



High Speed Integration

How Whirlpool Acquired and Integrated Maytag in 7 Months

PMI La Crosse – Rochester Chapter, November 7, 2017

A Global Portfolio of Brands

- Compelling portfolio of consumer preferred brands
- Cadence of innovation based on deep consumer insights



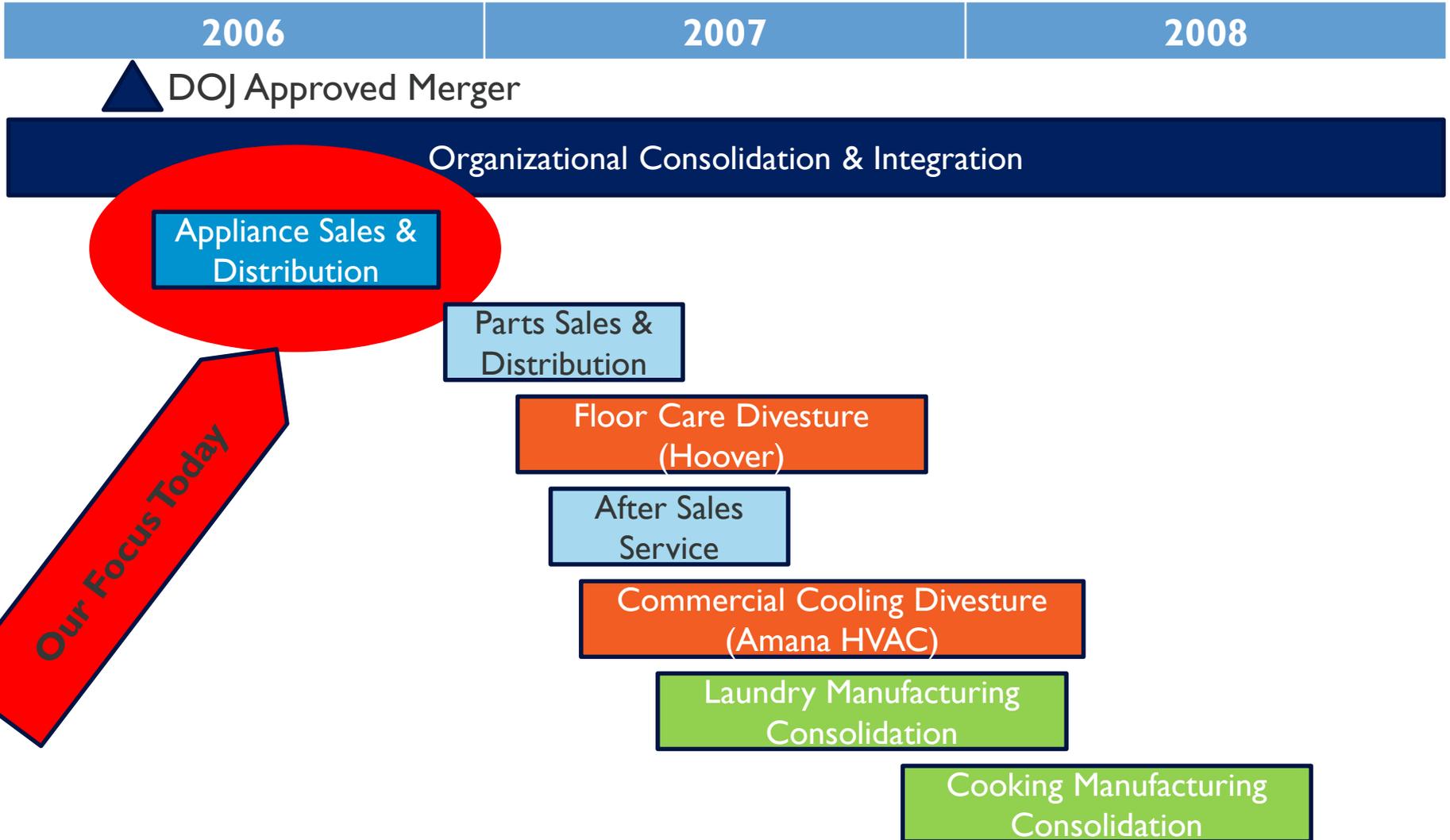
FOR THE WAY IT'S MADE.®



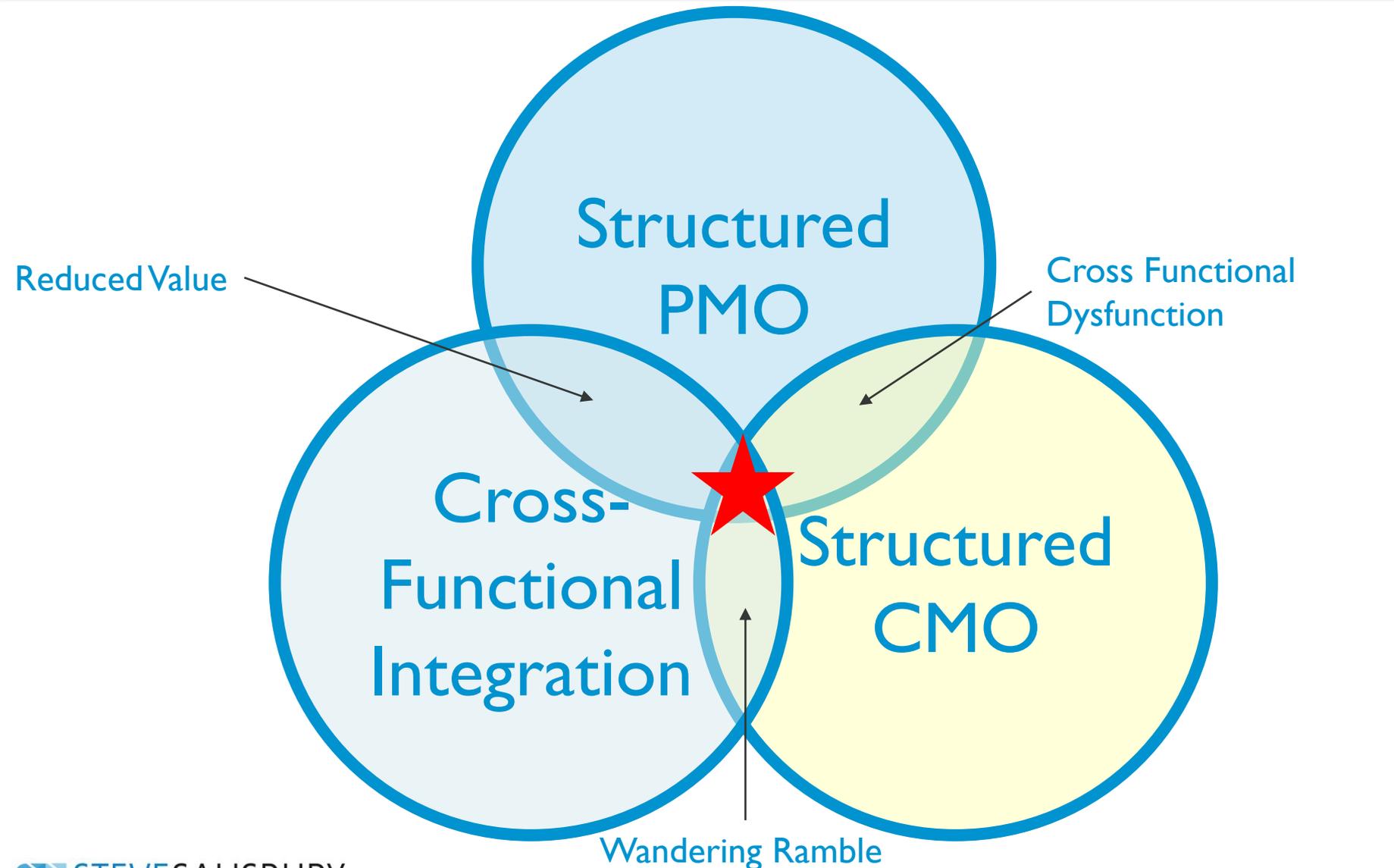
BRASTEMP

Best Consumer Brand Position

Integration Master Plan



The Program Management Trifecta



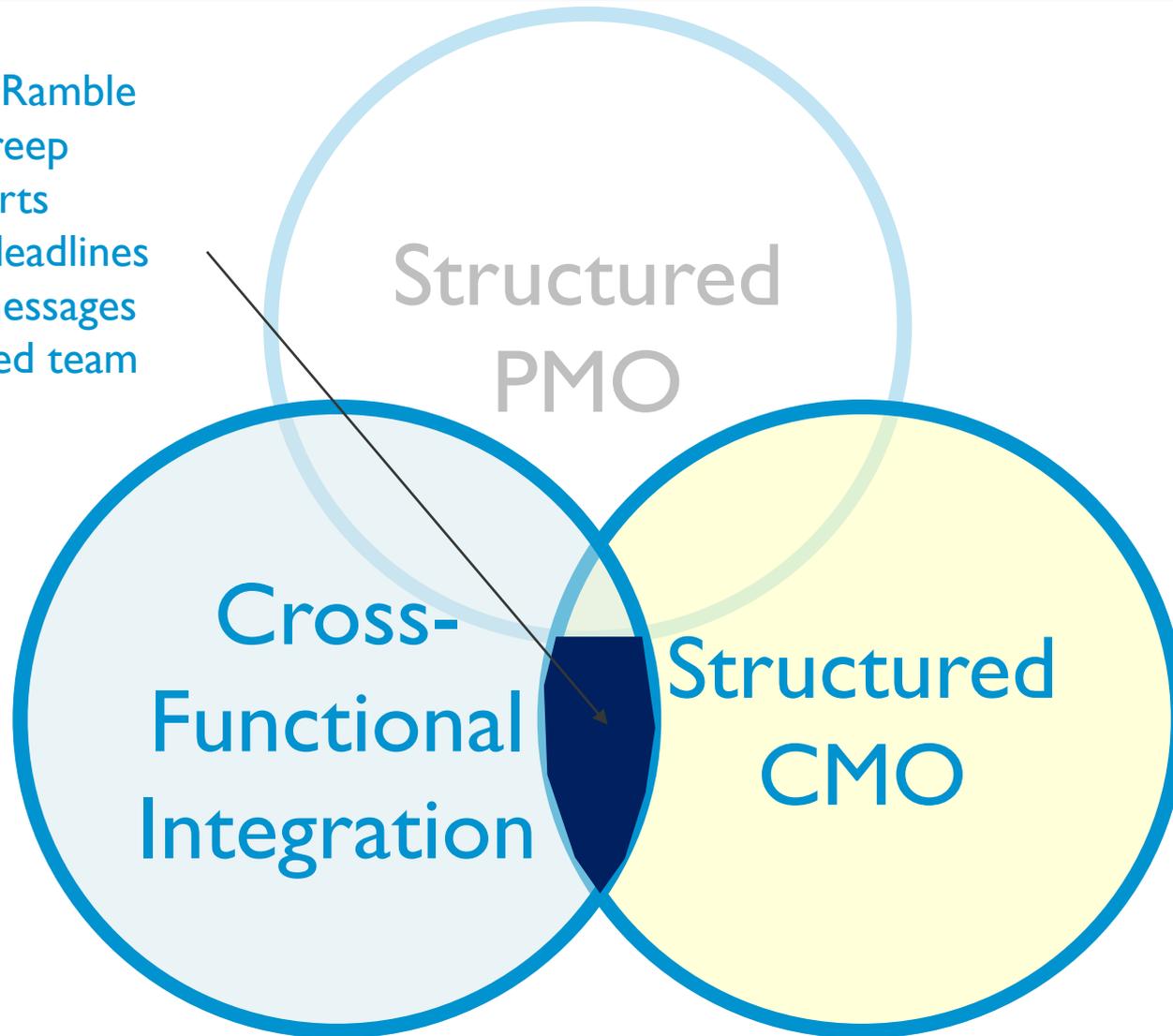
Highly Structured PMO with Links to the CEO

Maytag Business Integration

The Program Management Trifecta

Wandering Ramble

- Scope creep
- False starts
- Missed deadlines
- Mixed messages
- Frustrated team

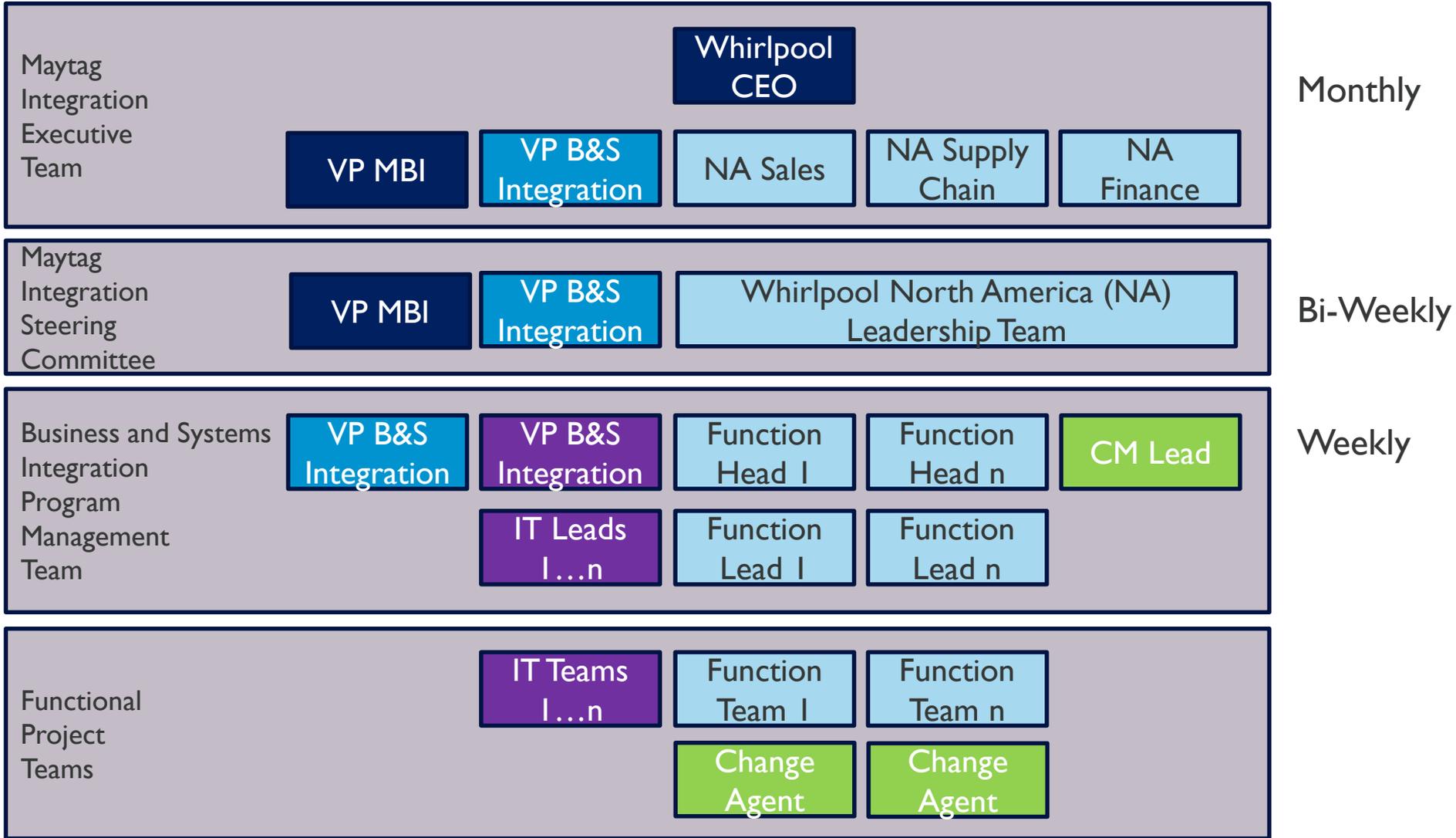


Exercise:

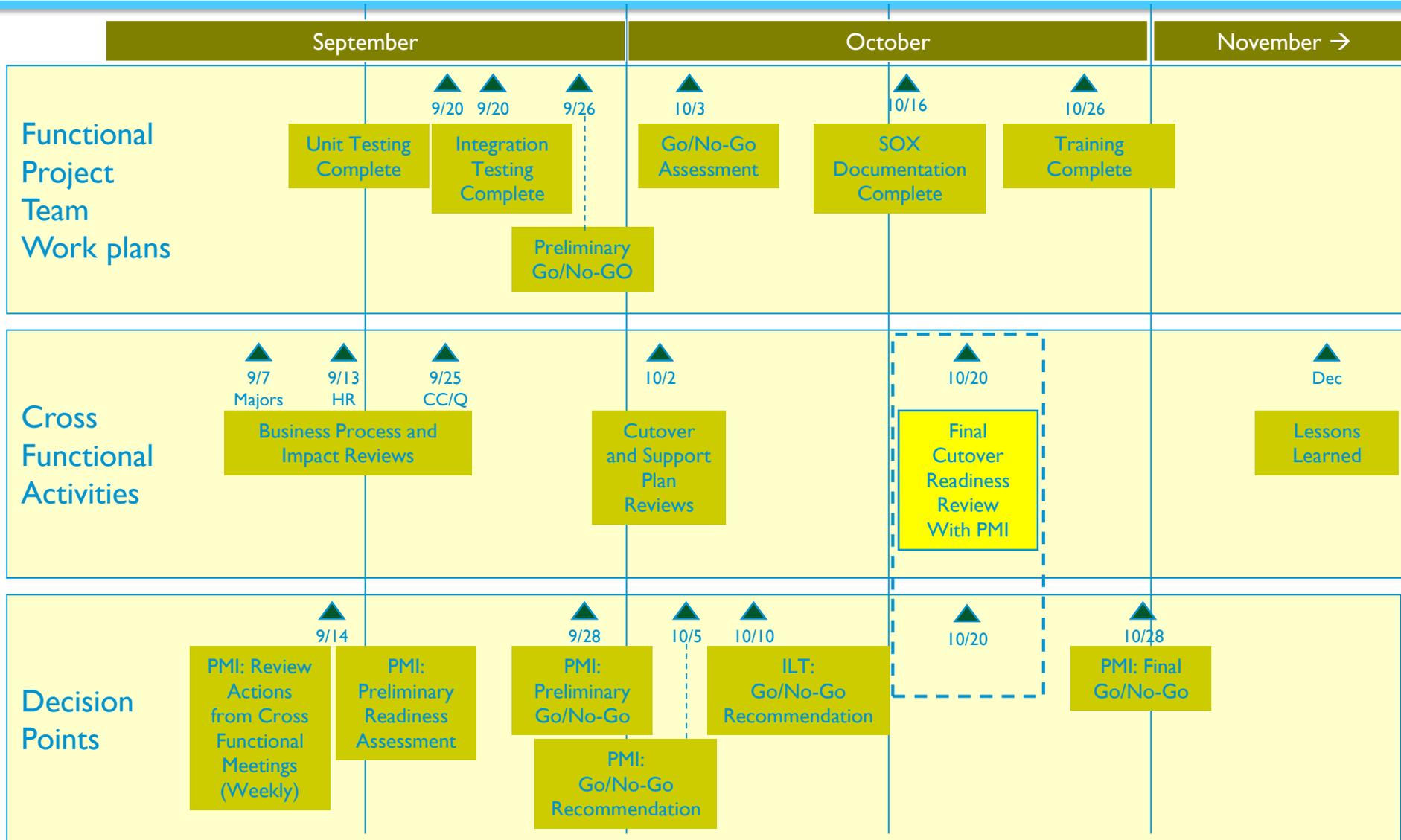
- Identify a project – current or recent.
- Describe features of the PMO structure.
 - Those features that are positive.
 - Those features that are sub-optimal.



Project Organizational Structure



Major Appliance Sales and Distribution Business Integration Timeline - October 28 Go-Live



Business Readiness

Checkpoints

Readiness Assessment

FUNCTION	Function Lead	Business Project Lead	Readiness Assessment											Readiness Assessment Current Actions	
			Discovery	CM Plans			Testing - NDV	NOA		Go-Live					
			14-Jul	28-Jul	28-Jul	20-Sep	20-Sep	10-Oct	10-Oct	10-Oct	10-Oct	10-Oct			
			Define the Change	Critical Business Requirements	Stakeholder Analysis	Communication Plan	Training Plan	Development / Configuration	Unit Testing	New Test Scenarios Defined	Integration Testing Started	Testing Completed	Contingency Plans		SOX Documentation
Finance	Ted Dosch	Sandy Lucki	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Testing still underway for inter-company and Compass backfeed for Claims Central (testing complete 10/13)
Distribution	Brian Hancock	Stan Dubbert	✓	✓	✓	✓	✓	■	■	■	■	■	■	■	Test Loadability. Resolve Workflow Issues.
Planning	Brian Hancock	Stan Dubbert	✓	✓	✓	✓	✓	■	■	■	■	■	■	■	Printer/End User Security Testing Concerns
Home Depot	Brian Hancock	Scott Garrod	✓	✓	✓	✓	✓	✓	✓	■	■	■	■	■	Complete testing, particularly with LMS
Order Management	Brian Hancock	Boren Novakovic	✓	✓	✓	✓	✓	✓	✓	■	■	■	■	■	Clean up customer master data. Print services on delivery docs.
International Logistics	Brian Hancock	Ellie Lundberg	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Complete SOX documentation
Accounts Receivable	Ted Dosch	Steve Balk	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Communication meeting to be held this week.
Sales / Trade	Sam Abdelhour	Kelly Safis	✓	✓	✓	✓	■	■	■	■	■	■	■	■	
Pricing / Quotes	Sam Abdelhour	Mark Farmer	✓	✓	✓	✓	✓	■	■	■	■	■	■	■	New Home Depot invoice printing requirement surfaced, but not go-live critical.
Manufacturing	JC Anderson	Bob Althoff	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Meet with all Whitpool materials managers last week at Brandywine.
Direct Procurement	Steve Rush	Dave Tibbitts	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Already live
Requisition to Pay	Michelle Dilley	Bruce Wilke / Jane Long	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Training continues and will be complete 10/19
Finished Product Sourcing (OEM Procurement)	Stefan Grunwald	Robert Dilley	✓	✓	✓	✓	✓	■	■	■	■	■	■	■	
GIS	Mike Berendsen	Mark Booth	✓	✓	✓	✓	✓	✓	✓	✓	■	■	■	■	
Consumer Call Centers	Kathy Nelson	Carlos Zuniga	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Planns and supporting technology (Siebel, Telephony) ready for ABS->A&E transition
Parts Distribution	Kathy Nelson	Bruce Weston	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Minor impact to Parts Dist. Process established to order parts for majors based on changes.
Human Resources	Abbe Luersman	Nicki Sawyer	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Formulate new plan.

- Discovery
 - Define the change
 - Critical Business Requirements
 - Stakeholder Analysis
- Change Management Plans
 - Communication Plan
 - Training Plan
- Testing
 - Development Complete
 - Unit Testing Complete
- Quality Assurance
 - Scenarios defined
 - Integration testing started
 - Integration testing completed
- Go Live
 - SOX documentation
 - Readiness Assessment

Functional Areas

- Finance
- Distribution
- Planning
- Home Depot
- Order to Cash
- Sales Force
- GIS
- Direct Procurement
- Requisition to Pay
- Human Resources
- Manufacturing
- Call Centers
- Parts Distribution

Go / No-Go Decision

GO / NO GO Decision																		
FUNCTION	FUNCTION LEAD	BUSINESS PROJECT LEAD	Go / No-Go Criteria October 10, 2006 ILT										COMMENTS					
			Functional							Cross Functional								
			Business Process Defined	Business Requirements Met	Master Data Complete	Transactional Data Migration	Security Provisioned	Training Complete	Organization Changes Made	Infrastructure Set Up	GIS Operations Ready	Business Operations Ready		Process Interdependencies	Contingency Plans	Integration Testing Complete	Cutover and Support Plans	
Finance	Ted Dosch	Sandy Lucki	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Consolidation business processes still being finalized. OTC and PTD is still in process. Upstream readiness remains a concern.
Distribution	Brian Hancock	Stan Dubbert	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Post Go Live Plans in Place but need alignment with IS Cutover Plan. Bringing stability to LMS interface exceptions. Nightstream concerns.
Planning	Brian Hancock	Stan Dubbert	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Post Go Live Plans in Place but need alignment with IS Cutover Plan. Training materials behind schedule.
Home Depot	Brian Hancock	Scott Garrod	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Looking at integration points and regression testing with other streams. HD delivery doc issues.
Order Management	Brian Hancock	Boren Novakovic	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Working through many exceptions (including pricing & routes).
International Logistics	Brian Hancock	Ellie Lundberg	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Process changes already in place.
Accounts Receivable	Ted Dosch	Steve Balk	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Finalizing contingency plans. Pulling over AR on a daily basis. Home Depot currently manual, developing EDI 912 (this is an enhancement), contingency is Maytag process at cutover, HD is moving slowly. Maytag International-Hoover AR over to the Compass not finalized. (about \$800,000)
Sales / Trade	Sam Abdelhour	Kelly Safis	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Focus group set up to discuss the experience with slow page re-fresh.
Pricing / Quotes	Sam Abdelhour	Mark Farmer	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Home Depot pricing issues are in process but do not impact go-live.
Manufacturing	JC Anderson	Bob Althoff	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Direct Procurement	Steve Rush	Dave Tibbitts	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	No Cutover plans, Maytag heritage will continue to use PRMS
Requisition to Pay	Michelle Dilley	Bruce Wilke / Jane Long	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Master Data Migration completion due date is Friday 10/13. Security behind schedule, need MyBuy security - submitted request early Sept
Finished Product Sourcing (OEM Procurement)	Stefan Grunwald	Robert Dilley	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Contract agreements being developed for internal suppliers. 10/15 Bauknecht and Shunde POs who processed in New Proc Co.
GIS	Mike Berendsen	Mark Booth	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Determine volume testing approach
Consumer Call Centers	Kathy Nelson	Carlos Zuniga	●	●														Meeting on 9/26 to clarify returns process, otherwise no impact due to 10/29 cutover.
Parts Distribution	Kathy Nelson	Bruce Melton	●	●														Minor impact to Parts Dist. Process established to order parts for majors based on changes.
Human Resources	Abbe Luersman	Nicki Sayward	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	On schedule for full January 1, 2007 go-live

Go / No Go Criteria

- Business Process Confirmed
- Critical Business Requirements Met
- Integration Testing Complete
- Data Migration Complete
- Security Provisioned
- Training Complete
- Organizational Changes Made
- Infrastructure Set Up
- GIS Operations Ready
- Business Operations Ready

Functional Areas

- Finance
- Distribution
- Planning
- Home Depot
- Order to Cash
- Sales Force
- GIS
- Direct Procurement
- Requisition to Pay
- Human Resources
- Manufacturing
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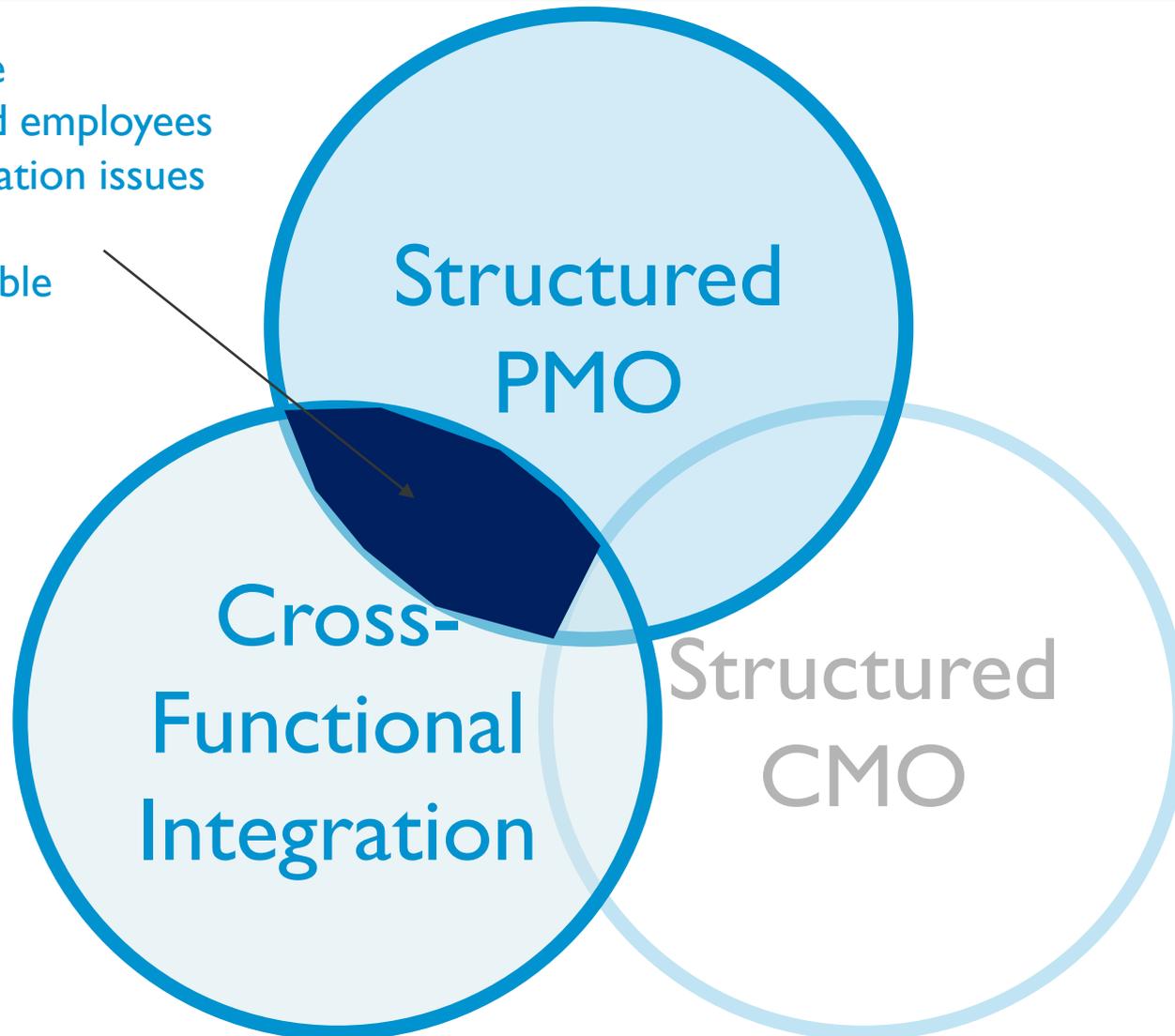
Well Defined and Organized Change Management Process

Maytag Business Integration

The Program Management Trifecta

Reduced Value

- Disengaged employees
- Implementation issues and delays
- Unsustainable

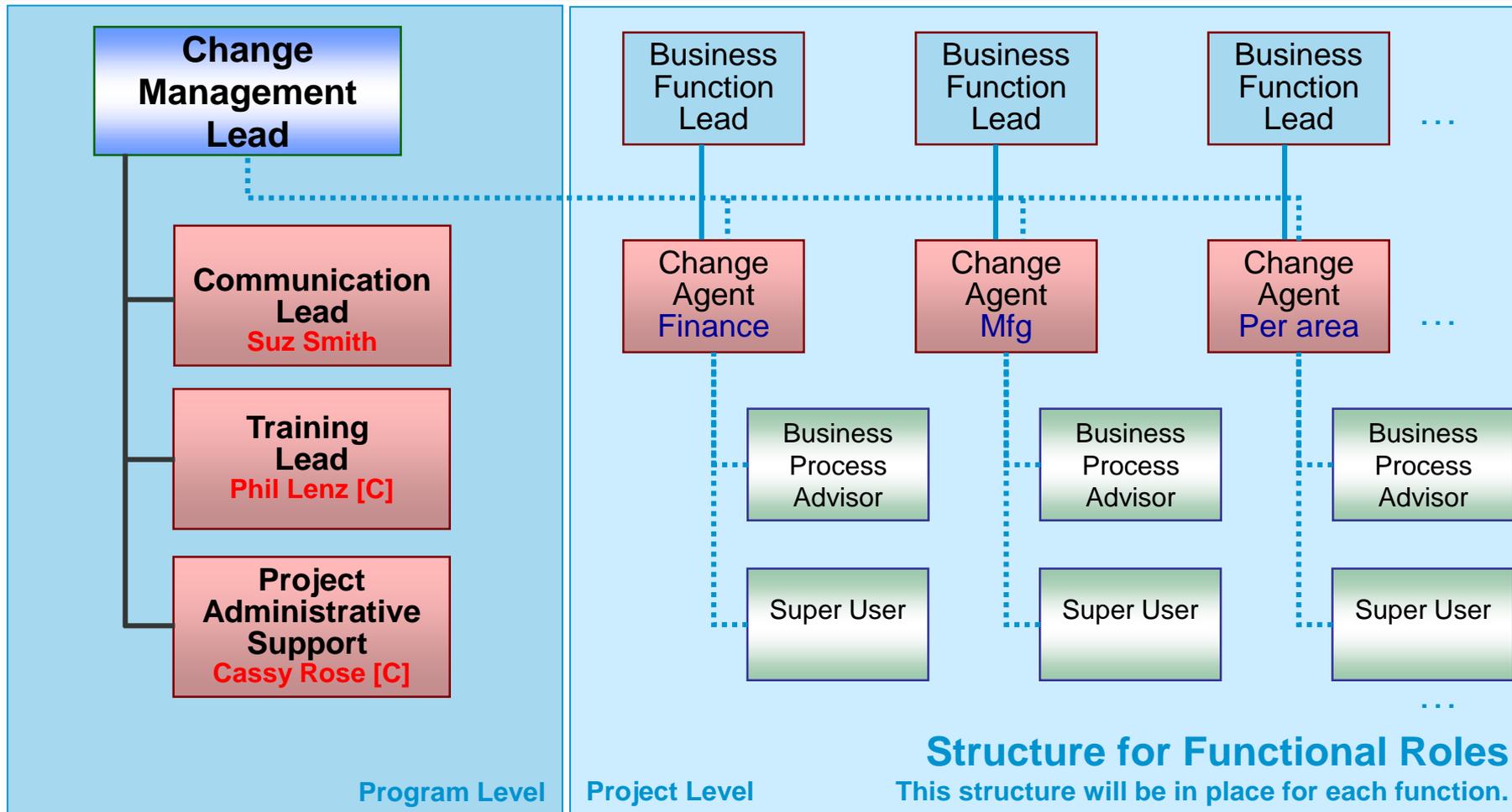


Exercise:

- Identify a project – current or recent:
- Describe change management areas where you would benefit from more focus.



Change Management Structure



Notes:

- It is likely that most of these are not full time rolls
- Some super users may already be positioned as a result of previous projects

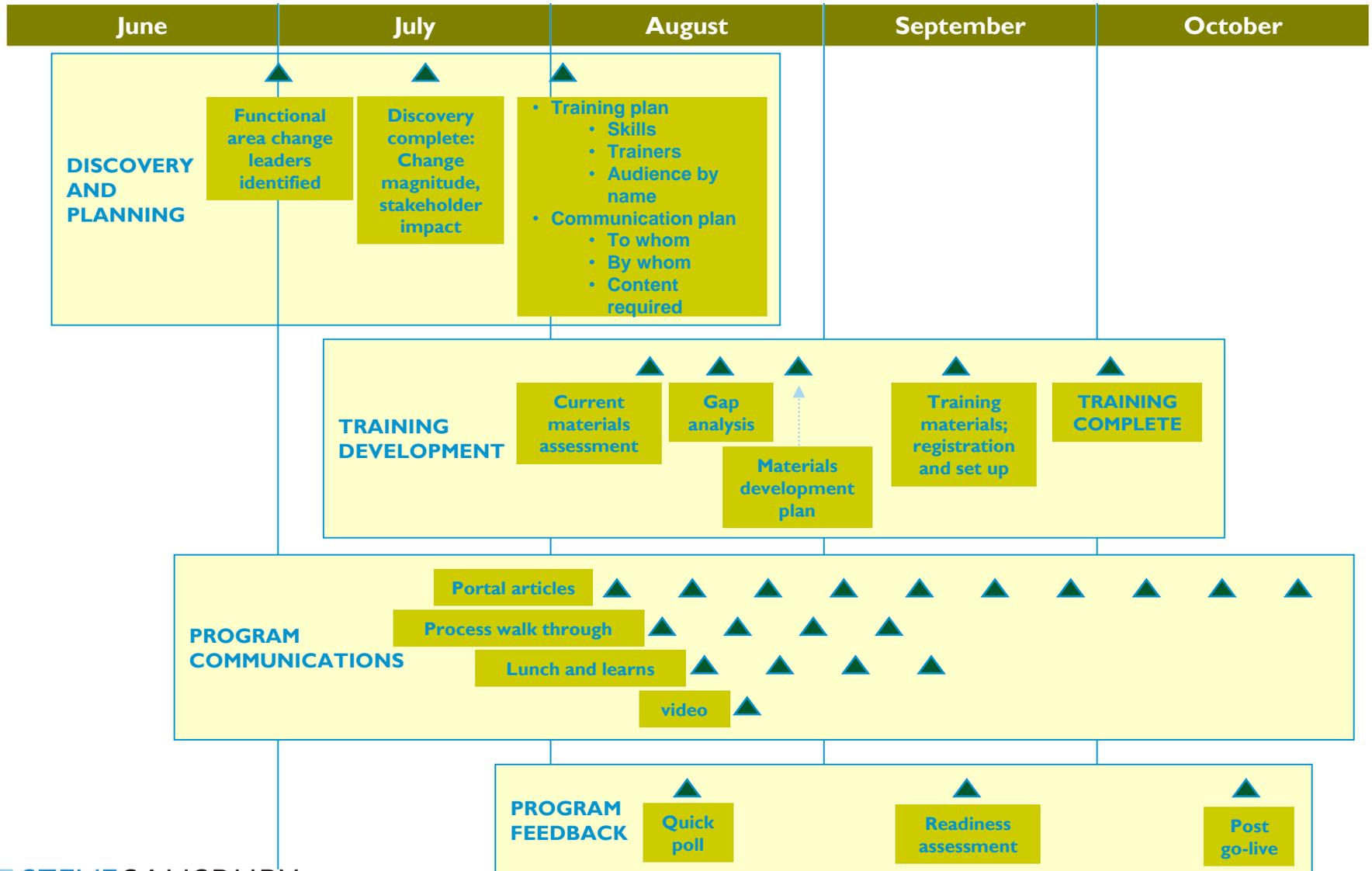
Change management planning template

ISD Phase	CM Activity	Audience	Deliverable
Conceptualization CET	CM Overview	Project Team	Awareness of Change Management Agreement on Next Steps Agreement on Roles (Team Work Agreement)
	Future State	Project leadership	Current state / future state in human terms
	Stakeholder Diagnostic	Stakeholders	Information gathering and FEMA
	Define Super Users	Project leadership	Super Users
	CET	Project leadership	CM Assessment
Conversion BET	Communication Plan	Project Team	Detailed communication plan - who, what, why, when...
	Training Plan	Project Team	Develop a plan for rolling out training (Who, When, Where, How)
	Super User Preparation	Super Users	Update on roles/deliverables
	BET	Project leadership	CM Assessment
Execution SET	Training Development	Business	Develop training documentation
	Training Deployment	Impacted Business Groups	Train everyone impacted by the change
	Execute Communication	All stakeholders	Various communications, email, portal, etc. regarding project status, deliverables, people impact.
	Readiness Assessment	Impacted Business Groups	Ensure end users are ready for the change
Post Go-Live	Post Go-Live Report	Project leadership	CM Assessment

Change Definition: Finance (partial)

Current State	Transition State -2006/7	Future State - 2007
Maytag heritage has P&L reporting from ESSBASE using Brand/Product/Customer/Mfg Location dimensional reporting for the US only	Train heritage Maytag finance and business organization on Portal tool and BEX EXCEL (for finance only)	Maytag heritage Finance and Business owners will have Dimensional Reporting (Brand/Product/Sales Channel - no Mfg Location) in the BPM Portal and B/W BEX EXCEL
Maytag heritage allocations are done in ESSBASE to Brand/Product/Customer/Mfg Location dimensions - usually available late 2nd week	Provide educational material on allocation logic differences	Allocations will be based on standardized BPM definitions and will be available by day 4
Maytag heritage P&L structure is currently different from Whirlpool's structure	Train heritage Maytag finance and business organization on Whirlpool P&L structure	Maytag heritage business owners and finance will see P&L reporting in standard Whirlpool formats and definitions
SKU level reporting is limited to Customer Gross Sales and Standard Cost	Train heritage Maytag finance and business organization on RPM and finance on B/W	SKU level reporting will be available in RPM and B/W BEX EXCEL down to direct contribution margin
Maytag heritage P&L reports were delivered in EXCEL through email	Train Maytag heritage finance group on how to set up book marks and business owners how access the portal reporting (ensure security)	Maytag heritage business owners will need to go to the portal or use bookmarks to review financial results
Finance organization developed own direct contribution margin reports to do analysis on an ad hoc basis	Train Maytag heritage finance group on Analytical P&L formats and need an understand of the cost elements	Maytag heritage finance people can get direct contribution margin analysis on a daily basis
All imported product to US is sold to company 0300	May created additional process complexities which will require communications to impacted people (ie imported OEM freight)	All imported product to the US is sold to company 0400
All allocations reside in same company code (ie 0300 only allocated costs in 0300 across dimensions)	Need to train Whirlpool heritage using BEX B/W to use Sales Org rather than Company Code as the selection, will need to change PA reports to use Sales Org as a selection rather than Co Code.	Cross acompany allocation of costs within the US (ie Mfg variance from 0405 to 0300).

Change management timeline



Sample Training Report

Maytag Business Process and Systems Integration- Training Status

Function	Number of Trainees						Number of Hours						Average Evaluation (out of 5)
	Week Ending 10/27		Project to Date		Total Project		Week Ending 10/27		Project to Date		Total Project		
	Plan	Actual	Plan	Actual	Plan	% Complete	Plan	Actual	Plan	Actual	Plan	% Complete	
Finance	27	27	122	122	122	100.0%	40	40	582	582	582	100.0%	4.7
Order Management	701	768	1,707	1,783	1,725	103.4%	1,504	1,703	9,143	9,132	9,719	94.0%	4.5
Planning to Delivery	17	15	393	373	431	86.5%	600	536	9,402	9,334	10,922	85.5%	4.1
International Logistics	-	-	59	59	59	100.0%	-	-	321	321	321	100.0%	n/a
Home Depot	108	108	357	355	357	99.4%	432	432	2,860	2,786	2,860	97.4%	4.5
Direct Procurement	-	-	108	108	108	100.0%	-	-	299	299	299	100.0%	n/a
Indirect Procurement	-	39	368	394	368	107.1%	-	78	798	878	798	110.3%	4.3
Total	853	957	3,114	3,194	3,170	100.8%	2,576	2,789	23,403	23,332	25,499	91.5%	

Change Management - Summary

Key elements that led to success

- A CMO structure aligned with the PMO structure
- A detailed approach with a focus on discovery
- A CM plan integrated with the overall project plan
- Detailed reporting at the person level

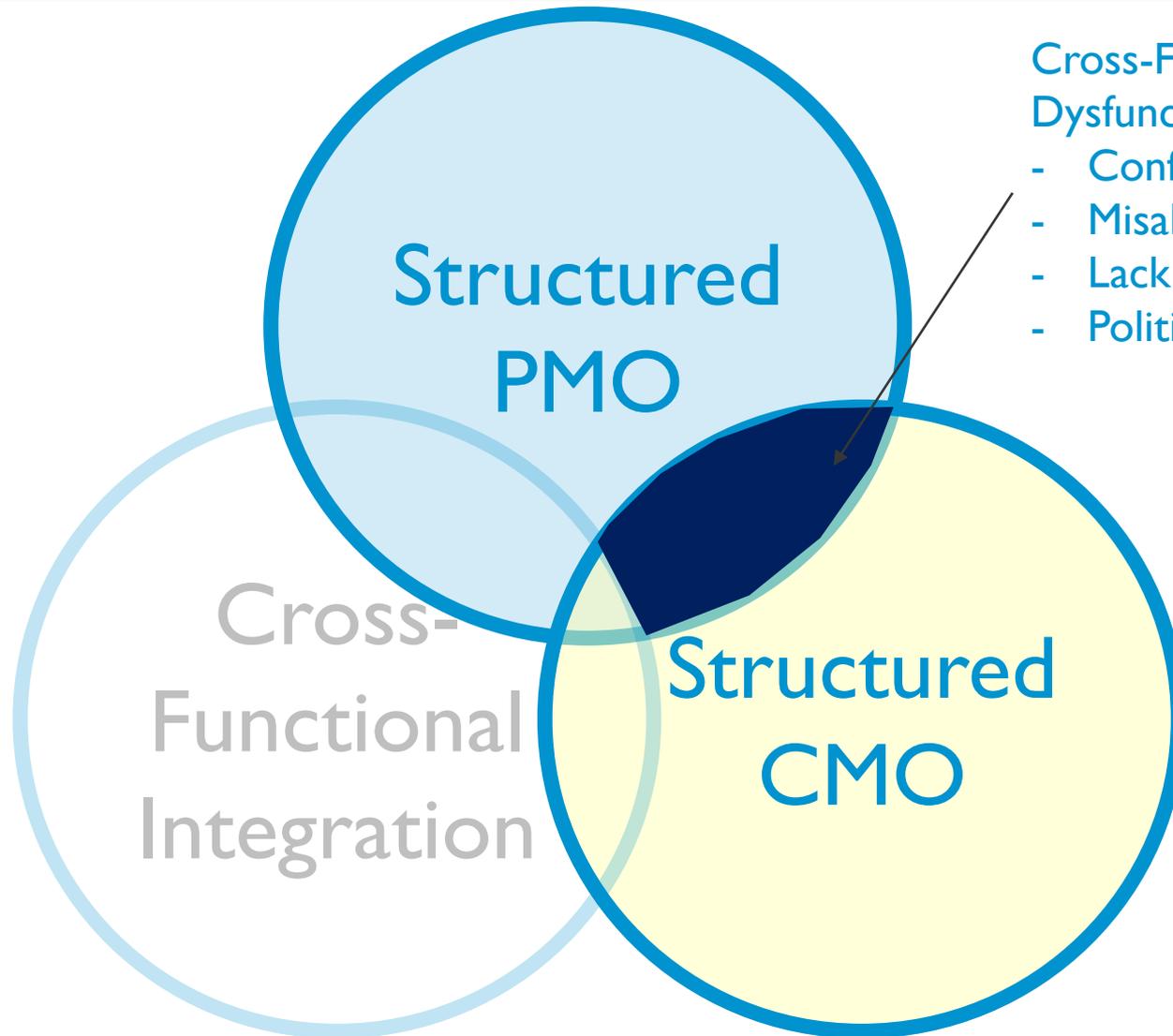
Why is it important?

- Employees are fully engaged.
- Implementation details are clear and well known.
- Sponsors are actively engaged in driving project success.
- The change is sustained.

Mitigating Cross-Functional Dysfunction

Maytag Business Integration

The Program Management Trifecta



Cross-Functional Dysfunction

- Conflicting priorities
- Misaligned requirements
- Lack cooperation
- Political positioning

Exercise:

- Identify a project – current or recent:
- On a scale of 1-5 (5 is best), how easy is it to have functional areas work together?
- What are you doing to eliminate cross-functional dysfunction?



Conflicting
Priorities

Misaligned
Requirements

Lack
Cooperation

Political
Positioning

Cross Functional Meetings

Preparation

Identify each initiative within the function.

Provide a high level overview of the new “to be” process.

Highlight what will be different or new for both WHR and MYG - polices, procedures, systems, people.

Identify the impact the process change and system integration will have on upstream and downstream functions.

Identify critical dependencies you have on neighboring functions.

Outcomes

Functions are aligned regarding expectations for various business processes.

Deeper level of understanding regarding cross functional business processes and associated touchpoints / impacts.

Walk away excited and energized about integration changes and corresponding benefits.

Clear list of next steps with accountability assigned.

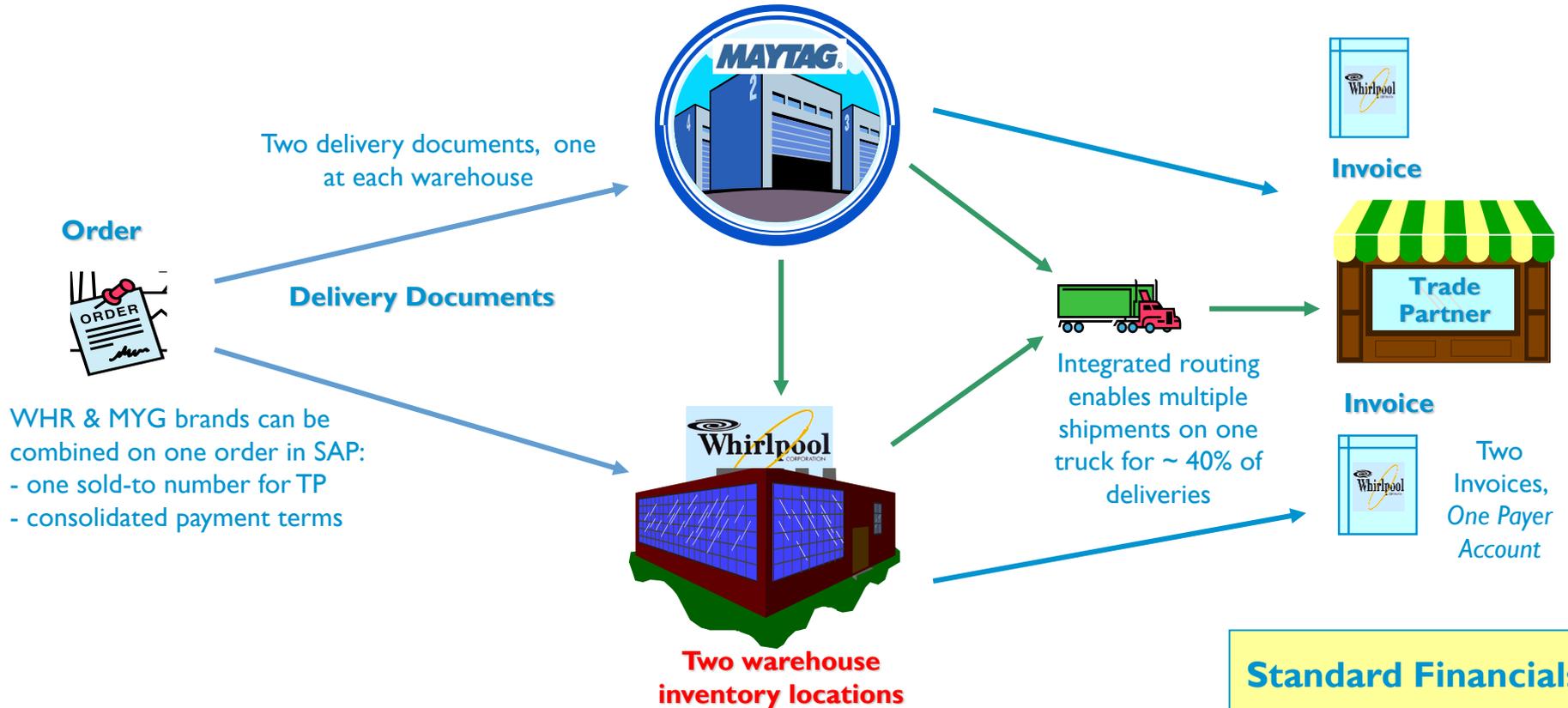
- **Action items**
- **Issues to be resolved / decisions to be made**

Resulting Issues List (partial)

Topic	Issue	Action Item	Owner	Timing	Status/Resolution
Open Order Conversion (Order Mgt.)	Plans to manually convert some MYG legacy pricing structure (off-invoice) to WHR lineup pricing structure and manually load open orders in SAP (40k open orders expected to be converted)	Review / test conversion process and options (manual vs. automated / workarounds)	Boren Novakovic/ Mark Farmer	Next week	Changed conversion plans - open sales orders will be automatically uploaded. Functionality will be tested in DR1.
Cutover planning meeting	Need for cross-functional review of conversion details and cutover actions	Coordinate planning meeting among key functions (bus & IT) in next couple weeks	Ted Dosch/ Mike Berendsen	Next 2 weeks	Meeting scheduled for Thursday, 9/14 and will continue to be worked for the next 2 weeks.
Cutover weekend impact on Home Depot	Potential risks from downtime to order taking requirements during cutover weekend	Review potential impact, identify contingencies (Home Depot and IT)	Sherry Clem/ Evija Kleshnika	Next 2 weeks	
Home Depot 2 pm cutoff	Potential to change HD's 2 pm order cutoff to an earlier time	Assess opportunity and implications – lower priority (not mandatory for 10/28)	Tom Arent/ Sherry Clem	Post- Oct.	Open. Not immediate.
My Maytag (EDI / eBusiness)	Trade partners using MyMaytag site will need to migrate (i.e. WebWorld) or need interface to SAP Unclear what information from MyMaytag site will be available after 10/28	Develop transition plan for TPs currently using MyMaytag site Define availability of information for salesforce and trade partners	Boren Novakovic/ Kelly Safis Mike Dykstra	Next week	
A/R Terms	Opportunity to change terms (based on units) based on updated analysis (only 8% overlap of TP accounts) Primarily impacts small to medium TPs	Provide updated order data / analysis to Sales management to review terms decision, prior to TP communications (Balk, Novakovic, Kevin, immediate)	Kelly Safis/ Boren Novakovic/ Steve Balk	Today	A/R terms were reviewed and the order count threshold was adjusted downward to reflect the information gathered from the merged sold-to download. T&Cs have been changed and sent on 9/13-14
Materials Master	Jade Commercial and Amana Commercial materials will be converted along with core MYG (WHR/MYG mfg. product); need to determine how to interface between SAP and Compass for tracking and reporting	Further define process for Adjacent businesses	Bob Althoff	Next week	

Order Management – On October 30

1 order ... 2 deliveries ... 2 invoices



WHR & MYG brands can be combined on one order in SAP:
 - one sold-to number for TP
 - consolidated payment terms

- Legal entity company code
- Chart of accounts
- Cost centers / profit centers
- Profit planning and forecasting

Questions and Answers

Maytag Business Integration

Key Themes

Best Practices

- Project was #1 priority and focus for all teams
- Formalized project management structure facilitated rapid and centralized decision-making
- Effective coordination and ownership between Business and GIS
- September 30 Readiness date forced teams to get early and allowed for more participation in dress rehearsals
- Cross-functional coordination and planning encouraged open and engaged discussion that surfaced issues early
- Structured testing process helped to resolve a lot of issues pre Go-Live
- 80/20 rule used to expedite decision-making

Lessons Learned

- Invest more time in data cleansing before master data loads
- Cross-functional meetings could have occurred earlier in the process
- Need to further develop super user resource base

Call to Action

- Ensure you have an executive project management structure in place.
 - The right organization.
 - Level of detail.
 - Active and visible sponsorship.
- Build a strong change management approach.
 - Employee engagement.
 - Communications and feedback.
- Mitigate cross-functional dysfunction.
 - Understand up and down stream requirements.
 - Build risk discovery and mitigation into your plans.



Transformational Change Leadership Workshops
Activate™ and Accelerate™

Driving Successful Transformational Change

- The Offering
 - Craft a vision for your change that creates the ah-ha moment for your employees.
 - Create strategies to galvanize executives with your transformation objectives.
 - Quell disagreement and opposition that slows your transformation.
 - Develop allies that can provide resources you require.
 - Build a dream team of people who will get the job done.
 - Establishing your role in strategic communications.
 - Entrench and institutionalize the change.
- The Value
 - Realize and exceed profitability expectations of the transformation.
 - Ensure overwhelming success.
 - Drive rapid decision-making.
 - Galvanize the leadership team around profitable growth
 - Launch significant buy-in and acceptance.
 - Institutionalize enduring change.

“Steve not only helped us prepare our organization for the tremendous change we were about to go through, he also helped us – the leadership team – understand that we were not yet ready to lead this change, and what we needed to do to prepare.”

Howard Perdue
Vice Chancellor, Enrollment Management and Student Services
The Peralta Community College District

Building and Leading High Functioning Teams

- The Offering:
 - Inspire confidence among your leadership team.
 - Build organizational trust to speed progress.
 - Overcome negative conflict to produce positive results.
 - Attain commitment among team members to drive results.
 - Engage the team to emphasize outcomes.
- The Value:
 - Build a strong and vibrant leadership team to drive greater value in the organization.
 - Increase commitment and accountability for greater success.
 - Realize and exceed profitability expectations for their teams.
 - Drive faster and improved decision-making.

"Steve brought a great deal of pragmatic and sound leadership insight to our new senior team. Because of his work and influence, we made great progress building our senior leadership team. We would not be this far in our journey without his partnership."

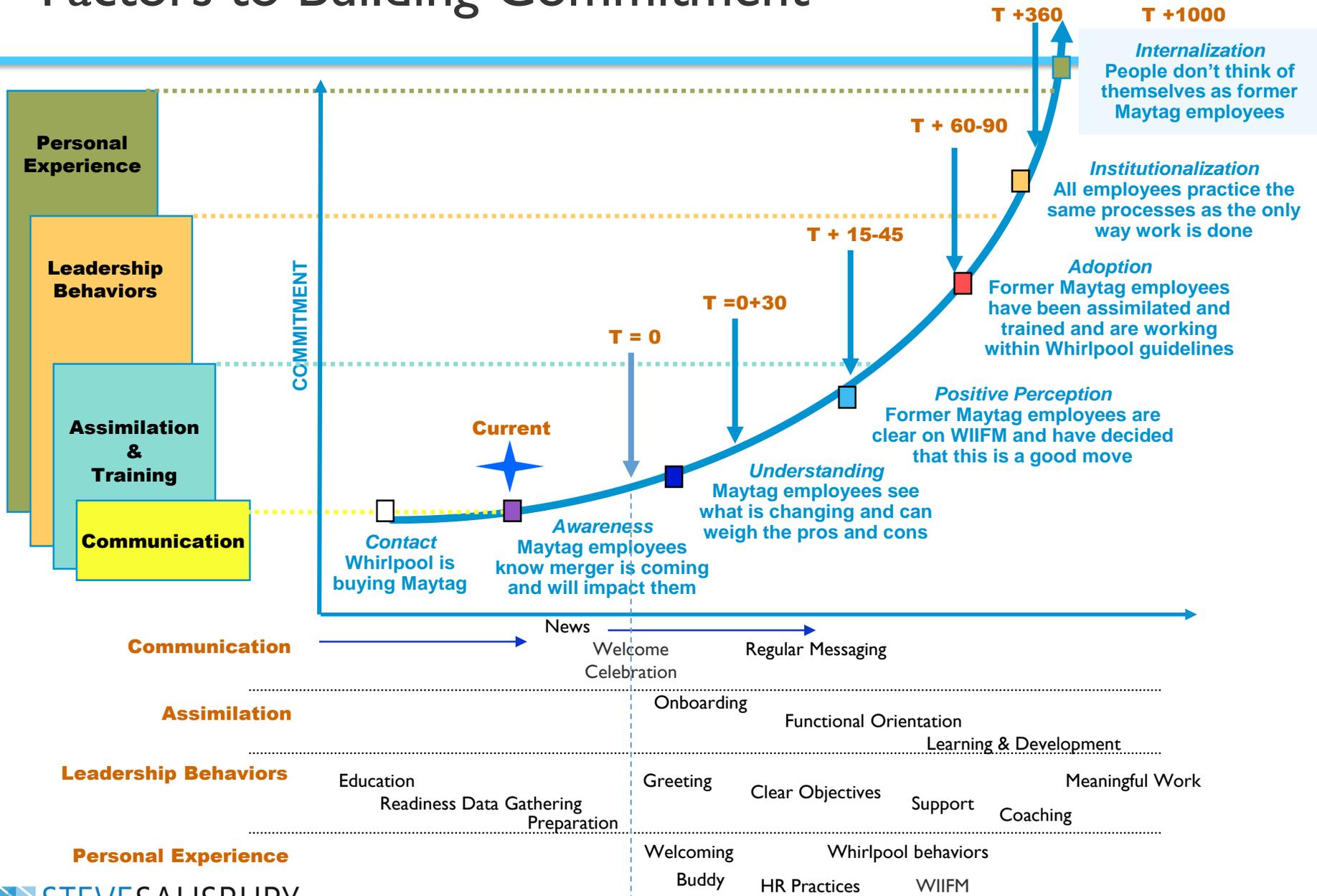
Michael J. Robinson
Vice President US Medical Affairs
AbbVie



Extra Slides

Collateral for your Benefit

Factors to Building Commitment



Cross Functional Readiness

Readiness Assessment

Updated: September 19, 2006	FUNCTION	Function Lead	Business Project Lead	Readiness Assessment												Readiness Assessment Current Actions
				Discovery			CM Plans		Testing - NDV		NQA			Go-Live		
				14-Jul			28-Jul		20-Sep		20-Sep			10-Oct		
				Define the Change	Critical Business Requirements	Stakeholder Analysis	Communication Plan	Training Plan	Development / Configuration	Unit Testing	New Test Scenarios Defined	Integration Testing Started	Testing Completed	Contingency Plans	SOX Documentation	
Finance	Ted Dosch	Sandy Lucki	✓	✓	✓	✓	✓	●	●	●	●	●	●	●	●	Define contingency plans.
Distribution	Brian Hancock	Stan Dubbert	✓	✓	✓	✓	✓	✗	✗	●	●	✗	■	✗	Bringing stability to SAP to IWCS interface	
Planning	Brian Hancock	Stan Dubbert	✓	✓	✓	✓	✓	■	■	■	●	■	■	■	Continued focus on testing	
Home Depot	Brian Hancock	Tony Bell	✓	✓	✓	✓	✓	✓	✗	■	●	✗	■	✗	Final 10 test scenarios to be in test director this week.	
Order Management	Brian Hancock	Boren Novakovic	✓	✓	✓	✓	✓	✗	✗	■	●	✗	■	✗	Develop Sears Rapid Deployment SAS interface & Lowes Reverse PO interface	
Accounts Receivable	Ted Dosch	Steve Balk	✓	✓	✓	✓	✓	●	●	●	●	●	●	●	Communication meeting to be held this week.	
Sales / Trade	Sam Abdelnour	Kelly Safis														
Pricing / Quotes	Sam Abdelnour	Bart Hatch	✓	✓	✓	✓	✓	●	●	●	●	●	●	●	Define contingency plans.	
Manufacturing	JC Anderson	Bob Althoff	✓	✓	✓	✓	✓	●	●	●	●	●	●	●	Planning meeting and training held 9/14-15.	
Direct Procurement	Steve Rush	Dave Tibbitts	✓	✓	✓	✓	✓	✓	●	●	●	●	●	●	Validate PC config; and finalize PRMS interface.	
Requisition to Pay	Steve Rush	Bruce Wilke / Jane Long	✓	✓	✓	✓	✓	●	●	●	●	●	●	●	All development complete	
Consumer Call Centers	Kathy Nelson	Carlos Zuniga														
Parts Distribution	Kathy Nelson															
GIS	Esat Sezer	Mark Booth														
Human Resources	Abbe Luersman	Nicki Sayward	●	●	●	●	■	✗	✗	✗	✗	✗	●	●	Formulate new plan.	

Business Responsibility
GIS Responsibility

Complete	✓	Corrective Action in Place	■
On Schedule	●	Deadline in Jeopardy	✗

Go / No-Go Decision

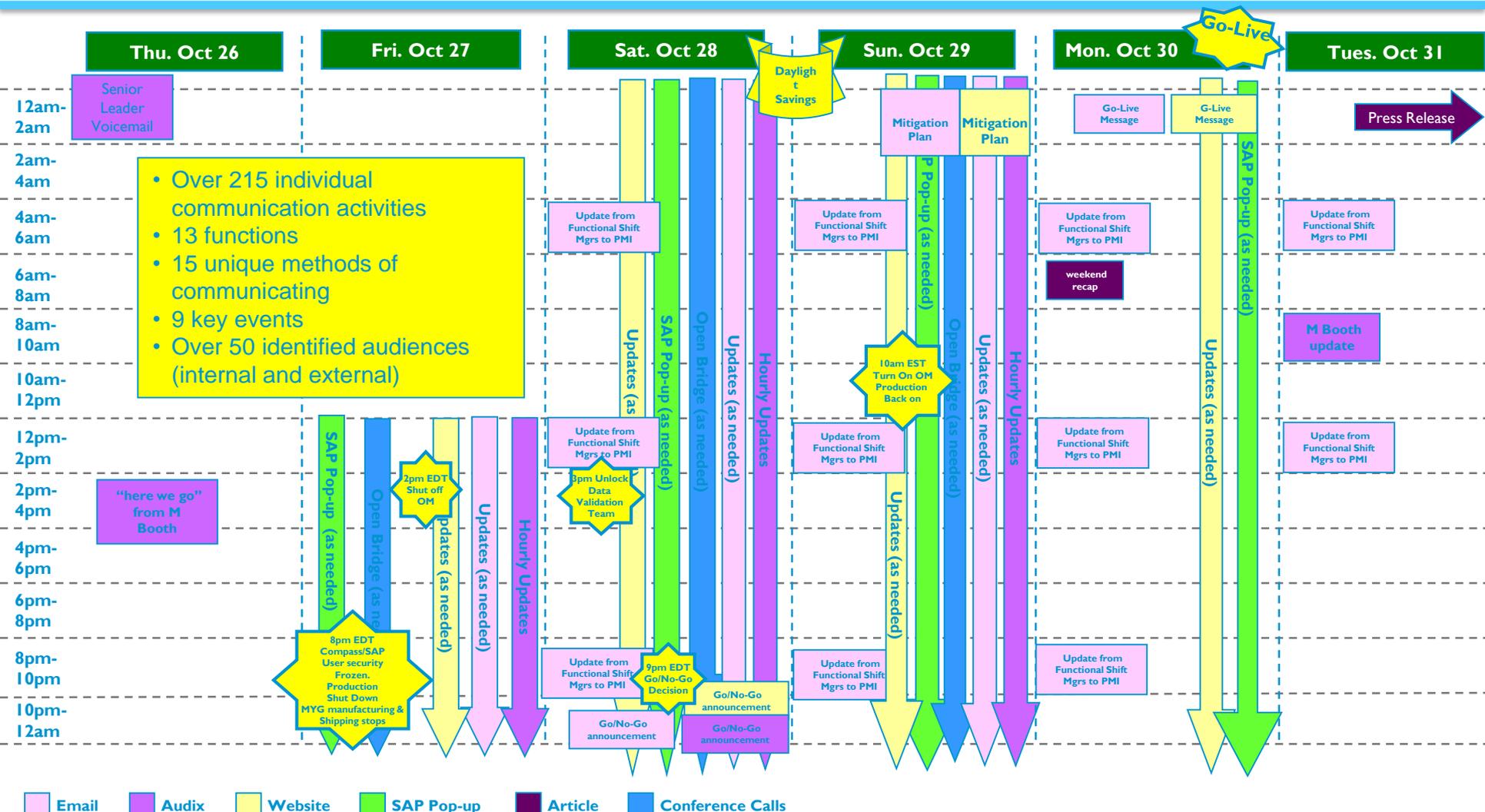
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FUNCTION	Function Lead	Business Project Lead	Go / No-Go Criteria October 10, 2006 ILT													Comments	
			Functional										Cross Functional				
			Business Process Defined	Business Requirements Met	Master Data Complete	Transactional Data Migration	Security Provisioned	Training Complete	Organization Changes Made	Infrastructure Set Up	GIS Operations Ready	Business Operations Ready	Process Interdependencies	Contingency Plans	Integration Testing Complete		Cutover and Support Plans
Finance	Ted Dosch	Sandy Lucki	●	●	●	●	●	●	●	●	●	●	●			■	
Distribution	Brian Hancock	Stan Dubbert															
Planning	Brian Hancock	Stan Dubbert															
Home Depot	Brian Hancock	Tony Bell															
Order Management	Brian Hancock	Boren Novakovic															
Accounts Receivable	Ted Dosch	Steve Balk	●	●	●	●	●	●	●	●	●	●				●	
Sales / Trade	Sam Abdelnour	Kelly Safis															
Pricing / Quotes	Sam Abdelnour	Bart Hatch	●	●	●	●	●	●	●	●	●	●				●	
Manufacturing	JC Anderson	Bob Althoff	●	●	●	●	●	●	●	●	●	●				●	
Direct Procurement	Steve Rush	Dave Tibbitts	●	●	●	●	●	●	●	●	●	●				●	
Requisition to Pay	Steve Rush	Bruce Wilke / Jane Long			■	●	●	●	●	●		●				●	
Consumer Call Centers	Kathy Nelson	Carlos Zuniga															
Parts Distribution	Kathy Nelson																
GIS	Esat Sezer	Mark Booth															
Human Resources	Abbe Luersman	Nicki Sayward															

Business Responsibility
GIS Responsibility

Complete	✓	Corrective Action in Place	■
On Schedule	●	Deadline in Jeopardy	✗

Cutover Communication



Thu. Oct 26

Fri. Oct 27

Sat. Oct 28

Sun. Oct 29

Mon. Oct 30

Tues. Oct 31

12am-2am
2am-4am
4am-6am
6am-8am
8am-10am
10am-12pm
12pm-2pm
2pm-4pm
4pm-6pm
6pm-8pm
8pm-10pm
10pm-12am

• Over 215 individual communication activities
• 13 functions
• 15 unique methods of communicating
• 9 key events
• Over 50 identified audiences (internal and external)

Go-Live

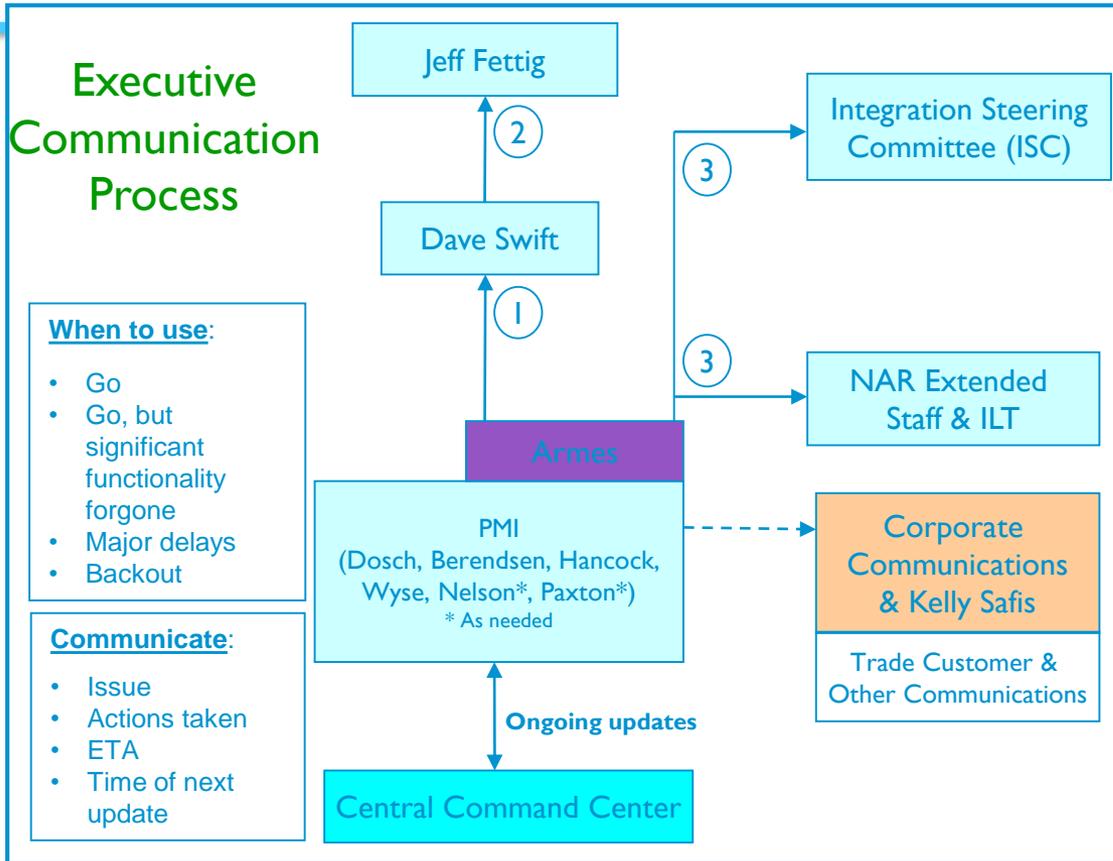
Daylight Savings

10am EST Turn On OM Production Back on

Press Release

Email Audix Website SAP Pop-up Article Conference Calls

Cutover Weekend Communications



- Communications for executives
 - *Pushed to voicemail & Email*
 - At key milestones throughout cutover
 - Following all daily status meetings – beginning Sunday
 - Additional information if contingency plans invoked
- Project Leadership communication
 - Go/go-no decision
 - Regular nightly updates starting Sunday at 6pm
 - Ad Hoc meetings and escalation as required if necessary
 - Success criteria updates
- All others including project team members
 - Email
 - Website
 - Recorded message

Executive Hot-Line – (269) 923-8984 – Central Command Center

- Senior leader access to real-time cutover status
- Direct access to current shift leader - JD Ward, Randy Zimmerman, Tom Winter, Marco Van Nieuwenhuyzen, Mark Booth, Steve Villanueva

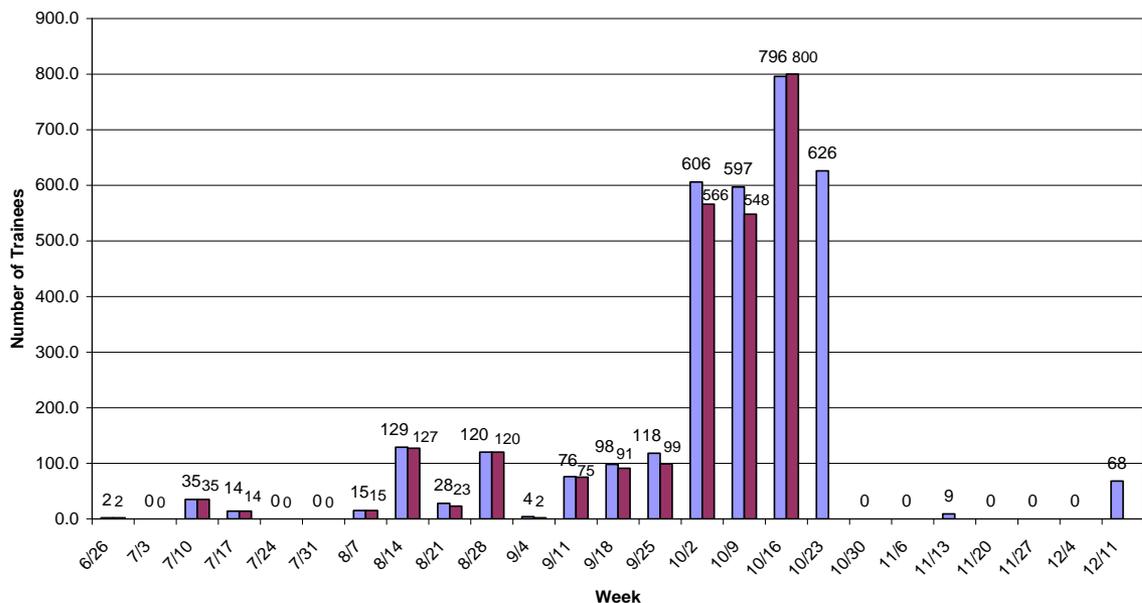
Information Update Line – (269) 923-8995

- Call this number to listen to the latest recorded update

Training update

Function	Number of Trainees						Number of Hours						Average Evaluation (out of 5)
	Week Ending 10/20		Project to Date		Total Project		Week Ending 10/20		Project to Date		Project to Date		
	Plan	Actual	Plan	Actual	Plan	% Complete	Plan	Actual	Plan	Actual	Plan	% Complete	
Finance	51	30	118	90	156	57.7%	427	390	588	534	645	82.8%	4.7
Order Management	427	424	1395	1308	1,965	66.6%	827	935	8,151	7,774	8,868	87.7%	4.6
Planning to Delivery	113	100	406	387	413	93.7%	2,600	2,980	9,162	9,478	9,422	100.6%	4.2
Home Depot	106	124	184	210	272	77.2%	584	740	1882	2088	2,458	84.9%	4.6
Direct Procurement	0	0	108	108	108	100.0%	0	0	341	341	341	100.0%	n/a
Indirect Procurement	61	84	368	355	368	96.5%	140	191	796	800	796	100.5%	4.3
Total	796	800	2,638	2,517	3,341	75.3%	4,654	5,312	21,241	21,336	22,851	93.4%	

Maytag Business Process and Systems Integration
All (Finance, Procurement, Supply Chain)
Planned to Actual Trainees per Week



- Training focus continues to be high
 - Order Management, Web World, Product Training
 - MyBuy
 - Home Depot order management
 - Finance
- Over 2500 training participants to date
- Participant confidence rating is 4+



STEVE SALISBURY

CONSULTING, LLC