(12) INTERNATIONAL APPLICATION PUBLISHED UNDER THE PATENT COOPERATION TREATY (PCT)

(19) World Intellectual Property Organization
International Bureau

(43) International Publication Date
21 November 2002 (21.11.2002)

PCT

(10) International Publication Number
WO 02/093309 A2

(51) International Patent Classification[7]: G06F

(21) International Application Number: PCT/US02/15365

(22) International Filing Date: 13 May 2002 (13.05.2002)

(25) Filing Language: English

(26) Publication Language: English

(30) Priority Data:
09/855,091 14 May 2001 (14.05.2001) US

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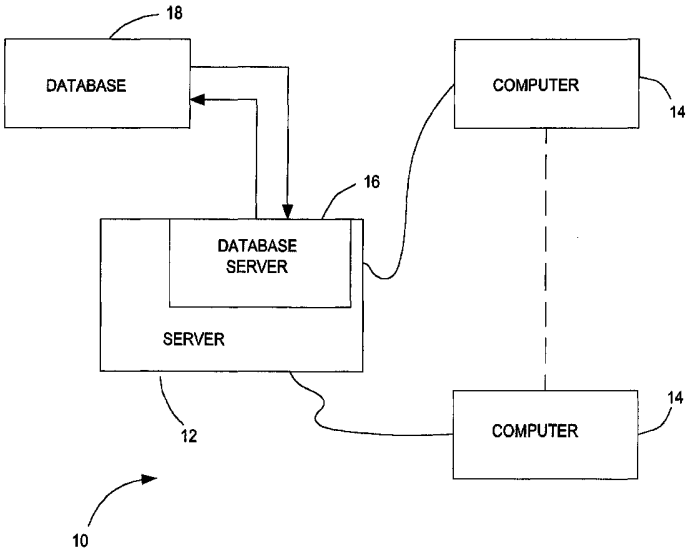
(81) Designated States *(national)*: AE, AG, AL, AM, AT, AU, AZ, BA, BB, BG, BR, BY, BZ, CA, CH, CN, CR, CU, CZ, DE, DK, DM, DZ, EE, ES, FI, GB, GD, GE, GH, GM, HR, HU, ID, IL, IN, IS, JP, KE, KG, KP, KR, KZ, LC, LK, LR, LS, LT, LU, LV, MA, MD, MG, MK, MN, MW, MX, MZ, NO, NZ, PL, PT, RO, RU, SD, SE, SG, SI, SK, SL, TJ, TM, TR, TT, TZ, UA, UG, UZ, VN, YU, ZA, ZW.

(84) Designated States *(regional)*: ARIPO patent (GH, GM, KE, LS, MW, MZ, SD, SL, SZ, TZ, UG, ZM, ZW), Eurasian patent (AM, AZ, BY, KG, KZ, MD, RU, TJ, TM), European patent (AT, BE, CH, CY, DE, DK, ES, FI, FR, GB, GR, IE, IT, LU, MC, NL, PT, SE, TR), OAPI patent (BF, BJ, CF, CG, CI, CM, GA, GN, GQ, GW, ML, MR, NE, SN, TD, TG).

Published:
— *without international search report and to be republished upon receipt of that report*

[Continued on next page]

(54) Title: METHODS AND SYSTEMS FOR PERFORMING ACQUISITION INTEGRATION



(57) Abstract: Systems and methods that facilitate integration of one corporate entity into another corporate entity are described herein. In one embodiment, a method in a computer for generating an acquisition integration project plan includes displaying a plurality of pre-defined integration events based upon at least one user selected integration area, each pre-defined integration event being associated with a phase in an acquisition process, displaying at least one user selected, pre-defined integration event for each user selected integration area, displaying at least one of a name of a person responsible, a due date, a completion percentage, and a commentary for each user selected, pre-defined integration event, and storing the user selected, pre-defined integration events and corresponding integration areas as an acquisition integration project plan.

WO 02/093309 A2

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METHODS AND SYSTEMS FOR PERFORMING ACQUISITION INTEGRATION

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BACKGROUND OF THE INVENTION

[0002] This invention relates generally to integrating an acquired company with an acquiring company and more particularly, to methods and systems for assimilating a newly acquired asset or company with another asset or company.

[0003] Acquisition integration, as used herein, refers to processes and systems for assimilating a newly acquired asset (e.g., a portfolio) or company with an existing asset or company. For example, acquisition integration occurs when one company acquires another company. Acquiring a company includes multiple phases. Such phases include, for example, a pre-due diligence phase during which objectives to achieve in an acquisition are defined, a due diligence phase during which candidate companies being considered for acquisition are studied, a post-sign / pre-close (i.e., contracts are signed but operating provisions are not yet effective) phase during which contractual contingencies are resolved, a post-closing (i.e., contracts fully effective) phase during which the acquired company comes under the control of the acquiring company, and a transition to operations phase where the former two companies begin to operate as a single entity.

[0004] Integrating the operations and staff functions of the acquired company with the acquiring company traditionally starts with the post-sign / pre-close phase and continues into the post-closing phase. During the post-sign / pre-close phase, the integration activities may be minimal due to complexities and concerns relating to contractual contingencies, e.g., governmental reviews and approvals.

[0005] Although integration traditionally has been performed starting with the post-sign / pre-close phase, there have been attempts to initiate integration earlier in the acquisition time continuum, such as in the pre due-diligence phase. Attempts to initiate integration efforts early in the acquisition process can meet with resistance due, for example, to a desire to focus resources on identifying and screening candidate companies and avoiding perceived unnecessary costs associated with tasks traditionally performed much later in the acquisition time continuum.

[0006] Companies that perform numerous acquisitions throughout any given year may designate a group of individuals to work on acquisitions. Large companies with various operating businesses may designate multiple groups to work within assigned businesses on different acquisitions or on common acquisitions with other groups. The acquisition groups, however, typically focus on identifying candidate companies, performing due diligence on selected candidate companies, and then negotiating and finalizing the agreements necessary to acquire the selected company or companies. Once the acquisition agreements are executed, the acquisition group transitions to another acquisition project. Some members of the group that worked on the just completed acquisition may move on to new jobs, and new members are assigned to the acquisition group. The acquisition group is not necessarily involved in the post-closing integration.

[0007] As a result, the knowledge and experience gained through the acquisition process by each member of the group may not necessarily even be passed along to the post-acquisition integration group. Also, a process utilized in one particular acquisition often is not formally captured in a way that promotes repeating the process for another acquisition. That is, one group working with one business may not necessarily share its experiences and knowledge with another group working in another business, or even with another group in the same business.

[0008] Checklists are commonly utilized in the due diligence phase of an acquisition. A legal due diligence checklist, for example, identifies areas of concern regarding possible legal liabilities that should be analyzed when contemplating acquiring a company. An individual performing the legal due

diligence can use the checklist as a tool to help ensure that the usual areas of concern have been addressed.

[0009] Checklists, however, typically are used in the due diligence phase and do not span across multiple phases of the acquisition process. In addition, the checklist is used to indicate whether a particular task has been fully completed (e.g., does not indicate the extent to which a task is partially completed) and does not facilitate capturing process changes implemented in connection with a particular acquisition. Consequently, changes in the acquisition process for particular types of acquisitions often are not broadly communicated and easily replicated throughout a business.

[0010] Further, even with the use of checklists, clearly communicating and assigning tasks to internal and external resources deployed on an acquisition, as well as tracking task completion and results, can be time consuming and difficult due to the number of people involved and the number of tasks to be completed. For an acquisition of a multi-national company having multiple sites throughout the world and thousands of employees located in many countries, communicating and assigning tasks to be completed is time consuming and complex.

[0011] Success in an acquisition, i.e., achieving the acquiring company goals, depends on integration of the acquired company into the acquiring company. Such integration includes not only the operations of the companies, but also the management structures and corporate cultures. Improving the processes and systems utilized in connection with acquisition integration therefore should enhance the likelihood for successful acquisitions.

BRIEF SUMMARY OF THE INVENTION

[0012] In one aspect, a method in a computer for generating an acquisition integration project plan is provided which comprises displaying a plurality of pre-defined integration events based upon at least one user selected integration area, each pre-defined integration event being associated with a phase in an acquisition process, receiving at least one user selection of a pre-defined integration

event for each user selected integration area, displaying the user selected, pre-defined integration events for each user selected integration area, displaying at least one of a name of a person responsible, a due date, a completion percentage, and a commentary for each user selected, pre-defined integration event, and storing the user selected, pre-defined integration events and corresponding integration areas as an acquisition integration project plan.

[0013] In another aspect, a computer is provided which is programmed to display a plurality of pre-defined integration events based upon at least one user selected integration area, each pre-defined integration event being associated with a phase in an acquisition process, display at least one user selected, pre-defined integration event for each user selected integration area, display at least one of a name of a person responsible, a due date, a completion percentage, and a commentary for each user selected, pre-defined integration event, and store the user selected, pre-defined integration events and corresponding integration areas as an acquisition integration project plan.

[0014] In yet another aspect, a database for acquisition integration is provided which comprises data corresponding to at least one integration area and data corresponding to integration events for each integration area.

[0015] In still another aspect, a system for acquisition integration is provided which comprises a database comprising data corresponding to integration events for at least one integration area and a server configured to prompt a user to select an integration area and to provide information regarding a status of integration events within the integration area.

[0016] In a further aspect, a method for acquisition integration planning is provided which comprises selecting, from an electronic interface, at least one of a plurality of integration areas, identifying a responsible person for each integration area using the interface, identifying a responsible person and a due date for each integration event within an integration area through the interface, and requesting, from the electronic interface, a percentage completion for each integration event.

[0017] In still another aspect, an apparatus is provided which comprises means for prompting a user to select at least one integration area, means for displaying a plurality of integration events for the selected integration areas, and means for generating an integration acquisition project plan using selected integration events is provided.

[0018] In another aspect, a computer program embodied on a computer-readable medium is provided which comprises a code segment that manages integration areas for acquisition integration, a code segment that organizes integration events for each integration area, and a code segment that generates an acquisition integration plan including a set of integration events and deliverable checklists based on user selected integration areas, to guide the user through integration process..

[0019] In still another aspect, a method is provided for operating a computer which comprises prompting a user to select an integration area from an acquisition integration main user interface, displaying a set of selectable integration events for the selected integration area, and generating an integration project plan incorporating selected integration events.

[0020] In yet another aspect, a computer is provided which is programmed to prompt a user to select an integration area from a computer generated screen configured as an acquisition integration main user interface, display a set of selectable integration events for the selected integration area, and generate an integration project plan incorporating user selected integration events.

[0021] In a further aspect, a computer-readable medium is provided which is executable by a computer for receiving user selections of pre-defined integration areas, receiving user selections of pre-defined integration events for the selected integration areas, and generating an acquisition integration plan with the user selected, pre-defined integration areas and integration events for a planned acquisition.

BRIEF DESCRIPTION OF THE DRAWINGS

[0022] Figure 1 is a flowchart illustrating process steps for generating a functional acquisition integration plan.

[0023] Figure 2 is a block diagram of a system.

[0024] Figure 3 is a block diagram of a network based system.

[0025] Figure 4 is an example of a login user interface for an acquisition integration framework tool.

[0026] Figure 5 is an example of a main user interface for an acquisition integration framework tool.

[0027] Figure 6 is an example of a Send Feedback user interface.

[0028] Figure 7 is an example of an AIF Overview user interface.

[0029] Figure 8 is an example of a Business Leader integration area user interface.

[0030] Figure 9 is a second portion of Business Leader integration area and deliverables checklists user interface.

[0031] Figure 10 is an example of an integration event explanation user interface.

[0032] Figure 11 is an example of a management presentations user interface.

[0033] Figure 12 is an example of an Intellectual Property integration area user interface.

[0034] Figure 13 is an intellectual property deliverables checklist.

[0035] Figure 14 is an example of an Intellectual Property Overview user interface.

[0036] Figure 15 is an example of an Intellectual Property "Do's and Don'ts" user interface.

[0037] Figure 16 is an example of an Intellectual Property contacts user interface.

[0038] Figure 17 an example of a portion of an Intellectual Property Integration Project Plan.

[0039] Figure 18 is an is an example of a Search AIF user interface.

[0040] Figure 19 is an example of an Integration Progress Report user interface.

[0041] Figures 20 through 81 are spreadsheets listing pre-defined integration areas and a list of pre-defined integration events for each integration area.

DETAILED DESCRIPTION OF THE INVENTION

[0042] Set forth below is a description of embodiments of methods and systems for acquisition integration. The term acquisition integration, as used herein, refers to processes and systems for assimilating a newly acquired asset (e.g., a portfolio) or company with an existing asset or company. For example, acquisition integration processes and systems are utilized to incorporate a purchasing company's philosophies and operating styles into an acquired company, while realizing that the acquired company may bring "best practices" and operating philosophies that will improve the acquiring company. As used herein, the term "best practices" refers to processes and systems for performing tasks or functions that exceed the results of other known processes and systems.

[0043] While the methods and systems are sometimes described in the context of a specific acquisition, the methods and systems are not limited to practice in connection with only one particular type of acquisition. Rather, the methods and systems can be used in connection with the acquisition integration of many different types of assets and companies.

[0044] Generally, the methods and systems described below are easy to use, and facilitate clear communication and tracking of tasks performed in connection with an integration. Ease of use facilitates initiation of the acquisition integration processes early in the overall acquisition process. In addition, and as described below, the methods and systems are flexible to accommodate unique aspects of each acquisition. The methods and systems also capture the knowledge and experience gained in each acquisition, which facilitates a sharing of such knowledge and experiences with others involved in performing acquisition integration as well as enhances the repeatability of processes that are determined to be best practices.

[0045] Referring now specifically to the drawings, Figure 1 is a flowchart 2 illustrating process steps for generating an acquisition integration project plan. A person familiar with computer software code can utilize flowchart 2 in combination with various user interfaces (described below), to develop a computer program that is executable by computer systems (shown in Figures 2 and 3) which are described herein. In one example, a system based acquisition integration tool provides a framework for generating such a plan. Specifically, after a user logs into the system, the system prompts the user, e.g., via a display, to select 4 an integration area from an acquisition integration main user interface. Examples of pre-defined integration areas include commercial, operational, human resources, legal, and financial. Of course, fewer or more integration areas can be designated within the system. Once the user selects 4 an integration area, the system then displays 6 a set of selectable, pre-defined integration events including deliverables checklists for the selected integration area. Each integration event is listed under a respective heading, and each heading representing a phase in the acquisition process. Examples of headings include pre due diligence, due diligence, post sign/pre close, post close and transition to operations. In addition, deliverables are listed under each heading. The list of deliverables can be used to determine whether all tasks associated with a particular integration event have been completed. The acquisition integration plan is formed 8 based on the user-selected integration areas, and the plan includes, for each integration area and each phase of acquisition, integration events and deliverables.

[0046] Set forth below are details regarding example hardware architectures (Figures 2 and 3), and example computer generated screen shots displayed by the system to facilitate acquisition integration (Figures 4 through 19). In addition, a list of pre-defined integration areas and a list of pre-defined integration events are set forth in Figures 20 through 81. Using the pre-defined integration areas and integration events, a user, as explained below, is able to construct a customized integration plan using those areas and events the user, for example an integration manager for an upcoming acquisition integration, sees as being pertinent to their acquisition integration. Of course, best practices implemented by an acquiring company may cause certain integration areas and integration events to be required in every acquisition integration project plan. Further, a user is able to add user-defined integration areas and events to their integration, based upon specific integration needs, which, in the future, may be added to the pre-defined integration areas and integration events by a system administrator. The user is able to store their "custom" integration plan for access and use by their integration team as a spreadsheet or as a web page. The user and the integration team is thus provided with an acquisition integration plan, which is based upon pre-defined integration areas and events, which provides rigor and consistency to the acquisition integration process, and user-defined integration areas and events, which provides flexibility to the integration process. Again, although specific embodiments of methods and systems for integrating acquisitions are described herein, the methods and systems are not limited to such specific embodiments.

[0047] Hardware Architecture

[0048] Figures 2 and 3 illustrate, in block diagram form, hardware architectures that can be utilized in connection with implementing an acquisition integration system. Of course, the system can be implemented on many different platforms and utilizing different architectures. The architectures illustrates in Figures 2 and 3, therefore, are examples only.

[0049] More specifically, Figure 2 is a block diagram of a system 10 that includes a server sub-system 12, sometimes referred to herein as server 12, and a

plurality of devices 14 connected to server 12. In one embodiment, devices 14 are computers including a web browser, and server 12 is accessible to devices 14 via a network such as an intranet or a wide area network such as the Internet. In an alternative embodiment, devices 14 are servers for a network of user devices.

[0050] Devices 14 are interconnected to the network, such as a local area network (LAN) or a wide area network (WAN), through many interfaces including dial-in-connections, cable modems and high-speed lines. Alternatively, devices 14 are any device capable of interconnecting to a network including a web-based phone or other web-based connectable equipment. Server 12 includes a database server 16 connected to a centralized database 18. In one embodiment, centralized database 18 is stored on database server 16 and is accessed by potential users at one of user devices 14 by logging onto server sub-system 12 through one of user devices 14. In an alternative embodiment centralized database 18 is stored remotely from server 12.

[0051] Figure 3 is a block diagram of a network based system 22. System 22 includes server sub-system 12 and user devices 14. Server sub-system 12 includes database server 16, an application server 24, a web server 26, a fax server 28, a directory server 30, and a mail server 32. A disk storage unit 34 incorporating a computer-readable medium is coupled to database server 16 and directory server 30. Servers 16, 24, 26, 28, 30, and 32 are coupled in a local area network (LAN) 36. In addition, a system administrator work station 38, a work station 40, and a supervisor work station 42 are coupled to LAN 36. Alternatively, work stations 38, 40, and 42 are coupled to LAN 36 via an Internet link or are connected through an intranet.

[0052] Each work station 38, 40, and 42 is a personal computer including a web browser. Although the functions performed at the work stations typically are illustrated as being performed at respective work stations 38, 40, and 42, such functions can be performed at one of many personal computers coupled to LAN 36. Work stations 38, 40, and 42 are illustrated as being associated with separate functions only to facilitate an understanding of the different types of functions that can be performed by individuals having access to LAN 36.

[0053] Server sub-system 12 is configured to be communicatively coupled to various individuals or employees 44 and to third parties, e.g., user, 46 via an ISP Internet connection 48. The communication in the embodiment described is illustrated as being performed via the Internet, however, any other wide area network (WAN) type communication can be utilized in other embodiments, i.e., the systems and processes are not limited to being practiced via the Internet. In addition, and rather than a WAN 50, local area network 36 could be used in place of WAN 50.

[0054] In the embodiment described, any employee 44 or user 46 having a work station 52 can access server sub-system 12. One of user devices 14 includes a work station 54 located at a remote location. Work stations 52 and 54 are personal computers including a web browser. Also, work stations 52 and 54 are configured to communicate with server sub-system 12. Furthermore, fax server 28 communicates with employees 44 and users 46 located outside the business entity and any of the remotely located customer systems, including a user system 56 via a telephone link. Fax server 28 is configured to communicate with other work stations 38, 40, and 42 as well.

[0055] User Interfaces (Screen Shots)

[0056] Figure 4 is an example of a login user interface 100 for an acquisition integration framework tool. Authorized users are able to access the acquisition framework tool by entering a valid user name and password. If a password is forgotten, a link exists where a user can notify a system administrator of the forgotten password. A link where a non-user can request an account is also supplied in the embodiment of user interface 100 shown in Figure 4.

[0057] Figure 5 is an example of an acquisition integration main user interface 110 for athe acquisition integration framework tool. Main user interface 110 includes headings for Commercial, Operational, Human Resources, Legal, and Financial. Under each of the headings are groupings of pre-defined integration areas, which are selectable by a user. Selection of a heading or the integration areas under a heading, causes to be displayed pre-defined integration events for the selected integration area. The display further includes a name for a person responsible for the

selected integration area. In one embodiment, data corresponding to integration areas and integration events are stored within database 18 (shown in Figure 2).

[0058] As shown on user interface 110, an example pre-defined set of integration areas that a user can select from, includes, under the Commercial heading, sales and marketing, E-commerce financial services, including customer service and collections, and sourcing. Under an Operational heading, pre-defined integration areas include product, services, risk, six sigma and systems/information technology. The term six sigma, as used herein, refers to a quality initiative for reducing the number of defects to a quantified goal (i.e., six sigma). The product integration areas includes integration areas for manufacturing, engineering, logistics, and environmental health and safety (EHS).

[0059] A human resources integration area heading includes, in the embodiment shown, pre-defined integration areas for communication, culture, and strategy, including organization development, labor relations, employee benefits, compensation, employment practices, and employee services implementation (payroll benefits, expatriate administration and travel and living expenses).

[0060] A legal integration area heading includes, in the embodiment shown, pre-defined integration areas for legal, intellectual property and compliance. A financial integration area includes treasury, Euro programs, financial planning, closing reporting, tax integration, controllership, and insurance.

[0061] Further included on user interface 110 are selectable links, selection of which provide the user with pre-defined integration events for a business leader, a due diligence leader, and an integration leader, in a graphical depiction of the relationship between those leaders. A user is further able to select an acquisition integration framework (AIF) overview or a feedback link (both described below), to provide comments to the administrator regarding system functionality.

[0062] Figure 6 is an example of a Send Feedback user interface 120 for an acquisition integration framework tool, showing a comment area where a user

can enter comments for storage in database 18 (shown in Figure 2) and submission of user-defined integration areas and integration events to a system administrator.

[0063] Figure 7 is an example of an AIF Overview user interface 130. In addition to the AIF overview shown, one embodiment of user interface 130 includes a description of the DMAIC (Define, Measure, Analyze, Implement, and Control) Integration Process, Non-Negotiables (elements that are essential for conducting business), and the Features of the AIF. Data corresponding to the AIF overview is stored within database 18, for display by system 10. AIF Overview user interface 130 describes the philosophy underlying the acquisition integration framework, and is used to inform the user about critical aspects of Acquisition Integration.

[0064] Figures 8 and 9 are an example of a Business Leader integration area and deliverables checklists user interface. In a first portion 140 of the user interface, are links to AIF main user interface 110 (shown in Figure 5), an Overview user interface, a "Do's/Don'ts" user interface, a Contacts user interface, and Examples user interface, a Links user interface and a Project Plan user interface. It should be noted that the links to the overview, "Do's and Don'ts", contacts, examples user interface, links user interface and project plan are configured for the integration area displayed. For example, selection of the "Do's and Don'ts" link in first portion 140 causes a display describing what a business leader should and should not do in an acquisition integration. More detailed descriptions of the links within an integration area are included below.

[0065] First portion 140 also includes under the Business Leader heading a graphical representation of the stages of the acquisition integration, referred to herein as headings for groupings of integration events. The headings include pre-due diligence, due diligence, post signing/pre-closing, post closing, and transition to operations topics. Listed under each of the heading topics are listed pre-defined integration events for the integration area. As will be described below, each integration event is selectable by the user, and selection of an integration event causes a screen to be displayed describing the integration event.

[0066] Figure 9 is a second portion 150 of Business Leader integration area and deliverables checklists user interface. Second portion 150 includes under the headings described above, deliverables which are to be completed before the integration team moves to the next heading. Deliverables checklists are stored within database 18 (shown in Figure 2). For example, before proceeding to a due diligence, the deliverables "integration leader appointed/steering committee appointed" and "participate in define tollgate" are completed in the pre due diligence stage, and checked. An example of a tollgate is a meeting or conference call to review completeness of deliverables on the checklist and determine whether the integration can proceed to the next stage, for example, pre-closing to post-closing.

[0067] Figure 10 is an example of an integration event explanation user interface 160 which is displayed upon selection of an integration event, for example, the integration events shown in Figure 8. In particular, user interface 160 shows a Step 2100: Present an Overview to Target Management user interface, showing advice to a manager associated with the acquisition integration and including a link to previous management presentations (described in Figure 11). Description of the integration event is important to a person responsible for the integration event, since he or she determines completeness and updates a completion percentage for one or more integration events.

[0068] Figure 11 is an example of a sample presentations user interface 170, in particular a management presentation, which is displayed upon selection of a management presentations link within an integration event description. While content of a management presentation will vary from integration event to integration event, user interface 170 illustrates that sample presentations are typically attached files, for example, slide presentations, presented previously and attached to the acquisition integration tool using system 10. Data corresponding to presentations and explanations of integration events are stored within database 18 (shown in Figure 2).

[0069] Figure 12 is an example of an Intellectual Property integration area user interface 200. As shown on user interface 200, for the

intellectual property acquisition integration task, there are multiple, pre-defined integration events listed under previously described pre-due diligence, due diligence, post signing/pre-closing, post closing, and transition to operations headings. Further included on user interface 200 are links to an AIF Main user interface, an intellectual property overview user interface, an intellectual property "Do's and Don'ts" user interface, an intellectual property contacts user interface, an intellectual property examples user interface, an intellectual property links user interface and an intellectual property project plan user interface. Figure 13 includes an intellectual property deliverables checklist 210, which is typically displayed with intellectual property integration area user interface 200. Checklist 210 includes intellectual property "deliverables" which are to be completed for each heading (e.g. pre due diligence) before proceeding to the next heading (e.g. due diligence).

[0070] Figure 14 is an example of an Intellectual Property Overview user interface 220, describing an intellectual property acquisition integration task list which is assigned to the intellectual property integration leader. User interface 220 is accessed by selecting the overview link described in intellectual property integration area user interface 200 (shown in Figure 12.)

[0071] Figure 15 is an example of an Intellectual Property "Do's and Don'ts" user interface 230, which provides advice to managers of the acquisition integration of a target company's intellectual property. User interface 230 provides advice regarding which actions should be taken and which actions should be avoided.

[0072] Figure 16 is an example of an Intellectual Property contacts user interface 240, showing contact information for an individual who has been designated as a source of knowledge when confronting intellectual property acquisition integration issues.

[0073] Figure 17 is an example of a portion of an intellectual property integration project plan 250, showing pre-defined intellectual property acquisition integration events, or tasks, to be carried out before due diligence, during due diligence, and during the post-signing/pre-closing phase. A continuation (not shown) of user interface 250 identifies the integration events which take place after

closing, and during a transition to normal operations phase. In integration project plan 250 for each integration event, there is listed, a name of a person responsible for the integration event, (e.g. a responsible person), a percentage complete, a date due, and any comments relating to the integration event. User interface 250 further includes integration sub-events, not listed on user interface 200 (shown in Figure 12), which further define the integration events to be accomplished.

[0074] Figure 18 is an example of a Search AIF user interface 260, where the user can search the acquisition integration tool for the occurrence of a specified term, which is entered by the user.

[0075] Figure 19 is an example of an Integration Progress Report user interface 270, showing a percentage completion against plan with respect to each of the integration areas and headings used to group integration events. Specifically there is shown the processes relevant to integration of the acquisition, broken out by phase in the acquisition integration, including pre-due diligence, due diligence, post signing/pre-closing, post closing, and transition to operations phases.

[0076] Figures 20 through 81 contain an example acquisition integration plan, including pre-defined integration events, for the following pre-defined integration areas: business leader, integration manager, due diligence leader, sales/marketing, E-commerce, customer services, collections, manufacturing, engineering, logistics, EHS, services, risk management, six sigma, information technology, communication, culture, human resources (HR) strategy, HR labor relations, HR employee benefits, HR compensation, HR employment practices, payroll benefits, expatriate administration, travel and living expenses, legal, intellectual property, compliance, treasury, Euro program, financial planning, closing reporting, tax integration, controllership and insurance.

[0077] Each of the above listed acquisition integration areas are accessible from main user interface 110 (shown in Figure 5), and selection of any of the areas causes to be displayed integration events and deliverables checklists user interfaces for the integration area (similar to those shown in Figures 8 and 9). Further as system 10 displays integration area and deliverables checklists user interfaces for

the above listed integration areas, integration events are selectable for a displayed description of the integration event. Also, from the integration area and deliverables checklists user interfaces, overviews, "Do's and Don'ts", contacts, examples, links and project plans are selectable for viewing as above described.

[0078] Use of system 10 provides an integration team with the resources needed to perform the acquisition integration tasks involved when combining one business entity into another. System 10 provides integration resources by providing a user with a knowledge depository, (e.g. an acquisition integration database based on input from subject area knowledge experts), collected from previous integration experiences, and presented in a format to enable the user to use the gathered knowledge to provide for smoother transitions and repeatable processes when conducting an integration of an acquisition. The user is further provided a integration project management tool where they can prepare their own acquisition integration plan by selecting integration areas and events from the pre-defined integration areas and events, which the integration manager user determines is relevant to their integration of an acquisition. An integration manager uses the selected integration areas and events to provide rigor, repeatability and the benefit of stored experience to their integration process. The integration manager is also free to add user-defined areas and events, based upon individual acquisition integration needs.

[0079] While the invention has been described in terms of various specific embodiments, those skilled in the art will recognize that the invention can be practiced with modification within the spirit and scope of the claims.

WHAT IS CLAIMED IS:

1. A method in a computer for generating an acquisition integration project plan, said method comprising the steps of:

displaying a plurality of pre-defined integration events based upon at least one user selected integration area, each pre-defined integration event being displayed in association with a phase in an acquisition process;

receiving at least one user selection of a pre-defined integration event for each user selected integration area;

displaying the user selected, pre-defined integration events for each user selected integration area;

displaying at least one of a name of a person responsible, a due date, a completion percentage, and a commentary for each user selected, pre-defined integration event; and

storing the user selected, pre-defined integration events and at least one of the name of a person responsible, the due date, the completion percentage, and the commentary for each user selected, pre-defined integration event into corresponding integration areas, as an acquisition integration project plan.

2. A method according to Claim 1 wherein the phases in the acquisition process comprise a pre-due diligence phase, a due diligence phase, a post sign/pre-close phase, a post close phase, and a transition to operations phase.

3. A method according to Claim 1 further comprising the steps of:

receiving user defined integration events for the integration project;

displaying user defined integration events for the integration project; and

storing the user defined integration events within the acquisition integration project plan.

4. A method according to Claim 3 wherein said step of storing the user defined integration events comprises the step of storing the user defined integration events as corresponding to at least one user defined integration area.

5. A method according to Claim 4 further comprising the step of forwarding the user defined integration areas and user defined integration events to a system administrator for inclusion into the pre-defined integration areas and pre-defined integration events.

6. A method according to Claim 1 wherein the acquisition integration project plan is stored in at least one of a spreadsheet format and a web page format.

7. A method according to Claim 1 further comprising the step of displaying an explanation for each integration event.

8. A method according to Claim 1 further comprising the step of displaying a deliverable checklist for each integration event.

9. A computer programmed to:

display a plurality of pre-defined integration events based upon at least one user selected integration area, each pre-defined integration event being associated with a phase in an acquisition process;

display at least one user selected, pre-defined integration event for each user selected integration area;

display at least one of a name of a person responsible, a due date, a completion percentage, and a commentary for each user selected, pre-defined integration event; and

store the user selected, pre-defined integration events and corresponding integration areas as an acquisition integration project plan.

10. A computer according to Claim 9 further programmed to:

display user defined integration events for the integration project; and

store the user defined integration events within the acquisition integration project plan.

11. A computer according to Claim 10 further programmed to store the user defined integration events as corresponding to at least one user defined integration area.

12. A computer according to Claim 11 further programmed to forward the user defined integration areas and user defined integration events to a system administrator for inclusion into the pre-defined integration areas and pre-defined integration events.

13. A computer according to Claim 9 further programmed to store the acquisition integration project plan in at least one of a spreadsheet format and a web page format.

14. A computer according to Claim 9 further programmed to display an explanation for each integration event.

15. A computer according to Claim 9 further programmed to display a deliverable checklist for each integration event.

16. A database for acquisition integration comprising:

data corresponding to at least one integration area; and

data corresponding to integration events for each integration area.

17. A database according to Claim 16 further comprising data corresponding to an explanation of each integration event.

18. A database according to Claim 16 further comprising data corresponding to a sample presentation for at least one integration event.

19. A database according to Claim 16 further comprising data corresponding to an overview of acquisition integration.

20. A database according to Claim 16 further comprising data corresponding to feedback received from users.

21. A database according to Claim 16 further comprising data corresponding to a deliverables checklist for at least one integration area.

22. A database according to Claim 16 wherein said data corresponding to integration events is sorted under data corresponding to headings of pre-due diligence, due diligence, post sign/pre-close, post close, and transition to operations.

23. A database according to Claim 16 further comprising data corresponding to at least one of a name of a person responsible for an integration event, a completion percentage, a due date, and a commentary for each integration event.

24. A system for acquisition integration, said system comprising:

a database comprising data corresponding to integration events for at least one integration area; and

a server configured to prompt a user to select an integration area and to provide information regarding a status of integration events within the integration area.

25. A system according to Claim 24 wherein said database further comprises data corresponding to at least one of a name of a person responsible, a completion percentage, a due date, and a commentary for each integration event.

26. A system according to Claim 24 wherein said database further comprises data corresponding to at least one of an overview of acquisition integration, an explanation of each integration event, a sample presentation for at least one integration event, and feedback received from users.

27. A system according to Claim 24 wherein said database further comprises data corresponding to at least one of a deliverables checklist for each integration area and headings for integration events within an integration area of at least one of pre-due diligence, due diligence, post sign/pre-close, post close, and transition to operations.

28. A system according to Claim 24 wherein said server is configured to cause a screen listing a plurality of integration areas to be displayed at a client computer.

29. A system according to Claim 28 wherein for an integration area, said server is configured to cause said client computer to display a plurality of integration events for the integration area.

30. A system according to Claim 29 wherein the integration events are sorted under headings comprising pre-due diligence, due diligence, post sign/pre-close, post close, and transition to operations.

31. A system according to Claim 24 wherein said server is configured to cause a screen listing a plurality of deliverables checklists for an integration area.

32. A method for acquisition integration planning, said method comprising the steps of:

selecting, from an electronic interface, at least one of a plurality of integration areas;

identifying, from the electronic interface, a person responsible for each integration area;

identifying, from the electronic interface, at least one of a person responsible and a due date for each integration event within an integration area; and

requesting, from the electronic interface, a percentage completion for each integration event.

33. A method according to Claim 32 wherein the integration areas comprise at least one of business leader, integration manager, due diligence leader, sales/marketing, sourcing, customer services, collections, manufacturing, engineering, environmental health and safety, services, risk management, six sigma, information technology, communication, human resources strategy, human resources labor relations, human resources employee benefits, human resources compensation, controllership, legal, intellectual property, treasury, Euro program, financial planning, closing reporting, tax integration, and insurance.

34. A method according to Claim 32 further comprising the step of requesting, from the electronic interface, an explanation for an integration event.

35. A method according to Claim 32 further comprising the step of attaching to an integration event, using the electronic interface, at least one sample presentation.

36. A method according to Claim 32 further comprising the step of requesting, from the electronic interface, a deliverables checklist for an integration area.

37. A method according to Claim 32 further comprising the step of entering, into the electronic interface, comments regarding an acquisition integration.

38. Apparatus comprising:

means for prompting a user to select at least one integration area;

means for displaying a plurality of integration events for the selected integration areas; and

means for generating an integration acquisition project plan using selected integration events.

39. Apparatus according to Claim 38 further comprising means for displaying a plurality of sub-events for an integration event.

40. Apparatus according to Claim 38 further comprising means for displaying a name of a person responsible for each integration area.

41. Apparatus according to Claim 38 further comprising means for displaying an explanation for a selected integration event.

42. Apparatus according to Claim 38 further comprising means for displaying sample presentations from other integration projects.

43. Apparatus according to Claim 42 wherein the sample presentations are files stored within said apparatus.

44. A computer program embodied on a computer readable medium for managing acquisition integration to achieve acquisition synergies, customer satisfaction and operational excellence, said computer program comprising a code segment that:

manages integration areas for acquisition integration;

organizes integration events for each integration area; and

generates an acquisition integration plan including a set of integration events and deliverable checklists based on user selected integration areas, to guide the user through integration process.

45. A computer program according to Claim 44 further comprising a code segment that allows the user to enter names of persons responsible, percentage completions, due dates, and comments for each integration event.

46. A computer program according to Claim 44 further comprising a code segment that manages records pertaining to explanations for each integration event.

47. A computer program according to Claim 44 further comprising a code segment that manages records pertaining to sample presentations for at least one integration event.

48. A computer program according to Claim 44 further comprising a code segment that manages records pertaining to an overview of acquisition integration.

49. A computer program according to Claim 44 further comprising a code segment that manages records pertaining to feedback received from users.

50. A computer program according to Claim 44 further comprising a code segment that manages records pertaining to a deliverables checklist for at least one integration area.

51. A computer program according to Claim 44 wherein the network is a wide area network operable using a protocol including at least one of TCP/IP and IPX.

52. A computer program according to Claim 44 wherein the data is received from the user via a graphical user interface.

53. A computer program according to Claim 44 further comprising a code segment that generates acquisition integration plan based on pre-stored assumptions in the database.

54. A computer program according to Claim 44 further comprising a code segment that displays information through an HTML document downloaded by the server system.

55. A computer program according to Claim 44 further comprising a code segment that:

accesses the centralized database;

searches the database regarding the specific inquiry;

retrieves information from the database; and

causes the retrieved information to be displayed on the client system.

56. A computer program according to Claim 44 wherein the client system and the server system are connected via a network and wherein the network is one of a wide area network, a local area network, an intranet and the Internet.

57. A computer program according to Claim 44 further comprising a code segment that monitors the security of the system by restricting access to unauthorized individuals.

58. A method for operating a computer, said method comprising the steps of:

prompting a user to select an integration area from an acquisition integration main user interface;

displaying a set of selectable integration events for the selected integration area; and

generating an acquisition integration project plan incorporating selected integration events.

59. A method according to Claim 58 wherein the acquisition integration project plan further incorporates integration sub-events for one or integration events.

60. A method according to Claim 58 further comprising the step of displaying a name of a person responsible for the selected integration area.

61. A method according to Claim 58 wherein said step of displaying a set of selectable integration events further comprises the step of providing a user interface which includes an explanation for a selected integration event.

62. A method according to Claim 61 wherein the explanation for a selected integration event comprises sample presentations from other acquisition integration projects.

63. A method according to Claim 62 wherein the sample presentations are files stored within the computer.

64. A method according to Claim 58 wherein each selectable integration event is displayed under at least one of a plurality of headings, the headings comprising at least one of pre-due diligence, due diligence, post sign/pre-close, post close, and transition to operations.

65. A method according to Claim 58 wherein said step of prompting a user to select an integration area comprises the step of displaying an integration area list which comprises at least one of business leader, integration manager, due diligence leader, sales/marketing, E-commerce, customer services, collections, manufacturing, engineering, logistics, environmental health and safety, services, risk management, six sigma, information technology, communication, culture, human resources (HR) strategy, HR labor relations, HR employee benefits, HR compensation, HR employment practices, payroll benefits, expatriate administration, travel and living expenses, legal, intellectual property, compliance, treasury, Euro program, financial planning, closing reporting, tax integration, controllership and insurance.

66. A computer programmed to:

prompt a user to select an integration area from a computer generated screen configured as an acquisition integration main user interface;

display a set of selectable integration events for the selected integration area; and

generate an acquisition integration project plan incorporating user selected integration events.

67. A computer according to Claim 66 further programmed to incorporate integration sub-events for one or more of the integration events within the integration project plan.

68. A computer according to Claim 66 wherein for an integration area, said computer displays a computer generated screen with a name of a person responsible for the selected integration area.

69. A computer according to Claim 66 wherein for a selected integration event, said computer is programmed to display a computer generated screen providing the user with an explanation of the selected integration event.

70. A computer according to Claim 69 wherein the explanation for an integration event comprises sample presentations from other integration projects.

71. A computer according to Claim 70 wherein said sample presentations are files stored within said computer.

72. A computer according to Claim 66 wherein to display selectable integration events, said computer displays a computer generated screen listing the selectable integration events under headings comprising at least one of pre-due diligence, due diligence, post sign/pre-close, post close, and transition to operations.

73. A computer according to Claim 66 configured with an integration area list which comprises at least one of business leader, integration manager, due diligence leader, sales/marketing, E-commerce, customer services, collections, manufacturing, engineering, logistics, environmental health and safety, services, risk management, six sigma, information technology, communication, culture, human resources (HR) strategy, HR labor relations, HR employee benefits, HR compensation, HR employment practices, payroll benefits, expatriate administration, travel and living expenses, legal, intellectual property, compliance, treasury, Euro program, financial planning, closing reporting, tax integration, controllership and insurance.

74. A computer-readable medium executable by a computer for controlling the computer to:

receive user selections of pre-defined integration areas;

receive user selections of pre-defined integration events for the selected integration areas; and

generate an acquisition integration plan with the user selected, pre-defined integration areas and integration events for a planned acquisition.

75. A computer-readable medium according to Claim 74 wherein the computer is further controlled to:

receive user defined integration areas and user defined integration events; and

incorporate the user defined integration areas and user defined integration events into the generated acquisition integration plan.

76. A computer-readable medium according to Claim 74 wherein the computer is further controlled to display the generated acquisition integration plan in at least one of a spreadsheet format and a web page format.

77. A computer-readable medium according to Claim 74 wherein the computer is further controlled to store user feedback on said medium.

78. A computer-readable medium according to Claim 74 wherein the computer is further controlled to:

group integration events for at least one integration area under headings of at least one of pre-due diligence, due diligence, post sign/pre-close, post close and transition to operations; and

receive a completion percentage for each heading for each integration area.

79. A computer-readable medium according to Claim 78 wherein the computer further controlled to display the completion percentages for all integration areas within an acquisition integration project plan in a spreadsheet format.

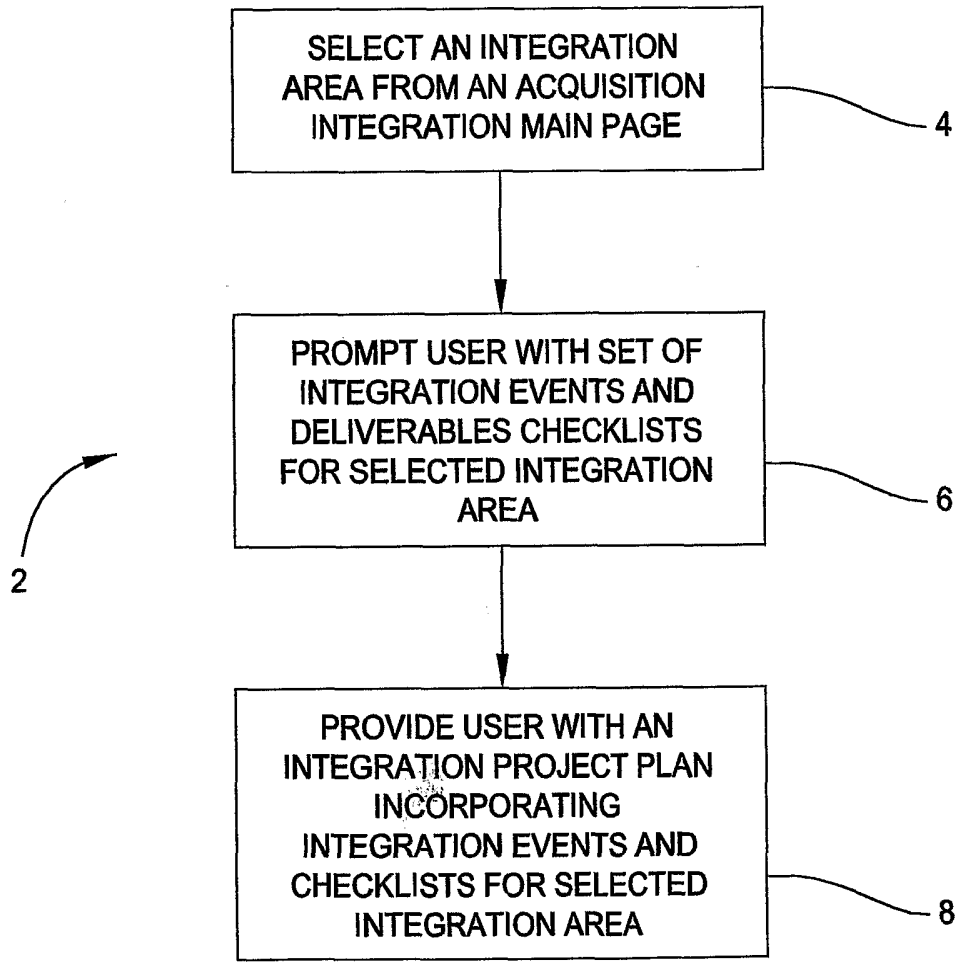

SELECT AN INTEGRATION AREA FROM AN ACQUISITION INTEGRATION MAIN PAGE
4
PROMPT USER WITH SET OF INTEGRATION EVENTS AND DELIVERABLES CHECKLISTS FOR SELECTED INTEGRATION AREA
6
2
PROVIDE USER WITH AN INTEGRATION PROJECT PLAN INCORPORATING INTEGRATION EVENTS AND CHECKLISTS FOR SELECTED INTEGRATION AREA
8

FIG. 1

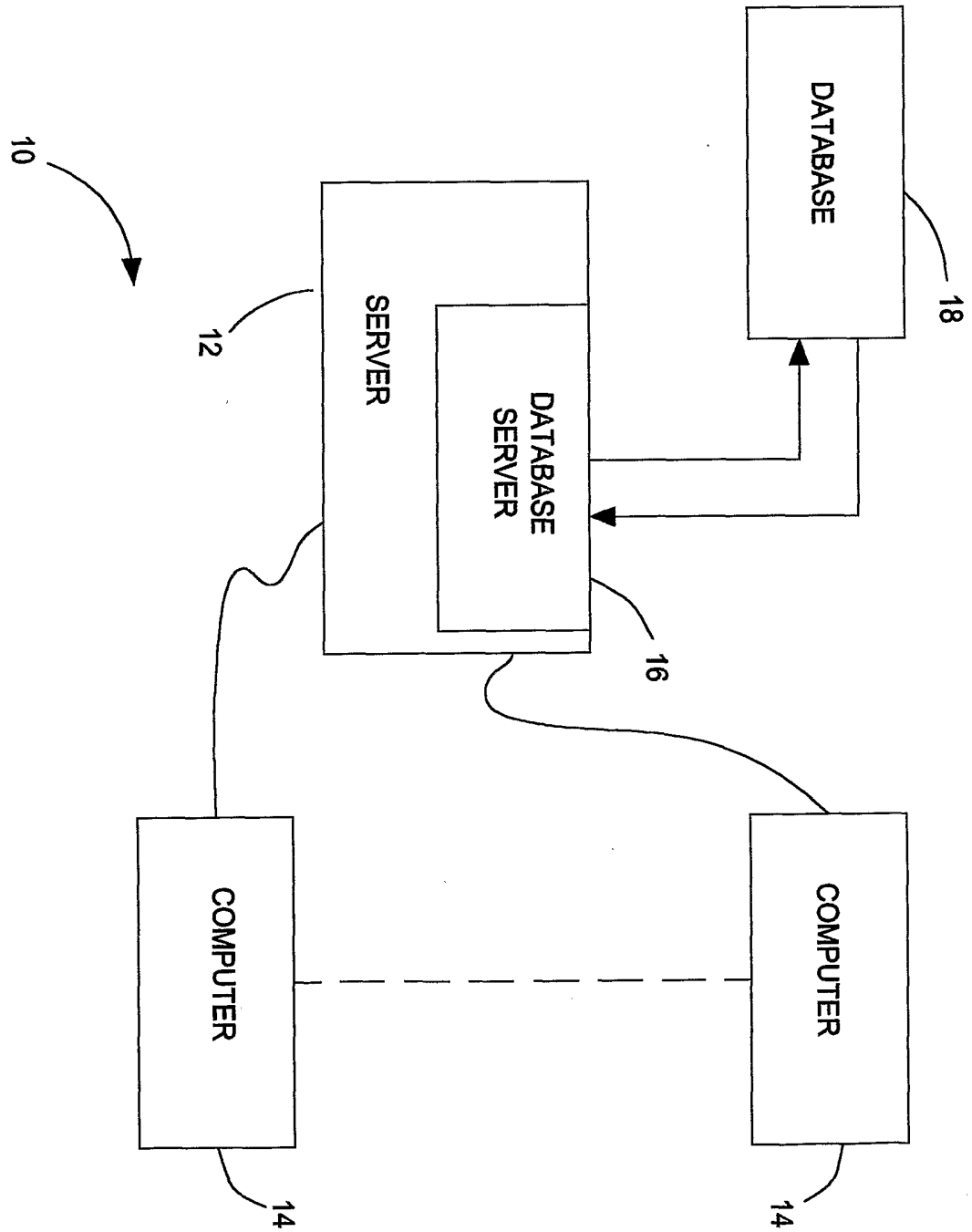

10
12
SERVER
DATABASE SERVER
16
DATABASE
18
COMPUTER
14
COMPUTER
14

FIG. 2

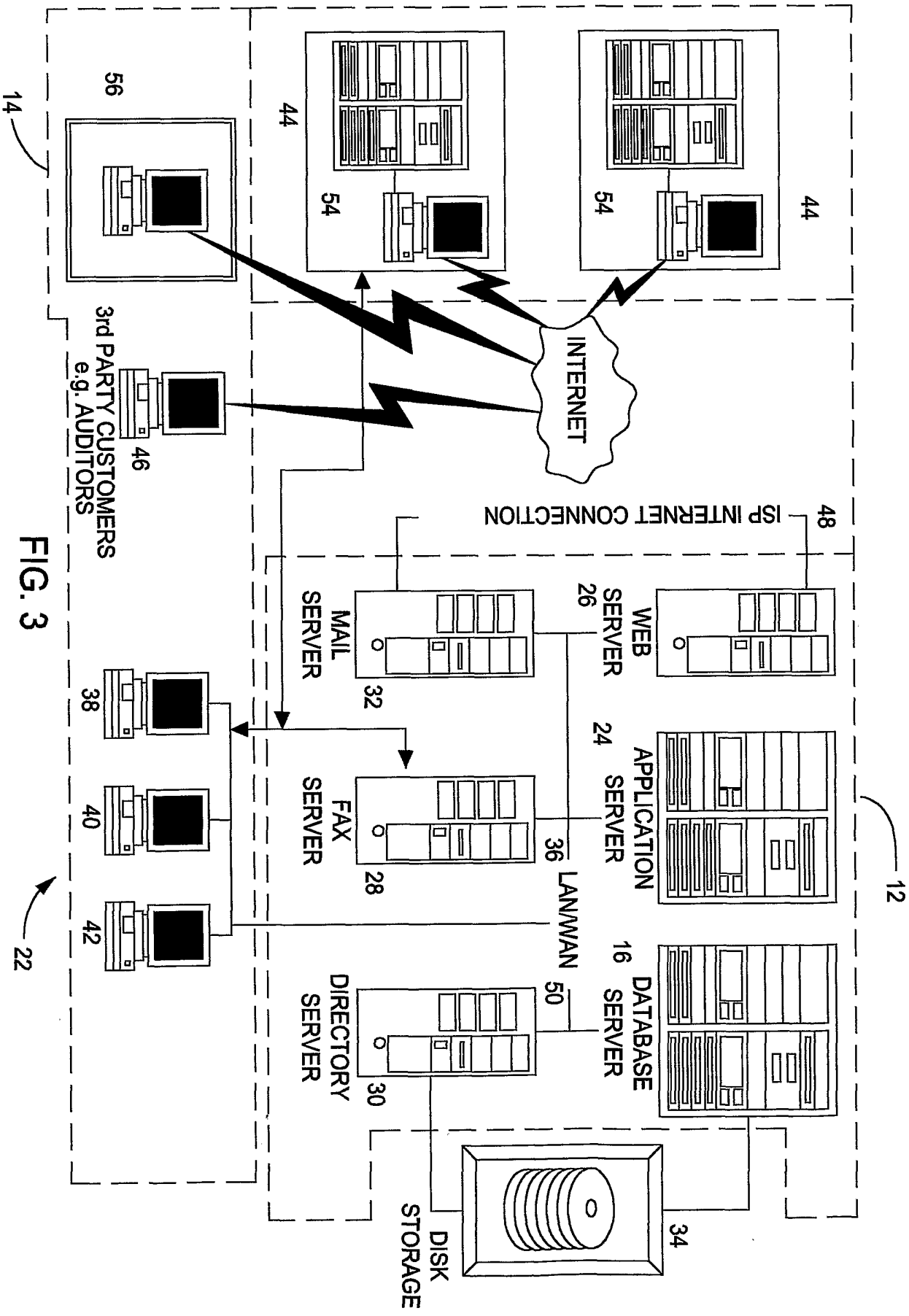

14
56
44
54
54
44
INTERNET
3rd PARTY CUSTOMERS
e.g. AUDITORS
46
ISP INTERNET CONNECTION
48
MAIL SERVER
32
WEB SERVER
26
38
40
42
22
FAX SERVER
28
36
LAN/WAN
APPLICATION SERVER
24
12
DIRECTORY SERVER
30
50
DATABASE SERVER
16
DISK STORAGE
34

FIG. 3

User Name:

Password: Login

Change Password

To request a User Name and Password, click here → New Account

If you have forgotten your Password, click here → I Forgot

100

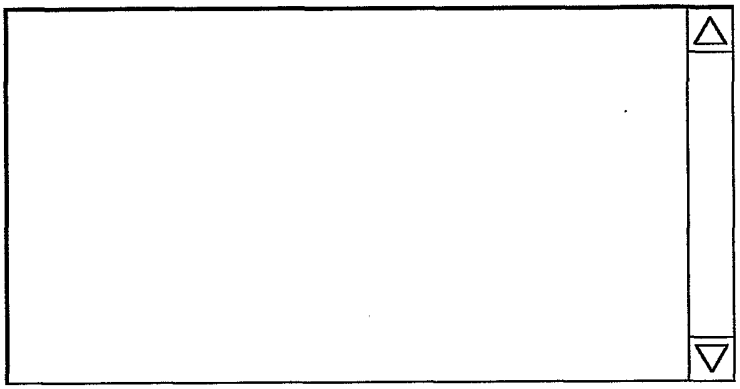
FIG. 4

Search Acronyms Project Plans MyAIF
AIF Overview
Business Leader
Due Diligence Leader
Integration Leader
Feedback
Commercial
Operational
HR
Legal
Financial
: Sales & Marketing
: E-Commerce
: Financial Services
: Customer Service
: Collections
: Sourcing
Product
Manufacturing
Engineering
Logistics
EHS
Services
Risk
Six Sigma
Systems/IT
: Communication
: Culture
: Strategy
: Organization Development
: Labor Relations
: Employee Benefits
: Compensation
: Employment Practices
: Employee Services Implementation
: Payroll Benefits
: Expatriate Administration
: Travel & Living Expenses
Legal
Intellectual Property
Compliance
: Treasury
: Euro Program
: Financial Plan & Ante
: Closing
: Tax
: Controllership
: Insurance
110

FIG. 5

Send Feedback

To: **AIF Feedback**
From: **demo**
Comments:



Submit **Cancel**

120

FIG. 6

AIF Overview

The DMAIC Integration Process, Non- Negotiables, and The Features of the AIF

Background

130

FIG. 7

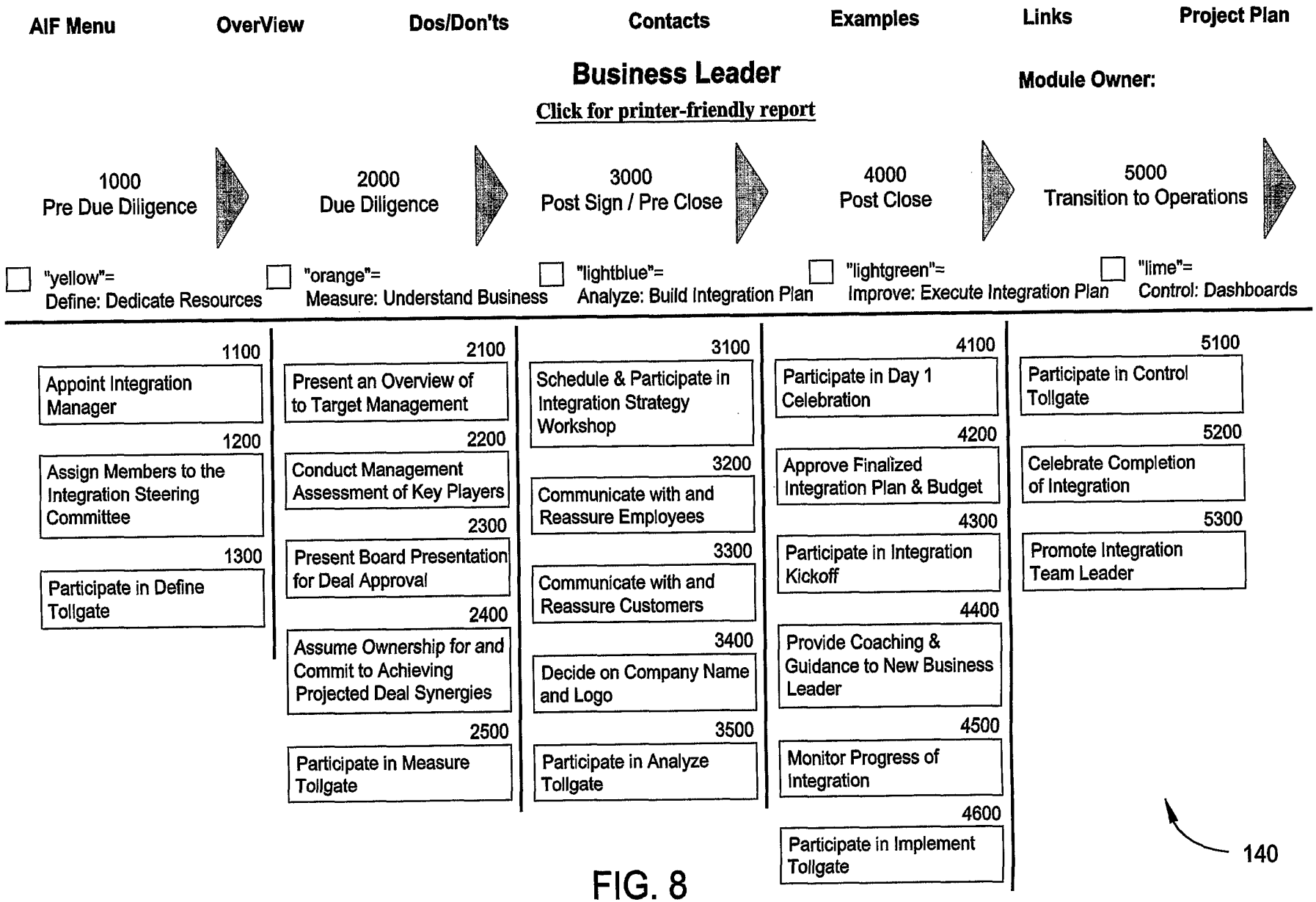


FIG. 8

SUBSTITUTE SHEET (RULE 26)

Deliverables Checklists

- ☐ Integration Leader Appointed
- ☐ Steering Committee Appointed
- ☐
- ☐ Participate in Define Tollgate
- ☐ _____
- ☐ _____
- ☐ _____

- ☐ Introduce to the Management Team of the Target Company
- ☐ Assess the Key Players of the Management Team
- ☐ Present Board Presentation for Deal Approval
- ☐ Take Ownership for and Commit to Acheiving Deal Synergies
- ☐ Participate in Measure Tollgate
- ☐ _____
- ☐ _____
- ☐ _____

- ☐ Participate in Integration Strategy Workshop
- ☐ Communicate with and Reassure the Employees
- ☐ Communicate with and Reassure the Customers
- ☐ Decide on Company Name and Logo
- ☐ Paticipate in and Analyze Tollgate
- ☐ _____
- ☐ _____
- ☐ _____

- ☐ Participate in Day 1 Celebration
- ☐ Participate in Integration Kick-off Session
- ☐ Provide Coaching and Guidance to New Business Leader
- ☐ Monitor Progress of Integration
- ☐ Participate in Implement Tollgate
- ☐ _____
- ☐ _____
- ☐ _____

- ☐ Participate in Control Tollgate
- ☐ Close and Sign-off on Integration Project
- ☐ Celebrate Completion of Integration
- ☐ Promote Integration Leader into a New Position
- ☐ _____
- ☐ _____
- ☐ _____

150

SUBSTITUTE SHEET (RULE 26)

FIG. 9

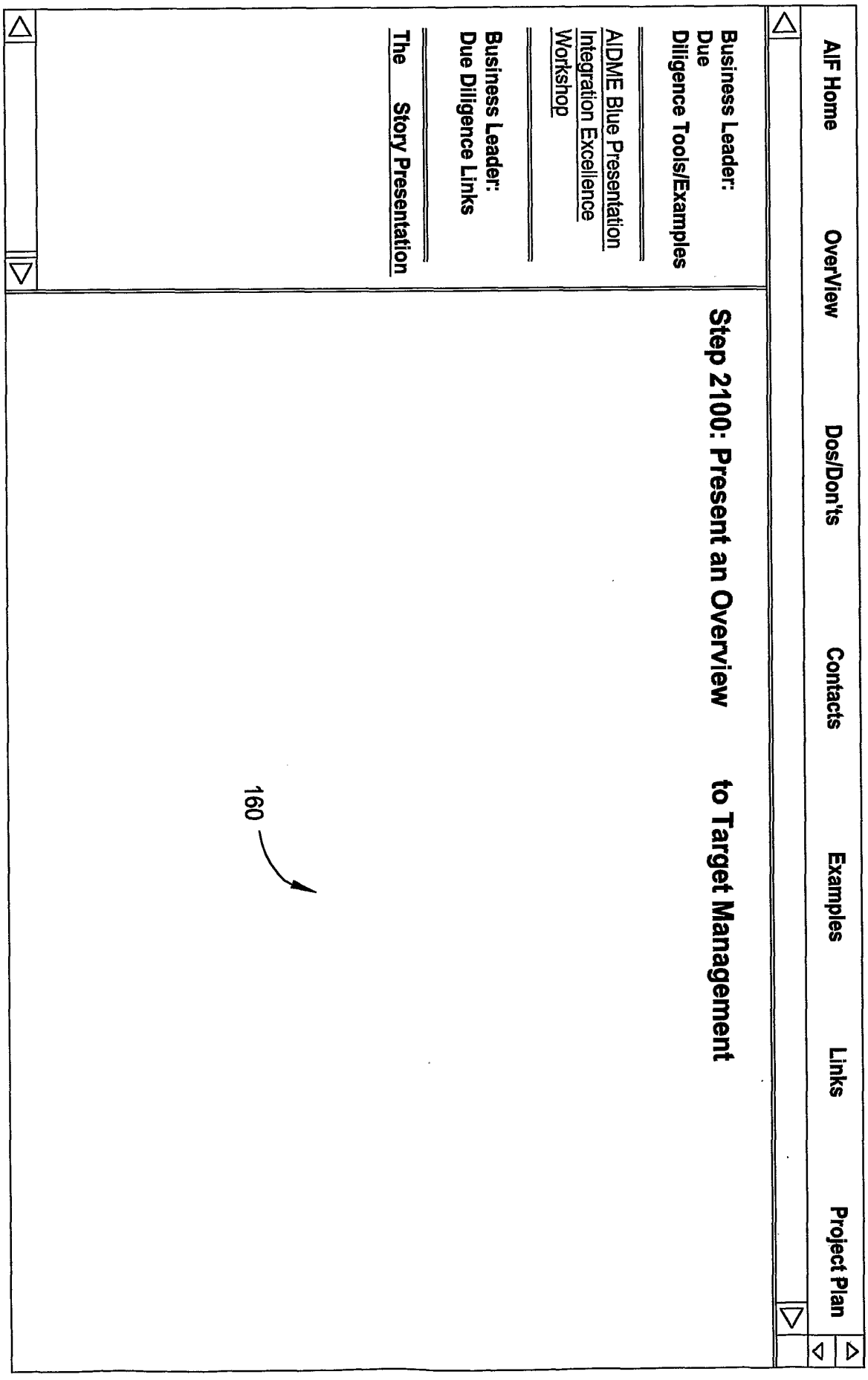

AIF Home
OverView
Dos/Don'ts
Contacts
Examples
Links
Project Plan
Business Leader: Due Diligence Tools/Examples
AIDME Blue Presentation
Integration Excellence Workshop
Business Leader: Due Diligence Links
The Story Presentation
Step 2100: Present an Overview to Target Management
160

FIG. 10

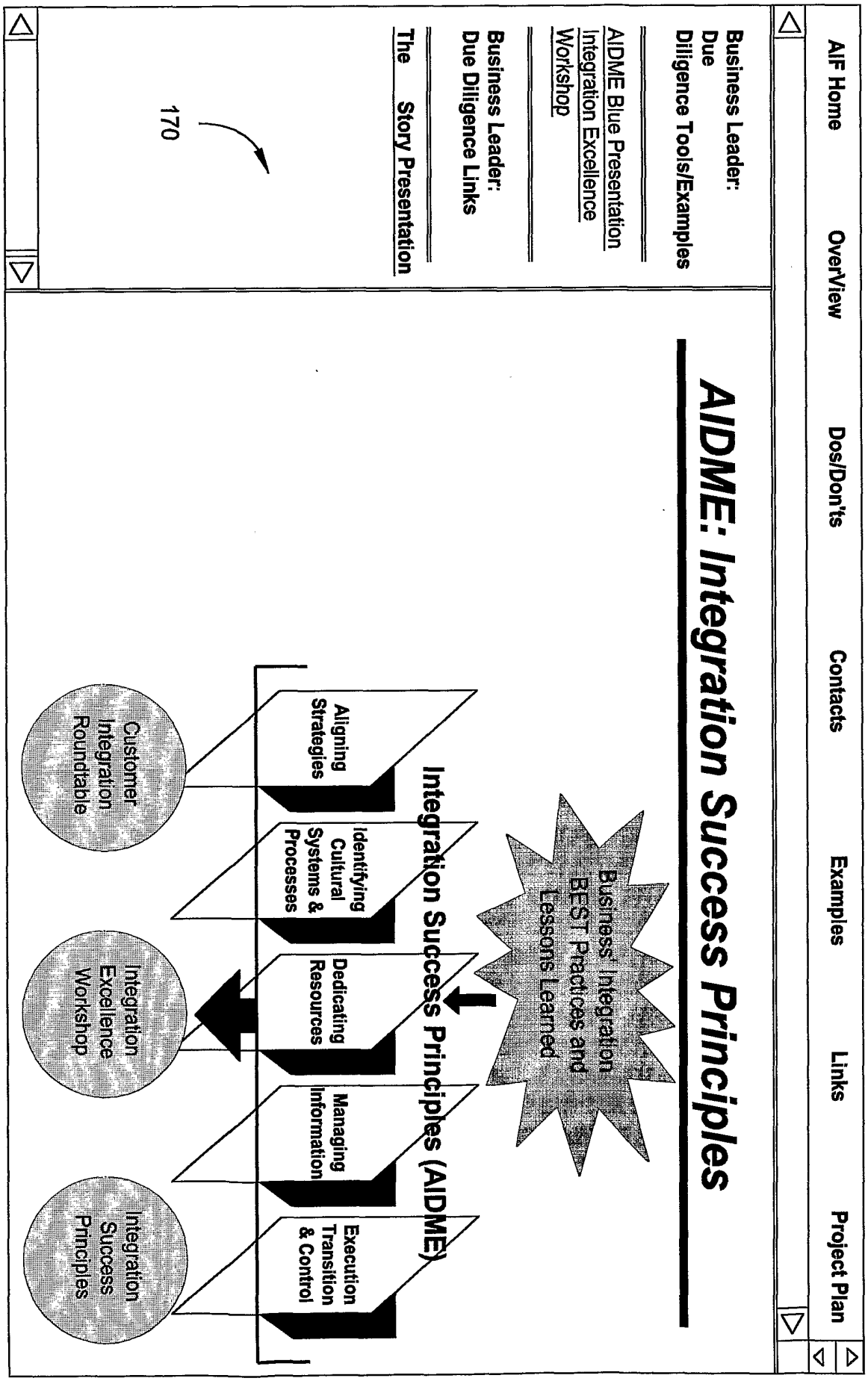

AIF Home
OverView
Dos/Don'ts
Contacts
Examples
Links
Project Plan
Business Leader: Due Diligence Tools/Examples
AIDME Blue Presentation
Integration Excellence Workshop
Business Leader: Due Diligence Links
The Story Presentation
170
AIDME: Integration Success Principles
Business Integration BEST Practices and Lessons Learned
Integration Success Principles (AIDME)
Aligning Strategies
Identifying Cultural Systems & Processes
Dedicating Resources
Managing Information
Execution Transition & Control
Customer Integration Roundtable
Integration Excellence Workshop
Integration Success Principles

FIG. 11

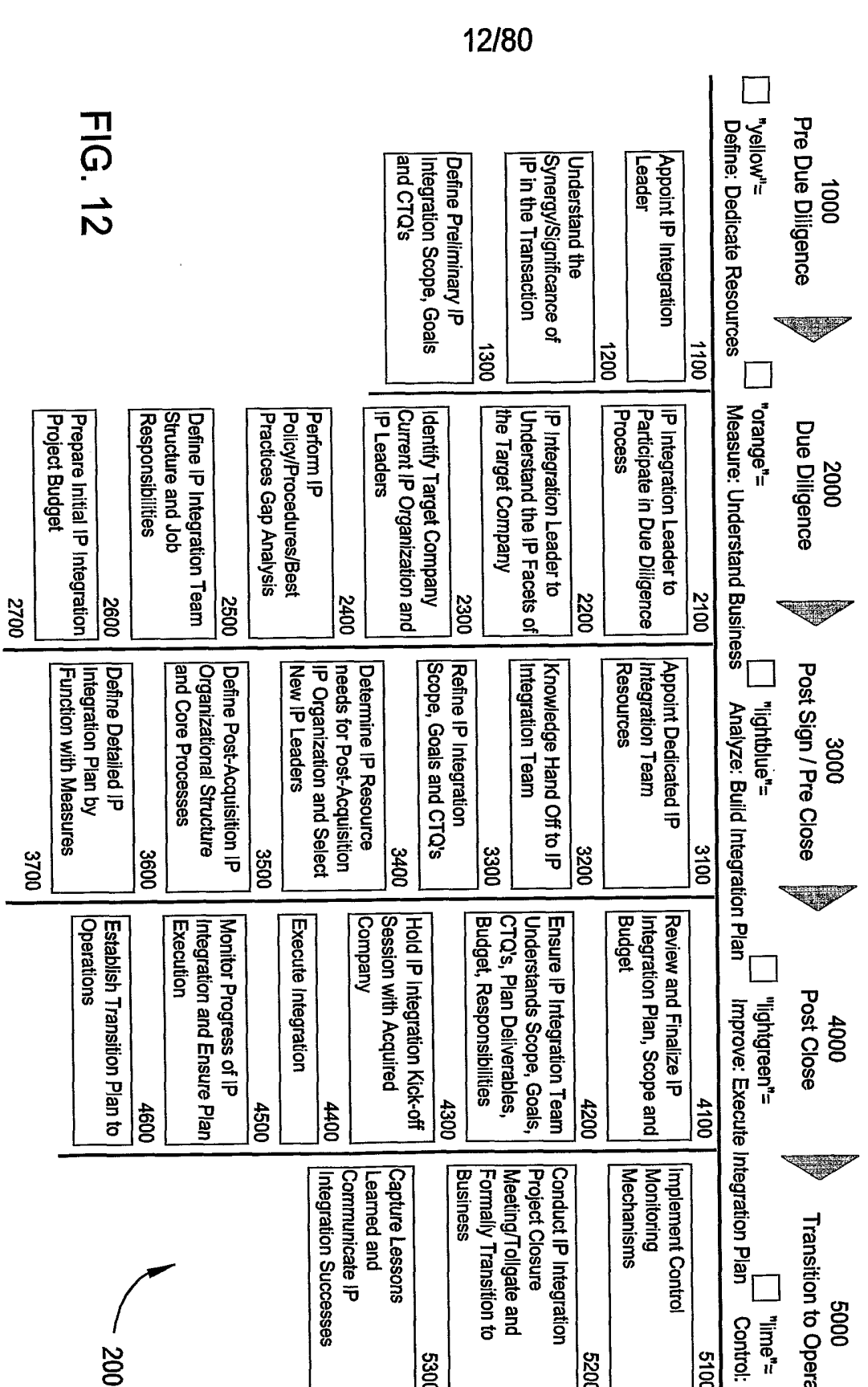

AIF Menu
OverView
Dos/Don'ts
Contacts
Examples
Links
Project Plan
Intellectual Property
Click for printer-friendly report
Module Owner:
1000 Pre Due Diligence
2000 Due Diligence
3000 Post Sign / Pre Close
4000 Post Close
5000 Transition to Operations
"yellow"= Define: Dedicate Resources
"orange"= Measure: Understand Business
"lightblue"= Analyze: Build Integration Plan
"lightgreen"= Improve: Execute Integration Plan
"lime"= Control: Dashboards
1100 Appoint IP Integration Leader
1200 Understand the Synergy/Significance of IP in the Transaction
1300 Define Preliminary IP Integration Scope, Goals and CTQ's
2100 IP Integration Leader to Participate in Due Diligence Process
2200 IP Integration Leader to Understand the IP Facets of the Target Company
2300 Identify Target Company Current IP Organization and IP Leaders
2400 Perform IP Policy/Procedures/Best Practices Gap Analysis
2500 Define IP Integration Team Structure and Job Responsibilities
2600 Prepare Initial IP Integration Project Budget
2700
3100 Appoint Dedicated IP Integration Team Resources
3200 Knowledge Hand Off to IP Integration Team
3300 Refine IP Integration Scope, Goals and CTQ's
3400 Determine IP Resource needs for Post-Acquisition IP Organization and Select New IP Leaders
3500 Define Post-Acquisition IP Organizational Structure and Core Processes
3600 Define Detailed IP Integration Plan by Function with Measures
3700
4100 Review and Finalize IP Integration Plan, Scope and Budget
4200 Ensure IP Integration Team Understands Scope, Goals, CTQ's, Plan Deliverables, Budget, Responsibilities
4300 Hold IP Integration Kick-off Session with Acquired Company
4400 Execute Integration
4500 Monitor Progress of IP Integration and Ensure Plan Execution
4600 Establish Transition Plan to Operations
5100 Implement Control Monitoring Mechanisms
5200 Conduct IP Integration Project Closure Meeting/Tollgate and Formally Transition to Business
5300 Capture Lessons Learned and Communicate IP Integration Successes
200

FIG. 12

Intellectual Property Deliverables Checklists

- ☐ IP Integration Appointed
- ☐ Scope of IP Integration - assessment of Importance of IP in transaction. Define key assumptions and "must have" underlying IP aspects of business case or synergies
- ☐ List of goals/CTQ's
- ☐ _____
- ☐ _____
- ☐ _____

- ☐ Participate in due diligence
- ☐ "AS is" organizational chart
- ☐ IP policy/procedure/best practices Gap Analysis
- ☐ Outline of Integration Team structure
- ☐ Preliminary IP integration budget
- ☐ _____
- ☐ _____
- ☐ _____

- ☐ IP Integration Team in place
- ☐ Meeting between Deal Team and IP Integration Team
- ☐ Refined list of goals/CTQ's
- ☐ Post-acquisition IP organization chart
- ☐ Detailed IP Integration Plan with Measure
- ☐ CEO sign-off
- ☐ _____
- ☐ _____
- ☐ _____

- ☐ Finalized IP Integration Plan and Budget
- ☐ Kick-off Meetings with Teams
- ☐ Responsibilities Assigned
- ☐ Progress Meetings
- ☐ IP Integration Dashboards/ Scoreboards in Place
- ☐ Milestones Achieved on Time
- ☐ IP Control Procedures
- ☐ Transition Plan
- ☐ _____
- ☐ _____
- ☐ _____

- ☐ Core IP process ownership and accountability in place
- ☐ Conduct project closure meeting with business team
- ☐ List of lessons learned
- ☐ _____
- ☐ _____
- ☐ _____

210

FIG. 13

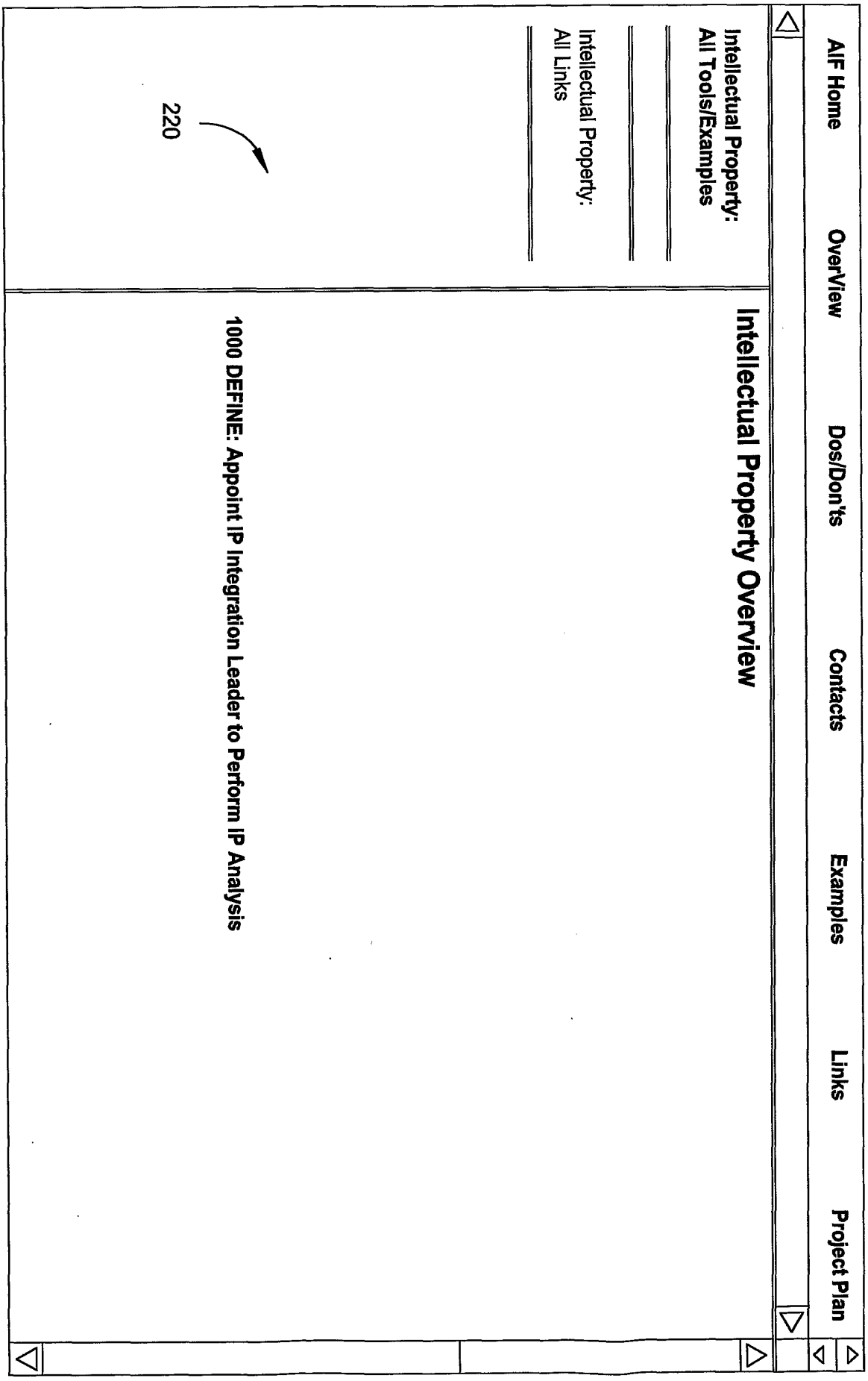

AIF Home
OverView
Dos/Don'ts
Contacts
Examples
Links
Project Plan
Intellectual Property: All Tools/Examples
Intellectual Property: All Links
220
Intellectual Property Overview
1000 DEFINE: Appoint IP Integration Leader to Perform IP Analysis

FIG. 14

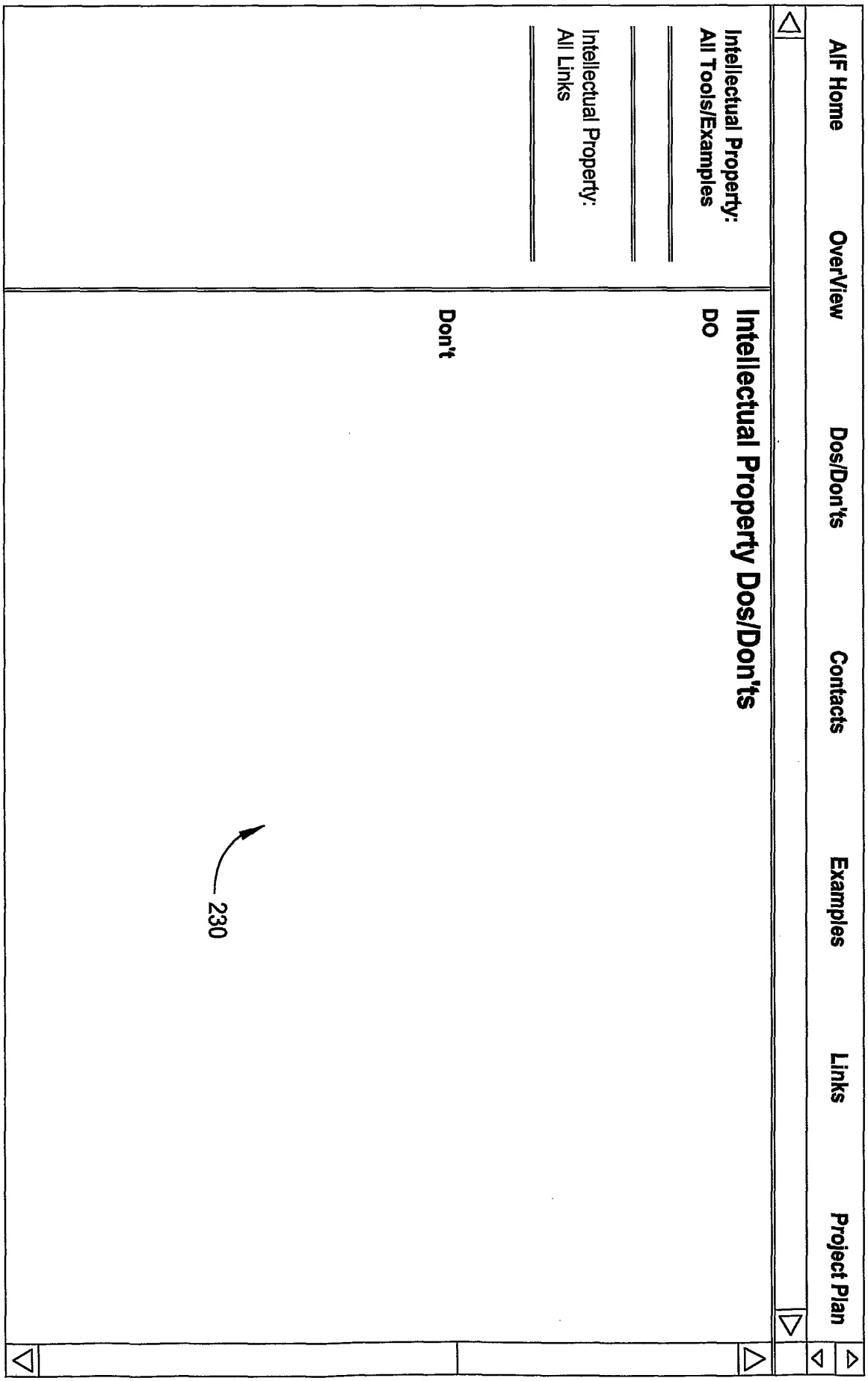

AIF Home
OverView
Dos/Don'ts
Contacts
Examples
Links
Project Plan
Intellectual Property: All Tools/Examples
Intellectual Property: All Links
Intellectual Property Dos/Don'ts
DO
Don't
230

FIG. 15

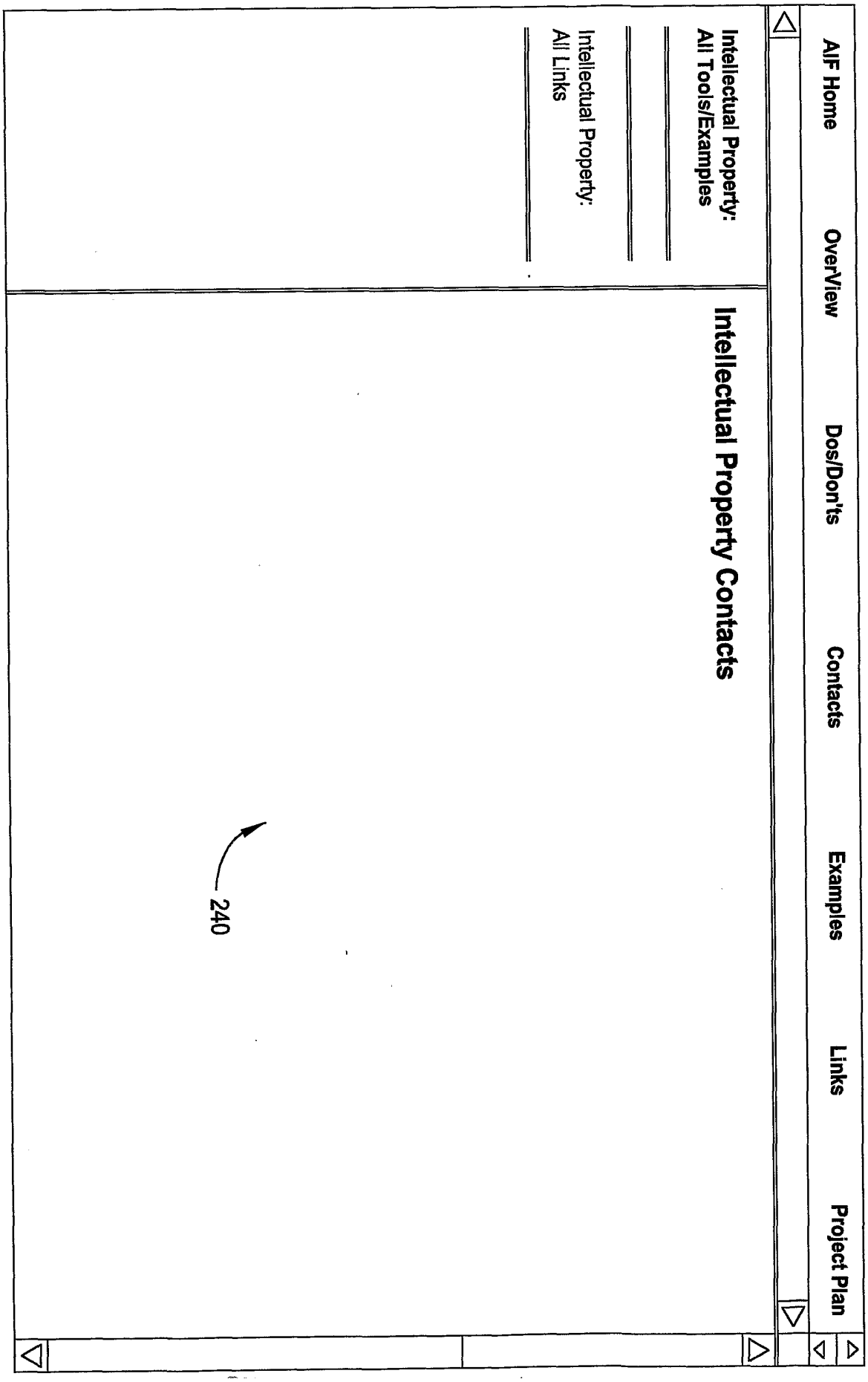

AIF Home
OverView
Dos/Don'ts
Contacts
Examples
Links
Project Plan
Intellectual Property: All Tools/Examples
Intellectual Property: All Links
Intellectual Property Contacts
240

FIG. 16

250 → Intellectual Property Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		**0%**		
1100	Appoint IP Integration Leader				
1110	Determine Job Requirements/Qualifications For IP Integration Leader				
1120	Select IP Integration Leader				
1200	Understand the Synergy/Significance of IP in the Transaction				
1210	Review Available Information Relating to Intellectual Property of Target Company				
1220	*Capture IP Synergies and Significance of IP to the Transaction*				
1300	Define Preliminary IP Integration Scope, Goals and CTQ's				
1310	Define Scope of IP Integration				
1320	Capture IP Synergies and Significance of IP to the Transaction				
2000	**Due Diligence**		**0%**		
2100	IP Integration Leader to participate in Due Diligence Process				
2110	Participate in IP Due Diligence Process as Appropriate				
2120	Review IP Due Diligence Checklist				
2130	*Appoint IP Integration Leader*				
2140	Identify IP Red Flags				
2200	IP Integration Leader to Understand the IP Facets of the Target Company				
2300	Identify Target Company Current IP Organization and IP Leaders				
2310	*Map Current IP Organizational Structure, Identify IP Leadership & Reporting Structure*				
2320	Perform IP Management Assessment				
2400	Perform IP Policy/Procedure/Best Practices Gap Analysis				
2410	Review IP Policies/Procedures/Best Practices at Acquired Company				
2420	*Interview/Survey "IP Connected Functions" at Acquired Company*				
2430	Perform Gap Analysis and prepare Matrix of Gaps				
2440	Prepare Plan to Close Gaps				
2500	Define IP Integration Team Structure and Job Responsibilities				
2510	Determine IP Integration Resource Requirements				
2520	Determine Size and Composition of IP Integration Team				
2530	Define Reporting Structure for IP Integration Team				
2540	Ensure IP Integration Team Members are Both GE and Acquired Company				
2550	*Develop and Complete Integration Team Job Responsibilities*				
2600	Prepare Initial IP Integration project Budget				
2610	Propose Initial IP Integration Budget				
2700	*Provide IP Input into Transaction Document*				
3000	**Post Sign / Pre Close**		**0%**		
3100	Appoint Dedicated IP Integration Team Resources				
3110	Appoint IP Integration Functional Team Members				
3200	Knowledge Hand Off to IP Integration team				
3210	Review Due Diligence Summary and List of Critical Action Items from Due Diligence Team for IP Action Items				
3220	Review Contract Requirements and Critical Issues				
3300	Refine IP Integration Scope, Goals and CTQ's				
3310	*Base on IP Gap Analysis, Refine IP Integration Scope, Goals and CTQ's*				
3400	Determine IP Resource needs for Post-Acquisition IP Organization and Select New IP Leaders				
3410	Conduct IP Resource Studies and Select Key IP Leaders				
3500	Define Post-Acquisition IP Organization Structure and Core Processes				
3510	Generate Organization Chart (with names) for Post-Acquisition Organization				
3600	Define Detailed IP Integration Plan by Function with Measures				
3610	Prepare Functional IP Integration Plans				
3620	Prioritize Tasks, Ensuring Elements Critical to Deals Synergies are Top Priority				

FIG. 17

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Note: This search may take up to several minutes.

260

FIG. 18

	Integration Progress Report	Pre Due Diligence	Due Diligence	Post Sign-Pre Close	Post Close	Transition	Total	Comments
1	Business Leader	20%	0%	0%	0%	0%	20%	
2	Integration Manager	0%	0%	0%	0%	0%	0%	
3	Due Diligence Leader	0%	0%	0%			0%	
	Commercial							
5	Sales & Marketing	0%	0%	0%	0%	0%	0%	
6	E-Commerce	0%	0%	0%	0%	0%	0%	
7	Customer Service	0%	0%	0%	0%	0%	0%	
8	Collections	0%	0%	0%	0%	0%	0%	
9	Sourcing	0%	0%	0%	0%	0%	0%	
	Operational							
11	Manufacturing	0%	0%	0%	0%	0%	0%	
12	Engineering	0%	0%	0%	0%	0%	0%	
13	Logistics	0%	0%	0%	0%	0%	0%	
14	EHS	0%	0%	0%	0%	0%	0%	
15	Services	0%	0%	0%	0%	0%	0%	
16	Risk	0%	0%	0%	0%	0%	0%	
17	Six Sigma	0%	0%	0%	0%	0%	0%	
18	Systems/IT	0%	0%	0%	0%	0%	0%	
	HR							
19	Communication	0%	0%	0%	0%	0%	0%	
20	Culture	0%	0%	0%	0%	0%	0%	
21	Strategy	0%	0%	0%	0%	0%	0%	
22	Organization Development	0%	0%	0%	0%	0%	0%	
23	Labor Relations	0%	0%	0%	0%	0%	0%	
24	Employee Benefits	0%	0%	0%	0%	0%	0%	
25	Compensation	0%	0%	0%	0%	0%	0%	
27	Employment Practices	0%	0%	0%	0%	0%	0%	
28	Payroll Benefits	0%	0%	0%	0%	0%	0%	
29	Expariate Administration				0%	0%	0%	
30	Travel & Living Expenses				0%	0%	0%	
	Legal							
31	Legal	0%	0%	0%	0%	0%	0%	
32	IP	0%	0%	0%	0%	0%	0%	
33	Compliance	0%	0%	0%	0%	0%	0%	
	Finance							
34	Treasury	0%	0%	0%	0%	0%	0%	
35	Euro Program	0%	0%	0%	0%	0%	0%	
36	Financial Planning & Analysis			0%	0%	0%	0%	
37	Closing			0%	0%	0%	0%	
38	Tax	0%	0%	0%	0%	0%	0%	
39	Controllership			0%	0%	0%	0%	
40	Insurance	0%	0%	0%	0%	0%	0%	

270

FIG. 19

Business Leader Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		**20%**		
1100	Appoint Integration Leader				
1110	Determine Job Requirements for IP Integration Leader		**100%**		
1120	Appoint Integration Leader				
1200	Assign Members to the Integration Steering Committee				
1300	Participate in Define Tollgate				
2000	**Due Diligence**		**0%**		
2100	Present an Overview of to Target Management				
2200	Conduct Management Assessment of Key Players				
2300	Present Board Presentation for Deal Approval				
2310	Understand Overall Due Diligence Findings - Make Go/No Go Decision				
2320	Prepare and Present Board Presentation for Deal Approval				
2400	Assume Ownership for and Commit to Achieving Projected Deal Synergies				
2500	Participate in Measure Tollgate				
3000	**Post Sign / Pre Close**		**0%**		
3100	Schedule & Participate in Integration Strategy				
3200	Communicate with and Reassure Employee				
3300	Communicate with and Reassure Customers				
3400	Decide on Company Name and Logo				
3500	Participate in Analyze Tollgate				
4000	**Post Close**		**0%**		
4100	Participate in Day 1 Celebration				
4200	Approve Finalized Integration Plan & Budget				
4300	Participate in Integration Kick-Off				
4400	Provide Coaching & Guidance to New Business Leader				
4500	Monitor progress of Integration				
4600	Participate in Implement Tollgate				
5000	**Transition To Normal Operations**		**0%**		
5100	Participate in Control Tollgate				
5200	Celebrate Completion of Integration				
5300	Promote Integration Leader				

SUBSTITUTE SHEET (RULE 26)

FIG. 20

Integration Manager Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		**0%**		
1100	Integration Leader Appoint				
1200	Understand business case and projected synergies				
1210	Read all information available on the business to be acquired				
1220	Outline al project deal synergies to be achieved as a result of the acquisition				
1300	Define Integration Goals, CTQ's and Project Charter				
1310	Capture high level integration goals and determine degree of integration				
1320	Outline deal and integration CTQ's				
1330	Prepare high level integration project charter				
1400	Conduct define tollgate				
2000	**Due Diligence**		**0%**		
2100	Participate in due diligence process				
2110	Attend and Participate in Due Diligence				
2120	Determine SWOT for Each Functional Area				
2130	Identify Red Flags				
2140	Validate Findings/Synergy Assumptions Among Functions				
2150	Provide Integration Input to Deal Pro Forma and Audit Model				
2160	Navigate Pre-Close Access for Integration Team				
2170	Report on "Best Practices" and Review for Areas of Improvement				
2200	Understand the business				
2210	Understand risk assessment				
2220	Understand legal/tax structure				
2230	Understand reporting relationship with				
2240	Understand Benefits Structure				
2300	Identify Reporting Structure and Perform Leadership Assessment				
2310	Map Current Organizational Structure, Identify Leadership & Reporting Structure				
2320	Review management assessment				
2400	Define Integration Team Structure and Complete Job Descriptions				
2410	Determine Integration Resource Requirements				
2420	Determine Size and Composition of Team				
2430	Define Reporting Structure for Integration Team				
2440	Ensure Team members are Both and Acquired Company				
2450	Develop and Complete Integration Team Job Descriptions, Post				
2460	Consider Use of Independent Parties				
2500	Perform Cultural Assessment and Plan to Close Gaps				
2510	Perform Cultural Assessment on Potential Acquiree				
2520	Complete Cultural Gap Analysis and Develop Plan to Close Gaps				
2600	Develop Preliminary Communication Plan				
2610	Define Key Audiences and Messages for Communication				
2620	Draft Plan				
2700	Develop high level integration plan				
2710	Develop High Level Integration Plan based on Knowledge Obtained during Due Diligence				
2720	Ensure Plan Addresses all Critical CTQ's for Achieving Deal Synergies				
2730	Determine High Level Integration Measures and Develop Integration Dashboards				
2800	Prepare Initial Integration Project Budget				
2810	Make Initial budget and Link to Costs in Model				
2900	Conduct measure tollgate				
3000	**Post Sign / Pre Close**		**0%**		
3100	Appoint Dedicated Integration Team Resources				

FIG. 21

Integration Manager Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
3110	Interview Potential Integration Members				
3120	Assign Dedicated Integration Team Resources				
3200	Knowledge Hand Off to Integration Team				
3210	Review Copy of Due Diligence Summary & List of Critical Action Items from Due Diligence Team				
3220	Review Contact Matrix and Critical Issues from Legal				
3230	Understand how Value will be Created				
3240	Understand Deal Assumptions and Sensitivity Analysis				
3250	Understand Deal Purchase Cost				
3260	Understand Cost of Integration				
3270	Understand Deal Risk Assessment and Mitigation Plans				
3280	Understand Tax/Legal Structure				
3290	Understanding Reporting Relationship with				
3300	Participate in Integration Strategy Workshop				
3400	Determine "To Be" Organizational Structure to Ensure Synergies are Achieved				
3500	Complete Detailed Integration Plan by Function with Measures				
3510	Prepare Functional Integration Plans				
3520	Prioritize Tasks, Ensuring Critical Elements to Achieve Deal Synergies are Top Priority				
3530	Agree on Dependencies between Functions				
3540	Prepare Multigenerational Integration Project Plan				
3550	Determine Key Milestone Dates and Major Deliverables				
3560	Identify Functional Integration Measures to Monitor Success				
3570	Ensure Functional Operational Leadership Ownership and Buy-in to Plans				
3580	Analyze Other Completion Risks and Develop Mitigation Plans				
3600	Finalize communication plans and mechanisms				
3610	Finalize Communications Plans for Internal and External Purposes				
3620	Establish Integration Team Communication Mechanisms				
3700	Ensure Active CEO Sponsorship from Both Companies				
3800	Conduct analyze tollgate				
4000	**Post Close**		**0%**		
4100	Hold Integration Kick-Off Session with Acquired Company				
4200	Finalize Integration Scope and Budget - Align to SI/SII Plan				
4210	Finalize Overall Integration Charter and Goals				
4220	Perform Resource Analysis				
4230	Finalize Integration Budget and align with SI/SII Protomas				
4300	Conduct Integration Team Orientation and Training				
4310	Hold Team Building Event				
4320	Orient Integration Team and Establish Roles and Responsibilities				
4330	Review Functional Detailed Project Plans with Other Team Members				
4340	Organize Specialized Training for Team Members (if required)				
4400	Execute Integration				
4500	Utilize Management Monitoring Mechanisms to Ensure Deal Synergies are Achieved				
4510	Implement Status Reporting Tools to Monitor Progress				
4520	Implement Issue Logs and Issue Management Procedures				
4530	Establish Project Control Process				
4540	Conduct Regular Status Meetings with Integration Teams				
4550	Continue to Conduct Status Meetings with Steering Committee				
4560	Implement Performance Tracking Mechanisms to Ensure Deal Synergies				
4600	Elicit Voice of the Employee & Establish Means for Obtaining VOE Baseline				
4700	Evaluate Performance of Team Members				
4710	Establish Regular Feedback Mechanism to Team Members				

FIG. 22

Integration Manager Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
4720	Conduct 360 Degree Performance Feedback				
4800	Establish Transition Plan to Operations				
4810	Benchmark Against Baseline Measures, identify gaps and establish plan to close				
4820	Establish Ownership for Transition				
4900	Conduct improve tollgate				
5000	**Transition To Normal Operations**		**0%**		
5100	Implement Control Monitoring Mechanisms				
5110	Conduct Post Integration Assessment to Ensure Policies and Culture are Institutionalized				
5200	Conduct Project Closure Meeting/Tollgate and Formally Transition to Business				
5210	Conduct Project Closure Meeting/Tollgate				
5220	Close Integration Project				
5230	Review Final Project Evaluation				
5240	Receive Final Project Execution Sign-Off				
5300	Conduct post Integration Employee Survey and Measure Against VOE Baseline				
5400	Capture Lessons Learned and Communicate Integration Successes				
5500	Communicate and celebrate integration successes				
5600	Promote Integration Team members into the Business				

FIG. 23

Due Diligence Leader Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		0%		
1100	Decide who is on the DD Team				
2000	**Due Diligence**		0%		
2100	Perform Business & Legal Due Diligence				
2200	Identify and Outline Deal Synergies				
2300	Accumulate Integration Issues				
2400	Confirm Feasibility if Integration Cost and Costs				
2500	Complete Due Diligence Report Including Integration Issues				
3000	**Post Sign / Pre Close**		0%		
3100	Conduct Knowledge Hands Off Meeting				

FIG. 24

Sales Marketing Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		0%		
1100	Appoint Functional Expert for Due Diligence				
2000	**Due Diligence**		0%		
2100	Assess Integration Objectives and Value Drivers				
2110	Review Acquisition Objectives				
2120	Define Sales & Marketing Objectives				
2130	Define priorities & non-negotiables				
2200	Assess Marketing & Sales Strategies, Resources & Processes				
2210	Assess Product Lines and Management				
2220	Assess Sales and Marketing Organization				
2221	Analyze Sales Force Structure				
2222	Identify Key Sales Personnel				
2223	Analyze Distributor/Agent Structure				
2224	Analyze Other Sales & Marketing Channels				
2225	Identify Current Training Activities				
2230	Evaluate Synergies and Opportunities				
2300	Assess master Brands and Sub-Brands				
2310	Review Due Diligence Materials and Brand Policies				
2320	Identify All Brands Used By Both Companies				
2330	Assess Brand Strength, Coverage, Consistency and Overlap across Markets and Segments				
2400	Develop branding transition strategy for deal team				
2410	Synergy opportunities				
2420	Branding strategy				
2430	Develop Interim Brand Strategy Action Plan				
3000	**Post Sign / Pre Close**		0%		
3100	Understand company Position in Marketplace				
3110	Get Voice of the Customer and Market Data				
3120	Conduct research to understand position and perception				
3200	Evaluate Market Dynamics and Customer Segmentation				
3210	Overall assessment of the marketplace				
3220	Identify and assess market segments				
3230	Identify similarities & differences				
3240	Identify and Compare Customer Groups				
3241	Compare definitions of customer groups				
3250	Evaluate risks and opportunities				
3251	Identify compliance risks				
3300	Evaluate Sales Force and/or Go-to-Market Channels				
3310	Evaluate Sales Force Structure				
3320	Assess Effectiveness of Sales Force				
3330	Identify Key Sales Personnel				
3340	Evaluate Compensation and Benefits				
3350	Analyze and Screen Go-to-Market Channels				
3360	Define Channel Integration Strategy				
3370	Identify Opportunities for Selling Existing Products				
3400	Evaluate Product/Services & Pricing				
3410	Determine Desired Level of Integration for Product Lines				
3420	Review Multi-Generational Product Plans (MGPP) and Any Plans for New or Enhanced Products				
3430	Identify Potential Product Overlaps between Companies				
3440	Assess Pricing Models and Applications				
3450	Perform a profitability assessment				
3460	Identify Risks of Product Lines Integration				

FIG. 25

Sales Marketing Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
3470	Develop Integration Product Line and Pricing Plan Determine Product Line and Development Synergy Opportunities				
3500	Evaluate marketing communications activities				
3510	Evaluate Existing Communication Plan				
3520	Determine desired brand positioning and strategy				
3530	Understand Company Objectives and Target Audiences				
3540	Assess Customer and Competition Response				
3550	Develop Messaging Strategy				
3560	Develop Communications tactics and Plan				
3570	Establish Measurement & Feedback System				
3600	Assess Marketing Information Management				
3610	Identify/assess how information is held				
3620	Assess database analysis capabilities				
3630	Evaluate marketing research process				
3640	Evaluate Information management Compliance Processes				
3700	Evaluate Sales & Marketing Resources & Process Synergies				
3710	Review due diligence results				
3720	Develop high level map of key processes				
3721	Assess marketing planning process				
3722	Assess planning and reporting				
3723	Assess sales forecasting process				
3724	Assess supplier management process				
3725	Assess Product Management process				
3730	Determine Degree of Infrastructure and Organizational Alignment				
3740	Assess Sales & Marketing Organization				
3741	Define marketing organization structure				
3750	Estimate process & resources synergies				
3800	Develop Integrated Action Plan				
3810	Establish Criteria & Objectives				
3820	Develop Integrated Action Plan				
3830	Determine new Structure and Alignment				
3840	Establish measurement & performance system				
3850	Determine resources and skill requirements				
3900	Gain Management Support & Stakeholder Buy In				
3910	Obtain Authorization for Resources				
3920	Hold Kick Off workshop to review acquisition objectives and action plan				
4000	**Post Close**		**0%**		
4100	Announce New Sales & Marketing Strategies				
4110	Roll-out Integrated Channels				
4120	Implement Integrated product Line and Management				
4130	Implement Integrated Pricing Strategy				
4140	Implement Integrated Brand Strategy				
4150	Implement Integrated Marketing Communications				
4160	Deploy Integrated Sales Force				
4170	Implement Integrated Product Development plan				
4180	Implement Integrated Data Management, Market Research and Intelligence				
4200	Training of Sales Force and Channel Distribution				
4210	Define Current Training Activities				
4220	Determine Training Requirements				
4230	Train Sales Force				
4300	Set Sales & Marketing Measurements and Milestones				

FIG. 26

Sales Marketing Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
4310	Create Dashboard				
4320	Design Performance Measurement				
4400	Manage Resources and Assess Processes				
5000	**Transition To Normal Operations**		**0%**		
5100	Implement Monitoring Mechanisms				
5200	Integrate Sales Planning & Report				
5210	Integrate Forecasting				
5300	Transition to Operations				

FIG. 27

E-Commerce Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		**0%**		
1100	Appoint E Expert for Due Diligence				
2000	**Due Diligence**		**0%**		
2100	Review & Map E Business Process & Perform Gap Analysis				
2110	Review Current E Business Strategy				
2120	Review Current E Business Performance Measurements				
2130	E Business Targets				
2140	Estimate Synergies in E Business Processes between Target and				
2200	Assess E Business Organization & Structure				
2300	Review Existing E Business Policies				
2400	Review Analysis of Current Reporting				
2500	Review & Assess Current Technology				
2600	Measure Expenses by Major Categories				
2610	Operating Costs for E Business				
2620	Create Integration Budget				
3000	**Post Sign / Pre Close**		**0%**		
3100	Assign E-Business Integration Leader				
3200	Select E-Business Integration Team Members				
3300	Establish E Goals				
3400	Determine "To Be" process and Strategies				
3410	Build Strategy for E Business				
3420	Set Productivity Goals/Establish Targets				
3430	Document New Procedures				
3500	Determine "To Be" Organizational Structure				
3510	Designing "To Be" Organization Chart				
3520	Complete Job Profiles for E Business Personnel				
3530	Identify Training Needs for E Business				
3540	Plan Training				
3550	Develop Reward & Recognition Program for E Business				
3600	Develop Measurement and Reporting				
3700	Develop High Level E Business Integration Plan				
3710	Close Gaps - Prioritize Opportunities/Issues				
4000	**Post Close**		**0%**		
4100	Finalize Detailed Integration Plan				
4200	Implement "To Be" Process and Technology				
4300	Implement New Organizational Structure				
4400	Conduct Training				
4500	Implement E Business Dashboards				
4600	Establish Transition Plan				
5000	**Transition To Normal Operations**		**0%**		
5100	Transition To Process Owner				
5200	Monitor E-Business Dashboards				
5300	Ongoing Training and Update				
5400	Project Documentation Completed, Approved and Archived				
5500	Capture Lessons Learned				
5600	Celebrate and Communicate Successes				

FIG. 28

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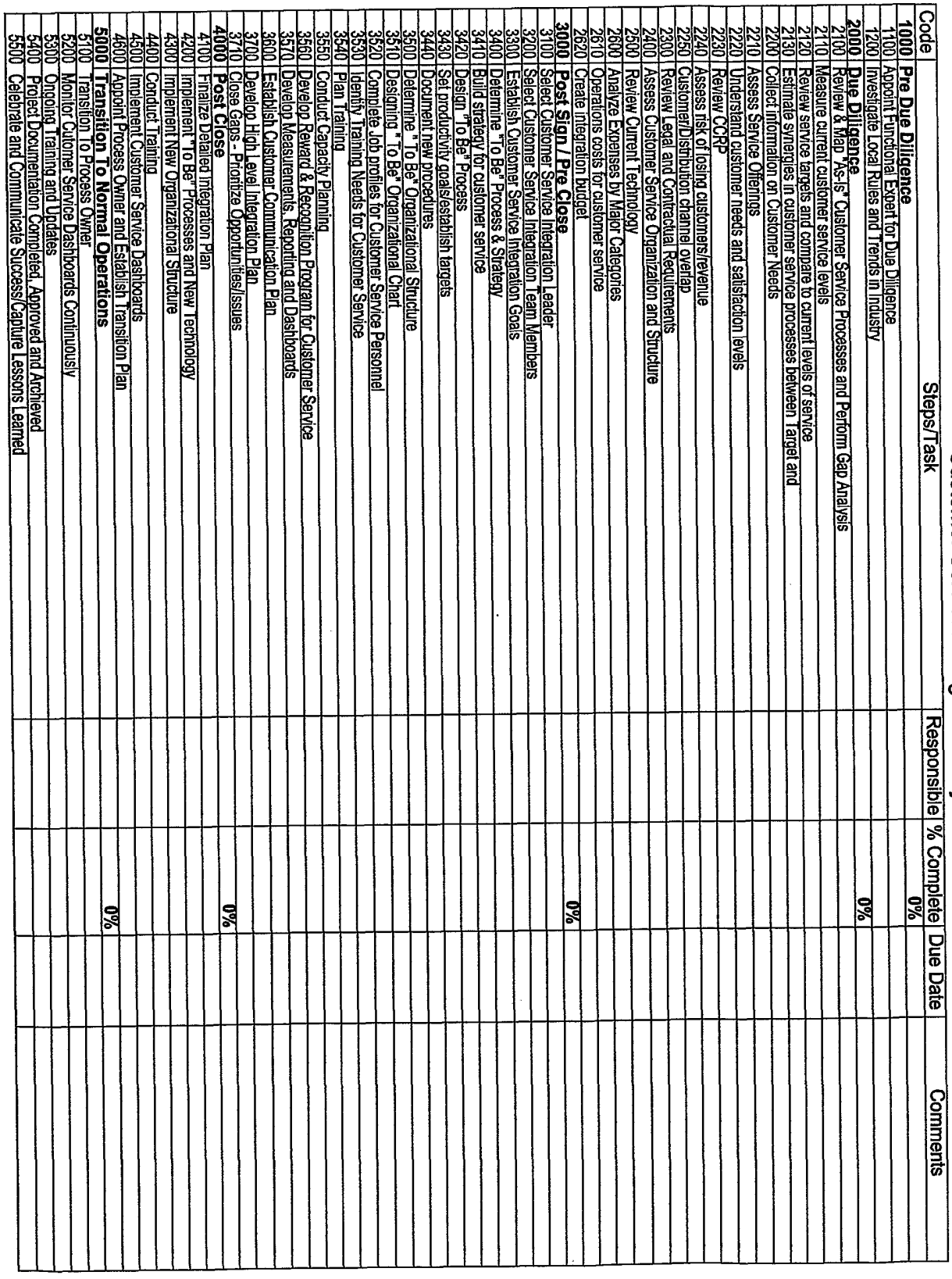
Customer Services Integration Project Plan
Code
Steps/Task
Responsible
% Complete
Due Date
Comments
1000 Pre Due Diligence
0%
1100 Appoint Functional Expert for Due Diligence
1200 Investigate Local Rules and Trends in Industry
2000 Due Diligence
0%
2100 Review & Map "As-Is" Customer Service Processes and Perform Gap Analysis
2110 Measure current customer service levels
2120 Review service targets and compare to current levels of service
2130 Estimate synergies in customer service processes between Target and
2200 Collect information on Customer Needs
2210 Assess Service Offerings
2220 Understand customer needs and satisfaction levels
2230 Review CCRP
2240 Assess risk of losing customers/revenue
2250 Customer/Distribution channel overlap
2300 Review Legal and Contractual Requirements
2400 Assess Customer Service Organization and Structure
2500 Review Current Technology
2600 Analyze Expenses by Major Categories
2610 Operations costs for customer service
2620 Create integration budget
3000 Post Sign / Pre Close
0%
3100 Select Customer Service Integration Leader
3200 Select Customer Service Integration Team Members
3300 Establish Customer Service Integration Goals
3400 Determine "To Be" Process & Strategy
3410 Build strategy for customer service
3420 Design "To Be" Process
3430 Set productivity goals/establish targets
3440 Document new procedures
3500 Determine "To Be" Organizational Structure
3510 Designing "To Be" Organizational Chart
3520 Complete Job profiles for Customer Service Personnel
3530 Identify Training Needs for Customer Service
3540 Plan Training
3550 Conduct Capacity Planning
3560 Develop Reward & Recognition Program for Customer Service
3570 Develop Measurements, Reporting and Dashboards
3600 Establish Customer Communication Plan
3700 Develop High Level Integration Plan
3710 Close Gaps - Prioritize Opportunities/Issues
4000 Post Close
0%
4100 Finalize Detailed Integration Plan
4200 Implement "To Be" Processes and New Technology
4300 Implement New Organizational Structure
4400 Conduct Training
4500 Implement Customer Service Dashboards
4600 Appoint Process Owner and Establish Transition Plan
5000 Transition To Normal Operations
0%
5100 Transition To Process Owner
5200 Monitor Customer Service Dashboards Continuously
5300 Ongoing Training and Updates
5400 Project Documentation Completed, Approved and Archieved
5500 Celebrate and Communicate Success/Capture Lessons Learned

FIG. 29

Collections Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		0%		
1100	Appoint Functional Expert for Due Diligence				
1200	Investigate Local Rules and Trends in Industry				
2000	**Due Diligence**		0%		
2100	Review & Map "As-Is" Collections Processes/Procedures & Perform Gap Analysis				
2110	Review Current Collections Strategy				
2120	Review Current Collection Performance Measurements				
2130	Collections Target				
2140	Estimate Synergies in Collection Processes between Target and				
2200	Assess Collection Organization and Structure				
2300	Review Existing Collection Policies and Procedures				
2310	Review Collection Procedures Manual				
2320	Review Reserving Methodology and Write-Off procedures				
2330	Review Credit Line Approval and Authorizations Procedures				
2340	Review Current Reporting, Tracking and Monitoring Mechanisms				
2350	Review Current Delinquency Forecasting Models				
2400	Analyze Performance of Existing Portfolio (in Conjunction with Risk or Finance Team)				
2410	Analyze Delinquency and Aging of Portfolio				
2420	Analyze History of Write-Offs and Recoveries				
2430	Analyze Debt in Suspence				
2440	Determine Impact on Income Statement and Balance Sheet when Applying GAP				
2450	Conduct Analysis of Current Reporting				
2500	Review an Assess Current Reporting				
2600	Assess Legal/Contractural Requirements				
2700	Review and Assess Use of Outside Suppliers				
2800	Measure Expenses by Major Categories				
2810	Operating Costs for Collections/Fee Income				
2820	Create Integration Budget				
3000	**Post Sign / Pre Close**		0%		
3100	Assign Collections integration leader				
3200	Select Collections Integration team members				
3300	Establish Collections Integration Goals				
3400	Determine "To Be" Process and Strategy				
3410	Build Strategy for Collections				
3420	Design "To Be" Process				
3430	Set Productivity Goals/Establish Targets				
3440	Document New Procedures				
3500	Determine "To Be" Organizational Structure				
3510	Designing "To Be" Organization Chart				
3520	Complete Job Profiles for Collections Personnel				
3530	Identify Training Needs for Collections				
3540	Plan training				
3550	Conduct Capcity Planning				
3560	Develop Reward & Recognition Program for Collections				
3600	Develop Measurements and Reporting				
3700	Develop High level Collections Integration Plan				
3710	Close Gaps, Prioritize Opportunities/Issues				
4000	**Post Close**		0%		
4100	Finalize Detailed Integration Plan				
4200	Implement "To Be" Processes and New Technology				
4300	Implement new Organizational Structure				

FIG. 30

Collections Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
4400	Conduct Training				
4500	Implement Collections Dashboard				
4600	Establish Transition Plan				
5000	**Transition To Normal Operations**		0%		
5100	Transition to Process Owner				
5200	Monitor Collections Dashboards Continously				
5300	Ongoing Training and Updates				
5400	Project Documentation Completed, Approved and Archived				
5500	Capture Lessons Learned				
5600	Celebrate and Communicate Success				

FIG. 31

Sourcing Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		**0%**		
1100	Appoint Integration Leader & Identify Team Resources				
1110	Appoint an Integration Leader				
1120	Identify Team Resources				
1200	Understand Business Case and Project Synergies				
1210	Review Acquisition Business Case and Integration Goals				
1220	First Cut at Functional Synergies				
1300	Assign Resources and Timing to Project Plan				
2000	**Due Diligence**		**0%**		
2100	Pass Data Request to Target				
2200	Review Information During Due Diligence				
2210	Identify Key Talent - Coordinate with HR				
2220	Validate Synergy Assumptions				
2230	Validate Sustaining Processes - Coordinate with IT and e-commerce Teams				
2300	Complete the Data Document Summary				
3000	**Post Sign / Pre Close**		**0%**		
3100	Finalize Synergies and Savings				
3110	Compare Supply Base and Pricing				
3120	Develop To-Be Organization				
3130	Identify Impact on Operational Costs				
3140	Identify Adaptable Best Practices				
3150	Identify To-Be Sustaining Processes - Coordinate with IT and e-Commerce				
3200	Develop Action Plan				
3210	Consolidate Contract				
3220	Plan Organizational Changes - Coordinate with HR				
3230	Consolidate Sustaining Processes - Coordinate with IT and e-Commerce				
4000	**Post Close**		**0%**		
4100	Execute Action Plan				
4200	Execute Communication Plan				
4300	Implement Sustaining Processes				
5000	**Transition To Normal Operations**		**0%**		
5100	Validate Savings and Sustaining Processes				
5200	Close Treaties and Risks				
5300	Document Lessons Learned				
5400	Transition Ownership to the Business				

FIG. 32

Manufacturing Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		0%		
1100	Select Qualified Manufacturing Manager for Due Diligence and Potentially Integration				
1110	Identify and Establish Manufacturing Team Leader				
1120	Identify Manufacturing Team Members				
1200	Define Goals and Estimate Synergies				
1210	Review Acquisition Scope				
1220	Define Manufacturing Goals and Targets				
1230	Assess First-Cut Plant Synergies and Assign $ Value				
1240	Establish Synergies Timing and Investment Costs				
1300	Estimate Manufacturing-Related EHS & HR				
1310	Coordinate with EHS Module				
1320	Identify Materials Bad Actors				
1330	Assess Production Plant & Surroundings History and Issues				
1340	Assess H&S Procedures				
1350	Identify Deal Killers				
1360	Coordinate with HR Module				
1400	Identify Areas Requiring Future Integration				
1410	Assess at High-level Manufacturing Process				
1420	Assess at High-level Information Systems Structure & Capabilities				
1430	Assess at High-level Quality Processes				
1440	Identify Deal Killers				
2000	**Due Diligence**		0%		
2100	Pass Data request to target				
2200	Establish manufacturing Due Diligence Team				
2210	Confirm Availability of Manufacturing Team Leader				
2220	Establish Core Manufacturing Team				
2300	Find Synergies and Quantify				
2310	Find Plant Synergies and Quantify				
2320	Find Equipment Synergies				
2330	Find Workforce Synergies				
2340	Find Technology Synergies and Quantify				
2350	Validate Synergies priority, Risk, Timing & investment Costs				
2400	Coordinate with EHS Module				
2410	Baseline & Validate Materials Bad Actors				
2420	Baseline & Validate Production Plant & Surrounding Issues				
2430	Baseline & Validate H&S Procedures				
2440	Identify Deal Killers				
2450	Draft Abatement Plan for EHS				
2500	Coordinate with HR Module				
2510	Explore Opportunities for Severance/Early Retirement/Transfer				
2520	Damage Control Communication Plan for Leaks				
2600	Baseline & Validate Processes				
2610	Conduct Machinery Diagnostic				
2620	Conduct Facility & Production Management Diagnostic				
2630	Conduct Inventory Management Diagnostic				
2640	Conduct Quality Management Diagnostic				
2650	Conduct Information Systems Diagnostic				
2660	Conduct Management Costing Diagnostic				
2700	Report on Due Diligence Conclusions				

FIG. 33a

Manufacturing Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
3000	**Post Sign / Pre Close**		**0%**		
3100	Establish Manufacturing Integration Team				
3110	Confirm Availability of Manufacturing Team Leaders				
3120	Establish Manufacturing Team Leader				
3200	Detail Synergies Confirm $ Value and Draft Implementation				
3210	Detail Plant Synergies. Confirm $ Value and Draft Implementation				
3220	Refine Workforce Synergies & Validate $ Value				
3230	Detail Technology Synergies & Validate $ Value				
3300	Coordinate with EHS Module to Draft EHS Manufacturing Integration Plan				
3400	Coordinate with HR to Draft HR Manufacturing Integration Plan				
3500	Coordinate with Six Sigma to Draft Six Sigma Manufacturing Implementation Plan				
4000	**Post Close**		**0%**		
4100	Achieve Quick Synergies (80/20 Rule)				
4200	Implement Org. Changes & Communicate with Stakeholder				
4300	Deliver Longer-Term Synergies				
4310	Deliver P & E Synergies				
4320	Deliver Workforce Synergies				
4330	Deliver Technology Synergies				
4400	Coordinate Execution of EHS Integration Plan				
4500	Coordinate Execution for HR Rationalization or Recruiting Plan				
4600	Coordinate Execution for IT Integration				
5000	**Transition To Normal Operations**		**0%**		
5100	Monitor Synergies				
5110	Conduct Frequent Task Force Meetings Initially				
5120	Identify and Address Process Breakdowns				
5200	Project Close-Out				
5210	Review Accomplishments Against Original Objectives				
5220	Reward Top Performance				
5230	Capture Lessons Learned				
5240	Identify Tasks Remaining to Complete Integration				
5250	Identify Final Owners to Drive & Track Performance				

FIG. 33b

Engineering Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
###	**Pre Due Diligence**		0%		
1100	Appoint Due Diligence Team and Likely Integration Resource				
1200	Understand Business Case and Deal Rationale				
###	**Due Diligence**		0%		
2100	Identify Key Talent				
2110	Develop Skills Matrix and Review for Global Team				
2200	Identify Synergy Opportunity				
2300	Identify Key Customer Commitment				
2400	Identify Current Engineering Programs				
2500	Prepare Due Diligence Report and Synergies Estimates				
###	**Post Sign / Pre Close**		0%		
3100	Define "To Be" Global Technology Organization				
3110	Define Relationships of Engineering Groups: Development, Manufacturing, Requisition, Services				
3120	Define Roles and Responsibilities For The Poles				
3130	Identify Technical Centers of Excellence				
3140	Identify Key Personnel with Regulatory Responsibility				
3150	Develop Quality Program Leadership				
3200	Write Integration Plan				
3210	Understand Engineering Implications of Overall Business Constraints				
3220	Identify Integration Team Members				
3230	Develop Integration Timetable				
3240	Identify Key Decision Communication Channels				
3250	Define Global Communication Language				
3300	Refine Integration Budget				
3310	Define NPI Budget				
3320	Define Productivity Program Budget				
3330	Define R&D Budget				
3340	Define Quality Budget				
3400	Review Engineering Programs				
3410	Rationalize Programs Based in Budget Allocation				
3420	Prioritize Current Programs By Business and By Pole				
3430	Develop Productivity Plan Based on Budget Allocation/Identified Synergies				
3440	Define Program Leadership Responsibilities				
3500	Establish Engineering Organization Metrics				
3510	Set Management Goals and Objectives				
3600	Assess Additional Regulatory Compliance				
###	**Post Close**		0%		
4100	Execute Plan to Deliver Synergies				
4200	Conduct Integration Kick-Off Meeting				
4210	Team Introduction and Roles				
4220	Communicate Vision of Future Organization				
4230	Conduct Workouts Focused on Integration Issues/Activities				
4240	Introduce Corporate Research and Development				
4250	Establish Integration Goals and Detailed Plans				
4300	Conduct Regular Integration Progress Reviews				
4400	Define Training Requirement				

FIG. 34

Engineering Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
4410	Patent and Intellectual Property Process				
4420	Six Sigma and DFSS				
4430	Compliance				
4440	Session C Process				
4450	Engineering Systems: Design, Change Control, Requisition, Etc.				
4500	Execute On Technical Development Process Integration Plan				
4510	Establish Make/Buy Strategy for Development				
4520	Define Engineering Development Tools				
4530	Outline Technical Communication Methods				
4540	Establish Unified Specification Methodology				
4550	Materials, Compatibility Matrices				
4560	Test Requirements and Methodology				
4570	Develop Engineering Transfer Process (Prototype To Production)				
4580	Define Schedule For Product Compliance				
4600	Product and Technology Planning				
4610	Define Global Roadmap/MGPD				
4620	Develop Multigenerational Technology Plan				
4700	Establish Engineering Infrastructure				
4710	Global Communications Links and Methodologies				
4720	Harmonize Manufacturing Quality Systems				
4730	Integrate Global Parts and Drawing Database				
4740	Harmonize Global Compliance Documentation				
4750	Develop Internal Audit Schedule and Team				
4800	Plan For Any New Licensing/Certification Requirements				
#####	**Transition To Normal Operations**		**0%**		
5100	Transition to the Business				
5200	Capture Lessons Learned				
5300	Celebrate Success of Integration				
5400	Promote Integration team Members into the Business				

FIG. 35

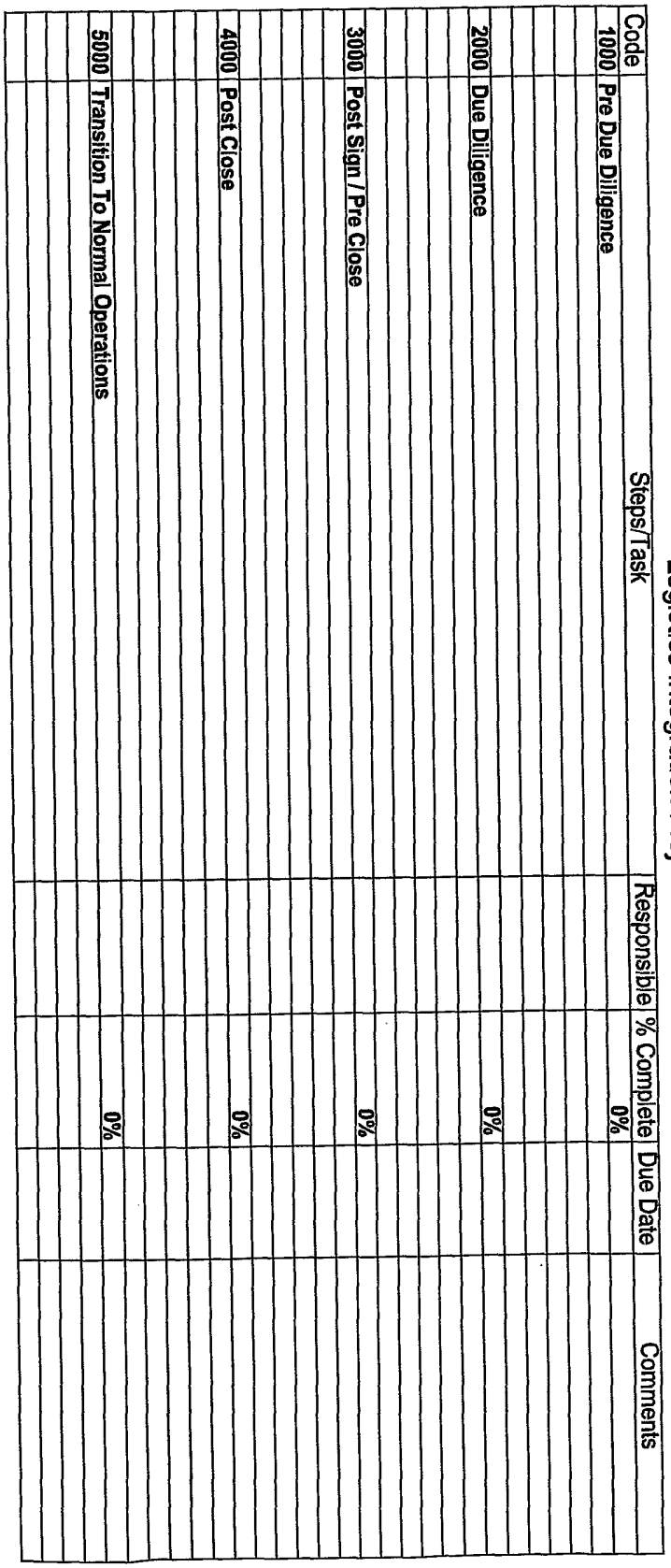
Logistics Integration Project Plan
Code
Steps/Task
Responsible
% Complete
Due Date
Comments
1000 Pre Due Diligence
0%
2000 Due Diligence
0%
3000 Post Sign / Pre Close
0%
4000 Post Close
0%
5000 Transition To Normal Operations
0%

FIG. 36

EHS Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		0%		
1100	Appoint EHS Due Diligence Leader				
1200	Plan and Start EHS Due Diligence				
1210	Conduct Database Review of Potential EHS Issues				
1300	Inform CEP and Agree on Plan				
2000	**Due Diligence**		0%		
2100	Identify and Alert EHS Integration Manager				
2110	Include EHS integration manager in due diligence				
2120	Prepare outline integration plan				
2200	Conduct EHS Due Diligence				
2210	Baseline: Collect and review EHS information from Target				
2211	Baseline: Conduct Phase I EHS review				
2212	Baseline: Conduct Phase II EHS review				
2220	Compliance: Start EHS compliance review				
2221	Compliance: Start review of wastewater/storm water permit status and historical compliance				
2222	Compliance: Start review of air permit status and historical compliance				
2223	Compliance: Start analysis of waste profile and compliance				
2224	Compliance: Start identification of waste transporters and vendors and determination of GE approval status				
2225	Compliance: Identify major chemical registration issues				
2226	Compliance: Start Emergency Response & Medical Review				
2227	Compliance: Start Evaluation of Potential IH Issues				
2228	Compliance: Start evaluation of Safety and ergonomics issues				
2229	Compliance: Evaluate Applicability of Property Transfer Requirements				
2300	Develop EHS Contract Provisions				
2400	Quantify EHS Issues and Risks				
2500	Negotiate EHS Contract Provisions				
2600	Develop EHS Action Plan				
2610	Negotiate Seller's EHS Action Plan				
2620	Prepare GE's EHS Action Plan				
2700	Establish EHS Reserves				
2710	Identify deal specific milestones for EHS financial reporting (i.e. purchase price adjustments, escrow accounts, purchase accounting)				
2800	Report Findings to and Agree on approach with CEP				
2900	Prepare Preliminary Integration Plan and Budget				
3000	**Post Sign / Pre Close**		0%		
3100	Complete EHS Due Diligence				
3110	Baseline: Continue to review EHS information from target				
3111	Baseline: Complete Phase I review				
3120	Compliance: Continue compliance review				
3121	Compliance: Prepare permit and property transfer paperwork				
3122	Compliance: Continue review of wastewater/storm water permit status and historical compliance				
3123	Compliance: review of air permit status and historical compliance				
3124	Compliance: Continue analysis of waste profile and compliance				
3126	Compliance: Continue Emergency Response & Medical Review				
3127	Compliance: Continue evaluation of potential IH issues				
3128	Compliance: Continue evaluation of Safety and ergonomics issues				
3130	Risk Reduction: Continue review of potential for catastrophic incidents				
3131	Risk Reduction: Continue Review of Product-Related Risks				
3140	EHS Capacity: Continue Evaluation of Existing EHS Staffing, Resources & Procedures				
3150	Expand baseline of EHS risks and needs				

FIG. 37

EHS Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
3160	Identify critical EHS issues				
3200	Transfer Tasks/Information to EHS Integration Manager				
3210	Identify EHS integration team members				
3220	Orient and train team				
3300	Prepare to Implement GE/Business EHS Programs				
3310	Measurement & Reporting: Establish EHS measurement & reporting procedures				
3311	Measurement & Reporting: Establish reporting structure for EHS metrics				
3312	Measurement & Reporting: Adopt tracking system for EHS due diligence, audit and other findings				
3313	Measurement & Reporting: Establish accident/spill/incident reporting procedure				
3320	Training: Prepare to conduct training gap analysis				
3330	Communications: Establish Communication Plan				
3340	EHS Culture: Design steps to instill EHS Culture				
3400	Refine EHS Cost Estimates for Final Integration				
3500	Review EHS Aspects of Deal Pre-Closing				
3510	Ensure completion of Sellers' EHS action plan items				
3520	Refine EHS reserves				
3600	Report findings to and agree on approach with CEP				
3700	Complete Integration Plan				
3800	Obtain Business Approval of Integration Plan				
3900	Load Integration Schedule into Compliance Calendar				
4000	**Post Close**		**0%**		
4100	Address Critical EHS Issues				
4110	Manage non-compliance				
4120	Manage remedial and other EHS risks				
4200	Hold Kick-off Meeting for EHS Integration Team				
4300	Supplement EHS Due Diligence Findings				
4310	Baseline: Review information held by newly acquired company				
4320	EHS Capacity: Complete evaluation of existing EHS staffing and procedures				
4330	Compliance: Complete compliance review				
4331	Compliance: Complete review of wastewater/storm water permit status and historical compliance				
4332	Compliance: Complete Review of Air Permit Status & Historical Compliance				
4333	Compliance: Complete analysis of waste profile and compliance				
4334	Compliance: Complete identification of waste transporters and vendors and determine GE approval status				
4335	Compliance: Complete Emergency Response & Medical Review				
4336	Compliance: Complete evaluation of potential IH issues and implement improvements				
4337	Compliance: Complete evaluation of Safety and ergonomic issues and implement improvements				
4340	Risk Reduction: Complete review of potential for catastrophic incidents				
4341	Risk Reduction: Complete review of product related risks				
4342	Risk Reduction: Evaluate current site security and improve as necessary				
4343	Risk Reduction: Complete infrastructure survey				
4350	Analyze local/regional synergies				
4360	Complete baseline of EHS risks and needs				
4400	Understand EHS Aspects of Rationalization Plans				
4500	Revise EHS integration plan				
4600	Implement GE/Business EHS Programs				
4610	Ensure completion of EHS action plan items				
4620	EHS Capacity: Interview & hire EHS personnel (as necessary)				
4621	EHS Capacity: Train & develop EHS personnel				
4622	EHS Capacity: Establish Safety Committees				
4623	EHS Capacity: Participate in Environment or EHS Council				
4630	Measurement & Reporting: Start reporting of EHS metrics				

FIG. 38

EHS Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
4631	Measurement & Reporting: Enter new facilities in Global Facilities Database				
4632	Measurement & Reporting: Use tracking system for EHS due diligence, audit and other findings				
4633	Measurement & Reporting: Use accident/spill/incident reporting procedures				
4634	Measurement & Reporting: Integrate *Medical/Worker compensation* with GE disability team as applicable				
4635	Measurement & Reporting: Participate in Next Session E				

FIG. 39

EHS Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
4640	Compliance: Perform chemical sweep and MSDS review				
4641	Compliance: Review hazardous materials transportation issues				
4642	Compliance: Develop and implement chemical management plan				
4643	Compliance: Initiate Compliance Self Assessments				
4644	Compliance: Implement the Health and Safety Framework				
4645	Compliance: Implement Lock Out Tag Out Program				
4646	Compliance: Initiate Work Plans				
4650	Training: Conduct EHS training gap analysis and implement training programs				
4651	Training: EHS Policy				
4652	Training: Plant or Service Managers EHS Training				
4653	Training: New EHS Fundamentals Course(s)				
4654	Training: Audit Skills Training				
4655	Training: EHS Web Training				
4656	Training: Regulatory required EHS training				
4660	Communications: Implement Communication Plan				
4661	Communications: Obtain access to e-mail				
4662	Communications: Obtain access to EHS web sites				
4663	Communications: Start QMI's				
4664	Communications: Enter CEP discussion groups				
4670	EHS Culture: Instill GE EHS Culture				
4671	EHS Culture: Survey employees/managers				
4673	EHS Culture: Develop Mission Statement				
4674	EHS Culture: Build To Management Support				
4675	EHS Culture: Develop EHS Accountability of Operations Managers				
4676	EHS Culture: Develop Change Management System				
4700	Enforce EHS Contract Provisions				
4800	Track Implementation of EHS Integration Plan				
4810	Track EHS costs against estimates/reserves				
4820	Track integration progress against goals/schedule				
4900	Conduct verification audit				
5000	**Transition To Normal Operations**		**0%**		
5100	Transfer Tasks/Information to EHS Operating Personnel				
5110	Provide open items list to operating personnel				
5120	Ensure completion of EHS action plan items				
5200	Enforce Contractual Provisions				
5300	Continue to Implement EHS Programs				
5310	Compliance: Conduct Compliance Self Assessments				
5311	Compliance: Conduct Business compliance audits				
5312	Compliance: Complete the Health and Safety Framework Scorecard annually				
5313	Compliance: Update Work Plans annually				
5314	Compliance: Follow chemical management plan				
5315	Compliance: Pursue Audit Protection program opportunities				
5320	Risk Reduction: Set and track progress against pollution prevention targets				
5330	Measurement & Reporting: Continue reporting of EHS metrics				
5331	Measurement & Reporting: Use tracking system for EHS due diligence, audit and other findings				
5332	Measurement & Reporting: Use accident/spill/incident reporting procedure				
5333	Measurement & Reporting: Participate in Session E				
5340	Training: Perform regular training				
5350	Communications: Continue communications effort				
5360	EHS Culture: Maintain GE EHS culture				
5361	EHS Culture: Integrate EHS into NPI and change Management procedures				
5362	EHS Culture: Complete Six Sigma Training and EHS Project				

FIG. 40

EHS Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
5363	EHS Culture: Evaluate and pursue VPP/ISO 14000 opportunities				
5400	Capture Lessons Learned				

FIG. 41

Services Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		0%		
1100	Identify Responsibility for Integration Effort				
1110	Establish Integration Objective				
1120	Highlight Any Deal Breakers				
1130	Determine Level of Service Integration Desired				
1140	First Cut of Service-Related Synergies				
1150	Estimate Magnitude of Integration Effort (S&M)				
1160	Gain Resources commitment from Key Stakeholders				
1200	Select Service Integration Leader and Desired Team				
2000	**Due Diligence**		0%		
2100	Analyze Customers Distribution Channels				
2110	Match Service Offerings and Note Differences				
2120	Understand Customer Needs and Satisfaction Levels				
2130	Assess Any Risk of Revenue/Customer Loss				
2140	Identify Customer Overlap				
2150	Understand Distribution Channels and Conflicts				
2160	Evaluate Growth Potential within Target's Markets				
2200	Assess Contracts/Installed Base Under Contract				
2210	Review All Contracts Above Established Thresholds				
2220	Review Government Contracts and Term				
2230	Estimate Risks Level and Evaluate Mitigation Process				
2240	Quantify Number, Location and Type of Equipment				
2250	Assess Condition of Customer Equipment Under Contract				
2300	Analyze Service Facilities				
2310	Map All Locations				
2320	Baseline Capabilities of All Sites				
2330	Determine Volume and Capacity				
2340	Compare Cost Structure				
2350	Understand Additional constraints				
2360	Develop Flexible Analysis Tool				
2370	Create Rationalization Scenarios				
2380	Review For EHS Compliance				
2400	Service Resource Assessment				
2410	Assess Competency Levels of All Personnel				
2420	Evaluate Service Tools Used				
2430	Evaluate Productivity Level vs. Established Metrics				
2440	Identify Key Service Employees				
2500	Evaluate Outsourced Service Providers				
2510	Contractual Obligations and Agreements				
2520	Quality Standards and Performance				
2530	Viability				
2540	Capabilities				
2600	Evaluate Parts Sourcing Policies				
2610	Evaluate Suppliers' Quality Standards and Performance				
2620	Review Service Levels				
2630	Compare Parts Costs to GE				
2700	Assess Intellectual Property Issues				
2710	Review Licensing Agreements/Patents				
2720	Review All Proprietary Materials				
2800	Determine Immediate Synergies				
2810	Gross-Selling to Both Service Groups' Customers				

FIG. 42a

Services Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
2820	GE Insourcing Opportunities				
2830	Organizational/Operational Overlaps				
2840	Leverage Existing Supplier Discounts				
2850	Best Practices to Share Immediately				
3000	Post Sign / Pre Close		0%		
3100	Confirm Service Integration Team and Launch				
3200	Determine Service Organizational Structure				
3210	Legal Entity Definition				
3220	P&L vs. Cost Centers				
3230	Operational Responsibilities and Linkages				
3240	Confirm Key Stakeholder Agreement				
3300	Develop and Prioritize Service Integration Plan				
3310	Prioritize the Opportunities/Issues				
3320	Create Customer Inquiry and Proposal Plan				
3330	Create Contract Integration Plan				
3340	Create Asset/Network Rationalization Plan				
3350	Create Service Operating Processes Plan				
3360	Create Billing and Collections Plan				
3370	Tie to Overall Integration Schedule				
3400	Define Service-Specific Communications Plan				
3410	Key Service Employee Retention Plan				
3420	Assurance to Customers about Continued Service Level				
3430	Employee Training and Technical Documentation Plan				
3440	Tie Communication Plan to Overall Integration Schedule				
3500	Coordinate Overlaps with Functional Modules				
3510	Coordinate with Sales and Marketing				
3530	Coordinate with Communications				
3540	Coordinate with Sourcing				
3550	Coordinate with Finance				
3560	Coordinate with IT				
4000	Post Close		0%		
4100	Implement Integration Plan				
4110	P&L Responsibility				
4120	Organizational Responsibility				
4130	Spending and Authorizing Levels				
4140	Financial Targets, etc.				
4200	Order Inquiry and Proposal Process				
4210	Define Proposal Generation Process				
4220	Assign Responsibilities for Technical Support				
4230	Rationalize Call-Handling Resources				
4300	Integrate Contract Management Processes				
4310	Review and Standardize All Quotations and T&C's				
4320	Determine How to Identify Equipment in the Contract				
4330	Negotiate Any contract Adjustments				
4340	Method for Tracking Contract Adjustment				
4350	Management of Installed Base Data				
4400	Service Asset / Network Rationalization				
4410	Service Personnel Deployment - Acquired and Parent				
4420	Territories/Customer Assignments to Field Engineer				
4430	Tools and test Equipment Deployment				
4440	Service Software Tools and Capabilities (including installed base)				

FIG. 42b

Services Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
4450	Facilities Rationalization				
4500	Optimize Service Processes				
4510	Scheduling and Dispatch for Field Service				
4520	Parts Sourcing Process				
4530	Parts and component Repair Process				
4540	Parts Manufacturing Process				
4550	Return Good Process				
4600	Consolidate Billing & Collections				
4610	Billing Plan for T&M and Out of Scope Work				
4620	Consolidate Customer Master file, if Applicable				
4630	Rationalize Process for Preparing Invoices				
4640	Rationalize Billing Statement Design				
4700	Execute Service Employee Training Program				
4710	Integrity/GE Values				
4720	Technical Training				
4730	Soft Skills Training				
4740	Management Training				
4750	Compliance Training				
4760	Technical Support and Operating Issues				
4770	Individual Responsibilities				
4800	Create Integration Dashboard/Financial Baseline				
4810	Set Integration Metrics				
4820	Create Dashboard				
4830	Define Data Collection Process/Frequency				
4840	Create Roll-up Savings Tracking Tool				
5000	**Transition To Normal Operations**		**0%**		
5100	Transition Integration Activities to Operating Management				
5200	Ensure Completion / Evaluate Performance				
5300	Feedback				
5310	Feedback to Business Development Regarding Issues Uncovered During Integration				
5320	Feedback to Integration Leader on Lessons Learned				

FIG. 42c

Risk Management Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		0%		
1100	Identify Key Risk Process and Control				
1110	Identify High Level Risk Processes from Knowledge of Scope of Business				
1200	Identify Key Data for Risk Polices & Procedure				
1210	Identify Key Data Requirements and Submit via Data Request				
1300	Identify Key Risk Management Reporting Routines				
1310	Sketch of Expected Risk management Reporting Routines				
1400	Ensure Risk Organization Accountability				
1410	Ensure Clear Risk Roles and Responsibilities for Project Lead Due Diligence				
1500	Establish Access to Model Inputs & History				
1510	Outline Requirement to Examine Model Inputs and Recent History of Parameter Changes				
1600	Asset Management Assess Data Requirements				
1700	Identify Key Portfolio Management Risks				
1710	List Risks Associated with Target's Products, Assets and "Go To Market" Strategy				
2000	**Due Diligence**		0%		
2100	Review & Evaluate Risk Processes & Controls				
2110	Map Key Risk Related Processes				
2120	Review Operational Compliance Needs				
2130	Review Deal Documentation Process				
2140	Evaluate Process Links to External Relationships				
2150	Identify Key Risks of Each process and Order of Magnitude				
2160	Review Adequacy of Key Systems Controls				
2170	Review Non-Systems Related Controls				
2180	Review Existing Levels of Approval Authorities				
2190	Evaluate Existing Non-Earning/Write Off/Reserve Policy				
2200	Verify Key Data Accuracy & Identify Deficiencies in Risk Policies & Procedures				
2210	Verify Accuracy of Total A/R Balance				
2220	Verify Accuracy of Off-Balance Sheet Items				
2230	Verify Account Balances and Delinquency Calculation				
2240	Review Problem Account Reporting Standards				
2250	Verify Historical Loss Performance				
2260	Verify all Other Key Risk Data				
2270	Identify any Deficiencies in Data Integrity				
2280	Establish Corrective Actions to Resolve Data Issues				
2300	Review Existing Risk Metrics & Reporting				
2310	Review Existing Risk Metrics				
2320	Review Existing Risk Reporting				
2400	Assess People, Organization & Culture				
2410	Assess Existing Risk Management Culture				
2420	Assess Existing Risk Management Organization Structure				
2430	Assess Quality of Existing Risk Management People				
2440	Evaluate How Risk Structure Will Fit Into Existing CRM Structure				
2450	Identify CRM Responsibility for the Acquired Business				
2500	Evaluate Existing Underwriting Process				
2510	Map and Assess "As Is" Process				
2520	Identify Changes Required and Assess Impact				
2600	Assess Risk Model				
2610	Review Quality and Application of Models				
2620	Identify (Re) Development Requirements				

FIG. 43

Risk Management Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
2700	Review Key Asset Management Processes & Results				
2710	Assess Strategy for "In-Place" Assets				
2720	Identify and Assess Market Drivers for Supply and Demand for Assets				
2730	Review Regulatory Environment for Key Asset Classes				
2740	Work with Sourcing to Identify Key Suppliers and Price/Asset Environment				
2750	Review Residual Setting Process, Policy and System Adequacy				
2760	Review Asset Utilization/Concentrations				
2770	Assess Re-Marketing Channels (Inc. E-Marketing)				
2780	Assess Inventory Tracking System				
2800	Analyze Key Portfolio Management Risk Issues				
2810	Review Product Range & Segment Portfolio				
2820	Identify Internal & External Loss Drivers				
2830	Determine Exposure by Key Accounts/Products/Programs/Asset Class				
2840	Analyze High Exposure/Concentration Risk				
2850	Determine Exposure by Origination				
2860	Analyze Delinquency Data By product/Program/Vintage etc.				
2870	Assess Collections Process and Systems				
3000	**Post Sign / Pre Close**		**0%**		
3100	Assess if Outstanding Issues Have Impact on Purchase Price or Closing Docs				
3110	Quantify Impact of Process/Control Issues on Purchase Price/Closing Documentation				
3200	Determine if Data Integrity Has Impact on Deal Economics/Closing Docs				
3210	Calculate Magnitude of Data Integrity Issues				
3220	Determine if Special Closing Conditions are Necessary to Mitigate Data Issues				
3300	Develop Risk Reporting Package				
3310	Develop Acquisition Response Dashboard				
3320	Identify Critical Risk Integration Metrics				
3330	Construct Triggers and Corrective Actions for Risk Integration Metrics				
3340	Determine Reports for Internal Business Use				
3350	Determine Reports for External Requirements				
3360	Determine HQ Reporting Requirements				
3400	Develop New Risk Objectives & Infrastructure				
3410	Assess Existing Risk Department Objectives				
3420	Develop New Risk Infrastructure				
3500	Develop Plan to Enhance Underwriting Process				
3510	Develop Plan to Change Underwriting Methodology				
3520	Assess Underwriting Training Needed				
3530	Develop Plan for Training Staff				
3600	Create Plan For Risk Model Development				
3610	Use Due Diligence Findings as Basis for Model Enhancement				
3700	Construct Strategic Plan & Key Measures for Future Management				
3710	Create Draft Policy 6.0 For Capex				
3720	Adjust Purchase Price (if necessary) Based on Asset Due Diligence				
3730	Create Asset Management Dashboards				
3740	Construct Plan for Managing Assets Through Life Cycle				
3800	Develop Action Plan For Portfolio Management				
3810	Develop Plan for Migrating Existing Exposure Reporting to Global Net				
3820	Develop Future Strategy for Products/Risk Mitigants/Pricing				
4000	**Post Close**		**0%**		
4100	Propose, Confirm & Begin Aligning Risk Process Controls				

FIG. 44

Risk Management Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
4110	Propose Controls for Key Process Gaps				
4120	Confirm Assumptions Made in "Measure" Phase with Local Team				
4130	Begin Execution on Agreed Upon Process/Control Changes				
4140	Draft Policy 5.0 for Acquired Business				
4150	Obtain Business Buy-In for New 5.0				
4160	Obtain Approval of Policy 5.0 from Corporate				
4200	Begin Plan to Resolve Data Integrity Issues in Risk Policies & Procedures				
4210	Review Due Diligence Summary				
4220	Implement Plan to Resolve Data Integrity Issues				
4300	Implement Risk Reporting Package				
4310	Synthesize Existing/New Routines and Reports				
4320	Work with Systems to Implement Package				
4400	Tactically Match People, Roles & Objectives				
4410	Establish New Objectives for Risk Department				
4420	Work with H.R. to Implement New Organization Structure				
4430	Match Objectives and Structure to Performance/Skill Set				
4440	Appoint CRM for Business				
4450	Link all New Risk Employees Into SmartSite				
4500	Implement Underwriting Plan & Train				
4510	Implement Underwriting Methodology Changes				
4520	Identify People Skill Needs and Training Timetables				
4600	Implement Plan for Risk Model Development				
4610	Achieve Buy-In for Plan and Implement on Agreed Timetable				
4700	Review Assess Management Plans With Acquired Company & Implement				
4710	Review Capex Policy 6.0 with Acquired Company and Achieve Buy-In				
4720	Submit Capex Policy 6.0 to 260 and Get Sign Off				
4730	Synthesize RV Process with Methodology				
4740	Review Asset management Dashboards with Acquired Company and Achieve Buy-in				
4750	Discuss Go Forward Asset Life Cycle Model And Achieve Buy In				
4800	Implement Portfolio Risk Action Plan				
4810	Review Due Diligence Findings of Portfolio Analysis with Acquired Company				
4820	Agree on Action Plan with All Relevant Parties				
4830	Transition Action Plan to Execution Owners				
4840	Identify Owner for Policy 6.0 Construction				
4850	Identify Performance Monitors to Key Risk Drivers				
4860	Policy 6.0 Owner to Take "Policy 6.0 - Insight" Course				
4870	Submit New Policy 6.0 to Global Risk Management for 260 Approval				
4880	Agree on Any Collections Process and Systems Improvements				
4890	Establish Collection Reporting Routines and Targets for Future Periods				
5000	**Transition To Normal Operations**		**0%**		
5100	Implement Risk Process & Control Plan				
5110	Follow Through on Key Process Improvement Controls at Key Milestones				
5120	Monitor Correct Use of Policy and Impact on The Business				
5130	Visit Key Customers/Clients/Suppliers				
5200	Risk Data Elements: Monitor Plan For Data Integrity Resolution At Key Milestones				
5210	Plan Owner Drives Milestone Reviews and Issue Resolution				
5300	Risk Reporting: Measure Key Metrics & Take corrective Action if Needed				
5310	Set Up Regular Review Routines				
5320	Take Corrective Action as Appropriate				
5400	Continually Re-Assess Risk Organization Effectiveness				

FIG. 45

Risk Management Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
5410	Follow Through on Key Milestones in "Objectives" Plan				
5420	Re-Assess Effectiveness of New Organization Structure				
5430	Develop Performance/Potential Matrix for Risk Staff				
5440	Session C				
5500	Monitor Impact of Underwriting Changes				
5510	Monitor Impact of Underwriting Changes				
5520	Complete "Core" Training Module				
5530	Complete "ARK inSight" Training Modules				
5600	Monitor Results of Risk Model Development				
5610	Track and Evaluate Results of Impact of Model Changes				
5700	Use Asset Management To Monitor Effective Implementation				
5710	Conduct Regular Reviews of Capex Management Via 6.0				
5720	Monitor RV Setting Process and Business Application				
5730	Monitor Asset Life Cycle Strategy via Regular Review of Asset Management Dashboards				
5800	Establish Ongoing Portfolio Management				
5810	Establish Ongoing 6.0 Reporting Routines and Conduct Regular Reviews				
5820	Conduct Frequent Collection Review as Appropriate				

FIG. 46

Six Sigma Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		0%		
1100	Appoint Functional Expert To Perform Due Diligence				
2000	**Due Diligence**		0%		
2100	Assess Six Sigma Quality Function and Performance				
2110	Assess Effectiveness of the Target's Six Sigma Performance				
2120	Understand Focus of Current Six Sigma Quality Efforts				
2130	Assess Quality Organization Structure and Personnel				
2140	Review Financial Impact and Costs of Quality Program				
3000	**Post Sign / Pre Close**		0%		
3100	Begin To Perform Core Fulfillment Process Baseline				
3110	Identify CTQ's Important to the Customer and Shareholder				
3120	Map Core Fulfillment Processes				
3130	Determine Sub-Process Impact on CTQs				
3140	Determine Variance Based Metrics				
3150	Define Process Capability				
3200	Draft Strategic Six Sigma Integration Plan And Budget For the Business				
3210	Develop Six Sigma Integration Plan				
3220	Review Six Sigma Integration Plan				
3230	Establish Preliminary Six Sigma Budget				
3240	Review Preliminary Six Sigma Budget				
3300	Develop Six Sigma Recruitment Plan				
3310	Develop Six Sigma Recruitment Plan and Begin Recruitment Process				
3320	Identify Business Process Champions				
3330	Establish Business Quality Council (BQC)				
3400	Develop Six Sigma Training Plan				
3500	Develop Six Sigma Communication Plan				
4000	**Post Close**		0%		
4100	Hire Six Sigma Resources				
4110	Hire Six Sigma Leader (QL)				
4120	Appoint Six Sigma Resources				
4200	Begin or Refine Core Fulfillment Process Baseline				
4210	Identify CTQ's Important to the Customer and Shareholder				
4220	Map Core Fulfillment Processes				
4230	Determine Sub-Process Impact on CTQ's				
4240	Determine Variance Based Metrics				
4250	Define Process Capability				
4260	Select Six Sigma Projects				
4300	Deliver Six Sigma Training				
4400	Execute Six Sigma Projects				
4410	Execute Six Sigma Projects				
4420	Conduct Review (Tollgate) Meeting and Review Projects				
4500	Communicate Six Sigma Efforts				
4510	Establish Six Sigma Newsletter				
4520	Establish "Six Sigma Room"				
4600	Develop And Implement Reward & Recognition Program				
4700	Implement Management Incentive Plan				
4800	Maintain Database of Six Sigma Projects				
4900	Submit Monthly Six Sigma Summary				

FIG. 47

Six Sigma Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
5000	**Transition To Normal Operations**		0%		
5100	Transition To Process Owner				
5200	Deliver Ongoing Training				
5300	Project Documentation Completed, Approved And Archived				
5400	Capture Lessons Learned				
5500	Celebrate And Communicate Successes				

FIG. 48

IT Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		0%		
1100	Appoint Integration Leader				
1110	Determine job requirements for integration leader position				
1120	Appoint integration leader				
1130	Assign member to the integration steering committee				
1200	Define Team Functional Leaders				
1210	Define the information technology resources required for the integration				
1300	Understand Business Case & Project Synergies				
1310	Review Initial Business Strategy				
1320	Capture Merger Objectives				
1330	Review Strengths & Opportunities				
1340	Ensure Buy-in Into Objectives by IT				
1400	Develop Initial Plan and Timing				
1410	Review Achievement & Active/Planned Projects				
1420	Review Current and Planned Projects				
1430	Review Constraints & Opportunities				
1440	Document and Communicate Assumptions				
1450	Define & Communicate Key Dates				
1460	High-Level Review of IT Budget				
2000	**Due Diligence**		0%		
2100	Conduct Due Diligence				
2110	Review Due Diligence				
2120	Assess Resources and Current Organization				
2130	Retain Key Resources				
2140	Inventory Current Environment & Begin Quick Hits				
2150	Review Current Application Inventory				
2160	Identify & Begin Executing Quick Hits				
2200	Identify and Prioritize CTQs				
2210	Identify External CTQ's				
2220	Identify Internal CTQ's				
2230	Understand Non-Negotiables				
2240	Assess Information Security				
2250	Define Current Technology and Infrastructure				
2300	Identify Key Measures for CTQs				
2310	Baseline Current IT Environment				
2320	Measure Critical System Availability				
2330	Measure Processing Cycle Time				
2340	Baseline External / Internal Service Agreements				
2350	Perform Preliminary Assessment of Training Needs				
2360	Create Targets & Measure progress				
2370	Baseline Costs vs. IT Budget/Benchmark				
2380	Baseline Turn Over of IT Staff				
2400	Define Future State				
2410	Check For Conflicts/Fit With Other Integration Plans				
2420	Baseline Actual Savings vs. objectives				
2430	Refine Plan, Timeline & Deliverables				
2500	Create Preliminary Communication plan				
2510	Get Buy-in				

FIG. 49

IT Integration Project Plan

Code	Steps/Task	Responsible	% Complete 0%	Due Date	Comments
2520	Publicize Approval				
3000	**Post Sign / Pre Close**				
3100	Identify Functions Required To Met CTQ Strategy				
3110	Define Skills Required for Integration				
3120	Identify & Communicate Resources for Integration				
3130	Define Skills Required for Non-Integration				
3140	Identify / Reward Crucial Individuals				
3150	Identify Additional Support Resources				
3160	Identify Current Technology and Infrastructure Requirements				
3170	Review Data Quality				
3200	Identify IT Integration Areas/Opportunities				
3210	Translate CTQ's into Business Requirements				
3220	Analyze & Prioritize IT Requirements				
3230	Assess Outsourcing Opportunities				
3240	Identify Redundancies in Software/Hardware				
3250	Identify Consolidation Opportunities				
3260	Evaluate Best Practices				
3300	Select Integration Targets Based On Priority / Criticality / Cost				
3310	Define IT Organization				
3320	Create New Organizational Chart				
3330	Assess System and Process Effectiveness				
3340	Determine IT Security Requirements				
3350	Determine Disaster Requirements				
3360	Determine Compliance Requirements				
3370	Perform Cost/Benefit Analysis				
3380	Formulate Systems Recommendations				
3390	Develop MGPP				
3400	Assess Risks Impacting Integration				
3410	Determine Technology/Interface Requirements				
3420	Assess project Risk				
3430	Set-up Detailed Integration Plan				
3440	Check For Conflicts/Fit With Other Integration Plans				
3450	Translate Business Requirements to System Specifications				
3500	Develop Design and System specifics Based on Business Requirements				
3510	Develop Conceptual Design				
3520	Develop Architecture Documentation				
3530	Develop Specifications				
3540	Specify Data Conversion Requirements				
3600	Predict CTQ Performance				
3610	Evaluate Systems Performance				
3700	Conduct Gap Analysis				
3710	Complete Gap Analysis Between Concept and Current				
3800	Develop Full Communication Plan				
3900	Develop Full Integration Plan				
3910	Review IT Capitalization				
3920	Revise Budget				
3930	Get Buy-in for Estimated Projects/Dates				
3940	Develop Full Integration Plan (IT)				

FIG. 50

IT Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
3950	Convert Statements into Project Charter				
3960	Identify and Begin Executing Additional Quick-Hits				
3970	Conduct Tollgate Review and Publicize				
3980	Order Required Equipment				
4000	**Post Close**		**0%**		
4100	Execute on Project Plan				
4110	Design System Conversion/Enhancement				
4120	Design Application Enhancements				
4130	Assess Training Needs and Develop Users				
4140	Design Data Conversion and Interfaces				
4150	Develop Test Plan				
4160	Design Technical Environment				
4170	Perform Application Construction and Testing				
4180	Implement Technical Environment				
4190	Conduct Tollgate Review and Publicize				
4200	Transfer Knowledge / Train Users				
4210	Conduct Staff Training				
4300	Monitor Progress				
4310	Develop Control plan				
4320	Test and Verify Environment				
4330	Develop Pilot Deployment Plan				
4340	Deploy Pilot Environment				
4350	Conduct Tollgate Review and Publicize				
4360	Develop Production Deployment Plan				
4400	Solicit Voice of Employee				
4410	User Acceptance Testing/Approval				
4500	Establish Transition Plan				
4600	Communicate Execution				
5000	**Transition to Normal Operations**		**0%**		
5100	Participate in Control Tollgate				
5110	Verify Measurements and Control Plan				
5120	Develop Systems Cut-Over Plan				
5130	Deploy Production Environment				
5140	Verify IT Measurements for Production				
5150	Complete Transition to Production				
5160	Get Buy-In and Empower IT Leader				
5170	Review Actual Savings vs. Objectives and Close Budget				
5180	Conduct Tollgate Review and Publicize				
5200	Document Lesson Learned (Post Mortem)				
5300	Celebrate Completion of Integration				
5400	Transition of Ownership To Business				

FIG. 51

Communication Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		0%		
1100	Identify/appoint Project Communications leader				
1110	Analyze scope and nature of communications requirements of project				
1120	Identify site communications leader and external spokesperson				
1200	Provide details of Business Case, project Goals, Synergies, Timeline				
1210	Ensure communications leader is fully briefed on project (and kept updated)				
1300	Define High Level Draft Communications Plan - key messages, audiences, timing				
1310	Draft key messages and themes based on project goals and environment				
1400	Define Communications resource requirements (internal & external)				
1410	Make a broad assessment of internal and external communications resource requirements				
1500	Gain Approval for high level assessment of communications/strategy				
1510	Ensure high level draft communications plan has support of business team/CEO				
1600	Develop communications strategy for start of due diligence process and possible issues				
1610	Draft messages to employees (if conducting on site visits) and media holding				
2000	**Due Diligence**		0%		
2100	Communicate leader to participate in Due Diligence				
2110	Involve communications leader in due diligence stages to initiate communications planning				
2200	Communication Assessment - Map communications Processes, Channel & Current Practices				
2210	Assess current and historical communication practices and climate				
2220	Compile list of communications tools and channels in place				
2230	Interview those with responsibility for communications, including site leadership				
2240	Conduct stakeholder analysis as part of understanding local environment				
2250	Work with HR and Legal functions to understand local workforce consultation				
2260	Review employee data to understand site and employee/workforce history				
2270	Work with IM to assess systems readiness for integration with GE intranet				
2300	Assess Communications Resources and Gaps (inc. "e")				
2310	Identify communications or HR leader to map communications process				
2320	Assess need for specific media and community/government communications				
2330	Assess need for PR agency or consultancy support				
2340	Assess on site communications resources and spokespeople				
2400	Identify Integration Communications 9 cross-functional) Team and Roles				
2410	Identify communications team members				
2420	Identify key contacts for information-gathering and approval process				
2500	Contribute to Cultural Assessment and Plan				
2510	Conduct stakeholder analysis to support cultural assessment and planning				
2600	Further Develop Draft Communication Plan - messages, themes, vehicles				
2610	Further define themes and messages by key audiences				
2620	Develop action plan for communications with specific timings/channels				
2630	Check for alignment with other members of integration team and key contacts				
2640	Further develop measurement and feedback mechanisms				
2650	Confirm resource requirements and gain CEO/leadership approval				
2700	Develop Holing Statement for Pre-Closing inquiries an information leaks				
2710	Draft holding statement for inquiries before deal announcement				
2720	Approve with global business communicator and Corporate before use				
2730	Agree spokesperson in advance and arrange media training if necessary				
2800	Assess Cost of Proposals in Communications Plan				
2810	Ensure CEO/team leadership agree proposed communications expenditures				
2820	Report expenditures to project finance leader for acquisition budget/coding				
3000	**Post Sign / Pre Close**		0%		

FIG. 52

Communication Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
3100	Identify Leaders for Internal Announcement and Spokesperson for External				
3110	Identify site leaders for employee communications and establish process				
3120	Identify spokesperson or PR agency support for media inquiries				
3200	Finalize Announcement Process, Timetable, Content and background information				
3210	Finalize communications action plan: timings, channels, responsibilities				
3220	Identify any legal requirements/constraints on announcement communications				
3230	Gain final approval of other members of integration team and key contacts				
3240	Confirm resource requirements and gain final CEO/leadership approval				
3300	Draft Announcement & Q&A to support Deal Strategy with key audiences				
3310	Draft Employee Announcement and Employee Q&A Brief				
3320	Draft media Release (or holding statement if no release) and Q&A Brief				
3330	Draft Customer Letter and Brief for Sales Team				
3340	Draft Supplier Announcement and Brief for Sourcing Teams				
3350	Plan to utilize internet and intranet communications channels				
3360	Consider any global language requirements and plan for translation				
3400	Evaluate environment and key stakeholder issues as Deal Closing approaches				
3410	Review stakeholder analysis against developments/new information				
3420	Establish the gap between the "current" state of each stakeholder group and the "desired" state				
3500	Complete Detailed Communications Plan by Function with measures				
3510	Check key assumptions of integration communications plan remain correct				
3520	Draft message matrix showing key messages against stakeholder/audience				
3600	Develop information Resources to support Communications Plan				
3610	Coordinate production of communications materials such as presentation				
3620	Arrange any necessary media or presentations/communications training				
3700	Gain Final CEO & Mgt. Support and Site Buy-in for Communications Plan				
3710	Gain final leadership approval of integration communications plan				
4000	**Post Close**		**0%**		
4100	Participate in integration Kick-Off Meeting and support with materials				
4110	Ensure copies of all communications materials issued to date are available				
4120	Present detailed integration communications plan				
4200	Support integration Team Orientation & Training				
4210	Provide communications materials for team orientation/training				
4220	Present updated communication plan overview				
4230	Assess communications training needs for integration				
4300	Lead implementation of Detailed Communications Plan				
4310	Execute agreed communication plan				
4320	Measure implementation against specific timetable and objectives				
4400	Utilize Status Reporting Tools to Monitor progress and Refine Plan as necessary				
4410	Verify key stakeholder measurements met and communications effectiveness				
4420	Revise communications plan to reflect results measured and feedback received				
4430	Implement review and approval process to ensure consistency, authenticity and team support				
4500	Enable process of soliciting Voice of Employee and Customer				
4510	Establish a two-way communication forum to hear employee issues, concerns and ideas				
4520	Create a process for integrating successes and changes needed for next phases of communication				
4530	Measure feedback and report on actions taken as a result of feedback received				
4540	Undertake in-depth opinion research on key issues via focus groups, skip level meetings, individuals				
4550	Communicate actions taken as a result of survey/opinion research and feedback				
4600	Evaluate Team member Communication Effectiveness				
4610	Identify training needs, provide counsel on communications and coach or arrange training				

FIG. 53

Communication Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
			0%		
5000	**Transition To Normal Operations**				
5100	Establish communications integration and transition plan				
5110	Audit integration communications processes in place and identify those appropriate for continuation				
5120	Devise communications plan for transition to business operations				
5130	Ensure that business/site management continue to communicate key messages and successes				
5200	Conduct employee survey post integration				
5210	Assess communications effectiveness across all key stakeholders				
5220	Survey communications team				
5230	Incorporate feedback into communications reassessment				
5300	Share lessons learned and best practices across				

FIG. 54

Culture Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		0%		
1100	Assign Culture Integration Expert to Due Diligence Team				
2000	**Due Diligence**		0%		
2100	Understand Business Case and Deal Structure				
2200	Conduct "Mini-Cultural Assessment"				
3000	**Post Sign / Pre Close**		0%		
3100	Establish Cultural Integration Team				
3200	Develop Overall Culture Integration Plan				
3300	Incorporate Culture Integration Plan with Other Integration Plans				
3400	Complete Cultural Assessment and Action Planning				
3500	Begin Leadership Orientation & Integration				
3600	Begin Employee Welcome				
4000	**Post Close**		0%		
4100	Implement Integration Plan				
4200	Introduce Change Tools & Processes				
4300	Solicit Employee Feedback on Integration Progress & Issues				
5000	**Transition To Normal Operations**		0%		
5100	Identify Team Responsible for Ongoing Day-to-Day Cultural Integration				
5200	Post Integration Cultural Assessment				

FIG. 55

HR Strategy Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		0%		
1100	Identify HR Integration Leader and Supporting Team				
1200	Understand the business Case and Projected HR Synergies				
1300	Understand to What Degree the Target Will Be Integrated				
1400	Define HR Integration Goals, CTQs, and HR Givens				
1500	Develop Preliminary HR Integration Plan & Ensure Alignment with Deal Synergies, Timeline				
1600	Access Public Information				
1700	Identify Knowledge Gaps in HR Due Diligence Team and Determine Need for Consulting Support				
1800	Identify HR Change in Ownership Implications				
2000	**Due Diligence**		0%		
2200	Understand "Data Room" Environment, Plan Strategy				
2300	Map "As-is" HR Core Processes & Organizational Structure				
2400	Perform Leadership, Benefit Assessment				
2500	Define HR Integration Team Structure & Job Descriptions				
2600	Understand Organizational Dynamics, Culture, Barriers, and Structure Plan				
2700	Identify Critical HR Issues and Relay to BD Team - Follow Through to Purchase Agreement				
2800	Develop Integration Plan and Supporting Communications				
3000	**Post Sign / Pre Close**		0%		
3100	Identify HR Integration Team				
3200	Understand Dela Economics and the HR Value Drivers				
3300	Determine "To Be" Org. Structure & Core HR Processes to Ensure Synergies				
3400	Develop Detailed HR Integration Plan Including Key Milestones, Transition CTQs and Metrics				
3500	Develop Key HR Communication Messages				
3600	Develop HR Risk Assessment and Potential Mitigating Actions				
4000	**Post Close**		0%		
4100	Leverage Corp Resources: Hold Integration Kickoff Meeting				
4200	Ensure That All Required Approvals and Notifications Have Been Executed				
4300	Mobilize HR Integration Using Detailed Plan				
4400	Utilize Status Reporting Tools to Monitor Progress & Ensure Deal Synergies				
4500	Evaluate Performance of HR Team members				
4600	Implement Integration Plan				
4700	provide Process for Employee Input and Respond to Questions & Concerns				
4800	Monitor Transition CTQs				
4900	Identify Team Responsible for Ongoing Day-to-Day Operations				
5000	**Transition To Normal Operations**		0%		
5100	Implement HR Control Monitoring Mechanisms				
5200	Transition HR integration to the Business Operations Team				
5300	Implement Plan for Ongoing HR Communications				
5400	Capture HR Lessons Learned				
5500	Conduct HR Integration Closure Meeting				

FIG. 56

Organization Development Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		0%		
1100	Appoint Functional Expert for Due Diligence				
1200	Gain High Level Understanding of the Target Company				
1300	Understand Business Case and Deal Structure				
1400	Formulate View of Organization Strengths and Weaknesses				
2000	**Due Diligence**		0%		
2100	Review & Map "As Is" Organization Structure and Staffing Census				
2200					
2300					
3000	**Post Sign / Pre Close**		0%		
3100					
3200					
4000	**Post Close**		0%		
4100					
4200					
5000	**Transition To Normal Operations**		0%		
5100					
5200					

FIG. 57

HR Labor Relations Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		0%		
1100	Appoint Functional Expert for Due Diligence				
1200	Understand the Proposed Structure of the Deal				
1210	Understand if Acquisition is to be maintained as an Affiliate				
1220	Determine if the Deal is a Stock or Asset Transfer				
1230	Determine if there are any Deal Breakers				
1300	Understand the Business				
1310	Determine if there are any Union Contracts and the identity of the Unions				
1320	Determine if the Business/Industry is under NLRA or RLA				
1330	Determine if Business has Works Councils				
1340	Review Historical Relationships & Practices vis-à-vis Non-Union Components				
1350	Determine if Union vs. Non-Union Status is Critical to Target's Customers				
2000	**Due Diligence**		0%		
2100	Review All Non-Union Employee Materials				
2200	Review & Assess Collective Bargaining Agreements				
2210	Analyze Collective Bargaining Agreements				
2220	Perform Contract Comparison with IUE Contract				
2300	Assess Implications of Union Affiliations				
2400	Review Union Organizing Activity				
2500	Identify any Notice Obligations				
2600	Review & Compare Pay Benefits				
2700	Perform Cost Benefit Analysis				
2800	Prepare Due Diligence Summary Report				
3000	**Post Sign / Pre Close**		0%		
3100	Develop Strategy to Retain or Eliminate Differences				
3110	Determine which GE Practices & Policies which can Easily be adopted				
3120	Develop Strategy to Address Differences between Target's Pay Benefits and Those of Similar GE Operations				
3200	Review Proposed Changes with UA or UR Consultant				
3300	Develop Bargaining Strategy				
3310	Develop Bargaining Strategy in Context with IUE/CBC Bargaining Cycle				
3320	Ensure "Perfectly Clear" Doctrine				
3330	Assure Business Practices Support Separateness				
3340	Consider Other Represented Locations				
3400	Develop Strategy for Dealing with Works Councils				
4000	**Post Close**		0%		
4100	Execute memorandum of Agreement				
4200	Provide Notice to Applicable Bodies				
4300	Develop Pro-Active plan to Remain Union Free				
4400	Develop Process to Assess Vulnerability				
4500	Enroll HR Manager in Positive Relations Leadership Course				
5000	**Transition To Normal Operations**		0%		
5100	Transition to Process Owner				
5200	Capture Lessons Learned				
5300	project Documentation completed, Approved and Archived				
5400	Celebrate and Communicate Successes				

FIG. 58

HR Employee Benefits Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		0%		
1100	Understand Business Strategy, Type of Deal, and Time Table				
1200	Understand to what Degree the Target will be Integrated				
1300	Obtain Preliminary Demographic/Location Data				
1400	Access Public Information				
1500	Identify Benefits Knowledge Gaps in HR Due Diligence Team & Determine Need To Support				
1600	Identify Change in Ownership Implications for Employee Benefits				
2000	**Due Diligence**		0%		
2100	Understand "Data Room" Environment, Plan Strategy				
2200	Identify Key Employee Segments and Applicable Benefit Treatment				
2300	Create side by side comparison of Benefit Programs				
2400	Create cost comparison of Benefit Program				
2500	Identify Critical Benefit Design, accounting, Funding and Compliance Issues				
2600	Follow Key Issues Through to Purchase Agreement				
2700	Identify Internal/Supplier Infrastructure to Support Benefit Programs				
3000	**Post Sign / Pre Close**		0%		
3100	Identify Benefits Integration Team				
3200	Provide Input to Draft Purchase Agreement - Obtain Final Signed Copy				
3300	Develop Benefits Strategy Consistent with Business/HR Strategies				
3400	Determine Strategy for Internal/Supplier Support for Benefit Programs				
3500	Assess Opportunities to Leverage GE Purchasing Power				
3600	Develop Integration plan, Including Key Milestones, Transition CTQ's and Metrics				
3700	Develop Compliance Strategy and Complete Benefits Compliance Survey				
3800	Work with CHR to Obtain Necessary Corporate Approvals				
4000	**Post Close**		0%		
4100	Implement Integration Plan				
4200	Develop and Implement Climate Setting Communications				
4300	Provide Process for Employee input and respond to questions & concerns				
4400	Monitor Transition CTQ's				
4500	Identify Team Responsible for ongoing day-to-day operations				
5000	**Transition To Normal Operations**		0%		
5100	Determine Strategy for Future Benefit changes				
5200	Continue to Monitor Employee Satisfaction with Benefits and Supplier Delivery Performance				
5300	Assign "Compliance Owner" and Monitor Status				
5400	Develop Communication Program for Sustaining Ongoing Benefit Strategy				

FIG. 59

HR Compensation Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		**0%**		
1100	Review HR Roadmap Elements 1200, 1300 & 1400				
1110	Understand Business Case & projected Synergies				
1120	Understand to What Degree the Target will be Integrated				
1130	Define HR Integration Goals, CTQs and Givens				
1200	Define Compensation Integration Goals and CTQs				
1300	Understand Change in Control, Equity Pay Plans & Deferred Plans				
2000	**Due Diligence**		**0%**		
2100	Map "As Is" Compensation Process				
2200	Understand Compensation Philosophy				
2300	Understand Key Elements of Compensation Process				
2400	Understand Key Elements of Executive Compensation Process				
2500	Understand Key Elements of Exempt/Professional Compensation Program				
2600	Understand key Elements of Nonexempt Compensation Program				
2700	Understand Key Elements of Hourly Compensations Program				
2800	Understand Key Elements of Contingent Workforce Compensation				
3000	**Post Sign / Pre Close**		**0%**		
3100	Review HR Roadmap Elements 3200, 3300 & 3400				
3200	Perform Gap Analysis for Comp Roadmap Elements 2200-2900				
3300	Review Gaps, Issues & Alternatives identified in 3200 with Bus. Level and Subj. Matter Experts				
3400	Develop Recommendations regarding disposition of road map elements in 3300				
3500	Get Business Buy-in from Leadership Team for Recommendations				
3600	Obtain Formal Approvals				
3700	Assist Senior Leadership Team to Close Deal				
4000	**Post Close**		**0%**		
4100	Integrate Compensation Decisions with HR & Business integration				
4200	Develop Compensation transition Plan				
4300	Communicate Compensation Decisions to Employees				
4400	Conduct Compensation Training for Local HR/Compensation Managers				
4500	Solicit Voice of Employees Regarding Compensation Issues				
5000	**Transition To Normal Operations**		**0%**		
5100	Implement Compensation Compensation Process Controls				
5200	Perform Compliance Equity Tests				
5300	Implement Plan or ongoing Communications				
5400	Identify Lessons Learned				
5500	Project Closure				

FIG. 60

Employment Practices Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		0%		
1100	Appoint Functional Expert for Due Diligence				
1200	Understand the Business and the Structure of the Deal				
2000	**Due Diligence**				
2100	Review & Analyze current HR Policies, Practices & Procedures				
2110	Review Current HR Policies, Practices and Procedures				
2120	Compare & Contrast HR Employment Practices & Related Policies with and Local Law				
2200	Assess & Review Compliance with Government Requirements		0%		
2210	Gather Information Regarding Government Requirements				
2220	Gather Information on Pending Changes/Complaints with Government Agencies				
2230	Analyze trends, Costs and Obligations Associated with Government Requirements				
2300	Assess & Review Compliance with Government Workforce Practices				
2310	Gather Information on Contingent Workforce Practice				
2320	Assess/Analyze Potential Liability Related to contingent Workforce Practices				
2400	Review and Assess Employment Litigation and Changes				
2410	Gather Information on Pending Litigation				
2420	Gather Information on Prior Settlements/Awards/Costs		0%		
2430	Assess/Analyze Litigation trends/Liabilities				
2440	Assess/Analyze Costs/Obligations Associated with Prior Settlements/Awards				
2500	Assess Compliance with Employment Data Protection Requirements				
2600	Review Alternative Dispute Resolution Programs' Experience (if applicable)				
2700	Summarize Finding, Quantify Savings & Determine if Reserve Dollar is Required				
3000	**Post Sign / Pre Close**				
3100	Appoint Dedicated Resource for Integration		0%		
3110	Review & Understand the Structure of the Deal				
3120	Review Due Diligence Team's Work				
3200	Develop "To Be" HR Policies, Practices and Procedures				
3300	Draft Detailed Integration Plan				
3400	Plan for Incorporating into Existing Monitoring & Control Practices				
3500	Coordinate with Integration communications Team Leader				
4000	**Post Close**		0%		
4100	Finalize Detailed Integration Plan				
4200	Implement New HR Employment Practices/Compliance				
4300	Incorporate into Existing Monitoring & Control Practices		0%		
5000	**Transition To Normal Operations**				
5100	Transition to Process Owners				
5200	Capture Lessons learned				
5300	Document Work and Obtain Sign-Off				
5400	Celebrate Successes				

FIG. 61

Payroll Benefits Integration Project Plan

Code	Steps/Task	Responsible
4000	**Post Close**	
4100	Notify Global Services Operation (GSO)	
4110	Review HR Roadmap Elements 1200 & 1300	
4120	Identify Critical Success Factors	
4130	Complete Business Data Sheet	
4140	Complete Inter-Company Billing Form	
4200	Corporate/Pension Board Endorsement	
4210	Prepare Business Presentation	
4220	Submit Request to Pension Board	
4230	Complete and Submit Acquisition Code/Pension Unit Request Form	
4300	Identify Transition Team members	
4310	Complete Key Contact List	
4320	Review Roles and Responsibilities	
4400	Kick-Off Meeting with Transition Team	
4410	Schedule Payroll/Benefits Kick Off Meeting	
4420	Review Business CTQ's	
4430	Complete Side by Side benefits Comparison	
4440	Review Standard Pay Practices	
4450	Complete Payroll and Benefits Questionnaire	
4460	Complete Implementation plan	
4470	Develop Communication Strategy & Complete Plan	
4500	Develop Functional Requirement	
4510	Complete Active Demographic File	
4520	Determine Inactive Strategy and Complete Inactive/COBRA Demographic Files	
4530	Review Oracle HR File Layout	
4600	Complete Data Requirements	
4610	Complete Disability Template	
4620	Understand Health Care Billing process	
4630	Provide Existing Insurance Supplier Information	
4640	Review Gates McDonald information	
4700	Define Special Transition Issues	
4710	Understand Benefit/Payroll Gaps	
4720	Determine Flexible Spending Strategy	
4730	Review Transition of Care Guidelines	
4740	Determine 401k Transition Needs	
4800	Ensure Oracle Infrastructure is Operational	
4900	Plan Education and Enrollment Process Schedule	
4910	Develop Education/Enrollment Session Rollout Plan	
5000	**Transition To Normal Operations**	
5100	Develop/Ship Communications and Enrollment Material	
5110	Order Education/Enrollment Material and Review Shipping Expectations	
5200	Conduct Business Education Sessions	
5210	Review Web/IVR Employee Self Service Tools	
5300	Enrollment in Plans	
5310	Track Enrollment Status	
5400	All Hands Debrief	
5410	Provide Business Assessment of Transition	
5420	Review Employee Feedback on Web Enrollment	
5500	Project Transition	
5510	Review process for On-Going Questions/Issue Resolution	

FIG. 62

Expatriate Admin. Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
4000	**Post Close**		**0%**		
4100	Notify Global Expatriate Services				
4110	Conference Call to Scope Project and Set Expectations				
4200	Conduct Workout to Identify Current Policy and Processes				
4300	Analyze & Finalize Project Scope and Measurement				
4310	Create Project Plan and Identify Team				
4320	Establish Quality Baseline Measurements and CTQs				
4330	Establish Weekly QMI's with Team				
4400	Identify Legal Entity and Billing Process				
4500	Determine Tax Equalization/Accrual Processes				
4600	Determine Benefit plan Participation				
4700	Identify Global Income Reporting Process, Stock Option, IC Reporting				
4800	Review Contractual Arrangements with Service Providers				
4900	Prepare Cost/Benefit Analysis				
5000	**Transition To Normal Operations**		**0%**		
5100	Ensure Critical Project Plan tasks are Complete				
5200	Execute Communication plan				
5300	Conduct Expatriate Survey to Measure Employee Satisfaction				
5400	Communicate Survey Results				
5500	Close Project				

FIG. 63

Travel & Living Exp. Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
4000	**Post Close**		0%		
4100	Notify Travel Management Services Business				
4110	Review High Level Business Requirements for Initial Eligibility				
4120	Identify Transition Team Members				
4130	Discovery Session with Business & Acquired Business				
4200	Develop Communication Strategy				
4210	Develop Implementation Timeline				
4300	Create GAP Analysis				
4400	Complete Programming Requirements				
4500	Develop Solution to handle Items Identified in GAP Analysis				
4600	Review Training Materials with Appointed Business Experts				
4700	Travelers complete Travel Profiles and Corporate Card				
4800	Customize and Distribute Communication and Training Materials				
4900	Completed profiles Entered and Travelers Loaded in Database		0%		
5000	**Transition To Normal Operations**				
5100	Ensure all Old Corporate Card Balances Cleared				
5200	Close Previous Expense Process				
5300	Ensure all New Cards Activated and Old Cards				
5400	Final Communication pieces Distributed				

FIG. 64

Legal Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		0%		
1100	Organize Resources For Legal Due Diligence				
2000	**Due Diligence**		0%		
2100	Pass Document Request List To Target				
2200	map AS IS Legal Organization				
3000	**Post Sign / Pre Close**		0%		
3100	Finalize Contract Matrix				
3200	Develop Legal TO BE Organization And Synergies				
3300	Organize Deal Hand Off Meeting				
4000	**Post Close**		0%		
4100	Integrate Local Legal Organization				
4200	Ensure Litigation Matters Integrated				
4300	Ensure Regulatory Matters Integrated				
4400	Ensure Legal Commercial Matters Integrated				
4500	Ensure Legal Labor & Employment And Employment Practices Matters Integrated				
4600	Ensure Legal Tax Matters Integrated				
4700	Ensure Legal E Business Matters Integrated				
4800	Ensure Legal Sourcing Matters Integrated				
4900	Perform Contract Enforcement Audit				
5000	**Transition To Normal Operations**		0%		
5100	Ensure Legal Matters EHS Integrated				
5200	Verify Closure Of Integration Plans				
5300	Close Out Meeting				

FIG. 65

Intellectual Property Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		0%		
1100	Appoint IP Integration Leader				
1110	Determine Job Requirements/Qualifications For IP Integration Leader				
1120	Select IP Integration Leader				
1200	Understand the Synergy/Significance of IP Transaction				
1210	Review Available Information Relating to Intellectual property of Target Company				
1220	Capture IP Synergies and Significance of IP to the Transaction				
1300	Define preliminary IP Integration Scope, Goals and CTQs				
1310	Define Scope of IP Integration				
1320	Capture IP Synergies and Significance of IP to the Transaction				
2000	**Due Diligence**		0%		
2100	IP Integration Leader to Participate in Due Diligence process				
2110	Participate in IP Due Diligence Process as Appropriate				
2120	Review IP Due Diligence Checklist				
2130	Identify IP Red Flags				
2140	Coordinate IP Integration Among Functions				
2200	IP Integration Leader to Understand the IP Facets of the Target Company				
2300	Identify Target Company Current IP Organization and IP Leaders				
2310	Map Current IP Organizational Structure, Identify IP Leadership & Reporting Structure				
2320	Perform IP Management Assessment				
2400	Perform IP Policy/Procedure/Best Practices Gap Analysis				
2410	Review IP Policies/Procedures/Best Practices at Acquired Company				
2420	Interview/Survey "IP Connected Functions" at Acquired Company				
2430	Perform Gap Analysis and Prepare Matrix of Gaps				
2440	Prepare Plan to Close Gaps				
2500	Define IP Integration Team Structure and Job Responsibilities				
2510	Determine IP Integration Resource Requirement				
2520	Determine Size and Composition of IP Integration Team				
2530	Define Reporting Structure for IP Integration Team				
2540	Ensure IP Integration Team Members are Both and Acquired Company				
2550	Develop and Complete Integration Team Responsibilities				
2600	Prepare Initial IP Integration Project Budget				
2610	Propose Initial IP Integration Budget				
2700	Provide IP Input into Transaction Document				
3000	**Post Sign / Pre Close**		0%		
3100	Appoint Dedicated IP Integration Team Resource				
3110	Appoint IP Integration Functional Team Members				
3200	Knowledge Hand Off to IP Integration Team				
3210	Review Due Diligence Summary and List of Critical Action Items from Due Diligence Team for IP Action Items				
3220	Review Contract Requirements and Critical Issues				
3300	Refine IP Integration Scope, Goals and CTQ's				
3310	Based on IP Gap Analysis, Refine IP Integration Scope, Goals and CTQ's				
3400	Determine IP Resource needs for Post-Acquisition IP Organization and Select New IP Leaders				
3410	Conduct IP Resource Studies and Select Key IP Leaders				
3500	Define Post-Acquisition IP Organizational Structure and Core Processes				
3510	Generate Organization Chart (with names) for Post-Acquisition Organization				
3600	Define Detailed IP Integration Plan by Function with Measures				
3610	Prepare Functional IP Integration Plans				
3620	Prioritize Tasks, Ensuring Elements Critical to Deals Synergies are Top Priority				

FIG. 66

Intellectual Property Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
3630	Agree on Dependencies between Functions				
3640	Determine Milestone Dates and Deliverables				
3650	Establish Key Measurements for Monitoring Success of Integration Goals and CTQs				
3700	Obtain CEO (Both Companies) Support for IP Integration				
4000	**Post Close**				
4100	Review and Finalize IP Integration Plan, Scope and Budget				
4110	Review and Finalize IP Integration Plan and Scope		0%		
4120	Review Resources Needs and Availability				
4130	Review and Confirm IP Integration Budget				
4200	Ensure IP Integration Team Understands Scope,Goals, CTQs, Plan Deliverables, Budget, Responsibilities				
4210	Kick-off Meeting with Integration Team				
4220	Orient IP Integration Team Establish Roles and responsibilities				
4230	Review Detailed IP Integration Project Plan with Functional Team Members				
4300	Hold IP Integration Kick-Off Session with Acquired Company				
4400	Execute Integration				
4500	Monitor Progress of IP Integration and Ensure Plan Execution				
4510	Implement Performance Tracking and Status Reporting Tools to Monitor Progress				
4520	Implement Issue Logs and Issue Management Procedures				
4530	Establish Process for Controlling Project Scope/Budget				
4540	Conduct Regular Status Meetings with IP Integration Team				
4600	Establish Transition Plan to Operations				
4610	Benchmark Against Work Done in MeasurePhase and Identify Gaps and Establish Plan to Close Gaps				
4620	Establish Ownership for Transition				
5000	**Transition To Normal Operations**		0%		
5100	Implement Control Monitoring Mechanisms				
5110	Conduct Post Integration Audit to Ensure Policies and Culture are Institutionalized				
5200	Conduct IP Integration Project Closure Meeting/Tollgate and Formally transition to Business				
5210	Conduct IP Project Closure Meeting/Tollgate				
5220	Review Final IP Integration project Status				
5230	Close IP Integration project				
5300	Capture Lessons Learned and Communicate IP Integration Successes				

FIG. 67

Treasury Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Define**		**0%**		
1100	Appoint Compliance Expert for Compliance/Integrity Due Diligence				
1200	Understand the Business				
1300	Understand the Deal				
1400	Investigate Local Rules and Industry Trends				
2000	**Measure**		**0%**		
2100	Review & Assess Current Compliance Environment				
2110	Review Existing Compliance Policies & Procedures				
2120	Review & Assess Current Compliance Infrastructure & Personnel				
2130	Review Current Issues and Concerns				
2140	Conduct Compliance interviews with Key Management				
2150	Review Process maps and Conduct process Walk Throughs				
2160	Conduct Sample Testing				
2200	Conduct Gap Analysis				
2210	Conduct Gap Analysis between Local Law and US Law				
2220	Conduct Gap Analysis between Target and				
2300	Determine Need for Additional Compliance Processes and Practices				
2400	Develop Preliminary Compliance Risk Mitigation Plans				
2500	Create compliance Integration Budget				
2600	Complete Due Diligence Report Summarizing Red Flags, Quantity Exposure				
3000	**Analyze**		**0%**		
3100	Assign Compliance Integration Leader				
3200	Secure Senior Management Support				
3300	Select Compliance Integration team members				
3310	Review Copy of Due Diligence Summary and List of Critical Action Items				
3320	Complete Detailed Compliance Program Assessment (CPA)				
3400	Understand, Assess & Prioritize Compliance Risks using COM				
3410	Review Copy of Due Diligence Summary and List of Critical Action Items				
3420	Complete Detailed compliance Program Assessment (CPA)				
3430	Conduct Risk Prioritization & Issue Identification				
3500	Determine "To Be" Compliance Operating Model and Action Plan				
3510	Determine Personnel Requirements				
3520	Determine Policy Requirements				
3530	Determine and Document Business Specific Policies & procedures				
3600	Plan "Spirit & Letter" Integration Training				
3610	Identify Employees to Receive Training				
3620	Develop Training logistics Plans				
3630	Determine & Prepare material for Training				
3640	Assess language Requirements for Training				
3650	Develop Training Schedule				
3660	Communicate Leadership Support for Integrity Roll-out				
3670	Communicate Leadership Support for Integrity Roll-Out				
3700	Develop plan for Implementing tracking System				
3800	Develop Compliance Communication plan				
3900	Develop High Level Compliance Integration plan				
4000	**Implement**		**0%**		
4100	Review Contract				
4200	Finalize Detailed Integration plan				

FIG. 68

Treasury Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
4300	Implement New Compliance Infrastructure				
4400	Implement New Compliance Policies and Practices				
4500	Implement Compliance Dashboards				
4600	Conduct Compliance Training & Track				
4700	Establish Transition Plan				
5000	**Control**		**0%**		
5100	Transition to process Owner				
5200	Ongoing Training and Updates				
5300	Ongoing Communication				
5400	Ongoing Compliance Risk Assessment (Session D Process)				
5500	Project Documentation Completed, Approved and Archived				
5600	Capture Lessons Learned				
5700	Celebrate and Communicate Success				

FIG. 69

Treasury Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		0%		
1100	Appoint Resource For Due Diligence and/or Integration				
1200	Review Business Case				
1300	Confirm Resources and Timing				
2000	**Due Diligence**		0%		
2100	Pass Data Request to Target				
2200	Review Information During Due Diligence				
2300	Exchange Information with Corporate treasury				
2400	Report Out on Due Diligence Findings, Integration Objectives and Estimated Synergies				
3000	**Post Sign / Pre Close**		0%		
3100	Return Completed Corporate Treasury Questionnaire Once Deal Approved				
3200	Set Up Local Contracts for Transaction Funding				
3300	Familiarize and Execute Procedures for Transaction Funding				
4000	**Post Close**		0%		
4100	Establish Contact With Local Treasury				
4200	Organize Short Term Funding Requirements				
4300	Organize Longer Term Funding				
4400	Integrate Accounting Structure				
4500	Integrate Banking Structure				
5000	**Transition To Normal Operations**		0%		
5100	Transition to Normal operating procedures				
5200	Monitor Dashboards				
5300	Ensure Ongoing Training				
5400	Complete Documentation				
5500	Close Integration project				

FIG. 70

EURO Program Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		**0%**		
1100	Prepare for due diligence				
1110	Contact business Euro Leader				
1120	Contact EMU PMO Leader				
1130	Review pre due diligence documentation				
1140	Modify euro due diligence questionnaire				
2000	**Due Diligence**		**0%**		
2100	Understand customer/industry expectations				
2200	Conduct business process reviews using questionnaire				
2300	Identify business issues and gaps				
2400	Assess current systems and gaps				
2410	Profile system functionality				
2420	Develop scenario analysis				
2430	Determine cost and timescales				
2500	Compile due diligence report				
3000	**Post Sign / Pre Close**		**0%**		
3100	Develop euro project				
3110	Create euro project charter				
3120	Validate charter with business leadership				
3130	Determine team meetings reporting				
4000	**Post Close**		**0%**		
4100	Measure euro project				
4110	Review due diligence data and address open questions				
4120	Conduct voice of the employee				
4130	Assess readiness of critical suppliers				
4140	Conduct voice of the customer				
4150	Evaluate and determine priorities				
4200	Analyze euro project				
4210	Plan project streams				
4220	Define implementation plan				
4230	Refine budget				
4240	Obtain management approval				
4300	Implement euro project				
4310	Execute implementation Plan				
4320	Monitor Implementation				
4330	Track budget				
4340	Develop training and communication plan				
4350	Conduct implementation tollgate				
4400	Prepare for changeover				
4410	Develop changeover approach				
4420	Build conversion modules				
4430	Conduct conversion test				
4440	Build detailed conversion plan				
4450	Develop business continuity plans				
4460	Develop control plan				
4470	Conduct changeover tollgate				
4500	Conduct training and communication campaign				
4600	Execute changeover				

FIG. 71

EURO Program Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
4610	Execute conversion programs				
4620	Reconcile financial balances				
4630	Test euro capabilities				
4640	Compile lessons learned				
5000	**Transition To Normal Operations**		**0%**		
5100	Implement control plan				
5200	Transfer responsibilities to operations personnel				
5300	Conduct project closure				

FIG. 72

Financial Planning Analysis Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
3000	**Post Sign / Pre Close**		0%		
3100	Identify owner for Financial Planning & analysis integration				
3200	Review due diligence model				
3300	Understand Business Model & Business Processes				
3310	Assess Business Model				
3320	Understand Key Business Processes				
3400	Evaluate existing data, reporting & Analysis tools				
3410	Assess Robustness of Existing Closing and Estimating processes				
3420	Review Existing Financial Reports				
3430	Assess reporting tools				
3440	Review available data				
3450	Review acquiree forecasting capabilities				
3500	Evaluate and Restructure Financial Planning & Analysis Organization (if Appropriate)				
3510	Evaluate Existing Finance Staff				
3520	Identify/provide training for finance department				
4000	**Post Close**		0%		
4100	Establish Reporting Calendar, instruction and data requirements				
4110	Establish Financial Reporting Calendar and Data Requirements from Acquirer				
4120	Request the Planning Template, Pitch Format, and or the Applicable DR Forms				
4200	Develop/Enhance Existing Financial Planning Model				
4300	Develop Process to Deliver Analysis by Management Structure				
4400	Create/Modify Financial Planning Model as Needed				
4500	Closing and Financial Analysis				
5000	**Transition To Normal Operations**		0%		

FIG. 73

Closing Reporting Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
3000	**Post Sign / Pre Close**		0%		
3100	Identify Critical Elements and Resources/Develop Closing/Financial Reporting Integration Plan				
3110	Assign integration Leader for the Closing/Financial Reporting Process				
3120	Make Initial contact with OTC Accounting & FP&A personnel				
3130	Develop first pass at plan time and significant milestones				
3200	Assemble Closing/Reporting Integration Team				
3210	Identify internal resources required by first pass plan (legal, finance, management, and systems)				
3220	Understand external (acquiring business) resources assigned to integration project				
3230	Hold initial team meeting to discuss expectations, answer questions				
3300	Determine Legal Structure				
3310	Map out legal structure show any parent and subsidiary relationships (including % ownership)				
3320	Map Business-show structure offices, districts, regions, etc.				
3400	Determine How the Business Will Report for Management Purposes				
3500	Determine how and to whom the Business will report their financial results				
3510	Determine to whom the business will submit financial results				
3520	Obtain current year fiscal calendar				
3530	Obtain most recent quarterly close letter from Finance home page				
3540	Obtain last year-end close letter from Finance home page				
3550	Assume all submissions, schedules, and information requests will be required				
3600	Reporting Overview				
3610	Review Accounts				
3620	Obtain explanations of any variances from a GAP or local accounting standards				
3630	Determine which General Ledger will be Utilized as the Primary Ledger				
3640	Prepare conversion plan if existing ledger system will be utilized				
3650	Prepare conversion plan if parent ledger system will be utilized				
3700	Determine if Internal Billing Will be Used				
3710	Contact IBS personnel in Shelton, CT if IBS usage is anticipated				
3800	Determine if GSO will be Used for Transaction Subsystems				
3810	Prepare conversions plan for any service to be transferred to GSO				
4000	**Post Close**		0%		
4100	Prepare a Proposed Chart of Accounts				
4110	Obtain current Chart of Accounts and Structure and Usage Guide				
4120	Map current Account Structure to Account Structure				
4130	Review Proposed Account Mapping with Accounting				
4140	Develop Timetable for Implementing any proposed Changes				
4200	Analyze Consolidation Accounting Procedures				
4210	Obtain Standards and Reporting Guidelines				
4220	Check Finance Intranet page for Applicable Accounting Procedures				
4230	Implement Applicable Procedures Internally				
4300	Analyze Submission, Schedule and Information Request Content				
4310	Gain an Understanding of Submission, Schedule, and Information Request Content				
4400	Establish Acquisition Accounting Cost Center				
4410	Implement Appropriate Routines to Capture Acquisition-related Expenses				
4420	Arrange for Proper Review and Retention of Supporting Documentation				
4500	Implement Necessary Systems to Enable Submission of Financial Results				
4510	Assemble System Team Responsible for Submission				
4520	Gain an Understanding of Submission process				
4600	Submission of Current Period Operating Results				
4610	Close Accounting Period				
4620	Calculate Appropriate local and US Taxes in Accordance with Instructions				
4630	Map Financial Results to Account Structure				
4640	Follow Up with local HQ for Exact Submission Instructions				
4650	Reconcile HQ Results with Local Books				

FIG. 74

Tax Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		0%		
1100	Understand Business Case for Acquisition				
1110	Determine the business fit				
1120	Determine business flexibility				
1200	Determine Current Tax Staffing				
1210	Assess involvement of Tax personnel in transaction				
1220	Assess current target tax expertise				
1230	Engage external advisors where necessary				
1300	Identify Key non-tax Contacts				
1310	Identify business, legal and accounting team leaders				
1320	Coordinate tax integration no plan with business and financial integration plan				
1400	Understand the Structuring Variables				
1410	Determine the probable form of the transaction				
1420	Review BD Model				
1430	Determine the financial statement treatment of the acquisition				
1440	Review the integration plan for the financial reporting information				
1450	Tax Input on LOI				
1500	Develop High-level Tax Staffing/Responsibility Plan				
1510	Determine high-level roles and responsibilities				
1520	Determine involvement of corporate tax personnel				
1530	Identify required pre-closing steps				
1540	Identify "can't miss" steps/dates				
2000	**Due Diligence**		0%		
2100	Plan/Complete/Review/Summarize Due Diligence				
2110	Plan due diligence				
2120	Collate and review identified tax risks				
2140	Collate and summarize identified tax opportunities/synergies				
2150	Identify part responsible for management of tax risks				
2160	Identify party responsible financially for tax risks				
2170	Summarize tax indemnification provision				
2180	Plan procedure to track and settle tax indemnifications				
2200	Acquisition Agreement Coordination				
2210	Provide tax language to M&A lawyers				
2220	Provide GE purchasing entities and legal structure to M&A lawyers				
2230	Secure business approval of tax planning				
2300	Acquisition Agreement Signing				
2310	Negotiate tax provisions of acquisition agreements with target's tax professionals				
2320	Review final acquisition agreements				
2330	Consider purchase price allocation issues				
3000	**Post Sign / Pre Close**		0%		
3100	Assess Current Tax System Procedures				
3110	Assess and document quality of data available for tax filings				
3120	Assess and document procedures to capture key tax data				
3130	Assess impact of financial transition on current tax systems/procedures				
3200	Prepare Transaction Tax Reporting Plan/Timetable				
3210	Review transaction with planners				
3220	Review corporate tax information requirements				
3230	Summarize requirements into transaction data collection plan				

FIG. 75

Tax Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
			0%		
3240	Obtain buy-in to transaction data collection plan				
3250	Communicate transaction data collection plan including deadlines				
3300	Understand Transaction Reporting Responsibilities				
3310	Determine reporting requirements for transaction				
3320	Determine reporting responsibilities for the transaction				
3330	Determine availability of transaction information				
3400	Short Period Filing Requirements				
3410	Determine applicable short-period filing requirements				
3420	Determine responsibility for short-period filings				
3430	Determine if the short-period filing will include any part of the transaction itself				
3500	Prepare Operations Tax Reporting Plan/Timetable				
3510	Review business operations of acquisition				
3520	Secure and file prior financial and tax data				
3530	Include integration steps into pre-closing and tax pre-closing meetings				
3540	Review corporate tax data collection package				
3550	Summarize requirements into operations data collection plan				
3560	Obtain buy-in to operations data collection plan				
3570	Communicate operations data collection plan including deadlines				
3600	Support and Implement Effective Closing for Tax Purposes				
3610	Finalize legal structure				
3620	Coordinate funds flow with Treasury				
3630	Insure tax payments can be made				
3640	Coordinate with Human Resources				
4000	**Post Close**		0%		
4100	Implement Identified Tax Opportunities and Compliance Measures				
4110	Review opportunities identified during due diligence				
4120	Schedule opportunities "brainstorming" session				
4130	Summarize opportunities and prioritize based on time sensitivity and value				
4140	Assign responsibility for opportunity areas				
4150	Ensure compliance with tax initiatives				
4200	Review Accounting Methods/Elections				
4210	Determine effect of transaction form on accounting methods				
4220	Review all Accounting methods currently in effect				
4230	Compare current accounting methods to method for business				
4240	Summarize accounting method opportunities with relevant responsibilities				
4300	Determine Impact on Overall Tax Position				
4310	Summarize foreign source income effect of acquisition				
4320	Summarize planned foreign repatriation Impact of acquisition				
4330	Summarize FSC impact of acquisition				
4340	Summarize impact of acquisition on current year estimated tax position				
4350	Summarize impact of acquisition on alternative minimum tax position and forecast				
4400	Integrate into Tax System				
4410	Transition sales & use, property and payroll tax reporting				
4420	Transition to Tax data collection system				
4430	Determine opportunities to utilize corporate tax resources				
4500	Transition IRS/State Exam Responsibilities				
4510	Coordinate with federal exam group on transition of existing examinations				
4520	Determine requirement for submission of prior year foreign earnings and tax information				

FIG. 76

Tax Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
4530	Determine impact of existing exam issues on post-acquisition years				
4540	Coordinate issues which have impact on both acquisition and existing operations				
4550	Coordinate with state exam group on transition of existing examinations				
4560	Determine impact of existing exam issues on post-acquisition state years				
4570	Coordinate state exam issues which have impact on both acquisition and existing operations				
4580	Coordinate due diligence issues resolution				
4600	Coordinate Tax Data Submissions with Corporate Tax				
4610	Review initial tax data submission with finance and IT personnel				
4620	Consider opportunities to streamline business data collection process				
4630	Coordinate no income taxes with centers of compliance and planning				
5000	**Transition To Normal Operations**		**0%**		
5100	Review First year Filings for Additional Opportunities				
5110	Compare results to acquisition projections				
5120	Consider techniques to increase foreign tax credit, FSC results and reconsider general tax planning				
5130	Review deferred tax assets for deduction acceleration opportunities				
5140	Consider opportunities to restructure to reduce state income taxation				
5200	Review Financial Accounting of Tax Results				
5210	Review tax benefits anticipate data business level				
5220	Review deferred tax accounting results				
5230	Review booking of tax contingencies at business and corporate level				
5300	Review Tax Opportunities				
5310	Review status of identified opportunities for current book income impact				
5320	Re-prioritize opportunities based on first year results				
5330	Capture continuous improvement opportunities in savings plan				
5340	Consider outside review and benchmarking opportunities				
5400	Assess Tax Staffing Plan				
5410	Consider tax staff requirements in light of business integration				
5420	Assess experience of tax staff compared to post-acquisition needs				

FIG. 77

Controllership Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
3000	**Post Sign / Pre Close**		**0%**		
3100	Plan the Controllership Effort				
3110	Review the Controllership Effort				
3120	Hold Debrief Meeting with Due Diligence Team				
3130	Review Recent Controllership Issues				
3140	Prioritize Issues & Concerns				
3150	Assign Ownership				
3160	Establish Timeline				
3200	Establish Controllership Integration Team and Plan				
3210	Identify Resources for core integration: Business Experts, Corporate, CAS, etc.				
3220	Identify Activities Critical to Successful completion				
3221	Schedule Finance Assimilation Meeting				
3230	Establish Timeline for Controllership Integration Completions				
3240	Develop Finance Risk Mitigation Plan				
3250	Establish Communication Plan				
3260	Determine Tools to use to Monitor Integration progress				
3270	Outline Controllership Enhancement Plan				
3280	Identify Potential Synergies				
3290	Obtain Buy in From Upper Management on plan				
3300	Assess Controllership				
3310	Identify Legal Entity Structures				
3320	Map Management and US Reporting Processes				
3330	Understand Implications of Legal Structure-Corporations, Partnerships				
3340	Understand Transfer Pricing Requirements and Opportunities				
3350	Identify and Assess Unusual or Non-Arms Length Agreements				
3360	Understand Tax Implications of Restructuring Entities				
3400	Assess Order-Ship Bill Processes				
3500	Assess Purchase/Accounts Payable Process				
3600	Asses Inventory Management Process				
3700	Assess plant & Equipment Processes				
3800	Assess Cash Controllership				
3900	Develop Controllership Risk Mitigation Plans		0%		
4000	**Post Close**				
4100	Define Local Finance Structure				
4110	Assess People Quantity and Quality				
4120	Determine Resource Needs at Acquired Business				
4130	Short-Term and Long Term Retention/Termination Plan				
4140	Identify Non-Finance Responsibilities				
4150	Determine Impact on Planned Restructuring on Controls				
4160	Develop Risk Abatement Plan for Attrition of Key Personnel				
4170	Assess Bench Strength in Finance Organization				
4200	Balance Sheet Account Control				
4210	Identify owner of Account				
4220	Determine Account Reconciliation Status				
4230	Understand contents of all Account				
4300	Education on GE Finance Structure				
4310	Communicate Organizational Charts (Controllership, FP&A, Tax, Acct.)				
4320	Define Roles, Responsibilities of Finance Leaders				

FIG. 78

Controllership Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
4330	Explain Corporate Owned Accounts				
4340	Communicate External and Internal Audit Relationships and Arrangements				
4350	Define Accounting "Rules of the Road"				
4360	Understand Key Contacts and Experts				
4370	Explain Controllership Culture				
4380	Communicate Approval Authority Process				
5000	**Transition To Normal Operations**		**0%**		
5100	Conduct Controllership Training				
5110	Conduct Training on Account Reconciliation Requirements				
5120	Present Overview of Critical GAPs for the Business				
5130	Assess need for Local US GAP Training				
5140	Determine Need for Purchase Accounting Training				
5150	Determine Need for Training on Systems and Ledgers				
5200	Close Integration Project				

FIG. 79

Insurance Integration Project Plan

Code	Steps/Task	Responsible	% Complete	Due Date	Comments
1000	**Pre Due Diligence**		0%		
1100	Appoint Resource to Assess Insurance During Due Diligence				
2000	**Due Diligence**		0%		
2100	Pass Date Request to Target				
2200	Review Data Received from Target				
2300	Report Conclusions on Synergies and Integration Objectives				
3000	**Post Sign / Pre Close**		0%		
3100	Identify Integration Resources				
3200	Inform Corporate Insurance of Local Contact				
3300	Corporate Insurance provides Directions Local Resources				
4000	**Post Close**		0%		
4100	Local Resource Contacted by Marsh				
4300	Provide Data to Marsh				
4400	Address Issues with marsh				
4500	Develop Action plan				
4600	Implement Integration plan and Realize Synergies				
4700	Monitor Changes				
5000	**Transition To Normal Operations**		0%		
5100	Communicate Changes, New Contracts and Contract Documentation				
5200	Organize Close Out Meeting				

FIG. 80