



Annual Report 2004-05

Letter from the Directors	2
Programs and Events	4
Corporate Roundtables	4
Academic Seminars and Conferences	5
Research and Publications	6
Academic Publications	6
MBA Program Enrichment	10
MBA Fellows Program	10
External Outreach	13
Participants in Roundtables on Digital Strategies	17
Executive Fellows	21
Public Relations	22
Media Mentions	22



LETTER FROM THE DIRECTORS

Dear Stakeholder,

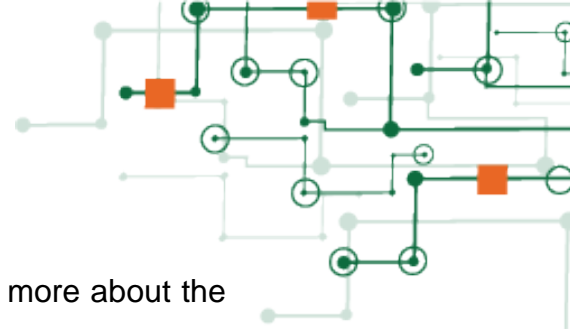
The Center for Digital Strategies focuses on enabling business strategy through digital strategies that harness a company's unique competencies. We are excited to report our progress this year in achieving this mission within all three of our key constituencies: corporate executives, MBA students, and research academics.

With funding from the World Bank, the Carnegie Bosch Institute, and the Merchant Risk Council we launched new research initiatives on supply chain losses in the retail sector and the impact of information security in the extended enterprise. We also hosted our first academic research conference entitled "Technology, Globalization and Policy at a Crossroads." This event brought the world's best scholars on supply chain information technology to the Upper Valley to discuss the integration challenges of global enterprises. The ideas exchanged throughout the conference generated many high-impact articles that we plan to assemble over the upcoming year into a special issue of an academic journal.

Our corporate roundtable series enjoyed growing influence and deep participation from our core group of Fortune 500 firms. Executives from Cargill, Cisco, Eastman Chemical, Eaton, GM, Hasbro, HP, IBM, Sysco, and Whirlpool along with academics from Tuck, Harvard, Wharton, and Emory participated in this series of three summits. With articles in the *Financial Times*, *Network World*, and *CIO*, the impact of this group of thought leaders is clearly expanding.

Internally, our Tech@Tuck MBA event brought leading technology executives from different industries together to debate the trade-offs between offering personalization services and respecting consumers' privacy. This year, as part of Tech@Tuck, we hosted an additional panel addressing personalization services and privacy in the health care sector. As with all Tech@Tuck events, we also put a wide range of state-of-the-art technology into the hands of our students. Additionally, we developed several new cases that impacted both the MBA core curriculum and electives like Ethics in Action. We also introduced a new research seminar series entitled "Technology, Innovation, and Learning."

Finally, this year yielded a number of publications and media mentions in high impact venues. We also became a regular contributor to CIO.com's new "Higher Learning" column. In its many publications, the center continued to explore and promote the idea of digital strategies - the use of technology-enabled processes to harness an organization's unique competencies, support its business strategy, and drive competitive advantage.



We invite to you to read our Annual Report below to get the details on events, people and publications, and learn more about the center's exciting accomplishments.

Sincerely,

M. Eric Johnson

Director

Hans Brechbühl

Executive Director

[[Back to the Table of Contents](#)]



PROGRAMS AND EVENTS

CORPORATE ROUNDTABLES

This year, the center organized three corporate roundtables for the Thought Leadership Summit on Digital Strategies (TLSDS) series, a series co-founded by the center and Cisco Systems. Each TLSDS roundtable consists 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 share perspectives on a specific business issue, wrestle with concerns common across sectors, and work to identify digital strategies that create and sustain competitive advantage. Event summaries and/or content overviews (and much more) are available for each event at the links below. The center held the following three roundtables this year:

[Managing the Organizational Impact of Global Operations](#)

October 4, 2004, Santa Barbara, CA

[Gaining Competitive Advantage through Human Resources Management](#)

March 1, 2005, Orlando, FL

[Fueling Business Strategy through IT/Finance Alignment](#)

June 7, 2005, New York, NY

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. Each event in the series features a panel comprised of executives debating topics of interest to students and faculty, as well as hands-on demonstrations of the latest associated gadgets and devices. An event summary and content overview are available at the link below.

[Next Generation Services: Personalization and Privacy \(Tech@Tuck\)](#)

February 16, 2005, Hanover, NH



ACADEMIC SEMINARS AND CONFERENCES

The center promotes research and discussion related to technological innovation and organizational learning. This year, the center co-sponsored a new seminar series with the Dean's Office entitled Technology, Innovation, and Learning (TIL). This series brings together faculty and visiting academics whose expertise cross multiple areas - economics, operations, strategy, engineering, marketing, and organizations. Content overviews are available for each event at the links below:

[Selfish Designs: What Computer Designs Need from the Economy and How They Get It](#)

October 19, 2004, Hanover, NH

[Understanding Volatility of R&D Performance: When Does Success Breed Failure?](#)

December 7, 2004, Hanover, NH

In addition to hosting the seminar series, the center hosted its first academic conference, the Supply Chain Thought Leaders Roundtable, last summer. This conference looked at corporate supply chain issues and their increasing interaction with technology, policy and global trends. Content from the conference is available at the links below:

[Technology, Globalization and Policy at a Crossroads](#)

July 28-30, 2004, Woodstock, VT

[[Back to the Table of Contents](#)]



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 center also added to its own series of working papers:

Gloor, P., R. Laubacher, Y. Zhao, & S. Dynes. "Temporal Visualization and Analysis of Social Networks." North American Association for Computational Social and Organizational Science (NAACSOS) Conference 2004, Pittsburgh, PA, June 27-29, 2004.

Arora, Ashish, M. Eric Johnson, Karthik Kannan, & Rahul Telang. "Economics of Policies for Information Security." I3P Concept Paper, <http://www.thei3p.org>, Summer 2004.

Peteraf, Margaret A. & Mark Shanley. "Deploying, Leveraging, and Accessing Resources Within and Across Firm Boundaries: Introduction to the Special Issue." *Managerial and Decision Economics*, 25, Sept-Nov, 291-298 (2004).

Peteraf, Margaret A. & Mark Shanley. "Vertical Group Formation: A Social Process Perspective." *Managerial and Decision Economics*, 25, Sept-Nov, 473-488 (2004).

Gloor, Peter & Yan Zhao. "TeCFlow - A Temporal Communication Flow Visualizer for Social Networks Analysis." ACM CSCW Workshop on Social Networks. ACM CSCW Conference, Chicago, Nov. 6. 2004.

Helfat, Constance E. "Inter-temporal Economies of Scope, Organizational Modularity, and the Dynamics of Diversification." *Strategic Management Journal*. 2004. vol. 25.

Lenox, M. & A. King. "Prospects for Developing Absorptive Capacity Through Internal Information Provision." *Strategic Management Journal*. 2004. 25(4), 331-345.

Gloor, Peter. "Borrowing from Computer Music to Describe Temporal Aspects of Social Networks." Abstract for Sunbelt 2005, Redondo Beach, Los Angeles, Feb 16-20, 2005.

Anthony, Denise and M. Eric Johnson. "Digital Dorm Research Ideas on Trust, Teams, and Collaboration." ISTS White Paper. April 2005.

Dynes, Scott, Hans Brechbhl & M. Eric Johnson. "Information Security in the Extended Enterprise: Some Initial Results from a Field Study of an Industrial Firm." CDS Working Paper Series 05-1. Summer 2005.



Terlaak, A. & A. King. "The Effect of Certification with the ISO 9000 Quality Management Standard: A Signaling Approach." Accepted for publication in the Journal of Economic Behavior and Organization.

King, A., M. Lenox, & A. Terlaak. "The Strategic Use of Decentralized Institutions: Exploring Certification with the ISO 14001 Management Standard." Accepted for publication in the Academy of Management Journal.

Pyke, David F., Jiri Chod & Nils Rudi. "The Value of Postponement: Market Drivers and Input Commonality." Under review for publication as a Tuck Working Paper.

MANAGEMENT ARTICLES

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

Pyke, David F. & M. Eric. Johnson. "[Real-Time Profit Optimization: Coordinating Demand and Supply Chain Management.](#)" Achieving Supply Chain Excellence through Technology. Volume 6, 2004.

Dynes, Scott. "[Information Security and Privacy: At Odds with Speed and Collaboration?](#)" Thought Leadership Summit Publication. July 2004.

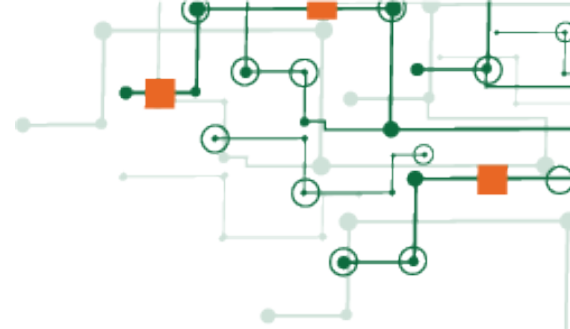
Johnson, M. Eric. "[IT Security in the Extended Enterprise.](#)" Financial Times. August 18, 2004. p. 11.

Johnson, M. Eric. "[Harnessing the Power of Partnerships.](#)" Financial Times. October 7, 2004.

"[Managing the Organizational Impact of Global Operations](#)" Thought Leadership Summit Publication. November 2004.

"Gaining Competitive Advantage through Human Resources Management" Thought Leadership Summit Publication. April 2005.

This year, the center was chosen as one of five business schools/research centers to contribute bimonthly articles to Higher Learning, a new academic analysis section on CIO magazine's online publication, CIO.com. The center intends to use these columns to spotlight specific business challenges and the enabling role of technology in creating



digital strategies to deal with them.

CASES

The center has written the following cases for use in the courses listed:

"Can Heroes Be Efficient? Information Technology at the International Federation of the Red Cross"

by Laura R. Kopczak and M. Eric Johnson, 2004, taught in the Supply Chain Management class on October 13, 2004.

"Biogen-idec: Growing a Customer-Focused Supply Chain"

by M. Eric Johnson and Julia A. Kidd, T'04, 2004, taught in the Ethics in Action class on May 9, 2005.

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. The center's Research Fellows this year were:

Scott Borg (writer)

Scott Dynes

Peter Gloor

Laura Rock Kopczak

Charles H. White, Jr.

This year the center welcomed one Visiting Research Fellow from the University of St. Gallen in Switzerland: Malte Geib

The center also occasionally engages talented students from other disciplines who contribute to the center's research projects and expertise. This year the center had one Graduate Research Assistant: Yan Zhao



RESEARCH PROJECTS

The center provides 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 two projects it helped seed last year, and began work on two new studies:

[Electronic Collaboration Study](#) with the University of St. Gallen

[Collaborative Knowledge Networks Project](#) with MIT Sloan

[Identification and Management of Information Security Risks in Supply Chains](#) with the Institute for Security Technology Studies (ISTS)

[Securing National Information Infrastructures: A Multinational Perspective](#) with the World Bank and TNO-STB

[Supply Chain Security](#) with the Merchant Risk Council (MRC)

RESEARCH GRANT PROPOSALS

Over the course of the last year, the center has submitted the following research grant proposals:

"Securing National Information Infrastructures: A Multinational Perspective," World Bank Proposal - Funded, \$50K.

"Supply Chain Distribution Risk Study," Merchant Risk Council (MRC) - Funded, \$11K.

"Technology, Globalization, and Policy at a Crossroads," Carnegie Bosch Institute - Funded, \$40K.

"Understanding and Quantifying the Economic Impact of Security Failures and Defense Strategies," as part of a consortium including the Univ. of

Virginia, RAND, George Mason U. and the I3P. NIST/I3P - Under review.



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:

Pratip Banerji T'05, Tech@Tuck organizer, independent project

Lee Bouyea T'05, Tech@Tuck organizer, independent project

Craig Dixon T'05, Radio Tuck interviewer, independent project

Justin Engelland T'05, independent project

Joseph Newsum T'05, independent project

Theodore Nickolov T'05, Tech@Tuck organizer, independent project

Darren Perry T'05, Tech@Tuck organizer, Radio Tuck interviewer,
independent project

Nikunj Shah T'05, independent project

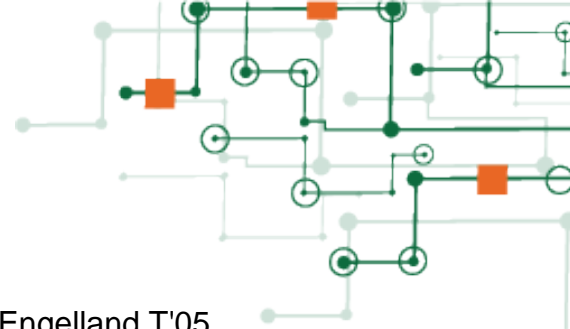
Ania Vichniakova T'05, independent project

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 are available below (more will be added as they are completed):

"Who Will Win the Home Entertainment War?" Pratip Banerji T'05

"Online Music Industry: Apple's iTunes vs. the Fast Followers," Lee Bouyea T'05



["Online Customization,"](#) Craig Dixon T'05

["CRM Success: What Drives Business Performance?"](#) Justin Engelland T'05

"Multi-Channel Retail," Joseph Newsum T'05

["The Handheld Gaming Industry: Sony vs. Nintendo,"](#) Theodore Nickolov T'05

"Breaking through the Silicon Ceiling: A Study of CIO Compensation,"

Darren Perry, T'05

["The Video Game Industry: An Industry Analysis, from a VC Perspective,"](#)

Nik Shah T'05.

"Outsourcing in Central and Eastern Europe," Ania Vichniakova T'05

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 over 25 visitors for a variety of classes and events:

Blair LaCorte T'90

Executive Vice President, Marketing & Business Development, Savi Technology

October 7, 2004

Carliss Y. Baldwin

Professor, Harvard Business School

October 19, 2004, TIL seminar speaker

Gary Pisano

Professor, Harvard Business School

December 7, 2004, TIL seminar speaker



Francesca Gino

Post Doctoral Fellow, Harvard Business School

December 7, 2004, TIL seminar speaker

Brad Smith

Director, Interactive Marketing, General Mills, Inc.

January 25, 2005, Marketing in the Network Economy class

David Dougherty

Executive Vice President, Global Information Management, Convergys

February 3, 2005, Service Operations class

Ari Schwartz

Associate Director, Center for Democracy and Technology

February 16, 2005, Tech@Tuck moderator

Robert Ellis Smith

Publisher, *The Privacy Journal*

February 16, 2005, Tech@ Tuck panelist

Charles Giordano

Associate Director, CRM Strategy & Privacy, Bell Canada

February 16, 2005, Tech@Tuck panelist

Larry Ponemon

Founder, Ponemon Institute

February 16, 2005, (via teleconference), Tech@ Tuck panelist

Lisa Rosner

Vice President, Worldwide Marketing, BroadVision



February 16, 2005, Tech@Tuck panelist

Paul Gardent T'76

Executive Vice President, Dartmouth-Hitchcock Medical Center

February 16, 2005, Tech@Tuck panelist

Hilary Llewellyn-Thomas

Director, Health Decision Research (HDR) and Research at the Center for Shared
Decision Making, Dartmouth-Hitchcock Medical Center

February 16, 2005, Tech@Tuck panelist

Shawn Roman

Senior Manager, Health & Life Sciences CRM Practice, Accenture

February 16, 2005, Tech@Tuck panelist

Christopher M. Chambers

Major (R), United States Army

March 7, 2005, Marketing in the Network Economy Class

Karl Ulrich Professor, Wharton School of Business, Univ. of Penn. Spring 2005,
Technology, Innovation, and Learning seminar speaker

[[Back to the Table of Contents](#)]

EXTERNAL OUTREACH

PRESENTATIONS AND EVENT PARTICIPATION

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



Sunbelt 2004: "Trying to Correlate Temporal Communication Patterns of Online Communities with Innovation"

Peter Gloor, presenter

May 14, 2004, Portoroz, Slovenia

Atlanta Competitive Advantage Conference: "The Dynamics of Corporate Strategy"

Constance E. Helfat, presenter

June 2004, Emory University, Atlanta, GA

Prince Bertil Symposium: "The Dynamics of Diversification, Market Entry, and Exit"

Constance E. Helfat, presenter

June 2004, Institute for International Business,

Stockholm School of Economics, Stockholm, Sweden

NAACSOS 2004: "Temporal Visualization and Analysis of Social Networks"

Peter Gloor, presenter

June 28, 2004, Pittsburgh, PA

Supply Chain Thought Leaders Roundtable: "Technology, Globalization and Policy at a Crossroads"

M. Eric Johnson, presenter

July 28-30, 2004, Woodstock, VT

Supply Chain Thought Leaders Roundtable: "Smart Pricing: Why Aren't More Companies Using Smart Pricing to Coordinate Demand and Supply?"

David F. Pyke, presenter

July 28-30, 2004, Woodstock, VT

Academy of Management Annual Meeting: "Dynamic Capabilities and Resource-Based Change," "The Dynamics of Corporate Strategy," and "Innovation Objectives, Knowledge Sources, and the Benefits of Breadth,"



Constance E. Helfat, presenter

August 2004, New Orleans, LA

Heinz School of Public Policy at Carnegie Mellon: "Economics of Policies for Information Security,"

M. Eric Johnson, presenter

August 2004, Pittsburgh, PA

INSEAD: "Innovation Objectives, Knowledge Sources, and the Benefits of Breadth"

Constance E. Helfat, presenter

September 2004

MIT, Sloan School of Management - IP3 Workshop: "Securing the Information Infrastructure: Interdependencies, Vulnerabilities and the Economics of Information Security,"

Scott Dynes and M. Eric Johnson, presenters

September 2004, Cambridge, MA

INFORMS Annual Conference: "Intersection of New Product Development and Supply Chain Management Research & Practice" and "Woolworths 'Chips' Away at Inventory Shrinkage through RFID Initiative,"

M. Eric Johnson, presenter

October 2004, Denver, CO

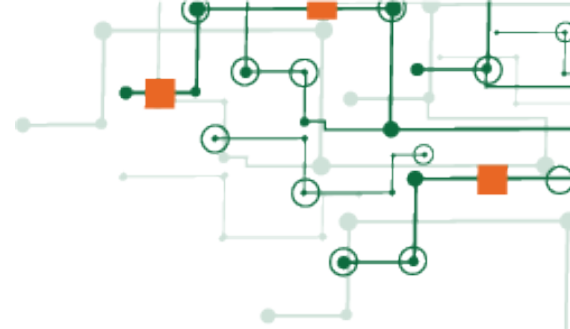
IBM Research: "Collaborative Innovation Networks"

Peter Gloor, invited speaker

October 4, 2004, Cambridge, MA

The Wharton School: "Choosing Whom to Follow: Profitability Expectations and the Role of Smaller Organizations Information-Based Adoption Processes"

Andrew King, presenter



October 12, 2004, Philadelphia, PA

Future Forward 2004: The New England Technology Summit

Hans Brechbhl, advisory board and attendee

October 14-15, 2004, Portsmouth, NH

e-Education on Collaborative Knowledge Networks: "Redesigning the Flow of Knowledge"

Peter Gloor, seminar chair and Hans Brechbhl, attendee

October 27, 2004, Basel, Switzerland

ACM CSCW Workshop on Social Networks: "TeCFlow - A Temporal Communication Flow Visualizer for Social Networks Analysis"

Peter Gloor, presenter

Nov 6, 2004, Chicago, IL

MIT: "Are Market Forces a Reasonable Approach to Promoting Information Security?"

Scott Dynes, presenter

December 2004, Cambridge, MA

New England KMCluster: "Collaborative Innovation Networks"

Peter Gloor, co-organizer

January 21, 2005, Cambridge, MA

Swiss House for Advanced Research and Education in Boston (SHARE) visit:

"Introduction to the Center for Digital Strategies"

M. Eric Johnson and Hans Brechbhl, presenters

February 4, 2005, Hanover, NH

Sunbelt 2005: "Borrowing from Computer Music to Describe Temporal Aspects of Social Networks"



Peter Gloor, presenter

February 18, 2005, Redondo Beach, Los Angeles

MIT: "Information Security Realities in Industry: Preliminary Results from a Field Study"

Scott Dynes, presenter

March 2005, Cambridge, MA

Braintrust: "Collaborative Innovation Networks"

Peter Gloor, featured speaker

March 2, 2005, San Francisco, CA

Conference of the POMS Supply Chain College, University of Chicago: "Global Supply Chain Synchronization"

M. Eric Johnson, presenter

May 2005, Chicago, IL

2005 Workshop on the Economics of Information Security

M. Eric Johnson and Scott Dynes, presenters

June 2005, Cambridge, MA

PARTICIPANTS IN ROUNDTABLES ON DIGITAL STRATEGIES

The center has engaged 42 executives and senior academics in a substantive way at its first two roundtables this year (# of events engaged in):

Maryam Alavi

The John and Lucy Cook Chair of Information Strategy, Goizueta Business School, Emory University

Bruce Anderson



Senior Partner, IBM Global Services

Susan Billiot

Associate Vice President, Human Resources, SYSCO Corporation

Brad Boston

Senior VP and CIO, Cisco Systems, Inc.

Robert Carniaux

Senior VP, Human Resources, Hasbro Incorporated

Hollie Castro

VP, Human Resources, Cisco Systems, Inc.

Susan Cook

VP, Human Resources, Eaton Corporation

Twila Day

AVP, Technology and Applications, SYSCO Corporation

Craig Ekegren

VP and Controller/Risk Management & Financial Solutions Cargill, Incorporated

Scott Floeck

Senior VP and CIO, Staples, Inc.

Robert M. Fulmer

Distinguished Visiting Professor, Graziadio School of Business and Management, Pepperdine University

Hillary Gal

Managing Director, Head of Technology Control, Citigroup Corporate and Investment Bank

John Gallant



Editorial Director & President, Network World

Edward Granger-Happ

Chief Technology Officer, Save the Children

Leonard Greenhalgh

Professor of Management, Tuck School of Business, Dartmouth College

Jerry Hale

CIO & VP, Information Services, Eastman Chemical Company

James N. Haymaker

Corporate VP, Strategy and Business Development, Cargill, Inc.

Rita J. Heise (3)

Corporate VP, Information Technology and CIO, Cargill, Inc.

Witold Henisz

Assistant Professor of Management, Wharton School of the University of Pennsylvania

Mark Hillman

IT Director, Global Supply Chain and B2C Operations, General Motors Corporation

Jody Horner

Vice President, Corporate Diversity in Human Resources, Cargill, Inc.

Edna R. Kinner

Director, Talent Management, Eastman Chemical Company

Artur Landwehr

VP, ESG Sales Operations, Hewlett-Packard Company

Paul M. Loftus

VP, IBM Business Process and Integration Architecture, IBM



John Mahoney

Executive VP and CAO, Staples, Inc.

Dave Margulius (2)

Analyst and Consultant, Enterprise Insight

Geoffrey Moore

Managing Director, TCG Advisors LLC

Andrew Napurano

Senior VP and CFO, Real Estate Franchise Group, Cendant

Carlos Passi

VP of Business Transformation, IBM

Betsy Rafael

VP, Corporate Controller and Principal Accounting Officer, Cisco Systems, Inc.

David Rapsas

Senior VP, IT, Real Estate Franchise Group, Cendant

Ron Ricci

VP, Corporate Positioning, Cisco Systems, Inc.

Glen Salow

Executive VP and CIO, American Express

Doug Schwinn (2)

Senior VP & CIO, Hasbro Incorporated

Jim Shimp

Lead Director, Global Development, Global IS, Whirlpool Corporation

Robert Sell (2)



VP and CIO, Eaton Corporation

Esat Sezer

Corporate VP and CIO, Whirlpool Corporation

Bill Souders

Senior Director, IT, HR and Employee Services, Cisco Systems, Inc.

Richard Stanger

Vice President Americas, BTO HR Solutions, IBM

Bob Taccini

VP, Finance, Cisco Systems, Inc.

Cliff Verron

Managing Director and Deputy CFO, Citigroup Corporate and Investment Bank

David Wessels

Assistant Professor of Finance, Wharton School of the University of Pennsylvania

[[Back to the Table of Contents](#)]

EXECUTIVE FELLOWS

This is our second 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, Executive VP, Marketing & Business Development, Savi Technology

John Marshall, Executive VP and Global Director of Strategy, Digitas



RADIO TUCK

RadioTuck is sponsored by the center and conducts original interviews focused on an aspect of the impact of digital technologies on the corporation of today. These interviews are broadcast on the web on the center's website. This year the following three interviews were conducted - to listen to the interview, click on its title:

James Thomson, SVP, Corporate Branding, Advertising and

Top 25 Strategy, Bank of America

["Branding, IT and the Financial Services Industry"](#)

Glenn Mercer T'81, Director of Automotive Services, McKinsey & Company

["IT and the Automotive Industry"](#)

Latanya Sweeney, Associate Professor of Computer Science,

Technology and Policy and Director, Privacy Technology Center,

School of Computer Science, Carnegie Mellon University

["Privacy and the Digital Home"](#)

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:

"IT Security in the Extended Enterprise." Financial Times, August 18, 2004. p. 11.

"Home Theaters: Now Showing." Valley News, September 12, 2004.

"CIOs Optimistic." Information Week, September 27, 2004.



"Power of Partnerships." Financial Times, October 7, 2004.

"Talking to Wall Street." CIO Magazine, October 15, 2004.

"Security Summit." Network World, November 1, 2004.

"A Travel Guide to Collaboration." CIO Magazine, November 15, 2004.

"Upper Valley Getting Up to Speed." Valley News, November 28, 2004.

"IBM Exit from PC Business Has Been One Long Goodbye." San Francisco Chronicle, December 3, 2004.

"IBM Focuses on Services, Outsourcing Units." Forbes Magazine, December 3, 2004.

"Running a Global Company Well Poses Major Operational Challenges." Knowledge@Wharton, March 22, 2005.

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:

"Inside Outsourcing." Tuck Today. Summer 2004. pp. 24-26.

"Faculty Opinion: Offshore Outsourcing." Tuck Today. Summer 2004. p. 27.

"Online Optimist." Tuck Today. Summer 2004. p. 32.

"Tunes@Tuck." Tuck Today. Summer 2004. p. 34.

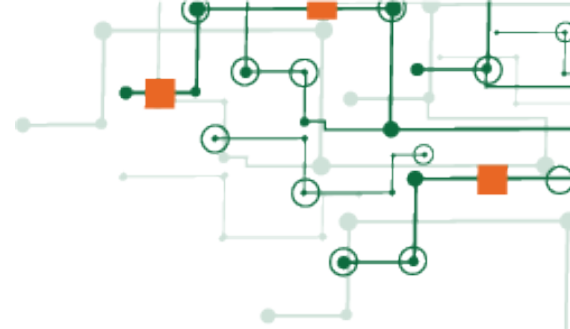
"At the Frontiers of the Networked Enterprise," Tuck Forum. Summer 2004.

"Center for Digital Strategies," Tuck Alumni Newsbytes. Fall 2004/Winter 2005.

"Security: The New Quality," Tuck Today. Winter 2005. p. 25.

"Higher Learning," Tuck Today. Winter 2005. p. 36.

"Technology, Privacy Concerns Highlighted at Tuck Conference," The Dartmouth. February 17, 2005.



"Tech@Tuck: Personalization Raises Privacy Concerns," Tuck Times.

February 25, 2005. p. 5.

"Web personalization? Sign me up!" Tuck Times. February 25, 2005. p. 5.

"CDS Visiting Fellow: Malte Geib," Tuck Times. April 14, 2005. p. 5.

"Ideas on Innovation," Tuck Today. Summer 2005.

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:

"Tuck and Cisco Gather Top Execs to Discuss Global Operations Challenges and Best Practices." Tuck School Press Release, September 24, 2004.

"Is the Pursuit of Personalized Products Too Personal?" Tuck School Press Release, February 1, 2005.

"Tuck Center Gathers Top Execs to Discuss HR Management as Business Strategy." Tuck School Press Release, February 23, 2005.

Website Development

During this year, the center stepped up the rotation of its content, adding new articles to the homepage more frequently. There is a new section focusing on the new seminar series. We have also added a mailing list form to collect contact information for those interested in receiving regular news from the center. The site has seen a marked increase in traffic, averaging more than 1,400 requests for pages per week since the beginning of this academic year. The url for our site is: www.tuck.dartmouth.edu/digitalstrategies.

[[Back to the Table of Contents](#)]