

Two Percent for Wild-Card Projects

My first full-time employment was at Digital Equipment Corporation (DEC) in Massachusetts. The VP of Engineering at DEC was Gordon Bell. The President of DEC, Ken Olsen, himself an engineer, trusted Bell to select advanced development projects that would keep DEC on the leading edge of applied technology. Funding for these projects was from "The 2 Percent Fund." Two percent of DEC's revenues went to this fund that was entirely under the control of Gordon Bell.

Whenever Bell came across an activity or technology that he considered important to pursue, and the project was not part of a committed product development, money from The 2 Percent Fund made the project possible.

Consistent allocation of funds to advanced development is crucial to the long-term survivability of a technology organization.

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Get Out of the Way!
How to Manage Development
of Timely, Innovative, and Relevant Products
by John V. Levy, Ph.D.