

Building a Reputation for Adding Value

(Ideas for Influencing Others)

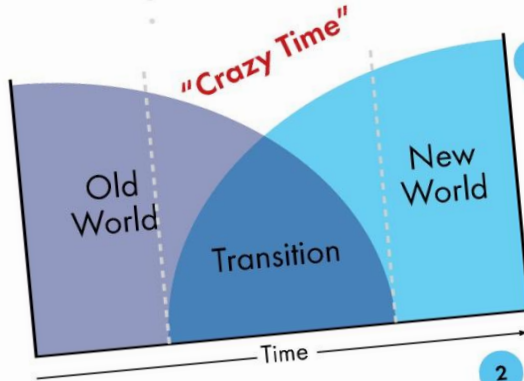
Howard Bentley



The Corporate Real Estate Manager as an Agent of Change

- 3 What activities will Corporate Real Estate Managers need to stop doing in order to focus on moving up the value chain?
- Cross out things you believe you will carry on doing/Add other things that you will stop*

- Acquisitions
- Dispositions
- Rent reviews
- Lease renewals
- Landlord & Tenant
- Account payables
- Lease management
- Project Management
- Facilities Management



- 1 What are the characteristics of the future successful Corporate Real Estate Manager?



- 2 What new skills and knowledge will Corporate Real Estate Managers need?

- 5 What will be the Impact of on service providers?

Era's of Outsourcing:



Which is the most important characteristic?

A. Commercially/Technically competent

0.6%

B. Globally and culturally aware

4.9%

C. Commercially and business competent

22.8%

D. Agile/adaptable/flexible/resilient

14.2%

E. Open minded challenger

6.2%

F. Influencer/facilitator/enabler

21%

G. Relationship builder

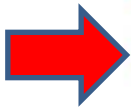
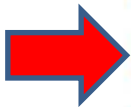
7.4%

H. Innovater

3.7%

I. Leaders - engaging and mobilising others (speaking their language)

19.1%



Which element do you have the biggest need to develop?



What is your top priority to overcome?

A. Fear

4.2%

B. Embedded perceptions of the old role

16.4%

C. Time / short term delivery demands

7.3%

D. Cost vs value reputation

13.9%

E. Regulation / legal / compliance barriers

2.4%

F. Relinquishing control

7.3%

G. Lack of upward influence / business buy-in

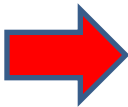
32.7%

H. Limitations of service providers

8.5%

I. Lack of vision and everyone is an

7.3%



Building a Reputation for Adding Value

(**Ideas** for Influencing Others)

**Cost
is
GOOD!**

**Pile it High -
Sell it Cheap!**

Increase Sales
Reduce Wastage

Increase Sales - Reduce Wastage

What will you do? - Sell **Lettuce** or Sell **Mushrooms**

	Lettuce	Mushrooms
Usual Price	60p	£1.15
Reduced Price <i>(Sell it Cheap)</i>	40p	95p
Normal Sales (per week)	1000	700
Sales Uplift (expert view)	X5	x3
Units in Display <i>(Pile it High – will become waste)</i>	300	300

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	<i>Normal / Special</i>	<i>Normal / Special</i>
Sales	£600 / £2000	£805 / £1995
Waste	£0 / £120	£0 / £285

Story:

The Retail Director goes to Holland!



Contribution to the Business

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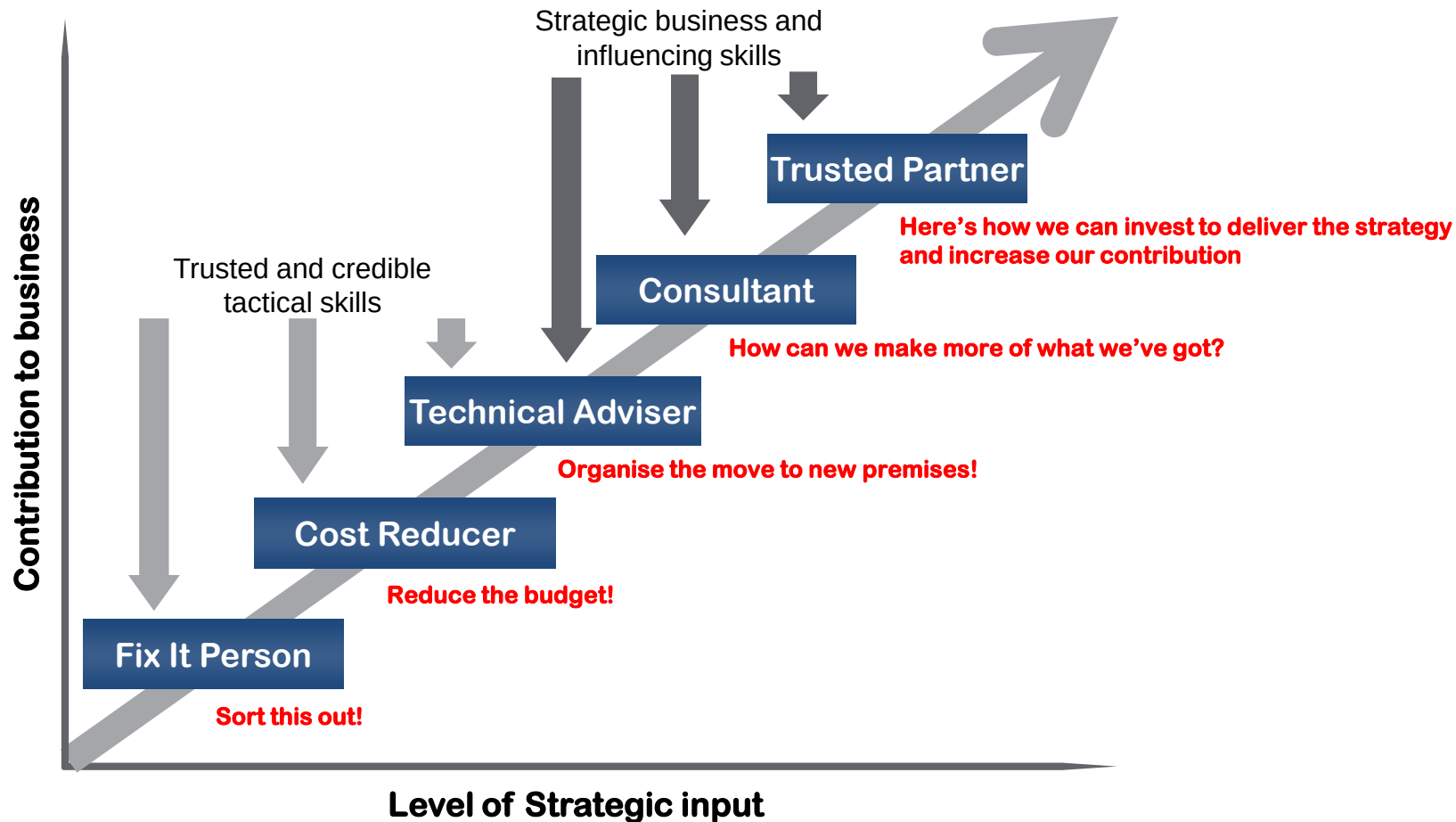
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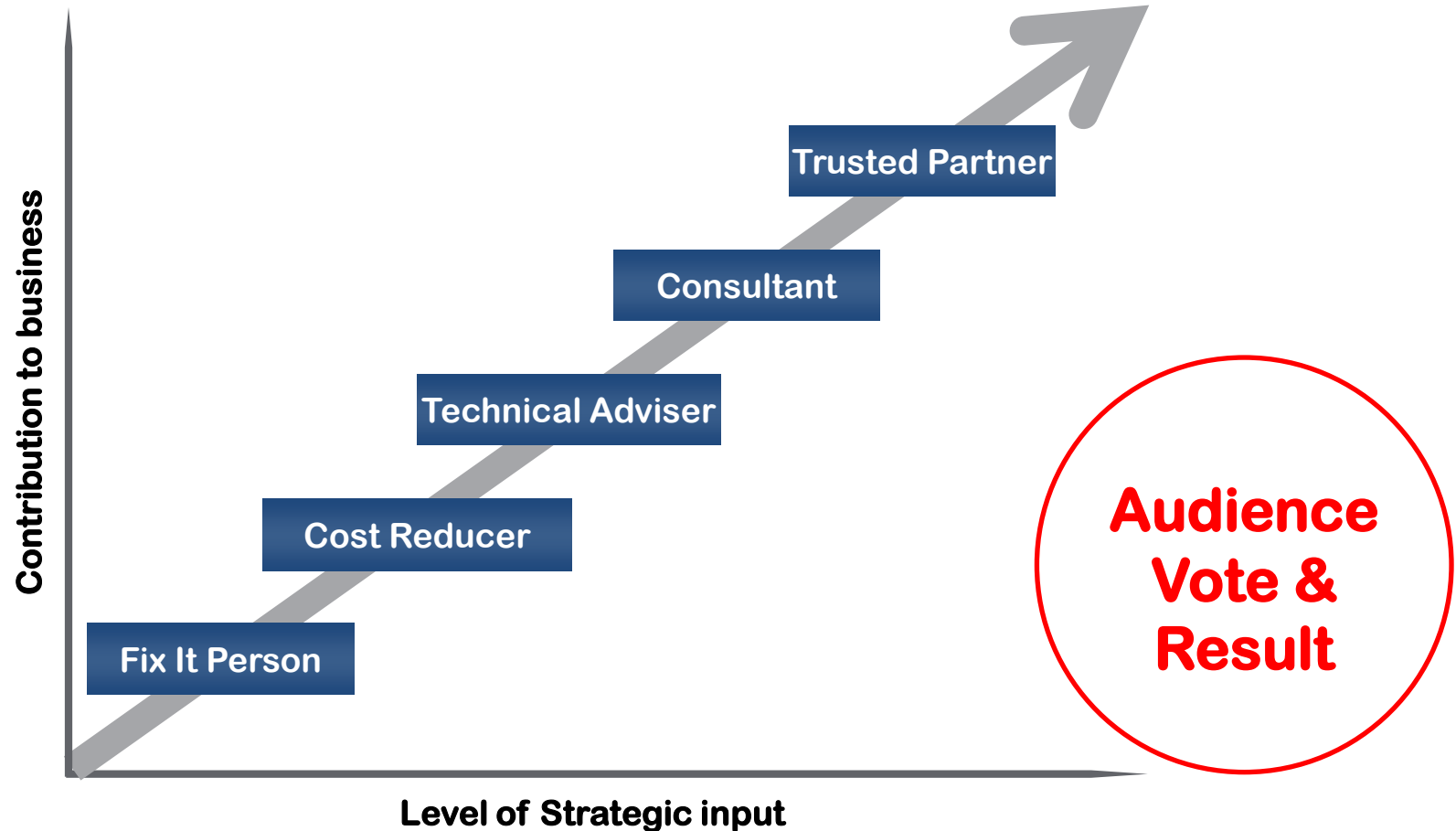
~~Cost
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GOOD!~~

Use resources
where they do
most good!

Where are you on the scale?



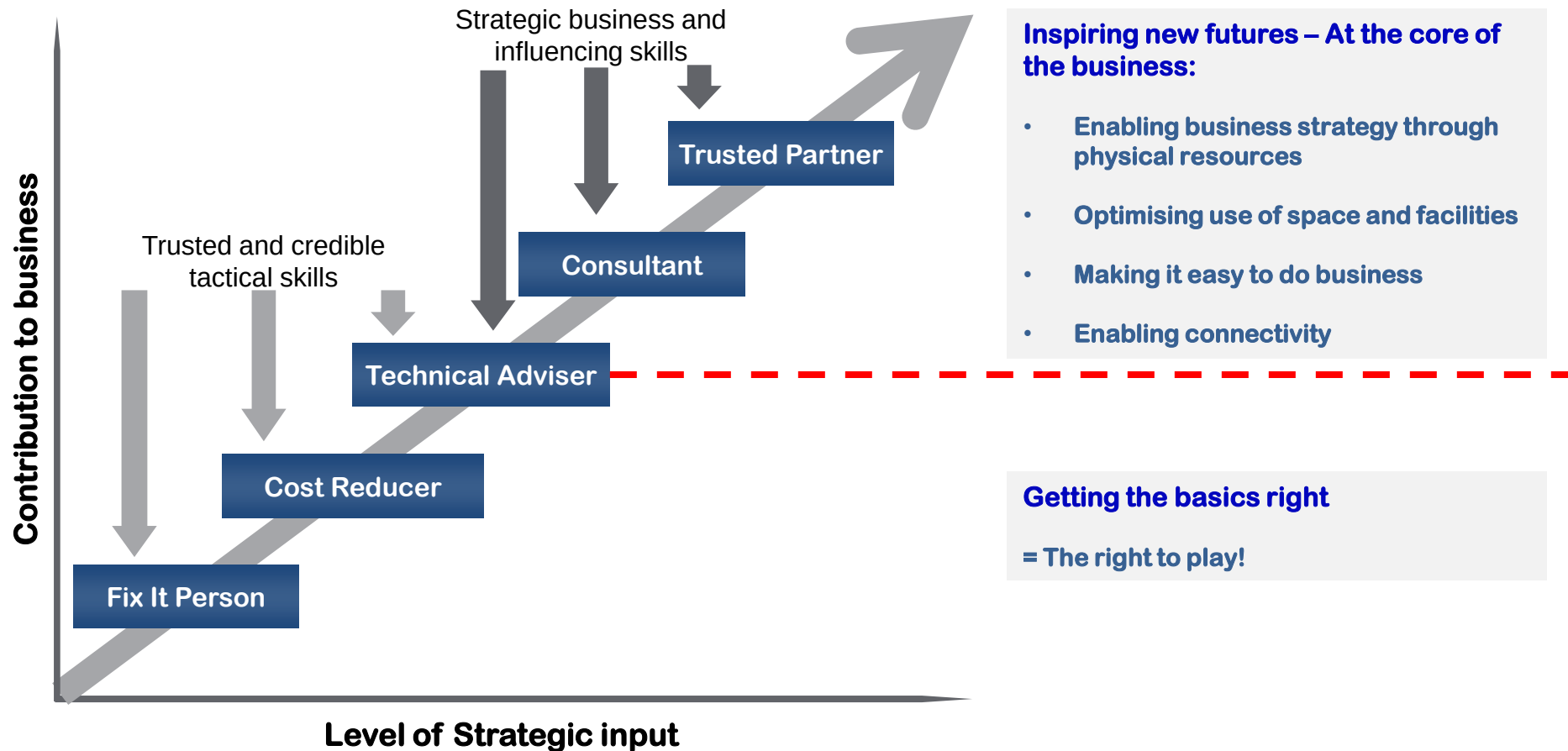
Where do your business colleagues put you?



Inspiring new futures – At the core of the business:

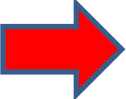
- **Enabling business strategy through physical resources**
- **Optimising use of space and facilities**
- **Making it easy to do business**
- **Enabling connectivity**

Where are you on the scale?



Ideas for delivering value and influencing:

- Aim to have colleagues place you as 'Trusted Partner'
- Have others deliver the tactical stuff, brilliantly
- Adopt the mindset – 'Use resources where they do most good'

 'Monetise' your case!

Monetisation:

Major Retail Group:

- Opportunity to work as 1 (not separate entities)
- Business Case:
 - More buying power
 - Cost Savings (Less duplication)
 - Sales increase + £258m
 - Profit increase + £12.5m
 - More market share + 0.3%
- Enabler = New system (1 System/Group Wide)

? Dependencies for Success:

- The system works
- People use the system as intended
- Mindset change (Group not 'Me')

How many people

46,000

What's the budget
for engaging people

£25k

£2.3m

Monetisation:



£2.3m



50p
Per head



+ £12.5m pa
Contribution

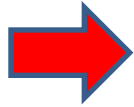
Monetisation:

Could you show?

‘For every £1 you have invested, how you have returned £5 in contribution to the business’

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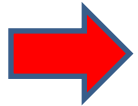
Make the intangible, tangible

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- Make the intangible, tangible



Use Story Telling

Story Telling:

The anatomy of an impactful story:

- Find a good one!
 - 1 possibility = Become 'Undercover Boss'

Get out into your own businesses or that of a non-competing colleague and ask some questions, 'Back to the floor style'.

(Stories will come thick and fast!)

Story Telling:

The anatomy of an impactful story:

- Grab attention/Create Intrigue



Story Telling:

The anatomy of an impactful story:

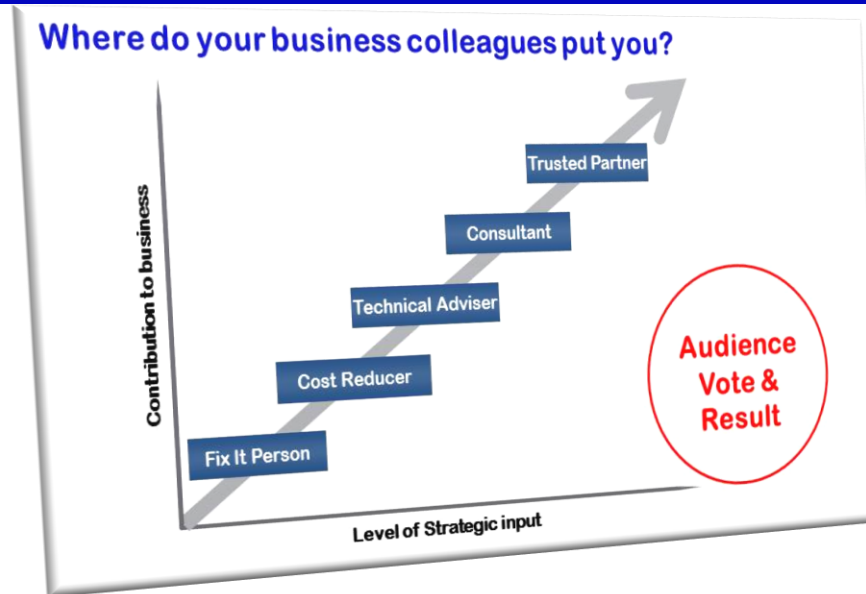
- Provide just the right amount of information

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The anatomy of an impactful story:

- Engage people in the story
(ask questions / make it interactive)



Story Telling:

The anatomy of an impactful story:

- Include visualisation and ‘Dramatic Hotspots’



Story Telling:

The anatomy of an impactful story:

- Use the power of the 'Reveal'

Story Telling:

The anatomy of an impactful story:

- Deliver the 'Aha' – The punch line

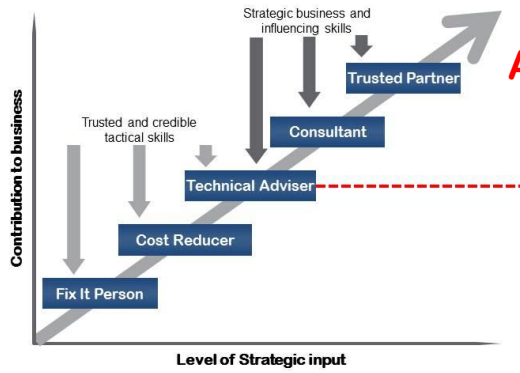
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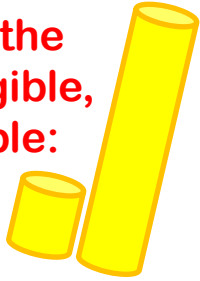
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At the core of the business:**

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Make the intangible, tangible:



Use Story Telling:

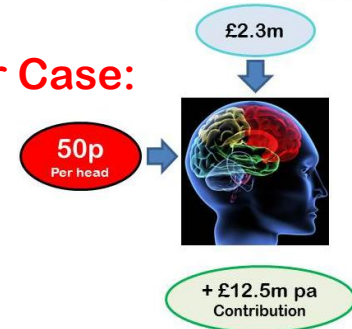


Ideas for delivering value and influencing

Monetise Your Case:

Adopt the mindset:

Use resources where they do most good!



And Finally...

**Go and Do It -
Deliver Value**

(It's the only way to build a reputation)