CLIENT PROFILE

○ **Tampa, FL**

▣ **3rd Party Operator)/Real Estate Brokerage /Title Company**
(MF, Commercial, Residential, HOA)

⌂ **3,656 Doors**

👥 **32 Employees/114 Independent Realtors/13 Offices**

🏢 **20% Multi-Family/75% Residential /5% Commercial**

BUSINESS PROBLEM

As a franchise, the client faced a complete rebranding initiative mandated by the national brand. Along with the rebrand, the client had to implement a list of changes to the Master Franchise Agreement with the risk of substantial revenue loss if not implemented effectively. The changes required the client to segment their business into separate operating companies with new leadership roles and job descriptions, then identify new leadership candidates. In addition to these operational changes, the client needed to review and update variations in processes and non-compliance issues at the ground level.

WHAT EXPECTATIONS WERE NOT MET?

What the client expected to be a simple franchise rebranding became a complicated restructuring with a deadline that seemed impossible to meet. Evolving into new independent operating models that were previously intertwined seemed a nearly impossible task without help. Applying the required changes posed a high risk of liability to the client if not implemented correctly.

HOW WE IDENTIFIED THE ROOT CAUSE

RTCS recognized a multi-faceted project that required a careful approach to ensure every aspect met the national brand's expectations while minimizing financial disruption or impact for the client. We kicked off a meeting with stakeholders from all operating companies, including sales, title, property management, and HOA, to read out the project plan by business unit and ensure alignment on timing. With an understanding of everything involved, RTCS drove the overall project plan and the timing/action for real estate state sales and property management.

HOW WE SOLVED IT

◆ RTCS took a simultaneous two-prong approach, starting with the bottom-up. RTCS invested time listening to the "boots on the ground" to understand operational risks while identifying candidates for new leadership roles for the upcoming separate business entities.

◆ We identified significant knowledge base deficiencies within processes and technology. Upon this discovery, we expanded the project's scope to include documentation and training for all local offices.

◆ We facilitated the creation of organizational charts, operating models, P & Ls, compensation plans, process workflows, and more for the newly created entities.

◆ RTCS presented the new vision and structure for separated operating entities, announced new leadership teams, and presented a holistic update for rebranding and the rollout of each new entity.

WORDS FROM THE CLIENT

"Our consulting partners at Real-Time took the vision of what needed to be accomplished in a complex (and often crazy) company and turned it into a reality. When we first learned of the rebranding project, our entire executive team had grave concerns that the timing could not be met. Then we found out from our owners that we had to completely break apart our company due to the new Franchise Agreement, which only made a bad situation worse. Thanks to Real-Time Consulting, our organization was able to navigate through this journey with an objective partner that advised us soundly, and in many cases, coached us through complexities that would not otherwise have been on our radar, and undoubtedly averted risk and delay of achieving our new business structure and brand."

RESULTS/DELIVERABLES

◆ **Executed Project Plan On Time & On Budget**

◆ **Rolled Out the Rebranding Initiative**

◆ **Created Hierarchy for New Operating Entities**

◆ **Delivered New Headcount for RE/PM Business Units**

◆ **Facilitated New Processes & Systems**

Executed Project Plan On Time & On Budget

Executed all aspects of project plan on time and on budget

Rolled Out the Rebranding Initiative

Successfully rolled out the rebranding initiative to all business units

Created Hierarchy for New Operating Entities

Created new leadership teams for newly created operating entities

Delivered New Headcount for RE/PM Business Units

Delivered new headcount neutral operating/revenue model for RE/PM business units

Facilitated New Processes & Systems

Facilitated and documented new processes and systems, then implemented employee training