15.598, Assignment 9

Speaker: Karl Wachs, CIO of Celanese

1. Read:


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?