



Beyond Borders: A Global Perspective of International Real Estate Valuation

CHAPTER 58:

THE ROLE OF INTERNATIONAL VALUATION IN SUPPORTING GLOBAL SUPPLY CHAIN OPTIMIZATION

AUGUST 12, 2025 | BRUCE D. GREENBERG, FRICS | MAI | SRA | ASA | ARM

In the modern, interconnected economy, global supply chains are the arteries of international trade, moving goods, resources, and services across continents with precision and speed. While logistics efficiency, trade agreements, and technology often dominate the conversation, there is another critical factor underpinning supply chain performance: accurate and strategic international valuation. From container ports and cross-dock facilities to manufacturing plants and logistics hubs, understanding the true worth of these assets is essential for operational efficiency, financial optimization, and long-term resilience. International valuation provides the lens through which companies, investors, and policymakers can make informed decisions, ensuring that supply chain infrastructure is aligned with both present needs and future opportunities.

Valuation as a Strategic Enabler

In the context of supply chain management, valuation is far more than a compliance exercise. It is a strategic enabler that influences major operational and investment decisions. Accurate, comparable valuations guide the selection of facility locations, allowing organizations to weigh local market conditions, infrastructure availability, and long-term growth potential before committing capital. They also support asset rationalization by identifying underperforming facilities that may be sold, repurposed, or consolidated to reduce costs and improve returns.

Equally important, valuations help manage risk.

By incorporating geopolitical, economic, and environmental risk factors, international valuations allow businesses to anticipate disruptions and adjust accordingly. For multinational corporations, the ability to apply standardized valuation methods across jurisdictions ensures that capital is allocated to projects and markets that promise the most strategic value, thereby strengthening overall supply chain performance.

Cultural and Market Nuances in Global Valuation

The valuation process is rarely uniform across borders, and cultural differences can have a profound impact on both the methodology and the interpretation of results. In some markets, direct communication and aggressive negotiation are expected, while in others, indirect approaches and relationship-building take precedence. These variations affect how stakeholders perceive asset value and how quickly investment decisions are made.

Cultural attitudes toward risk also play a role. A distribution hub in a risk-averse market may be valued differently from one in a market that is comfortable with uncertainty, even if their operational capabilities are similar. For global supply chains, these nuances can influence not just individual asset appraisals but also broader strategic decisions, such as whether to expand in a particular region or diversify into new markets.

The Complexity of Valuation Standards

Global supply chains span countries that adhere to different valuation standards, such as the International

Valuation Standards (IVS), Royal Institution of Chartered Surveyors (RICS) standards, Uniform Standards of Professional Appraisal Practice (USPAP), or European Valuation Standards (EVS). While these frameworks share common principles, their differences in terminology, reporting requirements, and methodology can complicate cross-border decision-making.

For supply chain optimization, ensuring that valuations are consistent and comparable is critical. A warehouse in Germany, a port terminal in Singapore, and a manufacturing plant in Mexico must be assessed on a basis that allows meaningful comparison. Without such alignment, capital allocation decisions risk being skewed by inconsistent valuation assumptions.

Economic Trends Shaping Supply Chain Asset Values

The global economy is in constant flux, and its shifts can ripple through supply chain valuations in ways that demand close attention. Interest rate changes affect financing costs for new facilities, while currency fluctuations influence the affordability of assets for foreign investors. Trade policies and geopolitical tensions can either increase the strategic value of certain locations or make them more vulnerable to disruption. For example, a port facility may experience a valuation surge if trade volumes shift toward its region, but that same facility could lose value if tariffs or sanctions alter shipping patterns.

For companies optimizing supply chains, understanding these macroeconomic forces is essential. Scenario-based valuation models allow decision-makers to plan

for various contingencies, from recession-driven drops in asset values to demand spikes driven by reshoring or nearshoring trends.

Legal and Regulatory Challenges

International valuations must navigate a maze of property rights, zoning laws, environmental regulations, and tax policies that differ from country to country. For supply chain operators, these factors are not just legal hurdles—they directly affect the viability and value of infrastructure. A high-value logistics site in one jurisdiction may see its worth diminished in another due to restrictions on foreign ownership, environmental compliance costs, or local tax burdens.

Successful supply chain optimization requires not only accurate valuations but also a thorough understanding of the regulatory environments in which those assets exist. Partnering with local legal experts and valuation professionals can help mitigate compliance risks and avoid costly missteps.

Best Practices for Leveraging International Valuation in Supply Chains

To fully harness the benefits of valuation for supply

chain optimization, organizations should adopt several best practices:

- Invest in Cultural Intelligence – Understand the cultural norms of each market to ensure that valuation findings are credible and actionable in context.
- Standardize Methodologies Across Borders – Apply consistent valuation frameworks to enable accurate portfolio comparisons.
- Incorporate Economic Scenarios – Use forecasting and scenario analysis to account for global market volatility.
- Build Local Partnerships – Collaborate with regional experts to navigate legal, regulatory, and data challenges.
- Adapt Approaches to Market Conditions – Recognize that valuation in mature markets with abundant data differs from valuation in emerging markets where transparency is limited.

Conclusion

In a world where supply chains must adapt to rapid economic shifts, geopolitical uncertainty, and evolving market demands, international valuation stands as a critical strategic tool. It offers the insight needed to

make informed decisions on where to invest, how to allocate resources, and when to reconfigure networks. By integrating cultural understanding, standardized methodologies, and forward-looking economic analysis, valuation professionals can help organizations build supply chains that are not only efficient and profitable but also resilient and future-ready. In this way, international valuation is not merely a financial exercise—it is a cornerstone of global supply chain optimization.



Bruce D. Greenberg
FRICS | MAI | SRA | ASA | ARM
Managing Director | Principal
+1-480-440-2842 Ext. 01
bdgreenberg@fourcv.com
www.fourcv.com



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