



Glassmeyer/McNamee Center for
Digital Strategies
Tuck at Dartmouth

ANNUAL REPORT

2020-2021



A LETTER FROM THE DIRECTORS

The spring of 2020 required the center to rapidly adapt to the emerging COVID-19 crisis and implement remote learning to enable students to succeed despite a global pandemic unfolding in real time. However, the 2020/2021 academic year brought with it a new challenge: how do we create year-long remote learning opportunities to support students and build community while embracing the new work from home normal. The temporary fixes we implemented in the spring of 2020 were incredibly creative and effective, and yet we knew they were temporary. The real challenge would be running full-year, virtual learning programming. That was an entirely different challenge entirely.

Our approach to learning for the 2020/2021 academic year was guided by our refreshed mission statement, which emphasizes sound decision making:

We help leaders better understand the impact of digital technologies on business strategy, enabling them to ask the right questions when faced with critical decisions. We craft learning opportunities and nurture diverse communities of thought leaders to grow understanding of the complexities of modern organizations and their relation to employees, ecosystems, markets, and society.

Reflecting our mission, we turned to an impressive array of senior leaders from leading corporations around the world to understand how they make decisions and manage through uncertainty.

Our second priority was to build community at a time when the world felt isolated, scared, and alone. The center and broader Tuck communities are a source of strength for the center, and our efforts to engage students and alumni was incredibly important. To that end we implemented new constructs in many programs and deepened our relationship with our alumni fellows community across the year with great success.

While the 2020/2021 academic presented all manner of challenges for the center, we are grateful for our amazing community of students, alumni, faculty and staff. We are grateful for the incredible leaders who shared their experiences with COVID and as business leaders, and helped our students better understand how to make wise decision. Finally, we're grateful for the heroics and immense sacrifices of healthcare workers, scientists, and all those who kept us safe and worked tireless to develop treatments and vaccines that saved countless lives during the pandemic.

We invite you to read our 2020/2021 Annual Report to learn about our events, student stories, and metrics from the last academic year.



ALVA TAYLOR
FACULTY DIRECTOR



PATRICK WHEELER
EXECUTIVE DIRECTOR

a fellow's story

EMMA SAPAT

BUSINESS ANALYSIS MANAGER



Key Encounters:

- CDS MBA Fellow
- Brand Marketing for Mobile Gaming Google Research Project Partnership



Originally from Maine, Emma came to Tuck from Washington, DC where she worked as a financial regulator for the Consumer Financial Protection Bureau.

Her time at Tuck was well-focused, with deep engagement with the Center across both years, including as an MBA Fellow. Following her first year, Emma spent the summer internship with Capital One, working to solve difficult technology-related business challenges.

As an MBA Fellow, Emma joined other fellows on the Center's fall 2020 Digital Safari to learn how business leaders in New York City were navigating the the COVID-19 crisis.

Emma was a key member of our second annual research partnership with Google examining and co-publishing a paper on "Brand Marketing for Mobile Games" playbook to help mobile game developers grow their businesses by building brand and developing more robust marketing strategies.



a fellow's story

HUGO NAULOT

MANAGER

STRATEGY & OPERATIONAL EXCELLENCE

servicenow™

Key Encounters:

- **CDS MBA Fellow**
- **Brand Marketing for Mobile Gaming Google Research Project Partnership**

Originally from France, Hugo came to Tuck after a career as a consultant looking to pivot into the technology sector. While at Tuck he engaged with the Center in many ways across his two years, helped lead the Technology Club, and grew his understanding of technology and digital strategies, all in support of his goal of transitioning to a strategy role in the tech sector.

Hugo actively engaged with the Center in his first year through the Tech 101 Learning Series, visiting executives, and many personal interactions with the Executive Director, Patrick Wheeler. His efforts paid off with a summer internship on the corporate strategy team with ServiceNow. As an MBA Fellow, Hugo co-published a paper as part of our second annual research partnership with Google. The paper, titled "Brand Marketing for Mobile Gaming," helps mobile game developers create new marketing approaches to build brand and grow their business. Discussing the impact of the project, Hugo shared:

"Working with Google on a brand marketing playbook was the perfect opportunity to mix classroom learnings and real-life applications. We developed research and project management skills, but even more importantly, learned from each other and our partners at Google. The mobile gaming project was one of the best transfers of knowledge I experienced at Tuck, thanks to the diversity of backgrounds that characterizes CDS fellows. Working with a leading tech company on a research project in one of the fastest-growing and most creative industries truly stands out."

Hugo achieved his goal of working in Silicon Valley after Tuck and now works as a Manager of Strategy and Operational Excellence with ServiceNow.

WORLD CLASS COMPANIES

WORLD CLASS LEADERS

Each year the Center welcomes guests from leading organizations to engage with students in meaningful ways. This year, a diverse array of top companies helped the Center enrich learning for Tuck students. Below is a list of companies partnering with the Center on learning across the 2020/21 academic year.



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. This year, the entire Technology Conference was moved online, which allowed us to feature a wider array of speakers from a more diverse set of companies. Additionally, we included the Center's MBA Fellows in the speaker moderation process to help lead talks with the CDS team.

300+
ATTENDEES

21
SPEAKERS



Uber



Google



tubi



POSHMARK

amazon

Microsoft

WarnerMedia

PayPal

TECH 101 LEARNING SERIES

TRANSFORMING FOUNDATIONAL TECHNOLOGY CONCEPTS INTO EASY-TO-UNDERSTAND LANGUAGE

Understanding the foundational concepts of technology is essential to making wise decisions as a leader in the digital age. Our Tech 101 Learning Series continues to build core understanding of these concepts and help Tuck students grow as leaders.

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.



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.

GOOGLE RESEARCH PARTNERSHIP



BRAND MARKETING FOR MOBILE GAMES

In close partnership with Google, CDS T'21 Fellows Emma Sapat, Hugo Naulot, and Will Maness interviewed major gaming studios and conducted in-depth research to assist mobile gaming studio efforts to develop and sustain brand marketing capabilities.

Their work resulted in a comprehensive playbook designed to close the knowledge gap faced by smaller mobile gaming studios.

The paper covers important topics, including:

- Challenges facing the mobile gaming industry
- How brand-base marketing creates new opportunities
- How studios can build cohesive and valuable brands
- How studios can implement and measure brand-based marketing strategies



"Transitioning into Tech can be challenging, but having CDS Fellow opportunities to partner with great companies like Google on exciting and interesting problems helped introduce me to the industry while in the supportive Tuck environment. During this collaboration, I learned important lessons about the interplay of technology and regulation, intellectual property, and branding - all of which have been critical to my current role in product management and portfolio strategy."

~William Maness T'21, 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.



Keri Arslancan T'21



Alex Becker T'21



Arleen Chien T'21



William Maness T'21



Roderick Milligan T'21



Alexandra Mullin T'21



Hugo Nauloti T'21



Youssouf Ntambi T'21



Haylle Reidy T'21



Emma Sapat T'21



 lise Sauv  T'21



Benjamin Simon T'21



Jocelyn Teece T'21

MBA ASSOCIATES PROGRAM

The Center for Digital Strategies offers an MBA Associates Program for first-year students looking to learn about digital strategies via direct engagement with CDS. The program enables students to actively participate in digital business discussions, with an emphasis on peer-to-peer content exploration.



Kara Breen T'22



Molly Chisholm T'22



Amanda Combs T'22



Kathleen Coyle T'22



Kira Hattenbach T'22



Umaer Khalil T'22



Sergey Krasovski T'22



Sam Lilienfeld T'22



Nick Magnuson T'22



Monique Mahboobani T'22



Vishrut Mehta T'22



Elizabeth Paul T'22



Lia Parker-Belfer T'22



Briana Provancha T'22



Jo Qiao T'22



Samprada Rana T'22



Carly Rauh T'22



Jean Rieuthavorn T'22



Nikhil Shah T'22



Jacqueline Sullivan T'22



Andrew Tamm T'22



Kevin White T'22



Dylan Yalbir T'22



Laijingjing Zhou T'22


STUDENT ENGAGEMENT

OVER
100
CAREER-FOCUSED STUDENT
ENGAGEMENTS

57%
OF TUCK STUDENT
BODY ENGAGED

OVER
325
TUCK STUDENTS
ENGAGED

24
STUDENT
EVENTS



"Transitioning into Tech can be challenging, but having CDS Fellow opportunities to partner with great companies like Google on exciting and interesting problems helped introduce me to the industry while in the supportive Tuck environment. During this collaboration, I learned important lessons about the interplay of technology and regulation, intellectual property, and branding - all of which have been critical to my current role in product management and portfolio strategy."

— Will Maness T'21

LOOKING FORWARD...

A CAUTIOUS RETURN TO NORMAL

After a full year of remote programming and learning, we're excited that vaccination programs will allow us to return to in-person learning in the fall of 2020.

COVID-19 has demonstrated the uncertainty of the future, and why digital transformation is a critical skillset for all business leaders, but it has also reinforced the importance of deep connection and community.

We're excited to build on the lessons learned from 2020/2021 and grow our community in the year ahead.





Glassmeyer/McNamee Center for
Digital Strategies
Tuck at Dartmouth



T U C K

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