Day 1: Wednesday, September 22

8:00 AM  Registration with Light Breakfast

9:00 AM  Welcome and Introduction

9:05 AM  MIT Innovation Ecosystem
         Karl Koster
         Executive Director, MIT Corporate Relations
         Director, Alliance Management
         MIT Office of Strategic Alliances & Technology Transfer

Karl Koster is the Executive Director of MIT Corporate Relations. MIT Corporate Relations includes the MIT Industrial Liaison Program and MIT Startup Exchange.

In that capacity, Koster and his staff work with the leadership of MIT and senior corporate executives to design and implement strategies for fostering corporate partnerships with the Institute. Koster and his team have also worked to identify and design a number of major international programs for MIT, which have been characterized by the establishment of strong, programmatic linkages among universities, industry, and governments. Most recently these efforts have been extended to engage the surrounding innovation ecosystem, including its vibrant startup and small company community, into MIT’s global corporate and university networks.

Koster is also the Director of Alliance Management in the Office of Strategic Alliances and Technology Transfer (OSATT). OSATT was launched in Fall 2019 as part of a plan to reinvent MIT’s research administration infrastructure. OSATT develops agreements that facilitate MIT projects, programs and consortia with industrial, nonprofit, and international sponsors, partners and collaborators.

He is past chairman of the University-Industry Demonstration Partnership (UIDP), an organization that seeks to enhance the value of collaborative partnerships between universities and corporations.

He graduated from Brown University with a BA in geology and economics, and received an MS from MIT Sloan School of Management. Prior to returning to MIT, Koster worked as a management consultant in Europe, Latin America, and the United States on projects for private and public sector organizations.

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Dr. Donald Sull is a Senior Lecturer at the MIT Sloan School of Management, where he directs the Strategic Agility Project and the Culture 500. He teaches courses on competitive strategy and strategy execution, and was a member of the committee that designed MIT's Master of Business Analytics program.

Sull was formerly a Professor at Harvard Business School and London Business School, and earned his bachelors, masters, and doctorate at Harvard University. Prior to academia, he worked as a strategy consultant with McKinsey & Company, and a management-investor with the leveraged buyout firm Clayton, Dubilier & Rice.

The Economist named him “a rising star in a new generation of management gurus” and identified his theory of active inertia as an idea that shaped business management over the past century. Fortune listed him among the ten new management gurus. He has published five books and over 100 cases and articles, including a dozen best-selling Harvard Business Review articles.

Sull is the co-founder and CEO of CultureX, which leverages proprietary AI to measure and improve corporate culture. He is the chairman of FilmFish and an advisor to several start-ups including Betterworks, Tomorrow.io, and eToro. He has advised top teams of more than fifty Fortune Global 500 companies, as well as non-business organizations ranging from the Bill and Melinda Gates Foundation to the Naval Criminal Investigative Service (NCIS).

Culture strongly impacts an organization’s ability to attract, retain, and engage employees and ultimately performance outcomes including innovation, profitability, and revenue growth. Historically, however, culture has been difficult to measure. This session will present recent innovations in Natural Language Processing that help to measure culture robustly at scale.

Ben Armstrong is a research scientist at the Industrial Performance Center and the Initiative for Knowledge and Innovation in Manufacturing at MIT. He studies how some places and organizations adapt to structural economic changes more successfully than others. His current projects include a National Manufacturing Workforce Plan, funded by the Department of Defense, as well as a book project examining the role of government in enabling local economic transformations. Armstrong received his PhD from MIT in political science. Before graduate school, he worked at Google Inc.
Deborah Ancona is the Seley Distinguished Professor of Management, a Professor of Organization Studies, and the Founder of the MIT Leadership Center at the MIT Sloan School of Management.

Her pioneering research into how successful teams operate has highlighted the critical importance of managing outside, as well as inside, the team’s boundary. This research directly led to the concept of X-Teams as a vehicle for driving innovation within large organizations. Ancona’s work also focuses on the concept of distributed leadership and on the development of research-based tools, practices, and teaching/coaching models that enable organizations to foster creative leadership at every level.

She is the author of the book, *X-Teams: How to Build Teams That Lead, Innovate, and Succeed* (Harvard Business School Press) and the related article, "In Praise of the Incomplete Leader" (Harvard Business Review). In addition to X-Teams, her studies of team performance have also been published in the *Administrative Science Quarterly*, the *Academy of Management Journal*, *Organization Science*, and the *MIT Sloan Management Review*. Her previous book, *Managing for the Future: Organizational Behavior and Processes* (South-Western College Publishing), centers on the skills and processes needed in today’s diverse and changing organization. Ancona has served as a consultant on leadership and innovation to companies such as Bristol-Myers Squibb, Bose, Takeda, Li & Fung, OCP, Accenture, ASA, and has served on the Board of the Penn Graduate School of Education and the working group of the Canadian Council of Academies.

Ancona holds a BA and an MS in psychology from the University of Pennsylvania and a PhD in management from Columbia University.

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Jeremy Gregory is the Executive Director of the MIT Climate and Sustainability Consortium. In this role he coordinates the activities of a diverse set of industry leaders who work closely with the MIT community to drive priorities and strategy around sustainability, climate change mitigation, and adaptation.

Jeremy brings extensive experience in working with industry partners and diverse stakeholders across the Institute. In his most recent role as Executive Director of the MIT Concrete Sustainability Hub, Jeremy worked directly with industry leaders; drew links between academia, industry, and government; helped define strategy; and coordinated research activities with external collaborators. Jeremy has also served as a Faculty Fellow within MIT’s Office of Sustainability since 2018. In this role, he has collaborated with administration, faculty, staff, and students across campus to conduct analyses to support decisions related to strategies for lowering MIT’s environmental footprint, and advised staff and research fellows. In addition, early in its development, he was the Education Coordinator for the MIT Portugal Program’s Engineering Design and Advanced Manufacturing Focus Area, where he built education and research activities between MIT, three Portuguese universities, and numerous Portuguese companies. Through the Materials Systems Lab, Jeremy also conducted climate and sustainability research aimed at quantifying the economic and environmental implications of engineering and system design decisions in the context of many products, industries, and partners.

The experience Jeremy brings to the MCSC will greatly benefit ongoing efforts to identify meaningful links and synergies between member companies and the MIT community, as well as among member companies themselves. As described in the recently-released Fast Forward: MIT’s Climate Action Plan for the Decade, “in fields from aerospace to artificial intelligence, personal devices to packaged foods, MCSC member companies are working with MIT researchers and each other to dramatically speed the creation, testing, and deployment of practical climate solutions within their production processes, supply chains, and service models.” Jeremy will continue to build upon his existing work with the Office of Sustainability so that the consortium can support the Institute’s commitment to achieve net-zero emissions by 2026, also stated in the Climate Action Plan. His background will also provide critical insight into how to best grow the activities surrounding the inaugural cohort of MCSC Impact Fellows, a group that will bridge education, industry, and research, as well as grow future action-oriented MCSC events and workshops.

Jeremy holds a Bachelor of Science (BS) in mechanical engineering from Montana State University, and a Master of Science (MS) and PhD in mechanical engineering from MIT. Please join us in congratulating Jeremy on this new role.

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The recently formed MIT Climate and Sustainability Consortium (MCSC) brings together an influential group of industry leaders to closely collaborate with MIT on driving priorities and strategic direction setting around sustainability, climate change mitigation, and adaptation. The MCSC provides a link between academic innovation and rapid implementation for the most promising and equitable climate and sustainability industry opportunities. Jeremy will provide an overview of MCSC activities in its first year of existence and plans for scaling sustainability solutions.
MIT Startup Exchange actively promotes collaboration and partnerships between MIT-connected startups and industry. Qualified startups are those founded and/or led by MIT faculty, staff, or alumni, or are based on MIT-licensed technology. Industry participants are principally members of MIT’s Industrial Liaison Program (ILP).

MIT Startup Exchange is a community of over 1,800 MIT-connected startups with roots across MIT departments, labs and centers; it hosts a robust schedule of startup workshops and showcases, and facilitates networking and introductions between startups and corporate executives.

STEX25 is a startup accelerator within MIT Startup Exchange, featuring 25 “industry ready” startups that have proven to be exceptional with early use cases, clients, demos, or partnerships, and are poised for significant growth. STEX25 startups receive promotion, travel, and advisory support, and are prioritized for meetings with ILP’s 260 member companies.

MIT Startup Exchange and ILP are integrated programs of MIT Corporate Relations.

Lunch with Startup Exhibit

2:00 PM
Doing Hybrid Work Well: Innovative Approaches for Minimizing Overload & Burnout
Erin Kelly
Sloan Distinguished Professor of Work and Organization Studies
Professor, Work and Organization Studies
Co-Director, Sloan Institute for Work and Employment Research

Erin L. Kelly is the Sloan Distinguished Professor of Work and Organization Studies at the MIT Sloan School of Management and Co-Director in the Institute for Work and Employment Research. She is also Faculty Director of the the Good Companies, Good Jobs Initiative.

Kelly’s research has been published in many top sociology, management, and interdisciplinary journals and twice recognized with the Rosabeth Moss Kanter Award. Her new book with Phyllis Moen, Overload: How Good Jobs Went Bad and What to Do About It, was published by Princeton University Press in March 2020.

Kelly investigates the implications of workplace policies and management practices for firms, workers, and families with a joint focus on equity, wellbeing, and organizational performance. Previous research has examined scheduling and work-family supports, family leaves, harassment policies, and diversity initiatives in a variety of organizations and industries. Kelly’s early research contributed to our understanding of which diversity policies and programs seem to change organizations and which are primarily “window dressing.”

As part of the Work, Family, and Health Network, Kelly evaluated innovative approaches to work redesign with group-randomized trials in professional/technical and health care workforces. A current project with MIT Sloan colleagues investigates how schedules and staffing strategies in e-commerce warehouses impact workers’ experiences, productivity, and turnover. Kelly is also interested in workers’ voice on the job, and strategies for engaging workers and learning together in different work contexts. Ongoing projects explore different facets of wellbeing and engagement in low- and moderate-wage jobs, including warehouse work, with the goal of identifying promising practices and designing evaluation projects that advance both scholarly and organizational goals.

Kelly is a sociologist and received her PhD from Princeton University and her BA from Rice University. She previously taught at the University of Minnesota.

Panel Discussion
David Simchi-Levi is a Professor of Engineering Systems at MIT and serves as the head of the MIT Data Science Lab. He is considered one of the premier thought leaders in supply chain management and business analytics.


Professor Simchi-Levi is the current Editor-in-Chief of Management Science, one of the two flagship journals of INFORMS. He served as the Editor-in-Chief for Operations Research (2006-2012), the other flagship journal of INFORMS and for Naval Research Logistics (2003-2005).

In 2020, he was awarded the prestigious INFORMS Impact Prize for playing a leading role in developing and disseminating a new highly impactful paradigm for the identification and mitigation of risks in global supply chains.

He is an INFORMS Fellow and MSOM Distinguished Fellow and the recipient of the 2020 INFORMS Koopman Award given to an outstanding publication in military operations research; Ford Motor Company 2015 Engineering Excellence Award; 2014 INFORMS Daniel H. Wagner Prize for Excellence in Operations Research Practice; 2014 INFORMS Revenue Management and Pricing Section Practice Award; and 2009 INFORMS Revenue Management and Pricing Section Prize.

He was the founder of LogicTools which provided software solutions and professional services for supply chain optimization. LogicTools became part of IBM in 2009. In 2012 he co-founded OPS Rules, an operations analytics consulting company. The company became part of Accenture in 2016. In 2014, he co-founded Opalytics, a cloud analytics platform company focusing on operations and supply chain decisions. The company became part of the Accenture Applied Intelligence in 2018.

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In 2020, Professor Simchi-Levi developed a practical supply chain digitization strategy that includes three important components: a unified, single, view of demand; supply chain segmentation; and smart planning and execution, all of which are powered by Digitization, Analytics and Automation. This strategy was implemented in a variety of industries including fashion retail, Consumer Packaged Goods manufacturers and high-tech.
Dr. Nick van der Meulen is a Research Scientist at the MIT Sloan Center for Information Systems Research (MIT CISR). He conducts academic research that targets the challenges of senior level executives at MIT CISR's nearly 100 global sponsor companies, with a specific interest in how companies need to organize themselves differently in the face of continuous technological change. His work on digital workplaces and the employee experience resulted in a range of academic and industry publications, in outlets such as the Journal of Information Technology, MIS Quarterly Executive, and the European Business Review. Currently, he examines how decision rights are changing in the context of digital business transformation.

Nick earned his PhD in Business and Management from the Rotterdam School of Management, Erasmus University. Prior to joining MIT CISR, he was a faculty member at the University of Amsterdam.

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For many companies, the COVID-19 pandemic has accelerated digitization and digital transformation efforts. Empowered teams typically led the way forward, rapidly sensing and responding to changes in their environment. In this talk Nick will present MIT CISR research on how companies can sustain this momentum, with guardrails that support an environment of empowered decision-making.
John Williams
Professor of Information Engineering in MIT Department of Civil and Environmental Engineering

John Williams holds a BA in Physics from Oxford University, an MS in Physics from UCLA, and a Ph.D. in Numerical Methods from University of Wales, Swansea. His research focuses on the application of large-scale computation to problems in cyber-physical security and energy infrastructure. He is director of MIT’s Geospatial Data Center and from 2006-2012, was Director of the MIT Auto-ID Laboratory, which invented the Internet of Things.

He is author or co-author of over 250 journal and conference papers, as well as the book, RFID Technology and Applications. He contributed to the 2013 report for the UK Office for Science Foresight Project- The Future of Manufacturing.

Alongside Bill Gates and Larry Ellison, he was named as one of the 50 most powerful people in Computer Networks. He consults to companies including Accenture, Schlumberger, SAP Research, Microsoft Research, Kajima Corp, US Lincoln Laboratory, Sandia National Laboratories, US Intelligence Advanced Research Projects Activity, Motorola, Phillip-Morris Inc., Ford Motor Company, Exxon-Mobil, Shell, Total, and ARAMCO.

His international collaborations include Oxford and Cambridge Universities, HKUST and PolyU Hong Kong, Imperial College of Science and Technology-UK, Malaysia University of Science and Technology (MUST), KACST Saudi Arabia, Masdar Institute of Science and Technology (Abu Dhabi.)

He organized the first Cyber-Physical Security Conference in the UK (2011) and along with Dr. Sanchez, he runs the MIT Applied Cyber Security Professional Education summer course. At MIT he teaches courses Architecting Software Systems (MIT 1.125) and Engineering Computation and Data Science (MIT 1.00/1.001). Online courses: https://professional.mit.edu/programs/faculty-profiles/john-r-williams

Abel Sanchez
Executive Director, MIT Geospatial Data Center (GDC)

Dr. Abel Sanchez holds a Ph.D. from the Massachusetts Institute of Technology (MIT). He is the Executive Director of MIT’s Geospatial Data Center, architect of “The Internet of Things” global network, and architect of data analytics platforms for SAP, Ford, Johnson & Johnson, Accenture, Shell, Exxon Mobil, and Altria. In cyber security, Dr. Sanchez architected impact analysis of large-scale cyber attacks designing Cyber Ranges for the Department of Defense (DOD). In password security, Dr. Sanchez led the design of a password firewall (negative authentication) for the Intelligence Advanced Research Projects Activity (IARPA) agency. In machine learning, addressing fraud detection, Dr. Sanchez designed a situational awareness framework that exploits different perspectives of the same data and assigns risk scores to entities for Accenture. He led the design of a global data infrastructure simulator, modeling follow-the-sun engineering, to evaluate the impact of competing architectures on the performance, availability and reliability of the system for Ford Motor Company. He has been involved in developing E-Educational software for Microsoft via their I- Campus Program and with establishing the Accenture Technology Academy, an online resource for over 200,000 employees. He has 10 years of experience with learning management systems and has made deployments in America, Asia, and Europe. He teaches MIT courses on cybersecurity, engineering computation, and data science and has produced over 150 educational videos.
A process to invent and build technology organizations systematically
Luis Perez-Breva
Director, MIT Innovation Teams
Martin Trust Center for MIT Entrepreneurship

Luis Perez-Breva, PhD, is the author of Innovating: A Doer’s Manifesto for Starting from a Hunch, Prototyping Problems, Scaling Up, and Learning to Be Productively Wrong (The MIT Press, 2017). He is an expert in technology innovation, venture labs, taking deep tech to impact, and applying artificial intelligence to solve real-world problems. Dr. Perez-Breva is based in the MIT School of Engineering and is Faculty Director of Innovation Teams, its flagship joint enterprise with MIT Sloan to put the Institute’s deep tech advances to work to solve real-world problems. Through iTeches, he has helped 170+ MIT technologies find a path forward to impact.

Dr. Perez-Breva has taught innovating as a skill worldwide in academia and industry to professionals and students from all disciplines, and has propelled them to start innovating anywhere from a hunch to a market insight to research breakthroughs. He has collaborated with and helped lead MIT’s innovation initiatives in Portugal, Singapore, Russia, and Abu Dhabi.

A serial innovator and entrepreneur himself, Dr. Perez-Breva is drawn to “impossible” projects and has enjoyed success with inventions in security, telecom, finance, and genetics. He has also developed several non-profit organizations, including helping to build a new university centered on innovation. He has numerous stories to share from his own trial-and-error adventures in conceiving AI technologies that tackle real-world problems and drive them to market.

Dr. Perez-Breva holds a PhD in artificial intelligence from MIT and degrees in chemical engineering, physics, and business from leading universities in Spain (Institut Quimic de Sarrià), France (Ecole Normale Supérieure), and the United States (Massachusetts Institute of Technology). In 2011, the Spanish government recognized his career achievements by awarding him the Order of Civil Merit of the Kingdom of Spain.

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10:30 AM Networking Break
Dr. Eva Ponce is the Executive Director of the MITx MicroMasters Program in Supply Chain Management. She leads the MicroMasters in SCM team and oversees the five-massive online MITx courses in Supply Chain Management (CTL.SCx courses) plus the Comprehensive Final Exam (CTL.CFx) that make up the MicroMasters Program. The courses are attended by tens of thousands of students in open enrollment from more than 190 countries.

Currently, Dr. Ponce is leading an innovative research line in **Omnichannel Education at MIT**, which is transforming supply chain management education around the world. Dr. Ponce and her team received in 2018 the Irwin Sizer Award for the ‘Most Significant Improvement to MIT Education’. Dr. Ponce has over nineteen years of experience in teaching and research in supply chain management and quantitative models for industrial engineering. She teaches courses in Sustainable Supply Chains, Digital Supply Chains and Supply Chain Management at Master, PhD and Executive Education level. She is also a member of the Advisory Board of the Management Program at **Harvard Extension School**.

In 2008, she received her tenure as an Associate Professor in Supply Chain Management and Logistics at the School of Industrial Engineering of the Technical University of Madrid (UPM). Dr. Ponce received her PhD in Industrial Engineering from Carlos III University of Madrid in 2002. Her dissertation received two awards with special distinction. In 2000, she was granted with a pre-doctoral research stay in the **Hass School of Business**, University of California, and in 2011, she was a visiting professor at MIT CTL. She joined MIT CTL in 2016. She has an active publication record, including journal papers, conference proceedings and refereed abstracts.
Zeynep Ton is a Professor of the Practice at the MIT Sloan School of Management.

Zeynep’s research focuses on how organizations can design and manage their operations in a way that satisfies employees, customers, and investors simultaneously. Her work has been published in a variety of journals, including Organization Science, Production and Operations Management, and the Harvard Business Review.

In 2014, Zeynep published her findings in a book, The Good Jobs Strategy: How the Smartest Companies Invest in Employees to Lower Costs and Boost Profits. The book draws on 15 years of research to show that the key to offering good jobs to employees, great service to customers, and superior returns to investors is combining investment in employees with specific operational choices that increase employees’ productivity, contribution, and motivation.

After her book was released, company executives started reaching out to Zeynep to understand how to implement the Good Jobs Strategy in their organizations, or to describe how they were already adopting the strategy. Zeynep cofounded the nonprofit Good Jobs Institute to help them transform through assessments, workshops, and longer term partnerships.

Prior to MIT Sloan, Zeynep spent seven years at Harvard Business School. She has received several awards for teaching excellence both at HBS and MIT Sloan.

Zeynep lives in Cambridge, Massachusetts with her husband and four children. A native of Turkey, she first came to the US on a volleyball scholarship from the Pennsylvania State University. She received her BS in industrial and manufacturing engineering there and her DBA from the Harvard Business School.

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