



Nikki Greenberg

FUTURIST

Most organisations understand that AI and digital transformation are not optional. The problem is the gap between acknowledging this and making irreversible decisions about infrastructure, talent, and operating models: particularly in industries built around physical assets and long capital cycles. Leaders in real estate, construction, financial services, and retail are being asked to future-proof portfolios before the technology landscape has stabilised. The consequence of moving too slowly and too fast look equally costly from a boardroom.

Nikki Greenberg is a futurist and technology strategist who helps leaders in asset-intensive industries convert AI and digital transformation from a strategic aspiration into portfolio-level decisions, drawing on her experience leading the digital transformation of a \$22 billion real estate portfolio at QIC.

Nikki Greenberg's 2026 Biography

Why organisations work with Nikki Greenberg

- Her Five Step Future Ready Framework gives leadership teams a structured, replicable methodology for taking AI and technology adoption from boardroom conversation to approved initiative: developed directly from leading digital transformation across a major institutional real estate portfolio, not from consulting at a remove.
- She reads the built environment, business strategy, and technology fluently and simultaneously: enabling her to assess AI's implications for physical assets, long capital cycles, and operational infrastructure in ways that technology-only futurists cannot.
- As founder of Women in PropTech and three-term co-chair of the ULI New York Technology & Innovation Council, she has shaped industry consensus on built-world innovation rather than simply reported on it, which means audiences get a perspective that is ahead of the published analysis, not derived from it.
- Her client roster spans real estate, financial services, retail, hospitality, and the public sector, giving organisations outside property access to cross-industry pattern recognition on how physical-digital convergence is being handled at scale elsewhere.
- She translates demographic shifts, emerging technology, and long-range scenarios into specific decisions leaders can take today; not horizon-scanning for its own sake, but a structured pathway from trend to action.

AVAILABLE FOR

- After Dinner Engagement
- Panel Participation
- Speaking

NIKKI'S SPEAKING THEMES

- Artificial Intelligence & Generative AI
- Digital Transformation
- Future of Work
- Innovation & Disruption
- Organizational Agility
- Scenario Planning & Strategic Foresight

LANGUAGES: English

Biography highlights

- Former Head of Technology Strategy (Real Estate) at QIC, where she led the digital transformation of a \$22 billion real estate portfolio within a global investment manager with \$70 billion AUM
- Founder and Global Ambassador of Women in PropTech
- Former three-term co-chair, Urban Land Institute New York Technology & Innovation Council
- Speaker of the Year, Trends & Technologies category (2025); ULI Global Luminary (2022); MIPIM Global PropTech Awards Finalist (2019); CIO View's 5 Most Influential Women in Real Estate to Watch
- Career spanning architecture, development, and technology strategy across Lendlease, Koichi Takada Architects, Greenland Australia, and Brown Harris Stevens
- Bachelor of Architecture (Hons), Master of Architecture, Master of International Business – all from UNSW, Sydney
- Conference and event engagements include Harvard Business School, Bank of America, Brookfield, UN-Habitat, Smart City Expo World Congress, MIPIM, and the National Association of Realtors

Biography

Nikki Greenberg began her career as an architect working on master-planned communities and mixed-use developments across Sydney, New York, and China. That background – designing places intended to serve the next generation of occupants – became the foundation for a career built around a single organising question: what do today's decisions look like from twenty years out?

At QIC, one of Australia's largest investment managers, she led the digital transformation of a \$22 billion real estate portfolio, translating technology strategy into decisions about operations, assets, and customer experience at institutional scale. It is this combination that makes her unusual: she has delivered the physical and the digital, not merely theorised about their convergence.

Her Five Step Future Ready Framework, developed from that experience, gives leadership teams a structured methodology for moving from technology awareness to committed action; addressing the specific friction points of incentive misalignment, budget pressure, and multi-generational workforces that stall most transformation programmes. It is the practical core of her keynote work across industries as varied as financial services, retail, and urban planning.

She is the founder of Women in PropTech and served three terms as co-chair of the Urban Land Institute's New York Technology & Innovation Council; roles that positioned her at the centre of where policy, capital, and technology strategy converge in the built environment. Recognised as Speaker of the Year (Trends & Technologies, 2025) and a ULI Global Luminary, she holds a Master of Architecture, Master of International Business, and Bachelor of Architecture with honours from UNSW, Sydney, and is based in New York City.

Key speaking topics

- AI and digital transformation in the built environment
- Future-readiness strategy and technology adoption frameworks
- The future of cities, real estate, and physical infrastructure
- AI and the future of work

- Technology strategy for asset-intensive industries
- Demographic change and long-range scenario planning
- PropTech, ConTech, and innovation in the property sector

Ideal for

- C-suite and board-level leaders in real estate, construction, and asset management navigating technology strategy and digital transformation
- CIOs, CTOs, and Chief Transformation Officers in industries with significant physical infrastructure; financial services, retail, hospitality, public works
- Industry associations and sector conferences where audiences need technology insight grounded in commercial and operational reality, not pure speculation
- Leadership development programmes seeking a cross-industry perspective on AI adoption, future-of-work strategy, and long-range planning

Audience outcomes

- A named, structured framework (Five Step Future Ready Framework) for moving technology and AI initiatives from aspiration to organisational buy-in and implementation
- Clearer understanding of how demographic shifts, AI, robotics, and automation will affect demand for physical space, workforce design, and capital allocation: framed in sector-specific terms
- Practical starting points for a digital transformation roadmap: including how to sequence early initiatives while building toward a long-term AI integration plan
- Greater confidence in communicating technology strategy across functions and seniority levels, including to boards and investors unfamiliar with the underlying technology
- A recalibrated sense of timeline: which technology trends require decisions now, and which can be monitored without near-term commitment

Nikki Greenberg's 2026 talks & topics

Journey to 2040: Leading the Future of Your Industry

Equips leaders to navigate AI, generational shifts, and workplace evolution using Greenberg's Five Step Future Ready Framework, delivering a structured roadmap for becoming the most forward-thinking organisation in their sector.

Key takeaways:

- A practical, sequenced roadmap for technology adoption that addresses incentive misalignment, budget constraints, and multi-generational workforce dynamics
- Applied understanding of how AI is reshaping industries, drawn directly from Greenberg's experience leading digital transformation at institutional scale
- The Five Step Future Ready Framework, designed to convert bold ideas into initiatives that gain

The World in 2050: Preparing Cities for Future Generations

Explores how demographic change, AI, robotics, and smart infrastructure are reshaping cities, offering leaders a practical vision for designing technologically advanced, human-centred urban environments.

Key takeaways:

- Insight into the demographic and talent migration trends shaping cities through to 2050
 - A clear picture of how AI, smart mobility, digital infrastructure, and automation are transforming city operations and long-range planning
 - A practical framework for building resilient roadmaps for innovation, digital transformation, and cross-sector collaboration
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Today to 2050: Creating the Future of Real Estate

Examines how AI, robotics, and automation are transforming real estate across asset classes, paired with a human-centred approach to creating places that serve current communities and future generations.

Key takeaways:

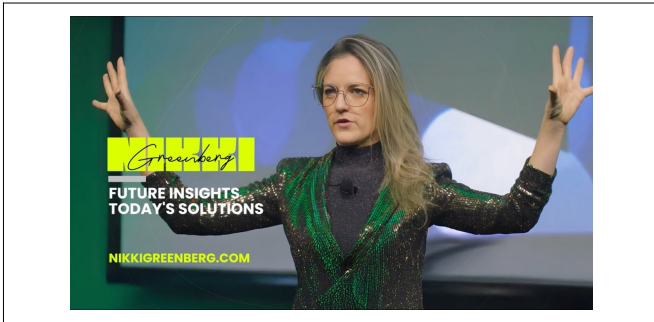
- Clarity on demographic shifts and evolving stakeholder expectations, structured around a framework for future readiness
 - Applied insight into the impact of AI, digital transformation, and automation on people, assets, and organisational decision-making
 - Practical roadmaps for launching future-focused initiatives and integrating AI and digital strategy at portfolio scale
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Work Reimagined: The Workplace of the Future

Examines how adaptive technologies, evolving workforce behaviours, and cultural shifts are redefining high-performance workplaces in a technology-driven era.

Key takeaways:

- A grounded understanding of which technologies are already reshaping where and how work happens, and at what pace
- Insight into the behavioural and cultural changes that determine whether technology investment translates into genuine productivity
- Practical guidance on designing intelligent, human-centred work environments that retain and engage a multigenerational workforce



What Nikki Greenberg's clients say

Listening to Nikki, there isn't a fear about the technology that's out there in the future - rather we need to embrace it.

Marc Selvitelli
CEO, NAIOP (Las Vegas)

Nikki's lunch keynote was incredibly thought provoking. Nikki's willingness to volunteer her time, energy, and support on behalf of our practice was greatly appreciated... and enriched our event with her presence. We hope that Nikki can join us again.

Jeffrey S Alpaugh
CEO, AON North America (Marsh, Chicago)

Nikki Greenberg was amazing today! Full house in the room and so inspiring!

Anna Konig Jerlmyr
Former Mayor of Stockholm, Arwidssonstiftelsen (Stockholm, Sweden)

Nikki was engaging and energetic and left people with easy takeaways that they can bring back to their companies and their work.

Megan Rooney

VP for Education, NAIOP (Las Vegas)

Best presentation of the day!

Mike Butcher

Editor-at-Large, TechCrunch (London)

Truly wonderful having Nikki at the event! It was standing room only in the main stage. She brought such an inspiring, innovative, and insightful perspective to the future of our cities.

President, Anteverti and Smart City Expo World Congress (Barcelona, Spain)

Such an insightful and forward-thinking perspectives on innovation and the evolving urban landscape. A timely, very informative keynote. We are hearing great things from our attendee!

Director, Downtown Fort Worth (Fort Worth, TX)

Nikki's presentation broke the monotonous tone. It was very interactive. Brilliant - just brilliant!

EVP, Honeywell (Orlando, FL)

The visual presentation worked well and was really terrific. Her keynote was filled with actionable insights - perfect for leaders across a variety of industries. The Q&A went well from a logistical and a content standpoint. We had more than enough questions to fill the time, and it generated thoughtful conversations in our chat. Nikki was fun to chat with, and combined with her presentation it was a nice way to kick off our event.

CIO (Virtual, USA)

We would love to have [Nikki] again! The audience loved hearing about the vision and optimism around AI in our field.

Director, ULI - Urban Land Institute (National, USA)

They thought the topic was on point for what we're all going through as we transition back to work. The [audience] felt engaged and were not bored with anything. It was great -really great!!

Director of Major Events, CREW (San Antonio)

The feedback on her session has been amazing. A lot of different people have contacted me to tell me how much they enjoyed it, but also have already been suggesting things we need to start doing as a business (or doing better) because of what she highlighted and discussed.

CEO, Frasers (Sydney, Australia)

I'm so thankful that we engaged Nikki Greenberg. It was such a great way to segway to talk about our organization's future vision.

Vice Chair, Appraisers Foundation (Washington DC)

Nikki was the perfect speaker to close out our NAWIC 70th annual conference. She was energetic, informative, and balanced data presentation, information, storytelling, and engagement.

President, NAWIC - National Association of Women in Construction (Boston, USA)

We loved having Nikki and it was a pleasuring working with her as well... [We had] such great feedback. The attendees sang Nikki's praises - and helped make our event an even bigger success!

Program Director, Chain Store Age (Miami, FL)

Phenomenal, so interesting - exactly what we should be talking about as an industry - No doubt about it!! [Nikki] clearly illustrates where we are as an industry and where we have to go. I loved it so much. I walked away with a lot of homework about the things I need to start learning about and doing.

ICSC - International Council of Shopping Centers (San Diego, CA)

Nikki is a true professional and so knowledgeable in her field. We received very positive feedback from many of our attendees - one even shared that the gentleman sitting in front of her had been watching football on his phone and stopped watching to listen to Nikki!

Event Director, Informa, FS/TECH - Food Service Technology Expo (Orlando, FL)

The questions were just flooding in! We've never seen it happen this much before! We easily could have had another 90 minutes just on the questions!

VP for Education, NAIOP - Commercial Real Estate Development Association (Las Vegas, NV)

It was a great one to close on. Sometimes we are so busy thinking about the problems of today that it's great to be challenged to look ahead.

Director of Education, NAR - National Association of Realtors (Virtual, USA)

Nikki was the only speaker that really took into account our brief and who we are as an organization. Having shout outs to different cities was great too and appreciated the work that everyone does.

Senior Manager of Education, APWA - American Public Works Association (Atlanta, GA)

Nikki's keynote was a hit and everyone loved chatting with her throughout the event. My phone was blowing up with people telling me how much they loved what she had to say!

Director, Barings (Marco Island, FL)

Nikki's willingness to volunteer her time, energy, and support on behalf of our practice was greatly appreciated... and enriched our event with her presence. We hope that Nikki can join us again!

President, AON North America (Chicago, IL)

The main room was completely full, as was the overflow space! We have had tremendous feedback from senior management and clients alike.

UBS Investment Bank (London, UK)

The session was absolutely fantastic really insightful and energizing. It gave me a lot to thank about, and I'm already discussing a few takeaways with my team.

Vice President, Navy Federal Credit Union (Vienna, VA)

Strategy Game: Navigating Disruptive Trends & Technologies

An exhilarating interactive workshop designed to complement Nikki Greenberg's keynotes, the Strategy Games is a vibrant platform for professionals to explore, engage, and excel in the face of external disruptive forces. Whether or not you've had the chance to attend Nikki's keynote, this workshop stands as a powerful opportunity to collaborate with peers to deepen your understanding and application of cutting-edge concepts and disruptive technologies like AI.

More than just a learning experience, this workshop is a strategic playground. It invites participants from diverse generations and specialties to collaboratively delve into the implications of notable emerging trends and technologies. The focus is not just on understanding but on practical application within your organization. It's a space where theoretical knowledge meets real-world strategy, encouraging a cross-generational and cross-specialization dialogue that fosters deeper understanding and innovative solutions.