



10TH ANNUAL
MIT SLOAN CIO SYMPOSIUM

THE TRANSFORMATIONAL CIO

Architecting the
Enterprise of the Future

May 22, 2013

AT THE
MIT KRESGE
AUDITORIUM

www.mitcio.com

THE TRANSFORMATIONAL CIO

Architecting the Enterprise of the Future

Welcome to MIT and the 10th 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 are helping create the organization of the future. In this fast paced enterprise, CIOs must carefully navigate not only the technology playing field, but the entire changing business enterprise. 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.

Attendees will leave the Symposium armed with actionable insight on how to embrace changes caused by economic, social, political, environmental and technological forces, to help them as they lead their organizations on an increasing adaptive and upward path. And, in addition, the winner of the 2013 MIT Sloan CIO Leadership Award will be announced. It honors Chief Information Officers who lead their organizations to deliver business value and innovative use of IT in exceptional ways.

I would like to thank the all-volunteer 2013 MIT Sloan CIO Symposium Organizing Committee members. Over the last year, each has contributed immeasurably to what you will experience today. And, there are many others not 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.

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

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As Chair of the 2013 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.



Kathleen Tetrault

Chair, MIT Sloan CIO Symposium

Best,
Kathleen Tetrault

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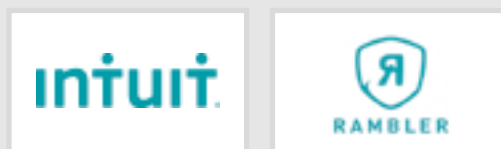
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REGISTRATION

7:30 am – 8:30 am | Kresge Courtyard Tent

CONTINENTAL BREAKFAST

7:30 am – 8:30 am | Kresge Courtyard Tent

8:30 am – 8:45 am | Kresge Auditorium

Opening Remarks

Christopher Reichert

Director, MIT Sloan Alumni Club of Boston

Kathleen Tetrault

Chair, MIT Sloan CIO Symposium

Prof. Glen Urban, David Austin Professor in Management, Emeritus, Professor of Marketing, Emeritus, Dean Emeritus; Chair, MIT Center for Digital Business

8:45 am – 9:45 am | Kresge Auditorium

CEO KEYNOTE PANEL:

The Use of Power and Influence During the Process of Innovation

M Joe Chung, Managing Director and Co-Founder, Redstar Ventures

Alon Girmonsky, Founder and CEO, BlazeMeter

Kazuhiro Gomi, President and CEO, NTT America, Inc.

Dr. Tom Leighton, CEO, Akamai Technologies

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

ACADEMIC KEYNOTE PANEL:

The Reality of Big Data

M Prof. Erik Brynjolfsson, Director, MIT Center for Digital Business; Professor, MIT Sloan School of Management

Prof. Dimitris Bertsimas, Professor, Operations Research/Statistics, MIT Sloan School of Management

Prof. Andrew Lo, Professor of Finance, MIT Sloan School of Management

Prof. Alex "Sandy" Pentland, Professor, MIT Media Lab

COFFEE BREAK & NETWORKING

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

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

CIO KEYNOTE PANEL:

The Successful CIO – Driving Innovation and Managing Expectations

M Shawn Banerji, Managing Director, Russell Reynolds Associates

Simon Bentley, VP, Global Application Development, Avaya

Keith Collins, SVP, CIO and CTO, SAS Institute

Michael Golz, SVP and CIO Americas, SAP

Sanjay Mirchandani, EVP, EMC

Georgia Papatomas, VP and CIO, J&J Pharmaceuticals

12:30 pm – 1:45 pm

Rockwell Cage

LUNCH BREAKOUT:

Networking

12:30 pm – 1:45 pm

Stratton Student Center – Mezzanine Lounge

LUNCH BREAKOUT:

Healthcare Innovations Through Information and Process Re-Design

M Shahid Shah, President and CEO, Netspective Communications LLC

John Halamka, MD, CIO, Beth Israel Deaconess Medical Center

Graham Hughes, MD, Chief Medical Officer, SAS Center for Health Analytics and Insights

Cynthia Nustad, SVP and CIO, Health Management Systems, Inc.

Dr. Micky Tripathi, President and CEO, Massachusetts eHealth Collaborative

12:30 pm – 1:45 pm

Stratton Student Center – Sala de Puerto Rico

LUNCH BREAKOUT:

A Technology Vision for 2013: Why Every Business is a Digital Business

Michael Redding, Managing Director, Accenture Technology Labs

M : MODERATOR

P : PANEL OPENER

LUNCH PANELS

1:45 pm – 3:00 pm Kresge Auditorium	1:45 pm – 3:00 pm Kresge Little Theater	1:45 pm – 3:00 pm Stratton Student Center – Sala de Puerto Rico
AFTERNOON BREAKOUT: Strategic Agility Through IT: Harnessing The Convergence of Data, Analytics, and The Cloud	AFTERNOON BREAKOUT: Architecting The Social Enterprise – Realizing The Transformational Potential of Social Business	AFTERNOON BREAKOUT: Beyond Big Data: Big Insights, Big Vision and Big Opportunities
M Barry Wolfield , Managing Director, Technology, Accenture Anthony Gazikas , CIO, Haemonetics Corporation Mojgan Lefebvre , SVP and CIO, Liberty Mutual Global Speciality William Miller, Jr. , SVP and CIO, Broadcom Michael Relich , EVP, CIO and Strategic Planning, Guess Inc.	M Michael Krigsman , CEO, Asuret Vala Afshar , Chief Marketing Officer and Chief Customer Officer, Enterasys Networks Laura Bassett , Director, Customer Experience Management and Emerging Products, Avaya JP Rangaswami , Chief Scientist, salesforce.com Kimberly “Kim” Stevenson , Corporate VP and CIO, Intel Corporation	M Tom Davenport , Visiting Professor, Harvard Business School P Michael Chui , Principal, McKinsey Global Institute Annabelle Bexiga , EVP and CIO, TIAA-CREF Keith Collins , SVP, CIO and CTO, SAS Institute Frank Diana , Principal, Digital Enterprise Solutions, TCS Jack Norris , Chief Marketing Officer MapR

COFFEE BREAK & NETWORKING

3:00 pm – 3:30 pm | Kresge Courtyard Tent & Lobby

3:30 pm – 4:45 pm Kresge Auditorium		
AFTERNOON KEYNOTE: The Evolving Cloud Agenda		
M Michael Hickins , Editor, CIO Journal, Wall Street Journal Scott Blanchette , SVP of Information and Technology Services, Vanguard Health Systems	Richard Dorough Managing Director – Cyber Crime Incident and Response, PwC Rob May , CEO and Co-Founder, Backupify	John Roesse , CTO, EMC Eugene Shablygin , CEO and Founder, WWPass

4:45 pm – 5:00 pm Kresge Auditorium	
CLOSING KEYNOTE: The Company of the Future: Findings from an Unevenly Distributed Future	Andrew McAfee Principal Research Scientist, MIT Sloan School of Management; Associate Director, MIT Center for Digital Business

5:00 pm – 5:05 pm Kresge Auditorium	
Closing Remarks	Kathleen Tetrault Chair, MIT Sloan CIO Symposium

INNOVATION SHOWCASE

5:00 pm – 7:00 pm | Kresge Courtyard Tent

EVENING RECEPTION & NETWORKING

5:00 pm – 7:00 pm | Kresge Courtyard Tent



Dear Attendee,

On behalf of the MIT Center for Digital Business, I would like to welcome you to the 2013 MIT Sloan CIO Symposium. Along with the Sloan Alumni Club of Boston, the Center is pleased to once again be your co-host for this event.

Our theme for the 2013 CIO Symposium is “The Transformational CIO” with a focus on building the enterprise of the future. This is a topic near and dear to our hearts at the CDB. Our research projects examine how enterprises can succeed with digital business today and how they can think about the digital business environment of the future. Today’s challenges – from big data to social media to mobile marketing – are complicated, but there are answers. And CIOs have a critical role to play not only as technologists, but as business experts. Tomorrow will be a bigger challenge as computers do more jobs traditionally done by humans, and digital providers replace traditional ones. Think IBM Watson as your doctor, or the Google car as your taxi driver. Or look at what Airbnb is doing to the travel industry – booking more hotel rooms last New Year’s Eve than the largest hotel chain. How can CIOs help their incumbent companies compete? That is what we in the CDB consider our sandbox.

To wit, you will see faculty from the Center for Digital Business playing a prominent role in several Keynotes and Panels. Erik Brynjolfsson will anchor the Academic Keynote Panel with Sloan professors Dimitris Bertsimas and Andrew Lo, as well as Sandy Pentland of the Media Lab. Andrew McAfee will give the closing keynote. Erik and Andy continue to have the spotlight focused on them, as they develop a new Initiative on the Digital Economy that is just now being launched at MIT Sloan. George Westerman is co-chairing the CIO Award. And Glen Urban is the Symposium opener. These are our key faculty, and each has produced ground-breaking research in the past year.

In addition to our researchers, 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 economic benefit are matched with the expectation of academic leadership. We have been doing this for more than 13 years at the CDB, and take pride in the way in which our sponsors have taken advantage of the research results. We thank BMW, CaixaBank, Capgemini Consulting, Cisco, Ford, GM, Google, HP Labs, IPC, Lowe’s, Markle, McKinsey, Northwestern Mutual, 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 2013 MIT Sloan CIO Symposium.



David Verrill

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

digital.mit.edu

The MIT Center for Digital Business

A Partnership in Research



RESEARCHING:
DIGITAL PRODUCTIVITY
DIGITAL MARKETING
DIGITAL SERVICES AND THE

Examples of Current focused Research Projects:

- Digital Leadership—Transforming Business Through Technology
- Knowledge Management, Productivity and Two-Sided Markets
- Platform Strategies and Their Economics
- (Big) Data-Driven Decision Making
- Using the Power of Social Media
- Application Marketing to Gen Y
- The Future of Prediction

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

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

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A wireframe architectural rendering of a building structure, showing a complex grid of lines and points that form the skeleton of a large, multi-story building. The rendering is in a light blue/cyan color and is set against a dark background. The structure is composed of numerous vertical and horizontal lines, creating a dense, grid-like pattern. The perspective is from a low angle, looking up at the building, which gives it a sense of height and scale. The lines are thin and light, making the overall appearance airy and technical.

Opening Remarks

SAVE-THE-DATE

2014 MIT CIO SYMPOSIUM

WHEN:

May 21, 2014

WHERE:

MIT Kresge Auditorium
Cambridge, MA

ON THE WEB:

www.mitcio.com



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 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 Board and was the executive chair of the MIT Sloan CIO Symposium from 2008-2010. This is his sixth year in a leadership position with the Symposium, having 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 Kennedy School.



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 and 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 Masters in Urban Planning from the University of Virginia and a BA in Economics from William Smith College.



Prof. Glen Urban

David Austin Professor in Management, Emeritus, Professor of Marketing, Emeritus, Dean Emeritus; Chair, MIT Center for Digital Business

Glen Urban concentrates on the fascinating area of trust-based marketing on the Internet. In particular, he explores how trust is built on a website, 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. His current research focuses on customer advocacy. Glen's new Theory A aligns the firm as a representative of customers' needs and leads to transparency, unbiased advice, trusted advisors, and best products. His recent research concentrates on morphing a website to fit individual cognitive and cultural style.

Glen holds a BS in mechanical engineering and an MBA from the University of Wisconsin as well as a PhD in marketing from Northwestern University.

The Use of Power and Influence During the Process of Innovation

Today's CEOs are faced with an increasingly complex relationship with IT. While IT was often seen as a cost center in the past, today's CEO is much more likely to see their IT organization as a tool with which they are able to guide and change their organization.



REDSTAR★

CEO KEYNOTE PANEL

Kresge Auditorium

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MODERATOR

Joe Chung

Managing Director and Co-Founder,
Redstar Ventures

Joe Chung is a managing director and co-founder of Redstar Ventures, an innovative venture foundry developing a series of new companies through a top-down, thesis driven process. Prior to Redstar he was co-founder and chairman of Allurent and co-founder, chairman and CTO of Art Technology Group. Along with co-founder Jeet Singh, he led the growth of ATG from a two-person consultancy to a publicly traded, global enterprise software company with over 1,200 employees and annual revenues exceeding \$160 million.

Joe holds BS and MS degrees in computer science from MIT and conducted his graduate work at the MIT Media Lab.

This promise is often fraught by not only technical obstacles but individual and collective resistance inside of organizations. To overcome this, CEOs need to obtain buy in from both the resources charged with instituting these changes as well as with other members of the organization who will utilize the results of these changes. On this

panel CEOs will share ways in which they have driven change throughout their organizations, how they have worked to retain the original vision and gain buy-in, and how they have also been influenced by their teams to change the vision at times.



Alon Girmonsky

Founder and CEO, BlazeMeter

Alon Girmonsky founded BlazeMeter in February 2011. With a specialism in building enterprise grade internet applications, Alon brings over 20 years of technological expertise and innovation to the creation of BlazeMeter. Prior to founding BlazeMeter, he served as the CTO, VP Technologies for Taldor and VP R&D for iWeb Technologies (acquired by SoftBank, 2002). His contribution was instrumental in the development of these company's successes. Alon began his career in the technology sector when he served as an software officer in the IDF intelligence unit.



Kazuhiro Gomi

President and CEO, NTT America, Inc.

Kazuhiro Gomi is a member of the Board of Directors for NTT Communications Corporation and leads NTT America as its president, chief executive officer and a member of the Board of Directors.

In his role as CEO, Kazuhiro is responsible for the direction and leadership of the organization's mission, strategy, annual goals and objectives, as well as for fostering a culture of success. He oversees all functional areas of NTT America, including the Data Center Services (DCS), Global Solutions, and the Global IP Network business units, which comprise the three operating units of NTT America, as well as all facets of legal, human resources, marketing communications and finance.

Kazuhiro has been an NTT employee for more than 20 years, and was involved in product management/product development activities. In September of 2009, Kazuhiro was first named to the Global Telecoms Business Power100, a list of the 100 most powerful and influential people in the telecoms industry.

Kazuhiro received a MSIE from the University of Illinois at Urbana-Champaign, and a MSEE from Keio University, Tokyo.



Dr. Tom Leighton

CEO, Akamai Technologies

Dr. Tom Leighton co-founded Akamai Technologies in 1998, and served as Akamai's Chief Scientist for 14 years before becoming chief executive. Prior to his role as CEO, Dr. Leighton served as a professor of applied mathematics at MIT and a member of the Computer Science and Artificial Intelligence Laboratory (CSAIL). As one of the world's preeminent authorities on algorithms for network applications, Dr. Leighton's work behind establishing Akamai was based on recognizing that a solution to freeing up web congestion could be found in applied mathematics and algorithms. During the course of his career, he has served on dozens of government, industrial and academic review committees. From 2003 to 2005, he served on the President's Information Technology Advisory Committee (PITAC), during which time he chaired the Subcommittee on Cybersecurity. He has published more than 100 research papers and holds numerous patents involving content delivery, Internet protocols, cryptography, and digital rights management.

Dr. Leighton graduated summa cum laude from Princeton University with a BS in engineering and received his PhD in mathematics from MIT.

The Reality of Big Data

Big Data is all the rage, but like most technologies – and the management revolutions they bring with them – it is not the output that makes for disruption, it is how you align your company to gain real value. This all-MIT panel of experts will explore a variety of aspects in Big Data. MIT Sloan Professor Erik Brynjolfsson

ACADEMIC KEYNOTE PANEL

Kresge Auditorium

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Prof. Erik Brynjolfsson

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

MODERATOR

Professor Erik Brynjolfsson is an award-winning researcher, educator, entrepreneur, and author. He is director of the MIT Center for Digital Business, the Schussel Family Professor at the MIT Sloan School, chairman of the MIT Sloan Management Review, and a director of public and private companies. He lectures worldwide on business strategy and performance, pricing models and intangible assets and he teaches courses on the Economics of Information. Erik was among the first researchers to measure the productivity contributions of information technologies. Erik's research has appeared in leading science, economics and management journals. It has been recognized with nine Best Paper awards and five patents. *Businessweek* has profiled him one of five "ebusiness visionaries" and a reader's poll by *Optimize* ranked him as one of the world's two most influential academics. Erik is the author or co-editor several books including *Understanding the Digital Economy*, *Intangible Assets*, *Strategies for eBusiness Success* and *Race Against the Machine: How the Digital Revolution is Accelerating Innovation, Driving Productivity, and Irreversible Transforming Employment and the Economy*.

Erik holds bachelor's and master's degrees from Harvard University in applied mathematics and decision sciences and a PhD from MIT in managerial economics.

will play the provocateur, and talk about how Big Data can become the next Management Revolution. Our panelists will take their own slice of the issue. Professor Sandy Pentland of the Media Lab will talk about the variety of disruptive applications of Big Data. MIT Sloan Professor Dimitris Bertsimas will talk about solving

Operations Research problems with Big Data. And MIT Sloan Professor Andrew Lo will talk about how Big Data cannot only be used in Financial Markets, but can also (really) cure cancer. Each of these titans of MIT have extensive relationships with industry, and they will put their comments into context for the practitioners in attendance.



Prof. Dimitris Bertsimas

Professor, Operations Research/
Statistics, MIT Sloan School
of Management

Professor Dimitris Bertsimas is the Boeing Leaders for Global Operations Professor of Management, a Professor of Operations Research, and the co-director of the Operations Research Center at MIT. A faculty member since 1988, his research interests include optimization, stochastic systems, data mining, and their application. In recent years, he has worked in robust optimization, healthcare, and finance. Dimitris was a co-founder of Dynamic Ideas, LLC, which developed portfolio management tools for asset management. In 2002, the assets of Dynamic Ideas were sold to American Express. He is also the founder of Dynamic Ideas Press, a publisher of scientific books. Bertsimas has co-authored more than 110 scientific papers and books. He is currently department editor of *Optimization for Management Science* and former area editor of *Operations Research in Financial Engineering*. A member of the National Academy of Engineering, he has received numerous research awards, including the Farkas Prize (2008), the Erlang Prize (1996), the SIAM Prize in Optimization (1996), the Bodossaki Prize (1998), and the Presidential Young Investigator Award (1991–1996).

Dimitris holds a BS in electrical engineering and computer science from the National Technical University of Athens, Greece, as well as an MS in operations research and a PhD in applied mathematics and operations research from MIT.



Prof. Andrew Lo

Professor of Finance, MIT Sloan School
of Management

Professor Andrew Lo is the Charles and Susan Harris Professor of Finance, and the Director of the Laboratory for Financial Engineering at the MIT Sloan School of Management. His research interests include the empirical validation and implementation of financial asset pricing models; pricing of options and other derivative securities; financial engineering and risk management; trading technology and market microstructure; statistics, econometrics, and stochastic processes; computer algorithms and numerical methods; financial visualization; nonlinear models of stock and bond returns; hedge-fund risk and return dynamics and risk transparency; and, most recently, evolutionary and neurobiological models of individual risk preferences and financial markets. Andrew has published numerous articles in finance and economics journals. He is a co-author of *The Econometrics of Financial Markets* and *A Non-Random Walk Down Wall Street*, and is the author of *Hedge Funds: An Analytic Perspective*. Andrew is an award winning teacher and author, entrepreneur, and representative at the Boston Stock Exchange, National Bureau of Economic Research, and NASD's Economic Advisory Board.

Andrew holds a BA in economics from Yale University as well as an AM and a PhD in economics from Harvard University.



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.

The Successful CIO – Driving Innovation and Managing Expectations

CIOs constantly grapple with the demands of innovation and cost efficiency. New ideas are presented every day to the CIO. Whether they are from the C-Suite, or from the end-users, the CIO needs to weigh the merits from a business improvement perspective, as well as from cost efficiency perspective. In an industry

MODERATOR



**RUSSELL
REYNOLDS
ASSOCIATES**

Shawn Banerji

Managing Director, Russell Reynolds Associates

Based in New York, Shawn Banerji is a member of the Information Officers (IOP) and Business and Professional Services Practices within the Global Technology sector at Russell Reynolds Associates. He 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, including financial services, telecom/technology, retail/consumer, healthcare, industrial/natural resources as well as media and Internet. 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 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.



AVAYA

Simon Bentley

VP, Global Application Development, Avaya

In addition to previous CIO roles, Simon Bentley is now vice president and head of global application development for Avaya. In this capacity, he is responsible for all aspects of Avaya's Business Application Development driving an annual portfolio of development projects delivering measurable value to the Avaya Business Units. Prior to joining Avaya in October, 2010, Simon was vice president and head of PMO and Application Development for Nortel Networks, responsible for delivery of projects and rationalizing the overall application architecture. From 2002-2006, Simon was vice president and head of application development for DHL responsible for all Business Applications supporting the Americas region and for the global internet development. He also held the position of CIO for DHL Express Business IT. Prior to DHL, he held IT positions with Unisys in New Zealand and HSBC in England.



sas

Keith Collins

SVP, CIO and CTO, SAS Institute

Keith Collins, senior vice president, chief information officer and chief technology officer at SAS, serves as a member of the executive team. He is responsible for leading the Research and Development, Information Services and Technical Support Divisions. Keith fosters close working relationships with marketing and sales to ensure that SAS® technologies are aligned with customer needs and market demand. He has been instrumental in leading SAS' evolution as a provider of industry-specific solutions that deliver the benefits of powerful analytic technologies into the hands of users. Keith led the effort to develop the company's breakthrough SAS Business Analytics Framework that is redefining business analytics as it is known today.

In 2006, Keith established SAS' CIO Customer Advisory Board (CAB). The CAB continues to successfully bring together CIOs and CTOs from some of the world's top companies to provide guidance to SAS about the company's strategy and the business impact of current and future IT technologies.

A graduate of North Carolina State University in computer science, Keith is a devoted supporter of the university. He is the founding member of the strategic advisory board of the department of computer science. In 2003, the university named him a Distinguished Engineering Alumnus. Keith also serves as a technical advisor for Southern Capitol Ventures and holds a seat on the North Carolina Museum of Natural Sciences.

as fast changing as information technology, sitting still is tantamount to moving backwards. Or is it?

A key part of the process is the CIO's ability to advocate effectively to all constituents. In this panel we'll explore what leadership skills CIOs need to manage an apparently conflicting situation...to change or

stay the course? We'll also discuss the results from a recent survey which explores how CIOs assess their peers and their potential successors on the leadership question. Are current CIOs seeing their peers show leadership? Are they seeing leadership potential in the rising technologists in their organizations that give them hope or are they worried?



Michael Golz

SVP and CIO Americas, SAP

Michael Golz is senior vice president and CIO Americas at SAP. He oversees all IT infrastructure and applications in North America and Latin America, aligning information and technology strategy with SAP's business strategy, directing the investment in IT to support the organization's goals and providing best-in-class processes and reliable, optimized operations for all SAP lines of business in the Americas.

Michael also leads the unique Global "SAP Runs SAP" program which highlights IT and Product Development in areas of Enterprise Mobility, In-Memory Technology, Green IT and Cloud. As a result, SAP Global IT has become the company's best customer reference, and Michael frequently speaks to customers about IT's first-hand experiences with SAP software.

Previously, Michael was senior vice president, Global IT Application Services with worldwide responsibility for SAP's internal business applications and external platforms, covering the entire spectrum of SAP solutions for SAP's employees. Prior to that, Michael led SAP's Product System Services unit providing the system infrastructure for SAP's worldwide Education, Sales and Consulting lines of business.



Sanjay Mirchandani

EVP, EMC

Executive vice president Sanjay Mirchandani supports EMC's rapid growth market initiatives; liaises with global customers; and contributes to the Company's new Pivotal Initiative, which is tasked with unleashing the truly transformational capabilities of cloud applications, mobility and Big Data. Most recently as chief information officer and COO, EMC's Global Centers of Excellence, Sanjay built EMC's seven global Centers of Excellence, consulted with the business on critical initiatives, and completely transformed EMC IT into a value-driven and industry-leading showcase for our customers.

Under his leadership, EMC's award-winning IT organization furthered operational excellence; overhauled its line of business systems; and drove business agility saving the company more than \$200 million in operational savings and capital expense avoidance on its journey to the cloud. As COO, Sanjay oversaw the worldwide R&D, customer support and shared service initiatives at EMC's Global Centers of Excellence. This built upon his previous role as senior vice president for EMC's Office of Globalization, where he championed global growth opportunities and secured strategic international partners to support the Company's aggressive expansion initiatives.



Georgia Papatomas

VP and CIO, J&J Pharmaceuticals

Georgia Papatomas joined Johnson & Johnson on January 2011, as vice president and chief information officer J&J Pharmaceuticals.

Prior to J&J, Georgia held the position of senior vice president, chief information office and corporate innovation officer at Boehringer Ingelheim Pharmaceutical in Ridgefield, Connecticut.

Georgia has worked with Pfizer as the chief technology officer for EMEA and as vice president – global customer service management; Lucent Technologies as vice president – global professional services/network solutions; and at AT&T Bell Labs.

Georgia received her PhD in engineering science; her MS in engineering mechanics, Sloan Fellowship; and BS in civil engineering all from Columbia University in New York.

Among her affiliations, she is on the Executive Board for Patient Care Primary Care Collaborative, on the Board of the National Center for Women in Information Technology, and on the Board of the Madison YMCA. Georgia is also a member of the North American Research Board, the New York Academy of Science, and the Sigma Xi Research Honor Society.

Healthcare Innovations Through Information and Process Re-Design

The Affordable Care Act (ACA) is law of the land now and with it follows a significant amount of business and technology transformations, caused mainly by the shift from fee for service (FFS) to outcomes-drive care. Moving from FFS to outcomes driven care changes how healthcare providers, payers and patients must collaborate and it creates significant opportunities to help differentiate as well as improve services overall.

This is an exciting time for innovative healthcare CIOs to master the art of transforming their fragmented industry into a web of loosely coupled efficient services and reliable information ecosystem to support eligible providers, payers and patients. This must happen fast before shrinking transformational incentives turn into penalties.



MODERATOR

Shahid Shah

President and CEO, Netspective Communications LLC



Shahid N. Shah is an internationally recognized and influential healthcare IT thought leader who is known as “The Healthcare IT Guy” across the Internet. Shahid is an enterprise software analyst who specializes in healthcare IT with an emphasis on e-health, EHR/EMR, Meaningful Use, data integration, medical device connectivity, health informatics, and legacy modernization.

A present, Shahid is the CEO of Netspective Communications. Over the last 15 years the health IT positions he’s held include CTO for CardinalHealth’s CTS unit (now CareFusion), CTO of two Electronic Medical Records (EMR) companies, a Chief Systems Architect at American Red Cross, Architecture Consultant at NIH, and SVP of Healthcare Technology at COMSYS.

Shahid runs several successful blogs, including www.healthcareguy.com, where he provides valuable insights on how to apply technology in healthcare; www.federalarchitect.com, where he advises senior federal technologists; and www.hitsphere.com, where he gives a glimpse of the health-care IT blogosphere as an aggregator.



John Halamka, MD

CIO, Beth Israel Deaconess Medical Center



John D. Halamka, MD, MS, is a Professor of Medicine at Harvard Medical School, chief information officer of Beth Israel Deaconess Medical Center, chairman of the New England Healthcare Exchange Network (NEHEN), co-chair of the national HIT Standards Committee, co-chair of the Massachusetts HIT Advisory Committee and a practicing Emergency Physician.

As CIO of Beth Israel Deaconess Medical Center, he is responsible for all clinical, financial, administrative and academic information technology serving 3,000 doctors, 14,000 employees and two million patients.

As chairman of NEHEN he oversees clinical and administrative data exchange in Eastern Massachusetts. As co-chair of the HIT Standards Committee he facilitates the process of electronic standards harmonization among stakeholders nationwide. As co-chair of the Massachusetts HIT Advisory Committee, he engages the stakeholders of the Commonwealth to guide the development of a statewide health information exchange.



Graham Hughes, MD

Chief Medical Officer, SAS Center for Health Analytics and Insights

Graham Hughes, MD, serves as chief medical officer on the CHAI Team. He joined SAS in 2011, bringing to the organization more than 20 years of experience in developing and delivering innovative health care information technology (IT) products and services.



Prior to joining SAS, Graham spent six years working as vice president of product strategy and chief medical informatics officer at GE Healthcare IT, leading a customer-facing advanced technologies innovation team, as well as spearheading the annual strategic planning process. He was the primary physician leader driving GE's knowledge platform strategy and associated products in collaboration with Intermountain Healthcare and Mayo Clinic.

Graham began his career with an undergraduate degree in developmental neurobiology from the University of London before going on to complete his medical training at Kings' College Hospital, London. After a number of years of practicing in internal medicine, Graham was recruited as a medical advisor by a large European IT company and subsequently led a number of IT initiatives, including the implementation of the world's first ever fully paperless electronic medical record.

His career has been characterized by a strong track record for defining, designing, and delivering software that addresses unmet needs of clinical users. He has deep expertise in terminology, knowledge representation, clinical decision support, data exchange, and patient portals.



Cynthia Nustad

SVP and CIO, Health Management Systems, Inc.

Cynthia Nustad has served as senior vice president and chief information officer at HMS since February 2011. HMS is the strategic source for innovative cost containment solutions that benefit government and commercial healthcare programs. As CIO, Cynthia is responsible for the company's technology strategy and leading the department to grow and strengthen the business.



Cynthia's 17 years of information technology management experience spans technical start-ups to complex Fortune 100 companies and includes executive experience in enterprise technology and business transformation. From January 2005 to January 2011, Cynthia served as vice president – architecture & technology for Regence (Blue Cross Blue Shield), where she was responsible for servicing a large corporation across multiple sites and states.

Prior to Regence, Cynthia served as the vice president – product management for OAO Healthcare Solutions, Inc. Cynthia has also held technology leadership roles at e-MedSoft.com and WellPoint. She brings extensive experience in technology and healthcare to HMS and she is an active industry speaker.

Cynthia holds an MBA from the University of Oregon, and an MPH and Bachelor of Arts from UCLA. She and her teams have received numerous industry awards and in 2013 she was awarded the Computerworld Premier 100 IT Leader award.



Dr. Micky Tripathi

President and CEO, Massachusetts eHealth Collaborative

Dr. Micky Tripathi is the president & chief executive officer of the Massachusetts eHealth Collaborative (MAeHC). He is also chairman of the board of directors of the eHealth Initiative, a national organization promoting health information technology, the chair of the Information Exchange Working Group of the national Health Information Technology Policy Committee, which is providing recommendations to the federal government on health information exchange requirements related to the HITECH Act, and a member of the Board of Directors of the New England Health Exchange Network (NEHEN), a regional health information exchange based in Waltham, Massachusetts. Prior to joining MAeHC, Dr. Tripathi was a manager in the Boston office of the Boston Consulting Group.



He holds a PhD in political science from the Massachusetts Institute of Technology, a Master of Public Policy from Harvard University, and an AB in political science from Vassar College. Prior to receiving his PhD, he was a senior operations research analyst in the Office of the Secretary of Defense in Washington, DC, for which he received the Secretary of Defense Distinguished Civilian Service Award.

12:30 PM – 1:45 PM

LUNCH BREAKOUT

STRATTON STUDENT CENTER – SALA DE PUERTO RICO

A Technology Vision for 2013: Why Every Business is a Digital Business

Each year, Accenture identifies the top emerging technology trends that hold the most potential to transform businesses over the next three to five years. With technology now intertwined with every aspect of business, your digital efforts will be the key to how you innovate and expand.

Mike Redding, Managing Director of the Accenture Technology Labs, will discuss the this year's Technology Vision which lays out the major technology trends

which are the underpinning of a large transformational shift not just in the role of technology, but also in the very business models that underpin success. Every business is now a digital business, and every executive needs to be able to understand the implications of technology trends and innovations for his or her company and industry. Without this insight, the company will not be well positioned to achieve high performance.



Michael Redding

Managing Director, Accenture Technology Labs

An accomplished executive with a track record of applying technology innovation to address business challenges, Mike Redding is the managing director for Accenture Technology Labs, the dedicated technology research and development (R&D) organization within Accenture. Leading a diverse team of technology experts across the globe, Mike directs strategic programs that identify and translate new and emerging technologies into Accenture business solutions, providing tangible business results for large enterprises.

Mike oversees Labs operations in five key locations: Silicon Valley (San Jose, CA); Washington, D.C.; Beijing, China; Sophia Antipolis, France; and Bangalore, India. The Accenture Technology Labs have eight key R&D streams: Digital Experience, Data & Platforms, Enterprise Collaboration, Software Engineering, Digital Health, Smart Grid, Cyber Security and Software Architecture.

Mike's passion for bold ideas that produce game-changing results has been a constant theme over his 20+ years with Accenture. Mike has incubated and launched technology innovations to clients across multiple geographies and industries including Banking, Mortgage Lending, Insurance, Consumer Packaged Goods, Telecommunications and Public Sector Agencies (Defense, Postal). Mike speaks frequently on the impact of emerging technology on large organizations across various client, industry, and media forums.

Mike received a bachelor's degree in electrical engineering and computer science from Princeton University in 1988 and a master's in biomedical engineering from Northwestern University in 1991.



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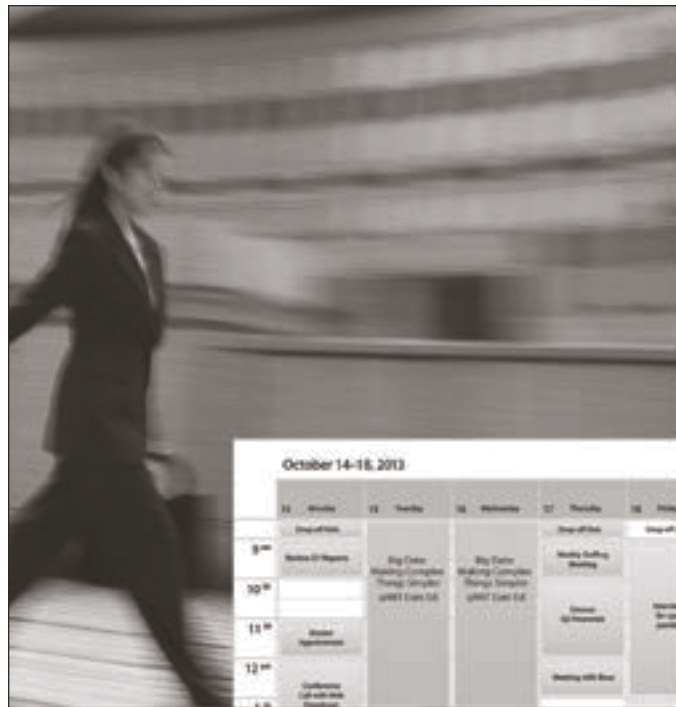
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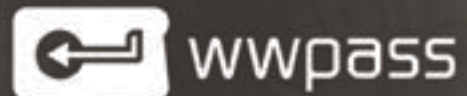
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Barry Wolfield

Managing Director, Technology,
Accenture

Barry Wolfield is Accenture's global Technology Consulting Offering lead and a client director within Accenture's Health & Life Sciences practice area. In his Technology Consulting role, Barry works with Accenture's Technology Consulting practice leads to shape their market strategy and offerings with a focus on emerging technology areas around cloud, big data, mobility and social media. As a client director, Barry works with a number of high growth Health & Life Science clients on a broad range of strategic initiatives and innovative technology solutions. Prior to Accenture, Barry spent 18 years working in the High Tech industry and at a number of successful technology startups.

Barry is based in Boston and holds an MS in computer science from Rensselaer Polytechnic Institute (RPI) and a BS in mathematics and computer science from the State University of New York at Albany.



Anthony Gazikas

CIO, Haemonetics Corporation

Anthony Gazikas is a passionate IT leader with over 30 years' experience managing and engineering information technology solutions for global companies. He is the CIO of Haemonetics Corporation leading the delivery of corporate information systems and IT infrastructure.

Previously he worked for Dun & Bradstreet as chief technology officer responsible for the delivery of D&B's Web Services product offerings. Prior to D&B he worked at Pfizer progressing through increased levels of responsibility with his last assignment serving as vice president of the \$500M Global Infrastructure team and CTO. Formerly he served as vice president of IT architecture and engineering and as vice president of development informatics. As an innovator he developed Pfizer's electronic submissions capability leading an international team in delivering the first fully electronic submission of an investigational new drug to the US Food and Drug Administration (FDA). At Pfizer, he was a Board of Directors member for the pharmaceutical digital signature standards group (SAFE-BioPharma Association).

Anthony holds a BS degree in mechanical engineering from The University of Connecticut. He is a two-time winner of the CIO Enterprise Value Award (2000 & 2004) and a recipient of Pfizer's prestigious Research Achievement Award (1998).

MODERATOR

We operate in an era of accelerating change, with uncertainty and opportunities. Boards and CEO's are looking to become more strategically agile in order to sense market shifts and respond quickly. Organizations are shifting the focus from 'strategic planning' to 'strategic agility'. CIO's are uniquely placed to help their organizations successfully navigate and operate in this environment. When used as a strategic asset, IT-enabled opportunities such as data, analytics, and the cloud can help organizations become nimble and flexible drivers of industry and market change.

Listen to a panel of C-level Executives discuss how they are evolving the CIO Agenda and shaping Board Agendas. Come prepared to take away ideas and insights from industry leading firms on how CIO's are enabling Strategic Agility through Information Technology.

1:45 PM – 3:00 PM

AFTERNOON BREAKOUT
KRESGE AUDITORIUM



Mojgan Lefebvre

SVP and CIO, Liberty Mutual Global Specialty

Mojgan Lefebvre is senior vice president and chief information officer for Liberty Mutual Global Specialty. In this role she is a member of the executive committee, reporting to the President of Global Specialty.

Mojgan leads all aspects of technology planning and execution and is accountable for technology strategy, business capability delivery, application development and support.

Prior to assuming the role of Global Specialty CIO, Mojgan was CIO for Liberty Mutual Commercial Markets, where she led the implementation of an award-winning claims analytics solution, and drove a technology roadmap that helped transform the company from a multi-market group to one Commercial Market unit.

Before joining Liberty Mutual in 2010, Mojgan was Corporate CIO for bioMerieux, a global medical device company with business in over 100 countries. Prior to her roles in IT, she worked as a strategy consultant at Bain & Co.

Mojgan holds a Bachelor of Science in computer science from Georgia Tech and an MBA from Harvard Business School. She was born in Iran and has lived in Russia, Israel, France and the US.



William Miller, Jr.

SVP and CIO, Broadcom

William H. Miller Jr. is senior vice president and chief information officer of Broadcom. In this role, William is responsible for leading the company's information technology strategy by scaling and optimizing information systems to operate seamlessly across the global enterprise.

Prior to joining Broadcom, William served more than 25 years in a variety of information technology leadership roles, most recently as founder and CEO of Sabal Systems, an information technology consulting group. Before Sabal, William was CIO at Harris Corp., a diversified technology and government supplier, where he built the company's global information technology.

William is currently chairman of the Dean's Advisory Council for the College of Engineering and Computer Science at the University of Central Florida. He recently held the position of industry chair of the Manufacturers Alliance for Productivity and Innovation (MAPI) CIO Council and is active on the advisory board of the Information Management Forum.

William received an MBA from University of Central Florida, an MS in materials science from University of Virginia and a BS in engineering from Loyola University Maryland.



Michael Relich

EVP, CIO and Strategic Planning, Guess Inc.

Michael Relich is a proven retail executive with a strong operational background. He is executive vice president, chief information officer & strategic planning for Guess, Inc, responsible for over 100 IT staff in the US, Asia and Europe, with direct operations serving 28 countries. Prior to joining Guess, Inc, Michael was CIO for The Wet Seal, a women's apparel retailer operating 621 stores in 43 states under the brand names of Wet Seal, Arden B., and Zutopia.

Michael has a BS degree in business information systems from California State University, Long Beach where he graduated with honors. He speaks conversational Mandarin and was selected as Retail CIO of the Year for Strategic Impact by RIS News in 2011 and also selected by RIS News as one of ten Retail Influential Leaders in 2007.

Architecting the Social Enterprise – Realizing the Transformational Potential of Social Business



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MODERATOR

Michael Kringsman CEO, Asuret

Michael Kringsman is an internationally recognized analyst, consultant, and authority on enterprise technology success and social business transformation. As the columnist for ZDNet's Beyond IT Failures blog, he has written 1,000 pieces on enterprise software, cloud, CRM, ERP and alignment between IT and lines of business. Michael has created thought leadership reports for major analyst firm, IDC, on project portfolio management, CRM, social business, and cloud computing. His work has been mentioned almost 800 times in newspapers, television, trade publications, presentations, academic dissertations, important blogs, and other media; he has also been quoted in about 20 books and has contributed to the *Wall Street Journal* on social business and CIO. In 2013, Michael is a judge in *CIO Magazine's* Top 100 CIO contest and is also a judge for the prestigious CRM Idol awards.

Vala Afshar

Chief Marketing Officer & Chief Customer Officer, Enterasys Networks

Vala Afshar holds the new position of chief marketing officer and chief customer officer for Enterasys Networks. In this dynamic role, Afshar is responsible for global marketing of Enterasys, including brand awareness, demand generation, social media, PR, analyst relations, channel marketing and much more. In addition to leading global marketing, Vala continues to excel in driving all global services and technical support functions for the company. In his 17 years at Enterasys, he and his support team have received numerous prestigious industry awards for outstanding support as well as service ratings that are unmatched in the industry.

Vala is a recognized social media advocate, having been the keynote of several industry events including Salesforce's "Dreamforce 2012". His thought-leadership has been sought after by leading publications including *Forbes*, *The Economist*, *ZDNet* and many more. To his credit, Afshar was recently named by *InformationWeek* as one of the "Top 10 Social Business Leaders", October 2012 and recognized by *Forbes* as one of the "Industry Leaders Shaping CRM", October 2012. A was also named "2012 Top 50 Men in Technology on Twitter" by Blue Focus Marketing.

Vala recently co-authored a book entitled *The Pursuit of Social Business*. He earned a BS in electrical engineering from the University of Massachusetts.

Although enterprises have only just begun to embrace social business, many leaders – especially in the media and technology industries – are enthusiastic about its value. Others are more cautious but recognize its potential a few years out.

The Panel explores real-life examples and experiences from the field, to confirm the transformational potential of Social Business.

Panelists will cover emerging opportunities and best practices in creating the Social Enterprise of the Future, and how CIOs can be instrumental in leading their enterprises realize the promise of Social Business.



AVAYA

Laura Bassett

Director, Customer Experience Management and Emerging Products, Avaya

Laura Bassett is the director for Avaya's Customer Experience Management and Emerging Products groups delivering innovative contact center solutions and business solutions from Avaya Research Labs. In this role Laura oversees go-to-market including business planning and strategy, market awareness, product marketing, sales enablement and engagement for next generation solutions. She has established Avaya's Market Driven Innovation Model and Early Adopter Program to support the efforts of Avaya to accelerate the commercialization of innovation.

Laura has over 19 years experience and is a regular speaker at national conferences as well as a blogger.



JP Rangaswami

Chief Scientist, salesforce.com

JP Rangaswami is chief scientist at salesforce.com, and focuses on helping customers deliver innovation using the social, mobile and real-time capabilities provided by Salesforce apps and the Salesforce Platform.

Originally an economist and financial journalist, JP spent the past 33 years working in information technology across leading multinational organizations, primarily in the financial and technology sectors. Prior to salesforce.com, he served as chief scientist at BT Group plc. Before that he was global CIO at Dresdner Kleinwort Wasserstein, a British-based investment bank.

JP is an outspoken advocate of using emerging and disruptive technologies to improve information sharing, education and collaboration. He is a Fellow of the British Computer Society, a Fellow of the Royal Society of the Arts, and a Trustee of the Web Science Trust. JP is also a venture partner with Anthemis Group.

JP has received many accolades throughout his career, including CIO of the Year by *Waters Magazine*; CIO Innovator of the Year by the European Technology Forum; European Innovator of the Year by *Innovate*; One of *Silicon.com's* 50 most influential Agenda Setters; and twice listed on the *Wired 100*.

JP is an active blogger at confusedofcalcutta.com. His TED Talk "Information is food" has nearly 400,000 views.



Kimberly "Kim" Stevenson

Corporate VP and CIO, Intel Corporation

Kim Stevenson is vice president and chief information officer of Intel Corporation. She is responsible for the corporate-wide use of Information Technology, delivering leading technology solutions and services that enable Intel's business strategies for growth and efficiency. The IT organization is comprised of over 6,000 IT professionals worldwide.

Prior to joining Intel, Kim spent seven years at EDS, now HP enterprise services, holding a variety of positions including vice president of Worldwide Communications, Media and Entertainment Industry Practice. Before joining EDS, Kim spent 18 years at IBM holding several positions including vice president of Marketing and Operations of the eServer iSeries division.

Kim obtained a bachelor's degree from Northeastern University and a master's degree in business administration from Cornell University.

Beyond Big Data: Big Insights, Big Vision and Big Opportunities

Organizations have mountains of data assets. They often scramble how to unlock the value of Big Data they sit on in the most optimal way so that they can get most out of it.

MODERATOR



HARVARD
BUSINESS SCHOOL

Tom Davenport

Visiting Professor, Harvard Business School

Tom Davenport is a visiting professor at Harvard Business School. He is also the President's Distinguished Professor of Information Technology and Management at Babson College, the co-founder of the International Institute for Analytics, and a senior advisor to Deloitte Analytics. He has published on the topics of analytics in business, process management, information and knowledge management, and enterprise systems. He pioneered the concept of "competing on analytics" with his best-selling 2006 Harvard Business Review article (and his 2007 book by the same name). His most recent book is *Keeping Up with the Quants: Your Guide to Understanding and Using Analytics*, with Jinho Kim. He wrote or edited fifteen other books, and over 100 articles for *Harvard Business Review*, *Sloan Management Review*, the *Financial Times*, and many other publications. In 2003 he was named one of the world's "Top 25 Consultants" by *Consulting* magazine. In 2005 *Optimize* magazine's readers named him among the top 3 business/technology analysts in the world. In 2007 and 2008 he was named one of the 100 most influential people in the IT industry by Ziff-Davis magazines. In 2012 he was named one of the world's top fifty business school professors by *Fortune* magazine.

PANEL OPENER



McKinsey&Company

Michael Chui

Principal, McKinsey Global Institute

Michael Chui is a Principal of the McKinsey Global Institute, where he directs research on the impact of information technologies, such as Big Data, social media, and the Internet of Things, on business and the economy. His research has been cited in publications such as the *Wall Street Journal*, *New York Times*, *Financial Times*, *Fast Company*, *Forbes*, *The Economist*, *The Times of London*, *WIRED*, and *Les Échos*.

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



Annabelle Bexiga

EVP and CIO, TIAA-CREF

Annabelle Bexiga is chief information officer at TIAA-CREF, providing vision and innovation leadership for its technology strategy, architecture, initiatives, and solutions.

As CIO, Annabelle is responsible for directing technology programs and operations for all of TIAA-CREF's business lines and support functions. Under her leadership, TIAA-CREF embarked on a multi-year, multi-million dollar IT Transformation Program that has improved its technology infrastructure, services, and web experience. The program has strengthened and enhanced systems performance and platform scalability for business growth, which allows TIAA-CREF to deliver new innovative business solutions and client capabilities.

Annabelle holds an MBA from Rutgers University Business School, which she earned while on assignment in Singapore, a BS in computer science from Seton Hall University, and a Professional Coach Certification from the Hudson Institute of Santa Barbara. She is a member of Beta Gamma Sigma.

This is an exciting time for innovative CIOs to leverage the value of Big Data by harnessing the power of Big Data platforms. CIOs have to articulate clearly the strategies for the success. This requires strategic planning and forethought.



Keith Collins

SVP, CIO and CTO, SAS Institute

Keith Collins, senior vice president, chief information officer and chief technology officer at SAS, serves as a member of the executive team. He is responsible for leading the Research and Development, Information Services and Technical Support Divisions. Keith fosters close working relationships with marketing and sales to ensure that SAS® technologies are aligned with customer needs and market demand. He has been instrumental in leading SAS' evolution as a provider of industry-specific solutions that deliver the benefits of powerful analytic technologies into the hands of users. Keith led the effort to develop the company's breakthrough SAS Business Analytics Framework that is redefining business analytics as it is known today.

In 2006, Keith established SAS' CIO Customer Advisory Board (CAB). The CAB continues to successfully bring together CIOs and CTOs from some of the world's top companies to provide guidance to SAS about the company's strategy and the business impact of current and future IT technologies.

A graduate of North Carolina State University in computer science, Keith is a devoted supporter of the university. He is the founding member of the strategic advisory board of the department of computer science. In 2003, the university named him a Distinguished Engineering Alumnus. Keith also serves as a technical advisor for Southern Capitol Ventures and holds a seat on the North Carolina Museum of Natural Sciences.



Frank Diana

Principal, Digital Enterprise Solutions, TCS

Frank Diana has 29 years of organizational leadership experience in technology and general management.

He is currently leading the business solutions organization for TCS Global Consulting. Prior to joining TCS, Frank led an advanced analytics growth business for inherent Corp., and served as chief product officer for Aelera Corporation where he managed the development of a market facing social computing and advanced analytics platform.

Frank served as CEO of Silicon Valley-based Traxian, Inc, a software start-up focused on the B2B enablement of small and mid-sized businesses. As chief technology officer of Fujitsu Consulting he focused on software as a service and revenue strategies driven by emerging technologies. He began his career at AT&T, holding various senior roles including CIO for the company's international financial operation. Frank also sat on various industry steering committees focused on the development of XML-based standards. He holds a Bachelor of Science degree in computer science from Rider College.



Jack Norris

Chief Marketing Officer, MapR

Jack Norris has over 20 years of enterprise software marketing experience. He has demonstrated success from defining new markets for small companies to increasing sales of new products for large public companies. Jack's broad experience includes launching and establishing analytic, virtualization, and storage companies and leading marketing and business development for an early-stage cloud storage software provider. Jack has also held senior executive roles with EMC, Rainfinity, Brio Technology, SQRIBE, and Bain and Company. Jack earned an MBA from UCLA Anderson and a BA in economics with honors and distinction from Stanford University.

The Evolving Cloud Agenda

The cloud computing phenomenon continues to expand at a tremendous pace. But as the market's understanding of cloud advances, the drivers and deployment scenarios that framed the initial cloud agenda are becoming increasingly irrelevant. As businesses begin to leverage virtualization and move a variety

MODERATOR



CIO Journal.
THE WALL STREET JOURNAL

Michael Hickins

Editor, CIO Journal, Wall Street Journal

Michael Hickins 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. Michael 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.



Vanguard
HEALTH SYSTEMS

Scott Blanchette

SVP of Information and Technology Services, Vanguard Health Systems

Scott Blanchette is currently senior vice president and chief information officer for Vanguard Health Systems. He is also founder and president of Hangar9 Solutions, a professional services firm that provides IT services to small and mid-sized hospitals and health care systems. As CIO, he is responsible for the technology strategy, execution, and business operations of departments across Vanguard's \$7B portfolio of assets, including hospitals and hospital systems, ambulatory clinics, health plans, lab companies, and more than fifty related health and health care business ventures.

Prior to joining Vanguard, Scott was SVP of product development and CIO at Healthways. Scott previously served in senior management roles at Stanford University Medical Center, Ernst & Young, and Booz-Allen & Hamilton. Prior to corporate life, he spent 10 years in the US military.

For six years Scott served on the staff of the National Infrastructure Advisory Council's to President Bush and Obama. He currently serves as an advisor to the Heritage Health Investment Fund.



pwc

Richard Dorough

Managing Director – Cyber Crime Incident and Response, PwC

Richard Dorough re-joined PricewaterhouseCoopers in 2012 and has over 19 years experience in IT Security, IT Forensics, IT Audit, and IT Governance. Areas of focus include digital threat assessments, Cyber incident identification and response, electronic investigations and IT Security organization assessment and development.

Prior to returning to PwC, Richard was the global chief information security officer for Textron. As global chief information security officer, Richard was responsible for developing, maintaining and assuring continuous improvement of Textron's Information Technology Security strategy, programs, policies and processes.

Richard has a Bachelor of Science in computer science from the University of Texas at Tyler. He is a certified DFSS Green Belt and has additional certifications in IT, IT Forensics, IT Data Privacy, eDiscovery, IT Audit, and IT Security. He is recognized as an industry SME in the area of IT, IT Security, eDiscovery and Forensics and frequently speaks at security related events, functions and conferences and sits on several security related boards and governing bodies.

of mission critical and secondary applications to the cloud, how do they manage, secure and optimize their virtual infrastructure?

In today's world corporations expect benefits that extend beyond cost savings and efficiency but also fuel sustained growth.

This panel will analyze the changing value proposition and usage scenarios for cloud services and will help CIOs and other key decision-makers understand what value contribution cloud computing is going to deliver in the foreseeable future.



backupify

Rob May

CEO and Co-Founder, Backupify

Rob May is the CEO and co-founder of Cambridge, Massachusetts-based Backupify, the leading provider of backup and recovery solutions for Software as a Service (SaaS) applications, offering an all-in-one archiving, search and restore solution for the most popular online services including Salesforce, Google Apps, Facebook, Twitter and more.

Serving as the company's chief strategist and resident visionary, he has firmly positioned Backupify on the leading edge of cloud data management. Under Rob's leadership, Backupify has secured \$19.5 million in venture capital funding, and now is backing up over 1,000,000 accounts in total.

Rob started his career as a digital design engineer at Harris Corporation and has held business development and management positions at multiple startups before co-founding Backupify in 2008. Rob has a BS in *Electrical Engineering* and an MBA, both from the University of Kentucky.



EMC²

John Roesse

CTO, EMC

John Roesse leads EMC's Corporate Office of Technology, which is responsible for defining the company's technology vision and strategy. In his role, he works directly with EMC's executive team and leading technologists to shape EMC's technology strategy as the company embarks on its next phase of growth and leadership across three of the most transformative trends in IT: Cloud, Big Data and Trusted IT.

John has more than 20 years of industry experience, including executive leadership of large scale, complex, global R&D organizations. His extensive systems background includes technical expertise in a wide range of related disciplines including storage, servers, networking, hardware design, silicon development, software design, systems and applications. He joined EMC from Huawei Technologies, where he served as SVP and General manager of the North American R&D Centers, responsible for advanced technology development across the entire product portfolio, including cloud computing and consumer technology.

Roesse earned his bachelor's degree in electrical engineering from the University of New Hampshire. He holds more than 18 pending or granted patents in areas such as policy-based networking, location-based services and security.



wwpass

Eugene Shablygin

CEO and Founder, WWPass

Eugene Shablygin is CEO and founder of Manchester, New Hampshire-based WWPass Corporation.

Eugene is a nuclear physicist turned IT entrepreneur. After graduating Moscow State University with a degree in Theoretical physics, and working several years in the field of symbolic computations and artificial intelligence, he launched Jet Info Systems, one of the leading IT solutions providers in Eastern Europe and ex-USSR. Eugene continues to serve as the Chairman of the Board of Jet. In 2008, he started WWPass with an idea that information can be securely stored in a distributed environment. Several years of intensive research and development turned the idea into a patented working solution, which is used to safeguard personal information, replace vulnerable usernames/ passwords with virtually unbreakable authentication systems. WWPass technology is used wherever one needs to protect sensitive information, providing access to those who are authorized, and keeping all possible perpetrators at bay.

Being lifelong Ham Radio operator and a private pilot, Eugene is always looking for unorthodox solutions to common problems. He uses his knowledge of quantum mechanics in data processing, electronic engineering skills in people management, and airman's experience in navigating "the cloud".

4:45 PM – 5:00 PM

CLOSING KEYNOTE
KRESGE AUDITORIUM

The Company of the Future: Findings from an Unevenly Distributed Future

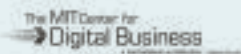
Andrew McAfee will close the MIT CIO Symposium with a look at the technology-enabled enterprise of the near future. The business world is entering a time of discontinuous change, and many long-established ideas, processes, and structures are already being overturned. Dr. McAfee will share insights from the research he and his colleagues have been conducting as part of the new Initiative on the Digital Economy to show how leading organizations are already changing themselves – and the entire business world.



Andrew McAfee

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

Andrew McAfee studies the ways that information technology affects businesses and business as a whole. His research investigates how IT changes the way companies perform, organize themselves, and compete. At a higher level, his work also investigates how computerization affects competition, society, the economy, and the workforce. He and Erik Brynjolfsson are co-authors of the award-winning ebook *Race Against the Machine: How the Digital Revolution is Accelerating Innovation, Driving Productivity, and Irreversibly Transforming Employment and the Economy*. He coined the phrase “Enterprise 2.0” in a spring 2006 *Sloan Management Review* article to describe the use of Web 2.0 tools and approaches by businesses, which subsequently became a best-selling book. Not surprisingly, Andrew’s blog is widely read, often one of the most popular in the world according to Technorati. His current research continues to highlight that technology appears to be significantly reshaping the landscape of competition. Modern information technology is the most powerful tool available to business leaders, yet also the most misunderstood and under-appreciated resource at their disposal. He has written columns for the *Washington Post*, the *Financial Times*, and *Canadian Manager*. He has appeared on the Charlie Rose show, and is a frequent TED speaker.





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2013 CIO Leadership Award Finalists

The MIT Sloan CIO Leadership Award honors Chief Information Officers (CIOs) who lead their organizations to deliver business value and innovative use of IT in exceptional ways. The Finalists distinguished themselves from a very strong group of applicants by their exceptional leadership and vision. These remarkable CIOs do more than just manage IT well; they each have suggested and delivered fascinating innovations to power their companies forward digitally.

2013 CIO LEADERSHIP AWARD JUDGES

Prof. Erik Brynjolfsson

Thomas Nealon

Ray Chang

James Noga

Sudhir Desai

Ellen Quackenbush

Greg Gimpel

Dr. Graham Rong

Naeem Hashmi

Dr. Richard Soley

Michael Johnson

Kathleen Tetrault

Ina Kamenz

David Verrill

Zoya Kinstler

George Westerman

THE KEY TRAITS OF A CIO LEADER:

Strong Communicator

Articulates a vision for strategic business value from IT and works across the organization to build partnership around this vision. Focuses communications on value and innovation, not technology. Helps all IT staff to understand the business and speak the language of business leaders.



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Scott Blanchette

SVP of Information and Technology Services, Vanguard Health Systems

Scott Blanchette is currently senior vice president and chief information officer for Vanguard Health Systems. He is also founder and president of Hangar9 Solutions, a professional services firm that provides IT services to small and mid-sized hospitals and health care systems. As CIO, he is responsible for the technology strategy, execution, and business operations of departments across Vanguard's \$7B portfolio of assets, including hospitals and hospital systems, ambulatory clinics, health plans, lab companies, and more than fifty related health and health care business ventures.

Prior to joining Vanguard, Scott was SVP of product development and CIO at Healthways. Scott previously served in senior management roles at Stanford University Medical Center, Ernst & Young, and Booz-Allen & Hamilton. Prior to corporate life, he spent 10 years in the US military.

For six years Scott served on the staff of the National Infrastructure Advisory Council's to President Bush and Obama. He currently serves as an advisor to the Heritage Health Investment Fund.

Proven Manager

Clearly demonstrates value-for-money in the management of core IT services – providing the right services at the right price and the right level of quality. Recognized among peers as an effective leader of the IT unit.

Value Driver

Understands the business and needs of the CEO, CFO, Line-of-Business heads and other senior executives. Ensures clear focus on potential and realized value in all IT initiatives. Incorporates IT into business decision-making by participating in key strategic conversations, suggesting innovative uses of IT, and managing risk.

Trusted Partner

Exercises authority beyond IT itself. Considered a trusted member of the senior executive team, not just a technology leader. Suggests innovative uses of IT to transform the business – and successfully executes the changes. May receive additional non-IT responsibilities such as Chief Operating Officer or VP of Strategy, or strategic temporary roles such as Head of M&A integration.

Adapted from the award-winning book [The Real Business of IT: How CIOs Create and Communicate Value](#)



Cynthia Nustad

SVP and CIO, Health Management Systems, Inc.

Cynthia Nustad has served as senior vice president and chief information officer at HMS since February 2011. HMS is the strategic source for innovative cost containment solutions that benefit government and commercial healthcare programs. As CIO, Cynthia is responsible for the company's technology strategy and leading the department to grow and strengthen the business.

Cynthia's 17 years of information technology management experience spans technical start-ups to complex Fortune 100 companies and includes executive experience in enterprise technology and business transformation. From January 2005 to January 2011, Cynthia served as vice president – architecture & technology for Regence (Blue Cross Blue Shield), where she was responsible for servicing a large corporation across multiple sites and states.

Prior to Regence, Cynthia served as the vice president – product management for OAO Healthcare Solutions, Inc. Cynthia has also held technology leadership roles at e-MedSoft.com and WellPoint. She brings extensive experience in technology and healthcare to HMS and she is an active industry speaker.

Cynthia holds an MBA from the University of Oregon, and an MPH and Bachelor of Arts from UCLA. She and her teams have received numerous industry awards and in 2013 she was awarded the Computerworld Premier 100 IT Leader award.



Michael Relich

EVP, CIO and Strategic Planning, Guess Inc.

Michael Relich is a proven retail executive with a strong operational background. He is executive vice president, chief information officer & strategic planning for Guess, Inc, responsible for over 100 IT staff in the US, Asia and Europe, with direct operations serving 28 countries. Prior to joining Guess, Inc, Michael was CIO for The Wet Seal, a women's apparel retailer operating 621 stores in 43 states under the brand names of Wet Seal, Arden B., and Zutopia.

Michael has a BS degree in business information systems from California State University, Long Beach where he graduated with honors. He speaks conversational Mandarin and was selected as Retail CIO of the Year for Strategic Impact by RIS News in 2011 and also selected by RIS News as one of ten Retail Influential Leaders in 2007.



Kimberly "Kim" Stevenson

Corporate VP and CIO, Intel Corporation

Kim Stevenson is vice president and chief information officer of Intel Corporation. She is responsible for the corporate-wide use of Information Technology, delivering leading technology solutions and services that enable Intel's business strategies for growth and efficiency. The IT organization is comprised of over 6,000 IT professionals worldwide.

Prior to joining Intel, Kim spent seven years at EDS, now HP enterprise services, holding a variety of positions including vice president of Worldwide Communications, Media and Entertainment Industry Practice. Before joining EDS, Kim spent 18 years at IBM holding several positions including vice president of Marketing and Operations of the eServer iSeries division.

Kim obtained a bachelor's degree from Northeastern University and a master's degree in business administration from Cornell University.

Innovation Showcase

The MIT Sloan CIO Symposium is proud to present the Finalists for the 2013 Innovation Showcase. These 10 outstanding companies represent cutting edge B2B solutions that combine both value and innovation to Enterprise IT. The Showcase connects CIO's and Senior IT Executives with some of the most creative minds in the Enterprise IT space, allowing them to stay in touch with state-of-the-art thinking, while networking with other IT Executives in a relaxing and stimulating atmosphere. Congratulations to the Finalists, who were selected from a long list of applicants.

INNOVATION SHOWCASE
Kresge Courtyard Tent

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THE 10 FINALISTS ARE:

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www.capriza.com

CloudLock from Waltham, MA

CloudLock provides a suite of information security applications for enterprises using Google Apps. The largest Google Apps customers in the world trust CloudLock to secure their data.

www.cloudlock.com

IT Central Station from New York, NY

IT Central Station is "The Yelp for CIO's" using the power of crowdsourcing to disrupt the way enterprises buy IT.

www.itcentralstation.com

Panjiva from Cambridge, MA

Panjiva is a B2B platform powering the business of global trade, providing in-depth information on suppliers from more than 190 countries.

www.panjiva.com

ProfitBricks from Cambridge, MA and Berlin, Germany

ProfitBricks - Cloud Computing 2.0 is the easiest to use cloud infrastructure as a service and offers faster performance and flexibility at the best value.

www.profitbricks.com

SoceanIQ from Burlington, MA

SoceanIQ, a context-responsive Customer Experience Management Platform, is an agile, flexible system for delivering high performing, omni-channel engagement fueled by the Amazon cloud.

www.soceaniq.com

Sociometric Solutions from Boston, MA

Sociometric Solutions creates better organizations by analyzing communication patterns with social sensing technology to drive innovative transformation services.

www.sociometricsolutions.com

Sonatype from Silver Spring, MD

Sonatype is a leader in Component Lifecycle Management. Its revolutionary application security platform, Sonatype CLM, eliminates risk in the modern software supply chain.

www.sonatype.com

VoltDB from Billerica, MA and Santa Clara, CA

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