

Case Study: Taylor Woodrow Plc

Driving Continuous Improvement, Cost Containment and Operational Consolidation

Situation:

As a result of many of the changing market dynamics in the construction sector, Taylor Woodrow identified the need to move away from a functionally, silo based business and become a more process-centric organisation. Having used a combination of Microsoft® Office Applications such as Word, Excel and Visio, Taylor Woodrow identified that the organisation needed to support this move with a focused Process Management application to help define and most importantly deploy processes throughout their organisation.

In addition, the process definition and development was considered an essential step prior to implementing an Enterprise Resource Planning (ERP) application in North America and Spain. It was also considered that clarity of the supply chain and estimating processes would provide substantial benefits to the initiative being carried out to rationalise the Taylor Woodrow supply chain network

Approach:

Taylor Woodrow carried out extensive research into available business process management applications before selecting **control-ES**, as the most appropriate for their use. The final selection was made by the executive board after a presentation to them.

A pilot project was then set up to test the **control-ES** functionality, ease of use, and compatibility with the Taylor Woodrow IT environment. A critical success factor for the pilot was to demonstrate a tangible financial benefit to cover the cost of the pilot project, and identify areas for enhancing value and enabling a continuous improvement environment.

The scope of the pilot included :

- Installation of the **control-ES** application in the Taylor Woodrow IT environment and skills transfer to key staff to ensure the application was exploited to the full.
- Development of "AS IS" processes for selected areas of the business (supply chain and estimating) in collaborative workshops.
- Analysis of processes and development of improved processes "TO BE" with key stakeholders with focus on delivering **tangible financial benefit**.
- Deployment of new processes demonstrating the ability of **control-ES** to communicate the improved processes throughout the organisation.

Results:

The pilot project was a resounding success for Taylor Woodrow achieving:

Processes accessible throughout the organisation.

Substantial tangible benefits to the supply chain and estimating processes. These returns were almost **10 times** the cost of the pilot and were real returns.

Enthusiastic support from staff for ease of use of **control-es** as preferred system to deliver continuous improvement.

control-ES compatible with existing IT systems within Taylor Woodrow.

Summary

As a result of the pilot exercise, and a presentation of the results to the Taylor Woodrow Executive Board, a decision was taken to mandate a process-based approach across all areas of the organisation

control-ES has been deployed enterprise-wide to support this transformation to a more agile and streamlined business.