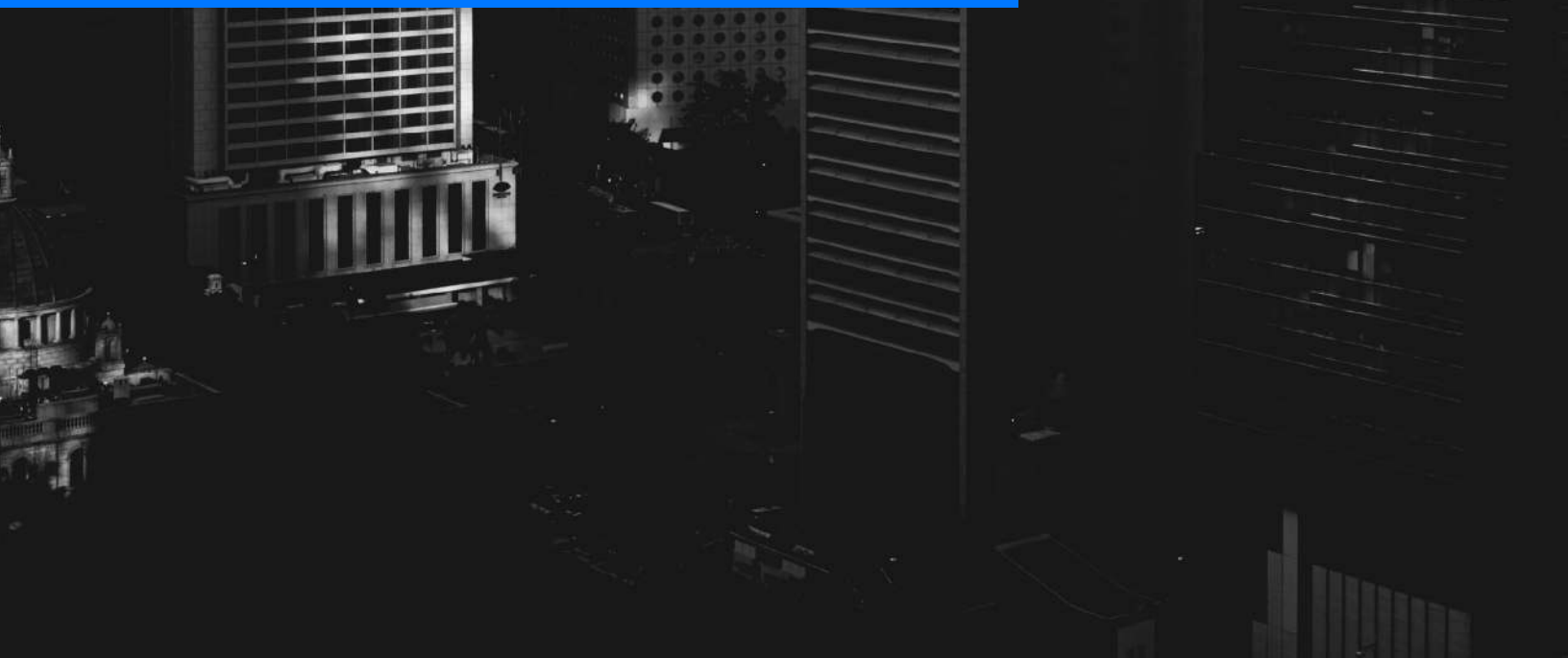
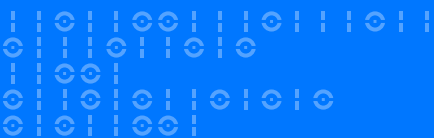


INDICO
DATA

Better intake.
Better outcomes.

Unlocking the value of intelligent intake for commercial real estate



The future of commercial real estate is intelligent

There are many industries that are slow to change; then there's commercial real estate. Few industries have traditionally lagged behind digital transformation than the Luddite-like CRE sector, bogging brokers, investors, owners, and property managers down in heavy inefficiency and customer experience headaches. And now, under the intense pressure for operational optimizations created by the COVID-19 pandemic, CRE firms are up against the wall.

"In my experience, the commercial real estate sector is both historically and notoriously slow to adopt new technology, and these firms and investors now face significant learning curves when it comes to catching up." says Ron Rossi, formerly VP of Customer Success at RealPage property management software in a Forbes article¹ from last year.

That said, the pandemic has become a forcing factor for digital transformation – and a rapid technological evolution at that. According to Maureen Waters, Partner at proptech venture capital firm MetaProp, "The overall leap forward in digital tech seen during COVID, such as digitized applications and paperwork, has been the greatest adoption of technology in the industry I've seen in the last 25 years. We combined five or six years of change in a single year; I'd venture to say maybe even more."²

As automation technologies have improved, a year of remote/distributed work and a dramatic shift in employee sentiment has taken hold, digital transformation has become both appealing and an imperative for CRE companies – and they know it. According to Deloitte research, more than 56% of respondents believe that the pandemic exposed shortcomings in their organizations' digital capabilities.³

At the heart of this transformation is unstructured data – or, more aptly, the millions of documents, emails, images, videos, audio files and other information that drives most of the critical processes within a CRE firm. As an example, documents are the lifeblood of the commercial real estate industry: Lease or sale applications. Commission agreements. Market and risk assessments. Financing documents. Thousands upon thousands of valuable digital artifacts, with the only thing they have in common being their lack of uniformity. In fact, 85% of all data in large enterprises is unstructured.

As its name implies, unstructured data by its nature does not follow an established format or model, making it challenging to search and analyze. It can be generated by humans or machines. It can be text based, or not. So, while some forward-thinking CRE firms have attempted to leverage their proliferating data with technologies like Robotic Process Automation (RPA), they've only been able to harness a meager 15% of what they have at their fingertips. Until now.

This eBook will examine the intelligent intake imperative for commercial real estate firms, as well as best practices and technologies being employed by forward-thinking enterprises in order to successfully leverage their unstructured data for the first time ever. By exploring the expanding universe of intelligent intake, we uncover the risks and rewards organizations encounter when they either embrace or disregard this valuable information.

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The overall leap forward in digital tech seen during COVID, such as smart property management sensors and digitized applications and paperwork, has been the greatest adoption of technology in the industry I've seen in the last 25 years.

”

– Maureen Waters, Partner, MetaProp

Read on to discover how world-class organizations like Cushman & Wakefield are reducing risk, accelerating revenue, driving out costs, increasing capacity and capturing new opportunities for competitive advantage through intelligent intake.



The intelligent intake imperative for real estate companies



A perfect storm of new and established challenges exacerbated by the COVID-19 pandemic pose significant risks and amplify the imperative for action for commercial real estate firms when it comes to their unstructured data. At the same time, new AI-driven technologies such as intelligent intake are changing the face of unstructured data, turning this once untouched resource into an invaluable tool for accelerating revenue, increasing efficiencies and elevating customer experience.

The opportunities

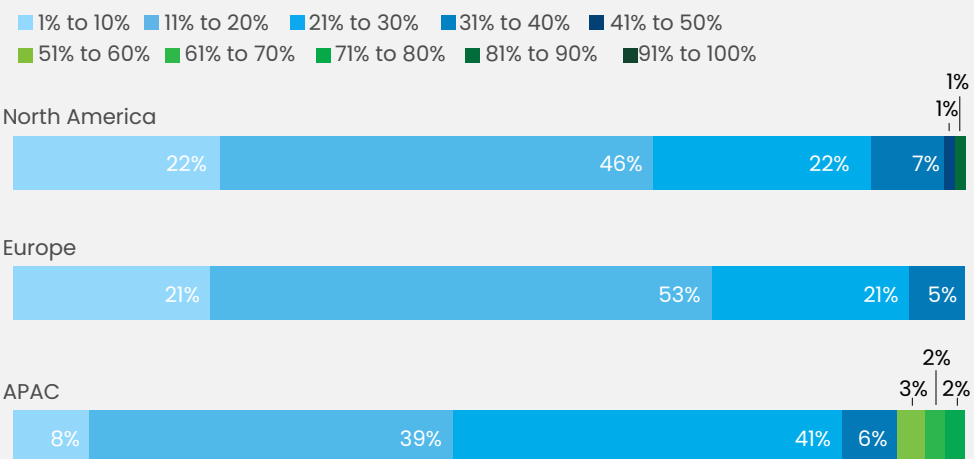
Though the CRE industry is notoriously slow at adopting new technologies, as automation and AI technologies have improved and the pandemic has squeezed firms tighter than ever before, the time is now for commercial real estate companies to go all-in on their unstructured data.

1. Reduce costs

Reeling from the impact of COVID-19 on occupancy, pricing and deal flow, CRE companies are under unparalleled pressure to optimize their operational costs and increase operational resilience. In fact, Deloitte survey research indicates that CRE companies aim to reduce costs by 20% on average over the next year or more, because most owners/operators have had to absorb the cost of making spaces ready for reoccupancy.⁴

Most surveyed CRE companies are planning for double-digit cost reductions over the next 12 months and beyond

The state of digital transformation initiatives as surveyed CRE companies



Note: Responses may not add up to 100 due to rounding.

Source: The Deloitte Center for Financial Services Global Outlook Survey 2020.

Deloitte Insights | deloitte.com/insights

Deloitte recommends that companies should consider streamlining and restructuring their operations to allow work to get done faster, cheaper, and more efficiently via digital means – including the deployment of cloud, RPA, and AI to automate and digitize the leasing process from end to end.

There are countless areas of opportunity to improve processes and reduce errors, from the application and leasing process, to automating property tax, insurance and common area maintenance fee processes, to repetitive office tasks, like invoicing tenants, sending out payment reminders, or reaching out to potential tenants. We will explore several of these use cases in the next section.

2. Create competitive advantage through efficiency

The speed at which a firm responds to a client or investor directly correlates with their likelihood of winning the deal. Yet, even as technologies have advanced and PDFs have replaced paper submissions, the review process has not evolved or accelerated in decades. Teams sift through multiple documents to manually source the data needed to assess opportunities, addressing opportunities on a first in/first out basis. The impact of this manual process is staggering.

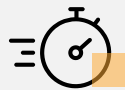
AI and automation could increase speed and accuracy by completing the intake process before it reaches a human, freeing the broker to provide better, more hands-on service and focus on higher-value activities. Suddenly, the numbers can be flipped – creating higher odds of success and greater advantage over competitors still operating manually.

3. Spot Trends, Reduce Risk, Increase Satisfaction

Consider many of the unlimited ways a CRE firm could leverage the untapped potential of unstructured data.



Generate real-time market and tenant intelligence to react more quickly to opportunities



Increase employee productivity reduce operational costs/cost to serve



Create better product opportunities and new service offerings



Identify fraud, compliance and legal risks based on historical and real-time data feeds



Better enable and empower partners, suppliers and regulators



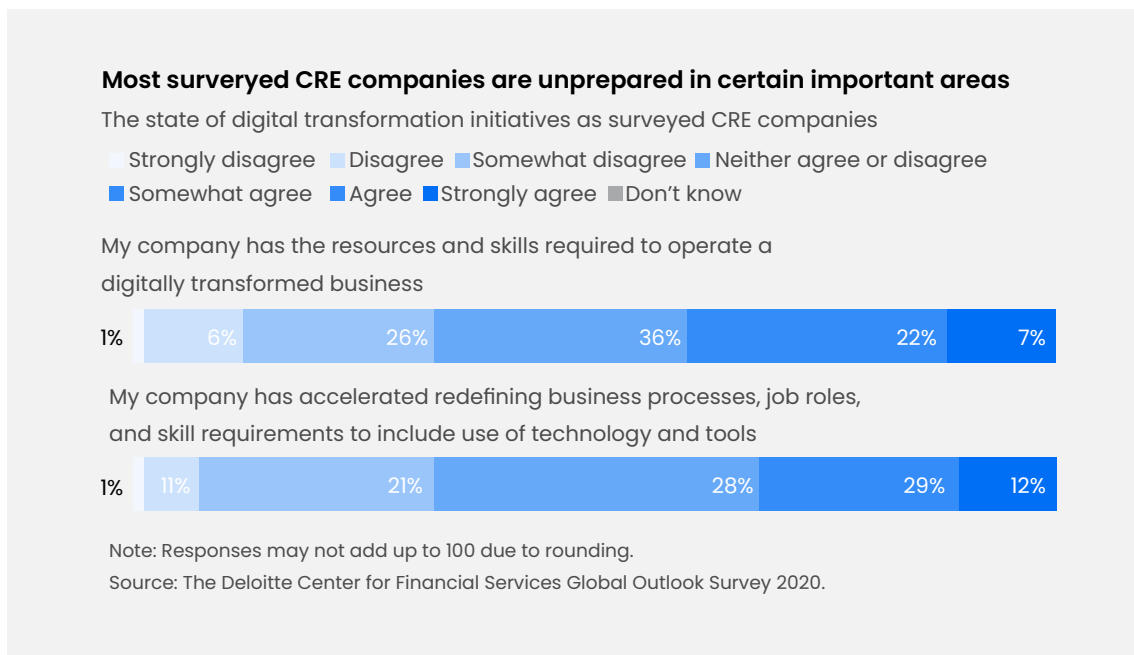
Analyze tenant feedback – from call center logs to maintenance requests – to fix issues

The risks

1. The war for talent

For employees who have been mentally or physically burned out by the pandemic, and for the many more who have reassessed their personal priorities amid a once-in-a-century health crisis, the prospect of taking or remaining in a job that does not fulfill them has taken its toll. Consider CRE data entry and data processing professionals who spend hours of their work lives keying and rekeying unstructured form data. Firms that don't consider how they can augment the roles of these individuals risk losing them. And, they risk being unable to recruit against other more satisfying digital jobs in software development or project management.

At the same time, CRE firms are struggling with recruiting, engaging and retaining digital talent, and may be further wrestling with losing years of institutional knowledge as they face a high proportion of Boomers preparing to retire over the next five years. Consider the results of a recent Deloitte survey⁵, which show that most CREs are well behind the curve:



“This is ultimately a cultural change from the ‘80s-style boiler room atmosphere to one where individuals have more control over their time, said Tyler Kastelberg, founder of Bullpen, an online marketplace for freelancers in real estate, in a recent article.⁶

Importantly, many see the need for and growth of intelligent intake in CRE not as a replacement for, but an augmentation of human talent. In the same article cited above, Jeff Saul, founder of CRE software company Nativ, cites Amazon as an analogy: “Automation of their distribution networks hasn’t resulted in fewer employees. It’s actually led to more hires, and as a result, has dramatically improved the efficiency of its business, facilitating growth and expansion. We anticipate a similar dynamic unfolding in CRE.”

2. Regulatory compliance

Aptly named, unstructured data is by its nature unorganized. This creates a considerable challenge when it comes to complying with the requirements of complex privacy regulations, ranging from GDPR to HIPAA and state-level personally identifiable information or personal health information (PII/PHI) laws. And, as unstructured data continues to proliferate, so does the risk.

By implementing sophisticated intake solutions, companies can effectively organize and manage unstructured data, ensuring compliance with privacy regulations while mitigating the risks associated with non-compliance. Intelligent intake enables organizations to maintain control over their data, adapt to evolving regulatory requirements, and protect the privacy of individuals while harnessing the valuable insights hidden within unstructured data.

3. Competition

Odds are that even if you're not improving your intake method to take advantage of your unstructured data, your competitors likely are beginning to leverage theirs. According to a series of in-depth interviews conducted by Deloitte with global business services leaders in 2020, participants "emphasized the importance of technology modernization, digital labor, and automation."⁷

Deloitte's report suggested that many organizations are finally realizing technology solutions they have been trying to deploy for years, and that companies should increase investment in new technologies as they emerge from the pandemic. COVID-19 proved to these shared services leaders that working with analog or outdated technologies could not handle their requirements or maintain resilience. Or, as the research states, the "nice-to-haves" have become "must-haves."

“

In my experience, the commercial real estate sector is both historically and notoriously slow to adopt new technology, and these firms and investors now face significant learning curves when it comes to catching up.”

”

– Ron Rossi, former VP of Customer Success, RealPage

4. Cybersecurity

An enterprise's unstructured data could include sensitive information, such as intellectual property, employee's personal information, or other strategic documents. This makes unstructured data incredibly appealing for hackers, thieves or other bad actors. And, although enterprises have faced a continually rising onslaught of incidents over the past five years, the threat has grown even greater in the past eighteen months. To mitigate these risks, enterprises must adopt intelligent solutions that provide comprehensive visibility, control, and protection for their unstructured data assets.

Identify:

**Selecting the right use cases
for automated intake of
unstructured data**



Unstructured data presents opportunities for CRE companies to drive out costs, reduce risk, increase occupancy, accelerate turnaround and unlock new opportunities for revenue generation and customer delight. Consider these use cases.



Rent roll processing

While at first blush the rent roll may seem simple enough, it's chock full of data that – when used correctly – can help commercial real estate firms make better decisions. If CRE firms can effectively pull relevant unstructured data from rent rolls thanks to intelligent intake, they can use that data to make judgments about whether a given property is a good investment. It can also identify trends in properties it owns, such as whether a rent increase is warranted, and uncover red flags, such as a normally reliable tenant that is suddenly falling behind on rent.



Lease agreement and applicant processing

Lease agreements likewise contain valuable data that, if unlocked, could help commercial real estate firms identify trends that present opportunities. With a robust intelligent intake platform, a CRE firm could perform countless analyses on it, to determine pricing trends, find hot and cold spots in the market and more – valuable intelligence that can inform future decisions. By the same token, an intelligent intake platform could be used to accelerate and mitigate the process of reviewing potential tenant applications, spotting red flags or desirable traits, such as past credit history.



Legal contract automation

While a bevy of tools exist to help automate the process of creating a contract, once it's complete it's helpful to be able to pull out relevant information for input into downstream systems. Such systems may include a contract lifecycle management system, which keeps track of key data like contract value, contract name, property owner and financial data. There's also risk analysis tools for managing risk factors like upcoming expirations, exception-based clauses and various obligations.



Invoicing and reconciliation

Invoicing is both a tedious and error-prone process. An intelligent intake platform could reduce the time spent on this activity and ensure that invoices reflect the latest lease terms and other critical information. What's more, such a system could be invaluable in ensuring that common area maintenance expenses and reconciliations are completed quickly, accurately, and without the incredibly heavy burden on your teams.



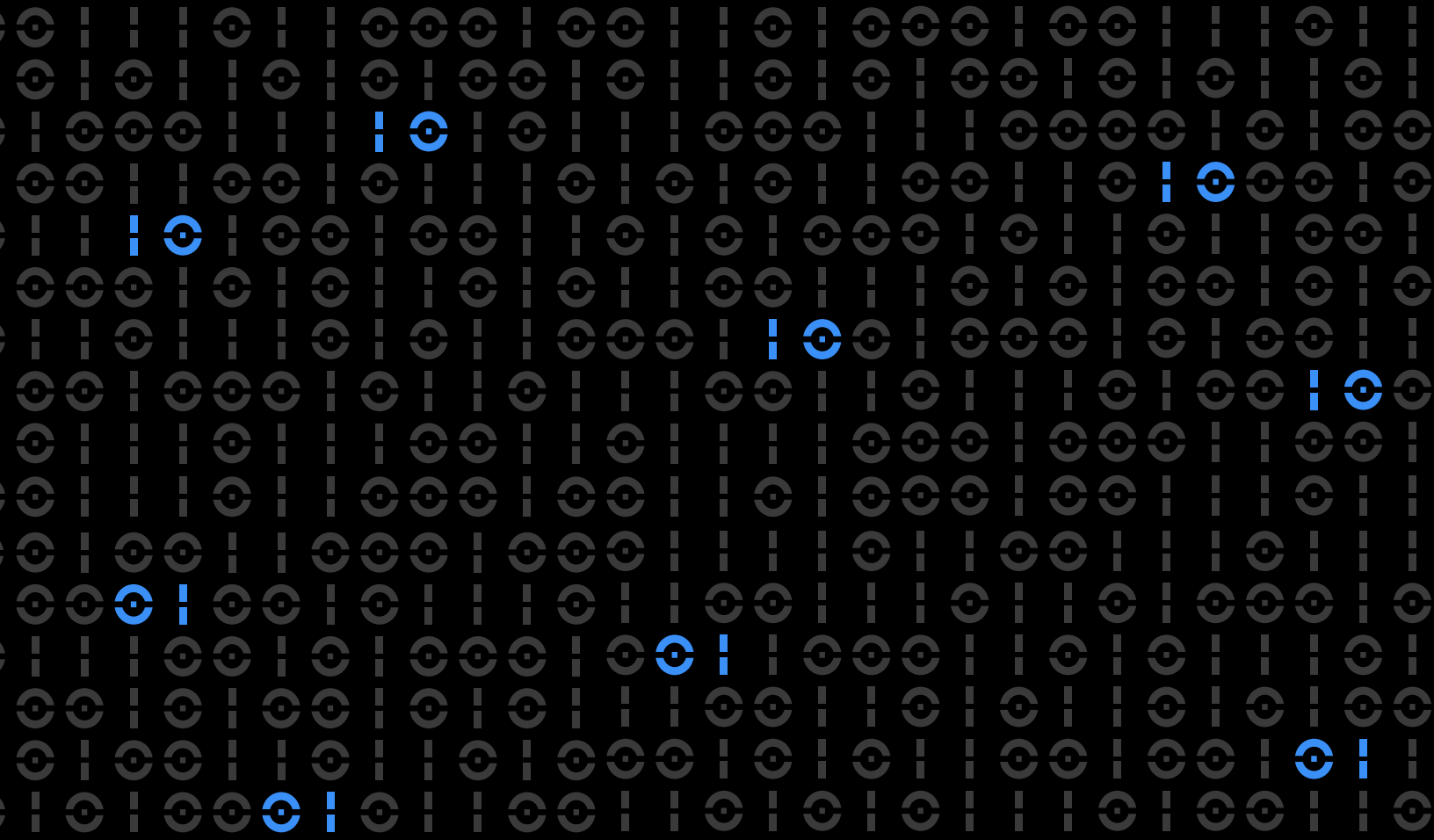
Listing and marketing

After a new listing is acquired, the arduous process of uploading the same summary information into a host of property marketing databases and other marketing platforms begins. What if this process was automated via intelligent intake so that brokers could be free to personally engage with leads instead of devoting so many hours to filling out forms? At the same time, turnaround times could be accelerated with personalized marketing promotions or messages to prospective investors and sellers identified automatically from a database.



Impact:

Unlocking value with intelligent intake



Commercial real estate companies have long struggled with their unstructured data. Though effective with structured data challenges, RPA vendors and point solutions have fallen down or fallen short with traditional approaches to automation. But now, the tide is turning thanks to breakthroughs in intelligent intake, which is powered by deep learning technologies.

At its simplest, deep learning is a type of machine learning that simulates the behavior of the human brain, allowing it to be trained and learn from very large data sets. It can adapt and recognize patterns in unstructured data in ways that RPA can't – enabling it to take unstructured documents and then restructure them for utilization.

At the forefront of this revolution is Indico Data and its pioneering Intelligent Intake™ solution. Through its innovative AI and ML software, the Indico solution allows enterprises to ingest unstructured data at massive scale and add structure, enabling them to do what's been impossible with traditional automation and analytics tools: realize the unlimited potential of their unstructured data. With the Indico's Intelligent Intake Platform, enterprises can:

Automate

Automate the intake of unstructured documents, emails, CSVs, images, videos, audio and more.



Analyze

Analyze unstructured data, extracting actionable business insights and intelligence.



Apply

Apply this data, creating new application experiences to transform manual processes into automated advantages.



For the first time, Indico gives CRE organizations a single solution that allows them to ingest and structure a diverse range of unstructured formats – text, CSVs, videos, audio files, PDFs, contracts, emails, and much more – and gain rich insights, as well as maximize the value of their existing software investments, including RPA, CRM, ERP, analytics, and more.

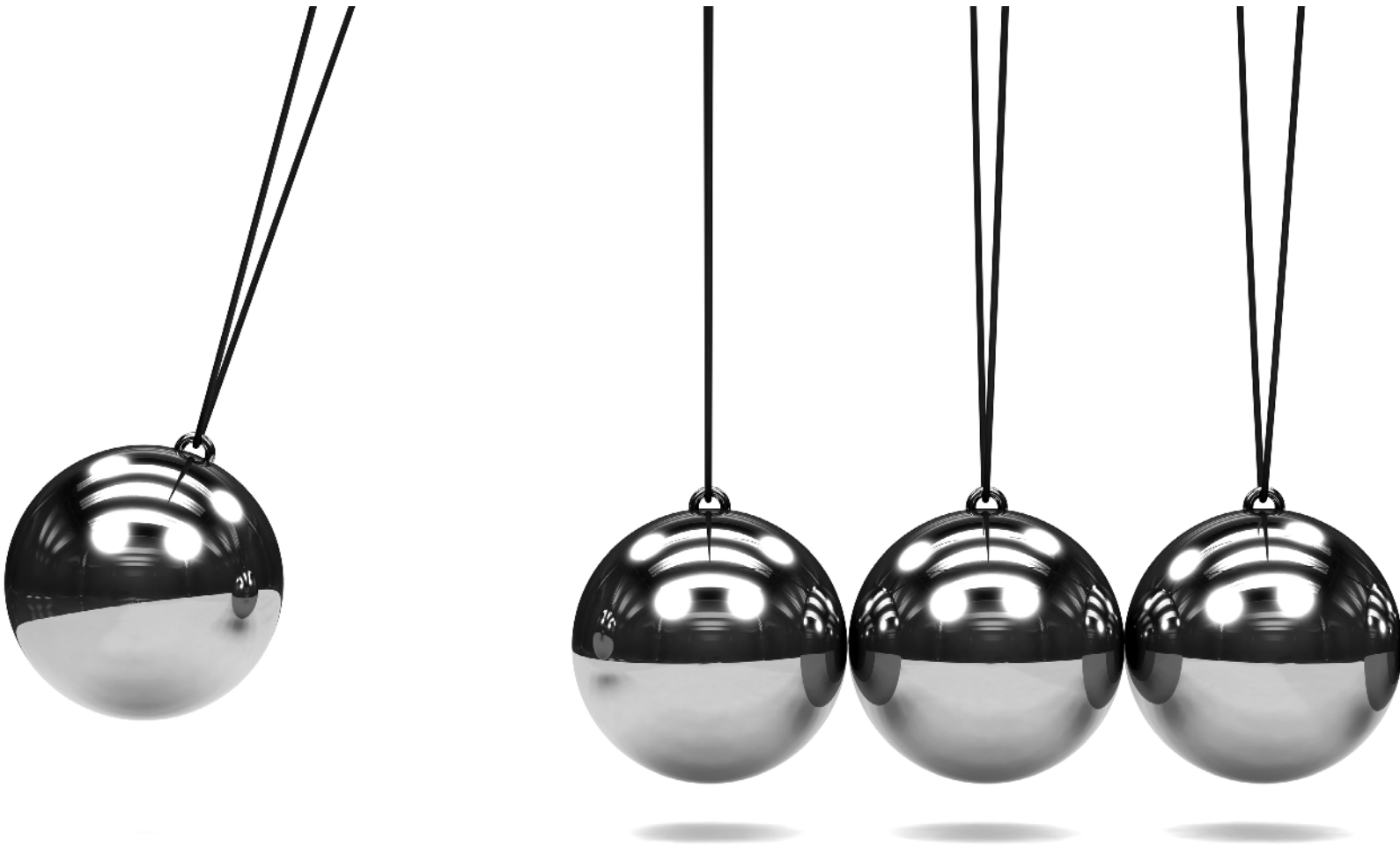
Empowering citizen data scientists everywhere

What's more, the Indico solution was built to automate processes without advanced data science expertise. The process through which companies use Indico to build data models is simple and highly effective. Business subject matter experts label the data points they deem most important to whatever process they're looking to automate. As they apply labels, the model is updated on the fly and will start to show predictions on subsequent datasets. Once you're comfortable with the predicted results, you're done building your model.

The beauty of this approach is that the people who understand the business problem and the desired results – those on the business side of the house – are the ones who train the model. With Indico, there's no need to try to explain to a data scientist what you're after and then hope you get the appropriate results. Citizen data scientists can create models themselves.

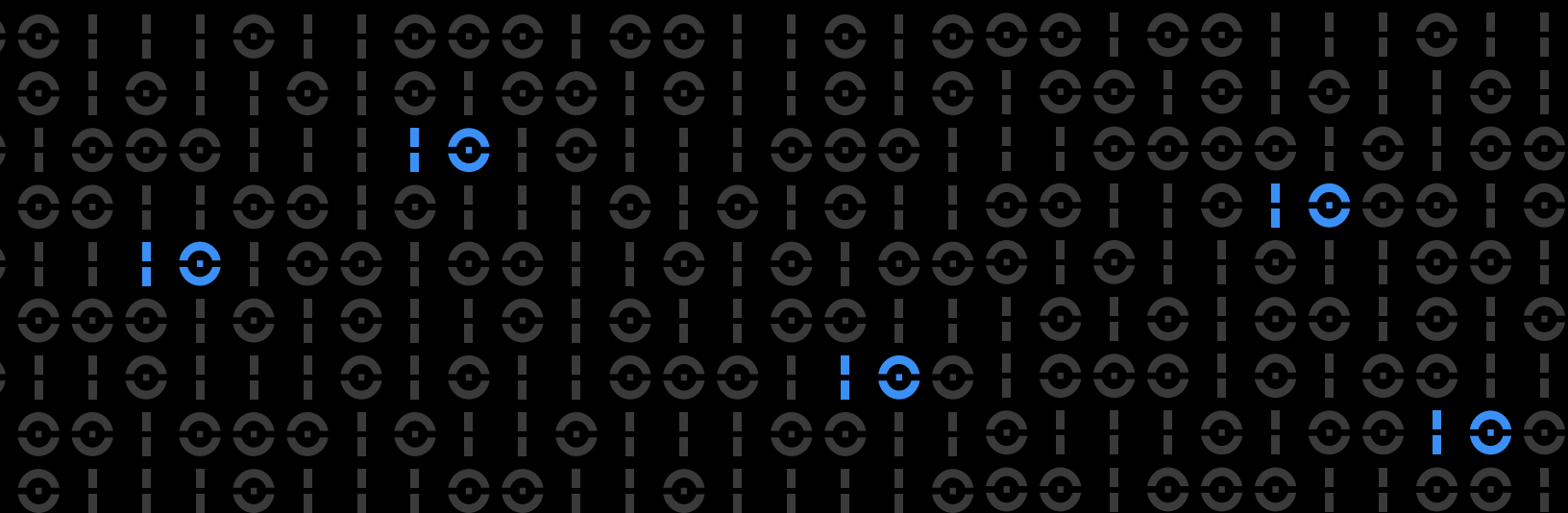
Everything is in plain English and users can have fully working models in a matter of hours or days, not weeks or months.

Indico's approach has delivered a 97% success rate in moving customers' unstructured data projects successfully into production. From there, the business impact of the Indico Unstructured Data Platform has been immediate and pronounced for customers – including global commercial real estate leader Cushman & Wakefield.





Accelerating deals exponentially



Cushman & Wakefield is a leading global commercial real estate firm with over 50,000 employees operating in 60 countries generating close to \$7 Billion in annual revenue. Cushman offers a large range of Occupier and Investor services oriented towards the operations of large-scale real estate portfolios.

A significant part of Cushman's digital transformation efforts have included a major investment in automation to drive gains in business efficiencies across the board. Cushman had captured significant gains from their early investments in robotic process automation (RPA) to automate processes involving structured data. The company next turned its focus to intake, where it looked to increase efficiency and accelerate deals by unlocking the millions of unstructured documents, emails and other text-based assets that it collects through the intake process.

As a result, Corbello and her COE team at Cushman realized that the variations inherent in all those documents meant RPA and other rules-based approaches would not suffice. "About three to six months down the path of implementing RPA, we realized we needed document understanding to realize value," Corbello says. Cushman embarked on a project seeking tools to add artificial intelligence capabilities such as natural language processing and machine learning to automate processes involving unstructured content.

“

Cushman & Wakefield can better understand trends in office space leasing and add richer forecasting capabilities, creating a competitive differentiator. None of it would be possible without the ability to create structure from our unstructured data.

”

– Brandi Corbello, former VP, Transformation, Cushman & Wakefield

Unstructured data, unlimited results

Indico proved up to the challenge, and the results have been impressive. In addition to several other use cases involving lease analysis and procure-to-pay and invoicing workflows, Cushman captured dramatically reduced time spent on deals and radically accelerated deal making. With Indico, Cushman & Wakefield has achieved:

16,000

hours of employee time saved

70%

faster turnaround time on deals

60%

reduction in turnaround time on lease abstraction

45%

reduction in rejected invoices

In the future, Corbello believes the ability of Indico to process unstructured content effectively via intelligent intake is a game-changer for Cushman & Wakefield because it enables the company to extract value from years' worth of unstructured content.

"That data is rich. It could enable new products and differentiate us," she said. "The ability to analyze a much larger set of data provides deeper business intelligence capabilities and can fuel predictive analytics engines. If Cushman & Wakefield can better understand trends in office space leasing and add richer forecasting capabilities, for example, it could be a competitive differentiator. None of it would be possible without the ability to create structure from our unstructured data, and Indico has been a critical solution enabling us to unlock this value."



Ready to unlock the value of your unstructured data?

With the Indico Intelligent Intake platform, big data has never been more unlimited or more powerful. To learn more about how you can put all your data to use, request a demo and no-cost consultation at IndicoData.ai

About Indico Data

Indico is The Intelligent Intake Company, enabling enterprises of all sizes to automate the intake and understanding of unstructured documents, emails, images, videos and more; analyze unstructured data, extracting actionable business insights and intelligence; and apply this data to create new application experiences to transform manual and inefficient processes into powerful solutions to solve complex business challenges. Through the Indico Platform, enterprises can gain rich insights and maximize the value of their existing software investments, including RPA, CRM, ERP, analytics and more.

For more information, [visit IndicoData.ai](https://IndicoData.ai)



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