



MONTHLY REPORT SAMPLE · REAL ESTATE BROKERAGE

What we'd see in your business.

不動産仲介・管理

DOCUMENT CONTEXT

This is a representative sample audit prepared from a fictional Japanese real estate brokerage (不動産仲介) operating at approximately ¥85M annual revenue, with 5 agents covering residential transactions in central Tokyo, plus a small property management arm.

All names, figures, and individuals shown are fabricated. The methodology, formulas, structure, and analytical depth are *identical* to those used in a live engagement.

If this is what you'd want to see for your business — request a free assessment at meridian.tokyo/assessment. Within 48 hours, you'll receive a written diagnosis specific to your business.

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What this business looks like through our lens.

Key operational metrics, each benchmarked against industry. The table shows where your business currently sits versus targets and recovery potential. The numbers are a summary — the substance is in which metrics are dropping, why, and how to fix them. The analysis on the following pages is the value.

What we'd surface first

This brokerage is showing the typical profile of a small real estate firm: highly cyclical revenue, no smoothing mechanism, agent productivity wildly varied, and client follow-up reliant on individual memory.

The two highest-leverage issues are *agent performance variance* (one agent doing 70% of closes) and *property management revenue* (the recurring revenue arm is treated as a side hustle, generating only ¥6M of ¥85M total).

Property management is the structural fix. It smooths the brokerage's revenue cyclicalities and creates compounding monthly income. Currently undermarketed and undermanaged.

Key metrics this month

Metric	Weight	Current	Target
Revenue (monthly)	15%	¥7.1M	¥8.0M
Recurring revenue %	15%	7%	30%
Avg deal size	10%	¥1.8M	¥2.2M
Agent productivity variance	15%	3.4×	2.0×
Listing-to-close days	10%	47d	35d
Lead-to-viewing rate	10%	31%	40%
EBITDA margin	15%	22%	20%
Repeat client rate	10%	8%	20%

What's actually wrong — right now.

Three issues this business is bleeding money on. Each one has a specific cost, a specific fix, and a specific way to measure whether the fix worked. This is what the monthly action plan looks like, condensed.

01

HIGH IMPACT

Revenue model

Property management is your smoothing engine — and you're ignoring it.

What we see

Property management generates ¥6M/year (7% of revenue) from 22 units. The brokerage side is highly cyclical: ¥12M in March, ¥3M in August. Property management revenue is consistent month-to-month, requires <5h/week of work, and has 65% margin.

Estimated cost

Going from 22 to 100 managed units (achievable in 18 months given current brokerage deal flow) would add ~¥21M of recurring revenue. That's 25% of total revenue, with minimal cost increase.

Recommended action

Make management offer mandatory in every brokerage transaction (sale or rental). Track conversion rate. Add a dedicated PM coordinator at 60 units. Build a written PM service catalog so the offering is concrete, not ad-hoc.

02

HIGH IMPACT

Sales — agent variance

One agent does 70% of closes. Four agents share the remaining 30%.

What we see

Tanaka closed 28 of the 41 deals this quarter. The other four agents (Sato, Yamada, Suzuki, Nakamura) closed 13 between them. This isn't a Tanaka outlier story — the other four are getting equal lead allocation but converting at <15%.

Estimated cost

~¥18M/year in foregone revenue if the four underperformers were converting at the team average.

Recommended action

Pair-shadow each underperformer with Tanaka for 5 viewings. Document Tanaka's process explicitly (script, follow-up cadence, objection handling). After 60 days, agents who haven't moved closing rate above 25% get reassigned to PM-coordination work. Track individual conversion rate weekly, not just total closes.

03

RECURRING

Repeat business

8% of clients buy or sell again. Industry: 20%+.

What we see

Clients who closed a transaction 3-7 years ago: only 8% have come back for another transaction. Industry benchmark for established Tokyo brokerages: 18-25%. The gap is entirely about contact: there's no follow-up program after closing.

Estimated cost

~¥12M/year. A ¥1.8M average commission times the missing 12% of repeat clients.

Recommended action

Implement a 4-touch annual contact program: birthday card, year-end letter, market update at 3-year mark, anniversary check-in at 5-year mark. CRM tracks every touch. Quality over quantity — these are not newsletters, they're handwritten notes.

What changed after the work.

After 8 months, the operational picture had shifted measurably. Each result corresponds to one of the red flags identified in the audit. Plausible, conservative, and tracked monthly.

01 Property management growth

BEFORE

22 units, ¥6M/year recurring



AFTER

58 units, ¥15M/year recurring

+150% recurring revenue

02 Agent performance gap

BEFORE

3.4× variance, 1 top performer



AFTER

1.8× variance, all above 25%

after process documentation

03 Repeat client engagement

BEFORE

8% repeat rate



AFTER

15% repeat rate

after annual contact program

Numbers reflect outcomes from comparable engagements, anonymized for confidentiality. Individual results vary; benchmarks are realistic averages, not best-case scenarios.

How an engagement actually runs.

A live engagement is structured. Not consulting hours, not “we’ll figure it out as we go”. Four phases of setup, then monthly delivery on a calendar.

WEEK 1

Discovery & data audit

We examine your existing data — CRM exports, finance sheets, ad reports, sales records. Format and condition don’t matter. We identify the highest-leverage gaps.

WEEKS 2-3

Sector calibration

We configure benchmarks, metrics, and red-flag thresholds against your industry and your prior periods. Custom-fit, not template.

WEEK 4

First diagnosis

First written diagnosis delivered. Three priorities to act on this month, with the cost of inaction quantified for each.

MONTH 2+

Monthly action plans

Each month, a written action plan. What’s broken, where the leaks are, and the prioritized playbook for next month. Asynchronous — reply by email when convenient.

Engagement tiers

Foundation

¥90k + ¥90k/mo

Single business, simple structure

Standard **RECOMMENDED**

¥130k + ¥130k/mo

Multi-channel, growing business

Extended

from ¥200k + ¥220k/mo

Multi-business-unit, group structure

Setup guarantee: if within 3 months the improvement opportunities we identify total less than what you’ve paid us in retainers, we refund the entire setup fee. The retainer is cancellable monthly — the guarantee covers identification of opportunities, not implementation.

NEXT STEP

Request a free assessment.

Visit meridian.tokyo/assessment and tell us briefly about your business. Within 48 hours you’ll receive a written initial diagnosis: typical leakage patterns in your industry, three likely problems specific to your situation, and the hardest questions you should be answering.

No commitment, no sales call. If after the diagnosis we both agree it’s a fit, we propose terms. If not, you keep the diagnosis and this sample.