

Success Metrics for Rebuilding an IT Culture

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May 3, 2010

Agenda

- About Kimberly-Clark
- The ITS Journey: *Transition to Transformation*
- How to Build a High-Performing IT Culture
- Q&A

A Global Health and Hygiene Leader

- ◆ *56,000-plus* employees worldwide
- ◆ *\$19.1 Billion* in Net Sales in 2009
- ◆ *#1 or #2 position* in more than 80 countries
- ◆ *1.3 billion* consumers use our products daily
- ◆ *Well-known global brands*

Scott
Brand

Depend

Kleenex^{BRAND}

HUGGIES^{BRAND}
Pull-Ups^{BRAND}
TRAINING PANTS

DIAPERS COUCHES PÂRALES
HUGGIES

Kotex



Kimberly-Clark

New TV Spot



U
by Kotex*



Kimberly-Clark

Our Businesses

Personal Care



Health Care



Consumer Tissue



K-C Professional





The ITS Journey

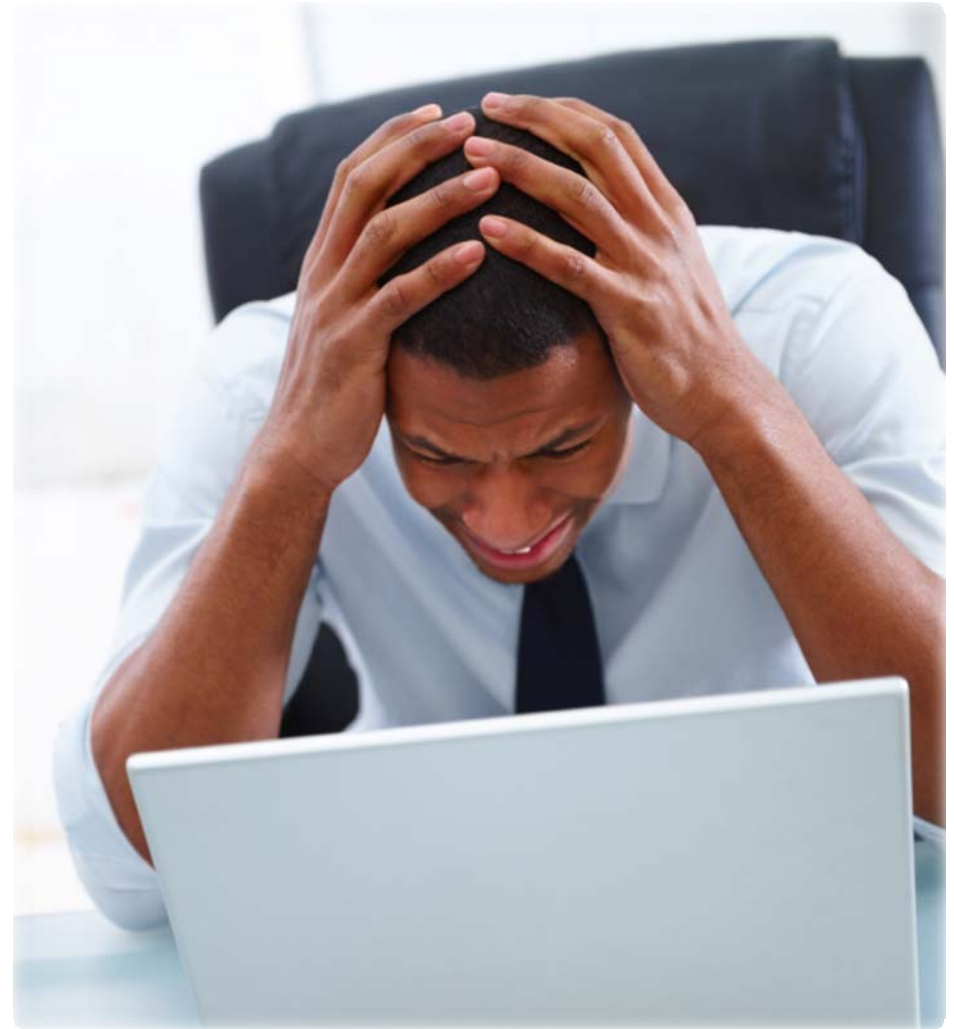
2006: A Year of Uncertainty

- ◆ New organization design
- ◆ Contracted with Tata Consultancy Services to outsource infrastructure
- ◆ Contracted with Cognizant to outsource Application Development
- ◆ Set up new SAP Design Center in Buenos Aires
- ◆ Attrition
- ◆ CIO retired in December



2007: A Year of Transition

- ◆ New Leadership Team
(including me!)
- ◆ New Work Processes
- ◆ Much Uncertainty
- ◆ Trials & Tribulations of Outsourcing
- ◆ Budget Constraints
- ◆ Continued Attrition
- ◆ Morale



2008: A Year of Stabilization

- ◆ Leadership Development
- ◆ Process Changes and Stabilization
- ◆ IT Portfolio Discipline
- ◆ Major IT Projects
- ◆ ITS Business Plan and the ITS Optimization program launch



2009: A Year of Transformation



- ◆ Over-Achieved 5 of 8 Top Goals & Objectives (Driven by CEO)
- ◆ Deployed SAP Order-to-Cash to more than 50% of Company
- ◆ Completed ALL IT infrastructure Service Level Agreements
- ◆ Created a High-Performing IT Leadership Team through Continued Development
- ◆ Generated \$20 million for CGI

FACT: K-C's Strongest Year EVER on Record!

CHECKPOINT!



How are we doing?

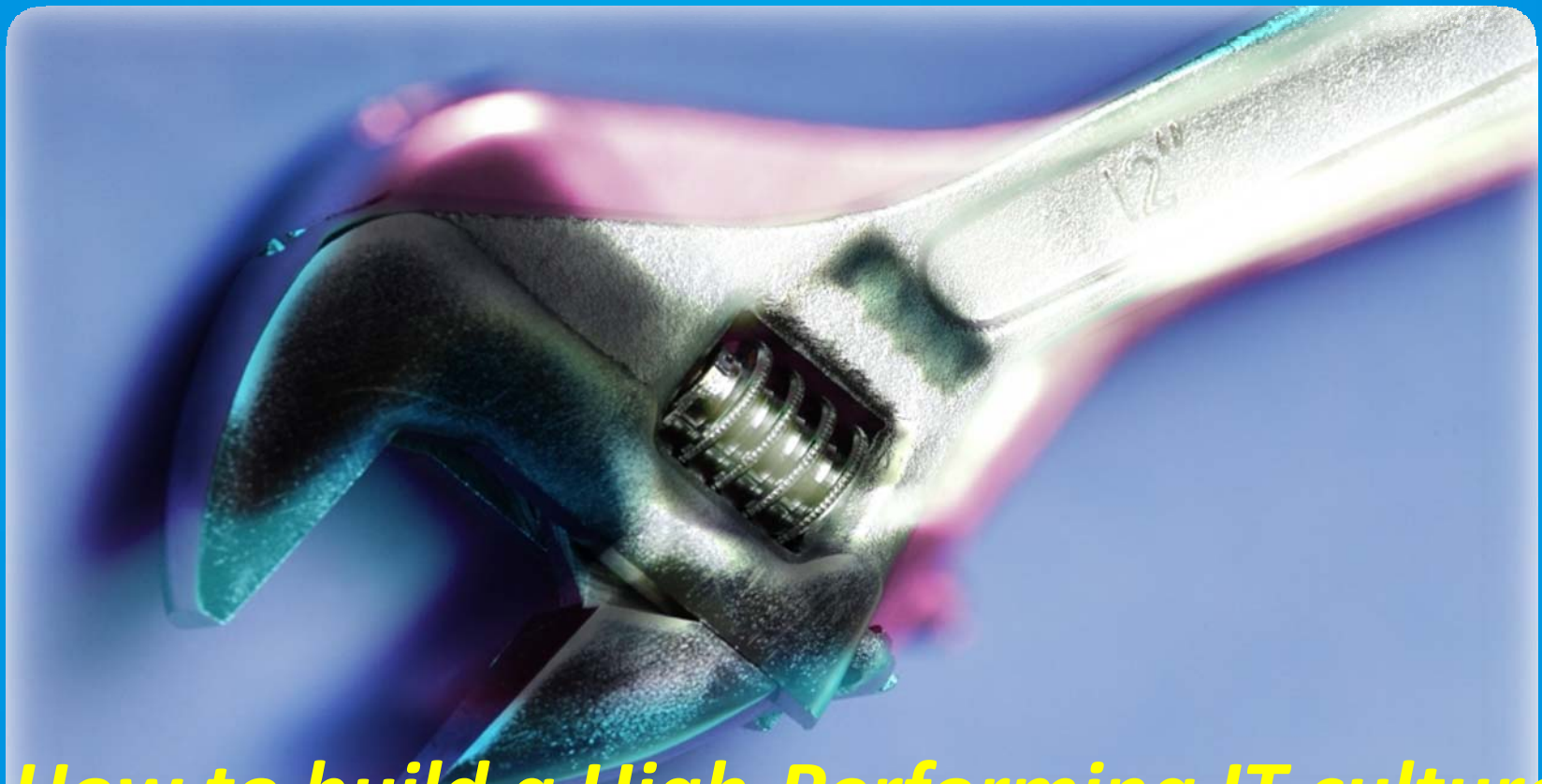


What did we do right?



What did we learn?





How to build a High-Performing IT culture

6 Steps to Building a High-Performing IT Culture

1. Deal with morale issues
2. Fix the breakdown in communications
3. Strengthen leadership team
4. Develop framework for talent management
5. Develop business capability road maps
6. Link IT contributions to company mission/vision



K-C Vision & Values



Lead the world in **essentials** for a better life.

UNLEASH THE POWER OF OUR PEOPLE

- ◆ Attract, retain and develop great people
- ◆ Build pipeline of leaders in key capability areas
- ◆ Embrace diversity and inclusion across our business

CREATE A BETTER FUTURE

- ◆ Create new markets to meet emerging personal needs of consumers and users
- ◆ Be responsible stewards of the environment and positive contributors to our communities

NURTURE & GROW OUR CORE BRANDS

- ◆ Be brand leaders in focus categories and markets
- ◆ Lead innovation in focus categories and markets
- ◆ Place consumers, users and customers at the center of everything we do

CONSISTENTLY GROW SALES, PROFIT & RETURNS

- ◆ Prioritize our resources against the best opportunities to balance cash flow, growth and margins
- ◆ Drive continuous cost improvement

our values:

AUTHENTIC

We continue our heritage of honesty, integrity, and courageously doing the right thing

ACCOUNTABLE

We take ownership for our business and our future

INNOVATIVE

We are committed to new ideas that add value

CARING

We respect each other and care for the communities where we live and work



Where do we go from here?

2010: ITS Priorities

UNLEASH THE POWER OF OUR PEOPLE

- ◆ Global Human Capital Management System
- ◆ Career Management Initiatives



2010: ITS Priorities

NURTURE & GROW OUR CORE BRANDS

- ◆ Accelerate key innovation processes/ pilots
- ◆ Consumer Database Remodeling
- ◆ Direct Engagement via Social Media



2010: ITS Priorities

CREATE A BETTER FUTURE

- ◆ Supporting Innovation Pilots
- ◆ Next Generation Security
- ◆ Support Acquisition Integration



2010: ITS Priorities

CONSISTENTLY GROW SALES, PROFIT & RETURNS

- ◆ Systems Availability
- ◆ Finance Commitments
- ◆ Supply Chain Forecasting
- ◆ Integrated Customer Business Planning
- ◆ Enterprise Data Warehouse
- ◆ Customer Touch Management
- ◆ Global Spend Analytics
- ◆ Lean Methodology



In Summary...

Morale is key to employee satisfaction & performance

Consistent, relevant, leadership-driven communications are critical

Strong leaders deliver strong (and happy) performers

Employees must feel valued and rewarded, with opportunity to grow

IT capabilities/priorities must be clearly mapped out
for the organization & company

ITS is a critical function of the company; ITS employees should
understand their contribution to the bigger picture

ITS is well positioned to Power Business Performance!

THANK YOU!



Kimberly-Clark

Questions

