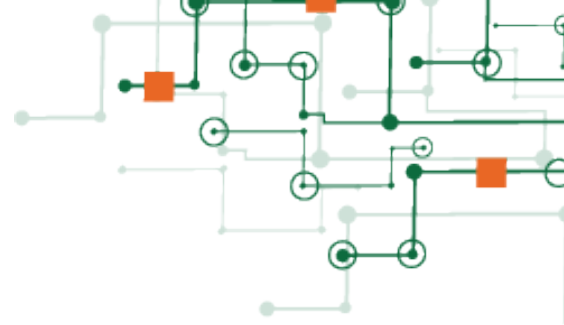




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LETTER FROM THE DIRECTORS

Dear Stakeholder,

The 2014/15 academic year was a very busy time for the center. In this report, we outline our key achievements within the three areas of our mission: Scholarly Research, Executive Dialogue and MBA Program Enrichment.

In this, its 13th year of existence, the Roundtable on Digital Strategies enjoyed another successful series of four roundtables. CIOs and their executive partners had intense dialogue on the progress in big data, the new essentials of customer excellence, social in the enterprise and agile innovation. The center was especially pleased to welcome the Levi's and IAG as new members of the Americas Chapter.

Hans Brechbühl was asked to join the World Economic Forum Global Agenda Council (GAC) on the Future of Software & Society along a dozen other executives, entrepreneurs and academics. The group met in Dubai in the fall of 2014 and in San Francisco in the spring of 2015 to discuss how software is changing almost all aspects of society. Their report, entitled, "Deep Shift: 21 Ways Software will Transform Global Society," will be published in the fall of 2015.

Alva Taylor and Kelli Pippin taught in an executive education program offered in collaboration with Google. The Digital Excellence for Minority Entrepreneurs program was held in Google's Cambridge, MA in the summer and helped over 40 entrepreneurs and business owners better understand and execute on the full potential of digital technologies. A winter offering is planned for Seattle, WA at Google.

In October, Hans Brechbühl directed the Business Engagement for the Information Security Professional (BESP), an executive education program for CISOs and heads of information security. Fifteen participants came from a variety of industries and companies including Time Warner Cable, Cigna, Nike, Goldman Sachs and Tenaris along with others.

The Britt Technology Impact Series looked at the technological convergence made possible by developments like APIs and HTML5 which gave rise to new industries and opened up new frontiers in a series titled, "Connected Everywhere: The Transformation to a Hyperweb World." The series explored how the linking between Video, Mobile, Social, Cloud, Big Data and the Internet of Things have all proven to play a significant role in shaping the way we all see and interact with the world through digital technology. We welcomed guests from Facebook, Intel, Rentrak, Zipcar and Citrix, among others. The series overview is now available.



The center was pleased to host visiting Professor Elgar Fleisch. While visiting, Professor Fleisch published his paper, The Revaluation of Risk-Taking: European Startups and High-Tech Companies and collaborated with Professor Steve Powell on the “flipped classroom.”

The center’s steady-string of events, blog entries and press hits created a wealth of content for our website, driving website visits and downloads. This activity also enabled our digital communities to continue to grow and thrive on Twitter, LinkedIn, YouTube, myTUCK, Facebook and Google+.

We look forward to another productive year of research, executive dialogue and MBA program enrichment and invite you to read our Annual Report below for details on events, people, publications, research, press and our achievements over this last academic year.

Sincerely,

Alva Taylor

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:

[The Business of \(Big\) Data: Potential and Progress](#)

June 17, 2015 • Kingsport, TN • Hosted by Eastman

[Customer Excellence and the Customer Focused Organization](#)

April 21, 2015 • Munich, Germany • Hosted by Clariant

[Developing Agile Innovation Capabilities](#)

February 19, 2015 • Houston, TX • Hosted by Chevron

[The Business of Social](#)

October 2, 2014 • Kartause Ittingen • Warth, Switzerland

CISO Executive Workshops

Again this year, the center organized two CISO Workshops. The workshops 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.

[The Threat Landscape: Strengthening the Intelligence Response](#)

June 29, 2015 • Kartause Ittingen • Warth, Switzerland

[Risk Management and Information Security](#)



July 7, 2014 • Kartause Ittingen • Warth, Switzerland

EXECUTIVE EDUCATION

[Digital Excellence Program for Minority Entrepreneurs](#)

June 9, 2015 • Google • Cambridge, MA

[Business Engagement and the Information Security Professional](#)

October 21, 2014 • Tuck Executive Education Program • Hanover, NH • USA

[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 the internet of things (connecting the physical world to the digital world.) 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 former Chairman and CEO, Glenn Britt.

[Life in the DigiScene: Hyperconnectivity's effect on Humans, Culture and Industry](#)

May 5, 2015 • Tuck School of Business

Dr. Tony Salvador, Director of Experience Insights Research, Interaction & Experience Research Lab, Intel Corporation discussed the decisions we make about how to govern our hyperconnected world; what impact the new digital scene has on inequality; which societal norms no longer apply in this new hyperconnected world and if all these changes are good or bad for humanity. This event was cosponsored by the Center for Business and Society.

[Cyber Warfare: Securing the Future of Industry](#)

April 27, 2015 • Tuck School of Business

Schneider Electric Senior Director of Cybersecurity and Network Infrastructure, David



Doggett, discussed the security challenges created by hyperconnected industry and the Industrial Internet of Things (IIoT).

[Multi-Screen Consumption: Data-Driven Content Delivery and Ad Spending](#)

April 21, 2015 • Tuck School of Business

Rentrak COO and CFO, David Chemerow T'75, discussed the challenges and opportunities for content producers, distributors, and advertisers operating in today's hyperconnected world.

[Delivering the Digital Infrastructure: Complex Connections in the Hyperweb World](#)

April 16, 2015 • Tuck School of Business

What investments will need to be made to ensure adequate infrastructure to meet the needs of business and what role should the government play in building out and/or regulating infrastructure? This panel discussion explored these questions and featured Andrew M. Geisse, former CEO of AT&T; Dan McCall, Vice President & Product Unit Manager at Citrix Systems and Chris Weasler T'97, Global Head of Spectrum Policy and Connectivity Planning at Facebook.

[Global Regulation of Data in a Post-Snowden World](#)

February 18, 2015 • Tuck School of Business

Offered in partnership with the Center for Global Business and Government, Julie Brill, the Commissioner of the FTC, visited Tuck to discuss protecting consumers' privacy, encouraging appropriate advertising substantiation, guarding consumers from financial fraud, and maintaining competition in industries involving health care and high-tech.

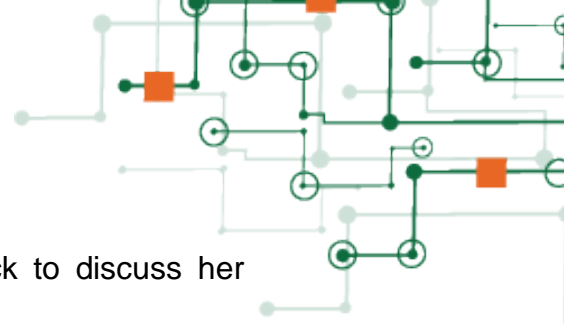
[The \\$haring Economy: Peering into the New Business Model](#)

February 17, 2015 • Tech@Tuck • Tuck School of Business

Tech@Tuck examined the impact the Sharing Economy has on individuals, industries, and value chains with executives from Lending Club and Zipcar. [More ›](#)

[The New Face of Personalization: Capitalizing on the Connected Consumer](#)

November 3, 2014 • Tuck School of Business



Cassie Lancellotti-Young T'11, EVP at Sailthru, visited Tuck to discuss her experience with the hyperconnected marketplace. [More ›](#)

[Always-on: How Hyperconnectivity Disrupts Business](#)

October 24, 2014 • Tuck School of Business

James L. McQuivey, Ph.D., Vice President, Principal Analyst Serving CMO Professionals, Forrester, visited Tuck to discuss how the state of being constantly connected to people and systems through devices such as smartphones, tablets and computers is changing how business gets done. [More ›](#)

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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:

[The New Enterprise Mobility: Seizing the Opportunities and Challenges in Corporate Mobile IT](#)

Thomas Sammer, Hans Brechbühl, Andrea Back

AMCIS, August 2013

[Employing Consumer IT in Operations: Will iPads Save Money, Increase Efficiency and Raise User Satisfaction?](#)

Thomas Sammer, Andrea Back, Hans Brechbühl

University of St. Gallen; Publication date: 2013

[Balancing Innovation and Operations: Opportunities and Challenges of Second Generation Enterprise Mobility](#)

Sabine Berghaus, Thomas Sammer, Hans Brechbühl, Andrea Back

Journal of Management Systems, Volume 24, Number 3, 2014

EXECUTIVE PUBLICATIONS

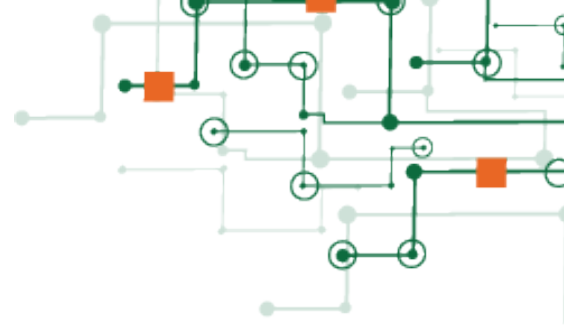
The center and its faculty and fellows wrote or edited the following articles published for the executive audience in the past year:

[The Internet of You: Better Living Through Connectivity](#)

Patrick Wheeler

Britt Technology Impact Series Written Overview

[Developing Agile Innovation Capabilities](#)



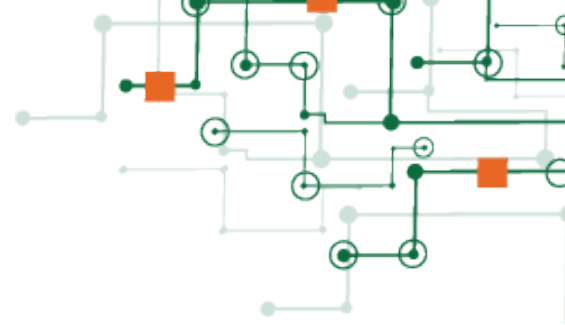
Roundtable on Digital Strategies Publication

[The Business of Social](#)

Roundtable on Digital Strategies Publication

[Risk Management and Information Security Overview](#)

CISO Information Security Workshop Publication



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. 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 and their video presentations are available on our [YouTube Channel](#). This year's fellows participated in the following ways:

Nicholas Bazarian T'15; Blog Entry: The Mind of a CIO; Research Project: The Industrial Internet of Things

Tapasya Govindarajan T'15; Executive Interview: Cassie Lancellotti-Young T'11, EVP, Sailthru; Research Project: Multi-Screen Consumption

Laura-Irina Ionita T'15; Executive Interview: Dr. Tony Salvador, Director of Experience Insights Research, Interaction & Experience Research Lab, Intel Corporation; Research Project: Connected Cars are Becoming Mainstream

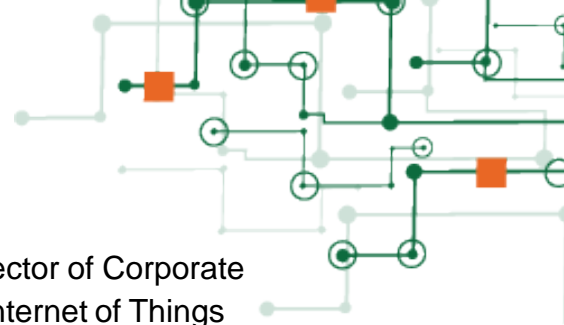
Nathan Isaacson T'15; Blog Entry: Rentrak and the Evolution of TV Advertising; Research Project: Digitizing the In-Store Experience

Isabella Liu T'15; Blog Entry: Using Social Media as a Communications Tool; Research Project: Retail in the 21st Century: What Value Does the Brick and Mortar Store Still Have in an Online World

Chuan (Coby) Ma T'15; Research Project: Hyperconnectivity and Artificial Intelligence

Alexander Russell T'15; Executive Interview: Chris Weasler T'97, Global Head of Spectrum Policy and Connectivity Planning, Facebook; Research Project: The Enterprise Applications of Virtual Reality

Christopher White T'15; Executive Interviews: James McQuivey, PhD., Forrester; David Chemerow T'75, COO & CFO, Rentrak; Research Project: The Big Data Resume: Hiring Analytics in the Age of Hyperconnectivity



Wei Wesley Xu T'15; Executive Interview: Justin Holmes, Director of Corporate Communications, Zipcar; Research Project: Security and the Internet of Things

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 events:

- Julie Brill, Commissioner, FTC
- Spencer Bryan T'13, Product Manager, Lending Club
- David Chemerow T'75, COO and CFO, Rentrak
- David Doggett, Senior Director of Cybersecurity and Network Infrastructure, Schneider Electric
- Prof. Dr. Elgar Fleisch, Chair of Informations management, ETH Zürich and University St. Gallen
- Andrew M. Geisse, former CEO, AT&T Business Solutions
- Adam Golodner, Partner, Kaye Scholer's Complex Commercial Litigation Department
- Justin Holmes, Director, Corporate Communications, Zipcar
- Blair LaCorte T'90, Global President, Production Resource Group
- Cassie Lancellotti-Young T'11, EVP, Sailthru
- Dan McCall, Vice President & Product Unit Manager, Citrix Systems
- James L. McQuivey, Ph.D., Vice President, Principal Analyst Serving CMO Professionals, Forrester Research
- John Ross, Vice President of Strategic Alliances, Netwrix Corporation
- Dr. Tony Salvador, Director of Experience Insights Research, Interaction & Experience Research Lab, Intel Corporation



- Chris Weasler T'97, Global Head of Spectrum Policy and Connectivity Planning, Facebook

DIGITAL DROP-INS (DDIs)

The Digital Strategies' DDI videoconference series allows our MBA Fellows the chance to have intimate conversations with key technology leaders. Hour-long sessions focus on a particular topic or range of topics of interest to the fellows, and enable the small group to participate in an engaging discussion about a key element of technology and how it impacts or drives corporate strategy from the perspective of the guest speaker. Fellows come away from each Digital Drop-In with a clearer sense of each guest's perspective on an issue or topic impacting his or her enterprise in a significant way. The following executives visited via videoconference:

- Eileen Carey, CEO and Founder, Glassbreakers
- Gerald F. Chew T'89, Managing Partner, AIVista Partners LLC
- Martin Chai T'06, Platform Sales Executive, Box
- Iain Kennedy, Senior Director of Product Management and Commerce Platform Strategy, Microsoft
- Roger Lynch T'95, CEO, Sling TV and Executive Vice President of Advanced Technologies, DISH
- Karl Siebrecht T'96, Co-Founder & CEO, FLEXE

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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 our second iBook this year - summarizing the BTIS findings on big data and the center 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](#)

iBooks: [Information Overload: Capitalizing on Big Data](#) and [Ahead in the Cloud: The Impact Of On Demand Software, Storage And Services](#) and [The Internet of You: Better Living Through Connectivity](#)

[Twitter](#): 1259 Followers

[YouTube](#): 61,326 Views; 47,875 Minutes Watched; 325 Subscribers

[Facebook](#): 355 likes

[LinkedIn](#): [BESP Group](#) 45 Members, [Fellow Alumni](#) 100 Members

[Google+](#): 63 followers, 10,341 views

myTUCK: 47 members

[The Center Blog](#): 15 posts

PARTICIPANTS IN ROUNDTABLES ON DIGITAL STRATEGIES

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

- Jon Bechert, VP, Information Technology, Electrical Sector - Europe, Middle East & Africa Region, Eaton Corporation
- Tom Black, VP, IT, Enterprise Information Management, Eaton Corporation
- Bill Blausey, Senior VP and CIO, Eaton Corporation
- Bill Braun, CIO, Chevron Upstream and Gas



- Max Braun, CIO, D. Swarovski AG
- Francisco Boker, VP, BU Functional Minerals, Clariant International Ltd.
- Cyrille Brisson, Vice President, Marketing, Electrical Sector Europe, Middle East and Africa Region, Eaton Corporation
- Ramit Budhreja, Head Customer Excellence, Holcim Technology Ltd.
- Bob Coleman, Senior Director, Financial Planning & Analysis, Restaurant Supply Chain Solutions
- Twila Day, Managing Director, Alvarez & Marsal
- Luis German, Director, Business Process Management, Tenaris
- Brandon Ekberg, Director of Engineering for the Software & Communications Center of Excellence, Electrical Sector, Eaton Corporation
- Mario Galli, Corporate Communications Director, Tenaris
- Steven Gebben, VP, Compensation & Benefits, Eastman Chemical Company
- Luis German, Director, Business Process Management. Tenaris
- Annalisa Gigante, a.i. Head of Innovation, Holcim Technology Ltd.
- Peter Grantinge, Director, Engineering Capability Office. Tetra Pak Group
- Lynn Hemans, Senior Director Business & Social Intelligence, Insights Lab, Taco Bell Corporation
- Dion Hinchcliffe Chief Strategy Officer, Adjuvi LLC
- Petra Hütter, Senior Online Media Manager, D. Swarovski KG
- Edward G. Happ, Global CIO, IFRC (International Federation of Red Cross and Red Crescent Societies)
- Martin Hofmann, Group CIO. Volkswagen AG
- Khushnud Irani, CIO, Holcim Group Support Ltd.



- Neil Jenkins, Interim VP, Leadership & Internal Communications, Coca-Cola Enterprises
- Anthony Justice, Chief Customer Officer, Insurance Australia Group (IAG)
- Robert Kaufman, Manager, International and Movement Relations International Federation of Red Cross and Red Crescent Societies (IFRC)
- Felix Krause, Project Manager, Hilti Group
- Volker Laska, CIO, Clariant International Ltd
- Matt Looney, Director of Data Science and Enterprise Architecture, Eastman Chemical Company
- Mark Meyer Head of Global IM, Tetra Pak Group
- Fredrik Ohlsson Program Director – Business Intelligence, Tetra Pak Group
- Dickie Oliver, Vice President, Business Technology, Restaurant Supply Chain Solutions
- Carlos Pappier, CIO, Tenaris
- John R. Parker, Jr. Senior VP, General Counsel and Strategic Initiatives, Coca-Cola Enterprises, Inc.
- Martin Petry, CIO, Hilti
- Michael Rhymes, VP, IT – Americas and Front End Systems Electrical Sector, Eaton Corporation
- Kai Rolker, Head of Group Communications, Clariant International Ltd.
- Mark Seall, Head of Digital Communications, ABB
- Enrico Senger, Head Global Application Services, Schindler Digital Business Ltd.
- Y. Esat Sezer, Senior VP and CIO, Coca-Cola Enterprises
- Siobhan Smyth, Vice President, Information Technology Leadership, Coca-Cola Enterprises



- Jennifer Stewart, VP, Corporate Innovation, Eastman Chemical Company
- Dave Strait, Technology Manager, Chevron North America Exploration and Production Company
- Keith R. Sturgill, VP and CIO, Information Technology and Corporate Six Sigma, Eastman Chemical Company
- Donna Vinci Group General Manager, IAG Group Digital & Group CIO, Insurance Australia Group (IAG)
- Andreas Wagner, Head of the Process Competence Center, Global IT, Hilti North America

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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:

Edward G. Happ, Global CIO of the International Red Cross and Red Crescent Societies (IFRC) and Chairman of NetHope
 Technology Policy, Cisco Systems, Inc.
 Firehole Partners, L.P.
 TipMarks Inc.
 Marshall, Partner, Bridgespan Group
 Ramleth, Chief Strategy Officer, Citrix

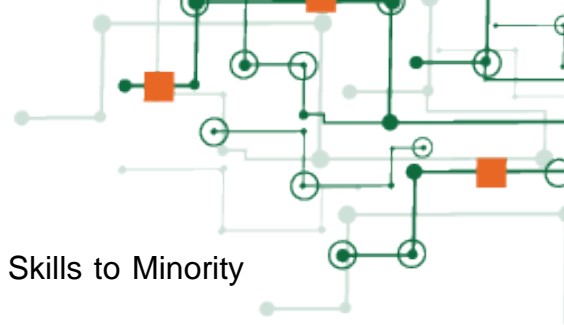
Marketing Director, Dell

Adam Goble
 Sam Kinne
 Blair LaCorte
 Dave Margolis
 Geir

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.



Dartmouth's Business School and Google To Provide Digital Skills to Minority Entrepreneurs

Campus Technology / May 2015

Some TaskRabbit handymen can make \$78,000 a year

MarketWatch / March 2015

The Long, Strange—and Profoundly Prescient—Trip of Roger McNamee T'82

Tuck Today / December 2014

How Universities Lead the Way in Solving Social Problems

Exygy Blog / October 2014

Graham Brooks T'02 Promoted to Partner at .406 Ventures

Yahoo Finance / September 2014

2014 CIO 100: The Winners

CIO Magazine / August 2014

Amtrak: A Failing Bargain

Valley News / July 2014

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