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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Using AI to Measure and Improve Corporate Culture
Donald Sull
Senior Lecturer, Technological Innovation, Entrepreneurship, and Strategic Management

Donald Sull is a Senior Lecturer at the MIT Sloan School of Management.

Sull is a global authority on executing strategy in volatile markets, and teaches courses on strategy formation and implementation at MIT Sloan. He has been identified as a leading management thinker by The Economist, the Financial Times, and Fortune which named him among the ten new management gurus to know. The Economist listed his theory of active inertia among the ideas that shaped business management over the past century.

He has published six books, including Simple Rules (with Kathy Eisenhardt, 2015), The Upside of Turbulence (2009), and Why Good Companies Go Bad. Sull has also written over 100 book chapters, case studies, and articles, including several bestselling Harvard Business Review articles.

Sull has regularly consults with large companies including Mars, Oracle, PIMCO, Royal Bank of Canada, Emirates Airline, Baker & McKenzie, Burberry, and The Bill and Melinda Gates Foundation. Sull is the Chairman of Film-Fish which uses a proprietary machine learning algorithm to recommend what TV show or movie to watch next.

Prior to academia, he worked as a consultant with McKinsey & Company, and as a management-investor with the leveraged buyout firm Clayton & Dubilier on the Uniroyal-Goodrich Tire Company deal.

Sull has taught entrepreneurship at the Harvard Business School and strategy at the London Business School, winning teaching awards at both schools.

Sull received his AB, MBA, and doctorate from Harvard University.
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Good Automation, Bad Automation: How we can shape the technologies transforming work
Ben Armstrong
Research Scientist, Industrial Performance Center and Initiative for Knowledge and Innovation in Manufacturing

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.
The MIT Climate & Sustainability Consortium (MCSC) is pleased to welcome Dr. Jeremy Gregory as its Executive Director. Jeremy will start his new role on June 2, 2021.

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.
12:15 PM
MIT Startup Exchange Lightening Talks

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.

1:00 PM
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.

2:45 PM
Panel Discussion
3:30 PM  
Networking Break

4:00 PM  
TBD  
David Simchi-Levi  
Professor of Civil and Environmental Engineering  
Co-Director of Leaders for Global Operations, Data Science Lab

David Simchi-Levi  
Professor of Civil and Environmental Engineering  
Co-Director of Leaders for Global Operations, Data Science Lab

David Simchi-Levi is a Professor of Engineering Systems at Massachusetts Institute of Technology and the Co-Director of Leaders for Global Operations. His research currently focuses on developing and implementing robust and efficient techniques for logistics and manufacturing systems. He has published widely in professional journals on both practical and theoretical aspects of logistics and supply chain management.

Dr. Simchi-Levi has been the principal investigator for more than five million dollars in funded academic research. He is the Editor-in-Chief of Operations Research, the flagship journal of INFORMS, the former Editor-in-Chief of Naval Research Logistics and a member of the board for several scientific journals including Management Science, Networks, Transportation Science and Telecommunication Systems, and a former Area Editor of Transportation for Operations Research. His Ph.D. students have accepted positions in leading academic institutes including Berkeley, Columbia U., U. of Illinois Urbana-Champaign, U. of Michigan, Purdue U., Georgia Tech, and Virginia Tech.


He is the founder and chairman of LogicTools (www.logic-tools.com), a company that provides Decision Support Systems and professional services for supply chain planning. These systems have been used widely to reduce cost and improve service level in large-scale logistics systems. Clients include Caterpillar, ConAgra, Kraft Foods, Mercer Management, Ryder, SC Johnson, UPS, U.S. Postal Service, and Walgreens to name a few.

Professor Simchi-Levi has consulted and collaborated extensively with private and public organizations. He is one of the developers of a Decision Support System for school bus routing used by New York City Board of Education to route and schedule school buses throughout the five boroughs in New York City. The system won the first place prize in the 1994 Win World Competition for the Public Sector.
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.

Day 2: Thursday, September 23
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 iTeams, 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 Sarriá), France (École 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 Director of the research area on Omnichannel Distribution Strategies at the MIT Center for Transportation & Logistics, as Research Scientist. Her current research focus is the design of omnichannel distribution strategies that integrates online and offline channels. Her main focus is to help retailers, and manufacturers to understand how e-commerce growth and mobile devices are affecting and transforming their supply chains. She also leads research initiatives on Circular Supply Chains, Reverse Logistics and Closed-Loop Supply Chains.

Dr. 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.

*View full bio*