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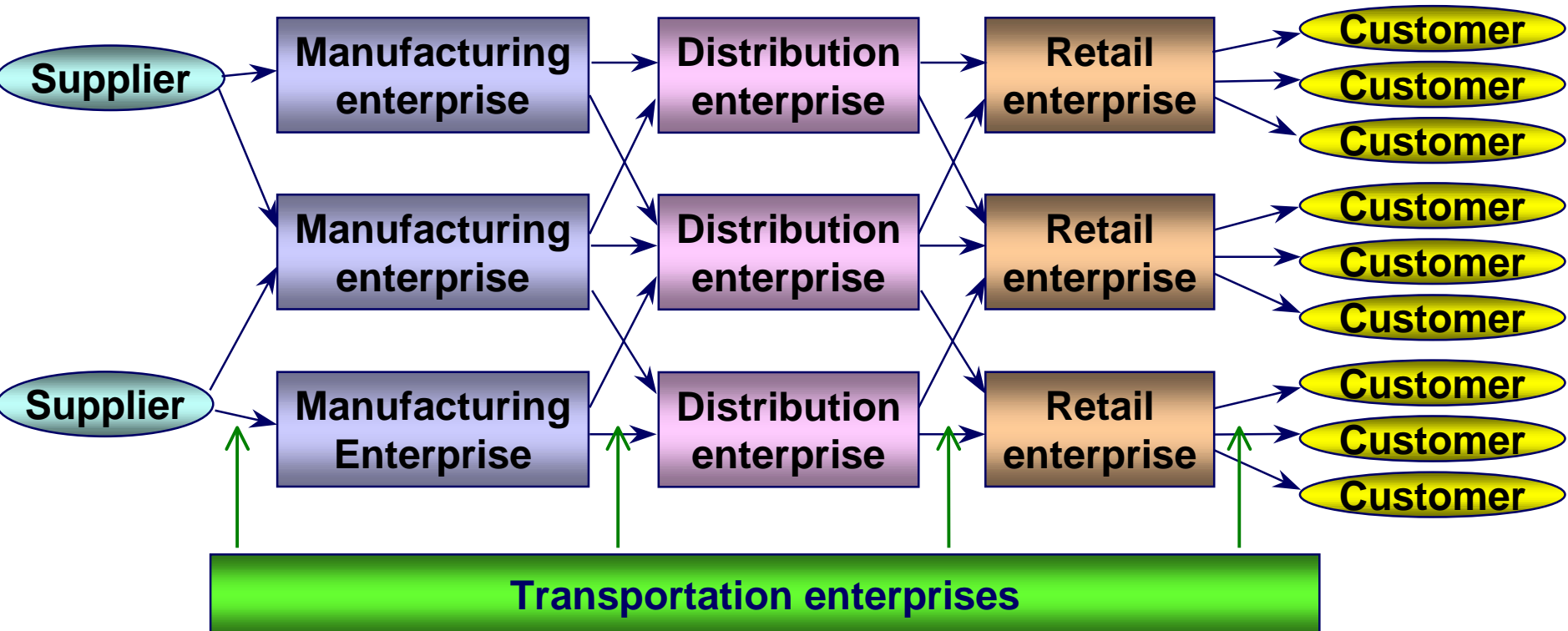
Finance and Education Challenges

Dr. Howard Frank
Dean

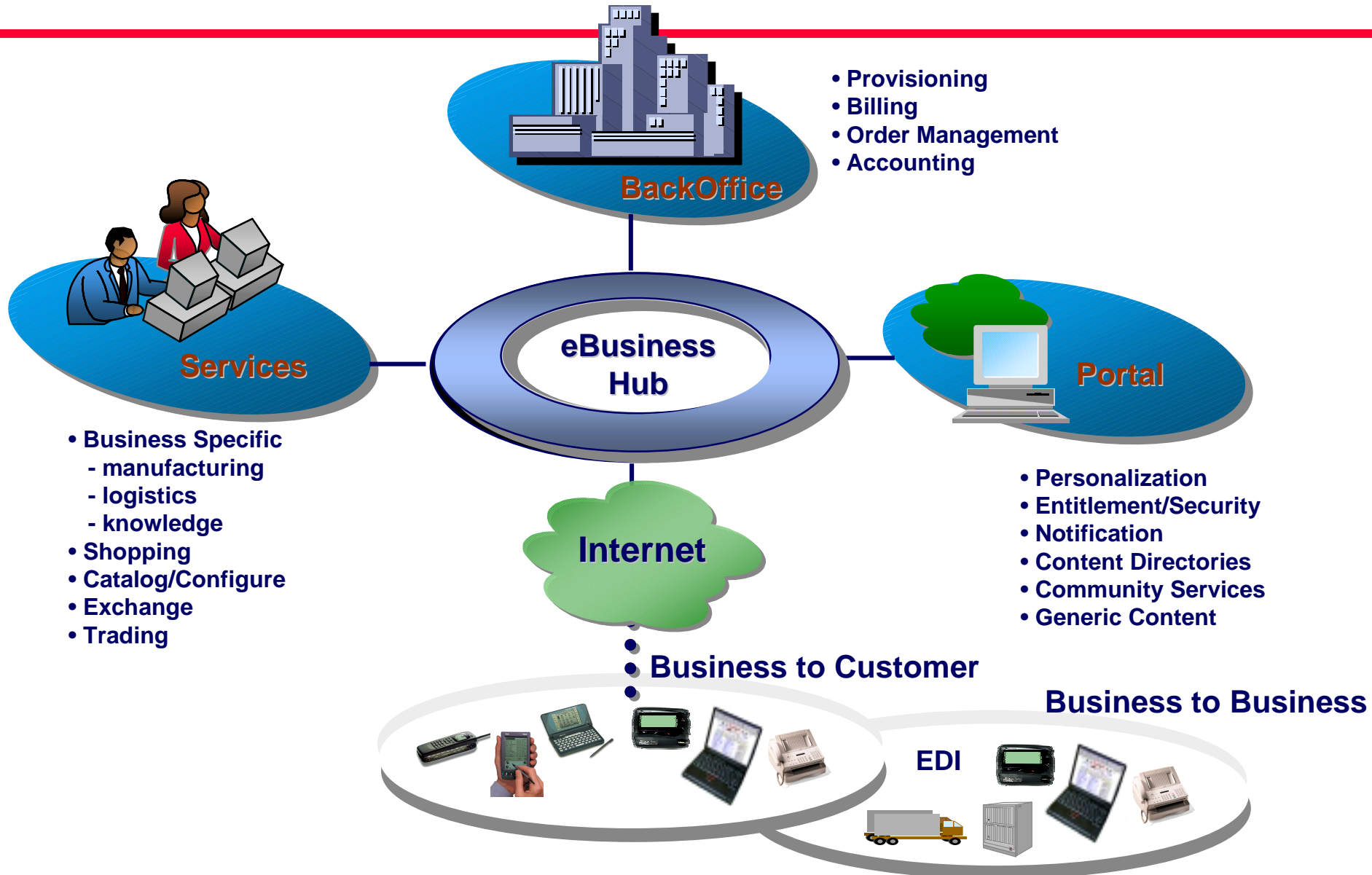
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The Old Model



The New Model



The Future Organization

Company Infrastructure





An Integrated Future

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- ◆ Supply Chain
- ◆ Electronic Commerce
- ◆ Retail Trading
- ◆ Auctions
- ◆ Financial Trading
- ◆ ...



- **85% of 800,000 monthly customer support queries handled online, a saving of \$600M annually**
- **85% of all 25,000 résumés submitted annually are received and processed online**
- **Sales database is updated 3 times daily; quarterly books closed in 24 hours**
- **97% of product orders arrive via the Internet**
- **Orders routed directly to contract manufacturers; all parts ordered online**
- **Performance reviews, benefit changes, expenses reports all handled online**
- **Most new-hire orientation and 80% of sales training is online, including streaming video and interactive programs**



Business Implications

- **Traditional corporate structure will have been distributed**
- **For many industries, traditional asset/equity based measures of corporate value will not be helpful in predicting either market barriers to entry or market values**
- **Corporate source of competitive advantage will be management of the distributed information chain**



Educational Implications

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- **Functional disciplines will no longer be sufficient for fully educated student**
- **Research will have significant cross functional component**
- **Business schools need new approaches to preparing students for prosperity in the new order**



Future Elements

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- **Adaptive collaborative software**
- **Autonomous Agents**
- **Intelligent Door knobs**
- **Smart materials (MEMs)**
- **Distributed organisms**
- **Networked infrastructures**
- **Augmented intelligences**

- **BioElectricalMechanical Accelerators**



*Is the future CFO a
technologist who knows
finance?*