

**mipim**<sup>®</sup>

15-18 March  
**2016**  
Palais des Festivals  
Cannes, France  
**mipim.com**

**OCCUPIERS' SUMMIT** | 

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**CREATING VALUE & DERISKING YOUR PORTFOLIO**

**AGENDA**

- 11:00** Welcome & Introduction by Chris Burns, Master of Ceremony
- 11:02** Opening presentation by Sean Tompkins, CEO, RICS
- 11:15** MC runs through process of Roundtable discussions
- 11:25** Roundtable discussions
- 12:05** Report findings per table, discussion
- 12:45** Closing remarks by Frank Privé, Board member, ADI
- 13:00** End. Mayors' Think Tank lunch, Salon Croisette

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## ROUNDTABLE DISCUSSION TOPICS

### **1. How do global economy and geopolitical trends impact your corporate strategy? What is the effect on your real estate management?**

You might want to consider some of the following dynamics:

- a. Share price, currency and oil price fluctuations
- b. Geopolitical uncertainty in Europe (e.g. UK referendum on leaving the EU; migration; job markets)
- c. Regulatory conditions which might have a positive or negative impact (e.g. changes in financial reporting requirements; energy legislation; employment law)

### **2. What does your workplace strategy look like? How are you using your real estate to drive recruitment, employee retention, performance and work productivity? How do you measure this productivity?**

Consider the following issues:

- a. How do you measure and benchmark performance - do you use consistent standards across markets (e.g. IPMS for property measurement or International Valuation Standards)
- b. Do you adopt innovative tools to achieve the above? What are they; what tools have you seen utilised and do they work?
- c. How important is your business brand in defining your workplace strategy? How, if at all does this brand carry through into your real estate strategy?

### **3. What is driving your location strategy?**

Consider the relative importance of things like:

- a. Emerging markets
- b. Infrastructure: are you seeing the requisite investment in infrastructure? What do you need to see before considering a location?
- c. City vs corridor sites – what are the benefits and restrictions to both locations? What is driving businesses to look at one above the other?
- d. What weight is given to things like local taxation? What other regulatory conditions play a major role in shaping location strategy?
- e. What are the key recruitment considerations (e.g. access to specific skills; demographic trends etc)?

## ROUNDTABLE DISCUSSION TOPICS

### **4. How are technological changes shaping your business and real estate?**

Some of these changes could relate to:

- a. Cyber security measures
- b. Smart cities and connectivity
- c. Technology as a means of delivering efficiencies (e.g. Building Information Modelling and data tools to support benchmarking)
- d. What impact is Big Data having on your business – how is this manifesting in your work?
- e. What impact are disruptive technologies having?
- f. What are the technologies that you think are going to change property strategies in 1, 5, 10 years' time?

### **5. Environment – how will new binding targets on climate change (agreed at COP21 in Paris) impact your business and approach to sustainability?**

Think about:

- a. What energy efficiency measures do you have in place today; how will these change?
- b. What does the regulatory environment look like and how will this affect you?
- c. To what extent is real estate seen at the core of your corporate social responsibility strategy?
- d. What are some of the challenges you foresee to achieving greater energy efficiency in your portfolio?

## ROUNDTABLE DISCUSSION TOPICS

### **6. What does creating value and risk management look like in your role? How do you approach and prioritise this?**

When considering this think about:

- a. The regular lease : a contract creating values for the tenant /occupier/ end-user ?
- b. Which conditions are needed to negotiate a better balanced lease? France - International insights - Offices, Logistics, Retail
- c. Lease or Buy? Is it time for Users to rethink their policy for Real Estate Portfolio, based on the new IFRS 16 norm (leases to be reported on the balance sheet from 1 January 2019) ?
- d. Back to leasing?
- e. How do you identify, monitor and report on risks in your role?
- f. What types of risk are foremost in your thinking?
- g. What is your exposure to risk – e.g. valuations; debt; sectoral considerations (e.g. retail, residential, industrial/automotive,...)

### **7. How is the role of property changing in business? How is this changing the demands on and skillsets required by property directors?**

Think about:

- a. The role of property and the property director in the boardroom?
- b. What does real estate need to do to become a board-level activity?
- c. What is the strategic value of real estate to a business today?