

15.598, Assignment 9

Speaker: Karl Wachs, CIO of Celanese

1. Read:

"A Day in the life of Celanese's Big ERP Rollup", CIO Magazine, January 15, 2003. Also available online: <http://www.cio.com/archive/011503/erp.html>

Beer, M. et al, "Why Change Programs Don't Produce Change" HBR Nov-Dec 1990, pp 158-166

Orlikowski, W. & Hofman, J.D., "An Improvisational Model for Change Management: The Case of Groupware Technologies," SMR, Winter 1997, pp 11-21

Davenport: "Putting the Enterprise into the Enterprise System" HBR Jul-Aug 1998 pp 171-192 (re-read)

2. Preparation questions:

- a) What is the purpose of the Celanese project, and what strategy does top management have for achieving the purpose?
- b) What are the risks of the project? Why has it taken so long to get started?
- c) What alternatives did the CEO and Board of Celanese have to the strategy they chose?