MIT CISR gratefully acknowledges the support and contributions of its Research Patrons and Sponsors.

**CISR Research Patrons**
AlixPartners LLP  
Avanade  
Cognizant  
ISACA  
Microsoft Corporation  
The Ogilvy Group, LLC  
Pegasystems Inc.

**CISR Research Sponsors**
Aetna, Inc.  
Air Canada  
Allstate Insurance Co.  
ANZ Banking Group Ltd. (Australia)  
Austral Post  
Australian Securities & Investments Commission (ASIC)  
Australian Taxation Office  
AustralianSuper  
Banco Azteca (Mexico)  
Banco Bradesco S.A. (Brasil)  
Banco do Brasil S.A.  
Bank of Queensland (Australia)  
Barclays (UK)  
Bayer AG  
BBVA (Spain)  
Biogen  
BMW Group  
BNP Paribas (France)  
BT  
Canadian Imperial Bank of Commerce  
CarMax  
Caterpillar, Inc.  
CEMEX (Mexico)  
Chevron Corporation  
CHRISTUS Health  
Cochlear Limited (Australia)  
Commonwealth Superanuotuion Corp. (Australia)  
Coril Holdings Ltd. (Canada)  
CPPIB (Canada)  
Credit Suisse (Switzerland)  
DBS Bank Ltd. (Singapore)  
ExxonMobil Global Services Company  
Ferrovia Corporacion, S.A. (Spain)  
Fidelity Investments  
Fomento Economico Mexicano, S.A.B., de C.V.  
Fortum (Finland)  
FrieslandCampina (The Netherlands)  
General Motors Corp.  
Genworth Financial  
GlaxoSmithKline (UK)  
Grupo Santander/ Santander UK  
Hanover Insurance Group  
Heineken International B.V. (The Netherlands)  
Hitachi, Ltd. (Japan)  
HSBC Technology & Services (USA) Inc.  
Insurance Australia Group  
Iron Mountain  
Johnson & Johnson  
Kaiser Permanente  
King & Wood Mallesons (Australia)  
Marathon Oil Corp.  
Markel Corp.  
Mater Private Hospital (Ireland)  
MLC Life Insurance (a Nippon Life Group Company) (Australia)  
National Australia Bank Ltd.  
Nomura Holdings, Inc. (Japan)  
Nomura Research Inst., Ltd. (Japan)  
Nordea Bank  
OCP S.A.  
Organisation for Economic Co-operation and Development (OECD)  
PepsiCo Inc.  
Pioneer Natural Resources USA Inc.  
Posten Norge (Norway)  
Principal Financial Group  
Raytheon Company  
Reserve Bank of Australia  
Royal Philips (The Netherlands)  
Scentre Group (Australia)  
Schneider Electric Industries SAS (France)  
Standard Bank Group (South Africa)  
State Street Corp.  
Stockland (Australia)  
Suncorp Group (Australia)  
Swinburne University of Technology (Australia)  
Teck Resources Ltd. (Canada)  
Tetra Pak (Sweden)  
Trinity Health  
Truist Financial Corp. USA  
Webster Bank, N.A.  
Westpac Banking Corp. (Australia)  
WestRock

**MIT CISR’s Mission**
Founded in 1974 and grounded in the MIT tradition of rigorous field-based research, MIT CISR helps executives meet the challenge of leading dynamic, global, and information-intensive organizations. Through research, teaching, and events, the center stimulates interaction among scholars and practitioners.

**2020 MIT CISR Research Projects**
- Re-Platforming Your Enterprise
- Data Sharing Across Company Boundaries
- Defining Digital Operating Models
- Ecosystems, Circa 2025
- Scaling and Systematizing New Business Models
- Breaking Down Barriers to Pervasive AI Adoption and Use
- Digitizing Work to Work Digitally
- WHAT vs. HOW: Governance for Aligned Autonomy
- Building Data Monetization Strategies That Pay Off
- How Much Does IT Really Cost?
- Value Creation and Value Capture in Digital Models