

## Sansiri Public Company Limited

Turning new systems and processes into a real Plus

Sansiri is a fully integrated real estate developer offering a full range of housing units; single-detached houses, semi-detached houses, townhouses, and condominiums. The Company has been listed on the Stock Exchange of Thailand since 1996 and has been widely recognized for its experience and expertise in developing premium quality, low and high-rise residential projects. As a result, the Company was the first South East Asian real estate developer to have received the prestigious Commendation for Excellence Awards by Asia Pacific Commercial Real Estate (APCRE). Core operations of Sansiri include three businesses namely 1) Property Development 2) Property Services (Property Management and Property Brokerage Services) and 3) Hospitality Business.

“We appreciate the strong commitment and innovative methodology as well as the unique approach of the Renoir Consulting Team.”

**Wanchak Buranasiri**  
**Senior Executive Vice President**

### Key Results

Pro-active problem

solving culture

Elimination of

duplicate processes

Improved IT systems

New Manpower Planner

New Audit system

ROI exceeding 5:1

### ANALYSIS

The Board of Sansiri, recognising that their considerable growth required consolidation and improvement in profitability to finance additional ventures and to improve shareholder returns, agreed to have Renoir Consulting, Thailand, carry out a two week Analysis to identify opportunities.

Renoir found that the business processes had been largely imported from the experiences of senior management and other experienced staff and that staffing levels had a tendency to be replicated historically and mechanically, rather than optimising the resources on a project basis.

### PROJECT

The project was planned for two phases. The initial phase consisted of Renoir’s Focus Process™, followed up in phase two with the implementation of the agreed improvements.

At the outset of the Focus Process™, a Task Force from Sansiri and its subsidiary, Plus Property Limited (“Plus”) was selected from Sansiri and Plus staff to support the Renoir Consultants who would lead the project. The combined team’s role was to analyze existing operations and make recommendations and improvements that would deliver on the available opportunities identified by Renoir during the Assessment. The Task Force received specialised analytical and communication skill training to support its efforts for the duration of the Project.

The involved departments included Business Development, Product Development, Projects (both Low Rise & High Rise) and Project Procurement and support functions Legal, Finance, Accounts, Human Resources, Customer Relations, Homecare and general Administration.

Best practices were compared between departments and the two companies to ensure that the best solution was utilised in the final design of the new business processes. A number of potential improvements were identified, many of which were previously known but had not been acted upon.

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## THE RENOIR GROUP

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The Focus Process™ culminated with internally owned goals and specific plans for implementation.

### OUTCOMES

Having agreed the size and validity of the identified benefits the project entered the implementation phase, again utilising the internal Taskforce to support the Renoir consultants. Over the 20 weeks of the implementation phase the following major activities took place:

- An extensive training programme was conducted, in both Thai & English to ensure that staff understood the concepts and changes that were required. Management Control Systems, Effective meetings, RACI Charting, Time management and Root Cause Analysis were covered;
- An integrated management control system including clear reporting documents was developed for each department to ensure that proactive problem solving was introduced into the culture of the company;
- The Process Maps developed during the analysis phase to identify duplication and improvements of the major activities for each department were used to develop and implement improved business processes. The maps were subjected to a process called RACI Charting (Responsible, Accountable, Consulted, Informed), a well documented process for clarifying individual and team roles, accountabilities and responsibilities in any business process. These RACI charts were then used by the Sansiri & Plus HR departments to align Job descriptions to the new processes.
- New documentation was produced and agreed to support the revised business processes and improvements were implemented to the companies' existing IT-systems;
- A Manpower Planner for departments whose resources are project dependant was developed and are now used in conjunction with the company's 3-year plan to determine resource requirements and bottlenecks. Common systems were developed to facilitate transfer of resources between the companies as required.

An audit process was developed enabling Sansiri and Plus senior management to audit and track the effectiveness of the improvements, and ensure that changes were sustained and incorporated into the culture of the company. An audit process was also developed for Meeting Effectiveness to ensure ongoing improvement.

The culture at Sansiri and Plus have begun to change and additional improvements are being identified and implemented. The taskforce will remain for a period to fully utilise the skills they acquired from the Consultants.

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