



Hiranandani Constructions

An effective project to re-engineer Projects

Hiranandani Constructions (parent group of Roma Builder's Pvt. Ltd.) is a leading real estate group in its flagship business of construction with a pan-India as well as international presence. Ever since its inception in 1978, Hiranandani Constructions has continually pioneered newer technologies, bold design and precision engineering to create landmark residential townships and commercial complexes. With its far sightedness to spot the shifting societal trends, Hiranandani Constructions has ushered in an era marked by higher standards of living and global lifestyles.

"Renoir's program has helped us minimize the delays in project execution by reengineering the core processes of construction and contractor management. Their unique methodology of involving our people in the design and development of systems ensured buy-in and better results."

Cyrus K. Pithawalla
 Director – Engineering,
 Hiranandani Constructions

Key Results

Reduction of delays in project execution by over 10%

Reduction in steel inventory of 66%

Reduction in management staff head-count at the construction site by 25%

THE ENGAGEMENT

The rising cost of construction, coupled with the perennial demand for products with lower cost of ownership, modern features, and suitable product differentiation, made it imperative that Hiranandani embedded best practices in its construction process to become more cost competitive.

With this in mind, Renoir was engaged to improve operational efficiencies by implementing management control systems in the areas of construction and contractor management, with the objectives to:

- a. Minimize project execution delays
- b. Optimize the construction site management staff head-count

The scope comprised five buildings of its prestigious 'Rodas Enclave' project and one building of 'The Walk' project at Hiranandani Estate, Thane.

PROJECT APPROACH

Renoir used its "Rapid Intervention Program" to ensure that the improvement became visible early in the process. In addition, Renoir's Focus Process™ involved looking at: management control systems; business processes; performance levels; organization structure; supervisory and managerial issues, planning, maintenance systems and waste.

A team of five Taskforce members (change-agents) were selected from each unit and trained in the Renoir methodology. Baseline performance was captured based on historical data and "Quick Wins" were identified.

Renoir consultants and the Taskforce found that planning and scheduling was not being used as a project management tool but merely a reporting tool, and not a timely one at that. There was no common look-ahead plan, inter-departmental co-ordination was poor and the information flow not streamlined. Also, input performance indicators like shuttering per day and reinforcement per day were not measured and monitored to control the output performance

The key levers identified and implemented to reduce project execution delays were:

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“You have done effective re-engineering of processes with available resources, within a short time & with a totally professional approach. Your positive and energetic approach, involving the lower most cadre has increased accountability among staff and has helped in achieving better control over day to day progress with short term monitoring techniques.”

*Mr. Ajay Jhanji and
Mr. C.M. Mate*

*Vice President – Projects and
General Manager – Projects
(MAT Chairmen)*

- Alignment of all stake holders to a common plan
- Ensuring daily flow of information via the look-ahead plan, building progress report and building stage resource checklist
- Implementing foreman level key performance indicators
- Strengthening the site review mechanism: adherence to schedule and accurate data

To ensure that change was effectively implemented, two Management Action teams (MATs) were created – one focused upon the construction and contractor management activities and the other on procurement activities. The new systems and processes were reviewed and refined in these forums to ensure buy-in from the users. An independent ‘Evaluation MAT’ Chairman validated the operational improvements.

To optimize head-count at the construction site, Renoir used various tools like activity mapping, DILO (Day-in-life-of) studies, and RACI (Responsible, Accountable, Consulted, Informed) matrices mapping. Processes were re-engineered as possible to eliminate duplication, waste and minimize non-value add activities.

Sustaining change is a Renoir hallmark so training programmes ensured that foreman, managers and project supervision understood the systems and “spoke the same language.” Comprehensive audit tools were designed to ensure zero slippage with compliance of the new systems. The audits also gauged the understanding and usage levels of the new systems to assess the degree of improvement and the desired behavioural and cultural change.

In addition to the tangible results, some intangible benefits included: strengthening the second line management, knowledge of best practices across the organization’s levels, and total strategic alignment towards organizational objectives.

Mr Pithawalla, Director of Engineering, added, “The systems developed ensured systematic translation of real-time data to help us to foresee risks, take timely decisions and act promptly. We also reduced our operational costs by optimal utilization of resources. I am quite confident that this new way of working, inculcated by Renoir, will help us to gain better control, both over the staff, and especially the contractors.”

THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

Visit Renoir at www.renoirgroup.com for more information and a complete list of regional contacts or send us an e-mail at: renoir.office@renoirgroup.com

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