

Modernes Immobilienmanagement

Planung koordinierter Wertschöpfungspartnerschaften Präferenzmuster von Investoren bei Immobilieninvestitionsentscheidungen Koordination von Holdingstrukturen institutioneller Immobiliendirektinvestitionen Modernes Immobilienmanagement Modernes Immobilienmanagement Jörg Becker Petersen, Peer Sirid M. Körbel Andreas Pfnür Andreas Pfnür Planung koordinierter Wertschöpfungspartnerschaften Präferenzmuster von Investoren bei Immobilieninvestitionsentscheidungen Koordination von Holdingstrukturen institutioneller Immobiliendirektinvestitionen Modernes Immobilienmanagement Modernes Immobilienmanagement *Jörg Becker Petersen, Peer Sirid M. Körbel Andreas Pfnür Andreas Pfnür*

dieses buch stellt mit dem cooperation experience ansatz miteinander verknüpfte methoden und software werkzeuge vor die für das kooperationsmanagement in der konzeptionsphase wertvolle hilfsmittel bieten der ansatz umfasst ein workshop konzept zur etablierung gemeinschaftlicher handlungsgrundlagen eine modellierungsmethode zur visuellen planung der kooperation softwareprototypen für die modellierung und zum frühzeitigen erfahren der kooperationen sowie ein referenzmodell das speziell für den bau und betrieb von gebäuden adaptierbare bausteine für die konzeption eines wertschöpfungsnetzwerkes beinhaltet

vor dem hintergrund des in den letzten jahren enorm angestiegenen transaktionsvolumens aufgrund der geringen zinsen und damit fehlender rentabler anlagealternativen auf allen relevanten immobilienmärkten ist die vorliegende arbeit ein muss für alle die sich mit den präferenzen von unterschiedlichen investoren auseinandersetzen welche merkmale von büroimmobilien für investoren besonders wichtig sind wurde bisher vom markt entweder nur geahnt aus erfahrungen abgeleitet oder an den umgesetzten objekten erst im nachhinein ermessen in der vorliegenden arbeit werden diese präferenzen auf erkennbare muster und deren stabilität über den

zeitablauf untersucht hierzu wurde ein analysemodell entwickelt mit dem präferenzen von investoren gemessen und so die objekte noch in der entwicklung passgenauer gestaltet werden können um ressourcen zu schonen und fehlentwicklungen zu vermeiden die gewählte methodentriangulation und insbesondere die conjoint analyse als nutzenpräferenzmessungsmethodik stellen einen innovativen forschungsfortschritt dar der auch für die analyse weiterer nutzungsarten oder anderer marktteilnehmer wie bspw die nutzer anwendbar wäre against the background of the recently tremendously increasing real estate investment volume sparked by the low interest rate environment and a lack of decently yielding investment alternatives the subject dissertation constitutes a valuable source of information for those interested in understanding the different preference patterns of real estate investors to date there has been little research as to which attributes of office real estate are the most important to real estate investors when making their decisions as to which assets to invest in such preference patterns have until now either only been estimated on the basis of experience or were measured on the basis of the success or failure of realised development projects the subject dissertation develops an analysis model with which real estate investors observable preference patterns and their stability over time can be measured the research results allow the development better fitting real estate investment product saving resources and permitting better resource allocations the chosen triangulation of research methods and particularly the measurement preference patterns using conjoint analysis constitute an innovative research approach which lends itself for the application to further real estate other use types and further participants in the real estate universe

immobiliendirektinvestitionen sind aufgrund der eigenschaft unmittelbarer einflussnahme vermehrt in institutionellen immobilienportfolios vertreten die umsetzung der immobiliedirektinvestitionen erfolgt meist über holding strukturen die eine vielzahl institutioneller anforderungen erfüllen können dies resultiert insbesondere aus der möglichkeit der haftungsabgrenzung der objekte voneinander den steuerlichen gestaltungsvorteilen und der großen flexibilität der gesellschaftserweiterung die konkrete investitionsform ist darüber hinaus das ergebnis verschiedener einflussfaktoren die beispielsweise landes investoren und leistungsbezogen begründet sein können anhand einer empirischen untersuchung wird belegt dass die bestehenden holding

strukturen der institutionellen investoren in mehreren hinsichten noch nicht optimal sind die dissertation liefert neben der strukturierung der ineffizienzen auch aufschlüsse über deren ursachen der bestehende koordinationsbedarf wird drei wesentlichen bereichen den immobiliendirektinvestitionen selbst den involvierten akteuren und der struktur zugeordnet zur förderung der strukturstabilität werden geeignete koordinationsinstrumente identifiziert und zu individualisierten koordinationsmechanismen zusammengefasst die anwendung des lösungskonzepts erfolgt modellhaft am beispiel eines internationalen immobilienfonds

das buch behandelt erstmalig in einem geschlossenen konzept alle aufgaben der immobilienwirtschaftlichen wertschöpfungskette aus den perspektiven der nutzer eigentümer und betreiber von gewerbeimmobilien es wird gezeigt wie mit hilfe betriebswirtschaftlicher methoden optimierungspotenziale für das immobilieninvestmentmanagement das asset und property management das corporate real estate management sowie das facility management ausgeschöpft werden können behandelt werden insbesondere aktuelle aspekte von sourcing entscheidungen des portfoliomanagements des immobiliencontrollings und der immobilienfinanzierung das buch zeigt verschiedene alternativen von organisationskonzepten immobilienwirtschaftlicher aufgaben konkret auf und bewertet diese die dritte auflage wurde überarbeitet erheblich erweitert und aktualisiert durch eine stärkere betonung des property und facility managements einerseits und des real estate investment und asset managements andererseits wird den aktuellsten entwicklungen bei immobilieninvestoren und dienstleistern rechnung getragen

das buch präsentiert erstmalig ein geschlossenes konzept der optimalen bereitstellung von immobilien im leistungserstellungsprozess des unternehmens es wird gezeigt wie mit hilfe betriebswirtschaftlicher methoden optimierungspotenziale für die immobilienanalyse und planung die bereitstellung von immobilien und ihre bewirtschaftung ausgeschöpft werden können behandelt werden alle aktuellen aspekte der flächenplanung des immobiliencontrollings und der immobilienfinanzierung das buch vermittelt konkrete vorschläge für die einföhrung von konzepten des corporate real estate management sowie des facility managements im unternehmen der organisation von immobilienwirtschaftlichen aufgaben wird dabei besondere beachtung geschenkt die neue auflage wurde erheblich erweitert und aktualisiert durch eine stärkere betonung von finanzwirtschaftlichen aspekten im immobilienmanagement real estate

investment management wurde dabei den aktuellen problemen in deutschen unternehmen rechnung getragen ohne die bedeutung von immobilien als betriebsmittel im leistungserstellungsprozess zu vernachlässigen

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