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Understanding the Ceiling Potential and Authority Matrix in the Real Estate Developer Segment

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On-the-Job Training Research | Saint-Gobain Gyproc
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Abstract

This study examines ceiling business potential and the structure of material-selection authority among real estate developers in Pune, India, with a focus on the developer segment relevant to Saint-Gobain Gyproc. The research is based on fieldwork conducted between 4 June and 4 August 2026, comprising visits to 51 developer organisations across major Pune clusters. An exploratory and descriptive design was used, combining structured market-visit records, stakeholder influence ratings and qualitative observations. The report records a combined developer construction portfolio of ₹2,74,415 crore and 314 ongoing projects, of which 237 were residential and 77 commercials. Four of the 51 developers were confirmed users of Gyproc, equivalent to 7.8% of the sample. In the authority-matrix ratings available for 49 developers, procurement was rated as having high influence in 46 cases (94%), while architect influence was rated low in 47 cases and PMC influence low in all 49 cases. These patterns suggest that ceiling-material decisions in the surveyed accounts are commonly approached through procurement rather than upstream specification. The study also identifies contractor-led decisions, technical-evidence needs among Quality Teams, incomplete contact data, generic follow-up practices and an unresolved high-potential churned account. Recommendations include architect specification engagement, contractor development, tiered account management, technical sales support, service recovery, differentiated product pitches, CRM-based follow-up and customer-reference activation. Because the sample was purposively selected and the data are cross-sectional and partly self-reported, the findings should be interpreted as account-level market intelligence rather than estimates representative of the entire Pune market.

Keywords: ceiling systems, real estate developers, B2B buying behaviour, authority matrix, specification selling, procurement, Pune, Gyproc

1. Introduction

Construction projects involve multiple stakeholders whose priorities can differ across design, technical compliance, procurement, finance and installation. For building material suppliers, identifying the organisations with potential demand is therefore only one part of market development; understanding who influences, specifies, approves, purchases and installs a product is equally important.

The source study was undertaken at Saint-Gobain Gyproc in Pune to map ceiling-related business potential among real estate developers and understand the authority structure governing ceiling-material decisions. The study focused on 51



developers visited during June–August 2026 in clusters including Shivaji Nagar, Baner, Erandawane, Deccan Gymkhana, Camp and Sangamvadi. The source report records 314 ongoing projects across the mapped developer portfolio and only four confirmed Gyproc-using developers, highlighting a gap between the scale of the mapped market and confirmed use within the sample.

1.1 Research problem

The central problem is the limited confirmed penetration of Gyproc among the surveyed developer accounts, alongside evidence that procurement teams often have stronger reported influence than architects and project management consultants (PMCs). If material choice is settled late in the project cycle, a supplier may be evaluated mainly on price and availability rather than on system performance or specification fit.

1.2 Research objectives

- To classify the surveyed developers by ceiling business potential using project activity, portfolio information and expressed interest.
- To map the reported influence of procurement, management, architects, PMCs, Quality Teams and contractors in ceiling-material decisions.
- To identify engagement gaps, including contractor-led decisions, contact-data gaps, account churns and follow-up weaknesses.
- To develop a prioritised account pipeline and propose evidence-based actions to improve market engagement.

2. Review of Literature and Conceptual Framework

The source report draws on organisational buying behaviour, specification selling and account-based marketing. These perspectives are relevant because construction-material decisions are rarely made by one stakeholder alone.

2.1 Organizational buying behavior

Webster and Wind (1972) describe organisational purchasing as a process involving different roles, including initiators, users, influencers, deciders, buyers and gatekeepers. Applied to ceiling systems, project managers or management may initiate requirements; architects and PMCs may influence specifications; procurement may obtain quotations and place orders; Quality Teams may assess technical compliance; and contractors or installers may influence practical product selection and execution. The roles may overlap, and the authority matrix should therefore be treated as an account-specific map rather than a universal hierarchy.

2.2 Specification selling

Specification selling involves engaging design and technical stakeholders early enough for a product or system to be considered in drawings, specifications or bills of quantities. The source report links this approach to construction marketing literature, including Smyth (2000). In practical terms, early technical engagement may help suppliers compete on system suitability, performance and installation support, in addition to price.

2.3 Account-based marketing

Account-based marketing focuses resources on selected high-value organisations through tailored engagement rather than uniform outreach. Burgess and Munn (2017) provide a practitioner perspective on this approach. In the present context, a large developer with many active projects may warrant senior-level engagement and technical workshops, while a smaller or less-ready account may be managed through structured digital follow-up.

2.4 Conceptual application

The study combines these concepts into a practical sequence: (1) assess account potential, (2) identify actual decision roles, (3) engage the relevant stakeholder at the appropriate project stage, and (4) record next actions and conversion progress. This is a managerial framework derived from the source report; the study does not statistically test a causal model.



3. Research Methodology

3.1 Research design

The research used exploration and descriptive design. The exploration component sought to understand how ceiling-material decisions were made within developer organisations, while the descriptive component recorded account characteristics, potential classifications and stakeholder influence ratings.

3.2 Sample and sampling method

The sample comprised 51 real estate developer organisations in the Pune Metropolitan Area. Purposive/judgement sampling was used, with organisations selected for their operating scale, geographic presence and relevance to the ceiling market. The sampling frame was developers with active construction projects during June–August 2026.

Method element	Description
Unit of analysis	Developer organisation and its ceiling procurement decision process
Sample size	51 developer organisations
Geographic coverage	Shivaji Nagar, Baner, Erandawane, Deccan Gymkhana, Camp, Sangamvadi and other Pune clusters
Study period	4 June 2026 to 4 August 2026
Sampling technique	Purposive / judgement sampling
Research instruments	Structured market-visit template, High/Medium/Low influence ratings and observational notes

3.3 Data collection

Primary data were collected through in-person visits to developer offices and sites and conversations with available procurement managers, project managers, directors and Quality Team members. The visit template captured portfolio and project information, contact details, reported decision-maker roles, stakeholder influence and follow-up actions. Secondary information was described in the source report as including company/product documentation, industry reports and publicly available developer-project data.

3.4 Data analysis

The analysis used descriptive counts and percentages to summarise potential classifications, current Gyproc use and stakeholder influence. Qualitative visit notes were grouped into recurring business issues. The available source material does not provide a full statistical dataset, a probability sample or a formal significance test; therefore, the analysis is descriptive and should not be interpreted as causal.

3.5 Data-quality note

The source report gives potential classifications of 27 high, 14 medium and 8 low, which sum to 49 rather than 51. It also reports influence ratings for 49 developers. Accordingly, this paper preserves the reported counts and distinguishes the 51-account market mapping from the 49-account authority-matrix base. The source does not explain the two-account difference, so no missing classifications have been imputed.

4. Results

4.1 Overview of the mapped market

Indicator	Reported result
Developers mapped	51
Combined developer construction portfolio	₹2,74,415 crore
Ongoing projects	314
Residential projects	237
Commercial projects	77



High ceiling potential	27 developers (reported as 53%)
Medium ceiling potential	14 developers (reported as 27%)
Low ceiling potential	8 developers (reported as 16%)
Confirmed Gyproc users	4 developers (7.8% of 51)
Active leads contacted	Approximately 33
Confirmed product interest	Approximately 8

The combined portfolio value is the reported value of the developers' construction portfolios, not a direct estimate of ceiling-material revenue or ceiling-area demand. The study did not record ceiling square footage or project-level ceiling budgets, so the portfolio figure should be used as an indicator of account scale rather than as a ceiling-market-size estimate.

4.2 Confirmed Gyproc use

The four developers identified as confirmed Gyproc users were Mahindra Lifespaces, VTP Realty, Supreme Universal and Pristine Properties. The resulting sample penetration is 4/51, or approximately 7.8%. This measure refers only to confirmed usage among the surveyed developers; it does not establish Gyproc's overall market share by volume, value or ceiling area.

4.3 Authority matrix

Stakeholder	High influence (reported)	Low influence (reported)	Interpretation in source study
Procurement	46/49 (94%)	1/49 (2%)	Most frequently rated as highly influential
Management / Director	11/49 (22%); medium 43%	35%	Potential access point for account-level decisions
Architect	1/49 (2%)	47/49 (96%)	Very limited reported influence in surveyed accounts
PMC	0/49 (0%)	49/49 (100%)	No high influence reported; low in every rated case
Contractor	2/49 (4%) identified as decisionmaker; medium 18%	78%	May directly control brand selection in some accounts
Quality Team	8 accounts reported as decisionmaker	Not consistently tabulated	Technical evaluation route for selected accounts

Procurement's high rating in 46 of 49 accounts is the strongest quantitative pattern in the authority matrix. Architect influence was rated low in 47 accounts and PMC influence low in all 49. The source report also describes two cases—Kohinoor Group and Austin Realty—where contractors or subcontractors control ceiling-brand decisions. Eight accounts were reported to rely on Quality Teams for ceiling decisions. These findings suggest that stakeholder roles vary by account and should be verified before allocating sales effort.

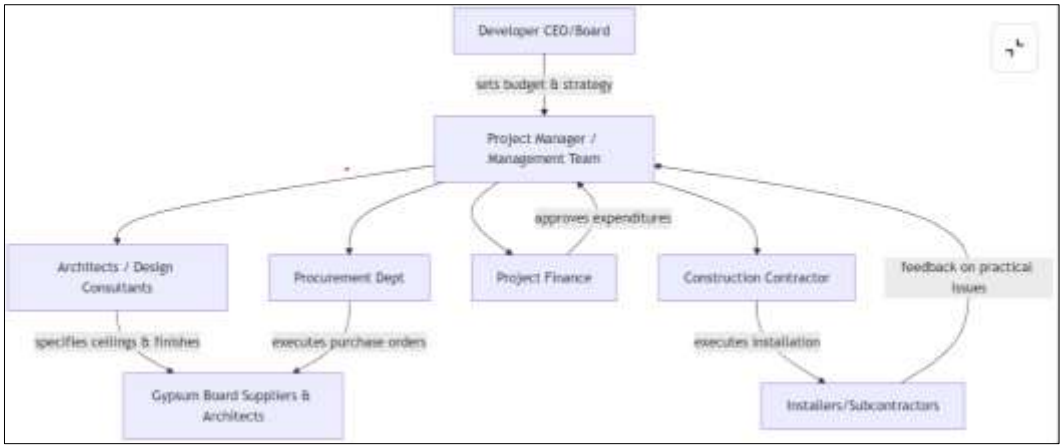


Figure 1: Authority Matrix – Decision-Making Structure in Pune Developer Organisations (Primary Research, 2026)

4.4 Recurring account-engagement issues

- **Upstream specification gap:** Architects and PMCs were rarely rated as influential, limiting early technical engagement and leaving the supplier exposed to price-led procurement comparisons.
- **Contractor-led selection:** At some accounts, the contractor or subcontractor rather than the developer contact selected the ceiling brand.
- **Low confirmed use:** Only four surveyed developers were confirmed Gyproc users despite a substantial project portfolio among the mapped accounts.
- **Service-related churn:** Tayaal Group was described as a high-potential churned account following negative feedback about a previous service experience.
- **Technical evidence needs:** Eight accounts reportedly had Quality Team-led decisions, requiring technical documentation and product performance discussions rather than a generic catalogue.
- **Contact data gaps:** The report notes that 14 or more developers lacked verified email contacts, limiting follow-up.
- **Generic follow-up:** For more than 30 accounts, the documented next step was broadly the same—share a product catalogue and cost sheet—with limited tailoring by account size or expressed interest.
- **Reference-account opportunity:** Existing Gyproc users were not yet being systematically used for case studies, peer references or site visits.

5. Discussion

The findings indicate that the commercial opportunity is not simply a question of identifying developers with large portfolios. The more immediate challenge is aligning sales activity with the decision process inside each account. Where procurement has high influence, commercial terms, availability and vendor relationships may dominate. Where Quality Teams or contractors control selection, a procurement-only approach may fail to reach the actual evaluator or user.

The low reported influence of architects and PMCs is particularly important when considered alongside the specification-selling framework. However, the ratings describe what respondents reported during the visits; they do not prove that architects and PMCs have no role in every project or at every stage. Follow-up interviews with architects, PMCs and project teams would help validate whether their influence is genuinely limited, occurs earlier in the project, or was simply less visible to the contacts available during the visits.

The study also highlights a sales-process issue: account potential and next action were not consistently matched. High-value accounts may require senior engagement, project-specific technical sessions or site demonstrations, while smaller accounts may be served through lower-cost digital communication. Similarly, the Tayaal Group example suggests that account recovery should begin with listening and service resolution rather than an immediate sales pitch.

Finally, the results support a distinction between market opportunity and realised demand. A large construction portfolio does not automatically translate into ceiling-system revenue. Future analysis would need ceiling area, product



specification, project stage, expected procurement date, competitive supplier, price range and win/loss outcomes to estimate addressable ceiling demand more accurately.

6. Recommendations

Priority action	Suggested implementation	Suggested monitoring indicator
1. Architect and PMC specification programme	Map design firms linked to priority developers; conduct technical learning sessions; provide approved specification documents, BIM/CAD resources and system-performance data.	Number of design engagements; specifications/BOQs including Gyproc; qualified specification leads.
2. Contractor engagement and capability	Identify contractors influencing priority accounts; provide product and installation training; assess and recognise qualified installers where company policy permits.	Contractors trained; contractor-influenced opportunities; installation-related complaints.
3. Tiered account management	Create account tiers using portfolio scale, active projects, product fit, decision-maker access and readiness; assign a tailored contact plan.	Tier-wise engagement completion; qualified opportunities; quotations and conversion rate.
4. Quality Team technical kit	Prepare accurate, product-specific technical documentation on fire/acoustic performance, applicable standards, certifications and test reports.	Technical meetings; document requests fulfilled; projects progressing after technical evaluation.
5. Tayaal Group service recovery	Conduct a senior-level listening meeting, document the service concern, agree corrective action and demonstrate improvements before requesting new business.	Complaint closure; agreed recovery actions completed; account status after follow-up.
6. Residential/commercial pitch differentiation	Tailor the value proposition to project type and actual needs, including design, installation, performance and compliance considerations.	Project-specific proposals; demo requests; response rate by segment.
7. CRM-based follow-up	Maintain verified contacts, last-contact date, next action, owner, opportunity stage and follow-up due date; review overdue Tier A actions weekly.	Contact completeness; on-time follow-up; lead ageing; stage progression.
8. Reference-account activation	Seek permission from existing customers to develop case studies, testimonials or site visits, using only verifiable project claims.	Reference assets approved; peer visits; opportunities influenced by references.

These actions are recommendations derived from the study's findings, not interventions whose effectiveness was measured during the two-month project. Targets and time frames should be set by the company after establishing baseline performance and available resources.



7. Limitations and Future Research

- Geographic and sample limitations: the study covers 51 purposively selected developers in Pune and may not represent all developers in Pune or other markets.
- Cross-sectional evidence: data were collected between June and August 2026; project status, contacts and preferences may change.
- Respondent and access bias: influence ratings were often based on available contacts, commonly procurement personnel, and the actual decisionmaker could not always be interviewed.
- Classification inconsistency: potential ratings total 49 accounts while the mapped sample contains 51; the source does not explain the difference.
- No direct ceiling-volume estimate: ceiling area, ceiling budgets and product-level consumption were not captured.
- No conversion tracking: the study maps opportunities but does not establish whether recommendations led to sales, improved penetration or revenue.
- Future research should validate the authority matrix through interviews with architects, PMCs, Quality Teams and contractors; collect project-level ceiling quantities and procurement timing; and track leads through quotation, trial, order and repeat purchase.

8. Conclusion

This study mapped ceiling business potential and material-selection authority across 51 real estate developers in Pune. The source report records 314 ongoing projects and a combined developer construction portfolio of ₹2,74,415 crore, while four developers were confirmed Gyproc users. In the 49-account authority-matrix dataset, procurement was rated highly influential in 94% of cases, architect influence was rated low in 96%, and PMC influence was rated low in all cases. These patterns point to a need for account-specific selling that reaches the real decisionmaker and engages earlier where specification influence is possible.

The practical implication is to move beyond uniform catalogue-based follow-up toward a coordinated approach combining specification engagement, contractor relationships, technical support, account prioritisation, service recovery, reliable CRM data and customer references. The findings should be treated as directional intelligence from a purposive sample, not as a statistically representative estimate of the entire Pune market. Further validation and project-level ceiling-demand data are necessary to quantify the opportunity and measure the commercial impact of the proposed actions.

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