

CASE STUDY



**Parryware**

**Business Overview**

Parryware, part of the Murugappa Group of companies, are the market leaders in ceramic sanitaryware. They are the only Indian bathroom product manufacturer with ISO 9001 quality management certification and ISO 14001 environmental management system certification for all its plants. They have plants at Ranipet, Dewas and Alwar. Parryware has established a reputation for product innovation, quality, design, and value. Its strong brand names and new product development capabilities enjoy national recognition.

Parryware is involved with numerous new product development efforts, of varying sizes and scopes. These efforts are critical in today's market in order to stay competitive. Reducing time to market is a key competitive edge for Parryware so it can get products to market before its competition, in efforts to gain market share.

**Challenges**

Parryware faces common but complex challenges as it works through the new product development cycle. The following three challenges were highlighted:

- Efficient collaboration
- Data access and management
- Ease of use

Parryware develops about 40 new products in a year. Most new product development teams had extensive memberships that span geographic locations. You cannot always identify all the team members.

**BUSINESS PROFILE**

<b>Parryware</b>
Market leader in ceramic sanitary ware.
<b>Industry</b>
Manufacturing.
<b>Geographies</b>
Chennai, Ranipet, Dewas, Alwar.
<b>Business Solution</b>
NPD solution.
<b>Karomi Products</b>
<ul style="list-style-type: none"> <li>▪ karomiENTERPRISE Information Portal</li> <li>▪ karomiENTERPRISE Workflow Management</li> </ul>
<b>Deployment Summary</b>
Streamline NPD process.
<b>Benefits</b>
<ul style="list-style-type: none"> <li>▪ Improved collaboration.</li> <li>▪ Single store for product information.</li> <li>▪ Easy to use and share.</li> </ul>

The result--information and communications are not efficiently distributed across the project team or organisation.

It was hard to control access to data. Their intranet solved part of this problem, but spawned two additional issues: how to allow project teams to publish to the Web while still controlling who could make changes to the published data; and inconsistencies between intranet sites and the email system used by the various new product development teams. This last problem was especially acute for those employees who participated on more than one team.

Parryware also felt that a lot of knowledge gained during the product development process were either not being communicated and shared or were buried and lost in communication. They wanted to evolve a Knowledge Management System, which would help them in the long run. This alone was motivation to look for a solution that would help its NPD business.

On top of these challenges was the desire to deploy a consistent solution on a countrywide basis without it being perceived as a centrally planned corporate mandate, as this would not work across Parryware's locations.

### **The Karomi Solution**

Karomi's consulting team worked with the Parryware NPD group at the corporate office to understand the NPD process, the data that needs to be managed at each step and the roles played by employees throughout the process from concept to product launch. With this understanding, the Karomi team visited the Parryware factory to gather firsthand knowledge of the process and talk to the actual users in the factory. This provided valuable inputs in designing a workable and realistic NPD solution.

### **Capturing Knowledge and Ideas:**

The first step in implementing the NPD process was to provide an easy and structured way to capture ideas generated by the Marketing, Field Force and others in the NPD team. An electronic form was designed to capture the information and a workflow setup to route the form to the approving authorities, which also included the CEO. Ideas that were generated could be rejected or put on hold for a later time. Discussion threads to capture the unstructured conversations among the stakeholders were included inside the e-form.

This one thing alone enhanced the usability of the system, by providing a single place to add data, information and discussions. Previously, discussions would happen through the email system and correlating the conversations to the new product that was being developed, proved to be a daunting task.

### **Structured e-Forms:**

Using the karomiENTERPRISE Form Designer, structured forms were created for data capture at each activity. Time stamps and user names were captured at approval points and displayed within the form. Each form also contained discussion threads to capture unstructured data.

Only a few individuals had the knowledge of what data needs to be captured at what point in the NPD cycle. By translating that knowledge into a structured form to capture data, everyone is aware of what data is required and needed to perform their tasks well.

### **Dashboard for Monitoring:**

The karomiENTERPRISE Portal contained a dashboard which shows how many products are in the pipeline, how many ideas generated this month and what stage of the NPD cycle each of the products were at any point in time.

History information on how the product has progressed, the data and documents that have been captured, people who have worked on the product and time schedules were all now available with a single click of the button.

### **Single Source of Product Information:**

All product data, documents and communications were now available from a single online repository available to authorised users from anywhere within the Intranet at any time. This eliminated redundant and outdated copies of documents that used to be exchanged by email, and allowed faster navigation to a particular data or document of interest.

### **Summary**

Parryware has been using Karomi's solution for about one year and has seen benefits that address the challenges described earlier, such as:

- Improved collaboration
- Single store for product information
- Easy to share and use

With karomiENTERPRISE, team memberships are now managed more efficiently. Project managers love the flexibility and responsiveness of karomiENTERPRISE as related to adding or removing team members. All manipulations happen through the role based organisation chart. More important, all the team members are identified in one place, and this helps minimise confusion and redundancy in project communications.

Parryware is starting to experiment with introducing the same solution for their Allied Products and Taps divisions. They are also re-examining their business processes, including project workflows, in the light of Karomi's capabilities to see if they can accelerate the new product development process.