



Real Estate Industry's 50-Year Megashifts

Category	Historical					Forecast
	1970 - 1979	1980 - 1989	1990 - 1999	2000 - 2009	2010 - 2019	2020 - 2029
Geography	Local	Regional	National	Global	Without Boundaries	Cyber
Competition	Many Competitors	Some Competitors	Few Competitors	Strategic Competitors	New Competitors	Digital Competitors
Business Strategy	Focus On Location	Focus On Design	Focus On Operations	Focus On Customers	Focus On Customers Of Customers	Focus On Connective Share
Goals	Market-Driven	Capital-Driven	Performance-Driven	Relationship-Driven	Knowledge-Driven	AI-Driven
Market Dynamics	Fighting Over Sites	Fighting Over Money	Fighting Over Marketshare	Fighting Over Talent	Fighting Over Customer-Share	Fighting Over Connective-Share
Operational Focus	Collecting Reputation	Collecting Assets	Collecting Competitors	Collecting Clients	Collecting Relationships	Collecting Predictive Data
Leadership	Personality-Based	Functionally-Based	Service-Based	Solutions-Based	Strategy-Based	Transformative-Based
Organization	Few Teams	Appearance Teams	Necessity Teams	Reoccurring Teams	Collaborative Teams	Virtual Teams
Brokerage	A Representative	A Broker	A Specialist	An Expert	A Confidante	An Advisor
Founder	An Entrepreneur	An Executive	A Leader	A Coach	A Collaborator	A Visionary
Growth Strategy	Growth From Market Dynamics	Growth From Abundance Of Capital & Financial Engineering	Growth From Consolidation, Securitization & Digital Economy	Growth From Customer Connectivity, Talent & Capital Shifts	Growth From Globalization, Generational Shifts, New Urbanism & Greening	Growth From The Internet of Everything, Robotics, Artificial Intelligence & Big Data

Source: CEL & Associates, Inc.

Real estate is the unfinished business of society; founded in response to opportunities and problems in need of asset-based solutions. The role of real estate in society transcends the ordinary and represents the intuitive understanding of the synergies that create lasting success for all stakeholders.

Over the past 50 years, the real estate industry has evolved. By 2029, technology will be an integral part of everything that is done today. Understanding these Megashifts will facilitate a transformation that will enable one's company to do different things, not do things differently.

Source: CEL & Associates, Inc.