teammate ai

FIELD REPORT | JULY 2026

AI IN CRE

The Peer Intelligence Report

What 17 CRE executives are doing with AI, where early movers are gaining ground, and what comes next.

17 SENIOR RESPONDENTS • APRIL 9-29, 2026 • YPO-SIZED CRE FIRMS

Prepared by Teammate AI

EXECUTIVE SUMMARY

The competitive gap is forming around workflows, not access to tools.

Peers are convinced, but not uniformly operational. Fourteen of 17 firms rate AI an 8-10 priority and 13 describe leadership as strategic or actively pushing. Yet only 5 firms report production use beyond chatbots or copilots.

The market is converging on operating workflows. Finance/reporting attracts 15 of 17 firms, property/portfolio operations 14, and deal execution 13. The strongest near-term signal is not another chatbot; it is a repeatable process with data, controls, and a human owner.

Early movers are not simply the largest firms. Every respondent beyond copilots has a back office of 25 or fewer, while all three $3B+ respondents remain at the chatbot/copilot stage. In this small sample, workflow design appears more decisive than scale.

5 of 17	13 of 17	6 of 11
BEYOND CHATBOTS / COPILOTS	WANT DEAL-WORKFLOW AUTOMATION	CLEAR OR STRONG ROI AMONG LAUNCHED

What this means for an executive: benchmark the firm honestly, choose two or three high-volume workflows, assign both a sponsor and an operating owner, and measure a 90-day path from pilot to production.

Source: AI CRE Field Report Deep Research.xlsx. Counts are firms; ROI denominator is the 11 firms reporting an initiative.

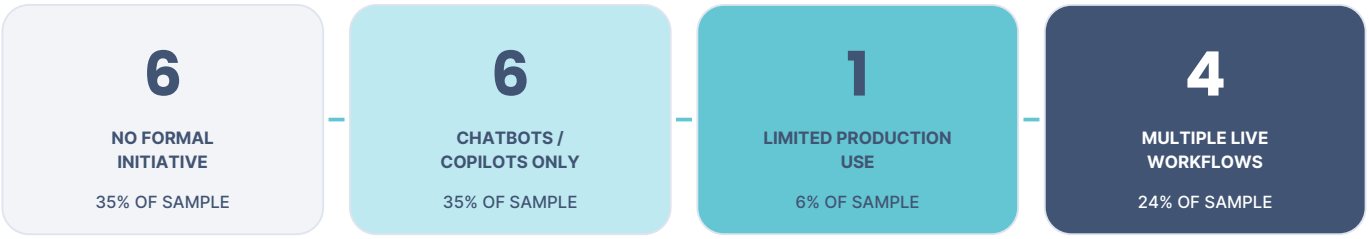
01 | THE PEER PULSE

Most peers are active. Few are operating at workflow scale.

The market is split almost evenly between no formal initiative, chatbot/copilot experimentation, and a smaller production cohort. The competitive distinction is no longer whether employees have access; it is whether the firm has converted activity into an owned operating process.

Peer maturity spectrum

Mutually exclusive firm-reported initiative stage; n=17.



Source: AI CRE Field Report Deep Research.xlsx. Stages are mutually exclusive and self-reported.

Employee activity can outrun the operating model. Four of the six firms with no formal initiative still report at least three current AI uses. That creates useful experimentation, but also hidden process, data, and control risk.

The tool stack is not the competitive signal. Respondents name a fragmented mix of general copilots, coding agents, automation platforms, and CRE systems. The more revealing question is whether any of those tools now own a repeatable step in the business.

02 | THE COMPETITIVE MAP

Scale did not predict production maturity in this sample.

The matrix below is intentionally descriptive, not predictive. It shows that smaller firms occupy every maturity stage, while the three largest respondents are all still at chatbots/copilots.

AUM band by reported AI maturity

Number of firms in each AUM and maturity cell; n=17.

	NO INITIATIVE	CHATBOTS / COPILOTS	LIMITED PRODUCTION	MULTIPLE LIVE WORKFLOWS
Less than $500MM	3	2	0	2
$500MM - $1B	3	0	1	1
$1B-$3B	0	1	0	1
More than $3B	0	3	0	0

CELL COLOR = NUMBER OF FIRMS 0 1 2 3

Source: AI CRE Field Report Deep Research.xlsx. Small cell sizes are directional and do not establish a relationship between AUM and maturity.

5 of 5	3 of 3	12 of 17
PRODUCTION FIRMS WITH BACK OFFICES <=25	$3B+ FIRMS STILL AT COPILOTS	BACK OFFICES OF 25 OR FEWER

Unexpected peer signal: operating leverage may be compensating for limited staffing rather than following from organizational scale. Lean firms appear capable of moving quickly when the workflow is bounded and owned.

03 | THE EXECUTION DIVIDE

Sponsorship creates permission; operating ownership creates production.

Strategic or actively pushing leadership is associated with initiative launch in this sample. The relationship is directional, not causal, but the size of the gap is operationally meaningful.

Initiative launch by leadership posture

Share of firms reporting any initiative within each leadership-posture group.



Source: AI CRE Field Report Deep Research.xlsx. n=13 strategic/pushing; n=4 tentative/ROI-dependent. Association only.

13 of 17	14 of 17	15 of 17
LEADERSHIP STRATEGIC / PUSHING	LEAST-ENTHUSIASTIC LEADER HESITANT	FOUNDER / CEO / PRESIDENT DRIVEN

The peer tension is inside the leadership team. The top-line posture is bullish, but most firms still have at least one influential leader who is uncertain, cautious, or skeptical. A measurable workflow is the bridge between conviction and consent.

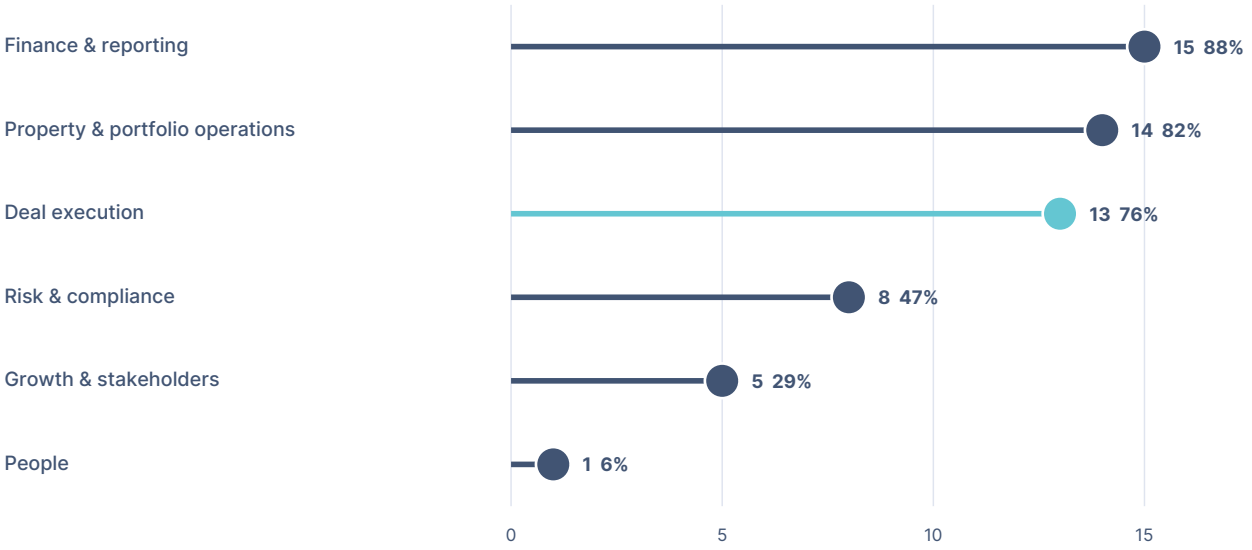
04 | WHERE PEERS ARE PLACING BETS

Consensus is broad. Production remains the whitespace.

Finance and reporting draw the widest interest, followed closely by property/portfolio operations and deal execution. Firms may appear in multiple clusters because their ambitions span functions.

Automation demand by workflow cluster

Unique firms selecting at least one function in each cluster; multiple selections allowed; n=17.



Source: AI CRE Field Report Deep Research.xlsx. Cluster counts deduplicate firms within each workflow group.

CONSENSUS
15 of 17: finance or reporting
14 of 17: property, portfolio, leasing, or internal operations
13 of 17: acquisitions, underwriting, or diligence
14 of 17: priority score of 8-10

DIVERGENCE
5 of 17: beyond chatbots/copilots
6 of 11: clear or strong reported ROI
7 launched firms: mostly off-the-shelf
4 launched firms: custom or hybrid

05 | THE DEAL-WORKFLOW RACE

Acquisitions and underwriting are becoming the clearest near-term battleground.

Peer firms already use AI across research, underwriting support, document review, memo preparation, and IC preparation. The next ambition is to connect those assistive tasks into a controlled transaction lane.

Current activity and requested automation

Counts are firms reporting each use or desired function; multiple selections allowed; n=17.



Counts are firms reporting each current use or requested function; selections were not mutually exclusive.

PEER SIGNAL: 13 of 17 selected acquisitions, underwriting, or due diligence; 9 selected at least two of those stages.

INPUTS	AUTOMATE	HUMAN GATES	VALUE SIGNALS
Offering memoranda, rent rolls, leases, data-room files, comps, and underwriting assumptions	Classify documents; extract and normalize facts; populate approved model inputs; flag missing evidence; draft scenario commentary and investment-memo sections	Approve assumptions, deal thesis, exceptions, risk judgment, and investment-committee submission	Time to first underwriting view; deals screened per FTE; rework; IC turnaround; exception rate

Illustrative workflow synthesis derived from selected survey functions and current-use categories; it is not a verbatim respondent design.

06 | WORKFLOW BLUEPRINT

Finance and reporting offer the widest peer consensus.

The opportunity is less about generating prose and more about moving fragmented operating data through reconciliation, exception review, recurring reporting, and controlled distribution.

PEER SIGNAL: 15 of 17 selected finance/accounting or reporting as an automation opportunity; each individual function was selected by 11 firms.

INPUTS	AUTOMATE	HUMAN GATES	VALUE SIGNALS
General-ledger, property-system, budget, operating, portfolio, and investor-reporting data	Consolidate feeds; reconcile entities; surface exceptions and variances; assemble recurring reports; draft supporting narrative	Resolve material exceptions; approve accounting treatment; review narrative; authorize external distribution	Close and reporting cycle time; reconciliation exceptions; rework; reporting hours; on-time delivery

Illustrative operating lane

01 Connect
Bring approved ledger, property-system, budget, and portfolio feeds into one reporting process.

02 Reconcile
Match entities, periods, and balances; preserve an exception list.

03 Explain
Draft variance commentary against approved thresholds and definitions.

04 Review
Route material exceptions and accounting judgments to the responsible human.

05 Publish
Assemble management or investor output only after final authorization.

Executive value case: shorten close and reporting cycles, reduce rework, improve consistency, and release senior finance capacity from repetitive compilation without delegating accounting judgment.

Workflow steps are an illustrative synthesis, not a claim that all 15 interested firms plan the same implementation.

07 | WORKFLOW BLUEPRINT

Property and portfolio operations are the broadest operating-leverage frontier.

Fourteen firms selected at least one of asset management, property management, leasing, or internal operations. Unlike one-time drafting, these workflows repeat across properties and reporting cycles - making them attractive but integration-heavy.

PEER SIGNAL: 14 of 17 selected at least one of asset management, property management, leasing, or internal operations/admin.

INPUTS	AUTOMATE	HUMAN GATES	VALUE SIGNALS
Leases, invoices, work orders, budgets, operating KPIs, asset plans, and tenant communications	Track lease obligations; triage invoices and work orders; compare budget to actual; flag portfolio variances; draft recurring communications	Approve capital and vendor decisions; resolve tenant-sensitive issues; confirm asset-management judgment	Response time; AP cycle; variance-resolution time; reporting workload; asset-manager capacity

Illustrative operating lane

01 Ingest
Collect leases, invoices, work orders, budgets, asset plans, and property KPIs.

02 Classify
Tag obligations, vendors, issues, deadlines, and recurring operating categories.

03 Prioritize
Surface exceptions, missed obligations, high-impact variances, and service issues.

04 Route
Send decisions to the right asset, property, finance, or vendor owner.

05 Learn
Track response time, recurring exceptions, workload, and resolution quality.

Executive value case: improve portfolio visibility and response speed while protecting the decisions that still require local context, tenant judgment, and capital-allocation authority.

Workflow steps are an illustrative synthesis derived from respondent priorities; human approval remains essential.

08 | FIVE FIRMS, FIVE STRATEGIES

The peer group is not following one playbook.

Each vignette reconstructs one individual response without using names, contact details, exact titles, geography, or identifying company information. These are not composites or direct quotes.

A

Firm A: The workflow-first owner-operator

CURRENT PATTERN A lean owner-operator reports multiple live workflows and strong, expanding success using mostly off-the-shelf tools. Current activity spans research, underwriting, document review, reporting, meeting follow-up, and workflow handoffs.

NEXT MOVE Connect acquisitions, due diligence, and legal/compliance into a more continuous deal process.

EXECUTIVE LESSON A small team can reach production without beginning with a custom platform; the differentiator is connecting tasks into an owned workflow.

B

Firm B: The bottom-up experimenter

CURRENT PATTERN Employees already use AI across research, investment memos, underwriting, document review, reporting, meetings, CRM administration, and handoffs, yet the firm reports no formal initiative or firm-level ROI claim.

NEXT MOVE Priorities include acquisitions, underwriting, due diligence, leasing, and reporting.

EXECUTIVE LESSON Broad employee use can create a shadow operating system: useful activity without standard ownership, controls, or measurement.

The stories preserve reported maturity, current-use pattern, desired functions, build approach, and outcome while suppressing identifying details.

08 | FIVE FIRMS, FIVE STRATEGIES

Early advantage is emerging through different operating choices.

C

Firm C: The custom operating integrator

CURRENT PATTERN A property operating platform reports multiple live, mostly custom workflows and clear ROI in limited areas, connecting reporting, pipeline administration, stakeholder communications, and handoffs.

NEXT MOVE Extend the model into internal operations, compliance, investor relations, and reporting.

EXECUTIVE LESSON Custom integration appears most useful where fragmented operating data and recurring communications must move through one controlled process.

D

Firm D: The connected investment workflow

CURRENT PATTERN A lean investment manager reports limited production use, mostly custom, with clear ROI in selected areas. Its current pattern connects investment memos, underwriting, document review, IC preparation, reporting, reconciliation, and handoffs.

NEXT MOVE Carry the same structured approach into asset management, internal operations, diligence, and compliance.

EXECUTIVE LESSON The next advantage may come from extending a transaction data model beyond closing rather than starting a separate post-close AI effort.

E

Firm E: The scaled platform still at copilots

CURRENT PATTERN A larger integrated platform reports broad employee use and clear ROI in limited areas, but its initiative remains at the chatbot/copilot stage rather than production workflows.

NEXT MOVE Priorities include underwriting, finance/accounting, reporting, internal operations, and marketing/business development.

EXECUTIVE LESSON Scale and broad tool access do not automatically create production; integration, operating ownership, and controls remain separate work.

Any inference labeled as an executive lesson is editorial interpretation grounded in that firm's reported response, not a respondent quote.

09 | WHAT TO DO NEXT

Turn peer intelligence into a 90-day operating decision.

The goal is not a firmwide AI transformation. It is a controlled decision about whether one high-value workflow can move from human-only work or scattered AI assistance into a repeatable operating lane.

A 90-day proof-to-production gate

DAYS 1-30

BASELINE

Map one workflow, define the owner, document controls, and capture cycle time, rework, spend, and capacity.

DAYS 31-60

BOUNDED PILOT

Run real work through a controlled pilot with explicit human gates and an exception log.

DAYS 61-90

PRODUCTION GATE

Integrate, train, measure, and decide whether the workflow is repeatable enough to scale.

Five questions for the leadership team

01	Where are we on the peer maturity spectrum - honestly?
02	Which two or three workflows combine volume, pain, data access, and measurable value?
03	Who is the senior sponsor, and who owns the workflow every day?
04	Where must a human approve assumptions, exceptions, judgment, or external output?
05	What baseline would prove faster, cheaper, safer, or higher-capacity performance in 90 days?

Recommended baseline measures: cycle time, error/rework rate, external spend, staff capacity, and decision turnaround.

10 | WHAT THE NEXT WAVE SHOULD TEST

The most important competitive questions remain unanswered.

- Which workflows produce repeatable ROI after integration, training, controls, and maintenance costs?
- Do production users sustain adoption beyond the original champion or pilot team?
- Which source systems and data conditions most often block underwriting, reporting, or property workflows?
- How do firms divide responsibility among the CEO, operating owner, technology leader, and functional team?
- Where do custom workflows outperform standard tools enough to justify ongoing ownership?

Caveats and assumptions

- The 17 responses are a directional field sample, not a statistically representative estimate of the CRE market.
- Percentages are shown for readability, but counts should lead interpretation because denominators are small.
- Initiative maturity, success, and ROI are self-reported and were not independently audited.
- Cross-tabs involving AUM, staffing, leadership, build approach, or outcomes are descriptive; they do not establish causality.
- Workflow blueprints are editorial syntheses based on selected categories, not verbatim implementation plans from respondents.

Source and method

AI CRE Field Report Deep Research.xlsx; 17 completed responses collected April 9-29, 2026. One response is treated as one firm. Multiple-selection answers were normalized to respondent-option rows. Contact names, emails, titles, and follow-up information were excluded before analysis. All percentages use n=17 unless another denominator is stated.

> **Best use of this report:** benchmark how comparable CRE firms are thinking, identify where operating focus is converging, and frame the next executive questions. Do not treat it as a market forecast or vendor-selection study.