



Relationship Management – in Real Estate?

By Irene Sosnowski, Cigna

We've all heard the term "relationship management" used in different ways. The concept of relationship management in real estate has been tossed around with more regularity in recent years. Corporate real estate departments are realizing that establishing a formal internal relationship manager role is very important to driving corporate strategic planning and business objectives.



Corporate Real Estate has evolved its value proposition over the years. The department used to be misrepresented as a facility management organization with FMs and technicians roaming around the building the most visible face of the CRE department. There wasn't a great need to see the real estate professionals. As the Corporate Real Estate department shifted functional alignments - whether under Finance, Operations or any number of departments - the overall mission and key objectives of the department remained constant but the demand for

greater visibility and participation in the right meetings grew.

The focus of the real estate department is on delivering quality services, driving efficiency in the portfolio, continuously improving ways to manage expenses, and ensuring consistency in the customer experience. The success of achieving these goals is furthered by alignment, awareness, and understanding of the business drivers and objectives. Without understanding what the business is doing, it is difficult to execute on the opportunities the CRE department advises are right for the company. Business environments change, the company's leadership changes, and many other fundamental internal and external factors contribute to a dynamic working environment. To best service our customers, we need to align corporate real estate with the right people in the business through customer focus and relationship management.

In 2012, a formal Real Estate Relationship Management role within the Global Real Estate department was established at Cigna, a global health service company, dedicated to helping the people they serve improve their health, well-being and

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Volunteer Spotlight:

Janet Welsko
Director
Herman Miller



Janet Welsko sees compelling similarities between her work experience at Herman Miller, her personal life as a military spouse, and her volunteer role with CoreNet Global.

Learning and Leadership:

Janet has often found herself in new, uncharted waters. A year ago she was tapped by Herman Miller to take on a temporary assignment as President at Spectrum and found she could leverage things she learned as a military spouse and through her CoreNet contacts to make it work. "Being at the helm at Spectrum for nine months was a unique learning and leadership opportunity," Janet explained. "I couldn't get this kind of education had I gone through an MBA program!" The same can be said of her CoreNet experiences for the past eight years where unique and interesting opportunities have come her way through her various CoreNet roles --- including the Membership

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Don't Miss These Events!

- April 18: **Program: What Keeps a Real Estate Executive Up at Night?**
- May 17: **Program: The Future of Brokerage**
- June 17-18: **Eastern Regional Symposium**
- July 18: **2nd Annual Summer White Party**
- Sept. 16: **CoreNet/NAIOP Golf Outing**

Visit the [events section](#) of the chapter website for more information and to register.

Membership Has Its Benefits...



Become a member of the CoreNet Greater Philadelphia Chapter and take advantage of these benefits:

- 2013 Eastern Regional Symposium – Held this year at the University of Pennsylvania (Access to networking opportunities with THE industry leaders in the Eastern region)
- Members-only access to: CoreNet End User Global Discovery Forums; Global and Regional Learning Resources through the CoreNet Global internet site (research papers, presentations, benchmarking studies, end-user and vendor contact information)
- Learning opportunities through MCR/SLCR degree
- Opportunities to earn maintenance credits toward MCR/SLCR accreditations
- Exclusive access to CoreNet's bi-monthly magazine, *The LEADER*
- A multitude of exciting learning and networking engagements throughout the year
- Opportunity to become a Chapter Leader
- Be a part of the leading End Users organization for Corporate Real Estate

Click [here](#) for more information.



The chapter has a great tool to connect with those in the Corporate Real Estate community. Through our LinkedIn group members will learn about upcoming events, share industry news, and get questions answered while networking with peers. Click [here](#) to access the group and join today!

Letter from the President

Bring on Spring! We celebrated the end of Winter and the start of spring with two great events. PECO once again generously hosted the annual Economic Forecast Breakfast. The speakers gave us some positive insight into the bigger economic picture as we try to sort out where our businesses and country are headed next. This news was refreshing in light of the last few years of relatively downbeat forecasts. The Young Leaders held a fun networking event on April 5th. A crowd of more than 50 members and prospective members gathered at Xfinity Live! to cheer on the Phillies at their home opener. Highlights for our 2nd quarter include two educational events - one on April 18, **“What Keeps a RE Executive Up at Night?”** and another on May 17, **“The Future of Brokerage.”** I hope to see a lot of our members in attendance, and please bring a guest.

Best regards,

Gerald O'Brien

Vice President, Real Estate,
Comcast Cable Communications
President, Greater Philadelphia
Chapter, CoreNet Global



NEWS

Spring 2013

Executive Committee Greater Philadelphia Chapter

President: **Jerry O'Brien** • Comcast Cable
Executive Vice President: **Gerry Guidice** • TD Bank
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Treasurer: **Janet Welsko** • Herman Miller
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CoreNet Global • 133 Peachtree Street, N.E., Suite 3000 • Atlanta, GA 30303

April 18 Program: What Keeps a Real Estate Executive Up at Night?



We invite you to a panel discussion focused on the challenges that top real estate executives are facing in today's market. What has changed with portfolio management on a local and national level? What business drivers are impacting today's real estate? How is the changing workplace changing

portfolio management? These questions and more will be discussed.

The panel will be moderated by Steve Rush with Brandywine Realty Trust.

Panelists include:

- Ed Datz, Executive Director of Real Estate, UPenn
- Lea Ann Molineux, Manager-Transaction Management of Global Real Estate, Verizon
- Gerry Guidice, Head of U.S. Real Estate, TD Bank

When: Thursday, April 18, 2013

Time: 5:30pm - 8:00pm

Location: Wells Fargo, 123 South Broad Street, Philadelphia, PA

Cost: Member/\$35 and Non-Member/\$70

Registration: Click [here](#) to register

Attendees: Click [here](#) to see who's coming!

May 17 Program: The Future of Real Estate Brokerage

The national commercial real estate industry has experienced unprecedented consolidation over the last decade resulting in the formation of large brokerage organizations with an increase in broker professionals. From the recent Newmark Knight Frank acquisition of Grubb & Ellis to the surprising acquisition of the Staubach Company by Jones Lang LaSalle, mergers and acquisitions seem to be the trend for the industry. During the same time period, smaller and medium-sized brokerage firms have developed successful niche practices.

Join us for breakfast on May 17th as real estate leaders explore the growth and survival of the commercial real estate industry. Where is the industry going? How will the end users/clients best be served by the small and mid-sized companies versus larger brokerage firms in the commercial real estate industry?

This session will be moderated by Coert Davis with Teva Pharmaceuticals.

Panelists include:

- Reid Blynn, Newmark Grubb Knight Frank
- Ron Cariola, Jones Lang LaSalle
- Brian Edmonds, Concordis Real Estate

Visit the [chapter website](#) for more information and to register.



The Greater Philadelphia chapter is thrilled to once again host the Eastern Regional Symposium on June 17-18! For those of you who have not been to an ERS in the past, it is a two day event for CoreNet members only to learn, network and engage. The theme for this year's event is, "Resource Strategies for Resilient Corporate Real Estate Portfolios." The educational sessions will focus on the new challenge to make cities and buildings resilient, sustainable, functional, vibrant, and attractive with ideas, tactics, and strategies to meet these challenges in a cost effective manner

Don't miss these tours and special sessions...

- Navy Yard Tour: The Philadelphia Story - Economic Development Success
- University City District Tour: Culture, Community + Creativity
- Cira Center Tour
- Special sessions on Integrated Project Delivery; How to Host a Super Bowl and Young Leaders Real Estate Jeopardy
- General Session speakers including Andrew Zolli; Lara Hodgson; and Michael Buckley

As the host chapter for the ERS we want to make sure we pack the house! To do that, we are **offering all Corporate Users in the chapter the chance to attend the ERS AT NO CHARGE!**

How to Take Advantage of this Offer:

Simply [register](#), pay and attend. After the event the chapter will reimburse your registration fee.

With so many reasons to attend be sure to [register today!](#)

The 2013 Eastern Regional Symposium is a members-only event and is brought to you by the following CoreNet Global Chapters: Philadelphia; New Jersey; Connecticut/Westchester; Long Island; Mid-Atlantic; New England and New York City.

Members and Guests Cheer on the Phillies at Xfinity Live!



The Young Leader Committee hosted their first event of the year on Friday, April 5th for the Phillies Home Opener. Chapter Members, Young Leaders and prospective members gathered in the VIP Lounge at Xfinity Live! to

watch the game, network with leaders in the real estate industry and enjoy an open bar and dinner buffet. Congratulations to Chuck Bagocius from TD Bank and Kurt Honeywell from CBRE, who were the lucky winners of the Phillies ticket raffle. Thank you to our event sponsors: AllSteel, Cofco Corporate Office Furnishing, and Gunlocke.



Ed Piscopo with PECO and Kurt Honeywell with CBRE

Economic Future Sees Improvements on the Horizon

On March 20 CoreNet members and guests were treated to a fresh take on our economy, the real estate market, personal and business finances, and a view of 2013. Speakers for this annual event hosted by PECO included:

- **Frank Jiruska**, Director of Energy and Marketing Services, PECO
 - **Patricia Brennan**, President, Key Financial, Inc.
 - **Sidney V. Smith, Jr.**, Managing Partner, Newmark Knight Frank Smith Mack
 - **James Marple**, Senior Economist, TD Bank
- Click [here](#) to view the presentations.



Gerry Guidice with TD Bank, Glenn Phillips with Core States, and Chuck Bagocius with TD Bank

Overall the tone was moderately positive, with a reminder that there is a lot of upside potential for our economy. From significant development activity in University City to stabilizing rents in PA and NJ, the story is getting brighter for business. On the personal front, we were reminded to review our financial plans and rebalance as necessary while taking time to understand the new tax laws.

Volunteer Spotlight *continued from page 1*

and Events committees, the Eastern Regional Symposium, and now as an Executive Board member.

Inspiration:

In her most recent Herman Miller role at Spectrum, Janet found it beneficial to draw on the inspiration from people she knows and respects at CoreNet as benchmarks to help her in challenging situations. The broad range of issues which arose was not predictable; having a repository of experiences from working with and observing respected CoreNet colleagues provided inspiration. Even if you don't call on these contacts for advice, just knowing they were there and had succeeded in similar situations was inspirational."

Janet found this experience was not dissimilar to when her husband, Scott, led military combat construction teams in Fallujah, Iraq in 2004-2005. Janet drew motivation from the experience of other military families that had been through deployments. "That's the

gift of any challenging experience; it's always there as a source of inspiration, and most important, you get to help others in the future."

Resiliency:

Even before her husband was deployed, as a member of a military family Janet learned to be adaptable. "When you live the military life, you never know what's going to come next. I've always had to juggle a lot of balls and just figure it out," whether in business or her personal life. The same can be said for volunteering at CoreNet. There are no guide books. Janet accepts that there isn't always a plan to follow, and she accepts that as part of the challenge ... and the fun!

"We're all resilient, but we don't realize it," Janet believes. It can be overwhelming, wondering how you'll get through some days, and discouraging when you think you aren't accomplishing much along the way." Only when you have a chance to step away do you see the value in what you've contributed.



2nd Annual Summer White Party

Save the Date!



Mark your calendars for the 2nd Annual Summer White Party! Please join the Greater Philadelphia Chapter of CoreNet Global as we celebrate summer. After the success of last year's event, we are returning to Water Works, Philadelphia's landmark restaurant, on the evening of July 18th. More details will be available soon, please check the [website](#) for updates.

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sense of security. Reflecting back, there are several key factors that helped make this role one of strategic partner and valued contributor to the business.

1. **Sponsorship at the leadership level** – Similar to top down buy in, a business leader confirms their support and appoints representative(s) at a senior level to engage with the CRE RM. The business representatives are endorsed by the c-suite to represent their business unit and discuss the strategies in play. These strategies and confidential discussions can have significant impacts on the real estate portfolio if not acknowledged and handled in a timely manner
2. **Support team/ real estate org structure** – The RM reports to the head of real estate along with other key real estate functions. The portfolio planning function reports into the relationship manager role; providing a direct line of communication from the enterprise lines of business to the real estate portfolio planning team. The financial support team and the execution team (typically Project Management, Transaction Management and Facility Management) are aligned to the plans developed by the RM/ portfolio strategy team.
3. **Single point of contact** – Depending on the size of the portfolio and the volume of business activity, establishing a dedicated Relationship Manager role for multiple business units provides greater visibility into trends across the enterprise. Ultimately, the Relationship Manager is in the best position to connect the real estate dots across the company. This is a huge value proposition to the business as they may be unaware of what another business unit is doing. There may be an opportunity that real estate can present by having direct line of sight across the business units.

4. **Listening** – Take a moment to put aside the real estate metrics and spend time to learn about their business. By understanding what drives the business's growth or impacts its occupancy and how locations relate to one another, you'll begin to develop meaningful solutions. Sometimes the way you view real estate information is not how the business interprets it. Hence knowing what they need and why is ultimately helpful in formulating recommendations and further positions real estate as a strategic service enabler.
5. **Two Way Communications** – If the Relationship Manager is always initiating the interaction, then the value proposition is still not understood by the business. If the business schedules checkpoints throughout the year and is engaged in the meetings, then CRE is in the position of offering value to the business. Proactive dialog led by both sides of the organization will help foster a mutual understanding of objectives and what needs to be accomplished.

Forging long term relationships with the right people takes time. It helps if you've been employed by the company for a number of years and have built credibility in other roles, but it's not a requirement. Relationship Management requires a focus on key competencies such as trust building, organizational and cross-cultural agility, courage, influence and decision making. Leadership's endorsement of the role and acknowledging the value it brings should not be overlooked. By listening to the business representatives at a strategic level, you will be in a position to identify and understand the needs and demands of the business customers as it pertains to real estate. Real Estate's short term plans begin to unfold into longer term strategic plans delivering the best value to the company.



“Tell Us Your Story” Opportunity to feature you, your team or your company.

We are looking for articles focused on what's relevant in today's corporate real estate landscape. Article topics can focus on industry best practices, current trends, technology, etc. Articles may be published in an upcoming issue of the CoreNet Philadelphia Chapter newsletter. If you would like to draft an article or have an idea for a good topic, please [let us](#) know!

Welcome New Members

- Catherine Bianco • Liberty Property Trust
- Seth DeForest • Corporate Facilities, Inc.
- Dorrie Dillalogue • CBRE
- Scott Dorn • General Electric (HQ)
- Greg Elko • Langan Engineering & Environmental
- Olivia Freeland • Jones Lang LaSalle
- Michael Govito • TD Bank
- Stephanie Groves • TD Bank
- Job Keller • TD Bank, N.A.
- Anne Klein • Newmark Grubb Knight Frank
- James Lalli • Core States Group
- Amy Luyster • Greater Scranton Chamber of Commerce
- Thomas McDugall • Newmark Grubb Knight Frank
- Sean Murray • General Electric (HQ)
- Karen Randal • City of Philadelphia, Dept. of Commerce
- Jason Roberts • Morgan, Lewis & Bockius LLP
- David Strange • Skanska USA Building, Inc
- Michael Yekenchik • Corporate Facilities, Inc.

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