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The Role of Decision analysis in Forming INFORMS

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We describe how decision analysis was used in the process leading to the merger of The Institute of Management Sciences (TIMS) and the Operations Research Society of America (ORSA) to form the Institute for operations Research and the Management Sciences (INFORMS). Throughout the merger negotiation era from 1989 until the merger in 1995, discussion regarding a possible merger was framed in an objectives-oriented manner. In particular, as ORSA and TIMS officers, we applied multiobjective decision analysis and financial analysis methods in portions of the planning and negotiation process leading to the formation of INFORMS. The merger process serves as an instructive case study of the uses and limitations of decision analysis in strategy formulation and implementation.