

GWA DRIVES PRODUCT INNOVATION AND SUPPLY CHAIN EFFICIENCY WITH WORKFRONT



GWA Group Limited subsidiary, GWA Bathrooms & Kitchens, has built its reputation on innovation and a modern way of thinking. When they needed better visibility, faster issue resolution, and increased discipline, they turned to Workfront.

- GWA Group Limited, GWA Bathrooms & Kitchens
- Manufacturing
- www.gwagroup.com.au
- Australia

Over the past few years, GWA Bathrooms and Kitchens has introduced advanced automation into its factories, updated its offices, and driven its digital innovation. It also implemented Workfront to bring greater discipline and operational efficiency into the development of new business cases, existing project management workflows, and issue resolution management processes.

GWA Group Limited is Australia’s leading supplier of building fixtures and fittings to households and commercial premises. The company owns an extensive range of well-known brands including Caroma, Dorf, Clark and Stylus. As the trusted name in bathrooms, it manufactures and distributes product in three local factories and nine distribution centers across the continent.

AT A GLANCE

CHALLENGES

- Difficulty tracking operational functions
- Inconsistent processes used to develop business cases and manage projects
- Inefficient issue management workflows impacted time to market

BENEFITS

- Increased visibility—from the business case through development to product launch
- Faster decision making and issue resolution due to greater collaboration
- Improved business case and project management discipline and workflows
- More valuable meetings—fewer status updates, more strategic planning

THE CHALLENGE

Faster time to market creates competitive advantage. That’s why GWA Bathrooms & Kitchens sought to replace its siloed operational tools with one integrated solution that would improve visibility and enable different teams to more effectively collaborate throughout the product development process.

“Our resources were being diluted because we had too many projects and not enough discipline around prioritizing projects based on rigorous business cases,” explains Craig Sutton, National Operations Manager for GWA Bathrooms & Kitchens. “We were also finding issues in the supply chain—well after products launched—that should have been addressed in the development process with better project management practice.”

At the same time, GWA Bathrooms & Kitchens was looking for a solution that would improve day-to-day issue resolution management on its factory floors. Although the company had invested in advanced automation, factory supervisors were still tracking issues in spreadsheets and then reviewing those issues on white boards during daily issue resolution meetings.

“There was no efficient way for us to easily share information across functions to meet both needs,” remembers Sutton. “That made it difficult for other people to collaborate and to contribute to fixing a problem. Approval cycles were also taking longer than necessary, which left employees waiting for decisions to be made.”

THE WORKFRONT SOLUTION

“We are committed to driving innovation in our business and our factories. Workfront supports the GWA vision by providing us with a best practices portfolio, business case & project management solution that includes issue resolution management—that combination is nirvana for me.”

CRAIG SUTTON
National Operations Manager,
GWA Bathrooms & Kitchens

GWA Bathrooms & Kitchens deployed Workfront in 2010 to replace its teams' use of Microsoft SharePoint, Project, and Excel to manage product development, portfolios, and business cases. The cloud-based Workfront solution provides a centralized location for product development, demand supply planning, marketing, and other cross-functional teams to track priorities and update others regularly on their progress. Designed to support the entire lifecycle of work, Workfront is helping GWA Bathrooms & Kitchens reduce reporting time and duplication.

“The core features of Workfront are based on solid, fundamental project management processes which give us a chance to drive better project management,” says Sutton. “Yet we were also able to tweak the Workfront workflows for our own methodology.”

The following are some of the most popular Workfront features used at GWA Bathrooms & Kitchens:

- Project prioritization bubble charts which show requests in one place, allowing managers to compare and prioritize them strategically so teams are sure they are doing the right work, at the right time
- Business case builder with all of the information to determine if potential and current projects align with corporate strategy and financial goals
- Issue resolution functionality including the assignment and reassignment of tasks
- Customized reports for tracking issues and project status

Because of the solution's robust issue resolution capabilities, GWA Bathrooms & Kitchens also implemented Workfront on the factory floor. When supervisors and maintenance staff notice a problem with a machine, they can simply log into Workfront to record the problem and upload any photos or video that they take with their smartphones. From within Workfront, they can also assign a resource. That person can then hand the job off using the Workfront reassign feature. Because there are more than 120 Workfront users at GWA Bathrooms & Kitchens, others can view issues and provide their input to resolve a problem.

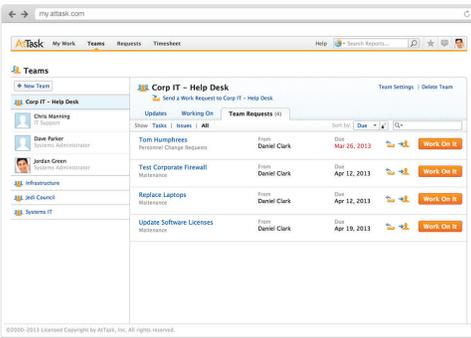
“Every significant issue is logged and either resolved or linked to a task and a project,” explains Sutton. “If an issue appears to be a large one, we will set it up and manage it as a separate project within Workfront. By increasing visibility, we are definitely resolving issues faster.”

BENEFITS

According to Sutton, the information may have been there before, but now it's organized, well presented and accessible, which makes focusing and collaborating easier. “Workfront has enabled us to bring team members from research and development together with marketing and supply to improve new product introduction and reporting.

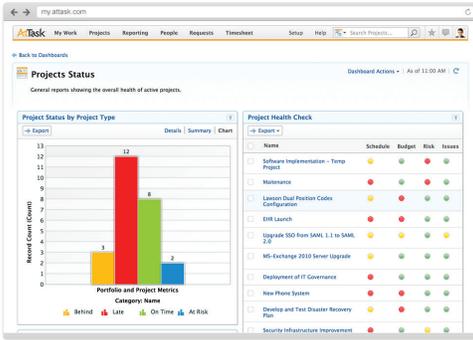
Using Workfront in the office and on the factory floor has enabled GWA Bathrooms & Kitchens to experience:

- **INCREASED VISIBILITY** – The centralized Workfront solution provides transparency into project issues, status, and priorities.



WORKFRONT AND VISIBILITY

Workfront provides complete visibility, allowing you to balance workloads, manage timelines, and make data-driven decisions.



WORKFRONT REPORTS AND DASHBOARDS

Rich reports and informative dashboards track all your vital metrics in one place and give you complete visibility and transparency into every aspect of your team's work.

- **FASTER DECISION MAKING AND ISSUE RESOLUTION** – Managers can approve documents anytime, anywhere using the online Workfront solution, which has reduced decision waiting time considerably.
- **IMPROVED BUSINESS CASE AND PROJECT MANAGEMENT DISCIPLINE** – Creating a consistent process for building a business case and managing projects has led to more effective project prioritization and fewer downstream supply chain issues.
- **MORE VALUABLE MEETINGS** – Because everyone can see all of the issues in Workfront before gathering, meeting time has transitioned from status updates to strategic planning.

LOOKING AHEAD

Web-based Workfront doesn't require any IT servers or infrastructure, which made it easy for the GWA Bathrooms & Kitchens' supply chain team to deploy the solution. However, the team's success with the solution has not gone unnoticed. GWA IT now plans to support Workfront for the parent group as the company moves toward even greater global innovation—working with international suppliers, as well as design and engineering teams—to improve speed to market.

“We are transitioning from a large Australian Manufacturer to a dynamic branded distribution company and I'm excited about the ways in which the Workfront solution can help us drive innovation and our business forward,” concludes Sutton.

ABOUT WORKFRONT

Workfront is a cloud-based Enterprise Work Management solution that helps marketing, IT, and other enterprise teams conquer the chaos of excessive email, redundant status meetings, and disconnected tools. Unlike other tools, Workfront Enterprise Work Cloud is a centralized, easy-to-adopt solution for managing and collaborating on all types of work through the entire work lifecycle, which improves team productivity and executive visibility. Workfront is trusted by thousands of global enterprises, like Cars.com, Cisco Systems, Covario, National Geographic, Schneider Electric and Trek.

To learn more, visit workfront.com or follow us on Twitter @Workfront_Inc.

 workfront.com

 + 1-866-441-0001

 + 44 (0)845 5083771