

## **Executive Summary**

Colliers Project Leaders is seeking to grow its current service offerings into the Transit, Rail, Ports, and Marine sectors in Canada as these sectors are expected to experience significant capital investment in the next 5 years. The aim of this report is to provide a structured approach for colliers to position themselves for success in these sectors.

First, the scope of work and the objectives of the team are defined. These were formulated with the aim of maximizing Collier's key strengths while minimizing and identifying potential weaknesses in the new sectors.

Next, an internal analysis of the company was performed where the organizational structure, service offerings, existing approach to securing opportunities, and accounting data are analyzed. The organizational structure was found to be consistent with industry standards. Service offerings were assessed and evaluated based on readiness for entering new sectors. Processes for securing opportunities were analyzed, both as an exercise for the team to understand Collier's business processes and to compare with industry standards. Accounting data including information such as past/present clients as well as project information was provided by the client and analyzed by the team. This information was used in conjunction with external research to target provinces with large spending but a lack of collier's presence. A key takeaway from this analysis was the lack of projects secured in Quebec although it is the second-largest spender on infrastructure in Canada.

External research was performed to identify key services in the new sectors which Collier's may be able to offer. An analysis of competitors' job postings and identified opportunities helped build an understanding of the technical skills required in new sectors. During this research stage, a peculiar duality was identified with regards to acquiring clients. Colliers clients are also their competitors, as they are commonly large organizations that have their own in-house project management team which may believe that Colliers does not have any value add.

Lastly, the risks of entering the new sectors were identified and actions to mitigate them were proposed. The most critical identified risk is failure due to a lack of experience in the marine

sector. Finally, utilizing all aspects mentioned previously and using various online platforms; early-stage rail projects, large projects in the environmental assessment phase, and key port authorities with active projects were identified as opportunities for acquiring new work in the sectors of transit, rail, ports, and marine.