

## KEY QUESTIONS FOR STRATEGICALLY ALIGNING REAL ESTATE WITH BUSINESS AND EXIT PLANNING

(1) Analyze current real estate configuration



How effectively is our real estate supporting our people and our delivery of goods & services?

(2) Assess business change past and present



How has the business environment changed and impacted our organizations use of real estate?

(3) Scenario Plan for the future



What primary and contingency plans should we incorporate into our future planning?

(4) Strategic alignment



How do we align real estate with our future needs for location, hiring and key performance indicators?

(5) Evaluate the end game



How will real estate decisions impact M&A, market exposure and exit alternatives?

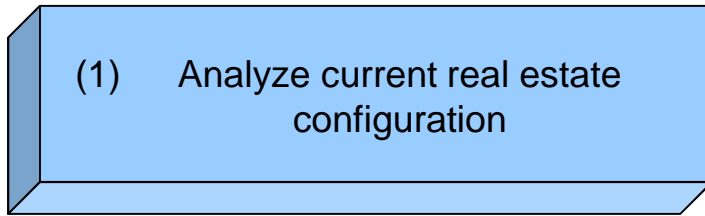
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## STRATEGICALLY ALIGNING REAL ESTATE WITH BUSINESS AND EXIT PLANNING



### DIAGNOSTIC DRIVERS

How effectively is our real estate supporting our people and our delivery of goods & services?

#### Average Square Footage/FTE

Business Unit	2009	2010	2011	2012	2015
Overall					

How efficient is the work environment per employee?

#### Functional Requirements and Degree of Fit

Business Unit	Functional Requirements	Degree of Fit (A-F)
Overall		

How functional and effective is the work environment?

#### Availability of Common/Collaborative Space

Business Unit	Functional Requirements	Current Collaborative SF/FTE	Degree of Fit (A-F)
Overall			

How collaborative is the work environment?

#### Ability to Attract and Retain Qualified Talent

Key Position	Functional Requirements	Degree of Fit (Good/Fair/Poor)

Is the space conducive for attracting/mentoring new hires and retaining talent?

#### Ability for Business Units to Interact at Preferred Levels

A: \_\_\_\_\_  
B: \_\_\_\_\_  
C: \_\_\_\_\_  
D: \_\_\_\_\_

Is the space conducive for interaction amongst new business units?

Current	A	B	C	D	Preferred	A	B	C	D
A					A				
B					B				
C					C				
D					D				

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## STRATEGICALLY ALIGNING REAL ESTATE WITH BUSINESS AND EXIT PLANNING

(2) Assess business change past and present



How has the business environment changed and impacted our organizations use of real estate?

### DIAGNOSTIC DRIVERS

Have you experienced recent growth (or contraction?) What degree?



Is the growth (or contraction) in recent past/present a trend?

Has the Company performed any recent Mergers or Acquisitions? Which, and what have the results been?



Has growth been impacted by M&A and how has the firm been effected?

Has the company recently entered or exited any new business lines or markets?



How have new business lines impacted the organization?

Has the company recently changed how you interface with your customer or vendors?



Have the channels of communication with customers or vendors affected the work environment?

What are the Company's capital and cost concerns or opportunities? What is the company's source of reinvestment capital?



Have capital costs and sources of capital constrained or accelerated growth?

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## STRATEGICALLY ALIGNING REAL ESTATE WITH BUSINESS AND EXIT PLANNING

(3) Scenario Plan for the future



What primary and contingency plans should we incorporate into our future planning?

### DIAGNOSTIC DRIVERS

Is the company anticipating growth (or contraction)? What degree and when?



What are the drivers of anticipated growth (contraction) and timing?

Is the Company planning near-term Mergers or Acquisitions? What are the likely impacts?



If M&A is on horizon, how will the firm be effected locally or elsewhere?

Is the company planning to enter or exit any business lines or markets?



If entering (exiting) business lines or markets, how will the firm be impacted?

Does the company have any planned business process changes? Do you plan any changes to how you interface with your customer or vendors?



To what degree, as business processes change, will the work environment be effected?

Are there any expected capital and cost concerns or opportunities? Is there any chance that the company may change ownership structure, issue an IPO, or otherwise change its source of capital?



Are future sources of capital going to significantly impact the firm and if so, how?

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