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Real estate avoids the thoughtful attention of most senior managers. This is often within their responsibilities, and of course they use it in their day-to-day operations, but many do not appreciate its potential impact on the company's performance. Therefore, they delegate real estate to specialists who work on the transaction, and consider their solutions as administrative and technical tasks. Recently, however, some companies have recognized that by managing real estate as a business function, they can significantly reduce costs and, at the same time, improve productivity. IBM, for example, has saved \$1.4 billion by linking real estate use to business unit performance in a relentless attack on excess space. ATT exceeded its \$500 million cost-cutting target by placing senior executives directly responsible for real estate issues and linking property decisions to business strategy. The Chemical Bank has abolished the long-term increase in placement costs due to the constant attention to its occupancy-to-operating income ratio. Dun s Bradstreet has reduced annual living expenses by \$51 million, determining the synergies between real estate and a wide range of domestic technologies and support services. And Sun Microsystems uses real estate as a tool to help it achieve its strategic goals; Maintaining the organization's rapid growth depends in part on its capacity-building skills. These and other companies manage dual-purpose real estate. To cut costs, they pursue three Ls of corporate real estate: consolidation of locations, simplification of layouts, and revision of leases. (See Disclosure of your hidden living expenses, HBR May-June 1993.) But they also use real estate as leverage to improve their competitive position. As Robert E. Weissman, Chairman and CEO of Dun and Bradstreet, explains, In the past, our real estate has been set up to support a number of strong businesses rather than corporate targets. It also hindered our ability to communicate between businesses. These internal factors, coupled with the status of the ICB as a large, complex public company, have given us overheads that some of our competitors with one focus do not have a serious competitive disadvantage. We diverted dollars from the customer's value to real estate expenses. Now we move the source of these costs and use our real estate portfolio to push the speed to the market and competitiveness. Some companies use real estate as leverage to improve their competitive position. A strict approach to property management is important for three reasons. First, real estate is complex: a variety of options, jargon and the fragmentation of related tasks that are spreading throughout the organization can confuse decision-makers and hide problems. Secondly, real estate is often illogical: leasing retail trade The prime site may seem like an obvious move until it discovers that an office or even industrial space on a secondary site will do just as well at half the cost. Thirdly, real estate is emotional: discussions between colleagues, even top managers, about moving to the site, office furniture and similar issues can become hot and parochial. But moving to an analytical approach is not easy. There needs to be a process that managers can use to diagnose whether real estate is a competitive issue in their organizations, as well as a set of tools to facilitate their leadership role in real estate decision-making. Based on Appa's experience with Dun and Bradstreet and other like-minded companies, my colleagues and I have developed a metric system that managers can use to assess the current real estate situation, a framework within which to look at real estate solutions in the long-term context of the company, and models that will help them visualize how objects can affect their business strategies. By assessing the current situation, paraphrasing Lewis Carroll, before you can decide what you want and where you go, you need to know what you have and where you are. The following five factors give an idea of the company's real estate situation; analysis will give general managers a clear understanding of the challenges and opportunities. Amount: Can we reduce the amount of space we use? Price: Can we lower the price we pay for space? Assessment: Can we do business just as effectively in a different type and class facility? Area: Can we do business in another submarket in the region? Risk: Can we reduce the environmental and financial risks associated with the occupation of this property? A simple assessment - in fact, a corporate real estate metrics system - provides a useful way to start answering questions. Its purpose is twofold: first, to determine how important these five factors are to the company and the facilities in question; and, secondly, to compare the performance of each facility with similar performance in the company and in other organizations. The account gives managers a quick means of evaluating the effectiveness of their real estate as a company resource and as a competitive lever. The score is based on a 10-degree scale. The first step is to give each factor weight, depending on how important this factor is for the company. For example, if each factor is equally important, everyone gets a weight of 2. (Five factors x 2 and 10 points.) If some factors are more important than others, their weight is adjusted accordingly. Thus, the heads of a large administrative center can assign each price and sum of 4, which reflects the importance of acquiring an inexpensive space and making it as efficient as possible Other factors may be given a weight of 1 or even 0. In contrast, high-margin retailers for whom The specific building and surroundings are all important, can assign a weight of 3 to the class and a weight of 4 in the area. Each factor can be given any weight, if the total weight of all factors is 10. Once the scales have been identified, the next step is to give the object an estimate for each of the five factors. The highest score that every factor can get is equivalent to its weight. Evaluation signals challenges and opportunities by comparing an object to similar objects and using space both in the company and in the industry as a whole. For example, consider the same administrative center for which the amount is very important. By assigning a weight of 4 to this factor, managers now compare this object with others and discover that it has only half the use of space (i.e., twice as much square feet per person) of its competition. Thus, out of a possible 4, his estimate by the ratio of the amount is only 2. High and low can be used for scores, not numbers; however, more subtle measures would provide more accurate results. Managers can use the Standard Industrial Classification (SIC) system created by the federal government to determine suitable candidates for comparison. But don't limit comparison to one type of business; managers can also get information from exploring how other industries use real estate. Take the case of a 200,000-square-foot administrative center with 800 employees. (See Real Estate Score Table.) The amount and price factors are the most important, so each one was given a weight of 4. But the performance of the center on these two factors is not profitable compared to the performance of other similar objects. Out of a possible 4, each factor scored 2. The valuation is a minor factor because the object is a back office, not a retail property. The area has gained high because the location is available for employees, but there is no need to attract customers. The risk received a high score because the object has no environmental problems and because its debt-to-capital ratio is below average for both the company and the industry. The total score of the object - the sum of all points on all five factors - is 6 points out of a possible 10. Managers now know that the facility has significant room for improvement, and they have a clear idea of where to focus: the company should be able to improve the use of space and reduce rents. Equally important, leaders know that they do not need to focus on three other factors. The Property Scorecard Framework for Reviewing Real Estate Decision Completion Score Indicators will help managers better understand their company's immediate real estate priorities. But in order to effectively assess long-term needs, they also need to examine how decisions about their facilities may help or hinder the serviced and employees doing their job. And they need to determine how new directions in competitive strategy and organization, in turn, can affect long-term real estate decisions. To achieve these goals, it is helpful to think about real estate in the context of a broad framework covering function, time and space (F/T/S). How do new policies affect long-term real estate decisions? Consider the efforts to reinger one large service company. Managers have provided a network of regional centers to provide telephone customer service and internal support for staff. At first, the company followed the appropriate approach, choosing places for its centers based on the traditional analysis of the conditions and cost of the labor market. Real estate experts were called in to find the necessary space. However, before the deals were concluded, the company realized that the planned deals were locked up by excessive costs for premises and facilities. Managers did not consider real estate solutions in tandem with major business issues: What features add value to customers and strengthen competitive advantage? When should they be performed for the maximum convenience of customers? Where can they be done at low cost and high performance? When managers revised their regional configuration in light of these problems, they were able to reduce the number, size and cost of the centers, as well as better align their location, layout and lease decisions - the three Ls - to their company's capabilities and plans. For example, managers have started using the same space for different functions in multiple shifts, thus eliminating half the square meters required by individual users. This framework has helped organizations better assess their real estate needs, enabling managers to think about the use of real estate in the context of established business practices, while at the same time fostering creative thinking about how changes in this practice may affect the need for facilities in the future. Faced with any real estate decision, managers must first consider the features. What kind of work should be done? Features are the main source of change in most real estate portfolios. Because they determine the need for personnel and equipment, they determine the type and size of the object. The company can automate transactions to speed up customer service and upgrade information technology to personalize them. Employees can be cross-trained to use skills between functions. Non-core features with limited strategic value can be outsourced. Any of these changes in the way the company does its job will affect its real estate decisions. Time is the second Within. When is the object used? Are there periods when it is underutilized? Pushed past its effective potential? This element shows how business is a business and the use of space is related to the capacity of the object. Part-time employees who share jobs increase the availability of individual jobs. Early and late shifts increase the capacity of the object. Global companies can use multiple time zones to consolidate certain service operations. The space rounds the picture. It covers all of the company's physical resources: the structures in which employees, contractors and others are located; furniture, lamps and equipment in these designs; and layouts that organize space into separate and group work zones, auxiliary objects and the like. The efficient use of real estate depends on how closely space solutions are integrated with the features it supports, the time it is used, and its three Ls. Managers can use the F/T/S framework on two levels: portfolio and region. The level of a company's portfolio is a canvas of managers on which you can sketch bold scenarios and actions that may have the potential to improve productivity. Should we consolidate American functions and facilities in Europe? Should we set up sales offices in Frankfurt but move administrative offices to Fargo? Should we purchase certain strategic operations facilities, but rent field offices? Should we eliminate certain functions in one object by rearranging work shifts in others? An isolated, typical facility does not have sufficient scale and scope for significant corporate performance. But the portfolio can have dozens, even hundreds, locations, layouts and leases. Managers can find ways to reach more customers or pre-empt competitors by comparing multiple sites and even entire networks. By analysing multiple configurations, they can learn to increase production and improve communication. Lease and property structures can increase financial flexibility and reduce corporate liabilities. By consistently correlated space with its business use in function and time, managers can master the decision-making process and guide professionals more efficiently. By comparing multiple sites, managers can find ways to connect with customers or pre-empt competitors. Regional planning provides a link between portfolio analysis and local action. A good example is a large bank in the capital region. Prior to the use of the F/T/S framework, the organization had already reduced occupancy costs by 15% in two years. Now, using this structure to better understand how real estate affects its day-to-day activities, bank managers are considering the possibility of overhauling their retail portfolio. The goal is to further reduce costs while maintaining a competitive district franchise and personal services. The key to this initiative would be to increase the availability of banking experts by connecting technological functions with low-cost space. Half Half high-priced full-service branches will be closed. The remainder - open 12 hours a day - will be expanded by staff specially trained to provide a wider range of conventional services in the branch; moreover, clients will have access to experts in the central office through teleconferences - for specialized consultations. At the same time, the number of automated sites will be increased fivefold and electronic transaction services expanded. In addition, a new mini-brunch chain will be established to offer limited services in district supermarkets in order to generate higher operating income per employee, which has only one-quarter of the usual deposit base. Expected results over three years are occupancy savings of 25%, even with restructuring fees, and 10% revenue growth. Basic data After managers have assessed their company's position and adopted a more robust basis for reviewing real estate decisions, the next step is to collect the data needed for detailed analysis. Because most companies manage facilities as separate cost and activity centers rather than as an integrated portfolio, their data is widely dispersed. Moreover, these data alone (rent, size, utility costs and the like) do not show whether real estate is even on the agenda of top managers. Some managers have easy access to such numbers, but surprisingly few know how to use them to evaluate key solutions such as determining the size and duration of leasing liabilities (which may limit a company's flexibility) and in finding ways to increase usage (which supports efficiency and efficiency). Even less information has to offer options for aligning their real estate resources with competitive strategies and measuring how real estate, productivity and shareholder value are interconnected. For example, consider managers who are trying to move the company's activities to a specific location. Real estate brokers can recommend rental space at \$20 per square foot based on the market, and architects can recommend allowing 250 square feet per person based on standard practice. But if managers learn that employees could do their job in 10% cheaper space or 10% less space, following these recommendations is not a bargain. And if the ratio of costs and revenues of the company is much higher than that of competitors, then such a deal literally throws away shareholders' money. Another good example is the administrative centre previously assessed. Reducing space costing \$20 per square foot by 10% in a 200,000-square-foot facility would save the company \$400,000 a year. A \$20 decrease in rents by 10 per cent after the reduction in space will allow \$360,000 a year. If both actions are taken, the cumulative savings at a discount of \$4.7 million over the life of the lease (in this this five years). With a company price/earnings ratio of 15, the savings will generate more than \$11 million in additional value for shareholders. The challenge, therefore, is to ensure that senior managers are able to obtain the necessary information in the right context. In part, this can be achieved by creating a specialized database. For a start, real estate data must first be organized throughout the company's portfolio for analytical use. This exercise alone may take several months, as data from many sources must be normalized. (Synonyms, acronyms and the like should be defined and coordinated for computer analysis.) The data should contain detailed information about all locations, types of facilities (headquarters, branches, data centers) and financial liabilities (possession, lease, sale and lease). They should include business information such as income, expenses and personnel data. The database should cover information such as business unit addresses and identification codes; it must also cover the cost and use of the business function to ensure comparisons between units. In addition, the database should be fully loaded, i.e. it should include facts and figures for all support facilities and services, such as cafeterias and postal rooms. The approximate design of the database for the corporate portfolio can use five modules. (See the Real Estate Database chart for important information.) Business data provides a corporate context for real estate measures. These figures are necessary based on the entire company and specific facilities. Staffing data determines the demand for objects by measuring factors such as the number of tables required. Staffing data also track the roles of tenants (because not all roles require space) and working hours (because time also determines the demand for space). Data on physical capacity quantification facilities. Cost of living data includes not only standard factors such as rent, utilities, maintenance and taxes, but also elements such as parking, security personnel and depreciation. Market data show external supply and demand conditions, such as current prices and vacancy rates, which affect whether a company can relocate employees, negotiate a buyback or dispose of property in a timely and prudent manner. The real estate database organizes important information in such a database, physical and financial data determines the offer of the real estate decision maker, i.e. the amount and value of the available premises. Functions and staffing schedules quantify the demand of the party, that is, what physical capabilities are needed. After the collection there are three types of measures that managers can use to inform and support their decisions. First, financial indicators link real estate with income, expenses, asset value and market value. Most managers naturally focus on financial measures due to investors' views on the company. Secondly, the customer's measures are related to the performance of the property; sales and production units per square foot and cost of living per unit. In some businesses, such as restaurants and theatres, real estate is an integral part of the range of products/services. But in most industries, objects do not add value directly to products and services. Improving the productivity of real estate and reducing its value to this measure, thus require initiatives such as repositioning shopping malls closer to customers or shedding a high headquarters image in favor of more functional facilities. Finally, prompt measures reveal excess capacity and show where real estate performance can be improved. These measures include square meters per person and on the table, the number of shifts or hours of work, the number of places, square meters per place, and the shelf life of the lease by location. Managers now realize that they have more to gain by eliminating space than through lease negotiations. Overlooked in many companies, financial, client, and operational measures were the key to IBM's success in achieving long-term cost reductions in occupancy costs. As Lee A. Dayton, IBM's general manager of real estate and business development, explains: If you drive down square feet per person, everything else follows. Many expensive aids and services disappear when you reduce space consumption. Our managers now monitor the use of space as seriously as they do through sales. IBM began to view its real estate costs as discretionary rather than fixed. And company managers now realize that they potentially have more to gain by eliminating space than through lease negotiations. New models for real estate planning Some real estate issues such as Can we rent a tenth floor for \$20 per square foot? Easy. But others are much more complicated. For example, the question should we consolidate the two objects? It requires consideration of how the functions of these institutions, and possibly elsewhere, could be combined; How market forces may require different operations in the future; How reinventing can change location and layout requirements and whether existing lease obligations can be adapted to such changes. Computer models are needed to help managers visualize the links between their company's current position and future. These models are algorithms supported by a comprehensive database that allow managers to analyze the impact a change will have on future space needs and costs. allow managers to break through the usual thinking, such as we should be in Class A on the ground floor or vice presidents need corner offices. These models also encourage managers to base cost and space standards on sound business analysis rather than standard practice. How To says: Using industry criteria has not helped us reduce costs; we had to measure the consumption of space in the bottom line of managers. We violate the belief that offices are right. Models for real estate analysis are not new. But they are usually designed for investors and are structured around rentals. They measure the potential return on profitability and value of the property. In addition, they are based on the premise that the needs of tenants are determined by the terms of the lease. Business real estate models, on the other hand, are designed for managers and are designed to address issues such as whether a company should move and how it can improve productivity. These models capture the total costs and benefits of the company from the real estate's contribution to productivity, profit and shareholder value. Three types of models, such as staff, space and scenario, are very useful because they show how different business scenarios affect the demand for staff and supply. Staff models. By displaying the functions of the facility, employees, and shift schedules, the staff model determines the maximum workload of employees at the facility. It can also show how this load can be adjusted and how an object can be used more efficiently. Managers may find, for example, that increasing the load does not require space reconfiguration or movement. This distinction becomes clear when one considers that the administrative centre was previously assessed. (See table Don't use more space than you need.) Although 800 people occupy a seat, they only need 290 tables. Thus, the space for 510 tables is redundant, in which case that space is worth \$38 million in shareholder value. This value can be captured by recycling space or using it more effectively. Don't use more space than you need space models. These models help managers figure out how much space a company will need to meet the projected requirements of the staff model. They also show the most efficient way to use available space. By making a zero base comparison of competitive need and physical potential for each use of space, managers can identify excesses and flaws that cannot be detected by walking or analyzing the design. The space model begins with a space audit to determine each use of space in an object. Because this step thoroughly details the inventory, it often reveals excess space. Each major use of space has many subms: circulation (corridors, aisles), core (lobby, elevators), individual (offices, furniture), support (conference rooms, cabinets) and equipment (computers, copypants). Circulation and main space are Elements defined by building structures; other uses directly stem from the staff model projections. Model scenario. With the exit of personnel and space models, managers can create a scenario model for evaluating real estate options for prospective prospective Strategy. The more complex the scenario, the greater the need for a model to illuminate the relationship between state and space. For example, a company that wanted to make its customer service department more customer service could compare how it currently works with how it could work if employees were able to work different shifts or work part-time at home. Using this model, managers will test different alternatives, comparing the net current cost of costs (such as relocation and redemption costs, depletion and new staff, as well as additional communications) and benefits (such as improved productivity, less expensive and more efficient premises and lower operating costs). Scenarios use facts to help managers think about future events. They encourage imagination about space and cost-offs. For example, turning industrial space into retail space and combining ten locations into two are not instinctive actions for managers or real estate professionals. In fact, both can resist them because they seem too radical. Ideas arise as serious opportunities only when one visualizes the many variables that make up the real estate initiative. Scenario models make this process more efficient and can prevent long-term obligations to objects that will quickly outlive their usefulness. Because the least obvious options often produce the best results, managers should apply models to as many employees as possible and use business space. There is little cost or risk in such integrated modeling, and the rewards can be substantial. Dun s Bradstreet's Bradstreet Real Estate Initiative is a good example of how a large traditional company can change its approach to real estate with significant results. In 1993, the company's real estate portfolio included about 1,100 properties in 60 countries, worth \$309 million a year, occupying 13 million square feet, and housing 45,000 employees. CEO Robert Weissman realized that the portfolio is the result of the company's acquisition history and decentralized business structure. He also suspected that DCB could achieve substantial savings by restructuring its real estate reserves as part of a broader effort to strengthen its competitive position. First, Weissman assembled a team of operations managers, employees and consultants to launch a five-year real estate initiative. By analysing location, planning and leasing options, as well as using the F/T/S framework, DB was able to highlight how real estate supports various aspects of the business (such as performance, customer service and communications). Weissman's suspicions were confirmed when he discovered that real estate was a heavy cost burden, which also hindered communications within the company and hindered the response to customers' needs. Further analysis using It turned out that the culprit was the main business structure of the company, which formed a way of managing real estate. Historically, each unit within the DCB has made its own real estate decisions, even if the various business units were in the same city or in the same building. Each unit controlled its own mix of closed offices and open spaces. In addition, DCB was the victim of a complex of buildings: many of the company's buildings and offices were larger and more complex than necessary, although few clients have ever seen them. Most of the business with customers is conducted at the customer's location. Thus, the company's large investments in facilities did not have much competitiveness. In response to its findings, DCB decided to embark on five interconnected programs: consolidation, sharing, revision, location, and virtual office. The aim was to reduce costs by eliminating excess space and maintaining lower costs by reducing space consumption. In particular, the IWB intended to reduce annual occupancy costs by 25%, reduce the use of premises by 30% and reduce the ratio of occupancy to revenue from 7% to 4%. The group focused on regional plans in selected cities with multiple sites. The CDC also decided to launch this initiative in North America, where short-term savings can be more easily achieved, and then roll out strategy around the world within time. In 1993, Dun and Bradstreet launched a major initiative, using real estate as leverage to improve the company's competitive position. Chairman and CEO Robert Weissman describes the company's new approach and its impact on the people's views. Defending this initiative, Weissman referred to three main rules: beat competitive criteria, pay off restructuring costs within four years, and use real estate to promote synergies between functions and business units. By the end of 1995, an estimated annual savings of \$51 million per year (a 17 per cent reduction in equity) and a potential increase in shareholder value of \$600 million, consider the specifics of the DCB pilot program in Atlanta, Georgia, where prior to this initiative, three business units had six sales offices and one training center among them. These units housed 391 employees in 132,088 square feet (338 square feet per person) with an annual living cost of \$2,254,776 (\$5,767 per person). The lease of the three sites was due to expire between July 1994 and May 1995; the other four will be discontinued in January 1996. Using a complete set of tools to guide managers' thinking, the DCB has found that this can both reduce costs and affect changes during the 18-month leasing window. Concluding that none of these facilities were cost-effective, the team planned to merge operations into a single new facility and get rid of other objects. To avoid unnecessary failures, an important criterion for a new location was maintaining the same average commuting time for 80% of employees. The Group has also sought to reduce construction costs by identifying buildings with lower rents, reducing operating costs such as utilities and maintenance costs, and negotiating concessions for improvements such as interior partitions, fixtures and carpeting. The space was dismantled by increasing open planning, reducing the number of private offices and sharing support and services. In its analysis, the DCB team identified space and support services as good candidates for restructuring, as conference rooms, postal rooms, copy rooms and the like can be used by different parties for their own purposes without conflict. They also found that changes in individual workplaces would have a big impact on the capacity of the facility (e.g. ten five by eight feet of work units, fit into the same space as five eight-by-ten-foot units), but they acknowledged that such changes were sensitive because of their direct impact on employees. Finally, they found that space equipment is usually oversized and underutilized. Advances in technology are constantly reducing the size of equipment while increasing output; phone switching systems, for example, can handle the same volume today as they did a decade ago in 60% less space. The results in Atlanta exceeded management expectations: Staff were stationed in 45% less space because the team stretched beyond Weisman's goal of 220 square feet per person to reach 176 square feet per person. New rents are 20% lower. The impact of less space and lower rents allowed sustained savings of \$6.5 million, or 58%, over the first five years of the lease and allowed the company to pay \$1.3 million in a one-time restructuring in less than one year. Equally important is that no one has resigned because of the changes. DCB applies lessons elsewhere. Real estate professionals evolve from order-take-order managers to managers responsible for achieving corporate goals through transactions; they're bigger just respond to user requests. Managers have learned to align the tasks of objects with business goals. To support business goals, a planning process is established that combines real estate, human resources, technology and office services. Placing changes in this era of re-reinforcing, real estate is inevitably managed to reduce costs. But as companies restructure Real estate holdings to meet the realities of small working forces and streamline business processes, the main issue they face is how to accommodate current changes. And as more and more companies learn, real estate can help organizations change or can burden their efforts by needlessly draining resources along the way. Companies that manage real estate for long-term benefits follow these guidelines: 1. Real estate supports corporate strategy by using locations, layouts and leases to reduce costs, increase flexibility and improve productivity. 2. Managers develop employment strategies and objectives, assessing the company's competitive situation, as well as analyzing the internal activities and corporate culture. 3. The company uses objective, complete information to identify portfolio capabilities, help formulate regional plans, and identify between location, location and leasing options. Cost-benefit analysis starts with a business decision, not a real estate decision; managers understand that the company's needs will change over the life of the facility. Accessibility is the driving force behind decisions on employment strategy and cost control; availability is based on the profit structure of the business unit and the competitive situation, rather than compliance with market and industry standards. 6. Space demand management is the main lever for maintaining affordable costs after the company reduced the supply of space and began to use facilities more efficiently. 7. The Company uses a zero-base space needs and cost analysis to challenge industry benchmarks and best practices. 8. The workplace stands out when and where it is needed, rather than being appointed by law. Employees are involved in planning an alternative, more affordable workplace; the greater their share of its benefits, the more they would be willing to accept such changes. 10. Objects are designed with common and adaptable features such as modular engineering and system furniture to maximize interior flexibility and potential for sales or subization. Every real estate decision has long-term consequences. But managers can build flexibility in their real estate portfolios and in the physical and financial engineering of individual facilities. In addition, they can restructure their company's holdings, however large and complex, with market and competitive forces to ensure that these facilities remain accessible while at the same time supporting corporate objectives. A version of this article was published in the November-December issue of Harvard Business Review for November-December 1995. Reviews. real estate valuation report template. msc real estate valuation project report. sissv sgx launch reporting guide on real estate valuation. real estate valuation for financial reporting. real estate valuation report pdf. real estate valuation report sample

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