



Figure 4.1: The argument for moving to a new technology as prepared by the Director of Marketing of a high tech company. After the technology is deployed, the company will be in the upper right quadrant, the place all high tech companies want to be. One of the jobs of the marketing department is to select two dimensions (speed and scalability in this example) so that the company ends up in the upper right quadrant.

immediately drive the company to the upper right hand quadrant. As a consequence, project managers deploying new technology sometime become demoralized.

As a source of hope. At the beginning of every January, fitness centers are always full and overflowing. By the beginning of February, they are back to their normal levels. The reason is hope. And this is a good reason. For the same reason, many nice, fancy workout clothes are bought each year over the holidays and most are worn only once or twice. Technology is bought for the same reason. Much of it is never installed. Hope is good though. Without hope, we would all go back to paper and pencil.

In the end, people make technology purchases and start technology projects for reasons that are usually not as rational as they may seem at first. Marketers know this and design campaigns exploiting this.