



gleeds^G

Making Money in India

There today, building for tomorrow

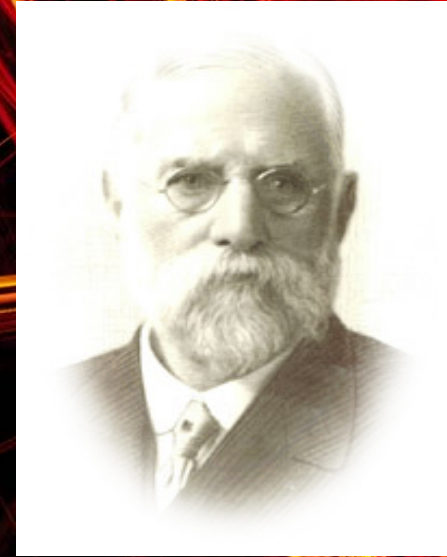
Simon Morris – Associate Director

Making Money in India

- **History of Gleeds**
- **Why India?**
- **How?**
- **Example**
- **Learning Points**
- **Successes**

A Brief History of Gleeds

- Established by Richard Cumming Gleed – 1885
 - Evolved into a Partnership – 1900's
 - Bristol - 1927
 - Nottingham – 1935
 - Paris – 1981
 - Shanghai – 1997
 - Atlanta – 2000
 - Sydney – 2005
 - **Bangalore – 2008/9**
- Assured to ISO 14001
 - Quality Assured to ISO 9001:2000
 - Investors in People
 - 50 Offices Worldwide
 - 1500 People Worldwide
 - Long Term Relationships - 80% Repeat Business



Office Locations



Our Services

Sustainability



Project Management
Cost Management
Building Surveying
Facilities Management
Management Consultancy
Development Management
Collaboration Services
Dispute Advisory
Health & Safety

Why India?

- **Growth Opportunity**
- **Existing Relationship**



Why India?

- **Growth Opportunity**
- **Existing Relationship**
- **Client base (small)**



Why India?

- **Growth Opportunity**
- **Existing Relationship**
- **Client base**
- **Office base and Resource**
 - **20-30 people**
 - **Bangalore – International Hub**

How did Gleeds Approach India?

- **Entry via Trusted Partner model**
- **Alignment & Integration of the Services**
- **Understand the 'Need' in India**
- **Build understanding of our Service**
- **Brand awareness**
- **Challenge the Cost v Value question**

How did Gleeds Approach India?

Resources

- **Dedicated UK Management Resource**
- **Local personnel and knowledge**

- **UKTI in East Midlands**
- **UKTI in High Commissions in India**
- **Network of existing Co-consultants**
- **Trade bodies such as EMITA**

Example of Success



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INDIA PARIWAR

Example of Success

- Major Indian Group business
 - Finance & Insurance
 - Media – TV, printed
 - Leisure - Hotels
 - Development – Commercial & Residential
- High Profile – Cricket, Hockey, Boxing.....



Example of Success

Aim to build 217 'townships' across India

- **100-300 acres**
- **Mixed range of housing**
- **Each with Mall, Cinema, School, Cricket Pitch, Leisure Facilities**
- **Self-contained**
- **Targetting the growing 'middle-class'**



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Example of Success

Our involvement;

- Feb 08 - Introduced at UKTI in Mumbai
- Apr 08 – Initial Visit
- Aug 08 – Proposal for work
- Oct 08 – Jul 09 – Detailed Exercise
- Present – planning next stage of implementation

‘Things take time’



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Example of Success

The Challenges

- Common Language (?)
- Lack of 'Common Understanding'
- 'Yes' & 'No'
- What are we selling?
- What are they buying?
- Feedback
- On-going 'negotiation'



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Example of Success

The Challenges cont....

- Credit Crunch
- Beaurocracy
- Financial issues – Tax, repatriation
- The ‘Indian Calendar’
 - Holidays and Festivals
 - Elections
 - Monsoon



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Our Learning Points

- **Realise the size and diversity of India**
- **Face-to-Face communication is essential**
- **A presence in India needs to be ‘on the ground’**
- **Clarify the scope, and stick to it!**
- **Be committed – this is not a part-time job**
- **Don’t rely on ‘common understanding’**
- **‘Price’ is key**
- ***Things Change!***

Successes and Rewards

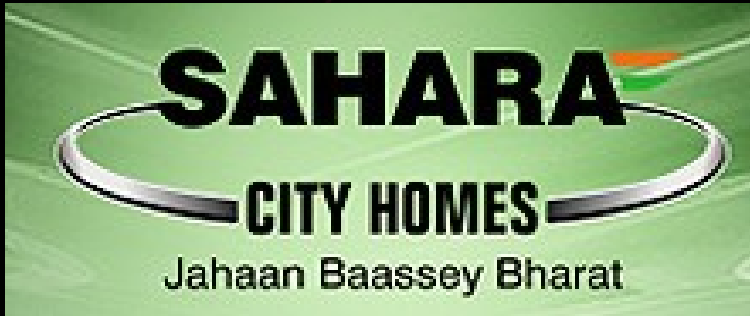
- **The Sahara experience**

- **given a sound grounding in operating in India, with Indian clients, not fully exposed to Western approaches**
- **Exposed some of our UK team to India and overcame many of the 'fears'**
- **Raised our profile, both in India AND globally**

Successes and Rewards

- **Gleeds Hooloomann India**

- **Built on existing Indian relationships, moving from 'supplier' to 'partner'?**
- **Increased our breadth with existing UK clients such as M&S, Astra Zeneca, United Biscuits....**
- **Developed new opportunities with global customers**
- **Offering a 'global' standard service to India, from locally delivered teams**
- **Built a platform for profitable growth**



Successes and Rewards

Plans Going Forward

- **Streamlining operations**
- **Growing the business development activity**
- **Protecting Gleeds' brand**
- **Moving toward an Indian business, run by Indians, where responsibility is accepted**
- **Integration in to the Global Gleeds Business**



Thank you