

Annual Report 2010-11

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LETTER FROM THE DIRECTORS

Dear Stakeholder,

The 2010/11 academic year marked another important year of growth and accomplishment for the Center. We saw our research having more impact than ever before, with premier media coverage from the Wall Street Journal, The Economist, and Bloomberg Business Week. We pushed harder into Europe, launching a European version of our successful CISO Workshop and strengthening our academic ties. We also launched a new Exec Ed program for the broadband industry. We did this while making gains in both our internal and external programs.

In this report, we outline our key achievements within all three areas of our mission: Scholarly Research, Executive Dialog, and MBA Program Enrichment. Our NSF funded research on healthcare IT has grown with two full-time postdocs working to understand how IT improves healthcare quality and how sensitive patient information can be protected. The Roundtable Series again brought together leading CIOs and function executives, with conversations on innovation, leadership development, and analytics. Internally, our flagship program for Tuck - the Britt Technology Impact Series (BTIS) – canvassed the explosion of social media. We also launched new Apple and Android apps to communicate and document the learnings. To expand the impact of our programs, we launched a new website this year with an active blog and links to social media including Facebook and Twitter.

On staffing, Tim Paradis joined the team as Program Manager with primary responsibility for BTIS. Two postdoc scholars joined the research team - Juhee Kwon from Purdue University and Boris Otto from University of St. Gallen in Switzerland.

As we lean forward into a very busy summer, we excited to reflect on and share the success of the past year. 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

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PROGRAMS AND EVENTS

CORPORATE ROUNDTABLES

This year, the center organized four corporate roundtables for the Roundtable on Digital Strategies series. Each 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:

[Building Talent and the Next Generation Workforce](#)

June 16, 2011 • Kingsport, TN • hosted by Eastman Chemical

[Business Intelligence and Analytics](#)

April 19, 2011 • Zurich, Switzerland • hosted by Holcim

[Enabling Innovation](#)

February 16, 2011 • San Ramon, CA • hosted by Chevron

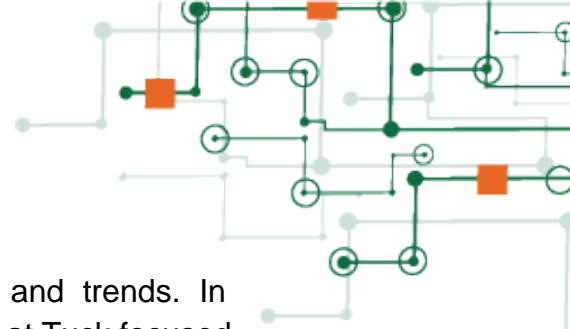
[Performance by Design: People, Process and Technology](#)

October 26, 2010 • Zurich, CH • hosted by ABB

EXECUTIVE EDUCATION

This year, in partnership with Tuck's Executive Education, the center facilitated and completed an intensive course for leading Cable Industry executives. This well-received course sought to ensure that cable professionals have the business and leadership skills they need to create and execute strategies that impact their organizations. Read more; [Society of Telecommunications Engineers Leadership Institute \(SCTE LI\) with Tuck Executive Education at Dartmouth](#)

BRITT TECHNOLOGY IMPACT SERIES (BTIS)



The BTIS is a center-sponsored offering that hosts leading experts to discuss new technologies, innovations and trends. In addition to Tech@Tuck, this year the center held eight events at Tuck focused on the business applications and implications of social technology. Select individual events to experience video interviews, panel highlights and event photos or learn more about the overall [program here](#). This series is sponsored by a generous donation from Time Warner Cable's Chairman and CEO, Glenn Britt.

[Strategy & Innovation in Social Marketing](#)

May 16, 2011

[Corp Comm in the Age of Facebook](#)

May 9, 2011

[Necessary Measures: The ROI of Social Technology](#)

April 20, 2011

[ProfitVille: The Business of Social Gaming](#)

April 1, 2011

[Avatars in the Boardroom: A Virtual Revolution in Workplace Collaboration](#)

February 24, 2011

[Managing in the Age of the Empowered Customer](#)

December 2, 2010

[Customer Engagement in the New Social World](#)

November 16, 2010

[Cloud Computing and the Future of Social Media](#)

October 14, 2010

TECH@TUCK

Tech@Tuck is a center-sponsored annual event for Tuck and the greater Dartmouth community that highlights digital technologies and their personal or business implications.



This year, the crowning jewel in the BTIS series featured a panel comprised of executives discussing social technology, as well as hands-on demonstrations of the latest associated tech gear and devices.

[Experience 2011's Tech@Tuck; "Social & The Enterprise"](#)

Media, Sports & Entertainment Symposium

The center assisted the Tuck Media Group in finding panelists and funds for this year's Media, Sports & Entertainment Symposium. Along with the The Cable Center and Microsoft, the center also sponsored this event which was titled, "The State of Media in 2011." The Symposium explored diverse perspectives from the media community to reflect on the rapidly-changing landscape of the entertainment industry. More can be viewed at this link: [Tuck Media, Sports & Entertainment Symposium](#)

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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:

Appari, Ajit and M. Eric Johnson (2010), "Information Security and Privacy in Healthcare: Current State of Research," *International Journal of Internet and Enterprise Management*, Vol. 6, No. 4, 279-314.

Johnson, M. Eric (2010), "Product/Service Design Collaboration: Managing the Product Life Cycle," *Encyclopedia of Operations Research and Management Science*, edited by J.J. Cochran, John Wiley and Sons Inc, NY, NY, 1-10.

Johnson, M. Eric and Nicholas D. Willey (2011), "Usability Failures and Healthcare Data Hemorrhages," *IEEE Security and Privacy*, Vol. 9, No. 2, 35-42.

Johnson, M. Eric and Shari Lawrence Pfleeger (2011), "Addressing Information Risk in Turbulent Times," *IEEE Security and Privacy*, Vol. 9, No. 1, 49-57.

Johnson, M. Eric and Nicholas Willey (2011), "Will HITECH Heal Patient Data Hemorrhages?" *Proceedings of HICSS-44, International Conference on System Sciences*, IEEE Computer Society, Jan 4-7 2011, Hawaii.

Kwon, Juhee and M. Eric Johnson (2011), "An Organizational Learning Perspective on Proactive vs. Reactive Investment in Information Security," *Proceedings of the Tenth Workshop on the Economics of Information Security*, George Mason University, June 14–15.

Kwon, Juhee and M. Eric Johnson (2010), "Information Security Failures and Security Investments in the Healthcare Sector," *Proceedings of Workshop on Information Security & Privacy (WISP10)*, December 13, St. Louis.

Robb, David J., M. Eric Johnson, Edward A. Silver (2010), "An In-Class Competition Introducing Inventory Management Concepts," *Informations Transactions on Education*, Vol. 10, No. 3, 122-125.

Zhao, Xia and M. Eric Johnson (2010), "Managing Information Access in Data-Rich Enterprises with Escalation and Incentives," *International Journal of Electronic Commerce*, Vol. 15, No. 1, 79-111.



EXECUTIVE PUBLICATIONS

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

["Enabling Innovation."](#) *Roundtable on Digital Strategies Publication*. February 16, 2011.

["Performance by Design: People, Process & Technology."](#) *Roundtable on Digital Strategies Publication*. October 26, 2010.

["Business Intelligence and Analytics."](#) *Roundtable on Digital Strategies Publication*. June 2, 2010.

["Customer Experience and the Customer-Focused Organization."](#) *Roundtable on Digital Strategies Publication*. April, 2010.

CASES

The center has developed the following cases for the [Vincent L. LaCorte Case Series](#):

["Groupon"](#) by Cassie Young T'11, Professor M. Eric Johnson, John Marshall T'92, 2011.

["Mattel, Inc: The Lead Paint Recall"](#) by Professor M. Eric Johnson, 2010.

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. Among the center's research fellows this year were:

management of IT investments)

(corporate data management)

investments);

(information systems, open source, supply chain and game theory);

(telecommunications).

[Publications](#)" and [Executive Publications](#)" in this report.

Ajit Appa
Juhee Kwon
ty and has security information sec
Charles H
Robert Bru
[Academic](#) best publicati



RESEARCH

The center cooperates with and sometimes provides funding to affiliated researchers for research on [topics of direct interest](#) to the center.

[Information Leakage in the Extended Enterprise](#)

[Information Risk in Data-Oriented Enterprises](#)



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:

Jon Gilman T'11, independent project

independent project, blogger

independent project, blogger

Moertner, Visiting Fellow, RadioTuck interviewer

organizer, Tech@Tuck host, independent project, blogger

RadioTuck interviewer, independent project

independent project

Julien Kervella T'11, independent project

Julien Kervella

E lissa K line

Jonathan Lewis T'11, independent project

Sara Russo

Anant Shivraj

Casey RadioTuck interviewer,

This year, the Fellows were given a blog to share their thoughts on the Britt Technology Impact Series.

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 are listed below:

["Next-Gen Payments"](#) Jon Gilman T'11

["Social and Firms"](#) Julien Kervella T'11

["B2B Social Media Marketing"](#) Elissa Kline T'11

["The Most Compelling Externality of Social + Commerce"](#) ["Evaluating Web 2.0 Innovations in E-Commerce"](#) ["Web 2.0 & the E-Commerce Environment"](#) Jonathan Lewis T'11

["Consumerization of IT"](#) Sara Russo T'11

["Cyber Threat Evolution with a Focus on SCADA Attacks"](#) Anant Shivraj T'11



"The Death of the Page View" Cassie Young T'11

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 the following visitors for a variety of classes and events:

Linda Abraham, CMO and EVP, Global Development, [comScore](#)

Lou Aversano, Worldwide Managing Director, IBM Brand Services, [Ogilvy Worldwide](#)

John Bell, Global Managing Director, 360° Digital Influence, [Ogilvy](#)

Josh Bernoff, SVP, Idea Development, [Forrester Research](#)

Steve Cassavant T'05, VP, Strategy & Business Development, [IGN Entertainment](#)

Paul Dickard, VP, External Communications, [AECOM](#)

Mark Dickey, SVP, Global Enterprise, [Salesforce.com Foundation](#)

Alex Dudley, VP, Public Relations, [Time Warner Cable](#)

Collin Douma, VP, Social Media, [Proximity BBDO](#)

Ben Edwards, VP, Digital Strategy and Development, [IBM](#)

John Gallant, SVP and Chief Content Officer, [IDG Enterprise](#)

David R. Godsman, VP, Global Web Strategy, [Starwood Hotels & Resorts Worldwide](#)

Gary Grates, President and Global Managing Director of Edelman Change and Employee Engagement , [Edelman](#)

Teemu Huuhtanen, EVP, Business Development and Communications, North America, [Sulake Inc.](#)

Sam Howe, CMO, [Time Warner Cable](#)

Kyle Keogh T'99, Director, Sales Strategy and Planning, [Google](#)



Ray Kerins, VP, External Affairs and Worldwide Communications, [Pfizer Inc](#)

John Lester, Director of Community Development, [ReactionGrid](#)

Chris Mahl, SVP and Chief Brand Alchemist, [SCVNGR](#)

John F. Marshall T'92, Senior Partner and Director of Brand Strategy, [Lippincott](#)

Doug Neil T'91, SVP, Digital Marketing, [Universal Pictures](#)

Rod Thorn, Director of Communications, [PepsiCo](#)

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EXTERNAL OUTREACH

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 and in many cases, in video on our YouTube channel. These interviews are regularly featured on the Tuck homepage. The urls for these sites are provided below:

RadioTuck: <http://digitalstrategies.tuck.dartmouth.edu/media-library/radio-tuck/>

YouTube Channel: www.youtube.com/TheCDSatTuck

The BTIS Mobile App The center developed our second mobile app. The app offers video interviews with visiting executives, event details and the series overviews. Download the app below. [Apple](#) [BTIS Mobile APP](#) for [Android](#)

Twitter

The center created a Twitter account to communicate information about upcoming BTIS events. The account has evolved to serve as a general communication tool for the center. Tweets may be seen [here](#).

The Center Blog

In an effort to better connect in digital conversation with our constituents and share the various experiences and thoughts of our core team, the center created a blog and posted multiple entries throughout the year. [Experience the center blog here](#).

PRESENTATIONS AND EVENT PARTICIPATION

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

CISO Workshop on Human Behavior and Security Culture - Europe, June 21, Ittingen Switzerland

Workshop on Security and Human Behavior (SHB), June 17-18, Pittsburgh PA (CMU)

Thought Leadership Roundtable on Digital Strategies – Building Talent and the Next Generation of Leaders, June 16, Kingsport (Eastman Chemical)



Workshop on the Economics of Information Security (WEIS), June 14-25, Washington DC (George Mason)

Goodwin Procter's 5th Annual Directors Forum, June 2, Palo Alto; June 9, Boston

Ohio State University, Fisher College of Business OM Seminar, May 20, Columbus, OH

POMS Supply Chain College Mini-Conference, May 3, Reno, NV

POMS, May 1-2, Reno, NV

SCTE Leadership Institute, April 26-30, Hanover, NH

Thought Leadership Roundtable on Digital Strategies – Business Intelligence and Analytics, April 19, Zurich (Holcim)

Thought Leadership Roundtable on Digital Strategies – Nurturing Innovation, February 16, San Ramon (Chevron)

Boston University, School of Management OTM Seminar, January 28, Boston, MA

Hawaii International Conference on System Sciences , January 4-7, Kauai, HI

Workshop on Information Security & Privacy, December 13, St. Louis, MO

INFORMS Annual Meeting 2010, November 7-10, Austin, TX

Thought Leadership Roundtable on Digital Strategies, October 26, Zurich Switzerland (ABB)

Cybersecurity through a Behavioral Lens, July 22-23, National Capitol Visitors' Center, Washington, DC.

PARTICIPANTS IN ROUNDTABLES ON DIGITAL STRATEGIES

The center has engaged Fortune 1,000 executives and top academics in a substantive way at its roundtables this year:

Puneet Bhasin, Senior VP and CIO, [Waste Management](#)

Bill Blausey, Senior VP and CIO, [Eaton Corporation](#)



Urs Bleisch, Senior VP and CIO, [Holcim](#)

Frank Boncimino, Senior VP and CIO, [Time Warner Cable](#)

Tony Borg, VP Corporate Operations Supply Chain, [Nestlé](#)

Dan Carroll, VP, Supply Chain Management (Aerospace Group), [Eaton Corporation](#)

Kelli Crane, Senior VP and CIO, [Thomson Reuters](#)

Twila Day, Senior VP and CIO, [Sysco Corporation](#)

Ricardo Ernst, Co-Director, Global Logistics Research Program, Deputy Dean, McDonough School of Business, Georgetown University

Olivier Gouin, Group, CIO, [Nestlé](#)

John Garing, Director, Strategic Planning and Information, [DISA](#)

Norbert Hagenhoff, VP, Supply Management North Americas, [Asea Brown Boveri Ltd. \(ABB\)](#)

David A. Hammerle, Principal Vice President, Corporate Manager of Procurement and Contracts, Bechtel Corporation

Sam Howe, Executive VP and CMO, [Time Warner Cable](#)

Blake Ives, C.T. Bauer Chair in Business Leadership, C.T. Bauer School of Business, University of Houston

Sirkka L. Jarvenpaa, Director, Center for Business, Technology, and Law, University of Texas at Austin

Randy Krotowski, CIO, [Chevron Global Upstream](#)

Axel Kuhr, Head of Group Account Management, Group Senior VP, [Asea Brown Boveri Ltd. \(ABB\)](#)

Abbie Lundberg, President. [Lundberg Media LLC](#)

Bill McCorey, VP, Global IT Infrastructure Center of Excellence, [IBM](#)

Mike McGowan, Executive VP/General Manager, [Hilti](#)



Jim Miller, VP, Strategic Accounts and End-to-End Delivery, [BT Americas](#)

Keith Morrow, CIO, [Blockbuster](#)

Edouard Odier, CIO and Executive VP, Information Technology, [Air France](#)

Martin Petry, CIO, [Hilti Aktiengesellschaft](#)

Karl Probst, Senior VP and CIO, [BMW](#)

Al-Noor Ramji, CIO, [BT Group](#)

Geir Ramleth, CIO, [Bechtel Corporation](#)

Haider Rashid, Group CIO, [Asea Brown Boveri Ltd. \(ABB\)](#)

Clive Selley, MD Service Design, Global Services, [BT Group](#)

Bobbie Stempfley, CIO and Vice Director for Strategic Planning and Information, [DISA](#)

Keith Sturgill, VP and CIO, [Eastman Chemical Company](#)

Martijn Van Der Zee, Senior VP, E-Commerce, [Air France KLM](#)

Bruno Villette, VP, Head of Business Technology Centre IS/IT, [Nestlé](#)

Lucas Wagenaar, VP, Information Technology, [Sysco Corporation](#)

Stefan Wolfensberger, Head of Commercial Services, [Holcim](#)

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EXECUTIVE FELLOWS

This was our fifth 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.
-Harvard CIO Review
Partner, Firehole Partners, L.P.

Sam Kinney
Blair LaCombe

Group
Enterprise Insight
CEO, TipMarks Inc.



Dave Margulius, Analyst and Consultant,
John Marshall, Partner

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. Explore the [articles](#).

Dartmouth/Tuck and Alumni Publicity

The center and its events have also been mentioned in the following Dartmouth publications. "[Tuck's First App](#)," *Tuck Today*; June, 2010. "[Panel Discusses Mobile Device Future](#)," *The Dartmouth*; January, 2010. "[Panelists Discuss Issues of Internet Info Privacy](#)," *The Dartmouth*; October, 2009. "[Prof. Discusses Information Security](#)," *The Dartmouth*; May, 2009.

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