MITSloan
CIO Symposium

12TH ANNUAL MIT SLOAN
CIO SYMPOSIUM

2015
WWW.MITCIO.COM

INVENTING YOUR FUTURE:

Accelerating Success Through Technology

explore the newest enterprise technological innovations

harness the potential of innovative tools

connect with senior business executives from around the world

engage with industry thought leaders

acquire insight through leading academic research

INVENTING YOUR FUTURE:

Accelerating Success Through Technology

Welcome to the 12th Annual MIT Sloan CIO Symposium!

Our goal is to make you a stronger business leader by providing the theoretical and practical insights you need to invent your future by accelerating success through technology.

Digitization and exponential improvements in technology (faster, cheaper, smarter) are the future. Accelerated success will come through new combinations of people, processes, and technology—finding smarter, more efficient ways to manage current operations; using technology, including the Internet of Things, to redefine products; making insightful decisions based on analytics; and improving the customer experience.

We are at an inflection point. What made CIOs successful today will not necessarily make them successful tomorrow. CIOs need to adopt new modes of thinking, to practice exceptional collaboration skills across the organization, and to work with their C-Suite colleagues and the rest of their enterprise on envisioning new business models enabled by technology.

This year we increased MIT's academic involvement in the Symposium. MIT faculty and researchers lead the majority of the panels and forums. And, we've added the MIT Sloan Center for Information Systems Research (CISR) as a co-organizer along with the MIT Initiative on the Digital Economy (IDE). MIT CISR conducts field-based

research on issues related to how companies will design themselves and manage for success in the digital economy.

The MIT Sloan CIO Symposium is uniquely positioned to help you invent your future. It is the only conference in the world that brings together the academic thought leadership of MIT with the real-world, in-the-trenches experiences of leading, global CIOs.

Have an enjoyable and productive day!

Lindsey Anderson, SM '79
Chair, MIT Sloan CIO Symposium

@LindseyA75

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Welcome from the MIT Sloan Boston Alumni Association

The MIT Sloan Boston Alumni Association is proud to co-host the 2015 MIT Sloan CIO Symposium along with the MIT Sloan Center for Information Systems Research and the MIT Initiative on the Digital Economy. 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—fifteen of today's speakers are affiliated with MIT, a number of speakers are MIT graduates, and some of the Innovation Showcase companies are MIT spin-offs.

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 and 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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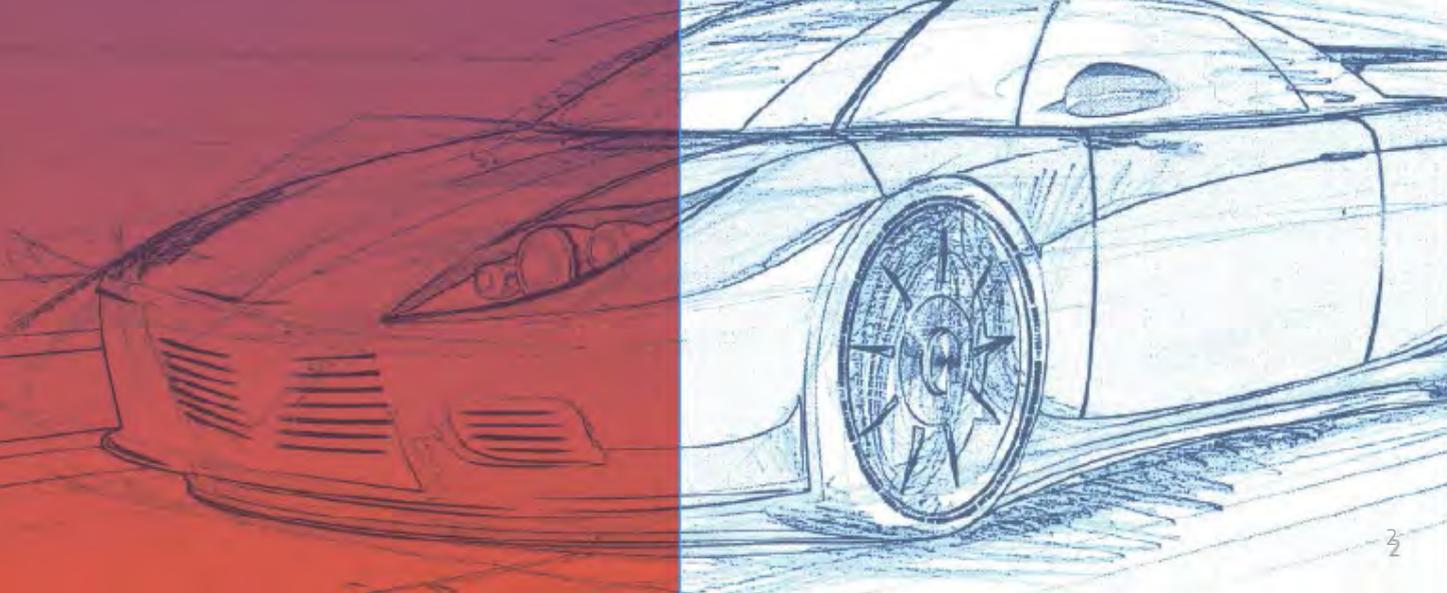
AGENDA

8:00 AM – 8:30 AM

Welcome to the 12th Annual Symposium!
KRESGE AUDITORIUM

Lindsey Anderson, Chair, MIT Sloan CIO Symposium
David Schmittlein, John C Head III Dean, MIT Sloan School
Ray Chang, Board Member, MIT Sloan Boston Alumni Association

8:30 AM – 9:30 AM

The Board, CEO and CIO Roles in Dealing with Digital Disruption
KRESGE AUDITORIUM

Ⓜ **Peter Weill,** Chairman, MIT Sloan Center for Information Systems Research
Jennifer S. Banner, CEO, Schaad Companies, LLC
Ⓐ **Pablo Ciano,** CIO, DHL Express Americas
Christopher Perretta, EVP & CIO, State Street Corporation
Derek Roos, CEO, Mendix

9:30 AM – 10:30 AM

The Impact of Automation
KRESGE AUDITORIUM

Ⓜ **Prof. Erik Brynjolfsson,** Director, MIT Initiative on the Digital Economy
Robbie Allen, Founder & CEO, Automated Insights
Prof. Mary 'Missy' Cummings, Director, Humans & Autonomy Lab, Duke University
Prof. Tomaso Poggio, Director, MIT Center for Biological and Computational Learning
Prof. Daniela Rus, Director, MIT CSAIL

10:30 AM – 11:00 AM

Coffee Break & Networking
KRESGE COURTYARD TENT

11:00 AM – 12:15 PM

Platform Shift: How New Business Models are Changing the Shape of Industry and the Role of CIOs
KRESGE AUDITORIUM

Ⓜ **Prof. Marshall Van Alstyne,** Research Associate, MIT IDE
Bryan Kirschner, Director, Apigee Institute
Paddy Srinivasan, VP, Products, Xively by LogMeIn
Jerry Wolfe, Founder & CEO, Vivanda

12:15 PM – 1:30 PM

Lunch Breakouts/Birds of a Feather
BOXED LUNCH PROVIDED AT BREAKOUTS

Pushing the Envelope on Cloud: Building the Foundation for a New Style of IT
SALA DE PUERTO RICO, 2ND FLOOR, STRATTON

Eric Brown, Managing Director, Accenture
John Welch, Director of Alliances, HP Cloud, Hewlett-Packard

Birds of a Feather/Networking Lunch
ROCKWELL CAGE, MAIN COURT

Inventing Continuity of Care
TWENTY CHIMNEYS, 3RD FLOOR, STRATTON

Ⓜ **Bill Fox,** VP & Chief of Life Sciences, MarkLogic
James D. Murray, VP of Information Technology, CVS Caremark MinuteClinic
Sumit Nagpal, Chief Innovation Officer & Co-Founder, Lumira
Richard Singerman, Chief Innovation Officer, TrustNetMD
Dr. Andrew H. Watt, CIO, CMIO, Southern New Hampshire Health System

1:30 PM – 2:30 PM

Demand Shaping: How IT Becomes a Distinctive Advantage
KRESGE AUDITORIUM

Ⓜ **Jeanne W. Ross,** Director & Principal Research Scientist, MIT Sloan Center for Information Systems Research
Tom Conophy, EVP & CIO, Staples
Ⓐ **Hervé Coureil,** CIO, Schneider Electric
Ralph Loura, VP & CIO, Enterprise Group & WW Sales Operations, Hewlett-Packard
Jim McGuire, EVP & CIO, Charles Schwab

The Internet of Things: Challenges for a Connected World
SALA DE PUERTO RICO, 2ND FLOOR, STRATTON

Ⓜ **Steven Rosenbush,** Editor, CIO Journal, Wall Street Journal
Michael Chui, Partner, McKinsey Global Institute, McKinsey & Co.
Phil Regnault, SVP, Technology Solutions, Hitachi Consulting
Richard Soley, Executive Director, Industrial Internet Consortium
Markus Weinberger, Director Bosch IoT Lab at University of St. Gallen, Bosch Software Innovations GmbH

Cybersecurity: New Approaches to Assessing and Maximizing Your Protection
KRESGE LITTLE THEATER

Ⓜ **Prof. Stuart Madnick,** Director, MIT (IC)³
Roland Cloutier, VP & Chief Security Officer, ADP
Shuman Ghosemajumder, VP, Product Mgmt., Shape Security
Nick Milne-Home, COO, 1E & President, 1E North America
George Wrenn, VP & Cyber Security Officer, Schneider Electric

Getting the Data: Approaches to Managing Personal Data
MEZZANINE LOUNGE, 3RD FLOOR, STRATTON

Ⓜ **Prof. Alex 'Sandy' Pentland,** Professor, MIT Media Lab
Brigham Hyde, Chief Data Officer & SVP of Analytics, Decision Resources
Paolo Pelizzoli, SVP, Broadridge
Don Taylor, CTO, Benefitfocus
Stephen Ufford, CEO, Trulioo

2:30 PM – 3:00 PM	**Coffee Break & Networking**
	KRESGE COURTYARD TENT

3:00 PM – 4:00 PM

The Influence of Digital on CIO Leadership
KRESGE AUDITORIUM

(M) **Nils Fonstad,** Research Scientist, MIT Sloan Center for Information Systems Research

Shawn Banerji, Managing Director, Russell Reynolds Associates

Brook Colangelo, EVP & CTO, Houghton Mifflin Harcourt

Federico Flórez, Chief Information & Innovation Officer, Ferrovial

(A) **Peter Nichol,** Head of Information Technology, Access Health CT

Cashing in on Your Data
KRESGE LITTLE THEATER

(M) **Barbara Haley Wixom,** Principal Research Scientist, MIT Sloan Center for Information Systems Research

Steve Emmerich, Chief Architect, ACI Worldwide

Colin Mahony, SVP & GM, Big Data, Hewlett-Packard

Don Stoller, EVP Operations and Sales Support, Healthcare IQ

Inventing the Digital Workplace
SALA DE PUERTO RICO, 2ND FLOOR, STRATTON

(M) **Kristine Dery,** Research Scientist, MIT Sloan Center for Information Systems Research

Andy Erlandson, GM, IT for Sales, Services & Support, Microsoft

Dan Holohan, CIO, The Advisory Board Company

Suresh Kumar, Senior EVP & CIO, Client Technology Solutions, BNY Mellon

David Saul, SVP & Chief Scientist, State Street Corporation

The Future (and Potential) of Large-Scale Digital Experiments
MEZZANINE LOUNGE, 3RD FLOOR, STRATTON

(M) **Prof. Sinan Aral,** David Austin Professor of Management, MIT Sloan School

Prof. Karim Lakhani, Associate Professor of Business Administration, Harvard Business School

David Rose, CEO, Ditto Labs

Narinder Singh, Co-Founder, Board of Directors, Appirio

Prof. Zeynep Ton, Adjunct Associate Professor of Operations Management, MIT Sloan School

4:00 PM – 4:15 PM	**Break**

4:15 PM – 5:15 PM

Leading Digital: A Manifesto for IT and Business Executives
KRESGE AUDITORIUM

(M) **George Westerman,** Research Scientist, MIT Initiative on the Digital Economy

Anthony Christie, CMO, Level 3 Communications

(A) **Michael Nilles,** CIO, Schindler Group & CEO, Schindler Digital Business AG

Craig Stephenson, Managing Director, Korn Ferry

Brian Tilzer, SVP & Chief Digital Officer, CVS Health

5:15 PM – 5:30 PM

Objects in the Future Are Closer Than They Appear
KRESGE AUDITORIUM

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

5:30 PM – 7:00 PM

6th Annual Innovation Showcase
KRESGE COURTYARD TENT

Evening Reception & Networking
KRESGE COURTYARD TENT

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(M) : MODERATOR

(A) : AWARD FINALIST

Dear Attendee,

The MIT Sloan CIO Symposium has special significance this year. First, it is an absolute pleasure to have the MIT Sloan Center for Information Systems Research (CISR) as a co-host this year. We have always enjoyed having CISR researchers as speakers at past CIO Symposia, but this year they are a full partner with us. Second, and following from the first, the agenda at our event today has an MIT thought leader in every session. This is an MIT event, and you are here to gain insight from our faculty. Third, the MIT Sloan Center for Digital Business will become part of the new MIT Initiative on the Digital Economy (IDE) as of July 1, 2015.

The IDE is a major effort addressing the impact of digital technology on business, the economy, and society—now and in the future. The IDE draws on MIT Sloan's leadership in technology and innovation to conduct cutting-edge research on new digital business models, big data and data privacy, social analytics and experimentation, and productivity and employment. Through research, convening thought leaders, crowd-sourced ideas on inclusive innovation, fellowship, and education, we are seeking new ways for people and organizations to adapt to the rapid technological advancements that are changing the way we live and work—today and tomorrow. We see these rapid advancements in digital technology as an enormous opportunity to change for the better. With their *New York Times* best-selling book *The Second Machine Age: Work, Progress and Prosperity in a Time of Brilliant Technologies,* Erik Brynjolfsson and Andrew McAfee lay the groundwork for the MIT Initiative on the Digital Economy to focus on creating a solution space to the grand challenges of our times that are brought on by ever accelerating technologies.

I look forward to talking with you about the IDE, and the engagement model we have for industry, foundations, and individuals. Welcome to the 2015 MIT Sloan CIO Symposium.

Sincerely,

David L. Verrill, SM '87
**Executive Director,
MIT Initiative on the Digital Economy**

dverrill@mit.edu

Dear Attendee,

Welcome to the 2015 MIT Sloan CIO Symposium! We at the MIT Sloan Center for Information Systems Research (CISR) are so pleased to be co-hosting this year's event. Grounded in the MIT tradition of rigorous field-based research (MIT's motto is *Mens et Manus*— "Mind and Hand"), MIT CISR's mission since 1974 has been to help executives address the digital challenges of leading dynamic, global, and information-intensive organizations.

MIT CISR is supported by more than 90 global organizations; many are represented on today's agenda. We're sure you'll gain knowledge, insight and new energy for facing the challenges and opportunities triggered by digital disruption. To learn more about our research findings, see our website with work on digital ecosystems, demand shaping, monetizing data, and digital strategy. For a deeper dive into our work, please consider attending MIT CISR Summer Session 2015, "A Master Class in Digital Leadership," held on campus June 8–11.

We look forward to your participation today—the trademarks of an MIT CISR event are great insights, great debate and great sharing between attendees—and we also look forward to connecting with you at this year's MIT Sloan CIO Symposium.

Enjoy!

Peter Weill
**Chairman & Senior Research Scientist,
MIT Sloan Center for Information Systems Research**

pweill@mit.edu

Jeanne W. Ross
**Director and Principal Research Scientist,
MIT Sloan Center for Information Systems Research**

jross@mit.edu

8:00 AM – 8:30 AM

Lindsey Anderson, SM '79

Chair, MIT Sloan CIO Symposium

@LindseyA75

As the Chair and General Manager of the MIT Sloan CIO Symposium, Lindsey Anderson is responsible for ensuring that attendees, sponsors, speakers, 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.

Prior to chairing the Symposium, Anderson worked in eCommerce and digital marketing for UL (Underwriter's Laboratories), Monster, PUMA, and Sybase. He also served on the Board of Directors of the MIT Sloan Boston Alumni Association where he organized numerous events and volunteered for the Symposium, including serving two years on the Symposium's Board of Advisors. He was also involved with the Symposium's predecessor, the MIT Sloan Software Symposium.

Anderson earned an MS in Management from the MIT Sloan School and a BS from Cornell University. He enhanced his graduate education at the Harvard Extension School with coursework in computer science and continues to learn daily from the MIT community, CIOs, award finalists, business executives, start-ups, and volunteers involved with the Symposium.

David Schmittlein

John C Head III Dean, MIT Sloan School of Management

@MITDeanDave

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

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

Dean Schmittlein received a PhD and MPhil in business from Columbia University and BA in mathematics (magna cum laude) from Brown University. His research assesses marketing processes and develops methods for improving marketing decisions. He is widely regarded for his work estimating the impact of a firm's marketing actions, designing market and survey research, and creating effective communication strategies.

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A REVOLUTION IS UNDERWAY

MIT INITIATIVE ON THE DIGITAL ECONOMY

The IDE draws on MIT Sloan's leadership in technology and innovation to conduct cutting-edge research on new digital business models, big data, social analytics, productivity, and employment. We're seeking new ways for people and organizations to adapt to the rapid technological advancements that are changing the way we live and work. Connect with us, convene with us, and support our groundbreaking work. Find us at mitsloan.mit.edu/ide.

CONNECT

Learn about new research, upcoming publications, and events in your area. Visit mitsloan.mit.edu/ide to join our mailing list.

PARTICIPATE

The IDE hosts events throughout the year that convene the brightest minds to explore the digital economy. Contact dverrill@mit.edu to become part of the conversation.

SUPPORT

The IDE relies on support to fund groundbreaking research, events, outreach, and other initiatives. Give today by contacting David Verrill at dverrill@mit.edu.

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8

THE BOARD, CEO AND CIO ROLES IN DEALING WITH DIGITAL DISRUPTION

moderator

PETER WEILL

JENNIFER S. BANNER

moderator

Peter Weill

Chairman, MIT Sloan Center for Information Systems Research

Peter Weill is the Chairman of the MIT Sloan 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, which is funded by 90 corporate sponsors and patrons, and undertakes practical research on how firms generate business value from digitization. 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, Enterprise Architecture as Strategy: Creating a Foundation for Business Execution,* and *IT Governance: How Top Performers Manage IT Decision Rights for Superior Results.*

Weill presents executive and MBA programs on digital transformation, and in 2007 received an MIT Sloan Outstanding Teacher Award. Weill works regularly on digitization issues with the senior leadership of corporations and governments.

Jennifer S. Banner

CEO, Schaad Companies, LLC

Jennifer Banner is CEO of Schaad Companies, LLC, a 105-year old privately held real estate holding company. She is responsible for business lines in residential and commercial construction and development, real estate brokerage, property management and leasing, and land investments. In addition to serving as CEO, Banner is Manager of the Schaad Family Office.

Prior to joining Schaad Companies, Banner spent 23 years in public accounting, practicing in the tax area with Ernst & Young (formerly Ernst & Whinney) in Florida and Pershing Yoakley & Associates in Tennessee.

Banner is a member of the boards of directors of BB&T Corporation (member of executive and risk committees, and past chair of audit committee), the Federal Reserve Bank of Atlanta (Nashville Branch), and is a past director of First Virginia Banks, Inc., and First Vantage Bank.

Banner received her BS in business administration and Master of Accountancy, both summa cum laude, from the University of Tennessee.

award finalist

Pablo Ciano

CIO, DHL Express Americas

Pablo Ciano joined DHL in 2005 as Express US Director of Strategy, where he successfully implemented various optimization programs in the areas of billing, network operations, indirect cost reduction, ecommerce and customer retention. Ciano served as Ken Allen's (DHL Express CEO) Chief of Staff during the restructure of the USA operations and was instrumental in the planning and

Digital disruption is a real threat as well as an opportunity to many industries. In a recent MIT survey, board members estimated that 32% of their company's revenues were under threat from digital disruption. Responding to, or taking advantage of, digital disruption typically necessitates a change in business model—therefore, the CEO and board need to be involved—but they need the CIO's help.

In recent years, MIT has worked with boards, CEOs, and CIOs to learn how to deal with digital disruption. The moderator, Peter Weill, will share his experiences, complemented with MIT case studies and survey results, and will facilitate a conversation about how CIOs are helping their companies thrive in a digital economy.

PABLO CIANO

CHRISTOPHER PERRETTA

DEREK ROOS

execution of the turnaround. During that period he also has led customer service and telesales functions to record levels of performance and productivity.

In 2010 he was appointed CIO for the US where he executed a convergence program which led to decommissioning 300 applications and migrating to global standards. He also developed and implemented key new capabilities such as paperless trade, advance notification services and denied party screening workflow. During his tenure as US CIO his organization was selected as one of the top 100 IT places to work. In 2012 he was appointed CIO for the Americas and member of the DHL Global IT Executive Committe. Prior to joining DHL, Ciano was a management consultant focusing in supply chain optimization and turnaround programs throughout Europe, Latin America and the US. Ciano holds an MBA from the University of Virginia's Darden Business School.

Christopher Perretta
EVP & CIO, State Street Corporation

Christopher Perretta is an Executive Vice President and CIO of State Street Corporation. He has global responsibility for all of State Street's information technology activities and leads a team of more than 5,000 employees and contractors supporting operations in 27 countries covering all major investment centers. In particular, he oversees the IT strategic planning process, application development and maintenance, system architecture, global technology infrastructure, and information security for the firm. In addition, Perretta co-leads the company's Operations and Information Technology Transformation Program. He is also a member of State Street's Management Committee, the company's most senior strategy and policy-making team.
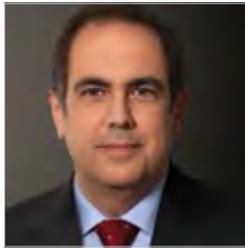
Prior to joining State Street, Perretta was the CIO for General Electric Commercial Finance. Previous to this he served as CIO for the North American Consumer Financial Services unit and CTO for GE Capital. Prior to his tenure at General Electric, he was an associate partner at Andersen Consulting (now Accenture). Perretta holds a bachelor's and master's degree in electrical engineering from Johns Hopkins University and Syracuse University, respectively.

Derek Roos
CEO, Mendix

@MendixCEO

Derek Roos is a non-tech person running a disruptive tech company, Mendix, which provides a cloud platform that enables developers and business users to rapidly build and deploy business applications. As Mendix's co-founder and CEO, Roos leads a pioneering team of software industry experts with the mission to bridge the gap between business and IT, making application development dramatically easier, faster, and more collaborative. As a result, the company is achieving tremendous global growth and empowering many of the world's leading companies to innovate and compete with apps.

Roos earned a MS in business administration from Erasmus University, Rotterdam. He is a highly sought after speaker at IT conferences and is guest lecturer at several universities. Roos received the 2012 Ernst & Young Emerging Entrepreneur of the Year.

THE IMPACT OF AUTOMATION

moderator

PROF. ERIK BRYNJOLFSSON, PhD '91
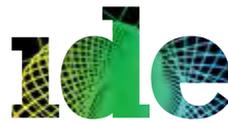
ROBBIE ALLEN

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

@erikbryn

Erik Brynjolfsson is the Director of the MIT Initiative on the Digital Economy. He is also the Schussel Family Professor at MIT Sloan, Chairman of the *Sloan Management Review,* and a Research Associate at the National Bureau of Economic Research. His research examines the effects of information technologies on business strategy, productivity and performance, Internet commerce, pricing models, and intangible assets. At MIT, he teaches courses on the economics of information.

Professor Brynjolfsson was among the first researchers to measure the productivity contributions of IT and the complementary role of organizational capital and other intangibles. His research also provided the first quantification of the value of online product variety and developed pricing and bundling models for information goods. Brynjolfsson's research has appeared in leading economics, management, and science journals. He has been recognized with nine Best Paper awards and five patents. Professor Brynjolfsson holds bachelor's and master's degrees from Harvard University in Applied Mathematics and Decision Sciences and a PhD from MIT in Managerial Economics. He has also taught at Harvard and Stanford.

Robbie Allen, SM '06
Founder & CEO, Automated Insights

@RobbieAllen

Robbie Allen is Founder and CEO of Automated Insights and drives the company's strategic vision, oversees engineering and research, and ensures the company continues to be named best place to work in the Raleigh-Durham area, an honor it's received for three years in a row. Allen started writing code to automate the writing process while working at Cisco, where he was a Distinguished Engineer, the company's top technical position. He has two engineering master's degrees from MIT and has authored or co-authored ten books about enterprise software and software development.

Prof. Mary 'Missy' Cummings
Director, Humans and Autonomy Lab, Duke University

@missy_cummings

Professor Mary 'Missy' Cummings is the director of the Humans and Automation Lab (HAL) at Duke University. She received her BS in mathematics from the US Naval Academy in 1988, her MS in space systems engineering from the Naval Postgraduate School in 1994, and her PhD in systems engineering from the University of Virginia in 2004. A naval officer and military pilot from 1988-1999, she was one of the US Navy's first female fighter pilots. She is currently an associate professor in the Duke University Department of Mechanical Engineering and Materials Science, the Duke Institute of Brain Sciences, and the Duke Electrical and Computer Engineering Department. She is also an affiliate professor with the University of Washington's Aeronautics and Astronautics Department. Her research interests include human supervisory control, human-unmanned vehicle interaction, human-autonomous system collaboration, human-robot interaction, human-systems engineering, and the ethical and social impact of technology.

Digital technologies are fundamental to the leading innovation-driven companies driving our economy. While technology is advancing rapidly, many organizations are not keeping pace. What's more, the gap between rapidly transforming technology and the slower pace of adoption will grow rapidly in the coming decades as exponential improvements in automation (AI, robotics, networks, analytics, and digitization) affect more and more of the economy. Inventing effective organizations (including their business models, infrastructure, and intelligent data uses) in the digital economy is one of the grand challenges for any Chief Information Officer. This session will discuss the trajectory of AI, robotics, and automation, and put forth a call to arms for CIOs to embrace the opportunities they present to today's leading businesses.

PROF. MARY 'MISSY' CUMMINGS

PROF. TOMASO POGGIO

PROF. DANIELA RUS

Prof. Tomaso Poggio

Director, MIT Center for Biological and Computational Learning

Professor Tomaso Poggio develops computational models of brain function in order to understand human intelligence and to build intelligent machines that can mimic human performance. He is the Eugene McDermott Professor in the MIT Department of Brain and Cognitive Sciences and at the Artificial Intelligence Laboratory. Tomaso is the director of the Center for Brains, Minds, and Machines, a multi-institutional collaboration headquartered at the McGovern Institute. He is also Director of the Center for Biological and Computational Learning and was appointed Investigator immediately after the establishment of the McGovern Institute in 2000. Professor Poggio joined the MIT faculty in 1981, after ten years at the Max Planck Institute for Biology and Cybernetics in Tubingen, Germany.

Professor Poggio received a PhD in 1970 from the University of Genoa. He is a Foreign Member of the Italian Academy of Sciences and a Fellow of the American Academy of Arts and Sciences.

Prof. Daniela Rus

Director, MIT CSAIL

Daniela Rus is a professor in the Electrical Engineering and Computer Sciences Department at MIT. She is the Director of the Computer Science and Artificial Intelligence Laboratory (CSAIL). Her research interests include distributed robotics, mobile computing and programmable matter. At CSAIL she has led numerous groundbreaking research projects in the areas of transportation, security, environmental modeling and monitoring, underwater exploration, and agriculture. She is the recipient of an NSF Career award and an Alfred P. Sloan Foundation fellowship. She is a class of 2002 MacArthur Fellow. She is a fellow of AAAI and IEEE. Professor Rus earned her PhD in computer science from Cornell University. Prior to coming to MIT, she was an assistant professor, associate professor, and professor in the Computer Science Department at Dartmouth College.

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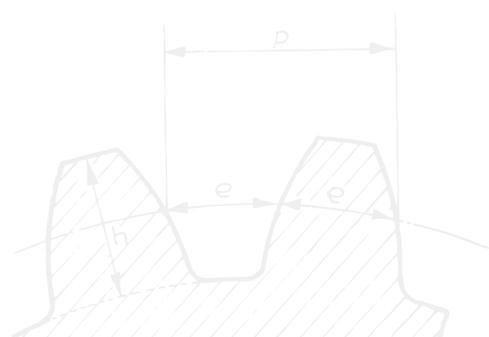
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PLATFORM SHIFT:
How New Business Models are Changing the Shape of Industry and the Role of CIOs

moderator

PROF. MARSHALL VAN ALSTYNE, SM '91, PhD '98
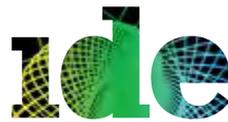
BRYAN KIRSCHNER

moderator

Prof. Marshall Van Alstyne, SM '91, PhD '98

Research Associate, MIT Initiative on the Digital Economy

@InfoEcon

Marshall Van Alstyne is one of the world's foremost experts on platform strategies and network business models. He is a frequent speaker, board level advisor, and consultant to both startups and global firms. His research has received half a dozen academic awards and appeared in top journals such as *Science, Nature,* and *Harvard Business Review.* Interviews appear regularly across *Bloomberg,* the *New York Times,* the *Wall Street Journal* and National Public Radio. Van Alstyne is a research scientist at MIT, tenured professor at Boston University, and graduate of Yale and MIT. Consulting includes such firms as British Telecom, Cisco, Haier, IBM, Intel, Microsoft, Pearson, and SAP. He holds multiple patents; he was among the first to measure individual dollar output from social networks and IT, and his theories of network businesses are now taught worldwide.

Bryan Kirschner

Director, Apigee Institute

@bryan_kirschner

Bryan Kirschner is the director of the Apigee Institute, a research and strategy organization that brings empirical data, the best ideas from academic researchers, and the collective wisdom of digital change agents together to help global enterprises master digital transformation. The Apigee Institute marries theory to benchmarks in order to uncover best practices for success doing digital business.

Kirschner has over 20 years of experience using data to drive change in complex organizations. During ten years at Microsoft Corporation, he served as the first Director of Open Source Strategy in the company's history. As a Vice-President for Corporate Strategies at global consultancy Greenberg Quinlan Rosner Research, he applied techniques from political campaigns—including elections for more than two dozen heads of state—to the strategic challenges of some of the world's top brands.

His passion for dissecting the nexus of vision, metrics, and customer experience began with municipal police reform in the United States, where he walked the beat with police officers in departments seeking to implement community-based policing. He has a degree in philosophy from Yale University.

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Companies that can transform their traditional business models into platforms (or network models) will have a competitive advantage based on new insights into pricing, network effects, supply chains, and strategy. These principles show how dotcom companies like Airbnb, Amazon, Apple, and Uber managed, in a relatively short time, to attract millions of clients worldwide. But they apply also to traditional product companies like Sony, shoe companies like Nike, and spice companies like McCormick. New business models helped these companies extend existing transactions to new, associated products and services. Platforms beat products every time. This panel discussion will reveal the secret of Internet-driven platforms, and include executives who will tell us how they have embraced platforms at their company.

PADDY SRINIVASAN

JERRY WOLFE

Paddy Srinivasan
Vice President, Products, Xively by LogMeIn

@paddix

Paddy Srinivasan is the Vice President of Products at Xively, a division of LogMeIn, Inc., where he is responsible for product management and product development of the Xively IoT enterprise application. He previously led the Customer Engagement Products at LogMeIn including Rescue and BoldChat. Prior to joining LogMeIn, Srinivasan built two successful cloud startups Opstera and Cumulux in cloud operations management and cloud deployment domains. Previously he held leadership roles at Microsoft (in Office and .NET teams) and Oracle (mobile embedded databases) in product and engineering management.

Jerry Wolfe
Founder & CEO, Vivanda

@wolfeman60

Jerry Wolfe is the Founder and CEO of Vivanda, Inc., the world's most sophisticated food experience platform that is personalized and made portable by FlavorPrint®. Wolfe led the incubation of FlavorPrint® within McCormick. FlavorPrint® provides consumers with recommendations and personalized food experiences, contextualized to every moment, every day.

With over 25 years of leadership experience, Wolfe is widely recognized in the retail and food industry as a technology pioneer. Prior to Vivanda, Wolfe was McCormick & Company's first CIO and held the position for 14 years. In this role, he led major business transformation initiatives to enable cross-functional capabilities and growth. When asked to envision future growth strategies, Wolfe refocused McCormick's technology strategy on consumer-facing connected commerce initiatives—yielding FlavorPrint.

Prior to McCormick, Wolfe was a Partner in the Management Consulting Practice at Ernst and Young. His passion for entrepreneurial ventures started with Manugistics, a technology startup that defined supply chain management in the late '80s. He led commercial, service, and development organizations. He has an economics and political science degree from Dickinson College.

PUSHING THE ENVELOPE ON CLOUD:
Building the Foundation for a New Style of IT

More often than not, technology takes center point in cloud discussions. This limited view misses important aspects of the application and IT operations transformation towards cloud and hence drastically understates the business benefit of cloud.

This session will explain all essential elements of a cloud transformation journey including infrastructure, application, and IT process transformation and will highlight a best practices driven adoption path that maximizes the ROI and lays a solid foundation for the "New Style of IT" needed in the new digital economy.

ERIC BROWN

JOHN WELCH

Eric Brown

Managing Director, Accenture

Eric Brown is a Managing Director at Accenture, responsible for the portfolio of Strategic Joint Initiatives. Brown manages teams across a broad variety of disciplines and geographies that are responsible for the strategic development of solutions, assets, and go-to-market activities which enable Accenture Industry and Cross-Industry Offerings.

Additionally, Brown also serves as the Global Lead and General Manager for the HP/Accenture Joint Initiative. The primary goal of this team is to leverage HP products to grow Accenture's services business, while increasing the market share of HP product globally.

Brown has been with Accenture for 20+ years. He has a broad technology background with deep skills and experience in large scale transformation programs. Throughout his career, Brown served as a client facing strategy and delivery consultant in financial services, products, and resources industry groups.

John Welch

Director of Alliances, HP Cloud, Hewlett-Packard

@jmwelch

John Welch is a Director for the Americas Cloud Alliances Organization. John leads a team of Alliances Cloud Specialist in the AMS. His team supports and enables HP's Alliances Partners in expanding their sales programs to incorporate HP Helion Cloud to deliver outcome based solutions that address the market's growing need for improved agility, flexibility, and cost savings.

Welch joined HP in 2005 as part of HP's StorageWorks Division, from the acquisition of AppIQ. John was responsible for leading the Storage Essentials sales team for the Americas until 2008 when he moved into the HP Software Alliances organization.

Welch has held many sales and management positions in the storage and software industry for companies like EMC, SUN, NCR, HighGround and Dot Hill. Welch holds a BS double major in finance and marketing from Boston College.

INVENTING CONTINUITY OF CARE

moderator

BILL FOX

JAMES D. MURRAY

moderator

Bill Fox
VP & Chief of Life Sciences, MarkLogic

Bill Fox is VP and Chief of Life Sciences at MarkLogic. Fox is a former attorney, consultant and healthcare executive with 25 years of experience, and is a nationally recognized thought leader in healthcare analytics, big-data, program integrity, data privacy and security and identity management. He serves on the HIMSS Health Business Solutions Committee and *Business Edge Magazine*, the thought leader's panel of the Predictive Modeling News, and is on the Board of Directors of the Medical Identity Fraud Alliance. He is a prior appointee to the Strategic Planning Committee of the National Healthcare Anti-Fraud Association and is a former Senior Fellow at the Jefferson School of Population Health.

Prior to joining MarkLogic, Fox was SVP of Strategy and Business Development at Emdeon, a Principle in Booz Allen Hamilton's Healthcare consulting practice and VP of Health Care at LexisNexis. He is the former Deputy Chief of Economic and Cyber Crime at the Philadelphia District Attorney's Office, Special Assistant United States Attorney for the Eastern District of Pennsylvania and law firm partner. He writes on presents frequently on topics related to big data and analytics in healthcare.

Fox is a graduate of Temple University Graduate School and the Villanova School of Law.

James D. Murray
VP of Information Technology, CVS Caremark MinuteClinic

James D. Murray, MS, CPHIMS, is Vice President, Information Technology for MinuteClinic at CVS/Caremark. He is responsible for the all systems and solutions to support over 800 walk-in medical clinics.

Murray works to support a medical practice of over 2500 providers by enabling the efficient use of technology in the clinical setting. MinuteClinic maintains a strong focus on collaboration with medical systems in the communities we serve. The integration of medical records with their affiliate institutions across the country helps to improve continuity of care and enable communication around all aspects of a patient's care.

Murray has over 20 years' experience in healthcare information technology at BWH, MGH, and Partners Health. Murray is a member of the board of directors for eHealth Initiative in Washington, DC. He holds a bachelor's degree in economics from the University of Nebraska and a Master of Science in medical informatics from Northwestern University.

Sumit Nagpal
Chief Innovation Officer and Co-Founder, Lumira

@sumitknagpal

Sumit Nagpal is a Co-Founder and Chief Innovation Officer of Lumira Ltd. Lumira represents the fourth generation of Sumit's work, which began while working with Steve Jobs and NeXT, Inc., in the early 1990s. That experience led him to combine his two passions at the time—information technology and medicine—to begin a lifelong journey to help physicians better care for their patients. In the mid 1990s, Nagpal led his first company, Wellogic, to create one of the country's first longitudinal medical records across major departmental systems in a best-of-breed hospital in Boston.

The healthcare industry is in the middle of a socio-technological transformation. Today's "Continuity of Care" models are based on optimizing clinical and revenue processes in order to improve population health and quality of patient care across the "clinical care-touch" points. In reality, there is not much continuity of care. It breaks down quickly when the patient leaves the care setting. Most care/wellness touch-points are outside the clinical care setting and are in the hands of patients—and are often dictated by socio-economic factors. Emerging mobile devices, wearables/sensors, clouds, and socio-cognitive analytics can play a crucial role by bridging clinical and non-clinical environments in order to provide a true continuity of care. In this session, the panelists will discuss how their organizations are going through such historic transformational change and how they are envisioning data-driven true continuity-of-care delivery systems.

SUMIT NAGPAL

RICHARD SINGERMAN

DR. ANDREW H. WATT

Today, after twenty years of practice and honing of the product, Nagpal has taken his vision private once again, with the strength and backing of a trio of industry leaders, himself included, and is now helping drive practical interoperability and standards adoption in markets well beyond the United States. He remains a passionate advocate for improving clinical and financial outcomes and encouraging healthy behaviors via ubiquitous, easy-to-use access to information.

Richard Singerman, SB '87

Chief Innovation Officer, TrustNetMD

@richsingerman

Richard Singerman, PhD, is Chief Innovation Officer for TrustNetMD and Adjunct Assistant Professor, Johns Hopkins School of Medicine. A key continuity of care outcome of the US Department of Health and Human Services (HHS) funded research of Johns Hopkins School of Medicine, Johns Hopkins Bloomberg School of Public Health, and TrustNetMD will be a nonprofit, publicly available, Web2.0 mobile "Social Learning Environment" (SLE) for family care givers, social workers, community health workers, community health clinicians, and public health officials.

Dr. Singerman was previously Associate Partner in IBM's Healthcare Analytics practice where he developed informatics and organizational learning strategies for academic medical centers and the US Military Health System. He served in the HHS Office of National Coordinator for Health IT and led innovation advancement for Ascension Health.

Dr. Singerman is the author of numerous articles and reports concerning health care trends, knowledge sharing, diagnostic imaging, and additional innovations necessary to elevating quality and performance. He earned a BS in physics from MIT, an MS in applied mathematics from Cambridge University, and a PhD in physics from Cornell.

Andrew H. Watt, MD

CIO, CMIO, Southern New Hampshire Health System

Dr. Andrew Watt prefers to be thought of as the Chief End User instead of just the CIO/CMIO and VP of IT and Services at Southern New Hampshire Health System. In addition to IT work, he works as a Board Certified Attending Physician in the emergency department of the hospital.

Dr. Watt started programming computers in primary school and wrote his first medical application when he was a college summer intern at a Boston hospital. After attending the College of the Holy Cross, he worked in clinical software development for MEDITECH. Dr. Watt continued contract programming work while attending the University of Massachusetts School of Medicine. Dr. Watt completed his clinical training at the Johns Hopkins Hospital in emergency medicine.

During the past six years as CIO for the Southern New Hampshire Health System, he has worked with his team to increase the automation and clinical sophistication of health care based IT systems. Dr. Watt is very excited to be a CIO and provider during the coming years of unprecedented change in health care.

ALSO IN THIS TIME BLOCK:

Pushing the Envelope on Cloud: Building the Foundation for a New Style of IT
Sala de Puerto Rico, 2nd floor, Stratton

Birds of a Feather/Networking Lunch
Rockwell Cage, Main Court

DEMAND SHAPING:
How IT Becomes a Distinctive Advantage

moderator

JEANNE W. ROSS

TOM CONOPHY

moderator

Jeanne W. Ross

Director and Principal Research Scientist, MIT Sloan Center for Information Systems Research

Jeanne W. Ross is Director and Principal Research Scientist at the MIT Sloan Center for Information Systems Research where she lectures, conducts research, and directs executive education courses on IT management practices. Her research examines organizational and performance implications of enterprise initiatives related to enterprise architecture, IT governance, outsourcing, and business agility. Ross is co-author of three books: *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), and *IT Governance: How Top Performers Manage IT Decision Rights for Superior Results* (2004). She has served on the faculty of customized courses for a number of major corporations, including PepsiCo, McKinsey, General Electric, TRW, Pfizer, News Corporation, Commonwealth Bank of Australia, IBM, and Credit Suisse. She regularly appears as a speaker at major conferences for IT executives.

Ross earned a BA at the University of Illinois, an MBA from The Wharton School at the University of Pennsylvania, and a PhD in management information systems from the University of Wisconsin–Milwaukee. She is a founding senior editor and former editor in chief of *MIS Quarterly Executive*.

Tom Conophy

EVP & CIO, Staples

Tom Conophy is currently the EVP & CIO for Staples, based outside of Boston. He is an active member of the Executive Committee setting the strategy for the business and leads a team of over 3,000 people. Conophy is the former EVP & CIO for InterContinental Hotels Group (IHG) and was responsible for all aspects of technology applied by this global enterprise. In addition, he led the creation and execution of the technology roadmap that enabled the business strategy, built scalable computing platforms, managed a staff of over 1,200 located across the globe and was a key advocate of technology and the art of the possible to his senior leadership peers.

Conophy is an active member of the CIO Forum (a group of 60 leading CIO's across the country), and chairman of the Telwares Advisory Board. He is also an advisor to a start-up in Atlanta called Mobile Labs that is focused on testing and quality assurance for mobile application development. He has been a member of Intel's Board of Advisors and is well connected in the technology and travel industries.

Prior to joining InterContinental Hotels Group, Conophy was the Chief Technology and Information Officer at Starwood Hotels and Resorts. He also was at Sabre Inc., where he was SVP & Chief Architect. Conophy has extensive airline and travel industry experience through his roles at United Air Lines, Covia, and Galileo International. He also spent time in the San Francisco area writing office automation software and began his career with Blue Shield in Tacoma, Washington.

award finalist

Hervé Coureil

CIO, Schneider Electric

Hervé Coureil joined Schneider Electric in 1993. He became CIO in 2009. Prior to assuming this role, Coureil served as CIO for the Critical Power and Cooling Services (CPCS) Business Unit of Schneider Electric, which was formed in early 2007 following the acquisition of APC Corp., and its merger with MGE-UPS Systems. Coureil's responsibilities included overseeing legal, IT and strategy.

In the digital economy companies have nearly limitless opportunities to invest in technology. But most IT investments have little (and sometimes even negative) impact on financial performance. Companies cannot afford to invest in "nice to have" business changes. CIOs must lead the charge to ensure that IT investments—and the business changes they demand—have significant, sustainable impacts on performance.

Top CIOs are changing the conversation around IT investment through a process we refer to as "demand shaping." This session asks CIO panelists to discuss how they are changing the IT investment conversation and the impact of IT on financial performance.

HERVÉ COUREIL

RALPH LOURA

JIM McGUIRE

In the past, he has held a variety of finance and business development positions with Schneider Electric including Senior Vice President Finance, Control and Business Development for the Asia Pacific Operating Division, Vice President Financial Control for the International Division, Corporate Officer for Mergers and Acquisitions, and Financial Controller of various organizations.

Coureil holds a master's in management from Reims Management School and a Graduado en Ciencias Empresariales Europeas from ICADE in Madrid.

Ralph Loura

VP & CIO, Enterprise Group & WW Sales Operations, Hewlett-Packard

@RalphLoura

Ralph Loura joined Hewlett-Packard in July 2014 as CIO for Enterprise Group and Global Sales Operations. A believer in IT's ability to drive business outcomes, Loura's objective is to help shape go-to-market strategies through world-class processes, tools, and data that identify opportunities for HP's Enterprise Group. Loura advocates tight integration with the user community to identify underlying business needs and deliver simple, straightforward, user-friendly solutions while driving operational simplicity and removing complexity and cost.

Loura comes to HP after several years as SVP and CIO of The Clorox Company where he took IT from an underperforming cost center to an organization that is closely involved with supporting company strategy. Loura has a wealth of experience and an understanding of the enterprise systems space, having served in IT leadership roles at Cisco, Symbol, and AT&T Bell Laboratories. In 2012, *Computerworld* named Loura one of its 2012 Premier 100 IT leaders; and in 2013, *Consumer Goods Technology* named him CIO of the Year.

Loura holds a master's in computer science from Northwestern University and a BS degree in computer science-mathematics from Saint Joseph's College.

Jim McGuire

EVP & CIO, Charles Schwab

Jim McGuire is the Executive Vice President and CIO for Schwab Technology Services (STS) responsible for Schwab's technology innovation, development, infrastructure, and operations.

In addition to leading Schwab's technology enterprise, McGuire also has responsibility for Project Services, which has accountability for the planning, coordination and financial management of all company-wide projects. He is also responsible for Offshore Services that leverages third-party offshore capabilities when appropriate.

McGuire rejoined Schwab in August 2009 from eBay, where he was responsible for workplace technology and business support applications at eBay and production site operation of eBay's PayPal business. Prior to eBay, McGuire also held senior executive positions at companies including Source Informatics and American Express. He earned his bachelor's degree in computer information systems at Arizona State University.

CYBERSECURITY:
New Approaches to Assessing and Maximizing Your Protection

moderator

PROF. STUART MADNICK

ROLAND CLOUTIER

moderator

Prof. Stuart Madnick, SB '66, SM '69, PhD '72

Director, MIT Interdisciplinary Consortium for Improving Critical Infrastructure Cybersecurity, (IC)³

Stuart Madnick, John Norris Maguire Professor of Information Technologies at the MIT Sloan School, holds a PhD in computer science from MIT and has been an MIT faculty member since 1972. He served as the head of MIT Sloan Information Technologies Group, consistently rated #1 in the nation, for more than twenty years. He currently serves as the Director of the MIT Interdisciplinary Consortium for Improving Critical Infrastructure Cybersecurity (IC)³.

Professor Madnick has been active in industry as a key designer and developer of projects such as IBM's VM/370 operating system and Lockheed's DIALOG information retrieval system. He has served as a consultant to major corporations, including IBM, AT&T, and Citicorp. He has also been the founder or co-founder of five high-tech firms, and currently operates a hotel in the 14th century Langley Castle in England.

Professor Madnick is the author or co-author of over 350 books, articles, or reports including the classic textbook on operating systems. His current research interests include information integration technologies, semantic web, database technology, software project management, internet applications, the strategic use of information technology, and cybersecurity.

Roland Cloutier

VP & Chief Security Officer, ADP

Roland Cloutier has functional and operational responsibility for ADP's cyber, information protection, risk, workforce protection, crisis management, and investigative security operations worldwide. ADP is one of the world's largest providers of human capital management solutions.

Under Cloutier's leadership, the ADP Global Security Organization protects ADP businesses worldwide and drives security as a top priority to protect its clients' data and funds and maintain ADP's position as a leader in the industry. ADP's integrated business operations protection program consists of a converged security organization providing global services to ADP's business and clients including operating entities such as cyber defense, public safety, criminal and civil investigations, operational risk management, privacy, fraud prevention, and global threat management.

Cloutier is active in the security industry as a member of many security organizations and a frequent keynote speaker, panelist, and contributor to industry periodicals. Cloutier has held executive security management roles at consulting and managed security service organizations and served the first half of his more than 25 year career in federal law enforcement.

Shuman Ghosemajumder, MBA '02

VP, Product Management, Shape Security

Shuman Ghosemajumder leads product management at Shape Security, a Kleiner Perkins and Google Ventures-backed startup that has developed the first botwall—a new class of technology to defend websites against malware, botnets, and scripts. Shape is engaged with some of the world's largest companies in healthcare, retail, aerospace, and other industries, to protect against threats which have no other solutions.

SEC Commissioner Luis A. Aguilar has warned that boards that choose to ignore or minimize the importance of cybersecurity oversight responsibility, do so at their own peril. But how does an organization assess its preparation for cybersecurity and improve its protection?

The panelists in this session will describe approaches being adopted by leading organizations and research addressing the strategic, managerial, and operational issues concerning cybersecurity.

SHUMAN GHOSEMAJUMDER

NICK MILNE-HOME

GEORGE WRENN

Ghosemajumder previously led global product management for click fraud at Google, where his team protected the $23 billion annual revenue payperclick AdWords business—the world's largest advertising network. He joined Google in 2003 as one of the early product managers for AdSense, held key product management roles in growing that business to $2 billion in annual revenue, and helped launch Gmail.

Ghosemajumder is the co-author of *CGI Programming Unleashed*, a contributing author to *Crimeware*, and a regular guest lecturer at Stanford. He earned a BSc in computer science from the University of Western Ontario in Canada and an MBA from the MIT Sloan School of Management.

Milne-Home is passionate about improving efficiency in IT. As part of the Executive Leadership team of 1E, he is responsible for formulating and translating the company's IT Efficiency strategy into hard commercial plans, and for their execution in the North America market. Milne-Home is a regular speaker and commentator on IT Efficiency. He was awarded the *Sunday Times* Tech Track 100 Best Use of Technology award in 2006 for tripling the company's customer base and driving customer adoption of Nomad Enterprise™ and NightWatchman® Enterprise in particular.

Milne-Home has an MBA and a Diploma of Marketing from Cranfield School of Management and a degree in Economics/Politics from Bristol University.

Nick Milne-Home

Chief Operating Officer, 1E & President, 1E North America

As COO, Nick Milne-Home is responsible for the delivery, support and operational success of the 1E solutions to our customer globally. This includes the professional services, solutions engineering, technical support, training and internal it functions of the company.

As President of 1E in North America, Milne-Home is also responsible for the execution of 1E's growth strategy in North America and for the company's key strategic relationships in North America. Operating from 1E's North America headquarters in New York, Milne-Home has been instrumental in leading 1E North America from its inception to an organization that now accounts for more than half of 1E Group sales.

Milne-Home joined 1E in 2004 and has overseen the rapid growth in the company and its transformation from a niche UK professional services business to a market leading international software company.

George Wrenn

VP & Cyber Security Officer, Schneider Electric

George Wrenn has more than 20 years of experience in the field of cybersecurity and has been awarded US patents in this area. He presently serves as CSO & Vice President of Cyber Security for Schneider Electric and is a Research Affiliate at MIT Sloan School's (IC)[3], focusing on Cyber Warfare frameworks.

Prior to his present roles, Wrenn was a senior managing consultant with IBM where he helped cross-industry Fortune 1,000 customers reach compliance to key regulatory frameworks and develop global cyber security strategies. His other roles include managed security services (MSS), security product development, and secure cloud computing.

Wrenn published over 30 articles in major technology magazines, and is a writer and editor for *TechTarget, SearchCIO,* and *Information Security Magazine.*
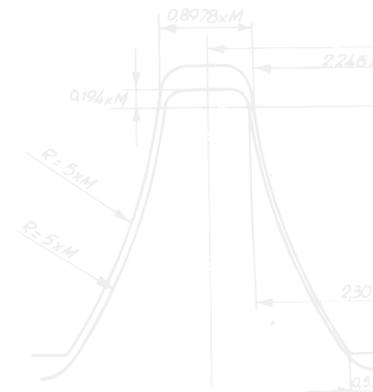
THE INTERNET OF THINGS:
Challenges for a Connected World

moderator

STEVEN ROSENBUSH

THE WALL STREET JOURNAL.

MICHAEL CHUI

McKinsey&Company

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moderator

Steven Rosenbush
Editor, CIO Journal, Wall Street Journal

@Steve_Rosenbush

Steve Rosenbush is editor of the *Wall Street Journal's CIO Journal*, which writes about the interplay of business and technology. He leads a team that covers the evolving role of the chief information officer, as well as emerging business technology and its influence on business models. The group also focuses on the complex relationships among CIOs and their technology suppliers, as well as the ways in which CIOs address the challenges of IT operations and integration. Previously, he served as assistant managing editor of *Institutional Investor* magazine, where he led coverage of capital markets during the financial crisis. He also has served as telecommunications editor of *BusinessWeek* magazine, senior financial writer at BusinessWeek.com, and telecommunications reporter at *USA Today.* He is the author of a book, *Telecom Opportunities for Entrepreneurs.* He holds a bachelor's degree in english from Wesleyan University.

Michael Chui
Partner, McKinsey Global Institute, McKinsey & Company

@mchui

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, titled *"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, Chui served as the first CIO 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, Chui was founder and executive director of HoosierNet, Inc., a nonprofit cooperative Internet service provider that provided dial-up and broadband access to consumers, nonprofits, governments and businesses.

Phil Regnault, MBA '00
Senior Vice President, Technology Solutions, Hitachi Consulting

@regnault

Phil Regnault is Senior Vice President in Hitachi Consulting's Technology Solutions practice. Since joining Hitachi Consulting in 2012, Regnault has served as a leader in the firm's Technology Solutions business, with special emphasis on Oracle solutions and IoT. Regnault focuses his efforts on helping clients become Enterprises of Things by employing IoT-enabled processes and technology.

Prior to Hitachi Consulting, Regnault spent more than a decade at Oracle and Siebel Systems (which was acquired by Oracle in 2006). He occupied a number of roles there, finally serving as Vice President Alliances & Channels in the applications business.

According to forecasts, there will be more than 14 billion connected devices in the next five to seven years. The efficiencies from a connected world will drive improved user experiences in energy consumption, manufacturing planning, healthcare, and retail, to name a few. How companies respond to the promise of the Internet of Things will vary greatly, based on their own visions for a connected world, their current business models, and the challenge of adapting to a "sharing" economy. Will businesses profit, what new revenue streams can be realized, and how might companies plan for the new products, services and architectures that will enable—and secure—the Internet of Things? Hear from a world-class panel of researchers, journalists, and executives on the trends and issues defining this disruptive business and technological phenomenon.

PHIL REGNAULT

Hitachi Consulting
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RICHARD SOLEY

industrial internet CONSORTIUM

MARKUS WEINBERGER

BOSCH

Regnault started his professional career at Price Waterhouse Consulting (now IBM), where he functioned as a privatization and capital markets development advisor and team leader on multi-disciplinary projects in Washington, Kyrgyzstan, and Ukraine.

Regnault holds an MBA in ebusiness from the MIT Sloan School of Management and earned a BA in international relations from Tufts University. He has lived and worked in seven cities in four countries on three continents, holds US and Netherlands (EU) dual citizenship, and now resides in Atlanta with his wife and two children.

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

Executive Director, Industrial Internet Consortium

@richardsoley

Dr. Richard Soley is Executive Director of the Industrial Internet Consortium and is responsible for the vision and direction of the organization. The Industrial Internet Consortium was formed to accelerate the development, adoption and widespread use of interconnected machines and devices, intelligent analytics, and people at work. The members of the Industrial Internet Consortium catalyze and coordinate the priorities and enabling technologies of the Industrial Internet. The Industrial Internet Consortium is managed by the Object Management Group, an international, open membership, not-for-profit technology standards consortium.

Previously, Dr. Soley was a co-founder and former Chairman and CEO of A. I. Architects, Inc., maker of the 386 HummingBoard and other PC and workstation hardware and software. Prior to that, he consulted for various technology companies and venture firms on matters pertaining to software investment opportunities. Dr. Soley holds bachelor's, master's, and doctoral degrees in computer science and engineering from MIT.

Markus Weinberger

Director, Bosch IoT Lab at University of St. Gallen, Bosch Software Innovations GmbH

Markus Weinberger is Director of the Bosch Internet of Things & Services Lab at the University of St. Gallen, a cooperation of Robert Bosch GmbH with the University of St. Gallen and the Eidgenössische Technische Hochschule (ETH) Zurich. Weinberger and his team research and develop IoT applications mainly in the domains "Smart Home" and "Connected Car." Those verticals are the basis for researching and understanding business models in the Internet of Things.

Weinberger has been with Bosch more than 15 years. He gained experience in such different fields as driver assistance systems, internal auditing, and engineering services. He worked in areas like ergonomics, calibration of electronic control units, project management, process management, and Enterprise 2.0. Markus holds a PhD in engineering from the Technische Universität München. He studied mechanical engineering in Munich and Trondheim, Norway.

GETTING THE DATA:
Approaches to Managing Personal Data

moderator

PROF. ALEX 'SANDY' PENTLAND

BRIGHAM HYDE

moderator

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

@alex_pentland

Alex 'Sandy' Pentland helped create and direct MIT's Media Lab, the Media Lab Asia, and the Center for Future Health. He chairs the World Economic Forum's Data Driven Development Council, is Academic Director of the Data-Pop Alliance, and is a member of the Advisory Boards for Google, Nissan, Telefonica, the United Nations Secretary General, Monument Capital, and the Minerva Schools.

In 2012 *Forbes* named Pentland one of the "seven most powerful data scientists in the world," along with Google's founders and the CTO of the United States, and in 2013 he won the McKinsey Award from *Harvard Business Review.* He is among the most-cited computational scientists in the world, and a pioneer in computational social science, organizational engineering, wearable computing (Google Glass), image understanding, and modern biometrics. His research has been featured in *Nature, Science,* and *Harvard Business Review,* as well as being the focus of TV features on BBC World, Discover, and Science channels. His most recent book is *Social Physics*, published by Penguin Press.

Over the years, Pentland has advised more than 50 PhD students. Almost half are now tenured faculty at leading institutions, with another one-quarter leading industry research groups and a final quarter founders of their own companies. Pentland's research group and entrepreneurship program have spun off more than 30 companies to date, three of which are publicly listed and several that serve millions of poor in Africa and South Asia. Recent spin-offs have been featured in publications such as *The Economist* and the *New York Times*, as well as winning a variety of prizes from international development organizations.

Brigham Hyde
Chief Data Officer & SVP of Analytics, Decision Resources

@BrighamHyde

Brigham Hyde, PhD, is the Chief Data Officer and SVP of Analytics at Decision Resources Group where he leads client direct data analytics for life sciences. Brigham joined DRG as part of the acquisition of Relay Technology Management in January 2014. As CEO and co-founder of Relay Technology Management he developed proprietary analytics software and data aggregation tools. Dr. Hyde has over 10 years life science experience and, prior to founding Relay Technology Management, was an equity research analyst in medical technology and life science tools at Cowen & Co., in Boston. Dr. Hyde brings knowledge both of basic science research and drug development operations. He has conducted research in mitochondrial pharmacology and biology in the context of anemia, myelodysplastic syndromes, and type II diabetes. Dr.Hyde received his PhD in clinical pharmacology from the Tufts University School of Medicine, where he is currently an Adjunct Professor of Pharmacology and experimental therapeutics.

Paolo Pelizzoli
SVP, Broadridge

Paolo Pelizzoli is SVP and Global Head of Architecture at Broadridge, a leading provider of investor communications and technology-driven solutions for wealth management, asset management and capital markets firms. His experience has led him to understand the variety of platforms and technologies available in the industry—and the complexities of not just build, but support and extension—and this understanding has forged the principles upon which he approaches architecture and problem solving.

Pelizzoli's experience started in 1985, and has moved from software (On-Line Software), to financial services (PaineWebber,

As companies begin to move to a "big data" world, they face the problem of acquiring additional data about customers, and the associated problems of privacy, liability, security, and ethical considerations in general. This session will present an approach to this problem that has been hammered out in discussions between senior regulators and CEOs of multinationals, discuss "living lab" experiments testing this new approach in the real world, and report on how multilateral organizations and nations are beginning to partner with private companies in order to allow them to exploit such data. The panelists will discuss and debate the merits of this approach, and comment on how they manage big data in their organizations.

PAOLO PELIZZOLI

Broadridge

DON TAYLOR

BENEFITFOCUS®
Benefits are good.™

STEPHEN UFFORD

Trulioo
The Identity Bureau

JPMorgan, Merrill Lynch), to software (New Era of Networks), to management consulting (Global Integration Technology), to software (TIBCO), and back to financial services/software (Broadridge Financial Solutions). His travels through these industries have led him to work extensively in North America and Europe, with projects in Korea, South Africa and Australia.

This background has let Pelizzoli understand the link between driving the business forward and selecting the right tools for the job. The speed and variability of technology is a constant in the world, but the means by which we can adapt and suitably build solutions is constantly being challenged.

Don Taylor
CTO, Benefitfocus

@dontaylorsc

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.

Stephen Ufford
CEO, Trulioo

@StephenUfford

Stephen Ufford has founded several consumer data focused startups over the last decade while working in the role as CEO. As a serial entrepreneur, Stephen likes to challenge the status quo and if it's broken, he likes to fix it. In 2011, he started Trulioo, a global identity verification company focused on building a framework of trust online, implementing best consumer privacy practices, and advancing financial inclusion. As the pioneer and leader in cyber identity verification, Trulioo is fixing the problem of broken identity that today affects so many online businesses and continues to stifle economic growth and Internet innovation.

Prior to Trulioo, Ufford's first startup, iQuiri.com, was one of the first companies to make consumer credit reports and scores available online. In 2004, he founded his second company, NDS, which became the marketing division of Canada's first credit bureau. His third company, Pharos Global, was a consumer identity management and restoration firm that leveraged both national and international partnerships with large consumer credit bureaus to deliver world-class products and services.

The New Reality

By HP

Are you ready? The way you deploy, manage, and use your IT infrastructure is about to change. Cloud computing is about to take over data centers around the world and dispel the old ways of thinking about IT infrastructure.

Today, the world of IT must deal with one of the greatest shifts the data center business has ever seen. The highly dynamic, unpredictable, and rapidly growing nature of demand for compute, networking, and storage created a need for this dramatic change. The simple fact is the traditional data center architectures no longer deal effectively with the new reality of IT—a fact that is beginning to dawn on IT leaders and users worldwide.

Cloud computing to the rescue

While Big Data, mobility, security, and cloud comprise current IT trends, it is obvious that cloud also encompasses a way to deal with the other three. The challenges posed by these trends have one thing in common—they are, by nature, highly dynamic and unpredictable. The traditional data center model does not have enough flexibility to deliver the resources necessary to handle such unpredictable spikes in demand.

A better solution: affordable cloud computing infrastructure. Thanks to the hard work of the people involved in hardware virtualization and cloud computing technologies, we are now at a point in time when it is possible to launch hundreds or thousands of servers with a single script or an API call. Another call can decommission them in a few minutes, all done without having to re-wire physical switches, servers, and disk arrays.

Next phase: What the cloud needs to deliver

While having the ability to add compute, networking, or storage on demand is very appealing, as the cloud grows up, new must-have requirements are emerging: openness, interoperability, accountability, and seamless hybrid delivery. Even the best cloud computing platforms today do not interoperate very well. They are warehouses of black boxes of goods with varied quality. Their proprietary nature makes it very costly to move infrastructure from one public cloud to another or from a private cloud to a public cloud. This has to change if we want to reap the most attractive benefits of the cloud.

HP Helion: the fabric of your enterprise

As the leader in delivering IT solutions for the new style of business, HP's answer to the cloud challenge is Helion. HP Helion is a comprehensive portfolio of products and services that make it easier for your organization to build, manage, and consume workloads in a hybrid IT environment. This includes everything from public cloud, managed cloud and private cloud to on-premises infrastructure cloud solutions, as well as professional services.

Built on a foundation of OpenStack technology, HP Helion boosts your organization's productivity, so you can make the most of your IT budget and give your developers the power to deploy new applications faster than ever. All while keeping your data as available and secure as it should be. HP Helion's focus on openness gives you the ability to move, integrate, and deliver applications across public, private, and traditional IT environments. It brings together all the benefits and agility of cloud, all the possibilities and interoperability of open source, and all the security and reliability your enterprise needs to move forward with confidence.

Your Cloud, Your Way

Finally, you can embrace the cloud with confidence. No silver lining needed, be agile, get open, stay secure with HP Helion.
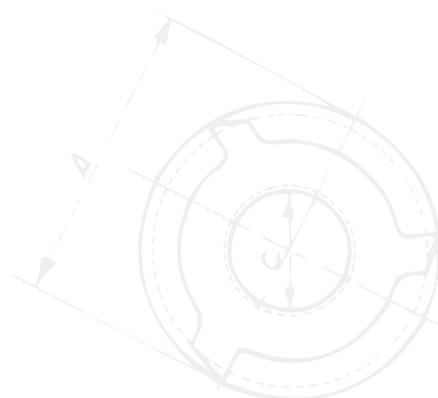
To learn more, visit: hp.com/go/helion
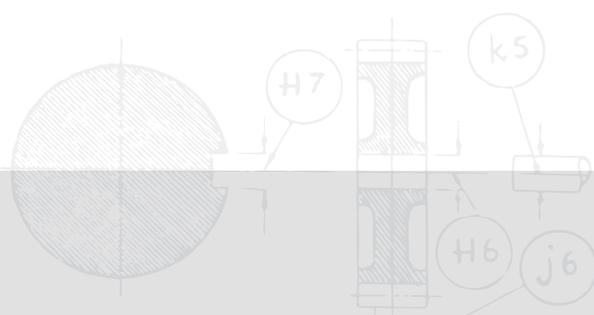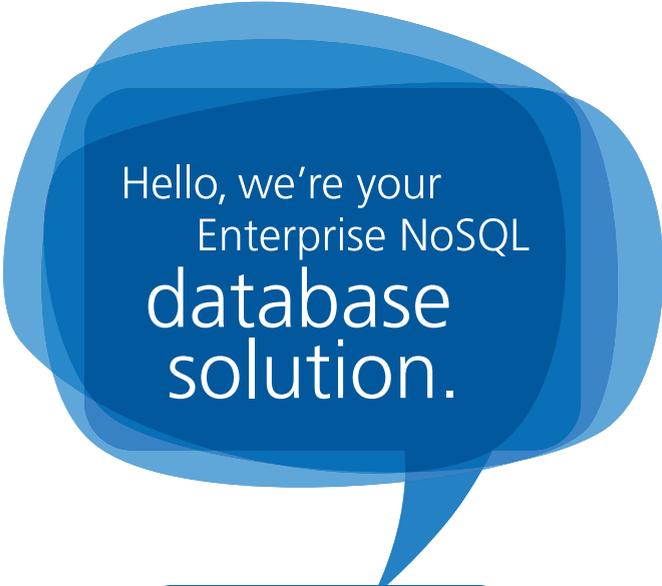
THE INFLUENCE OF DIGITAL ON CIO LEADERSHIP

moderator

NILS FONSTAD

SHAWN BANERJI

MIT Sloan CISR

RUSSELL REYNOLDS ASSOCIATES

moderator

Nils Fonstad, SM '96, PhD '03

Research Scientist, MIT Sloan Center for Information Systems Research

@NilsFonstad

Nils Fonstad researches how organizations build digitized platforms that enhance and sustain competitive business agility, as well as how organizations define, access, and foster new skills and leaders for operating and innovating digitally. Nils has returned to MIT CISR as a research scientist from INSEAD eLab, where he served as Associate Director. In 2010, he co-founded with CIONET the European CIO of the Year Awards to raise awareness of the expanding strategic roles of digital leaders.

Based in Madrid, Fonstad is responsible for both fostering relations with organizations from Europe and Latin America and conducting field-based research on how firms maximize business value and minimize risks from digitization.

Fonstad earned his PhD in information technology and organization studies from MIT Sloan School of Management; an SM from the MIT Technology and Policy Program; and a BS in mechanical engineering and BA in film studies from Cornell University.

Shawn Banerji

Managing Director, Russell Reynolds Associates

Based in New York, Shawn Banerji is a member of the Information Officers 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 (CIO, CTO) across most major industries, including financial services, telecom/technology, retail/consumer, healthcare, industrial/natural resources, as well as media and Internet. Banerji 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.

Brook Colangelo

EVP & CTO, Houghton Mifflin Harcourt

@BrookColangelo

Brook Colangelo is EVP and CTO at Houghton Mifflin Harcourt (HMH). An experienced technology leader and former CIO to the Executive Office of the President, Colangelo now leads the technology-fueled transformation of K-12 learning at one of world's leading education companies. Reporting to President and CEO Linda Zecher, Colangelo leads HMH's Technology Group, a world-class team dedicated to cutting edge technology and services and the delivery of innovative digital content and learning solutions to more than 50 million students worldwide. From HMH's global headquarters in Boston, he also holds CIO responsibilities, including core IT operations.
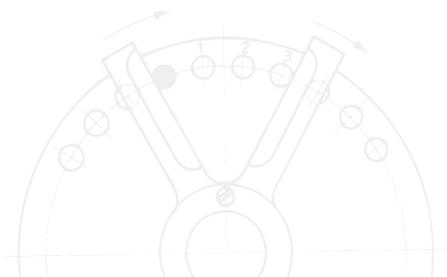
According to MIT research, CIOs have more strategic responsibilities in the digital age. They spend less time managing IT services and more time improving business processes and innovating for external customers. CIOs also are increasingly relied upon to build digital-savvy organizations; as a result, they spend more than a third of their time engaged with non-technical peers. This panel discussion with leading CIOs will explore best practices that expand strategic roles and foster digital leadership throughout an organization.

BROOK COLANGELO

Houghton Mifflin Harcourt

FEDERICO FLÓREZ

ferrovial

PETER NICHOL

access health CT
Connecticut's Official Health Insurance Marketplace

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. Colangelo developed systems for the first digitally mobile President of the United States, driving a turnaround in performance and productivity through a strategic plan to stabilize, mobilize, and transform the EOP's IT enterprise.

Colangelo previously worked as CIO of the Democratic National Convention Committee. He also led the technology team for the American Red Cross' Hurricane Recovery Program (HRP), dedicated to helping rebuild lives after the devastation of Hurricanes Katrina, Wilma, and Rita.

Federico Flórez
Chief Information and Innovation Officer, Ferrovial

Federico Flórez is Chief Information and Innovation Officer (CIIO), Global Purchasing chairman, and a member of the Executive Committee of Ferrovial, headquartered in Madrid. Since its founding in 1952, Ferrovial has become one of the world's leading infrastructure and services operators, committed to developing innovative and sustainable solutions.

He is former Chairman of Ametic's Advisory Board, a member of the CIO advisory boards for Oracle and IDC, President of the Advisory Board CIONET, and a member of the MIT Energy Initiative. Flórez has worked at companies such as IBM, Alcatel, Telefónica Data, and most recently was CIO of Banco de España.

The author of several articles and whitepapers, he frequently presents at conferences in Europe, America, and Asia. He is a Naval Engineer (Polytechnical University of Madrid) and holds a master's in business administration and IT management, PAD IESE, INSEAD Advanced Management Program, and diplomas in executive education from Harvard, MIT, and Cranfield.

award finalist

Peter Nichol
Head of Information Technology, Access Health CT

@PeterBNichol

Peter Nichol, Head of Information Technology, is responsible for IT at Access Health CT (AHCT), Connecticut's Health Insurance Exchange (HIX). Peter oversees AHCT's online marketplace systems, worker case management, and electronic integration with Federal Systems, State Agencies and Insurance Carriers. Peter is responsible for AHCT's industry leading digital platform transforming consumerism and retail oriented services for the health insurance industry.

Nichol was the program director for AHCT's marketplace implementation, providing the most stable HIX launch October 2013, reducing Connecticut's uninsured rate by more than half, a national model for success. As Head of IT, Peter championed AHCT's digital implementation with a transformational cloud-based SaaS platform and mobile application recognized as a 2014 PMI Project of the Year Award finalist and awards for best digital services, API and platform.

Nichol has a BS in CIS from Bentley College, earned his PMP® in 2001, certified scrum master and six sigma master black belt. As a commercial rated aviation pilot and master scuba diver, Nichol understands firsthand how to anticipate change and lead boldly.

CASHING IN ON YOUR DATA
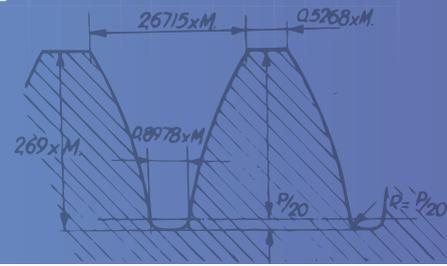
moderator

BARBARA HALEY WIXOM

STEVE EMMERICH
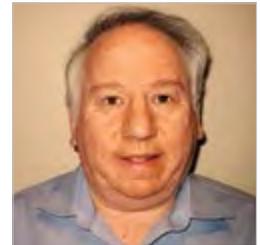
MIT Sloan CISR

ACI UNIVERSAL PAYMENTS

moderator

Barbara Haley Wixom

Principal Research Scientist, MIT Sloan Center for Information Systems Research

@BarbWixom

Barbara Haley Wixom joined MIT Sloan in June 2013 to serve as a Principal Research Scientist for MIT Sloan's Center for Information Systems Research (CISR). Her research explores how organizations deliver business value through data. She has deep expertise in data warehousing, business intelligence, and business analytics capabilities, with particular interest in organizational success, business value, and emerging trends. Prior to joining MIT CISR, she enjoyed a fifteen-year academic career at the University of Virginia, where she was a tenured faculty member at the McIntire School of Commerce and taught data management, business analytics, and IT strategy.

Wixom maintains close ties with practice. She serves as associate editor of the *Business Intelligence Journal*, research fellow of The Data Warehousing Institute (TDWI), and best practice judge for the TDWI annual BI Best Practices Awards. She presents annually for the Society for Information Management's Advanced Practices Council. She is the author of two leading systems analysis and design textbooks, published by John Wiley & Sons.

Steve Emmerich

Chief Architect, ACI Worldwide

At ACI Worldwide, Steve Emmerich is responsible for overseeing payments solution architecture including research and advanced development programs, product portfolio architecture evolution, and acquisition evaluation as a member of the company's Chief Architecture Office. Emmerich's technical specialties include business practices and technologies underlying modern data-driven businesses (e.g., distributed databases, complex event processing, data science techniques).

Having started his career developing parallelizing operating systems and compilers for supercomputers, Emmerich then founded and ran for 12 years a firm specializing in delivering data-driven real-time decision-support solutions for the financial services and pharmaceutical industries, building solutions for payment and investment fraud detection, digital marketing, and medical device validation. Having sold Parallogic, Emmerich was Chief Architect of two data-driven platform companies, one providing sales optimization for manufacturers selling through distribution, the second performing complex sales force incentive analytics and optimization. Prior to ACI Worldwide, Emmerich was VP Technology at Epsilon, responsible for digital marketing technology in its pharmaceutical services market segment. At ACI, Emmerich has been instrumental in optimizing ACI's data-driven payment fraud detection business. Emmerich brings 35+ years of perspective to questions surrounding the use of data for business benefit.

In a digital economy, data (and the information it produces) is one of a company's most important assets—an asset companies are increasingly turning into a revenue stream. What types of data, whether generated from existing products and services or created from digitization, best lend themselves to monetization? We will explore the opportunities and challenges companies face when implementing data monetization strategies. We will also discuss the capabilities and skills needed for successful monetization.

COLIN MAHONY

DON STOLLER

Colin Mahony

SVP & GM, Big Data, Hewlett-Packard

@cpmahony

Colin Mahony leads the HP Software Big Data Business Group, which is responsible for HP Software's Big Data Advanced Analytics, Information Management & Governance solutions. Prior to leading the Big Data Business Group, Mahony was VP and General Manager of HP Vertica, where he guided the business focused on high performance database processing to significant annual growth and recognized industry leadership.

Prior to Vertica, Mahony was a Vice President at Bessemer Venture Partners focused on investments primarily in enterprise software, telecommunications, and digital media. Colin also worked at Lazard Technology Partners in a similar investor capacity. Prior to his venture capital experience, Mahony was a Senior Analyst at the Yankee Group serving as an industry analyst and consultant.

Mahony earned an MBA from Harvard Business School and a bachelor's degree in economics with a minor in computer science from Georgetown University.

Don Stoller

EVP Operations and Sales Support, Healthcare IQ

Don Stoller is the EVP of Operations and Sales Support for Healthcare IQ. Having joined the company in March 2012, Stoller oversees Sales, Spend Analytics, and the IQ Center, serves as the lead on new business development and innovation, and provides strategic direction to the organization in his role on the Executive Management team.

During his 39-year career, Stoller has held various positions in the field of information technology. Before joining Healthcare IQ, he led the start-up, development, and deployment of the Wisdom family of products at Owens & Minor. In addition to these successful service lines, he led a 100 person team responsible for implementation and ongoing support for hospitals.

Prior to his role with the Wisdom technology group, from 1996-1999 Stoller established award-winning data warehousing/decision support capabilities for the company, supplying customers, suppliers, and GPOs direct access to key purchasing information over the Internet. The role grew into heading up the data management area within OMSolutions, and delivering business intelligence to Owens & Minor customers.

INVENTING THE DIGITAL WORKPLACE

moderator

KRISTINE DERY

ANDY ERLANDSON

moderator

Kristine Dery

Research Scientist, MIT Sloan Center for Information Systems Research

@kristinedery

Kristine Dery's research in technology and the workplace has resulted in a range of both academic and industry publications with particular emphasis on mobile connectivity. This work has stemmed from a longer-term research focus on the relationship between HRM and IS which has, in more recent times, generated further inquiry into the management of remote workers and the implications for new ways of working. She co-founded and co-chairs the CISR Digital Disruption Research Group in Sydney, where both academics and industry are engaged in research on the impact of digital technologies and new ways of working.

She previously held management roles in the tourism and airline industries in Australia, New Zealand, and the UK. Dr. Dery received a PhD in information systems from the University of Melbourne.

Andy Erlandson

GM, IT for Sales, Services & Support, Microsoft

Andy Erlandson is the General Manager of a global engineering team within Microsoft's IT division. He is responsible for the technology platforms and tools that run Microsoft's sales, enterprise services, learning, and customer support systems. An inspirational leader and calculated risk-taker with an unrelenting focus on quality, Erlandson is passionate about customers and technology. He has held numerous roles during his 25-year tenure at Microsoft and has an innate talent to engage team members at every level, instilling loyalty and excitement up, down and across organizations. He has led support teams

for several versions of Windows, run competitive sales teams, and served as a director of security where he helped institute a Microsoft-wide emergency response program for major security threats. Other accomplishments include establishing the Microsoft Support Lifecycle program, building the Critical Problem Resolution function, and helping to establish Sustaining Engineering across all businesses at Microsoft. Erlandson graduated from Pacific Lutheran University with a bachelor's degree in computer engineering.

Dan Holohan

CIO, The Advisory Board Company

Daniel J. Holohan serves as the CIO for The Advisory Board Company. Holohan oversees the Enterprise Technologies organization and sets direction for member-facing product technologies, enterprise data management, and the implementation of social, mobile, and collaboration solutions to help the firm's predominantly Millennial workforce work smarter, faster, and better, "from anywhere, at any time." In this capacity, Holohan works in close partnership with other senior leaders to collaborate on the firm's strategic needs and to deliver optimal technology solutions.

Previously, Holohan served as the Vice President of Infrastructure, Architecture and Operations at Inovalon, where he managed and secured their health care cloud-based data analytics and data driven intervention platforms. Prior to Inovalon, Holohan served as the Vice President of Global Enterprise Services at AOL.

Holohan holds an MS degree in management of information technology from the University of Virginia's McIntire School of Commerce and has served on the Technical Advisory Board for the McIntire School since 2006.

CIOs are facing new challenges in the workplace. Traditional work arrangements are under siege by BYOD, social media, collaboration tools, mobile, etc. Digital has changed the very nature of work. Millennials have very different expectations of work than baby boomers.

How can CIOs help mold the new workplace and workforce? What does "talent" look like in the digital economy and how do organizations attract and retain digital workers?

DAN HOLOHAN

SURESH KUMAR

DAVID SAUL
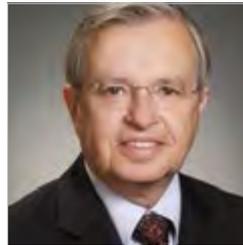
Suresh Kumar

Senior Executive Vice President and CIO, Client Technology Solutions, BNY Mellon

Suresh Kumar is Senior Executive Vice President and CIO for BNY Mellon, where he is leading the Client Technology Solutions organization to become the industry leader in delivering innovative and exceptional technology solutions that enable our clients and employees to succeed. Kumar serves on BNY Mellon's Executive Committee, the organization's most senior management body, as well as the company's Operating Committee. He is also the CEO of iNautix Technologies, a BNY Mellon Company that provides offshore development services.

Before assuming his current role, Suresh was CIO for BNY Mellon's Financial Markets & Treasury Services (FM&TS) group and Pershing LLC. Prior to his appointment as CIO for Pershing, he served in that role with CSFBdirect and DLJdirect.

Kumar is a member of the HP Advisory Board and the Pace University Advisory Board. He has previously served as a member of the Technology Advisory Committee of the Depository Trust and Clearing Corporation and Technology Management Committee of the Securities Industry and Financial Markets Association.

Kumar earned a Bachelor of Technology degree from the Indian Institute of Technology at Madras, an MBA degree from the Indian Institute of Management at Ahmedabad, and a master's degree in computer science from the New York Institute of Technology. Suresh was named "CIO of the Year" in 2006 by the New Jersey Technology Council and named to *CIO Insight* magazine's annual list of "Top 100 CIOs" in 2007. Most recently, Kumar was named to *Computerworld's* "Premier 100 IT Leaders" for 2012.

David Saul, SB '64, SM '65

Senior Vice President and Chief Scientist, State Street Corporation

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

Saul previously was chief information security officer, where he oversaw State Street's corporate information security program, controls, and technology. Prior to that, he managed State Street's Office of Architecture, where he was responsible for the overall enterprise technology, data, and security architecture of the corporation. Saul joined State Street in 1992 after 15 years with IBM's Cambridge Scientific Center, where he managed innovations in operating systems virtualization, multiprocessing, networking, and personal computers.

Saul serves as a trustee of the Massachusetts Eye and Ear Infirmary. In 2007 he was honored with a *Computerworld* Premier 100 IT Leader Award. *American Banker* named Saul as one of its "Top Innovators of 2013" for his work on data semantics and standards. Saul holds bachelor's and master's degrees from MIT.

THE FUTURE (AND POTENTIAL) OF LARGE-SCALE DIGITAL EXPERIMENTS

moderator

PROF. SINAN ARAL
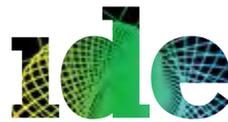
PROF. KARIM LAKHANI

moderator

Prof. Sinan Aral, PhD '07

David Austin Professor of Management, MIT Sloan School

@sinanaral

Sinan Aral heads the Social Analytics and Large Scale Experimentation research programs of the MIT Initiative on the Digital Economy. He is the David Austin Professor of Management at MIT Sloan, where he holds a joint appointment in the IT and Marketing groups. He was the Chief Scientist at SocialAmp, one of the earliest social commerce analytics companies (until its sale in 2012 to Merkle); and is currently the Chief Scientist at Humin, a social navigation startup developing the "Google Maps" for your social relationships. Sinan is the Scholar-in-Residence at the *New York Times* R&D Lab and has worked closely with Facebook, Yahoo, Microsoft, IBM, Intel, Cisco, Oracle, SAP and many other leading Fortune 500 firms on realizing business value from social media and IT investments. His research has won numerous awards including the Microsoft Faculty Fellowship, the PopTech Science Fellowship, an NSF CAREER Award, and a Fulbright Scholarship. He was also recently named one of the "World's Best 40 Business School Professors Under 40" by Poets & Quants.

Prof. Karim Lakhani, SM '99, PhD '06

Associate Professor of Business Administration, Harvard Business School

@klakhani

Karim R. Lakhani is an Associate Professor of Business Administration at the Harvard Business School and the Principal Investigator of the Crowd Innovation Lab and NASA Tournament Lab at the Institute for Quantitative Social Science. He specializes in the management of technological innovation in firms and communities. His research is on distributed innovation systems and the movement of innovative activity to the edges of organizations and into communities. He has extensively studied the emergence of open source software communities and their unique innovation and product development strategies. He has also investigated how critical knowledge from outside of the organization can be accessed through innovation contests. Currently Prof. Lakhani is investigating incentives and behavior in contests and the mechanisms behind scientific team formation through field experiments on the TopCoder platform and Harvard Medical School.

Prof. Lakhani was awarded his PhD in management from MIT. He also holds an MS in technology and policy from MIT, and a bachelor's in electrical engineering and management from McMaster University in Canada. He has also worked in sales, marketing, and new product development at GE Healthcare and was a consultant with The Boston Consulting Group.

David Rose

CEO, Ditto Labs

@davidrose

Over the last two decades, David Rose has serially founded and led game-changing technology companies. As CEO of the Interactive Factory, Rose worked with a brilliant team of designers and programmers to develop museum exhibits and interactive toys. Along with Ditto co-founder Neil Mayle, Rose invented on-line photo sharing, selling Opholio and its seminal patents to FlashPoint. Under his leadership at Ambient Devices, Rose launched a product line of wireless glanceable displays which pioneered a new category of consumer electronics. Rose also founded Vitality (along with Ditto co-founder Josh Wachman) which solved the multi-billion dollar adherence problem for pharmaceutical giants such as Bayer and Novartis.

We are on the brink of a revolution in our understanding of human behavior, in part driven by a newfound ability to design and analyze complex social experiments at population scale. But digital experimentation is much more than just technology and analytics—it creates a powerful tool that helps us understand how to create influence over changing behavior on a broad scale through peer-to-peer interaction and communication.

This session will focus on the mechanics and ethics of cheap, rapid, digital experimentation at scale, the implications for managers as well as workers, the benefits as well as the costs, and how organizations may use experimentation to understand the implications of different business strategies and public policies.

DAVID ROSE

NARINDER SINGH

PROF. ZEYNEP TON

A visiting scientist at the MIT Media Lab, and author of the upcoming book *Enchanted Objects*, Rose is in demand for his inspiring presentations at conferences like TEDx, South by Southwest, The Institute for the Future, and Fortune 500 corporations. After receiving his bachelor's degrees in physics and fine art from St. Olaf College, Rose earned a master's at Harvard.

Narinder Singh

Co-Founder, Board of Directors, Appirio

@singhns

As co-founder of Appirio, Narinder Singh brings nearly 20 years of software and business experience and plays a key role in keeping Appirio at the forefront of technology and crowdsourcing. Prior to Appirio, Singh worked at SAP in the Office of the CEO as a part of the Corporate Strategy Group. Before SAP, Narinder ran R&D for B2B technologies and served as general manager at webMethods. He began his career with Accenture at its Center for Strategic Technology.

Singh has been recognized for leadership in the *New York Times*, named one of *San Francisco Business Times* "40 under 40," has appeared on CNN, C-SPAN, and Fox, and represented Appirio at the World Economic Forum as a Technology Pioneer. He holds a Bachelor of Science from Northwestern University and an MBA from the Wharton School.

Singh also has worked with several non–profits on their development and supports the Miracle Foundation and City Health Works. He is the executive sponsor of Appirio's Silver Lining program and serves as chairman of the board of the Sikh Coalition.

Prof. Zeynep Ton

Adjunct Associate Professor of Operations Management, MIT Sloan School

@zeynepton

Professor Zeynep Ton is the author of *The Good Jobs Strategy: How the Smartest Companies Invest in Employees to Lower Costs & Boost Profits*. Her research explores how organizations can design and manage their operations in a way that satisfies employees, customers, and investors simultaneously. Her work highlights that even in highly competitive industries, like low-cost retail, it is possible to provide good jobs to employees, good service to customers, and great returns to investors.

Her work has been featured widely in the media, including *The Atlantic,* the *New Yorker,* the *Washington Post,* the *New York Times,* Bloomberg TV, and MSNBC. Professor Ton was named one of the "World's 40 Best Business School Professors Under the Age of 40" by Poets & Quants. Prior to joining MIT Sloan, Professor Ton spent seven years teaching at Harvard Business School. She received several awards for excellence in teaching both at HBS and MIT Sloan.

A native of Turkey, Professor Ton first came to the US on a college volleyball scholarship. She received her BS in industrial and manufacturing engineering from Pennsylvania State University and her DBA from Harvard Business School. She and her husband have four young children.
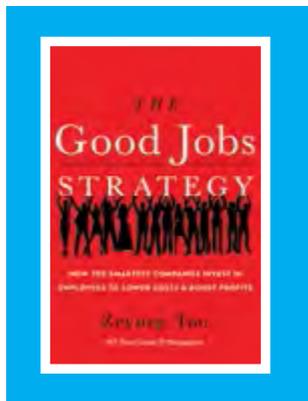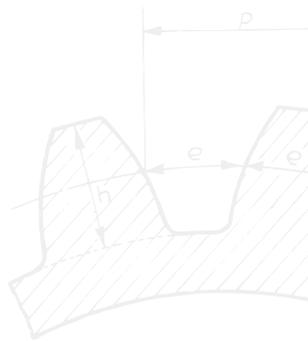
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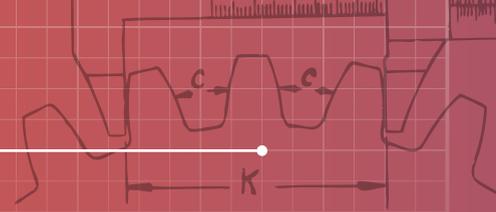
LEADING DIGITAL:
A Manifesto for IT and Business Executives

moderator

GEORGE WESTERMAN
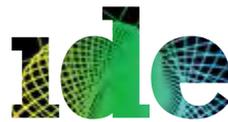
ANTHONY CHRISTIE

moderator

George Westerman
Research Scientist, MIT Initiative on the Digital Economy

@gwesterman

George Westerman is a Research Scientist with the MIT Initiative on the Digital Economy. His research and teaching focus on digital technology leadership and innovation.

Westerman has written numerous contributions for publications ranging from *Sloan Management Review* to *Organization Science* to the *Wall Street Journal.* He is co-author of two respected books: *The Real Business of IT: How CIOs Create and Communicate Value,* named the #1 Book of 2009 in its field, and *IT Risk: Turning Business Threats Into Competitive Advantage*, named one of the top five books of 2007. He is coauthor of the new book, *Leading Digital: Turning Technology Into Business Transformation*, published in October 2014.

Westerman regularly conducts keynote presentations and senior executive workshops with companies around the world. Prior to earning a doctorate from Harvard Business School, Westerman gained more than 13 years of experience in product development and technology leadership roles.

Anthony Christie, SF '98
CMO, Level 3 Communications

@ADC270

Anthony Christie is Chief Marketing Officer for Level 3 Communications, responsible for worldwide marketing, product management and customer experience. Previously, Christie was Chief Technology and Information Officer for Global Crossing, where he was responsible for global technology, operations, IT strategy, customer experience and business process. Prior to that, Christie was Managing Director of Global Crossing for Europe,

the Middle East and Africa, based in the United Kingdom. He also served as Global Crossing's Chief Marketing Officer.

Prior to joining Global Crossing, Christie was VP of Business Development and Strategic Planning for Asia Global Crossing in Hong Kong. Christie also held key positions with AT&T Solutions and with AT&T's Asia Pacific International Operations Division in Seoul Korea and Hong Kong. Anthony Christie holds a BS in marketing from Drexel University, an MBA from the University of New Haven, and an MS in Management from MIT.

award finalist

Michael Nilles
CIO, Schindler Group & CEO, Schindler Digital Business AG

@MichaelNilles

Michael Nilles is the CIO of Schindler and serves as the CEO of Schindler Digital Business AG. Nilles is responsible globally for digital business, information technology, business process management and business shared services at Schindler. He is based at Global Headquarters in Lucerne, Switzerland.

Previously, Nilles worked as Group CIO for Schaeffler AG and before then, he was the Group CIO for Bosch Rexroth AG where he also held positions as CIO Americas, Program Director Global SAP, and IT Director Greater China. Nilles started his career as an SAP consultant for Supply Chain Management in the Asia/Pacific region. During his international assignments Michael lived five years in China and five years in the USA.

Nilles is a Member of the Board of Directors of global medical devices company Medela Holding AG. He holds a master's degree from the University of Cologne/Germany in business administration and information systems and an MBA from Kellogg School of Management of Northwestern University.

about our panel

Fueled by mobility, analytics, social media, cloud computing, and embedded devices, companies in every industry are mapping their way through the digital realm. Yet some firms are far outpacing others in their ability to derive new value from digital technology. These companies, in industries from banking to paint manufacturing, outperform their competitors and fight off digital startups. What is the difference?

"Digital Masters" do more than just adopt technology. They transform their businesses through smart digital investment and strong leadership of change. IT executives have essential roles to play in digital transformation. This panel, which consists of CIOs and thought leaders from a range of industries, will show you how to be part of the strategic digital conversation.

A **MICHAEL NILLES**

Schindler

CRAIG STEPHENSON

KORN FERRY

BRIAN TILZER

♥CVSHealth

Craig Stephenson
Managing Director, Korn Ferry

Craig W. Stephenson is a Senior Client Partner, Managing Director of Korn Ferry's North America CIO Practice and Global Financial Markets Technology & Operations Practice. Based in New York, he is also a member of the firm's Board & CEO Services Practice and Global Promotion Committee. Stephenson is recognized for his extensive talent management knowledge of technology and operations leadership across financial markets. He conducts senior-level search assignments around the world, as well as leadership and talent consulting engagements across the critical technology and operations functions. Stephenson oversees the delivery of search activities around the world and is recognized by clients for his commitment to quality and thorough understanding of the financial markets across capital markets, brokerage/wealth management, asset management, retail and commercial banking, insurance and FinTech.

Stephenson continues to be a featured speaker at the Financial Services CIO Summit and develops the agenda for the yearly event in New York. He is often quoted in various industry publications and more recently in the *CIO Journal* covering topics to include critical leadership characteristics and embracing change agility to excel in technology and operations roles. He is a graduate of Lynchburg College in Virginia, where he earned a bachelor's in business management.

Brian Tilzer
SVP & Chief Digital Officer, CVS Health

Brian Tilzer is Senior Vice President and Chief Digital Officer for CVS Health. In this role, he is responsible for digital strategy and operations across CVS Health's retail pharmacy, PBM, and MinuteClinic businesses. Tilzer is focused on developing a breakthrough customer experience leveraging digital that unlocks the benefits of the CVS Health integrated pharmacy model— making it easier for people to stay healthy and save time and money when, where and how they want. Tilzer has more than 20 years of experience in e-commerce and digital marketing, strategic business development, and information technology. Prior to CVS Health, Tilzer was the Senior Vice President of Global e-Commerce with Staples. He holds a BA from Tufts University and an MBA from the Wharton School.

meet the authors at the innovation showcase

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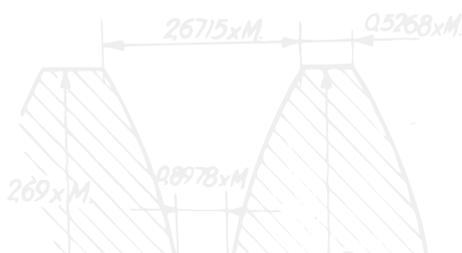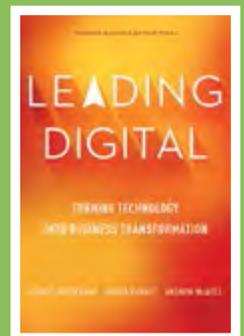
OBJECTS IN THE FUTURE ARE CLOSER THAN THEY APPEAR

LOCATION: KRESGE AUDITORIUM

These days, even the experts are surprised at the pace of technological progress. Faster robots, more and more autonomous cars, AI systems that quickly teach themselves to reach superhuman performance levels, and other advances are causing us to reexamine our assumptions about how much and how soon the business world will change. In what has become a MIT Sloan CIO Symposium tradition, Andrew McAfee will wind up the day with a lively look at what's coming—and when.
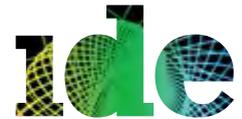
Andrew McAfee, SB '88, SM '90

Co-Director, MIT Initiative on the Digital Economy

@amcafee

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. He and Erik Brynjolfsson are co-authors of two award-winning books: the *New York Times* best-seller *The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies* (2014); and *Race Against the Machine: How the Digital Revolution is Accelerating Innovation, Driving Productivity, and Irreversibly Transforming Employment and the Economy* (2012). He coined the phrase "Enterprise 2.0" in a spring 2006 *Sloan Management Review* article to describe the use of Web 2.0 tools and approaches by businesses. McAfee has been acclaimed as one of the most influential people in IT by Ziff-Davis, *Baseline*, and Everything Channel.

McAfee is a principal research scientist and co-director at the MIT Initiative on the Digital Economy at the MIT Sloan School of Management. He received his doctorate from Harvard Business School, and completed two Master of Science and two Bachelor of Science degrees at MIT.

2015 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.

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PABLO CIANO

Pablo Ciano
CIO, DHL Express Americas

Pablo Ciano joined DHL in 2005 as Express US Director of Strategy, where he successfully implemented various optimization programs in the areas of billing, network operations, indirect cost reduction, ecommerce and customer retention. Ciano served as Ken Allen's (DHL Express CEO) Chief of Staff during the restructure of the USA operations and was instrumental in the planning and execution of the turnaround. During that period he also has led customer service and telesales functions to record levels of performance and productivity.

In 2010 he was appointed CIO for the US where he executed a convergence program which led to decommissioning 300 applications and migrating to global standards. He also developed and implemented key new capabilities such as paperless trade, advance notification services and denied party screening workflow. During his tenure as US CIO his organization was selected as one of the top 100 IT places to work. In 2012 he was appointed CIO for the Americas and member of the DHL Global IT Executive Committe. Prior to joining DHL, Ciano was a management consultant focusing in supply chain optimization and turnaround programs throughout Europe, Latin America and the US. Ciano holds an MBA from the University of Virginia's Darden Business School.

Hervé Coureil
CIO, Schneider Electric

Hervé Coureil joined Schneider Electric in 1993. He became CIO in 2009. Prior to assuming this role, Coureil served as CIO for the Critical Power and Cooling Services (CPCS) Business Unit of Schneider Electric, which was formed in early 2007 following the acquisition of APC Corp., and its merger with MGE-UPS Systems. Coureil's responsibilities included overseeing legal, IT and strategy.

HERVÉ COUREIL

PETER NICHOL

MICHAEL NILLES

In the past, he has held a variety of finance and business development positions with Schneider Electric including Senior Vice President Finance, Control and Business Development for the Asia Pacific Operating Division, Vice President Financial Control for the International Division, Corporate Officer for Mergers and Acquisitions, and Financial Controller of various organizations.

Coureil holds a master's in management from Reims Management School and a Graduado en Ciencias Empresariales Europeas from ICADE in Madrid.

Peter Nichol

Head of Information Technology, Access Health CT

@PeterBNichol

Peter Nichol, Head of Information Technology, is responsible for IT at Access Health CT (AHCT), Connecticut's Health Insurance Exchange (HIX). Peter oversees AHCT's online marketplace systems, worker case management, and electronic integration with Federal Systems, State Agencies and Insurance Carriers. Peter is responsible for AHCT's industry leading digital platform transforming consumerism and retail oriented services for the health insurance industry.

Nichol was the program director for AHCT's marketplace implementation, providing the most stable HIX launch October 2013, reducing Connecticut's uninsured rate by more than half, a national model for success. As Head of IT, Peter championed AHCT's digital implementation with a transformational cloud-based SaaS platform and mobile application recognized as a 2014 PMI Project of the Year Award finalist and awards for best digital services, API and platform.

Nichol has a BS in CIS from Bentley College, earned his PMP® in 2001, certified scrum master and six sigma master black belt. As a commercial rated aviation pilot and master scuba diver, Nichol understands firsthand how to anticipate change and lead boldly.

Michael Nilles

CIO, Schindler Group & CEO, Schindler Digital Business AG

@MichaelNilles

Michael Nilles is the CIO of Schindler and serves as the CEO of Schindler Digital Business AG. Nilles is responsible globally for digital business, information technology, business process management and business shared services at Schindler. He is based at Global Headquarters in Lucerne, Switzerland.

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6TH ANNUAL INNOVATION SHOWCASE

The MIT Sloan CIO Symposium is proud to introduce the Finalists for the 2015 Innovation Showcase.

The Innovation Showcase highlights 10 outstanding early stage companies with cutting edge B2B solutions that combine both value and innovation to Enterprise IT.

meet the authors at the innovation showcase
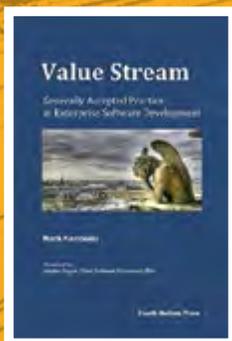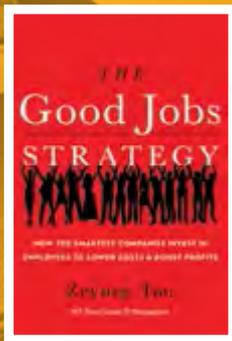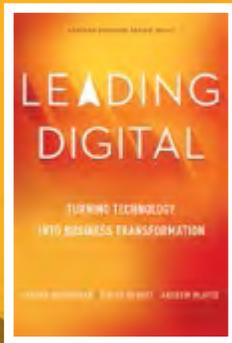
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Five NoSQL Predictions for 2015

By Jon Bakke

Excerpted from "Five NoSQL Prediction for 2015," InsideBigData, March, 2015.

1 **The Enterprise Gap will drive industry consolidation.** We will begin to see an expansion of the "Enterprise Gap" in NoSQL. Systems that solve key problems run 24 x 7 in datacenters and have thousands of users, difficult security requirements, and receive mission critical attention at the customers' senior levels. In 2015, the NoSQL companies that dive in deep to drive positive customer experiences will widen their lead over those who passively approach the market with a baseline but no plausible way to drive the end-user experience in any effective way. It's going to be enterprise-class implementations that determine success.

2 **NoSQL to eclipse Hadoop.** Enterprise NoSQL already occupies the leader's position in terms of revenue when compared to Hadoop. Hadoop hysteria has gradually yet firmly eased into an overall skepticism. If companies want to use Hadoop as more than a file system in order to conduct operational work, it takes expensive and time-intensive acts of heroism by experts in the field. NoSQL has a more tangible and distinct value proposition. Additionally, NoSQL leaders have the distinct advantage of advancing their unshared code baselines, which accelerates the rate at which features and fixes can be included and shipped. Hadoop customers and prospects are increasingly confused with the immature, multicomponent, ever-changing baseline that comprises the solution.

3 **Relational incumbents will adopt NoSQL messaging but Enterprise NoSQL leaders will encroach RDBMS territory faster.** A small group of NoSQL databases began to gain on the RDBMS market in 2014. For the first time, a NoSQL database found its way into the Gartner Leader's Quadrant for Database providers. With competition creeping up on them, all the incumbent database players are starting to adopt support for new data types. But after three decades of relational database dominance, the previously functional paradigm of rows and columns is preventing these companies from moving quickly through software development lifecycles, costing them time, money, and missed customer opportunities.

4 **Open source funding will decline.** Silicon Valley continues to attract rookie investors who find start-ups that will take money for a share of the company's value. And while the open source play still has a few hangers-on, a pure play in this model hasn't really turned out any significant success since the IPO of Red Hat 16 years ago. The more pure the play, the lower the perceived price point for the base product. The product finds adoption quickly and costly engineers get to work supporting an under-monetized installed-base—and thus begins the downward spiral of cost vs. revenue. Many companies learn upon deployment that their cool, open source platforms are missing key enterprise features like government-grade security, disaster recovery, and high availability. This is unsustainable to the point where some of the early open source NoSQL companies are going back to the investment well for down-round funding just to keep dreams alive.

5 **The beginning of Enterprise NoSQL mass adoption.** We will see broader adoption of Enterprise NoSQL products for broader SaaS implementations, the Internet of Things (IOT), and certainly the next generation of business software that can be characterized as rational ERP (which means cheaper, more flexible, and one-tenth the cost of that suite you implemented in 2003). A short list of Enterprise players will emerge in 2015 along with one or two Hadoop vendors to own the Big Data market—which is simply, the database market of the future. History is on the side of these predictions. In the '80s, Oracle was a $100M company attempting to crush the mainframe and hierarchical database industries—and we know how that ended. Enterprise NoSQL is in the same position today. It is the first significant encroachment on that industry and certainly solutions, OEMs, SaaS providers and applications will be next to adopt a faster more nimble data management system.

Jon Bakke is EVP, MarkLogic, a provider of schema-agnostic Enterprise NoSQL database technology, coupled with powerful search and flexible application services.

To learn more, visit: marklogic.com

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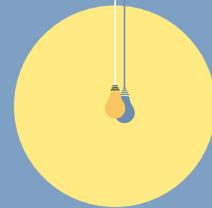
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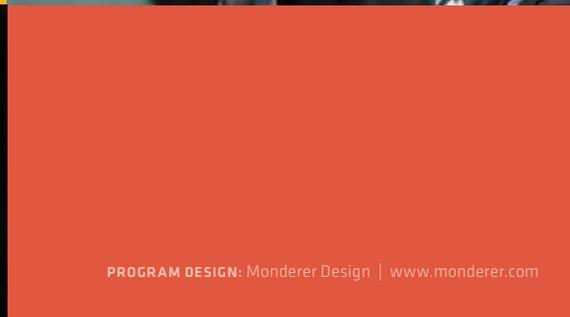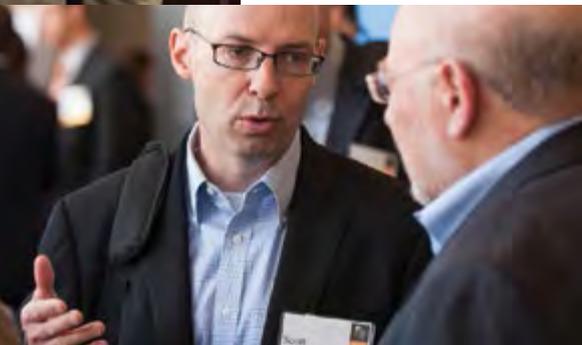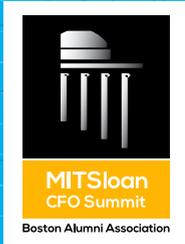
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