



Better data, better decisions












**How commercial real estate companies
can progress on their enterprise data
management journeys**

KPMG Data Strategy Survey

January 2021

kpmg.com/realestate

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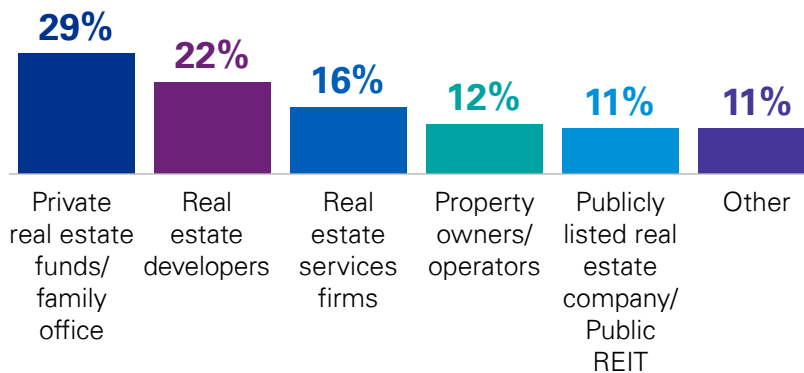


About the survey

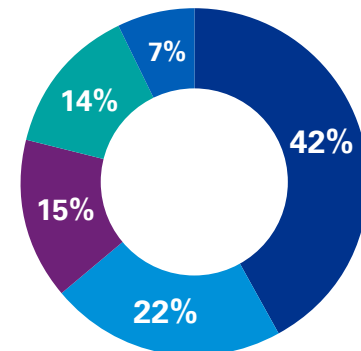
In August 2020, KPMG reached out to a broad array of real estate firms for its first-ever Data Strategy survey. The initiative covered companies worldwide, including the Americas, the UK, continental Europe, and Asia, and spanned a range of company types and sizes. There were 188 respondents that included various real estate leaders and technology professionals.

The data strategy study focused on gaining an understanding of data management trends in the real estate industry, including data governance, capture, aggregation, analysis, and visualization. The overarching goal was to identify how real estate companies are approaching data strategy, the challenges these companies face, and how far along they are on their data strategy journeys.

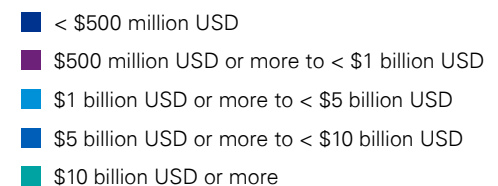
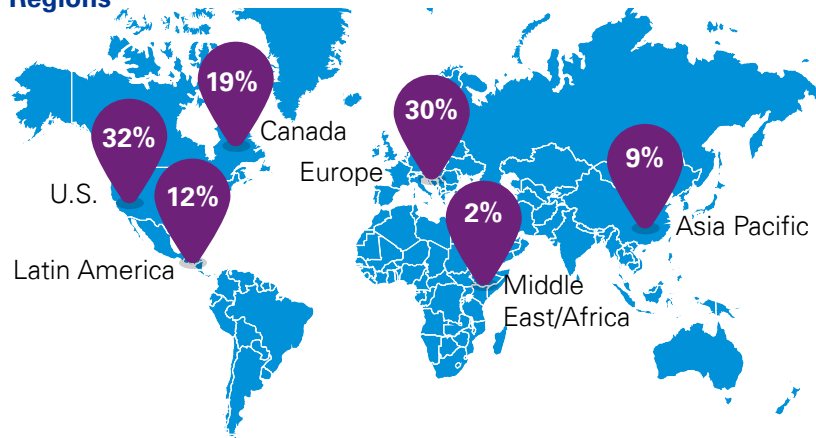
Type of company*



Assets under management*



Regions*



Source: KPMG Real Estate Data Strategy Survey 2021; n=166.

Source: KPMG Real Estate Data Strategy Survey 2020; n=188.

*Percentages have been rounded and as a result do not total 100%

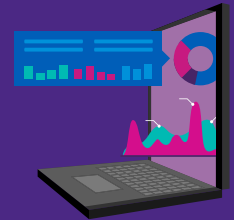


Key survey findings

57% of respondents say their organizations have a formal data strategy. For larger companies,* it's **83%**.



26% have data scientists on staff. For larger companies,* it's **57%**.



30% outsource some aspect of data management to a third party.



76% use Excel as their primary analytical tool, and yet **69%** say they are too reliant on Excel.



39% store and access data via a centralized data repository. For larger companies,* it's **60%**.



76% say financial management and analysis is the top task for which they use data to drive insights.



34% indicate their plans for data strategy implementation have been accelerated due to increased remote working/COVID-19.



Only **28%** are using data with an objective of improving tenant experience.



66% say the most important reason to implement a data strategy now is to enhance decision-making.



*Larger companies have assets under management of US \$5 billion or more.

Source: KPMG Real Estate Data Strategy Survey 2020



Introduction: Get in the driver's seat

Data—big and small, structured and unstructured—is inescapable and essential. In commercial real estate, the ever-expanding volume of market, building, and tenant data represents a strategic opportunity for investors, developers, and managers alike. As the industry grapples with resource management, financial planning, and storage and access, companies must reevaluate a world besieged by data and focus on turning it into the kind of actionable insights that can drive innovation and smart, timely decision-making.

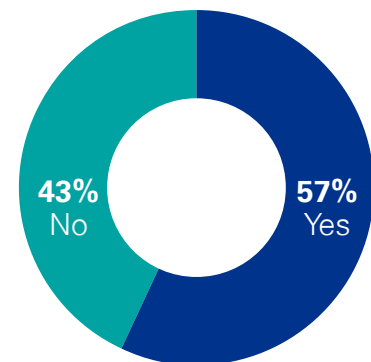
A coordinated strategy—with distinct, yet interconnected emphases on data quality and data management—can serve as a framework for extracting targeted value from the sheer volume of data.

While high-quality data can enhance daily business decisions, real estate organizations should also consider how data can enable differentiation for their properties in the eyes of investors and tenants, as well as improve the overall tenant experience. Going forward, success in these areas will be measured by the ability to access and act on real-time data. This means ensuring that the individuals

who live, work, and conduct business in their properties are content and eager to renew their leases, and that investors recognize the merits of one fund or property over another.

This year, the KPMG Real Estate Data Strategy Survey, a follow-up to the 2019 KPMG [Global PropTech Survey](#), found that 57 percent of respondents said they have a coordinated strategy for data collection, standardization, and analysis. This is a marked increase over the Global PropTech Survey, in which only 29 percent said they had an established, enterprise-wide strategy for capturing and analyzing data.

Does your organization have a data strategy?



Source: KPMG Real Estate Data Strategy Survey 2020; n=188.

Digging a little deeper into the data strategy survey data, we learned that 83 percent of responding organizations with assets under management (AUM) of more than US\$5 billion report having a data strategy, suggesting larger organizations have a clear head start. Of course, larger organizations are more likely to be able to devote more budgetary resources to the development, implementation, and maintenance of data strategy programs. While progress has been made across the industry, many smaller companies are lagging behind on their data journeys, suggesting there's much opportunity for advancement among smaller and mid-tier real estate firms. Going forward, we believe the industry could see a significant number of new organizations with a focus on fully digitized, data-driven business models.

That said, size should not matter when it comes to developing an enterprise-wide data strategy. Budgets are real, of course, and larger companies typically can devote more, but smaller organizations can scale their efforts to their available resources. To extract actionable insights from data, all companies, large and small, must seek to identify core business needs in which data can make a real impact and then strive to maintain the highest possible data quality. Ultimately, it's important to recognize that data quality and data analysis are separate disciplines, but at the same time they're inextricably connected. If you want improved analytics, you've got to improve your data quality.

Data management is hard work, and not inexpensive—What's the return on investment?

Defining ROI for strategic data programs is not easy since, properly done, the program becomes a mainstay of the organization's normal operations and entails an understanding of current business challenges. For example, assume a company's annual equipment spend totaled \$5 billion. With unreliable data, management was unable to properly analyze what they purchased and how they could reduce the overall cost. If the company could save one percent per year, \$50 million, the business case for data management investment would be justified.



In addition to cost takeout, other benefits of an effective data strategy include:

- ▶ **Simplicity** – Provides a single integrated view of data to meet business requirements
- ▶ **Timely** – More responsive to end users' requests and needs
- ▶ **Efficient** – Eliminates the need to repeatedly gather data, leaving more time for analysis and decision-making
- ▶ **Responsiveness** – Quicker implementation to satisfy technical requirements
- ▶ **Compliance** – Improved capability to meet regulatory reporting obligations
- ▶ **Cost** – Reduces overall cost of data management program and enables advanced analytics to optimize utilization
- ▶ **Security** – Enhanced capability to detect and reduce fraud.

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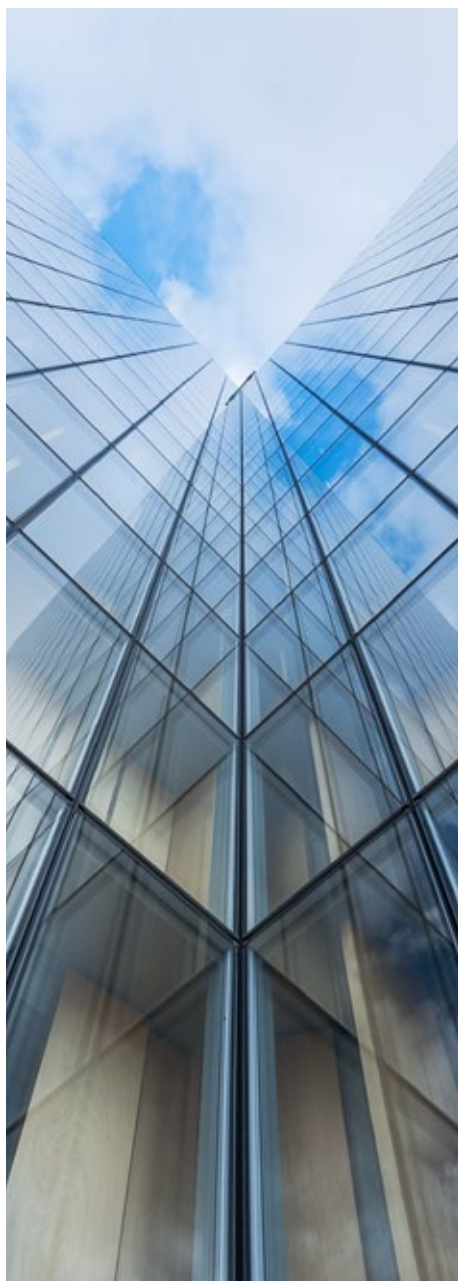
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About the authors



Phil Marra
Audit Partner
U.S. Real Estate Funds Leader
KPMG in the U.S.

An audit partner based in New York, Phil has more than 30 years in the real estate sector, providing audit, accounting, due diligence, and advisory services to a diverse client base. His experience covers a wide range of client types, including public companies, owners, developers, managers, and tenants; real estate opportunity funds; REITs; private equity; government agencies; not-for-profit enterprises; lenders; syndicators; foreign investors; real estate advisers; asset managers; and construction companies. He is also a member of the KPMG U.S. Asset Management Leadership team and the New York Financial Services Leadership team.



Rob Wentz
Managing Director
Advisory Data & Analytics
KPMG in the U.S.

Rob is the National Leader for Information Management in the KPMG Advisory practice. As managing director, he helps clients define and execute data strategies at a global level. He has used his over 25 years of experience in business analytics and performance management to develop effective governance solutions to complex business and process issues. Rob has presented new ideas and insights focused on extracting business value from data in various thought leadership publications.



Greg Corlis
Principal
Emerging Technologies
KPMG in the U.S.

Greg has more than 20 years of experience in business and technology advisory services. His extensive experience in designing and implementing complex business and technology solutions has helped organizations resolve challenging business problems through the transformation of their business operations, launch new market-leading consumer and enterprise technology products, and expand global operations into strategic markets. This work has resulted in the delivery of measurable financial growth and operational performance efficiencies.



Sander Grunewald
Global Head
Real Estate Advisory
KPMG in the Netherlands

Sander is the Global Head of Real Estate Advisory Services for KPMG, and a partner and head of Real Estate Advisory with KPMG in the Netherlands. He leads a team of professionals in support of clients with large transformation programs, which involves designing and executing (digital) strategy, innovation, sustainability, and data analysis initiatives. Sander has 18 years of experience working with commercial real estate investors, owners, and financiers of large real estate portfolios, as well as housing corporations and companies with large real estate portfolios (Corporate Real Estate).



Andy Pyle
Partner
Head of Real Estate
KPMG in the UK

Andy has 24 years of professional experience of which the last 17 have been as a full-time transaction adviser. He has advised numerous investors in the purchase and sale of real estate assets in the UK and Europe within the commercial segment, including retail/shopping mall, industrial/warehousing/logistics, residential, self-storage, and student accommodation. He has also serviced the office sector, covering both development and investment assets. Andy has advised on some of the largest transactions in the European real estate market.



Pay attention to who's behind the wheel

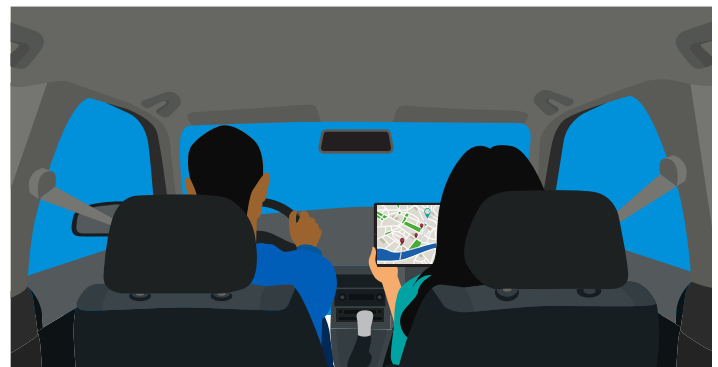
Not only should real estate firms have a coordinated data strategy, there should be an executive within the organization who assumes strategic ownership of the data, from both a quality and an analytics perspective. It's critical to determine who in the organization is best equipped to manage and deploy data to steer the organization toward actionable insights in service of the company's overarching business goals.

As noted, the percentage of respondents who said they have a defined data strategy has increased significantly since the 2019 Global PropTech Survey. With that in mind, more than 60 percent of survey respondents said a C-level executive is spearheading this important work—with 40 percent evenly divided between technology (CIO/CTO) and business (CFO).

There's much talk in the industry about the value of a Chief Data Officer or Chief Technology Officer. However, creating new titles isn't as important as ensuring that there is senior-level oversight of the data management and data quality activities that will improve the organization's overall analytical capabilities. The key question is: Who is driving those processes? If you don't have an answer, you have an issue, because you need that internal responsibility, and support from leadership if you hope to improve and sustain the quality of your data.

99
Successful data strategy requires true partnership between operations and IT.

99



Most respondents, particularly those from smaller organizations, don't have a staff of professionals with specialized data management skills. It should be noted that running sophisticated analytics applications and developing a data governance program are both important, but completely different disciplines. Organizations with data management skills have an advantage relative to those that focus exclusively on the analytical component. An effective enterprise data strategy needs an overarching data management component, ideally in the form of someone from the business who understands the organization's key business objectives, as well as how to collect, extract, and analyze data in support of business objectives and requirements.

Big data may be too massive for humans to process and absorb, but individuals can play a small yet important role in maintaining data quality. By capturing and entering it fully into systems, updating and curating it over time, people can have an effect. Every business needs a culture of data quality.

—Harvey Nash/KPMG 2020 CIO Survey report



Source: KPMG Real Estate Data Strategy Survey 2020; n=188.

We believe assembling a team dedicated to data management and analytics is a prudent first step on your data strategy journey. Relegating data management as a side job of multiple people with limited formal training is not a blueprint for success. A dedicated team of professionals responsible for the organization's data management and analytical capabilities is a key building block of an effective data strategy.

This structure must include and be responsible for:

- ▶ Executive sponsorship across the organization
- ▶ Data and analytics strategy
- ▶ The business case and funding
- ▶ Data and systems architecture to support business requirements
- ▶ Data quality management
- ▶ Data governance
- ▶ A data control environment.

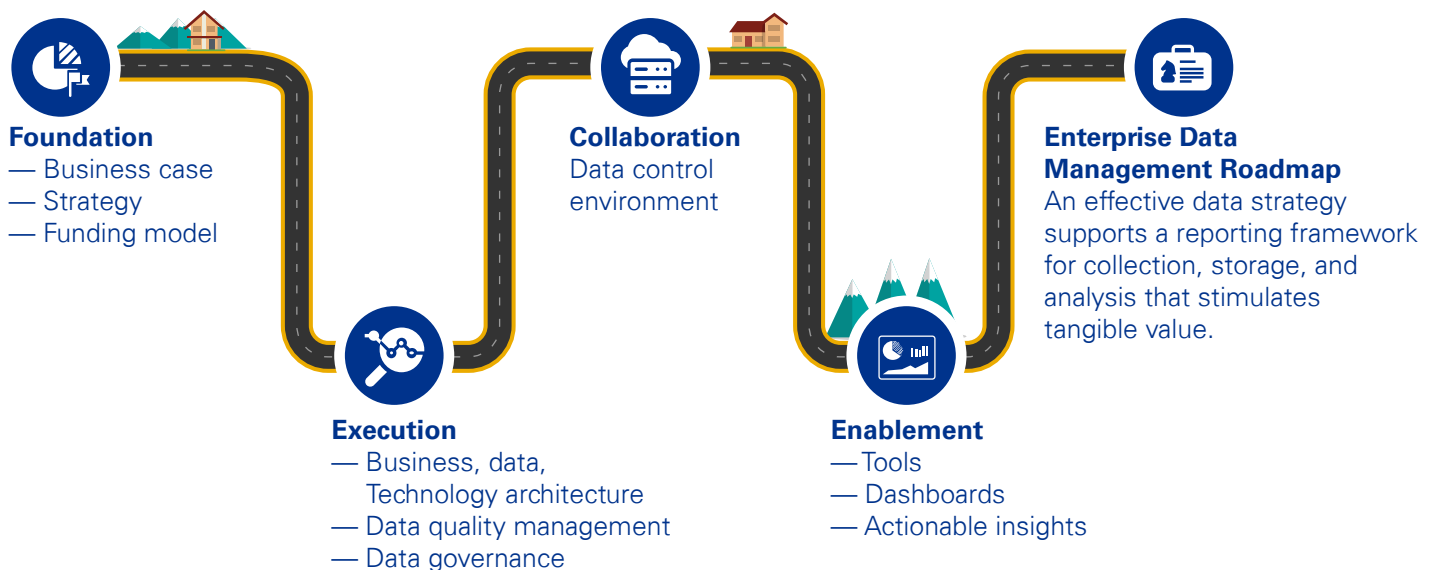


Enterprise data management: An ongoing journey

Ultimately, an organization's data strategy is about improving data quality in service of core business objectives. With that in mind, there needs to be an overarching, fluid, and flexible governance program. The journey never really ends—it must be continually monitored and enhanced.

Foundationally, companies need to identify and understand their data priorities. What's important to the business? Do you want to increase your ability to predict building maintenance requirements? Are you looking to solidify your deal sourcing? Do you need to know more about the needs and tendencies of your tenants? From an executional perspective, organizations have to understand how data and analytical technologies can help propel business objectives.

A well-designed enterprise data management roadmap enables actionable analytics



Enterprise data management is really a front-office matter. The business originates and consumes or deploys most organizational data. IT absolutely plays a key role as a partner in supporting the business, but the process of data management is ultimately a business issue.

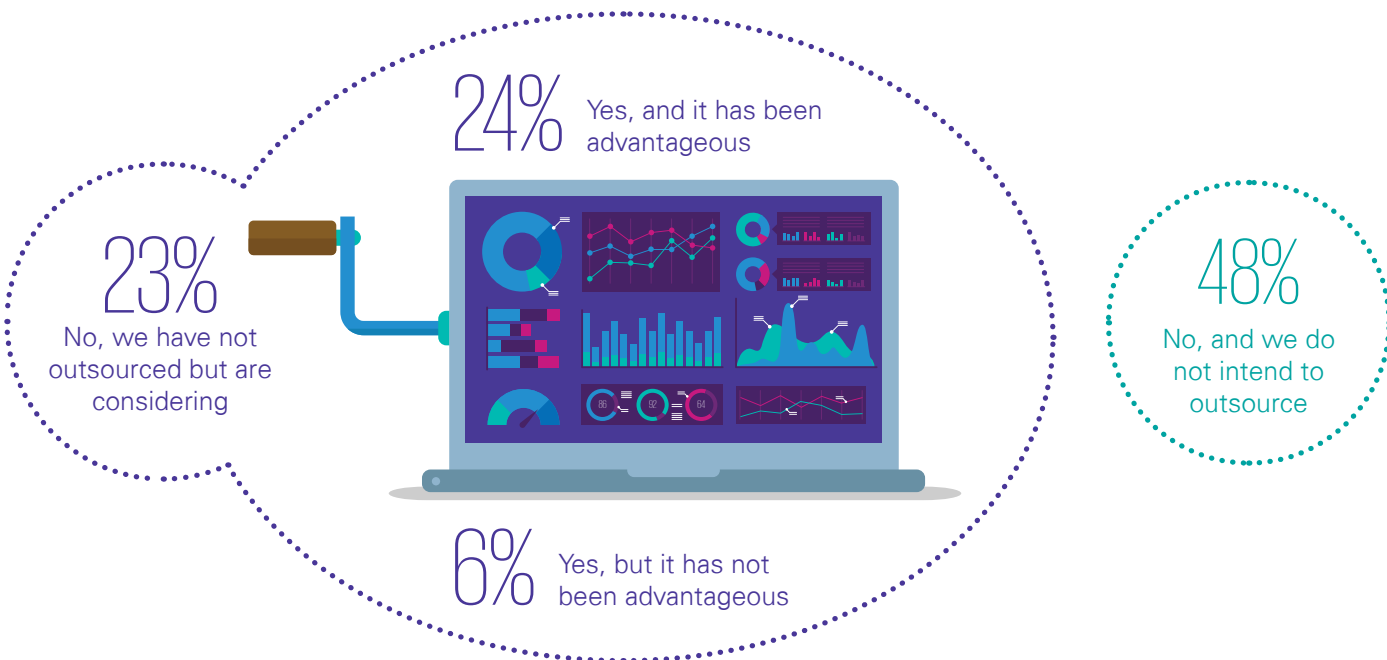
New and existing employees alike should receive training that stresses data's importance as a component of the organization's business plan and the operational urgency of getting enterprise data management right. A strong data strategy comprises identification and development of data-driven skill sets across the enterprise, senior management support, a data-driven culture, clear governance, and monitoring by internal audit.

Many organizations, particularly smaller businesses, simply don't have the human, technological, or budgetary resources to implement a broad strategic

data management program. As a result, many are looking to outsource certain functions, such as storage or analytics. Indeed, more than half of data strategy survey respondents (53 percent) say they have outsourced data management activities or are thinking about it. This suggests organizations see the need for improved data management and are seeking help where appropriate. Interestingly, nearly a quarter of respondents (24 percent) say their outsourcing efforts have been fruitful, while only 6 percent of those who have outsourced said they have not seen any benefit.

For organizations that already outsource some element of their data management program, or are considering it, keep in mind that your organization still owns the data. You don't outsource the ownership of the content that you've placed on the cloud. The business, not the vendor, is responsible for data quality.

Have you outsourced data management?



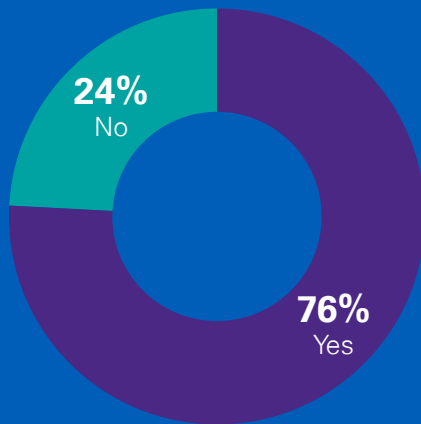
Source: KPMG Real Estate Data Strategy Survey 2020; n=187.

What's in your toolbox?

If you don't have the right systems in place, it's difficult to accomplish your data management objectives. Many real estate firms continue to use Microsoft Excel when there are newer tools available that enable far deeper, customized analysis.

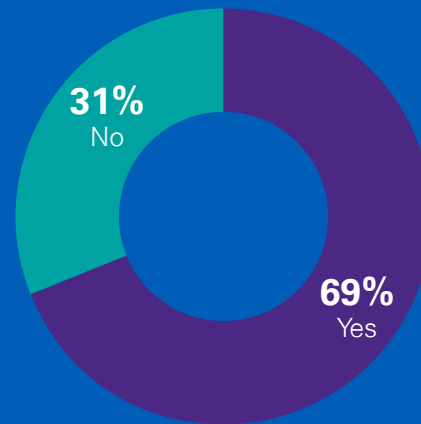


Is Excel your primary tool for data analysis?



Source: KPMG Real Estate Data Strategy Survey 2020; n=188.

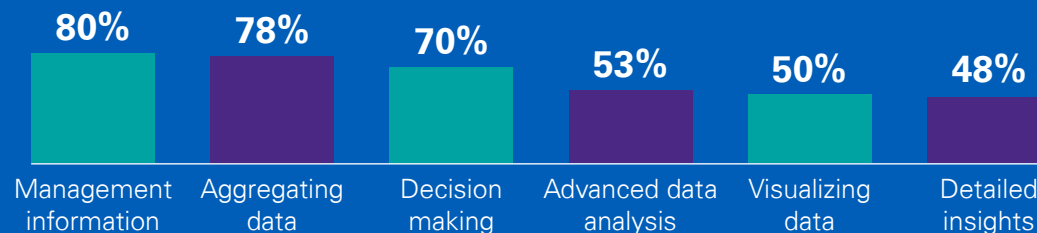
Are you too reliant on Excel?



Source: KPMG Real Estate Data Strategy Survey 2020; n=143.

Although more than three-quarters of respondents (76 percent) say they use Excel, the majority (69 percent) admit they're too reliant on it. This is an encouraging indication that companies may be open to more powerful tools—Power BI, Tableau, QlikView/Qlik Sense, for example—that, in experienced hands, can yield tangible benefits in such areas as information management, data aggregation, decision-making and visualization.

Where are you using Excel for data management?



Source: KPMG Real Estate Data Strategy Survey 2020; n=143. Multiple responses allowed.

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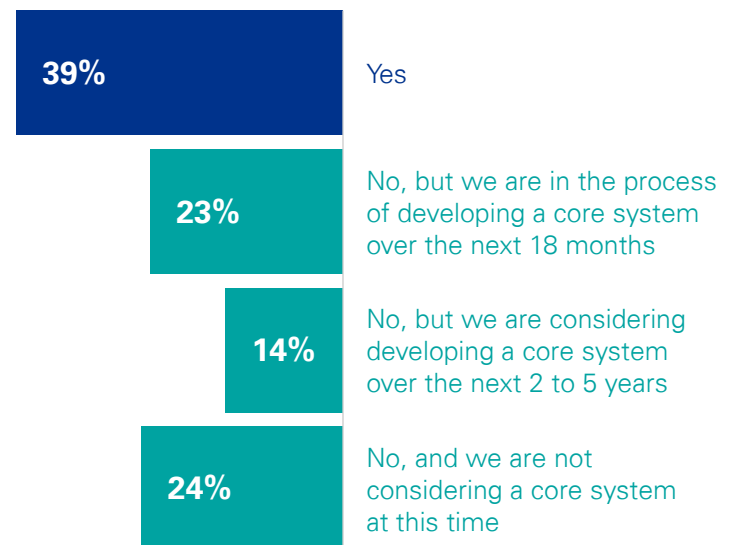
Data must be accessible to all who need it

You need to democratize your data and make it accessible to everyone who needs it along the organizational value chain. Companies must increase their ability to capture data from a larger, fit-for-purpose universe of sources and do something meaningful with that data—to make significantly better decisions for all stakeholders.

Nearly 40 percent of respondents to the data strategy survey said they have a data storage and access system in place, which is encouraging. However, it is concerning that roughly 60 percent of respondents do not have a centralized storage solution, considering this is a critical component of an effective data strategy.

From that perspective, building out an effective strategy for data and analytics accessibility must consider the options available in the marketplace today. Virtually all of the leading building management system (BMS) providers are offering out-of-the box solutions that feature a fully integrated data lake and/or data warehouse to support analytics. A challenge many companies have is the one-off, siloed approach to data storage, making it difficult to have reliable data to perform analytics consistently across the enterprise. If organizations develop a data strategy more holistically, there will likely be opportunity to improve ROI with an integrated environment for data management and analytics.

Does your organization have a core system to store and access data?

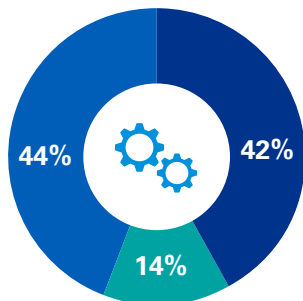


Source: KPMG Real Estate Data Strategy Survey 2020; n=187.

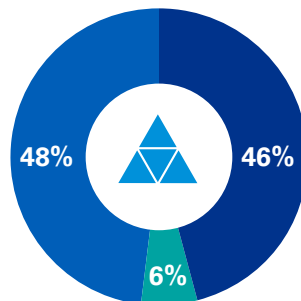
The data repository is a critical, but often overlooked, part of a well-designed enterprise data strategy. Driving the design and development of data repositories should be the business architecture that defines requirements and needs—what the data is being used for—as well as a data architecture, which identifies how that information will be supported—and what standards will be applied to it. Underpinning it all should be an aligned IT infrastructure. Ensuring the data is organized and accessible will not only increase efficiency for numerous data-intensive projects and initiatives but will also foster collaboration and information-sharing among disparate groups.

As for aggregation, most respondents report getting data fairly evenly from both internal and external sources for a variety of key business imperatives. To optimize any research activity, companies must understand all relevant available data—whether internally focused, competitor generated, or market driven—to identify key indicators for growth, recovery, and commercial risk that are vital for success.

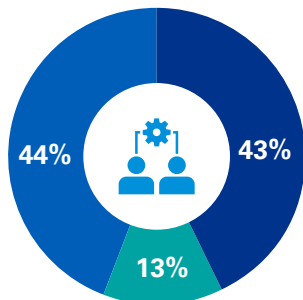
Where do you acquire data to support key analytical functions?



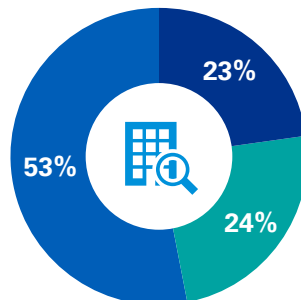
Management/operations



Asset/portfolio management



Customer relationship management (tenants/investors)



Valuation

● Internal ● External ● Both



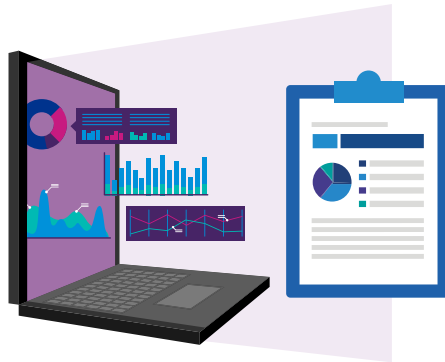
Source: KPMG Real Estate Data Strategy Survey 2020; n=186.

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Many organizations are struggling to get data quickly enough to conduct effective forecasting. The ability to use third-party data in a curated, easy-to-consume way and blend it with internal corporate data is something that we have seen spike with a positive impact on decision-making.

Data received in a timely manner for relevant decisions

41%
Agree or
Strongly agree



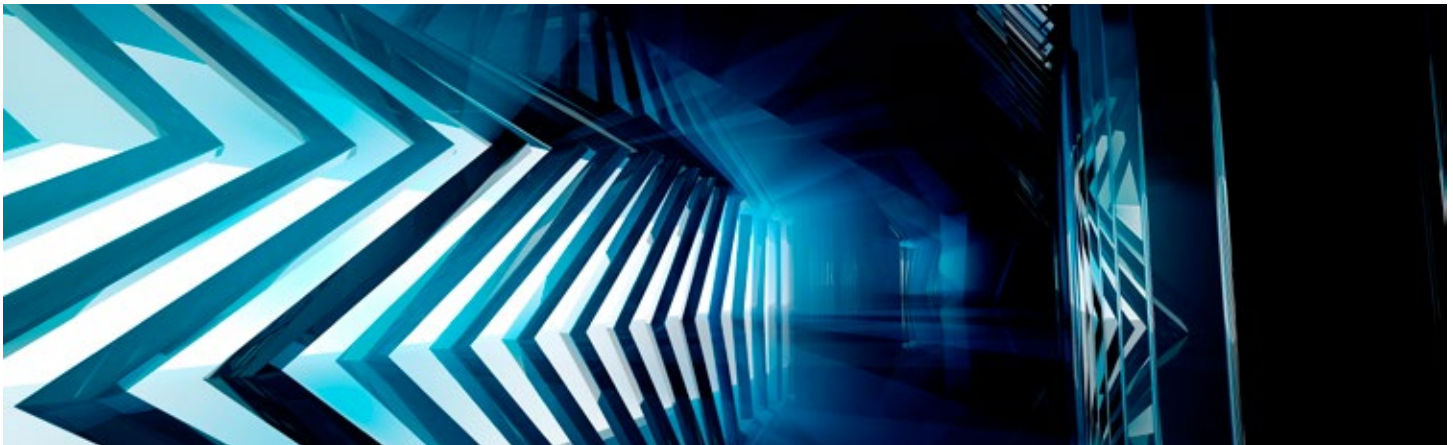
Source: KPMG Real Estate Data Strategy Survey 2020; n=187.

In a market that rewards quick decision-making, only 41 percent of respondents agree or strongly agree that they can acquire information in a timely fashion. This feels like progress, but clearly the industry has a lot of work yet to do. However, with advances in automation and cognitive technologies, such as artificial intelligence and machine learning, we expect significant progress in the near future.

There's so much data out there that developing an appropriate strategy for tackling, controlling, and understanding it will be an important measure of who's going to be successful in our space going forward. A data lake can help companies address their most complex business challenges by collecting, analyzing, and deploying large volumes of structured and unstructured data from a variety of sources including ERPs, sensors, even social media. As a tool, a data lake can help make sense of it all and turn that data into actionable information.

—Sean Kelly

*Head of Real Assets Product Group
The Citco Group Limited*





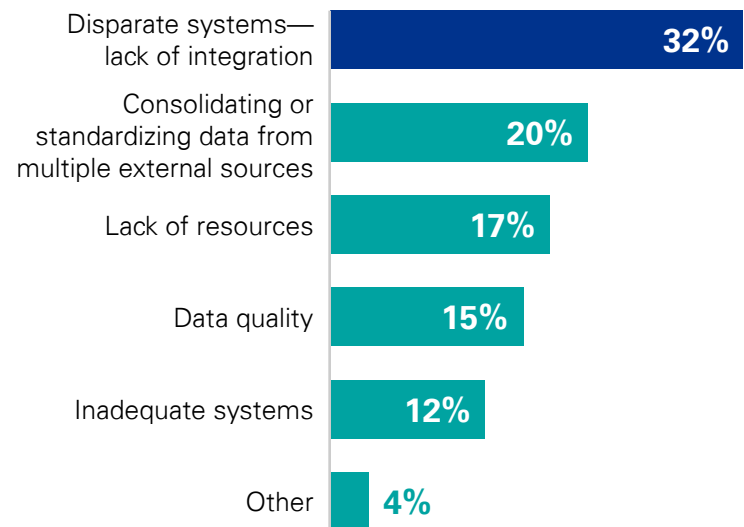
Don't let speed bumps slow your data strategy planning

Property data, transaction data, financial data, tenant data, market data: These are among the metrics that are most impactful to strategic areas of your business—and most susceptible to pitfalls and impediments.

Real estate companies continue to struggle to keep their data strategies moving forward. Organizations that already use data and analytics productively are experiencing higher levels of success as measured by improved data processing times, stronger analytical capabilities, reduced errors and risk, and as a result are meeting or exceeding service-level agreements. Those that haven't built strong processes and supporting strategies around data, and are just starting the journey now, are realizing there are a number of obstacles to overcome, in particular:

Lack of technology integration. With a massive volume of third-party data to be harvested, examined, and presented more efficiently, companies are finding that disparate legacy systems and newly installed technologies are slowing not only the ingestion, but also the digestion of that information, according to the data strategy survey. This represents an opportunity for companies to develop better integrated technology architectures to address this disconnect. It's also an opportunity to drive and expand upon the types of data, reporting, and decision support services companies can offer their clients.

What is your ONE greatest data capture obstacle?

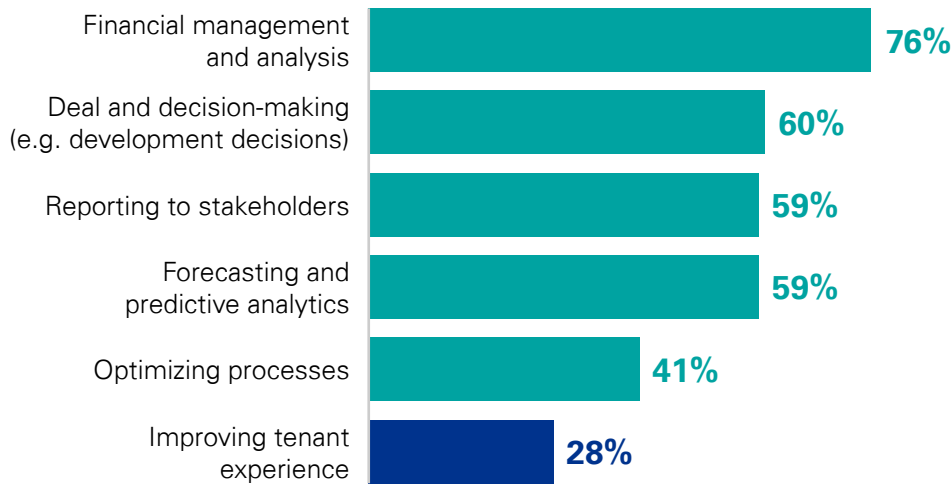


Source: KPMG Real Estate Data Strategy Survey 2020; n=186.

Insufficient focus on customer experience. Of the companies that expect to increase their data strategy planning and investment, one of the primary areas of focus, cited by 54 percent of respondents, is customer engagement, with “customer” meaning either investors or tenants, depending on the respondent’s business. This is encouraging.

However, when asked about the foundational tasks for which they are using data—i.e., what they hope to get out of their data and where they are driving those insights—there was a disconnect. Although the most-cited responses are in line with traditional real estate business objectives—financial management, deal decisions, reporting, forecasting—one objective was conspicuously low on the list: “improving tenant experience.” While working toward this goal is certainly not new, mining data for insights introduces a world of new opportunities to connect with tenants and improve their interactions with your company.

Organizational tasks for which data is driving insights



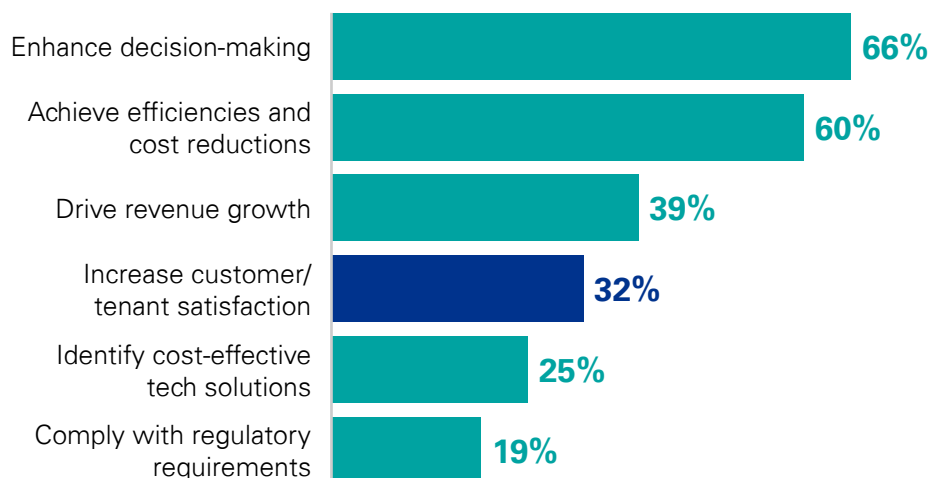
Source: KPMG Real Estate Data Strategy Survey 2020; n=181. Multiple responses allowed.



Customer satisfaction is an under-estimated value-builder. “Operators, management companies and property owners need to get more creative about increasing tenant value,” says Greg Corlis, Principal, Emerging Technologies, KPMG LLP. “Tenants looking to renew their leases or sign a new lease are increasingly looking for smart buildings that are able to monitor air and water quality, control equipment maintenance, and drive reduced power consumption. Companies need to consider different ways of deploying data to add value to the enterprise, give back to their communities, and help them differentiate themselves in the eyes of customers.”

Improving the investor and tenant experience occupies a low spot on the list of reasons for implementing a data strategy right now, with only one-third citing it as a key motive. The most commonly cited areas of focus—enhancing internal decision-making, achieving efficiencies and cost reductions, and driving revenue growth—are vital, but clearly internally focused. We believe this is a telling signal. Data strategy is not just about improving internal processes. It must include a plan for addressing customers’ evolving needs and expectations.

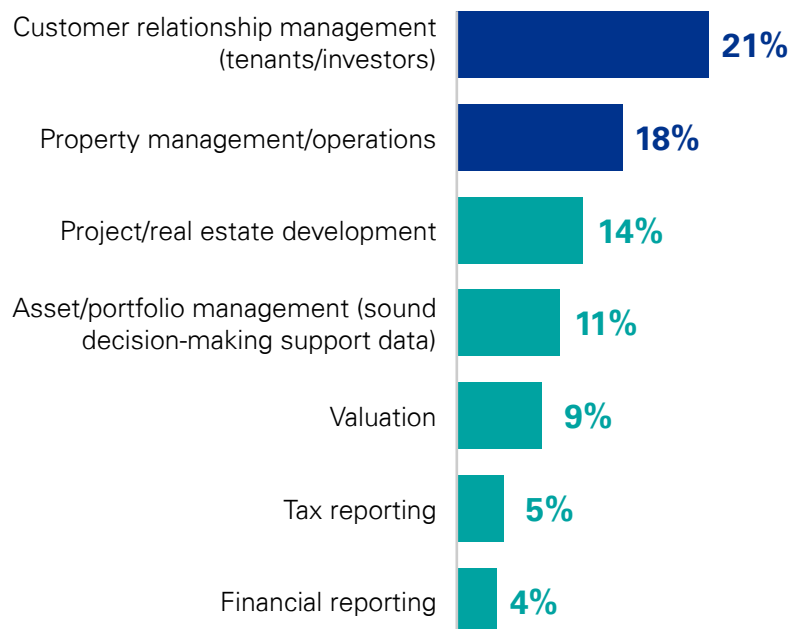
What are the most important reasons to implement a data strategy now?



Source: KPMG Real Estate Data Strategy Survey 2020; n=183. Up to three responses allowed.



Percent of respondents that find it difficult or very difficult to analyze and process data to forecast in specific areas



Source: KPMG Real Estate Data Strategy Survey 2020; n=168. 1-5 rating scale was used, where 1=very difficult and 5=very easy.

“Historically, collecting and organizing data for investor reporting and communications required extensive work at the fund level,” says Brandon Sedloff, Senior Vice President and Managing Director at Juniper Square, a leading real estate technology company. “Data has been siloed and GPs and LPs struggle to fulfill reporting requirements. As investors demand more information and the industry adopts technology at a rapid rate, the tolerance for errors and delays is limited. This inefficiency is crippling, and the issues have been exacerbated by COVID-19. Unlike in past cycles, the rate of technology adoption has been accelerated by the need for transparency given the current macro environment. Once a major barrier to change, the time to implement software has gone from years to months. Software is helping to drive much needed

efficiency in private markets, starting with the ability to access and analyze performance. This is now a must have for any sophisticated investment manager and investor.”

For owners and operators, on the other hand, strong tenant relationships are a key factor in sustainable portfolio growth, but fostering these relationships requires effort. Rather than simply providing space, it’s an exercise in identifying what tenants value, seamlessly delivering on those desires, communicating regularly and with empathy, and creating a consistent residential or professional experience. Property managers must stay connected with tenants, through good and bad times, and work to understand and alleviate their pain points.



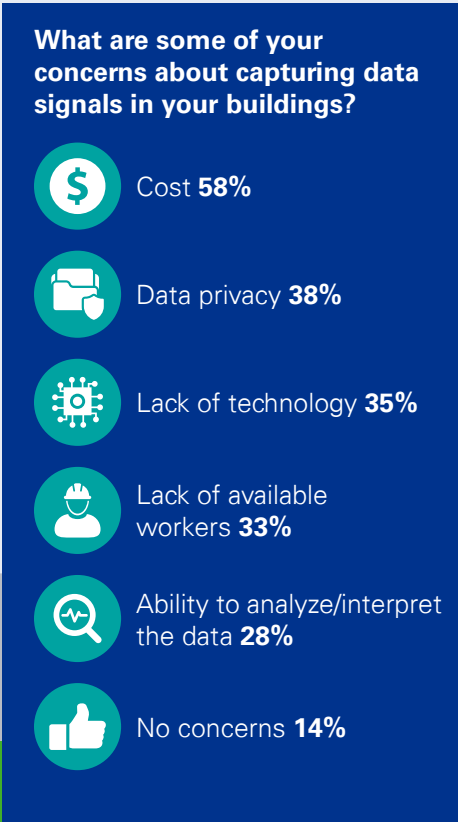
Building data

Twenty-five percent of data strategy survey respondents say they are sharing building data with tenants in an effort to improve the tenant experience, with another 34 percent not yet sharing data but considering doing so.

What are some of the data signals that your organization is considering capturing in your buildings?



Source: KPMG Real Estate Data Strategy Survey 2020; n=131. Multiple responses allowed.



Source: KPMG Real Estate Data Strategy Survey 2020; n=171. Multiple responses allowed.

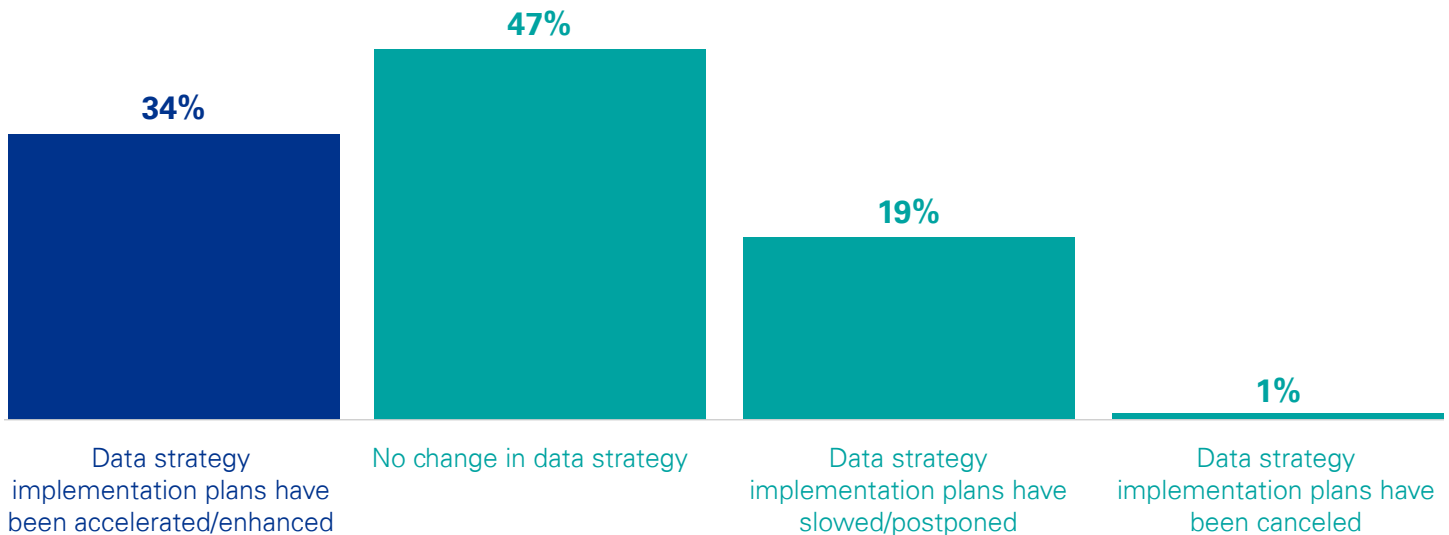


COVID-19 has accelerated data strategy planning

COVID-19 has disrupted business in virtually every sector of the global market. For companies in the commercial real estate space, ongoing uncertainty has brought about a steep decline in transactions and placed severe pressure on rental income as property owners and managers struggle to determine the extent to which demand will recover, particularly for office and retail.

Nearly one-third of respondents (34 percent) told us that remote working has accelerated their data strategy planning. Not surprisingly, only roughly 20 percent said it slowed their strategy. But nearly half (47 percent) say COVID-19 has not altered their data strategy at all, suggesting that the importance of data was already evident for many organizations before the economic and operational impacts of the virus.

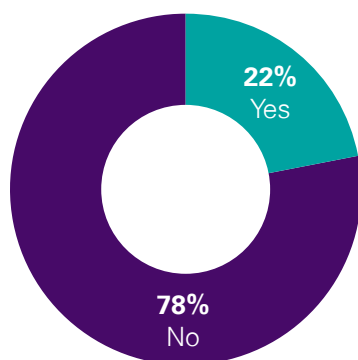
How increased remote working due to COVID-19 has impacted data strategy plans



Source: KPMG Real Estate Data Strategy Survey 2020; n=182.

While we can easily surmise that COVID-19 has been top-of-mind for virtually all tenants, it is particularly surprising in this environment that so few are looking for health-related data from the owners and managers of the buildings they inhabit.

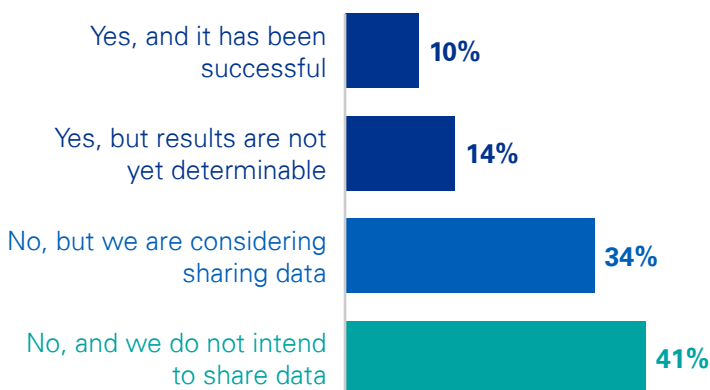
Have any of your tenants inquired about collection of data signals associated with the hygiene/health standards in your buildings?



Source: KPMG Real Estate Data Strategy Survey 2020; n=183.

That said, it is also surprising that three-quarters of respondents say they have not shared data, although just over one-third (34 percent) said they are thinking about it.

Are you engaged in reciprocal sharing of data with tenants to improve tenant experience?



Source: KPMG Real Estate Data Strategy Survey 2020; n=182.

In addition to considering the needs of their tenants, managers, and investors, real estate companies also need to understand what's important to their own employees—how are they feeling, how would they

describe the condition of the buildings, and what do they think about available services, utilities, and amenities? Do they feel the air is clean? Are the lobbies and common areas comfortable? Is the neighborhood safe? Is there nearby access to parking and mass transportation? These are becoming much more important factors, and could represent critical data points, especially as the global market continues to cope with the impact of COVID-19 and as corporate focus on environmental, social, and governance (ESG) reporting continues to increase.

In a recent report, [Measuring Stakeholder Capitalism: Towards Common Metrics and Consistent Reporting of Sustainable Value Creation](#), the World Economic Forum established a broad group of industry-agnostic ESG metrics and disclosures that are relevant to virtually any organization and could be constructive as companies plan and begin building their data repositories. These metrics represent four strategic ESG areas: Principles of governance, planet, people, and prosperity.

As the report says, "...the interrelation of economic, environmental, and social factors is increasingly material to long-term enterprise value creation. Investors and stakeholders now expect companies to report on non-financial issues, risks, and opportunities with the same discipline and rigor as financial information."¹

The impact of COVID-19 is being felt broadly by all businesses around the world. Leaders are navigating a range of interrelated issues—from keeping their employees and customers safe and reorienting operations, to shoring up cash and liquidity and navigating complicated government support programs.

As COVID-19 continues to disrupt the global economy in general and commercial real estate in particular, companies are seeing the importance of strategic data management as an element of their evolving operating model. Keeping data and analytics at the center of the organization's planning, forecasting, and modeling processes is key to adapting and staying ahead of the competition in this new reality.

¹World Economic Forum, September 2020.



Conclusion: Contextualize and capitalize on data

Many real estate companies are still in the early stages of enterprise data management strategy development. The question is: What does a “good” data strategy look like?

From an operational perspective, a good data strategy conveys itself across the entire organization—from marketing and operations to accounting, reporting, and compliance. It engenders a culture that is passionate about amassing the intelligence it needs to innovate and grow. With the necessary tools and controls in place, it's almost like having an information assembly line for confident decision-making.



Four foundational tenets of a data management strategy

1

Manage data content

- ▶ Develop a comprehensive inventory of your relevant data
- ▶ Include unique identifiers for products, customers, entities, transactions, etc.
- ▶ Assign precise definitions of each data element
- ▶ Ensure data is accessible with appropriate controls

2

Ensure data quality

- ▶ Establish and adhere to best practices for accuracy, consistency, timeliness, relevance, etc.
- ▶ Make assignments and accountability for quality assurance clear
- ▶ Minimize manual processes, maximize automation

3

Enable cross-organizational collaboration, leveraging data

- ▶ Coordinate data needs with business leads
- ▶ Partner and align with IT
- ▶ Work closely with control functions to facilitate governance

4

Build a sustainable data management program

- ▶ Identify and develop essential organizational skill sets, executive support, stakeholders, etc.
- ▶ Ensure data governance is enforceable
- ▶ Create a data-driven culture sanctioned by management, based on standards, harmonized across the value chain, governed by policy, and monitored by audit

In today's commercial real estate market—from retail and office to leisure and residential—managing the tenant experience is as consequential as supervising the physical space. It's equally about regular contact with tenants, business owners, property managers, and employees and using data to glean deeper insights, build stronger relationships, and make better/quicker decisions.

In the new COVID-19-driven reality, there is a lot of pressure on owners and managers to do their jobs correctly, efficiently, and effectively. A well-designed data strategy is a means to better data management and, ultimately, to turning the organization's greatest asset into intelligent, actionable information with a view toward innovation, sustainable growth, and competitive advantage.

The survey data indicates that few real estate companies are focused on customer or tenant satisfaction. Rather, they appear to be prioritizing internal operational and financial issues. Today, the evolution of data management is refocusing the emphasis on revenue-generating services and products, driven by data, that companies can provide to customers—that is, investors and tenants. With a good data strategy, both inward and outward priorities can be pursued simultaneously.

Some organizations may believe their data journeys are mature, but a deeper dive into the survey responses suggests they may be underestimating how much value can be derived from data management.

Many companies—particularly larger enterprises—appear to be on a path toward effective data management strategies: they're developing a centralized data storage solution, progressing their analytical capabilities, and securing the appropriate talent and leadership, from data scientists to C-level technology executives. That's all positive, but a data strategy should not be viewed simply as a "to do" item to be completed this year or next year. It takes hard work by a dedicated team. And it's not just about technology. It's about process, people, ownership, and creating a data-driven culture. Data programs need to live in perpetuity.

Companies need to be able to access data faster and more efficiently. They need to understand the challenges and priorities of the business and the information that's required to address those challenges and satisfy those priorities. They must accelerate and elevate the process of data management because the effort may mean the difference between success and failure.





How KPMG can help

Collecting, organizing, analyzing, and deploying the often-overwhelming volume of data in a way that transforms it from numbers and statistics into actionable intelligence requires a strategic, thoughtful approach to information management. A sophisticated data platform that is not aligned with business priorities or supported by a data management strategy and operating model will struggle to produce positive outcomes.

KPMG firms approach all engagements from a personalized, holistic viewpoint and can assist with all aspects of data management, from assessment and benchmarking to integration and governance. Together, we can answer key questions such as:

- What kind of data do I need?
- How do I source that data?
- What technology capabilities do I need?
- How do I ensure data quality?
- What are my storage and access options?
- Do I have the right talent on staff?

Your data management strategy must directly support your organization's business strategy. The combined Real Estate practices of KPMG firms encompass more than 1,500 professionals in the U.S. and more than 9,000 worldwide across the KPMG global organization. We are committed to helping you extract value from data—both proprietary and third party—and use new technologies to identify and seize new opportunities.

For additional guidance, please reach out to your local KPMG professional or one of our mentioned subject matter professionals.



Contact us



Phil Marra
Audit Partner
U.S. Real Estate Funds Leader
KPMG in the U.S.
T: +1 212-954-7864
E: pmarra@kpmg.com



Sander Grunewald
Global Head
Real Estate Advisory
KPMG in the Netherlands
T: +31 206-568-447
E: grunewald.sander@kpmg.nl



Rob Wentz
Managing Director
Advisory Data & Analytics
KPMG in the U.S.
T: +1 267-256-2600
E: rwentz@kpmg.com



Andy Pyle
UK Head of Real Estate
KPMG in the UK
T: +44 207-311-6499
E: andy.pyle@kpmg.co.uk



Greg Corlis
Principal
Emerging Technologies
KPMG in the U.S.
T: +1 404-221-2390
E: gcorlis@kpmg.com

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