



Textron Information Management Council

Textron Information Management Council

Executive Summary: May 6 - 8 Meeting
Hosted by Kautex Textron in Bonn, Germany

IM Council Mission: To provide global leadership, governance, and policies for operating Textron's information services.

Purpose: This executive summary is to inform Textron's TLT and major business unit leaders of the topics and issues discussed at the IM Council meeting that should be of interest to the business leaders. Readers are welcome to contact Ken Bohlen or their respective CIO for further insight.

Monthly Update Call to IT Professionals:

The tenth consecutive monthly teleconference took place during this IM Council meeting.

- One TIS organizational announcement was made:

Rick Weller joined TIS as Vice President of Finance. Rick brings to TIS a background including finance, systems and operations. He has worked in three different business units, plus five years in a finance role at the corporate headquarters. Rick was most recently Executive Vice President - CFO of Textron Golf, Turf and Specialty Products.

- Textron Annual Shareholder meeting - TIS showcased by Lewis Campbell

"Today there is a consolidated IT shared service organization called TIS. This group is tackling the broad, complex technology needs of the entire enterprise, saving time, money and bringing together the best and brightest IT professionals from across the company to collaborate and arrive at the very best solutions. By leveraging the power of the enterprise, we're serving our internal and external customers and are moving more rapidly to standardize our IT environment around the globe. This is essential in building an agile, responsive networked enterprise."

- Breaking New Ground

We understand that questions remain and we will continue to make decisions, remaining open to correction if we make the wrong decision. The worst thing we could do wrong is to do nothing at all. The CIO call time will change to accommodate more time zones. Continued emphasis was placed on contacting the business unit CIO for details on the TIS organizational changes.

Data Center Consolidation Business Case update:

The project update provided council members with a better understanding of the timeline of activities that are occurring in May and June.

The IS Consolidation Initiative enables Textron transformation. It delivers capabilities to facilitate Textron's "4 R's Imperative" (Restructure, Re-configure, Re-engineer, deliver ROI). The initiative integrates Textron's IT capabilities to leverage IT assets for greater business value impact. Current State Benchmark data reveals that Textron supports a complex environment, technology is not being leveraged to promote higher value to the business, opportunity exists in both value and efficiency for Textron and several opportunities exist for Textron to improve the efficiency and effectiveness of their IT services.

The TIS Infrastructure Shared Services will use several guiding strategies to support the implementation of the IS Consolidation Initiative; Drive cost per unit savings and migration to standards to name a few. The initiative team will be looking to the IMC to take a leadership role in planning and governing the new IT operating model.

European TIS initiative:

The European IT initiative team is represented by members from numerous businesses, lead by Christoph Hermes, CIO - Kautex. This team has determined the kinds of IT services that are needed, how they will be delivered and at what level they will be managed. They also have established a high-level operating model, governance model and implementation plan specific to Europe. The next steps to be taken are: define phase one service levels, marketing and communications and the initial balanced scorecard methods; design next level of detail

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(European TIS initiative, continued)

for the European operating model, as well as the organization, resourcing and governance models; Establish the European Project Management Office (PMO) consistent with the North American PMO to drive European activity.

Application Review Direction Setting:

There is a huge potential to reduce cost and variability with slight change in organization model. The need is to quickly establish/enforce operating principles and then uses consistent tools and methods to establish a future environment. Randy Wiele led a discussion on a Center of Excellence (COE) approach for applications.

In order for this COE approach to work we need to get the application portfolio management process in place using what we know, and then connect with business owner to establish the business linkage and a migration plan to the future environment. The council embraced the COE approach.

Reports:

The council received briefings on the following:

- TIS @ Kautex Update * - Christoph Hermes
- Enterprise Peoplesoft update - Randy Wiele
- Textron Fastening Systems * - Robert Ratcliff
- TFS United Kingdom IT update - Steve Higgs
- TFS France IT update - Christophe Tourte
- TFS Germany IT update - Reinhard Wirt
- Communications update - Pamela Furnish
- Project Gating and Portfolio Management - John Underwood

*CIO provides an overview of his or her respective business.

Lessons Learned:

The council members found holding a meeting in Europe to be very beneficial to understanding the European business and IT environments. The members now have a better appreciation for the challenges of conducting inclusive meetings and communications with North American and European participants.

