

Uncertainty

A moment of crisis and opportunity



DRESSED TO FLY

Outfitting the pioneers of high altitude and g's

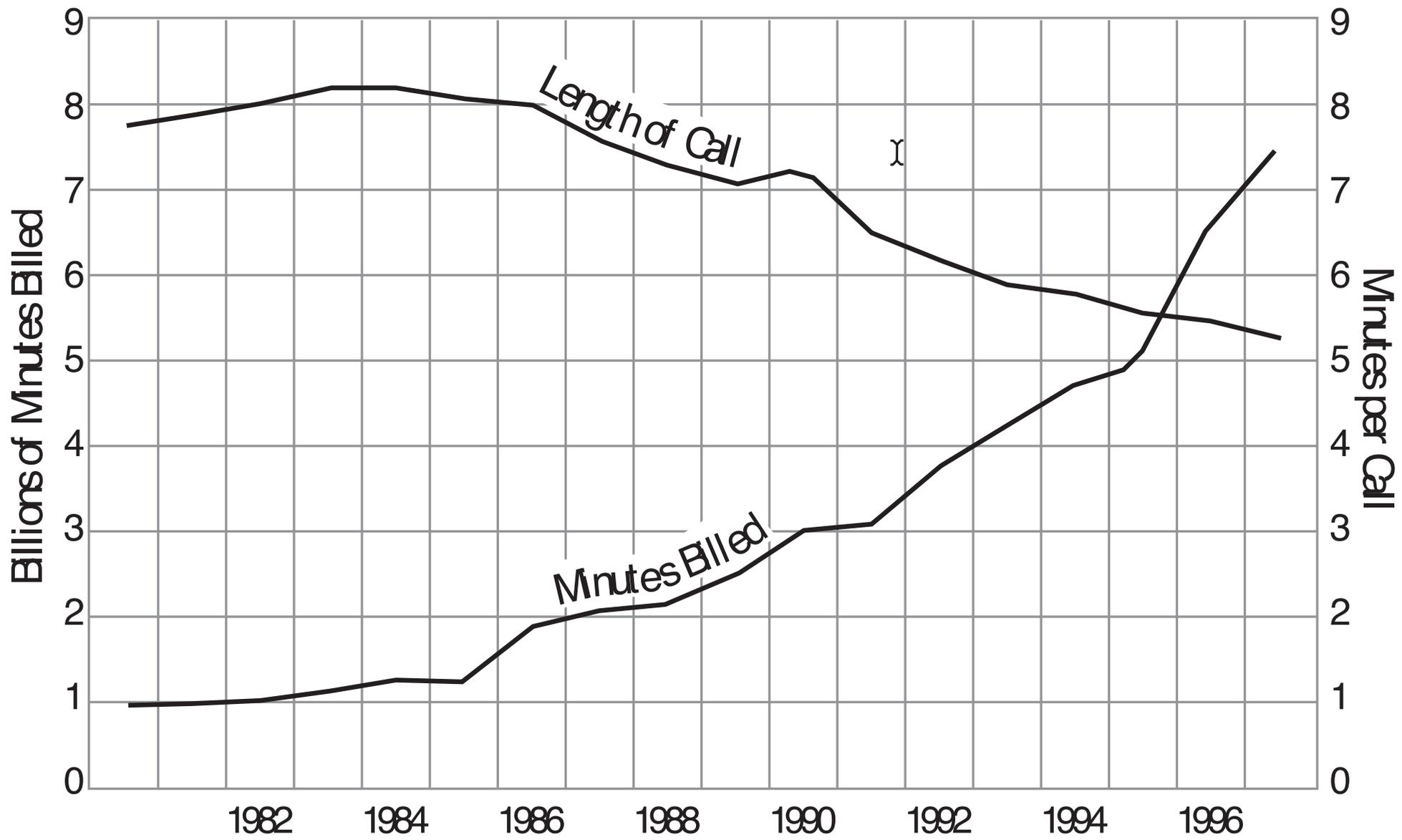


The Uncertainty Principle

“The greatest perceived value of information management will result from a context of prolonged uncertainty.”

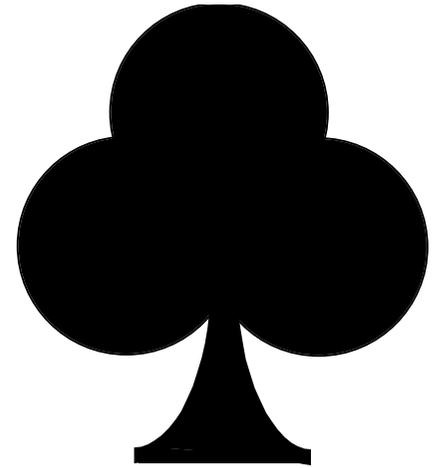
Knowledge and Uncertainty as Value

| Product | Price Per Pound (\$) |
|-----------------------------|----------------------|
| Hot-rolled steel | 0.19 |
| Chevrolet Cavalier sedan | 6.76 |
| Mercedes Benz E-Class sedan | 18.98 |
| Racing Bicycle | 100.00 |
| Treo 600 | 1,500.00 |
| Hermes scarf | 1,964.29 |
| Gold | 6,196.00 |
| Viagra | 11,766.00 |
| Pentium Extreme processor | 24,893.00 |



It is a world of change in which we live, and a world of uncertainty.

Frank Knight 1921



Fewer and fewer systems will be closed

The reason for the increase in
open systems stems from
technology entanglement

the increasing capacity of
networking technologies to
integrate otherwise disparate
and separate systems.

The Innovation Deficit

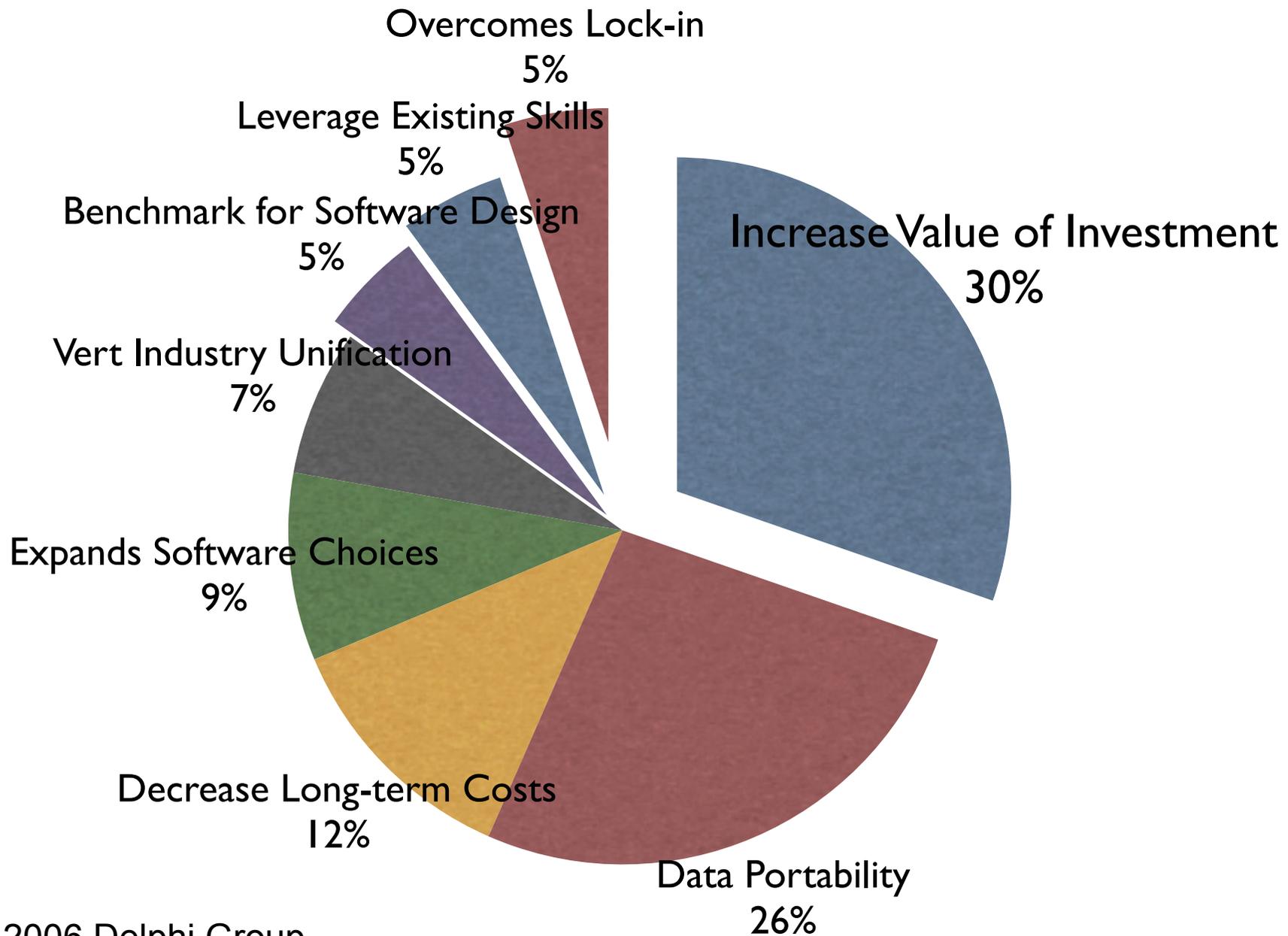
Standards = Liquidity

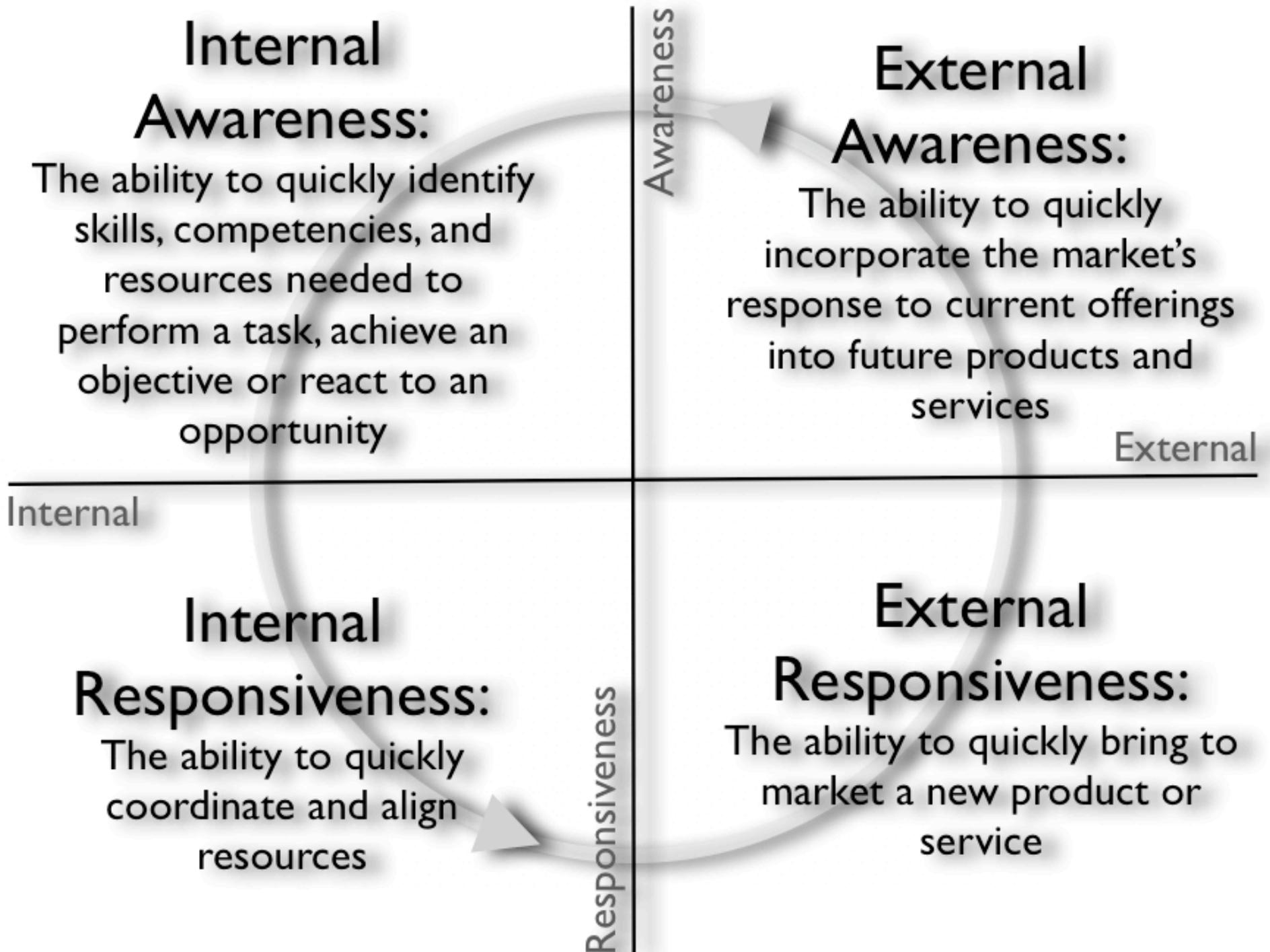
The Climate

Economic constraint and risk aversion
Mandate to integrate systems
Increasing business uncertainty

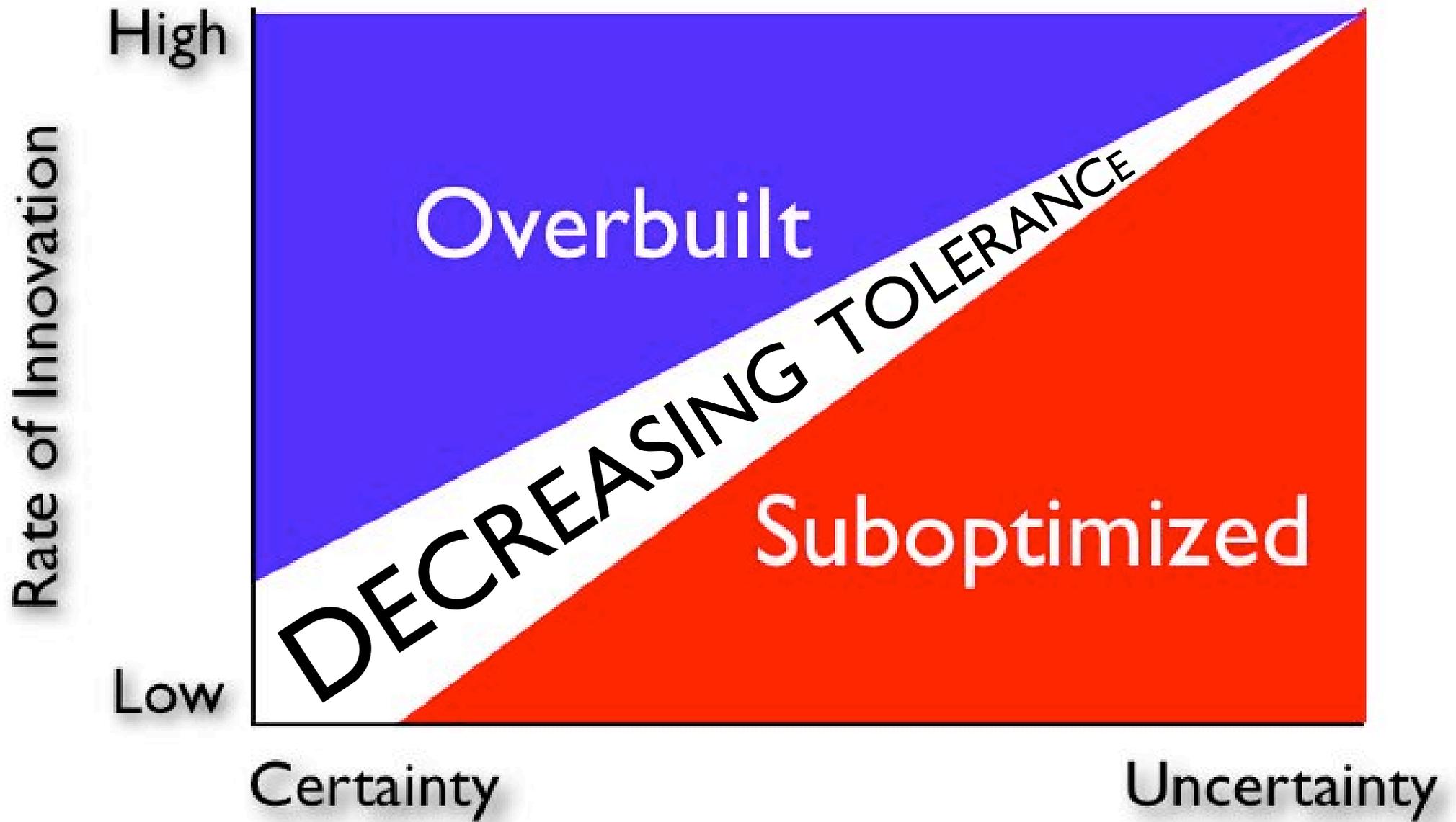
Standards create liquidity: the ability to leverage IT investment in unforeseen ways.

Greatest benefit offered by software standards





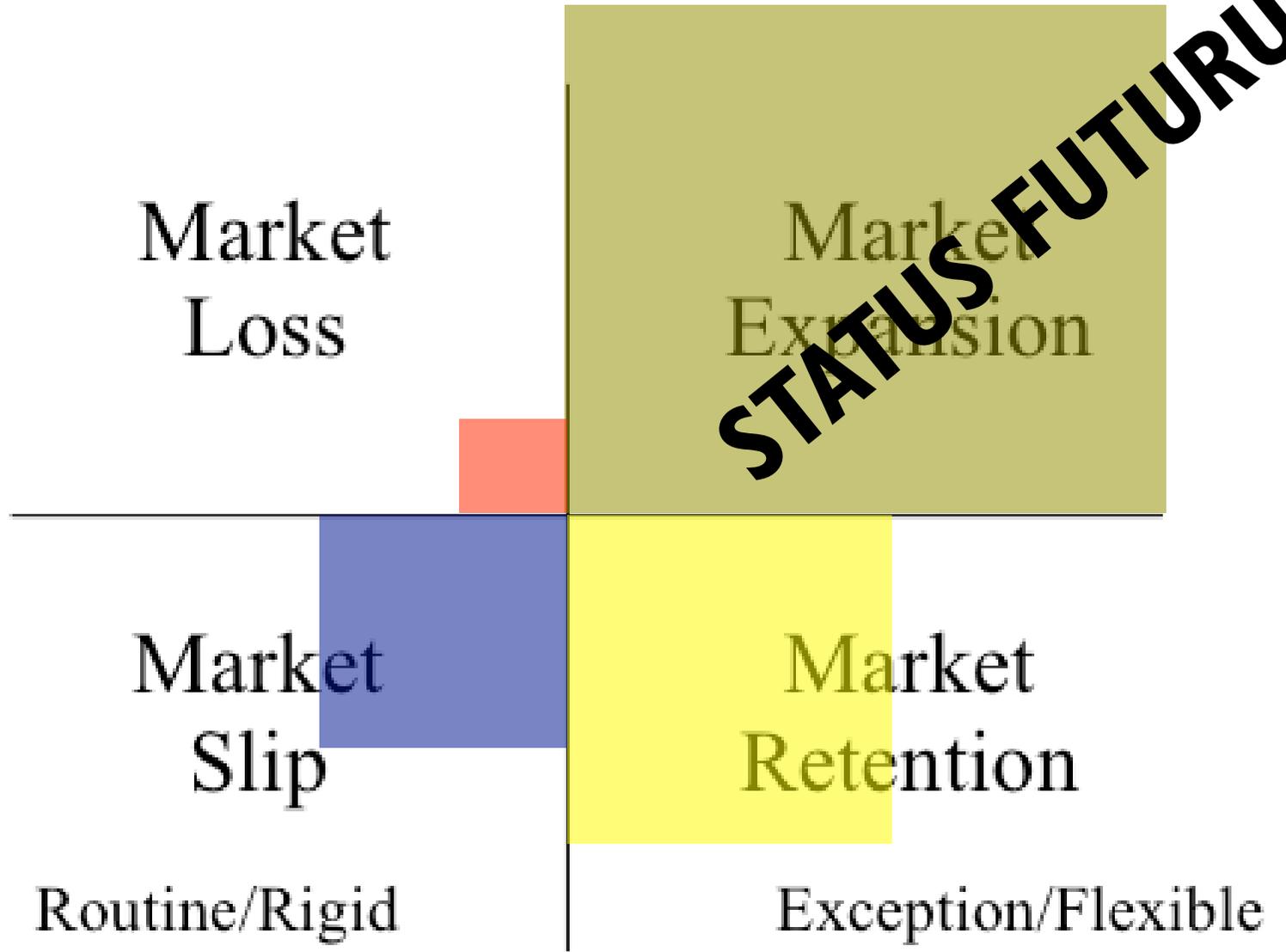
“Markets do not shape innovation as much as markets are shaped by innovation.”



Business Stimulus
Business Stimulus

Unanticipated

Anticipated



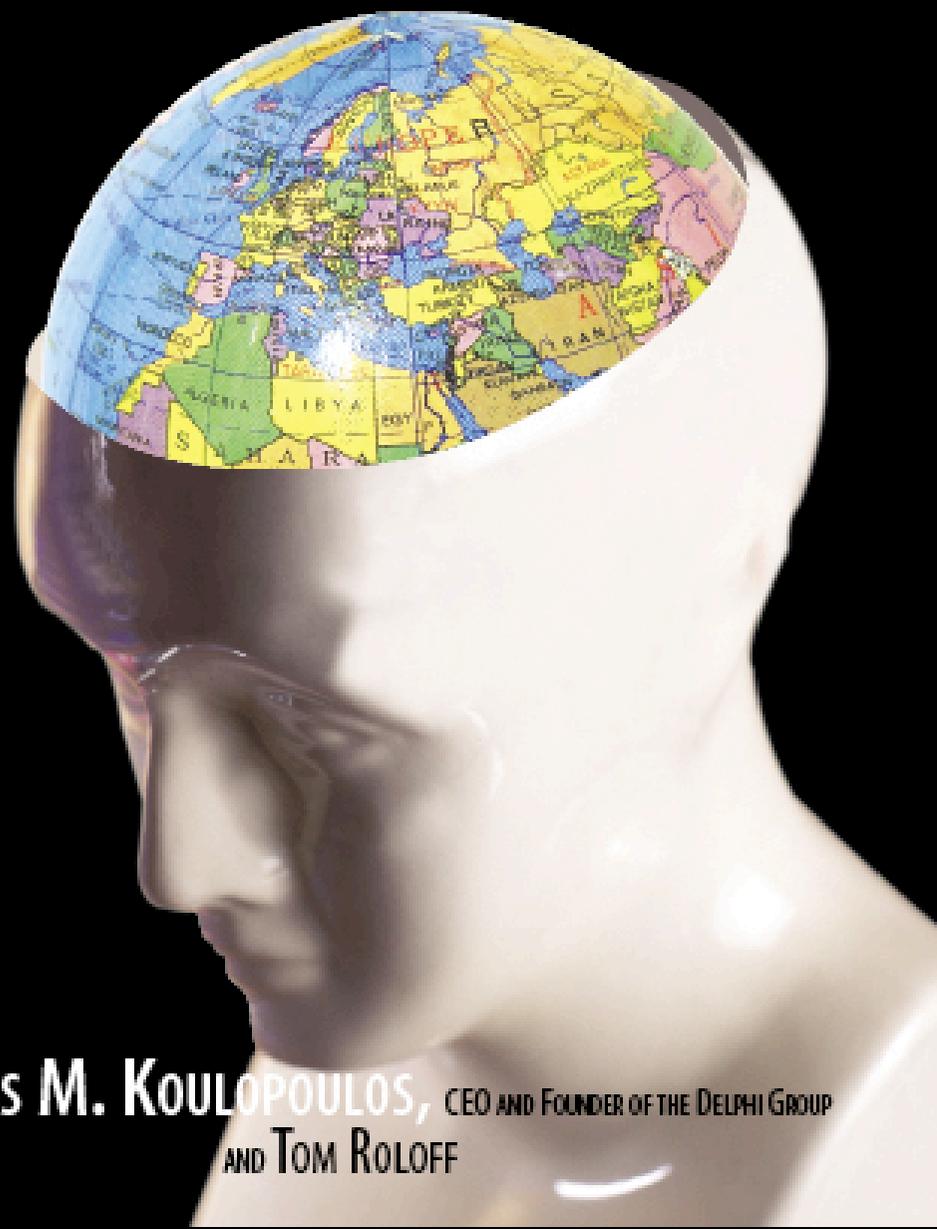
Process Response

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Foreword by Jim Champy, author of the national bestseller *Reengineering the Corporation*

SMARTSOURCING

Driving Innovation and Growth Through Outsourcing



THOMAS M. KOULOPOULOS, CEO AND FOUNDER OF THE DELPHI GROUP
AND **TOM ROLOFF**