

shabina

From: secretariat [secretariat@mchi.net]
Sent: Monday, July 08, 2013 1:31 PM
To: 'secretariat@mchi.net'
Subject: Re: MCHI Strategy map and proposed structure
Attachments: MCHI Strategy Map.pdf

Importance: High

Ref. No.: MCHI/CEO/13-14/027

July 8, 2013

Dear All,

As discussed during the Managing Committee Meeting, please find attached herewith the MCHI-CREDAI Strategy Map & the Proposed Top level Structure for your kind consideration and views/remarks.

Regards,

S. S. Hussain, IAS (Retd.)
CEO
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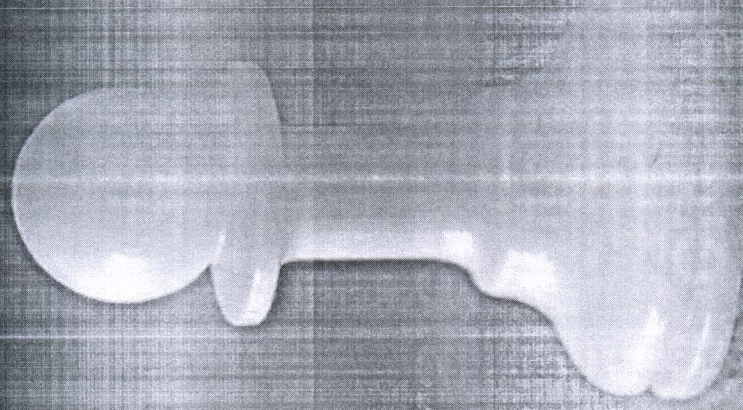
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Strategy Map and Structure Analysis

MCHI CREDAI



Strictly Confidential

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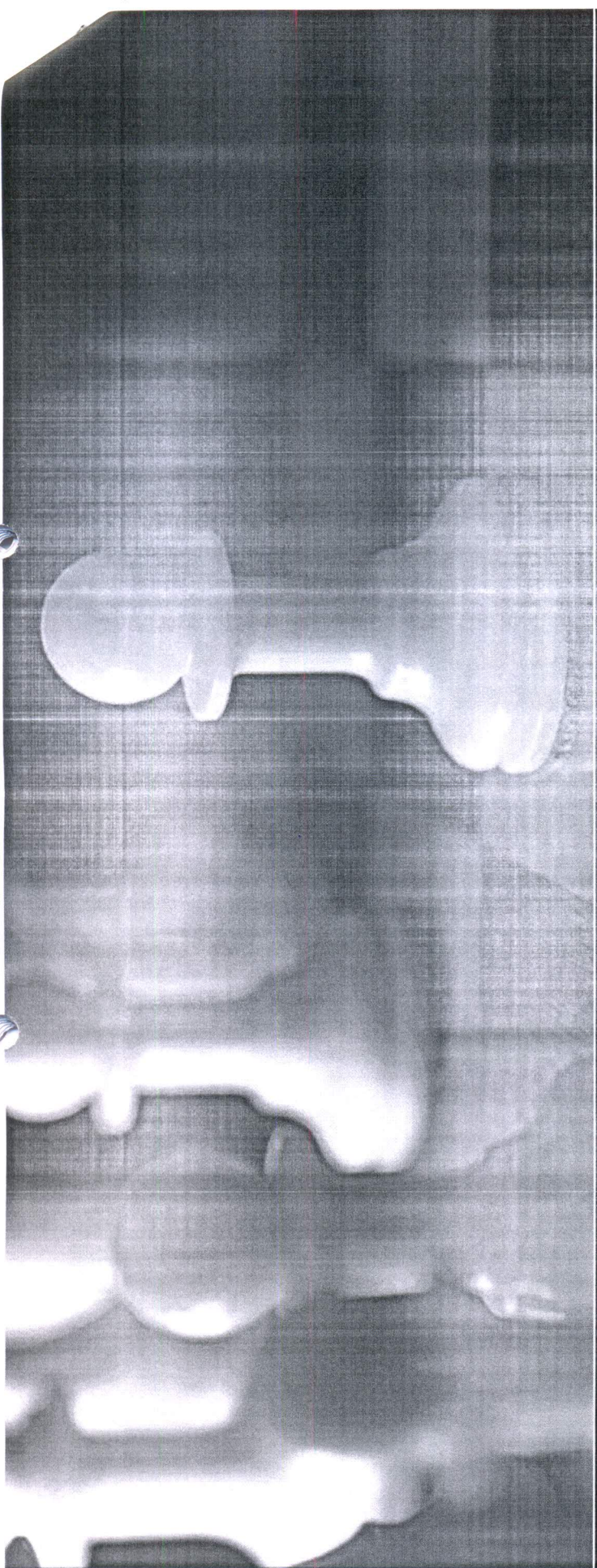
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Strategy Map Articulation

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What is a Strategy.....

Strategy is a holistic plan to create a sustainable advantage over competitors

Strategy Map – A Tool to Depict Your Strategy

A Strategy Map

- Is the visual articulation of an organization's strategy

- It identifies the strategic objectives that would enable attainment of the strategy

- Facilitates the development of the balanced scorecard

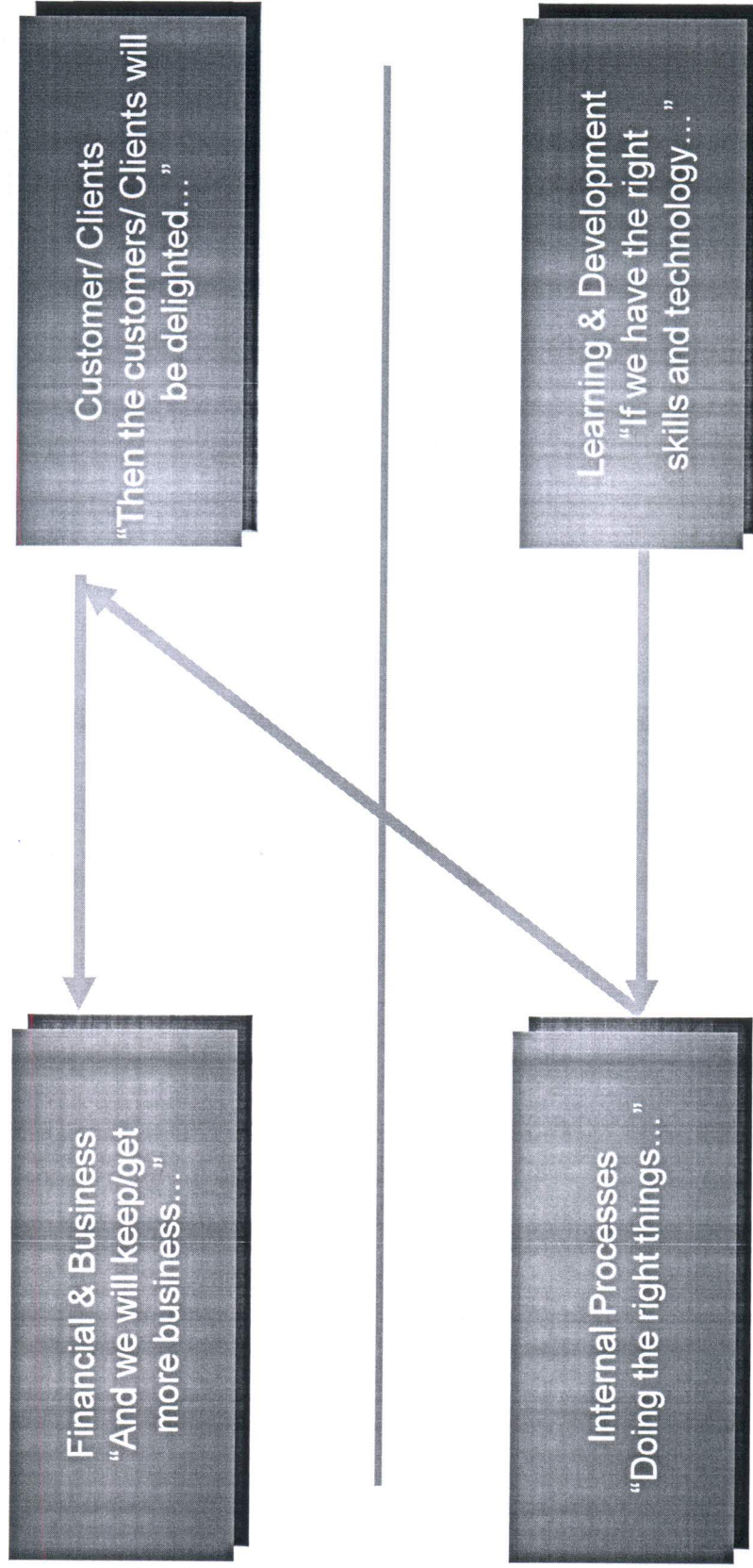
Functions of the Strategy Map

- Indicates cause-and effect links by which particular activities lead to desired outputs

- Clarifies to employees - relation between their effort & the organization's objectives; it allows to focus and co-ordinate people activities resulting in people contribution to strategy execution

- Indicates how organization intends to convert initiatives and intangibles resources like culture and knowledge into tangibles effects

Strategy Map - Understanding the causality



MCHI's Vision

Vision | *To improve life and profitability for the developer community (members)*

MCHI is working towards being a self-sustaining organization

It would like to increase revenues via existing as well as new and innovative revenue streams

At the same time, the plan is to achieve high profitability in all endeavors like the magazine and exhibitions

The aim is to enhance its relationships with the government and various regulatory agencies in order to achieve stronger representation of the industry with these bodies

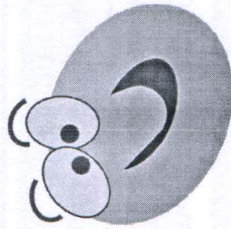
By organizing various member interactions, the aim is to become more customer-centric and enhance member experience

MCHI intends to conduct extensive research to develop domain knowledge and to provide key insights which could benefit the members and the industry

The aim is to continue and expand on conducting conferences, trainings and out-reach programs for the members

It also endeavors to institutionalize value-added services for the benefit of the members like a common sourcing portal for negotiating with the suppliers to get the best possible rates, hence reducing costs

What's Working Well...



MCHI : Strategy Map

Increase Revenues

Increase revenues from existing streams like exhibitions, magazines etc.

Increase revenues using new, innovative revenue streams like sub-unit conferences & trainings

Maximize earnings from membership fee

Improve cost efficiency in exhibitions process

Ensure high profitability in all events

Ensure that day to day operations are carried out in a more cost efficient manner

Memberships

Improve Profitability

Financial

Build Real Estate Industry Brand Equity

Ensure that appropriate PR initiatives are taken to maintain and enhance the brand equity of Real Estate Industry

Evaluate other value added services for members (e.g. Collective Procurement)

Increase the no. of member interactions and provide them with more networking opportunities

Provide support in resolving key legal and regulatory issues at industry level

Sending out communication like mass mailers and ensuring maximum footfall in the exhibitions

Customer

Enhance Member Experience

Managing Members' Customers

Support Management Committee

Provide continuous support to the Managing Committee relieving them of day-to-day work

Formulate SOPs for the routine tasks performed by the organization

Conduct feasibility studies to evaluate new value added services for members

Ensure rigorous follow-up on decisions taken by Managing Committee

Establish processes to support all the units of MCHI (e.g. Thane, Kalyan)

Ensure feasibility studies to evaluate new value added services for members

Ensure that all the Liaising requirements are met timely and efficiently

Maintain and enhance relationships with government, regulatory authorities and banks etc.

Ensure proper planning and implementation of plan to avoid last minute rush

Manage to get the bookings much in advance and accordingly make arrangements

Document learnings from the exhibitions and introduce improvements

Process

Establish Processes

Effective Liaising

Exhibition Management

Human Capital

Create an engaged workforce

Articulate Clear Accountabilities for All Roles

Attract Right Talent

Enhance HR Capability

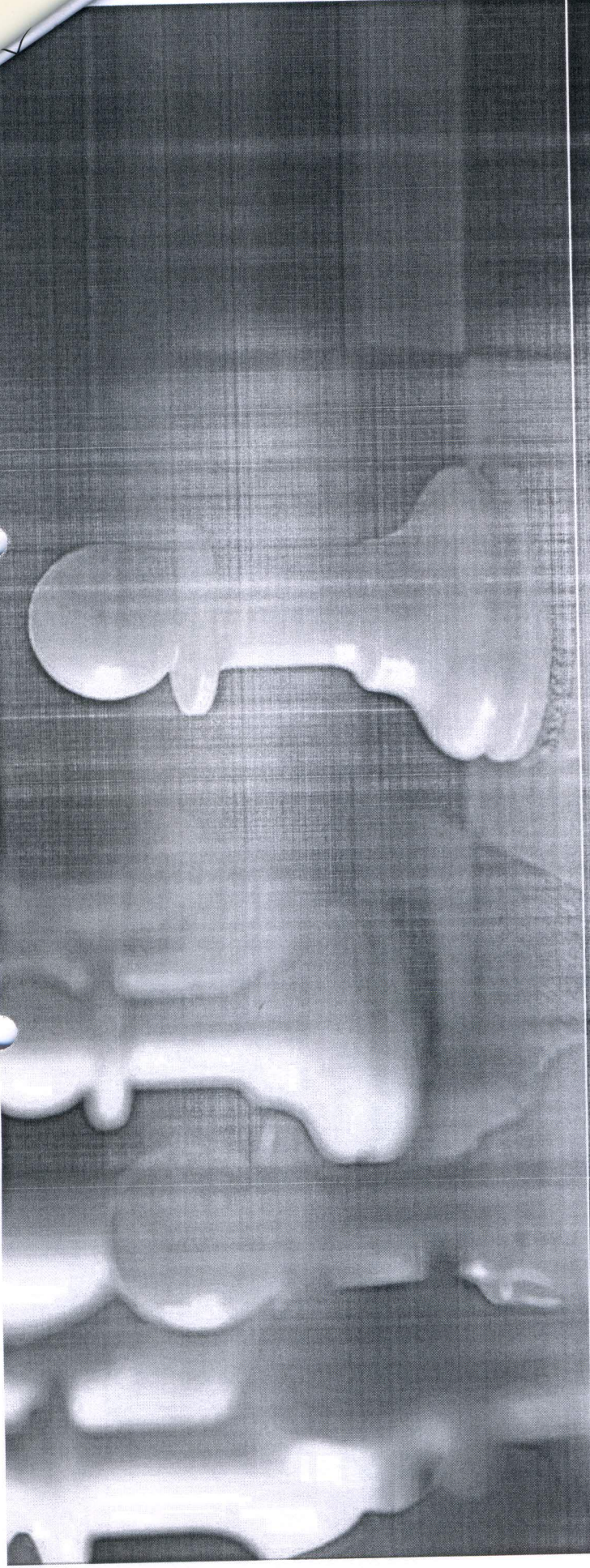
Information Capital

Build robust IT systems and processes

Industry Level Capability Building

Introduce Specialized Training & Development Program for member's employees at all levels covering industry trends, market insights and latest technology used world-wide

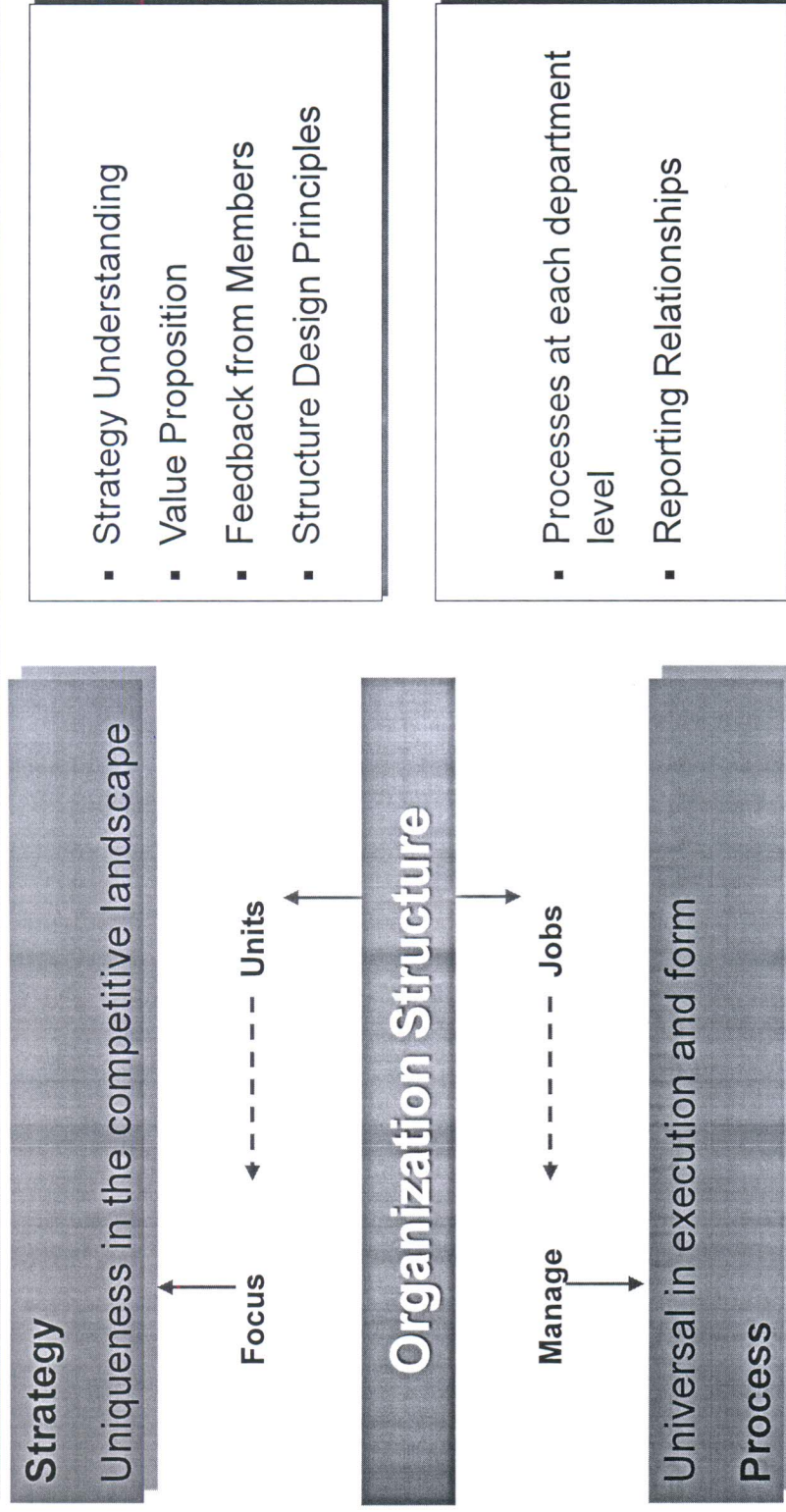
Capability



Basis for Organization Structure

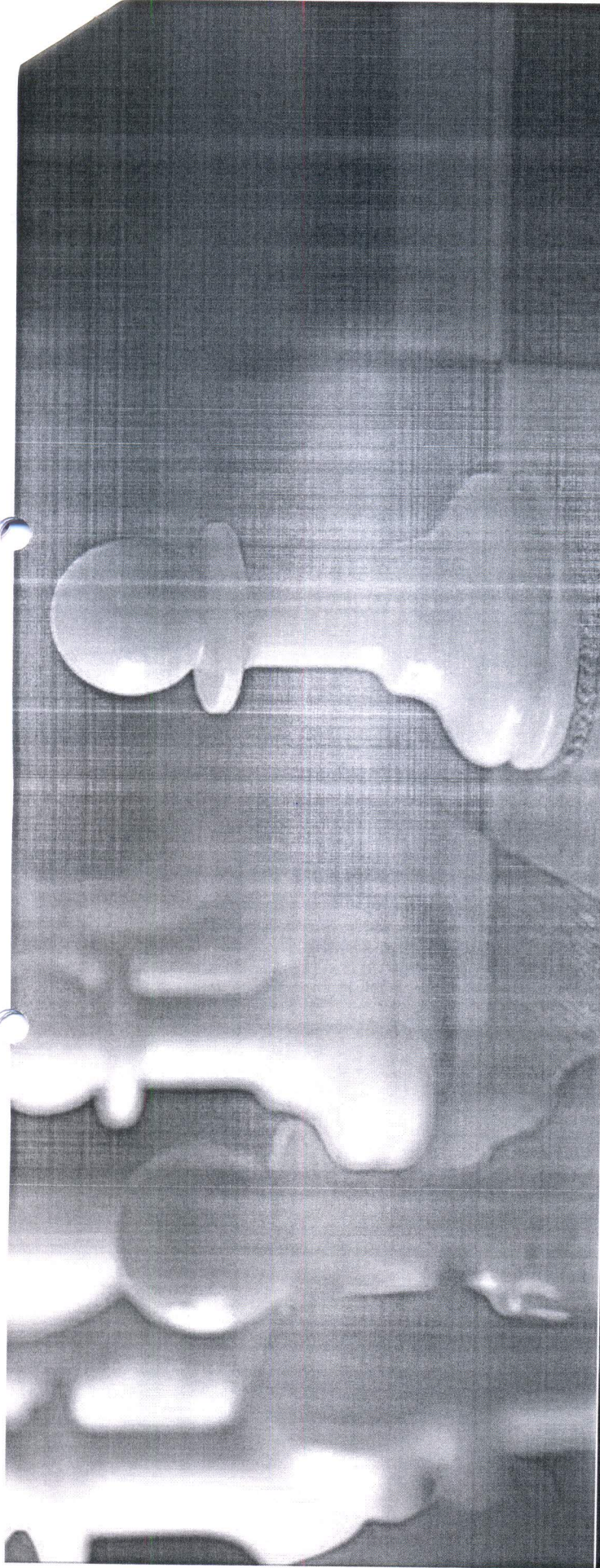
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Basis for Organization Structure



Caveat: Please note that the organization structures represent the unique roles with reporting relationships

- They do not represent the no. of incumbents to man the role
- They also do not represent the grade/ level of the role in the organization hierarchy
- Structure has been designed keeping the long term strategy in mind and transition towards that would happen over a period of time



Design Principles and Structural Implications

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Structure Design Principles (1/3)

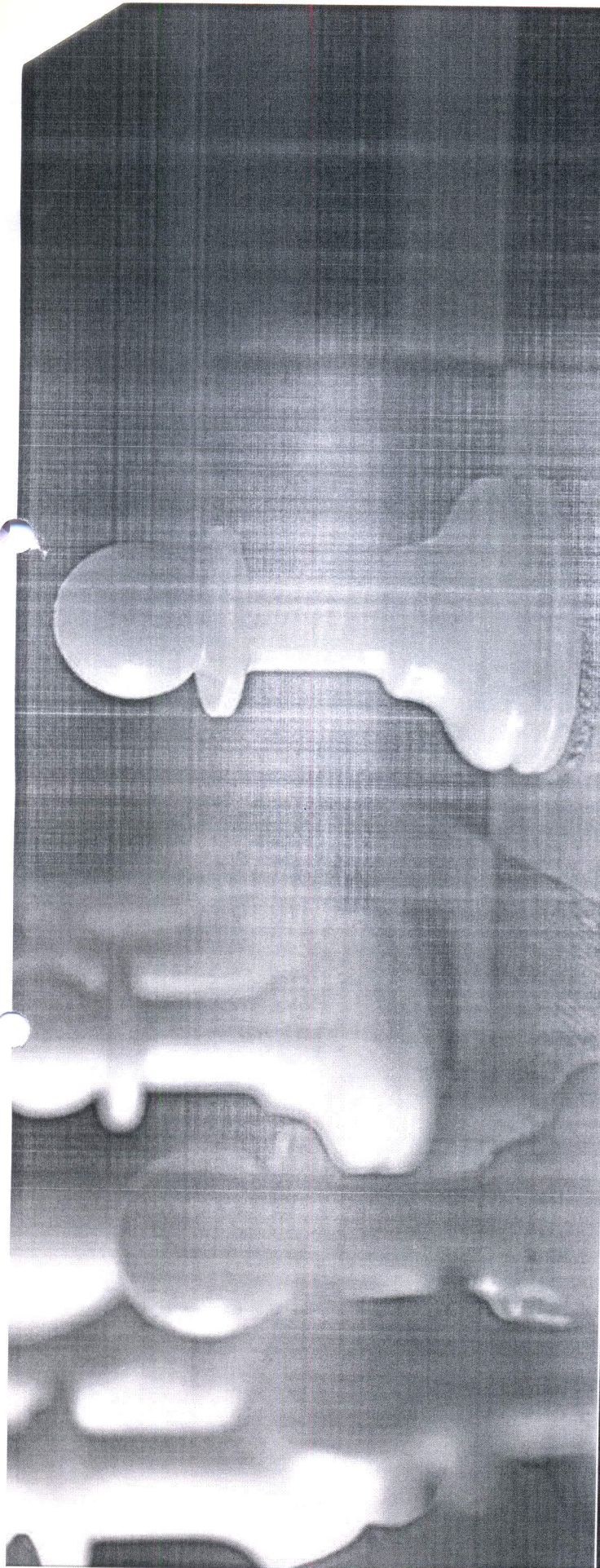
Strategic Themes	Structural Implications
▪ Increase revenues from existing streams like exhibitions, magazines etc. ▪ Increase revenues using new, innovative revenue streams like sub-unit conferences & trainings	▪ Management team with dedicated focus on activities related to new and innovative revenue streams ▪ Strong sales team which works towards increasing the revenue from exhibitions, conferences, trainings etc.
▪ Improve cost efficiency in exhibitions process ▪ Ensure high profitability in all events ▪ Ensure that day to day operations are carried out in a more cost efficient manner ▪ Document learnings from the exhibitions and introduce improvements based on them	▪ Focus on efficiency via well defined processes and procedures ▪ Clearly defined roles and responsibilities to ensure quick decision making and cost optimization ▪ Create teams which drive operational excellence via continuous improvement

Structure Design Principles (2/3)

Strategic Themes	Structural Implications
▪ Ensure that appropriate PR initiatives are taken to maintain and enhance the brand equity of Real Estate Industry ▪ Sending out communication like mass mailers and ensuring maximum footfall in the exhibitions	▪ Build a professional team which helps the members in achieving maximum customer reach via well designed, targeted communication ▪ Create focused team for executing brand building activities and managing the media activities like press releases
▪ Provide continuous support to the Managing Committee relieving them of day-to-day work ▪ Ensure rigorous follow-up on decisions taken by MC	▪ Liaison and secretariat operations team to have high execution focus ▪ Enhance the team size and capability to ensure better support

Structure Design Principles (3/3)

Strategic Themes	Structural Implications
▪ Increase the no. of member interactions and provide them with more networking opportunities ▪ Introduce Specialized Training & Development Program for member's employees at all levels covering industry trends, market insights and latest technology used world-wide	▪ Build capable teams for organizing various events which deliver value to the members ▪ Create a research and development team which works on providing key industry insights to the member organizations and is capable of developing domain specific trainings to member's employees
▪ Provide support in resolving key legal and regulatory issues at industry level	▪ Assign a qualified legal expert with experience in issues specific to the real estate domain, capable of effective resolution and counsel
▪ Create an engaged workforce ▪ Articulate Clear Accountabilities for All Roles ▪ Attract Right Talent	▪ Establish HR function in order to promote high performance culture and ensure high motivation levels of the employees



Proposed Structure for MCH

Proposed Structure

