kahua

Replacing Spreadsheet Chaos with a Single Financial View Across Projects

The Walters Group is a structural steel fabrication and construction company based in Ontario, Canada, with vertically integrated operations across North America. They provide structural steel fabrication alongside preconstruction, engineering and project management. In addition, Walters owns a large shipping fleet. At any given time, the specialty subcontractor manages between 30 to 50 active projects.

Each project manager tracked their own jobs effectively, but with so many different types of projects, each with vastly different scope and processes, it was hard for the company's leadership to see the full financial picture.

Walters didn't have a financial visibility problem; they had a project fragmentation problem.

WALTERS INC.

Project complexity was outpacing financial insight

Walters used spreadsheets for most tracking and documentation, including separate files for RFIs, change orders, progress tracking and cost data. Even when templates were standardized, it was hard to know which file was current. Rolling information up for executives or the board required manual reconciliation across disconnected sources.

The organization recognized the risks:

- Inconsistent budget visibility
- Delayed insight into cost exposure
- Forecast swings that eroded confidence

Finance teams felt the strain most acutely. Cost and revenue information were not connected. Change orders often reached finance without enough supporting detail to understand how they would impact project margins.

> "It was a nightmare really. Everyone had their own way of doing things, and I had to dig through each project folder just to find updated budgets, progress draws and contract values."
>
> Aaron Randall, Financial Analyst, Walters

Closing out each month was a reactionary exercise. The finance team had to hunt down missing information from project managers. Worse, forecasts fluctuated sharply from month to month, often reflecting late updates rather than real project movement.

The Walters Group recognized that the issue was not effort; it was fragmentation. Financial data, change details and project status needed to live in one place and follow a consistent data structure across every job.

> **“Finance would come to me at the end of the month and say, ‘These numbers don’t make any sense. They were chasing information constantly. It was a pain for them and for our project managers. We’d have to work through it together just to get something realistic into the system.”**
>
> Ed Lacroix, Vice President of Projects, Walters

Creating a single financial view across projects

Walters selected Kahua to replace project by project spreadsheets with a centralized, configurable system to fit their complex construction environments. Walters implemented Kahua's Project Controls, Financial Management and Change Management applications, creating a shared financial picture that project teams, finance and leadership could all trust.

They began implementation with the project management and finance teams, where financial visibility and change tracking were the most urgent. Walters deliberately simplified the rollout to a crawl, walk, run approach.

- First, they configured only the workflows, data fields and reports they knew they needed.
- Next, they adjusted terminology and naming conventions to match how their teams already worked, which reduced friction and simplified adoption.
- As team confidence grew, they expanded usage to support cross-department collaboration, particularly for change pricing and financial review.

"Having all the budget information readily available in one location, one source, made a huge difference."

Lacroix

Project managers could now see current spend against budget in near real time. Finance teams gained direct visibility into project level costs without waiting for ad hoc reports. For the first time, leadership could see all projects through the same financial lens, without rolling up information manually.

Kahua's configurable platform allowed Walters to tailor workflows, terminology and reporting to match how teams already worked, which made onboarding easier for everyone.

Bringing structure to project changes

Change management quickly emerged as the biggest win.

Before moving to Kahua, changes came in via email and were buried in inboxes or personal folders. If a project manager forgot to flag a change, pricing and cost analysis stalled. The finance team often received change orders missing labor hours, material costs or associated budgets they needed to assess margin.

Changes are now logged, advanced through clear and consistent statuses and immediately visible to project managers, finance and contract teams, so nothing is lost. This new process reduced delays and ensured finance had the cost context behind revenue.

The new change management process also improved accountability because it was clear who was responsible for pricing the change and what information was missing.

> **"A change might be sitting somewhere, and no one would be working on it. Now, as soon as it comes in, it's in the system and flagged."**
>
> Lacroix

Stabilizing financial reporting and forecasts

With consistent inputs and standardized processes in place, the impact on finance was felt immediately.

"Before this process would take me half a day of calling people and wrangling numbers. Now, I get an automatic report every month instead of clicking through every project and calling people to get numbers. It takes me about 30 minutes, and it's all in one spot."

Randall

Predictable month-end reporting

Instead of spending the final days of each month tracking down missing change details or reconciling multiple spreadsheets, finance could rely on more complete and current project data. Rather than the stress of last minute cleanup, the finance team reviewed and validated information.

"It's shifted from trying to find the numbers to actually reviewing them and handing off something leadership can trust."

Randall

Less volatility in financial forecasts

Because project managers were updating budgets, costs and changes more consistently, forecasts no longer changed dramatically from one reporting period to the next. Changes in the numbers were more likely to reflect real project movement rather than delayed data entry.

"If something looks off, I can dig into the project right away. Before, you'd be opening 20 different files just to figure out what changed."

Randall

Uncover risks and surprises early

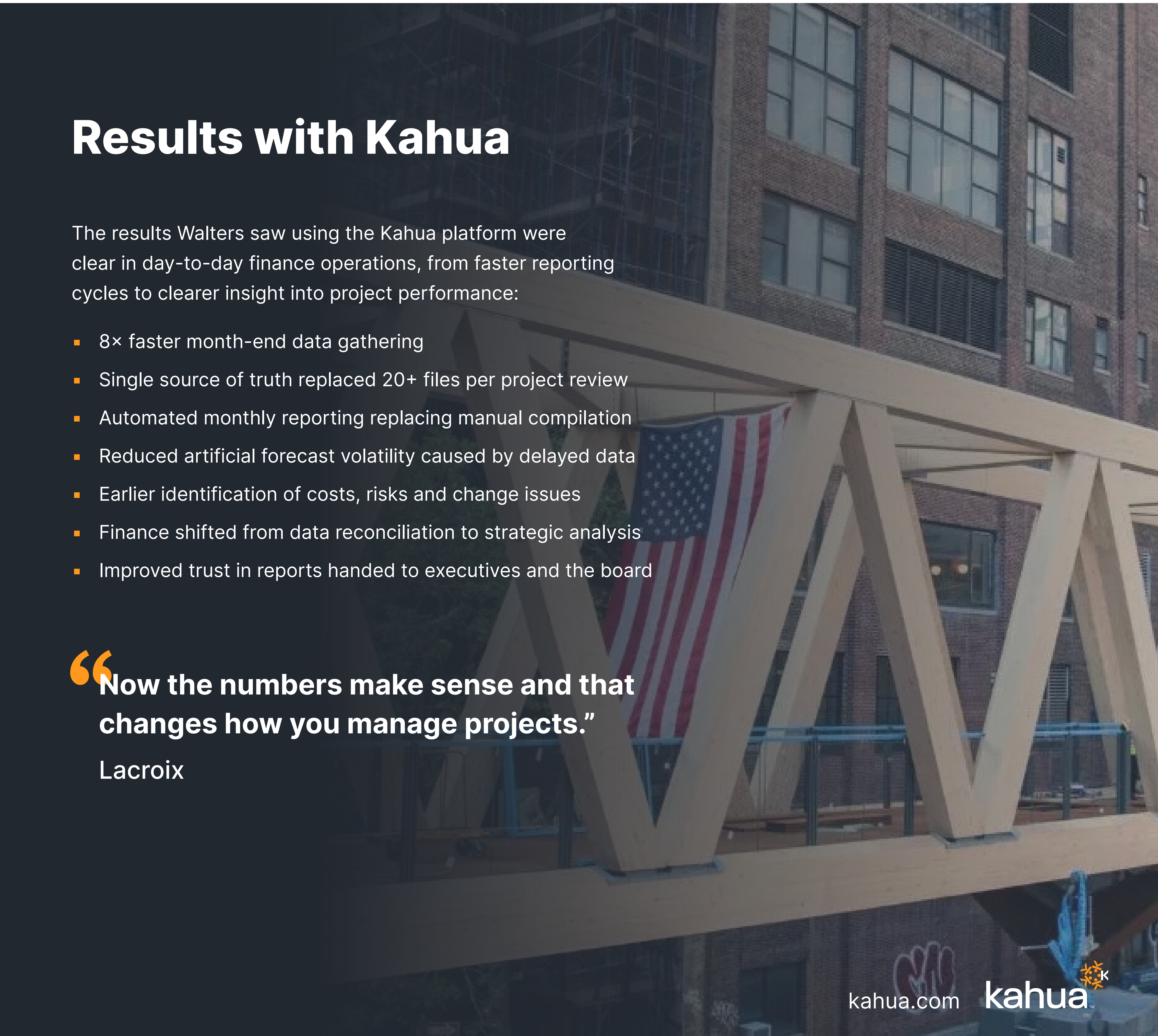
Improved visibility into committed costs and pending changes meant potential issues were identified earlier, when there was still time to respond, rather than appearing unexpectedly at month end or during executive review.

"We don't see significant swings in the numbers anymore. People have a better awareness of their budgets and can anticipate costs more accurately."

Lacroix

As a result, finance teams now spend less time chasing information and reconciling discrepancies; and more time reviewing performance, advising leadership decisions and adding insight to financial planning.

Walters' experience is common among construction companies that manageing dozens of active projects. When each project is tracked differently, finance departments spend more time reconciling data than analyzing it. Kahua helps owners, GCs and specialty contractors move from isolated project tracking to portfolio-level financial control — without forcing teams to change how they work overnight.



Results with Kahua

The results Walters saw using the Kahua platform were clear in day-to-day finance operations, from faster reporting cycles to clearer insight into project performance:

- 8× faster month-end data gathering
- Single source of truth replaced 20+ files per project review
- Automated monthly reporting replacing manual compilation
- Reduced artificial forecast volatility caused by delayed data
- Earlier identification of costs, risks and change issues
- Finance shifted from data reconciliation to strategic analysis
- Improved trust in reports handed to executives and the board

> **"Now the numbers make sense and that changes how you manage projects."**
>
> Lacroix