



"Rewiring B2B: How GWA Group Transformed Its Digital Core"

GWA Group Customer Experience Transformation



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GWA Group



ROYAL CYBER

CAROMA

METHVEN

CLARK

dorf

Fasten Your Seatbelt. Enjoy the Ride. Experience UBER.

UBER is GWA's digital program designed to accelerate our journey towards a more customer-centric, efficient, and competitive business model.

It aims to revolutionise how our plumbers, trade merchants, specifiers and consumers interact with us, making every transaction as smooth and easy as a ride with Uber.

Situation in 2024

Digital as an afterthought to Sales, Marketing and Engagement...

GWA was a traditional analog channel with **limited self-serve digital capabilities for their merchant/trade customers.**

- The digital platforms were end-of-life and offered our customers a disjointed and poor experience.
- Concerns about the security of the GWA public web applications.
- GWA lagged behind industry leaders in offering an omnichannel experience.
- Huge Technical Debt just to keep lights on.

The screenshot shows the CAROMA website interface. At the top, there are navigation links for 'DELIVERY ESTIMATOR' and 'WHERE'S MY ORDER'. The CAROMA logo is visible in the top left. A menu icon is on the left side. The main content area features a grey box with the text: 'PLEASE NOTE THAT SOME FILES ARE NOT AVAILABLE FOR SOME PRODUCTS'. Below this, there are two columns of file types: OBJ FILE, RFA FILE, DXF FILE, TECHNICAL MANUAL PAGE, SKP FILE, DAE FILE, 3DS FILE, and PLUMBERS HANDBOOK. Each file type has a list of 'Contura Soft Close Seat' items. Below the file list is a section titled 'YOUR SPECIFICATION' with a form to enter an email address and buttons for 'EMAIL THIS SELECTION' and 'PRINT THIS SELECTION'. Two product images are shown: 'Smart Command Invisi II Panel - White' and 'Contura Soft Close Seat with GermGard®'. Below each image is the price and a status indicator 'IN SPEC'. At the bottom, there is a 'SUPPORT FILES' section with a note about downloading 3D models and other files.

Fast Track to 2025

Each experience tailored to support customer needs (B2B Merchants, Retailers, Plumbers, Specifiers...)



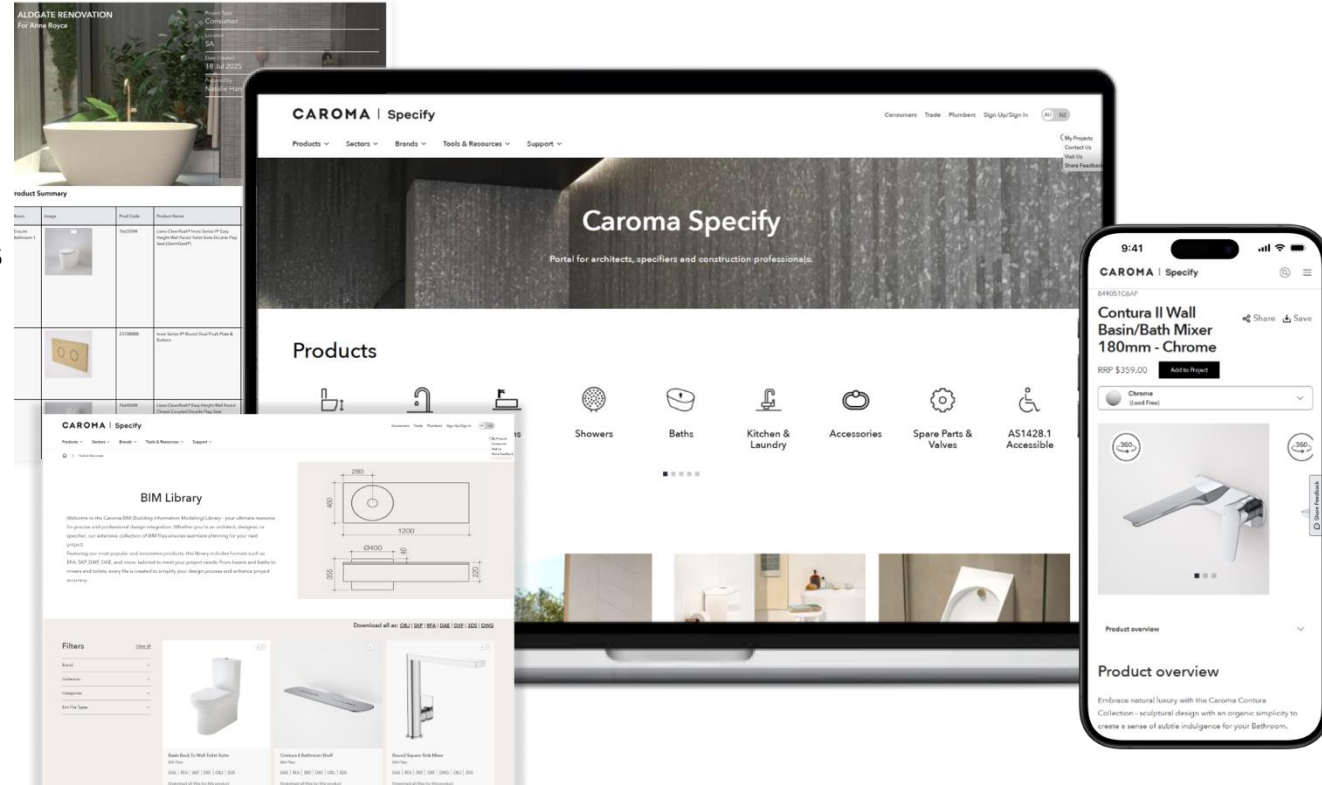
ONLINE RETAILER

Top Features

- **Where's My Order:** end-to-end order tracking in real time
- **Manage Orders** – Order history
- **Team Management** – setting up their teams for access
- **Product Pricelist** – Merchant-specific branch pricing by item

What our Customers Think

- ✓ Simplified Online Order and Shopping Experience
- ✓ In-Context Pricing Flexibility Valued
- ✓ Improved Credit Claim Process



High Level Outcomes in 2025

1

Grown Digital Transactions, Revenues and Automation and transformed NPS

Deflecting our traditional channels to digital and driving significant revenue and transforming B2B experiences from -40 NPS

--
Traditional

++
Digital

\$15M Orders Automated

++
NPS

2

Transforming to an e-Commerce Leader

Integrated Transactional capability, Marketing Automation time, Customer-centric Tailored experiences

commercetools

ContentStack

Marketing Automation

Algolia

3

Secured our business and data by removing technical debt

Implemented secure and scalable enterprise architecture and achieved ISO27001 for our Caroma SmartCommand IOT Product

3 Pen Tests

Composable Architecture

25 Domains Closed

IOT Replacement

GWA's Digital Core Transformation

Built for the Uniqueness of each Customer Segment & to enhance Customer Experience



GWA
Group Limited

GWA used its deep understanding of their customers segments, their needs and their pain points to shape new customer journeys and digital products

AT A GLANCE



COMMERCIAL PLUMBER

RESIDENTIAL PLUMBER

Nature of Job	<table border="1"> <tr> <td>Size</td> <td>Medium to Large</td> </tr> <tr> <td>Type</td> <td>Primarily Commercial New Build Installations, Refurbs and Maintenance; Sometimes Large-scale Resi New Builds</td> </tr> <tr> <td>Spend</td> <td>Medium to High</td> </tr> </table>	Size	Medium to Large	Type	Primarily Commercial New Build Installations, Refurbs and Maintenance; Sometimes Large-scale Resi New Builds	Spend	Medium to High	<table border="1"> <tr> <td>Size</td> <td>Small to Medium</td> </tr> <tr> <td>Type</td> <td>Primarily Resi New Builds, Renos, Repairs and Replacements; Sometimes Commercial Maintenance</td> </tr> <tr> <td>Spend</td> <td>Low to Medium</td> </tr> </table>	Size	Small to Medium	Type	Primarily Resi New Builds, Renos, Repairs and Replacements; Sometimes Commercial Maintenance	Spend	Low to Medium
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Influence on Final Decision Varies based on job scope	<table border="1"> <tr> <td>Medium to High</td> <td>Value-managing requests for swaps, or working with Builders in Design & Construct projects via branded package</td> </tr> <tr> <td>Low</td> <td>Review specs proposed by Architects/Designers/Specifiers</td> </tr> </table>	Medium to High	Value-managing requests for swaps, or working with Builders in Design & Construct projects via branded package	Low	Review specs proposed by Architects/Designers/Specifiers	<table border="1"> <tr> <td>Medium to High</td> <td>Maintenance jobs by guiding customer's preference</td> </tr> <tr> <td>Low</td> <td>New Build and Reno projects where client has already decided, or if Builder is following a set spec</td> </tr> </table>	Medium to High	Maintenance jobs by guiding customer's preference	Low	New Build and Reno projects where client has already decided, or if Builder is following a set spec				
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Factors Influencing Brand Choice	<p style="text-align: center;">MOST IMPORTANT FOR BOTH</p> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid gray; padding: 5px; background-color: #f0f0f0;">Quality product <small>(reliable, fit-for-purpose, easy to install, good backup/warranty)</small></div> <div style="border: 1px solid gray; padding: 5px; background-color: #f0f0f0;">Availability <small>(stocks, spares)</small></div> <div style="border: 1px solid gray; padding: 5px; background-color: #f0f0f0;">Good customer service and support</div> <div style="border: 1px solid gray; padding: 5px; background-color: #f0f0f0;">Easy access to Info <small>(online and offline)</small></div> <div style="border: 1px solid gray; padding: 5px; background-color: #f0f0f0;">Rewards & Loyalty Program</div> </div> <p style="text-align: center;">IMPORTANT FOR COMMERCIAL</p> <div style="display: flex; justify-content: space-around; background-color: #f0f0f0; padding: 5px;"> Training Support Accurate diagnostic Project management assistance </div> <p style="text-align: center;">IMPORTANT FOR RESIDENTIAL</p> <div style="display: flex; justify-content: space-around; background-color: #f0f0f0; padding: 5px;"> Good pricing/margins Easy Invoicing </div>													
On-the-Job Behaviours	Job done easily, quickly and safely, according to building certification and safety standards (effective team management and optimum workload efficiency)	Job done well to customer's expectations and satisfaction - so they can move on quickly to the next job												
Concerns	<p style="text-align: center;">MOST PAINFUL FOR BOTH</p> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid gray; padding: 5px; background-color: #f0f0f0;">Stock issues <small>(+ spares)</small></div> <div style="border: 1px solid gray; padding: 5px; background-color: #f0f0f0;">Poor AS&S service</div> <div style="border: 1px solid gray; padding: 5px; background-color: #f0f0f0;">Hard-to-find tech data <small>(online and offline)</small></div> <div style="border: 1px solid gray; padding: 5px; background-color: #f0f0f0;">Documentation/ admin tasks</div> </div> <p style="text-align: center;">PAINFUL FOR COMMERCIAL</p> <div style="display: flex; justify-content: space-around; background-color: #f0f0f0; padding: 5px;"> Compliance to building certifications/standards Spec-ed products unfit for purpose/not durable </div> <p style="text-align: center;">PAINFUL FOR RESIDENTIAL</p> <div style="display: flex; justify-content: space-around; background-color: #f0f0f0; padding: 5px;"> Pre-purchased products unfit for purpose Pricing justification </div>													
Media Influences	<table border="0"> <tr> <td><input checked="" type="checkbox"/> ONLINE</td> <td>Google, Websites (merchant, manufacturer), Social (YouTube, Instagram, Facebook, blogs, forums), Emails (merchant, manufacturer, industry news/groups)</td> </tr> <tr> <td><input type="checkbox"/> OFFLINE</td> <td>Events (merchant, industry, manufacturer-hosted), Word-of-mouth, Print (trade magazines, brochures)</td> </tr> </table>		<input checked="" type="checkbox"/> ONLINE	Google, Websites (merchant, manufacturer), Social (YouTube, Instagram, Facebook, blogs, forums), Emails (merchant, manufacturer, industry news/groups)	<input type="checkbox"/> OFFLINE	Events (merchant, industry, manufacturer-hosted), Word-of-mouth, Print (trade magazines, brochures)								
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COMMERCIAL PLUMBER

"Our estimators have the ability to change specs, but due to our workload and demand we stick with what's recommended to win tenders."

"I've had enough of all the plastics and packaging on my jobs - we need to cut back on waste."

council regulations
manager, developer, builder, local council)

looking for info, guidance and advice.

Good Margins

Professional growth

Delivery delays

Train

quip them with effective sales and communication strategies to help them win customers and achieve sales targets

Example: CaromaTrade Merchant Feature Roadmap



ONLINE RETAILER

Serve Me – 2024

Grow With Me - 2025

Innovate with me – 2026

Serve me

- Home Page
- Customer Onboarding
- Multi-country- AU and NZ (UK later)
- Product listing and category listing pages
- Products, Bundles and Variants
- Product and Content Workflow
- Product Details Pages
- (B2B) Customer Identity
- (B2B) Companies
- Customer login and profile
- Customer group (Team member access)
- Search & Discovery: Search, Auto complete, facet filters
- Sample request
- Brochure request
- Product specification and downloads
- Warranty registration
- Live inventory
- Order history
- Order tracking
- Credit management (Limits, additional payments)
- Reporting - Backorder and delivery performance
- Customer specific pricing
- Account dashboard
- Invoices and credit notes
- Cart
- Checkout
- Urgent order (click and collect)
- Claims and returns
- Price file download
- NPS Integration
- GA4 + MS Clarity
- Toilet Seat Selector (CPH)
- Delivery estimator
- Product Identifier (CPH)

Grow with me


- Professional learning material (CPD)
- Behaviour analytics
- Synthetic and RUM monitoring
- Refer a Friend
- Saved List
- Pay invoices online
- Request for quote
- Quote to order workflow
- Project Listing / Trade Agreement/Sales Agreement
- Reorder
- Quick Order / Bulk Order
- Recurring orders/Auto replenishment order
- Discounts
- Buyer approval workflow

Innovate for me

- Marketing automation
- GWA API library
- Where to Buy Solution
- Integrate with 3rd party apps (Xero, Simpro, Myob,etc)
- Personalization
- Exploded BOMs
- Plumbers page with Project showcase
- Live / AI Chat

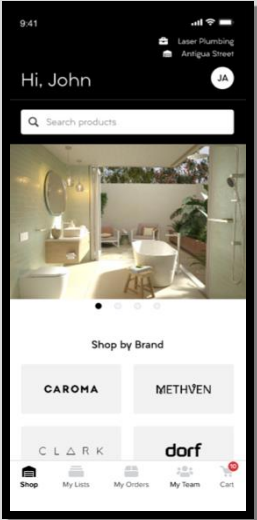
GWA's customer segment feature roadmaps covered multiple horizons for B2B and B2C over 24 months

1



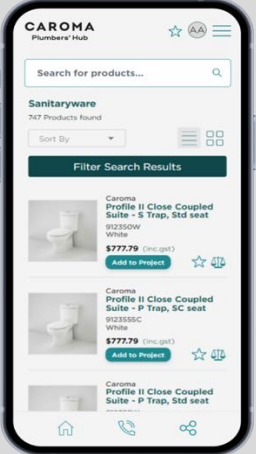
**B2C
Multi Brand Platform**
"Consolidation on a modern cyber secure platform".

2



Trade/Merchant Hub
"B2B Merchant/Trade 24/7 Self-Serve platform"

3



Plumbers Hub – V2
"Relaunch Plumbers Hub on Commerce Tools Platform and implement AI Chat "

4



Trade Connect
"B2B Merchant/Trade ERP and Systems Integration with GWA "

Customer Segment	Horizon – 2024	Horizon 2 – 2025	Horizon 3 – 2026
Merchant	Serve Me	Grow Me	Innovate with Me
Plumber	Find & Spec Products	Install & Maintain Products	Grow Me & My Business
Consumer	Inform Me	Help Me	Connect Me
Specifier	Inform Me	Help Me	Teach Me

Products were delivered at scale using Scaled Agile (SAFe)

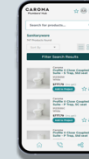
This enabled rapid Concurrent Delivery across customer segments

Trade



TRADE HUB AU & NZ
*Phase one Launch August 24
(SA & NZ)*

AU Launch November 24 + Continuous Delivery



PLUMBERS' HUB 2.0 AU & NZ
AU & NZ Launch Nov 25

Commercial



SPECIFY AU & NZ
MVP Launch November 24



SpecTool Internal & Integrated
MVP Launch April

Consumer

CAROMA

*AU MVP Launch June 24
NZ MVP Launch August 24*

METHVEN

MVP Launch Feb 25

Corporate

GWA WEBSITE
Launch May 25

Digital Products Launched – Designed for each Segment

Each product tailored to support customer needs and fix specific pain points

CAROMA | Trade (B2B)

CaromaTrade allows Trade Merchant customers to:

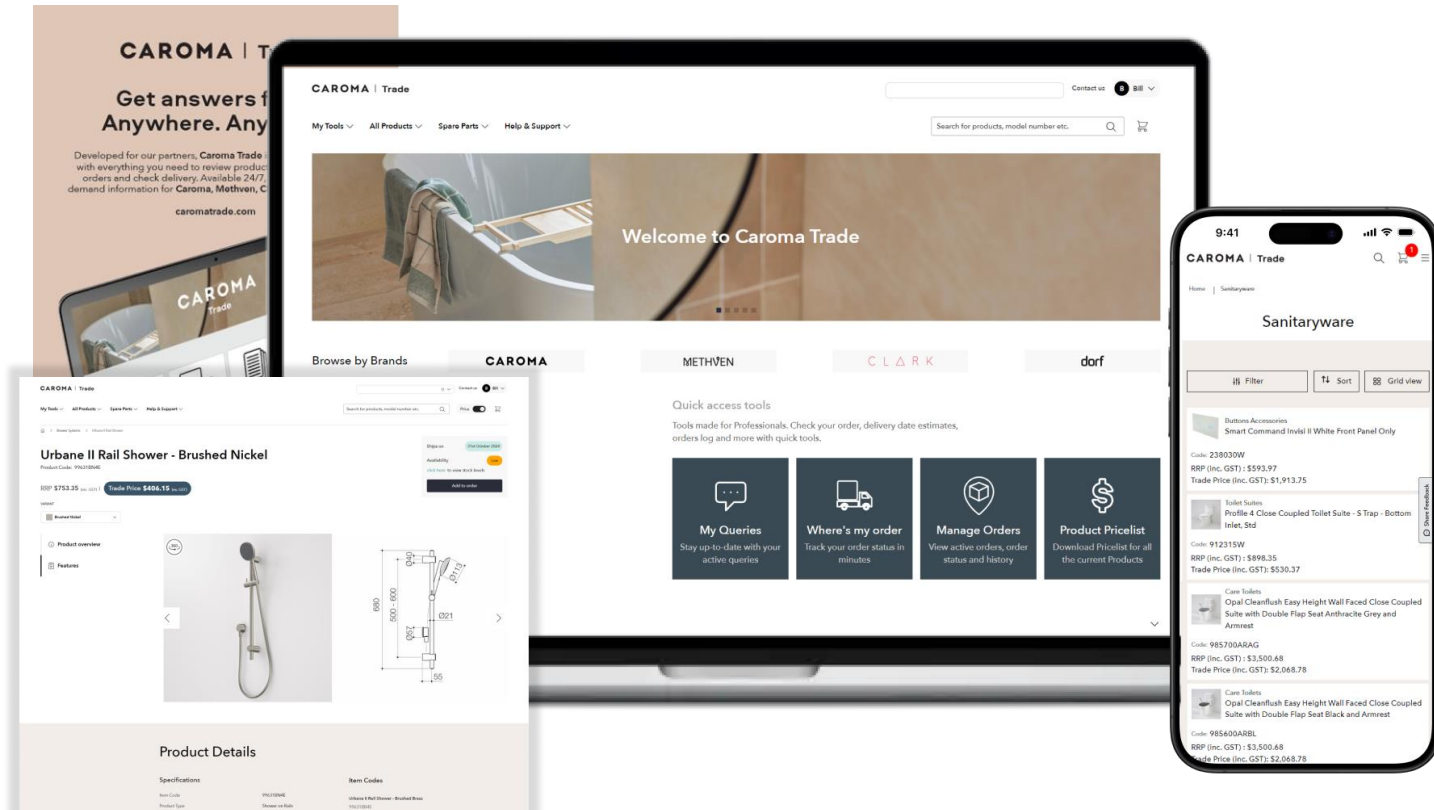
- Manage their account
- Check stock, pricing and availability
- Create and track an order online
- Manage access/delegation of team members
- Raise issues - Create Return and Credit requests
- Easily find all product information
- Escalate problems / connect with a rep
- Exclusive Products
- Trade Promotions

Business Outcomes:

- Channel shift of inbound calls (20% Reduction in Traditional Calls)
- Usage of stock and price checks for rapid responses.
- 65% of Merchants Activated
- Transition Non-EDI Customers to Automated Purchase Orders with over 11K orders processed

Self Service Innovations for the Trade Merchant:

- Live Stock Check and indicator – tuned to their location and DC
- Delivery Estimator – helps me know when it will arrive if ordered
- Team Profiles and Team Management for fine access control
- “My Price” – real time checks of thousands of price points
- “Where is my Order” – track orders, linked to logistics partners
- “Express Claims” – the “fastest” way to claim from GWA
- Single Pane of Glass Product Page
- Homepage Widgets – consolidating all active orders, credits, queries to one easy dashboard



Digital Products Launched

Each product tailored to support customer needs and fix specific pain points



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CAROMA | B2C

A Brand Site to enable Consumers to:

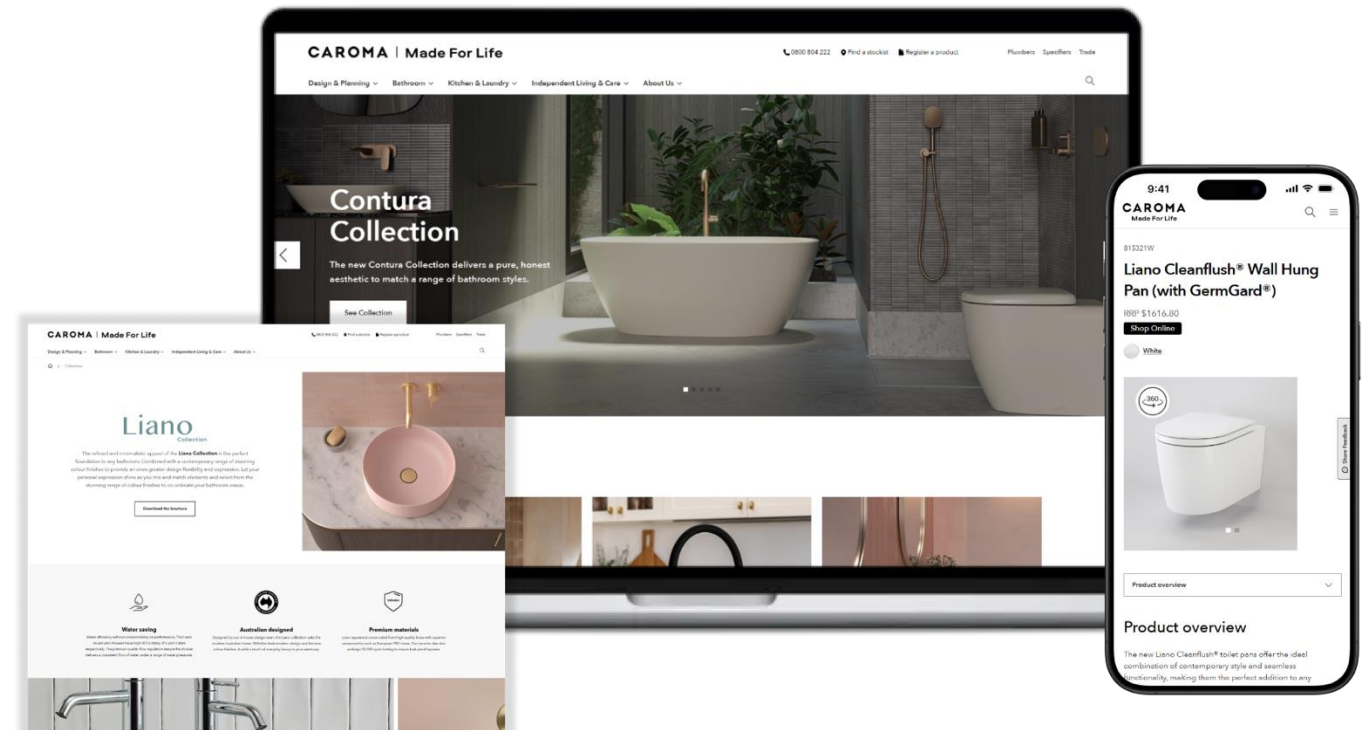
- Easily find all product information
- Find a Stockist
- Buy Now (NZ via ChannelSight Integration)

Business Outcomes:

- Steady growth of Organic Traffic
- Stockist Locator sessions
- Connecting Consumers to Purchase
- Leads generated for Showroom Consultations
- E-Commerce handoff through Channelsight (NZ)

Innovation for the Consumer and GWA Merchant Partners:

- Store Locator connected to Dynamics merchants
- Book a Consult feature to direct consumers to our physical Experience Centres
- Downstream Retailer Integration (NZ) using Channelsight deep linking our product pages to our Retailers B2C sites with integration to their pricing and Stock information to connect a purchase.



Digital Products Launched

Each product tailored to support customer needs and fix specific pain points



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CAROMA | Specify

This solution enables Architects and Designers to:

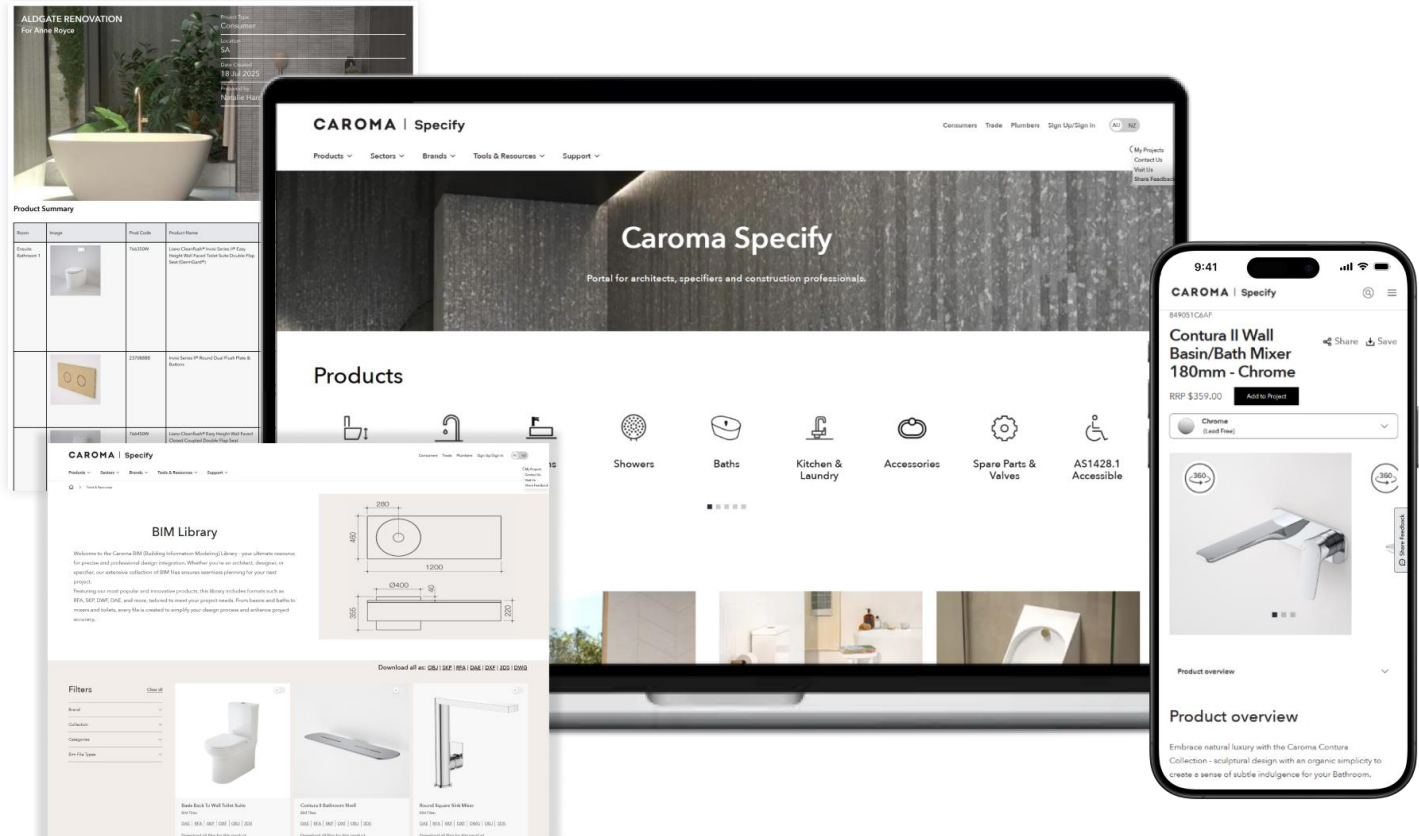
- Easily find all product information
- See All Product artefacts including 3D models and BIM files
- Sign In and Build a Specification
- Share Specifications with Clients
- PDF Export Specifications for Commercial Jobs

Business Outcomes:

- 82,000 users and 200+ new specs created monthly integrated into Dynamics CRM and driving forward revenue.

Innovation for the Specifier, Architect and Designer:

- SpecBuilder – a feature to allow you to build a specification for a project by Room which outputs beautiful documentation that can be shared and downloaded.
- BIMLibrary – a feature that consolidates all GWA BIM (Building Information Modelling) models for ease of use by Architects and Specifiers.



Digital Product Enhanced

Tailored to support customer needs and fix specific pain points



ONLINE RETAILER

CAROMA | Plumbers' Hub

An App and Desktop Solution that enables Plumbers to:

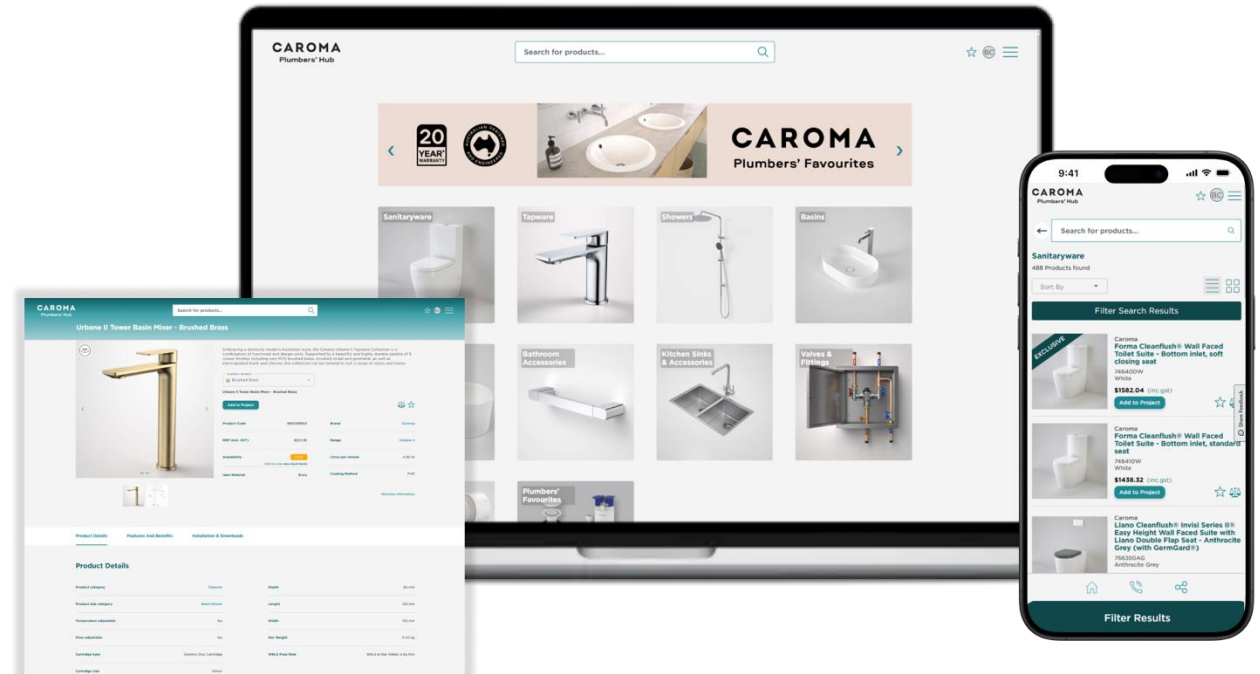
- Quickly find all product information, fitting guides, technical specifications and dimensions
- Spares and Maintenance part catalogue
- Direct Call to Plumber Specialists hotline from App.
- Check stock with GWA and RRP
- Secure Login
- Build and Share Projects with Consumers
- Apple iOS and Android App plus Desktop and Mobile Responsive

Business Outcome:

- Project Quotes to Consumers from the Plumber
- Supported business strategy to drive over 25'000 technical interactions with Plumbers.

Innovation for the Plumber:

- Video Training Library (with AI driven Video content) to help guide installations
- "Toilet Seat and Pan Selector" ensuring easy access to the correct pairing of components.
- Gamification scoreboard of Caroma "Fastest Hands" national competition
- Pilot of Agentic AI "Plumbot", planning to scale and roll out in 2025 with AI Knowledge Hub.
- "Project Builder feature" allowing plumbers to build and share projects and quotes with consumers.



Digital Platform Enhancement

Tailored to support customer needs and fix specific pain points



ONLINE RETAILER

SMART COMMAND by CAROMA

A Smart IOT Commercial Bathroom Solution that enables asset owners to:

- Monitor water useage
- Control Fixtures
- Integrate to Building Management Systems (BMS)
- Thermally disinfect fixtures

Business Outcome:

- Smart Command was on an end of life IBM Watson platform
- GWA transitioned to Microsoft IOT and further developed the Gateway to support a Health installation project
- ISO27001 Certification achieved (required for Health installation)

Innovation for the Customer:

- Usage and monitoring of fixtures
- Reporting of consumption data
- Leak detection with our Eco Valve



Operational Efficiency

Eradicating technical debt and building an integrated platform from the ground up to enable agility with customers and to automate and streamline our operations



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Uber 2025 Change Digital Change Program



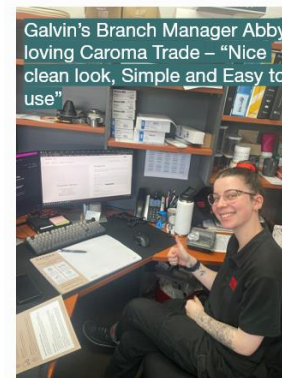
ONLINE RETAILER

Driving Digital Transformation in Australia & New Zealand

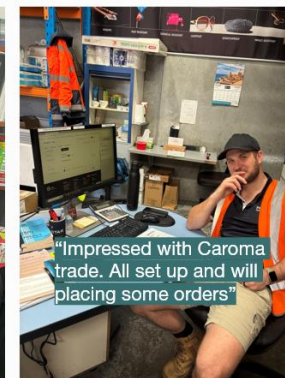
- Significant investment has been made to accelerate digital adoption both internally and with customers, particularly **Merchants**.
- **Key Initiatives & Achievements:**
- **Organizational Change Leadership:** Established a dedicated internal transformation team ("**Uber Drivers**") to champion change.
- **Flagship Launch Events: Uber Con!** successfully delivered in-person state-based launch events, driving engagement.
- **Enhanced Customer Engagement:**
 - Implemented **Marketing Automation** to streamline outreach.
 - Strengthened **National Account Coordination** for improved Merchant relationships.
 - Developed **onboarding training** to equip the Sales team with digital tools.
 - Delivered **marketing collateral and Merchant welcome packs** to reinforce adoption.
- **Caroma Trade Growth & Engagement:**
 - Introduced **Sales team incentives & gamification**, with state-based leaderboards to drive participation.



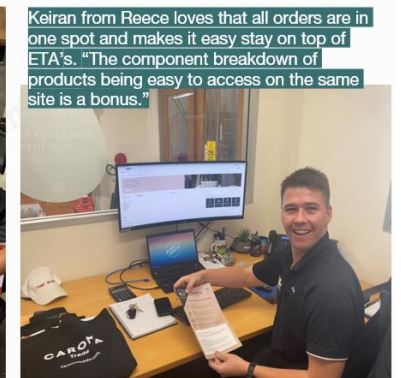
Getting Customer Validation from Sales.



Galvin's Branch Manager Abby loving Caroma Trade – "Nice clean look, Simple and Easy to use"



"Impressed with Caroma trade. All set up and will placing some orders"



Keiran from Reece loves that all orders are in one spot and makes it easy stay on top of ETA's. "The component breakdown of products being easy to access on the same site is a bonus."

GWA adapted its approach to Digital

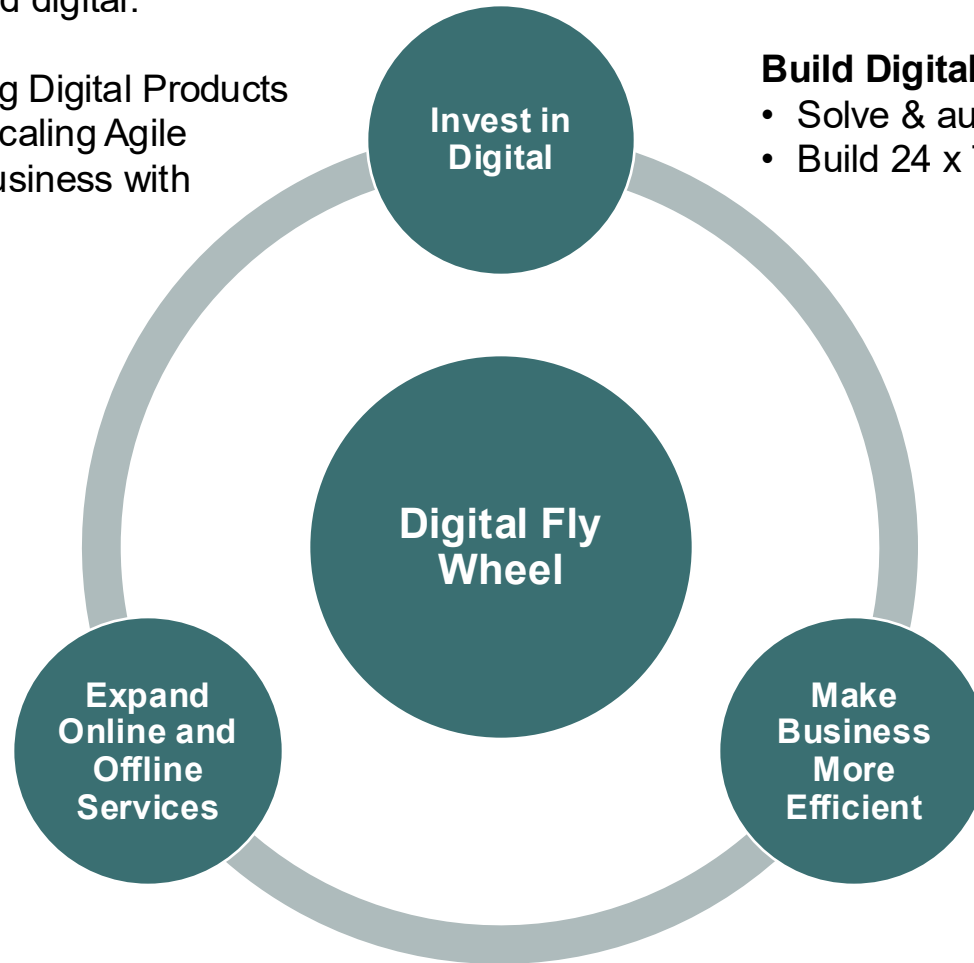
GWA then transformed the way it approached digital:

- From one-off Digital Projects -> to ongoing Digital Products
- From Traditional Ways of Working -> to Scaling Agile
- From hard to deal with -> to easy to do business with

Eradication of Technical Debt was critical (Reduced by half)

Grow Opportunities

- Build a platform for expanded services



Build Digital First Solutions

- Solve & automate pain points
- Build 24 x 7 available services

GWA selected a new Composable Architecture for Project Uber

Shift Channels

- Drive adoption to digital as a preference
- Solve real issues in volume transaction areas

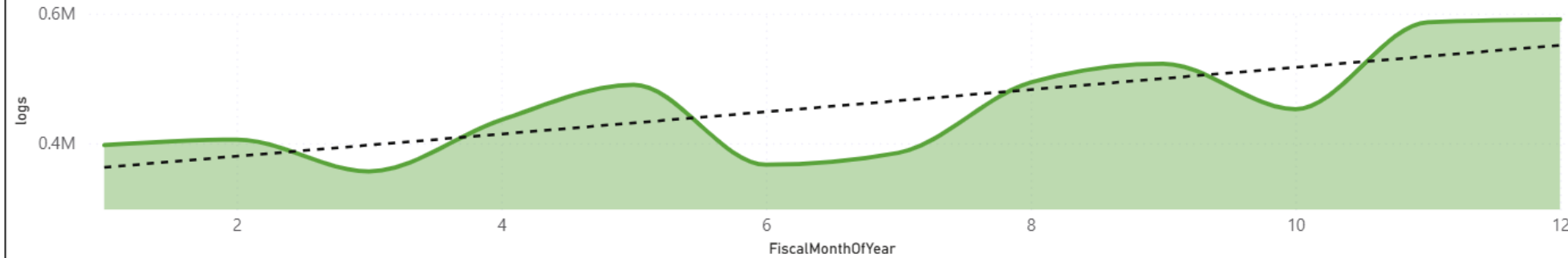
Operational Efficiency & Significant Channel Shift!



ONLINE RETAILER

Digital Transaction Trend

FiscalYear ● 2025



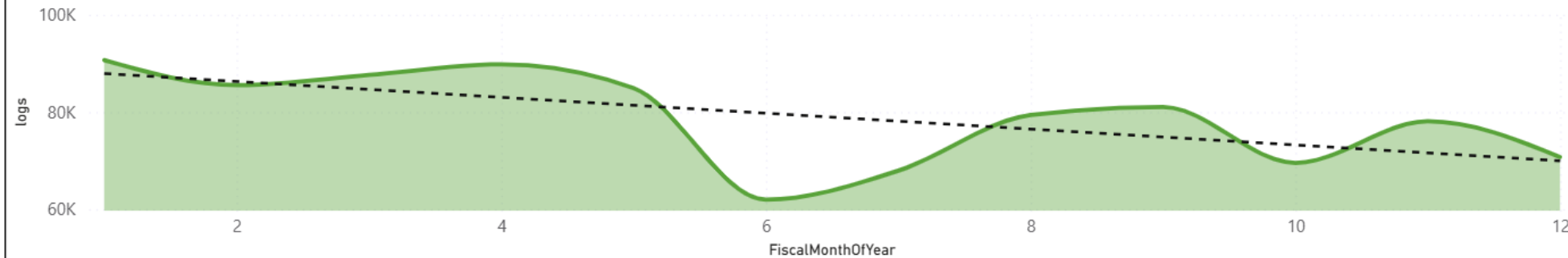
- B2B Platform Growth ++
- Driven by Uber Drivers adoption plan and Automation of Order processing.

Transactions Received

Number of Transaction Received	Value of Transactions Received
11,060	£15,099,508.89

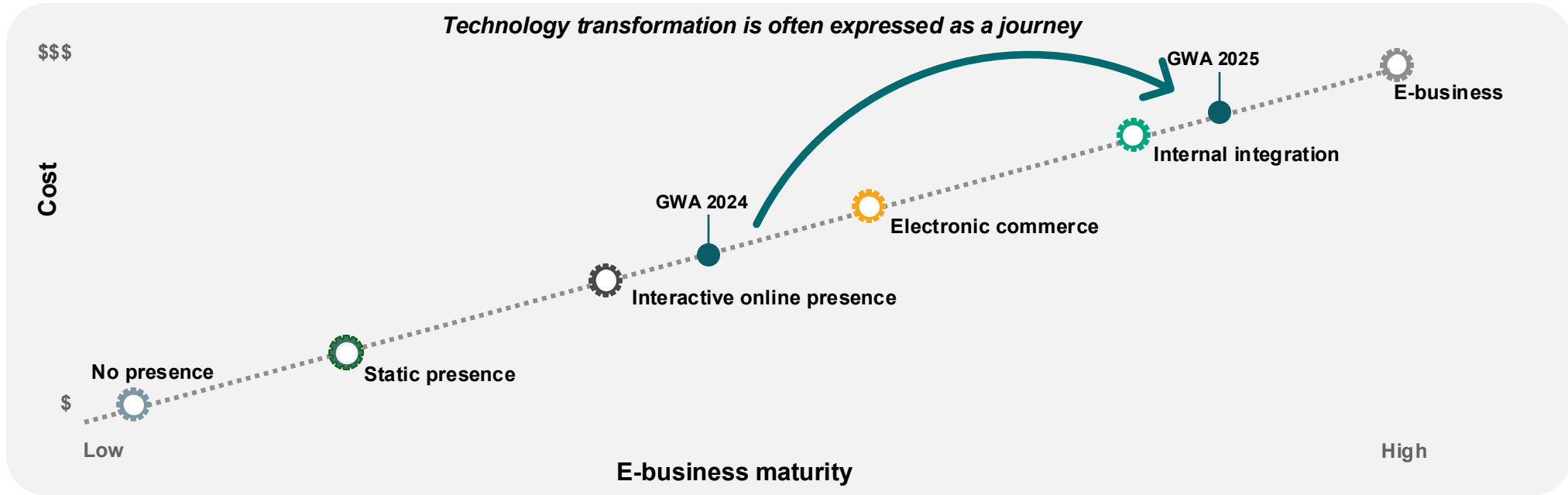
Traditional Transaction Trend

FiscalYear ● 2025



- Reduction in Traditional transactions (phone calls, emails) in total of --% since the start of the year.
- Year on Year shows the reversal of a growing manual transaction business.

GWA benchmarked 2024 and then revisited in 2025



Static presence	Interactive online presence	E-commerce	Internal integration	E-business
<ul style="list-style-type: none"> Web exists One-way comms Static product information 	<ul style="list-style-type: none"> Interactive online presence Real-time two-way comms Dynamic data with specialisation 	<ul style="list-style-type: none"> Transacting presence Bespoke comms Data linked to back office 	<ul style="list-style-type: none"> Facilitating intra-business comms / ops Business process integration Supply chain integration 	<ul style="list-style-type: none"> Online fully integrated with bricks and mortar Full integration with supply base E-comm, CRM, SCM

Source: E-Business Model from LEK



Q & A



Thank you!