



How to Identify and Capitalize on a Cross-Selling Situation

- ▶ Our Target Markets
- ▶ Our Competitive Advantages
- ▶ Resources and Tools
- ▶ Review:
How to Present Corporate Solutions





▶ Our Target Markets



Our Target Markets

In general, the occupier businesses that comprise Corporate Solutions are **focused on:**

- Building strategic alliances with Fortune 500 companies
- Office-intense users in certain [industries](#)
- Assignments that meet certain internal criteria (see [Business Desirability Criteria](#))

See [Top Target Client list](#)

Our Target Markets—Client Industries

- Service industries such as:
 - Banking
 - Insurance
 - Accounting and Consulting
- Technology
- Telecommunications
- Entertainment
- Healthcare and Pharmaceutical
- Manufacturing and Industrial Conglomerates
- Utilities
- Government and Higher Education



Our Target Markets

The **dynamics** to look for within the target companies are:

- Desire to cut costs
- Demand for service and process improvements
- Organizational change
- Need for scalable resources
- Lack of sophisticated real estate-related technology
- Desire to access best practices
- Willingness to accept new ideas



Our Target Markets

Far and away the greatest opportunity for outsourcing real estate services is in organizations that are under pressure to significantly reduce their real estate costs and/or to operate their portfolios more efficiently.

We have **documented more than 75** Jones Lang LaSalle **cost-reduction initiatives** that have saved clients a total of \$850 million in areas such as:

- Financial strategies
- Lease audits
- Portfolio consolidation
- Process improvement
- Construction audits
- Vendor management
- Public incentives



Our Target Markets

The **Cost Savings Initiatives database** is a good source for Corporate Solutions professionals who want to prepare reference stories based on how our services have benefited clients such as Bank of America, Sun Microsystems, Convergys, Sara Lee, Xerox and Equifax.

Go to [Cost Savings Initiatives](#) (Delphi>Resources>Client Cost Savings Initiative)



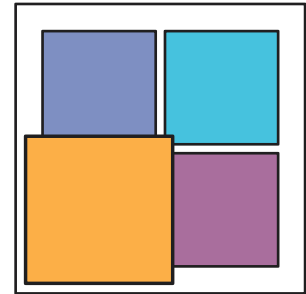
▶ Our Competitive Advantages



Our Competitive Advantages

Corporate Property Services:

- Pioneered the facility management product
- Is a core competency of firm
- Is the world's largest corporate property services provider
- Is a highly sophisticated practice—facility management is just one of many property services products
- Service Centers provide 24-hour facility operation services
- Is trusted by more companies than any other firm to manage critical environments
- Has an unparalleled track record in transitioning people

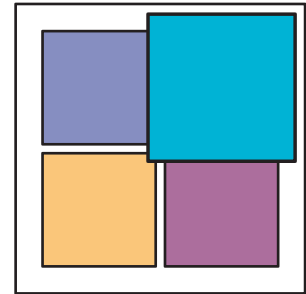




Our Competitive Advantages

Tenant Representation:

- Develops occupancy strategies that are linked to core business objectives
- Has built a practice around alliance relationships—80% of TRG business is related to long-term, strategic national client accounts
- Is not structured like conventional brokerage firms—compensation structure rewards acting in the client's best interests
- Has earned high client satisfaction ratings on TRG and third-party surveys

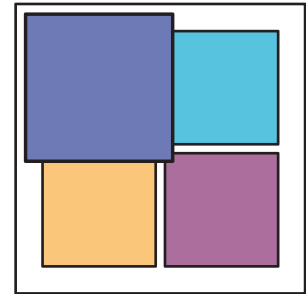




Our Competitive Advantages

Project and Development Management:

- Provides depth and breadth—comprehensive services and one of the largest Project and Development Management businesses in the world
- Captures and shares (within the practice and with clients) an extensive amount of best practice information
- Has best-in-class project management software—Magnet PTS
- Professionals receive continuing education at PDM University
- Value-add proposal means PDM will risk fee and show a return on investment

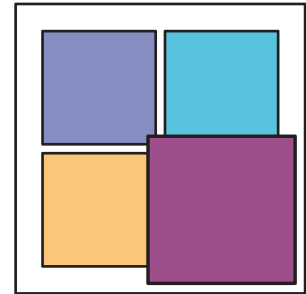




Our Competitive Advantages

Global Consulting:

- Is recognized by clients and in the industry for its thought leadership
- Is a stand-alone entity within firm—no transactional motivation
- Is not defined by geography or business lines
- Offers best practices in specialty areas
- Partners with client's top level management
- Can manage complex assignments
- Can raise perception of CRE in an organization





Our Competitive Advantages

Jones Lang LaSalle

The main points of differentiation that separate Jones Lang LaSalle from our competitors are:

- [Integrated Services](#)
- [Global Coverage](#)
- [Technology](#)
- [Corporate Culture](#)



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Integration from Strategy through Execution—Jones Lang LaSalle sets the standard in the real estate services industry in thought leadership with strategic capabilities in Global Consulting and within our business units. We can rapidly implement the cost savings and process improvement strategies that we identify.

Integration of Real Estate Services and Investment Management—No other firm has a stronger combination of occupier and investor capabilities. This gives us the advantage of using unparalleled market knowledge from each business to benefit both real estate owners, occupiers and investors.

Integration Across Geographies—Jones Lang LaSalle is the only truly global firm that operates under a single management and ownership structure. Because we are not a loosely connected group of affiliates, we are best qualified to integrate service delivery across regions and around the world

Integration Across Products and Services—Because our comprehensive services are vertically integrated according to the types of clients we serve—real estate owners, occupiers and investors—we deliver client-specific solutions from concept to completion.



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Geographic Scope—We operate in 35 countries on 5 continents and in more than 100 key markets. Our market presence is strong in the Americas (42% of revenues) and Europe (43% of revenues) and well-established in Asia-Pacific (15% of revenues).



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Technology Investments—Jones Lang LaSalle invests more than two times the industry standard in systems and IT professionals to develop the advanced technology platforms that promote and support the real estate and broader business objectives of our clients. We have strategic alliances with several leading technology companies to provide essential services for our clients' buildings and operations.

E-Business Partnerships—Octane is an e-commerce alliance among Jones Lang LaSalle and three other key real estate service providers to create a web-based platform. The initial focus of Octane is on procurement, transactions, support services and developing e-business portals.



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Strong History—Jones Lang LaSalle was founded on the strategy of assembling highly skilled professionals to work with clients in long-term relationships (as opposed to one-off assignment relationships). We pioneered a different approach to providing real estate services—an approach based on management and professional expertise, a salary and bonus compensation structure, sustained client relationships and a management structure designed to meet the needs of the world business community.

Client Focus—Our unique approach empowers our employees to always act in the client's best interests. We are not a brokerage operation.

Experience—Our senior management averages 20 years with the company and 25 years in the real estate industry.

Alliance Relationships—We partner with clients in long-term, strategic alliances to provide advice and implementation services across large portfolios. Many national and multinational companies use Jones Lang LaSalle as an extension of their CRE departments.

Total Performance Management—We have formalized a firmwide commitment to excellence in client service. Our client relationship management process mandates that we solicit client feedback and use it to improve the way we do business on each assignment and firmwide.



Our Competitive Advantages

Corporate Solutions

In addition to the competitive advantages of each of the business units and the firm listed above, the following advantages apply to Corporate Solutions:

- Corporate Solutions is a dedicated initiative of the firm with a high-level management structure.
- Client service teams are led by skilled, cross-disciplinary account managers.
- Corporate Solutions is not a new initiative; our occupier businesses have an impressive track record working together to [benefit clients](#).
- No other firm can replicate the synergy and connectivity we have created between our occupier businesses.
- The services we offer are truly occupier-specific (e.g., occupier-focused facilities management products and services).



Corporate Solutions Client Benefits

- Cost saving opportunities
- Single point of accountability
- Consistent communications—
between groups and with the client
- Flexible and scalable resources
- High level of connectivity between
strategy and execution
- Reduced cycle times
- Increased control of projects
- Better methods of continuous
improvement
- Shared research and best practices
- Strong client relationships
- In-depth understanding of clients'
businesses



▶ Resources and Tools

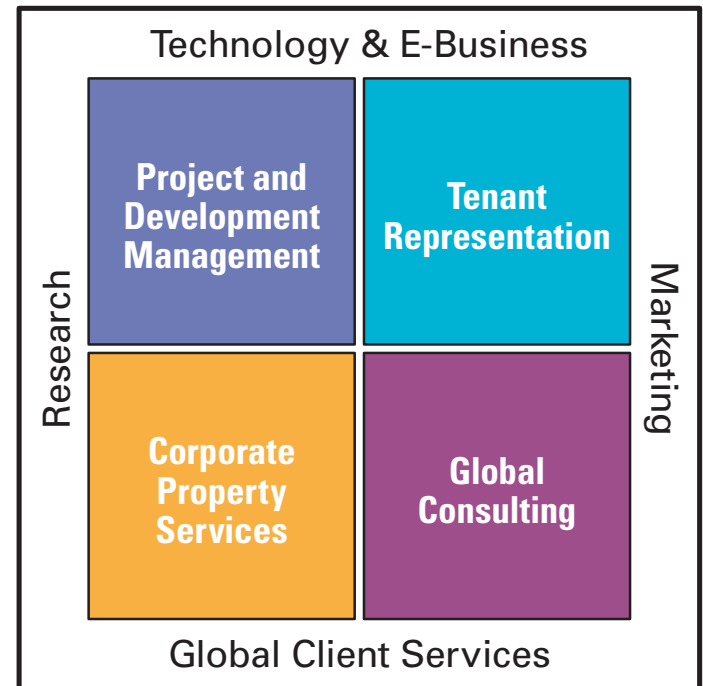


Resources and Tools



How does client-focused technology, e-business and marketing

support our Corporate Solutions platform and provide competitive advantages?





Resources and Tools

Technology

Technology is a critical element of our Corporate Solutions platform in terms of:

- How well we serve our clients
- Shared market information (data) and knowledge (analysis)
- The ability of our occupier businesses to work together
- How we distinguish ourselves from the competition



Resources and Tools

Technology

- Jones Lang LaSalle invests over 10% of our revenue (more than \$100 million per annum) in advanced hardware, software and network systems.
- Our global technology team of approximately 300 professionals is dedicated to ensuring that our clients and employees have access to the best technology available.
- We have established partnerships with the leaders in the IT industry (Microsoft, IBM, Sprint).
- We provide clients with dedicated implementation and support personnel.
- Our technology specialists have real estate experience.



Resources and Tools

Technology

We provide clients with an internet-based portal that links their account information to the web, enabling online, real-time access to projects, markets and portfolio information.

The information is displayed using web capsules containing information culled from internal and external sources.

The information that we provide to clients via extranets includes ([see sample homepage](#)):

- Transaction summary and detail
- Project summary
- Financial and operating reports
- Benchmarks and key performance metrics
- Best practices
- Case studies
- Account team contact information
- Discussion forums
- Links to relevant sites and systems
- Research
- Standard documents



Resources and Tools

Sample Client Extranet

Address <http://204.44.31.223/dashboard/dashboard.asp?DashboardId=http://204.44.31.223/Sqlwbcat/Teams/RealCo> Go Links

Welcome Howard Kramer.

HOME SEARCH SITE MAP HELP

JONES LANG LASALLE

MANAGEMENT PROJECTS TRANSACTIONS ADVISORY RESEARCH

RealCo

8/10/2001 Page: RealCo

EXECUTIVE MANAGEMENT OVERVIEW

Welcome to the Jones Lang LaSalle extranet site, your single source for web-based access to information relating to open projects, pending transactions and the overall management of your portfolio.

Explore the sections above to run instant reports on your projects, measure the performance of your portfolio or just locate contact information on your team. You also have access to Jones Lang LaSalle's extensive global research library and Best Practices database through the Advisory section.

This tool is available for you anytime, anywhere and has been customized for your needs. If you need assistance or would like to provide comments to improve your experience, please contact us and your Jones Lang LaSalle representative will personally assist

ORGANIZATIONAL CHARTS

[Expand All](#) [Collapse All](#)

- Team Member Bios
- Organization Charts

ACCOUNT TEAM

Name	Address	Contact Information	Role / Responsibility
Jane Doe	200 E. Randolph Drive Chicago, IL 60601	+1 312-228-2600 +1 312-228-0553 (fax) jane.doe@joneslanglasalle.com	Team Leader

Internet



Resources and Tools

Technology

Internally, Delphi is our web portal. Delphi's knowledge management capabilities allow our employees to share best practice information across geographic regions and business lines. This reinforces our ability to innovate and refine our services and business processes.

The final component of our technology platform is comprised of our production systems. The key production systems are portfolio management (Magnet PTS, WorkplacIQ or CredoNET), lease administration (CredoNET), transactions management (WorkplacIQ), project management (Magnet PTS), property management and accounting (J.D. Edwards), communications and document management (Delphi).



Resources and Tools

Marketing and Communications:

- Supports the development of long-term client relationships through marketing and business development support
- Conveys firm strategies, new business wins and other announcements to all employees
- Positions the Jones Lang LaSalle brand with external audiences



Resources and Tools

Marketing and Communications

Our functional groups provide a variety of products and services:

- [Corporate Solutions Marketing](#)
- [Business Development](#)
- [Brand Marketing](#)
- [Public Relations](#)
- [Corporate Events](#)
- [Property Marketing](#)
- [Internal Communications](#)
- [Graphics Services](#)
- [Investor Relations](#)



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Corporate Solutions Marketing: Partners with Corporate Solutions to develop and execute marketing strategies.



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Business Development: Supports Corporate Solutions and the [START](#) team in generating content, design and packaging for high-end proposals and [presentations](#) (Delphi>Company>Overview) that differentiate the firm.



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Brand Marketing: Manages the [Jones Lang LaSalle brand](#) on all external marketing efforts; manages our public websites; creates brochures and web-based promotional materials, direct mail, advertising, publications and white papers.



Jones Lang LaSalle Brand

The Jones Lang LaSalle brand is something we protect and build. The brand serves a number of purposes. At a minimum, **it defines our firm to the outside world.**

Our goal is to build the brand to a point where it embodies and conveys everything we hold dear—our values, our expertise, and our commitment to employees, clients and shareholders.

The image we create for Jones Lang LaSalle continues to be the most important aspect of our brand. This image is created and reinforced through external marketing efforts, such as tombstone ads, leasing or sales brochures, and transaction announcements.

Everyone is responsible for building our brand. To ensure the quality of our brand and image, employees should consult with the Marketing and Communications group on all external marketing efforts. This collaborative effort will ensure that marketing strategies are consistent and aligned with firm-wide initiatives, that the highest quality products and programs are produced, and that the most cost-effective approach is used.



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Public Relations: Positions the firm as a thought leader in real estate; generates publicity for the Americas businesses by producing press releases and pitching stories to print media; produces trend and bylined articles on behalf of professionals; manages regional PR firms.



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Corporate Events: Plans and produces client events, internal meetings, employee events and business unit planning sessions.



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Property Marketing: Partners with Leasing and Management to develop unique marketing campaigns to supplement leasing efforts; supports business development teams on high-priority new business pitches.



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Internal Communications: Manages all employee communication efforts; populates Delphi with news and marketing information; produces e-Plaza weekly; provides Americas content for Terra Nova; manages internal communication components of TPM; supports Human Resources in communicating key employee programs.



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Graphics Services: Supports employees from all businesses in producing graphics for proposals and presentations; supports Leasing and Management and Corporate Solutions in the overall production of proposals and presentations; designs maps, floor plans and other graphics for use in business development and marketing materials; designs and produces web-based communications.



Resources and Tools

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Investor Relations: Partners with senior management to produce the investor roadshow, quarterly earnings announcements and annual report.



Resources and Tools

START

Corporate Solutions has combined the resources of its new business experts to form the **S**trategic **A**ction **R**esource **T**eam—START. ([See an introduction to START](#))

START's motto is **"Always better"**. This means that START is continually improving Corporate Solutions' new business proposal and presentation processes, tools, content and appeal.

The team's primary focus is to articulate our strategic approach for each new business opportunity and highlight the added value that clients can only get from Jones Lang LaSalle.

START guides Corporate Solutions professionals through the proposal development process from start (evaluating whether and how to pursue an opportunity) to finish (final production and delivery).



Resources and Tools

START

START is the best single information resource for the Americas and our global counterparts for bios, case studies and FAQ responses.

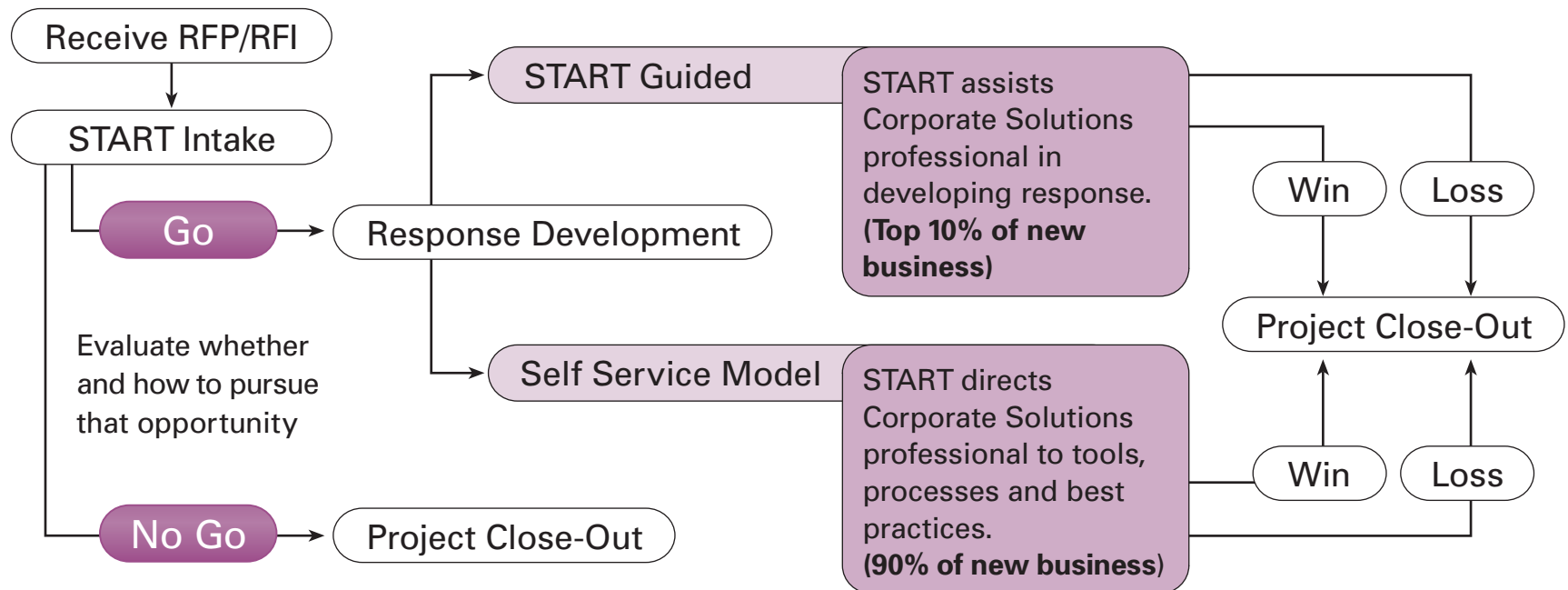
The [START Delphi site](#) (Delphi>Groups>Business Units>Corporate Solutions) provides:

- [Process management tools](#) for proposals and presentations
- “How to” guidelines
- Responses to typical RFP and RFI requests
- General information packets—bios, case studies and FAQs
- Best-in-class examples categorized by individual and combined specialties (e.g., TRG, PDM, CPS, etc.)



Process Management Tools

“Go/No Go” New Business Proposal Process



The specific activities required at each stage of the proposal process are outlined in the steps of the [Go/No Go Decision](#).



▶ How to Present Corporate Solutions



Review: How to Present Corporate Solutions

This Corporate Solution training CD is intended to familiarize you with all of our occupier businesses and resources. You will also need to be very skilled in [how you cross-sell](#)—how you perceive and address a prospect's needs—to capitalize on opportunities without overselling.



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To improve how you cross-sell,

there are recommended training materials on the sales process, such as the Solution Selling™ methods that have been touched on in this program.



Review: How to Present Corporate Solutions

A client once sent a Jones Lang LaSalle professional the following e-mail:

All these people want to do is sell me products that I don't want. Nobody listens to what I need.

This message epitomizes the wrong way to approach a prospect or client with whom you want to build a multiple-services relationship.



Review: How to Present Corporate Solutions

When we present ourselves as representatives of a single business unit, we define ourselves in terms of one specialty, inhibiting our ability to cross-sell our services at a time when clients are actively seeking integrated service-delivery capabilities.

Furthermore, when clients don't care about or don't understand our internal structure, these labels become superfluous and even misleading.

The key is to promote our identity as Jones Lang LaSalle— to speak to clients and prospects in terms of the services that they relate to, not the names of our business units.



Review: How to Present Corporate Solutions

Corporate Solutions is not intended to replace our occupier businesses—their impressive and growing list of stand-alone assignments will continue to be important. For example:

- Corporate Property Services will continue to pursue significant stand-alone property management outsourcing assignments in addition to the other state of the art services they are known for.
- Tenant Representation will continue to generate significant strategic alliance business, providing clients with the excellent strategic advice and transaction services they deliver.
- Project and Development Management will continue to work on selected outsourcing assignments and will serve our Leasing and Management clients with tenant build-out work.

It can also be helpful to use business-unit terminology to explain our organizational structure or relate different areas of competence within the broader Jones Lang LaSalle context.



Review: How to Present Corporate Solutions

Corporate Solutions is not a new business or a sub-brand, but a business philosophy or organizing principle we will use to reaffirm our client focus and solution orientation. The ultimate goal is to be known as colleagues in a single firm that is organized around clients and their needs.




Our corporate strategy is to make Jones Lang LaSalle a more client-centric and solution-focused firm.

Our strategic priority is to provide our clients with fully integrated services that address their comprehensive real estate needs while generating repeat, high-margin business for the firm.

You Are Finished!

You have completed the final section of the Corporate Solutions Training CD.

You may now either:

-  Review this section again
-  Print this section
-  Quit and return to the main program