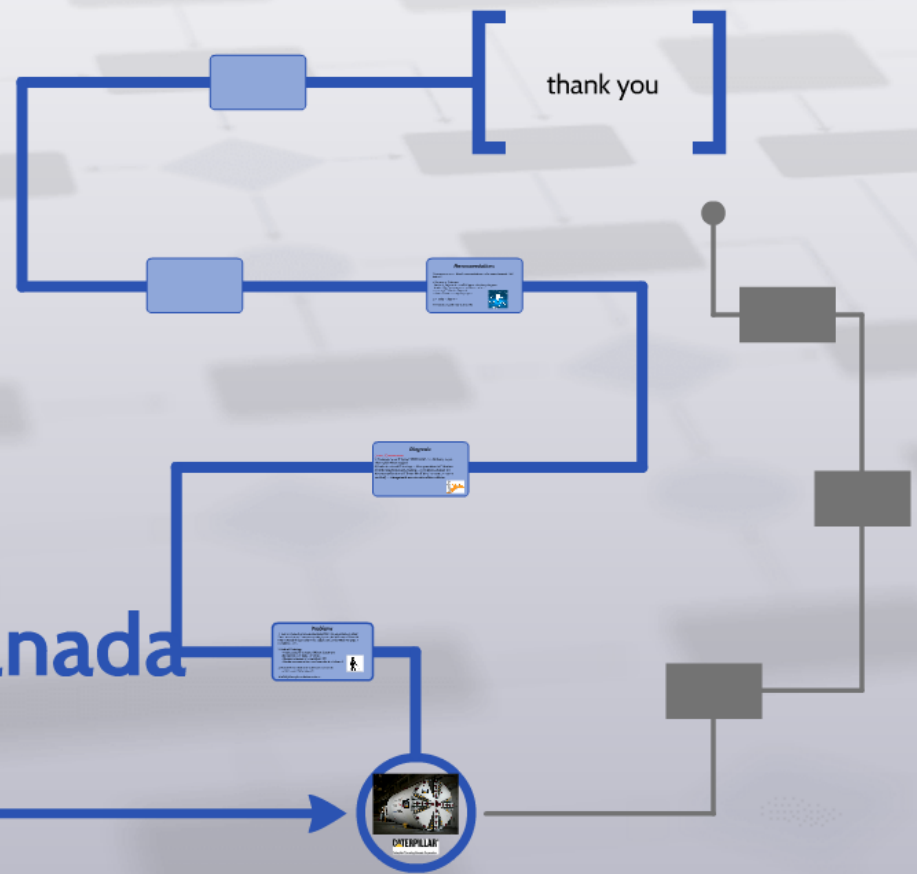


# Caterpillar Tunneling Canada Corporation (CTCC)

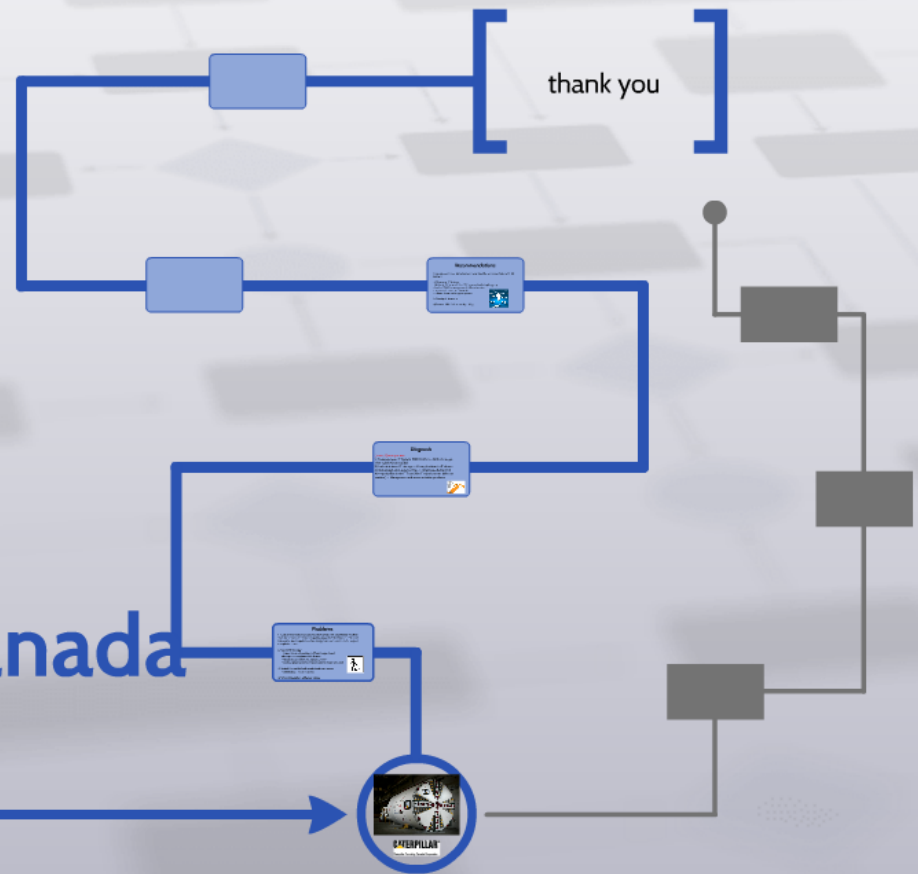
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# Problems

**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 resources to support projects

3/ Develop BI platform

4/ Improve skills of the teams by training

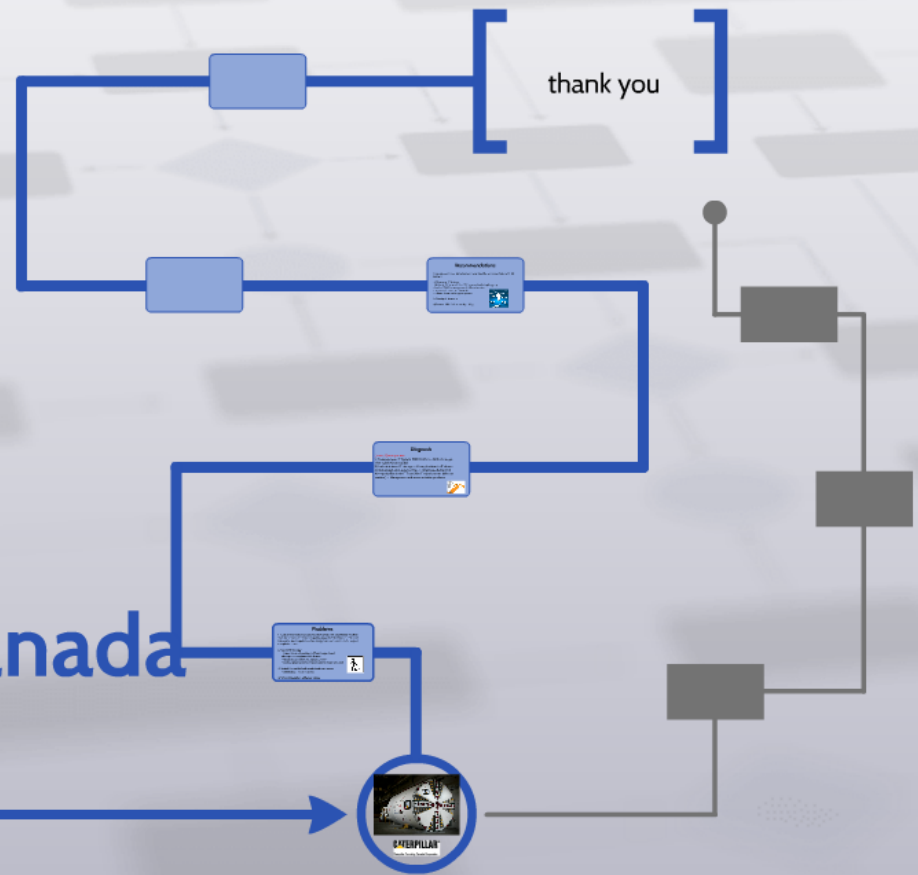


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thank you

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