Real-World Value for Employers

Supporting employee involvement in the MCR professional designation program provides unparalleled benefits to organizations. Employers are able to:

• Ensure their CRE staff have state-of-the-art knowledge of proven approaches to supporting business strategy, reducing costs, mitigating financial and other risks, and leveraging real estate to attract and retain employees;

• Develop employee skill sets enabling them to utilize practical approaches successfully applied elsewhere;

• Ensure CRE staff have a common language and understanding of the profession yielding consistent communications between service providers and end users/occupiers; and

• Utilize highly-focused curriculum content to supplement or replace the development of in-house training courses.

Real-World Value for MCR Participants

Delivered by experienced faculty comprised of leading experts in their fields, seminars use an interactive, team-based approach to solve problems, analyze case studies and share experiences. The MCR designation assures clients and colleagues of an advanced competence and successful experience as a CRE professional. Participants are able to:

- Understand how CRE fits into the corporate enterprise;
- Apply CRE best practices and practical approaches to their current work;
- Select specialized professional development seminars to hone skills unique to specific roles within CRE; and
- Solve problems in small groups with peers and faculty from various roles across the CRE profession.

To earn the MCR

• Start by attending any MCR required or professional development seminar. To register, visit www.corenetglobal.org/seminarschedule.
• Complete six seminars and the Capstone assessment within a five year period.
• Plan your learning curriculum with personalized support from a Learning Concierge. Contact learning@corenetglobal.org or call +1 404.589.3200.

Real-World Value for MCR Participants

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- Solve problems in small groups with peers and faculty from various roles across the CRE profession.

Note: Group MCR programs are available in some international markets. Group programs provide bundled membership, registration fees, and guaranteed seating for a pre-defined set of six seminars. Contact a Learning Concierge for Details.

Contact a Learning Concierge to learn more: learning@corenetglobal.org or +1 404.589.3200.
Seminar Title       Seminar Date  Seminar Location

Required Seminars (two-day seminars)

Corporate Real Estate Finance
Enterprise Alignment
Real Estate’s Impact on Financial Statements

Professional Development Seminars (two-day seminars)

Select two professional development seminars from the list below.

Final Seminar (three-day seminar)

Capstone: Leadership and Strategy

Professional Development Seminars (two-day seminars)

• Advanced Lease Analysis
• Advanced Negotiations for Corporate Real Estate Professionals
• Corporate Real Estate Technology Essentials
• Essentials of Corporate Real Estate Leadership
• Performance Management
• Portfolio Management
• Optimizing Service Delivery and Outsourcing
• Workplace Strategy Essentials

Seminar Faculty

A list of faculty is available online www.corenetglobal.org/faculty

Seminar Pricing

<table>
<thead>
<tr>
<th>Price per Seminar</th>
<th>Asia (USD$)</th>
<th>India (RUPEE)</th>
<th>China (RMB ¥)</th>
<th>ANZ (AUD$)</th>
<th>EMEA (Euro)</th>
<th>Americas (USD$)</th>
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<td>Professional Development/MCR</td>
<td>745</td>
<td>50,700</td>
<td>5,200</td>
<td>935</td>
<td>745</td>
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<td>1,170</td>
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<tr>
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<td>80,350</td>
<td>8,200</td>
<td>2,000</td>
<td>1,395</td>
<td>1,995</td>
</tr>
</tbody>
</table>

| Capstone: Leadership and Strategy | 1,180 | 80,350 | 8,200 | 2,000 | 1,395 | 1,995 |
| Member | 1,620 | 110,300 | 11,200 | 2,479 | 1,995 | 2,495 |
| Non-Member | 1,620 | 110,300 | 11,200 | 2,479 | 1,995 | 2,495 |

Employees of CoreNet Global Corporate Partners receive an additional discount.

“Attending the CoreNet Global classes allows me to stay fresh and informed in an industry that exists because of change”

Tracy K. Overton
Pt. Project Mgr, Real Estate
Rockwell Collins

Register today!
www.corenetglobal.org/seminarschedule

Contact a Learning Concierge to learn more: learning@corenetglobal.org or +1 404.589.3200
This seminar provides a comprehensive overview of financial analysis and management within a corporate real estate (CRE) context. Using case studies, the finance principles such as risk, return, cost of capital, net present value, and discount rate selection will be reviewed. Apply these concepts to the analysis of alternative lease structures, lease buyouts, and buy vs. lease decisions. Identify risk in portfolios and evaluate the impact on shareholder value. Perform financial analyses to identify the optimal decisions, quantify the impact of less than optimal decisions, identify inherent risk and recognize shortcomings. Apply appropriate risk/discount rates. Explain implication of scenarios, options, risk factors and underlying assumptions. Propose the best CRE recommendations that align with corporate priorities.

Learning objectives:
• Identify and describe the tools of corporate finance
• Perform financial analyses
• Apply appropriate risk/discount rates
• Explain implications of scenarios, options, risk factors, and underlying assumptions
• Determine the best of CRE recommendations
• Recognize corporate finance priorities
• Compare and contrast the outcome of critical analyses with corporate priorities
• Propose a suitable CRE solution that aligns with corporate priorities

How will you benefit?
• Improve your ability to perform or oversee financial analysis for CRE transactions
• Strengthen your readiness to intelligently discuss financial issues with the finance group or CFO
• Increase capacity to develop business cases founded on sound corporate finance principles
• Identify financial risks within the CRE portfolio and develop risk mitigation strategies
• Increase understanding of the financial management process, and application to CRE

Seminar topics:
• Business Perspective
• Finance vs. Accounting
• Role of Financial Manager
• Time Value of Money, Future Value, Present Value
• NPV, IRR, Finance Decision Rule Positive NPV, Alternatives to NPV
• Discount Rate, Understanding Risk, WACC
• Financial Analysis Methodology
• Discount Rate Selection
• Ownership Bias
• Own vs. Lease Fallacies
• Risk Management
• Long and Short Control vs. Need
• Landlord/Investor Perspective
• Value Measurement Tools

Who should attend?
CRE managers and directors who want to develop a better understanding of corporate finance and its value to CRE decision-making and management

“CoreNet Global should be commended for bringing such a high caliber of facilitators and presenters to this program. The credibility of these professionals are certain and their honest delivery the backbone of the program. The topics were contemporary yet with appropriate historical context to make them relevant in today’s world of CRE.”

-Christopher L. Staal, MCR
Forcepoint

Register today!
www.corenetglobal.org/seminarschedule
This seminar provides a comprehensive overview of the role of a corporate real estate (CRE) professional and the competencies required to be effective in that role. With a particular focus on core concepts, tools, resources, and best practices, this seminar is essential to mastery of CRE. As a CRE professional, you must have a thorough understanding of the core business strategy of the enterprise and strive to support that strategy in a way that adds value to the bottom line. In this seminar, learn best practices to strategically manage the real estate portfolio to serve the corporation’s business model, work, and culture. Leave this seminar with the skills necessary to create action plans and the knowledge needed to foster strategic relationships and management practices.

Learning objectives:
• Articulate the importance of knowing the business of the business
• Describe how CRE contributes to corporate success
• Describe importance of strategic relationship management
• Recognize situations that require proactive change management

How will you benefit?
• Understand and get the information you need about business units through formal relationship management, internal corporate partners and advisors, use of corporate documents/websites, and the use of analytic tools
• Learn to implement strategies for selling a strategic CRE role to business units and changing the perception of a CRE executive from an order taker to a strategic business partner
• Work more effectively with business units to develop real estate strategies

Seminar topics:
• Transformation of Alignment
• Who do you align with?
• Measuring success: Benchmarking
• Measuring success: Key Performance Indicators
• Market Metrics
• The Role of CRE in the Enterprise
• Client Relationship Management
• Change Management
• Alignment Action Plan

Who should attend?
• CRE executives whose goals are to expand their leadership ability to create value
• Managers who must respond more strategically to support the business units and senior management
• Any business professional who must effectively communicate and implement strategic plans.

“Enterprise Alignment provides in depth knowledge to link real estate decisions to corporate and business strategy.”
Luciana Carvalho
Blanco Commercial Real Estate

Register today!
www.corenetglobal.org/seminarschedule

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Real Estate’s Impact on Financial Statements
Required Seminar

Where does management start when considering investment options? ... Financial statements. These valuable reports summarize the present financial condition of a business and are key for management making investment decisions. This seminar will demonstrate the importance of understanding the CFO’s view of corporate real estate (CRE) within the framework of financial reporting. After taking this seminar, you will be able to answer the “what, why, and how” of financial statements. Learn how real estate transactions impact financial performance measures and how financial statements are used by senior management, financial institutions, investors, and shareholders. Build the bridge between real estate transactions and corporate financial statements.

Learning objectives:
• Describe accounting principles
• Identify performance measures
• Read a financial statement
• Communicate CRE impact on financial statement sections
• Explain how accounting standards impact RE financial reporting
• Identify how accounting standards can influence RE decisions
• Identify the impact of new accounting standards

How will you benefit?
• Identify the CFO view of CRE within the framework of financial reporting
• Review financial performance ratios
• Relate real estate performance to corporate finance criteria
• Understand the inter-relationships between finance and real estate and how that adds value to the corporation

Seminar topics:
• Financial Statements
• Basic Accounting Principles
• Operating Lease Acquisition
• Property Purchase Acquisition
• Ratios: Market Value, Profitability, Liquidity
• Capital (Finance) vs Operating Lease Acquisition
• Lease Accounting Changes
• Sublease
• Property Sale and Property Sale/Leaseback
• Asset Impairment: Mark-to-Market
• Synthetic Lease – Purchase Financing
• Communication CRE Impact

Who should attend?
• CRE professionals who need to understand the CFO’s perspective within the framework of financial reporting
• Business professionals who work with a CFO, Portfolio Manager, Asset Manager, Transaction Specialist, Real Estate Director, or Real Estate Consultant

“The information provided in this class is critical to the discussion between a CFO, CEO and a real estate professional. It is important for the real estate professional to understand the perspective of the CEO and CFO as it relates to real estate and workplace and their role in helping achieve a company’s goals.”
Sean Toomey
SVP
Colliers International

Register today!
www.corenetglobal.org/seminarschedule

Contact a Learning Concierge to learn more: learning@corenetglobal.org or +1 404.589.3200
This seminar examines the role that corporate real estate (CRE) technologies play in the overall service delivery model, including a review of traditional systems as well as the impact of emerging technologies and evolving work styles on technology infrastructure. Develop an understanding of the importance of the relationship between people, process, and technology in every organization; the CRE group’s role within that organizational structure; and the maturity of current processes. Examine various technology-related risk factors, data governance, emerging technologies, and the role of CRE in tying technology decisions to the organization’s mission and strategic priorities.

Learning objectives:
- Recognize how technology can be employed to achieve an organization’s strategic priorities
- Identify and define key CRE technology terms
- Classify vendor products by function within CRE technology landscape
- Describe the typical steps in a technology implementation roadmap
- Identify potential technology-related risks
- Recognize the essential principles of data governance and management
- Identify emerging technology trends

Seminar topics:
- Contributing to Your Organization’s Strategic Priorities
- CRE Functions in Your Organization
- Overview of Technology Vendors/Products
- Classifying Technologies
- Sources of Data
- Process Maturity Model
- Technology Maturity Model
- Organizational Maturity Assessment
- Technology Roadmap
- Recognizing Risk
- Data Quality
- Effective Stakeholders
- Emerging Technology

How will you benefit?
- Understand core CRE applications and their impact on organizational decision-making
- Explore the impact of emerging technology on traditional skill sets, roles, and decision processes
- Learn how mobile work styles are changing CRE service delivery and technology design
- Discuss technology development and sourcing strategies, evaluating your organization’s service delivery model

Who should attend?
- CRE executives, managers, and associates wanting to increase their understanding of the role technologies play in the delivery of CRE services
- CRE technology directors and managers (and corporate IT professionals) who desire to better understand their internal customer and want to improve their ability to define business requirements
- CRE service providers and technology developers wanting to ensure alignment of their own technology strategies with the priorities of CRE clients

“The technology course allows real estate professionals to feel more comfortable communicating with IT departments about their critical business needs.”

Randy Dimaculangan
Sr. Manager Global Operations
Pfizer

Register today!
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Contact a Learning Concierge to learn more: learning@corenetglobal.org or +1 404.589.3200
The first in a series of three seminars, this seminar is designed for the corporate real estate (CRE) professional seeking a greater understanding of the dynamic field and practice of workplace strategy within CRE. You will discuss the broader role and value of workplace strategy, trends, global issues, tools, and technologies. Learn to develop and articulate the value proposition/business case for workplace strategy. Gain the insight needed to take this program back to your organization and successfully identify and implement program elements and methods needed to transition and manage the workplace over time.

**Learning objectives**
- Recognize and advocate for the broader role and opportunities of a workplace strategy
- Describe the means and methods to collect “current state” and future needs; and translate into workplace program elements
- Develop and articulate the value proposition/business case

**How will you benefit?**
- Identify forces that are changing the way the workplace is designed
- Understand the demands of a changing workforce and the needs of the knowledge worker
- Examine alternative methods for evaluating workplace needs
- Become more of a strategic partner with executive management
- Demonstrate tangible impact of workplace strategy on the bottom line

**Seminar topics:**
- The Practice of Workplace Strategy
- Value and Place
- Workplace Strategist Core Competencies
- Workplace strategy Framework
- Engaging the Organization
- Team Make-up
- Change Management

“The MCR program is absolutely worth every penny spent! The knowledge acquired on specialized topics, the classroom bonding and professional networking we all forged, and the valuable learning that emerged from sharing many worthwhile experiences across industry geographies is actually priceless”

Sajit Sankar, MCR.w, SLCR
Mastercard

**Who should attend?**
- CRE professionals whose goals are to expand their leadership ability to align workplace strategy with the business mission
- Professionals who want to understand how the workplace can become a tool in achieving the business goals of an organization.
- Those wanting to expand their leadership skill set to include an understanding of workplace strategy and its role in corporate real estate

Contact a Learning Concierge to learn more: learning@corenetglobal.org or +1 404.589.3200

Register today!
www.corenetglobal.org/seminarschedule
In this culminating experience for the MCR program, you will review key elements from previous seminars. Beginning with a custom-designed simulation exercise, thought leaders will facilitate the integration of corporate real estate (CRE) knowledge and best practices from a holistic, integrated, and strategic perspective. Gain insight into your own leadership style and how to leverage your strengths in working with internal and external partners. Leading experts share current, real-world strategies applied in their own organizations. Through interactive case studies and team activities, you will analyze complex business scenarios to formulate, propose, and defend real estate solutions that create value for the organization.

**CRE Case Studies and Team Projects**
- Senior CRE executives from different industries will make in-depth presentations on their management models for creating value for their corporations
- In a set of team projects, participants will compare and contrast the CRE management models presented in the different case studies and develop a framework for evaluating the effectiveness of CRE management models

**Learning objectives:**
- Anticipate emerging business issues
- Assess and analyze complex business scenarios
- Formulate business solutions
- Propose and defend business solutions

**Seminar topics:**
- Business Simulation
- CRE Leadership and Talent Management
- Sourcing and Service Delivery
- Governance and Management
- Partnering with Key Support Functions
- Service Provider Perspective
- Sourcing
- Portfolio Strategy and the Role of Place
- Workplace Strategies
- Exercise: Planning and Delivery
- Final Case Study: Analysis of Case, Preparation of Proposals, Presentation, and Debrief

Prerequisite: Completion of 3 required seminars and 2 professional development seminars

“Three days of very on-point, relevant information for my current professional challenges. Top notch instructors and interesting business cases. Takeaway points that I can start using today.”

Alejandra Rivero, MCR Director CRE Samsung

Register today! [www.corenetglobal.org/seminarschedule](http://www.corenetglobal.org/seminarschedule)
Pick any two of these seminars to customize your MCR experience*.

**Advanced Lease Analysis**
Examine objectives of lease clauses from viewpoints of landlord, tenant, and legal counsel and analyze situations in office, warehouse, industrial, and retail leasing.

**Advanced Negotiations for Corporate Real Estate Professionals**
Increase knowledge of the negotiation framework and elements and then apply this knowledge to build skills and comfort with the negotiation process.

**Corporate Real Estate Technology Essentials**
Investigate key components in the selection and implementation of a technology solution.

**Essentials of Corporate Real Estate Leadership**
Communicate for results, lead with influence, resolve conflicts, and coach for enhanced performance.

**Performance Management**
Translate corporate real estate (CRE) activities into metrics that connect and align enterprise values and priorities. Explore automated dashboards that gather data and compile metrics.

**Portfolio Management**
Use CRE skills, methodology, and tools to enhance value and manage risk in any large-scale portfolio. Improve skills in developing and presenting plans to reduce costs and mitigate risks.

**Service Delivery and Outsourcing**
Explore successful partnerships that strategically outsource services to leverage a vendor’s specialized experience, operating efficiency, and economies of scale.

**Workplace Strategy Essentials**
Examine foundational elements of workplace strategy as well as the broader role of global issues, tools and technologies that influence this the dynamic practice.

*Beginning 1st April 2019, to earn the MCR, participants will need to complete six (6) seminars within five years and pass the cumulative MCR Assessment. Only one of the two professional development seminars may be a workplace seminar, i.e. Workplace Strategy Essentials.*
A round the world, business attitudes about how to work have changed. The discipline of workplace strategy has become an essential part of successful corporate real estate (CRE) management. CoreNet Global has added a specialization focused on workplace strategy to the highly-respected MCR designation to support this evolving focus of CRE.

The workplace specialization (MCR.w) provides candidates with a strong foundation in the field of workplace strategy and offers the opportunity to earn professional recognition for additional knowledge gained through the program. A panel of corporate real estate leaders helped CoreNet Global define a comprehensive set of core competencies for the workplace strategist. The MCR.w curriculum develops these competencies through challenging courses taught by workplace strategy experts.

After completing the workplace specialization, you will have a comprehensive understanding of the processes involved in creating a workplace strategy, the fundamental skills and knowledge that a workplace strategist needs, and ways to prevent common pitfalls and barriers. You will learn specific approaches to staying current in the field, and you’ll become part of a community of workplace professionals who exchange ideas and information.

To earn this designation, in addition to the MCR required seminars and one professional development seminar, take these workplace strategy seminars:

**Workplace Strategy Essentials (#1 of 3)**
The first in a series of three seminars, this seminar is designed for the CRE professional seeking a greater understanding of the dynamic field and practice of workplace strategy within CRE. You will discuss the broader role and value of workplace strategy, trends, global issues, tools, and technologies. Learn to develop and articulate the value proposition/business case for workplace strategy. Gain the insight needed to take this program back to your organization and successfully identify and implement program elements and methods needed to transition and manage over time.

**Workplace Strategy Methodologies (#2 of 3)**
This seminar is the second in a series of three seminars designed for the CRE Professional who seeks the workplace specialization designation. It provides CRE professionals with in-depth knowledge and applications of the workplace strategy process, tools, and best practices. This seminar is designed for workplace strategy practitioners to develop their competency level within the field.

**Workplace Strategy in Practice (#3 of 3)**
This seminar is the third in a series of three seminars designed for the CRE professional who seeks the workplace specialization designation. It provides CRE professionals with the opportunity to further hone their workplace strategy skills through collaboration with other experienced workplace strategy practitioners on real-life programs. With a focus on implementation challenges and solutions, this seminar will increase the candidates’ breadth and depth of knowledge and application within the field.

“The entire workplace series of courses is fantastic and the faculty let their passion and knowledge for the topic shine in everything they bring to the courses. Everything I have learned is immediately applicable and actionable and will allow me to bring new ideas and focus to the topic within my organization.”

Debra Kulhanek, MCR.w
Regional Manager - Workplace Services
Liberty Mutual Group

Register today!
www.corenetglobal.org/seminarschedule