

# An Investigation into the shifting demographics of Ireland

## – The role of CBRE –



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**Purpose:**

This report endeavours to show a comprehensive analysis of CBRE's operations in Ireland, analysing both external and internal factors. By demonstrating trends, outlining opportunities, and describing threats, the report aims to paint a nuanced picture. Furthermore, it explores CBRE's value in navigating external threats, with strategic recommendations to guide the company's future trajectory.

**Methodology:**

A mixed explorative method was adopted for this report. It relies heavily on CBRE's documents, reports, publications, and financial records. To solidify the findings, a telephone interview was conducted to gather valuable insights and ensure the information reliability.

**Scope:**

The scope of this report contains a thorough examination of CBRE's internal and external dynamics. It includes a comprehensive analysis of the Ireland real estate industry trends, a deep dive into CBRE's internal operations, and an evaluation of strategic opportunities and threats. This report aims to provide actionable insights and recommendations for the Board of Directors, assisting them in making informed decisions to enhance CBRE's strategic positioning and sustained success in the ever-evolving real estate landscape in Ireland.

## Executive Summary

"Real estate is a dynamic ocean. Success lies not in predicting every wave but in mastering the art of sailing amidst changing tides." — Jane Smith

CBRE Ireland, a leader in real estate sector, exhibits strength through strategic initiatives and adaptability. Leveraging Dublin's demands for commercial and residential spaces, they've showcased resilience amidst market shifts. Offering diverse services like property sales, leasing, valuation, and asset management. CBRE Ireland serves a wide customers, capitalizing on trends like the high demand for commercial properties in tech and life sciences. This positions them as a strategic player, tailoring solutions to the evolving market. In this report, we aim to illuminate the impact CBRE can make on reshaping the demographic landscape of Ireland's real estate industry through the analysis of SWOT, VRIO, competitor evaluation, and strategic assessment processes, ultimately offering recommendations.

CBRE Ireland operates within a competitive landscape, facing strong rivalry from key players such as Savills Ireland, JLL, Knight Frank LLP, and Lisney. Savills stands out with its global reach and diversified portfolio, posing a threat to CBRE's market share. JLL's global dominance and innovative ventures, like JLL Technologies, could impact CBRE's technological standing, while Knight Frank's extensive global outreach and diverse services across real estate segments enhance its competitiveness. Lisney, deeply rooted in the Irish Real Estate scene with local expertise and comprehensive services, presents a notable challenge to CBRE's market penetration. To maintain its position, CBRE will closely monitor industry trends and consistently deliver high-quality services while adapting to evolving market demands.

CBRE Ireland's strategic move involves market penetration through multi-family housing projects to address the urgent need for affordable housing, capitalize on economies of scale, and establish a socially responsible brand. Additionally, a dual approach of market acquisition and partnerships in the student accommodation sector, leveraging successful models and external expertise, is recommended for sustained growth and relevance in Ireland's dynamic real estate market. The overall rating for this strategy is 9/10, emphasizing the synergies between market penetration and strategic partnerships to balance financial structure and mitigate associated challenges.

In a nut shell, The investigation into Ireland's shifting demographics and their impact on real estate, particularly for CBRE, underscores the vital need for strategic foresight amid evolving market complexities.

## Introduction

Coldwell Banker Richard Ellis (CBRE) formerly known as CB (Colbert Benjamin real estate) was born out of the housing dilemma in San Francisco by Colbert Coldwell and Benjamin Arthur Banker with the aim of rebuilding houses damaged by the earthquake which lingered and almost derailed the government in 1906. Their appetite for growth quickly propelled them into providing a broad range of commercial real estate services for property owners, tenants, and investors. While accelerating growth and cultivating global capabilities its Ireland office was established, first through a strategic acquisition which was later finalized as a merger in 1999 giving birth to CBRE Ireland.

CBRE Ireland's mission is to "realize the potential of their clients, professionals, and partners by building the real estate solutions of the future." The company is focused on helping its clients navigate the complex and ever-changing world of commercial real estate, and to achieve their desired outcomes. To accomplish this, they assist in the development, acquisition, selling, financing, leasing, valuing, and management of assets. Today, they are a global force and undoubtedly a major player in the Irish Market.

In this report, the primary focus is to illuminate the evolving demographics in Ireland and delve into the pivotal role played by CBRE in shaping the real estate market demand. A comprehensive analysis, covering an in-depth examination of CBRE's strategic capabilities through internal and external analyses. The report will meticulously dissect CBRE's competitive advantage, strategic positioning, and offer a thorough competitor analysis, clearly depicted through a perceptual map. Additionally, the strategic evaluation extends its perspective to future directions, providing insights into the path CBRE is poised to take.

The application of VRIO and SWOT frameworks has been instrumental in understanding CBRE goals. This analytical approach aims to articulate CBRE's role in the Irish real estate market, underscoring both their strengths and challenges. By covering these strategic landscapes, this report aspires to provide an understanding of CBRE's significance and influence within the dynamic of Ireland's real estate market.

## External Analysis

### Major Trends

The current Ireland's housing crisis which has worsened since the economic crash in 2008, particularly in Dublin requires a comprehensive approach involving the use of modern methodologies. It is now possible to understand the significant gap between the supply and demand in the housing sector using analytics and data. Such revelations give a clearer picture of the market situation and the different corporate competitions. This is essential to measure and assess the effectiveness in terms of market penetration, client engagement and operational results. With the post pandemic scenario, understanding the evolving office space requirements and how CBRE's strategy tackles with it is also vital (**Figure1**). Even though the issue has worsened, the Irish government has teamed up with CBRE to address Ireland's housing crisis (Euronews, 2023).

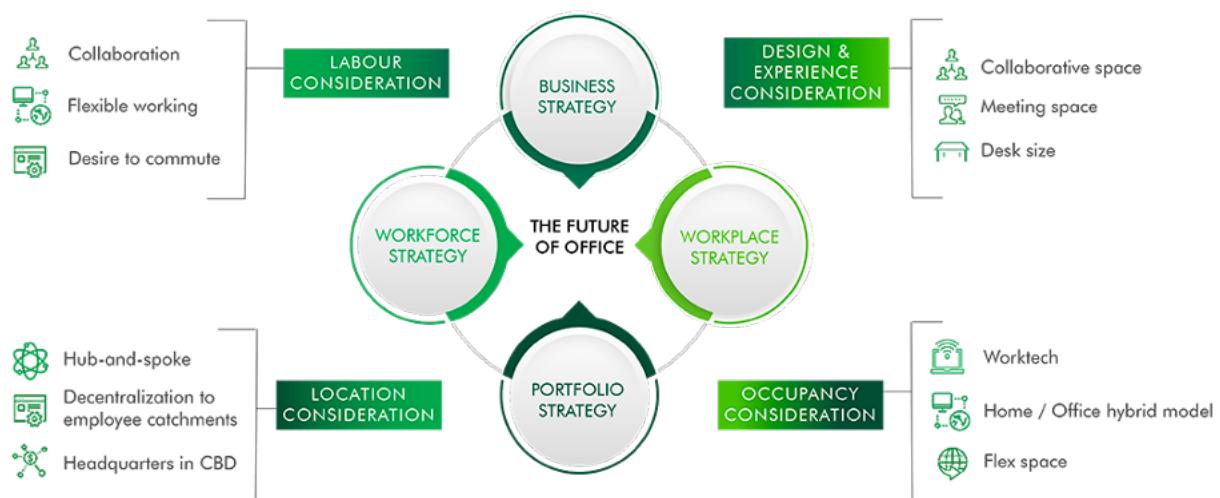
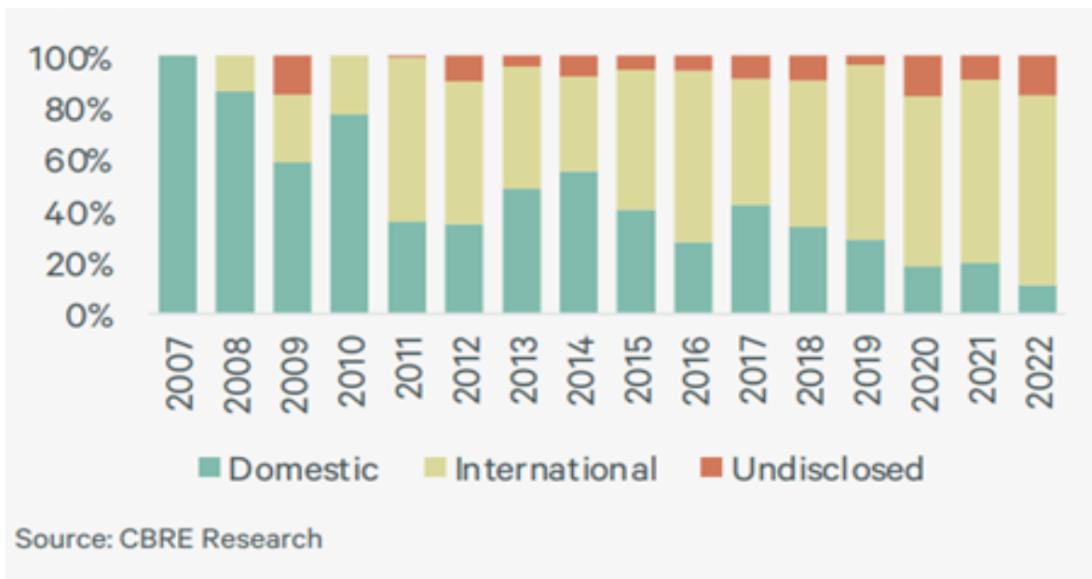


Figure 1: Source: The future of work, CBRE.

Another prominent trend is the increasing demand for build-to-rent (BTR) properties. This trend reflects a shift in the housing market, with more individuals and families choosing to rent rather than buy homes. BTR developments offer modern amenities, long-term leasing options, and a sense of community, making them an attractive choice for those seeking flexibility and a more communal living experience. CBRE Ireland has witnessed a growing number of BTR projects and investments in the market, underlining the evolution of the rental sector in Ireland.

### Strength and Opportunities:

- Foreign Investment:-** Growth of Ireland as an international investment hub (**Figure 2**) due to the low corporate tax rate has allowed companies to protect their profits under this privilege. The presence of major tech giants' headquarters in Dublin also attracts quality and experienced workforce to the country creating a significant real estate market for them (Department of Finance, 2014). These factors offer a unique chance for the real estate developers to cater to the needs of these companies.



**Figure 2: Source: Ireland as an international investment hub**

**2. Technology and Innovation Hub:-** CBRE is leading the charge in reshaping the real estate landscape through technology, leveraging decades of expertise to stay at the forefront of industry transformation. Adapting to shifting workplace demands, CBRE is actively involved in smart-building technologies, building automation systems, and (IoT) Internet of things solutions (Hudson, 2017). The global and Irish real estate sectors are experiencing a rapid technological evolution, with virtual tours, blockchain, and AI-driven marketing now integral to the industry. CBRE distinguishes itself by offering a suite of advanced technological products, including CBRE Host Digital, CBRE Pulse, CBRE office ready, and CBRE vantage analytics, positioning the company as a technological pioneer.

In Ireland, CBRE strategically capitalizes on the country's robust telecommunications infrastructure and the significant technological presence of industry giants like Google, Facebook, and Apple. By diversifying into tech-oriented properties, CBRE facilitates seamless operations for data-intensive industries, contributing to Ireland's reputation as an ideal hub for technology-based businesses. According to (CBRE , 2023) This proactive integration of technology underscores CBRE's pivotal role in driving innovation and shaping the future of real estate in the digital era.

**3) Student Accommodation:** - The Irish student accommodation market has received significant attention in recent months, piqued investor interest due to its strong underlying fundamentals and defensive characteristics. Demand for Irish higher education continues to rise year after year, with enrolments increasing rapidly, particularly among international students which is a great upcoming opportunity for CBRE Ireland (MacCoille, 2023).

**4) Building, Repair and leasing of Properties:** - As a member of ESG and LEED, CBRE can leverage its expertise to combat or transformed most dilapidated structures in Ireland to build an ecological center of attraction while maintaining the ancient history (CBRE, 2003). With its mapping tools they are also able to identify ways to improve sustainable real estate in Ireland.

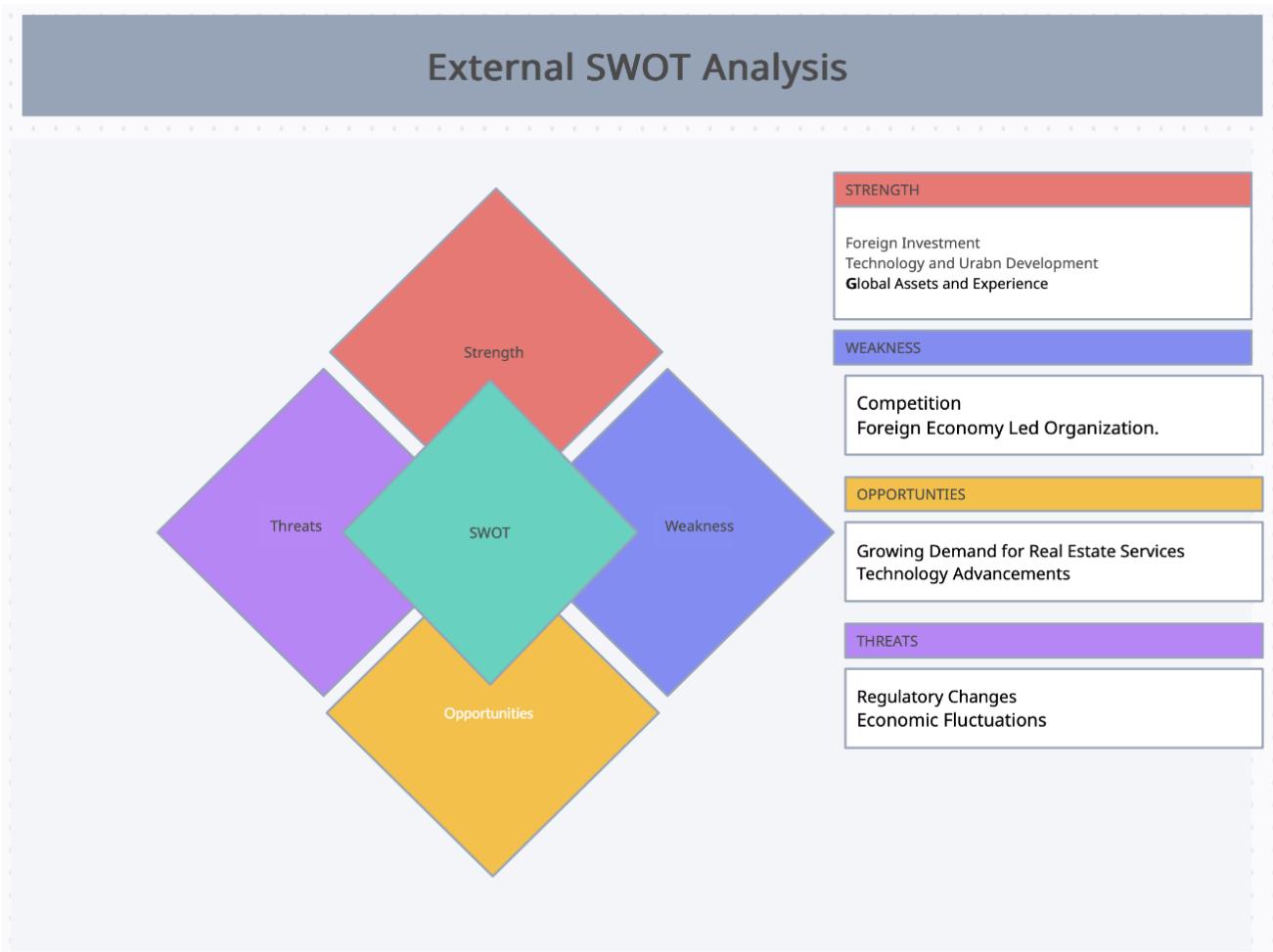
## Implications of the trends for the future Strategy. (weakness)

- 1. Competitive Landscape:** CBRE operates in a fiercely competitive Irish real estate market, contending with local rivals such as Ray Cooke, Sherry Fitzgerald, Grayling Properties, Horan Estates, Stoke Property, and Burlington. To secure a leading position, CBRE must employ strategic differentiation and unique value propositions to outshine competitors.
- 2. Revenue Diversification Focus:** Despite offering a diverse array of services, CBRE's revenue streams heavily hinge on specific areas like facilities management and outsourcing. Strategic efforts to diversify income sources into new service sectors will enhance financial resilience and reduce dependency on particular segments.
- 3. Client Portfolio Balancing:** CBRE's reliance on a few key clients, including the Irish government, schools, and hospitals, poses a potential risk to revenue stability. A strategic approach to actively seek new business opportunities and clients will help create a more balanced and secure client portfolio, minimizing vulnerability to sector-specific shifts.
- 4. Customer Service Enhancement:** While CBRE excels in product development, there's room for improvement in customer service levels. A strategic focus on enhancing customer service will not only elevate client satisfaction but also contribute to long-term relationships and bolster CBRE's overall market reputation.
- 5. Intellectual Property Management:** CBRE faces challenges in protecting its intellectual property, given limited patent protection durations. A strategic plan for efficient patent management and exploration of avenues to sustain intellectual property will be crucial for maintaining competitiveness in a rapidly evolving real estate landscape.

## Threats

- 1) Regulatory Changes:-** CBRE Ireland faces threats and challenges within the real estate and construction sector due to the evolving regulatory landscape in the country. The continuous adjustments to zoning laws, stringent building regulations, and environmental policies create a complex environment influencing project timelines, expenses, and overall project feasibility. The intuitive interface allows them to compare regulations between sixteen European countries, which could help mitigate the risks associated with potential returns. Governments across Europe engage in regulatory reform to prevent the build-up of social or economic imbalances in the housing market. CBRE rigorously updates their system with the latest information, to help them stay ahead of these regulatory changes in the rapidly changing market (CBRE, 2023).
- 2) Competition:-** Additionally, within Ireland's bustling real estate market, CBRE encounters robust competition from various local and international players. To maintain a competitive edge in this landscape, CBRE must continually innovate and introduce distinctive service propositions. Emphasizing client-centric strategies and innovative approaches will enable CBRE to differentiate itself from competitors, solidify its market position, and sustain its prominence within the highly competitive real estate arena (Euronews, 2023).

## Irish Housing Market (SWOT)



Source: Designed by our group

CBRE has solidified its leadership in the local real estate market, benefiting from a global presence, extensive network, and diverse service offerings. To ensure sustained success within the Irish landscape, a strategic focus on addressing weaknesses and mitigating threats is imperative. Prioritize enhancing technology and digital capabilities, strengthening talent retention and recruitment locally, and staying attuned to emerging industry trends specific to Ireland.

Local market expansion becomes the focal point for CBRE's growth strategy. Leverage strengths to strategically penetrate key local markets, crafting innovative solutions tailored to the unique needs of Irish clients. Invest strategically in initiatives that resonate with the local real estate landscape, ensuring a proactive approach to challenges while capitalizing on emerging opportunities within Ireland. This tailored strategy positions CBRE for continued success and growth specifically within the dynamic and evolving Irish real estate market.

### CBRE VRIO Summary

CBRE's VRIO analysis sheds light on the company's key resources and capabilities, unveiling competitive advantages. The company's human capital, market reputation, global network, and expertise in market research stand out as valuable resources. CBRE's expert team, with its

mastery of complex dynamics in the real estate sector and a customer-centric approach, contributes significantly to the company's competitive advantage. These rare resources differentiate CBRE from its competitors; for example, global presence and industry expertise are resources that are difficult to imitate.

However, some weaknesses are observed in terms of diversity. The emphasis on sales and consultancy activities indicates limited portfolio diversity. In markets with intense competition, this may pose a challenge in terms of imitability. How CBRE responds to competitive pressures in diverse markets could impact its long-term sustainability.

Lastly, from an organizational perspective, CBRE's collaborative culture and technological infrastructure enable effective management and utilization of resources. This is crucial, especially in responding promptly to customer needs and successfully managing complex projects. These strategic advantages position CBRE to maintain a leading position in the industry and maximize opportunities in the future.

## **Competitor Analysis:**

CBRE Ireland faces competition from key players like Savills Ireland, Knight Frank Ireland, JLL and Lisney. Savills has a global reach, Knight Frank is known for understanding clients well, and Lisney is a strong local player. CBRE Ireland sets itself apart with a range of services. To stay ahead, CBRE should keep an eye on industry trends and deliver excellent services.

### **Savills Ireland:**

**Competitive Nature:** Savills Ireland is a formidable rival with a global presence and a strategic foothold in Ireland through a significant acquisition.

Strengths:

- **Global Reach:** Savills' international standing provides a broad reach and diverse services, posing a threat to CBRE's market share (Savills, 2005).
- **Diversified Portfolio:** The company's estate transaction advisory and investment management services offer a comprehensive suite of solutions.

### **JLL (Jones Lang LaSalle):**

**Competitive Nature:** JLL is a globally recognized real estate services company operating in 80 countries, presenting a formidable presence.

Strengths:

- **Global Dominance:** JLL's widespread operations and Fortune 500 status highlight a global dominance that poses a challenge to CBRE.
- **Innovative Ventures:** With ventures like JLL Technologies and venture capital investments, JLL exhibits innovation, potentially impacting CBRE's technological standing (JLL, 2022).

### Knight Frank LLP:

**Competitive Nature:** Knight Frank LLP stands out as a rapidly growing competitor with an extensive global footprint.

Strengths:

- **Global Outreach:** Knight Frank's operations in over 57 countries and recent expansion into Egypt underscore its global influence (Knight Frank Ireland, 2016).
- **Diverse Services:** Offering a range of services, including investment advisory and property management, Knight Frank competes across various real estate segments.

### Lisney:

**Competitive Nature:** Lisney is a significant player deeply rooted in the Irish Real Estate landscape, posing a notable challenge to CBRE.

Strengths:

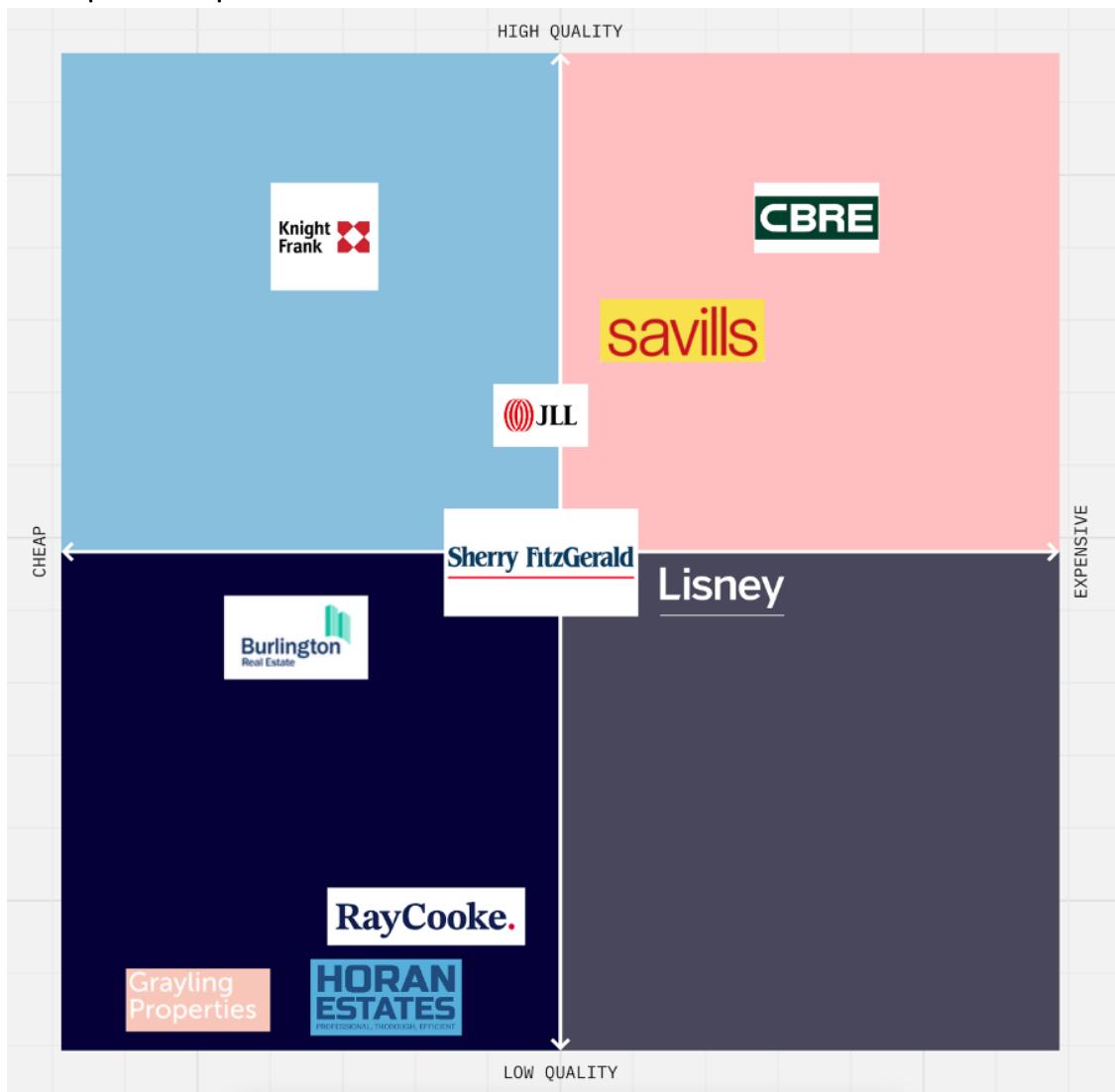
- **Local Expertise:** Lisney's longstanding presence in Ireland since 1934 provides a strong local connection and understanding, potentially impacting CBRE's market penetration.
- **Comprehensive Services:** Lisney's extensive range of services, encompassing sales, leasing, and property management, contributes to its competitive edge (Lisney., 2007).

## Strategic Implications for CBRE:

Understanding the global reach, diversified portfolios, and innovative ventures of competitors is crucial. CBRE must leverage its own strengths, such as a comprehensive range of services and agility in adapting to industry trends, to stay competitive and ahead of the competition.

Continuous monitoring of competitors' strengths and potential disruptions is essential for CBRE to refine and fortify its strategic initiatives.

### Perceptual Map:



Source: Designed by our group

### Perceptual Map Analysis:

This perceptual map provides a straightforward snapshot of how consumers perceive different real estate brands based on price and quality.

#### 1. Premium Quality Leadership (Top Right):

**CBRE's Strength:** Positioned at the top right, CBRE is seen as a premium brand offering high-quality real estate. This denotes leadership in delivering top-notch properties.

#### 2. Competitive Dynamics:

**Savills (Close to CBRE):** Shares a premium position with CBRE but slightly behind, indicating intense competition. CBRE is perceived as the primary choice for premium, high-quality real estate.

**Knight Frank (Top Left):** Balances affordability and high quality, making it a robust competitor in the premium segment, attracting a specific market niche.

**JLL and Sherry Fitzgerald (Middle):** Positioned in the middle, these brands strike a balance between price and quality, appealing to a broader market segment.

**Lisney (Expensive with Room for Improvement):** Positioned as expensive but with potential for improved quality, presenting strategic opportunities for enhancement.

### 3. Affordable & Low-Quality Segment (Bottom Left):

**Grayling & Horena Estates, Ray Cooke, Burlington Real Estate:** Cater to the budget-conscious segment, offering affordability with a perceived trade-off in quality.

#### Strategic Insights:

**CBRE's Premium Leadership:** CBRE can leverage its premium status, emphasizing a commitment to unparalleled quality to maintain and strengthen its leadership position.

**Competitive Adjustments:** Savills is a close competitor, and understanding the slight positioning difference can guide CBRE in strategic adjustments to stay ahead.

**Diversified Strategies:** Recognizing the broad market dynamics, CBRE may explore diverse strategies to cater to different consumer segments while maintaining a premium focus.

#### Conclusion:

This perceptual map analysis highlights CBRE's strong position in the premium segment and the competitive landscape. Strategic adjustments and a diversified approach can further solidify CBRE's market leadership.

Aspect	CBRE Ireland	Savills Ireland	Lisney
<b>Establishment Year</b>	1999	1999	1934
<b>Global Presence</b>	Yes	Yes	No
<b>Local Expertise</b>	Strong	Moderate	Strong
<b>Services</b>	Comprehensive	Diverse	Sales, Leasing, Property Management
<b>Market Reputation</b>	Well-established and recognized	Strong	Respected in Local Market
<b>Competitive Advantage</b>	Global Reach and Diverse Services	Global Presence and Diverse Services	Local Expertise and Established History
<b>Sustainability Metrics</b>	Energy Efficiency	Carbon Emissions	Green Building Certifications.

## Analyst Opinion:

Analyzing CBRE Ireland's performance reveals a commendable alignment with prevailing market dynamics and strategic foresight. The company has adeptly responded to evolving customer preferences, capitalizing on the demand for sustainable urban properties and demonstrating agility in navigating trends such as co-living spaces and mixed-use developments. This adaptability underscores CBRE Ireland's keen understanding of the local Real Estate landscape.

The influx of foreign investment into the Irish market, particularly driven by CBRE Ireland's appeal, is indicative of the company's strategic positioning. The ability to attract international investors, drawn by Ireland's economic stability and favorable conditions, reflects positively on CBRE Ireland's market credibility.

Considering the potential impact of Brexit, CBRE Ireland has demonstrated resilience, leveraging the increased demand for commercial and residential spaces in Dublin as a strategic advantage. This ability to navigate geopolitical shifts highlights the company's adaptability to unique circumstances, a crucial trait in the ever-evolving Real Estate sector.

Looking forward, CBRE Ireland may explore further strategic options to enhance its market presence. Expanding service offerings, such as tailored solutions for sustainable properties and facilitating mixed-use developments, could capitalize on existing trends and future-proof the business. Strengthening partnerships with foreign investors and local stakeholders will also contribute to long-term sustainability.

**Sustainability and ESG Commitment:** In Ireland's business landscape, CBRE, JLL, and Savills share a common commitment to sustainability and ESG practices. CBRE sets ambitious goals, aiming for net-zero carbon emissions by 2040. JLL aspires to achieve 100% renewable energy by 2030. Savills aligns its operations with the UN Sustainable Development Goals and implements initiatives such as the Savills Net Zero Carbon Commitment, Savills ESG Data Hub, and Savills ESG Advisory Services. This commitment resonates with the growing emphasis on environmental responsibility and sustainable practices in Ireland's real estate sector.

Considering CBRE Ireland's solid performance and potential strategic options, the recommendation is to continue leveraging market trends while diversifying service offerings. The company is well-positioned to capitalize on the growing demand for sustainable and flexible living solutions. According to (CBRE, 2021) Strategic partnerships and a proactive approach to emerging trends will be key in maintaining CBRE Ireland's competitive edge in the dynamic Real Estate landscape.

## **Strategic option:**

### **Market Penetration: Multi-Family Housing Project**

The significance of CBRE Ireland's investments in multi-family housing systems cannot be overstated as a strategic move. With a booming economy and a surge in migration, the challenge of providing affordable housing is more pressing than ever. Opting for multifamily properties strategically positions CBRE to capitalize on economies of scale, lowering the overall maintenance and management costs compared to individual homes. This not only addresses the immediate societal need for affordable housing but also presents a compelling economic opportunity. By concentrating on sustainable and innovative housing projects, CBRE not only meets current demands but also aligns with future housing needs while minimizing environmental impact.

This strategic shift not only promises long-term economic returns but also positions CBRE for a robust competitive advantage, establishing a brand that reflects social responsibility. Moreover, redirecting the company's predominant focus from corporate investments to individual investments aligns with a market penetration strategy, providing a balanced financial structure. This approach not only strengthens CBRE's market presence but also lays the foundation for sustained success in the dynamic real estate landscape.

### **Market Acquisition and Partnership: Student Accommodation**

Considering (Bowers, 2023) the substantial growth in both international student participation and overall student population in Ireland, particularly in higher education and English language schools, it becomes evident that the demand for student accommodation is on a continuous upward trajectory.

Considering the noteworthy expansion in this sector and the projected continuation of this trend over the next decade, there arises a strategic imperative to focus on student accommodation projects, starting in Dublin and gradually expanding to other key cities like Galway and Limerick.

In seizing this opportunity, the company should explore the strategic options of Acquisition and Partnership. Companies such as Aparts, Uninest Student Residences, and others, with established branches in city centers and proximity to universities, already offer successful student accommodation services. Acquiring such thriving businesses or forging strategic partnerships with them could represent a pivotal move for the company in Ireland.

By venturing into the lucrative and ever-growing student accommodation sector, the company not only expands its accommodation offerings but also positions itself for substantial growth. This strategic step aligns with the current market trends, ensuring the company's relevance and success in catering to the increasing demand for student housing in Ireland.

## **Strategic Evaluation:**

Overall Recommendation: A dual approach involving both market penetration and strategic partnerships receives a rating of 9/10. This recommendation is based on the synergies between these strategies. Market penetration directly addresses local demand, aligning with economic trends, while partnerships leverage external expertise and resources, reducing risks and

enhancing overall capabilities. The dual approach balances CBRE's financial structure, mitigates challenges associated with individual strategies, and positions the company for sustained growth in the Irish real estate market.

### **1. Market Penetration:**

**Strengths: 8/10**

- CBRE's focus on multi-family housing projects aligns with the pressing demand in Ireland, offering a direct solution to societal challenges and capitalizing on economic and migration trends.

**Challenges: 6/10**

- Success in market penetration relies on CBRE's ability to balance corporate and individual investments. This poses a moderate challenge, requiring careful financial management.

### **2. Acquisition:**

**Strengths: 9/10**

- Acquiring successful companies in the student accommodation sector provides CBRE with an established presence in a high-demand market. This strategic move leverages successful models and taps into significant growth potential.

**Challenges: 7/10**

- Acquisition comes with integration challenges and potential cultural differences. The success of this strategy depends on CBRE's ability to seamlessly assimilate acquired entities, posing a moderate challenge.

### **3. Partnership:**

**Strengths: 9/10**

- Forming partnerships in the multi-family housing sector allows CBRE to tap into the expertise and resources of existing players. This collaborative approach can expedite market entry, minimize risks, and enhance overall capabilities.

**Challenges: 6/10**

- The success of partnerships relies on finding compatible and trustworthy entities. While this poses a moderate challenge, effective collaboration is critical and requires careful management.

**Overall Recommendation:** A dual approach involving both market penetration and strategic partnerships receives a rating of **9/10**. This recommendation is based on the synergies between these strategies. **Market penetration** directly addresses local demand, aligning with economic trends, while **partnerships** leverage external expertise and resources, reducing risks and enhancing overall capabilities. The dual approach balances CBRE's financial structure, mitigates challenges associated with individual strategies, and positions the company for sustained growth in the Irish real estate market.

## **Future Strategic Directions.**

### **Technology Advancement:-**

CBRE Ireland can prioritize the integration of advanced technologies into its real estate services as part of its future strategic direction. Adopting technologies such as artificial intelligence (AI),

data analytics, and blockchain has the potential to transform the way real estate transactions and services are conducted and delivered.

Artificial intelligence can be employed to analyze vast amounts of real estate data, providing clients with more accurate and insightful market trends, investment opportunities, and risk assessments. Additionally, AI-driven tools can streamline processes, automating routine tasks in property management, transaction documentation, and financial analysis, thereby increasing efficiency, and reducing the margin for error.

Machine learning algorithms can enhance predictive analytics, offering clients valuable insights into future property values and market dynamics. Predictive modeling can assist in forecasting market trends, enabling clients to make more informed decisions about property investments, development projects, and asset management.

In summary, by strategically integrating these advanced technologies, CBRE Ireland can position itself as a tech-savvy and innovative player in the real estate services sector. This approach not only enhances the quality and efficiency of its services but also demonstrates a commitment to staying at the forefront of industry trends, providing clients with a competitive advantage in the dynamic real estate market.

### **Services Expansion:-**

This approach involves venturing into additional realms of real estate services, broadening the range of solutions it offers to clients. By offering property management services, which involve overseeing the day-to-day operations of properties on behalf of owners.

CBRE Ireland not only expands its revenue streams but also provides a more comprehensive suite of solutions for clients who seek end-to-end real estate support. By diversifying into this area, CBRE Ireland could position itself as a one-stop solution for clients, addressing not only the transactional aspects of real estate but also the ongoing operational and maintenance needs.

This strategic move is driven by the recognition that clients often require a comprehensive approach to real estate services. Diversification allows CBRE Ireland to strengthen its client relationships, create additional value, and differentiate itself in a competitive market. It also positions the firm to adapt to changing client demands and market dynamics, ensuring long-term sustainability and relevance in the evolving real estate industry.

### **Potential Risk Management Strategy:-**

Risk Management is essential for managing uncertainties in the real estate sector. A risk management strategy entails spotting potential problems, evaluating their implications, and putting precautions in place to lessen negative outcomes. This could include a thorough analysis of all potential influences on the real estate sector, including geopolitical events, regulatory changes, and economic trends. For example, CBRE Ireland may create backup plans to deal with how recessions affect real estate prices or produce ways to adjust to changing regulatory environments. CBRE Ireland can strengthen its resilience, safeguard the interests of its clients and uphold stability in a volatile market by taking proactive measures to manage risks.

## Recommendations:

CBRE Ireland is strategically positioned at the forefront of the dynamic real estate sector, poised for continued success. Our thorough analysis reveals key strategic recommendations to optimize strengths and address challenges.

**Ireland's Tech Hub Leadership:** Capitalize on Ireland's global recognition as a technology hub by aligning real estate services with the evolving needs of tech companies in Dublin. Maintain technological leadership to stay ahead in the rapidly advancing digital landscape.

**Untapped Student Housing Market:** Seize the vast potential within the student housing market. Tailor offerings to meet the diverse needs of both local and international students, enhancing CBRE's market presence and tapping into a growing demand.

**Strategic Entry into Multi-Family Housing:** Address the pressing demand for affordable housing through a carefully planned entry into multi-family housing projects. Emphasize innovative and sustainable solutions to establish CBRE as a leader in this crucial sector.

**Sustained Technological Leadership:** Uphold CBRE's position as a technological and innovative frontrunner. Ensure the company's product suite remains at the forefront of digital advancements, securing a distinct competitive edge.

**Strategic Weakness Mitigation:** Address weaknesses strategically by differentiating in the competitive market, diversifying revenue streams, actively seeking new clients, improving customer service, and managing intellectual property challenges with a targeted approach.

**Leverage Competitive Advantages:** Maximize CBRE's rare resources, differentiation, expertise, global reach, and diverse resources. These advantages position CBRE for enduring success and resilience in the ever-evolving real estate landscape.

This comprehensive strategic roadmap guides CBRE Ireland to navigate complexities, embracing innovation, exploring emerging markets, and strategically addressing weaknesses for sustained leadership and growth.

## Conclusion:

In concluding our investigation into the shifting demographics of Ireland and the consequential challenges faced by real estate developers, particularly in the context of CBRE, it is evident that strategic foresight and proactive measures are imperative for success. The ongoing discourse surrounding demographic changes, coupled with governmental policies and ecological constraints, underscores the necessity for companies like CBRE to navigate complexities adeptly.

Our exhaustive analysis, spanning CBRE's foreign investments, technological prowess, leasing strategies, competitive dynamics, revenue diversification, client portfolio, and regulatory landscape, coupled with both horizontal and vertical competitor analyses, and expert opinions, offers a comprehensive understanding of CBRE's current standing. The focal points of performance, agility, adaptability, strategic positioning, available strategic options, ESG commitment, and future strategic directions have been thoroughly explored.

The recommended dual approach, encompassing both market penetration and local partnerships, emerges as a strategic imperative for CBRE. This nuanced strategy is envisioned to sustain its current market position while strategically positioning the company for future market dominance.

In conclusion, CBRE stands as a real estate giant in Ireland, facing formidable competition from entities like Lisney, Ray Cooke, and Savills. Embracing the suggested strategies that leverage its strengths and exploit opportunities beyond the reach of competitors is essential for CBRE's continued success and market leadership.

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## Appendices

### Appendix 1:

#### Rating Explanation:

The rating for each strategic option is a subjective evaluation based on the perceived strengths and challenges associated with each option. Here is a general explanation of how the rating is done:

#### Strengths Rating (e.g., 8/10 for Market Penetration):

- The strength rating considers the positive aspects and advantages of the strategic option.
- A higher score (closer to 10) indicates stronger alignment with CBRE's goals, market demands, and potential for success.
- Factors such as addressing societal challenges, market alignment, and leveraging trends contribute to the strength rating.

#### Challenges Rating (e.g., 6/10 for Market Penetration):

- The challenges rating reflects potential obstacles, difficulties, or risks associated with implementing the strategic option.
- A lower score (closer to 1) suggests higher complexity or difficulty in overcoming challenges.
- Factors like fiscal management, potential shifts in investment focus, and associated risks contribute to the challenges rating.

#### Overall Rating (e.g., 9/10 for Dual Approach):

- The overall rating is an aggregate assessment that considers both strengths and challenges.
- It reflects the overall viability and effectiveness of the strategic option.
- A higher overall rating suggests a more favorable evaluation of the strategy's potential success and alignment with CBRE's objectives.

It's important to note that these ratings are subjective and depend on the specific context, goals, and challenges of CBRE. They serve as a qualitative assessment to aid in decision-making and strategy development. Adjustments to the ratings can be made based on further analysis, market dynamics, and strategic considerations.

## Appendix 2:

### CBRE VRIO:

Resource of Capability	Valuable	Rare	Inimitable	Organization	Impact on Competitive Advantage
Talent to Manage Regulatory and Legal Obligations	✓	✗	✗	✓	Competitive parity
CBRE Group Customer Network and Loyalty	✓	✓	✗	✓	Unused competitive advantage
Successful Implementation of Digital Strategy at CBRE Group	✓	✗	✗	✓	Competitive parity
Sales Force and Channel Management of CBRE Group	✓	✗	✗	✗	Sustainable competitive advantage
Customer Community of CBRE Group	✓	✓	✗	✓	Unused competitive advantage
Track Record of Project Execution	✓	✓	✓	✓	Sustainable competitive advantage

Opportunities in the E-Commerce Space for CBRE Group - using Present IT Capabilities	✓	✗	✓	✓	Unused competitive advantage
Access to Cheap Capital for CBRE Group	✓	✗	✗	✓	Competitive parity
Alignment of Activities with CBRE Group Corporate Strategy	✓	✗	✗	✓	Competitive parity
Opportunities in the Adjacent Industries that CBRE Group can exploit & New Resources Required to Enter those Industries	✓	✗	✗	✗	Sustainable competitive advantage
Intellectual Property Rights, Copyrights, and Trademarks	✓	✓	✓	✓	Sustainable competitive advantage
Vision of the Leadership for Next Set of Challenges	✓	✗	✓	✗	Competitive parity
Financial Resources of CBRE Group	✓	✗	✗	✓	Competitive parity
Track Record of Leadership Team at CBRE Group	✓	✓	✓	✓	Sustainable competitive advantage



### Appendix 3: Members Contribution.

#### **John Munonye Uzuegbu:**

I was deeply involved, working from the project's inception to its conclusion. From gathering information to constructing detailed content, my hands were in every stage of the process. We operated as a team, scrutinizing and refining each other's work through numerous collaborative meetings. Facing challenges like information gathering and creating the perceptual map, we conquered them as a united unit. My focus encompassed key sections, such as the executive summary, introduction, and both external and internal analyses. Our examination of strategic options, coming to an agreement, and the framing of conclusions and recommendations were shared responsibilities, symbolic of our collaborative spirit.

#### **Praise Chubiy Ojo Yakubu:**

From the project's birth to its completion, I played a role in every aspect. Information gathering, research, and crafting content – I contributed at every step. Our collaborative efforts were the backbone of the project. We engaged in thorough peer reviews and collaborative sessions, refining our work. Confronting challenges like information gathering and the creation of the perceptual map, we tackled them as a united front. My mark is on significant sections, including the executive summary, introduction, and both external and internal analyses. The investigation of strategic options, and the shaping of conclusions and recommendations were a shared effort, illustrating our cohesive teamwork.

#### **Shahzad Saeed:**

Throughout the project, my involvement was comprehensive, covering information gathering, research, and content creation. Working side by side, each team member contributed equally. Collaborative sessions and peer reviews were essential in refining our work. Overcoming challenges like information gathering and the creation of the perceptual map highlighted our collective strength. My focus extended to vital sections, such as the executive summary, introduction, and both external and internal analyses. Our collective exploration of strategic options, consensus-building, and the formulation of conclusions and recommendations were shared tasks, demonstrating our united approach.

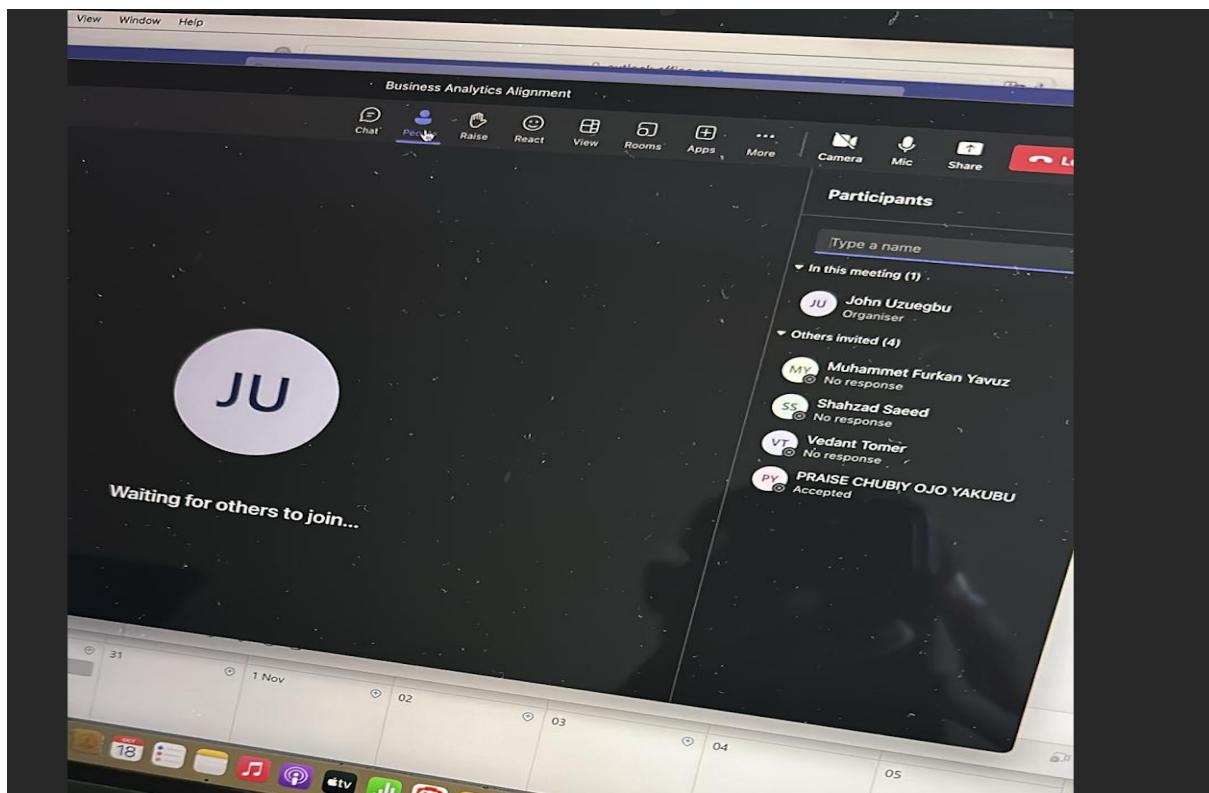
#### **Muhammet Furkan Yavuz:**

Engaged from start to finish, I was an active participant in information gathering, research, and content creation. Team dynamics were crucial, and each member played an equal part. Collaborative sessions and peer reviews were instrumental in shaping our work. Challenges like information gathering and creating the perceptual map were met with our collective

determination. My contribution surrounds key sections, including the executive summary, introduction, and both external and internal analyses. Our shared discussions of strategic options, and the crafting of conclusions and recommendations were collective efforts, mirroring our cohesive teamwork.

**Vedant Tomer:**

In the project's lifecycle, I played an integral role in information gathering, research, and content creation. Our teamwork was our strength, with every member contributing equally. Collaborative sessions and peer reviews sharpens our work to perfection. Overcoming challenges like information gathering and perceptual map creation showcased our collective resilience. My focus extended to pivotal sections, including the executive summary, introduction, and both external and internal analyses. Our probe of strategic options, and the formation of conclusions and recommendations were collective endeavours, underscoring our unified team spirit.





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**Participants**

Name	First join	Last leave	In-meeting duration	Role
JU John Uzuegbu 10632668@mydbs.ie	10:00	10:45	44m 27s	Organiser
MY Muhammet Furkan Yavuz 20014641@mydbs.ie	10:00	10:44	44m 14s	Presenter
VT Vedant Tomer 20015122@mydbs.ie	10:00	10:44	44m 1s	Presenter
PY PRAISE CHUBIY OJO YAKUBU 20006951@mydbs.ie	10:02	10:44	42m 23s	Presenter
SS Shahzad Saeed 10627692@mydbs.ie	10:04	10:45	40m 52s	Presenter



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