Cosmic Growth

CORPORATE REAL ESTATE SALES PLAYBOOK

WHAT MAKES US DIFFERENT

OTHER
PLAYBOOKS

❌

Too much focus on **product features**

Cosmic Growth's
PLAYBOOK

✅

Focused on **customer's problems & benefits**

IDEAL CUSTOMER PROFILE

An overview of our ideal customers

CORPORATE REAL ESTATE PROFILE

PERSONA

Head of Sales Enablement, HR/L&D Leader, Managing Principal/President/ Director

REVENUE

Over $3M

NO. OF EMPLOYEES

Minimum of 5 brokers proactively selling in their office

TRIGGERS & PROSPECTING

How to reach out to prospects with purpose

OBSERVATIONS
& TRIGGERS

The first thing someone thinks when you reach out to them is "why is this person contacting me?" Triggers are compelling events that are happening at a company or with a lead that means it may be good timing to speak to them and help answer "why" you are contacting them.

COMPANY OBSERVATIONS

- Company is hiring new brokers - they want to help them hit target and be fulfilled in their role so they don't move on
- M&A - a larger firm is acquiring a smaller local firm
- Mutual contact in same region - e.g. we work with the Managing Director in Houston who knows the MD in Dallas

PERSONAL OBSERVATIONS

- Job change from former customer
- Lead is posting content on LinkedIn
- Lead is new in the role or has recently been promoted
- Lead is talking at a webinar or an event
- Lead has recently received an award/recognition

CALL OUTREACH GUIDELINE: COMPANY TRIGGERS

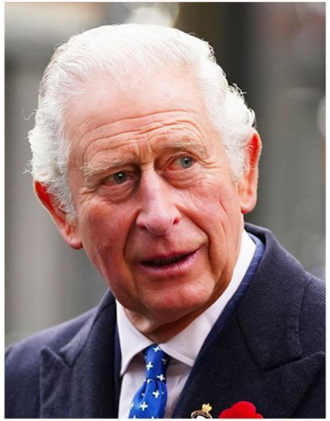
COMPELLING EVENT	CHALLENGE OR GOAL	CUSTOMIZED INTRO
Company is hiring new brokers	Takes time and hard to find top brokers but they can be poached by a competitor. Having solid training when they onboard is not easy	Hi (first name), see (company name) is recruiting a number of brokers in (location) and imagine a big part of their role is BD. How are you training them on reaching out to prospects?
M&A - a larger firm is acquiring a smaller local firm	Will be looking to standardize selling methods to ensure the merger is a success and achieve growth	(first name), given (company name)'s recent acquisition of (xyz firm), I imagine a headache for you will be to standardize the sales processes of brokers across the two firms. What training or enablement do you currently have in place to help make this possible?
Mutual contact in same region	Already have a relationship with one contact. Will be easier to get a referral to a colleague of his	(first name), I imagine you often work closely with (name) in (location). Not sure if it would be worth us speaking to him/her and see if there's an opportunity to help their broker team?

CALL OUTREACH GUIDELINE: PERSONAL TRIGGERS

COMPELLING EVENT	CHALLENGE OR GOAL	CUSTOMIZED INTRO
Job change from former customer	Has already worked with us and knows the results and success we can help them achieve	Sarah, saw you're a few months in at (company name). I imagine part of your remit will still be managing the broker team. Do you already have a structured system in place to help train and coach them?
Lead regularly posts content on LinkedIn/is speaking at an event/webinar	Customise outreach to the content or event	Mike, enjoyed your post on the changing face of real estate in the face of AI. (point XYZ seems especially relevant now given job replacement isn't happening at the rates many predicted.) How much has it changed the types of companies your office brokers are reaching out to?
Lead is new in the role or has recently been promoted	Will be looking to make a quick impact	(first name), as a player coach who's working big transactions, often time is limited to train and coach your younger brokers. How are you currently training your brokers on BD?

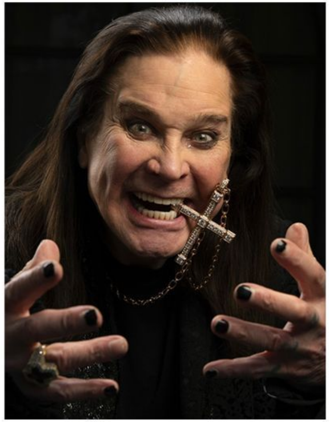
PERSONA SEGMENTATION

How to identify the best prospects



Prince Charles

- Male
- Born in 1948
- Raised in the UK
- Married twice
- Lives in a castle
- Wealthy & famous



Ozzy Osbourne

- Male
- Born in 1948
- Raised in the UK
- Married twice
- Lives in a castle
- Wealthy & famous

* Personas shouldn't be about demographics. Personas should be about the problems & challenges people face.

Example:
Jessy Lane, Director of Sales Enablement, JLL

PERSONA 1: SALES ENABLEMENT

INFLUENCER

Title examples:
VP/Head of Sales Enablement; Sales Enablement Manager; Head of Sales Operations

Example:
Jessy Lane, Director of Sales Enablement, JLL

MATERIAL GOALS & CHALLENGES

- Bogged down on pitches and proposals rather than working in their expertise
- Brokers not cross-selling with other departments
- Team not checking CRM for cross-sell opportunities, past history or even for managing their pipeline
- Brokers failing to collaborate on upsell opportunities
- Help the broker/adviser team hit their targets and quota
- Lead training/enablement initiatives that provide a clear return on investment for the business
- Provide a link between sales and marketing so brokers/advisers stay on message in their outreach
- Drive adoption of sales enablement/marketing content

SPIRITUAL GOALS & CHALLENGES

Example:
Jessy Lane, Director of Sales Enablement, JLL

- Want to see brokers/advisers grow and flourish in the business. Frustrated it doesn’t always happen
- Not always taken seriously by brokers and/or marketing, who may be reluctant to share the credit for performance
- Striking the right balance with technology: providing tools that help the team without overwhelming them or introducing too many non-revenue-generating tasks
- Sales enablement is still a fairly new function to some leaders in corporate real estate, who may not appreciate or understand what they do
- May feel some insecurity around external consultants being brought in on “their patch”

Example:
Rob Nunn, Head of UK Talent & Development at Colliers

PERSONA 2:
HR/L&D LEADER

Decision Makers:
VPs, Directors, Heads of

Title examples:
VP HR, Head of Talent and Development, Director of L&D

Example:
Rob Nunn, Head of UK Talent & Development at Colliers

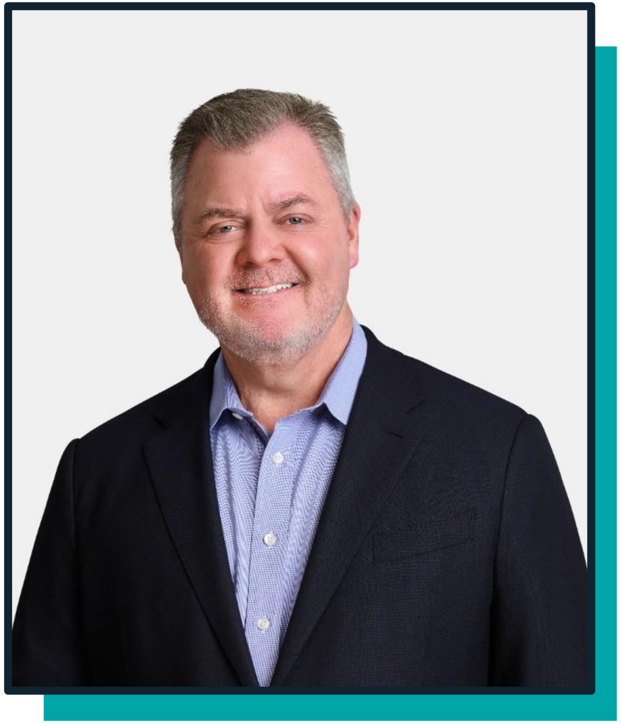
MATERIAL GOALS & CHALLENGES

- Help junior advisers & surveyors grow and reach next level
- Get mid level brokers and directors to become future leaders as they were all typically top sellers
- Brokers have lots of real estate training but little on BD
- Retaining top brokers so they’re not pinched by competitors
- Increase the speed brokers/advisers are fully productive
- Support knowledge transfer from senior to junior members
- Create repeatable practices without limiting autonomy
- Getting team to effectively use the CRM & tech they have
- Proving their success - connecting training and onboarding to pipeline, win rates, revenue, and productivity.

Example:
Rob Nunn, Head of UK Talent & Development at Colliers

SPIRITUAL GOALS & CHALLENGES

- Confused why there's such a performance gap between different junior reps
- Striving to improve the knowledge transfer process from top senior to junior brokers
- Annoyed with top talent being poached by competitors
- Frustrated that broker/adviser team are resistant to change and different ideas
- Disappointed they're not being given credit for the success of new ideas and initiatives
- Constant pressure to keep current team satisfied and bring in new talent to help business succeed

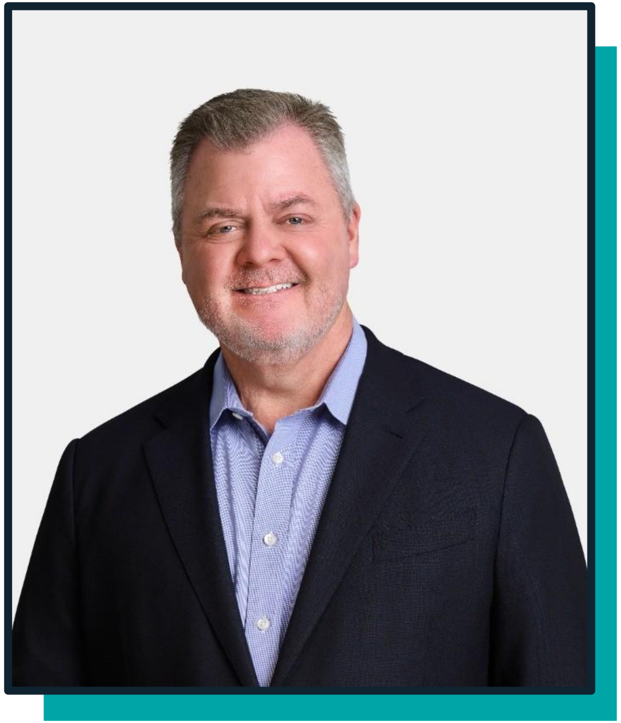


Example:
Dennis Smith, Executive Managing Principal,
Market Leader at Cresa

PERSONA 3:
MANAGING PRINCIPAL/ PRESIDENT/DIRECTOR

DECISION MAKERS

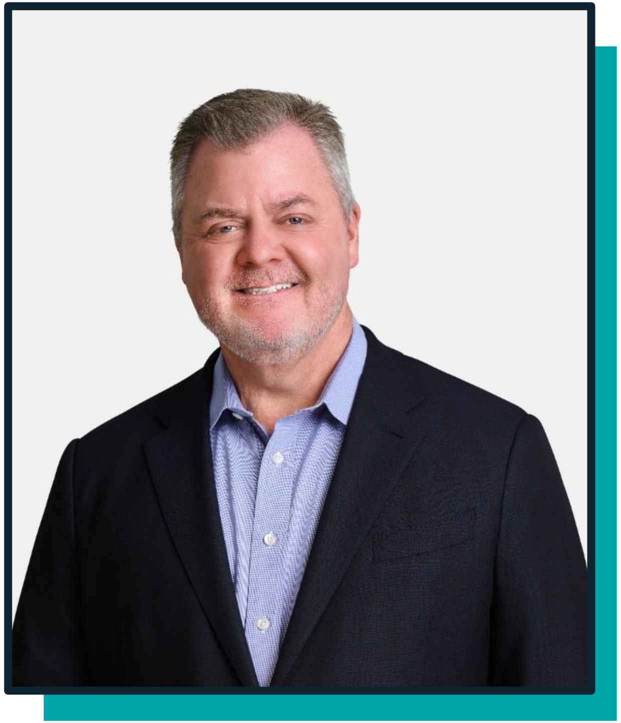
Title examples:
Executive Managing Principal, Managing Director, President



Example:
Dennis Smith, Executive Managing Principal,
Market Leader at Cresa

MATERIAL GOALS & CHALLENGES

- Still close enterprise deals themselves which leaves little time to mentor junior brokers
- Younger brokers not picking up phone and generational issues (not having the same hunger and drive)
- Senior brokers losing hunger to do BD. They’re reliant on current clients and referrals
- Achieve consistent revenue growth with less dependence on a handful of top brokers/advisers
- Getting brokers to cooperate with each other and use the full firm rather than operate in silos.



Example:
Dennis Smith, Executive Managing Principal,
Market Leader at Cresa

SPIRITUAL GOALS & CHALLENGES

- They feel personally accountable for revenue and results.
- Are frustrated with inconsistent performance of some brokers/advisers
- Fear losing top brokers and the clients they take with them to other firms
- Tiring to compete for top brokers & emerging talent
- Lack control and often feel brokers do what they feel like
- Not enough time to effectively train the team and still manage and grow their own deals
- Feel isolated carrying difficult people, performance, and growth decisions with few peers to confide in

PROBING QUESTIONS

How to ask open ended questions to uncover your buyer's challenges

WHAT OPEN ENDED QUESTION CAN YOU ASK?

That can help uncover the challenges of your buyers relevant to your service?

Open ended questions rather than yes or no questions help open up your prospect more and get more info out of them. These can be used both on cold calls and discovery calls.

QUESTIONS
SALES ENABLEMENT

- Sales Enablement Leaders often spend countless hours a week bogged down in proposals. How much time are you currently spending on pitches vs direct sales enablement?

- What strategies have you put in place to help brokers cross-sell with other departments?

- More than 1 in 3 CRE brokers still don’t use a CRM. How are you helping your team effectively use the CRM/get the most of your different tech tools?

- A broker’s first deal can take up to 12 months from initial contact to closing. What training and coaching do you have in place to help improve the performance of underperforming junior brokers?

QUESTIONS ABOUT HR/L&D LEADER

- A broker’s first deal can take up to 12 months from initial contact to closing. How are you currently helping your junior broker team grow and reach the next level?
- The best sellers are often the worst managers. What strategies do you have in place to help mid level brokers become future leaders?
- How are you currently supporting your real estate training with direct sales training?
- What strategies do you have in place to help retain your top brokers and stop them being poached by rival firms?

QUESTIONS ABOUT TARGETS AND LEARNING

- How are you making sure you have time to mentor junior brokers amongst your active deals and leadership priorities?

- Generational differences are often a huge frustration for CRE leaders. How are you currently encouraging your junior reps to spend more time on the phone instead of hiding behind email and tech?

- How are you encouraging your senior team to get out and find new business rather than just relying on old partners and referrals?

- Broker turnover always ranks as a top challenge for CRE leaders. What strategies do you have in place to make sure you keep hold of your best brokers?

POWER
STATS

Industry statistics that frame problems and educate your buyers

CRE OUTREACH POWER STATS

77% of respondents are considering relocating to secure more flexible lease terms, smaller spaces and lower rents, better amenities or improved locations for employees, or to centralize into fewer buildings."
- CBRE

Up to 92% of new commercial real estate brokers exit the industry within three years
- KeyCrew

A broker's first few deals may take 6 to 12 months from initial contact to closing
- AVANA Capital

15% voluntary turnover in commercial real estate - CRE Recruiting

61% of real estate owners/investors still depend on legacy technology infrastructure - Deloitte

40% of the U.S. commercial real estate workforce will reach retirement age within the next decade
- Deloitte

Accelerated upskilling/reskilling has remained a top-three action CRE leaders plan to take to attract and retain talent for two consecutive years
- Deloitte

41% of European real estate leaders are concerned about workforce management, including sourcing and retaining talent.
- PWC

OUTREACH GUIDELINES

Compelling, relevant messaging to generate curiosity

OUTREACH GUIDELINE: SALES ENABLEMENT

*Throughout these slides always choose the most relevant customer story to the company you're targeting

CHALLENGE OR GOAL	PROBING QUESTION	VALUE PROPOSITION / POSITIONING STATEMENT
Frustrated that they're bogged down in pitches and proposals rather than on direct sales enablement	Most sales enablement leaders we speak to in commercial real estate are frustrated they spend countless hours a week bogged down in pitches rather than on helping to improve their team. How much time would you say you spend on enablement vs on pitches?	The sales enablement team at JLL USA wanted to dedicate more time to improve the skills, effectiveness and satisfaction of both their junior and senior brokers. After working with Cosmic Growth they were able to generate almost $300 million in revenue opportunity and saw new meetings increase 2x year-over-year. Crucially brokers adopted new tactics, strategies and channels to reach and engage with prospects, and collaboration increased across across all different levels of brokers.
Brokers not collaborating, cross-selling and upselling with other departments	Brokers not collaborating, cross-selling and upselling with other departments is a big headache many Sales Enablement leaders want to change. There's so much knowledge and revenue left on the table. What strategies have you put in place to help brokers cross-sell with other departments?	Cresa Atlanta was looking to improve the collaboration of their teams across departments and seniority levels. Thanks to their work with Cosmic Growth, their revenue grew 25% year-on-year, their teams see more teamwork than ever before, and the senior brokers are engaged with business development again.

OUTREACH GUIDELINE: HR/L&D LEADER

*Throughout these slides always choose the most relevant customer story to the company you're targeting

CHALLENGE OR GOAL	PROBING QUESTION	VALUE PROPOSITION / POSITIONING STATEMENT
Help junior brokers grow and reach next level	A major frustration with (job roles) in corporate real estate is the difference in the level of performance between different junior reps. Often the top 20% of brokers bring in 80% of the revenue. How are currently helping your junior broker team grow and reach the next level?	Stream Houston wanted to improve the skills, effectiveness and teamwork of their broker team on the tenant rep side of their business. Thanks to their work with Cosmic Growth, they increased both the total quantity and quality of their total meetings set. Crucially on top of this their brokers have started working more as a team, sharing their success stories and troubles as they go, helping further improve their results.
Get mid level brokers to become future leaders as they were all typically top sellers	Getting mid level brokers to become future leaders in corporate real estate is a constant headache for any (job role). The top performers often are the least effective trainers and it frustrates many leaders. What strategies do you have in place to help mid level brokers to become future leaders instead of just great sellers?	JLL EMEA ran a training program to help get their top brokers and advisors across Europe promoted to director level. After working with Cosmic Growth, almost every one of the 50 brokers involved in the training has been promoted to director. As importantly the team has grown not just in their knowledge of sales strategies and tactics, but also in their ability to lead.

OUTREACH GUIDELINE: MANAGING PRINCIPAL/PRESIDENT

*Throughout these slides always choose the most relevant customer story to the company you're targeting

CHALLENGE OR GOAL	PROBING QUESTION	VALUE PROPOSITION / POSITIONING STATEMENT
Still close enterprise deals themselves which leaves little time to mentor junior brokers	Most (Managing Principals) at corporate real estate firms are still so busy building relationships and bringing in new business that they have little time to mentor junior brokers for success. This means 80% of new revenue is still brought in by a few top performers. How are you currently helping your junior brokers succeed at (company name)?	JLL USA was looking to generate momentum through outbound during the typically slow summer period using new ideas, outreach methods and training to help all brokers succeed. After working with Cosmic Growth they were able to generate almost $300 million in revenue opportunity and saw new meetings increase 2x year-over-year. Crucially brokers adopted new tactics, strategies and channels to reach and engage with prospects, and the junior brokers are now performing far more consistently than before.
Frustrated by younger brokers not picking up the phone and senior brokers losing the desire for business development	(Managing Principals) at corporate real estate firms are often incredibly frustrated that junior reps no longer pick up the phone and senior reps no longer have the drive to do traditional business development. How are you keeping your broker team hungry and engaged at (company name)?	Cresa Houston was looking at ways to increase the skills, drive and progress amongst reps of all seniority levels. After working with Cosmic Growth the whole team was able to generate more qualified prospect meetings. Crucially Carl Mueller, the Houston Principal, stated that everyone got something out the program, but in some areas, the more senior brokers got even more out of it. It brought new ideas to help the whole team find new business and according to Carl, ''it made prospecting fun again.''

QUALIFYING QUESTIONS

Supplementary questions to identify qualified opportunities

QUESTIONS THAT WILL CLARIFY IF THE LEAD IS A GOOD FIT

These are a secondary check **if necessary**. Often a lot of this information can be found with prior research. The probing questions are what will be initially used to uncover business needs.

However, do always try to confirm if anyone else should be involved in the discussion when confirming next steps with the last question.

QUALIFYING QUESTION: EXAMPLES

How many brokers do you have that are prospecting?

Do your more experienced brokers prospect or do they just rely on current clients and referrals?

Are you an individual broker or also responsible for your wider team?

Are you currently working with any training vendors?

How well have you defined your ideal customer profile?

Is there anyone else on the team who should be involved in this discussion?

UNDERSTANDING OBJECTIONS

Acknowledge and understand vs overcoming objections

OBJECTION

Listen closely to identify the objection and don't interrupt.

We use Massimo/Lipsy/other vendor

It's not the right time

QUESTION TO CLARIFY

Ask questions to clarify the TRUE objection before you attempt to handle it.

Understood (first name). What are they currently helping you with?

I understand (first name). What are your top priorities at the moment?

OBJECTION

Listen closely to identify the objection and don't interrupt.

QUESTION TO CLARIFY

Ask questions to clarify the TRUE objection before you attempt to handle it.

Our senior brokers train our junior brokers

That's great (first name). What's working well with that at the minute?

We don't do sales or business development

Understood (first name). How are your team currently bringing in new business?

OBJECTION

Listen closely to identify the objection and don't interrupt.

QUESTION TO CLARIFY

Ask questions to clarify the TRUE objection before you attempt to handle it.

We don't want to work with an external team. We're doing it in-house

I understand (first name). What does your internal process look like for training your brokers?

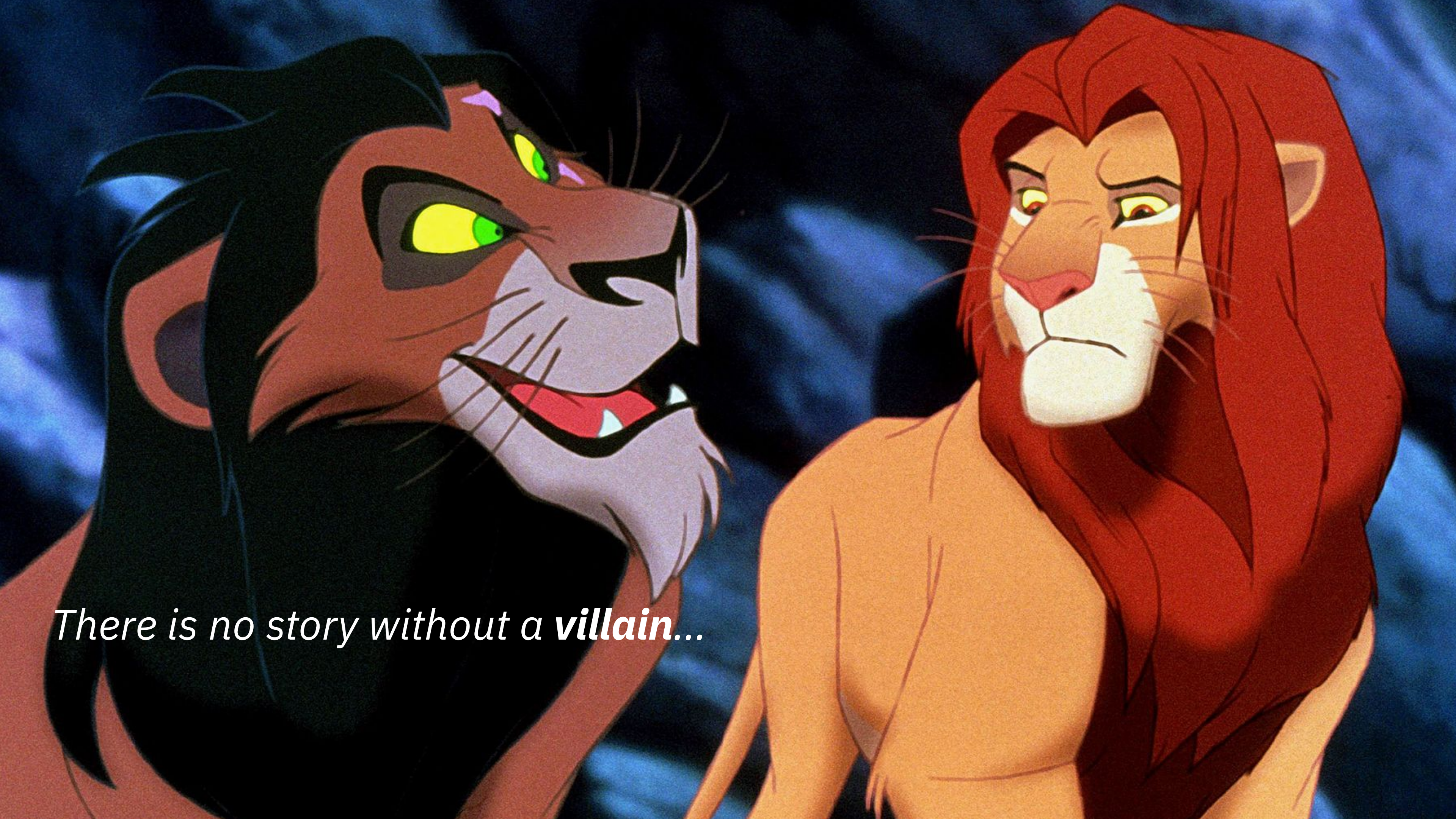
It's my job to do this and I don't need outside help

I understand (first name). What's your personal process for training/coaching/cadences/playbooks?

CUSTOMER STORIES

How we’ve solved these problems for other customers in similar situations

Further customer stories can be found **HERE**


There is no story without a ***villain***...

CUSTOMER STORY - REAL ESTATE

JLL - USA

CHALLENGE	SOLUTION	RESULTS
- Looking to generate momentum through outbound during the typically slow summer period - Get traditional brokers engaged in outbound	- Designed a sales playbook bespoke to commercial real estate - Created industry- and topic-specific cadences and talk tracks - Group and 1-1 training & coaching	- Generated almost $300 million in new revenue opportunity during a six week period - Saw a 2x increase in meetings year over year - Brokers adopted new tactics, strategies and channels to reach and engage with prospects - Brought to light the need to support brokers with materials, tools and tactical advice on how to develop relationships and research clients - Brokers felt inspired to go out and make calls

CUSTOMER STORY - REAL ESTATE

cresa - ATLANTA OFFICE

CHALLENGE	SOLUTION	RESULTS
- Wanted to improve the skills, effectiveness and satisfaction of both their junior and senior brokers in the Atlanta office	- Full sales audit - Designed personalised talk tracks, messaging and cadences and a complete playbook - All coupled with regular 1-1 training and coaching with reps and managers	- Cresa’s revenue in the Atlanta office was up 25% year on year - More collaboration and teamwork came out the training than ever before - The Industrial Group is now seeing great success in portfolio business - The senior reps were very energised from the training

CUSTOMER STORY - REAL ESTATE

STREAM - HOUSTON OFFICE

CHALLENGE	SOLUTION	RESULTS
- Understanding the what and the how of prospecting specifically for their tenant rep team - Get brokers to feel like part of a larger team - Collectively have a business plan that works for a lot of different individuals and geographic areas	- Full sales audit, playbook and cadences - Two days of intense in person training - Bi-weekly group training sessions online - Bi-weekly one-on-one coaching calls tailored to each broker	- Increased the total number of meetings set - Increased the quality of those meetings set - Their team felt heard, understood and delighted with the training - ''I haven't seen somebody be as personable as your team was'' - Tyler Maner, Managing Director

CUSTOMER STORY - REAL ESTATE

JLL - EMEA

CHALLENGE	SOLUTION	RESULTS
- Had no formal sales training in place - Different countries, cultures and people advising and selling to clients in many different ways	- Custom sales playbook specifically tailored to JLL's needs across Europe - 2 day workshop in London to around 50 of their top brokers and advisors - One-on-one training for a select group of 15 brokers afterwards	- Nearly everyone after completing the course has been promoted to Director - The training was rated as one of their top rated programs - The team saw a really noticeable change in terms of confidence and abilities

CUSTOMER STORY - REAL ESTATE

cresa - HOUSTON OFFICE

CHALLENGE	SOLUTION	RESULTS
- Industrial brokers hadn’t been shown a systematic way to prospect and go after clients from start to finish - Needed to more effectively personalise messaging that related with prospects	- Full sales audit - Designed an industry and Cresa Houston specific playbook and cadences - All coupled with regular small group training, large group sessions and one-on-one training and coaching	- Generated more qualified prospect meetings - Carl Mueller hit his target in year 1 of a new role - The training ‘’made prospecting fun again’’ - ‘’I got a lot of great feedback directly but I also saw feedback just watching the team’’ - ‘’It’s been a big cultural benefit and it’s absolutely made up for itself in the revenue that it's produced.’’

EMPOWERING CRE SALES TEAMS

Tom Maloney
Executive Managing Director, JLL USA

★★★★★

"We decided to try Cosmic Growth... Now reflecting back on it, it was probably **one of our wisest decisions**. The materials gave [our team] inspiration to go out and make calls."

Beth Miller
Chief of Staff, JLL EMEA

★★★★★

"We always send a survey after finishing the program and **the sales training specifically came out as one of the highest rated modules**."

Chris Scott
Managing Principal, Cresa Atlanta

★★★★★

"I think early on there was buy in with folks that were in the room that **you guys were invested in them and their success**."

EMPOWERING CRE SALES TEAMS

Tyler Maner

Managing Director,
Stream Houston

★★★★★

"You guys spent a lot of time getting to know our team, getting to know our people individually. **Our guys felt really heard and understood.**"

Carl Mueller

Principal,
Cresa Houston

★★★★★

"It's been a big cultural benefit and **it's absolutely made up for itself in the revenue that it's produced.**"

Cosmic Growth

www.CosmicGrowth.com