Global Horn Of Plenty

The Jungle Story was our vision of the future. It was a story about how even the peasants of the Jungle could participate in a global economy.
The Satellite/Universal Communicator communication system that powered this E-Commerce system was our initial goal. The rest of the story is as follows.

The Blur

"An "economy" is the way people use resources to fulfill their desires. The specific ways they do this have changed several times through history, and are shifting yet again – This time driven by three forces – Connectivity, Speed, and the growth of Intangible value."

Stan Davis and Christopher Meyer,
Blur - the Speed of Change in the Connected Economy

Speed:	Every aspect of business and the connected organization operates and changes in real time.
Connectivity:	Everything is becoming electronically connected to everything else: products, people, companies, countries, everything.
Intangibles:	Every offer is both tangible and intangible economic value. The intangible is growing faster.

The elements of change that are driving these momentous shifts are based on the fundamental dimensions of the universe itself: time, space, and mass.

Almost instantaneous communication and computation, for example, are shrinking time and focusing us on Speed. Connectivity is putting everybody and everything online in one-way or another and has led to **"the death of distance,"** a shrinking of space. Intangible values of all kinds, like service and information, are growing explosively, reducing the importance of tangible mass.

First, the importance of Speed means a shift from relying on prediction, foresight, and planning to building in flexibility, courage, and faster reflexes. And with Intangibles as the driver of value, your strategy must constantly focus on ways to increase the nonphysical component of what you make and sell. High levels of Connectivity mean that strategy can no longer be a matter of "us against the world." In the future, it will consist of early recognition of the right players to link with.

The only constant is what economies do: again, they use resources to fulfill desires. Their means of doing so, however, have changed several times. Hunting and gathering economies lasted about one hundred thousand years before they gave way to agrarian economies, which endured 10,000 years. Their labor-and land–intensive approach was succeeded by the machines and factories of the Industrial era (1760s-1950s), which spawned the growth of cities, mass production, pollution, labor unions, and the development of the banking system.

After almost 200 years, the industrial era gave way to the computers of the information economy, which is already half over. The first four decades used the computer as a crunching tool, an industrial-style approach that included data processing and warehousing, bigger and faster machines, supercomputers, and other "factories" to perform routine brainwork.

In this second half of the information era, which we call the BLUR economy, resources will fulfill desires by yet another set of arrangements. The first thing that has to happen is Global Connectivity.

ICI will accomplish this with a global Satellite network.

The Global Satellite System

Broadcast Satellite Communication System (BSCS) is a special class of satellite service operating from a planned global satellite network using high-power satellites in a geostationary orbit 22,300 miles above the equator. Each satellite will have the capacity to operate up to sixty-five (65) powerful spot beams. Each beam, having a radius of 150+ miles and using digital compression will for example produce 100+ channels per beam. Using a multitude of transponders for a variety of services, BSCS shall provide private business and industry along with government and the general public, the following services:

Video, NTSC and High Definition Television:

Carry up to one thousand (1,000) Television Broadcast Programs Simultaneously
Separate Band for Government and Emergency Use

High Fidelity Audio:

Separate Band for Radio Frequency and Paging
Additional Separate Band for Government Use (optional)

Super Speed Super-computing Networking:

Separate Band for Encryption of Banking
Separate Band for Encryption of Credit Card Companies
Separate Band for Private Business and Industry
Forty-five (45) Carriers (Data Burst) Simultaneously

Communications Networking:

Trunking for Cellular Telephone Company Usage
Trunking for Land Line (Regular Telephone) Company Local and International Usage

Personal Communications Service:

Regular Telephone Local and International Calls at the rate of 100,000,000 per minute
Local and International Cellular Telephone Calls + Local MTSO Radio Frequency Calls

Ka-Band

The comparison of Ka-Band with C 8 Ku-Band is a relatively simple logical deduction. Because of a new technology called "Digital Compression", the new higher-powered Ka-Band will deliver 100+ channels on one satellite. Ka-Band, due to its wider frequency (20/30 gHz), will be able to compress 100 channels per satellite spot beam. Each beam will have a radius of 150+ miles covering the highly populated and rural areas of the country as well. Therefore, BSCS will have the capability of 100+ channels per spot beam, and will be available to Multiple System Operators (MSO's) to replace current fixed-plant cable distribution systems with the BSCS.

The BSCS Ka-Band Satellite is the Next Generation of High Tech Communications Satellites:

The first geostationary multipurpose Ka-Band communications satellites for commercial purposes.

BSCSs will become the first operative Global Satellite Network for commercial purposes

Located 22,300 miles altitude on the Equator; each BSCS is capable of covering an area, in any part of the globe, the size of the continental U.S.A., Alaska and Hawaii simultaneously.

The BSCS will provide video, NTSC and High Definition TV, high fidelity audio, Super Speed Super-Computing networking, communications networking and per- personal communications services at a commercial rate to the private business and industry sectors, along with government and the general public.

Key BSCS Technologies:

High EIRP fast hopping spot beams:

1. Special reuse through spatial diversity
2. Higher throughput VSAT's (T1 Rate)
3. Smaller ground terminals
4. Efficient capacity assignments to geographically non-uniform demand
5. Steerable beams

On-board processing:

1. Switching & Routing on-board at individual voice circuit level
2. Single hop mesh voice network
3. Improved Signal-to-Noise ratio

Ka-Band:

1. Opening of new bands
2. 2.5 GHz bandwidth
3. Dynamic rain fade compensation

Factors Favoring BSCS Architecture:

BSCS Feature Advantage

Spot Beams: Higher information rates & smaller dish sizes

Base band Processor: Single hop & network compatibility

Ka Bandwidth 363 MHz (minimum)

Few Pre-Existing Emission Rules:

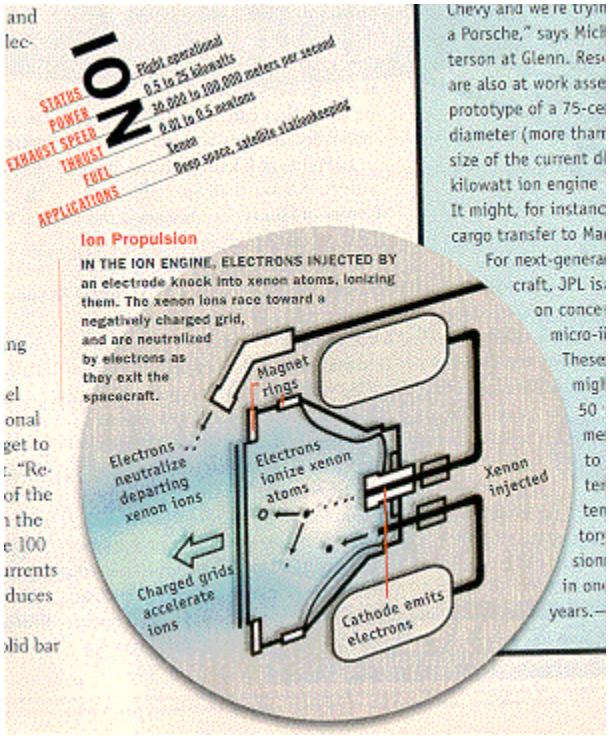
Low Data Rate 40 MBPS
High Data Rate 220 MBPS
Five (5) times as much frequency spectrum

Digital compression increases channel capacity.

Total digital transmissions will permit more efficient usage of transponders, less dropout and more secure transmissions.
HDTV channels will open up new markets for direct broadcast and revenues.

Our plans are to incorporate the BSCS into the Unified Satellite Transfer Module (USTM) which is a liquid propulsion system and satellite structure (BUS) that contains one engine which replaces a separate perigee kick motor, a separate apogee kick motor, interstage, and separation system.

The USTM using an ION generated Engine for the BSCS lifetime of 45+ years. Current other communications satellites have a stationkeeping fuel capacity of 5-10 years.



The USTM BUS is constructed of lightweight, high-strength composition graphite. This weight reduction results in a high mass fraction and, coupled with the high specific impulse (Isp) of the single axle engine, yields a higher delta velocity and increases the payload weight.

The BSCS will economically impact any sponsoring country with jobs for local workers. BSCS will create jobs and services for the manufacture of:

- Communications equipment, including telephone and radio
- Next generation of HDTV; components and black boxes for communications and TV industries
- Data processing equipment, including computers and modems.

The services (and need for additional personnel) will only be limited by the number of satellite services offered for sale and the territory covered by the owners of the satellite. The cash flow will be determined by the increase of the user base and the expansion of the satellite services.

ICI's ION Engine Satellite can stay in Orbit for 45 years. This can gives us:

- 1,440 min. per day per transponder
- 93,600 min. per day per 65 transponders
- 2,808,000 min per month per 65 transponders
- 33,696,000 min per year per 65 transponders
- 15,163,200,000 min per 45 year per 65 transponders
- This gives us $7,581,160,000,000 at $.05 per min.
- This will be sold over the first five years

Air Time Sales

In the two-year interim it will take to put up the hardware (Satellite) and design the software, ICI will take advantage of existing capabilities in the satellite market place to set-up an online market, to buy and broker satellite airtime. ICI will also be pre-selling our own satellite's airtime. In the near future some 200 low orbit and 100 high orbit satellites will be in the air. The market for sales and re-sales of this airtime will make the stock market; oil market and commodities market look like bad investments.

"The new gatekeepers of these information pipelines are business-unit mangers (Infomediaries) attempting to enhance relationships with customers rather than the intermediaries at IT departments that made their living restricting that interaction. Large companies such as AT&T, Direct TV, and Motorola will sell to an Infomediary. The Infomediary may be a person or a market community."
Daniel F. Spulber - Business 2.0 Magazine, March Issue

This connectivity would allow everyone everywhere to participate in the E-economy, even the peasant in "The Jungle Story".

When the peasant in the Jungle Story sold his snakeskin over the Internet to the Italian shoe company, he completed an e-commerce loop that will take years to install. The first leg of the loop was called "The Train".

The Train

Programmers and researchers have devised a plan to build a "Liquid Market Place".
At the beginning of the century it became clear that thanks to the Internet geography mattered less and less, the gaps between supply and demand were shrinking very rapidly and price was no longer determined just by the seller, but the also buyer.

How the old "Mechanical Age" capitalist structure would evolve into the "Information Age", buyer/seller instant supply and demand structure would have to be designed - a "Liquid Market".

What is a "Liquid Market"?

A "Liquid Market" is a perfect market, efficient and self-correcting that could react to the supply and demand of manufacture and customer in a 15-minute window. New sets of software tools will be designed to allow consumers to negotiate largely by proxy-custom prices on everything they buy.

The Train metaphor described an e-bot system. An E-bot is a Price/Supply, robot browser software that will search the web with a picture (Icon) of the product for sale, looking for the best Price/Features. It will search for another Icon from a buyer asking for just such an item. It will return to the buyer with the price, color, size and extra chooses. The buyer can then negotiate through an intermediater (proxy) what price he will pay for the product and instead of this taking hours or days; it can be done in minutes or even seconds.

The effect on retailers will be very dramatic. A seamless network, of consumers, vendors, manufacturers and yes, the peasant in the jungle, will evolve into increased efficiency, communication, real-time cost/sales analysis, a diminished need to stockpile excess inventory and the eradication of many hurdles in the supply chain and buying experience.

The global market will be updated and changed every 15 minutes.

Imagine going into a meeting, where a large business deal is being negotiated. The buyer and their assistant will be consulting a global market up-date window on their hand-held computer/Communicator. If the seller waited out the 15 minutes he might get a better price. If the buyer waited out the 15 minutes he could offer to pay a much lower price. Decisions and deals will be quick and immediate.

A catastrophic weather condition could change the supply dynamics therefore lowering the price. A fluctuation in the buyer's financial position could alter the quantity that the buyer could buy or even if they could buy at all. Information would be immediate and in real-time. Losses and reversal of fortunes would be drastically diminished. This would leave rise to the **128 day, 4-tier product cycle,** as explained below.

A 128 Days

"When industries are competing at equal price and functionality, design is the only differential that matters."
Mark Dziersk, Industrial Designers Society of America

Speed is the foreshortening of product life cycles from years to months or even weeks.

The "Death of Distance" is a defining feature of the New Economy. The Economics of distance died and the economics of attention took its place. Customers' convenience was the key to E-commerce.

The beginning, middle, and end of a product line are dissolving into each other as the orderly and familiar step-by-step progression of research, design, production, distribution, payment, and consumption disappear. Advance copies of the manufacturers' new models are being reviewed in magazines while the current model is still being sold at a floating "street" price, and the previous version is available at a discount. An annual model change blurs into a continuous one. Continuous upgrades that are downloaded electronically are replacing model years that require plants to close down for retooling. "Built to last now means built to change."

In the new economy companies would hire online designers and inventors whose ideas and products would travel through a 128-day four-tier cycle.

- From the inception of an idea to the manufacture of the product or service, marketing, retail sales and peak consumption would take 128 days to complete in the first tier.

- The second tier would offer the product at an after-market of discount sales of 35% off. It would also only take 128 days.

- The third tier of the products lifecycle would be offered below wholesale of 60% off and also take 128 days.

- In the fourth tier the product would be given to non-profits to distribute to the less fortunate.

Every part of the E-commerce transaction will be automated from buying of product, to the inventory of product, and the sale and marketing of products. Each step along the way should be simple, secure, and straightforward.

So, a product would have a life span of one year. This will usher in the "The Golden Age of Design" **and prosperity will abound.**

Accumulating productive capacity has always been the means by which economies grow, from seed corn to factories to mutual funds. Now the focus is shifting to your knowledge and relationships. Productive capacity will be bought and sold at auction, rather than built on a balance sheet. And the most precious productive resource isn't even connected yet: **attention**.

The best capital investments will be in equipment and capabilities that prove robust enough to support a changing product line.

To the extent that it's possible to see the direction that future offerings will take, it makes sense to design means of production that anticipate the change.

In theory, at least, this is possible. The Digital Age will not be an age of smart machines but of humans who, through networks, can combine their intelligence, knowledge, and creativity for breakthrough in the creation of wealth and social development.

The Internet business will be $100 billion in online business-to-business sales this year. Yet all the capital earned will not have tangible value. In order to develop and deliver relationship-era values in a post-information age, organizations will likely have to form partnerships with (Citicorp, Travelers) other brands in order to forge new value propositions.

Connected individuals and their knowledge, not the corporation, is becoming the key organizing unit. The market is developing ways to capture, measure, trade, and reward them accordingly.

Time is our Scarcest Resource

"The one resource that's becoming scarcer and scarcer (and therefore more valuable is customers' time".
Daniel F. Spulber - Business 2.0 Magazine, March Issue

We have the same 24 hours in a day. By delivering convenience- The New Economy offers a massive discovery of our most valuable resource. Money and its modern equivalents, such as checks, credit cards, debit cards, and even electronic cash, do not solve high time costs of shopping for goods and services. Going online dramatically cuts the costs of searching for merchants and service providers in ways that were never possible before. Companies that deliver products with the greatest convenience are those that will prosper in the New Economy.

Companies who will succeed best will be those that create and operate their own markets. This means creating innovative institutions of exchange.

Companies that deliver the best total package of price and convince will prosper. For customers buying product and services have two costs; the price paid directly and the indirect time costs of finding the product, making the purchase, Using the product, and obtaining related services. It's the total cost to the customer that counts, the purchase price plus the transaction cost.

Imagine driving down the road in your Mercedes when you hear a faint noise. Is it pinging? Is it knocking? (Is it the belt of your raincoat caught in the door?) What are the chances it will do it again if you take it into the shop?

Mercedes has a system that will connect the car's software via satellite and the Internet to a customer assistance center. This will enable them to diagnose problems while a car is still on the road – and sometimes even download the repair.

Economics transaction takes time. No matter what is being purchased – clothing, food, Entertainment, or gifts - the shopper usually needs to search for the best store and then impart personnel credit information so the vendor can know he will be paid. In the process of the buyer exchanging money for goods, the buyer must give up his valuable personnel information.

We've all heard the statement that any two humans on the planet are linked by no more than six degrees of separation. So you want to get everyone who is connected to the Net to want to see and do what the herd is doing. Those who are not connected to the Net will get the buzz from someone who is, therefore building desire to be connected. Ubiquity!

THE FORTUNE OF CRITICAL MASS

There are 6 Billion plus people on the planet. If we use the theory of six degrees of separation, Critical Mass would be 1 billion people.

We have almost 200 million people connected on the Net. 500 million connected by telephone or cell phone. One billion + have television. Then, there are pagers, beepers, radios, jungle drums, and smoke signals. We are connected. Have we reached Critical Mass? When we reach 300 million on the Net we will be very connected.

What does that mean. Everybody talks to everybody; ideas, information and visuals pass around the world at the speed of light. Whether the content is truth or lie we hear it. What is more important is that we come to a consensus of belief. Based on the Bell Curve that consensus is divided 60/40.

Is the consensus for the good? So far, we have not been able to make a consensus that would hurt ourselves. What we have done is been able to have discussions on what we want. Depending on our collective mood, our collective consciousness has dictated the policies of the world. No more war. Nobody goes hungry...stop female and child abuse...more flexibility on our monetary system. **This is only some of our collective wishes.**

Ubiquity Breeds Wealth

"Give it away. Build Buzz! Reap the rewards. Reach critical mass. The network effect, it's not the new game. It <u>IS</u> the game."
Patricia B. Seybold, Business 2.0, March 2000 issue "Definition: Ubiquity is omnipresent".

Scarcity no longer determines value. Smart companies create buzz, build market share and co-opt entire market space. On the Internet, price elasticity is just a click away.

Economists have been writing about the Network Effect since 1974. Intrigued by the notion that, once a network reaches mass acceptance, scarcity isn't the source of perceived value; instead ubiquity is. In the physical world, the more fishers who come to a lake, the fewer fish each will catch; the lower the benefit, and hence the value, for each one. In the cyberworld, on the other hand, the more people who participate in an online network, the greater the benefit- the larger the network, the greater the likelihood that you'll find the person, information, or resource you're seeking. The difference between these two analogies is simple. Fishers aren't adding fish to the lake; online users are. As each new Website goes online, it adds to the common resource pool not only the information and resources it contains but also the server(s) and bandwidth it brings to the network as a whole. As each new person registers her email address, that's one more person with whom you can communicate quickly and easily. Connections and information are no longer scarce resources in the Internet economy. The one resource that's becoming scarcer and scarcer (and therefore more valuable) is customers' time.

ICI intends to help our Ubiquity by starting a network of ISPs called:

Ice Net

"Once you've created a network or Co-Op of independent players, each of whom benefits every time another player is added to the network, you've created a value engine."

John chambers, CEO, Cisco Electronics.

Ice Net is a network/co-op of Internet Service Providers (ISP), some Mom and Pop operations, some larger. This Network (Ice Net) will share a secure transaction server, centralized advertising and marketing, centralized billing, programmed maintenance and hardware updates, bulk equipment buying and centralized 24 hour support services.

The only requirement to join this network is the ISP must have at least 80,000 customers or join with smaller companies to reach that targeted goal. ISP's would contract to deposit 25% of their monthly cash flow into our bank.

Ice Net can contract with one of ICI vendors such as Replete Holdings Ltd. The contractor will:

- Send a team of marketers into the field to sign-up, buy or build an ISP in a particular market.
- After acquiring an ISP, establish a phone, billboard and radio advertising campaign. That will have a goal of 10% growth per month in every market.

- Coordinate and oversee: the onsite and offsite maintenance and instillation of hardware and software... to set-up and coordinate the accounting and billing and to design and implement a joint marketing strategy.
- Also maintain the money server. These servers allow every business that signs up with any of the ISP's to have centralized secure smart cards, from a Transnational Internet Bank. This would include an Internet sales merchant account, web hosting and web marketing.
- Every ISP that joins our network will deposit 25% of their monthly income in Transnational Internet Bank. These deposits will be placed in an account for one year. At the end of a year they will receive their money back plus interest.
- This 25% deposit entitles them to use of a transaction server, centralized billing, advertising pool, hardware/software updates, maintenance plus 24hr support services.

ICI, using the market community of ICE Net, will find new ways of leveraging these assets. In an economy such as this the most important assets are intellectual assets.

Human Capital Becomes Paramount

"In an economy based on brain rather than brawn, there is a shift toward knowledge work. Innovation drives everything and competitive advantage is ephemeral."
Don Tapscott – Business 2.0 magazine, March 2000 issue

ICI intends to capitalize on this asset by establishing a Non-profit research and development facility to do everything from basic research to system design and real-time product development.

ICI will add an intangible value to all our economic transactions by placing all their personnel information (health, wills, licenses etc.) and credit history on a smart card.

What is a Smart Card?

You can think of the smart card as a "credit card" with a "brain" on it, the brain being a small-embedded computer chip. This card-computer can be programmed to perform tasks and store information, but note that the brain is little -- meaning that the smart card's power falls far short of your desktop computer.
Smart cards currently are used in telephone, transportation, banking, and healthcare transactions.

Smart cards that can verify its owner through fingerprint verification or iris recognition are also in use. The cardholder's biography is stored within the smart card chip, which supplies the highest level of security for home banking and e-commerce.

In our case we'll focus on two types of smart cards: memory smart cards, which can be viewed as minuscule removable read/write disks with optional security; and processor cards, which can be viewed as miniature computers with an input and output port. An example of this is the Hilton Hotel's allowing guests to bypass the registration desks at some of its establishments and to check in at "smart card" kiosks instead. The kiosk allows for a profile to be placed on the smart card storing preferences of the guest – non-smoking, king size bed, etc. and updated at any time. Then the kiosk spits out a key, along with directions to the room.

Who is using Smart Cards? Industry, government, and educational institutions are increasing their use of Smart Cards as cash replacements, for identification cards, and to record and store data in a highly portable medium.

The French, for example, made the switch during the mid-1980s because fraud rates were unacceptably high and rising. With smart cards, merchants do not have to go on-line to centralized databases. They can rely on personal identification numbers (PINs) to verify the ownership of a card simply by checking the PIN typed in by a customer against the record on the card itself.
Furthermore, the chips are more resistant to tampering than magnetic stripes, which can be read and written on with readily available equipment.
Over 20 million smart cards are now in use in France.

One motivation for smart-card introduction in the U.S. today is the possibility of multiple uses for the same card. In theory, the same silicon-imbued piece of plastic could serve as personal identification, credit card, automated teller machine (ATM) card, telephone credit card, transit pass, carrier of crucial medical information and cash substitute for small transactions in person or over the Internet. Additional uses are limited mostly by issuers' imaginations and consumer acceptance. As a single card becomes able to hold more parts of a person's life, security and privacy concerns will have to be met; cards of the future will probably be highly personalized.

Smart cards are becoming more attractive as the price of microcomputing power and storage continues to drop. They have two main advantages over magnetic-stripe cards. First, they can carry 10 or even 100 times as much information-and hold it much more robustly. Second, they can execute complex tasks in conjunction with a terminal. For example, a smart card can engage in a sequence of questions and answers that verifies the validity of information stored on the card and the identity of the card-reading terminal. A card using such an algorithm might be able to convince a local terminal that its owner had enough money to pay for a transaction without revealing the actual balance or the account number.

Depending on the importance of the information involved, security might rely on a personal identification number such as those used with automated teller machines, a midrange encipherment system, such as the Data Encryption Standard (DES), or a highly secure public-key scheme.

Because the cards are dependent on an outside power source provided by the reader interface, Universal Communicator, any information held in conventional random-access memory (RAM) will be lost every time it is removed from a reader. Hence, smart-card microprocessors use only a few hundred bytes of RAM as a scratchpad for working on transactions in progress. The software that controls a card's operations must survive from one use to the next, and so it occupies between three and 20 kilobytes of permanent nonvolatile read-only memory (ROM). The contents of the ROM are fixed in the chip when it is made. The personal, financial or medical data that give each card value to its owner reside in an alterable nonvolatile memory (EEPROM, for electrically erasable programmable read-only memory) of between one and 16 kilobytes.

For example, criminals may attempt to force the card to operate outside certain voltage or clock frequency ranges in the hope that it will display weaknesses that can be exploited; a properly designed device will automatically fail to respond under such conditions. In some cases, circuit links may be designed to become inoperable once a card has been programmed, so that vital data cannot be altered. Manufacturers also employ special tamper-resistant techniques that would prevent a thief from getting to the microscopic circuitry directly.

Bypassing the handling of money in paper or metallic form could generate significant savings. Economists estimate that counting, moving, storing and safeguarding cash cost about 4 percent of the value of all transactions. The interest lost by holding cash instead of keeping money on deposit is also substantial. The Royal Bank of Canada, which is participating in digital-cash trials in Ontario, keeps about a billion dollars on hand at all times.

In a mark of the technology's versatility, smart cards can also carry vital medical information. Instead of just indicating that a person has medical insurance, for example, a card can store details of the coverage. It can also provide basic medical information, such as lists of drug sensitivities; current conditions being treated, the name and phone number of a patient's doctor and other information vital in an emergency.

An intelligent card that carries only the information most relevant to current treatment can streamline care significantly.

The need for security influences the design and handling of the card, its embedded circuitry and its software. Microprocessors used in smart cards, are specifically designed to restrict access to stored information and to prevent the card from use by unauthorized parties. Typically a card will work only in a well-characterized operating environment.

ICI's characterized operating environment is the Universal Communicator.

The Universal Communicator

"The Universal Communicator" was designed to interface video, voice and data transmission into a hand held devise. This devise would be used as a remote camcorder, scanner, video phone, personnel assistant, note taker, translator, infa-red channel changer, a private bank transaction manger, Fax, database interface, satellite transmitter, radio and cellular phone with a voice activated virtual reality interface.

In "The Jungle Story", the Kiosk operator in a small South American village issues the Farmer a Smart Card, a kind of credit card, and by placing it into a slot in the side of the Kiosk, the money received for the sale of the snakeskin is transferred to the card. Before the Electronic Money ever reaches the card,

- The Operator's pay is deducted,
- The Government's part is deducted,
- The Satellite Company's charges are deducted,
- And the Kiosk Company's Part,
- The Bank Internet Service Provider's Part,
- And the Town Treasury's deductions are made.

As the Farmer takes his card, the Snake Skin is placed in a box to await transport by an overnight shipper later in the day.

Using the smart card with the Universal Communicator allows for transactions to be sent between UC's using there built in infrared signals. A person-to-person, or business-to-business interaction takes place in mid air.

With his smart card in hand, the farmer enters a market, picks out what he needs and approaches the storekeeper to pay for his goods. The storekeeper hands the farmer a Universal Communicator and he inserts his smart card into the unit. The farmer points his Communicator at the storekeeper's Communicator and transfers the cost of the goods from the farmer's card to the storekeeper's with a touch of a button. In the middle of the air, a part is sent to the government, another part is sent to the bank of the storekeeper to pay for the goods he just sold, one more is sent to the town treasury again and service charges and communications fees are also deducted.

One of the institutions that the Universal Communicator will report to is the ICI Internet Bank.

The Bank

"The race for success in the 21st century will not belong to the biggest, the richest, or the strongest but to the fastest."
John Chambers, CEO of Cisco

The Internet is revolutionary because it connected firms with firms, firms with customers, and people to people. And it connects them without regard to time, space, and hardware/software platforms. The most useful of this connectivity was people connected to and interacting with their capital that was processed through online banks.

ICI/Transnational Banks will not be storage banks, except for a short time periods. Banks will not make their capital from storage/loan but conduit/factoring. The speed with which they do this will determine the most successful.

To make online banking worth the trouble of setting up an account, it's has to offer the most popular bank products. The customer requires six services: unlimited check writing, overdraft protection, credit cards, extended credit, CDs and savings bonds,

- They will also have to have additional online services like funds transfer, automatic recurring electronic bill payment, online check ordering and canceled check viewing, and the assurance that the account will automatically log off after a certain amount of time.

- The one-place Internet banks have a clear leg up on old-fashioned ones is in the information category. Imagine being able to sort your banking transactions by type and date. Imagine knowing the minute that a check has cleared. Imagine accessing a list of purchases, made with your debit card, including date, time and vendor name and also the location of where you used the card.

- Internet banks could also interact with their customers. Therefore adding intangible value to its product value. One of the ways intangibles can be added is a chat room.

When Citibank provides private chat rooms on the Web for its customers, it enables them to get closer to each other – and to the bank. They can get advice on such topics as investing in real estate, or swap information with people of similar professional and financial goals. And Citicorp learns a lot about customer likes and dislikes.

The other intangible is fair compensation for their information and a modicum of privacy. A modicum of privacy preserves a society's right to know, to protect itself and a way to nurture its valuable uniqueness. Sellers need to understand buyers and buyers need to preserve their privacy for a truly free choice, which is the promise of the Net.

> Commerce used to be so simple. There were sellers and there were buyers. The seller brought a product or service to the table, and the buyer brought cash. The transaction was straightforward: the price was the price. Now, in an increasing number of business dealings, it's more difficult to determine just who is the buyer and who is the seller. A lot of the time, they maybe the same. And even when these roles are clear, the form of payment is more convoluted. Parties are being compensated, not just in money, but also in things like information and emotion.
>
> The distinction gets very hazy when you note that monetary payment is only a part of any given transaction. The real news in the BLUR economy is that other things – especially information and emotional engagement – make up a growing proportion of the value being exchanged in both directions.

Connected individuals and their knowledge, not the corporation, is becoming the key organizing unit. The market is developing ways to capture, measure, trade, and reward them accordingly.

A Transnational Internet Bank will give its customers the ability to use connectivity, to accomplish all their financial needs:

- Unlimited check writing,
- Overdraft protection,
- Credit cards (smart cards),
- CDs and savings bonds,
- Funds transfer,
- Automatic recurring electronic bill payment,
- Online check ordering,
- Credit loans
- Canceled check viewing.

All these transactions will be transmitted and stored on the customer's personnel Smart Card. How that information will be used will be totally up to the customer.

The inevitability of change in the way we view money and financial transactions. In the early eighties the Federal Reserve (The Fed) Bank started to take over the commercial exchange and flow of money around the world. By the year 2000 they had achieved 90% of all money transactions going through the Fed. It made the Fed responsible for monitoring the ebb and flow of money throughout the world. If a transaction were suspect (i.e., money laundering), it would be stalled until it no longer mattered. This was just a guess on the Fed's part, no real proof was necessary.

Yet, because of the Net this iron fisted approach would soon erode like so much sand through the fingers. Internet banking had two advantages. You could do it anywhere and anytime.

No more waiting in line for a teller thinking about lunch. All you had to do was get on line to pay your bills, transfer money from savings to checking, check your balance, or wire money to some other bank. It was quick, it was easy and it could be done anytime day or night from anywhere. The Fed was not involved.

Since the world markets (stocks, bonds, commodities) have become more volatile, more and more corporations have found themselves in the inevitable situation of either selling off shares, having bond sales, factoring inventory to make needed upgrades, or have an infusion of liquid capital. Borrowing from banks and venture capitalists has too many down sides. So, an idea is floating around the business community.

Corporations tired of the volatility of the stocks and bond markets and the endless bureaucracy and paper work to start an IPO or float a bond started issuing vanity debit/credit cards. It's simple really. Corporations now can have appreciation of vanity cards. Visa cards printed with their logo and being able to process the credit card receipts through the corporations billing departments. They were licensed by Visa but had the corporate logo on them. At first they were just what they seemed, vanity debit/credit cards. With the advent of Smart Cards they became something more. Some card companies such as Diner's Club and Mastercard gave discounts and frequent flyer miles if you used and accepted their cards. Then, the corporations decided to offer discounts on their products. Some corporate executives had the idea to offer a new service. Instead of putting up stock, which would allow for some ownership of the company, and therefore giving the owner of said stock some say so over the way the company was run. The executives at some corporations decided to borrow the money from the customer.

First, anyone who wanted to deposit $10,000 or more into their credit card account and not use it for at least one year would receive 25% a month interest in the form of discount points. These points were redeemable on all transactions. When the bill came the customer could just say how many discount points they would like to use and pay the difference or if they were banking on line or handling their credit card on line, you would let the Smart Card tell you how much you had spent. All information about transactions was stored on the card. The discount points you had accrued were placed on the card. When you received your monthly bill, they would enter by computer how many discount points they would like to assign to that bill to offset their payment.

Loans, factoring of inventory, and asset management will be structured to take advantage of the unique advantage of the Black Box. The medium of exchange for all these services would be Cash, ZCash, and ZCoupons.

What's The Right Price To Charge For These Banking Services?

What the consumer desires of its online bank is a free checking account (that is, one that has no monthly fees and no account minimums) and that will let them do online banking (including bill payments) at no cost to them?
CompuBank offers this and more: no fees for debit card usage, bills paid online, the return of cleared checks or for a paper account statement.

Also expect customers to begin demanding value, including cash payments (digital microcash) or Z-Cash for their information knowledge. They provide information about themselves that, with their permission, is sold to others. They then receive a share of the transaction. This share must be able to be stored somewhere personal, like an e-wallet (Smart Card).

Once a customer has spent time entering information about their relationship with their payees, the customer is not going to want to switch their accounts to another institution. If that institution allows for an anonymous tracking of her wants, desires and curiosities without giving up their valuable information (name, address, etc.) unless compensated for it. And better yet the only part of their information that others may have is more general (sex, income range, race, etc.) yet the information also can be authenticated. The customer will be forever loyal.

ICI and Transnational will set the standard for banking and the capital it manages for the 21st century.

Capital

"Finally, the arrival of real-time, symmetric information calls for the transformation of how an offer is sold and traded."
Stan Davis and Christopher Meyer, Blur - the Speed of Change in the Connected Economy

Capital is connecting, picking up speed, and becoming intangible. As it does, its future capability to create value becomes far more important than its cost.

Capital One Financial puts 14,000 new offers into the credit card marketplace every year. Most of them fail; nevertheless, the company is one of the most profitable in its field. A major reason for this is that every offer has a product champion but moves through the organization without the development of new structure.

By the time the product becomes profitable, a new one has supplanted it. Such is the Speed of change. Sure, the old model still works but the connected environment around it has changed, rendering it obsolete.

Capital One is churning offers through the marketplace to let it select the best, and thus improve the breed. Capital One does not think in terms of maximizing its share of market, but of maximizing its share of experience. If it can learn more about the market more quickly than its competitors, it will make more money from its business than they will. Every offer, win or lose, is a vector of ideas between Capital One and its partners in the exchange.

Perception is the key: Capital continues to change its appearance, or guise, and has come to mean different things to different people at different times. Yes, capital is a constant, in that it represents an accumulation of productive capacity. But physical and financial capital now has company as “intellectual capital” begins to emerge. It, too, represents the accumulation of productive capacity, but the realization behind calling anything intellectual capital is to acknowledge that our most valuable assets, and our most enduring means of production, are knowledge, talent, and experience.

Market Boards

Trading Hub (Market Board)

“Here's the trouble with Net exchanges: They're good at making introductions, but most of them leave screening and negotiating to the participants.”
“Trading Hubs Evolve Beyond Matchmaking” By Theo Mullen, Internet Week

E-marketplaces (Trading Hubs) of all stripes are adding features that inject a level of familiarity to B-To-B buying and selling, evolving from commodity matchmakers to full-scale business service providers.

Start-up eSprocket.com has developed its own virtual negotiation table for buyers and sellers of used capital equipment. The homegrown software manages the many dimensions of the complex deals, including inspection, financing, shipping, and configuration, all of which affect the final cost. The average price tag is $25,000.

"If the platform is focused on just one point -- price -- it ignores how the used-equipment market works."
eSprocket president Ben Coes

Transactions involving used capital equipment, a $400 billion market, are far too complex for online auctions, Coes said. That's why 95 percent of such purchases occur in a negotiated sales format.

"Negotiations enable both buyers and sellers to add value through their knowledge and experience, while giving each side the ability to discuss openly the many cost issues associated with every transaction," Coes said.

It's precisely that real-life perspective that e-marketplaces are striving to duplicate online. GotOffice.com, for instance, bills itself as an adviser for small and midsize businesses shopping for office furniture.

So when it launches in a few weeks, GotOffice will not only match buyer requests with vendors offering such products, but it will also make qualitative comparisons of vendors, ranking them based on a combination of price, delivery time, and even the vendor's record for delivering on promises.

"If a buyer asks for a quote on furniture and gets back 30 bids, he's going to freak," said company president Tom Ketchum. "Our software will rate the bids according to their specific parameters and simply tell them some quotes are not worth even looking at because parameters were not met."

GotOffice uses software from SynQuest, including a "sourcing engine" that identifies vendors that will most likely supply what a buyer needs, and an "order promising engine" that sellers use to respond to a buyer request and commit to terms.

More than a Dating Service.

"Exchanges need to be more than a dating service, which just puts buyers and sellers together,"
Chris Jones, SynQuest's vice president of marketing.

Exchanges need to ask what they are doing for buyers and sellers that they couldn't do for themselves. One thing they can't do by themselves is verify a buyer's credit history. Within a few weeks, Materialnet.com will add instant credit verification to its metals exchange.

Materialnet uses a service operated by eCredit.com, which provides an automated method for checking credit and providing financing from a lending institution, all online, during the sales process.

Financing is just one of the business-process features Materialnet.com plans to add in the coming months.
"I absolutely want to add new functions, such as logistics, disputes settlement, and more,"
Pecoraro CEO Materialnet

Sometimes, all buyers' want is to know that vendors are legitimate.

Adoto.com, itself an online apparel marketplace, is using another exchange, BizBuyer.com, which matches requests for products and services with pre-screened vendors. Adoto started using BizBuyer for office personnel and now also uses it to source telecommunications services and software-development help, said Adoto.com vice president Steve Simpson.

BizBuyer stands behind its vendor pool by giving buyers a refund of up to $5,000 if a qualified vendor doesn't deliver as promised.

BizBuyer adds such features as a vendor qualification and ratings system, and (Infomediaries).

Other exchanges are blending online automation with old-fashioned salesmanship. Rebound.com, an exchange site for excess consumer products that operates in Asia and the United States, assigns multilingual account managers (Infomediaries) to customers.

Step by step, by phone, chat messaging, and E-mail the advisers (Infomediaries) guide buyers and sellers through the negotiation and purchasing process.

Vendors need a middleman (Infomediary) who can bridge gaps in communication and culture, and mimic the benefits of one-to-one selling,

What is an ICC Market Board (MB)?

A Market Board is an Internet Interactive Web Page. A Web Page that allows Vendors selected by Market Board owner and ICI to post products for sale stating their prices, available quantities, delivery time, project bid and ICI rating.

What is an ICC Project Listing Board (Requirement Boards)?

A Project Listing Board allows Project Mangers (Lead Contractors) an Internet Interactive Web Page were they may post listings of products and services they may require for completion of their projects.

When a project is approved and funded the Project Manger acquires ($200,000,000 as part of it’s cost of the project) and sets up a Project Listing Board with a timetable for acquisition of needed items. At this time the Project Manger contracts an Infomediary.

What is an Infomediary (IM)?

Infomediary is a way to coordinate the contracts, buying and selling, and delivery of products and services from suppliers (vendors) and projects.

Infomediaries are the middlemen of any project. Most large Corporations already have procurement agents either in-house or subcontracted companies. A Project Manger (PM) may acquire an ICI Infomediary position for in-house or subcontracted people. Otherwise ICI Infomediaries will work with the existing agents to provide a smooth transition into our system. For companies too small to have such agents ICI Infomediaries will perform double duty.

The First step in any project is to hire architects, engineering, designers and Infomediaries. If the PM has not already done so, these are the first requests he places on his Project Listing Board. After the PM has acquired an Infomediary, the PM must supply contracts for accusation of the needed supplies to the Infomediary. The Infomediary will search the Market Boards to find the right Vendor for the request. He will coordinate with the PM and Vendor on delivery date, price, and whether or not Vendor has submitted a performance guarantee or not. If Vendor is unable to meet the requirement of such a guarantee he will contact and negotiate a surrogate Vendor for this acquisition. If no surrogate Vendor is available the guarantee may be added to the Lead Contractors guarantee. Realizing that failure to perform is grounds for forfeiture of all or part of said guarantee.
The Infomediary then submits a contract electronically to the Vendor. After all contracts are submitted and signed the Infomediary shepherds the delivery and transport of goods and services.

What goes on an Infomediaries Web Site?

Infomediaries use their web site as sort a message board/news letter. They describe the projects they are working on, what special products or services they may need. How the project is progressing. Horror stories and critiques of Vendors or PMs they have worked with, and praise for the Vendors and PMs that were special. They tell about themselves. They might also add videos and sounds to the progress reports of the projects they are working on. This is their advertising page, progress report sheet, and general information page. This would not be the only way to communicate their clients wants and needs the tried and true ways of telephone, fax and E-mail would also be used, this is just another tool in getting the job done.

The establishment of the bank and an interconnected market community (Internet Catalogue Club) will give rise to the Global Resource Network.

The Global Resource Network

In a glass and steel monolith in downtown Singapore resides “The Global Resource Network”, a loose coalition of companies, countries and markets that track weather, commodity prices, financial markets, birth rate, unemployment, censuses and satellite images of the oil reserves, mineral deposits and vegetation. The purpose of this information is to equalize the resources around the globe. Where there is a need for one or the other resource the GRN will identify the vacuum and set up a task force to quickly elevate the lack and balance the world. This can evolve into the Global Horn of plenty.

On March 24, 2000 Cisco Electronics became the largest company in the world, worth $508 billion dollars, making Microsoft the second largest company. Cisco accomplished this by implementing the concepts and ideas of the Blur economy.

The next economy that will appear at Internet time will be the:

The Global Horn of Plenty Economy

Connected individuals and their knowledge, not the corporation, is becoming the key organizing unit. The market is developing ways to capture, measure, trade, and reward them accordingly. In the rewarding of value, a process will happen that amounts to a proverbial **Global Horn of Plenty.**

The Global Horn of Plenty works by allowing a wheat farmer in Iowa who has a surplus to accrue a compliance certificate. This would allow him to sell his product at the top price without concern if every wheat farm in Iowa has a surplus.

It would also allow a wheat broker, for a small community in India, to also accrue a compliance certificate and buy the wheat for a price that would not break the community for about 60% off of the Iowa farmer's price.

In the middle of this transaction is the proverbial Black Box. One compliance certificate from the wheat farmer, goes into one end. The compliance certificate of the wheat broker goes into the other end.

The Black Box

The Black box is an economic system that takes every advantage of the Blur economy. The compliance certificates of both the Wheat farmer and the wheat broker will be placed in the box along with many other certificates. Each participant will participate in a percentage of the profit to be made in the Black Box.

What Happens in the Black Box?

In one end of the black box the Iowa farmer places his compliance certificate (10% to 100% of his requested return) at the same time the wheat broker from India places his compliance certificate (the same terms) into the other side.
Inside the box, Infomediaries using the resources of the compliance certificate will search the world for other product/services, that because of an over abundance of natural resources is priced at a very low price. The Infomediary then searches the world for a buyer who will pay what the market will bear.
The Infomediaries then accrue value-added (108 guaranteed bank paper) compliance certificates from the buyer and the seller. They arrange for and track transportation or distribution and baby-sit the progress from beginning to end, all this without leaving, the comforts of home.

Infomediaries organize sellers and the market. The Infomediary is in charge of creating digital value. Infomediaries may receive commissions from sellers, or pass incentives to buyers, but they always take a piece of the action. They are paid in dollars or in information, their lifeblood.

ICI's Infomediaries (Procurement Agents) will also design and implement new markets by introducing parallel services and establishing the right virtual partnerships on both sides of the transaction. These markets offer a critical mass of customers or a captive market (Ice Net).

ICI's job in this world of "Horn of Plenty Economy" will be to design and facilitate systems of:

- ***Connectivity - Satellites, Kiosk, Universal Communicators, and microwave redundancy;***
- ***Capital Market Management – ISPs, Banks, and Online Markets;***
- ***Construction – Factories, Housing, and infrastructure.***
- ***Research and Development – non-profit research facilities.***
- ***Transportation and Distribution – Way Ports***

The time is now!

The time is now, speed is everything, our reaction time, our connectivity - information flow - our willingness to profit from intangibles (the flow of transactions through our networks) and not from the product itself; will determine how ICI and Transnational succeed or fail in the coming world of **"Horn of Plenty Economy"**, as well as how we affect the world we have sworn to change.