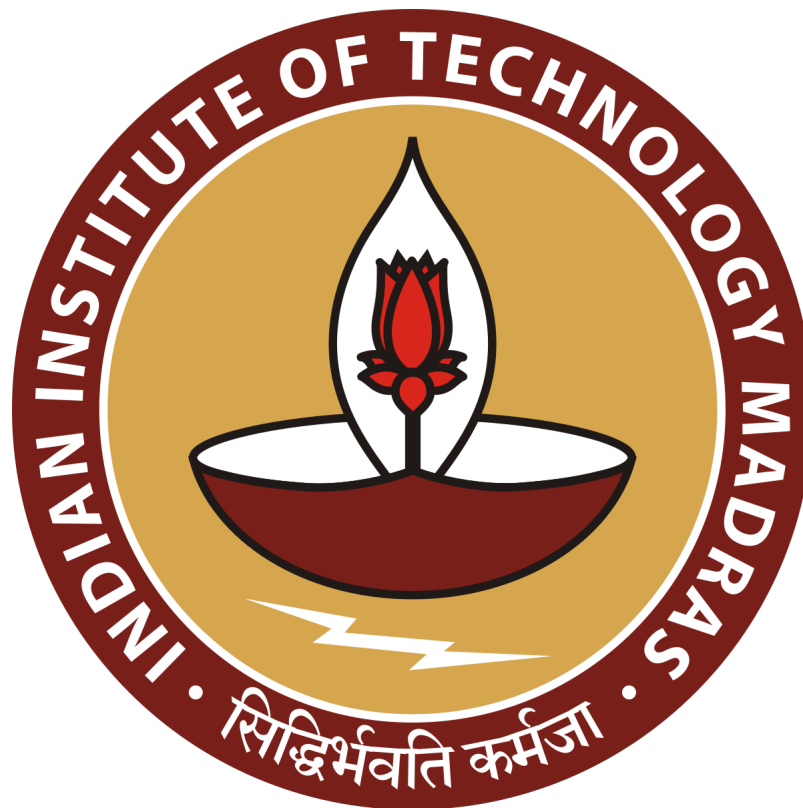**Workforce Planning for Customized Architecture Construction: Employment vs. Contractual Approach**

A Proposal report for the BDM capstone Project

Submitted by

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1 Executive Summary and Title

This project addresses the challenges faced by Eco Smart Homes, a construction company based in Chennai, Tamilnadu that specializes in customized residential construction. The focus is on two main problems: balancing long-term employment and contractual bargaining and improving change management.

The first problem is the company's dilemma in deciding whether to employ workers on a contract basis or on a long-term basis. The objective of the project is to analyze performance data collected from Eco Smart Homes to determine the most efficient strategy to maximize profitability.

The second objective is to develop and implement an effective change management strategy that increases productivity and reduces the negative impact of change requests. By improving change management, the project intends to increase company profitability and overall organizational effectiveness.

To achieve this objective, a performance profile will be developed that includes issues related to site design, current change management, and communication mechanisms This review will identify pain points, challenges, and areas for improvement in the change request process in. Additionally, it will examine the root causes of client-initiated changes and propose preventive measures to reduce frequency.

Using data-driven insights, this project seeks to provide actionable recommendations to improve Eco Smart Homes' management and implement effective change management strategies

2 Organization Background

Eco Smart Homes is a successful B2C company that specializes in custom villa construction, which is in high demand these days, as confirmed by several surveys. The company is run by Mr. Mahesh and his wife, who have a proven track record in the business. They first formed a progressive construction company, Tharani Developers, in 2008. Initially, they faced challenges in securing finance and loans, but their dedication and successful completion of various projects helped establish them as a reputable organization

Throughout their journey, they completed a total of 145 projects, 40 of which were large custom buildings. The quality of their work elicited a positive response from customers, which led to the launch of Eco Smart Homes in 2023 as a separate business.

With its expertise and experience, Eco Smart Homes aim to further enhance its business and provide exceptional villa construction services. They understand the unique needs and preferences of their customers, and their attention to customization sets them apart in their market. Eco Smarte Homes combine innovative design, quality craftsmanship and attention to detail to create personalized residences that exceed customer expectations.

As they grow, Eco Smart Homes are committed to providing high-quality construction solutions and maintaining its reputation for excellence. They strive to meet the evolving demands of the market while ensuring customer satisfaction and building long-term relationships based on trust and quality.

3 Problem Statement

3.1 Problem Statement 1:

Optimizing employment strategy - Eco Smarte Homes seeks to strike a balance between long-term employment and contractual engagement, ensuring profitability and efficient resource allocation.

3.2 Problem Statement 2:

Enhancing change management - Eco Smarte Homes faces challenges in effectively managing change requests during customized architecture projects, resulting in financial losses and delays. The goal is to develop strategies and implement a robust change management framework for improved efficiency and project execution.

4 Background of the Problem

4.1 Problem 1

Optimizing business processes Eco Smart Homes, a Chennai-based construction company that specializes in customized construction, is being challenged to change its business model. The company is unsure whether to hire employees long-term or through a contract arrangement. This decision directly affects profitability and resource allocation.

The main reason for this problem is the need to balance long-term stability with staff turnover. Eco Smart Homes aims to increase profitability and ensure adequate levels of skilled labour. However, their ambiguous business practices can lead to confusion and difficulties in resource management, inventory and cost management.

Internally, the company struggles to make informed decisions due to unclear guidelines and procedures. Externally, their business models are influenced by market dynamics, seasonal changes in demand and availability of skilled labour.

The project aims to analyze these factors and provide recommendations. By evaluating performance data, the project can optimize Eco Smart Homes' business processes, improve resource utilization and increase profitability.

4.2 Problem 2

Developing change management

Eco Smart Homes face challenges in managing change requests during customized construction projects. These complications lead to financial losses, project delays and misunderstandings.

A key factor contributing to this problem is a complex change management strategy and lack of effective communication channels. Unclear internal processes, insufficient documentation, and lack of communication among stakeholders hinder the evaluation and effective implementation of client-driven change External guidelines the absence of a deliberate

5 Problem Solving Approach

Problem-solving strategies for problem 1: Optimizing business processes

- Data analysis: Analyze historical data on management, project costs, and performance to identify trends and patterns. Evaluate the impact of business strategies on profitability, resources, and project success. Use data-driven insights to make informed decisions about the best business model.

- Stakeholder engagement: Engage with employees, contractors, and industry experts to gather ideas and insights. Conducting interviews, surveys, and focus groups would give us more insights which will be easier to understand their experiences, aspirations, and expectations.

- Cost-benefit analysis: Conducting a comprehensive cost-benefit analysis for both long-term projects and contract implementation will be really helpful. Considering factors such as recruitment and training costs, employee retention, turnover, and job-specific requirements can give us other insights into the problem. Comparing the financial implications and associated risks of each option will determine the most appropriate choice.

- Market analysis: Conducting market research by assessing skilled labor availability, market demand, and industry trends. Analyzing competitor business practices and comparing them to industry standards. This analysis will provide insights into the prevailing market environment and help inform the decision-making process.

- Pilot projects: Implementing pilot projects using different business models to evaluate their effectiveness. Monitoring key performance indicators such as project timelines, costs, quality, and customer satisfaction can give us a good hand. Based on the results, we can refine the approach and scale it accordingly.

Problem-solving strategies for problem 2: Improvement in change management

- Process map: Mapping out the current change management process to identify barriers, gaps, and areas for betterment. Analyzing the sequence of activities, decision-making, and stakeholder involvement can be used for visualization to streamline processes and eliminate inefficiencies.

- Cross-functional collaboration: Foster collaboration between the various departments involved in change management, such as design, engineering, manufacturing, and customer service. Establish clear communication channels, hold regular meetings, and encourage open dialogue to ensure collaborative planning and timely problem-solving.

- Process standards: Develop standardized procedures and documentation for change management. Clearly define roles and responsibilities, modify request submission procedures, review criteria, and approval workflows. This standardization will promote consistency, reduce misunderstandings, and improve overall efficiency.

By implementing these problem-solving approaches, Eco Smarte Homes can address the challenges in optimizing their employment strategy and enhancing change management practices, leading to improved profitability, efficiency, and customer satisfaction.

6 Expected Timeline

6.1 Timeline of project

1. Collecting Data

   Start Date: July 10, 2023 End Date: July 16, 2023 Duration: 6 days

2. Data Cleaning

   Start Date: July 17, 2023 End Date: July 23, 2023 Duration: 6 days

3. Finding Insights

   Start Date: July 24, 2023 End Date: August 5, 2023 Duration: 12 days

4. Preparing Mid Term Submission

   Start Date: August 6, 2023 End Date: August 8, 2023 Duration: 2 days

5. Waiting for approval

   Start Date: August 9, 2023 End Date: August 11, 2023 Duration: 2 days

6. Finding More Insights

   Start Date: August 12, 2023 End Date: August 13, 2023 Duration: 1 day

7. Mid Term Approved

   Start Date: August 13, 2023 End Date: August 14, 2023 Duration: 1 day

8. Finding Problem's Solution

   Start Date: August 14, 2023 End Date: August 27, 2023 Duration: 13 days

9. Preparing Final Submission

   Start Date: August 27, 2023 End Date: September 3, 2023 Duration: 7 days

10. Preparing Slides

    Start Date: September 3, 2023 End Date: September 9, 2023 Duration: 6 days

11. Final Approval

    Start Date: September 10, 2023 End Date: September 10, 2023 Duration: 0 days

6.2 Gantt Chart and Work Breakdown Structure

Gantt Chart - BDM Project
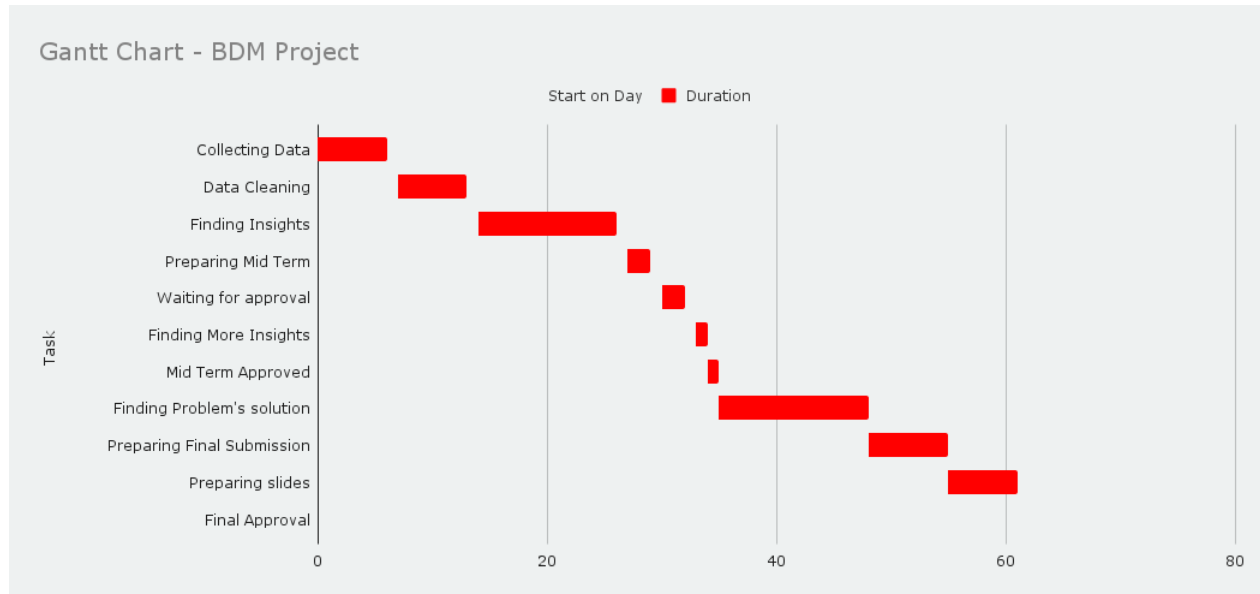
Work Breakdown Structure
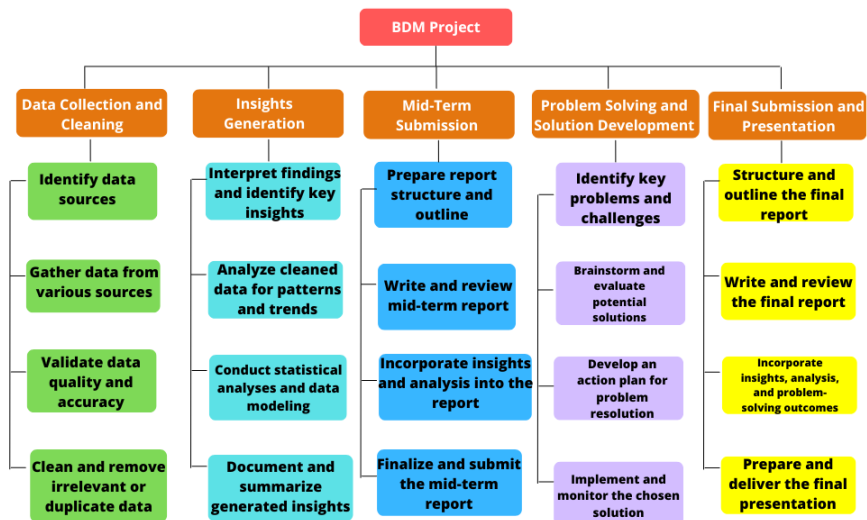
7 Expected Outcome

7.1 A successful decision on deciding whether the company should hire people in contract or employ them full-time.

7.2 A better change management protocols, which helps them to achieve the least change and also preserve strong client relationships.