



A Perfect Storm Of Transformative Events

➤ Abundance of Capital	➤ Growth of the Sharing & Collaborative Economy	➤ Redefinition of Human Capital & Work
➤ Accelerating Technological Advancements	➤ Housing Affordability Challenges	➤ Retrenchment of Debt Markets
➤ Changing Global Economy and Borderless Marketplace	➤ Increasing Government Regulations, Taxes & Oversight	➤ Rise of Experiential Real Estate
➤ Demographic And Generational Shifts	➤ Increasing Role of Big Data	➤ Rise of the Independent Worker and the Gig Economy
➤ Disruption Caused by Acts of Nature & Global Warming	➤ Industry Consolidation	➤ Rising Operating Costs, Tenant Expectations & TIs
➤ Disruptive Technologies...Virtual & Augmented Realty...And Blockchain	➤ Internet Of Everything	➤ Robotics & Artificial Intelligence
➤ Emergence of New Competitors	➤ Legacy Exits And Multi-Generational Workforce Shifts	➤ Shifting Consumption Patterns
➤ Energy Shifts & Emergence of Alternative Options	➤ Looming Pension Fund Crisis	➤ Shifting Household Formation & Consumption Patterns
➤ Geo-centric Market Shifts	➤ Mobility and Distance are Being Redefined ("Spatial Economics")	➤ Uneven Economic Growth & Unprecedented Debt
➤ Global Service Providers Seeking Greater Control/Diversity of Platform	➤ Product & Service Innovation	➤ Urbanization and the Emergence of Multi-Purpose Real Estate

Source: CEL & Associates, Inc.

The real estate industry is experiencing a once-in-a-lifetime period when the unconventional and unexpected have become part of every company's DNA. Today's real estate challenges and opportunities are created by a combination of chance, synchronicity, coincidence and design. The simultaneous convergence of 30 transformative events creates an opportunity environment of uncertainty and a tolerance for the unexpected.

This perfect storm of events and the tsunami of digital disruption is uncontrollable. When viewed separately, each transformative event appears to be manageable. When viewed collectively, the impact is significant and, at times, provides an overwhelming feeling of insurmountable challenges. However, those who are able to masterfully navigate and strategically take advantage of these events will prosper for years to come.