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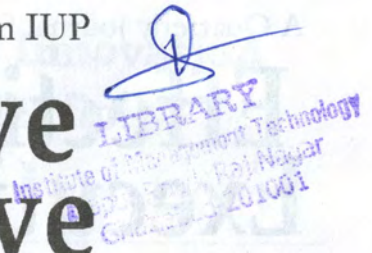
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178 **Technology Implementation at Capital One**
Ed Cook, Jason R. W. Merrick

Implementations of new technology in large organizations are often plagued with delays and dissatisfaction among customers, employees, and management. At Capital One, group decision theory was used to provide an assessment of the risks of three implementation strategies from a company-wide perspective, along with the risks to each of the stakeholder groups within the company. The analysis revealed that each of the three alternatives would negatively affect one or more of the stakeholder groups, leading to the development of a new implementation strategy which allowed for a successful rollout avoiding delays that plagued other banks implementing the same technology and improving both employee and customer satisfaction.

192 **Improving Software Development Effort Estimation with a Novel Design Pattern Model**
Chidambaram Subbiah, Andrea C. Hupman, Haitao Li, Joseph Simonis

A U.S. Midwestern Fortune 500 financial services firm develops a novel model based on design patterns to estimate software development effort estimation. The firm provides these estimates within a set of estimates based on established methods to project managers, who aggregate the forecasts. Prediction performance is estimated to improve by 35%-49%, relative to estimates of the prior method.

207 **Structured Decision Making to Prioritize Regional Bird Monitoring Needs**

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The Gulf of Mexico Avian Monitoring Network used structured decision making to address the decision opportunity presented by the *Deepwater Horizon* oil spill. This decision opportunity highlighted the need for coordinated bird monitoring to specific areas of uncertainty related to management actions, ecological processes, and status and trends of birds in the Gulf of Mexico.

218 **Menu Engineering for Continuing Care Senior Living Facilities with Captive Dining Patrons**

Sadan Kulturel-Konak, Abdullah Konak, Lily Jakielaszek, Nagesh Gavirneni

We implemented and evaluated a new menu engineering system to support planning multiweek cycle menus in continuing care senior living facilities. This system incorporates different stakeholders' viewpoints into the menu design process using a satisficing approach. Menu planners can use the system to analyze menu design and intervention decisions to achieve residents' well-being and dietary, operational, and financial goals.

240 **Lessons for Decision-Analysis Practice from the Automotive Industry**

Robert F. Bordley

Influence diagrams can be invaluable in models that require information from different parts of the organization. Such models can help discover cost drivers and support the development of win/win agreements across the company. But addressing motivational biases is critical to ensuring different parts of the organization provide useful information.



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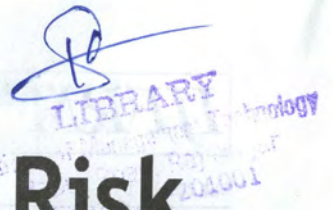
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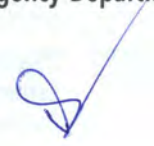
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