Real Estate Development

**Company Description:**
The largest specialty family footwear retailer in the Western Hemisphere, serving millions of consumers through its powerful global network of stores in all 50 U.S. states, as well as in Puerto Rico, Guam, Saipan, the U.S. Virgin Islands, Canada, Central America, the Caribbean and South America.

**Short Project Name:**
Competitive Analysis - Real Estate Positions

**Project Description and Deliverables:**
The goal of the project is to identify the key strengths and competitive advantage/disadvantage of our company. Students will complete several analysis projects designed to assist them in making recommendations for how our company should develop its real estate strategy in order to leverage its competitive advantage and position itself vs. the competition in the real estate market.

**Key Deliverables**
1. **Industry Analysis** – Research the footwear industry to determine the overall size and competitiveness of the industry. Students will break the industry down into segments, identifying both the competitors and target market of each segment.
2. **Competitive Analysis** – Identify our company’s main competitors and conduct a detailed analysis of each, including financial performance, brand positioning, marketing spend, and the competitor’s strategy for pursuing their target market. The group should be prepared to explain why they chose their group of competitors.
3. **Merchandise & Pricing Strategy** – The group will research our company and its competitors’ merchandise strategy, including product mix, promotional activity, promotional cadence, and pricing strategy. The group will conduct a market basket analysis to determine Payless’s pricing relative to its competition.
4. **Real Estate Portfolio Analysis** – Summarize the composition of the Domestic real estate portfolio for our company and its competitors on a regional and store format basis. The group will also research and summarize publicly announced expansion or contraction plans such as openings, closings, remodels, acquisitions, etc.
5. **Real Estate Strategy Recommendation** – Identify the key strengths of our company and determine the competitive advantage of the company. The group will recommend a real estate strategy that will help the company leverage its competitive advantage and position itself vs. the competition in the real estate market.

**Company Description:**
Land owning affiliate of a large organization

**Short Project Name:**
Project Description and Deliverables:
We desire independent overall market evaluation to better understand our significant land holdings in relation to the market. After completion of Phase I market assessment, project Phase II will address the specific property holdings and their relative position in their respective markets. We will assist in educating students how to do market research including accessing CoStar and other real estate database products, and modeling valuation methods. This project will require 3-5 students for a period of 9 hours each per week to effectively do the work.

Key Deliverables
Written local land market study and recommendations for use, management, development options, time frames and/or disposition of individual land assets. In-person presentation to key employees at our headquarters.

Company Description:
Real Estate Investment and Development Fund

Short Project Name:
Redondo Beach Real Estate Development

Project Description and Deliverables:
Assess highest and best use of freeway frontage development project in Redondo Beach, CA

We are currently developing 2 hotels in Redondo Beach, CA. Adjacent to current development is a third development parcel that we intend to develop as either a third hotel or a multi-family project. Project would include the assessment of the proposed developments including development costs, operating pro-formas, financing packages, and equity investment scenarios.

Key Deliverables
Determine the highest and best use for the project by comparing development costs, financing options, and cost of equity for each project. Develop investment model to help secure project debt and equity financing for the project. Debt package will include key debt ratios and financing package for lenders to review. Equity package will include projected returns to both existing partners and new investors focusing on investor returns (IRR, Multiple on Invested Cash, and NPV).