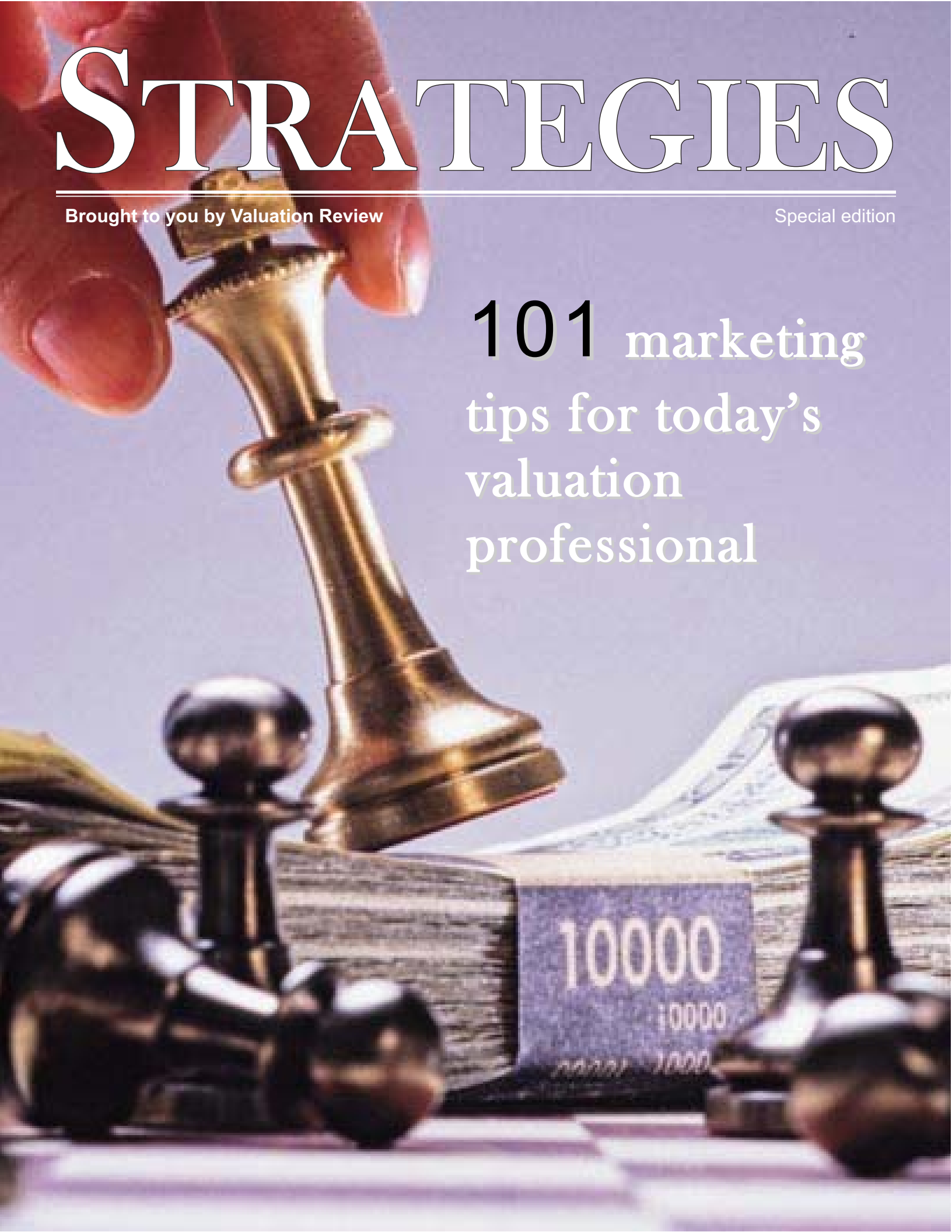


# STRATEGIES

A hand holding a gold chess piece (a king) over a chessboard. In the background, there are stacks of money and a blue marker with the number '10000' on it. The scene is set against a light blue background.

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Special edition

**101** marketing  
tips for today's  
valuation  
professional

### 101 Marketing Strategies for Appraisers

The sky is falling — interest rates are going to go through the roof. The sky is falling — the sub prime market is going in the tank. Whether you're like Chicken Little or otherwise pay attention to some of the gloom and doom going around the industry these days, you should consider expanding your business opportunities by marketing your professional skills.

In recent years, *Valuation Review* has talked to some of the appraisal industry's leading professionals to find out what they are doing to diversify their business. We've taken their advice, and compiled this special report. The report is broken out into several categories, and you may see some redundancy in feedback, but that only means that more than one person thought the topic was important.

#### Business

1. Proper attire required. If you want to be treated like a professional, these industry insiders say you must conduct yourself as a professional. And the first step, according to **Bill King**, owner of ValueOne Appraisal Services in Federal Way, Wash., is presenting an appropriate appearance. "We know there are folks out there who don't conduct themselves as professionals," he said. "We must take our professionalism up another notch to improve the view of our industry. Our competitors will then feel compelled to raise the bar because of the pressure they feel from lenders."
2. First impressions are everything. **Ernie Durbin**, owner of Durbin & Associates in Dayton, Ohio, noted appraisers not only represent themselves, but their clients, at the home. Dressing professionally is common sense, but it is a tip that isn't always followed. Everyone has heard of an appraiser who shows up at an assignment in cutoff shorts and a tank-top, driving up to the house in a rusty, loud 1976 AMC Gremlin. The boarish appraiser may even reach into the fridge for a beer or soda to quench their thirst while making quick work of the assignment. This engraves a poor image in the memories of the clients involved. So make a good first impression.
3. Organize and socialize. Develop a system for tracking your personal contacts with people and be willing to share personal information about yourself.
4. Choose a concentration. To set yourself above the rest, it can be advantageous to specialize in a specific area of appraising or concentrate on a region or market that is underserved.
5. Quality has reputable rewards. "Take no shortcuts on quality. In this industry your best asset is your reputation," said **Kagan Coughlin**, Product Manager at AppraisalPort.
6. Originality attracts attention. To expand your business, create an original business name; don't expect to get a lot of attention if you're promoting your surname as the companies name. Example; John Does Appraisal Service. New clients will typically want to work with firms that can provide excellent service. Many clients will assume if you are a one-man-shop you may not be able to meet their needs.
7. Take action. Instead of waiting for business to fall in your lap, **Tim Forsythe**, president of Forsythe Appraisals, said it is important to be willing to ask for a referral. "We often ask clients we work with who else in their company we could be working with," he said. "This can be a great way to gain referrals."

8. Do not be afraid to say no. While everyone is looking for all the assignments they can get, there comes a time when you have to say no. Ernie Durbin said it is important for appraisers to know when it is OK to say no. "If you can't turn the assignment around quick enough, or you know the assignment is beyond your skills, don't be afraid to say no," he said. "By saying no and being up front, you are really developing a trust."
9. Keep your eyes open. Read the classified employment section and find out what users of appraiser services are hiring and why.
10. On a daily basis, send thank-you notes to Realtors and other contacts.
11. Every day, regard each call as an opportunity.
12. Each week, monitor client order activity and make at least one call on a new prospect and take a prospective client to lunch.
13. On a monthly basis, list five new prospects. Discuss ongoing marketing efforts with members of your staff.
14. Work on retainer where possible. This ensures you get the money up front.
15. To ensure proper payment, many appraisers establish a fee structure that includes a retainer. The routine assignments can bring more than your average \$350 residential appraisal assignment.
16. Distinguish yourself. According to **Silvia San Nicolas** with Bluebook International, an appraiser can distinguish himself from his competition offering lenders an "Insurable Interest Replacement Cost Analysis" report like the one offered by her company. Lenders are required by their underwriting guidelines to ensure that the borrower obtains sufficient hazard insurance to replace the home in the event of loss. By providing the lender with an easy to read, analysis that is not in the form of an "appraisal report subject to USPAP", the appraiser distinguishes himself as a service provider, and can charge for it while eliminating the lender from inappropriate reliance on the cost approach for this information.
17. License yourself to protect from lenders. "Many states require errors and omissions insurance in order to become properly licensed, said **John Torvi** with Landy Insurance. It is wise to make sure that your errors and omissions insurance provides Prior Acts coverage, and does not exclude coverage for claims brought by lenders. Appraisers are often hired by the lender, and it is important to have the protection in your E&O coverage for these claims."
18. Keep your rate structure simple. What will the market pay? Many clients are loyal, but they know what a competitive fee is.
19. Evaluate the type of work you are doing. Some types of appraising take probably ten times longer to complete, but are you getting 10 times the typical mortgage fee in return? Some appraisers devote less than 10 percent of their time to diversified appraisals.
20. Survival of the smartest. When it comes to survival, the businesses that survive often are the ones that think ahead of the curve and stay a step ahead of the competition, both in good times and in bad times. Survival also means being able to adapt to a changing environment. For appraisers, that means thinking in scale, finding a niche and being adaptable. "You find yourself opening up your mind to possibilities that you'd

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never thought of,” eAppraisalT’s **David Feldman** said during a recent appraisal conference in Las Vegas.

21. Think about the size of your business. For many appraisers, survival also is about choices, including the size and location of a business operation. According to **Alan Hummel**, chief appraiser for Forsythe Appraisals, the decision whether to be a small or large office is a choice that every professional must make. “It is not dependant on the size of your operation whether you will survive,” he said. “It is up to you.”

22. Savvy appraisers can expand their offerings by providing GIS information to clients.

23. Make the most of your knowledge. You also can become a real estate agent and do statistics for clients, making your services more valuable.

24. Do not accept assignments from clients that pressure to you be dishonest.

25. Range your values. One old tenet some appraisers cling to like a life vest from the S.S. Minnow is the belief that there is only a single point of value. Today, a reasonable range of value is more efficient and just might better serve the client. “We can’t expect to come up with a value of \$127,418,” Alan Hummel said. “If it is worth that, could it be worth \$129,000?”

26. Provide more than what’s needed. The old-school notion of three comparable sales for an assignment also is a tenet that is fast fading into the annals of appraisal history. Today, appraisers can provide a string of data points to support a value. Look for an endless supply and offer those sales that are typical.

27. Technology thrives on efficiency. “Appraisers, on every assignment they do, should use all the technology available to them,” advises **Sue Potteiger**, a business development executive with Veros Real Estate Solutions. “Appraisers can create efficiency through technology.”

28. On the floor of the appraisal jungle, appraisers need to be ready to move when an opportunity presents itself. Potteiger said appraisers must remain honest, upfront and open. Today’s appraisers also need to be willing to take some chances and be willing to embrace technology, including AVMs.

29. Do you speak ‘boomer?’ If that’s your only generational language, you are in big trouble. Gen X and Gen Y consumers don’t speak your language, and 120 million strong, they now constitute the largest demographic in the real estate market.

30. Don't be afraid to fire a client.

31. Strive to be the best at something. Carve out a niche where there is demand for services and limited supply. Don't be satisfied with just getting your license, get a certification, and get a designation from one of The Appraisal Foundation sponsors. You can often use an appraiser's designation as one of the criteria for establishing a business relationship.

32. “While doing field work, be sure to identify yourself and your vehicle,” said **Andrew Skorupski** with Forms and Worms. “Use of magnetic car signs can be most helpful in identifying your vehicle and yourself as a real estate appraisal professional. Magnetic signs are available from most local quick printers.”

## Customer Service

33. Be service savvy. **Todd Baur**, executive vice president and chief operating officer of collateral valuation for Landsafe, points out appraisers are in a service industry and often are held up against the last industry contact the client had. As a result, the impression they make will be lasting. "As appraisers, we have the opportunity to make a difference in how we approach the customer," he said, issuing a challenge to appraisers to set new standards and exceed customers' expectations. "The business will flock to you."
34. When you lose a customer, be sure to find out exactly why you lost their business. Experts say this is what really separates the business professionals from the rest of the field.
35. Customer service is the key component in our success from the initial courteous meeting with the borrower to status updates on the progress of the appraisal and any required addendums to help finalize the loan. "Our goal is to make the appraisal piece of the puzzle as simple as possible. Pride yourself on Integrity, Reliability, & Accuracy and you will be rewarded," said **Kirk Pruitt**, Chief Appraiser/Founder, Digital Appraisal Network.
36. Talk to your clients. Find out what they like about your work and what they don't like. Fix the problems that you can (ethically) and accentuate the positive aspects of the feedback.
37. Set the standards. Be ethical and only work for those clients that value your honesty. If appraisers would stop doing work for dishonest clientele those clients would have no where to turn. Appraisers have been concerned for years that AVMs are going to drive them out of business. "I disagree," said **Jim Park**, senior vice president and chief appraiser with Aurora Loan Services.
38. Aim for perfection. "Create an atmosphere of excellence," said **Margo Chevers**, author of the book STOP the BS (bad service.) Make sure your clients know you do not accept anything but the best.
39. Listen. Listen. Listen to clients. Be aware of their body language, tone of voice and how they feel. This will help identify problems and provide more time to find a solution, ultimately, pleasing your clients.
40. Don't be afraid to apologize. Dealing with problems immediately and effectively shows your dedication to clients.
41. Show appreciation. Make certain your clients are aware of the gratitude you have for them. "The bottom line is that real handwritten mail is always read," said **Ray Hrach**, co-founder and vice president of Write on Results, a marketing firm that hand-addresses cards and letter, including a first-class stamp.
42. Use the Golden Rule. Treat your clients the way you would like to be treated.
43. Keep your promises. Clients need to be able to rely on you and the more you succeed, the more trust you will build.
44. Always be helpful and courteous. Even if a non-client has questions, answering them will be to your benefit. One satisfied person can lead to ten new clients.

### Networking/Relationships

45. Have your clerical staff take out a staff member from a leading client. It boils down to knowing who you are doing business with.
46. Make the most out of an error. This can be another key component in increasing your business and chances for success—quickly turn a negative into a positive by using it as a learning experience. This also helps to develop a relationship of trust and shows you are accountable.
47. Competition doesn't have to be cut-throat. There is a time and a place for everything and it often is more advantageous to take the high road when discussing your competitors. "There can be a tendency when someone asks us about a competitor to easily point out the negatives," Bill King said. "I think what we forget is, when we bash our competitors we end up trashing our own image."
48. Get a reputable start. The best way to get assignments is to develop a reputation as a first-rate consultant and appraiser. While it can be difficult to get started, once your reputation is built, finding clients will become easier.
49. Stay connected. "Consistent communication with your clients, soliciting their feedback, suggestions, or just to stay in touch, usually assures you are maximizing the business relationship, assuming that in addition to this you are already meeting all of the service level agreements in place with that client," said Steven Albert with Allstate Appraisal. "This also usually ensures you are kept abreast of changes on the horizon with that client such as a key contact leaving for another company, or a new manager joining the staff."
50. Sue Potteiger offers her own unique perspective on survival. "I consider myself lucky," she said. "Lucky people take advantage of opportunities as they come along. Don't ever get stagnant and believe the way you are doing things now is the way you will do things forever," she added.
51. Find your perfect match. Just as in romance, businesspeople want to spend time with people who are more likely to become a partner or customer. If your lead generation marketing doesn't help you locate those people, it's not working effectively, said **Lee Marc Stein** who serves as chief creative consultant at Canterbury Graphics Strategic Marketing (CCSM).
52. This could be the start of a wonderful relationship. You are beginning the sales process, not completing it. Your initial direct mail or e-mail should push for action on the next step — sending for more information, a free sample or a free analysis. Once you have qualified prospects, then you can concentrate on a full presentation of product benefits, features and applications.
53. Follow up. If your lead generation program is direct-mail based, be sure to support it. If the package is an expensive, dimensional one, herald its arrival with a teaser package, e-mail blast or print ad. If the mailing is relatively small, think about leaving a voice mail message with the recipient. For campaigns concentrated in particular cities, consider radio. After the mailing drops, follow it up with telemarketing, a quick mail reminder or an e-mail.
54. Don't make yourself too "easy." If you want more qualified leads, you'll want prospects to do more than simply hit "Reply" to your e-mail. Ask them to fill in just a few lines of information and you'll boost the quality of your response without damaging quantity.

## Marketing

55. Put a face with the name. Too often, the appraiser is the unseen professional in a real estate transaction. So, even if you're appraising a vacant home, always leave a business card or, better yet, a brochure about the services you provide. "The referrals may surprise you," said **Don Kelly** with the Appraisal Institute.

56. Broaden your horizons. There are plenty of other methods you can employ to grow your business, including marketing yourself by further developing existing relationships through a referral network, while digging into your current client base. To do that, you can inquire about working with other branches, other departments or other individuals to expand your base of prospects.

57. Do not take no for an answer. Just because a prospective client declined your services doesn't mean it's a dead lead. Still ask them to use you occasionally, and continue to follow up periodically.

58. Communication is key. Appraisers also need to continue to add value for clients, who often will look at a valuation professional and ask how they are going to cut costs for them or increase their position. New tenets have to be adopted and to do that, appraisers must communicate with their clients more frequently. "By communicating with your clients, you will find out what they need," Allen Hummel said. "We have to understand what they are trying to accomplish."

59. Work together. In creating a marketing strategy, appraisers can gain a competitive advantage by getting personal. You can visit your clients at their office; develop a relationship between staff personnel and become genuinely interested in the people who supply you with business.

60. Develop a tri-fold marketing piece. On the inside, detail what it is about you that makes you distinctive. On the back, include reasons for people who are happy with their appraisers to consider you for some business.

61. The best marketing comes from within the product itself. If you deliver a better product than everyone else does, word will get out pretty fast. Do your reports look professional? Are they completed properly? Are your turn times and prices consistent with what your customers have asked for and with what you have promised? "If so, keep it simple and market yourself on these basic points," said **Mark Yellen** with Appraisal.com.

62. Accept nothing less than the best. Do not accept assignments that you do not have the competency to perform and do not accept assignments that you cannot complete in the agreed upon time frame, Jim Park said.

63. The past does not dictate the present. In the past, appraisers were seen as data managers. Today, valuation professionals are shifting toward the role of data sharing and data analysts. Anyone can turn on a computer and get data, but Alan Hummel noted only skilled professionals can make sense of the data that is relevant to the valuation industry – remember that and reinforce it with your clients, on your web site, in marketing pieces, etc.

64. "Don't over promise in your marketing as it can back fire on you later," said **Kevin Ottley**, SVP and Chief Underwriting Office with BISYS Specialty Programs. "For example promising high speed turnaround can mean that you sometimes may have to cut corners. This results in the potential for errors in the appraisal and insufficient documentation to defend your appraisal at a later date."

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65. Watch your back. “Your E&O insurance carrier can defend you far more effectively if you have fully documented files. Scan, save and back up every piece of documentation. It will save you time and money if you are sued for an error or omission on an appraisal,” Kevin Ottley said.

66. To drive customers to the sites, Real Living teaches agents “basic meta-tags they need to include in their web site that localizes it a little bit more,” **Kaira Sturdivant Rouda** with Real Living said. “Then, instead of competing at the top of the food chain with brokers and larger franchises, we help them take advantage of key words in local searches.” In search engine lingo, they call it “the long tail of search” that reaches down to the local level.

67. Articles prove more accurate. When you read the paper or listen to the news, do you focus on the advertisements or the stories? Most people focus on the stories. That is why an article on you or your business is more effective than an ad. What you may not know is that many news stories are provided by the company or the person that is the subject of the story.

68. Promote publicity with these three suggestions.

- Reporters are extremely busy and are looking for good leads, experts to interview and fresh ideas.
- An article, radio interview or even just a short quote by you can be worth hundreds or even thousands of dollars in advertising.
- Publicity generates more publicity. A news article will prompt a radio interview. A radio interview could lead to a guest appearance on a TV show.

69. According to national publicity expert **Joan Stewart**, also known as the Publicity Hound, the number one thing a professional can do to help launch an ongoing publicity campaign is to develop personal relationships with the reporters who cover real estate issues. “Reporters are looking for sources,” Stewart said. “Get to know the reporters who cover real estate and then send them leads.”

70. You can invite your local reporters to lunch or coffee, but be sensitive to the fact that some publications prohibit their staff from accepting gifts. There’s an easy way to handle this though. Simply say to your reporter-friend, “I’d be happy to pick up the tab today, but I’m not sure what your company policy is. How would you like to handle the check?”

71. How do you get publicity? Look around your community and find a need. Maybe your town is suffering from growing pains. Do some research: become an expert on urban growth, affordable housing or the environment. Find something you are passionate about and then dive into it. Testify at county or city hearings, contact your local radio talk show and offer to share information on a hot topic. Find a niche that you love and then go for it.

72. Learn to present your ideas and your position clearly and eloquently. Join your local Toastmasters club. It will make you a better public speaker and a better one-on-one communicator. Find some good media training and learn how to speak on radio and TV. If you are doing it right, your publicity will generate more demand for you.

73. Cover yourself with press releases.

74. Publicize with the press’s help. Learn how to write a press release. Use the hook and slant and then create a distribution list. Send good releases—do not pummel your media contacts with fluff. Always send a picture. Get a professional promotional shot. Readers will skip sections of text, but a picture catches their attention.

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75. Track your business. Improve your business prospects by issuing press releases to your local newspaper, specifically when you reach a milestone or expand your business. “In addition to a monthly column in the local paper, I was publishing out at least one press release a week, and since I knew what the press room was looking for, most of them got published,” said consultant **Joe Cooke**. “Week after week, month after month my picture was in the paper. I submitted regular tip sheets on topics such as why and how to install windows, how to stage your house, and even one on how to choose an appraiser,” Cooke said, “The best part of the publicity? It cost me nothing but a little time. My business boomed as a result.”

76. Personalize your publicity. The second most important aspect of writing a press release is what to do after it is written. Even if you have a good slant, a newsworthy story and a well-written press release, without some kind of personal connection it will likely end up on the cutting room floor.

77. Don't go silent. A mistake that real estate and valuation professionals make is that they go underground when the market is cool or the news is bad. The way to build a strong relationship with the media is to offer tips, interviews or expertise, even when times are tough.

78. If your goal is to use article marketing as a sales lead generation technique that builds your e-mail list, you might be falling short if your articles don't have a call to action that grabs readers by the throat and pulls them to your Web site. How do you do this? You must have an irresistible offer so people will come to your Web site and identify themselves. Once you capture your prospects' names and e-mail addresses, you will be able to create a sales relationship.

79. Establish an Internet identity.

80. Brand your business. It is vital to have a professional Web presence and Web site promotion. Make sure you include contact information, and About Us page, and all your content up to date. “People don't go on to the Yellow Pages anymore,” said **Steve White**, a Columbus, Ohio search engine optimization consultant. “The first place they go is the Internet.” Columbus, Ohio-based Real Living has been aggressively courting the computer-savvy. In January, it announced that it will be podcasting three to five minute long videos, providing viewers with a better sense of their house-shopping communities.

81. Advertise online. “Marketing locally means marketing locally online too,” said **Erik Hersman** of appraisal.com. “Set up a small budget to advertise on Google (using Google AdSense) to draw locals to your website.” “You have to be on many places on the Internet as you can,” said **Gary Dollarhite** with Appraiser911.com. “In working with lenders first hand, I have seen how they use multiple appraiser directories and search engines to find an appraiser in an area they are unfamiliar with. What they look for are the names that they see most often as results. It lends an air of credibility that the appraiser is established and reliable.”

82. Online is no longer an option. Marketing online has almost become a necessity in today's marketplace. No company can afford to ignore the fact that the Internet is now a multi-billion-dollar business. Having a professional website and an accompanying email address is an opportunity to keep your name in front of your clients. “Since you never get a second chance to make a first impression, make sure you have a good looking website and an easy way for people to contact you,” Erik Hersman said.

83. Here are three products or services to help prospects make the decision to visit your Web site and give you their e-mail addresses:

- Special reports. Don't confuse special reports with newsletters. These are 3-5 page reports on a special topic. They should include your own insights that prove you are the expert.

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- Quizzes. People love to take quizzes. Create quizzes that have 10 yes-or-no answers. Design questions so people will see their pain. This sets you up as the expert who has products and services that can help them.
- Free 15-minute consulting sessions. When offering free consulting services, be careful of tire kickers who want free advice and won't ever buy.

84. Become a Networking Napster.

85. Join a recognized national network. "Most institutions prefer not to do the research of finding an appraiser. It is much easier to go to a central database," said **Greg Sullivan**, president of ElectronicAppraiser.com. "Become a member of a large network such as eAppraisal [First American] or Fidelity. This can save you time in looking for new clients, your services are offered to a reputable lender base, you have immediate credibility being under the umbrella of a well-known company, plus you are able to use their latest tools and resources."

86. Network nationally. Tim Forsythe said over the years if he heard about a good appraisal firm in another part of the country, he would catch a flight and have a meeting to introduce himself. "It had all of the right ingredients. We weren't competitors because we were in different parts of the country," he said. "We could sit down and level with each other and say 'Here's what works for me. What works for you?'"

87. Connect at conferences. Network at conferences and association events. It is really important to meet thought-leaders—it is these people your customers listen to.

88. Diversify. Diversify. Diversify.

89. Vary your business. Do not allow yourself to be limited to only a few clients in one area of business. "A diverse client base protects you from excessive pressure," said Jim Park.

90. Assorted services give you the edge. **Dave Stone**, owner of American Eagle Appraisal & Consulting, in Mesa, Ariz., "absolutely" agrees that it's a good idea to diversify, regardless of market conditions. American Eagle provides residential and commercial appraisal services, consults to users of appraisal services, educates the appraisal and offers information and appraisal services to homeowners and appraisal programs and appraisal programs to attorneys and estate planners. Stone told *Valuation Review* about five percent of his business is devoted to "diversified" appraisals. "However we do more than \$2 million annually in appraisal work," adding he charges by the hour for non-appraisal work or per student for classes. Stone said non-appraisal work drives future business to the company.

91. The benefits are unlimited. Greg York of York & York Inc. in Southlake, Texas, told *Valuation Review* that everyone who has any sense is going to diversify. "The problem is that there is such a small amount of the 'other' types of work," York said "I have been doing this for 21 years and I promise that even with business slowing down and higher rates, my business, which is top heavy with mortgage origination, still bills out probably five times more than anybody that has this 'diversity'." York said his company has diversified within the residential appraising spectrum, resulting in a variety of clients that provide work internationally. "We do interim construction appraisals for volume and custom builders, lot appraisals for banks, foreclosure appraisals, refinance, pre-listing, divorce estate, and consulting. But if you add up all the 'other' and compare it to mortgage origination, it doesn't add up to ten percent of the mortgage work."

92. Be an optimist. According to Services-On-Tap, there is something that every valuation professional can do build a trust-based marketing strategy: Don't go negative. Never say anything negative about any of your

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competitors. Anytime you even suggest that your competitors might not be trustworthy, the discussion itself will cause your customer to question your trustworthiness.

93. Target your audience. Apply a mix of targeting approaches to be sure you are reaching the right customer, including demographic, geographic, psychographic, contextual, and behavioral to ensure your offer is presented to the right customer at the right time.

94. Use responsible email practices — Once you have built your house list, don't bombard potential clients with e-mail after e-mail or associate your brand with companies that do.

95. Find a focus. In a recent report, "Marketing Wisdom for 2006: 110 Marketers & Agencies Share Real-Life Tips." MarketingSherpa President **Anne Holland** said that she noticed three significant trends among all of the reader-submitted tips: Broader copy kills results. "Many reader contributors described testing copy changes on websites emails, search campaigns, and other marketing vehicles. Although the particulars of each campaign varied widely, the end result was the same. The more broad the copy was, in a misguided effort to appeal to more people, the less it appealed to anyone," Holland said.

96. Segmenting email campaigns is worth the work. "I was startled this past fall when data in our Email Marketing Benchmark Guide showed if you segment a list as small as 5,000 names into even smaller chunks, the segments were 10 times more likely to open and five times more likely to click through than they would have been in a generic campaign to the whole list," Holland said. "Segmenting even for fairly niche lists can work wonders."

97. Neatness is necessary. "I would always suggested providing clients with professionally printed and designed materials that provide a summary of your expertise, education, designation, association memberships and community activities," said **Tracy Schorle** with the National Association of Independent Fee Appraisers.

98. The best marketing is great service. "Whether you are an independent appraiser, regional appraisal company or national AMC; quality, turn-time and service are the keys to growing your business," said **Tom O'Grady**, president and CEO of Pro-Teck Services. "Client acquisition takes a lot of time, effort and capital. Make service your primary marketing effort and you will see growth from existing clients and referrals."

99. Innovate. Identify the service gap. What new or different services, workflow, technology, delivery could make your clients more successful. Find a way to make innovation part of your organization. Value added services and differentiators will drive growth, added O'Grady.

100. "Separate yourself from the competition by adding the professional designation of CMEA (Certified Machinery & Equipment Appraiser). Not only will you bring additional value to your services but it sets you apart from others," said **John Harris**, Director, NEBB Institute.

101. Marketing is like going to the mailbox, you do it everyday. "So many appraisers I have talked with recently in the downturn have said "Yeah I have to get my marketing going again." Unfortunately, they and the rest like them, who didn't do anything during the boom missed the boat," said Gary Dollarhite. "Establishing your firm's presence should have been a goal everyday, whether you tweaked your Web site, or even just made one phone call a day to a new lender. Now, when work is scarce, every hungry appraiser looks like the 'johnny come lately' and the lenders are relying on those who marketed to them all along."