
Top 10 Frequently Asked Questions

- 1.** What is the difference between the CIO and CDO role?
- 2.** How can you help us better understand the names behind the people in the UT Digital organization?
- 3.** There seems to be a lot of external hires filling key jobs within the digital org. What is the career path for existing UTC employees?
- 4.** What makes our digital strategy different in respect to our primary competitors?
- 5.** Where do you see the Digital Teams across UTC in 5 years? What would be your ideal state?
- 6.** We hear a lot about bringing “digital” skills back into the employee base. What is being done to advance this?
- 7.** Can you confirm if DXC will continue to be our IT partner going forward after 2020? What principle improvements should we expect if so?
- 8.** Many companies are considering a transition to G-Suite away from Microsoft based products. Will UTC bring in G-Suite and if so how would that work?
- 9.** The Digital Accelerator has been in place for about a year. How is it shaping up? What big ideas are you seeing come out of it? How has the concept evolved?
- 10.** How can the BUs engage with the Digital Accelerator? What’s the process?

1.

What is the difference between the CIO and CDO role?

Classically, the role of Chief Information Officer (CIO) has been to drive operational efficiency and productivity. The thesis for why we've developed the role of Chief Digital Officer (CDO) is due to the need for our department to become a driver of growth. CDOs are chartered to help lead business model transformation and differentiate our products and services by leveraging software and analytics to extend our value chain more deeply into our customers and the CIO's will be key enablers as a part of their team to do that.

2.

How can you help us better understand the names behind the people in the UT Digital organization?

We've shared with everyone our 70-20-10 portfolio approach – where 70% of our organizational focus is on business efficiency, 20% of our focus will be on transforming the customer experience and 10% on driving increased sales. From an organizational structure perspective, this resulted in adding both new roles and disciplines to the organization to deliver on this approach. It wouldn't be fair to ask the teams in our previous structure to do 2 new things (transform the customer experience and drive increased sales) without creating that capacity.

Therefore, we created the Chief Digital Officer (CDO) role to better understand the opportunities around transforming the customer experience and leveraging software & analytics to drive increased sales. The CDO role is expected to work from our customers and bring those priorities back in to our organization. The CIO is responsible for improving business efficiency and changing the way we work through new tools and digital capabilities. The company runs on core systems like SAP and JDE – which is how orders get booked, parts get shipped and invoices get paid everyday – and play an essential role in our digital strategy. All of these activities need to converge and connect seamlessly. While the CDO is trying to figure out new opportunities from the “outside-in” they are working in partnership with the CIO to figure out what we can do from the “inside-out” and if our systems can support that initiative. At each Business Unit there is a leader – we have 2 CDOs, Sudeep Gautam at Pratt & Whitney and Laura Merling at UTAS. We will be announcing a CDO at CCS shortly. These roles are supported with strong CIO leadership from Marcus Galafassi (OTIS) Julianne LeBlanc (PW) and Joe Schulz (CCS).

We also have expanded the scope of the Digital Technology disciplines from 3 to 7.

The Business Systems discipline which includes things like CRM, PLM, ERP is functionally led by Brian Galovich, our Corporate CIO. As you would expect, Cybersecurity & Risk Mgmt. continues to be very important and is functionally led by Daniel Conroy. And lastly, Infrastructure Services – storage, compute, networking, end user support, etc. are functionally led by Venkatesh Iyer our CTO for Digital. Those 3 skills continue to be incredibly important and critical to our success as an organization.

Dayan Anandappa leads the UT Digital Accelerator in Brooklyn, NY and functionally leads User Experience Design, Software Development and the Software Product Management disciplines. Amarjeet Singh

2. (continued)

manages our strategic partnerships and alliances across UT Digital. And we are in the process of appointing and making a change in how we approach data management and data analytics.

From a functional standpoint, Margaret Rusnock leads our Finance efforts, Pete Karahalios is now leading our HR efforts and Holly Gilthorpe leads Innovation Communications for Digital.



3.

There seems to be a lot of external hires filling key jobs within the digital org. What is the career path for existing UTC employees?

All of you are the backbone of our team, with skills, domain knowledge and experience that run this company on a daily basis and invaluable as we go on this journey together. In addition to that our charter and mission has expanded as we have moved from an info tech organization to a digital tech organization, and we are being asked to do more. As such, we are staffing up accordingly and added four new disciplines which are not native to UTC (Data science, User-

Experience Design, Software Development and Product Management). In order to fill those roles at the pace required, we are recruiting people with those experiences and skills, however the domain expertise and experience of existing UTC employees is essential to our success and will enable you to continue to grow your career within Digital and with more career options than before. We continue to work to help define the career paths and the training to enable transformation from within.

4.

What makes our digital strategy different in respect to our primary competitors?

One thing is clear is that the battle has just begun and there is by no means a clear winner in our industry. For me we our differentiation lies in 3 buckets: Focused Intent, Depth & Reach and Organizational Approach.

Focused intent → Customers, Employees and Business – in that order.

Depth & Reach → Access to our installed base of products, backlog of aftermarket services, and strong customer relationships – is a tremendous asset and opportunity for our digital agenda

Organizational Approach → And investing around the 7 disciplines that we have discussed.

5.

Where do you see the Digital Teams across UTC in 5 years? What would be your ideal state?

It is how do we enable increased sales, transform the customer experience and drive business productivity; and ultimately creating the culture. Next, we need to start pinning down the impact we can have on cash, EBIT and sales -- like we discussed in our May town hall.

6.

We hear a lot about bringing “digital” skills back into the employee base. What is being done to advance this?

Training is a key aspect of this. Although we are not moving at the pace that I expect we are making solid progress. For example – our team [all of you] have completed over 2,300 Digital Foundations courses online, we have offered two agile development courses at UTAS and Corporate and delivered a number of product management courses with our first one delivered outside the US in Canada and most recently in Poland. Recently, we announced a Data Science Certificate Program in partnership with Stanford University for in depth programming and the Stephens Institute for general data science curriculum. For more information on online courses or in-person training, you can visit <https://digital.utc.com/learn/>.

7.

Can you confirm if DXC will continue to be our IT partner going forward after 2020? What principle improvements should we expect if so?

We are continuously looking to improve how we deliver services and employee experience. As part of this, we are actively looking at opportunities in the market with other vendors and providers. Over the last four months we have had discussions and briefing sessions with over half a dozen providers. We will choose a vendor based on user experience, operational excellence & efficiencies as we look to the future.

8.

Many companies are considering a transition to G-Suite away from Microsoft based products. Will UTC bring in G-Suite and if so how would that work?

Timely question, we talked about this as a topic at a recent Digital Leadership Council meeting. We continually look out to the future and consider new tools and ways of working that could help make our employees and business more productive. We are evaluating G-Suite as an alternative productivity tool

8. (continued)

to Microsoft 365. There is a lot to consider – interoperability with MSFT products, user-experience, cybersecurity and total cost of ownership. The team is on it and conducting benchmark assessments and analysis. We will have a stronger point of view later this year on how we should adapt and evolve at UTC.

9.

The Digital Accelerator has been in place for about a year. How is it shaping up? What big ideas are you seeing come out of it? How has the concept evolved?

The Digital Accelerator is shaping up quite well. The goal has been to partner closely with UTC's businesses to shape the future of aerospace and building technologies. We have been actively recruiting around the 4 new Digital disciplines - Product Management, Design, Data and Software Development. These individuals along with their counterparts in the businesses are focused around the following 4 Digital Focus Areas -- Connected Products, Customer Experience, Service Transformation and Smart Factory. We have some very nice early wins across customer and supplier portals, service tools, phm, and supply chain.

10.

How can the BUs engage with the Digital Accelerator? What's the process?

To engage the Accelerator, we have an established intake process. If you have a project that you'd like to partner on, you should reach out to the Digital Lead for your BU. They will be able to help answer your questions and engage the right people accordingly.

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