**Book key**

1. 1955 Bill Gates was born.
   1973 Bill Gates went to Harvard to study math.
   1975 The Altair 8800 minicomputer appeared; Bill Gates and others wrote Altair Basic to run on it.
   1980 IBM bought MS-DOS from Microsoft.
   1981 The IBM PC appeared.
   1985 Microsoft released Windows.
   1995 Microsoft released Windows 95, without Internet Explorer. The Road Ahead was published.
   1999 Business @ the Speed of Thought was published.
   2005 IBM stopped making personal computers.

2. a To your computer.
   b fewer
   c your computer
   d computer technology
   e To sell more goods.
   f It provides the technology for communication.

3. Open answers

4. a thinking work b facts c efficient d safe e deeper understanding of your business f do the sums in seconds g find information easily h energy and brains i serve the customer j the consultant has k the paperless office l getting rid of internal paper forms, too

5–6 Open answers

7. a × b ✓ c ✓ d ✓ e ✓ f X g X

8. a One, in Bill Gate’s words, “in which buyers and sellers can easily find one another without taking much time or spending much money.”
   b Open answers

9–10 Open answers

11. a 6 b 3 c 1 d 5 e 7 f 2 g 4

12–13 Open answers

14. a 3 b 4 c 6 d 7 e 1 f 2 g 5

15–17 Open answers

18. Possible answers:
   a the company needs to react quickly to it.
   b the arrival of the Internet.
   c out of date
   d it allowed them to solve problems immediately.
   e a quick reply.
   f a network of partners made possible by digital information flow.

19. a It wasn’t “Internet-enabled”.
   b It doubled.
   c E-mails.
   d Middle managers.
   e Add value.

20–21 Open answers

22. a stores, buyers
   b sell, print
   c buyers, fliers
   d finding, mining
   e new, information
   f government, customer

23–25 Open answers

26. a 2 b 1 c 3 d 2 e 3 f 1

27. a Open answers
   b Early systems were clumsy and expensive.
   c Lack of organizational purpose.
   d Open answers

28–29 Open answers

30. 1 c 2 g 3 b 4 h 5 e 6 a 7 f 8 d

31–41 Open answers

**Discussion activities key**

1. Open answers


3. 1969 – formed Traf-O-Data, his first company;
   1975 – helped design Altair Basic for MITS;

4. Five basic questions:
   (1) What do customers think about your products?
   (2) What problems do your partners have as they sell your products or work with you?
   (3) Where are your competitors winning business from you?
   (4) Will customers’ changing business demands force you to develop new capacities?
   (5) What new markets are appearing that you should enter?

5–7 Open answers

8. Possible answers:
   (1) People will use computers at work every day.
   (2) Most homes will have computers.
   (3) Most places will have high speed connection to the world-wide web.
   (4) Email will become as common as the phone or paper mail.
   (5) Most information will arrive in digital form.
      (Other answers also possible).
Business @ the Speed of Thought

11 The author recommends the third way.
   + Open answers
12–21 Open answers

Activity worksheets key
1 a It’s position in the market place is safe.
   b The first general-purpose computer.
   c It was too expensive.
   d It can provide information so people come prepared.
   e Facts.
   f They can give unexpected opportunities.
   g Communicate with customers.
   h They are now “business thinkers”.
   i A “paperless office”.
   j A user must be able to get in and out of administrative tools in three minutes.
2 a X Most companies have good people working for them.
   b X No company can assume that its position in the market is safe.
   c X Bill Gates’s favorite business book is called: My Year with General Motors by Alfred P. Sloan Jr.
   d X Alfred Sloan was the boss of General Motors.
   e ✓
   f X We need to stop thinking that getting information is difficult and expensive.
   g ✓
3 a F b T c F d F e T f T g F h T
   i F j F
4 a 6 b 3 c 2 d 7 e 1 f 4 g 5
5 1998 – knowledge management magazine;
   In three years – products out of date; five years ago – $10 million; 1993 – Internet use doubled; A few days – slow; Dec 7, 1995 – Internet Day; Friday afternoon – 89,000; 5 a.m. – data available; 1997 – $25 million
6 a The US health-care system.
   b Australia’s national parliament.
   c Some Swedish cities.
   d The Irish Postal Service.
   e The Spanish government.
   f London.
7 a YES b NO c YES d NO e YES f NO g YES
8 a Knowledge workers.
   b As lazy.
   c Their brains.
   d Business leaders.
9 a Customers are the main people who benefit from the increased efficiency of information technology.
   b Technology should be used to change the ways companies act.
   c Every person in the company should have an influential role.
   d The old way of thinking saw workers as lazy.
   e The digital age will lower the cost of social services.
   f Bill Gates thinks his skills are more useful today than in earlier times.
   g Digital tools improve abilities in all areas.
10–12 Open answers

Progress test key
1 Big Day – 38 cities; DNS – living creature; career information – open jobs; primary need – customer communication; GM – Alfred Sloan; manufacturing – production; paperless office – 1973; knowledge-as-a-verb – Michael Dertouzos; information flow – lifeblood; marketing activity – sales numbers
2 a thinking
   b digital
   c deliver
   d plan/information
   e brand/share/quality
   f complex
   g fact-finding
   h partners
   i facts
3 a Internet b reducing c relationship d customers e competition f helps
4 a 2 b 5 c 1 d 4 e 3
5 a Microsoft introduced Windows 95.
   b Good news.
   c To avoid printing too many books.
   d Database marketing.
   e Customers can shop from home.
6 enormous – immense
   forbid – stop
   treatment – care
   complex – complicated
   shift – change
   skills – abilities
   interact – communicate
   encourage – attract
   organize – structure
   join – link
7 manual – digital
   success – failure
   center – individual
   problem – solution
   disconnect – join
   allow – control
   resist – accept

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