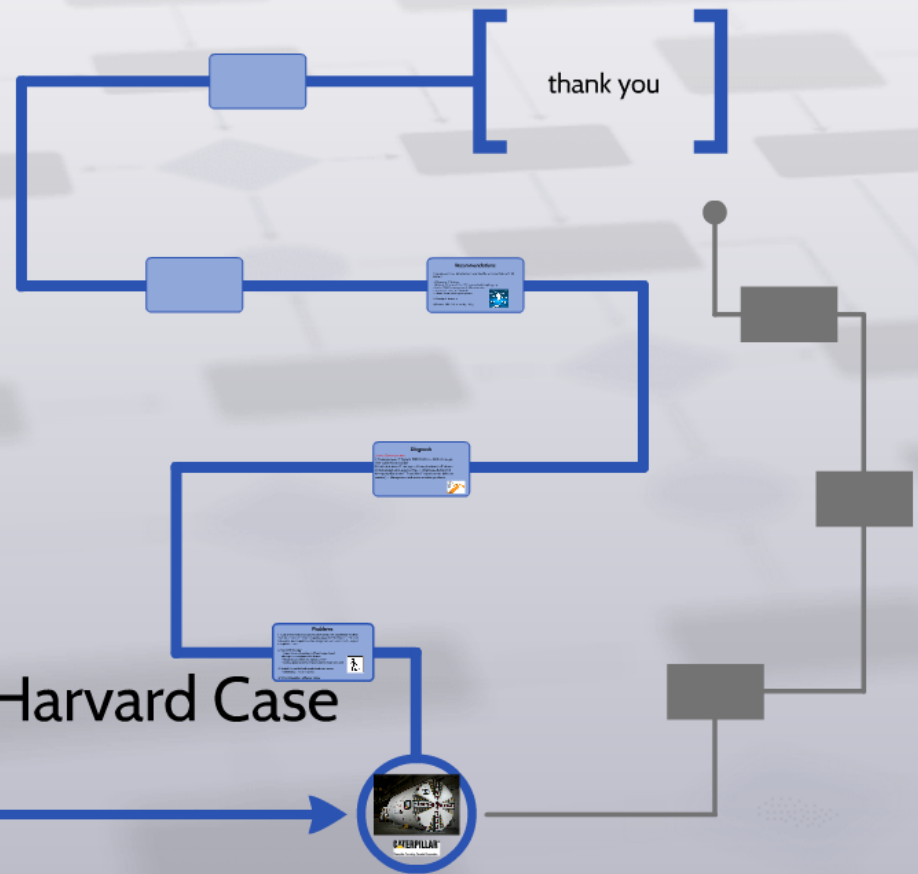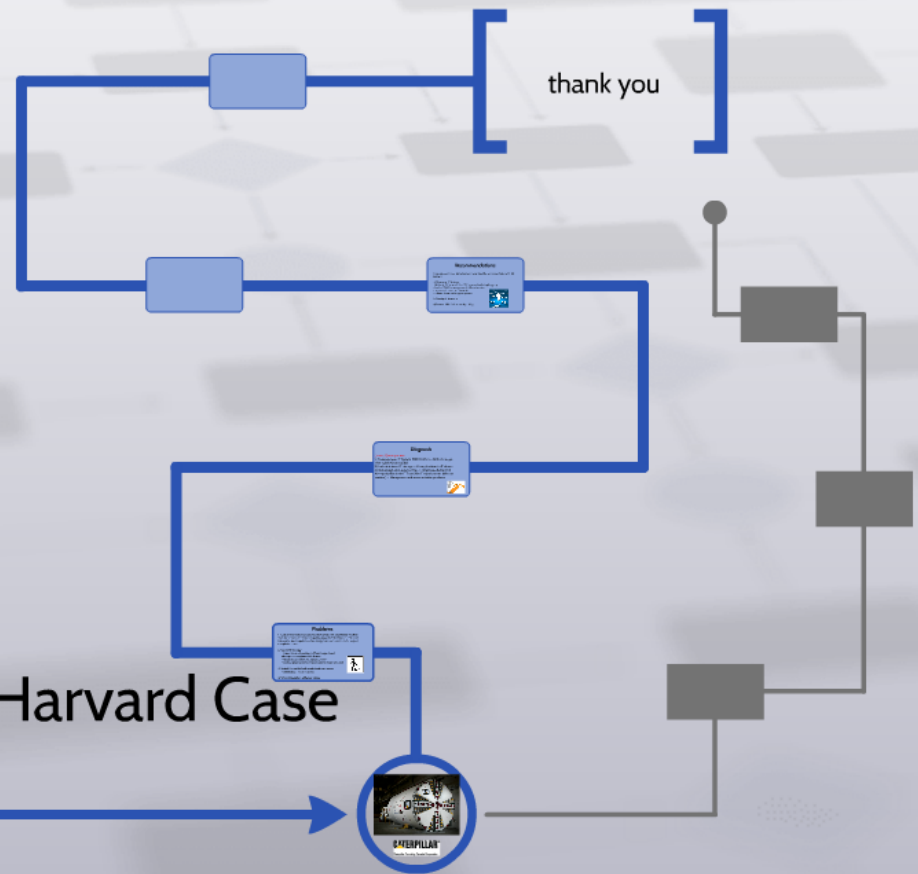thank you

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Problems

1/ Lack of information to lead effectively CTCC : this organization is blind !
"Data inconsistency" "uneven reporting & poorly defined process" Financial information don't reported on time, budget overcost identified after project completion ... etc...

2/ Lack of IT strategy
- Inconsistency of decisions: different department develop their own tools, ERP choice...
- Ressources problems to upgrade an ERP
- Unclear governance from local based decision to branch

3/ Actual IT is not link with market and users needs
- data access / history records

4/ CTCC/Caterpillar = different culture

Diagnosis

Causes /Consequences

1/ Heterogeneous IT System (ERP, BI, QA...) -> Difficulty to get information when needed

2/ Lack of vision of IT strategy -> Wrong decisions in IT choices

3/ Not enough end-users training -> Employees distrust in IT

4/ Organization in the IT Team (two IT departements, different location) -> Management and communication problems

Recommendations

1/Management vision : define business context and the key success factors of CTCC business

2/ Develop an IT Strategy
- Define an IT Governance for CTCC approved by Caterpillar group
- Involve CTCC Top management & different services
- Gathering IT Teams in a unique site
- Allocate ressources to support projects

3/ Develop BI plateform

4/ Improve skills of the teams by training

thank you

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