European Product Councils Review: Outcomes & recommendations

ULI Product Councils in Europe

February 2016
The issues: insufficient member value

- Tough marketing of member value of a Product Council
- Difficult to attract sufficient senior people to meetings
- Difficult to attract high profile speakers
- Within ULI Europe lack of understanding what a Product Council is
- Low membership
- Lack of support from & integration within ULI
Within ULI Europe lack of understanding what a Product Council is

Difficult to attract sufficient senior people to meetings

Low membership

Lack of support from & integration within ULI

Difficult to attract high profile speakers

Tough marketing of member value of a Product Council

The task: increase member value
Are you familiar with ULI Europe’s Product Councils, on a European and/or national level?

- Answered: 131  Skipped: 22
The potential

Would you be interested to learn more about ULI’s Product Councils?

- Answered: 86    Skipped: 67
The Solution: Four main areas

Connect & contribute

Value proposition

Membership

European Product Councils
Hotel & Resort Development
Office & Mixed Use
Retail & Entertainment
Sustainability
Urban Regeneration

Leadership
1. Value proposition

- Meeting frequency
- Product offering
- Take home value
- Integration within ULI: content
- Trust & belonging

European Product Councils
- Hotel & Resort Development
- Office & Mixed Use
- Retail & Entertainment
- Sustainability
- Urban Regeneration

Integration within ULI: content

Take home value

Meeting frequency

Product offering
Value Proposition (1)

- ULI’s Product Councils are small-group, focused meetings for members who care about advancing best practice in niche areas of the industry. They **aim** to:
  - facilitate a very rich dialogue for industry leaders which is topical, provocative and future thinking;
  - take down professional barriers within the four walls of a meeting to allow a free exchange of ideas and experience;
  - help careers by enabling members to steer their ideas and develop true friendships over time across a range of professions.

- Members currently meet **twice a year** – intermediate exchange through
  - Social networks (ULI One)
  - Collaboration on projects – preparation for Council day programmes
Value Proposition (2)

• Set up and further develop National Product Councils throughout Europe and establish links with European Product Councils to:
  • Achieve a more diversified membership representation across Europe;
  • Identify best practices locally combined with major trends globally / regionally – enhancing take home value.

• Create a closer content link with ULI to:
  • Profit from ULI content produced – to be presented and discussed at the Product Council;
  • Feed into ULI’s content programme based on the expertise and needs from Product Council members;
  • Creation of a Charitable Trust Grant as a way to enhance member value and link to content.

• Product offering – currently 5 Councils
  • Ideas for further development: residential
  • Sector approach?
Value Proposition (3)

- Trust and belonging
  A trusted network in order for members to share – enhance networking in order to build and sustain relationships.
  - Joint dinner – second Council Day
  - Keep momentum going outside meetings
  - Enhance National Product Councils

- Clarity from the Chairs on expectations
  - Attendance of and contribution to sessions.
2. Leadership

- Leadership development

- European Product Councils
  - Hotel & Resort Development
  - Office & Mixed Use
  - Retail & Entertainment
  - Sustainability
  - Urban Regeneration

- Key success factors

- Support ULI

- Incentivise
Key success factors:

- Chair to demonstrate vision in Council programming and outputs;
- Articulate a compelling case for membership and invite industry experts to participate and join;
- Appoint co-chairs to share the workload;
- Succession plan to help ULI ensure continuity of leadership;
- Seek opportunities to add value to Council membership between meetings;
- Analyse and target membership for right geographic, seniority and professional spread to build a great Council experience.
Leadership (3)

Reward and incentivise leadership

- Leadership training and inspirational speakers for Council Leadership (via meeting or webinar).
- Annual dinner organised to say thank you
- Invitation to CEO Lunch @ European conference.
- Identify guest spots at US Product Council Days (Fall/Spring Meetings).
### Leadership (4)

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<tr>
<th>Leadership</th>
<th>Member</th>
<th>ULI</th>
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<tbody>
<tr>
<td><strong>Programming</strong></td>
<td>Responsible for meeting programme</td>
<td>Provide ideas for speakers from own networks</td>
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<td>Idea generation</td>
<td>Offer to speak on personal area of interest if relevant</td>
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<td>Identify and invite speakers</td>
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<td><strong>Logistics</strong></td>
<td>Signal support needs</td>
<td>Propose venue if available</td>
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<td>Appoint co-chairs to plan event and share the load</td>
<td>Confirm attendance to Council Chair or ULI</td>
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<td><strong>Membership</strong></td>
<td>Identify industry leader non-members to join the Council</td>
<td>Refer colleagues to a Product Council, either local, European or global level</td>
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<td>Succession planning</td>
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<td><strong>Session</strong></td>
<td>Lead discussion</td>
<td>Actively participate in discussions</td>
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<td>Support any ULI presentations about current activity</td>
<td>Be present all day</td>
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<td>Stress expectations on member contributions during the meeting</td>
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<td><strong>Post - event</strong></td>
<td>Feedback and wash up with ULI for lessons learned – what’s next?</td>
<td>Give feedback on Council experience</td>
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3. Membership: 140 members in Europe

- Key players: industry leaders on the topic
- Diversity
- Geography
- Trust & belonging
- European Product Councils
  - Hotel & Resort Development
  - Office & Mixed Use
  - Retail & Entertainment
  - Sustainability
  - Urban Regeneration
- Integration within ULI
3. Membership: geographic representation

- Austria
- Belgium
- France
- Germany
- Greece
- Ireland
- Italy
- Netherlands
- Poland
- Portugal
- Spain
- Sweden
- Switzerland
- United Kingdom
- United States
- Unknown
3. Membership: professional mix

- Corp-Retail Office Hotel: 2%
- Development Firm: 5%
- Financial Institution: 8%
- Government Org/Agency: 2%
- Investment/ Fund Mgmt Firm: 11%
- Not-For-Profit Organization: 1%
- Other: 1%
- Professional Services Firm: 14%
- Public/Private Organization: 2%
- REIT: 2%
- Unknown: 53%
Membership: target groups

European Product Councils
Hotel & Resort Development
Office & Mixed Use
Retail & Entertainment
Sustainability
Urban Regeneration

ULI membership
Non ULI industry leaders
ULI NEXT & YLs
Product Councils at the NC level
Senior leadership & Trustee referrals
Academics and speakers

Steady but solid membership growth from a range of ULI member groups
Membership: diversity

European Product Councils
Hotel & Resort Development
Office & Mixed Use
Retail & Entertainment
Sustainability
Urban Regeneration

City experts
Developers
Architects
Investors
Planners
Consultants
Lawyers
Urban designers

Steady but solid membership growth from a range of professions
Membership principles

Loyal and active participation through

- Delivering take home value – best thing is hearing what others are doing and being willing to share that;
- Encouraging Council membership which builds trust and facilitates open dialogue;
- Inviting guests to join the Council after two attendances;
- Attending every meeting, all day, and respecting the ten principles of Council membership.
Ten principles of Council membership

- OPEN, HONEST DIALOGUE
- CONFIDENTIALITY
- REAL DEALS, REAL NUMBERS
- RESPECT FOR OTHERS
- NO SELF PROMOTION
- NO MOBILE PHONES
- ATTEND EVERY MEETING AND STAY ALL DAY
- RECRUIT THE BRIGHTEST AND THE BEST
- PARTICIPATE IN ULI AND ULI LEADERSHIP
- CONTRIBUTE TO ULI AT A NATIONAL COUNCIL LEVEL
4. Connect and contribute

**Align with ULI’s priorities**
- Use resources of the organisation to help plan and deliver value

**Idea generation**
- Get involved in the leadership of the Council
- Participate in ‘Lightning Rounds’ to share own experience
- Support your Council by identifying speakers or pieces of research

**Communication**
- Within Council: ULI One or other tools to help keep dialogue going
- Within ULI: InfoBurst summaries to raise awareness of Councils and help articulate the value of Product Council meetings
- Within industry: Ask members to be advocates for their Councils and invite influential and thought-provoking leaders outside of ULI to join
Connect and contribute

Explore new ideas for adding value to Council membership:

- Joint Council Programming
- Second Council Day, specifically designed for Councils but linked to interesting city event or development
- Online interactive member conversations
- InfoBurst opportunities at European and global conferences
- Apply for grant from the Charitable Trust to further develop Product Council ideas and link to content programme
Thank you!

Any questions?