



MAKING eBUSINESS PAY OFF

The Center for eBusiness@MIT presents a 3-day conference for our Membership

April 17-19, 2002
Cambridge Marriott Hotel
Cambridge, MA

Day 1: Wednesday, April 17th - eBusiness Day@MIT 8:00am – 10:00pm

- 8:00am** **Registration and Continental Breakfast**
- 9:00am** **Welcome: Charles Vest, President of MIT**
- 9:15am-10:45am** **Three Concurrent Tracks...**
and
1:30pm-3:00pm

Track 1: Wireless and Mobile Commerce - Future Markets, Current Realities

Chairman – Professor James Short

Abstract: The Wireless and Mobile Commerce Track will include presentations, case studies and panelists that cover current trends in wireless adoption, services, mCommerce transactions and content delivery over wireless devices. Two panels, one in the morning and the second in the afternoon, will focus discussion on the current state of venturing in wireless and mobile commerce internationally, 3G implementation in Japan, models for proximity and mCommerce transactions, and the importance of joint ventures, partnerships and global alliances in international markets for wireless and mobile commerce.

9:15am – 10:45am

Introduction and Welcome: Professor James Short (MIT)

Panel: "Where Wireless Matters - New Ventures"

Anthony Cirurgiao, Managing Partner, Clarity Capital

Kari Laento, Managing Partner, CEO, SNV Partners

Rod Randall, General Partner, St. Paul Venture Capital

David Skok, General Partner, Matrix Partners

Greg Tarr, Founder and Managing Partner, GT Ventures

Moderator: Tim Rowe, Co-Director, Digital Business Strategy and
Lecturer (MIT Sloan)

Guest Speaker: Carlos Kirjner - Managing General Partner, McKinsey

1:30pm - 3:00pm

Panel: “Where Wireless Matters - Corporate Initiatives”

Richard Barnwell - Vice President of Services, Axeda

Wesley Chan – Cooltown Development Manager, HP Labs

Jim Goodwin - Division Head, FleetBoston Financial Retail Banking

Murdo Munro - Vice President of Mobile Commerce, Global E-Business,
MasterCard International

Mysore Prakash - Director of Wireless Strategic Marketing, Nortel Networks

Moderator: Sharon Gillett - Executive Director, MIT Program on Internet
& Telecoms Convergence (MIT)

Wireless Futures: Observations and Remarks: Professor James Short

Track 2: Aggregation and Mobile Financial Services – What Impact Will They Have And When?

Chairman – Dr. Michael Siegel

Abstract: This track will include a session on Financial Account Aggregation and a session on Mobile Financial Services. Both eBusiness applications have been demonstrated to have the potential to significantly change the way financial services and their costumers do business. However, both have also shown to be elusive in providing an identifiable ROI. These sessions will examine the potential for these “killer applications” on a regional and global basis. Session 1: Financial Account Aggregation is new application being offered not only by most of the major financial institutions, but also by a new class of non-financial institutions such as Yahoo! and AOL. In this session we will discuss the motivation behind financial account aggregation, the impacts seen thus far, the elusive ROI, and the future directions. Session 2: The mobile marketplace has huge potential, and the benefits of provisioning and utilizing financial services through this medium is a necessity. However, many mobile applications in the financial services domain have been terminated for lack of interest by the customer and/or benefit to the financial institution. This session will discuss the roadblocks - technical, regulatory, market driven - and market forces/inertia and most importantly what applications will win in which markets and in what time-frame.

9:15am – 10:45am

Panel – “Where is the ROI in Financial Account Aggregation?”

Dr. Michael Siegel (MIT)

Professor Stuart Madnick (MIT)

Noor Menai – Vice President of Customer Relationship Management (CRM), Citibank

Randal C. Langdon - First Vice President, Senior Director, Applied and Strategic
Technologies Group, Merrill Lynch

1:30pm - 3:00pm

Panel – “Where is the ROI in Mobile Financial Services?”

Octavio Marenzi – Managing Director, Celent Communications

Blaise Heltai – Managing Director of Internet Strategy, FleetBoston Financial

Makoto Shibata – Senior Manager of eBusiness & IT Initiatives Division, Bank of Tokyo-Mitsubishi
Hiroshi Egami – Director and General Manager of eBusiness & IT Initiatives Division, Bank of Tokyo-Mitsubishi

Track 3: B2B in Supply Chain Management

Chairmen: Professor Gabriel Bitran and Jim Rice

Abstract: The B2B track will consist of two sessions. The Morning Session will be shared by UPS and a MIT Sloan team. It will include presentations and speakers that explore the impact of digital technology on the management of supply chains. This section will also address the business opportunities that emerge from the transformation of traditional supply chains to supply-demand networks, including the convergence and coordination of the flow of goods, information and funds. The Afternoon Session will be shared by Intel and a MIT team. The Intel presentation will explore the future of eBusiness as it evolves from the current business models into collaborative commerce, providing both the business perspective and the technology perspective. In light of this vision of the future, the MIT presentation will introduce several research efforts that are contributing to making the vision a reality, with specific focus on ways to enlighten leadership about the potential of supply chains and supply chain design, as well as the potential of integrating market demand back into supply chain operations, effectively eliminating a significant source of uncertainty and ultimately cost.

9:15am – 10:45am

“B2B in Supply Chain Management”

Tim Geiken – Vice President of eCommerce/eBusiness Marketing, UPS
Professor Gabriel Bitran (MIT)

1:30pm - 3:00pm

“Optimizing the Extended Enterprise in the New Economy”

Mary Murphy-Hoye, Director IT Industry Research, Intel

“Research Contributions to the Future Now”

James B. Rice, Jr. (MIT)

11:15am-12:15am Keynote Speaker: Ann Livermore, President of HP Services
“eBusiness: The Next Chapter”

3:30pm-4:30pm Executive Roundtable – “Glimpse of the Future”

Abstract: The Executive Roundtable is a unique event that brings together corporate executives, industry analysts, and MIT faculty with the purpose of discussing how to leverage technology in innovative ways. Since the climate for eBusiness has changed, this year's topic will be what has worked - the

valuable eBusiness strategies that make business sense – and what the future holds. The mood of the panel will be set by the Conference participants, MIT faculty, and Sloan students who will be asked to provide responses to a survey centered on topics of the past, present, and future of eBusiness innovation. The survey will draw out the issues touching industry winners, the impacts of technological advances, hurdles for adoption, and ultimately: how does eBusiness differ from Business - if at all?

Moderator: Josh Macht – Online Editorial Director, Business 2.0

Panelists: Professor Glen Urban – Dean Emeritus and Co-Director, Center for eBusiness@MIT
Jeff Farin – Emerging Business Solutions Leader, Deloitte Consulting
Dick Lampman – Vice President of Research at HP and Director of HP Labs
Jonathan Seelig – Co-Founder and Vice President of Strategy and Corporate Development, Akamai
Jill Soley – Sloan MBA '02

4:30pm-10:00pm MIT Sloan eBA Reception, Awards and VIP Dinner

The “Oscars of the Internet” will start with a reception at the Cambridge Marriott and move to Kresge Auditorium for the 3rd Annual eBAs. Categories for this year’s awards include:

Business of the Year – AOL/Time Warner, Microsoft, GE, NTT DoCoMo, eBay
Business Transformation – GM, IBM, Covisint, Manugistics, Southern Company
Disruptive Technology – Kodak, RIM, ReplyTV, PayPal, Sony
Enabling Technology – Microsoft.net, Okena, NTT DoCoMo, BEA Systems, SpeechWorks
Global Reach – Cemex, eBay, Schlumberger, Vodafone, Taiwan Semiconductor
Innovator of the Year – Gary Reiner (GE), Theresa Meng (Atheros), Anthony Wood (ReplayTV), Joseph Atick (Visionics), Greg Reznick (Xros)
Rookie of the Year – deNovis, Orbitz, Hyperchip, Unveil, Groove
Social Responsibility – Digital Divide, Grameen, ApproTEC, Outside the Classroom, TechFoundation

Day 2: Thursday, April 18th – Center for eBusiness@MIT Annual Conference 7:30am-6:30pm

7:30am-8:15am Registration and Continental Breakfast

8:15am Welcome: Professor Glen Urban, Co-Director at the Center for eBusiness

**8:30am-9:30am Keynote Speaker: Vincent Barabba – General Manager, Corporate Strategy and Knowledge Development at General Motors
“Your Car As You Would Build It...Trust Me!”**

**10:00am-12:00pm Three Concurrent Tracks...
and
2:30pm-4:00pm**

Track 1: The eMarketing Pay Off

Chairman: Professor Glen Urban

Abstract: MIT's eMarketing program is a multi-disciplinary approach to improving the speed, accuracy, and usability of customer input to the product development and marketing strategy process. By developing and testing new web-based methods we seek to radically reduce the time lag between customer input and product development and strategic response - and at a fraction of current cost.

10:00am - 12:00pm “Customer Needs and Response”

“Listening In: Creating a Virtual Engineer to Identify Design Opportunities by Monitoring Internet Exchanges Between Buyers and a Virtual Buying Consultant”, Professor Glen Urban (MIT)

“Marketing Automation”, Professor John D.C. Little (MIT)

2:30pm - 4:00pm “Understanding the Customer Buying Process and Tradeoffs”

“Data Mining Click Stream Data to Understand Customer Buying”, Professor Dimitris Bertsimas (MIT)

“Conjoint Analysis: Web-based Adaptive Polyhedral Analysis”, Professor John Hauser (MIT) and Olivier Toubia (MIT)

Track 2: Supply Chain Integration and eBusiness Strategies

Chairman: Professor David Simchi-Levi

Abstract: Internet technology has forced companies to redefine their business models so as to improve the extended enterprise performance - this is popularly called e-business. The focus has been on improving the extended enterprise transactions including Intra-organizational, Business-to-Consumer (B2C) and Business-to-Business (B2B) transactions. This shift in corporate focus allowed a number of companies to employ a hybrid approach, the Push-Pull supply chain paradigm. In this track we review and analyze the evolution of supply chain strategies from the traditional Push to Pull, and finally to the hybrid Push-Pull approach. The analysis motivates the development of a framework that allows companies to identify the appropriate supply chain strategy depending on product characteristics. Finally, we introduce new opportunities that contribute and support this supply chain paradigm.

10:00am - 12:00pm “Higher Margins and Higher Inventory Turns? Examining An

Advantaged Model”, Jeff Wilke – Senior Vice President, Worldwide Operations and Customer Service, Amazon.com

“Internet Based Supply Chain Strategies”, Professor David Simchi-Levi (MIT)

2:30pm - 4:00pm “Order-to-Delivery in the Car Industry”, Dana Kovach – Director of GM Order-to-Delivery Program

“Strategic Supply Chain Design”, Professor Charlie Fine (MIT)

Track 3a: Live eBusiness Experiment:

Abstract: STOC is a fun game that we will hold on a first-come, first-served basis. Resulting from the research of Professors Ely Dahan, Andrew Lo, and Tomaso Poggio. STOC measures players' preferences for product concepts and attributes by observing their stock trading behavior. The method shows dramatically similar results to the more costly and time consuming market research used in the product development process. It does this by creating securities which represent product attributes. Each participant buys and sells the securities depending upon their preference and their perceptions of others preferences. The winner of this game will be determined by the ending portfolio with the highest value. The winner will receive a prize during the results presentation the following day.

10:00am - 12:00pm The STOC Game will be held in the MIT Sloan Trading Room (E52-007).

Track 3b: Digital Security

Chairman: Professor Silvio Micali

Abstract: Digital security is a critically important aspect of the Internet Age to both individuals and corporations. The Digital Security track of this conference will focus on two ends of the spectrum. Professor Micali will present a new way of realizing a Public Key infrastructure that makes digital certs eminently scalable, cost effective, efficient, and easy to manage. This new infrastructure is extremely simple and yet enables a new functionality on the cert: Dynamic Privilege Management. This is the ability to control multiple privileges within a single certificate without needing to revoke and re-issue a cert any time a new privilege is added or taken away. As a result, "NOVOMODO" certs are much more useful and longer-lived. Steve Trilling of Symantec will take a broader brush at digital security from the corporate perspective.

2:30pm - 4:00pm

"Digital Certs Made Easy and More Useful", Professor Silvio Micali (MIT)

"Protecting the Corporate Asset", Steve Trilling – Vice President of Research, Symantec

12:00pm-1:00pm **Keynote Speaker: Tim Berners-Lee – Inventor of the World Wide Web and Director of the World Wide Web Consortium at MIT's Lab for Computer Science**

"The Semantic Web and the Future of Networked Business"

4:30pm-5:30pm **CIO Panel:**
Results of the CIO Summit (held during the day, by invitation only) will be communicated in a forum.

5:30pm-6:30pm Student Poster Session and Reception

6:30pm Adjourn

Day 3: Friday, April 19th – Center for eBusiness @MIT Annual Conference (cont'd) 7:30am-2:00pm

7:30am-8:30am Continental Breakfast

**8:30am-10:00am Three Concurrent Tracks...
and
10:30am-12:00pm**

Track 1: The eMarketing Pay Off (cont'd)

Abstract: MIT's eMarketing program is a multi-disciplinary approach to improving the speed, accuracy, and usability of customer input to the product development and marketing strategy process. By developing and testing new web-based methods we seek to radically reduce the time lag between customer input and product development and strategic response - and at a fraction of current cost.

8:30am - 10:00am "Site Design"

"Building an Internet Trust Generator: Adaptive Experimentation on the Internet to Improve Site Trust and Sales", Professor Glen Urban (MIT) and Brian Rhodes (Intel)
"The Role of Online Conversations in Brand Identity", Professor Nader Tavassoli (MIT)

10:30am -12:00pm "Marketing Management"

"Transformative Power of eBusiness Over Consumer Brands", Professor Christian Dussart (MIT)
"IT/Marketing Strategy at J.C.Penney", Ronald J. Hanners – Vice President of Infrastructure and Technology, JCPenney.com

Track 2: Business Transformation

Chairman: Professor Erik Brynjolfsson

Abstract: The Internet is transforming business. The first generation of Internet businesses pursued a "land grab" strategy that focused on rapidly exploring new technologies and business possibilities. The new generation combines new technologies and strategies with effective leverage of existing tangible and intangible assets. The Business Transformation track provides a framework for success in this new generation of eBusiness. We begin with a taxonomy of Atomic Business Models that the Internet has made possible, including an analysis of which models work well in combination, and which do not. We will then analyze strategies for coping with rapid change, introducing the Matrix of Change framework and a discussion of the growing role of Improvisational Change.

8:30am - 10:00am

“Atomic Business Models”, Professor Peter Weill – Director, Center for Information Systems Research (MIT)
Denny Georg – VP and CTO, IT Strategy, Hewlett-Packard

10:30am - 12:00pm

“eProcess Handbook and the Matrix of Change”, John Quimby – Research Scientist (MIT)
“Improvisational Change”, Professor Wanda Orlikowski (MIT)

Track 3: Online Auctions: Theory and Practice

Chairman: Professor Dimitris Bertsimas

Abstract: The first segment of this track will focus on the utility and use of agents in the supply chain with an overview of what is and will be used in the marketplace. The second segment will focus on recent work at the Sloan School around the online auction marketplace including auction design, bidding strategies and price setting.

8:30am - 10:00am Agents in the Supply Chain

“Dynamic Mechanism Design for Online Commerce - A Quantitative Benchmark of Selling Methods on the Internet”, Professor Jeremie Gallien (MIT)
“Agent Technologies Across the Supply Chain Spectrum”, Navi Radjou – Senior Analyst, Forrester Research
“living markets - Adaptive Execution in Business Networks”, Christian Dannegger – Co-Founder and CTO, living systems AG

10:30am - 12:00pm Agents and Auctions

“Combinatorial Auctions: Theory and Practice”, Professor Andreas Schulz (MIT)
“Optimal Bidding in Online Auctions”, Professor Georgia Perakis (MIT)
“What’s My Deal? Contract Communications in XML Agent Marketplaces”, Professor Benjamin Grosz (MIT)

12:00pm	Live Experiment Results and Awards!
12:15pm-1:00pm	Keynote Speaker: Professor Erik Brynjolfsson – Co-Director, Center for eBusiness@MIT “Organizational Capital: The Essential Element for eBusiness Success”
1:00pm	Box Lunch
2:00pm	Conference Close