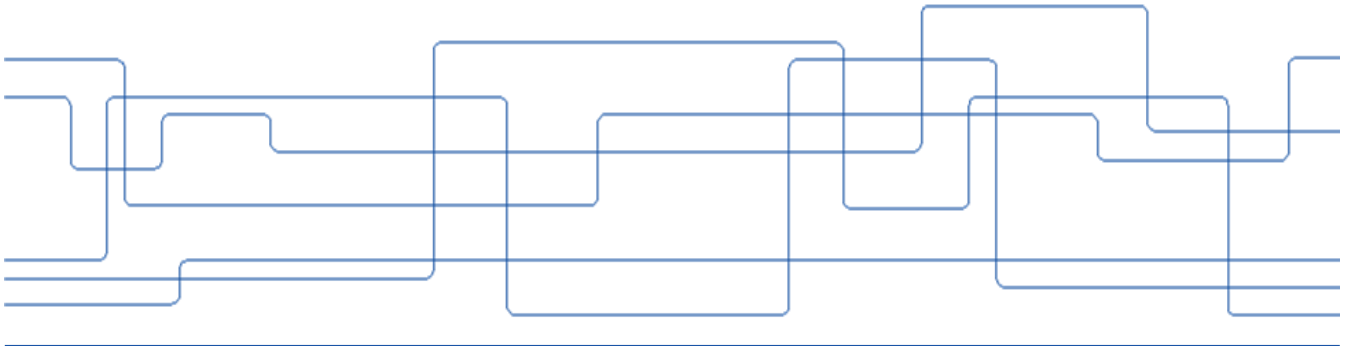




Collaboration in the built environment innovation ecosystems

Olli Vigen
olliky@kth.se





Olli Vigren

PostDoc researcher at KTH

- Management and organization
- PropTech & real estate business

Consultant at Vigren Advisory AB

- Innovation strategy
- Research and development

PropTech collaboration

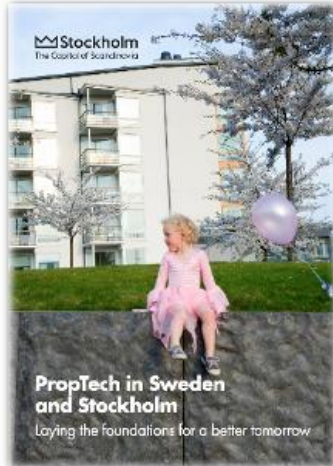
- Author: industry reports
- Advisor: industry associations
- Advisor: accelerators & investors
- Jury member:
 - > *Business Arena Tech Awards*
 - > *Nordic PropTech Awards*



Recent publications

Industry reports

PropTech and Digital transformation



[Link](#)



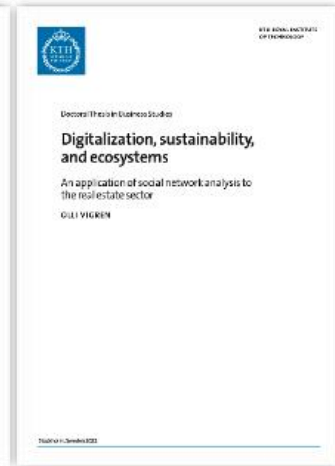
[Link](#)

Academic publications

Collaboration in ecosystems



[Link](#)



[Link](#)



Agenda

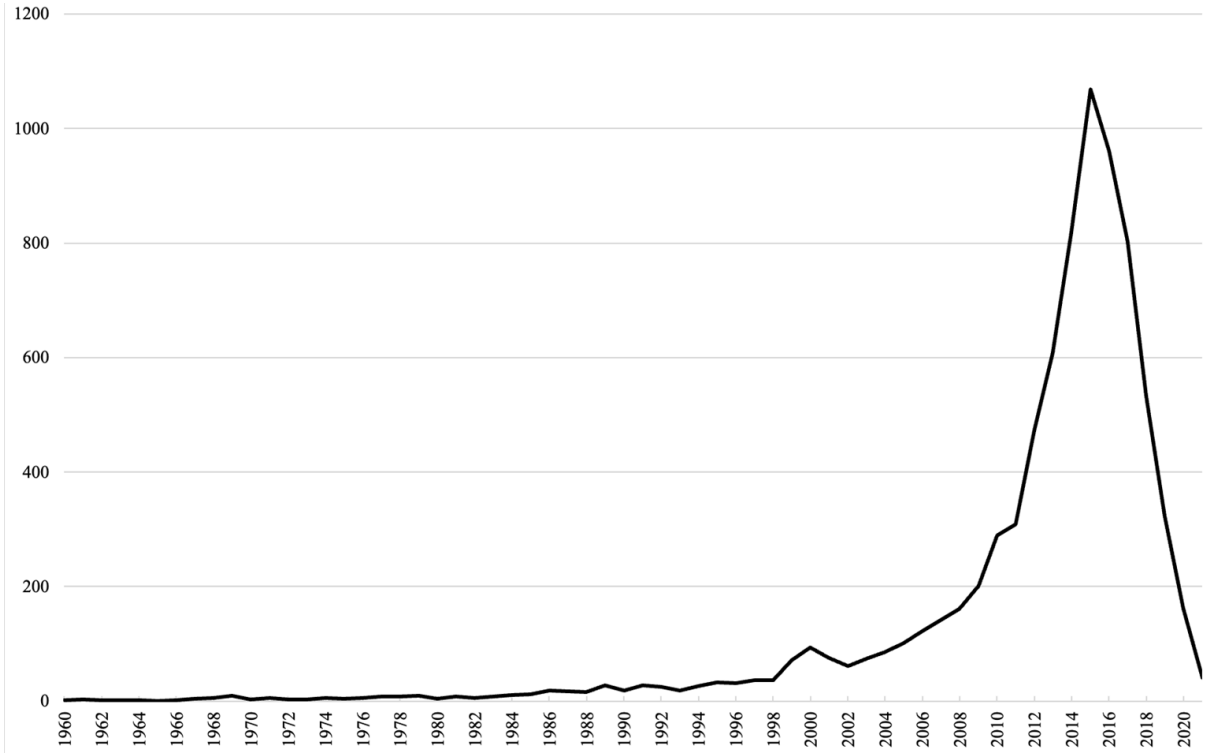
1. Opportunities in innovation
2. Challenges in innovation
3. How to collaborate in innovation ecosystems

A low-angle shot of a hot air balloon with a vibrant, multi-colored pattern of yellow, orange, red, and green. The balloon is partially inflated and suspended by ropes. Below it, a wicker basket is visible, containing several people. A burner is lit, with bright orange and yellow flames rising from the basket towards the balloon's envelope. The sky is a clear, bright blue, and the sun is visible in the lower-left corner, creating a lens flare effect. The overall scene is bright and optimistic.

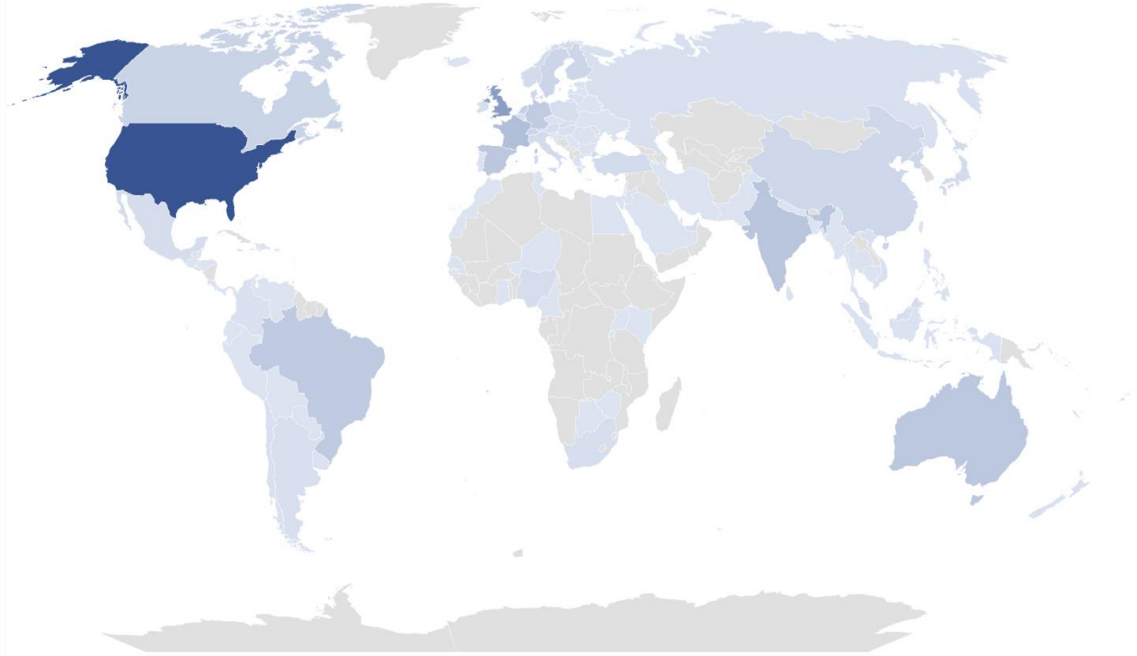
Opportunities in innovation



9000+ PropTech firms founded (1960 - 2021)



PropTech entrepreneurship is a global phenomenon



9000+ PropTech firms
100+ markets



US & UK are large markets — market advantage

Nordics have tech and ecosystem advantage

Countries	Number of PropTech firms
United States	2278
United Kingdom	1085
France	570
India	473
Australia	436
Spain	433
Brazil	391
Germany	365
Netherlands	298
Canada	236

Countries	Rank PropTech firms per capita
Finland	1
Denmark	2
Switzerland	3
Norway	4
Luxembourg	5
Sweden	6
Singapore	7
Estonia	8
Netherlands	9
Australia	10



PropTech in Sweden and Stockholm

- Sweden and Stockholm are great places for PropTech
- 240+ PropTech startups and scaleups in Sweden
- Sweden ranks 6th in PropTech firms per capita



Challenges in innovation





Challenge 1:

Will PropTech startups survive and thrive?

Tech and ecosystem advantage is a good start...

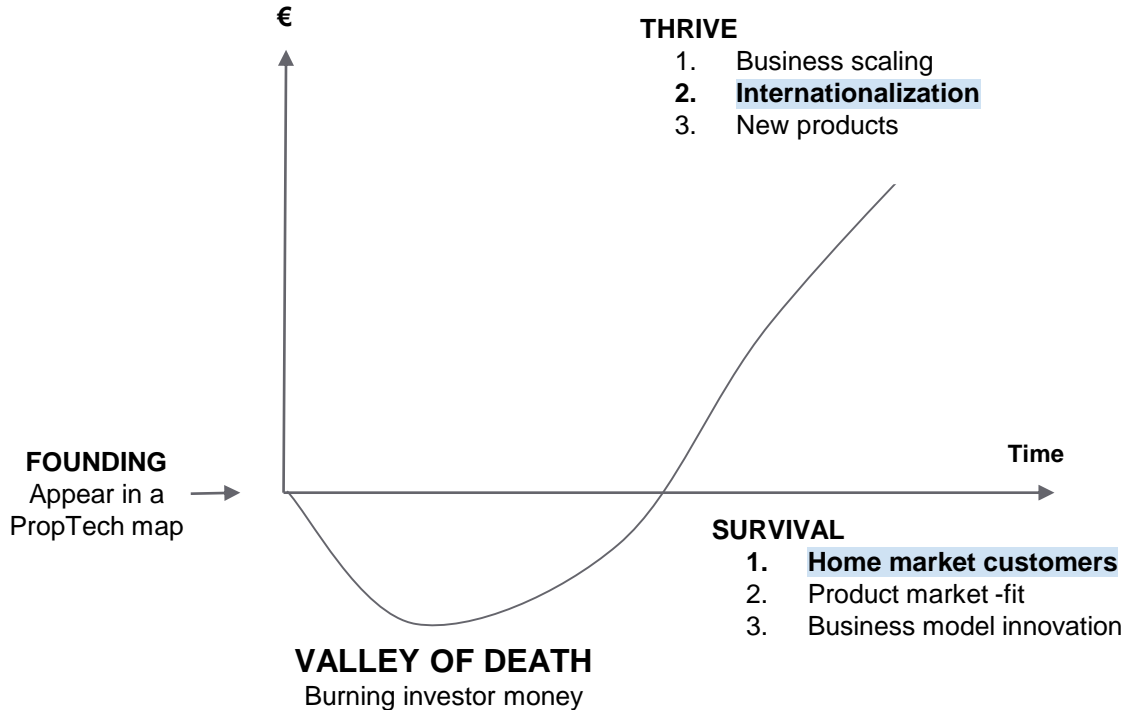
...but we need more

1. **home market customers** and
2. **international scaling**



A question of fate:

Valley of death and how to climb up





Nordic PropTech Awards evaluation criteria (2023)

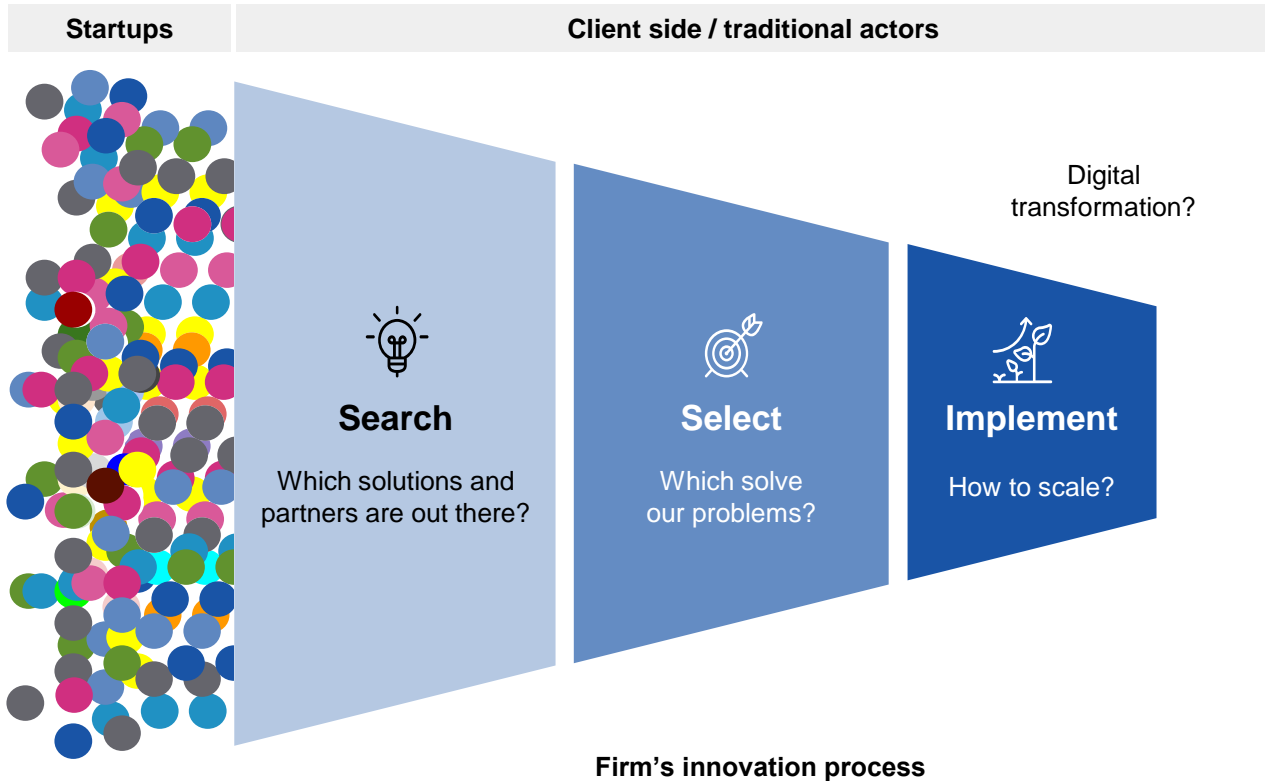
1. Problem solution fit
 2. Gains for clients / users
 3. International scaling potential
 4. Overall potential positive impact on the real estate sector
 5. Newness / innovation level and disruptiveness
-



Challenge 2:

**Can the sector implement
innovations?**

The innovation process in the sector is broken

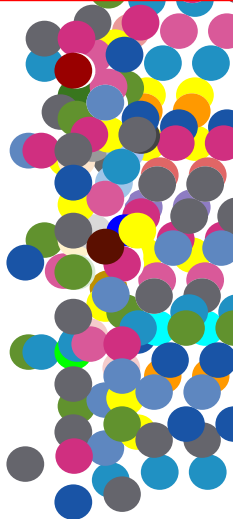


The innovation process in the sector is broken

Startups

Client side / traditional actors

Too much focus on tech,
not customer value



Search

Which solutions and
partners are out there?



Select

Which solve
our problems?



Implement

How to scale?

No real implementation.

Lack of resources and capabilities.

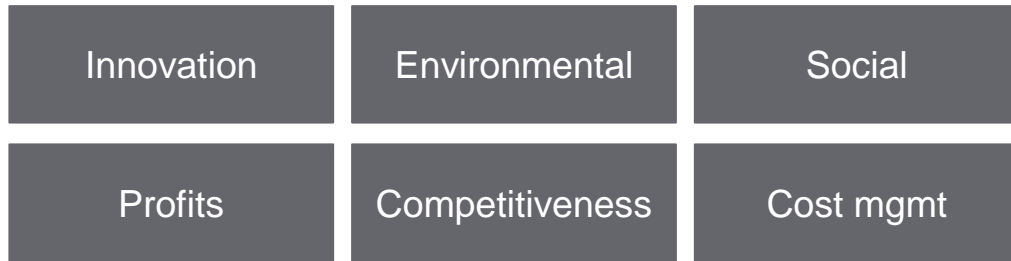
Poor incentives for innovation.





Risk that the status quo prevents the client side from reaching their business objectives

Client side / traditional actors Business goals*:



Risk for clients

Failure to meet business goals* if innovations are not implemented...

Risk for startups

PropTech firms will die while customers hesitate to take action...

Recommendations for leading digital transformation



Focus on your **innovation strategy**

Build **organization and culture** for innovation



How to overcome the challenges?



We need a new way of thinking about digital transformation

1. **Increased innovation capabilities** during the past years
2. But technologies, resources and capabilities alone **not sufficient for innovation**
3. Biggest challenge is **culture** and **changes in business processes**
4. **Driving cultural change** takes a lot more time

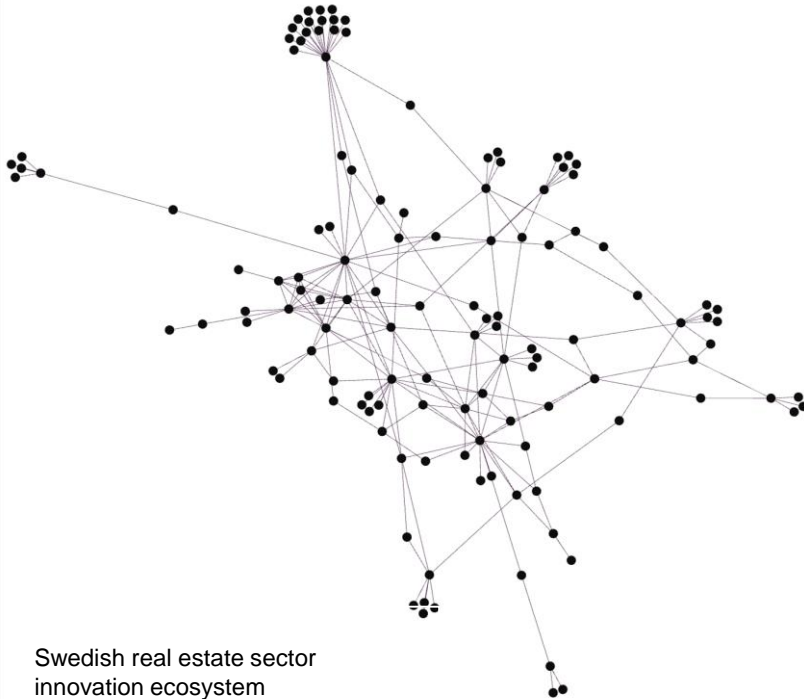
Digital transformation is not just a technical exercise — it's primary about **people, changes to organizational processes, and culture**



**KTH ROYAL INSTITUTE
OF TECHNOLOGY**

How to build fruitful collaborations?

Collaborations typically fail due to...



Swedish real estate sector
innovation ecosystem

1. A lack of a common agenda
2. Capabilities
3. Resource commitment and implementation



Fragmented digitalization goals compete for the same resources...

Table 2. Real estate owners' digitalization goals

Operational efficiency	Tenant satisfaction	New revenue streams
Maintenance management processes and systems	Attractive locations	New services
Building data management	Customer communication and services	Digital platforms for services
Operational cost optimization, e.g., energy costs	Customer experience in buildings	e-commerce
Efficient use of space	Digital services	Events
Administration efficiency	Home deliveries	New customer segments
Customer service optimization	Safety and security	New contract forms
Sales and renting processes	Tenant selection	-
Other organizational processes	Sharing of resources among tenants	-



Recommendations:

1. Focus on your **innovation strategy**:
goals, actions, organizational development, culture
2. Collect a **critical mass of innovators** around a well-specified innovation goal. **Goal alignment.**
3. **Long term commitment.**



Possible alignment strategies with startups

Increasing commitment / alignment



Should be defined in your innovation strategy

1. Pilot projects
2. Scaling within your business portfolio
3. Long-term contracts (partnerships)
4. Equity investment in startups
(done by Swedish client organizations)

Always develop your own innovation capabilities and culture



Thank you!

Contact:

Olli Vigren

olliky@kth.se

+46 73 944 2702

Research
Advisory

