

***GEIS Strategy for Euro Implementation - Draft
Paris - 9th February 1998***

Distribution to:

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February 8th 1998



Objectives of the Meeting

- **Define an outline strategy for GEIS's Implementation of the Euro.**
- **Gain the commitment of GEIS's Management to the strategy and its implementation.**
- **Be able to provide feedback on our strategy to Gary Reiner by the end of the session**

Agenda

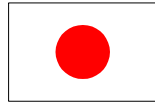
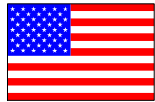
Time required 2.5 to 3 hours

Items

- Recap (10-15 Mins)
- Strategic Issues (1- 1.5 hours)
- Key Strategic Recommendations (Strawman) (1 hour)
- Decide on input to Garry Reiner (15 mins)
- Tony Last
- All
- All
- All

What is EMU and what are the benefits?

Joint Economic Power . . .



Global Economic Output	31.2%	26.6%	13.8%
Share of World Trade	20.4%	18.3%	10.3%

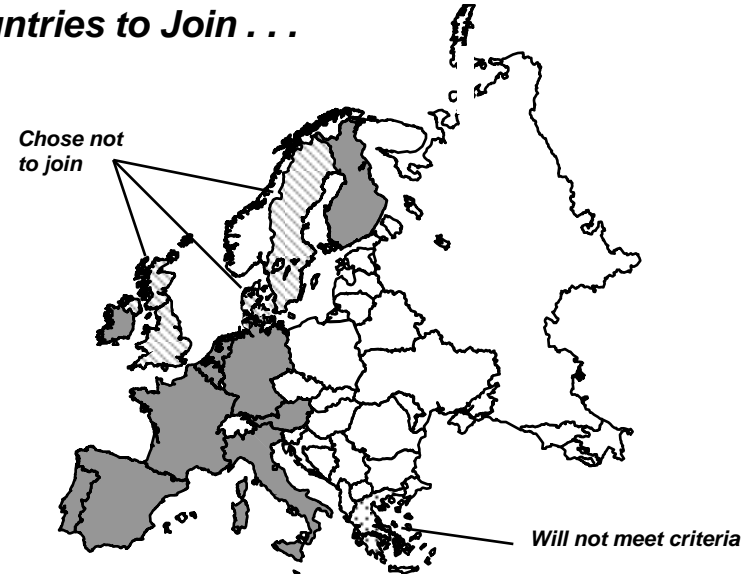
Greater Certainty in Cross Border Trade . . .

- Lower FX Cost, Easier FX Management
- Easier, "Risk Free" Planning
- Opportunity for Market Expansion, Develop Competitive Edge
- Explore New Supplier Base, Increased Supplier Competition

Potential New Reserve Currency . . .

- Will Provide Alternative on the Financial Market

Countries to Join . . .

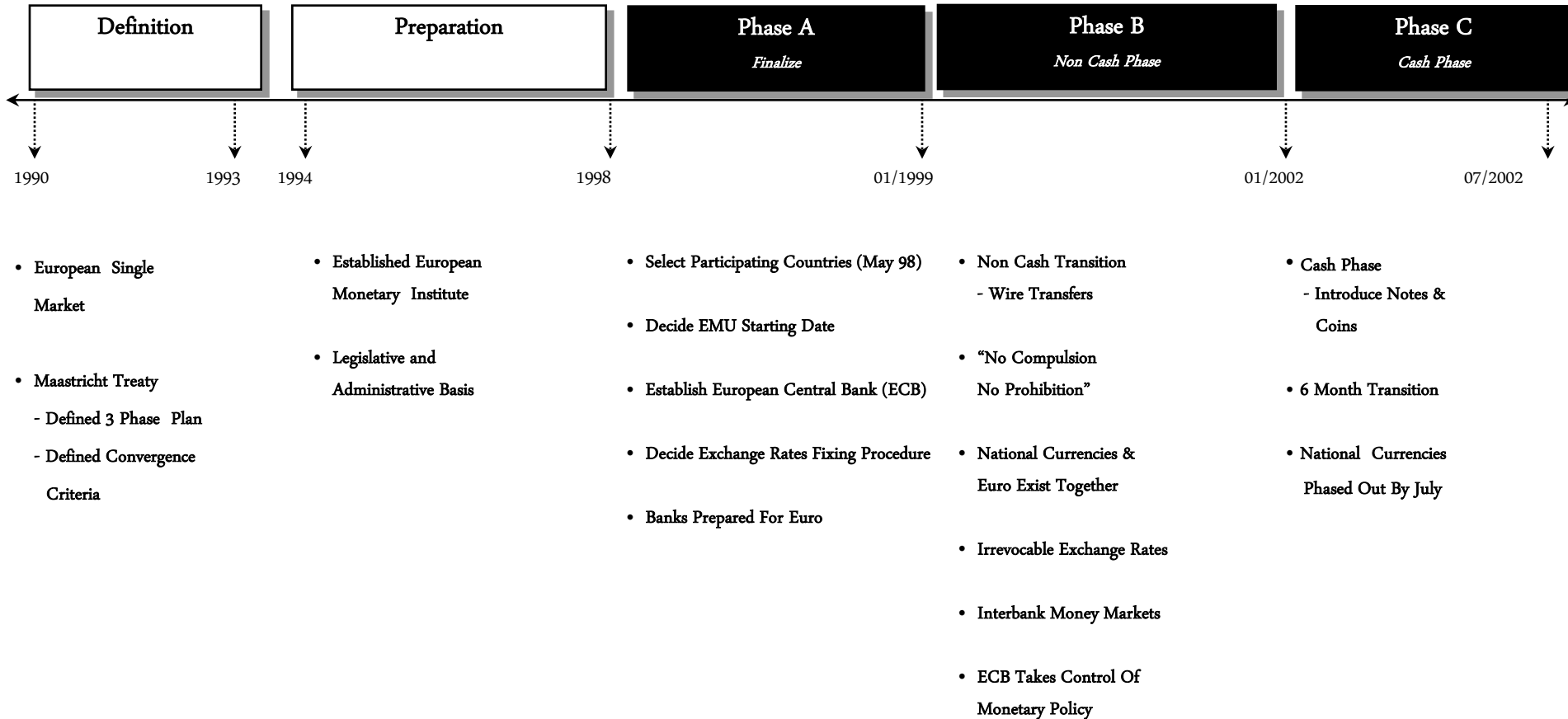


Criteria to Join . . .

- Inflation rates maximum 1.5% over of the 3 best performing countries
- Long Term Interest Rates maximum 2% over of the 3 best
- Budget Deficit Doesn't Exceed 3% of GDP (unless exceptional)
- Public Debt Doesn't Exceed 60% of GDP, or decreasing significantly
- Exchange Rate Fluctuation Performed in accordance with EMS guidelines

Not All EU Countries Will Participate

When Will The Euro Be Introduced?



***January 1, 1999 Is Very Close ...
... Every GE Company Has To Be Prepared***

What is the Impact of the Euro?

Opportunities

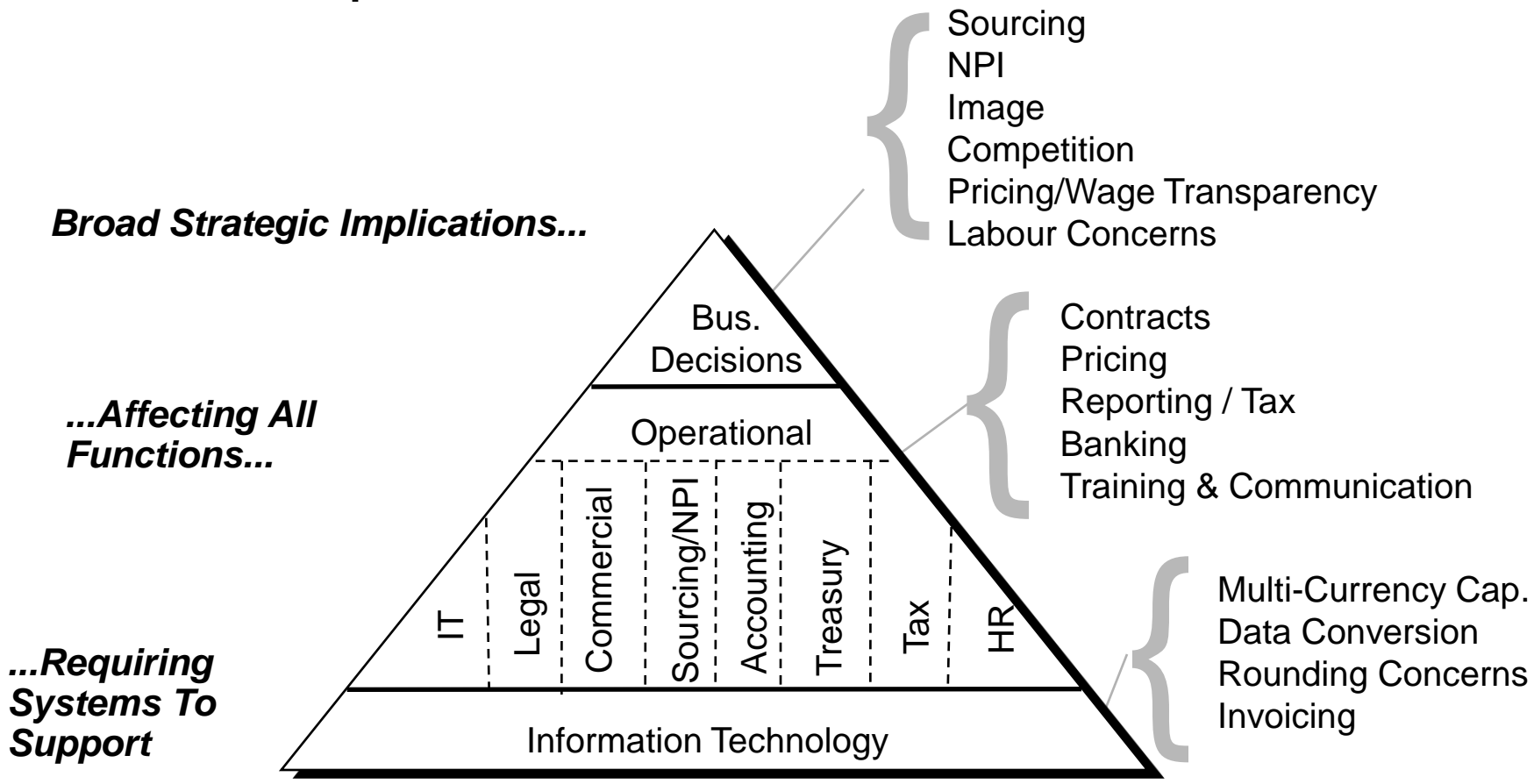
- Cross-Currency Exchange Rate Fluctuations Eliminated
- Transaction Costs Reduced / Productivity Benefits
- Market Transparency
 - *Easier To Compare Prices, Business Performance, Markets & Salaries*
- Expanded Capital Market Reduces Financing Costs
- Opportunity To Consolidate Business Activities and Back Office Operations
 - *Leverage Shared Services*
- Re-engineer Business Activity in Line with Six Sigma

Risks

- Euro Could be a Volatile or Weak Currency
 - *Dilution By Weaker Currencies, Mismanagement*
- Implementation Costs Could Be Substantial
- Increased Reporting & Tax Complexity
- Wage Transparency
 - *Could Drive Work Council Complications & Increased Labour Costs*
- Price Transparency
 - *Regional Price Differences Become More Difficult to Justify*
- Poor Preparation Could Result in Margin Erosion
- Increased Competition from Banks in GECS Markets

Both Opportunities & Risks Need To Be Evaluated In Long Range Planning

How Does The Euro Impact The Business?



***It Is Not Only An IT Issue ...
... Affects All Business Functions***

Strategic Issues

- *Image - How do we position ourselves*
- Cost and Opportunities of Transition to Euro.
- Pricing
- Sourcing
- Compensation
- Finance
- Revenue Opportunities

Euro Strategic Choices In Line With Business Strategy

GEIS as a “Euro Capable Company” vs. “Total Euro Company” by 1/1/99

Euro-Capable

Able to Invoice and Accept Payment in Euro, Issue PO's and Pay in Euro, And Report in Euro

- ✓ Completely Euro Capable to External World
- ✓ Investment in Old Systems - 1998 Base Cost Expense
- ✓ Easy to Go Back if Euro Collapses or Countries Pull Out
- ✓ Minimize Internal Disruption

Total Euro Company

Same as Euro Capable
+ Internal Reporting & Functional Rollups in Euro

- ✓
- ✗
- ✗
- ✗

GEIS as a “Euro Driver ” vs. “Euro Delayer”

Where GEIS Should Drive Euro

- Completely Euro Capable to External World
- Employee Training - Focus on Sales & Sourcing
- Internal & External Communication
- Marketing New Applications & Customer Productivity
- Euro Deals With Suppliers - Benchmarking & Simplification

Where GEIS Should Delay Euro

- Euro Deals With Customers - Risk of Price Erosion
- Internal Administration - Wait for New Systems Introduction to consider becoming a Euro-Company

**Euro Capable to External World by 1/1/99: a MUST ...
Only Be a Driver Where Benefits Outweigh Costs**

Strategic Issues

- Image - How do we position ourselves
- ***Cost and Opportunities of Transition to Euro.***
- Pricing
- Sourcing
- Compensation
- Finance
- Revenue Opportunities

Costs & Opportunities of Transition to Euro (Euro Capable by 1/1/99, Euro Company by 1/1/2002)

in 000's of US Dollars

	1997	1998	1999	later	Comments
Costs					
Commercial Systems	0	(X)	0	0	Customer Euro Screen
Sourcing Systems	0	(X)	0	0	Supplier Euro Screen
Finance Systems	0	(X)	0	0	FX Tables, Month-End Closing
Other Systems	0	(X)	0	0	
Total Systems	0	(X)	0	0	
Stakeholder/Compet'n Research	0	(X)	0	0	
Training	0	(X)	0	(X)	
Communication	(X)	(X)	0	(X)	
Total Training & Communication	(X)	(X)	0	(X)	
Total Costs	(X)	(X)	0	(X)	
Opportunities					
Closing of FX Bank Accounts			Y		
Netting / other FX Transactions			Y		
Pooling / Int'l transfers			Y		
			<u>Y</u>	—————>	

One Time Costs of \$X; Yearly Savings of \$Y as of 1999

Strategic Issues

- Image - How do we position ourselves
- Cost and Opportunities of Transition to Euro.
- *Pricing*
- Sourcing
- Compensation
- Finance
- Revenue Opportunities

How Will Euro Impact Current Sales Process ?

- **We need the ability to quote in Euro.**
 - Customer Dictates Date of Change to Euro
 - Sales force need to become conversant with working in dual currencies

 - **How to Convert Customers to Euro ?**
 - Customer Dictates Date of Change to Euro
 - Communicate to Customer that Only Euro Be Used in Future in Order to Avoid Confusion
 - Run Program / Screen to Convert Customer
 - In 2002, All Customers Must Be Converted to Euro

 - **What Happens to Open Orders After Customer Euro Conversion ?**
 - Customer Will Get Choice to Leave Open Orders in Original Currency or Restate to Euro

 - **What Happens if Customers Switch Back and Forth ?**
 - Contact Customers to Confirm Currency Choice
 - If Customer Does Not Want Euro: Run Program to Convert Customer Back
- Note: Communication Used to Convert Customers Should Make This Situation an Exception*
- **What Happens if Invoice Currency is Different From Payment Currency ?**
 - Can Current Systems Match Invoices and Payments in Different Currencies

Leverage System Capability to Simplify Euro Transition for Customers

Strategic Choices of Euro for Sales

Develop Strategy to Maximize Price Position

- Be Euro Capable by 1/1/99... But Do Not Push It to Customers ...Avoid Possible Price Erosion
- Train Sales force to answer all questions and negotiate in Euro Environment
 - Up to X% Price Differences Exist in Sampled Products

One Euro Price List across Europe vs. Multiple National Price Lists

Pursue Market Share / Top Line Growth Opportunities

- Position as “Euro Friendly Supplier”
 - Display Invoice Amounts and Accept Payments in Both Euro and Original Currency
 - Customer Productivity: Help Customers Convert to Euro
- Identify New Applications For GEIS Caused by Euro Introduction

... Brainstorm Other Opportunities as soon as possible

Price Erosion Risk is Significant - Ensure Strategy and Sales Force Training in Place to Maximise Price Position

Strategic Issues

- Image - How do we position ourselves
- Cost and Opportunities of Transition to Euro.
- Pricing
- ***Sourcing***
- Compensation
- Finance
- Revenue Opportunities

How Will Euro Impact Current Sourcing Process ?

• How to Convert Suppliers to Euro ?

- Inform Suppliers that PO and Payment Will Be Done in Euro Starting 1/1/99?
- Convert Suppliers to Euro Currency Via Screen / Program - 1 by 1

Note: Applies to Suppliers who Use European Currencies

• What Happens to Open PO After Supplier Euro Conversion ?

- Leave Open PO in Existing Currencies or
- Issue New PO in Euro?

• What Happens if PO Currency is Different From Invoice Currency ?

- Contact Suppliers to Decide Future PO Currency
- If:
 - Supplier Can Process Euro: Send Invoice Back and Get New Invoice in Euro
 - Supplier Cannot Process Euro: Change PO Currency to Invoice Currency

Note: Process Used to Convert Suppliers Should Make This Situation an Exception

• If Single Euro Bank Account Used, Accounts Payable Process Must Be Modified

• IS GEIS AP System Euro Capable - Analysis in Leeds for ESSI System Under Way

Communication With Suppliers Is Key for Smooth Transition

Strategic Choices of Euro for Sourcing

- **Benefits of Pushing Supplier to Use Euro by 1/1/99 vs. Introducing Euro Later**
 - **Eliminate Translating Quotes in Different Currencies**
 - Reduce Risk of Mistakes
 - **Reduce PO and AP Processing Errors**
 - One Currency is Less Confusing
 - **Familiar With Euro Early**
 - Improve Learning Curve on Euro, Which Replaces Several European Currencies
 - **GEIS as a Euro Leader**
 - X% of Surveyed Suppliers Will Bill GEIS in Euro if Requested
 - Y% of Surveyed Suppliers Will Accept Euro as Payment

Sourcing Has More to Gain in Pushing Euro Than in Delaying It

Strategic Issues

- Image - How do we position ourselves
- Cost and Opportunities of Transition to Euro.
- Pricing
- Sourcing
- ***Compensation***
- Finance
- Revenue Opportunities

How Will Compensation Process Be Changed to Euro?

- **Analyse Earliest “Technical” Date to Switch Over to Euro**
 - Identify All Data Inputs to (and Outputs from) Payroll Process by Country
 - Identify Earliest Date That Inputs Can Be Received (and Outputs Can Be Delivered) in Euro
 - Recommend Earliest “Technical” Date for Switchover

- **Consider Business Requirements for Euro Switchover**
 - Identify Business CTQ’s: Timing of Switchover, Dual Payslip Period, etc.

- **Identify and Quantify Alternatives**
 - Identify Costs and Benefits of Various Alternatives
 - Make Decision That Maximises Utility to GE (Optimisation of Cost and Business CTQ’s)

Note: Payroll Conversion Must Be Co-ordinated Internally for Sites Non Supported By ESSI

Single Currency Environment Makes Co-ordination Between Businesses, ESSI-Payroll and Vendors More Critical

Strategic Choices of Euro for Employee Management

□ Design Strategy to Respond to Wage Transparency Questions

- Prepare Explanation of Persisting Differences and Train All Managers
- Be Ready to Handle Euro Questions on pay and pensions
 - Use Euro Awareness Training and Benchmark Other Companies

□ Employee Perspective

- Change All Inputs, Systems, and Outputs at Once - Avoid Dual Currency to Minimise Confusion
- Synchronise Conversion with ESSI to Avoid Mistakes and Productivity Loss



Note: Might Be an Issue, Because ESSI Serves Multiple GE Businesses (With Different Implementation Timelines) in a Single Currency Environment

- Determine Need of Dual Payslips and Timing
 - Identify Employee Preferences and Costs of Various Options
- Prepare Employees to Deal With Euro
 - Training and Communication to Address Employees' Professional and Personal Needs

□ Pursue Image and Efficiency Opportunities

- Position GEIS as a Pan-European Employer

Be Prepared to Handle Wage Transparency Questions; Change Over on 1/1; Build Euro Awareness

Strategic Issues

- Image - How do we position ourselves
- Cost and Opportunities of Transition to Euro.
- Pricing
- Sourcing
- Compensation
- *Finance*
- Revenue Opportunities

How Will Euro Impact Current Financial Processes ?

- **What Financial Systems Will Be Impacted?**
 - General Ledger & Cost Accounting Systems, and Treasury Systems Must Be Made Euro Capable by 1/1/99 (Add Euro Currency), and if GEIS opts to go this way, Euro Company (Euro as Functional/Rollup Currency) by 1/1/2002
 - Euro Functional / Rollup Currency Not Critical Until 1/1/2002

- **How does this fit in With the Any New Systems Rollout?**
 - **New Financial Systems Must Be Designed to Rollup in 3 Functional Currencies: Local Currency, Euro, USD... Local Currency Dropped Later**
 - Euro Functional Currency Must Be a Tollgate in All System Rollouts

- **Currency Tables**
 - Business Currency Tables Must Be Modified to Deal With Local Rates Fixed to Euro
 - Need to Review Compliance With EU Conversion and Rounding Rules

**Leverage System Rollout for Euro Functional Currency Transition
... Costs in Capitalised Software**

Strategic Impacts of Euro for Finance

□ **Treasury - Opportunity to Simplify and Reduce Costs !**

- Rationalisation of Bank Accounts - Create 1 Euro Bank Account
- Reduction of FX Transaction fees
- Reduction of Bank Transaction Fees & FX Margin
- Cheaper International Transfers
- Opportunity for European Cash Pooling
- Less FX Transaction & Spread Cost in Netting Process- Change Central Currency from USD to Euro

□ **Tax - Possible Opportunities, Waiting for EU / Member State Legislation**

- Concern that Deferred Exchange Gains & Losses Will Crystallise and Be Subject to Taxation
- Possibility to Create Tax Provision
- Subsidies by EU...None Existing, Continue to Monitor
- VAT Reporting Requirements May Change - Continue to Review
- US Tax Legislation... Impact to be investigated, More Clarity at Later Stage
- Transfer Pricing - Investigate Impact

□ **New Legislation in Each Member State Expected... Continue to Monitor**

□ **Accounting**

- Accounting Treatment of Currency Translation Account - No P&L Effect
- Accounting Treatment of Euro Introduction Cost - Capitalisation Unlikely since No Future Years Benefit
- When to Do Statutory Reporting in Euro ?

□ **Frequent Communication With KPMG and Country Accounting Bodies**

**Reduction of Treasury Costs... Monitor Tax & Accounting Opportunities.
Be aware that Euro Implementation will Cost Money. We need to Budget.**

Main Legal Issues

□ Introduction of Euro Has No Impact on the Continuity of Contracts

- New Contracts Which
 - Run Beyond 1/1/2002, And
 - Provide for Payment in a “Disappearing” Currency, And
 - Are Governed by the Laws of a Non-EU Country

... Must Be Reviewed by Legal for Need of “Continuity Clause”

□ “No Prohibition; No Compulsion” Principle

- No Legal Prohibition to Use Euro, If Both Parties to Contract/Transaction So Decide
- One Party to a Contract/Transaction Cannot Immediately Insist on Use of Euro

i.e.:

- Existing Contracts Continue in Contractual Denomination, Unless Parties Mutually Agree to Use Euro
- New Contracts: Parties Have to Decide on Currency - Party With Non Leverage Wins

Note: No Prohibition; No Compulsion Principle Ends 1/1/2002

**Legal Must Be Involved to Ensure Contract Continuity and
Legality of Business Actions With Regard to Euro**

Key Strategic Recommendations

Strawman

Key Strategic Recommendations (1 of 2)

Image

- Be a “Euro Compliant” Company rather than a “Euro Company”
 - GEIS is still basically a \$ run business
 - Over 25% of GEIS Europe revenue comes from the UK who will not join EMU in the first intake
- Be Prepared to Change if Analysis Indicates being a “Euro Company” will Improve Our Competitive Position

New Revenue Opportunities

- Explore new revenue opportunities as part of the Sales/Mktg/OTR analysis work.
 - Understand what the Competition is doing
 - When we survey our Clients ask what they want to help them be Euro compliant
 - Gateway Treasury product
 - New EDI capabilities to support Euro compliancy
 - Euro Compliance consultancy
 - NPI
 - RXM?

Need to Understand Competitive Activity and Capitalise on Revenue Opportunities resulting from the Introduction of the Euro

Key Strategic Recommendations (2 of 2)

Sales

- Develop Strategy to Maximise Price Position
 - Prepare Sales Force to Negotiate in Euro Environment
 - Do Not Push Euro Discussions With Customers
 - Develop Strategy on Price Transparency
- Be Proactive Only If Improves Competitive Position
 - Make Euro Conversion Easy for Customers
 - Marketing New Applications

Sourcing

- Push Euro With Suppliers ASAP to Maximise Price Transparency
- Monitor Opportunities when Participating Countries Chosen

Employee

- Change Over Salary & Benefits With Rest of GE Businesses, ... (Jan 1 2000, 2001, or 2002)
- Retain the status quo on Wages as long as possible but be prepared to Handle Wage Transparency Questions
- Build Euro Awareness: Communication & Training Plan in Place

Finance

- Create Euro Bank Accounts ASAP... Close Local Currency Bank Accounts
- Euro as Int'l Pooling & Netting Currency
- Change All Systems to be Euro Functional - Perform Cost/Benefit analysis on becoming Euro Company by Jan 1 2000, 2001, or 2002

Impact on Relationships With Customers, Suppliers, Employees, and Banks Requires Clear GEIS Positioning and Communication

Next Steps

Allocate Resources

- Allocate Euro Project Leader (complete), Management Champions, Process Leaders and Cross Functional Teams

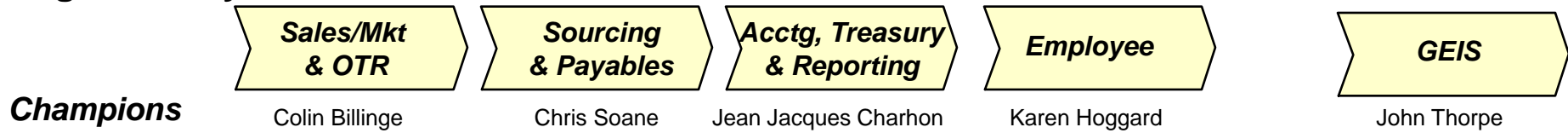
Project Management

- Create Detailed Implementation Plan With Dates/Responsibilities
- Quantify further opportunities and timing realised
- Utilise Project Management Tool to Track Progress vs. Deadlines

Other Key Actions

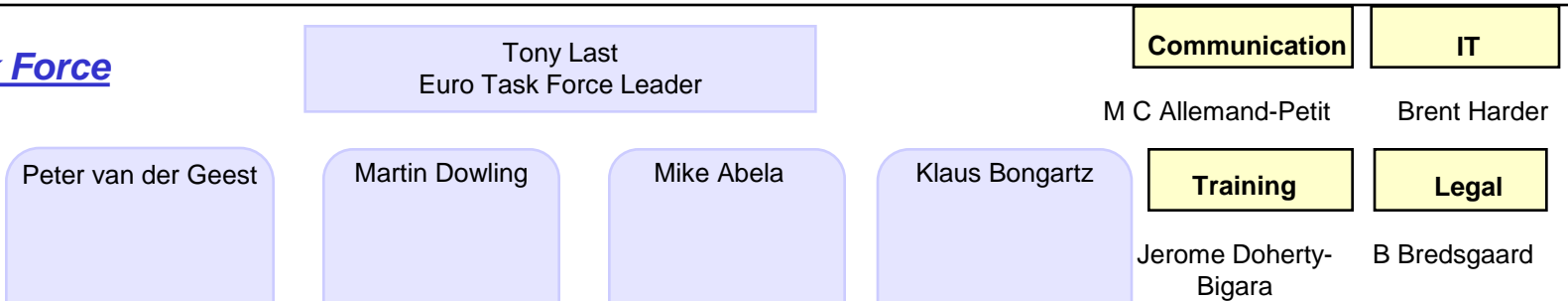
- External Benchmarking
- Consistently monitor Strategy based on:
 - Current Market Information (What Are Competitors Doing...What Do Customers & Suppliers Want from Us?)
 - External EU communication & Legislation and Member state Legislation
- Ensure Systems Tollgates Signoff Includes Euro Company Functionality if GEIS decides to be a Euro Company rather Euro Compliant...Analyse Each Enterprise System for 3 Functional Currency Rollups (Local Currency, Euro, USD)... Turn off Local Currency Rollup Later in Transition Period
- Continue to Keep All Distributors involved...Increase discussion with Sites, the Euro is not just a HQ exercise!
- Make the Euro a Regular Agenda Item on John Thorpe's Staff Meetings and Distributor Business Staff meetings
- Co-ordinate Training & Communication Materials with Corporate & other GE businesses

Alignment By Business Process . . .

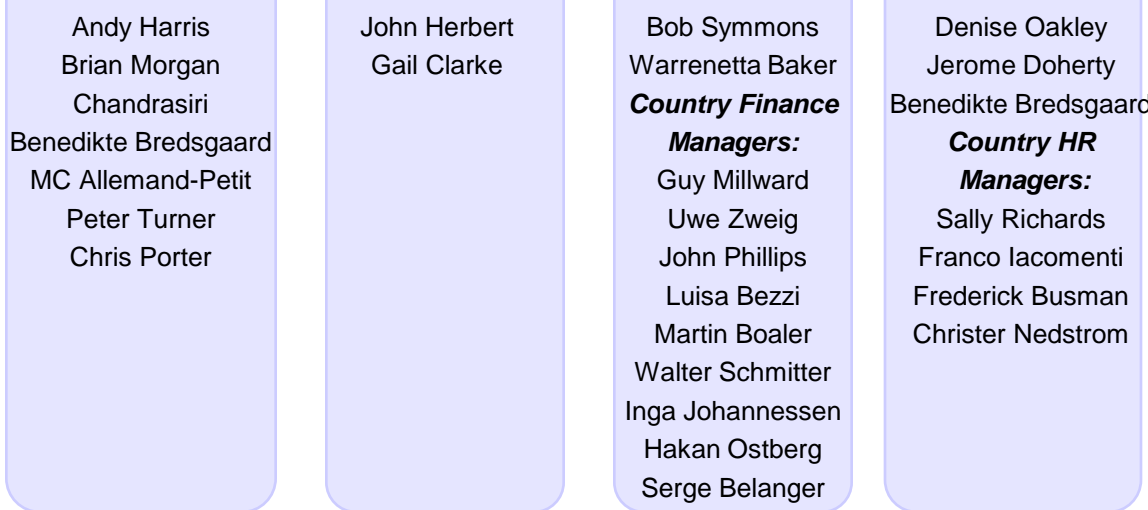


GEIS Euro Task Force

Process Team Leaders



Cross Functional Process Team Members



**Deliverable:
Develop A Detailed Euro Implementation Plan**

Country Gurus



Want do we provide Gary Reiner?

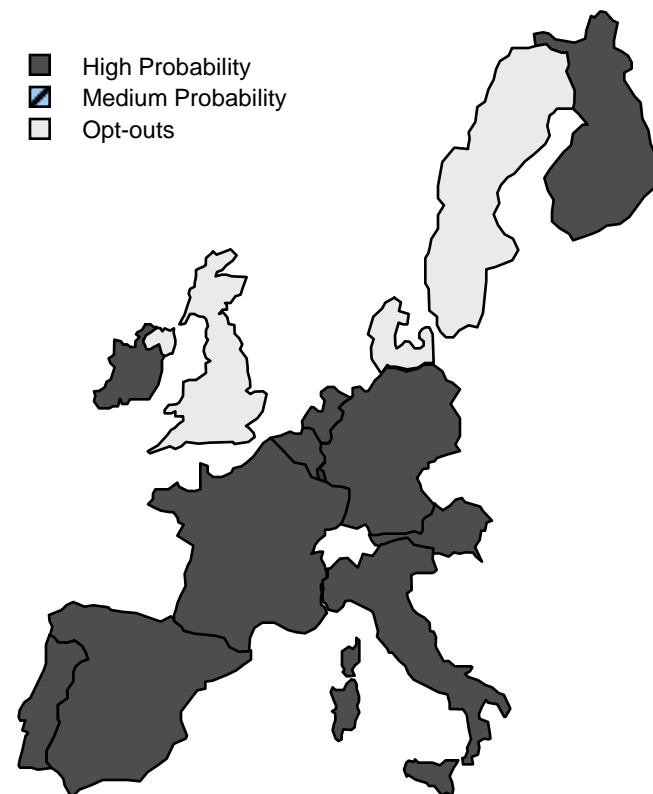
Suggestion

- Key recommendations (1 of 2) - Chart 26
- Key recommendations (2 of 2) - Chart 27
- GEIS Team Structure - Chart 29

Backup Pages

Revenue Profile across Countries Which Are Likely to Participate in EMU

	<u>EMU Odds 1/1/99</u>	<u>% GEIS Sales</u>
Germany	100 %	14.9 %
France	100 %	12.1%
Netherlands	100 %	9.7%
Belgium	100 %	8.1%
Luxembourg	100 %	0.0%
Austria D	100%	0.5%
Ireland R	100 %	0.1%
Portugal D	99 %	0.1%
Spain D	98 %	2.4%
Finland	96 %	0.7%
Italy	95 %	13.5%
Denmark	83 %	0.1%
Sweden	74 %	0.9%
UK inc G. Exp	52 %	25.2%
Greece	0 %	0.0%
Total (% EMEA Rev)		88.0%



Source: JP Morgan EMU Calculator, Jan. 23, 1998

11 Countries expected in First Round

What are the Requirements for Achieving Euro Capability?

Buy Cycle

- ☑ Contract with Suppliers in Dual Currency
- ☑ Produce Euro or Local Currency Purchase Orders
- ☑ Process Euro or Local Currency Invoices
- ☑ Match Mixed Currency Supplier Transactions
- ☑ Pay Suppliers in Euro or Local Currency
- ☑ Respond to Supplier Inquiries
- ☑ Optimize Sourcing Opportunities

***Respond to Supplier Requests to
Maintain Sourcing Leverage***

Sell and Collect Cycle

- ☑ Provide Dual Currency Price Quotations
- ☑ Produce Dual Currency Orders & Legal Documents
- ☑ Invoice in Local Currency or Euro
- ☑ Match Quotations and Invoices in System
- ☑ Process Euro and Local Currency Payments
- ☑ Apply Dual Currency Payments to Receivables
- ☑ Respond to Customer Inquiries

***Respond to Customer Demands to
Ensure Retention***

Regulatory and Accounting Cycle

- ☑ Comply Fully with Local and EU Regulations
- ☑ Comply with Industry Specific Laws & Requirements
- ☑ Retain Integrity & Accuracy of Financial Statements
- ☑ Maintain Controllership Environment
 - ☑ Reconcile Accounts
 - ☑ Uphold Process Efficiency and Sigma
- ☑ React to Dual Currency Information Requests

***Comply with All Regulatory and
Accounting Requirements***

Additional Requirements

***Must Be Defined by Business Environment and
Are Driven by Market and Competition***

- ☑ Industry Practices/Expectations
- ☑ Customer Service Requirements
- ☑ Competitor Positioning
- ☑ Cost Requirements

***Effectively Meet the Needs of
All Significant Stakeholders***

**A Euro Capable Company Can Meet the Needs of the External Environment;
A Total Euro Company Runs the Internal Business Operations in Euros**

Communication Plan to Prepare for Euro Introduction

□ Internal and External Communication Needs Addressed

Issue	Recommended Solution	Cost (-) / Opportunities (+)	Start to Finish Dates
Creating Awareness	Flyer / Leaflets / Presentations		
General & Specific Info for Employees	GEPE Intranet Pages (6 Languages)		
Specific Info for Employees	Special Issue of MPE		
Countdown to Euro	Posters (200)		
Specific Info for Employees	Employee Meetings at Locations		
Specific Info for Sales & Sourcing	Euro Statement (M.Espe / J.Delaere) Q&A Cards		
Inform Suppliers	Personal Letter to Suppliers		
Awareness of Sales Force & Customers	Internet pages (multilanguage) Customer Helpline - publicity materials Direct Marketing Euro Desk at K Inclusion in The Scene		

**Good, Timely Communication Both Internally and Externally
... Key to Successful Execution of GEIS Euro Plan**

Training Plan to Prepare for Euro Introduction

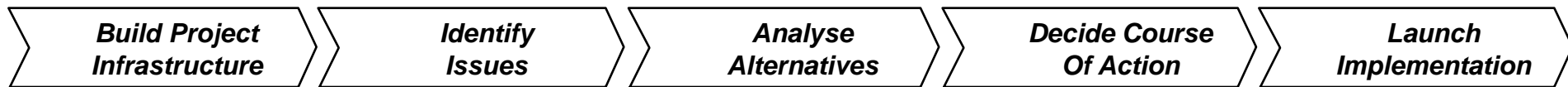
□ Training to Address Needs Created by Euro Introduction

Title	Target Group / Method	Method / Objectives	Timing / Cost estimate
Your Benefits in Euro (Combine with Other GE Businesses)	All Employees Intranet Based	How do I Read Pay-slip / Pensions / Social Security/ Insurance / Banking	
Salary Planning	Managers / Workshop	- Impact of Euro - Remaining Differences - Non-Euro Countries	
Sourcing in Euro Environment (cross business)	Sourcing Mgrs. / Workshop	Determine Strategy for Leveraging GE as Euro Company	
Selling in Euro Environment	Field Sales People / Workshop	Commercial Negotiations in an Euro Environment	
Service from a Euro Company	Customer Service people / Workshop	Active and Proactive Customer Service	
Systems Training	Various	New Internal Processes	

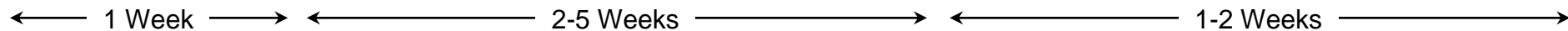
Training Requirements Tied to Euro Strategy and Timeline

Roadmap to Develop Euro Implementation Plan

Evaluation Roadmap:



Timing:



Action Items:

- | | | | | |
|--|--|---|--|--|
| <ul style="list-style-type: none"> <input type="checkbox"/> Awareness Training <input type="checkbox"/> Identify Task Force Members <ul style="list-style-type: none"> - Align By Process Areas <input type="checkbox"/> Stakeholder Analysis <ul style="list-style-type: none"> - Customers - Suppliers - Employees - Banks <input type="checkbox"/> External Environment Analysis <ul style="list-style-type: none"> - Gov't / Legislation - Market / Competitors <input type="checkbox"/> Define Project Tracking Tools <ul style="list-style-type: none"> - Project Mgmt. Structure | <ul style="list-style-type: none"> <input type="checkbox"/> Analyze General Impacts By Process (CAS Template) <ul style="list-style-type: none"> - Apply to Business <input type="checkbox"/> Brainstorm Specialized Impacts <ul style="list-style-type: none"> - Business/Industry Specific <input type="checkbox"/> Drill Down to <i>Specific Detailed Issues</i> Driving Impacts <ul style="list-style-type: none"> - Process - Systems <input type="checkbox"/> Create Database of Issues (By Process) for Further Analysis | <ul style="list-style-type: none"> <input type="checkbox"/> Issue Analysis <ul style="list-style-type: none"> - Mandatory vs Optional - Timing (1999 vs 2002) - Critical vs Nice to Have <input type="checkbox"/> Alternative Generation <ul style="list-style-type: none"> - Implementation Costs - Required Resources - Timing / Critical Path - Impact on Other Areas <input type="checkbox"/> Recommended Actions <ul style="list-style-type: none"> - Cost/Benefit - Risk Abatement | <ul style="list-style-type: none"> <input type="checkbox"/> Integrate Various Process Area Alternatives <ul style="list-style-type: none"> - Drive for Synergies - Minimize Negative Impacts on Other Areas - Align Critical Paths <input type="checkbox"/> Develop Decision Criteria <input type="checkbox"/> Select Preferred Option <input type="checkbox"/> Obtain Leadership Approval | <ul style="list-style-type: none"> <input type="checkbox"/> Consolidate Detailed Project Implementation Plans <ul style="list-style-type: none"> - Establish Critical Path - Develop Priorities <input type="checkbox"/> Obtain Necessary Resources <ul style="list-style-type: none"> - Dedicated Manpower - Budgetary Approval <input type="checkbox"/> Develop Project Tools <ul style="list-style-type: none"> - Issue Tracking Database - Measurements - Scorecards <input type="checkbox"/> EXECUTE !!! |
|--|--|---|--|--|

A Significant Effort ... Need to Start Now