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## Outsourcing in a strategic future: A study of eight top-performing CRE organizations

Current financial pressures are once again driving real estate executives toward more outsourcing. Continually challenged by their CFOs to reduce headcounts, real estate leaders are eager to extract more fixed costs out of their operations. How much more savings can outsourcing deliver?

This study responds to those questions with a survey of how eight leading corporate real estate (CRE) organizations, varying by industry and size, have configured their outsourcing as part of strategic organizational design.

### Design by objective

The impetus to outsource should prompt a deeper inquiry into how well the organizational structure reflects and responds to corporate objectives. When a CRE organization is designed in direct accord with enterprise values and shaped to deliver on the strategic outcomes that matter most, outsourcing choices become rational, clear and relevant. This is the case with the eight high-performing organizations studied and summarized in this report.

High-performing CRE organizations use outsourcing not only to cut costs, but also to free their time from tactical services and focus instead on strategic relationship management. With pricing already lean, the achievement of radical savings from a next generation of outsourcing is unlikely. More valuable is the internal shift towards improving organizational productivity. Strategic performance, handicapped when a CRE team spends the majority of its time managing tactical deliveries, can be accentuated. With this direction comes the opportunity for CRE to lead cross-functional initiatives and enlarge its corporate strategic footprint.

### Meeting complex demands

Today CRE executives are challenged to support an increasingly complex array of corporate initiatives which may include global expansion or contraction, sustainability, the war for talent, speed to market, cost reduction, business improvement across functional processes in operations, support services and retail networks. CRE leaders must identify the capabilities that are critical to success then cost-effectively procuring them by leveraging both in-source talent and outsource providers.

### Understanding value delivery

The aim of our research was to examine a number of successful teams, determine which capabilities were most critical to their environments, and understand the direction and goals that drive enterprise value. We chose the following eight CRE groups who are recognized industry-wide for delivering strategic, high-value service to their corporations:

(Fig. 1)

Company	Industry	Revenue	# of employees	Portfolio sz
A	Financial services	\$100B+	200,000 +	51+ MSF
B	Communications equipment	\$20B - \$50B	50,000 - 100,00	21 - 30 MSF
C	Personal and household products	\$50B - \$100B	100,000 - 200,000	11 - 20 MSF
D	Computer hardware	\$10B - \$20B	20,000 - 50,000	11 - 20 MSF
E	Financial services	\$100B+	200,000 +	51+ MSF
F	Financial services	Private	Less than 10,000	5 - 10 MSF
G	Financial services	Private	20,000 - 50,000	5 - 10 MSF
H	Financial services	\$10B - \$20B	20,000 - 50,000	11 - 20 MSF

## Linking to corporate objectives

No longer structurally confined by function, geography or line of business, a high-performing CRE organization is designed in response to the priorities passed down from the C-suite. Research confirms that best-in-class CRE organizations are highly sensitive and closely linked to overall corporate strategy. For example, Company B crafts its real estate objectives directly based on the outcomes from executive leadership strategy forums. This kind of organizational agility and responsiveness is a consistent characteristic among the companies studied.

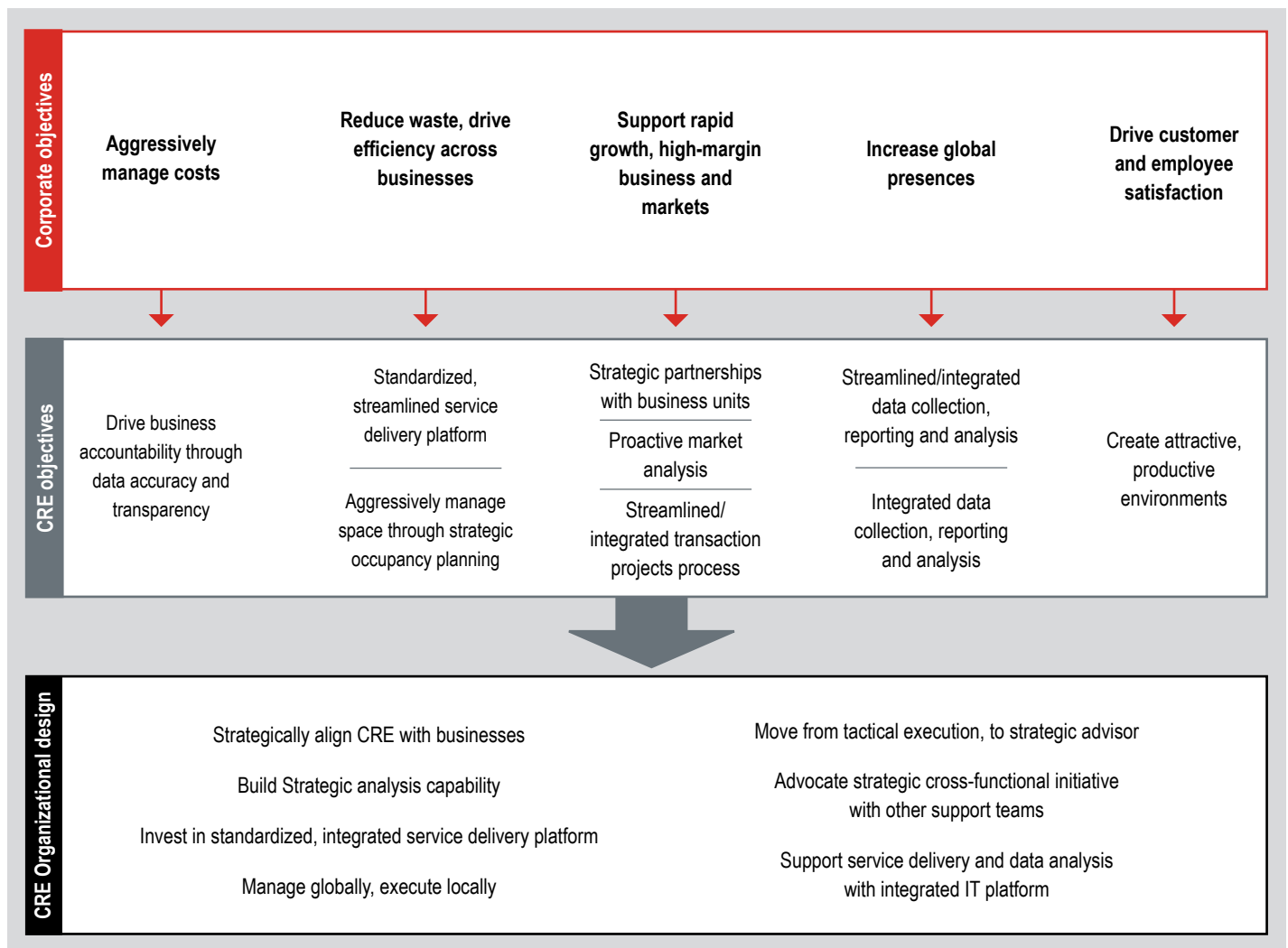
Five corporate objectives continually surfaced as top priorities among the companies surveyed\*:

- Manage costs aggressively
- Reduce waste and drive efficiency across businesses
- Support rapid growth and high-margin business and markets
- Increase global presence
- Drive customer and employee satisfaction

Fashioning its own objectives, that correspond directly to corporate objectives, forces the CRE organization to envision and embrace a highly strategic role. Fig. 2 identifies examples of CRE objectives and organizational design priorities that align with the most common corporate goals.

Fulfilling a strategic mandate requires CRE to build new capabilities, especially because service delivery is often outsourced to specialists (Fig. 3). No longer concentrating on tactics, CRE teams need to have the knowledge, resources and rapport to serve as a strategic advisor to all business lines. CRE leaders must be prepared to perform deep data analysis, to achieve successful program management and service integration, to provide global advice and execution, and to successfully implement global IT infrastructure. Operations and processes must be streamlined for quick and efficient mobilization.

(Fig. 2)



\* More detailed information about each company's objective can be found in the "Corporate objectives versus real estate objectives" section at the end of this paper.

(Fig. 3)

**Real estate organization: Strategic vs. tactical organization model**

	CRE Role	Function	In-source	Out-source
Strategic	Strategy & business relationship mgmt	Business partnering	X	
		Strategic decisions	X	
		Governance	X	
Strategic planning	Strategic planning	Finance	X	X
		Consulting		X
Work planning	Work planning	Occupancy		X
		Transaction management		X
Tactical	Service delivery	Project management		X
		IT		X
		Lease administration		X
		Facilities management		X

**Empowering partnership**

To achieve this depth and agility, CRE organizations are fully integrating the functions of capital projects, transactions and facilities management under a single outsource partner with an incentive and reporting structure that holds this partner transparently accountable. CRE organizations are investing in their own strategic currency by creating robust data that is readily accessible and able to be integrated into the larger organization’s systems, thus merging the shared services platform with IT (desktop) and other soft services. With this kind of stewardship, CRE organizations are increasingly taking the lead on major cross-functional initiatives that involve HR and IT.

(Fig. 4)

Drivers for outsourcing	
<ul style="list-style-type: none"> <li>• Cost management</li> <li>• Operational excellence</li> <li>• Improved cycle time</li> <li>• Vendor technology</li> </ul>	<ul style="list-style-type: none"> <li>• Integration and standardization across business</li> <li>• Productivity/variable workforce</li> </ul>

Outsourcing is key to this transformation, enabling CRE to respond to mounting pressures, meet higher expectations and manage effective business relationships. (Fig. 4)

**The future**

This research provides a window into the immediate future of high-performing CRE organizations. They will be more strategic and collaborative, serving as influencers and leaders of change. With such a tall order before them, executives must begin shifting responsibilities and resources. The first step is to empower a strategic partner to manage tactical functions to move away from being an organization of managers. The evolution from tactical service delivery to strategic advisor will be enabled as CRE teams empower a partner to manage the tactical functions. CRE core teams are then able to invest in the systems and leadership development to deliver strategic value to their business. Their transition to a strategic role should involve the development of metrics, reporting and risk management structures to free the CRE organization from hands-on oversight.

Beyond building the capability organizationally, the CRE organization will need to build the business and leadership skills required to perform these more strategic roles. CRE organizations will have to be excellent relationship managers, have high financial acumen, be forward thinking, and able to lead cross-functional teams in a highly dynamic environment. Not all organizations currently have the talent and skill-set required for this highly strategic role. CRE’s ability to elevate itself to be a true strategic partner of the C-suite will rely on a successful paradigm shift that we see as imminent.

The following section identifies specific corporate and real estate objectives at each organization.

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## Corporate objectives versus real estate objectives

### Organization A

Financial Services firm with \$100B+ in revenue and 200,000 + employees.

Portfolio size: 51+ MSF. Real Estate Model: Geography/Function

#### Corporate objectives

- Manage capital budgets
- Portfolio optimization
- Expansion of retail
- Successful acquisitions
- Global expansion
- Sustainability

#### Real estate objectives

- Continue to enhance productivity
  - Technology
  - Space metrics
  - Planning and portfolio optimization
- More opportunity to exceed expectations
  - Must maintain standardization but also be given some flexibility
  - Must maintain project schedules and budgets
- Balance innovation and execution
- CRE differentiation
  - Partnership with the business
  - Talent
  - Sustainability offering
  - Increase analytics to help managers understand the “total value of real estate”
  - Technology
  - Enhancing the speed of decision-making

#### Real estate organization: Strategic vs. tactical organization model

	CRE Role	Function	In-source	Out-source
Strategic	Strategy & business relationship mgmt	Business partnering	X	
		Strategic decisions	X	
		Governance	X	
Strategic planning	Strategic planning	Finance	X	
		Consulting	X	
Work planning	Work planning	Occupancy	X	
		Transaction management		X
Tactical	Service delivery	Project management		X
		IT	X	
		Lease administration	X	
		Facilities management		X

### Organization B

Communications equipment firm; \$20B - \$50B revenue; 50,000 - 100,000 employees.

Portfolio size: 21 - 30 MSF. Real Estate Model: Geography CRM/Business Function

#### Corporate objectives

- Deliver next generation communication solutions to people, businesses, and governments
- Global presence and impact
- Profitability and shareholder value

#### Real estate objectives

- Deliver productive, efficient space at low cost

#### Real estate organization: Strategic vs. tactical organization model

	CRE Role	Function	In-source	Out-source
Strategic	Strategy & business relationship mgmt	Business partnering	X	
		Strategic decisions	X	
		Governance	X	
Strategic planning	Strategic planning	Finance	X	X
		Consulting		X
Work planning	Work planning	Occupancy		X
		Transaction management		X
Tactical	Service delivery	Project management		X
		IT		X
		Lease administration		X
		Facilities management		X

## Corporate objectives versus real estate objectives (continued)

### Organization C

Personal & Household Products Company; \$50B - \$100B revenue; 100,000 - 200,000 employees.

Portfolio size: 11 - 20 MSF. Real Estate Model: CRM

#### Corporate objectives

- Keep core businesses healthy and growing through leveraging brand line-up and innovation
- Continue shift toward faster-growth, higher-margin businesses
- Grow substantially in developing markets by increasing household penetration and consumer usage frequency
- Continue to leverage scale—reduce overhead costs by simplifying the way client works and eliminating duplication between global business units and market development organizations
- Continue to improve gross margins

#### Real estate objectives

- Reduce costs
- Executional excellence
  - Improved reliability & quicker recovery time
  - Better end-user satisfaction & productivity
  - High quality service & initiative delivery
- Full scale integration
  - Improved planning & faster response to change
  - Reduced cost of company operations
  - Next level global effectiveness
- Business building capabilities
  - Real-time business operations
  - Increased employee productivity
  - Faster speed to market

#### Real estate organization: Strategic vs. tactical organization model

	CRE Role	Function	In-source	Out-source
Strategic	Strategy & business relationship mgmt	Business partnering	X	
		Strategic decisions	X	
		Governance	X	
Tactical	Strategic planning	Finance	X	X
		Consulting		X
	Work planning	Occupancy		X
		Transaction management		X
	Service delivery	Project management		X
	IT		X	
		Lease administration		X
		Facilities management		X

### Organization D

Computer Hardware firm; \$10B - \$20B in revenue; 20,000 – 50,000 employees.

Portfolio size: 11 - 20 MSF. Real Estate Model: CRM/Function

#### Corporate objectives

- Build strategic relationships to expand presence and opportunity in the marketplace
- Product innovation
- Achieve operating profit of 10 percent
- Build community

#### Real estate objectives

- Increasing employee satisfaction by means of communications, reward/recognition programs, organization, training, recommending index, and management excellence
- Achieving business results through financial targets, outlook accuracy, portfolio reduction targets, reserve portfolio risk, performance, service provider performance, value engineering, and project quality.
- Improving customer satisfaction by way of surveys, action plans, and results.
- Improving quality and process efficiency through processes, funding approval, management reporting, service provider quality, financial controls, executive response, and standards and industry.
- Fix physical infrastructure
- Refresh open work
- Real estate optimization

#### Real estate organization: Strategic vs. tactical organization model

	CRE Role	Function	In-source	Out-source
Strategic	Strategy & business relationship mgmt	Business partnering	X	
		Strategic decisions	X	
		Governance	X	
Tactical	Strategic planning	Finance	X	X
		Consulting		X
	Work planning	Occupancy		X
		Transaction management		X
	Service delivery	Project management		X
		IT		X
		Lease administration		X
		Facilities management		X
	Other	Sustainability	X	

## Corporate objectives versus real estate objectives (continued)

### Organization E

Financial Services firm; \$100B+ in revenue; 200,000+ employees.

Portfolio size: 51+ MSF. Real Estate Model: CRM/Function

#### Corporate objectives

- Outstanding customer service
- Effective and efficient operations
- Strong capital and liquidity
- Conservative lending policy
- Strict expense discipline

#### Real estate objectives

- Lower total occupancy costs
- Reduce the number of premises
- Consumption of fewer resources by RE team
- Improve workplace efficiency
- Improve ability of retail property to generate income
- Maximize contribution to the environment

#### Real estate organization: Strategic vs. tactical organization model

	CRE Role	Function	In-source	Out-source
Strategic	Strategy & business relationship mgmt	Business partnering	X	
		Strategic decisions	X	
		Governance	X	
Strategic planning	Strategic planning	Finance		X
		Consulting	X	
Work planning	Work planning	Occupancy		X
		Transaction management		X
Tactical	Service delivery	Project management		X
		IT		X
		Lease administration		X
		Facilities management		X

### Organization F

Financial Services firm; less than 10,000 employees.

Portfolio size: 5 - 10 MSF. Real Estate Model: CRM/Function

#### Corporate objectives

- Manage enterprise-wide risk to remain secure
- Focus on expansion and growth
- Maximize the value of the customers and bring in new customers
- Reach target revenue level
- Growth in income from continuing operations
- Growth in earnings per share
- Continued solid improvement in efficiency ratio

#### Real estate objectives

- Improve occupancy efficiency by developing long-term strategic occupancy plan to manage vacant space
- Establish strategic collaboration process with all business units
- Continue to manage branch relocation strategy to effectively align branch distribution network with retail segmentation strategy
- Enhance the safety and security of employees and customers by deterring robbery activity
- Maximize cost and financial controls
- Maintain accurate occupancy expense budget and reporting process
- Develop real estate portfolio management strategies around owning versus leasing
- Comply with project management process and reporting requirements

#### Real estate organization: Strategic vs. tactical organization model

	CRE Role	Function	In-source	Out-source
Strategic	Strategy & business relationship mgmt	Business partnering	X	
		Strategic decisions	X	
		Governance	X	
Strategic planning	Strategic planning	Finance	X	
		Consulting	N/A	N/A
Work planning	Work planning	Occupancy		X
		Transaction management		X
Tactical	Service delivery	Project management		X
		IT	X	
		Lease administration		X
		Facilities management		X

## Corporate objectives versus real estate objectives (continued)

### Organization G

Financial Services firm; 20,000 – 50,000 employees.

Portfolio size: 5 - 10 MSF. Real Estate Model: CRM/Function

#### Corporate objectives

- Reduce waste – increase value
- Build brand and culture
- Drive international growth

#### Real estate objectives

- Reduce waste in real estate – vacancy and rework
- Improve location decision and implementation process
- Drive efficiency and control
- Provide international support
- Achieve multi-year plan deliverables
- Deliver space to support key initiatives
- Implement firm-wide sustainability policy
- Utilize greater transparency to drive better business decision making and efficiency
- Drive greater accountability within business units
- Strengthen teamwork
- Deliver consistent messages across the team

#### Real estate organization: Strategic vs. tactical organization model

	CRE Role	Function	In-source	Out-source
Strategic	Strategy & business relationship mgmt	Business partnering	X	
		Strategic decisions	X	
		Governance	X	
Strategic planning	Strategic planning	Finance		X
		Consulting	X	
Work planning	Work planning	Occupancy		X
		Transaction management		X
Tactical	Service delivery	Project management		X
		IT		X
		Lease administration		X
		Facilities management		X

### Organization H

Financial Services firm; \$10B - \$20B revenue; 20,000 – 50,000 employees.

Portfolio size: 11 - 20 MSF. Real Estate Model: CRM/Function

#### Corporate objectives

- Rebuild shareholder value
- Grow the number of households served
- Compete and win in all markets

#### Real estate objectives

- Reduce costs
- Improve efficiency
- Support business needs of organization
- Design workplace environment to attract and retain best employees

#### Real estate organization: Strategic vs. tactical organization model

	CRE Role	Function	In-source	Out-source
Strategic	Strategy & business relationship mgmt	Business partnering	X	
		Strategic decisions	X	
		Governance	X	
Strategic planning	Strategic planning	Finance	X	
		Consulting	N/A	N/A
Work planning	Work planning	Occupancy		X
		Transaction management		X
Tactical	Service delivery	Project management		X
		IT	X	
		Lease administration		X
		Facilities management		X

Each organization identified specific business drivers and rationale behind its decision to outsource.

	Top business drivers	What is driving the outsource decision
<b>Organization A</b>	<ul style="list-style-type: none"> <li>• Cost reduction</li> <li>• Risk management</li> <li>• Streamlining of organization</li> <li>• Talent attraction and retention</li> <li>• Reduce balance sheet impact of real estate</li> <li>• Create incremental revenue by selling off key real estate assets</li> </ul>	<ul style="list-style-type: none"> <li>• Dramatic cost reduction</li> <li>• Ability to focus on core clients and core business</li> </ul>
<b>Organization B</b>	<ul style="list-style-type: none"> <li>• Highly mobile, highly productive workforce</li> <li>• Produce of lowest cost, highest quality (end) products</li> <li>• Remain globally competitive</li> <li>• Reduce operating costs</li> <li>• Improve margins</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in cost through best practices and functional knowledge;</li> <li>• Ability to centralize decisions and get control over global real estate (out of businesses and out of finance function);</li> <li>• Improved accuracy of portfolio data for better, more timely decisions</li> <li>• Talent up-grade, and ability to be more nimble with staffing changes</li> </ul>
<b>Organization C</b>	<ul style="list-style-type: none"> <li>• Cost reduction</li> <li>• Talent attraction and retention</li> <li>• Keep core businesses healthy and growing</li> <li>• Ability to drive growth in developing markets</li> <li>• Elimination of duplication between business units</li> </ul>	<ul style="list-style-type: none"> <li>• Cost reduction</li> <li>• Opportunity to evolve from service provider to strategic partner</li> <li>• Reduction in the number of service providers</li> </ul>
<b>Organization D</b>	<ul style="list-style-type: none"> <li>• Global presence</li> <li>• Product innovation</li> <li>• Growth of operating profit</li> </ul>	<ul style="list-style-type: none"> <li>• Cost reduction</li> <li>• Global operational efficiencies</li> </ul>
<b>Organization E</b>	<ul style="list-style-type: none"> <li>• Unify and integrate the business units</li> <li>• Manage costs</li> <li>• Strengthen the brand</li> <li>• Increase collaboration</li> <li>• Talent management</li> <li>• Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic management of the real estate portfolio</li> <li>• Strategic relationships with business units</li> </ul>
<b>Organization F</b>	<ul style="list-style-type: none"> <li>• Grow retail network</li> <li>• Risk management</li> <li>• Control costs</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to focus on strategic imperatives</li> <li>• Improvement of cost controls</li> <li>• Increase speed of retail roll-out</li> </ul>
<b>Organization G</b>	<ul style="list-style-type: none"> <li>• Reduce waste</li> <li>• Build brand and culture</li> <li>• Drive international growth</li> <li>• Grow earnings</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to focus on strategic relationships</li> <li>• Collaboration across business units</li> <li>• Cost reduction</li> </ul>
<b>Organization H</b>	<ul style="list-style-type: none"> <li>• Shareholder return</li> <li>• Rapid growth</li> <li>• Improve cash flow, reduce debt</li> </ul>	<ul style="list-style-type: none"> <li>• Cost reduction</li> <li>• Internal resistance to real estate changes</li> <li>• Need to centralize decisions and data sources</li> <li>• Technology</li> </ul>

## Real estate objectives versus key performance metrics

Finally, we asked each organization to list their key performance metrics. These metrics, and their related real estate objectives, are listed below:

### Organization A

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#### Real estate objectives

- Continue to enhance productivity
  - Technology
  - Space metrics
  - Planning and portfolio optimization
- Identify more opportunities to exceed expectations
  - Must maintain standardization but also be given flexibility
  - Must maintain project schedules and budgets
- Balance innovation and execution
- Workplace differentiation
  - Partnership with business
  - Talent
  - Sustainability offering
  - Technology
  - Increase analytics to help managers understand the total value of real estate
- Enhance the speed of decision-making

#### Key performance metrics

- Customer
  - Satisfaction rating
  - Project management rating
  - Vacancy disposition rating
- Associate
  - Diversity: POC
  - Diversity: female
  - Unique ready now
  - Associate satisfaction
- Shareholder
  - Sq ft / head count
  - Productivity and cost savings
  - Annual operating plan
  - Capital plan utilization variance
  - Transition cost savings
  - Spending goal
  - Compliance program effectiveness indicator

### Organization B

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#### Real estate objectives

- Deliver productive, efficient space at low cost

#### Key performance metrics

- Site reduction
- No new sites
- Reduction of operating costs to previous year revenue base
- Reduction of infrastructure team to improve margins

### Organization C

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#### Real estate objectives

- Cost reduction
- Executional excellence
  - Improved reliability & quicker recovery time
  - Better end-user satisfaction & productivity
  - High quality service delivery
- Full-scale integration
  - Improved planning & faster response to change
  - Reduced cost of company operations
  - Next level business solution effectiveness
- Business-building capabilities
  - Real-time business operations
  - Increased employee productivity
  - Faster speed-to-market

#### Key performance metrics

Not available

## Real estate objectives versus key performance metrics (continued)

### Organization D

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#### Real estate objectives

- Increase employee satisfaction by means of communications, reward/recognition programs, organization, training, recommendation index and management excellence
- Achieve business results through financial targets, outlook accuracy, portfolio reduction targets, reserve portfolio risk, performance, service provider performance, value engineering, and project quality.
- Improve satisfaction by way of surveys, action plans and results.
- Improve quality and efficiency through processes, funding approval, management reporting, service provider quality, financial controls, executive response, and standards and industry.
- Fix physical infrastructure
- Refresh open work
- Real estate optimization

#### Key performance metrics

- Financial targets
- Outlook accuracy (forecasts)
- Portfolio reduction targets
- Reduction of reserve portfolio risk
- Performance (KPIs): Improvement on year-over-year performance measures, report results quarterly
  - Total cost
  - Total s.f.
  - Total lab s.f.
  - Active s.f. to total s.f.
  - People to seats
  - Active s.f. per person
  - Cost per seat
- Value engineering
  - Identify and implement value engineering practice on all projects
  - Report savings/avoidance at ops review
- Project quality
  - Deliver 95% of approved projects on-schedule, within defined budget and quality targets
  - Performance measured at ops review
- Service provider quality
- Financial controls

### Organization E

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#### Real estate objectives

- Lower total occupancy costs
- Reduce the number of premises
- Real estate teams to consume less resources
- Improve workplace efficiency
- Improve ability of retail property to generate income
- Maximize contribution to the environment

#### Key performance metrics

- Project management
  - Schedule attainment
  - Budget attainment
  - Square foot costs
  - Customer satisfaction
- Transaction management
  - Landlord notification critical date
  - Client notification critical date
  - Landlord agreement critical date
  - Surplus space variance
- Lease administration
  - Data integrity and accuracy
  - Accounts receivable collection
  - Cost/savings/cost avoidance
- Finance and accounting
  - Budget attainment
  - Cost savings
  - Minority spend
- Facilities management
  - Customer satisfaction
  - Energy conservation and sustainability
  - Critical site availability

## Real estate objectives versus key performance metrics (continued)

### Organization F

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#### Real estate objectives

- Improve occupancy efficiency by developing long-term strategic occupancy plan to manage vacant space
- Establish strategic collaboration process with all business units
- Continue to manage branch relocation strategy to effectively align branch distribution network with retail segmentation strategy
- Enhance the safety and security of employees and customers by deterring robbery activity
- Maximize cost and financial controls
- Maintain accurate occupancy expense budget and reporting process
- Develop real estate portfolio management strategies around owning versus leasing
- Comply with project management process and reporting requirements

#### Key performance metrics

Not available

### Organization G

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#### Real estate objectives

- Reduce waste in real estate (vacancy and rework)
- Improve location decision and implementation process
- Drive efficiency and control
- Provide international support
- Achieve multi-year plan deliverables
- Deliver space to support key initiatives
- Implement firm-wide sustainability policy
- Utilize greater transparency to drive better business decision making and efficiency
- Drive greater accountability within business units
- Strengthen teamwork
- Deliver consistent messages across the team

#### Key performance metrics

- Client business objectives
- Grow revenues and eliminate waste
- Build brand and culture
- Drive international growth
- Drive operational excellence
- Operational dashboard
- Account management
  - Budget adherence
  - Key initiative performance
  - Customer satisfaction
- Facility management
  - Work order completion
  - Work order efficiency
  - Business disruption
  - Demand/capacity
  - Budget adherence
  - Customer satisfaction
- Project management
  - Budget adherence
  - Schedule adherence
  - Cost reduction and avoidance
  - Change order management
  - Customer satisfaction
- Portfolio management
  - Overall space utilization

### Organization H

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#### Real estate objectives

- Reduce costs
- Improve efficiency
- Support business needs of organization
- Workplace environment to attract and retain best employees

#### Key performance metrics

Not available