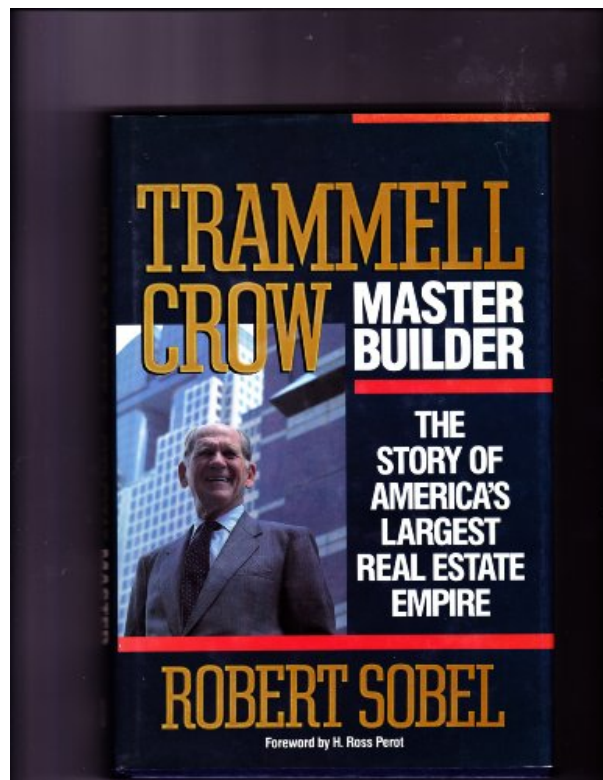
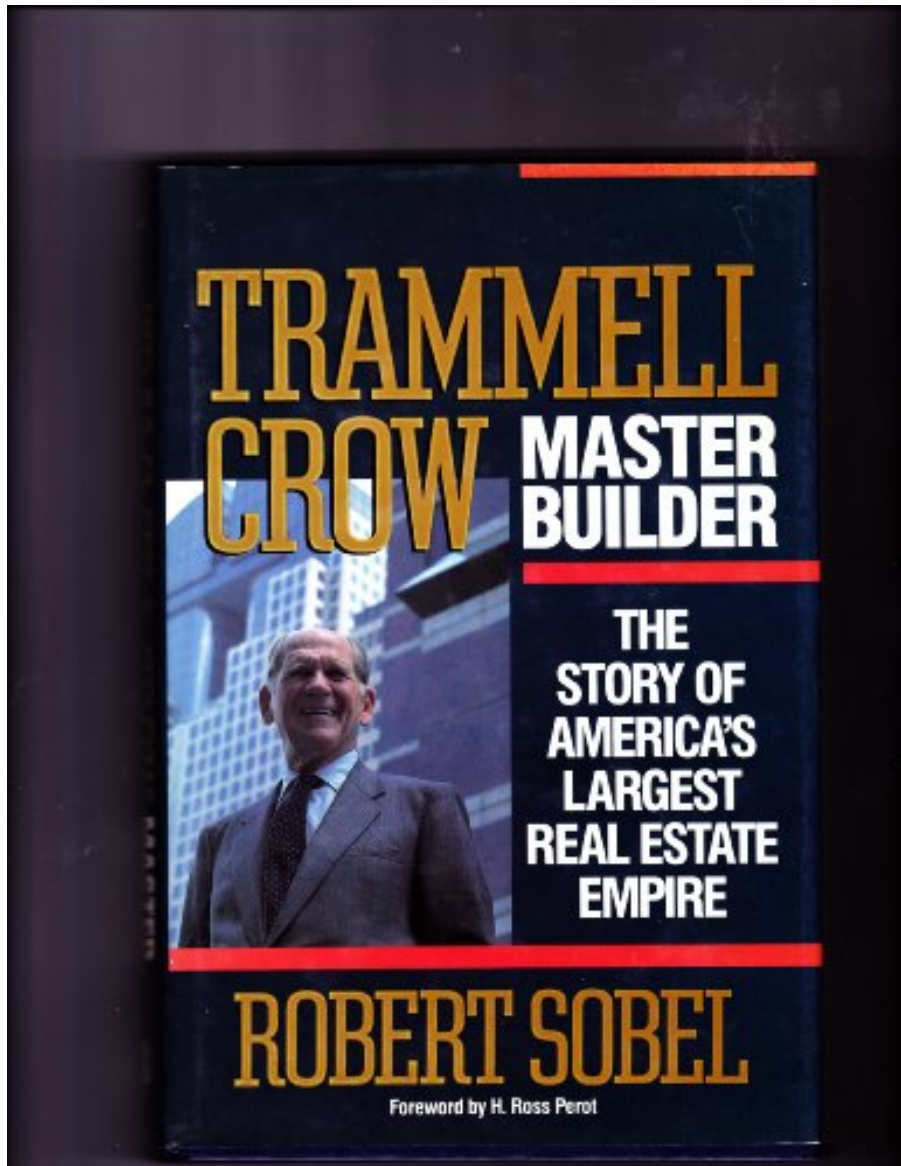


# **TRAMMELL CROW, MASTER BUILDER: THE STORY OF AMERICA'S LARGEST REAL ESTATE EMPIRE BY ROBERT SOBEL**



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From Publishers Weekly

The international Dallas-based empire built by charismatic real-estate mogul Crow dwarfs the holdings of tycoons such as William Zeckendorf and Donald Trump, according to this entertaining chronicle by business columnist Sobel ( The Big Board ). The success of Crow, a former accountant with no real-estate experience or training in architecture, was due in large measure to his practice of involving his associates as full partners in a wide range of commercial and residential projects, in return for equity, Sobel maintains. He traces the evolution of Crow's enterprises from a loose, weblike network in 1948 into the more structured, centralized corporate entity required by the altered economic conditions of the mid-1970s. Major ad/promo.

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From Library Journal

Real estate mogul Crow will never rival Donald Trump in terms of public recognition nor, as this intricate biography details, would he want to do so. Business writer Sobel explores in painstaking detail one of the most complexly organized business entities in the world and the humble yet extraordinary entrepreneur behind it. Reported to be several times larger than Trump's, Crow's empire encompasses a mind-boggling array of warehouses, hotels, hospitals, residential developments, and more. The knottiness of the Crow story makes this of limited appeal to general readers, except perhaps where Crow's influence is strongest--Texas, Atlanta, and the entire South. However, comprehensive business collections will want to include this for singular case study value.

- David M. Turkalo, Social Law Lib., Boston

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# **TRAMMELL CROW, MASTER BUILDER: THE STORY OF AMERICA'S LARGEST REAL ESTATE EMPIRE BY ROBERT SOBEL PDF**

Brings alive the story of Trammell Crow--the visionary real estate developer whose brilliant career served to shape the future of the field. Follows Crow from his origins as a small-time real estate dealer to his transformation into a corporate symbol. Discusses the bold methods that Crow used to build the most influential real estate company in America. Includes an examination of how Crow's risky strategy of making all principals partners in his firm and offering equity interest to deal managers paid off with spectacular profits. A lively account of Crow's mission to break all the rules and become the greatest builder of our age.

- Sales Rank: #141412 in Books
- Published on: 1989-06-29
- Original language: English
- Number of items: 1
- Binding: Hardcover
- 254 pages

From Publishers Weekly

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3 of 3 people found the following review helpful.

A flawed but potentially useful book for those with an interest in real estate or entrepreneurs.

By NW reader

Trammell Crow, Master Builder: The Story of America's Largest Real Estate Empire, by Robert Sobel, gets mixed reviews. The late Texas real estate developer is certainly worthy of a biography and, to be sure, author Sobel provides a good overview of the maverick businessman. But in other ways this biography falls short, so prospective purchasers should be aware of the strengths and weaknesses.

Let's start with the good parts. Trammell Crow (1914-2009) led a Horatio Alger life, and Sobel does a good job in establishing why he became a legend. For example, Sobel takes the reader through Crow's impoverished early years; teenage work experiences during the Great Depression; night school training to become a certified public accountant; wartime service as a U.S. Navy fiscal control officer and, by age 33, his ventures into real estate. So you as a reader get to learn who Trammell Crow was, and the attributes that enabled him to develop a huge real estate empire.

Despite the above-noted accomplishments, there are three significant problems that permeate the book. For one thing, there are very few first person accounts from co-workers, competitors, lenders or investors. The lack of interviews, original quotes, or presence of outsiders who might offer a different perspective of events, make this book a different read. Likewise, the minimal amount of factual data or detailed analysis of any major project or episode produces a narrative that borders on the superficial. So while the reader learns a little bit about Crow's involvement in (e.g.) the Dallas Market Center, the Embarcadero Center in San Francisco and the Peachtree Center in Atlanta, there's very little meat on the bones.

What I regard as the third failure no doubt derives from the relationship of the author to the story. As was properly disclosed in the Introduction, the author was hired by The Winthrop Group to write this book. While the author was apparently promised independence with regards to his opinions, his work was nonetheless vetted by his employer and a four-person management committee at the Trammell Crow Company. So while these two highly regarded companies were no doubt vigilant regarding factual accuracy, could such an arrangement assure scholarly independence? That becomes a concern because, at least in my mind, the narrative almost seems to have been written for company stakeholders or other interested parties. That may sound harsh, but that's how I regard it.

Despite the disappointments, students of business and anyone with an interest in real estate or entrepreneurship might find this book to be a useful source of information. And some might enjoy it more than I did. Rating this book isn't easy, but after considerable soul searching I will give it three stars.

0 of 0 people found the following review helpful.

Entertaining Read\_Good for Young RE Professionals in Dallas

By CentralTexas

This book is a fun and easy read that provides an indepth background pertaining to the commercial real estate market progression throughout the 20th century US and especially Dallas, TX. It describes Trammell's non traditional approach and how the company evolved from a random assortment of non-connected LLC's into a corporate institutional player.

0 of 0 people found the following review helpful.

Five Stars

By Russell Ibarra

Arrived on time and it exactly what I wanted.

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