Enhancing the Alignment Process between CRE & Organisational Strategy

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CRE alignment long-standing issue

- Nourse & Roulac (1993)
- Weatherhead (1997)
- O'Mara (1999)
- Willis (2005)
- Scheffer et al. (2006)
- de Jonge & Haynes; et al.; den Heijer (2009)
- Kok (2012)
- White (1998)
- Englert (2001)
- Then (2005)
- Lindholm et al. (2006)
- Appel-Meulenbroek et al. (2010)
- Then & Tan (2013)
CRE practitioners are able to answer surveys on the **positive state of their CRE alignment**

*(Bon et al., 2002; DEGW, 2006; McDonagh, 2008).*
I know our CRE portfolio is aligned:

No 0% 80% Yes 100%
Artefact, plan | Process | State | Behaviour | Other

- Nourse & Roulac
- Weatherhead
- Englert
- O'Mara
- Then & Tan
- Then
- Osgood Jr.
- de Jonge e.a. den Heijer
- Scheffer e.a.
- Edward & Ellison
- White
- Haynes
- Lindholm e.a.
- Wills
Scientific basis

- Osgood Jr.
- Weatherhead
- O'Mara
- Then & Tan
- de Jonge e.a.
  - den Heijer
- Then
- Scheffer e.a.
- Lindholm e.a.
- Nourse & Roulac
- Edward & Ellison
- White
- Englert
- Haynes
- Wills

Normative
Emperical
Destillation of own reflective practice
Two current approaches to alignment

1. Single factor determinism
2. Alignment models based on Algorithm

<table>
<thead>
<tr>
<th>Location</th>
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<tbody>
<tr>
<td>Workplace</td>
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<td>CREM's management forms</td>
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<td>Property tenure</td>
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<td>Capital finance</td>
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<td>Etc.</td>
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<td>Etc.</td>
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<td>Single factor CRE (Determinism)</td>
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<td>100%</td>
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I want CRE alignment to focus on:
Problems current algorithmic alignment models

Practice
I know the CRE alignment models:
Problems current algorithmic alignment models

One core technology

Practice
Practioners want a core technology of strategic alignment.
Towards a core technology

- By using four building blocks
- By using four strategy styles
- By linking the models to a simple framework
- By knowing the alignment approaches

Adding three new approaches to the two current approaches
Building blocks and Components

1. Understanding corporate strategy
   - Strategic triggers
   - Corporate strategy formation
   - Business drivers and forces
   - Internal strategic drivers

2. Understanding real estate performance
   - Audit of existing Real Estate
   - Assess the effect of CREM actions
   - Real estate market data/information

3. Making real estate strategy
   - CRE strategy formation
   - Strategy integration (alignment)
   - Integration with other corporate functions (CIS/IRIS)

4. Implementing real estate strategy
   - Actioning the real estate intervention
   - Actioning the required CREM practices
   - Real estate operating decisions
Included explicitly in the model

Implied in the model

External to described model, but in the text
Building Block 1
Understanding corporate strategy
- Strategic triggers
- Corporate strategy formation
- Business drivers and forces
- Internal strategic drivers

Building Block 2
Understanding Real Estate performance
- Audit of existing Real Estate
- Assess the effect of CREM actions
- Real estate market data/information

Building Block 3
Making Real Estate strategy
- CRE strategy formation
- Strategy integration (alignment)
- Integration with other corporate functions (CIS/RIS)

Building Block 4
Implementing Real Estate strategy
- (Real Estate operating decisions)
- Actioning the real estate intervention
- Actioning the required CREM practices
Future research

One core technology

Practice

One core technology

A
One core model
B
add other approaches?
### Five possible conceptual approaches

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<thead>
<tr>
<th>Single factor determinism</th>
<th>A Prevalent</th>
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<tbody>
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<td>Algorithm alignment models</td>
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<table>
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<th>Heuristics</th>
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<th>Wicked problems</th>
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<th>Game theory</th>
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Discussion

Where should the future research focus on?

• Which alignment approach do you use now?
• Which alignment approach do you prefer in future and why?