



# A Technology-Enabled Culture of Compliance

White Paper  
Case Study

## **Table of Contents:**

1. Executive summary:
2. Introduction
3. Challenges and opportunities
4. Business objectives & priorities
5. Implementation experience
6. Configuration & feature highlights
7. Success metrics and Net Promoter Score
8. Technical infrastructure overview
9. Future focus: Kingspan & Aproove
10. Appendix and references

# Executive Summary


Driven by the introduction of a Group-wide **Marketing Integrity Manual** and to ensure up-to-date, accurate and unambiguous product information, Kingspan established need for **multiple sign-offs** and fully **auditable content creation cycles**.

Following a rigorous discovery & selection process, **Kingspan partnered with Aprove** to streamline their business workflows through a compliant review & approval process.

This White Paper Case Study is commissioned and published by Aprove following the global deployment at Kingspan. Its objective is to **share best practices** for other organisations and benefits that can be gained through **a technology-enabled culture of compliance**.



Kingspan is the global leader in high-performance insulation and building envelope solutions. Their mission is to accelerate a net zero emissions built environment with people and planet at its heart.



Aprove Work Management is a privately owned software company, at the forefront of innovation, evolving into a powerful, enterprise-class Work Management platform.

## 1.1 Background:

The construction sector is one of the largest in the world and heavily regulated. Increasingly, individual markets are introducing stricter regulation on safety & sustainability.

Construction industry products require a large volume of supporting documentation. These heavily technical documents must be factually & technically correct, complete & comply with market-specific regulations.

## 1.2 Challenges and opportunities:

The Kingspan organisation structure is highly segmented, with divisions operating independently and with separate marketing teams for each region. These departments are staffed with highly experienced teams, who handle significant volumes of marketing content and supporting product documentation, which must be reviewed & updated at least annually.

To ensure complete compliance, comprehensive review & approval processes are in place and completed by teams & individuals with a high level of technical knowledge and understanding.

Following the introduction of the Kingspan Group Marketing Integrity manual, a comprehensive internal discovery initiative was carried out. Challenges with existing technology capabilities were identified, including: Inability to fully complete audits, inefficiency & overly manual tasks, lack of oversight and need for improved compliance. The main business priorities were defined as:

1. Reduce workload for marketing teams
2. Improve compliance and reduce risk
3. Auditable trail for asset updates



### 1.3 Business objectives & priorities

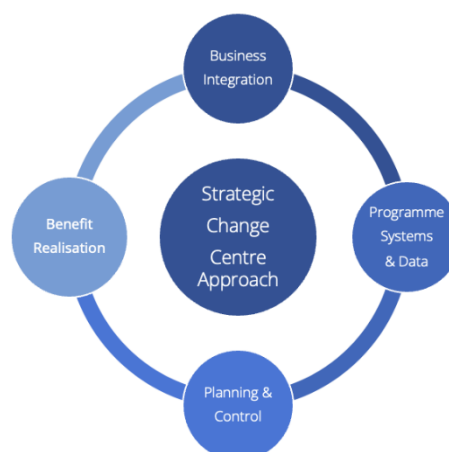
The approach taken by Kingspan to identify business objectives and requirements followed well-established best practices. These were defined as:

MUST-have Requirements	SHOULD-have requirements
Support full auditing capabilities	Strong back-up & storage
Provide a 'Marketing focussed' UI/UX	Knowledge continuity management
Allow for significant workflow variability	Integration with platforms like DAM & PIM
Deep review & sign-off capabilities	
Allow for Single-Sign-On (SSO)	
Demonstrate robust security	
Web-based access & mobile enabled	

Business OBJECTIVES
Automation of the current manual business workflow process
Centralized holistic view of all ongoing projects, showing current status and health
Increased capacity in the marketing team
Decreased number of hours taken on projects by eliminating repetitive tasks with automation
Ensuring all compliance steps are taken
Having a complete audit trail on every project both during and after completion

Following a comprehensive engagement and selection process, Aproove were selected as the chosen partner for global deployment at Kingspan.

### 1.4 Configuration & feature highlights:



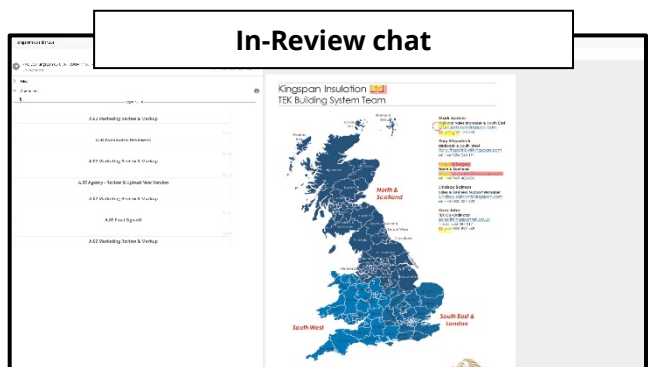
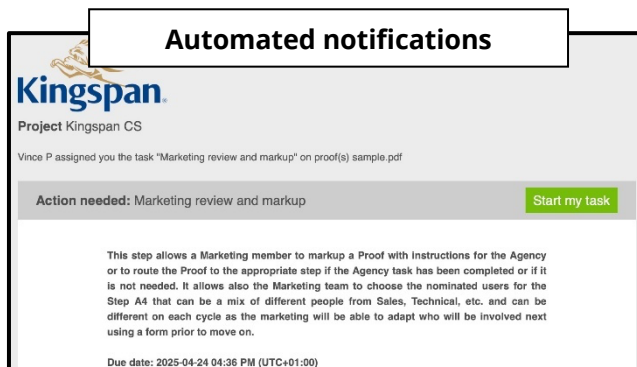
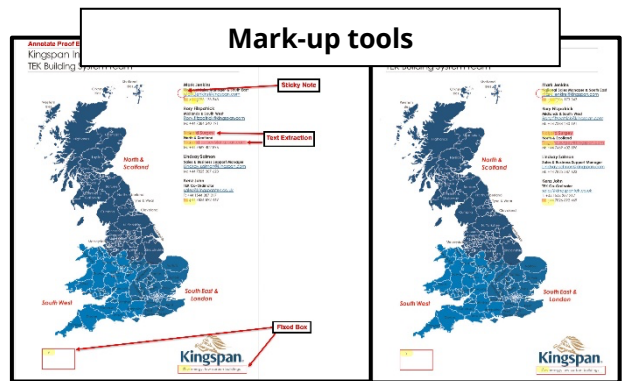
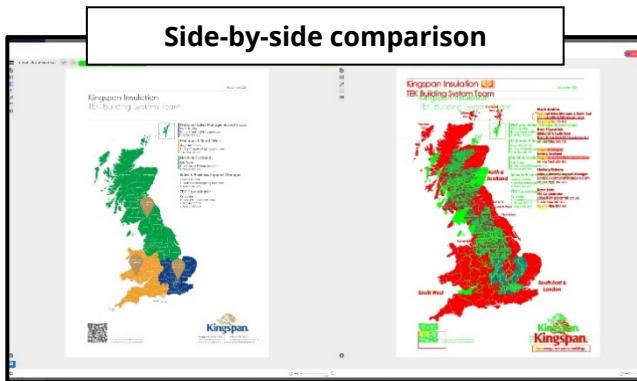
Aproove used the following best practice approach for engagement & platform enhancement:

The following are key Aproove features highlighted by Kingspan users:

Requirement vs. Highlighted feature	Side-by-side comparison	Mark-up tools	Version control comparing	Automated notifications	Comments & in-review chat
Full auditing capabilities		✓	✓		✓
Marketing-focussed UI/UX	✓	✓		✓	✓
Workflow variability			✓	✓	✓
Review & sign-off	✓	✓	✓	✓	✓

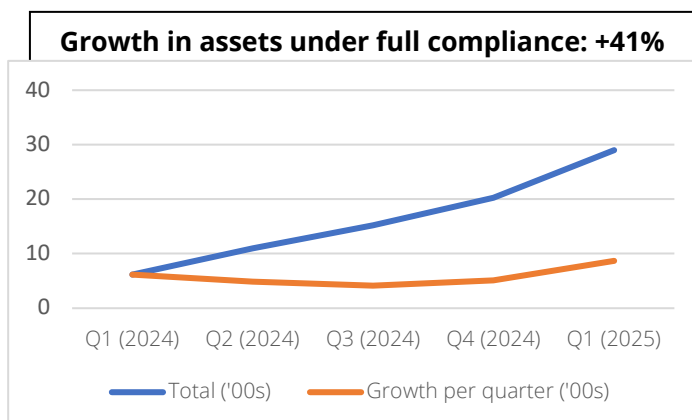
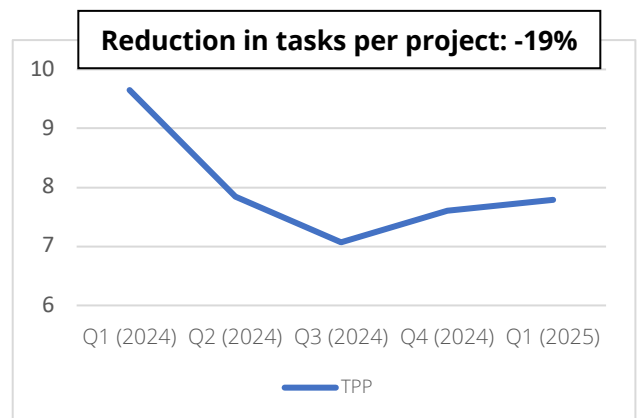
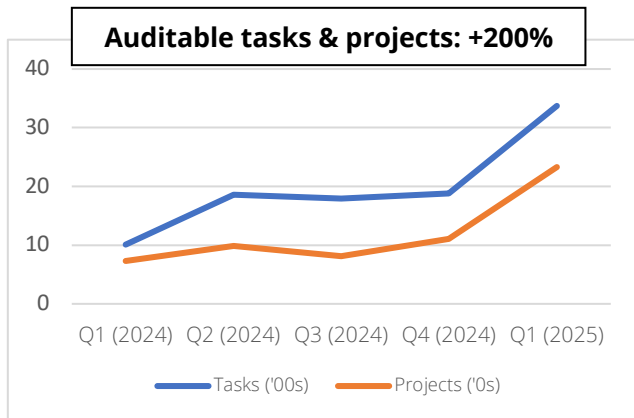
Outcome vs. Highlighted feature	Side-by-side comparison	Mark-up tools	Version control comparing	Automated notifications	Comments & in-review chat
Automation				✓	
Progress management		✓	✓	✓	
Capacity & efficiency	✓	✓	✓	✓	✓
Compliance	✓		✓	✓	✓

## Feature Highlights:



## 1.5 Success metrics and Net Promoter Score:

**Net Promoter Score  
9.5 out of 10**



# 1. Introductions



## 2.1 Introduction to Kingspan

Kingspan is the global leader in high-performance insulation and building envelope solutions. Their mission is to accelerate a net zero emissions built environment with people and planet at its heart.

Founded in the 1960s, Kingspan trades in over 80 countries, with more than 210 factories and employees over 22,000 people. It operates five divisions: Insulated Panels, Insulation, Kingspan Light, Air and Water, Data & Flooring, Roof and Waterproofing.

Their products are designed to maximize efficiency, performance, and fire protection, with a focus on thermal efficiency, fire safety, and durability.

- **Insulated Panels:** Kingspan is a leading manufacturer of high-performance insulated panel systems, including their proprietary QuadCore technology.
- **Insulation Boards:** They offer a range of insulation boards for various applications, including roofs, walls, and floors.
- **Other Building Envelope Solutions:** Kingspan also provides solutions for roofing systems, facades, and daylighting.



## 2.2 Introduction to Aproove

Aproove Work Management is a privately owned company, at the forefront of innovation. Its enterprise-class Work Management platform helps organizations optimize workflows, improve collaboration, and meet critical compliance requirements.

Aproove's highly configurable and holistic Work Management platform delivers six key functional capabilities across a diverse range of industries:

- Business process management
- Workflow automation
- Task management
- Online proofing
- Compliance
- Online collaboration

At the heart of the business is a relentless focus on customer success. This is what elevates Aproove from being a useful enterprise tool to being a business-critical, value driving platform.

Aproove Client Partnerships include:



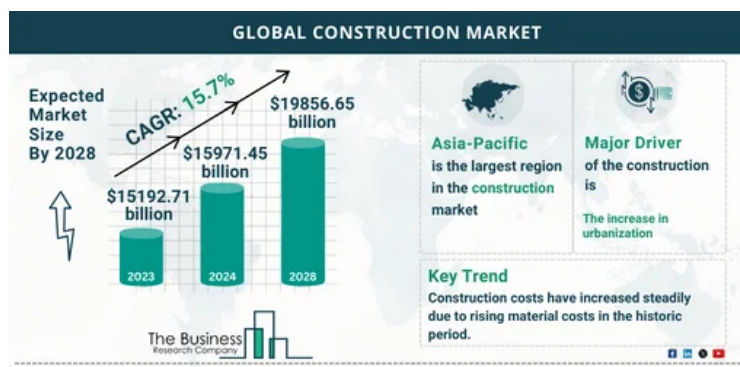
This White Paper Case Study has been commissioned by Aproove [www.aproove.com](http://www.aproove.com), and completed following analysis by an independent Content Operations Consultancy firm following the global deployment at Kingspan [www.kingspan.com](http://www.kingspan.com).

## 2.3 Situational Context:

It is often easy to take for granted what goes into the making of our homes; the materials that are used to construct them, the processes used to build and maintain them, and the necessary content and information required to ensure our shelter, safety and make a house a home. To that extent, the construction sector is heavily regulated\* and becoming increasingly so with individual markets introducing stricter regulation on safety and sustainability. \*\*\*

The construction sector is one of largest in the world economy\*\*, coming in at nearly \$16 trillion of global goods and services in 2024, and continuing to grow apace at a rate of 5%-6% CAGR per year.

It is also evolving, with rapidly shifting trends such as increasing sustainability requirements, evolving customer demand, and emerging disruptors such as new material technologies and digitalisation of products and processes.



To service the construction sector, Kingspan offers a wide range of products, including high-performance insulation and building envelope solutions. Each of these products requires a significant amount of content and documentation, from white papers, to datasheets, fact sheets, marketing materials and much more. These heavily technical documents must at the same time be factually correct and complete, as well as fully compliant with market-specific regulations.

All these documents must be appropriately briefed, created, edited, managed, reviewed and signed off, distributed and maintained. And, finally, the way that this process is handled must be open and transparent for auditing in-line with the company's compliance policies.

Kingspan have continued to invest in range of controls and enhancements to maintain and improve their explicit culture of integrity, honesty and compliance across Kingspan Group. These include rolling out ISO37301:2021 (the leading internationally recognized standard for Compliance Management Systems) and introducing the Kingspan Group Marketing Integrity Manual which consists of 13 clauses, internally audited, associated with ensuring accuracy in product information.



## 2.4 Case Study focus areas:

1. The needs and challenges that Kingspan faced
2. Why & how they identified Aproove as a suitable partner
3. The implementation approach
4. Key learnings and insights
5. Configuration & feature highlights
6. Looking ahead to the future for both Kingspan and Aproove

At Kingspan we have implemented a global product compliance and marketing programme that ensures the accuracy of our product information, operating to the ISO 37301 global compliance standard and underpinned by our Code of Conduct with its three pillars of integrity, honesty and compliance with the law.

In late 2022, we introduced a new global Environmental Claims Guide to ensure that all marketing claims relating to the sustainability performance of our products are robust and support our group vision of making a meaningful impact on decarbonisation and circularity in the built environment. In parallel, we are developing and delivering a technology backbone for accurate digital product information that also enables project efficiencies and better design decisions.

*“Product integrity is a fundamental aspect of our overall value proposition to our customers. This programme will drive market-leading infrastructure, technology and knowledge to support this important agenda”.*

*Gene M. Murtagh, Group Chief Executive (Kingspan)*



### 3.0 Challenges & opportunities

The Kingspan organisational structure is highly segmented, with divisions (or product groups) operating independently, with separate marketing teams for each region within the divisions. Kingspan has a Marketing Integrity Manual which provides guidelines on how cross-functional teams collaborate that marketing content can progress seamlessly through an end-to-end process for creation, review & approval.

The marketing departments are staffed with highly experienced teams, with full clarity on the processes, associated roles and responsibilities, and an embedded culture of compliance. These teams handle significant volumes of marketing content including datasheets, brochures, fact sheets, white papers and much more. This content must be updated regularly, multiple times a year.

To ensure full compliance, comprehensive review and approval processes are in place with (at a minimum) 4 separate individuals reviewing each change, ensuring the right level of technical knowledge and understanding.

Due to the siloed nature of these marketing teams, highly variable process by team, lack of fit-for-purpose tools and technologies and volumes of content, some key challenges were identified:

#### Challenges:

- **Auditing:** Inability to complete full and complete content audit trails effectively and efficiently
- **Inefficiency:** Time-consuming, labour intensive and inefficient content creation
- **Manual:** A lack of automation, leading to a significant risk of manual error, with key steps and tasks being missed and retrospective corrections having to be made
- **Lack of oversight:** Lack of visibility and oversight on work-in-progress projects, their status, participants involved and estimated time to completion
- **Compliance:** Ambitious targets ensuring 100% content accuracy, with every claim and every statement reviewed by the right people, with the right skills and experience

#### Opportunities

At all levels of the organisation, from group level to individual divisions, and from senior leadership to individuals within executional teams, a culture of compliance was already in place.

In 2022, the senior leadership team within Kingspan Insulation instigated key initiatives to address the identified challenges, including:

- Introduction of the Kingspan Group Marketing Integrity manual, which includes 13 clauses that every piece of marketing content must adhere to, including full auditing ability
- A review of the processes, tools and technologies used within Kingspan Insulation

*"The Aproove tool has been a key part of our stated aim to ensure all of our marketed product information is clear, accessible, accurate, up-to-date and unambiguous for our customers and the wider construction industry. The Aproove software allows tracked and recorded sign off from competent persons across our business. This is in line with our Kingspan Group Marketing Integrity Manual which consists of 13 clauses, internally audited, that are associated with ensuring accuracy in product information."* **Fiona Bashford (Marketing Director GB & Ireland)**

## 4. Business objectives & priorities:

The approach taken by Kingspan to identify business objectives and requirements followed a well-established best practice approach.

A Business Process Champion (BPC) was secured from within the organisation as a single point of contact for all stakeholders, to act on Senior Leadership's mandate, represent marketing and other stakeholder teams and identify the needs and solutions required.

### Engagement activities took place as follows:

- Review & assess existing processes: Deemed as fit-for-purpose. Shared process requirements. Significant variability in the process details across divisions and regions
- Assessed existing tools & platforms being used: No common platforms used. Mixture of manual review, mark-up/annotation & email. File sharing platforms. Spreadsheet tracking

The main business priorities were defined as:

1. Reduce workload for marketing teams
2. Improve compliance and reduce risk

### 4.1 Requirements & success criteria

Additional engagement and discovery took place within Kingspan to identify the 'must have' business requirements prior to a suitable solution being selected. These were defined as:

- **MUST:**
  - o Support full auditing capabilities throughout the content supply chain
  - o Provide a 'Marketing focused' user interface and experience (UI/UX)
  - o Accommodate significant variability in workflow needs in a scalable way
  - o Demonstrate deep review & sign-off capabilities, such as page-by-page review & tracked sign-off by individual, team and experience level
  - o Allow for single-sign-on (SSO), and integrate with Kingspan's identity solution
  - o Demonstrate robust security and data confidentiality management
  - o Be accessed through a web-based environment and be mobile enabled
- **SHOULD:**
  - o Ensure strong back-up & storage capabilities
  - o Support knowledge continuity management (No information loss with staff rotation)
  - o Allow for integration with solutions such as Digital Asset Management (DAM), Product Information Management (PIM) and Content Management Systems (CMS)

As no suitable internal solution was available, a market review process took place to identify potential solution providers (20-30 platforms were assessed). Based on that initial research, in February 2022, Aproove were identified via their website and were approached directly.

Aproove subsequently engaged in discovery discussions directly with Kingspan. They further expanded on key business outcomes and success criteria as follows:

1. Automation of the current manual business workflow process
2. Centralized holistic view of all ongoing projects, showing the current status
3. Increased capacity in the marketing team
4. Decreased number of hours taken on projects by eliminating repetitive tasks with automation
5. Ensuring all compliance steps are taken

6. Having a complete audit trail on every project both during and after completion

#### 4.2 Selection process:

Following the initial request sent by Kingspan, the Aproove COO responded to coordinate discovery and requirements gathering. Aproove uses the following best-practice methodology to ensure they meet their clients' needs and objectives.



Aproove provided an initial system demonstration and requested 'as-is' workflow examples from Kingspan. A high-level configuration of the Aproove platform took place to incorporate Kingspan's workflow, followed by a second system demonstration.

The objectives of this approach are to ensure that:

1. Visualisation of Kingspan's day-to-day activity can be seen within the Aproove application
2. Optimisation opportunities can be highlighted and made within the workflow
3. A deep dive focus on selected steps is delivered (In this case, process looping & versioning) to demonstrate future capabilities that will be possible through system configuration

Although the initial demonstrations were very well received, Kingspan took a significant pause in proceedings to consider their options and secure buy-in from the relevant divisions and regions. Previous technology solutions at Kingspan had faced challenges due to a lack of internal Change Management, leading to limited system adoption. Thus, this was an important step that had to be completed before the implementation could proceed.

In February 2023, Kingspan approached Aproove again requesting a Proof-of-Concept implementation. Terms for this PoC were agreed between all parties, and implementation began. The primary reasons why Aproove was selected were:

1. Ease of use, marketing-focussed and intuitive user experience
2. Robust technology capabilities
3. Responsiveness and support of the Aproove team
4. Secure infrastructure with dedicated infrastructure (not multi-tenant)

## 5. Implementation experience

In this section of the case study, we will explore the approach taken by Aproove through discovery, configuration, testing, and post-launch support at Kingspan.

### 5.1 Approach

- Discovery: Aproove led by sending a pre-discovery questionnaire and conducting a wide range of interviews with Kingspan contributors and stakeholders.

The purpose of this discovery was to capture detailed requirements and prepare a full and complete scope of work. This included: Migration requirements, types of files to be supported, domain details, single-sign-on requirements, user groups and roles for permissions configuration.

- Configuration: Configuration of the platform was delivered entirely by Aproove, according to defined requirements. This was delivered on time, to client expectations.
- Testing: User acceptance testing took place over 3 weeks and was led by the Aproove team.

Day 1 involved an introduction to personas and tasks assigned to each persona. An end-to-end workflow demonstration was included, inviting one of the trainees from each team to 'take control' of the screen and act out the tasks required.

Day 2 involved spending an hour with each testing team, aligned to personas, ensuring that they were fully aware of the of the workflow components and providing 'cheat-sheets'.

From Day 3 onwards, a daily 'drop-in' call was provided, and included an 'issue register'. Every day during testing, the 'issue register' captured feedback, and categorised them as training required, configuration required, or bug/system issue. Any configuration or issues identified were usually resolved by the next day.

- Post-launch support: Following user-acceptance-testing, Kingspan went 'live' with the initial GB&I teams. During the following 3 weeks, Aproove provided a Hypercare support period for system users.

The transition to go-live was smooth, with a gradual adoption as new projects were required. Due to the decision taken to not migrate historical projects, in-progress projects were allowed to 'complete' using the previous process, and new ones were initiated in the Aproove solution.

The 'issue register' was maintained during this period, and a very fast response and support rate was provided by the Aproove team.

Key learnings & insights
The discovery approach taken aligns with best practices, ensuring that expectations are met
An internal team to lead requirements gathering can often provide additional benefits
As was successfully done here, initial platform configuration delivered by system-experts
A client-side system admin would have been ideal to 'shadow' the implementation team
The "Premium" user acceptance testing approach taken in this case is highly recommended
Internal system admins would enable workflow & user changes as needed, with lower costs
A smooth transition was delivered facilitated by a smaller initial launch with incremental rollout

## 5.2 Stakeholder participation

Stakeholders involved fell into 3 distinct groups:

1. Aproove Services team: Led by the COO
2. Kingspan project coordinator: Business Process Champion (BPC)
3. Two regions selected to participate in the initial launch

The Aproove Services team engaged directly with stakeholders within the two selected regions.

Roles engaged included: Marketing, Technical coordinators, Agencies, Level 1 and 2 technical checks, Managing Director, Head of Marketing, Commercial, Product Management and Compliance.

Engagement from the one of the regions team was consistently high throughout. Unfortunately, the second region did not engage fully due to unknown factors. As a consequence, the first launch proceeded solely with the GB&I region, followed by other regions.

### Learnings:

1. Very tight collaboration between the Kingspan Project Team and the Aproove Services team ensured that requirements were captured and all relevant stakeholders were engaged.
2. It was a positive that more than one region was selected for the initial launch. Starting with one region that was able to pioneer the technology, workflow and structure provided a template that made it easier to onboard other regions beyond GB&I.

## 5.2 Governance

Good governance is critical for any initiative, to ensure that delivery remains 'on-track' and scope-creep is avoided, to manage stakeholder expectations and ensure quality of outputs and delivery. A good governance structure can have stakeholders from both inside and outside of the business, but overall accountability and leadership must remain with the business.

In this initiative, governance was very well managed with the outcome being that the deployment went live as expected, and user adoption continues from strength-to-strength:

### 1. Workflow projects:

Governance for projects leveraged a key feature of the Aproove solution, the "Conflict Manager" role. With this feature, a Conflict Manager is assigned to steps of the workflow, and separate contacts can be assigned to different steps and stages of the workflow. The role of the Conflict Manager is separate from the Project Manager who has oversight on the whole project & progress. The Conflict Manager can be invoked (either automatically or manually) if a task hasn't been completed, or to resolve a dispute / disagreement between two different parties. This is an excellent use of technology to resolve issues on the fly and ensure that projects proceed smoothly without unnecessary monitoring overheads.

### 2. Solution deployment:

At all times, the Business Process Champion at Kingspan was (and remains) in place to coordinate requirements and ensure project governance. Any new requirements submitted by various stakeholder groups are put through a first triage by the BPC, to differentiate between knowledge and training needs vs. system configuration and functional requirements. These are then assigned to and addressed by the Aproove managed services team. This is an extremely positive step to ensure consistency of requirements and avoid platform scope creep. A key improvement to this governance setup would be the inclusion of one or more Kingspan system administrators.

### 5.3 Communications & change management

Change Management was driven by a top-down, mandate led approach. Due to the inherent culture of compliance at Kingspan, coupled with the renewed drive and mandate from Kingspan Senior Leadership, this was effective as a 'non-negotiable' solution to be used.

This was well complemented by the Aproove Services team who invested considerable time and effort ensuring that all queries were addressed promptly, and that excellent service was delivered. All requests and queries were typically resolved within 24-48 hours (unless it required more in-depth analysis), without any push-back or reservations.

Communications was (and continues to be) managed through the BPC at Kingspan and remains effective as evidenced by the continued solution adoption.

There was a little anxiety at first from key stakeholders, who were nervous that this solution might mean more work and would make day-to-day tasks harder, as is always the case when a new solution is introduced. The solution was also less appealing for regions with smaller teams, as the efficiency gains for project and team collaboration wasn't as great when offset against the overheads for solution learning and adoption.

One of the biggest supporters was the technical teams, as it significantly reduced their workloads and made their lives much easier.

It is worth noting that in other organisations, an exclusively top-down, mandate led approach may not always be effective. Some stakeholder groups will require and benefit from additional persuasion and explanation on the benefits of the company, vs the department/region vs. the individuals involved. The most effective form of change management is a combination of both; A top-down mandate, and a bottom-up program of engagement and change management.



## 6. Configuration & feature highlights

At Kingspan, the Aproove solution is used for workflows (on content which has already been created outside of the solution) as well as wide range of proofing capabilities. It should be highlighted that Kingspan does not use the full range of Aproove capabilities today, presenting extended opportunities & benefits when the platform is extended and adopted.

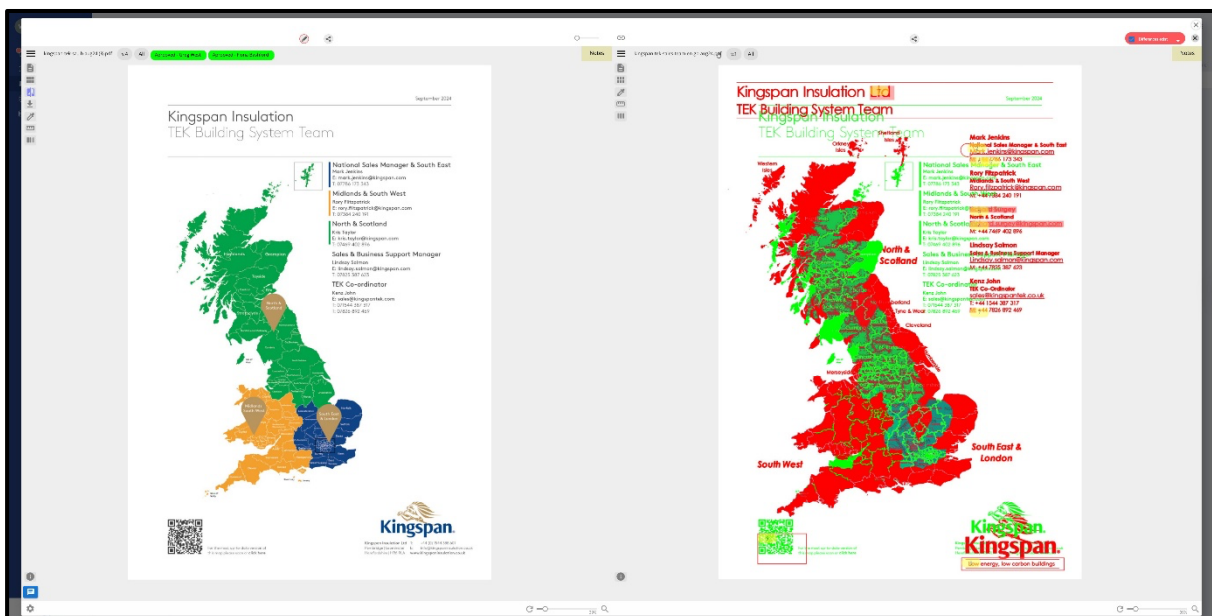
The following are key Aproove features which have been highlighted by Kingspan users:

Requirement vs. Highlighted feature	Side-by-side comparison	Mark-up tools	Version control comparing	Automated notifications	Comments & in-review chat
Full auditing capabilities		✓	✓		✓
Marketing-focussed UI/UX	✓	✓		✓	✓
Workflow variability			✓	✓	✓
Review & sign-off	✓	✓	✓	✓	✓

Outcome vs. Highlighted feature	Side-by-side comparison	Mark-up tools	Version control comparing	Automated notifications	Comments & in-review chat
Automation				✓	
Progress management		✓	✓	✓	
Capacity & efficiency	✓	✓	✓	✓	✓
Compliance	✓		✓	✓	✓

### 6.1 Side-by-side comparison

When comparing different version of a proof, it is possible view both proofs side-by-side, along with a slider that makes differences easy to identify and compare.



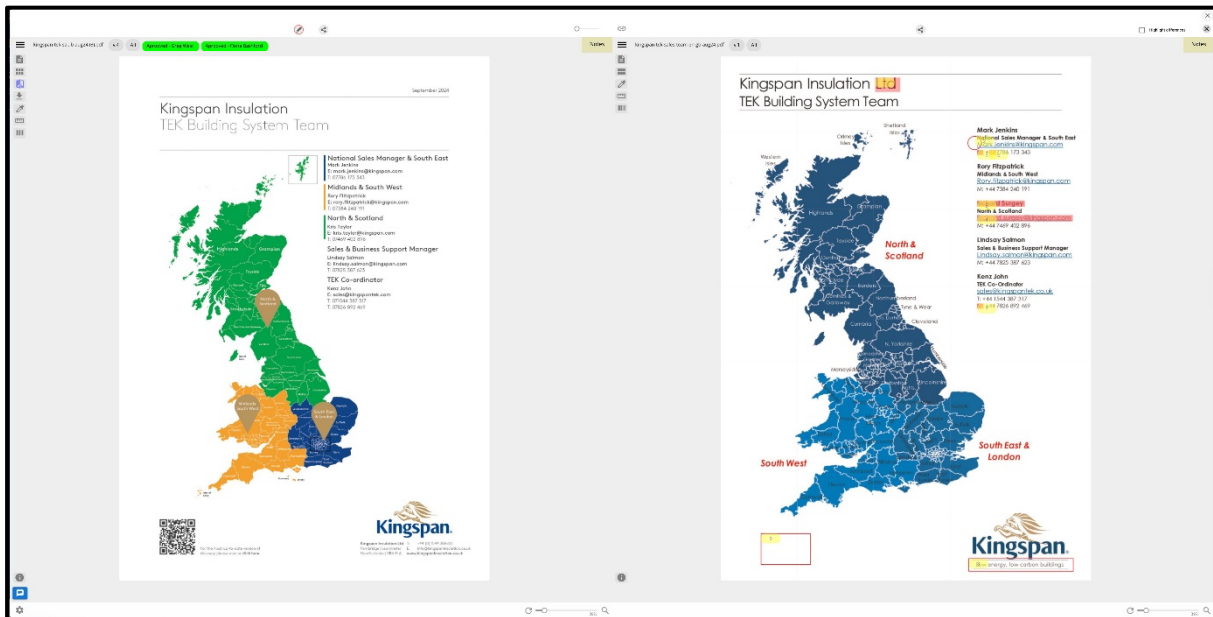
*"The side-by-side comparison with the slider lets you see what's changed, pixel by pixel. That was my absolute number 1 game changer. No one else had that. That was amazing."* **Lucy Reeve (Business Process Champion)**

*"With the side-by-side compare, I only have to review the sections that have been changed, I don't have to review it from scratch."* **Ramona Donnelly (Head of Product Testing & Certification)**

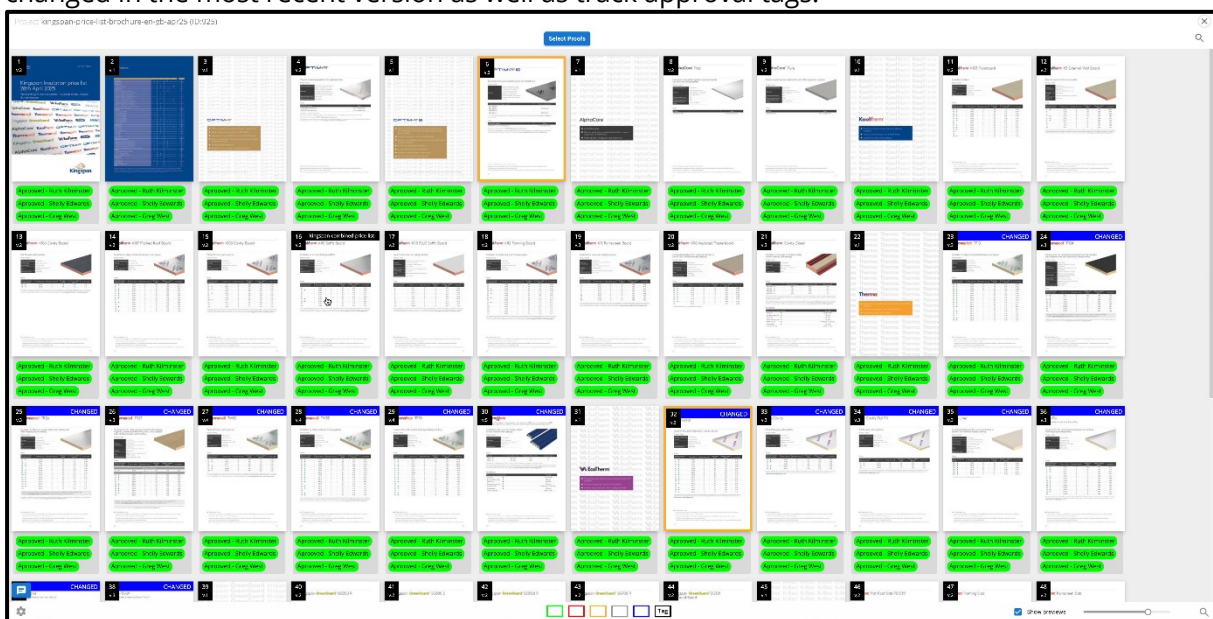


### 6.3 Version control comparing:

Document version control, coupled with the above-mentioned comparison tools allow users to revert back to previous iterations, determine what has changed, and request changes.



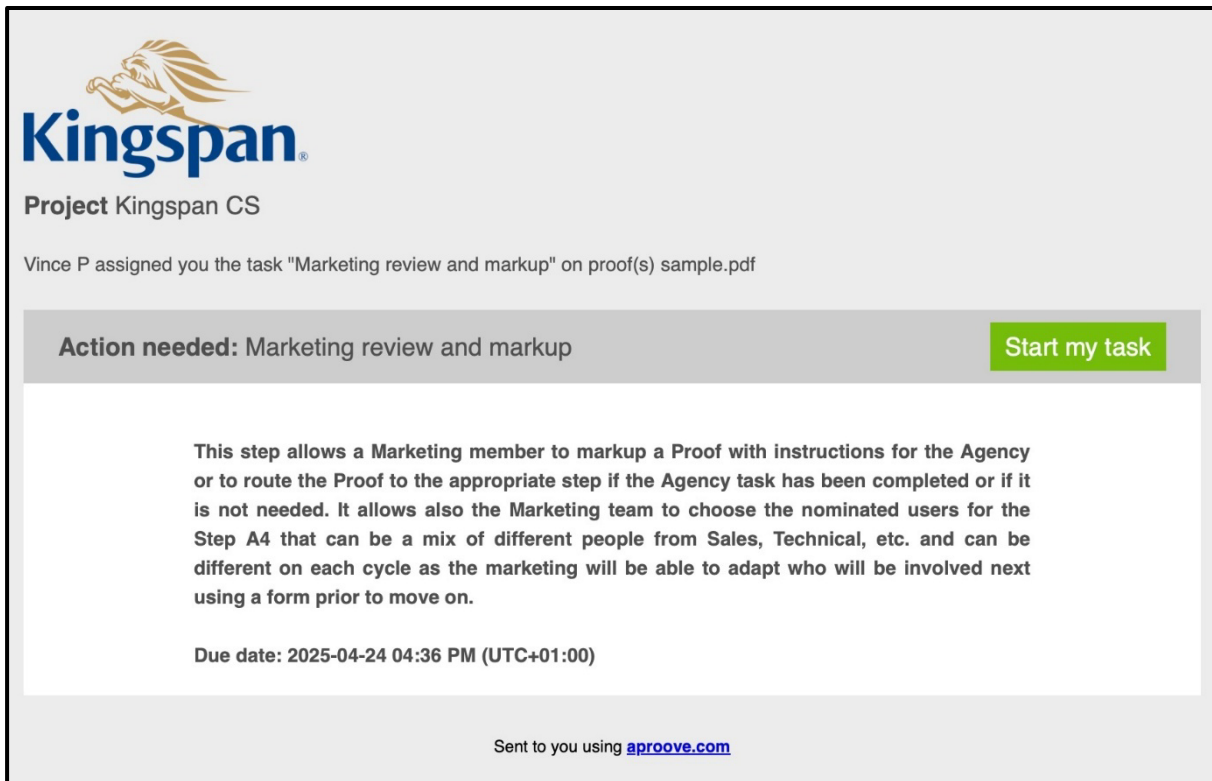
Version controlled is also supported through the flat plan view. You can see each page that has changed (example, V1 through to V5), with Smart Change detection on specific pages that have changed in the most recent version as well as track approval tags.



*"It's always a struggle to review an original version versus a newer version. What Aprovee allows you to do is compare and contrast on the on the same screen, the same document and the same page. If any changes have been made it gives you a check against the old version to show that everything that's been asked for has been applied." **Greg West (Marketing Manager, GB&I)***

## 6.4 Automated notifications

Notifications can be configured to trigger when the workflow has reached a particular stage, when a task has been assigned and much more. These notifications can be received either within the application or sent as an email to the assigned user.



**Kingspan**  
Project Kingspan CS

Vince P assigned you the task "Marketing review and markup" on proof(s) sample.pdf

**Action needed:** Marketing review and markup [Start my task](#)

This step allows a Marketing member to markup a Proof with instructions for the Agency or to route the Proof to the appropriate step if the Agency task has been completed or if it is not needed. It allows also the Marketing team to choose the nominated users for the Step A4 that can be a mix of different people from Sales, Technical, etc. and can be different on each cycle as the marketing will be able to adapt who will be involved next using a form prior to move on.

Due date: 2025-04-24 04:36 PM (UTC+01:00)

Sent to you using [approve.com](https://approve.com)

*"Automated notifications advise us on project status and completion. They give me a 360 view of everything that's going on, which obviously helps us to save time and prioritise what's required."* **Greg West (Marketing Manager, GB&I)**

*"I like that that the notification automatically sends a link to the document to be reviewed"*  
**Ramona Donnelly (Head of Product Testing & Certification)**

## 6.5 Comments & in-review chat

Users can not only provide comments and feedback on documents, but they can also see comments posted by other users. A chat functionality is also available which allows users to interact in parallel to the workflow task and can also trigger further tasks and actions. This allows full interaction with all parties to take place entirely within Aprovee, recording and preserving a full audit trail.

The screenshot displays a chat window on the left side of a presentation slide. The chat window is titled 'PROJECT Kingspan CS CHAT ROOM (1126)' and shows a list of messages. The messages are as follows:

- A.02 Marketing Review & Markup (17:16)
- A.04 Nominated Reviewers (17:19)
- A.02 Marketing Review & Markup (17:20)
- A.03 Agency - Review & Upload New Version (17:21)
- A.02 Marketing Review & Markup (17:21)
- A.09 Final Sign-off (17:21)
- A.02 Marketing Review & Markup (17:19)

The presentation slide in the background is for 'Kingspan Insulation Ltd TEK Building System Team'. It features a map of the United Kingdom with regional labels: 'South West', 'North & Scotland', and 'South East & London'. On the right side of the slide, there is contact information for four team members:

- Mark Jenkins**  
Regional Sales Manager & South East  
mark.jenkins@kingspan.com  
M: +44 1786 173 343
- Rory Fitzpatrick**  
Midlands & South West  
Rory.fitzpatrick@kingspan.com  
M: +44 7384 240 191
- Lindsay Salmon**  
North & Scotland  
lindsay.salmon@kingspan.com  
M: +44 7469 402 896
- Kenz John**  
TEK Co-ordinator  
sales@kingcentek.co.uk  
T: +44 1544 367 317  
M: +44 7826 892 469

The Kingspan logo is located at the bottom right of the slide, with the tagline 'Low energy, low carbon buildings'.

*"I really like the feature of being able to see comments from others (who raised it, do I agree). I am able to reply to those comments, clarify and provide answers to questions for all reviewers, not just marketing. This means there is one version that I (and others) can see all at once."*

**Ramona Donnelly (Head of Product Testing & Certification)**

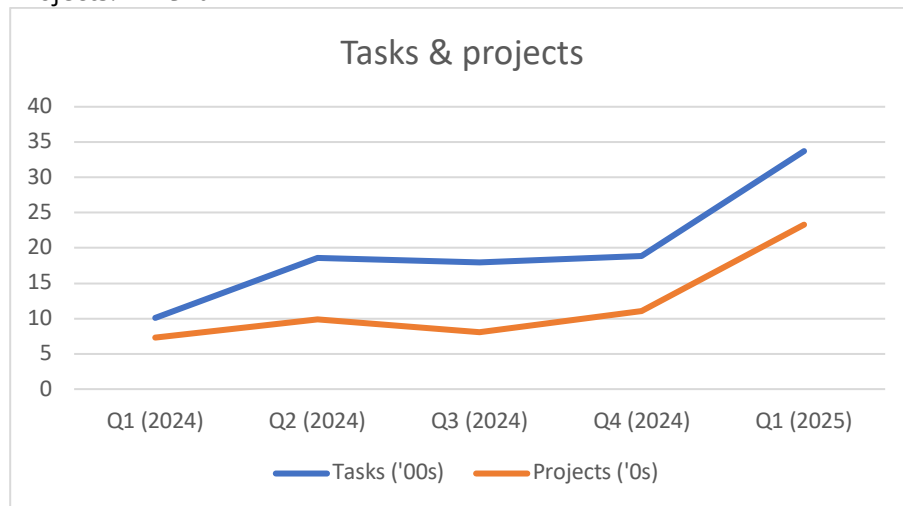
## 7. Success metrics and Net Promoter Score (initial launch, GB&I January 2024)

The following section focuses on measurable outcomes aligned to desired business outcomes. The statistics and data presented are from the initial Kingspan launch across Kingspan in Great Britain and Ireland in January 2024.

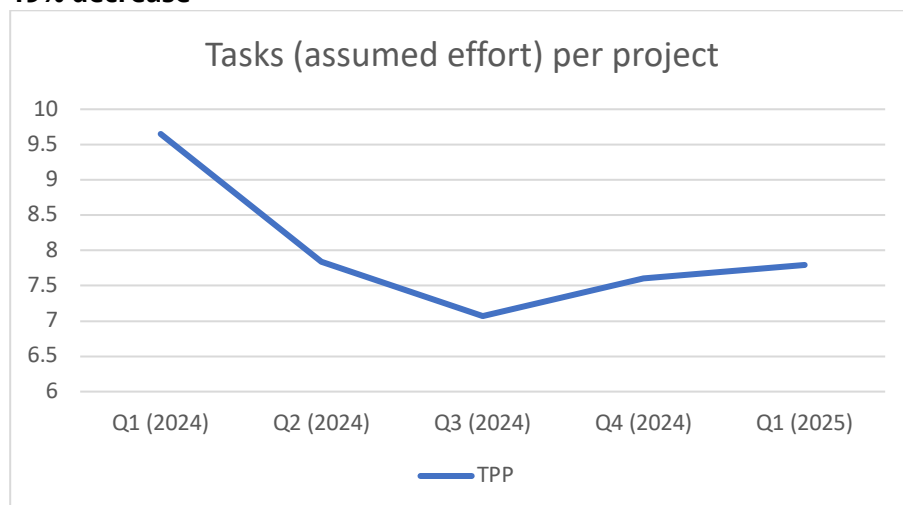
Note: As the pre-Approve environment was fully manual and lacked auditing and measuring capabilities, there is a lack of a definitive baseline to compare with. Therefore, these figures have all be drawn from Approve, highlighting progress made within the last calendar year.

### 7.1 Success metrics

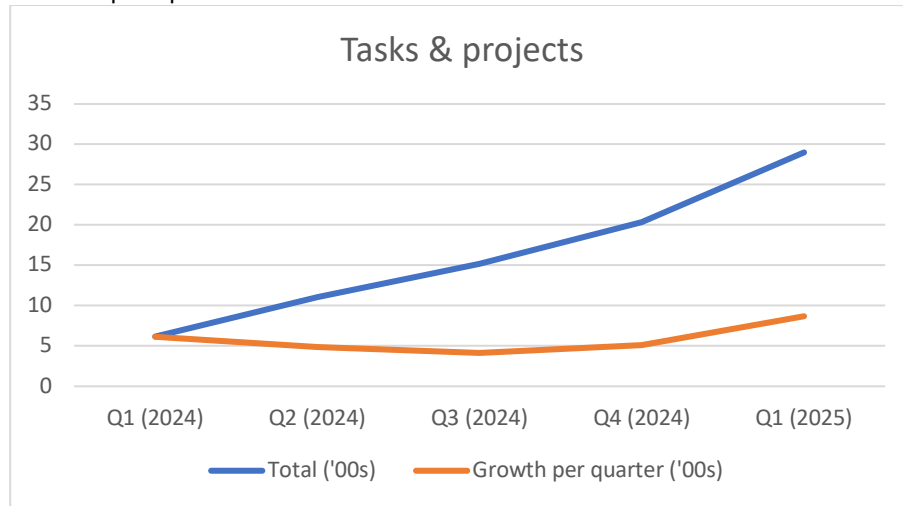
- **Outcome:** Having a complete audit trail on every project both during and after completion
- **Metric:** Growth in auditable tasks and projects (Q1 2024 vs. Q1 2025):
  - o Tasks: **+234%**
  - o Projects: **+219%**



- **Outcomes:**
  - o Decreased number of hours taken on projects by eliminating repetitive tasks
- **Metric:** Tasks (assumed effort) per project:
  - o **19% decrease**



- **Outcomes:**
  - o Ensuring all compliance steps are taken
  - o Having a complete audit trail on every project both during and after completion
- **Metric:** Assets under full compliance management & auditable
  - o Total: **+370%**
  - o Growth per quarter: **+41%**



## 7.2 Net Promoter Score

This is a metric used to gauge user satisfaction by measuring the likelihood of recommending the solution to others. Note: The sample size taken was small (4 key stakeholders interviewed).

- **NPS: 9.5 out of 10**

*"It made everyone's life easier" Lucy Reeve (Business Process Champion)*

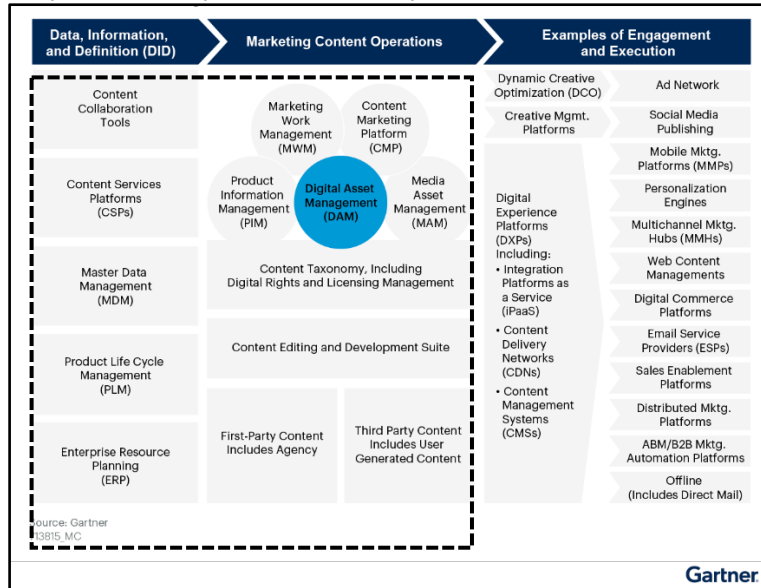
*"I can't imagine life without it" Greg West (Marketing Manager, GB&I)*

*"The Aproove team are the best team in the world. I feel like I'm their only customer, they are always there for me." Monika Marcinkowska (Divisional Digital Marketing Manager)*

*"Everyone understands compliance, what's required to do from them and why. Information is easy to find and understand." Ramona Donnelly (Head of Product Testing and Certification)*

## 8. Technical Infrastructure Overview

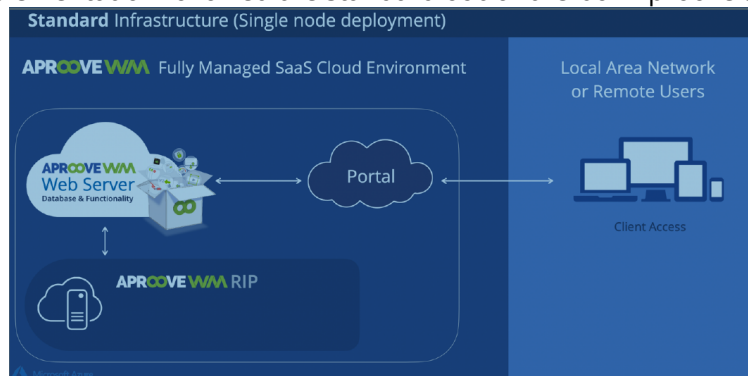
The Aproove platform enables and connects within the Marketing Content Operations layers within Kroger's Martech Ecosystem, primarily supporting Data Information Definition and Marketing Content Operations capabilities (\*as depicted in the Gartner model below).



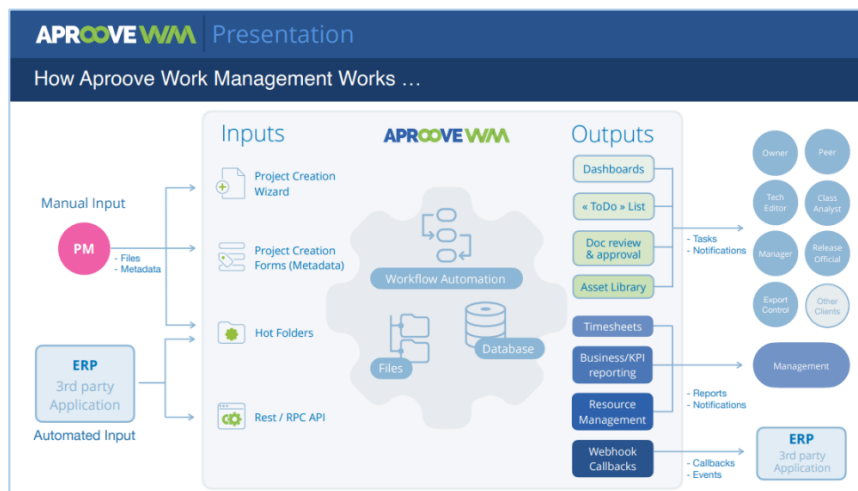
\*Source: Gartner Market Guide for Digital Asset Management 2021

## Kingspan & Approve System Overview

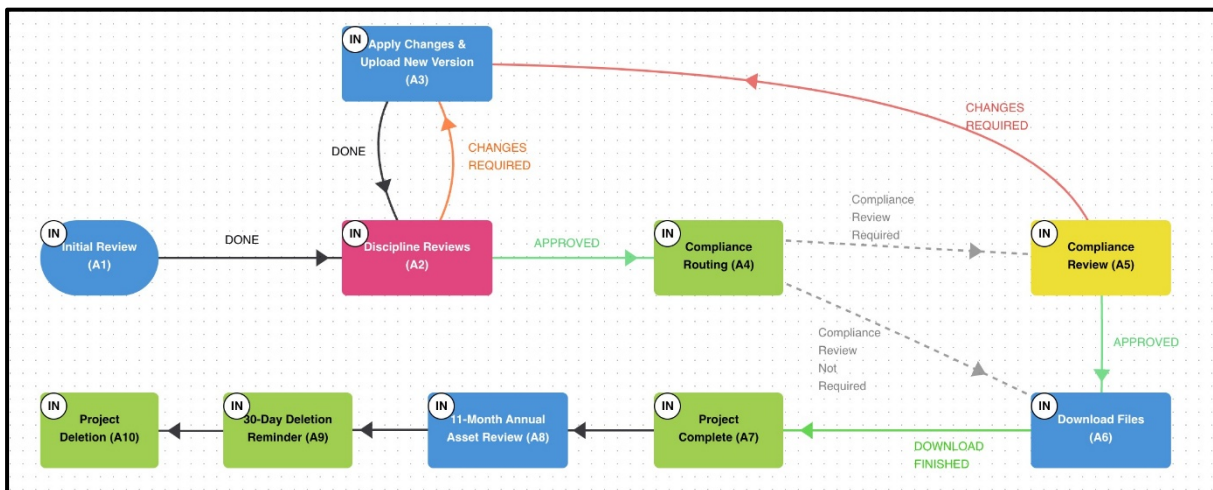
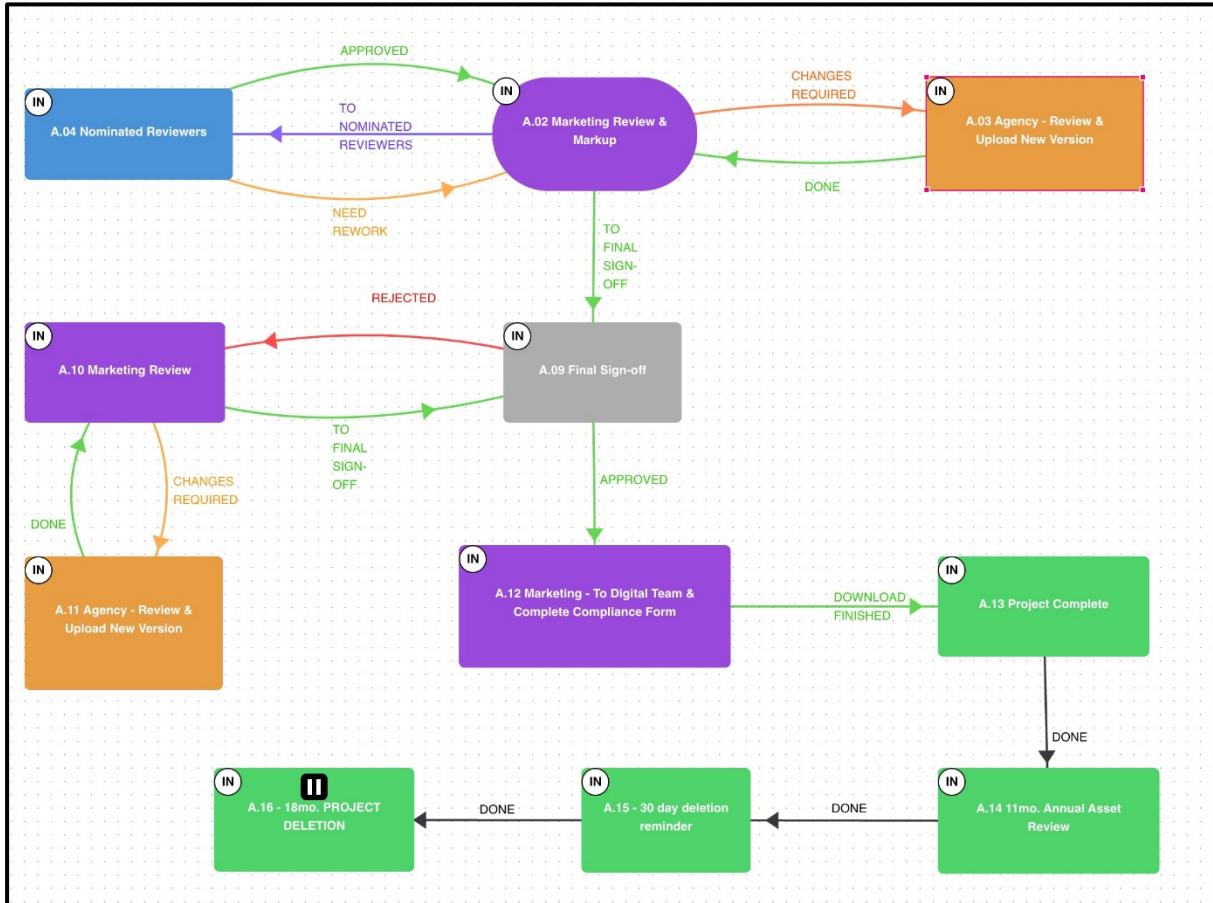
The Kingspan implementation followed the standard out-of-the-box Aproove architecture model.



Aproove offers bespoke infrastructure designed to scale effortlessly—whether to support thousands of users, handle high volumes of data, or both. For large-scale deployments, customers can implement clustered, multi-node systems. Thanks to highly optimized code, Aproove maintains an exceptionally low system footprint, ensuring performance without compromise.



Workflow examples:



## 9. Future focus: Kingspan & Aproove

Looking ahead, we examine what are the future opportunities for Kingspan and Aproove. These opportunities would need to be further examined through an initial discovery period and be supported by an appropriate return-on-investment business case.

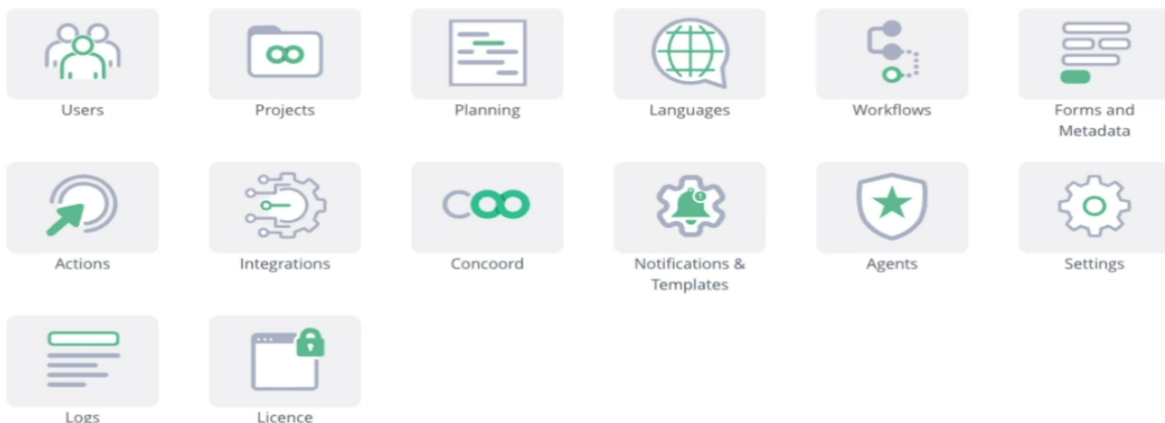
**Kingspan Future Focus:** There are capabilities within the Aproove platform that could be utilised more fully to manage the end-to-end content lifecycle, including:

1. Project setup, planning, briefing & data collection:
  - a. Today, the process for Kingspan in Aproove 'starts' when the document is already completed. It is then uploaded for review & approval.
  - b. The opportunity is there to leverage Aproove for initial project setup.
  - c. New documents, or document change requirements could be 'briefed' within Aproove, data required to complete those updates could be incrementally captured as part of an extended workflow.
  - d. The benefits would be two-fold:
    - i. Ensuring that the full content lifecycle is captured and auditable
    - ii. Provide significant time savings and efficiency gains.
  - e. Dependencies:
    - i. Integration with a chosen Product Information Management system (PIM). If this is not in place, the data would need to be manually collected and transferred into Aproove. Although this is what is being done today, the time savings and efficiency gains could be unlimited.
    - ii. Buy-in from a critical mass of regions / stakeholders. In order for the up-front investment to be viable, there should be sufficient interest and engagement from Kingspan regions.
2. Up-stream & downstream platform integrations:
  - a. The following integrations would be beneficial to explore:
    - i. Master data Management (MDM): Integrate with Kingspan's single-source-of-truth for data objects. This will ensure that any integrations are correctly aligned, work smoothly and deliver automation value.
    - ii. Product Information Management (PIM): Bi-directional integration to consume product data from the PIM and distribute final and approved assets back to the PIM for syndication to channels.
    - iii. Customer Relationship Management (CRM): Provide a down-stream integration that allows the CRM to integrate website forms, improve customer experience, and enable automation.
    - iv. Content Management Systems (CMS): Currently, CMS workflows are handled separately. Rather than duplicate workflow management in two applications, a bi-directional integration could leverage existing strong Aproove workflow capabilities on the CMS' behalf.
3. Integration with AI & Automation capabilities:
  - a. Considering the fast pace of innovation in the areas of AI, we should consider what additional opportunities they could potentially bring.
  - b. It is worth noting that to ensure full compliance, delegating such tasks and activities to AI is not likely to be acceptable for the foreseeable future.
  - c. However, there are still opportunities to consider when it comes to leveraging AI for pre-flight checks, adherence to standards and guidelines, and generating marketing copy & descriptions (which would then need to be subsequently reviewed, optimised and approved by appropriately knowledgeable and skilled teams).
  - d. This could bring further benefits of efficiency & improved speed-to-market.

**Aproove Future Focus:** Building on a very strong existing product capabilities, as part of this white paper, we had the privilege of engaging with the Aproove founder and CTO on what exciting new developments are on the roadmap.

1. Office online integration with Microsoft:
  - a. Users will be able to edit and review documents using native Microsoft applications such as Word and PowerPoint.
  - b. Any comments and interactions that are made by users within these documents will be fully tracked, linked to workflows and auditable as part of the Aproove workflow.
  - c. Business outcomes enabled:
    - i. Full compliance, traceability and auditability: Even when working in office documents, no action taken will be missed.
    - ii. Additional automation opportunities: Content can be more fully extracted, managed and distributed to enable workflow automation.
2. Behavioural Programming user experience (4<sup>th</sup> Generation UI/UX):
  - a. Building on the core Aproove principles of ultimate configurability, stability and scalability, Aproove are enhancing their future user interface & experience.
  - b. The 4<sup>th</sup> generation UI/UX will go one step further than providing a 'headless' application with a customisable UI/UX.
  - c. The new user experience (currently developed for the Admin interface) will limitlessly configurable, with limited technical knowledge required (Low code / No code). Nothing will be hard coded, everything will be configurable.
  - d. This will also be possible without impacting the technology overhead, both from an application and a client environment maintenance.
  - e. Business outcomes enabled:
    - i. Lower barriers to entry: Users will be able to work in an environment which is intimately familiar and personalised to their needs. Lower training and change management requirements will mean that the platform can be adopted increasingly quickly and more fully.
    - ii. Suitable for a wider range of industries and departments: Any industry, organisation, department or team will be able to configure the application to suit their needs, allowing for an intuitive and scalable experience for all.

**aproove** | admin



## 10. Appendix and references

### 10.1 About Kingspan

Kingspan is the global leader in high-performance insulation and building envelope solutions. Their mission is to accelerate a net zero emissions built environment with people and planet at its heart.

Founded in the 1960s, Kingspan trades in over 80 countries, with more than 210 factories and employees over 22,000 people. It operates five divisions: Insulated Panels, Insulation, Kingspan Light, Air & Water, Data & Flooring, Roof and Waterproofing.

#### **What they do:**

Kingspan designs and manufactures products for various applications, including insulated panels, insulation boards, roofing systems, facades, and daylighting solutions.

#### **Focus Areas:**

Their products are designed to maximize efficiency, performance, and fire protection, with a focus on thermal efficiency, fire safety, and durability.

#### **Products:**

- Insulated Panels: Kingspan is a leading manufacturer of high-performance insulated panel systems, including their proprietary QuadCore technology.
- Insulation Boards: They offer a range of insulation boards for various applications, including roofs, walls, and floors.
- Other Building Envelope Solutions: Kingspan also provides solutions for roofing systems, facades, and daylighting.

#### **Sustainability:**

Kingspan is committed to sustainability and has a long-term commitment to delivering a sustainable agenda through their "Planet Passionate" program, focusing on climate change, circularity, and the protection of the natural world.

#### **Global Presence:**

Kingspan operates in over 80 countries with more than 210 factories and employs over 22,000 people worldwide.

#### **Divisions:**

The company operates with five divisions: Insulated Panels, Insulation, Kingspan Light, Air & Water, Data & Flooring, and Roof & Waterproofing.

#### **Mission:**

Kingspan's mission is to accelerate a net-zero emissions future built environment, enabling circular, de-carbonized buildings, enhancing occupant wellbeing, and harnessing natural resources for renewable energy and sustainable water management.

## 10.2 About Aproove

Aproove Work Management is a privately owned company, first incorporated in Belgium in 2004, with Aproove USA opening in 2017. Since its inception, Aproove has been at the forefront of innovation, evolving into a powerful, enterprise-class Work Management platform that helps organizations optimize workflows, improve collaboration, and meet critical compliance requirements.

Aproove initially served the graphic arts industry, offering fully integrated software and hardware solutions. In 2008, recognizing a gap in the market for Online Proofing solutions that could support large corporate clients with complex and regulated processes, Aproove transitioned into software development. This pivot led to the launch of the Aproove Online Proofing solution, which quickly gained traction among enterprise customers.

By 2012, Aproove had expanded internationally, providing marketing teams, brands and enterprises with a robust Online Proofing tool. As the platform grew, it became evident that Aproove was doing much more than proofing—it had evolved into a comprehensive Work Management solution designed to handle complex enterprise workflows.

Today, Aproove is a highly configurable and holistic Work Management platform that delivers six key functional capabilities. These capabilities have been adapted across a diverse range of industries, including Retail and Grocery Brands, Insurance, Financial Services, Government & Public Sector, Healthcare, Pharma, Luxury Brands and FMCGs. In these industries where compliance is non-negotiable, Aproove ensures that teams adhere to stringent regulatory standards while maintaining efficiency and creativity.

At the heart of the business is a relentless focus on customer success. This is what elevates Aproove from being a useful enterprise tool to being a business-critical, value driving platform providing clients with immediate and long-term benefits in terms of efficiency, effectiveness, customer experience, and employee engagement.

As of 2025, Aproove is the ONLY software tool available that integrates project planning, collaboration, heavy review, commenting and approvals, while encompassing all stages of the project process. Whether handling complex business processes, document review sign-offs, or intricate compliance layers, Aproove seamlessly supports it all. With a clear project planning focus, Aproove is uniquely equipped to manage the entire lifecycle of a project—from initial planning to final approval—making it indispensable for organizations that need to ensure accuracy, compliance, and efficiency in their workflows.

### **10.3 Data Sources & references:**

This case study combines Vendor and Product demonstrations of product functionality to validate details of product capabilities, along with structured interviews and question and answers sessions, reference calls and surveys with a representative stakeholder group across all relevant Kingspan teams.

Source: Gartner Market Guide for Digital Asset Management 2021

#### **Industry context sources:**

\*[www.british-assessment.co.uk](http://www.british-assessment.co.uk)

\*\*[Global Construction Market Forecast 2024-2033](#)

\*\*\*[The-next-normal-in-construction.pdf](#)