Read Chp. 9, pp. 635-655.

**Midwest Case Study Discussion Questions:**

1. What does DFM mean at Midwest?

2. What is your evaluation of Thurlow's implementation of DFM at Midwest?

3. Compare and evaluate the experience of Raleigh, Coventry, and Chicago in implementing DFM. What explains the outcomes you observe? What lessons should Midwest management draw from these experiences?

4. Suppose you were given the job as Thurlow’s replacement and charged with moving DFM off its plateau at Midwest. What would you do?