A YEAR OF IMPACT.

2018 IN REVIEW

In 2018,
we expanded our
global reach and
collaborated with
visionaries who
are making a mark
on the digital age—
and the future.

In 2019, we will
redouble our efforts
to examine and solve
the opportunities and
challenges posed by
the digital economy.

MAKING GLOBAL IMPACT

News headlines from 2018 were rife with warnings of AI and platform disruption. The mounting challenges of globalization, false news, and the future of work dominated the narrative.

The MIT Initiative on the Digital Economy (IDE) expanded its work exploring the tremors that digital technologies have sent throughout the global economy and society with its hallmark determination and focus.

Our research helped guide leading businesses and policy makers, and our Inclusive Innovation Challenge (IIC) accelerated and promoted the future of work entrepreneurial ecosystem across the globe.

ABOUT THE IDE

Digital technologies are driving unprecedented change, disruption, and opportunity in business, the economy, and society. As the pace of change accelerates, it's imperative that humans examine the most pressing question of our time: How do we thrive in a period of profound digital transformation?

The mission of the IDE is rooted in insight and action. We believe there is remarkable opportunity for humans to thrive and prosper in the digital age. While our research is rigorously academic in its approach, our charter is to understand, inform, and pragmatically solve real-world challenges based on facts and causality. We are unique among academic initiatives—applying our insights to drive improved business outcomes, economic policy, and social change.

Led by co-directors Erik Brynjolfsson and Andrew McAfee, and Executive Director David Verrill, the IDE represents MIT at its best. We collaborate closely with colleagues across the Institute in disciplines such as economics, engineering, computer science, and robotics, offering a unique solution-space where stakeholders can research and experiment, discuss and debate, teach and learn.

We convene stakeholders and perform cutting-edge research to support a robust and inclusive global economy.

The IDE is actively led by director Erik Brynjolfsson (top photo) and co-director Andrew McAfee.

THE IDE EXPLORES HOW PEOPLE AND BUSINESSES WORK, INTERACT, AND PROSPER IN THE DIGITAL AGE.

LEARN MORE ABOUT OUR MISSION, VISION, AND UPCOMING EVENTS AT IDE.MIT.EDU

NOTEWORTHY IN 2018

Inclusive Innovation Challenge Executive Producer, Devin Cook (far left), joined North America MIT IIC award winners at a celebration in Detroit.

At home or abroad, the IDE collaborates with experts in many disciplines to examine the complexities of the digital economy and provide insights and strategies based on data.

GLOBAL EVENTS MAKE AN IMPACT
The IDE convenes academic and industry-focused events that bring together the brightest minds and thought leaders from across disciplines and sectors to exchange ideas and learn. In 2018, more than 2,000 thought leaders and industry experts from around the world gathered to tackle the most pressing challenges of the digital era, including AI and the future of work, and digital platform disruption. We increased the number of events, hosting gatherings not only at MIT, but on five continents. *page 10*

PRESS & MEDIA
The IDE again experienced a significant increase in press coverage, which expanded our global reach and deepened public understanding of our mission and vision. We reached stakeholders and external audiences through more channels than ever before, and optimized our social media presence.

Scenes from the Future of Work conference (from top): Renée Gosline moderates a panel. IDE co-director Andrew McAfee engages panelists. IDE director Erik Brynjolfsson interviewed former Alphabet chairman Eric Schmidt.

THE IIC EXPANDS ITS GLOBAL REACH
We expanded our flagship initiative, the MIT Inclusive Innovation Challenge, with events in five global regions, culminating with the award of $1 million at the Global Grand Prize Gala at MIT in November. *page 8*

ON THE RISE: SUPPORT FOR THE IDE
We continued to build and expand relationships with new and existing Corporate Members. Our members played prominent roles at our events as speakers and as vocal participants. We welcomed Corporate Member Deutsche Bank as our newest Founding Member, and our Corporate Membership program grew significantly.

GROUNDBREAKING RESEARCH
This year, our team of world-class researchers and visiting scientists conducted more than 35 cutting-edge research projects in collaboration with stakeholders, business, government, and other institutions. *page 6*

LEARNING IN ACTION
The IDE managed another successful year of the Analytics Lab (A-Lab), a project-based course focused on big data and modern analytics applied to real world problems using data provided by our stakeholders. In addition, IDE content was featured in several MIT Sloan Executive Education courses, from IoT to Platforms. *page 13*

EXPLORATION + ILLUMINATION

In 2018, the IDE initiated, continued, or completed 35 research projects.
Here's a look at five from the past year.

MIT IDE's Sinan Aral at the IDE Annual Conference. His research on false news with co-authors Roy and Vosoughi was named the second most mentioned scholarly article of 2018 by the Altmetric Top 100.

The Truth About False News
Sinan Aral
Deb Roy
Soroush Vosoughi

The spread of falsity has implications for our democracies, our economies, our businesses, and even our national security. Professor Sinan Aral of the MIT IDE revealed the truth about false news based on the largest-ever longitudinal study of the spread of false news online, published in *Science* on March 8, 2018. The research, conducted with Soroush Vosoughi and Deb Roy of the MIT Media Lab, studied "The Spread of True and False News Online." It investigated the differential diffusion of all the verified, true and false news stories distributed on Twitter from 2006 to 2017. The data comprise approximately 126,000 stories tweeted by about 3 million people over 4.5 million times. Until this study, few large-scale empirical investigations of the diffusion of false news or its social origins had existed. The findings overturn conventional wisdom about how misinformation spreads, what causes it to spread so fast, and who or what is spreading it. The research was named the second most mentioned scholarly article of 2018 by the Altmetric Top 100.

What Can Machines Learn and What Does it Mean for Occupations and the Economy?
Erik Brynjolfsson
Daniel Rock
Tom Mitchell

Concern about automation's impact on employment is growing. Rapid advances in machine learning (ML), many based on deep neural networks, are poised to generate significant economic value and transform numerous occupations and industries. Our research suggests that ML technologies will indeed grow more pervasive, but not uniformly. What we define as the "suitability for machine learning" (SML) of work tasks varies greatly. The team used data from the Bureau of Labor Statistics to understand the kind of tasks that typically make up a job and provided insight into the risk of automation of some 900 different professions. Our 23-question SML rubric can be used in the redefinition of a job or an occupation. The results indicate that debates about the effects of artificial intelligence (AI) on work should shift from the common focus on full automation of many jobs and pervasive occupational replacement, toward the redesign of jobs and reengineering of business processes.

Demographics and Automation
Daron Acemoglu
Pascual Restrepo

Numerous studies examine the relationship between human workers and machines; we narrow the scope and look at a specific slice of the pie. Our research documents empirically that aging leads to greater industrial automation, and in particular, to more intensive use and development of robots. Using U.S. data, we document that robots substitute mostly for middle-aged workers--those between the ages of 36 and 55. We then show that demographic change—an increasing ratio of older to middle-aged workers—is associated with greater adoption of robots and other automation technologies. The data provides evidence of more rapid technological automation in countries undergoing greater demographic change. The model further predicts that the induced adoption of automation technology should be more pronounced in industries that rely on middle-aged workers and those that present greater opportunities for automation. Our model also implies that productivity will increase and labor share will decline in industries that are most amenable to automation. The research can help guide and explain workforce trends as more automation technologies are adopted.

Our research suggests that ML technologies will indeed grow more pervasive, but not uniformly.

The Potential of Cryptocurrencies
Alexander Lipton
Alex "Sandy" Pentland
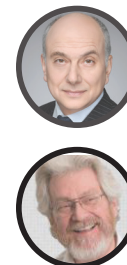
The researchers contributed to a cover article for *Scientific American* on "The Future of Money." Their article, "Breaking the Bank," discussed how new financial networks could stop the concentration of wealth and increase participation in the economy--but only if used with care. A key finding was that new technologies, such as digital currencies, are making it possible to simulate every trade and transaction. People could exchange directly with one another instead of relying on banks. Additionally, the potential for sweeping change is real, but there are many uncertainties. The changes could just as easily lead to extreme levels of centralized control.

Toward Zero UI
Renée Gosline

Technology is moving toward "Zero UI," the ultimate, invisible user interface that allows technology to collect data and anticipate needs without direct requests or user activity. We focus on the circumstances—why and how--these technology-mediated experiences lead to better behaviors. The goal of the study is better understanding of the factors that affect customer adoption and abdication of control to benevolent technology. To this end, this first study examines what combination of active and passive interface makes customers more (or less) comfortable with technology-mediated management. We have designed a field experiment that tests the impact of passive versus active technology, and how best to present information to users.

VIEW MORE RESEARCH PROJECTS AT IDE.MIT.EDU

ACCELERATING THE FUTURE OF WORK AROUND THE WORLD

The MIT Inclusive Innovation Challenge (IIC) is the flagship initiative of the IDE. Since its inception in 2015, the IIC has strengthened the outlook for the Future of Work around the world.

> "The grand challenge of our era is to use digital technologies to create not only prosperity, but shared prosperity. We created the MIT Inclusive Innovation Challenge to reward and promote the many amazing people and organizations that are working to accomplish this mission."

ERIK BRYNJOLFSSON
Director, MIT Initiative on the Digital Economy

Each spring, the IDE opens our proprietary application and judging platform to entrepreneurs across the globe, seeking the most innovative future of work solutions operating in each region. We convene thousands of innovation ecosystem leaders at regional events and award $1.6 million in prizes yearly to Inclusive Innovators—entrepreneurs who are using technology to generate economic opportunity and shared prosperity–the grand challenge of the digital era.

A Global Tournament
In 2018, the IIC expanded to a global tournament model, working with collaborators in five regions—North America, Latin America, Europe, Africa, and Asia—to identify 60 Regional Finalists. Twenty Regional Winners proceeded to MIT in November where we awarded $1 million to four Global Grand Prize Winners.

The IIC Winners are exemplary Inclusive Innovators, representing organizations from every corner of the globe that are harnessing technology to create increased work opportunities and more widely shared prosperity for people at the bottom and middle of the economic pyramid.

Whether they are providing easier access to financial loans, offering coding classes or college-entry support, or skilling and matching workers to new work opportunities created in the Second Machine Age, the winning global entrepreneurs earned their awards by using technology to engage thousands more people in the digital economy.

$3.5M AWARDED
100 WINNERS
100+ OUTREACH PARTNERS
3,000+ REGISTERED ORGANIZATIONS
500+ JUDGES
100+ NATIONS REPRESENTED
4,000+ EVENT ATTENDEES

2018 MIT INCLUSIVE INNOVATION CHALLENGE WINNERS

INCOME GROWTH + JOB CREATION

GRAND PRIZE WINNER
Wefarm AFRICA

Wefarm is a free, peer-to-peer knowledge sharing network for the world's 500 million small-scale farmers who have no access to the internet. To date, 1.2 million farmers have registered on Wefarm, and have exchanged more than 190 million SMS messages.

WINNERS
Apli **LATIN AMERICA**
Plastics for Change **ASIA**
mecasa **EUROPE**
AnnieCannons **NORTH AMERICA**

TECHNOLOGY ACCESS

GRAND PRIZE WINNER
Solar Freeze AFRICA

Nearly 45% of farm-grown food in developing countries spoils due to lack of cold storage. Solar Freeze is a portable, off-grid toolkit for localized food production containing a complete ecosystem of smart farm technologies to enhance agricultural productivity.

WINNERS
Levee **LATIN AMERICA**
SOLshare **ASIA**
Apps Without Code **NORTH AMERICA**
BLITAB **EUROPE**

SKILLS DEVELOPMENT + OPPORTUNITY MATCHING

GRAND PRIZE WINNER
CareAcademy NORTH AMERICA

CareAcademy provides online education to caregivers, teaching them how to provide excellent care for older adults and people with disabilities. Caregivers can better serve their clients while advancing their careers and improving their own quality of life.

WINNERS
Micro:bit **EUROPE**
Lynk **AFRICA**
iMerit **ASIA**
Sumá **LATIN AMERICA**

FINANCIAL INCLUSION

GRAND PRIZE WINNER
ftcash ASIA

ftcash is a fast-growing fintech venture empowering Indian small-businesses and micro-merchants through loans and digital payments. ftcash also provides loans to underserved small merchants based on the analysis of their creditworthiness using its proprietary algorithms.

WINNERS
Fig Tech **NORTH AMERICA**
Wala **AFRICA**
Trezeo **EUROPE**
RedeDots **LATIN AMERICA**

MIT IDE INCLUSIVE INNOVATION CHALLENGE

APPLY FOR THE 2019 IIC CHALLENGE + VIEW PAST IIC WINNERS AT
MITINCLUSIVEINNOVATION.COM
GLOBAL REGIONAL APPLICATIONS OPEN MARCH 2019

GAME-CHANGING EVENTS ACROSS THE GLOBE

Students, executives, policymakers, and entrepreneurs hacked, learned, and challenged one another throughout the year and around the world.


Geoffrey Parker, MIT IDE Digital Fellow and Platform Strategy Summit Co-Chair, with panelists (from left): Thomas Friese, VP for Digital Ecosystem Platform at Siemens Healthcare, Alice Raia, VP Digital Presence, Kaiser Permanente, and Valérie Abrell Duong, VP IT Sanofi.

Platform Strategy Summit
July 13, 2018
Cambridge, MA

The IDE hosted the fifth annual workshop on platform-centered economics and management. We assembled a global community of executives to explore the economics and management of platform-centered markets and discuss their implications for managers, industry, and governmental policy. The IDE published a report of the valuable insights offered at the Summit, available at ide.mit.edu.
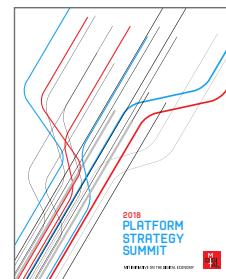
DOWNLOAD THE 2018 PLATFORM STRATEGY SUMMIT REPORT AT IDE.MIT.EDU

Hacking Our Digital Future
January-February 2018
Cambridge, MA

In this four-week long "hackathon" during MIT's Independent Activities Period, we invited members of the MIT community to develop scenarios in an exploration of the unforeseen consequences of major technology-driven transformations in the digital age.

The Future of Work: Capital Markets, Digital Assets, and the Disruption of Labor
April 27, 2018
New York, NY

Leaders from industry, academia, and public policy joined us in New York City to discuss, debate and envision the future of capital markets, digital assets and the disruption of jobs, industries, and business models.

MIT Sloan CIO Symposium
May 23, 2018
Cambridge, MA

Hundreds of thought leaders and practitioners gathered to provide insight into the most critical issues and opportunities around the digitization of business.

IDE Annual Conference
May 24, 2018
Cambridge, MA

The IDE Annual Conference is a unique opportunity for our stakeholders to hear our latest research results, discuss areas of focus going forward, and engage in dialogue with our researchers and each other. Our annual "drink from the firehose" event offered brief, TED-style presentations of our current research projects.

STAY INFORMED ABOUT EVENTS! SIGN UP AT IDE.MIT.EDU

Conference on Digital Experimentation (CODE)
October 26-27, 2018
Cambridge, MA

This two-day Conference on Digital Experimentation (CODE) brought together leading researchers conducting and analyzing large-scale, randomized experiments in digitally mediated social and economic environments. Organized by the IDE's Sinan Aral, Erik Brynjolfsson, Alex "Sandy" Pentland, and Dean Eckles, MIT Sloan Assistant Professor, the event attracted more than 200 attendees from several scientific disciplines—including economics, computer science, and sociology—to gain better insights into human behavior. CODE hosted over 60 presentations, including a Fireside Panel on algorithms, transparency, and accountability.

MIT IIC Regional Celebrations
August - September 2018

This year, the MIT IIC hosted celebrations in five geographical regions, awarding prizes, celebrating inclusive innovators, and accelerating the global future of work ecosystem The events were held in: São Paulo, Brazil; Bangkok, Thailand; Nairobi, Kenya; Darmstadt, Germany, and Detroit, Michigan.

MIT IIC Global Grand Prize Gala
November 8, 2018
Cambridge, MA

At this invitation-only, capstone event, we celebrated the 2018 IIC Regional Winners — organizations from around the world that are accelerating economic inclusion and shared prosperity in the digital age — and awarded a total of $1 million to four Global Grand Prize Winners. The Gala, attended by regional experts, prominent members of academia, leading entrepreneurs and business leaders, funders, and media, was the culmination of a year-long search for organizations that are reinventing the future of work today.

EU Platform Economy Conference
November 20-21
Berlin, Germany

It was an honor for the MIT IDE to support this two-day event focused on the platform economy in Europe. IDE Director Erik Brynjolfsson delivered the keynote address, and IDE Digital Fellow Geoffrey Parker moderated a panel discussion.

MIT AI & The Future of Work Congress
November 8, 2018
Cambridge, MA
The IDE and the Computer Science and Artificial Intelligence Lab (CSAIL) hosted their highly anticipated second annual conference, bringing together thought leaders from academia and business, economists, and visionaries for an open dialogue about technology and its impact on work.

IDE Seminar Series
March – May 2018
September – December 2018
Cambridge, MA

Our informal seminars include provocative ideas and early results from current research projects and. Speakers included:

Glen Weyl
Microsoft Research, Yale University

Tyler Cowen
George Mason University

Jared Cohen
Jigsaw

Timnit Gebru
Microsoft Research

Caroline Paunov
OECD

Cory Doctorow
craphound.com

Hal Varian
Google

Andrew Lo
MIT

Pascual Restrepo
MIT, Boston University

Morgan Frank
MIT Media Lab

Daniel Rock
MIT Initiative on the Digital Economy

Nicholas Economides
NYU

Christos Makridis
Council of Economic Advisers

Sunny Feng Han
Co-Founder, Elastos

Yannis Bakos
NYU

Iván Werning
MIT

SELECT SEMINARS AVAILABLE AT IDE.MIT.EDU

5 YEARS OF ACTION LEARNING

Student teams use analytics to deliver solutions to real-world business challenges.

The A-lab Schneider Electric Team presents at the 2018 finals. From L-R: Rajlakshmi De, Zhechao Huang, Pierre Jockers, and Jixin Wang.

DIGITALLY DELIVERED EXECUTIVE EDUCATION

Our educational programs are equipping a new generation of principled leaders who recognize the power of technology, but respect the human importance of "work." IDE faculty and researchers taught a number of executive education courses during 2018 including:

- Artificial Intelligence: Implications for Business Strategy
- Blockchain Technologies: Business Innovation and Applications
- Digital Business Strategy: Harnessing Our Digital Future
- Digital Marketing and Social Media Analytics
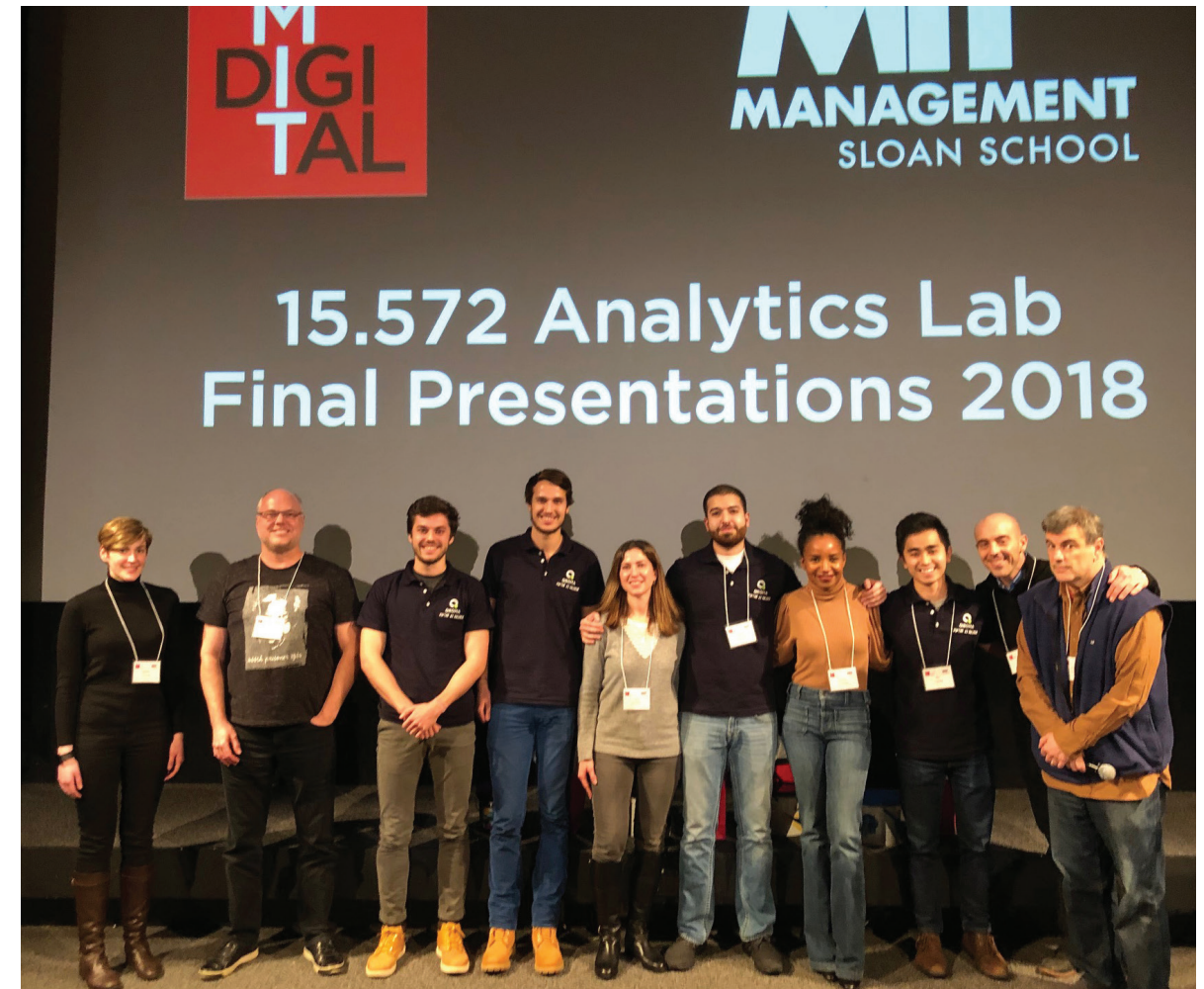- Internet of Things: Business Implications and Opportunities

Student teams in the MIT Analytics Lab (A-Lab) select and deliver projects using analytics, machine learning, and other methods of analysis to develop results that diagnose, enable, or uncover solutions to real business issues and opportunities.

Organizations from around the world, including Corporate Members of the IDE, provide their data, time, and insights at the start of the semester to enable student teams to develop actionable solutions and impactful findings that provide value far beyond the fall semester.

Projects this fall ranged from areas as diverse as predicting the future of jobs based on ad postings, optimizing the efficiency of matching in a two-sided marketplace, segmenting and classifying brick and mortar store visitors using wifi data, building a chatbot to assist sales managers responsible for product configuration, and predicting the risk of default using consumer transaction data.

The winning team, determined by a live panel of "celebrity judges," worked with a leading paint manufacturer in Latin America to determine the effectiveness of their marketing strategy. To do this, the students built a ready-to-use, customizable, image recognition tool to measure in-store brand presence. The tool will inform how the company can better allocate its marketing budget and allow decision makers to further explore the effect of visual presence on B2B and B2C sales, product presence, and pricing.

2018 Analytics Lab Winning Team Qroma (Team: Nader Hoballah, An Luong, Antoine Roncoroni, Alexandre Saillard. Mentor: Naghmeh Momeni) are pictured with MIT IDE's Susan Young and Sinan Aral, and judges Tod Loofbourrow, Yael Avidan, Renée Gosline, and Michael Schrage.

PROJECT SPONSORS

Accenture and Morningstar • Avianca • BASF • Burning Glass Technologies
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A leading paint manufacturer in Latin America now has an image-recognition tool to help it better allocate its marketing budget—thanks to this year's winning A-Lab team.

300 students

90 projects

12+ departments

A LOOK AHEAD: 2019

Automation, digital platforms, and innovations in AI and machine learning are changing the fundamental nature of work—and more rapid change is ahead.

The IDE will continue mapping the landscape for the future of work, helping business leaders, policy makers, and workers understand these shifts and move forward.

Want to be part of the IDE action in 2019? Sign up for the IDE newsletter at ide.mit.edu.
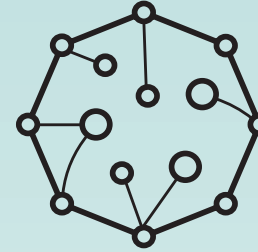
SUITABILITY FOR MACHINE LEARNING (PART 2)

New machine learning techniques and automation are transforming the American workforce. In previous research, we evaluated every job task in the O*NET database for its "suitability for machine learning" (SML), offering a theoretical framework for how occupations will change and predicting which specific occupations are most exposed to advances in machine learning methods. In 2019, we will apply the rubric to ten primary sectors of the economy, and to five corporations. Not only will this approach provide a broad and deep picture of how machine learning is affecting the workforce, but this input will inform a new, multi-stakeholder approach for the modern global enterprise and contribute to a public-policy manifesto. Our overarching goal is to help workers achieve and maintain meaningful employment.

MIT INCLUSIVE INNOVATION CHALLENGE 2019

MIT IDE
**INCLUSIVE
INNOVATION
CHALLENGE**

In 2019, the IIC will again collaborate with organizations in five regions around the world to further expand the IIC's impact on the Future of Work and the entrepreneurs who are reinventing it, deriving even more diverse and valuable insights for would-be Inclusive Innovators. Sixty Regional Finalists, selected by in-region experts, will pitch their solutions at regional celebrations. There, 20 Regional Winners will be selected to proceed to the 4th Annual MIT IIC Global Grand Prize Gala where $1 million will be awarded to four Global Grand Prize Winners.
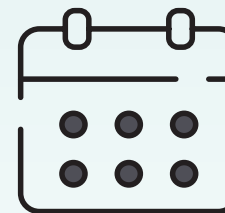
MORE FEATURED EVENTS

MIT IDE events will focus on new topics in 2019 including policy-making around AI and how to engage law-makers. We also have plans to host more events in different parts of the world in order to engage a broader group of stakeholders. Sign up for the IDE newsletter at ide.mit.edu to stay informed on upcoming news and events.

THE PEOPLE BEHIND THE IDE

* New additions to the IDE team are denoted by a red dot.

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David Autor Professor, MIT Economics Department
Catherine Tucker Professor, MIT Sloan School of Management
Scott Stern Professor, MIT Sloan School of Management
Neil Thompson Research Scientist, MIT CSAIL
Wang Jin Research Associate, IDE
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Christian Catalini Assistant Professor, MIT Sloan School of Management
John Van Reenen Professor, MIT Sloan School of Management
Daron Acemoglu Professor, MIT Economics Department
Mohammad Jalali Research Scientist, MIT Sloan School of Management

DIGITAL FELLOWS

Tim Aeppel Reporter, Reuters
Yannis Bakos Research Affiliate, Associate Professor at Stern School of Business, NYU
Sagit Bar-Gill Assistant Professor, Tel Aviv University's Coller School of Management
Thomas Davenport Professor, Babson College
Alan Davidson Digital Economy Director, U.S. Department of Commerce
Andrey Fradkin Boston University, Assistant Professor of Marketing
Joshua Gans Professor, University of Toronto Rotman School of Management
Shane Greenstein Professor, Harvard Business School
Lorin Hitt Professor, University of Pennsylvania Wharton School
Yu Jeffrey Hu Professor, Georgia Institute of Technology
Xiang Hui Assistant Professor of Marketing, Washington University in St. Louis
Meng Liu Visiting Assistant Professor of Marketing, Washington University in St. Louis
Tod Loofbourrow CEO, ViralGains
Kristina McElheran Assistant Professor, University of Toronto
Christos Nicolaides Lecturer, University of Cyprus
Geoffrey Parker Professor, Dartmouth College
Claudia Perlich Chief Scientist, Dstillery
Jonathan Ruane MIT Sloan Lecturer *
Michael Schrage Visiting Fellow, Imperial College Department of Innovation and Entrepreneurship
Sonny Tambe Associate Professor, NYU Stern School of Business
Irving Wladawsky-Berger Professor, MIT Engineering Systems
Lynn Wu Assistant Professor, University of Pennsylvania
Erina Ytsma Carnegie Mellon University, Assistant Professor of Accounting

PH.D CANDIDATES AND POST-DOCTORAL FELLOWS

Seth Benzell
Avinash Collis
Paramveer Dhillon
Shan Huang
Wenjing "Rebecca" Lyu
Zanele Munyikwa
Christina Patterson
Daniel Rock
Guillaume Saint-Jacques
Daniela Scur
Ananya Sen
Aya Suchi
Xiupeng "Jeff" Wang
Zhen "Jeremy" Yang

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Inès Yun Ye Capgemini Consulting

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Christie Ko Associate Director
Susan Young Assistant Director
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Joanne Batziotegos Finance Administrator
Devin Cook Executive Producer, Inclusive Innovation Challenge
Shannon Farrelly Director, Communications and Media Relations
Paula Klein Contributing Writer, Editorial Content Manager
Adjovi Koene Program Assistant
Carrie Reynolds Program & Events Coordinator *
Naomi Stephen Executive Assistant to Erik Brynjolfsson *

OUR THANKS

IDE Associate Director Christie Ko encourages supporters to actively participate in our events.

We invite you to connect, engage, and share ideas with other visionaries who are shaping the conversation about the digital economy and future of work. There are many ways that individuals and organizations can support the IDE to drive meaningful change and help shape the future economy. To learn more, go to ide.mit.edu/support-ide.

ADVISORY BOARD

The IDE Advisory Board is composed of executives and Nobel Laureates who provide insights and guidance to the IDE regarding our research and other activities. They also co-host and speak at our events.

Mitchell Baker *
Chairwoman and Co-Founder, Mozilla

Carl Bass
Former President and CEO, Autodesk

Marc Benioff
CEO, Salesforce

Mary Callahan Erdoes *
CEO of Asset and Wealth Management, J.P. Morgan

Reid Hoffman
CEO, Linkedin

James Manyika
Director, McKinsey Global Institute

Marissa Mayer *
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Eric Schmidt
Technical Advisor, Alphabet

Robert Solow
MIT Professor of Economics and Nobel Laureate

Michael Spence
NYU Professor of Economics and Nobel Laureate

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Eric and Wendy Schmidt
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Bruce and Ellen Herzfelder
Gustavo Pierini
Gustavo Marini
Jeff & Leisl Wilke

—and other individuals who prefer to remain anonymous.

* indicates new member or supporter

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TDF Ventures
WeChat

Photography
Andrew Kubica
Valencia Images

Cooler heads are prevailing.

The constant drumbeat of "machines taking our jobs" has thankfully softened, and the hard work of harnessing technology for broader and more equal benefit is gaining traction.

The IDE is leading the way as only a global initiative at a place like MIT can.

Our research is measuring the real impact of technology—at the macro level, and at the very granular level by geography, sector, and even the firm.

Our events are building bridges between members of the ecosystem who are putting ideology in their back pockets so that we can move toward real solutions.

Our educational programs are equipping a new generation of principled leaders who recognize the power of technology, but respect the human importance of "work."

And with the MIT Inclusive Innovation Challenge, we are scouring every corner of the earth to find organizations that are reinventing the future of work.

I am so energized by the positive impact we are making through our activities at the IDE. We need more of you with us!

David Verrill
Executive Director
MIT Initiative on the Digital Economy