

Case Study Daptiv PPM



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Katcon Uses Daptiv PPM to Aggressively Increase NPD Productivity and Cut Costs

Katcon is a subsidiary of Bienes Turgon and has been a supplier of the automotive industry since 1993. Products include catalytic converters, formed/bent pipes, mufflers, hot and cold end modules and complete exhaust systems. The company currently has 2 manufacturing facilities in Monterrey, Mexico, and one in Valencia, Venezuela. Recently, Katcon acquired Delphi’s global business of catalytic converters and exhaust systems including Delphi’s manufacturing plants located in Poland, Australia, South Africa, India and China in addition to technical centers in Luxembourg and Michigan.

Business Need

From a human resources perspective, Katcon lacked insight into their Engineering division’s individual tasks, workloads and time spent on projects to see where they could aggressively reduce costs, increase productivity and focus on the right strategic activities. There was no comprehensive way to track that information - even when Delphi brought over BEN’s (Business Engine Network, now part of Planview) system for tracking projects and Microsoft Project Desktop. “BEN’s system was too complex,” explains Miguel Amado, Engineering Manager. “We couldn’t manage time effectively, and we weren’t able to automate processes or create customized dashboard views. We ultimately felt as if we were working for the system instead of the system working for us.” Katcon also felt that MS-Project was cumbersome to use and they realized that they needed a comprehensive software solution that was more flexible, easy to use, and provided more granular project workflow and reporting capabilities. In addition, it was important to the CEO to have a quick implementation period without the need for extensive training.

Solution

“We looked at Daptiv PPM and it was pretty much love at first sight,” says Amado. “Daptiv PPM was tailored to meet our vision and it provided everything we needed to gain immediate insight into business-critical activities with the ability to monitor resources, maximize productivity and reduce costs.” Katcon worked with Daptiv sales, implementation and consulting partner, IMR, in Mexico once Daptiv PPM was selected. Says Amado, “We had a great implementation experience with IMR; they provided excellent training to include our US, Luxemburg and Mexico offices. The next day, our Engineers began exploring Katcon’s Daptiv PPM environment and actively started working on tasks, time sheets, and project timelines.”

Key Facts

- Katcon lacked clear visibility into their Engineering division's individual tasks, workloads and overall time spent on projects to see where they could aggressively reduce costs, increase productivity and focus on the right strategic initiatives.
- Daptiv PPM is being used currently within the Product Development division but Katcon hopes to spread use very soon to QA & Manufacturing and R&D Divisions.
- By leveraging Daptiv PPM, Katcon has been able to increase visibility by 100% and reduce meeting times by 50%.

Product development workflow is managed with Daptiv PPM:

1. Specific requirements with established guidelines are sent by the customer to Katcon.
2. Katcon Engineers receive an automated project request
3. Engineers then develop a timeline and begin their associated tasks and activities.
4. Senior management, including Miguel Amado and Said Zidat, Director of Engineering, are able to look at forecasted activities and can shift resources to ensure that strategic initiatives are on track.
5. The executive vice presidents have the ability to review the resource reports and make final executive strategic decisions.

“On Fridays, we’ve asked our Engineers to forecast their tasks and expected timelines for the coming week,” says Amado. “The following Monday, the management teams reviews the forecasts to see which activities should be rescheduled and which activities are the most business-critical so we can shift resources to refocus on the most strategic work. Our CEO also reviews the resource reports.”

Value

“We went from zero visibility to 100% with Daptiv PPM,” says Amado. “We now know exactly what people are working on and we’re able to shift resources more effectively to maximize business impact.” Daptiv PPM has also greatly empowered collaboration between different global offices. “We used to have teleconference meetings with different offices that would last for 6 hours,” says Amado. “Each division would present updates and when the meetings weren’t taking place, we would collaborate via lengthy emails and phone calls. With Daptiv PPM, we can collaborate seamlessly via automatic notifications and reports – we’ve reduced our meeting times by 50%.” Another added benefit is the ability to aggressively reduce costs by shifting resources and increasing productivity. “We’re now able to shift product development resources so they are always aligned with the vital areas of the business while reducing development expenses,” says Amado.

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Recognizing the value Daptiv PPM is now bringing to the Engineering division, Katcon is planning to use the software in other parts of the organization including:

- **QA & Manufacturing** –Daptiv PPM will be helpful in managing ongoing activities as well as development.
- **R&D** – This is a new area to Katcon and currently they are assigning an R&D team but they intend to use Daptiv PPM initially to manage the R&D research and then the actual R&D work once the team and assignments are in place.

“Our goals are to monitor key business metrics and spread the use of Daptiv PPM to other divisions so we can achieve milestones and increase the value of the software,” says Amado. “We’d like to cut our customer response time by 50% while ramping up our other manufacturing plants and technical centers around the world. In fact, China is being introduced to Daptiv PPM right now.”