



Glassmeyer/McNamee Center for
Digital Strategies
Tuck at Dartmouth

ANNUAL REPORT

2019-2020



A LETTER FROM THE DIRECTORS

As we reflect on the 2019/2020 academic year, we are in awe of the speed at which the world embraced digital transformation and digital strategies in this truly historic time. Now, perhaps more than any time in its history, it is essential for the Center for Digital Strategies to educate and inform the Tuck community about the impact and importance of the wise use of digital technologies across industry. We continue to challenge students and alumni to learn how to ask the right questions, unlocking deeper, more connected learning that follows them throughout their careers.

The 2019/2020 academic year brought with it unprecedented challenges and changes for the center due to the advent of the COVID crisis. As with the rest of Tuck, the center went completely virtual starting in the Winter quarter. It was amazing to see the creativity, resilience, and commitment of our students, alumni, partners, and center staff in continuing to meet the mission of the organization in these difficult times. For the 2019/2020 academic year, the center focused heavily on student programming and learning opportunities with the center, reflecting Tuck's commitment to provide distinctly personal, connected, and transformative experiences. Now in its 10th year, the Britt Technology Impact Series—made possible by the generosity of the late Glenn Britt and his wife, Barbara Britt—focused around the theme “Beyond Security: The Importance of Trust in the Digital Age.” The Britt Series welcomed speakers first physically and then virtually, to discuss a topic that has become increasingly critical for managers, leaders, and organizations.

We also continued to provide unique learning opportunities for our fellows and associates. In November, center Executive Director Patrick Wheeler traveled to Shanghai and Beijing with a group of fellows to witness first-hand the scope and scale of digital transformation in mainland China. Students met with leaders at DiDi, JD.com, Black Lake, Starbucks, and many more. The center also conducted Tech 101 learning sessions on core digital concepts for both students and alumni to raise the level of digital understanding in the Tuck community. We also piloted programs such as consulting project sprints with companies - one of which was a video game streaming project for Google that was widely shared and commended by their management. Students also had the opportunity to travel to Salt Lake City, Utah, for the Silicon Slopes Tech Summit, where they heard from tech luminaries such as Steve Case and Mark Zuckerberg. The center also hosted more local trips to hear from leaders at companies like Ben & Jerry's and Wayfair.

While COVID-19 put an end to in-person learning in the spring, our speakers were willing to adopt the virtual format to provide their wisdom to the Tuck community. We are grateful for all of those who shared their experiences with us. We look forward to another exciting year at the center, and we invite you to read our Annual Report for more details on events, student stories, and metrics from the last academic year.

ALVA TAYLOR.
FACULTY DIRECTOR



PATRICK WHEELER
EXECUTIVE DIRECTOR



BRITT TECHNOLOGY IMPACT SERIES

BEYOND SECURITY: THE IMPORTANCE OF TRUST IN THE DIGITAL AGE

Trust is a cornerstone of business relationships - with customers, employees, partners, suppliers, investors, and the general public. In the digital age, it's easier than ever to destroy trust - and to keep problems hidden. As enterprises move more of their businesses online and transform business models to be digitally-enabled, they increase the risk of data breaches, cyber events, and violations of trust across the enterprise and value chain



6
COMPANIES

7
SPEAKERS

325
ATTENDEES

DISCOVER[®]



Microsoft

CATALANT



Takeoff

racepoint

GLOBAL

TECHNOLOGY CONFERENCE

SHIFT: LEADING THROUGH DIGITAL TRANSFORMATION

The Tuck Technology Conference is one of the largest student-facing events hosted by Tuck and is produced via a collaboration between the center and the Tuck Student Technology Club. At the conference we welcomed inspiring speakers to share practitioner insights into topics from privacy to semiconductors to revolutionizing grocery shopping. Each speaker shared how they experienced digital transformation in their role, and how they leverage digital strategies to lead their businesses effectively.



200
ATTENDEES

12
SPEAKERS

11
COMPANIES



new balance



TECH 101 LEARNING SERIES

325
ATTENDEES

Building on our successful launch last year, the center deepened our commitment to creating and delivering a technology basics educational program open to the entire Tuck community, including students, staff, and faculty.

Each Tech 101 workshop features content created by the center focused on a particular technology or technology concept—such as cloud computing or technology stacks—and helps audience members understand the technology to make better business decisions. We again heard from students that the Tech 101 programming was central to their learning and career pursuits.



7
SEMINARS

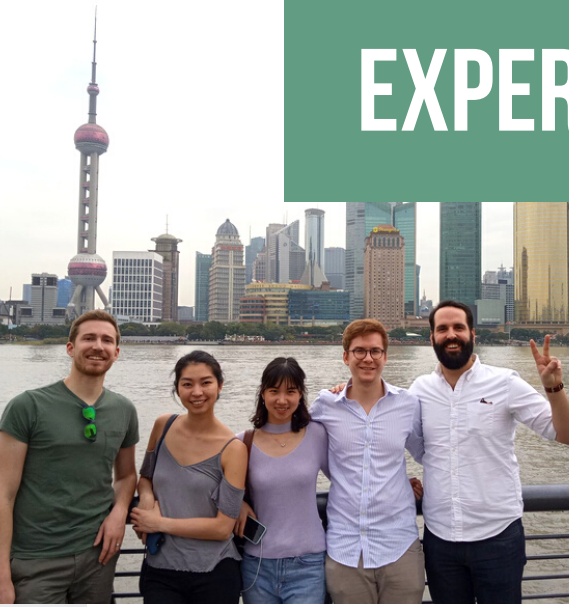
DIGITAL DROP-INS

Our Digital Drop-In video conference series allows CDS MBA Fellows the chance to have intimate conversations with key technology leaders.

These hour-long sessions focus on a particular topic or range of topics of interest to the center and Tuck student body, 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. Students 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.



EXPERIENTIAL LEARNING TRIPS

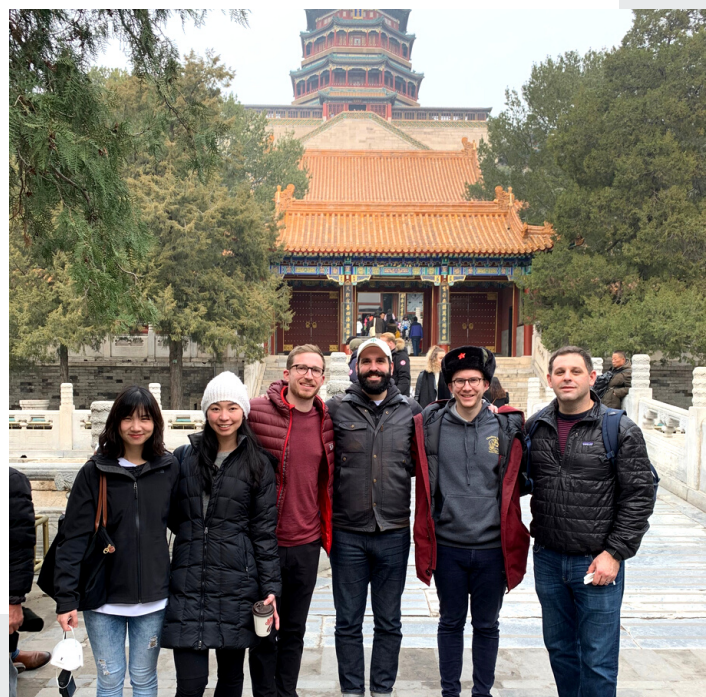


CHINA

The center built on last year's inaugural experiential learning trip to China with an expanded trip in November of 2019 to Shanghai and Beijing. Students visited leading Chinese technology firms, investment companies, and startups to learn about Chinese digital strategies, innovation, and especially AI growth. Students also immersed in Chinese culture, visiting historical sites such as the Great Wall and modern businesses, such as Alibaba's Hema Supermarkets and Chinese unicorn Luckin Coffee.



COMPANIES VISITED



EXPERIENTIAL LEARNING TRIPS

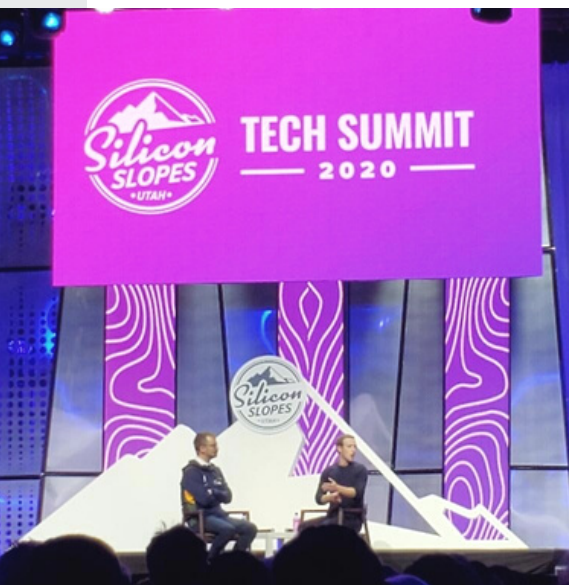


WAYFAIR, BEN & JERRY'S, SILICON SLOPES

The 2019-20 academic year allowed the center to expand our experiential learning opportunities in alignment with Tuck's strategy of creating personal, connected, and transformative experiences for students. In January, four MBA Fellows traveled to Salt Lake City, Utah, to partake in the Silicon Slopes Tech Summit. The summit featured leaders from across the technology sector, including:

- Facebook CEO, Mark Zuckerberg
- Zoom CEO, Eric Yuan
- Andreesen-Horowitz Managing Partner, Jeff Jordan

In February, MBA Fellows and Associates traveled to Wayfair's last mile distribution center and media studio to learn about modern logistics and digital production of media for use in marketing and catalog production.



Also in February, MBA Fellows and Associates visited the Ben & Jerry's headquarters in Burlington, VT, to meet with the company's heads of digital marketing and social activism to learn how they deploy modern marketing techniques to enable their social activism and their current effort to drive meaningful change in the US criminal justice system and combat racial injustice.

GOOGLE RESEARCH PARTNERSHIP



THE FUTURE OF MOBILE GAMING

In close partnership with Google, CDS Fellows Nadeem Almoayyed, Kathy Liao, and Ivan Zakharov interviewed major gaming players including Activision Blizzard, EA, Square Enix, Rockstar Games, and Respawn Entertainment.

The result of their work is a comprehensive playbook designed to close the knowledge gap faced by smaller mobile gaming studios. The paper covers important topics, including:

- **MARKETING MANAGEMENT**
- **INTELLECTUAL PROPERTY**
- **BUSINESS MODELS IN AAA GAMING**
- **FINANCING AND PRICING STRATEGY**



"I'm interested in the gaming space, and this was a way for me to dip my toe into the industry, talk to the leading companies in the space, build a network, and get a sense of what the work is like."

~ Nadeem Almoayyed T'20, CDS MBA Fellow

MBA FELLOWS PROGRAM

The Center for Digital Strategies offers an MBA Fellows Program for second-year students looking to deepen their understanding of the impact of information technology on business strategy. Our MBA Fellows are passionate about technology and engage with the CDS team, alumni, and visiting executives to further study the enabling role of digital technologies on business strategy.



Nadeem Almoayyed T'20
Senior Product Manager
Kanopy



Brendan Berry T'20
Product Manager
Ripple



Grace Close T'20
Incoming Consultant
Bain & Company



Matt Essert T'20
Consultant
EY-Parthenon



Emily Fox T'20
Senior Associate
EY-Parthenon



Corine Graber Alvarez T'20
Finance Consultant
Eli Lilly & Company



Stephanie Leetham T'20
Consultant
IDEO



Kathy Liao T'20
Product Marketing Manager
Microsoft



Jessica Morrow T'20
Product Manager
Chewy



Robert Schrettl T'20
Associate
Bain & Company



Ivan Zakharov T'20
Strategy Manager
Samsung

MBA ASSOCIATES PROGRAM



Keri Arslancan T'21



Kate Balderston T'21



Alex Becker T'21



Peter Bourgeois T'21



Arleen Chien T'21



Krishna Desai T'21



Yangming (Travis) Fei T'21



Omika Jikaria T'21



Abhi Kasamneni T'21



Christopher Li T'21



Madeleine Livingston T'21



William Maness T'21



Bridget Morton T'21



Roderick Milligan T'21



Alexandra Mullin T'21



Kwabena Nimo T'21



Youssouf Ntambi T'21



Haylle Reidy T'21



Benjamin Simon T'21



Lauren Smith T'21



Vino Subramanian T'21



Jocelyn Teece T'21



Sarthak Vaish T'21



Neeraj Venkatesan T'21



Blaine Williams T'21

a fellow's story

KATHY LIAO T'20

PRODUCT MARKETING MANAGER, CLOUD



Key Encounters:

- CDS MBA Fellow
- CDS MBA Associate
- CDS China Digital Deep Dive Trip to Shanghai and Beijing
- The Future of Mobile Gaming
Google Research Project
Partnership



Originally from Los Angeles, California, Kathy Liao came to Tuck from digital advertising firm True[X] where she served as Senior Manager of Research Operation and Analytics in their Los Angeles office.

Her time at Tuck was well-focused, with deep engagement with the center as an MBA Associate and MBA Fellow. Following her first year, Kathy spent the summer in Redmond, WA, where she interned as a Product Marketing Manager with Microsoft.

As an MBA Fellow, Kathy joined other fellows on the center's fall 2019 China Digital Deep Dive learning trip to Shanghai and Beijing, China, where she not only learned from executives at leading technology firms and startups, but also helped the group with Mandarin translation and finding the most amazing food!

Kathy was a key member of our inaugural research partnership with Google examining and co-publishing a paper on "The Future of Mobile Gaming" playbook to help mobile game developers grow their businesses.



a fellow's story **NADEEM
ALMOAYYED T'20**

SENIOR PRODUCT MANAGER

kanopy

Key Encounters:

- CDS MBA Fellow
- CDS MBA Associate
- The Future of Mobile Gaming Google Research Project Partnership
- Silicon Slopes Tech Summit Trip
- Tech Club Co-chair

Nadeem came to Tuck with significant Silicon Valley experience after a stint on the finance team at YouTube. While at Tuck he engaged with the center and helped lead the Technology Club, all supporting his goal of transitioning to a product role in the tech sector.

His time at Tuck was well-focused, with deep engagement with the center as an MBA Associate and MBA Fellow. Following his first year, Nadeem spent the summer in Seattle, WA, where he interned as a Product Manager with Amazon.

As an MBA Fellow, Nadeem joined other fellows on the center's trip to attend the 2020 Silicon Slopes Tech Summit in Salt Lake City, Utah, where he learned from top tech leaders, including Facebook CEO Mark Zuckerberg, Zoom CEO Eric Yuan, AOL Founder Steve Case, Andreessen Horowitz Managing Partner Jeff Jordan, Plaid CEO Zach Perret, HubSpot CEO Brian Halligan, and many more.

Nadeem was a key member of our inaugural research partnership with Google examining and co-publishing a paper on "The Future of Mobile Gaming" playbook to help mobile game developers grow their businesses.

Nadeem achieved his goal of working in a product management role after Tuck and now works as a Senior Product Manager at streaming video platform company Kanopy.

STUDENT ENGAGEMENT

OVER
100
CAREER-FOCUSED STUDENT
ENGAGEMENTS

57%
OF TUCK STUDENT
BODY ENGAGED

OVER
325
TUCK STUDENTS
ENGAGED

24
STUDENT
EVENTS



BRITT TECHNOLOGY IMPACT SERIES

“The deep and varied learnings delivered through the Britt Speaker series have been a perfect complement to the overall academic experience at Tuck, providing helpful, real-world insight around unique business strategies in our rapidly-changing digital landscape.” — Matt Essert T’20

LOOKING FORWARD...

EMBRACING THE NEW NORMAL

The center turns 20 this fall and we're excited to head into our third decade.

COVID-19 has demonstrated the uncertainty of the future, and why digital transformation is a critical skillset for all business leaders.

We're excited to deepen our engagement with key communities and enable new learning opportunities in line with Tuck's strategy of creating *personal, connected, and transformative* learning opportunities.





Glassmeyer/McNamee Center for
Digital Strategies
Tuck at Dartmouth



T U C K

100 Tuck Hall
Hanover, NH 03755
<https://digitalstrategies.tuck.dartmouth.edu/>