

Case study

Kingspan Insulation Advances Product Innovation Processes and Gains Back Its Competitive Edge

About Kingspan Insulation

Kingspan Insulation is part of the global Kingspan Group PLC, one of the fastest-growing building materials company in Europe. The company designs and manufactures high, premium and optimum-performance insulation solutions for building applications. With more than 1,000 employees, Kingspan Insulation has manufacturing and distribution operations throughout the United Kingdom, Central Europe, Middle East, Australia and North America.

Challenge: Rapid Growth Leads to Competition Advancement

As a market leader for more than 10 years, Kingspan was quickly growing through acquisitions and global expansion. As the focus shifted from product innovation to growth, competitors seized the opportunity to gain market share with new, innovative products.

One of the challenges for Kingspan was we needed to establish NPD governance. "The faster our company grew, the harder it was to control processes and scale," says Joel Clarke, Innovation Coordinator at Kingspan Insulation. "We had fantastic products but we were slower than we should be to develop our growing product portfolio and costs were running too high. Much of that was due to our lack of visibility into reliable data and resource capacity."

Resource management and governance was a problem. Kingspan had talent but they didn't always know what their resources were doing or even what they were capable of doing. Some segments experienced bottlenecks while others had under-utilized resources. With facilities and resources in multiple locations around the globe, communication and collaboration suffered. Resources were being pulled in too many directions at once and innovation was stalling. Without visibility into where money was going, discerning margins and determining ROI was difficult. "We had lost the ability to truly take on those innovative products we were known for quickly enough and keep our advantage in the marketplace. Our competitors were surpassing us," says Clarke.

To address these challenges, Kingspan formed the Innovation Development System (IDS) department to concentrate solely on product ideation and development. IDS



Overview

Customer

Kingspan Insulation

Industry

Manufacturing

Geographies

United Kingdom, Central Europe, Middle East, Australia, and North America

Size

1,000 employees

Kingspan chose Planview Enterprise to advance the next generation of NPD and phase-gate processes. They can now identify and quantify risks early so to save money and speed development of only the best products.

implemented a phase-gate-based new product development (NPD) methodology initially for its UK and Central Europe businesses and began looking for a portfolio management solution to manage the data, process and resources.

Solution: Advance People, Processes, and Tools for Next Generation Product Development

Kingspan chose Planview Enterprise as its PPM and product innovation lifecycle solution to leverage its product innovation capabilities. It quickly became a valuable diagnostic solution for Kingspan to identify risks, costs, conflicts and resource issues. Planview Enterprise easily supports the company's IDS phase gate model and provides Kingspan with visibility for decision making and a feedback loop. All risks and issues are in the system and visible to senior management who now monitors them closely.

"We can see things now that would have been buried and this insight helped us cancel underperforming and high risk projects before they drained more resources," says Clarke. "Planview Enterprise has helped us realize that by cancelling doomed projects early, we can focus on ones that have less risk and bring more ROI for our organization. We could see that by leveraging skills from under-utilized resources in another facility we could develop products faster and significantly reduce costs."

Planview Enterprise shows Kingspan where the gaps and problems are in simple-to-read and share reports for ongoing analysis of scope, schedule, and budget estimates. These reports are only a few clicks away instead of the 12 or more hours they used to take someone to manually gather and develop in a spreadsheet.

Communication has also improved dramatically because all of the data is in one place. The consolidation and transparency has helped Kingspan discover multiple redundancies across various global facilities.

"We now have a holistic picture of what we are spending and what we're making," says Clarke. "All of our R&D, production, and NPD projects are in Planview Enterprise, making full life-cycle analysis possible for the first time. Planview has helped us mature in our product development and even senior management sees we need this level of analysis to regain our leadership position."

Planview Enterprise have enabled Kingspan to get back its technology edge as they manage their next generation of

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– Joel Clarke, Innovation Coordinator at Kingspan Insulation

product development. "Planview Enterprise is a critical solution to Kingspan because all of the inputs are now monitored closely by senior management at all times. Nothing is hidden. We've removed subjectivity. No longer do we throw money at a project without tracking it – our estimates are accurate, and our data is clean. We can identify and quantify risks early so we save money and speed development of only the best products. We are back on top of the competition and Planview has been a major part of our success."

Benefits: The Right Products Developed by The Right People on Budget and on Time

Using Planview Enterprise, Kingspan has full product portfolio management with:

- Improved phase-gate process and feedback loop to drive innovation results from cost savings, throughput, and efficiencies throughout the product life cycle
- Execute resource management in all NPD projects across the organization to ensure people are working on the right products
- Accurate health and progress reporting data leveraged by senior management to measure project risk and success for more informed decision making
- Enhanced NPD planning and process to deliver only the best products to market and regain market leadership
- Launch of their premiere product delivered on-time, and in full helping them regain the technological innovation edge

To learn more about what Planview Enterprise can do for you, visit Planview.com

