

*THE ELITE*  
*REAL ESTATE*  
*SALES MACHINE*

BUILDING A WORLD-CLASS  
SALES PROGRAM

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Clearview Elite

**THE ELITE REAL ESTATE  
SALES MACHINE  
BUILDING A WORLD-CLASS SALES PROGRAM**

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# Foreword

“We could literally watch the pipeline fill up every single day.”

Eric and I worked together full time from about 2009 to 2015, building marketing campaigns and managing sales teams for luxury second home real estate developments.

Coming out of the recession, we experienced our ups and downs for sure. But one experience that really stands out was The Reefs Club, a beautiful luxury resort on the beach in Bermuda. There was brand new real estate inventory that the developer was selling as a Private Residence Club (very high end fractional ownership).

The developer hired my firm, Peter Kempf International, to re-start sales after a stalled out period through the Great Recession. This is where Eric and I learned firsthand the power of efficiency in the sales process.

We adjusted pricing, created new marketing messages and built new CRM tools to manage how we responded to leads.

It worked! We were generating enormous lead flow and sold 50+ ownerships in the first year and never looked back. There was no doubt that our focus and investment in sales efficiency was a great success.

The sales team consisted of only two people! There was no possible way they would have been able to manage the heavy lead flow without our sales tools.

Today I am an investor in Eric's company, Clearview Elite, and a huge supporter of the concept of efficiency in the sales team. It's so important to not only hire properly, but to install systems that will help that talent manage their time more effectively and flourish.

This book reviews some of the processes we used to sell real estate in high end developments around the world as well as new concepts I wish we would have had back then.

You will gain practical advice, Eric's detailed recipe for sales success and forward thinking that will propel your development to a faster sellout.

Enjoy the read!

Peter Kempf  
President  
Peter Kempf International Real Estate



# Table of Contents

[Introduction](#)

[Chapter 1](#)

A Sales Team Built To Thrive

[Chapter 2](#)

Sales Team Productivity: Promote Interdependence and Watch Sales Flourish

[Chapter 3](#)

Sales Structure - The Elite Sales Process

[Chapter 4](#)

Sales Efficiency: The Elite Priority Plan for Real Estate Sales Executive

[Chapter 5](#)

Lead Engagement: Time Kills All Deals

[Chapter 6](#)

The Role of Marketing in the Sales Process

[Chapter 7](#)

Tools of the Trade

[Key Takeaway Review](#)

[About the Author](#)

# Introduction

Great successes and abject failures, I've been through them all.

The processes, practices and theories in this book are a result of my own experiences, good and bad, selling luxury residential real estate developments.

I've grown most from the failures. They led me to develop a series of tools that have brought great successes to me and my clients.

The failures are what drive me. This is why I started Clearview Elite.

Real Estate developers, directors, managers and frontline sales executives dedicated to selling high-end communities, resorts or condo towers should use this as a guidebook for selling out inventory faster.

If you're a developer having just received your entitlements, ready to break ground and build a sales organization, this book is for you. Or, if you're on a sales team trying to stay positive, navigating the emotional roller coaster of sales during a difficult market (or even a difficult month) this book is for you.

All too often real estate developers spend the majority of their time, effort and money on lead generation, and little attention is paid to what happens next. Sales efficiency, after a lead comes in, is almost always overlooked.

Sales move slower as a result. This can cost developers hundreds of thousands in excess costs resulting from extended sellout periods, years in many cases.

Sales efficiency means interlacing several key sales programs (that I'll review in detail in the upcoming chapters) into a finely tuned sales machine. Technology and automation play a role in these programs as does good old hard work.

Developers will get a peek inside the life of a dedicated onsite salesperson. You'll learn what causes the dreaded emotional roller coaster salespeople deal with, the coaster's negative impact on sales productivity and how to solve it.

I got started in this industry by almost drowning. I was thrown head first into a project management role, managing sales and marketing for multiple second home real estate developments simultaneously. I learned a ton and grew immensely in the process.

It was an exercise in basic survival, drinking from a firehose. But the front-line experience was invaluable. It helped me to eventually start and grow Clearview Elite to what it is today. Today's successes are a direct result of the firehose.

One revelation in particular hit me hard. It was 2009, the stock market fell apart and lead flow had dried up. Literally, our sales offices went from receiving 200 leads per month to 20. I will never



forget sitting in my (very quiet) office thinking to myself, we've lost 90% of our inbound lead flow. We'd better take special care of the remaining 10%!

So I started researching. InsideSales.com had recently published a study with MIT around the importance of professional lead response. I've provided a link to that study in the References section at the end of this book.

Then Marketo did a piece on marketing automation, also provided at the end of this book. I was absolutely kicking myself. There was so much room for improvement in how we responded to new inquiries! We could be more timely and provide better information in a better format. We were not giving our prospects what they wanted -- more information on the purchase opportunity.

I realized after some additional research (secret shopping) that nobody in the real estate world was paying attention to the importance of lead response and the impact it can have on contact rates, sales efficiency and ultimately closed sales.

Years later, not much has changed unfortunately. There are multiple areas where sales teams can improve and I'm going to address them here.

My hope is that you take some valuable input from this book and avoid some of the mistakes that many others (including myself) have made in the past.

Let's dive in.

Eric Pierce

# Chapter 1

## A Sales Team Built To Thrive

*"If you think hiring professionals is expensive, try hiring amateurs." – Anonymous*

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### **Who Not To Hire, The Most Overlooked Decision**

Four years ago when we purchased our current home in Southeast Boise I hired a real estate agent. His name was... I have no idea.

He was quite good at walking me through the home we now own. He talked about granite countertops, hardwood floors and the big tree in our backyard, all the stuff that I picked up with my own two eyes.

I think we got a gift basket about 90 days after closing. Our next communication was a little over two years later -- an email about a new listing he had on the market. And folks, that's all I ever heard from him. I have since met and become friends with exactly six other real estate agents in town, all of whom I would call *before* the agent I did business with previously.

The issue is this: real estate agents like the poor gent who's name I can't remember are (usually) the first to apply for a position on a real

estate development sales team. They are struggling in their own independent real estate business and, not coincidentally, have no idea how to build relationships and sell anything.

Well this is your first big red flag Mr. Developer. When building a sales team you are looking for salespeople. People with experience selling big ticket items or things that take some relationship building and some handholding.

Do not hire someone simply because they are in town and know people and are already licensed to sell real estate. Being in real estate does not automatically qualify someone as a great or even good salesperson, and they may in no way be qualified to be a part of your high performing sales team.

Hire solution sales people who have been selling software or medical equipment, something that involves a sales process. You're not looking for the top TV salesperson at Best Buy, nor do you care if they have sold real estate. It doesn't matter. They can be trained on the benefits of your property and they can get a real estate license in a few weeks if need be.

What you want is charisma, negotiation skills, experience on the phone asking questions and solving problems.

If you find a diamond in the rough who truly understands the intricacies of a professional sales process and building relationships who also happens to have a real estate license then great!

When putting together a job description for a sales position at your new development, specify your preference for "solution sales experience". Do not interview candidates with "independent real

estate agent in (your area)" for 18 months in their LinkedIn profile, unless they have other sales-oriented experiences.

Here are a few ideas for creating a job requirements post:

- Proven background selling complex solutions in a rapidly evolving market
- 8-10 years of sales experience
- Track record of working closely with customers to define business needs, quantify impact, and recommend appropriate solutions
- Outstanding communication skills, including experience presenting to C-level executives
- Solution-sales focus with multiple products and services
- Excellent balance of strategic and tactical skills
- Strong written and verbal presentation skills
- Bachelor's degree is a bonus

First, notice how nothing above mentions anything about real estate. Not needed. Hire someone with the right qualifications and send them to your local real estate class. Done.

Second, there is reference to experience presenting to C-level executives. If you're selling luxury investment property or luxury second home properties, then C-level execs are who you're selling to. Make sure to hire someone who has experience talking with people who make decisions for companies.

If this new salesperson performs up to the standards you set (and your development is saleable), then their pay should easily be six

figures. So you should demand that your applicants can satisfy requirements like these.

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Key takeaways:

- Selling luxury real estate developments requires *solution sales* experience.
- Be picky and develop a detailed list of experience requirements.
- Real Estate sales experience / license not needed.
- Performing sales teams should make six figures.
- The luxury real estate audience is C-level executives, and your sales team should have experience selling to that audience.

# Chapter 2

## Sales Team Productivity: Promote Interdependence and Watch Sales Flourish

*"Life doesn't make any sense without interdependence. We need each other, and the sooner we learn that, the better for us all." — Erik Erikson*

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**Interdependence: the dependence of two or more people or things on each other.**

A team motivated to help each other and work together in an interdependent manner is the strongest team imaginable. Conversely, constant infighting and whining about who appears to be "getting more" and what is or isn't "fair" can be detrimental to a real estate development's success.

In his landmark book, *The Seven Habits of Highly Effective People*, Stephen R. Covey explains this principle:

*"On the maturity continuum, dependence is the paradigm of you—you take care of me; you come through for me; you didn't come through; I blame you for the results. Independence is the paradigm of I—I can do it; I am responsible; I am self-reliant; I can choose. Interdependence is the paradigm of we—we can do it; we can cooperate; we can combine our talents and abilities and create something greater together."*

Interdependence is power. Covey continues:

*"Interdependence is a far more mature, more advanced concept. If I am physically interdependent, I am self-reliant and capable, but I also realize that you and I working together can accomplish far more than, even at my best, I could accomplish alone."*

Mr. Covey certainly knew what he was talking about, and he sold 25 million copies of that book as a result. So isn't it logical that we heed his advice and build an interdependent sales team?

Using Covey's logic, a *self-reliant and capable* team that works together will accomplish far greater results and a more efficient sell out. To build a team with this kind of potential requires the selection of proven, confident leaders that will embrace the concept of working together to accomplish more.

How can we help the team embrace interdependence? Step one is to re-read chapter one and hire grown-up, experienced salespeople who won't kill productivity with constant infighting. Step two is to incentivize them accordingly.

### **An Interdependent Sales Plan**

Consider the concept of a "Team Fund". Depending on the size of the sales team, earmark 1% of sales revenues for the entire team to share. A fund paid out equally to each member of the sales team at the end of every month. We do not include the Sales Director in the Team Fund as she is already set up to earn commissions on the entire team's sales.

A simple Team Fund equation to attract better talent and motivate each sales team member:

$$\text{Team Fund Income (per person)} = \text{Total Sales} \\ * 1\% / (\# \text{ of team members} - \text{Sales Director})$$

Example: A \$50,000,000 project with 5 salespeople and 1 Sales Director

$\$50,000,000 * 1\% = \$500,000 / 5 = \$100,000$   
in additional income over the life of the development's sellout period for each salesperson.

Not bad!

Let's break this down by team members:

— Sales Director: 2% of all sales. This is the person who you will rely on to lead the team. This person can make sales themselves and



further prime the Team Fund, but their number one job should be to work with the other sales exec(s) to strategize, negotiate and help close sales.

The Sales Director is aligned with marketing strategies and prepares the sales team for any advertising events. They hold the team responsible and motivate at the same time. Note: For larger projects it's not uncommon to pay a salary plus .5% or 1% of total sales.

— Sales Executive(s): 2% percent of their own sales and an equal share of the Team Fund. They work hard to bring in as many sales as they can, but when the time comes to step in and help out a teammate, it's no problem at all. They understand that more sales, regardless of who makes them, results in a larger paycheck that month.

— Sales and Social Admin: Reasonable salary plus an equal share of the Team Fund. Hire this person carefully. He/she not only assists the sales team with general office duties, but is responsible for content (blog) development and social media marketing. At the end of the day your property's social presence helps build confidence and excitement for buyers, regardless of where they came from.

A healthy, active social presence can speed sales simply by reducing any skepticism a prospective buyer might have. Have you ever stumbled upon a resort's Facebook page that hasn't had a new post in three years? Doesn't come across well does it? Social proof goes a long way and it's worth providing a little extra incentive by way of the Team Fund.

— Bonuses: Save another 1% for bonuses. If the team reaches or exceeds an aggressive yet attainable *team sales quota*, the Team Fund rises from 1% to 2%.

If the team sales quota is met, regardless of the size of the team, the math adds up to 6% of total revenue to sales commissions, something a developer should happily pay. If the Sales Director sells on their own then the percentage will be lower. No commissions would be paid to a Sales Executive if the Sales Director makes a sale.

Six percent isn't unheard of in development sales. In fact, developers often designate up to 10 or 12 percent to allow for referral commissions and/or outside sales and marketing consultants. Either way, it's totally reasonable for a more productive, streamlined team that works together.

A sales team that works together is one that covers for each other on days off (without whining about it), handles phone calls for one another, and happily takes each other's prospective buyers on property tours. When a fellow sales exec is on a lunch break or giving a tour, their teammates have no problem covering for them.

The better a team performs, the lower the marketing costs at the end of the day. A conflicted, fighting, underperforming sales team can extend a property's sellout by years. That can add thousands to the marketing bill. The synergy that results from a commission plan that promotes interdependence will elevate sales performance and return on marketing investment will rise.

Hire the right team players that will embrace this concept, and then train them to work together. Your Team Fund ties it all together.

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Key takeaways:

- A team motivated and incentivized to work together is the strongest team imaginable.
- Consider the Team Fund equation to motivate your sales team: Team Fund Income (per person) = Total Sales \* 1% / (# of team members - Sales Director).
- Motivate sales team members with a Team Fund Bonus for reaching aggressive yet attainable goals.
- Total commissions should not exceed 6% with the Team Fund.
- Teams that do not work interdependently delay the sellout process longer than it needs to be, costing thousands of extra dollars to developers.

# Chapter 3

## Sales Structure: The Elite Sales Process

*“Concentrate on what will produce results rather than on the results, the process rather than the prize.” — Bill Walsh*

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### **Lead Temperature = Hot, Warm or Cold... Ditch it!**

The best salespeople are born optimistic. I managed a small team back in the early 2000's. Every spring without fail they would swear that the project would be sold out by the end of the year.

Actually, I love this, the optimism and excitement. It's a hell of a lot better than the alternative. And over time sales managers tend to become accustomed to these aggressive sales proclamations and learn to take them with a grain of salt.

While a salesperson's optimism is completely healthy and can motivate the entire sales team, it's difficult to build forecasts around. So installing a sales status that includes a “temperature” field is almost completely useless. Everybody is “Hot” after that first phone

call... until they don't respond to the next 12 emails and then they are "Cold". I'll get back to that later in this chapter.

A working sales process is an irreplaceable tool for your sales organization, a tool that should be sharpened. It helps the sales team stay on track and organize their pipeline into a manageable list. It should be used by the sales execs, Sales Director, management, ownership and marketing.

But what is the best process to use for selling real estate developments?

The process shared below is custom built for the real estate development sales team. Developed from years of working in strong and structured sales organizations in different industries, but layered with real estate principles stemming from frontline experience managing lead flow in luxury real estate developments.

### **The Elite Sales Process for Real Estate**

The Elite Sales Process is quite simple: Stages and Statuses are used to organize and forecast all leads in your sales organization. They work together to determine 1) a salesperson's daily priorities, 2) how leads are marketed to, and 3) how sales are forecasted.

Download The Elite Sales Process for yourself here:

<https://clearviewelite.com/elite-sales-process-for-real-estate>

There are four Sales Statuses:

1. Active
2. Cultivate
3. Lost

#### 4. Not Qualified

##### *Elite Sales Status Explained:*

Active - Any lead that a salesperson continues to have communication with. This includes all new leads and any leads that are actively involved in the due diligence process.

Cultivate - A lead that has gone quiet, is on hold, not responding, or has asked to be contacted later. My standard rule: "If you've not heard from them in *60 days* move them to Cultivate."

Lost - The lead has said *in their own words*, "this is not for me", "thanks but no thanks", "not today" -- you get the idea.

Not Qualified - You have determined that this lead is not an actual candidate. A secret shopper is a good example. Or someone that says, "as soon as I win the lottery I'll be ready", or "remove me from your list".

We separate Lost from Not Qualified because, believe it or not, Lost leads come back and purchase. It's happened, and it's not altogether uncommon. Situations change financially, health issues can improve and people retire. If your 'Lost' lead is a next-door neighbor with someone who just purchased at your development, there's a good chance they'll be back.

So the marketing team keeps your Lost leads on their newsletter drip campaign. Marketing communicates to (stays in front of) all leads *except* those with a status of Not Qualified.

Additionally, Status can be used by the management and marketing teams to determine at what Stage of the sales process leads are dropping out. Build a report in your CRM (Customer Relationship

Management system - more to come on this a bit later) that lists all Stages by Status. You can start to see where the process is stalling or where one sales exec is having trouble moving people through the buying process.

Example: If Jane Doe has 64 leads in Stage 5 with a Status of Cultivate, and Frank Doe has only 28 leads in Stage 5 with a Status of Cultivate, and all else is equal, we might need to invest in some additional training for Jane.

The big caveat here is that the sales team actually uses the CRM. I am a proponent of Propertybase, powered by Salesforce.com. I recommend it because of its flexibility and ease of customization. Real estate users can become frustrated with the Salesforce CRM due to its complexity, but when set up properly they typically do a 180 and fall in love with it. Propertybase has done this specifically for the real estate industry.

We have a saying, "If it's not in Propertybase, it didn't happen!" If there is ever a question about a lead, a lead assignment, any lead issue, we look to Propertybase to try and resolve the issue.

A job requirement for all members of the sales team should be to record everything in the CRM. Everything. It helps the salesperson, management and marketing team. It's a no-brainer, but something that needs to be burned in the minds of the sales team. This is not an option.

There are 10 Sales Stages:

1. Info Request - 3% probability
2. Info Response - 3% probability

3. Qualification and Discovery - 5%
4. Preview Visit Scheduled - 20-30%
5. Preview Visit Completed - 30-40%
6. Final Discussion - 50-60%
7. Documents Sent - 70%
8. Soft Contract Signed - 80%
9. Hard Contract Signed - 99%
10. Closed - 100%

\*Probabilities reflect averages and will vary for every real estate project. After a few months, you'll start to understand your own probabilities and where you can improve.

### *Elite Sales Stages Explained*

1. Info Request - indicates a lead has requested information and has not yet received that information. We need this as a Stage because accidents happen. We'll want a way to make sure there are no leads in the system that were inadvertently missed in the follow-up process. i.e. they requested info but didn't get it.
2. Info Response - indicates a lead has been sent the information. Yep, important. This differentiates those who have received information but have not yet been contacted by a salesperson.
3. Qualification & Discovery - indicates a salesperson has made *live contact* with a lead. Live contact means either a phone conversation, IM/chat or back and forth email exchange. This is where the salesperson is building rapport, asking questions, finding out whether or not the lead is qualified, and what their drivers (motivations) and needs are.
4. Preview Visit Scheduled - A qualified lead has purposely scheduled a visit to see your property.



5. Preview Visit Completed - The qualified lead has purposely visited and left your property. Simply because of the fact that they scheduled the visit and went through with it shoots them up the probability scale. This is a very good sign.

Note: these leads should not be confused with a walk-in who stops by while strolling down the beach. While this walk-in might have completed a tour of the property, they should remain in Stage 3 or jump to Stage 6 based on their interest level. Preview Visit leads represent a higher level of interest than someone who is merely strolling by and therefore have a higher probability to close.

6. Final Discussion - This stage is where the lead is diving down deep into the purchase opportunity, reading advanced level FAQ's, asking detailed questions, shooting over a few objections and potentially entering a negotiation phase.

If you've reached this stage and are maintaining *live* contact, then this is a huge buying sign. Your lead left the property, returned home and didn't fall off the face of the Earth. This calls for another jump in probability to close.

7. Documents Sent - Here the lead has *actually said the words* "So what's the next step here? Can you send me the documents required?" It's important that the question comes from the lead. A salesperson can easily offer up the courtesy of delivering agreements and it's easy for a lead to say, "sure, I'll look at them". That doesn't count. But, if a lead moves to this stage on their own, then you're (conservatively) 70% of the way home.
8. Soft Contract Signed - This is an optional stage for those developments that use soft contracts, or refundable deposits.

A deposit of any kind is a buying sign, even if it's completely refundable. Now we're at 80%.

9. Hard Contract Signed - Self-explanatory, if you send the agreements and they are returned with a signature and deposit, then you'll close 99 out of 100.
10. Closed - Cheers!

### *How Stages and Statuses work together*

It's a real advantage to be able to sort through and categorize all of the leads in your CRM so they're at everyone's fingertips.

1. What if a salesperson chooses to view all of their current leads that are completing their final due diligence? With the Elite Sales Process installed they would filter:
  - Status = Active
  - Stage = 6
2. What if management wants to see all of the leads that have decided not to purchase after completing their due diligence? In seconds we can run a report for:
  - Status = Lost
  - Stage = 6, 7, 8, and 9
3. What if management wishes to see all of the leads that the sales team had never made live contact with? Easy:
  - Status = Cultivate
  - Stage = 2
4. All active owners?
  - Status = Active
  - Stage = 10

There is no Status for hot, warm or cold, it's just too arbitrary. Forecasts cannot be built on an optimistic salesperson saying that

they've got a "hot" prospect. If that were the case, you'd expect 50 closings a month and sell out in just under a year. It's the nature of optimism, not a bad thing, but one that needs to be contained.

FAQ: how long should a salesperson continue to reach out to Active prospects who are not reachable or progressing through the sales process? 60 days.

If a salesperson has not had a meaningful *live* conversation with a prospect (or set an agreed upon date for later follow up), then that prospect's Status should be set to "Cultivate" and they should be handed off to the marketing team.

This is for another book, but marketing should continue to stay in front of Cultivated prospects with a pre-determined, sales-related drip email campaign.

It is not up to a (highly paid) salesperson to continually dial for dollars trying to reach someone that has fallen off the radar.

All salespeople should have set priorities centered around working with engaged prospects and they should be incentivized to stick with those priorities.

Systems can be put in place to handle much of the time wasting tasks that expensive sales professionals should not have to deal with. This is the essence of the next chapter, The Priority Plan.

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Key takeaways:

- Optimism on the sales team is healthy and should be embraced.

- Asking them to forecast with “hot, warm and cold” shouldn't be.
- The Elite Sales Process is four Statuses and ten Stages purpose-built for the real estate development sales team.
- Each Stage has a corresponding probability to close.
- Statuses and Stages are used together to dictate the actions of sales, management and marketing teams.
- Salespeople should attempt to reach new leads for 60 days. After that marketing takes over.

# Chapter 4

## Sales Efficiency: The Elite Priority Plan for Real Estate Sales Executives

*"One of the very worst uses of time is to do something very well that need not to be done at all." - Brian Tracy*

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**There is too much wasted time spent by the most expensive employees.**

Real Estate Developers: Why should your top salesperson sit at a desk robotically dialing the phone hoping to find a pulse in their pipeline? Those tasks are productivity killers and your marketing ROI will surely suffer.

Your sales team is your most valuable asset and they should be free to focus on only those tasks that will enable them to make sales, nothing else. Their number one job is to move prospects from *merely interested* to *truly engaged*. This is where they make their living, why you hired them and is arguably the most difficult job at any real estate development.

Therefore, adopting a clearly defined *Priority Plan* for your salespeople is time well spent. The plan should be written out on a big sticky note as a daily reminder.

Here are the top five things every real estate development sales executive should be doing.

### **The Elite Priority Plan for Real Estate Sales Professionals**

#### *1. Spend time with prospective buyers who are physically on site*

Face to face engagement with live prospects is top of the list. This is the best time to build rapport, answer questions and move a prospective buyer from *merely interested* to *truly engaged*.

When a potential buyer is on site, no matter how far along in the sales process, everything else takes a back seat.

Examples:

- Stage 3 walk-in trumps a Stage 6 phone call
- Stage 4 Preview Visit tour trumps a Stage 7 closing call

#### *2. Have meaningful conversations with early stage leads on the phone*

Building the sales pipeline is the second most important item on the professional sales executive's Elite Priority Plan. Yes, late stage buyers moving towards a closing date need answers to detailed questions and that is important. But they only reached that advanced level of interest because someone on the sales team engaged with them early.

Put another way, the less time spent having meaningful conversations with early stage prospects, the fewer late stage buyers will be putting down deposits.

Once a lead is *truly engaged*, they are less likely to be lost to outside influences (life). So focus on building the pipeline first, then close them second.

### *3. Work with late stage prospects through the final decision process*

This is third on the list but obviously very important. But it's worth repeating: salespeople should not let the excitement of an imminent closing trump the chance to connect with a new lead who is either on site or actively reading about your real estate opportunity.

This is a very difficult concept for salespeople to grasp. I'll repeat the same thing I just said in #2 above: once a prospect has fully invested their time and effort with the intent to purchase at your development, they are already *engaged*. On the priority scale, they are junior to new leads who are still *merely interested*, but senior to anything else.

### *4. Build relationships with current owners*

The last two are the most overlooked tasks. Those salespeople who build the strongest relationships with their new owners have the most success.

In my experience, owner referral programs see limited success. "Refer a friend and receive half off of your annual HOA fees" is a

common tactic, but incentives are typically not the real reason an owner makes a referral.

Referrals happen as a result of truly happy owners. On-site staff is overly accommodating, the food is fantastic and concierge services are second to none. Owners who are treated like family by the staff (including their sales executive) rave about their experiences and happily refer their friends without expecting anything in return.

A closer relationship between a salesperson and their owner opens the door for more referrals. In fact, a good relationship opens the door to the simplest lead gen tactic of all, just ask!

*"Hey Dr. Jones, if you could think of just one family in your neighborhood who would love this place for their own second home, who would that be? Would you mind an introduction?"*

Salespeople: how comfortable would you be asking that exact question to an owner you didn't know very well? Not comfortable at all. This is why relationship building with owners comes in at number four on the Elite Priority Plan.

#### *5. Grow professionally through training and research*

Even the best salespeople in the world admit that they can improve. Nobody is all knowing, and improving one's own skills is senior to sitting at a desk impersonating a robo-dialer.

#### *Study the competition*



In many locations, studying the competition is critical to moving leads through the sales process. Salespeople must be prepared to handle objections that stem from what competitors are saying.

If I am in a sales executive's shoes, I would shop my competition periodically so I know what they are saying, not only about *their* real estate opportunity, but about *mine*.

If other properties in the area are badmouthing my opportunity, I want to know about it. I want to know what lies they are making up and be prepared to respond to prospects that bring them up.

Then I'll take the high road in my response, explain why my property is a better fit for my prospect and their family, and welcome a new owner.

### Improve sales technique

Today there is so much information out there that can help everyone improve. I subscribed to Feedly and loaded up my account with great blog content from really smart professionals in many industries. I aim to improve myself every day and recommend my clients do the same.

Doing things incorrectly over and over again won't help you get any further towards the goal line. Researching and improving sales tactics is well worth the time. Some examples:

- A better-timed phone call
- A voicemail with an actual purpose
- An email that provides real value
- Best practices for uncovering objections

Ongoing personal training can make all the difference in the world, but most salespeople don't do it because they feel like they need to be constantly dialing.

### **Common Time Wasting Tasks and the Emotional Roller Coaster**

What is the emotional roller coaster that salespeople deal with and how does it impact real estate development sales?

Glad you asked. The emotional roller coaster typically starts with stalled momentum, an empty pipeline. The psychological wellbeing of a salesperson gets shaky when the future doesn't look as bright.

Optimism can rise quickly though, after something as simple as a good phone conversation with an engaged early stage lead. But once again, it can drop after several days of not connecting with any engaged prospects.

This is common in many industries; even the best professionals deal with it. But it's especially damaging in real estate sales. The valleys can be lower and the peaks can be higher because of what's on the line (significant income) and the frequency of the sale (often only a few per month - maybe less).

A salesperson in a deep valley is typically one that is forced to pound the phones for hours only to leave voicemail after voicemail. A negative impact on the sales organization for sure. A prolonged session of dialing for dollars can be demoralizing, and prospects can hear it in a salesperson's tone on a rough day.

This leads us to a few items that don't make the Elite Priority Plan that many good salespeople find themselves doing.

- Dialing for dollars

When consumers request additional information that's exactly what they want, not just a brochure full of more pictures. Send next level ownership information electronically and try to reach them immediately upon inquiry, as long as nothing else in your Elite Priority Plan trumps it.

But picking up the phone every day trying to drum up interest with "I just called to see if you received our email brochure" is a task that should be avoided. If all five tasks in the Elite Priority Plan are complete, then go for it.

Please have someone *else* do these next items. Please. Anybody. They are huge time wasters for a salesperson who could be spending their time having meaningful conversations moving prospects from *merely interested to truly engaged*.

- Interior design consulting, decorating logistics, furniture shipment etc.

Note: this could easily be confused with building relationships with owners, number four on The Elite Priority Plan. But don't fall into that trap. It's far too time consuming, and there are other ways to build relationships.

- The closing process, document management
- Sending out brochures manually

Sending out sales information should be automated. We live in a world where people want and expect information right now, this

minute, not in a few days. This can be a big difference maker and can impact how fast a development sells out. It's the essence of the next chapter.

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Key takeaways:

- The number one job for real estate salespeople is to move leads from *merely interested* to *truly engaged*.
- Dialing for dollars is not the best use of time if there are items not yet completed in The Elite Priority Plan.
- Early stage leads are more critical than late stage leads because late stage leads are more likely to be *truly engaged* and therefore less likely to fall out of the pipeline.
- Salespeople are going to sell more and make more money by constantly improving their talents and knowing their competition inside and out.
- Manually sending out email responses with PDF brochures isn't a good use of time for an expensive sales executive. This should be automated.

# Chapter 5

## Lead Engagement: You're On the Clock

*"Not following up with your prospects is the same as filling up your bathtub without first putting the stopper in the drain."*

— Michelle Moore

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### **Time Kills All Deals**

It's February, 7:30 pm, your future buyer is leaning back from the dinner table giving her husband that subtle nod of approval, the lamb chop was delightful. Angela and her husband Clay polish off a nice Malbec while another winter storm warning scrolls across the bottom of the TV.

The season's third snowstorm has finally convinced the couple to explore second home ownership options. Things have been pretty good at work lately, and now that the kids are in high school, keeping them around is becoming more challenging. Momentum is definitely building towards a second home investment... somewhere tropical.

Angela and Clay are in Boston with numerous options due south. Florida, Grand Cayman, The Bahamas, Turks & Caicos, the list seems endless. The excited couple is searching online for second home options and your (expensive) Adwords campaign has caught their attention. Amanda and Clay follow the link and enter your Lead Lifecycle.

### **The Lead Lifecycle - Interested to Engaged to Decision**

Amanda and Clay followed your search engine ad and landed on your visually stimulating website. The beautiful photography and experiential messaging did its job. The couple is now *interested*. They want additional pricing information, perhaps an inspection visit to the property.

Amanda and Clay enter their contact information into a form on your website with full understanding that soon someone will be calling them.

*Interested - You're on the clock!*

It's time to begin moving your new lead from *merely interested* to *truly engaged*. And the time is now. Speed is of utmost importance for three reasons:

1. Sending the information they want faster will move them to *truly engaged* faster. Amanda and Clay are "in the ether" *right now*. Your development is top of mind *right now*. While they might not expect ownership information instantly, they would certainly be appreciative of it. After all, with technological advancements today, it's definitely possible.

2. You're most likely not the only development that has received Amanda and Clay as a new lead tonight. Others will be doing their best to *engage* them and win their hearts.
  
3. Amanda and Clay are successful, working professionals. Most savvy consumers interested in a second home fit this profile. Tomorrow Amanda has a board meeting, and after work they have a charity gala to attend. Clay's about to find out that his software has a glitch that will set his company back several weeks. Their daughter's volleyball team has a tournament out of town... you get the idea.

The point is this: life gets in the way. The longer it takes you to respond to a new lead, the longer it takes to move them through the sales process.

When a lead submits a contact form on your site they should receive *engaging* information they have *not yet seen*, and they should receive it *immediately*.

We are talking about a potential real estate purchase here, something very exciting to the buyer. This is relatable to buying a new car, very exciting and a big deal because it's expensive.

Imagine if a salesperson approached you on a car lot and said, "Hello, my name is Daryl. Gimme a couple days and we'll take it for a spin." When you visit a car dealer you expect to test drive something now, not in a few hours, days or weeks.

*A common objection: "We need to contact them directly on the phone first, build a relationship with them before sending more detailed information."*

You might want that but your leads don't. That study from Marketo (in Resources at the end of the book) suggests that buyers today want to complete up to 75% of due diligence on their own before talking with a salesperson. And I don't have any reason to not believe it. Personally, I'd rather not talk with a salesperson until I'm ready.

This isn't the 90's. Back then, leads requested more information with full expectation that the phone would eventually ring. Now, it's probably still assumed, but not desired. Technology has made it possible for you to give your prospects much of what they want and when they want it.

Furthermore, prospects can tour your property virtually, and even purchase without ever physically being there. You should be using this technology - more on this in Chapter 7. Delaying follow-up and the delivery of information only delays the sale.

What if you promised the "delivery of advanced ownership information instantly" by submitting a simple form? First, you would convert more web browsers to leads if they knew they didn't have to wait for the information, and that a pushy (in their own mind) salesperson was going to be hounding them three times a day.

Don't get me wrong -- dialing a lead's phone number immediately upon their inquiry isn't a terrible idea. In fact, that study we referenced earlier on professional lead response by [InsideSales.com](http://InsideSales.com) and MIT (Resources section) insists that your



chances of making contact with those leads are 100 times higher if you call within 5 minutes vs 30 minutes.

So to be clear, I'm not suggesting to not call a new lead but there are two caveats:

1. Only make the call if there isn't a conflict with your Elite Priority Plan.
2. Simply offer to answer any questions and point their attention to their inbox where the next level information they asked for is waiting for them.

Calling your new lead's attention to their inbox is a good way to make sure you're important information doesn't end up in a spam folder.

If the conversation extends to rapport building and more advanced Q&A, great! Often times it will, especially if they are still in the ether. But in the luxury real estate business, a long-winded phone call with sales people vomiting everything they know will only irritate new leads. There is a time and place for further discovery, and it should not be forced in the very first call.

The number one reason I started [Clearview Elite](#) was that salespeople needed to know who to follow up with and when, in order to continue the important client discovery process. Without knowing who to call and when, a salesperson's day is spent doing things outside of the Elite Priority Plan, like dialing for dollars.

*Engaged - Pick up the phone*

This is not a book about selling real estate without talking to your prospects. One on one conversation, client discovery, qualification and rapport building will always be a part of the sales process. But it can be done in a much more strategic and efficient manner.

When is the absolute best time to pick up the phone? When you (your development) is top of mind to your prospect. When they are actively reading your ownership material, they are building more interest and most likely coming up with questions or considering a site visit. In other words, they are becoming *engaged*. This is the perfect time to build rapport, ask questions, qualify and move your prospect towards a decision.

In Chapter Seven we'll review technology and how it should be used to (nerd alert) turbo-boost the sales engine to run faster and help salespeople work more efficiently. This is the secret recipe and why many sales take much longer than they need to.

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Key takeaways:

- Once a new lead clicks submit on your website form you are on the clock! Time kills all deals.
- Life gets in the way. The longer it takes you to respond to a new lead, the longer it takes to move them through the sales process.
- Deliver more detailed "next level" information upon first request. It's what people want.
- Promoting immediate delivery of advanced ownership information on your public website will increase conversions.
- Always make a phone call within the first 5 minutes of a new lead notification if there is nothing higher on your Elite Priority Plan.

- Timing and delivery of information converts leads from *interested to engaged* faster.
- The absolute best time to call a prospect is when they are actively thinking about you.

# Chapter 6:

## The Role of Marketing in the Sales Process

*"Don't talk, just act. Don't say, just show. Don't promise, just prove." - Unknown*

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### **Quality marketing should impact every step of the sales process**

The traditional role of marketing in the real estate world has been to catch attention and generate interest. Interest is born from emotion; excitement stemming from professional marketing. I call this *level one marketing*.

At level one, pictures are painted of what life is like at your real estate development. Beautiful video and photography is presented on your public website. You focus on "creating memories" with pictures of bare feet in the sand, kids jumping from a dock into the lake, things that truly resonate with your target audience.

*Free Information vs Paid Information*

Level one marketing is information that we provide to consumers free of charge. Anyone should be free to look through this public information and fully understand the basics of what you are offering.

Level one marketing should be designed to generate enough interest for someone to (in effect) raise their hand and request more next level sales information. This is what I refer to as *level two marketing*.

Level two marketing consists of that *next level* sales information that isn't available to the public. This marketing is not free. Consumers should pay for it. The form of payment is their name, email, phone number and acknowledgement that more than likely, "someone is going to call me and try to sell me something" (in their mind).

Those people on your website who succumb to the fear of a stranger (salesperson) calling them are leads. If a consumer turns into a lead by requesting information, it's the same thing as waving their arms and shouting, "I have an advanced level of interest and I'm willing to talk to a salesperson, something I'm quite uncomfortable with!"

Traditionally, this is where sales takes over. A standard text email is sent with (maybe) a PDF brochure attached to it. The PDF brochure typically has the same pictures (only smaller) that the lead just saw on the public website.

This is where marketing often goes on hiatus. The sales deliverables typically don't reflect the same standard of quality seen in the marketing deliverables. Level two marketing traditionally does not exist.

Marketing is then tasked with *level three marketing*, database nurturing tasks in the form of newsletters and drip marketing campaigns, but typically only after sales has handed non-responsive leads back to them.

Why not keep the professional, highest quality, emotional marketing firing through the sales process? Those early stage leads are the most critical! They should receive the best possible branding that a development marketing team has to offer. They deserve *level one and two marketing*.

*Level two marketing* should influence the sales deliverables, including the advanced sales materials and follow-up messages, and continue driving emotional content in tandem with the not-so-stimulating financial information.

In other words, your paid information should be presented in a professional and beautiful manner just as your free information was.

Consumers are more likely to stay engaged emotionally, the development is portrayed more professionally and technology can be used to alert the salespeople as to whom they should be reaching out to and when.

These are big difference makers in increasing the overall productivity of a sales team, speeding up sales and reducing the ROI of *level one marketing* expenditures.

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Key takeaways:

- Traditional interest-generating marketing (*level one marketing*) is free information to consumers.
- Next level sales information, traditionally created and delivered by the sales team, should be designed by marketing but rarely is - this is *level two marketing*.
- *Level two marketing* is not free. Consumers should pay for this.
- Upgrading sales brochures and Word docs to *level two marketing* is easy, inexpensive and will sustain a buyer's emotional connection throughout the evaluation process - Clearview Elite built a business on this.
- Marketing should not go on hiatus between *level one* and *level three marketing* (lead nurturing with newsletters); rather they should stay involved in the presentation of the entire sales process.

# Chapter 7

## Tools of the Trade

*“Give me six hours to chop down a tree and I will spend the first four sharpening the axe.” — Abraham Lincoln*

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**We live in an online, virtual world and we must sell real estate with that in mind.**

In this chapter, I'll review several critical tools that should be embraced by any luxury real estate development's *sales* organization.

Note, there are hundreds of powerful software applications that provide great value for other purposes: Mailchimp for email marketing, Canva for design, Evernote for productivity, I could go on. I have used dozens of them myself. Here they are in no particular order:

Evernote

Canva

Mailchimp



Join.me  
Clearview Elite  
Salesforce.com  
Propertybase.com  
G Suite (Drive, Docs)  
Skype  
Google Hangouts  
Google Analytics  
Dropbox  
Hubspot  
Basecamp  
Drift  
Zapier  
Leadpages  
Freshbooks  
Trello  
Grasshopper

I'll focus on several key technologies that are making a difference, improving sales productivity for real estate developers and sales professionals.

### Virtual Reality

International buyers are often investors, early phase buyers, and the prospect of purchasing phase one inventory in a new development is always brighter when the development shows that they have their sales machine in tune.

Investors are more willing to swallow risk if (among other things) ownership and management can show they understand the

importance of a professional sales organization and are not afraid to invest cash in a sales machine that produces.

You'd think this is obvious but I'm frequently amazed at how little cash developers actually set aside for their sales and marketing programs. Savvy investors can see this a mile away.

Furthermore, international buyers (especially investors) are more inclined to pull the trigger virtually, without physically ever being on site.

So how do you take a property's online experience to the next level and give consumers an inside look (literally) into your real estate? A virtual walkthrough from anywhere in the world.

Technology in this arena is taking off. [Matterport](#) has been the most popular and affordable provider of 3D tour technology, but others are coming.

One of particular interest to me is [VR Global](#). They have taken 3D to the next level with Virtual Reality. This certainly won't be the cheapest option, but for developers projecting a sellout period of at least a couple years, providing consumers the convenience of a virtual walk-through of the property will certainly pay dividends.

Of course other pieces play a role in selling remotely, including developer reputation, brand presence and the economic health of the destination to name a few, but the ability to literally walk through a phase one model in Cabo San Lucas from a coffee shop in New York City is a difference maker for the sales program.

Customer Relationship Management Systems (CRM)

I'll go ahead and assume that everyone reading this knows what a CRM is. I can also assume that most developers already understand the importance of CRMs in managing leads.

But here are a few assumptions that I cannot make:

1. A proper CRM has already been installed into your arsenal
2. The CRM is set up for easy use by the sales team
3. The CRM is actually being used by the sales team

So let's tackle these not-so-safe assumptions in reverse order.

### *3. The CRM is actually being used by the sales team*

Regardless of which CRM is selected (it could be the most expensive fully customized platform ever devised), if the sales team isn't using it, it's worthless.

One of the biggest mistakes I've seen (and made) is little to no use of the CRM. The fact is, too much is going on in a salesperson's day for them to remember everything.

All too often, sales execs have great conversations with prospective buyers and discuss needs, wants, desires, kids, hobbies, retirement, goals and their golf handicap, only to forget 75% of that conversation because none of it was recorded in their CRM.

These important phone and email interactions must be recorded somewhere, not only for the salesperson to be more effective, but for others to be informed as well.

What if a salesperson quits, comes down with pneumonia or is on vacation? How will anybody else know who to follow up with, and what their needs or objections are?

CRM's should be used to track:

- Prospect phone conversations
- Sales Process (see Stages and Statuses in Chapter 3)
- Scheduled and completed property visits
- The closing process
- Forecasts - how many are projected to close next month?
- Email exchanges
- Lead Sources - what advertising is working the best?
- And a lot more - this could be a whole new book

But minimal use of a CRM is understandable from the salesperson's perspective. The best salespeople care about selling and that's about it. Recording all that information after every conversation can be a hair-pulling event.

Of course, whether or not sales teams enjoy using the CRM is irrelevant. The tool is critical to making sales teams more successful, and it must be mandated from the highest level.

This leads to the second not-so-safe assumption.

## *2. The CRM is set up for ease of use by the sales team*

The quickest way to get a sales team to embrace the use of a CRM is to eliminate the fear associated with it. So make it as easy to use as humanly possible.

Some of them can be so complex that they literally scare users away. Furthermore, confusing software costs additional hours every day in lost productivity with everyone trying to figure out how to look up leads, run reports and send emails.

At the outset, a CRM can be very inexpensive compared to other sales and advertising costs. But you're not factoring in a few extra bucks in hiring an expert to customize the system to work for the sales team *easily*.

### *1. A proper CRM is being used*

There are literally hundreds of CRMs to choose from, but there are very few that are best designed for a real estate development sales team.

Salesforce.com is a leading CRM in a crowded industry. It is built to work for companies of all shapes and sizes. Whether you're General Electric or a river guide, you can technically use Salesforce.com. But with that comes its inherent challenges.

This is where Propertybase comes in, a CRM built specifically for the real estate world on the Salesforce.com platform that offers specific sales and marketing tools with extremely flexible customization possibilities.

Propertybase exists entirely "in the cloud," integrating smoothly with any website, and exchanging data with real estate portals worldwide. With next-to-no IT setup required, users can get to work using Propertybase in their business and on mobile devices with minimal effort required.

## Sales Productivity

There is no doubt now that CRMs provide many benefits to the sales team. They are a critical component of database management and sales organizations cannot work efficiently without them.

However, most CRMs are just what their name implies, a lead management system, a place to store, track and organize leads. There are other technologies that should be integrated to add additional boost - efficiency - to the sales process. If the CRM is a bicycle, sales productivity software is the gears.

One of the reasons I like Propertybase is that it can integrate with over 3,000 other apps to improve productivity.

For example, there are tools that can sync email exchanges right to the lead page, and apps that allow salespeople to research their leads by automatically linking social media pages, like LinkedIn.

The messaging app, Drift, also syncs to Propertybase. Clearview Elite is (in part) an AppExchange tool specifically for real estate team productivity.

The idea for Clearview Elite was born when I noticed that more than 50%\* of all the leads we generated in our real estate consulting work had never actually spoken with a salesperson.

This was obviously an alarming revelation, and after further research, I attributed it to the following:

1. We were not sending those leads the additional "next level" information they wanted
2. We were not sending the information fast enough

3. We did not realize that only 25%\*\* of those leads had a real interest to purchase anytime soon
4. We did not know which leads represented that 25%

Sales teams were unaware of who they should call and when. This is supported by the [2016 Sales Perception Survey by Hubspot](#), which identifies that the second most challenging issue for sales professionals was getting in touch with / connecting with their prospects.

Sales productivity software like [Clearview Elite](#) addresses this problem head on. Custom, web-based sales presentations are delivered instantly and automatically on behalf of the salesperson. Then real-time alerts tell the salesperson who to reach out to and when.

With the Clearview Elite app, the robust Propertybase.com platform is even more optimized for real estate lead response and efficiency. They can work more efficiently and spend time sticking to their Elite Priority Plan.

[\\*Peter Kempf International data](#)

[\\*\\*Marketo Study](#)

### Messaging

You've heard of live chat of course. It's been around for years, but typically is limited to customer service or tech support use. You've got a question about something in your account and you ask questions in real time to a customer service or technical support staffer.

But now live chat is a whole new ball game. It's greatly improved with new technology and it's beginning to flourish as a sales tool. Now we call it messaging, the ability to ask questions in real time to salespeople about a product or service, or vice versa.

It's still early, but new software companies are adopting messaging every day to help their sales teams connect with prospective buyers. Having real-time conversations with buyers via messaging will become commonplace in sales.

Let's be clear, I'm not talking about consumers messaging salespeople in their Facebook accounts, or texting to their iPhone. I see live sales conversations happening from a real estate development website (or next level sales presentation) to a sales executive's laptop or iPhone.

Companies like [Drift](#) have brought this technology a long, long way. Now bots can be used to have conversations, answer questions or even direct prospects to the right salesperson automatically.

Salespeople can be alerted when prospects are on their website (or real estate presentation) and can jump in to say hello.

Comparing today's messaging to yesterday's live chat is like comparing the iPhone to the flip phone.

### Video

I know, you already understand and embrace video to promote your real estate. My intent here is not to state the obvious, but to remind you how important *quality* video production is.



To properly market a luxury real estate development, nothing trumps the power of eye-opening photography and *professionally produced* videos. The importance of professional photography has been beat to death so I'll breeze by it.

Junior league photography stands out like a sore thumb and savvy consumers will notice it right away. If you've got a potential buyer perusing your property website, amateur photography is one of the fastest ways to lose them.

A professionally produced video will make you melt. The right combination of lighting, staging, music, atmosphere, story writing, actors and directing can move a prospect from *interested to engaged* on its own.

But use caution with who you hire and don't skimp. The results can backfire. I watched an amateur video once (of a \$20M home) and saw the person shooting the video in the mirror. Oops!

I've been fortunate to work with many video firms, but Goldeneye Media takes the prize for luxury and "wow" factor.

They aren't the cheapest, but for an owner / developer preparing to promote a new development or re-brand a current one, cheap isn't the answer. Nothing is more important than the video. It gives the sales team a head start.

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Key takeaways:

- While still in its relative infancy, Virtual Reality will be the difference maker in selling luxury real estate.

- Virtual Reality advancements will result in more sight unseen purchases from investment buyers abroad.
- VR Global is the leader in the luxury VR space.
- CRMs are critical to the sales team, marketing and management teams.
- Propertybase, powered by Salesforce.com is the leading CRM in real estate.
- The CRM alone is good, but add sales productivity software like Clearview Elite and it is great!
- Messaging has already started to compliment (and in some cases replace), website sign-up forms and that will continue for many industries. Drift is the leader.
- Quality video is essential when selling high dollar real estate. Don't skimp. Goldeneye has mastered beautiful video production.

# Key Takeaway Review

## The Big Takeaway

To summarize this book in a single sentence: An Elite Sales Machine is built by installing the best sales processes and providing the best sales tools to the best salespeople.

The most common mistake I've seen is the tendency for salespeople to focus on the most comfortable and most exciting tasks, talking with those sales leads that are truly engaged and excited. This is understandable. It's more fun.

What is often not realized is that those engaged leads got there for a reason, and losing focus on the earlier stage leads due to "getting busier" with late stage leads will slow sales in future months and send the emotional roller coaster to another low.

Developers, take extra time in planning your sales and marketing investments. Realize that your return on those investments will rise with experienced salespeople following valuable processes with proper sales tools.

I look forward to helping anyone, whether you're just beginning a new luxury development or re-organizing a current one. Reach out to me anytime.

Eric Pierce  
Eric@ClearviewElite.com

### Chapter 1

- Selling luxury real estate developments requires *solution sales* experience.
- Be picky and develop a detailed list of experience requirements.
- Real Estate sales experience / license are not needed.
- Performing sales teams should make six figures.

- The luxury real estate audience is C-level executives. Your sales team should have experience selling to that audience.

## Chapter 2

- A team motivated and incentivized to work together is the strongest team imaginable.
- Consider the Team Fund equation to motivate your sales team: Team Fund Income (per person) = Total Sales \* 1% / (# of team members - Sales Director).
- Motivate sales team members with a Team Fund Bonus for reaching aggressive yet attainable goals.
- Total commissions should not exceed 6% with the Team Fund.
- Teams that do not work interdependently delay the sellout process longer than it needs to be, costing developers thousands of extra dollars.

## Chapter 3

- Optimism on the sales team is healthy and should be embraced.
- Asking them to forecast with "hot, warm and cold" shouldn't be.
- The Elite Sales Process is four Statuses and ten Stages purpose built for the real estate development sales team.
- Each Stage has a corresponding probability to close.
- Statuses and Stages are used together to dictate the actions of sales, management and marketing teams.
- Salespeople should attempt to reach new leads for 60 days. After that marketing takes over.

## Chapter 4

- The number one job for real estate salespeople is to move leads from *merely interested* to *truly engaged*.

- Dialing for dollars is not the best use of time if there are items not yet completed in The Elite Priority Plan.
- Early stage leads are more critical than late stage leads, because late stage leads are more likely to be *truly engaged* and therefore less likely to fall out of the pipeline.
- Salespeople are going to sell more and make more money by constantly improving their talents and knowing their competition inside and out.
- Manually sending out email responses with PDF brochures isn't a good use of time for an expensive sales executive. This should be automated.

## Chapter 5

- Once a new lead clicks submit on your website form you are on the clock! Time kills all deals.
- Life gets in the way. The longer it takes you to respond to a new lead, the longer it takes to move them through the sales process.
- Deliver more detailed "next level" information upon first request. It's what people want.
- Promoting immediate delivery of advanced ownership information on your public website will increase conversions.
- Always make a phone call within the first 5 minutes of a new lead notification if there is nothing higher on your Elite Priority Plan.
- Timing and delivery of information converts leads from *interested to engaged* faster.
- The absolute best time to call a prospect is when they are actively thinking about you.

## Chapter 6

- Traditional interest-generating marketing (level one marketing) is free information to consumers.
- Next level sales information, traditionally created and delivered by the sales team, should be designed by marketing - This is level two marketing.
- Level two marketing is not free. Consumers should pay for this.
- Upgrading sales brochures and Word docs to level two marketing is easy, inexpensive and will sustain a buyer's emotional connection throughout the evaluation process. Clearview Elite built a business on this.
- Marketing should not go on hiatus between level one marketing and lead nurturing, but rather stay involved in the presentation of the entire sales process.

## Chapter 7

- While still in its relative infancy, Virtual Reality will be the difference maker in selling luxury real estate.
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- Messaging has already started to replace website sign-up forms and that will continue for many industries. Drift is the leader.

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# About the Author

## ERIC PIERCE

President / Founder, Clearview Elite

Between direct frontline sales, sales team management and marketing management, Eric is responsible for more than one hundred million in ultra-luxury real estate development sales.

Eric has re-defined what it is to be productive by developing proprietary software and designing sales processes specifically for real estate.

Eric, his wife Julie and kids Nicholas and Grace live in Boise, Idaho.





# Resources

[InsideSales.com and MIT](#): Study on Professional Lead Response Management

[Marketo and InsideSales.com](#): eBook - The Ultimate Revenue Engine

[Hubspot Research](#): Buyers Speak Out: How Sales Needs To Evolve

[Peter Kempf International](#) - Data from consulting with dozens of luxury second home real estate developments revealed that less than 50% of all leads generated were actually spoken with by a salesperson.



Visit [ClearviewElite.com](https://ClearviewElite.com) to learn how Clearview Elite helps real estate sales teams sell faster.

