

Crizzen

CASE STUDY

From SOP to an intelligent operating system

How Crizzen designed an AI-enabled control layer for a complex pre-fit-out, fit-out and post-fit-out journey



01 The business context

A leading Indian real estate developer operating across North India had a well-defined SOP for taking a leased space from initial commercial discussions through leasing, onboarding, fit-out, approvals, site execution and final handover.

For a real estate developer, the fit-out journey begins well before construction starts. A prospective tenant or brand first enters discussions with the leasing team. Commercial terms are negotiated, initial documentation is exchanged, approvals begin, financial obligations are completed and multiple internal functions are brought into the process.

Once the space is ready for handover, the journey expands further. Designs need to be submitted and approved, technical disciplines need to be reviewed, and compliance requirements need to be satisfied. Contractors need to be onboarded, site activities need to be monitored, and safety controls need to be followed. Inspections, testing and rectifications need to be completed. The process only concludes once the space is ready for commercial operations and the necessary completion, billing and revenue processes can begin.



Organisation

A leading Indian real estate developer operating across North India, with a strong presence in commercial and retail assets.



Process

Pre-fit-out, fit-out and post-fit-out journey from initial leasing discussions to handover and revenue commencement.



Stakeholders

Multiple internal teams and external parties including tenants, brands, contractors, consultants and regulatory stakeholders.



Objective

A system-led process with complete visibility, accountability, faster handover, streamlined compliance and a better tenant and brand experience.

The detailed operating design maps this journey into four major phases: Pre-Fit-Out, Design and Approvals, Execution and Safety, and Close-Out and Revenue. The more detailed architecture breaks this into 41 individual process steps, with each step carrying its own owner, TAT, documentation or checkpoint requirements. The intended fit-out window was approximately 90 days, although the broader pre-fit-out through post-fit-out lifecycle contained activities extending beyond that window.



01

Pre-Fit-Out

Commercial onboarding
and stakeholder alignment

02

Design & Approvals

Technical submissions
and multi-disciplinary
approvals

03

Execution & Safety

Site execution, safety,
compliance and ongoing
monitoring

04

Close-Out & Revenue

Final clearances,
handover and
revenue commencement

02

The problem was not the absence of an SOP

The organisation already had an SOP. It defined the activities to be completed, the sequence of activities, the relevant stakeholders, expected turnaround times, documentation requirements, approvals, checkpoints, responsibilities and escalation mechanisms.

The issue was that the SOP largely described what should happen. The operating environment did not provide a unified mechanism for continuously showing what was actually happening. This distinction became the starting point for Crizzen's discovery.



The real challenge

The process depended on multiple teams and parties coordinating correctly at each handoff, yet the underlying information was fragmented. Communication happened across email, Teams, WhatsApp and calls, while documents were exchanged through email and shared repositories. Weekly meetings became the mechanism for bringing these fragments together, resulting in a process that was documented centrally but executed in a distributed manner.

Key pain points in the current process



Fragmented information

Communication, documents and status were spread across email, Teams, WhatsApp, shared drives and departmental trackers.



No single operational view

Each team maintained its own trackers and formats, making it difficult to establish one reliable current state.



Manual coordination

Follow-ups depended heavily on individual emails, messages, calls and meetings, which were difficult to track.



Weak accountability

When a process was delayed, there was limited objective evidence to show where the delay occurred and who was responsible.



Retrospective visibility

Weekly meetings and Excel-based MIS could explain what had already happened, but not reliably identify what was about to go wrong.



03

What the current-state process looked like

The operating model was predominantly built around familiar enterprise tools rather than a specialised workflow application. The technology environment already included Microsoft tools such as Teams, SharePoint and Power Automate, alongside other enterprise applications used by different functions.

The problem was not a complete absence of technology. It was the absence of an orchestration layer connecting the technology, people, information and process logic.



Fragmented operating environment

Information, documents and decisions moved across multiple tools and teams, with no unified process layer.



Key characteristics of the current state

01

Department-specific process tracking

Each function maintained its own tracker, format and checklist.

02

Distributed communication

Information moved across email, Teams, WhatsApp and calls.

03

Multiple handoffs and dependencies

Activities depended on preceding approvals and inputs from different teams and external parties.

04

Documents in disconnected systems

Documents were exchanged through email and shared repositories, making version control and traceability difficult.

05

Status captured through meetings

Weekly meetings became the primary mechanism for bringing these fragments together.

04

The end-to-end process journey

The detailed operating design maps the fit-out journey into four major phases, with 41 individual process steps. Each step carries its own owner, turnaround time, documentation or checkpoint requirements. The intended fit-out window was approximately 90 days, although the broader pre-fit-out through post-fit-out lifecycle contains activities extending beyond that window.



Four phases of the journey



Indicative timeline



Key numbers



Key stakeholders involved



05 Our approach and solution

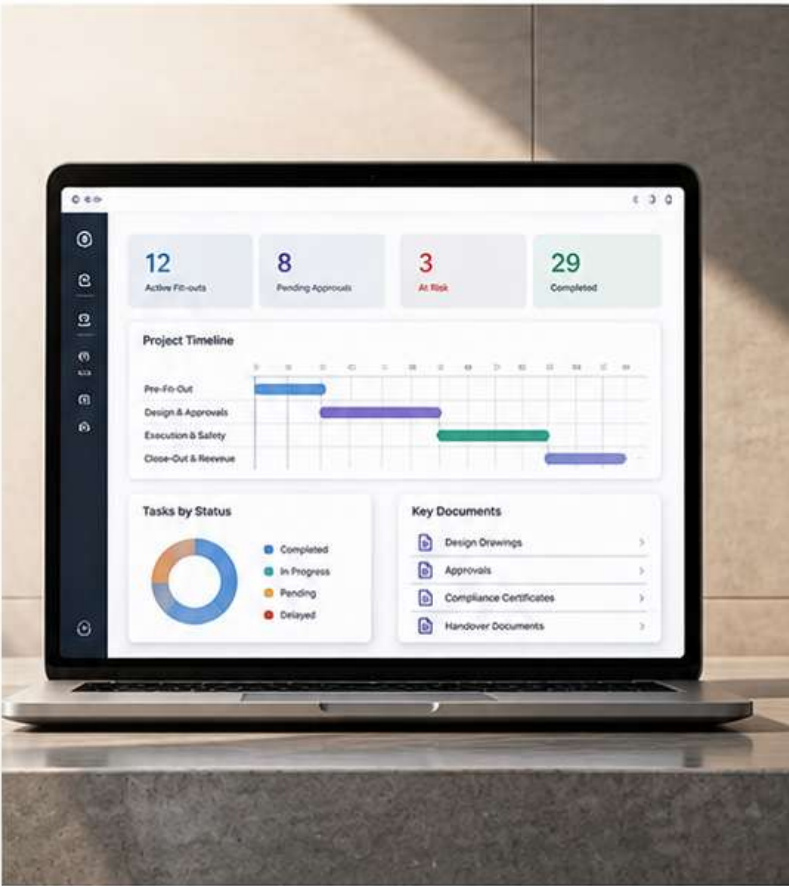
Crizzen designed and implemented a centralized operating layer to bring structure, visibility and accountability to the fit-out journey. The solution digitised the end-to-end process, connected people, documents and approvals, and integrated with the organisation's existing technology environment.

The objective was not to replace existing tools, but to orchestrate them through a unified workflow and data layer, tailored to the organisation's process and stakeholder structure.



Key elements of the solution

-  **Digitised workflow**
Configured end-to-end workflows covering all 41 process steps, with defined owners, turnaround times and checkpoints.
-  **Centralised information layer**
A single source for all project, design, compliance and handover documents, linked to the relevant process step.
-  **Role-based access and accountability**
Clear visibility on pending actions, approvals and dependencies across internal teams and external stakeholders.
-  **Integration with existing tools**
Connected with Microsoft Teams, SharePoint, Power Automate and other enterprise applications used by the organisation.
-  **Real-time tracking and reporting**
Dashboards and automated updates to monitor progress, highlight delays and enable faster decision-making.



How it worked



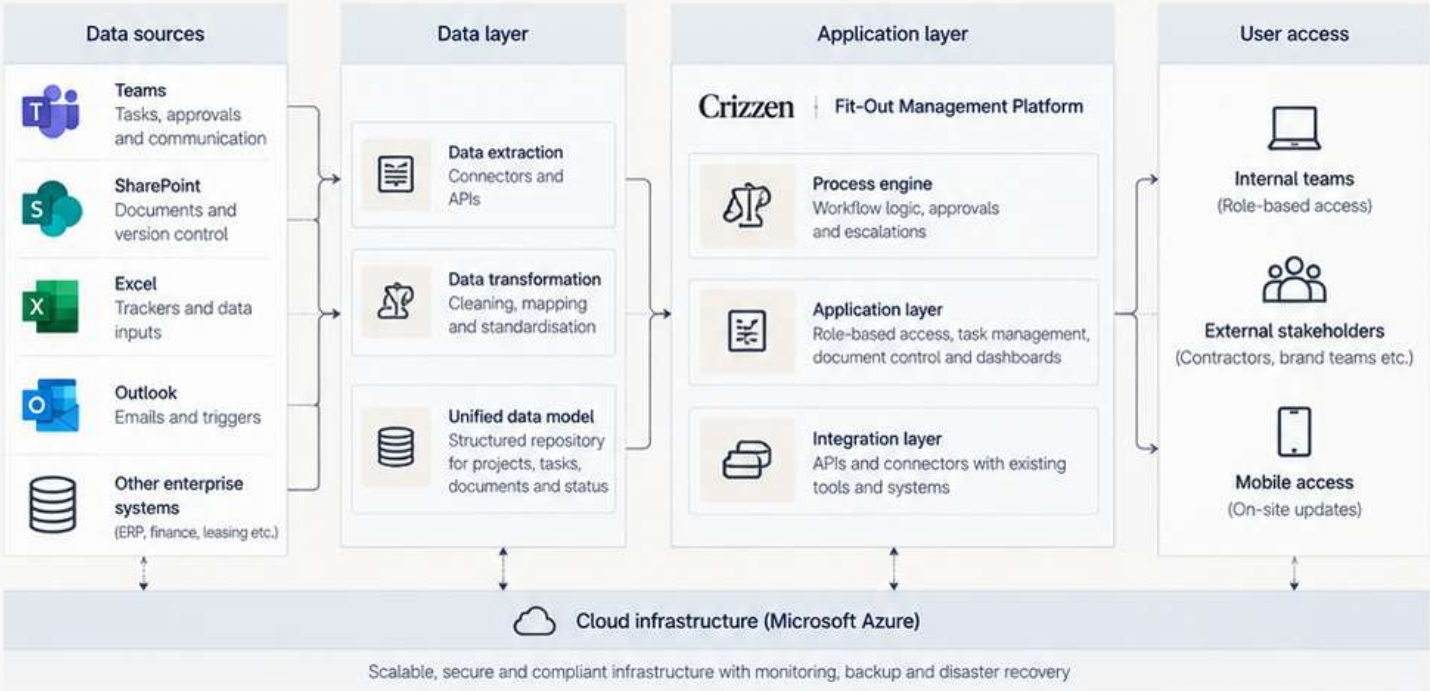
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Technical architecture and integration

The solution was built as a modular layer that integrates with the client's existing enterprise tools. It brings together distributed data, standardises process logic and provides a central operating environment with real-time visibility across the fit-out journey.



Technical architecture overview



Key capabilities enabled

Centralised document repository
Single source of truth for all project documents, approvals and versions.

Real-time dashboards
Live visibility of status, timelines and bottlenecks across all locations.

Automated notifications
Alerts for pending actions, approvals and delays.

Stakeholder access
Role-based views for internal teams and external partners.

Scalable and configurable
Designed to accommodate different project types, locations and organisational structures.

Technology stack

Microsoft Teams

SharePoint

Excel

Power Automate

Microsoft Azure

Security and compliance

Role-based access control

Audit logs and change tracking

Data encryption in transit and at rest

Aligned with enterprise IT policies

07

Platform interface and key features

The solution was delivered through an intuitive digital platform that gives all stakeholders a single, real-time view of the fit-out journey. The interface brings together task management, approvals, document control, timelines and reporting in one place, with role-based access across internal teams and external partners.



Key interface features



Task management
View and manage all process steps with clear owners, timelines and dependencies.

Tasks	
Site survey completion	Done
Design submission	In Progress
Safety inspection	Pending
Final approval	Pending



Approvals workflow
Submit, track and escalate approvals across multiple functions.

Approvals	
Design submission	Approved
Civil drawings	In Review
Fire safety plan	Pending
Final handover	Pending



Document repository
Centralised storage for all project documents with version control and access management.

Documents	
Design drawings	v2.1
Contractor documents	v1.0
Compliance certificates	v3.0
Handover checklist	v1.2



Real-time dashboards
Live visibility of project status, timelines, bottlenecks and key metrics.



Role-based access
Tailored views for internal teams, external partners and senior management.

Access Levels	
	Internal Teams
	Contractors
	Brand / Tenants
	Senior Management

Value for key stakeholders



Project teams
Clear tasks, timelines and dependencies.



External partners
Single source for documents and approvals.



Brands / tenants
Real-time visibility into progress.



Operations
Better coordination across multiple locations.



Management
Consolidated view for faster decision-making.

Real-world impact



90 days
fit-out window tracked end-to-end



41
process steps managed on platform



Real-time
visibility across all stakeholders



Improved
coordination and faster decision-making

Built for scale



The platform is designed to support multiple projects, locations and asset types across the client's portfolio.

08

Impact and outcomes

The unified operating layer brought structure, visibility and accountability to a complex, multi-stakeholder fit-out journey. It enabled faster decision-making, better control over timelines and costs, and a more scalable operating model for future expansions.



Key results



30-40%

faster decision
turnaround on key
approvals



50%

reduction in status
reporting effort
across teams



100%

visibility of project
status, dependencies
and bottlenecks



Improved

compliance with
safety, legal and
brand requirements



Scalable

framework now
ready for multiple
projects and
locations

Operational impact



Better time management

Clear timelines and real-time tracking
reduced delays and last-minute escalations.



Greater cost control

Early visibility of dependencies and
approvals helped avoid rework and
unplanned costs.



Stronger collaboration

A single source of truth aligned internal
teams and external partners.

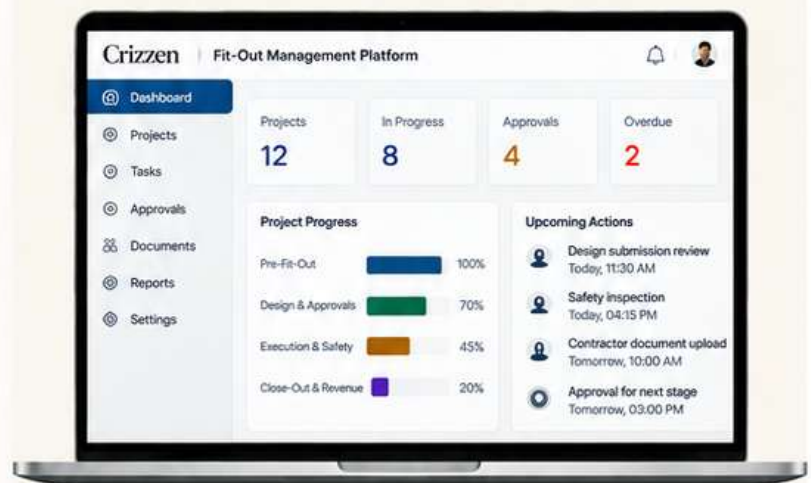


Audit-ready records

All documents, approvals and changes
maintained in a central repository with
complete traceability.

Visibility and control

Real-time dashboards provide a consolidated view of progress,
upcoming activities, risks and approvals across all locations.



What this enables



Faster rollout

Ready framework
for new stores
and locations.



Data-driven decisions

Real-time insights to
prioritise and allocate
resources.



Standardised excellence

Consistent processes
across different project
types and geographies.



Stronger governance

Built-in controls, escalation
paths and audit trails.



Scalable growth

A platform that can
support a larger retail
portfolio.

09

A repeatable model for multiple markets

The platform creates a scalable foundation for fit-out management that can be applied to future stores, new markets and different retail formats, with minimal customisation.



Key takeaways



Processes made tangible

A complex, undocumented journey converted into a clear, trackable process architecture.



Data drives execution

Real-time visibility enables faster decisions, better control and proactive issue resolution.



Built for scale

A repeatable framework that can be applied to new stores, geographies and formats.



Stronger collaboration

A single source of truth aligns internal teams and external partners across the fit-out journey.

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Implement

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