



2010

**MIT Sloan**  
CIO SYMPOSIUM

# TOP LINE **GROWTH** AND BOTTOM LINE **RESULTS:**

*Driving Business Value through CIO Leadership,  
Innovation & Collaboration*

**May 19**

@ MIT Kresge Auditorium

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**Digital Business**  
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## MIT Sloan CIO SYMPOSIUM

### Welcome to MIT!

We are pleased you are joining us for the 7th Annual MIT Sloan CIO Symposium. 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 Mid East. It is more innovative and collaborative: We have continue to offer new ways for you to connect with each other before during and after today, including LinkedIn, our community site, 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.



# TOP LINE GROWTH AND BOTTOM LINE RESULTS:

## *Driving Business Value through CIO Leadership, Innovation & Collaboration*

The theme of the 2010 MIT Sloan CIO Symposium is *"Top Line Growth and Bottom Line Results: Driving Business Value Through CIO Leadership, Innovation and Collaboration."* As we all know, the last eighteen months have presented an unprecedented set of challenges. To emerge strong as the economy recovers, CIOs need to stay ahead of the curve and have their voice heard in key business decisions at the highest levels of their organization, to drive more business value from innovation and collaboration, and to sustain the leadership of both business and technology. The 2010 MIT Sloan CIO Symposium aims to arm you with high-impact insights during one concentrated day of lively discussions to help you in the next 364 days of the year, till we see you again!

Our morning plenary sessions give you a high-level view into the CEO and Academic perspective. On the CEO panel *"Emerging Stronger from the Downturn"* the road to recovery points to strategic positioning as a key brick. On the Academic Keynote panel we will discuss how innovation never rests through boom or bust. The CIO panel will discuss the paradox of cost containment versus innovation.

In the afternoon we highlight the challenges and benefits of using technology more intelligently. It is difficult to escape discussions for and against cloud computing. How much should you embrace this enabling technology? What about security of data? Our panels on *"Security and Mobility," "Positioning IT as an Innovation Engine," "Achieving Superior Business Value from IT by Identifying What Matters"* and of course, the Keynote panel on Cloud Computing will help sift through the issues and challenges, with the goal of helping you find the best solution for your company. The *"Enterprise 3.0"* panel will discuss how your organization can benefit from the next generation of web technology.

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 volunteers who have worked tirelessly since September 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!

We invite you to explore topics you know well as well as new areas of interest. Without you listening, asking questions, and talking with each other, advancing your companies and your careers, we would not nearly have as much fun.

Regards,



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**Christopher Reichert**

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



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**Dr. Graham Rong**

*2010 Event Chair, MIT Sloan CIO  
Symposium & Director, MIT Sloan Alumni  
Club of Boston*

# AGENDA:



: moderator


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|                     |                   |  |
|---------------------|-------------------|--|
| 7:30 AM – 8:30 AM   | courtyard tent    | REGISTRATION   |
| 8:30 AM – 8:45 AM   | kresge auditorium | WELCOME REMARKS  |
| 8:45 AM – 9:45 AM   | kresge auditorium | CEO KEYNOTE:<br>STRATEGY: EMERGING STRONGER<br>FROM THE DOWNTURN   |
| 9:45 AM – 10:45 AM  | kresge auditorium | ACADEMIC KEYNOTE:<br>IT ORGANIZATION OF THE FUTURE:<br>DRIVING BUSINESS CHANGE                                     |
| 10:45 AM – 11:15 AM | kresge lobby      | COFFEE BREAK & NETWORKING  |
| 11:15 AM – 12:30 PM | kresge auditorium | CIO KEYNOTE:<br>SOLVING THE CIO PARADOX  |
| 12:30 PM – 1:45 PM  | courtyard tent    | LUNCHEON & KEYNOTES  |
| 1:45 PM – 3:00 PM   |                   | <div>session 1: kresge main</div> <div>session 2: kresge little</div> <div>session 3: la sala de puerto rico</div> |
| 3:00 PM – 3:30 PM   | kresge lobby      | COFFEE BREAK & NETWORKING  |
| 3:30 PM – 4:30 PM   |                   | <div>session 1: kresge main</div> <div>session 2: kresge little</div> <div>session 3: la sala de puerto rico</div> |
| 4:30 PM – 4:45 PM   | kresge lobby      | COFFEE BREAK & NETWORKING  |
| 4:45 PM – 5:15 PM   | kresge auditorium | 2010 MITCIO AWARD PRESENTATION   |
| 5:15 PM – 6:15 PM   | kresge auditorium | PM KEYNOTE:<br>CLOUD COMPUTING – STRATEGIC<br>IMPLICATIONS, SECURITY,<br>BUSINESS MODEL                            |
| 6:15 PM – 7:30 PM   | courtyard tent    | INNOVATION SHOWCASE  |

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

**Dr. Graham Rong,**  
2010 Event Chair, MIT Sloan CIO Symposium  
& Director, MIT Sloan Alumni Club of Boston

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

 **Sharyn Leaver,** VP & Role Manager,  
Forrester Research

**Bob Brennan,** President & CEO,  
Iron Mountain Inc.  
  
**Chris Capossela,** SVP, Information Worker  
Product Management Group, Microsoft

**Sundar Subramaniam,** Chairman & Founder,  
Knome & Cambridge Technology Enterprises


 **Jason Pontin,** Editor in Chief & Publisher,  
Technology Review  
  
**Prof. Erik Brynjolfsson,** Schussel Professor,  
MIT Sloan School of Management & Director,  
MIT Center for Digital Business

**Dr. Frank Moss,** Director, MIT Media Lab  
& Jerome B. Wiesner Professorship of Media  
Technology

**Dr. Jeanne W. Ross,** Director, Center for  
Information Systems Research (CISR), MIT  
Sloan School of Management

**Marilyn Smith,** Head of Information  
Services & Technology, MIT

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 **Maryfran Johnson,** Editor in Chief,  
CIO Magazine and Events

**Bill Brown,** SVP & CIO, Iron Mountain Inc.  
  
**Anne Margulies,** CIO,  
Commonwealth of Massachusetts

**James McGlennon,** SVP & CIO, Liberty  
Mutual Group

**Tom Pyke,** Former CIO, US Dept. of Energy

LUNCHEON KEYNOTE PANEL: LOCATED AT LA SALA DE PUERTO RICO

 **Shawn Banerji,** Managing Director, Russell Reynolds Associates

LUNCHEON KEYNOTE: LOCATED AT THE MEZZANINE LOUNGE


**Dr. Stephen Herrod,** CTO & SVP of Research & Development, VMware


**SESSION 1:**  
Enterprise 3.0

**SESSION 2:**  
Achieving Superior Business Value from IT  
by Identifying What Matters

**SESSION 3:**  
eHealth – The CIO's Role in Delivering  
New Models of Care

 **Andrew McAfee,** Principal Research  
Scientist, Associate Director of Center  
for Digital Business, MIT Sloan School  
of Management  
  
**Dr. Edward Curry,** Research Scientist, DERI  
  
**Gregg Hansen,** VP of IT, AMD  
  
**Gene Rodgers,** President & COO, Clearway  
  
**Ralph Swick,** COO, W3C

 **Brian P. Watson,** Former Editor in Chief,  
CIO Insight  
  
**Mohamad Ali,** SVP of Corporate  
Development & Strategy, Avaya  
  
**Marc Ferrentino,** Chief Technical Architect,  
Salesforce.com  
  
**Ben-Saba Hasan,** VP of People Systems,  
Walmart  
  
**Jim Walker,** COO,  
Morgan Stanley Smith Barney


 **Amy MacNulty,** President, MacNulty  
Consulting, LLC  
  
**Julie Boughn,** CIO & Director, Centers for  
Medicare & Medicaid Services  
  
**William Fandrich,** SVP & CIO, Blue Cross  
Blue Shield of Massachusetts  
  
**Dr. Chris O'Connor,** CEO, Open Source  
Order Sets  
  
**Susan Schade,** VP & CIO, Brigham and  
Women's Hospital

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**SESSION 1:**  
Security and Mobility

**SESSION 2:**  
The Internet of Things – A Network of  
Internet-Enabled Objects

**SESSION 3:**  
Positioning IT as an Innovation Engine


 **Harvey Koepfel,** Executive Director,  
Center for CIO Leadership  
  
**Allen Allison,** VP of Managed Services,  
NaviSite  
  
**Anthony D. Christie,** CIO & CTO,  
Global Crossing  
  
**Steven M. Elefant,** CIO, Heartland  
Payment Systems  
  
**Andy Ellis,** Sr. Director of Information  
Security & Chief Security Architect, Akamai

 **Dr. Michael Chui,** Senior Fellow, McKinsey  
Global Institute  
  
**Robert LeFort,** CEO, Ember Corporation  
  
**Bob Metcalfe,** Partner, Polaris  
  
**Mark Roberti,** Founder & Editor,  
RFID Journal  
  
**Prof. Sanjay Sarma,** Professor of  
Mechanical Engineering, MIT

 **Martin Reeves,** Senior Partner & Managing  
Director, Boston Consulting Group  
  
**Ananth Krishnan,** CTO, Tata  
Consultancy Services  
  
**Dr. Daxi Li,** Chairman, Chinese  
Association for Science and Business  
  
**Marco Orellana,** CIO, Codelco  
  
**Roy Rosin,** VP of Innovation, Intuit

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Presented by: **Dr. David Schmittlein,** John C Head III Dean, MIT Sloan School of Management

 **Daryl Plummer,** Group VP & Information  
Technology and Services Consultant, Gartner  
  
**Trae Chancellor,** VP of Enterprise Strategy,  
Salesforce.com

**Mark Forman,** Leader, Federal  
Performance & Technology Advisory  
Services, KPMG

**Michael Kirwan,** CIO, Yahoo!  
  
**Sanjay Mirchandani,** SVP & CIO,  
EMC Corporation

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# Welcome from the MIT Center for Digital Business



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## Dear Attendee,

On behalf of the MIT Center for Digital Business (CDB), I would like to welcome you to the 2010 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 2010 CIO Symposium is *"Top Line Growth and Bottom Line Results: Driving Business Value Through CIO Leadership, Innovation and Collaboration."* Never before has there been more pressure on the IT organization within a company to contribute to both revenue growth and cost savings. Never before has there been a greater need for CIO leadership, innovation and collaboration. Our event this year provides IT executives a refreshed glimpse of the future through the double lens of forward looking faculty and innovative CIOs.

On my perch as Executive Director of the Center for Digital Business, I have an amazing view of the future of the IT-driven organization. The work of faculty and researchers in the Center for Digital Business, and our sister center (CISR) are the future of IT. Erik Brynjolfsson of the CDB will discuss his framework of IT – how the "digitized organization" uses experimentation, data, sharing, replication and scale to drive innovation. Andrew McAfee of the CDB will discuss how Enterprise 2.0 is having a measurable impact on big business, and what is coming next. Jeanne Ross of CISR will discuss the IT organization of the future. Together with George Westerman of CISR, each of these MIT thought leaders has a top-selling IT book that will be available in "Author's Row" during the first ever Innovation Showcase at the end of the day. If you have not been to MIT lately, or read the results of our research, then this event will truly give you the proverbial "drink from the MIT fire hose."

This impressive list of MIT speakers is complemented by nearly 50 leaders from industry who are in the battle zone of enabling and driving revenue, while cutting cost, driving innovation, and providing IT leadership in their firms. MIT makes for a truly unique environment for bringing these diverse stakeholders together, for you, at the MIT CIO Symposium.

The Center for Digital Business has co-hosted this event along with the Sloan Alumni Club of Boston since its inception. It is the only public forum where we describe the results of our latest research. This research is conducted in collaboration with our corporate sponsors, most of which are here today, including BT, Cisco, GM, Google, HP, Liberty Mutual, McKinsey, SAP, SAS, and Suruga Bank.

Please feel encouraged to contribute your thoughts, perspectives and experiences today. Thanks for your attendance, and welcome to MIT and the 2010 MIT CIO Symposium.



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## David Verrill

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



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# Welcome from SIM



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## Dear Attendee,

On behalf of the Boston Chapter of the Society for Information Management (SIM), we are pleased to welcome you to the 2010 MIT CIO Symposium. This is our seventh year as a partner with MIT in this event.

For more than 30 years, the Boston Chapter of SIM has been the leading professional society for information technology executives, leading IT consultants, academicians, and senior business executives interested in the innovative use of information technology to improve and transform organizations. We offer 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 variety of forums in which leaders, educators and practitioners can come together to explore the management revolution that is changing the way the world communicates, educates and does business. These include:

**MONTHLY MEETINGS** – feature prominent industry speakers and provide valuable networking time before and after the presentation

**ROUNDTABLES FOR SPECIFIC GROUPS** – offer a variety of roundtables for CIOs, Practitioners, Consultants, Emerging IT Leaders and Retired IT Executives that provide them with opportunities to collaborate, exchange best practices, explore innovative technologies and grow professionally.

**REGIONAL LEADERSHIP FORUM (RLF)** – this professional development program (seven, two-day sessions in length) is designed for participants to develop an understanding of themselves as individuals and the value of their relationship to others, and to become more effective as part of a team.

**SHARPEN THE LEADERSHIP SAW ROUNDTABLE** –

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. Our current outreach partners include Year Up, Teen Voices, Common Impact, and Tech Boston.

**ANNUAL GOLF TOURNAMENT** – a great networking event that is open to members and non-members (June 16, 2010 at Cyprian Keyes Golf Club in Boylston, MA)


We wish to extend a special thank you to all speakers, sponsors and attendees for their participation at this year’s event. We invite you to visit the Boston SIM booth to learn more about us.

Sincerely,

---

**Bill Wellman**

*President, Boston SIM*



Bye-bye software.  
Hello success.



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# Welcome Remarks



// WELCOME SPEAKER

## Christopher Reichert

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

Christopher Reichert serves on the MIT Sloan Alumni Board and is the executive chair of the 7th Annual MIT Sloan CIO Symposium. This is his fifth year in a leadership position with the Symposium.

Christopher has more than 15 years of strategic IT consulting and business management experience. His background enables him to provide CIOs and business executives with valuable insights into how organizations can optimize their choices, adoption, management and use of technology.

He is currently senior advisor for Web Innovations at the John F. Kennedy Presidential Library and Museum. He is also the founder of Mindsurfers, LLC, a non-profit organization with a mission to build underprivileged children's passion for technology and engineering.

Earlier in his career, Christopher co-founded M-TEC, a consultancy that provided IT integration services in Sydney, Australia. His roles ranged from application development and infrastructure leadership to vendor management and strategic sourcing.

Reichert has received master's degrees from MIT's Sloan School of Management and the Harvard Kennedy School.



// WELCOME SPEAKER

## Dr. Graham Rong

*2010 Event Chair, MIT Sloan CIO Symposium & Director, MIT Sloan Alumni Club of Boston*

Graham is the founder and managing director of International Data Automation, developing the next generation of social and financial analytics solutions. He has provided strategic advice to several Fortune 1000 companies in corporate development, innovation leadership, web strategy, IT governance, enterprise information architecture, knowledge management 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 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.



// WELCOME SPEAKER

## Prof. Glen L. Urban

*David Austin Professor of Marketing, Dean Emeritus, MIT Sloan School of Management & 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 cognitive and cultural style and morphing web ads in real time to match individual customer cognitive and behavioral characteristics.

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# The MIT Center for Digital Business

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Founded in 1999, the MIT Center for Digital Business is the largest research center in the history of the MIT Sloan School of Management. We are funded entirely by corporate sponsors whom we work with closely in directed research projects. The Center has supported more than 45 faculty, and performed more than 60 research projects.

Our mission is to join leading companies, visionary educators, and some of the best students in the world together in inventing and understanding the business value made possible by digital technologies. Our interactions are a dynamic interchange of ideas, analysis, and reflection intended to solve real problems.

#### Examples of current Focused Research Projects:

- *Networks as Platforms*
- *Collaboration and Trust in IT*
- *Deriving Competitive Advantage from IT*
- *The Business Implications of Enterprise 2.0*
- *Productivity and Internal Knowledge Markets*
- *Web Site Morphing to Individual Cognitive Style*
- *Measuring the Productivity of Information Workers*
- *Improving Hospital Operational Efficiency and Risk Management with Systems Dynamics*
- *Using Systems Modeling to Predict, Manage and Improve Software Application Development and Maintenance*

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**John Chambers - CEO, Cisco Systems**

#### Contact Information

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[digital.mit.edu](http://digital.mit.edu)

#### Leadership

David Verrill - Executive Director  
Glen Urban - Chairman  
Erik Brynjolfsson - Director  
Andrew McAfee - Prin. Research Scientist and Assoc. Dir.  
Carlene Doucette - Executive Assistant  
Tammy Buzzell - Financial Assistant



# Strategy: Emerging Stronger from the Downturn



// MODERATOR

## Sharyn Leaver

VP & and Role Manager, Forrester Research

Sharyn Leaver is a vice president and role manager at Forrester Research, where she manages its offerings for CIOs. She leads Forrester's IT leadership research with a focus on the emerging world of business technology (BT). Sharyn delivers strategic guidance, helping enterprises identify best practices and identify vendors and technologies that help drive business success. Her current research agenda includes enterprise application strategies as well as IT planning processes and technologies. She also maintains a research interest in business process management (BPM); RFID; and other emerging technologies in consumer-driven and manufacturing industries like life sciences, healthcare, and consumer products.



## Bob Brennan

President & CEO, Iron Mountain Incorporated

Bob Brennan became president and CEO of Iron Mountain in June 2008 after having been the company's president and chief operating officer since November 2005. As president and CEO, Brennan develops and implements global operating strategies to drive growth, enhance customer service and ensure consistency and efficiency across the organization. Since he joined the company in the fall of 2004, Bob has worked to build the world's largest provider of information management services. He has overseen the integration of a series of acquisitions, building an international network of services with more than 1,000 facilities in 39 countries. In the process, Iron Mountain's revenue has grown significantly from \$1.8 billion in 2004 to \$3.1 billion in 2008. His technology expertise has been instrumental in transforming Iron Mountain into a technology leader, focusing on the products, processes, people and structure required for continued growth and success.

A native of New York City, Bob holds a bachelor's degree in psychology from Manhattan College. He sits on the board of directors of the Boston Chamber of Commerce as well as several venture capital related businesses.



Be better, stronger, faster – this is the driving force propelling today's IT leaders emerging from the worst economic downturn since the Great Depression. New business approaches and competitive models stress effective and sustainable practices. Companies responded to the financial crisis by cutting costs and capacity to meet operating budgets. Moving forward, the questions now focus on leveraging a strategy with corporate spending to support escalating rebound momentum. The road to recovery, rather than littered in guesswork, points to strategic positioning. New market opportunities become clear as customers re-evaluate their purchasing parameters and potentially shift brand alliances. This distinguished keynote panel of CEOs will share their thoughts on how their companies achieved a robust success-oriented trajectory in addition to the critical areas of investments they found necessary to support their goals.


**Microsoft**

### Chris Capossela

SVP, Information Worker Product Management Group, Microsoft

Chris Capossela is a senior vice president in the Microsoft Business Division, responsible for marketing the company's productivity products including Microsoft Office, SharePoint, Exchange, Office Communications Server, Project, Visio and Duet. His responsibilities include defining pricing, packaging, go-to-markets, branding and advertising, as well as developing sales integration and the partner ecosystem.

Capossela has spent more than 18 years at Microsoft in a variety of marketing, technical and field positions. His experiences include running the Microsoft Project business, serving as Bill Gates' speech assistant, and acting as chief of staff to the president of Microsoft EMEA.

Chris holds a bachelor's degree in computer science and economics from Harvard University. He first became interested in computers when, as a boy, he wrote a reservation system for his family's small Italian restaurant in Boston using dBASE for DOS on an early IBM PC.


**CTE CAMBRIDGE TECHNOLOGY ENTERPRISES**

### Sundar Subramaniam

Chairman & Founder, Knome & Cambridge Technology Enterprises

Sundar Subramaniam is chairman of IBCC whose holdings include Cambridge Technology Enterprises (CTE.NS), Knome where he is chairman, MTPV, Cambridge Energy Resources and DNSstuff where he serves as director, CEO of Sialix and General Partner at Higher Moment Capital.

He previously served as chairman of I-Cube, C-bridge, Open Environment Corporation, and OneWave – all of which completed IPO's, WorldStreet Corporation, Integrated Computing Engines, and as Managing Partner of Cambridge Samsung Partners, a Venture Capital firm.

Sundar graduated from Brandeis University with a major in computer science and economics, has an MBA from MIT and an MS from HST (Harvard-MIT Health Science and Technology).

## MIT CIO SYMPOSIUM PARTNERS

The MIT Sloan Alumni Club of Boston thanks the following partners who helped make this event possible:



# IT Organization of the Future: Driving Business Change



Innovation never rests. It is the constant through boom or bust. The strategic value of information coupled with the technologies generating and propagating it, continue to expand. Businesses successfully emerging from this difficult economic period have discovered innovation is neither time-consuming nor expensive, but essential. Digital organizations, those existing in the virtual world of online communication, continue to experiment and innovate, utilizing tools and strategies that require virtually no cost.

The panel will explore the impact of social media, influencers of productivity and business growth and how the IT function is a cornerstone. Discussion will focus on the technology evolutions which companies may experience and the changes that will map out the future of organizations.



Technology  
Review  
PUBLISHED BY MIT

// MODERATOR

## Jason Pontin

Editor in Chief & Publisher,  
*Technology Review*

As editor in chief, Jason Pontin is responsible for the editorial direction of the award-winning magazine *Technology Review* and [technologyreview.com](http://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 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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Digital Business  
A COMMITMENT TO INNOVATION • LEADERSHIP



## Prof. Erik Brynjolfsson

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

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 alter economic growth, industry structure, and labor demand.



MIT Media Lab

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### Dr. Frank Moss

Director, MIT Media Lab & Jerome B. Wiesner Professorship of Media Technology

An entrepreneur and 25-year veteran of the software and computer industries, Dr. Frank Moss has spent his career bringing innovative business technologies to market. During his career in the computer and software industries, Moss served as CEO and chairman of Tivoli Systems, which he took public in 1995 and subsequently merged with IBM in 1996. He co-founded several other companies, including Stellar Computer and Bowstreet. He began his career at IBM's scientific center in Haifa, Israel, where he also taught at the Technion, Israel Institute of Technology. He later held various research and management positions at IBM's (NY) Research Center, Apollo Computer and Lotus Development Corporation. Moss is a member of the Board of Trustees of Princeton University, as well as its Advisory Council for the School of Engineering and Applied Sciences. He received a BS in aerospace and mechanical sciences from Princeton University, and both his MS and PhD in aeronautics and astronautics from MIT. His citations include *Ernst & Young's* Entrepreneur of the Year award and *Forbes Magazine's* "Leaders for Tomorrow."

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### Dr. Jeanne W. Ross

Director, Center for Information Systems Research (CISR), MIT Sloan School of Management

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 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*.

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### Marilyn Smith

Head of Information Services & Technology, MIT

Since late 2009, Marilyn Smith has been head of information services and technology at MIT. She leads MIT's central information technology organization, which consists of 300 staff and is responsible for systems, technical infrastructure and support across the university. From 2006 to 2009 Marilyn was president of the Life Companies at The Hanover Insurance Group in Worcester, MA. She led the sale and transition of The Hanover's 160-year-old life insurance businesses to Goldman Sachs. 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. After graduating from Wellesley College with a major in Astronomy, Marilyn spent 25 years at John Hancock in information systems management, including key positions in Retail Insurance and Investment Management. She subsequently spent four years at Liberty Mutual as vice president and CIO of Personal Market Information Systems. She received her MBA with highest distinction from Babson College in 1992.



// MODERATOR

## Maryfran Johnson

Editor in Chief, CIO Magazine and Events

An award-winning IT journalist and editorial executive, Maryfran Johnson was named editor in chief of CIO magazine and events in January 2009. This unique dual role combines strategic direction of the leading publication for chief information officers with all editorial content for CXO Media's extensive portfolio of national and regional events.

Maryfran brings more than 20 years of experience covering IT leadership, technology and business trends to her new role, along with an extensive network of CIO contacts built during previous leadership positions as editor in chief of IDG's *Computerworld* and founding editor of *CIO Decisions* magazine.

Since the mid-1990s, Maryfran has been featured in media interviews as an expert commentator on IT/business leadership issues. She frequently serves as a guest speaker and moderator at industry conferences.

She was the first national winner in 2004 of American Business Media's Timothy White Award for editorial integrity, and in 2005 was named one of the "21 Most Intriguing People in Publishing" by *Min's B2B Magazine*. Maryfran holds an MA in journalism from The Ohio State University's Kiplinger Program and a BS in journalism from the University of Florida.



## Bill Brown

SVP & CIO, Iron Mountain Incorporated

Bill Brown was appointed chief information officer in September 2008 and oversees the company's deployment of information technology to serve critical business objectives. He has overall responsibility for core systems development, computing services and service provisioning for Iron Mountain customers.

Brown was recognized as a *Computerworld* 2010 Premier 100 IT Leader.

Prior to joining Iron Mountain in August 2005, Brown has more than 25 years of management experience in information technology, operations/logistics and electronic commerce. Prior to Iron Mountain, he was a co-founder and executive vice president of PCs Compleat, a PC retailer/distributor acquired by CompUSA.

He has also held senior management positions at PC Connection, send.com, JWP/Businessland and Merisel. Bill holds a bachelor's degree in mathematics from Bridgewater State College and an MBA from Babson College.



As companies expand, restructure or downsize to meet market situations, the CIO's role is also changing, becoming ever more complicated and challenging. Businesses today require CIOs to help them grow strategically, contain costs effectively and mitigate risks efficiently all at the same time. Inheriting legacy applications running on inflexible IT infrastructure amidst a data explosion with increasing demand for lower cost data centers is considered par for the course. CIOs hold critical and strategic responsibilities in a company and yet they may be boxed into traditional "information management," roles.

In this keynote panel, CIOs of leading corporations will address cost containment versus innovation, the perception of being seen as enablers versus drivers, and ponder the question of why many holding this critical role are not even members of the executive team.





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### Anne Margulies

CIO, Commonwealth of Massachusetts

Prior to becoming CIO for the Commonwealth of Massachusetts, Anne Margulies was the executive director of MIT OpenCourseWare, MIT's initiative to publish the basic teaching materials for essentially the entire curriculum available openly and freely over the Internet. Anne also held several senior positions at Harvard University, serving as assistant provost and executive director for information systems. Anne's career started in systems support and marketing at AT&T.

Anne also serves on the Court Management Advisory Board, the Open Learning Exchange Advisory Board and is member of the Board of Directors for Heading Home, Inc. In 2009 Anne was recognized as a finalist for CIO of the Year Award by the Massachusetts Technology Leadership Council and in 2010 was selected as one of the Top 25 Doers, Dreamers and Drivers by *Government Technology*.



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### James McGlennon

SVP & CIO, Liberty Mutual Group

James McGlennon is SVP and CIO for Liberty Mutual Group, responsible for all aspects of Information Technology, including the applications and infrastructure on which Liberty's strategic business units process more than \$30 billion in revenue annually.

Prior to being named CIO for Liberty Mutual, James was CIO for Liberty's Agency Markets business unit, where he oversaw successful technology integrations for the acquisitions of Ohio Casualty (\$2.7 billion) and Safeco Insurance (\$6.2 billion), both of which were integrated into Liberty's operations on "day 1" – the date the acquisitions were completed.

Before joining Liberty in 2007, James spent seven years with BellSouth Corporation in Atlanta in increasingly responsible positions, among them VP of Architecture and Development and VP and CIO for Customer Markets.

He has also held senior IT roles at Fleet Financial and Computer Sciences Corporation. He began his career with Digital Equipment Corporation, where he worked in the US and Europe.

James holds both bachelor's and master's degrees in engineering from the National University of Ireland and has completed Harvard University's Advanced Management Program.



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### Tom Pyke

Former CIO, US Department of Energy

Tom Pyke recently retired as the CIO of the US Department of Energy. In that position he was responsible for ensuring the most appropriate use of leading edge information technology to enable the Department's missions, at lowest cost and using "green IT." Previously, Pyke was CIO of the Department of Commerce, and he led the High Performance Computing and Communications program and was Assistant Administrator for Satellite and Information Services of the National Oceanic and Atmospheric Administration. He was also Director of the GLOBE Program, leading an interagency team to create an international environmental science and education program now involving over 23,000 schools in 112 countries.

Tom earned a BSEE as a Westinghouse Scholar from the Carnegie Institute of Technology and an MSE in computer systems as a Ford Foundation Fellow from the University of Pennsylvania. He is a senior member of the IEEE, a member of the ACM, AAAS, Sigma Xi, Eta Kappa Nu, and Omicron Delta Kappa, and is a Fellow of the Washington Academy of Sciences.

# So You Want to Be a Chief Information Officer? The Path to CIO



RUSSELL REYNOLDS ASSOCIATES



// MODERATOR

## Shawn Banerji

*Managing Director, Russell Reynolds Associates*

Shawn Banerji is a member of the Information Officers and Business and Professional Services Practices within the Technology Sector at Russell Reynolds Associates. Based in New York, Shawn recruits chief information and technology officers across a variety of industries, including banking and insurance, publishing and media, as well as process industries such as energy and distribution. Shawn also has extensive experience in the technology and business process outsourcing marketplace. This includes shared/business services search work for large corporations as well as extensive work for private equity investors and their portfolio companies.

Shawn has a decade and a half of executive recruiting experience and joined Russell Reynolds Associates in 1999. Prior to executive search, Shawn worked in the advertising industry at Ogilvy & Mather.

Shawn is a member of the Society for Information Management, the Financial Services Technology Consortium, the Indian American Council and TiE. In addition, he serves on the Advisory Boards of several emerging technology and services companies that utilize global resourcing operating models

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.

## Daniel Sheehan

*SVP & CIO, Dunkin' Brands*

Dan Sheehan was named senior vice president and chief information officer of Dunkin' Brands, Inc., which includes quick service restaurant brands Dunkin' Donuts and Baskin-Robbins, in March 2006. With more than 15,300 points of distribution in 47 countries, and approximately 60 years of combined history, the brands are two of the most loved in the US.

With over 26 years of management and information technology experience, Sheehan is responsible for the brand's retail technology strategy and execution, enterprise information systems, technical operations and business enterprise program management (demand and portfolio management).

Prior to joining Dunkin' Brands, Sheehan served as senior vice president and chief information officer for ADVO Inc., a \$1.4 billion dollar leading full-service direct mail marketing services company. While there, he was responsible for Information Systems, Technical Operations and the Business Process Center. Prior to this, he was vice president and chief information officer for ACSYS Inc. and held senior IT management positions at The Coca-Cola Company, Georgia Pacific and Morton International.

Dan earned his bachelor's degree in computer information systems from Suffolk University and an MBA from Salem State College.



We are living through a time in history where views on skillsets, jobs, and careers are changing. In the past one would go to a school of sorts to gain knowledge to then go out to the job market either as an apprentice or an entry level professional. These days there are more requirements. There is school as before, complemented by work experience of various kinds, in possibly more than one country. It is attractive to speak at least two languages and to understand emotional intelligence. As one moves within an organization, there are many management and leadership skills to master, as well as understanding the ever changing technology landscape, being a trusted advisor, and let's not forget business acumen is a critical skillset to have in your toolbox. This panel will explore the key ingredients to become a CIO in the workforce of today and tomorrow.



GMO

## Anthony Sirabella

CIO, Grantham, Mayo, Van Otterloo

Anthony Sirabella is the chief technology officer for Grantham, Mayo, Van Otterloo (GMO), the investment management firm based in Boston. Sirabella is responsible for leading the information technology function in support of the company's strategic business efforts. Previously, Sirabella served as chief information officer of GE Asset Management based in Stamford, Connecticut. GE Asset Management is a \$200 billion AUM firm with multiple worldwide locations. The GEAM is responsible for both internal GE pension assets, as well as third-party assets.

Prior to GE, Sirabella worked with Fidelity Investments as a project manager leading the design and development of the firm's brokerage compliance system. Sirabella has experience with a spectrum of financial products and instruments ranging from mutual funds to complex to quantitative products. His early career spanned roles of increasing responsibility in the financial services industry with Chase Home Mortgage, EDS, Merrill Lynch and Kidder-Peabody.

Sirabella earned his BA in accounting and information systems from Pace University and his MBA in information systems from Pace University.

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# Boston Chapter Society for Information Management

Delivering Business Value Through IT Leadership

## Assisting Industry and Community through Networking, Giving, and Thought Leadership

The Society for Information Management (SIM) is the Premier National CIO Professional Organization Serving Today's and Tomorrow's IT Leadership

### SIM Energizes Essential Business & IT Leadership Dialogue by:

*Facilitating knowledge-sharing and peer networking through Local Chapters*

*Providing learning opportunities and Best Practice Exchange*

*Building professional synergies through Regional and National Forum*

### SIM Cultivates IT Executive Excellence by:

*Enhancing leadership skills through the Regional Leadership Forum*

*Exploring IT and business issues through the Strategic Business Leaders*

*Providing leading-edge research through the Advanced Practices Council*

*Offering CIO-tailored events, such as SIMposium 2009 (Seattle, Washington)*

For more than thirty years the Boston Chapter of SIM has been the meeting place for information technology executives, leading IT consultants, academicians, and senior business executives who play key roles in the use of information technology in their organizations. Boston SIM offers a collaborative exploration of best practices, trends, and lessons learned for those who shape and influence the management and use of IT.

Join us and collaborate in the management revolution that is changing the way the world communicates, educates, and conducts business. Chapter membership puts you in the middle of a global community that is harnessing the power of knowledge, information and technology. SIM is an international organization for top information executives. It helps IS leaders to develop their management techniques for the strategic use of information and computing technology. SIM has more than 30 local Chapters across the nation and 3,500 Members from more than 500 major organizations

Get to know us at the Boston SIM Annual Golf Outing, on June 16, 2010  
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# VMware and Cloud Computing for the Enterprise

VMware is well-known for virtualizing data centers, making them more efficient, agile, available, and secure. This technical presentation will cover two additional pushes that VMware is making to helping companies fully exploit the opportunities provided by cloud computing. First, we will discuss how enterprises can build private clouds for onpremise IT while paving the way for the use of cloud resources that reside outside of their datacenter. Second, we will discuss application development for the cloud and how companies can achieve the true benefits of “Platform-as-a-Service” without locking themselves into one way of programming or one place to run their applications.



**vmware**

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## Dr. Stephen Herrod

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*CTO & SVP of Research & Development,  
VMware*

Stephen Herrod is responsible for VMware's new technologies and collaborations with customers, partners and standards groups and was named CTO of the Year by InfoWorld in 2009. Stephen joined VMware in 2001 and has led the VMware ESX group through numerous successful releases. Prior to joining VMware, he was senior director of Software at Transmeta Corporation co-leading development of their “code morphing” technology. Stephen holds a PhD and a master's degree in computer science from Stanford University, where he worked with VMware's founders on the SimOS machine simulation project.





## Session



More than 80 percent of Fortune 500 companies report they are in the midst of adopting Enterprise 2.0 concepts including social networking, new Web-based workflows designed to streamline communication with customers, employees and partners and/or the integration of multi-channel communications. For many CIOs, Enterprise 3.0, a system of effective knowledge management, provides new services through more effective data integration. However, it also presents new challenges, particularly in the areas of solution's technology adoption and its integration into existing business units. In this panel, experts on the Web of Data and Linked Data will discuss emerging approaches to Enterprise 3.0. The discussion will provide CIOs with more insights into upcoming approaches surrounding the global IT market and how these concepts can better serve a company.



// MODERATOR

### Andrew McAfee

*Principal Research Scientist, Associate Director of Center for Digital Business, MIT Sloan School of Management*

Andrew McAfee studies the ways that information technology (IT) affects businesses and business as a whole. 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" in a spring 2006 Sloan Management Review article to describe the use of Web 2.0 tools and approaches by businesses. McAfee's book on Enterprise 2.0 was published in November 2009 by Harvard Business School Press. He has written columns for the *Washington Post*, the *Financial Times*, and *Canadian Manager*, and been a guest on the Charlie Rose show.

In 2008, McAfee was named by the editors of the technical publishing house Ziff-Davis number 38 in their list of the "100 Most Influential People in IT." He was also named by *Baseline* magazine to a separate, unranked list of the 50 most influential people in business IT that year. In 2009 he was the only non-executive in the Everything Channel's group of the 100 most influential executives in the technology industry.

Andrew is currently a principal research scientist at the Center for Digital Business in the MIT Sloan School of Management, and a fellow at the Harvard's Berkman Center for Internet and Society.



### Dr. Edward Curry

*Research Scientist, DERI*

Dr. Edward Curry investigates the impact and adoption trends of emerging technologies within industry. His specific focus for the last number of years has been how linked data technology and the web of data are changing the way business work and interact with information.

Edward is an eBusiness Research Scientist at the Digital Enterprise Research Institute (DERI), one of the leading international web science research organizations. His projects include studies of enterprise linked data, community-based data curation, semantic data analytics, and semantic search. Edward has worked extensively with industry and government advising on the adoption patterns, practicalities, and benefits of new technologies to enhance information architectures and flows within their organizations. His research has investigated the utilization of these advanced technologies within the pharmaceutical, oil & gas, financial, advertising, media, manufacturing, health care, ICT, and automotive industries.

Edward has a PhD from the National University of Ireland, Galway; has published journal and book articles and has spoken at international conferences and workshops. He is an adjunct lecturer at the National University of Ireland, Galway.



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### Gregg Hansen

VP of IT, AMD

Gregg Hansen is an experienced leader with a proven track record within the technology industry for companies ranging from startups to Fortune 50. He possess expertise in building and leading effective, high performance teams and unique experience building and managing large-scale globally distributed software teams. He has been successful by applying project management, metric analysis and process management skills to deliver scalable enterprise integrated applications for aggressive business units.

Gregg has had the rare opportunity to apply his skills in the most exciting areas of the industry: distributed and cloud software development, personalization, Service Oriented Architecture, e-Commerce, globalization, product configuration, pricing optimization, call center operations and advanced client development.

Gregg currently holds the position of vice president of IT at AMD and is responsible for technical architecture, software development, process and documentation of all systems and services including SAP, Data Warehouse, pricing and web based applications.



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### Gene Rodgers

President & COO, Clearway

Gene Rodgers is the founder, president and chief operating officer of the Clearway companies. Clearway is a recognized leader in Web 3.0/Enterprise 3.0 solutions through Clearway Insight, network management through Clearway Network Management Solutions, information security through Clearway Security, and systems integration through Clearway Technology Partners. Prior to Clearway, Rodgers held executive management positions at high tech, health care and manufacturing companies. He has over thirty years of industry and consulting experience.

Throughout his career, Rodgers has utilized technology, his knowledge and experience to deliver substantial improvements in productivity, customer satisfaction, and profitability, giving his companies and clients a competitive advantage in their industry.

Gene is recognized throughout the industry as an expert in the effective use of technology to accomplish business goals. He is a nationally recognized expert in the areas of Web 3.0/Enterprise 3.0, knowledge management, and business process management.



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### Ralph Swick

COO, W3C

Ralph Swick joined W3C in January 1997, to focus on the Privacy and Demographics project. As that project (now called P3P) was starting, Ralph also started the Metadata project. The Resource Description Framework became a full-time responsibility when the Metadata Activity turned into the Semantic Web Activity. In 2007 Ralph became the leader of the Technology and Society Domain. Ralph came to W3C from the X Consortium, where he was Technical Director for the X Window System.

He brings to W3C both a systems background and an application background. Long involved with the X Window System, Ralph was one of the architects of the Xt Intrinsics (user interface) toolkit. Prior to joining the X Consortium, Ralph was a software engineer for Digital Equipment Corporation in their Office Systems Advanced Development Group. There he worked on information filtering tools (software agents) and computer-supported cooperative work tools.

Prior to joining W3C, Ralph was in Digital's Corporate Research Group working at MIT Project Athena. Ralph holds a BS in physics and mathematics from Carnegie-Mellon University. Ralph's interests are in applications of Web technologies to support human-human interaction, especially over time and distance.

# Achieving Superior Business Value from IT by Identifying What Matters



## Session

# 2



What is the business value of IT? is a perennial question dominating executive discussions. In a recent book, *The Real Business of IT*, Richard Hunter and George Westerman explain how IT leaders can combat this mind-set. Information technology can be used to generate three forms of value important to leaders throughout the organization: the first, value for money when the IT department operates efficiently and effectively; second, an investment in business performance is evidenced when IT helps divisions, units, and departments boost profitability; and third, the personal value of CIOs as leaders whose contributions to their enterprise go well beyond their area of technical specialization.

This panel will address these three values which can align superior business value with IT efforts.



CIO INSIGHT

// MODERATOR

### Brian P. Watson

*Former Editor in Chief, CIO Insight*

Brian P. Watson is the former editor in chief of *CIO Insight* and joined Workforce Outsource Services in April 2010 to spearhead content development and assist in outreach to CIOs and IT leaders.

As editor in chief, Brian led the reshaping and rebranding of *CIO Insight's* magazine and web site to offer more actionable insights from top IT leaders. Previously he served in other editorial management roles with *CIO Insight* and *Baseline*, in addition to writing for various newspapers and magazines in the US and Europe.

Brian now serves as Director of Content for Workforce Opportunity Services, a nonprofit organization that prepares students for careers in information technology.

He holds a BA from Bucknell University and an MSJ from Northwestern University's Medill School of Journalism, where he was awarded the highest graduate honor for integrity, leadership and character.



AVAYA

### Mohamad Ali

*SVP of Corporate Development & Strategy, Avaya*

Mohamad Ali is senior vice president for corporate development & strategy at Avaya, a global leader in enterprise communications. Mohamad is responsible for Avaya's strategic partnerships, strategy, research labs and emerging products.

Before joining Avaya, Mohamad served as vice president and general manager at IBM, where he managed businesses in software, services, hardware systems and semiconductors. Mohamad also led IBM's largest acquisitions, including Cognos Incorporated (\$5.0 billion), FileNet Corporation (\$1.6 billion) and Ascential Software (\$1.1 billion). As IBM's senior executive in the Massachusetts, he also provided leadership to IBM's 5,000 employees in the state.

Before joining IBM, Mohamad was an executive at software startup Neural Applications Corporation and an engineer at Adobe Systems. He holds BS/BA and MSEE degrees from Stanford University.

Mohamad serves on the boards of Ember Corporation and the Massachusetts Technology Leadership Council. He was named to *Boston Business Journal's* 2008 "40 Under 40" list.



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### Marc Ferrentino

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Chief Technical Architect, *Salesforce.com*

Marc Ferrentino is chief technical architect for *salesforce.com*. Marc joined *salesforce.com* in February 2007. His responsibilities included early stage product development and marketing, evangelism of the *force.com* platform, and promoting *salesforce.com*'s open source initiatives. Ferrentino is also involved with developing *salesforce.com*'s Collaboration and Platform strategic direction.

Prior to *salesforce.com*, Marc served as the vice president of engineering at Vetro Corp, a global leader in mobile on-demand applications. Ferrentino was responsible for the development and launch of Vetro's applications and was the creative force behind Vetro's core technology. Prior to Vetro, Marc served as vice president of development at *internetcash.com* where he was instrumental in developing a prepaid spending card for the Internet and a real-time transaction network. Over the course of his career, Ferrentino 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 masters of statistics with a concentration in finance program at Columbia University.



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### Ben-Saba Hasan

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VP of People Systems, *Walmart*

Ben-Saba Hasan joined Walmart in 2008 and serves as vice president of Walmart's "People" Information Technology group. In this role, he and his team are responsible for the IT systems supporting the Global People group, Corporate Communications, Sustainability, Corporate Giving, and Intranet initiatives.

Prior to his current role at Walmart, Ben Hasan served as vice president I/T Dell Inc.

During Ben's 11 years at Dell he served in several positions. He was vice president Corporate and Product Group IT. In this position, he directed I/T teams in Austin, TX, Shanghai, Taipei, and Singapore. He was also general manager of Dell's IT development centers in Brazil and India.

Before joining Dell in 1997, Hasan worked for ENSERCH Corporation, an Oil and Gas company, in Dallas, TX. During his 14 years at ENSERCH, he worked in I/T, HR, Rates and Regulatory Affairs, and Customer Service.

Hasan was awarded the Temple University Fox School I/T Distinguished Alumni Award 2006. Additionally he has been recognized as one of the Top 100 African-Americans in Technology for 2006, 2007, 2008 and 2009.

Ben graduated from Amber University in Dallas, Texas, with an MBA and also holds a BBA with a concentration in computer science from Temple University in Philadelphia.



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### Jim Walker

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COO, *Morgan Stanley Smith Barney*

Jim Walker is the COO for Investment Strategy and Solutions (ISS) for Morgan Stanley Smith Barney, the wealth management arm of Morgan Stanley. In this role he plays a key strategy, leadership and coordination role for MSSB, working closely with business units within ISS and across Morgan Stanley. He has direct responsibility for BD and Strategy, Relationship Management, Risk, Investment Research Delivery, and The Investment Group – Morgan Stanley's High Net Worth Asset Management business. Jim is also responsible for Finance, Legal, Technology and HR.

Prior to this position, he was the Director of Finance, Risk, and Strategy for Global Wealth Management Investments at Citi. Prior to joining Citi, Jim spent 20 years with Merrill Lynch where he served as the Chief Administrative Officer Americas for Merrill's Global Private Client business.

Jim has a BA in economics from the Catholic University of America and was a Sloan Fellow at MIT, where he received an SM in Management Science. Jim continues as a lecturer at MIT at the Sloan school. He holds the Certified Investment Management Analyst (CIMA) designation.

# eHealth – The CIO's Role in Delivering New Models of Care



Session

3



The health care sector in the United States is going to change in the very near future. As the aging population grows and cost of health care rises, the concept of Accountable Care Organizations (ACOs) is emerging. The goal of an ACO is to encourage hospitals and physicians to, "integrate care," such that the financial risks and rewards of potential savings are shared. This integration is accomplished by having both parties be collectively responsible for creating and implementing solutions to improve the quality of health care.

This panel will explore how can CIOs leverage technology to create synergies to deliver new models of care, to coordinate comprehensive end-to-end processes to enhance patient care outcomes all while integrating more financial efficiencies into these processes.



MACNULTY CONSULTING, LLC  
Healthcare Strategy & Planning

// MODERATOR

## Amy MacNulty

President, MacNulty Consulting, LLC

Amy MacNulty is president of MacNulty Consulting, a healthcare management consulting firm that provides strategy and planning services to healthcare organizations. With over 24 years of healthcare experience, Amy is a recognized leader in facilitation and providing planning support for strengthening relationships between hospitals and physicians. Prior to starting MacNulty Consulting, LLC, Amy served as senior principal and Northeast Region Manager for Noblis, a nationally recognized science, technology, and strategy organization. Before her work at Noblis, Amy was managing principal and owner of The Bristol Group, Inc responsible for implementing firm-wide marketing activities, expanding the client base and developing new service offerings. In 2006, she co-authored *Strategies for Physician-Hospital Alignment: A National Study sponsored by AHA's Society for Healthcare Strategy and Market Development (SHSMD)*. She was awarded "Healthcare Strategist of the Year" in 2007 by the New England Society for Healthcare Strategy (NESHs). Amy received a BA from George Washington University and holds an MBA from Northeastern University.



CMS | Centers for Medicare & Medicaid Services

## Julie Boughn

CIO, Centers for Medicare and Medicaid Services

Since May 2006, Julie Boughn has served as the CIO and director of the office of information services at the Centers for Medicare and Medicaid Services. Julie is responsible for the major information technology (IT) development projects, maintaining mission critical operational systems and supporting the largest repositories of health care information in the world. She also has oversight responsibility for information security and privacy, IT investment management, and compliance with government-wide and department standards for IT.

Julie joined CMS in September 2000, and has held various positions including leading the agency's Information Security Program, the CMS IT Revitalization Program, and serving as program manager for the Agency's IT development work required to implement the Medicare Part D prescription drug benefit. Prior to joining CMS, Julie spent 15 years in the Social Security Administration's Office of Systems.

Julie holds an MS degree from Johns Hopkins University and MBA and BS degrees from the University of Maryland.





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### William Fandrich

SVP & CIO, Blue Cross Blue Shield  
of Massachusetts

Bill joined BCBSMA as CIO in October 2008 as the company was embarking on the implementation of a new IT Operating Model in response to the transformation the industry and BCBSMA are undertaking as a result of the change in the healthcare organization. This transformation addresses all aspects of the IT organization – sourcing model, technology and informatics strategy, and talent management and delivery model. Since that time, Bill and his team have worked with the entire organization to create a technology plan and vision that will better enable the business to realize more value through information based technology solutions. As a thought leader in health care IT, Bill is also leading BCBSMA in identifying innovative product and service solutions to meet the many challenges associated with Healthcare reform.

Bill holds a BA from Ohio Wesleyan University and an MBA from Weatherhead School of Management at Case Western Reserve University.



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### Dr. Chris O'Connor

CEO, Open Source Order Sets

Dr. Chris O'Connor is the founder and CEO of Open Source Order Sets (OSOS), a web enabled collaborative order set solution. OSOS was founded in 2006 and has grown to over 100 hospitals in four provinces. OSOS has created a collaborative ecosystem to leverage the expertise of health care professionals from across the network. Before starting OSOS, Dr. O'Connor was the director of medical informatics at Trillium Health Centre, an 800 bed hospital located just outside of Toronto, Ontario. Dr. O'Connor is a practicing critical care physician having completed his medical degree at the University of Toronto. In 2007 Chris received the COACH, (Canada's Health Informatics Association), Emerging Leader in Health Informatics Award.



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### Susan Schade

VP & CIO, Brigham and Women's Hospital

Sue Schade serves as the vice president and chief information officer for Brigham and Women's/Faulkner Hospitals in Boston, Massachusetts, a position she assumed in January of 2000. She provides direction and oversight to information technology initiatives at the Brigham and Women's and Faulkner Hospitals and the Brigham and Women's Physician Organization as well as Biomedical Engineering.

Schade has 25 years experience in health care information technology management. Her experience includes 12 years in positions of increasing management responsibility at a large integrated delivery system in the Chicago area. Following that, she led the software division for a start-up healthcare software and outsourcing services vendor. Prior to coming to the Boston area, Schade worked as a senior manager in the health care information technology practice at Ernst and Young.

Schade served on the CHIME Board from 2004 to 2006. She is presently serving on the HIMSS Advocacy and Public Policy Steering Committee. Schade was recognized with the *Computerworld* Premier 100 IT Leaders.

Sue holds an MBA degree from Illinois Benedictine College in Lisle, Illinois. She has achieved fellow status with both HIMSS and CHIME.

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# Security and Mobility



## Session



Business, using modern computer networking, is increasing its collaborative mode in working with customers, suppliers and partners. In doing so, companies invite external parties into the inner sanctum of their computing systems. Moreover, increasing the use of new devices for remote interaction as well as conducting business electronically is advantageous from both cost and logistical perspectives. While this improves productivity, it also brings a new set of privacy and security risks in protecting sensitive corporate data, intellectual property, and customer data. What are CIOs willing to give up and do for a specific level of control and certainty?

This panel discussion will concentrate on these issues by focusing on the following interrelated areas: collaboration, legal aspects and advanced solutions.



center for CIO leadership  
a global community to accelerate the network

// MODERATOR

### Harvey Koeppel

Executive Director, Center for CIO Leadership

Harvey Koeppel is executive director of the Center for CIO Leadership. In this capacity, Harvey sets the Center's strategy and directs internal and external operations. He also serves as Chairman of the Center's Advisory Committee.

From May 2004 through June 2007, Harvey served as the chief information officer and senior vice president of Citigroup's Global Consumer Group (GCG). In that role, Harvey set the strategic direction for the GCG's operations and technology and actively supported the development and growth of the operations and technology community across all GCG lines of business globally. Harvey served as the chairperson of the Offshore Program Office Steering Committee and provided strategic input to GCG's offshore and outsourcing practices. He additionally provided executive oversight to the Information Security and Data Protection programs for the Group.

Prior to taking on the CIO role, Harvey provided consulting services to CitiFinancial, Citibank and other Citi affiliates from 1986 to 2004. He was heavily involved in supporting the planning and integration of many of Citi's major acquisitions, including Travelers Insurance, Associates First Capital, European American Bank and Golden State Bank.



NaviSite

### Allen Allison

VP of Managed Services, NaviSite

Allen Allison is the vice president of managed services for NaviSite, Inc. Allen has been heavily involved in the information security industry for more than two decades. His accolades include, co-architect of industry leading cloud computing platform; the chief engineer and developer for a market-leading Managed Security Operations Center; and, lead auditor and assessor for information security programs in the Healthcare, Government, e-Commerce, and Financial verticals. With more than 20 years of experience in the field of systems programming, network infrastructure design and deployment, and information security, Allen has earned the highest industry certifications including CCIE #6358, CCSP, CISSP, MCSE, CCSE, INFOSEC Professional, and the NSA CNSS 4013.

Allen earned his bachelor's degree in economics with an emphasis in business and finance from the University of California, Irvine.



### Anthony D. Christie

CIO & CTO, Global Crossing

As CTO and CIO, Anthony D. 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, 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.

In addition to his current role, Christie 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.



### Steven M. Elefant

CIO, Heartland Payments Systems

Steven M. Elefant, a point-of-sale payments expert with more than 29 years experience in start-up business ventures and electronic commerce, joined Heartland Payment Systems® in November 2008. In January 2009, he became the executive director of end-to-end encryption and in August, was named chief information officer (CIO).

As CIO, Steve is responsible for developing POS products and executing the company's new E3™ security platform that encrypts cardholder data from the point of swipe/entry to the payment card brands. Steve manages a team of IT professionals and works closely with Heartland Chairman and CEO Robert O. Carr and the company's strategic business partners.

Prior to Heartland, Steve was an entrepreneur, founding and managing successful businesses that operated in Silicon Valley and around the world. His breadth of experience spans a wide spectrum including merchant and business services for online consumer auctions and application service provider (ASP) services for digital content and payments management. Steve is a graduate of the University of California at Los Angeles (UCLA).



### Andy Ellis

Senior Director of Information Security & Chief Security Architect, Akamai

Andy Ellis serves as Akamai's senior director of information security and chief security architect, responsible for overseeing the security architecture of the company's massive, globally distributed network as well as setting the strategic security direction of its offerings and managing the Information Security organization at Akamai. Ellis provides security education and leadership to Akamai's world-class R&D team.

Previously in his capacity as a US Air Force officer, Andy was an information warfare engineer, serving as the technical lead in performing network engineering, communication, and security duties to defend the mission-critical aspects of US Central Command in Southwest Asia from network-based attacks.

He received a bachelor's degree in computer science from the MIT.



# The Internet of Things – A Network of Internet-Enabled Objects



## Session

# 2



Predictable pathways of information are changing as the physical world itself is becoming an information system. In what is called the Internet of Things, sensors and tiny devices (actuators) embedded in physical objects such as roadways and pacemakers, are linked through wired and/or wireless networks. This network churns out huge volumes of data which flow to computers for analysis. What is revolutionary in all of this, is that these information systems work largely without human intervention. CIOs will have to develop new capabilities within their organizations to understand, manage and support complex, distributed, embedded systems that will exist outside the walls of the data center or even the remote office. In this panel we will explore where and how the most business value will be realized from The Internet of Things.



McKinsey&Company

// MODERATOR

### Dr. Michael Chui

Senior Fellow, McKinsey Global Institute

Dr. Michael Chui is a senior fellow of the McKinsey Global Institute (MGI), where he leads research on the impact of information technologies on business, the economy, and society. Michael has led McKinsey research in such areas as long-term technology-enabled business trends, Web 2.0 and collaboration technologies, emerging markets innovators, and data-driven management. His research has been cited globally in publications such as *Fast Company*, *The Times*, and *Les Échos*.

Michael holds a BS in symbolic systems from Stanford University and earned a PhD in computer science and cognitive science, and a MS in computer science, from Indiana University. His PhD dissertation, entitled “I Still Haven’t Found What I’m Looking For: Web Searching as Query Refinement,” examined Web user search behaviors and the usability of Web search engines.

Prior to joining McKinsey, Michael served as the first chief information officer of the city of Bloomington, Indiana, where he re-architected the enterprise architecture using open-source technologies.



ember

### Robert LeFort

CEO, Ember Corporation

Robert LeFort is the CEO of Ember. Ember Corporation develops wireless mesh networking technology – chips, software, tools – for Smart Energy, connected homes, as well as many other monitoring and control applications enabling greener living and work environments.

Previously, he was the president of Infineon Technologies North America Corp. with responsibility for all headquarters business activity and key customers. Earlier, he was vice president Infineon’s Automotive & Industrial business, managing business development and relationships with companies using Infineon chips for dynamic vehicle management, engine control, automotive safety systems and related applications. Before joining Infineon in 2000, LeFort was Customer Manager at Delphi Corporation, a Tier One automotive electronics supplier, and held positions at Cherry Semiconductor (now part of ON Semiconductor), Unitrode Corporation and Analog Devices.

Robert holds an MBA from Boston University and a BSEE from the University of Massachusetts at Lowell.




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### Bob Metcalfe

Partner, Polaris

Bob Metcalfe: MIT engineer, Harvard mathematician, Internet pioneer, Xerox scientist, Ethernet inventor, Stanford professor, 3Com founder, Cambridge fellow, InfoWorld pundit, and now Polaris partner.




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### Mark Roberti

Founder & Editor, RFID Journal

Mark Roberti has reported on business for major publications worldwide since 1985. His work has appeared in the *New York Times*, *Fortune*, the *Wall Street Journal* and many other publications. In 2002, he launched *RFID Journal* on the Web as an independent source of news and information for business executives looking to tap RFID's enormous potential.

Today, *RFID Journal* is the most widely read web site on RFID in the world, and Roberti is widely regarded as a thought leader in the RFID industry.




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### Prof. Sanjay Sarma

Professor of Mechanical Engineering, MIT

Sanjay Sarma is a professor of mechanical engineering at MIT. Sarma was one of the founders of the Auto-ID Center at MIT, which developed many of the technical concepts and standards of modern RFID. He also chaired the Auto-ID Research Council consisting of 6 labs worldwide, which he helped set up. Sarma serves on the board of EPCglobal, the worldwide standards body he helped create. Sarma founded the software company OATSystems, which was acquired by Checkpoint Systems in 2008.

Sarma received his bachelor's from the Indian Institute of Technology, his master's from Carnegie Mellon University and his PhD from the University of California at Berkeley. He has over 50 publications in computational geometry, virtual reality, manufacturing, CAD, RFID, security and embedded computing.

Sarma is a recipient of the MIT MacVicar Fellowship, National Science Foundation CAREER Award, the Cecil and Ida Green Career Development Chair at MIT, the Den Hartog Award for Excellence in Teaching, the Keenan Award for innovations in undergraduate education, the New England Business and Technology Award, and the MIT Global Indus Award. He was selected on 2003's *Business Week* ebiz 25 and *Fast Company Magazine's* Fast Fifty. Sarma is also a MacVicar Fellow at MIT.

# Positioning IT as an Innovation Engine



Session

3



IT innovation is a key driver of growth in companies today, although studies indicate that approximately 80% of money spent on IT in most companies is to keep the current operations going. As technology allows the gathering of an ever increasing amount of information, its analysis determines the most effective and efficient directions for customer acquisition, conversion and retention. The next generation of CIOs will be trusted advisors to stakeholders and educate them on how IT can open new opportunities that redefine the business potential.

This panel will examine how some of the world's best companies use IT as a strategic tool to drive growth by considering decision making models, sources for new ideas, ways to track results and the valued skill set for CIOs.



BCG

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// MODERATOR

## Martin Reeves

Senior Partner & Managing Director,  
Boston Consulting Group

Martin Reeves is a New York-based senior partner of the Boston Consulting Group and a core member of its Strategy and Health Care practices. He also leads the firm's Strategy Institute, an in-house think tank that seeks insights from beyond the world of business, which have implications for business strategy and competitive advantage. Current research themes include the future of strategy, adaptive advantage, sustainable management, trust, and contextual leadership.

Martin joined BCG in London in 1989 and later moved to Tokyo, where he led the Japan Health Care practice for eight years and was responsible for BCG's business with Western clients. He has led strategy assignments in health care, consumer goods, financial services, and industrial goods in Japan, the US, and Europe.

Before joining BCG, Martin worked for ICI in Japan and the UK, in marketing and strategic planning. Martin holds a triple first class MA in natural sciences from Cambridge University and an MBA from Cranfield School of Management. He also studied Japanese at Osaka University of Foreign Studies and biophysics at the University of Tokyo.



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## Ananth Krishnan

CTO, Tata Consultancy Services

Ananth Krishnan is currently the chief technology officer of TCS and chairs the TCS Corporate Technology Board. He has been a member of the TCS Corporate Think-Tank since 1999 and has led several strategic initiatives. Prior to assuming the role of CTO, he was a principal architect and lead consultant in the Architecture and Technology Consulting Practice and headed the TCS Systems Management and the Systems Software Group. Ananth was named in *Computerworld's* Premier 100 IT Leaders for 2007 and in *Infoworld's* Top 25 CTOs for 2007. He holds an M.Tec in Computer Science and an M.Sc in Physics from the Indian Institute of Technology, Delhi and has a bachelor's degree in physics from Fergusson College, Pune. He joined TCS in February 1988, straight from campus.



### Dr. Daxi Li

*Chairman, Chinese Association for Science and Business*

Dr. Daxi Li received his PhD in physics from CUNY and continued his research in McGill University, CCNY and NYIT. Then, he worked in Salomon Brothers Inc. and Lehman Brothers Inc. in Wall Street for over 10 years. As a Director of Board, he oversees the investment and auditing of United Orient Bank.

Dr. Li Founded the Chinese Association of Science & Business (CASB) in 1997. He organized a series of important international conferences to promote hi-tech development, venture capital and banking reform in China. Dr. Li presented the recommendation about Chinese currency exchange rate and other risk control measures in 1997 which were appreciated by the central government.

In March 2005 he presented a book of "CASB suggestions to the China's 11th Five-Year Plan" at the China National Chinese People's Political Consultative Conference. He advises several important local governments. He is a co-founder and vice chairman of the Shenzhen Overseas Chinese Student Venture Park. He is actively working with MIT Global Initiatives to promote innovation and collaboration between MIT and China.



### Marco Orellana

*CIO, Codelco*

Marco Orellana, with 25 years of experience in applying IT for Mining, is chief information officer of Codelco since 2003, the largest copper producing company in the world. He is responsible for developing new strategies for the mining business through the application of information, automation and communication technologies.

Marco is also a board member at Micomo, a joint venture between Codelco and Nippon Telegraph and Telephone Corp (NTT). Its goal is to adapt and commercialize services based on advanced information and communication technologies to meet the growing demands of the mining sector and other productive companies.

In 2007, for the achievements in innovation with his project "Digital Codelco," Marco won the award for Strategic IT Management from Universidad Catolica de Chile (one of the top business schools in South America). This is a 10-year project, conceived by the IT department and later adopted by the board as part of their business strategy. Managing knowledge as an asset and acquiring adaptability as part of the business culture are two of its goals.



### Roy Rosin

*VP of 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.



A man and a woman are standing in a server room, looking at a tablet together. The room is filled with rows of server racks.

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Joseph McCartin, CIO of National City Corporation



// AWARD PRESENTER

### Dr. David Schmittlein

*John C Head III Dean, MIT Sloan School of Management*

Dr. 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.

Dr. Schmittlein 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. Dr. Schmittlein is widely regarded for his work estimating the impact of a firm's marketing actions, designing market and survey research, and creating effective communication, promotion and interactive marketing strategies.

Dr. Schmittlein 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*. Dr. Schmittlein 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.

### 2010 Finalists



### Casey Coleman

*CIO, General Services Administration*

Casey Coleman is the chief information officer for the US General Services Administration. As CIO she is responsible for managing the agency's \$550 million IT budget and ensuring alignment with agency and administration strategic objectives, information security and enterprise architecture. During her tenure, Coleman implemented an agency-wide infrastructure consolidation and standardization program that resulted in significant cost savings and improvements to security and performance. She is active in the Federal IT community and encourages the use of social media to improve service and operations of the Federal government. In addition, Coleman co-chairs the CIO Council's initiative on cloud computing and she writes a blog titled *Around the Corner* at <http://innovation.gsa.gov>.

Casey has served in several other leadership roles at GSA. Prior to coming to GSA she served in consulting, sales and management roles at several technology startups. She began her career at Lockheed Martin Corporation. She has a bachelor's degree in computer science from Texas A&M University and an MBA from the University of Texas at Arlington. She and her husband reside in Vienna, VA.

**JCPenney**  
POWER RANKED

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### Thomas Nealon

EVP & CIO, JCPenney

Tomas Nealon joined JCPenney as executive vice president and chief information officer in October of 2006. Previous to JCP, Tom held various positions at Frito-Lay, Inc, including VP of Information Systems and CIO. He was also a partner with The Feld Group before serving as senior vice president & CIO at Southwest Airlines, his most recent position before JCP.

Tom has a BS in finance from Villanova University and an MBA in marketing from the University of Dallas.

 **MASSACHUSETTS  
GENERAL HOSPITAL**

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### James Noga

CIO, Massachusetts General Hospital

James Noga is Chief Information Officer at Massachusetts General Hospital (MGH), a 907 bed hospital with over 1.4 million ambulatory visits annually, offering sophisticated diagnostic and therapeutic care, and conducts the largest hospital-based research program in the United States. He came to MGH in 1990 as Director of Clinical Applications and in 1997 became the CIO. Noga has experience in advancing clinical systems at MGH with the introduction of online enterprise clinical reporting system, computerized provider order entry, closed loop electronic medication administration, and an ambulatory electronic medical record. In addition to clinical systems, he has done extensive work in improving patient administrative systems.

James holds an MS degree in biomedical computing and information processing and a BS degree in medical technology both from the Ohio State University. He is an active member of the College of Healthcare Information Management Executives and the Health Information and Management Systems Society. He is also an instructor in Northeastern University's Graduate Health Informatics Program.

**Innovative  
Hospice Care**  
**VITAS**

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### Christopher Rieder

SVP & CIO, VITAS Innovative Hospice Care

Christopher Rieder has over 20 years of information technology (IT) experience with global organizations, in the pharmaceutical and health-related industries.

As senior vice president and chief information officer, he oversees all IT operations and supports the strategic direction of VITAS, one of the nation's leading provider of end-of-life care.

Before joining VITAS, Chris served as chief information officer at Parexel, Inc., a leading bio-pharmaceutical services organization. He led the company's worldwide technology initiatives. Earlier in his career, Chris served as vice president of information technology for Kos Pharmaceuticals, where he built a customer-centric IT division to improve the company's customer service operations.

Chris holds an MBA in information technology from the American University in Washington, DC, and a bachelor's degree from the University of Arizona in Tucson. A member of the Society for Information Management, Chris was a contributing author to the book, *"Improving Technology ROI: Leading CTOs and CIOs on Making Successful Technology Investments, Maximizing Return on Investments, & Gaining a Competitive Edge, Inside the Minds."*



# Cloud Computing – Strategic Implications, Security, Business Model



Gartner

// MODERATOR

## Daryl Plummer

Group VP & Information Technology and Services Consultant, Gartner

Daryl Plummer has more than 20 years of senior-level experience in the IT industry. With a deep technical background, he understands the strategic implications of complex technologies and can communicate easily to both business and technical people.

Daryl's advice is sought by the top leaders of such major companies as IBM, HP, Oracle, Sun Microsystems and Microsoft. So popular is Daryl with Gartner clients, he is one of the top five Gartner analysts they request for advice. In addition to being the lead analyst covering Sun Microsystems, Daryl is chief of the Gartner Fellows, a think tank to help ensure that Gartner remains on the leading edge of trends and ideas.

Daryl has a BS in architectural engineering technology from Florida A&M University; an MS in math education from Nova University; an MS in Computer science from Florida State University; and has completed course work towards a doctorate in computer science.



## Trae Chancellor

VP of Enterprise Strategy, Salesforce.com

Trae Chancellor joined salesforce.com as CIO in 2006. Under his leadership, the IT division successfully transitioned its operations to the "cloud." Building on salesforce.com's own platform as a service, force.com, Trae & his team deployed new automation systems that effectively supported the business as it grew from \$400 million in annual revenue to \$1 billion.

Today Trae serves as salesforce.com's VP of Enterprise Strategy. In this role, Trae shares his experience of "taking it to the cloud" with large enterprises, helping them construct best-practices model for how to successfully adopt cloud-based computing. Additionally, Trae will transform these best practices into market-meeting requirements for salesforce.com's emerging applications & platform.

In 2009, Trae won *Information Week's* top innovator award in high tech and number five overall for his leadership in cloud computing and IT transformation.

Prior to salesforce.com, Trae was VP of IT Application Engineering at PeopleSoft/Oracle. While there, he drove the implementation of enterprise client/server applications for the business. Trae also led the team responsible for merging J.D. Edwards' IT environment into PeopleSoft.

As a pioneer in software-as-a-service (SaaS) technology and operational models, Trae was part of the original engineering team at ExpertCity (acquired by Citrix) who built GoToMyPC and GoToMeeting.

Trae holds a BS degree in nuclear engineering from Texas A&M.



Microsoft CEO Steve Ballmer hails technology as the gift that keeps on giving. If technology is the gift, then Cloud Computing is the ribbon around it. Eric Schmidt, Chairman and Chief Executive for Google®, claims cloud computing to be the "defining technological shift of our generation," noting that its impact on technology and business may prove more significant than the PC revolution of the 1980s. It is important that both business leaders and IT professionals understand Cloud computing holistically.

This keynote panel will address the practicality and applications necessary to ensure that Cloud applications and services fit seamlessly into existing processes. Strategically, this objective only can be achieved for enterprise level IT processes if applications running in the Cloud conform to established security and governance policies.



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### Mark Forman

*Leader of Federal Performance & Technology Advisory Services, KPMG*

Mark Forman leads KPMG's Federal Performance & Technology Advisory practice, focusing on strategy, business transformation, governance, and technology initiatives.

Prior to joining KPMG, Forman was a co-founder and executive vice president at Cassatt Corporation of San Jose, California. From June 2001 through August 2003, Mark was Presidentially appointed as the first Administrator E-Government & IT, the federal CIO. He managed a \$58 billion budget, and led the President's effort to create a more productive, citizen-centric government. He established the federal government's IT investment decision-making process, created the Federal Enterprise Architecture reference model, aligned IT spending with the country's most pressing needs.

Prior to that role, he was a vice president for E-business at Unisys and a Global Principal at IBM Global Services. From 1990 until 1997, he created several major management reform laws as a senior staff member of the US Senate Governmental Affairs Committee. Mark holds a BA from the Ohio State University and master's degree from University of Chicago.



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### Michael Kirwan

*CIO, Yahoo!*

Michael Kirwan is Yahoo!'s chief information officer. In this role, Kirwan has global responsibility for Yahoo!'s Corporate Systems group, which includes the IT Infrastructure, Corporate Applications, CRM and Premium Services Infrastructure teams. These teams ensure Yahoo!'s internal systems and billing / anti-fraud services are available 24 hours a day, 7 days a week.

Before joining Yahoo!, Kirwan was at VeriSign, where he held numerous management positions in Production Operations, Network Support and Corporate Systems Support and most recently served as Vice President of Global Customer Support and Business Operations.

Prior to that, Kirwan held several management positions in the banking industry at companies such as Bank of America, Bank of California, and Union Bank of California.



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### Sanjay Mirchandani

*SVP & CIO, EMC Corporation*

Sanjay Mirchandani is senior vice president and chief information officer of EMC Corporation.

As CIO, Sanjay is responsible for extending EMC's operational excellence, and driving technological innovations to meet the current and future needs of the business. Sanjay also leads EMC's network of global delivery centers in India, China, Russia, Israel and Ireland. These centers support EMC's worldwide research and development efforts, provide customer support and shared services.

Sanjay most recently served as senior vice president leading the EMC Office of Globalization. In this role he identified global growth opportunities and built the EMC processes and infrastructure required for global expansion.

Prior to joining EMC, Sanjay was Microsoft's regional vice president, enterprise services, Asia, where he worked with the region's largest customers and partners. He has also held multiple management positions during his tenure with Microsoft, including president, Asia Pacific Region; president, South Asia; and managing director, India. Mirchandani earned a master's in business administration from the University of Pittsburgh and a bachelor's degree from Drew University.

As an affiliate of the Advisory Board for Center for Emerging Markets, Northeastern University, Sanjay has helped in supporting the Center's successful application for a US Department of Education grant.





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# 2010 INNOVATION SHOWCASE FINALISTS

MIT Sloan CIO Symposium Highlights Early-Stage Companies  
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The Innovation Showcase, sponsored by SunGard Availability Services and Intuit, highlights ten outstanding early-stage companies that provide cutting-edge technology and offer new levels of value and advancement to Enterprise IT.

"MIT is all about innovation and leadership, and we developed the Innovation Showcase to highlight companies that embody these traits," said David L. Verrill, Executive Director of the MIT Center for Digital Business, and the Co-chair of the Innovation Showcase. "The Symposium provides these early-stage companies with a platform to demonstrate their new thinking and approaches to vital challenges facing CIOs in today's changing economy."

After several rounds of review, the Innovation Showcase Judges, (consisting of MIT faculty, entrepreneurs, and early-stage investors) chose these ten companies because they:

- Are currently selling enterprise IT solutions to CIOs today.
- Have solutions that were deemed innovative and unique.
- Offer products or services that clearly have potential to help CIOs drive top line growth and bottom line results, which is in line with the 2010 CIO Symposium's theme.
- Are start-ups with less than \$10 million in 2009 revenues.

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The 10 finalists are:

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## Dr. Stephen Herrod

CTO & SVP of Research & Development, VMware

We are clearly experiencing the rise of a new era in IT, a shift that is as big as the one that moved us from mainframe to client-server computing to the Web. The Web completely changed the way we think about consuming services over the internet, but that was only half of the picture. The other half is how those services are delivered. That is the focus of cloud computing, and that is the focus of VMware.

Since our founding 11 years ago, VMware has focused on simplifying IT; removing the rigidity baked into today's desktop and datacenter infrastructure to save on capital and operating expenses while simultaneously allowing enterprises to move faster towards their business needs. Companies typically spend 70% of their IT budgets just on keeping their datacenters going... replacing failed components, troubleshooting outages, repelling security attacks, and doing other tasks that aren't core to the mission of the business. Our focus (and in fact, the promise of "Cloud Computing") has been to shift much of this 70% towards activities that move the business forward... creating new applications that generate revenue, make them more competitive, or improve the bottom line.

It's hard to argue with this goal of an even more efficient and agile IT organization and numerous vendors are telling similar cloud-related stories. Beyond the stories though, vendors are coming up with radically different ways of bringing cloud computing to the enterprise. There are several unique aspects to the VMware story, and in this piece I wanted to spend time on one key characteristic of our offering... choice!

Over the last few decades, many vendors have delivered new technologies to enterprises with promises of new efficiencies and capabilities. The promises were often realized, but then the companies found themselves locked into a proprietary technology and unable to easily transition to the next waves of innovation when they arrived. We think the cloud era can be characterized by open technologies that make these transitions far easier than they have historically been.

And so our ultimate goal is to deliver the full promise of cloud computing in a way that preserves choice... choice in what hardware you buy, choice as to what operating systems and software you use, choice as to what languages and frameworks you use to develop your new applications, and even choice as to whether your applications run in your own "private cloud" or in the "public cloud." Towards that end, we're aggressively building our offerings upon open industry standards and using open source technologies.

And beyond the technical, the open approach to cloud computing is good on several fronts:

- customers will more aggressively pursue solutions that don't restrict their future options,
- it accelerates growth of a broad ecosystem of complimentary solutions that can augment any single company's offerings,

- it encourages competition, which pushes vendors to continuously innovate and add value; and,
- it enables a more evolutionary path to reaching end goals versus requiring complete infrastructure or application rebuilds.

So with openness and choice as the backdrop, it's a good time to summarize VMware's threefold approach to cloud computing:

### 1. TURN EXISTING DATACENTERS INTO "PRIVATE CLOUDS":

Virtualization goes a long way towards making today's datacenters more efficient, elastic, and scalable. We are building offerings upon this virtualized foundation that deliver on the additional key traits of clouds, namely self-service consumption models and chargeback or metered-usage. The end result will be the creation of a "private cloud" that brings many of the benefits of cloud computing to the enterprise while still giving CIOs complete control over their applications and data where control includes the ability to provide availability and performance guarantees AND to keep all of their data and IP in-house. This ability to reap the benefits of cloud computing without re-writing applications or relinquishing control allows the adoption of new technology in a more evolutionary way than previously possible.

### 2. CREATE AN ECOSYSTEM OF COMPATIBLE "PUBLIC CLOUDS":

The next leg of our strategy is to offer software to hosters, service providers, telcos, outsourcers, and other owners of external datacenters that lets them offer computational capabilities to the enterprise. We base this software offering on the same VMware vSphere and vCenter product offerings as well, and the beauty of this approach is that it is compatible with what companies are doing within their own datacenters. VMs are completely portable to these "public clouds," and they'll get the same levels of availability and performance guarantees when they run them here. Along the way, we get to incorporate the learnings that come with being used in these public clouds, ultimately helping our products perform in the private cloud context.

### 3. DEVELOP TECHNOLOGIES THAT CONNECT PRIVATE AND PUBLIC CLOUDS:

It's clear that most IT departments will have a mix of public and private cloud assets under their purview; VMware itself runs our private cloud for many business applications, but we also leverage more than 20 SaaS offerings that complement the ones we're running ourselves. We see a great opportunity to connect the private and public clouds in interesting ways including common management and monitoring tools, via storage replication, and with seamless network naming. The end goal will be even more choice for a company as to how much of their infrastructure runs inside and outside of their datacenter, and an ability to maintain appropriate levels of control as they do so.

I hope this was a useful view of the exciting world ahead as we enter the cloud era of computing, an era that promises to improve IT efficiency and speed, and an era that will further move IT towards being perceived even more as a strategic service provider for the business. And what's extremely exciting about this era is that we can move towards it in an open and evolutionary way.



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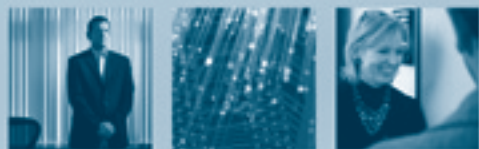
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