A seesaw forces riders to create equilibrium between opposing forces. Balancing the operational costs of a real estate and facilities portfolio against effective service delivery often involves opposing forces as well. With real estate and facilities typically representing a company’s second or third largest spend, striking that balance should be among the most important priorities of enterprise-level strategic decision-makers.

How do you put in place a sustainable model for managing total cost of occupancy? What level of investment should you plan for real estate and facilities management technology solutions? How can you align your operating model with forward-looking effective practices? What defines an optimal mix of internal vs. external resourcing? Many organizations are dealing with these challenges. In the end, there is no “one-size-fits-all” solution, so the question is where to start?

Strategically linking services
Organizations transform their business for different reasons. Some are positioning themselves for new growth opportunities while others are restructuring to improve efficiency and reduce costs. What they have in common is the desire to dramatically improve their business performance. Deloitte’s Business Model Transformation (BMT) services help architect and drive the business and operating model changes required to achieve an organization’s strategic vision. Real Estate & Facilities Management Transformation is one focus area in BMT. Visit www.deloitte.com/us/bmt for more on our other capabilities.
Four ways to get more value now

Take the initiative. Being part of strategy discussions across the business gives the real estate and facilities management function a platform for proposing value-creating initiatives upfront rather than after the fact.

Come together. Standardize and streamline real estate and facilities management processes and technologies to create efficiencies, increase flexibility, improve customer satisfaction, and reduce risks.

Embrace stakeholders. Understand internal and external stakeholder needs and communicate how real estate and related decisions can affect them.

Look before leaping. Clearly outline decision drivers and the broader impact of decisions on the overall operational and facility footprint to address strategic considerations.

The big idea

An accurate and complete understanding of current real estate and facilities holdings can help companies stay several steps ahead of changing market and organizational dynamics.

How we can help

Deloitte’s Real Estate & Facilities Management Transformation practice helps organizations across industries address some of their most complex and challenging real estate issues. We assist companies in building the business case for real estate decisions, devise and execute implementation road maps, and measure effectiveness against internal expectations and industry benchmarks along the way.

We are objective real estate advisors — not brokers. We stay firmly focused on our clients’ priorities while developing strategies and executing complex programs that seek to add value, improve service delivery, and mitigate risk. And should other disciplines be needed, such as corporate finance, change management, organizational design, or risk management, we can leverage the deep resources across Deloitte.

Our practitioners have worked in countries around the world. Our practice leaders are highly involved in industry organizations — many serving as board members of those organizations — so we keep our clients current with industry developments and trends. Our broader team includes practitioners who speak multiple languages, hold industry-recognized accreditations (AIA, CCE/A, CCIM, MCR, LEED AP, PE, PMP, and SLCR), and are Tier-1-certified as technology consultants for real estate information technology enablement.

Our services include:

**Operations improvement.** We help clients in their efforts to streamline real estate and facilities management operations, reduce costs, and improve performance by assessing and restructuring operating models, organizational structures, business processes, and capability & competency models.

**Real estate and facilities management service delivery advisory.** We help identify opportunities to enhance the real estate and facilities management service delivery model through the development of effective outsourcing strategies, go-to-market models, and performance-based contracts. We support clients through the outsourcing lifecycle, from concept alignment, to RFI/RFP development, to RFP process management, and supplier transition.

**Portfolio optimization.** We provide clients with a structured, strategic, and holistic approach to help fully leverage how and where real estate assets are deployed, driving real estate portfolio alignment with the overall business strategy.

**Workplace strategies.** We work with our clients to assess, plan, design, and implement workplace and mobility strategies that can lead to improvements in how and where organizations and their employees work, as well as significant optimization of occupancy costs.

**Technology enablement.** We advise clients on information technology strategy, design, and deployment for real estate and facilities management, helping them migrate efficiently from their current state to a desired future-state vision with a strong emphasis on analytical capability, process improvement, and return on investment.

**Bottom-line benefits**

- Align with and contribute to corporate strategy
- Improve the use of real estate and facilities assets
- Enable talent management, address cost pressures, and reduce risk by driving efficient and effective delivery of real estate and facilities management services
- Improve workplace flexibility and workforce mobility to better support organizational and business change
- Support effective management decision-making

Learn more

Business Model Transformation often encompasses a broad range of strategic issues like Real Estate and Facilities Management Transformation. To learn more about how Deloitte can help, visit www.deloitte.com/us/bmt.

Jean Chick, Principal, Deloitte Consulting LLP
+1 312 486 2794
jchick@deloitte.com

Francisco Acoba, Director, Deloitte Consulting LLP
+1 212 618 4432
facoba@deloitte.com

Thomas Hanszen, Director, Deloitte Consulting LLP
+1 512 226 4480
thanszen@deloitte.com

About Deloitte

This publication contains general information only and is based on the experiences and research of Deloitte practitioners. Deloitte is not, by means of this publication, rendering professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor. Deloitte, its affiliates, and related entities shall not be responsible for any loss sustained by any person who relies on this publication.


Copyright © 2016 Deloitte Development LLC. All rights reserved.

Member of Deloitte Touche Tohmatsu Limited