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George E. Pake Prize Lecture

CHERRY MURRAY¹, Lawrence Livermore National Lab

Over the past decade, a combination of the changes in the regulatory environment coupled with accelerating advances in technology caused the telecommunications industry to experience first an accelerated growth 'boom' followed by a major 'bust' - perhaps corresponding to the worst downturn in its history. Throughout this turbulent time, Bell Labs parent company, Lucent, has transformed itself from a vertically integrated \$38B telecomm systems company with 157k employees in 11 separate businesses into a horizontally layered, \$9B network infrastructure systems integrator with 32K employees and 100 major customers. My talk will relate to how Bell Labs Research has weathered the 'perfect storm', survived, and still maintains its focus on the future of telecommunications science and technology.

¹previously at Bell Labs, Lucent Technologies