Annual Report 2007-08

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LETTER FROM THE DIRECTORS

Dear Stakeholder,

The 2007/8 academic year was our busiest and most exciting in the Centers history. From the launch of the European chapter of our Roundtable to hosting a major security research conference, this will certainly be a year we remember. In this report, we outline our key achievements within all three of our mission areas: Scholarly Research, Executive Dialog, and MBA Program Enrichment.

Our security research agenda accelerated throughout the year, with significant impact both within academia and the general public. The year began with a bang when Eric was invited to testify before Congress about our research on inadvertent disclosure and information leakage. Fueled by funding awards of over $1.5M, we added two new postdoc positions focused on additional security projects. That work was informed by our fall CISO workshop and through important corporate partnerships. The year ended in June with the Center hosting over 100 researchers from around the world for the Workshop on the Economics of Information Security.

Our progress in developing our programs for executives was no less impressive. While good momentum in the U.S. chapter of our Roundtable on Digital Strategies, we launched a new European chapter with an initial fall meeting in Zurich and then a spring roundtable in London hosted by BT. Pairing roundtables on M&A in San Jose and London, gave us new insight into executive thinking on the two continents. The initial enthusiasm was universal and the quality of founding firms like BMW, Nestlé, Novartis, and BT, give us a foundation to build on in 2008/09. Besides the growth in our roundtables, we also launched a new initiative in executive education. In collaboration with Tuck Exec Ed, we hosted 32 executives from 22 companies for our initial offering of Business Essentials for the Security Professional.

Internally, with the help of our MBA Fellows and with funding from IBM, we expanded our Tech@Tuck event to include a series of speakers throughout the year. As part of our Web 2.0 focus, we examined how new web technologies are changing innovation, customer collaboration, and recruiting. In collaboration with Tuck’s Career Development Center we sponsored a student competition on "The Future of Recruiting," that paired Thayer and Tuck students to develop Web 2.0 solutions to corporate recruiting challenges.

With all of these events, we enjoyed some of the broadest and most extensive media coverage in our history in high impact venues like ABC News, CIO Magazine, New York Times, PBS NewsHour with Jim Lehrer, Wall Street Journal, and U.S. News & World Report.
To learn more, we invite you to read our Annual Report below to get all the details on events, people, and publications.

Sincerely,

M. Eric Johnson    Hans Brechbühl

Director    Executive Director
PROGRAMS AND EVENTS

CORPORATE ROUNDTABLES

This year, the center organized four 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:

Using and Stewarding Customer Data, October 4, 2007, Hanover, NH

M&A and Divestitures: Integration and Disintegration: U.S. Chapter Discussion February 5, 2008, San Jose, CA

M&A and Divestitures: Integration and Disintegration: European Chapter Discussion April 4, 2008 London, UK

Global Talent and the Next Generation Workforce June 17, 2008, Cleveland, OH

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. Web 2.0 January 16, 2008 Tech@Tuck.

Tech@Tuck Speaker Series

The Speaker Series invites leading experts to present updates on new technologies, innovations and trends. It is sponsored by IBM. In addition to sponsoring these events, IBM also sponsored a student competition on "The Future of Recruiting," open to graduate students from the Tuck School, the Thayer School, and Dartmouth’s CS department. Judges: IBM, LinkedIn, Electric Sheep Company, and Bullhorn. The following events were sponsored:
Web 2.0 and Innovation: IBM
October 9, 2007, Hanover, NH

Web 2.0 and Discovery and Sharing: Joost
December 3, 2007, Hanover, NH

Web 2.0 and Customer Collaboration and Marketing: Pepsi
March 26, 2008, Hanover, NH

Web 2.0 and Career Management: LinkedIn
April 10, 2008, Hanover, NH

Beyond Web 2.0: Borealis Ventures, Highland Capital Partners, Spark Capital
April 23, 2008, Hanover, NH

ACADEMIC SEMINARS AND CONFERENCES

The center promotes research and discussion related to technological innovation and organizational learning. This year, the center brought in two additional speaker to the Technology, Innovation, and Learning (TIL) seminar series. This series brings together faculty and visiting academics whose expertise cross multiple areas—economics, operations, strategy, engineering, marketing, and organizations. The Center also hosted the seventh Workshop on the Economics of Information Security (WEIS), which brought together information technology academics and practitioners with social scientists and business and legal scholars to better understand security and privacy threats.

Global Competitors as Next-Door Neighbors September 27, 2007, Hanover, NH

Privacy Protection and Technology Diffusion: The Case of Electronic Medical Records May 22, 2008, Hanover, NH

WEIS: Workshop on the Economics of Information Security June 25, 2008, Hanover, NH

PROGRAM GRANTS
Over the course of the last year, the center received and/or did work on the funding for the following programs:


"Tech@Tuck: Managing Consumer Data" Dartmouth Centers Forum, $6,500.
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:


Executive Publications

The center and its faculty and fellows wrote or edited the following articles published for the executive audience in the past year:


**CASES**

The center has developed the following cases for the Vincent L. LaCorte Case Series:

"Nolej Studio" by Ashley Martin T'08 and Alva Taylor, 2008.


This year, center case studies were once again widely adopted by some of the top business schools, including University of Alabama, Boston University, Carnegie-Mellon, University of Colorado, Columbia, Duke, Emory, University of Florida, Georgia Tech, Hofstra, Indiana University, Louisiana State, University of Maryland, University of Michigan, University of North Carolina, Notre Dame, NYU, University of Pennsylvania, Penn State, Pepperdine, Purdue, Rensselaer Polytechnic, University of Rochester, Stockholm School of Economics, University of Texas, Tulane, Vanderbilt, University of Virginia, Wake Forest, Washington University at St. Louis, and Yale.

**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. Quintus Jett was appointed as a senior research fellow and project manager at the center this year. Quintus is leading research projects on how digital technologies offer new ways of designing organizations and making decisions. Among the center's other research fellows this year were: Scott Dynes (information security and security investments); Xia Zhao (information security and security investments); Laura Rock Kopczak (trust and collaboration); Charles H. White, Jr. (transportation security); and Robert Bruce (telecommunications). Their latest publications can be found under "Academic
Publications" and "Executive Publications" 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 four projects:

Tuck Global Consultancy Team: British Telecom

Identification and Management of Information Security Risks in Supply Chains with the Institute for Information Infrastructure Protection (I3P)

Enhancing Trust through Information Sharing in the Extended Enterprise (EnTISE) with the Institute for Information Infrastructure Protection (I3P)

RESEARCH GRANTS

Over the course of the last year, the center received and/or did work on the funding for the following research projects:

"Information Risk in the Professional Services." NIST, $128,500 for 2nd-year MBA and 3rd-year PhD student.

"Information and Trust in Humanitarian Supply Chains." Save The Children, $2500.

"Information Risk in Data-Oriented Enterprises" Department of Homeland Security, $532,038.

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:

Deepika Chauhan T'08, Radio Tuck interviewer, independent project

Aram Donigian T'08, Radio Tuck interviewer, Tech@Tuck host, independent project

Jason Freedman T'08, Radio Tuck interviewer, Tech@Tuck organizer, independent project

Brenda Lee T'08, Tech@Tuck organizer, independent project

Ashley Martin T'08, Radio Tuck interviewer, Tech@Tuck host, independent project

Vik Rana T'08, Radio Tuck interviewer, Tech@Tuck organizer, independent project

Darryl Seet T'08, Radio Tuck interviewer, Tech@Tuck organizer, independent project

MBA FELLOWS PROJECTS

As part of their fellowship, MBA Fellows are required to engage in a project on a topic relevant to the center. Their papers/presentations were:

"Forging Adaptive Leaders: Revolutionizing Leader Development with Interactive Technology" Aram Donigian T'08

"Market Research: Web 1.0 in a Web 2.0 World," Jason Freedman T'08

"Are You Ready for Web 2.0 Marketing?," Brenda Lee T'08

"CRM Success: What Drives Business Performance?" Ashley Martin T'08

"The Future of Cloud Computing," Vik Rana T'08
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 00 visitors for a variety of classes and events:

Chris Carella, Chief Creative Officer, Electric Sheep Company April 10, 2008, Tech@Tuck REcruiting Competition judge

Philip Evans, Senior VP and Director, Boston Consulting Group January 16, 2008, Tech@Tuck panel moderator

Pete Fields, eBusiness Director, eCommerce, Wachovia January 16, 2008, Tech@Tuck panelist

Chris Kelly, Chief Privacy Officer and Head of Global Public Policy, Facebook January 16, 2008, Tech@Tuck panelist

Blair LaCorte T'90, Executive Vice President, Marketing & Business Development, Savi Technology November 00, 2007, Supply Chain Management class speaker

John Lester, Boston Operations Director, Linden Lab January 16, 2008, Tech@Tuck panelist

Sylvia Marino, Executive Director, Community Operations, Edmunds.com January 16, 2008, Tech@Tuck panelist

Chris Perrien, Marketing Director, Emerging IT Group, IBM October 9, 2007, Tech@Tuck Speaker Series speaker

JP Rangaswami, Managing Director, BT Design, BT Group January 16, 2008, Tech@Tuck panelist

Shawn Roman, Partner, Accenture Health & Life Sciences November 7, 2007, Supply Chain Management class speaker

Bruce Stevens, President, Steinway October 10, 2007, Supply Chain Management class speaker
Jason Thalappillil Interactive Marketing Manager, Pepsi March 26, 2008, Tech@Tuck Speaker Series speaker

Kerry Vance, Public Relations Manager, Joost December 3, 2007, Tech@Tuck Speaker Series speaker

JoAnn Winson, Senior Consultant, Academic Initiative, IBM April 10, 2008, Tech@Tuck Recruiting Competition judge

Surya Yalamanchili, Director of Marketing, LinkedIn April 10, 2008, Tech@Tuck Speaker Series speaker
EXTERNAL OUTREACH

RADIONUCK, DIGITAL ASSETS & SOCIAL MEDIA

Radio Tuck

Radio Tuck 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. The RSS feed for Radio Tuck continues to climb in hits. It has also been added to a number of business and education-related RSS directories, including iTunes, Open Culture (http://www.oculture.com), and Yahoo! The interviews are regularly featured on the Tuck homepage and weekly media updates. The url for our site is: http://digitalstrategies.tuck.dartmouth.edu/media-library/radio-tuck/. With the help of our MBA fellows, we produced the following interviews—to listen to an interview, click on its title:

Paul Barth, NewVantage Partners "Information as Strategic Asset"

Brad Feld, Managing Director, The Foundry Group "Thematic Investing and the Implicit Web"

Leon Gorman, Chairman, L.L. Bean "L.L. Bean, Looking Forward"

Edward Granger-Happ, NetHope "Technology Enabling Nonprofits"

Blaise Heltai, NewVantage Partners "TBD"

Chris Kelly, Facebook "Balancing Innovation and Risk at Facebook"

John Lester, Second Life "Strategy in Second Life"

Sylvia Marino, Edmunds.com "Under the Hood at Edmunds.com"

Chris Perrien and Ted Hoff, IBM "Web 2.0 and Innovation"

JP Rangaswami, BT Group "Making Enterprise 2.0 Work"

Robin Sundaram, VP, Information Security, ChoicePoint "Managing Information Risk"

Jason Thalappillil, Interactive Marketing Manager, Pepsi "Interactive Marketing at Pepsi"
PRESENTATIONS AND EVENT PARTICIPATION

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


FinanceCOM 2008 M. Eric Johnson, presenter December 8, 2007, Montreal, Canada

Hawaii International Conference on System Sciences M. Eric Johnson January 7-10, 2008, Waikoloa, HI


The Fourth Annual I3P PCS Security Workshop Scott Dynes, presenter March 6, 2008, Houston, TX

International Logistic Summit Mexico 2008 M. Eric Johnson, speaker March 12-14, 2008, Mexico City, Mexico

Owen Graduate School of Management Seminar M. Eric Johnson, speaker April 16, 2008, Nashville, TN

Kellogg's Center for Operations and Supply Chain Management Seminar M. Eric Johnson, speaker April 30, 2008, Chicago, IL

The Disaster Panel: Management Lessons Learned from Responses to Natural Disasters M. Eric Johnson, panelist May 19, 2008, Hanover, NH

International Educational Advisors Conference Hans Brechbhl, presenters May 19, 2008, Hanover, NH

WEIS Conference 2008 M. Eric Johnson and Scott Dynes, presenters June 25-27, 2008, Hanover, NH

PARTICIPANTS IN ROUNDTABLES ON DIGITAL STRATEGIES

The center has engaged Senior Fortune 500 executives and top academics in a
substantive way at its roundtables this year (# of roundtables engaged in):

David Barrie VP, Corporate Development, Eaton Corporation
Dick Beatty, Prof. Human Resource Management, Rutgers University
Schon Beechler Prof. and Academic Director, Duke Corporate Education
Cindy Brabander V.P. Human Resources, Eaton Corporation, Fluid Power
Group Bill Blausey VP and CIO, Eaton Corporation
Barry Bramlett Director of Market Reach, Hilti North America
Jim Barrington Corporate CIO, Novartis
Urs Bleisch (2) Senior VP and CIO, Holcim
Don Castle VP, Information Technology, Consumer Companies, Johnson & Johnson
Denise Clark Senior VP and CIO, Hasbro, Inc.
Mark Copman VP, Corporate Development, 3M
Tom Courtney, Jr. Senior VP, North America Finance, Hasbro, Inc.
Rodney Davis AVP, Human Resources, Save the Children
Frank de Nobriga Director, Global Polymer Supply Chain, Eastman Chemical Co.
Jerry Ericksen CIO and Staff VP, Information Technology Applications, 3M
Jill Fitzsimmons IS&T Human Resources Manger, Bechtel
John Garing CIO, Dir. Strategic Planning and Info, Defense Information Systems Agency (DISA)
Peter Goodson Faculty Lecturer, Haas School of Business, University of California, Berkeley
Olivier Gouin (2) Senior VP and Group CIO, Nestle
Ed Granger-Happ CIO, Save the Children Paul Groth Dir. Workforce Management and Planning, 3M
Mark Hillman, Director, Global Computer Centers, General Motors

Ulf Hoof, Group Senior VP, Head of Group Function M&A, ABB

Luis Ivarez, President of BT EMEA & Latin America, BT Global Services

Asea Brown Boveri Ltd. Ray Huber, VP, IT & eBusiness, Eaton Electrical Inc.

Rebecca Jacoby, Senior VP and CIO, Cisco Systems, Inc.

Joan James, VP, Human Resources, Bechtel Systems & Infrastructures Inc., Bechtel

David Jemison Foster Parker, Centennial Professor of Management and Finance and Director, Texas Executive MBA Program, McCombs School of Business, University of Texas at Austin

Herbert Juranek (2), Executive Director of Group Organization & IT, Erste Bank Group

Roland Khler, Head of Corporate Strategy & Risk Management, Holcim

Jeffrey Krakowiak, VP, Corporate Sales and Marketing, Eaton Corporation

Blair LaCorte, Operating Partner, Human Capital; Strategy; Business Development; Marketing, TPG Growth

Jake MacLeod, Principal VP and Chief Technology Officer, Bechtel Fellow, Bechtel Communications, Inc.

Dave Margulius (3), Analyst and Consultant, Enterprise Insight

John Marshall, Adjunct Associate Professor of Marketing and Technology Management, Tuck School of Business, Dartmouth College

Lawrence E. Milan, Senior VP, Human Resources, ING Americas

Moni Miyashita, Managing Director, Corporate Development, Mergers & Acquisitions Integration, IBM

Paul Montgomery, VP, Talent Management, Eastman Chemical Company

Scott Neslin, Albert Wesley Frey Professor of Marketing, Tuck School of Business, Dartmouth College

Ernie Park, VP and CIO, 3M

Chris Patrick, Partner, Egon Zehnder International
Jack Penkoske Dir. Manpower, Personnel and Security, Defense Information Systems Agency (DISA)

Martin Petry CIO, Hilti Aktiengesellschaft

Karl Probst (2) Senior VP and CIO, BMW Group

Vladimir Pucik Professor of International Human Resources and Strategy, IMD Thor

Geir Ramleth (2) Senior VP and CIO, Bechtel Group, Inc.

Al-Noor Ramji (2) CEO, BT Design and Group CIO, BT Group Haider Rashid (2) Group CIO, ABB Group

Werner Reinartz Professor of Marketing, University of Cologne

William Smith Director, Center of Excellence Sales, 3M

Vince Spina Senior Director, IT Acquisition and Special Environments, Cisco Systems, Inc.

Ed Steinike CIO, ING Americas and ING U.S. Financial Services

Keith Sturgill (2) VP and CIO, Eastman Chemical Company

Chuck Tadlock Corporate Development M&A Liaison, IBM

John Thompson Systems Fellow, Lead, Customer Value Creation, Information Technology Organization, Eastman Chemical

Lee Whisman Relationship Manager, Corporate Development, Eastman Chemical

Christian Wind General Counsel, Hilti Corporation

Martin Wohlmuth General Manager, Head of Group Strategy, Erste Bank

Kin-Ching KC Wu Director, Operations, Enterprise Data Solutions Group, Cisco Systems, Inc.

The following executives and academics participated in our security workshop, Security through Information Risk Management:

Rodney Baker, Head of Infrastructure, Region Americas, Adidas Group
Susan Bates, Vice President and Manager, Information Systems Security and Compliance Solutions, BJs Wholesale Club

Linda Betz, Director, IT Policy and Information Security, IBM Corporation

John Brenberg, Manager, IT Security & Integrity, 3M

Debra Cody, Head of Information Security, Aetna, Inc.

Terri Curran, Director, Corporate Information Security Services, Bose Corporation

Chris Dunning, Director, Information Security Enterprise Information Security Officer, Staples Inc.

Mary Erlanger, Director of IT Risk Management, Global Information Technology, Colgate-Palmolive

Bill Gabby, Global Information Protection Manager, Cargill

Eric Goetz, Assistant Director, Research and Analysis I3P, Dartmouth College

Mauricio Guerra, Global Director of Information Security, The Dow Chemical Company

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

Barry Horowitz, Professor of Systems and Information Engineering, University of Virginia

Jack Matejka, Director, IT Security, Eaton Corporation

Robert Nowill, Director of Information & Network Security, BT Group

Sheldon Ort, Director, Information Asset Management and Architecture, Eli Lilly

Charles Palmer, Chair and Director of Research I3P, Dartmouth College

Shari Lawrence, Pfleeger Senior Information Scientist, RAND Corporation

Russ Pierce, Chief Security Architect, CVS Caremark

Geir Ramleth, Senior Vice President and Chief Information Officer, Bechtel Group, Inc.

Jeff Sherwood, Manager, Corporate Information Security, H&R Block
Pete Stang, Information Security Officer/Manager of Security, General Dynamics

Bobbie Stempfley, Vice Director for Strategic Planning and Information, Defense Information Systems Agency

John Stewart, Vice President and Chief Security Officer, Corporate Security Programs Organization, Cisco Systems, Inc.

Phil Venables, Managing Director and Chief Information Risk Officer, Goldman Sachs

Lee Warren, Chief Information Security Officer, United Technologies

Nancy Wilson, Director, Enterprise Information Security, Time Warner Cable

EXECUTIVE FELLOWS

This was our third 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

Dave Margulius, Analyst and Consultant, Enterprise Insight

John Marshall, Partner, Bridgespan Group

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:


"Daily Debriefing." The Dartmouth, August 2007.


"Recalls Widen Concerns About Chinese Products." NPR, August 2007.

"Mattel's Recall Heightens Fears over Toxic Toys." New Jersey Star-Ledger, August 2007.

"Land of Misfit Toys?" CNBC, August 2007.


"Seven Questions: China's Total Toy Recall." Foreign Policy Magazine, August 2007.


"Joost's Debut Singed by Firewalls." Beet.TV, August 2007.


"Mattel's apology to China seems designed to appease a key partner." The Seattle Times, September 2007.


"Another Type of Risk." Business Credit, October 2007.


"Local toy designer aims to let kids play and learn." Austin American-Statesman, February 2008.


**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:


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:


Newsletters

Last year, the center developed new HTML newsletters for its respective constituencies. For all of our contacts, in addition to our established annual holiday e-card in the winter, we send out another newsletter in the summer. For our current and former MBA Fellows, we produce two Alumni Fellows newsletters, one issued in the spring and one in the fall.

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