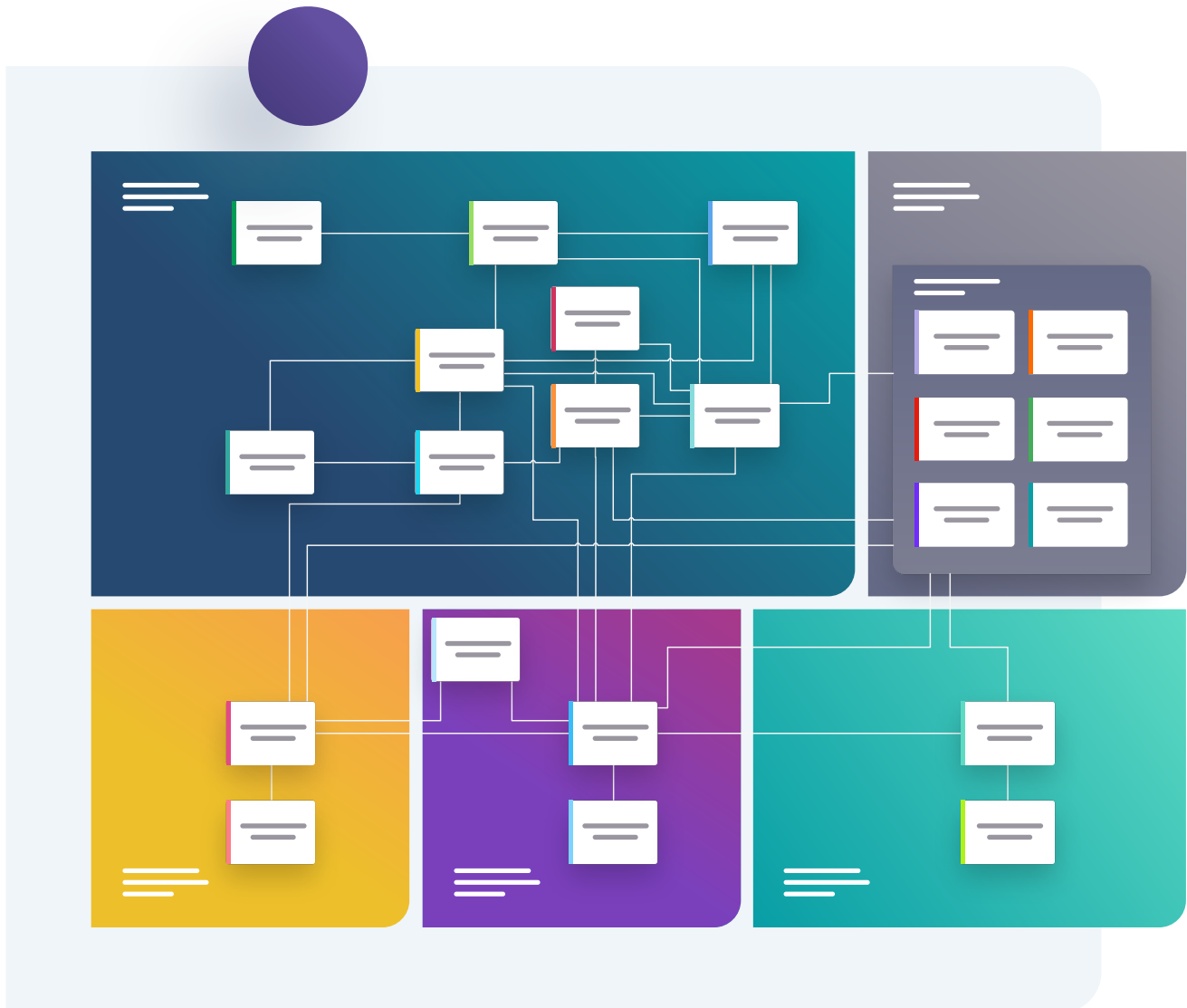





How EA Software Delivers Metamodel Results in **Commercial Real Estate**





As constant change drives real estate and construction leaders to shift their focus from opportunistic efforts to long-term value creation, they must develop both the method and the tools to make the most of this changing landscape.

Global megatrends are reshaping priorities while technology-driven innovation is enabling more efficient operating and capital models.

No matter how your business structures itself, or even what element of CRE it may specialize in, it will have to cope with the delivery of business capabilities whose delivery will require coordination and alignment across business verticals. From analysis to change management, achieving strategic objectives requires more than an A0 process model that covers half a wall. Collaborative and innovative methodologies have to involve and be understood by everyone in the process.

We will aim to show here how, by creating a true real estate metamodel and combining it with an innovative transformation software platform, you can achieve your objectives, and shed light on how your markets are changing markets, and enhance your competitive position.



Developing a better metamodel

Over many years, and many implementations, CohnReznick has developed a Capability Reference Model for Real Estate. Based on a simplified TOGAF approach, the model has been honed to at-most 40 items which gives a succinct well-connected transformational model - with drill down capability to more detailed levels.

Capabilities are business-driven and ideally business-led. One of the main challenges is that the benefits are often reaped at the enterprise and not the line-of-business level. Consequently, projects within line-of-business-led portfolios tend to take a line-of-business rather than corporate perspective.

iServer365 brings a pragmatic strategy approach to life by implementing the CohnReznick model enabling it to be shared easily throughout the organization. What both companies aim for is the art of simplicity - making the model easier to understand by everyone. Producing an actionable roadmap to make the transformation happen.



Recognising the complexities of Commercial Real Estate

From a Commercial Real Estate perspective, capability-based planning is particularly challenging. For example, lead Enterprise Architects may find themselves involved in construction issues, personnel training, and other change management tasks as well as IT architecture.

In the past, many CRE transformation projects were less than successful even though the actual implementation was brilliant, but the associated other tasks (business process re-engineering, client training, support training, infrastructure, and so on) were not obvious to those involved and often were not satisfactorily completed or even attempted.

The danger with an engineering or finance focused business for that matter is that everything will be described in terms of technical deliverables not as business outcomes, making it difficult for business to appreciate what was being delivered and often you can lose sight of the ultimate business goal.

Good capability-based planning coupled with a supportive EA software platform frames all parts of the model in the context of business outcomes, clearly linking the vision, architecture and Implementation and Migration Plans with corporate strategic, business, and line-of-business needs. The key to making this work is by understanding your data, and for that you need one-source-of-truth.

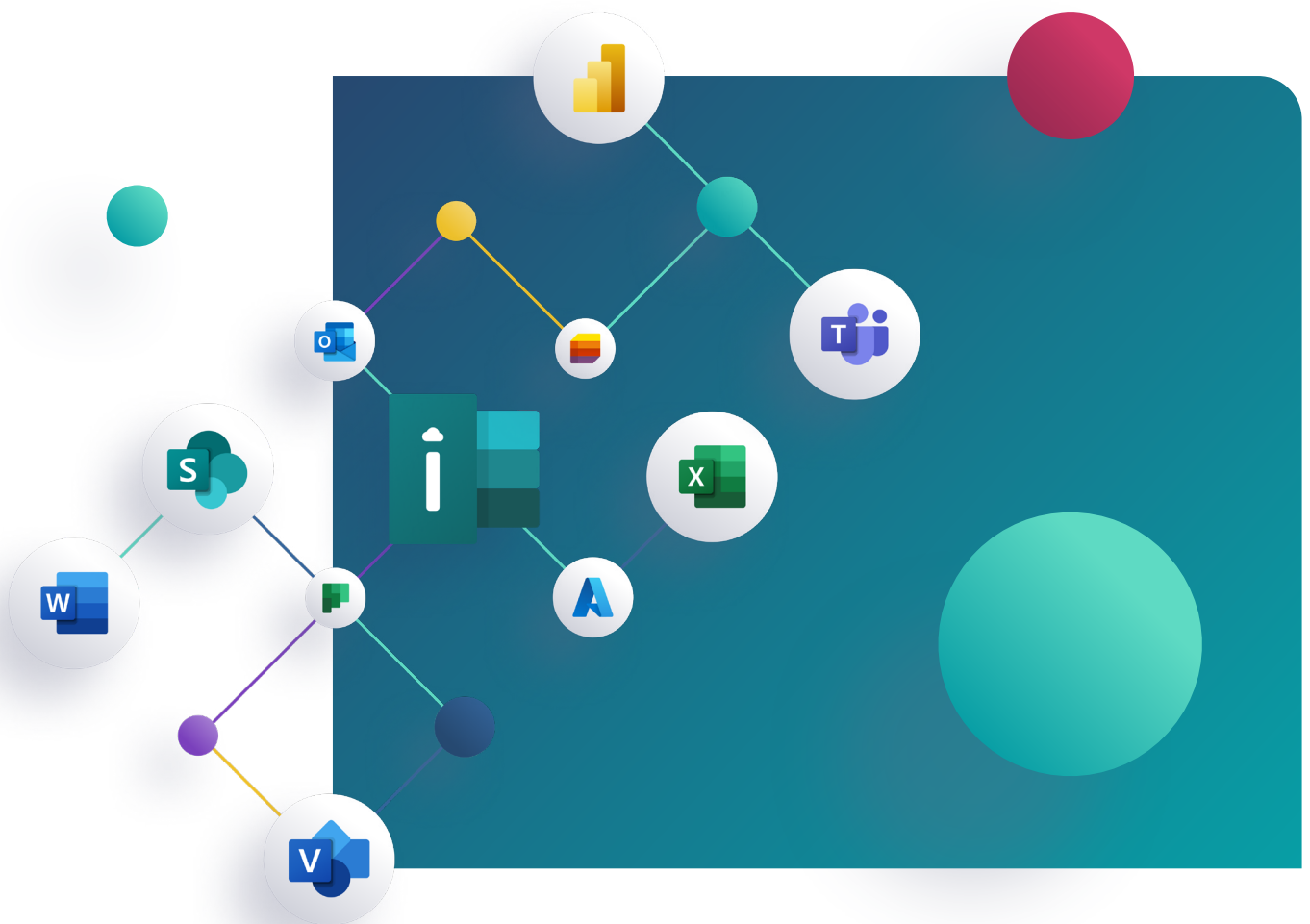


Data, data everywhere...

Technology accelerates every aspect of your business —look for new ways to turn data to actionable insights. Employ technology solutions that deliver on those insights..We help CIOs and CTOs align enterprise technology to business needs.

By adopting a data-driven approach to decision making you can address the information silos held in legacy systems to create a single source of truth. By identifying and eliminating duplicated and redundant data you can reduce technical debt, support and maintenance costs.

We provide the tools and analytics to aggregate and visualize data and drive superior decision making. Our solutions offer visibility into unstructured data, integrate IoT, building management, and operational intelligence platforms, and deliver fast time-to-value.



Finding simpler ways to share and deliver outcomes

Successful implementation begins with a team of real estate industry and application experts. CRE needs a rigorous and proven project management methodology to execute and integrate systems. iServer365 not only implements the CohnReznick model but includes a host of native integrations with the Microsoft 365 collaboration and productivity suite, maximizing participation from stakeholders across the business.

Where it can be used

There are many ways that a capability reference model can transform a commercial real estate operation. Here are a few areas to consider.

01

Communication

Communicating the potentially complex incremental evolution of a capability to your stakeholder community is essential to establish buy-in at the start and to maintain their buy-in during the transition.

- Gain an insight into the current statuses of key business capabilities
- View maturity levels of business capabilities
- Understand and manage the risks associated with immature business capabilities
- Drill down to identify areas of improvement for people, processes and technology associated with the capability

02

Business Enterprise Architecture and Transformation

Create a strategic blueprint for your business that aligns financial and operational capabilities and technology platforms to business strategy.

- Assess the strategic importance of capabilities and their impact on goals
- Determine the impact of capabilities on business goals
- Examine the strategic importance of capabilities
- Assess the number of goals supported by each capability

03

Portfolio Strategy

Analyze opportunities for strategic fit, identify risk across sectors and investment types, determine governance structures, model performance, and support your strategy.

- Ensure that applications are fit-for-purpose
- Create an inventory of your business applications
- Use metrics to understand how well applications match technical and business fit
- Make decisions to ensure that applications are supporting business processes adequately and effectively

04

Operating Models

Align your operating model to business strategy, turn dark data into operational intelligence, and establish systems for corporate performance management.

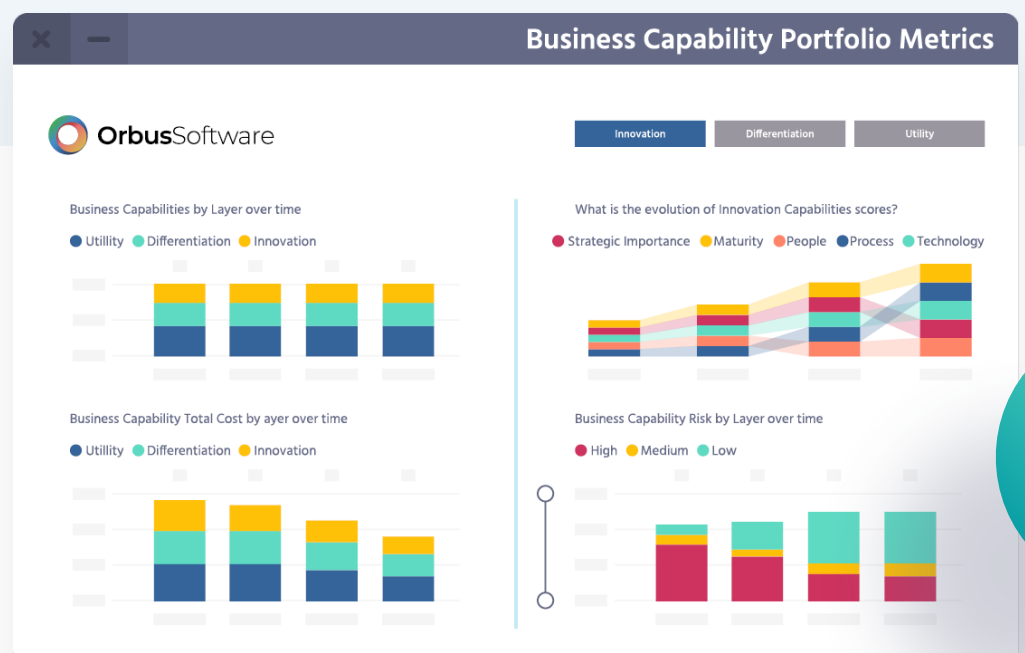
- Understand how and when projects will contribute to goals and capabilities
- Visualize the delivery roadmap to show how projects contribute to different capabilities
- Understand the status of projects as they relate to business goals
- Understand when projects are due to be delivered along with their current RAG status

05

ESG

An environmental, social, and governance (ESG) strategy has evolved from a “nice to have” to a significant driver of value and competitive differentiation. This is true for organizations across industries that must meet the expectations of a wide variety of stakeholders (e.g., investors, customers, employees, vendors, regulators, suppliers, etc.) to achieve revenue growth and profitability – and to manage ESG risks.

Without a capability model you can’t really consider the implications of your approach to ESG. For true environmental impact you need an end-to-end connected mission - both top-down and bottom-up. Point solutions for particular problems are all well and good, but if you are not looking end-to-end on the supply chain you will miss opportunities - and an accounting focus will only give you a rear-view mirror view of ESG activities you should have taken and their consequences now.



What the future means for Commercial Real Estate

The accelerated connectivity between people, machines, buildings, and other businesses will continue to disrupt commercial real estate. So this begs the question, “What exactly are the ways that the industry is looking to embrace this momentum and harness disruptive technology for improved, connected, people-centric experiences?”

The answer is to focus on the people, not the technology. Overall, a new set of CRE metrics is evolving, where a view of work and life experiences is undergoing a seismic, digital shift.

Smarter Buildings

We think of smart buildings as value centric. What can we get out of the building? What’s the value? Some tech adds value, some tech doesn’t. It is through shared, analyzed data that we will determine which is which.

However, smart-building projects will not guarantee results without a clear understanding of business requirements and goals. As businesses move to embrace smart initiatives, developers, owners, operators, property managers, and investors must move to understand the importance of developing a coordinated strategy across a portfolio of properties to deliver on the experience demanded in today’s connected world. The emphasis on people, place, and purpose—the 3P model—is what differentiates intelligence from just smartness.

Working from Home

Prior to the pandemic we saw the rise of workspace-as-a-service models like WeWork and similar companies. This model relied on maximizing the density of use of space, so now we’ve got a conflict that’s going to have to be resolved.

We have to create new tribes to support the need for human interaction and ensure that the human element is not subjugated to technology or old organization designs. What’s needed is a holistic, human-centric strategy that carefully integrates digital services and facilities. Very few have built in intelligence on a large scale across properties. And yet that’s exactly what up-and-coming workers and consumers expect in today’s increasingly interconnected digital world.

Getting to the point

The starting point for any approach to commercial real estate is to know what you are trying to achieve and why. Companies that successfully navigate options to drive real outcomes typically follow a clear strategy.

They also start the discussion on desired outcomes at the concept stage and focus on the operations as early as practical.



It's important to boil this strategy down.
What are we trying to achieve?



Experiential Goals



Environmental Goals



Investment Goals

Understand what your goals are, understand how you're going to break those down into achievable objectives, and then understand how technology such as iServer365 is going to help achieve that.

A lot of the technology that's out there, it's very, very useful; very, very clever. But, when you actually scrape away the paint, you start to realize... what's the point?

You need to focus on three key value pillars in your assessments.

- Drive up, drive down and differentiate.

You drive up experience, you drive up value, you drive down operating costs, you drive down friction and then you differentiate by delivering something that no other building is providing.

If you're focused on those three value pillars in your strategy and then apply iServer365 to answer those questions, then you're using technology in a way that makes sense and delivers results.



See iServer365 in Action

Book a Demo with iServer365
and transform your organization.

[Book a Demo](#)

About Orbus Software

Orbus Software is a leading provider of cloud solutions for digital transformation. Our mission is to enable organizations to build operational resiliency. Our customers are predominantly global blue-chip enterprises and government organizations, and we focus on delivering technology innovation that accelerates our customers' success. To learn more, follow Orbus Software on Twitter and LinkedIn.



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