



CWS Consulting Group LLC

Location Strategies for Business and Economic Development

CWS Consulting Group understands that locations are strategic assets. Every community and site brings different strengths and liabilities for a company – These intimately drive labor force, operating costs, workflow, logistics flow, P&L, tax and regulatory environment for the business.

We understand how these factors impact business and community success and use this knowledge to help our clients make better informed *strategic location decisions*.

Our services allow companies, communities, developers, and investors match business to place for long-term success.

Location in Business Context



Corporate Clients

- ADP
- AIG
- Aventis
- Bank of New York
- Barnes and Noble
- Becton Dickinson
- Biogen IDEC
- Blue Cross/Blue Shield of Massachusetts
- Cabot Corp
- Cisco
- Citigroup
- Colgate-Palmolive
- Cullen/Frost Bankers
- Destination Outdoors/Watermark
- Fidelity Investments
- Fluor Signature Services
- HCA The Healthcare Company
- Hester Industries
- Holtzbrinck Publishing
- Intel
- JP Morgan Chase
- Lenovo
- Lundbeck
- Merrill Lynch
- Morgan Stanley
- NASDAQ
- Olympus
- Serologicals
- The Boeing Company
- Thermo Electron
- Time Warner Cable
- Times Mirror
- Two Chefs on a Roll
- US Bancorp
- Xerium

Investor/Developers

- First Industrial Realty Trust
- IDS Real Estate Group
- Jafza
- Palladium
- Shores Atlantic Enterprises
- Trident Holdings

Public Agencies

- Allegheny River Towns Enterprise Zone
- Arkansas Industrial Development
- City of West Palm Beach
- KC SmartPort
- Tampa Bay Committee of 100
- The Port Authority of New York/New Jersey
- Transportation Research Board

Corporate Location Strategy

Why a facility is needed – what problems it must solve - is at least as important as where it goes. We work with our clients to help them define the need by understanding their business and what drives it. We estimate the range of likely outcomes and develop location strategies that will accommodate a variety of scenarios. We then work to build partnerships with the community to remove start-up barriers and ensure a long-term fit.

Asset Strategy

Managing real estate means more than tracking rent terms and cleaning expenses. Corporate Real estate also needs to be managed strategically. We help our clients look at all of their holdings to ensure they have the right type and amount of space at the right cost to support their corporate goals. We review deal structures, commitments, and the client's capital position to align resources with needs and develop a flexible plan for the present and future.

Asset Repositioning – “Reverse Site Selection”

We use the location strategy process to help companies, developers, and public agencies reuse these abandoned, vacant, and underutilized properties. We look at the site and community's building blocks to understand what kind of user would benefit from being at that location. We then give insight into the packaging and marketing used to make that site more attractive and competitive.

Economic Development and Business Attraction

Our real estate professionals have many years of experience in helping companies make difficult location, investment, and staffing decisions. We use this experience to provide frank advice to governments and development agencies on how they fare in competitive situations. We help them develop strategies for better targeting and for improving their results.

Contact Us

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"Chris Steele played a key role in helping us build our strategic facility plan. This project was made more complicated by our ever changing drug development environment and our rapid growth. Chris took the time to understand the growth pressures of the company overall and of the business units that would be impacted by any change..."

- Edward Dondero, Director of Global Real Estate and Planning - BIOGEN IDEC

"Through my 30+ years of experience in economic development, corporate real estate site selection and incentives negotiation consulting, I have had the opportunity to work with many consultants on a national and international basis, and have found Chris to be one of the very, very best there is. He brings a strategic vision and understanding of just what a client's true needs are and then develops tactical goals to achieve consensus among all affected parties and ultimately success – on a "win-win" basis for both his client and the community in which they choose to locate. "

- Robin Ronne, Managing Director, CEO Council
GREATER FORT LAUDERDALE-BROWARD ECONOMIC DEVELOPMENT ALLIANCE

"We were very lucky to have someone with Chris's experience and expertise assisting us in determining the decision criteria and the financial modeling to assess such an undertaking.... In addition, Chris's connections and relationships with state representatives, commercial real-estate professionals and other industry contacts assisted us in completing our project."

- David Trinkle, Chief Financial Officer - TWO CHEFS ON A ROLL, INC.