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SBU-WIDE CHAOS MANAGEMENT IN PROJECT ADMINISTRATION

CLIENT PROFILE

Client Type:	Client Role:	My Role:	Engagement Type:
Individual	S.B.U. Lead	Trusted Delegate	Hourly Basis
Legal Entity Type:	Fin. Entity Type:	Business Industry:	Business Sector:
Public, Listed	Services	Infrastructure	Transport
Business Category:	Revenue Models:	Operative Profile:	Business Objective:
E.P.C.	Single	Traditional	Leadership
Effort Focus:	Paid Capital:	Tech. Application:	Basic Science:
Brand	> ₹ 300 Mn	CONFIDENTIAL	CONFIDENTIAL
Engagement Span:	Engagement:	My Ownership:	
90 Days	Full-Time	Research & Analysis	

STORY

Data on a key performance indicator (KPI) was maintained via three processes. An organization wide ERP system, department specific spreadsheet (this department supported multiple line functions), line function wise spreadsheet. Firstly, the organization wide KPI was a notional KPI that did not translate into actual monetary flow (although the name given to it was as if it resulted in actual cash flow). Secondly, the topmost level KPI was not a summation of individual KPIs of different line functions and departments. Thirdly, neither the ERP system, nor the two spreadsheets were maintained on a regular basis for them to be useful for management reporting and decision-making. Fourthly, all the three systems reported different statistics for the same set of variables. Implication of this chaos was in the range of a few billion rupees and affected the organization indirectly through deteriorating morale, emergence of both mistrust and misplaced trust within the team. The next step down within the organization would have been individual corruption and unethical behaviour targeted towards the organization. However, the organizational system was self healing through high attrition rate and thus fought itself from going towards the next down step. One positive aspect did reveal itself in the form of its employees (they would rather leave then corrupt themselves).

**VISUAL, SOFTWARE ENABLED, PROJECT QUALITY COMPLIANCE RETRIEVAL & MANAGEMENT BOARD ACROSS PROJECTS**

CLIENT PROFILE

Client Type:	Client Role:	My Role:	Engagement Type:
Individual	Projects Lead	Project Lead	Hourly Basis
Legal Entity Type:	Fin. Entity Type:	Business Industry:	Business Sector:
Incorporated, Pvt.	Services	Infrastructure	Construction
Business Category:	Revenue Models:	Operative Profile:	Business Objective:
Contractor	Single	Traditional	Steady Income
Effort Focus:	Paid Capital:	Tech. Application:	Basic Science:
Brand	> ₹ 80 Mn	Construction	Materials
Engagement Span:	Engagement:	My Ownership:	
15 Days	Part-Time	Executing Management Vision	

STORY

The client required, above the current information systems, a new system. This new system was supposed to track each projects' progress at a granular level with respect to quality compliance. The challenge was to translate business & management objectives into a technical system intuitive enough to use, visually user friendly, time efficient and fast to deploy. Firstly, since each project had multiple stages (in Hundreds for each project) and each stage had multiple levels (in Tens for each Stage) and each level had multiple sub-levels (less than 10 for each sub-level). Secondly, each of these levels had its own government approvals and sign-off. Thirdly, quality and investigative reports related to the the project levels were maintained by their respective line functions. Fourthly, management wanted a system designed in such a way so that it was accessible with speed during high power meetings. Fifthly, this system was to be developed in-house either on the existing ERP or a separate system. Final complication was that the software development team was unable to execute management vision on existing ERP.



MISINFORMATION REDUCTION ACROSS THE ORGANIZATION

CLIENT PROFILE

Client Type:	Client Role:	My Role:	Engagement Type:
Individual	Director, Founder	Trusted Executive	Hourly Basis
Legal Entity Type:	Fin. Entity Type:	Business Industry:	Business Sector:
Incorporated, Pvt.	Services	Healthcare	Pharmaceuticals
Business Category:	Revenue Models:	Operative Profile:	Business Objective:
Manufacturer	Single	Traditional	Fame
Effort Focus:	Paid Capital:	Tech. Application:	Basic Science:
Brand	> ₹ 100 Mn	Health	Chemicals
Engagement Span:	Engagement:	My Ownership:	
60 Days	Full-Time	Covert – On Field Research & Analysis	

STORY

Unit was facing high employee churn, rapidly escalating employee remunerations, slow cash flows, increasing interest costs, negative audit comments, increasing litigation costs among others. First complication came as misinformation being prevalent in existing systems. Second complication rose from political grouping of employees. Third complication emerged as misplaced trust and mistrust. The result was a loss of control in the hands of management. the challenge was to understand different dynamics both from inside and outside of the unit.



PRODUCT MIX + DATA SYNTHESIS

PRODUCT MIX STRATEGY BASED ON DATA SYNTHESIS FOR ENERGY VERTICAL AND 2 STRATEGIC BUSINESS UNITS

CLIENT PROFILE

Client Type:	Client Role:	My Role:	Engagement Type:
Individual	Vertical Head	Research Liaison	Hourly Basis
Legal Entity Type:	Fin. Entity Type:	Business Industry:	Business Sector:
Public, Listed	Manufacturing	Energy	Capital Equipment
Business Category:	Revenue Models:	Operative Profile:	Business Objective:
Manufacturer	Single	Traditional	Fame
Effort Focus:	Paid Capital:	Tech. Application:	Basic Science:
Brand	> ₹ 650 Mn	Energy	Multiple
Engagement Span:	Engagement:	My Ownership:	
90 Days	Part-Time	Research Designing, Liaising & Auditing	

STORY

The client's entity was Indian arm of a Multinational Conglomerate. As part of a global initiative the multinational was consolidating in target markets. The Indian arm was instructed to do so too. The Energy vertical had two strategic business units namely Power which catered to Power Generation Transmission & Distribution Utilities and Distributed Power Plants and Oil Gas which catered to Upstream , Midstream & Downstream companies. More than 100 products and services made-up the vertical product mix. This product mix involved technical and market ecosystem understanding of Information Technology, Mechanical Technology, Electrical Technology and Electronics Technology. Furthermore, Target market's industrial processes and product applications understanding was also necessary. Since, future business decisions were to be made at a very high level, research auditing was also very important.



| TARGET MARKET + DATA SYNTHESIS |

TARGET MARKET STRATEGY BASED ON DATA SYNTHESIS FOR ALL CUSTOMER SEGMENTS WITHIN A SPECIFIC INDIAN STATE

CLIENT PROFILE

Client Type:	Client Role:	My Role:	Engagement Type:
Individual	Product Line Lead	Complete Research	Hourly Basis
Legal Entity Type:	Fin. Entity Type:	Business Industry:	Business Sector:
Public, Unlisted	Manufacturing	Construction	Brown Goods
Business Category:	Revenue Models:	Operative Profile:	Business Objective:
Manufacturer	Single	Traditional	Leadership
Effort Focus:	Paid Capital:	Tech. Application:	Basic Science:
Brand	> ₹ 65 Mn	CONFIDENTIAL	CONFIDENTIAL
Engagement Span:	Engagement:	My Ownership:	
90 Days	Full-Time	Research Designing Through Delivery	

STORY

The client's entity was contemplating its market position with respect to its competitors. Although the entity had the highest brand recall within its sector, the challenge was to estimate its own performance with respect to the market potential. The entity had SKUs in the range of 1000s across five product lines catering to 15 major customer segments. The research objectives were to build consumption norms across all the customer segments and sub-segments, form a bottom - up demand model, triangulate the efficacy of the model through different approaches and then estimate the market position. It was thus decided to map this in its best performing geographical market within key consumption centres.



| TARGET MARKET + TACTICAL FRONTING |

GAUGING INTEREST FOR ALLIANCE OF POTENTIAL ALLIANCE PARTNERS

CLIENT PROFILE

Client Type:	Client Role:	My Role:	Engagement Type:
Individual	India Lead	Tactical Front	Hourly Basis
Legal Entity Type:	Fin. Entity Type:	Business Industry:	Business Sector:
Foreign, Private	Trading	Multiple	Multiple
Business Category:	Revenue Models:	Operative Profile:	Business Objective:
Wholesale	Multiple	Futuristic	New Deal
Effort Focus:	Paid Capital:	Tech. Application:	Basic Science:
Lifestyle	> ₹ 600 Mn	Data Infrastructure	Computing
Engagement Span:	Engagement:	My Ownership:	
45 Days	Full-Time	Insights delivery	

STORY

The client's entity was looking for a wholesale deal with a number of Indian players who had their own infrastructure set-up. The challenge was to establish what each players weak point was. That is to say, why would the opposite party want to deal (a weak point so to speak).



| TARGET MARKET + DATA SYNTHESIS |

TARGET MARKET STRATEGY BASED ON DATA SYNTHESIS FOR SELECT POTENTIAL GEOGRAPHICAL MARKETS

CLIENT PROFILE

Client Type:	Client Role:	My Role:	Engagement Type:
Individual	APAC Lead	Research Liaison	Hourly Basis
Legal Entity Type:	Fin. Entity Type:	Business Industry:	Business Sector:
Foreign	Services	Power	CONFIDENTIAL
Business Category:	Revenue Models:	Operative Profile:	Business Objective:
Outsourcing Partner	Single	Futuristic	Power
Effort Focus:	Paid Capital:	Tech. Application:	Basic Science:
Brand	NOT APPLICABLE	Power	Electronics
Engagement Span:	Engagement:	My Ownership:	
60 Days	Part-Time	Research Designing, Liaising & Auditing	

STORY

Client was a service organization based out of an European country. The client wanted to enter the Indian market and had a very specific target market in mind. First complication was that of precision, as the target market was based both on the basis of geography and customer segmentation. Secondly, customer segmentation was based both on demographic and product division. Thirdly, the market itself was at a very nascent stage in terms of technological and process maturity. Fourthly, innovation adoption in general has been low within the target customer segment. Finally, Indian market players were integrating in both backward and forward direction.



| TARGET MARKET + TACTICAL FRONTING |

BLOCKING COMPETITION FROM SECURING A TACTICAL TENDERING ADVANTAGE DUE TO FALSE PRETENCES AND EXAGGERATED TENDER SPECIFICATIONS

CLIENT PROFILE

Client Type:	Client Role:	My Role:	Engagement Type:
Individual	Product Lead	Tactical Front	Hourly Basis
Legal Entity Type:	Fin. Entity Type:	Business Industry:	Business Sector:
Foreign, Private	Services	IT	ITeS
Business Category:	Revenue Models:	Operative Profile:	Business Objective:
Service Provider	Single	Futuristic	Leadership
Effort Focus:	Paid Capital:	Tech. Application:	Basic Science:
Brand	> ₹ 20 Mn	Power	Data
Engagement Span:	Engagement:	My Ownership:	
10 Days	Part-Time	Tactical Front	

STORY

The Client's entity was targeting the Indian market with solutions based on a technology which was now gaining momentum even in the public sector. For this technology, it had developed its own platform which was globally known. One of its competitors was trying to develop tender qualifying criteria and references based on false pretences and exaggerated tender specifications. If the competitor won such a tender, then it would use this reference in forthcoming important and large tenders against my client.