

Developing a Foundation for Strategy at Seagate Software

Ralph L. Keeney, *Interfaces* (1999) 29(6), pp. 4–15

Abstract

Seagate Software provides tools and applications for managing and accessing information. In 1995, Seagate Technology began building the company using a strategy of acquiring software companies with synergistic products for information, network, and storage management. After over a dozen acquisitions, it needed to integrate them into a single company with a common vision and a shared sense of values. To help, Seagate used value-focused thinking to create and organize a complete set of company objectives based on discussions with key individuals, originally from several different acquired companies. The discussions also provided a list of issues and decision opportunities to address. Seagate used the objectives as a foundation for talking about the desired properties of vision and mission statements and creating several possibilities for each. The process and the resulting vision and mission statements contributed to creating a single company with clear, agreed-upon direction.

Keywords : industries ; computer/electronic ; organizational studies ; decision making

A Multiple-Objective Decision Analysis of Stakeholder Values to Identify Watershed Improvement Needs

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Abstract

This paper describes the use of multiple-objective decision analysis to qualitatively and quantitatively assess the quality of an endangered watershed and guide future efforts to improve the quality of the watershed. The Upham Brook Watershed is an urban watershed that lies at the interface of declining inner-city Richmond, Virginia, and growth-oriented Henrico County. A section of stream within the watershed has been identified as so dangerously polluted that it threatens the health of the residents who live within the watershed boundaries. With funding provided by the National Science Foundation, the Upham Brook Watershed project committee was formed to address the quality of the Upham Brook Watershed; it consisted of experts from multiple disciplines: stream ecology, environmental policy, water policy, ground and surface water hydrology and quality, aquatic biology, political science, sociology, citizen participation, community interaction, psychology, and decision and risk analysis. Each member's values and goals were brought together using a watershed management framework to meet the overall objective of the committee: to maximize the quality of the Upham Brook Watershed. The resulting model was used to identify the largest value gaps and to identify future programs needed to improve the quality of the watershed.

Keywords : multidisciplinary ; environmental ; watershed management ; watershed quality ; multiple-objective decision analysis ; value-focused thinking

Timothy L. McDaniels, "Using Judgment in Resource Management: A Multiple Objective Analysis of a Fisheries Management Decision," *Operations Research*, Vol. 43, No. 3 (May - Jun., 1995), pp. 415-426

ARTICLES

USING JUDGMENT IN RESOURCE MANAGEMENT: A MULTIPLE OBJECTIVE ANALYSIS OF A FISHERIES MANAGEMENT DECISION

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This paper uses multiple objective decision analysis to conduct an *ex post* analysis of a specific fisheries management decision involving conflicting long-term objectives for mixed stocks. The paper illustrates the potential role of subjective judgment in fisheries and other resource management contexts and the relevance of decision analysis for in-season salmon management. The decision context is first defined in terms of objectives and alternatives, then subjective probability distributions are elicited from experts regarding uncertain biological parameters. A simulation is then used to estimate the consequences of alternative openings, given the biological uncertainties. A utility function is elicited from a fisheries manager and used to select among alternative commercial fishery openings. The results show that objectives other than those typically assumed in fisheries modeling, and subjective judgments by technical experts, can be important for in-season salmon management. The results also show that, in this application, the equivalent of nearly \$8 million in potential benefits are available from delaying the opening of the commercial fishery by a single day.