

Case Study: ToolBook 2004 Instructor – Century 21



Real Estate Company realizes 33% increase in average per-agent revenue with the SumTotal Systems solution. With SumTotal, Century 21 realized increased per-agent revenues jump from \$7,500 to \$9,800 in one year. Secondary benefits included reduced travel costs and lower agent attrition rates. Century 21 Real Estate Corporation, a subsidiary of Cendant Corporation, is the franchiser of the world's largest residential real estate sales organization, with more than 6,600 independently owned and operated offices in over 30 countries and territories worldwide.

The Challenge

Expensive and inefficient instructor travel hindered timely training, effectiveness of courses were hard to measure. Providing Century 21 franchisees worldwide with access to a system for training, and assessing their skills and capabilities was formidable. But it was also required to provide Century 21 clients a consistently high level of service. Chief Learning Officer George Selix was up to the challenge, as was the SumTotal platform.

"We wanted to find a company with sales and tech support teams willing to help make our program a success. We found it in SumTotal."

*- George Selix,
CLO, Century 21,
A Cendant Company*

"As a franchise organization, our goal is to provide a geographically dispersed system with access to superior agent and broker skills training that lasts the length of a career," said Selix, recounting the dilemmas he faced when he came on board. "In the past, we had tried to 'parachute' an instructor into every office each time training was needed; but technology presented a more cost effective solution."

The Solution

Manage and monitor agents' training with SumTotal online courses and real-time online instruction.

Selix saw a clear solution to a pressing problem. "In that situation, leveraging the Internet with a blended learning system clearly becomes the most effective and cost efficient solution."

Of course, there was no need to invest in a solution just to encourage learning for learning's sake, a fact not lost on Century 21. "The issue really is being able to implement a learning initiative that improves actual performance. You need a system that enables you to

start small, be scalable, provide access to courses, help franchised offices track individual choices and results, and then track how the productivity of individuals and groups goes up.”

A shift to e-learning was the foundation of an overall training strategy to help Century 21 franchisees achieve a competitive advantage. “We wanted to provide access to a complete training platform. Century 21 has always had a great reputation in the industry for training. We wanted to build on that foundation by using technology to leverage good instructors. We had to find a way to merge high quality performance-based synchronous instruction with multiple asynchronous delivery tools to build a completely blended learning solution.

Selix also made it a priority to choose a solution that is AICC-compliant with the ability to migrate into SCORM, the most prevalent industry standard. We believe that once more people begin to develop content that is standards-compliant we can all start sharing, saving on costs later. We wanted to be ahead of the curve.”

The Results

Summary

- Increased average per-agent revenues from \$7,500 to \$9,800
- Increased market share Reduced attrition rate
- Off-set ongoing travel budgets with one-time software purchase opportunities

“The greatest value we plan to realize is not in simply reducing the costs, it’s in helping to increase the amount of money that our franchisees are making; which translates into market share, making affiliation with the Century 21 brand even more valuable. It offers us a concrete, tangible way to check the ROI,” Selix said. SumTotal enables Century 21 franchised offices to track, by name, individual performance

regarding productivity year over year, and see what effect it has had on their production.

“We’ve just finished a year-over-year study looking at students that graduated from the program in July ’01 against students that graduated from live, on-site training conducted in July through September’00. We looked at the 180-day performance numbers and the rate of attrition. Production has increased and attrition has decreased.”

“So, agents and brokers hit the ground running faster, and we know it. They’re making more money quicker; obviously, this program is a home run. Managing performance, that’s where the real value is, the most important return on this investment.”

For more information

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