



**IMO Icebreaker: Sam Schwall and Shelley Gilliland on Integrating Principles of Mission-Critical Excellence in a Combined Continuous Improvement Program**



How do you combine two programs of operational excellence with different structures, processes and roles?

According to Integration Management Office (IMO) quality leads Sam Schwall and Shelley Gilliland, leveraging common operating principles of quality, excellence and best-in-class priorities between these two leading defense contractors will be essential.

"Although L365 and HBX might be different in procedures and execution, our core values are

similar," Gilliland says. "Both programs leverage cutting-edge technology and cost savings to exceed our customers' expectations and improve shareholder value."

Gilliland, Vice President of Corporate Continuous Improvement and Quality at L3, brings insight to the integration, having worked at Harris on the Harris Business Excellence (HBX) launch team in 2012 at the segment level. She has been at L3 for almost five years and has 18 years of experience in the commercial automotive industry.

"My experience at both companies provides a unique advantage as Sam and I plan to integrate the two programs," Gilliland says. "I'm familiar with the policies, the people and the cultures of both companies so I can help recommend the most optimal solutions moving forward."

Schwall, Vice President of Supply Chain and Operations at Harris, has led five major integrations throughout his career. He specializes in acquisition integration, supply chain and strategic sourcing in operations. Prior to Harris, Schwall worked at United Technologies Corporation as Director of Operations Integration and Supply Chain.

"Whether you're in the L365 or HBX program, the focus is on customer satisfaction and being the supplier of choice," Schwall says. "Those are the core principles that will create the bonding glue between both programs."

As the integration planning continues, Schwall and Gilliland's priority will be evaluating both programs, looking for the best in each of them. The future continuous improvement program will be the groundwork of L3 Harris Technologies post-close. Both Schwall and Gilliland want employees to take ownership of their roles in propelling the new company forward in quality and excellence, starting on Day 1.

"We want our employees to focus on continuous improvement like it's in their DNA," Gilliland says. "It's in everything we do, and everything we are."

The continuous improvement program for L3 Harris Technologies will have a new name, but maintain the same core principles.

"We are approaching this integration methodically, with rigor and with our eyes wide open," Schwall says. "And, as a result, we believe L3 Harris Technologies will be stronger, more competitive and excel in the industry."

Learn more about suggesting a name for the future enterprise system of excellence by clicking [here](#) or submit your suggestion by clicking on the button below.

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Harris, L3 and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the parties' respective stockholders in respect of the proposed transaction. Information regarding Harris' directors and executive officers is contained in its Annual Report on Form 10-K for the fiscal year ended June 29, 2018 and its Proxy Statement on Schedule 14A, dated September 6, 2018, which are filed with the SEC. Information regarding L3's directors and executive officers is contained in its Annual Report on Form 10-K for the fiscal year ended December 31, 2017 and its Proxy Statement on Schedule 14A, dated March 26, 2018, which are filed with the SEC. Additional information regarding the interests of those participants and other persons who may be deemed participants in the transaction is included in the preliminary joint proxy statement/prospectus and will be included in the definitive joint proxy statement/prospectus and other relevant materials to be filed with the SEC when they become available. Copies of these documents may be obtained free of charge as described in the preceding paragraph.

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