

Implementing an up to date Corporate Real Estate Management (CREM) at a German top 5 universal bank

Challenge

In the context of restructuring its real estate management, our client had already implemented a number of steps to optimise – and where possible, to streamline – service offerings. In spite of these efforts, the client still believed there was greater potential to increase efficiency. For this reason, the team was asked to examine the current organisational structure, paying particular attention to the bank's strategy and focus, the efficiency of existing business processes and structures, as well as exiting cost structures.

Approach

The team's examination was based on detailed documentation provided by the client, as well as personal interviews with the most important stakeholders. For the purpose of analysing the operational structure, existing data was compared with an ideal process model for Corporate Real Estate Management (DIN or VDMA and GEFMA guidelines).

In addition, selective contracts with service providers were analysed in terms of their potential for optimisation. Beyond identifying productivity reserves, the team was asked to answer an extensive list of questions relating to the implementation of a streamlined CREM.

In order to realign the organisational structure, the team was able to resort to its long project experience, using current benchmarks as part of the analysis. Apart from being able to streamline services, the team was able to develop new ways of grouping tasks and competencies together more efficiently.

Results

Based on comparisons with main competitors, the team developed and evaluated different measures aimed at increasing the efficiency of CREM business processes. By outsourcing controlling functions, the client was able to streamline the service portfolio, leading to the realisation of potential savings. Finally, the team developed four business cases, enabling the client to realise a step-by-step structural realignment of the organisation.

For more information, please feel free to contact us.