

## Center for Digital Strategies and the MBA Fellowship

### Center Description and Focus:

The Center for Digital Strategies (CDS) brings together executives, academics, and students to examine the role of digital strategies in creating competitive advantage, and to advance the theory and practice of management in a networked economy. We foster thought leadership and develop best practices. We examine the impact of technology on all aspects of management and strategy (supply chain, marketing, product development, value-adding services, etc.) and address issues throughout the extended enterprise (e.g., globalization, information security, outsourcing, organizational change, and process transformation).

In addition to the research and the corporate-focused activities we undertake, we also bring a lot home to the MBA experience at Tuck. The center:

- Supports development of curriculum and cases reflecting key areas of interest (see above), especially in courses like “Supply Chain Management & IT” and “Marketing in the Networked Economy,” and more limitedly, by infusing into the broader curriculum;
- Runs the Britt Technology Impact Series (includes the annual Tech@Tuck and the Tech@Tuck Speaker Series) that informs the MBA and Tuck community on many aspects of the impact of technology development on a particular industry and/or our lives as busy consumers and business professionals;
- Invites and hosts interesting tech-related visitors to Tuck, and infuses other tech opportunities into the Tuck MBA environment; and
- Serves as home of and advocate for tech and tech-related industries at Tuck (MBA central resource point, panels, support for visiting faculty, etc.) and supports CDO efforts.

### Background and Definition of Digital Strategies:

In today’s interlinked economy, business leaders must envision their organizations as part of a global network that is ever more decentralized and increasingly partnered. Successfully delivering products and services in these value networks requires new levels of agility, trust, and collaboration. These capabilities can be achieved through **digital strategies—the use of technology-enabled processes to harness an organization’s unique competencies, support its business strategy, and drive competitive advantage.**

### Topic of Special Interest for 2010-11:

The 2010-11 Britt Technology Impact Series and Tech@Tuck theme (like *Mobile Strategy: Technology, Entertainment and Innovation* was this year) will be determined this spring. Panels and speakers offered throughout the academic year will address developing business models and changing consumer applications in the chosen space, examining emerging business strategies, monetization and consumer/business applications. At the close of the series the center will produce an overview capturing executive insights from the series and general trends to help navigate the chosen topic.

### What we expect a Fellow to do ...

1. Engage in an intellectually stimulating project of benefit to the center and the individual. This could be:
  - a. An independent project on the center’s special interest topic for 2010-11;
  - b. An independent project on another topic relevant to the center’s mission; and/or

- c. In-depth involvement in the organization and management of such center programs as Radio Tuck and the Britt Technology Impact Series (BTIS) / Tech@Tuck. (See below for more information about projects.)
2. Develop, prepare, and conduct at least two Radio Tuck interviews, usually related to the Fellow's project.
3. Host visiting execs that come to the center, affiliated classes/events.
4. Help market and run Tech@Tuck (and to a lesser degree, the rest of the BTIS).
5. Participate in CDS events (as desired and possible) and meet corporate execs at Tuck or at CDS Roundtable on Digital Strategies (see [www.tuck.dartmouth.edu/roundtable](http://www.tuck.dartmouth.edu/roundtable)).
6. Represent the center well to MBA colleagues, the Tuck faculty and community, visitors, alums, donors and others with whom they come in contact.
7. Help select next year's Fellows.
8. Advise center staff and faculty on what's of interest to the MBA community.

#### Fellows' Projects:

As mentioned above, Fellows are required to engage in an independent project of benefit to the center and themselves. As a Fellow, you can accomplish this in one of three ways:

- *Special interest topic project*  
Pick a theme under the center's special interest topic for this year. Create a body of work around that theme over the course of the year: a paper and presentation, a couple of related Radio Tuck or CDS video interviews, and recruiting an executive to speak on this theme for the Britt Technology Impact Series.
- *Other research project*  
Choose another topic that is relevant to the center's focus and your interests. The project should involve a body of work developed over the course of the year: a paper and presentation, and a couple of related Radio Tuck interviews. Past projects include: "How do CRM Initiatives Drive Business Performance?" and "A VC Perspective on the Gaming Industry". If you choose a research project on another topic, you should include a separate page (1-2 paragraphs is sufficient) describing the relevancy of the chosen topic to the center, the scope of the project, and why you want to undertake this project.
- *Center programs project*  
Take a leadership role in the center's student-facing programs, especially Radio Tuck and Tech@Tuck. *For Radio Tuck:* Evaluate the center's current podcast series and website, looking for ways to increase its visibility on the web; enhance its relevancy and appeal to the MBA community; create an outreach/delivery vehicle to Tuck MBAs; and appropriately incorporate video. As possible, implement these recommendations. *For the Britt Technology Impact Series/Tech@Tuck:* Work with center staff on shaping the scope and agenda for this Britt Technology Impact Series, especially Tech@Tuck; organize and manage marketing efforts, internally and externally; recruit companies to participate in a hands-on products display and demonstration; and help recruit speaker series sponsors. If you choose a programs project, simply state which of the two programs you want to be involved in and why in your letter.