

A man in a dark suit is seen from the back, talking on a mobile phone. He is standing in front of a large window that offers a panoramic view of a dense city skyline with numerous skyscrapers. The overall image has a light blue tint.

Corporate real estate alignment in practice

Graduation Presentation Lisa Kuijpers | MSc Management in the Built Environment



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World of Weaving

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Global:
Strategic

Regional:
Operational

Local:
Tactical

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a·lign·ment

/uh-lahyn-muhnt/

1. linear or orderly arrangement: the arrangement of something in a straight line or in an orderly position in relation to something else
2. positioning of something for proper performance: the correct position or positioning of different components with respect to each other or something else, so that they perform properly
3. support or alliance: support for, or a political alliance with, a person, group, argument, or point of view



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How do multinational corporations in the technology and financial services industries align their corporate real estate and corporate business strategy in practice and how does this relate to the main findings from literature?

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How do multinational corporations in the technology and financial services industries align their corporate real estate and corporate business strategy in practice?

And how does this relate to the main findings from literature?

How do multinational corporations in the technology and financial services industries align their corporate real estate and corporate business strategy in practice?

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How do multinational corporations in the technology and financial services industries align their corporate real estate and corporate business strategy in practice?

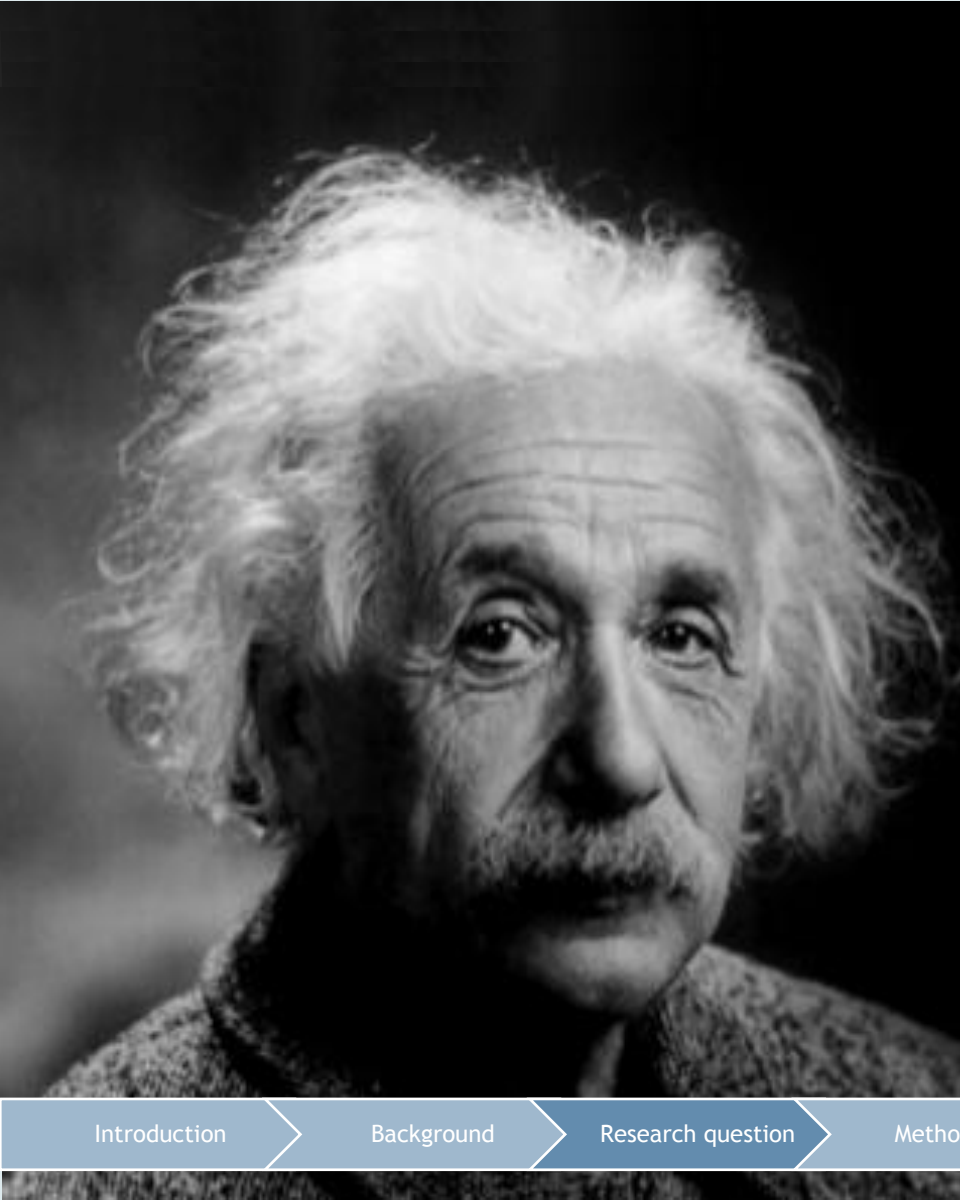
And how does this relate to the main findings from literature?

How do multinational corporations in the technology and financial services industries align their corporate real estate and corporate business strategy in practice?

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And how does this relate to the main findings from literature?



“In theory,
theory and
practice are the
same. In practice,
they are not.”

Albert Einstein

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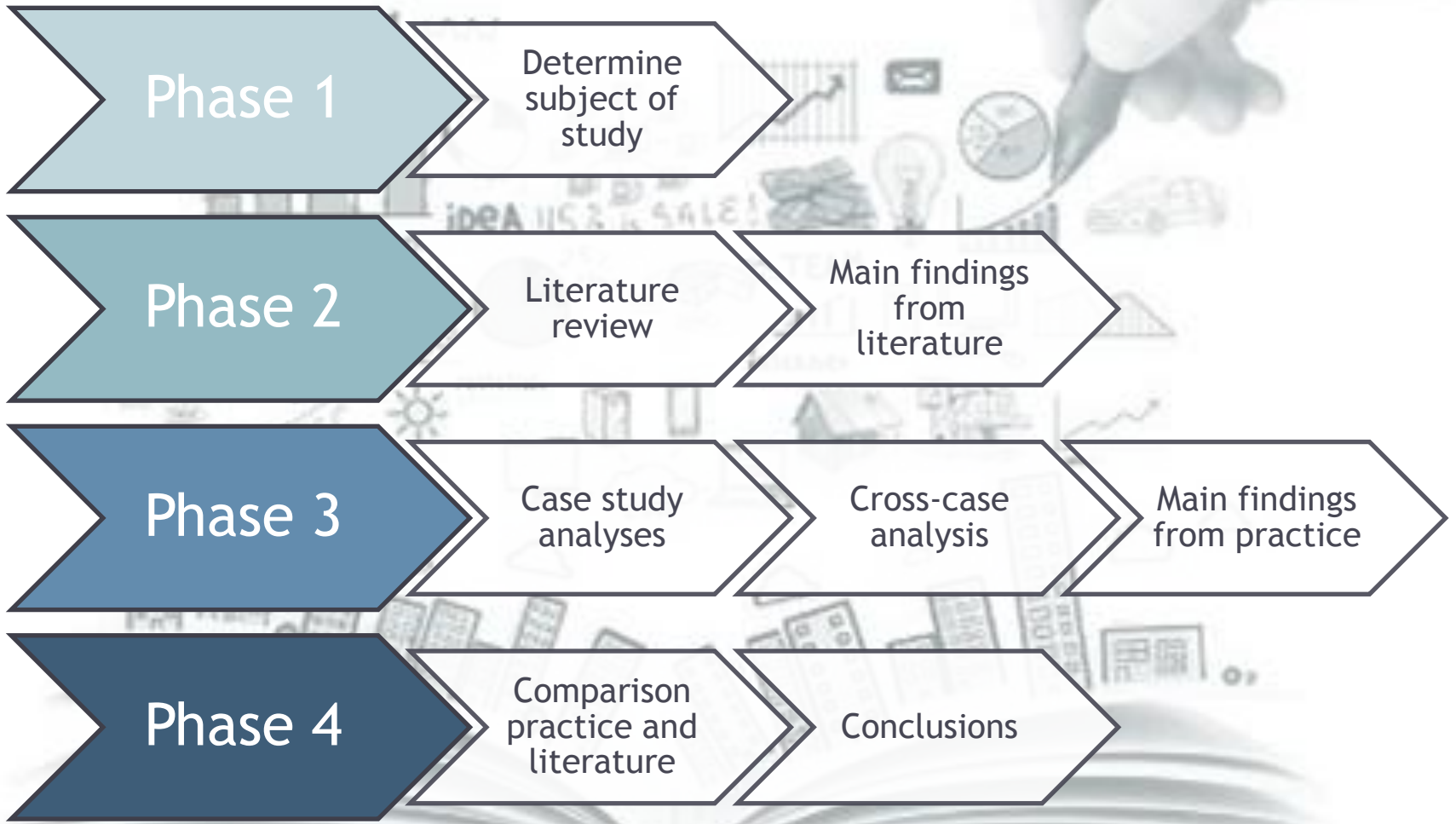
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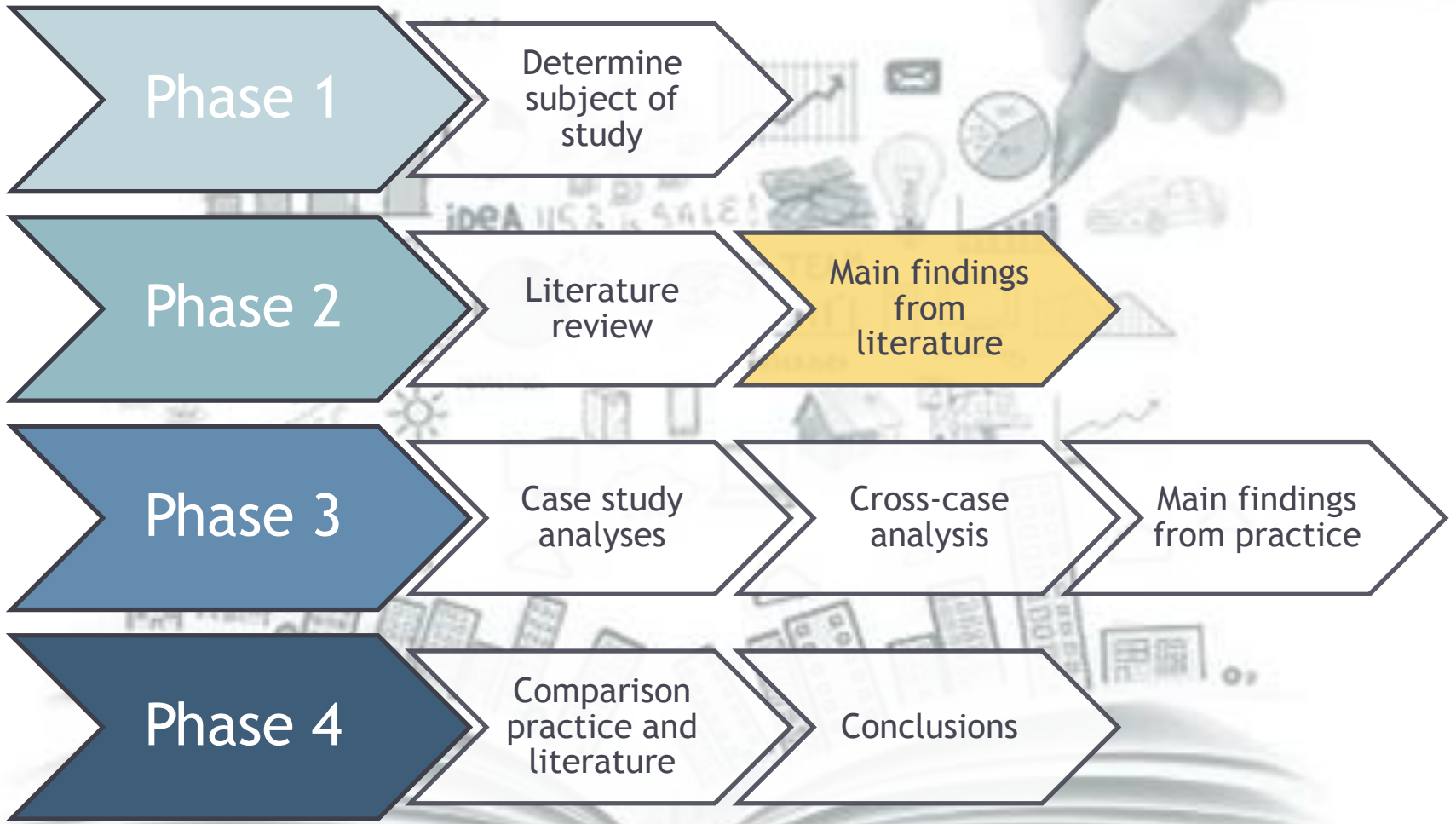
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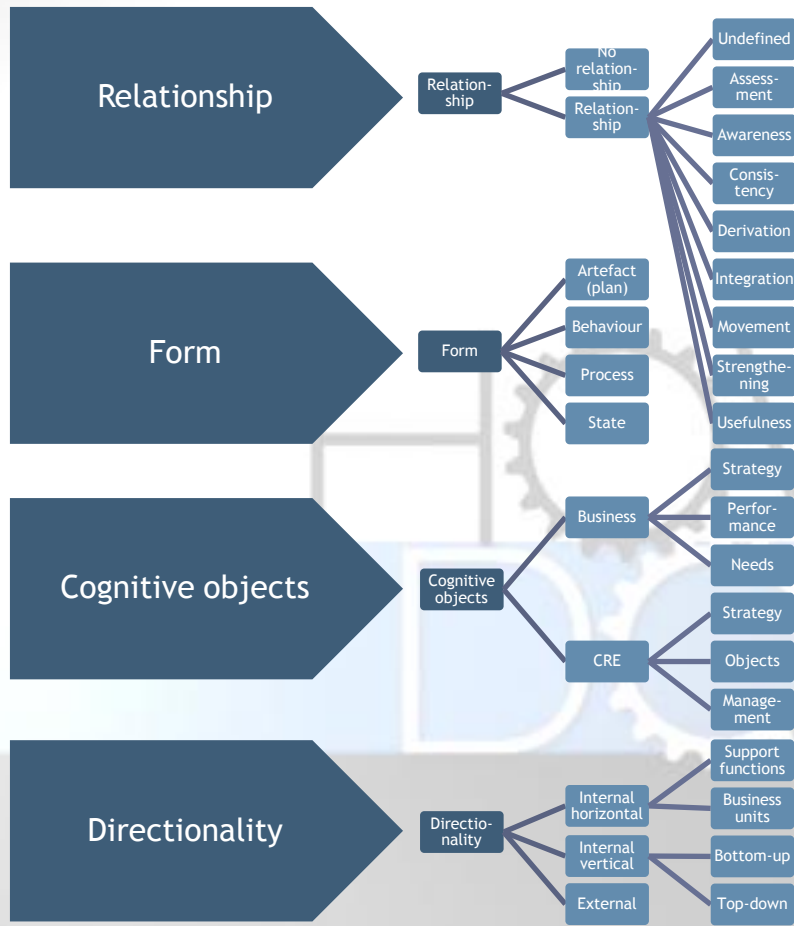
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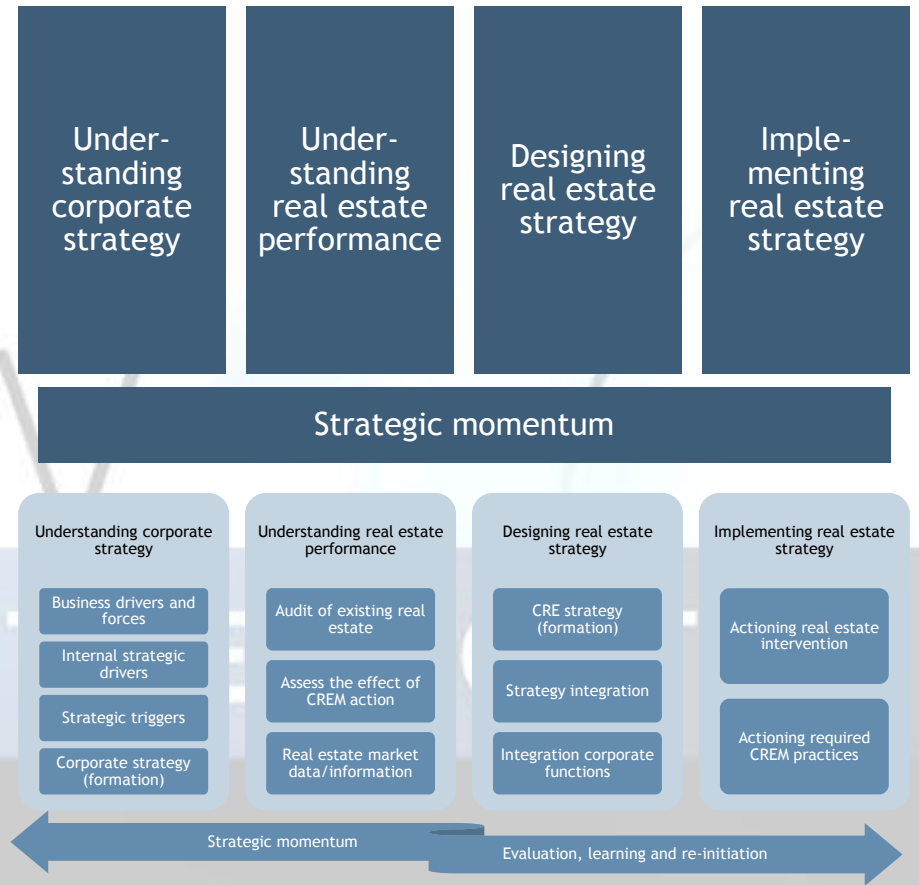
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Source: Heywood & Arkesteijn (in press)



Source: Arkesteijn & Heywood (2013) and Heywood (2011) 'strategic momentum' after Appel-Meulenbroek & Haynes (2014)

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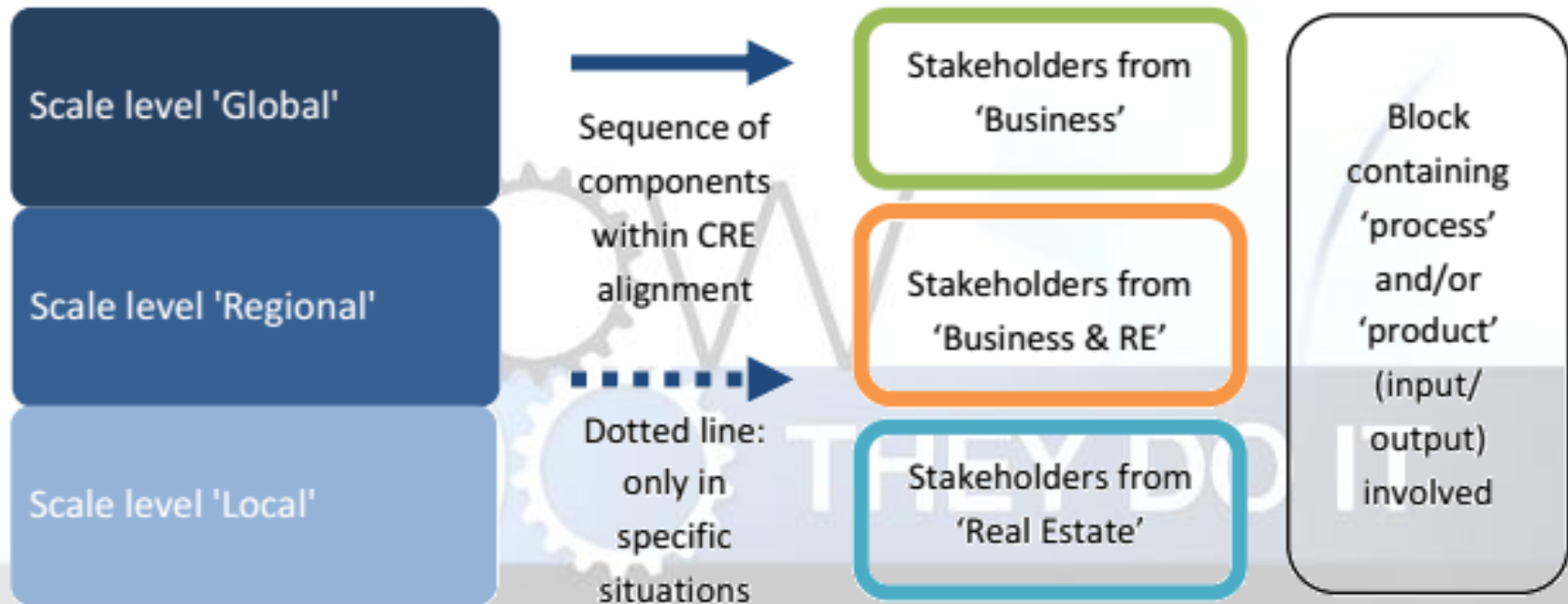
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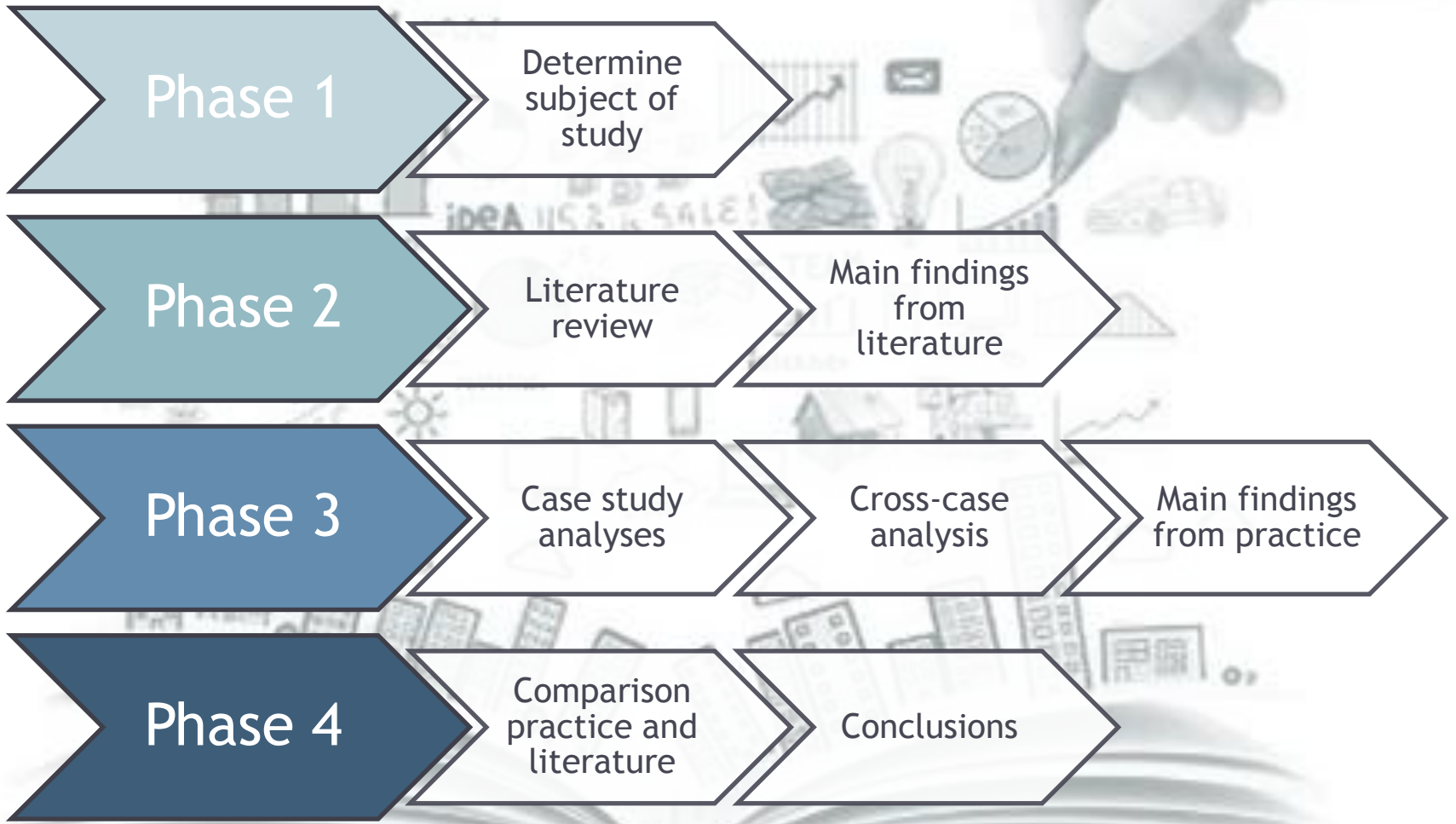
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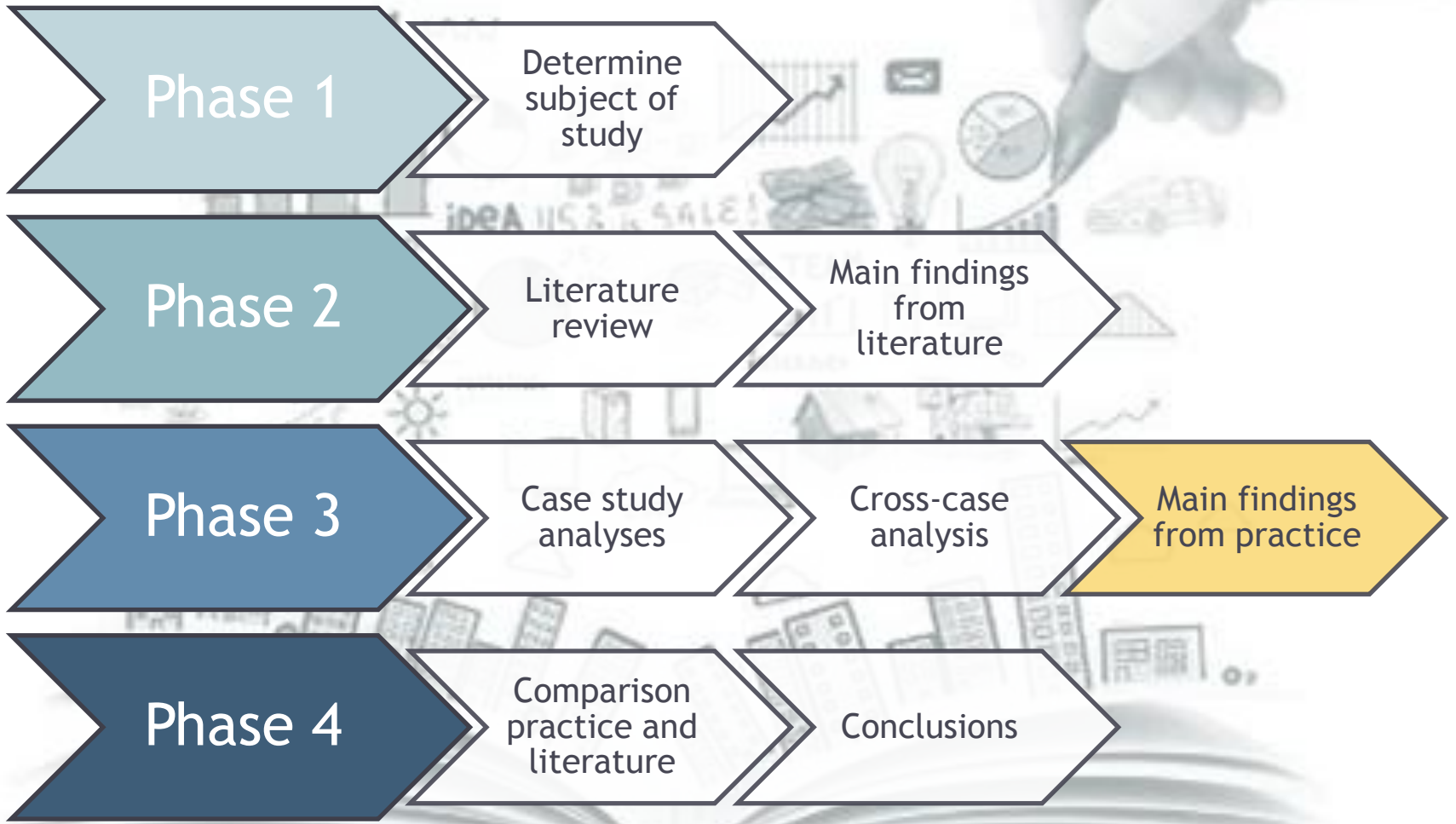
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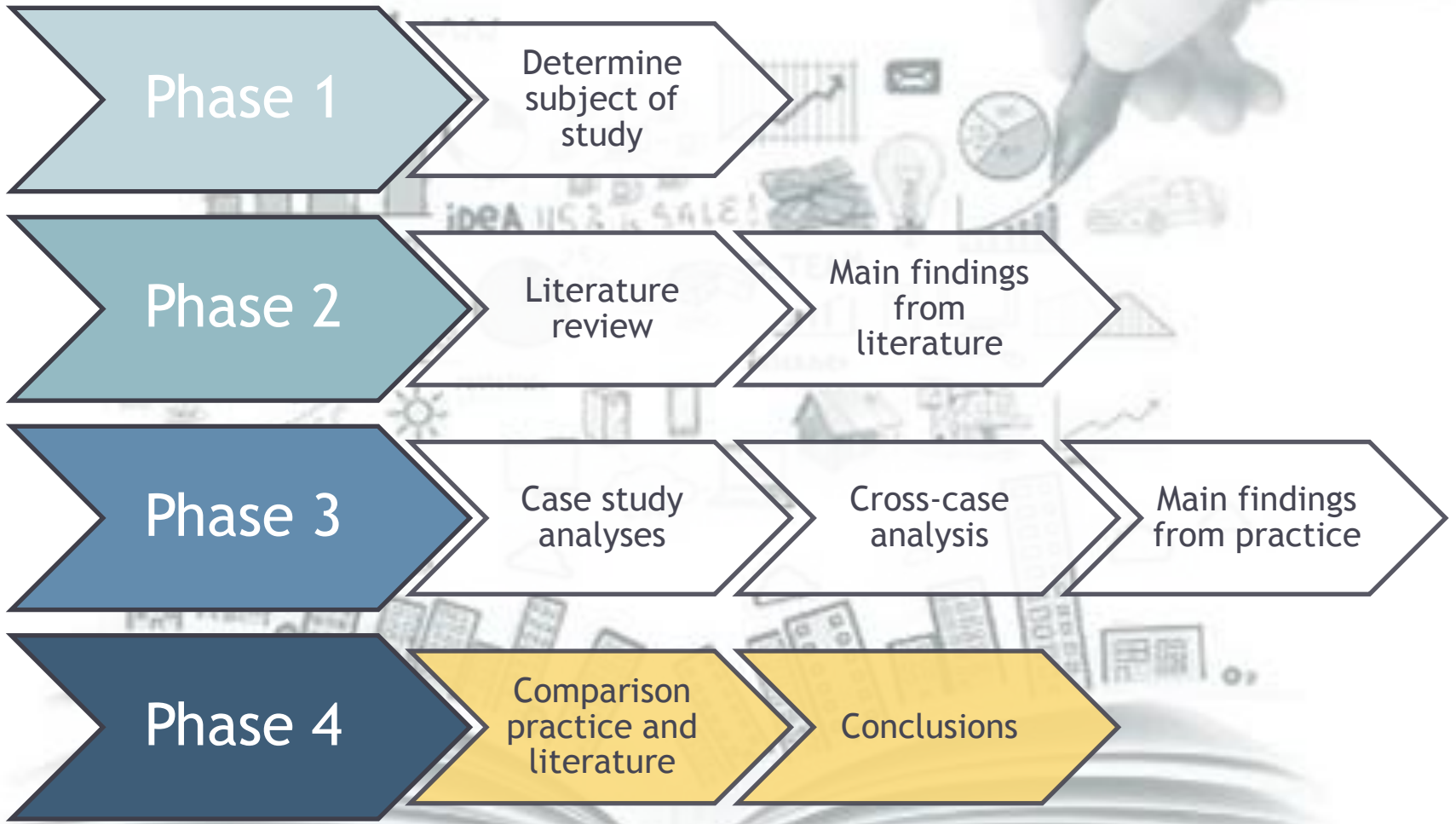
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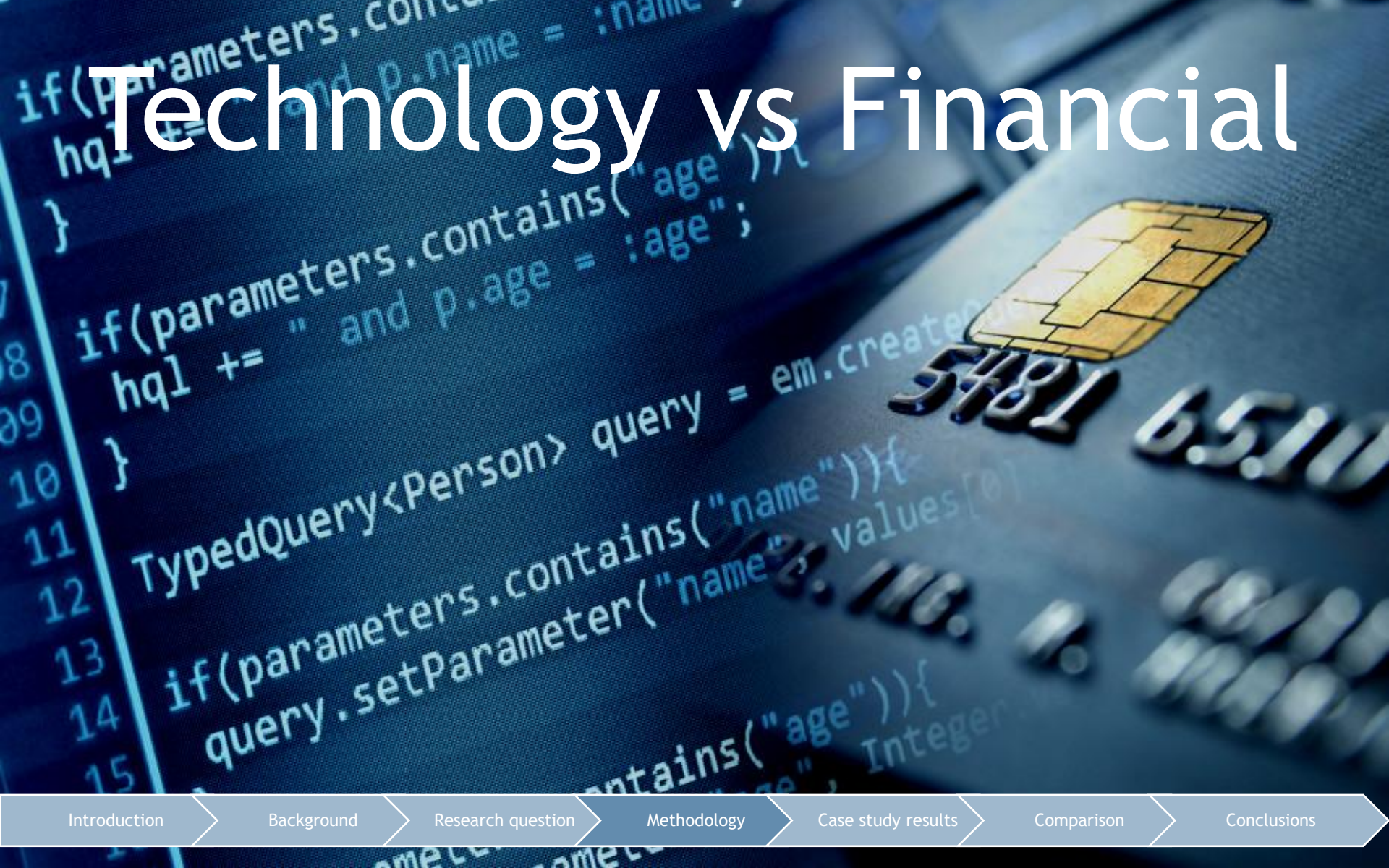
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Technology vs Financial



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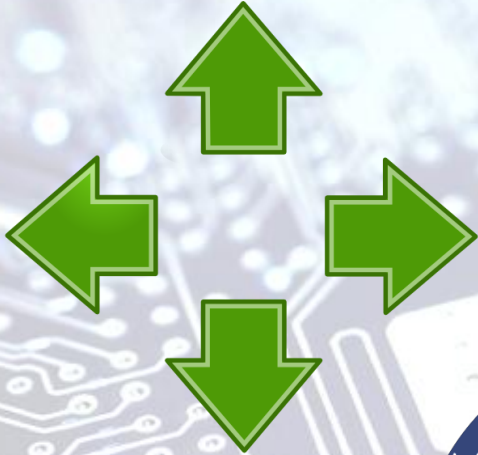
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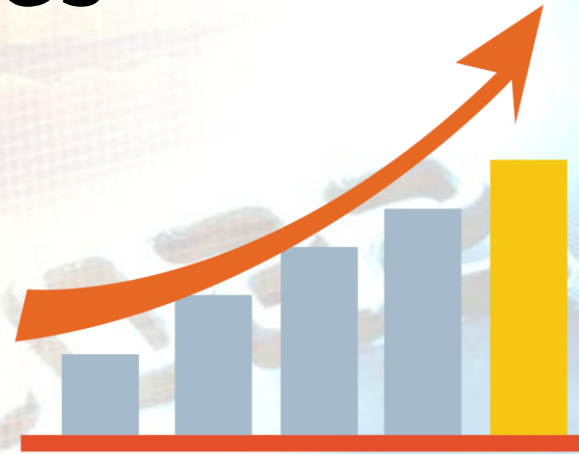
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BANK 'F1'



“Become the best connected and most respected bank in the Asia Pacific region”

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Business

Business & Real Estate

Real Estate

Global

Corporate strategy formation

Discuss strategies (1x/year)

Translate to RE strategy (all levels)

Present to management board

Regional

- Centralization
- Strengthen domestic position
- Grow Asian markets

Construct & prepare RE plans

Local

- Scale services
- Greater asset value
- Enhance business agility

Implementation of RE plans

Provide updates on progress

If approved by the management board

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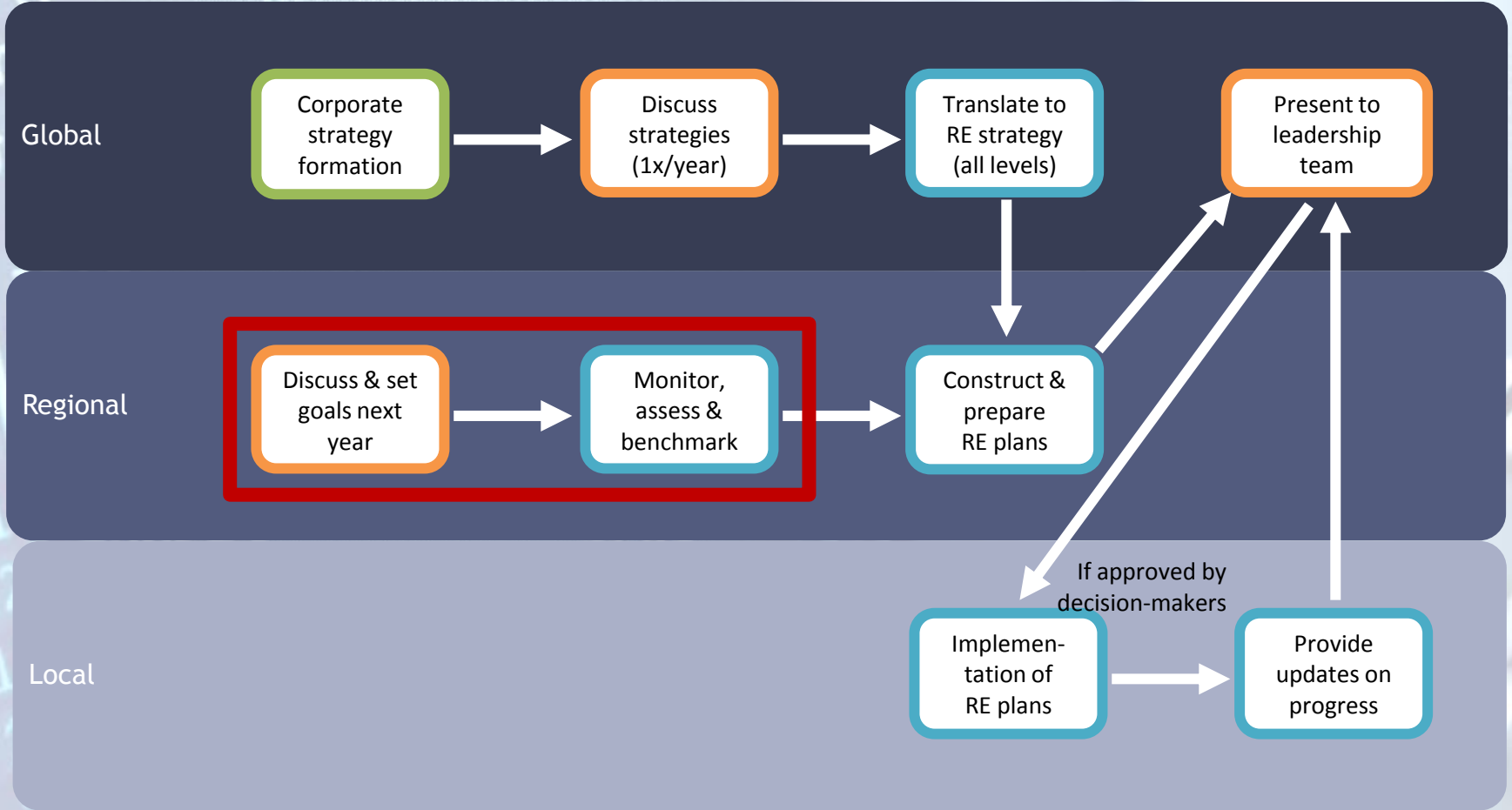
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Business Business & Real Estate Real Estate



A giraffe stands on the left side of the frame, looking towards the left. On the right side, a lion is perched on a structure of four tall, thin wooden stilts. The background is a savanna landscape with green bushes and a blue sky. The text "Relationship literature and practice" is centered over the image in a large, black, sans-serif font.

Relationship literature and practice

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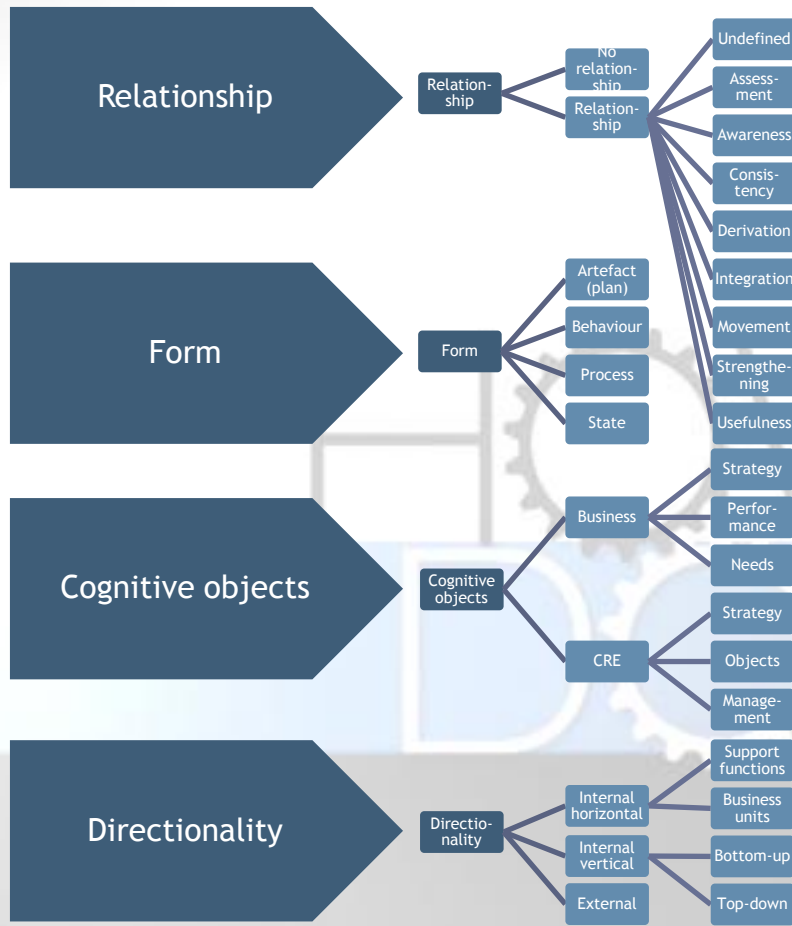
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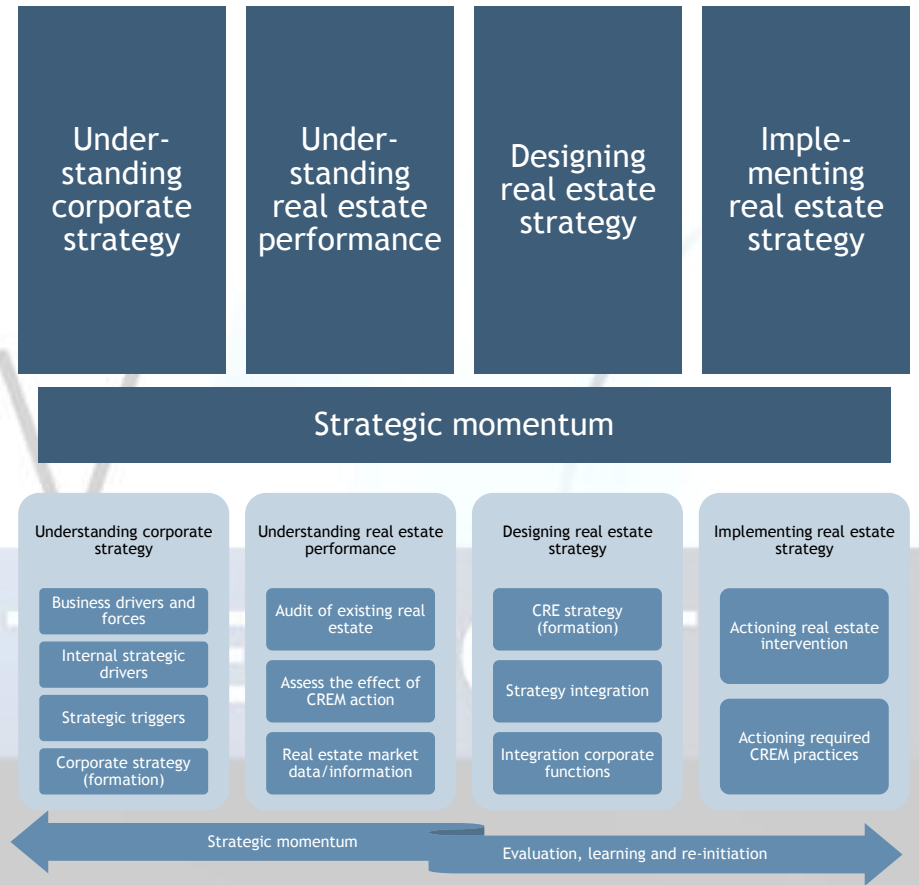
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Source: Heywood & Arkesteijn (in press)



Source: Arkesteijn & Heywood (2013) and Heywood (2011) 'strategic momentum' after Appel-Meulenbroek & Haynes (2014)

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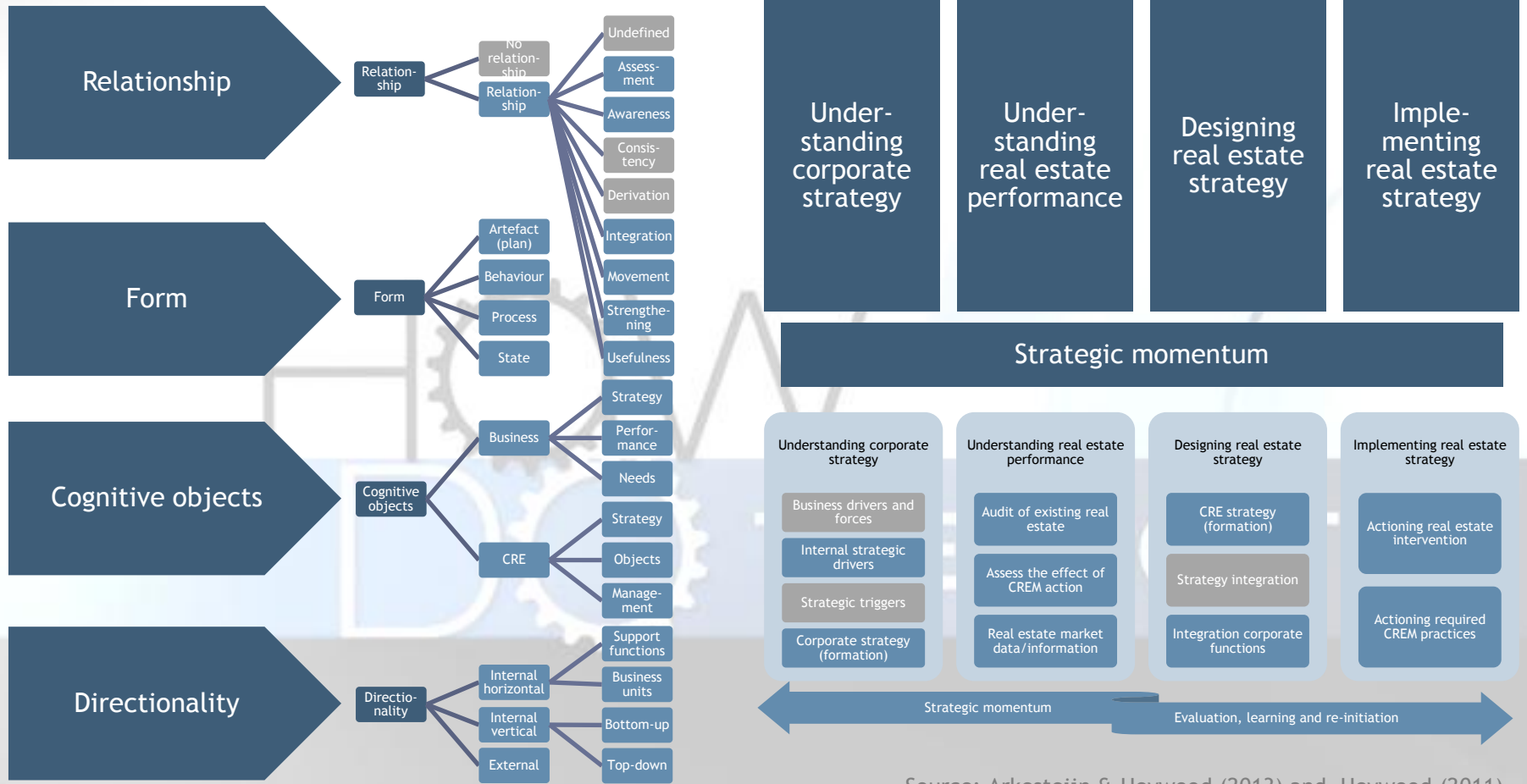
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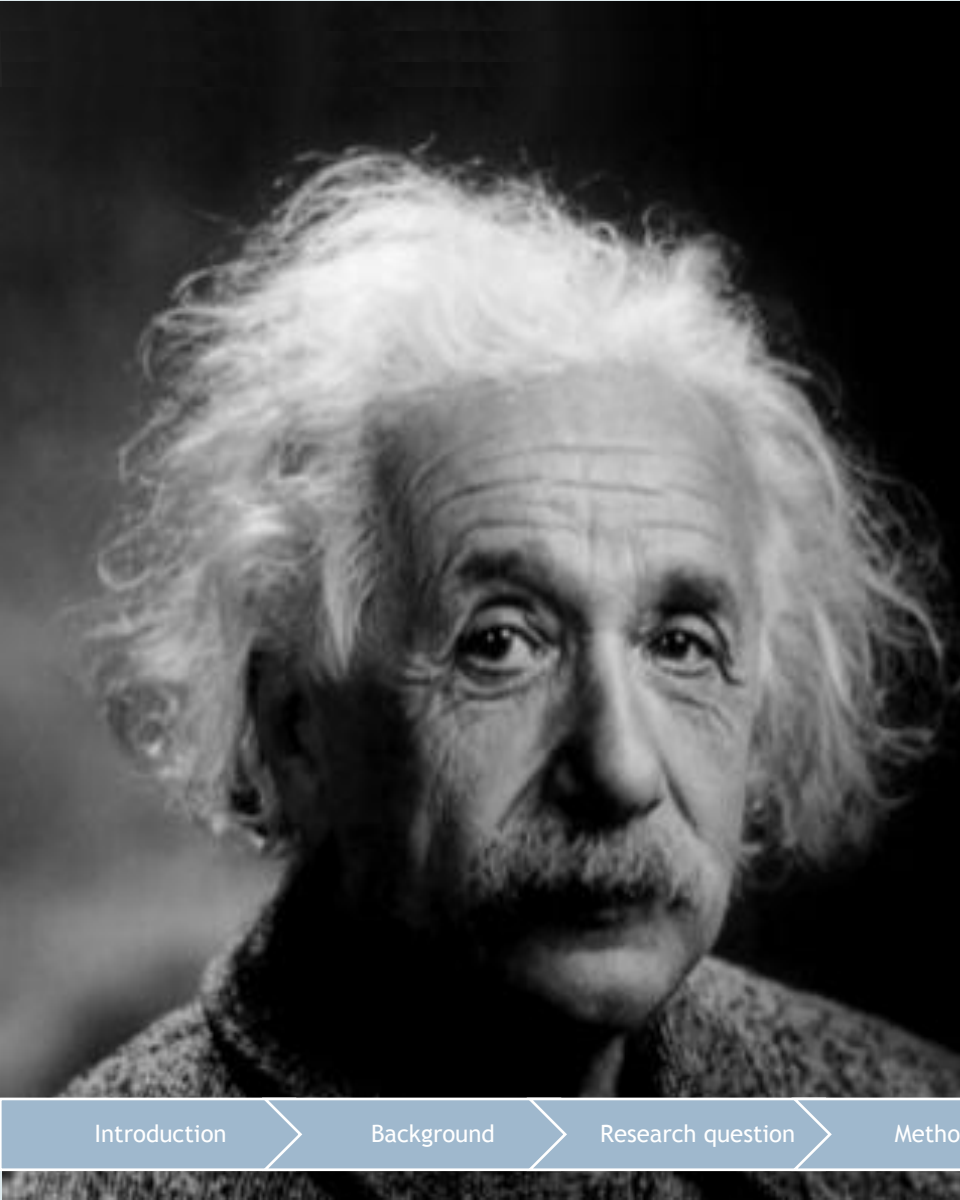
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“In theory,
theory and
practice are the
same. In practice,
they are not.”

Albert Einstein

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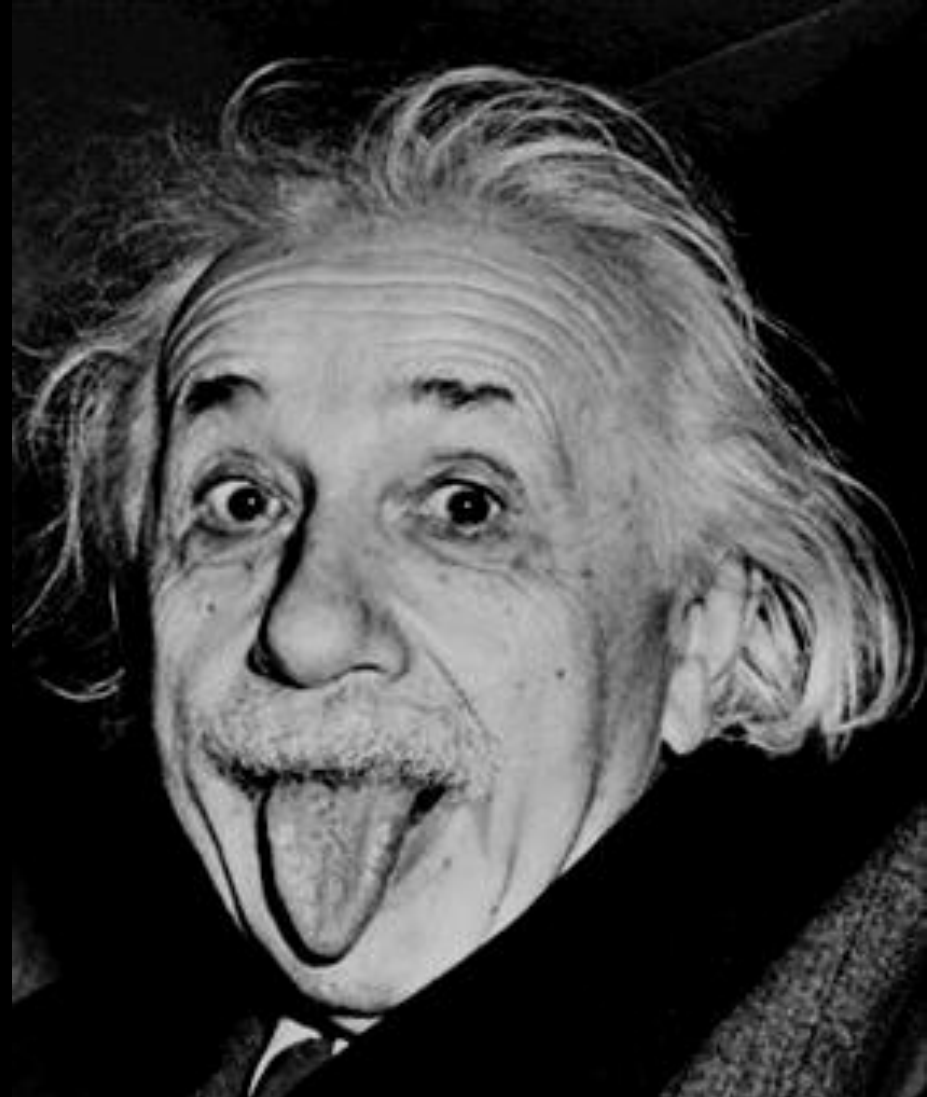
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In this case,
they are!



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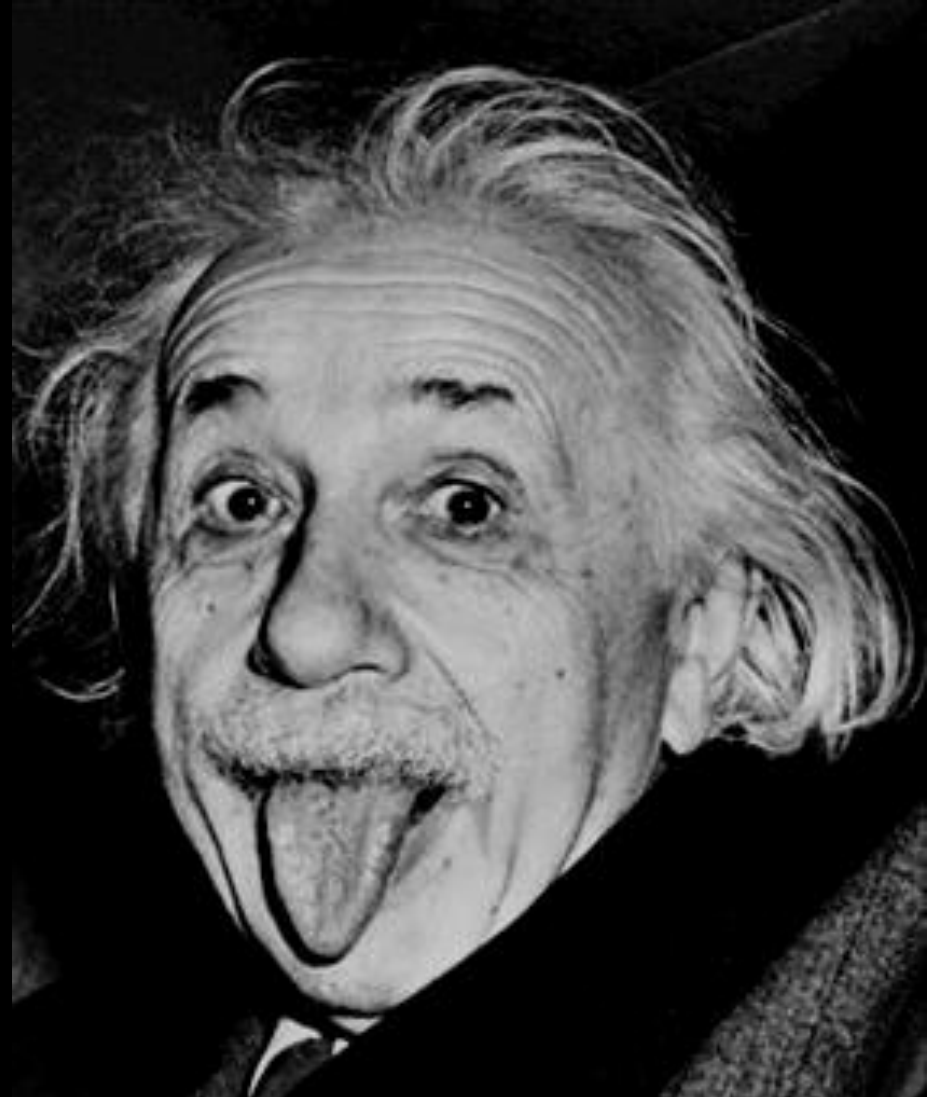
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Thank you for
your attention



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A man in a dark suit is seen from the back, talking on a mobile phone. He is standing in front of a large window that offers a panoramic view of a dense city skyline with numerous skyscrapers. The scene is brightly lit, suggesting daytime. The text "Any questions?" is overlaid in the center of the image.

Any questions?

A wide-angle photograph of a beach scene. In the foreground, two people are sitting on blue and white striped lounge chairs on the sand, facing away from the camera towards the ocean. The ocean is a vibrant blue-green color, with several people surfing or swimming in the water. The sky is clear and bright blue. The text "Thank you for your attention" is overlaid in the center of the image in a large, black, sans-serif font.

Thank you for your attention

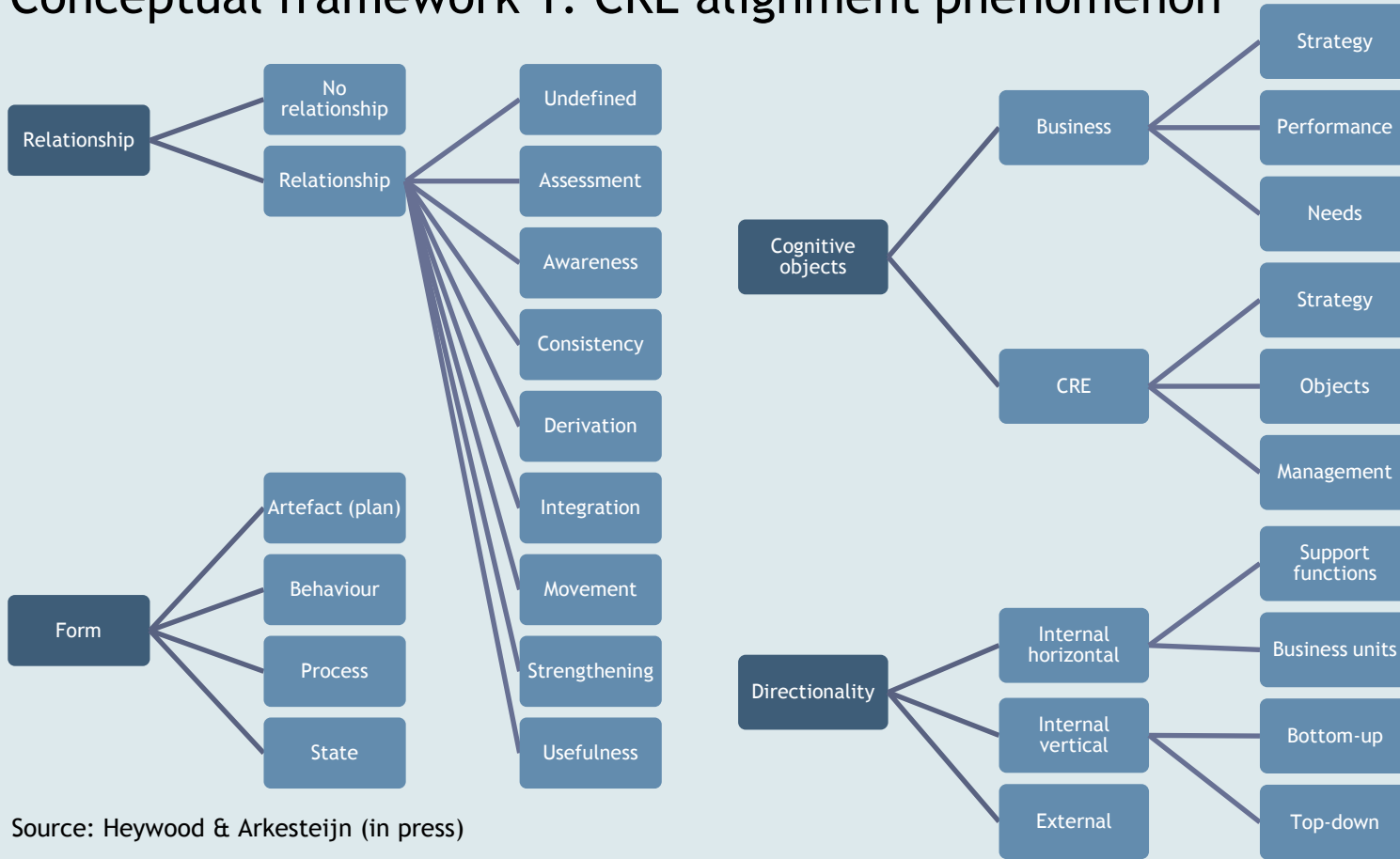
A man in a dark suit is seen from the back, talking on a mobile phone. He is standing in front of a large window that offers a panoramic view of a dense city skyline with numerous skyscrapers. The scene is brightly lit, suggesting daytime. The overall color palette is a muted, blue-tinted grayscale.

APPENDICES



METHODOLOGY

Conceptual framework 1: CRE alignment phenomenon



Source: Heywood & Arkesteijn (in press)

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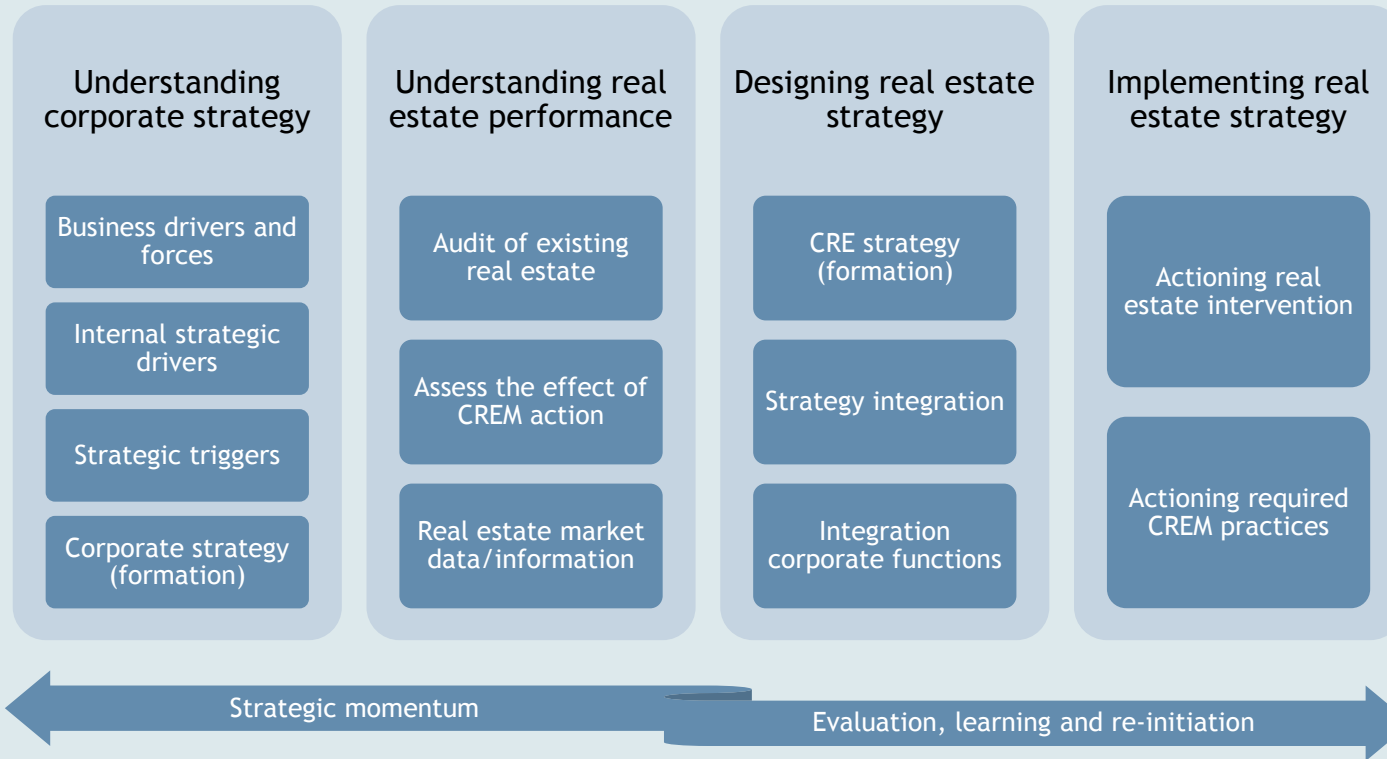
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Conceptual framework 2: building blocks & components



Source: Arkesteijn & Heywood (2013), Heywood (2011), 'strategic momentum' after Appel-Meulenbroek & Haynes (2014)

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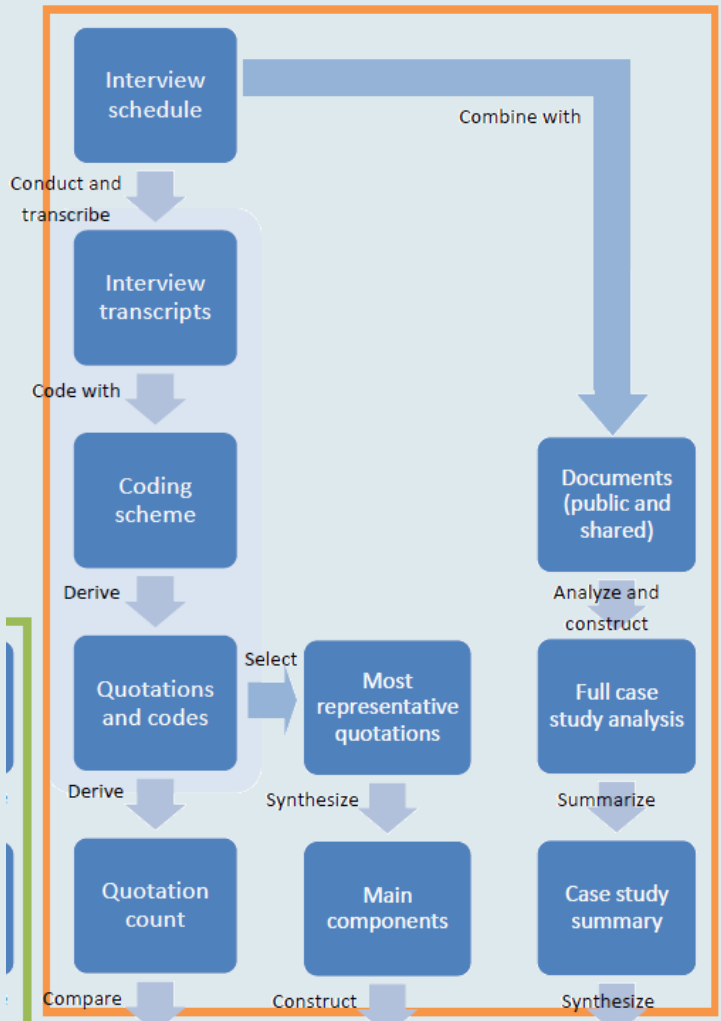
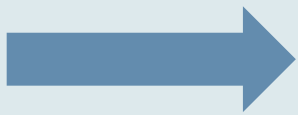
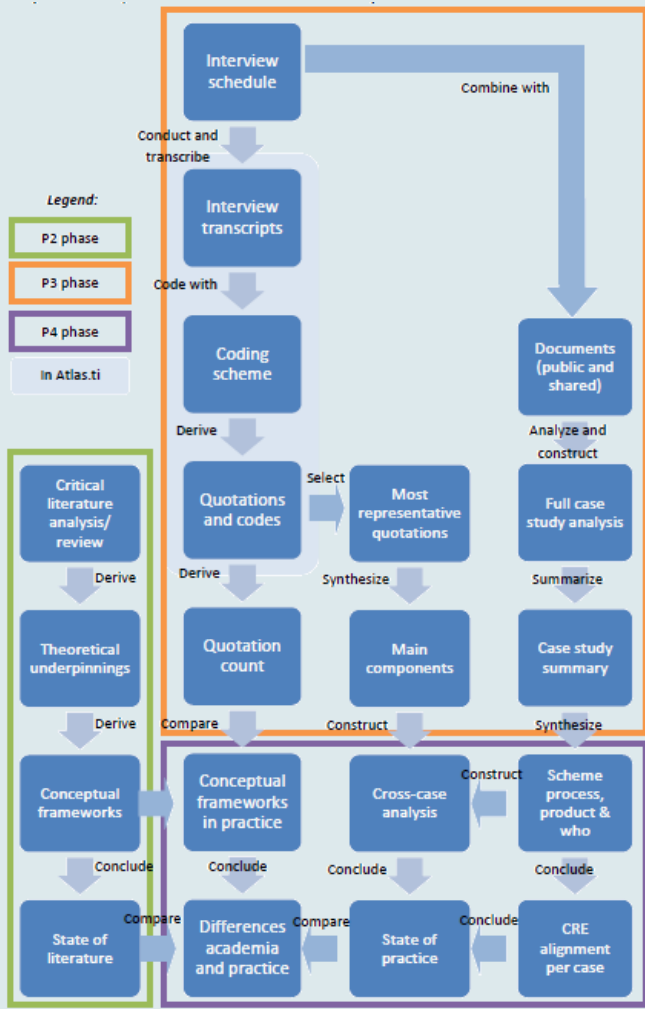
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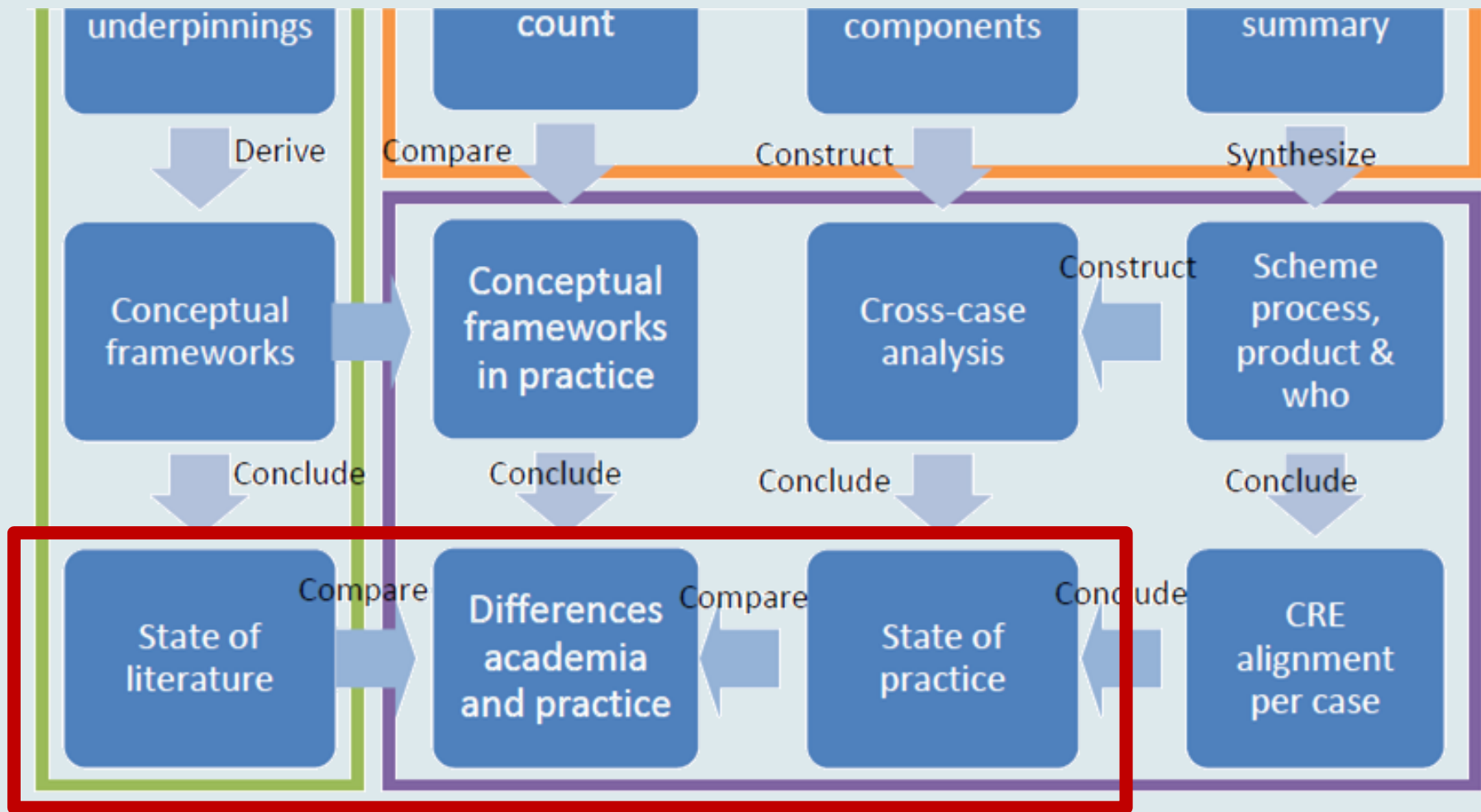
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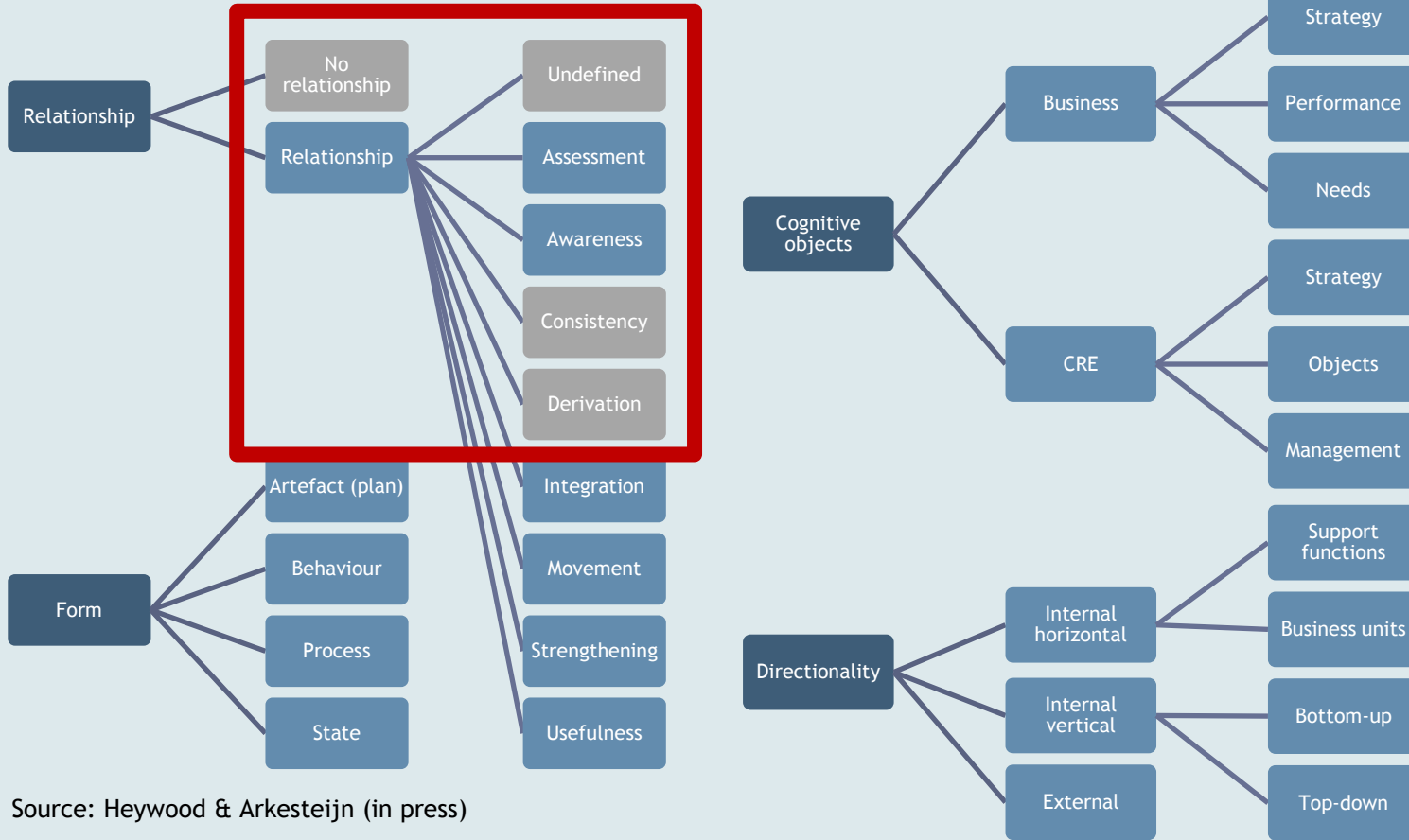
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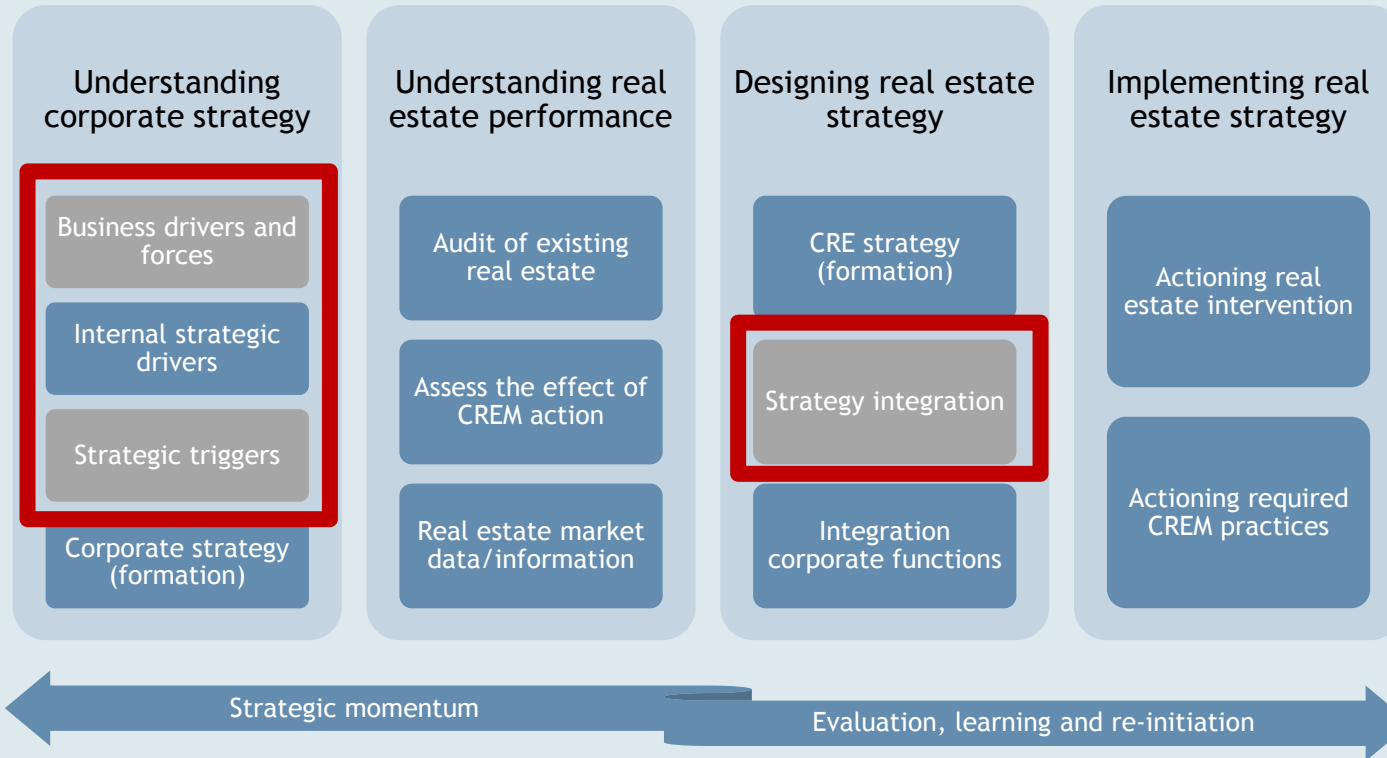
**COMPARISON FINDINGS FROM
PRACTICE TO LITERATURE**

Conceptual framework 1: CRE alignment phenomenon



Source: Heywood & Arkesteijn (in press)

Conceptual framework 2: building blocks & components



Source: Arkesteijn & Heywood (2013), Heywood (2011), 'strategic momentum' after Appel-Meulenbroek & Haynes (2014)

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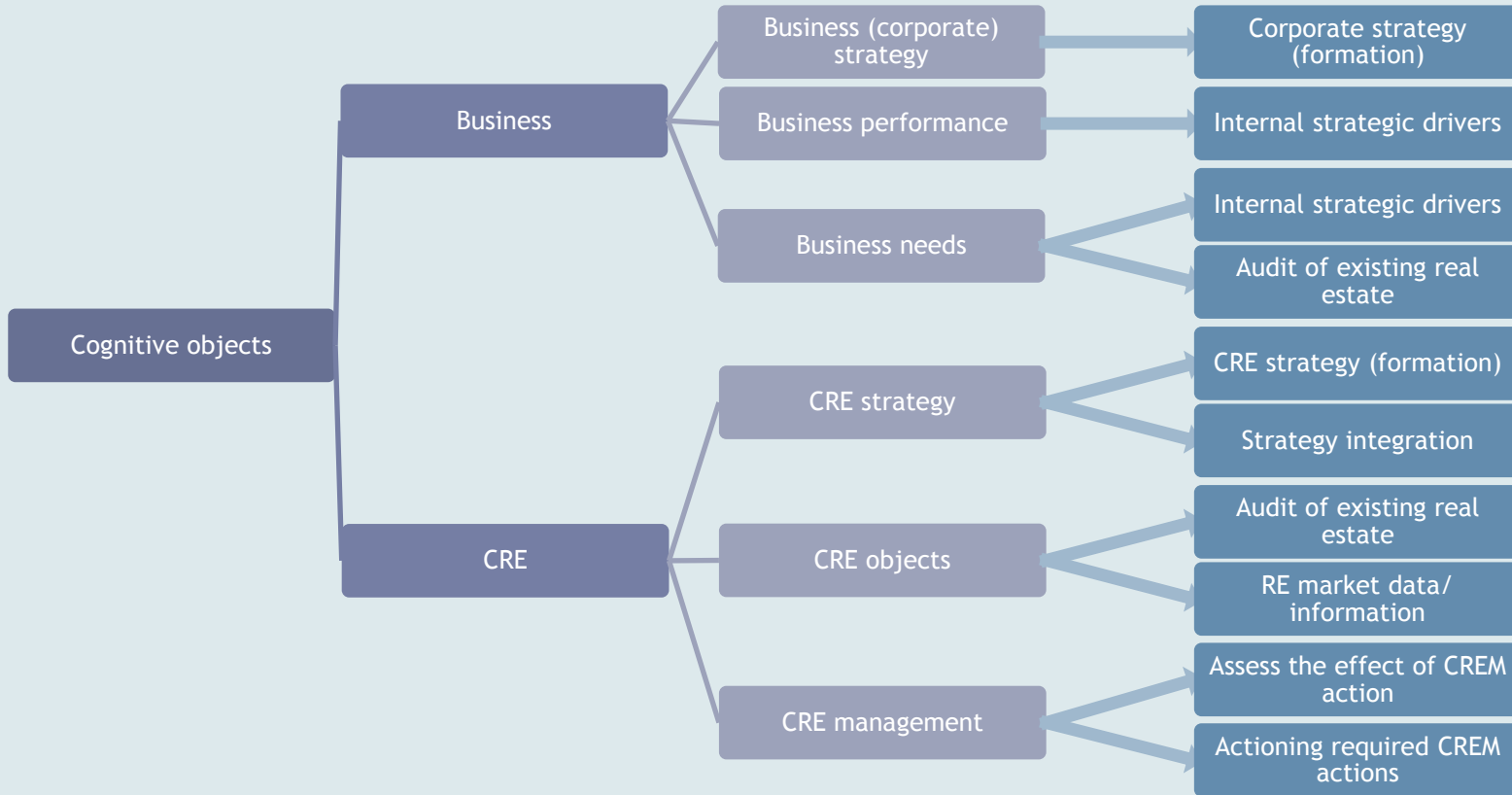
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**OVERLAP IN CONCEPTUAL
FRAMEWORKS**

Overlap between conceptual framework 1 and 2



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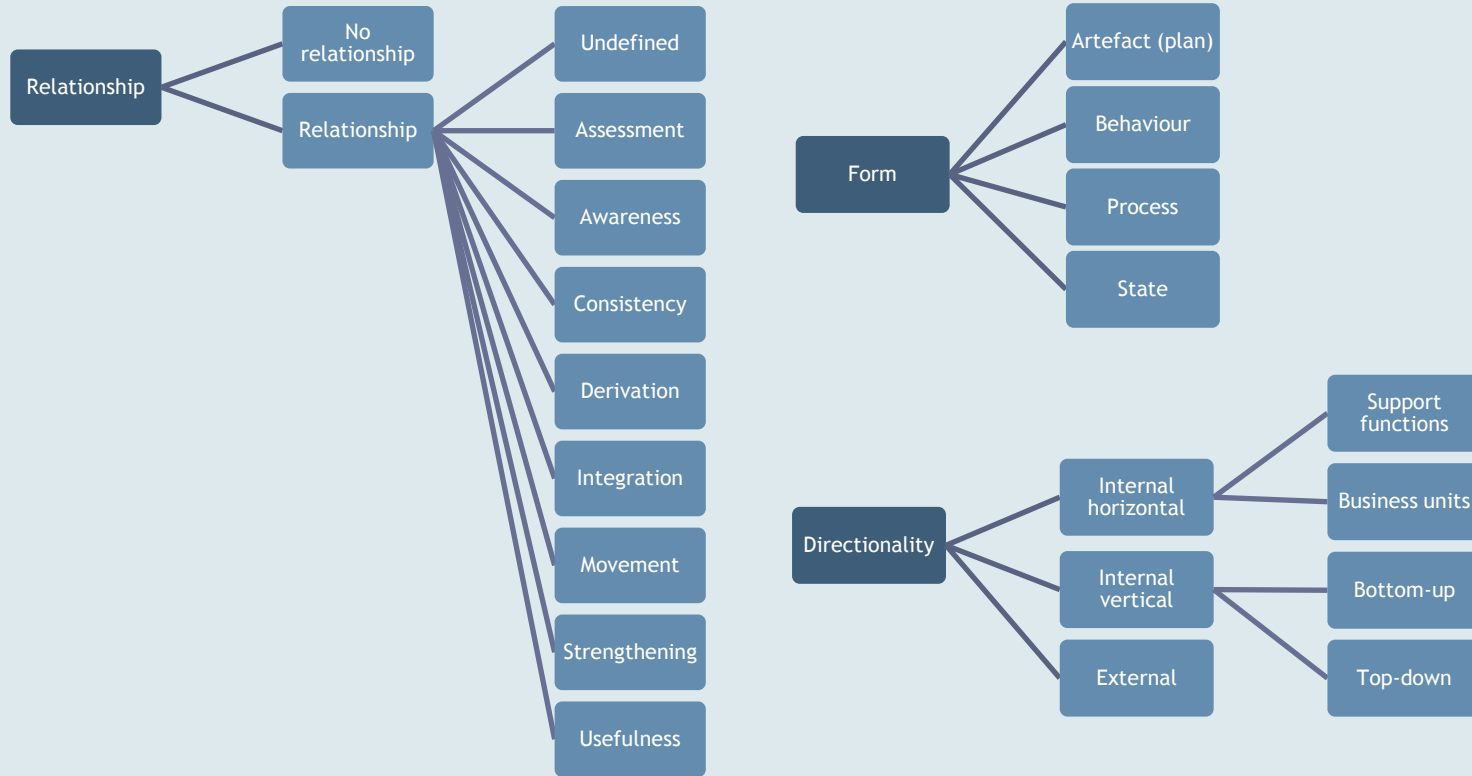
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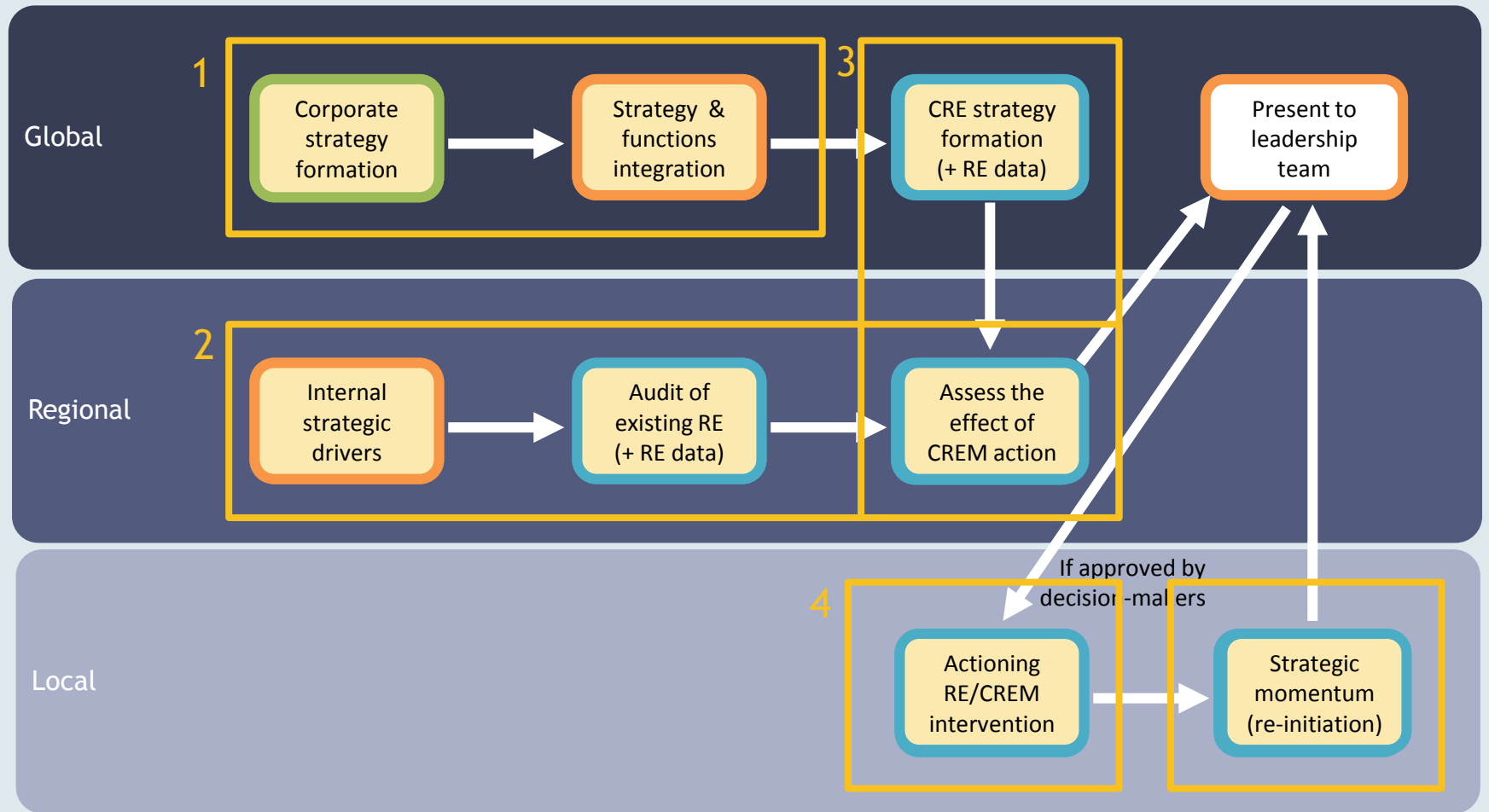
Adapted conceptual framework 1: without cognitive objects



Source: Heywood & Arkesteijn (in press)

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COMPARISON ALIGNMENT SCHEME TO CONCEPTUAL FRAMEWORKS



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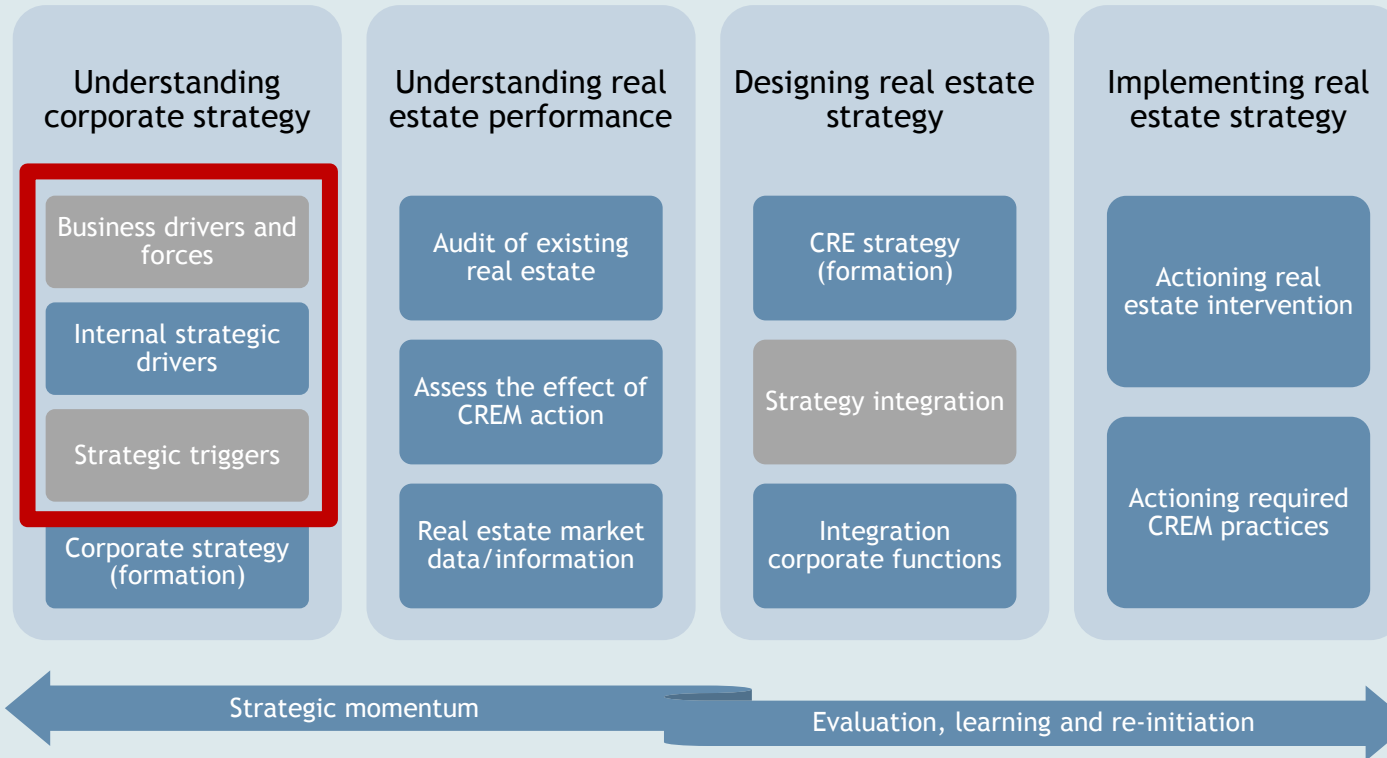
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Conceptual framework 2: building blocks & components



Source: Arkesteijn & Heywood (2013), Heywood (2011), 'strategic momentum' after Appel-Meulenbroek & Haynes (2014)

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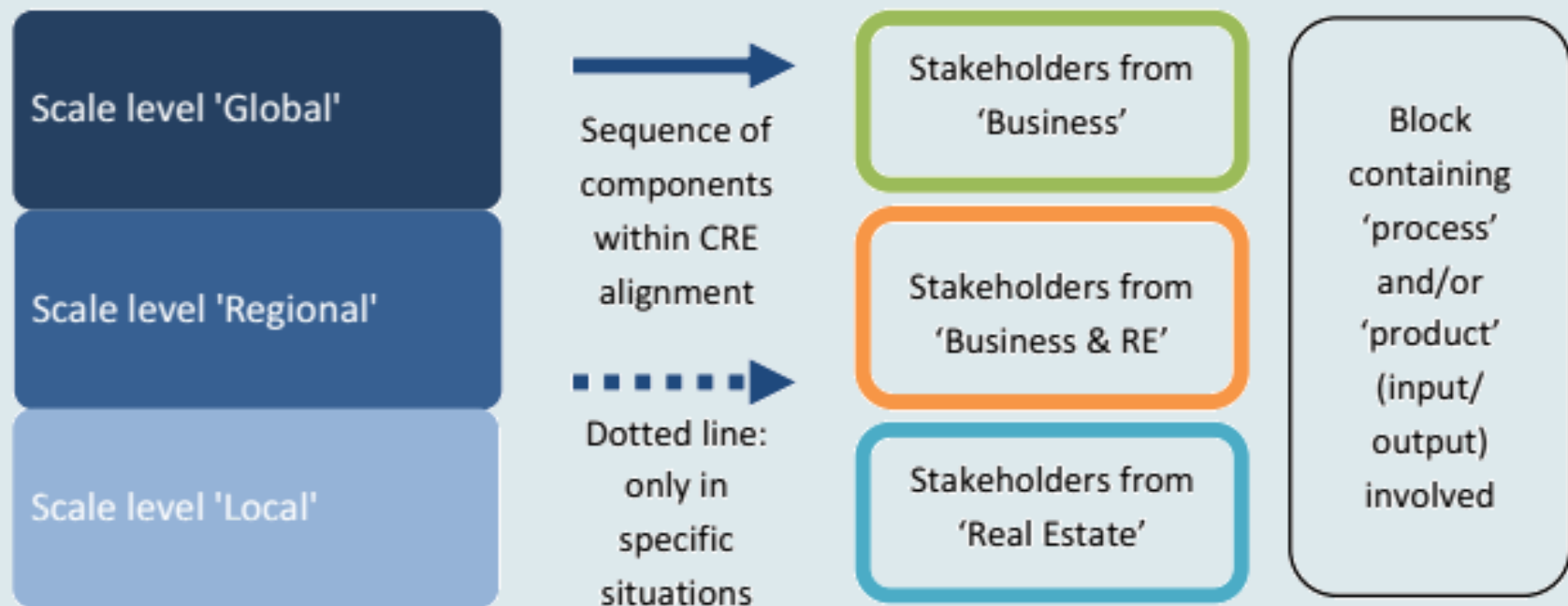
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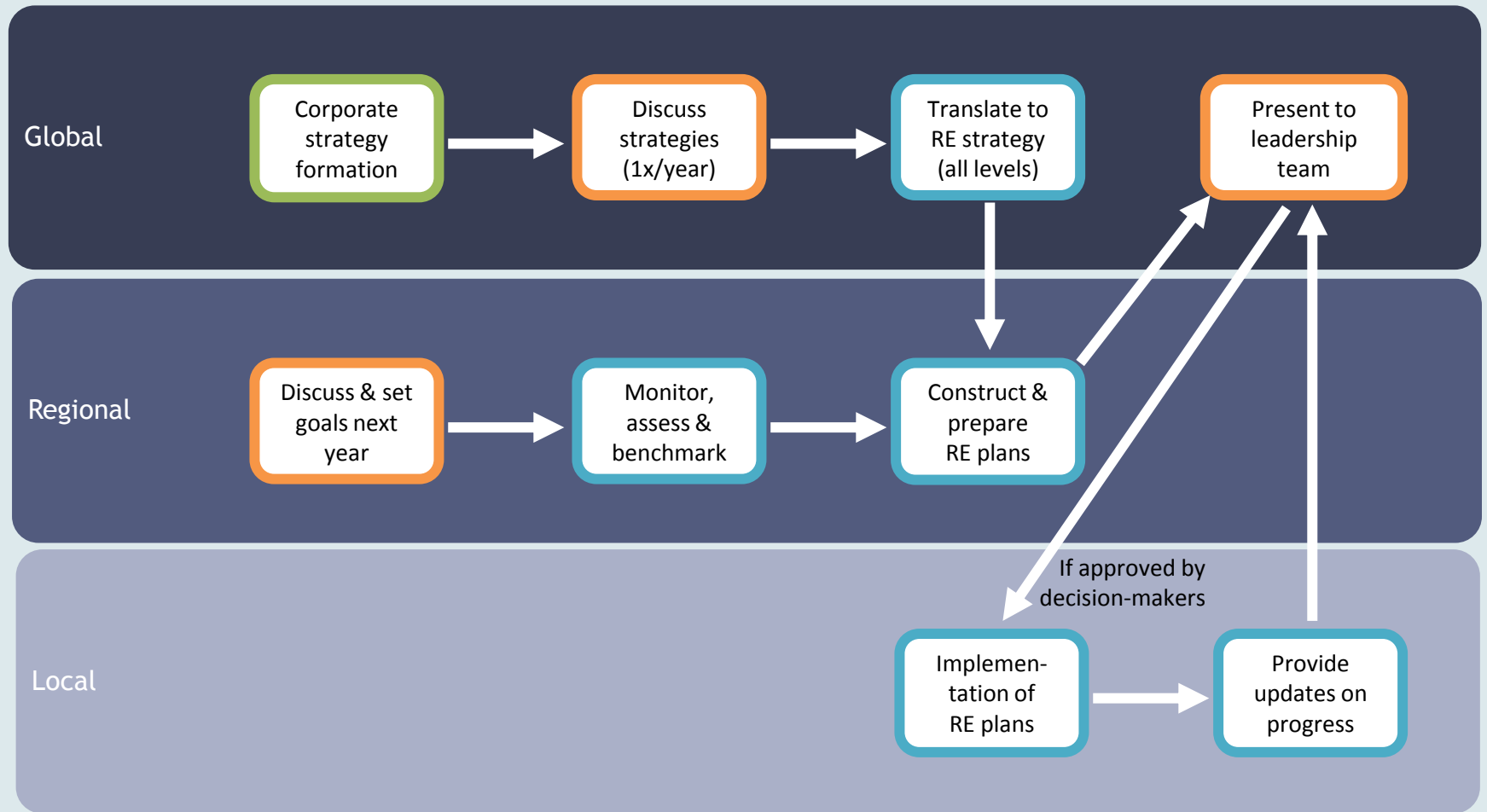
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VISUALIZATION METHOD





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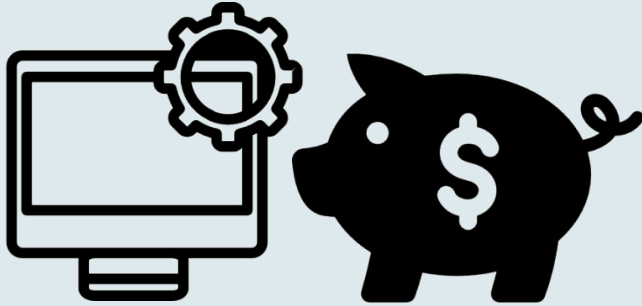
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CROSS-CASE ANALYSIS

Differences in CRE strategies



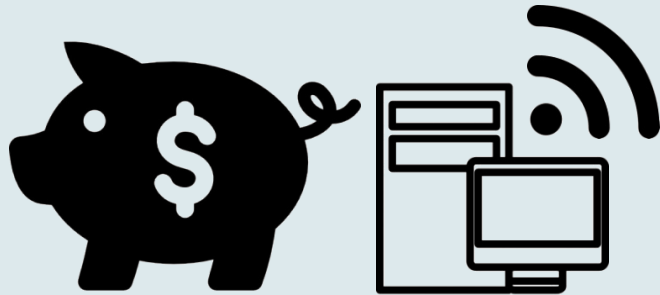
CRE strategy: abstract



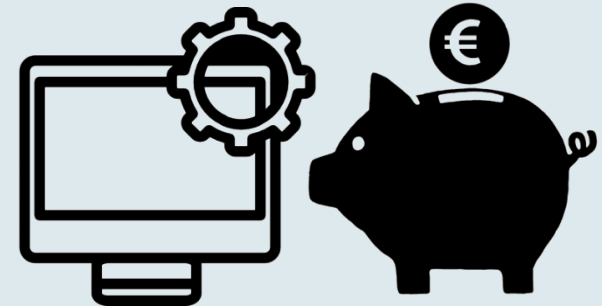
Measurable



Extensive guide



Documented strategy



Implicit strategy

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Differences in practices



RE team: informing & supporting decision-making



Label sites on importance



Benchmark against industry



Benchmark against themselves

Differences in practices



Partner/equal



Regional focus



Steering committee



Future effects
(Plan of Records)



Quarterly
review



Performance measurement
with own metrics



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QUOTES BANK 'F1'

“We’re now in a time where F1’s strategy is much more about advancing into the digital age. So my current strategy is looking at how we continue to refresh the workplace and the portfolio to respond to that change in business.”

“Banking and technology these days creates a new pace of business, so our next challenge is to move up the pace and to increase the flexibility. We know that we have to continue to evolve to be able to remain competitive”

“We shape our environments to meet the demands of the variety in customers, which we do under the overarching real estate strategy. This strategy provides directions like increased flexibility, cost-efficiency and the level of quality. These directions then get translated to the various locations, so they look or feel slightly different on a more granular level.”

“Whenever we have large plans with a particular site, we make a presentation to the board. But first, we undertake our work, explore the market, do financial analysis, assess all the criteria against cost, space, efficiency of the business and we make recommendations. We then present the case to the management board and say: this is the decision we would like to make with this particular site as part of this strategy.”

“Real estate is always a nice leveller, since it’s a common theme to everyone. We have a good working relationship with the various divisions, as well as the other support functions. Usually real estate is a large cost, so I have direct lines with the C-suite to discuss the impact of real estate on the corporation.”

“The management board paper describes the different options and their analysis. This is mainly anecdotal, since things like technical specifications are measurable and comparable, but local infrastructure or amenities are not. We analyze and describe those in text, to explain why one building is more suitable than another.”