

LISTEN.  
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**Business Process  
Transformation and the Impact  
to the Information Technology  
Team**

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Rockwell Automation

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## Agenda

- **Rockwell Automation Transformation**
- **IT Transformation**
- **Key Learnings**
- **Impact of the Difficult Economy**
- **Discussion**



## Rockwell Automation at a Glance

Leading global provider of industrial automation control and information solutions

- Annual Sales: About \$5 billion
- World Headquarters: Milwaukee
- Trading Symbol: ROK
- Employees: About 20,000
- Serving customers in 80+ countries

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## Mission Statement

**Global Process Transformation** will allow Rockwell Automation to better serve our customers and achieve

The Way Forward imperatives. World-class business processes, systems, and organizational alignment will be enabled through the accelerated implementation of a single, integrated ERP solution deployed globally



**Lowest Cost Supplier**

Leveraging the most effective business processes in our industry



**Solutions Focus**

Delivering the best customer experience



**Performance Driven Culture**

Realizing the advantages of operating globally

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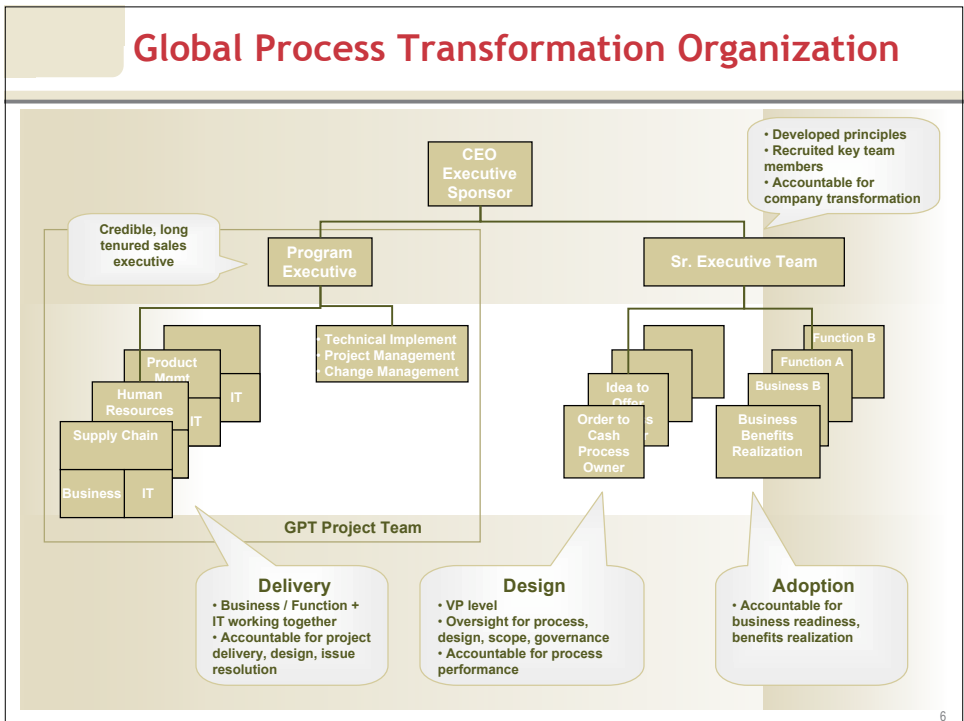
# Operating Principles

These are the key principles which will guide our design and implementation of Global Process Transformation. Any decisions that would violate one of these principles will require a compelling business case and Business Leadership Council approval.

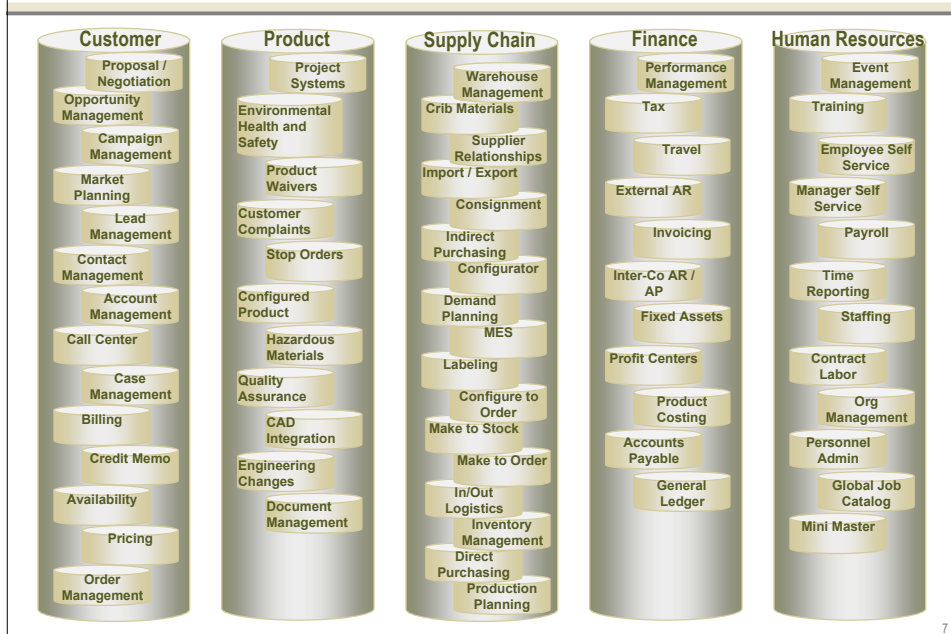
Operating Principle	
<b>Change</b>	Our business processes and practices will change significantly, and we will accept some disruption to achieve the ultimate benefits
<b>Common Processes</b>	We will maximize the use of common global business processes across businesses, regions and functions
<b>Shared Services</b>	We will maximize the deployment of shared service organizations across businesses, regions and functions
<b>ERP Software Footprint</b>	We will maximize the use of the standard functionality from a single, global ERP package
<b>Common Data</b>	We will define and rigorously maintain a set of common data to enable global business processes

These principles will maximize the company wide benefit of Global Process Transformation





## Broad Functionality ... Replacing 700 Legacy Systems

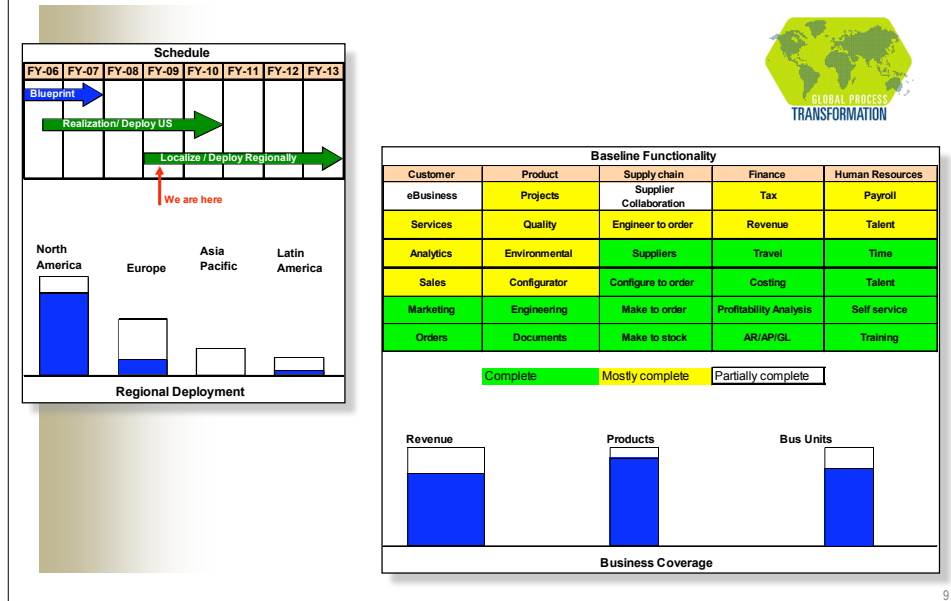


## Fundamental Organization Change

From a country, region, business and functional "focus" .....



## Where We Are on the Journey



## The Future is Upon Us

- We had to accelerate the changes most IT organizations are dealing with
  - custom applications to packaged applications
  - insourced to balanced insourced/outsourced
  - regional/local focus to global focus
  - technical solution focus to business process focus
- While
  - Moving significant portion of IT team to the GPT project team
  - Keeping the business growing while using legacy systems
  - Decommissioning applications
  - Showing most people the end of their current jobs was inevitable



## Key Strategies Guiding IT Transformation

### Key Strategies

Governance and Project Priority Setting

IT Staffing of the Transformation Project

Reducing I.T. legacy investment

Embedding transformation in the company



### Goals:

- Process improvement drives IT investment
- Maximize internal staffing of business intimate roles
- Focus resources on transformation
- Sustainability of process transformation

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## Governance and Project Priority Setting

### During Transformation Project

INPUT: Legacy System Investment Proposals



Business Leaders



Business Leaders

Business Leaders



Process Owner

### Post Transformation

INPUT: Process Improvement Proposals



Process Owner



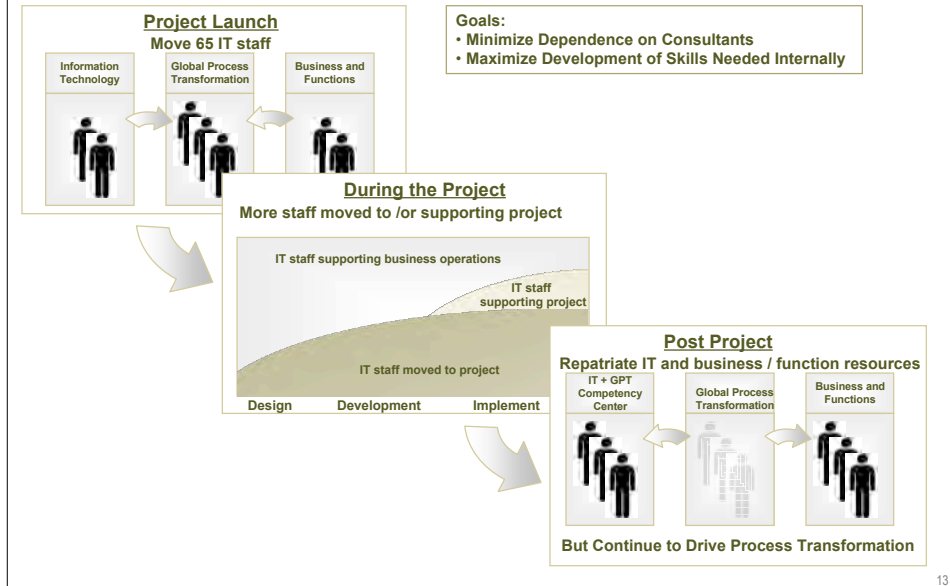
Process Owner

Process Owner

OUTPUT: Approved Investment Projects

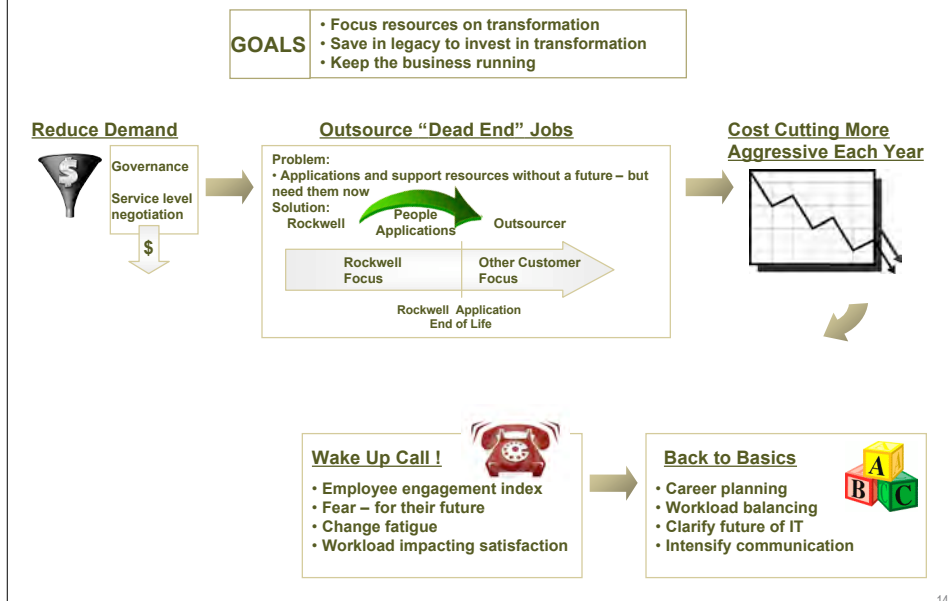
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## IT Staffing of Transformation Project



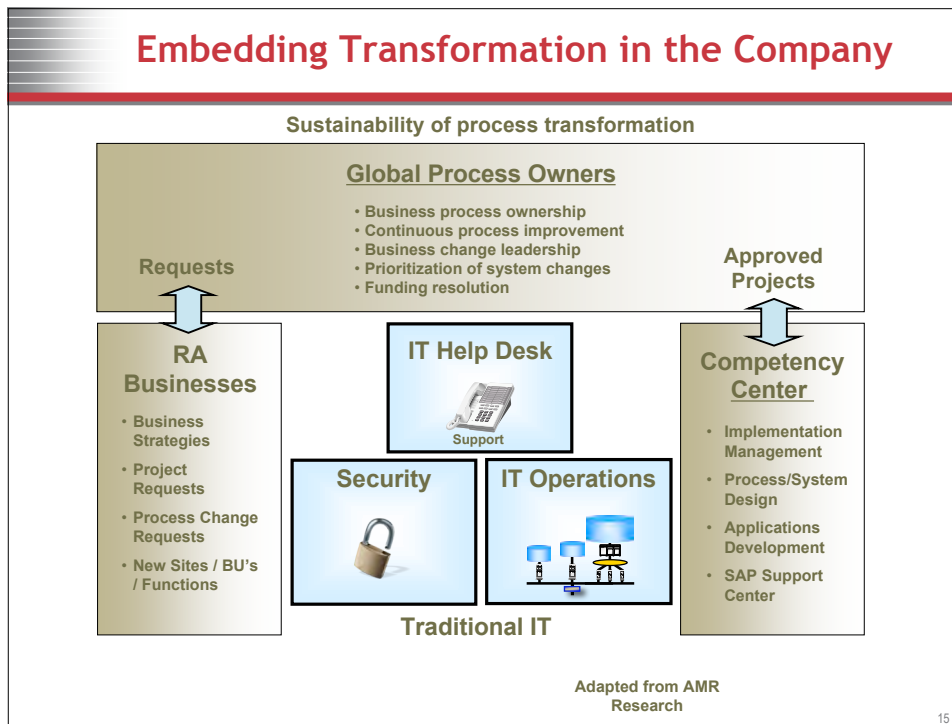
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## Reducing IT Legacy Investment



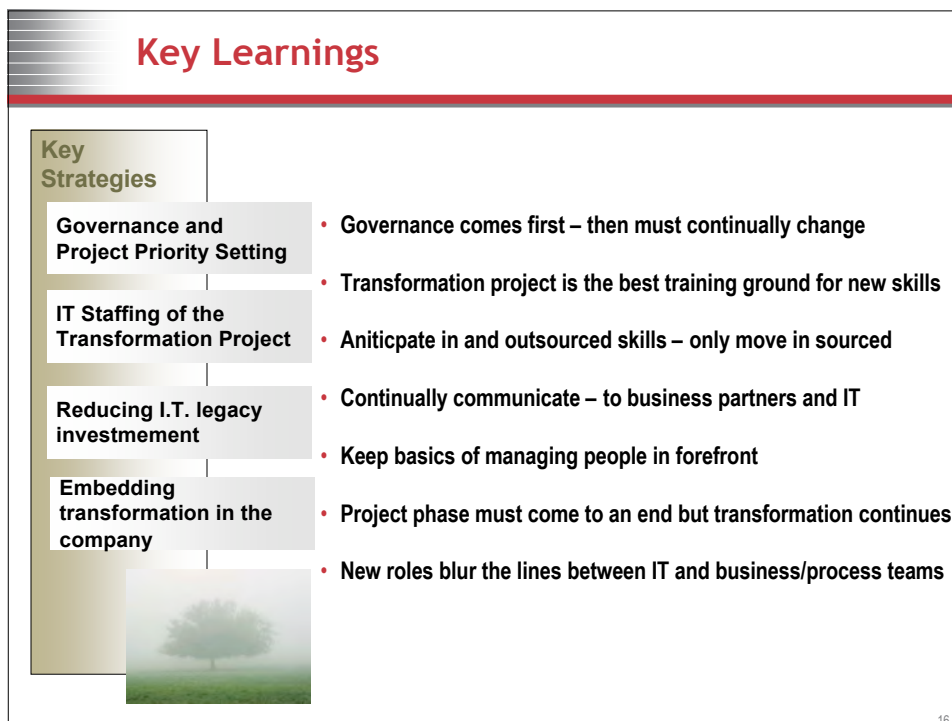
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## Embedding Transformation in the Company



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## Key Learnings





## Impact of the Difficult Economy on our Transformation

- The challenges of the current economy reinforces why we are transforming in the first place
  - World class processes, systems and organizational alignment are assets in good and challenging times
- Actions to meet the financial challenges:
  - Lengthening the global implementation timing
  - Focusing on getting the most legacy cost out the fastest (US and Europe)
  - Tightening control of scope
  - Accelerating exit of on shore consultants
  - Challenging legacy systems spending - again



**Focus, discipline and hard decisions are essential**

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## Thank You

**Mike Jackson**

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Rockwell Automation

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