



Annual Report 2005-06

| | |
|--|-----------|
| Letter from the Directors | 2 |
| Programs and Events | 4 |
| Corporate Roundtables | 4 |
| Research and Publications | 7 |
| Academic Publications | 7 |
| MBA Program Enrichment | 12 |
| MBA Fellows Program | 12 |
| External Outreach | 15 |
| CIO Leadership Notes | 15 |
| RadioTuck, Digital Assets & Social Media | 15 |
| Participants in Roundtables on Digital Strategies | 19 |
| Executive Fellows | 27 |
| Public Relations | 27 |
| Media Mentions | 27 |



LETTER FROM THE DIRECTORS

Dear Stakeholder,

The Center for Digital Strategies focuses on enabling business strategy through digital strategies that harness a company's unique competencies. We are excited to report our progress this year in achieving this mission within all three of our key constituencies: research academics, corporate executives, MBA students.

With awards of over one million dollars this year from the Department of Homeland Security and the National Institute of Standards, we initiated major new research efforts in information security and trust. Early results from this work have been accepted in the most prestigious research conferences and highlighted in managerial articles published by the business press. Related work was also published in a presidential report (National Infrastructure Advisory Council) with CDS participation in the study group. Our security research has also impacted the top corporate security managers in the country through our workshop for chief information security officers. Finally, the academic research conference on supply chain management that we held last year precipitated a special issue of the academic journal *Interfaces* that we edited—extending and archiving the impact of this world-class event.

Our corporate roundtable series enjoyed growing influence and deep participation from our core group of Fortune 500 firms. Executives from 3M, Bechtel, Cargill, Cisco, Dell, Eastman Chemical, Eaton, GM, Hasbro, HP, IBM, Owens Corning, and Select Comfort, along with academics from Tuck, Michigan, Columbia, Babson, and Minnesota, participated in this series of three roundtables. We also launched our first joint-venture with Tuck Executive Education and Brimstone Consulting, hosting a workshop for CIOs on strategic partnering and leading change.

This year yielded a number of publications and media mentions in high impact venues including the *Wall Street Journal*, *New York Times*, *Harvard Business Review*, and *Financial Times*. With the San Francisco-based firm Enterprise Insight, the center launched an online magazine entitled "CIO Leadership Notes". This series of interviews with leading CIOs aims to provide provocative and relevant thought-leadership content to the community of large-enterprise CIOs. We also re-launched Radio Tuck with a wide-range of actively accessed podcasts of executive interviews.

Internally, our Tech@Tuck MBA events brought leading technology executives from different industries together to discuss the emerging digital home. As with all Tech@Tuck events, we also put a wide range of state-of-the-art technology into the hands of our students. Additionally, we developed two new cases that impacted the MBA core



curriculum and executive education. And we hosted a range of speakers in our research seminar series entitled "Technology, Innovation, and Learning".

We invite you to read our Annual Report below to get the details on events, people, and publications, and learn more about the center's exciting accomplishments.

Sincerely,

M. Eric Johnson

Director

Hans Brechbühl

Executive Director

[[Back to the Table of Contents](#)]



PROGRAMS AND EVENTS

CORPORATE ROUNDTABLES

This year, the center organized three corporate roundtables for the Thought Leadership Roundtable on Digital Strategies (TLRDS) series. Each TLRDS roundtable consisted of 15-20 CIOs and functional VPs from Fortune 500 companies and 2-3 senior academics engaged in a day-long moderated roundtable discussion. Together they shared perspectives on a specific business issue, wrestled with concerns common across sectors, and worked to identify digital strategies that create and sustain competitive advantage. Event summaries and/or content overviews (and much more) are available for each roundtable at the links below:

[Leveraging the Enterprise through Process Transformation](#)

September 27, 2005, Minneapolis, MN

[Strategic Partnering: Managing Joint Ventures and Alliances](#)

February 28, 2006, Durham, NC

[Nurturing and Executing Innovation](#)

June 6, 2006, Pawtucket, RI

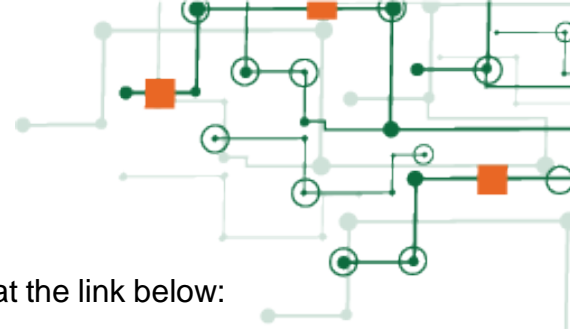
In addition to hosting the roundtable series, the center hosted two workshops.

In March, the center co-hosted with the Institute for Information Infrastructure Protection a security workshop to discuss the challenges of organizing for security. CISOs and other senior security executives from 17 Fortune 500 firms participated in this event—including 3M, Bank of America, Bose, Cisco, Colgate-Palmolive, Eastman Chemical, Eaton, IBM, Medtronic, Pep Boys, Time Warner Cable and the U.S. Army. Content from this workshop is available at the link below:

[Embedding Information Security Risk Management into the Extended Enterprise](#)

March 1, 2006, Durham, NC

In April, the center co-hosted with Tuck Executive Education and the Brimstone Consulting Group a CIO workshop to discuss how the IT organization is leading change and increasing strategic effectiveness. CIOs from 18 Fortune 500 companies participated in this two-day event—including Eastman Chemical, Eaton, Fidelity, H&R Block, Hasbro,



IBM, Pfizer, Reebok, Time Warner Cable, and Waste Management. Content from this workshop is available at the link below:

[The CIO as Strategic Business Partner: Leading Change and Driving Results](#)

April 20, 2006, Hanover, NH

TECH@TUCK

Tech@Tuck is a center-sponsored series of annual events for the Tuck and greater Dartmouth community that highlight digital technologies and their personal or business implications. This series features panels comprised of executives debating topics of interest to students and faculty, as well as hands-on demonstrations of the latest associated gadgets and devices. This year the center held two events around the topic of the Digital Home. Content overviews and other event-related materials to this year's Tech@Tuck events are available at the links below:

[Intel in the Digital Home \(Tech@Tuck\)](#)

January 11, 2006, Hanover, NH

[The Emerging Digital Home \(Tech@Tuck\)](#)

January 18, 2006, Hanover, NH

Next year's theme will be Security: in addition to hosting a panel at Tuck, we are also working with the Hopkins Center to bring "SuperVision"—a theatrical production that explores the relationship between electronic information, security, and identity—to Dartmouth.

ACADEMIC SEMINARS AND CONFERENCES

The center promotes research and discussion related to technological innovation and organizational learning. This year, the center continued to add speakers to the seminar series entitled Technology, Innovation, and Learning (TIL). This series brings together faculty and visiting academics whose expertise cross multiple areas—economics, operations, strategy, engineering, marketing, and organizations. Content overviews and related materials are available for each event at the links below:

[Carbon Is Free?: Greenhouse Gas Emissions and the Diffusion of No Regrets Innovation](#)



October 6, 2005, Hanover, NH

[Corporate Venture Capital and the Returns to Acquiring Entrepreneurial Firms](#)

March 28, 2006, Hanover, NH

[Collaboration Rules](#)

April 6, 2006, Hanover, NH

In addition to hosting the seminar series, the center hosted a security workshop, as mentioned above, in partnership with researchers at MIT, the University of Virginia, and RAND. Content from this workshop is available at the link below:

[Embedding Information Security Risk Management into the Extended Enterprise](#)

March 1, 2006, Durham, NC

[[Back to the Table of Contents](#)]



RESEARCH AND PUBLICATIONS

ACADEMIC PUBLICATIONS

The center and its affiliated faculty and fellows have made a material contribution to the publication [of the following academic papers or publications this year](#). The center also added to its own series of working papers:

Dynes, Scott, Hans Brechbhl, M. Eric Johnson. "Information Security in the Extended Enterprise: Some Initial Results From a Field Study of an Industrial Firm," *Proceedings of the Fourth Workshop on the Economics of Information Security*, Harvard University, June 2005.

Dynes, Scott and M. Eric Johnson. "A Field Study of Extended Enterprise Security," *Proceedings of the CABIT Third Annual Security Symposium*, August 2005.

Fleischmann, Moritz, Joseph M. Hall, and David F. Pyke. "A Dynamic Pricing Model for Coordinated Sales and Operations," *Tuck School of Business No. 2005-25*, November 2005.

Working Pa

Gloor, Peter. *Swarm Creativity*, Oxford University Press. December 2005.

White, Jr., Charles H. "Security beyond the Ports," *The Journal of Commerce*. March 13, 2006.

Johnson, M. Eric. "Supply Chain Management: Technology, Globalization, and Policy at a Crossroads," *Interfaces*, Vol. 36, No. 3, May-June, 2006.

Dynes, Scott, Eva Andrijcic, M. Eric Johnson. "Costs to the U.S. Economy of Information Infrastructure Failures." *Proceedings of the Fifth Workshop on the Economics of Information Security*, Oxford University, June 2006.

on the

Johnson, M. Eric. "Dual Sourcing Strategies: Operational Hedging and



Outsourcing to Reducing Risk in Low-Cost Countries," Forthcoming in

Supply Chain Excellence in Emerging Economies, Springer-Verlag, editors

Chung-Yee Lee and Hau L. Lee.

Johnson, M. Eric. "Building a Distribution System in Eastern Europe: Organic

Growth in the Czech Republic," Forthcoming in *Supply Chain Excellence Economies*, Springer-Verlag, editors Chung-Yee Lee and

in Emerging

Hau L. Lee.

Pyke, David F. "Shanghai or Charlotte? The Decision to Outsource to China and Other Low Cost Countries," Forthcoming in

Supply Chain Excellence in Emerging Economies, Springer-Verlag, editors

Chung-Yee Lee and Hau L. Lee.

Johnson, M. Eric. "Ubiquitous Communication: Tracking Technologies within the Supply Chain," Forthcoming in *Logistics Engineering Handbook*,

CRC Press, editor G. D. Taylor.

MANAGEMENT ARTICLES

The center and its faculty or fellows wrote or had the [following articles published for the executive audience](#) in the past year:

"Elusive Integration: Linking Sales and Operations Planning." ASCET, Vol. 7, 2005.

"Fueling Business Strategy through IT/Finance Alignment." Thought Leadership Roundtable Publication. July 2005.

Johnson, M. Eric. "A Broader Context for Information Security." Financial Times. September 16, 2005.



"Leveraging the Enterprise through Process Transformation." Thought Leadership

Roundtable Publication. November 2005.

Johnson, M. Eric. "Just in Time for the Holidays." Harvard Business Review.

December 2005.

"Strategic Partnering: Managing Joint Ventures and Alliances." Thought Leadership

Roundtable Publication. April 2006.

"Embedding Security Risk Management in the Extended Enterprise."

An Executive Workshop. June 2006.

"The CIO as Strategic Business Partner." An Executive Workshop. June 2006.

This year, the center and the San Francisco-based firm Enterprise Insight launched the online magazine [CIO Leadership Notes](#). This magazine consists of interviews with leading CIOs focused on strategic management issues. Our goal is to provide provocative and relevant thought-leadership content to the community of large-enterprise CIOs. This year, we produced two issues and three interviews. See www.cioleadershipnotes.com for the complete interviews.

Ralph Szygenda, Group VP and CIO, General Motors, on "Driving Change."

CIO Leadership Notes. November 2005.

Cliff Dodd, SVP and CIO, Kaiser Permanente on "Driving Change." CIO

Leadership Notes. November 2005.

Austin Adams, CIO, JPMorgan Chase on "Making Mergers Work." CIO

Leadership Notes. February 2006.

CASES



The center has [developed the following cases](#) for use in the courses listed:

"Technology and Quality at Steinway"

by M. Eric Johnson, Joseph Hall, and David Pyke, 2005, taught in the Supply Chain Management class in Fall 2005.

"Aligning the Supply Chain"

by Laura Rock Kopczak and M. Eric Johnson, 2006, taught in the Mastering the Supply Chain class for Executive Education class in Spring 2006.

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. Scott Dynes and Laura Rock Kopczak were appointed research project managers at the center this year. Scott is leading research projects on information security and security investments, and Laura is leading projects on technology and trust.

Among the center's other research fellows this year were: Peter Gloor (collaboration networks), who recently published the book *Swarm Creativity*; Charles H. White, Jr. (transportation security) and Robert Bruce (telecommunications). Their latest publications can be found under "Academic Publications" and "Management Articles" in this report.

RESEARCH PROJECTS

The center cooperates with and sometimes provides funding to affiliated researchers for research on topics of direct interest to the center. This year the center continued its participation in two projects it helped seed last year, and began work on two new studies:

[Electronic Collaboration Study](#) with the University of St. Gallen

[Collaborative Knowledge Networks Project](#) with MIT Sloan



Identification and Management of Information
Security Risks in Supply Chains

with the Institute for Security Technology Studies (ISTS)

Enhancing Trust through Information Sharing in the Extended Enterprise (EnTISE)

with the Institute for Security Technology Studies (ISTS)

RESEARCH GRANT PROPOSALS

Over the course of the last year, the center received funding for the following research projects:

"Technology and Trust," from the U.S. Bureau of Justice Assistance, as part of a larger research program managed by the Institute for Security Technology Studies. Funded, \$230K.

"Understanding and Quantifying the Economic Impact of Security Failures and Defense Strategies," as part of a consortium including the Univ. of Virginia, RAND, George Mason U. and the I3P. Funded, \$800K.



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 case in an area of interest to the student. This year's fellows participated in the following ways:

Chandra Jayaram T'06, independent project

Michael Lewis T'06, Radio Tuck interviewer, independent project

Carlos Martinez Mozo T'06, Radio Tuck interviewer, Tech@Tuck organizer, independent project

Daniel McGuire T'06, Radio Tuck interviewer, Tech@Tuck organizer, independent project

Navin Rajaram T'06, Radio Tuck interviewer, Tech@Tuck organizer, independent project

Brian Schmidt T'06, Radio Tuck interviewer, Tech@Tuck organizer, independent project

Matthew Trail T'06, Radio Tuck interviewer, independent project

Visiting Executives and Academics

As part of its efforts to enrich the MBA program, the center invites and hosts executives and academics in conjunction with the professors teaching center-affiliated courses, or for other events at Tuck. This year we hosted 15 visitors for a variety of classes and events:

Glenn Britt T'72,

Chairman & CEO, Time Warner Cable

January 18, 2006, Tech@Tuck panelist



Dave Dougherty

President and Chief Operating Officer of Convergys Corp.

February 7, 2006, Management of Service Operations class speaker

Philip Evans

Boston Consulting

April 6, 2006, Technology, Innovation, and Learning seminar speaker

Jeffrey Gordon

SVP, Advanced Development and New Markets for the Information

Management Group, Convergys Corporation

February 7, 2006, Management of Service Operations class speaker

Blair LaCorte T'90

Executive Vice President, Marketing & Business Development, Savi Technology

November 10, 2005, Supply Chain Management class speaker

Bruce Leichtman, President, Leichtman Research Group

January 18, 2006, Tech@Tuck panel moderator

Soren A. Mills T'92

VP, Operations, Services & Multi-Channel Integration, Wal-Mart.com

October 13, 2005, Supply Chain Management class speaker

Scott O'Hare T'86

VP, Americas Marketing COC, Dell

November 11, 2005, Supply Chain Management class speaker

Ted Odell

Strategic Planning Director, Digital Home Group, Intel



January 11, 2006, Tech@Tuck speaker

Jim Sanduski

SVP for Digital Video & Audio Product Marketing, Samsung

January 18, 2006, Tech@Tuck panelist

Kevin Schofield

GM of Strategy & Communications, Microsoft Research

January 18, 2006, Tech@Tuck panelist

Tom Rottenberger

Director of HR & Chief Learning Officer, OMD

May 25, 2006, Marketing in a Networked Economy speaker

Karl Ulrich

Professor, Wharton School of Business, Univ. of Penn.

October 6, 2005, Technology, Innovation, and Learning seminar speaker

Joe Uva

President & CEO of OMD

May 25, 2006, Marketing in a Networked Economy speaker

Russell Wolff T'94

EVP & Managing Partner, ESPN International

January 18, 2006, Tech@Tuck panelist

Rosemarie Ziedonis

Professor, Ross School of Business, University of Michigan

March 28, 2006, Technology, Innovation, and Learning seminar speaker



EXTERNAL OUTREACH

CIO LEADERSHIP NOTES

As mentioned above, the center and the San Francisco-based firm Enterprise Insight launched the online magazine [CIO Leadership Notes](#). This magazine consists of interviews with leading CIOs focused on strategic management issues. Our goal is to provide provocative and relevant thought-leadership content to the community of large-enterprise CIOs. This year, we produced two issues and three interviews. See www.cioleadershipnotes.com for the complete interviews.

[Ralph Szygenda, Group VP and CIO, General Motors](#), on "Driving Change."

CIO Leadership Notes. November 2005.

[Cliff Dodd, SVP and CIO, Kaiser Permanente](#) on "Driving Change." CIO

Leadership Notes. November 2005.

[Austin Adams, CIO, JPMorgan Chase](#) on "Making Mergers Work." CIO

Leadership Notes. February 2006.

RADIO TUCK, DIGITAL ASSETS & SOCIAL MEDIA

RadioTuck is an original interview series sponsored by the center and focused on the impact of digital technologies on the corporation of today. Interviews are available on our website as podcasts. In December, we added an RSS feed so individuals can receive updates for Radio Tuck. The immediate response was very good, with 765 requests in the first month. After press pieces on Tuck's website and Dartmouth's VOX, that number doubled to 1,322 in January and then 1,523 and 1,717 in February and March. The interviews are regularly featured on the Tuck homepage and weekly media updates. The url for our site is: www.radiotuck.com. This was a boon year for RadioTuck. With the help of our MBA fellows, we produced the following interviews:



Sandy Alderson, CEO, San Diego Padres

"The Business of Baseball"

Bruce Churchill, EVP, DirecTV Group and President, DirecTV Latin America

"Personalization Key to the Digital Home"

Dave Dougherty, President and COO, Convergys

"Strategic Outsourcing"

Donald LeBlanc, SVP of Customer Marketing, Staples

"Multi-Channel Marketing Made 'Easy'"

Scott O'Hare T'86, VP, Americas Marketing COC, Dell Computer Corporation

"Storage and Standards"

Ted Odell, Strategic Planning Director, Intel's Digital Home Group

"Intel Inside ... the Digital Home"

Andrew Palmer T'94, SVP, Organization & Operations, Infinity Pharmaceuticals

"Informaticians at Infinity"

Peter Rojas, Editor-in-chief, Engadget.com

"Digital Home: Convergence Nirvana?"

Jim Sanduski, SVP for Digital Video & Audio Product Marketing, Samsung

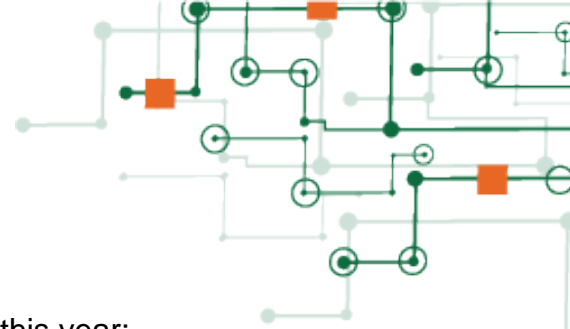
"Content Is King"

Gary Smith T'94, SVP, Worldwide Supply Chain, Timberland

"IT and the Environmental Footprint"

Russell Wolff T'94, EVP and Managing Director, ESPN International

"Sign In, Sports Fans!"



PRESENTATIONS AND EVENT PARTICIPATION

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

Effective Disruption Conference: "Performance Management"

M. Eric Johnson, presenter

September 8, 2005, Stanford University, Stanford, CA

Tuck Roundtable on Digital Strategies: "Leveraging the Enterprise through Process Transformation"

M. Eric Johnson, presenter

September 27, 2005, Minneapolis, MN

Strategic Management Society Annual Meeting: "Dynamic Capabilities: Understanding Strategic Change in Organizations"

Constance Helfat, featured presenter

October 2005

Strategic Management Society Annual Meeting: "Firm Growth and Dynamic Capabilities"

Constance Helfat, presenter

October 2005

London Business School: "Innovation Objectives, Knowledge Sources, and the Benefits of Breadth"

Constance Helfat, presenter

November 2005, London, England

Oxford University: "Innovation Objectives, Knowledge Sources, and the Benefits of Breadth"



Constance Helfat, presenter

November 2005, Cambridge, England

Crossroads: "Humanitarian Supply Chain Technology"

M. Eric Johnson, moderator

November 12, 2005, Fritz Institute, Sebastopol, CA

INFORMS: "Growing a Customer-Focused Supply Chain"

M. Eric Johnson, presenter

November 13, 2005, San Francisco, CA

MIT: "Innovation Objectives, Knowledge Sources, and the Benefits of Breadth,"

Constance Helfat, presenter

April 2006, Cambridge, MA.

POMS Conference: "Shrinkage Reduction in Distribution: Technologies and Practice"

M. Eric Johnson, presenter

April 29, 2006, Boston, MA

Educational Consultants' Conference: "Introduction to the Center for Digital Strategies"

Hans Brechbhl, presenter

May 15, 2006, Tuck School, Hanover, NH

WEIS 2006: "Costs to the U.S. Economy of Information Infrastructure

Failures: Estimates from Field Studies and Economic Data"

Scott Dynes and M. Eric Johnson, presenters

June 26-28, 2006, Cambridge, England



PARTICIPANTS IN ROUNDTABLES ON DIGITAL STRATEGIES

The center has engaged over 50 senior Fortune 500 executives and top academics in a substantive way at its first two roundtables and its CIO workshop this year (# of roundtables engaged in):

Carl Adams

Professor, Information/Decision Sciences, Carlson School of Management,
University of Minnesota

Gautam Ahuja

Professor, Strategy, Stephen M. Ross School,
of Business, The University of Michigan

Bruce Anderson

Senior Partner, IBM Global Services

Maria Azua

VP, Technology and Innovation, CIO Office, IBM

Jeffrey Balagna

EVP, CIO and CTO, Carlson Companies, Inc.

Duncan Billing

Chief Marketing Officer, Hasbro Incorporated

Bill Blausey

VP and CIO, Eaton Corporation

Frank Boncimino

SVP and CIO, Time Warner Cable

Brad Boston (2)



Senior VP & CIO, Cisco Systems, Inc.

Peter Burrows

SVP of MIS and CIO, Reebok, Ltd.

Julie Bushman

Staff VP, Information Technology, 3M

Pedro Caceres

Senior VP Operations, Hasbro Games, Hasbro

Lynn Caddell

SVP and CIO, Waste Management Incorporated

Joel Conrad

SVP and CIO, National Life Group

Jeanine Cotter

VP, Business Process, BT/CIO, IBM Corporation

Tom Davenport

Presidents Distinguished Professor of Information Technology & Management and

Director of Research, Process Management Research Center, Babson College

Nancy DeLapp (3)

VP, Global I/T Infrastructure Center of Excellence, IBM

David DeSocio

Chief Strategy Officer, OMD

David Ernst

Partner & Global Practice Leader, McKinsey & Company, Inc.

Rick Federico



CIO and EVP, Fidelity Investments Institutional Services Company

John Gallant (moderator)

Editorial Director & President, Network World

Bill Gauld

Former CIO, Pearson plc

Edward Glassmeyer

Managing General Partner, Oak Investment Partners

Edward Granger-Happ

Chief Technology Officer, Save the Children

Jerry Hale (3)

VP, eInformation Services & CIO, Eastman Chemical Company

Kathryn Rudie Harrigan

Henry R. Kravis Professor of Business Leadership, Columbia University

Rita J. Heise (2)

Corporate VP, Information Technology and CIO, Cargill, Incorporated

Mark Hillman

IT Director, Global Supply Chain and B2C Operations, General Motors Corporation

Rebecca Jacoby

VP, Customer Service & Operational Systems, Cisco Systems, Inc.

David Johns

Senior VP/CIO & Chief Supply Chain Officer, Owens Corning

Carol Kline



Former CIO, America Online

M.S. Krishnan

Professor of Business Information Technology, Ross School of Business,
University of Michigan

Karen Lay-Brew

VP, Corporate Systems & Business Improvement, Eaton Corporation

Dave Margulius (3)

Analyst & Consultant, Enterprise Insight

Bill McLaughlin

Chairman & CEO, Select Comfort

Sarah Miller

SVP and CIO, Nash Finch Company

John Mitchell

VP and CIO, Pep Boys Auto

Keith Morrow

SVP, Information Systems and CIO, 7-Eleven Incorporated

Casey Powell

CEO, Xiotech Corporation

James T. Prokopanko

Corporate VP, Cargill, Incorporated

Thor Geir Ramleth (2)

Senior VP & CIO, Bechtel Group, Inc.

Dan Rosen



Principal, China Strategic Advisory

Jon Ruth

VP, Noticeably Better Processes, Cargill, Incorporated

Larry Schwartz

EVP, Global Operations Information Management Group (IMG), Convergys

Doug Schwinn (4)

Senior VP & CIO, Hasbro Incorporated

Robert Sell

VP & CIO, Eaton Corporation

Michael Thyken

Senior VP & CIO, Select Comfort

Susan Sheskey

VP & CIO, Dell Inc.

Paul Van Dyke

Director, M&A IT Transitions, CIO Office, IBM

Marc West

SVP and CIO, H&R Block

Lee Whisman

Relationship Manager, Corporate Development, Eastman Chemical Company

Chuck Williams

Chief Technology Officer, Pfizer

The following executives and academics participated in our security workshop, [Embedding Information Security Risk Management into the Extended Enterprise:](#)



Bill Aerts

Director of Information Protection, Medtronic Corporation

Mike Bilger

Director, Security and Privacy Services, IBM Corporation

Brad Boston

SVP & CIO, Cisco Systems, Inc.

Steven W. Boutelle

Lieutenant General, Chief Information Officer/G-6 Office of the Secretary of the Army,

U.S. Army

Jeff Chumbley

Director, Global Information Security & Compliance, Dell

Terri Curran

Director, Corporate Information Security Services, Bose Corporation

Chris Dunning

Director IS Enterprise Information Security Officer, Staples Incorporated

Scott Dynes

Senior Research Fellow, Center for Digital Strategies, Tuck School of Business,

Dartmouth College

John Gallant (moderator)

Editorial Director & President, Network World

Eric Goetz

Assistant Director, Research and Analysis, I3P, Dartmouth College

Ian Henderson



Security Advisor, BP p.l.c.

Neil Hershfield

Director, Chemical Sector Cyber Security Program, The Dow Chemical Company

Barry M. Horowitz

Professor of Systems and Information Engineering, University of Virginia

Theresa Jones

Director of Information Security, Compliance, &, Risk Management, The Dow
Chemical Company

Dave Margulius

Analyst and Founder, Enterprise Insight

Jack Matejka

Director, IT Security, Eaton Corporation

Donna McJunkin

Manager IT Security and Integrity, 3M Corporation

Jim McMahon

Senior Director, Chief Security Officer, Align Technology, Inc.

Steve McOwen

Senior Manager, Audit, Incident Response and Security Services, Cisco
Systems, Inc.

Jeff Mitchell

Director of IT Security & Architecture, Lowe's

John Moore

Director, Business Continuity, Disaster Recovery, and Security, IBM



Andy Ozment

Researcher, MIT Lincoln Laboratory

Shari Lawrence Pfleeger

Senior Information Scientist, RAND Corporation

Rich Quinney

Manager of Communication Services, The Pep Boys

Sherry Ryan

Chief Information Security Officer, Hewlett-Packard

Steve Shirley

VP of IT Security & Strategy, Lowe's

Phillip D. Shupe

Manager, Systems Integrity & Administration, Eastman Chemical Company

Doug Smith

Corporate Information Security and, Business Continuity Executive, Bank of America

John Stewart

VP and Chief Security Officer, Corporate Security Programs Organization, Cisco

Systems, Inc.

Terri Tuya

Director, Information Risk Management, Global Information Technology,

Colgate-Palmolive

Sondra Walker

Associate Director, I3P, Dartmouth College

Nancy Wilson



Director, Enterprise Information Security, Time
Warner Cable Corporate

Martin Wybourne

Vice Provost for Research, I3P, Dartmouth College

[[Back to the Table of Contents](#)]

EXECUTIVE FELLOWS

This was our second year working with our [executive fellows](#). We welcome the opportunity to be affiliated with the following thoughtful executives who share common interests and are engaged with the work of the center:

Adam Golodner, Director, Global Security and Technology Policy, Cisco Systems, Inc.

Sam Kinney, Founder, General Partner, Firehole Partners, L.P.

Blair LaCorte, Operating Partner, Texas Pacific Group

John Marshall, (formerly) Executive VP and Global Director of Strategy, Digitas

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:

"Overhauling the HP Way." BusinessWeek.com, July 19, 2005.

"New Strategy for HP?" The New York Times, July 23, 2005.



"The eBay eXtravaganza." NHPR, August 5, 2005

"Campus Precedents." Inside Arts, September/October 2005.

"U.S. Economy to Feel Katrina's Force." Boston Globe, September 2, 2005.

"A Broader Context for Information Security." Financial Times, September 16, 2005.

"Campus Precedents." Inside Arts, September/October 2005.

"Opportunities and Challenges in IT/Finance Alignment." Knowledge@Wharton, November 2-15, 2005.

"Housewives' Conquer the iPod: US television stations are pushing a business model that puts pressure on the networks." Werbewoche.com, November 23, 2005.

"A Ripping Good Idea." Valley News, November 27, 2005.

"Just in Time for the Holidays." Harvard Business Review, December 2005.

"Boston Wi-Fi Spat Born in Airport Lounge May Set U.S. Rules." Bloomberg.com, February 20, 2006.

"American Girl Place Avoids Growth Spurt." Los Angeles Times, April 17, 2006.

"Sun Micro's New Chief Pledges to Revive Sales Growth." Bloomberg, April 25, 2006.

"New Sun CEO Is Unconventional, Controversial." Wall Street Journal, April 26, 2006.

Dartmouth/Tuck and Alumni Publicity

The center and its events have also been mentioned in several Tuck or Dartmouth publications. The center has been featured in the publications noted below:

"Technology, Innovation and Learning," Tuck Today. Summer 2005. p. 23.

"Tech@Tuck," Tuck Today. Summer 2005. p. 25.

"Center for Digital Strategies," Tuck Alumni Newsbytes. Fall 2005



"What Price Cybersecurity?" Tuck Forum. Fall 2005.

"Grant to Study Information Sharing and Trust," Buzzflood.org. September 26, 2006.

"Center for Digital Strategies Leads Studies on Information Security, Technology and Trust," Tuck Times. September 30, 2005.

"ISTS Appoints New Research Fellows." Dartmouth Vox. November 7, 2005.

"Behind the Scenes: Process Transformation," Tuck Times. November 11, 2005.

"Tech@Tuck 2006 to Spotlight the Digital Home," Tuck Times. November 11, 2005.

"Tech@Tuck: Welcome to the Digital Home," Buzzflood.org. December 21, 2005.

"Tech at Tuck' brings technology companies to campus," The Dartmouth. January 19, 2006.

"Radio Tuck Covers Technology and Business," Dartmouth Vox. January 23, 2006.

"Radio Tuck," Buzzflood.org. January 23, 2006.

"John Marshall T92: High Tech to High Seas," Tuck Times. February 24, 2006.

"Center for Digital Strategies," Tuck Alumni Newsbytes. Spring 2006

"Sandy Alderson, D'69, CEO of the San Diego Padres, on Radio Tuck," Buzzflood.org. April 16, 2006.

"Center for Digital Strategies: A Focus on Fellows," Tuck Times. April 17, 2006.

"Marshall's Mini Course," Tuck Times. April 17, 2006.

"Measuring Up," Dartmouth Vox. June 26, 2006.



Press Releases and Other Publicity

The center has coordinated with the PR office for press releases (unless indicated otherwise) on its major events this year. The following is a list of press releases this year:

"Tuck and Center Gathers Top Execs to Discuss Process Transformation." Tuck School Press Release, September 1, 2005.

"Tech@Tuck: Welcome to the Digital Home." Tuck School Press Release, January 4, 2006.

"Tuck Center Gathers Top Execs to Discuss Joint Venturing/Strategic Partnering." Tuck School Press Release, January 19, 2006.

"Tuck Center Co-Hosts Workshop on Developing a Secure Organization." Tuck School Press Release, February 20, 2006.

"Tuck Center Gathers CIOs for Workshop on Leading Change." Tuck School Press Release, April 1, 2006.

"Tuck Center Gathers Top Execs to Discuss Product Innovation." Tuck School Press Release, June 1, 2006.

"Tuck Study Shows How IT Failures Ripple Through U.S. Economy." Tuck School Press Release, June 26, 2006.

Website Development

During the year, the center stepped up the rotation of its content, adding new articles to the homepage more frequently. There is a new section focusing on the new seminar series, and an expanded section for the center's case studies library, including a comprehensive chart and reprint permission form. We have also added a mailing list form to collect contact information for those interested in receiving regular news from the center,



and an RSS feed so individuals can receive updates for Radio Tuck.

The site has seen a marked increase in traffic, averaging more than 2,000 requests for pages per week since the beginning of this academic year. This is an increase of 46% from last year's numbers. The web sign-up forms have generated several requests to be added to our mailing list, as well as requests from professors to review cases for their courses and to see teaching notes. Our Radio Tuck RSS feed went live in December and shortly after was added to the iTunes store. After press pieces on Tuck's website and Dartmouth's VOX, the feed recorded a 150% increase in hits in the second month. The url for our site is: www.tuck.dartmouth.edu/digitalstrategies.

[[Back to the Table of Contents](#)]