



2. Disruptive Technology

Commercial Impact

- Learning curve; acceptability & adoption
- Rise in “smart building” ops
- Blockchain -- transaction, title transparency
- Robotics, autonomous vehicles: efficiency, eliminates jobs or changes skills required
- Tech demand -- older buildings obsolete unless repurposed
- Increased cybersecurity threats, vulnerability

Residential Impact

- Tenants and owners demand connectivity
- “Smart” homes, apartments highly desirable
- Older structures less desirable
- Pressure on brokers, commissions from online models
- Airbnb, other new models: opportunity & threat