Group 3,

You will meet in room WRB 319 with your guest executive Marc Vecchio.

I have attached your case and a few reminders on the assignment:

· **You should be prepared to LEAD the discussion on Monday.**

· You will play the role of consultants; hired by the executive to understand their business, help them with a specific business issue, and propose solutions.

· Use open-ended questions.

· **You are not proposing any solutions during the session Monday.** You are gathering information you will use to develop your solutions in the coming weeks

· From the workshops you need to understand the current (As-Is) business process(es) and be able to document.

· Your first presentations will include:

· A description of the business

· The challenges presented by the client

· As-Is business process

· Proposed To-Be process

· Description of the underlying technologies that will enable your solution.

· Business case benefits/reason to act and MVP are NOT part of Presentation 1

· 20 minute time limit

· All team members should present

· Your audience is your fellow consultants

· You may request a 30 minute session with me before you presentation to help you refine your solution and presentation.

# **Case Scenario: Boxer Property**

Client Sponsor: Marc Vecchio

Marc has been working in the Houston commercial real estate market for 28 years. Marc is responsible for the operations of a large portfolio of office buildings in the U.S. Operations in commercial real estate include customer/tenant services, design and construction of interior spaces, capital improvements, day-to-day maintenance, security, utilities procurement, rent collection, and budgeting.

Organization

In his role as Chief Operating Officer at Boxer Properties, Marc oversees a team of approximately 300 employees (250 domestic, 50 international) that manage and maintain 51 office buildings in the U.S. His functional teams include Property Management, Design & Construction, Engineering, Asset Management, and Security. Their overarching mission is to **design, build, and manage office space as economically as possible** while fostering positive relationships with roughly 4,000 tenants.

Challenges

Boxer continues to expand rapidly. However, their core team of experienced real estate managers is stretched to its limit. Boxer onboards nearly 200 new tenants every month. Consistency and timeliness of the onboarding process are important when starting a new client

relationship and ***when delays occur, this can increase costs***. Boxer’s portfolio is not static. Buildings are bought and sold regularly. Maintenance and warranty records are an important part of the due diligence process. In addition, **building maintenance is one** of the largest expense items for Boxer. **Reducing maintenance cost is always a top priority**. Clients’ space needs continue to evolve. COVID, work from home, and the current return to the office trend, have accelerated this evolution. When usage shifts occur, buildings can become outdated and mismatched to tenants’ demands. Boxer is ***always looking to stay in sync with client demands and finding ways to improve forecasting and planning to maintain high occupancy rates.***

Main takeaway: Boxer Property is rapidly expanding but faces challenges in **scaling tenant onboarding, reducing high maintenance costs, and adapting to shifting tenant demands**. As the core team is stretched thin, improving efficiency in these areas is crucial to sustaining growth.

## **Persona study**

Marc Vecchio is an experienced real estate executive with a strong background in property management, asset management, and corporate real estate. His role as **Chief Operating Officer at Boxer Property** involves **leading multiple functional teams** while leveraging **Stemmons Enterprise**, an enterprise platform, to enhance efficiency. He has been in the commercial real estate (CRE) industry for nearly **three decades**, with a **deep understanding of property operations, leasing, and corporate real estate strategy.**

**1st question:** *Marc, with your extensive experience in commercial real estate, you’ve seen a lot of industry shifts over the years. What’s one trend in office space management that excites you the most right now?*

**1. Leadership & Strategy at Boxer Property**

• You emphasize Boxer’s **“unique approach”** in the CRE industry. Could you elaborate on what makes it different from competitors?

• You have led Boxer’s operations for **over a decade**. How has your strategy evolved to meet the changing demands of tenants and property management?

• How does **Stemmons Enterprise** enhance Boxer’s operational efficiency? Can you share specific examples?

• What are some **long-term strategic goals** for Boxer Property in the next 3–5 years?

**2. Operational Challenges & Business Processes**

• Can you describe the **day-to-day operations** of Boxer’s property management, and how teams coordinate across 51 buildings?

• Given that Boxer **onboards 200 tenants monthly**, what are the biggest observed **bottlenecks in the onboarding process**?

• How does your team currently handle **maintenance tracking and cost management**? do you believe inefficiencies exist and the process could be improved?

• What role does **technology** play in managing maintenance and warranty records?

• Given that Boxer **buys and sells buildings frequently**, how do you ensure smooth transitions for tenants and property teams?

**3. Adapting to Market Changes**

• How has the **post-COVID work environment** changed tenant demands? What trends are you seeing in office space usage?

• What challenges do you face in **forecasting and planning** for shifts in tenant needs?

• Have there been **recent technological investments or process improvements** aimed at improving forecasting accuracy?

**4. Decision-Making & Resource Allocation**

• If you had **unlimited resources**, what are the first **three areas** you would optimize or invest in?

• What factors influence your decision-making when **prioritizing operational efficiency vs. cost reduction**?

• How does Boxer measure **tenant satisfaction** and operational success?

If Marc provides interesting insights, consider exploring:

• How Boxer leverages **data and analytics** in decision-making.

• The **future of commercial real estate** from his perspective.

• Lessons he has learned from **his time at CBRE, JPMorgan, and Hines** that influence his leadership at Boxer.

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• **Structure the interview flow**: Start with high-level questions (strategy, leadership) before diving into operational pain points.

• **Assign team roles**: Who asks which questions, who takes notes, who observes body language, etc.

• **Keep the conversation natural**: If Marc shares unexpected insights, be flexible and probe deeper.

# **Final List: Key Questions to Prioritize in the Interview**

**A. Tenant Onboarding & Customer Experience**

1. What does the **end-to-end tenant onboarding process** look like today?

2. Where do delays typically occur, and what causes them?

3. How is **onboarding efficiency tracked**?

4. What feedback have tenants given about their onboarding experience?

**B. Building Maintenance & Cost Reduction**

5. What are the **biggest drivers of maintenance costs**?

6. How are **maintenance records managed**, and what challenges do you face?

7. What role does technology play in **reducing maintenance costs**?

8. Is Boxer exploring **predictive maintenance or automation** to optimize operations?

**C. Adapting to Market Trends**

9. How have **tenant space needs changed** in recent years?

10. How does Boxer **forecast demand shifts**?

11. What are the **biggest challenges** in staying aligned with tenant needs?

**D. Strategic Decision-Making**

12. If you had **unlimited resources**, what would you prioritize for improvement?

13. Are there any **new technology investments** under consideration?

14. How do you **balance cost efficiency with maintaining high service quality**?