

1. **Program Name or Title:** Smart AV Solutions for IIM Nagpur Campus
2. **Organization Name:** Godrej & Boyce Mfg. Co Ltd, Pune br.
3. **Job Title:** Program Manager
4. **Functional Reporting:** Strategic Business Unit Head -Audio Visual Solutions Business [Godrej Interio]
5. **Organization Primary Focus:** Audio Visual System Integration
6. **Program Budget:** 1.3million US dollars
7. **No. of Direct Reports:** 28
8. **Direct Reports that are PMs:** 8
9. **Program duration:** 01-02-2019 till date

Program Strategic Goal: (Maximum words Limit: 500)

Performing Organization: Godrej & Boyce Manufacturing Company Limited handles multiple business portfolios like Office Interiors, Home & Office Furniture, Vending Machines & Services, Home Appliances, Security Systems, Storage Solutions, Locks, Audio Visual Integration, etc.

Under the Company Vision of “Godrej in Every Home and Workplace”, Godrej Audio Visual Solutions portfolio (also known GAV) has a vision to be amongst the leading players in AV Integration in India.

GAV provides audio visual products and solutions that seamlessly integrates audio, video, display, lighting equipment and system controls for applications such as boardrooms, conference rooms, auditoriums, training rooms, cafeterias, telepresence rooms and much more.

Customer: Indian Institute of Management Nagpur started its journey in the year 2015 under the mentorship of Indian Institute of Management Ahmedabad. The Institute’s first batch of Post Graduate Programme (PGP) in Management commenced on the 23rd of July 2015.

IIM Nagpur shifted to its new 132-acre campus, situated at MIHAN, Nagpur, Maharashtra, in November 2021.

IIM Nagpur, being a new generation IIM, wanted to have the new campus with state-of-the-art classrooms to facilitate various Classrooms, meeting rooms, telepresence rooms and an Auditorium.

Business Need:

1. Improving quality of learning as well as enabling optimization of teaching / learning resources via one faculty – multiple interactive classes in different campuses, video-on-demand based learning resource reuse for revisions, delayed learning, Lecture capture system etc.
2. Improve interactions and relations with Institute Alumni and Industry via Multi-Campus placement programs.
3. To enable classrooms and meeting rooms with automation, AV routing and easy to use presentations.

Program SMART objectives:

1. Increase revenue by 15% through successful AV implementation at IIM Nagpur.
2. Achieve 100% customer satisfaction by meeting all IIM-specific AV requirements.
3. Reduce IIM's operational costs by 10% with efficient AV system management.
4. Expand market reach in education by 20% through successful solution delivery.
5. Decrease manpower costs by 10% via remote project management.

Program Management role and responsibilities:

1. Develop program justification and business case in alignment with the organization's strategic plan and client requirements
2. Develop and maintain the program schedule, ensuring timely delivery of project milestones and subsidiary program outputs.
3. Define and monitor benefits realization measurement criteria
4. Identify opportunities that resulted in optimized program benefits
5. Identify and analyze program stakeholders
6. Facilitate communication and collaboration among project teams, stakeholders, and the program management office (PMO).
7. Established and adapt the program governance model
8. Conduct regular reviews and assessments to ensure compliance with program standards, quality, and performance metrics.
9. Monitor program risks and issues, implementing mitigation strategies and corrective actions as necessary to maintain program success.

1. Program Strategy Area Experience Summary.

Program Referenced: Smart AV Solutions for IIM Nagpur Campus

Option selected: Establishing or contributing to a program roadmap or business case aligned with the organization's strategic objectives.

In my role as the program manager for "Smart AV Solutions for IIM Nagpur Campus," one of my key responsibilities was to establish a clear and actionable program roadmap that aligned directly with the strategic objectives of both the customer, IIM Nagpur, and my organization, Godrej & Boyce Manufacturing Company Limited. My primary focus was to ensure that every aspect of the program supported both short-term and long-term business goals, maximizing value for all stakeholders involved.

When contributing to the development of the program roadmap, I ensured that it was built on a solid foundation of the business case, which was meticulously aligned with the overarching strategic objectives of the organization. Godrej & Boyce has a vision to be among the leading players in the AV integration space in India, and this program offered a significant opportunity to strengthen our position within the educational sector.

One of the critical elements in developing the program roadmap was ensuring that it was flexible and adaptive to changes, as this program had multiple stakeholders, each with varying priorities and expectations. I employed a phased approach, where each phase of the program was clearly defined, including milestones for the installation, testing, and commissioning of the AV systems. This helped me manage stakeholder expectations effectively while ensuring that each phase delivered measurable value, such as cost savings and enhanced user experiences, particularly in the context of teaching and learning optimization.

A significant aspect of my contribution to the business case was identifying how the program would directly contribute to our organizational goals of revenue growth and market expansion. I provided a detailed analysis of the projected revenue increases—15% over the program's duration—by integrating the AV systems at IIM Nagpur. I also highlighted how this program would serve as a case study to attract new clients in the education sector, which was a critical growth area for Godrej AV Solutions. The business case was not just a financial forecast; it outlined how the successful delivery of this program would solidify our reputation as a trusted AV integrator capable of handling complex projects for premier educational institutions.

Furthermore, I emphasized the long-term value the program would create for the customer. For instance, I detailed how the AV systems, with features like lecture capture, video-on-demand, and multi-campus teaching capabilities, would enable IIM Nagpur to optimize its teaching resources, reduce operational costs, and foster stronger alumni and industry relationships through improved interaction platforms. By tying these outcomes directly to the customer's strategic goals, I ensured that the program roadmap was not only focused on short-term deliverables but also on creating sustainable value for the customer.

In conclusion, my approach to developing the program roadmap and business case was rooted in a deep understanding of both the customer's needs and my organization's strategic goals. I meticulously aligned each aspect of the program with these objectives, ensuring that the program

delivered measurable value in terms of revenue growth, market expansion, and customer satisfaction.

Program Leadership Area Experience Summary.

Program Referenced: Smart AV Solutions for IIM Nagpur Campus

Option selected: Identifying and analyzing program stakeholders, developing clear expectations, and achieving alignment on program acceptance criteria.

In my role as program manager, I understood from the outset that effective stakeholder engagement would be key to aligning the program with the strategic objectives of both IIM Nagpur and Godrej Audio Visual Solutions.

I began by systematically categorizing stakeholders based on strategic, tactical, and operational roles. This included both internal and external parties, ranging from IIM Nagpur's Campus Directors and Heads of Departments (HODs) to the Godrej AV portfolio and design heads. Recognizing the diversity of the stakeholder base, I developed a RASCI framework to ensure clear roles and responsibilities were established early on, allowing for effective collaboration and decision-making.

Once the stakeholder categorizations were complete, I focused on understanding each stakeholder's level of influence and interest. To do this, I conducted interviews, group discussions, and analyzed organizational profiles. I utilized a Power-Interest Matrix to map stakeholders, which helped me identify that the IIM Nagpur Director held significant power and interest in the program, while other key stakeholders, such as HODs, had high power but lower interest. This analysis was critical in developing tailored engagement strategies for each group.

For instance, the IIM Director was actively engaged in critical milestones and decision-making activities. This ensured that the program remained aligned with the institute's broader goals, particularly the creation of state-of-the-art learning environments. On the other hand, HODs, while having considerable influence within the campus, demonstrated less interest in the deployment of the AV solutions. I realized early on that their support would be crucial for long-term success, so I involved them in regular updates and decisions, even when their direct engagement was limited. This proactive approach minimized resistance and ensured smoother adoption of the program's benefits.

Throughout the program, I emphasized structured and ongoing communication. I organized regular reviews, progress meetings, and phase-gate discussions to keep stakeholders informed and engaged. One of the significant challenges was maintaining alignment among diverse stakeholders, each with varying expectations and degrees of involvement. I adapted my communication style and frequency to match their preferences, ensuring that stakeholders with high influence, such as the IIM Director, were consistently updated, while others, such as the professors responsible for deployment, were engaged as needed.

In addition to proactive stakeholder engagement, I placed a strong emphasis on managing evolving expectations and aligning all stakeholders to the program's overarching acceptance

criteria. As the program progressed, new challenges and stakeholder priorities emerged, which required adaptive management and continual refinement of the engagement strategy. Furthermore, I took a collaborative approach to establish clear program acceptance criteria. I worked closely with IIM Nagpur's leadership and internal teams to define what success would look like from both a technical and operational standpoint.

In summary, by maintaining a strategic focus on stakeholder expectations and ensuring proactive, ongoing communication, I facilitated the realization of the program's benefits. This approach not only delivered tangible outcomes but also positioned the program as a success from both an operational and strategic perspective.

Program Governance Area Experience Summary.

Program Referenced: Smart AV Solutions for IIM Nagpur Campus

Option selected: Utilizing the governance process to manage risks and escalations by maintaining the program roadmap and benefit realization plan.

As the program manager for the Smart AV Solutions for IIM Nagpur Campus program, the governance framework I established was designed to ensure strategic oversight, decision-making accountability, and continuous alignment with both the program's objectives and the broader organizational goals.

At the onset, I developed a robust governance framework tailored to the program's unique needs. This framework not only supported risk management but also provided a structured approach to escalating critical issues when necessary. A core part of my responsibility was ensuring that the governance process facilitated strategic decisions rather than tactical interventions.

One of the key governance tools I leveraged was the program roadmap, which served as the strategic backbone for the entire program. The roadmap outlined key milestones, dependencies, and the anticipated benefits, aligning all efforts with the long-term vision of the client, IIM Nagpur, and Godrej Audio Visual Solutions. Throughout the program, I maintained close oversight of this roadmap, using it to guide decisions and adjust plans as new risks or challenges emerged. When delays in infrastructure readiness arose at the IIM Nagpur campus, for example, I used the governance process to escalate the issue strategically to the program's executive steering committee. By presenting revised timelines and alternative solutions, I was able to maintain the program's momentum and ensure that the long-term benefits were not affected.

In addition to managing risks, the governance process was crucial in maintaining the benefits realization plan. The program was designed to deliver significant value, including optimizing classroom functionalities, enabling multi-campus interactions, and improving engagement with alumni and industry stakeholders. I regularly reviewed the benefits realization plan within the governance framework to ensure that the anticipated benefits were aligned with the strategic vision of IIM Nagpur and the organizational goals of Godrej Audio Visual Solutions. The governance process allowed me to make necessary adjustments to ensure the program's benefits were delivered in a manner that maximized long-term value.

Escalation management within the governance framework was another critical aspect of my role. I established clear protocols for escalating issues that could potentially affect the program's strategic objectives. For instance, when technical challenges related to AV system integration with the broader campus infrastructure surfaced, I escalated the matter to the appropriate governance body for resolution. This ensured that issues were addressed at the right level of authority and within the broader context of the program's strategic goals. I ensured that escalations were not just reactive but framed within the larger scope of the program's objectives, focusing on maintaining long-term alignment with the benefits realization plan.

I also made use of governance-driven performance tracking mechanisms to ensure that the program remained aligned with its financial, operational, and strategic goals. Through regular governance reviews, I ensured that the financial health of the program was monitored, and necessary adjustments were made to stay within budget while achieving the planned benefits.

In summary, I applied the governance process to manage risks and escalations in a manner that was both strategic and aligned with the program's objectives.