

CBRE

DISRUPTION

SPENCER LEVY

JANUARY 26, 2017, NEWPORT BEACH, CA

















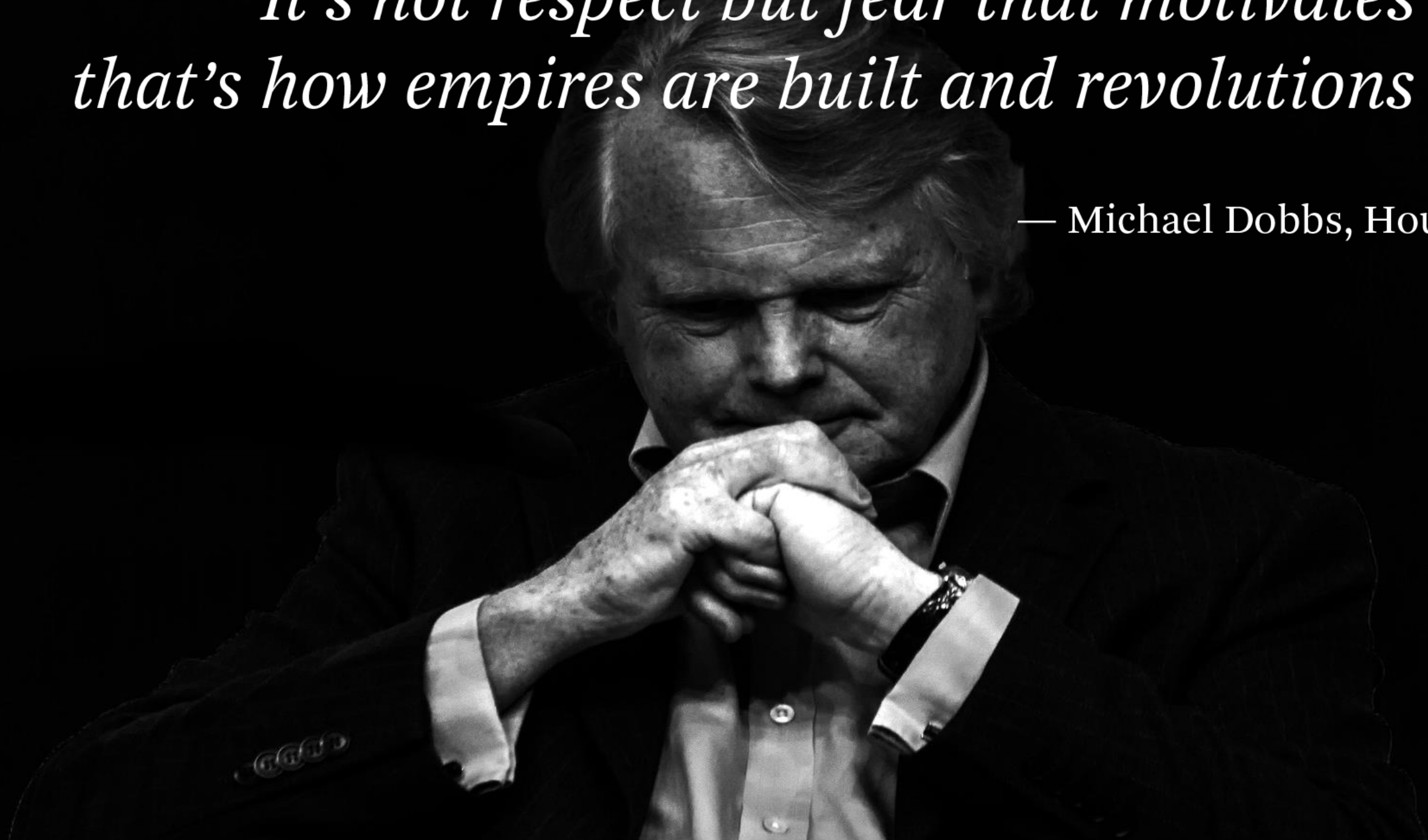






*“It’s not respect but fear that motivates a man;
that’s how empires are built and revolutions begin.”*

— Michael Dobbs, House of Cards











WHAT IS THE MESSAGE
WE ARE HEARING
FROM THE MEDIA?



WHAT JUST HIT US?





We Can Do It!



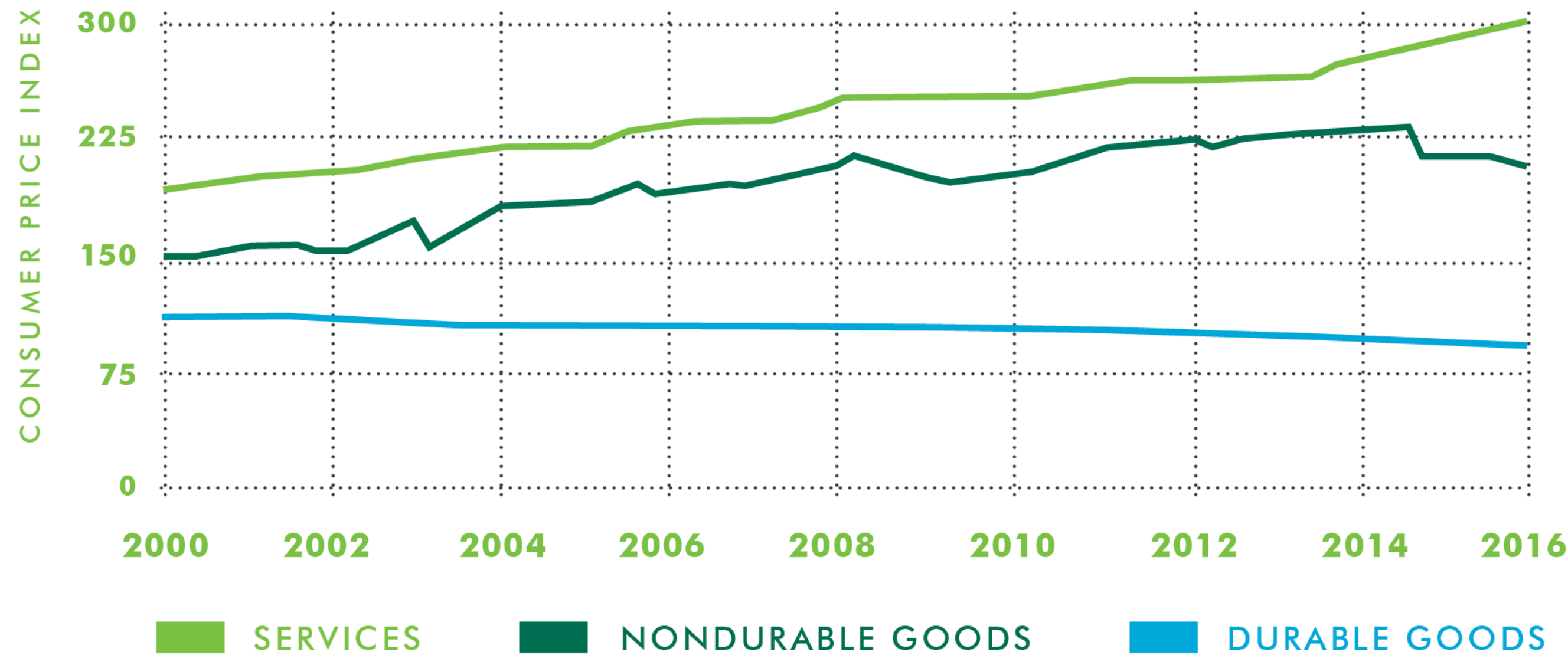




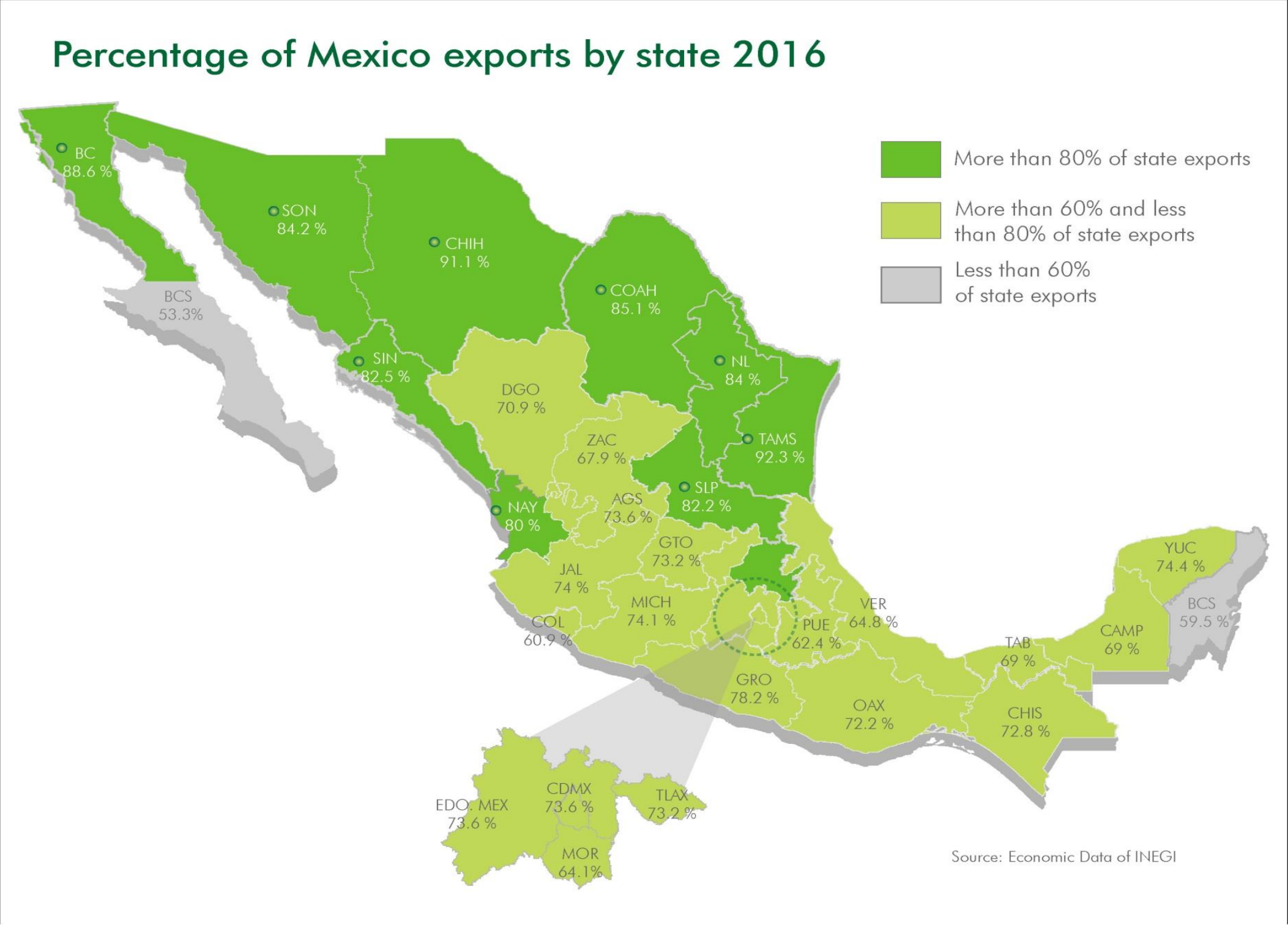
TRADE



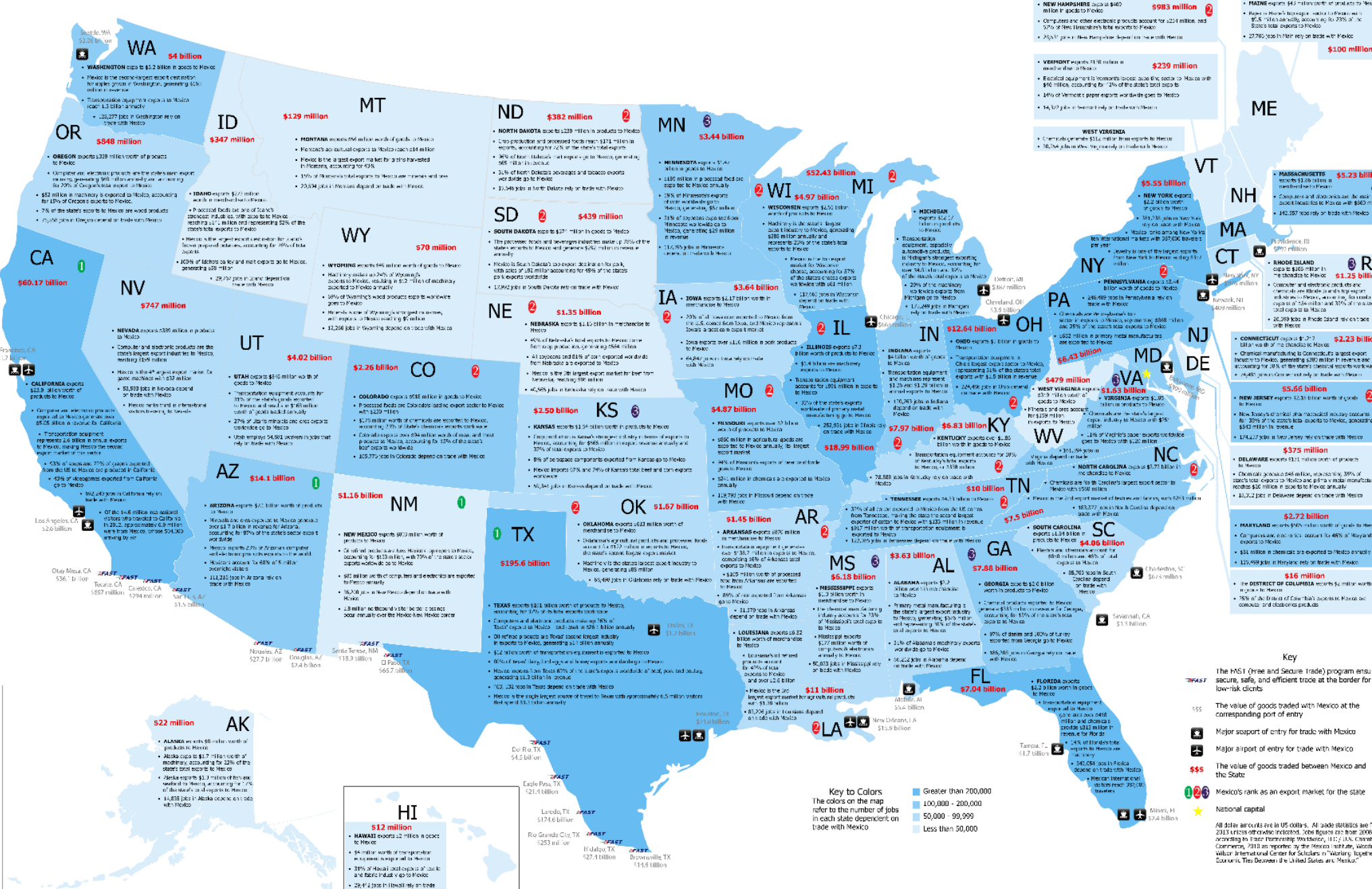
GOODS VS. SERVICES PRICES



NAFTA: SHARE OF US EXPORTS BY MEXICAN STATE



6 million US jobs depend on trade with Mexico



	The HSI (Free and Secure Trade) program ensures secure, safe, and efficient trade at the border for low-risk clients.
	The value of goods traded with Mexico at the corresponding point of entry
	Major seaport of entry for trade with Mexico
	Major airport of entry for trade with Mexico
	The value of goods traded between Mexico and the State
	Mexico's rank as an export market for the state
	National capital

All data sources are in US dollars. All trade statistics are for 2013 unless otherwise indicated. Some figures are from 2008 according to Inter-Territorial Mobility, 2012, IJA, Central Commerce, 2010 as reported by the Mexico Institute, Walter Dillman Institute Center for Scholars in "Working Together".

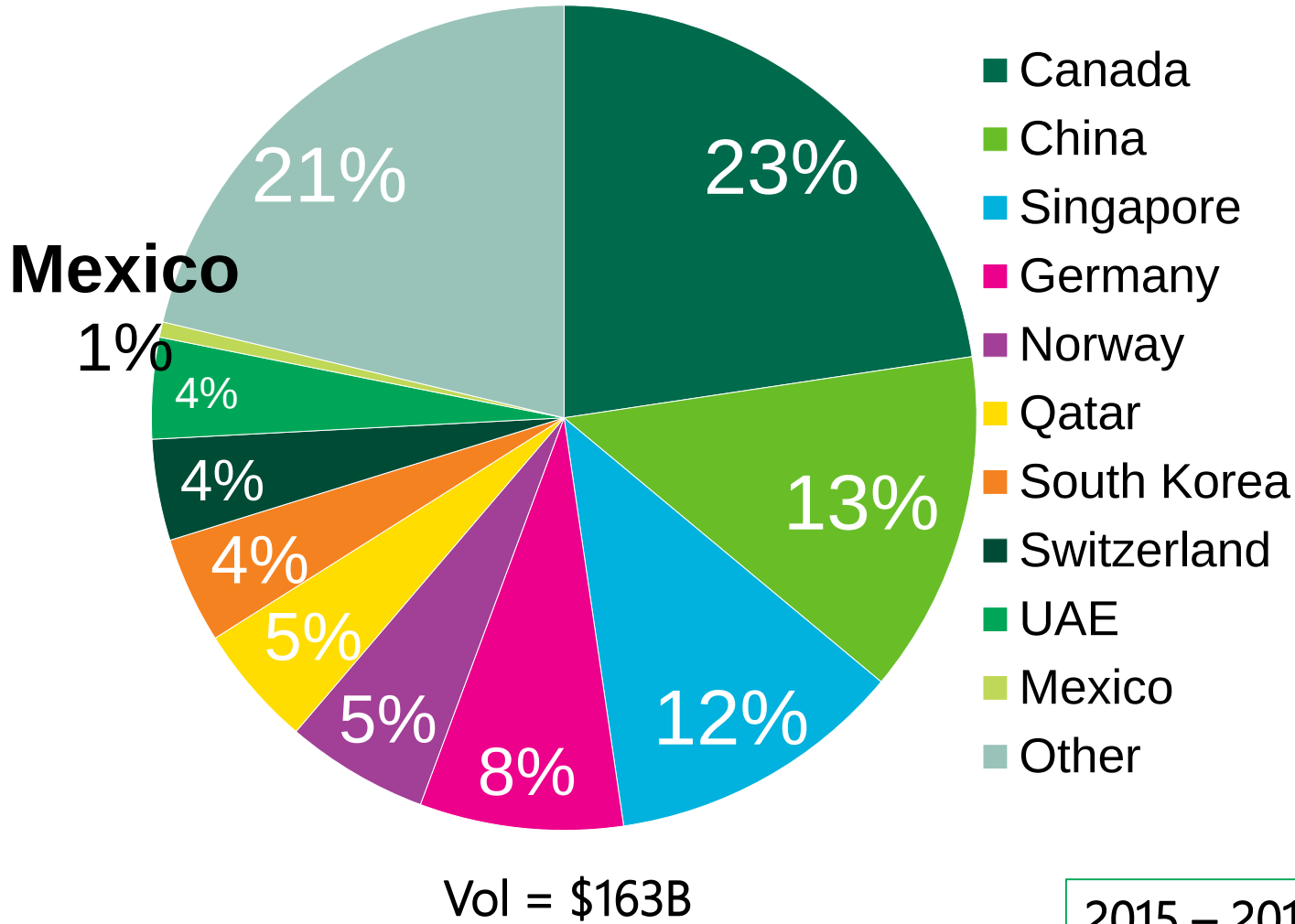
Arizona Office of Tourism - azot.gov
Bureau of Travel and Tourism Statistics - bts.gov
California Travel and Tourism Commissioner - industry.visitcalifornia.com
International Trade Administration - trade.state.gov
National Commission on Travel and Trade Development - www.traveltrade.gov
TradeStats Express - trdstats.gov
US Customs and Border Protection - customs.gov
WISERTrade - wisetrade.net
Florida Tourism Industry Marketing Corp. - visitflorida.org

2009 US/MEXICO TRUCKER DISPUTE

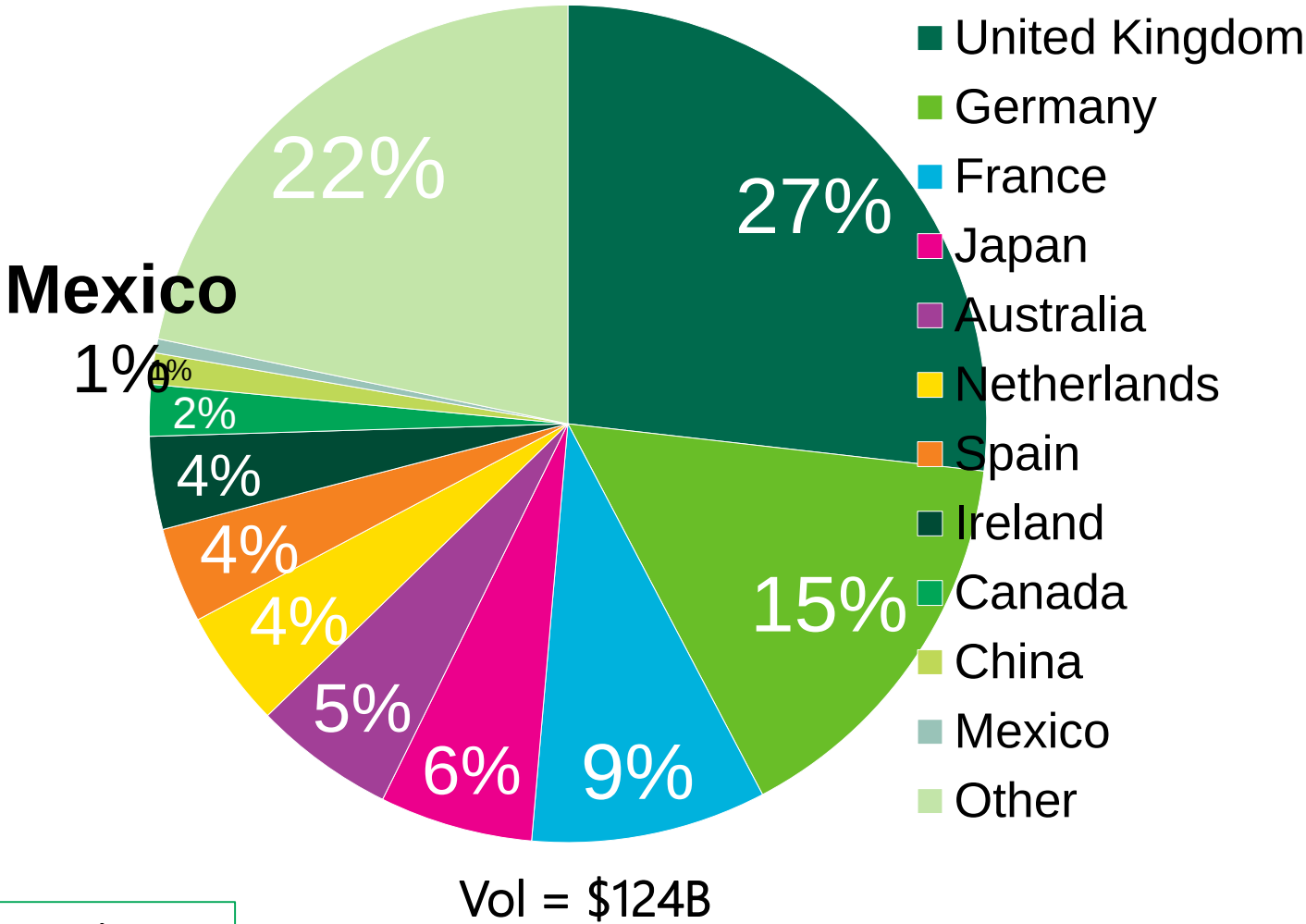


CROSS BORDER INVESTMENT – UNITED STATES

CRE Investment INTO the US



CRE Investment OUT OF the US



2015 – 2017 Transactions

BEST METROS FOR INVESTMENT 2017

Which metro in the Americas do you believe to be the most attractive for property investment purchase?

#1 Los Angeles (1st)

#5 Washington, D.C. (8th)

#9 Boston (10th)

#2 New York (2nd)

#6 Atlanta (6th)

#10 Chicago (9th)

#3 Dallas/Ft. Worth (3rd)

#7 Houston (*)

#11 Austin (12th)

#4 Seattle (7th)

#8 San Francisco (4th)

#12 Denver (9th)

Source: CBRE Research, Global Investor Intentions Survey 2017. *Not in top 12.

TAXES



IMMIGRATION



TALENT IS #1 FACTOR FOR LARGE OCCUPIERS

Reflects leading decision drivers for location strategy at the city, country or region level



Talent availability

50%



Access to new markets and customers

40%



Quality of location infrastructure and amenities

36%



Real estate costs

31%

Reflects leading decision drivers for building selection within a market



Building and floorplate design

51%



Real estate costs

46%



Lease options

35%



Quality of location infrastructure and amenities

33%

Source: CBRE Research, Americas Occupier Survey 2016.

VOICE



NO FREE SHOTS



REGULATION



INFRASTRUCTURE







The background of the image is a dark, stormy sky with multiple bright, jagged lightning bolts striking across it. The lightning is a mix of white and yellow, with some blue-tinted branches. The overall mood is dramatic and intense.

LIGHTNING ROUND



GLOBALIZATION



THE CYCLE



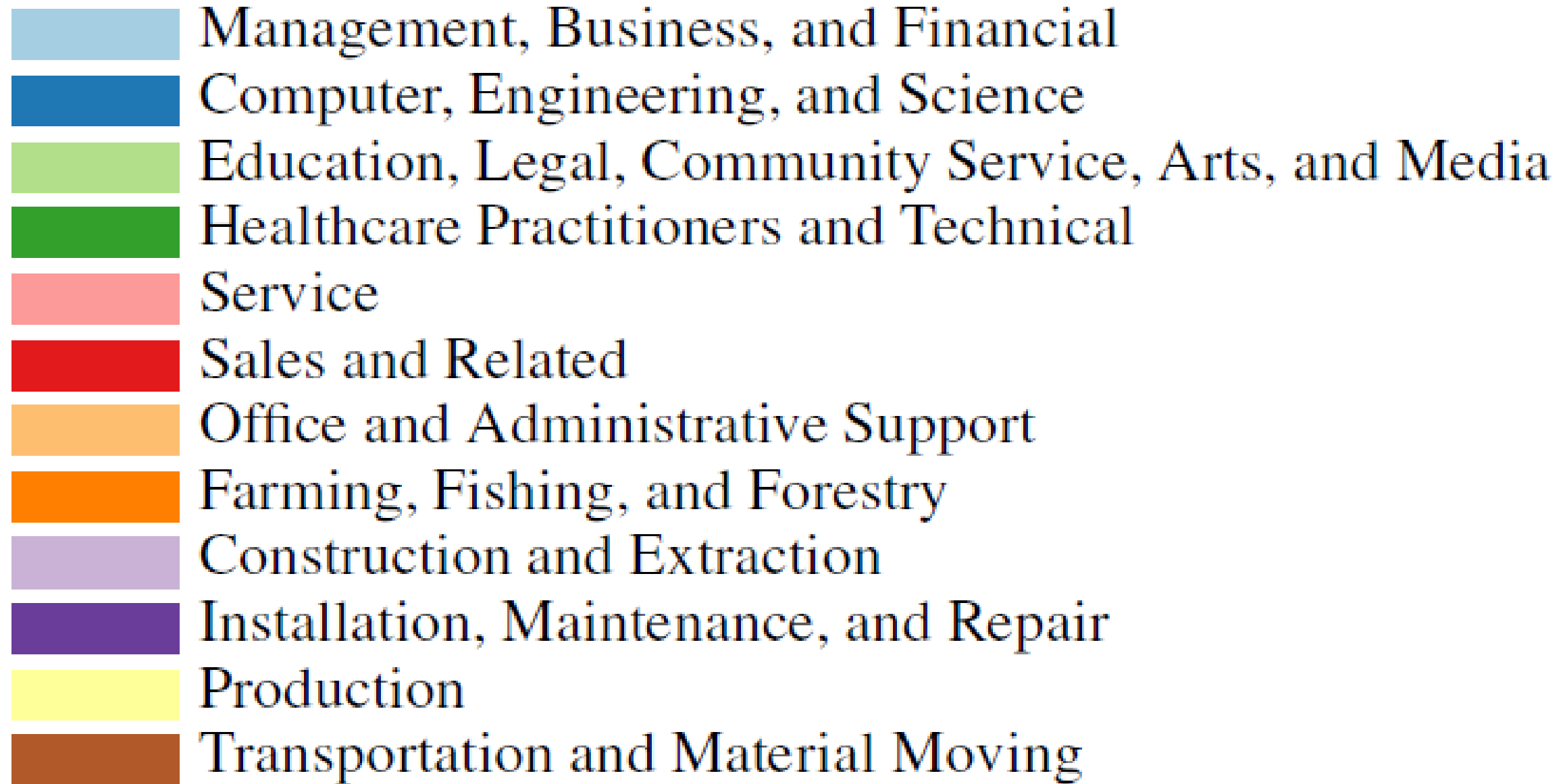
IRR



INTEREST RATES



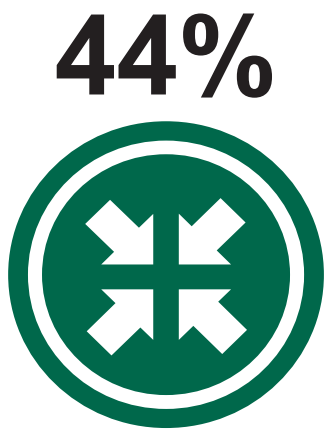
JOB MOST AT RISK TOP (LEAST) TO BOTTOM



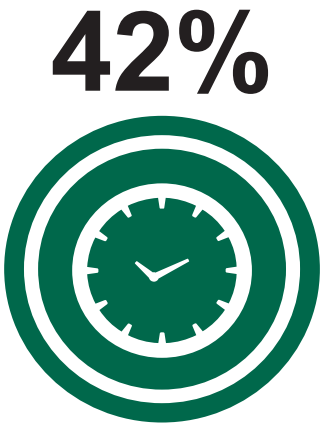
Source: Frey and Osborne, *The Future of Employment*



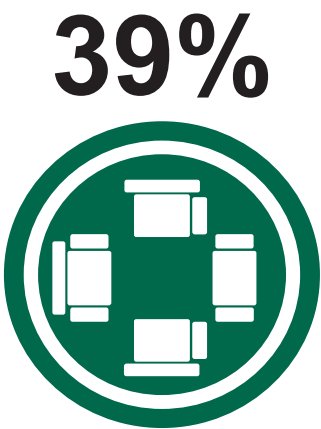
WHAT IS MOST IMPORTANT TO YOUR EMPLOYEES?



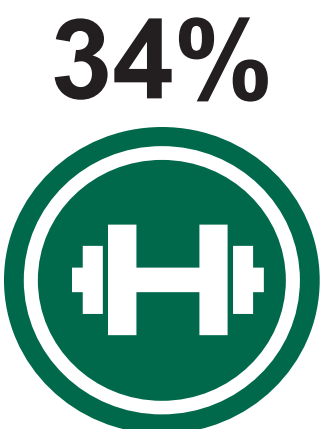
Connectivity to
partners and
suppliers



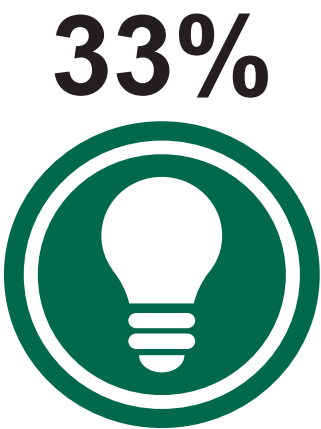
Flexible
working



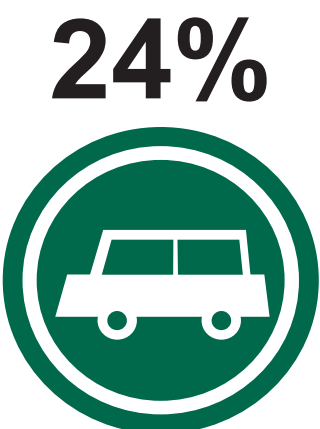
Flexible
workspace



Amenities



Indoor
environmental
quality



Public transport
accessibility

SOURCE: CBRE RESEARCH, AMERICAS OCCUPIER SURVEY 2016.





EXPERIENCE RETAIL: WHAT ARE YOU BUYING?



The Modern Six Pack?



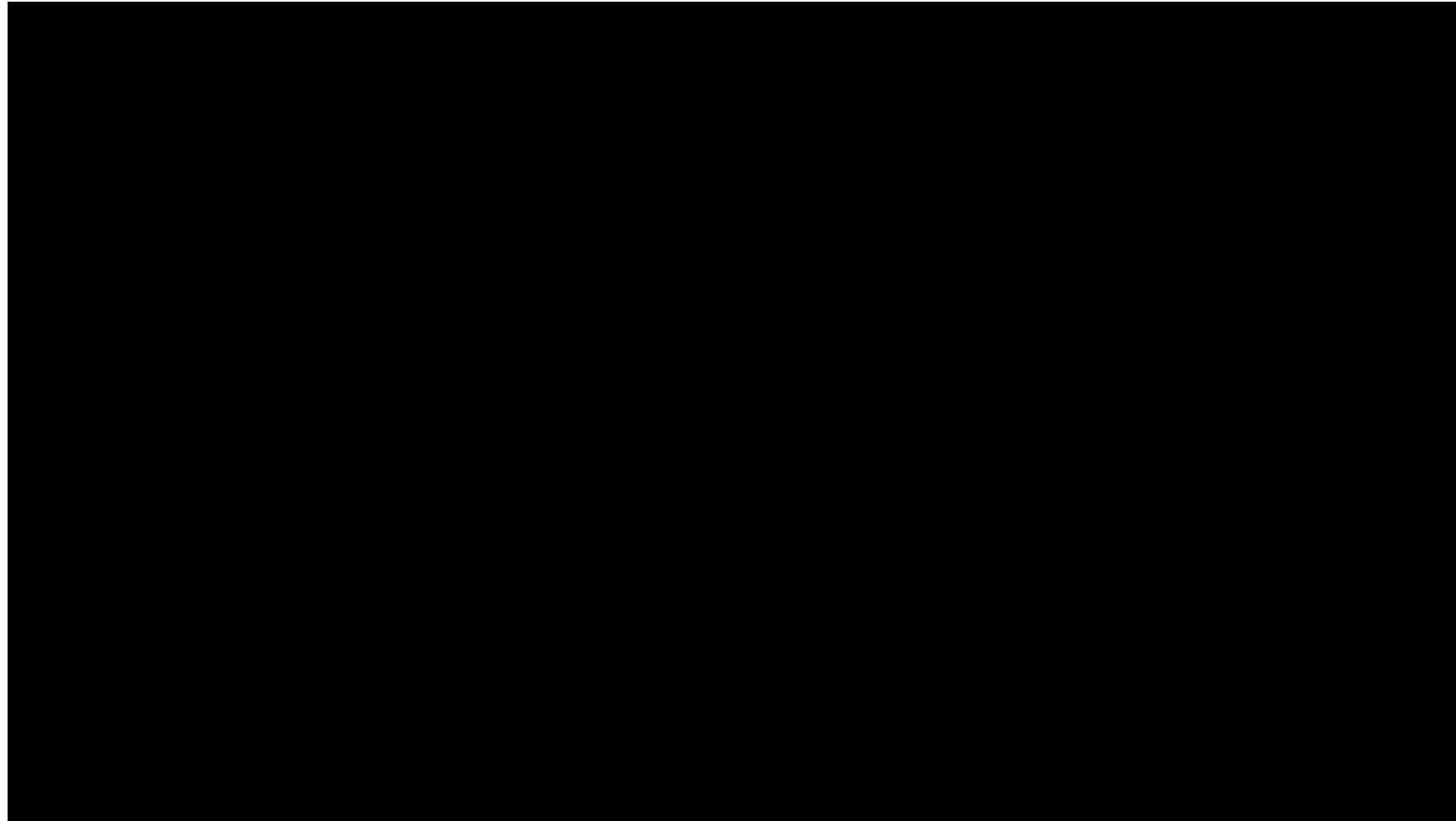
Is this Ice Cream?

SPA THEME PARK

Kyushu, Japan



SPENCER SPIN THE WHEEL!





A decorative border with ornate corner pieces and horizontal flourishes framing the central text.

Thank You!