

Case Study

A Leading Indian Conglomerate

Service(s) offered: **As-is assessment, competency mapping, restructuring, and change management**

Sector/Industry: **Real Estate and Infrastructure**



Providing guidance and Directional Strategy to the engineering division

Our client is a comprehensive architecture, design, engineering and project management company, and is a part of a well known and reputed private sector conglomerate of India.

The company entered into a strategic joint venture with a foreign company offering end-to-end services from management consultancy to executing turnkey projects up to 2012.

The company faced several challenges in the following years which was further compounded by multiple factors such as their partner's exit, slow-down in the economy and lack of adequate policy reforms. The company appointed us to assess the readiness to initiate a joint venture partner search.

Solution

A team was structured with a mix of specialist on business processes assessment, competency mapping, industry experts, business leaders and management consultants.

This team enabled us to quickly segment the problems in different modules and carry out an 'as-is' assessment of the company.

Case Highlights

- Client required assistance in formulating future growth strategy
- We conducted an as-is analysis of the Processes, People and Technology of the company
- Two alternate strategies were formed based on the analysis and were discussed with the stakeholders
- We then assisted the company with implementation of the chosen strategy

The 'as-is' assessment of key architectural services and competency mapping of key personnel staff were carried out to understand the status quo of the organisation. The assessment was divided among the following three work-streams:

- 1. Process:** Lack of comprehensive compliance and monitoring program in each department for project execution was observed. Low level of documentation for key factors such as stress calculation, engineering change management, weight calculation were observed during the assessment.

- 2. People:** Lack of motivation among employees was realised during the assessment. Goals and key performance indicators were unclear among senior employees of the organisation. There was a lack of clarity amongst employees on future career growth within the company
- 3. Technology:** Data was unavailable for projects executed prior to separation from the earlier partner. Data backup was not up to date in the servers and local machines. Also, the data was not consistent among the various teams.

Based on our assessment, we generated two alternative strategies for partner identification:

- Strategy 1: Start searching for a suitable partner immediately. However, this approach had lesser probability of deal closure due to current issues with the people, system and processes.
- Strategy 2: Working on prioritised items for three to six months under the CEO to resolve the issues identified, and then initiate the partner search process.

We met the shareholders and key management to discuss the status quo and next course of action.

Based on the agreement with the shareholders and key management, strategy 2 was undertaken. Under this, we supported the client in benchmarking key competitors against the client's status quo. It included market research, interviewing key competitors, industry experts, customers, etc.

On the basis of the above internal and external assessment, we supported the client in following areas:

- Recruit an on-board a full time CEO
We supported our client in identifying key resources in the industry to fit the CEO's position
- Strengthen structural design, engineering and safety
We supported them in setting up an internal team to fix norms/guidelines as per the industry standards
- Identifying source of competitive advantage
We assisted them in preparing the board paper

- Set processes for establishing linkages and traceability of drawings
We assisted the company in finalising their working manual

Impact

We helped the company to build a strong foundation for future growth by:

- Improving the existing processes
- Imparting skills to the existing resources through training and internal knowledge sharing platform
- Helping the company in filling key position available in the company
- Identifying focus sectors, services, and contracts
- Assisting in formulating the policy on outsourcing

For more information on this case study, please contact:

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