Company Profile
Agenda

- Who We Are
- Our Competences and Services
Our Background is with leading management consulting companies

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.

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,[1] 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.[2] Subsequently, USWeb merged with Whitman-Hart, another consulting firm based in Chicago.[3] 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.[4]
Our first Project in the intersection between Real Estate and ICT (Year 2000)
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**

**Digitalization**

- Strategy
- Business Processes and Organization
- Full Digital
- Supply Chain Management
- Procedures
- **IT (Hardware, Software,...)**

**Valorization**

- **Content Production**
- Valuations
- **Property & Facility Management**
- **Legal Services**

**Assets Valorization**

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

**Valuations**

- Official price lists
- Real Transactions
- Local “scoping”
- Benchmarks

**Studies**

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

**Supplier sourcing and management**

- Management and Monitoring
- Project management

**Efficiency**

- Acquisitions (asset and share deal)
- Asset management (renting, property, facility, etc.)
- New Projects
- Family law
Integrated Value Chain

**Investment Management**
Gestione degli investimenti
(Ruolo del Proprietario)

- Obiettivi:
  - Massimizzazione dei ritorni economici
  - "Iniziatore" e disegno del prodotto di investimento
- Strategia di investimento
- Ingegneria finanziaria (leva, legislazione, tasse)
- Criteri, controllo e monitoraggio del portfolio management
- Gestione del rischio
- Ricerca e analisi

**Value Management**
Gestione del Valore

- Obiettivi:
  - Optimizzazione del portafoglio degli investimenti
  - Aumento del valore del portafoglio e dei singoli beni (asset)
  - Controllo e gestione dei rischi e della liquidità
- Strategia di Portafoglio
- Analisi e valutazione
- Sviluppo della strategia
- Redistribuzione del portafoglio
- Reportistica
- Gestione del rischio
- Ricerca e analisi

**Portfolio Management**
Gestione del Portafoglio Immobiliare

- Obiettivi:
  - Valorizzazione del bene immobiliare
  - Budgeting pianificazione e controllo
  - Compravendita
  - Ottimizzazione della llocazione
- Controllo operatori e fornitori
- Contabilità

**Asset Management**
Valorizzazione del bene immobiliare

- Obiettivi:
  - Estrazione del potenziale di valore da singoli beni (objects)
  - Incremento delle opportunità e dell’efficacia della vendita dei beni
- Ricerca di mercato
- Concettualizzazione
- Preparazione del territorio
- Licenze e Permessi
- Pianificazione e progettazione
- Esecuzione del progetto e costruzione
- Marketing e vendita

**Project Development / Construction**
Progettazione, Sviluppo e Costruzione

- Obiettivi:
  - Miglioramento dell’utilizzabilità del bene
  - Riduzione dei costi
  - Aumento dell’efficienza gestionale
- Amministrazione commerciale
- Manutenzione tecnica
- Manutenzione infrastrutturale
- Processi secondari

**Property & Facility Management**
Gestione amministrativa, tecnica e infrastrutturale
3 senior partners

**Mario Caputi**
Managing Director
- Since 1991 international management consultant
- 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

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

Strategic Partnerships

Agency & Valuation
Digital Consulting Platform
Real Estate Management Consulting
Performance Improvement and Strategic Sourcing

Venture Investment and Start-up Advisor
Software partner - Harpaceas

- BIM Design
  - ALLPLAN
- BIM Structure
  - Tekla Structures
- BIM MEP
  - Data Design System*®
- BIM Civil Works
  - VIANOA
- Digital Twins*
  - LocLab Consulting
- BIM and Facility Management*
  - ARCHIBUS

- Model & Code Checking
  - SOLIBRI
- Project Collaboration*
  - ORACLE Aconex
- Business Intelligence / IoT *
  - decison
- Information Management*
  - cobuilder
- Structural Analysis
  - FLAC
- Geotechnical Analysis
  - PARATIEplus
  - UDEC™

*) together with in2it
Digital solutions

**BIM Solutions**
- Tekla Structures
- Allplan
- SOLIBRI

**Project Collaboration**
- Oracle Aconex

**Surveying and Field**
- Trimble

**Information Management**

**Facility Management**

**Bus. Intelligence & IoE**
- Synthesis3
- Openplan
- Decison

in2it

Corporate Real Estate Management & Information Communication Technology
Some of our recent clients

CityLife
UnipolSai
PDM s.c.p.A.
Provveditorato LL.PP. Lombardia ed Emilia Romagna
ARUP
SAIPEM
IKEA
PASSANTE DI MESTRE SOCIETÀ CONSORTILE PER AZIONI TRA LE IMPRESE
SOCIETÀ ITALIANA PER CONDOTTE D'ACQUA S.p.A.
Fondata il 7 aprile 1930
PRADA
nodavía
LINEA M4
Metropolitana di Milano: Linea 4
INTESA SANPAOLO
Civil Construction Tecnimont
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

Scientific Directors of the Observatory ICT in Real Estate

Master II livello (2 ed.)

Scientific Directors of the Observatory ICT in Real Estate

Publications

Progettazione Tecnica & Materiali

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

- Who We Are
  - Our Competences and Services
    - Digitalization strategy and solutions
    - Real Estate Wealth Advisory
Full service spectrum

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

- **Portfolio Management**
  - Scouting and selection of providers
  - Tender support
  - Legal due diligence

- **Asset Management**
  - Process and organization design
  - Roles and responsibilities
  - Data management and workflow automation

- **Project Development**
  - Cost Optimization
  - Energy Management

- **Property Management**
  - Scouting of technologies
  - Sourcing of providers
  - Requirements definition
  - System Integration

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

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

- **Efficiency and Operations**
  - Process and organization design
  - Roles and responsibilities
  - Data management and workflow automation

- **Technologies and ICT**
  - 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
Digitalization Strategy and Solutions

- Strategy
- Process and Organization (HR)
- Supply Chain Management
- ICT
- Procedures
- Training

FULL DIGITAL
The Business Value originates from an accurate search for tangible benefits in each business process impacted by ICT investment decision.

Source: Gartner
Process redesign, Data Management and Automatization

“to-be” Processes

Data generation

Data Warehouse

Digital Technologies

Automated Workflows

Legacy Systems
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 Works → (i.e. Revit, Allplan) Space Planning → ((i.e. dRufus)]

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.)

Asset and Facility Management
6. Monitoring
   (i.e. Geomatic for hydrogeological risk, Structural and geotechnical for seismic risk)

7. Business Intelligence and IoT
   (i.e. historical and predictive analytics based on data coming from sensors, systems, people, etc.)

8. Surveying
   (i.e. TIMMS)

From the real world to the digital model

From the digital model back to the real world
Change Management

**Activities**

- Alignement to goals and approach
- Alignement to operative processes
- Alignement to organization
- Alignement to contractual standards
- Alignement to procedures
- Training
- Team Coaching e
- Test / Pilot Projects
- Cooperative Environment

**Success Factors**

- Keep it simple
- Clear roles and responsibilities
- Value driven approach
- Reporting
- Competence assessment and improvement
- Mutual Cooperation
- Reporting
- Transparent communication
- Active involvement of all stakeholders
- Coach of internal resources

**Strategic Perspective**

1. Processi ed Organizzazione

**Management Perspective**

2. Strumenti (software, procedure, contratti)

**Personal Perspective**

3. „Emozioni“
Real Estate Wealth Advisory (REWA)

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

**Knowledge Creation**
- Analysis
- Research
- Content and SEO

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

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

**Energy Efficiency**
- Audit
- Retrofitting
- Support to Site management
- IoT
- Fiscal benefits

**Property & Facility Management**
- Supplier scouting and selection
- Management tools
- Monitoring & project management

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

**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

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

*) value can be added through a development and/or retrofitting intervention
Role of the owner

Public Bodies and Private Companies, Investors (trusts, funds, etc)

Property & Facility Manager

Asset & Portfolio Value Growth

Conflicting interests

Owners

- Maintenance and Value growth in the long period (lifetime)
- Orientation to market yields
- Minimization of risks and costs
- Coordination and control

Suppliers

- Maximization of Profit
- Cross Selling
- Orientation to short term profitability targets and KPI

Users

- Simplification of procedures and „admin stuff“
- Alignment to best in class services
- Best price/quality ratio
- Flexibility

Costs and Yields
Asset Scouting and Strategies

Geographic Scope

Technical Assessments

Asset use and strategic positioning

Luxury Hospitality

Residential (elderly, students, etc)

Retails, Commercial centers

Offices, Co-working spaces, etc
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