

9TH ANNUAL  
MIT SLOAN CIO SYMPOSIUM



PILOTING

THE

UNTETHERED

ENTERPRISE

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AT THE  
MIT KRESGE  
AUDITORIUM

MAY→22→2012

# PILOTING

9TH ANNUAL  
MIT SLOAN CIO SYMPOSIUM

## THE UNTETHERED ENTERPRISE

### *Welcome to MIT and the 9th Annual CIO Symposium!*

By joining us today you have become part of an exclusive gathering of more than 700 CIOs, CTOs and senior technology leaders, all of whom successfully pilot a variety of world class organizations towards their goals.

In a world of ever changing innovative technologies and high pressure to sustain leadership, it's imperative for technology executives to have the best resources, academic research, and insight from

CIO thought leaders at their fingertips. And, only here at MIT can you find this many high caliber senior technology leaders in one place, in one day, discussing and revealing solutions to pressing issues.

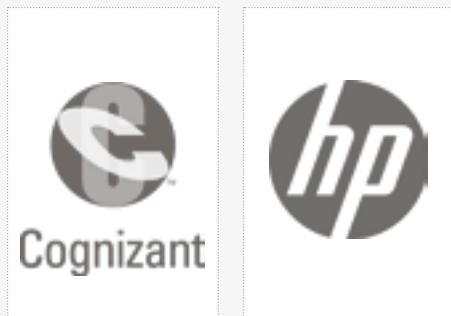
Each of our panels will allow attendees to learn how to effectively use technology to improve business performance while sustaining and growing their leadership. And, in addition, the winner of the 2012 MIT Sloan CIO Symposium

Award for Innovation Leadership will be announced. It honors CIOs who lead their organizations to pursue the innovative use of IT and business processes to deliver business value.

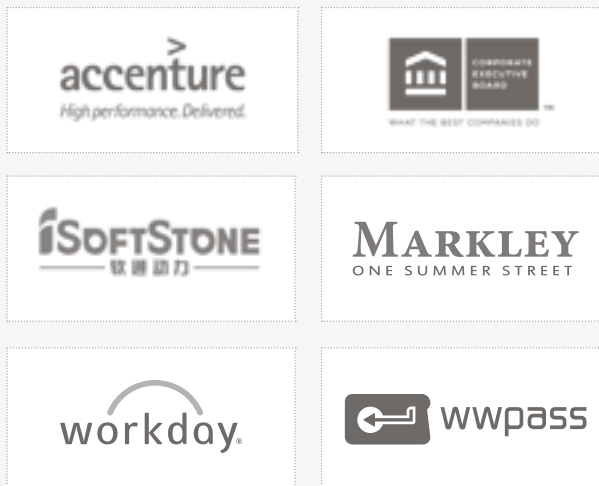
I would like to thank the all-volunteer 2012 MIT Sloan CIO Symposium Organizing Committee members. Over the last five months, each has contributed immeasurably to what you will experience today. And, there are many others not

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

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listed whose contribution has been vital as well. Without them we would not have a Symposium.

Finally, I would like to thank our sponsors and partner organizations, listed below. Without their generous support, we would not be able to bring you this event.

As Chair of the 2012 MIT Sloan CIO Symposium, I would love to hear your thoughts on where we've exceeded your expectations, and where we need to

work harder in the future. We define the success of this event in terms of the value we provide to you, our speakers, sponsors and attendees. So, let us know how we're doing.

Best,



**KATHLEEN TETRAULT**

*Chair, MIT Sloan  
CIO Symposium*

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**SYMPOSIUM ORGANIZERS**



**The MIT Center for  
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A Division of MIT Sloan

**SIM**  
Sloan Institute of Management

REGISTRATION

7:30 am – 8:30 am | Kresge Oval Tent

CONTINENTAL BREAKFAST

7:30 am – 8:30 am | Kresge Oval Tent

OPENING REMARKS

8:30 am – 8:45 am | Kresge Auditorium

**Christopher Reichert,**  
Director, MIT Sloan Alumni Club of Boston

**Kathleen Tetrault,**  
Chair, MIT Sloan CIO Symposium

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

CEO KEYNOTE PANEL:

MASTER THE THREE  
MANAGEMENT IMPERATIVES  
FOR THE NEXT DECADE

8:45 am – 9:45 am | Kresge Auditorium

**M Gary Beach,** Publisher Emeritus,  
*CIO Magazine*

**Shouvik Bhattacharyya,** CEO, Valtech

**Scott Griffith,** CEO, Zipcar

**Jeffrey Markley,** CEO, Markley Group

**Dr. Richard Soley,** Chairman & CEO,  
Object Management Group, Inc.

ACADEMIC KEYNOTE PANEL:

MIT'S PERSPECTIVE ON THE  
UNTETHERED ORGANIZATION

9:45 am – 10:45 am | Kresge Auditorium

**M Jason Pontin,** Editor-in-Chief & Publisher,  
*MIT Technology Review*

**Prof. Anant Agarwal,**  
Director, MIT CSAIL

**Prof. Erik Brynjolfsson,**  
Schussel Family Professor of Management,  
MIT Sloan

**Joichi Ito,** Director, MIT Media Lab

COFFEE BREAK & NETWORKING

10:45 am – 11:15 am | Kresge Oval Tent & Lobby

CIO KEYNOTE PANEL:

THE DUAL MANDATES OF THE CIO:  
COST EFFICIENCY AND VALUE DELIVERY WHILE SUPPORTING GROWTH AND INNOVATION

11:15 am – 12:30 pm | Kresge Auditorium

**M Michael Hickins,**  
Editor, *CIO Journal*, *The Wall Street Journal*

**Christian Anschuetz,**  
SVP & CIO, Underwriters Laboratories

**Steven John,**  
Strategic CIO, Workday

**Bill Krivoshik,**  
SVP & CIO, Time Warner

**Frank Modruson,**  
CIO, Accenture

**Thomas Sanzone,**  
SVP, Booz Allen Hamilton

PM KEYNOTE PANEL:

FIRESIDE CHAT: THE UNTETHERED IN PRACTICE - WHAT WORKED AND WHAT DIDN'T

5:30 pm – 6:15 pm | Kresge Auditorium

**M Dr. Andrew McAfee,**  
Principal Research Scientist, MIT;  
Fellow, Berkman Center for Internet and Society, Harvard Law School

**Gajen Kandiah,**  
SVP, Cognizant

**Elizabeth Roche,**  
Global Strategist, Strategic  
IT Advisory Services,  
Hewlett-Packard

CLOSING REMARKS

6:15 pm – 6:20 pm | Kresge Auditorium  
**Kathleen Tetrault,** Chair, MIT Sloan CIO Symposium

DON'T MISS IT!

INNOVATION SHOWCASE & RECEPTION

6:20 pm – 8:00 pm | Kresge Oval Tent

LUNCH BREAKOUT

LUNCHEON



12:30 pm – 1:45 pm  
Rockwell Cage

SEPARATING THE BEST FROM THE REST:  
THE NEXT GENERATION OF CIO LEADERSHIP

12:30 pm – 1:45 pm | Student Center, Sala De Puerto Rico  
**Shawn Banerji**, Managing Director, Russell Reynolds Associates  
**Scott Penberthy**, Managing Director, Technology, PwC  
**Dan Sheehan**, COO, Modell's Sporting Goods  
**Rob Stefanic**, VP & CIO, Sensata

LUNCH BREAKOUT

SOURCING IT SERVICES GLOBALLY –  
WHAT CHINA HAS TO OFFER

12:30 pm – 1:45 pm  
Student Center, Mezzanine Lounge  
**John Peng**, EVP, Head of Global Business Group, iSoftStone

TRACK 1:

ENTERPRISE ARCHITECTURE  
RESEARCH AT MIT

1:45 pm – 2:45 pm  
Student Center, Twenty Chimneys

- M Prof. Erik Brynjolfsson**, Schussel Family Professor of Management, MIT Sloan
- Martin Mocker**, Research Scientist, MIT Center for Information Systems Research
- Prof. Alex (Sandy) Pentland**, Professor, MIT Media Lab

TRACK 2:

BIG DATA AND ANALYTICS

1:45 pm – 2:45 pm  
Student Center, Sala De Puerto Rico

- M Quentin Hardy**, Deputy Technology Editor, *The New York Times*
- Dr. Michael Chui**, Sr. Fellow, McKinsey Global Institute
- Prof. Tom Davenport**, President's Distinguished Professor, Babson College
- James Noga**, VP & CIO, Partners Healthcare
- Shvetank Shah**, Executive Director, Corporate Executive Board

TRACK 3:

ENTERPRISE MOBILITY 3.0

1:45 pm – 2:45 pm | Kresge Auditorium

- M Susan Nunziata**, Editor in Chief, *CIO Insight*; Editorial Director, Ziff Davis Enterprise
- Ashish Mahadwar**, SVP, Cognizant
- Robert Naylor**, CIO, Federal Communications Commission
- Eric Scace**, CSO, WWPass
- Todd Schofield**, Global Head, Enterprise Mobility, Standard Chartered Bank

COFFEE BREAK & NETWORKING

2:45 pm – 3:15 pm | Kresge Oval Tent & Lobby

TRACK 1:

NAVIGATING THROUGH  
THE HEALTHCARE  
TRANSFORMATION

3:15 pm – 4:15 pm | Kresge Little

- M Sreedhar Potarazu, MD**, Founder & CEO, VitalSpring Technologies
- Joe Alea**, SVP & CTO, Curaspan Health Group
- Catherine Bruno**, VP & CIO, Eastern Maine Healthcare Systems
- Chuck Podesta**, VP & CIO, Fletcher Allen Health Care
- Sue Schade**, VP & CIO, Brigham and Women's Hospital

TRACK 2:

BUSINESS GAMES: ARE SOCIAL  
GAMES THE NEXT BUSINESS  
REVOLUTION?

3:15 pm – 4:15 pm  
Student Center, Sala De Puerto Rico

- M Mark McDonald**, GVP & Gartner Fellow, Gartner Group
- Mario Herger**, Sr. Innovation Strategist, SAP Labs; Global Head, Gamification Initiative, SAP
- Jason Averbook**, CEO, Knowledge Infusion
- Josh Kramer**, Founder & CEO, LeapFrog Builders
- Ritu Riyat**, Sr. Wellness Program Manager, Blue Shield of California

TRACK 3:

IT SERVICES STRATEGY IN THE  
UNTETHERED ENTERPRISE

3:15 pm – 4:15 pm | Kresge Auditorium

- M Barry Wolfield**, Executive Partner, Accenture
- Rich Adduci**, SVP & CIO, Boston Scientific
- Bill Brown**, VP & CIO, Avid Technology
- John C. Heveran**, SVP & CIO, Liberty Mutual Agency Corporation
- Ina Kamenz**, VP & CIO, Thermo Fisher Scientific

COFFEE BREAK & NETWORKING

4:15 pm – 4:45 pm | Kresge Lobby

TWO-THOUSAND AND TWELVE

MITCIO AWARD PRESENTATION

4:45 pm – 5:30 pm | Kresge Auditorium

FINALISTS:

**Prof. Glen L. Urban**, David Austin Professor in Management, Dean Emeritus, MIT Sloan; Chairman, Center for Digital Business  
*Award Presenter*

**Catherine Bruno**, VP & CIO, Eastern Maine Healthcare Systems

**Susan Cooklin**, CIO, Network Rail

**Bill Oates**, CIO, City of Boston

**Chris Perretta**, EVP & CIO, State Street Corporation



Dear Attendee,

*On behalf of the MIT Center for Digital Business, I would like to welcome you to the 2012 MIT Sloan CIO Symposium. Along with the MIT 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 2012 MIT Sloan CIO Symposium is "Piloting the Untethered Enterprise" and the mobile theme is stretched across each of the sessions. You will also see faculty from the Center for Digital Business playing a prominent role in

Thought leaders (many from the CDB sponsor roster) will bring the perspective of industry to our event today. These "collisions" of faculty and industry are what make MIT unique. For more than 150 years this has been MIT's mission. The Center for Digital Business takes advantage of these collisions to craft meaningful research projects with our sponsors where the expectations of profit are matched with the expectation of academic leadership. We have been doing this for more than a decade, and take pride in the way in which our sponsors have taken advantage of the research results. We

thank Capgemini Consulting, Cisco, Cognizant, GM, Google, HP, IPC, McKinsey, Northwest Mutual, SAP, SAS, Siemens Health, Suruga Bank and Thomson Reuters for their support and partnership.

Please feel encouraged to contribute your thoughts, perspectives and experiences today. This

event is for you, so take advantage of being an active participant. Thanks for your attendance, and welcome to MIT and the 2012 MIT Sloan CIO Symposium.

Sincerely,



**DAVID VERRILL**

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

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

several  
keynotes and panels.

Erik Brynjolfsson will anchor the Academic Keynote Panel. Andy McAfee will host the "Fireside Chat" to close the event. George Westerman is judging the CIO Award which Glen Urban is presenting. These

are our key faculty, and each has produced groundbreaking research in the past year. Erik and Andy have authored a best-selling ebook called "*Race Against the Machine*" which we have converted to paper in your gift bags today. Later this month Glen receives an Achievement Award from INFORMS which recognizes his more than forty years of cutting edge research in marketing. George is about to produce a prescient book on the digitization of the CIME sector. The CDB continues to be a shining light onto what is to come, particularly focusing on the impact of technology on business.

**WELCOME FROM THE MIT CENTER  
FOR DIGITAL BUSINESS**



## A PARTNERSHIP IN RESEARCH

Digital Productivity  
Digital Marketing  
Digital Services and the Cloud

### Examples of Current Focused Research Projects:

- *Digital Leadership – Transforming Business Through Technology*
- *Knowledge Management, Productivity and Two-Sided Markets*
- *Technology and Productivity*
- *Application Marketing to Gen Y*
- *Platform Driven Innovation*
- *Deriving Competitive Advantage from IT*
- *(Big) Data-Driven Decision Making*

The MIT Sloan Center for Digital Business conducts applied research on the impact and use of **information technology for business value** and competitive advantage. Our primary model is a one-on-one project relationship with sponsor companies. We strive to bring the **best research competence** to bear on current and future issues to create new ideas, new approaches, and **practical tools and solutions**.

Visit us on the web for more information:

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If your company is leading in the digital economy or  
engaged in digital transformation, we invite you to  
discuss how we can work together.



# Boston Society for Information Management

Delivering Business Value Through IT Leadership

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

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

## *Our Vision:*

*To be the organization of choice serving today's and tomorrow's  
IT leaders in the eastern New England area.*

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

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

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

- > Facilitating knowledge-sharing and peer networking
- > Providing learning opportunities and Best Practice Exchange
- > Building professional synergies through Local and Regional Forums

### *SIM Cultivates IT Executive Excellence by:*

- > Enhancing leadership skills through the Regional Leadership Forum (RLF)
- > Providing leading-edge research through the Advanced Practices Council® (APC)
- > Offering CIO-tailored events, such as SIMposium Dallas 2012 and SIMposium Boston 2013

Join Boston SIM and collaborate in the management revolution that is changing the way the world communicates, educates, and conducts business. Your membership puts you in the middle of a global community that is harnessing the power of knowledge, information and technology.

Visit [www.bostonsim.org](http://www.bostonsim.org) for more information





Dear Attendee,

*On behalf of the Boston Society for Information Management (SIM), we are pleased to welcome you to the 2012 MIT Sloan CIO Symposium. We have been pleased to be an organizer of this event and our association with it for these past nine years.*

Since our founding in 1977, Boston SIM has been the leading professional society for information technology executives, leading IT consultants, academicians, and senior business executives here in Northern New England. SIM offers IT executives a collaborative exploration of best practices, trends and "lessons learned" for those who shape and influence the management and use of IT. We provide a network for peer-to-peer sharing and learning through a variety of forums in which leaders, educators and practitioners come together to explore the management revolution that is changing the way the world communicates, educates and does business.

*These forums include:*

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

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

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

**OUTREACH** – Boston SIM created its Outreach Program as an opportunity for members to "give back" and help others in the IT community who are less fortunate and to promote IT as a career choice. Our current outreach partners include Year Up, Teen Voices, Common Impact, and Tech Boston. Boston SIM is leading other SIM Chapters in attracting young people to our profession and in promoting STEM initiatives and we welcome those with a passion for helping drive these initiatives.

**ANNUAL GOLF TOURNAMENT** – a great fun and networking event that helps to fund our Outreach Programs. This event sells out every year and is scheduled for June 13th at Cyprian Keyes.

**ANNUAL CIO FORUMS & SUMMITS** – in addition to this symposium, we sponsor or host two to three such events in Boston each year which attract senior IT leaders from across the East Coast.

## WELCOME FROM SIM

**SIMPOSIUM 2013** - Boston SIM will host SIMposium 2013 in Boston November 9-12. This is SIM International's annual conference and will draw a national audience of IT leaders. Plan on joining us in 2013 for the next revolution in IT; a SIM membership is not required to attend.

We wish to extend a special thank you to the speakers, sponsors, attendees and SIM members for their participation at this year's event. We invite you to visit the Boston SIM table to learn more about SIM and its value to your career.

Sincerely,



**MICHAEL P. BROOKS, SR.**  
*President, Boston SIM*

# WELCOME TO THE 9TH ANNUAL MIT CIO SYMPOSIUM

8:30 AM – 8:45 AM

OPENING REMARKS //  
KRESGE AUDITORIUM

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## CHRISTOPHER REICHERT

*Director, MIT Sloan Alumni Club of Boston*

Christopher Reichert has more than 20 years of strategic IT consulting and business management experience. Christopher's 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 the Director of Web Technology for the John F. Kennedy Presidential Library and Museum, Founder of Mindsurfers, LLC, a non-profit organization with a mission to build underprivileged children's passion for technology and engineering. In addition, Christopher serves on the MIT Sloan Alumni Club Board and was the Executive Chair of the MIT Sloan CIO Symposium from 2008-2010. This is his seventh year in a leadership position with the Symposium, having also previously served as Chair of the Event and Chair of Sponsorship.

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.

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



## KATHLEEN TETRAULT

*Chair, MIT Sloan CIO Symposium*

A digital and classical marketing leader, Kathleen Tetrault currently heads Marketing, Research and Strategy for Vaya Mobile, a mobile web strategy company. She has 15+ years of experience in marketing and project management with major organizations including The Procter & Gamble Company and The Washington Post Company.

Prior to Vaya, her most recent role was Director of Marketing & Brand Strategy for Washington Post Digital, the Post's new media arm. She has also been Director of Marketing, Planning and Strategy for Borders Group, and a Brand Manager with The Procter & Gamble Company.

Kathleen is the founder of the Procter & Gamble Alumni Association of Washington DC and a past Board Member of the University of Virginia Alumni Club of Washington. She holds an MS from MIT Sloan, a master's in urban planning from the University of Virginia and a BA in economics from William Smith College.



## PROF. DAVID SCHMITTLEIN

*John C. Head III Dean, MIT Sloan*

David Schmittlein joined the MIT Sloan School of Management as John C. Head III Dean in October, 2007. His focus, since arriving on campus, has been to broaden MIT Sloan's global visibility, work with the faculty to create new high-quality management education programs, develop enhanced educational opportunities for current students, and to develop and disseminate business knowledge that has impact and will stand the test of time. He has also reached out to the many members of MIT's alumni community to gain their valuable insights on MIT Sloan and management education.

Prior to his appointment at MIT Sloan, Dean Schmittlein served on the faculty at The Wharton School of the University of Pennsylvania from 1980 until 2007. While at Wharton, he was the Ira A. Lipman Professor and Professor of Marketing. He also served as Interim Dean during July 2007 and as Deputy Dean from 2000-2007. In addition, he was chair of the editorial board for Wharton School Publishing.

Dean Schmittlein received a PhD and MPhil 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. He is widely regarded for his work estimating the impact of a firm's marketing actions, designing market and survey research, and creating effective communication strategies.



**RETHINK**  
HOW YOU COMPETE.



**REINVENT**  
HOW YOU COLLABORATE.



**REWIRE**  
HOW YOU OPERATE.

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The old ways won't cut it anymore. That's why we're helping companies around the world rethink the way they compete, reinvent the way they work and rewire the way they operate. In short: embrace a more collaborative, flexible and global approach. Because today it's the specific way a business takes care of business that determines how far it will go tomorrow.

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LET'S PUT IT TO WORK.**



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# MASTER THE THREE **MANAGEMENT IMPERATIVES** FOR THE NEXT DECADE

→ *Savvy business leaders take a forward-looking and strategic approach to the changes in markets and business landscapes. Digitalization of Business, Advancing Entrepreneurship and Being Global have been defined by MIT Sloan as the three management imperatives for the Next Decade.*



MODERATOR



## GARY BEACH

*Publisher Emeritus, CIO Magazine*

Gary Beach brings more than 30 years of information technology publishing experience to his role as publisher emeritus of IDG's *CIO* magazine. Gary is a highly regarded spokesperson throughout the United States and the global technology industry and he has testified on key issues facing the IT industry before the U.S. House and Senate. From the Oval Office of the White House in 1995, Gary launched an IT non-profit organization called Tech Corps that continues to challenge IT professionals to assist the education tech issues of K-12 schools in America. As an expert on the role of the CIO, IT best practices and future IT predictions, he is frequently quoted by major media organizations such as CNN, *USA Today*, *The New York Times*, *The San Francisco Chronicle* and *Business Week*. Gary has been a regular contributor on CNBC's Squawk Box, Squawk on the Street and Closing Bell for more than 10 years. From 1998-2002 he contributed commentaries on key tech issues to NPR's "All Things Considered" program. Gary is a frequent guest speaker at many industry conferences as well as user events for firms such as Microsoft, IBM, Dell, EMC and CA. In 2008, Gary developed and moderated *CIO* magazine's "How to Sell the CIO" sales development program.

Prior to joining *CIO* magazine in 1997, Gary was publisher and president of two IDG publications, *Computerworld* and *Network World*. He joined IDG in 1987 after a 10-year career in managerial posts at McGraw-Hill, Inc.



valtech

## SHOUVIK BHATTACHARYYA

*CEO, Valtech*

Shouvik Bhattacharyya is CEO & MD of Valtech (an Agile digital marketing and technology services company), listed in Euronext (Paris). Shouvik is responsible for US, Asia-Pacific, Middle-East & Africa, and has been with Valtech and its acquired entities for ten years.

Shouvik has been profiled amongst "12 Global Leaders for tomorrow" in *Chief Executive Magazine*. He received the "Bharat Gaurav" award in 2009, recognizing his contribution to the industry as a non-resident Indian. He was awarded "CEO with HR Orientation" by Asia-Pacific HRM Congress in 2010. He speaks at international conferences on managing multi-national companies and cross-border M&A. He has interesting experiences in entrepreneurship.

Prior to joining Valtech, Shouvik was with Booz Allen Hamilton in New York. He started his career with the Tata Group (India) in Engineering division, and worked in strategy, sales and technology. Shouvik was a Sloan Fellow at the MIT Sloan School of Management. He is an alumnus of the Indian Institute of Technology (IIT). He is an Electrical & Electronics engineer, with a second master's degree focused on industrial engineering and management.

*This panel of CEOs will engage in a valuable dialogue to share practical insights on how to remain productive and competitive in a rapidly evolving global arena. They'll also discuss how to work with their CIOs to sustain success through strategic business technology alignment, digital transformation and IT innovation.*



### SCOTT GRIFFITH

*CEO, Zipcar*

Since taking the wheel in February 2003, Scott Griffith steered Zipcar to first place as the world's leading car sharing network. In 2007, Scott led Zipcar's merger with Flexcar, managing the integration of company fleets, technology and membership base under the Zipcar brand and service. In 2010, Scott navigated the successful acquisition of Streetcar, the UK's fastest growing car club, in an effort to expand the benefits of car-sharing globally. More recently, in April 2011, Scott led Zipcar through an Initial Public Offering to become publicly traded on the NASDAQ Global Select Market. With a commitment to innovation, Scott has solidified Zipcar's position as the leader in the car-sharing industry, establishing a brand and customer experience that has attracted over 575,000 savvy urban residents, businesses and students.

Prior to Zipcar, Scott held senior level positions at The Boeing Company, Information America, and The Parthenon Group.

Scott earned his BS in engineering from Carnegie Mellon University and his MBA from the University of Chicago Booth School of Business.



### JEFFREY MARKLEY

*CEO, Markley Group*

Jeffrey Markley has overseen the purchase and development of thirteen data center and telecommunications buildings in Europe and North America, valued at over one billion and totaling over three million square feet. Throughout his career, Jeffrey has completed more than 500 real estate transactions for major national and international mission critical clients, appeared in more than 50 major publications, and has been cited many times in *The Wall Street Journal* as the leading real estate developer in the telecommunications and data center industries. In 1997 Jeffrey purchased and developed One Summer Street, which now bears the proud distinction of being the most significant data center/telecommunications facility in the New England area, and the region's only "Carrier Class" data center with more than 50 independent telecom providers.



### DR. RICHARD SOLEY

*Chairman & CEO,  
Object Management Group, Inc.*

Dr. Richard Mark Soley is Chairman and CEO of the Object Management Group, Inc. (OMG®) and Executive Director of the SOA Consortium. As Chairman and CEO of the OMG, Dr. Soley is responsible for the vision and direction of the world's largest consortium of its type. Dr. Soley joined the nascent OMG as Technical Director in 1989, leading the development of OMG's world-leading standardization process and the original CORBA® specification. In 1996, he led the effort to move into vertical market standards (starting with healthcare, finance, telecommunications and manufacturing) and modeling, leading first to the Unified Modeling Language (UML®) and later the Model Driven Architecture (MDA®). He also led the effort to establish the SOA Consortium in January 2007.

Previously, Dr. Soley was a cofounder and former Chairman/CEO of A.I. Architects, Inc., maker of the 386 HummingBoard and other PC and workstation hardware and software. Prior to that, he consulted for various technology companies and venture firms on matters pertaining to software investment opportunities. Dr. Soley has also consulted for IBM, Motorola, PictureTel, Texas Instruments, Gold Hill Computer and others. He began his professional life at Honeywell Computer Systems working on the Multics operating system.

Dr. Soley holds bachelor's, master's and doctoral degrees in computer science and engineering from MIT.

8:45 AM – 9:45 AM

CEO KEYNOTE PANEL // KRESGE AUDITORIUM



# MIT'S PERSPECTIVE ON THE UNTETHERED ORGANIZATION

→ MIT faculty are often in the forefront of innovation and technology development, the enablers of the untethered organization if you will. The MIT faculty on the Academic Keynote panel manage three of the largest research efforts at the Institute, each helping corporate sponsors to make sense of technology, and use it to full advantage.

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**technology  
review**  
Published by MIT

## JASON PONTIN

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

As Editor-in-Chief, Jason Pontin is responsible for the editorial direction of the award-winning magazine *Technology Review* and [TechnologyReview.com](https://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.

The focus of this panel is to allow our esteemed faculty the opportunity to lend their advice on how best to leverage technology, particularly the mobile and distributed workforce. More than this, they will also talk about the next wave of technologies that will change the way companies and managers work.



### PROF. ANANT AGARWAL

Director, MIT CSAIL

Anant Agarwal is a professor of Electrical Engineering and Computer Science at MIT and the Director of CSAIL. He leads the Carbon group which focuses on research involving operating systems and architectures for manycores and clouds. He is also a founder and CTO of Tiler Corporation which created the Tile multicore processor. Anant holds a PhD from Stanford and a bachelor's from the Indian Institute of Technology, Madras. He led the development of Raw, an early tiled multicore processor; Sparcle, an early multithreaded microprocessor; and Alewife, a scalable multiprocessor. He also led the VirtualWires project at MIT and was the founder of Virtual Machine Works, which took the VirtualWires technology to market. He is an author of the textbook *Foundations of Analog and Digital Electronic Circuits*.



### PROF. ERIK BRYNJOLFSSON

Schussel Family Professor of Management, MIT Sloan

Professor Erik Brynjolfsson explores how advances in information technology contribute to business performance and organizational change. He directs the MIT Center for Digital Business, a research initiative that analyzes the business uses of the Internet and other digital technologies. His projects include a study of information worker productivity, a valuation method for intangible organizational capital, measures of product variety online (a.k.a. the "long tail") and an analysis of optimal pricing strategies for digital goods. His recent book with Andrew McAfee is called *Race Against the Machine: How the Digital Revolution is Accelerating Innovation, Driving Productivity, and Irreversibly Transforming Employment and the Economy*. Erik earned his AB and SM from Harvard and his PhD from MIT.



### JOICHI ITO

Director, MIT Media Lab

Joichi Ito is the Director of the MIT Media Lab. He is the Chair of Creative Commons, on the Board of the MacArthur Foundation, on the Board of Trustees of The Knight Foundation, and co-founder and board member of Digital Garage an Internet company in Japan. He is on board of a number of non-profit organizations including The Mozilla Foundation and WITNESS. He has created numerous Internet companies including PSINet Japan, Digital Garage and Infoseek Japan and was an early stage investor in Twitter, Six Apart, Wikia, Flickr, Last.fm, Kongregate, Fotonauts/Fotopedia, Kickstarter and other Internet companies.

Joichi was named by *Businessweek* as one of the 25 Most Influential People on the Web in 2008. In 2011, Joichi was chosen by *Nikkei Business* as one of the 100 most influential people for the future of Japan and by *Foreign Policy Magazine* as one of the "Top 100 Global Thinkers". In 2011, he received the Lifetime Achievement Award from the Oxford Internet Institute in recognition of his role as one of the world's leading advocates of Internet freedom.

9:45 AM – 10:45 AM

ACADEMIC KEYNOTE PANEL // KRESGE AUDITORIUM

# THE DUAL MANDATES OF THE CIO: COST EFFICIENCY AND VALUE DELIVERY WHILE SUPPORTING GROWTH AND INNOVATION

CIO KEYNOTE PANEL // KRESGE AUDITORIUM

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THE WALL STREET JOURNAL

## MICHAEL HICKINS

*Editor, CIO Journal,  
The Wall Street Journal*

Michael Hicks has been a Senior Editor at *The Wall Street Journal* since November 2009, and is the Editor of *CIO Journal*. During his time at *The Wall Street Journal*, he has led a premium Web aggregation edition, *WSJ Professional*, managed the Digits technology blog, and has been interim editor of *CFO Journal*. Previously, he was executive editor at Ziff Davis Enterprise, with editorial responsibility for *eWEEK*, *Baseline* and *CIO Journal*. He has also led coverage on *InformationWeek's* Digital Life and BNET's Technology blogs. Hicks has covered various aspects of business technology since 1984, with notable stops at InternetNews.com, Reuters, and Fairchild Publications. He holds a BA in literature from Columbia College and an MFA in writing from Columbia University.



## CHRISTIAN ANSCHUETZ

*SVP & CIO, Underwriters Laboratories*

Christian Anschuetz is the Senior Vice President and Chief Information Officer for Underwriters Laboratories (UL).

Christian joined UL in 2008 and oversees the company's strategy for deploying technology in support of its many global initiatives. He is also responsible for the organization's enterprise transformation office and leads numerous programs that will allow UL to deliver best-in-industry customer value and services while creating unprecedented operational efficiencies. Christian's tenacious vision for UL includes enterprise-scale modernization, IT-fueled innovations and revenue growth driven by new and emerging technologies.

Recognized as an industry thought-leader, Christian is a featured and quoted authority in top industry publications on such topics as technology trends, cloud adoption, consumerization and productization of IT, unified communications, and shared services. In addition, he is a requested speaker at industry-leading summits and conferences.

Christian served two tours in the United States Marine Corps and is a veteran of the first Gulf War. He holds a BA in economics from the University of Michigan and a BS in computer information science from Strayer University.



## STEVEN JOHN

*Strategic CIO, Workday*

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

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

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

→ In an environment of flat budgets yet rising expectations, IT is still often seen as a cost center not a profit driver. How does a CIO manage competing priorities effectively? Who wins and loses in the never-ending battle for resources and priorities between mobile applications, marketing applications,

personalization, and managing Big Data? What processes or steps do proactive CIOs put in place to ensure they are a progressive resource for their organization? How does a good CIO show leadership and manage and define the value proposition and effectively advocate this to a CEO or operating committee?



Time Warner

### BILL KRIVOSHIK

SVP & CIO, Time Warner

Bill Krivoshik joined Time Warner in July 2011 and leads the execution of Time Warner's enterprise-wide information technology strategy. He also oversees the Corporate Information Technology Group and is responsible for a shared services initiative that provides IT support to all Time Warner businesses.

Prior to joining Time Warner, Bill served as the first ever enterprise CIO for Marsh & McLennan Companies, a world leading provider of advice and solutions in risk, strategy and human capital. Previously, Bill was CTO for Thomson Financial, a leading provider of financial information. He joined Thomson Financial in 2005 and led the technology and content organizations until the acquisition of Reuters in 2008. During Bill's tenure, customer retention increased by significantly improving availability and responsiveness of business critical products.

From 2000 to 2005, Bill served as CTO for Citigroup's Global Investment Management SBU that included the asset management, alternative investments, private banking, retirement services, and life & annuity businesses. Prior to Citigroup, he served as the enterprise CIO for AIG. Rounding out his financial services experience, Bill served as CIO for several GE Capital companies.



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### FRANK MODRUSON

CIO, Accenture

Frank B. Modruson, CIO of Accenture, leads a high-performance global IT organization that directly supports the business goals of a \$25.5 billion company. He oversees all business applications and technology infrastructure, enabling more than 244,000 employees in 54 countries to work anytime, anywhere. Frank has transformed IT into a strategic asset for Accenture. Under his leadership, the IT organization has produced an unparalleled ability to run IT as a business, implemented a comprehensive governance model, and streamlined the technology infrastructure. He formerly served as a client partner delivering large, complex IT transformation projects and business solutions that maximized ROI.

Frank is a volunteer firefighter, serves on the Board of Directors of the Lyric Opera of Chicago and is a member of the Economic Club of Chicago. He helped establish the Penn State College of Information Sciences and Technology from which he holds a MS degree. Frank received a BS in computer science from Dickinson College.



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### THOMAS SANZONE

SVP, Booz Allen Hamilton

Thomas Sanzone is a Senior Vice President and head of Booz Allen's Commercial Financial Services Practice. His 25+ year career in the financial services industry spanned from a programmer to the CIO and CAO at some of the world's largest global financial institutions.

Prior to joining Booz Allen, Tom served as the CAO at Merrill Lynch and was responsible for global technology, global operations, and corporate services. He reported to the CEO as part of the seven person management committee running the firm. After the merger with Bank of America, Tom led the highly successful integration program with the current CEO of Bank of America. Prior to Merrill, Tom was the Chief Information Officer at Credit Suisse and a member of the Executive Board reporting to the CEO.

Recognized as an expense management and efficiency expert, Tom designed and ran multiple programs that have achieved over one billion dollars in savings while improving efficiency.

Tom is a graduate of Hofstra University and holds a BS in computer science.

# SEPARATING **THE BEST** FROM THE REST:

## THE **NEXT GENERATION** OF CIO LEADERSHIP

→ *Much has been said about the business implications of current IT trends like mobility, cloud, big data, etc. However, very little of substance is being discussed about their implications on IT leadership talent. Both existing and aspiring CIOs face a raft of new responsibilities and challenges, which require a different set of knowledge, skills and experiences to achieve success.*

LUNCH BREAKOUT // STUDENT CENTER, SALA DE PUERTO RICO

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### **SHAWN BANERJI**

*Managing Director, Russell Reynolds Associates*

Shawn Banerji is a trusted advisor to clients on the role of technology across all facets of the enterprise. His efforts have resulted in the successful recruitment of functional technology leaders (Chief Information Officer, Chief Technology Officer) across most major industries. Shawn also has extensive business process outsourcing, process improvement and shared services experience. Clients include high growth as well as large corporations, along with extensive work for investors and their portfolio companies.

Shawn has over fifteen years of executive recruiting experience, 12 with Russell Reynolds Associates. Prior to his career in search, he worked in the advertising industry at Ogilvy & Mather.

Shawn is a board member of the Society for Information Management (SIM), an Advisor to Columbia University's MA Technology Program and a contributor to MIT's Annual CIO Symposium. In addition, he serves on the Advisory Boards of Old Harbor Outfitters, CarpetWorks and ROKKAN.

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.





*No longer is the CIO merely responsible for ongoing business continuity, shared services, process re-engineering and cost reduction efforts. Today, as organizational design and business operations become more virtual, and the line between personal and professional technologies blurs, CIOs must establish corporate governance, manage risk and security, and*

*lead mobile, cross-generational, geographically- and culturally-diverse enterprises. Our discussion will answer a simple yet critical question: what distinguishes today's best CIOs from the rest? Audience participation is encouraged.*



### SCOTT PENBERTHY

*Managing Director, Technology, PwC*

Scott Penberthy is a technologist and instigator of transformation, always fascinated with the new, new thing. Most recently Scott was CTO of AppOrchard and CEO of North Highland Partners, building iOS apps for enterprises, writing books about iOS programming, and consulting on cloud computing. He held several leadership roles in technology at high profile startups of Gilt Groupe, Photobucket, and Heavy from 2005-2009. Previously he led the development of new, emerging services at IBM like On Demand and Grid Computing, a precursor to cloud computing. His early career was spent in research writing and building software that evolved into the IBM WebSphere and IBM Web Hosting business lines. Scott holds advanced degrees in computer science from MIT and the University of Washington, is a published iPhone author, and enjoys triathlons, music, great food and travel.



### DAN SHEEHAN

*COO, Modell's Sporting Goods*

Daniel Sheehan joined Modell's Sporting Goods as Chief Operating Officer in April 2012. With over 27 years of management and information technology experience, Sheehan is responsible for Store Operations, Distribution, Human Resources, Loss Prevention, E-Commerce, Information Technology, and Visual Merchandising.

Prior to joining Modell's, Dan served as Senior Vice President and Chief Information Officer of Dunkin' Brands Inc., where he handled the brand's retail technology strategy and execution, enterprise information systems, technical operations and business process integration.

He has also held positions of Senior Vice President and Chief Information Officer for ADVO Inc., Vice President and Chief Information Officer for ACSYS Inc, and senior IT management positions at The Coca-Cola Company, Georgia Pacific and Morton International.

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



### ROB STEFANIC

*VP & CIO, Sensata*

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

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

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

# SOURCING IT SERVICES GLOBALLY –

## WHAT CHINA HAS TO OFFER

→ *China is well known as the largest manufacturing center in the world. But did you know that China has a bigger IT industry than India, the most engineering graduates per year, and an emerging fleet of IT service providers? How should China fit into your global outsourcing strategy? What are the facts and misconceptions about China? How does it compare with India? What are the key challenges you may face outsourcing to China and how can you overcome them? As a CIO you may need to diversify your outsourcing risks, is China a valid choice? How can you leverage China's large talent pool effectively? If you want to explore China's IT services capabilities, where should you start?*

12:30 PM – 1:45 PM

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### JOHN PENG

*EVP, Head of Global Business Group, iSoftStone*

John Peng is a seasoned executive with over 25 years of experience in IT services, offshore outsourcing management, and business development.

Before joining iSoftStone, John was the VP of China Technology Delivery of E5 Systems Inc., one of the first US IT consulting and services firms with an offshore outsourcing center in China. John started and managed the company's China Development Center and project delivery to US clients.

Prior to E5 Systems, John held several senior management positions as Engineering VP, or Director of Software Development in several software development companies in the US, where he led the product development and maintenance. John has also worked in major financial service companies such as John Hancock Funds and Mellon Financial Corp as a senior system and business analyst.

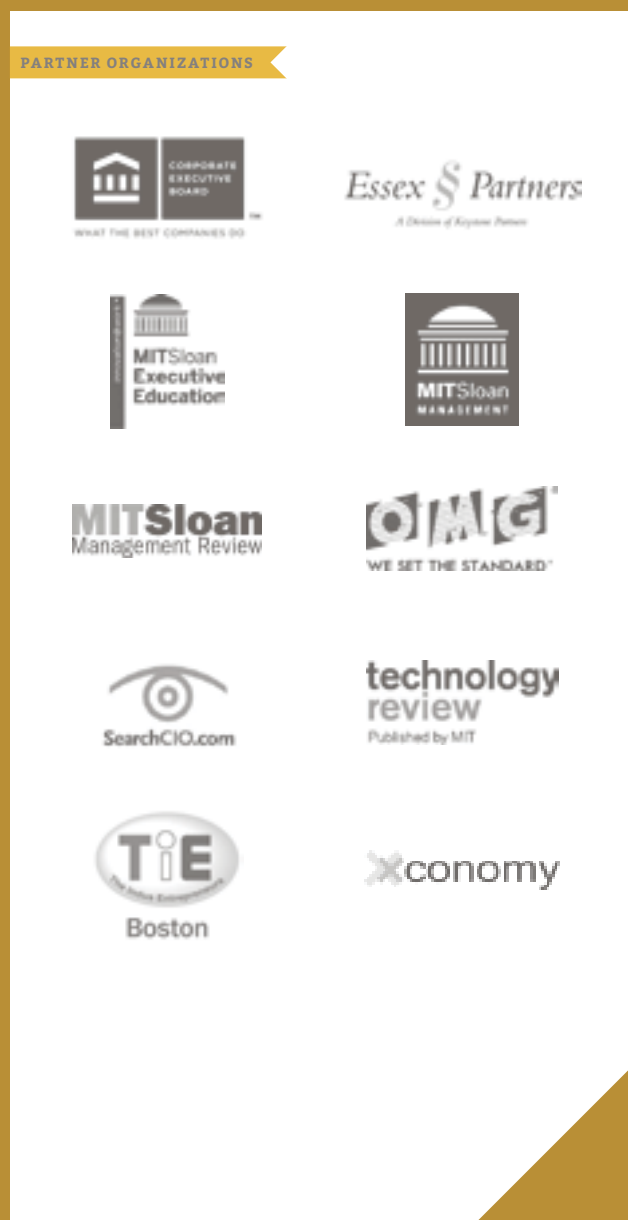
John holds an MBA from The University of Rhode Island, a MS from the Institute of Science and Technology, and a BS in mechanical engineering from the Beijing University of Technology.



# 2012 MIT CIO SLOAN SYMPOSIUM PARTNER ORGANIZATIONS

Now in its ninth year, the MIT Sloan CIO Symposium provides a highly focused experience for sponsors and attendees. The 2011 Symposium was a huge success, drawing the largest-ever attendee and speaker group of CIOs and senior level decision-makers from 250+ companies. The 2012 Symposium promises to deliver even better quality content and C-Level participation.

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# ENTERPRISE ARCHITECTURE RESEARCH AT MIT

→ The MIT faculty members on this panel will aptly project the unique MIT blending of technological savvy, results-oriented management solutions, and global business know-how. They will demonstrate some of the latest research at MIT in both innovative IT technologies and strategic CIO leadership around the theme of the untethered enterprise.

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## PROF. ERIK BRYNJOLFSSON

*Schussel Family Professor of Management, MIT Sloan*

Professor Erik Brynjolfsson explores how advances in information technology contribute to business performance and organizational change. He directs the MIT Center for Digital Business, a research initiative that analyzes the business uses of the Internet and other digital technologies. His projects include a study of information worker productivity, a valuation method for intangible organizational capital, measures of product variety online (a.k.a. the “long tail”) and an analysis of optimal pricing strategies for digital goods. His recent book with Andrew McAfee is called *Race Against the Machine: How the Digital Revolution is Accelerating Innovation, Driving Productivity, and Irreversibly Transforming Employment and the Economy*. Erik earned his AB and SM from Harvard and his PhD from MIT.





### MARTIN MOCKER

*Research Scientist, MIT Center for Information Systems Research*

Martin Mocker is a Research Scientist at the MIT Sloan Center for Information Systems Research. In addition to research on IT strategy, architecture, and related issues, Martin works with European sponsors.

Martin is currently on leave from ESB Business School, Reutlingen University, Germany, where he is a professor of business administration and information systems. Previously, he held faculty positions at Rotterdam School of Management, Erasmus University, in the Netherlands and Hult International Business School in London. His research has been published in *MIS Quarterly*.

Before joining academia, Martin was an Engagement Manager and consultant at McKinsey & Company. There he worked with senior executives on issues related to IT and strategy, governance, organization, outsourcing, and cost management. His clients were from the banking, media, retail, and energy trading industries, as well as from the public sector.

Martin holds a doctoral degree from the University of Muenster and a degree in computer science and business administration from the University of Dortmund, Germany.



### PROF. ALEX (SANDY) PENTLAND

*Professor, MIT Media Lab*

Professor Alex "Sandy" Pentland directs MIT's Human Dynamics Laboratory and the MIT Media Lab Entrepreneurship Program, and advises the World Economic Forum, Nissan Motor Corporation, and a variety of start-up firms. He has previously helped create and direct MIT's Media Laboratory, the Media Lab Asia laboratories at the Indian Institutes of Technology, and Strong Hospital's Center for Future Health.

Sandy is among the most-cited scientists in the world, and a pioneer in information architectures, organizational engineering, mobile computing, sensor networks, and modern biometrics. His research has been featured in *Nature*, *Science*, the World Economic Forum, and *Harvard Business Review*, as well as being the focus of TV features including *Nova* and *Scientific American Frontiers*. His most recent book is *Honest Signals*, published by MIT Press.





# BIG DATA

## AND ANALYTICS

→ Today, organizations are awash in Big Data. Big Data is mammoth and complex. That poses a number of challenges related to this complexity such as: How do you define data management strategies? Why does extracting value from Big Data remain elusive for many organizations? How do you balance data usability demands with security and scalability needs and requirements? But on the



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### DR. MICHAEL CHUI

*Sr. Fellow, McKinsey Global Institute*

Dr. Michael Chui is a Senior Fellow of the McKinsey Global Institute. He is based in San Francisco, CA, where he directs research on the impact of information technologies, such as Big Data, Web 2.0 and the Internet of Things, on business and the economy. Michael is a frequent speaker at major global conferences and his research has been cited in leading publications around the world. As a consultant, he has served clients in the High Tech, Media and Telecom industries. Prior to joining McKinsey, Michael served as the first Chief Information Officer of the City of Bloomington, Indiana, and founded an Internet Service Provider. Michael holds a BS in symbolic systems from Stanford University and earned a PhD in computer science and cognitive science.



MODERATOR

*The New York Times*

### QUENTIN HARDY

*Deputy Technology Editor, The New York Times*

Quentin Hardy is Deputy Technology Editor at *The New York Times*. He writes about computing and society for the paper and the Bits blog. He speaks at numerous panels on technology and business, and teaches at the iSchool of the University of California, Berkeley.

Previously he was Executive Editor for Forbes Media, appearing in the magazine and Website, and on a television program. Quentin spent eight years at *The Wall Street Journal*. At the Journal's Tokyo bureau he reported on the Japanese banking crisis and market collapse. From 1994 until 1999, he covered the wireless industry and Silicon Valley culture from the paper's San Francisco office. He also worked at AP/Dow Jones newswire in Tokyo from 1988 to 1991, covering Asian energy markets and natural resources.

Quentin is a graduate of Kenyon College and has a Masters degree from the University of London. In 1995 he was awarded a Knight-Bagehot Fellowship from Columbia University. His Forbes cover story, "Hope and Profit in Africa," received a citation from The Overseas Press Club.

*brighter side, Big Data presents immense opportunities: opportunity to innovate, to evolve, to increase productivity smartly.*

*This distinguished panel will discuss various ways that companies can derive lasting value by embracing the vast amount of data being generated and using cutting edge analytical tools to turn this data into insightful, intelligent, actionable information to*

*develop new products, to design new services, and most importantly to orchestrate fresh business models.*



### PROF. TOM DAVENPORT

*President's Distinguished Professor, Babson College*

Thomas H. Davenport is an American academic and author specializing in business process innovation and knowledge management. He is currently the President's Distinguished Professor in Information Technology and Management at Babson College and Director of Research for Babson Executive Education and leads sponsored research programs on analytics, knowledge management, process management, and innovation. Davenport has written, co-authored, or edited eleven other books, including the first books on business process re-engineering and achieving value from enterprise systems, and the best seller, *Working Knowledge* (with Larry Prusak) (Davenport & Prusak 2000), on knowledge management. He has written more than one hundred articles for such publications as *Harvard Business Review*, *MIT Sloan Management Review*, *California Management Review*, the *Financial Times*, and many other publications. Davenport has also been a columnist for *CIO*, *InformationWeek*, and *Darwin* magazines. In 2003, Davenport was named one of the world's "Top 25 Consultants" by *Consulting* magazine, and in 2005 was named one of the world's top three analysts of business and technology by readers of *Optimize* magazine.



### JAMES NOGA

*VP & CIO, Partners Healthcare*

James Noga serves as Vice President and Chief Information Officer of Partners HealthCare assuming the position on April 1, 2011. Partners HealthCare was founded in 1994 by Brigham and Women's Hospital and Massachusetts General Hospital. James comes to this role with a deep and rich history with Partners. He was recruited by Massachusetts General Hospital as Director of Clinical Applications in 1990 and assumed the role CIO of Massachusetts General Hospital and the Massachusetts General Physicians Organization in 1997. Under James's leadership, the MGH has undergone significant technology advances to support all aspects of clinical care and research.

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 Healthcare Informatics graduate program.



### SHVETANK SHAH

*Executive Director, Corporate Executive Board*

Shvetank Shah, Executive Director with CEB, has always been involved with technology. At CEB, Shvetank works with more than 2,000 IT leaders from CIOs to enterprise architects to enhance their understanding of emerging and recurring IT business challenges. He is well versed in a number of IT-related business issues ranging from business engagement and data center consolidation to IT performance improvement.

Shvetank also helps executives understand how they should approach, dissect and manage information in an era of "big data." He believes CIOs must recognize that most companies lack the skills and process necessary to manage and interpret the volumes of data that they now seek to monetize, and that executives must cultivate critical thinking skills amongst their teams to ensure their long-term success.

Prior to joining the Corporate Executive Board, Shvetank was the founding CEO of CNet Networks' Indian operations, and has also spent a decade as a management consultant with PricewaterhouseCoopers and PA Consulting Group.

# ENTERPRISE MOBILITY 3.0



MODERATOR



CIO INSIGHT

## SUSAN NUNZIATA

*Editor in Chief, CIO Insight;  
Editorial Director, Ziff Davis Enterprise*

Susan Nunziata is editorial director of the Ziff Davis Enterprise portfolio, which includes *eWeek*, *CIO Insight* and *Baseline*. In addition, she serves as editor-in-chief of *CIO Insight*. Susan is a veteran B2B editor with more than 20 years' experience exploring the business and process implications of technologies. Prior to joining ZDE in 2010, Susan was editor-in-chief of Mobile Enterprise, where she covered the wide array of mobile and wireless solutions that are transforming the way businesses operate. Her previous roles included managing editor of Billboard, Editor of Music Business International, Executive Editor of Entertainment Marketing Letter and Managing Editor of Pro Sound News. Her work has won awards from ASBPE and NEPA. A frequent public speaker, Susan has been featured in television interviews and as a presenter at numerous industry conferences, including the 2011 MIT Sloan CIO Symposium.

A native New Yorker, Susan has a bachelor's degree in journalism from Saint John's University. She is now based in the San Francisco Bay Area.

→ *Enterprise Mobility 3.0 is the inherent face of the new untethered enterprise. It will have deep imprints in the business processes, IT infrastructure and security policies in the company. In a world where work-related information is accessible, anywhere, anytime, new powerful and smarter phones, tablets, and other Internet-enabled devices will usher us into a new era of countless opportunities and exciting challenges.*



Cognizant

## ASHISH MAHADWAR

*SVP, Cognizant*

Ashish Mahadwar is Cognizant's Senior Vice President responsible for Cognizant's SAP and Enterprise Mobility practices that cover joint initiatives in the supply chain, analytics, mobility, and CRM areas. Prior to this role, Ashish was responsible for building Cognizant's technology vertical where he led the group through a period of rapid growth and expanded client relationships with key clients including eBay, E\*TRADE, and Intuit.

Before joining Cognizant, Ashish held executive positions with Planetasia.com, Microland and HCL-HP where he was responsible for business planning, fund raising, managing operations, and market expansion.

Ashish earned his BE in engineering from Sardar Patel College of Engineering (SPCE) and his Master of Management Studies from Jamnalal Bajaj Institute of Management Studies (JBIMS) at Bombay University.

*These challenges loom – Mobility 3.0, after all, speaks to a certain level of maturity attained within enterprises – some new, some not-so-new. For example, security policies will have to be revisited for viability and sustainability. Productivity, agility and other business metrics will have to be measured with some rigor. Organizations will also have to measure if the investments in Mobility 3.0 are finally generating the payback and ROI that the executive suite has been looking for.*

*Our panel of senior technology and business executives will share their experiences of piloting through this transformation in their organizations with leading and leadership around Mobility 3.0.*



### ROBERT NAYLOR

*CIO, Federal Communications Commission*

Robert Naylor was appointed as the Chief Information Officer for the Federal Communications Commission in April 2011. In this transformational role, Robert provides proven leadership, direction, oversight and transparency in the formulation, development and execution of the Agency's information technology management program.

In 2009, Robert was a Presidential Appointee to the role of Chief Information Officer for the United States Small Business Administration. In keeping with the Small Business Administration's priority of investing in "people and technology," Robert focused on staff professional development, infrastructure revitalization, and implementing new technology throughout the SBA. He brought a corporate mindset and sense of urgency, as well as a business justification and return on investment perspective to the Agency.

Robert served on the Federal Executive CIO Council the Federal CIO Council as Co-Chair of the IT Workforce Committee, one of the most established committees on the Council. Robert was also a member of two White House workgroups for the Office of Science, Technology, and Innovations on International Data Research Policy and Ideation (social media).



wwpass

### ERIC SCACE

*CSO, WWPass*

Eric Scace is the Chief Strategy Officer at WWPass Corporation, creator of the world's first authentication device that users own, control and bring in to work. WWPass provides cloud-based authentication services that grant secure access to applications, network resources and collaboration tools via mobile devices.

While working as UUNET's Vice President of International Development, Eric's group built the first global commercial Internet backbone. He then continued to expand UUNET into a worldwide provider with national operations in Europe, Asia/Pacific, North America and Africa with the purpose of making mobile communication more practical.

His technical background includes the invention of frame relay service; technical design for packet-switching, ISDN, and integrated voice-data PABX systems; and 12 years leading international standards development of technologies integral to today's global data networks.

Eric has also worked for Sprint International and Alcatel Data Networks as International Sales Manager in Europe and Asia, expanding the company's business into non-traditional new markets, including commercial e-mail switches and international frame relay networks.



### TODD SCHOFIELD

*Head, Enterprise Mobility, Standard Chartered Bank*

As the Global Head of Enterprise Mobility for Standard Chartered, Todd Schofield has responsibility for app development and mobility standards, including managing SC Studios, the Bank's dedicated technology and innovation studio in San Francisco.

As a technology executive, Todd is experienced in global IT management and international leadership roles. He brings practical and structured guidance in his management style, integrating IT with the strategy and needs of the business. Passionate about technology leadership, Todd consistently drives innovation and creativity within IT organizations. CIO magazine has featured him on the cover, highlighting his management approach of dual-focus concentration on both strategic and tactical IT functions.

Todd graduated from UC Berkeley with a bachelor's degree in communications. He later completed an international Executive Double-MBA program, earning degrees from University of California at Los Angeles and from National University of Singapore. He also attended the Gartner CIO Academy at University of Oxford in England.

1:45 PM – 2:45 PM

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# NAVIGATING THROUGH THE HEALTHCARE TRANSFORMATION

→ *The Healthcare Industry in the United States is going through a rapid transformational change from a highly localized Healthcare System to a highly distributed and untethered Healthcare ecosystem across Providers, Payors and Patients. CIOs are under pressure to vision and implement IT frameworks that provide integrated quality healthcare*



MODERATOR

**VitalSpring**  
TECHNOLOGIES

## SREEDHAR POTARAZU, MD

*Founder & CEO, VitalSpring Technologies*

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

Dr. Potarazu received his medical degree from The George Washington University and subsequently completed his internship in surgery and residency there as well. He completed fellowships in neuroophthalmology and glaucoma at the esteemed Bascom Palmer Eye Institute at the University of Miami in Florida. Dr. Potarazu practiced seven years in the Washington, D.C. area, during which time he was on the faculty of the Wilmer Eye Institute at Johns Hopkins University. Dr. Potarazu earned MBA at Johns Hopkins with a focus on health information technology. He is Founder and CEO of VitalSpring Technologies focused on providing employers with applications to empower them to become more sophisticated purchasers of health care.



**Curaspan**  
HEALTH GROUP  
Get Connected!

## JOE ALEA

*SVP & CTO, Curaspan Health Group*

With more than 20 years of experience building complex and innovative enterprise health-care products, Joe Alea heads the Curaspan technology and product teams.

Joe had been vice president of development at Oracle Health Sciences, which acquired Phase Forward, whose development efforts Joe also led. Previously, Joe held senior executive positions at Princeton Softech, Davox, and McKesson, which had acquired Health Payment Review. There Joe led development of the industry's first integrated rules-based disease-management system and delivered a new product line enabling providers to manage the total care of patients, from clinical triaging to utilization management.

Joe holds an MBA from Embry-Riddle Aeronautical University and a BS from the University of Pittsburgh.

*at lower costs and yet profitable to their shareholders.*

*To address these challenges, Healthcare CIOs need to provide Innovative leadership; craft signature business and clinical collaborative processes to enable personalized healthcare ecosystem; master change management; build innovative skilled team and*

*revolutionize the EHRs to true embedded evidence based clinical solution optimized for quality and healthcare value-chain economics.*

*In this panel, leading Healthcare CIOs will discuss their experience in navigating through such historic transformation in their organizations.*



### CATHERINE BRUNO

*VP & CIO, Eastern Maine Healthcare Systems*

Catherine Bruno is the Vice President and Chief Information Officer at Eastern Maine Healthcare Systems. She has 25 years' experience in Health Care Leadership. Catherine is the Executive Sponsor for the Bangor Beacon Community, one of 17 communities in the United States to receive a \$12.75 million grant to improve the health of the people in the Bangor community through care management supported by Health Information Technology. She was asked by the Office of the National Coordinator to co-chair the Leadership and Governance Community of Practice for the National Beacon program.

Catherine has successfully developed strategic plans for three organizations. She has implemented and integrated major clinical, financial, and decision-support information systems at these three organizations, two of which received the Nicholas R. Davies Organizational Award, the nation's highest award for implementation of a system-wide Electronic Health Record, by the Health Information Management and Systems Society (HIMSS). Catherine is a Fellow in the American College of Healthcare Executives. She was named the 2010 CIO of the Year award by the New England HIMSS.

Catherine holds an MBA from Southern Methodist University Cox School of Business and a BS in mathematics from the University of Delaware.



### CHUCK PODESTA

*SVP & CIO, Fletcher Allen Health Care*

Over thirty years experience in Information Technology for Healthcare, the last three years as Senior Vice-President & CIO of Fletcher Allen Health Care in Burlington, VT.

Fletcher Allen, the University Of Vermont College Of Medicine and the College of Nursing and Health Sciences form Vermont's academic medical center. At Fletcher Allen, Chuck is responsible for all aspects of IT Strategic Planning, Implementations and Operations. Beginning in 2007, Fletcher Allen embarked on a five-year \$88 million dollar EHR implementing strategy utilizing EPIC and successfully completed in 2010.

Previously Chuck served as SVP & CIO at Caritas Christi Health Care, now Steward Health in Brighton, MA; CIO at Berkshire Health Systems, Pittsfield, MA; Director of IS and Interim CIO for Baystate Health Systems in Springfield, MA; leadership positions at St Vincent Hospital, Worcester, MA; UMASS/Memorial, Worcester, MA and Magee-Women's Hospital, Pittsburgh, PA.

Chuck is a frequent speaker at national conferences and is quoted widely in healthcare publications on a variety of IT topics.



### SUE 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. Schade provides direction and oversight to IT initiatives at Brigham and Women's and Faulkner Hospitals, Brigham and Women's Physician Organization, Dana Farber Cancer Institute, and Biomedical Engineering.

Sue served on the CHIME Board from 2004 to 2006 and chaired the CHIME Education Foundation Board from 2006 to 2009. She served on the HIMSS Public Policy Steering Committee from 2009 to 2011.

Under her leadership, BWH has received several recognitions including the 2008 CIO 100 Award for implementing the Balanced Scorecard to improve hospital performance and the 2010 CIO 100 Award for improving patient safety through the electronic medication administration record (eMAR). Sue was recognized with *ComputerWorld's* Premier 100 IT Leaders award in 2010 which honors individuals who have had a positive impact on their organization through technology. Sue received the NEHIMSS Chapter CIO of the Year Award in 2011.

# BUSINESS GAMES: ARE SOCIAL GAMES THE NEXT BUSINESS REVOLUTION?

AFTERNOON TRACK 2 // STUDENT CENTER, SALA DE PUERTO RICO

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MODERATOR

**Gartner**

## MARK McDONALD

*GVP & Gartner Fellow, Gartner Group*

Mark McDonald, PhD, is a Group Vice President, head of research in Gartner Executive Programs, and a Gartner Fellow. He is responsible for the research agenda focused exclusively on CIOs and the business of information technology. Mark is the lead author of research in the areas of CIO credibility, the business use of advanced technologies, enterprise architecture and business process transformation. He is the co-author of the book, *The Social Organization* (October 2011) with Anthony Bradley. He is also the co-author with Peter Keen of *The eProcess Edge* and the author of *Architecting Enterprises – Achieving Performance and Flexibility*. He has also been interviewed or published in the *Wall Street Journal*, *Computerworld*, *CIO* magazine, the *Financial Times* and other publications. He routinely works with senior business and technology executives and is currently working on the issue of innovation in management.



**Knowledge Infusion**

## JASON AVERBOOK

*CEO, Knowledge Infusion*

Jason Averbook is Chief Executive Officer and co-founder of Knowledge Infusion, a strategic consulting organization that works collaboratively with clients to help them achieve true business results from technology solutions that manage and drive the workforce. As CEO, Jason is responsible for the groundbreaking vision and strategy that has grown the organization to the recognized leader in HR, talent management, and emerging technology consulting. The firm includes over 250 global clients, and was recently ranked #3 on the Minneapolis – St. Paul list of fast growing companies. Jason is a frequent contributor to industry publications including, *HR Executive Magazine*, *Workforce Magazine*, *BusinessWeek*, and *CFO Magazine*.



→ Social games create worlds where users interact, set targets, form teams to achieve goals and provide real time feedback to each other. Cutting edge companies are using tools from social games to build more effective teams of employees,

customers and suppliers based on these same principles. Will social game methodologies reinvent how we do business or is this simply the latest over-hyped buzzword?



### MARIO HERGER

*Sr. Innovation Strategist, SAP Labs; Global Head, Gamification Initiative, SAP*

Mario Herger is a Senior Innovation Strategist at SAP Labs in Palo Alto, California and global head of the Gamification Initiative at SAP. He has worked in the past as developer, development manager, architect, product manager and other roles on a series of new SAP products and has been driving communities for more than 15 years, including innovative topics at SAP, like Visual Composer, Business Process Experts, mobile and gamification.

He has a PhD in chemical engineering from the Vienna University of Technology and an undergraduate degree in International Business Management from the Vienna University of Economy.

In his work as head of the Gamification Initiative at SAP he has encountered and supported gamification efforts in the enterprise from multiple levels and departments, like Sustainability, On Demand, Mobile, HR, Training & Education, Simulation etc. He has driven the awareness around gamification inside and outside SAP by organizing and leading innovation events around this topic, working with gamification platform and service-providers, and by incorporating gamification into SAP's strategy.



### JOSH KRAMER

*Founder & CEO, LeapFrog Builders*

Josh Kramer is the founder and managing partner of the Leapfrog Group, a boutique management consultancy helping leading executives across a variety of industries with growth through innovation in people, products, and process; working with companies from fortune 100s to startups.

Leapfrog was founded to focus on retained product innovation for leading media and retail companies and has since expanded to focus on telecom, CPG, online advertising, gaming, healthcare technology, and enterprise software while continuing to service its media and retail client. Leapfrog provides both strategic guidance and execution services to its clients. Gamification is a key tool used by Leapfrog in designing and optimizing digital offerings for Microsoft Bing, CBS Radio, Publishers Clearinghouse, and others.

Josh has led the development, launch, and operation of cutting-edge online products & platforms to position start-up and high-growth organizations as industry leaders. Josh started his internet career as CTO & co-founder of GoAmerica, a pioneer in wireless web & email in 1994. Since GoAmerica's IPO in 2000, Josh has held the CEO and other senior leadership roles in product & technology at Live Gamer, Oberon Media, Majesco Entertainment, and Microsoft.



### RITU RIYAT

*Sr. Wellness Program Manager, Blue Shield of California*

Ritu Riyat is responsible for strategic planning, development and management of employee wellness initiatives for Wellvolution, Blue Shield's employee wellness program. She has successfully launched new social gaming wellness applications. Prior to coming to Blue Shield of California, Ritu was an epidemiologist at LifeMasters. Ritu brings with her a diversity of national and international experience in community health, epidemiology, and integrative wellbeing. She has a passion for wellness in her professional and personal life, in her free time she can be found cycling or striking a yoga pose.

Ritu holds her MPH from the University of Southern California, and an undergraduate degree in genetics, from UC Davis.



# IT SERVICES STRATEGY IN THE UNTETHERED ENTERPRISE

→ *Balancing value, cost, relationships and risk when buying IT services today for tomorrow's enterprise – In the age of the untethered enterprise, mobility intersects with big data, social intersects with security, cloud intersects with privacy, while emerging capabilities intersect with established global operating models at an ever-increasing pace.*



MODERATOR

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## BARRY WOLFELD

*Executive Partner, Accenture*

Barry Wolfield is currently Accenture's global Technology Sales Enablement Lead and a client executive within their Health Technology Practice. In his Sales leadership role, Barry leads a global team that develops and drives the execution of sales campaigns, sales playbooks, sales training, sales tools, and pricing strategy for our global technology business.

In his Health Technology role, Barry works with clients on a broad range of strategic technology initiatives including Connected Health, Enterprise Architecture and Systems Development. Over his 12 years at Accenture, Barry has also led and participated in many technology innovation programs including our Internet Center of Excellence, SOA Practice and New Business Program.

Prior to Accenture, Barry spent 15 years working in the High Tech industry and at a number of technology startups.



Boston  
Scientific

## RICH ADDUCI

*SVP & CIO, Boston Scientific*

As CIO, Rich Adduci has led the transformation of Boston Scientific's IS organization, creating a Global organization focused on delivering Competitive Advantage for Boston Scientific. Rich and his team have pioneered many innovative uses of technology at Boston Scientific, including most recently completing a global rollout of innovative mobility program. Rich is actively engaged in shaping direction in the Information Technology community at large and his team's efforts have been featured in two books, several magazine articles, and most recently in an Execs Talk Apple Video Segment.

Prior to Boston Scientific, Rich was a Partner at Accenture where he led the Contracting Excellence and Supply Chain practices within the Health and Life Sciences Industry vertical. Rich holds more than 15 European Patents and two United States Patents for the development of modeling tools to support Business Strategy and Market Entry for new wireless technologies.

Rich earned a BS in industrial engineering from Purdue University and an MBA from the University of Chicago with concentrations in finance and economics.

*Engaging this new world requires a strategic approach where internal and external partners create and advance business value while navigating a dynamic and complex landscape.*

*Listen to a panel of C-level Executives discuss how they are evolving their IT Services strategies to meet the changing*

*demands associated with emerging technologies and capabilities.*

*Moderator Barry Wolfield will focus on engaging the panel of CIO's to explore and share what they look for in internal and external partners in this new paradigm.*

*Key themes will include how to balance value, cost, relationships and risks to best ensure that desired*

*outcomes are achieved. Come prepared to take away ideas and insights from industry leading firms on how you can lead in the age of the untethered enterprise.*



### **BILL BROWN**

**VP & CIO, Avid Technology**

William Brown was appointed Avid's Chief Information Officer in August 2011 where he and his team provide operational support for Avid's cloud offerings as well as maintain the continued alignment of information systems and business strategies to ensure the highest level of operational effectiveness.

Prior to joining Avid, Bill was at Iron Mountain where he served in several senior leadership roles, including CIO, and has more than 25 years of management experience in information technology, operations/logistics and electronic commerce. He was a co-founder and executive vice president of PCs Compleat, a PC retailer/distributor acquired by CompUSA and has also held senior management positions at PC Connection, Send.com, JWP/Businessland and Merisel.

Bill was recognized as a *Computerworld* 2010 Premier 100 IT Leader. Bill holds a MBA from Babson College and bachelor's degree in mathematics from Bridgewater State College.



### **JOHN C. HEVERAN**

**SVP & CIO, Liberty Mutual Agency Corporation**

John C. Heveran is the SVP and CIO responsible for information technology and architecture for Liberty Mutual's Agency Corporation Strategic Business Unit. John leads a team of more than 1,000 technology professionals responsible for planning, development, maintenance and support of Agency Corporation's technology portfolio.

Prior to joining Liberty Mutual in 2009, John was the SVP of Information Technology for Level 3 Communications, where he oversaw application support, vendor, partner and resource management, business methodology and process improvement.

John has also held senior IT leadership positions at BellSouth, where he was Chief Information Security Officer and VP of IT Strategy, Planning and Web Development, and at MCI where he was responsible for sales force transformation and order automation development.

John holds MBAs from both Cornell University and Katholieke Universiteit Leuven in Belgium, as well as a bachelor's degree in journalism and technical communications from the University of Florida.



### **INA KAMENZ**

**VP & CIO, Thermo Fisher Scientific**

Ina Kamenz is responsible for the strategic direction and development of all IT related programs and services at Thermo Fisher Scientific. She works closely with the executive leadership in all of Thermo Fisher's businesses to integrate/automate information, systems and technology to help accelerate customer satisfaction, revenue growth and productivity initiatives. Prior to joining Thermo Fisher, she served as Vice President and Chief Information Officer for Tyco International in Princeton NJ and Boca Raton FL. In that position, she provided leadership to the company's Chief Information Officer Council and led the IT organization through the separation of a \$40 billion company into three publicly traded organizations.

Prior to joining Tyco, Ina was a Senior Vice President, Chief Information Officer at Marriott International's Senior Living Services and Courtyard/Fairfield Inn divisions and had responsibility for the strategic direction of technology related products and services in support of six brands in 800 hotel and senior living residential facilities.

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

# Two-thousand & Twelve

## MITC10

### AWARD PRESENTATION



#### CATHERINE BRUNO

*VP & CIO, Eastern Maine Healthcare Systems*

Catherine Bruno is the Vice President and Chief Information Officer at Eastern Maine Healthcare Systems. She has 25 years' experience in Health Care Leadership. Catherine is the Executive Sponsor for the Bangor Beacon Community, one of 17 communities in the United States to receive a \$12.75 million grant to improve the health of the people in the Bangor community through care management supported by Health Information Technology. She was asked by the Office of the National Coordinator to co-chair the Leadership and Governance Community of Practice for the National Beacon program.

Catherine has successfully developed strategic plans for three organizations. She has implemented and integrated major clinical, financial, and decision-support information systems at these three organizations, two of which received the Nicholas R. Davies Organizational Award, the nation's highest award for implementation of a system-wide Electronic Health Record, by the Health Information Management and Systems Society (HIMSS). Catherine is a Fellow in the American College of Healthcare Executives. She was named the 2010 CIO of the Year award by the New England HIMSS.

Catherine holds an MBA from Southern Methodist University Cox School of Business and a BS in mathematics from the University of Delaware.



#### SUSAN COOKLIN

*CIO, Network Rail*

Susan Cooklin is the CIO at Network Rail where she leads activities that underpin a large and complex technology portfolio focused on reducing the cost of running the railway by 21% by 2014.

Initially studying economics and accountancy, she moved into technology in the financial services sector. Over the last 20 years she has held senior and executive roles in both IT and business operations within FTSE top 20 companies in the UK. Before joining Network Rail she spent 7 years at Barclays Banking Group in a variety of executive roles in technology, change and operations.

Susan is passionate about using innovative technology to drive increased business performance. In 2009, she took over the role of CIO at Network Rail running the IT services and change portfolio for the UK's rail infrastructure provider. Last year her department won two UK IT industry awards. In September 2011, she was asked to join the board of Leeds Metropolitan University as a Non-Executive director. Susan is based in London, UK.

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→ The MIT Sloan CIO Symposium 2012 Award for Innovation Leadership honors Chief Information Officers (CIOs) who lead their organizations to pursue the innovative use of Information Technology (IT) and business processes to deliver business value. These business leaders are trusted advisors to the executive suite and strong communicators, who articulate a vision for IT-enabled innovation and work across the organization and with external stakeholders to gain support for this vision.

#### AWARD JUDGES

**Gopi Bala**  
Founder, Gopi Bala LLC

**Doris Brophy**  
CIO, Stark Investments

**Bob Bruce**  
President & CEO, Blue Cod Technologies, Inc.

**Prof. Erik Brynjolfsson**  
Schussel Family  
Professor of Management,  
MIT Sloan

**Casey Coleman**  
CIO, General Services  
Administration

**Naeem Hashmi**  
Author, Thought Leader  
& Researcher,  
Information Frameworks

**Michael Johnson**  
Professional Consultant;  
Advisor, MIT Sloan CIO  
Symposium

**Dr. Zoya Kinstler**  
Enterprise IT Architect,  
Verizon Business

**Tom Nealon**  
Former Group EVP,  
JCPenney

**Marco Orellana**  
CIO, CODELCO

**Dr. Graham Rong**  
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MIT Sloan CIO Symposium

**Dr. Richard Soley**  
Chairman & CEO, Object  
Management Group, Inc.

**Kathleen Tetrault**  
Chair, MIT Sloan  
CIO Symposium

**David Verrill**  
Executive Director,  
Center for Digital  
Business, MIT Sloan

**George Westerman**  
Research Scientist,  
Center for Digital  
Business, MIT Sloan



**PRESENTER**



#### PROF. GLEN L. URBAN

*David Austin Professor in Management,  
Dean Emeritus, MIT Sloan;  
Chairman, 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 current 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. Recent research concentrates on morphing a Web site to fit individual cognitive and cultural style.



#### BILL OATES

*CIO, City of Boston*

Bill Oates is the CIO for the City of Boston, Massachusetts. Bill was named to the Cabinet level position by Boston's Mayor Thomas M. Menino in June of 2006. As CIO, Bill is charged with spearheading the City's technology initiatives and is responsible for the delivery of IT services in support of the various city functions.

Under Bill's leadership, the City of Boston has been recognized as a leader in leveraging technology to improve citizen engagement and access to services. In 2011, Bill was recognized as one of the "Top 25 Public Sector Innovators" by *Government Technology Magazine* and was recently named the New England CIO Innovation Award winner by *Mass High Tech*.

Prior to joining the City, Bill served as the SVP & CIO for Starwood Hotels & Resorts Worldwide, Inc. Based in White Plains, NY, Starwood is one of the leading hotel and leisure companies in the world. Named CIO in June, 2000, Bill was responsible for delivery of the Company's global information technology services.

A graduate of Boston College, Bill is also an attorney and member of the Massachusetts Bar. He received his JD from Suffolk University Law School in Boston and was awarded his LL.M in Global Technology Law in 2005. Bill is based at Boston's City Hall.



**STATE STREET**

#### CHRIS PERRETTA

*EVP & CIO, State Street Corporation*

Christopher Perretta is Executive Vice President and Chief Information Officer. He has global responsibility for all of State Street's information technology activities; leading a team of over 5,000 employees and contractors supporting operations in 27 countries covering all major investment centers. In particular, he oversees the IT strategic planning process, application development and maintenance, system architecture, global technology infrastructure and information security for the firm. In addition, Chris co-leads the company's Operations and Information Technology Transformation Program.

Prior to joining State Street, Chris was CIO for General Electric Commercial Finance. Previous to this he served as CIO for the North American Consumer Financial Services unit and chief technology officer for GE Capital. Prior to his tenure at General Electric, he was an associate partner at Andersen Consulting (now Accenture), where he dealt in both the industrial and financial services practice areas. He also spent more than five years leading the development of various technology initiatives in Europe.

Chris holds a bachelor's and master's degree in electrical engineering from Johns Hopkins University and Syracuse University, respectively.



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# FIRESIDE CHAT: THE UNTETHERED IN PRACTICE – WHAT WORKED AND WHAT DIDN'T

→ You've answered the call for  
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*The Fireside Chat will explore real-life stories of the challenges and rewards of moving some or all of their systems to the cloud, from CIOs who've been there and back. What worked, what didn't. What vendor promises did not provide the intended result and how did these CIOs recover? How do CIOs avoid "perfect" being the enemy of "good enough" as they pilot their organizations through a new set of risks and rewards.*



MODERATOR



## DR. ANDREW MCAFEE

*Principal Research Scientist, MIT;  
Fellow, Berkman Center for Internet and Society, Harvard Law School*

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

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

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

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



### **GAJEN KANDIAH**

*SVP, Cognizant*



**Cognizant**

Gajen Kandiah is a proven entrepreneur and business leader who has demonstrated his ability to build winning IT businesses within multinational corporations and startups for over two decades.

As the Global Head of Markets for Cognizant's Business Process Services (BPS) business unit, he is responsible for accelerating the growth of the BPO business, developing services and solutions leveraging the synergies between ITO and BPO, and extending Cognizant's capability to become a leading provider of Business Services Automation and Management solutions. These solutions will include Business Process-as-a-Service (BPaaS) and combine new business, delivery and commercial models to help customers embrace the Future of Work. In addition, Gajen is one of the executive sponsors for the Transform Revenue and Service Line initiatives within Cognizant 2015 program.

Most recently, Gajen was Senior Vice President & General Manager of Cognizant's Information, Media and Entertainment; Manufacturing Logistics; Consumer Goods; and Communications industry practices. Prior to this role, Gajen was the founding leader of the Advanced Solutions Group (ASG), Testing practice and Global Technology Office (GTO).

Before joining Cognizant, he co-founded NerveWire, Inc. (acquired by Wipro), a VC-backed management consulting and systems integration firm. During the firm's inception, Gajen executed the role of COO with responsibility for the organic growth of NerveWire's business. He was a major contributor to defining the strategy and growing NerveWire from concept to \$50 million in revenue and profitability as well as cultivating the firm's culture.

Prior to NerveWire, Gajen was Vice President of the Internet Services business for Cambridge Technology Partners (CTP). In this role, he led the North American Internet Services business and grew it to a \$100 million business. He also conceived and built the European Internet business unit from \$0 to \$50 million within three years.



### **ELIZABETH ROCHE**

*Global Strategist, Strategic IT Advisory Services, Hewlett-Packard*



Elizabeth Roche is a Strategist with Strategic IT Advisory Services and global leader of portfolio management for HP Technology Consulting. In this role, she is responsible for creating, bringing to market and managing the portfolio of strategic IT advisory services. She is also an industry-recognized CRM expert and was instrumental in evolving the customer relationship management (CRM) category and best practices. A leading authority on IT strategy and business transformation with 25 years of IT and business experience, she is a frequent industry keynote speaker. Roche has been with HP since 2006.

Her services experience has run the gamut of HP units, beginning in the Field with Enterprise Services, consulting with CIO- clients in the automotive financial services and public sectors to portfolio management and business development. In 2010, Liz joined HP Technology Consulting where she is responsible for managing the Strategic IT Advisory Services portfolio of services. Prior to joining HP, Liz held positions with META Group, where she was a vice president of CRM and sell-side commerce, a technology research and advisory firm, acquired by Gartner in 2005. Liz received a BA from the George Washington University and an MBA from the University of Missouri.



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**Desktoner from Chelmsford, MA**

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**eIQNetworks from Acton, MA**

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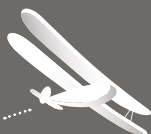
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