Kurt De Ruwe

Creating Value by Business Process Innovation at
Bayer Material Sciences

The journey sofar

- 1986-1990 UFSIA TEW, Quantitative Economics
- 1990   IBM   Financial Analyst
- 1991   Mobil   Business Analyst
- 1992   ICI   Business Analyst
                               Development Manager
                               European IT Manager
                               Global IT Manager

- 2000   Huntsman   Director Global IT
- 2007   Bayer MaterialScience   CIO
        10B€ revenue, >80 LE, 15.000 employees

The early days

- First days at IBM in the credit department

- From the wonderful world of the university to reality in just a few days

- Sometimes you need to start at the bottom in order to get to the top

- Right moment, right time, right connections

- Never avoid a challenge, always try

- Belief is a powerful tool for success

The role of the CIO

- A Visionary

- A Pragmatist

- An Inspiring IT Manager

- A relentless Cost Cutter

- A Value Creating business partner
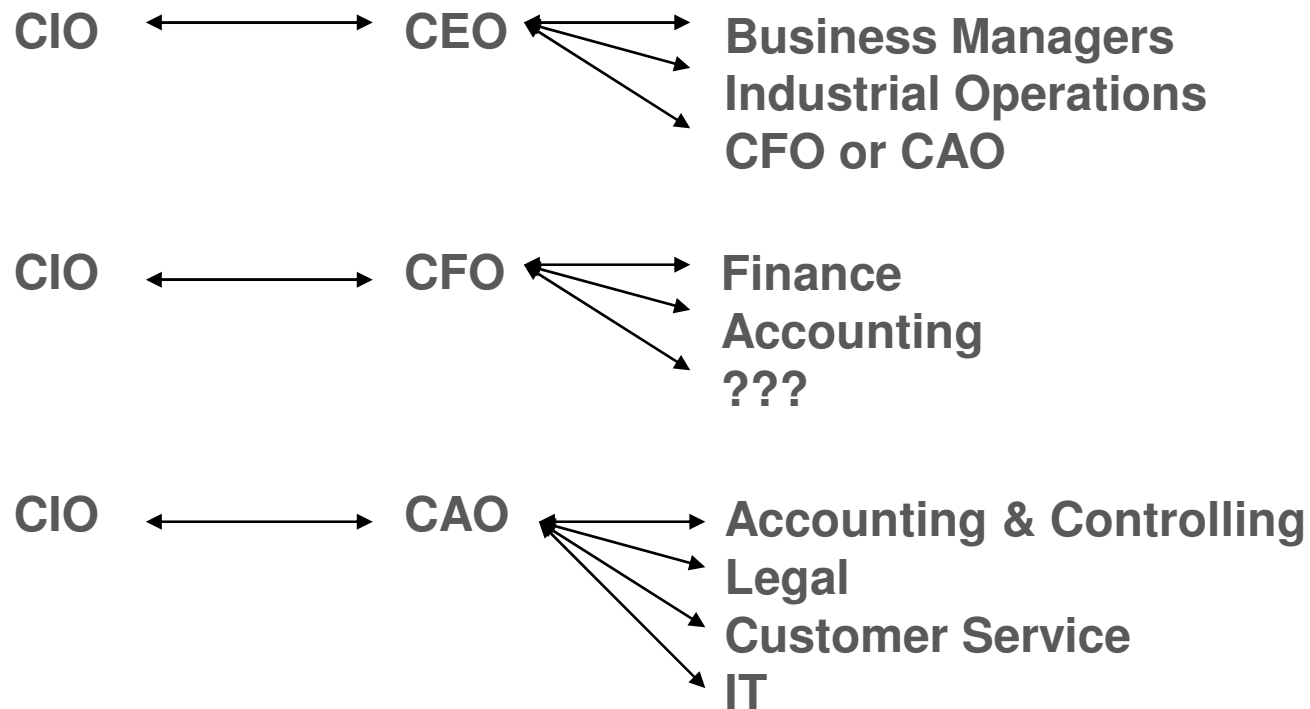
- A Change Agent

- An Innovator

The influence of the CIO

- Direct and/or indirect

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CIO  ⟷  CEO  ⟵  Business Managers
                 Industrial Operations
                 CFO or CAO

CIO  ⟷  CFO  ⟵  Finance
                 Accounting
                 ???

CIO  ⟷  CAO  ⟵  Accounting & Controlling
                 Legal
                 Customer Service
                 IT
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Significant moments in my career

1996 Pioneer my first SAP project:

- The creation of an external Oracle based datawarehouse at a time where the term did not yet exist
  - Techno impact; Oracle to Oracle, No ABAP
- Problem: Business has challenging reporting needs that could not be met by SAP R3 2.2
- Challenge: Additional scope, cutting edge concept
- Who: Project Management, Exco, Business
- How
  - Demonstrate that business needs could not be met
  - Technical feasibility

Significant moments in my career

2000-2002 Atlas: First global SAP template

- Problem: globalisation and need to upgrade regional ERP systems

- Challenge: Convince regional empires that global business processes and a global system would bring sustainable benefits

- Who: Exco, Regional management teams

- How:
  – Step by Step, take step one and see
  – Continuous confirmation of the strategic direction and intent

Move from being an influencer to taking full control

Significant moments in my career

2002-2004 Blue Ocean:

- Global Thin Client environment for over 5.000 users with far reaching consequences (laptop reduction, printer centralisation, space limitations, application rationalisation ...)
- Problem: Office environment more expensive that ERP
- Challenge: 5 scenarios, Exco took most radical one with big impact on users
- Who: Exco, IT Team and later all users
- How:
  – Creation of Options, Top down commitment
  – Clear visibility and explain why the new environment was better

Who's running this business?

Significant moments in my career

2007-2012 ProgramOne:

- Business Optimisation changing processes, business model and systems

- Problem: Business complexit and cost

- Challenge:
  - Bayer Culture, Global, Greenfield, start with the US
  - Simplify, standardise, automate vs giving users what they ask for

- Who: Exco, Business, Service Units, IT Team, basically everybody

- How:
  - Demonstrate complexity, Clear vision and strict control

The battle is never over

- Getting people to believe in you and trust your judgement never stops

- Vision

- Execution

- After care

- Continuous improvement

- Communication

  ....

- Looking for the next big opportunity

Current projects

- ProgramOne

    – ProgramOne is a suite of innovative projects designed to improve

      the global competitiveness of BMS,

      not just for now but for generations to come

    – Success is achieved when people work differently

- Document Retention

- Knowledge Management through social networking

- Plans for the future: Next evolution of the personalised workplace

Kurt's tips for getting his own way

1. I know I will not retire at Bayer

2. Challenge everything

3. Eating cornflakes in the morning rather than croisants

4. Balance work – family life

5. Listen but be firm on decisions taken

6. Make sure you have a good team around you

7. For whatever you do secure management buyin first

8. People who attempt the difficult often attain the impossible

Thank's for listening

Kurt's dilemma:

- *What is the most important role the CIO plays in your organisation and why?*

- *Role of the CIO:*
  - *Value creating business partner & Change Agent*
  - *A pragmatist & Relentless cost cutter*
  - *A Visionary Innovator*

Who's running this business?

Thank you!

Who's running this business?

My question:

"Sometimes it is OK to ignore or deliberately break the rules, if you believe that the result is in the company's interest"

Green = Agree
Red = Disagree