

get wired for prosperity

CLIENTS,
RESULTS
& CASE
STUDIES



a **PRIORI**
INTERNATIONAL



CLIENTS, RESULTS & CASE STUDIES

apriori International specializes in teaching business leaders how to identify their company's strengths and execute according to those strengths better than their competition.

By way of example, below please find a brief summary of results for three companies/teams that have achieved exceptional results using the Market Force approach:

Colliers International

(see full length case study from 2010)

In 2002, Colliers made our business execution model the centerpiece of its company-wide university (called Colliers University). Over 3000 employees (of their 15,000 total) from around the world in all practice groups have chosen the opportunity to use Market Force, including:

- Executive Leadership (including Global CEO, COO, CFO CIO, CKO and Presidents of Asia, Canada, US, Latin America, Central and Eastern Europe);
- Managing Directors, Brokers, Property Managers and Valuation Experts around the world including offices in: Australia, Brazil, Bulgaria, Canada, China, Columbia, Czech Republic, England, Hungary, India, New Zealand, Peru, Poland, Russia, Singapore, Slovakia and Ukraine; and,
- Support teams in offices around the world, including: Administration, Finance and Accounting, Marketing, Information Technology, and Research.

From years 2002 – Present:

According to Colliers University's own internal research:

- 108% higher average annual increase in revenue for producers who take Market Force versus producers who do not.
- 43% higher average performance rating for support professional who take Market Force versus support professionals who do not.

Multi-family Real Estate Brokerage Team: Dallas, TX 2006 – 2007

Year	Gross Revenue	Team Members
2006	\$2.2M USD	5
2007	\$3.8M USD	5

2006 numbers reflected individual gross revenue numbers on average for the previous three years all added up as this group was not working as a team when we started.

Multifamily Real Estate Brokerage Team: Houston, TX 2002 – 2006

Year	Gross Revenue	Team Members
2002	\$2.5M USD	7
2003	\$3.0M USD	7
2004	\$5.7M USD	9
2005	\$6.8M USD	9
2006	\$11M USD	11

- Discontinued working with *apriori* after 2006 as certain team leaders retired.
-

Soreo In Home Support Services: Tucson, AZ 2002 – present

(see full length case study from 2007)

Year	Gross Revenue	Team Members
2000	Founded	2 employees
2002	\$1.0M USD	20 employees
2004	\$3.0M USD	80 employees
2007	\$6.5M USD	320 employees
2008	\$8.0M USD	350 employees
2009	\$12.0M USD	350+ employees
2010 (projected)	\$14.0M USD	350+ employees



CLIENTS, RESULTS & CASE STUDIES

A PARTIAL CLIENT LIST

apriori International's clients span more than 20 different industries, including state and local governments, major commercial and residential real estate service firms, financial enterprises, information technology, as well as high-growth start ups. Below find a partial list of other companies who have employed the Market Force principles for greater accomplishment.

Associated Suppliers, Inc., *Portland, OR*
Baker, Storey, McDonald Company, *Brentwood, TN*
BFL Construction Company, Inc., *Tucson, AZ*
Brazen Technology, LLC, *Phoenix, AZ*
Capacity Commercial, *Portland, OR*
Capital Pacific, LLC, *Portland, OR*
Carnnick & Rainsburger Investments, *Colorado Springs, CO*
Caterpillar, Inc., *Green Valley, AZ*
CB Richard Ellis
Atlanta, GA
Austin, Boca Raton, Dallas & Houston, TX
Calgary, Ontario & Vancouver, Canada
Chicago, IL
Los Angeles, CA
Miami & Tampa, FL
Nashville, TN
New York, NY
Portland, OR
Seattle, WA
Chambers Group, Inc.
Charlotte, NC
Nassau, Bahamas
Cohen Financial, LLC, *Chicago, IL*
Colliers International (Over 2,200 employees in a 12,000+ person firm)
Global Executive Leadership Team
Corporate Finance Division
Corporate Marketing Division
Corporate Human Resources Division
Corporate Information Technology Division
Offices in United States including:
Dallas, TX
Boston, MA
Phoenix, AZ
Los Angeles & San Diego, CA
Sacramento & San Francisco, CA
Detroit, MI
Portland, OR

International offices including:

Melbourne & Sydney, Australia
Rio De Janeiro & Sao Paulo, Brazil
Sofia, Bulgaria
Montreal, Ottawa & Toronto, Canada
Vancouver & Victoria, Canada
Hong Kong, China
Bogota, Columbia
Prague, Czech Republic
London, England
Budapest, Hungary
Mumbai, India
Aukland, New Zealand
Lima, Peru
Krakov & Warsaw, Poland
Moscow & St. Petersburg, Russia
Bratislava, Slovakia

The Colton Fettig Co., L.L.C. , *Seattle, WA*
Cummings-Baccus, *Austin, TX*
The Dietrich Group, *Newport Beach, CA*
Discover Leadership Training, *Houston, TX*
Film Next, *Los Angeles, CA*
The Governor's Office, State of Arizona, *Tucson, AZ*
Hagerman, Frick & O'Brien, LLC, *Portland, OR*
The Hampshire Companies, *Morristown, NJ*
Hendricks & Partners, LLP
Phoenix & Tucson, AZ
Newport Beach, CA
Dallas & Houston, TX
L.J. Melody, *Houston, TX*
L P & G Marketing, *Tucson, AZ*
Laurier Lumber, Inc., *Montreal & Quebec, Canada*
Los Alamos National Laboratories, *Los Alamos, NM*
Pima County Attorney's Office, *Tucson, AZ*
Raytheon, *Tucson, AZ*
Soreo In Home Support Services, L.L.C., *Tucson, AZ*
South Side Local Development Company, *Pittsburgh, PA*
Snell & Wilmer, Law Offices
Tucson, AZ
Phoenix, AZ
Salt Lake City, UT
T.M.E. Investments, *Raleigh, NC*
Tucson Realty & Trust Company, *Tucson, AZ*
Universal Background Screening, Inc., *Phoenix, AZ*
University of Arizona, *Tucson, AZ*
University of Rochester, *Rochester, NY*
University of Missouri-Kansas City, *Kansas City, MO*
Western Michigan University, *Kalamazoo, MI*

“Market Force touches individuals in three ways. First, it helps you understand yourself and your unique talents. Second it supports you to find your path to the future. And, third, it gives you the tools to succeed in the marketplace. Nothing compares to the power of this technology.”

MARK ANDREWS
President
TME Investments
Raleigh, NC



CLIENTS, RESULTS & CASE STUDIES

MARKET FORCE AT FOUNDATION OF COLLIERS UNIVERSITY (2010)

Colliers International builds world-class internal university to help retain and grow its market position.

Who is Colliers International?

For more than 25 years, Colliers International has been one of the leading commercial real estate organizations in the world. As an affiliation of independently-owned commercial real estate firms, Colliers employs over 15,000 people with offices in 61 countries on 6 different continents (480 offices total). The company's combined revenue in 2010 was approximately \$1.9 billion worldwide.

Good Companies Are Always Looking for an Advantage

In 2002 (as today), Colliers was a sound company with a strong brand identity. However, as do all good companies, Colliers was looking to improve its market position and create a differentiator for itself against other commercial real estate firms.

Then-Chief Operating Officer for Colliers, Craig Robbins (a long-time user and proponent of Market Force), devised an idea: build a world-class training mechanism to support learning and knowledge management within the company. Based on the *a priori* principle that "the only sustainable competitive advantage a company has is to learn faster than its competition," Robbins launched Colliers University (CU) in early 2002.

While past training efforts for Colliers focused almost entirely on newer brokers and technical "product knowledge" skills, the formation of CU broadened the mission to include professionals in every capacity, business line and level of seniority throughout the firm.

Robbins and company President and CEO, Doug Frye determined that CU would develop true value for Colliers if it could offer both personal and professional development opportunities. This meant turning away from the traditional concept of corporate training favoring instead dynamic coaching, professional development and the participation of corporate executives from day one.

CU Launches with The Principles of Market Force

The first program launched by CU in 2002 was The Principles of Market Force. Market Force became "not only the foundation of [our] curriculum, but also the core of the Colliers' operating model," according to Robbins. "Market Force coaches participants to embrace their personal work styles, take accountability for their identity through making an authentic offer to their team and their market, and to coordinate action with others in an interdependent team."

By the end of 2003, the growth and momentum of CU led to Katherine Steen joining the team for what was supposed to be a three-month consulting assignment. The creative dynamic between Robbins and Steen, however, transformed Steen's role into a full-time position. Steen focused first on developing a broader curriculum all building out from the foundation of Market Force.

Said Steen: "The Market Force model of progressive coaching is counterintuitive to the way most corporations approach operations and training. At most companies, training focuses on fixing your weaknesses; Market Force says: stick to your strengths. Most training sets up a single model for behavior. Market Force encourages participants to define and embrace their own work styles."

CU with Market Force at the Core Prove Valuable

In 2005, Colliers began looking more rigorously for results from its investment in CU and Market Force. The company reviewed three years' worth of "core" course participation (The Principles of Market Force is one of the "core" courses) to identify trends in revenue production between those who had participated in the core courses and those who had not. In repeated studies through 2009, Colliers has found the same undeniable positive correlation. From the period of 2004-2008 the average North American salesperson who took no CU core courses saw an average annual increase in revenue of 26 percent. However, salespeople who took the core CU courses saw a 54 percent average annual increase in revenue, more than twice the average annual increase in revenue over those who took no courses.

CU Today

CU started with Market Force, one unconventional executive and a magnetic intention to take Colliers professionals to the next level. CU continues to be passionate about accelerating success, and is now:

- Serving more than 6,000 professionals around the globe for Colliers.
- Comprised of five full-time, specialized team members.
- Offering an average of 20 hours of webinars each week.
- Providing more than 250 recorded webinars in an online on-demand library.
- Supplying just over 600 self-paced classes, many available in multiple languages.

And, still at the core of CU – the *apriori* principles of Market Force.

"In my experience, the apriori International program is unmatched by other applications."

In short, these tools are a competitive advantage for those who study and utilize them."

CRAIG ROBBINS,
President, Client Services and
Chief Knowledge Officer
Colliers International
Los Angeles, CA



CLIENTS, RESULTS & CASE STUDIES

SOREO IMPLEMENTS MARKET FORCE (2007)

Market Force helps Soreo become a market leader in elder care services

Introduction

As the population in the United States ages, the cost of medical care, social programs and care giving for this older population steadily rises. Autonomy, independence and resiliency have all been equated to healthy aging. The founders of Soreo saw an opportunity to enter the elder care market in Southern Arizona and do well for themselves by doing well for others. Soon after inception, the company was faced with challenges.

Brief Background and Assessment of the Situation

Soreo was initially founded in 2000 by Wendy Sokol and Greg Gibson. The company's business model relied on earning referrals from Southern Arizona's long-term care agency, Pima Health Systems, and becoming a leader for government contracts and elder care services. Initially, Greg and Wendy worked in all areas of their business, including providing personal care to clients, as they started building an organization that could support the diverse needs of older adults.

One year after they started, Soreo had grown into a company with 20 employees and gross revenues of over \$1M. The problem was that the company was beginning to plateau very quickly. Greg and Wendy, as both leaders and doers in their company, were working long hours and beginning to struggle in their partnership with recurring breakdowns. Working "in" and "on" their business had become a strain that was jeopardizing their future success and many of the employees were beginning to worry about the short and long term viability of the company. The seeds of doubt were beginning to grow.

Delivering Solutions

In mid-2001, Soreo was looking for assistance and they chose to employ the Market Force approach. A two-tiered business coaching approach was immediately recommended from *apriori*: leadership coaching for the owners, and business execution coaching for the staff to ensure service excellence. Through the leadership coaching, Greg and Wendy recovered their balance.

Learning to play to their strengths, Greg began to focus on the Finance and Accounting side of the company, while Wendy took control of the steering wheel of the future. Instead of expecting each other to be able to focus on and do everything, they learned how to hand off to one another and hold each other accountable for measureable

results in time. For the staff, the results were even more beneficial. Armed with new tools for conflict resolution, understanding and appreciating co-workers and being able to quickly identify the real source of problems, staff meetings were once again focused on the important issues of the company, not the personal conflicts between employees. As a consequence, only six months after installing the Market Force approach, Soreo was again experiencing enhanced relationships with its market, renewed growth and accelerated results.

One symptom of the successful implementation of Market Force was that “fun” in the workplace returned, even in times of duress. For example, one department invested in construction hard hats and work vests, which continue to come out of the closet and be worn by respective members of that team on days when the team has to work through a breakdown. Working with *apriori* enabled the department to be a true reflection of its commitment to support with dignity. Instead of falling into shame, blame and guilt, the department works on the issue and gets to a resolution faster.

Soreo’s Recent History and its Future

With a special emphasis on customer choice, multi-cultural employees and rural outreach, Soreo has been in a high growth mode since mid-2004. By the end of 2004, company revenues had grown to over \$3M and the number of employees to over 200. By year end 2007, Soreo grossed over \$6.5M and employed over 300 people. The company has been using Market Force for six years, receiving ongoing coaching at the leadership, staff and (periodically) individual level. “As a growing company, we are committed to the personal and professional growth of our employees,” says Greg Gibson, co-founder. “Market Force is, and will remain, an enormous part of our company culture because its principles push us to continually strive beyond where we are today. Any organization or team committed to growth should be employing these tools.”

Soreo is poised to sustain its position in Arizona as one of the premier elder care providers. In late 2007, Soreo opened its first office in Phoenix and in early 2008, is planning to open a second office in Tucson. Also in 2008, Soreo intends to launch a sister entity (Soreo Select) that will target middle-class families in the private market. Soreo and *apriori* plan to maintain a long-term partnership because certain *apriori* principles have been adopted as part of the Soreo Way, which applies both internally and externally: “support with dignity.”

“We were concerned about short-term and long-term growth.

We needed strategies for both, and we found those with the Market Advantage approach.”

WENDY SOKOL,
Co-Founder and CEO
Soreo In Home Support Services
Tucson, AZ



*Wealth is a surplus.
Prosperity is the capacity to create a surplus.*



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