IPD

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不動産パフォーマンス評価とベンチマーキング

西岡　敏郎　IPDジャパン

JAFMAフォーラム2014

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内容

- IPD について
- GEMコードとﾊﾟﾌｫｰﾏﾝｽ評価
- 分析結果とアウトプット
- ケース・スタディ

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IPDはMSCIグループとしてグローバル展開をしています

With more than 2,400 employees in 29 cities across 20 countries

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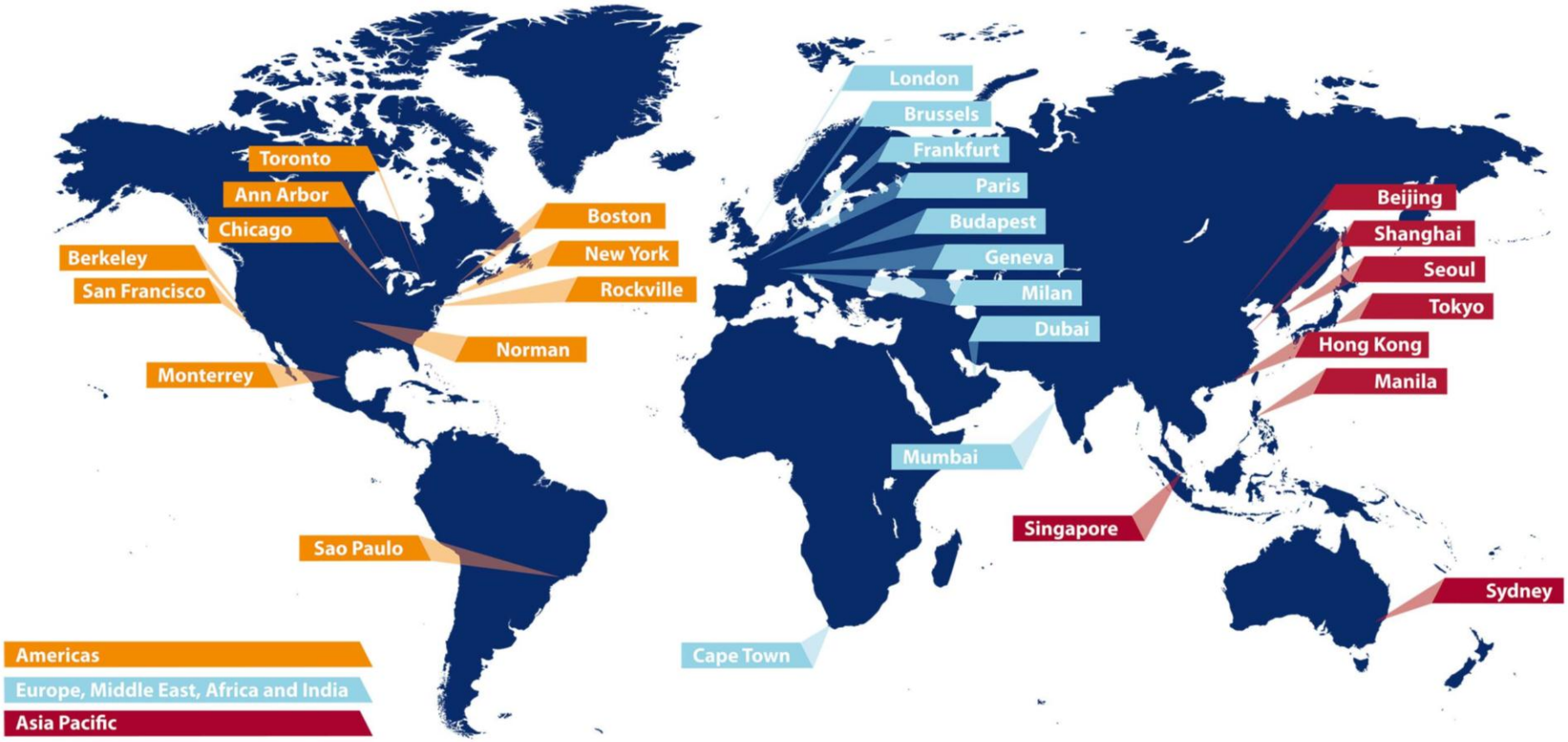

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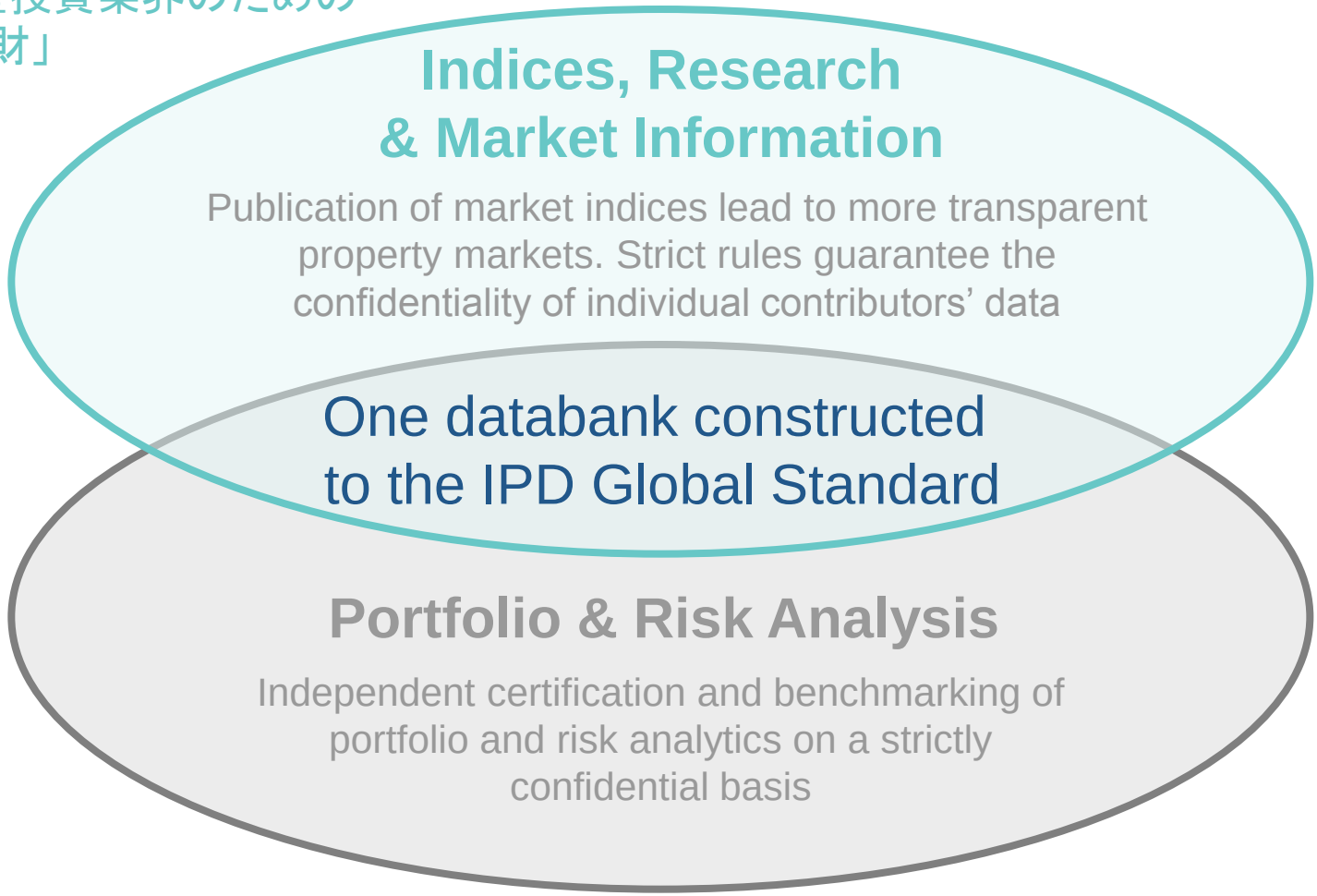
ふたつの分野におけるサービス提供

不動産投資業界のための
「公共財」



お客様のためのプライベートなサービス

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データの収集とアウトプット：実際の運用データを利用

ポートフォリオデータの収集	データのチェックと集計	分析結果のアウトプット
Commercial real estate investments	Audit, verification, client sign off and aggregation	**Portfolio Analytics:** benchmarks, portfolio and fund level performance attribution, risk analysis
Individual data records for each property	Consistent international definitions	**Market Information**: market performance/indices asset characteristics investment structures & strategies
Fund specific records for pooled property funds	Identification of key performance indicators	**Research**: commissioned research supply of custom data forecasting & simulation

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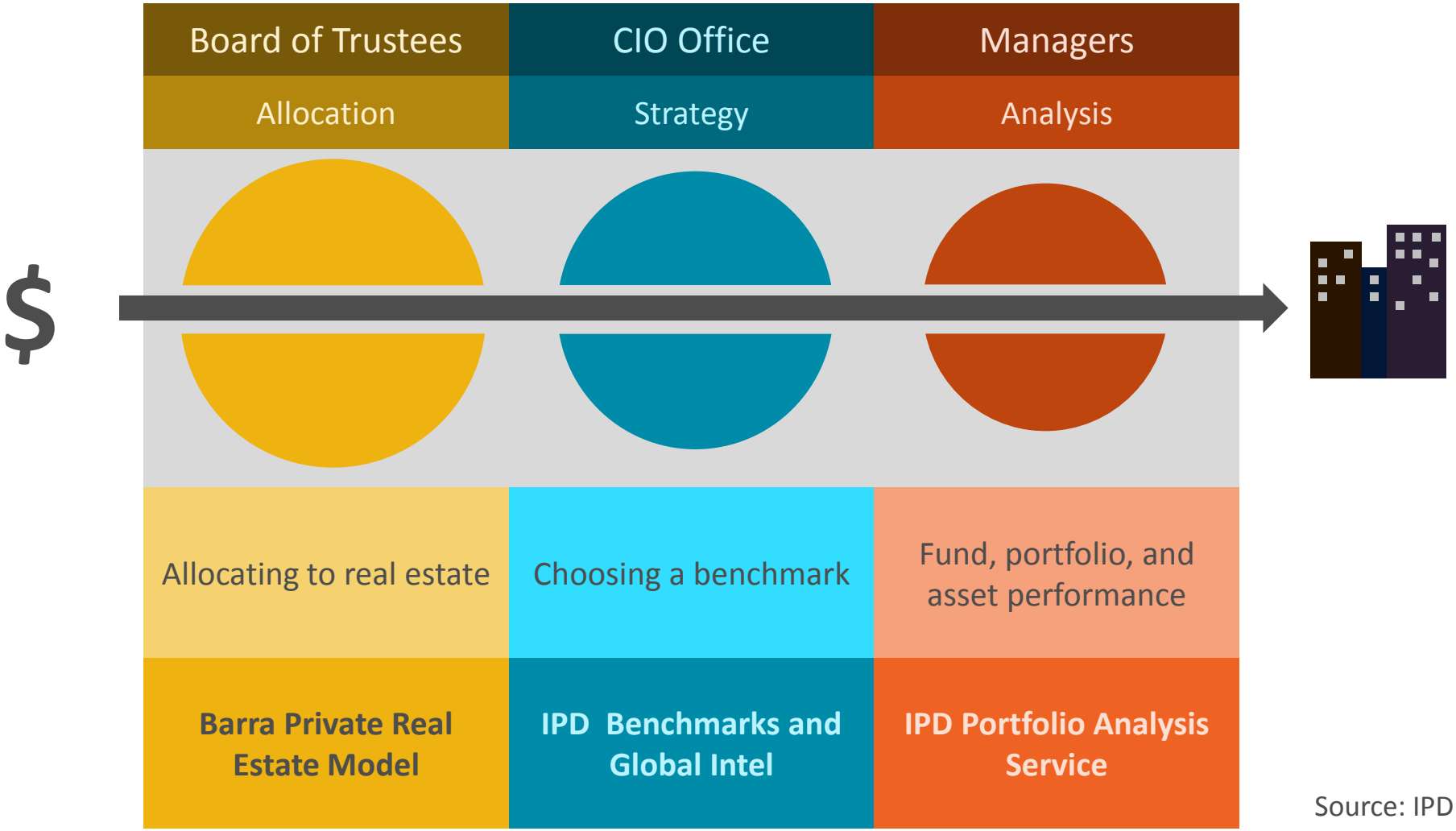
IPDの使命は、投資プロセスの整合性を高めることです

IPD data, services, and research to ensure objectives are aligned, measurable, and reportable



Source: IPD

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IPD 不動産占有者（Occupiers）向けサービス

33
countries

104m sq.m.
IPD universe of data

34
clients

75000
properties held by IPD

1500
occupier benchmarks

4,541
code downloads in 2011

1
version of the truth

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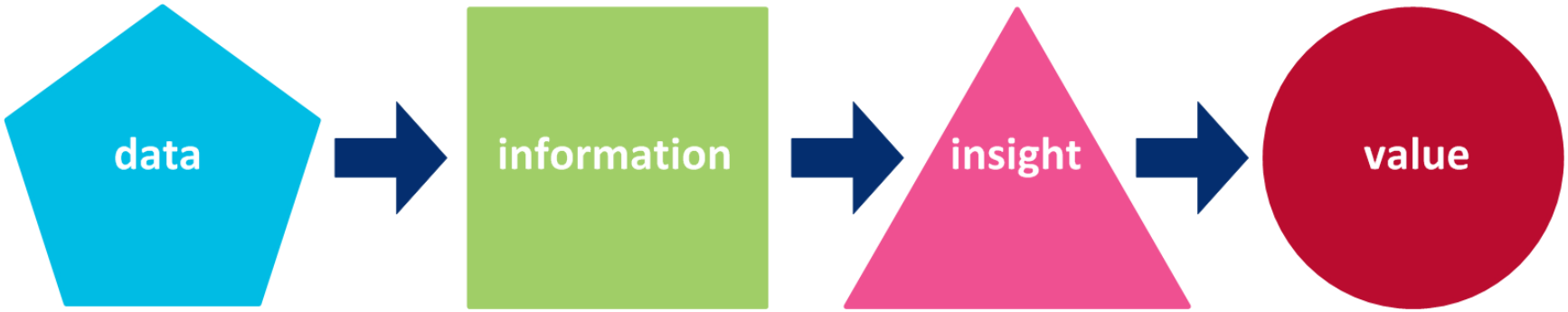
不動産データの有効活用



Our idea is simple – capture the right data, enrich it through quality analysis and present it simply

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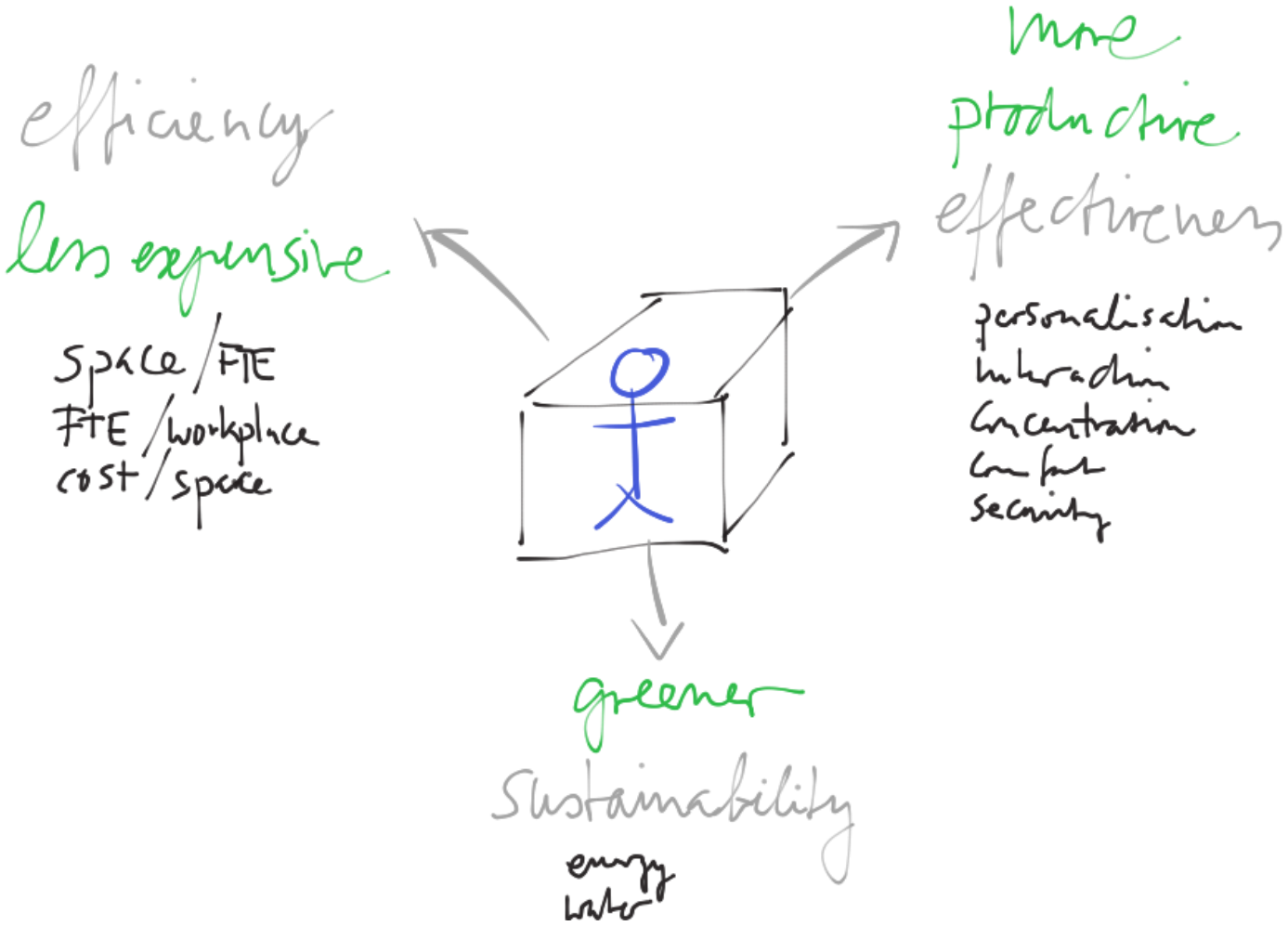
パフォーマンスの向上 – グローバル・ヘッドが考えていること



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パフォーマンス
国｜建物（不動産）｜サービスライン

ヴァリュー
サービス提供者から得られる

比較
他社との比較
他の建物との比較

共通のことば
同じ方法で計測する

機会を確保する
現時点｜長期的に

インパクト
雇用者に与える

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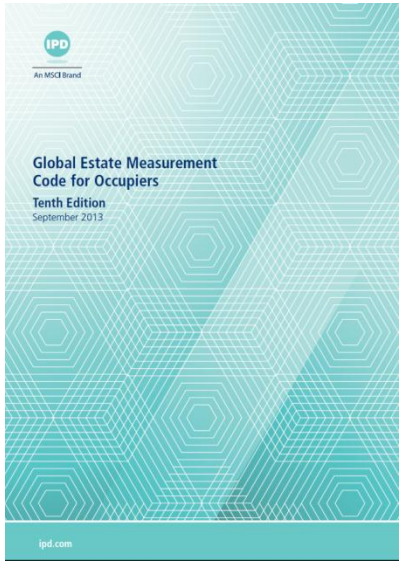
パフォーマンスのフレームワーク



PERFORMANCE

EFFICIENCY

Cost Control
(per m^2 or FTE occupant)

- rent per m^2 and per FTE
- property taxes m^2 and per FTE
- service charges m^2 and per FTE
- utilities m^2 and per FTE
- maintenance m^2 and per FTE
- cleaning m^2 and per FTE
- security m^2 and per FTE
- reception m^2 and per FTE

Space Optimisation

- m^2 per FTE occupant
- m^2 per workstation
- workstation per FTE occupant
- % vacant space

QUALITY

Effectivness

- supporting business needs
- working environment
- ways of working
- space & location
- facilities
- furniture & equipment

Fitness

- conditon
- suitability

ENVIRONMENT

Consumption

- energy (kWh/m^2)
- water (water m^3/m^2)
- waste (tonnes/m^2)

Impact

- carbon tonnes/m^2
- emmisions/m^2

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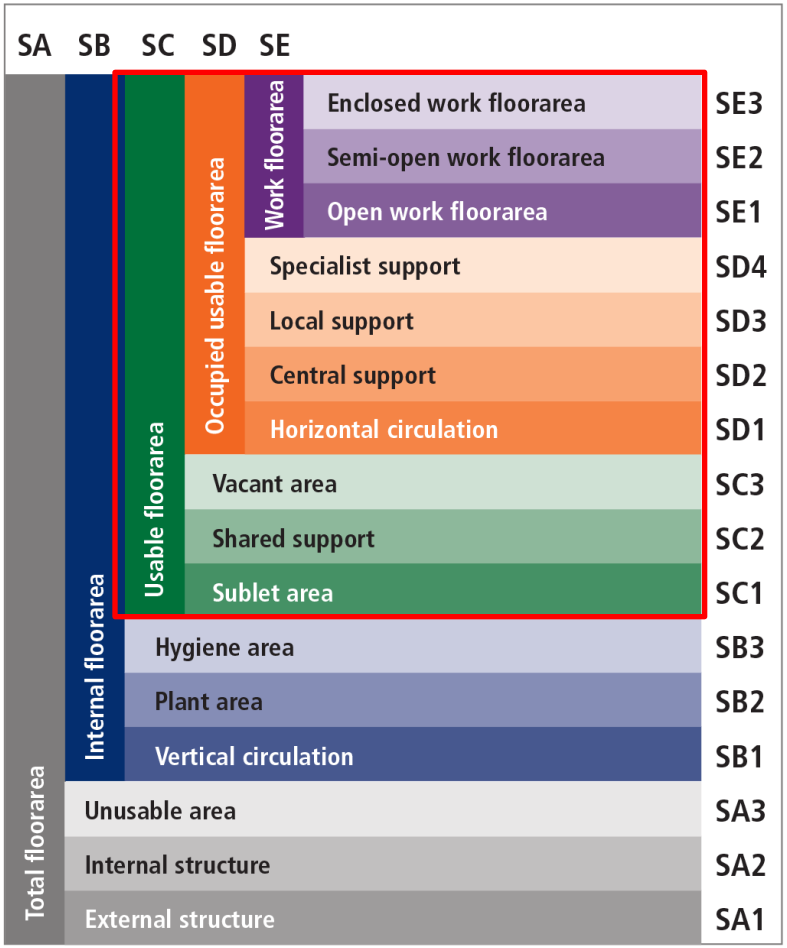
利用床面積の構成



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クオリティの計測

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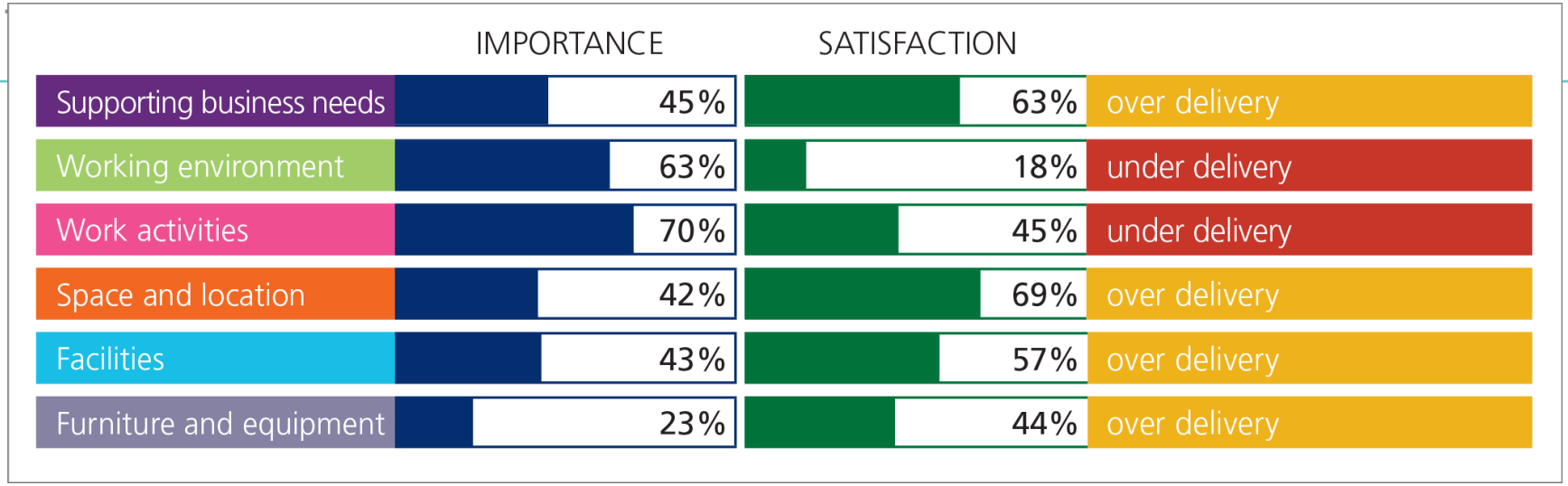
効果の測定、現況、適合度
Effectivness assessment, condition and suitability



Condition A

Condition B

Condition C

Condition D

Accessibility | Brand | Flexibility | Layout

Lease length | Location | Security | Size

Specification | Tenure

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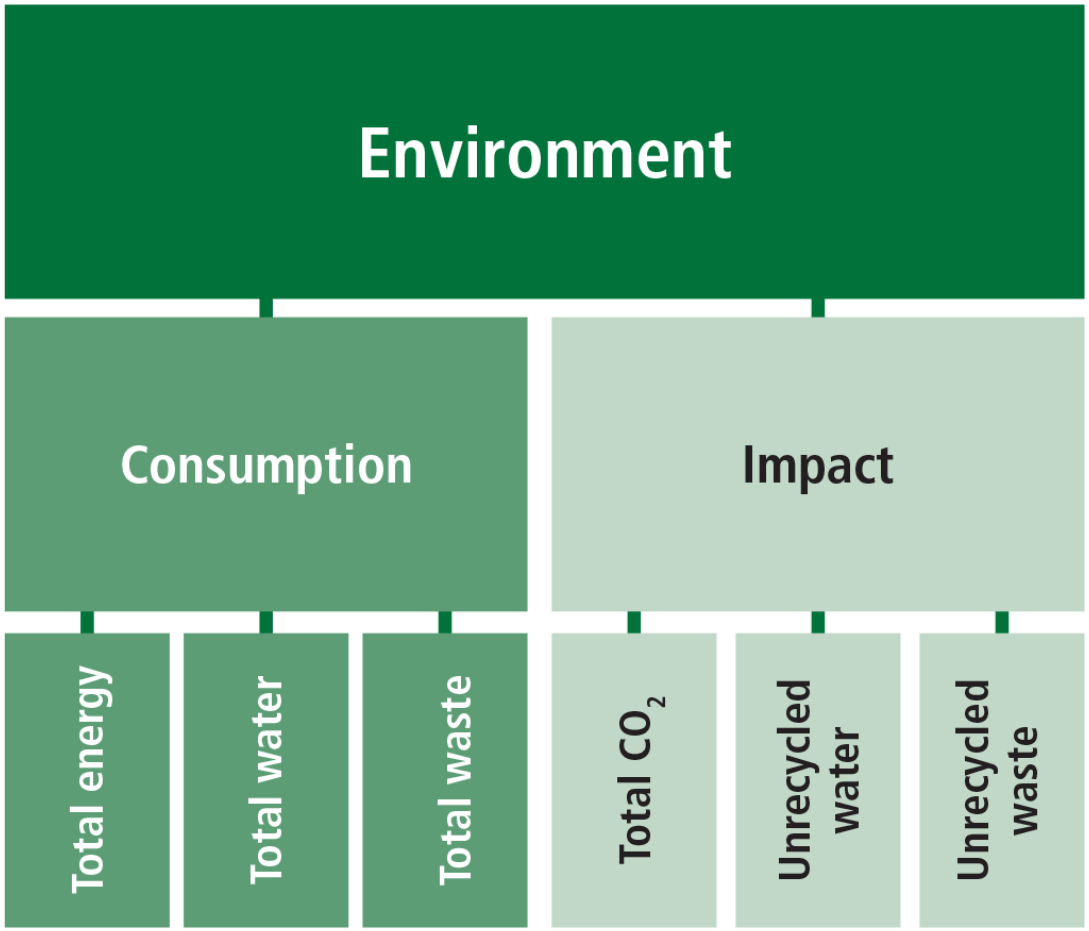
環境面のパフォーマンス



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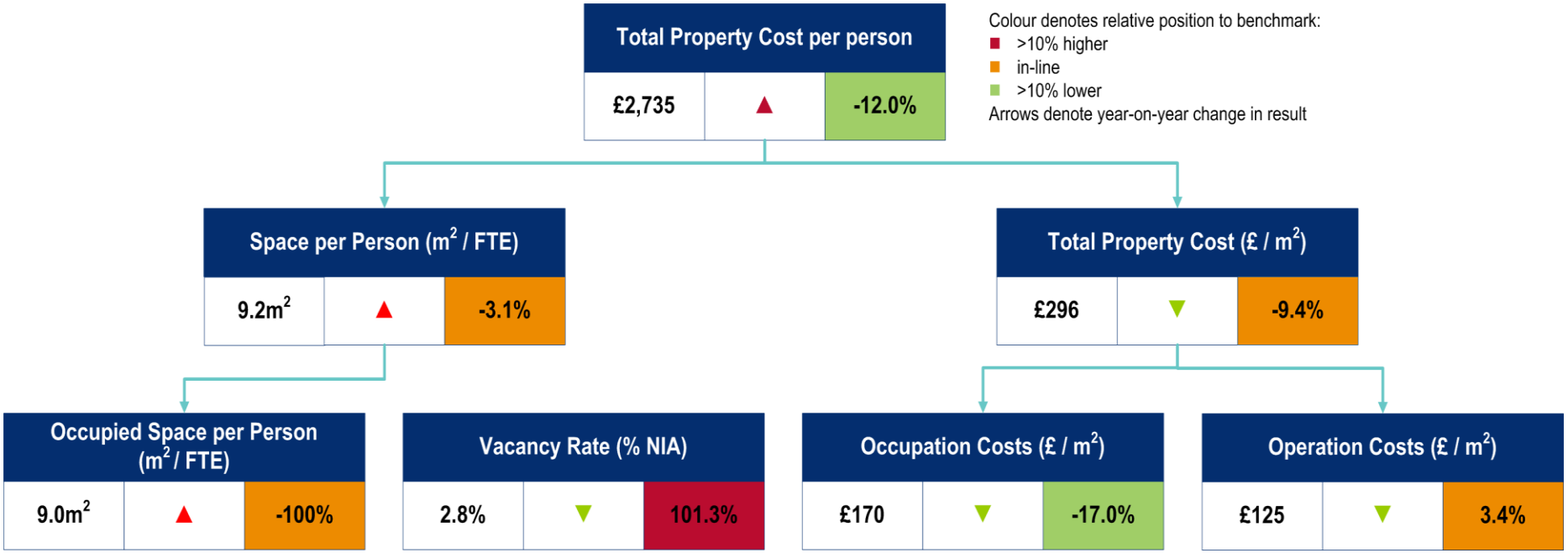
パフォーマンス評価の枠組 – 効率性（トップ・レベル）



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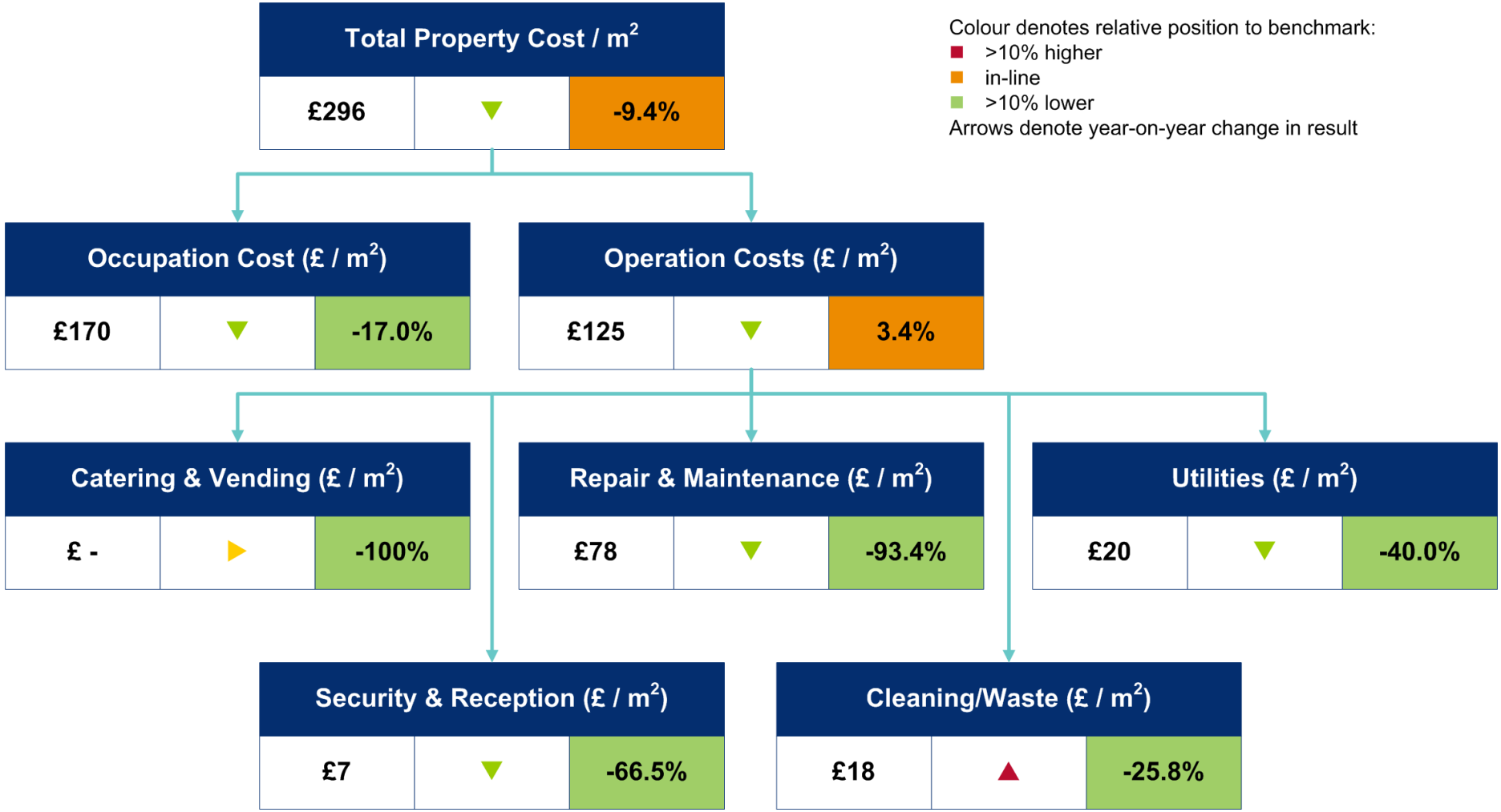
パフォーマンス評価 – 効率性 – 運用経費



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運用経費の比較（m²）

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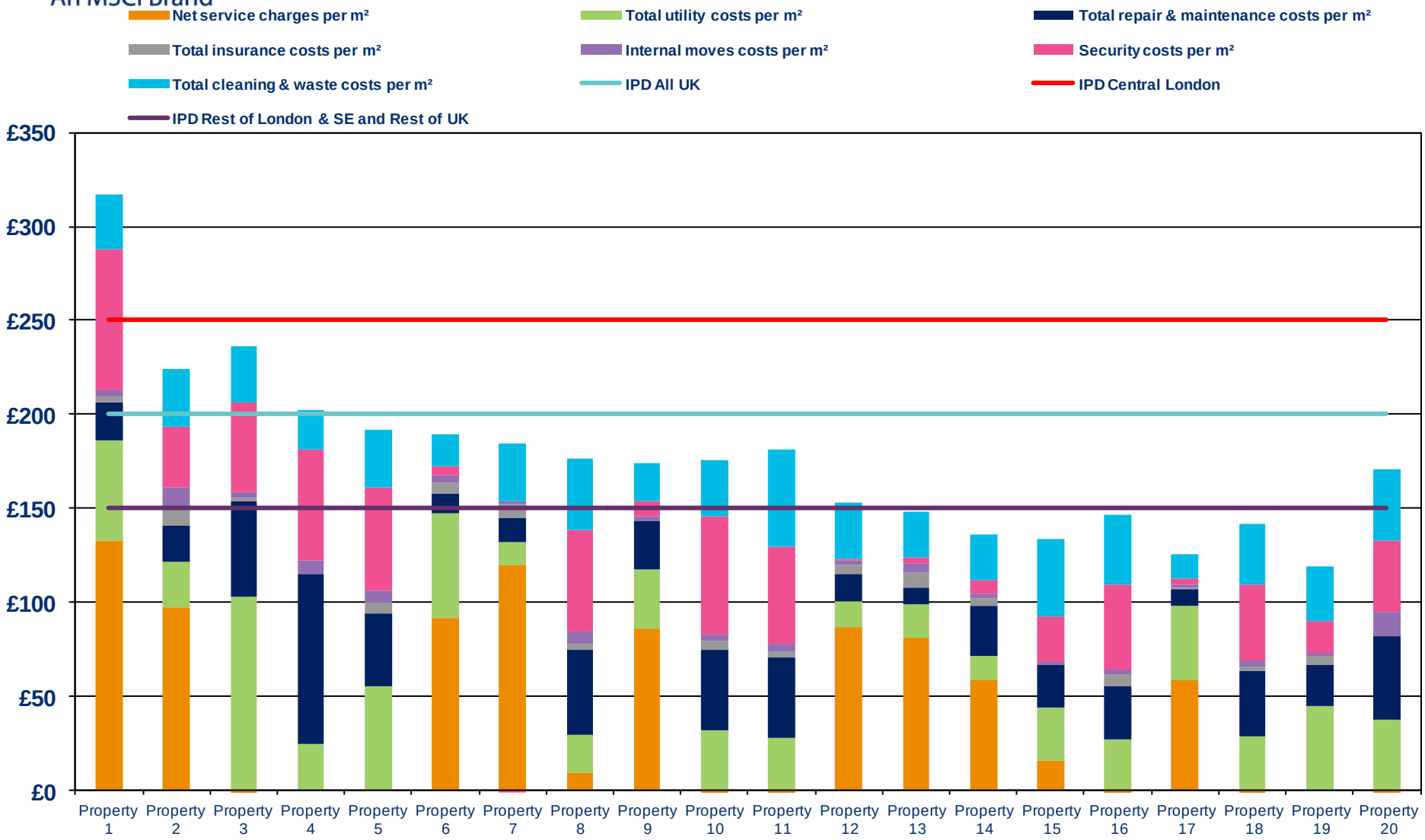

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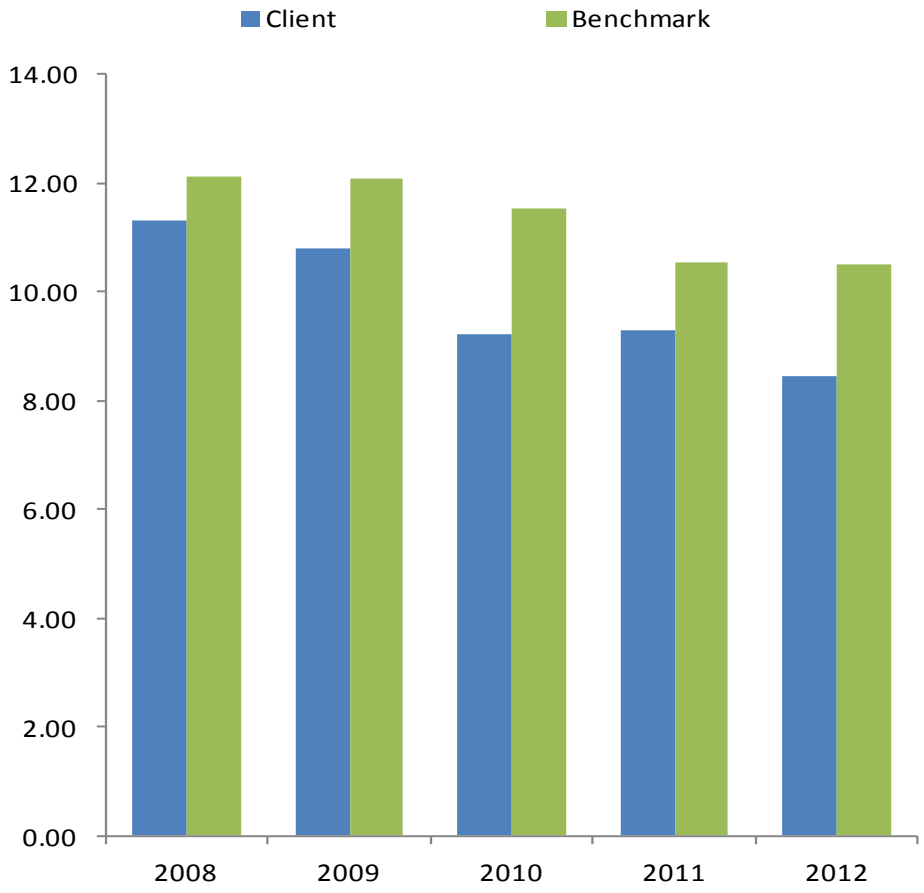
オフィス床利用の効率性 (m2 per FTE)



- Trend in sector towards office space rationalisation

- Client is rationalising at a faster rate than the benchmark and is ahead of target

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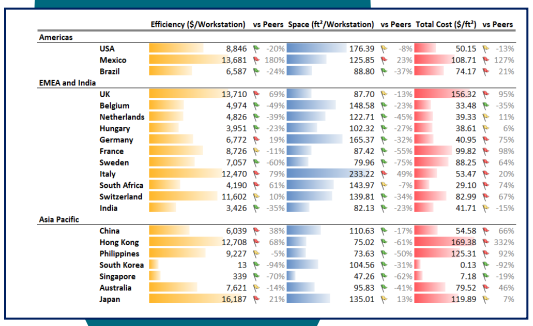
分析結果をどう活用するか？　Business Lens

Internal performance
Organisational standards
External benchmarking (geography and sector)

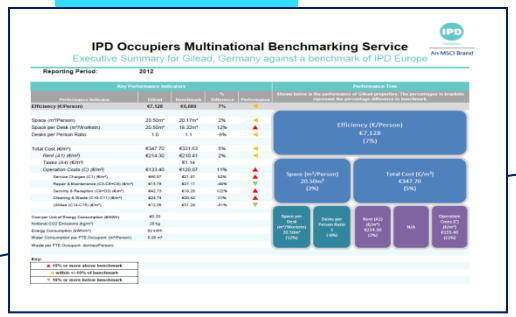
Portfolio View

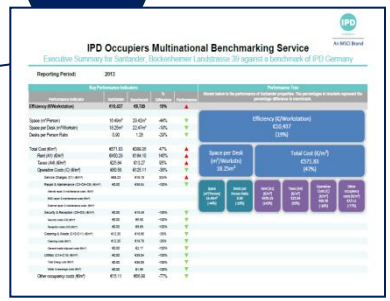
Country/ segment View

Building View



		Efficiency ($/Workstation)	vs Peers	Space (ft²/Workstation)	vs Peers	Total Cost ($/ft²)	vs Peers
Americas							
	USA	8,846	-20%	176.39	8%	50.15	-13%
	Mexico	13,681	180%	125.85	23%	108.71	127%
	Brazil	6,587	-24%	88.80	-37%	74.17	21%
EMEA and India							
	UK	13,710	69%	87.70	-13%	156.32	95%
	Belgium	4,974	-49%	148.58	-23%	33.48	-35%
	Netherlands	4,826	-39%	122.71	-45%	39.33	-11%
	Hungary	3,951	-23%	102.32	-27%	38.61	-6%
	Germany	6,772	19%	165.37	-32%	40.95	75%
	France	8,726	-11%	87.42	-55%	99.82	98%
	Sweden	7,057	-60%	79.96	-75%	88.25	64%
	Italy	12,470	79%	233.22	49%	53.47	20%
	South Africa	4,190	61%	143.97	-7%	29.10	74%
	Switzerland	11,602	10%	139.81	-34%	82.99	67%
	India	3,426	-35%	82.13	-23%	41.71	-15%
Asia Pacific							
	China	6,039	38%	110.63	-17%	54.58	66%
	Hong Kong	12,708	68%	75.02	-61%	169.38	332%
	Philippines	9,227	-5%	73.63	-50%	125.31	92%
	South Korea	13	-94%	104.56	-31%	0.13	-92%
	Singapore	339	-70%	47.26	-62%	7.18	-19%
	Australia	7,621	-14%	95.83	-41%	79.52	46%
	Japan	16,187	21%	135.01	13%	119.89	7%





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グローバル・ポートフォリオ（サンプル）

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Key efficiency metrics

		Efficiency ($/Workstation)	vs Peers	Space (ft²/Workstation)	vs Peers	Total Cost ($/ft²)	vs Peers
Americas							
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	Japan	16,187	21%	135.01	13%	119.89	7%

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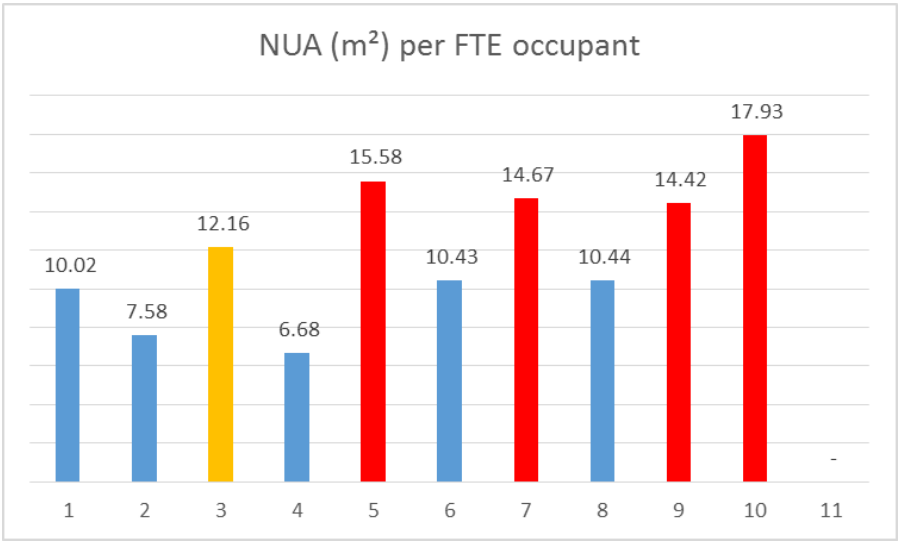
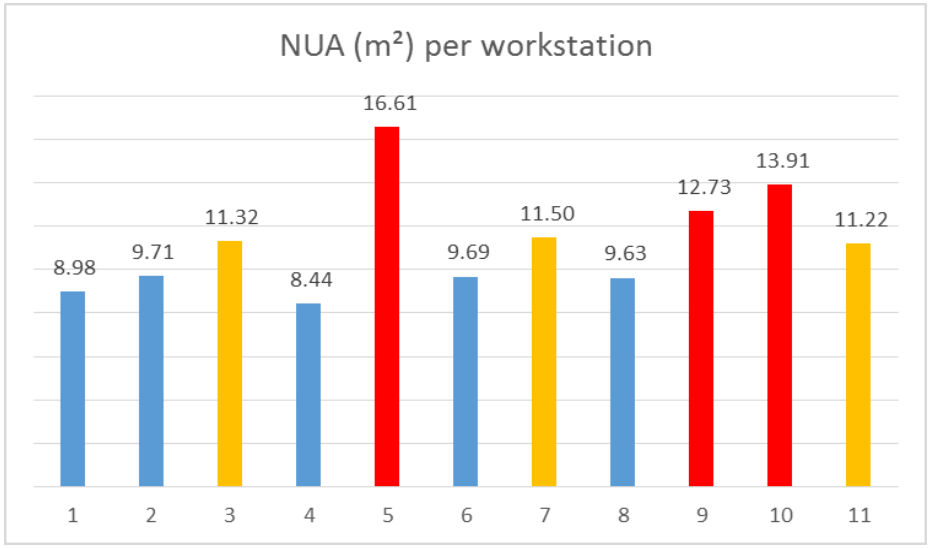
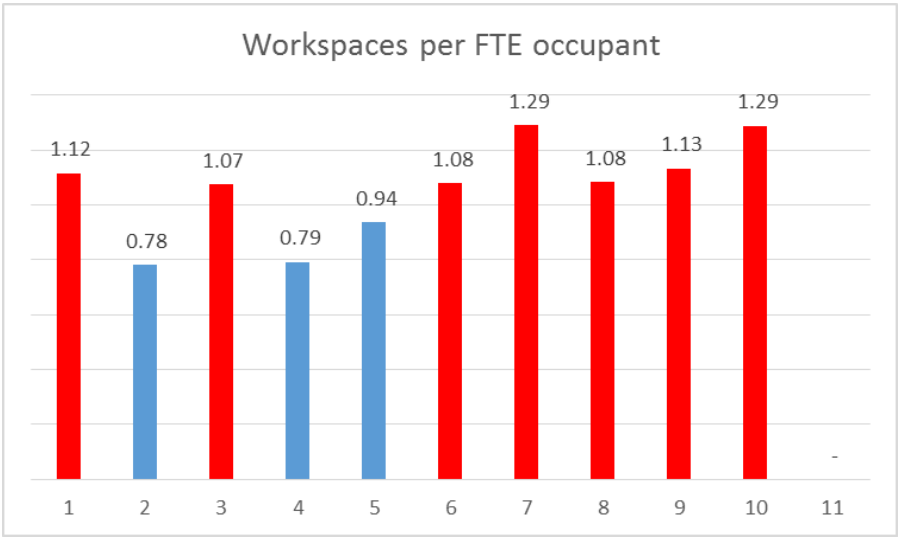
国際比較 – 床面積

Space characteristics







Policies and standards

Should there be a global target for NUA / FTE?

Should there be a global target for NUA / Workstation?

Why is there more than 1 desk per person?

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国際比較ー国ごとのベンチマーキング（要約）

IPD Occupiers Multinational Benchmarking Service

Executive Summary, Germany against an IPD Benchmark Europe

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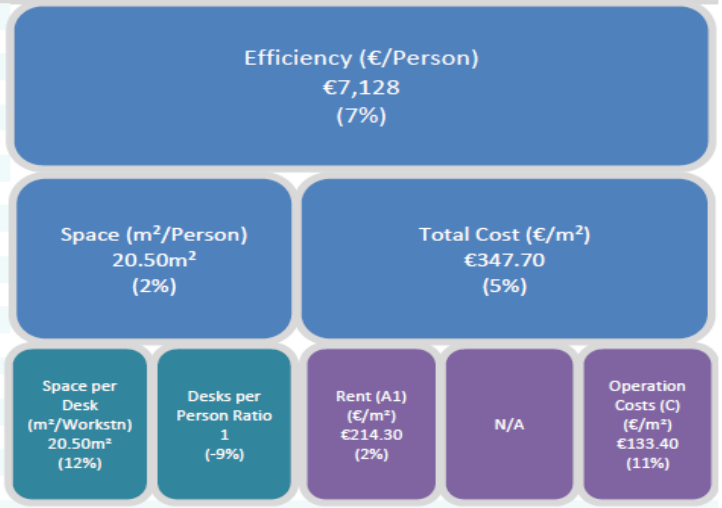
Reporting Period: 2012

Key Performance Indicators					Performance Tree
Performance Indicator	Client	Benchmark	% Difference	Performance	Shown below is the performance of Gilead properties. The percentages in brackets represent the percentage difference to benchmark.
Efficiency (€/Person)	**€7,128**	**€6,689**	**7%**	◀	
Space (m²/Person)	20.50m²	20.17m²	2%	◀	
Space per Desk (m²/Workstn)	20.50m²	18.32m²	12%	▲	
Desks per Person Ratio	1.0	1.1	-9%	◀	
Total Cost (€/m²)	€347.70	€331.63	5%	◀	
Rent (A1) (€/m²)	€214.30	€210.41	2%	◀	
Taxes (A4) (€/m²)		€1.14			
Operation Costs (C) (€/m²)	€133.40	€120.07	11%	▲	
Service Charges (C1) (€/m²)	€40.07	€21.97	82%	▲	
Repair & Maintenance (C3-C6+C8) (€/m²)	€13.78	€27.11	-49%	▼	
Security & Reception (C9+D3) (€/m²)	€42.73	€19.28	122%	▲	
Cleaning & Waste (C10-C11) (€/m²)	€24.74	€20.42	21%	▲	
Utilities (C14-C15) (€/m²)	€12.06	€31.29	-61%	▼	
Cost per Unit of Energy Consumption (€/kWh)	€0.20				
Notional CO2 Emissions (kg/m²)	28 kg				
Energy Consumption (kWh/m²)	62 kWh				
Water Consumption per FTE Occupant (m³/Person)	0.26 m³				
Waste per FTE Occupant (tonnes/Person)					



Key:

▲ 10% or more above benchmark
◀ within +/-10% of benchmark
▼ 10% or more below benchmark

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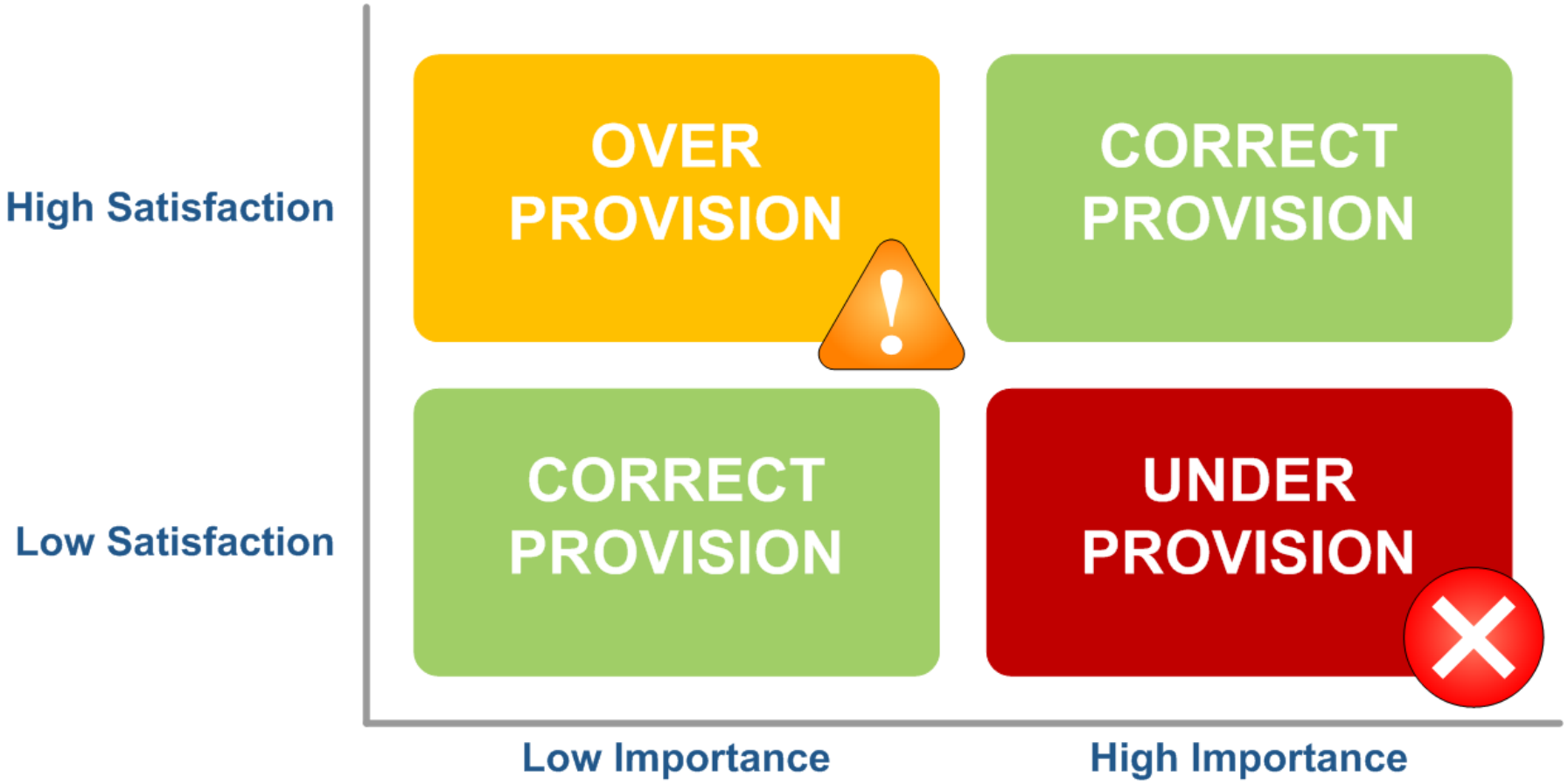
アクション・プラン



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バランス・スコア・カードの開発

Efficiency | Effectiveness | Sustainability

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OVERALL SCORE

Efficiency (40%)		Effectiveness (40%)		Sustainability (20%)	
Cost (50%)	Space (50%)	Fitness (30%)	User perception (70%)	Consumption (67%)	Impact (33%)

Scorecard components – Why is it important?

Efficiency (40%)

- To ensure cost and space optimisation
- To ensure efficient allocation of workstations

Effectiveness (40%)

- To ensure the appropriateness of repair & maintenance.
- To ensure the delivery is in line with satisfaction level of the building users.

Sustainability (20%)

- To minimise costs
- To minimise water and energy consumption, and the level of waste in order to minimise environmental impact

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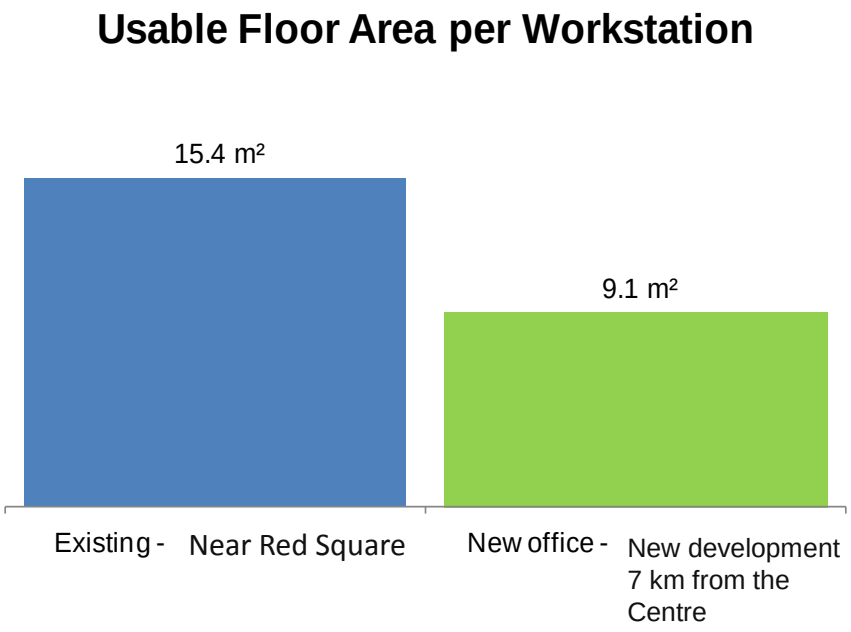
ケース･スタディ - 効率性
床面積とコストの削減 – モスクワ



Following pilot study, established efficiency & effectiveness targets for new offices:

- *develop open plan workspace concept, collaboration and flexible working areas reflecting staff concerns*
- *ratio of enclosed workstations to WFA improved from 80% to 30%*
- *Usable Floor Area per Workstation reduction of 40%*

1,575m² savings (compared to existing concept) = **£1.2m per year** (at £765/m²)

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ケース・スタディー英国中央政府

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£5,324

Key achievements:

- from 16m² down to 12 m² per FTE over 6 years
- saving over £200m in annual running costs in 2012”

Source: State of the Estate Report

13.0m²/FTE

Figure C8: Cost per FTE trend

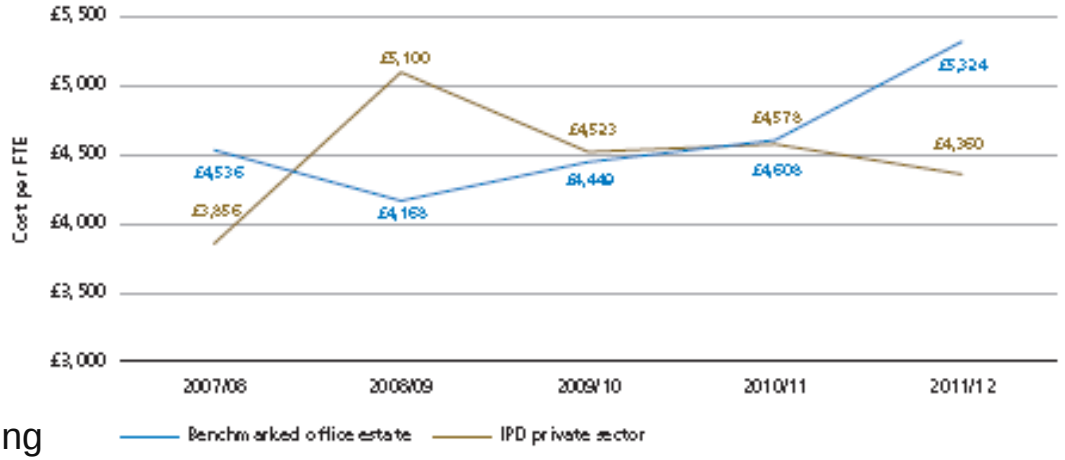
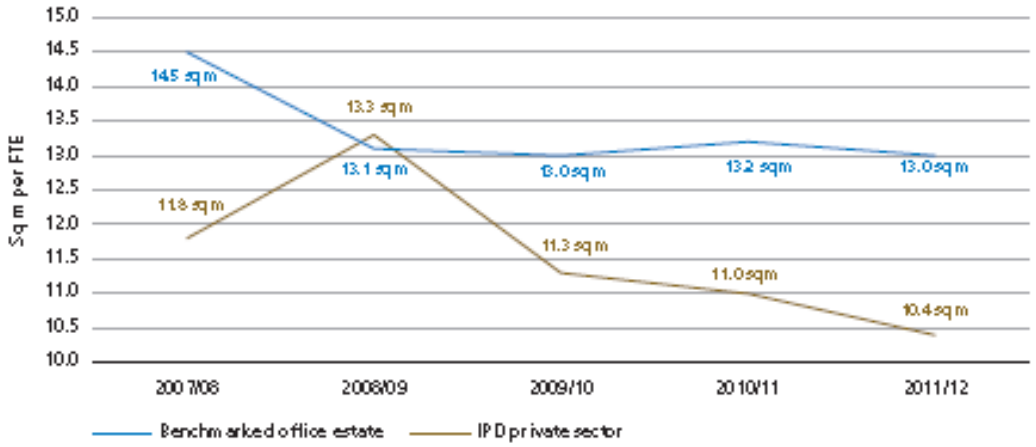


Figure C9: Sq m per FTE trend



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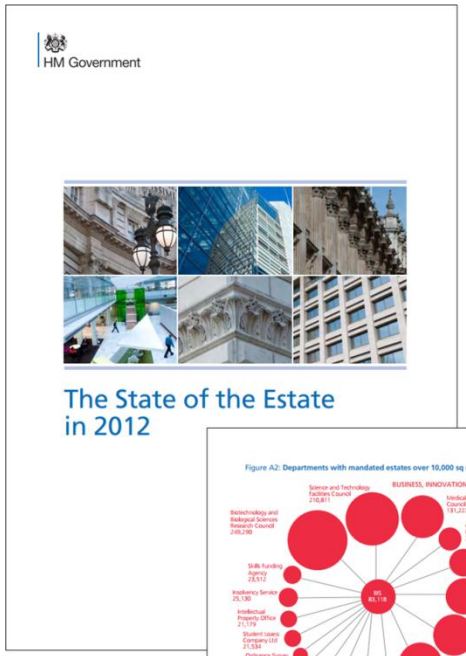
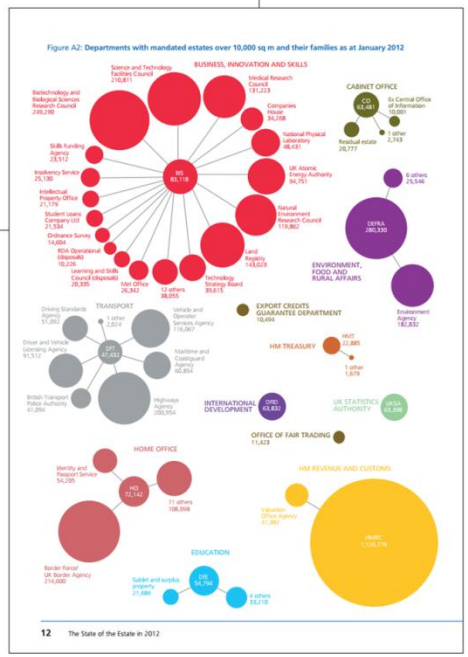
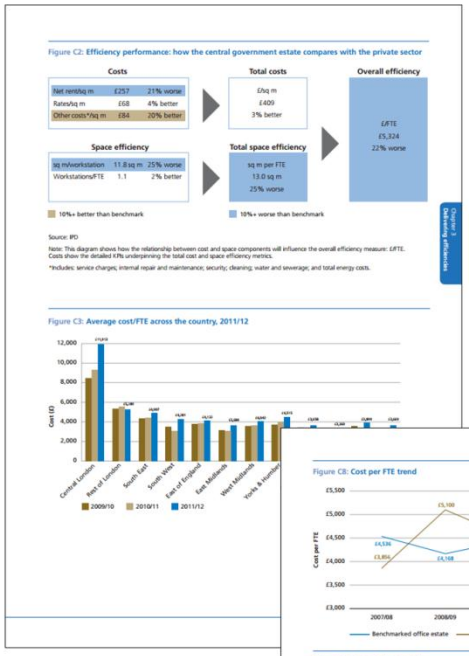
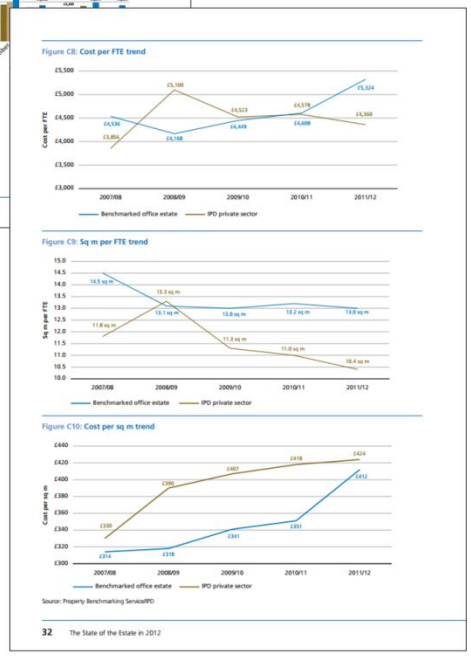
戦略レポート – 英国政府









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