

National Real Estate BisNow
Boston, MA
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NATIONAL REAL ESTATE BISNOW

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Coming soon to a market near you ... Two CRE services firms are growing like **kudzu**. Their secret: equity for the people running the local offices. Talk about motivation. When **Mark Rose** (right, with Toronto colleagues **Ryan Lyons**, **Gord Oughton**, **Robin White**, and **Karina Sondak**) launched, he wanted to create a CRE services firm with **no legacy issues**, though he respects scale that firms like CBRE and Cushman & Wakefield can provide; in fact, Mark has done stints as **COO/CFO for JLL** and **CEO of Grubb & Ellis**. But he couldn't realize his vision of a shared-ownership firm unless he started new. And now, each of the firm's partners owns the same **number of shares** and receives the same **annual distributions**. (And ties are expressly forbidden.)



Mark wants a global company, and so he started it in a global market, buying Toronto-based **Avison Young's** four loosely affiliated Canadian offices in July '08. It began in seventh place in marketshare in Canada and now is behind only **CBRE and Colliers**. It's also grown from 290 to **800** employees and added **20 offices**, posting double-digit profit margins in '08, '09, and '10, while the rest of the world was falling apart, he says. In the US, AY plans to add two more offices by the end of the year (**NY and LA**) to complement Chicago, DC (and one just north in Tysons Corner), Atlanta, Houston, Dallas, and Boston, which opened last week. (Above, the Boston additions: **Jack Kerrigan, Anne Flanagan, and Mark Coelho**. Steve Cook not pictured). Also in the five-year plan: Europe and Asia in 2012 and '13.



Lee & Associates CEO **Ed Indvik** took advantage of our tabletop condiments at Junior's (cheesecake) in NYC to demonstrate management models. (The salt was sales, pepper production, sugar management, and Diet Coke with no ice an **innocent bystander**.)