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MAXIMIZING
THE BUSINESS VALUE OF IT

2006

MITSloan
CIO SYMPOSIUM
Alumni Club of Boston
Center for eBusiness
SIM Boston

MIT Kresge Auditorium
June 21, 2006

MAXIMIZing
THE BUSINESS VALUE OF IT

Dear Colleagues,

On behalf of the MIT Center for eBusiness at the Sloan School of Management, I would like to welcome you to the 2006 MIT CIO Symposium. The Center is pleased to be your co-host for this event, along with the Sloan Alumni Club of Boston and the Society for Information Management.

The CIO has had a tumultuous decade. After moving up over the past 30 years from the back office to the executive suite, two setbacks happened. First, the paranoia of Y2K forced CIOs to spend billions of dollars to address a problem that was almost entirely imaginary. Although more often than not, it was those in the board room who demanded Y2K compatibility, it was the CIO who stood in the harsh light of New Year's Day 2000 and took the blame. Then, just a few months later, the Internet bubble burst, and an economic recession caused deep cost cutting in IT. This one-two punch caused the CIO, and technology as a whole, to fall from favor in both the eyes of the public, and the executive suite. The CIO was relegated to the back office again.

But something interesting happened in the year 2000. Productivity rates nearly doubled. Productivity improvements went up to 4% – and stayed at 4% during the recession years through to today. Why is this important? Because ultimately, productivity growth (arguably the most important economic statistic) is what determines our living standards, the competitive advantage of companies, and the wealth of nations.

CIOs claimed IT was the responsible party, and academics such as Professor Erik Brynjolfsson at the MIT Center for eBusiness proved that investments in IT were enabling this high, sustained rate of productivity – even through a recession. But this research also proved that it was not IT investments alone that were driving productivity improvements in the most productive firms. Necessary changes in the business included adopting digital business processes, pushing decision making down and across the organization, providing broader internal access to information, hiring for "cultural fit" rather than just expertise, and ongoing training. The most productive firms are those which are also "Digital Organizations" where IT is a part of every aspect of the business. For this to happen, we have realized that the CIO needs to be a peer of senior management.

So in 2006, the CIO is back in the executive suite. Today's CIOs have both knowledge of IT and a sense of the business. They know how to collaborate with the other key senior executives, and to use IT strategically to drive forward the corporation's vision. You will hear from many of these leading CIOs today. Thanks for your attendance, and welcome to MIT.

Sincerely,

David Verrill
Executive Director
MIT CENTER FOR EBUSINESS
MIT SLOAN SCHOOL OF MANAGEMENT

Dear Symposium Attendees,

Four years ago, a few astute Sloan alumni realized that top business and academic technology leaders needed accessible forums in which to communicate. What they realized was that information technology was no longer playing a supporting role in corporations. The success of the CIO meant the success of the entire company. Hence the CIO Symposium was born.

Created by industry professionals from the Sloan Alumni Club of Boston, MIT's Center for eBusiness and the Society for Information Management – this conference brings together leading thinkers in both industry and applied academia. As a high-tech entrepreneur myself, I have personally experienced many of the challenges faced by IT professionals in today's business world. Our customers and partners face many of the same challenges:

+ Leveraging our main assets – our people
+ The critical, strategic role the CIO now plays
+ Balancing solutions from both hosted and on-premise applications
+ Numerous IT options and implementation realities
+ The impact of emerging technologies
+ Balancing security exposure with user-driven technologies

And most importantly, maximizing the value that IT brings to business. To this end, our goal today is to encourage you to interact and network with others in stimulating conversation.

We hope you find today's Symposium not only informative, but also fun and thought-provoking. And just in case we don't meet in person, on behalf of the Sloan Alumni Club of Boston, I personally welcome each and every one of you to the 2006 MIT CIO Symposium.

And very special thanks to the 2006 MIT CIO Symposium Organizing Team Volunteers without whom this event would not have been possible. Listed to the right are just a few of them; thanks also to the many other volunteers who have donated their time to be here today.

And a BIG thank you to all of our Sponsors and Partners, who are listed to the left. Without their generous support this event would not have been possible.

Sincerely,

Rosaline Gulati
2006 MIT CIO Symposium Event Chair
MIT SM '96 SLOAN + ELECTRICAL ENGINEERING/TECHNOLOGY AND POLICY
President, ACTIVEPRIME
gulati@activeprime.com

SCHEDULE
June 21, 2006
MIT *Kresge Auditorium*

Time	Event
7:30 – 8:30 AM	**Registration and Continental Breakfast** | *Kresge Lobby*
8:30 – 8:35 AM	Welcome **Professor Glen Urban,** Dean Emeritus & Chairman, MIT Center for eBusiness **Rosaline Gulati,** 2006 MIT CIO Symposium Chair; President, ActivePrime
8:35 – 9:15 AM	Keynote **Arming the Innovators: How Consumers Have Changed the Rules for IT** **Dave Girouard,** VP & General Manager, Google

9:15 – 10:30 AM

CIO Keynote Panel \| *Kresge Auditorium*
How Does IT Create Business Value?

Moderator
Erik Brynjolfsson, Schussel Professor of Management, MIT Sloan School; Director, MIT Center for eBusiness

Panelists
Barbara Dalibard, EVP, Orange Business Services
Louis Gutierrez, CIO, Commonwealth of Massachusetts
Paul Neilsen, CIO, Monster Technology
Maria Pardee, CIO, BT Retail

Time	Event
10:30 – 11:00 AM	**Coffee Break & Networking** | *Kresge Lobby*

11:00 – 12:15 PM

Theme: CIO – CEO of the IT Line of Business

» **Track I** \| *Kresge Little Theatre*
The 7 Habits of Highly Effective IT Leaders

Moderator
Brian Whetten, President, Core Coaching

Panelists
Jim Dowling, President, The RBL Group
Mary Finlay, Deputy CIO, Partners Healthcare
Michael Reddy, Managing VP, Hitachi Consulting
Gerard Wilson, CIO & VP, RSA Security

» **Track II** \| *Kresge Auditorium*
The Changing Role of the CIO Within the Company

Moderator
Maryfran Johnson, VP & Editorial Director, CIO Decisions Media Group

Panelists
Rick Broughton, Director of IT Strategy, Dunkin' Brands
Stephen A. Morin, VP & CIO, TAC Worldwide
Rebecca Schechter, Managing Director, State Street Global Markets
Donna Slyster, SVP & CIO, CHEP

Time	Event
12:15 – 1:30 PM	**Lunch** | *La Sala de Puerto Rico, Stratton Student Center* (W-20)

1:30 – 2:45 PM

Theme: The CIO's Technology Toolkit

» **Track I** \| *Kresge Little Theatre*
Software as a Service and Hosted Services in Today's IT Environments

Moderator
Brian Gillooly, Editor-in-Chief, InfoWeek

Panelists
Russ Daniels, VP & CTO, HP
Gary Fromer, SVP, SAP
Jerrold M. Grochow, VP, Info Services, MIT
Stephan Schambach, President & CEO, Demandware

» **Track II** \| *Kresge Auditorium*
Process, Infrastructure and IT Services

Moderator
Michael A. Cusumano, Professor, MIT Sloan School of Management

Panelists
Troy DuMoulin, Director of Product Strategy, Pink Elephant
Jana Eggers, General Manager, Intuit Quickbase
Brad Shipp, VP of IT, Cox New England
Damian Smith, Managing VP, Hitachi Consulting

Time	Event
2:45 – 3:00 PM	**Coffee Break & Networking** | *Kresge Lobby*

3:00 – 4:15 PM

Theme: On the Horizon – Trends and Opportunities

» **Track I** \| *Kresge Little Theatre*
Emerging Technologies

Moderator
Ronald E. Cahill, Partner, Nutter McClennen & Fish LLP

Panelists
Larry Bohn, Managing Director, General Catalyst Partners
Rick Borovoy, EVP, CTO & Co-Founder, nTAG
Carol Strohecker, President & Founder, Strohecker Associates
Bob Suh, Managing Partner & CTS, Accenture

» **Track II** \| *Kresge Auditorium*
Liberation Technologies

Moderator
Prof. Thomas W. Malone, Professor, MIT Sloan School of Management

Panelists
Howard Dresner, CSO, Hyperion
Bjørn Olstad, CTO, Fast Search & Transfer
Michael Schrage, Co-Director, MIT Media Lab eMarkets Initiative
Brian Stevens, CTO & VP of Engineering, RedHat

Time	Event
4:15 – 4:30 PM	**Coffee Break & Networking** | *Kresge Lobby*

4:30 – 5:30 PM

Panel : The Future of IT in Sports \| *Kresge Auditorium*

Moderator
Clint Bidlack, President of Strategy & Technology, ActivePrime

Panelists
Anthony Bailey, VP of Media Applications, ESPN
Steve Conley, Director of IT, Boston Red Sox
Brad Lovell, Managing Director of IT, NASCAR
Lorraine Spadaro, CIO & VP of Technology & eBusiness, TD Banknorth Garden

Time	Event
5:30 – 7:00 PM	**Networking Reception and "Passport for Prizes" Raffle Drawing** | *Kresge Lobby*

welcome

WELCOME SPEAKER
Professor Glen Urban
Dean Emeritus & Chairman, MIT CENTER FOR eBUSINESS

Center for
eBusIness@MIT
http://ebusiness.mit.edu

Glen L. Urban is a leading educator, a prize-winning researcher specializing in marketing and new product development, an entrepreneur, and author. He has been a member of the MIT Sloan School of Management faculty since 1966, was Deputy Dean at the school from 1987 to 1992, and Dean from 1993 to 1998.

Urban's research focus is on management science models that improve the productivity of new product development and marketing. For example, in a methodology he devised called Information Acceleration, he uses multi-media computer technology to simulate future sales of products such as cars, computer systems, telecommunications and drugs.

Dr. Urban's recent research is to develop a trust-based marketing system on the Internet. An extension of the Information Acceleration research, the system uses pickup trucks for a prototype Web site that integrates attribute screening, expert advice, collaborative filtering and community interaction. This is being extended to understanding how the click stream from such an advisor/customer dialogue can be used to discover unmet needs. Finally research is underway to find the determinants of trust on the Internet and design a real time adaptive experimentation system to increase the levels of trust on a Web site.

HOW CONSUMERS HAVE *changed* THE *rules* FOR IT

Consumer technology drives innovation. We see it all around us with iPods, Xboxes, and applications on the web. But as the distinction between "consumer" and "employee" continues to blue, expectations start to merge. Employees want more. They want technology that is simpler, faster and fun. They want information that is personally relevant and reasonably accessible. And they want it all now. This presentation discusses pitfalls to avoid, and demonstrates new ways to present useful information to people — wherever they are in the organization.

KEYNOTE SPEAKER
Dave Girouard
Vice President & General Manager, GOOGLE

Google

Dave is responsible for all aspects of Google's enterprise business including sales, marketing, product development and customer support. Prior to coming to Google, Dave was Senior Vice President of Marketing and Business Development at Virage, a provider of multimedia search and content management software. In this role, Dave oversaw product management, product marketing, business partnerships, lead generation, sales force readiness, and press and analyst relations. Dave also founded, developed and managed Virage's application services business, which was launched in June 1999 and led to the company's initial public offering in June of 2000.

He came to Virage from Apple Computer's Worldwide Product Marketing organization where he spent several years in product management. Prior to Apple, Dave was an Associate in Booz Allen & Hamilton's Information Technology practice in San Francisco. He started his career in enterprise systems development and integration with the Boston office of Accenture (formerly Andersen Consulting). Dave holds undergraduate degrees in Computer Engineering from Dartmouth College and an MBA with highest distinction from the University of Michigan.

Wireless network connectivity for visitors to the MIT Campus

Welcome to MIT! While you're visiting us, you can connect to MITnet (the MIT network) as an on-campus guest.

Here's what to do to join MITnet during your stay:

+ Make sure your wireless card is on and enabled.

+ Configure your network (TCP/IP) for DHCP to obtain an IP address automatically from the server. Many computers already have this setting as their default.

+ You must disable your firewall software until you complete registration.

+ If given more than one choice for local wireless networks, choose the one named MIT.

+ Open a Web browser and point it to any Web page.

+ After you select "visitor registration", you will arrive at a page that displays the MITnet Rules of Use, followed by a registration screen.

The network connection takes approximately 10 minutes to activate, and will remain active for the number of days selected. Connectivity is limited to five consecutive days, and 14 calendar days per year, for guests.

Please call the MIT Computing Help Desk at 617.253.1101 with questions.

HOW DOES IT *create* BUSINESS *value* ?

IT implementations are too often described as a solution, in search of a problem. Today's IT leaders are under constant pressure to control costs and show an ROI on their IT investments. Just as importantly, CIOs must show how any IT solution supports their company's vision. Cultural, business process and training issues are too often overlooked in calculating the Total Cost of Ownership of any IT system. This panel of will examine how some of the world's best companies select, manage and measure their IT implementations for creating business value.

MODERATOR

Eric Brynjolfsson
Schussel Professor of Management, MIT SLOAN SCHOOL;
Director, MIT CENTER FOR eBUSINESS

Erik Brynjolfsson is the Director of the Center for eBusiness at MIT (http://ebusiness.mit.edu), the George and Sandi Schussel Professor of Management at the MIT Sloan School and Director or Advisor of several technology-intensive firms. Professor Brynjolfsson was among the first researchers to measure the productivity contributions of information technologies, and his research has been recognized with six "Best Paper" awards by fellow academics. He lectures worldwide on business strategy, pricing models and intangible assets, including keynote addresses at the Business Week CEO Summit, the Business Week CIO Summit, the Economist eBusiness Summit, and the eBusiness Expo. He is Editor of the Ecommerce Research Forum (http://ecommerce.mit.edu/forum), and several books including *Understanding the Digital Economy* (MIT Press, 2000) and *Strategies for eBusiness Success* (Jossey-Bass, 2001). Professor Brynjolfsson has served on the Editorial Boards of numerous academic journals as well as Time Magazine's Board of Economists.

At the MIT Sloan School of Management, Professor Brynjolfsson teaches a popular MBA course on Digital Business and a PhD seminar on IT, Organizations and Markets. He is an associate member of the MIT Laboratory for Computer Science and the MIT Center for Coordination Science. Professor Brynjolfsson previously taught at Stanford Business School and at Harvard University. He holds Bachelors and Masters degrees from Harvard University in Applied Mathematics and Decision Sciences and a PhD from MIT in Managerial Economics.

Barbara Dalibard
Executive Vice President, ORANGE BUSINESS SERVICES

In January 2003, Barbara Dalibard was appointed Executive Vice President of the Corporate Solutions Division. In April 2004, she became Executive Vice President of the Enterprise Communication Services (ECS) Division. In August 2005, she was appointed President and Chief Executive Officer of Equant. In these roles, she manages the development, marketing and sales of business communications services for the overall business market worldwide.

The ECS Division encompasses fixed and mobile voice communications, data, imaging and service integration. The division works with over 300 major corporations in France and 3,700 multinational corporations throughout the world through its subsidiary Equant, the world leader in global and integrated communication solutions.

Barbara Dalibard started her career in 1982 at France Telecom in technical management and marketing positions for the business market. In 1998, she joined Alcanet International S.A.S., a subsidiary of the Alcatel Group, as President, moving to Alcatel CIT in 1999 as sales director for France. In early 2001, she returned to the France Telecom Group as Director of the Business Market for Orange France, and then Vice President of Orange Business in charge of the business market for the entire Orange Group.

Barbara Dalibard is a graduate of the Ecole Normale Supérieure and holds a diploma from the Ecole Nationale Supérieure des Télécommunications.

Louis Gutierrez
Chief Information Officer, COMMONWEALTH OF MASSACHUSETTS

Louis Gutierrez is Chief Information Officer of the Information Technology Division (ITD), the department that oversees information technology operations and planning for executive branch agencies of the Commonwealth of Massachusetts.

Before becoming CIO of the Commonwealth, Gutierrez was Chief Technology Strategist at the Commonwealth Medicine Division of UMass Medical. While at UMass Medical, Gutierrez directed a team that provided technology support during Operation Helping Hand, the state assistance effort for Hurricane Katrina evacuees who came to Massachusetts.

Prior to working at UMass Medical Gutierrez was Chief Information Officer for the Massachusetts Executive Office of Health and Human Services (HHS), the largest state secretariat with 23,000 staff and more than $12 billion in annual spending. While at HHS Gutierrez led the development and implementation of the state's Virtual Gateway, an online portal that integrated the web presence of 16 agencies into a user-friendly format that improved service delivery and reduced costs.

A former principal at the Exeter Group, an IT strategy and integration services firm, Gutierrez has held a number of top IT positions, including Chief Information Officer at Harvard Pilgrim Health Care and Deputy Director for Technology Planning and Standards for the Federal Reserve system. He is a former Commonwealth of Massachusetts Chief Information Officer.

Louis is a graduate of Harvard College and MIT's Sloan School of Management.

Paul Neilson
Chief Information Officer, MONSTER TECHNOLOGY
Member of the Boston SIM *Chapter*

Paul Neilson is Senior Vice President of Technology Services for Monster Technology. Mr. Neilson was appointed to this position in March 2002.

He began his career with TMP Worldwide in December 1999 as a Vice President in the company's Interactive division (Monster.com). Mr. Neilson has played a key role in the growth and globalization of the company. Prior to joining the Company, Mr. Neilson was Global Technical Services Director Thomson Global Markets. Other jobs have encompassed CTO and Vice President of Software Development for companies in the Boston area. Mr. Neilson holds a B.S. B.A. from Boston University and a MBA from Suffolk University.

Maria Pardee
Chief Information Officer, BT RETAIL

As part of the BT Retail leadership team, Maria Pardee drives and develops the business by continually seeking opportunities to win strategic or operational advantages through the use of IT solutions. She and her CIO team manage IT in Retail to drive real return on investment via strict analysis of risk and reward. They also act as proactive peers of the business leaders working across the line of business, synthesizing their commercial and technical knowledge into the portfolio of programs.

Maria joined BT Retail in September 2005 from BearingPoint Inc, a company that provides business consulting, systems integration and managed services to Global 2000 companies, medium-sized businesses, and government organizations.

Maria has over 20 years telecommunications and IT experience, and at BearingPoint, she was Managing Director of the Communications and Content Division where she quickly and significantly increased revenues, pipeline and engagement opportunities. Prior to that, she was Vice President at American Management Systems Inc, where she managed over 20 software development and management consulting initiatives. In her earlier career, she also spent time at DEC and Honeywell Bull.

THE 7 HABITS OF *highly effective* IT LEADERS

The core competencies required of IT managers are evolving–and fast. In the past, their job was to manage technical people, tactical cost-center assets and other technical managers. Now, they are increasingly being called on to make the leap from technical management to strategic leadership–and to help others in their organizations to do the same. Ironically, the people who were most successful in the old roles are often the ones who face the greatest challenges in making this leap–as well as the greatest opportunities when they are successful. This panel will discuss these trends, the challenges and opportunities that come with them, the level of investment needed to support people in making this jump, and some of the best practices being used to do so.

MODERATOR
Brian Whetten
President, CORE COACHING

Brian Whetten's career is the story of an unplanned transformation from an introverted technologist and computer science academic, through a Silicon Valley entrepreneur and business executive, and into a lifelong process of leadership development. After ten years of graduate school, co-authoring two IETF standards documents, raising $20 million for two Internet startups, experiencing two burn-outs, and immersing himself in five years of full-time personal and spiritual development, he now works as an executive coach, helping guide other entrepreneurs and executives on their own paths of leadership development.

Brian received a Ph.D. in Computer Science from the University of California at Berkeley and a M.A. in Spiritual Psychology from the University of Santa Monica. He was the Principal Founder, President and CTO of GlobalCast Communications, which was acquired by Talarian where he became the Chief Scientist. After Talarian went public and was acquired by TIBCO, Brian left Silicon Valley for an intense journey of personal transformation, during which he began stepping into his calling as a servant leader. As the President of Core Coaching, his appearances include the NBC Emmy award winning show Starting Over. His service practices include life and executive coaching, writing, public speaking and group facilitation.

Jim Dowling
President, THE RBL GROUP

Jim Dowling is a Partner and Executive Consultant with The RBL Group. His current focus of study and consulting practices is building high performance organizations. Prior to joining The RBL Group, Jim was Vice President and Information Technology Management Consulting Practice Leader with Technology Evaluation Centers, Inc. where he focused on developing Information Technology Value Delivery Strategies, and Information Technology Selection. Jim lead IT Strategy and acted as CIO for Bose Corporation.

Mary Finlay
Deputy Chief Information Officer, PARTNERS HEALTHCARE

Mary Finlay is the Deputy Chief Information Officer for Partners HealthCare System, Inc. In this role, she is responsible for the daily management of an organization of 1,100 information systems and telecommunications staff. Previously, Ms. Finlay was the Chief Information Officer of Brigham and Women's Hospital. Prior to Brigham and Women's, Ms. Finlay was a Senior Systems Consultant with Automatic Data Processing (ADP).

Ms. Finlay serves on the board of the Boston chapter of the Society of Information Management (SIM) and is on the technical advisory council for YearUp. She is a member of Healthcare Information and Management Systems Society, the College of Healthcare Information Executives (CHIME) and a past member of CIO magazine's advisory council on executive programs.

Ms. Finlay received her MBA from the Simmons School of Management and her BA in psychology from Allegheny College.

Michael Reddy
Managing Vice President, NORTHEAST MARKET, HITACHI CONSULTING

Michael Reddy is Managing Vice President for Hitachi Consulting's Northeast market, responsible for building and executing the strategy for acquiring and serving Hitachi Consulting clients in the Northeast. With more than 18 years of experience as a business transformation professional, he has built several successful regional and national practices serving clients in various industries.

As a consultant and advisor, Reddy has aided clients in building strategies and driving the implementation of business transformation initiatives. Much of his career has focused on IT-enabled business transformation. He led a national IT Strategy practice which assisted clients with transformation business cases and road maps. Reddy has significant experience in large-scale ERP technologies and has led major software selection and integration efforts in the areas of finance, customer relationship management and supply chain.

Prior to joining Hitachi Consulting, Reddy was an executive at a software firm and held positions at several global consultancies.

He graduated from Northwestern University with a Bachelor of Science in Industrial Engineering, and received his Master of Business Administration from The Tuck School at Dartmouth College.

Gerard Wilson
Chief Information Officer & Vice President, RSA SECURITY

Gerry Wilson joined RSA Security in May of 1998 as the Chief Information Officer, responsible for Worldwide Information Systems and Services. Gerry is also responsible for the Worldwide Facilities and Real Estate functions for the company. He has more than 25 years of experience in all areas of information systems and management at such firms as Stratus Computer, Raytheon, Prime Computer and Gould. Gerry is a graduate of the University of Massachusetts, Amherst where he received a BBA in General Business and Finance in 1977. He received an MBA in 1984 from Case Western Reserve University in Cleveland, Ohio, with a concentration in Management Information Systems.
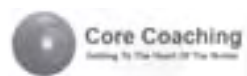
THE CHANGING *role* OF THE CIO *within* THE COMPANY

The role of IT is changing. What used to be a cost center taking direction from other business units is now becoming a strategic, mutually responsible partner in the executive suite. CIOs are increasingly being called on to act in strategic partnership with other units, to develop profit and product centers, and to help drive the corporate agenda—and this is a trend that will continue. This panel will discuss these trends, the challenges and opportunities that come with them, and some of the best practices being used to support these changes.

MODERATOR
Maryfran Johnson
Vice President & Editorial Director, CIO DECISIONS MEDIA GROUP

Maryfran brings 17 years of computer industry press experience and eight years of newspaper reporting to bear on her leadership position at TechTarget's *CIO Decisions* magazine and media group. The monthly *CIO Decisions* made its debut in April 2005 with a print circulation of 60,000 CIOs and senior IT executives at midsized U.S. companies (and can be found online at www.searchcio.com). In July 2005, Maryfran also launched the *CIO Decisions* Conference, which brings hundreds of senior IT executives at midmarket companies together annually for peer networking and business strategy discussions.

Recently named one of the "21 Most Intriguing People in Publishing in 2005" by Min's B2B Magazine, Maryfran was also honored in 2004 as the first national winner of American Business Media's Timothy White Award for editorial integrity. Prior to joining TechTarget, she held several executive and editorial management positions at IDG's Computerworld. She served as Computerworld's Editor-in-Chief from 1999-2004, where she created the Premier 100 IT Leaders Awards Program and Conference and led Computerworld's editorial team to win more than 100 business and technology journalism awards, including "Magazine of the Year" in June 2004 by the American Society of Business Publication Editors (ASBPE).

Maryfran holds a Master's degree in Journalism from The Ohio State University and a B.A. in Journalism from The University of Florida.

Rick Broughton
Director of IT Strategy, DUNKIN' BRANDS

Rick Broughton joined Dunkin' Brands, Inc. as Director of IT Strategy in July 2004. Broughton's responsibilities include the strategic design, implementation and integration of IT at Dunkin' Brands. Dunkin' Brands, Inc. franchises over 12,000 Dunkin' Donuts, Baskin Robbins and Togo's Eateries stores worldwide.

Before joining Dunkin' Brands, Broughton was the CIO at Computerworld, Inc. and CXO Media, publishers of *Computerworld, CIO Magazine, CSO Magazine* and other publications both in print and online. As CIO, Broughton was responsible for all IT infrastructure, initiatives and growth as well as having business responsibility for building out the various online properties. It was here that he grew properties such as Computerworld.com and CXOOnline and developed secure "gated community" destination sites for CIOs such as Computerworld's Executive Suite.

Broughton serves on the board of the Boston chapter of the Society of Information Management (SIM) and facilitates the Boston SIM CIO Roundtable program. He has served on the advisory boards of several IT publishers.

Broughton received both his BSA and MSA from Bentley College and Bentley College Graduate School of Business.

Stephen A. Morin
Vice President & Chief Information Officer, TAC WORLDWIDE
Member of the Boston SIM Chapter

Stephen A. Morin, Vice President and Chief Information Officer, oversees the strategic planning, development and management of information technology (IT) supporting TAC Worldwide Companies. He brings with him 23 years of experience in business and information systems innovation and management in the staffing services, retail/distribution, high-tech and telecommunications industries. Prior to joining TAC Worldwide in 1999, Mr. Morin served as Senior Director of IT at GTE Corporation, where his organization was recognized with a Chairman's Excellence Award. Prior to GTE, Mr. Morin was director of technology for CVS/Pharmacy. He has also held IT management, systems analysis and development positions with Melville Corporation, Computervision and Salomon North America (division of Salomon SA, Annecy France). Mr. Morin is an executive member of the Society for Information Management (SIM) and active in other information technology industry organizations. He holds an M.B.A. from Northeastern University, a Bachelor of Science degree from Salem State College and a Foreign Language Certificate from the University of Caen, France.

Rebecca Schechter
Managing Director, STATE STREET GLOBAL MARKETS
Member of the Boston SIM Chapter

Rebecca Schechter joined State Street Corporation in November 2004 as Managing Director of product strategy and development for its Global Link network.

Her current responsibilities include managing the client-facing electronic trading applications and leveraging a unique dual-shore development and testing model for State Street Global Markets, the investment research and trading arm of State Street Corporation.

Prior to joining State Street, she was with Thomson Financial, serving as Vice President for a variety of business divisions and overseeing product management, operations and strategy. Rebecca also worked in management consulting for McKinsey and Co. in both Zurich and Boston, as well as AC Nielsen in global product development.

Originally from Strasbourg, France, Rebecca holds an MBA from the MIT Sloan School of Management.

Donna Slyster
Senior Vice President & Chief Information Officer, CHEP

Donna Slyster is Senior Vice President and Chief Information Officer. Slyster joined CHEP in 2000 and was appointed Senior Vice President, Operations and Quality in 2002. Prior to joining CHEP, Slyster held various positions at Electronic Data Systems, including Systems Engineer Manager, Account Manager, Regional Strategic Delivery Manager and Divisional Director. She previously worked as a Systems Engineer with General Motors. Slyster holds a Bachelor of Science degree and a Master of Business Administration from State University of New York.

SOFTWARE AS A SERVICE
& HOSTED *services*
IN TODAY'S IT ENVIRONMENTS

The days of self-contained, sealed data centers, painstakingly controlling all of the firm's systems under the watchful eye of the systems operators are gone. In a networked world, companies are increasingly faced with a plethora of networked IT outsourcing options: software can be purchased as a service, it can be hosted at an external vendor site or an application can use a combination of in-house, serviced and hosting options. Once IT managers recognize that physical control is no longer necessary, they must decide what parts of the corporate infrastructure should be outsourced and what core competencies should be retained. This panel will address this question, both from the perspective of the vendors and from lead users, sharing their strategies for balancing control with agility.

MODERATOR
Brian Gillooly
Editor-in-Chief for Events, INFORMATIONWEEK MAGAZINE

As the Editor-in-Chief of *Optimize* magazine, Brian is responsible for setting the editorial direction and strategy of the publication. Working with the *Optimize* editorial team, Brian interacts with *Optimize* subject matter experts to bring business technology executives the unique perspective that enables them to develop and execute innovative strategies within their organizations. He meets regularly with top global CIOs and business technology executives. A 12-year veteran of the *InformationWeek* media group, Brian served as editor of *InformationWeek* magazine from January 1998 to August 1999, and continues to lead *InformationWeek* and *Optimize's* live events as Editor-in-Chief. Brian also has served as Senior VP, eastern region, for Vectrix, a Dallas-based E-commerce solutions provider. Brian has spent 19 years at *InformationWeek's* parent company, CMP Media LLC, including editorial responsibilities at *Computer Reseller News.*

Russ Daniels
Vice President & Chief Technology Officer, HP

Russ Daniels is Vice President and Chief Technology Officer of the Strategy and Technology Office within HP's software business, where he sets and coordinates the technology strategy across HP's software portfolio of solutions for the Adaptive Enterprise – HP's vision of an organization in which business and IT are synchronized to capitalize on change.

Previously, he was General Manager of HP's application development organization and research and development manager of the software and systems development lab.

Daniels has more than 20 years of industry experience specializing in Java, object-oriented programming, XML and software development processes. Prior to joining HP, he spent 15 years at Apple Computer, where he held a variety of developer-related positions and managed a website design and hosting business.

He holds a bachelor's degree in general studies, with a concentration on small business management and computer science, from Ohio University.

Gary Fromer
Senior Vice President, SAP MANAGED SERVICES

As Senior Vice President of SAP Managed Services, Gary Fromer is responsible for overseeing SAP's Application Management and Hosting Services businesses in the Americas. Prior to assuming this position, Fromer served as Senior Vice President, SMB and Hosting, responsible for overseeing SAP America's SMB reseller channel sales and operations, the mySAP All-In-One and SAP Business One solution portfolios and sales of SAP Hosting services. He also previously served as Chief Strategy Officer for SAP Markets, Inc. and Vice President, New Business and Partner Solutions for SAP America, Inc.

Jerrold M. Grochow
Vice President for Information Services & Technology, MIT

Dr. Jerrold M. Grochow joined MIT as Vice President for Information Services and Technology in November, 2003. He had most recently been Chief Technology Officer at FOLIOfn, Inc., a start-up providing innovative Internet-based financial services. He was also a consultant to the MITRE Corporation working with the Department of Treasury's Office of Critical Infrastructure Protection working on issues related to the banking and financial industry.

From 1992 until 1999, Dr. Grochow was Chief Technology Officer at American Management Systems, an international management and systems consulting firm, and Director of the AMS Center for Advanced Technologies, which he founded. Prior to becoming CTO, his was responsible for designing, developing and managing information systems for a wide variety of large-scale financial, industry, and governmental applications. While working at MIT from 1968-1972, he was part of the team developing the Multics Time-Sharing System (the predecessor of UNIX) and MIT's first use of the ARPANET (the predecessor of the Internet).

In addition to two books on topics related to computer systems development, he has written articles on the business applications of advanced technologies that have appeared in numerous industry and general publications, including *eWeek, Computerworld, Information Week,* and *The Financial Times.*

Dr. Grochow received his B.S. and M.S. in Electrical Engineering, and Ph.D. in Management from MIT.

Stephan Schambach
President & Chief Executive Officer, DEMANDWARE

Demandware President and CEO, Stephan Schambach founded the company in 2004. Long an ecommerce visionary and pioneer, Schambach was among the first to recognize the sector as a major software market. He is the developer of a number of industry standards for the technology and also produced the first integrated ecommerce software package, enabling major global companies to streamline complex business processes. Prior to Demandware, Schambach was CEO at Intershop, an ecommerce company he founded in 1992, built to market leadership, brought public in 1998 on the Frankfurt Stock Exchange's Neuer Market, and led to a successful NASDAQ listing in 2000. Earlier in his career, he studied physics at Friedrich-Schiller University in Jena, Germany, and was among the first to found a company in East Germany after the Berlin Wall came down.

PROCESS,
INFRASTRUCTURE
& IT *services*

The CIO organization operates on multiple levels, from writing code up to setting corporate strategy. Just above the issues of vendor management, but slightly below the questions of long-term IT investment lays a layer of decisions that can fundamentally impact the nature of the IT environments being developed.

These include the company's position on open source, the value of flexible architectures, the adoption of SOA, and standards for IT service management (ISO 20,000). Balancing the multitude of options, opposing opinions, vendor promises and implementation realities, how do CIOs make these decisions for their organizations?

MODERATOR

Michael A. Cusumano
Professor, MIT SLOAN SCHOOL OF MANAGEMENT

Michael A. Cusumano is the Sloan Management Review Distinguished Professor at the Massachusetts Institute of Technology's Sloan School of Management. He specializes in strategy, product development, and entrepreneurship in the computer software industry, as well as automobiles and consumer electronics. He teaches courses on Strategic Management, Innovation and Entrepreneurship, and The Software Business.

Prof. Cusumano received a B.A. degree from Princeton in 1976 and a Ph.D. from Harvard in 1984. Professor Cusumano has published eight books. *Microsoft Secrets* (1995, with Richard Selby) is a best-selling study of Microsoft's strategy, organization, and approach to software development, and has approximately 150,000 copies in print in 14 languages. *Platform Leadership: How Intel, Microsoft, and Cisco Drive Industry Innovation* (2002, with Annabelle Gawer) examines how industry leaders orchestrate complementary innovations that make their platforms more valuable. *Competing on Internet Time: Lessons from Netscape and its Battle with Microsoft* (1998, with David Yoffie), was named one of the top 10 business books of 1998 by *Business Week* and Amazon.com, and played a central role in the Microsoft anti-trust trial. His latest book, *The Business of Software: What Every Manager, Programmer, and Entrepreneur Must Know to Thrive and Survive in Good Times and Bad*, was published in March 2004.

Troy DuMoulin
Director of Product Strategy, PINK ELEPHANT

Troy DuMoulin is a leading IT Infrastructure Library (ITIL) and IT governance expert with a solid and rich background in business process re-engineering. Troy holds the Management Certificate in ITIL and has extensive experience in leading Service Management programs with a regional and global scope. His main focus at Pink Elephant is to deliver strategic and tactical level consulting services to clients based upon a demonstrated knowledge of organizational transformation issues. Troy is a frequent speaker at ITSM events and is a contributing author to ITIL's Planning to Implement IT Service Management book.

Jana Eggers
General Manager, INTUIT QUICKBASE

Jana Eggers leads three business organizations for Intuit, Inc., a $1.9 billion provider of business and financial management solutions for businesses, consumers and accounting professionals. As General Manager of QuickBase and Customer Manager, she is charged with growing two young, strategically important business units. And, as head of the Innovation Lab, the nucleus for Intuit's customer-driven innovation methodology, she is responsible for bringing new concepts to market for all of Intuit.

Previously, Eggers held technical and management roles at Los Alamos National Laboratory, Sabre, Lycos, and several small businesses in the travel and transportation, consumer products, internationalization, and software industries. Eggers has brought new products to market, reformed existing ones, and opened new markets for these companies. In addition, she founded and operates a successful business, 02Cruise.com, with her husband.

Eggers is a frequent invited speaker at industry and educational events, including those hosted by Harvard Business School, MIT and the Software and Information Industry Association. Mass High Tech recognized Eggers as a "Woman to Watch in 2004."

Brad Shipp
Vice President of Information Technology, COX NEW ENGLAND
Member of the Boston SIM *Chapter*

Brad Shipp is the Vice President of Information Technology for Cox Communications – New England. Before coming to Cox in 2000, Brad was AVP in charge of LAN Services for Fleet Financial Group, and before that worked for the Federal Deposit Insurance Corporation. He is a graduate of Williams College in Williamstown, Massachusetts and Moses Brown School in Providence. He has published a series of newspaper and magazine articles on a wide range of topics including personal computing, amateur radio and sailing.

Damian Smith
Managing Vice President, HITACHI CONSULTING

Damian Smith is the Managing Vice President of the Corporate Management Solutions practice at Hitachi Consulting which encompasses all of Hitachi Consulting's services and solutions for IT, Finance, HCM and Corporate Operations. Mr. Smith has over 15 years of consulting and management experience gained serving some of the largest and most influential corporations in the US and Europe in areas that include business strategy and planning, business transformation, business process improvement, strategic technology planning, IT effectiveness and information systems development and implementation.

Having worked both within, and as an advisor to, IT departments and leadership; and as a business client to IT, Mr. Smith has been able to develop a relatively rare combination of business and technology skills and experience. As a result, Mr. Smith has been able to command the respect of both business and technical / engineering teams and develop several practical solutions and best practices to common IT issues. A people oriented collaborative leader who is not afraid to tackle the tough issues or broach difficult subjects with team members and executives, Mr. Smith's specialty is working with clients to facilitate agreement, and progression towards, common business and technology goals.

EMERGING TECHNOLOGIES —
TIME FOR THE
fun stuff

Today's CIOs are challenged to lay groundwork for the future while implementing today's state of the art. What are the emerging developments in hardware, networking, communications, information strategy and presentation? What impacts will these technologies have on the way we live and interact? How will our organizations need to change to keep up? This panel will take you on a quick trip to the future, guided by the researchers and experts who will create it and bring it to the business world.

MODERATOR
Ronald E. Cahill
Partner, NUTTER McCLENNEN & FISH LLP

Ronald E. Cahill is a partner in the law firm of Nutter McClennen & Fish and a member of the Firm's Intellectual Property and Emerging Companies practice groups. His practice focuses on advising clients on intellectual property matters, obtaining patent and trademark protection, and intellectual property litigation. He works with technology based start-up and emerging companies, the investors who back them and the Fortune 500 companies that acquire them.

With a practice covering a broad range of technologies, Ron has participated in a microprocessor patent litigation, a series of patent interferences involving polymerization catalysts, a trade secret litigation concerning polyester film manufacturing technology, and a patent interference over osteogenic proteins. His patent prosecution practice focuses primarily on software inventions and medical technology.

Named a "Massachusetts Super Lawyer" in the November 2004 edition of *Boston Magazine*, Ron received Bachelor of Science and Master of Engineering Degrees in mechanical engineering from Cornell University and his Juris Doctor from the University of Pennsylvania. He writes and speaks frequently on topics relating to building strategic intellectual property portfolios and using intellectual property to enhance the value of your business.

Larry Bohn
Managing Director, GENERAL CATALYST PARTNERS

As a Managing Director of General Catalyst Partners, Larry invests in both new and existing technology businesses. Areas of special interest include: open source, information technology; systems; and software on-demand business models. Larry is a board member of Advanced Electron Beams; Black Duck Software; ChoiceStream; Demandware; Optaros; OzVision Global; and QUMAS which are all active General Catalyst investments. Larry also served on the Board of Venetica, a General Catalyst investment that was acquired by IBM in October 2004.

Prior to joining General Catalyst, Larry was the Chairman, President and CEO of NetGenesis, a market leading software and analytic solutions provider. Larry led NetGenesis from 1997 to 2001, overseeing the company's business, product strategy and direction. In February 2000, Larry took the company public (NTGX) and in December 2001, NetGenesis was acquired by SPSS, Inc. (SPSS). Prior to NetGenesis, Larry was President of PC DOCS, Inc. (DOCSF) and Senior Vice President of Marketing and Business Development at Interleaf, Inc. (LEAF).

An acknowledged thought leader, Larry has spoken at leading industry events and has been a guest lecturer at Harvard, Stanford, and the Amos Tuck School of Business at Dartmouth. He was also a founder and the first President of OASIS, the industry consortium promoting XML adoption.

Larry is an honors graduate of the University of Massachusetts, Amherst, and holds a Masters of Arts degree in Linguistics from Clark University.

Rick Borovoy
Executive Vice President of Product Development, Chief Technology Officer & Co-Founder, nTAG

Rick Borovoy is co-founder of nTAG Interactive and inventor of the world's first interactive badge specifically designed for face-to-face social networking and event data management. As the Chief Technology Officer, Rick defines nTAG's technology strategy and leads product development. After earning his undergraduate degree from Harvard in 1989, Rick spent five years conducting research in collaborative computing in Apple Computer's Advanced Technology Group, for which he received five patents. Rick earned both his master's degree in 1995 and his PhD in 2002 from the MIT Media Lab. His PhD research focused on how technology can support face-to-face communication and community building, and included the development of three prototypes of interactive badges, tested and proven in numerous conferences. These research and development efforts have been the foundation of nTAG's technology. Rick is considered a pioneer in social applications of ubiquitous computing, and has presented and published his work in a broad variety of global academic forums.

Carol Strohecker
President & Founder, STROHECKER ASSOCIATES

Carol Strohecker is a Creative Executive, Researcher and Media Specialist for whom learning is an aim of design, an object of study, and a way of life. She founded Strohecker Associates to apply research in the forms of tools, programs and environments for learning. She is a Visiting Lecturer at the Dun Laoghaire Institute of Art, Design and Technology and a former Lecturer for the Media Arts and Sciences program at the Massachusetts Institute of Technology, where she earned her graduate degrees. Carol has served advisory panels of the European Commission's Directorates-General for Education and Culture and for Information Society and Media. She acts internationally on research-related boards and program committees, and holds four US patents for her work in interactive media tools and methods. She received fellowships to work with the Harvard University Graduate School of Design, the US National Endowment for the Arts, and the Artists Foundation of the Massachusetts Council for the Arts and Humanities.

Bob Suh
Global Managing Partner & Chief Technology Strategist, ACCENTURE

Bob Suh is Accenture's Global Managing Partner for Growth and Strategy and Chief Technology Strategist. He is responsible for setting the firm's corporate strategy and technology strategy.

Bob brings 20 years of experience in leading technology businesses, consulting to top management on information technology issues, and executing and managing large-scale corporate restructuring projects and turnarounds. He has worked for the chief executives of a number of Fortune 100 firms in major restructuring and has achieved substantial operating and shareholder returns in his work.

Prior to joining Accenture, Bob was a Senior Officer of Perot Systems Corporation, reporting to Ross Perot, where he was President of the Systems Integration Business and served as the business lead for M&A and investor relations. During his tenure at Perot, Bob led deals comprising a quarter of the firm's revenues and helped quintuple the firm's institutional investor holdings. Bob was also a managing partner and member of the executive committee at CSC Index where he was responsible for leading the global reengineering practice and managing the firm's headquarters office.

Bob was named as one of the Top 25 Consultants in 2005 by Consulting Magazine. He serves on the advisory boards of Rho Capital and Memento Software. Bob also serves on the Dean's Alumni Leadership Council at the John F. Kennedy School of Government at Harvard University. Bob holds a bachelors degree from the University of Southern California and a masters, concentration in Political Economy, from Harvard University.

LIBERATION

technologies

Leveraging user-driven technologies to support communication and efficiency Internet access is growing dramatically in bandwidth and content complexity. User driven content growth is evident in capabilities such as podcasting, wiki sites, social tagging and blogging. Likewise, corporate capabilities such as web services available from Google, Amazon, salesforce.com and EBay enable user driven content creation. And that's just scratching the surface! Liberation technologies can significantly shape an agile organization by enhancing corporate communication and collective intelligence. At the same time there are risks. How can companies selectively implement these new technologies to maximize benefit while controlling exposure? And who can help them succeed?

MODERATOR

Prof. Thomas W. Malone
Professor, MIT SLOAN SCHOOL OF MANAGEMENT

Thomas W. Malone is the Patrick J. McGovern Professor of Management at the MIT Sloan School of Management. He is also the founder and director of the MIT Center for Coordination Science and was one of the two founding co-directors of the MIT Initiative on "Inventing the Organizations of the 21st Century". Professor Malone teaches classes on leadership and information technology, and his research focuses on how new organizations can be designed to take advantage of the possibilities provided by information technology. The past two decades of his research is summarized in his book, *The Future of Work: How the New Order of Business Will Shape Your Organization, Your Management Style, and Your Life* (Harvard Business School Press, 2004). Professor Malone has also published over 50 articles, research papers and book chapters; he is an inventor with 11 patents; and he is the co-editor of three books: *Coordination Theory and Collaboration Technology* (Erlbaum, 2001), *Inventing the Organizations of the 21st Century* (MIT Press, 2003), *and Organizing Business Knowledge: The MIT Process Handbook* (MIT Press, 2003). Malone has been a cofounder of three software companies and has consulted and served as a board member for a number of other organizations. His background includes work as a research scientist at Xerox Palo Alto Research Center (PARC), a Ph.D. from Stanford University, and degrees in applied mathematics, engineering, and psychology.

Howard Dresner
Chief Strategy Officer, HYPERION

Howard Dresner is the Chief Strategy Officer for Hyperion, where he is helping to define and drive Business Performance Management strategy. With more than 24 years of experience, he is an acknowledged authority in the area of Business Intelligence—the process for exploring and analyzing structured, domain-specific information to discern business trends and insights.

In 2005, Dresner joined Hyperion, the leader in software for Business Performance Management, which he calls "Business Intelligence with a purpose." Prior to this position, he drove the definition and direction of the Business Intelligence research agenda at Gartner for 13 years. During his tenure there, Dresner transformed the Business Intelligence space into a mainstream and highly valued research area within Gartner and in the broader market. His most recent Gartner research efforts focused on analytics, exploring ways businesses can gain value from more advanced Business Intelligence applications.

Dresner is a frequent speaker at forums around the world. He is a dynamic and animated presenter, utilizing humor and personal anecdotes to engage and educate the audience. At Gartner, Dresner was consistently recognized as one of the top analysts and one of its finest presenters.
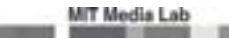
Bjørn Olstad
Chief Technology Officer, FAST SEARCH & TRANSFER

Bjørn Olstad, Ph.D., serves as the Chief Technology Officer (CTO). Before joining the Company, Dr. Olstad held key positions within General Electric Medical Systems, including Director of Research and Development for Cardiac Ultrasound. He has served as a professor in computer science at the Norwegian University of Science and Technology (NTNU), where he was awarded the youngest professorship ever.

Michael Schrage
Co-Director, MIT MEDIA LAB eMARKETS INITIATIVE

Michael Schrage is one of the world's leading experts on the economics of innovation. He helps companies worldwide design innovation processes that maximize return on investment by managing the links between innovation, the supply chain and the customer cost-effectively. Mr. Schrage is a research associate at MIT Media Lab and author of the ground-breaking book, *Serious Play: How the World's Best Companies Simulate to Innovate* (Harvard Business School Press, 2000).

Mr. Schrage helps companies understand how their inventions will affect customer relationships and develop strategies that encourage customers to embrace innovations. He's a specialist in 'rapid prototyping' and 'speedy simulations' to more effectively manage innovation risks and on managing 'innocentives'—incentives for innovation.

He lectures and consults on these themes at several MIT executive education programs, overseas business schools and corporate workshops worldwide. He's been a Merrill Lynch Forum Innovation Fellow and Executive Director of the Merrill Lynch Innovation Grants Competition.

Michael Schrage is the former Director of Ticketmaster. He has advised numerous Fortune 500 companies and contributed to many business strategy and technology publications. Mr. Schrage has a patent pending for non-Internet-related point-of-purchase network technology and is collaborating on the development of a new drug delivery technology.

Brian Stevens
Chief Technology Officer & Vice President of Engineering, REDHAT

Brian Stevens, CTO and Vice President of Engineering at Red Hat, has over 20 years of enterprise engineering experience in UNIX and Linux technologies, including work as a developer on the first commercial release of the X Window System. Since joining Red Hat's senior management team in 2001, Stevens has been critical to the company's enterprise operating system, storage and clustering strategies. He now leads the Emerging Technologies group.

Prior to joining Red Hat, Stevens served as CTO of Mission Critical Linux where he was responsible for corporate strategy, business development and clustering products. Stevens also spent 14 years at Digital/Compaq as a Senior Member of Technical Staff, where he was responsible for the architecture and development of the Tru64 OS and clustering products, as well as the inaugural release of Digital's TruCluster product. Stevens received his B.S. in Computer Science at the University of New Hampshire and his M.S. in Computer Systems from Rensselaer Polytechnic Institute.

THE
future OF
IT IN *sports* +

The coming decade will see new directions in sports information analysis and consumption. In short, the sports information supply chain is becoming more visual and more interactive. New technologies enable the capture of rich information on every move an athlete makes and this dynamic information will be used in novel ways. Information will be used for both analysis of an athlete's performance and for consumption in an infinite number of ways. How will the various sports industries be impacted by these radical changes? How will amateur athletes and sports enthusiasts be affected by these technological advances?

MODERATOR

Clint Bidlack
President of Strategy & Technology, ACTIVEPRIME

Clint Bidlack is President of Strategy and Technology and Co-Founder of ActivePrime, a data conditioning software company. Clint has been building data intensive software systems for almost 20 years, first in the automotive industry, then in research roles at the Oak Ridge National Laboratory, the University of Tennessee, and at the University of Michigan. He has played key roles on teams funded by NASA, NSF, ARPA and DOE and he has over a dozen publications in the fields of 3D simulation, robotics and computer vision.

In 1992 he was part of the team that won the first AAAI robot competition. Clint has been a consultant and instructor for the US Government and fortune 1000 companies including TRW, Ford, GM, and Hughes, and many small and medium size businesses. He was the founding CEO of Viveca, a VC backed company that built innovative electronic catalog software. Viveca was sold in 2001.

Anthony Bailey
Vice President of Media Applications, ESPN

Anthony Bailey has served as Vice President of Media Applications in ESPN's MIT department since February 2005. Bailey's responsibilities include managing ESPN's application development team, which includes writing custom software code for the "Bottom Line" (on-screen score update scroll), studio automation, real-time scoring and the ESPN Data Group.

Previously Bailey served as Vice President of Media Technology from 2004-05. Bailey joined ESPN in 1996 as a Programmer Analyst before his promotion to Director of Remote Systems in 1997.

Prior to joining ESPN, Bailey served as Lead Developer at DakTronics in Brookings, S.D. (1995-96). Before starting his own development company, Graphical Sports Systems (1992-95), Bailey worked as a developer in the Huntsville, Ala. area for Systems Dynamics (1989-90) and the Nicholas Research Group (1990-92). In addition, Bailey developed scouting systems for the California Angels in 1993 and was the official statistician for the Canadian Football League (1994), the Arena Football League (1993) and the National Junior Colleges (1990 to 1995).

Bailey, a native of Vernon, N.J., was graduated from Pace University in 1989 with a degree in International Marketing, and later received a Bachelor of Science from Western Governors University in 2005.

Steve Conley
Director of IT, BOSTON RED SOX

Steve Conley is the Director of IT for the Boston Red Sox. He is responsible for Voice and Data services used by the club. Steve is responsible for researching and developing new technologies that will help the club gain any informational advantage on any of its MLB counterparts. Prior to working for the Red Sox, Steve was the Director of IT at Renaissance World Wide an IT consulting corporation based in Waltham, MA. Steve also served in IT management roles with the Pioneer Group and Ernst & Young. Steve is a graduate of Northeastern University.

Brad Lovell
Managing Director of Information Technology, NASCAR

Brad Lovell, NASCAR's Managing Director of Information Technology, is responsible for all company technology initiatives including network, telecommunications, application development and IT services, including NASCAR headquarters, regional offices, and technology deployed to officiate race events in the NASCAR Nextel Cup, NASCAR Busch Series, and NASCAR Craftsman Truck Series.

Over the past two years, Lovell initiated several technology projects to assist in the officiating of the sport, including deployment of a new timing and scoring system that enabled NASCAR to quickly determine the line-up for the green-flag restart, but more importantly, to quickly deploy safety crews to the scene of the incident and monitor the speed of the cars on pit road. Officials can now monitor all cars on pit road and asses penalties as appropriate in real time.

He has also been instrumental in deploying three websites to facilitate interaction with the NASCAR industry, supporting media partners, drivers, teams, promoters, and sponsors and licensees.

Prior to joining NASCAR in May, 2003, Lovell worked for Brown-Forman Corporation as Director of Information Resources for the B-F Distillery Company. He has over 20 years of IT experience in a variety of industries including consumer packaged goods, quick service restaurants, event ticketing and defense contracting.

Lovell resides in Ormond Beach, Florida. He holds a bachelor's degree in Computer Science from the University of Kentucky and a master's degree in Project Management.

Lorraine Spadaro
Chief Information Officer & Vice President of Technology & eBusiness,
TD BANKNORTH GARDEN

Lorraine Spadaro joined the Boston Garden in April of 1992 as the Information Systems Manager. As the initial development work for the TD Banknorth Garden got underway, Lorraine's role quickly evolved into designing and planning video, sound and business systems for the TD Banknorth Garden. In that endeavor, Lorraine collaborated with leading industry engineers and providers to insure that the TD Banknorth Garden's technology infrastructure met the progressive demands of the TD Banknorth Garden's business and customers.

Today, Lorraine's department has experienced enormous technological growth including internet applications and the digital transformation of audio and video systems. Her department boasts a staff of highly skilled technology and creative professionals.

Before joining the TD Banknorth Garden, Lorraine spent eight years working for the Commonwealth of Massachusetts as a Programmer/Systems Analyst. Lorraine earned her Bachelor of Science degree in Computer Science from Boston College.

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YOUR COMPANY'S COMPUTER SYSTEM HAS BEEN COMPROMISED:

What Factors Should You Consider In Deciding to Involve Law Enforcement?

Allison D. Burroughs, Esq.
Partner, NUTTER McCLENNEN & FISH LLP

It's a by-now familiar scenario: a corporate computer system is hacked, and sensitive proprietary data may have been stolen or compromised, including customer information. In the constant crush of today's marketplace, and given the ephemeral, quickly transferable nature of electronic data, savvy business leaders know they must act immediately to minimize damage and safeguard company property. One of the first options is to call law enforcement. As a practical matter, however, it is critical to take a moment to prioritize the business advantages – and disadvantages – of making that call.

In making the decision to report the violation to law enforcement, companies juggle several competing goals and priorities:

+ Identifying the perpetrator and retrieving stolen data
+ Blocking criminals from regaining access to the system
+ Preventing the criminal from using or disseminating trade secrets
+ Protecting a company's reputation; avoiding or minimizing negative publicity
+ Minimizing time and money spent addressing the problem
+ Deterring future attacks

While involving the government furthers some of these goals, it can hinder others. Looking at both the advantages and costs is a critical component to making an informed decision about involving the authorities.

Assistance from law enforcement gives a corporation access to an arsenal of tools including search warrants, court orders, wire taps, pen registers, trap and trace orders, grand jury subpoenas, seizure warrants, and mechanisms for seeking cooperation from other countries. These weapons, which can be used to identify a perpetrator and ensure the return of proprietary information, are simply not available to private sector companies. And while a company can certainly terminate an employee and threaten or initiate civil action, the government can actually charge a hacker with crimes, arrest him or her, and force him or her to face the very real possibility of a felony conviction and sentence, which may include fines and prison time.

Additionally, if a company decides to conduct anything more than the most cursory investigation, it is likely to incur sizeable costs, including payment to computer forensics experts, the cost of pulling its own IT officers away from their normal responsibilities, and the possibility of significant system down time. Should your company choose to handle an investigation in-house, all of these costs will be borne by the company. Alternatively, if the government undertakes the investigation and prosecution, though they will likely seek your assistance in gathering evidence, law enforcement will shoulder most of the financial burden.

While the possibility of criminal prosecution – along with recovered assets, the deterrence of future attacks, and relief from the costs of an investigation – may make it appealing to call law enforcement, corporations are well advised to undertake a thoughtful risk analysis before deciding to involve the authorities.

A business should realize that in investigating criminal activity the government will by necessity have access to its computer systems. While government tends not to look beyond their immediate evidentiary concerns when investigating a computer system, there is a risk that law enforcement will stumble upon other information during their review of the systems. For example, it is hypothetically possible that an FBI agent investigating embezzlement from a health care company could find evidence of Medicare fraud, or that investigators searching for malicious identity theft could encounter employee trafficking in pornography. These possibilities should be taken into account when deciding whether to give any third party - even law enforcement - access to your computer system.

According to the 2005 Computer Security Institute (CSI)/ FBI Computer Crime and Security Survey, the main reason cited by organizations for not reporting computer intrusions to law enforcement is the fear of negative publicity. Reporting a crime makes it significantly more likely that the crime will become public, as the government will likely want to publicize the case as a deterrent, to encourage other victims to come forward, or to remind the public that the government is there to help. While consumers are beginning to understand that certain types of computer intrusions are commonplace, the attendant publicity of reporting a computer crime can still hurt a company's reputation with the public, particularly where credit card or other sensitive data is involved. Consumers may refuse to do business with a corporation that appears unable to secure confidential information.

Additionally, once the government is involved, it is singularly in control of the investigation and any ensuing prosecution. The government - not the company – decides the scope and pace of the investigation, including when and where to interview employees, what documents they require access to, and whether and when to settle or to bring charges. Moreover, because grand jury proceedings are secret, the government cannot share with a company what it learns from grand jury witnesses. Because the government is limited in what it can share, a company could not expect to be routinely updated on the status of the government's investigation, the identity of the perpetrator, or the government's intentions with respect to bringing criminal charges. For many companies, the inability to control the pace and timing of the investigation, coupled with the relative information blackout on how the investigation is proceeding mitigate strongly against involving the government.

If your analysis leads to the decision to report the incident, a cooperative attitude and a lawyer with the right experience are critical to managing your company's risk. First and foremost, establishing a cooperative relationship from the outset makes it more likely that the government will respect your business concerns and schedule interviews at the convenience of the company, which can significantly reduce down time and the cost of the investigation. It can also help in shaping public outreach through the media and avoiding the public disclosure of particularly sensitive information.

Even if you are reasonably secure that your corporate house is in good order, a lawyer trusted and respected by the US Attorney's office can work to limit the scope of the investigation and restrict access to certain company records. Counsel may help to convince the government to provide you with additional information on the status of an investigation, and may be able to obtain certain protective orders to prevent the disclosure of trade secrets and other confidential information.

As with all crimes, the evidence of computer crimes deteriorates with time. Moving quickly to begin an investigation – with or without assistance from law enforcement – is the right course of action. Involving law enforcement may or may not be the best thing for your company, so take time to consider it carefully in light of company goals and priorities before taking the first step.

Allison D. Burroughs, Partner in Nutter's Government Investigations and White Collar Defense practice, joined the firm in 2005 from the U.S. Attorney's Office in Boston where she spent eight of her ten years with the Economic Crimes Unit. Allison's expertise focuses on sophisticated white collar and economic crimes, including intellectual property offenses, computer crimes, money laundering, mail and wire fraud, economic espionage, terrorism, telemarketing schemes and complex rico prosecutions.

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Assistance in the preparation of this article was provided by Associate Elizabeth Cleary.

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REDUCING HIDDEN COMPUTER COSTS:

New Tool Makes it Easier to Buy Affordable, High Performance, Environmentally Preferable Computers and Monitors

By Scot Case

Routine computer purchases involve significant costs that IT purchasers have not traditionally considered. In addition to the initial purchase price, electronic purchases include significant operating and disposal costs. They also include significant human health and environmental costs.

A new tool developed with funding from the U.S. Environmental Protection Agency (EPA) will make it easier for companies to reduce the environmental costs associated with purchases of desktop computers, laptops, and monitors. The Electronic Product Environmental Assessment Tool (EPEAT) will officially launch in June 2006. The tool consists of a set of voluntary environmental criteria and a system for identifying and verifying products meeting the criteria.

Well known, mainstream computer and component manufacturers are currently identifying which of their products meet the criteria. When the EPEAT tool is officially launched, products meeting the criteria will be listed at www.epeat.net.

Computing the Hidden Human Health and Environmental Costs of Computers

According to a study conducted for the U.S. Department of Energy, PCs and monitors account for nearly 40 percent of the annual electricity consumption of office electronics and telecommunications. In addition to energy consumption, there is also growing concern some chemicals and materials present in computer components and used during the manufacturing process pose human health risks. As a result, private sector and government organizations are becoming increasingly concerned about the effects of computers throughout the product lifecycle – from the human health and environmental impacts during the computer manufacturing process, to the impacts when using a computer, to the final impacts related to computer recycling or disposal.

Energy Consumption

With technology becoming more powerful, computers are consuming more and more energy when we use them – and when we do not. Estimates show that up to 50 percent of the electricity powering office computers takes place when they are not actually being used – when workers are talking on the phone, away at meetings, or gone for the day.

Companies often can avoid wasting energy and money by purchasing computers meeting the federal government's Energy Star standard. Energy Star computers enter "sleep" mode after a period of inactivity, which allows them to remain on while saving energy. The computer returns to "active" mode with a touch of the keyboard or mouse. Besides conserving energy, the sleep mode can help computer equipment run cooler and prevent unnecessary wear and tear. It reduces computer maintenance costs and can even reduce a building's air conditioning expenses.

According to EPA, more than 11 billion kWh, or $935 million, could be saved each year if the 55 million office computers in the United States used Energy Star power management features on their monitors. The resulting energy savings also reduce climate changing greenhouse gas emissions the equivalent of removing 1.5 million cars from the road. As a result, some companies now ask vendors to activate Energy Star power management features before delivery and provide any necessary technical support.

While many computers now routinely meet the Energy Star standard, the standard is currently being strengthened. Energy Star 4.0 will set a new, far more challenging, energy efficiency standard for computer equipment.

Hazardous Substances

The process of manufacturing computers can release hazardous substances into the environment, threatening the health of humans, fish, and wildlife. The hazardous substances present in computers pose the additional risk of leaching into air, water, and soil when land filled, incinerated, or improperly recycled.

Some of the hazardous substances found in computers include:

CADMIUM, used in batteries, surface mount device (SMD) chip resistors, infrared detectors, semiconductors, and older cathode ray tubes (CRTs) can cause brittle bones, lung damage, and kidney disease. Approximately 2 million pounds of cadmium are present in the 315 million computers that became obsolete between 1997 and 2004.

LEAD is most commonly used in solder and the glass of CRTs. Lead is a cumulative toxin that can cause damage to the nervous system, reproductive system, and kidneys.

MERCURY is used in LCD and flat panel displays, switches, printed wiring boards, and batteries. Exposure to high levels of mercury can cause chronic brain and kidney damage.

POLYVINYL CHLORIDE (PVC), used in computer cabling and housings, is found among the 13.8 pounds of plastic present in the average computer. PVC is not only difficult to recycle, but releases dioxins and furans during its production and incineration. Dioxin is known to cause cancer and can also cause skin problems, reproductive disorders, and developmental effects.

BROMINATED FLAME RETARDANTS are used in computer plastics, circuit boards, cables, and connectors to reduce the risk of fire. Studies have shown that brominated flame retardants such as polybrominated biphenyls (PBBs) and polybrominated diphenylethers (PBDEs) may be endocrine disruptors that interfere with human hormone functions.

HEXAVALENT CHROMIUM is used to protect untreated and galvanized steel from corrosion and to harden steel housings. Even in small concentrations, hexavalent chromium can cause strong allergic reactions and may even cause DNA damage. The 315 million computers that became obsolete between 1997 and 2004 contained approximately 1.2 million pounds of hexavalent chromium.

End-of-Life Management

In addition to the environmental and human health concerns associated with hazardous substances in computers, disposing of electronic waste can prove expensive. An estimated 315 million computers became obsolete between 1997 and 2004. An additional 63 million computers are projected to become obsolete in 2005. Proper handling and disposal of obsolete electronic equipment could collectively cost more than $10.7 billion.

Obsolete computers should be reused or recycled, but according to the National Safety Council, only about 11 percent of discarded electronics is recycled. A recent report by the Basel Action Network and the Silicon Valley Toxics Coalition estimates that of the computers currently collected for recycling, 50 to 80 percent are exported to developing countries such as China, India, and Pakistan. Weak environmental laws and low standards for worker protection often exacerbate the environmental and human health problems associated with computer disposal in these countries. Computer waste, for example, is often disassembled and simply dumped or burned outdoors. Potential health and environmental hazards resulting from this practice include the release of toxics through open burning of plastics, worker exposure to toxic materials, and the contamination of rivers and wells.

Making it Easy to Buy Green Computers

In 2001, large computer purchasers like the Commonwealth of Massachusetts, concerned about the human health and environmental impacts of their purchases, began using their purchasing power to encourage manufacturers to make "greener" computers. Massachusetts defined green computers as energy-efficient computers containing fewer hazardous materials with specified limits for mercury, lead, and cadmium. They also requested that the computers be easier to upgrade and recycle. As other purchasers began developing their own slightly different green computer standards, it became obvious that a single standard was preferable to avoid creating confusion in the marketplace. EPA provided funding to develop a common standard. EPA funded the Zero Waste Alliance to facilitate the development of the EPEAT standard over a three-year period in a very structured public process that involved more than 50 stakeholders from throughout the computer world, including IT purchasers, federal, state, and local governments, environmental activists, computer recyclers, and computer and component manufacturers. The stakeholders coordinated EPEAT criteria with existing international standards such as Energy Star, WEEE, and RoHS, and created new standards as needed.

The resulting three-tiered EPEAT standard includes 23 mandatory criteria and 28 optional performance criteria in the following eight categories:

REDUCTION/ELIMINATION OF ENVIRONMENTALLY SENSITIVE MATERIALS
MATERIALS SELECTION
DESIGN FOR END OF LIFE
LIFE CYCLE EXTENSION
ENERGY CONSERVATION
END OF LIFE MANAGEMENT
CORPORATE PERFORMANCE
PACKAGING

Products meeting all 23 of the required criteria will be identified as EPEAT Bronze products. Products meeting the 23 required criteria and at least 14 of the optional criteria will be listed as EPEAT Silver products. Those meeting the 23 required criteria and at least 21 of the optional criteria will be designated EPEAT Gold products. A complete listing of all products meeting the EPEAT standard will be available in June 2006 at www.epeat.net.

Purchasers Making a Difference

Although EPEAT will not "go live" until June, EPEAT is already being referenced in almost $22 billion worth of IT contracts, including many federal agencies. The U.S. Department of Homeland Security, for example, includes the following language in its system requirements:

"...The Contractor is advised that DHS is an active participant in the Federal Electronics Challenge program. During the term of this contract, the Government reserves the right to purchase exclusively or otherwise provide preference for specific models of desktop computers, notebooks and monitors qualified through the Electronics Products Environmental Assessment Tool (EPEAT) or its successor."

Large purchasers have made a difference in many different industries over the years. Air bags first appeared in automobiles because large fleet managers requested them. Recycled content paper first became available because large government purchasers asked for it. Most computers now meet Energy Star standards because of large purchasers' requests. Large purchasers are now asking for high-performance "green" computers as a way of reducing the human health and environmental impacts associated with computer purchases. What are you doing to help?

ABOUT THE AUTHOR

Scot Case was a featured presenter at the Society for Information Management's IT Procurement & Strategic Sourcing Working Group meeting in early May 2006. This group of dedicated IT professionals exclusively from practitioner companies meets three times a year to discuss and share best practices and new initiatives in sourcing, contracting, vendor management and negotiations.

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