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I N T E R O F F I C E M E M O R A N D U M

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Date: 31-Jan-1992 01:37pm EST
From: Ken Olsen
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TO: See Below

Subject: DROPPING THE NEW MANAGEMENT SYSTEM IN ENGINEERING

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We set up the New Management System in order to add stability to our plans and ensure each group had a consistent, workable, successful business plan which included products, marketing, selling and everything involved in making a product successful and satisfying to the customer.

The New Management System was set up to ensure each group had a business plan which was complete in all the details necessary for business success. We did this because our engineering strategies were continuously changed without maintaining a business plan to support the ever changing strategy.

The New Management System has not stopped the changes because people do not feel an obligation to completely re-do the strategy to prove the Company will have products necessary. We therefore are dropping the New Management System in Engineering and putting all the strategic responsibility in the hands of the Marketing Systems Integration groups: those under Bill Johnson; GIS under Frank McCabe; and Departmental Computing under Charlie Christ. They now hold responsibility for strategy and they are responsible to ensure the strategy maintains products and all that is involved in supporting them, every month of every year. It is their responsibility to make sure changes are done carefully, that changes go through the whole system, and that they do not upset the flow of products and other things the customers need.

It also means each Engineering project is financed and supervised by one of these Marketing groups. Any project that is not part of their strategic plan is abolished or called research.

In keeping with the stated plan for the New Management System, these Marketing groups will, each quarter, update their plan to

be sure there is a consistent, perpetual plan. Any time there is a change, they will be responsible to ensure it fits the budget and maintains the business needs of the Corporation.

KHO:eh
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