

# Analogous business practices of McDonalds, Wal-Mart, and Microsoft and the importance of open source software on Globalization

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Consumers of desktop computers have taken Microsoft Corporation into their confidence, and not on the part or any action by Microsoft to earn their trust. The decision was made on their behalf by corporations and governments bodies. Today, Microsoft has 97% of the world wide personal and business desktop computer operating system market. Consumers in the market subjectively share in the plight of IBM and The US Department of Justice. But how did it happen? Doesn't the traditional capitalist market prosper most when an abundance of competition spawns innovation? Consumers often wonder: if the system worked as designed, how could the product with the dominant market share be so deplorable? Unfortunately, Microsoft's market stance is not unique, it is part of a growing and alarming trend. Wal-Mart is the world's largest retailer, with 13% of the retail good market and [...]. Many answers lie in the Globalization of world markets and a process termed McDonaldization.

In their 1990 revision of "Free to Choose", Milton and Rose Friedman append an annex concluding: "...we are recognizing the dangers of an over-governed society, coming to understand that good objectives can be perverted by bad means, that reliance on the freedom of people to control their own lives in accordance with their own values is the surest way to archive the full potential of a great society." Their critique of the growth of bureaucracy in, and regulation by, the US Federal Government in the latter half of the 20<sup>th</sup> century was well founded. However, no amount of de-regulation, during the Republican controlled political era of 1980s would play a role in the perversion that would plague the market today. During the era of big government, many corporations were already realizing the potential to expand into new global markets. They realized that in order to do so, that they would need to market their products and services in new ways. Microsoft, Wal-Mart, and McDonalds are just a few of companies that realized this. These organizations are entirely autonomous and this essay is not an attempt to compare their organizational structures, nor is it an argumentative text arguing against them. It is an analysis of their analogous business practices, goals, and shared effects on an increasingly global society as observed by myself and others in cited text.

Changes in the markets are reciprocally interdependent on the advances in information technology that enable them. Because of the accelerated growth in telecommunications and information technology, organizations today utilize business intelligence data more effectively. It is therefore impossible to consider market strategy changes on a regional level, as the corporations driving them aren't constrained to do business asynchronously amongst regions. The net result is that businesses have become more competitive, and this has led to aggressive new advertising and marketing strategies. Today, omnipresent advertising now sears into every day life in the most bizarre and intrusive locations. Every last visible surface has become a marketing medium; the result is a phenomenon sociologist dub as "religious consumerism" (or "commercialism") or the desire to associate with brands. In fact, some corporation's business models are entirely dependent on branding (ex., Apple Corporation). The result of this paradigm

shift: People who feel defined, as individuals, not by self consciousness, autonomy of thought, or unique personal convictions, but by associations with corporate identities: The car they drive, the clothes they wear, their cell phone company, their alma mater, their credit card, their political association, their decaffeinated beverage preference. This increasingly homogenized society of non-distinct citizens is exactly what the class of consumer that these three companies at hand desire. Bombarded with marketing and ads from birth, consumers form deep-rooted subconscious associations that guarantee corporations market share and customer loyalty for life. These three companies have successfully accomplished this, and it has allowed them to ascend to insurmountable positions in their respective markets. The alarming trend with which customers passively accept this situation is highly caustic to global society.

### **McDonalds**

The success of the McDonalds brothers, and later that of Ray Kroc, can be traced to the works of Max Webber, a turn-of-the-20<sup>th</sup>-century German sociologist, who's research on the workforce ethics and process was the model Henry Ford applied to the assembly line (it was also inspiration for the methods used by Aldoph Hitler's SS during the Holocaust, which led to extermination approximately 7 million Jews in Europe). It applies four major principals to the fast food industry: Efficiency, Calculability, Predictability, and Control (or dehumanization of labor). The term McDonaldization, as coined by sociologist George Ritzer, describes the appalling application of these principals to many other facets of modern society, including, but not limited to: entertainment, media, communication, health care, criminal justice, faith/religion, mortality, family structure, higher education, sexuality, politics, etc. By attempting to convert these facets into rational systems, they more closely resemble the fast food preparation process.

Efficiency, as it applies to fast food, is the continual striving of workers and managers to accomplish assigned tasks more quickly with less effort. The result is that managers and owners extract more work out of their employees while patrons are served more quickly. The products are simplified. Tasks traditionally performed by service workers, such as trash removal, are offloaded to the customer. As it applies to McDonaldization of Society, efficiency is most commonly linked to the contagious increase in the pace of life. Everything from the workplace to vacation is affected, and the underlying value behind enjoying the passage of time is devalued. The constant urge be active, involved, or in motion results and global anxiety ensues. Hence the modern American lifestyle.

Predictability and Calculability, as they apply to fast food, relate to the use of high levels of mathematical accuracy in any process, specifically the measuring of input and output quantities. By quantifying portions with numerical standards, by focusing on quantity-instead-of-quality, and standardizing everything from the menu to the uniform to the supplies used to build the facility, predictability is gained. With an emphasis on quantification, a focus is placed on the larger quantity portions of mediocre, lower quality food. A meal served in any location of a McDonalds is identical in portion and taste, the facilities resemble each other. Discipline, order, systemization, formalization, routine, consistency, and methodical operation are rewarded by patrons upon which comfort is taken in the certainty.

Control and the dehumanization of labor is very straightforward. The value of work is diminished by the application of procedure to all tasks. Because humans represent the greatest source of uncertainty in a rationalized system, complex tasks are broken down into smaller tasks. Processes that can be accomplished by a machine is are, and where they cannot, human behavior is converted into machine-like behavior. In practice, conversations with employees is scripted,

food, shipped in pre-cut, preprocessed form, is not “cooked”, more so “prepared” (heated, packaged). Delegation of certain tasks are assigned to specialized employees. The kitchen resembles a factory.

And yet, although the process works, the fast food industry has the highest employee turnover rate of any other sector, and employees are therefore rarely ever privy to benefits.

Other underlying economic impacts of the fast food industry are vast and wide. The effects fast food has on suppliers has forced radical changes in the agricultural and livestock industries. The enormous demand for such supplies as potatoes and beef has caused large corporations such as ConAgra to become involved. Frequently, through price fixing, small family owned farm businesses are forced to consolidate or sell out. Cattle processing plants operated by large suppliers are notorious for lackluster policies on safety conditions. There are many documented reports of policies encouraging the hire immigrant workers who operate in brutal, inhumane conditions that resemble descriptions in Upton Sinclair's “The Jungle”. Use of immigrant workers places them outside the protection of OSHA or USDA safety inspections. Additionally, any fine government bodies that are able to levy against large suppliers are simply absorbed as operational overhead.

### **Wal-Mart**

Sam Walton reinvented supply chain management and built an empire around a bold retail operations model: reduce costs, pass it on to the customer, and focus on volume. His original stance as a small-time retailer worked well. Playing the role of the underdog, the Bentonville, AK startup took advantage of the unwillingness by larger retailers (Sears, Kaufmans, Etc.) to enter into rural American communities. His original intentions were genuine; having grown up in rural America, paid his way through college, he knew that small town businesses had logistics problems which led to high costs for consumers. He believed that such communities should have affordable alternatives, and it paid off. Sam Walton built a small empire of stores in small communities and towns across the American mid-west. Wal-Mart broke sales and profit records throughout the 60s, 70s, 80s, and 90s, elevating Sam Walton the wealthiest man in America. At the time of his death in 1992, Sam Walton appointed a new executive team, charged with leading the company in new directions while maintaining his legacy of pro-employee and pro-customer policies. However, all things would not go as Walton had intended.

Between 1993 and 2003, Wal-Mart's annual sales quadrupled from \$55 billion to \$245 billion. The side effects of this perpetually expanding operation lead to less than glamorous media attention. Trouble began when investigations by the media found that Wal-Mart was buying merchandise from suppliers alleged to be purveyors of child labor. Also, under the guise of legacy Walton'esque policy of treating employees well, Wal-Mart had repeatedly undermined efforts by stores to unionize, going so far as to threatening closure of locations. With 1.2 million employees, which made them the largest private employer in the United States, and 4500+ stores world wide, such a move would is not as unsound as it seems. A new grass-roots campaign was using the Internet to coordinate anti Wal-Mart movements in small town America. A new pattern was emerging: With the shift in manufacturing and mining industry overseas, many small towns in America had entered a “post-industrial” era of depression. Wal-Mart's entrance was suddenly a destructive force to any such town. Wal-Mart would open a new store and begin targeting local businesses. Wal-Mart could engage in pricing wars of attrition, even absorbing

loss for any duration of time as needed until they controlled the market. Once the commercial district of a community had been abolished, consumers are left with few choices. Consumers aren't the only ones effected by these tactics. With other businesses gone, local government's tax revenue from businesses would become entirely dependent on the presence of a Wal-Mart. The increased tax revenue may seem appealing initially, and Wal-Mart's "Community Outreach" efforts frequently offer to help pay for municipal infrastructure upgrades to help facilitate the building of a Wal-Mart. This would all change later, as Wal-Mart began consolidating locations into Wal-Mart Super Centers. By pulling out of communities, consumers would be to commute further and the local government are left bankrupted.

Additionally, their juggernaut like growth meant they had the ability influence and manipulate manufacturers, vendors, and suppliers with their inexorable purchasing power. They could dictate pricing and have profound effects on a supplier's business model. Many such businesses frequently had to re-architect their entire organizational structure to meet demand for Wal-Mart's purchasing requirements. Because no business would turn down contracts as large as Wal-Mart, and because Wal-Mart can dictate the price at which products are purchase, doing business means greater overhead and smaller margins on products. Manufacturers would either be forced out of business (ex. Rubbermaid) or be forced to move their workforce overseas, where operations costs were lower due to lack of government regulations on worker health & safety and environmental law.

### **Microsoft:**

The history of Microsoft is wrought with missed deadlines and questionable business practices. Their first successfully business deal was a complete accident: a contract with IBM to develop the operating system for the first IBM desktop PC. IBM had originally approached Microsoft, but a long-standing mutual agreement between Micro-Soft, who's business at the time was limited to programming languages, and a competing firm, not to interfere in each-other's respective markets, prevented them from bidding. When Microsoft learned that their competition had turned down IBM's offer, Microsoft breeched it's agreement and agreed to license the their competitor's product, modify it slightly, and resell it. Ironically, the product that Microsoft had promised to deliver, wasn't even completely written yet, nor was it originally developed, or owned by Microsoft, it was licensed from another company, modified slightly (although it would take so long to do so that they would miss their deadline by months), and repackaged as an authentic Microsoft product. Not 10 years earlier, Microsoft's Bill Gates and co-founder Paul Allen had gotten their start in the software industry by stealing numerous hours of time on Harvard's computer labs to work on a commercial venture that would become Microsoft's initial product offering. And so went business practices at Microsoft under the guidance of Bill Gates and Steve Ballmer: lie, cheat, steal. With a guaranteed revenue stream from the IBM contract, as Microsoft grew, they decided to entire the applications market. If they decided to expand their product offering, they would follow the model from the IBM deal. Many attempts were made to develop genuine, original products to compete with existing applications on the market: word processors, spreadsheets, etc. However, as one abysmal failure after another tanked, the IBM model was used: Copy or reverse engineer ideas and features from the competing products, integrate them into their own product, and then settle out-of-court when patent and lawsuits arise, leaving the market bereft of competition. In this manor, the great mediocrity of desktop software arose to it's current state today, any many companies, Lotus, Novell, Real, Stac Inc., Go Inc.,

Netscape, were bankrupted or crippled along the way.

### Analogies

What these three companies share is a desire not only to dominate their respective markets, but to ingrain their brand name into consumers' mindset as "household", essentially creating a one-to-one relationship between their company and the market they are in. All three are led by extremely competitive and ruthless executive management teams, too whom, more frequently than to the product or service offering, credit should be given for accomplishments. In the process, they have all attracted media attention above and beyond the level to be expected criticism of the market leader. In many ways, the questionable marketing and sales approach of these companies can be compared:

- Take for example the way all three companies prey on the uneducated consumer. Wal-Mart does so inherently by moving into rural communities. Although that may seem like an entirely vindictive stereotype of American citizens in those locales, consider the amount of poverty that has crippled many small rural communities in America as a result of the off-shoring of mining or manufacturing industry jobs in the later half of the 20<sup>th</sup> century. In the post-modern, "post-industrial" communities, where Sam Walton's original intentions during the 1950s/60s may have been genuine, today when taken into account Globalization, are tactics that are viewed as entirely predatory in nature. Wal-Mart relies on consumers lack of understanding that their patronage fuels demand for the import of products manufactured overseas, which is an inherently, reciprocally self-destructive pattern to the blue-collar worker who Wal-Mart targets with it's extremely competitive pricing scheme.
- McDonald's approach on consumer ignorance is two-pronged: first, they create brand-association very early on in the impressionable minds of children by marketing directly to them (a tactic learned from the Tobacco Industry personified in the famous memo entitled "Brand Imprinting for Later Actuation in Life"). Secondly, they appeal to a new generation of consumers with their speed of service, convenience, affordability, and quantity-not-quality approach. These values are especially appealing to under-privileged consumers, who are frequently of minority status, either via ethnicity or by social standing (single parents, etc.). Such consumers are unable or unwilling to understand the negative health consequences of consumption of fast food; for most it is simply not a priority.
- Likewise, in the same way that Wal-Mart will enter into community, enter into price-wars of attrition, and eliminate the ability of local businesses to compete, Microsoft will do the same with any sector of the software industry. If Microsoft arbitrarily decides to bundle a product, instead of innovating or developing it from scratch, they have a long history of simply stealing patented and copyrighted ideas, algorithms, and features from competing products and integrating them into their equivalent. The resulting lawsuit is drawn out for as long as possible by their extensive litigation staff until the competing businesses capitulates and settles out-of-court for some minuscule amount of monetary reimbursement (in comparison to what Microsoft will make selling the product bundled). Once the software component has been integrated into Microsoft Windows and bundled with the next version, the software market is essentially left bereft of competition. It is impossible for any other company to enter it

after the the demand for competing products is no longer there. This is precisely what happened to the Web Browser, Word Processor and Media Player markets. Microsoft relies on customer ignorance to the fact that alternatives did or do exist.

- The negative health effects and mediocre quality of McDonaldised fast food can be easily compared the quality of Microsoft software. Puns about “bugs” excluded, despite the existence of a plethora of healthier, most cost-effective options, the unwillingness to investigate alternative is shared by the desktop software consumer and fast food patron. Take for for example the horde of Viruses, Spyware, and Spam that plague the modern Internet enabled computing experience running Microsoft Windows. The the exploitable code that hackers find is the direct result of stagnation of the development process caused by Microsoft's dominance in a product area. Most of the bugs are exploited in Internet Explorer, the victor of the web browser war. After Microsoft won the web browser war and essentially stopped developing it product, leaving it wide open to attack by hackers.
- Alternative options to Microsoft's products do exist, but in the same way that McDonanlds appeals to consumers` laziness and a nation dependent on food service, Microsoft has gone to lengths to reduce the complexity of the User Interface (UI) of Operating Systems to the point where users no longer are required to understand the core, fundamental concepts of computing. The result, every computer in the world has an homogenized interface, which is analogous with the McDonaldisation values of Calculability and Predictability of dining experience and the preparation of food.
- Although the user interface chosen by Microsoft is far from optimal, they've effectively locked themselves into that standard by standardizing on it in earlier revisions of products. Because of this “dumbing down” of consumers, switching from one user interface to another involves a learning curve and consumers are generally undesirable of change that would involve some degree of effort or work to learn a new interface or understand underlying computing concepts. This is analogous to a fast food consumers unwillingness to cook their own food or understand the industry to which they are a dependent consumer.
- And finally Microsoft's compulsorily stance with PC vendors is analogous with Wal-Mart's handling of retail suppliers. In the same way that Wal-Mart can dictate pricing to manufacturers of retail goods, Microsoft can compel (strong arm) hardware manufacturers to bundle it's software packages with systems or fear reprisal of disqualifying/exempting them from it's “Hardware compatibility List”, essentially destroying market share.

### **Open Source / Free Software**

Open Source / Free Software (OSS/FS) is not a corporate entity, a market trend, or a patented technology. Open Source is a process. It's a “paradigm shift”. It's a robust model for developing reliable, secure, portable, and scalable software. It's a way of licensing software free of compulsory terms and conditions on usage. It's a rejection of conventional thinking and a declaration by the market to desire choice. When examined non-abstract, it's a large, globally distributed community of software developers collaborating primary through the Internet. The developers involved are experienced and esteemed group, often interleaved in the commercial

software industry. They are a self-selected group of individuals, thus resulting in a higher level of motivation than any software developer employed by a corporation working solely on the behalf of monetary reimbursement (although one can make a lucrative living as an OSS/FS developer). OSS/FS utilizes the peer-review process to ensure the quality of code written. By making the source code freely available to anyone, organizations are free to reuse the code for commercial and non-commercial uses. The model more is frequently compared to a “bazaar” instead of a “cathedral”, as in the commercial software realm.

Software developed by the OSS/FS community is not a new concept. The origins can be traced to the first academic installations of computers during the 1950s, 60, and as late as the 70s, when source code sharing was a common practice and efficiency was crucial to making software run on the extremely limited resources of computers during the era. Free Software / Open Source was accepted method of academic institutions for 20 years. However, during the growth of usage of computers by businesses during the 1980s/90s, software became a lucrative business and the need for rapid development of commercial software marginalized the OSS/FS community. As the speed and resources of computers increased, less emphasis was placed on quality and optimization but on but on features and user interface.

Today, for almost every commercial application on the market, there is an open source equivalent. If to exist not simply for the virtue of giving customers a choice, OSS/Fs equivalents tend to cost less to implement (to say nothing of free licensing), have richer feature sets, and are of higher quality. When that is not the case, the source code of OSS/FS projects is available for an organization to contribute to and adapt to their needs. Lead by the evangelistic and sometimes fringe leader Richard Stallman , the Free Software Foundation constitutes the idealistic underpinning of the movement, develops the core license that protects developers, the GPL. Meanwhile, the more moderate Open Source Initiative (OSI) advocates facilitation and proliferation. Both organizations have challenge traditional thinking on Intellectual Property (IP) as it relates to software copyrights.

Reacting to demand from customers for more “open” solutions, Oracle, Sun, IBM, and many other firms have all adopted OSS/FS models in some fashion. The demand for “open” solutions relates to desire by customers for interoperability of solutions, and the desire to be free to move from one platform to another with minimal difficulty. “Open” can be defined as products and solutions based less on proprietary models and on well documented standards. It is often forgotten that, statistically, most of the software written written by professional programmers around the world is not for sale, it is written strictly for use within the organizations that employ them. Here especially, where products would traditionally be proprietary and incompatible, vendors are rewarded for adopting OSS/FS models which give programmers and systems integrators more control and freedom, as well as a simplified the process of integrating different solutions together. With regards to commercial software, general opinion dictates that it takes too long to develop, costs too much as a final product, and doesn't work very well once completed. Much of that problem stems from the fact that software industry is really a service industry laboring under the persistent and unfounded illusion that it a manufacturing industry. This is self evident in that most commercial software companies generate revenue in support services rather than actual licenses fees.

One excellent case study of the advantages of the OSS/FS model over proprietary alternatives is the UNIX operating system. When AT&T began licensing the source code to major UNIX vendors, including Sun, HP, DEC, SGI, and IBM, each began to develop a proprietary (and incompatible) version that ran on each companies respective hardware platform. With the exception of the occasional agreement on basic interoperability standards, most UNIX

vendors engaged in bitter rivalry that left the market divided, left vendors vulnerable, and put UNIX customers and application developers in frequently compromising positions. Microsoft, with an inferior product offering, was able to take advantage of the situation by offering a low cost alternative. Doing so gave them the stranglehold on the market. Today, most commercial versions of UNIX have been marginalized, and those that have not have adopted OSS/FS models (Sun, IBM). Today, UNIX-like operating systems such as GNU/Linux now hold the largest percentage of both the Internet and corporate server market, and that's only going to grow as organizations realize the advantages.

Open Source / Free Software has been adopted by fortune 500 companies, governments, and educational institutions around the world. It can be found on servers, desktops, embedded devices, and mission critical systems such as aerospace and defense. The core protocols that constitute the Internet, and the draft protocol designs underneath them, were developed on OSS/FS platforms on behalf of the Dept. of Defense DARPA project. The software that runs 2/3 of the web servers on the Internet, as well as the thirteen core 'name servers' that enable the Internet, have always run free software written on the OSS/FS platform.

### **Impact**

Despite the efforts of special interest groups, lobbyists, and PR firms with seemingly unlimited budgets, to counter the efforts of consumer advocacy groups and public awareness campaigns, changes are coming to the retail, food, and software industries. The 1990s ushered in a new era to journalism that allocates a greater volume of attention to corporations. Ironically, the frequently "sensationalist" nature of this media coverage, which frequently exists solely to entertain its audience instead of inform them while selling ads, tends to backfire on the same corporate entities that promote them. For McDonalds and fast-food, the prolonged negative effects of exposure to and consumption of the product have taken a toll on the health of customers. Nearly 2 out of 3 Americans is now overweight, 1 out of 3 obese. Consumer awareness is beginning to grow as the side effects of obesity (diabetes, heart disease, cancer to name a few) reach pandemic proportions. This awareness opens up new opportunities for food service business to compete with fast food by offering healthier alternatives while still utilizing the McDonaldized processes that appeal to convenience and affordability consumers demand. For Wal-Mart, a mismanaged public relations campaign on issues such as anti-union policies, supplier relations, negative community impacts, gender based discriminatory promotion policies, child labor has eroded public support. Although Wal-Mart's income and sales revenue increase every year, the seeds of a grass roots campaign have been planted. A movement to reinvent small business in America is growing. Communities across America are armed with the tools and knowledge they need to prevent Wal-Mart's entry into their realm.

For Microsoft, the future is less ambiguous. Consumers will soon be asking the same questions asked of Wal-Mart and McDonalds, precisely what they do not desire. Their marketing strategy depends entirely on associating their brand name with the products that run on consumer PCs, and that no viable alternatives exist. In neither domestic or foreign arenas has quite the attention been paid to perhaps the most critical of all products and services that make modern civilization possible: computer software.

A plague of security concerns in numerous Microsoft products has eroded public support and opinion of the organization to an irrecoverable state. Consumers are questioning why Microsoft

left all but a few elite customer in an upper echelon vulnerable to attack. A series of internal memos leaked from Microsoft strategists dubbed by the community as “The Halloween Memos” indicates that Microsoft sees the OSS/FS process and community as a direct threat to market share that it simply cannot compete with. The catatonic behavior with which they have attempted to confront and undermine OSS/FS, often associating it with socialist, anti-capitalist behavior, and in another rather humorous attempt, using a shadow company: SCO, to illicit an Intellectual Property lawsuit that would undermine the OSS/FS license has backfired, serving only to bolster the OSS/FS movement. The continued growth of popularity of OSS/FS alternatives to Microsoft keynote products, including the Mozilla / Firefox Web Browser, the GNU/Linux Operating System, the Apache web server, the OpenOffice office productivity suite, etc, all continue to gain market share. The European Union (EU) recently found Microsoft's practices monopolistic and forced them to un-bundle products sold in Europe. Additionally, the conversion to, and adoption of OSS/FS development models by Microsoft's biggest competitors, including Oracle, Sun, Apple and IBM, further isolates Microsoft from the rest of the community. Given the availability of viable alternatives to Microsoft products and the slow and gradual rate and which they erode Microsoft's market share, OSS/FS proponents have reasons to be optimistic.

The effects of OSS/FS on Globalization are impossible to predict. Most important, OSS/FS model represents choice and a return to a truly free market. The concepts of OSS/FS have strong undercurrents of democracy, liberty and freedom, and as their usage expands, these values are proliferated with them. This is especially important, as open source has a large following and potential for growth in south-east Asia, especially in China. China has already shown the greatest potential for economic influence over the global economy this century. Further, OSS/FS is building a strong base in it's origins: Academia. Primary and higher learning institutions around the world, needing to reduce the overhead of technology curricula, and predicting the change in market trend, are rejecting curricula often based on subsidized or donated proprietary technologies by vendors looking to instill vendor loyalty in faculty and students.

Unlike large international firms looking to expand into the next market, the OSS/FS movement has no goals of conquest. Instead, the shared goals of OSS/FS projects and the people who compose them, working either autonomously or cooperation with each other, are strictly to develop secure, reliable, and software alternatives. These developers are not strictly an independent group working outside of the software industry; they are interleaved between OSS/FS and commercial software projects, frequently employed by the later to develop the former. What's more, the OSS/FS process blurs the distinction between the traditional role of developer, tester, and user insofar as software the development process is concerned. The influence of these individuals is the catalyst for changes in the business and development models of software developers in the private, public, and academic sector. Thus, the people are the change. And, although you may frequently see an IT professional wearing a garment embroidered with the logo of their favorite open source project (perhaps their Operating System or Web Browser of choice), the individual is not advocating devotion to a large international corporation, but to a project, a process, a mindset, and a belief system, to whom they subjectively and entirely voluntarily belong to.

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To-Do's:

- General consistency
- Grammar/Spelling/Punctuation
- Sentence Flow / Tense consistency