



# MISMATCH BETWEEN SUPPLY AND DEMAND

Steering Committee of the Italian PropTech Network, 2025

November 26, 2025 | Copernico Centrale, Milano

## THE 2025 STEERING COMMITTEE



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Is there a mismatch between supply and demand for digital solutions?

A shared annual focus

Through a periodic comparison table

A scientific research that lasts a whole year

# OBJECTIVES AND METHODOLOGY OF THE RESEARCH

- Define the **activities** and consequent **tasks** characterizing the Property Management (PM)
- Identify which **digital tools** are interesting for PM activities
- Analyze the **availability of digital solutions** for PM within the Italian market
- Evaluate the current level of adoption of digital solutions and **gather the needs** of operators

## THE STRATEGIES :

- Analysis of PM activities and strategy
- Comparison of digital solutions within the Italian PropTech ecosystem dedicated to PM
- Understanding the existing services offered by digital solutions available on the market
- Gathering needs from a diverse panel of PM operators
- Comparison supply-demand for digital solutions
- Definition of KPIs for monitoring and control

## THE METHODS :

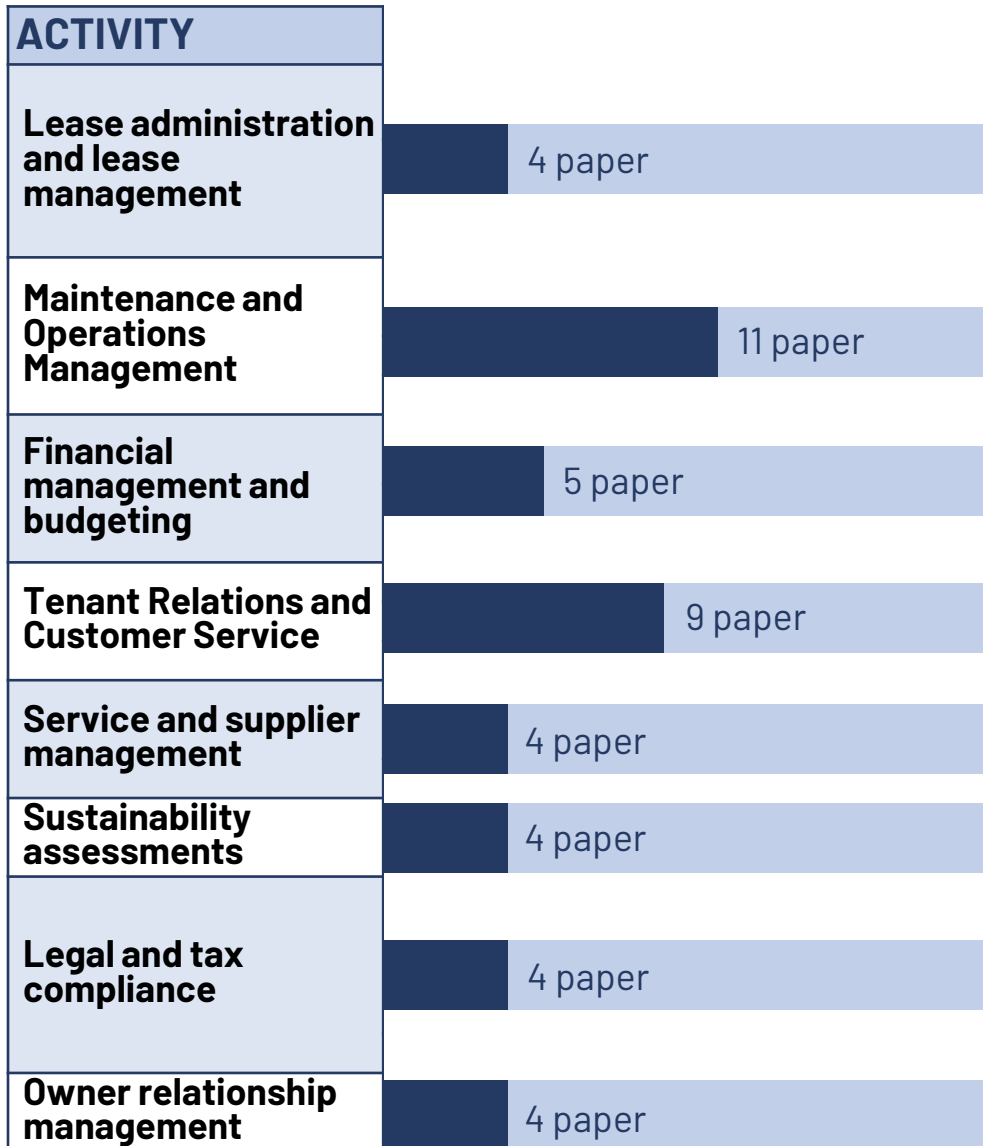
- > Review of the scientific **literature**
- > **Desktop search** from the IPN 2024 database
- > **interviews** with PropTech solution providers
- > Administration of a **survey** to a panel of operators representative of PM activities
- > Speed-dating **workshop and group discussion with PropTech and Real Estate**

# THE PM'S ACTIVITIES (analysis of 20 scientific papers)



ACTIVITY	TASK	DEFINITION
<b>Lease administration and lease management</b>	Administration of rental agreements	Negotiate and oversee lease agreements, defining the financial and legal terms of tenant contracts.
	Rent collection	Ensure timely rental collection and manage payment schedules. Address any late or missed payments by implementing appropriate corrective measures. Oversee the lease renewal process to ensure tenants are informed of current terms and that properties remain consistently occupied, avoiding vacancy periods.
<b>Maintenance and Operations Management</b>	Routine maintenance	Oversee daily maintenance activities, including cleaning, electrical and plumbing services, HVAC maintenance, and common area management.
	Extraordinary maintenance	Coordinate larger projects such as structural repairs, renovations, and system upgrades.
	Emergency maintenance	Respond promptly to urgent issues, including technical failures and critical incidents (e.g. fires or floods).
<b>Financial management and budgeting</b>	Budget formulation	Develop annual budget plans, forecast operating costs, and plan investments to improve the property and meet tenant needs.
	Financial monitoring and reporting	Monitor income and expenses, prepare periodic financial reports for the owner, manage cost control and identify expense reduction opportunities.
<b>Tenant Relations and Customer Service</b>	Communication with tenants	Maintain open channels of communication to promptly respond to tenant needs and resolve any issues.
	Service excellence	Providing high-quality service, ensuring tenant satisfaction and promoting long-term loyalty.
	Conflict Resolution	Manage and resolve disputes between tenants or between tenants and landlords professionally and efficiently.
<b>Service and supplier management</b>	Procurement and contract supervision	Manage agreements with external service providers (e.g., cleaning, security, maintenance) ensuring contractual compliance and service quality.
	Quality control	Evaluate supplier performance, maintain collaborative relationships, and implement corrective measures when necessary.
<b>Sustainability assessments</b>	Sustainability Performance Management	Implement energy-saving measures and sustainable environmental initiatives. Install solar panels, electric vehicle charging stations, and smart technologies to monitor and optimize resource use.
<b>Legal and tax compliance</b>	Regulatory supervision	Ensure compliance with safety, health, and environmental regulations, including fire safety, accessibility, and energy reporting requirements. In jurisdictions such as Australia and the European Union, legislation mandates sustainable management practices and energy consumption disclosure.
	Insurance	Maintain up-to-date insurance coverage, ensuring adequate protection against financial and operational risks.
<b>Owner relationship management</b>	Reporting	Provide regular updates on financial performance, building conditions, and tenant relations. Offer investment recommendations to improve the property's value and efficiency.

# THE PM'S ACTIVITIES (analysis of 20 scientific papers)



**Activities most studied in scientific literature in relation to digital technology**

- **PM from a predominantly operational role to a strategic function that can generate value**

*This trend toward integrating Asset Management and Facility Management requires promoting initiatives increasingly oriented toward environmental, social, and governance issues through the adoption of technologies capable of increasing efficiency.*

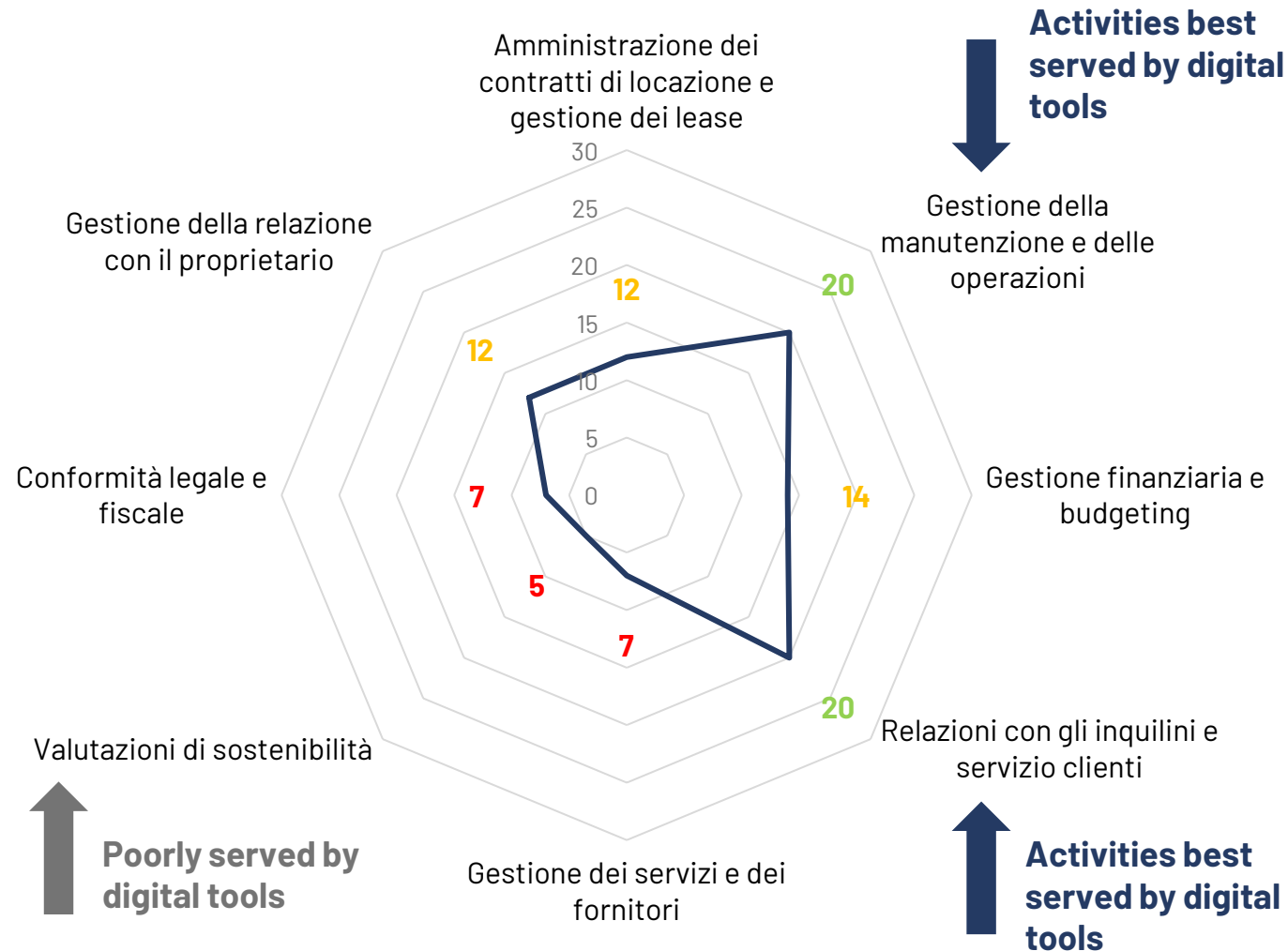
- **Need to identify and measure new performance indicators**

*The focus is primarily on energy efficiency, waste reduction, and occupant well-being. This need also translates into the demand for digital tools for control and monitoring, such as IoT sensors.*

- **Uneven adoption of digital tools**

*The cause of this heterogeneity in the PM context is partly due to fragmentation of activities, cultural resistance to change and regulatory complexity.*

# DIGITAL SOLUTIONS OFFERING (starting with the 307 PropTech companies in IPM 2024)



- **221** PropTech solutions have been analyzed in detail
- **29** have been further explored

## Role of the Property Manager

- **An increasingly strategic figure** and less operational, with greater attention to analysis, **user relationships, and the definition of medium/long-term objectives.** In particular, the human aspect is still central because many **PM activities are based on relationships.**

*"Today, human intervention is still necessary, but it is obvious that if we are talking exclusively about data analysis, where the human impact may be irrelevant, replacement could even be possible" **INT02***

DIGITAL SOLUTIONS OFFERING (29 PropTech solutions from IPM 2024)



	Lease administration and lease management	Maintenance and Operations Management	Financial management and budgeting	Tenant Relations and Customer Service	Service and supplier management	Sustainability assessments	Legal and tax compliance	Owner relationship management	TOT.
Resys									7
2									6
3									6
4									6
5									6
6									6
7									5
Sigtree									5
9									4
10									4
11									4
12									3
13									3
14									3
15									3
16									3
17									3
18									2
19									2
20									2
21									2
22									2
23									2
24									2
25									2
Deepki									1
27									1
Planradar					Few solutions integrate different activities				1
29									1

# DIGITAL SOLUTIONS OFFERING (4 PropTech solutions from IPM 2024)



## PROPTech:

RESYS®

PlanRadar

sigtree

deepki

*"It is clear that a certain number of managed real estate units actually require the adoption of organized information systems."* [INT01](#)

### Clients

- **Strong heterogeneity** in the profiles of the customers served (by asset class and operations)



### Platforms must be:

**Flexible** to adapt to different needs and offer collaborative interfaces for managing different activities

*"When an employee leaves the company, it causes significant damage because they take information with them."* [INT03](#)

### User experience

- **Centralized data collection and interpretation**



**Scalable and modular** to work with data of different nature and volumes

**Intuitive and customizable** with the ability for users to create dashboards and both consult historical data and access real-time data

*"Our real competitors are Excel, WhatsApp, email, paper, and phone calls."* [INT02](#)

*"You can't prepare for war while you're at war; you should do it before, when things are calm."* [INT04](#)

### Digital transition

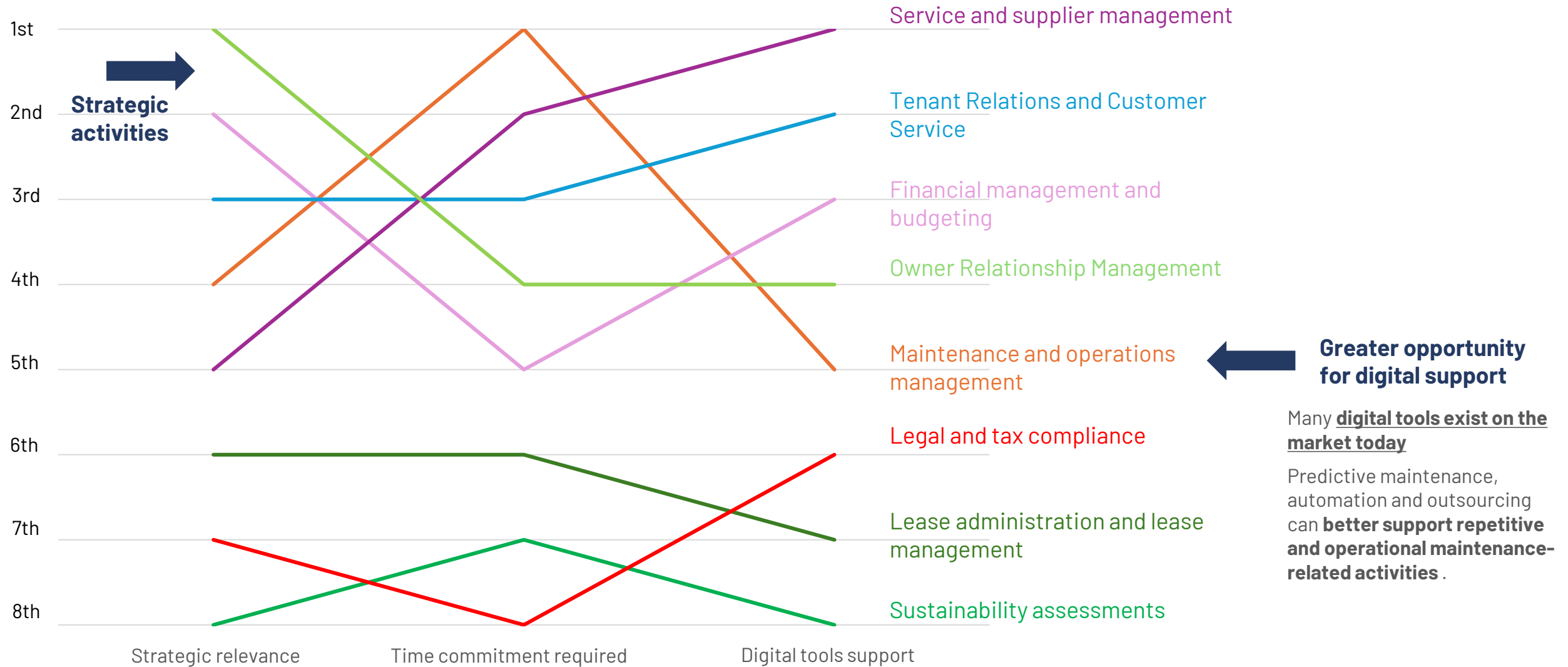
- **Gradual but constant** process, starting from the most structured companies with significant real estate volumes
- Benefits recognized but technology adoption **reactively**, without long-term strategic awareness



**Proposals regarding the continuous use of Key Performance Indicators (KPI)** to guide decisions in a "proactive" (not "reactive") way

# THE NEEDS OF DEMAND

45 answers: BNP Paribas RE, COIMA, Colliers, Covivio , C&W, Generali RE, Savills and Svicom



## SUPPLY AND DEMAND COMPARISON: EVIDENCE OF THE MISMATCH

ACTIVITY	Strategic relevance	Time commitment	Support from digital tools	Availability of digital tools	Scientific literature	
Tenant Relations and Customer Service	Medium	Medium	High	High	Medium	Alignment between supply & demand
Maintenance and Operations Management	Medium	High	Medium	High	Medium	Tools available and used, but gaps remain in terms of adoption
Service and supplier management	Medium	High	High	Low	Low	Tools adopted, but opportunities for further digital development & analysis
Financial management and budgeting	High	Medium	Medium	Medium	Low	Strong misalignment: strategic activity with limited digital support
Owner relationship management	High	Medium	Medium	Medium	Low	Strong misalignment: strategic activity with limited digital support and scientific evidence
Lease administration and lease management	Low	Low	Low	Medium	Low	Market Gap: PropTech No Priority, Despite Complexity and Legal Risks
Legal and tax compliance	Low	Low	Low	Low	Low	
Sustainability assessments	Low	Low	Low	Low	Low	

# SUPPLY AND DEMAND COMPARISON: NATURE OF THE MISMATCH

THE EFFORT REQUIRED FOR DIGITAL INTEGRATION IS GREATER THAN THE NEED TO INTERVENE ON CONTINGENT EMERGENCIES

## 1. PERCEPTION VS. ADOPTION/INTEGRATION

- Discrepancy between the perceived importance of digital innovation and the degree of its actual integration into daily operations. **Poor awareness of available solutions.**
- The diffusion of technological innovations in real estate has **room for expansion**: digital transformation **remains at a "theoretical level"** but not integrated into real activities.

Tools available and used, but gaps remain in terms of adoption

Tools adopted, but opportunities for further digital development & analysis

## 2. TOOLS OFFERED VS. ACTIVITIES CARRIED OUT

- **Limited overlap** between the functionality offered by PropTech solutions and the concrete priorities expressed by professionals.
- Misalignment between solutions that emphasize **operational automation** and operators who tend to **prioritize relational and financial activities.**

Strong misalignment: strategic activity with limited digital support

Strong misalignment: strategic activity with limited digital support and scientific evidence

## 3. SHORT-TERM RESPONSE VS. LONG-TERM ORIENTATION

- Innovation **tends to follow "emergencies"** rather than respond to future needs, maintaining a more operational than strategic approach.
- **Forward-looking orientation** (in the areas of ESG, sustainability, etc.) is not yet given priority recognition by the market.

Market Gap: PropTech No Priority, Despite Complexity and Legal Risks

# BEYOND THE MISMATCH: THE MEETING OF SUPPLY AND DEMAND



## REAL ESTATE:



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## PROPTECH:



# THE NEEDS EXPRESSED WITH THE RELEVANT CONTROL KPIs

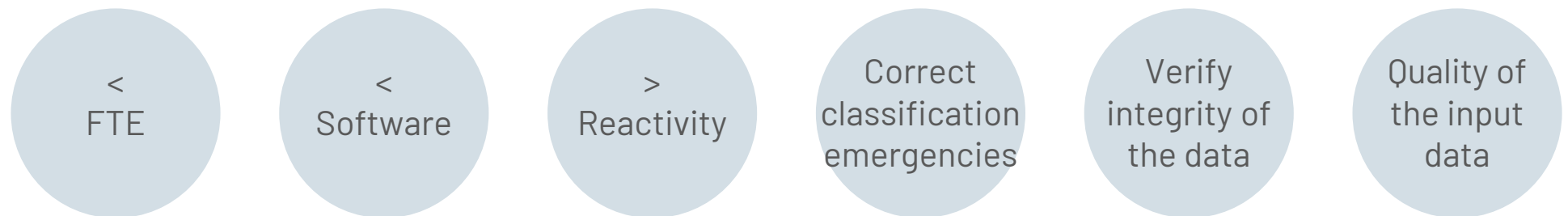


ACTIVITY
Lease administration and lease management
<b>Maintenance and Operations Management</b>
Financial management and budgeting
<b>Tenant Relations and Customer Service</b>
<b>Service and supplier management</b>
<b>Sustainability assessments</b>
Legal and tax compliance
Owner relationship management

## THE NEEDS EXPRESSED:

- Data centralization
- Efficiency operational
- Real-time
- Need for clarity in “urgency” index
- Automation and standardization of the data
- Standardization of the data

## THE IDENTIFIED KPIs :



# THE NEEDS EXPRESSED WITH THE RELEVANT CONTROL KPIs

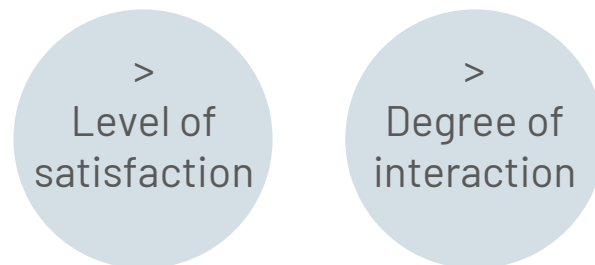


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## THE NEEDS EXPRESSED:

- Communication channels
- Self-service for users
- Community creation
- Detection of the needs of the tenants
- Measurement from the satisfaction

## THE IDENTIFIED KPIs :



# THE NEEDS EXPRESSED WITH THE RELEVANT CONTROL KPIs

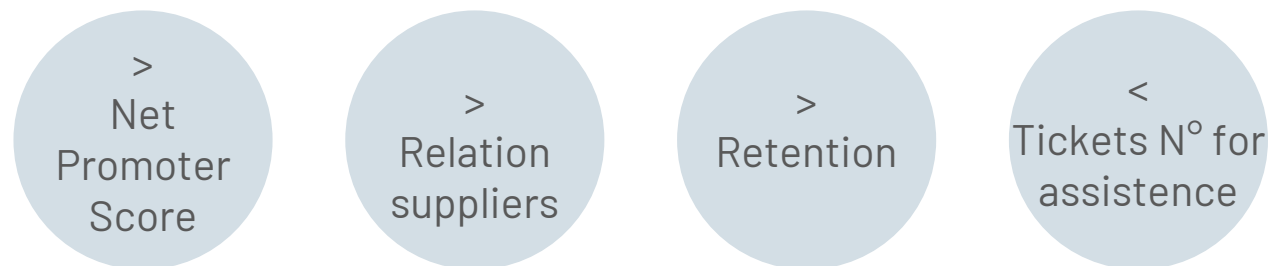


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## THE NEEDS EXPRESSED:

- Tracking operational and financial
- Monitoring of the quality of service
- Planning renewals and research supply
- Geolocation suppliers
- Optimization logistics

## THE IDENTIFIED KPIs :



# THE NEEDS EXPRESSED WITH THE RELEVANT CONTROL KPIs



ACTIVITY
Lease administration and lease management
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## THE NEEDS EXPRESSED:

- Interaction ESG
- Involvement users finals
- BMS optimization
- Reduction consumption and costs

## THE IDENTIFIED KPIs :



# THE NEEDS EXPRESSED WITH THE RELEVANT CONTROL KPIs



ACTIVITY	Thematic cluster	Need/KPI	Difficulty in measuring
Lease administration and lease management	Data quality and accessibility	Data integrity/quality	High
<b>Maintenance and Operations Management</b>		Classification of emergencies	High
		Data Automation	Average
		Data centralization	Average
		Reactivity	Average
Financial management and budgeting	Relationship with user (both customers and suppliers)	Level of user interaction	High
<b>Tenant Relations and Customer Service</b>		Net Promoter Score	Average
		Retention	Average
		Ticket number for assistance	Low
		Survey/needs mapping	Low
<b>Service and supplier management</b>	Operational efficiency	FTE Reduction	Low
		Software reduction	Low
		Response/intervention times	Low
		Average travel time	Low
		Reduction of operating costs	Low
<b>Sustainability assessments</b>	Value Management	BMS Performance	High
		Environmental impact monitoring	High
Legal and tax compliance		Maintaining ESG certifications	Low
Owner relationship management		Consumption monitoring	Low

Strong need for **simple, easily integrated and usable solutions**, which can evaluate and monitor shared KPIs of the different categories

- Low computational difficulty (**green**): directly measurable from existing data;
- Medium difficulty of calculation (**yellow**): requires some process or tool for collection or interpretation;
- High calculation difficulty (**red**): difficulty linked to the lack of precise baselines, tools or indicators.

# CONCLUSIONS

The PM in Italy today finds itself at a **digital crossroads**. On the one hand, **there is a growing awareness** of the strategic importance of PropTech and the **availability of numerous tools** to support certain aspects of the work; on the other, **significant gaps in technological coverage** and a **delay in cultural evolution remain**.

## **Bridging functional gaps**

- Digitalized areas: maintenance and services for tenants
- Analogue areas: sustainability, legal compliance, owner relations

### **Innovation Opportunities for PropTech:**

**Supplier/tenant-owner relationships, ESG reporting**

## **Data & KPI- Driven Management**

- Misalignment between strategic and operational activities
- Managers focused on administrative tasks rather than relationships with owners
- Cultural barrier and lack of digital skills

### **Innovation opportunities for PM:**

**Realign roles, delegate tasks, introduce coordinators or digital assistants (even AI-based ones)**

## **Mismatch and priority**

- Moving from experiential to data-driven management
- Shared definition of KPIs to be defined on the basis of a cost/opportunity strategy (with measurement difficulties)

**Strengthening the dialogue between PropTech solutions and operators**