Manage your corporate real estate portfolio as an asset
Drive savings and improve value from one of the largest items on your company’s balance sheet — your operational real estate.

Corporate real estate
As one of the biggest items on the balance sheet, a company’s real estate portfolio deserves a critical review of its ability to capitalize on opportunities and strategically align to the business. Organizations are demanding a greater sense of innovation with regard to tools that provide visibility to management with supporting tactical workflow, the consultative resources to challenge existing processes and assess strategic portfolio considerations, and deep analytics with real-time market intelligence.

As part of EY’s Construction and Real Estate Advisory Services, our Corporate Real Estate professionals possess in-depth real estate experience, from strategic planning through detailed management to execution. Complementing this experience is the understanding we acquire of your business, culture, industry and operating environment, as well as the challenges you face and your competitors’ activities. We work closely with you to develop an insider’s perspective and provide practical, knowledgeable advice to help you to compete and succeed.

Our corporate real estate offerings are composed of three primary components: portfolio and location strategy, cost reduction and sourcing & contract support, and technology enablement. While each has its own unique characteristics, it’s the combination of these functions, on either a centralized or decentralized basis, that forms the essential foundation or platform of the corporate real estate organization.

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Cost reduction and sourcing & contract support

Overview:
Capitalize on organizational and operational risk opportunities throughout the real estate portfolio. Develop cost reduction initiatives through analysis of real estate portfolios and performance benchmarks, tools and technologies, maturity models, vendor contracts and relationships, trends, and leading practices. Identify the “value gaps” that reveal significant risks and opportunities.

Services provided:
- Perform maturity assessments to benchmark costs, staffing, performance metrics and technologies against leading practice
- Identify governance framework to provide operational structure and transparency
- Design, re-align or update real estate organizational structure, policies, and procedures
- Develop responsible, accountable, consulted and informed (RACI) matrices, inclusive of enabling functions, client and vendor tasks
- Document and test procedural risks and controls
- Identify initiatives to manage cost
- Provide sourcing and RFP support (from requirement and scope development through provider transition), identify trends, and perform contract reviews

Client benefits:
- Improve organizational design for mandate, culture and risk tolerance
- Define and delineate roles and responsibilities between employees and service provider
- Provide benchmarked metrics, staffing and delivery
- Identify opportunities for cost savings and cost management
- Reduce risk and exposure through improved processes and controls, enhanced visibility and scalability of resources
- Improve service levels, key performance indicators and contract pricing structure
- Validate that vendors are in compliance with contracted terms

Portfolio and location strategy

Overview:
Assist with creation and implementation of proactive real estate plans that support core business processes by aligning the management of the real estate portfolio to the overall business, strategic, operational and financial objectives. Develop controls and procedures to manage and measure portfolio performance. Address the full real estate life cycle, including location strategy, business case development, transaction support, workplace of the future considerations, and relocation and move management. Answer questions about labor and location alignment, real estate operations, workplace of the future trends and portfolio benchmarking.

Services provided:
- Identify potential consolidation and business expansion or relocation initiatives to reduce costs, introduce flexibility and align real estate with labor force to meet business strategy
- Consolidate and improve supply chain
- Improve capital efficiency to redeploy capital from real estate to the core business
- Perform multidisciplinary site selection with detailed scenario analysis
- Provide knowledge of workplace of the future and workplace experience
- Assist with relocation and move management planning
- Identify opportunities for cost savings and improved efficiencies through increased utilization, alignment of workplace strategies and other portfolio considerations
- Drive synergies and improve the real estate portfolio during M&A activity

Client benefits:
- Improve portfolio transparency and alignment of real estate to organizational strategy and goals
- Develop a rationalized portfolio: build, buy or lease the appropriate space
- Provide worldwide assistance with site selection, incentives and real estate support
- Improve strategic business locations for cost savings, appropriate labor pools and secure infrastructure
- Improve financial benefits
- Provide adequate planning move coordination, scheduling and sequencing of relocations

Technology enablement

Overview:
Improve corporate real estate workplace and analytics technology to support strategic and operational resources, requirements and processes. Technology support to include the following: portfolio strategy, transaction management, lease administration, facilities management, project management, workplace systems, space management and business intelligence dashboards.

Services provided:
- Business and technology requirements development
- Future state process design and requirements gap analysis
- Vendor prequalification and RFP development
- RFP support, bid evaluation and vendor due diligence
- Business process alignment to vendor’s “out of box” technology
- Design requirements documentation and technology configuration
- Application testing, data preparation and report development
- Post-implementation support

Client benefits:
- Workplace technology to improve governance and oversight of programs and processes with improved monitoring and analytics
- Workplace technology to operate more flexibly, effectively and efficiently
- Develop tools and technology to support reinforcement of processes and policies, transparency and visibility, controls and auditability, portfolio planning, service delivery and market intelligence
- Delivery methodology incorporating pre-built work product templates to promote team focus on expedient issue resolution and compliance with milestones and timeline.

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