

Date: December 16, 2003

Topic: Acquisitions/New Units to the registration

How did you accomplish this topic during your implementation?

Lucent did have to add a new organization in the midst of consolidating the supply change TL registration. The organization to be added was moved from another unit to the supply chain organization. As a result, there were different processes, practices and tools in the new group than were in the supply chain. Lucent needed to very quickly consider the following relative to the new unit:

- Should it be in the scope of the current registration or be added later?
- What were the gaps in processes, systems, tools and could they be filled in time?
- Was it necessary to completely integrate on the above or could they still be added to the registration with local practices? How could this be accomplished?
- Were there time and resources sufficient to make all the minimum changes absolutely needed to include them in the current registration consolidation efforts?

The new unit was in fact included in the consolidation by determining the absolute minimum changes necessary and then establishing a plan for implementing other changes following the registration

What resources/tools/vendors were used to accomplish this task?

Need a team of people with experience in working in the new addition and the existing unit as well as TL expertise

Was there any benchmarking activity?

No

What lead you to use this method?

See the above answers

What worked and what didn't work?

- Start discussions as early as possible to understand the gaps and possibilities
- Hoping that the differences will take care of themselves never works and causes significant difficulties

What recommendations do you have for others attempting to use your method?

- Do you have a strategy for everyone to use the same tools, processes, etc.
- Need to work with them from Day One – train them, and bring them on board – what things need to be in common – depends on your strategy
- NEED TO BRING THEM IN EARLY in the transition process!
- Cannot just force integration of processes and systems on the new unit, need to listen to the new unit and understand their business requirements and needs, and balance consistency versus flexibility.

How did you measure the effectiveness of this method?
Receipt of the registration with the new unit within its scope.