Annual Report 2002-03

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LETTER FROM THE DIRECTORS

Dear Stakeholder,

We are pleased to report that FY2003 has been a strong year of growth for the Center for Digital Strategies. With our focus on enterprise information technology, we have made significant progress in developing a program with high impact. Both internally and externally, our programs and events are gathering momentum and generating excitement.

Our Thought Leadership Summit on Digital Strategies, co-founded with Cisco Systems, met three times this year, focusing on compelling topics that CIOs of the Fortune 500 care deeply about. This year the Summit moved from a west-coast venue to a member-hosted event, meeting on both coasts and the mid-west. Our Tech@Tuck MBA events brought leading technology executives like the CEO of Time Warner Cable to Tuck and put state-of-the-art technology into the hands of our students. And our alumni panels and events took our center learnings to our alumni supporters, giving them a technology home at Tuck.

A clear sign of our impact is the number and quality of people and companies that want to affiliate with the center. Our MBA fellows program attracted some of the best students at Tuck, offering them the chance to impact their peers and themselves. Our new research fellows program attracted three outstanding researchers with strong academic records and a long history of research accomplishments. And our Summit series was populated with path-breaking executives from world-class companies.

Finally, our publications and media mentions speak for themselves. From academic journals (like Sloan Management Review and POMS), to the trade and business press (like InfoWeek and CIO), the center is publishing its findings in high quality outlets that directly target our business and academic constituencies. We invite to you to read our report and learn about the center’s exciting accomplishments.

Sincerely,

M. Eric Johnson            Hans Brechbühl
Director                          Executive Director

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THOUGHT LEADERSHIP SUMMIT ON DIGITAL STRATEGIES

The Thought Leadership Summit on Digital Strategies (TLSDS) is an executive roundtable series co-founded by the center and Cisco Systems. Each roundtable consists of 15-20 CIOs and functional VPs from Fortune 300 companies and 2-3 senior academics engaged in a day-long moderated roundtable discussion. The series focuses on the possibilities of networked processes for all aspects of the management of enterprises, approaching digital strategies as a tool to implement and extend sound business practices, not as a replacement for them. The center held the following three roundtables this year:

Channel Management Strategies: Digital Partnering
August 6, 2002, San Jose, CA

Service and Support: From Cost Reduction to Revenue Generation
February 11, 2003, Durham, NC

Collaborative Product Generation
May 13, 2003, Cleveland, OH

TECH@TUCK

Tech@Tuck is a center-sponsored series of half-day events for the Tuck and greater Dartmouth community that highlight digital technologies and their personal or business implications. Each event in the series features a panel comprised of executives debating topics of interest to students and faculty, a career-oriented presentation/discussion, as well as hands-on demonstrations of the latest associated gadgets and devices. The center held two Tech@Tuck days this year:

Digital Video Media and Entertainment
November 7, 2002, Hanover, NH

Mobile Interactivity: Why Should Business Managers and Consumers Care?
April 24, 2003, Hanover, NH
RESEARCH AND PUBLICATIONS

Research Fellows Program

The center welcomes the opportunity to work with researchers from an industry, consulting or appropriate government setting on areas of mutual interest. This year the center appointed its first Research Fellows:

Scott Borg (writer)
Scott Dynes
Peter Gloor
Laura Rock Kopczak

The center also engages talented students from other disciplines who contribute to the center's research projects and expertise. This year the center had two Graduate Research Assistants:

Gopi Sundaram
Yan Zhao

Research Projects

The center provides funding to affiliated researchers for research on topics of direct interest to the center. This year the center provided seed or partial funding to two projects:

Electronic Collaboration Study with the University of St. Gallen
Collaborative Knowledge Networks Project with MIT Sloan

ACADEMIC PUBLICATIONS

The center and its people have made a material contribution to the publication of the following academic papers or publications this year:


**MANAGEMENT ARTICLES**

The center and its faculty or fellows have written the following articles for the executive audience in the past year:


**CASES**

The center has written the following cases for use in the courses listed:

MBA PROGRAM ENRICHMENT

MBA FELLOWS PROGRAM

The center offers this program for second-year students interested in digital technology and its broad impact on business today. Fellows have unique networking opportunities with the center's visitors including executives visiting a number of technology related classes; gain a greater understanding of the issues of digital strategies by working with center faculty and events; and are able to do independent research or write a paid case in an area of interest to the student. This year's Fellows were:

Christopher S. Blaydon, visitor host, Tech@Tuck organizer

Asheesh B. Gupta, visitor host, Tech@Tuck organizer, independent study

Justin K. Kreter (RadioTuck Fellow), Radio Tuck editor and interviewer, visitor host, Resource Fair representative, Future Forward attendee

David N. Poggi, visitor host, Thought Leadership Summit observer, research case writer, independent study

Joseph L. Roxe, visitor host, Tech@Tuck organizer, independent study

Philip A. Wingard, visitor host, Tech@Tuck organizer

Alvaro H. Zumaeta, Tech@Tuck organizer, Resource Fair representative

On an exceptional basis, the center will select outstanding 1st year MBA students to serve as First Year Associates. This is not a formal process, as "associate status" is only offered when there is an outstanding contribution. This year the center chose two exceptional students:

Emily L. O'Brien T'04

David M. Sobie T'04
Visiting Executives and Academics

As part of its efforts to enrich the MBA program, the center invites and hosts executives in conjunction with the professors teaching center-affiliated courses, or for other events at Tuck. This year we hosted twenty-plus visitors for a variety of classes and events:

Gail Goodman T'87
CEO, Roving Software
September 27, 2002, Alumni Panel on Digital Strategies

John Marshall T'92
Executive Vice President, Digitas
September 27, 2002, Alumni Panel on Digital Strategies

Nathan Pieri T'92
Vice President, Product Management, Celarix
September 27, 2002, Alumni Panel on Digital Strategies

Sam Kinney Jr. T'90
Founder & President, Right Hand Manager Software, LLC
October 8, 2002, Supply Chain Mgmt and Information Technology class

Smoke Wallin
CEO, eSkye.com
October 23, 2002, Supply Chain Mgmt and Information Technology class

Kevin Holian T'85
Senior Vice President, Supply Chain Management, Staples, Inc.
October 24, 2002, Supply Chain Mgmt and Information Technology class

Don Ralph, Senior Vice President of Logistics, Staples, Inc.
October 24, 2002, Supply Chain Mgmt and Information Technology class

Vladimir Preysman
Founder & CEO, Datasweep, Inc.

November 7, 2002, Supply Chain Mgmt and Information Technology class

Blair LaCorte T’90
Executive Vice President, Marketing & Business Dev., Savi Technology

November 14, 2002, Supply Chain Mgmt and Information Technology class

Ed Glassmeyer T’68
General Partner, Oak Investment Partners

November 7, 2002, Tech@Tuck Host

Glenn Britt D’71, T’72
Chairman & CEO, Time Warner Cable

November 7, 2002, Industry and Competitive Analysis class,
Tech@Tuck panelist

Lisa Sanders D’81
Executive Director of Ops, Sony Pictures Imageworks

November 7, 2002, Tech@Tuck panelist

Jim Sanduski
Vice President, Marketing - Visual Display Products Group,
Samsung Electronics America

November 7, 2002, Tech@Tuck panelist

Seth Skolnik D’89
SVP, Business Development, Paramount Digital

November 7, 2002, Tech@Tuck panelist

Peter Gloor

Former Practice Leader, E-Business Europe, Deloitte Consulting

January 21, 2003, Marketing in the Networked Economy class

Brad Smith

Manager, Internet Advertising & Branding, General Mills

January 28, 2003, Marketing in the Networked Economy class

Dave Dougherty

Chief Development Officer, Convergys Corp

February 6, 2003, Management of Service Operations class

Audrey Campbell

National Media Relations Specialist, Convergys Corp

February 6, 2003, Management of Service Operations class

Michael McLean

Executive Editor, Testing & Assessment, McGraw-Hill

February 11, 2003, Marketing in the Networked Economy class

Chris Chambers

Major, U.S. Army

February 18, 2003, Marketing in the Networked Economy class

Jim DeBelina

Director of Enterprise Solutions, Global Software Group, Motorola
April 24, 2003, Tech@Tuck panelist and demo

Joe Gensheimer
Chief Operating Officer, Cometa Networks, Inc.

Bob Maher
Director of Strategy Planning, Mobile Device Marketing Group, Microsoft

Jim Slaby D'83
Senior Industry Analyst, Forrester Research

Stephen Wellman
Editor, FierceWireless

FIELD STUDY PROJECT
This year the center brought to Tuck a practical project for a corporate partner that was executed under the centers guidance as a part of Tucks Field Study in International Business program. Under the guidance of Hans Brechbhl, the centers executive director, a team of six Tuck MBAs (including two of the centers MBA Fellows) completed a collaborative planning, forecasting and replenishment project for Whirlpool Polska in Poland, advising them on the steps they should consider taking collaboratively with their trade partners to increase product availability, lower inventories, and better utilize IT to
enable the process.

EXTERNAL OUTREACH

PRESENTATIONS AND EVENT PARTICIPATION

The center has presented at or attended the following events this year:

Alumni Panel on Digital Strategies
Tuck School, Hanover, NH
September 27, 2002 (Hans Brechbhl - moderator, Eric Johnson - panelist)

Future Forward: The New England Technology Summit
The Berkshires, MA
September 28, 2002 (Hans Brechbhl, Scott Borg and Justin Kreter - attendees)

Cisco European Trusted Advisors Club Meeting
Amsterdam, The Netherlands
October 2, 2002 (Hans Brechbhl - attendee)

eBusiness Research Center Directors' Annual Meeting
Pittsburgh, PA
November 22, 2002 (Eric Johnson - presenter)

Savi Advisory Board Meeting
Savi, Alexandria, VA
March 1, 2003 (Hans Brechbhl - participant)

Alumni Dinner
Tuck School, New York, NY
March 10, 2003 (Eric Johnson - presenter)
MBA Advisory Board Meeting
Tuck School, Hanover, NH
March 14, 2003 (Hans Brechbhl - presenter)
Value Chain Conference
University of St. Gallen, Switzerland
May 19 + 20, 2003 (Hans Brechbhl - participant and speaker)

**PARTICIPANTS IN ROUNDTABLES ON DIGITAL STRATEGIES**

The center has engaged the following executives and senior academics in a substantive way at its events away from Tuck this year (# of events engaged in):

Siisi Adu-Gyamfi
Vice President, Marketing, Eaton Corporation

Sara L. Beckman
Senior Lecturer, Walter A. Haas School of Business, University of California, Berkeley

Susane Berger
Vice President, Customer & Partner Sales Operations,
Global Sales Organization, Sun Microsystems, Inc.

Craig Black
Vice President & Chief Technology Officer, Eaton Corporation
Brad Boston (3)
Senior Vice President and CIO, Cisco Systems, Inc.

Surinder Brar
Senior Director of Worldwide Channels, Cisco Systems, Inc.

Donald H. Bullock (3)
Vice President, Information Technologies and CIO, Eaton Corporation

Randy Burdick
ESG Group Information Officer, Vice President, IT, Hewlett Packard

R. David Butler (2)
Corporate Vice President & CIO, Whirlpool Corporation

Richard Chase
Justin Dart Professor of Operations Management, Marshall School of Business, University of Southern California

David D'Angelo
Vice President, Global Product Sourcing, Staples
David P. Drew (2)
Vice President, Information Technology and CIO, 3M

Wim Elfrink
Senior Vice President, Customer Advocacy, Cisco Systems, Inc.

Gary L. Frazier
Richard & Jarda Hurd Professor of Distribution Management, Marshall School of Business, Univ. of Southern California

Frances X. Frei
Assistant Professor, Technology and Operations Management, Harvard Business School

Rita J. Heise (2)
Corporate Vice President, Information Technology and CIO, Cargill, Inc.

Rob Heithoff
Vice President, Meat Solutions, Sales and Marketing, Cargill, Inc.

Mark Hillman (3)
Director of Process & Integration Supply Chain, General Motors Corporation

Kevin Holian
Senior VP Supply Chain Mgmt & Merchandising Systems, Staples

Rich Karlgaard (2)
Publisher, Forbes

Vish Krishnan
Associate Professor, Center for Customer Insight Management, McCombs School of Business, The University of Texas at Austin

Hank Marcy
Vice President, Technology, Whirlpool Corporation

John Marshall T'92
Executive Vice President & Global Leader, Strategy & Analysis, Digitas LLC

Jeanne McCaherty
Vice President & Global Director, Food Tech. Dev. Ctr., Cargill, Inc.

John Mitchell
Vice President, Business Solutions, Lowe’s Companies, Inc.

Paul Mountford
Vice President, Worldwide Channels, Cisco Systems, Inc.
Narakesari Narayandas
Chair of the Business Marketing Strategy Program, and Associate Professor, Harvard Business School

John Pohl
Division Vice President, Industrial Services and Solutions Division, 3M

Randy Pond
Senior VP, Worldwide Mfg Ops & Logistics, Cisco, Inc.

Ron Ricci
Vice President, Market Positioning, Cisco Systems, Inc.

Alan Shaw (2)
Vice President, Customer Relationship Management, North American Region, Whirlpool Corporation

Eric Sowder
Senior Vice President, Logistics, Lowe's Companies, Inc.

Gil Urban
Lead Director, Global eEnabled Organization Services, Whirlpool Corporation
Thomas E. Whidden

Executive Vice President, Logistics and Technology, Lowe's Companies, Inc.

**RADIO TUCK**

RadioTuck is sponsored by the center and conducts original interviews focused an aspect of the impact of digital technologies on the corporation of today. These interviews are broadcast on the web on the center's website. This year the following eleven interviews were conducted - to listen to the interview, click on its title:

John T. Marshall T'92, Executive VP & Global Leader, Strategy and Analysis, Digitas, "Contextual Marketing: The Real Business of the Internet"

Abbie Lundberg, Editor-in-Chief, CIO Magazine, "Digital Technologies: Shaping the Future of Business"

Lisa Sanders D'81, Executive Director of Operations, Sony Pictures Imageworks & Seth Skolnik D'89, Senior Vice President, Business Development, Paramount Digital, "Digital Video Media and Entertainment"

Tom Jeffery, Vice President of MIS, K-B Toys & Etoys.com, "Bricks and Clicks"

Michael McLean, Executive Editor, Testing & Assessment, McGraw-Hill, "Digital Technologies in the Publishing Industry"

Chris Chambers, Major, U.S. Army, "Military Marketing"

Peter Gloor, Partner and European Practice Leader E-Business, "Collaborative Knowledge Networks"
Dave Dougherty, Chief Development Office, Convergys Corp, "Outsourcing Business Processes"

Brad Smith, Manager of Internet Branding and Advertising, General Mills, "Internet Advertising"

Joe Gensheimer, COO, Cometa Networks Inc. "Wi-Fi in Business"

Jim Slaby D'83, Senior Industry Analyst, Forrester Research, "Wireless"

PUBLIC RELATIONS

MEDIA MENTIONS

The center’s leadership has been quoted or the center (or its events) mentioned in a number of articles in the public media over the course of the past year:

"Tech-Savy Board Members Give Companies Street Credibility."
InfoWeek October 7, 2002.

"Good Stuff Cheap: The Vendors" CIO Magazine October 15, 2002.

December 21, 2002.

"Tuck School hosts summit on digital strategies."


URL: http://www.upperbusiness.com/

"It's not child's play" - Toy Fair key link for buyers and sellers in a $20 billion industry


"Supply Chain Risk: Deal With It"


"Q&A with Dartmouth College's Eric Johnson: Service and Support."


"Governing from the Inside Out"

Profit Magazine, April 24, 2003

Dartmouth/Tuck and Alumni Publicity

The center and its events have also been mentioned in several Tuck or Dartmouth publications. The center has been a part of every edition of Alumni Newsbytes that has been sent out to Tuck alumni by the school and additionally has been featured as noted below: "Tuck and Cisco Host Joint Summit." Tuck Today. Summer 2002.

"Handhelds of the Future” - photo caption from May 2002 Tech@Tuck. Tuck Today. Summer 2002.


"Revenue-Generating Service Ventures Explored at Summit"

Tuck Executive Education eUpdate, April 2003.

"Tech@Tuck Highlights Mobile Technology"

Dartmouth "News & Events" webpage, April 2003

Tuck Executive Education eUpdate, June 2003.

Press Releases and Other Publicity

The center has coordinated with the PR office for press releases on its major events this year. All these releases have also been featured as highlights on the Tuck website home page. The following is a list of press releases to date this year, along with a one-page inside cover on the center in an academic journal:


"Tech@Tuck Highlights Mobile Technology." April 18, 2003.


Thought Leadership Summit on Digital Strategies Website

The center has had a strong hand in developing all of the content on the Thought Leadership Summit on Digital Strategies website at www.cisco.com/go/tlsummit. This website, embedded as a part of Cisco's corporate site, is co-branded with the center's
logo, a picture of Tuck, and links to the center’s website. It is co-developed with Cisco’s Thought Leader Network. The site has content output from every summit, including the overview’s, executive and academic participant Q&As, and videos featuring participants from the summits. In addition, it contains general information about the summit, the summit philosophy and logistics.

**Website Development**

During this year, the center completely redesigned its website to give it a new look, moving from a primarily brochure-ware approach to a site with few levels, featuring content right on the home page and throughout the site much more prominently.

**Brochures**

Student Resource Information Sheet

Visiting Executives Information Sheet

Press Kit