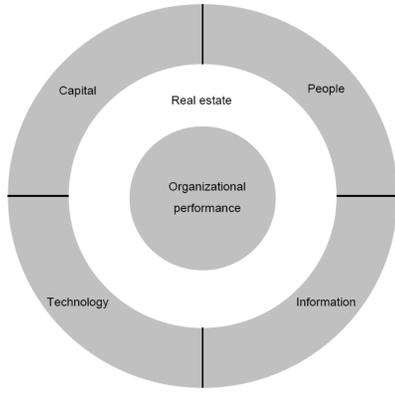


Organizational performance and Real estate

An evaluation research of the Dutch method
'NTA 8021, Performance measurement of real estate'

Basis

Real estate as the fifth resource supporting processes and thereby contributing to the organizational performance.



Problem

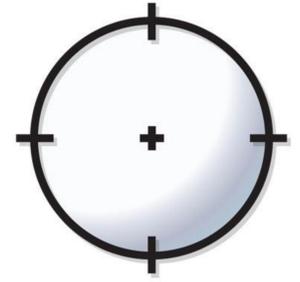
How can stakeholders of an organization (demand) select the optimal real estate alternative (supply) taking into account the properties of each alternative?

1. A choice is based on at least one criterion:
How to align (translate and order) organizational goals into criteria?
2. Multiple designs can fit into one intended purpose:
How to choose between multiple alternatives that match a common purpose?
3. A multitude of decision makers have a say in the design process:
How to cope with multiple stakeholders that have conflicting interests in achieving organizational goals?



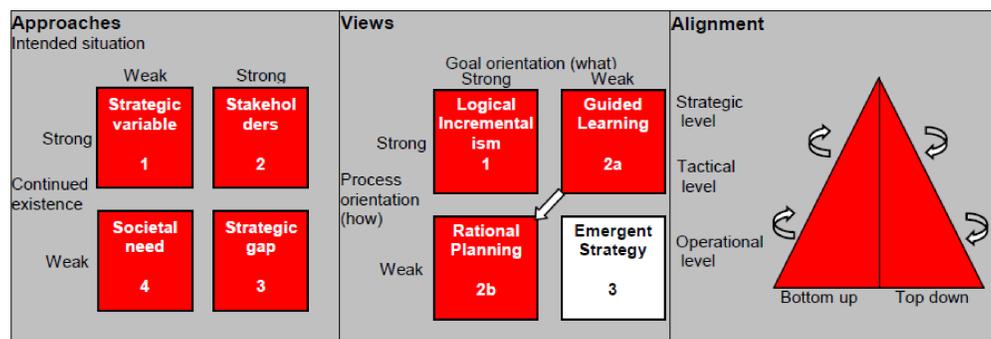
Objective

The research objective is to evaluate the draft method 'NTA 8021 Performance measurement of real estate' and provide useful feedback to the Workgroup NTA 8021.



Toolset

The toolset represents the whole picture of accommodation strategy design and consists of combined and visualized relevant aspects from theoretical perspectives towards strategy design and general aspects of agreement.



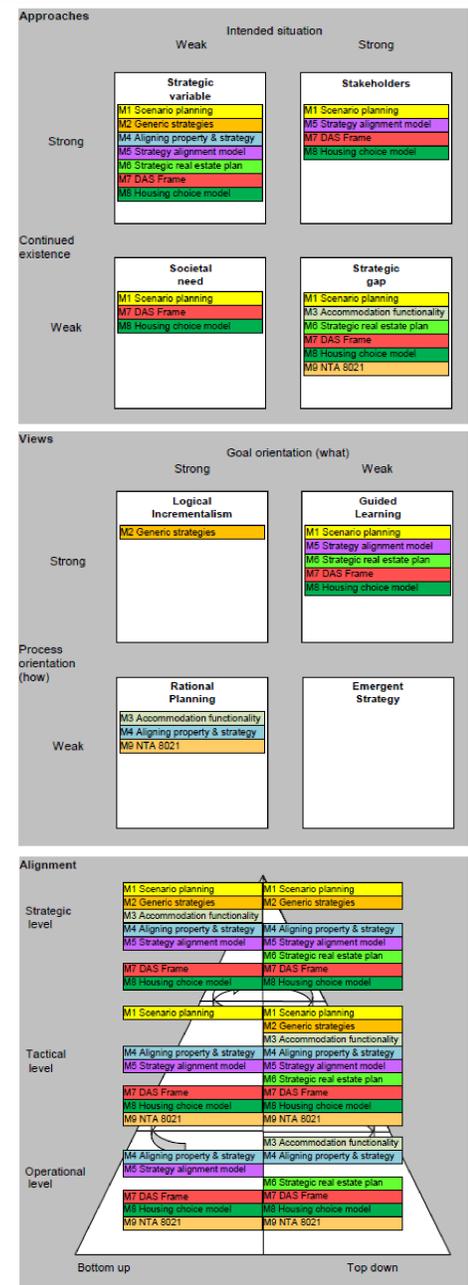
The ideal picture towards accommodation strategy design consists of:

1. Addressing all approaches;
2. The views logical incrementalism or the combination of views guided learning followed by rational planning and;
3. A full alignment of organizational levels from a top down and bottom up approach.

Sample and results

The formative evaluation made clear that that the sample of methods in relation to the defined ideal accommodation strategy design profile lacks two necessary instruments. It lacks an instrument that enables the alignment of organizational goals towards criteria and an instrument that enables multi criteria decision making involving proper preference measurement.

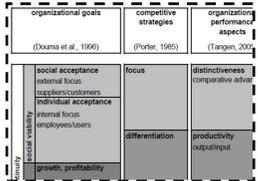
Useful elements for establishing the alignment instrument are the parts of the Scenario planning (Dewulf et al., 1999 cited in De Jonge et al., 2009). It concerns the organizational context analysis, the stakeholders analysis and scenario planning technique for determining important criteria in the future. Further the analytical framework and generic strategies from Generic strategies (O'Mara 1999, Singer 2005 both cited in De Jonge et al. 2009) are useful for their explicit relationships of translation and ordering of real estate goals. Useful elements for establishing a group decision instrument were not found.



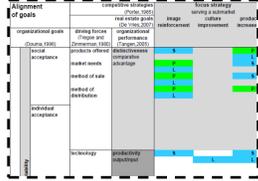
Established instruments

Alignment instrument:

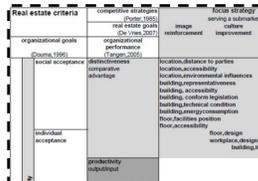
Translation of organizational goals into real estate goals



Ranking of real estate goals



Alignment of real estate goals towards criteria

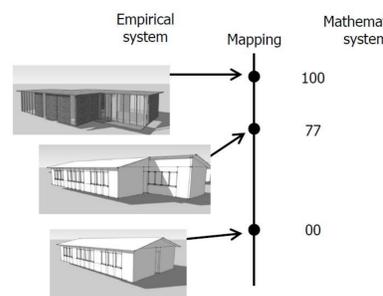


Tetra decision making software:

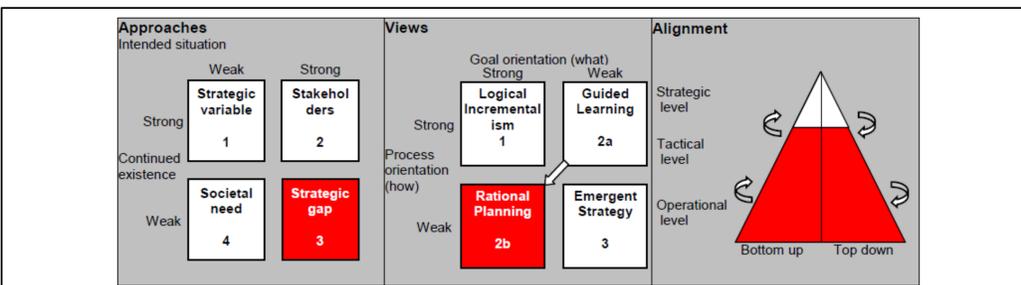
Multi criteria decision model

			A1	A2	A3
S1	C1	W1	00	77	100
S1	C2	W2			
S1	C3	W3			

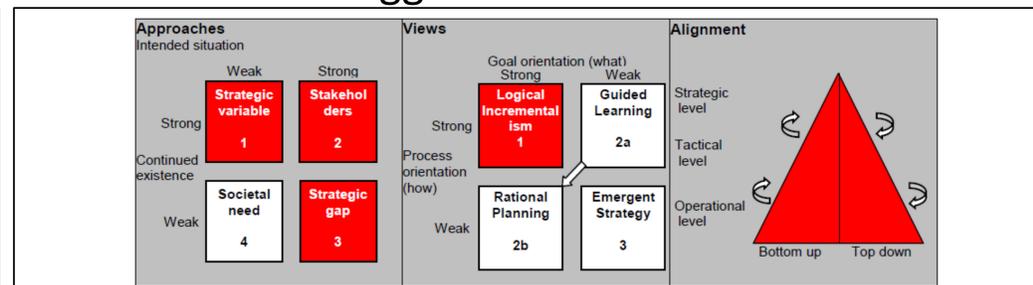
Tetra software



Initial NTA 8021



Suggested NTA 8021



Conclusions and recommendations

The suggested NTA 8021 still it does not cover the entire accommodation process. It supports the accommodation strategy design process. If the workgroup NTA 8021 desires to meet this ideal profile and cover the whole accommodation strategy design process it should add and deal with the societal need approach and determine how exactly a selected alternative is to implemented and controlled.

To improve the draft method 'NTA 8021 Performance measurement of real estate' and contribute to its development towards a Dutch standard (NEN) it is recommended:

1. To implement the method Scenario planning (Dewulf et al., 1999 cited in De Jonge et al., 2009) and the established instruments 'Alignment instrument' and 'Tetra decision making software';
2. According to the suggested procedure 'NTA 8021 Performance measurement of real estate'.

The NTA 8021 is still informative and some elements like the questionnaire need further elaboration before they can be actually used. Nevertheless an attempt is made to improve the NTA 8021 further in becoming a NEN. Practical research has to be performed to find out if the suggested NTA 8021 procedure and its containing instruments will finally work.