NEWLY ACQUIRED BUSINESS INTRANET INTEGRATION

CHRIS SPILKER
SR. MANAGER DIGITAL & BRAND COMMUNICATIONS

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TEXTRON

ABOUT TEXTRON

Textron Inc. is a multi-industry company that leverages its global network of aircraft, defense, industrial and finance businesses to provide customers with innovative solutions and services.

2023 Revenues
$13.7 Billion

NYSE Symbol
TXT

Employees
35,000

Fortune 500 Rank
318

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BUSINESS SEGMENTS & CORE BRANDS

Textron Aviation — Cessna by Textron Aviation, Beechcraft, Textron Aviation Defense, Able Aerospace Services, AeroMotion by Textron Aviation, McCauley, TRU Simulation + Training

Textron eAviation — Pipistrel, Amazilia Aerospace by Textron eAviation

Bell — Bell

Industrial — Arctic Cat, Cushman, E-Z-GO, Kautex, Jacobsen, Textron GSE Ground Support Equipment

Textron Systems — Textron Systems, ATAC, Lycoming, Howe & Howe

Finance — Textron Financial

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GLOBAL PRESENCE

Textron operates an extensive network of manufacturing, sales and service facilities in more than 20 nations.

NORTH AMERICA
- Bell
- Finance
- Kautex
- Textron Aviation
- Textron eAviation
- Textron Specialized Vehicles
- Textron Systems

EUROPE
- Bell
- Finance
- Kautex
- Textron Aviation
- Textron eAviation
- Textron Specialized Vehicles
- Textron Systems

SOUTH AMERICA
- Finance
- Kautex
- Textron Aviation

ASIA/PACIFIC
- Bell
- Kautex
- Finance
- Textron Aviation
- Textron Systems

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TEXTRON'S INTRANET
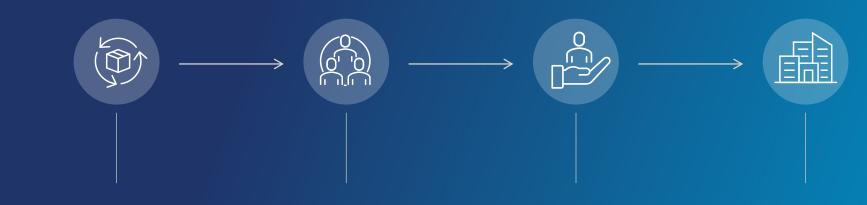
ERIC: ENTERPRISE INFORMATION RESOURCE CENTER | VARIOUS BUSINESS VIEWS

HOW IT WORKS

PERSONALIZING INTRANET CONTENT

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PERSONALIZING INTRANET CONTENT

EMPLOYEE DATA SYNCHRONIZATION

HCM

Employee data resides in our **Human Capital Management** system

MIM

This data is synched every few hours to various systems via **Microsoft Identity Manager**

AD

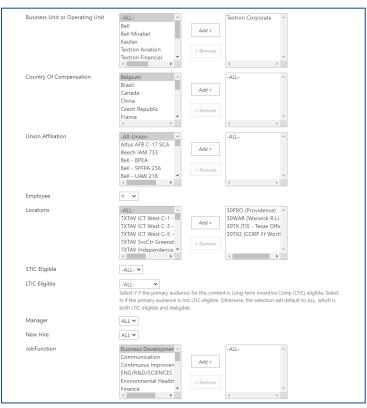HCM data is used to populate dynamic **Active Directory** groups

SP

These AD groups are mapped to values in the backend of our **SharePoint** content management forms

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PERSONALIZING INTRANET CONTENT

PUBLISHER BACKEND VIEW IN SHAREPOINT: AUDIENCE TAGGING

- Business or Operating Unit
- Country of Compensation
- Union Affiliation
- Employee / Non-employee
- Location
- Short/Long term incentive compensation
- Manager / Non-manager
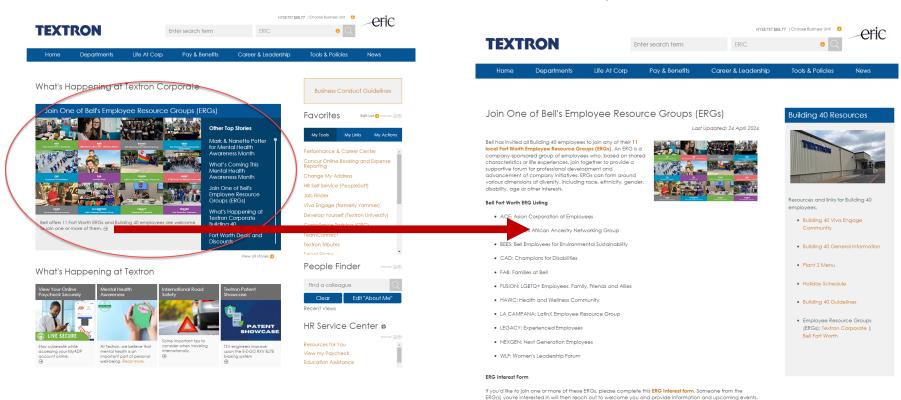- New Hire (Y/N)
- Top-level job function

And any combination of these values. For example: Only managers at Bell working at our Amsterdam supply center.

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PERSONALIZING INTRANET CONTENT

END RESULT EXAMPLE: FOR CORPORATE EMPLOYEES IN FORT WORTH, TX

INTRANET PLANNING FOR
ACQUISITIONS

NOTABLE TEXTRON ACQUISITIONS

ANNOUNCEMENT. WHAT'S NEXT?

There may be time between the announcement and the deal closing. During this time an **integration team** may be formed representing business unit and Corporate functions such as HR, Finance, Contracts, IT, Legal, Communications, etc.

This team will determine an **integration timeline** which drives employee communications and the need to access ERIC.

When the deal closes, a **welcome message** is typically sent to the new employees.

Meanwhile, we gather details about how the newly acquired business will be **structured** within our Human Capital Management System which drives ERIC strategy.

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MAPPING HCM DATA FOR ERIC PERSONALIZATION

When working with our HR and IT partners, we analyze the HCM data and answer questions such as:

- Will acquired business be slotted into an existing business? (this determines which business view of ERIC the new business will receive)

- How many employees are there and what are their largest facilities?

- What countries do these new employees reside in?

- What languages do they speak?

We provide requirements to IT to develop new dynamic Active Directory groups (if required) and map them to new values on our SharePoint publish forms
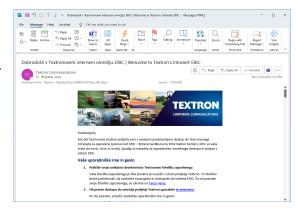
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GRANTING INTRANET ACCESS

There will be immediate needs for employees to access ERIC. Some of the first things they typically need access to are:

- HCM system
- Enterprise/business unit policies
- Compliance modules
- Online paystub advice

Until they are integrated into our internal network, they use the external facing password-protected version of ERIC.

When they are assigned a Textron employee number, the MIM process creates an Active Directory account.

We can then email intranet access instructions to the new employees which includes guidance for protecting their passwords.

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…AND IT DOESN'T END THERE

After initial intranet access is granted, integration activities may continue for months (or even years). Some ongoing activities may include:

- Integrating the business with company culture and communications processes

- Rollout of additional enterprise or business-specific tools and systems

- Bringing the facilities into our internal network/domain (which may or may not happen)

- Migrating the new business to our Microsoft 365 tenant

- Integrating or sunsetting the newly acquired business' intranet

- Training ERIC intranet publishers

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PUTTING IT ALL TOGETHER

KEY TAKEAWAYS

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KEY TAKEAWAYS & LESSONS LEARNED

1   STEP UP AND LEAD THE INTRANET SIDE OF AN ACQUISITION.

2   WHEN DEALING WITH COLLEAGUES FROM THE NEW BUSINESS, GET TO KNOW THEM, BE EMPATHETIC, AND BE AN ALLY.

3   FIND YOUR GO-TO PERSON IN EACH FUNCTION AND BE THEIR GO-TO PERSON IN YOUR FUNCTION.

4   CREATE A MERGERS & ACQUISTIONS INTRANET PLAYBOOK TO DOCUMENT YOUR PROCESS.

"If you've done it more than twice, it's a process.
And if it's a process, it needs to be documented."

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QUESTIONS?