Dploy® solutions

Howden Uses Dploy® Solutions to Quickly Align Global Policy Deployment Process With a Standard Policy Deployment Platform

EXECUTIVE SUMMARY

CLIENT
> Global manufacturer of air and gas handling equipment

CHALLENGES
> Implementing new policy deployment processes

> Limited time to transfer from a manual process to web based tool

OBJECTIVE
> Implement new Policy Deployment process across Howden global operations and rollout Dploy Solutions to ensure a consistent approach across the enterprise

STRATEGY
> Use Dploy Policy Deployment module to manage and update action plans and targets to improve, enabling the consolidation of data for global reporting and review meetings

RESULTS
> Simplified approach for building improvement plans and tracking progress

> Reduced administrative time required to collect data

> Enabled company and corporate-wide visibility

> Rapid return on Dploy annual license fees by streamlining cumbersome processes and eliminating spreadsheets

KEY LEARNINGS
> Additional uses for Dploy Solutions become apparent as users gain experience
> Security considerations around a global user base can be addressed with single sign-on
> Implementation and training approach can have a significant impact on user learning curve

Having to quickly transition a global company to new policy deployment processes can be stressful. Find out how Dploy Solutions made the transition relatively easy for Howden and its global user base.

A History of Innovation

Howden is a worldwide company that designs, engineers and installs air and gas handling equipment, including fans, compressors and rotary heat exchangers. Since its founding in Glasgow, Scotland in 1854, Howden has contributed many important innovations to fan, heater and compressor

technology. Today, Howden's 5,000+ employees are spread across 27 countries, serving customers mainly in power generation, petrochemical, oil & gas, mining, iron & steel, and cement industries.

Standardizing on a Common System

Fraser Cunningham, former Programme Director of the Howden Global Programme Office, explained that previously Howden used the standard X-Matrix to develop strategies and cascade action plans and measures down from the executive level through the organisation. Howden decided to implement new policy deployment processes, and moving to Dploy Solutions, a web-based SaaS solution, helped streamline the management process. "We want to ensure our senior leaders across our global organization can review data in the same formats, and Dploy Solutions is the standard policy deployment platform," said Fraser.

Fraser said that the shift to the new solution involved mostly subtle shifts in mindset and process. "The fundamental principles were the same, but Dploy Solutions mostly eliminated a lot of previously manual steps as well as spreadsheets.

Overall, Howden faced two big challenges with the new Policy Deployment approach. The first was figuring out how to efficiently roll out Dploy Solutions modules across the entire company. The second was bringing users up to speed on the new system.

Fast-Tracking Implementation

Howden began rolling out Dploy Solutions in March 2012 almost immediately after implementing the new policy deployment principles in December 2011. To help with the implementation, the company created an internal business support network. It also appointed a business owner for the Dploy solution, as well as super users to support the companywide rollout.

To get things rolling, Howden tasked the super users with entering key data into the system over the course of a weekend. With respect to training, Fraser explained that trying to put together a comprehensive training programme for users across Australia, China, South America, Europe, South Africa and North America was impractical. Instead, Howden produced a lightweight training document that pointed users to Dploy standard WebEx tools and tutorials. "Once they watched the tutorials, we gave them access to the system," said Fraser. "Essentially the super users completed the shell developments and initial data entry which allowed everyone to build up their experience gradually by using data on a monthly basis that was already in system. We thought this would be the fastest way to get people up to speed," he added.

Arlene Dougan, Senior Project and Change Management Analyst, Howden Global Programme Office said that the rollout and training plan were successful overall. "Initially, with any new tool people are uneasy. But the WebEx tutorials and documentation available within Dploy Help are excellent and really put people at ease. In general, people were able to get up to speed with entering, managing and reporting data reasonably quickly," she explained.

"We tried to make it as easy as possible for people to start using and understanding the new system. That's why the super users entered all of the key data and completed 90% of the hard stuff…it put users one step closer to be able to create a matrix, or develop an action plan or build a KPI."

> **Fraser Cunningham**, former Programme Director
Howden Global Programme Office

Widespread Acceptance

Today, Howden's senior management and multiple levels of its leadership team use Dploy Solutions to manage and update policy deployment action plans and targets to improve (TTIs). The solution also makes it easy to consolidate data into global reporting for regular review meetings.

Howden has even started to use additional Dploy modules, including Dploy Alignment and Dploy KPI. Lean managers across the organization use the alignment module to build projects with key targets and KPIs that can be repeated across global locations. Various parts of the business use the KPI module to keep an eye on high-profile projects that are not developed and tracked within policy deployment.

"As we started to use the policy deployment tools, we realized there were other capabilities that might be helpful. For example, we didn't start out using alignment or analytics, but as we've become familiar with how they can be used we've extended our use of the available tools."

> **Fraser Cunningham**

Fraser and Arlene agree that modules within Dploy Solutions are intuitive and easy to use, and that companywide information sharing is much easier. The Business Improvement Manager for Howden Compressors Limited, Thomas Morton, who uses the Policy Deployment module as well as the KPIs module, initially thought that the system might be difficult to use. He quickly changed his mind as he got to know it. "Since my initial apprehension to using the system, I promote it as a handy and flexible tool. The system has all kinds of great attributes, but I particularly like the alerts for action owners," he said. The alignment module enables Howden business unit executives to build improvement plans and track progress against key metrics.

"Using the Dploy Alignment module has significantly reduced the administrative time required to collate updates to individual spreadsheets and consolidate into a single picture of current state progress," he explained."

> **Stuart Tomlinson,** former Director CBS Operations Howden

Support Proves Key to Ongoing Improvements and Success

Arlene said that support is one of the best things about using Dploy Solutions. "The Dploy support team implements most of our requested enhancements—and quickly at that," she explained. "The changes have made quite a difference in ease of use for our specific processes. It's great. In many cases we'll request something and it's implemented the following week."

According to Fraser the customer support is second to none, which is important because the Howden team is always looking for ways improve the system. One of the bigger change requests was for single sign on. "In a global company, access permissions to a system hosting key strategy information is a big consideration. Access management is complicated by local processes and policies in each country. It can be a big headache," explained Arlene. "We figured out that the best option for managing security and control over user IDs would be to use single sign on through our internal network. The Dploy team helped us make that happen."

Realizing the Value

Fraser guesses the return on investment in the Dploy solution (initial annual license fee) happened in a matter of months. He said the value comes from streamlined processes, including the elimination of version control challenges, while giving executives near real time insights into data across their divisions and the company. Moving forward, Arlene and Fraser expect that the solution will continue to add value as they find new ways to use solution modules and make the system even easier to use.