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DI MILANO

Svicom
REAL ESTATE MANAGERS

DIGITAL BUSINESS LAB – FINAL PRESENTATION

DIGITAL TRANSFORMATION IN RESIDENTIAL MANAGEMENT

Presented By: Group 10

22/06/2026



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INTRODUCTION

Company Vision & Mission

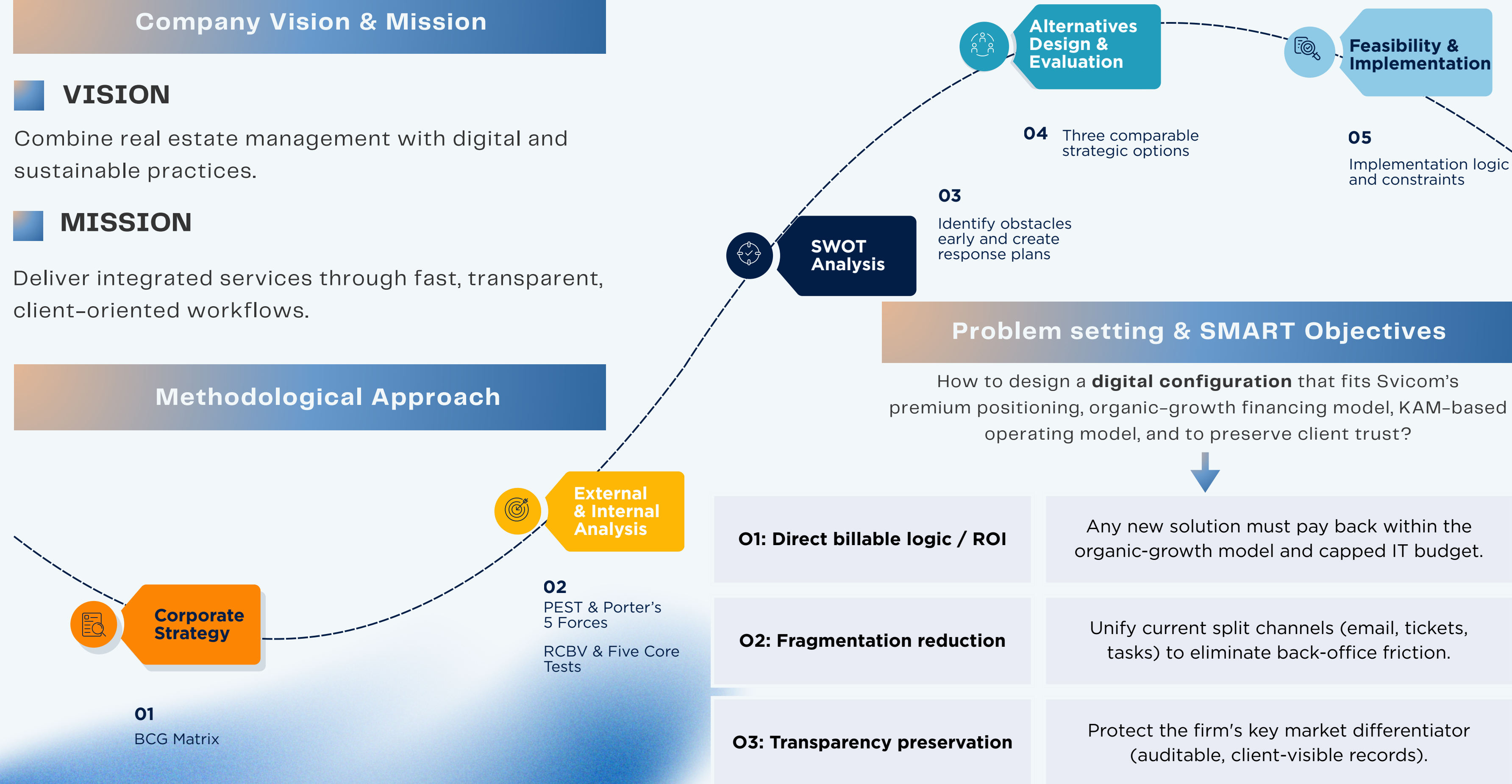
VISION

Combine real estate management with digital and sustainable practices.

MISSION

Deliver integrated services through fast, transparent, client-oriented workflows.

Methodological Approach





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Corporate Strategy: Portfolio Analysis



Business unit	BCG position	Market growth	Strategic implication
Commercial & Retail Asset Mgmt Core business · 2.4M m² GLA Mkt share 12% by GLA	Cash Cow	Low Mature market E-commerce headwinds	Dominant position funds investment in Question Marks. Defend share, optimize margins.
Svicom Agency Brokerage · expanding to third-party clients (Feb 2026)	Cash Cow → QM	Low → Medium Entering open market	Internal focus shifting to external competition. Will be re-evaluated as standalone QM.
Svicom Gestioni Condominiali ▪ Focus of this project Condominium & residential mgmt Residenze Libeskind Rev.€308,077	Question Mark	High PropTech consolidation wave · corporate M&A	Deepen luxury niche vs. mass market via M&A? Build or Harvest strategy — core question of this project.
Svicom Global Service Facility management Technical services · UTwin	Question Mark	High ESG retrofit demand surge · green mandates	Compete in public tenders or remain internal defensive tool supporting Cash Cow?
Places Media Retail media · DOOH Programmatic advertising	Question Mark	High Programmatic ad-tech boom · DOOH expansion	Invest in national ad-tech platform, or harvest organic foot traffic from managed malls?

CBRE
6.7% Mkt share



4% Mkt share

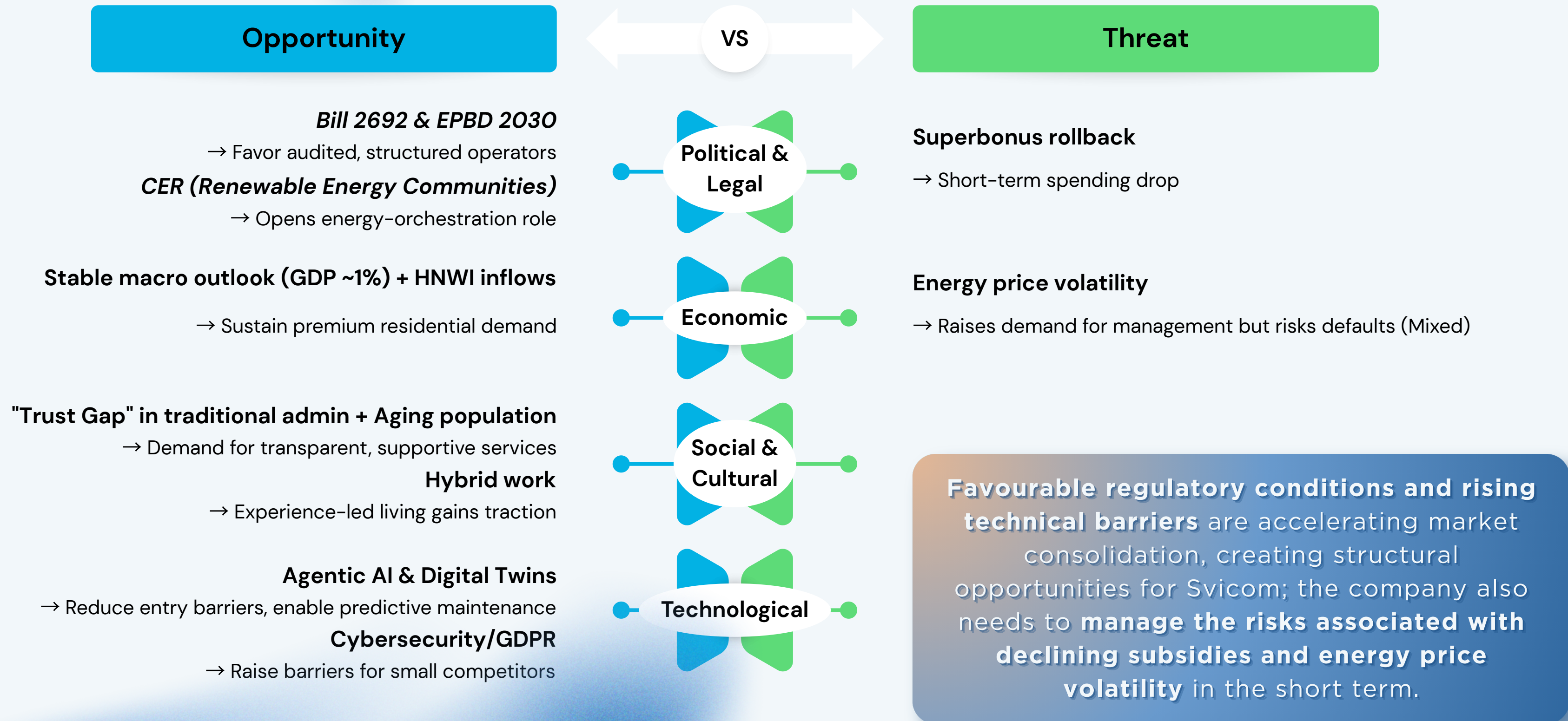
estia
Rev.€2,330,158



Blu.
MEDIA GROUP

IGPDecaux

External Analysis: PEST



External Analysis: Porter's 5 Forces

The 6th Force: Complementors

- FinTech, InsurTech, O2O, ESG services extend platform value.
- Orchestration creates multiple monetization layers, which is a core strategic lever.

Threat of New Entrants

- Cloud/SaaS + AI lower entry barriers (e.g., **Brickwise**).
- Defense requires deep data and orchestration, not just software.

Threat of Substitutes

- Ad-funded platforms (**Laserwall**) → Undermine fee-only logic.
- Capital-backed consolidators (**Estia/Odevo**) → Cross-subsidize to gain scale.

Buyer Power

- Owners demand transparency; residents demand seamless UX.
- High switching costs (IoT/data migration) mitigate churn for integrated platforms.

Competitive Rivalry

- Fragmented small administrators vs. consolidated premium tier.
- Differentiation now hinges on integration, data visibility, and governance.

Supplier Power

- Cloud/AI vendors (Mistral, AWS) hold leverage over pricing/integration.
- Data control and API discipline are essential.



Internal Analysis: Core Resources and Competences





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Internal Analysis: Five Core Test

	INIMITABILITY	DURABILITY	APPROPRIABILITY	NON SUBSTITUTION	COMPETITIVE SUPERIORITY
PHYSICAL ASSETS	LOW	MEDIUM	MEDIUM	LOW	LOW
FINANCIAL ASSETS	LOW	MEDIUM	HIGH	LOW	MEDIUM
OWNERHSIP STRUCTURE AND FINANCIAL INDEPENDENCE	LOW	MEDIUM	MEDIUM	LOW	MEDIUM

PROPTech DNA

HIGH

MEDIUM

HIGH

HIGH

HIGH

QUALIFIED TEAM

HIGH

HIGH

MEDIUM-
HIGH

MEDIUM-
HIGH

HIGH

AGILE MODEL

HIGH

HIGH

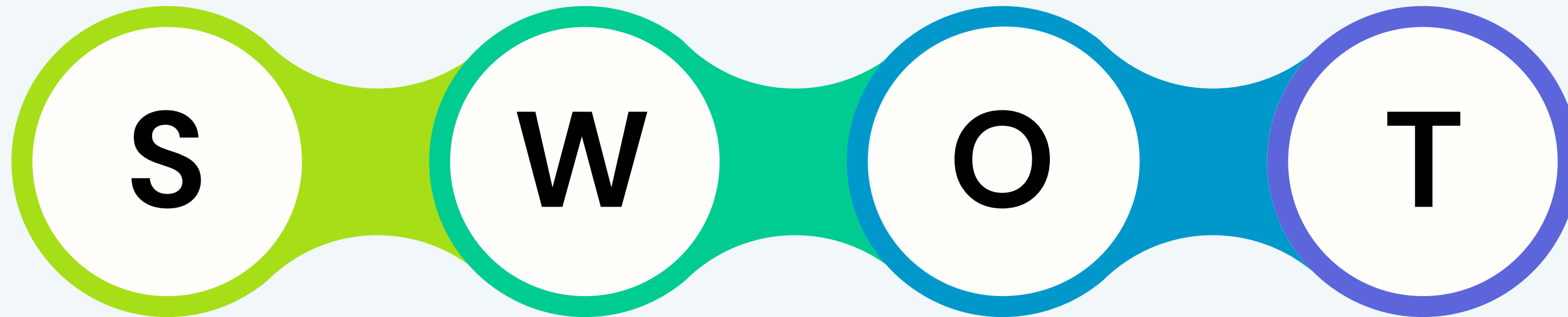
MEDIUM-
HIGH

HIGH

HIGH

The sustainable competitive advantage lies in orchestration, human capital, and governance, not physical scale or proprietary tech ownership.

SWOT Analysis



Strengths

- Market **Leadership** & scale (12% retail GLA; 400+ assets);
- **Financial independence** (organic growth, no debt);
- Strong **PropTech DNA** (hybrid digital ecosystem);
- **Agile human capital** (KAM teams, low turnover);
- Governance **Credibility** and Compliance.

Weaknesses

- Digital **Fragmentation**;
- **Low Market Share** in Condominium Management;
- **No Internal IT team**, rely on Partners and Off-the-shelf software;
- Supplier Lock-in and **Weak Bargaining Power**.

Opportunities

- **Regulatory consolidation** favors structured operators
- Building **energy community** and the green transition;
- **Technological barriers** create a competitive advantage;
- Growing demand for **high-end and value-added services**;
- Revenue from complementary create **strategic cooperative competition**.

Threats

- Short-term **policies and cost fluctuations**;
- **Disruptive Business Models** like Domio, Brickwise AI, and Laserwall;
- Aggressive Market Consolidation Progress of **other players**;
- Monopolistic Tech Infrastructure of **Suppliers**;
- Implicit Bargaining Power of **Residence**.

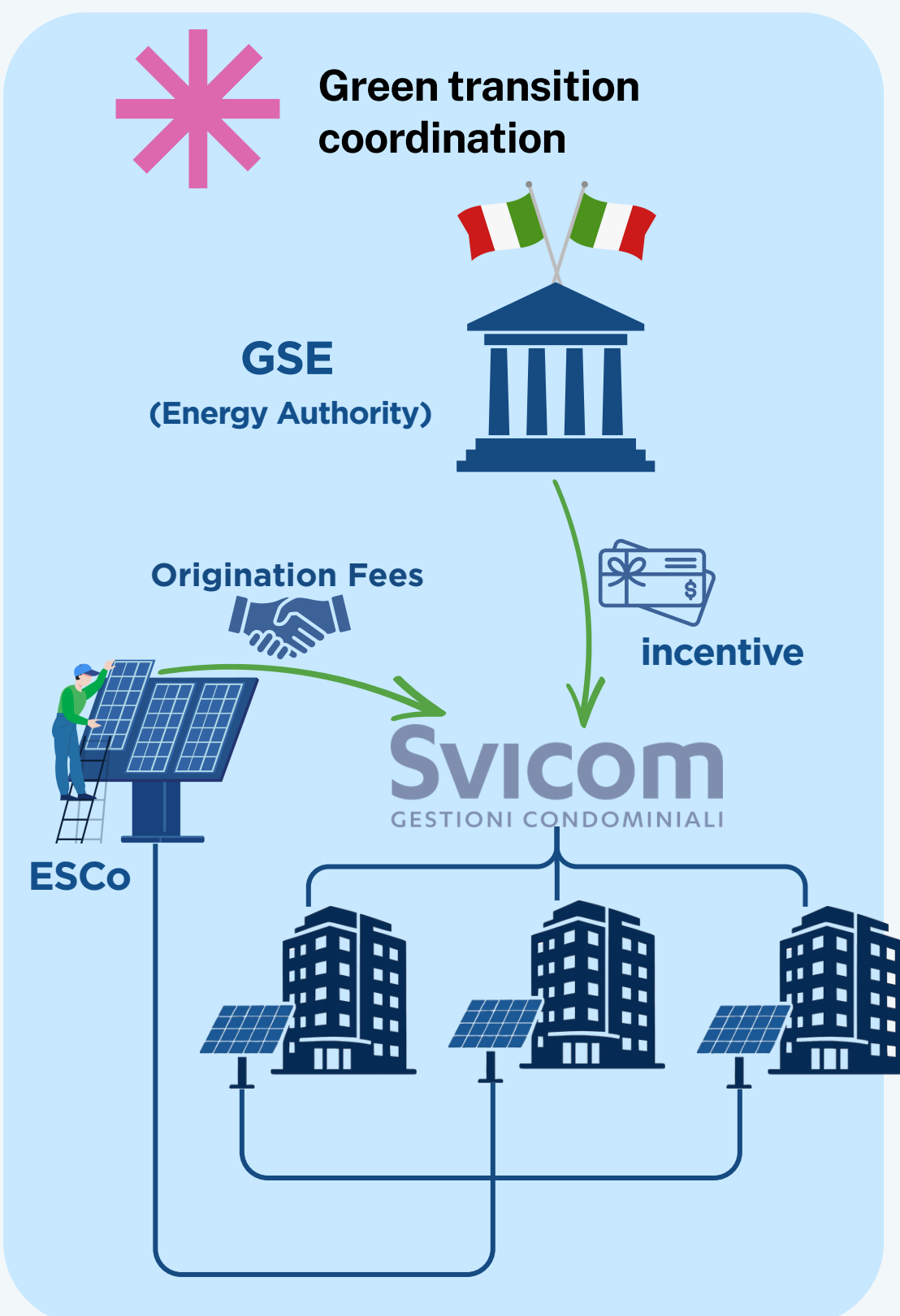
Strategic Alternatives



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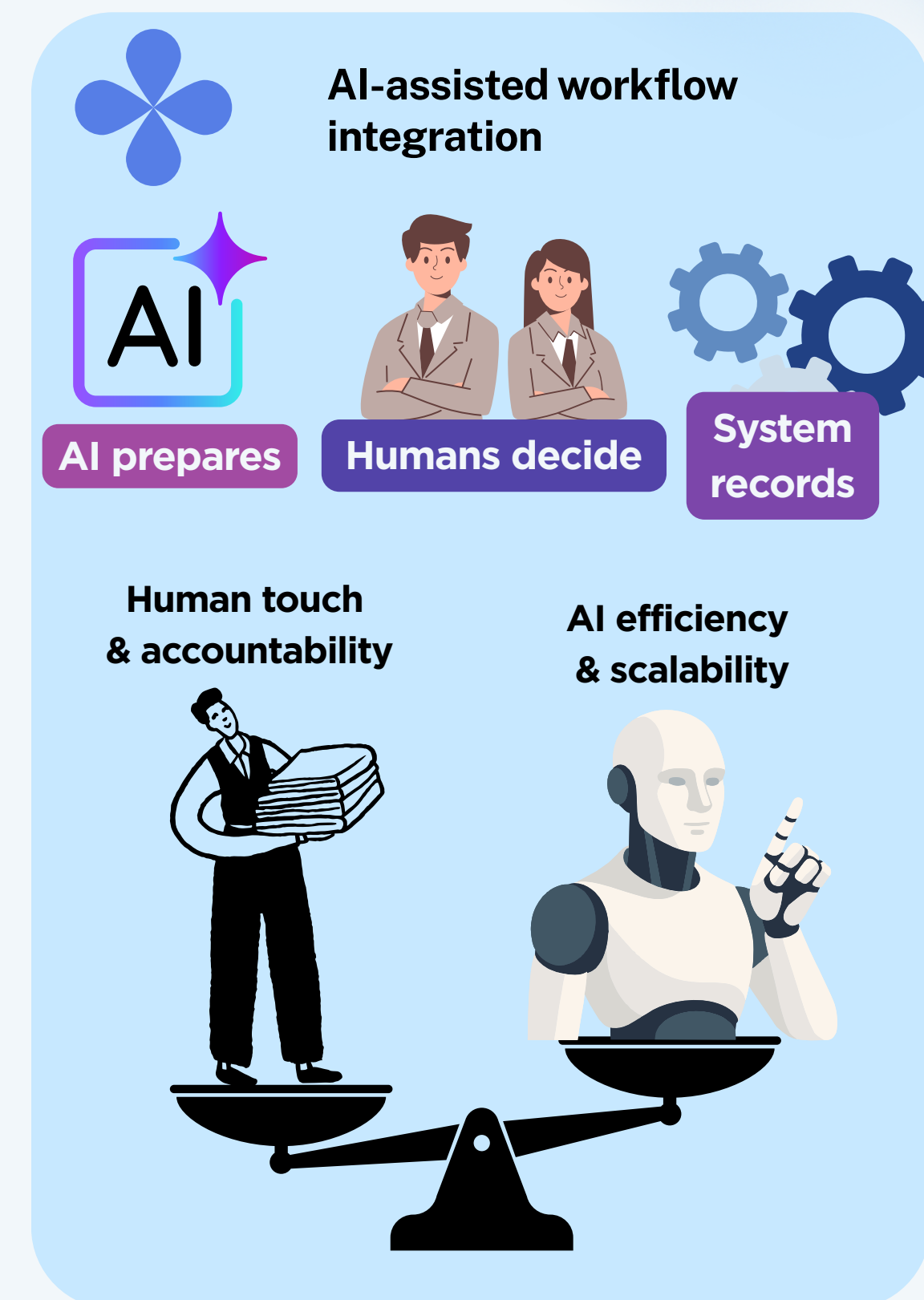
ALT 1: CER Ecosystem



ALT 2: Premium Living Platform



ALT 3: Human-in-the-Loop AI Governance



How We Evaluated the Alternatives

Predefined criteria, explicit weights, and one consistent scoring scale

O1 Direct Value / ROI50%

Economic sustainability is critical in a low-margin, self-funded model.

Revenue logic

ROI feasibility

Implementation cost

Owner approval dependence

O2 Fragmentation Reduction30%

Fragmented channels and task ownership are the core operational pain point.

Owner-occupier communication

Issue / ticket tracking

Channel and tool integration

Coordination and escalation

O3 Transparency20%

Transparency is a non-negotiable baseline for every viable alternative.

Owner visibility

Reliable digital records

Role-based access

Transparency positioning

Each indicator uses the same predefined rubric

0

No fit

Does not address the indicator

1.25

Partial fit

Addresses it indirectly or incompletely

2.50

Full fit

Addresses it directly and fully

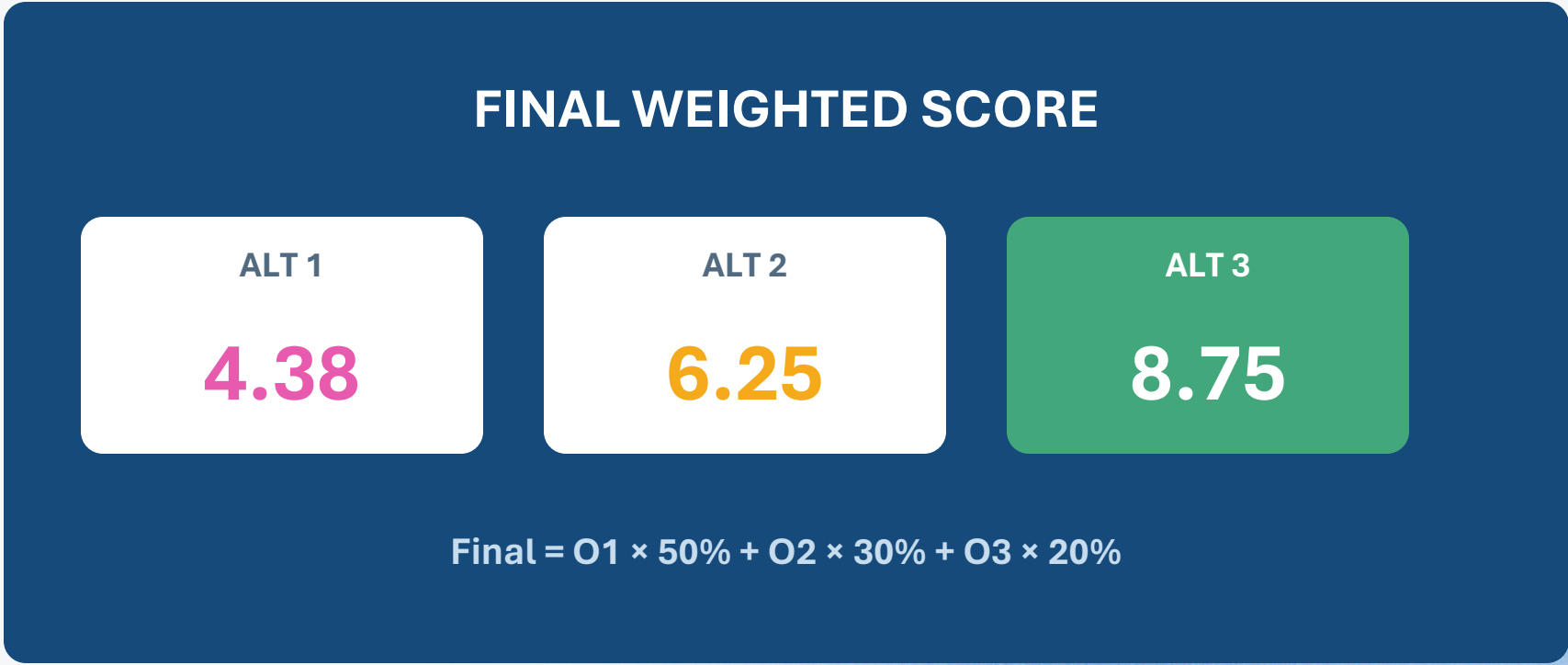
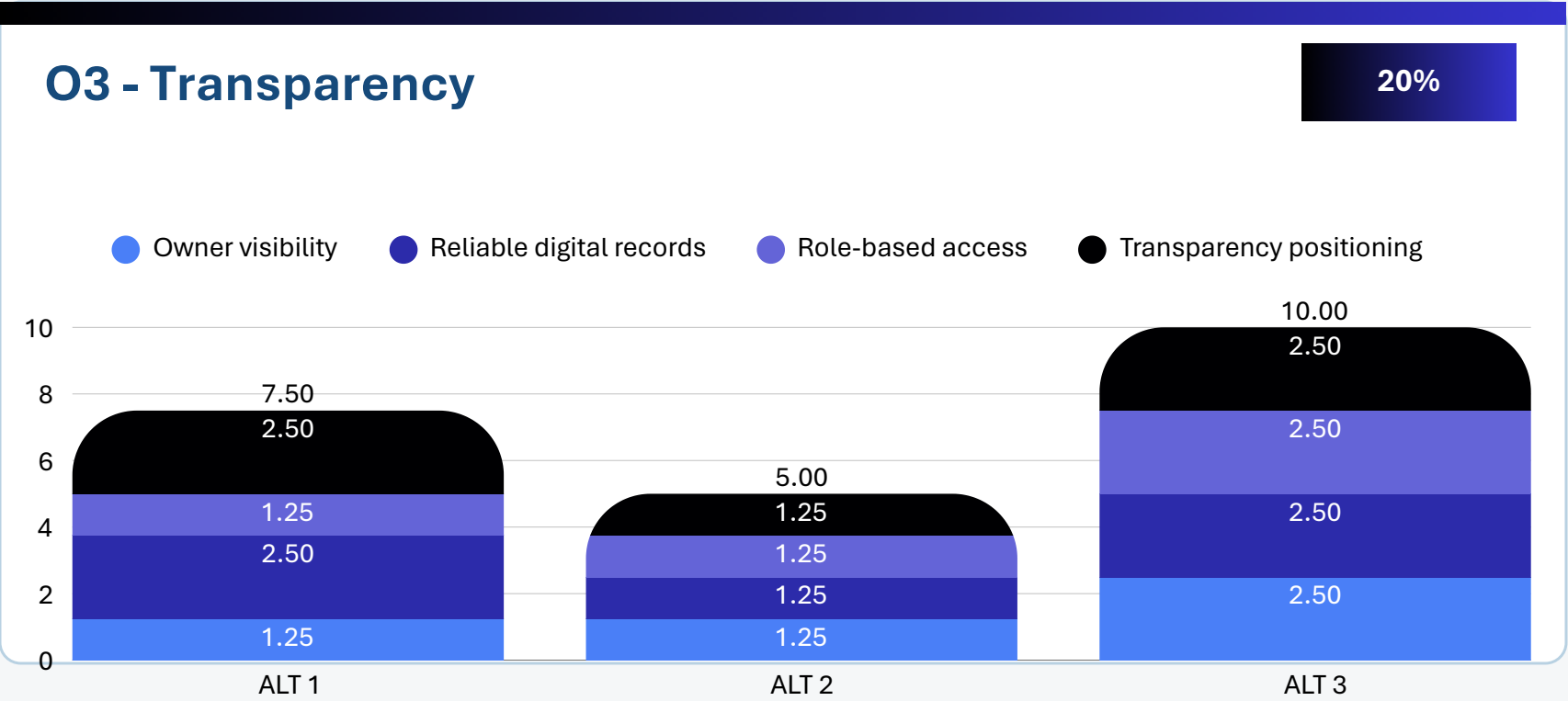
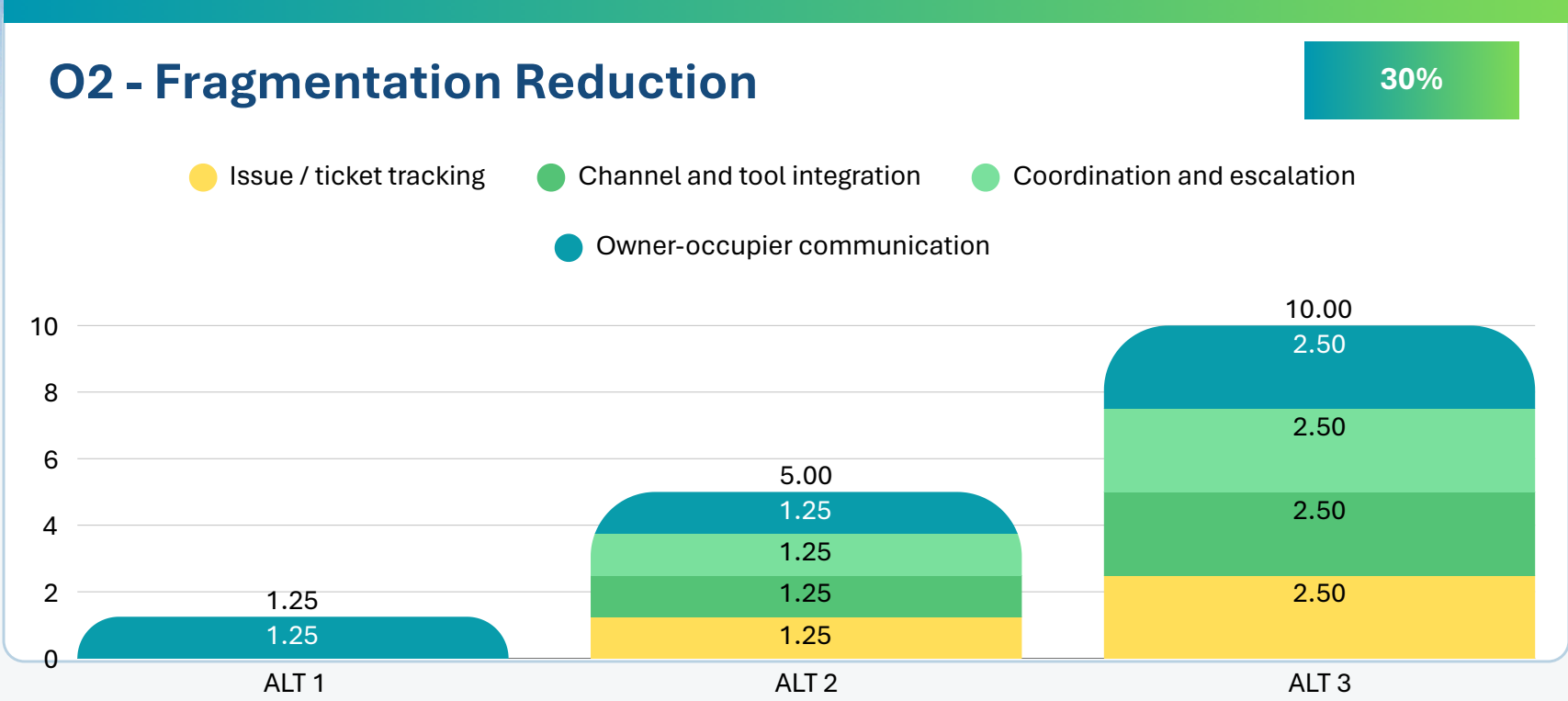
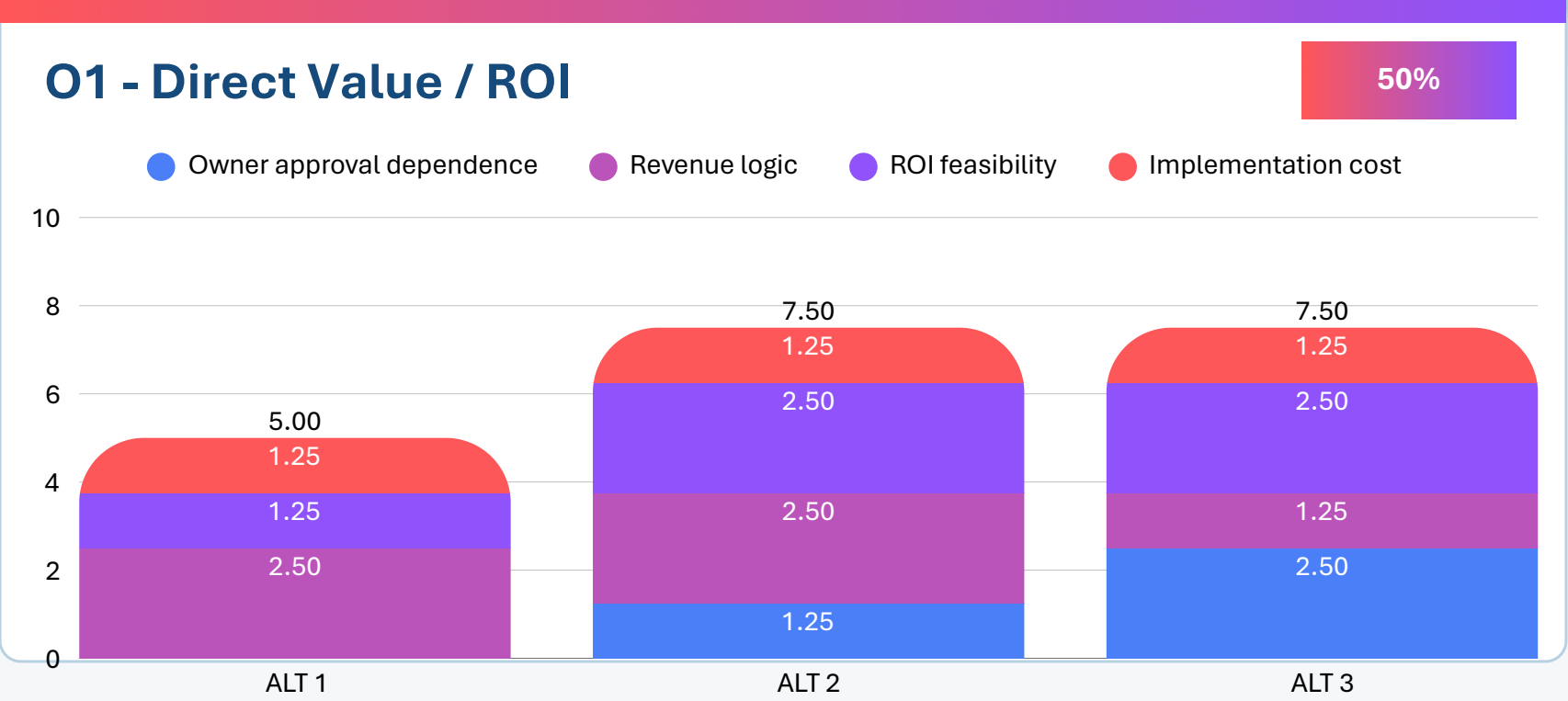
FINAL SCORE

O1 × 50% + O2 × 30% + O3 × 20%

Weights derived from company constraints, project objectives and experts’ opinions via forms

Detailed Indicator-Level Scoring

Complete matrix used to calculate the weighted final score



ISO 9001 Integration & Data Governance



STEP 1: COMMUNICATION INPUT

Raw Communication

Unstructured resident requests ingest via Email, Portal logs and Contact Center feeds



ISO CLAUSE 8.4 EXTERNAL PROCESSES

Provider Verification

European-hosted, ISO 27001-certified Mistral AI endpoints.



ISO CLAUSE 5.1 & 8.1 OPERATIONAL CONTROL

Human-in-the-Loop

Bounded AI drafts: zero autonomous replies or financial approvals sent to residents.



ISO CLAUSE 7.5 DOCUMENTED INFORMATION

Immutable Audit Logs

Timestamps tracking raw input, prompt logic, and subsequent human modifications.

CORE IDEA:

An AI-assisted action becomes an official corporate record only after supplier-control verification, human validation, and independent audit logging.



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Economic Viability & Group Scale



€38.000

Estimated MVP CapEx



+40% Efficiency

Through Human-in-the-loop AI workflows



4.5 Months

Predicted payback period



-50%

Intake Time

Automated semantic deduplication
& issue extraction.

-40%

Drafting Time

Context-aware response templates
for efficient communication.

+43%

Processing Speed

In hybrid AI architecture over
human-only baseline

CORE IDEA:

Leveraging pre-trained models eliminates expensive architectural fine-tuning, capping development risk while unlocking immediate capacity for additional premium assets without overhead expansion.



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THANK YOU

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