

# RRC Strategic Plan 2021-2023

## Vision

To be the premier business development organization for REALTORS® and international real estate professionals.

## Mission

To empower real estate professionals to reach their full potential through education, networking, referrals and business resources.

## Strategic Framework and Goals

### Value to Real Estate Professionals

1. To be the indispensable business development resource for success-driven real estate professionals at each stage of their career.
2. To be the industry's source for timely, leading edge education and the gold standard designation for achievement and professionalism in real estate.
3. To be the top producing REALTOR®'s community of likeminded professionals who come together to learn, network, collaborate and share business opportunities through a robust referral system.

### Communication, Outreach and Influence

4. To be a sought-after partner with brokers and real estate organizations for access to and distribution of quality education and business resources, raising the standard of practice in real estate.
5. To be a model for use of technology and innovative techniques to communicate, engage and deliver programs and services.

### RRC Organizational Development and Sustainability

6. To enhance the volunteer and membership structure and increase financial capacity to achieve Council's goals and needs as they evolve.

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## Value to Real Estate Professionals

**Goal #1: To be the indispensable business development resource for success-driven real estate professionals at each stage of their career.**

**Issue: Business/Career Development Support Services**

*Objective:* Provide business development resources and support services to help members set and reach their individual business goals at each stage of their career.

**2023 Desired Outcomes**

- Curriculum has been segmented to address education needs from new REALTORS® to those in the late stages of their career.
- A mentorship program is in place and has become an important way members support each other’s development and success.

**Strategies**

- Provide tools for business development assessment and planning.
- Provide tools and resources for personal/professional career path assessment and planning, and support with a mentoring program.
- Develop curriculum that will support business development and personal/professional career path planning.

**2021 Priorities**

1. Create business development assessment tools and resources and develop a curriculum for at least one business segment as defined.
2. Develop and implement a mentoring program as part of services to support members’ personal/professional career path development.

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## Value to Real Estate Professionals

**Goal #2: To be the industry’s source for timely, leading edge education and the gold standard designation for achievement and professionalism in real estate.**

**Issue: Future of Designation**

*Objective:* Maintain the gold standard of the CRS designation while making achievement of the designation more attractive and accessible to the career-minded REALTOR®.

**2023 Desired Outcomes**

- The number of CRS designation application has grown by 10% with 30% coming from younger/newer REALTORS®.

**Strategies**

- Develop additional hot topic certifications and one or two additional certification programs as steps toward the designation.
- Continue development of partnerships with outside organizations for delivery of classes (e.g., colleges/universities; other affiliated organizations, etc.).
- Better define what constitutes the core curriculum and requirements to achieve the designation.

**2021 Priorities**

3. Define the core curriculum required for CRS designation.

4. Evaluate and propose different ways certifications and transactions/experience can combine to advance toward CRS designation, consider a system for recognition in achieving certain milestones toward the designation.

**Issue: Educational Content Design**

*Objective:* Sharpen systems to track industry trends and emerging issues and produce education that helps real estate professionals address their immediate, specific needs.

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<b>2023 Desired Outcomes</b>	<b>Strategies</b>
<ul style="list-style-type: none"> <li>Enhanced system is in place that will enable faster content delivery with shorter time between issue identification and delivery of content addressing it.</li> <li>The Council's subject matter expert network has grown by 5% YoY building the Council's capacity to respond quickly with appropriate content.</li> </ul>	<ul style="list-style-type: none"> <li>Use Mastermind, SME and other member groups to identify needs/emerging issues.</li> <li>Evaluate the overall process for identifying content – from intake to output.</li> </ul>
<b>2021 Priorities</b>	
<p>5. Develop an expedited process for identifying intentional content and using SMEs.</p>	
<p><b>Issue: Education Delivery Formats and Channels</b>  <i>Objective:</i> Continue to experiment with education formats and broaden distribution channels and partnerships along with content syndication to provide greater access to education in the way members prefer to learn.</p>	
<b>2023 Desired Outcomes</b>	<b>Strategies</b>
<ul style="list-style-type: none"> <li>Two new modalities for education delivery have been introduced and training provided for Council customers.</li> <li>The number of customers using RRC distance learning channels has increased 5% YoY</li> </ul>	<ul style="list-style-type: none"> <li>Continue to enhance and experiment with streaming, on-demand training, mixed learning formats, podcasting, micro-learning, etc.</li> <li>Improve content management through better organization and repurposing of the wealth of current content. Ease access to content by topic and allow members to customize searches to their needs.</li> <li>Use the blog and other promotional tools to showcase resources/content available around certain topics.</li> <li>Upload materials through syndicated channels and find ways to monetize.</li> </ul>

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	<ul style="list-style-type: none"> <li>Continue to cultivate partnerships with other organizations to grow distribution of Council services.</li> </ul>
<b>2021 Priorities</b>	
6. Aggregate content by identified topics and issues.	
7. Develop and implement social media strategy across all channels and revamp and monetize the Council's YouTube channel. Evaluate results.	
8. Evaluate reception to podcasts.	

<p><b>Goal #3: To be the top producing REALTOR®'s community of likeminded professionals who come together to learn, network, collaborate and share business opportunities through a robust referral system.</b></p> <p><b>Issue: Member-to-Member Relationship-building</b>  <i>Objective:</i> Nurture a tight-knit community within the Council where members share freely of their experience and expertise, confidently refer business, and support each other in achieving business goals.</p>	
<b>2023 Desired Outcomes</b>	<b>Strategies</b>
<ul style="list-style-type: none"> <li>Improvement in the referral platform resulted in 5% YoY increase in traffic.</li> </ul>	<ul style="list-style-type: none"> <li>Explore possibilities for how to utilize 'Find a CRS' as a better tool for distribution of referrals (e.g., for referrals from RELO companies)</li> <li>Continue to work with state networks to develop intentional networking events (or networking components of education events) to enhance member relationship building.</li> <li>Explore a more cooperative relationship with YPN and other groups that could provide members with enhanced networking and relationship-building opportunities. Use social media channels to as vehicles to reach targeted audiences.</li> <li>Make greater use of data analytics to assess effectiveness of referrals (e.g., number of contracts signed).</li> </ul>

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Priorities
9. Enhance the 'Find a CRS' platform (e.g., closed groups, badges, referral rating system/reviews, etc.).
10. Interpret data captured through data analytics on referrals.
11. Revise and utilize blogs and other digital channels to raise awareness of the Council and its products and services

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## Communication, Outreach and Influence

**Goal #4: To be a sought-after partner with brokers and real estate organizations for access to and distribution of quality education and business resources, raising the standard of practice in real estate.**

**Issue: Broker Outreach**

*Objective:* Provide essential value to the broker community with initial focus on independent brokers and corral them as enthusiastic advocates for RRC education, certification and the CRS designation with their agents.

**2023 Desired Outcomes**

- The Independent Broker Services initiative has generated 302 subscribers.
- Within each of the 302 subscribers there are at least one or two CRS designees.

**Strategies**

- Implement the Independent Broker Services initiative (including tiered services, education packaging, targeted communication, dedicated landing page and consultant support).
- Facilitate broker/owner growth throughout their journey in the Council.
- Develop and pilot test additional/other services that will support broker/owner growth.

**Priorities**

12. Pilot test another business service (e.g., marketing, finances support, business planning, etc.).
13. Implement the second phase of overall marketing strategy for the Independent Broker Services initiative.
14. Establish relationships with RELO companies and provide tools to support connect these companies with independent brokers who subscribe to RRC services.

**Issue: \*Engagement**

*Objective:* Tell a compelling story of the value of RRC that connects with a real estate professional’s desire to succeed, including a focus on the unique mindset of new/younger REALTORS®.

**2023 Desired Outcomes**

**Strategies**

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<ul style="list-style-type: none"> <li>• The number of new users/customers for Council education or business development services has increased by 5% [30% to come from non-member user].</li> <li>• Total membership has grown by 2%</li> <li>• Engagement through social media channels from new REALTORS® and young professionals has increased by 10% YoY</li> </ul>	<ul style="list-style-type: none"> <li>• Develop non-member personas and their ideal journey through the Council.</li> <li>• Target engagement to stages of a member’s career.</li> <li>• Define the compelling RRC value proposition and ‘story’ that will resonate with audiences. Integrate into messaging done by the Council.</li> <li>• Implement the National Engagement/Sales Force initiative.</li> <li>• Raise awareness of the Council and its products and services through aggressive social media strategy.</li> <li>• Continue to cultivate relationships with other groups (e.g., diverse real estate associations, YPN, etc.)</li> <li>• Align with REALTOR® ‘influencers’ currently in front of new/younger REALTOR® groups, such as social media influencers, broker/owners, CRS YPNs.</li> <li>• Target new REALTOR® ‘gig’ worker as subscribers to RRC services, rather than initially as full-fledged members.</li> </ul>
<p><b>2021 Priorities</b></p>	
<p>15. Assemble/expand the direct sales force.</p>	
<p>16. Update all external and internal communication channels with the RRC brand story, including providing state/local leaders with tools to send consistent, on-point messages.</p>	
<p>17. Develop the ideal RRC journey for non-member segments.</p>	
<p>18. Test/pilot outreach, messaging and subscriber services to the new/younger and ‘gig’ REALTOR® audiences.</p>	
<p>19. Create specific marketing/engagement collateral for new/younger and gig REALTORS®.</p>	

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**Issue #5: To be a model for use of technology and innovative techniques to communicate, engage and deliver programs and services.**

**Issue: Customer Service Infrastructure**

*Objective:* Enhance RRC ability to provide excellent service to members and other customers through more sophisticated technology tools.

2023 Desired Outcomes	Strategies
<ul style="list-style-type: none"> <li>• Customer satisfaction ratings have increased (and is being assessed more consistently throughout the year).</li> <li>• RRC is experiencing less contact with customers where self-help tools are available.</li> </ul>	<ul style="list-style-type: none"> <li>• Prompt surveys right after a contact with the Council.</li> <li>• Regular outreach to customers to assess satisfaction, needs, problem resolution.</li> <li>• Better automation with more personalized messaging.</li> <li>• More tools for self-service.</li> <li>• Use of AI to generate a more customized member experience.</li> <li>• Increase collaboration between departments to solve customer issues.</li> </ul>
<b>Priorities</b>	
20. Implement surveys promptly after contact to assess customer satisfaction.	
21. Develop and implement loyalty type programs.	
22. Research customer support technologies.	
23. Enhance the Council website to allow members to more easily find targeted information, access education, etc.	

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## RRC Organizational Development and Sustainability

**Goal #6: To enhance the volunteer and membership structure and increase financial capacity to achieve Council's goals and needs as they evolve.**

**Issue: Volunteer/Leadership Development**

*Objective:* Provide a range of meaningful opportunities for members to contribute to RRC at all levels - opportunities that tap their interests and expertise and develop members as future Council leaders.

2023 Desired Outcomes	Strategies
<ul style="list-style-type: none"> <li>A structure in place that engages 10-15% more members in Council work.</li> </ul>	<ul style="list-style-type: none"> <li>Create a young professional group for the purpose of developing future volunteers and leaders, including instructors.</li> <li>Enhance the volunteer experience within the existing Council structure.</li> <li>Consider other structures that can engage members around specific interests or expertise (e.g., communities of interest, issue workgroups, etc.).</li> <li>Clarify the various ways members have to engage and grow within the Council (and provide support such as mentoring).</li> <li>Expand data collection to include member interests, experience and expertise and better match products and services and volunteer opportunities.</li> </ul>
<b>Priorities</b>	
24. Revise the Council member profile to expand data collected on members and develop the support system required to gather and maintain member data.	
25. Complete research on new models for member engagement.	
26. Retool messaging about the business value of volunteering within the Council.	

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<b>Issue: Membership Structure</b> Objective: Evaluate the RRC membership structure to become more flexible in how real estate professionals can engage in and derive benefit from the Council.	
<b>2023 Desired Outcomes</b>	<b>Strategies</b>
<ul style="list-style-type: none"> <li>Options for new membership models have been evaluated, and where appropriate, beta tested.</li> </ul>	<ul style="list-style-type: none"> <li>Fully define value proposition of the Council and to whom this would be valuable and explore models that would allow a variety of relationships with the Council.</li> <li>Explore different membership models.</li> </ul>
<b>Priorities</b>	
27. Define Council value for different segments of potential customers.	
28. Gather information on association membership models (e.g., subscribers, bundled services, membership tiers, individual vs. corporate membership, etc.).	
<b>Issue: State Leadership Network Support</b> Objective: Strengthen the efficiency and effectiveness of the State Leadership Networks to enhance the RRC member experience and the delivery of Council benefits and services.	
<b>2023 Desired Outcomes</b>	<b>Strategies</b>
<ul style="list-style-type: none"> <li>Each state is holding 10-15 networking events annually.</li> </ul>	<ul style="list-style-type: none"> <li>Enhance accountability measures for state network leaders.</li> <li>Simplify and clarify state network requirements and standards.</li> <li>Evaluate the efficacy of the state network model and adjust as needed.</li> <li>Enhance state network virtual capabilities.</li> </ul>
<b>Priorities</b>	
29. Based on evaluation, recommend to the Board of Directors any changes on the State Network model.	

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30. Build virtual networking groups to increase participation.	
<p><b>Issue: Mix of Revenue Streams</b>  <i>Objective:</i> Grow new sources of revenue and further diversify the mix of RRC revenue streams to ensure sustainability of the Council and the availability of funds to seed regular development of products and services.</p>	
<b>2023 Desired Outcomes</b>	<b>Strategies</b>
<ul style="list-style-type: none"> <li>RRC will have further reduced dependency on membership dues as a Major source of revenue.</li> </ul>	<ul style="list-style-type: none"> <li>Explore bundling/repackaging of services, consulting services, and other additional revenue sources.</li> <li>Explore additional business development needs of residential agents and brokers as potential sources of revenue.</li> <li>Continue to explore global expansion.</li> </ul>
<b>Priorities</b>	
31. Continue launch of the Independent Broker strategic initiative.	
32. Pilot test a bundling/repackaging approach to services.	