



## credentials & scope of work

industrial infrastructure

urban infrastructure

real estate



**Enabling Microcosms in**

Urban Infrastructure • Digital Utility • New Energy • SEZs • Banking & Finance

# scope.of.services

strategic advisory

pre-feasibility

market study

collaborations

business model

financial model

funding

implementation

marketing

listing

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## about.salmon.leap

Salmon Leap Associates India Pvt. Ltd., a consult“ACT”ant, is engaged in providing consultancy, advisory, implementation & operational support services in the domains of

industrial infrastructure    banking & finance  
urban infrastructure        digital utility  
real estate                      new energy

besides providing consultancy and advisory services it also hand-holds and assists its clients to achieve the requisite quantum leaps towards their goals.

salmon leap associates [SLA] assist enterprises, institutions and government in conceptualization, strategy, planning, implementation, operationalization and in the operation of activities across the above domains.

engagement formats are flexible and include activity specific retainer-ship as well as partnerships.

a pre-determined quantum of SLA's services are rendered to deserving non-profit entities on a non-profit basis

salmon leap associates engagements are in the establishment and operationalization of newer entities. In-depth first hand experience of establishing new banks, new financial services, new SEZs, new infocomm services, new infocomm companies are a part of salmon leap's expertise pool.

strategic architecture, dynamic plan frameworks, business process development and its reengineering are other services salmon leap renders to old and new enterprises in activities across the above domains



some of salmon leap's  
**Clients...**

# program.management.consultant

salmon leap, over the last decade, has been involved and has also program managed **large, medium & small projects** developing and offering...



## industrial infrastructure

- special economic zones
- investment regions
- industrial areas / industry specific clusters
- international financial services centre
- airport, seaport, power plant etc.



## urban infrastructure

- city development
- integrated townships
- social infrastructure part of industrial zones
- utilities for urban developments
- digital infrastructure



## real estate

- residential
- commercial
- recreational
- institutional – *educational | training | skill development*
- healthcare

the largest of the projects program managed by salmon leap from  
**“Concept to Commercialisation”**  
covered a land area of over  
30,000 Acres | 12,000 hectares | 120 sq.km

salmon leap offers its services as an  
**“action-partner”**  
beyond the conceptual / paper-based-stages of the project

this program management service is offered on a  
**retainer-ship basis**  
across the project lifecycle

salmon leap is open to offering the range of services mentioned below in a  
**staged, need-to-have phases**  
through a series of engagements as well

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01

pre-feasibility

S  
W  
O  
T  
Strengths  
Weaknesses  
Opportunities  
Threats

the pre-feasibility study by salmon leap will include the study of

### market

at an aggregated level based on secondary data with limited or no primary study. This study will estimate the market potential for the possible land uses, expected rate of off-take across development time horizons as well as pre-requisite developments to secure the demand for each of the potential land uses

### geographical area, location and site

including a competitive scan of the developments by engaging the requisite survey and planning entities from salmon leap's eco-system of companies

this would also cover study of the identified site through site appreciation and a complete **SWOT analysis** including possible strategies for

- capitalizing and using each strength
- improving each weakness
- exploiting each opportunity
- mitigating each threat

combine the input from market & land studies to arrive at

1. business objective of the project
2. critical success factors for achieving business objectives
3. potential land-use / types of developments
4. pre-requisite for securing the demand for each land-use
5. indicative revenue potential
6. indicative project phasing and costs
7. indicative financial model including capital structure & returns
8. indicative development strategy
9. indicative development options and development partners

recommendation on **go** or **no-go** with substantiation from the above

## 02 techno-economic feasibility report / detailed project report



the techno-economic feasibility report [TEFR] / detailed project report [DPR] will be a **bankable project report** which can be used for achieving financial closure and secure the requisite debt and equity.

the TEFR / DPR would cover

**detailed market study**

**project positioning**

**business & financing strategy**

**physical master plan & development plan**

**marketing strategy, plan & program**

**financial model**

**financial closure**

### detailed market study

identify, engage and work with international property consultants [IPC] to

- validate the Industries identified by the IPC to ensure the economic activities selected are in tune with
  - characteristics of the location
  - cost of land & quality of infrastructure proposed
  - current Market scenario relating to that Industry in Region and Globally
- ensure faster occupancy eliminating loss of time and money which is an outcome of wrong industry / customer identification

### project positioning

ensure project positioning is in tune with Industry Identification - no over-specification or under-specification of project components

### business & financing strategy

- Ensure Maximum Value is unlocked
- Optimal phasing which reflects the business objectives and is in tune with the Cash Flows of the Project.
- Innovative Financing Strategies to minimize promoter fund outflow

### physical master plan & development plan

identify, engage and work with Master Planners of International repute ensuring

- business objectives are met
- plan proposed in financially viable and implementable
- plan is in alignment with the business, financial and marketing plan

### marketing strategy, plan & program

- land banking strategy
- pricing strategy
- identifying channel partners and monitoring marketing program

### financial model

- prepare a financial model reflecting the project cost, revenues and means of finance
- arrive at the profitability and viability of the project

### financial closure

- prepare the investor memorandum
- assist during the project appraisal by FIs

# 03

## project management / implementation



define the objectives of the project, evaluate its feasibility and manage a diverse team including market consultants, master planners, architects, legal advisors, financial service providers, banks and private investors

ensure the development objectives are regularly defines, analyzed and evaluated against the client's requirements, the market demand and the budgetary constraints

undertake these functions through an advisory role, a management/co-ordination role or a development role to generate development briefs, design briefs, market studies, feasibility studies, business plans and investment strategies

### value management

### cost management

enable the optimum balance between time, cost and quality of a project to best satisfy the client's functional requirements

through this achieve

- reduction of cost whilst maintaining function and quality
- improved quality at no extra cost
- increase in function at no extra cost
- reduction in project duration at no extra cost
- improved return on investment
- reduced risk

## value management

### pre construction phase

- project objectives and definition
- development of a project management plan
- appointment of architect and consultants
- design management
- procurement management
- cost management

### construction phase

- appointment of contractors
- planning management
- cost management
- site management
- quality control
- safety management
- co-ordination with client, architect and other consultants

### post construction phase

- package closure – technical & commercial
- final cost report
- co-ordination for hand over - documents including as built drawings, operation & maintenance manuals

## cost management

### pre contract stage

- initial budgetary estimate
- preliminary cash flow
- identification of items for advance purchase
- value management (with consultants)
- cost monitoring (against design progress)
- preliminary cost plan & cash flows

### tendering & documentation phase

- procurement strategy – packages, tendering & contracts
- preparation of contract documentation
- preparation of standard & consistent BOQ
- tender review & analysis
- preparation of Letter of award & Contracts

### post contract cost control & monitoring

- control & administration
- revised cash flow & financial advice based on tenders
- change management strategies
- progressive cost plan & monitoring of costs
- monthly project cost report
- indent & check measurements / quantities, material reconciliation

### post contract financial management

- standard procedures for progress payments
- attend meetings
- monthly valuations & progress payments
- preparation of final accounts
- financial & contractual close-out

# 04

## project promotion & marketing



salmon leap undertakes promotion of projects on exclusive assignment basis. as part of this the following activities leading towards attracting the right tenants would be undertaken.

### identification of target sectors & companies

- the target sectors identified and finalized based on the Economic Value Addition criteria which would ensure maximum economic returns for the project
- a detailed exercise would be undertaken to identify the target industry and the value chain within industry and target companies within this
- dossiers on the target companies would be prepared to understand the
  - financial performance, products, position in the market etc.
  - specific requirements of potential occupiers
  - occupier expectations
  - expansion plans of companies
- the objective would be to identify those sectors which are in tune with the cost of land and quality of infrastructure proposed. This would ensure faster occupancy eliminating loss of time and money which is an outcome of wrong industry / customer identification.



### prepare a brief project information memorandum

prior to communicating with the potential tenants salmon leap would prepare a brief project information memorandum covering the following

- brief on the promoter
- location
- size of the electronic manufacturing cluster
- target sectors
- configuration of the zone
- indicative master plan  
(if available or else a land-use plan)
- facilities & services that would be provided in the zone
- government enablers
- indicative timeline

### marketing activities

- prepare the marketing presentation
- coordinate the execution of awareness program including focused direct mailer campaign

- one on one presentation with prospective occupiers.
- promote through market seminars, launches, sponsorship of related industry events.
- participate in industry events, trade fairs, conferences & seminars with client team
- assist prospects with information requirements
- assist potential occupiers with due diligence process for all transactions
- negotiation of detailed terms

### co-ordinating site visits

- co-ordinate with the prospective tenants site visits
- assist the client in organizing the site visit
- provide the required inputs to the prospective tenant

05

technology  
blueprint for  
“Digital Utility”



with the number of SEZs, industrial parks, townships increasing, it is becoming critical for developers to differentiate themselves by offering facilities that would differentiate them from the other developers.

one of such facilities is offering voice, data & media as a utility  
“Digital Utility”

the “Digital Utility” if done right can offer the following

**from implementation & operations perspective**

- reduce technology implementation costs
- reduce technology maintenance & support costs
- provide stable operating technology
- eliminate vendor centric technology and standalone technologies

**from business perspective**

- increase marketability
- generate additional revenue
- improve customer service
- improve reduce operating cost
- provide effective security solutions

## scope of work for the technology blueprint

### digital utility blueprint

this would cover the framework for the digital utility and cover the conceptual level planning. this would also include differentiators like “intelligent building systems” and “smart homes”.

- analyze business plan and objectives
- study target customers and their needs
- draw out the work flow diagram for the regulatory and municipal services
- identify the services that can be offered categorizing them as
  - **MUST HAVE**  
ESSENTIAL & MANDATORY SERVICES
  - **GOOD TO HAVE**  
UTILITIES, INDUSTRIAL, COMMERCIAL SERVICES & BILLING SOLUTION
  - **NICE TO HAVE**  
VALUE ADDED SERVICES
- solutions for integrating these services

- the benefits that would accrue by deploying technology
- the cost benefit analysis of deploying technology
- the savings that can be expected by integrating the various standalone technologies
- the increase in development cost in terms of rate per sq. ft. for each category of services
- total cost of implementing the digital utility infrastructure
- possible business models for implementing the digital utility

### process design

this will look into detailed operational processes and procedures for every component of the digital utility framework

- high level architecture for service delivery
- governance architecture
- process design for all services required
- list of vendors for the various systems, applications etc.

# approach.&.methodology





the program management consultancy would be provided under a **retainer-ship agreement**

these services would be provided via

- telephonic advice during working hours, whenever required
- discussions through audio / video conferencing
- vet and review documents / correspondence / reports
- attend discussions and brainstorming sessions (not exceeding one day a month at location)

for specific assignments a detailed scope of services customized to the relevant project would be drawn with

- detailed scope
- deliverables
- timelines

# salmon.leap.advantage



our twelve year long association with the large land area based projects of india [since 1999] and our unique firsthand experience in developing the largest of SEZs of india [Positra, Mundra, Mahindra World City etc.] enables us to offer firsthand experience based support that enables the developer to avoid unwanted and erroneous steps and focus on relevant ones reducing the wastage of time and money as well as achieve faster turnaround and development.

in addition, salmon leap provides the following advantages

- our clients will always deal with the principals and not a junior executive
- high response time and availability
- services customized and tailor made and not “off the shelf” as each client is distinct and merits personalized attention.
- salmon leap values client’s confidentiality.

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