



Annual Report 2012-13

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LETTER FROM THE DIRECTORS

Dear Stakeholder,

The 2012/13 academic year was another year of growth and also a year of some big changes around the center. As always, we hosted many events, released a string of new publications and maintained a healthy level of engagement with executives. In this report, we outline our key achievements within all three of our mission areas: Scholarly Research, Executive Dialog and MBA Program Enrichment.

Our NSF-funded research on the effectiveness and security of healthcare IT reached a new level of maturity, delivering a set of strong journal publications. First, our work examining the medication compliance benefits of electronic medication administration records (eMAR) and computerized physician order entry (CPOE) systems, won the editor's choice award in the Journal of the American Medical Informatics Association. Later in the year, our research showing that hospitals with capable EHRs were associated with higher quality outcomes ran as the lead article in Health Services Research. Finally, our work showing that advanced IT was associated with lower imaging overuse rates, won an award at the AcademyHealth conference in June.

In IT security, our research showing that proactive investments were more effective in reducing breaches than reactive investments was accepted in Management Information Systems Quarterly. And the results of our project on healthcare security strategies was highlighted at the HICSS conference and accepted for publication in the Journal of Management Information Systems. Finally, our book exploring the economics of financial and medical identity theft received significant media attention.

Inside Tuck, our Britt Technology Impact Series looked closely at the explosion of information called, "Big Data." The series began with a visit from Forrester to set the landscape and proceeded with a strong line of visitors from Facebook, Nordstrom, Bluefly, Buxton, Ford, NationBuilder, Rentrak and Aetna, to name a few. The series culminated with a visit from Google's CFO, Patrick Pichette. Patrick delighted the crowd with an inspiring discussion and an unexpected [demonstration of Google Glass](#). Please check back later this summer for the complete overview of our learnings from the series.

Now in its 11th year, the Roundtable on Digital Strategies enjoyed another successful series of four roundtables. CIOs and their executive VPs considered driving the top line, big data, managing enterprise risk and IT-enabled products and services. The center was especially pleased to welcome YUM! Brands and Caterpillar as new members of the Americas Chapter of the Roundtable on Digital Strategies. Roundtable companies also participated in our summer CISO Workshop and both our executive education offerings



– Business Essentials for Security Professions and
SCTE/Tuck Leadership Program.

The Center’s research productivity and steady-string of events created a wealth of content for our web site, driving visitation and downloads. This activity also enabled our digital communities to continue to grow and thrive in Twitter, LinkedIn, YouTube, myTUCK, Facebook and Google+.

On the staff side, we welcomed an undergrad intern from Dartmouth, Tiantian Zhang, who helped us manage our digital assets while also creating a [digital press kit](#) and center style guide. At the end of the year, the center bid farewell to postdoctoral fellows Ajit Appari and Juhee Kwon who landed exciting faculty positions at the University of Texas (Houston) and City University of Hong Kong, respectively. And after fourteen years at Tuck, Faculty Director M. Eric Johnson accepted the deanship at Vanderbilt’s Owen Graduate School of Management. We expect to have a new faculty director in place by the end of the summer, just in time to launch another exciting year.

To learn more about this past year’s contributions and achievements, we invite you to read our Annual Report below for details on events, people, publications, research and press.

Sincerely,

M. Eric Johnson	Hans Brechbühl
Faculty 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 are available for each roundtable at the links below:

[IT- Enabled Products and Services](#)

June 4, 2013 • Cleveland, OH • Hosted by Eaton

[Managing Enterprise Risk](#)

April 25, 2013 • London, England • Hosted by Misys

[Big Data: Capitalizing on the Potential](#)

February 13, 2013 • Glendale, AZ • Hosted by Bechtel

[Driving the Top Line](#)

October 5, 2012 • Buchs, Switzerland • Hosted by Hilti

CISO Executive Workshops

Again this year, the center organized another CISO Workshop. The workshop 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.

[Cybersecurity: Risks, Mitigation and Collaboration](#)

June 20, 2012 • Ittingen (Thurgau), Switzerland



EXECUTIVE EDUCATION

SCTE Tuck Executive Leadership Program

April 29 - May 3, 2013 • Tuck Campus • Hanover, NH • USA

This year, in partnership with Tuck's Executive Education, the center facilitated and completed, for the third time, 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.

Business Engagement and the Information Security Professional

April 9 - April 12, 2013 • Tuck Executive Education Program • Hanover, NH • USA

Tuck's Business Engagement and the Information Security Professional (BESP) four day program is designed specifically for heads of information security (CISOs) of the Global 1000, their direct reports, and other senior information security managers who interact with business colleagues across the enterprise. View [testimonials from participants here](#).

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 big data. 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.

Tipping The Scale: Google & The Future Of Big Data

May 23, 2013 • Tuck School of Business

Google's Senior Vice President and Chief Financial Officer, Patrick Pichette, visited Tuck to discuss big data. Patrick delighted the crowd with an unexpected demonstration of google glass.

Big Data Startups: Small Operations, Large Impact

May 1, 2013 • Tuck School of Business



Andy Palmer T'94 is a serial entrepreneur who specializes in accelerating the foundation and growth of early-stage, mission-driven companies. He came to Tuck to discuss big data and startups.

Critical Care: Prescriptions For Marketing With Big Data

March 6, 2013 • Tuck School of Business

Robert Mead, SVP of Marketing at Aetna and Michael Palmer, Head of Innovation at Aetna visited Tuck to discuss the use of big data and marketing.

Big Data In The Driver's Seat: Revving Up The Auto Industry

February 21, 2013 • Tuck School of Business

Dr. John Ginder is the Manager of Systems Analytics and Environmental Services at one of the world's most data-driven and data-rich companies -- Ford. He visited Tuck to discuss how this U.S. automaker is using big data analytics for real-world growth and the possibilities big data presents for the future.

Hollywood's Rising Star: Turning Data into Dollars

November 8, 2012 • Tuck School of Business

Retrak Corporation is an industry-advancing media measurement and research company, providing content measurement, analytical services and unique insight to the most recognizable names in the entertainment industry. David Chemerow T'75, CFO and COO at Retrak, spoke about the vast amounts of data involved in Retrak's operations and business model.

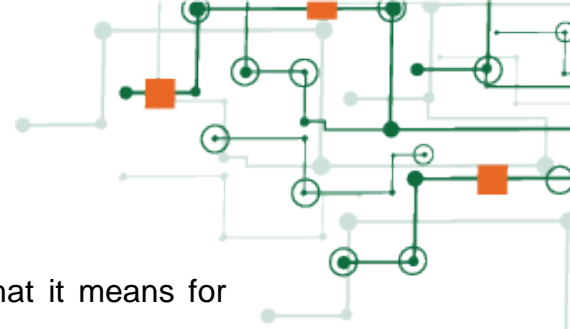
Digital Donkeys & Electronic Elephants: Campaigning with Big Data

October 26, 2012 • Tuck School of Business

Presented as part of Tuck's student-run "Trends in Technology" Conference; this panel discussed the massive role of big data in politics. Participants included Chris Kelly, Former Chief Privacy Officer at Facebook (shown here,) Nate Murphy, Election Center Manager at NationBuilder, Tom Buxton, Chairman of Buxton and Joseph Bafumi, Associate Professor of Government at Dartmouth College.

Big Data: The Information Explosion That Will Reshape Our World

September 18, 2012 • Tuck School of Business



Mike Gualtieri, principal analyst at Forrester, looked at what is driving exponential growth in information and what it means for consumers and enterprises.

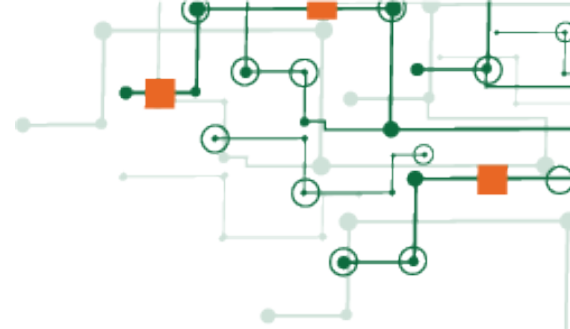
Tech@Tuck

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's Tech@Tuck event focused on the advent and explosion of big data with visitors from Bluefly, Facebook, Caesars Entertainment, Nordstrom, MasterCard Advisors and Quidsi (an Amazon Company.)

Tuck Entertainment, Sports and Media Symposium

Blair Westlake, Corporate VP, Media & Entertainment Group, Microsoft was the keynote at the 2012 Entertainment, Sports and Media 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:

Health Information Technology and Hospital Performance on Imaging-Use Measures - The Best Abstract in the Health Information Technology Award Winner

Ajit Appari, Denise Anthony, M. Eric Johnson

AcademyHealth's Annual Research Meeting, June 23, 2013

Vincent L. Lacorte Case Series 2013-14

Case Catalog, June 2013

Healthcare Security Strategies for Regulatory Compliance and Data Security

Juhee Kwon, M. Eric Johnson

Journal of Management Information Systems

Meaningful Use of Electronic Health Record Systems and Process Quality of Care

Ajit Appari, M. Eric Johnson, Denise L. Anthony Ph.D

Health Services Research Journal, July 2012

Security Practices and Regulatory Compliance in the Healthcare Industry

Juhee Kwon, M. Eric Johnson

Journal of the American Medical Informatics Association, October 2012

EXECUTIVE PUBLICATIONS

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



[Ahead In the Cloud: The Impact of On Demand Software, Storage and Services](#), Tim Paradis

Britt Technology Impact Series Written Overview - [iBook also available.](#)

[Big Data: Capitalizing on the Potential](#)

Roundtable on Digital Strategies Publication

[A Whole New World for Cybersecurity](#), Hans Brechbühl, M. Eric Johnson

US News & World Report

[Driving the Top Line](#)

Roundtable on Digital Strategies Publication

[Managing Enterprise Risk](#)

Roundtable on Digital Strategies Publication

[Hospitals Should Not Adopt New Healthcare IT Program Too Quickly](#), M. Eric Johnson

US News

[Cybersecurity: Risks, Mitigation and Collaboration](#), Hans Brechbühl

CISO Information Security Workshop Publication

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RESEARCH PROJECTS

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

[Healthcare IT](#)

[Information Security](#)



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:

Brent Dance: RadioTuck interviews, Tech@Tuck organizer, independent project

Anirudh Goel: RadioTuck interview, Tech@Tuck organizer, independent project

Ashley Jeong: Tech@Tuck organizer, independent project

Vijai Krishnan: independent project, RadioTuck interview

Nishant Mehta: Tech@Tuck organizer, independent project

Justine Modot: Tech@Tuck organizer, independent project

James Valdes: RadioTuck interview, two independent projects

Hannah Yankelevich: RadioTuck interviews, two independent projects

Honorary Fellows: Betsabeh Madani & Ksenia Boehmer

MBA FELLOWS PROJECTS

As part of being a CDS Fellow, MBA Fellows are required to engage in a project on a topic relevant to the center. Their project presentations are below:

The Sharing Economy, Brent Dance T'13

Strategic Review on Big Data Application Hurdles and How to Overcome, Ashley Jeong T'13



Gaming Corporate Strategy in a Four-Screen World, Vijai Krishnan T'13

The Supply Chain of Consumer Data. A framework to understand the big data industry, Justine Modot T'13

Big Data: Retargeting and Ecommerce, Hannah Yankelevich T'13

Big Data's Disruption of the CPG Ecosystem, James Valdes T'13

Big Data: Promise, Power and Pitfalls, Nishant Mehta T'13

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 Tuck events. This year we hosted the following visitors for a variety of classes and events:

- Allan Afuah, Associate Professor of Strategy, Stephen M. Ross School of Business, University of Michigan
- Micheael Angus T'87, Group Head, Global Payment Strategy, MasterCard Advisors
- Sudev Balakrishnan T'07, Director, eCommerce & Product Management, Bluefly, Inc.
- Tom Buxton, Chairman, Buxton
- David Chemerow, COO & CFO, Rentrak
- Philip Degisi T'09, Director of Merchandising, Afterschool.com, Quidsi, Inc
- Dr. John Ginder, Manager, Systems Analytics & Environmental Sciences, Ford Motor Company
- Paul Gorup, Chief Innovation Officer, Cerner
- Mike Gualtieri, Principal Analyst, Forrester



- Alexis Hoopes T'06, Director, Online Merchandising, Nordstrom, Inc.
- Chris Kelly, Former Chief Privacy Officer, Facebook
- Pierre-Majorique Léger, Professor, Department of Information Technologies, Head of the SAP Alliance at HEC Montréal
- Robert Mead, SVP of Marketing, Product & Communications, Aetna
- Nate Murphy, Election Center Manager, NationBuilder
- Andy Palmer T'94, Serial Entrepreneur
- Michael Palmer, Head of Innovation, Aetna
- Patrick Pichette, SVP & CFO, Google
- Ruben Sigala, SVP, Enterprise Analytics, Caesars Entertainment Corp.

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EXTERNAL OUTREACH

RADIO TUCK, DIGITAL ASSETS & SOCIAL MEDIA

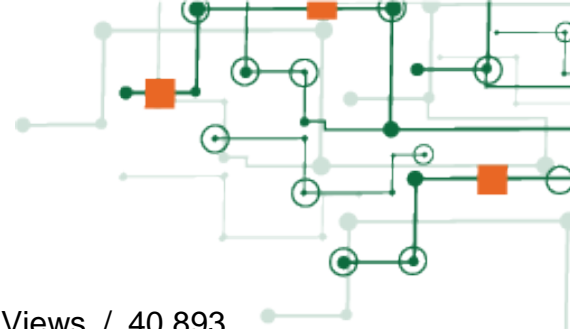
RadioTuck is an original interview series sponsored by the center and focused on the impact of digital technologies on the corporation of today. Interviews are available on our website as podcasts and, in video on our YouTube channel. The center launched Tuck's first iBook this year - summarizing the BTIS findings on cloud computing and the center still manages three mobile apps: 2 for BTIS events and one for the iPad which showcases our long -form content. The urls for these sites, our digital assets and social media communities are provided below.

RadioTuck: [online](#) and in [iTunes](#)

iPad Content App: [iTunes](#)

The BTIS Mobile App: for [Apple](#) and for [Android](#)

iBook: [Ahead In The Cloud: The Impact Of On Demand Software, Storage And Services](#)



Twitter: 805 Followers / 1187 Tweets

YouTube: 156 Uploads / 81 Subscribers / 37,138 Video Views / 40,893 Minutes Watched

Facebook: 289 Likes

LinkedIn: BESP Group 14 Members / Fellow Alumni 80 Members

Google+: In 17 Circles

myTUCK: 39 Members

The Center Blog: 11 posts

eShop: shop online for CDS gifts and gear!

PRESENTATIONS AND EVENT PARTICIPATION.

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

AcademyHealth's Annual Research Meeting, Ajit Appari, Denise Anthony, M. Eric Johnson. June 23, 2013 • Baltimore, MD USA

Workshop on the Learning Health System, M. Eric Johnson, National Science Foundation. April 11-12, 2013 • Washington, DC

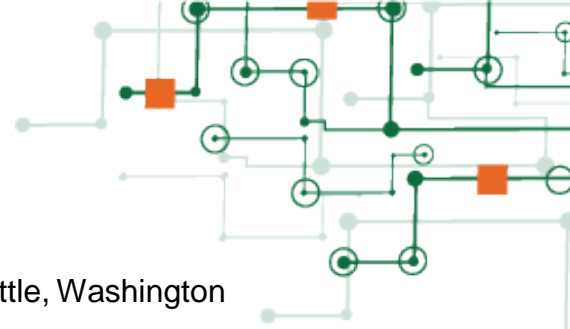
INFORMS Conference Business Analytics and Operations Research, M. Eric Johnson. April 7-9, 2013 • San Antonio, TX

Hawaii International Conference on System Sciences, Juhee Kwon, M. Eric Johnson, January 7-10, 2013 • Grand Wailea, Maui, Hawaii

SCTE-Tuck Executive Leadership Alumni Reunion and Update, M. Eric Johnson, Tuck Executive Education, SCTE Cable-Tec Expo® 2012 October 17-19, 2012 • Orlando, Florida

INFORMS Annual Meeting, M. Eric Johnson. October 14-17, 2012 • Phoenix, Arizona

Workshop on Health Information and Economics (WHITE), Ajit Appari, M. Eric Johnson, Denise Anthony. October 5, 2012 • Washington, DC



Americas Conference on Information Systems

(AMCIS), Juhee Kwon, M. Eric Johnson. August 9, 2012 • Seattle, Washington

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:

- Blaine Altaffer, Group VP Sales Channels & Market Development, Time Warner Cable
- Amos A. Avidan. Senior VP and Manager, Engineering & Technology, Bechtel
- Bill Blausey, Senior VP and CIO, Eaton Corporation
- Frank Boncimino, Senior VP and CIO, Time Warner Cable
- William J. Braun, CIO, Global Upstream, Chevron Corporation
- Cyndee Everman, Group VP, Business Intelligence, Care and Marketing Solutions, Time Warner Cable
- Daryll Fogal, Senior VP and Chief Technology Officer, Electrical Sector, Eaton Corporation
- John Gallant, Senior VP and Chief Content Officer, IDG Enterprise
- T.J. Graven, VP and CIO, Brown-Forman Corporation
- Hans Haefeli, VP, Advanced Components and Systems Division, Caterpillar Inc.
- Lynn Hemans, Director, Industry & Competitive Insights, Taco Bell Corporation
- Mark Hillman, Senior VP Strategy and Business Development, Compuware Corporation
- Brian Hovey, Executive Director, Global Marketing Operations, Dell
- Phil Jordan, Global CIO, Telefonica S.A.
- G. Dick Kerr, VP, Architecture and Information Management, Eaton Corporation
- Peter H. Knutsson, Vice President, Corporate Governance, Tetra Pak Group



- Markus Koch, Partner, Deloitte Consulting
- Randy Krotowski, CIO, Chevron Global Upstream
- Buddy Lang, General Manager, Facilities Engineering, Chevron Upstream and Gas
- Mark Lange, IT and Enterprise Venture Advisor
- Marco Meyrat, Member of the Executive Board, Hilti Corporation
- Bob Morison, Mindshare Marketing
- Massimo Muzzi, Head of Enterprise Risk Management Unit, ABB
- Greg Nelson, Senior VP and CTO, Eastman Chemical Company
- Martin Nemetz, Head of Competence Center on Demand and on Device Services, Hilti Group
- Charles R. (Dickie) Oliver, VP, Global IT, YUM! Brands, Inc.
- Roland Paanakker, CIO and VP, Lean Business Solutions, Nike, Inc.
- Carlos Pappier, CIO, Tenaris
- Martin Petry, CIO, Hilti Aktiengesellschaft
- John Petersen, Group IS/IT Security Manager, Nestlé
- Ralf Plesky, Oilfield Services Sales Director, Continental Europe, Tenaris
- Geir Ramleth, CIO, Bechtel Corporation
- Terence Stacey, Group CIO & GLOBE Director, Nestlé
- Rob Schmidt, Executive Director, Business Intelligence IT, Dell
- Martin Schröder, Head of IT Process Competence Sales, Service & Supply, Hilti Group
- Keith Sturgill, VP and CIO, Eastman Chemical Company
- Mark Sweeney, VP, Europe South America Operations Division, Caterpillar Inc.
- Scott Taylor, VP, Corporate Development Operations, Time Warner Cable



- Per-Åke Tobiasson, Head of Global Process Office, Tetra Pak
- Rolf Törnblom, Senior Advisor, Global IM, Tetra Pak
- Miroslav Vichev, CIO, DSK Bank (Bulgaria)
- Robert Watson, Regional Manager, Facilities Engineering, Chevron Upstream and Gas

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EXECUTIVE FELLOWS

This was our seventh year working with 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.
 - ~~Harper CIO, Save the Children~~
 Partner, Firehole Partners, L.P.
 Group ~~Lang~~, CEO, TipMarks Inc.
 Enterprise Insight

Sam Kinney
 Blair LaCom
 Dave Margolis

John Marshall, Partner, Bridgespan Group

PUBLIC RELATIONS

MEDIA MENTIONS

The center's leadership has been quoted or the center has been mentioned in a number of articles in the public media over the course of the past year. **Tuck and Dartmouth mentions are in bold.**

Google CFO Pichette Urges Tuck Students To Show Career Audacity



Tuck News / May 2013

Google's Eric Schmidt Invests in Obama's Big Data Brains

Bloomberg Businessweek / May 2013

Google CFO Speaks at Dartmouth

Valley News / May 2013

Google CFO Discusses Innovation

The Dartmouth / May 2013

Espionage and Sabotage in the Virtual World

Financial Times / May 2013

How to Recover from a Twitter Hack

CIO / April 2013

Bringing Tuck's Culture To Vanderbilt

Poets & Quants / April 2013

Tuck Associate Dean M. Eric Johnson Named Dean of Vanderbilt's Owen Graduate School of Management

Tuck News / April 2013

Making a Case for Information Security Investments

Tuck News / April 2013

A Whole New World for Cybersecurity

US News & World Report / March 2013

For Digital Medical Records, A Second Opinion

Tuck News / March 2013

Open Road for Ford Motor Company and Big Data



Tuck News / February 2013

Tech@Tuck Panel Talks Big Brands and Big Data

Tuck News / February 2013

Forget Boxing Day. Plan for 'Returns Day' Jan. 3

Entrepreneur / December 2012

Ten Tech Trends That Will Change IT in 2013

Baseline / December 2012

10 Top Tech Gadgets for the Holidays

MSN Money / November 2012

Glitch-prone Airline Computer Systems

Marketplace Tech / November 2012

Panelists Discuss Big Data and the Future of Political Campaigns

Tuck News / November 2012

Facebook Tests 'Want' and 'Collect' Buttons: How to Get Started

CIO / October 2012

Postdoc Profile: Ajit Appari, PhD. ISTS Postdoctoral Fellow, Center for Digital Strategies

ISTS Bulletin / October 2012

Pilot Program Guides Professors in Op-ed Writing

The Dartmouth / September 2012

New Entry in Tablet Wars: Toys 'R' Us

Wall Street Journal / September 2012

More complex EHRs can Result in Declines of Quality Measures

American Medical News / September 2012



Advanced EHRs Vs. Hospital Quality Of Care

InformationWeek / August 2012

Meeting Stage 1 of Meaningful Use Boosts Hospital Care Quality

iHealthBeat / August 2012

Meaningful Use of Electronic Health Records: Does it Improve Health Outcomes?

Beckers Hospital Review / August 2012

The 2012 CIO 100 Winners: Showcasing the Transformative Power of IT-Business Innovation

CIO Magazine / August 2012

2012 CIO 100: The Judges

CIO Magazine / July 2012

A Conversation with M. Eric Johnson

Tuck News / July 2012

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