



Glassmeyer/McNamee Center for
Digital Strategies
Tuck at Dartmouth

ANNUAL REPORT

2017-2018



TUCK

A LETTER FROM THE DIRECTORS

Sparked by strategic guidance from the Dean's office, the 2017/18 academic year brought with it increased focus on student programs and opportunities for the Center, including the introduction of a brand-new student program – the MBA Associates Program. The program is the first of its kind at Tuck, specifically directed at incoming first-year students, allowing them to explore contemporary business topics specific to digital strategies. 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 more than 60% of the Tuck community coming together for events and programs. The Britt Technology Impact Series had a record year, focusing on the evolution of data as a management tool in a series titled, "Data and Decisions: How Information Affects Management in the Digital Age." The series explored the many ways managers and business leaders now use data – including AI and ML – to improve decision-making in the enterprise. We welcomed guests from Facebook, MuleSoft, Upwork, Starbucks, Intel, Ripple, and BCG, among many others.

In this, its 16th 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.

Faculty Director, Alva Taylor, continued to grow the Digital Excellence for Minority Entrepreneurs Executive Program in partnership with Google, including holding two sessions at the Ann Arbor, Michigan Google offices. The program helps minority entrepreneurs and business owners better understand and execute on the full potential of digital technologies.

Alva authored three new case studies with the assistance of MBA students Ryan Milligan T'19 and Mike Hanley T'19, as well as Executive Fellow Omer Trajman. The cases were taught in his course, "Strategic Change in the Turbulent Digital Age."

In May, Executive Director, Hans Brechbühl, directed the Business Engagement for the Information Security Professional (BESP), an executive education program for CISOs and heads of information security. Participants came from a variety of industries and companies including Apple, Cigna, Discover, Goldman Sachs, and Las Vegas Sands.

Hans also sourced and led two groups of 6 MBA students each on OnSite Global Consulting projects this year – one to Australia in partnership with the Bank of Queensland and the other to London in partnership with Prudential.

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.

ALVA TAYLOR
FACULTY DIRECTOR

HANS BRECHBÜHL
EXECUTIVE DIRECTOR

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.

Data-Driven Digital Transformation

September 12, 2017

Tuck School of Business, Hanover, NH
Omer Trajman, Co-founder and CEO, Rocana, Inc.

Humanizing Sales and Marketing through Deeper Automation

September 15, 2017

Tuck School of Business, Hanover, NH
Matt Barber T'09, Customer Experience Lead, HubSpot
Dan Wolchonok, Senior Product Manager of Growth and Analytics, HubSpot

Connecting the World's Applications, Data, and Devices

September 25, 2017

Tuck School of Business, Hanover, NH
Steve Hallowell D'01 E'02 T'10, VP of Sales Enablement and Operations, MuleSoft

Fireside Chat: Facebook

October 12, 2017

Tuck School of Business, Hanover, NH
Chris Weasler T'97, Director of Global Connectivity, Facebook

Using Data to Create and Maintain the Starbucks Experience

October 16, 2017

Tuck School of Business, Hanover, NH
Leslie Hampel T'07, VP of Store Operations – Workforce Management, Starbucks

Enabling Data-Driven Decision-Making in the Enterprise

October 17, 2017

Tuck School of Business, Hanover, NH
Dickie Oliver, VP & CIO, Airlines Reporting Corporation
Keith Sturgill, VP & CIO, Eastman Chemical Company
Chris Clark, SVP & CIO, Levi Strauss & Co.

Measuring Data in a Cross-Platform World

November 1, 2017

Tuck School of Business, Hanover, NH
David Chemerow T'75, former Chief Revenue Officer, comScore

Understanding and Monitoring the Darknet

November 6, 2017

Tuck School of Business, Hanover, NH
Alison Connolly T'11, Director of Strategic Partnerships, DarkOwl

Data: Superpower or Kryptonite?

November 9, 2017

Tuck School of Business, Hanover, NH
Whitney Armstrong T'00, Sr. Director of Data and Analytics, Upwork

The Impact of Machine Learning

November 13, 2017

Tuck School of Business • Hanover, NH
Dan Olley, Global EVP & CTO, Elsevier

Industrial Automation and Analytics at BCG

January 29, 2018

Tuck School of Business, Hanover, NH
George Bene T'02, Partner and Managing Director, BCG Boston

Mining Your Own Business – Data Mining and Predictive Analytics

February 14, 2018

Tuck School of Business, Hanover, NH
Gerhard Pilcher, CEO, Elder Research

People Analytics: Talent Management in the Age of Data

February 21, 2018

Tuck School of Business, Hanover, NH
David Fineman T'82, Specialist Leader, Deloitte Consulting

The Ripple Effect of Cryptocurrency

April 23, 2018

Tuck School of Business, Hanover, NH
Eric van Miltenburg T'91, SVP of Global Business Operations, Ripple

The Future of AI

April 26, 2018

Tuck School of Business, Hanover, NH
John Sherry, Director, User Experience Innovation Lab, Intel

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.

Daniel Brugal T'18 • Gibson Donohue T'18 • Jodine Gordon T'18
Robin Hwang T'18 • Vrashank Jain T'18 • Meghna Kedia T'18
Brennen Lynch T'18 • Meghan Lynch T'18 • Ricardo Mendonça T'18
Julia Winder T'18 • Sravya Yeleswarapu T'18 • Stephanie Yera T'18

MBA ASSOCIATES PROGRAM

The Center for Digital Strategies introduced a brand-new program in 2017 – the MBA Associates Program, offering first-year Tuck students a structured opportunity to learn about digital strategies via direct engagement with the center. The program enables a selected group of students to become an active participant in the digital business discussions offered by CDS, with an emphasis on peer-to-peer content exploration. Students engage with center staff and faculty, second-year MBA Fellows, alumni, and other executives on digital strategy topics, forming a community of interest centered around technology trends and their implications for business leaders in the digital age.



Christian Barz T'19 • Hanna (Anya) Bobyk T'19 • Tiffany Chang T'19
Dhruv Chokshi T'19 • Francis DeMonte T'19 • Alison Dieringer T'19
Yinong Ding T'19 • Heidi Fisher T'19 • Sol Han T'19 • Mike Hanley T'19
Rebecca Harvey T'19 • Allison Kavanaugh T'19 • Elizabeth Margarit T'19
Marcus Morgan T'19 • Robert Pascarella T'19 • Jenna Romeo T'19
Bill Russell T'19 • William Taylor T'19

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:

- Whitney Armstrong T'00, Sr. Director of Data and Analytics, Upwork
- Stephen Baker, CEO, Attivio
- Matt Barber T'09, Customer Experience Lead, HubSpot
- George Bene T'02, Partner and Managing Director, BCG Boston
- David Chemerow T'75, former Chief Revenue Officer, comScore
- Chris Clark, SVP & CIO, Levi Strauss & Co.
- Alison Connolly T'11, Director of Strategic Partnerships, DarkOwl
- Stuart Cornew T'84, Founder, AnswerMine LLC
- Brent Dance T'13, Head of Global Gaming, Mobile App Ads, Google
- David Fineman T'82, Specialist Leader, Deloitte Consulting
- Steve Hallowell D'01 E'02 T'10, VP of Sales Enablement and Operations, MuleSoft
- Leslie Hampel T'07, VP of Store Operations – Workforce Management, Starbucks
- Matt Marolda T'02, Chief Analytics Officer, Legendary Entertainment
- Dickie Oliver, VP & CIO, Airlines Reporting Corporation
- Dan Olley, Global EVP & CTO, Elsevier
- Andy Palmer T'94, Co-founder and CEO, Tamr
- Gerhard Pilcher, CEO, Elder Research
- Gen. Loretta Reynolds, Commander, U.S. Marine Corps Forces Cyberspace Command
- John Sherry, Director, User Experience Innovation Lab, Intel
- Keith Sturgill, VP & CIO, Eastman Chemical Company
- Omer Trajman, Co-founder and CEO, Rocana, Inc.
- Eric van Miltenburg T'91, SVP of Global Business Operations, Ripple
- Chris Weasler T'97, Director of Global Connectivity, Facebook
- Dan Wolchonok, Senior Product Manager of Growth and Analytics, HubSpot



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:

- Jonathan Lewis T'11, Product Manager, Experimentation Products, Facebook



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 to the right.

Deep Shift: Fundamental Changes in Enterprise Technology

November 4, 2016 Tuck School of Business at Dartmouth, Hanover, NH

Information Risk Management in the Digital Age

February 20, 2018
Sysco, Houston, TX

AI, Data, and Decision-Making

April 19, 2018
Swarovski, Wattens, Austria

Decision-Making: Data and AI

June 14, 2018
Airlines Reporting Corporation, Arlington, VA

CISO EXECUTIVE WORKSHOPS

The center organized two CISO Workshops. In addition to that, we held a healthcare CISO Workshop in collaboration with The Owen School of Management. 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.

Digital Transformation: A Secure, Connected Healthcare Ecosystem

March 2, 2018

Owen School of Management,
Vanderbilt University, Nashville, TN

Security Operations Center (SOC) Workshop

November 7, 2017

LafargeHolcim, Zurich, Switzerland

Digital Transformation and the Impact on InfoSec

June 27, 2017

Kartause Ittingen, Warth, Switzerland

EXECUTIVE EDUCATION

This year we organized three executive education programs. We visited Google's Ann Arbor, MI office twice 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 information security professionals at Tuck for our 8th 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

October 20-22, 2017

Google, Ann Arbor, MI

June 22-24, 2018

Google, Ann Arbor, MI

Business Engagement and the Information Security Professional

April 30 – May 4, 2018

Tuck Executive Education Program,
Hanover, NH



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 Operations, Digital and Information Officer, Bank of Queensland

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.

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



EXECUTIVE FELLOWS

The 2017-18 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:

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- 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
 - Esat Sezer, former SVP & CIO, Coca-Cola Enterprises

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:

Springfield Bank's Mobile Strategy: Using Analytics to Influence the Next Generation

Created as a mini case study for and taught in the 'Strategic Change in the Turbulent Digital Age' elective course. Alva Taylor with Ryan Milligan T'19 and Omer Trajman Center for Digital Strategies, Tuck School of Business, 2017

Babylon Video: Product Design and Expansion in the Online Video Industry

Created as a mini case study for and taught in the 'Design Thinking for Strategic Innovation' elective course. Alva Taylor with Geoffrey Mattei T'12 Center for Digital Strategies, Tuck School of Business, 2017

Attivio: Machine Learning for Strategic Insights

Created as a mini case study for and taught in the 'Strategic Change in the Turbulent Digital Age' elective course. Alva Taylor with Michael Hanley T'19 Center for Digital Strategies, Tuck School of Business, 2017

EXECUTIVE PUBLICATIONS

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

Deep Shift: Fundamental Changes in Enterprise Technology

Roundtable on Digital Strategies Publication

Data, Decision-Making, and AI

Roundtable on Digital Strategies Publication

Digital Transformation: A Secure Connected Healthcare Ecosystem

CISO Workshop Publication

Information Risk Management in the Digital Age

Roundtable on Digital Strategies Publication

Decision-Making: Data and AI

Roundtable on Digital Strategies Publication

Cyber/Information Security in the Digital Age

CISO Workshop Publication



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