

MIT  
PLATFORM  
STRATEGY SUMMIT

FRIDAY, JULY 12, 2019  
MIT MEDIA LAB  
CAMBRIDGE, MA

#mitplatforms  
@MIT\_IDE



MIT INITIATIVE ON THE DIGITAL ECONOMY





## WELCOME

### Dear MIT IDE Corporate Members, Stakeholders, and Guests;

We thank you for taking the time to participate in one of our most anticipated conferences of the year. The Platform Strategy Summit brings together a diverse community of executives to explore the economics and management of platform-centered markets and discuss their implications for managers, industry and governmental policy.

We hope you use this day to not just learn from and interact with the speakers, but that you meet and form connections with your fellow attendees. Our events bring great people with interesting ideas together. Use the day to expand your network.

On behalf of the MIT IDE, we hope you enjoy the program.

Sincerely,

The MIT IDE



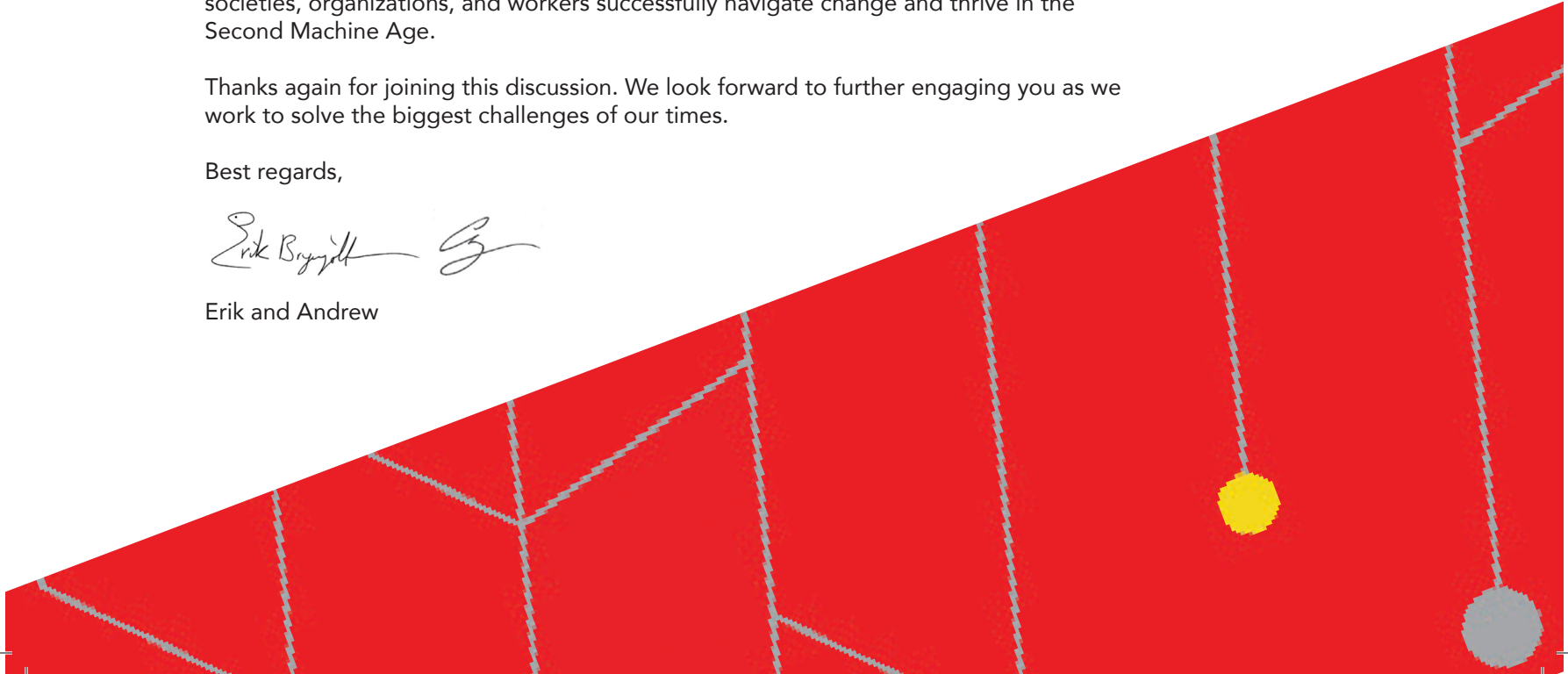
The MIT Initiative on the Digital Economy is identifying the best strategies for survival and informing new pathways to prosperity. These include analyzing new digital business models like platforms and the specific challenges and opportunities they bring to the table. We examine new technologies and their applications in the platform landscape, how to manage data security and privacy, and the implications of AI and Machine Learning in its many applications. The IDE is crafting the new playbook that will help societies, organizations, and workers successfully navigate change and thrive in the Second Machine Age.

Thanks again for joining this discussion. We look forward to further engaging you as we work to solve the biggest challenges of our times.

Best regards,

A handwritten signature in black ink, appearing to read "Erik Brynjolfsson" followed by a stylized flourish.

Erik and Andrew



## CONFERENCE AGENDA

### CONFERENCE EMCEES

**David Verrill**, SM '87, Executive Director, The MIT Initiative on the Digital Economy  
**Christie Ko**, Associate Director, The MIT Initiative on the Digital Economy

**8:00 a.m. REGISTRATION AND CONTINENTAL BREAKFAST**

**8:45 a.m. CALL TO ORDER AND WELCOME**

**David Verrill**, SM '87, Executive Director, MIT Initiative on the Digital Economy  
**Erik Brynjolfsson**, Director, MIT Initiative on the Digital Economy

**9:00 a.m. 2019 PLATFORM REVIEW AND FORECAST**

**Peter C. Evans**, Principal, KPMG, (Summit Co-Chair)  
**Geoffrey Parker**, Professor, Dartmouth & MIT IDE Digital Fellow (Summit Co-Chair)  
**Marshall Van Alstyne**, Professor, Boston University (Summit Co-Chair)

**9:45 a.m. FIRESIDE CHAT**

**Geoffrey Parker**, Professor, Dartmouth & MIT IDE Digital Fellow (Summit Co-Chair)  
**Jes Staley**, Group Chief Executive Officer, Barclays

**10:15 a.m. COFFEE BREAK**

**10:45 a.m. PANEL: SECURITY IMPLICATIONS OF OPEN PLATFORMS**

**MODERATOR:** **Edna Conway**, Chief Security Officer Global Value Chain, Cisco Systems, Inc.  
**DISCUSSANTS:** **Jennifer Bisceglie**, President & CEO, Interos Inc.  
**Christopher Krebs**, Director, Department of Homeland Security's Cybersecurity and Infrastructure Security Agency (CISA)  
**Karl Wagner**, Founder and CEO, Eastern Sky Technologies

**11:30 a.m. PANEL: 5G PLATFORM BUSINESS MODELS**

**MODERATOR:** **Alex Holt**, Global Head of Media & Telecom, KPMG International  
**DISCUSSANTS:** **Quinn Bottum**, Co-Founder and CTO, Swoop Search  
**Terry Halvorsen**, CIO / VP, IT & Mobile Comm. B2G Business, Samsung Electronics Co., Ltd  
**Nicola (Nicki) Palmer**, Senior VP of Technology & Product Development, Verizon  
**Colonel Randolph S. Wardle**, Division Chief, United States Army

- 12:15 p.m. NETWORKING LUNCH**
- 1:30 p.m. MIT INCLUSIVE INNOVATION CHALLENGE UPDATE**  
*Devin Cook, Executive Producer, MIT Inclusive Innovation Challenge*
- 1:40 p.m. FIRESIDE CHAT: CHINA AND WORKFORCE PLATFORMS**  
*Marshall Van Alstyne, Professor, Boston University (Summit Co-Chair)*  
*Meng Ye, Chief Technology Officer, ZBJ Network Corp*
- 2:10 p.m. KEYNOTE PRESENTATION**  
*Dirk Didascalou, Vice President, Amazon Web Services, Amazon*
- 2:40 p.m. COFFEE BREAK**
- 3:00 p.m. PANEL: THE “PLATFORMIFICATION” OF INCUMBENTS**  
*MODERATOR: Peter C. Evans, Principal, KPMG, (Summit Co-Chair)*  
*DISCUSSANTS: Siamak Baharloo, CEO and Co-Founder, Labviva*  
*Jon Fahrner, Head of Marketplace, Albertsons Companies*  
*Adrien Nussenbaum, CEO and Co-Founder, Mirakl Inc.*
- 3:45 p.m. FIRESIDE CHAT**  
*Marshall Van Alstyne, Professor, Boston University (Summit Co-Chair)*  
*Elliot Schrage, Vice President of Special Projects, Facebook*  
*Michael Schrage, Visiting Fellow, MIT*
- 4:15 p.m. FIRESIDE CHAT**  
*Andrew McAfee, Co-Director, MIT Initiative on the Digital Economy*  
*Lorrie Norrington, Former President eBay, Operating Partner Lead Edge Capital*
- 4:45 p.m. CLOSING REMARKS**
- 5:00 p.m. RECEPTION**



## SPEAKER BIOGRAPHIES

*(in order of appearance)*

### **DAVID VERRILL, SM '87** **Executive Director, The MIT Initiative on the Digital Economy**

David Verrill is Executive Director of the MIT Initiative on the Digital Economy. He has worked and consulted at MIT for more than 25 years. Prior to his work at MIT, he was a research scientist at the Center for Blood Research in Boston.

David has also worked at Xerox Adaptive Products, where he was manager of International Sales and Business Development. He helped start two companies, including Winchester International Group and the Hub Investment Group, which continues to invest in startup companies in the New England region. He sits on the board of Viral Gains, and is Chairman Emeritus of the Angel Capital Association where he heads the ACA Public Policy Committee.

David holds degrees from Bowdoin College and the MIT Sloan School of Management, where he received a master of science in management.

### **CHRISTIE KO** **Associate Director, The MIT Initiative on the Digital Economy**

Christie Ko is the Associate Director for the MIT Initiative on the Digital Economy. She manages the IDE corporate membership program, oversees events including the IDE Annual Conference, and is part of the IDE leadership team.

Prior to joining IDE, Christie was head of Member Services for the MIT Energy Initiative, where she worked closely with corporations, foundations, and individuals supporting research, symposia, events, and educational programs.

## **ERIK BRYNJOLFSSON**

### **Director, MIT Initiative on the Digital Economy**

Erik Brynjolfsson is Director of the MIT Initiative on the Digital Economy, Professor at MIT Sloan School, and Research Associate at NBER.

Erik's research examines the effects of information technologies on business strategy, productivity and performance, digital commerce, and intangible assets. At MIT, he teaches courses on the Economics of Information and the Analytics Lab. Author or co-author of several books including, with co-author Andrew McAfee, *Machine Platform Crowd: Harnessing our Digital Future* (2017) and NYTimes best-seller *The Second Machine Age: Work, Progress and Prosperity in a Time of Brilliant Technologies* (2014), Erik is editor of SSRN's Information System Network and has served on the editorial boards of numerous academic journals.

## **ANDREW MCAFEE**

### **Co-Director, MIT Initiative on the Digital Economy**

Andrew McAfee is the Co-Director of the IDE and a Principal Research Scientist at the MIT Sloan School of Management. His research investigates how information technology changes the way companies perform, organize themselves, and compete. At a higher level, his work also focuses on how computerization affects competition, society, the economy, and the workforce. In addition to having numerous papers published, Andy also writes a widely read blog, which is at times one of the 10,000 most popular in the world. He is the author or co-author of more than 100 articles, case studies and other materials for students and teachers of technology. Prior to joining MIT Sloan, Andy was a professor at Harvard Business School. He has also served as a fellow at the Berkman Center for Internet and Society at Harvard Law School. Andy received his doctorate from Harvard Business School, and completed two Master of Science and two Bachelor of Science degrees at MIT. He speaks frequently to both academic and industry audiences, and has taught in executive education programs around the world.



**PETER C. EVANS****Principal, KPMG, (Summit Co-Chair)**

Peter Evans is a Principal in the Innovation & Enterprise Solutions group at KPMG. He leads the strategy group devoted to identifying, framing, assessing, and communicating high-priority marketplace trends and disruptions to senior firm leadership for business planning and investment prioritization.

Prior to joining KPMG, Dr. Evans was Vice President at the Center for Global Enterprise a nonprofit organization established by Sam Palmisano, former Chairman and CEO of IBM. Dr. Evans also held key strategy and market intelligence roles at General Electric.

**GEOFFREY PARKER****Professor, Dartmouth & MIT IDE Digital Fellow  
(Summit Co-Chair)**

Geoffrey Parker is a professor of engineering at Dartmouth College where he also serves as Director of the Master of Engineering Management Program.

In addition, he is a research fellow and visiting scholar at MIT's Initiative on the Digital Economy. He received a B.S.E. from Princeton and M.S. and Ph.D. from MIT. Parker has made significant contributions to the field of network economics and strategy as co-developer of the theory of "two-sided" markets. He is co-author of the award-winning book "Platform Revolution." His current research includes studies of platform business strategy, Internet of Things data governance, and technical/economic systems to integrate distributed energy resources. Parker's research has been funded by grants from the National Science Foundation, the Department of Energy, the states of Louisiana and New York and numerous corporations. He serves or has served as associate editor at multiple journals and as a National Science Foundation panelist. Parker is a frequent keynote speaker and advises senior leaders on their organizations' platform strategies. Before attending MIT, he held positions in engineering and finance at GE.



## **MARSHALL VAN ALSTYNE**

**Professor, Boston University (Summit Co-Chair)**

Marshall Van Alstyne is the Questrom Chair Professor of Management at Boston University, with expertise in network and information economics. His work explores how ICT affects firms, products, innovation, and society. Work or commentary have appeared in journals such as Science, Nature, Management Science, American Journal of Sociology, Strategic Management Journal, The Economist, New York Times, and Wall Street Journal.

He is coauthor of the international bestseller Platform Revolution, translated into eight languages, and co-creator of the concept of two-sided network effects taught worldwide. His joint article on the subject is a top 50 of all-time for Harvard Business Review. He has consulted for Accenture, Alibaba, BASF, BMW, Cisco, Dun & Bradstreet, Google, HSBC, Intel, Mahindra, Microsoft, NTT, SAP, Viacom, Telecom Italia, UBS and many others. His work has received National Science Foundation IOC, SGER, iCORPS, SBIR and Career Awards, 10,000 citations, and a dozen various academic awards. He is a frequent keynote speaker and board level advisor. He received a BA in computer science from Yale and MS and Ph.D. in information systems economics from MIT.

## **JES STALEY**

**Group Chief Executive Officer, Barclays**

Jes Staley joined Barclays as Group Chief Executive on 1 December 2015. Jes has nearly four decades of extensive experience in banking and financial services. He worked for more than 30 years at JPMorgan Chase, initially training as a commercial banker, and later advancing to the leadership of major businesses involving Equities, Private Banking and Asset Management, and ultimately heading the company's global Investment Bank. Most recently, Jes served as Managing Partner at BlueMountain Capital.

Jes holds a BA in Economics from Bowdoin College.

Other current principal external appointments:

- Board Member, Bank Policy Institute
- Board Member, Institute of International Finance

Committee memberships:

- Group Executive Committee, Chairman

**EDNA CONWAY**

**Chief Security Officer Global Value Chain, Cisco Systems, Inc.**

Edna Conway currently serves as Cisco's Chief Security Officer, Global Value Chain, creating clear strategies to deliver secure operating models for the digital economy. She has built new organizations delivering cyber security, compliance, risk management, sustainability and value chain transformation. She drives a comprehensive security architecture across Cisco's third-party ecosystem.

Conway is recognized domestically (US Presidential Commissions) and globally (NATO) as the developer of architectures delivering value chain security, sustainability and resiliency. She was recently appointed to the Executive Committee of the U.S. Department of Homeland Security's ICT Supply Chain Risk Management Task Force. Her insight is featured in a range of publications, analyst reports, and case studies, including Forbes, Fortune, Bloomberg, Washington Post, CIO Magazine and the Wall Street Journal.

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Acknowledgement of her industry leadership includes membership in the Fortune Most Powerful Women community, and awards including: a Fed 100 Award, Stevie "Maverick of the Year Award," a Connected World Magazine "Machine to Machine and IOT Trailblazer" Award, an SC Media Reboot Leadership Award, a New Hampshire TechProfessional of the Year 2018 Award, and CSO of the Year Award at RSA.

Conway serves or has served on the company's Cyber-Security Board, Risk and Resiliency Operating Committee, Global Compliance Governance Committee and Eco Board. She also serves as an independent advisor on the Executive Advisory Boards of ADP, LLC (ADP - Nasdaq), privately held SecurityScorecard, Black Duck Software (acquired by SNPS - Nasdaq), Edge Velocity, Axonius, InfoSec Global, Logik Systems, Inc. dba Logikcull.com and the Commonwealth of Massachusetts' leading technology industry organization, MassTLC.

## **JENNIFER BISCEGLIE**

**President & CEO, Interos Inc.**

Jennifer Bisceglie is the President and CEO of Interos Inc., a supply chain and vendor risk management (SCRM and VRM) platform company that serves the public and commercial sectors. Named the AT&T Innovator of the Year in 2015, Interos is renowned for its expertise in eco-system assurance and monitoring, supplier risk assessments and continuous monitoring. As such, with over 20 years' experience in the industry, Jennifer is a sought-after expert on the impact of supply chain risk in the U.S. and global economies.

Interos provides a big data and analytics platform to proactively reduce supply chain threats for its customers by identifying risks based on each customer's unique operational requirements and third-party partnerships. Interos partners with its customers to define their risk assessment posture based on organizational vulnerabilities related to cybersecurity, supply chain vendors, partners, service providers, and the Internet of Things (IoT); to benchmark current risk profiles and provide 'what if' scenario analyses; and to provide its clients' Boards, senior leadership and business managers with the knowledge required to make informed decisions on acceptable vendor risk exposure and how to allocate resources to mitigate it.

## **CHRISTOPHER KREBS**

**Director, Department of Homeland Security's  
Cybersecurity & Infrastructure Security Agency**

Christopher Krebs serves as the first director of the Department of Homeland Security's Cybersecurity and Infrastructure Security Agency (CISA). Mr. Krebs was originally sworn in on June 15, 2018 as the Under Secretary for the predecessor of CISA, the National Protection and Programs Directorate (NPPD). Mr. Krebs was nominated for that position by President Trump in February 2018.

Before serving as CISA Director, Mr. Krebs was appointed in August 2017 as the Assistant Secretary for Infrastructure Protection. In the absence of a permanent NPPD Under Secretary at the time, Mr. Krebs took on the role of serving as the Senior Official Performing the Duties of the Under Secretary for NPPD until he was subsequently nominated as the Under Secretary and confirmed by the Senate the following year.



**KARL WAGNER****Founder and CEO, Eastern Sky Technologies**

Karl Wagner is the Founder and CEO of Eastern Sky Technologies, a global risk consultancy specializing in crisis management and corporate resiliency. An expert in intelligence and national security affairs, Karl has created and led multi-million dollar enterprise risk management programs in both government and private industry. Karl served as Senior Director, Global Security at Palo Alto-based Tesla, Inc. from September 2018 to April 2019. He is a former member of CIA's Senior Intelligence Service (SIS), having served as a CIA senior leader and a Directorate of Operations (DO) expert manager, with 29 years of worldwide experience, including service in Latin America, East Asia, South Asia, the Middle East and North Africa.

In Karl's last position at CIA, he served as Chief of Counter-Intelligence (CI) Operations, directing CI operations executed by hundreds of CI officers matrixed throughout CIA, both at Hqs and overseas, while implementing among the CI cadre the largest reorganization of CIA since its inception. He successfully advocated for inclusion of resiliency efforts into CIA's Insider Threat Program and worked to implement the Insider Threat Program in every DO component.

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Karl also served as Executive Assistant to CIA's Executive Director (2013-2014), Chief of the CIA's Special Middle East Task Force (2012-2014), and in leadership positions in CIA stations overseas including a large station in North Africa, multiple war zones in the Middle East and South Asia, and high CI threat stations in Latin America and East Asia. Karl has planned and executed multi-million dollar budgets and is an expert in human intelligence (HUMINT) operations, surveillance execution and training, Insider Threat programs, cybersecurity, CI investigations, due diligence, Continuity of Government (COG) operations and Committee on Foreign Investment in the US (CFIUS) issues.

Currently Karl serves as a Strategic Advisor for Toronto-based Patriot One Technologies, is on the Insider Threat Subcommittee of the Intelligence and National Security Alliance (INSA), serves on the Advisory Council of the Tsavo Conservation Group, is an active member of the American Society of Industrial Security, and is involved in non-profit work in the veterans advocacy and PTSD prevention space. Karl is fluent in Spanish and Mandarin Chinese.



## **QUINN BOTTUM**

### **Co-Founder and CTO, Swoop Search**

QuinnBottum is the Co-Founder and CTO of Swoop Search. Swoop is an data operation system for the Edge and other heterogeneous data environments. Swoop enables any piece of data, no matter where it is in the world, to be securely networked and processed using existing vulnerable networks and infrastructure in order to be understood as a part of a global contextual mosaic of information to ultimately drive decision support.

Prior to Swoop, Quinn studied at the University of Wisconsin-Madison.

## **TERRY HALVORSEN**

### **CIO / VP, IT & Mobile Comm. B2G Business, Samsung Electronics Co., Ltd**

Terry Halvorsen started with Samsung electronics on April first of this 2017 as an Executive Vice President in the Business to Government group. He has since been appointed as the Chief Information Officer and Executive Vice President IT and Mobile Business to Business group Samsung Electronics.

Prior to Joining Samsung Electronics, Mr. Halvorsen Served as the Department of Defense Chief Information Officer from March 8, 2015 to February 28 2017. He previously served as the Acting Department of Defense Chief Information Officer from June of 2014 until March of 2015. He was the Department of the Navy Chief Information Officer from November 2010 until May of 2014.

As DoD CIO, Mr. Halvorsen was the principal advisor to the Secretary of Defense for information Management / Information Technology and Information Assurance as well as non-intelligence space systems; critical satellite communications, navigation, and timing programs; spectrum; and telecommunications. He provided strategy, leadership, and guidance to create a unified information management and technology vision for the Department and to ensure the delivery of information technology-based capabilities required to support the broad set of Department missions.

**TERRY HALVORSEN** (cont'd)

As the Department of Navy CIO, Mr. Halvorsen was the principal Information Technology, Information Assurance and privacy policy advisor to the Secretary of the Navy.

Before serving as the Department of the Navy CIO, Mr. Halvorsen was the Deputy Commander, Navy Cyber Forces. He began serving in that position in January 2010 as part of the Navy Cyber reorganization. Previous to that, Mr. Halvorsen served as the Deputy Commander, Naval Network Warfare Command. He was responsible for providing leadership for over 16,000 military and civilian personnel and supporting over 300 ships and approximately 800,000 globally dispersed computer network users. In this position he was responsible for the business performance of Navy network operations, space operations, information operations and knowledge management.

Mr. Halvorsen served as an Army intelligence officer active and reserve in a variety of assignments, including Operations Just Cause and Desert Storm. He holds a bachelor's degree in history from Widener University and a master's degree in educational technology from the University of West Florida. He is a Rotary International Paul Harris Fellow and an Excellence in Government Leadership Fellow. He was awarded the Distinguished Presidential Rank Award for Civilian Executive Service in 2017.

**ALEX HOLT,**  
**Global Head of Media & Telecom, KPMG**  
**International**

Alex is the Global Head of Media & Telecom for KPMG located in the Silicon Valley office. A highly accomplished executive with 20 years international experience in the telecom, technology and media industries, Alex joined KPMG as Chief Operating Officer for Sectors, managing KPMG's large corporate, public sector and private equity business in the UK. In 2017 he took on the role of Global Head of Media & Telecom where he leads a large team working with major organizations serving deals through Advisory, Tax, and Audit engagements. Prior to KPMG Alex held senior leadership positions at Energis and then following its acquisition, at Cable & Wireless in the UK and internationally. Over a period of 10 years he led large teams covering Group Strategy, Investor Relations, Sales, Operations, and Product. Alex is a Member of Royal Television Society (RTS) and spent 2 years on the RTS Technology Committee.

## **NICOLA (NICKI) PALMER**

### **Senior VP of Technology & Product Development, Verizon**

Nicola (Nicki) Palmer is senior vice president of technology & product development for Verizon. Nicki oversees the growth and expansion of the 5G ecosystem, convening partners and developing products and services to advance 5G growth and device technology. Previously she was responsible for planning, operations & engineering of the nation's largest and most reliable 4G LTE wireless network, the company's 5G residential broadband and 5G mobile network deployments.

Palmer began her career at Bell Atlantic in 1990 and has held a number of leadership positions in engineering, operations, and technology supporting advanced data, I and wireless products. Among many highlights throughout her career at Verizon, she was responsible for the planning, design and operation of global voice, data and IP networks, and also led the engineering and operations of the nation's premier fiber-to-the-premises (FTTP) network, which powers Verizon's FiOS data and TV services.

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She is active in a number of organizations including the National Academy Foundation, and is a passionate advocate for promoting education and careers in Science, Technology, Engineering and Math (STEM), especially for young women. She has been recognized by Fierce Wireless as one of the industry Women to Watch, a Top 100 CIO/CTO Leaders in STEM by STEMCONNECTOR, and as one of the Most Influential Women in Wireless. Nicki has also been honored by Working Mother magazine and Girl Scouts of Greater New York

Palmer earned a bachelor's degree in industrial engineering from Penn State University and an MBA from the University of Pennsylvania's Wharton School. She resides in New Jersey with her husband and three children.



**COLONEL RANDOLPH S. WARDLE**  
**Division Chief, Network Strategy and Plans (NSP)**  
**for the Chief Information Officer (CIO)/G-6,**  
**Headquarters, Department of the Army**

Colonel Randolph S. Wardle is currently the Division Chief, Network Strategy and Plans (NSP) for the Chief Information Officer (CIO)/G-6, Headquarters, Department of the Army. In this position, he supports the CIO/G-6 by advising on information technology strategy and plans throughout the Army. This includes advising on the impact of communications security, force structure, equipping, budgeting, and employment of network, communications, and signal capabilities.

He has more than 33 years of experience as a U.S. Army Signal and Infantry Officer and Enlisted Soldier. Prior to his current position, COL Wardle served as the 8th Army G6 in South Korea from 2016-2018; Joint Staff J6 Coalition Branch Chief at the Pentagon from 2012-2015; and G3, 5th Signal Command in the European Theater from 2011-2012. As G3, he was the primary provider of C4I support, managing over \$65 million in annual budgets and operational control of five Signal battalions, as well as associated theater support initiatives.

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From 2009-2011, he served as the G6, 1st Armored Division, in Europe and Iraq in support of non-combat and combat-related Command and Control operations. Previous assignments also included G6, 25th Infantry Division (Light) in support of combat operations in Iraq and Afghanistan, and Program Manager for the fielding and training of the Joint Network Node Satellite Systems to four combat brigades throughout the U.S. Army Pacific area of operations.

COL Wardle holds a bachelor's degree from California State University, Fresno, master's degree in International Relations from American Military University, and a Master of Strategic Studies from the U.S. Army War College.

His awards and decorations include the Defense Superior Service Medal, the Bronze Star Medal (three Oak Leaf Clusters), the Meritorious Service Medal (five Oak Leaf Clusters), the Army Commendation Medal (two Oak Leaf Clusters), and the Army Achievement Medal (two Oak Leaf Clusters).

COL Wardle and his wife, Donna, have two daughters, Shelby and Shyanne.



## **DEVIN COOK**

### **Executive Producer, MIT Inclusive Innovation Challenge**

Devin Cook is the Executive Producer of the MIT Inclusive Innovation Challenge (IIC), an international program that celebrates organizations addressing a grand challenge of our time – to create shared prosperity by reinventing the future of work. Launched at MIT's Initiative on the Digital Economy under Devin's leadership, the IIC awards \$1 million to Inclusive Innovators that create economic opportunity for the many and not just the few in the digital age.

Devin's expertise lies in accelerating entrepreneurship and entrepreneurial ecosystems for economic growth. As a Fulbright Scholar in India, Devin examined entrepreneurship as a driver of economic development among textile artisans. She holds an MBA from MIT, where she engaged in research and theory development with leading innovation and entrepreneurship faculty and trained in design thinking. With practical experience working at multiple start-ups, as well as leading international projects and seminars for Fortune 100 clients, Devin brings a deep understanding of how solutions that address the world's biggest challenges can be scaled up to achieve maximum positive impact.

## **MENG YE**

### **Chief Technology Officer, ZBJ Network Corp**

As Chief Technology Officer (CTO) of ZBJ Network Corp, Meng Ye is in charge of ZBJ's technical strategy and innovation, product development, online service operation and governance, and internal IT. His team has built and operated ZBJ.COM that facilitates tens of millions of people and small-and-medium business (SMBs) to find desired services and provide services to others. Prior to joining ZBJ, Meng worked for SOHO China Ltd. as CTO overseeing the construction and operation of the online service of SOHO 3Q (SOHOCHINAOFFICE.COM/SOHO3Q), the co-working space business of SOHO China. Before that Meng worked for AMAP.COM, an Alibaba's company, as Vice President of Technology and was in charge of building and operating the online mapping service, AutoNavi Map. Prior to that Meng worked for TIANYA.CN as CTO, Microsoft as Senior Lead Programmer Manager for BING.COM, and IBM as Senior Technical Staff Member (STSM) for its Software Group.

## **DIRK DIDASCALOU**

**Vice President, Amazon Web Services, Amazon**

As Vice President of Amazon Web Services (AWS), Dirk Didascalou is responsible to drive AWS' agenda for the Internet of Things (IoT) with the main goal to help customers extract value from their connected devices. His team has built IoT specific services, such as AWS IoT Greengrass and the AWS IoT platform. They help you collect and send data to the cloud, make it easy to load and analyze that information, and provide the ability to manage your devices, so you can focus on developing smart home applications. Prior to joining Amazon, Dirk worked for Microsoft as Corporate Vice President overseeing the final stage of development of the Microsoft Surface Hub. Before that he led Microsoft's Smart Things team, which drove incubations for both consumer products and services in the home automation and digital assistance space. Dirk moved to Microsoft with the acquisition of Nokia Corp.'s Mobile Phones entity. Most recently, Dirk served as Senior Vice President Mobile Phones R&D. Notably he was responsible for the development and market introduction of the Nokia X software platform and android smartphone family, the Nokia Asha product line and operating system, as well as Nokia's feature phones. Previously, Dirk was Deputy Managing Director and Head of R&D for BenQ Mobile in China. Before that, he was based in Munich, Germany, where he held several managerial positions for Siemens Mobile within the Research & Development and the Strategy & Marketing departments.

## **SIAMAK BAHARLOO**

**CEO and Co-Founder, Labviva**

Siamak has over 17 years of experience leading digital marketing and eCommerce channels for major life science companies and has served in executive roles in companies including Life Technologies, Merck Millipore, Thermo Fisher Scientific and Sartorius. Siamak completed his training as a geneticist at the University of California San Francisco (UCSF) and has developed innovative strategies for marketing to the highly sophisticated and technical audience of life scientists. Digital and eCommerce channels developed by Siamak have received numerous awards and recognitions and have set the standard in the Life Science sector.

## **JON FAHRNER**

### **Head of Marketplace, Albertsons Companies**

Jon Fahrner is the Head of Marketplace for Albertsons Companies. In this capacity, he is accountable for all aspects of driving the marketplace strategy from marketing, merchandising, seller development, seller onboarding, and product management. Jon comes with a rich background in growing new businesses from the ground up. Prior to joining Albertsons, he was the Founder of Bumebox, a technology platform that helped brands, media companies and creators connect with social media audiences. He worked extensively within the Facebook, Twitter and YouTube ecosystems. Jon started his career as employee number 3 at Zappos.com, where we helped drive their merchandising and operations strategy from the earliest stage of the company. Besides spending the better part of the past 20 years on growth initiatives, Jon is a baseball coach for his twin boys and avid hiker.

## **ADRIEN NUSSENBAUM**

### **CEO and Co-Founder, Mirakl Inc.**

Adrien is co-founder and U.S. CEO of Mirakl, the global leader in online marketplace solutions. Since graduating from HEC Paris in 2001, Adrien's career has been focused on innovation, entrepreneurship and disruption. His background in corporate finance and management consulting has allowed him to support top Fortune 1000 companies in their strategic growth and transformation initiatives, including creating and leading FNAC's marketplace from 2008 to 2011.

A serial digital entrepreneur, Adrien has always been driven by the desire to invent tomorrow's economy: All Instant, a NY based Instant Messaging platform sold in 2003 and SplitGames an online video games marketplace sold to FNAC in 2008. Along with co-founder Philippe Corrot, Adrien has built and led winning teams across the globe, created hundred of jobs, and generated billions in sales for customers.

Outside of the office, Adrien enjoys spending time with his wife and two daughters exploring their new home town of Cambridge, MA. But don't think you'll catch him trading Bouillabaisse for New England clam chowder any time soon.



**ELLIOT SCHRAGE****Vice President of Special Projects, Facebook**

Elliot Schrage is Vice President at Facebook, where his responsibilities have included oversight of outreach to governments, policymakers and global media about the company's products and services, corporate business and partnerships. He joined Facebook from Google, where he helped build and scale a similar function.

Previously, Elliot was Bernard L. Schwarz Senior Fellow in business and foreign policy at the New York-based Council on Foreign Relations. Earlier, Elliot served as Senior Vice President of Global Affairs for Gap Inc. and for many years as adjunct professor at Columbia University and Columbia Law School, leading a seminar exploring the intersection of transnational business and international human rights. He started his career as an attorney at Sullivan & Cromwell in New York and Paris.

Elliot serves as a presidential appointee as Trustee of the U.S. Holocaust Memorial Museum, on the San Francisco-Marin Food Bank Board of Directors, as a member of the Visiting Committee for Harvard Law School and the Dean's Council at the Kennedy School of Government.

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He previously served on the Committee on Scientific Freedom and Human Rights of the American Association for the Advancement of Science and the US Treasury Advisory Committee on International Child Labor Enforcement. He has been a board advisor to Dharma, Inc. a data analytics platform, Luminate, an interactive image service purchased by Yahoo and numerous non-profit organizations.

**MICHAEL SCHRAGE**  
Visiting Fellow, MIT

Michael Schrage is a Visiting Fellow in the Imperial College Department of Innovation and Entrepreneurship where he examines the various roles of models, prototypes, and simulations as collaborative media for innovation risk management.

He has served as an advisor on innovation issues and investments to major firms, including Mars, Procter & Gamble, Google, Intel, BT, Siemens, NASDAQ, IBM, and Alcoa.

In addition, Michael has advised segments of the national security community on cyberconflict and cybersecurity issues. He has presented workshops on design experimentation and innovation risk for businesses, organizations, and executive education programs worldwide. Along with running summer workshops on future technologies for the Pentagon's Office of Net Assessment, he has served on the technical advisory committee of MIT's Lincoln Laboratory. He has been a contributor to such prestigious publications as the Harvard Business Review, Sloan Management Review, the Financial Times, The Wall Street Journal, strategy+business, IEEE Software, and the Design Management Journal.

**LORRIE NORRINGTON**  
Former President eBay, Operating Partner Lead  
Edge Capital

Lorrie Norrington has over 30 years of operating experience in technology, software, and internet businesses. Norrington currently serves as an Advisor and in an Operating Partner capacity for Lead Edge Capital. Lead Edge is a growth equity firm that partners with world-class entrepreneurs and exceptional technology businesses.

Prior to Lead Edge Capital, Norrington was the President of eBay Marketplaces and led all eBay businesses in 39 countries. Previously she served as President and COO of eBay Marketplaces and President of eBay International, in Europe and Asia. Prior to joining eBay, Norrington was the CEO of Shopping.com Inc., an online shopping comparison site acquired by eBay in 2005.

Prior to eBay, Norrington was an officer at Intuit, Inc., where she led the Quicken and QuickBooks brands and later became an Executive Vice President in the Office of the CEO.

She also led a variety of businesses at General Electric Company over a twenty-year period in a broad range of industries, including her last position as an officer of GE and CEO of GE FANUC.

Norrington has an MBA from the Harvard Business School and a BS degree from the University of Maryland. She also serves on the board of Autodesk, Colgate-Palmolive and HubSpot. Previous boards include DIRECTV, Shopping.com, McAfee, TaskRabbit, and Lucasfilm.





## WHAT'S NEXT

### **Conference on Digital Experimentation (CODE)**

November 1-2, 2019, MIT Samberg Center

2019 CODE brings together leading researchers to discuss cutting-edge issues and lay the foundation for a multidisciplinary research community with a focus on analyzing big data on a granular scale to gain insights into human behavior.

**CODE registration:** [ide.mit.edu](http://ide.mit.edu)

### **AI & the Work of the Future Congress and the MIT Inclusive Innovation Challenge (IIC) Global Grand Prize Gala**

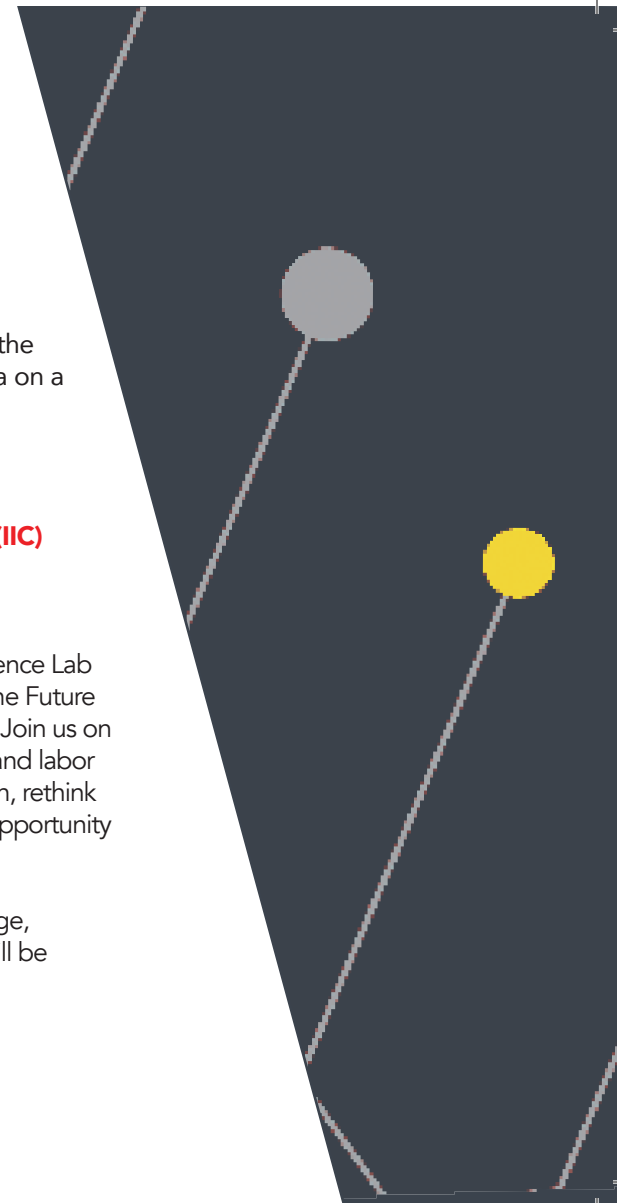
November 21-22, 2019, MIT Samberg Center

The MIT Initiative on the Digital Economy (IDE), MIT Computer Science and Artificial Intelligence Lab (CSAIL), and MIT Work of the Future Task Force (WOTF), present the MIT AI & the Work of the Future Congress. The AI age is here, transforming work and the skills required for humans to thrive. Join us on November 21 as we gather leading academics, business leaders, entrepreneurs, education and labor leaders, and policy makers to explore the impact and future trends of technological disruption, rethink the nature of work, and chart a course for catalyzing innovation for inclusion and economic opportunity for all.

The evening of November 21, the Regional Winners of the MIT Inclusive Innovation Challenge, the IDE's \$1.6 million global prize, convene for the Global Gala. Four Grand Prize Winners will be announced and awarded \$250,000 each live at this very special event.

**Congress registration:** [workofthefuturecongress.mit.edu](http://workofthefuturecongress.mit.edu)

**IIC Gala registration:** [mitinclusiveinnovation.com](http://mitinclusiveinnovation.com)







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#### Commitment

IDE Members pay annual membership fees to support the IDE's researchers, staff, events, and operations. Collaborative research projects are optional and are contracted separately.

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## MEMBERS AND FOUNDATION

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As disruptive innovations create new industries and business models, old models die. Profound shifts are occurring in three key areas: Process, company, and industry. Many of the jobs of the near-future have not even been invented yet.

During this unprecedented time of change, the MIT IDE is committed to crafting the new playbook that will help societies, organizations, and workers successfully navigate the changes ahead.

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