

# Letter from the Directors

The 2015/16 academic year was a year of great growth and excitement 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.

Student programs had a strong year, with huge portions of the Tuck community coming together for events and programs. The [Britt Technology Impact Series](#) looked at the evolution of new digital business models, and the resulting digital transformation in a series titled, “The Digital (R)evolution: Transforming Business Models.” The series explored the many new business models emerging in the digital age, and how traditional enterprises need to respond to maintain their competitive positions. We welcomed guests from Amazon, Beats by Dre, Pandora, Levi Strauss, Volkswagen, and Liberty Mutual, among others.

In this, its 14th 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, digital business models, the consumerization of corporate IT, and digital supply chain management. The center was especially pleased to welcome Bank of Queensland as a new member.

Executive Director, Hans Brechbühl, continued his work with the World Economic Forum’s Global Agenda Council (GAC) on the Future of Software & Society. Following the group’s meetings in Dubai in the fall of 2014 and in San Francisco in the spring of 2015, their report, entitled, “Deep Shift: 21 Ways Software Will Transform Global Society,” was published in November, 2015.

Faculty Director, Alva Taylor, expanded the [Digital Excellence for Minority Entrepreneurs Program](#) in partnership with Google. The program helps entrepreneurs and business owners better understand and execute on the full potential of digital technologies.

In May, 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 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  
Faculty Director

Hans Brechbühl  
Executive Director

# Programs and Events

## [Roundtable on Digital Strategies](#)

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:

## [A Digital World: Where Will We Lead Corporate IT?](#)

October 15, 2015 • Tuck Campus • Hanover, NH

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

June 17, 2015 • Eastman • Kingsport, TN

## [Digital Strategies, Data and Changing Business Models](#)

April 7, 2016 • International Committee of the Red Cross • Geneva, Switzerland

## [Global Supply Chain Management: Digital Supply Chain and Logistics](#)

July 12, 2016 • Tuck Campus • Hanover, NH

## [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.

## [IoT: Opportunities, Challenges and Responses](#)

June 28, 2016 • Kartause Ittingen • Warth, Switzerland

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

June 29, 2015 • Kartause Ittingen • Warth, Switzerland

## **Executive Education**

### [Digital Excellence Program for Minority Entrepreneurs](#)

May 24-26, 2016 • Google • Mountain View, CA

December 7-9, 2015 • Google • Seattle, WA

June 9-11, 2015 • Google • Cambridge, MA

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

May 3-6, 2016 • 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. 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 and Barbara Britt.

### **[Fighting for Airtime and Prospering in an App-First World](#)**

August 12, 2015 • Google • Mountain View, CA  
Dominic Paschel, VP, Corporate Finance and Investor Relations, Pandora Media

### **[Apps and Software: The Driving Forces of Business Model Transformation](#)**

September 21, 2015 • Tuck School of Business • Hanover, NH  
Jeffrey S. Hammond, VP, Principal Analyst, Forrester Research

### **[Beating the Ecosystem with Hard & Software](#)**

October 1, 2015 • Tuck School of Business • Hanover, NH  
Elisabeth Hartley T'05, Head of Portfolio Strategy and Product Development, Beats by Dr. Dre

### **[Personalized Tech: The C-Suite Weighs In](#)**

October 16, 2015 • Tuck School of Business • Hanover, NH  
Max Braun, CIO, Swarovski  
Tim Gude, Corporate Executive Director of IT, Finance and HR, Volkswagen AG  
Roland Paanakker, SVP and CIO, Levi Strauss & Co.  
Donna Vinci, Group Executive, Enterprise Solutions, Bank of Queensland

### **[Primed for Innovation: Digital Transformation from A to Z](#)**

November 19, 2015 • Tuck School of Business • Hanover, NH  
Jeff Blackburn D'91, SVP of Worldwide Business Development, Amazon.com

### **[Retailing the Model: Digital Transformation and Commerce](#)**

February 18, 2016 • Tuck School of Business • Hanover, NH  
Alison Gregg Corcoran T'86, SVP, Marketing, Staples  
Larry Weber, Chairman and CEO, Racepoint Global  
Carly Rosenberg T'05, CMO, Bluefly

### **[Moving Past Technology: Design & the Customer Experience](#)**

March 29, 2016 • Tuck School of Business • Hanover, NH  
Patrick Kalaher D'91, is Vice President, Technology Strategy at frog  
Annie Hsu T'11, Director, Strategy, frog

### **[How Chief Executives Think about Digital Transformation](#)**

May 3, 2016 • Tuck School of Business • Hanover, NH  
Michael Krigsman, Founder, CXOTalk

## [Digital Fortunes: How the Blockchain, Internet of Things, and Peer Lending are Transforming Financial Services](#)

May 18, 2016 • Tuck School of Business • Hanover, NH

Alex Burgess T'09, Director of Customer Experience Design, Liberty Mutual Insurance

John Burnett T'09, Vice President, Global Strategy, Emerging Technologies at State Street

Phil DeGisi T'09, Chief Marketing Officer, CommonBond

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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 Revaluation of Risk-Taking: European Startups and High-Tech Companies](#)

Elgar Fleisch, Hans Brechbuhl, et al

Center for Digital Strategies, Tuck School of Business, Dartmouth College, USA, ETH

Zürich & University of St. Gallen, Switzerland, August 2015

### [Deep Shift: 21 Ways Software Will Transform Global Society](#)

Global Agenda Council on the Future of Software and Society

World Economic Forum, November, 2015

### [Specialist versus Generalist Positioning: Demand Heterogeneity, Technology Scalability and Endogenous Market Segmentation](#)

Ron Adner, Francisco Ruiz-Aliseda, and Peter Zemsky

Strategy Science, May 2016

## **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 Business of \(Big\) Data](#)

Roundtable on Digital Strategies Publication

### [Connected Everywhere: The Transformation to a Hyperweb World](#)

Patrick Wheeler

Britt Technology Impact Series Written Overview

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

CISO Information Security Workshop Publication

## MBA Program Enrichment

### [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. No two MBA Fellows are alike or have the same background, but all are active and vocal evangelists for the role of technology in business.

**Kaia Davis T'16**

**Raghav Gupta T'16**

**Jasmin Herrera T'16**

**Christopher Hogan T'16**

**Justin Holzwarth T'16**

**Preeti Kanther T'16**

**Neil Kulkarni T'16**

**Mathew Sevin T'16**

**Robert Wilson T'16**

**Zheng (Zane) Zheng T'16**

### **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:

- John Chandler T'86, SVP & CMO, MassMutual Financial Group
- David Chemerow T'75, COO and CFO, Rentrak
- Brent Dance T'13, Americas Sales Lead, Mobile App Ads, Google
- Alison Elworthy T'11, VP of Operations, Chief of Staff, HubSpot
- Steve Hallowell D'01 E'02 T'10, VP of Sales Enablement & Operations, MuleSoft, Inc.
- Kristiana Helmick T'98, Category Leader, Pets, Amazon.com
- Roger Lynch T'95, CEO, Sling TV

- Matt Marolda T'02, Chief Analytics Officer, Legendary Entertainment
- Mark Marzano, Director, Fulfillment Center, Amazon.com
- Ankur Mittal, Senior Financial Analyst, Amazon.com
- Jake Shapiro T'14, Senior Product Manager, AWS
- Larry Weber, Chairman and CEO, Racepoint Global

### **Digital Drop-Ins (DDIs)**

The Digital Strategies' 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:

- Sarah Apgar T'11, Director, New Stores and Facilities, Warby Parker
- Tom Blaisdell T'89, General Partner, DCM Ventures
- Kimberly Francis T'08, Digital Strategy & Account Leader, VaynerMedia
- Sumant Kawale T'12, Senior Director of Business Development, SparkCognition

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## **External Outreach**

### **CDS Blog and Social Media**

The CDS is active on social media, maintaining several communities and reaching followers via our blog and social channels. We also publish all of our video content both on the CDS website and on our YouTube channel. The URLs for these sites, our digital assets and social media communities are provided below.

[Twitter](#): 1579 Followers

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

[Facebook](#): 397 likes

[LinkedIn](#): MBA Fellow Alumni 114 Members

[The Center Blog](#): 35 posts

### **Members in the Roundtables on Digital Strategies**

The center counts the following Fortune 1,000 executives as members in its roundtables this year:

- Bill Blausey, Senior VP and CIO, Eaton Corporation
- Bill Braun, CIO, Chevron Upstream and Gas
- Max Braun, CIO, D. Swarovski AG
- Luis German, Director, Business Process Management, Tenaris
- 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.
- Volker Laska, CIO, Clariant International Ltd
- Mark Meyer Head of Global IM, Tetra Pak Group
- Rolan Paanakker, SVP & CIO, Levi Strauss & Co.
- Martin Petry, CIO, Hilti
- Y. Esat Sezer, Senior VP and CIO, Coca-Cola Enterprises
- Siobhan Smyth, Vice President, Information Technology Leadership, Coca-Cola Enterprises
- Keith R. Sturgill, VP and CIO, Information Technology and Corporate Six Sigma, Eastman Chemical Company
- Donna Vinci Group General Manager, IAG Group Chief Operation, Digital and Information Officer, Bank of Queensland

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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)  
John Gallant, SVP & Chief Content Officer, IDG US Media
- Adam Golodner, Partner, Complex Commercial Litigation Dept. & Leader, Global Cybersecurity & Privacy Group, Kaye Scholer
- Mark Hillman, Co-Founder, MadDog Technology & MadDog Venture Capital

- Sam Kinney, Founder, General Partner, Firehole Partners, L.P.  
Michael Krigsman, Founder, CXOTalk
  - Blair LaCorte, Senior Advisor, TPG Capital  
Mark Lange, CMO, Reputation.com
  - Yvon Le Roux, Independent Management Consultant/Advisor  
Dave Margulius, Co-founder, Quizlet, Inc.  
John Marshall, Chief Strategy & Innovation Officer, Lippincott  
Stephen Plume, CMO, TruValue Labs  
Geir Ramleth, Chief Strategy Officer, Citrix
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### **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. Read more about CDS in the Press on our [Press](#) page.