

COMPETENCE CENTER  
PROCESS MANAGEMENT  
REAL ESTATE

# PMRE MONITOR 2013

Process Management Real Estate Monitor



Business models for the future



Hochschule für Technik  
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## Business models: International. Transparent. Sustainable.

The real estate market is on the move and the companies align their business models new. But what kind of strategies are profitable, which performance field is lucrative? Which paths may guide to risks and which to opportunities? A total number of 118 companies responded to the questionnaire and gave the secrets of their models' price.

The activities of the participants covers the entire spectrum of real estate management, 16 % are investment manager, 30 % in the asset, 12 % in property and 16 % in facility management. There are also representatives from other divisions, such as valuation, marketing or consulting with 27 %. The distribution of corporate real estate management with respect to the real estate investment management is nearly compensated with 45 % to 55 %.

To determine the business models of the future, the individual components of a business model are investigated.

These includes, on the one hand, the trigger impulses for the business model developments from the market as well as the influences of customers, competitors or suppliers. On the other hand, the company's internal components such as goal inputs, organization, compensation, control and IT systems were investigated and the performance fields of the business were analyzed.

The increasing internationalization is the main driver for the new orientation in future business models. Not only their own internationalization of enterprises are affected, also the increasing number of customers, suppliers and competitors from abroad. Other key factors for the reorientation of business models result in particular from the innovation and the desire to increase efficiency and effectiveness. Risks of the capital market – as already in the market study of 2012 – are underestimated.

Even in the targeted goals, the factors internationalization and innovation are al-

ready at the top. Other key target areas revolve around the minimization of risks and transparent reporting. An identified target area, however, exceed in terms of importance and growth all the others: With a potential growth of almost 25 % is sustainability considered as the most critical success factor of all future success factors in the market.

In the studies on organization, management and IT systems are the IT skills, powerful systems and a high-quality data base clearly identified as essential basis for the competitiveness of companies in the real estate market. However, processes are still relevant and are as well realigned. Especially in the area of acquisition will be investments made in standardization.

To identify areas of future performance or a shift in performance limits a total number of 102 different performances were analyzed. Analogous to the high importance of sustainability, companies are investing more in the expansion of the business field "sustainability strategies". Also in trend and growing, are services for benchmarking, risk management and risk reporting. Specific risks resulting from new legislative or regulatory requirements, such as Solvency II, the AIFM Directive or the German Investment Act. To comply with these requirements, companies need transparency, data and reports.

As the real estate market is characterized by different actors, the development of business models can't be globally evaluated. To take the various stakeholders, the purpose of the company and asset types into account, detailed analyzes have been accomplished. The results show what type of strategies are implemented by the investment, asset, property and facility management, what specific demands are required by corporate and real estate investment management and what kind of solutions fit into certain usage types.

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