

MID-POINT REVIEW
FOR
BOEING COMPUTER SERVICES

STRATEGY REVIEW

July 3, 1985

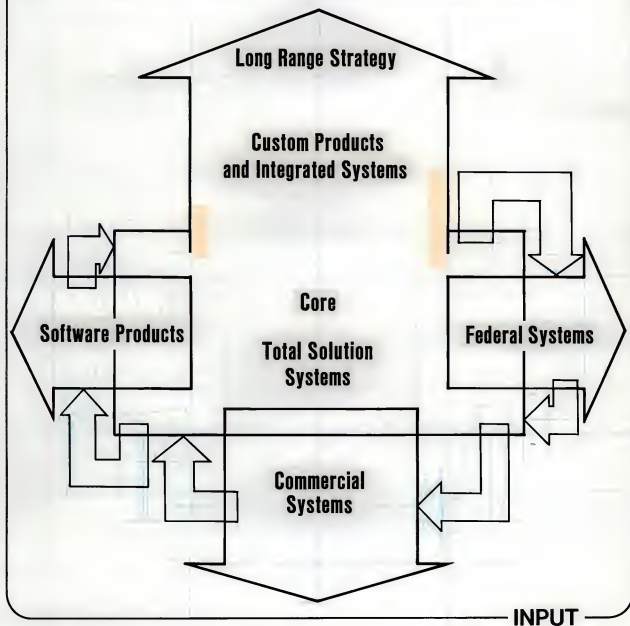
INPUT

BOEING LONG-RANGE STRATEGY

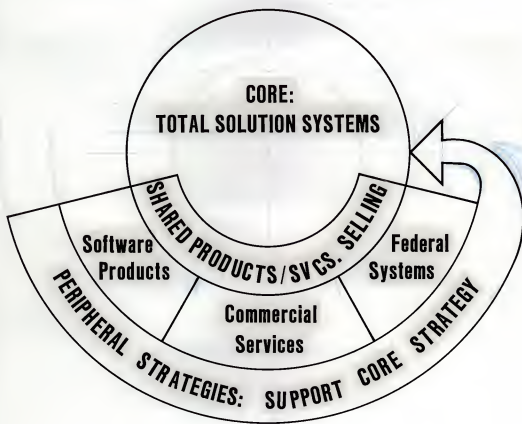
- **Boeing will intercept the emerging demand in very large organizations for "total solution systems" that require distributed workstations, major software development, network design and management and sophisticated project management.**
- **Boeing's focus is to serve the Processing FM and Professional Services needs of the Federal Government and other very large target industries, primarily manufacturing, communications and energy.**
- **BCS will employ strategic partnering and acquisitions to complement its existing strengths in the target industries.**

INPUT

LONG-RANGE STRATEGY DEVELOPS FROM THE CORE STRATEGY



CURRENT MARKET STRATEGY



INPUT



IDENTIFIED COMPETITION

COMPETITOR	BUSINESS AREA							
	Fed.	E&S	Ergy.	Mfg.	Major Sys.	Fed. Sys.	Software	Ed.
BOEING								
EDS	X					X		
CDC	X	X	X	X				
MMDS	X			X		X		
CSC	X					X		
McAUTO		X		X				
IBM	X			X			X	
PRC						X		
COMSHARE							X	
IRI							X	
EXECUCOM							X	
ASK							X	
Hewlett-Packard							X	
CULLINET							X	
Western Data							X	
ADR							X	
INTECH							X	
PHOENIX								X
OTHER								
MITRE	X					X		
GEISCO				X				
AT&T								

INPUT



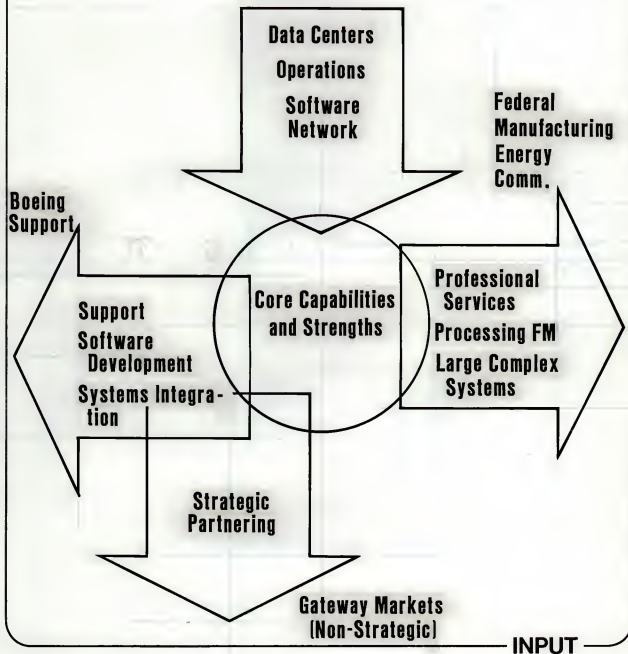
BUSINESS UNIT MEASUREMENT

SPECIFIC COMPETITORS	BUSINESS UNIT			
	COMMERCIAL SERVICES	FEDERAL SYSTEMS	SOFTWARE PRODUCTS	
Total				
Growth				
Boeing Growth				
Boeing Share This Period				
Prior Period				
General Competitors				
Growth				
Boeing Growth				
Boeing Share This Period				
Prior Period				
Competition by VFW Data				
VFW Growth				

LINE OF BUSINESS PRODUCT/SERVICE MEASUREMENTS

SPECIFIC COMPETITORS	PRODUCT /SERVICE			
Total				
Growth				
Boeing Growth				
Boeing Share This Period				
Prior Period				
General Competitors				
Growth				
Boeing Growth				
Boeing Share This Period				
Prior Period				
Competition by VFW Data				
VFW Growth				

LONG RANGE STRATEGY





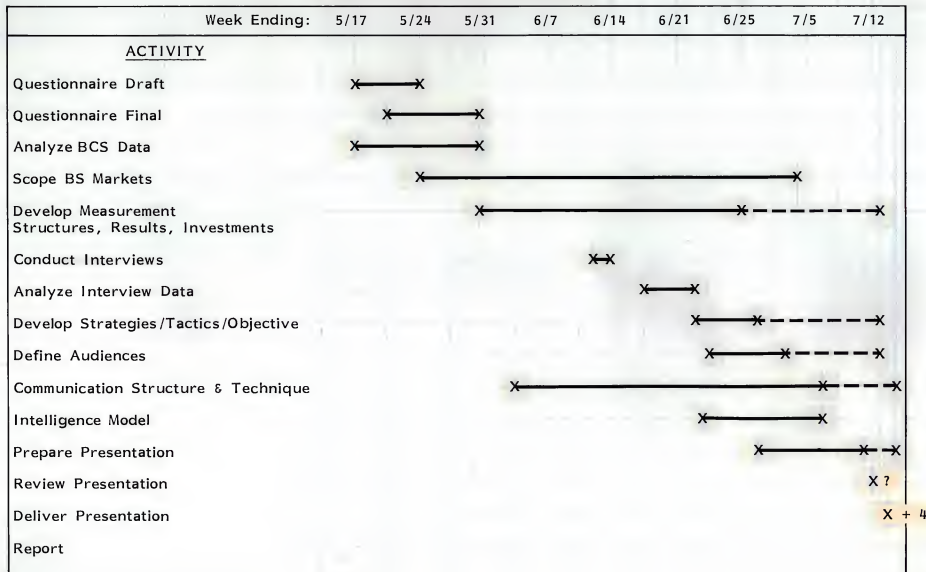
INTERIM OBSERVATIONS

- **Strategy**
- **Boeing Commitment**
- **Organizational Structure**
- **Image**

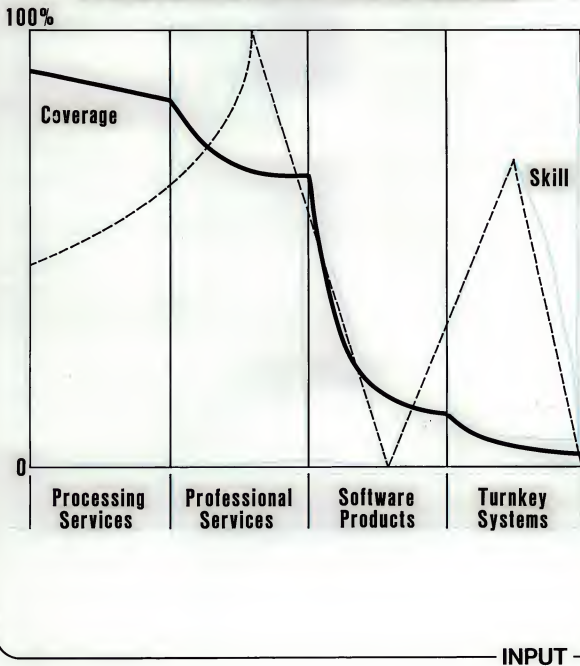
INPUT



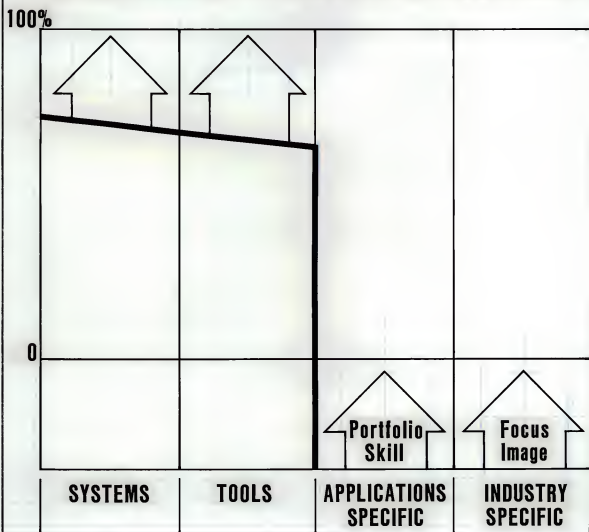
PROJECT SCHEDULE



SERVICE MODE SPECTRUM



STRATEGIC PRODUCT SPECTRUM



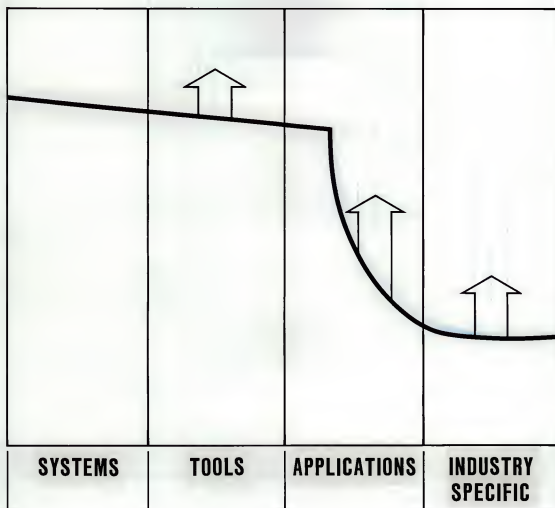
INPUT

The first part of the paper discusses the importance of the research and the objectives of the study. It then proceeds to a literature review, followed by a description of the methodology used. The results of the study are presented in the next section, followed by a discussion of the findings and their implications. The paper concludes with a summary of the main points and a list of references.

The research was conducted in a laboratory setting, using a series of experiments to measure the effects of different factors on the outcome. The results show that there is a significant difference between the two groups, with the first group showing a higher level of performance than the second group. This difference is attributed to the differences in the experimental conditions, which were carefully controlled to ensure the validity of the results.

The findings of the study have important implications for the field of research, as they provide a clear and concise summary of the current state of knowledge. They also highlight the need for further research in this area, as there are still many questions that need to be answered. The paper concludes by emphasizing the importance of the research and the need for continued efforts to advance the field.

PRODUCT/SERVICE SPECTRUM



INPUT

MARKET SCOPING

- **MAP to Measurements**
- **Create Detailed Approach**
 - **Model Existing Products, Product Competition, Industry/Cross Industry Sectors, Geographic Mix and Coverage**
 - **Track/Measure Performance to Current Addressable Market**
 - **Excludes Geography not Covered**
 - **Only Product/Service Specific**
- **Create Scope by Target Accounts Expenditures for Boeing Related Products/Services**
 - **Requires Very Focused Selling and Positioning**
- **Hybrid of the Above**

INPUT

BOEING LONG RANGE STRATEGY

BCS will position itself as a provider of high quality, large scale, complex systems. underpinned by customer satisfaction, service and support; thus leveraging its strengths of competing for, winning and executing complex systems projects. BCS will also leverage strengths derived from its internal information system.

BCS will participate in the commercial market for growth, profit and competitive technology transfer. BCS will continue to be a leader in its internal information systems to grow its systems business and to maintain a competitive edge in the Boeing Company's basic manufacturing business.

BCS will develop, acquire or license products both to participate in high growth markets and to assemble strategic product or service modules needed to intercept the emerging demand for large scale "custom" integrated systems.

BCS will create an environment to retain and develop its existing highly skilled professional and to attract and retain the additional human resources required to conceive and implement the systems of the future.

INPUT



STRATEGY COMMUNICATIONS

- **Define Audiences**
 - **Internal**
 - **Boeing Management**
 - **Field Operations**
 - **Boeing Customers**
 - **BCS Administrative**
 - **Etc.**
 - **External**
 - **BCS Customers**
 - **Prospects**
 - **Competition**
 - **Press**
 - **Media**
 - **Etc.**
- **MAP "Vision"/Covert Strategy/Overt Strategy and Tactical Guidelines to Audiences**

INPUT



ISSUES

- **Who Do You Want to Compete Against?**
- **Software Products Should Be Strategic Primary Mission - Products for Targets**
- **Sales Issues**
- **What Is Needed in Boeing Markets**

INPUT



STRATEGY MEASUREMENT

- **Measure to Competitive Environment**
 - **Define and Select Level of Detail**
 - **Agree on Mechanism to Track Performance**
- **Develop Logic to “Pre-Test” Strategy**
 - **Is There a Competitive Niche**
 - **Is It Economically Justified**
 - **Does Boeing Have the Resources**
 - **Will People Buy from Boeing**
 - **Can Boeing Deliver at a Price Customer can Justify**
 - **Does It Fit the Boeing Culture**

INPUT

**DEVELOPMENT OF
STRATEGY ELEMENTS
AND STRUCTURES
FOR
BOEING COMPUTER SERVICES**

**September 5,
1985**

INPUT



MARKET INTELLIGENCE OUTPUTS

- **Intelligence Briefings**
- **Flash Reports**
- **Inquiry Service**

INPUT



MARKET INTELLIGENCE PROCESS

- **Scope Rescope BCS Markets**
- **Gather/Monitor BCS Specific Market Data**
- **Analyze BCS Specific Market Data**
 - **Tactical**
 - **Strategic**
- **Provide Outputs**

INPUT



MARKET INTELLIGENCE KEY FEATURES

- **Structured Methodology**
- **Monitor BCS Specific Market Position**
- **Escalate Critical Factors**
- **Communicate Market Intelligence to Management**
- **Supports Rescoping/Strategic Measurement**
- **Periodic Intelligence Briefings**

INPUT



MARKET INTELLIGENCE BENEFITS

- **Increased Market Specific Awareness**
- **Eliminates Redundant Research**
- **Same or Reduced Cost**
- **Improved Ability to Anticipate Change**

INPUT



STRATEGY MEASUREMENT KEY FEATURES - EXECUTION

- **BCS Specific Measurement**
- **Market Scope Model**
- **Strategic Logic Model**

INPUT



STRATEGY MEASUREMENT BENEFITS - EXECUTION

- **Measure Impact of the Strategy**
- **Discourage Non-Strategic Proposals**
- **Assess Change Against BCS Specific Market**
- **Support Strategy Communications**

INPUT



STRATEGY MEASUREMENTS OPTIONS/TRADEOFFS

- **Administrative Data**
- **Internal/External**
- **Macro Addressable Market**

INPUT



MARKET INTELLIGENCE OPTIONS/TRADEOFFS

- **Internal/External**
- **Basic versus Enhanced Plan**
- **Frequency of Monitoring/
Reporting**
- **Depth of Program**

INPUT



MARKET INTELLIGENCE KEY ISSUES

- **Fragmented versus Shared**
- **Conflicting Data**
- **Redundant**
- **Cost**
- **Not Specific to BCS**

INPUT



MARKET INTELLIGENCE NEEDS

- **Consistent Data**
- **BCS Specific**
- **Ability to Understand/Adjust**
- **Data for Measurement**

INPUT



MARKET INTELLIGENCE PROPOSED APPROACH

- **Scope the BCS Specific Market**
- **Define Internal Data Needed**
- **Define Data Collection Procedures**
- **Identify/Select Other Data Sources**
- **Define the Users, and Uses**
- **Determine Frequency(s) of Feedback**
- **Determine Feedback Methods**
- **Create BCS Focal Point**

INPUT



STRATEGIC MEASUREMENT PROPOSED APPROACH INVESTMENT

- **Use Current Methods for Financial**
- **Adopt Structure for Logic**
- **Track to Execution Model**
- **Assess/Retest to Investment Model**
- **Communicate Investment Model
Logic**

INPUT



STRATEGIC MEASUREMENT INVESTMENT KEY FEATURES

- **Simple Model**
- **Graphic Representation**
- **Relates to Planning Factors**

INPUT



STRATEGY MEASUREMENT INVESTMENT - BENEFITS

- **Increase Understanding**
- **Supports Strategic Purpose**
- **Allows Updating**

INPUT



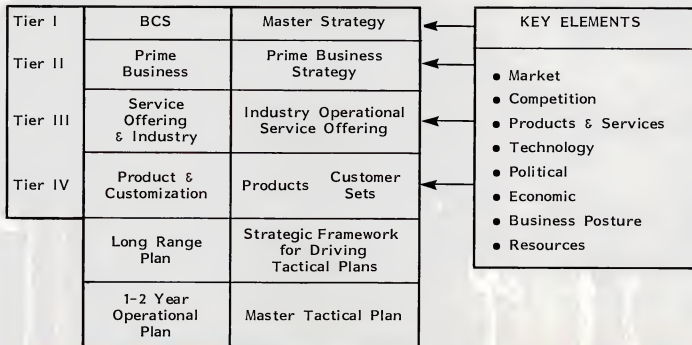
STRATEGY MEASUREMENTS PROPOSED APPROACH - EXECUTION

- **Establish Addressable Market**
- **Assess Competitive Environment**
- **Measure to Current Addressable Market**
- **Start with Current Data**
- **Develop Plan to Enhance Measurement Data**
- **Pre-Test and Re-Test Tactical Programs**

INPUT

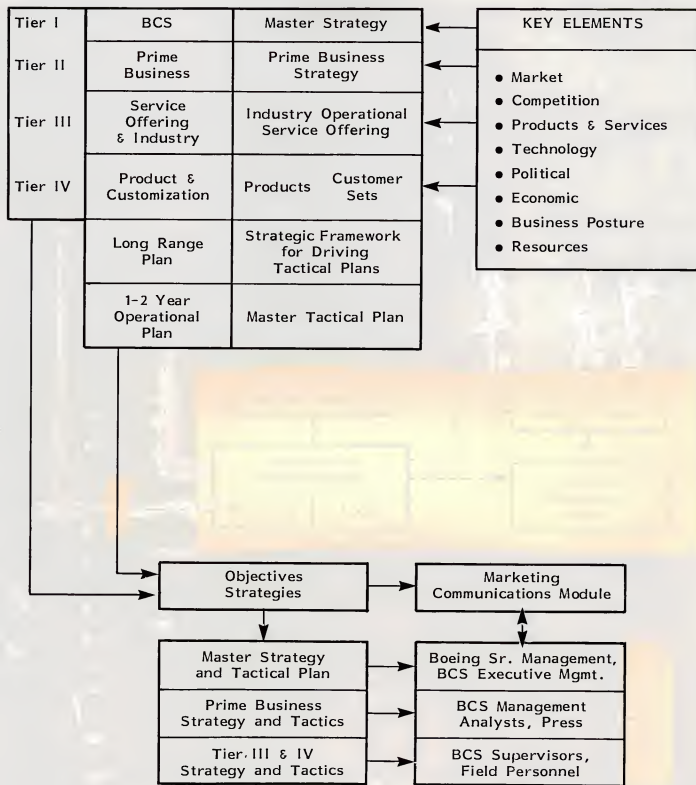


STRATEGIC/TACTICAL MODEL

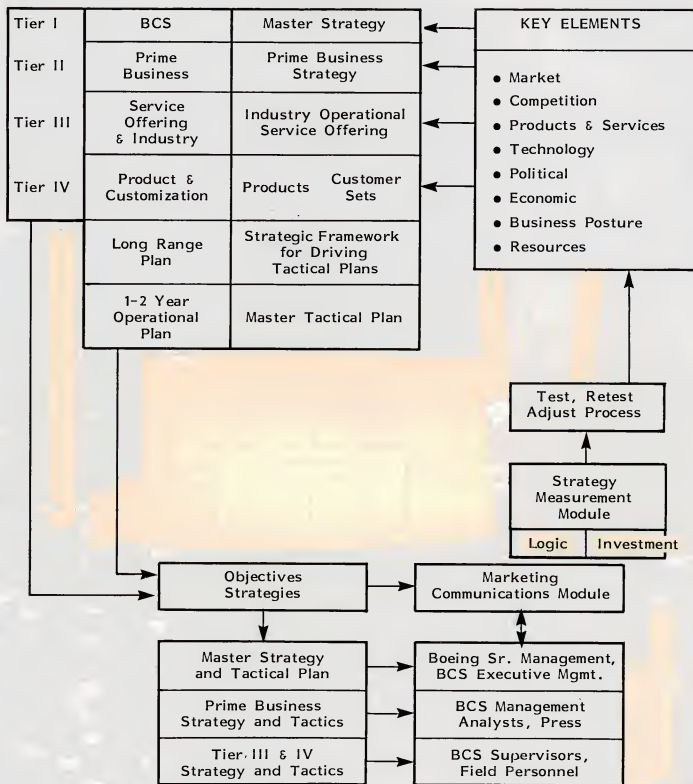




STRATEGIC/TACTICAL MODEL

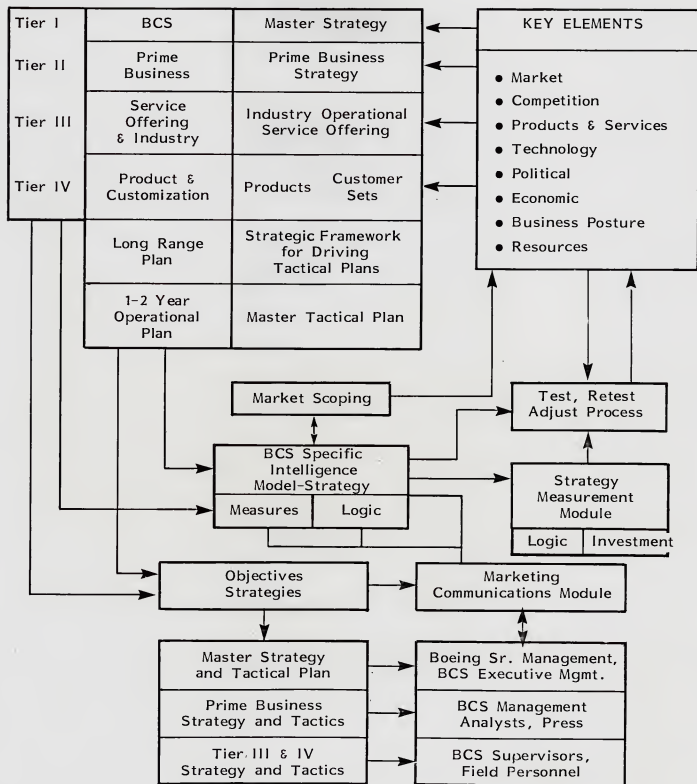


STRATEGIC/TACTICAL MODEL





STRATEGIC/TACTICAL MODEL



STRATEGY MEASUREMENT INVESTMENT MODEL

TEST OR FACTOR	CRITERIA			LEVEL		
Strategic Logic	Fail	Pass	Real Fit	F	P	R
Compare Plan to External Data	Very High	On	Low	H	O	L
Experience in Svc. Mode/ Segment	Bad/ Weak	O.K.	Success	B	O	S
5 Year Revenue Potential	Low	Average	High	L	A	H
Years on Revenue in Next Five	3 Years	4 Years	5 Years	3	4	5
Target Account Size	Medium	Large	Very Large	M	L	V
Market Change from Prior Year	Major Change	No Change	Favorable Change	M	N	F
Product Solution	Simple	Average	Complex	S	A	C
Highest Strategy Satisfied	Supporting	Prime	Master	S	P	M
Sold/Supported by Existing Field Profile	No	Maybe	Yes	N	M	Y
Decision Point	Cont. Develop.	Launch Cost	Life Cycle	C	L	LC
Required for Internal Customer	No	Maybe	Yes	N	M	Y
Required for Continued Base Offering	No	Maybe	Yes	N	M	Y
Strategy Satisfied	Overt	Covert	Both	O	C	B

INPUT



STRATEGY COMMUNICATIONS APPROACH

- **Develop Brief Written Vehicles**
- **Use More Graphics/Charts to Communicate Better**
- **Focus on the Critical Elements and the Need to Know**
- **Develop Detailed Management Vision to Support the Core Strategy**

INPUT



STRATEGY COMMUNICATIONS APPROACH

- **Strategy Tiers**
 - Master - Industry
 - Prime - Service Offering
 - Product - Customer/Function
- **Audience Definition**
- **Level to Communicate**
- **Communication Methodology**

INPUT



STUDY OBJECTIVES

- **Improve Ability to Communicate Strategy and Objectives**
- **Improve Understanding/Measurement of Investment Decisions**
- **Improved Use of Market Intelligence to Direct the Business**
- **Improve Ability to Respond to Market Shifts or Strategy Impacts**

INPUT

STUDY MODULES

- **Strategy Communication**
- **Performance Measurement**
- **Market Intelligence**

INPUT



SCOPE

- **Reviewed Strategy/Planning Activity, Service Offerings, Products, Methods, etc.**
- **Management Interviews**
- **Corporate Staff Interaction**
- **Module Development**
- **Presentation to Senior Management**
- **Intelligence System Proposal**

INPUT

STUDY GUIDELINES

- **Keep It Simple and Effective**
- **Improve Process – Not Replace**
- **Improve Use of Existing Resources**
- **Improve Use of Intelligence to Validate, Monitor & Revise Strategy**
- **Minimize Redundant Costs.**

INPUT



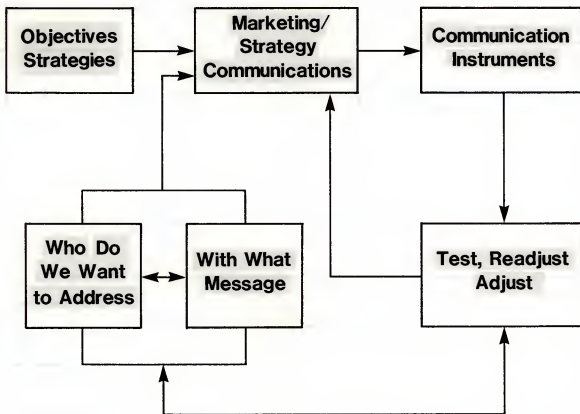
PRESENTATION FRAMEWORK

- **Introduction**
- **Key Issues**
- **BCS Requirements**
- **Proposed Approach**
- **Key Features**
- **Benefit from Proposed Approach**
- **Options**
- **Trade Offs**

INPUT



STRATEGY COMMUNICATIONS MODEL



INPUT



STRATEGY COMMUNICATIONS ISSUES

- **Overt/Covert Strategies**
- **Core/Peripheral Strategies**
- **Traditional/New Business Strategies**
- **Need to Know/Audience Definition**
- **Management Vision/Image**
- **Communication Vehicles**

INPUT



STRATEGY COMMUNICATIONS NEEDS

- **Identify Critical Elements**
- **Structure/Guidelines**
- **Understand Risks/Concerns**

INPUT



STRATEGY COMMUNICATIONS BENEFITS

- **Discipline to Formulate and Execute Strategy Communications**
- **Internal Understanding Increases Performance**
- **External Understanding Increases Penetration**
- **Ability to Measure Results**

— INPUT —



STRATEGY COMMUNICATIONS KEY FEATURES

- **Structured Methodology**
- **Audience Definition/Position**
- **Graphic Representation**
- **Brevity**
- **Measurement**

INPUT



STRATEGY COMMUNICATIONS OPTIONS/TRADE OFFS

- **Scope of Effort**
- **External Support**

INPUT



STRATEGY COMMUNICATIONS RISKS/CONCERNS

- **Strategic Purpose**
- **Core Strategy**
- **Competitive Understanding**
- **Appearances/Perceptions**

— INPUT —



STRATEGY COMMUNICATIONS RECOMMENDED APPROACH

- **Methodology**
- **Audience**
- **Who, What, Why**
- **Communication Vehicles**
- **Concise Statements**
- **Intelligence Model**
- **Feedback**
- **Theme/Image**

— INPUT —



STRATEGY MEASUREMENT ISSUES

- **Investment/Execution**
- **Logic**
- **On-Going Measurement**
- **Impact Analysis**
- **Qualitative Measurement**

— INPUT —

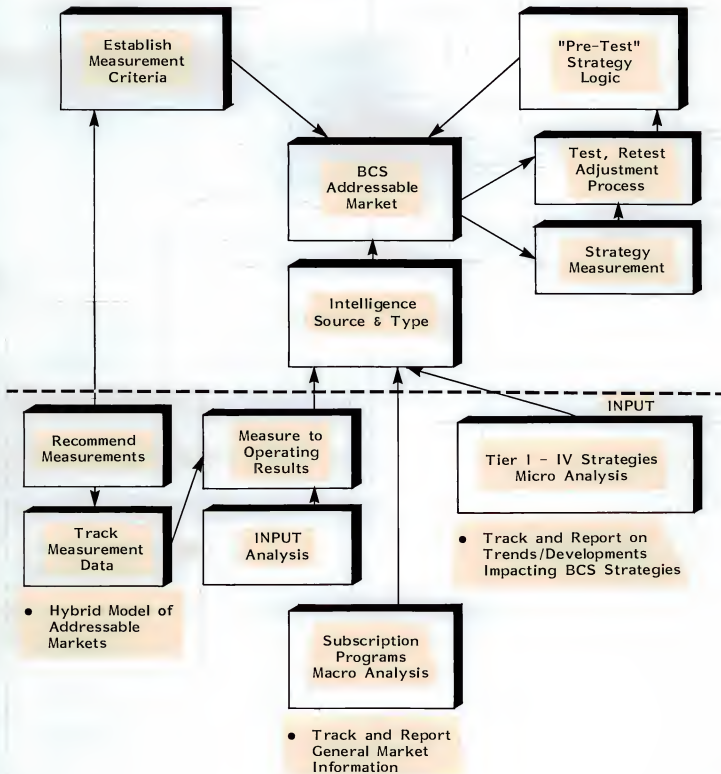


STRATEGIC MEASUREMENT NEEDS

- **Investment**
 - **Market**
 - **Shifts**
 - **Trade Offs**
- **Execution**
 - **Competitive**
 - **Market**
 - **Results**

INPUT

MARKET INTELLIGENCE MODEL





STRATEGY MEASUREMENT LOGIC MODEL

ACTIVITY/ISSUE	CRITERIA			SCALE		
Is there competitive niche	No	Somewhat	Yes	N	S	Y
Does it match a BCS strategy - which level	Tier IV	Tier III	Tier II	IV	III	II
What is the fit with current operating plan	None	Secondary	Primary	N	S	P
What is the realistic 2 year revenue potential	Low	Average	High	L	A	H
Is it economically justified	No	Somewhat	Yes	N	S	Y
Will people buy from BCS	No	Maybe	Yes	N	M	Y
Can Boeing deliver at price needed	No	Maybe	Yes	N	M	Y
Can existing sales force sell	Heavy Support	Heavy Training	Support & Training	1	2	3
Can existing support staff support	No	Some Training	No Training	1	2	3
Are most prospects within geographical	No	Some	Many	N	S	M
Can it be sold to most installed base	No	Some	Many	N	S	M
Would the market perceive it as a BCS product/service	No	Somewhat	Yes	N	S	Y
Would the internal customer buy the product	No	Maybe	Yes	N	M	Y

INPUT

Subscription price, \$5.00 per annum in advance. Single copies, 15¢. Entered as Second-Class Matter, June 26, 1925; Post Office at Chicago, Ill., under No. 364,591. Acceptance for mailing at special rate of postage provided for in Act of October 3, 1917, authorized on July 12, 1955. Postage paid at Chicago, Ill., and at additional mailing offices. Postmaster: Send address changes in this journal to THE JOURNAL OF THE AMERICAN MEDICAL ASSOCIATION, 535 North Dearborn Street, Chicago 10, Ill.

Copyright, 1957, by American Medical Association. All rights reserved. Reproduction by any means of the whole or any part of the contents of this journal without express permission of the American Medical Association is prohibited. Printed at the University of Chicago Press, Chicago, Ill.

ORIGINAL ARTICLES

1. *Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

2. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

3. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

4. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

5. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

6. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

7. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

8. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

9. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

10. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

11. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

12. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

13. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

14. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

15. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

16. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

17. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

18. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

19. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

20. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

21. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

22. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.

23. *The Effect of the Duration of the Fasting Period on the Results of the Tolerance Test*—J. H. HARRIS, JR., M.D., and J. H. HARRIS, JR., M.D.