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Boston Alumni Association
Center for Digital Business

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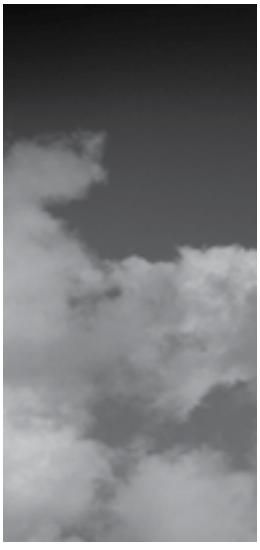
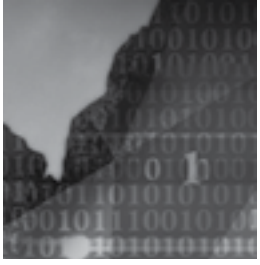
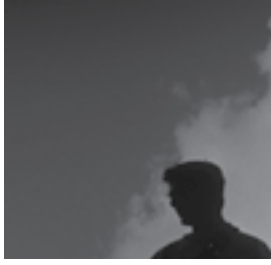
FORWARD

ARE YOU READY FOR THE NEXT DIGITAL REVOLUTION?

11TH ANNUAL MIT SLOAN CIO SYMPOSIUM
AT THE MIT KRESGE AUDITORIUM



LEAD **YOUR** DIGITAL ENTERPRISE

Welcome to the 11th MIT Sloan CIO Symposium!

The theme of this year's Symposium is *Lead Your Digital Enterprise Forward: Are You Ready for the Next Digital Revolution?* As the global trend towards digitization accelerates, organizations need to reinvent their Digital Enterprises, again. More than just new technologies are required; a whole cultural transformation is needed. Organizations must overcome their inertia and reluctance to change. Strong leadership is essential to identifying and implementing compelling new technologies and to overcoming organizational obstacles. The CIO is ideally placed to lead this technical and cultural transformation. However, being ideally placed is no guarantee of future success.

Are YOU ready?
Look no further than MIT.

The MIT Sloan CIO Symposium is unique because it brings together the academic thought leadership of MIT with the real-world, in-the-trenches experiences of leading, global CIOs. This year's academic participation is especially strong with 11 MIT professors, researchers, and Fellows speaking. Our industry speakers are also exceptional, representing individuals from a wide range of industries, including retail, healthcare, automotive, defense, telecommunications, financial services, and technology.

Every year the Symposium honors an outstanding CIO through the MIT Sloan CIO Leadership Award. This year the field was exceptionally strong and we identified five Award finalists: Thaddeus Arroyo of AT&T, Dieter Haban of Daimler Trucks NA, Andi Karaboutis of Dell, Steve Neff of Fidelity Investments, and Rebecca Rhoads of Raytheon. Please see pages 35 and 36.

Innovation is a cornerstone of the MIT Sloan CIO Symposium. We've identified ten outstanding, early stage companies, representing cutting-edge B2B solutions that combine both value and innovation to Enterprise IT. Learn more about these innovators on pages 39 and 40, and network with your peers and showcase winners at the Reception and Innovation Showcase starting at 5:30.

This year we will be reintroducing Authors Row during the Innovation Showcase. Erik Brynjolfsson and Andy McAfee of the MIT Center for Digital Business will be signing their *New York Times* best-seller, *The Second Machine Age*. Sandy Pentland will be signing his *Social Physics*, and Tom Davenport will be signing his newly published *Big Data at Work* and some of his other books.

Finally, I would like to thank everyone who makes the Symposium possible—our sponsors, speakers, partners, and especially our volunteers. The MIT Sloan CIO Symposium is predominantly volunteer run. Over 40 individuals have dedicated their personal time and expertise to make this day happen.

Thank you.

Lindsey Anderson
Chair, MIT Sloan CIO Symposium

ARE YOU READY FOR THE NEXT DIGITAL REVOLUTION?

MITSloan Boston Alumni Association

Welcome from the MIT Sloan Boston Alumni Association

The MIT Sloan Boston Alumni Association, the 2012 winner of the Great Dome Award, MIT Alumni Association's highest honor, is proud to co-host the 2014 MIT Sloan CIO Symposium, along with the MIT Center for Digital Business. Not only is this a unique opportunity for you to engage with global business and industry thought leaders, but you will also get a taste of MIT—eleven of today's speakers are affiliated with MIT and some of the Innovation Showcase companies were founded by MIT graduates.

We are grateful to our sponsors who make this day possible. Please visit their tables and support these excellent companies in your professional endeavors. We sincerely thank the dozens of volunteers who help organize this amazing event, many of whom are MIT and MIT Sloan alumni.

The MIT Sloan Boston Alumni Association's mission is to build an extensive and vibrant MIT Sloan Alumni community across New England. We:

- Promote continuing personal and professional development
- Provide fulfilling social outlets and opportunities for giving back
- Make a positive impact on the business world through world-class conferences

The MIT Sloan CIO Symposium and its companion event, the MIT Sloan CFO Summit (mitcfo.com), are just two of the ways that the MIT Sloan Boston Alumni Association helps promote continuing personal and professional development and makes a positive impact on the business world. We also advance our mission by providing: world-class conferences; industry & academic speakers; career support; networking opportunities; recreational events and philanthropic projects.

Please visit mitsloanboston.com to learn about our other future events including our career, networking and industry events. We are pleased to offer free membership to anyone who has earned a degree from MIT Sloan and many of our events are open to the broader MIT community and the public.

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M :MODERATOR A :AWARD FINALIST

7:00 am – 8:15 am | Kresge Courtyard Tent

Registration & Continental Breakfast

8:15 am – 8:30 am | Kresge Auditorium

Opening Remarks

Christopher Reichert, VP, MIT Sloan Boston Alumni Association

Lindsey Anderson, Chair, MIT Sloan CIO Symposium

10:30 am – 11:00 am | Kresge Courtyard Tent

Coffee Break & Networking

11:00 am – 12:15 pm | Kresge Auditorium

CIO KEYNOTE PANEL:

Leading the Digital Enterprise

M **Peter Burris,** VP & Research Director, Forrester Research

Roger Gurnani, EVP & CIO, Verizon

A **Adriana Karaboutis,** VP & Global CIO, Dell

Brian Lillie, CIO, Equinix

A **Rebecca Rhoads,** President, Global Business Services & CIO, Raytheon Company

1:30 pm – 2:30 pm | Kresge Auditorium

AFTERNOON BREAKOUT #1:

Big Data, Analytics, and Insights

M **Prof. Tom Davenport,** Fellow, MIT Center for Digital Business

Puneet Batra, Co-Founder, LevelTrigger

Darrell Fernandes, CIO, Strategic Investment Products & Data, Fidelity Investments

Barry Morris, Founder & CEO, NuoDB

Don Taylor, CTO, Benefitfocus

1:30 pm – 2:30 pm | Kresge Little Theater

AFTERNOON BREAKOUT #2:

Security and Privacy in the Digital Enterprise

M **Joseph Hadzima,** Senior Lecturer, Martin Trust Center for MIT Entrepreneurship

Patrick Gilmore, CTO, Markley Group

Rob May, CEO & Co-Founder, Backupify

Mark Morrison, SVP & Chief Information Security Officer, State Street Corporation

3:00 pm – 4:00 pm | Kresge Auditorium

AFTERNOON BREAKOUT #1:

Maximizing and Communicating the Business Value of IT

M **Chip Gliedman,** VP, Principal Analyst Serving CIOs, Forrester Research

Brook Colangelo, SVP & CIO, Houghton Mifflin Harcourt

Harry Moseley, CIO, KPMG LLP

Todd Tucker, Research Director, Technology Business Management Council; Senior Director, Apptio

Martyn Wilshire, Director of Strategic IT Initiatives, SanDisk Corp.

3:00 pm – 4:00 pm | Kresge Little Theater

AFTERNOON BREAKOUT #2:

CIO, CMO, CDO Perspectives on Digital Transformation

M **Michael Krigsman,** CEO, Asuret

A **F. Thaddeus Arroyo,** CIO, AT&T Services, Inc.

Tanya Cordrey, Chief Digital Officer, Guardian News and Media

Robert Tas, CMO & SVP, Pegasystems

Dr. George Westerman, Research Scientist, MIT Center for Digital Business

4:00 pm – 4:15 pm | Kresge Courtyard Tent

Break

8:30 am – 9:30 am | Kresge Auditorium

EXECUTIVE LEADERSHIP KEYNOTE PANEL:

Working with the CEO and the Board

Michael Hickins, Editor, CIO Journal, Wall Street Journal

Mark Holst-Knudsen, President, ThomasNet

Stephen C. Neff, Enterprise CTO, Fidelity Investments

Narinder Singh, President [topcoder]™, Board of Directors, Appirio

Peter Weill, Chairman, MIT Center for Information Systems Research (CISR)

9:30 am – 10:30 am | Kresge Auditorium

ACADEMIC KEYNOTE PANEL:

Are You Ready for the Shifting Frontier of Mind and Machine?

Prof. Erik Brynjolfsson, Director, MIT Initiative on the Digital Economy

Prof. John J. Leonard, Professor, Mechanical and Ocean Engineering, MIT CSAIL

Prof. Thomas W. Malone, Patrick J. McGovern Professor of Management, MIT Center for Collective Intelligence

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

12:15 pm – 1:30 pm |
Zesiger Sports and Fitness Center
Rockwell Cage, Main Court

Networking Lunch

12:15 pm – 1:30 pm |
Sala de Puerto Rico
2nd Floor, Stratton Student Center

LUNCH BREAKOUT:

Transforming "Digital Silos" to "Digital Care Enterprise"

Shahid N. Shah, President & CEO, Netspective Communications, LLC

Kristin Darby, CIO, Cancer Treatment Centers of America

Indranil (Neal) Ganguly, VP & CIO, JFK Health System

Dr. Bruce A. Metz, SVP & CIO, Lahey Health

12:15 pm – 1:30 pm |
Mezzanine Lounge
3rd Floor, Stratton Student Center

LUNCH BREAKOUT:

IT as a Service Broker

Thomas P. Roloff, SVP, EMC Global Services, EMC Corporation

1:30 pm – 2:30 pm |
Sala de Puerto Rico
2nd Floor, Stratton Student Center

AFTERNOON BREAKOUT #3:

Capitalizing on the Internet of Things

Michael Chui, Senior Fellow, McKinsey Global Institute, McKinsey and Company

Dr. Dieter Haban, CIO, Daimler Trucks North America

Chris Kuntz, Senior Director of Business Development, ThingWorx, PTC

Prof. Sanjay Sarma, Director of Digital Learning, MIT

2:30 pm – 3:00 pm | Kresge Courtyard Tent

Coffee Break & Networking

4:15 pm – 5:15 pm | Kresge Auditorium

Evolve or Perish: Becoming the CIO of the Future

Shawn Banerji, Managing Director, Russell Reynolds Associates

Ricardo Bartra, CIO, DHL Global Forwarding

Douglas Menefee, Cloud CIO Advisor, Amazon Web Services

Dan Petlon, Consultant, IT Transformation

Michael Relich, COO, Former CIO & 2013 MIT Sloan CIO Leadership Award Finalist, GUESS?, Inc.

Stephanie Woerner, Research Scientist, MIT Center for Information Systems Research (CISR)

5:15 pm – 5:30 pm | Kresge Auditorium

CLOSING KEYNOTE:

Closing In On The Second Machine Age

Andrew McAfee, Co-Director, MIT Initiative on the Digital Economy

5:30 pm – 7:00 pm | Kresge Courtyard Tent

Innovation Showcase

Evening Reception & Networking

The MIT Center for Digital Business

Dear Attendee,

On behalf of the MIT Center for Digital Business, I would like to welcome you to the 2014 MIT CIO Symposium. Along with the MIT Sloan Boston Alumni Association, the Center is pleased to once again be your co-host for this event.

Our theme for the 2014 CIO Symposium is *Lead Your Digital Enterprise Forward: Are You Ready for the Next Digital Revolution?*, and it was crafted with careful thought. As my colleagues Erik Brynjolfsson and Andy McAfee point out in their *New York Times* best-selling book, *The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies,* we are at an inflection point where technology continues to race ahead at an exponential pace, but many of us are being left behind. Erik and Andy are optimists, but they also understand the complexity of increasing the speed with which we:

- Educate our kids for the next 20 years rather than using the approaches developed over the past 100 years;
- Improve the skill base of technologically-displaced workers to reduce long-term unemployment;
- Develop new business models for traditional industries so they can compete with the small, disruptive companies being started across the USA and the globe;
- Understand better measures of health for our economy that take into account the "sharing economy" of AirBnB, Etsy, and TaskRabbit; and
- Take into account the governance of personal information in an environment of social influence.

So how can this work provide guidance to a CIO? Oh, let me count the ways! Do you want to hire and retain the best people, and enable them to be successful? Do you want to compete with the 10-person start-up that is eating your lunch in the marketplace? Do you want to understand how predictive analytics and machine learning can give you greater insight into your customers, and implement that capability not only across your organization but with your partners and customers?

Are you ready?

We have launched a new Initiative on the Digital Economy that will create the solution space to address the issues presented so well in *The Second Machine Age.* I hope to have the opportunity of speaking with anyone interested in exploring this new solution space. The CIO Symposium offers the chance for discourse with a broad spectrum of IT professionals. Please feel encouraged to contribute your thoughts, perspectives, and experiences today. This event is for you, so take advantage by being an active participant. Thanks for your attendance, and welcome to MIT and the 2014 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

MIT Initiative on the Digital Economy

Introducing the new Initiative on the Digital Economy at the MIT Sloan School of Management led by Professor Erik Brynjolfsson and Dr. Andrew McAfee, co-authors of the *New York Times* best-seller *The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies.*

Digital technologies are racing ahead as never before; so quickly that they're leaving behind almost everything else—many workers and their skills, institutions and policies, organizations and their strategies. The goal of the IDE is to create the solution space for these grand challenges of our time.

The IDE believes that the right response is not to try to slow down the pace of technological progress, but instead to increase our understanding of these important phenomena—and particularly their underlying drivers—so that workers, educators, businesses, government, our economy and society can keep pace and prosper.

Please join us as we explore how to benefit from these brilliant technologies. For more information, contact:
David Verrill, Executive Director, IDE
617-452-3216, dverrill@mit.edu
mitsloan.mit.edu/ide

MIT
Initiative on the Digital Economy
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8:15 AM – 8:30 AM

OPENING REMARKS
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MITSloan Boston Alumni Association

Christopher Reichert

VP, MIT Sloan Boston Alumni Association

This is Christopher Reichert's ninth year in a leadership position with the MIT Sloan CIO Symposium. Reichert serves as Vice President on the MIT Sloan Alumni Association Board. He was the Executive Chair of the Symposium from 2007-2013, and has served as Chair of the Event and Chair of Sponsorship, as well as of the Marketing and Web team.

Reichert has more than 20 years of strategic IT consulting and business management experience. His background enables him to provide CIOs and business executives with valuable insights into how organizations can optimize their choices, adoption, management and use of technology. He is the Director of Web Technology for the John F. Kennedy Library and Museum, Founder of Mindsurfers, LLC, a nonprofit organization with a mission to build underprivileged children's passion for technology and engineering.

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

Reichert received a MS in the Management of Technology from the MIT Sloan School of Management and a Master of Public Administration from the Harvard Kennedy School.

MITSloan CIO Symposium
Boston Alumni Association
Center for Digital Business

Lindsey Anderson

Chair, MIT Sloan CIO Symposium

Over the last 14 years, Lindsey Anderson's career has focused on eCommerce, digital marketing, and the digital enterprise.

As the Chair and General Manager of the MIT Sloan CIO Symposium, Anderson is responsible for sponsor and attendee revenue as well as ensuring that sponsors, speakers, attendees, and volunteers all have the best possible experience at the Symposium. Anderson leads a team of 40 volunteers as well as media agencies and partners. His mission is to bring together the academic thought leadership of MIT with the hands-on experience of leading, global CIOs.

At UL (Underwriter's Laboratories), Anderson formulated and implemented digital marketing strategies. At Monster, Anderson directed designers in defining global B2B eCommerce interfaces and then managed developers implementing those interfaces. At PUMA, Anderson led their North American eCommerce operations across seven distinct storefronts. At Sybase, Anderson drafted a strategic plan for a failing eCommerce website, increasing revenues by 500% in six months.

Anderson earned an MS in Management from the MIT Sloan School and a BS from Cornell University. He continued his graduate education at the Harvard Extension School in computer science.

Working with the CEO and the Board

What do executive leaders expect of their CIOs and what do CIOs expect of their CEOs and Boards? What is the best way for CEOs, Boards, and CIOs to communicate? What is the role of CEOs and Boards in leading the Digital Enterprise? How important is their vision? What's the right pace of change? Who should be creating the digital roadmap—executive leadership or CIOs? Representative executive leaders, Board Members, CIOs, and a MIT Sloan academic whose research is focused on "Engaging Boards and Executive Committees on Digitization" will address these and other issues.

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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. Hickins 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.

THOMASNET

Mark Holst-Knudsen

President, ThomasNet

As the President of ThomasNet®, part of Thomas Industrial Network®, Mark Holst-Knudsen is passionate about being part of a family-owned business and stewarding ThomasNet's mission to connect buyers and sellers of industrial/commercial products.

In his role as president, Holst-Knudsen is responsible for the overall strategic direction and profitability of the company. Through his leadership, ThomasNet continues to improve the comprehensive content, design and functionality of its Product Sourcing and Supplier Discovery Platform, ThomasNet.com, to meet the evolving needs of serious buyers and drive more sales inquiries to suppliers.

He also oversees the development and expansion of other Thomas programs to help manufacturers and distributors grow and operate more efficiently. These include Results Powered Marketing (RPM), an agency marketing service, and Thomas Enterprise Solutions, a group that enables suppliers to syndicate their product data across systems and sales channels.

Holst-Knudsen holds an MBA in marketing and finance from New York University (NYU) Stern, and earned his undergraduate degree in music from Connecticut College.

8:30 AM – 9:30 AM

EXECUTIVE LEADERSHIP KEYNOTE PANEL
KRESGE AUDITORIUM

AWARD FINALIST

Stephen C. Neff

Enterprise CTO, Fidelity Investments

Steve Neff is the Enterprise CTO at Fidelity Investments, a leading provider of investment management, retirement planning, portfolio guidance, brokerage, benefits outsourcing, and other financial products and services. As a member of the firm's Executive Committee, he is responsible for the coordination and execution of the firm's technology functions and chairs the enterprise CIO council.

Neff joined Fidelity in 1996 and prior to his current role, he was a senior technology consultant supporting large technology initiatives across the enterprise. From 2005 to 2009, he was the CIO for Fidelity's Asset Management businesses.

Neff began his career with IBM Corporation in New York in 1974 and later held technology leadership roles with Salomon Brothers in New York and London.

Outside of Fidelity, Neff is a board member of Common Impact, a nonprofit organization focused on skills-based volunteering. He also serves on the board of St. Francis House, which provides comprehensive life services for the homeless in Boston.

Neff received a bachelor of arts degree in math from Rutgers College in 1974.

Narinder Singh

President [topcoder]™, Board of Directors, Appirio

As the President of the [topcoder]™ community and Chief Strategy Officer at Appirio, Singh is responsible for overseeing the company's strategy, technology and crowdsourcing initiatives. A co-founder of Appirio, Singh brings more than 15 years of software and business experience and plays a key role in keeping Appirio at the forefront of cloud, social and mobile technology.

Prior to Appirio, Singh worked at SAP in the Office of the CEO as a part of the Corporate Strategy Group. Working with the management board and other executives, Singh led initiatives on sales, maintenance and competitive strategies, as well as potential business and technology disruptions.

Prior to SAP, Singh managed R&D, sales and marketing activities as vice president and general manager of webMethods (WEBM) workflow business unit. He also previously led R&D for the company's BPM, workflow, B2B and industry products. Singh began his career with Accenture at its Center for Strategic Technology.

He holds a Bachelor of Science from Northwestern University and an MBA from the Wharton School. Singh also has worked with several nonprofits on their development and supports a number of causes including the Miracle Foundation and Architecture for Humanity. He is the executive sponsor of Appirio's Silver Lining program and serves on the board of the Sikh Coalition.

Peter Weill

Chairman, MIT Center for Information Systems Research (CISR)

Peter Weill is the Chairman and Senior Research Scientist of the MIT Center for Information Systems Research (CISR) at the MIT Sloan School of Management.

His work centers on the role, value, and governance of digitization in enterprises. Weill joined the MIT Sloan faculty in 2000 to become director of CISR. MIT CISR is funded by 80 corporate sponsors and patrons, and undertakes practical research on how firms generate business value from information technology (IT). As chair, Weill focuses on globalizing the center's research and delivery. In 2008, Ziff Davis recognized Weill as #24 of the Top 100 Most Influential People in IT, the highest-ranked academic.

His award-winning books, journal articles, and case studies have appeared in the *Harvard Business Review*, the *Sloan Management Review*, and the *Wall Street Journal*. Weill has co-authored best-selling books published by Harvard Business School Press, including *IT Savvy: What Top Executives Must Know to Go from Pain to Gain* (2009); *Enterprise Architecture as Strategy: Creating a Foundation for Business Execution (2006); IT Governance: How Top Performers Manage IT Decision Rights for Superior Results* (2004); and *Leveraging the New Infrastructure: How Market Leaders Capitalize on Information Technology* (1998). His co-authored book, *Place to Space: Migrating to eBusiness Models* (2001), was named by *Library Journal* as one of the best business books of the year, and was reviewed by the *New York Times*.

Weill holds a BE from Melbourne University as well as an MBA, an MPhil, and a PhD in management information systems from New York University, Leonard N. Stern School of Business.

Are You Ready for the Shifting Frontier of Mind and Machine?

Self-driving cars, "Jeopardy!" champion supercomputers, 3D printing, and a variety of useful robots have all burst on the scene in the past few years. They contribute to the impression that we are at an inflection point—a bend in the curve—where many technologies that used to be found only in science fiction are becoming everyday reality. But this is just a small indication of what is to come. This panel will discuss what you need to understand about the nature of technological progress in the era of digital hardware, software, and networks.

MODERATOR

The MIT Center for Digital Business

CSAIL

Prof. Erik Brynjolfsson

Director, MIT Initiative on the Digital Economy

Erik Brynjolfsson is the Director of the MIT Initiative on the Digital Economy, a Professor at the MIT Sloan School of Management, Chairman of the *Sloan Management Review,* and a Research Associate at the National Bureau of Economic Research. His widely-cited research examines a variety of aspects of information technology, strategy, productivity, marketing and employment, and has been recognized with 10 Best Paper prizes and five patents. He teaches a popular MBA courses on the Economics of Information and an executive program on Big Data. His talk for the opening session of TED 2013 laid out an optimistic vision for the future of economic growth.

Prof. Brynjolfsson is a director or advisor for several technology-intensive firms and lectures worldwide on technology and strategy. His books include the *New York Times* bestseller, *The Second Machine Age: Work, Progress and Prosperity in a Time of Brilliant Technologies*, co-authored with Andrew McAfee. He received AB and SM degrees from Harvard and a PhD from MIT.

Prof. John J. Leonard

Professor, Mechanical and Ocean Engineering, MIT CSAIL

John J. Leonard is Professor of Mechanical and Ocean Engineering in the MIT Department of Mechanical Engineering and a member of the MIT Computer Science and Artificial Intelligence Laboratory (CSAIL). His research addresses the problems of navigation and mapping for autonomous mobile robots. He holds the degrees of BSEE in Electrical Engineering and Science from the University of Pennsylvania (1987) and DPhil. in Engineering Science from the University of Oxford (formally 1994).

Prof. Leonard joined the MIT faculty in 1996, after five years as a Postdoctoral Fellow and Research Scientist in the MIT Sea Grant Autonomous Underwater Vehicle (AUV) Laboratory. He has served an associate editor of the *IEEE Journal of Oceanic Engineering* and of the *IEEE Transactions on Robotics and Automation*. Currently, he serves as Area Head for Ocean Science and Engineering in the MIT Department of Mechanical Engineering and as Co-Director of the Ford-MIT Alliance.

9:30 AM – 10:30 AM

ACADEMIC KEYNOTE PANEL
KRESGE AUDITORIUM

Prof. Thomas W. Malone

Patrick J. McGovern Professor of Management, MIT Center for Collective Intelligence

Thomas W. Malone is the Patrick J. McGovern Professor of Management at the MIT Sloan School of Management and the founding director of the MIT Center for Collective Intelligence. He was also the founder and director of the MIT Center for Coordination Science and one of the two founding co-directors of the MIT Initiative on "Inventing the Organizations of the 21st Century." Professor Malone teaches classes on organizational design, information technology, and leadership, and his research focuses on how work can be organized in new ways to take advantage of the possibilities provided by information technology.

In an article published in 1987, Professor Malone predicted many of the major developments in electronic business over the following 25 years: electronic buying and selling, electronic markets for many kinds of products, outsourcing of non-core functions in a firm, and the use of intelligent agents for commerce. In 2004, Professor Malone summarized two decades of his groundbreaking research in his critically acclaimed book, *The Future of Work.*

Prof. Alex (Sandy) Pentland

Professor, MIT Media Lab

Professor Alex (Sandy) Pentland is a pioneer in organizational engineering, mobile information systems, and computational social science. Pentland's research focus is on harnessing information flows and incentives within social networks, the big data revolution, and converting this technology into real-world ventures. His work provides organizations with better management tools and better ways to interact with their customers. Pentland is founder and director of the Human Dynamics group, and the Media Lab Entrepreneurship Program. He advises the World Economic Forum, Nissan Motor Corporation, and a variety of start-up companies. Pentland is the World Economic Forum's lead academic for its big data and personal data initiatives. He is among the most-cited computer scientists in the world, and in 1997 *Newsweek* magazine named him one of the 100 Americans likely to shape this century. His book, *Honest Signals: How They Shape Our World,* was published in 2008 by the MIT Press. In 2011, he was chosen as one of the world's top data scientists by Tim O'Reilly in *Forbes* magazine.

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REPRESENTATION

MIT ACADEMICS

We are proud to recognize the 11 MIT Academics who are participating in today's event:

Prof. Erik Brynjolfsson, PhD '91
Director, MIT Initiative on the Digital Economy
@erikbryn

Prof. Tom Davenport
Fellow, MIT Center for Digital Business
@tdav

Joseph Hadzima, SB '73, SM '77
Senior Lecturer, Martin Trust Center for MIT Entrepreneurship
@JoeHadzima

Prof. John Leonard
Professor, Mechanical and Ocean Engineering, MIT CSAIL

Prof. Thomas W. Malone
Patrick J. McGovern Professor of Management, MIT Center for Collective Intelligence
@twmalone

Andrew McAfee, SB '88, SM '90
Co-Director, MIT Initiative on the Digital Economy
@amcafee

Prof. Alex 'Sandy' Pentland, PhD '82
Professor, MIT Media Lab
@alex_pentland

Prof. Sanjay Sarma
The Fred Fort Flowers and Daniel Fort Flowers Professor, Mechanical Engineering, MIT

Peter Weill
Chairman, MIT Center for Information Systems Research (CISR)

George Westerman
Research Scientist, MIT Center for Digital Business
@gwesterman

Stephanie Woerner
Research Scientist, MIT Center for Information Systems Research (CISR)

Leading the Digital Enterprise

CIOs face organizational and technical challenges when leading their organization's transformation to its future Digital Enterprise. How can the CIO overcome organizational obstacles? What's the best way to work with other executives in establishing priorities? What are the best practices in strategic planning? How should the roadmap be developed and articulated? How can the CIO work with other executives in identifying and implementing the right technologies? Leading CIOs will address these and other issues.

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MODERATOR

FORRESTER

Peter Burris

VP & Research Director, Forrester Research

In his role as Research Director, Peter Burris helps set the overall CIO role research agenda at Forrester, craft effective CIO research with senior Forrester analysts, and ensure overall CIO research quality. His research team focuses on the evolving relationship between CIOs and CMOs, best practices in building and instituting an IT/BT strategy, BT innovation approaches to accelerate business outcomes, and social business and collaboration strategies.

Burris' personal research includes the role of IT/BT in the age of the customer. He also contributes to the Forrester's research on social business, specifically focusing on the functional evolution of social computing tool sets and how they will be applied to conduct complex, market-facing work. Finally, he is a leading thinker on IT/BT adoption in business.

verizon

Roger Gurnani

EVP & CIO, Verizon

Roger Gurnani is Executive Vice President and Chief Information Officer, responsible for information technology strategy, systems development and operations, for Verizon Communications.

Before being named to his current position in October 2010, Gurnani was senior vice president of new product development for Verizon Wireless and was responsible for the innovation, development and commercialization of consumer and business products.

From 2005 to 2008, Gurnani served as the president of the West area for Verizon Wireless, responsible for the company's operations throughout the western United States.

Gurnani was one of the founding officers of Verizon Wireless. Until 2005, he served as vice president and chief information officer, helping to oversee and complete the integration of the domestic wireless operations of Bell Atlantic, Vodafone AirTouch and GTE at the company's inception in 2000. He had previously served as vice president and chief information officer at Bell Atlantic Mobile.

Gurnani is a graduate of Auburn University and holds bachelor's and master's degrees in industrial and systems engineering.

11:00 AM – 12:15 PM

CIO KEYNOTE PANEL
KRESGE AUDITORIUM

AWARD FINALIST

Adriana Karaboutis

VP & Global CIO, Dell

Adriana (Andi) Karaboutis was appointed Vice President and Global Chief Information Officer for Dell in November 2011. In this role, she is responsible for managing an efficient and innovative global IT enterprise focused on enabling the transformation of Dell into an end-to-end solutions provider. She has been with Dell since March 2010.

Prior to her appointment as Global CIO, Karaboutis was vice president of IT supporting Dell's product groups, manufacturing, procurement and supply chain operations. Previous to Dell, Karaboutis spent over 20 years at General Motors and Ford Motor Company in various international leadership positions in both business operations and IT.

Karaboutis received a BS in Computer Science as a Merit Scholar from Wayne State University, and has completed the accelerated Marketing Strategy Program at Duke University's Fuqua School of Business.

Brian Lillie

CIO, Equinix

Brian Lillie joined Equinix in 2008, focused on building business value through innovative product development and IT initiatives. He has also led several initiatives to improve internal efficiencies across a global scale. These include salesforce automation, enterprise resource planning, and acquisition integration. At Equinix, Lillie also leads the Global Solution Architects team, a group of technology experts who take a consultative approach to helping customers make the right technology decisions.

Before joining Equinix, Lillie held executive roles at VeriSign, including VP of Global Information Systems and VP of Global Sales Operations. Prior to VeriSign, Mr. Lillie was Senior Director of Enterprise Applications at Silicon Graphics (SGI), where he successfully implemented Oracle ERP globally. Prior to these roles, Lillie held leadership positions in the U.S. Air Force, where he worked in space research and development, satellite operations, and military computers and communications.

Lillie holds an MS in Management from Stanford University's Graduate School of Business, an MS in Telecommunications Management from Golden Gate University, and a BS in Mathematics from Montana State University.

AWARD FINALIST

Rebecca Rhoads

President, Global Business Services & CIO, Raytheon Company

Rebecca Rhoads is President of Global Business Services (GBS) and chief information officer (CIO) of Raytheon Company. Rhoads was named CIO in April 2001 and is responsible for the company's global IT strategy, processes and personnel. Her vision to leverage common systems and deliver business value was instrumental in Raytheon establishing GBS in January 2013. She leads the shared services group in expanding common business operations across the functional service delivery areas for supply chain, finance, IT, HR and advanced media.

An elected company officer, Rhoads chairs the Investment Committee and serves as Raytheon's Executive Diversity Champion.

With more than 35 years of defense industry experience at General Dynamics, Hughes and Raytheon, she is active in many steering groups, advisory boards, and councils including the Aerospace Industries Association Business Technology Council, the IBM Advisory Council for CIO Center for Leadership, and the Massachusetts Technology Leadership Council. She is also a sponsor of the MIT Center for Information Systems Research.

She was most recently inducted into the Cal Poly Pomona Engineering Hall of Fame in 2014 and has received numerous other accolades. Rhoads holds bachelor and master's degrees in electrical engineering from California Polytechnic University, and a master's degree in executive management from UCLA.

Transforming "Digital Silos" to "Digital Care Enterprise"

The healthcare business is being disrupted by the collision of an unprecedented wave of innovations—the "dot-med" era. The transformational government "carrot-and-stick" approach to healthcare reform is forcing healthcare organizations to digitize medical records and implement limited healthcare exchanges among care providers without thinking holistically. The outcome of such "swiss-cheese" digitization is resulting in the era of "Digital Silos."

The presence of big data, cloud computing, analytics, social media and increasing patient wellness awareness through mobile devices is revolutionizing patient-centered connected care, where patient and digital healthcare interactions will be mostly conducted outside the four walls of traditional clinical settings. This changes the established healthcare paradigm which brings a huge opportunity to healthcare CIOs to exploit such a "digital world" through emerging technologies and architect a "Digital Care Enterprise" for their organizations. This will not be an easy transformation. It will require holistic thinking and innovative leadership to envision and architect a digital healthcare delivery enterprise.

MODERATOR

Netspective

Shahid N. 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.

At 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.

Cancer Treatment Centers of America

Kristin Darby

CIO, Cancer Treatment Centers of America

Kristin Darby is Chief Information Officer for Cancer Treatment Centers of America. Since 1988, Cancer Treatment Centers of America has been helping patients win the fight against cancer using advanced technology and a personalized approach.

Ms. Darby joined Fresenius Medical Care in 1996 as an Accountant and later in 1998 she became national IT Director responsible for managing IT functions of over 2,000 Fresenius outpatient medical facilities over 300 acute locations. In 2009, she joined Risk Management Foundation of the Harvard Medical Institutions as the CIO & VP. In 2012, she joined Vanguard Health Systems, which merged with Tenet Healthcare Corporation as the CIO & VP of the Northeast Region.

Ms. Darby received her MBA from Henley Business School in Oxfordshire, England. She is a CPA, Certified Fraud Examiner, Certified Healthcare CIO and Six Sigma Green Belt. She was recognized in 2013 as CIO of the Year by the *Boston Business Journal* and *Mass High Tech.*

12:15 PM – 1:30 PM

LUNCH BREAKOUT
SALA DE PUERTO RICO
2ND FLOOR, STRATTON STUDENT CENTER

JFK Medical Center
Exceptional Care. Exceptional People.

Lahey Health

Indranil (Neal) Ganguly

VP & CIO, JFK Health System

Indranil (Neal) Ganguly is the VP & CIO of JFK Health System located in Edison, NJ. In this role, he is responsible for ensuring that information technology supports the strategic objectives of the 498-bed medical center and affiliated health system entities. Prior to his tenure at JFK, Neal served at CentraState Healthcare System where he led the development of an IT strategy which led to the organization being named a "Most Wired" hospital each year since 2010.

Active in industry organizations including CHIME where he is a board member, Neal holds the FCHIME and CHCIO designations and is active in public policy matters. He is also a member of HIMSS where he is a Fellow and former board member, as well as past chair of the Public Policy Committee. Neal received CHIME's State Advocacy Award in 2011 and was named to the *InformationWeek* Healthcare CIO 25 list for 2012. He has also authored numerous articles in industry trade publications, and is a frequent speaker at industry events.

Dr. Bruce A. Metz

SVP & CIO, Lahey Health

Dr. Bruce A. Metz is currently Senior Vice President and Chief Information Officer for Lahey Health, a nationally recognized health care provider in the greater Boston area that includes award-winning hospitals. Dr. Metz has an extensive track record encompassing over twenty years as CIO for prominent institutions in healthcare and higher education. At Lahey, Dr. Metz oversees all aspects of IT to enhance the organization's competitive position while meeting the challenges posed by dramatic changes in health care.

Dr. Metz received a BS in industrial and management engineering from Columbia University, and an MA in organizational development and PhD in applied psychology from New York University. He serves on several advisory boards and has been named to *Becker's Hospital Review* "100 Hospital and Health System CIOs to Know" and *Computerworld's* "Premier 100 Top IT Leaders." He is a frequent presenter on topics related to health IT, organizations and their interactions.

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IT as a Service Broker

12:15 PM – 1:30 PM

LUNCH BREAKOUT
MEZZANINE LOUNGE
3RD FLOOR, STRATTON STUDENT CENTER

Business is demanding faster response times and greater flexibility when dealing with internal IT. With this demand comes the need for IT to change from a reactive organization to an innovative one, and from being responsive to business demands to truly adding differentiation to the business. New alternatives for obtaining IT services are pushing the adoption of the IT-as-a-service model. Additionally, the need for IT to support the proliferation of new devices, meet the demands of a highly mobile workforce, manage rapidly expanding data volumes, and ensure the value and security of multiple data sources outside the enterprise is transforming the physical IT environment and changing the way IT roles are performed.

EMC²

Thomas P. Roloff

SVP, EMC Global Services, EMC Corporation

Thomas P. (Tom) Roloff is Senior Vice President, EMC Global Services of EMC Corporation. With revenues of $21.7 billion in 2012 and 60,000 people worldwide, EMC is a global leader in enabling businesses and service providers to transform their operations and deliver IT as a service. Fundamental to this transformation is cloud computing. Through innovative products and services, EMC accelerates the journey to cloud computing, helping IT departments to store, manage, protect and analyze their most valuable asset—information—in a more agile, trusted and cost-efficient way.

Tom is responsible for driving the growth and market share of EMC Global Services in his role leading Global Services Portfolio Management. He guides the development and evolution of EMC's end-to-end service catalog, including EMC Consulting services, and the buy, build, and partner strategies to develop and deploy innovative solutions and services. His organization includes the Global Services CTO, Marketing M&A, and Partner Strategy functions. He reports to Mike Koehler, Chief Operating Officer, EMC Global Services.

Roloff most recently served as Chief Operating Officer for EMC Consulting, where he oversaw the growth and market share of EMC Consulting by delivering EMC's full range of industry and technology expertise across IT transformation, big data, applications and trust capabilities to help clients unlock the value of their information. Under Roloff's leadership, EMC Consulting grew to more than 2,000 associates worldwide and nurtured a global presence with client relationships that included more than 50 percent of Global Fortune 500 companies.

Prior to joining EMC, Roloff was a Managing Director at Perot Systems, where he led strategy, business development, and consulting engagements in multiple vertical industries. He has also held key positions at Computer Sciences Corporation/Index and at General Electric.

Roloff is a graduate of Lafayette College in Easton, Pennsylvania, and holds an MBA from the MIT Sloan School of Management. He also holds a Master of Science in Mechanical Engineering from Virginia Polytechnic Institute and State University.

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Big Data, Analytics, and Insights

Many organizations are excited about the possibility of developing a competitive advantage from the use of advanced analytics on "big data." In this session a panel of experts will address their concept of big data and what their organizations are attempting to accomplish with it. They will also discuss the role of the data scientist in extracting value from that big data using advanced analytics tools and techniques. Examples will be presented from firms that are aggressively pursuing big data initiatives for predicting or optimizing future outcomes. The panelists will describe how using big data sets for analytics and data management differs from previous approaches utilizing small data sets. Finally, the panel will address key factors that big and small data analytics have in common.

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MODERATOR

The MIT Center for Digital Business

level trigger

Prof. Tom Davenport

Fellow, MIT Center for Digital Business

Tom Davenport is a Fellow at the MIT Center for Digital Business and 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.

Puneet Batra

Co-Founder, LevelTrigger

Puneet Batra is a Co-Founder of LevelTrigger, a Cambridge start-up that transforms a distributed organization into a connected operational network, so that even a local success story can quickly drive benefit across an entire organization.

Batra has spent his career stitching together solutions across the thorniest data problems that have existed: in health care, as Chief Data Scientist at Kyruus; in Fortune 500 companies and governments, as lead Analytic Scientist at Aster Data (Teradata-Aster); and in fundamental models of particle physics, developing theories for Fermilab's Tevatron and CERN's Large Hadron Collider. He has held research positions at Harvard, Stanford and Columbia Universities. Batra completed his BA at Harvard University and has a PhD from Stanford University.

Darrell Fernandes

CIO, Strategic Investment Products & Data, Fidelity Investments

Darrell Fernandes is the Chief Information Officer for Fidelity Investments' Professional Services Group and head of its Strategic Investment Products and Data function. In this role he is responsible for leading a global team of more than 700 technologists who design, build and maintain customer security and data systems, as well as planning, guidance and discretionary asset management automation for Fidelity's three distribution businesses: Personal Investing, Workplace Investing and Fidelity Institutional.

Since joining Fidelity in 1994, Fernandes has held a number of roles, including: senior vice president of Advisory Solutions Technology, senior vice president of Cross-Company Planning Tools, vice president of CRM Systems, vice president of Architecture, and vice president of Sales and Marketing Technology. Before Fidelity, he was a consultant with Keane, Inc., a firm that offers application services and business process outsourcing solutions.

Fernandes is active in several information technology industry organizations, currently serving on the IBM Big Data & Analytics Leadership Board and Forrester CIO Leadership Board.

He earned his bachelor's degree in Computer Science from Villanova University.

Barry Morris

Founder & CEO, NuoDB

Barry Morris is the CEO and Co-Founder of NuoDB, a cloud database company. Barry is an accomplished software CEO with more than 25 years of industry experience in the USA and Europe, running private and public companies ranging in scale from early start-up phase to 1,000+ employees. He's passionate about building companies around industry-changing paradigm shifts in technology.

Prior to NuoDB, Barry was Chairman and CEO of StreamBase Systems, an MIT project led by Dr. Michael Stonebraker, where he built the market pioneer and leader in Complex Event Processing (CEP). StreamBase uses advanced database technologies to correlate, analyze and respond to hundreds of thousands of events per second. StreamBase is widely used today in financial services, e-commerce, multi-user online games and intelligence applications.

Morris has a degree in engineering from New College Oxford University, and an Honorary Doctorate in Business Administration (DBA) from the IMCA.

Don Taylor

CTO, Benefitfocus

Don Taylor is Chief Technology Officer at Benefitfocus, a leading provider of cloud-based benefits software solutions, that provides employers, insurance carriers and consumers with technology to shop, enroll, manage and exchange benefits information. He is responsible for the technology vision of Benefitfocus with a focus on the company's platform architecture, security, infrastructure and product strategy.

Taylor is passionate about technology and software innovation. A software industry veteran of more than 25 years, Taylor brings expertise from his experience developing and providing advanced software solutions to the healthcare, banking and logistics industries.

Prior to joining Benefitfocus, from 2001 to 2006, Taylor was the founder and Chief Technology Officer of Boxcar Central, Inc., which developed a multi-tenant suite of SaaS applications for the third-party logistics market.

Security and Privacy in the Digital Enterprise

Any digital enterprise must protect its own infrastructure and information against compromise. However, the "internet of everything," mobile devices, cloud applications, and BYOD (bring your own device) are changing the stakes on what it means to be secure. Is your enterprise prepared for the next generation of attacks, including low-level protocol attacks and APT (advanced persistent threat)? This panel will explore the implications of recent major compromises of the NSA and other private sector companies on the digital enterprise. In addition, the panel will explore why CIOs need to constantly evaluate new technologies and put policies and procedures in place to combat against increasingly sophisticated cyber attacks. Finally, the panel will explore the implications of introducing technology and policy changes on organizational culture and budgets.

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MODERATOR

MARTIN TRUST CENTER FOR MIT ENTREPRENEURSHIP

Joseph Hadzima

Senior Lecturer, Martin Trust Center for MIT Entrepreneurship

Joseph Hadzima is a Senior Lecturer in the Martin Trust Center for MIT Entrepreneurship.

Hadzima works in the areas of entrepreneurship, start-up phase companies, business plans, venture capital, corporate governance, and intellectual property strategy. He has been involved in the founding of more than 100 companies as a founder, investor, director, legal counsel, or employee, and has advised entrepreneurs, high-growth businesses, and venture capitalists.

Hadzima is a founding judge of the MIT $10K Entrepreneurship Competition (now the MIT $100K), and has taught the popular IAP course, "Nuts and Bolts of Business Plans" since 1989. He is a frequent speaker for the MIT Enterprise Forum's Satellite Broadcast Series (SBS).

Hadzima is the managing director of Main Street Partners LLC, a venture development and technology commercialization firm, as well as the president of its portfolio company, IPVision, Inc., an intellectual property management, systems, and services firm.

He was a director of the Global MIT Enterprise Forum for over 25 years and was its chairman of the board for four years. Hadzima practiced law for 17 years, first at Ropes & Gray in Boston and then at Sullivan & Worcester as founder and director of the High-Tech/ New Ventures Group. He is the recipient of the MIT Bronze Beaver Award, the highest MIT alumni award, for his work in entrepreneurship. He was the second recipient of the Adolf F. Monosson Prize for Entrepreneurship Mentoring.

Hadzima holds a BSc from MIT, an SM in management from the MIT Sloan School of Management, and a JD from the Harvard Law School.

MARKLEY ONE SUMMER STREET

Patrick Gilmore

CTO, Markley Group

As Markley Group's Chief Technology Officer (CTO), Patrick Gilmore is responsible for overseeing the development and maintenance of their state-of-the-art technology foundation, while working to ensure that the company consistently remains a leading-edge technology provider. He draws upon his considerable industry experience to develop strategic plans for Markley in the technology field, including additional product and service offerings and the expansion to additional locations that help extend Markley's reach and enhance business continuity for its customers. Prior to Markley, Gilmore spent over thirteen years as Chief Network Architect at Akamai Technologies. At Akamai, Gilmore's group was responsible for managing peering and capacity for the world's largest CDN—one that served approximately 30% of all traffic on the Internet.

Gilmore graduated from UCLA with a degree in Mathematics and is currently on the Board of Directors for the Seattle Internet Exchange and the London Internet Exchange, two of the largest Internet exchanges in the world, as well as the PeeringDB, where he is Chairman.

1:30 PM – 2:30 PM

AFTERNOON BREAKOUT #2
KRESGE LITTLE THEATER

backupify

Rob May

CEO & 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 held business development and management positions at multiple start-ups before co-founding Backupify in 2008. Rob has a BS in Electrical Engineering and an MBA, both from the University of Kentucky.

STATE STREET

Mark Morrison

SVP & Chief Information Security Officer, State Street Corporation

Mark Morrison, Senior Vice President and Chief Information Security Officer of State Street, provides strategic direction and leadership for the global corporate information security program. He is responsible for the development, implementation, and execution of a comprehensive information security plan across the technology and business units to ensure the cyber protection of State Street information assets.

Morrison has over thirty years of experience in information systems and network security engineering, policy, risk management, and computer network defense. Prior to joining State Street in June 2013, Morrison's previous positions included: the Deputy Chief Information Security Officer for the U.S. Department of Defense; the U.S. Intelligence Community Chief Information Security Officer; and the Chief Information Security Officer at the U.S. Defense Intelligence Agency.

Morrison has received the Presidential Rank Award of Meritorious Senior Professional; the Director of National Intelligence Exceptional Service Medal; and the Director, Defense Intelligence Agency Exceptional Civilian Award.

Morrison received a Bachelor of Arts degree from the University of Massachusetts at Amherst.

IN MEMORY

Sean A. Collier Memorial Fund

Thursday, April 18, 2013, MIT Police Officer Sean Collier was tragically shot and killed while defending our campus community. Our hearts are heavy as we reflect on the promising 26-year-old's bravery, kindness, and service, and mourn with his family and friends.

In tribute to Officer Collier, the Institute has created the Sean A. Collier Memorial Fund. Gifts to this fund will be used to establish a Collier Medal—to be awarded to individuals who demonstrate the values and character of Officer Collier—as well as other causes.

In just 15 months at MIT, Officer Sean Collier made a big impression on the MIT community. To learn more on how you can support this cause, visit:

http://giving.mit.edu/collierfund/

BREAKOUT 2

Capitalizing on the Internet of Things

As growth of the Internet of Things (IoT) continues to accelerate, how should CIOs manage the big data associated with the IoT? How should they analyze the data? How can organizations build decision-making support systems to capitalize on the large number of things sending data without being overwhelmed by the sheer volume of data? What is the role of apps and alerts in the decision making process? This panel will explore these and other issues associated with the Internet of Things.

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MODERATOR

McKinsey&Company

Michael Chui

Senior Fellow, McKinsey Global Institute, McKinsey and Company

Michael Chui is a Principal 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, social media, and the Internet of Things, on business and the economy. He has served clients in the high tech, media and telecom industries on strategy, innovation and product development, IT, sales & marketing, M&A, and organization. Michael is a frequent speaker at major global conferences and 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.

Prior to joining McKinsey, Michael served as the first Chief Information Officer of the City of Bloomington, Indiana, where he re-architected the enterprise architecture using Open Source technologies and led a project that resulted in Bloomington becoming the first community in the world to offer both live and archived video streaming of public meetings on the Web. Before that, Michael was founder and executive director of HoosierNet, Inc., a nonprofit cooperative Internet service provider that provided dial-up and broadband access to the Internet to consumers, nonprofits, governments and businesses.

AWARD FINALIST

DAIMLER

Dr. Dieter Haban

CIO, Daimler Trucks North America

Dieter Haban is responsible for the entire Daimler Trucks North America IT systems network and overarching IT technology strategy for the company's manufacturing network across North America. His organization guides the company's technology strategy with a specific focus on creating innovative solutions to improve company IT processes.

Dr. Haban joined Daimler in 1990 and has held various management positions throughout the Daimler organization including oversight of numerous global projects. He joined Daimler Trucks North America as CIO in 2005.

Dr. Haban has Master's and PhD degrees in Computer Science and was previously a researcher at the ICSI, University of California at Berkeley. He presently resides in Portland, Oregon.

1:30 PM – 2:30 PM

AFTERNOON BREAKOUT #3
SALA DE PUERTO RICO
2ND FLOOR, STRATTON STUDENT CENTER

Chris Kuntz

Senior Director of Business Development, ThingWorx, PTC

Chris Kuntz is the Senior Director of Business Development for ThingWorx, a PTC Business. Kuntz has over 18 years experience in solution delivery, marketing, and business development within high tech and software organizations, including large-scale enterprises and technology start-up companies. In the past three years as Director of Marketing for ThingWorx, Kuntz led marketing activities including corporate branding, positioning, demand generation, influencer relations, and sales enablement. ThingWorx's award winning platform has been recognized by leading industry analysts and experts as the top Internet of Things platform on the market today. ThingWorx was acquired by PTC in December 2013.

In his current role as Sr. Director of Business Development, Kuntz is responsible for leading the strategy and direction for the ThingWorx Marketplace Partner Program, which includes development of the ThingWorx Marketplace and management of ongoing interactions with the ThingWorx partner ecosystem community.

Prior to ThingWorx, Kuntz was the Vice President of Business Development for Palantiri Systems, an early-stage Internet of Things start-up (acquired by ThingWorx in 2011). Earlier in his career, Kuntz held leadership positions in business development, marketing, and delivery at large scale IT consulting firms and software companies.

Prof. Sanjay Sarma

Director of Digital Learning, MIT

Sanjay Sarma is the Fred Fort Flowers and Daniel Fort Flowers Professor of Mechanical Engineering and newly appointed Director of Digital Learning at MIT. Sarma was one of the founders of the Auto-ID Center at MIT, which, along with a number of partner companies and its "spin-off," EPCglobal, developed the technical concepts and standards of modern RFID. He also chaired the Auto-ID Research Council consisting of six labs worldwide, which he helped to establish. Today, the suite of standards developed by the Auto-ID Center, commonly referred to as the EPC, are utilized by over a thousand companies on five continents. Between 2004 and 2006, Sarma took a leave of absence from MIT to found the software company OATSystems, which was acquired by Checkpoint Systems in 2008. He is a consultant and board member at several companies, including EPC Global, and also serves as a permanent guest of the board of GS1 and a member of the board of governors of GS1US. Sarma also serves on the City of Boston's Complete Streets Advisory Group.

Sarma received his bachelor's degree from the Indian Institute of Technology, his master's from Carnegie Mellon University, and his PhD from the University of California at Berkeley. In between degrees, Sarma worked at Schlumberger Oilfield Services in Aberdeen, UK. Sarma's master's thesis was in the area of operations research, and his PhD was in the area of automation.

BREAKOUT 3

TBM council

Join the Conversation on Managing the Business of IT

From Facebook to Goldman Sachs, Microsoft to Xerox, the world's most innovative companies across industries are embracing a new discipline – Technology Business Management (TBM).

CIOs have long lacked a formalized discipline to manage the business of IT. The VP of Sales has CRM and the CMO has Marketing Automation, but IT leaders have struggled to manage costs and investments effectively. Running IT like a business – the fundamental principle of TBM – empowers the CIO to grow in the digital enterprise. By adapting business principles and processes, TBM changes the conversation about the significance of IT.

TBM Council, a partnership of thought-leading CIOs, CTOs, and other IT leaders is at the core of this revolution. The Council strengthens the TBM discipline through developing best practices around managing the business of IT. Our pioneering work is establishing standards for TBM implementations, so the CIO becomes a strategic partner with the enterprise.

We have seen unprecedented adoption since our establishment as a nonprofit in 2012. Over 1,100 senior technology leaders are members. In the last two years, we published the definitive book on TBM, created a self-diagnostic tool for benchmarking against peers, and attracted 2,500 executives to our TBM Summits and regional roundtables. Over 450 leaders from across the globe participated in our inaugural 2013 TBM Conference.

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Maximizing and Communicating the Business Value of IT

Tomorrow's Digital Enterprise depends on today's ability to innovate. Yet in many organizations the CIO is not perceived, either rightly or wrongly, as an innovator; IT spends too much on keeping the lights on and lacks the agility to move at the speed of the business. How can CIOs use transparency to create a more business-focused culture in IT? And how can IT executives use facts and metrics to encourage value-oriented conversations with their business partners? This panel will share experiences in using transparency to speed decision making, collaborate on tradeoffs to improve value, and find ways to fund and govern business investments in innovation.

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MODERATOR

FORRESTER®

Chip Gliedman

VP, Principal Analyst Serving CIOs, Forrester Research

Chip Gliedman is a Vice President and Principal Analyst at Forrester Research. Chip serves CIOs. His research focuses on IT investment strategies, justifying technology investments, IT portfolio management, innovation, business technology (BT) alignment, and IT satisfaction. Chip developed the Total Economic Impact™ (TEI) model and program to help clients quantify and communicate the financial value of technology investments and strategies.

Gliedman has 25 years of experience in the IT industry. He came to Forrester through its acquisition of Giga Information Group. Prior to joining Giga, he was director of business development for Passport Design, a music and multimedia software company. Gliedman also held senior positions at Ingres, where he was group manager of desktop and Unix platform marketing.

Gliedman has delivered presentations and workshops worldwide to audiences ranging from four to 400. His work on calculating and communicating the value of IT and IT projects was the subject of a cover story in *PC Week* and has been featured in numerous other business and trade publications.

Houghton Mifflin Harcourt

Brook Colangelo

SVP & CIO, Houghton Mifflin Harcourt

An experienced turnaround agent and former CIO to the Executive Office of the President of the United States, Brook Colangelo now supports the technology-fueled transformation of K-12 learning in his role at HMH. Reporting to President and CEO Linda Zecher, Colangelo leads HMH's Technology Group, driving an IT strategy to support the nimble delivery of innovative digital content and learning solutions. Prior to joining HMH in January 2013, Colangelo was CIO for the Executive Office of the President (EOP), managing the enterprise technology that supports the White House and President of the United States. Appointed in 2009, Colangelo drove a turnaround in performance and productivity through a strategic plan to stabilize, mobilize and optimize the EOP's IT infrastructure. Colangelo and his team deployed the first-ever disaster recovery data center and rebuilt the content management system of WhiteHouse.gov.

Colangelo holds an honors degree in Political Communications from The George Washington University. He has been recognized for exceptional information technology leadership in *Computerworld's* 2012 Premier 100 IT Leaders, *Federal Computer Week's* The Federal 100, and *InformationWeek's* The Government CIO 50 lists.

3:00 PM – 4:00 PM

AFTERNOON BREAKOUT #1
KRESGE AUDITORIUM

Harry Moseley

CIO, KPMG LLP

Harry Moseley is a Managing Director and the Chief Information Officer of KPMG LLP. In this role, he leads the firm's KPMG Technology Services organization. He works closely with KPMG's Management Committee and business leaders on all aspects of the firm's technology platform and capabilities, including internal support and client-facing technology service offerings.

Moseley's technology career spans more than 30 years and has been primarily focused within the financial services industry. Before joining KPMG, he was the Chief Information Officer of The Blackstone Group, a premier global investment and advisory firm.

Prior to joining Blackstone in 2005, Moseley was Executive Vice President of technology for Mantas, a Herndon, VA-based enterprise software company providing compliance and anti-money laundering solutions. His career also includes five years as a Managing Director with Credit Suisse First Boston and Managing Director/Chief Technology Officer-Americas with The Union Bank of Switzerland (UBS) for 14 years.

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Todd Tucker

Research Director, Technology Business Management Council; Senior Director, Apptio

As the Research Director for the Technology Business Management (TBM) Council, Todd Tucker owns and manages its research programs. Tucker works with the Council's board of directors and the IT executives from both customers and non-customers—the Council's principal members—to define and share the TBM framework through the annual TBM Conference, a book (in progress), industry executive workgroups, and other forums. Todd also manages the TBM Index, a benchmarking tool to assess the adoption and benefits of TBM by IT organizations worldwide.

Tucker is also a senior director for Apptio, where he manages thought leadership and customer engagement programs. Previously, Tucker held senior product management and marketing roles for systems and security management software vendors NetIQ and PentaSafe. Todd began his career as a financial and IT audit manager for Ernst & Young.

Tucker possesses financial, business and technology skills and knowledge, including standards such as GAAP/IFRS, ITIL, CoBIT, ISO 17799 and more. Todd has earned several certifications, including CPA, CISA, CISSP, and ITIL (Foundation).

Martyn Wiltshire

Director of Strategic IT Initiatives, SanDisk Corp.

Martyn Wiltshire is a Director of Strategic IT Initiatives at SanDisk. Wiltshire has been at SanDisk for two years and prior to that he was at NetApp and Palm, shaping and delivering large business and IT programs. Prior to his arrival in Silicon Valley, Wiltshire was based in the UK running IT programs in the mobile telecoms, digital television and automotive industries. In Wiltshire's current role, he is responsible for leading strategic IT initiatives and a program called SanDisk@SanDisk which evaluates the performance of flash technology on real enterprise workloads and guides flash strategy within IT.

BREAKOUT

CIO, CMO, CDO Perspectives on Digital Transformation

Who is leading Digital Transformations, the CIO, CMO, or Chief Digital Officer (CDO)? All aspects of businesses are being digitized and Gartner predicts that 90% of total technology spending will be outside of IT by the end of the decade. New roles are emerging to meet this rapidly changing landscape where social, mobile, local and immediate access to information are transforming the way people work and live. Enterprises are focusing on the customer as a major driver of innovation and new business models. Business and digital strategies must be aligned. Who is better positioned to meet these challenges? How can the CIO, CMO and CDO forge a strong working relationship to build their organizations' future digital enterprise and business success? This panel, consisting of CIOs, CMOs and CDOs, will provide perspectives on digital transformation, address their roles' inherent conflicts, and explore strategies for forging stronger relationships to meet these new challenges.

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MODERATOR

Asuret™

Michael Krigsman

CEO, Asuret

Michael Krigsman 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. Krigsman 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, Krigsman was a judge in *CIO Magazine's* Top 100 CIO contest and is also a judge for the prestigious CRM Idol awards.

AWARD FINALIST

F. Thaddeus Arroyo

CIO, AT&T Services, Inc.

F. Thaddeus Arroyo, Chief Information Officer, is responsible for AT&T's information technology. In this role, Arroyo oversees systems supporting all AT&T business segments and global compute and storage services. In addition to directing the company's internal information technology organization and internal and external customer-hosting data centers, he is responsible for AT&T's digital properties and capabilities across all business segments.

Arroyo has successfully advanced AT&T's IT transformation strategy from integration, rationalization, and capabilities development to an innovation-fueled organization focused on transforming business processes and market offerings in ways that create new value and velocity for AT&T's business, customers, and partners. Under Arroyo's leadership, AT&T has been consistently recognized for thought leadership and creativity in information technology innovation and execution. Awards include the *Information Week* 500 for six consecutive years and the CIO 100 Award in six of the last seven years. AT&T was also recognized by *Computerworld* as one of the 100 best companies to work for in IT for 2012 and 2013.

Arroyo has been recognized by numerous publications for his contributions to the IT industry through thought leadership, innovation, and creativity in planning and deploying technology.

3:00 PM – 4:00 PM

AFTERNOON BREAKOUT #2
KRESGE LITTLE THEATER

Tanya Cordrey

Chief Digital Officer, Guardian News and Media

Tanya Cordrey is Chief Digital Officer at Guardian News & Media, heading up the organisation's 150-strong product, engineering, and data and analytics teams.

Under her leadership, the *Guardian* has developed an unparalleled run of award-winning, innovative digital products and grown its global audience to 84 million unique browsers per month. In August 2013, she led the *Guardian's* successful global domain change, unifying all its digital assets at www.theguardian.com—one of the world's largest ever domain changes.

Cordrey has worked in both large and small digital organisations since the late 1990s. She served as Product Director at eBay UK & Ireland, where she was a member of the management board and was responsible for website and mobile innovation during a period when eBay achieved record levels of customer acquisition and activity. Cordrey was part of the European senior team at eToys and established BabyCenter.com in the UK. Before joining Guardian News & Media, she was the UK General Manager for respected UK start-up Zopa.com. Cordrey holds an MBA with distinction from the London Business School.

Robert Tas

CMO & SVP, Pegasystems

Robert Tas is the Chief Marketing Officer and Senior Vice President at Pegasystems. He leads Pegasystems' marketing globally, including brand, advertising, communications, product marketing and field activation teams.

Tas is a marketing and operations executive with over 25 years' experience. He was previously Managing Director, Head of Digital Marketing at JP Morgan Chase & Co. (JPMC). During his three years at JPMC, Tas built and led the Digital Marketing Group globally, which served both JP Morgan's wholesale business and Chase's consumer business. Prior to JPMC, Tas was a pioneer in the internet digital media industry, working at such companies as Tacoda Systems, 24/7 Real Media, and a company he founded, Sportgenic, which was sold to Glam Media in 2010. Prior experiences also include a strong enterprise technology background from Sybase, CommerceOne, and eGain, where Tas held various executive sales, product, and marketing positions. Tas currently serves on the boards of the Association of National Advertisers, the Ad Council, and the Mobile Marketing Association.

Dr. George Westerman

Research Scientist, MIT Center for Digital Business

Dr. George Westerman is a Research Scientist in MIT Sloan's Center for Digital Business (CDB) and faculty chair for the Sloan executive course Transforming Your Business Through Information Technology. His research and teaching examine executive-level opportunities to generate higher business value from IT. Key topics include innovation, IT risk management, and IT value transparency. Westerman is co-author (with Richard Hunter) of *The Real Business of IT: How CIOs Create and Communicate Value*, which *CIO Insight* magazine named the #1 IT / Business Book of 2009, and *IT Risk: Turning Business Threats into Competitive Advantage*, one of CIO Insight's five Best Books of 2007. His research has appeared in journals such as *Sloan Management Review, Organization Science*, and *MIS Quarterly Executive*. George is a sought-after speaker and workshop leader. He works with leading organizations such as IBM, State Street, Microsoft, Intel, Raytheon, and Fidelity Investments, and speaks at academic and industry conferences. Prior to earning his doctorate at Harvard Business School, he gained more than fifteen years of experience in IT and corporate management. In addition to his research and teaching, Westerman serves on advisory boards for several corporations and nonprofit organizations.

BREAKOUT 2

Evolve or Perish: Becoming the CIO of the Future

Not only are technologies rapidly changing, but there's also been a dramatic shift in the kinds of technologies within the enterprise. The focus has shifted from managing hardware to managing platforms and the cloud. This technological shift has enabled business units and departments, like marketing, to manage their own technologies, possible diminishing the role of CIOs in leading innovation. On the other hand, with the rise of the CIO Plus, as documented in the work of Richard Hunter and George Westerman, CIOs who are great leaders of their IT units are getting the opportunity to lead other parts of the enterprise—such as operations, shared services, strategy, or digital. Some have even become CEOs in their own right. Will CIOs have less or more responsibility in the future? What can today's CIOs do now to influence the future direction of their careers?

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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. Banerji 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.

DHL

Ricardo Bartra

CIO for the Americas, DHL Global Forwarding

Ricardo Bartra is CIO for the Americas for DHL Global Forwarding, a business unit of DPDHL, the world's largest logistics group. Bartra is a member of the DHL's Americas Management Board and he is responsible for leading a multinational Information Technology (IT) team with a transformational management agenda, while reshaping regional IT capabilities and strategy, and maximizing IT value for cost in the region. He oversees all IT internal and external resources throughout the Americas region.

Hispanic Engineer & Information Technology magazine named Bartra one of the "Most Influential Hispanics in Technology" in 2011. Bartra sits on the Executive Board of HITEC (Hispanic IT Executive Council), where he was also named in 2008, 2009 and 2012 HITEC "100 Most Influential Hispanics in Information Technology."

Bartra has an MA in Information Systems Management from the U.S. Naval Postgraduate School and a BA in Systems Engineering from the Air Force Academy in Lima, Peru.

4:15 PM – 5:15 PM

GENERAL SESSION
KRESGE AUDITORIUM

Douglas Menefee

Cloud CIO Advisor, Amazon Web Services

Douglas Menefee is a nationally recognized leader and innovator in technology with more than 20 years of combined experience in entrepreneurship and information technology. He has held executive-level positions with Schumacher Group, The Graham Group, and his own start-up Planet Symphony. Menefee is now with Amazon Web Services (AWS) as the company's Cloud CIO Advisor.

While working as Schumacher Group's CIO, Menefee led multiple enterprise transformation and technology enablement initiatives in support of the healthcare company's 25% annual growth objectives. The initiatives routinely leveraged cloud based services as a critical component of the company's enterprise architecture, ultimately taking the company from completely on-premise to 90% cloud infrastructure. He has received multiple accolades and awards in recognition of his leadership and foresight, including *Technology Review's* "Top 100 Technology Innovators," and has developed a passion for patient-centric technology in particular. Having been an early adopter of deploying cloud technologies across a complex technical architecture for the past decade, Menefee is actively working with executives across the country on cloud computing transformation initiatives both with AWS and in his personal time.

Michael Relich

COO, Former CIO & 2013 MIT Sloan CIO Leadership Award Finalist, GUESS? Inc.

Michael Relich is the Chief Operating Officer of GUESS?, Inc., a global lifestyle brand that designs, markets, distributes and licenses a full collection of contemporary apparel and accessories through its own branded stores and better department and specialty stores around the world. He is responsible for leading GUESS' global operations and driving long-term strategic growth initiatives. Prior to his appointment as COO in 2013, Relich, a 2013 MIT CIO Leadership finalist, served as the CIO for GUESS?, Inc., where he was responsible for building the system infrastructure that enabled the Company to grow from a $640 million North America-centric business in 2004 to a $2.6 billion global operation with over 1,700 stores in 87 countries today.

Relich has more than 30 years of retail operations and systems experience. Prior to joining GUESS?, Inc., Relich was Chief Information Officer and Senior Vice President of MIS and E-Commerce for The Wet Seal, a specialty retailer with 621Wet Seal, Arden B. and Zutopia stores., where he was instrumental in setting and implementing strategic systems initiatives to support Wet Seal's growth. Prior to that, Relich was Senior Vice President, Engineering at Freeborders, Inc., where he was responsible for the management of two software labs developing collaborative, Java-based E-commerce applications.

Stephanie Woerner

Research Scientist, MIT Center for Information Systems Research (CISR)

Stephanie Woerner studies how companies manage organizational change caused by the digitization of the economy. Her research centers on enterprise digitization and the associated governance and strategy implications. Two current studies include (*i*) the amount, allocation and impact of enterprise-wide digital investments; and (*ii*) how digitization is influencing the shape of next-generation enterprise.

Dan Petlon

Consultant, IT Transformation

Dan Petlon is an innovative IT leader focused on delivering business value. He believes that it is essential for businesses to move to modern flexible IT delivery systems to keep up with the pace of business today. Dan serves as a member of the Salesforce.com Commercial and Boston CIO Counsels and the Box.com Customer Advisory Board.

Dan was selected as one of *Computerworld's* Premier 100 IT Leaders for 2014; as #34 on *InformationWeek's* 2013 list of top 500 IT innovators, up from #80 the year before; and as 2012 *Boston Business Journal* and *Mass High Tech* CIO of the year. He was also nominated as one of the 10 Top Social Business Leaders by *InformationWeek's* BrainYard.

Closing in on the Second Machine Age

5:15 PM – 5:30 PM

CLOSING KEYNOTE
KRESGE AUDITORIUM

Andrew McAfee returns to themes from *The Second Machine Age* that his co-author Erik Brynjolfsson discussed to set the scene for the day in the morning Academic Keynote Panel.

We are at an inflection point where technology continues its ever rapid pace—a pace that is outstripping the educational system and skill development for workers, business models and the types of companies in our economy—and as a result is having a profound impact on society. If The Second Machine Age is a call to arms, then the new Initiative on the Digital Economy is our solution space for addressing these grand challenges of our time.

In this closing keynote, Andrew hopes to identify some action we can all take to help prepare ourselves, our children, our businesses, and our economy so that we don't have to wait 30 years to embrace the pace of technology—which is precisely how long it took for humans to grasp the benefits of the first machine age.

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The MIT Center for Digital Business

Andrew McAfee

Co-Director, MIT Initiative on the Digital Economy

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 *New York Times* bestseller, *The Second Machine Age: Work, Progress and Prosperity in a Time of Brilliant Technologies*; and 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, McAfee'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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2014 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.

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.

F. Thaddeus Arroyo

CIO, AT&T Services, Inc.

F. Thaddeus Arroyo, Chief Information Officer, is responsible for AT&T's information technology. In this role, Arroyo oversees systems supporting all AT&T business segments and global compute and storage services. In addition to directing the company's internal information technology organization and internal and external customer-hosting data centers, he is responsible for AT&T's digital properties and capabilities across all business segments.

Arroyo has successfully advanced AT&T's IT transformation strategy from integration, rationalization, and capabilities development to an innovation-fueled organization focused on transforming business processes and market offerings in ways that create new value and velocity for AT&T's business, customers, and partners. Under Arroyo's leadership, AT&T has been consistently recognized for thought leadership and creativity in information technology innovation and execution. Awards include the *Information Week* 500 for six consecutive years and the CIO 100 Award in six of the last seven years. AT&T was also recognized by *Computerworld* as one of the 100 best companies to work for in IT for 2012 and 2013.

Arroyo has been recognized by numerous publications for his contributions to the IT industry through thought leadership, innovation, and creativity in planning and deploying technology.

Dr. Dieter Haban

CIO, Daimler Trucks North America

Dieter Haban is responsible for the entire Daimler Trucks North America IT systems network and overarching IT technology strategy for the company's manufacturing network across North America. His organization guides the company's technology strategy with a specific focus on creating innovative solutions to improve company IT processes.

Dr. Haban joined Daimler in 1990 and has held various management positions throughout the Daimler organization including oversight of numerous global projects. He joined Daimler Trucks North America as CIO in 2005.

Dr. Haban has Master's and PhD degrees in Computer Science and was previously a researcher at the ICSI, University of California at Berkeley. He presently resides in Portland, Oregon.

2014 CIO LEADERSHIP AWARD JUDGES

Lindsey Anderson, '79

Scott Blanchette, *Winner 2013*

Doris Brophy

Ray Chang, SB '77, SM '84

Cyrus "Chuck" Gibson, PhD '69

Naeem Hashmi

Michael Johnson, SB '80

Zoya Kinstler

Thomas Nealon, *Winner 2010*

James Noga, *Finalist 2010*

Cynthia Nustad, *Finalist 2013*

Michael Relich, *Finalist 2013*

Dr. Richard Soley, SB '82, SM '85, PhD '89

David Verrill, SM '87

Irving Wladawsky-Berger

2014 CIO AWARD CO-CHAIRS

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George Westerman

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.

Adapted from the award-winning book, *The Real Business of IT: How CIOs Create and Communicate Value*, by George Westerman and Richard Hunter

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.

Adriana Karaboutis

VP & Global CIO, Dell

Adriana (Andi) Karaboutis was appointed Vice President and Global Chief Information Officer for Dell in November 2011. In this role, she is responsible for managing an efficient and innovative global IT enterprise focused on enabling the transformation of Dell into an end-to-end solutions provider. She has been with Dell since March 2010.

Prior to her appointment as Global CIO, Karaboutis was vice president of IT supporting Dell's product groups, manufacturing, procurement and supply chain operations. Previous to Dell, Karaboutis spent over 20 years at General Motors and Ford Motor Company in various international leadership positions in both business operations and IT.

Karaboutis received a BS in Computer Science as a Merit Scholar from Wayne State University, and has completed the accelerated Marketing Strategy Program at Duke University's Fuqua School of Business.

Stephen C. Neff

Enterprise CTO, Fidelity Investments

Steve Neff is the Enterprise CTO at Fidelity Investments, a leading provider of investment management, retirement planning, portfolio guidance, brokerage, benefits outsourcing, and other financial products and services. As a member of the firm's Executive Committee, he is responsible for the coordination and execution of the firm's technology functions and chairs the enterprise CIO council.

Neff joined Fidelity in 1996 and prior to his current role, he was a senior technology consultant supporting large technology initiatives across the enterprise. From 2005 to 2009, he was the CIO for Fidelity's Asset Management businesses.

Neff began his career with IBM Corporation in New York in 1974 and later held technology leadership roles with Salomon Brothers in New York and London.

Outside of Fidelity, Neff is a board member of Common Impact, a nonprofit organization focused on skills-based volunteering. He also serves on the board of St. Francis House, which provides comprehensive life services for the homeless in Boston.

Neff received a bachelor of arts degree in math from Rutgers College in 1974.

Rebecca Rhoads

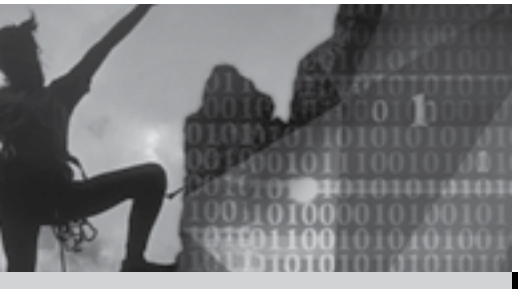
President, Global Business Services & CIO, Raytheon Company

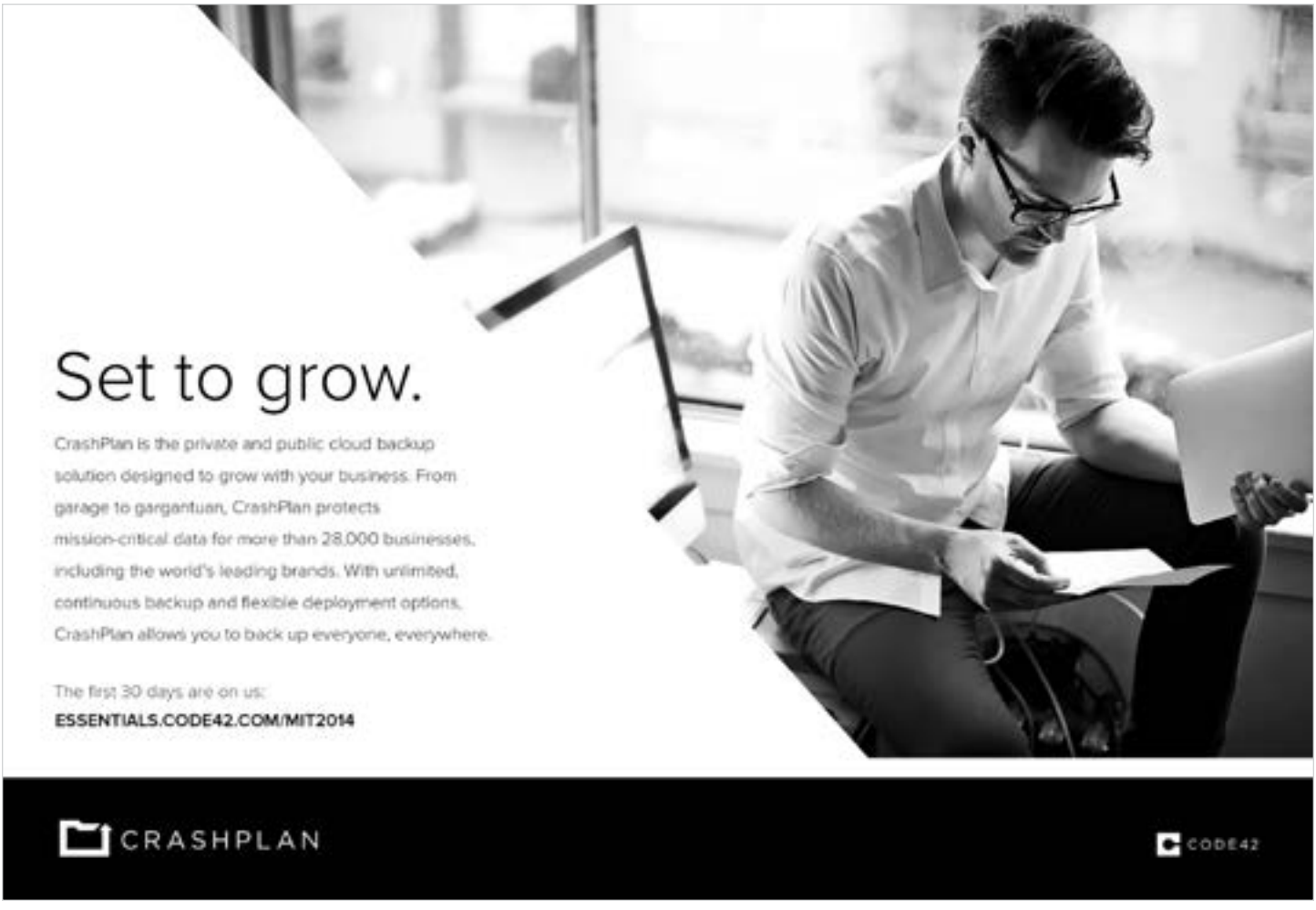
Rebecca Rhoads is President of Global Business Services (GBS) and chief information officer (CIO) of Raytheon Company. Rhoads was named CIO in April 2001 and is responsible for the company's global IT strategy, processes and personnel. Her vision to leverage common systems and deliver business value was instrumental in Raytheon establishing GBS in January 2013. She leads the shared services group in expanding common business operations across the functional service delivery areas for supply chain, finance, IT, HR and advanced media.

An elected company officer, Rhoads chairs the Investment Committee and serves as Raytheon's Executive Diversity Champion.

With more than 35 years of defense industry experience at General Dynamics, Hughes and Raytheon, she is active in many steering groups, advisory boards, and councils including the Aerospace Industries Association Business Technology Council, the IBM Advisory Council for CIO Center for Leadership, and the Massachusetts Technology Leadership Council. She is also a sponsor of the MIT Center for Information Systems Research.

She was most recently inducted into the Cal Poly Pomona Engineering Hall of Fame in 2014 and has received numerous other accolades. Rhoads holds bachelor and master's degrees in electrical engineering from California Polytechnic University, and a master's degree in executive management from UCLA.





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2014 Innovation Showcase

The MIT Sloan CIO Symposium is proud to introduce the Finalists for the 2014 Innovation Showcase. These ten outstanding companies represent cutting edge B2B solutions that combine both value and innovation for Enterprise IT.

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from Mountain View, CA

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Cambridge Semantics
from Boston, MA

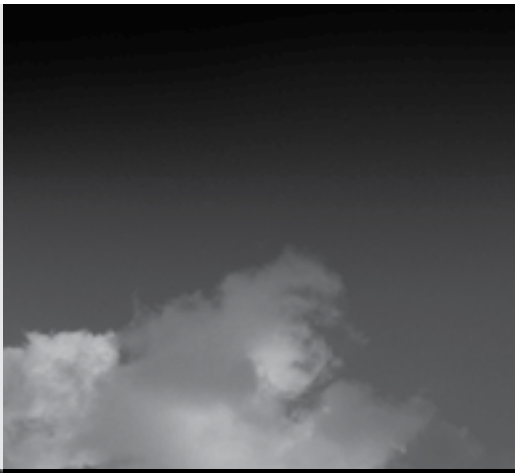
Cambridge Semantics' award-winning Anzo software makes data smarter, enabling next-generation integration, search, and analytics of structured and unstructured data.

@CamSemantics

CloudPhysics
from Mountain View, CA

Predictive analytics for virtual data center management so IT can pinpoint and pre-empt performance and capacity problems and avoid datacenter disruption.

@CloudPhysics



5:30 PM – 7:00 PM

INNOVATION SHOWCASE
COURTYARD TENT

Code On Network Coding
from Cambridge, MA

CodeOn is a MIT/Caltech spinout with technology that dramatically improves the performance of any products that store or transport data.

@CodeOnTech

Cybereason from Cambridge, MA

Cybereason's platform automatically uncovers malicious operations (Malops™) and reconstructs them as a clear image of a cyberattack in context.

@cybereason

Device42 from New Haven, CT

Device42 provides unified inventory, energy, and IP management, application topology mappings, and password management for physical, virtual and cloud data centers.

@device42

Luminoso Technologies, Inc.
from Cambridge, MA

Luminoso is a text analytics solution that allows businesses to quickly distill and analyze large amounts of unstructured text.

@LuminosoInsight

Pneuron from Nashua, NH

Our platform taps enterprise data, applications, and processes to deliver value in half the time and cost of current approaches.

@Pneuron_Corp

Quant5, Inc. from Cambridge, MA

Quant5 provides an easy-to-use and affordable SaaS suite for businesses seeking powerful data science to increase sales and optimize budgets.

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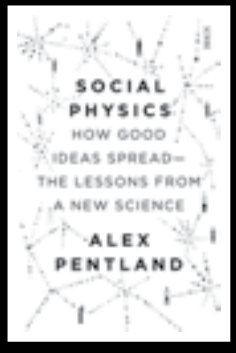

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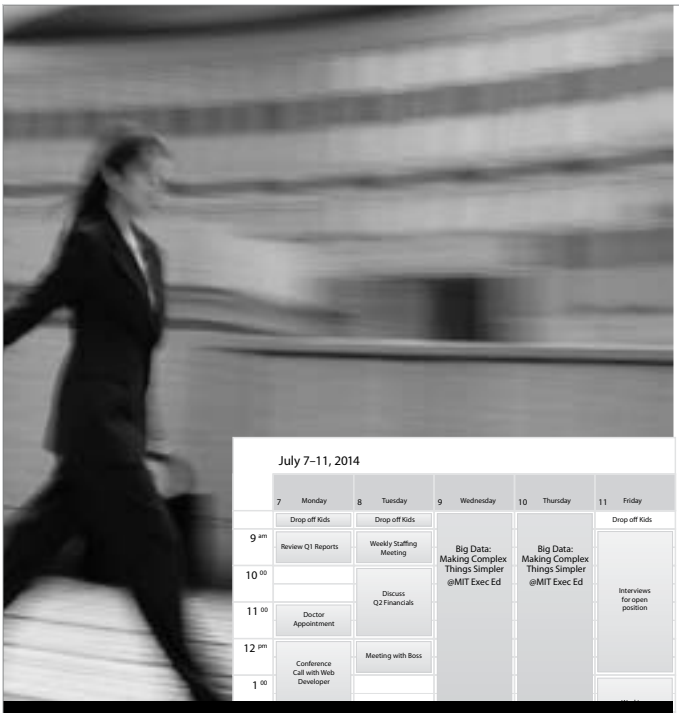

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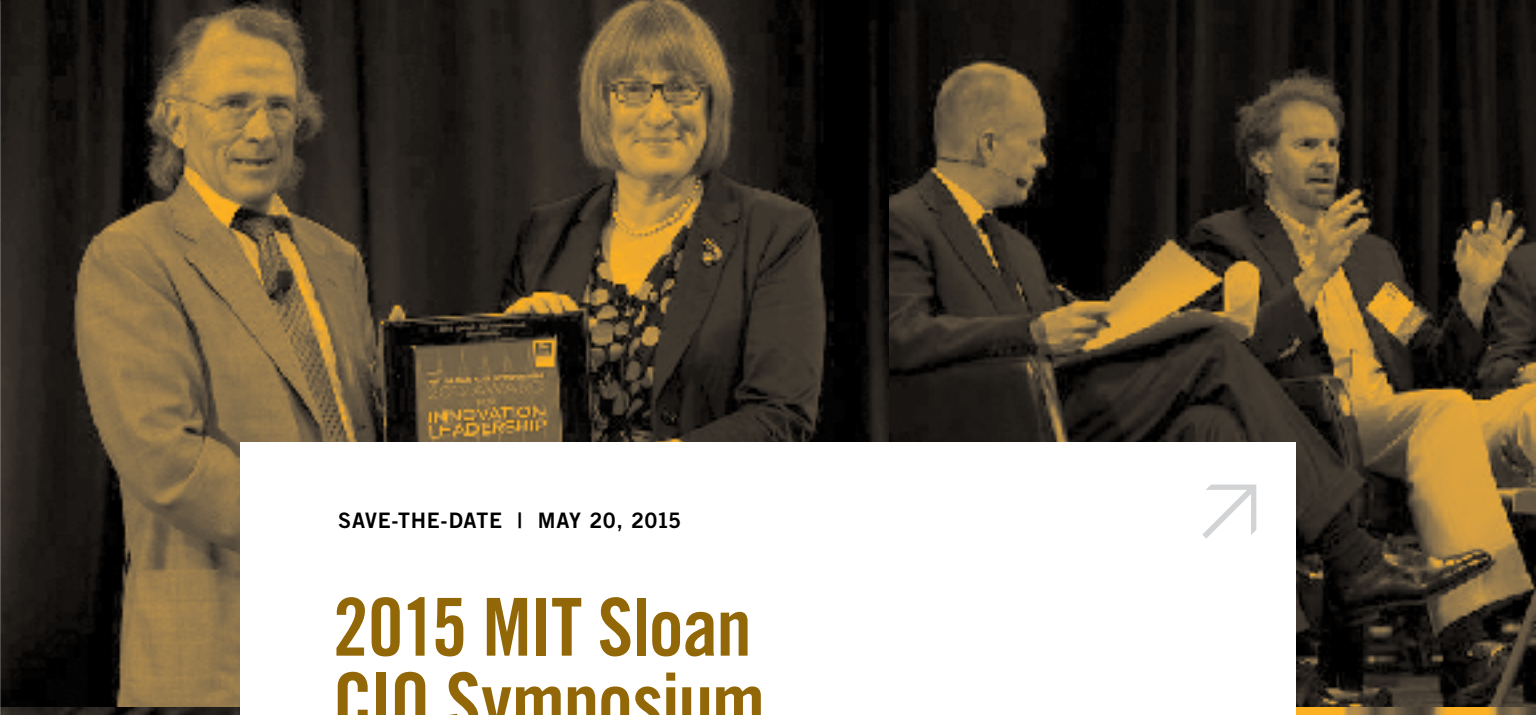

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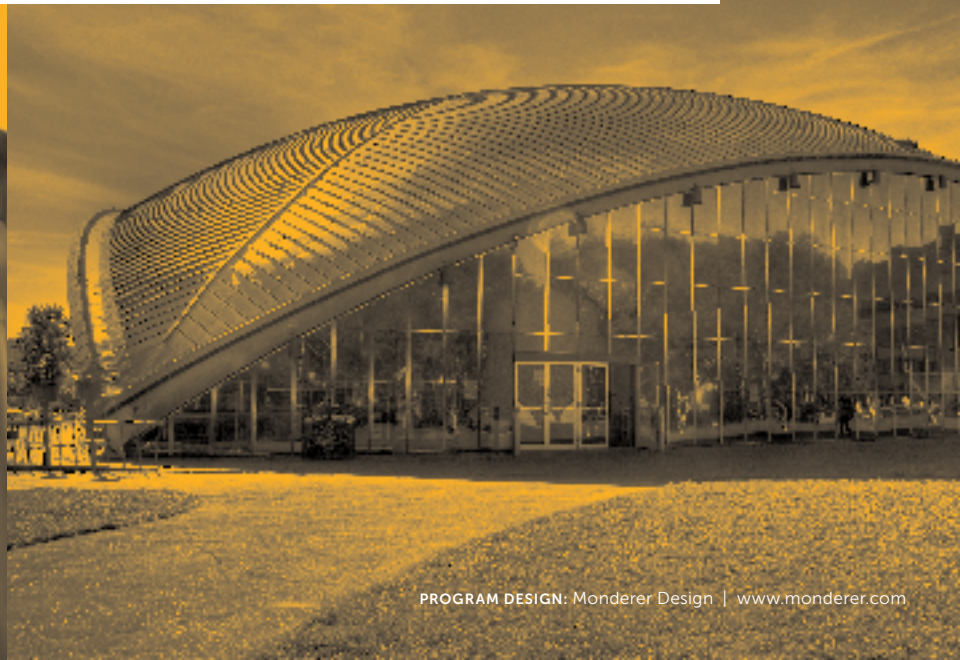

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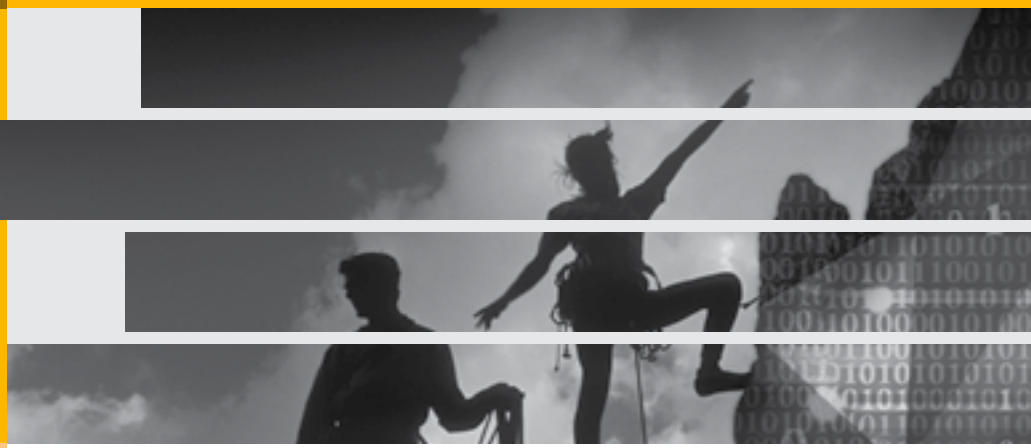

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