



CASE STUDY

Trek Bicycle increases on-time product delivery and revenue with Workfront

A product's success is directly linked to how well the manufacturer meets delivery deadlines—and time to market is even more important when the product is relatively seasonal. With Workfront, Trek was able to identify and resolve roadblocks, improve processes, and meet customer demand.

Trek's on-time delivery rate was just 50%. Senior management deployed Workfront to increase project data visibility, improve resourcing, eliminate bottlenecks, and stop missing sales opportunities that could have delivered millions of dollars in new revenue.

Trek Bicycle Corporation is one of the world's leading manufacturers of bicycles. Its global team includes program management, engineering, industrial design, and product development professionals. Because Trek's revenue hinges on the timely introduction of new models to market, it continually evaluates its manufacturing process and business practices.

THE CHALLENGE

In 2009, Trek brought on a team of full-time project managers to oversee workloads with the goal of increasing efficiency. Yet basic project visibility remained elusive because teams continued to use a broad array of disparate project management tools—from Microsoft Project and Excel spreadsheets to PowerPoint slides and Word documents to Enovia project approval software.

"I spent 40% of my time contacting our global teams to chase down project statuses," recalls Kris Lamp, senior manager of the team. "To provide information requested by management, I was on too many phone calls at night and sending a lot of emails."

The situation wasn't much better for Lamp's team. Project managers spent an estimated 30% of their time manually retyping timeline items into emails, sending them out to team members, and collecting the results, which they presented during status meetings held two to three times a week.



TREK

-  Trek Bicycle Corporation
-  Manufacturing
-  www.trekbikes.com/us/en/
-  Waterloo, WI

AT A GLANCE

CHALLENGES

- Poor project data visibility resulted in significant product delays that cost millions in new revenue
- Manual, time-consuming processes prevented effective collaboration between global team members
- Lack of alignment led to improper resource management and bottlenecks

BENEFITS

- Increased efficiency—On-time product delivery rate increased from 50% to 80%, generating millions in new revenue
- Greater productivity—Team members regained 30% of their time for innovation
- Reduced meeting time—Weekly project status meetings that were typically 1-1.5 hours are now 15-20 mins

“Our process wasn’t very efficient and we still had no way to really communicate collaboratively with our offices in Taiwan, China or Germany,” remembers Steve Malchow, Trek’s vice president of operations, who together with Lamp found the lack of a comprehensive, meaningful way to assemble work process data frustrating.

Because distributed teams and so many different tools made it nearly impossible to properly manage resources and align team efforts, one project manager believes employees just assumed the supply of shared resources was endless. “Suddenly, there would be no resource to work on your project and you couldn’t do anything about it,” according to project manager Ann Marie Peterson.

Without visibility, Trek experienced bottlenecks that affected production so much that a significant percentage of its products rolled off the assembly line late. This resulted in Trek missing time-sensitive go-to-market dates and crucial revenue opportunities. The company needed a better way to run its business; a way to connect all of its teams and capture project data or risk repeating the same costly product delivery under performance year after year.

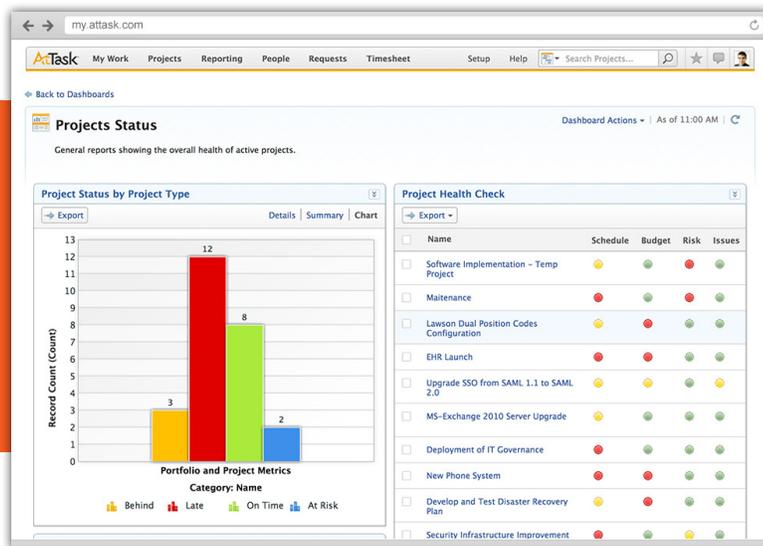
“IT’S THE FIRST TIME WE’VE BEEN ABLE TO HAVE ONE PLACE TO GET ALL OF THAT INFORMATION AND GIVE IT TO MANAGEMENT SO THAT THEY CAN WORK TO IMPROVE THINGS.”

–Kris Lamp, Senior Manager, Trek Bicycles

THE WORKFRONT SOLUTION

After considering several solutions and participating in a Workfront user conference, Trek chose to deploy the Workfront enterprise work management platform across its diverse teams—from product development to industrial design to warranty—to organize and execute its work. Regardless of location, Trek’s global team would use a single platform for project updates, communications, and reporting.

Trek began working with Workfront to document processes and requirements in preparation for the company’s global roll out of the web-based, software-as-a-service solution. After the deployment, the team quickly discovered Workfront was more than a project management tool. “It was a better way for us to communicate,” says Lamp.



WORKFRONT DASHBOARDS REPLACES MANUAL, DISCONNECTED REPORTING TOOLS WITH EFFORTLESS VISIBILITY TAILORED FOR INDIVIDUAL ROLES.

Armed with real-time project data, Trek teams use Workfront to spot opportunities in their processes and take action to remove the root causes of delays that previously plagued its product delivery processes. Team members also use data from Workfront to share “lessons learned” from completed projects to continually improve processes for upcoming projects.

Lamp adds, “It’s the first time we’ve been able to have one place to get all of that information and give it to management so that they can work to improve things.”

With Workfront, Trek better understands key business processes, including:

JUSTIFICATION – Managers and executives can sign into Workfront at any time to see dashboards and reports that show how projects are progressing, where snags might occur, and how taxed resources are, all in real time. This intelligence helps management tackle root causes and justify improvements.

RESOURCING – Workfront provides visibility across all departments, in each project workflow, so management can be more confident in its hiring, work assignment, and new project decisions. For example, program managers can now notify Test Lab teams about upcoming projects with enough lead time for the Lab to bring on additional resources to support the influx of work. This reduces bottlenecks and further streamlines delivery.

ALIGNMENT – Cloud-based Workfront provides an ideal platform for team members to see how each activity they do fits into the greater product development plan. Universal access to project tasks and notes provides a bird’s eye view of projects from start to finish creating a greater sense of alignment between cross-functional team members, especially among those working abroad.

“We have quality, supply chain, engineering, manufacturing, and program management working in offices in Europe, Asia, and the U.S., working the same projects,” says Malchow of the benefits of alignment in a global team like his. “If you want to be able to work something here, go to bed knowing that another group’s working on it productively, and come in the next day and have a solid extra eight hours worked on that project every single day, it’s pretty powerful.”

BENEFITS

By replacing inadequate project management tools with Workfront, Trek now has the visibility to align its global teams, avoid project pitfalls, improve productivity, and give the company an edge worth millions in the competitive bicycle manufacturing industry.

Workfront is saving Trek team members a significant amount of time. Specifically, project managers no longer have to maintain spreadsheets or work with management to deliver updates at bi-weekly status meetings.

“I used to go to project status meetings two or three times a week. Now, I’ll attend maybe one meeting a month, because I already know,” explains Malchow.

“People are much less frustrated. We have our best engineers concentrating on innovation versus spreadsheets and updating tasks. I would say they’re gaining 20-30% more time behind the CAD station, innovating.”

Freed from mundane, manual reporting and follow-up tasks, project managers report they have recovered as much as 30% of their time to work on improving projects. As a result, Trek has become a much more efficient delivery organization.

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THAN WE EVER HAD IN
THE PAST.”

–Kris Lamp, Senior Manager,
Trek Bicycles

Devour Your Team's Work Chaos With Workfront

Meet the King of Work Management. With real-time work planning, tracking, collaboration, and reporting, Workfront enables enterprise teams to:

- Drive greater productivity by automating repetitive manual tasks
- Increase communication and transparency through social-style updates and dashboards
- Reduce project failure with real-time views into project progress and resource workloads
- Provide data-driven insights for constant improvement

