

## Dr. Mark L. Frigo

Dr. Mark L. Frigo (MLF) is Eichenbaum Foundation Distinguished Professor of Strategy and Leadership in the Kellstadt Graduate School of Business at DePaul University, Chicago. His career has included corporate planning, mergers and acquisitions, and management consulting in strategic services at KPMG Peat Marwick. He has brought his expertise to Kellstadt as a professor and to the ICPAS Center for Corporate Financial Leadership (CCFL) as a lead developer and presenter of the innovative Strategic Performance Measurement Series. A highly demanded speaker and consultant, Mark helps organizations design and execute strategy for maximum value creation.

### **INS: You started your career as a CPA. What led you to a career in academia?**

**MLF:** I have thoroughly enjoyed every phase of my career. As a young CPA, I always wanted to combine the financial discipline of accounting with business strategy. After working in corporate planning and mergers and acquisitions, I worked as a management consultant at KPMG in strategic services. After completing my PhD in Econometrics, I joined the faculty in the School of Accountancy at DePaul University. My transition to academia was motivated by my passion for learning and teaching and the opportunity to make an impact with my research and teaching. My passion for teaching goes beyond academia; I also teach Shotokan karate at the Jiu-Jitsu Institute, Chicago's oldest martial arts school, which is located near DePaul's downtown campus.

### **INS: How have your skills as a CPA helped in your career?**

**MLF:** As a CPA, the financial discipline I learned has been a genuine asset. In corporate planning, acquisition analysis, value-based management or designing Balanced Scorecard frameworks, my expertise as a CPA has always been extremely useful. Working with many talented CPAs in the corporate sector, management consulting and academia also has been extremely rewarding.

### **INS: What should CPAs know about strategy?**

**MLF:** This is an extremely important area for CPAs to excel in. I have had the opportunity to work with many ICPAS members in the ICPAS Strategic Performance Measurement Series, where we focus on strategy execution tools such as the Balanced Scorecard, Strategy Maps and Value-Based Management. Many of these ICPAS members have gone on to make a significant impact in their organizations by using these tools. At DePaul's Kellstadt Graduate School of Business, we have developed an advanced graduate workshop on strategy execution and value creation in the new millennium.

### **INS: How do you account for your professional success so far?**

**MLF:** I have been very fortunate in my career to have so many opportunities. I have always tried to apply the same strategy philosophy to my professional and personal life that I use in my research and consulting. How well am I fulfilling the unmet or changing needs of my clientele? How well am I innovating my offerings and improving my value proposition? How well am I partnering and communicating strategically and engaging others in making things better?

### **INS: What do you see as the future of the accounting profession?**

**MLF:** In my opinion, the future of the accounting profession presents many challenges; yet I see tremendous opportunities, too. How will the profession innovate its offerings to fulfill unmet or changing client needs? How will the profession brand itself and strategically communicate this brand within the profession and to the market? The forces of change are having a profound effect on our profession. □



### Current Position

Eichenbaum Foundation  
Distinguished Professor of Strategy and Leadership  
Kellstadt Graduate School of Business,  
School of Accountancy, DePaul University, Chicago

### Education

B.S. Accounting, University of Illinois at Chicago  
M.B.A., Northern Illinois University  
Postgraduate Studies, Northwestern University  
Certified Management Accountant (CMA)  
Ph.D. Econometrics, Northern Illinois University

### Research

Leading expert in strategy design and execution, strategic performance measurement and the Balanced Scorecard.