

**Benchmarking Insights**

PwC's asset management perspectives and analysis

***Real Estate Firms  
IT Systems Study***

February 2014

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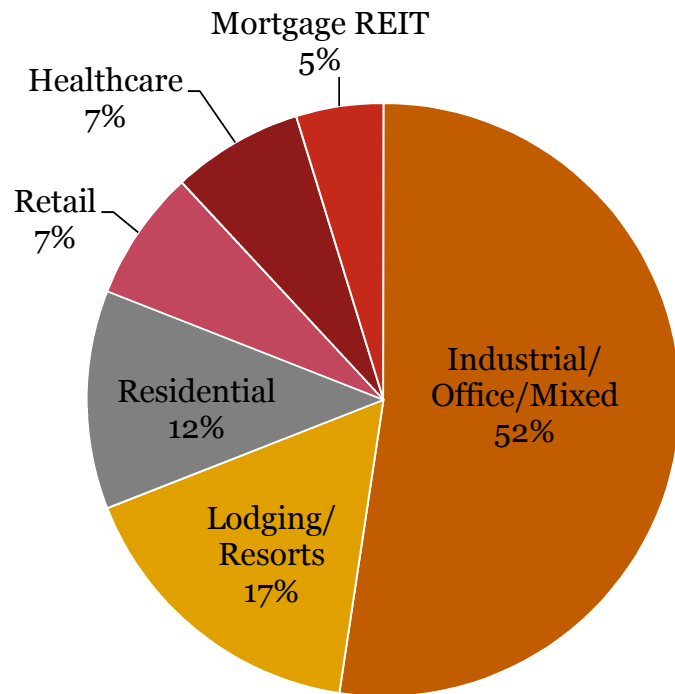
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# *Organizational Overview*

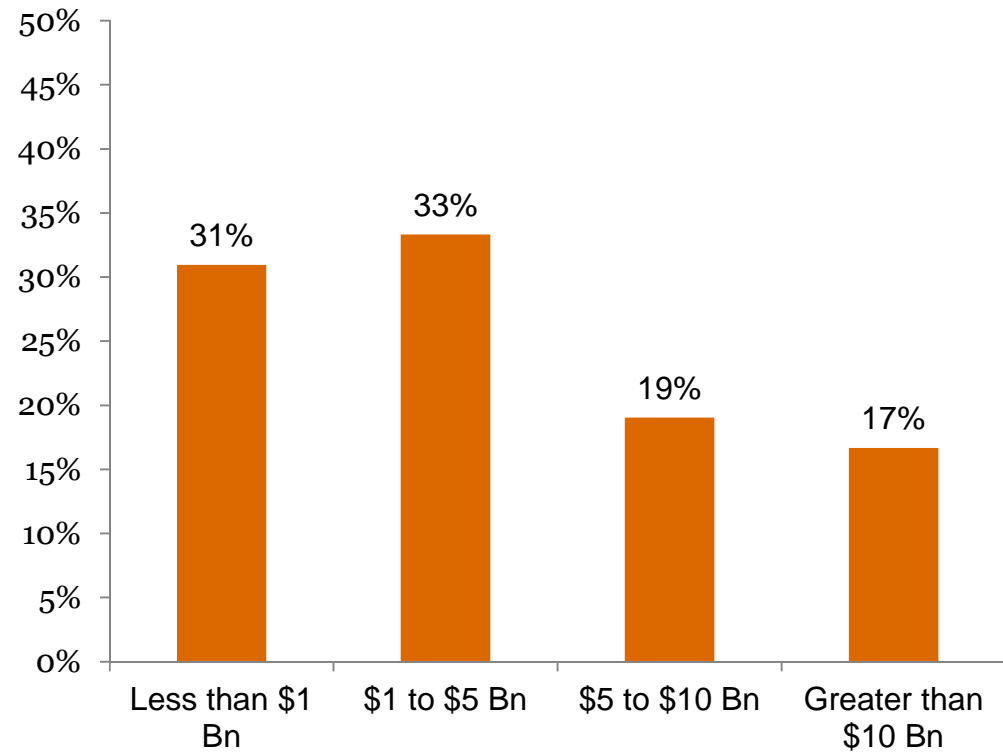
# Organizational Overview

Data from 42 real estate firms is included in this study.

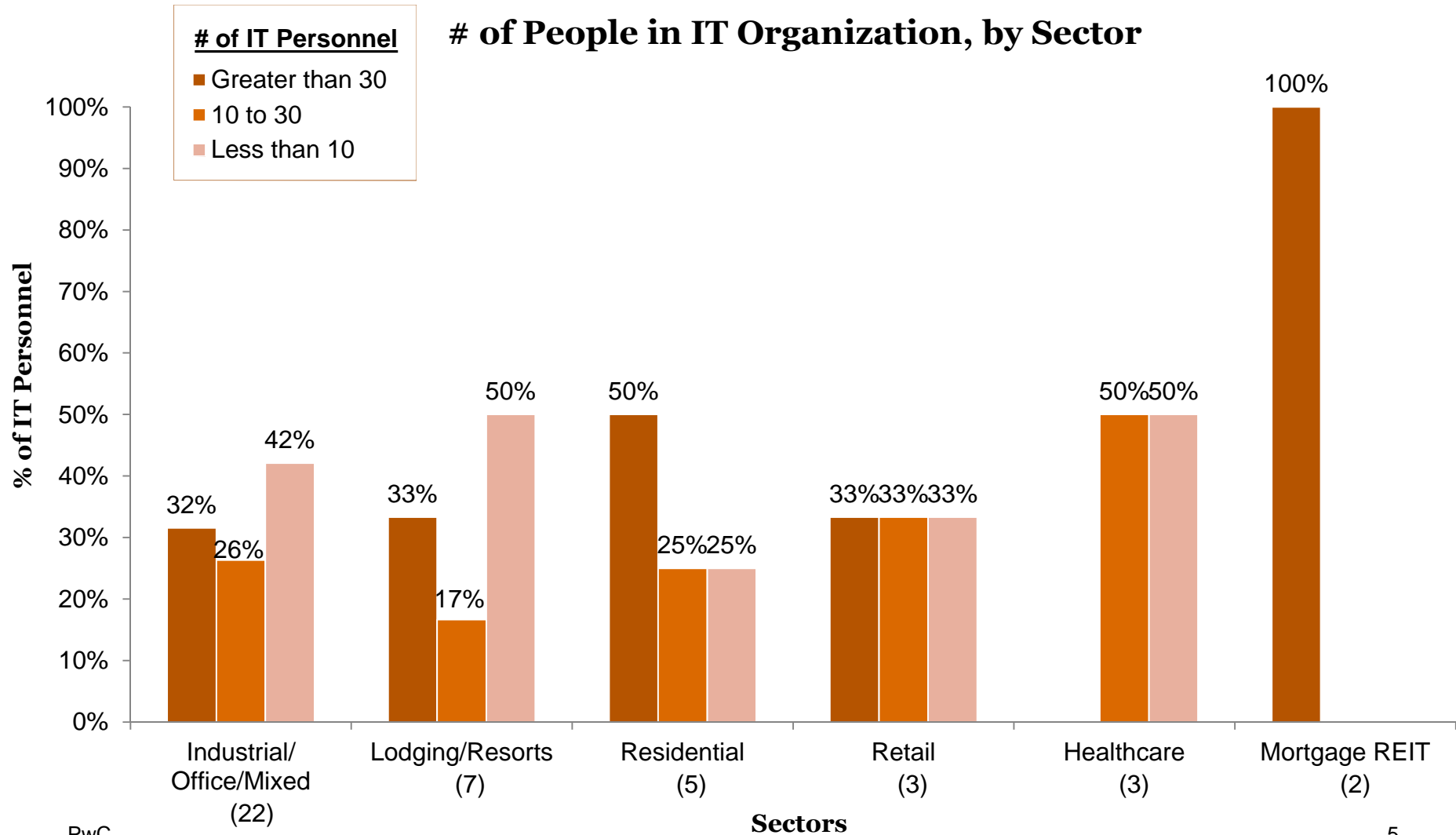
### Property Sectors of Participants



### Market Cap Range of Participants

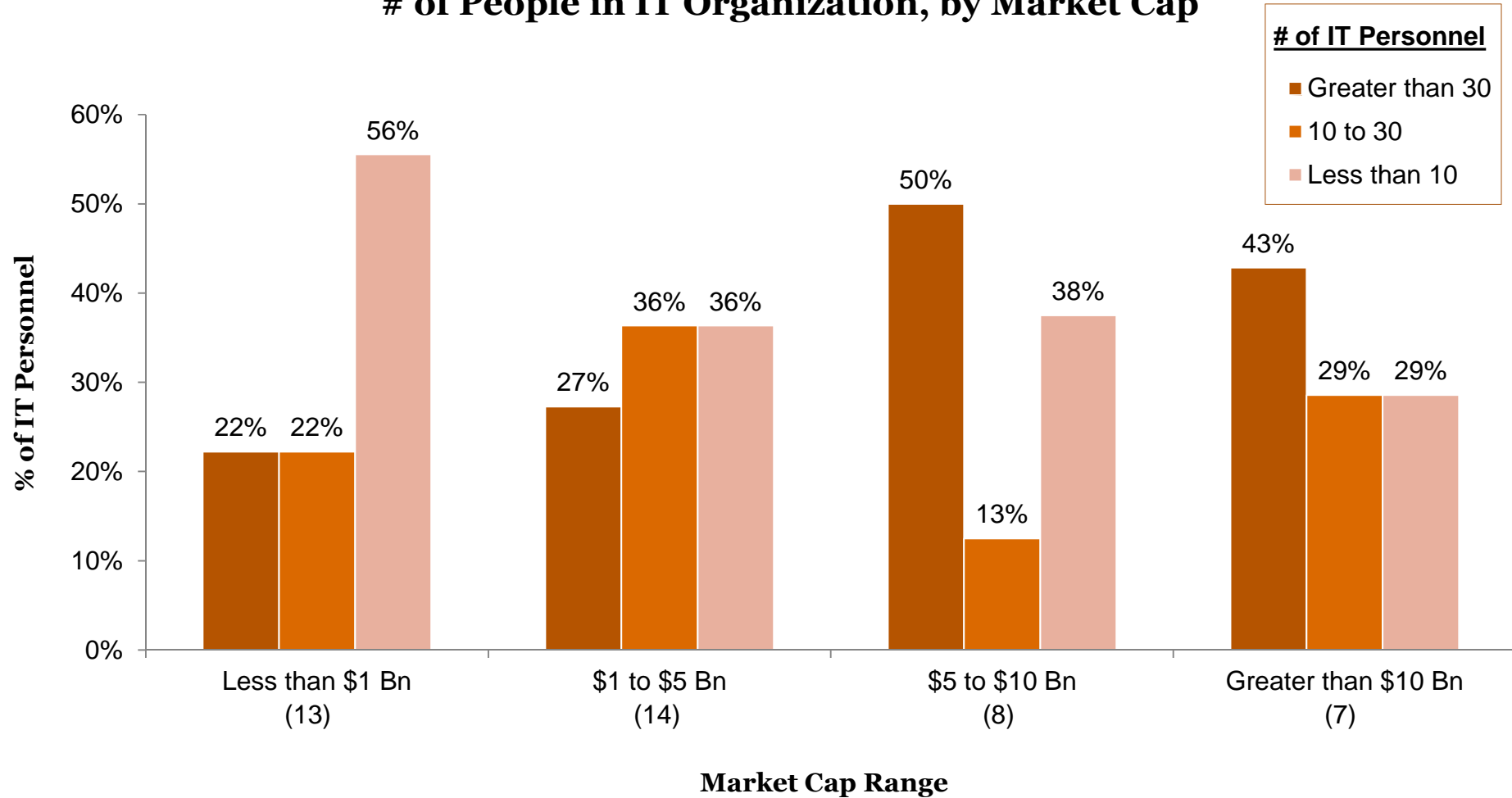


# Organizational Overview, cont'd



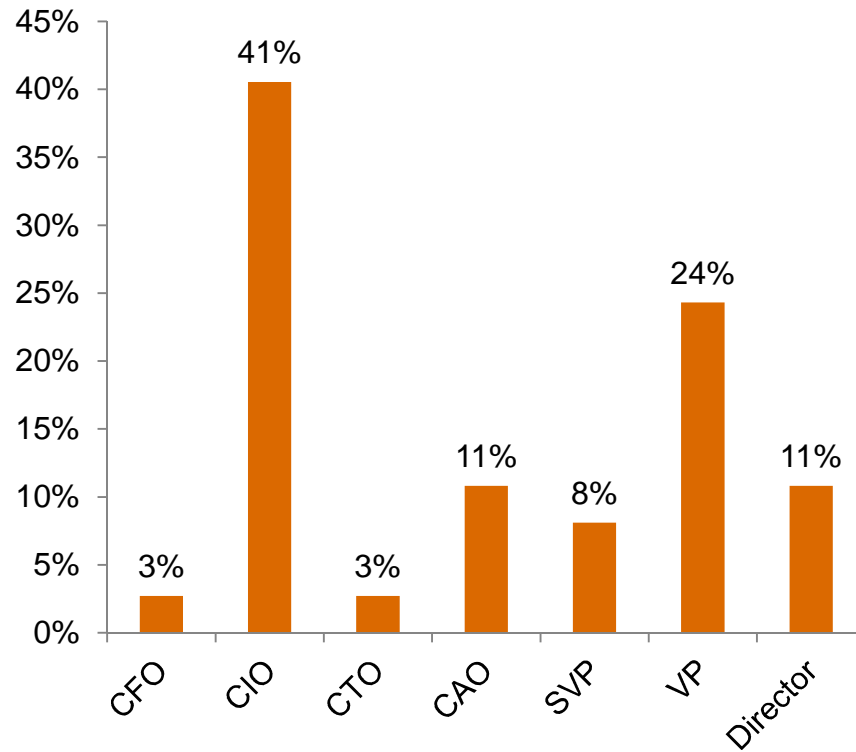
## Organizational Overview, cont'd

# of People in IT Organization, by Market Cap

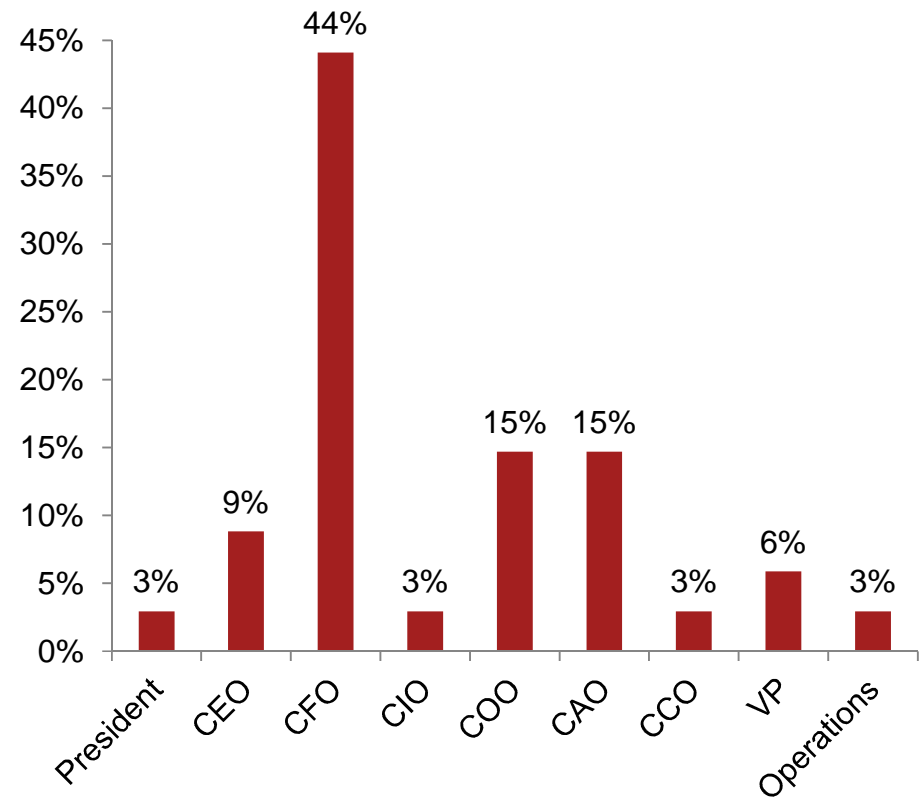


# Organizational Overview, cont'd

### Title for Head of IT Department



### Reporting Line To...



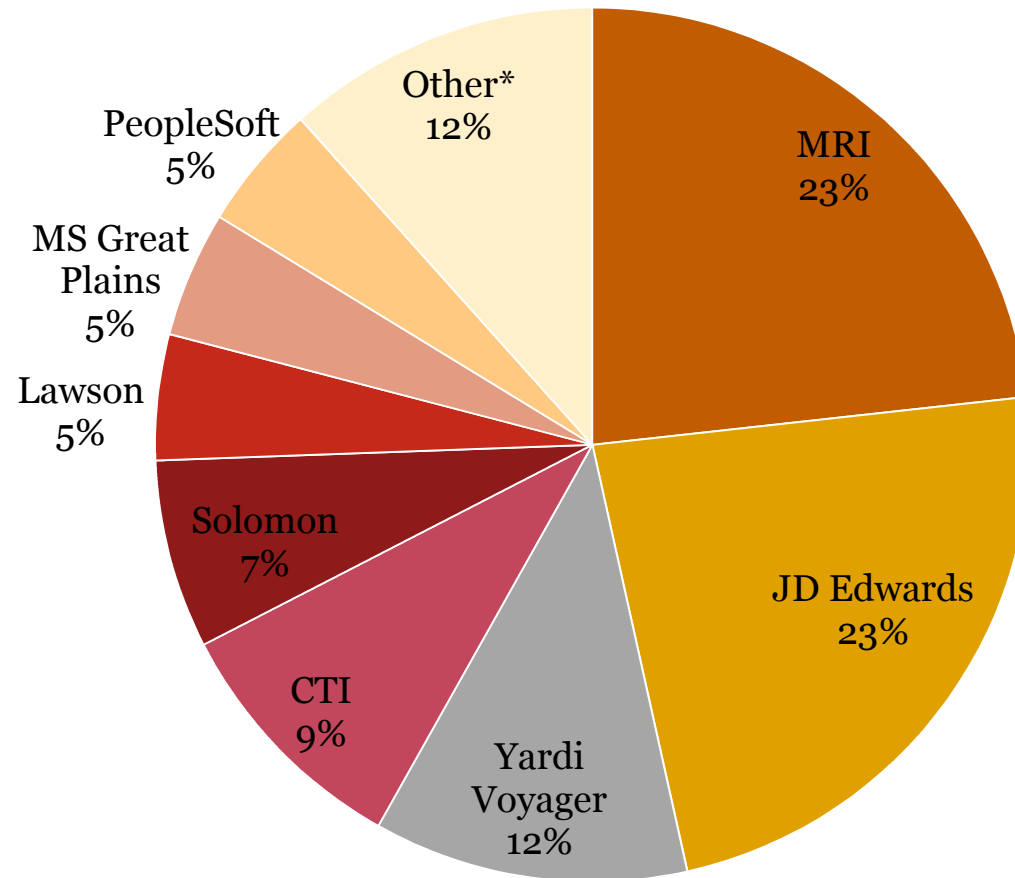
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# *General Ledger Systems Overview*



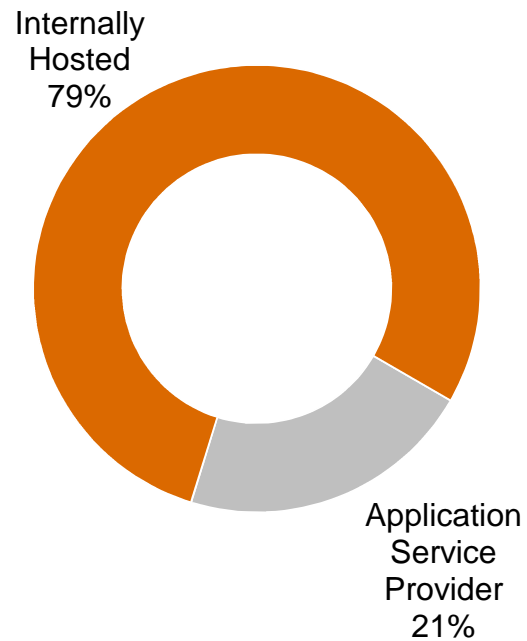
# General Ledger Systems Overview

## General Ledger Systems Used

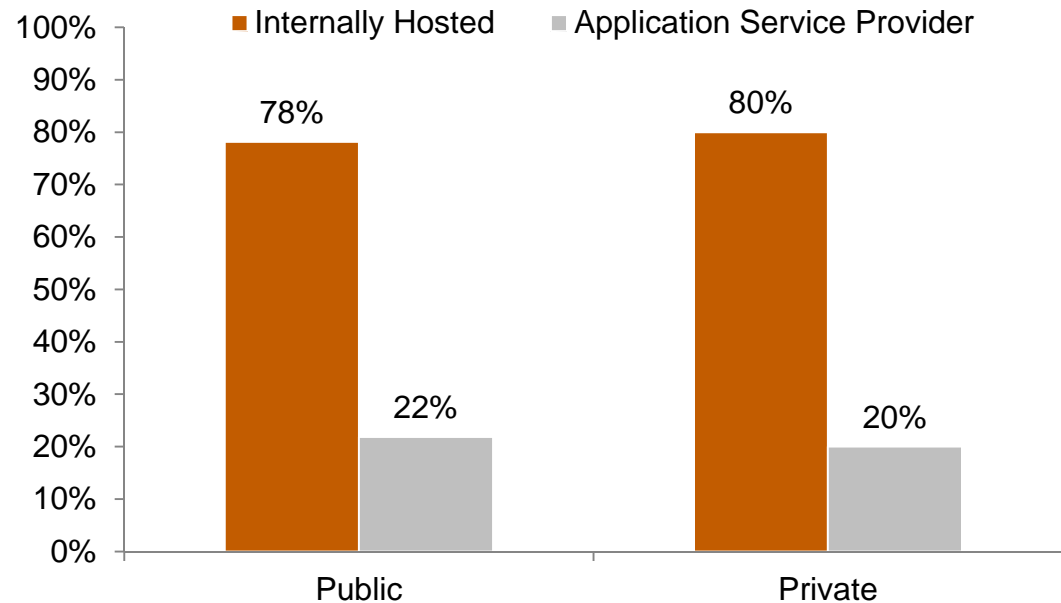


# General Ledger Systems Overview, cont'd

## Are GL Systems Internally Hosted or Outsourced?

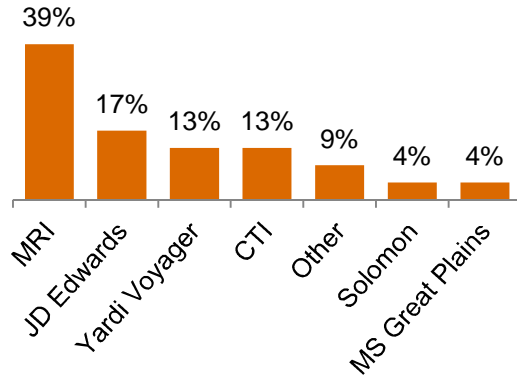


## GL Systems - Internally Hosted vs. Outsourced, by Public vs. Private

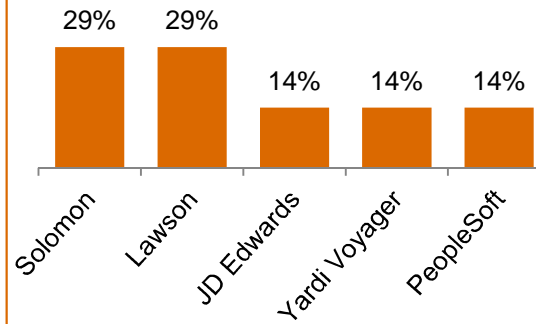


# General Ledger Systems, by Sector

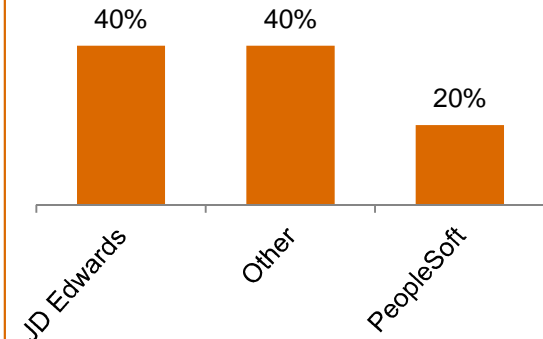
## Industrial/Office/Mixed



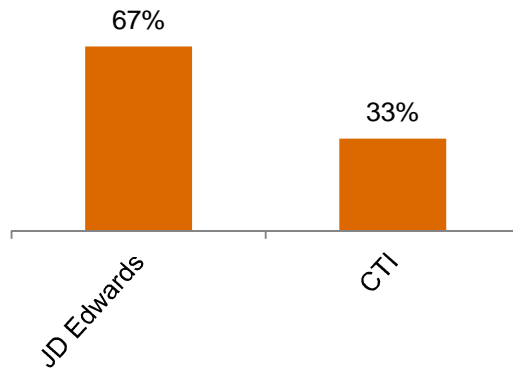
## Lodging/Resorts



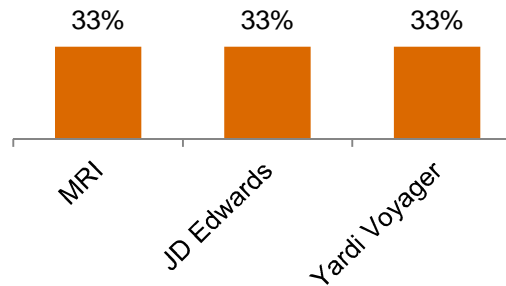
## Residential



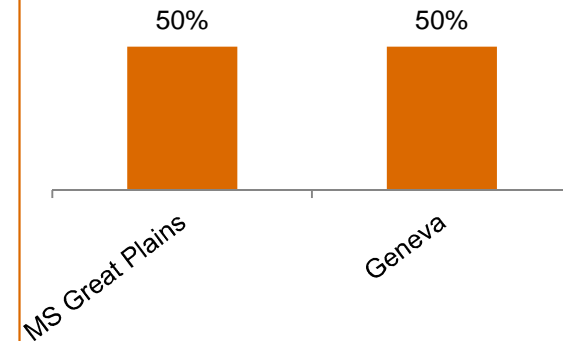
## Retail



## Healthcare

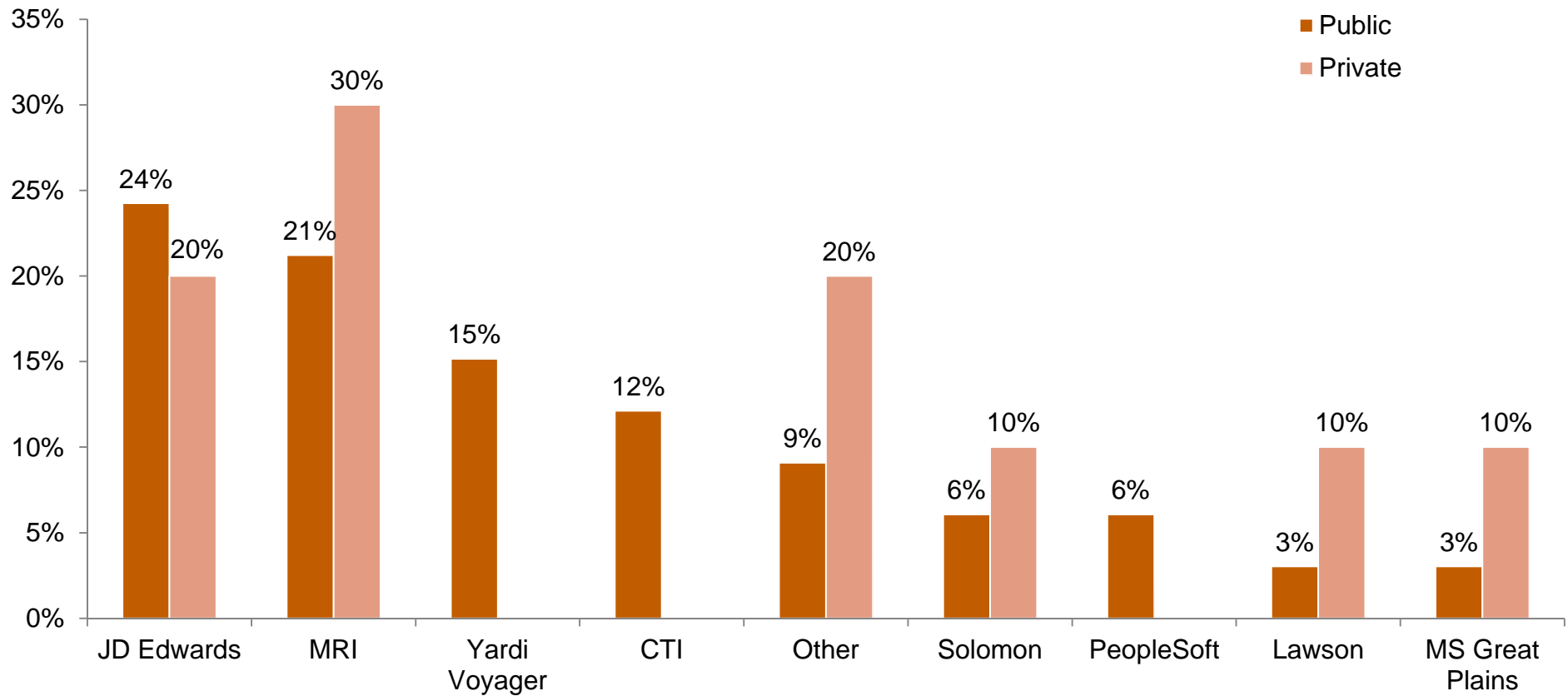


## Mortgage REIT



# General Ledger Systems, Public vs. Private

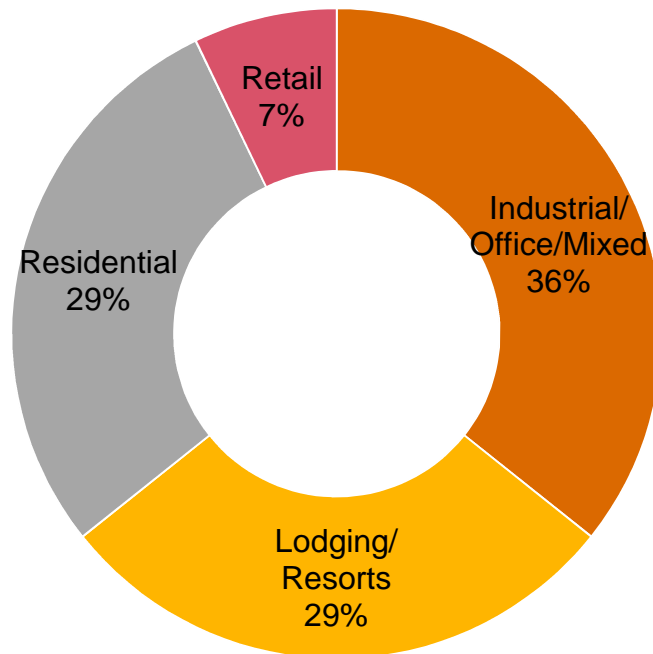
## GL Systems - Public vs. Private



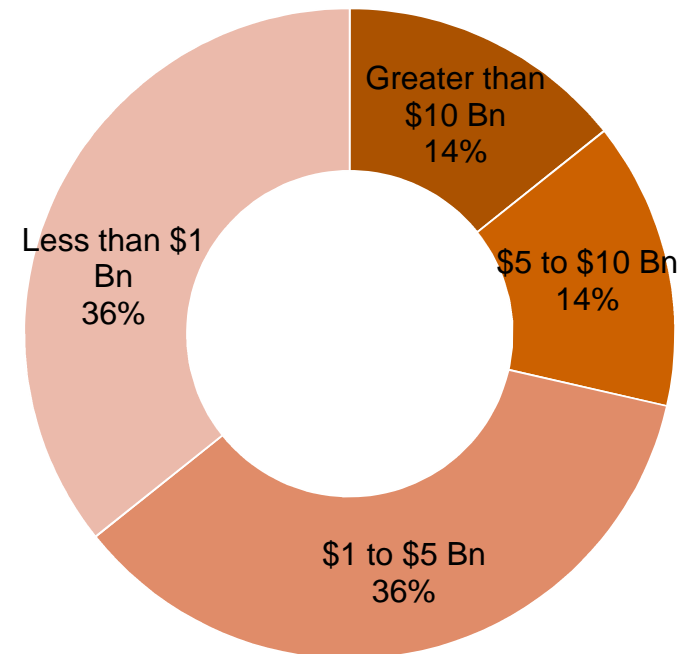
## General Ledger Systems Overview, cont'd

Out of the 42 real estate firms, 14 use a property management system separate from their general ledger system

**Sector Breakdown**



**Market Cap Breakdown**

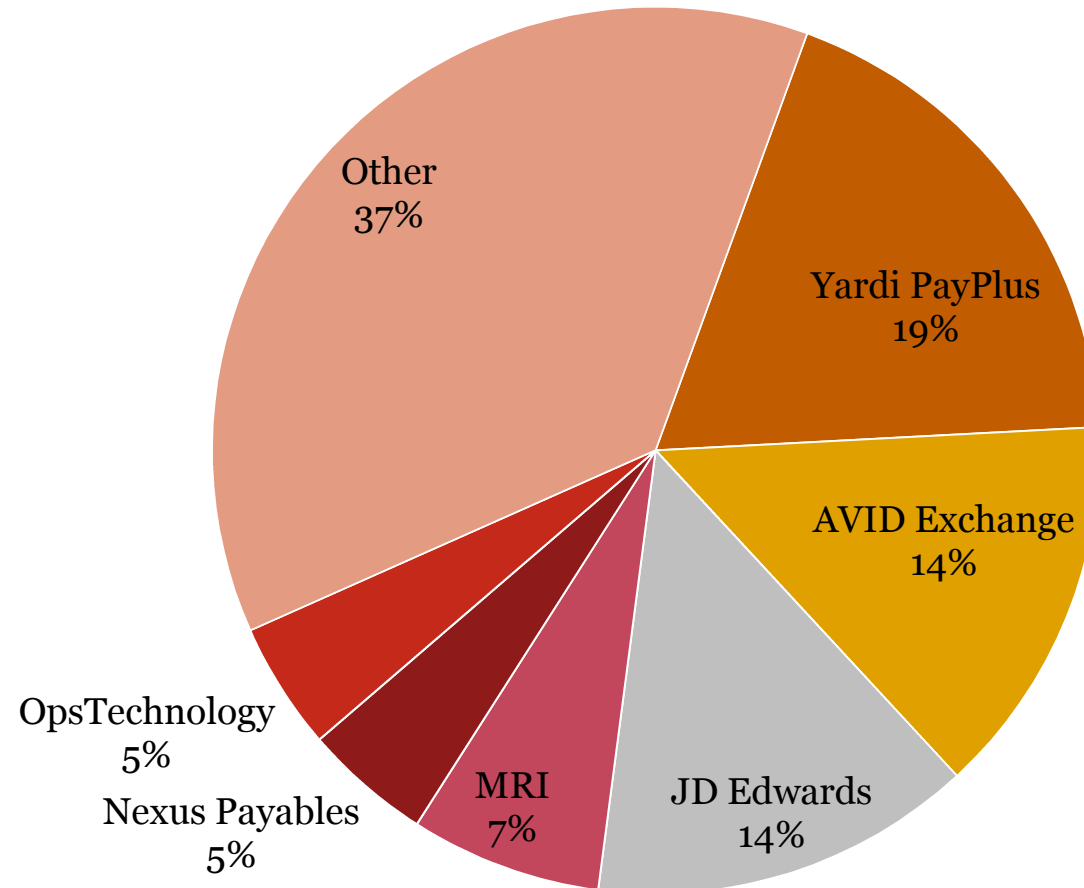


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# *Accounts Payable Systems Overview*

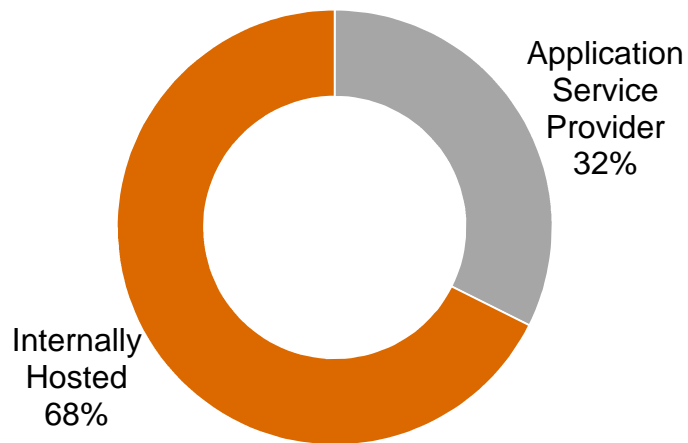
# Accounts Payable Systems Overview

## Accounts Payable Systems Used

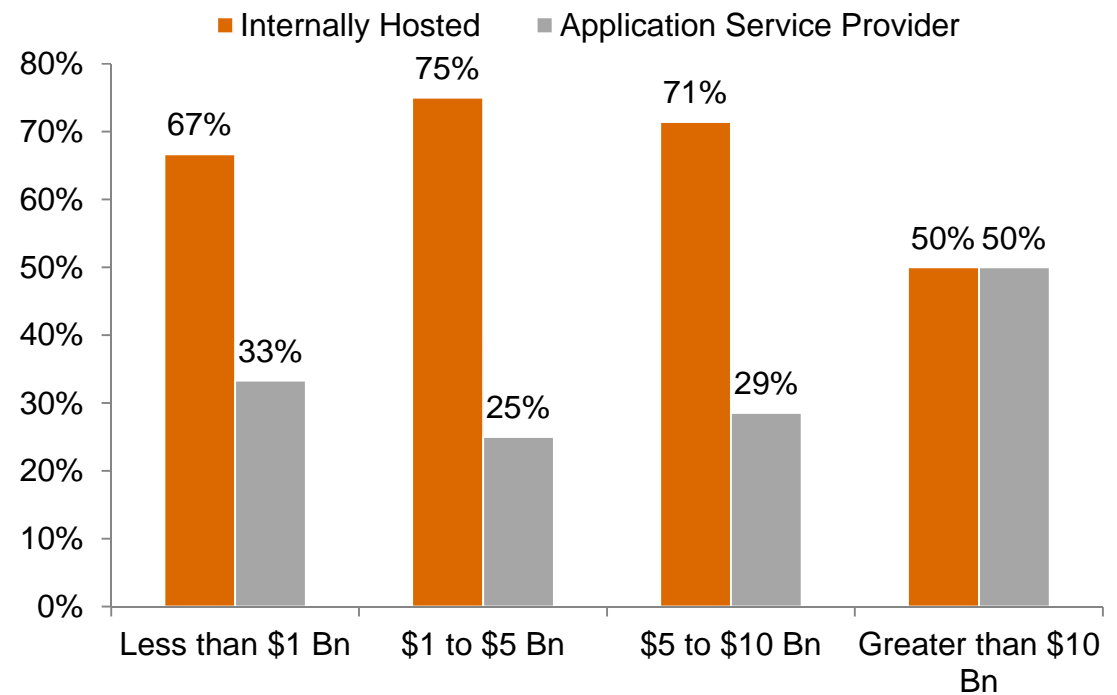


# Accounts Payable Systems Overview, cont'd

## Are AP Systems Internally Hosted or Outsourced?

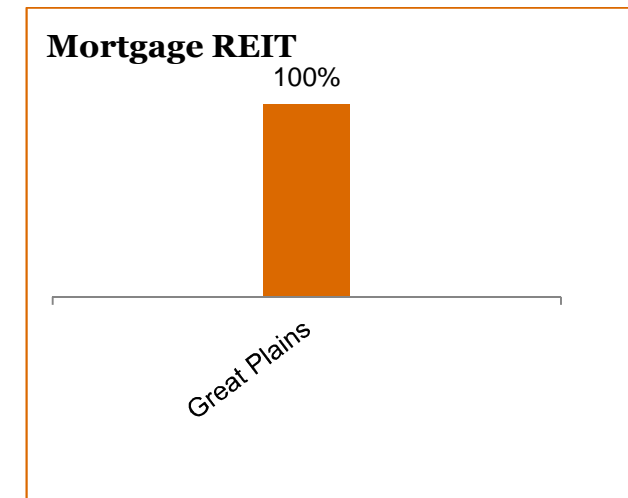
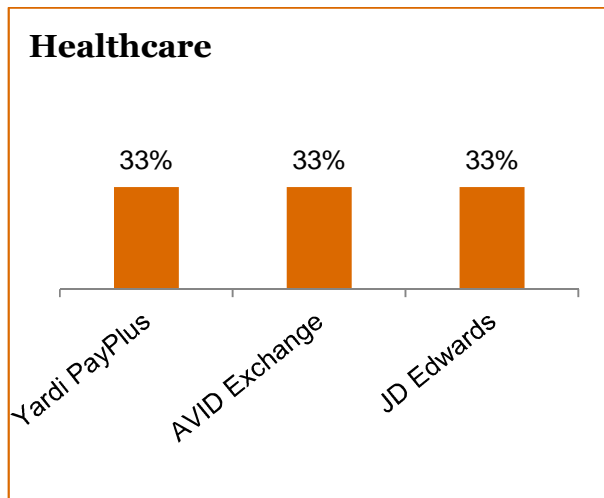
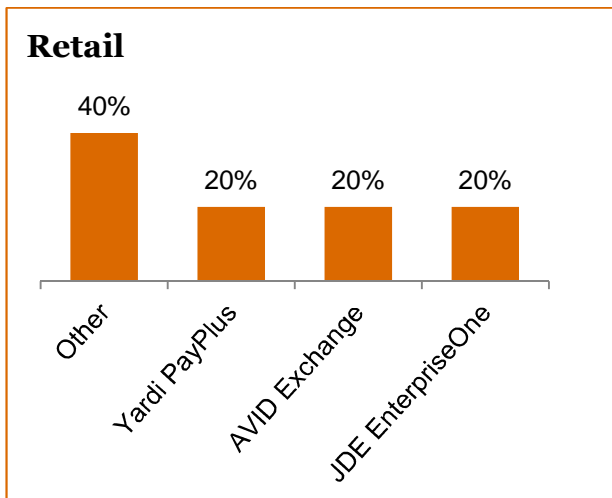
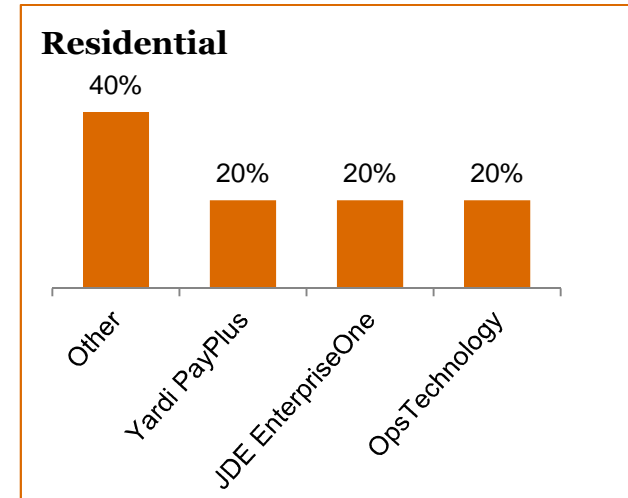
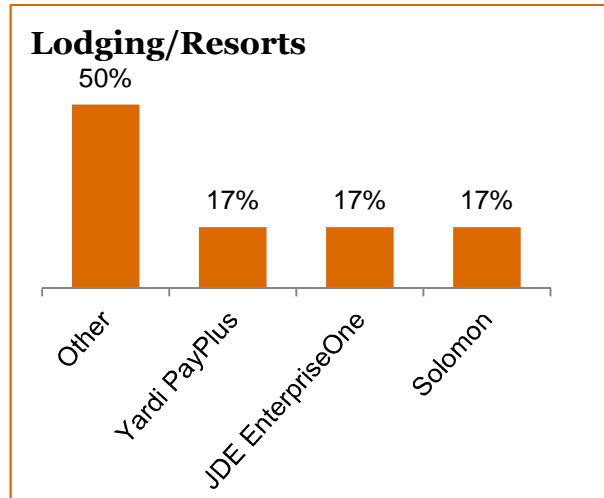
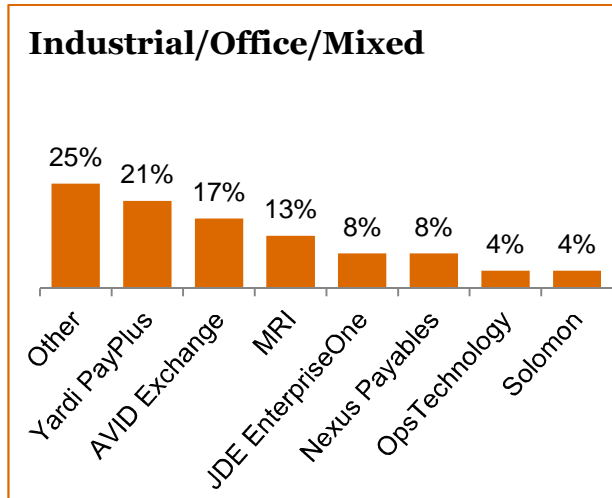


## AP Systems - Internally Hosted vs. Outsourced, by Market Cap





# Accounts Payable Systems, by Sector



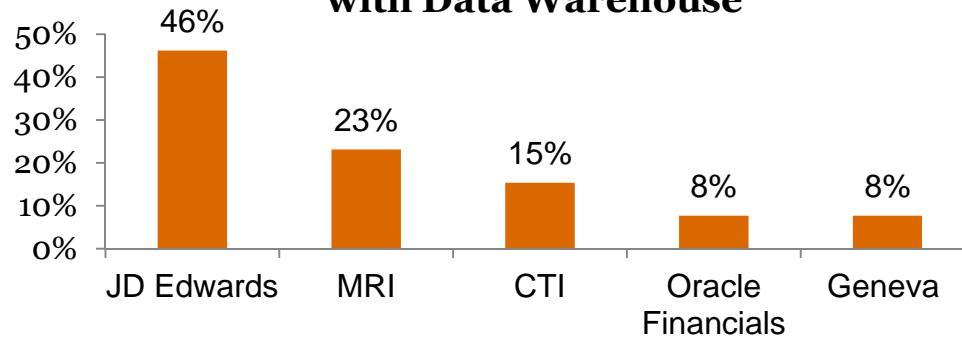
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# *Business Intelligence Overview*

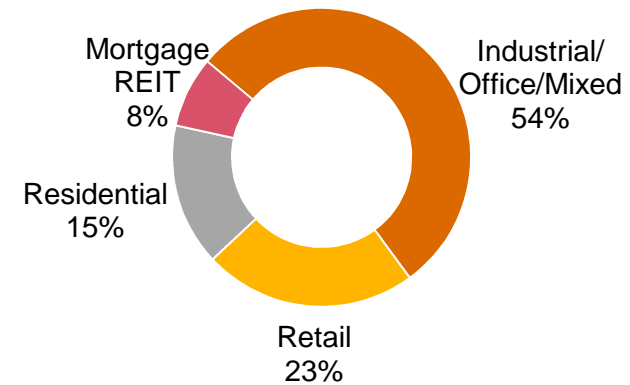
# Business Intelligence Systems Overview

**40% of the real estate firms have a data warehouse and a business intelligence tool for operational and financial reporting**

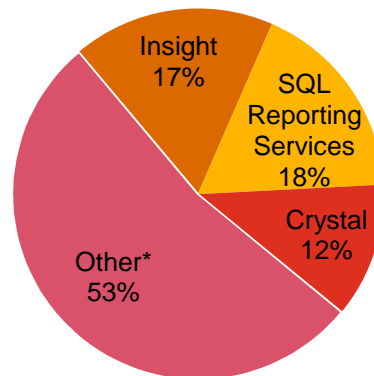
**General Ledger Systems Used by Clients with Data Warehouse**



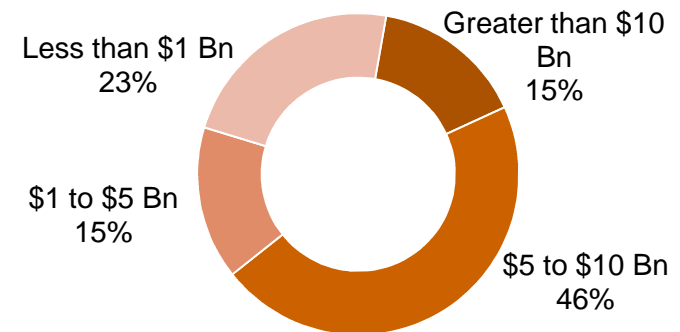
**Sector Breakdown**



**Business Intelligence Tools Used by Clients with Data Warehouse**



**Market Cap Breakdown**



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