COLLIERS INTERNATIONAL
Retailer Continuum
Customized Real Estate Services
“We offer retailers the depth and scale required to open and manage a portfolio of brand-consistent, productive stores with a regional to international reach.”
We offer our clients the depth and scale required to open and manage a portfolio of brand consistent, productive stores on a regional, super-regional, national and international scope.

At Colliers, we are guided by a spirit of enterprise and innovation with a human touch. We embrace even the toughest challenges, and are relentlessly creative in solving them.

We are involved in all facets of store delivery and portfolio management, offering help from more than 500 highly-skilled retail professionals in North America alone—plus many more in key international markets in Europe, Latin America and the Asia-Pacific region.

By being involved in all facets of store delivery and portfolio management we quickly learn what works best and incorporate those practices in the Continuum, thus continuously providing the ideal shopping experience to your customers in the most efficient manner.

Our goal is to make your real estate a competitive business advantage and ensure your entire range of property needs are met. And through it all, our professionals go the extra mile in their attitudes and actions, allowing our values of expertise, community, service and fun to come through in everything we do.
Strategy
New Market Penetration & Realignment

Whether you are trying to realign your store footprint, adjust your distribution strategy, develop a market optimization plan for a single MSA, or launch an international roll-out, Colliers has the expertise and resources to assist in developing your real estate strategies.

- Concept review/brand identification
- Competition/cotenancy
- Demographic/site criteria development/validation
- Space design and prototyping, building and FF&E cost estimates
- Evaluate support structure – HQ, distribution, call centers
- Capital strategies – lease, own, financing
- Submarket analysis

Process

STRATEGIC PLANNING & VISION
- Explore project success criteria and organization evolution
- Standardize key processes
- Identify customer profile, synergistic retailers, and competitors
- Assist with setting goals and solutions
- Provide design and construction value engineering
- Implement timelines and accountabilities

LOCATION PERFORMANCE ANALYSIS
- Model trade areas by rings, manual polygon or drive times
- Determine key demographic correlations between high-and low-performing stores
- Review distribution networks and management territories
- Maximize efficiency of stores based on square footage and SKUs
- Prepare a strategy for relocating or repositioning low-performing stores
- Review economic terms of leases to ensure alignment with real estate and operating strategies

CUSTOMER PROFILING
- Link point-of-sale addresses to census and psychographic household data
- Create detailed, household-level understanding of trade areas
- Forecast spending of each target household
- Identify customer attitude toward select cotenants, brand positions, and area amenities
- Understand connections to preferred tourist destinations and activities

MARKET OPPORTUNITY ANALYSIS
- Total the target customer population and spending to predict market capacity
- Divide market to understand total number of distinct

- Forecast total sales volume for all U.S. regions, and identify markets of greatest opportunity
- Prioritize target markets for roll-outs
- Assist with optimizing efficiency in logistics, distribution, and management

TARGETING
- Locate and map clusters of target households
- Create customized site criteria heat mapping
- Project spending of each target household to forecast sales potential
- Run "reverse demographics" to locate sites that best fit the profile
- Identify amenities and new developments located in or serving target markets

SITE OPTIONS
- Identify new trends in population shifts and retail patterns
- Identify new developments and new entries in the market
- Provide input for forecasting sales volumes
- Create aerial maps showing subject sites, comparable transactions, and competitors
- Create alternative floor/space planning for various spaces
- Identify and define signage strategies and options

CAPITAL STRATEGIES
- Provide valuation services
- Provide financing through traditional lending sources, including SBA
- Assist with packaging and presentation for venture capital
- Pursue sale/leaseback strategy where appropriate to monetize existing owned assets
- Perform reverse build-to-suits
- Institute preferred developer program submarkets
Resources
Colliers has a deep bench of professionals who have broad experience in all aspects of the retail real estate spectrum, including serving as heads of real estate at national retail organizations, real estate managers, developers, site selectors, analysts, and brokers. We rely on the experience of this team to leverage the resources of our organization and create the optimal strategy for our clients.

Our expertise in demographics, geographic information systems, retailing, market analysis, merchandising/tenant mix planning, project/construction management, project leasing, and sustainable consulting ensure the planning and execution of a winning retail strategy.

IN-DEPTH RESEARCH
› Economic data collection and comprehensive market analysis
› Expansive databases housing detailed information on properties nationwide and globally
› Quarterly reports produced on market and economic conditions in virtually every major market
› Combined market knowledge and forward-thinking expertise to help our clients make the right business decisions and plan for the future

GEOGRAPHIC INFORMATION SYSTEMS (GIS)
› Thematic mapping
› Comparative market analysis
› Market trends
› Market segmentation
› Demographics
› Employment and transportation analysis
Site Selection

Site/Space Selection

Managing a multi-market roll-out is much more than simply “referring” a client to qualified brokers in other markets. A well-managed roll-out requires a clean strategy, process, systems, standardization and clarity of purpose.

- Complete submarket analysis
- Define technical site attributes (traffic, visibility, parking, etc.)
- Determine site/store options
- Signage optimization/visibility
- Letter of intent/negotiations
- Real estate committee packages

- Lease/purchase agreements
- Business advisory and facilitation
- Due diligence
- Financing
- Transaction management/pipeline reporting

Process

STANDARD RESPONSE & NEGOTIATION PACKAGES

- Develop and prototype a set of standard documents for use by field brokers
- Develop and initiate transaction pipeline tracking system
- Communicate and train field brokers on use

SUBMARKET ANALYSIS

- Communicate market strategy—maximum store count vs. cannibalization issues
- Review site economics versus competitors and alternate locations
- Determine market lease rates and terms based on specific space delivery condition
- Estimate delivery timing for each site
- Identify and resolve any local obstacles to market entry or operations

SITE SELECTION

- Identify specific alternatives
- Complete site analysis forms and packages

DRAFT & NEGOTIATE PROPOSALS

- Draft and review LOIs and work letters with client
- Negotiate with landlord
- Prepare documents with final negotiated deal points and site approval packages

LEASE EXECUTION

- Present final, corporate-approved deal points for lease preparation
- Review and negotiate lease terms and conditions with client’s attorney
- Coordinate execution of final lease documents

CONSTRUCTION COORDINATION & HAND-OFF

- Review current space condition with construction
- Estimate costs and timeline
- Stage materials for improvements and fixtureing
- Alert on timing of possession
Store Design & Delivery
Solutions Leveraging Diverse Expertise & Cutting Edge Technology

Colliers Project Leaders stands above our competition because of our People, Process, Platform and Partnership. All of Colliers’ services are made available to clients through excellence in each of these elements. In doing so, we have fundamentally changed the way projects are delivered.

People

OVER 500 PROJECT MANAGEMENT PROFESSIONALS
› Colliers has an independent project management professional pool of resources.

SPACE DEVELOPMENT EXPERTS
› We are a multi-disciplinary team of professionals with the relevant academic training, workspace development experience, and technical expertise needed to provide our clients with certainty of success. Our team includes experts with the in-depth knowledge required to advise our clients on design, construction, health and safety, life-cycle cost analysis, sustainability, and other technical challenges associated with retail build-out, renovation and retrofitting.

BASE BUILDING INTEGRATION
› Our people understand the constraints, challenges and opportunities that arise when assuming space in a brand new building.

Project Management Professionals (PMP)
› We mandate that all our project managers achieve PMP certifications.

LEED ACCREDITED PROFESSIONALS (AP)
› We mandate that all our project managers achieve their LEED AP designation.

TRAINING AND DEVELOPMENT
› All Colliers staff participate in training and continuing education. New employees attend an intensive three-day seminar specific to the Colliers Professional Practice Playbook.

ON TIME. ON BUDGET.
› Our people have the proven ability to successfully and consistently lead projects from inception to completion on time and on budget – with emphasis on achieving client goals.

Process

COORDINATION
› Project management requires management of all of the following knowledge areas: Integration, Scope, Time, Cost, Quality, Human Resources, Risk, Procurement and Stakeholders. While each of these is valuable, we regard this level of services as “coordination” and the bare minimum of service that our clients require in all projects.

MANAGEMENT
› Every knowledge area contains within it an element of Risk. Colliers’ project managers recognize that we add value to our clients’ projects by substantially mitigating the risks associated with every project element. We regard this level of service as “management.”

LEADERSHIP
› The most distinguishing element of Colliers’ process is our ability to lead. That means mitigating, avoiding or removing those risks and obstacles that prevent our clients from achieving their strategic objectives. We recognize that the delivery of all projects is more than just establishing a new space. Colliers seeks to align every element of your project to your bigger picture goals. Leadership is the highest-value contribution we can provide. It is the basis on which we establish partnership with our clients.

COLLIERS PROFESSIONAL PRACTICE PLAYBOOK
› A critical aspect of our service platform, Colliers’ Playbook guides our project managers utilizing lessons learned and best practices in delivering projects for our clients.
Platform

**OUR CORE BUSINESS**
The discipline of project management informs everything we do.

**PROFESSIONAL PRACTICE PLAYBOOK**
The Playbook is a collection of best practices, lessons learned, tools and templates our PMs use to deliver exceptional service. It is a living document, which we update as we innovate. It is based on the PMI’s Project Management Book of Knowledge (PMBOK) and our own thought leadership.

**PUBLICATIONS**
Colliers subscribes to The Legal Edge, Construction Law, and Goodman's Construction Update, and provides desktop access to staff. Our clients will continue to benefit from our knowledge of the latest procurement, construction contract, and industry trends.

**FINDING VALUE**
Our pursuit of continuous improvement helps us deliver value for our clients. We have developed services like Colliers' Bid Document Review™, which reduces cost and risk to owners at tender. No other firm offers this comprehensive review of tender documents.

**LEAN SIX SIGMA**
We can offer a Lean Six Sigma approach to your project delivery to help reduce “DOWNTIME” and achieve operational excellence.
Portfolio Management
Lease Portfolio/Administration & Facilities Management

› Lease abstracting
› Critical date tracking
› Landlord CAM audits
› Property tax assessment – review/appeal
› Real estate expense budgeting
› Lease payments

› Portfolio management
› Renewal/extension/relocation
› Excess space disposition/lease termination
› ADA/legal compliance
› Physical “refresh”, repair, maintenance, remodel

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Process

LEASE ADMINISTRATION

› Process and collect accounts receivables
› Manage subtenancies
› Create benchmarking reports
› Review leases and implement cost-savings initiatives
› Manage critical dates and lease options
› Process estoppels, SNDAs, and certificates of insurance
› Review and reconcile invoices
› Perform variance analysis
› Optimize resource allocations

FACILITIES MANAGEMENT

› Engage fully-integrated real estate transaction team to address lease-related acquisition and disposition issues
› Develop formal standards to ensure consistency and cost reduction
› Leverage procurement process to consolidate vendors, provide volume discounts, and reduce operating expenses
› Develop predictable and accurate costing models
› Implement state-of-the-art financial system to track costs and identify positive trends for replication throughout the portfolio
› Implement state-of-the-art, web-based work order system and call-center help desk
› Engineering for major mechanical and electrical failures in existing facilities
Resources

LEASE ADMINISTRATION
A lease means more than simply securing the space where you do business. For most companies, real estate represents the second-largest expense after personnel. Whether your company operates in one location or hundreds, we take the time to understand your concerns for cost, stability, and flexibility. Our services include lease abstractions and database management, monthly rent verification and payment schedules, lease audits, and equipment lease management. Colliers' lease administration drives significant savings for our clients, saves time each month through the automation of rent payments from databases to accounts payable, and ensures you’ll never miss a critical lease date.

- Database selection and construction
- Lease abstractions and database management
- Monthly rent verification and payment schedules
- Lease audits
- Transaction project tracking

FACILITIES MANAGEMENT
Colliers’ approach to facilities management is unique in our industry. We have identified the subtle drivers that enable us to manage property at a higher standard and maximize asset value. While most firms just quantify asset value on a balance sheet, we take into account factors such as tenant loyalty, the relationship and regular contact between managers and tenants, top tenant service requests, and new opportunities for mutually beneficial tenant collaboration. These factors are proven to add asset value over time by reducing turnover and operational costs, and improving a building’s reputation in the market.
**Swatch**

**CHALLENGE**
When Switzerland’s biggest multi-brand watch company sought to expand into major cities across the United States, Swatch Group (Breguet, Harry Winston, Blancpain, Omega, Rado, Tissot, Balmain, Hamilton and Swatch, among others) looked to our team for assistance.

**STRATEGY**
Swatch Group introduced a new corporate plan to expand into very high profile locations and lengthen the terms of certain key stores in major cities nationally as well as internationally. Given this backdrop, the team evaluated the locations in question and determined to either blend and extend better performing locations and/or enter new leases in more desirable locations.

**RESULTS**
The team implemented an action plan to ensure that Swatch Group’s multiple brands were correctly positioned in the premier retail submarkets within select cities across the U.S. The result included the leasing of a 16,000 SF Chicago store for Omega and Tourbillon (Michigan Avenue), Harry Winston and Swatch in San Francisco (Post Street) and Tissot and Blancpain in New York (Fifth Avenue). The team also negotiated a blend and extend for two Fifth Avenue locations, Omega and Breguet, while at the same time securing new locations in the Gold Coast of retail — the Upper Fifth Avenue retail corridor. On an international scale, The Team also assisted in leasing Swatch, Omega, Breguet and Tissot in Istanbul, Turkey.

**Kohl’s**

**CHALLENGE**
For the first time in its history Kohl’s was faced with the challenge of closing multiple stores across the country. Despite a recession-depleted real estate team, Kohl’s was a long established success story with deep brokerage relationships. Colliers would need to overcome these relationships by utilizing a broad comprehensive national platform, local market expertise and support resources second to none.

**STRATEGY**
Through multiple meetings and listening sessions, Colliers identified the challenges that Kohl’s faced and tailored a disposition strategy. After starting with an in-depth review of the respective lease abstracts, Colliers was able to understand the DNA of each asset, their positions within the markets and the various challenges that each faced.

**RESULTS**
Colliers was awarded the disposition assignment, thus beating out a competing firm. After quickly and comprehensively analyzing each asset and respective market, Colliers’ developed a two-pronged strategy with a strong ground game. Colliers brought in their local market real estate experts and targeted all likely prospects. In addition, they implemented a top down direct marketing approach by promoting the assets as a portfolio to corporate real estate directors nationally.

**Ole Red/Opry City Stage**

**CHALLENGE**
Ryman Hospitality Properties is renowned for their best in music entertainment, especially the country music scene, and have been frequented by the biggest names in music. Ryman issued an RFP to secure national representation for the roll out of Blake Shelton’s Ole Red locations in 12 markets across the country and Opry City Stage (20,000 SF) in key tourist locations.

**STRATEGY**
Colliers devised a strategy to locate venues in major markets in the U.S. that would take into account the rich history of Ryman’s historical properties and bring this history to their locations. Colliers engaged our national network of brokerage service professionals, identifying lead advisors with in-depth knowledge in each market through a thoughtful and structured process. This allowed both the client ant the brokers easy access to information sharing, moving deals forward and proactively identifying potential hurdles.

**RESULTS**
Since securing representative for Ryman in November of 2017, four locations are underway in four markets, moving quickly toward achieving their goal of opening locations in Tier 1 markets including Orlando, Las Vegas, LA, Dallas, Chicago, Houston, Washington, Cincinnati, and Louisville by early Q3 2018.
Retailer & Restaurant Representation (Sampling)

Ann Taylor
Anytime Fitness
Applebees
At Home
Barnes & Noble
Best Buy
Black Bear Diner
Blaze Pizza
Buffalo Wild Wings
Cabela’s
California Pizza Kitchen
Carter’s
Children’s Place
Chipotle
CiCi’s Pizza
Core Power Yoga
Corner Bakery Café
Costco
Crazy 8
Cricket Wireless (franchisee)
Culvers
CVS Pharmacy
Cyprus Credit Union
Del Frisco’s Double Eagle Steakhouse
Denny’s
Dog Haus
Dollar Tree
Dress Barn
DSW
Dunkin Donuts
Elements Massage
European Wax Centers
Famous Daves
Famous Footwear
First National Bank
Floor & Décor
Game Stop
Gordmans
Gymboree
Habit Burger
Harmons
Home Depot
Home Goods
IHOP
Jared The Galleria of Jewelry
JCPenney
Jersey Mike’s
Jimmy Johns
Johnny Rockets
JoS. A. Bank
Key Bank
Kneaders Bakery & Café
LongHorn Steakhouse
Marshalls
Maurices
McGrath’s Fish House
MetroPCS
Mimis Café
Nekter Juice Bar
Noodles
Nordstrom Rack
Olive Garden
O’Reilly Auto Parts
Panda Express
Paradise Bakery & Café
Party Land
Performance Bicycle
Petco
Red Robin
Rita’s Italian Ice
Ross
Scheels
Sierra Trading Post
Smashburger
Spirit Halloween/ Spencer’s Gifts
SuperCuts
The Container Store
The Habit Burger Grill
The UPS Store
TJ Maxx
Top Golf
ULTA
Victoria’s Secret
Vitamin Shoppe
Wing Stop
Winger’s - corporate
Wise Guys Comedy Club
Our Difference

We are enterprising. As an industry-leading global real estate company with more than 15,400 skilled professionals operating in 68 countries, what sets Colliers International apart is not what we do, but how we do it.

Our unique culture encourages our people to think differently, to share innovative ideas and to create effective solutions that accelerate our clients’ success. Many of the world’s most innovative and successful companies choose us when they need trusted, expert advice.

Our Services

The foundation of our service is the strength and depth of our specialists. Our clients depend on our ability to draw on years of direct experience in their local markets. Our professionals know their communities and the industry inside and out. Whether you are a local firm or global organization, we provide creative solutions for all of your real estate needs.

We deliver a comprehensive portfolio of real estate services to occupiers, owners and investors across all sectors worldwide. In addition to these sectors, we provide our clients with a deep level of knowledge in specialized industries and product types including law, technology and logistics.
Colliers International (NASDAQ, TSX: CIGI) is a leading global real estate services and investment management company. With operations in 68 countries, our 14,000 enterprising people work collaboratively to provide expert advice and services to maximize the value of property for real estate occupiers, owners and investors. For more than 20 years, our experienced leadership team, owning more than 40% of our equity, have delivered industry-leading investment returns for shareholders. In 2018, corporate revenues were $2.8 billion ($3.3 billion including affiliates), with more than $26 billion of assets under management.
For more information, contact:

Anjee Solanki
National Director, Retail Services | USA
+1 415 288 7871
anjee.solanki@colliers.com

colliers.com/us/retail