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| **1. An Overview of Digital Competency in Real Estate** | ▪ Describe and discuss examples of the characteristics and benefits of digital competency.  
▪ Distinguish between levels in the digital competency to help assess where one's organization is today.  
▪ Identify skills, roles and capabilities needed to improve digital competency.  
▪ Summarize the primary areas of action needed to improve digital competency. |
| **2. How to Build a Foundation for Business Intelligence and Analytics** | ▪ Discuss examples of effective BI and analytics in real estate.  
▪ Differentiate characteristics of BI and analytics at different levels of digital maturity.  
▪ Compare and contrast the strategies and practices that support effective BI and analytics.  
▪ Illustrate how improved digital competency leads to improved BI and analytics, and better business outcomes. |
| **3. A Strategic Approach to Data Aggregation and Integration** | ▪ Explain the building blocks of integration and aggregation strategies and operations.  
▪ Explain current state of API strategies and other forms of integration.  
▪ Establish links to other aspects of digital competency, such as systems strategy.  
▪ Assess data aggregation and integration examples to determine best fit. |
| **4. Critical Steps to Developing an Enterprise-wide Data Strategy** | ▪ Describe the contents of a data strategy.  
▪ Describe the steps to building and enterprise-wide data strategy.  
▪ Explain the respective roles of stakeholders in developing and implementing a data strategy.  
▪ Identify solutions to meeting challenges facing an organization building an effective data management program. |
| **5. Developing Data Governance Capabilities for Digital Competency** | ▪ Assess an organization's data governance capability.  
▪ Identify how improved data governance relates to digital competency.  
▪ Identify what's driving success in moving up the competency curve.  
▪ Identify solutions to meet challenges that organization's face when building data governance capabilities. |
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| 6. Identifying Data Management Capabilities for Digital Competency | - Explain the primary functions of data management and how they relate to digital competency.  
- Assess an organization's readiness to begin a data management journey.  
- Review data management success stories relating to transitions up the maturity curve.  
- Identify solutions to challenges organizations face when building data management capabilities. |
| 7. A Focus on Data Modeling Capabilities | - Explain the basics of data modeling from the point of view of 1) the business, and 2) IT.  
- Illustrate the links between business and IT perspectives in data modeling.  
- Employ examples to explain the role of an industry-standard reference data model.  
- Demonstrate how an industry standard reference data model can be applied to improve data modeling. |
- Explain the role of standards in Asset Lifecycle.  
- Consolidate complementary standards into a single strategy.  
- Illustrate links between an information standards strategy and an enterprise data model for a real estate organization.  
- Synthesize implementation of industry standards with organizational standards. |
- Give examples of how emerging technologies affect digital competency.  
- Examine the risks and opportunities associated with implementing emerging technologies.  
- Identify which emerging technologies add the most value to one's organization. |
| 10. Advancing Digital Competency in the Organization | - Summarize the concepts presented previously in the program.  
- Synthesize into an approach for transitioning to digital competency.  
- Examine challenges to advancing digital competency and discuss solutions.  
- Identify capabilities and resources needed to advance digital competency. |