

P5

# Bridging Risks, Uniting Visions

Enhancing Developer-Investor Dealmaking By  
Structured Data-Sharing

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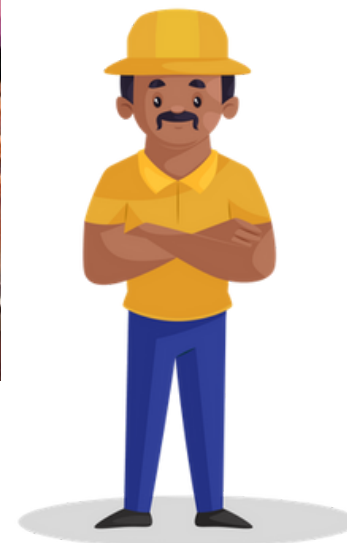
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BoE Delegate: Dr C. Forgaci





Real Estate Developer



*'I need money to build this'*



Real Estate Developer





*'I have money that I want to invest in buildings'*



Institutional Real Estate Investor







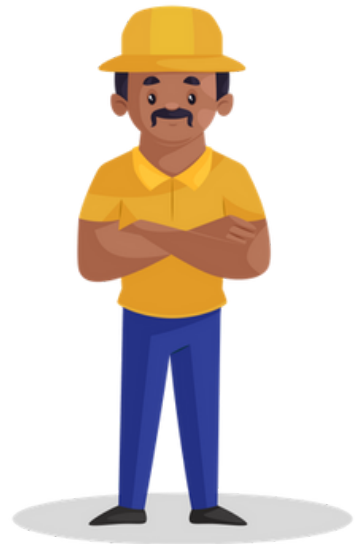
I need to close this deal to  
move forward





- Takes early risk
- Works with incomplete information
- Needs speed and commitment



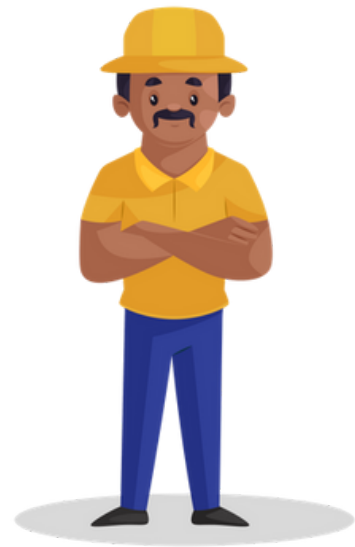


I need certainty before I  
commit capital



- Comes in later
- Needs comparability
- Protects downside





I have this design  
for this price

They negotiate using data



But...  
Data is partial  
Futures are uncertain  
Assumptions differ

I want this in the design for  
this price

**TRADING  
SOMETHING THAT  
DOES NOT EXIST  
YET**



I want.....



I want.....



Data

*'I want this for this price'*

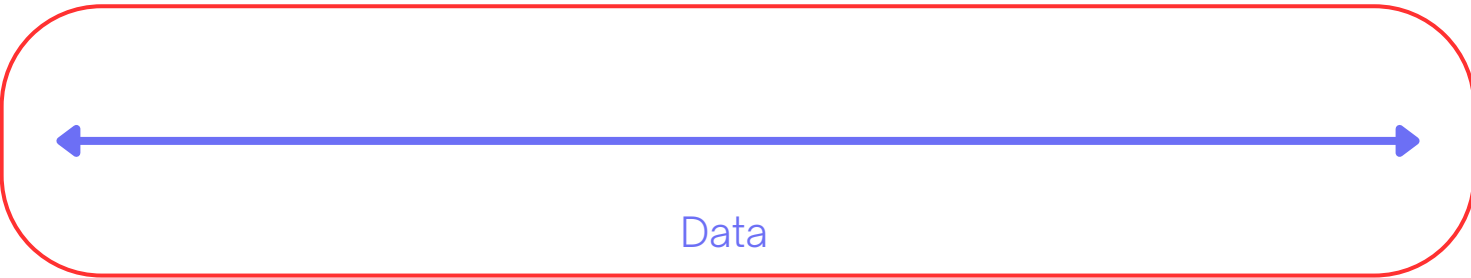
**TRADING  
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DOES NOT EXIST  
YET**



I want.....



I want.....



**PROBLEMS:**

- Nobody wants to reveal too much
- Data is power
- Flexibility is strategic

Uncertainty doesn't disappear  
It shows up as:  
Conservative pricing  
Longer negotiations

PROBLEM  
Impact of Uncertainty

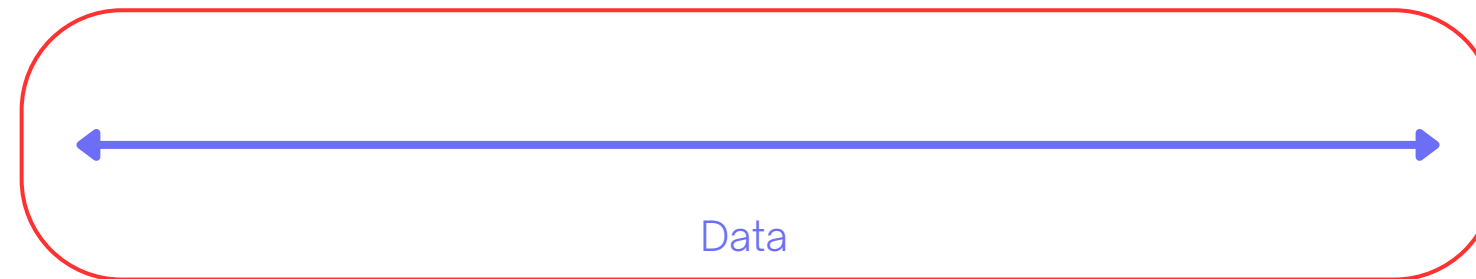
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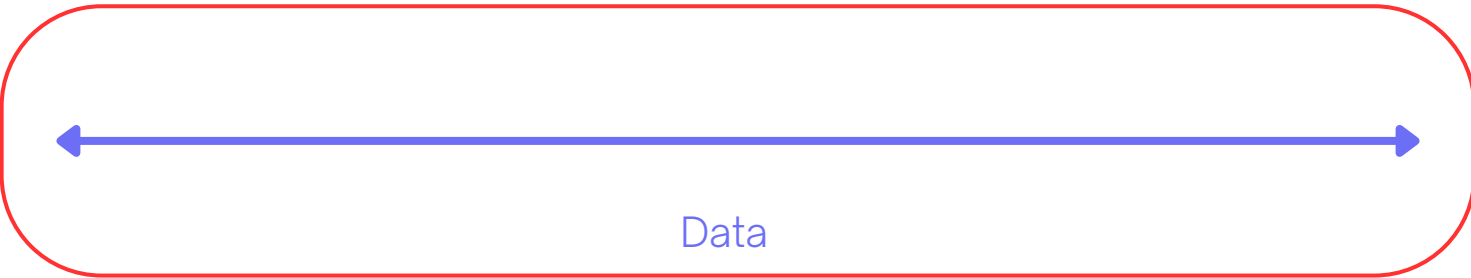
**TRADING  
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YET**



I want.....



I want.....



So we assume...  
“If we just share more data,  
this will get better.”

# Key Barriers Transparency



## **DIVERGENT APPROACHES (TO RISK & UNCERTAINTY)**

Two parties with divergent characteristics and (risk) perspectives negotiate to fulfil personal objectives, complicated by divergent approaches to pricing & terms.



## **COMPETITIVE ENVIRONMENT**

Data sharing remains limited due to poor quality, high costs, lack of standardization, and trust & misalignment issues. Divergent interests and competition further restrict transparent data exchange, causing friction.



## **(LACK OF) COMPATIBILITY**

Incompatible formats, inconsistent definitions, and timing gaps cause valuation drift and extended negotiations

## **MUTUAL INCENTIVES FOR CHANGE**

Both parties benefit from clearer, structured data-sharing that reduces transaction costs and timeline friction

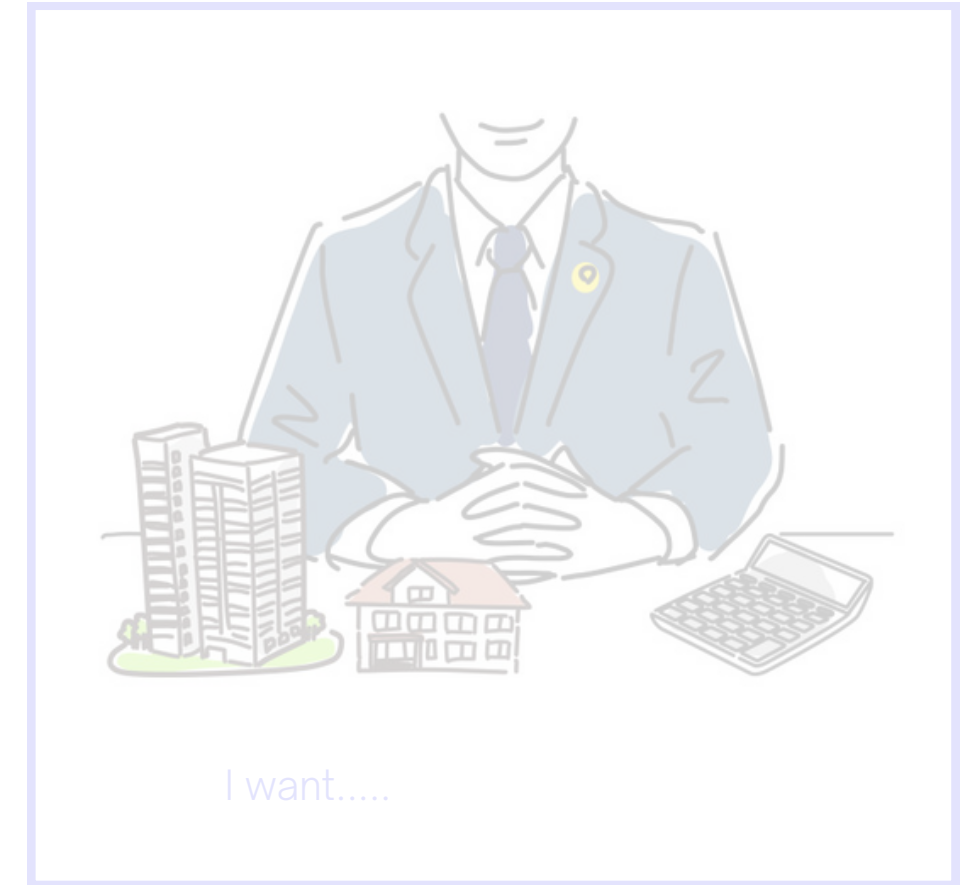
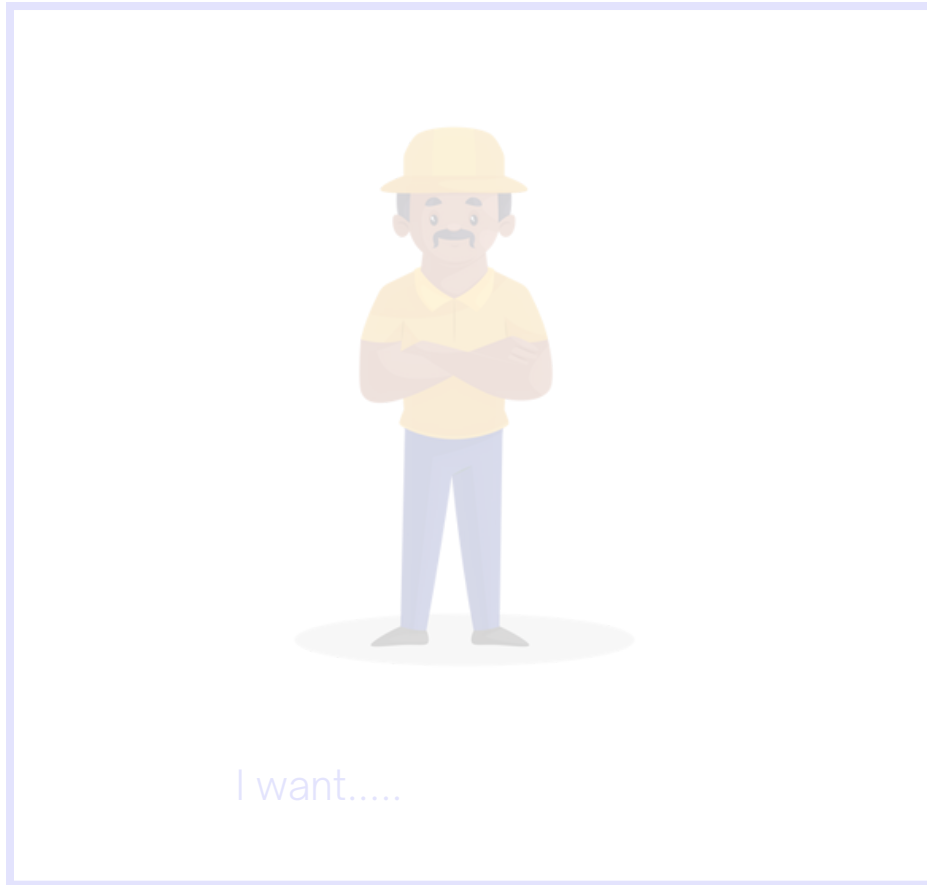
# The Question

How can a structured data-sharing framework between institutional investors and developers improve pricing and negotiations during the deal-making phase of turnkey/forward-purchase developments?

# How to make this better



# By



Making this better



# To get

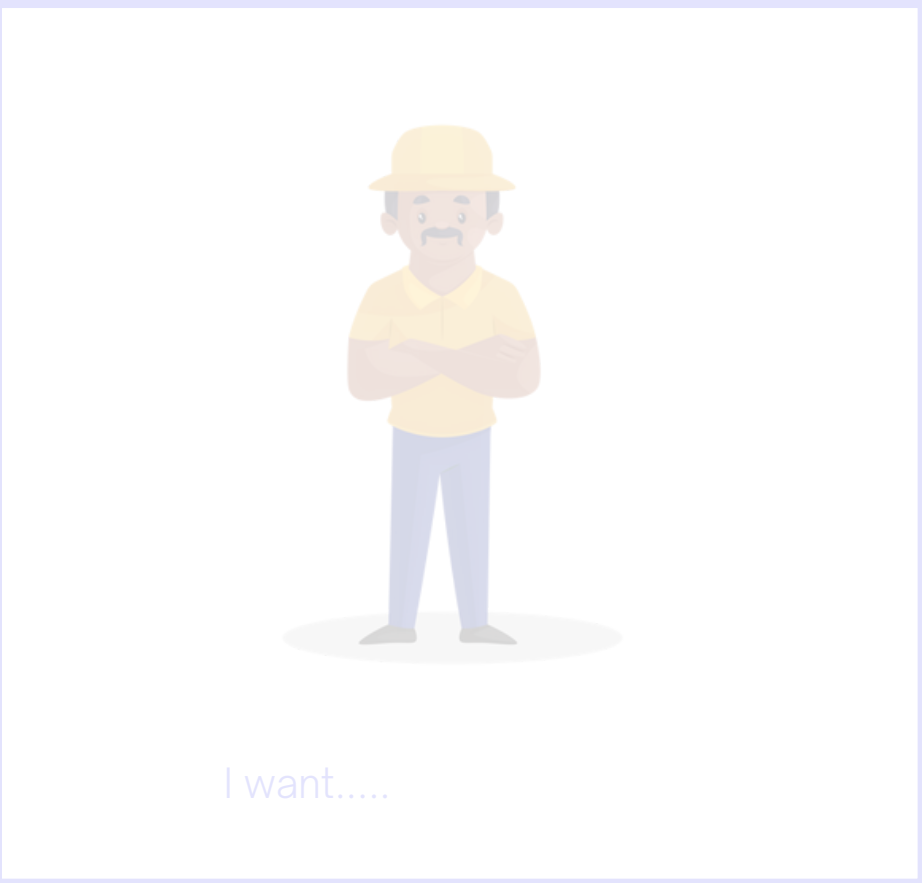


What they want

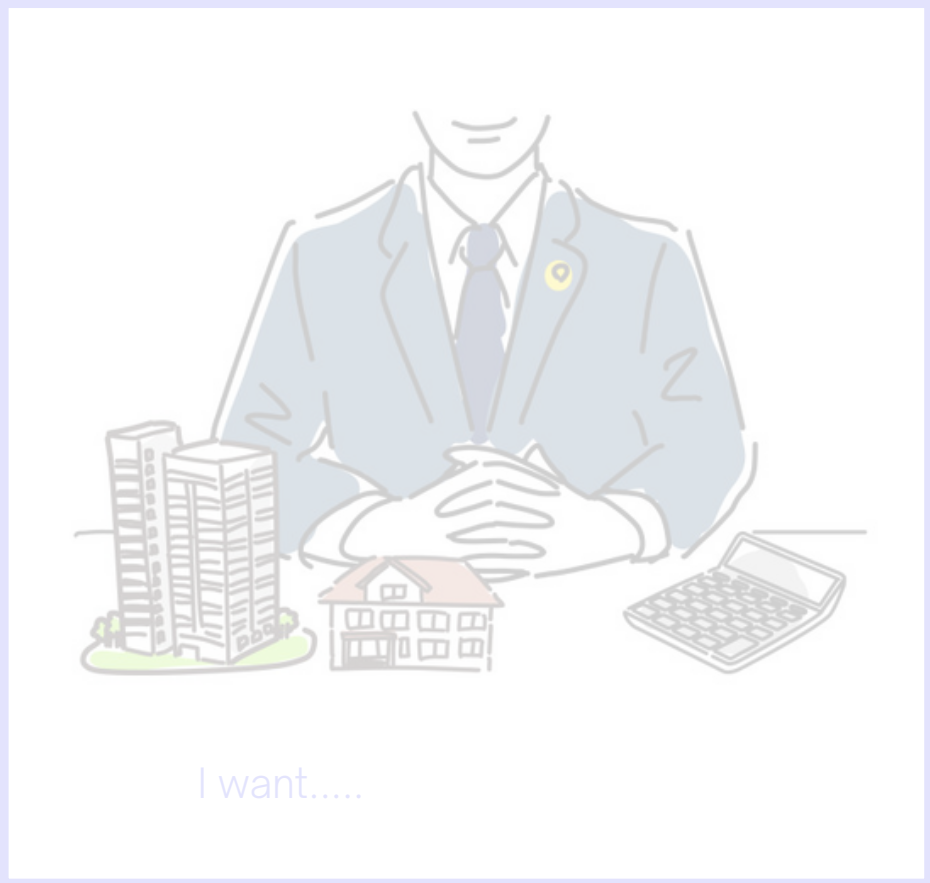


What they want

# While



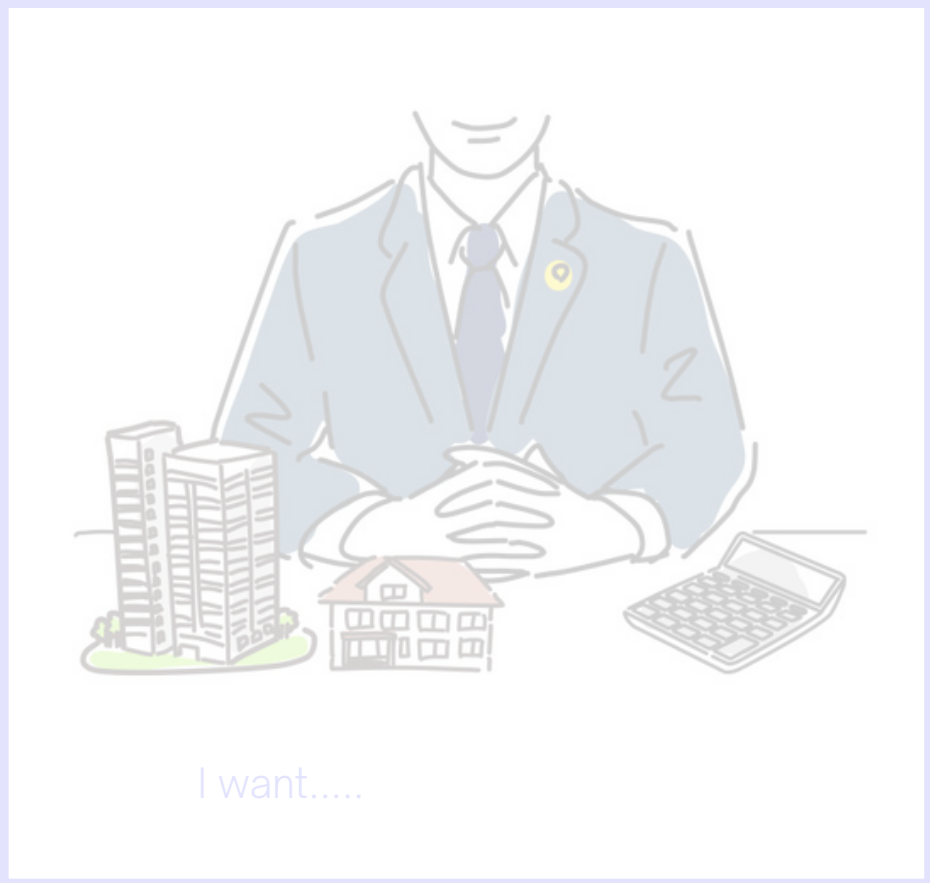
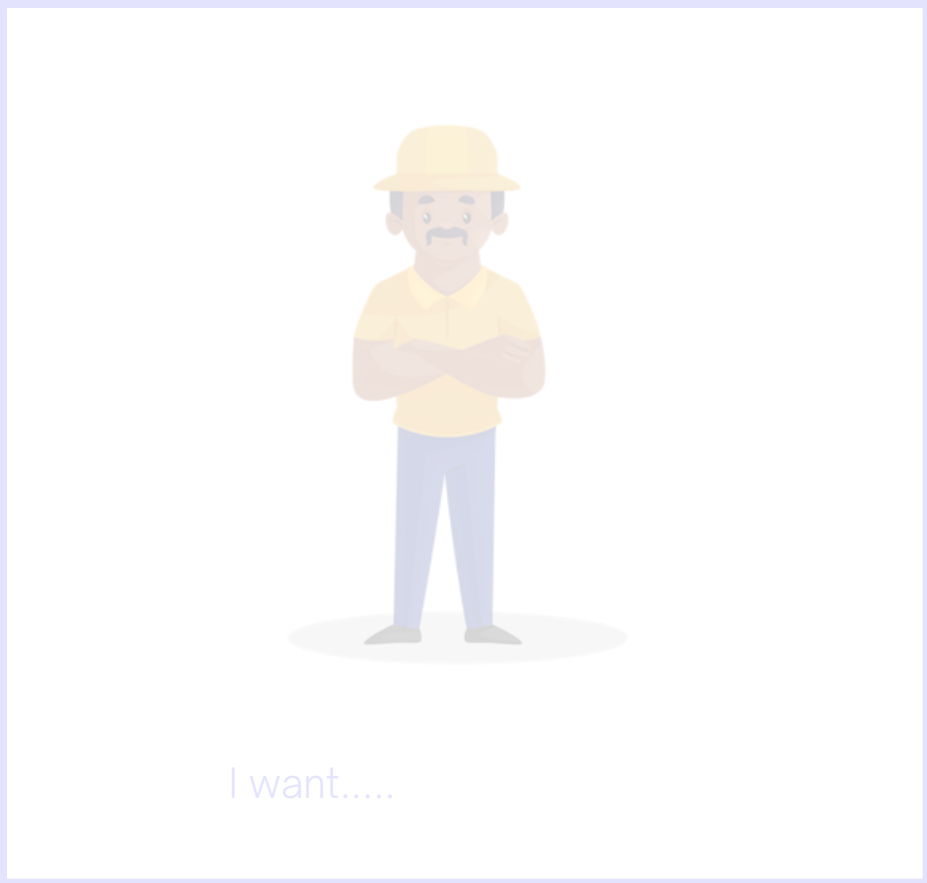
Taking into account the competitive nature of negotiation



# And

Taking into account the impact of uncertainty

**TRADING A  
'PROBABILISTIC  
FUTURE'**



# What do we need to know?

WHAT THEY WANT



HOW THIS WORKS NOW

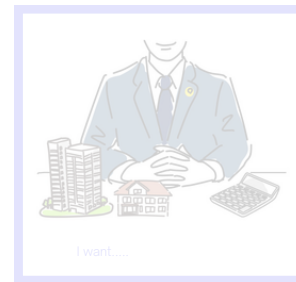


WHAT THE IMPACT IS OF

TRADING A  
'PROBABILISTIC  
FUTURE'

# How?

WHAT THEY WANT



HOW THIS WORKS NOW



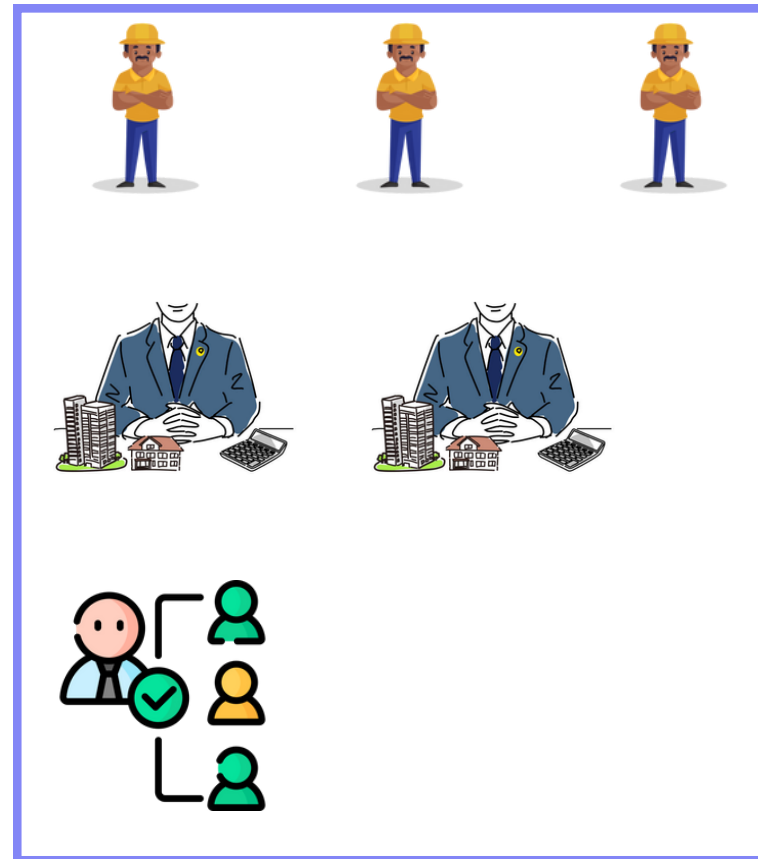
WHAT THE IMPACT IS OF

TRADING A  
'PROBABILISTIC  
FUTURE'

**By asking them,  
working with them,  
and finding out who  
they are!**

# How?

ASKING THEM AND FINDING OUT WHO THEY ARE



*“SEMI-STRUCTURED INTERVIEWS”*

WORKING WITH THEM AND FINDING WHO THEY ARE



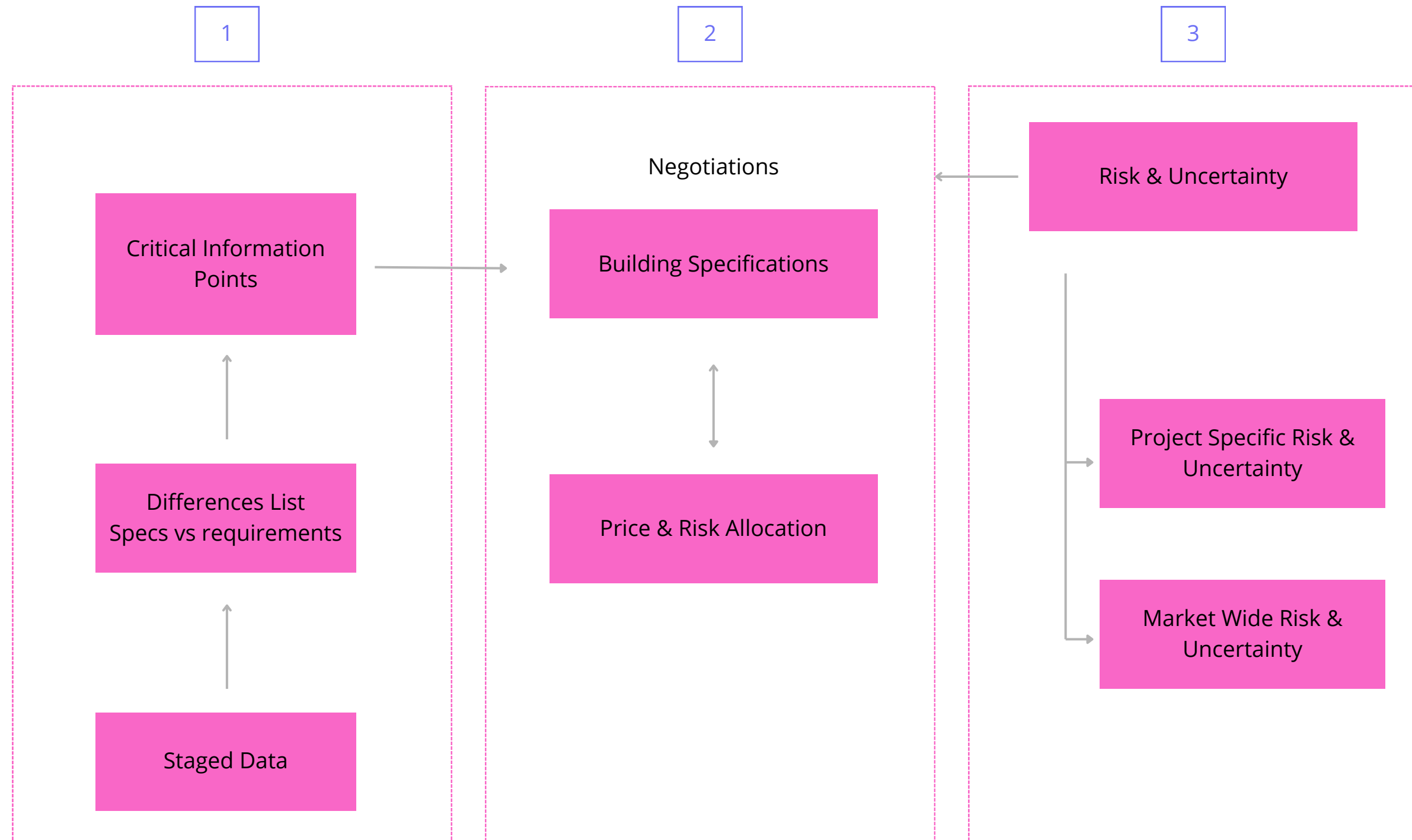
*“INTERNSHIP”*

# Current Situation

01 FUNNELLING DATA

02 NEGOTIATION  
(TRADE-OFF)

03 EVOLVING RISK &  
UNCERTAINTY  
COMPONENT



# What did they say?

"Everyone is holding their cards to their chest... but at the end of the day, the cards have to be on the table."

Institutional Investor

"Actually, the question would be... how to be able to assess things faster, in a clear way, other than just throwing a bulk over the fence."

Institutional Investor

"A structured framework makes the process more efficient and cheaper... [and] above all creates trust and openness."

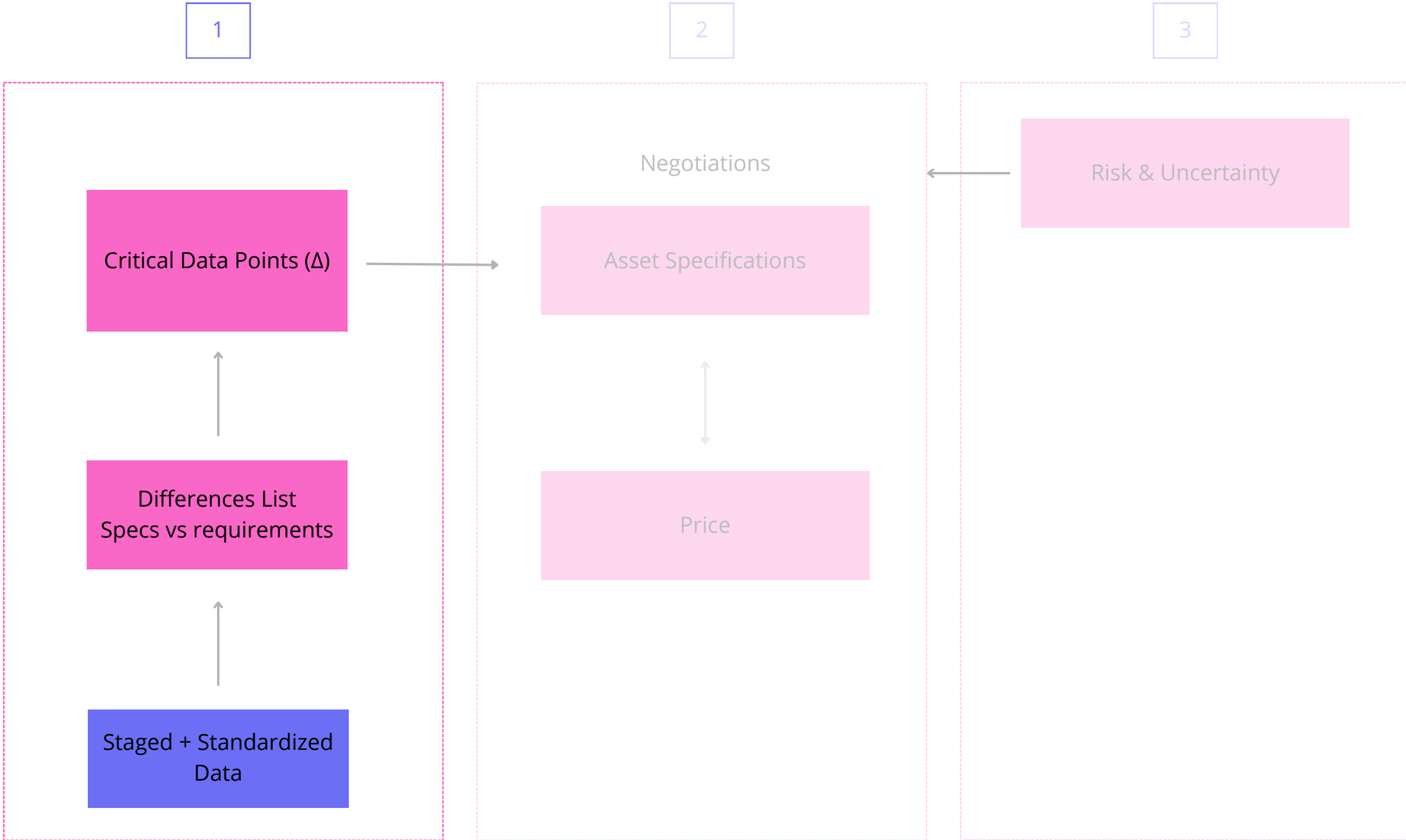
Project Manager

"We are prepared to be as transparent as possible, as long as our profit is not predetermined by the opposite party."

Developer

# Workable Solutions

- 01 FUNNELLING DATA
- 02 NEGOTIATION (TRADE-OFF)
- 03 EVOLVING RISK & UNCERTAINTY COMPONENT

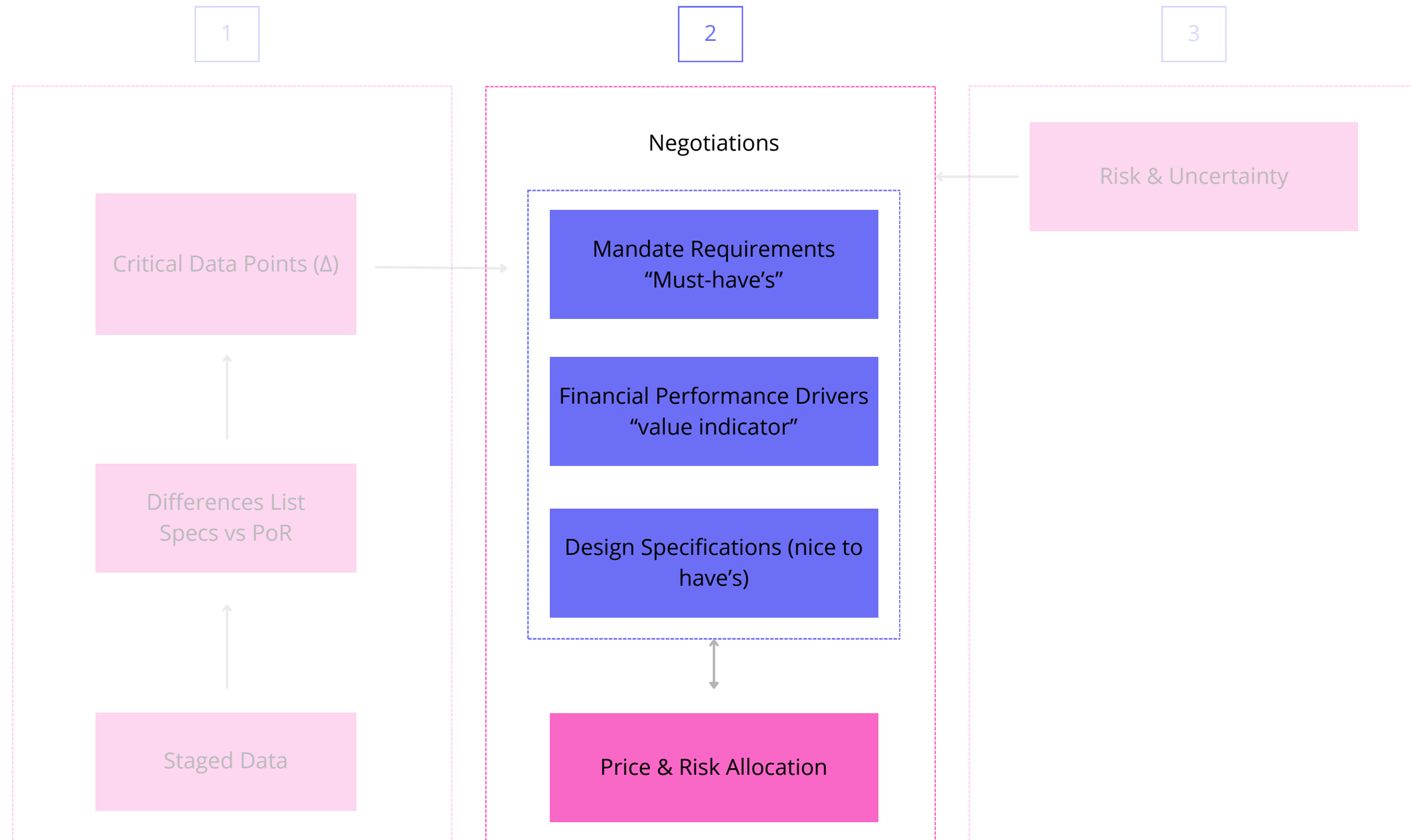


# Workable Solutions

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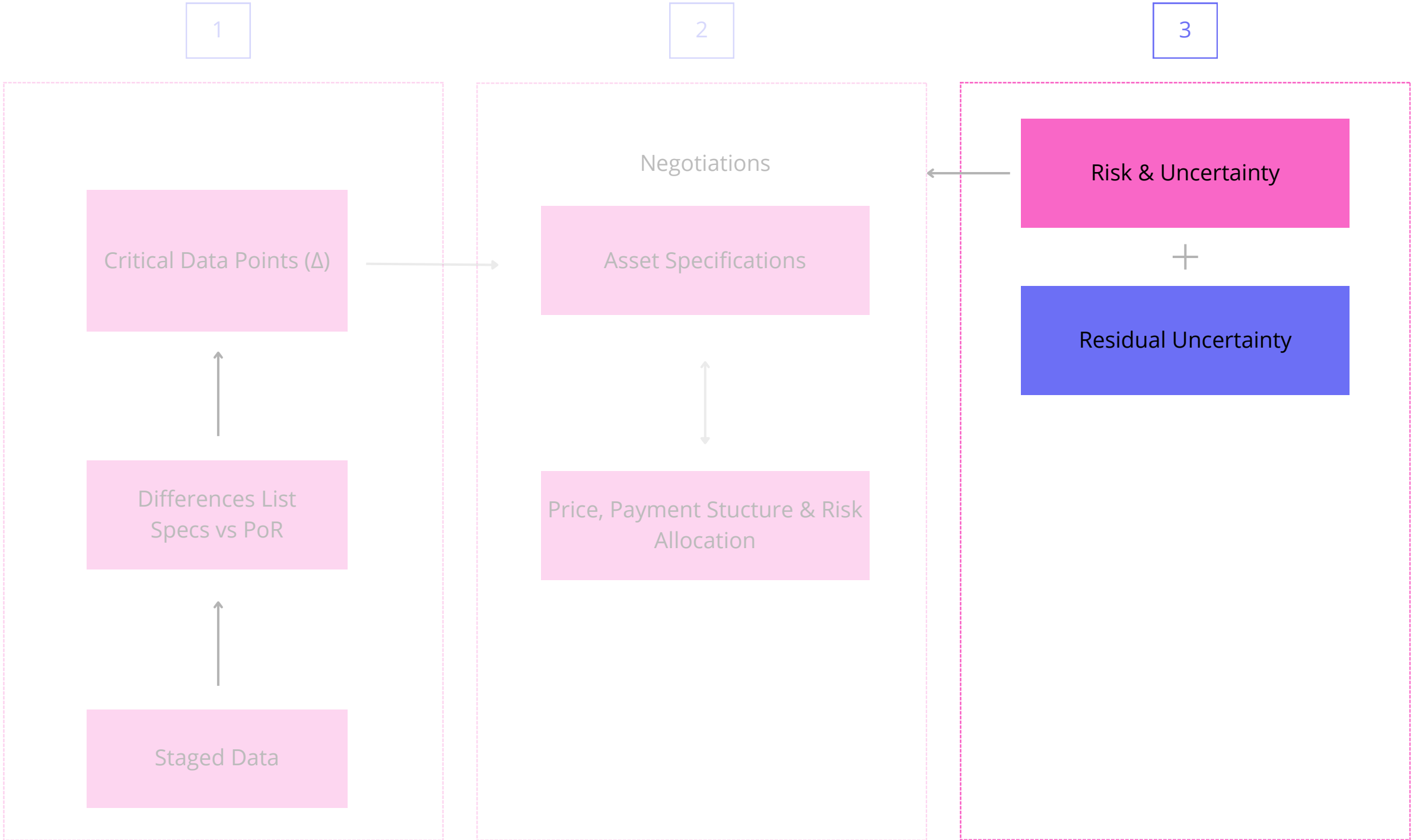
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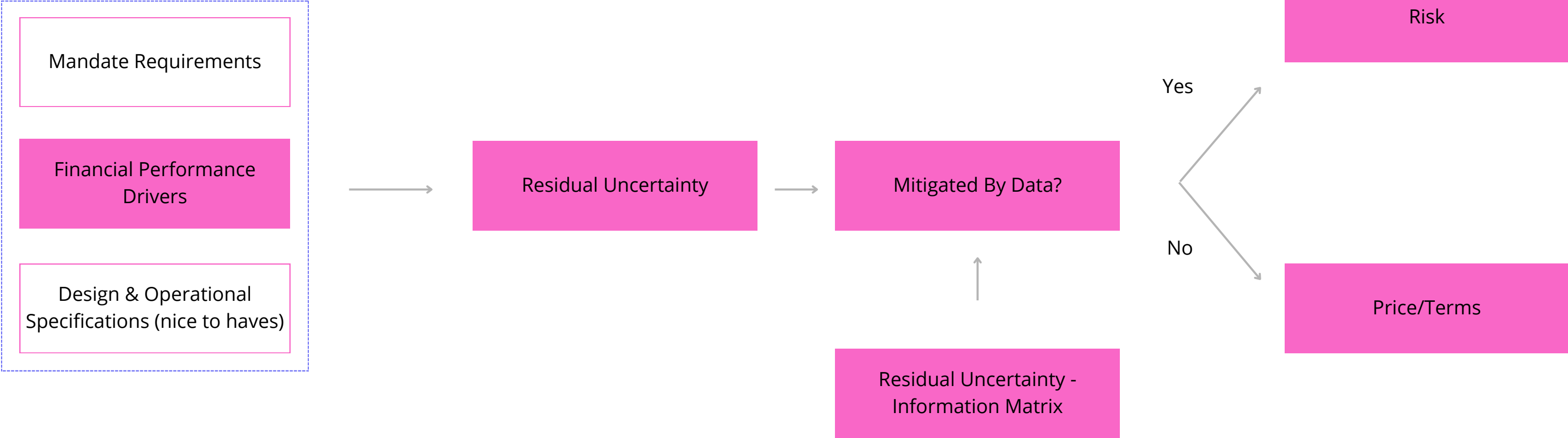


# Workable Solutions

- 01 FUNNELLING DATA
- 02 NEGOTIATION (TRADE-OFF)
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# Workable Solutions



# RUS - Residual Uncertainty Score

RUS = (How uncertain) \* (Impact)\* (How well is it mitigated)

$$RUS=H*Im*(1-M)$$

Why? Because now subjective variables are made explicit, making them part of the negotiation earlier!

# Why this research matters

- Deals take longer and get more expensive because people don't share the right information at the right time
- This research shows that better-structured information sharing makes negotiations smoother
- When both sides understand what is still uncertain, pricing becomes clearer and fairer
- Fewer surprises later → less renegotiation and fewer conflicts
- Deals move faster without forcing full transparency or losing bargaining power
- Everyone knows who is responsible for which information
- Result: more predictable deals, clearer prices, and better collaboration

# What this research contributes

- Shows that deal problems are usually not about hiding information, but about: timing, format & unclear assumptions
- Introduces “residual uncertainty” as a simple way to describe: what is still unknown, but still affects price and agreements
- Turns vague concerns into things that can be discussed and priced
- Offers a step-by-step way to share information that fits how deals actually happen
- Helps both sides:
  - explain their decisions better
  - justify prices
  - build trust without giving up strategy

**Q & A**