



Strategic Tenant Management Roadmap (Basic) Part 1

Facilitated by:

Teo Jin Lee, Founder and Managing Director



Name: _____



Strategic Tenant Management Roadmap (Basic) Part 1 Day 1



Facilitated by:

Teo Jin Lee, Founder and Managing Director



Changi City Point, Singapore

About ODE Consulting®



Established
in Singapore
since 1996



Our Solutions
Learning, Consulting, Coaching and
Blended Learning Solutions



Operations
In China and India With
a Global Partner footprint



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Photographs and/or Videos

- Kindly note that photographs and/or videos of the event may be taken for publicity and marketing purposes. This may include photographs and/or videos of you and/or other event participants.
- By attending this event, you consent to the use of your photograph, likeness, image and voice in any broadcasts of this event and in subsequent productions of materials drawn from this event by Frasers Property Corporate Services Pte. Ltd. (the “**Event Organiser**”), and/or any third parties authorised by the Event Organiser (the “**Authorised Third Parties**”) for the purposes of publicising or marketing the event, including publication or broadcasts in any corporate or marketing materials (including any brochures, reports, annual reports, online or digital publications, photographs, presentation slides and videos). All recordings, photographs, videos and reproductions of the same in any form, are the property of the Event Organiser and/or the Authorised Third Parties. The Event Organiser and the Authorised Third Parties are released from any and all claims, demands, costs and liability that may arise from the use of these recordings, photographs, videos, and/or reproductions of the same in any form, or from you being interviewed, recorded, photographed, videotaped or filmed.
- Event participants may, when certain group and candid shots/recordings are sought to be taken by photographers/videographers, remove themselves to avoid being captured. However, participants must note that it may not be possible to avoid having any of their photographs/audio-visual recordings taken at the event.

We are Frasers Property

Safe Management Measures

- All participants and Trainer must be FULLY VACCINATED*
- Kindly note that intermingling will not be allowed as all participants are expected to maintain a 1m safe distance from each other. Discussions however will be allowed amongst the 5 persons seated in the same table
- All Participants and Trainer will have to be masked throughout the session with the exception of eating and drinking
- Meals:
 - Meals, if provided, should be served individually
 - Meals should not be the main feature of the event (i.e. event cannot be pure meal event (e.g. gala dinner, dinner & dance, etc. where events are generally social in nature). There must be a meeting component in the event.
 - The meal period (breakfast/lunch/dinner) should be scheduled in between the meeting and not before or after the meeting.
 - Please note that however, if meals are served, all meeting participants must be FULLY VACCINATED*
- *An individual is considered fully vaccinated if he/ she has been:
 - Fully vaccinated, i.e. has received the full regimen of Pfizer-BioNTech/Comirnaty, Moderna or WHO EUL vaccines, with an additional two weeks for the vaccine to be fully effective, recovered from COVID-19, or has obtained a negative result on a pre-event test taken in the past 24 hours before the expected end of the event.

References:

<https://www.stb.gov.sg/content/stb/en/home-pages/faq-on-covid-19.html#BusinessEvents>
<https://www.stb.gov.sg/content/stb/en/home-pages/advisory-for-MICE.html>
<https://www.stb.gov.sg/content/stb/en/home-pages/advisory-for-hotels.html#Hotels>
<https://www.mom.gov.sg/covid-19/requirements-for-safe-management-measures>

We are Frasers Property

2

Consultant Profile: Teo Jin Lee

- Over 30 years in strategy, leadership, sales, business development and consulting in IBM and as entrepreneur and founder of ODE Consulting[®].
- She was in Key Tenant management in Banking, Telecommunication, Government, Manufacturing, Aerospace and Marine industries. She was also responsible for a win-back territory.
- IBM Global Services ASEAN / SA in offering new services through emerging technologies.
- She was on the Global Board of Governors of the International Association of Coaching (IAC) out of the US and on the IAC Regional head of the Asia Crescent (Asia Pacific, Middle East and Africa) till 2015.
- She is a Masteries Practitioner Coach.
- She was a facilitator for SG Conversations.
- Selected as one of the top 10 winners in the Woman Entrepreneur of the Year Award in 2001. **In 2016 she won the Asia Pacific Entrepreneurship Award for Business and Professional Services**



ASME Woman Entrepreneur of the Year Award 2001



Asia Pacific Entrepreneurship Award (APEA) 2016
Winner for Professional and Business Services Industry



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

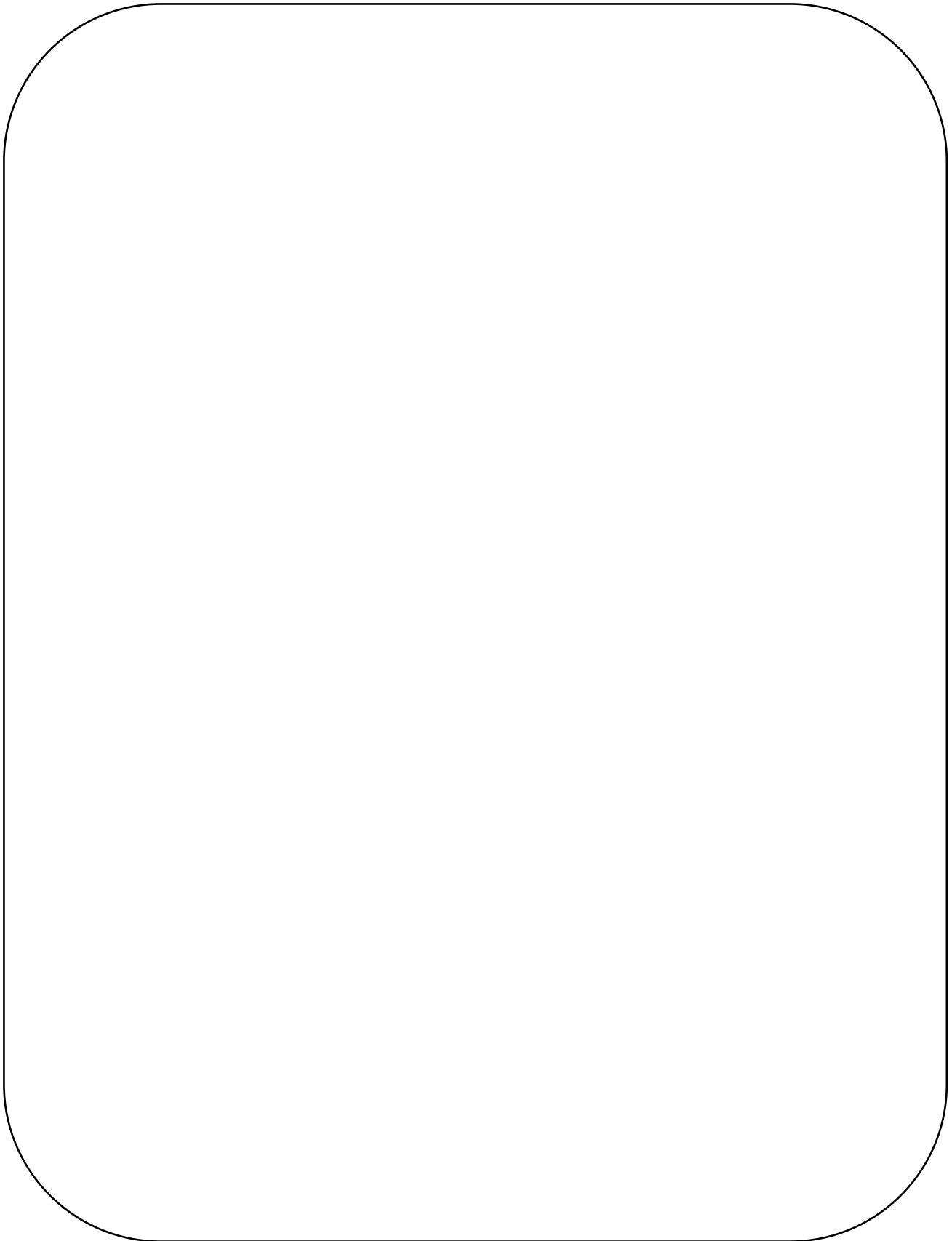
Role Play Debrief (Leasing/Tenant/Observer)

What worked? +	What did not? △



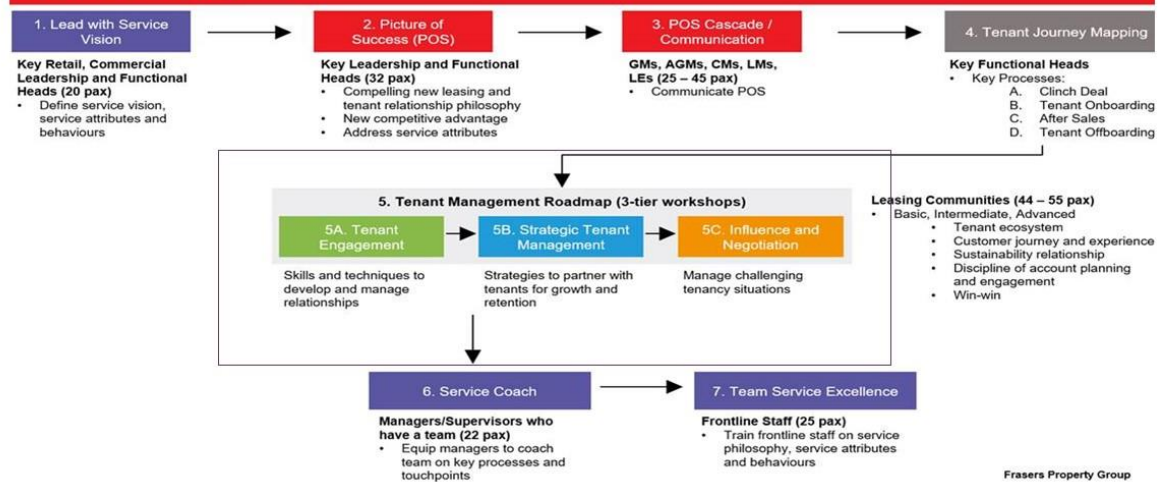
© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Notes:



Leasing Culture Transformation

Leasing Culture Transformation Overview of Deployment



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Frasers Property Group

Leasing Culture Transformation - POS Statement

Be AGILE!

	Alignment	Growth	Internal Efficiency	Learning	Engagement
What we do?	Seek Alignment of interests and deliver value for both tenants and FPR.	Adopt a Growth Mindset to embrace change and be adaptable.	Enable Internal efficiency through leveraging digital technology.	Learning the needs and wants of tenants and shoppers.	Take a tenant-centric approach in all our Engagements.
Success Descriptors How we do it?	<ul style="list-style-type: none"> Ensure value alignment between both tenants' and FPR's needs and interests. Win tenants' respect and trust as a long-term partner for business growth and sustainability. 	<ul style="list-style-type: none"> Embrace change and push boundaries to stay ahead of industry trends and market forces. Be open minded and forward looking. Grow alongside our tenants by leveraging on our scale. 	<ul style="list-style-type: none"> Embrace and leverage digital technology to be nimble and effective. Drive efficiency to value add to the evolving needs of tenants and shoppers. 	<ul style="list-style-type: none"> Stay on top of the evolving needs and wants of tenants and shoppers. Keep abreast of the industry trends, news and regulations. Create unique and innovative shopping experiences. 	<ul style="list-style-type: none"> Energise the touchpoints with our shoppers to drive tenant sales. Focus on driving tenants' success with shoppers and the community. Adopt a personalised approach for each tenant

6

Fraser's Roadmap Requirements

	Tenant Engagement	Strategic Tenant Management	Influence & Negotiation
Tenant Manager (Basic)	2 x 2 day Workshop		
Rainmakers (Advanced)	2 x 2 day Workshop		

7



Strategic Tenant Management (Basic)

- Engage tenants based on the Frasers' tenant engagement and relationship model
 - Plan effectively for meetings.
 - Demonstrate empathy in tenant engagements
 - Show you respect and care!
- Able to develop and articulate Fraser's value proposition
- Apply the following personal and professional skills:
 - Frasers' signature engagement technique
 - Powerful Questions
- Leverage different sources of information to develop tenant business profile.
- Perform environmental scanning in order to leverage trends and uncover opportunities to support tenant
- Understand and profile the tenant (know your tenant) that impact major decisions in organisations
- Perform SWOT analysis on a tenant organisation
- Translate Business Model into competitive, relationship and coverage strategies
- Practice using a Structured Negotiation process in line with Frasers Tenant Relationship Philosophy.
 - Investigation, Planning, Bargaining and Agreement
- Practice engaging and negotiating tenants in a Customised Sales Pursuit.
- Provide feedback and identify areas of strengths and areas for improvement for the Tenant team

Workshop Objectives

Strategic Tenant Management (Basic)



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Strategic Tenant Management Workshop – 4 Day Agenda (Basic) Part 1

Tenant Engagement

- Welcome and Introductions
- Frasers' Tenant Engagement Process
- Practice Engagement
- Frasers' Signature Engagement Technique (SET)
- Frasers Customised Tenant Case Study
- Powerful Questions
- Articulating Frasers' Value Proposition
- Tenant Engagement 1 and Debrief

Strategic Tenant Management

- Review Day 1
- Know the Tenant's Business
- Profile the Tenant
- Tenant Case Study Analysis
- SWOT/Competitive Analysis
- Translating your Business Model
 - Competitive Strategies
 - Relationship Strategies
 - Coverage Strategies
- Tenant Meeting 2 and Debrief

Note: The 4 days do not have to be consecutive days



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Strategic Tenant Management Workshop – 4 Day Agenda (Basic) Part 2

Influence

- Review Day 2
- Influence Model (Credibility, Reciprocity, Persuasion)
- Frasers' Tenant Philosophy: Engaging with Care and Respect
 - ✓ Credibility
 - ✓ Reciprocity
 - ✓ Persuasion
- Stakeholder Analysis and Strategies
- Frasers' Tenant Case Study meeting 3 and Debrief

Negotiations

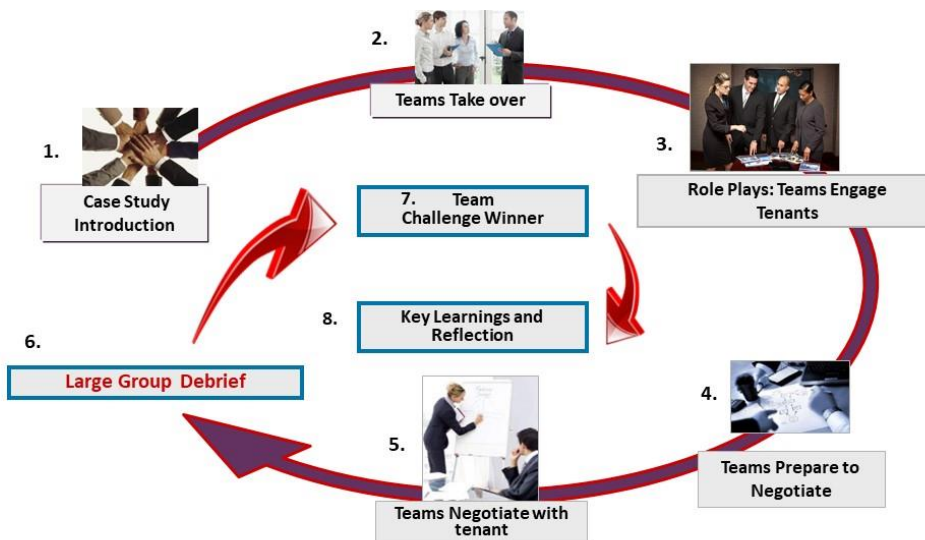
- Review Day 3
- Win-win Negotiations Overview
 - Investigating and Planning
 - Bargaining and Agreement
- Negotiation strategies/tactics
- Tenant Case Study Negotiation clinic
- Debrief Negotiation
- Key takeaways
- Action PlanA

Note: The 4 days do not have to be consecutive days



© 2021 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Frasers Tenant Management Case Study



© 2021 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence



Day 1: Tenant Engagement



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Strategic Tenant Management Workshop - Day 1 Agenda (Basic)

Tenant Engagement

- Welcome and Introductions
 - Practice Engagement
- Frasers' Signature Engagement Technique
 - Powerful Questions
- Articulating Frasers' Value Proposition
 - Frasers Tenant Case Studies
- Tenant Pursuit Case Study Meeting 1 and Debrief



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Tenant's Key Expectations

What are your tenant's key expectations?



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

FPR Current Tenant Journey Mapping – New to Market Tenants (Moments of Truth)

Moments of Truth			
Pre-sales	On-boarding	Tenant Management	Off-boarding/Renewal
Timeline Location/ Space Availability Branding/ Positioning How sweet is the deal Retail market in SG	Contract: Pro-landlord Short Leases (3 years/5+5)	CMO Engagement with tenants	Reinstatement requirements Business Continuation



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

FPR Current Tenant Journey Mapping – New to Frasers and Malls (Moments of Truth)

Moments of Truth			
Pre-sales	On-boarding	Tenant Management	Off-boarding/Renewal
<p>Get fast responses on enquiry</p> <p>Offer most of the information to help them with decision making.</p> <p>High rental expectation</p>	<p>Point of Contact to be clearly communicated.</p> <p>Process to be shared so that Tenant are prepared.</p>	<p>Constant update on the activities within the mall – Leasing/Marcom/ Ops</p> <p>Responsive / Follow up on issues that arise at the premise.</p>	<p>Need to be clear with the process so that exit is smooth and get refund fast.</p>



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

FPR Current Tenant Journey Mapping – Existing Tenants (Moments of Truth)

Moments of Truth			
Pre-sales	On-boarding	Tenant Management	Off-boarding/Renewal
<p>Not a partner</p> <p>Slow and inflexible</p> <p>Unreasonable</p> <p>Not helpful</p> <p>High handed</p>	<p>Slow and lengthy process</p> <p>Unreasonable</p> <p>Demanding</p> <p>Complicated FRX system</p> <p>Helpful (facilitate design submissions)</p>	<p>No regular engagement</p> <p>Naggy – keeps chasing tenants for rents/ outstanding plans</p> <p>Proactive in solving FRX issues</p>	<p>Unreasonable (restricted hours to carry out reinstatement works and many house rules)</p> <p>Slow (in terms of refund of Security Deposit)</p> <p>Helpful (facilitate contractors)</p>



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Leasing Culture Transformation - POS Statement

Be AGILE!

	Alignment	Growth	Internal Efficiency	Learning	Engagement
What we do?	Seek Alignment of interests and deliver value for both tenants and FPR.	Adopt a Growth Mindset to embrace change and be adaptable.	Enable Internal efficiency through leveraging digital technology.	Learning the needs and wants of tenants and shoppers.	Take a tenant-centric approach in all our Engagements.
Success Descriptors How we do it?	<ul style="list-style-type: none"> ◆ Ensure value alignment between both tenants' and FPR's needs and interests. ◆ Win tenants' respect and trust as a long-term partner for business growth and sustainability. 	<ul style="list-style-type: none"> ◆ Embrace change and push boundaries to stay ahead of industry trends and market forces. ◆ Be open minded and forward looking. ◆ Grow alongside our tenants by leveraging on our scale. 	<ul style="list-style-type: none"> ◆ Embrace and leverage digital technology to be nimble and effective. ◆ Drive efficiency to value add to the evolving needs of tenants and shoppers. 	<ul style="list-style-type: none"> ◆ Stay on top of the evolving needs and wants of tenants and shoppers. ◆ Keep abreast of the industry trends, news and regulations. ◆ Create unique and innovative shopping experiences. 	<ul style="list-style-type: none"> ◆ Energise the touchpoints with our shoppers to drive tenant sales. ◆ Focus on driving tenants' success with shoppers and the community. ◆ Adopt a personalised approach for each tenant

19

Definition of Consultative Engagement

- **Engaging the tenant as a consultant.** Assists the tenant in **identifying his or her needs** and then suggesting **solutions that satisfy those needs**.
- It involves **engagement** in which one person attempts to persuade or help another to get on-board with a solution.



Consultative Engagement

- **Solutions based, fact finding approach** that finds out what problems your tenant is facing, the reasons behind them, the impact it is having and only then do you discuss how you can help them.
- Consultative engagement is all about finding out and gaining a greater **understanding of your tenant's needs**.
- Anything to gain a better understanding so that you can come back with a **tenant-based customised solution**.
- This in turn leads to **a conversation rather than a sales pitch** and **promotes greater rapport, trust, respect and builds a relationship** between you and your tenant.
- The consultative aspect of the meeting lies with the person's **ability to build the experience and expertise to 'consult'** with the buyer in developing a solution.
- The outcome of a consultative engagement approach is the perception of a **Trusted Advisor**.



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Transactional versus Consultative Engagement

What is the difference between Transactional and Consultative Engagement?

Transactional

Consultative



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Transactional and Consultative Engagement

What is the difference between Transactional and Consultative Engagement?

Transactional	Consultative
<ul style="list-style-type: none"> Landlord to the tenant Transactional /Arms Length Treated as Cost/Expenses Limited contribution to tenant's business (less stickiness) Subject to competitive comparison 	<ul style="list-style-type: none"> Partner in the tenant's business Impacts tenant's business (ROI) Treated as an Investment (Cost/Benefit Analysis) Greater contribution to tenant's business (greater stickiness) Less competitive comparison



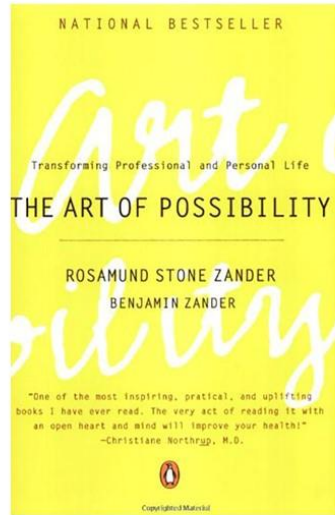
© 2021 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Leasing Culture Transformation - POS Statement

Be AGILE!

	Alignment	Growth	Internal Efficiency	Learning	Engagement
What we do?	Seek Alignment of interests and deliver value for both tenants and FPR.	Adopt a Growth Mindset to embrace change and be adaptable.	Enable Internal efficiency through leveraging digital technology.	Learning the needs and wants of tenants and shoppers.	Take a tenant-centric approach in all our Engagements.
Success Descriptors How we do it?	<ul style="list-style-type: none"> Ensure value alignment between both tenants' and FPR's needs and interests. Win tenants' respect and trust as a long-term partner for business growth and sustainability. 	<ul style="list-style-type: none"> Embrace change and push boundaries to stay ahead of industry trends and market forces. Be open minded and forward looking. Grow alongside our tenants by leveraging on our scale. 	<ul style="list-style-type: none"> Embrace and leverage digital technology to be nimble and effective. Drive efficiency to value add to the evolving needs of tenants and shoppers. 	<ul style="list-style-type: none"> Stay on top of the evolving needs and wants of tenants and shoppers. Keep abreast of the industry trends, news and regulations. Create unique and innovative shopping experiences. 	<ul style="list-style-type: none"> Energise the touchpoints with our shoppers to drive tenant sales. Focus on driving tenants' success with shoppers and the community. Adopt a personalised approach for each tenant

24

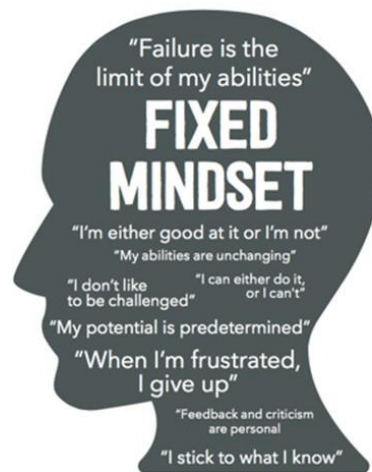
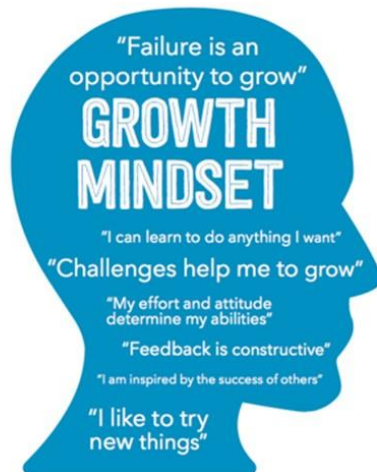


**Adopt a Growth Mindset:
Art of Possibility Video**



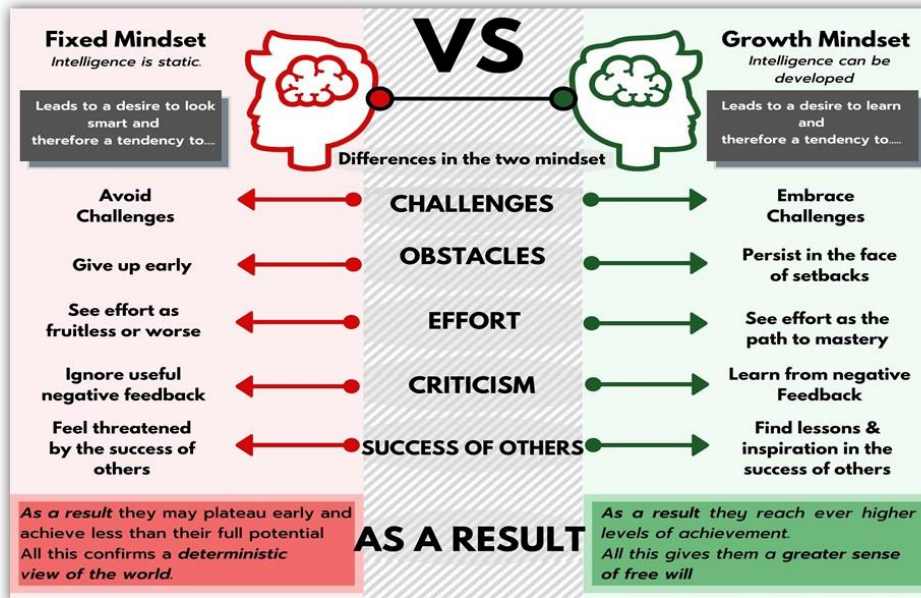
© 2021 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Growth and Fixed Mindset



© 2021 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Fixed vs Growth Mindset



© 2021 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Source: Two Mindsets, Carol S. Dweck (PH.D.)

Self Reflection:

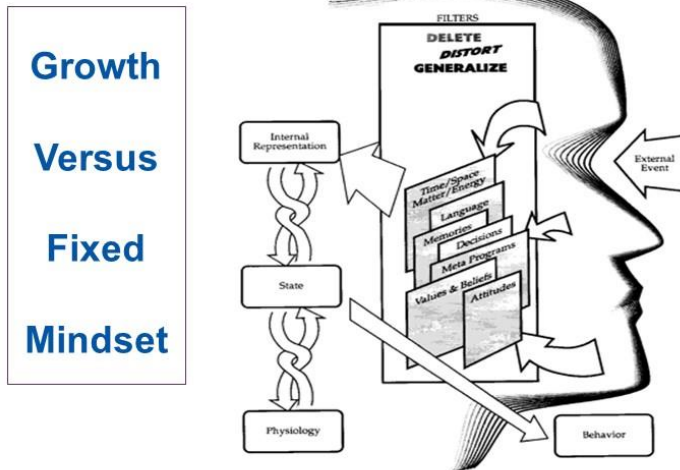
What are the Consequences of holding onto a Fixed Mindset?
What are the biggest Opportunities of a Growth Mindset?

Consequences of holding on to a Fixed Mindset	Biggest Opportunities of a Growth Mindset



© 2021 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Reframing : Creating New Perspectives



(Source: Neuro-Linguistic Programming)



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence



Fraser's Signature Engagement Technique (SET):

Tenant-Centric Approach to Engagement



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

A Growth and Winning Mindset

(Be a Trusted Advisor)

Shift your mental focus to thinking:

“When I meet this tenant, I am going to build a conversation so that a level of trust and respect can emerge allowing us to exchange information so that we can align our interests.”



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Notes:

A large, empty rounded rectangular box intended for taking notes.

Leasing Culture Transformation - POS Statement

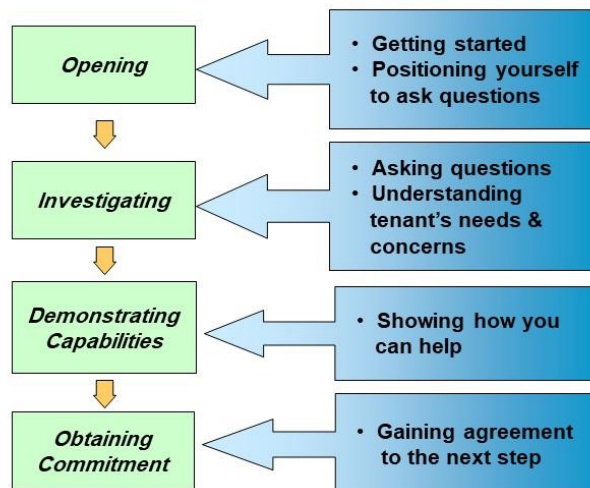
Be AGILE!

	Alignment	Growth	Internal Efficiency	Learning	Engagement
What we do?	Seek Alignment of interests and deliver value for both tenants and FPR.	Adopt a Growth Mindset to embrace change and be adaptable.	Enable Internal efficiency through leveraging digital technology.	Learning the needs and wants of tenants and shoppers.	Take a tenant-centric approach in all our Engagements.
Success Descriptors How we do it?	<ul style="list-style-type: none"> ◆ Ensure value alignment between both tenants' and FPR's needs and interests. ◆ Win tenants' respect and trust as a long-term partner for business growth and sustainability. 	<ul style="list-style-type: none"> ◆ Embrace change and push boundaries to stay ahead of industry trends and market forces. ◆ Be open minded and forward looking. ◆ Grow alongside our tenants by leveraging on our scale. 	<ul style="list-style-type: none"> ◆ Embrace and leverage digital technology to be nimble and effective. ◆ Drive efficiency to value add to the evolving needs of tenants and shoppers. 	<ul style="list-style-type: none"> ◆ Stay on top of the evolving needs and wants of tenants and shoppers. ◆ Keep abreast of the industry trends, news and regulations. ◆ Create unique and innovative shopping experiences. 	<ul style="list-style-type: none"> ◆ Energise the touchpoints with our shoppers to drive tenant sales. ◆ Focus on driving tenants' success with shoppers and the community. ◆ Adopt a personalised approach for each tenant

32

Signature Engagement Technique (SET)

- **Opening and Generate Interest**
- **Establishing and summarizing Needs**
- **Demonstrating Capabilities**
- **Action Plan/Close**



Opening – Why??

- Establish a relaxed atmosphere
- Generate a two-way conversation
- Build the relationship



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Opening - How?

- Do your research about the tenant's organization and the tenant. Understand specific interests.
- Stay on top with current affairs
- Keep your eyes open as to what is happening in the organization

Opening Approach

- Thank the tenant
- Use open-ended questions
- Plan your opening statements
- Plan transition to next stage



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Securing Meeting with the Tenant

- Do your research on the tenant/their company
- Engage the gatekeepers (Receptionist/PA/Secretary)
- Entry strategy - point of least resistance
- Find out name of tenant contact
- Introduction letter followed by a call or vice versa
- Secure an appointment



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Research Builds Confidence

- Get the Name right!
- Business goals/objectives/strategies
- Key investments/expenditures in the business
- Current business performance
- Changes in the industry
- History with the tenant



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Thought Question

- What sources of information can you use to prepare for your meetings?



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Sources of Information

- Tenant's Website
- Annual report
- Newsletters
- Media articles
- Magazines/Trade magazines
- Use your Coach



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Establishing Rapport (1)

- **Introduction**

- Who are you?
- Your company
- Why are you here? Your objectives?

- **Build Rapport**

- Golf, common interests, current affairs
- Avoid sensitive issues: Politics and Religion

- **Don't get carried away: Maintain control**

- **Leading questions/statements**



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Establishing Rapport (2)

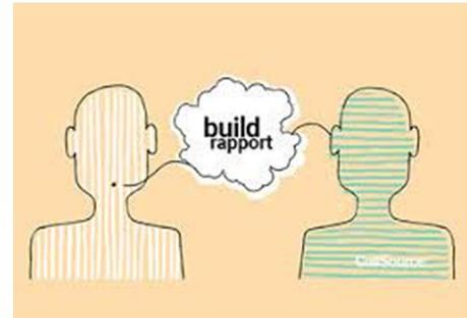
- First appearances - saying “**Hello**”
- Making the experience pleasant and anchoring it
- Obtain verbal/non-verbal feedback/cues/reaction
- “**Getting to know you**” - open-ended questions/probing
- Qualifying upfront - Use your Interest Statement (IS)



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Interest Statement (IS)

- Reference Story or Success Story
- Focus on tenant's business needs
- Key on to initial opening statements made by the tenant (Use the tenant's words)



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Generate Interest - Why?

- Give reason for the tenant to spend the time with you
- Give reason for the tenant to share more information with you
- Capture the tenant's interest
- Confirm the tenant's interest



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Generate Interest - How?

- Understand industry and business needs
- Reference tenants who have implemented your solutions in the same industry or similar industry (**Reference story**)

Generate Interest – Approach:

- Use a transition statement
- Plan the **Interest Statement (IS)** in advance
- Solicit tenant reaction
- Key on to opening statements



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Establishing Needs - Why?

- Understand business and personal needs
- Establish basis for tenant solution



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Determine Tenant's Objectives/Needs/Situation

- Determine Tenant's Objectives/Needs
- Determine Tenant's Current Situation
- Prioritize Objectives/Needs - Qualify Benefits

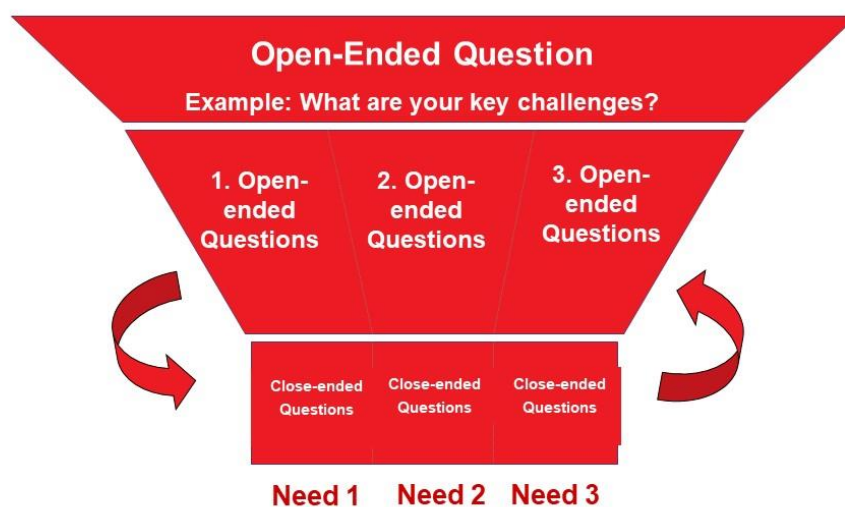
Techniques used

- Paraphrase for Confirmation of Understanding
- Funneling
- Summarise
- Prioritize
- Probing



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Funneling Approach



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Determine the Tenant's Situation

- Identify key factors that directly affect tenant's willingness and ability to take action. (hot buttons)
- Key factors are:
 - Current environment
 - Current practices / plans (business goals / rank goals / for each goal understand objectives / strategies / needs / how things are done now)
 - Justification (what is "affordable")
 - Personal (tenant's attitude)
 - Competition (Is competition talking to Tenant?)



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Summarise Needs and Qualify - Why?

- Demonstrate understanding
- Establish credibility
- Obtain agreement that tenant wants to achieve the objectives or address needs.
- Assess receptivity to your offering



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Summarize/Qualify - How?

- Key On To Responses
- Paraphrase/Rephrase
- Plan Transition To Next Stage



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Demonstrating Capability - Why?

- Demonstrate capability of meeting needs
- Establish credibility
- Understand decision making process
- Ascertain whether tenant has pre-conceived idea of what they want.
- Obtain agreement that your offer will meet tenant's objectives/needs



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Demonstrating Capability - How?

- Conceptualise offer based on needs **(NFAR)**
 - **N**eed
 - **F**eature
 - **A**dvantage
 - **R**eaction
- Your solution may offer a key benefit, may solve a problem or offer an opportunity not yet known to the tenant.



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Demonstrating Capability – N.F.A.R?

TENANT'S NEED	FEATURE	ADVANTAGE (BENEFIT)	REACTION



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Close - Why?

- Summarize discussion
- Agreement/commitment to next steps
- Assess receptivity to solution
- Agreement to lease with FPR and will take action to demonstrate commitment



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Close - How?

- Action Planning
- Assess ability to meet objectives - close accordingly.
- Ask for commitment
 - Assumptive statement
 - Trial Close
 - Action Close
 - Qualitative Close



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Different Types of Close

- **Assumptive Statement**

- When you take up the FPR offer you will enjoy these benefits.

- **Trial Close**

- “If we are able to do this will you move forward with us?”

- **Action Close**

- Build an action plan, get tenant to commit to doing something to move forward the deal.

- **Qualitative Close**

- We have provided similar offers like this to other tenants and want to be able to deliver on the benefits that tenants have enjoyed.



© 2021 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Fraser's Signature Engagement Technique (SET)

- **O**pening and Generate Interest
- **E**stablishing and summarizing **N**eeds
- **D**emonstrating Capabilities
- **A**ction Plan/Close



© 2021 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Role Play Debrief (Leasing/Tenant/Observer)

What worked? +	What did not? △



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Leasing Culture Transformation - POS Statement

Be AGILE!

	Alignment	Growth	Internal Efficiency	Learning	Engagement
What we do?	Seek Alignment of interests and deliver value for both tenants and FPR.	Adopt a Growth Mindset to embrace change and be adaptable.	Enable Internal efficiency through leveraging digital technology.	Learning the needs and wants of tenants and shoppers.	Take a tenant-centric approach in all our Engagements.
Success Descriptors How we do it?	<ul style="list-style-type: none"> ◆ Ensure value alignment between both tenants' and FPR's needs and interests. ◆ Win tenants' respect and trust as a long-term partner for business growth and sustainability. 	<ul style="list-style-type: none"> ◆ Embrace change and push boundaries to stay ahead of industry trends and market forces. ◆ Be open minded and forward looking. ◆ Grow alongside our tenants by leveraging on our scale. 	<ul style="list-style-type: none"> ◆ Embrace and leverage digital technology to be nimble and effective. ◆ Drive efficiency to value add to the evolving needs of tenants and shoppers. 	<ul style="list-style-type: none"> ◆ Stay on top of the evolving needs and wants of tenants and shoppers. ◆ Keep abreast of the industry trends, news and regulations. ◆ Create unique and innovative shopping experiences. 	<ul style="list-style-type: none"> ◆ Energise the touchpoints with our shoppers to drive tenant sales. ◆ Focus on driving tenants' success with shoppers and the community. ◆ Adopt a personalised approach for each tenant

59



Powerful Questions: Learning the needs and wants of Tenants.



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Thought Question

- **What are some of the common questions you have leveraged?**



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Questioning Techniques



- Identify needs, desires or requirements
- Understand, why it is important
- Quantify the opportunity
- Understand what happens if the prospect doesn't address the issue
- Summarise importance, quantify value and consequences, then tie them back to objectives.
- Seek commitment
- Paint the picture (Take a look and see)



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

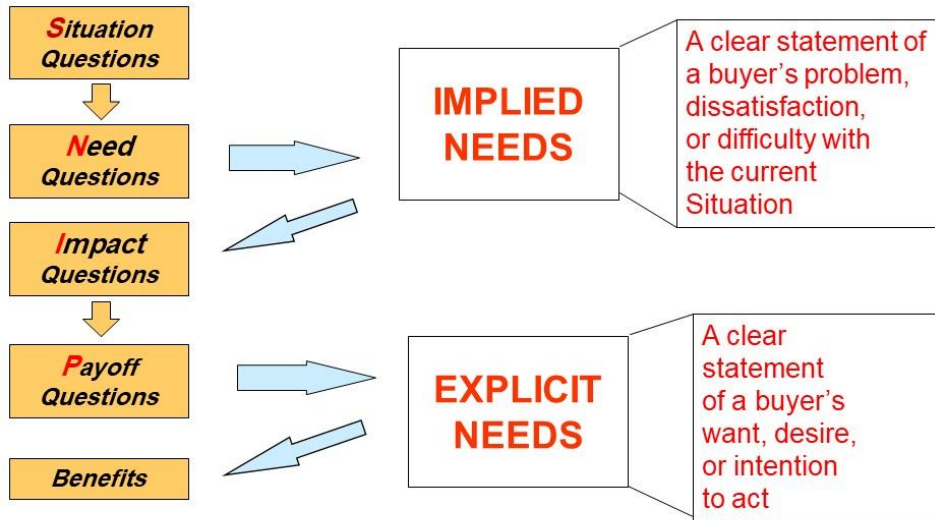
Types of Questions –What?

- **OPEN ENDED** - What do you think?
- **REFLECTIVE** - You appear to be concerned
- **DIRECTED** - Explain to me exactly
- **RESTATED**
- **SUMMARY**
- **JUSTIFICATION**
- **HYPOTHETICAL** - What if?
- **EXPLANATORY** - Could you explain?
- **LEADING** - How are you doing it now?



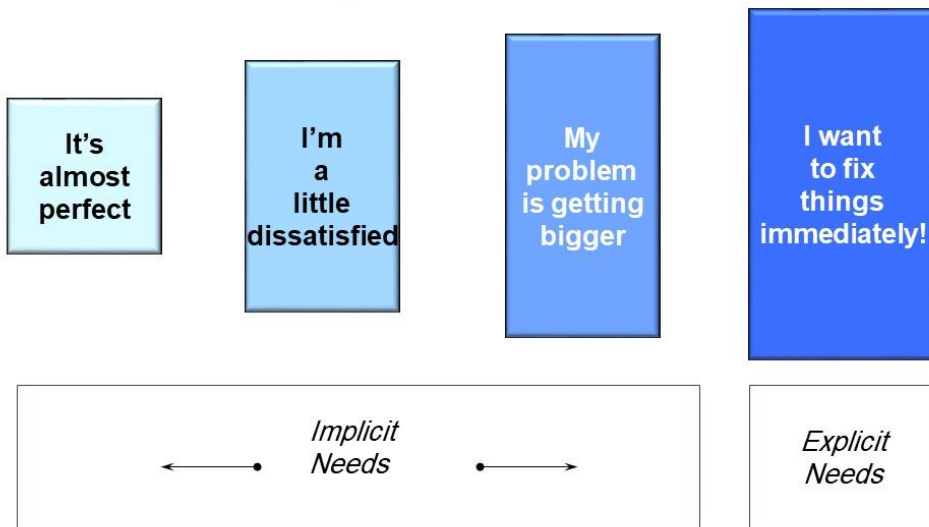
© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Focusing on Tenant's Needs – SNIP Questions



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

How Needs Develop?



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Establish Needs - How?

- Use **S.N.I.P.** Questioning Technique
 - **Situation**
 - **Need**
 - **Impact**
 - **Payoff**
- **Verify Understanding**



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

SNIP Questions – How?

- **Situation** – What, when, why, who, where, how
- **Need** – Where are the issues/ dissatisfactions/ improvements/needs?
- **Impact** – Shared understanding of the consequences/effects/implications if nothing is done?
- **Payoff** – Shared understanding of the benefits if the need/issue is addressed?

WIIFM



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Situation Questions

- **2 main considerations:**

- **Selecting** the questions so that you limit the number you will ask and still obtain the information you need.
- **Phrasing** your questions so that the tenant sees you as a problem solver rather than a prosecutor.



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Situation Questions: Examples

- What is your vision for the business?
- What does success look like for you in the mall you operate in?
- Could you share your decision making process?
- How are you organised? Who else needs to get involved in the process?
- What are the key decision criteria?
- What is your timeline?

Why / What / Where / When / Who / How



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Need Questions

- **Purpose:**
 - **Reveal** the tenant's **Implied Needs**
 - **Clarify** the tenant's difficulties and dissatisfactions
 - ***Gain shared understanding of the tenant's needs.***



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Need Questions: Examples

- What are your current challenges in keeping costs down?
- What would you like to see happen?
- What is holding you back in being able to achieve your revenue targets?
- What do you think needs to be done so you can meet the revenue targets?
- What do you think can be enhanced so you can position yourself for success?

Identify areas where you can:

- ✓ ***Reduce the cost incurred***
- ✓ ***Add more value***
- ✓ ***Help eliminate the problem***



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Needs Orientation

FPR Solution	Tenant
FPR Offering	Tenant Needs/Problems

- Did you describe specific needs/problems you can solve?
- Did you describe needs/problems from the tenant's point of view?
- Did you describe one need/problem where your solution differentiates you from your competitors?



© 2021 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Needs Orientation

FPR Solution	Tenant
FPR Offering	Tenant Needs/Problems
FRX Loyalty programme that allows you to track shopper purchases and build a relationship with them	Need more shoppers coming into my store

- Did you describe specific needs/problems you can solve?
- Did you describe needs/problems from the tenant's point of view?
- Did you describe one need/problem where your solution differentiates you from your competitors?



© 2021 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Impact Questions

- **Purpose:**
 - Focusing on consequences of the problem
 - Extending and expanding the effects of the problem
 - **Linking a problem to other potential problems**



Develop Needs / Expand Perception of Value



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Planning Impact Questions

Tenant Needs
(That we can solve)

Impacts/Implications
(Make needs more urgent)

1.	1.
2.	2.
3.	3.



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Planning Impact Questions

Tenant Needs
(That we can solve)

Impacts/Implications
(Make needs more urgent)

1. Need more shoppers coming into my store	I. Affect the bottom line II. Operating expenses not covered III. Affect branding
2.	2.
3.	3.



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Impact Questions: Examples

- What if you are not able to build the relationship with your shoppers? Will it affect future revenue streams?
- What about the ability to better engage your shopper? Will it affect impact brand equity?
- What about impact on operating expenses due to the low revenue churn?

Establish the Impact of the Need?



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Payoff Questions

- **Purpose:**

- Focusing on the payoff of a solution instead of the problem
- Probing for Explicit Needs
- **Getting the tenant to tell you the benefits of the FPR solution.**



Identify, Clarify, Extend (I.C.E)



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Payoff Questions: Example

- If FPR can help you collect shopper data what is it worth?
- How useful is more accurate and timely information for you?
- Is more accurate and timely information important because of the ability to make better decisions on types of promotions? Will this increase shopper purchases and therefore, revenue?
- Will it also enhance how you target shoppers and thereby improving brand equity?

WIIFM



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

SNIP Questions – How?

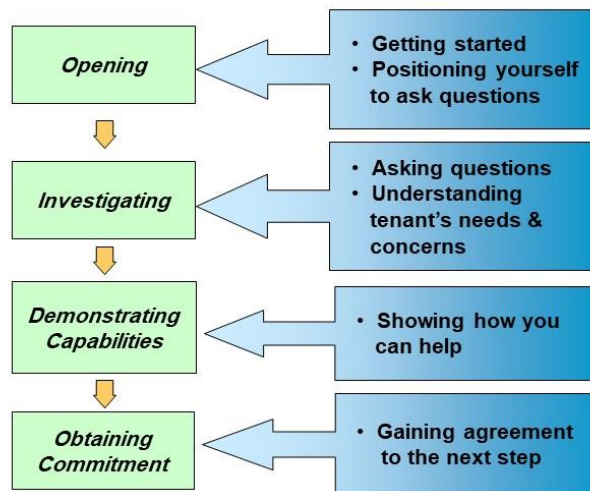
- **Situation** – What, when, why, who, where, how
- **Need** – Where are the issues/ dissatisfactions/ improvements/needs?
- **Impact** – Shared understanding of the consequences/effects/ implications if nothing is done?
- **Payoff** – Shared understanding of the benefits if the need/issue is addressed?



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Fraser's Signature Engagement Technique (SET)

- **Opening and Generate Interest**
- **Establishing and summarizing Needs**
- **Demonstrating Capabilities**
- **Action Plan/Close**



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Kicking the Telling Habit



**It's more important to
understand than to
persuade**



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence



**Questioning
Clinic:
3 Scenarios**



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Role Plays Debrief

What worked? +	What did not? △



Notes:

Leasing Culture Transformation - POS Statement

Be AGILE!

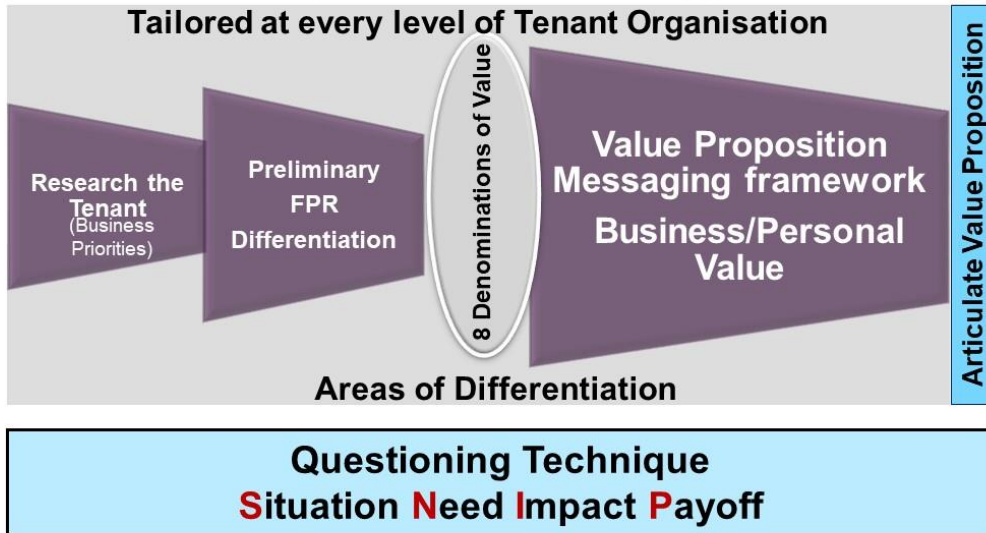
	Alignment	Growth	Internal Efficiency	Learning	Engagement
What we do?	Seek Alignment of interests and deliver value for both tenants and FPR.	Adopt a Growth Mindset to embrace change and be adaptable.	Enable Internal efficiency through leveraging digital technology.	Learning the needs and wants of tenants and shoppers.	Take a tenant-centric approach in all our Engagements.
Success Descriptors How we do it?	<ul style="list-style-type: none"> ◆ Ensure value alignment between both tenants' and FPR's needs and interests. ◆ Win tenants' respect and trust as a long-term partner for business growth and sustainability. 	<ul style="list-style-type: none"> ◆ Embrace change and push boundaries to stay ahead of industry trends and market forces. ◆ Be open minded and forward looking. ◆ Grow alongside our tenants by leveraging on our scale. 	<ul style="list-style-type: none"> ◆ Embrace and leverage digital technology to be nimble and effective. ◆ Drive efficiency to value add to the evolving needs of tenants and shoppers. 	<ul style="list-style-type: none"> ◆ Stay on top of the evolving needs and wants of tenants and shoppers. ◆ Keep abreast of the industry trends, news and regulations. ◆ Create unique and innovative shopping experiences. 	<ul style="list-style-type: none"> ◆ Energise the touchpoints with our shoppers to drive tenant sales. ◆ Focus on driving tenants' success with shoppers and the community. ◆ Adopt a personalised approach for each tenant

85



**Values-based Engagement:
Seek alignment of interests and deliver value for both Tenants and FPR.**

Value Based Engagement Methodology



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Notes:

Large empty rounded rectangular box for notes.

Why we Care?

- Organise efforts to align with provision of value to minimise tenant resistance and enhance competitiveness
- Identify and articulate the value proposition of the offer as it relates to specific tenant needs.
- .Build on the recognition of value to accelerate closure with the tenant and to manage the tenant relationship.
- Leverage on the ability to deliver personalized solutions to tenants.
- Be more consultative in approach to tenant engagement.



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

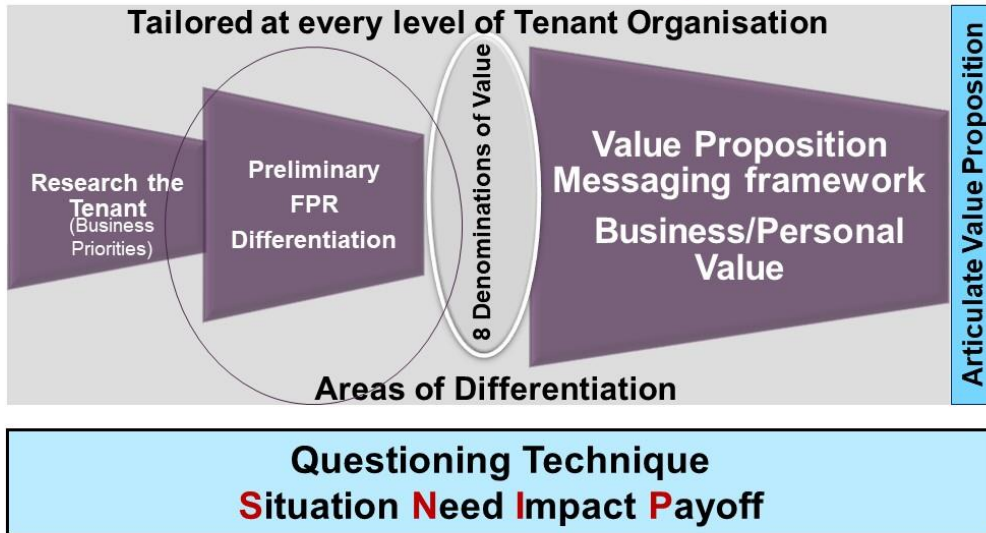
Positioning to Win

- Establish the superiority of the service as it relates to the tenant's needs.
- Change the buying criteria to solve the tenant's needs.
- Establish the superiority of the service as it relates to a portion of the tenant's needs.
- Establish the value as a rationale for delaying a leasing decision.



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Value Based Engagement Methodology



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Notes:

Differentiation Approach: Needs Orientation

Tenant Position: _____

Competitor: _____

FPR Leasing Solution

Tenant

FPR's Offer	Tenant's Needs/Problems

- Did you describe specific needs/problems you can solve?
- Did you describe needs/problems from the tenant's point of view?
- Did you describe the problem where FPR differentiates itself from your competitors?



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Notes:

Differentiation Considerations

- Do your research of the tenant
- Identify the tenant's business vision and priorities.
- List the tenant's needs. (Look for business potential / dissatisfaction / bottlenecks.
- Position your offering to the specific level of tenant management.
- Identify the benefits that will be enjoyed by the tenant with the needs resolved.

Key Question: If I provide a solution to meet this need what will the business benefits be?



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

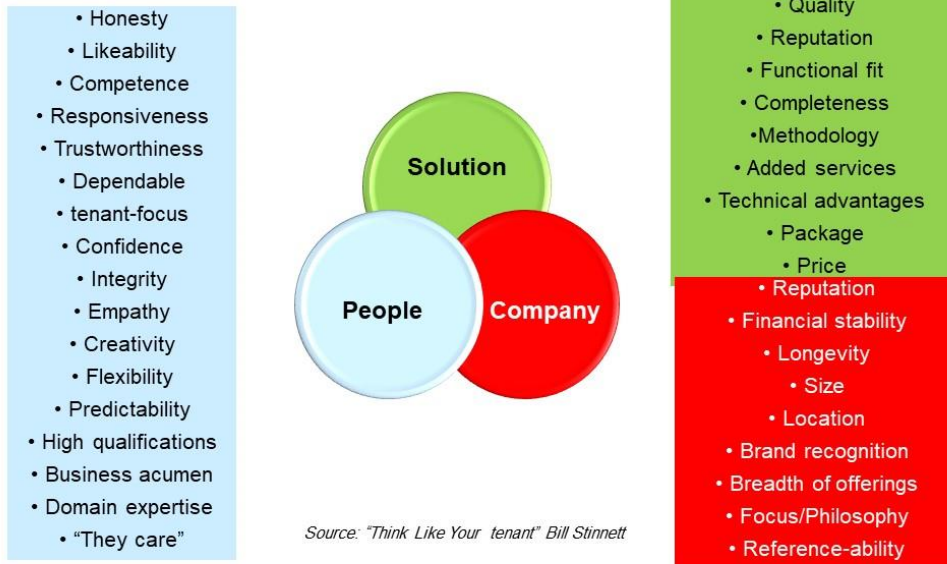
Some Sources of Differentiation

- Expertise (domain knowledge, experience)
- Processes / Methodologies
- References / Track record (Tenant and Industry)
- Tenant Relationships
- Infrastructure / Assets
- Packaging
 - One-Stop Shop
 - Flexibility
 - Options
- Financial justification – ROI, Cost-Benefit Analysis



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Three Major Sources of Value (FPR Differentiators)



Source: "Think Like Your tenant" Bill Stinnett



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Notes:

Key Areas of Differentiation

1. Who you know (networking, influence base)
2. What you know (needs, hot buttons, interests, plans)
3. What have you done for the tenant?
Your track record!
4. What have you done for other tenants?
 - References
 - Track record
5. How you do things? Your Methodology / Approach



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Notes:

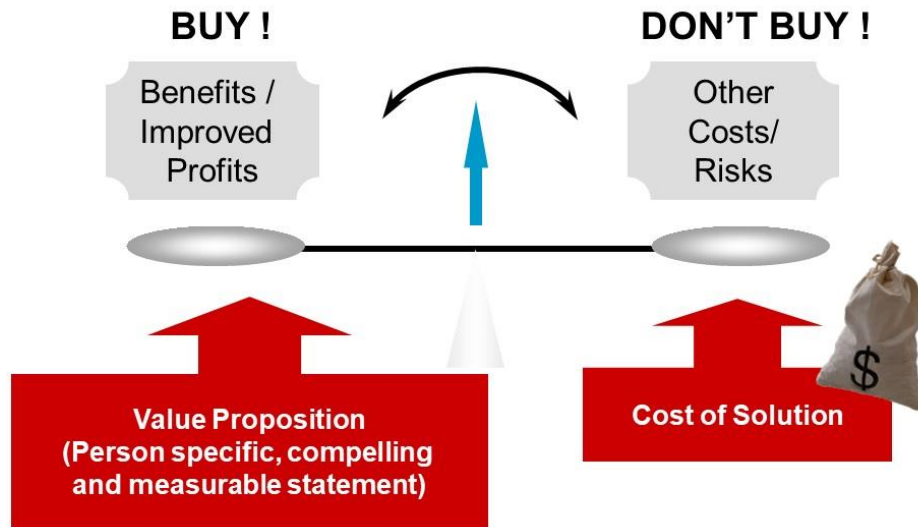
Building the Value Proposition

- **For whom:** What people do you serve?
- **What need:** What are the special needs of the people you serve?
(Business / Personal)
- **Against whom:** With whom are you competing?
- **What's different:** What makes you different from those competitors?
(Differentiation)
- **So:** What's the benefit? What unique benefit does a tenant derive from FPR's offer? (Business / Personal)



Notes:

The Value Equation



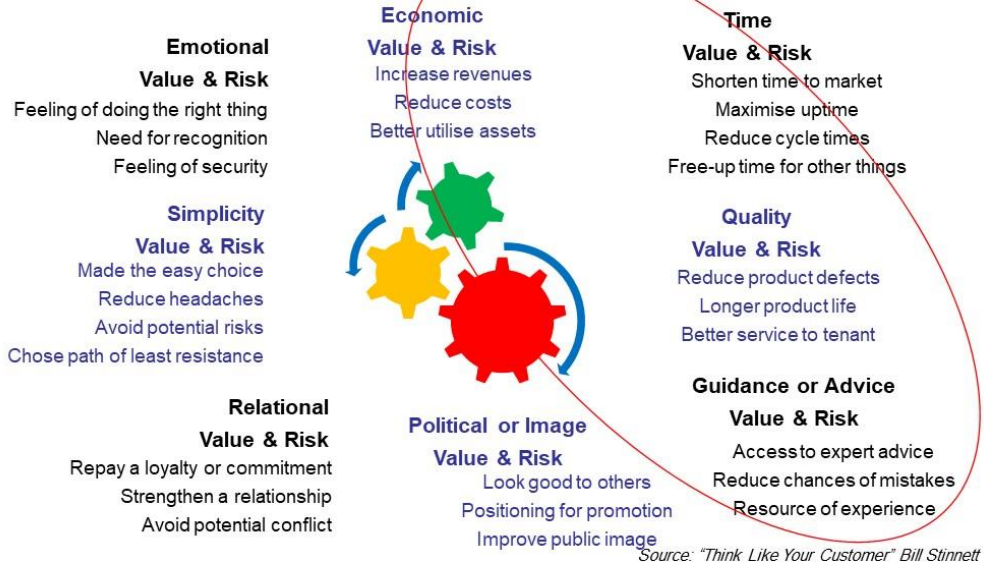
© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Application of Value Proposition



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Eight Major Denominations of Value



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Notes:

Types of Business Value

- Improvement of business performance and competitive advantage
- Benefit minus cost (“Benefit” is the impact on the business and “Cost” is the total cost of the solution and also the tenant’s internal cost)



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

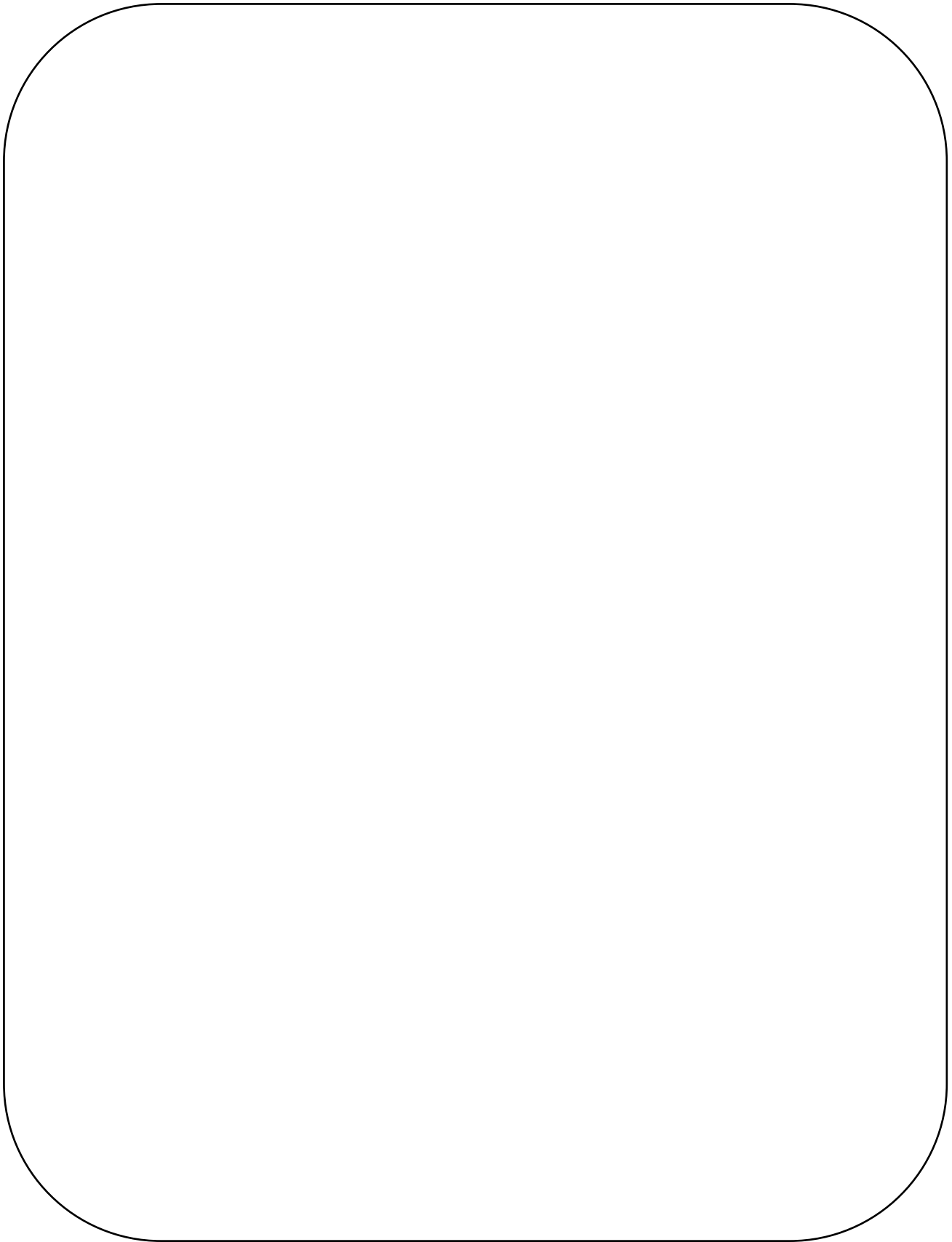
Business Value

- Economic
- Time
- Quality
- Guidance and Advice



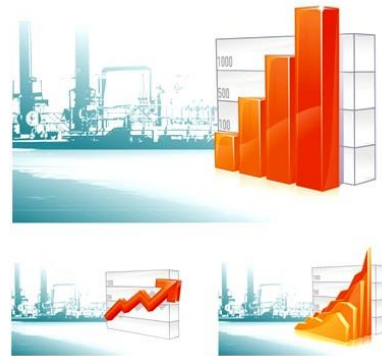
© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Notes:



Business Needs – Benefits Organization

- Asset Features
- Technology support
- Rental fees
- Terms and conditions
- Marketing support
- Facilities Management
- Impact on business goals
- Responsiveness



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Business Value / Risk Mitigation (1)

- **Economic Value / Risk**
 - Financially sound and stable organization
 - Proven track record
 - Partnership model
 - Cost/Benefits (Financially justifiable)
 - Return on Investment (ROI)
- **Time Value / Risk**
 - Responsiveness
 - Resources and expertise
 - Fit up/Refurbishment approach
 - Operational approach



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Business Value / Risk Mitigation (2)

- **Quality Value / Risk**

- ISO certified
- Six sigma
- Quality processes and assurance
- Tenant referrals

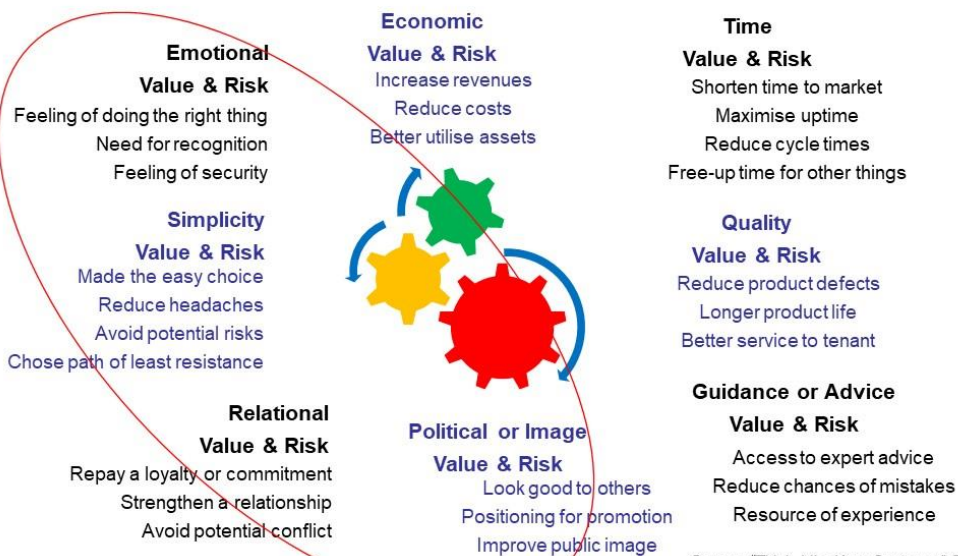
- **Guidance Value / Risk**

- Expertise/Business knowledge



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

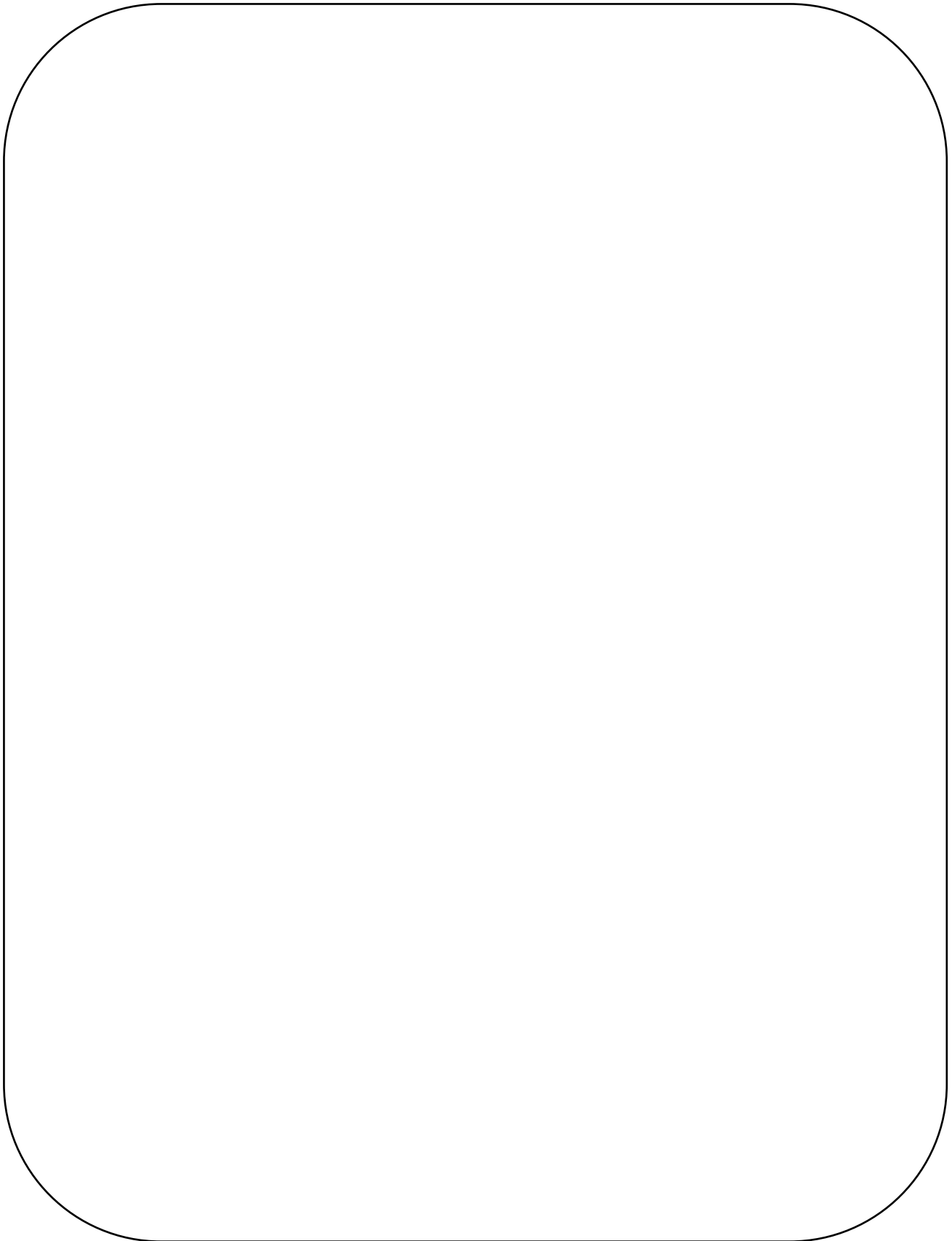
Eight Major Denominations of Value



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Source: "Think Like Your Customer" Bill Stinnett

Notes:



Types of Personal Value

- **Key Question: What is in it for me?**

- Personal business viewpoint

- *What wish list will it advance?*
- *What problems will it eliminate?*

- Personal agenda

- *What personal goals will it advance?*
- *What internal challenges will be reduced or eliminated?*



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

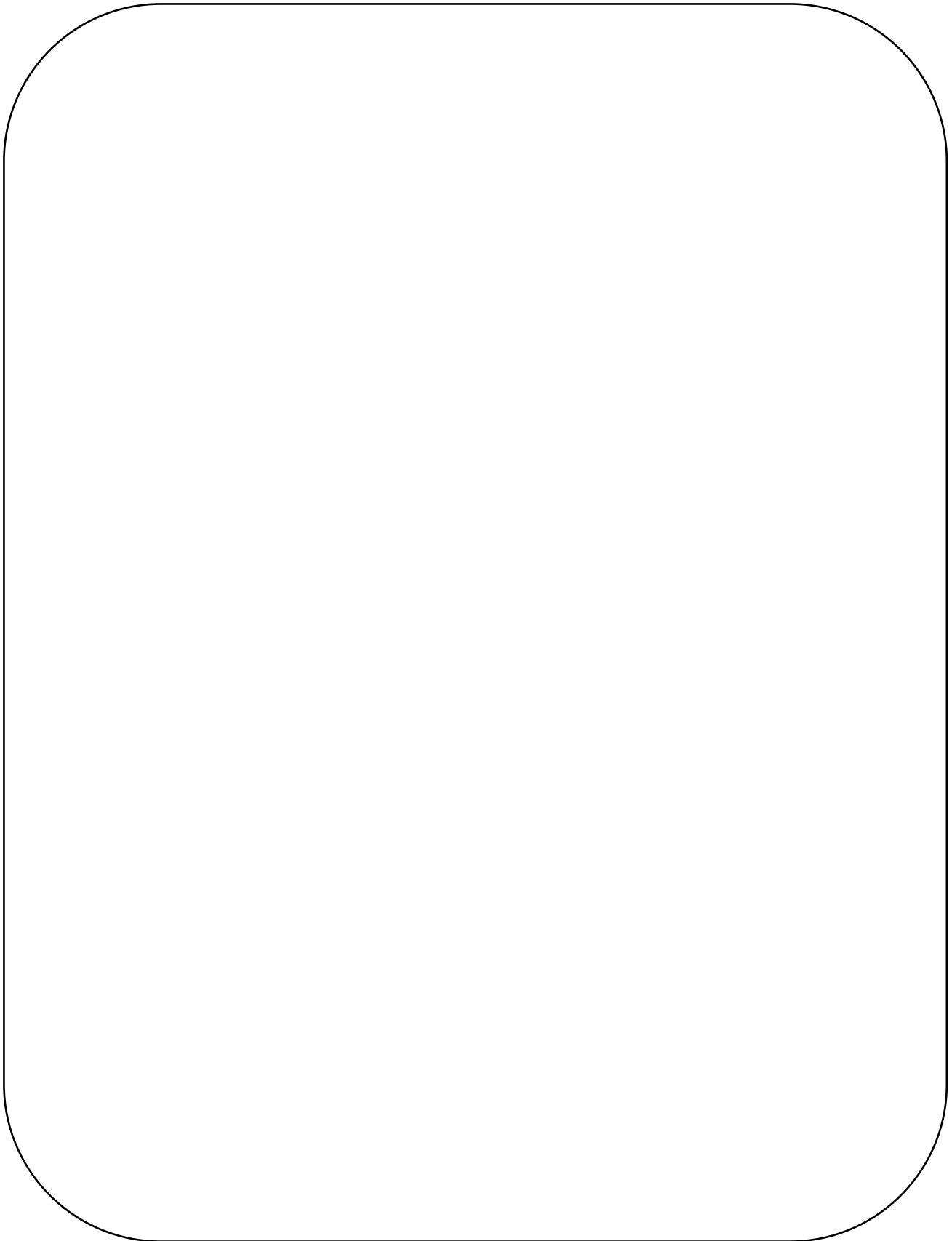
Personal Value

- Political
- Relational
- Simplicity
- Emotional



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Notes:



Personal Needs – Benefits Individual

- Be seen as a leader
- Build power base
- Gain recognition
- Receive promotion
- Job security
- More time



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Personal Value / Risk Mitigation (1)

- **Political Value / Risk**
 - Safe choice (Security net)
 - Politically aligned
 - Proven track record
- **Relational Value / Risk**
 - Relationship coverage strategy (Cover your bases)
 - Trust and commitment
 - Sincerity and Integrity
 - Tenant referrals



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Personal Value / Risk Mitigation (2)

- **Simplicity Value / Risk**

- Reduce complexity
- Seamless transition
- Improve agility and flexibility
- Proven track record
- Expertise
- Packaging/ no hidden costs
- No Surprises!



- **Emotional Value / Risk**

- Trust
- Commitment
- What is in it for me? (WIIFM)



© 2021 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Business / Personal Value

- **Business Value**

- Cost management
- Profitability
- Efficiency
- Productivity
- Customer satisfaction
- New markets
- New products
- Competitive advantage
- Sales Growth

- **Personal Value**

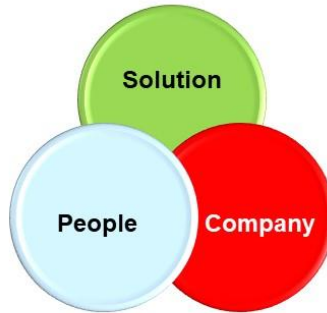
- Control
- Promotion
- Spend time with the family
- Recognition
- Visibility
- Personal development
- Build skills
- Relieve stress
- Peace of mind



© 2021 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Three Major Sources of Value (FPR Differentiators)

- Honesty
- Likeability
- Competence
- Responsiveness
- Trustworthiness
- Dependable
- tenant-focus
- Confidence
- Integrity
- Empathy
- Creativity
- Flexibility
- Predictability
- High qualifications
- Business acumen
- Domain expertise
- "They care"



- Quality
- Reputation
- Functional fit
- Completeness
- Methodology
- Added services
- Technical advantages
- Total cost of ownership
 - Price
- Reputation
- Financial stability
- Longevity
 - Size
 - Location
- Brand recognition
- Breadth of offerings
- Focus/Philosophy
- Reference-ability

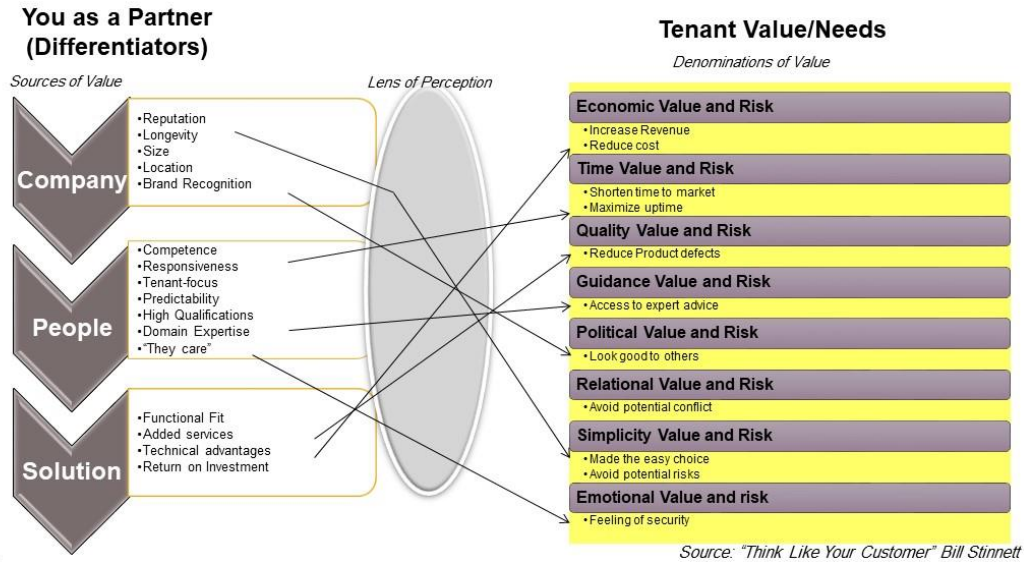
Source: "Think Like Your Customer" Bill Stinnett



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Notes:

The Lens of Value Perception



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Building the Value Proposition

Tenant Name:
Position:
(List Business / Personal Value)

Business Value

- ✓
- ✓
- ✓
- ✓
- ✓

Personal Value

- ✓
- ✓
- ✓
- ✓
- ✓



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Value Proposition Statements

- As a result of (FPR's Differentiation) _____
- Tenant (*name*) _____ will be able to (issue addressed) _____
- Resulting in (tangible/intangible benefits) _____

(Confirm that the tenant is in agreement)



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Value Proposition Statements

- No more than 4 to 5 Value Proposition Statements that will win the deal.
- They are consistently leveraged by the entire leasing team in your deals
 - Proposals
 - Presentations
 - Tenant Engagement at different levels
- Forms the core focus of your win strategies



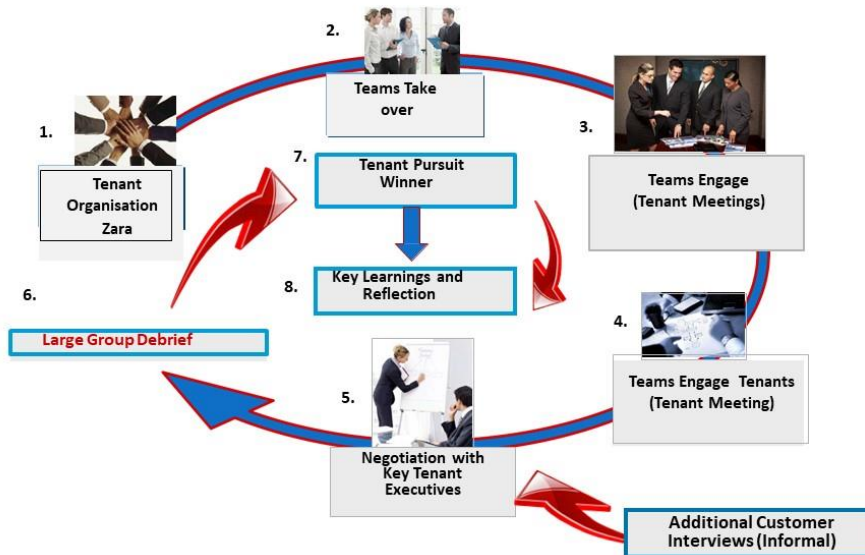
© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Tenant Pursuit Activity

Pursuit Activity Approach

- To provide a safe environment for the competitive pursuit of a tenant opportunity.
- To engage with key players in the tenant organisation in order to clarify the business objectives and needs, position FPR's solution and value proposition and secure the agreement.
- Gather information for your tenant plan, analyse the information, leverage information to strategise and execute your winning strategies.
- To be the top team that will secure the agreement from the tenant.

Tenant Pursuit Approach



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence



Tenant Engagement 1 and Debrief



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Debrief Tenant Meetings Role Play 1

What was done well?	What could have been done differently?



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Individual and Collective Commitment



What am I willing to do
with what I have learnt?



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Debrief Tenant Meetings Role Play 1

What was done well?	What could have been done differently?



Notes:

Individual and Collective Commitment



What am I willing to do
with what I have learnt?



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Notes:

Large empty rounded rectangular box for taking notes.

Strategic Tenant Management Roadmap (Basic) Part 1 Day 2



Facilitated by:

Teo Jin Lee, Founder and Managing Director



Changi City Point, Singapore

Strategic Tenant Management Workshop (Basic)

Tenant Engagement

- Welcome and Introductions
- Frasers' Tenant Engagement Process
- Practice Engagement
- Frasers' Signature Engagement Technique (SET)
- Frasers Customised Tenant Case Study
- Powerful Questions
- Articulating Frasers' Value Proposition
- Tenant Engagement 1 and Debrief

Strategic Tenant Management

- Review Day 1
- Know the Tenant's Business
- Profile the Tenant
- Tenant Case Study Analysis
- SWOT/Competitive Analysis
- Translating your Business Model
 - Competitive Strategies
 - Relationship Strategies
 - Coverage Strategies
- Tenant Meeting 2 and Debrief

Note: The 4 days do not have to be consecutive days



Review Day 1: Tenant Engagement



© 2022 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Leasing Culture Transformation - POS Statement

Be AGILE!

	Alignment	Growth	Internal Efficiency	Learning	Engagement
What we do?	Seek Alignment of interests and deliver value for both tenants and FPR.	Adopt a Growth Mindset to embrace change and be adaptable.	Enable Internal efficiency through leveraging digital technology.	Learning the needs and wants of tenants and shoppers.	Take a tenant-centric approach in all our Engagements.
Success Descriptors How we do it?	<ul style="list-style-type: none"> Ensure value alignment between both tenants' and FPR's needs and interests. Win tenants' respect and trust as a long-term partner for business growth and sustainability. 	<ul style="list-style-type: none"> Embrace change and push boundaries to stay ahead of industry trends and market forces. Be open minded and forward looking. Grow alongside our tenants by leveraging on our scale. 	<ul style="list-style-type: none"> Embrace and leverage digital technology to be nimble and effective. Drive efficiency to value add to the evolving needs of tenants and shoppers. 	<ul style="list-style-type: none"> Stay on top of the evolving needs and wants of tenants and shoppers. Keep abreast of the industry trends, news and regulations. Create unique and innovative shopping experiences. 	<ul style="list-style-type: none"> Energise the touchpoints with our shoppers to drive tenant sales. Focus on driving tenants' success with shoppers and the community. Adopt a personalised approach for each tenant



© 2022 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Transactional and Consultative Engagement

What is the difference between Transactional and Consultative Engagement?

Transactional	Consultative
<ul style="list-style-type: none"> ■ Landlord to the tenant ■ Transactional /Arms Length ■ Treated as Cost/Expenses ■ Limited contribution to tenant's business (less stickiness) ■ Subject to competitive comparison 	<ul style="list-style-type: none"> ■ Partner in the tenant's business ■ Impacts tenant's business (ROI) ■ Treated as an Investment (Cost/Benefit Analysis) ■ Greater contribution to tenant's business (greater stickiness) ■ Less competitive comparison



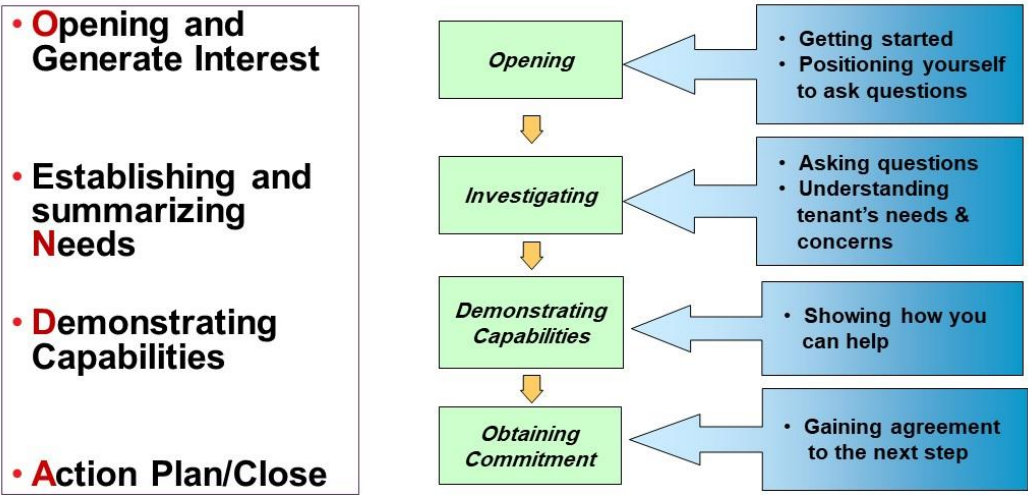
© 2022 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Growth and Fixed Mindset



© 2022 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Signature Engagement Technique (SET)



Demonstrating Capability – N.F.A.R?

TENANT'S NEED	FEATURE	ADVANTAGE (BENEFIT)	REACTION

Close - How?

- Action Planning
- Assess ability to meet objectives - close accordingly.
- Ask for commitment
 - Assumptive statement
 - Trial Close
 - Action Close
 - Qualitative Close



© 2022 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

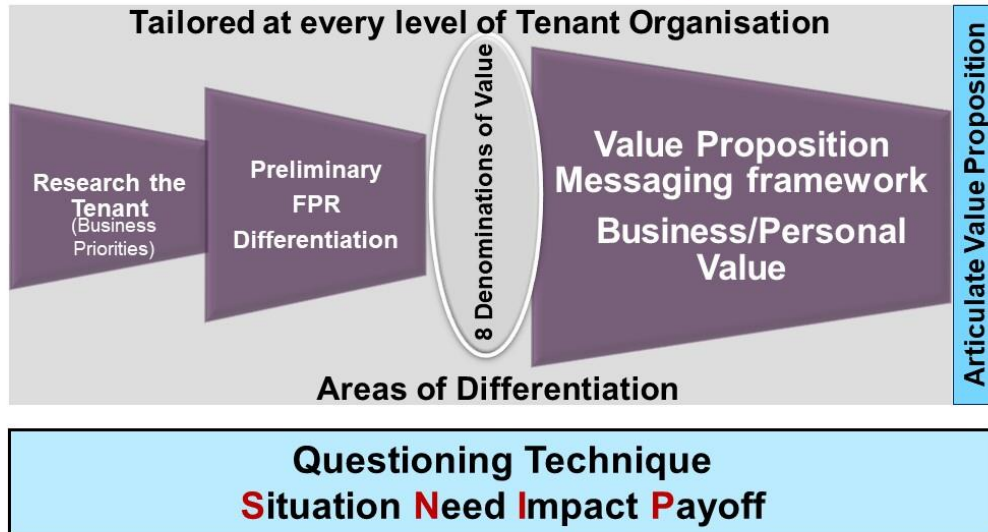
SNIP Questions – How?

- **Situation** – What, when, why, who, where, how
- **Need** – Where are the issues/ dissatisfactions/ improvements/needs?
- **Impact** – Shared understanding of the consequences/effects/ implications if nothing is done?
- **Payoff** – Shared understanding of the benefits if the need/issue is addressed?



© 2022 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Value Based Engagement Methodology



© 2022 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Differentiation Approach: Needs Orientation

Tenant Position: _____

Competitor: _____

FPR Leasing Solution

Tenant

FPR's Offer	Tenant's Needs/Problems

- Did you describe specific needs/problems you can solve?
- Did you describe needs/problems from the tenant's point of view?
- Did you describe the problem where FPR differentiates itself from your competitors?



© 2022 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Eight Major Denominations of Value

Emotional Value & Risk

Feeling of doing the right thing
Need for recognition
Feeling of security

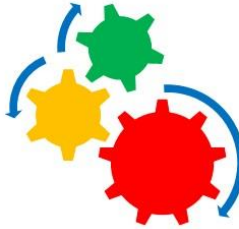
Simplicity Value & Risk

Made the easy choice
Reduce headaches
Avoid potential risks
Chose path of least resistance

Relational Value & Risk

Repay a loyalty or commitment
Strengthen a relationship
Avoid potential conflict

Economic Value & Risk
Increase revenues
Reduce costs
Better utilise assets



Political or Image Value & Risk
Look good to others
Positioning for promotion
Improve public image

Time Value & Risk
Shorten time to market
Maximise uptime
Reduce cycle times
Free-up time for other things

Quality Value & Risk
Reduce product defects
Longer product life
Better service to tenant

Guidance or Advice Value & Risk
Access to expert advice
Reduce chances of mistakes
Resource of experience

Source: "Think Like Your Customer" Bill Stinnett



© 2022 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Building the Value Proposition

Tenant Name:
Position:
(List Business / Personal Value)

Business Value

- ✓
- ✓
- ✓
- ✓
- ✓
- ✓

Personal Value

- ✓
- ✓
- ✓
- ✓
- ✓
- ✓



© 2022 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Value Proposition Statements

- As a result of (FPR's Differentiation) _____
- Tenant (*name*) _____ will be able to (issue addressed) _____
- Resulting in (tangible/intangible benefits) _____

(Confirm that the tenant is in agreement)



© 2022 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Day 1 Review

Key Insights and Takeaways	Application



© 2022 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence



Day 2: Strategic Tenant Management



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Strategic Tenant Management Workshop Day 2 (Basic)

- Strategic Tenant Management**
- Review Day 1
 - Know the Tenant's Business
 - Profile the Tenant
 - Tenant Case Study Analysis
 - SWOT/Competitive Analysis
 - Translating your Business Model
 - Competitive Strategies
 - Relationship Strategies
 - Coverage Strategies
 - Tenant Meeting 2 and Debrief

Note: The 4 days do not have to be consecutive days



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

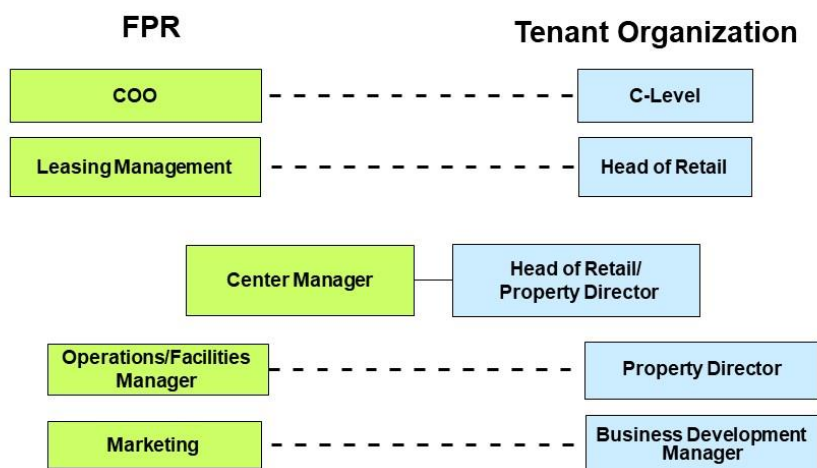
Leasing Culture Transformation - POS Statement

Be AGILE!

	Alignment	Growth	Internal Efficiency	Learning	Engagement
What we do?	Seek Alignment of interests and deliver value for both tenants and FPR.	Adopt a Growth Mindset to embrace change and be adaptable.	Enable Internal efficiency through leveraging digital technology.	Learning the needs and wants of tenants and shoppers.	Take a tenant-centric approach in all our Engagements.
Success Descriptors How we do it?	<ul style="list-style-type: none"> ◆ Ensure value alignment between both tenants' and FPR's needs and interests. ◆ Win tenants' respect and trust as a long-term partner for business growth and sustainability. 	<ul style="list-style-type: none"> ◆ Embrace change and push boundaries to stay ahead of industry trends and market forces. ◆ Be open minded and forward looking. ◆ Grow alongside our tenants by leveraging on our scale. 	<ul style="list-style-type: none"> ◆ Embrace and leverage digital technology to be nimble and effective. ◆ Drive efficiency to value add to the evolving needs of tenants and shoppers. 	<ul style="list-style-type: none"> ◆ Stay on top of the evolving needs and wants of tenants and shoppers. ◆ Keep abreast of the industry trends, news and regulations. ◆ Create unique and innovative shopping experiences. 	<ul style="list-style-type: none"> ◆ Energise the touchpoints with our shoppers to drive tenant sales. ◆ Focus on driving tenants' success with shoppers and the community. ◆ Adopt a personalised approach for each tenant

129

The Tenant - Focused Team



XXX Tenant Team & Tenant Planning Participants

Key Tenant Team

Name	Role	Participant in Tenant Planning Session

Participants External to Tenant Team

Name	Role	Ongoing Involvement



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Tenant Team (FPR Tenant Touchpoints)

- CEO/COO/HODs
- Leasing Team
- Asset Management Team
- Center Management
- Operations/Facilities Team
- Marketing Team



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Tenant Team Role

- Tenant Coverage
- Building and nurturing positive relationships
- Uncovering and sharing tenant information
- Identifying and qualifying opportunities
- Involvement and participation in joint planning
- Aligned to overall Strategic Tenant Plan



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Strategic Tenant Management (STM) Structure for Tenant Plan

Section A: Tenant Profile

Section B: History with Tenant

Section C: Tenant Potential

Section D: Tenant Strategies & Action Plan



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Structure for Tenant Plan

Section A: Tenant Profile

- Tenant Team and Tenant Planning Participants
- Tenant Business Profile (Trends/Challenges/Priorities/Strategies)
- Buying Influence Map and Power Map

Section B: History with Tenant

Section C: Tenant Potential

Section D: Tenant Strategies & Action Plan



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Structure for Tenant Plan

Section A: Tenant Profile

Section B: History with Tenant

- Current Tenant History (Existing)
- Tenant Financial History (Existing)
- SWOT Analysis

Section C: Tenant Potential

Section D: Tenant Strategy & Action Plan



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Structure for Tenant Plan

Section A: Tenant Profile

Section B: History with Tenant

Section C: Tenant Potential

- Aligned Tenant Goals
- FPR Tenant Goals: Long Term and Short Term Goals and Targeted Key Opportunities

Section D: Tenant Strategies & Action Plan



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Structure for Tenant Plan

Section A: Tenant Profile

Section B: History with Tenant

Section C: Tenant Potential

Section D: Tenant Strategy & Action Plan

- Competitor Analysis
- Competitive Strategies
- Relationship Strategies
- Coverage Strategies
- Tenant Strategies and Action Plan
- Information Plan
- Appendices



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence



Tenant Planning

“The bottom tier wants to know more about the seller’s business; the top tier wants only to know more about their own.”

Mark Hanan



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Relationship Engagement: Hunting vs Farming

The stereotype -

Hunters are aggressive new business finders
Farmers are better business growers

WRONG!!

Farmers lose business to Hunters

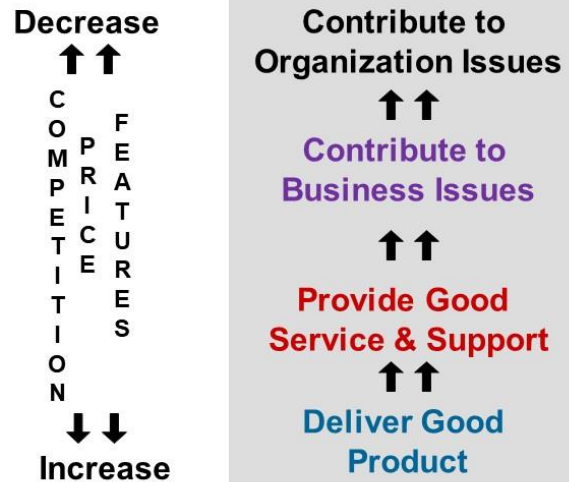
MORAL

**Be perceived as a Farmer,
Keep the instincts of a Hunter!!**



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Tenant Relationship Levels



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

The Ultimate Tenant Relationship

The relationship where the **value** FPR delivers is **so integral to the Tenant's business success** that you are **immune to competition.**



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Why Plan?

- Build tenant credibility
- Discover potential needs/opportunities
- Design tenant solutions
- Competitor analysis
- Avoid past mistakes
- Build on past successes
- Tenant qualification



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Tenant Planning

Purpose

- Identify actions to win with the tenant
- Identify resources for each action

Benefits

- Shorten cycle to secure tenant agreement
- Align resources and responsibilities to support tenant



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Align Actions with Plans

Profile	Goal	Strategy (Cost-benefit)		
		Action 1	Action 2	Action 3
<p>Components</p> <ul style="list-style-type: none"> What needs to be accomplished? When will it happen? Who will execute the action? What resources will we need? (time, people, money) 		<p>Example</p> <ul style="list-style-type: none"> Meet John to discuss finance issues before upcoming presentation to senior management Dec 10, 2021 9am at Tiong Bahru Plaza Randy and Candy Andy to provide cost analysis 		



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

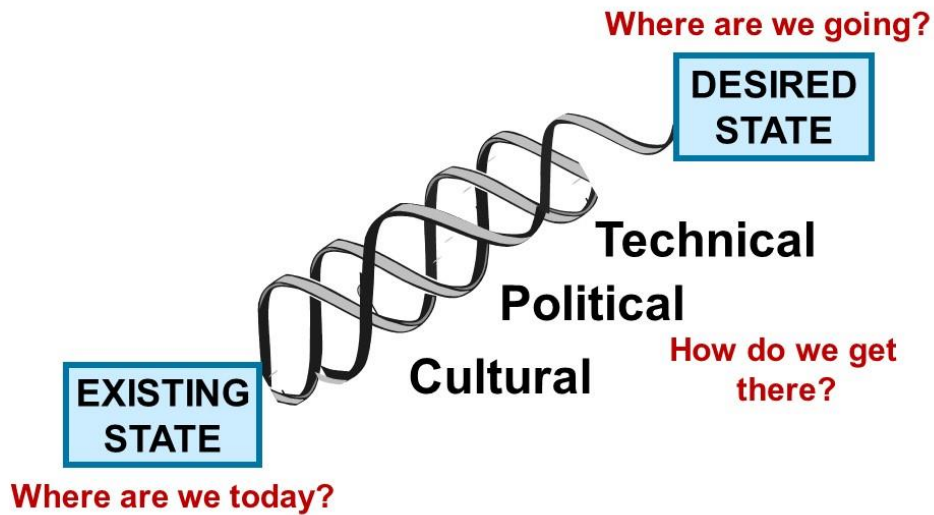
Developing Comprehensive Actions

- Prove your Value
- Retrieve missing information
- Insulate against competition
- Minimise your weaknesses
- Emphasize your strengths



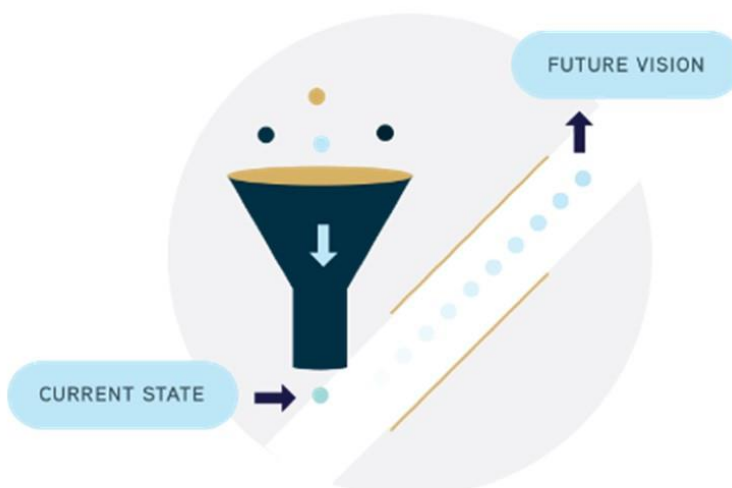
© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Tenant Planning Process



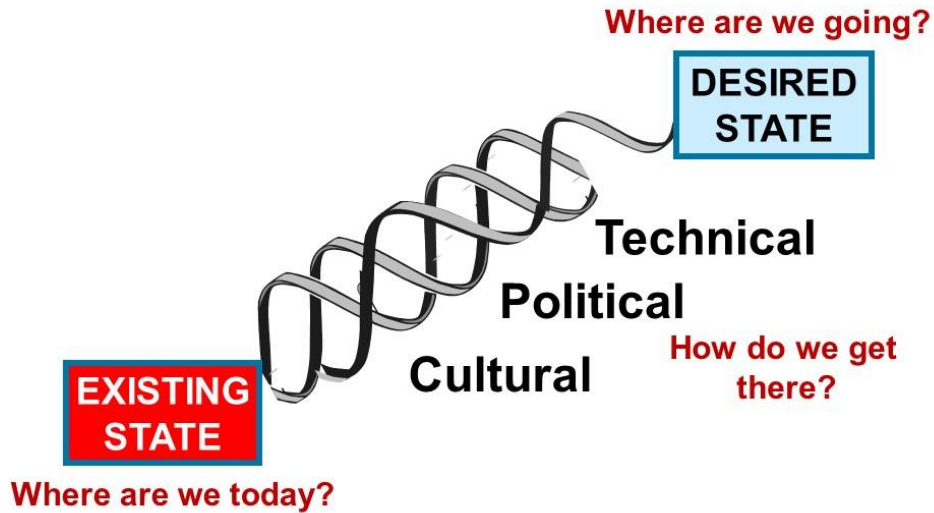
© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Existing State Analysis (Where are we today?)



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Tenant Planning Process



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

SAMPLE

Note that the first section in this document summarizes insights from the tenant Profile (prep document for the Tenant Planning session) to provide background on the tenant and history of the tenant.

[last date updated]



[Prepared by]

**[Tenant Name]
Tenant Plan
Template**



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Structure for Tenant Plan

Section A: Tenant Profile

- Tenant Team and Tenant Planning Participants
- Tenant Business Profile (Trends/Challenges/Priorities/Strategies)
- Buying Influence Map and Power Map

Section B: History with Tenant

Section C: Tenant Potential

Section D: Tenant Strategies & Action Plan



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Tenant Business Profile

• General

- Industry Overview
- Current industry business climate
- Key competitors in industry
- Company's vision and mission
- Company's products and services
- Company's goals, short term and long term
- Company's financial health
- Company's organization chart
- Company's divisional structure
- Company's political structure
- Company's customer base
- Compelling business events
- Functions of tenant's operations
- Goals of specific operations

Trends
Challenges
Priorities
Directions
Opportunities
Threats



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Tenant Business Profile

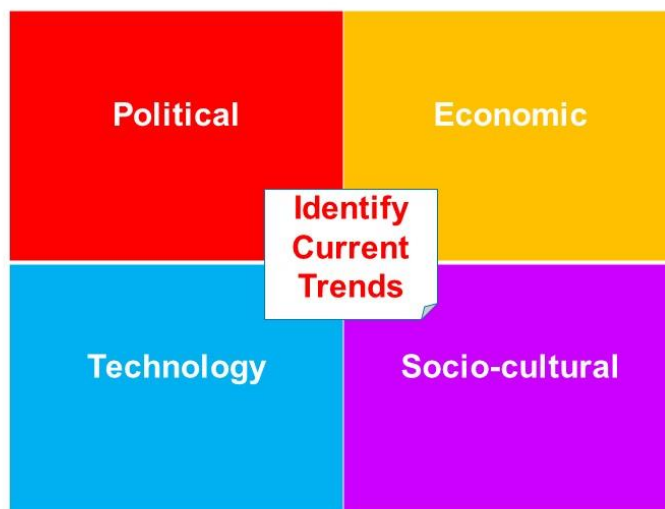
- Describe the tenant 's business conditions. Include finance, revenue, profit and key performance indicators, number of employees.
- Identify the tenant 's major lines of business, affiliations, products, and markets. Include information about recent mergers and acquisitions.
- Include Environmental Trends – political, economic, socio-cultural and technology (P.E.S.T.)
- Include Industry Trends – customers, suppliers, channels, competitors, government. economic, environmental
- Identify challenges, priorities, directions, opportunities and threats
- Compelling business events

Business conditions	Major lines of business	Industry, economic and environmental trends	Compelling business events
Strategic Directions	Business Priorities	FPR Opportunities	FPR Threats



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

P.E.S.T. Analysis



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Industry Analysis



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

External Environment Factors

Classify the collected information about the external environment into **"opportunities"** and **"threats,"** analyze the factors, and organize them.

External Analysis (Trend spotting)	When seen from tenant's company, external environmental factors are...
FPR Opportunities	
FPR Threats (Risks)	



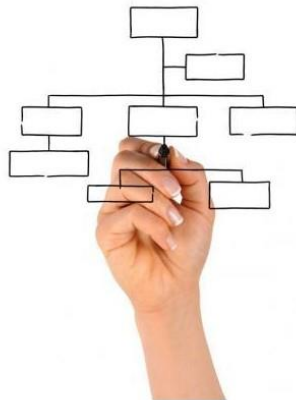
© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Sources of Information

- Tenant Website
- Annual report
- Tenant Newsletters
- Media articles (Television, Radio, etc)
- Government policies/regulations
- Government and industry surveys
- Trade magazines
- Market Research Information
- Newspaper
- Social media
- Industry Associations
- External consultants
- Grapevine
- Supporter/Coach



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence



Tenant Stakeholders: Buying Influence Map

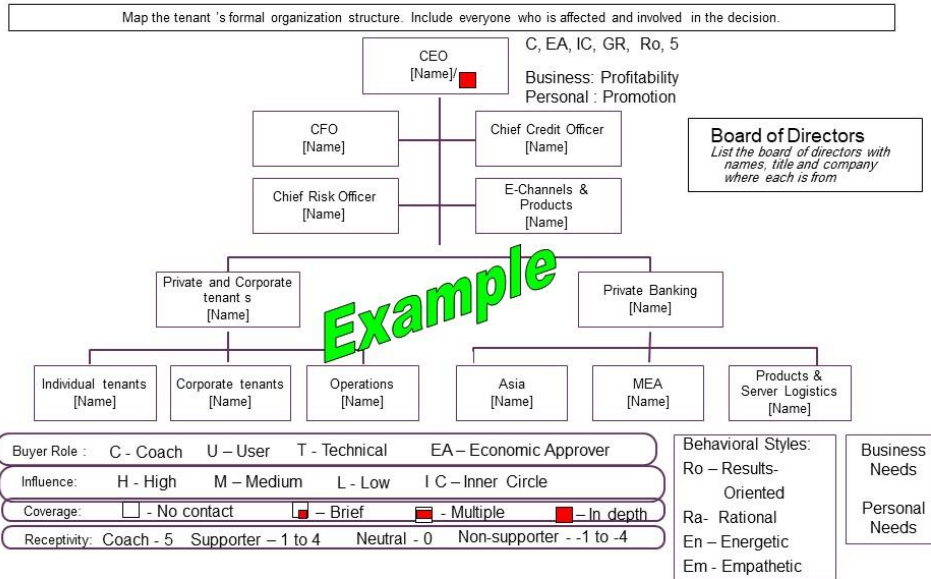
“Identifying the key players may seem like an obvious first step.....it’s frequently ignored.”

Miller and Heiman



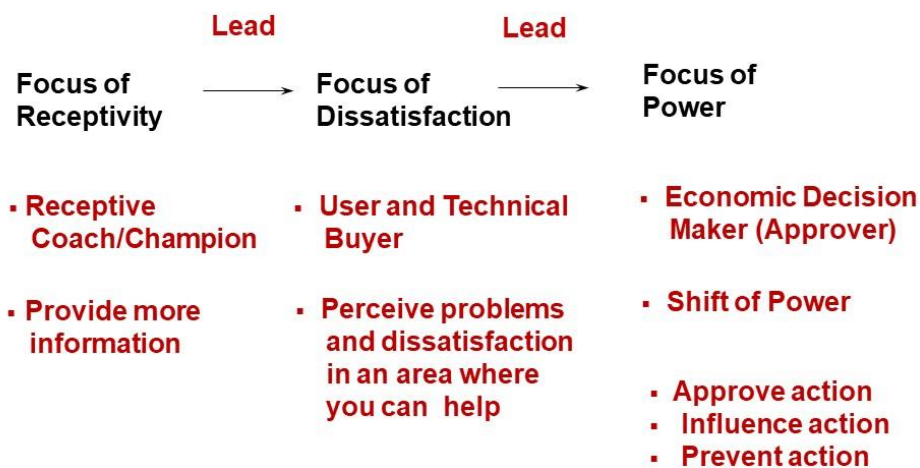
© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Buying Influence Map



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Entry Strategy



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

4 Buying Influences

- Coach
- User Buyer
- Technical Evaluator
- Economic Approver



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Coach/ Champion

- Role:** Acts as a guide - information
- Focus:** Seeing your proposal work?
- Your goal:** Nurture **genuine** coaches



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Diagnostic Checklist : Coach/Champion

True Coach	False Coach
• In depth understanding of your solution	• Surface understanding
• Wants your solution	• Wants your 'friendship'
• Has clout	• Little influence
• Patient with blockers	• Political scrapper
• Coaches you	• Wants to look good
• Trusts you	• Glib



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

User Influence

- Role:** Judges product / service against need
- Focus:** Will it work?
- Your goal:** Benefits not Features
Involve in developing solution
Ownership



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Technical Evaluator

Role: Makes recommendations

Focus: Will it meet specifications?

Your goal: **Learn / Influence requirements**
Show how you meet requirements



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Economic Approver

Role: Final Monetary approval

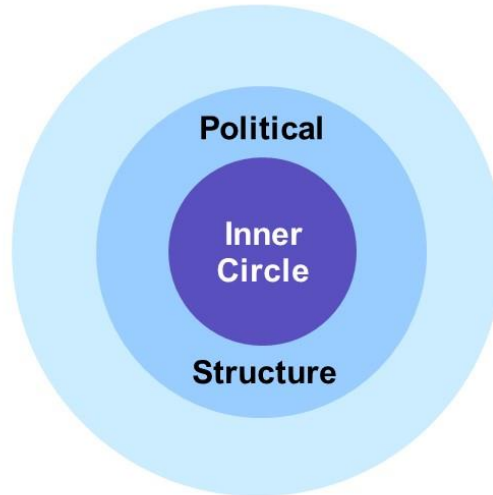
Focus: Return on Investment
Price performance

Your goal: **Find this person early!**
Identify concerns /
business goals



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Political Structure



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

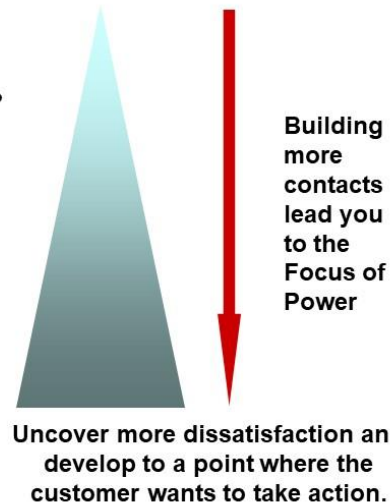
Inner Circle Alignment



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Coverage

- **No Contact**
 - When will be the first time to meet? Is it too late ?
 - What is the right level ?
- **Brief Contact**
 - How was it ? Can it and should it be developed?
- **Multiple Contacts**
 - What context ? How useful ? Is he a coach?
- **In depth**
 - Can he be 'leveraged'? How ?



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Receptivity (Attitude) Status

- **Unknown**
- **Non supporter**
- **Neutral**
- **Supporter**
- **Coach**



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Behavioral Styles

R E S P O N S I V E N E S S	High 65	EMPATHETIC (Stable) <i>(Co-operative, Reserved, Helpful and Caring, Supportive, Diplomatic, Patient, Loyal, Sensitive, Sympathetic, Understanding, Trusting, Patient, Thorough and tolerant, "Champion" of others, Team player, Good Listener, Makes a point to acknowledge people)</i>	ENERGETIC (Influence) <i>(Outgoing, Fun Loving, Animated, Spontaneous, Persuasive, Enthusiastic, Look at the Big Picture, Likes New Ideas, Highly Creative, Look at Fresh/Novel Approaches, Take Risks to Seize Opportunities, Thrives Socially, Highly intuitive)</i>
	Low 0	RATIONAL (Compliant) <i>(Logical, Thorough, Serious, Systematic, Prudent, Industrious, Objective and Well-organised, Careful decision makers, Appreciates rules, Good in follow up and follow through, Structured, Expert analysts,)</i>	RESULTS-ORIENTED (Dominant) <i>(Task-oriented, Independent, Candid, Decisive, Assertive, Possibility thinkers, Hard workers, Creative, Goal-oriented, Practical, Efficient, Competitive, Take Sound Risks, Fast paced, Get Things Done!)</i>
		ASSERTIVENESS	High 55



Notes:

Style Cues

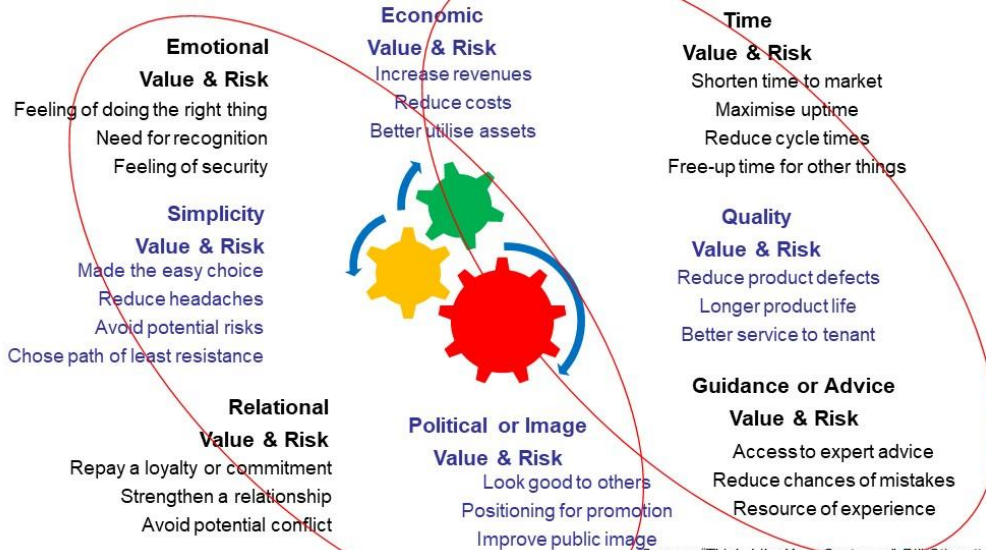
<p>Body language Confident (Ro) Eye contact (Ro) Gesturing (En) Expressive (En) Sociable (En) Relaxed (En) Quiet / Reserved (Em) Aloof / straight / Little expressions/ stickler (Ra)</p> <p>Tone Assertive (Ro) Fast (En) Excitable (En) Friendly / shy / expressive (Em) Monotone (Ra)</p>	<p>Environment Achievement (Ro) Messy (En) Family and Friends (Em) Personal (Em) Organised (Ra) Books - How / Why / Want to know (Ra)</p>
<p>Words Now (Time) (Ro) Output/Results (Ro) We do not want detail (En) Big picture (En) Feel / think (Em) Facts/Proof (Ra)</p>	<p>Posture/Dressing Power dressing/Imposing (Ro) Confidence (Ro) Flamboyant (En) Down to earth (Em) Stiff and straight/Conservative (Ra)</p>



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Notes:

Eight Major Denominations of Value



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Notes:

Understanding Agendas/ Value

Business Need/Agenda	Personal Need/Agenda
<ul style="list-style-type: none"> • Measurable • Rewarded • Aligned with Business Objectives 	<ul style="list-style-type: none"> • Promotion • Recognition • Personal Growth • Legacy • Team Contribution



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Business Agendas/Value – Benefits Organization

- Return on Investment (ROI)
- Cost Savings
- Productivity Improvements
- Profitability
- Impact on business goals
- Terms and Conditions
- Customer Service
- Time-to-market
- Features, technical capability
- Improve response time



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

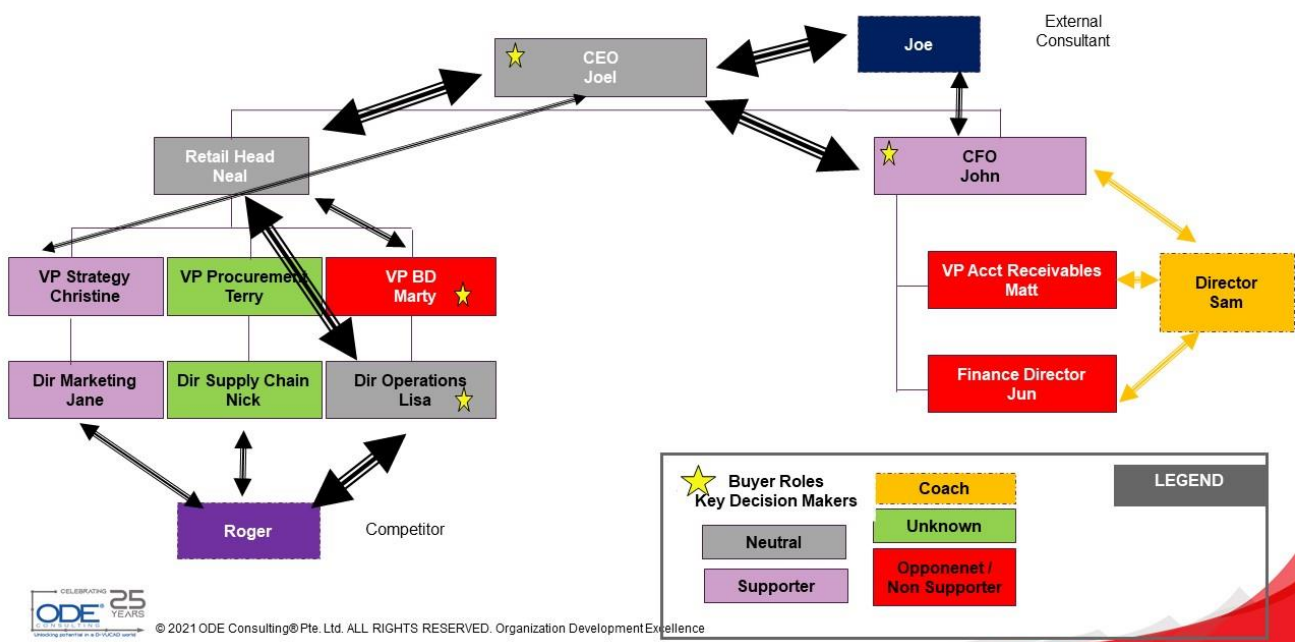
Personal Agendas/ Value – Benefits Individual

- Be seen as a industry/technical leader
- Work-life balance
- Build power base
- Gain recognition/look good
- Receive promotion
- Job security
- Less stress
- Increase visibility
- New skills
- More time



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Sample: Power Map (Internal and External Networks)



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Structure for Tenant Plan

Section A: Tenant Profile

Section B: History with Tenant

- Current Tenant History (Existing Tenant)
- Tenant Financial History (Existing Tenant)
- SWOT Analysis

Section C: Tenant Potential

Section D: Tenant Strategies & Action Plan



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

History with Tenant

Describe your track record (successes & failures). Your past projects and contribution to the tenant's business. Your successes and failures. Agreements currently in place. Business value you have delivered. Current malls in the pipeline. Why you won and why loss?

Key Business Areas	Current Track record (Successes)	Current Track Record (Failures)	Value delivered to the business (e.g. saved customer money)
Current malls in the pipeline	Why we won?	Why the loss?	



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Current Tenant Activity - Summary

On-going Major Projects (Name/Description)	Scope	Revenue	Goals	Timeline
Long Term Contracts	Scope	Revenue	Performance	Renewals

Example



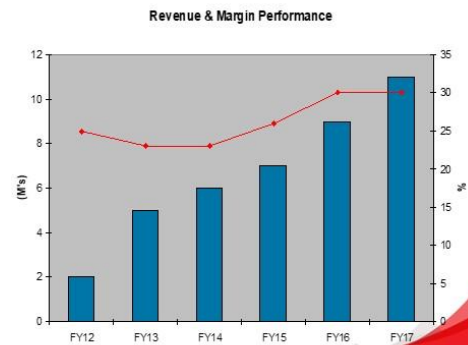
© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Tenant Financial History

Instructions: Complete data table below; double-click on the graph, copy Revenue and Margin numbers into the data table that appears, and close the data table dialog box to update the chart.

Example

	FY17	FY18	FY19	FY20	FY21 (Plan)	FY21 (Goal)
Sales (000's)						
Revenue (000's)						
Margin (%)						



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

S.W.O.T. Analysis

Identify all of your strengths and weaknesses. Focus on your current relationship with the tenant organization, who you know, what you have done, perception and attitudes, track record, meeting business and personal value

Strengths

Internal

Weaknesses

Leverage

Minimize

Opportunities

External

Threats

Identify all of your opportunities and threats. Focus on trends in the business, industry, organization, technology, competitive trends and political issues.



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Tenant Analysis

- Business Overview
- FPR's Relationships
- FPR's history with the tenant
- Competitor Pressures

S.W.O.T. Analysis



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

History with the Tenant

- Tenant Satisfaction
- Tenant Relationships (Who you know? Who knows you?)
- Win Analysis
- Loss Analysis
- Business History with the Tenant (\$ Revenue)
- Completed and Active Projects
- Tenant Pain Points/Value Add/Successes

Assess Strengths and Weaknesses



© 2021 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Pressure from Competition: Competitor Analysis

For each competitor/substitute, describe their solution, including products, services, partners and price. Identify their alignment and their strengths and weaknesses. Determine their most likely strategy.

Competitors	Competitor 1	Competitor 2
Who is the competitor? Proposed Solution		
Anticipated Strategies		
Strengths		
Weaknesses		
What is FPR's relative position vs competitor?		

Review your SWOT. Compare your position to the competition. Determine your strategy (frontal, flanking, fragment, develop or defend) and the strategy that you will employ to win this opportunity.



© 2021 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Internal Environment Factors

Classify the collected information about the internal environment into "**strengths**" and "**weaknesses**," analyze the factors, and organize them.

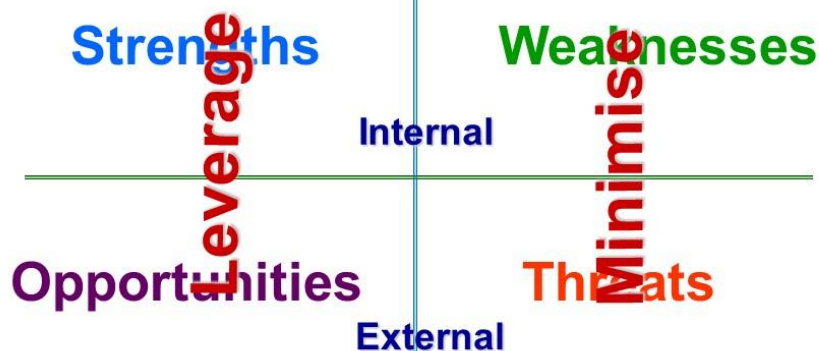
Internal Analysis	In contrast to external environmental factors, tenant's and FPR's internal environmental factors are...
Strengths	
Weaknesses	



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

S.W.O.T. Analysis

Identify all of your strengths and weaknesses. Focus on your current relationship with the tenant organization, who you know, what you have done, perception and attitudes, track record, meeting business and personal value. Consider competitor analysis; if competition is strong, it is your weakness, if they are weak, it is your strength.



Identify all of your opportunities and threats. Focus on trends in the business, industry, organization, technology, competitive trends and political issues.



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Structure for Tenant Plan

Section A: Tenant Profile

Section B: History with Tenant

Section C: Tenant Potential

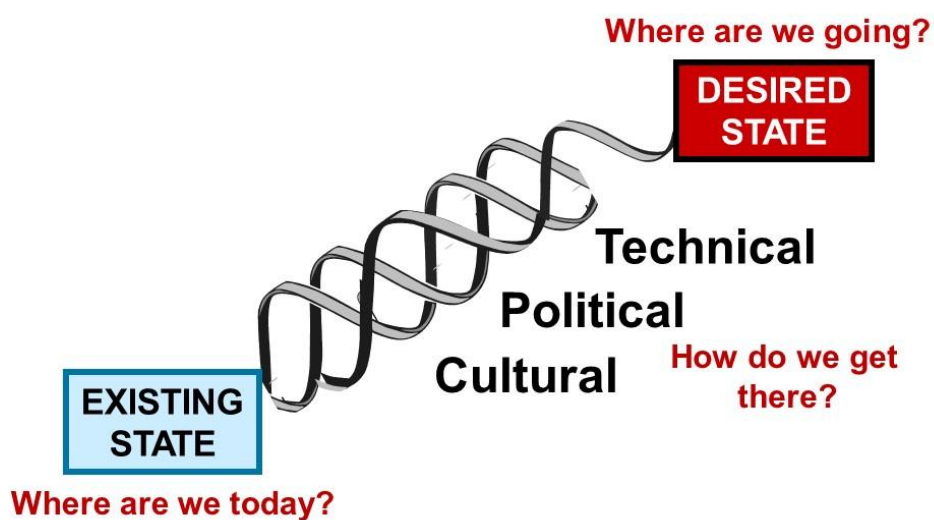
- Aligned Tenant Goals
- FPR Tenant Goals: Long Term and Short Term Goals and Targeted Key Opportunities

Section D: Tenant Strategies & Action Plan



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Tenant Planning Process



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Aligned Tenant Goals

Describe your desired, **long-term position** with the tenant. Identify how a closer relationship with you will advance the attainment of their business goals. Also, include the long-term gain for your business, i.e., future revenue or strategic value. Make your goals **SMARTS** (Specific, Measurable, Achievable, Relevant, Time-bound, Stretch)

Tenant Goals (2 to 3 years)	FPR Goals/Performance Targets (KPIs)
Revenue	
Profit	
Shopper Satisfaction	

Example



© 2021 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

FPR Tenant Goals

What results do the tenant want and what does FPR want?

Purpose and Objectives: (Make it S.M.A.R.T.S.)

(Highlight the potential of the Tenant)

To increase Tiong Bahru Plaza's XX tenant revenue contribution from S\$ 500K to US\$ 1m in 3 years.

Specific (circled)
Measurable (circled)
Time-bound (circled)
Achievable
Relevant
Stretch

**S. pecific
M. easurable
A. chievable
R. elevant
T. ime-bound
S. tretch**



© 2021 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Tenant Goals: Long Term and Short Term

Describe the malls and activities. Identify the projected revenues. SMARTS goals (Specific, Measurable, Achievable, Relevant, Time-bound, Stretch)	
Tenant Goals	Identified FPR Opportunities

Short Term Goals - Financial Results & Targets (in \$M)

Opportunities	Q1		Q2		Q3		Q4	
	Rev	GP%	Rev	GP%	Sales	Rev	Sales	Rev
	\$	%	\$	%	\$	%	\$	%
	\$	%	\$	%	\$	%	\$	%
	\$	%	\$	%	\$	%	\$	%
Total	\$	%	\$	%	\$	%	\$	%
Probability of Win (%)	%		%		%		%	



© 2021 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Structure for Tenant Plan

Section A: Tenant Profile

Section B: History in Tenant

Section C: Tenant Potential

Section D: Tenant Strategies & Action Plan

- Competitor Analysis
- Competitive Strategies
- Relationship Strategies
- Coverage Strategies
- Tenant Strategies and Action Plan
- Information Plan
- Appendices



© 2021 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Competitive Strategies

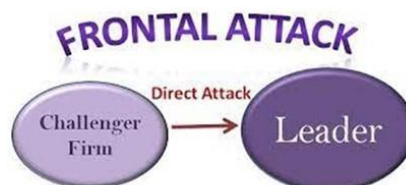
- Frontal
- Flanking
- Fragment
- Develop
- Defend



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Frontal

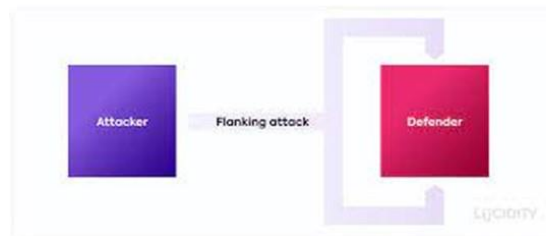
- Direct approach using superiority in solution, reputation or price
- When – Significant advantage on product and reputation
- Resource intensive



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Flanking

- Shift criteria to new or different issues that favour your solution
- Alter the rules – Change the criteria
- Acknowledge and Expand – Expand the scope



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Fragment

- Divide opportunity into smaller pieces and focus on a subset of the issues that you can address
- Beachhead – Foot in the door
- Peaceful Coexistence – Enhance customer's investment



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Develop

- Establish a position for possible future engagement
- Invest – Listen and wait, Establish presence
- Delay – Attractive future alternative



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Defend

- Protect your position against competition
- Insulate – No compelling event, Improve relationship, Support your allies and extend your presence
- Isolate – Not in position to compete, Contain competition, Create diversions



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Competitor Analysis

For each competitor describe their solution, including products, services, partners and price. Identify their alignment and their strengths and weaknesses. Determine their most likely strategy (frontal, flanking, fragment, develop, defend)

Competitors	A	B	C
Proposed Solution			
Strengths			
Weaknesses			
Anticipated Strategies			



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Competitive Strategies

Review your SWOT. Compare your position to the competition. Determine your strategy (frontal, flanking, fragment, develop or defend) and the strategy that you will employ to win in this Tenant



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Relationship Strategies

Non-supporter Neutral/Unknown Supporter Coach

Neutralise

- Peaceful Coexistence
- Clear up misperceptions
- Agree to disagree
- Change approach

Motivate

- Understand
- Connect
- Demonstrate
- Reinforce

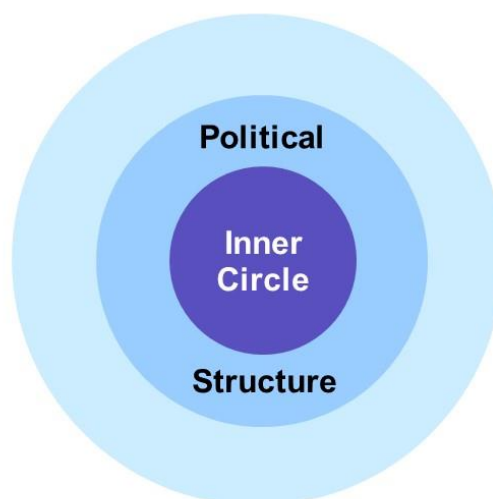
Leverage

- Validate position
- Confirm Value
- Ask for help



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Political Structure



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Relationship Strategies

- Identify who else in your organisation needs to be involved in building relationships with different levels of the customer organisation?
 - Motivate
 - Leverage
 - Neutralise
- Top Executive Coverage
- Peer referrals
- Nurture Coach
- Manage Blocker



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Coverage Strategies

- Based on the people you have identified to build relationships with
 - Who? Why?
 - How often?
 - What approach?
 - Face-to-face
 - Phone
 - Formal vs informal
 - Seminars/Conferences/Road shows



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Relationship and Coverage Strategies

Your SWOT forms the basis for strategy. For each Buying Influence develop your relationship and coverage strategies.

- Hold monthly team meetings to review / revise Tenant Plan and ensure progress in action plans
 - Conduct “Town Halls” for tenant team to reinforce strategic relationship objectives, current successes, future direction, receive feedback
- Conduct regular progress reviews with tenant Group Managing Director – to get necessary resources, advice, input
- Conduct monthly / quarterly meeting with tenant Senior Exec
 - Deliver Value Report
 - Review Tenant Plan



© 2021 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Tenant Strategies and Action Plan

Competitive Strategies (Frontal, Flanking, Fragment, Develop, Defend)	FY21 Action Plan			
	Action Items	Who	By when	Resources needed
1. Terms and Conditions	<ul style="list-style-type: none"> ■ ■ ■ 			
2. Pricing and Packaging ...	<ul style="list-style-type: none"> ■ ■ ■ 			
3. Others...	<ul style="list-style-type: none"> ■ ■ 			
Engagement (Relationship /Coverage) Strategies	FY 21 Action Plan			
	Action Items	Who	By when	Resources needed
1. Nurture John as a coach	<ul style="list-style-type: none"> ■ Invite John to Golf Day ■ ■ 			
....	<ul style="list-style-type: none"> ■ ■ ■ 			



© 2021 ODE Consulting@Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Information Plan

Information Required	From Whom	When?



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Appendices

- Highlights of Annual Reports
- Key Media Articles
- Announcements
- Internal memos
- Industry information



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

**Per Tenant Team
Tenant Plan Review (15 mins)**

Panel (15 mins)

- Ask questions not make statements

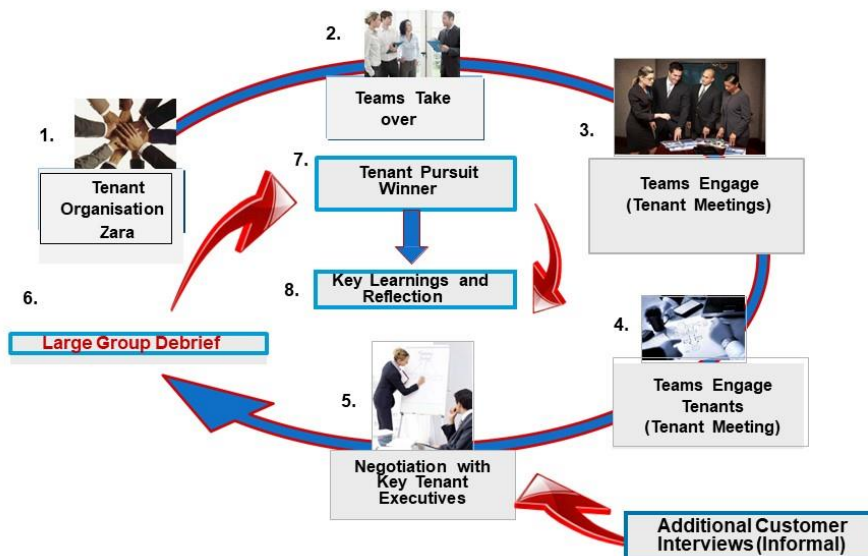
*Tenant team to rethink winning strategies
Recalibrate Competitive, Relationship and
Coverage Strategies*

Tenant Plan Reviews



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Tenant Pursuit Approach



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

*Each Tenant team to develop winning strategies;
Competitive, Relationship and Coverage Strategies for the Zara case study*

Tenant Plan Tenant Pursuit



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

Individual and Collective Commitment



What am I willing to do
with what I have learnt?



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization DevelopmentExcellence

*Each Tenant team to develop winning strategies;
Competitive, Relationship and Coverage Strategies for the Zara case study*

Tenant Plan Tenant Pursuit



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Notes:

A large, empty rounded rectangular box intended for taking notes.

Individual and Collective Commitment



What am I willing to do
with what I have learnt?



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Notes:

Large empty rounded rectangular box for taking notes.

Contact Us



enquiry@odeconsulting.com



+65 6323 8020

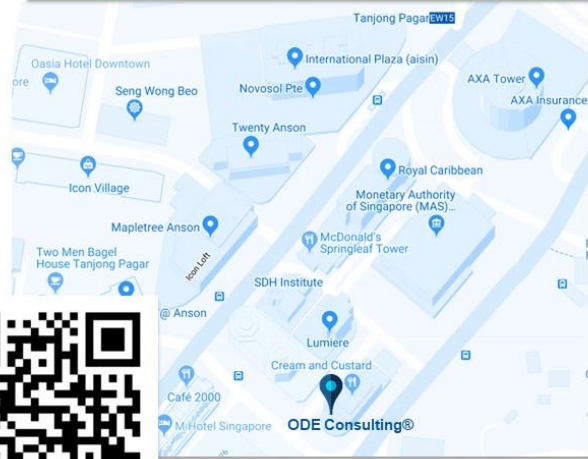


www.odeconsulting.com

*Scan the QR code to
visit our website*



**Address: 70 Shenton Way, EON Shenton
#09-08 S(079118)**



© 2021 ODE Consulting® Pte. Ltd. ALL RIGHTS RESERVED. Organization Development Excellence

Notes: