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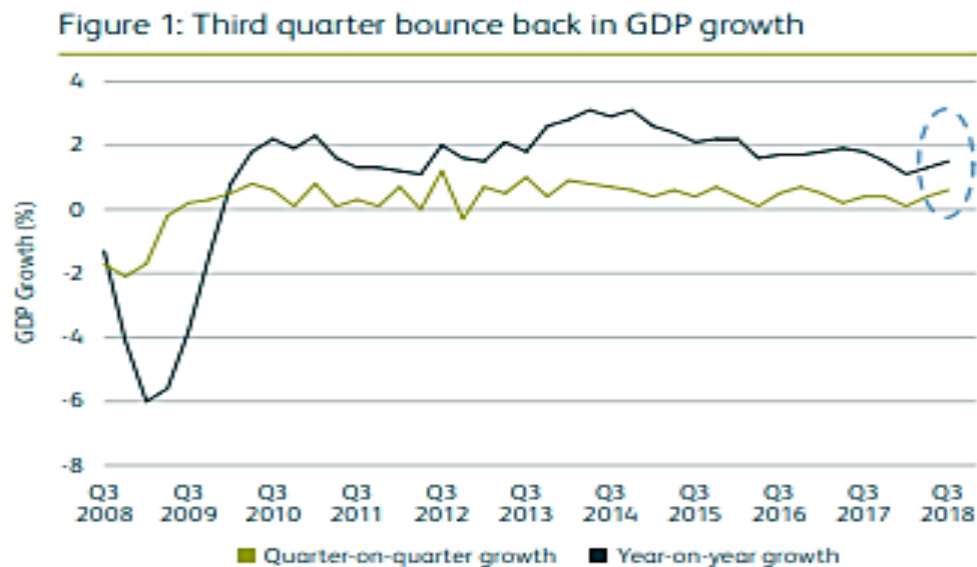
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Introduction:

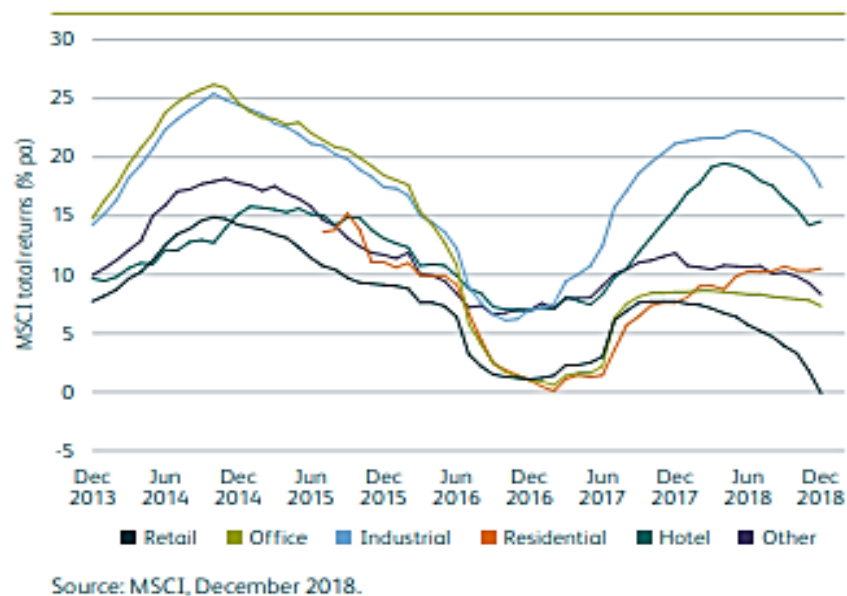
Even as the recent headlines in UK is being dominated by the gloomy stories revolving around the Brexit negotiations, the economy of UK itself has proven in being extremely resilient, rising by 0.6% within third quarter; the highest pace of growth observed in approximately two years. The performance of labor market remained strong, with employment being observed at record high. Inflation has incessantly been going downwards, having hit the point of approximately 3% at the far end of 2017 (BBC 2017). Now mostly aligned with the target of Bank of England, at 2.1%, the pressures associated with price are anticipated to improve further within short-term (The World Bank 2018). This should make sure that the road towards normalization of interest rate remains slow but steady. There is, nonetheless, an uncertainty of significant sort adjoining both anticipated price growth alongside any resulting rate of interest movements despite Brexit happening. Overall, the economy of UK is stated being in comparatively good shape, the only weakness being mostly attributable to the uncertainty attached with Brexit negotiations. An agreed Brexit deal will bring in greater clarity within the future relationship of UK-EU along with a shift towards the transition phase which should assist in unlocking some of the present economic decline, specifically within investments, enhancing short-term growth within GDP.



Source: (ONS, 2018)

Real Estate Market Outlook:

The property market of UK has sustained its recurring slowdown in recent times; with presently total returns are in single digits and in all likelihood will ease off further in the following months. In greater part this reproduces the move from yield compression being the key performance driver to income return making up the most of the overall returns. While uncertainty revolving around Brexit along with more muted economic growth is driving most part of this deceleration, focusing beyond All Property average points out the fact that fundamentals which are sector-specific are directing to different sort of stories being orchestrated across various markets (Mandg.co.uk. 2019). Long-term trends have been driving the present performance, with the industrial segment still witnessing the strongest performance, supported by constant structural transformation.



Source: (MSCI, 2016)

Fig: Long-term demand shifts driving short-term performance

The PRS (Private Rented Sector) continues being polarized by the location factor. Uncertainty surrounding Brexit alongside continuing development have kept on restraining the rents within the market of Central London. The rest of the areas within London prove being more flexible and supple, even though the larger pipelines of supply have affected the levels of rental within certain micro-locations. Nonetheless, overall demand of tenant has sustained to develop, whilst there is reduction in corresponding rental supply. This will act in underpinning rents, even though affordability alarms may temper the growth pace within short-term (Mandg.co.uk. 2019).

About JLL:

JLL is in the business of creating rewarding prospects along with incredible spaces across the globe where people can attain their ambitions. In doing the same, the company is building a better tomorrow for their clientele, their people and the community on the whole. JLL is stated being a world leader within the real estate services, motorized by a spirit of entrepreneurship. The company is in the habit of buying, building, occupying and investing an array of assets inclusive of commercial,

residential, industrial and healthcare. The goal of JLL lies in embracing the human side of business that makes them better at distributing the business side of business (Jll.co.uk. 2019).

Mission:

The mission statement of JLL lies in attaining real value within a shifting world. The company is committed towards generating value for their clients along with shareholders. The company holds themselves responsible for the environmental, social and economic impact of their operations (Jll.co.uk. 2019).

Values:

JLL as an organization largely have the following values:

- The company believes in teamwork
- The company considers excellence within their work
- The company believes in principles within all client business

JLL Clients and their expectations:

The client of JLL varies from office to retail and from residential to industrial and logistics. The company helps their clients in attaining their goals through the following client services:

- Specialist energy and sustainability advice:

Developing quality along with reporting client impact data with the intent of setting mutual targets with clients in future times. JLL expand their sustainability provisions beyond the impact of the environment, for including health alongside well-being besides resilient buildings in prominent manner (Jll.co.uk. 2019).

- Embedded sustainability in core real estate services:

JLL helps in raising the baseline understanding of sustainability, the program associated with 'Building a Better Tomorrow', alongside JLL competencies and provisions; augmenting in sustainability cross-selling with some of the other services.

Global target: Delivering targeted training related to sustainability to key lines of business and integrates the basics of sustainability into involving new recruits of JLL by 2020 (Jll.co.uk. 2019).

-LaSalle responsible property investing:

Integrating the factors of ESG within processes of investment decision-making, engaging the stakeholders on issues related to ESG and implementing initiatives of ESG at investment properties (Jll.co.uk. 2019).

SWOT:

Strengths: -Cost Structure: JLL's structure of low cost assists the company in producing its products at lower cost and selling them at lower prices, making it feasible for the customers in buying their products. -Automation: JLL has been able to automate several of its production stages which have allowed effectual usage of resources and trimming down of costs. It also brings in consistency related to product quality and offers the ability in scaling up and scaling down the production in accordance to the demand existing within market. -Distribution and Reach:	Weaknesses: -Research and Development: JLL usually expends nearly more than average within research and development in the real estate industry. However, its spending on the same is still below some of the other established players within the industry who is carrying out extensive market research work and coming up with innovative products. -Cash flow problems: JLL struggles with proper planning related to cash flows, often leading to situations where the company experiences lack of sufficient cash flow as needed leading to needless borrowing of cash that is largely unplanned.
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JLL's possess larger number of outlets in and across UK and US, backed up by a distribution network that is strong which ensures that its products are accessible effortlessly by a greater section of the customers in timely fashion.	
Opportunities: -Interest rate: Lower rates of interest weighing against previous years offers opportunities to JLL in undertaking expansion projects which are being financed with loans at a rate of interest deemed cheaper. -Population: Within UK, the birth rate has been exceeding the rate of death and the same will continue for the next 5-10 years. This will be working in favor of JLL as there will be an augmentation within the number of probable consumers which the company can target.	Threats: -Suppliers: The suppliers bargaining power has augmented over the years with the number of suppliers decreasing in recent times. This signifies the fact that the input cost might increase for JLL. -Brexit: Political uncertainties like Brexit might prove being the biggest barrier within business, deterring performance at certain times and making businesses incurring costs deemed unnecessary.

Source: (Figurska and Wisniewski 2018)

PESTEL:

Political	Political steadiness is UK's biggest strength, though Brexit has brought in political debates along with uncertainties. Ever since UK pressed the button of Brexit, its real estate segment has been outshined by uncertainty- and amidst the doom-mongers, a considerable amount of pessimism (BBC 2019).
Economical	UK is the 5 th largest economy existing globally

	in terms of nominal GDP. 2008's recession has placed the economy into trouble, though; the government has taken essential steps in developing the economy. If the economy slows down again, it would be affecting its housing markets (The World Bank 2018).
Social	In UK births have been outnumbering deaths with the population projected to reach a figure of 74 million by the year 2039 (ONS 2019). UK's population is getting older too, though there are sectors which will look to cater the needs of UK's older population, like the real estate companies.
Technological	UK has been identified as one of those countries that are advanced technologically. The advanced infrastructure which UK offers in terms of technology provides companies like JLL prospects of unlimited sort for carrying out business activities in UK (McGoogan 2017).
Environmental	UK in recent times has made significant developments in trimming down the negative impact on the environment. Real estate companies require working in close quarters with local and national governments besides charities for generating environmental consciousness and lessening the negative impact of the environment's economic growth.
Legal	Real estate companies require abiding by the laws laid down by UK government like Employment Act 1996 which safeguards the rights of staffs, minimum wage, maternity leave, sick pay alongside certain other rights such as Equality Act 2010 protecting

	individuals against discrimination of any kind.
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Role of employees within JLL:

Working within the profession of real estate provides the opportunity in meeting a broader assortment of people while performing an assortment of different jobs along with responsibilities. It can be largely satisfying for the employees of JLL in assisting people or their clients within significant decisions like buying, renting or selling an investment property or home (Figurska and Wisniewski 2018).

Real estate agents provides an array of services relying on the property kind they have been employed to sell, rent or control on the owner's behalf. The agent requires considering the desire of the owner about the conditions of the contract, price along with property marketing. The real estate agent after being appointed for selling a property kicks off a marketing campaign for attracting prospective buyers to property. They then receive probable buyers in viewing the property and supplying supplementary information. Real estate agents require having engaging personality along with the ability to communicate, gain knowledge and relate to greater variety of individuals.

The property manager of JLL leases and controls the commercial, residential and retail property on behalf of the owners of the property. The duties of property manager includes selecting the tenants, marketing the property, collecting the rent, negotiating the leases and reviewing the rent alongside representing the owner of the property at tribunal hearings. The property manager who is professional requires excellent people and communication skills, understanding of relevant legislation, inclusive of building preservation and planning of town, and knowledge of ways the economic conditions affect the market of property (Karanges et al 2018).

Training and development at JLL:

JLL has been able to generate an approach that is globally-aligned to the management of talent processing via partnerships of Talent across the regions; utilizing platforms related to modern and fresh technology for delivering a global hiring and committed

experience which will attract, employ and motivate the staffs. Further efforts related to career development are being made in making sure employees are presented with tools for growing within their roles. The company creates an exciting opportunity of growth and development and maintains driving present successful programs on the global platforms, such as MyDevelopment. In the year 2017, JLL invested approximately \$18.8 million within the process of training across the globe, making sure their employees are well-equipped with skills they require in delivering the best service possible to their clients, in addition to attaining their own ambitions. The company tracks much of their training for the employees via MyDevelopment, their system of learning management. It is being designed in building the skills of employees related to client service, leadership, diversity and communication (Us.jll.com. 2019).

Property Executive of JLL:

Property Executive of JLL requires managing all the activities associated with pest control, horticulture, pest control and housekeeping. The property executive needs to enthusiastically gain knowledge and help in resolving all the concerns of the client through exercising his domain expertise. Large firms like JLL frequently engage property managers in looking after the housing requirements of their staffs, and financial establishments engaging property managers in looking after their retail stores (Jll.co.uk. 2019).

Day-to-day role of Property Executive:

- Supervising cleaning services, focusing on the common areas; exercising understanding of the systems and performances within janitorial functions inclusive of details on using consumables, cleaning chemicals, equipments of repair and maintenance, hygiene and waste management.
- Producing work related schedules, monitoring and allocating work maintenance to the junior teams
- Briefing and de-briefing the staffs related to duties, designated work areas along with special directions if requires during the starting and ending of shifts.

- Maintaining the needed records related to budgets alongside other information.
- Performing various tasks like computing costs alongside preparing the budgets.
- Offering support to issues related to employee relations alongside statutory compliances.
- Making sure that janitor closets besides areas of storage are always preserved in orderly and neat manner.

Skills and knowledge:

A property executive requires paying attention to details and possesses excellent skills of problem-solving. A property executive will be sustaining, promoting and certifying the performance of the workings of junior employees. He is also entitled to apply the understanding related to administration; for resources, programs and staffs alongside demonstrating the capability of managing others and in communicating information effectually with the external and internal consumers together with skills of leadership. He needs to have knowledge within the operational areas of soft services and requires having adequate exposure to software such as MS Office (Jll.co.uk. 2019).

Training and development requirements of property executive:

A property executive requires being highly organized along with being resourceful, reliable and should possess a win-win negotiation skill. They require being assertive but at the same time be friendly and computer literate and should be capable of maintaining amiable relationship with the clients. It is important for the property executive in being trained properly so that he possesses the much needed knowledge and understanding of the company culture, the property market of UK or of a particular area and have that sense of understanding to what exactly his clients require and present him with the same. It will only come with proper training and development programs where emphasis should be given on aspects a property executive usually lacks or offer him an opportunity to learn and gain knowledge of something that is new to the market. The real estate industry has many players and the competition is stiff, so each employee

needs to be well trained to deal with the customers in best possible manner (Curea et al 2018).

Conclusion:

From the above discussion carried out it can be stated that JLL is a market leader in the segment of real estate services and has a cost-structure that benefits the firm to dish out products and services at affordable rates. Its distribution network is strong and such a strong network helps it to reach out to a larger section of the customers. The company possesses a strong training and development program which helps each employee to upgrade their skill and knowledge as per the needs of the company and the market. The role of property executive has also been assessed.

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Appendices:**Training Framework:**

Need Assessment	Product Training
Mode of delivery	Vestibule
Budget (per individual)	Materials only online: \$0
Style of delivery	PowerPoint Presentation, Role Playing
Audience	Sales People
Goals and Learning Objectives	-Getting smart with real-time data on company operations alongside performance -Increasing asset value
Timeline	2 hours each on weekends over a period of 3 months
Communication	E-mail to sales people and new property managers

Measurement Method	Sales figure
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