

Reconceptualising CREM Alignment to Account for Waste

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Real estate as

1. Operational asset



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2. Investment asset



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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)

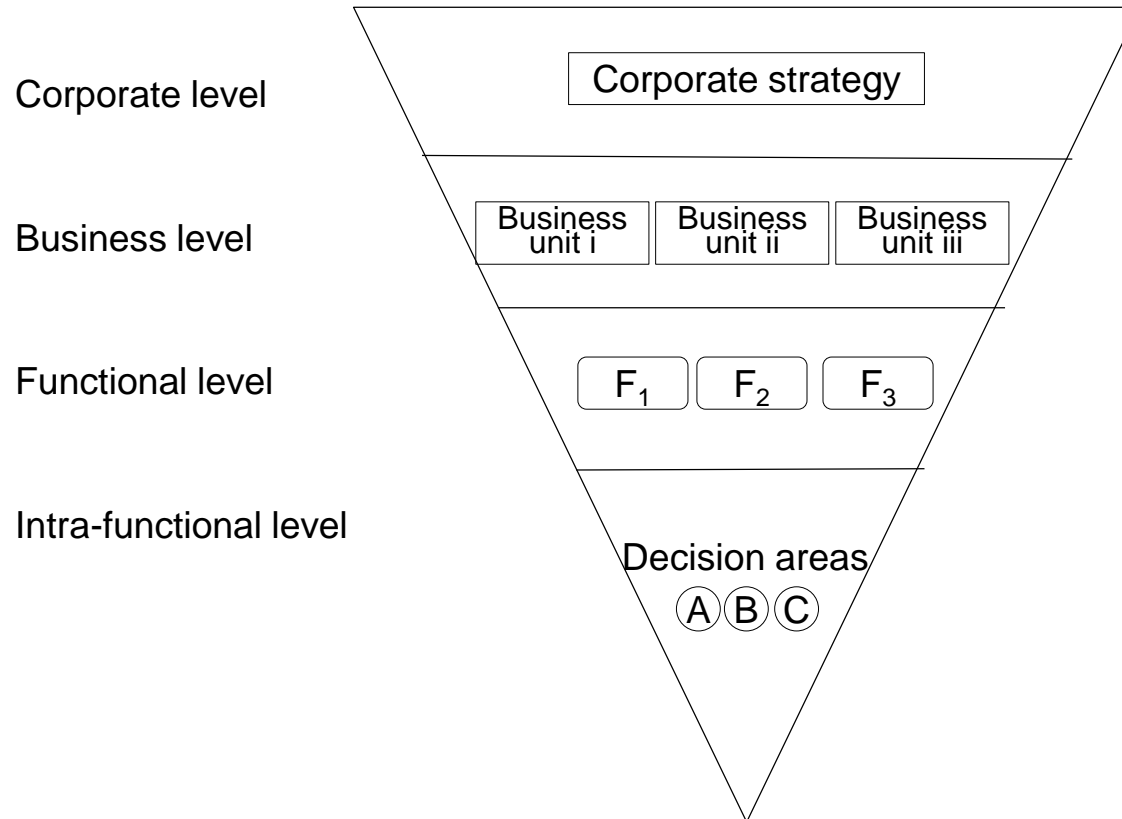


Alignment

- 1) within organisation
- 2) across organisations

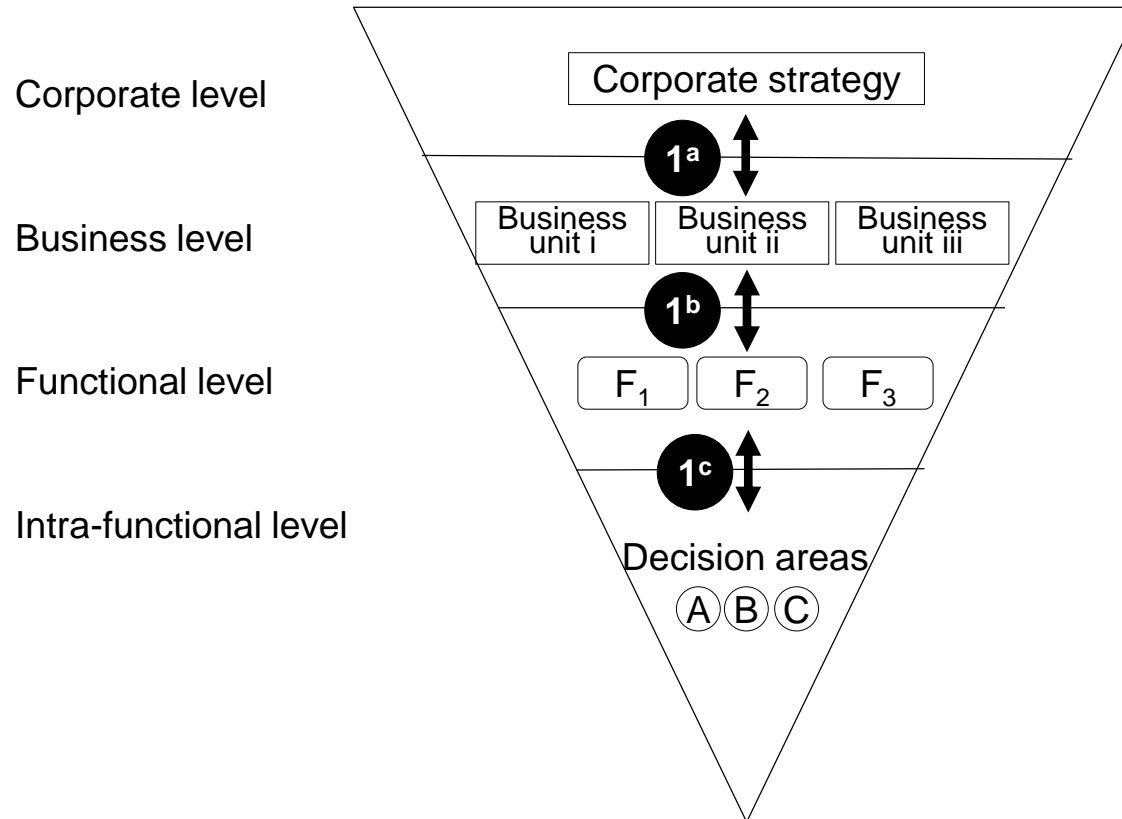
Organisational alignment

(Kathuria et al. 2007)



Organisational alignment

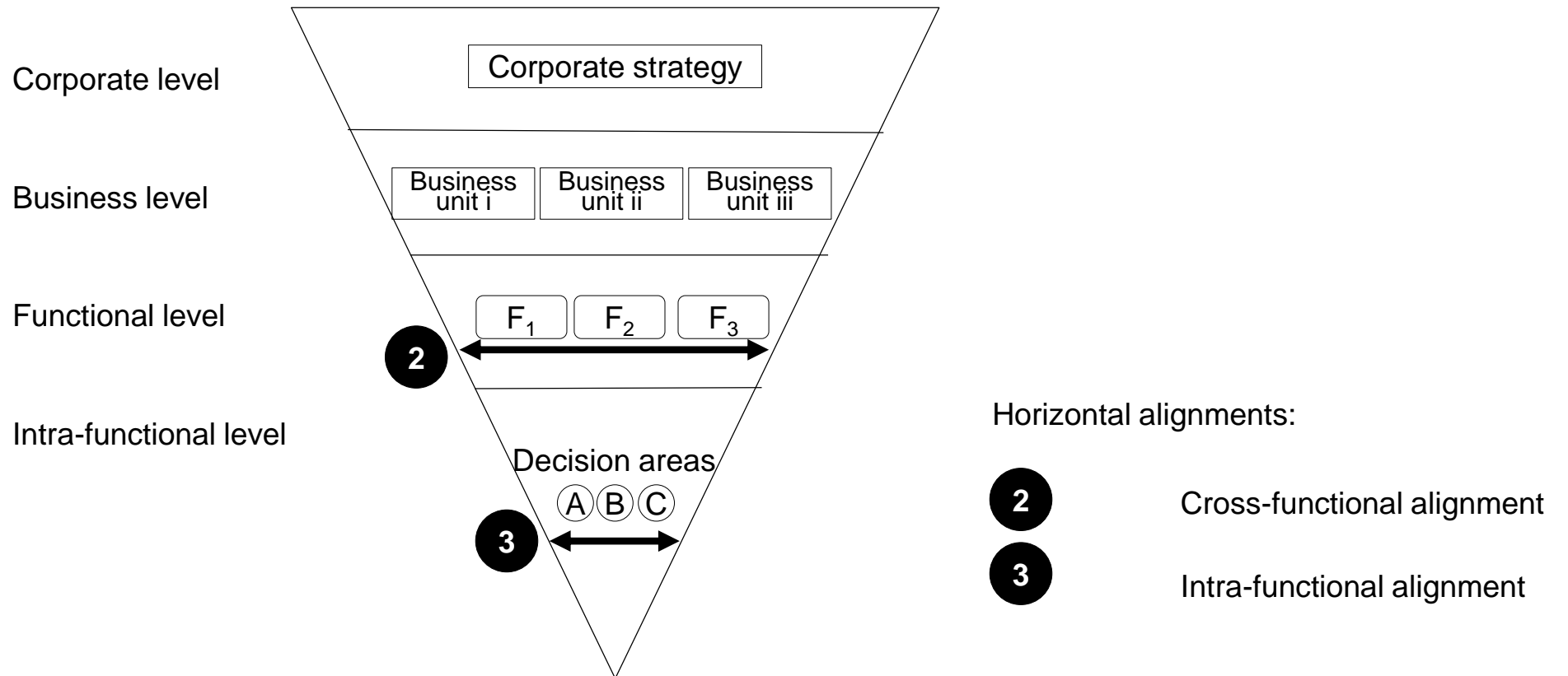
(Kathuria et al. 2007)



1a - 1c Vertical / Hierarchal alignment

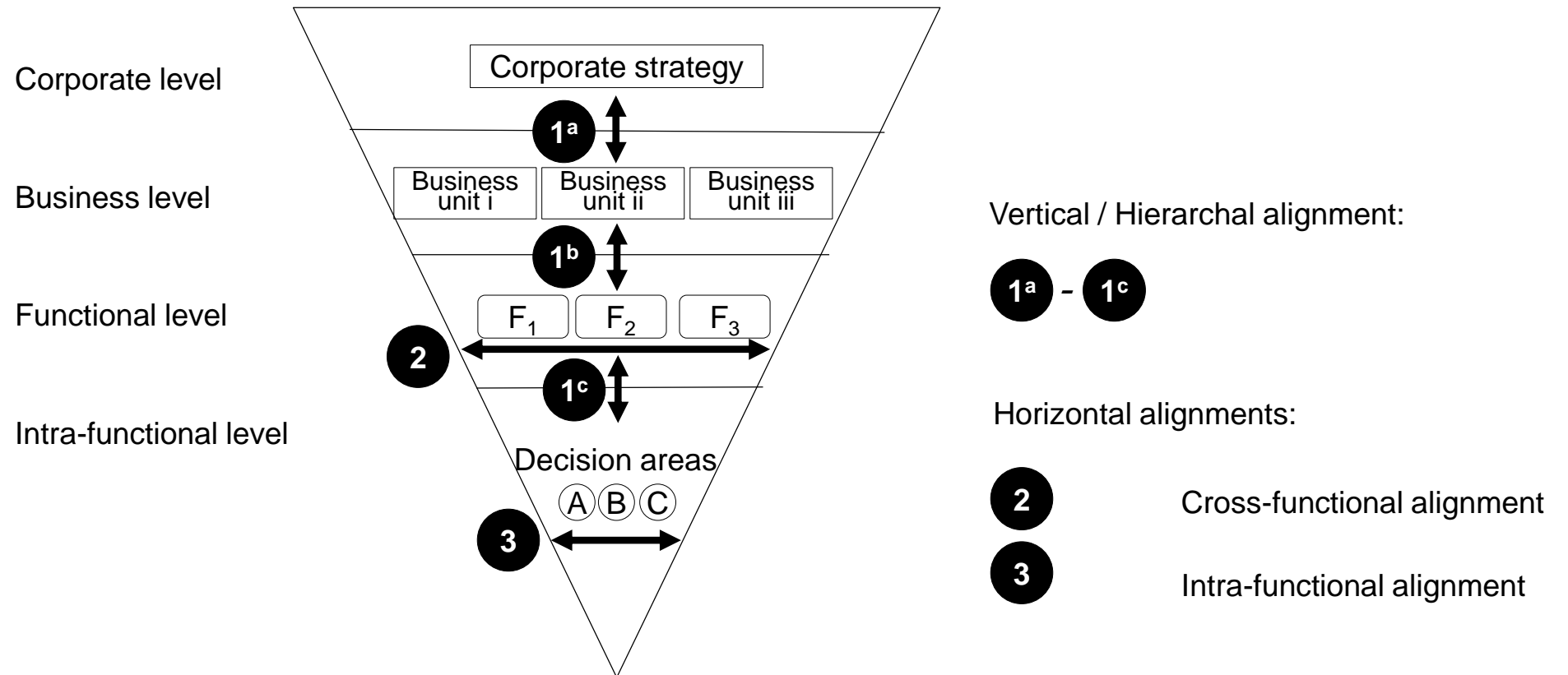
Organisational alignment

(Kathuria et al. 2007)

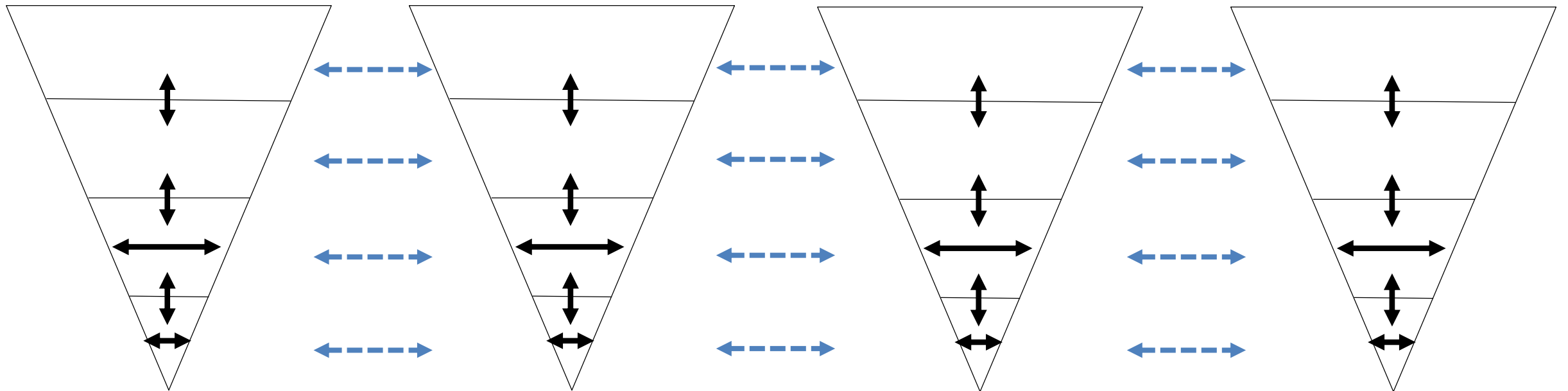


Organisational alignment

(Kathuria et al. 2007)



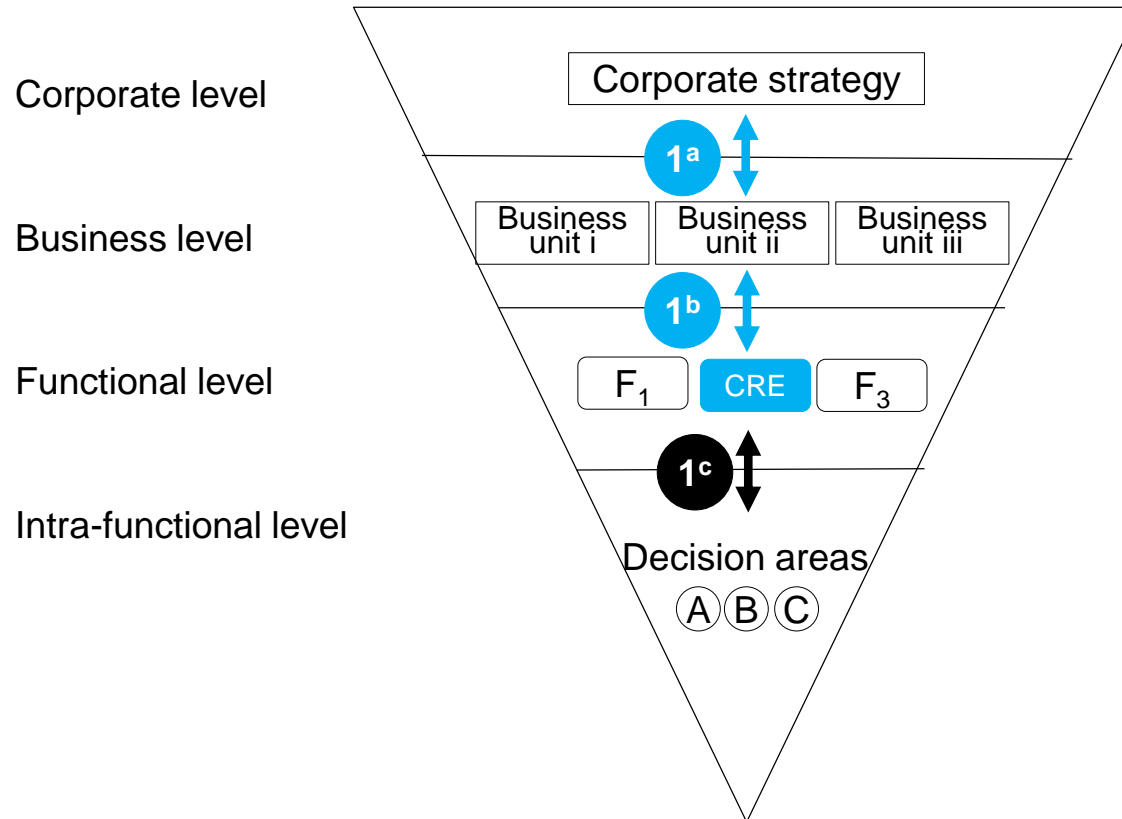
Cross-organisational alignment



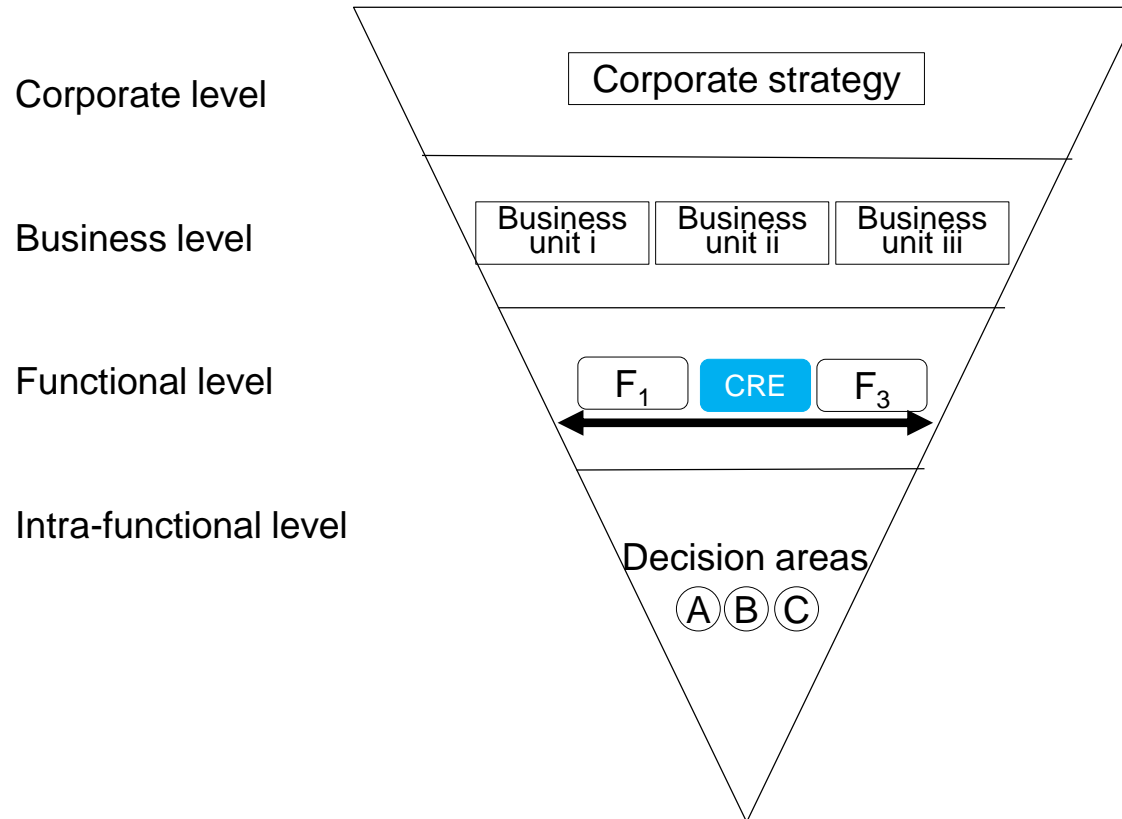


CREM alignment

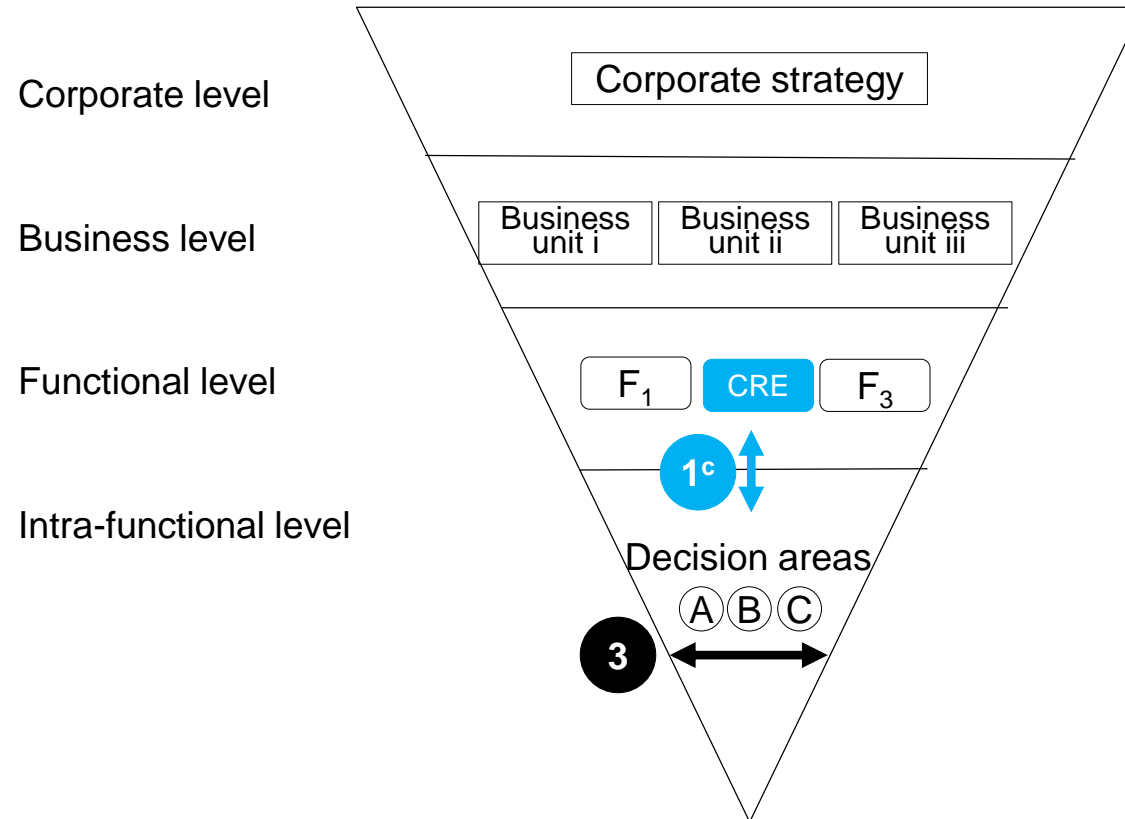
Vertical **CREM** alignment



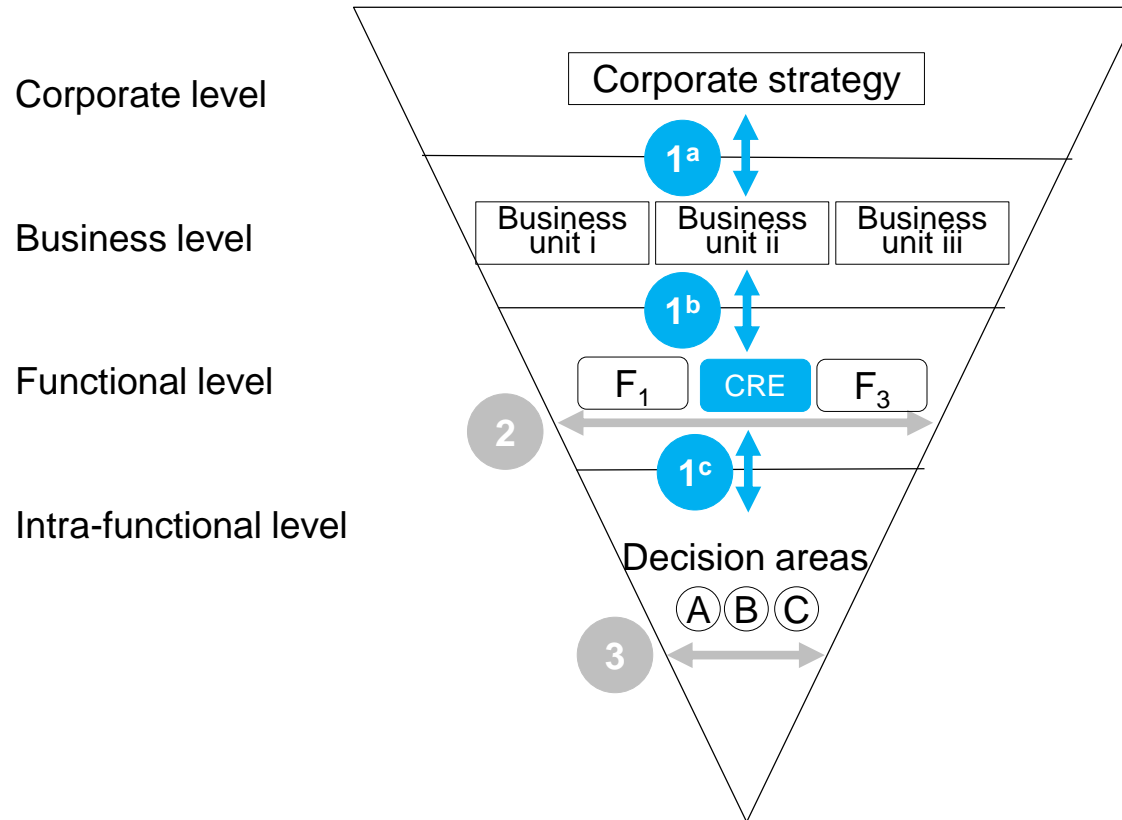
Cross-functional **CREM** alignment



Intra-functional **CREM** alignment



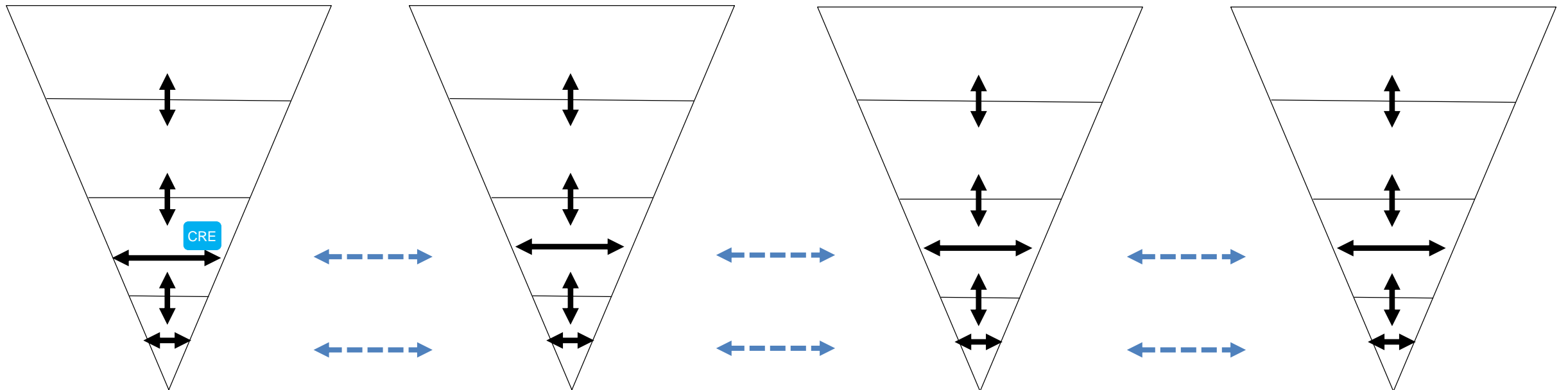
Organisational **CREM** alignment



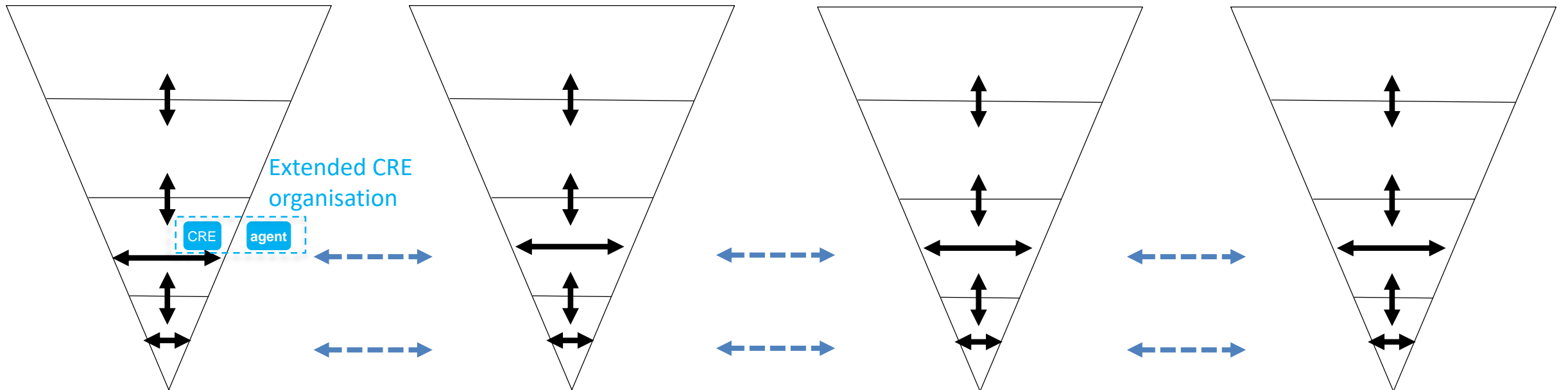


Cross-organisational **CREM** alignment

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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