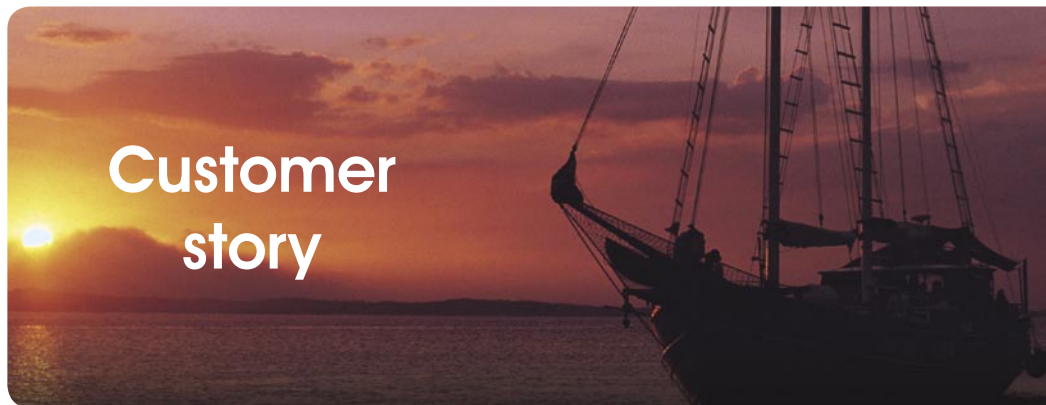




Now you're really in control



When Textron Inc. (NYSE: TXT), a \$10 billion multi-industry Fortune 500 giant, decided to standardize their many business units globally onto an SAP® R/3® business information solution, it knew the challenge was impressive. It chose Rev-Trac® change management software by Revelation Software Concepts Pty Ltd to control and illuminate the many changes involved.



Customer story

An Evolving Giant

With 43,000 employees and a diverse, global customer base, multi-industry giant Textron, Inc. business units range from well known names like Bell Helicopter, Cessna Aircraft and Greenlee



to golf and utility vehicle maker E-Z-GO, from finance companies to market-leading suppliers in the aircraft, automotive and industrial arenas.

With a presence in so many industries, Textron managers understand the value of operating efficiencies, even in a strong economy. The company decided to transform itself from what could be described as a holding company into a true operating model and turned to SAP AG to provide the business intelligence infrastructure it would need.

With a host of separate business units using independent internal information systems, Textron faced an unusual challenge to integration. Many of its independent brands were themselves market leaders with well-established internal processes. To integrate their business information systems might take blazing some new trails, but with SAP they were confident it could be done. SAP's R/3 enterprise-class software solutions are known for their flexibility, power, responsiveness and reliability.

"I don't know what we would have done without Rev-Trac. It's a culture change as much as a technical change – it has created a collaboration level that we've never had before. SAP was the impetus to start however we use Rev-Trac to enable and require coordinated decisions."

"Rev-Trac automates a lot of the hard manual work -- the drudgery that a project forces you to do. It eliminates the errors that go with all that handwork. It makes you wish you had always had Rev-Trac in a project."

Guy Gagne,
Director of Platform Services

Tying it All Together

Textron's transition would affect its business intelligence systems at the deepest levels of what some call "the magic behind the curtain," where information is processed for delivery to those who need it, precisely when they need it. This is particularly important now for companies doing business in North American markets.

The executive tasked to manage the integration of the different business unit SAP projects is Guy Gagne, Director of Platform Services. Gagne is well known in the close-knit world of SAP implementations, a veteran of nine years of major projects. Textron's SAP implementation is organized into four discreet projects; in the first phase, Gagne and a team of 200-plus members are working with large internal systems at Bell and Cessna in the aerospace sector, Greenlee in the industrial sector, and Textron Systems in high-tech and defense contracting arenas.

How these disparate units fit together may not be obvious at first glance, but Gagne explains, "In August of 2001, each company, on its own, was working to replace existing business intelligence systems. The corporation realized it was looking at a lot of synergies. The business units were in similar decision-making environments, making strategic purchases, administering human resources, improving management process visibility in compliance with new Sarbanes-Oxley legal requirements in the U.S., and so forth."

The challenge would be to integrate these disparate business intelligence systems smoothly, creating full process control and visibility within the integrated business units.

"We'll be more secure, and we'll have fewer outages because we'll have better control. People could make changes to the environment without the right level of approvals before, and it could even take the system down, but not with Rev-Trac."

Increasing Visibility, Managing Change

Rev-Trac change management now provides Gagne and his team with the process visibility and control they need. "We always know what changes are being made and who approved them," he says. "Nothing gets lost, because everything is visible and coordinated."

The Rev-Trac implementation was easy, Gagne says. Rev-Trac is written in ABAP/4®, the native SAP language, allowing it to function as a wholly integrated part of the SAP solution, rather than as an external add-on.

"Rev-Trac took a lot of the risk out of it for us, because it's internal to SAP. It was really easy to install. More the issue was how to configure it – what options to turn on, what to run, what approval strategies to implement. We could pick and choose."

Guy Gagne,
Director of Platform Services

"Rev-Trac is full of little touches that you wish you had in other projects," he remarks. "It fills a lot of the gaps you see in other tracking systems. You don't have to worry about people doing things differently in different locations, or changing the system without consulting others. Rev-Trac takes care of it for you. It has the workflow built into it, which makes it very easy to be sure everyone has done their work. It even tracks approvals throughout the process for you.

We always have visibility into who did what and who authorized it."

The Bottom Line

Gagne says a direct "bottom line" type of assessment is difficult, but he has learned its importance in the course of managing many enterprise projects so he and his team have come up with some objective measures.

"Finance likes to see hard numbers," he explains. "It's not sufficient, for example, to simply articulate the reduction in potential mistakes and what that could save us. So, we calculated that it would take three to four qualified, full-time people just to manage the change records inside SAP systems, without Rev-Trac. Now we're managing the whole process, including change records, with basically one to two people. That gives us a significant cost saving right from the start, year after year."

He adds, "Qualitative benefits are harder to nail down but just as important in practice. They fall into a lot of categories – how many more mistakes would people make without a better change management system? How much more difficult, and expensive, would it be to maintain process visibility compliance? How much faster are we able to implement changes?"

Gagne believes the value of such benefits will soon become clear to all levels of management, because of the visibility Rev-Trac provides. Other change-tracking systems use anything from paper files to email audit trails, he says, but with Rev-Trac he has positive knowledge a record exists that he can access immediately.

For a company doing business today, that level of visibility is among the most important benefits of all.



Rev-Trac®

Now you're really in control
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