

CASE STUDY
**Software Reuse:
Making It Work**

DTE Energy has set up its own "open-source" software operation. Here's how it got in-house developers to buy into reuse. [Page 37](#)



Q&A
Innovation at the Edge

The future lies at the edge of your company, where it can reach across geographic, corporate and even competitive boundaries to add value, say authors John Hagel III (far left) and John Seely Brown. [Page 38](#)



OPINION
We're Mad as Hell, But . . .

Users may be fed up with lopsided software licenses, says Gary H. Anthes, but most aren't yet ready to do the hard work of fighting back. [Page 40](#)

YOU DON'T HAVE TO BE AN IT VETERAN to have at least one scar that was inflicted by the merger or acquisition of one of your major technology providers. For Rick Omartian, IT chief financial officer at The Guardian Life Insurance Company of America in New York, make that two, going on three. After watching Meta Group get eaten by Gartner Inc. and PeopleSoft get chomped by Oracle Corp., he's now focused uneasily on the CRM market as a customer of the beleaguered Siebel Systems Inc.

Meanwhile, Robert Robinson, business systems supervisor at Durr Industries Inc. in Plymouth, Mich., is one of many former

Here's how to anticipate and respond when a major supplier is getting swallowed up. [By Mary Brandel](#)

WHEN IT VENDORS Merge

