



Real Estate Industry's 50-Year Megashifts

| Category | Historical | | | | | Forecast |
|-------------------|-----------------------------|--|---|--|---|--|
| | 1970 - 1979 | 1980 - 1989 | 1990 - 1999 | 2000 - 2009 | 2010 - 2019 | 2020 - 2029 |
| Geography | Local | Regional | National | Global | Without Boundaries | Cyber |
| Competition | Many Competitors | Some Competitors | Few Competitors | Strategic Competitors | New Competitors | Digital Competitors |
| Business Strategy | Focus On Location | Focus On Design | Focus On Operations | Focus On Customers | Focus On Customers Of Customers | Focus On Connective Share |
| Goals | Market-Driven | Capital-Driven | Performance-Driven | Relationship-Driven | Knowledge-Driven | AI-Driven |
| Market Dynamics | Fighting Over Sites | Fighting Over Money | Fighting Over Marketshare | Fighting Over Talent | Fighting Over Customer-Share | Fighting Over Connective-Share |
| Operational Focus | Collecting Reputation | Collecting Assets | Collecting Competitors | Collecting Clients | Collecting Relationships | Collecting Predictive Data |
| Leadership | Personality-Based | Functionally-Based | Service-Based | Solutions-Based | Strategy-Based | Transformative-Based |
| Organization | Few Teams | Appearance Teams | Necessity Teams | Reoccurring Teams | Collaborative Teams | Virtual Teams |
| Brokerage | A Representative | A Broker | A Specialist | An Expert | A Confidante | An Advisor |
| Founder | An Entrepreneur | An Executive | A Leader | A Coach | A Collaborator | A Visionary |
| Growth Strategy | Growth From Market Dynamics | Growth From Abundance Of Capital & Financial Engineering | Growth From Consolidation, Securitization & Digital Economy | Growth From Customer Connectivity, Talent & Capital Shifts | Growth From Globalization, Generational Shifts, New Urbanism & Greening | Growth From The Internet of Everything, Robotics, Artificial Intelligence & Big Data |

Source: CEL & Associates, Inc.

Real estate is the unfinished business of society; founded in response to opportunities and problems in need of asset-based solutions. The role of real estate in society transcends the ordinary and represents the intuitive understanding of the synergies that create lasting success for all stakeholders.

Over the past 50 years, the real estate industry has evolved. By 2029, technology will be an integral part of everything that is done today. Understanding these Megashifts will facilitate a transformation that will enable one's company to do different things, not do things differently.