



**2010 - 2011**

**CoreNet Global**

**Progress Report**

**MOVING IN THE RIGHT DIRECTION**

  
**CORENET**  
GLOBAL

[www.corenetglobal.org](http://www.corenetglobal.org)

# 2010-2011 Progress Report

## Chairman's Message

### Moving in the Right Direction

Our fiscal year ending March 31, 2011, serves as an early marker on a brand-new road to improvement for CoreNet Global. That's mainly because over the past 12 months everyone has worked diligently to gain greater clarity of mission, key objectives, governance, operations and, most importantly, the quality of the member experience.



In a decade that brought economic booms punctuated by the years 2000, 2001 and then 2009, CoreNet Global has remained a direct reflection of the supply and demand sides of the corporate real estate, commercial real estate and site selection industries.

In that respect, as one industry leader observed in our recent State of the Industry Report on Trending Toward Recovery, "The economic pressures of the global downturn forced companies to take a fresh look at everything they were doing, and thus came up with a new model."

As 2009-11 proved again, as professionals we are effective first responders in times of crisis, and we continue to earn more clout in influencing important business drivers.

Looking at CoreNet Global from an internal perspective, we are also taking a fresh look at everything we do to more effectively serve the needs of our 7,000+ members, as we aspire to exceed expectations.

This Progress Report illustrates the many tangible ways that, first, we reached out and listened to our leadership and membership, and, then, responded with a comprehensive range of improvements.

One of them, our effort to transform the CoreNet Global headquarters workplace, was given the theme name "Moving in the Right Direction" because the end product will better reflect the progressive workplace branding and practices of our members. The same theme line could very well describe the entire organization from an internal perspective.

On a personal note, it has been a rewarding time for me to have served as chairman of CoreNet Global, a time made more effective by an important change in our executive leadership. To CoreNet Global CEO Angela Cain, we extend our congratulations for, and continued support of, the many initiatives to make all of our membership experiences more meaningful.

Sincerely,

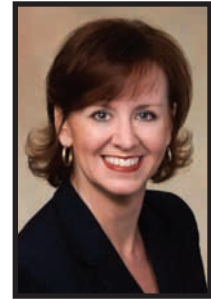


2010 – 2011 Chairman  
CoreNet Global

# 2010-2011 Progress Report

## CEO Message

CoreNet Global forged a renewed focus on member services and intense self improvement as we emerged from a recessionary environment and transitioned into new leadership and expansion, all the while facilitating an environment for members to make Corporate Real Estate (CRE) a lever for the enterprise in today's less certain environment.



The top-line results yielded a growing, more comprehensive and financially secure organization better attuned to members', communities' and chapters' needs on a global level.

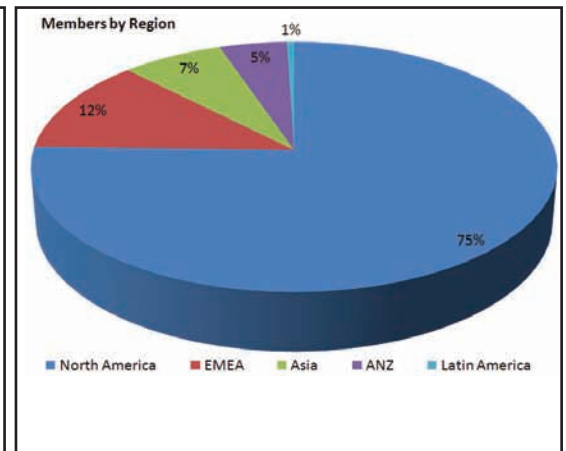
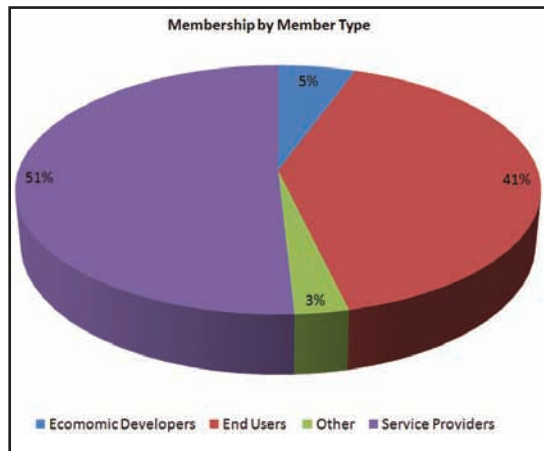
We are here to serve our members, and membership is a key metric and indicator of our success. We closed FY 2011 with 7058 members, an increase of 640 members in the past year.

End-user growth was particularly impressive. We added more end users than service providers in FY 2011 and now have more than 2,900 end-user members, the highest total in CoreNet Global history representing 41 percent of our total membership.

Sincerely,



Angela Cain, CEO  
CoreNet Global



# 2010-2011 Progress Report

- **MILESTONE: Clarity of Mission, Vision and Strategic Alignment**

The most crucial, over-arching progression – one that influences our ability to report on many other improvements – is the clear distillation of the CoreNet Global mission and vision, along with the introduction of three key but simply stated strategic objectives so that members and the industry can see a much clearer future direction for the organization. The course we charted is based on extensive input from global, chapter, community and industry leaders and the membership at large. It is backed by a detailed set of accountability-oriented action plans, dashboards and other performance metrics.

## Current Strategic Priorities

Through FYE 2012

### MISSION

Deliver Increasing Value to Corporate Real Estate Professionals

### VISION

Accelerate **Networking** and **Educational** Opportunities in a **High-Touch Customer Service** environment



Opening Session - Phoenix



Opening Session - Hong Kong



Opening Session - New Orleans

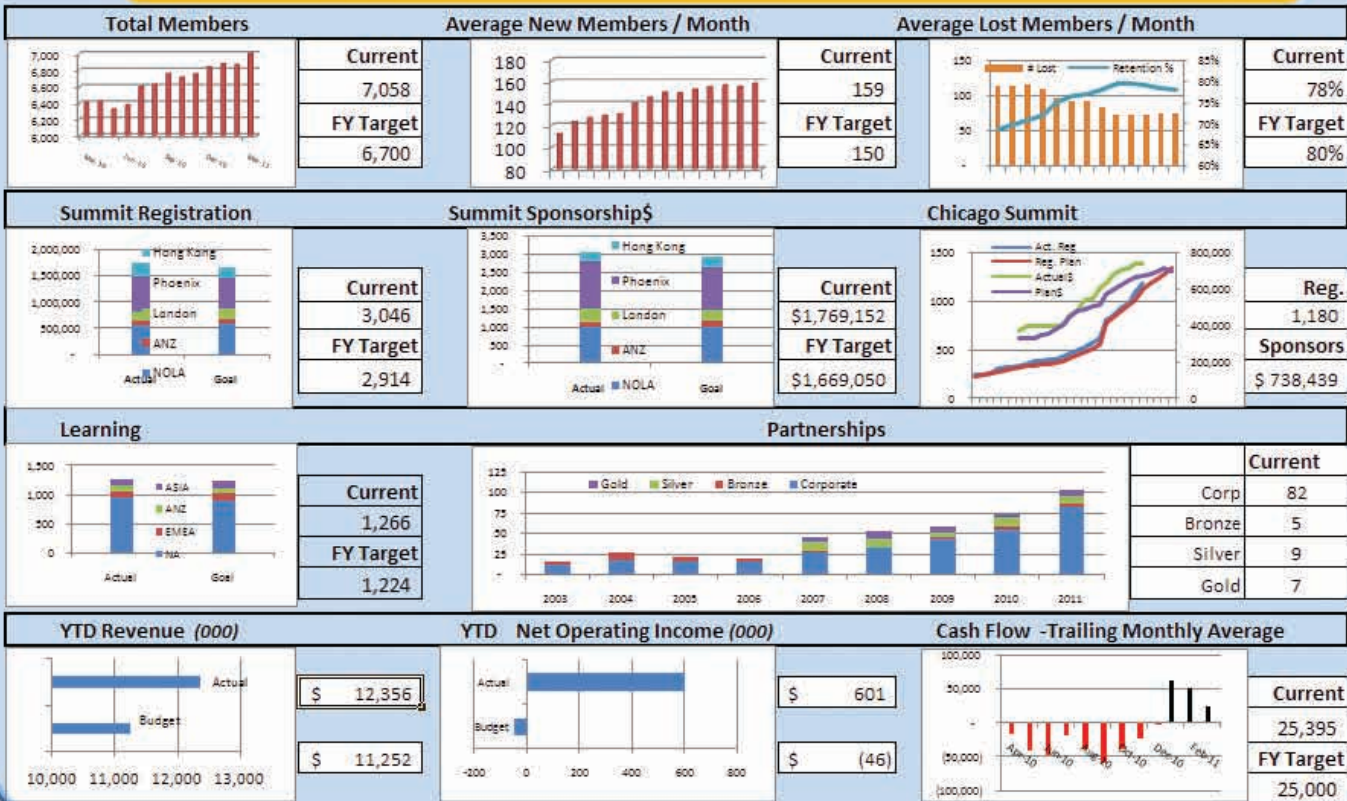
- **Member Perspective: Be the Premier Customer Service Association**
  - ✓ Define Our Target Members and Their Unique Needs
  - ✓ Define How to Serve the Members Based on Their Unique Needs
  - ✓ Align Our Products & Services Based on Members' Needs
- **Value Perspective: Be the Essential Hub for Corporate Real Estate**
  - ✓ Be the Premier Organization for Networking
  - ✓ Broaden Learning Opportunities for New and Existing Members
  - ✓ Leverage the Collective Power of the Membership
  - ✓ Be the Industry Thought Leader & Voice of the Industry
- **Operational Perspective: Establish a Governance & Operating Model that Serves All**
  - ✓ Create an Aligned Component Structure
  - ✓ Create Effective & Efficient Systems and Process
  - ✓ Maintain a Sound Financial Structure

# 2010-2011 Progress Report

- MILESTONE: Restoring of Membership and Fiscal Stability**

We are on track to end FY 2011 with 7,058 members, representing 8.7 percent net growth, and approached 80 percent retention. This compares with all-time lows of 6,100 members and 61 percent retention in December 2009 – coinciding with the bottom of the 2009 recession itself. Our baseline goal for the year was 6,800 net members globally, so we reached our stretch goal of 7,000 and have set our sights on surpassing the organization’s historical high of 7,229 members realized in October 2008.

## CoreNet Executive Dashboard - 2.0



# 2010-2011 Progress Report

## Financials

Over the past fiscal year, great progress has been made in the financial performance and the financial position of CoreNet Global. The income statement presented below is an eleven month (unaudited) comparison:

### CoreNet Global FY 2011 and FY 2010 YTD February

(in thousands)

	FY 2011	FY 2010	Change	Percentage
Partnerships	\$1,466	\$842	\$624	74.1%
Events (Summits)	4,387	3,840	547	14.2%
Membership	3,203	2,807	396	14.1%
Learning	1,088	894	194	21.7%
Advertising	553	493	60	12.2%
Other	172	255	(83)	-32.5%
<b>Total Revenue</b>	<b>\$10,869</b>	<b>\$9,131</b>	<b>\$1,738</b>	<b>19.0%</b>
Internal and External Personnel Costs	\$4,373	\$3,929	(\$444)	-11.3%
Project Expenses	4,248	3,957	(291)	-7.4%
Overhead Expenses	1,312	1,060	(252)	-23.8%
Travel	227	152	(75)	-49.3%
Marketing	286	339	53	15.6%
<b>Total Expenses</b>	<b>\$10,446</b>	<b>\$9,437</b>		<b>-10.7%</b>
Operating Income/(Loss) before Depreciation	\$423	(\$306)	\$729	NA
Depreciation	\$156	\$171	\$15	8.8%
<b>Operating Income / (Loss)</b>	<b>\$267</b>	<b>(\$477)</b>	<b>\$744</b>	<b>NA</b>
Investment income	\$286	\$437	(\$151)	-34.6%
<b>Net income / (Loss)</b>	<b>\$553</b>	<b>(\$40)</b>	<b>\$593</b>	<b>NA</b>

Net income improved by \$744,000, as CoreNet Global was able to improve operating leverage to the point that 43 percent of the improvement in revenue was turned into operating income. Changes in income and expense items are discussed below.

Partnership revenue had the largest increase both in percentage and absolute terms. Partnership revenue increased from \$842,000 in FY 2010 to nearly \$1.5 million FY 2011 driven by an increase from 74 partners to 103 partners. This 39 percent increase occurred by acquiring new partnerships and by maintaining a high retention level of existing partners.

# 2010-2011 Progress Report

Event revenue expanded by \$547,000 due to a large increase in registration revenue offsetting a decline in sponsorship revenue. End-user attendance at summits as a percentage reached an all time high in FY 2011 at 41 percent.

Membership revenue grew \$396,000 from increased number of members as noted in other parts of the report. Learning revenue increased \$194,000 from expansion primarily in North America and Australia.

Personnel cost increased \$444,000 for a variety of reasons, including one-time transition costs and expenses, and an increase in resources outside North America. Project costs increased in nominal terms but dropped as a percentage of revenue 43.3 percent from in FY 2010 to 39.1 percent in FY 2011. This percentage improvement resulted from a larger registration base to spread fixed summit expenses and the use of more member sites instead of hotels for learning events. Overhead expenses increased by \$252,000 due to a higher level of technology resources including Cvent, a new registration platform, and higher credit card fees.

### Key Balance Sheet Items (in thousands)

	FY 2011	FY 2010	Change	Percentage
Cash and Investments	\$4,877	\$4,121	\$756	18.3%
Line of Credit	(\$352)	(\$705)	(\$353)	50.1%
Available Reserves	\$4,525	\$3,416	\$1,109	32.5%
Deferred Revenue	\$4,131	\$3,671	\$460	12.5%

Net available reserves increased 32.5 percent from February 2010 to February 2011 as a result of an increase in cash from operations, favorable investment returns and the payments made on the line of credit. Since the end of February the remaining line of credit has been paid.

### Outreach Efforts

We utilized a special Calling All Members Campaign to help establish the strategic priorities reported. Through Calling All Members, CoreNet Global staff actually reached 40 percent of our total membership base in order to better understand their interests and needs. The program was an integral piece of the effort to improve member access to staff, both on the front line through our telephone coverage and online through a 24-hour, five-day-a-week live member-chat feature added to the CoreNet Global website. The campaign also underscored the strategic need for proactive outreach.



# 2010-2011 Progress Report

One important outcome from Calling All members involves our web site. Many of you told us, "We need a more user-friendly website," and we listened. We have improved both web terminology and web navigation in the short term. Long term, we will develop a new, better designed and more intuitive site. Additionally, we implemented the Cvent registration platform, a key tool for CoreNet Global chapters and communities that simplifies online registration.

From your response to Calling All Members, we also are working to continually strengthen our value proposition and member services, recruitment and retention efforts; communication with stakeholders; alignment between global and components; thought leadership efforts; and profile within the corporate real estate community and the broader business and media world.

Heightened focus on members also included CEO Angela Cain's outreach to chapter and community leaders to develop a better understanding of their concerns as well the CEO's attendance at chapter events globally.

Alliances with related groups outside CoreNet Global are also growing in importance. For example, since 2010 we've formed new collaborations with RealComm on information technology and with OSCRE on industry data standards.

Other alliances include Global Summit partnerships with AIA Hong Kong, The Association of Green Building Professionals, The British Chamber of Commerce, BOMA China, IFMA Hong Kong and the Royal Institute of Chartered Surveyors. Outside media partnerships include *Property World*, Real Estate Publishers and *Property Week* magazine.

- **MILESTONE: Component Alignment**

### **Joint Strategy Session with the Board, Chapter and Community Leaders**

A critically important cap on our year involved the first-ever CoreNet Global Leadership Forum. This professionally facilitated exchange brought together nearly 100 Global Officers, Board, Chapter and Community leaders to address strategic issues for improvement.

***These four strategic issues were addressed:***

- 1. How should we approach **research and information** to provide the greatest possible value to our members, mission and industry?*
- 2. What must we do **with the learning opportunities** we provide in order to achieve optimal value in content and maximum effectiveness in operations?*
- 3. What should we seek to accomplish with our **global strategy**, and how can it best be organized and executed?*
- 4. What should we be trying to accomplish with our **membership growth strategy**, and who should we be targeting for membership?*

The output from this meeting will serve as the strategic framework for organizational planning for FY 2013 and beyond.

# 2010-2011 Progress Report

**“Moving in the Right Direction”  
Member-Project Contributors as of  
April 22, 2011**

**Project Management:**

Bruce Graham, Johnson Controls  
Jake Owen, Johnson Controls

**Needs Assessment Team:**

Tom Harris, Colliers Studio  
Barbara Greenberg, Movedate  
Fran Ferrone, Colliers  
Brian Scott, Haworth  
Kat Randolph, Dynamic Workplace

**Communications & Change Management Team:**

Barbara Greenberg, Movedate  
Curtis McLean, Pfizer  
Diane Stegmeier, Stegmeier Consulting Group  
Fran Ferrone, Colliers

**Design Team:**

Shelly Hughes, Hughes Litton Godwin (created preliminary design)  
Sabrina Tate, Hughes Litton Godwin  
Elizabeth Young, Steelcase  
John Campbell, Francis Cauffman  
Curtis McLean, Pfizer  
David Rush, Haworth  
Joe DeMaine, Harkess-Ord  
Evelyn Lai, Harkess-Ord  
Glen LaFlamme, Office Images, Inc.  
Walker Yarbrough, Herman Miller  
Margaret Serrato, Herman Miller

**Office Furnishings & Equipment:**

Ric McNeill, Haworth  
Len Pilon, Haworth  
Gina Rizzo, Herman Miller  
Elizabeth Young, Steelcase  
Kathryn Amengual, Coalesse  
Tammy Roberts, Dekalb Office  
Joe Rasper, Dekalb Office  
Ray Dunn, Tandus Flooring  
Tanya Ogden, Tandus Flooring  
Lorraine LaBorde, Tandus Flooring  
Wade Pasch, Tandus Flooring/Source One  
Peggy Henderson, Technical Innovation  
Tom Spearman, Technical Innovation  
Phillip Cohen, NetPlanner  
Lee Utke, MCR, Whirlpool Corporation  
Ali Ahmed, Cisco  
Steve Crimmins, Cisco  
Matt Kulikowski, Cisco  
Alan McGinty, CFM, Cisco  
Mike Zamora, MCR, Cisco  
Joseph J. Olwig, World Wide Technology  
Keith D. Peterson, World Wide Technology  
Adam Twellman, World Wide Technology

**Construction & Fit Out:**

Tim Thornton, Humphries and Company

**Additional Advice and Assistance:**

Tim Thornton, Humphries and Company  
Kate North, e-work  
RJ Brennan, IA Interior Architects  
John Vivadelli, Agilquest  
Sholem Prasow, Teknion Furniture Systems  
Dan Carpenter, Benchmark Consulting

**Review of Real Estate Options, RFP**

**Process, Lease Negotiation:**  
Mark Daughtry, USI Real Estate Brokerage Services

**Building Management at Georgia-Pacific Center:**

Glenn Aspinwall, Jones Lang LaSalle  
Ian Hughes, Jones Lang LaSalle  
Anna Ford, Jones Lang LaSalle

**Component Leaders Council**

We developed and gained leadership consensus on a New Component Alignment Plan to begin fulfilling one of our three new strategic objectives. A key related step was to revise the bylaws to form a Component Leaders Council comprised of Chapter and Community Leaders.

Immediate past presidents from each chapter and community will serve on the new Council, with the Council chair elected to a one-year term on the CoreNet Global Board of Directors. This body gives chapters and communities a stronger voice on the future direction of the organization and a voting seat at the table on the Board of Directors. The Council's first organizational meeting takes place at the Chicago Midwest Global Summit.

The new Component Alignment Plan also includes policies to share dues revenue with chapters and communities in Fiscal Year 2013. Chapters with at least 200 members are migrating to independent legal status as part of this governance transformation, and all chapters will enter into formal agreements with CoreNet Global clarifying duties and obligations of each party. Additional details will be provided in Fiscal Year 2012.

• **MILESTONE: Moving in the Right Direction**

What does the world's leading association for workplace professionals do when it needs a face lift for its own work space? Turn to its member-experts, of course.

Complementing the staff realignment as a leaner, fiscally healthier organization, CoreNet Global negotiated a new lease for our Atlanta headquarters that reduces office space by almost 20 percent, rental expenses by one third and taps into members' expertise regarding the design, build-out and move of our new office space. A new, more open, progressive and collaborative work environment enhances staff's ability to more effectively serve members' needs and will be a fundamental step toward improving members' access to our front-line customer service coverage. We're **“Moving in the Right Direction”** fully embracing our workplace transformation theme and better reflecting the workplace branding and practices of our members.

**Component Growth**

*New chapters and networking groups launched in FY 2011:*

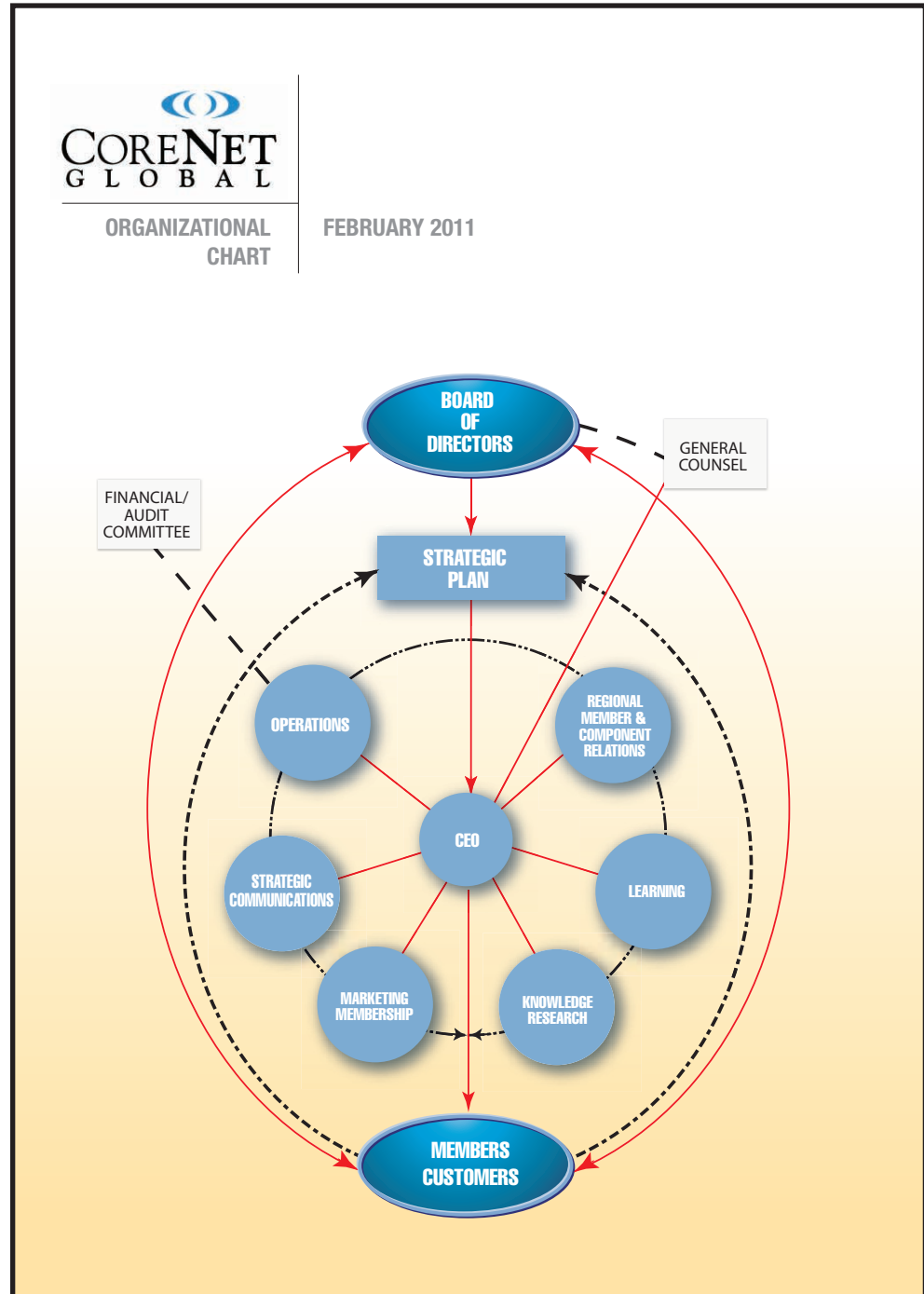
- **Pittsburgh**
- **Central Texas**
- **Middle East**
- **France**
- **Tampa**
- **South Florida**

*New community launched in FY 2011:*

- **Manufacturing/Industrial**



**Site of CoreNet Global's New HQ in July 2011**



- **MILESTONE: Staff Reorganization**

It should be noted that we also undertook an internal staff realignment to serve as an enabling preface to our internal workplace transformation and to rally our team behind our strategic priorities. At our core, we strive to be a team that's customer centric, agile, innovative and creative, fully engaged and empowered, communicative and perpetually learning and growing. **(SEE Organizational Chart above)**

# 2010-2011 Progress Report

- **MILESTONE: Summit Connect**

## Learning and Professional Development

You said Summit content was stale, and we listened and made a number of changes to improve and refresh the Global Summit experience, especially in regard to creating a more open and interactive tone and feel. The introduction of our new “SALUTE: A Celebration of Accomplishment” recognition program is one example. Summit Connect for virtual attendees is another:

- For the virtual attendee, we piloted Summit Connect, linking approximately 200 members in remote locations to the Phoenix Global Summit, including the New York Chapter.
- We repeated the same pilot at our Hong Kong Global Summit and linked to members in India and Australia.
- It's a great programming source for Chapter programs, either on a real-time or recorded basis

## Member Review Panel

Additionally, we implemented a Member Review Panel for programming submissions related to all Global Summits worldwide, and added this aspect to the Call for Content process, which also received technological upgrades.

- The Panel also will help us carry the industry's “content conversation” more globally.
- Now, our Summit program is truly member-driven and more responsive to members' needs at any given time.
- It's a great programming source for Chapter programs, either on a real-time or recorded basis

## New Knowledge Community for Manufacturing

A new Knowledge Community launch is another significant development in our commitment to address the full spectrum of the industry and the membership relating to corporate real estate trends in the Manufacturing/Industrial and Logistics sectors, including corporate end users, service providers and economic developers. We also formed an Economic Development focus group and added some Global Summit programming emphasizing site selection strategies and practices.

## MCR Professional Designation

The number of candidates enrolled in the MCR (Master of Corporate Real Estate) program increased by 24 percent since FY 2010, so that we now have granted certifications to more than 1,500 graduates globally. We experienced record-level registration uptakes for FY2011 programming.

Plus, to better meet the needs of emerging and fast-growth markets, we created a fast-track, accelerated MCR program starting in India.



*Breakout Session - Hong Kong*



*MCR Top Rated Faculty - Phoenix*



*MCR Graduates - Phoenix*



*MCR Graduates - Phoenix*



# 2010-2011 Progress Report

Together, these and other actions have yielded positive results. We've experienced an uptick in overall Summit attendance, and, with it, we welcomed our first-ever Chinese-national delegation to the Hong Kong Global Summit.

We will continue to stress the development of a multi-modal learning model, offering a blended set of different access points and channels to learn through, as seen through the introduction of our new Summit Connect program this past year.

## Thought Leadership

Another important development to report in response to the ever-increasing demand for industry benchmarking is our introduction of an open benchmarking portal. We are partnering with FM Benchmarking in a pilot phase and welcome other industry experts engaged in benchmarking or related activities. To date, the benchmarking portal includes 50 locations/properties utilized by four industries – telecommunications, insurance, banking/finance and healthcare.

As seen on the new portal, the gathering of portfolio metrics is also part of this new focus.

In an effort to better understand our member firms' needs, CoreNet Global has begun to benchmark all End User member firms.

On a global level, we increased the number of Discovery Forums from 18 to 30, enhancing knowledge exchange and networking opportunities among corporate and strategic partners.

We enhanced and improved research and learning opportunities and offerings further with an impressive slate of presentations, case studies and related articles in LEADER Magazine involving issues such as: Corporate Real Estate Benchmarking Techniques; Brand, Culture and the Workplace; Corporate Governance and Outsourcing; Office Occupiers Preferences and Needs; The Influence of Capital Markets on Corporate Real Estate; Integrated Workplace Management Systems and defining the metrics of workplace strategies; and Reducing Waste and Increasing Value through Corporate Energy Management.

Going forward, we are laying the groundwork for future transformational research in 2011 and beyond.

## Branding and the Value Proposition

We developed and introduced our new "Connect, Learn, Grow, Belong" branding concept to better capture the feeling and true benefits of the value of your CoreNet Global membership.



Breakout Session - Hong Kong Summit



Closing Session Wrap Up - Phoenix Summit



Opening Session - London European



Connect. Learn. Grow. Belong.



# 2010-2011 Progress Report

With the guidance of the Board, we started to better communicate the very broad nature of the CoreNet Global value proposition as seen through the experiences and different voices of the members. Still, we recognize that strengthening the organization's overall value proposition should remain a top priority.

## Media Exposure

We also increased our focus on press and media results, knowing their importance in terms of building more brand awareness and name recognition in and beyond corporate real estate. This is a key strategic priority. Our Strategic Communications team was formed to support this initiative to build external brand and name identity.

A broad set of media exposures was realized, including placements in major newspapers like the *New York Times*, *International Herald Tribune* and *Asia Times*, and throughout industry trade channels including *GlobeSt.com*, *Property Week*, *Commercial Real Estate Executive*, and *Real Estate Europe*.

## Leadership Makes a Difference

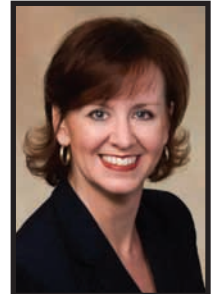
### 2010-2011 — Board of Directors - Officers



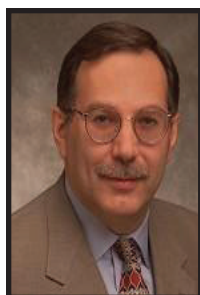
**CHAIRMAN,**  
**Lee Utke, MCR,**  
Senior Director, Global  
Corporate Real Estate,  
Whirlpool Corporation



**CHAIR-ELECT,**  
**Matthew Fanoë,**  
Vice President of Real  
Estate,  
Coca-Cola Refreshments  
USA, Inc.



**ANGELA CAIN,**  
CEO,  
CoreNet Global  
(Ex-Officio Member of the  
Board)



**TREASURER,**  
**Dino S. Piccini, BCCR,**  
President, Global  
Corporate Services,  
DTZ



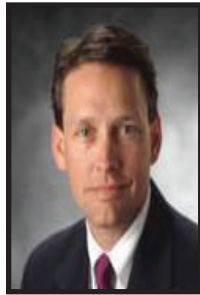
**IMMEDIATE PAST CHAIR,**  
**Barry Varcoe,**  
Global Head of Corporate  
Real Estate & Facilities  
Management Global  
Business Services,  
Zurich Financial Services



**LEGAL COUNSEL TO  
CORENET GLOBAL,**  
**David Goch,**  
Webster, Chamberlain  
& Bean

# 2010-2011 Progress Report

## 2010-2011 — Directors



**Rick Bertasi,**  
Managing Director  
Global Head of Corporate  
Real Estate & Services,  
Deutsche Bank AG London



**Maureen Ehrenberg,**  
Global Director of  
Facilities Management,  
Global Corporate  
Services,  
CB Richard Ellis



**Bruce Ficke,**  
Executive Vice  
President, Global Head,  
Global Client Solutions,  
Cushman & Wakefield



**John Forrest,**  
CEO, Corporate  
Solutions Asia Pacific,  
Jones Lang LaSalle



**Lydia Jacobs-Horton,**  
Director, Global Facilities  
& Real Estate,  
Proctor & Gamble Co.



**Mark Nicholls,**  
Consultant



**David Radcliffe, MCR,**  
Vice President, Real  
Estate & Workplace  
Services,  
Google



**Jim Scannell,**  
Senior Vice President,  
Administrative  
Services,  
The Travelers  
Companies, Inc.



**Mark Schleyer,**  
Senior Vice President,  
Corporate Real Estate,  
AT&T Services, Inc.

# 2010-2011 Progress Report

## 2010-2011 — Directors



**Randy Smith, MCR,**  
Vice President,  
Real Estate & Facilities,  
Oracle Corporation



**Tony Shou Fat Wong, MCR,**  
Director, Workplace Resources,  
APJ Corporate Real Estate,  
Cisco Systems, Inc.

## 2010-2011 — Associate Directors



**Erica Chapman,**  
Consultant



**Stephen (Steve) Hargis, MCR,**  
Senior Vice President,  
HOK



**Jan-Peter Kastelein, Ph.D,**  
Senior Researcher,  
Nyenrode Business  
University



**Mary Jane Olhasso, MCR,**  
Agency Administrator,  
County of San Bernardino's  
Economic Development

## CoreNet Global/Partners

### Corporate Partners

ABB	General Services Administration	Procter & Gamble Co.
Adobe Systems, Incorporated	General Services Administration HQ	PWGSC (Canada)
Allstate Insurance Company	GlaxoSmithKline	Royal Bank of Scotland
AIG	Google	Royal Dutch Shell
AMERIGROUP Corporation	Herman Miller	Standard Chartered Bank
AstraZeneca	Hewlett Packard	Steelcase
AT&T	Humana, Inc.	Symantec
AVNET	International Monetary Fund	TD Ameritrade
Bank of America	JDS Uniphase Corporation	TD Bank
Barclays Bank	Juniper Networks	Tennessee Valley Authority
BB&T	KeyBank	Texas Instruments, Inc.
BP International	Level 3 Communications	The Clorox Company
British Broadcasting Corporation	Life Technologies	The Traveler's Companies
Capital One Services, Incorporated	LMC Properties, Inc.	T-Mobile
Cisco Systems, Incorporated	Mary Kay Cosmetics	Time Warner
Coca-Cola Refreshments	McKesson Corporation	Tyco International
Corning, Inc.	Medtronic, Incorporated	U.S. Bank
Deloitte Services LP	Merck & Co, Inc.	U.S. Department of State
Deutsche Bank AG	Microsoft	Unilever
Dow Chemical Co.	MMC (Marsh & McLennan Companies)	UnitedHealth Group
Duke Energy	Motorola, Incorporated	United Technologies Corporation
eBay Inc.	Nokia	USAA
Eli Lilly & Company	Nokia Siemens Networks	Verizon Communications
ExxonMobil Corporation	Northrop Grumman	Visa
Fidelity Real Estate Company	Oracle Corporation	Vodafone
Ford Land	Pfizer, Incorporated	WellPoint
General Dynamics	Pitney Bowes	Whirlpool Corporation
General Electric		

### Strategic Partners – Gold

CB Richard Ellis	Johnson Controls, Inc.	Regus	Steelcase
Deloitte Consulting	Newmark Knight Frank	Sodexo	

### Strategic Partners – Silver

Cassidy Turley	DTZ	NBBJ
CresaPartners	Grubb & Ellis	Tandus
Cushman & Wakefield	Jones Lang LaSalle	Tishman Speyer Properties

### Strategic Partners – Bronze

HGA	Mississippi Development Authority	San Bernardino County, EDA
HOK	OVG Projectontwikkeling BV	