Reconceptualising CREM Alignment to Account for Waste

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Real estate as

1. Operational asset

2. Investment asset
The purpose of the paper is to reconceptualise CREM alignment to feature the waste concept in smart use of CRE resources.
Integrative literature review
(Torraco, 2005)
Alignment

1) within organisation
2) across organisations
Organisational alignment
(Kathuria et al. 2007)

Corporate level
Corporate strategy

Business level
Business unit i  Business unit ii  Business unit iii

Functional level
F₁  F₂  F₃

Intra-functional level
Decision areas
A  B  C
Organisational alignment
(Kathuria et al. 2007)
Organisational alignment
(Kathuria et al. 2007)

Corporate level
- Corporate strategy

Business level
- Business unit i
- Business unit ii
- Business unit iii

Functional level
- $F_1$
- $F_2$
- $F_3$

Intra-functional level
- Decision areas $A$, $B$, $C$

Horizontal alignments:
- 2: Cross-functional alignment
- 3: Intra-functional alignment
Organisational alignment
(Kathuria et al. 2007)

Corporate level

Business level

Functional level

Intra-functional level

Corporate strategy

Business unit i Business unit ii Business unit iii

F_1 F_2 F_3

Decision areas A B C

Vertical / Hierarchal alignment:
1^a - 1^c

Horizontal alignments:
2 Cross-functional alignment
3 Intra-functional alignment
Cross-organisational alignment
CREM alignment
Vertical CREM alignment

Corporate level

Business level

Functional level

Intra-functional level

Corporate strategy

Business unit i

Business unit ii

Business unit iii

Decision areas

A  B  C

F_1  CRE  F_3

1^a

1^b

1^c
Cross-functional CREM alignment

Corporate level

Corporate strategy

Business level

Business unit i
Business unit ii
Business unit iii

Functional level

Decision areas

F_1
CRE
F_3

Intra-functional level

A
B
C
Intra-functional CREM alignment

Corporate level

Business level

Functional level

Intra-functional level

Decision areas

1°

F_1  CRE  F_3

1°

A  B  C

Corporate strategy

Business unit i  Business unit ii  Business unit iii
Organisational **CREM** alignment

- **Corporate level**: Corporate strategy
- **Business level**: Business unit i, Business unit ii, Business unit iii
- **Functional level**: Decision areas F₁, CRE, F₃
- **Intra-functional level**: Decision areas A, B, C
Cross-organisational CREM alignment
Cross-organisational CREM alignment
Cross-organisational CREM alignment
SUMMARY

• Heavy focus on vertical (/strategic) alignment within an organisation.
• The horizontal alignment within an organisation and across organisations is more or less ignored.

Lean aligns horizontally (Schniederjans et al. 2010)
  ➔ From strategic CREM alignment to smart CREM alignment
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