

Letter from the Directors

The 2016/17 academic year was a year of growth and excitement for the center, much of it around the relaunch of our website. In this report, we outline our key achievements within the 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, “Digital Customers: The Changing Dynamics of Business.” The series explored how today’s customers use digital technologies to gather information and seek out options for spending their dollars, whether in a B2C or B2B context. We welcomed guests from Forrester Research, Evernote, Netflix, and Lending Club, among others. Additionally, in response to student demand and interest, we welcomed four executives from PayJoy, Quantopian, Fidelity, and Lending Club to discuss FinTech.

In this, its 15th year of existence, the [Roundtable on Digital Strategies](#) enjoyed another successful series of roundtables, also offering a number of MBAs the opportunity to engage with the executives. CIOs and their executive partners had intense dialogue on the software-driven service revolution, digital enterprises and changing business models, cyber security in the digital age, and the changing nature of the workplace, including the millennial and other changing talent perspectives. The center was especially pleased to welcome three new Roundtable members: the International Committee of the Red Cross (ICRC); Airline Reporting Corporation (ARC); and Sysco.

In January, we launched our brand new website revolving around a new focus on our five areas of expertise and the content that we generate in each. The center’s steady string of events, blogs (from guests including executive fellows, alumni fellows, executive education alumni participants, and center staff), Roundtable overviews, and press hits created a wealth of content for our website, driving a record number of website visits and downloads. This activity enabled our digital communities to continue to grow and thrive on Twitter, LinkedIn, YouTube, and Facebook.

Faculty Director, Alva Taylor, expanded the [Digital Excellence for Minority Entrepreneurs Program](#) in partnership with Google, including holding sessions at both the Chicago and Washington DC Google offices. The program helps minority entrepreneurs and business owners better understand and execute on the full potential of digital technologies. Alva created a mini case study, in collaboration with Matt Marolda T’02, on Film Making in the Age of Analytics, which was taught in his ‘Design Thinking for Strategic Innovation’ elective.

In May, Hans Brechbühl directed the Business Engagement and the Information Security Professional (BESP), an executive education program for CISOs and heads of information security. Twenty-three participants came from a variety of industries and companies including ABB, Apple, Bechtel, BMO Financial, Cigna, Discover, EY, Goldman Sachs, Las Vegas Sands, Nestlé, Richemont, and S&P Global to name a few.

In December, Hans Brechbühl again sourced and led a group of 6 MBA students on an OnSite Global Consultancy project in Australia at the Bank of Queensland BOQ). This time the group worked on BOQ's approach to talent, offering the bank a new perspective on how it could think about its employee lifecycle and employee engagement. One of the MBAs then had the opportunity to present the learnings to the execs at the June roundtable!

We look forward to another productive year of research, MBA program enrichment and executive dialogue, and invite you to read our Annual Report below for details on events, people, publications, research, press and 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 15-22 CIOs and functional VPs from Fortune 1000 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 Software-Driven Service Revolution](#)

November 4, 2016 • Volkswagen • Berlin, Germany

[The Digital Enterprise and Changing Business Models](#)

February 15, 2017 • Tenaris • Houston, TX

[Cyber/Information Security in the Digital Age](#)

April 6, 2017 • LafargeHolcim • Zurich, Switzerland

[The Changing Workplace, Talent Wars and the Millennial Perspective](#)

June 20, 2017 • Levi Strauss & Co. • San Francisco, CA

CISO Executive Workshops

Again this year, the center organized two CISO Workshops. In addition to that, we held a healthcare CISO Workshop in collaboration with The Owen School of Management and 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 Digital Transformation and the Impact of InfoSec

June 27, 2017 • Kartause Ittingen • Warth, Switzerland

Cybersecurity: Building Secure Connected Healthcare Organizations

November 18, 2016 • Owen School of Management, Vanderbilt University • Nashville, TN

IoT: Opportunities, Challenges and Responses

June 28, 2016 • Kartause Ittingen • Warth, Switzerland

Executive Education

This year we organized three executive education programs. We visited two of Google's offices and taught 80 minority business owners how to leverage digital technologies and Google's suite of programs and software to take their businesses to the next level. In addition to that, we hosted twenty-three information security professionals at Tuck for our 7th iteration of the Business Engagement and the Information Security Professional (BESP). In BESP we teach participants how to enhance their leadership, financial, and communication skills, so that they may engage more effectively with other business leaders throughout the enterprise.

[Digital Excellence Program for Minority Entrepreneurs](#)

May 23-25, 2017 • Google • Washington, DC

October 21-23, 2016 • Google • Chicago, IL

Business Engagement and the Information Security Professional

May 1-5, 2017 • Tuck Executive Education Program • Hanover, NH

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 seven events at Tuck focused on digital customers and how they are changing the dynamics of business. Learn more about the overall program events below. This series is sponsored by a generous donation from Time Warner Cable's former Chairman and CEO, Glenn Britt and Barbara Britt.

[Winning in the Age of the Customer](#)

September 13, 2016 • Tuck School of Business • Hanover, NH

Ted Schadler, Vice President, Forrester Research

[Transforming a Popular Business in the Era of Customer Centricity](#)

October 7, 2016 • Tuck School of Business • Hanover, NH

Chris O'Neill T'01, CEO, Evernote

[Wicked Hard Decisions](#)

October 10, 2016 • Tuck School of Business • Hanover, NH

Gib Biddle T'91, Executive-in-Residence, NerdWallet

[The Power of Platforms to Transform Business and Customer Relationships](#)

October 26, 2016 • Tuck School of Business • Hanover, NH

Geoffrey Parker, Director, Master of Engineering Management Program at Thayer School of Engineering at Dartmouth

[Digital Customer Experience at Fidelity Investments](#)

January 30, 2017 • Tuck School of Business • Hanover, NH
Amanda Lynch Hegge T'10, Digital Product Director, Fidelity Investments

[Enhancing Live Events through Digital Customer Engagement](#)

April 17, 2017 • Tuck School of Business • Hanover, NH
Kurt Schneider D'87, former CEO, Harlem Globetrotters

[The Next Big Thing: FinTech and Marketplace Lending](#)

May 12, 2017 • Tuck School of Business • Hanover, NH
Hans Morris D'80, Chairman, Board of Directors, Lending Club

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:

[Legendary Entertainment – Film Making in the Age of Analytics](#)

Created as a mini case study for and taught in the 'Design Thinking for Strategic Innovation' elective course

Alva Taylor

Center for Digital Strategies, Tuck School of Business, 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 Digital Enterprise and Changing Business Models](#)

Roundtable on Digital Strategies Publication

[Cyber/Information Security in the Digital Age](#)

Roundtable on Digital Strategies Publication

[The Changing Workplace, Talent Wars and the Millennial Perspective](#)

Roundtable on Digital Strategies Publication

The Digital Transformation and the Impact of InfoSec

CISO Workshop Publication

[Cybersecurity: Building Secure Connected Healthcare Organizations](#)

CISO Workshop Publication

IoT: Opportunities, Challenges and Responses

CISO 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.

- Monique Alves T'17
- Yuki Aoyama T'17
- Yuri Maruyama T'17
- Timothy McDowell T'17
- Nicholas McGowan T'17
- Shashank Munjal T'17
- Paritosh Rai T'17
- Benjamin Stevens T'17

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

- Ted Schadler, Vice President, Forrester Research
- Chris O'Neill T'01, CEO, Evernote
- Gib Biddle T'91, Executive-in-Residence, NerdWallet
- Geoffrey Parker, Director, Masters of Engineering Management Program, Thayer School of Engineering
- Amanda Lynch Hegge T'10, Digital Product Director, Fidelity Investments
- Kurt Schneider D'87, former CEO, Harlem Globetrotters
- Hans Morris D'80, Chairman, Board of Directors, Lending Club
- Don Castle T'81, CIO, Kimball Midwest (Executive Fellow)
- Dr. Jessica Stauth, VP of Quant Strategy, Quantopian, Inc.

- Christina Magro, Growth and Product Manager, PayJoy

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:

- Aaron Senneff, Engineering Manager, myjohndeere.com
- Julian Sanchez, Director, John Deere Technology Innovation Center

External Outreach

CDS Website, Blog and Social Media

The 2016/17 academic year brought with it a significant overhaul of the center's website and strategy of sharing our content. Launching in January 2017, the new website refocused and clarified our [Areas of Expertise](#), and reinforced the content, programs and network built over almost two decades. Results have been overwhelming, with growth rates over 70% from the previous year. The new website also reduces complexity, leveraging a much simpler administration so we spend less time managing the website, and more time working with students.

CDS remains 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](#): 1959 followers

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

[Facebook](#): 466 likes

[LinkedIn](#): 96 followers, MBA Fellow Alumni Group: 123 Members

[The Center Blog](#): 64 posts

Members in the Roundtables on Digital Strategies

The center counts the following Fortune 1000 executives as members in its roundtables this year:

- Bill Blausey, SVP & CIO, Eaton Corporation
- Bill Braun, CIO, Chevron
- Max Braun, CIO, D. Swarovski AG
- Chris Clark, SVP & CIO, Levi Strauss & Co.
- Luis German, Chief Process and Information Officer, Tenaris
- Martin Hofmann, Group CIO, Volkswagen AG
- Khushnud Irani, SVP & CIO, LafargeHolcim
- Volker Laska, SVP & CIO, Clariant International Ltd
- Charlotte Lindsey-Curtet, Director of Communication and Information Management, International Committee of the Red Cross (ICRC)
- Mark Meyer, Head of Global IM, Tetra Pak Group
- Dickie Oliver, VP & CIO, Airline Reporting Corporation (ARC)
- Martin Petry, CIO, Head of Business Excellence, Hilti
- Dieter Schmidbaur, CIO, Airbus Defence & Space
- Wayne Shurts, EVP & CTO, Sysco
- Keith Sturgill, VP & CIO, Eastman Chemical Company
- Donna Vinci, Group Chief Chief Operations, Digital and Information Officer, Bank of Queensland

Executive Fellows

The 2016-17 academic year was our ninth 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:

- Don Castle T'81, CIO, Kimball Midwest
- John Chandler T'86, Former SVP & CMO, MassMutual Life Insurance Co.
- Twila Day, Managing Director, Alvarez & Marsal
- John Gallant, Senior Content & Event Strategist, Ledgewood Media

- Adam Golodner, Partner, Complex Commercial Litigation Dept. & Leader, Global Cybersecurity & Privacy Group, Kaye Scholer
- Edward G. Happ, Former Global CIO of the International Red Cross and Red Crescent Societies (IFRC)
- Mark Hillman, Co-Founder, MadDog Technology & MadDog Venture Capital
- Dion Hinchcliffe, VP and Principal Analyst, The New C-Suite
- Sam Kinney, Founder, General Partner, Firehole Partners, L.P.
- Michael Krigsman, Founder, CXOTalk
- Blair LaCorte T'90, Chief of Staff, AEye, Inc.
- Mark Lange, CMO, Reputation.com
- Yvon Le Roux, Independent Management Consultant/Advisor
- Dave Margulius, Co-founder, Quizlet, Inc.
- John Marshall T'92, Chief Strategy & Innovation Officer, Lippincott
- Cory Mazzola, Executive Director – Global Cybersecurity Operations, Las Vegas Sands Corp.
- Stephen Plume, Strategic & Business Operations Consultant
- Geir Ramleth, former Owner, Geirheads
- Y. Esat Sezer, former SVP & CIO, Coca-Cola Enterprises

Alumni Advisors

These individuals serve as industry experts and resources for students, and provide advice and expertise to center leadership with both student programs and expanding our understanding of technology developments.

- John Chandler T'86, Former SVP & CMO, MassMutual Life Insurance Co.
- David Chemerow T'75, Former CRO, comScore, Inc.
- Roger Lynch T'95, President and CEO, Pandora

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.