



8TH ANNUAL
MIT SLOAN CIO SYMPOSIUM

BEYOND THE CROSS ROADS

How will the
CIO role *evolve*
in the digital
business world?

05.18.2011

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8TH ANNUAL MIT SLOAN CIO SYMPOSIUM



We are pleased you are joining us for the 8th Annual MIT Sloan CIO Symposium, during this special year in MIT – the MIT 150th Anniversary. Our next opportunity to celebrate a semicentennial will be in 50 years! We organize this Symposium each year to join the best thought-leaders and practitioners in the field to help make you a better business leader and technologist in your careers. We hope you have a great day today. The Symposium offers the unique opportunity to access the latest thinking and research at MIT with practical insights into innovative technologies and connection to peers. What is different this year? It is more international: There are speakers, CIOs, government official and corporate executive attendees from countries across the globe, including the US, Asia, Europe, South America and Middle East. It is more innovative and collaborative: We continue to offer new ways for you to connect with each other before, during and after today, including LinkedIn, Facebook, Twitter, our webcasts and podcasts, and of course CIO Corner, our blog. We also have over a dozen committed organizational partners from international and professional industry associations who have worked with us across the globe.

Regards,
MIT Sloan Alumni Club of Boston

SPECIAL PARTNER



BEYOND THE CROSSROADS

How will the
CIO role *evolve* in the
digital business world?

DEAR FRIENDS,

Welcome to MIT, especially during its 150th Anniversary celebration.

As we all know, the landscape of the digital world is rapidly changing. It is no longer a matter of deciding which path to take at the crossroads, but rather, it is about being forward thinking to proactively chart the business course. Enterprises need to stay up-to-date and transform with these changes to maintain competitive advantage and market share.

Leading beyond the crossroads presents new challenges and paradigm shifts for corporate executives, especially the CIOs. But at the same time, these changes also offer numerous possibilities for individual and company growth. From “clouds,” to social networks, to mobility, to security, gleaning the benefits of the digital business requires the management of a more complex and different organization. Here is where the CIO’s leadership can de-mystify technology oriented business solutions so that they are seen as fundamental parts of a company’s strategic decisions and operations. This brings us to this year’s theme: *Beyond the Crossroads: How the CIO Role Will Evolve in the Digital Business World.*

We hope to give you invaluable insights during one concentrated day of lively discussions. You’ll be equipped with innovative concepts to help you for the next 364 days of the year – until we see you again!

Today’s diverse panels of thought leaders provide a vital pulse of new opportunities and strategies. We will have three primary keynote sessions in the morning. Beginning with the CEO panel, you’ll hear strategic perspectives of the digital business world. Following that is the academic panel where several MIT faculty members discuss the future impact of digital business. Building on these two sessions, our last panel of CIOs will examine their evolving role in the fast-paced cloud and mobile computing environment.

In the afternoon, we have concurrent sessions of many must-know topics. These panel discussions offer a variety of forward looking ideas and strategies covering key industry concerns. The afternoon keynote speakers will discuss the cloud computing spectrum. We will also announce the 2011 CIO innovation leadership award winner and have the annual Innovation Showcase.

On behalf of the MIT Sloan Alumni Club of Boston, our co-organizers, The MIT Center for Digital Business, the Boston Chapter of the Society for Information Management, and the many dedicated and indefatigable volunteers to bring you this event, we welcome you to MIT. In particular, we thank our sponsors for their generous contributions, especially in the current economy. And of course we thank you, our attendees. We value your participation, before, during and after today!

This is a day for you to explore topics of interest – new or familiar. Without you listening, asking questions, talking with each other, and pondering ways to advance your companies and your careers, we would not have nearly as much fun.

Regards,



Graham G. Rong, PhD, MBA

*Chair, MIT Sloan CIO Symposium &
Director, MIT Sloan Alumni Club of Boston*

Twitter conversations are live today. Please include hash tag #MITCIO in your tweets. We welcome your comments.

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AGENDA

M : MODERATOR

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7:30 am - 8:30 am	Rockwell Cage	REGISTRATION
8:30 am - 8:45 am	Kresge Auditorium	WELCOME REMARKS
8:45 am - 9:45 am	Kresge Auditorium	CEO KEYNOTE PANEL: VIEW FROM THE TOP: OPPORTUNITIES AND STRATEGIES IN THE DIGITAL BUSINESS WORLD
9:45 am - 10:45 am	Kresge Auditorium	ACADEMIC KEYNOTE PANEL: MIT'S PERSPECTIVE: WHAT EVERY CIO SHOULD KNOW ABOUT THE FUTURE IMPACT OF DIGITAL BUSINESS
10:45 am - 11:15 am	Tent & Lobby	COFFEE BREAK & NETWORKING
11:15 am - 12:30 pm	Kresge Auditorium	CIO KEYNOTE PANEL: THE EVOLVING CIO ROLE IN CLOUD AND MOBILE COMPUTING ENVIRONMENT
12:30 pm - 1:45 pm	Rockwell Cage	LUNCHEON
1:45 pm - 2:45 pm		TRACK 1: New IT Innovation Models
	<p>TRACK 1: KRESGE MAIN</p> <p>TRACK 2: LA SALA DE PUERTO RICO</p> <p>TRACK 3: KRESGE LITTLE</p> <p>TRACK 4: STUDENT CENTER - MEZZANINE</p>	<p>Roger P. Roberts, Partner, McKinsey</p> <p>Prof. Michael A. Cusumano, Sloan Management Review Distinguished Professor of Management, MIT Sloan</p> <p>Arthur Filip, VP & GM, Technology Consulting, Hewlett-Packard Company</p> <p>Roy Rosin, VP, Product Management & Innovation, Intuit</p> <p>Alan Trefler, CEO & Founder, Pegasystems</p>
2:45 pm - 3:15 pm	Tent & Lobby	COFFEE BREAK & NETWORKING
3:15 pm - 4:15 pm		TRACK 1: Enterprise Analytics → Business Values
	<p>TRACK 1: KRESGE MAIN</p> <p>TRACK 2: LA SALA DE PUERTO RICO</p> <p>TRACK 3: KRESGE LITTLE</p> <p>TRACK 4: STUDENT CENTER - MEZZANINE</p>	<p>Michael S. Hopkins, Editor-in-chief, MIT Sloan Management Review</p> <p>Rock Gnatovich, SVP & COO, Spotfire, TIBCO Software Inc.</p> <p>Brad Peterson, CIO, Charles Schwab</p> <p>Sid Probstein, CTO, Attivio</p> <p>Renée Romano Nocker, Director of Technology Product Marketing, SAS</p>
4:15 pm - 4:45 pm	Tent & Lobby	COFFEE BREAK & NETWORKING
4:45 pm - 5:15 pm	Kresge Auditorium	2011 MITCIO AWARD PRESENTATION
5:15 pm - 6:15 pm	Kresge Auditorium	PM KEYNOTE PANEL: CLOUD COMPUTING SPECTRUM: FROM LOW HANGING FRUIT TO GAME-CHANGING TRANSFORMATION
6:15 pm - 6:20 pm	Kresge Auditorium	CLOSING REMARKS
6:20 pm - 8:00 pm	Courtyard Tent	INNOVATION SHOWCASE

CONTINENTAL BREAKFAST

Courtyard Tent

Dr. Graham G. Rong,
Chair, MIT Sloan CIO Symposium
& Director, MIT Sloan Alumni Club of Boston

Prof. David Schmittlein,
John C. Head III Dean, MIT Sloan

Karl F. Koster, Executive Director of
Corporate Relations, MIT ILP

Gregory Huang, Editor, Xconomy Boston
& National IT Editor, Xconomy

David J. Castellani, Senior Managing
Director & CEO, New York Life Retirement
Plan Services

Tianwen Liu, Founder, CEO & Chairman,
iSoftStone

Brian Halligan, CEO & Co-founder, Hubspot

Eric Openshaw, Vice Chairman, Global and
U.S. Technology Leader, Deloitte LLP

Jason Pontin, Editor-in-chief & Publisher,
MIT Technology Review

Prof. Erik Brynjolfsson, Schussel Professor
of Management & Director, MIT Center for Digital
Business, MIT Sloan

Prof. Gregory J. McRae, Professor
Emeritus, MIT & Executive Director,
Morgan Stanley

Dr. David Clark, Senior Research Scientist,
MIT CSAIL

Prof. Alex (Sandy) Pentland, Professor,
MIT Media Lab

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David Kingston, Managing Director,
Corporate Executive Board

Anthony D. Christie, CIO & CTO,
Global Crossing

Sanjay Mirchandani, CIO & COO, Global
Centers of Excellence, EMC Corporation

Mark Egan, CIO, VMware

Tasos Tsolakis, EVP & CIO, Iron Mountain

TRACK 2:
Mobility - The Next CIO Innovation
Opportunity

TRACK 3:
Workforce 2015 - Building the
Organization of the Future

TRACK 4:
Collective Intelligence and Social
Networks

Susan Nunziata, Editor-in-chief, *CIO Insight*
Dr. Narayanan Krishnakumar,
VP & Chief IT Architect, EMC
Lisa Mitnick, Executive Director, Accenture
Lior Netzer, VP of Mobile Network Strategy,
Akamai
Marilyn T. Smith, Head of Information
Service & Technology, MIT

Dr. Jeanne W. Ross, Director, CISR,
MIT Sloan
Shawn Banerji, Managing Director,
Russell Reynolds Associates
Coco Brown, President & COO, TAOS
Tammy J. Erickson, Author,
Independent Consultant
Steven John, Strategic CIO, Workday

Brian P. Watson, Director of Business
Outreach, Workforce Opportunity Services
Adam Boyden, President, Conduit
Prof. Thomas W. Malone, Patrick
J. McGovern Professor of Management,
MIT Sloan
Dr. Andrew McAfee, Principle Research
Scientist, MIT & Fellow, Berkman Center for
Internet and Society, Harvard Law School
Rob Stefanic, VP & CIO, Sensata

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TRACK 2:
Managing the Extended Enterprise

TRACK 3:
New Trends in Cyber Security and
Privacy Protection

TRACK 4:
Healthcare CIO Beyond The Crossroads:
Healthcare Reforms-Economy-Patient Care

Stuart Scantlebury, Senior Advisor, Boston
Consulting Group
Marc Ferrentino, Chief Technical Architect,
salesforce.com
Tim Hebert, President & CEO, Atrion
Jay D. Leader, SVP & CIO, iRobot and
Chairman, Boston SIM CIO Roundtable
Dr. Theodore (Ted) Piepenbrock,
Research Affiliate, MIT Center for Technology,
Policy & Industrial Development

Owen McCusker, Principal Analyst,
Sonalysts, Inc.
Allen Allison, Chief Security Officer, NaviSite
Michael K. Daly, Director, IT Security
Services & Deputy, CISO, Raytheon Company
Kurt Hakenson, Chief Technologist,
Electronic Systems Sector, Northrop Grumman
Corporation
David Saul, SVP & Chief Scientist,
State Street Corporation

Sreedhar Potarazu, MD, Founder & CEO,
VitalSpring Technologies
Julie C. Boughn, Deputy Director for
Operations, Center for Medicare and Medicaid
Innovation, CMS
Franklin Maddux, MD, SVP & Chief
Medical Information Officer, Fresenius
Medical Care – North America
Joseph M. Pleasant, CIO & SVP, Premier
William K. Wray, EVP & CIO, Blue Cross
& Blue Shield of Rhode Island

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PRESENTED BY: **Prof. Glen L. Urban**, David Austin Professor of Marketing, Dean Emeritus, MIT Sloan & Chairman, MIT Center for Digital Business

Ted Schadler, VP & Principal Analyst,
Forrester Research

Ina Kamenz, VP & CIO, Thermo Fisher Scientific
Alexander Onik, Director of Partner
Architects, VMware

Ali Shadman, VP & Chief Technologist,
Technology Consulting, Hewlett-Packard
Company
Kirsten O. Wolberg, CIO, salesforce.com

Joanna Eldridge, Dr. Graham Rong, Event Organizers

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Dear Attendee,

On behalf of the MIT Center for Digital Business, I would like to welcome you to the 2011 MIT CIO Symposium. Along with the Sloan Alumni Club of Boston and SIM, the Center is pleased to once again be your co-host for this event.

Our theme for the 2011 CIO Symposium is *“Beyond the Crossroads: How Will the CIO Role Evolve in the Digital Business World?”* And what a “crossroads” it was. For too many years the CIO was squeezed for budget more and more. Now the digital world has become such a reality that the CIO is both the harness and the reins for technology-driven businesses. No doubt that some industry sectors are more “digital” than others, but none are unscathed. Mobility, the Cloud, Social Networks

I don’t believe it will be difficult for you to get a taste of that uniqueness – if only for a day at the CIO Symposium. Sprinkled throughout the agenda are some of our key faculty, including Erik Brynjolfsson (“IT and Productivity”), Andy McAfee (“Enterprise 2.0”), Sandy Pentland (“Honest Signals”), and Jeanne Ross (“IT Organization”) to name a few. Alongside them are thought leaders from industry who will discuss, and certainly debate, the best approaches for the CIO and IT organizations to thrive in a world driven by digital business. Many of these speakers are sponsors of the Center, including Capgemini, Cisco, Cognizant, GM, McKinsey, SAP, Suruga Bank, Thomson Reuters, BT, IPC, Liberty Mutual, Google, HP, and SAS.

WELCOME FROM THE MIT CENTER FOR DIGITAL BUSINESS

are part of every organization whether you are an online retailer or a rail delivering hard goods. Our event certainly covers the cutting edge, but this year there are not a lot of surprises – there is a “digital business as usual” environment that suggests we are indeed realizing the benefits of technology, and harnessing their use.

This ebb and flow of technology innovation has happened many times since the Industrial Revolution, and MIT has been at the forefront more times than not. This year marks a very special anniversary for MIT as the Institute celebrates its 150th year. The CIO Symposium is one of many events over the next 150 days of “exploring MIT’s revolutionary contributions, celebrating MIT’s ‘Inventional Wisdom,’ and imagining the frontiers we should set our sights on next.” I have been a part of the MIT community since 1985 – not a very long time in the grand scheme of the Institute, but long enough to realize that MIT is one of the most unique organizations on the planet earth.

MIT makes for a truly unique environment for bringing these diverse stakeholders together, for you, at the MIT CIO Symposium. That is what the Institute has done for 150 years, and it seems to have worked pretty darn well.

Please feel encouraged to contribute your thoughts, perspectives and experiences today. Thanks for your attendance, and welcome to MIT and the 2011 MIT CIO Symposium.

Sincerely,



David Verrill

*Executive Director
MIT Center for Digital Business
MIT Sloan School of Management
Massachusetts Institute of Technology*

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Dear Attendee,

On behalf of the Boston Chapter of the Society for Information Management (SIM), we welcome you to the 2011 MIT CIO Symposium. We have been pleased to be an organizer of this event from its beginning eight years ago.

Since our founding in 1977, Boston SIM has been the leading professional society for information technology executives, IT consultants, academicians, and senior business executives interested in the innovative use of information technology to improve and transform organizations. SIM offers IT executives a collaborative exploration of best practices, trends and “lessons learned” for those who shape and influence the management and use of IT. We provide a network for peer-to-peer

SHARPEN THE LEADERSHIP SAW – a quarterly half-day book and leadership forum that is offered to all current SIM members, and all former SIM RLF graduates who are interested in improving their leadership skills.

OUTREACH – Boston SIM created its Outreach Program as an opportunity for members to “give back” and help others in the IT community who are less fortunate and to promote IT as a career choice. Our current outreach partners include Year Up, Teen Voices, Common Impact, and Tech Boston.

ANNUAL GOLF TOURNAMENT – a great networking event that helps fund our Outreach Programs.

We wish to extend a special thank you to the

WELCOME FROM SIM

sharing and learning through a variety of forums in which leaders, educators and practitioners come together to explore the management revolution that is changing the way the world communicates, educates and does business.

These forums include:

MONTHLY MEETINGS – feature prominent speakers and provide valuable networking opportunities.

ROUNDTABLES FOR SPECIFIC GROUPS – CIOs, Senior Practitioners, Consultants, and Emerging IT Leaders participate in roundtables that provide them with opportunities to collaborate and exchange best practices with their peers, as well as explore innovative technologies and grow professionally.

REGIONAL LEADERSHIP FORUM (RLF) – is an intensive, ten-month leadership development program focused on creating authentic leaders. Since 1992 over 3000 graduates and more than 300 sponsors have found RLF the key to developing leadership effectiveness.

speakers, sponsors, attendees and SIM members for their participation at this year’s event. We invite you to visit the Boston SIM booth to learn more about SIM and its value to your career.

Sincerely,



Kevin More

President, Boston SIM

8:30 am – 8:45 am

WELCOME REMARKS // KRESGE AUDITORIUM



Dr. Graham G. Rong

Chair, MIT Sloan CIO Symposium & Director, MIT Sloan Alumni Club of Boston

Dr. Graham Rong is the founder and managing director of IKA, LLC, a leader in analytics solutions. He has provided strategic advice to Fortune 1000 companies in corporate strategy, global development, innovation leadership, semantic web, financial and social analytics, enterprise information architecture, content management, social network media and CRM.

Graham has the unique talent for evangelizing and bringing new technologies to market in North America, Asia and Europe. Graham lectures at MIT, Harvard University and outside of the US. He has



Prof. David Schmittlein

John C. Head III Dean, MIT Sloan

Professor David Schmittlein joined the MIT Sloan School of Management as John C Head III Dean in October, 2007. Prior to his appointment, he was the Ira A. Lipman Professor, and Professor of Marketing, at The Wharton School of the University of Pennsylvania. He served as Deputy Dean from 2000–2007 and Interim Dean during July, 2007.

David received a PhD and M.Phil in Business from Columbia University, and BA in mathematics (magna cum laude) from Brown University. His research assesses marketing processes and develops methods for improving marketing decisions. David is widely regarded for his work estimating



Karl F. Koster

Executive Director of Corporate Relations, MIT ILP

Karl F. Koster is the Executive Director of the MIT Office of Corporate Relations. The Office of Corporate Relations at MIT includes the Industrial Liaison Program, which celebrated 60 years of service to the Institute and its corporate partners in 2008.

In that capacity, he and his staff work with the senior administrative and faculty leadership of MIT in developing and implementing strategies for enhancing corporate involvement with the Institute. Karl has been involved with faculty leaders in identifying and designing a number of major international programs for MIT. Many of these programs focus on institutional

WELCOME TO THE 8TH ANNUAL MIT CIO SYMPOSIUM

held senior roles with Vignette Corp., Harte-Hanks, and was on the faculty in Jiangnan University. He also held an EU fellowship at the University of Edinburgh.

Graham has authored numerous articles on CIO leadership and IT innovation. He is a board member of the MIT Sloan Alumni Club of Boston and has been a key contributor in the leadership of the MIT Sloan CIO Symposium since 2007. Graham has been in the chair role of the Symposium since 2009.

Graham holds an MBA from MIT Sloan and PhD from the University of Guelph, Canada.

the impact of a firm's marketing actions, designing market and survey research, and creating effective communication, promotion and interactive marketing strategies.

David has received numerous awards for his research, his editorial work, and his teaching. He was an area editor for *Marketing Science* and a member of the editorial board for the *Journal of Interactive Marketing*, *Journal of Marketing Research*, *Marketing Letters* and *Marketing Science*. David serves on the International Advisory Board for Groupe HEC, the Academic Advisory Board for the China Europe International Business School in Shanghai, the Tsinghua School of Economics and Management Advisory Board, and the International Advisory Council of Guanghua School of Management, Peking.

development and are characterized by the establishment of strong, international, programmatic linkages between universities, industry, and governments.

Karl graduated from Brown University with a BA in geology and economics in 1974, and received a MS from the MIT Sloan School of Management in 1980. At the Sloan School he concentrated in international business management and the management of technological innovation. Prior to returning to MIT, Karl worked as a management consultant for seven years in Europe, Latin America, and the United States on projects for private and public sector organizations.



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VIEW FROM THE TOP: OPPORTUNITIES AND STRATEGIES IN THE DIGITAL BUSINESS WORLD

Savvy business leaders set strategies and adopt best practices for success. However, to sustain the success, one has to take a forward looking strategic approach to anticipate and adapt proactively to market changes by looking beyond the competitors to incorporate shifts in the economic landscape, changes in the workforce and customer profiles, and the evolution of business and social environments.

The CEO panelists will provide their perspectives on the opportunities and strategies in the digital business world and discuss:

- Sustainability by leveraging new technologies and business ideas
- Investment tension between innovation for growth and cost-cutting programs
- Expectations for the CIO to create a high-performing organization
- IT as a driver for efficient resource utilization and profitability

MODERATOR



xconomy

Gregory Huang

Editor, Xconomy Boston & National IT Editor, Xconomy

Greg Huang is the Editor of *Xconomy Boston* and National IT Editor for *Xconomy*, an online publication and media company focused on technology, business, and innovation. Xconomy started in 2007 and is now in six cities around the U.S. Previously, Greg was a features editor at *New Scientist* magazine and senior writer at *Technology Review*. His writing has also appeared in *Wired*, *Nature*, and *The Atlantic Monthly's* website. He is the co-author of *Guanxi* (Simon & Schuster, 2006), a book about Microsoft in China. He has a PhD in electrical engineering and computer science from MIT.



NEW YORK LIFE

David J. Castellani

Senior Managing Director & CEO, New York Life Retirement Plan Services

David J. Castellani is the Senior Managing Director and CEO of New York Life Retirement Plan Services, which currently administers over \$38 billion in defined contribution, defined benefit, and non-qualified plan assets. David has over 30 years experience in the financial services industry.

In 1997, David co-founded Mi8 Corporation, which became one of few successful application service providers. Mi8 hosted mail and messaging platforms and was sold in 2003. Subsequently, David managed a Zurich-based Executive Compensation firm prior to joining New York Life.

David earned his BA from the College of

VIEW FROM THE TOP: OPPORTUNITIES AND STRATEGIES IN THE DIGITAL BUSINESS WORLD

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the Holy Cross. He also completed the Harvard Business School Entrepreneurial Leadership Program.

8:45 am – 9:45 am

CEO KEYNOTE PANEL // KRESGE AUDITORIUM



HubSpot

Brian Halligan

CEO & Co-founder, Hubspot

Brian Halligan is CEO & Co-founder of HubSpot, a marketing software company he co-founded four years ago to help businesses transform the way they market their products by “getting found” on the internet. Since its founding, HubSpot has already accumulated over 4,000 customers. He is author of two books: *Inbound Marketing: Get Found Using Google, Social Media, and Blogs*, which is in its fourth printing and has been translated into six languages, and *Marketing Lessons From the Grateful Dead*, published in August 2010. He is also an Entrepreneur-In-Residence at MIT.



iSOFTSTONE

Tianwen Liu

Founder, CEO & Chairman, iSoftStone

Tianwen (TW) Liu is the founder, Chairman and CEO of iSoftStone Holdings Ltd., a leading China-based provider of consulting & solutions, IT services and business process outsourcing to clients both domestically in China and worldwide.

Tianwen has over 20 years experience in technical and management roles in the IT industry. Since founding iSoftStone in 2001, Tianwen has become a leading voice for China’s IT outsourcing industry and the globalization of Chinese enterprises, and has been recognized by domestic and international publications as such. Tianwen won the “Award of ChinaSourcing’s 2010 Person of the Year” and the “Award of Leadership of China Service Outsourcing Industry Development” in 2009.

Prior to iSoftStone, Tianwen co-founded AsiaEC.com in 1999 and led efforts to build the company from inception to become China’s largest on-line office supply and services provider (until it was acquired by Office Depot in 2006). He also served in multinational companies such as Bechtel and Siemens.

Tianwen is a Sloan Fellow and holds an MBA degree from MIT, as well as a master’s degree in electrical engineering from the University of Massachusetts.



Deloitte.

Eric Openshaw

Vice Chairman, Global and U.S. Technology Leader, Deloitte LLP

Eric Openshaw is a Principal and Vice Chairman serving as the Global and U.S. technology leader for Deloitte’s Technology, Media & Entertainment, and Telecommunications (TMT) industry group. Eric has more than 30 years of experience in assisting clients with enterprise transformation, business process re-engineering, manufacturing/distribution strategy, technology strategy, merger and acquisition analysis and post-acquisition consolidation, order fulfillment, supply chain, information systems strategic planning, technology (hardware and software) evaluation, and design-development and implementation of software primarily for discrete and process manufacturing distribution retail and retail distribution. A frequent public speaker, he also writes articles on technology and operational improvement for periodicals.

Eric received his BA degree from California State University at Fullerton. He has completed postgraduate work at California Polytechnic University. He is based on the west coast.

**MIT'S PERSPECTIVE:
WHAT EVERY CIO SHOULD
KNOW ABOUT THE FUTURE
IMPACT OF DIGITAL BUSINESS**

The growth of data, the increasingly digital nature of business, and the dichotomy of enabling without controlling the viral nature of social networks makes the job of the CIO extremely complicated. We are just scratching the surface of developing, using and understanding the tools for collecting and analyzing digital information. But what are the really big insights for CIOs? And what is next after companies have a better grasp of these tools? MIT faculty have a unique perspective on technology and how it shapes the future of digital business. And in no subject is that more important than Information Technology. Our all-star MIT panelists will comment on what they see as the biggest changes yet to come that CIOs should know of, and how they can prepare for a more mature Digital Business world.

MODERATOR



**Technology
Review**
PUBLISHED BY MIT



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Digital Business
A COMMITMENT TO INNOVATION. A COMMITMENT.

Jason Pontin

*Editor-in-chief & Publisher,
MIT Technology Review*

As Editor-in-chief, Jason Pontin is responsible for the editorial direction of the award-winning magazine *Technology Review* and TechnologyReview.com. Jason took on the role of publisher in September 2005, overseeing all aspects of the company's growth strategy, which includes a rapidly expanding website, specialty e-newsletters, an aggressive international expansion, and signature events, such as the annual Emerging Technologies Conference at MIT. From 1996 to 2002, Jason was the editor of the technology business magazine *Red Herring*. Most recently, he was editor in chief of the *Acumen Journal*, covering the business, economic, and policy implications

Prof. Erik Brynjolfsson

Schussel Professor of Management & Director, MIT Center for Digital Business, MIT Sloan

Professor Erik Brynjolfsson explores how advances in information technology contribute to business performance and organizational change. He directs the MIT Center for Digital Business, a research initiative that analyzes the business uses of the Internet and other digital Technologies. His projects include a study of information worker productivity, a valuation method for intangible organizational capital, calibration of increased product variety online (a.k.a. the "long tail") and an analysis of optimal pricing strategies for digital goods. In a related work, Erik is assessing how investments in computers and networks

**MIT'S PERSPECTIVE: WHAT EVERY CIO SHOULD
KNOW ABOUT THE FUTURE IMPACT OF
DIGITAL BUSINESS**

of discoveries in biotechnology and the life sciences. He has written for many national and international publications, including *The New York Times*, *The Economist*, *The Financial Times*, *Wired*, and *The Believer*. He is a frequent guest on television and radio shows, including ABC News, CNN, and National Public Radio.

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9:45 am – 10:45 am

ACADEMIC KEYNOTE PANEL // KRESGE AUDITORIUM



Dr. David Clark

Senior Research Scientist, MIT CSAIL

David Clark is a Senior Research Scientist at the MIT Computer Science and Artificial Intelligence Laboratory, where he has worked since receiving his PhD there in 1973. Since the mid 70s, David has been leading the development of the Internet; from 1981–1989 he acted as Chief Protocol Architect in this development, and chaired the Internet Activities Board. His current research looks at re-definition of the architectural underpinnings of the Internet, and the relation of technology and architecture to economic, societal and policy considerations. He is helping the U.S. National Science foundation organize their Future Internet Design program. He is past chairman of the Computer Science and Telecommunications Board of the National Academies, and has contributed to a number of studies on the societal and policy impact of computer communications. He is co-director of the MIT Communications Futures Program, a project for industry collaboration and coordination along the communications value chain.



Prof. Gregory J. McRae

*Professor Emeritus, MIT &
Executive Director, Morgan Stanley*

Professor Gregory J. McRae is the Hoyt C. Hottel Professor of Chemical Engineering, MIT and an Executive Director of Morgan Stanley. He received his undergraduate training in Australia at Monash University and an MS and PhD in engineering from the California Institute of Technology (Caltech). His research and teaching is focused on four areas: risk management, energy/environmental systems, high-performance computing and the design of chemical processes that lead to improvements in both environmental quality and economic returns. He is the author of numerous articles and books and was a recent co-author of two influential MIT studies, *The Future of Coal* and *The Future of Natural Gas*, both of which led to changes in U.S. Government energy policies. For his research, he has been the recipient of numerous prizes and awards including the prestigious Presidential Young Investigator Award, an AAAS White House Fellowship, the Frontiers of Computational Science award and the Niccograph Scientific Visualization Prize.

Currently Gregory is an Executive Director at Morgan Stanley where he is involved in risk management and in the development of the firm's next generation financial analysis systems to facilitate the front-to-back execution of all Institutional Securities businesses. He is a member of many government, industrial and policy advisory boards, including the National Research Council and the National Academy of Engineering. He is the founder of several companies that provide services to the chemical, microelectronics and energy sectors.



Prof. Alex (Sandy) Pentland

Professor, MIT Media Lab

Professor Alex “Sandy” Pentland is a pioneer in organizational engineering, mobile information systems, and computational social science. Sandy’s focus is on the development of human-centered technology, and the creation of ventures that take this technology into the real world. His work provides people with a clearer picture of their social environments, and helps companies and communities to reinvent themselves to be both more human and more productive.

Sandy oversees the Media Lab Entrepreneurship Program, including the EPROM entrepreneurship program in Africa. He is among the most-cited computer scientists in the world, and in 1997 *Newsweek* magazine named him one of the 100 Americans likely to shape this century. His book, *Honest Signals: How They Shape Our World* was published in 2008 by the MIT Press.

THE EVOLVING CIO ROLE IN CLOUD AND MOBILE COMPUTING ENVIRONMENT

To excel in today's exponential times, the game for an innovative organization is about changing the game by changing the economics of how the game is played. Cloud Computing "as a platform" will change the economics of computing by replacing up-front CapEx with a more scalable and variable cost structure based on an on-demand, (almost) friction-free entry/exit, elastic, pay-as-you-go model.

Reflecting the primary theme of "Beyond the Crossroads — What will be the evolving CIO role in the digital business world," the 2011 MIT Sloan CIO Symposium will present a timely keynote panel discussion to highlight how CIOs can leverage the spectrum of Cloud Computing as a platform: from tactical low hanging fruit scenarios to game-changing transformation. This panel will explore Cloud Computing as a platform from the demand-side: how several major market sectors leverage the "Cloud". Panelists will include Cloud Computing visionaries and thought-leaders representing a cross-section of

MODERATOR



David Kingston

Managing Director, Corporate Executive Board

David Kingston is a Managing Director with the Corporate Executive Board's Information Technology practice in Washington, DC. David provides best practice research, decision support tools and management guidance to a membership network of CIOs and Heads of Information Risk, Enterprise Architecture and Infrastructure.

Prior to joining the Corporate Executive Board in 2003, David spent 14 years at The Boston Consulting Group where he provided management consulting services to clients in Chicago, Stockholm, Singapore, Mumbai, Jakarta and Washington, DC.



Anthony D. Christie

CIO & CTO, Global Crossing

As CTO and CIO, Anthony Christie develops and operates a global technology and IT strategy with key Global Crossing stakeholders, customers and partners. By employing this strategy, Global Crossing delivers a differentiated experience with offers that leverage its existing technology — and embraces new technology that maximizes its value to its customers.

In this role, Anthony leads the Information Technology groups, Global Crossing's Customer Experience Re-Engineering (CER) team and initiatives, and Global Business Process. He is responsible for overseeing the alignment of process and systems across the entire global experience,

THE EVOLVING CIO ROLE IN CLOUD AND MOBILE COMPUTING ENVIRONMENT

these primary sectors to share their insights on how Cloud Computing as a platform can effectively catalyze experimentation and innovation to gain competitive (and perhaps even game-changing) edge in their industries.

David earned his undergraduate degree at Dartmouth College and his MBA at INSEAD.

including pricing, ordering, access, delivery, billing, and assurance to solidify and enhance the integrity of the company's global asset and value proposition to its customers.

Anthony has held numerous roles in his 26 year career in and outside of the USA including leadership roles in marketing, sales, business development, product management and most recently General Manager of Global Crossing's operations in Europe.

Anthony holds a BS in marketing with a concentration in computer science from Drexel University, an MBA from the University of New Haven and an MS in management from MIT.

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Mark Egan

CIO, VMware

Mark Egan leads VMware's global information technology group. Under Mark's leadership, VMware's IT department is focused on the effective use of IT to bring improved agility and cost savings to the business. Mark brings more than 30 years of experience in information technology to VMware, most recently serving as partner of the StrataFusion Group, an executive level consultancy. Mark served as CIO at Symantec Corporation for six years during the company's rapid growth from a consumer publisher with \$600 million revenue to the market leader of security with \$5 billion revenue. During his tenure at Symantec, Mark led the information technology integration through 28 acquisitions, including a \$13 billion acquisition of Veritas Software. Prior to Symantec, Mark held senior level positions at Sun Microsystems, Price Waterhouse, Atlantic Richfield Corporation, Martin Marietta Data Systems, Walden International Investment Group and Wells Fargo Bank.

Mark holds a master's degree in finance and international business from the University of San Diego and a bachelor's degree in computer sciences from the University of Clarion.



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Sanjay Mirchandani

CIO & COO, Global Centers of Excellence, EMC Corporation

Industry-veteran Sanjay Mirchandani leads EMC Corporation's award-winning IT organization in advancing its operational excellence and driving business agility to support the ever-evolving needs of the company and its more than 48,500 employees.

Recognizing EMC IT's best practices are beneficial for customers, prospects and others in the industry, Sanjay launched the EMC IT Proven program to chronicle the company's experiences testing, deploying and managing EMC's industry-leading technologies. Sanjay and his team regularly share their experiences and lessons learned in customer conversations, at industry events and in media interviews with journalists, analysts and bloggers.

Additionally, as COO of EMC Global Centers of Excellence (COE), Sanjay oversees the worldwide R&D, customer support and shared service initiatives at the company's six centers. This builds upon his previous role as Senior Vice President for EMC's Office of Globalization, where Sanjay championed global growth opportunities and secured strategic international partners to support the Company's aggressive expansion initiatives.



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Tasos Tsolakis

EVP & CIO, Iron Mountain

Tasos Tsolakis joined Iron Mountain as Executive Vice President and Chief Information Officer in September 2010 and oversees the company's adoption and deployment of information technology to serve critical business objectives. Prior to Iron Mountain, Tasos served as CIO at Affiliated Computer Services (ACS), a Xerox Company, where he set IT strategy for all internal and external-facing technology. Before ACS, Tasos worked for Home Depot as its vice president of direct to consumer solutions and IT shared services. In this role, he supported the company's websites and introduced technology for processing customer orders and supporting other customer needs. Earlier in his career, he drove product development for GE Information Services from 1998–2006, and he held several technology leadership positions at AT&T while there from 1982–1994. Outside of work, Tasos has served on numerous IT boards and development committees and is a recognized speaker on business process, product development and customer-service technology.

He holds an MBA in finance and entrepreneurship from the University of Pennsylvania, Wharton Business School; a PhD and MS in electrical engineering from Virginia Polytechnic Institute and State University; and a bachelor's degree in electrical engineering from Wilkes University.

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NEW IT INNOVATION MODELS

CIOs face double mandates today. Executives expect the CIO to continue to deliver unit-cost reductions and increased efficiency, while simultaneously supporting new growth and innovation efforts throughout the business. Companies like Apple and Facebook have spawned an entire industry around app development. Where will the next round of paradigm change come from? This panel will examine how some of the world's best companies use IT as a strategic tool to drive growth and create business value. Do advances in Cloud computing, social media, web 2.0, analytics, model/event driven development and Agile SCRUM offer new innovative models that can help CIOs drive growth and create more business value? What are the lessons learned with these models? Experts on this panel will discuss various innovation models for today's digital business world.

MODERATOR



McKinsey&Company

Roger P. Roberts

Partner, McKinsey

Roger Roberts is a partner in McKinsey & Company's Silicon Valley office where he concentrates on technology issues of strategic importance to senior managers.

Roger joined McKinsey in 1992 and is the North American leader of McKinsey's IT Strategy service line. He serves a wide range of clients with a primary focus in the High Tech and Consumer sectors, helping leaders conceive and apply technology solutions to enhance innovation and productivity. He has also led McKinsey research on the impact of IT on economic productivity, on the role of IT architecture as an enabler of flexible business strategies, and on the key business trends sparked



Prof. Michael A. Cusumano

Sloan Management Review Distinguished Professor of Management, MIT Sloan

Professor Michael A. Cusumano is the Sloan Management Review Distinguished Professor of Management at MIT 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 The Business of Software and Digital Platforms, Strategic Management, and Technological Innovation and Entrepreneurship. He is the founder and head of the MIT Sloan School's MS in Management Studies Program and previously served as Editor-in-chief and

NEW IT INNOVATION MODELS

by internet-based business/technology innovations. Finally, he chairs the global Editorial Board for McKinsey on Business Technology, the Firm's quarterly publication for CIOs and other senior business leaders on business technology issues.

He holds BS and MS degrees in industrial engineering from Stanford University, as well as an MBA from the MIT Sloan School of Management.

chairman of the MIT Sloan Management Review.

Professor Cusumano received a BA degree from Princeton and a PhD from Harvard. He completed a postdoctoral fellowship in Production and Operations Management at the Harvard Business School. He is fluent in Japanese and has lived and worked in Japan for seven years. He received two Fulbright Fellowships and a Japan Foundation Fellowship for studying at Tokyo University and has been a visiting professor and researcher at Hitotsubashi University and Tokyo University.

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Arthur Filip

*VP & GM, Technology Consulting,
Hewlett-Packard Company*

Arthur Filip, Vice President and General Manager, is the worldwide leader of HP Technology Consulting, driving the strategy and delivery for the company's broad Consulting portfolio designed for the most demanding and complex client environments.

His management responsibilities span a core portfolio that includes Converged Infrastructure, Network Consulting, Education Services offerings; and Advanced Solutions: Digital Hospital, Energy Efficiency Management and Cloud Computing.

Over his 20 year career, Arthur has held leadership positions in consulting, sales, delivery, and global solution development, with experience in various facets of the IT industry, including consulting, industry solutions, systems integration, and managed services.

Prior to joining HP, Arthur led, built, transformed and successfully managed organizations at IBM Global Services, Unisys, and Oracle Consulting. Most recently Arthur was group vice president for Oracle Consulting, with responsibility for North America Strategic Accounts.

Arthur holds a bachelor's degree from Boston University School of Management.



Roy Rosin

*VP, Product Management & Innovation,
Intuit*

Roy Rosin is Vice President of Innovation at Intuit, a leading software company best known for Quicken, QuickBooks and TurboTax.

Roy currently advises new teams across the company and manages the Brainstorm business, Intuit's innovation management platform. In shaping an innovation role, he led changes in how Intuit manages new business creation, allowing small teams pursuing new opportunities to get to market and experiment rapidly. Roy also introduced innovation programs that dramatically increased entrepreneurial activity, projects in the pipeline and new product launches.

Prior to his current position, Roy was General Manager for Intuit's consumer division where he was responsible for a \$115 million portfolio of businesses including Quicken software. His team achieved record profitability and product leadership that captured every major software industry award, while growing the active user base to 14 million consumers.

Previously, Roy was part of the management team that rapidly built Intuit's consumer web businesses and Product Manager for Quicken. Before Intuit, Roy received his MBA from Stanford. He graduated with honors from Harvard College with a concentration in Economics.



Alan Trefler

CEO & Founder, Pegasystems

Alan Trefler is the Founder and Chief Executive Officer of Pegasystems. He also serves as Chairman of the Pegasystems Board of Directors. Alan also oversees the global sales function for Pegasystems.

Alan has consulted extensively in the use of advanced technologies, customer service processing, expert systems, and work automation. He has frequently presented to international audiences, and has written for major publications. Alan has been profiled in such publications as *The Boston Globe*, *Forbes*, and *Inc.* magazine; and was granted a U.S. Patent in 1998 for Pegasystems' distinctive Inherited Rule-Based Architecture, which provides the framework for Pegasystems' rules-based Business Process Management (BPM) solutions.

Alan's interest in computers and expert systems originates from collegiate involvement in tournament chess, during which time he achieved a Master rating and was co-champion of the 1975 World Open Chess Championship. Alan holds a degree with distinction in economics and computer science from Dartmouth College.

MOBILITY - THE NEXT CIO INNOVATION OPPORTUNITY

Enterprises seem to squarely confront and adopt, periodically, at least one irreversible, transformational trend within IT. Mobility may well be the next frontier for innovation and progress within businesses in general and IT in particular. This panel will explore how key stakeholders are innovating in this emerging space. There will be a moderated discussion and debate around underlying industry, process, people and technology drivers of next generation enterprise mobility. There will also be early lessons for CIOs seeking to innovatively shape the mobility S-curve within their respective companies.

MODERATOR



CIO INSIGHT

Susan Nunziata

Editor-in-chief, CIO Insight

Susan Nunziata is a veteran B2B editor with extensive experience exploring the business and process implications of technologies. As Editor-in-chief of *CIO Insight* she focuses on the information CIOs need to maximize the latest technologies, improve enterprise productivity, advance their own careers, and lead the workforce of the future.

Prior to joining *CIO Insight*, Susan was Editor-in-chief of *Mobile Enterprise*, where she covered the wide array of mobile and wireless solutions that are transforming the enterprise. Her previous roles included Managing Editor of *Billboard*, Editor of *Music Business International*, Executive Editor of *Entertainment Marketing Letter* and



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Dr. Narayanan Krishnakumar

VP & Chief IT Architecture, EMC

As EMC IT's Chief Architect, Dr. Narayanan ("KK") Krishnakumar leads the IT Office of Architecture and Innovation which partners with other EMC IT teams to evaluate new technologies, incubate innovative ideas, define and adopt technical standards and develop technology road maps for EMC IT. KK runs the IT Technology Advisory Board and works collaboratively with functional CTOs and senior technologists across EMC to further drive partnership between the business functions and IT.

KK is a veteran technology leader with over 20 years experience in executive management and hands-on technical leadership. KK holds a PhD in Computer

MOBILITY - THE NEXT CIO INNOVATION OPPORTUNITY

Managing Editor of *Pro Sound News*. Susan has a bachelor's degree in journalism from Saint John's University in Jamaica, NY.

Science from the State University of New York at Stony Brook, an MBA from Babson College and a B.Tech in computer science and engineering from the Indian Institute of Technology in Chennai, India. KK has published a number of technical papers in leading journals and has been invited to speak at several conferences.

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Lisa Mitnick

Executive Director, Accenture

Lisa Mitnick is a Senior Executive within Accenture's Mobility Services Practice. She is responsible for driving Accenture's mobility solutions across the company's Industry Practices and defining targeted offerings that meet the needs of our clients. Lisa is responsible for mobility strategy including alliances and acquisitions, market research and pilots. Lisa has worked in the communications, media and information services industry for 20 years. Prior to joining Accenture in 2008, she held a number of senior positions in the information services and communications industry.

Lisa earned her bachelor's degree in asian studies from the University of Pennsylvania and an MBA from The Wharton School of Business.



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Lior Netzer

VP of Mobile Network Strategy, Akamai

Lior Netzer is the Vice President of Mobile Network Strategy at Akamai where he leads the formulation of Akamai's edge strategy as it relates to cellular networks. Previously, Lior was AVP Corporate Development at Converse Network Systems focusing on mergers and acquisitions in the mobile application space. Lior has also held various senior operational positions in early stage companies such as Voltaire, and advisory board positions with Metacafe.

Lior holds an MBA, magna cum laude, from the Technion Israel Institute of Technology, and an Electronics Engineering degree, magna cum laude, from Tel-Aviv University, Israel.



MIT Massachusetts Institute of Technology

Marilyn T. Smith

Head of Information Service & Technology, MIT

Marilyn T. Smith is Head of Information Services and Technology at MIT and leads an organization consisting of 300 staff. From 2006–2009 Marilyn was President of the Life Companies at The Hanover Insurance Group in Worcester, MA. Marilyn started her tenure at The Hanover Insurance Group (formerly Allmerica Financial) in 2000 directing all new information technology development for the corporation as Vice President of Project Delivery. Prior to this role Marilyn spent four years at Liberty Mutual and 25 years at John Hancock in various IS positions. A Wellesley undergraduate in Astronomy, Marilyn has an MBA with highest distinction from Babson College. She serves on the Babson College Graduate Advisory Board and the Babson Center for Information Technology Services (CIMS) Advisory Board. Marilyn was Chair of the Wellesley College Alumnae Achievement Awards Committee from 2008–2010. She is a member of the Boston Chapter of SIM, the Wellesley Development Outreach Council and has served as co-chair of the Wellesley College Business Leadership Council.

WORKFORCE 2015 - BUILDING THE ORGANIZATION OF THE FUTURE

Success will favor the nimble, networked firm with a new definition of workforce. This transition will require implementing new tools and rules that enable the redefined workforce. These tools will extend beyond the ERP, CRM and desktop systems common today. They will facilitate the knowledge work performed by a complex amalgam of globally-distributed full-time staff, contingent workers, consultants, flexible part timers, vendors and crowd-sourced solutions. New rules will be needed to ensure data integrity, appropriate information sharing and standards of conduct among the users of these tools. In any firm, CIOs will have a leading role implementing "Workforce 2.0" tools. In successful firms, CIOs will participate in the development the supporting rules. Firms that successfully align these tools and rules will be best situated to flourish in the coming years.

MODERATOR



MIT Massachusetts Institute of Technology

Dr. Jeanne W. Ross

Director, CISR, MIT Sloan

Dr. Jeanne W. Ross is Director and Principal Research Scientist at the MIT Sloan School's Center for Information Systems Research where she lectures, conducts research, and directs executive education courses on IT management practices. Her research examines organizational and performance implications of enterprise initiatives related to enterprise architecture, IT governance, outsourcing, and business agility. Her work has appeared in major practitioner and academic journals, including *Sloan Management Review*, *Harvard Business Review*, the *Wall Street Journal*, *MISQ Executive*, *MIS Quarterly*, the *Journal of Management Information Systems*, *IBM Systems Journal*, and *CIO Magazine*. She



RUSSELL REYNOLDS ASSOCIATES

Shawn Banerji

Managing Director, Russell Reynolds Associates

Based in New York, Shawn Banerji is a member of both the Information Officers and the Business and Professional Services Practices within Russell Reynolds Associates' Technology Sector. Shawn co-leads the Financial Technology Practice in the Americas and has recruited functional Technology and Operations leaders along with a full spectrum of back and middle office roles across the financial services industries. Additionally, he has deep functional experience recruiting transformational Chief Information Officers across most major market segments including Media, Entertainment and Publishing, Pharmaceuticals, Education,

WORKFORCE 2015 - BUILDING THE ORGANIZATION OF THE FUTURE

is coauthor of two books: *IT Governance: How Top Performers Manage IT Decision Rights for Superior Results* and *Enterprise Architecture as Strategy: Creating a Foundation for Business Execution* through Harvard Business School Press. Her third book, *IT Savvy: What Top Executives Must Know to Go from Pain to Gain* was published in June 2009. Jeanne is a founding Senior Editor and former Editor-in-chief of *MIS Quarterly Executive*.

Cultural Institutions and other industries seeking to create or unlock commercial value through the strategic deployment of information technology assets. Shawn also has extensive experience recruiting general managers in the technology services and business process outsourcing marketplace. This includes shared services assignments for the global 2000 as well as for private equity investors and their portfolio companies.

Shawn received his BA from the University of Richmond and his MA from the University of Westminster, London. He is fluent in Bengali, English and Hindi.

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TAOS

Coco Brown

President & COO, TAOS

Coco Brown joined Taos in 1997 and is the company's President and Chief Operating Officer. Coco has been a key contributor to the evolution of the business and the development of Taos' three primary lines of business: Managed Services, Project and Advisory Services, and Interim Services. During her tenure with Taos, she has helped ensure tremendous growth and diversity in the business, resulting in over 8000 engagements with over 1200 companies. Today, Taos' national operation of 350 employees is a product and services business in great demand and a strong heading toward \$100,000,000 in revenue within the next twelve months.



Tammy J. Erickson

Author, Independent Consultant

Tamara J. Erickson is a McKinsey Award-winning author and widely respected expert on collaboration and innovation, on the changing workforce, and on the nature of work in the intelligent economy. She was named one of the 50 most influential living management thinkers in the world by Thinkers 50, a biennial guide published in *The (London) Times*. She recently completed a trilogy of books on how individuals in specific generations can excel in today's workplace: *Retire Retirement*, *What's Next, Gen X?* and *Plugged In*. Tammy has authored or co-authored numerous Harvard Business Review articles and the book *Workforce Crisis: How to Beat the Coming Shortage of Skills and Talent*. Her popular blog "Across the Ages" is featured weekly on HBSP Online.

Tammy holds a BA degree in biological sciences from the University of Chicago and an MBA from the Harvard Graduate School of Business Administration. She has served on the Board of Directors of two Fortune 500 corporations.



workday.

Steven John

Strategic CIO, Workday

Prior to joining Workday, Steven John served as CIO of H. B. Fuller Company, a specialty chemical manufacturer and early Workday customer. Prior to H. B. Fuller, Steven held IT positions with Agrilience, the Society for Information Management, First Health, CIGNA, Unisource Network Services, and Transora, Inc.

Steven is a facilitator for the Society for Information Management's Leadership Forum, a founding member of the CIO Executive Council, a mentor in the CIO Executive Council's Pathways program, and a contributing writer to CIO magazine.

He has received awards from *Computerworld* magazine as one of its Premier 100 IT Leaders, the Leadership award by the CIO Executive Council, and recognition by *InformationWeek* as a relentless innovator for his work implementing cloud solutions.

COLLECTIVE INTELLIGENCE AND SOCIAL NETWORKS

Social networking is here to stay. It has already gradually changed the ways in which we communicate and will continue to play a greater role in knowledge sharing, behavioral influence, advertising, entertainment, and financial transactions. Industry and academia alike are studying social networks and the models for collective intelligence to assess how to use these new tools to their advantage in operations or how to better predict change and communication flow. This panel will discuss the ways in which social networks have impacted human behavior in society, how they see the technology and tools changing, and how all of the collected data can be used intelligently for their respective organizations.

MODERATOR



Brian P. Watson

*Director of Business Outreach,
Workforce Opportunity Services*

Brian P. Watson is Director of Business Outreach for Workforce Opportunity Services (WOS), a nonprofit organization that provides career and skills training to underserved populations, including high school graduates and veterans of the U.S. Armed Forces. In this position, Brian works with IT and corporate leaders to shape training programs and consulting arrangements for WOS students. He also teaches and mentors WOS students. Brian previously served in various editorial capacities at Ziff Davis Enterprise, including Editor-in-chief of *CIO Insight*.



Adam Boyden

President, Conduit

Adam Boyden is responsible for strategic direction, marketing and business development for Conduit. Previously, Boyden was an executive at Xfire (acquired by MTV Networks for \$110 million in 2006). He was the cofounder and former CEO of Autodaq (now OpenLane), the leading online automotive marketing company. He founded the China Consultancy, an advisory firm to companies entering the Chinese market. Adam holds a 1st Class Honors B.Sc in Engineering Science from Exeter University, and an MBA from Stanford University. Adam is a contributor to *Entrepreneur Magazine*, *iMediaConnection*, *Direct Marketing*, *MarketingProfs*, *MediaPost* and *SMBCEO*.

COLLECTIVE INTELLIGENCE AND SOCIAL NETWORKS

Brian earned a bachelor's degree in English from Bucknell University and a master's degree from Northwestern University's Medill School of Journalism, where he was awarded the highest honor for integrity, leadership and character.

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Prof. Thomas W. Malone

Patrick J. McGovern Professor of Management, MIT Sloan

Professor Thomas W. Malone is the Patrick J. McGovern Professor of Management at the MIT Sloan School of Management and the founding director of the MIT Center for Collective Intelligence. He was also the founder and director of the MIT Center for Coordination Science and one of the two founding co-directors of the MIT Initiative on “Inventing the Organizations of the 21st Century”. His most recent book is *The Future of Work: How the New Order of Business Will Shape Your Organization, Your Management Style, and Your Life*. Professor Malone has also published over 75 articles, research papers, and book chapters, been an inventor on 11 patents, and co-edited three books.



Dr. Andrew McAfee

Principle Research Scientist, MIT & Fellow, Berkman Center for Internet and Society, Harvard Law School

Dr. Andrew McAfee, a principal research scientist at MIT, studies the ways that information technology (IT) affects business. His research investigates how IT changes the way companies perform, organize themselves, and compete. At a higher level, his work also investigates how computerization affects competition itself – the struggle among rivals for dominance and survival within an industry.

He coined the phrase “Enterprise 2.0” and his book on the topic was published in 2009 by Harvard Business School Press. He is the author or co-author of more than 100 scholarly articles and case studies.

He has been named one of the “100 Most Influential People in IT.”

He received his Doctorate from Harvard Business School, and completed two MS and two BS degrees at MIT.



Rob Stefanic

VP & CIO, Sensata

Rob Stefanic is Vice President, and Chief Information Officer (CIO) responsible for the company’s information technology and global shared services functions. He is also responsible for all back office integration activities associated with M&A activities. He is a member of the strategic leadership team and reports to chief administrative officer, Executive Vice President Jeff Cote.

In his previous roles Rob held positions as Principal Managing Consultant at Princeton Consulting, Vice President and Chief Information Officer for Tyco’s Engineered Products and Service division and Chief Information Officer for Electrolux Home Products where he headed information technology for the Americas.

Rob graduated summa cum laude from the University of Massachusetts with a BS degree in information technology.

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Boston Society for Information Management

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The Society for Information Management (SIM) is an international professional association of IT executives, Chief Information Officers, prominent academicians, selected consultants, and other IT thought leaders built on the foundation of local chapters, who come together to share and enhance their rich intellectual capital for the benefit of its members and their organizations.

Founded in 1977, Boston is the largest Chapter of SIM International and it serves a geographic area consisting of Eastern and Central Massachusetts, Maine, New Hampshire, Vermont and Rhode Island. Boston SIM membership is primarily comprised of senior IT executives (C level and their direct reports) with nearly 500 members from more than 200 organizations.

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Through quarterly CIO Roundtables, Practitioner Roundtables, Consultant Roundtables, monthly meetings featuring well-known industry speakers, leadership training courses and regular forums and conferences, Boston SIM offers a collaborative exploration of best practices, trends, and lessons learned for those who shape and influence the management and use of technology. Many Boston SIM members are direct reports to the CIO at their respective organizations who aspire to advance to the CIO level themselves one day.

Boston SIM helps these IT executives grow in their current positions by providing valuable networking and educational opportunities plus the ability for them to exchange ideas with their senior IT executive peers. As a member of SIM you are connected to over 4,000 premier IT Leaders concentrated in 32 metropolitan areas throughout the U.S. and Canada.

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- > *Providing leading-edge research through the Advanced Practices Council® (APC)*
- > *Offering CIO-tailored events, such as SIMposium 2011 (Orlando, FL)*

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ENTERPRISE ANALYTICS → BUSINESS VALUES

Has the rise of powerful and pervasive analytics created an “analytic bubble”? Are businesses becoming too enamored of their new-found abilities to crunch terabytes of data to “predict” market demand and revise value chain investment? The same virtual tools that make analytics a new cornerstone for business practice also allow for rapid, targeted and scalable business experiments. These experiments can give managers and innovators alike keener insight into underlying business dynamics. There is a justifiable concern that businesses are becoming too intrigued by statistically significant correlations found in the morass of data and under-investing in the insights to be gleaned by well-designed experiments that can better identify causality.

MODERATOR



MIT Sloan
Management Review



Spotfire

Michael S. Hopkins

*Editor-in-chief, MIT Sloan
Management Review*

Michael S. Hopkins is Editor-in-chief of the *MIT Sloan Management Review*, the website and magazine that brings ideas from the world of thinkers (scholars, researchers, management thought leaders) to the executives and managers who use those ideas to build businesses.

Since joining the MIT and the Review in 2007, Michael has focused MIT SMR on managing innovation and the forces changing how innovation is managed. Two new SMR Innovation Hubs—The New Intelligent Enterprise, and Sustainability & Innovation—conduct breakthrough research and develop insights about

Rock Gnatovich

SVP & COO, Spotfire, TIBCO Software Inc.

Rock Gnatovich joined TIBCO Software Inc. in 2007 as part of TIBCO’s acquisition of Spotfire, Inc., an innovator in enterprise analytics software. In his current role at TIBCO, he is responsible for all business operations associated with the Spotfire and S+ product lines. Before the TIBCO acquisition, he served as President at Spotfire for 10 years. Rock has spent 30 years in the software industry with a primary focus on enterprise applications. Prior to Spotfire, Rock was President and CEO of Windchill Technology, the first Java enterprise application that was acquired by Parametric Technology Corporation in 1997.

ENTERPRISE ANALYTICS → BUSINESS VALUES

how Big Data, analytics, and growing sustainability pressures are reinventing management practice.

Michael’s early career in media included the *Wall Street Journal* and *Inc.* magazine, where he served as Executive Editor from 1991–2003 and then worked as a columnist and writer covering management, culture, and ideas.

Michael has written widely, and his feature work has been anthologized in the book series, *The Best Business Stories of the Year* (Vintage). Michael graduated from Amherst College, Amherst, MA, and studied at Cambridge University.

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charles SCHWAB

Brad Peterson

CIO, Charles Schwab

Brad Peterson returned to Schwab in May 2008. As the CIO for Schwab Technology Services (STS) Brad has responsibility for product engineering/development, technology infrastructure and operations, common governance and architecture, mainframe and distributed domains, common middleware and platforms. A key aspect of this role is to drive end-to-end executional excellence in the technology enterprise and develop innovative technology solutions for Schwab's clients.

Brad rejoins Schwab from eBay, where he served as CIO for five years. Following eBay's acquisition of PayPal, Brad's corporate IT responsibilities expanded to include PayPal Product Development and PayPal Consumer & New Venture Products (e.g., PayPal Mobile, PayPal Credit/Debit, PayPal Send Money on Skype and PayPal Youth Accounts). His organization there was comprised of more than 1,300 employees who were geographically distributed in 10 major cities located in five different countries.

Prior to eBay, Brad was the Managing Director and Chief Operating Officer (COO) at Epoch Securities after its merger with Goldman Sachs Group, Inc. He has held a long list of senior executive positions at other companies including Epoch Partners, Charles Schwab & Company, Pacific Bell Wireless and Pacific Bell – Local Service (now part of AT&T).

He earned his master's degree in management at MIT Sloan School of Management and a bachelor's degree in systems science and economics at the University of California, Los Angeles (UCLA).



W
ATTIVIO
INSIGHT THAT MATTERS

Sid Probst

CTO, Attivio

Sid Probst is the Chief Technology Officer of Attivio, responsible for product and technology strategy and implementation.

Sid has over 18 years of experience in managing R&D organizations and delivering high-value enterprise software and solutions. Previously, he was CTO at GetConnected, Inc. (GCI), a market-leading transaction processing platform enabling the sale of digital services. He was also Vice President of Technology at Fast Search & Transfer, a global enterprise search company that is now part of Microsoft Corporation. Prior to Fast, Sid was Vice President of Engineering at Northern Light Technology, where he was responsible for production of the first enterprise version of the search engine. He also served as Director of Software Engineering at Freemark Communications, and a Principal Architect/System Manager at John Hancock Financial Services.



sas

Renée Romano Nocker

Director of Technology Product Marketing, SAS

As Director of Technology Product Marketing at SAS, Renée Romano Nocker oversees the marketing team responsible for SAS® Business Analytics platform technologies, including reporting, analytics and data management. An analytic evangelist, Renée is passionate about the value of business analytics and advocates a data-driven approach to managing organizations for success.

Before joining SAS in 2010, Renée was Director of Enterprise Business Intelligence in the Information Technology Services organization at Kimberly-Clark Corporation. There, she led the company's first deployment of an Enterprise Data Warehouse including a suite of analytics, content management and collaboration solutions. Prior to this role, Renée spent 12 years at AT&T as Executive Director of Enterprise Business Intelligence, leading an organization of more than 250 staff members and contractors across 17 states, along with offshore, outsourced and shared organization management.

Renée has been in the IT field for 25 years, where she has focused on Business Intelligence (BI). She has often played a key role in change management relating to BI in the Consumer Product, Manufacturing, Insurance and Telecommunications industries.

MANAGING THE EXTENDED ENTERPRISE

The classical vertically integrated enterprise has given way to the multi-company ecosystem in many industries—creating new opportunities, but also presenting a new set of challenges for coordinating activities across enterprises. Companies which become adept at leveraging and managing multi-company ecosystems can develop what the Boston Consulting Group terms “Systems Advantage.”

What does it take to build and maintain an advantaged system of relationships between a company and its customers, suppliers, partners, employees, and managers?

MODERATOR



Stuart Scantlebury

Senior Advisor, Boston Consulting Group

Stuart Scantlebury is a former Partner and Managing Director at The Boston Consulting Group (BCG). He is now a Senior Advisor to the firm. He has 37 years of management consulting experience on IT related issues at what is now known as Accenture, McKinsey & Company, and BCG. In the last twenty years, he has concentrated on IT strategy, architecture and organization.

Before retiring from BCG in 2006, Stuart was a member of the BCG IT Practice Global Management Team and he was the first global leader of BCG's IT Organization and Governance practice segment. He has been responsible for BCG's Patron relationship with the Sloan School's Center



Marc Ferrentino

Chief Technical Architect, salesforce.com

Marc Ferrentino is the Chief Technical Architect for salesforce.com. He has held several positions with salesforce.com including roles in R&D, Customer Success, Sales, and now Enterprise Strategy. Marc's responsibilities have ranged from early stage product development, evangelism, and helping develop salesforce.com's Collaboration and Platform strategic direction. His responsibilities entail engagement with enterprise technology leaders around strategy, product development, and customer success, including helping IT organizations transform with cloud computing.

Prior to salesforce.com, Marc served as

MANAGING THE EXTENDED ENTERPRISE

for Information Systems Research (CISR) since 2005. BCG recently renewed its Patron relationship through 2013.

the Vice President of Engineering at Vetro Corp. Marc also served as Vice President of Development at InternetCash.com. Over the course of his career, Marc has held technology positions at Goldman Sachs and Westinghouse/Cutler-Hammer.

Marc holds a BS in electrical engineering from the University of Michigan and has participated in the MA of Statistics program at Columbia University.

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Tim Hebert

President and CEO, Atrion

Tim Hebert has always been a visionary. Over the past two decades, Tim has driven himself and his company to become and remain at the front of the IT services industry. However, Tim's passion is for leadership, empowerment, innovation, and collaboration. His experience and his dedication to not only technology solutions, but to services, to relationships, to people, have propelled him into a role of leadership and authority at the forefront of the information technology industry both nationally and globally.

A look inside his vision and leadership, Tim explains with invigoration and conviction, *"Atrion is the fusion of business and technology. We are building something different here, something great and lasting. We are building client relationships, not client business. And we are providing the Ultimate Client Experience in the process. Instead of sitting across from our clients at a rectangular table with corners and edges – viewing them solely as a business opportunity – Atrion is sitting beside them as trusted friends at a table that is round."*



Jay D. Leader

SVP & CIO, iRobot and Chairman, Boston SIM CIO Roundtable

Jay D. Leader is the Senior Vice President of Information Technology and Chief Information Officer at iRobot Corporation, the leader in consumer, industrial and government robotic products and technologies. Jay, who joined iRobot in January of 2008, directs iRobot's IT development and infrastructure functions and is responsible for global business process improvement activities.

Prior to joining iRobot, Jay was the Chief Information Officer at Nypro Inc, a \$1.2 billion injection molding and contract manufacturing firm, where he was responsible for development and implementation of legacy and Internet-based applications and services across Nypro's global enterprise of 27 plant locations.

Jay currently serves as the Chairman of the Boston Society for Information Management CIO Roundtable, was named the 2010 Massachusetts CIO of the Year by the Massachusetts Technology Jayship Council, and was selected as a 2011 Premier 100 IT Jay by *Computerworld* magazine.

Jay is a graduate of Clark University, Worcester MA, where he earned a BA in international relations and an MBA.



Dr. Theodore (Ted) Piepenbrock

Research Affiliate, MIT Center for Technology, Policy & Industrial Development

Dr. Theodore (Ted) Piepenbrock is a researcher, lecturer and consultant in strategy, leadership and organizational design to leading international universities and Fortune Global 500 companies. His research focuses on the architectures of extended enterprises, inter-species competition and the evolution of business ecosystems. He has worked in over twenty countries and teaches in executive education and graduate courses at MIT's Sloan School of Management, MIT's Engineering Systems Division and at the University of Oxford's Saïd Business School. He is founding Director of the International Institute for Strategic Leadership.

Ted received graduate engineering degrees from MIT and the University of California at Berkeley, an MBA from MIT Sloan as a Leaders for Global Operations Fellow and a PhD in Technology, Management and Policy from MIT. He was a Postdoctoral Associate at MIT Sloan, and a researcher with MIT's Lean Advancement Initiative and MIT's Communications Futures Program. He is a Research Affiliate with MIT's Center for Technology, Policy and Industrial Development and a Senior Research Associate with the Balliol College Graduate Centre at the University of Oxford.

NEW TRENDS IN CYBER SECURITY AND PRIVACY PROTECTION

There has been increasing interconnectedness between businesses, governments and critical infrastructure. These interconnected domains within cyberspace are growing targets for malicious activities. Organizations must continue to posture IT infrastructures for greater vulnerability and threat reduction, deterrence, incident response, international engagement and business resumption. To address both the technical challenges and human error for privacy and cyber security failures, security strategies within organizations need to be tightly coupled to business plans, governing policies and procedures for personnel and daily operations.

This panel will address how policy must continue to remain dynamic for security and operations within cyberspace, as well as, new trends in strategy, process and standards from industry and academic perspectives.

MODERATOR



SONALYSTS

Owen McCusker

Principal Analyst, Sonalysts, Inc.

Owen McCusker started a cyber security group up at Sonalysts in 2001 and is responsible for the research and development of products and services for that group. Since 2001, Owen has been involved in a number of cyber security programs ranging from providing technical support for large national cyber exercises to developing security policies for government agencies. Prior to coming to Sonalysts, Owen was a software architect Dictaphone, a provider of multi-channel telephony recording products and an Internet Engineer at Fidelity, developing secure frameworks facilitating online trading.

At Sonalysts, Owen has been researching and developing the use of Network



NaviSite

Allen Allison

Chief Security Officer, NaviSite

Allen Allison is the Chief Security Officer (CSO) of NaviSite. Previously, Allison held the position of Vice President, Managed Services at NaviSite. As CSO, Allen will be responsible for the development, implementation and management of NaviSite's corporate IT security vision and risk management strategy. He will also lead the organization's security and compliance efforts for all of NaviSite's service offerings.

During his 20+ year career in the information security industry, Allen has served in management and technical roles, including the development of NaviSite's industry-leading cloud computing platform; chief engineer and developer for a market-

NEW TRENDS IN CYBER SECURITY AND PRIVACY PROTECTION

Behavioral Analysis (NBA) capabilities in cyber defense. In 2006, the Department of Homeland Security, Science and Technology, funded the creation of a NBA-based fusion prototype. Based on this work he has been invited to a number of workshops and symposiums including the 2009 National Cyber Leap Year, 2010 NATO R&T Cyber Defense Workshop in Estonia, and in 2011 Global Cyber-physical Supply Chain Summit in Wales. Owen holds a master's in computer science from Rensselaer Polytechnic Institute.

leading managed security operations center; and lead auditor and assessor for information security programs in the healthcare, government, e-commerce, and financial industries.

With experience in the fields of systems programming; network infrastructure design and deployment; and information security, Allen has earned the highest industry certifications, including CCIE, CCSP, CISSP, MCSE, CCSE, and INFOSEC Professional. A graduate of the University of California, Irvine, Allen has lectured at colleges and universities on the subject of information security and regulatory compliance.

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Raytheon

Michael K. Daly

Director, IT Security Services & Deputy, CISO, Raytheon Company

Michael K. Daly, Raytheon Corporate Director of Information Technology Enterprise Security Services, is globally responsible for information security policy, cyber intelligence and analysis, the engineering and operational support of Internet and teaming partner connectivity, network & data protections, identity and access services, security operations center and incident management, and provides consulting services to business development and engineering.

With over 24 years in security and information systems, he worked with private and public sectors with responsibilities including law enforcement software engineering, university teacher of database management, and manager of enterprise applications and distributed computing. He served as Vice President of Advanced Networking for a consulting company and launched Massachusetts House of Representatives commended not-for-profit organization.

Michael participates on the National Security Telecommunications Advisory Committee to the President of the United States and the Transglobal Secure Collaboration Program, was the 2006 recipient of the People's Choice Award for the ISE New England Information Security Executive of the Year and the 2007 recipient of the Security 7 Award for the Manufacturing sector.

He received a BS in mechanical engineering from Boston University, is a Certified Information Systems Security Professional and a Qualified Raytheon Six Sigma Specialist.


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Kurt Hakenson

Chief Technologist, Electronic Systems Sector, Northrop Grumman Corporation

Kurt Hakenson is the Chief Technology Officer for Information Technology Solutions at the Northrop Grumman Electronic Systems Sector, and has over 20 years of diverse experience in cyber security, computing and Internet technologies.

In his current role he serves as advisor, consultant, and strategic planning facilitator for the CIO, as well as business unit executives across the sector. Among Kurt's current interests are developing the next generation of robust cloud computing patterns and strategies, which both integrate security and better address the human element in cloud computing. He is a noted visionary expert in the areas of cyber security, cloud computing, and the internet, and is an entertaining, and frequently requested speaker on these topics.

Early in his career he served on active duty for nine years with the United States Air Force, and subsequently spent many years providing information technology, software development, and information security consulting for the US Government and large companies around the globe. Kurt joined Northrop Grumman in 2006.


STATE STREET

David Saul

SVP & Chief Scientist, State Street Corporation

David Saul is Senior Vice President and Chief Scientist at State Street Corporation, reporting to the chief information officer. In this role, he is responsible for proposing and assessing new advanced technologies for the organization as well as evaluating technologies already in use at State Street and their likely evolution in order to reinforce the organization's leadership position in financial services.

David previously was chief information security officer, where he oversaw State Street's corporate information security program, controls and technology. Prior to that, he managed State Street's Office of Architecture, where he was responsible for the overall enterprise technology, data and security architecture of the corporation.

David joined State Street in 1992 after 15 years with IBM's Cambridge Scientific Center, where he managed innovations in operating systems virtualization, multiprocessing, networking and personal computers.

David serves as a trustee of the Massachusetts Eye and Ear Infirmary. In 2007 he was honored with a *Computerworld* Premier 100 IT Leader Award.

David holds bachelor's and master's degrees from MIT.

HEALTHCARE CIO BEYOND THE CROSSROADS: HEALTHCARE REFORMS-ECONOMY-PATIENT CARE

The healthcare industry is marching towards a "Creative Destruction." Recent healthcare reforms will transform our fragmented, fee-for-service health care delivery system into an incentive-driven system for efficient, coordinated, and quality patient care. Such transformation demands structural changes in the healthcare business model through formation of the Accountable Care Organization (ACO). As more and more patient care services are moving away from a hospital/clinic to an 'at home' setting and also using mobile devices, patients are demanding access to their collective health information. In this session, the leading Healthcare executives will discuss:

- Issues/Challenges in implementing cost effective Accountable Care Organization
- Patient privacy/security strategies across the connected systems
- Informatics and Analytics to drive healthcare quality and a profitable business

MODERATOR



VitalSpring
TECHNOLOGIES

Sreedhar Potarazu, MD

Founder & CEO, VitalSpring Technologies

Dr. Sreedhar Potarazu is widely recognized industry thought leader in health care and healthcare technology. Dr. Sreedhar is a sought-after speaker on the topic. He is the author of a well-publicized book, *Get Off The Dime: The Secret of Changing Who Pays For Your Health Care*. Dr. Sreedhar is a regular contributor to the Fox News Channel and *The Washington Post*.

Dr. Sreedhar received his medical degree from The George Washington University and subsequently completed his internship in surgery and residency there as well. He completed fellowships in neuroophthalmology and glaucoma at the esteemed Bascom Palmer Eye Institute



CMS Center for Medicare & Medicaid Innovation

Julie C. Boughn

Deputy Director for Operations, Center for Medicare and Medicaid Innovation, CMS

Julie C. Boughn joined the CMS Innovation Center in 2011 as the Deputy Director for Operations. Julie oversees the financial operations of the Center and its programs, leads the implementation of the programs and processes, and oversees all the administrative work in the Center.

For the five years previous, Julie served as CIO and Director of the Office of Information Services at the Centers for Medicare & Medicaid Services (CMS). She was responsible for the Agency's major IT development projects, maintaining mission critical operational systems and supporting the largest repositories of health care

HEALTHCARE CIO BEYOND THE CROSSROADS: HEALTHCARE REFORMS-ECONOMY-PATIENT CARE

- Use of emerging technologies in keeping patient away from hospitals and healthy

at the University of Miami in Florida. He practiced seven years in the Washington, D.C. area, during which time he was on the faculty of the Wilmer Eye Institute at Johns Hopkins University. Dr. Sreedhar earned MBA at Johns Hopkins with a focus on health information technology. He is Founder and CEO of VitalSpring Technologies focused on providing employers with applications to empower them to become more sophisticated purchasers of health care.

information in the world. She provided oversight of CMS' information security and privacy programs, investment management for the agency's \$1 billion annual budget, and compliance with government-wide and department standards for IT.

Since September 2000, Julie has held various positions including leading the agency's Information Security Program and the CMS IT Revitalization Program. Prior to that, Julie spent 15 years in the Social Security Administration's Office of Systems.

Julie was recognized with a Presidential Rank Meritorious Executive award in 2009 and is a 2010 Fed 100 award recipient. She holds an MS degree from Johns Hopkins University and MBA and BS degrees from the University of Maryland.

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Franklin Maddux, MD

*SVP & Chief Medical Information Officer,
Fresenius Medical Care – North America*

Dr. Frank Maddux is Senior Vice President and Chief Medical Information Officer of Fresenius Medical Care North America, the largest provider of services to patients with End Stage Renal Disease. Dr. Frank has more than 25 years of health care experience, including the practice of nephrology. He is a founder of Specialty Care Services Group, the leading U.S. provider of perfusion services to hospitals and founder of Health IT Services Group, a leading edge Electronic Health Record (EHR) software company which was acquired by Fresenius Medical Care in 2009. He also serves as clinical associate professor of Medicine at the University of North Carolina School Of Medicine. Until 2005, he practiced nephrology at the Danville Urologic Clinic and served as its president from 1995–2005.

Dr. Frank also founded and remains a principal shareholder of a technology integration provider in Danville, Virginia. He has served on numerous boards and committees involved in developing technology initiatives in both the medical and regional economic development arenas. He continues to serve on the Board of Directors of the Renal Physicians Association, Mid-Atlantic Renal Coalition, American National Bank & Trust, and Averett University. He received his bachelor's degree in mathematics from Vanderbilt and an MD degree from the University of North Carolina at Chapel Hill, where he completed his internship, residency, chief residency and nephrology fellowship.



Joseph M. Pleasant, Jr.

CIO & SVP, Premier, Inc.

Joseph M. (Joe) Pleasant is CIO and Senior Vice President of Premier, Inc., the largest healthcare alliance in the United States, with an estimated annual purchasing volume in excess of \$36 billion and the largest clinical database in the country. Premier is owned by 200 Healthcare systems that own or operate some 850 institutions. In addition Premier provides services to over 2,400 acute care hospitals and more than 77,000 non acute care providers of healthcare.

Prior to being appointed to his current position as CIO and Senior Vice President in charge of Premier's Information Systems, Joe served as Chief Administrative Officer of SunHealth, Inc., one of Premier's predecessor organizations.

Joe is a founding member and past chairman of the Coalition for Healthcare eStandards organization, a fellow member of Healthcare Information and Management Systems Society (HIMSS), and a founding member of the College of Healthcare Information Management Executives (CHIME). Joe is past President of the North Carolina Chapter of HIMSS and chaired HIMSS's 2006 Annual Conference Education Committee.

Joe currently serves on the Board of Directors of GS1US and is on the leadership team of the GS1 Global Healthcare organization. Joe serves on the Board of Advisors for the Industrial and Systems Engineering Department of NC State University.

A cum laude graduate of N.C. State University in Engineering, Joe holds an MBA degree from the University of North Carolina at Charlotte.



William K. Wray

*EVP & CIO, Blue Cross & Blue Shield
of Rhode Island*

William K. Wray oversees all departments responsible for technology, operations, and customer service. This includes overseeing the Blue Cross continuous improvement program and the replacement of their core technology and analytical infrastructure.

From 1993 until joining Blue Cross in 2009, he served in a variety of capacities at Citizens Financial Group as it grew to be one of the nation's largest banks. His final assignment was as Vice Chairman and Chief Information Officer at Citizens, responsible for back-office operations, customer service, technology, and corporate procurement.

Bill is a graduate of the United States Military Academy at West Point and holds a Master's degree from Stanford University.

Bill currently serves on the Boards of Amos House, the Providence Performing Arts Center, Family Service of Rhode Island, and Providence Year Up.

THE 4TH ANNUAL MIT SLOAN CIO SYMPOSIUM AWARD FOR INNOVATION LEADERSHIP

The MIT Sloan CIO Symposium 2011 Award for Innovation Leadership honors Chief Information Officers (CIOs) who lead their organizations to pursue the innovative use of Information Technology (IT) and business processes to deliver business value.

These business leaders are trusted advisors to the executive suite and strong communicators, who articulate a vision for IT-enabled innovation and work across the organization and with external stakeholders to gain support for this vision. They are intimately aware of business challenges, competitive landscape, and core competencies of their organizations and leverage all the organization's skill to achieve excellence. They have proven their management skills by delivering core IT services, within staff and budget constraints, reporting IT performance against business-oriented objectives.

Applicants were reviewed by three panels totaling 11 judges, including current and former CIOs, previous Award winners and finalists,

AWARD PRESENTER



Prof. Glen L. Urban

David Austin Professor of Marketing, Dean Emeritus, MIT Sloan & Chairman, MIT Center for Digital Business

Glen Urban concentrates on the fascinating area of trust-based marketing on the Internet. How trust is built on a web site, how site design can maximize sales and trust, and how a trust-based marketing system could provide an alternative to the "push" type of marketing commonly observed, are just a few of the facets that Urban explores. His recent research focuses on customer advocacy. His new Theory A aligns the firm as a representative of the customers needs and leads to transparency, unbiased advice, trusted advisors, and best products. Current research concentrates on morphing a Web site to fit individual



Clifford Gronauer

CIO, Missouri State Highway Patrol

Clifford Gronauer is Chief Information Officer for the Missouri State Highway Patrol. With a full-time staff of 80, his division operates a 24x7 environment in support of nearly 10,000 criminal justice users statewide.

Previously, Cliff served as IT Director for the Missouri House of Representatives. Other experience includes 13 years in Chicago, holding a range of positions including programmer, systems analyst, systems administrator, and project manager. As a member of the State's Information Technology Advisory Board for the last 14 years, Cliff has served on numerous committees and in a variety of advisory roles.

THE 4TH ANNUAL MIT SLOAN CIO SYMPOSIUM AWARD FOR INNOVATION LEADERSHIP

industry thought leaders, and MIT-affiliated professionals.

Judges:

Gopi Bala, Founder, Gopi Bala LLC

Doris Brophy, CIO, Stark Investments

Bob Bruce, President, Claypoint, Inc.

Naeem Hashmi, VP for Knowledge Management and Informatics, Fresenius Medical Care, North America

Rosalee Hermens, Founder and Principal, Hermens & Associates

Michael Johnson, Board of Advisors, MIT Sloan CIO Symposium

Tom Nealon, Group EVP, JCPenney

James Noga, Chief Information Officer, Partners Healthcare

Graham Rong, Event Chair, MIT Sloan CIO Symposium

Richard Soley, Chairman and CEO, Object Management Group, Inc.

George Westerman, Research Scientist, MIT Sloan Center for Digital Business(CDB)

cognitive and cultural style and morphing web ads in real time to match individual customer cognitive and behavioral characteristics.

Cliff holds a BA in management, and an MBA in finance. He served active duty with the US Army, earning the Army Commendation Medal. As a college adjunct faculty member, he teaches evening courses in the finance and computer fields.

He also holds two elected offices: Chairman of the Audrain County Emergency Services Board, and member of the Board of Trustees for Vandiver Village.

4:45 pm – 5:15 pm

MITCIO AWARD PRESENTATION // KRESGE AUDITORIUM



Marco Orellana

CIO, CODELCO

Marco Antonio Orellana Silva serves as Executive Manager of Information, Communication & Automation Technology (IC&A) at CODELCO-Chile, the world's largest copper producer. He is also a member of board of MICOMO, a technology joint venture between CODELCO and NTT, established in 2006 to adapt and introduce advanced IC&A applications in both CODELCO and the mining industry.

One of his accomplishments at CODELCO was the creation and implementation of DIGITAL CODELCO, a new IC&A-based vision for the mining industry, which features high levels of automation. He shared his vision and ideas for frontier topics for DIGITAL CODELCO with other IC&A industry leaders worldwide, winning wide support. For this work he gained recognition as "Manager if the Year" in 2007 from Chile by Center for the Study of Information Technology (CETIUC) at Pontifical Catholic University of Chile and "CIO of the Year" in 2010 from the Chilean technology community.

He received the Information Processing Engineering degree from the University of Chile, later obtaining a diploma in Information Management from the University of Santiago.



Tony Young

CIO, Informatica Corporation

Tony Young serves as Senior Vice President and Chief Information Officer of Informatica with responsibility for the strategic direction of Informatica's global information systems and technology infrastructure.

During his tenure at Informatica, Tony and the Information Technology department have won prestigious industry awards, including the 2006 CIO Decision Midmarket Leadership Award, the 2006 Ventana Research IT Performance Management Leadership Award and the 2007 100 Best Places to Work in IT by *Computerworld*.

Prior to joining Informatica in 2002, Tony served at Mindcrossing and Converge, where he was responsible for overseeing product development and product management. Tony began his career at HP where he served for 11 years in a number of information technology and marketing roles. A major milestone at HP included building the first partner portal, as well as building an enterprise portal and e-commerce infrastructure.

Tony earned a bachelor's degree in information systems and a master's degree in business administration from Santa Clara University.

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PM KEYNOTE PANEL

CLOUD COMPUTING SPECTRUM: FROM LOW HANGING FRUIT TO GAME-CHANGING TRANSFORMATION

Cloud computing is an evolving concept with many different implementations. Numerous cloud computing offerings, such as public, private, and hybrid clouds, and service models, such as SaaS, PaaS, and IaaS, confuse even industry veterans and slow down decision making. This Cloud Computing Spectrum panel will invite technology and business leaders of mainstream IT industry vendors to explain the ecosystem of cloud computing and characteristics of future computing. They will analyze how traditional vendors advance towards one-stop IT shop through independent R&D, M&A, or coalition with partners.

The panel discussion about switching cost, technology trend and provision model will help CIOs to understand various cloud computing solutions and prepare for the cloud age.

MODERATOR



Ted Schadler

VP & Principal Analyst, Forrester Research

Ted Schadler is a Vice President and Principal Analyst at Forrester Research. Ted has 24 years of experience in the technology industry, focusing on the effects of disruptive technologies on the workforce and workforce productivity. His research focuses on workforce technologies and the programs that support them, including smartphones and tablets and their impact on productivity; telework and consumer broadband; cloud e-mail and collaboration tools; and the consumerization of IT. Ted is the co-author of *Empowered: Unleash Your Employees, Energize Your Customers, and Transform Your Business* (Harvard Business Review Press, September 2010). Social, mobile, video, and cloud Internet services



Ina Kamenz

VP & CIO, Thermo Fisher Scientific

Ina Kamenz joined Thermo Fisher Scientific in November 2007 as Vice President and Chief Information Officer, and is a member of the Company's Leadership Team responsible for the strategic direction and development of all IT related programs and services. Prior to joining Thermo Fisher, she served as Vice President and Chief Information Officer for Tyco International in overseeing the IT organization through the separation of a \$40 billion company into three publicly traded organizations. Prior to joining Tyco, Ina was a Senior Vice President, Chief Information Officer at Marriott International's Senior Living Services and Courtyard/Fairfield Inn divisions and had responsibility for the

give consumers and business customers more information power than ever before. To win customer trust and business, companies must empower their employees to directly engage with and solve the problems of empowered customers using these same technologies. This management book helps CIOs and IT organizations engage directly with business managers and employees to build an empowered strategy.

strategic direction of technology related products and services in support of six brands in 800 hotel and senior living residential facilities.

Ina holds a BS in mathematics and biology from Wake Forest University, and an MBA from Queens University.

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CLOUD COMPUTING SPECTRUM: FROM LOW HANGING FRUIT TO GAME-CHANGING TRANSFORMATION

5:15 pm – 6:15 pm

PM KEYNOTE PANEL // KRESGE AUDITORIUM



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Alexander Onik

Director of Partner Architects, VMware

Alexander Onik has over 20 years of experience spanning software engineering, architecture, evangelism, marketing, and entrepreneurship. Alex is the Director of Architecture, Global Strategic Alliances Organization at VMware responsible for envisioning and architecting “Reusable” intellectual property in collaboration with VMware’s strategic technology partners across VMware’s Virtualization Platform and an end-to-end Cloud Platform across Infrastructure, Databases, Security, and Applications areas.

Prior to joining VMware, Alex held positions as Co-founder and President of a software start-up ScienceGL, Inc as well as served as an ISV Architect Evangelist with Microsoft Corporation, responsible for overall Microsoft’s technical and business enablement of Independent Software Vendor (ISV) partner community. Alex’s experience includes consulting software architect and engineer with major technology, and financial institutions building mission-critical systems across Microsoft, Unix, and Mainframe platforms. His focus had been on distributed and parallel architectures and platforms’ interoperability.

Alex holds an undergraduate degree in computer science from Rhode Island College, and a master’s in software engineering from Harvard University. He also received his MBA as a Sloan Fellow from the MIT Sloan School of Management.



Ali Shadman

VP & Chief Technologist, Technology Consulting, Hewlett-Packard Company

Ali Shadman is Vice President and Chief Technologist for the HP Technology Consulting organization where he is responsible for driving and managing the organization’s portfolio, advanced solutions, capture, protection of IP and global knowledge management.

Prior to joining HP, Ali was vice president, Business consulting at Oracle leading programs focused on a business-driven approach to large-scale IT transformations. Before Oracle, Ali was VP/GM and CTO for Unisys Corp’s technology businesses, driving initiatives for Real Time infrastructures, Data center transformation and Open Source computing.

Ali’s nearly 30 years of experience spans hardware, software and services in a variety of capacities, including R&D, strategy, marketing, and business development. He founded a number of start-ups and remains active in advising early stage companies.

He serves as a member of the advisory boards for University of California, Irvine’s Donald Bren School of Information and Computing Sciences and Henry Samueli School of Engineering.

Ali studied operations research at London Metropolitan University and mathematics and computer sciences at the University of Essex, England.



Kirsten O. Wolberg

CIO, salesforce.com

Kirsten O. Wolberg serves as Chief Information Officer at salesforce.com where she is responsible for IT Service Delivery. Under Wolberg’s leadership, her team has deployed new IT systems and services to meet the scale demands of the leading enterprise cloud computing company. The success of these efforts has been recognized with several industry awards, including *InformationWeek* 500, Most Innovative Business Technology Organizations and *Computerworld*’s Best Places to Work in IT.

Prior to joining salesforce.com, Kirsten worked at Charles Schwab & Co., Inc. where she led Corporate Technology. Before joining Schwab, she held a variety of positions in the financial services industry.

Kirsten is active within the local community, holding leadership roles and serving on the board of several non-profits. She was recently recognized for these contributions by the *San Francisco Business Times* which named her one of the Most Influential Women in Business in the Bay Area for 2010.

Kirsten holds a BS in finance from the University of Southern California and an MBA from the J.L. Kellogg Graduate School of Management at Northwestern.



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2011 INNOVATION SHOWCASE FINALISTS

MIT Sloan CIO Symposium Highlights Early-Stage Companies at the Forefront of Technology

The MIT Sloan CIO Symposium is proud to announce that the Finalists for the 2011 Innovation Showcase have been selected. These 10 outstanding companies represent cutting edge B2B solutions that combine both value and innovation to Enterprise IT.

The Innovation Showcase Finalists closely complement the “digital” theme of this year’s Symposium: *“Beyond the Crossroads – How will the CIO role evolve in the digital business world?”* The Showcase connects CIO’s and Senior IT Executives with some of the most creative minds in the Enterprise IT space, allowing them to stay in touch with the state-of-the-art thinking, while networking with other IT Executives in a relaxing and stimulating atmosphere.

Congratulations to the Finalists, who were selected from a long list of applicants, and we all look forward to an exciting and stimulating Symposium in Cambridge on May 18th. The Innovation Showcase will be open to the general community from 6:00–8:00 pm.

The 10 finalists are:

APPERIAN FROM BOSTON, MA

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HADAPT FROM NEW HAVEN, CT

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MODO LABS FROM CAMBRIDGE, MA

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When: May 22, 2012

Where: MIT Kresge Auditorium, Cambridge, MA

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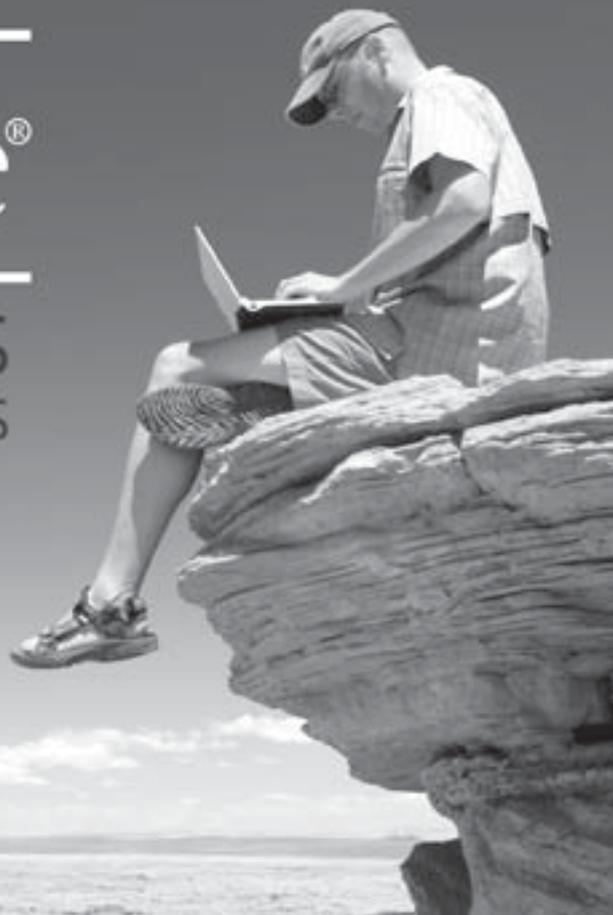
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