Arrangements after EAF goes on leave

WFM will be in charge of Global Competition Module
EAF will be advisor, consulting professor
Aldo Ventures will work directly with WFM

Discussion of next Sloan proposal

Chaim's point: project has different focus now so needs different organization
We have been informed by first 3 years and now we know how to organize project
These next 3 years will be the payback years
We should be ready to discuss organizational changes by June 28th Sloan meeting

WFM: project should organize by topic
  Software, policy, logistics (supply chain stuff)
  Should broaden our topics
  Have areas of study be more topical
  Which departments and people should work on what?

Quick! (Rapid Response in the Changing Computer Industry)

Book should appeal to business people
Write in plain language
If rapid response is the theme, then look at enablers and drivers

- R & D
- Software
- Luck
  See opportunity outside of control of company and respond quickly
  Planning vs opportunism
- Time-to-market
- Networks
  How do companies use them?
  Do they have a strategy for use?
  Do they know downside?
  Will telecommuting destroy company culture?
May be changing community of interest

- Organizations
  Corporate cultures
  What can we discover about speed of response from organizational form?
  How does Microsoft arrange this?
  Look at several sluggish companies like Unisys and IBM
  European and Japanese organizations
  Start something new vs reform something old

- Venture Capital
  Plant quick seeds
  Drive to grow quickly to get return
  People who go in for fortune, not fame, succeed (per Regis McKenna)

- "Total quickness" vs total quality (Examine across all topics)
  Consumers willing to trade off
  Survey on customers views on quality?
  SW vs HW: sw allows redundancy and work arounds
  but note systems that are so integrated that if one piece failssss, it all fails like on space shuttle
  Look at size of company vs speed of response
  IBM says that it will offer broad choice of products and that company will be the best at selling these things. Is that fast or slow?
  Tim Bresnahan says thing will move more slowly because of legacy stuff

- Policy: If quickness is essence of success in CI, then what kinds of things can government do to help industry?
  Procurement for example

- Software re-engineering technology

- Industry leaders and government as forcing function for adopting new technologies and methodologies
  Singapore and Canada are government examples

- Factors inhibiting rapid response
  AI programmers developed tools like Interlisp environment and rapid prototyping that were not adopted by programming community at large, even though techniques allowed programs to be written 10 times faster

- Look at Quick! in Far East and Europe

- Negative Quick! = Disaster
  IBM had talent but went outside to license OS; didn't do RISC
  Too much loyalty to subordinates/structure
  Not willing to send non-performers "back to the bench"
Top management needed multiple sources for information

- Personnel Policy (HR policy/Management policy)
  "Behavioral policy" from Quick! point of view
  "People management from Quick!"

Next step

Show executive committee the above theme and outline
Organize seminar with all members of CIP to brainstorm on these issues
Results of executive committee meeting and seminar will be good selling point with Sloan at June 28th meeting
Potential meeting dates
  Executive committee meeting June 7, 8, 9 or 10
  CIP seminar possibly June 27