



## Business Process Re-Engineering at BEBANCO

Realising the challenges and responsibilities that accompany the exponential growth in the Construction Industry, BEBANCO has instituted a comprehensive Business Process Re-engineering exercise (BPR) which will enable the Company to render the best service in the industry.

Growth in the industry is accompanied by greatly increased competition and the Business Process Re-engineering exercise will help to sustain growth, maintain relationships and increase transparency.

Business Growth will be sustained through

- Streamlining existing Organization Structure and Processes
- Through the provision of better control in an de-centralized IT environment
- Greater accountability of Branch units, Business units and Individuals
- Institutionalization of processes for the smooth induction of entrants in the company
- Increase Knowledge base of Construction Business with help of experienced Senior Coordinators and all players

The BPR being instituted will enable review to strengthen existing processes through better documentation and will support BEBANCO's organisational pan-India growth. Through a measure of de-centralisation it will provide Management freedom to achieve corporate goals and greater growth.

We aim to **identify** current organization processes and interlink these with the structure to generate better workflow. **Rationalisation** of the organisation's structure, workflow and report patterns will help determine control and report issues which are vital to our operations.

This will then lead to **improvisation** through the resolution of control issues, risks and any reporting disparities. It will enable a more clear identification of organizational roles and responsibilities, a better reporting structure, timely monthly and annual MIS and a documented blue-print of the company's business processes. Another benefit of this exercise will be the identification of designation-wise training needs and clear listing of Key Result Areas to enable growth for employees.

The BPR exercise will be an on-going process which will continually help identify any business process gaps that need to be addressed to maintain the company's position as a leading player in the construction Industry.

**Mr. Monesh Bhansali**  
Chief Financial Officer



In June 2007, in recognition of initiatives implemented to control and improve performance of Occupational Health & Safety risks, **BEB** was granted Occupational Health and Safety Specification certification OHSAS 18001:1999 by Bureau Veritas Certification.



# My experience.... moving from corporate to site

**Mandar Hoshing** Asst. Manager - Planning, QA, QC & ERP



Being based at site means entering the world of practicality and is altogether different from being based at the corporate office. At office, once you know MS WORD and MS EXCEL then you can EXCEL in your WORDS (paper-work) by putting your brains at work. But at site it's a hands-on situation where you have to always EXCEL beyond your WORDS (of promise) not merely what is agreed in "black & white" but on execution of every aspect of work activity at site. Site management throws up challenges on a daily basis and involves dealing with different personalities from labour contractors and site workers to a white collared MD of a client.

Site management has many aspects beyond mere definition on paper and involves thorough understanding of the scope of work, planning of activities, arranging resources, timely completion of work to the satisfaction of client, etc.. The following points will highlight some of the main aspects of site management:

## PLANNING :

The backbone of any successful project is the proper and all-encompassing perspective of work to be executed. Proper planning requires the vision to

- > prioritise activity i.e. which activity has to start and when, and
- > co-ordination i.e. which other activities must run simultaneously, to best ensure seamless operations of the project.
- > budget constraints

As is usually indicated on barcharts, planning does not begin at the *start date* of the project and end with *finish date* of

the project. Practically, planning begins at the stage when project evaluation commences and then, once the project is awarded it involves good management of resources through the life of the project. The most important resources can be classified as the 4Ms, i.e.

- Manpower,**
- Material,**
- Machinery and**
- Money.**

Projects must be completed within agreed *start* and *finish* dates, even though Project teams are often required to work with scarce resources over certain periods.

## EXECUTION :

This aspect of site work is supposed to be a simpler job involving the erection of the structure as is visible on blue print. However, only when one is practically working at a site does a person realize the skill required to elevate the plan on blue-print to the reality of a structure. Every minor care has to be taken right from deciding the depth of foundation to giving the final finishing touch to the structure. Also, quality and perfection should never be compromised merely for timely completion of work. Successful execution of any project requires the teamwork of all the trades; civil, mechanical, electrical, etc.; working together to achieve the best results.

## MONITORING & CONTROL

All activities running simultaneously at the site need a close control at micro level. Monitoring means the comparison of planned v/s. actual and income v/s. expenditure. For example, it involves close monitoring of work output at site i.e. how many masons are working and what is their output every month and compare this with the desired average output per mason; what quantum of cement is consumed for plastering work against theoretical consumption; what invoices are raised against an activity by subcontractor with respect to the work done and what is the amount that is certified by the client for the same activity, etc.

In short, monitoring of activities involves cost control management and a fair balance has to be maintained over the expenses on activities as against income being generated from that activity.

## SAFETY

As is globally accepted "Safety is the best policy" and this must be implemented at every worksite. Safe working conditions assure minimum loss of resources. Safety precautionary measures are of utmost importance to life, security and also ecologically. Good monitoring of site safety will not only save money but will also provide working comfort to site workers, which will also result in better labour output. This is also a key factor one has to take care of while targeting timely completion of activities.

## RESOURCE MANAGEMENT :

This is the most skillful job one has to manage at any site. As discussed earlier, resources comprise of 4Ms, Manpower, Material, Machinery and Money. Each of these resources are equally valuable and interdependent and have a vital role to play in site execution. While we plan and target for the activities to be executed as per schedule, we must also plan for as to when the order for required materials is to be placed, when the required machinery is to be mobilised at site, what trades of labour contractors are to be engaged, etc. Absence of any one of these resources at the time of execution may hamper the progress of the activity and also corresponding dependent activities. Site experience has taught me that Resource Management skills dictate the Success or Failure of the entire project.

This was just a short comment on site management. The real story is something one can experience only by being on site as a team member of the SITE. I am truly fortunate to get excellent site experience by working as a team member at our ASHOK TOWER site under the guidance of our senior engineers Mr. B. N. Naik and Mr. Ashish Desai who have truly EXCELLED in SITE MANAGEMENT.

# Project Update

**Mr. S. N. Bhat**, General Manager- Operations



Construction of 40 tonne Prismatic, MS dome having clear height of around 345 feet at ASHFORD - Lower Parel



Formwork marvel at PLANET GODREJ - Byculla

Reinforcement placing at ORCHID OZONE MALL - Dahisar



Mumbai  
Pune  
Bangalore  
Lucknow  
H.P.  
U.P.

## RESIDENTIAL

- 'Crescent Court' at Greater Noida, Uttar Pradesh - 3 towers with double basement, ground +22 floors and 2 towers with double basement, ground + 6 floors
- 'Antilia' a private residence at Altamount Road, Mumbai - with double basement, stilt +27 floors
- 'Ghia' at Altamount Road, Mumbai - with double basement, ground +5 floors
- 'Ashok Towers' at Parel, Mumbai - 3 towers with ground + 30 floors and 1 tower with ground + 51 floors and 3 levels of podium
- 'Planet Godrej' at Byculla, Mumbai - 5 towers with part podium, 4 towers with 48 + 3 floors and 1 tower with 48 + 3 floors
- 'Ashford' at Lower Parel, Mumbai -2 towers with 23 floors each, 2 level parking and an in-house amphitheatre
- 'One Altamount Road' at Altamount Road, Mumbai - 22 floors with duplex flats and 12 parking levels
- 'Lodha Grandeur' at Parel, Mumbai - basement and ground + 26 floors
- 'Piramal House' at Worli, Mumbai - basement and ground + 13 floors
- 'Chateau Paradise' at Worli, Mumbai - double basement and ground + 6 floors
- 'Regency Park Tower' at Thane - Stilt + 23 floors
- 'Lodha Bellissimo' at Lower Parel, Mumbai - 3 level podium and stilt + 50 floors
- 'Mantri Green' at Sampige Road, Bangalore - 4 towers with ground + 16 floors, 2 level penthouses with 4 basement each
- 'Concorde Manhattan' at Doddathoguru village, Bangalore - 5 towers with Ground + 14 floors and 2 basements

## CORPORATE

- 'Godrej Eternia' at Shivajinagar, Pune - Stilt + 10 floors
- 'Brigade Gateway' at Malleshwaram, Bangalore - double basement and ground + 28 floors

## UTILITY

- 'Orchid Ozone ' Mall at Dahisar, Mumbai - with 2 basements and Ground + 2 floors
- 'Brigade Gateway' at Malleshwaram, Bangalore - multilevel car parking
- 'UPAL' Mall at Lucknow, Uttar Pradesh - with 3 basements and Ground + 6 floors

## INDUSTRIAL

- 'Procter & Gamble' factory at Baddi, Himachal Pradesh - civil, structural and infra structural work for fabric, home care and beauty care manufacturing unit
- 'S. H. Kelkar' at Patalganga, Raigad - civil, structural & miscellaneous works of Fragrance manufacturing unit
- 'Raptakos Brett & Co. Ltd.' at Thane - Civil, structural and plumbing work for R&D facility And manufacturing plant

At BEBL we have a generational divide of:

Traditionalists	Baby Boomers	Generation X	Generation Y
Born 1922-1945	Born 1946-1964	Born 1965-1980	Born 1981-2000

Traditionalists, some yet with us, already retired, Baby Boomers retiring over the next decade, Generations X and Generation Y will be the dominant players of the next decade.

Traditionalists and Baby boomers with their vast experience and knowledge bank can provide a parenting framework for Generation X and Generation Y, who are fiercely independent and creative thinkers (Entrepreneurs). The older generation tends to pay homage to structure and process, while younger generations generally value speed and efficiency. With this combination of -

- a strong parenting influence, and
- entrepreneurship

we can come up with innovative and collaborative working methodologies to add substantial competitive benefits to our organization.

To be prepared to cope with future challenges Generation X & Generation Y with their voracious appetite for technology and learning must be supported with an open communication channel by our Management.

Generations X & Y are generally highly opportunity focused, resultdriven and sometimes even calculated risk-takers . Here Traditionalists and Baby boomers can play a proactive role of channelising and providing guidance to them.

The organization must provide an open platform for exchange of thoughts by various managerial cadres of all generations. This provides scope for understanding of problems and encourages respectful appreciation of the skills of all players.

Management by identifying key players in individual departments can tap the knowledge bank of all players to benefit the organization as a whole.

Simple Capabilty Dimensions to develop and enhance involvement of all players can be achieved by :

- Cross functional experience for front-end Generation X & Y employees which can be achieved through planned job rotation.
- Need based training in technical skills to update the knowledge required to handle new ventures which has already been instituted.

Through a method of -

- Defining Key Result Areas (KRAs) by the respective Head of Departments along with employees will help clear identification of goals, methodology to achieve these goals and to discuss any constraints - and at the year end provide the basis for evaluation of targets achieved / not achieved.
- KRAs once defined will give direction to one's function as a professional and also help distinguish between 'routine'(within the scope defined and agreed targets) and 'milestones' (additional targets achieved outside the scope of those defined and agreed).

This method of assessment enables responsible methodology of recognition and reward by the Management.

Synergy (Strategic harmony) achieved between the well experienced (Traditionalists & Baby Boomers) and the younger Entrepreneurs (Generations X & Y ) can further strengthen BEBL Workforce .

This can improve our capacity to emerge and innovate and stay in competition.

Our competitors are getting ready. Shouldn't we????.

The topic of ERP i.e. Enterprise Resource Planning has received some cover in earlier issues of our corporate newsletter and covered the area of how ERP helps us to streamline and fine tune our Internal Processes through a common platform where all employees, including Management, can share their data for review, scrutiny & decision making etc.

Taking off from there, I now share with you further details about ERP, so that you get an idea of what actually constitutes ERP.

The ERP Software which our company has implemented contains more than 14 Modules which are integrated with each other. Some of the more important Modules are:

**1. Tendering Module :** In this Module, when soft copy of a Bid is received (in Excel sheet), it can be converted in a format which directly inserts all the activities in the Bid into the Tender Module thereby saving valuable time of the estimator. If the Bid is received as a hard copy, then it can be converted using Optical Character Recognition software which directly inserts all the activities into the Tender Module. This allows the estimator to have choices to create multiple scenarios with respect to Materials, Labour, Plant and Indirect cost for better analysis of the Bid, using current market rates for materials, labour and plant. At the same time, it provides an easy mechanism for utilising the composition of an activity from one bid to another bid. Simultaneously, it helps create a database in preserving all the bid data so that the same can be used for reference while quoting for bids in future. From Rate Analysis Form in this Module, an estimator can try out different permutations and combinations to arrive at competitive rate/s for activity/Bid.

**2. Planning :** In this Module, the Planning Engineer/Quantity Surveyor plans the project as per site conditions /client's requirements. Using this Module, he allocates start and finish dates to an activity which is divided into multiple tasks depending upon the location, progress schedules, and allocation of resources and amends their composition. Once this is accomplished, he can derive Monthly/Quarterly Resource Requirements using this Module.

**3. Purchase :** This Module is bifurcated into 2 parts, one for Inventory and the other for Purchase. Inventory consists of processes performed in projects like Indent, Item Receipt Note, Issue Note, Rejection and Return to store; whereas Purchase consist of processes performed at Head Office or at Branch Office like Enquiry, Quotation, Purchase Order, Transport Purchase Order and Bill Certification. This Module is also utilized by an estimator to get output like the latest procurement rate for the material purchased for the projects in recent past thereby reducing the valuable time that would otherwise be wasted in floating enquiries for the materials which the Company has already purchased.

**4. Execution :** In this Module, all the Work Orders are created for the project thereby creating a huge database which helps the estimator to locate contractors working at different location and their rates. The Billing Engineer creates PRW, Sub Contractor, Labour Bills etc. which have a direct impact on Accounts Module. Similarly measurements for Client Billing are created in this Module. Now all the projects can keep records related to extra items and variation in quantities for their future reference using this Module.

**5. Client Bill :** In this Module, Billing Engineer needs to enter just the Date on which Client Bill (RA Bill) needs to be generated. The system then automatically creates the bill depending on the Work Done, Extra Items, Material Recovery, Material Advance, Client Services, VAT, Service Tax amount etc. There are two stages of the Client Bill i.e bill submitted and bill certified. In case there are differences between these two, then at any stage we can find out the difference between the bill submitted and the bill certified.

**6. Control Estimate (Costing):** This is the most important Module for Project Management enabling the Project Manager to monitor his project performance on a day to day basis. ABC analysis (Activity Based Costing) helps the Project Manager to identify variance between Budgeted Expenses versus Actual Expenses. This Module helps the Project Manager to take short term as well as long term measures with respect to Manpower, Material, and Machinery Resources.

**7. Payroll, HR & Leave:** In this Module, the HR Department maintains Employees' personal as well as work related details, leave records, creates salary every month, calculates taxes, creates statutory requirements like Form 12B, 16 etc. and also maintains history of past and present employees along with their photographs.

**8. Plant & Machinery and Fixed Assets:** In this Module, we keep track of all the assets purchased and tag them with log number. With its help, we can find location and utilization of each piece of machinery; we can calculate Internal hire charge for the machinery depending upon its utilization and compute

# Welcome Aboard

H R Desk

2007



## PROPERTY DEVELOPMENT

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