

SUCCESS STORIES - SUMMARY

Project Name	Client	Brief Description	Services
DIGITAL STRATEGY	COMMERCIAL REAL ESTATE SERVICES & INVESTMENT	Assessed the potential impact of emerging socio-economic and technology trends relevant to the client's business to identify technology gaps. Also, identified business expansion opportunities in emerging tech-enabled segments that the client could foray into.	<ul style="list-style-type: none">➤ Start-up threat & opportunity analysis➤ Business segment value levers analysis➤ Technology & Macro-economic trends - impact analysis➤ Customer Feedback analysis

DIGITAL STRATEGY FOR ADOPTING TO A CHANGING TECHNOLOGY LANDSCAPE

ABOUT THE CLIENT

Client is an incumbent **American commercial real estate services and investment firm** that offers a broad range of services.

SITUATION



- **Client had an opportunity** to leverage data external / market data to **identify the technology gaps within the organization** and accordingly develop digital strategy to introduce and adapt to the new technologies
- Merilytics partnered with the client to **research and evaluate the impact of emerging technology trends** on their existing lines of business and recommend a robust data / technology implementation strategy

VALUE ADDITION



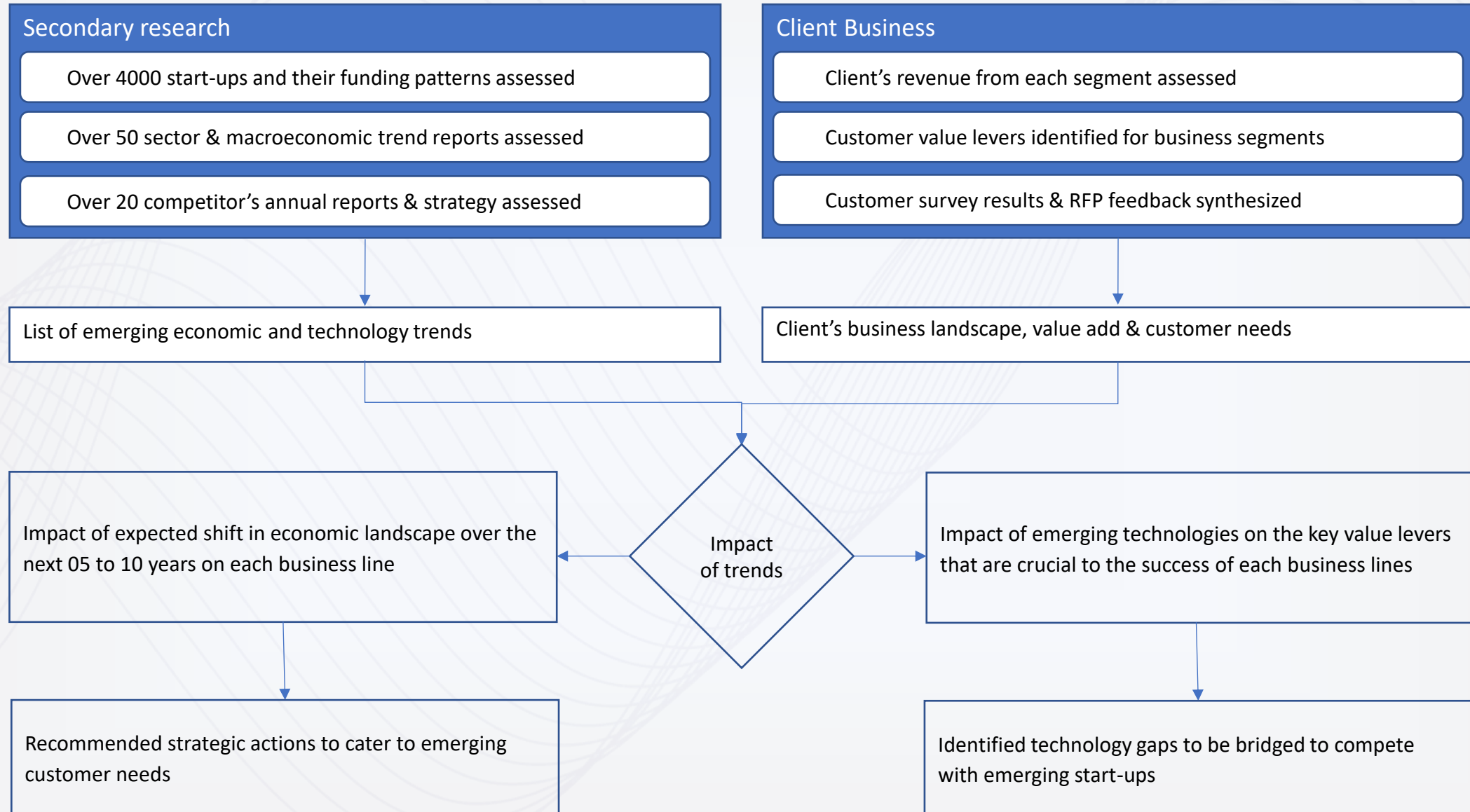
- **Prioritized the threats** that each business line could be exposed to **based on lifecycle stage of trends** and their impact on the overall business, identified through secondary research
- **Recommended data strategy actions** for each line of the business **to adapt to the expected changes in the socio-economic landscape over the next 05 to 10 years**
- **Identified the impact of emerging technologies** on the key value levers that are crucial to the success of each business lines based on comprehensive market research of commercial real estate and adjacent sectors
- **Identified incremental business expansion opportunities** in emerging tech-enabled spaces

IMPACT

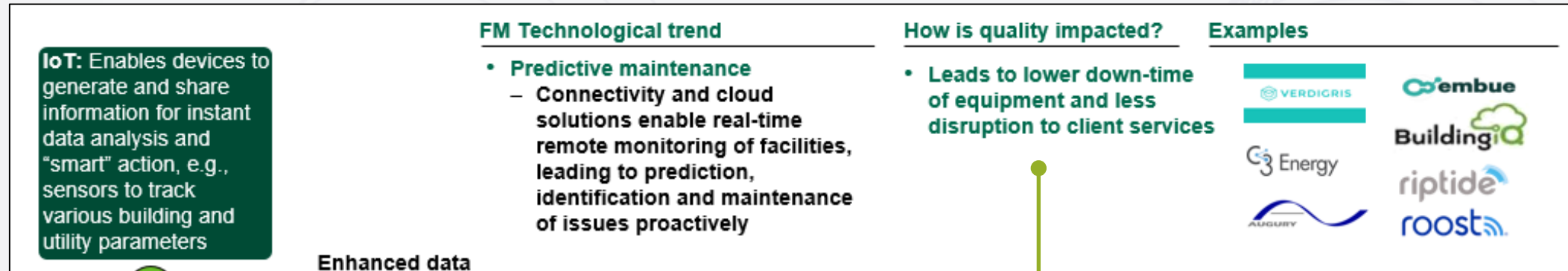


- Our research and recommendations **helped the client's executive team to prioritize the challenges and formulate the long-term digitalization strategy** to be adopted by each business line
- The technology gaps identified helped the client launch several internal initiatives and on-board new roles to drive the digital innovation

APPROACH / METHODOLOGY FOR PROJECT DELIVERY



ASSESSING THE IMPACT OF TRENDS



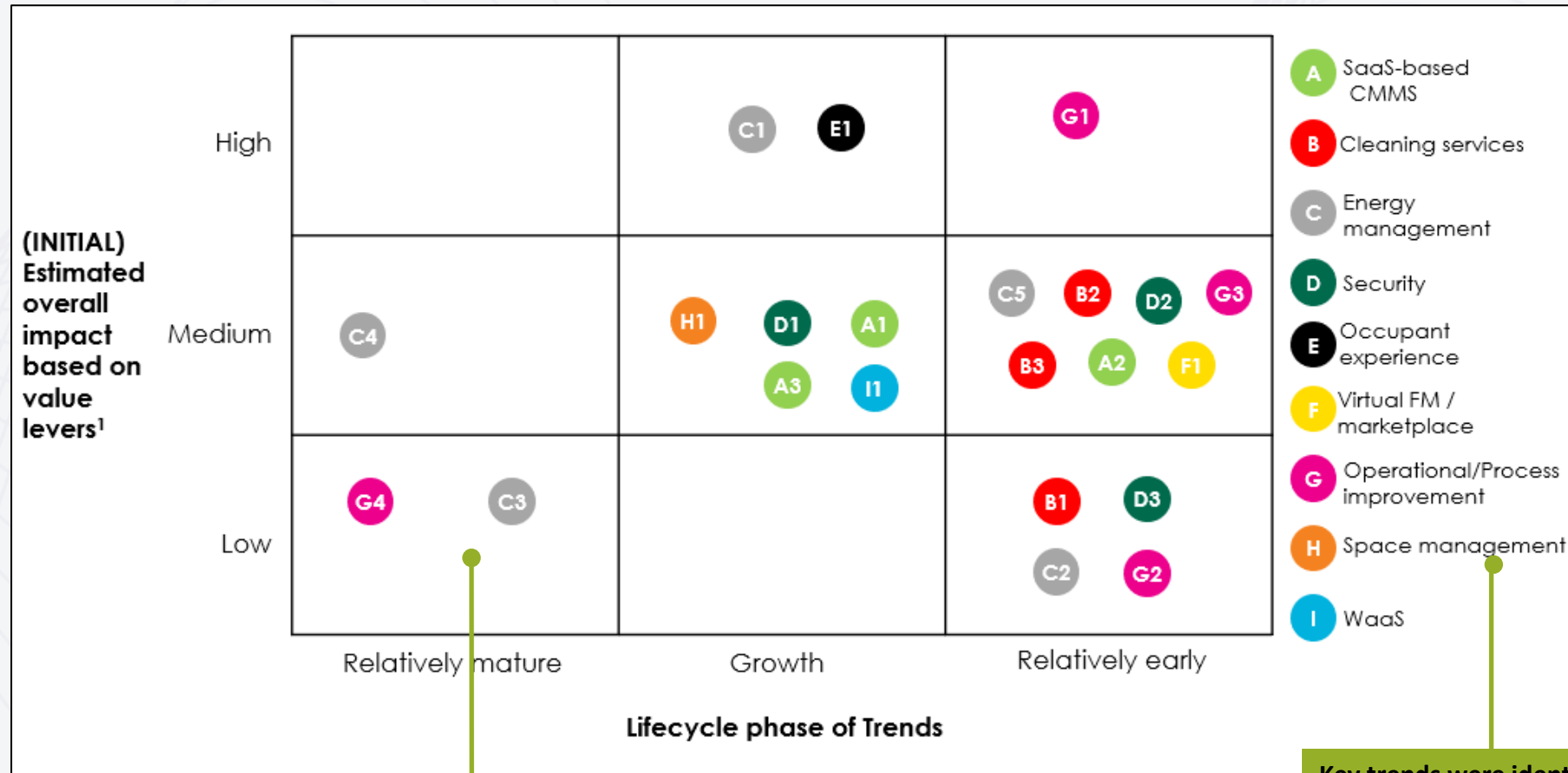
Identified impact of emerging technologies on the key value levers that are crucial to the success of each business lines

Identified overall impact of technology trends on each business lines

FM Technological Trend	Impact by factor			Overall Impact
	Quality	Cost	Risk Management	
1 Mobile-based and integrated CMMS <ul style="list-style-type: none"> Mobile-based CMMS enables integrated view of all aspects of FM, tracking of operations and a collaboration platform for real-time updates on maintenance activities 	<ul style="list-style-type: none"> Allows client to interact directly with FM providers and get real-time updates across all service lines Leads to faster and better management of work orders 	<ul style="list-style-type: none"> Efficient facility management workflows through lower paperwork, manual effort and quicker turnaround times Capex shifts to Opex due to SaaS model 	<ul style="list-style-type: none"> Enable to track and automate reminders for audits and inspection leading to greater compliance and lower enterprise risk 	<p># start-ups: 20 Total Funding: \$837Mn</p>

PRIORITIZING EMERGING TRENDS

ILLUSTRATIVE



LEARNINGS

ILLUSTRATIVE

- New tools/techniques learnt
 - Qualitative research
 - SWOT analysis
- New project delivery techniques - None
- New project approach – Business evaluation based consolidated sector research, value lever-based impact analysis
- Identified Opportunities for better project delivery
 - Developing a clear methodology before the project kick off is crucial for smooth execution of a qualitative analysis project. This should be 30% of the bandwidth utilization
 - Upfront validation of mock output formats with the client would help reduce reworking on the output
 - Business knowledge is critical for all team members associated with such a project
 - Strategy projects tend to be fast paced, hence work load management is critical to execution
 - Check-ins at regular intervals are required to ensure the output is making sense