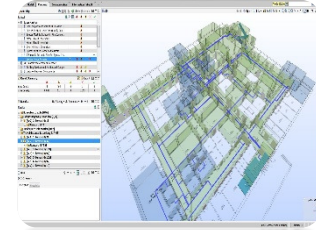
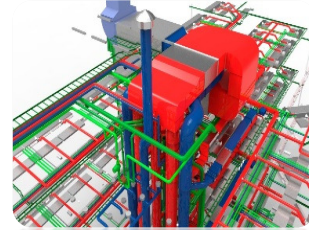
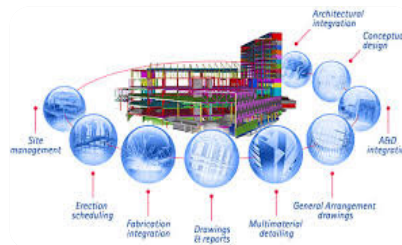
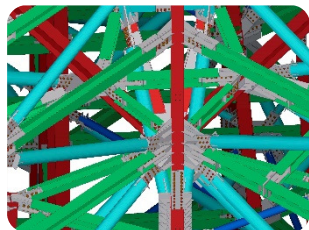


# in2it

Corporate Real Estate Management &  
Information Communication Technology

## Company Profile



# Agenda

---

- Who We Are
- Our Competences and Services

## Our Background is with leading management consulting companies

# ATKearney

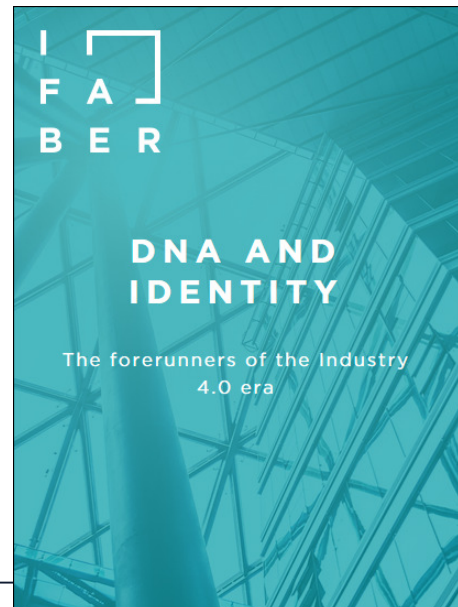
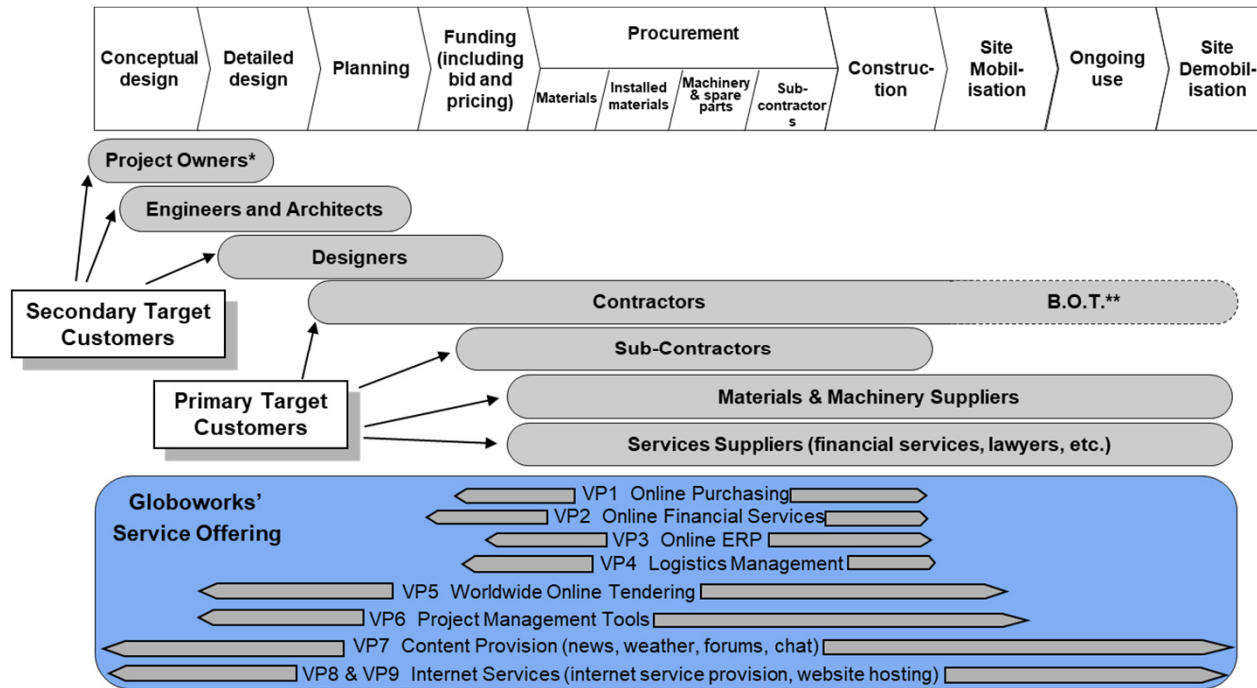
In 1995, Electronic Data Systems, the US information technology services group, bought AT Kearney, the global strategy consultancy in a deal worth \$596m. The acquisition of a hugely successful management consultancy by a global IT group was unprecedented. The challenge Several concerns were raised. One was the difference between AT Kearney's individualistic, entrepreneurial style and the more bureaucratic approach of EDS. Another concern was the alignment of incentives when combining the high-rewards culture of a partnership with the bottom-line-focused mentality of a big publicly quoted company.

# MITCHELL MADISON GROUP

In 1992, a group of McKinsey partners in New York left the firm to start a Financial Services Group at A.T. Kearney, a Chicago-based competitor. The relationship soon soured as A.T. Kearney was in the process of selling itself to EDS,<sup>[1]</sup> an IT outsourcing conglomerate. As a result, the original Mitchell Madison Group was co-founded by [Vikas Kapoor](#) in a management buy-out with about 120 professionals in 1994, and doubled its revenue year on year.

The firm experienced rapid growth in the 1990s, primarily in its [strategic sourcing](#) practice, serving many large financial institutions. With 16 offices and almost 1,000 employees, *Fortune* magazine named it one of the top 50 firms to work for in 1999. The firm was sold in late 1999 for about \$300 million to [USWeb](#), a Web design company which expanded during the [dot-com bubble](#) into management consulting.<sup>[2]</sup> Subsequently, USWeb merged with Whitman-Hart, another consulting firm based in Chicago.<sup>[3]</sup> The combined company, a merger of equals, had over 10,000 employees with annual revenues exceeding \$1 billion and soon renamed itself "marchFIRST". With the burst of the dot-com bubble, marchFIRST went into bankruptcy in April 2001 and its assets were liquidated.<sup>[4]</sup>

# Our first Project in the intesection between Real Estate and ICT (Year 2000)



### INCUBATOR

We accelerate the development of companies through a process of open collaboration between buyers and sellers



### INFORMATION

We collect, store and transform data into information



### INTELLIGENCE

We analyze information, transforming into new services of value



### INTERACTION

We enable interaction between the key players in the supply chain within a single platform

# in2it operates in the intersection of Corporate Real Estate and ICT

## Know How

Focused know-how within three “industries”

Corporate Real Estate Management (CREM)

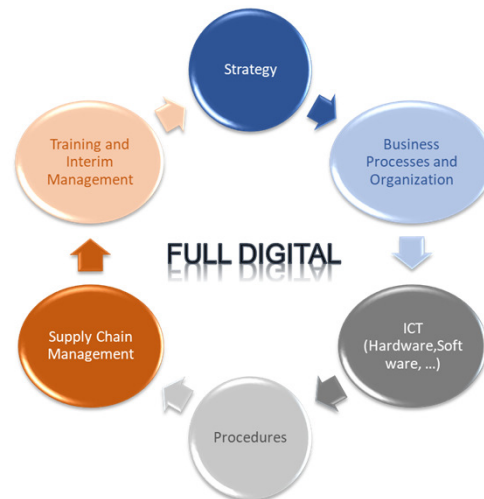
Information Communication Technology (ICT)

Professional services:  
Design, Engineering, HR,  
Finance, Logistics,  
Marketing

## Services

Add Value to Design, Building, Operation and Maintenance of real estate assets and civil infrastructures

### Digitalization



### Valorization

- Studies
- Analysis
- Content for websites and newsletter

Content Production

- Official price lists
- Real Transactions
- Local «scoping»
- Benchmarks

Valuations

- Market Analysis
- Scenario building
- Business Planning
- M&A / Club deals

Asset Valorization

- Energy Audits
- Retrofitting
- Project Construction Management
- Incentives and Fiscal Benefits

Efficiency

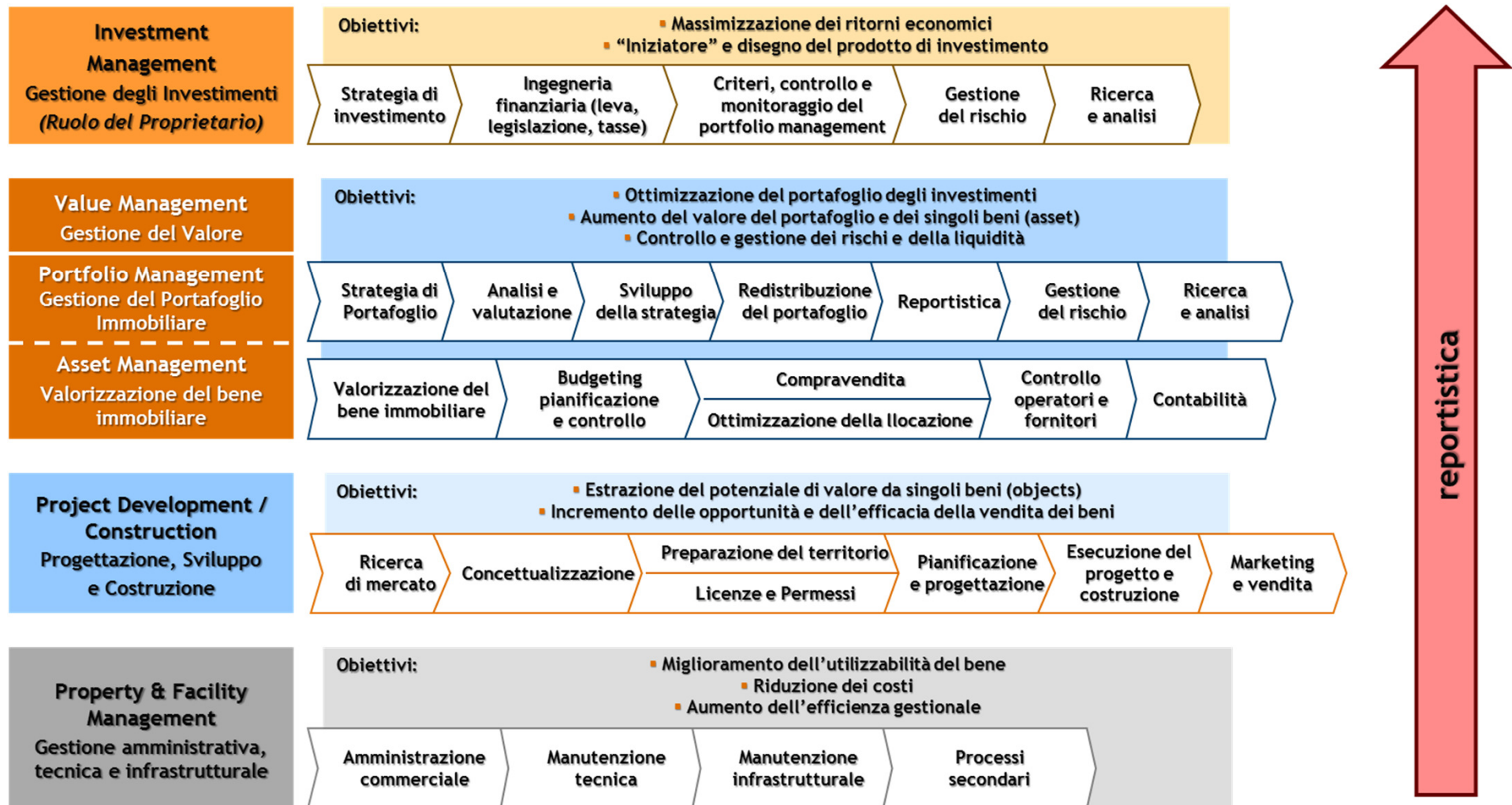
- Supplier sourcing and management
- Management and Monitoring
- Project management

Property & Facility Management

- Acquisitions (asset and share deal)
- Asset management (renting, property, facility, ecc.)
- New Projects
- Family law

Legal Services

# Integrated Value Chain



## 3 senior partners



**Mario Caputi**  
Managing Director

- Since 1991 international management consultant
- Industrial Expertise: Construction, ICT, Finance, Energy & Facility Management
- Founder of the Observatory ICT in Real Estate
- Focus: Business models, Innovation
- Languages: Italian, English, German, French, Spanish

▶ **Digitalization Strategy, BIM, Process and Change Management**



**Carlo Molho**  
Associate Partner

- Since 2005 management consultant
- Industrial Expertise: Retail and Real Estate Agency
- Manager of the Observatory smart Farming
- Focus: Land, Agriculture e Renewable Energies.
- Languages: Italian, English, French

▶ **REWA, Valorization, Agency**

# Two senior advisors and several strategic partners for our service areas

## Senior Advisors



**Conrad Herrmann**  
Germany, UAE

- 37+ years professional experience
- Founding partner of ICSI
- Industrial Enterprises: Construction, Real Estate and Facility Management, Architecture and Engineering
- Focus: Project Development, Market and Competitor Analysis, Corporate Real Estate Management

► **Corporate & Public Real Estate Management and Fund industry**



**Giacomo Sepe**  
Associate Partner

- Since 2000 professional investment and project manager with experience in business modeling
- Industrial Expertise: Real Estate, Hedge Funds, Private Equity, Family Offices
- 2003 MBA at the Columbia University
- Languages: Italian, English, French, Spanish and Portuguese

► **Venture Investment and Start-up Advisor**

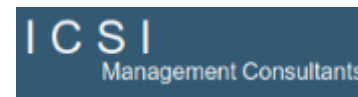
## Strategic Partnerships



*Agency & Valuation*



*Digital Consulting Platform*



*Real Estate Management Consulting*

**MITCHELL MADISON GROUP**  
**PIP - Partners in Performance International**

*Performance Improvement and Strategic Sourcing*



## Software partner - Harpaceas

BIM Design

 ALLPLAN

Model & Code Checking

 SOLIBRI

BIM Structure

 Tekla<sup>®</sup>  
Structures

Project Collaboration\*

 ORACLE<sup>®</sup> Aconex

BIM MEP

 DATA DESIGN SYSTEM<sup>®</sup>

Business Intelligence / IoT \*

 decisyon

BIM Civil Works

 VIANOVA

Information Management\*

 coBuilder

Digital Twins\*

 LocLab  
CONSULTING

 XFINEST MODEST MIDAS

BIM and Facility Management\*

 ARCHIBUS

Structural Analysis

 FLAC<sup>®</sup> PARATIE plus

Geotechnical Analysis

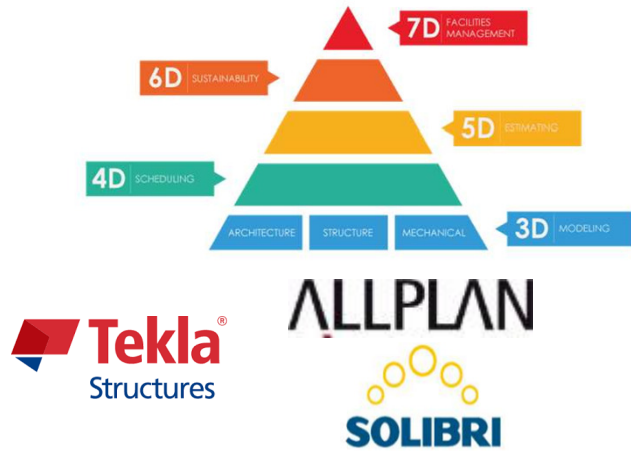
 UDECTM

 buildingSMART<sup>®</sup>  
International home of openBIM

 OPEN BIM<sup>™</sup>

# Digital solutions

## BIM Solutions



## Project Collaboration



## Surveying and Field



## Information Management



## Facility Management



## Bus. Intelligence & IoE



## Some of our recent clients



Provveditorato LL.PP. Lombardia ed Emilia Romagna

ARUP



Passante di Mestre Società Consortile per Azioni tra le Imprese



società italiana  
per condotte d'acqua S.p.A.  
*Fondata il 7 aprile 1880*



PRADA

nodavia



Metropolitana di  
Milano: Linea 4



in2it

Corporate Real Estate Management &  
Information Communication Technology

# Thought leadership in BIM

in2it and Harpaceas have already achieved the leadership in BIM based content creation and teaching

## Master II livello (4 ed.)



**POLITECNICO  
MILANO 1863**  
Scuola Master Fratelli Pesenti

## Master II livello ( 2 ed.)

UNIVERSITÀ DEGLI STUDI DI FERRARA  
- EX LABORE FRUCTUS -

ATENEI | DIPARTIMENTI | STUDIARE | RICERCA | INNOVAZIONE | INTERNATIONAL

Home / Studenti / Perfezionamento, formazione, master, esami di stato, summer school / Master / 2016/2017 / eBIM: existing Building Information Modeling per la gestione dell'intervento sul costruito

eBIM: existing Building Information Modeling per la gestione dell'intervento sul costruito

Scheda

- Tipologia: Master di II livello

Bando di ammissione  
Brochure  
Informazioni e FAQ

## Scientific Directors of the Observatory ICT in Real Estate

POLITECNICO DI MILANO  
School of Management  
DIPARTIMENTO DI INGEGNERIA GESTIONALE  
MIP

OSSERVATORI.NET  
ICT & Management  
www.osservatori.net

**Smart ICT Solutions nel Real Estate:  
conoscere e gestire il patrimonio  
per creare valore**

Osservatorio ICT nel Real Estate  
Presentazione dei Risultati 2013

21 Maggio 2013

CON IL PATROCINIO DI  
OSMI BORSA IMMOBILIARE MILANO

PARTNER  
24ORE SOFTWARE  
ALER  
TELECOM ITALIA

IN COLLABORAZIONE CON  
in2it  
CENTRA LINE by Horleywal  
IDEARE  
SERVIZI INFORMATICE S.p.A. SOLUZIONI PER L'EFFICIENZA

## Publications

Progettazione Tecniche & Materiali

**Il Building Information Modeling - BIM**  
Valore, gestione e soluzioni operative

Mario Caputi  
Paolo Dezzani  
Massimo Stefanini



**The Changing Architect**  
Innovazione tecnologica e modellazione informativa per l'efficienza dei processi /  
Technological innovation and information modeling for the efficiency of processes

Scorre di / edited by  
SERGIO RUSSO ERMOLLI

MAGGIOLI EDITORE

# Agenda

---

- Who We Are
- Our Competences and Services
  - Digitalizaion strategy and solutions
  - Real Estate Wealth Advisory

# Full service spectrum



## Strategies

- REWA (Business and feasibility plans)
- Program / Project Management
- Supply Chain Assessment
- Compliance (BIM Guide, BEP/,EIR creation)
- Outsourcing Models (make or buy)

- Scouting and selection of providers
- Tender support
- Legal due diligence

## Efficiency and Operations

- Process and organization design
- Roles and responsibilities
- Data management and workflow automation

- Cost Optimization
- Energy Management

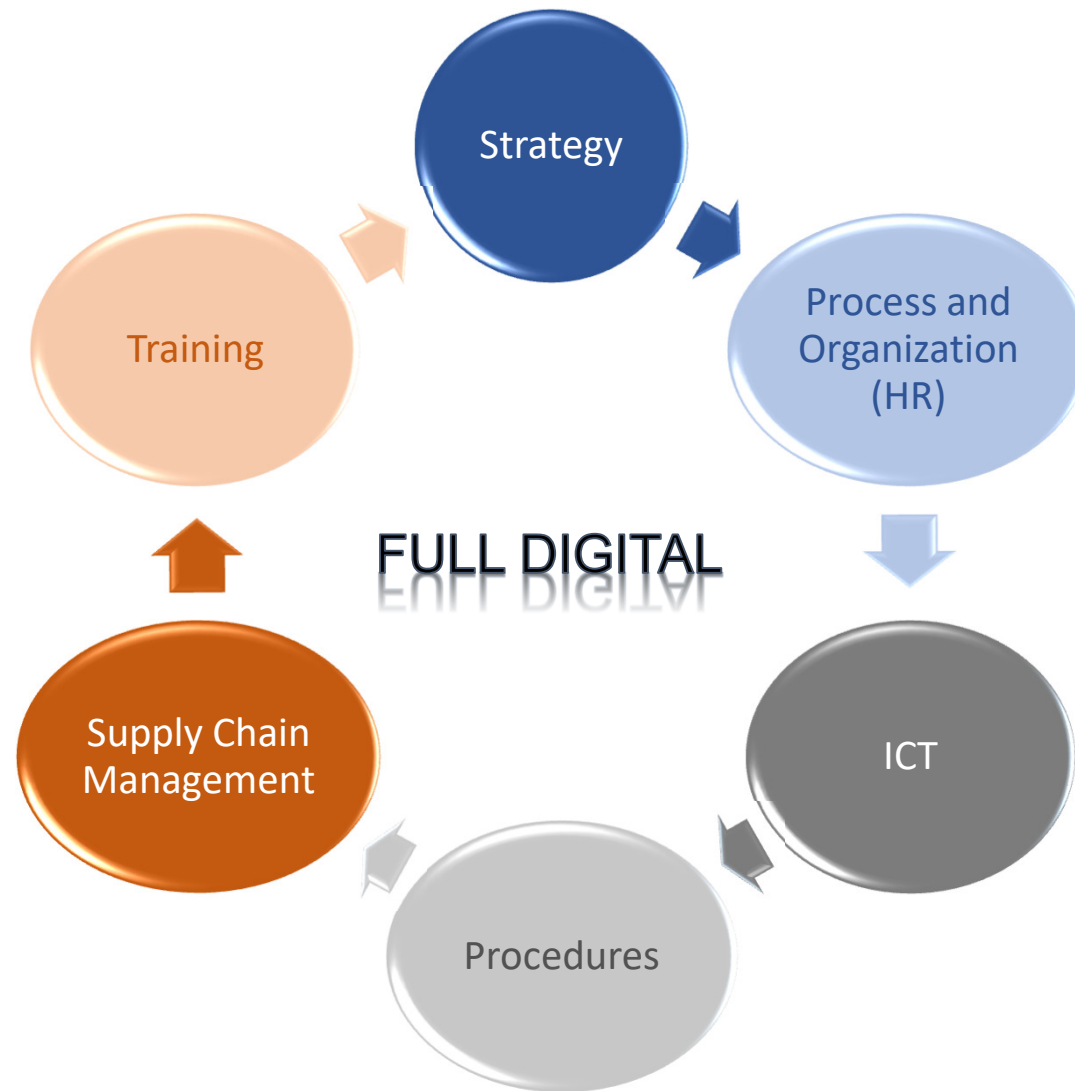
## Technologies and ICT

- Scouting of technologies
- Sourcing of providers
- Requirements definition
- System Integration

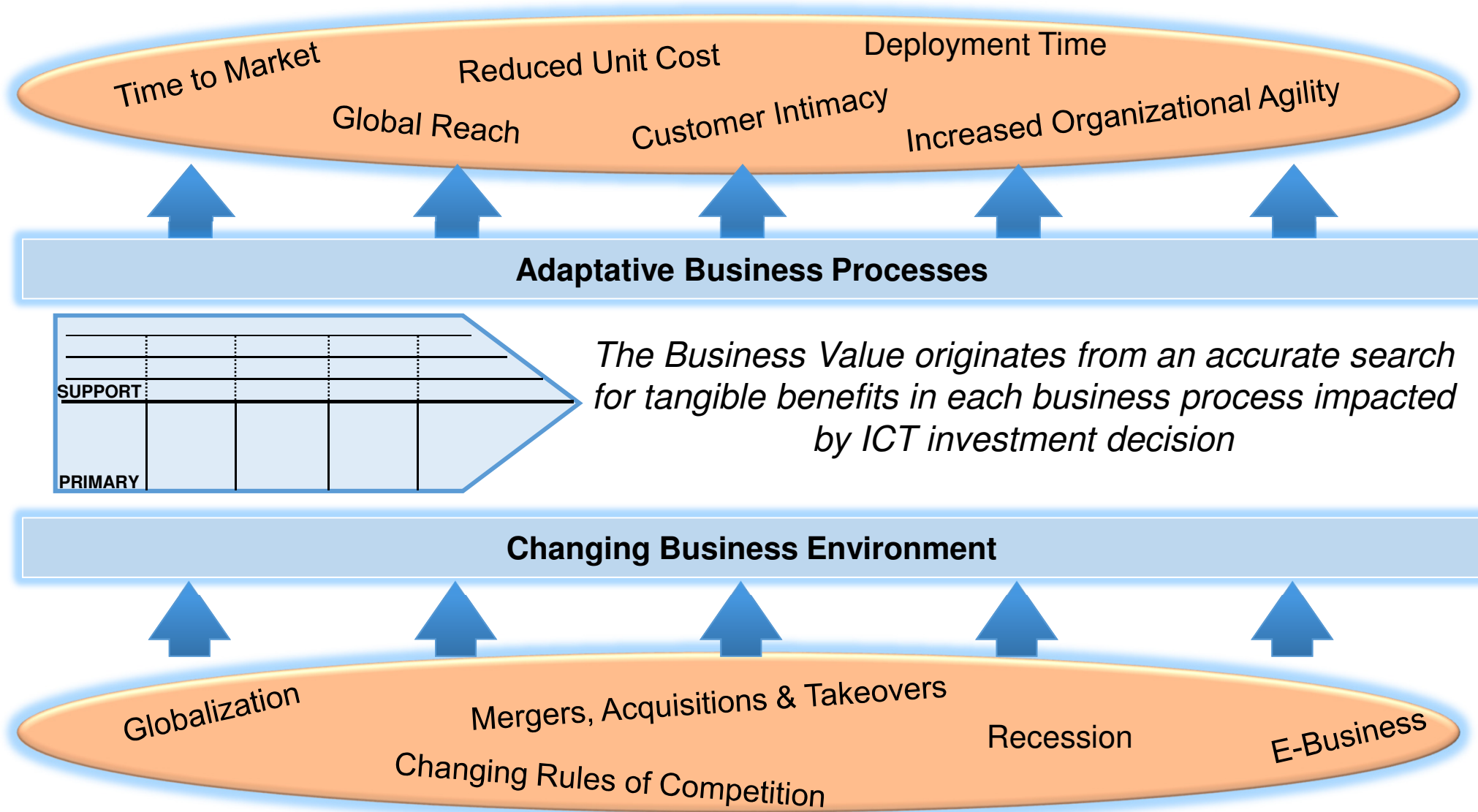
- Customization and Implementation:
  - Imaging
  - Mobile mapping
  - GIS
  - Surveying
  - BIM Authoring (3D)
  - Model e Code Checking
  - BIM 4D & 5D
  - CDE
  - IoT
- System Integration

## Training and Interim Management

- Requirements definition
- Programme creation
- Delivery (classes and workshops)
- Interim Management and Coaching



ILLUSTRATIVE



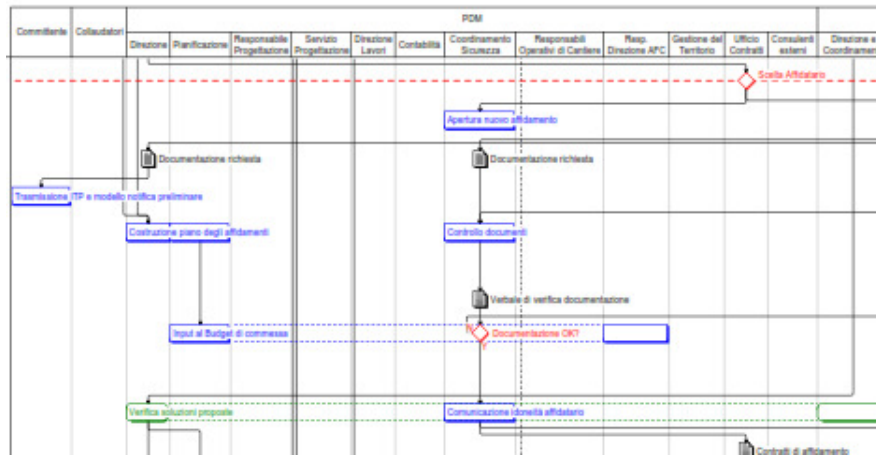
SUPPORT				
PRIMARY				

Source: Gartner



# Process redesign, Data Management and Automatization

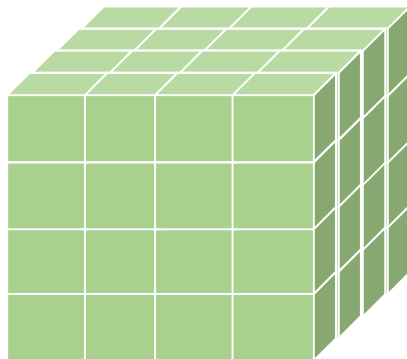
## “to-be” Processes



## Data generation



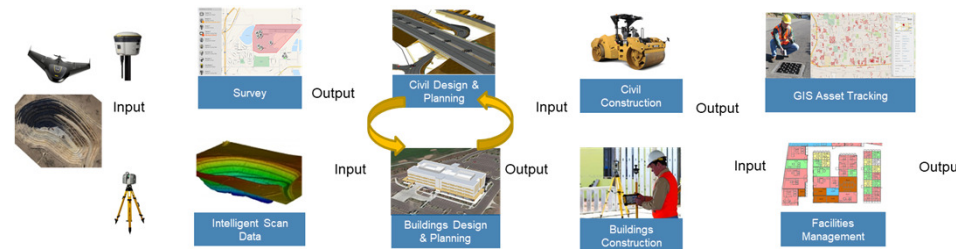
## Data Warehouse



## Legacy Systems



## Digital Technologies



## Automated Workflows



# Bidirectional communication from Model to Site



## Design

### Surveying

#### 1. Outdoor surveying

[i.e. Sensors (Drones, Mobile Mapping, V10 - DTM, Clouds of points) → SW data analysis (RealWorks e TBC/HCE) → SW Design (Vianova, Tekla Civil)]

#### 2. BIM Authoring

[Architecture, Structures, MEP, Civil Eorks → (i.e. Revit, Allplan) Space Planning → ((i.e. dRufus)



## Build

### Construction Site

#### 3. Civil

[i.e. SW Design (Bentley, Vianova) → Machine control (TBC/HCE, Visionlink)]

#### 4. BIM to Field

[i.e. SW Design (SketchUp, Tekla) → Trimble Connect → Sensors (Trimble Field Link/ Trimble Access - Total Station)]

#### 5. Construction Project

**Management** (Primavera, Aconex, site reports, BIM to field, material/ equipment/ resource management, asset tracking, etc.)



## Operate

### Asset and Facility Management

#### 6. Monitoring

(ie. Geomatic for hydrogeological risk, Structural and geotechnical for seismic risk)

#### 7. Business Intelligence and IoT

(ie. historical and predictive analytics based on data coming from sensors, systems, people, etc.)

#### 9. Surveying (ie. TIMMS)

From the real world to the digital model



From the digital model back to the real world

in2it

Corporate Real Estate Management &  
Information Communication Technology

# Change Management



# Real Estate Wealth Advory (REWA)

Our services enable owners/Investors to achieve better value from their assets

- Analysis
- Research
- Content and SEO

Knowledge  
Creation



- Official Price lists
- Historical transactions
- Local estimates
- *Benchmarks*

Value  
Assessment



- Market Analysis
- Scenario creation and assessment
- Business Plan
- Agency / Investor scouting

Asset  
Valorization



- Audit
- Retrofitting
- Support to Site management
- IoT
- Fiscal benefits

Energy  
efficiency



- Supplier scouting and selection
- Management tools
- Monitoring & project management

Property & Facility  
Management



- M&A (asset & assetshare deal)
- Management (rent, property, facility...)
- New development
- Family offices, trusts, etc

Legal Support



## KEY SUCCESS FACTORS

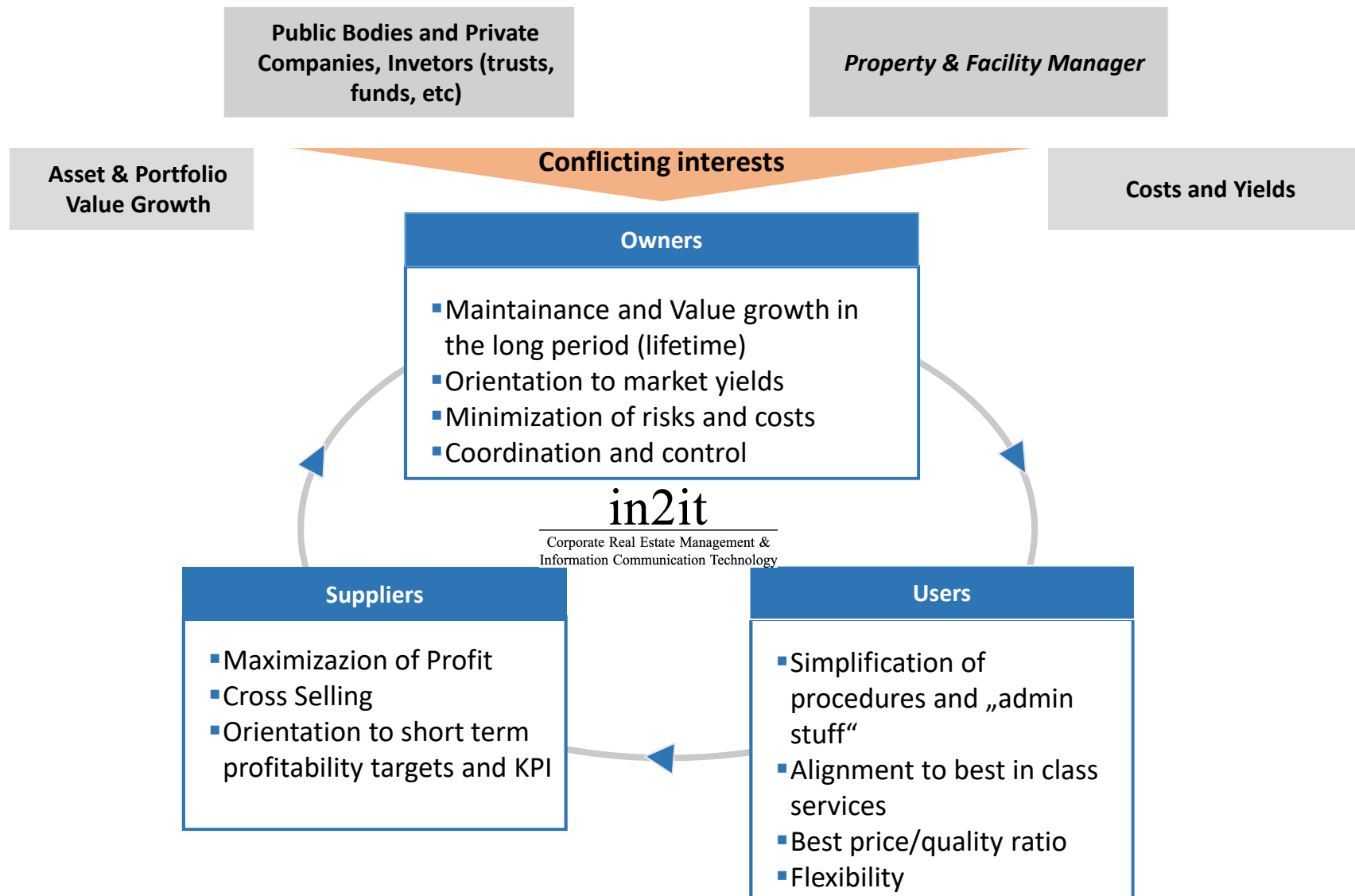
1. Flexibility
2. Quick analysis and involvement of third parties
3. Wide Italian network of senior professionals
4. Continuous availability of a team with multidisciplinary skills

# Valorization Strategies

Options	Description	High level assessment
<p><b>1</b></p> <p><b>Immediate Sell</b></p>	<p><b>Maximize current values</b>            Launch official tender to create iper-competition for the asset</p>	<p><b>Minimize owner's involvement</b>            This option can be pursued if interesting offers become available. Needed a strategic selling process</p>
<p><b>2</b></p> <p><b>Add value and sell</b></p>	<p><b>Build value adding scenarios on the asset to increase its value and then sell</b>            Sell the asset after having selected valorization scenarios*) and obtained the necessary authorization</p>	<p><b>Maximize returns with minimum investment</b>            Assess different scenarios to select the most appropriate in terms of risks, returns and needed investment</p>
<p><b>3</b></p> <p><b>Develop and manage directly</b></p>	<p><b>Build value adding scenarios on the asset to increase its value and then manage</b>            Select the most appropriate development scenario and invest (alone and/or through partners/club deals). Manage the development and the property</p>	<p><b>Maximum owner's involvement</b>            This option can be pursued on the basis of a detailed business plan that includes development, management and financial details on the development project.</p>
<p><b>4</b></p> <p><b>Add value and outsource the management</b></p>	<p><b>Build value adding scenarios on the asset to increase its value and then select management companies</b>            Select the most appropriate development scenario and invest (alone and/or through partners/club deals). Source the management companies and set up legal agreement</p>	<p><b>Keep the property of the asset outsourcing all operative implications</b>            This option implies the focus on the owner's role</p>

\*) value can be added through a development and/or retrofitting intervention

# Role of the owner



# Asset Scouting and Strategies

## Geographic Scope



## Technical Assessments

Real Estate Wealth Advisory **in2it**  
Corporate Real Estate Management & Information Communication Technology

taglio locali

LIVELLO	DESCRIZIONE	SUPERFICIE (m <sup>2</sup> )	COSTI OPERATIVI (€/anno)	NOTE
<b>BLOCCO A</b>				
-2	Posto auto coperto	26	Da definire	
-2	Scale e ascensori privati	3	Da definire	
-1	Magazzino	277	Da definire	
-1	Scale e ascensori privati	3	Da definire	
0	Uffici	384	Da definire	
0	Scale e ascensori privati	2	Da definire	
0	Aree comuni - Porticati	246	Da definire	
1	Uffici	298	Da definire	
1	Scale e ascensori privati	2	Da definire	
1	Aree comuni - Porticati	246	Da definire	
2	Locali tecnici	43	Da definire	
2	Terrazzo comune	619	Da definire	
<b>BLOCCO B</b>				
-2	Superficie utile	1077	Da definire	
-2	Soppalco	340	Da definire	
-1	Piano ammezzato	170	Da definire	
<b>TOTALE</b>		<b>3716</b>	<b>Da definire</b>	

## Asset use and strategic positioning

Real Estate Wealth Advisory **in2it**  
Corporate Real Estate Management & Information Communication Technology

Casiglio Castle Hotel  
Erba - Como



Luxury  
Hospitality

Real Estate Wealth Advisory **in2it**  
Corporate Real Estate Management & Information Communication Technology

Asset type: Ca  
Age: XV  
Total Area Surface: 35  
Room N.: 45  
Additional: Sw  
Asking Price: € 1

The 1400 ancient castle offers a natural stage of art. The Castle was recently restructured leaving the city history and surrounded by an ancient park that is home to palm trees, laurels, walnuts and pomegranates.

The redefining of this ancient Castle did not modify it with the intention of creating a versatile center target that is located in a truly strategic position because it is such as Como, Bellagio, Malpensa airport and Milan



Cesano Maderno, Milan, Lombardy, Italy

Asset type: Shopping Center  
Destination use: Commercial  
Energy class: G

Asking Price: € 9.000.000 + VAT (22%)

Property Data  
Last Renovation: 2009  
Total Surface: 3466 m<sup>2</sup> (the whole 1<sup>st</sup> floor)  
Rental Income (2015, esp): 500.000 € + VAT (22%)  
Number of units: 7, with 4 tenants already sold  
Ground Floor:

Units  
On the 1<sup>st</sup> floor: 1 restaurant, 1 bar, 3 shops, 2 empty  
The large supermarket on the ground floor (sold, not included in the deal) boosts traffic and sales of the shops on the 1<sup>st</sup> floor

Info of the Commercial ID: 77-0121 Milano www.in2it.it  
Tel. +39 02 760 11 670 Fax. +39 02 76012000

Retails, Commercial centers

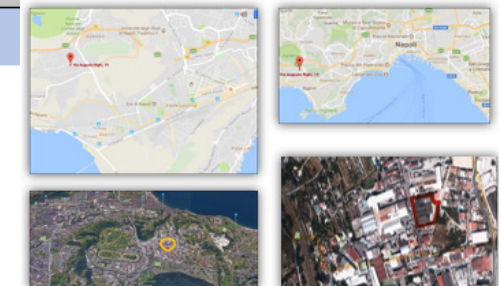
Real Estate Wealth Advisory **in2it**  
Corporate Real Estate Management & Information Communication Technology



Residential  
(elderly, students, etc)

Real Estate Wealth Advisory **in2it**  
Corporate Real Estate Management & Information Communication Technology

Napoli, Conca d'Agnano	
Situazione Urbanistica	Edificio a parte con autonomia urbanistica (asset ready)
Posizione	Edificio a volume delimitato (200 m) a 100 m dal centro storico
Condizioni	Edificio a edificazione pertinenza (ingressi per strutture)
Possibilità di Sviluppo	Le diverse quotazioni



Info of the Commercial ID: 77-0121 Milano www.in2it.it  
Tel. +39 02 760 11 670 Fax. +39 02 76012000

Offices, Co-working spaces, etc

**in2it**

Corporate Real Estate Management & Information Communication Technology

# Mario Caputi



## Background Profile

Partner

### ■ Personal Details/ Qualification:

- Born in 1963
- Graduated from Bocconi University in Milano
- Since 1991 operating in management consulting
- Fluent in Italian (mother tongue), English, German, French, and Spanish

### ■ Professional Career:

- Deutsche Bank Duesseldorf; Corporate Finance and Forex Risk Management
- AT Kearney GmbH, Duesseldorf; Manager (Corporate Restructuring)
- Mitchell Madison Group, London, Partner (Strategy and Procurement)
- Gartner Consulting, Milano, Senior Director (IT Strategy and Organization, Business Value of IT, Sourcing)
- ICME Management Consultants, Milano; Associate Partner, responsible for the Italian Operations

### ■ Industries:

- Corporate Real Estate Management (inv.funds, corporates, developers)
- Financial Services (banking, payment processing, leasing providers)
- IT Strategy and Management
- Industrial (automotive, construction, manufacturing, transportation)
- Public Sector



## Projects

- **Corporate Real Estate Management**
  - Portfolio Assessment and Asset strategy for an Italian developer
  - Market analysis and strategy for a Data Center developer
  - SLA definition and tender for the selection of a Facility Management provider for a German group
  - Feasibility Plan for a M&A of a German FM operator for an Italian leading player
- **IT Strategy and Management**
  - Business model for a B2B and eProcurement portal in the Engineering & Construction business (functional requirements and operating blueprint)
  - IT Strategy and Architecture for a leading airport operator
  - IT Strategy and Management for a leading online university
  - “Greenfield” Business Continuity & Disaster Recovery plan for a major Italian banking group
  - Business case for the adoption of a leading retail banking software
- **Provider Selection and Outsourcing**
  - Sourcing process and vendor selection / negotiation for Car fleet management, business travel, courier and freight transportation, disaster recovery, ICT platform, Corporate Actions & Clearing and Settlement services
  - Service Provider for an Italian financial service marketplace
  - Procurement Platform in the Engineering & Construction business and related program management of a leading Indian software house
  - Assessment for the potential of outsourcing / offshoring for back-office process of a Italian transaction bank