

CASE STUDY

STANDARDIZING DEVELOPMENT OPERATIONS TO ENABLE SCALABLE EXECUTION

Kaufman Rossin helped a real estate development firm formalize its operating model and implement a structured, end-to-end development playbook to improve consistency, visibility, and scalability.

COMPANY

A privately held real estate investment and development firm managing complex, multi-phase projects across the full development lifecycle—from deal origination through construction and disposition. The organization operated across multiple functional teams supporting each stage of execution.

CHALLENGE

As the organization expanded its development pipeline, variability in execution created inefficiencies and reduced control across projects. Without standardized procedures or a formal operating framework, leadership faced difficulty tracking progress, ensuring consistency, and maintaining alignment across functional teams.

The absence of a documented, repeatable process increased execution risk and constrained the organization's ability to scale. Leadership engaged Kaufman Rossin to design a structured framework that would institutionalize how development activities were executed across the full lifecycle.

WHAT OUR DIAGNOSTIC REVEALED



Core development activities were executed inconsistently across projects



Limited standardization reduced transparency into project status and requirements



Processes relied heavily on institutional knowledge rather than documented procedures



Lack of defined workflows created inefficiencies across handoffs between teams



Opportunity existed to formalize an end-to-end development operating model

SOLUTION



Kaufman Rossin leveraged its organizational transformation expertise to design and implement a comprehensive operating framework aligned to the firm's development lifecycle. The focus was on translating existing practices into standardized processes, clear workflows, and repeatable execution tools.

The engagement included:

- Designing an **end-to-end development playbook** covering all lifecycle phases, including:
 - Deal origination and land acquisition
 - Due diligence and closing
 - Project approvals and design
 - Capitalization and construction preparation
 - Active construction
 - Asset management and reporting
 - Disposition
- Developing **detailed process maps and flowcharts** to standardize workflows and information flow across task teams
- Documenting **procedures and execution steps** within a formal operating manual
- Clarifying **roles, responsibilities, and handoffs** across functional groups
- Embedding **best practices** to support consistency, accountability, and repeatability

This structured approach enabled the organization to move from experience-driven execution to a more disciplined, process-oriented operating model.



IMPACT

Kaufman Rossin enabled the organization to institutionalize its development lifecycle, improving execution consistency and visibility across projects. The operating framework created a shared, standardized approach to how development activities are performed and managed.

Standardized execution across all phases of the development lifecycle

Improved visibility into project status, milestones, and requirements

Enhanced coordination across cross-functional teams

Reduced reliance on informal knowledge and ad hoc processes

Strengthened foundation for scaling development operations

HIGHLIGHTS

- ✓ End-to-end development lifecycle formalized across multiple phases
- ✓ Organization-wide adoption of standardized process documentation and workflows
- ✓ Comprehensive operating manual developed to guide execution across all task teams

Learn more at [kaufmanrossin.com](https://www.kaufmanrossin.com)

Client details have been anonymized to preserve confidentiality.

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