Finance and Education Challenges

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The Old Model

Supplier

Manufacturing enterprise

Distribution enterprise

Retail enterprise

Customer

Transportation enterprises
The New Model

**Internet**
- Provisioning
- Billing
- Order Management
- Accounting

**BackOffice**
- Personalization
- Entitlement/Security
- Notification
- Content Directories
- Community Services
- Generic Content

**Services**
- Business Specific
  - manufacturing
  - logistics
  - knowledge
- Shopping
- Catalog/Configure
- Exchange
- Trading

**Portal**
- Business Specific
  - manufacturing
  - logistics
  - knowledge

**Internet**
- Business to Customer
  - EDI
  - Catalog/Configure
  - Exchange
- Trading

**Business to Business**
An Integrated Future

- 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 rooted 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

- 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

- 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?