



# TECHNOLOGY and the CORPORATION



2009

## MIT INNOVATIONS IN MANAGEMENT CONFERENCE

5-6 May 2009

Wong Auditorium – Tang Center  
MIT Campus

# May 5-6, 2009



## 2009 MIT INNOVATIONS IN MANAGEMENT CONFERENCE

### MAINTAINING COMPETITIVENESS IN A TOUGH ECONOMY

This past fall, a period of unprecedented growth and apparent stability tipped into a crisis in the financial markets with severe economic consequences. Despite government initiatives throughout the world to stabilize global financial markets and national economies, business and consumer confidence plummeted. As economic uncertainty continues to prevail, leaders of many firms are now asking themselves what they can do to meet the challenges and seize the opportunities presented by this harsh business cycle.

Addressing that question head-on, the 2009 MIT Innovations in Management Conference will examine the causes and effects of the financial markets crisis, its implications for the global economy and its impact on strategic planning across all business functions. Through interactive presentations and discussions, attendees will learn how businesses can maintain competitiveness through an enhanced understanding of markets and risk, human capital and leadership, and innovation and global connectivity. Highlights include:

- **What factors will drive the future of the U.S., global and emerging economies**
- **The economy's implications for trade and finance**
- **Key economic indicators to monitor in the coming months**
- **Effective human capital strategies to survive and thrive in severe business cycles**
- **Policies and procedures to make optimal use of new communications technologies**
- **A framework for fully exploiting leadership capability at all organizational levels**
- **Systematic methods to identify and pursue opportunities for innovation on a global scale**
- **The key components of a business innovation ecosystem**
- **The common features of economic catalysts—increasingly important, innovative businesses that add value by connecting distinct customer groups**
- **Insights on how to optimize a global supply chain**

Register for this must-attend event at [ilp-www.mit.edu/events/MGT2009](http://ilp-www.mit.edu/events/MGT2009).



**Massachusetts  
Institute of  
Technology**

## **Distributed Leadership within Volatile Environments**

**Deborah Ancona**

**Seley Distinguished Professor of Management**

**Director, MIT Leadership Center**

**MIT Sloan School of Management**

Deborah Ancona will show how companies can benefit from a human capital strategy developed at the Sloan School of Management that taps leadership capabilities at all levels of an organization. “We need to employ ‘distributed leadership’ to capitalize on collective intelligence and innovative thinking, whether they reside within or outside of your company,” Ancona maintains. “We also need new forms of teams—X-teams—that can keep pace with shifts in markets, technologies, culture, and competition; innovate; and execute quickly.”

## **Energy Innovation and Strategies for Success**

**William Aulet**

**Senior Lecturer**

**Entrepreneur-in-Residence (E-Center)**

**MIT Sloan School of Management**

As economic times become more difficult and the world becomes flatter and flatter, innovation-based business becomes more and more important. They are the companies that are creating jobs and growth. Why is it that some regions and areas are successful in promoting clusters of excellence — particularly with regard to innovation-based entrepreneurship — and others are not? With regard to the biggest challenge and opportunity we have in our time, clean energy, how can sustainable innovation-based ecosystems developed quickly? What experience has MIT to share with the rest of the world?

## **Opportunities in Supply-Chain Connectivity**

**Jérémie Gallien**

**Associate Professor of Management**

**MIT Sloan School of Management**

Gallien will review the cutting-edge practice of Spanish retailer Zara in the areas of supply-chain connectivity and optimization, and highlight key take-aways and related opportunities for other firms. He will first present Zara’s supply-chain structure and the business model it enables, along with a discussion of its rationale and profitability. To further illustrate the challenges and opportunities associated with this supply-chain model, Gallien will also describe the global distribution control system recently implemented by Zara with some help from a team of Sloan alum and faculty, along with a discussion of its financial impact.

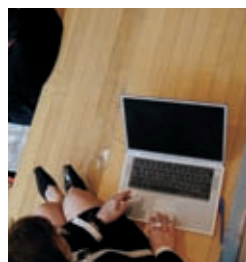
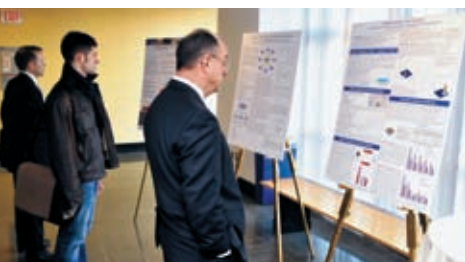
## **Implications for Emerging Economies**

**Yasheng Huang**

**China Program Associate Professor of International Management**

**MIT Sloan School of Management**

Yasheng Huang will discuss how the current finance and trade climate may impact emerging economies, and, as a result, the global economy.



## **Framing Global Risk/Markets**

**Simon Johnson**

**Ronald A. Kurtz (1954) Professor of Entrepreneurship  
MIT Sloan School of Management**

Simon Johnson will present a succinct analysis of how the U.S. economy reached its present status and what factors will drive what happens next. His talk will focus on the economy's implications for trade and finance, and key indicators that businesses should watch as they develop strategic plans for the future.

## **Implications for Human Capital**

**Thomas Kochan**

**George Maverick Bunker Professor of Management**

**Professor of Engineering Systems**

**Co-Director, Institute for Work and Employment Research (IWER)**

**Chair of the MIT Faculty, 2009**

**MIT Sloan School of Management**

Thomas Kochan will share his insights on the current pattern of layoffs and rising unemployment in the U.S. and abroad and its implications. Pointing to companies that drew upon effective human capital strategies to survive and thrive in severe business cycles, Kochan will stress the importance of regarding human capital not simply as a cost, but also as an investment in long-term competitiveness.

## **Innovation as a Global Process**

**Fiona Murray**

**Sarofim Family Career Development Associate Professor of Management of  
Technology, Innovation Entrepreneurship**

**HST Affiliated Faculty**

**MIT Sloan School of Management**

Drawing on her research on innovation in companies across the globe and work with faculty and students engaged in bringing cutting edge technologies from MIT laboratories into the market, Fiona Murray will pinpoint different mechanisms available to global companies to identify and pursue opportunities for innovation. These include novel incentive mechanisms, such as prizes that increase employee incentives to innovate—without adding to the cost of doing business.

## **Economic Catalysts: Architecture for Disruptive Innovation**

**Richard Schmalensee**

**Howard W. Johnson Professor of Economics and Management**

**Director, Center for Energy and Environmental Policy Research (CEEPR)**

**MIT Sloan School of Management**

Economic catalysts add value by bringing members of different groups together. Examples range from very old businesses, like marriage brokers, to very

new businesses, like Microsoft and Google. Successful catalysts often experience explosive growth, as members in each group attract members of the others. Advances in communications and computation have expanded the possible scope of innovative catalyst business models. This talk will distill the results of recent research that has revealed common features of catalysts across multiple sectors, as well as the core problems that these complex businesses must solve. Understanding what it takes to make a catalyst business grow and thrive can greatly enhance the chances of commercially successful innovation.

## **How Communication Technologies Are Affecting the Workforce**

**JoAnne Yates**

**Sloan Distinguished Professor of Management  
Deputy Dean, MIT Sloan School of Management**

One of the areas of ongoing innovation in the workplace is communication technology. This talk will look at the opportunities and challenges posed by the proliferation of communication channels. It will also suggest an approach for managers to use in assessing potential implications of new channels, and some guidelines for managing them.



The MIT Sloan School of Management, based in Cambridge, Massachusetts, is one of the world's leading business schools — conducting cutting-edge research and providing management education to top students from more than 60 countries. The School is part of MIT's rich intellectual tradition of education and research.

MIT Sloan began in 1914 as engineering administration curriculum in the MIT Department of Economics and Statistics. The scope and depth of this educational focus have grown steadily in response to advances in the theory and practice of management to today's broad-based management school.

A program offering a master's degree in management was established in 1925. The world's first university-based executive education program — the MIT Sloan Fellows — was created in 1931 under the sponsorship of Alfred P. Sloan, Jr., an 1895 MIT graduate who was then chairman of General Motors. A MIT Sloan Foundation grant established the MIT School of Industrial Management in 1952 with a charge of educating the "ideal manager."





## **Featured Speakers**

**Deborah Ancona**

**William Aulet**

**Jérémie Gallien**

**Yasheng Huang**

**Simon Johnson**

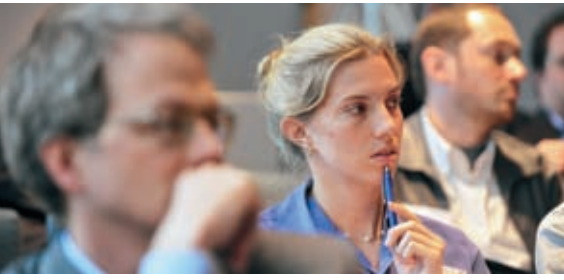
**Thomas Kochan**

**Fiona Murray**

**Richard Schmalensee**

**David C. Schmittlein**

**JoAnne Yates**



## Registration and Hotel Information The 2009 MIT Innovations in Management Conference

[ilp-www.mit.edu/events/MGT2009](http://ilp-www.mit.edu/events/MGT2009)

May 5-6, 2009

### Registration Fees:

ILP Members*	Complimentary
Full Registration	\$1,750

\*Representatives from ILP member companies may attend at no charge, however a \$50 processing fee will apply to each representative who fails to attend without canceling in advance. Cancellations must be received in writing via email: [register@ilp.mit.edu](mailto:register@ilp.mit.edu) no later than April 27, 2009.

Registrations are processed in the order in which they arrive. You may call 617-253-1700 for information about your registration status, but no registrations will be taken by phone. For non-registration conference questions please call 617-253-0406.

### Payment Methods:

Please make checks payable to MIT.  
VISA, MasterCard, American Express and Discover are accepted (payable in U.S. dollars only).

### Cancellation Policy:

Cancellations received in writing via email [register@ilp.mit.edu](mailto:register@ilp.mit.edu) on or before April 27, 2009 are entitled to a full refund less a \$50 processing fee. No refunds will be made after April 27, 2009. Substitutions, may also be made in writing by April 27, 2009. Any substitutions after that date should be made at the Conference On-Site Registration Desk.

### Accommodations:

A block of rooms has been reserved at the Hyatt Regency Cambridge hotel near the MIT campus. Please call for reservations directly at 1-800-223-1234 or 617-492-1234. Rooms are assigned on a first-come, first-served basis, and reservations must be made no later than April 13, 2009. Please refer to the MIT ILP Innovations in Management Conference to receive the \$219 room rate, plus local tax, single or double occupancy, \$244 room rate, plus local tax, triple occupancy, \$269 room rate, plus local tax, quadruple occupancy.