

Portfolio Leadership & Development Management

Manish Tripathi



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30+ YEARS
EXPERIENCE IN
REAL ESTATE
DEVELOPMENT

10+ YEARS SENIOR
MANAGEMENT EXPERIENCE

12 YEARS EXPERIENCE IN
EPC, CONTRACTS,
NEGOTIATIONS AND
DELIVERY

15 YEARS EXPERIENCE IN
MIXED-USED DEVELOPMENT,
HOSPITALITY AND RETAIL



RECIPIENT OF SEVERAL REAL
ESTATE AND DEVELOPMENT
AWARDS

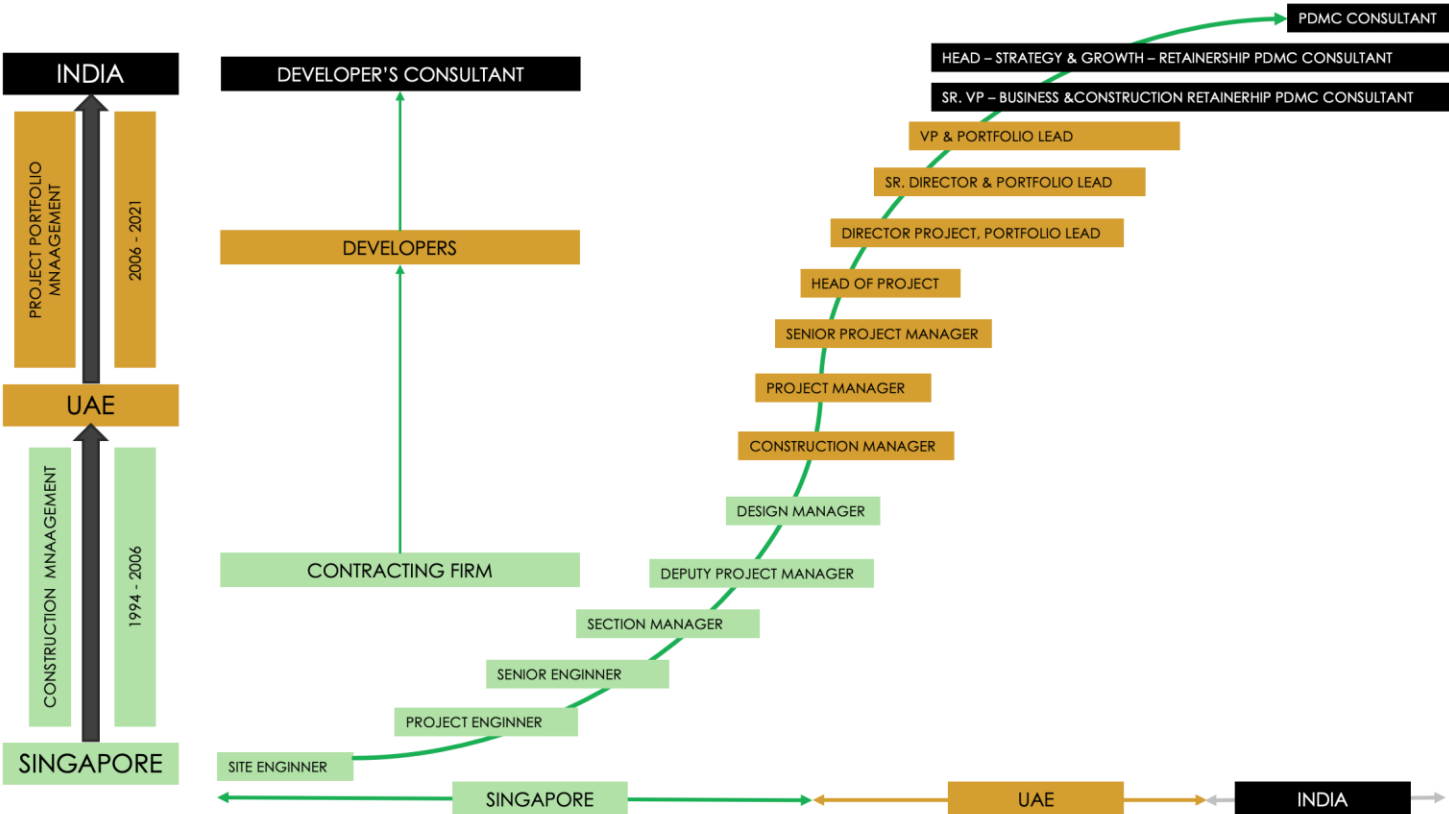
Manish Tripathi

Chief Projects Officer/Portfolio Lead

With over 30 years of experience in the industry, Manish Tripathi has successfully managed and delivered high-end destination projects and real estate developments, including residential, hotels, commercial, educational, and healthcare facilities in Dubai, Singapore, and India, with a total project value exceeding £4 billion. He has held senior management positions such as Director of Projects, Senior Vice President, and Advisor to investors and real estate developers, including Nakheel, Meraas Holdings (Dubai), GreenField Advisory (Singapore), Gammon Constructions (Singapore), Asset Homes, Jashn Realty, and 1OAK (India).

CAREER JOURNEY

"Transformative leadership is my professional ethos. My passion for the industry blends with a commitment to delivering tangible results for stakeholders. I focus on empowering investors, real estate developers, and construction companies to actualize their visions & realize profitability."



RECOGNITION & AWARDS

2024 : Winner of Real Estate Award for Natura & Atmos Project in Group Housing Category



2024 : Tall Building Structure paper on Tallest Residential Tower in Calicut , Kochi



2023 : Harit Bharat Award for Sustainable development in Group Housing Development



2023: CREDAI Panelist speaker on Lean & Mean Developer organization and process improvement

CWW LEARNING AND MASTERCLASS COMMITTEE PRESENTS

SERIES 3 ON

Unraveling the Secrets Behind Seamless Execution

DO IT ONCE DO IT RIGHT
an online Masterclass

24TH NOV. 2023
3:00 PM IST
BY

MANISH TRIPATHI

A well-rounded executive with 30 years of global experience and expertise in Real Estate Development Management and delivering high end destination projects like City Walk(Dubai),Raffles Link (Singapore). He is the founder of PDMC CONSULTANTS specializing in providing advisory, project management and construction management services to Developers and Real Estate Startup firms.

GAURAV THAKKER Chairman	RUPA SHAH Convener	SARAH JACOB Secretary
SAPNA RATHI Jt. Secretary	SREEMATHY SEETHARAMAN Committee Head . Learning & Masterclass	

RECOGNITION & AWARDS

2016 : Winner of Commercial Project of the Year for City walk Development, Dubai

2015: Winner of Costal sustainable development for Luxury Beachfront Retail, Hotel and Mixed Use development



Mr Manish Tripathi, Development Advisor, Asset Homes, receiving the Harit Bharat Award for the BSF lecture series at the Jio Convention Center, Mumbai.



all sectors of real estate and infrastructure development. Its recent projects include construction of 5,000 Villas in Al-Ain, the Mira Oasis town house project in Dubai and the prestigious Palm Tower Project in Dubai. Azizi Developments chief executive Farhad Azizi walked away with award for Development of the Year.

PORTFOLIO HIGHLIGHTS - INDIA

JASHN ELEVATE BY JASHN
REALTY – LUCKNOW
1.8 MILLION SQFT OF GROUP
HOUSING DEVELOPMENT
COMPRISING 856 UNITS
(UNDER CONSTRUCTION)



PORTFOLIO HIGHLIGHTS - INDIA


ATMOS BY 1 OAK
NATURA BY 1 OAK
(BOTH PROJECTS WON
PRESTEGIOUS AWARD IN
RESIDNETIAL CATEGORY)




PORTFOLIO HIGHLIGHTS - INDIA

DEVELOPMENT STUDIES AND
BUSINESS PROPOSALS FOR ASSET
HOMES EXPANSION

"One Stadium Link"
Proposed Mixed Use Development – Kochi
"an Urban Context in Neighborhood form"



CONCEPTUAL PRESENTATION
JANUARY - 2024



**CONCEPT DESIGN
OPTION**



**ONE STADIUM LINK
MIXED USE
DEVELOPMENT**

KOCHI, KERALA
July 22, 2024



ROYAL THEATER COIMBATORE - RESIDENTIAL DEVELOPMENT



CONCEPTUAL PRESENTATION
SEPTEMBER 24, 2023



CONCEPTUAL PRESENTATION
APRIL - 2024



**PORTFOLIO HIGHLIGHTS – UAE &
SINGAPORE**

<https://pdmccconsultants.com/>

"The ultimate leader is one who is willing to develop people to the point that they surpass him or her in knowledge and ability."

- Fred A. Manske, Jr



Value Add to the group

Real Estate Life Cycle Management and Projects Specialist Roles

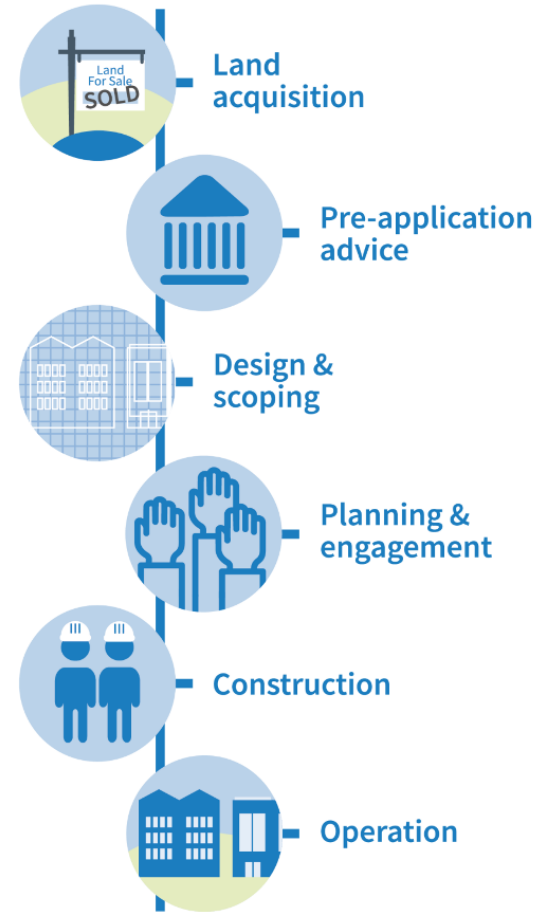
Undertaken

Core Competency in Delivering the projects and understanding of Value for Money in Developments encompassing the triangle of COST, TIME & QUALITY.

Have been in Developer's lead role for the past 12 years since 2012 and remain responsible for the P&L of the projects

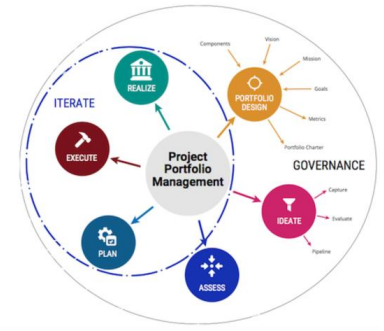
Specialist:

- *Project Management*
- *Construction Planning & Management*
- *Construction Management & Administration*
- *Development Advisory Value Engineering*
- *Cost & Process Efficiencies*
- *Operations Management*
- *Financial Planning of Construction Projects*
- *Financial Performance Review*
- *Asset Management CapEx Improvement*
- *Strategic Planning*
- *Mergers & Acquisitions*



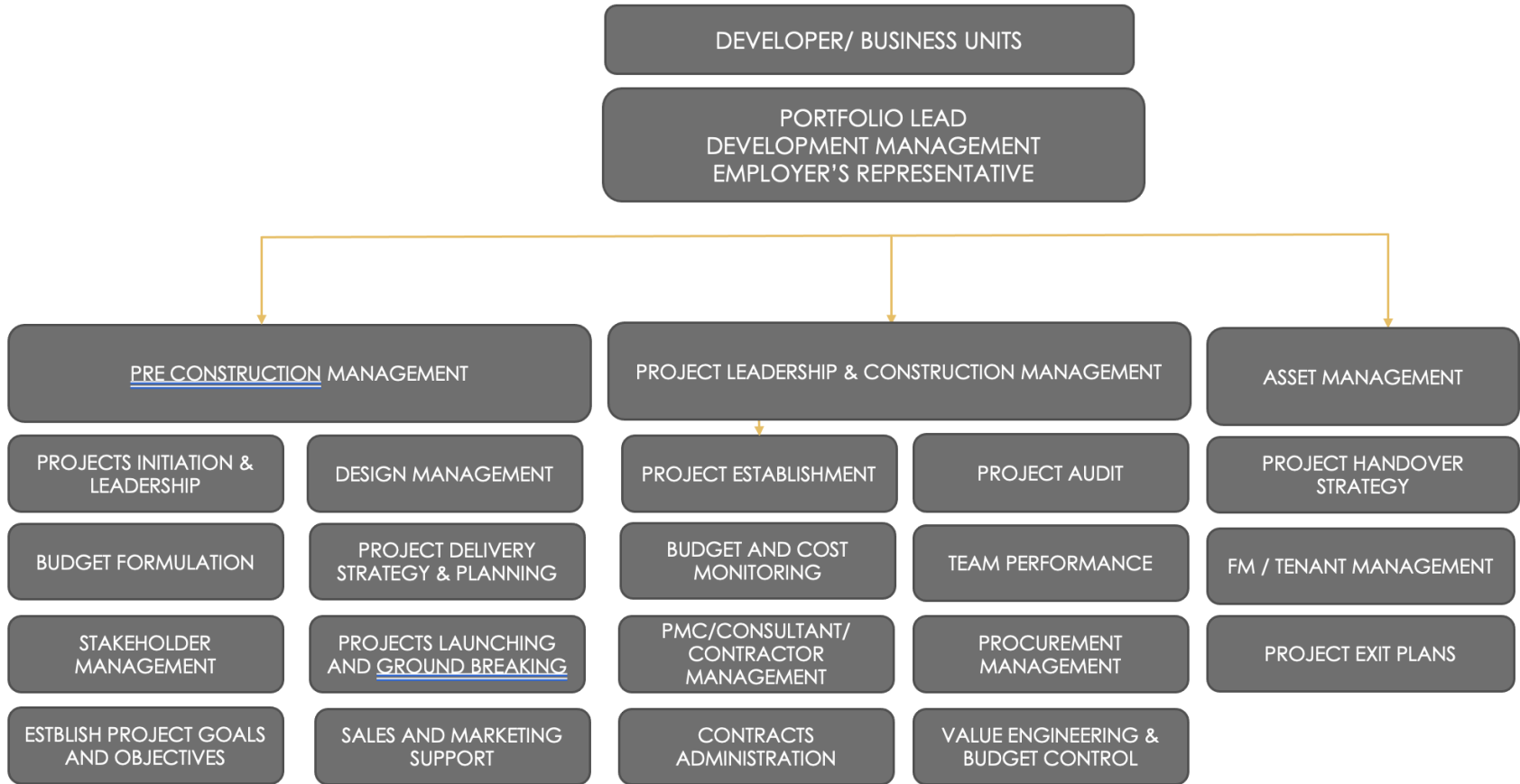
Project Life Cycle Lead under the Portfolio Management Structure

Grown in the career from Site to Project to Programme to Portfolio Lead level in 30 years and the experience will bring added value to M3M in their continual growth pattern and vision of the group

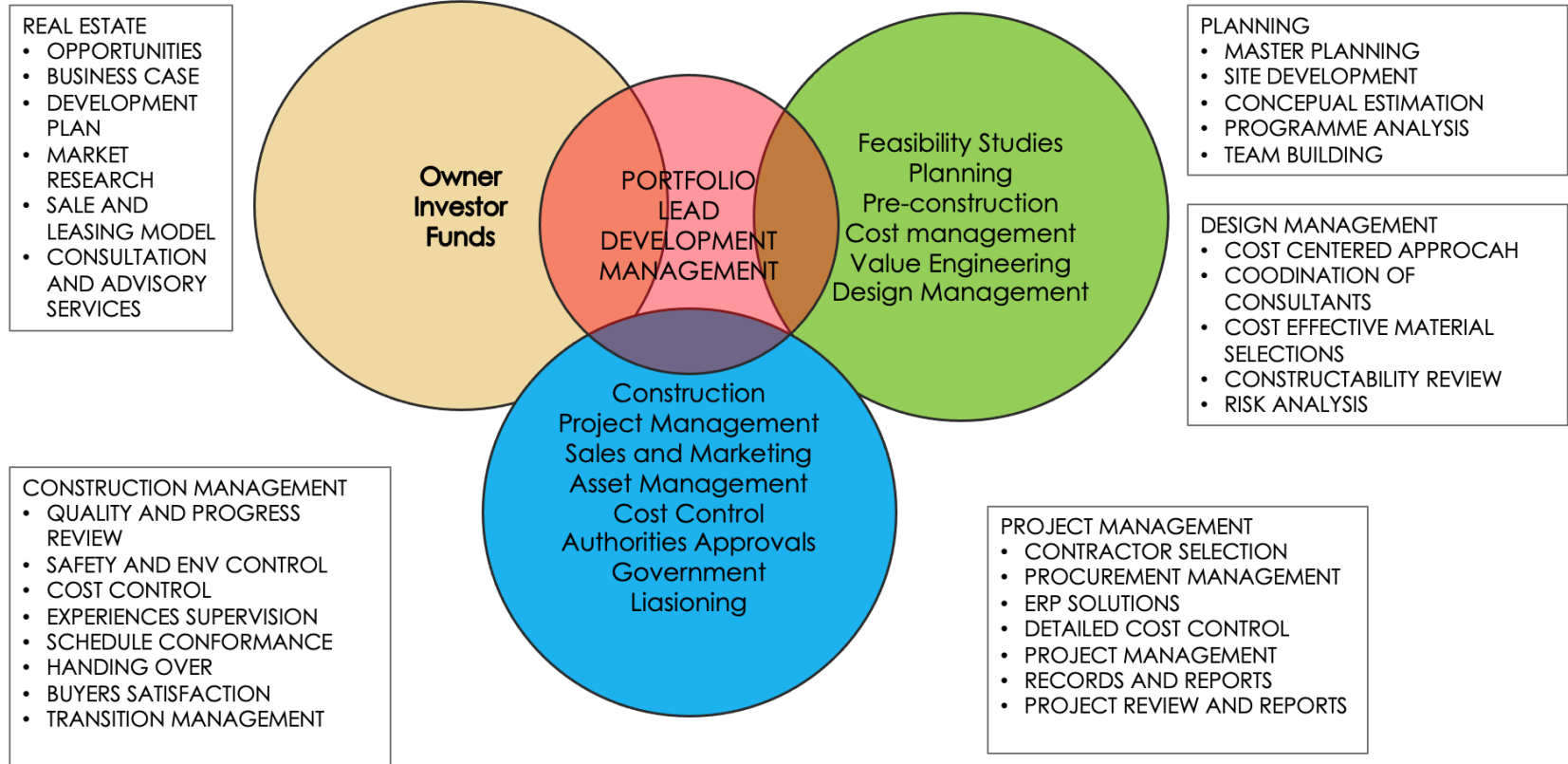


Project portfolio management is about **‘doing the right things’** and assuring that they deliver their intended benefits. Most organizations have limited resources and it is **essential** that those resources are applied to the projects that have the greatest potential benefit.

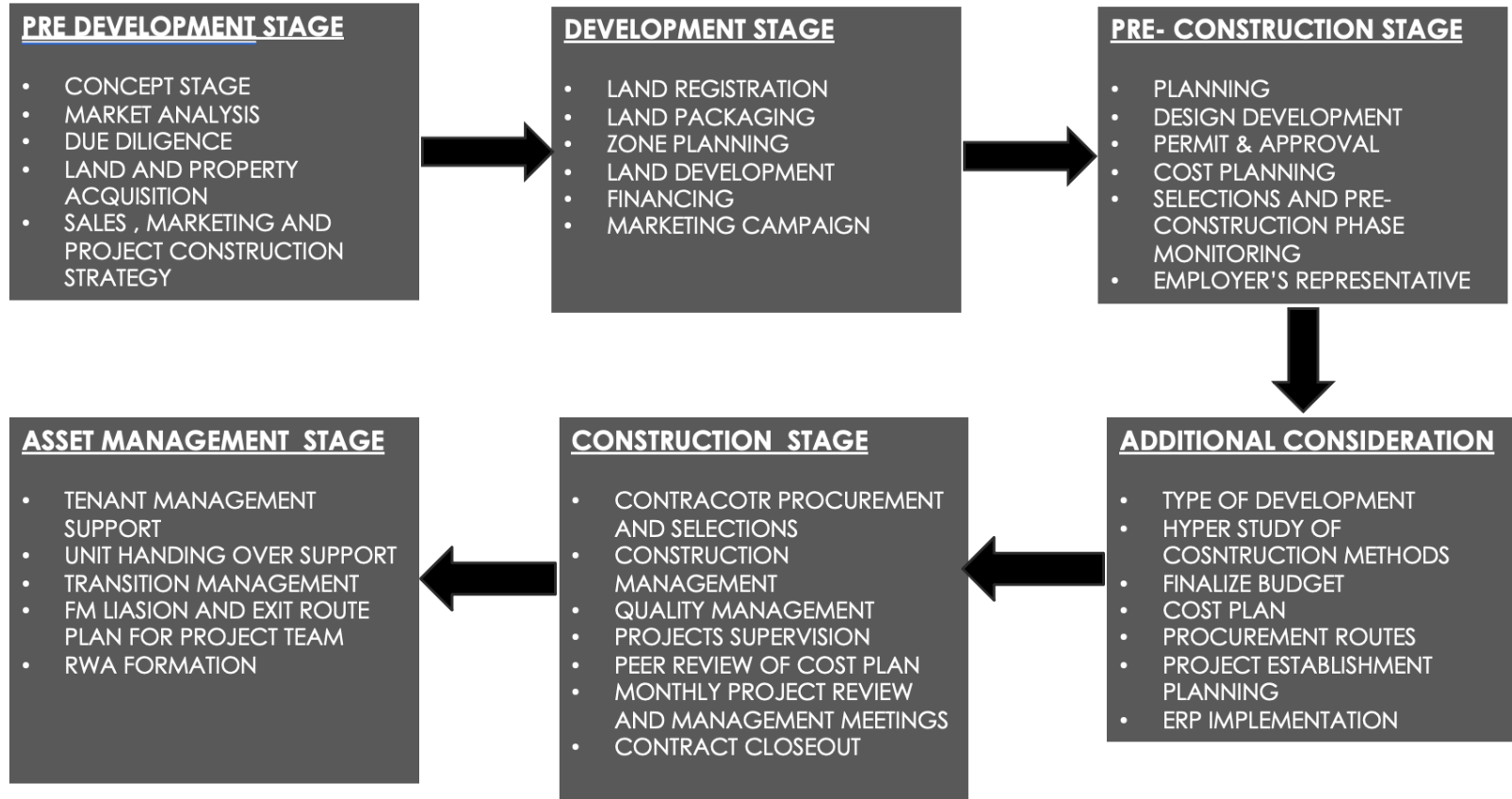
Establish Portfolio & Development Management based Structure and Practiced across Projects (Lean & Mean)



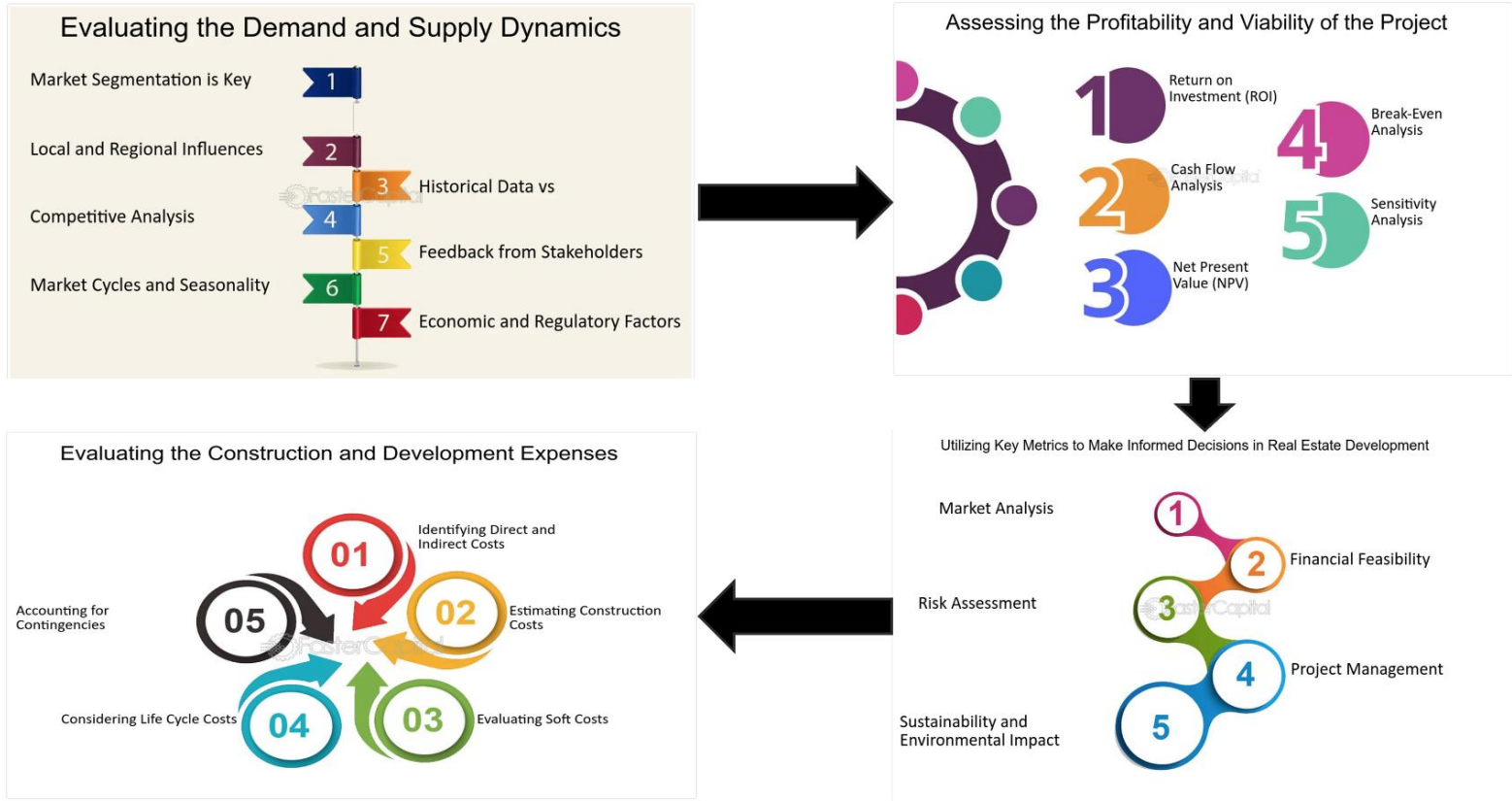
Complete Development lifecycle Management Conducted



Scope Stages Gateway Management As Portfolio Lead/Development Manager



Methodical Approach for Sustainable Development and Business Models Established



Typical Real Estate Organization ORGOGRAMME - Matrix Style established in Previous Organizations and New startups

A matrix organization structure for a real estate developer can be a complex but effective way to manage projects, resources, and personnel. In the real estate development context, a matrix structure combines elements of both functional and project-based structures to maximize efficiency and expertise utilization. Here's how it might look:

- **Functional Departments:**
- **Development Division:** This is where real estate development projects are initiated and planned. It includes roles like project managers, architects, urban planners, and design specialists.
- **Construction Division:** Responsible for executing the actual construction work. It comprises construction managers, site engineers, and construction labor.
- **Finance and Accounting:** Managing the financial aspects of real estate development, including budgeting, financial analysis, and funding.
- **Legal and Compliance:** Ensuring that all projects adhere to legal and regulatory requirements. This includes legal counsel, permit specialists, and compliance officers.
- **Sales and Marketing:** Responsible for selling or leasing developed properties. It includes marketing experts, sales agents, and customer service representatives.
- **Property Management:** Overseeing the long-term

management and maintenance of properties. This department includes property managers and maintenance staff.

- **Project Teams:**
- Each real estate development project is treated as a separate project team. Project teams consist of members from various functional departments. For example, a project team might include project managers from the Development Division, construction managers from the Construction Division, and financial analysts from the Finance Department.
- **Project Managers:**
- In this matrix structure, project managers play a critical role. They are responsible for managing projects, ensuring that they meet their objectives on time and within budget. They coordinate with functional department heads to allocate resources and expertise.
- **Dual Reporting:**
- Employees in a matrix organization report to both their project managers and functional department heads. This dual reporting ensures that the expertise and resources of the functional departments are available to the project teams.
- **Clear Communication:**

- Effective communication is crucial in a matrix structure. Regular meetings and status reports are necessary to keep both project and functional leaders informed about progress, challenges, and resource needs.

- **Resource Allocation:**

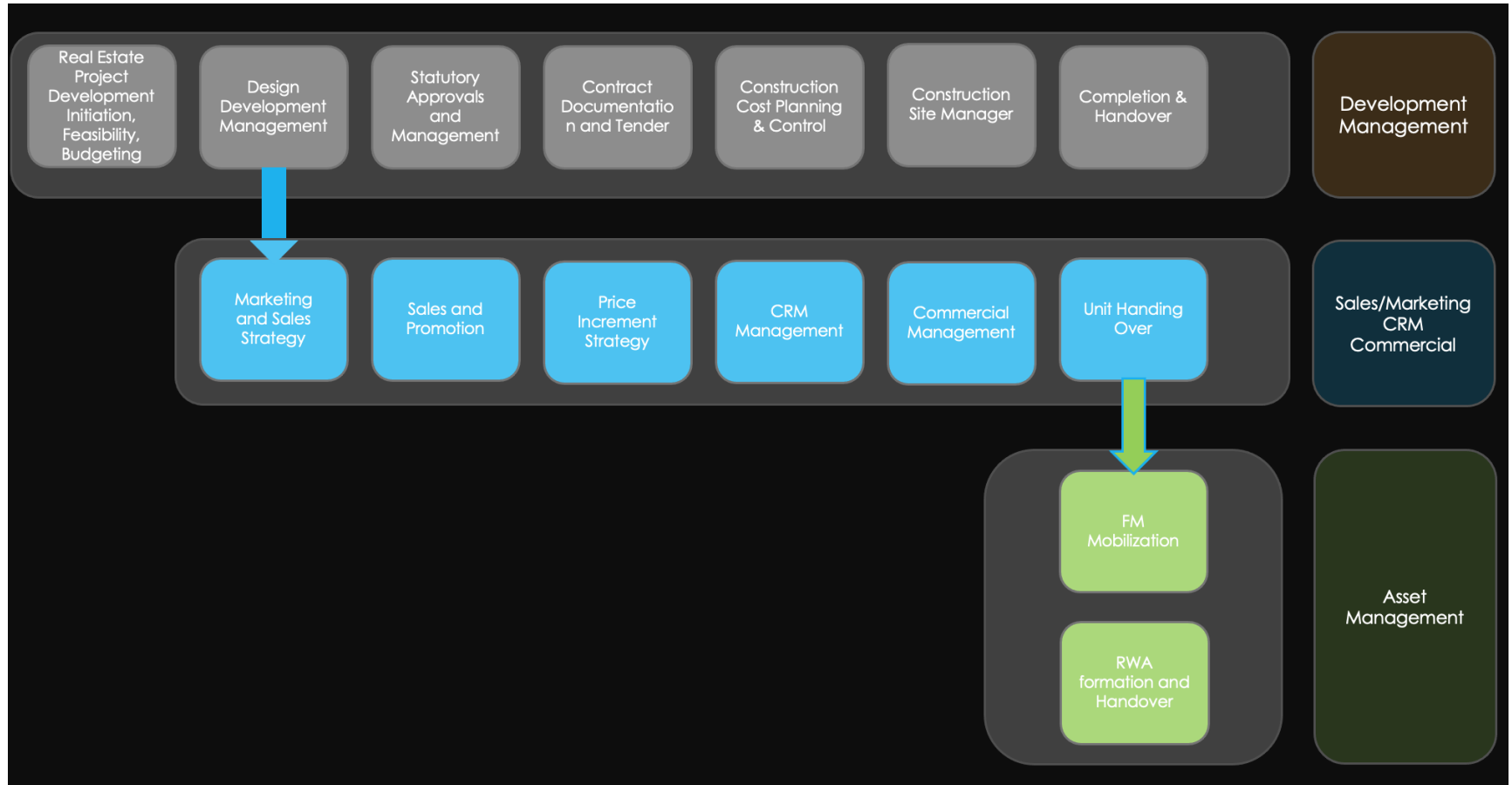
- Project managers, in collaboration with functional department heads, allocate resources based on project needs. This may include personnel, budget, equipment, and materials.

- **Flexibility:**

- The matrix structure allows for flexibility in resource allocation. When a project is completed, resources can be reassigned to other projects, optimizing the utilization of specialized skills and knowledge.

This matrix structure enables a real estate developer to efficiently manage multiple projects while leveraging the expertise of various functional departments. However, it can be complex and requires strong leadership, clear communication, and effective coordination to succeed.

Real Estate Development Life Cycle – Complete Understanding and its utilization during portfolio and project management



Real Estate Project
Development Initiation,
Feasibility, Budgeting

Design Development
Management

Statutory Approvals
and Management

Contract
Documentation and
Tender

Construction Site
Manager

Construction
Cost Planning &
Control

Completion &
Handover

- Organization Chart
- Land Acquisition
- Site Visits
- Technical Data Requirements
- Site Investigations
- Feasibility Studies
- Cash flow Projections
- Budget Cost Plan
- Budget Cost Code
- Budget Summary
- Project Brief
- Project Fact Sheet
- Master Development Programme
- Development Strategy
- Phasing Strategy
- Product Mapping
- Market Survey and Research

- Consultant Appointment
- Design Brief
- Concept /Design Review
- Value Engineering
- Best Development Option
- Final concept plan
- Agreed Design Brief
- Zoning/Master Layout Plan
- Sponsor/Management Approval
- Submission Plans
- Planning submission to Authorities
- Building Plan Review
- Architectural Models and Brochures
- Cost Model

- Land Conversion Approvals
- Land Registry
- Planning Approval
- Development Order
- Environmental and Aviation Approval
- RERA Approval
- Project License
- Advertisement Permit
- Earthwork Approval
- Building Plan Approval
- Fire NOC
- Substructure/Piling Approvals
- Project Commencement NOC
- Labour CESS
- Project Completion Certificate and Compliance

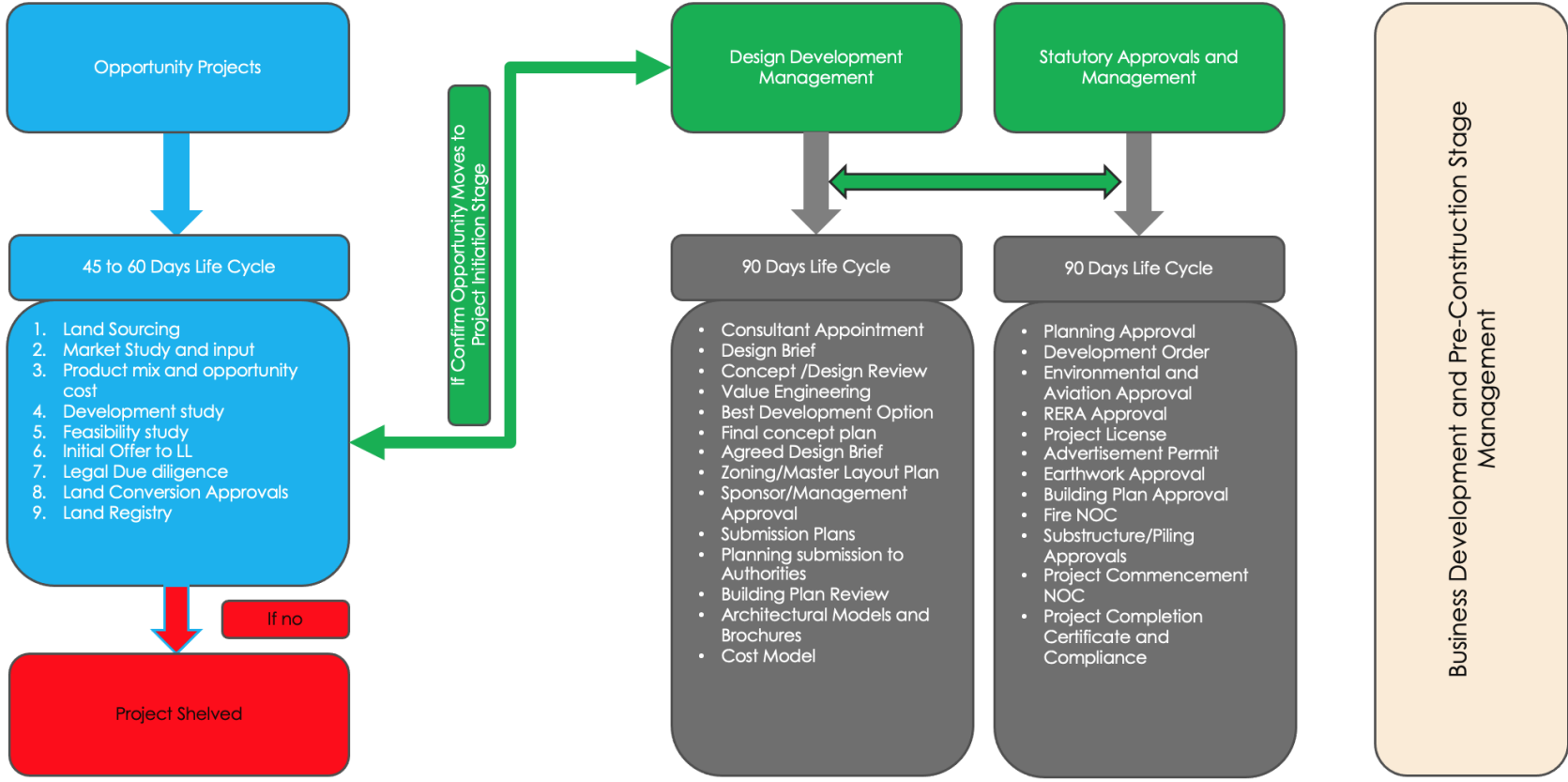
- Lead Architect and Consultant Tender and Appointment
- Liaison Architect Tender and Appointment
- Soil Investigation Tender
- Earth Works Tender
- Sub Structure /Piling Tender
- Main works Tender
- MEP Tender
- Finishes Works Tender
- External Works Tender
- Nominated Suppliers Package
- Direct Procurement of Finishes Material packages

- Site Organization Structure
- Site handing over to contractor
- Site Survey records
- Site meetings
- Contract Particulars
- Project Team Directory
- Contractor Programme and Work Schedule
- Project Supervision and monitoring
- Quality Control and Site Inspections
- Progress Reports
- EOT
- Claims

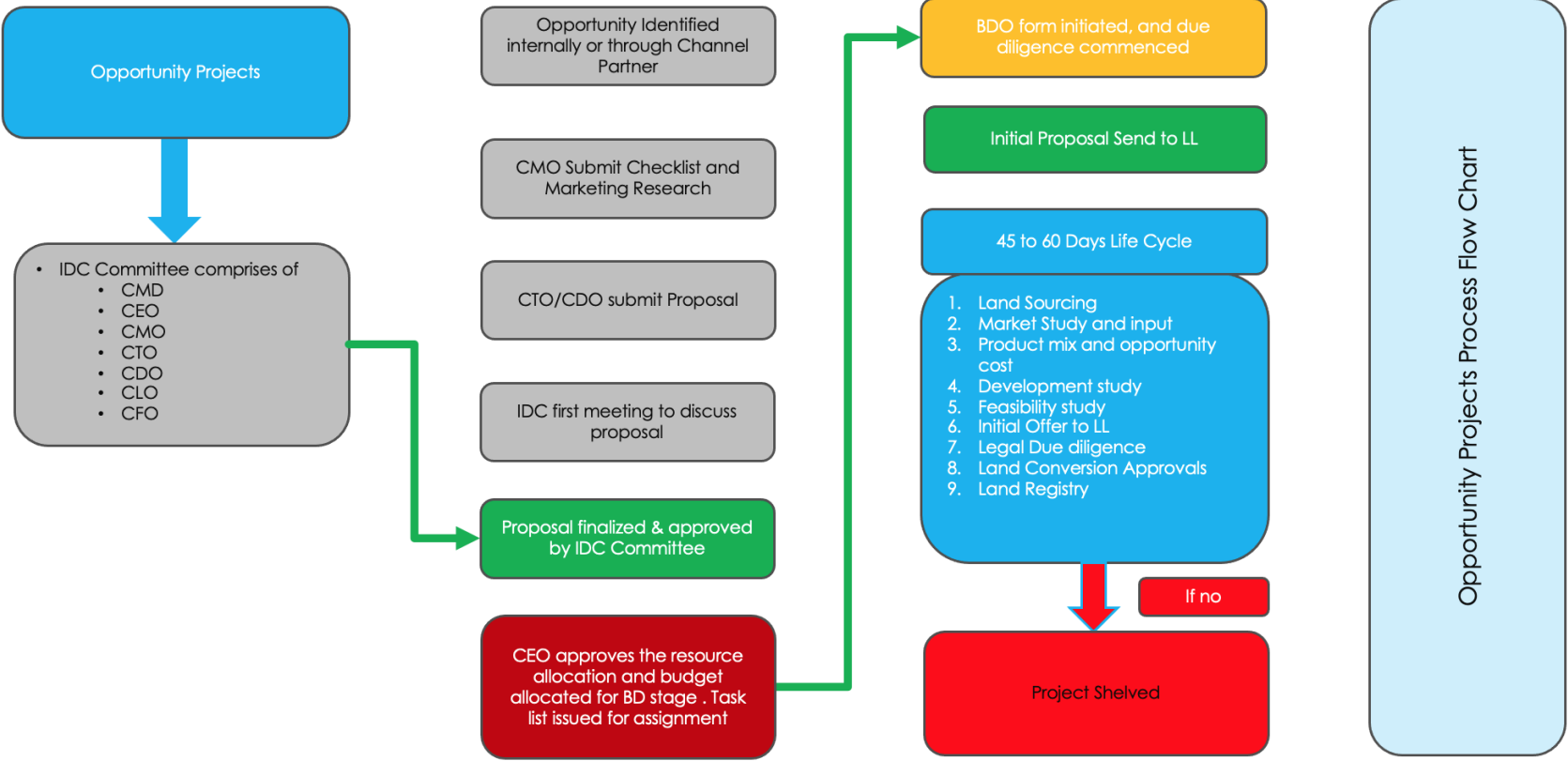
- Project Cost Control Unit Setup
- Cost Management Software
- Approved baseline budget/cost plan
- Procurement Management
- Cost Change /Variations
- Cost/budget update
- Variation Order Procedures
- Variation Order Logs
- Variation Order Update
- Final Account Procedures
- Monthly Billings and payments

- Authority Approval and Clearance Checklist
- COC and Compliance Form
- Project Handover forms and formalities
- Unit Handing over forms and formalities
- Final Inspection Checklist
- Testing and Commissioning Checklist
- Date of Completion adjustment
- FM handing over
- RWA Handing over forms
- Archive Documents
- Commercial Closeout

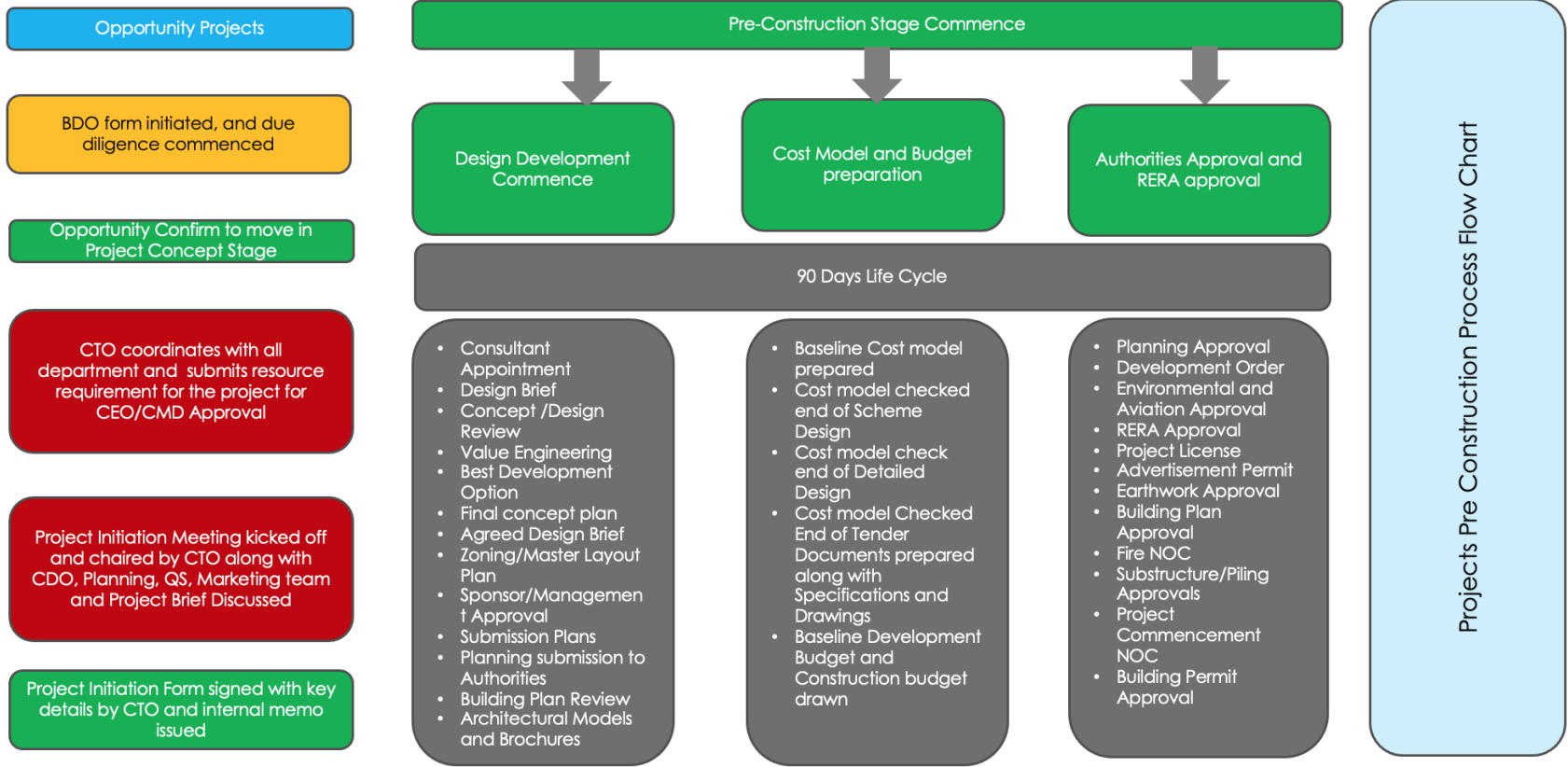
Real Estate Development BD/ Planning Stage Life Cycle (Setting up processes and procedures)



Opportunity Stage Process Flow Chart



Project Pre-Construction Stage Process Flow Chart



Project Construction Stage Process Flow Chart

CTO using memo release the Project with associated approvals, design, Initial Program, Base line construction Budget to Sr GM Project to commence the kickoff meeting

CTO coordinates with all department and submits resource requirement for the project for CEO/CMD Approval

Construction Stage Commence

In house Projects

Project Initiation Meeting kicked off and chaired by CTO along with CDO, Planning, QS, Marketing team and GM Projects to discuss Project Brief

- Project Site Setup
- Site office
- Project Construction phase initiated
- Project Commencement date confirmed
- Procurement strategy reviewed
- Procurement of direct work contractors , suppliers and vendors initiated
- Baseline budget, BOQ and Drawings issued

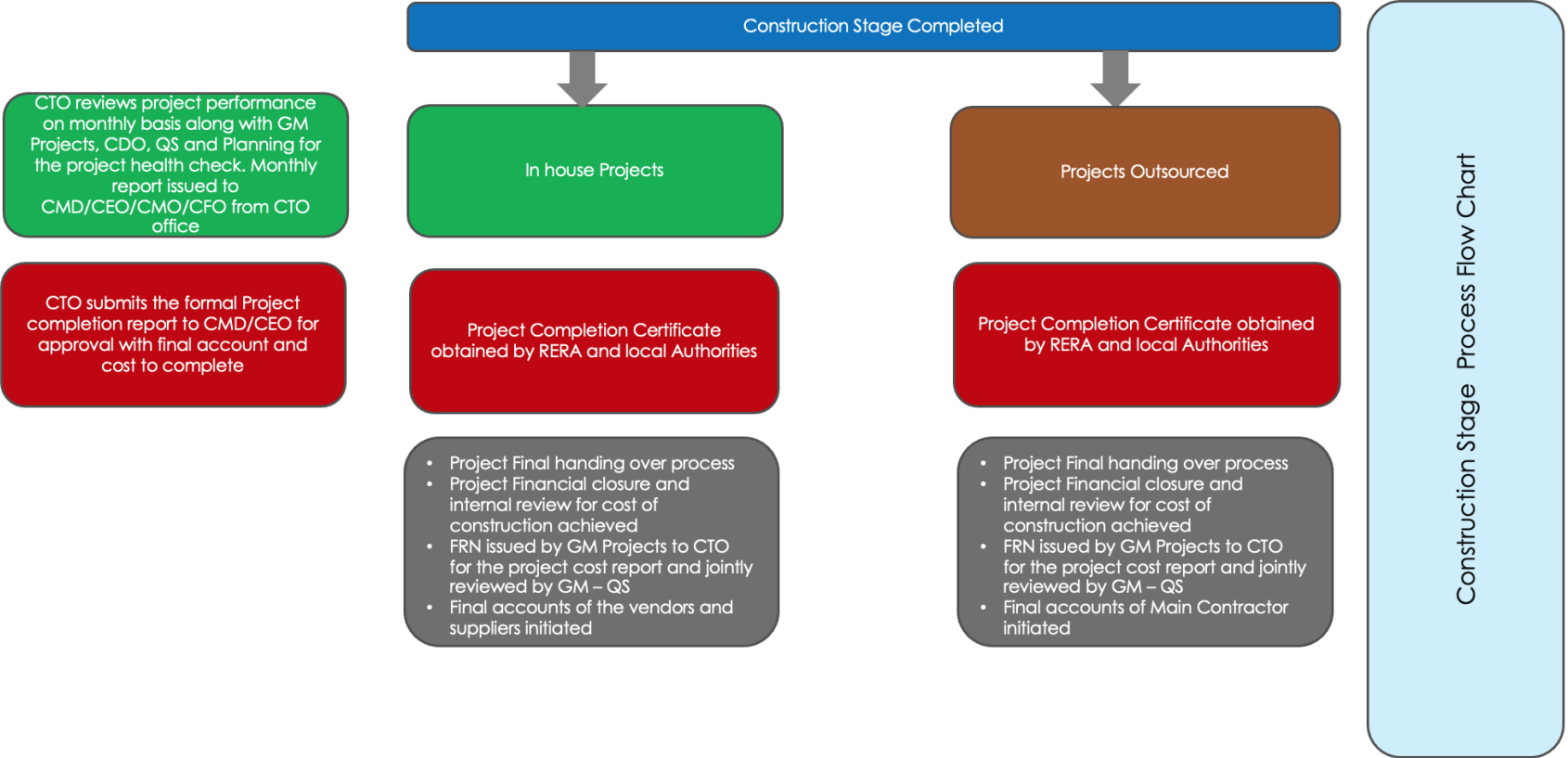
Projects Outsourced

Project Initiation Meeting kicked off with Main Contractor and GM Projects chaired by CTO along with CDO, Planning, QS, Marketing team and Project Brief Discussed

- Project Site Setup
- Site office
- Project Construction phase initiated
- Project commencement date confirmed
- Contract documents signed with Main contractor
- Baseline programme, budget, BOQ and IFC drawings issued

Construction Stage Process Flow Chart

Post Construction Stage Process Flow Chart



CTO reviews project performance on monthly basis along with GM Projects, CDO, QS and Planning for the project health check. Monthly report issued to CMD/CEO/CMO/CFO from CTO office

CTO submits the formal Project completion report to CMD/CEO for approval with final account and cost to complete

In house Projects

Project Completion Certificate obtained by RERA and local Authorities

- Project Final handing over process
- Project Financial closure and internal review for cost of construction achieved
- FRN issued by GM Projects to CTO for the project cost report and jointly reviewed by GM – QS
- Final accounts of the vendors and suppliers initiated

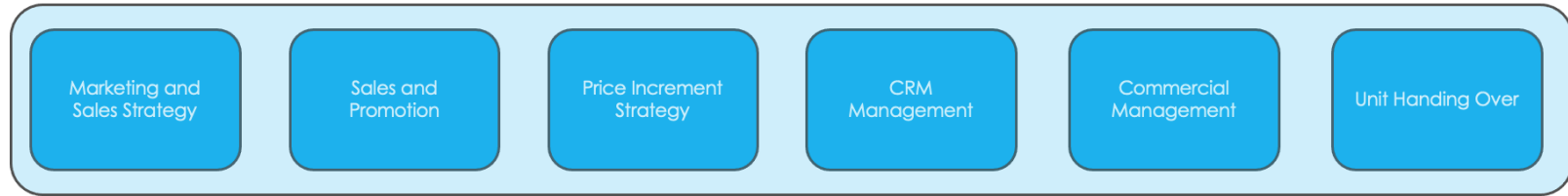
Projects Outsourced

Project Completion Certificate obtained by RERA and local Authorities

- Project Final handing over process
- Project Financial closure and internal review for cost of construction achieved
- FRN issued by GM Projects to CTO for the project cost report and jointly reviewed by GM – QS
- Final accounts of Main Contractor initiated

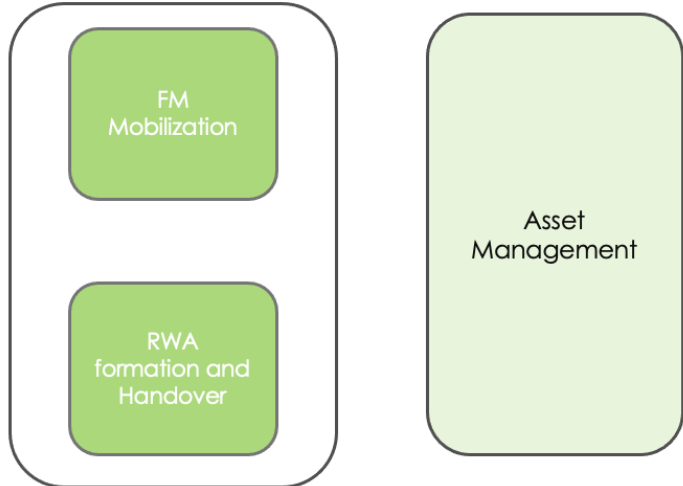
Construction Stage Process Flow Chart

Real Estate Development – Marketing Life Cycle

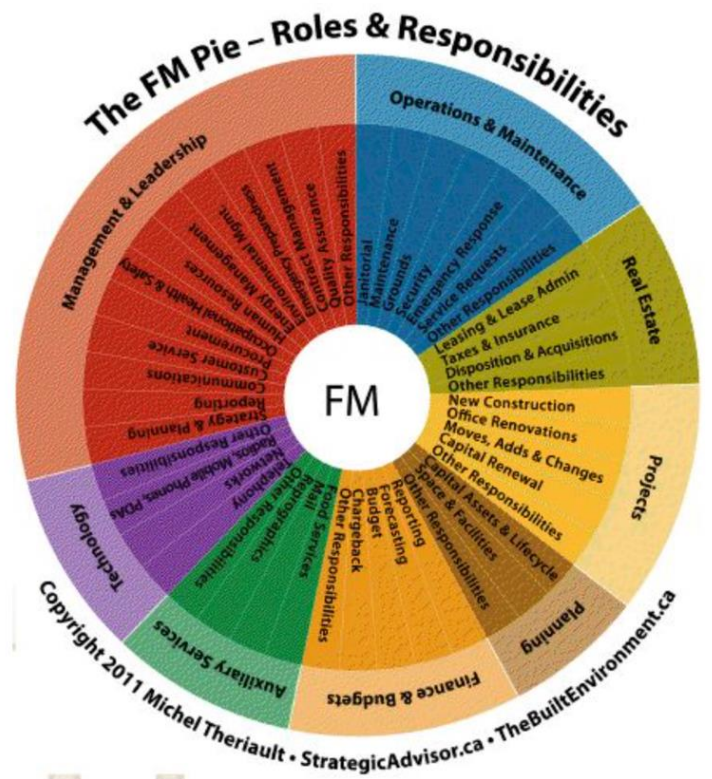


- Market Research
- Marketing Concept
- Marketing and Sales Strategy
- Pricing Index
- Prelaunch Pricing
- Sales Kits
- Advertisement and Promotion Campaigns
- Final Pricing
- Soft Launch
- Official Launch
- Sales and Purchase Stage Claims
- Sales Collections
- Bank Financing and Approvals
- Customer Relation and CRM
- Customer site visits
- Channel Partner Establishment
- Channel Partner Networking
- Event and Promotions
- Channel Partner Performance monitoring and reports
- Sales and Revenue Reports
- Unit Registrations and Final Collections
- Unit Handing over and customer liaison

Real Estate Development – FM Life Cycle



- FM Transition and Setting up of Systems and Procedures
- Handing over units to the unit owners
- Taking over facility from projects
- Management of DLP period
- Asset management process and procedures
- Asset Profiling and quantitative /qualitative assessment



Functional High level Scope Summary

Board Of Directors

Directors of Subsidiaries & SPV

Members of Advisory Committee
Finance / Development/ HR/ Legal

CEO/ BUSINESS UNIT HEAD

Development & Project Management

Sales & Marketing

Admin

Finance

Customer Care/FM

- Development Management Phase**
- New Opportunities
 - Land Identification
 - Due Diligence
 - JV proposals
 - Budget Formulation
 - Product Mix
 - Design Brief
 - Presentation to IC Members
 - IMO document to confirm project live
 - Authorities Approval

- Planning & Design Development Phase**
- Pre-Construction Stage
 - Development Planning
 - Design Development
 - Consultant Appointment and Management
 - ERP
 - Authorities Submission and Building Permit
 - Construction Budget
 - Marketing Material
 - Pre Launch
 - RERA registration
 - Project Launch

- Construction Phase**
- Design Management
 - Selection and Appointment of Contractor
 - Procurement management
 - Construction Management
 - Authorities Liaison
 - Approval of Project
 - CRM support to Marketing and customer requirement
 - Occupancy Certificate
 - Project handover Management
 - Audit and Quality

- Sales
- Marketing
- Online Promotions
- Offline Promotions
- Channel Partner
- Lead Management
- Project Pre-launch
- Market Position
- Price Establishment
- Sales Forecast
- Soft launch
- Show units /Apartment

- Administration
- HR Department
- Payroll
- Staff welfare
- Labor Law and compliance
- Insurances
- Staffing projections and hiring
- Governance
- Legal Officer
- Branch Management
- Lead Generation
- New Land visit and Report
- Project Launch support
- Project Marketing support
- IT Management

- Financial Planning
- Fund Management
- Payment Management
- Commercial Planning
- Project Financial Audit
- Bank and Project RERA account management
- SPV Set up
- New Project Accounts

- Project Handover
- Customer Care
- Customer change Request
- Customer Management
- Customer Delight Management
- Customer Grievances management
- Event Management
- Collections
- Association Formation
- Handing Over
- Interiors
- Maintenance
- Delayed Activities
- DEED Registrations
- Bank Approvals

Advisory on Choosing Most Viable Project As Portfolio Lead

1. Cost-Benefit Analysis

The purpose of a cost-benefit analysis provides an estimate of the costs as well as the advantages that are connected with a specific project. This project selection method determines the most efficient and economical manner to carry out a project.

2. Scoring Models

When considering a project, the project manager or selection committee creates a list of criteria that must be met. Each criteria is assigned points according to their relevance and priority. This is the scoring model. This further provides a more unbiased perspective on the overall project and helps the team use this model to choose the right project. The one that scores the highest is the one that's selected.

Advisory on Choosing Most Viable Project As Portfolio Lead

3. Payback Period

The project payback period is a method of calculating the ratio of total cash to the average cash period. Essentially, this helps businesses assess the time it will take to recover the initial investment made in a project. Therefore, the sooner the recovery, the better the project from the business's perspective.

4. Net Present Value

The difference between the project's current worth of cash inflow and its current value of cash outflow is called the net present value of the endeavor; the inflow-outflow difference gives you the value. Businesses use this method to select a project whose net present value is the highest after running the required analysis.

5. Internal Rate of Return

This strategy enables firms to evaluate and compare the potential profitability of projects by determining the point at which the present value of outflows equals the present value of inflows. This thus helps them make informed decisions about project selection.

6. Discounted Cash Flow

This method encompasses inflation. This refers to the probability that a certain amount of money held today will not have the same purchasing power in the future. Hence, project managers must consider this when estimating the cost investment and return on investment of a project.

7. Opportunity Cost

It helps select the better project option by comparing the potential costs of the projects. Essentially, project managers opt for the project with the lesser potential cost. This method simplifies the decision-making process and helps in maximizing the return on investment by choosing the most profitable project.

Thank you

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