

2004 MIT Sloan CIO Symposium



the
Enabling **Agile** Enterprise

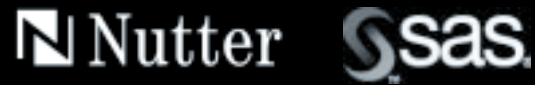
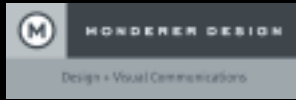
May 19th, 2004

MIT Kresge Auditorium



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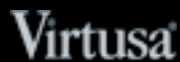
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the Enabling Agile Enterprise

Dear Colleagues,

On behalf of the MIT Center for eBusiness, I would like to welcome you to the MIT Sloan CIO Symposium. The Center is pleased to be your co-host for this event, along with the Sloan Alumni Club of Boston. This occasion allows us to showcase leading-edge content from our research efforts at the Center – a true collaboration with industry.

Since our founding in 1999, the MIT Center for eBusiness has worked with over 50 corporate sponsors on more than 60 research projects, involving nearly half the faculty at the Sloan School of Management. Through our collaborative effort, industry and academia have helped create the state-of-the-art for doing business in the era of the Internet through a successful balancing of real-world relevance with rigorous research. In 1999, it was not unusual to hear executives ask the question, “What should our Internet strategy be?” Today, just a few short years hence, eBusiness simply is business.

As we now turn our attention from the first order effects of these new (eBusiness) technologies, we can begin to work towards gaining a new understanding of how they can be used to create innovative kinds of information-intensive processes and organizations that were simply not possible before. Among these is what is becoming known as the “Agile Enterprise” – which is the theme of our CIO Symposium.

Once again – as is the MIT Sloan way – we have gathered a great assembly of leading faculty from the MIT Center for eBusiness and Sloan, as well as CIOs from many of our sponsor companies, to help gain new understandings of this uncharted territory.

I hope you enjoy the MIT CIO Symposium, and feel encouraged to contribute your thoughts and perspectives. Thanks for your attendance, and welcome to MIT.

Sincerely,

David Verrill
Executive Director
MIT Center for eBusiness
MIT Sloan School of Management



May 2004

Dear Symposium Attendees,

On behalf of the Sloan Alumni Club of Boston and the MIT Sloan School of Management, it is my great pleasure to welcome you to the 2004 MIT Sloan CIO Symposium.

The theme for this year's conference is “Enabling the Agile Enterprise”. CIOs face tremendous challenges in today's business environment. Change is ubiquitous – technology, business models, mergers and acquisitions, outsourcing, compliance, and security to name but a few areas. CIOs must manage this change while simultaneously ensuring smooth daily operations and availability of mission critical business processes and infrastructure. CIOs are tasked with enabling firms to become increasingly agile to address these business challenges. We will explore what it means – and what it takes – to enable an agile organization.

What better place to explore these topics than MIT? We are privileged to bring this event to you in partnership with MIT's Center for eBusiness, the world's foremost center for research in eBusiness. In the great MIT tradition of “mens et manus”, or mind and hand, we bring together a renowned group of academics, thought leaders and IT practitioners.

This event could not have been organized without the help of many talented people. We would like to thank Stephen Buckley, Erik Brynjolfsson and David Verrill from the MIT Center for eBusiness for their commitment and thought leadership. We owe particular thanks to the Society for Information Management (SIM) – specifically to Pat Randall, the SIM Boston Chapter President, as well as Judy Arteché-Carr, Hunter Muller and David Condren. Finally, the quality and attractive pricing for this event would not have been possible without the generous support of our sponsors. Special thanks to our **annual sponsors**: Monderer Design (the producers of this program book), Nutter McClennen & Fish LLP, Ripple Effect Communication, and SAS; our **gold sponsors** ATG, PeopleSoft, and RSA Security; our **silver sponsors** Atlas Venture, Cape Clear Software, Cognos, Intuit Quickbase, Sonic Software, Unisys and Virtusa; and our sponsors Continuserve, Mercury Interactive and Tatum Partners.

We look forward to hearing your feedback on the conference. Please complete the on-line feedback form at www.mitcio.com. If you would like further information on the Sloan Alumni Club of Boston or our “CXO” event series, contact our current president at rebecca.schechter@alum.mit.edu.

Welcome and enjoy the Symposium!

Sincerely,

Jeff Loeb, SM '89
Chairperson
2004 MIT Sloan CIO Symposium
jloeb@provenio.us



Organizing Committee

The success of this Symposium is a direct result of the tireless work and dedication of the following people:

Lindsey Anderson, SM '79
Bennett Blau, SM '97
Stephen Buckley, Center for eBusiness
Francisco González-Meza Hoffmann, MBA '04
Michael Holmes, MBA '05
Jack McCullough, MBA '97
Chris Morrison, SM '00
Andrew Nelson, MBA '01
Jeff Scott, SM '79
Jeremy Seidman, MBA '03
Tanis Teich, Sloan Alumni Office

11:30-12:45 pm	Stratton Student Center	Registration, Exhibition and Light Lunch		
12:45-1:00 pm	Kresge	Welcome	Glen L. Urban, Professor of Management; Dean Emeritus; Chairman MIT Center for eBusiness	
1:00-1:30 pm	Kresge	Keynote	Erik Brynjolfsson, Professor, MIT Sloan School of Management; Director MIT Center for eBusiness	
1:30-2:30 pm	Kresge	CIO Keynote Panel Best Practices for Enabling the Agile Enterprise	Michael Schrage, Co-Director, MIT Media Lab eMarket Initiative – Moderator Gilles Bouchard, EVP of Global Operations and IT, HP John Carrow, CIO, Unisys Jerrold M. Grochow, VP Information Services and Technology, MIT Sinclair Stockman, CIO, BT	
2:30-3:00 pm	Kresge	Coffee Break – Networking		
3:00-4:00 pm	Track I: Kresge Track II: Stratton Student Center Track III: Little Kresge	TRACK I Harnessing the IT Productivity Revolution Erik Brynjolfsson, Professor, MIT Sloan School – Moderator Doug Busch, CIO, Intel Keith Collins, CTO, SAS Peter J. Quinn, CIO, Commonwealth of Massachusetts Marshall Van Alstyne, Assistant Professor, University of Michigan	TRACK II Managing Cross-Enterprise Business Processes and Information Thomas W. Malone, Professor, MIT Sloan School – Moderator Cliff Conneighton, SVP Marketing, ATG Jana Eggers, General Manager, Intuit Quickbase Jo Hoppe, CIO, Pegasystems Randy S. Stone, VP and CIO, Teradyne	TRACK III Best Practices for Evaluating Emerging Technologies Glen Urban, Professor and Dean Emeritus, MIT Sloan School – Moderator Steve Flammini, CTO, Partners Healthcare Jim Medeiros, VP, UPS Bob Walmsley, President and COO, Cape Clear Software Shadman Zafar, SVP Architecture and eServices, Verizon
4:00-4:15 pm		Break		
4:15-5:15 pm	Track I: Kresge Track II: Stratton Student Center Track III: Little Kresge	TRACK I The Changing Role of the CIO Peter Weill, Director CISR, MIT – Moderator Gary Beach, Group Publisher, CXO Media Peter Hourihan, CIO, Cognos Mike C. MacKenty, CIO, Nypro Mark Polansky, Managing Director IT Practice, Korn/Ferry International	TRACK II Driving Business Agility: the Services-Oriented Business Eric Marks, CEO and President, AgilePath – Moderator Kris Canekeratne, CEO, Virtusa Malcolm Frank, CEO, CXO Systems David Ritter, VP, Boston Consulting Group Gordon Van Huizen, CTO, Sonic Software	TRACK III Survey of Emerging Technologies Frank Gens, SVP Research, IDC – Moderator Rob Clyde, CTO, Symantec Eric Hjerpe, Partner, Atlas Venture Richard Taggart, Director of Enterprise Architecture and I.T. Standards, General Motors Joe Uniejewski, CTO, RSA Security
5:15-5:30 pm		Break		
5:30-6:15 pm	Kresge	Keynote and Wrap-up	Scott Griffin, CIO, Boeing	
6:15-7:30 pm	Kresge Lobby	Cocktail Reception, Exhibition and Networking		

:: Welcome Speaker

GLEN L. URBAN



Professor of Management; Dean Emeritus;
Chairman MIT Center for eBusiness



Glen L. Urban is a leading educator and prize-winning researcher specializing in marketing and new product development. He has been a member of the MIT Sloan School of Management faculty since 1966, was Deputy Dean at the school from 1987 to 1991, and Dean from 1993 to 1998.

Trained initially in engineering and business, earning a B.S. in mechanical engineering in 1963 and an M.B.A. in 1964, both from the University of Wisconsin, Urban went on to earn a Ph.D. in marketing at Northwestern University in 1966. He is co-author of six books, including *Design and Marketing of New Products* (second edition, 1993), *Advanced Marketing Strategy* (1991), *Essentials of New Product Management* (1986), *Management Science in Marketing* (1969) and *Digital Marketing Strategy* (Prentice Hall 2003). He has also published over thirty articles on pre-market forecasting of new products, test marketing, product line planning, leading-edge users in new product development, and consumer budgeting. His papers have won several prestigious awards, including two O'Dells – in 1983 and 1986 – for the best papers published in marketing research. In 1996 he received the American Marketing Association Paul D. Converse Award for outstanding contributions to the development of the science of marketing, and the Journal of Marketing award for best paper. 1999 he was winner of the American Marketing Association and The Wharton School of the University of Pennsylvania Charles Coolidge Parlin Award for recognition of a body of work in marketing research.

Dr. Urban's recent research is to develop a trust-based marketing system on the Internet. The system uses General Motors trucks for a prototype Web site called Trucktown. It supports consumer decision making and supplies manufacturers with new product opportunity definitions by "listening in" to the advisor-consumer dialogue. Current research explores the role of growing consumer power on trust based relationships and how companies should respond. He calls this the "trust imperative".

:: Keynote Speakers

ERIK BRYNJOLFSSON



Director MIT Center for eBusiness



Erik Brynjolfsson is the Director of the MIT Center for eBusiness (<http://ebusiness.mit.edu>), the George and Sandi Schussel Professor of Management at the MIT Sloan School and Director or Advisor of several technology-intensive firms. Professor Brynjolfsson was among the first researchers to measure the productivity contributions of information technologies, and his research has been recognized with six "Best Paper" awards by fellow academics. He lectures worldwide on business strategy, pricing models and intangible assets, including keynote addresses at the Business Week CEO Summit, the Business Week CIO Summit, the Economist eBusiness Summit, and the eBusiness Expo. He is Editor of the Ecommerce Research Forum (<http://ecommerce.mit.edu/forum>), and several books including *Understanding the Digital Economy* (MIT Press, 2000) and *Strategies for eBusiness Success* (Jossey-Bass, 2001). Professor Brynjolfsson has served on the Editorial Boards of numerous academic journals as well as Time Magazine's Board of Economists.

At the MIT Sloan School of Management, Professor Brynjolfsson teaches a popular MBA course on Digital Business and a Ph.D. seminar on IT, Organizations and Markets. He is an associate member of the MIT Laboratory for Computer Science and the MIT Center for Coordination Science. Professor Brynjolfsson previously taught at Stanford Business School and at Harvard University. He holds Bachelors and Masters degrees from Harvard University in Applied Mathematics and Decision Sciences and a Ph.D. from MIT in Managerial Economics.

SCOTT GRIFFIN



Vice President and Chief Information Officer,
The Boeing Company



As Chief Information Officer (CIO) for Boeing, Scott Griffin is responsible for information technology strategy, functions, processes and people company-wide. He chairs the company's Information Systems Council and is a member of the Boeing Engineering Council. He is also responsible for Boeing's strategic IT architecture and IT investment strategy.

Griffin began his Boeing career in 1978 and since that time has held a broad range of assignments throughout The Boeing Company, including Customer Services, Avionics Engineering, Manufacturing and Information Technology. His initial assignment was in support of 757 and 767 commercial airplane introductions. Since then, he has held leadership positions within Boeing Commercial Airplane Group, Boeing Defense and Space Group, Boeing Military Airplanes, Boeing Advanced Systems and Boeing Computer Services. He became Vice President and CIO of Commercial Airplanes in October 1997, a position he held until his promotion to Boeing CIO in October of 1999.

Born and raised in Fresno, California, Griffin relocated to the Pacific Northwest after earning his undergraduate degree from Fresno State University. He earned a master's degree in business (MBA) from the University of Puget Sound. During his career at Boeing, Griffin has participated in several executive programs, including those at Carnegie Mellon and the University of Southern California.

Griffin is active in numerous technical, community and charitable organizations including the Board of Directors of the Institute of Business and Technology Ethics (IBTE), Vice Chair of the Greater Seattle Chamber of Commerce, Business School Advisory Board member at Seattle Pacific University and the E-Business Advisory Board at the University of Washington School of Business.

CIO Keynote Panel

Best Practices for Enabling the Agile Enterprise

- CIOs face tremendous challenges in today's business environment. Change is everywhere – technology, business models, outsourcing, compliance, and security to name but a few areas. CIOs must manage this change while simultaneously ensuring smooth daily operations and availability of mission critical business processes and infrastructure. CIOs are tasked with enabling firms to become increasingly agile to address today's business challenges. This panel of distinguished CIOs will address best practices for enabling the agile enterprise.

MODERATOR

MICHAEL SCHRAGE | Co-Director | MIT Media Lab eMarket Initiative



Michael Schrage is the Co-Director of the MIT Media Lab's e-Markets Initiative and senior adviser to MIT's Security Studies Program. He explores market mechanisms and media that shape design behavior. His ongoing work focuses on the role of prototypes, models and simulations in managing innovation and risk. His latest book, *Serious Play: How the World's Best Companies Simulate to Innovate* was published by the Harvard Business School Press in 2000. He is a columnist for CIO and Technology Review magazines, serves on the editorial advisory board of the Sloan Management Review and has been a contributor to Harvard Business Review, Red Herring and Wired. He is a director of Ticketmaster. Schrage has a patent pending for non-Internet-related point-of-purchase network technology.

MIT Media Lab

GILLES BOUCHARD | Executive Vice President of Global Operations and IT | Hewlett-Packard Company



Gilles Bouchard has worldwide responsibility for HP's global operations and information technology. In order to further the company's evolution as an Adaptive Enterprise – one in which information technology (IT) is capable of rapid response to changing business needs – Bouchard leads a combined organization managing HP's IT assets as well as its key operational processes such as supply chain, procurement, customer and channel operations, and e-business. His team is dedicated to delivering IT faster and at a lower cost, while simplifying HP's organization and business processes.

Previously, Bouchard was senior vice president of HP's Imaging and Printing Group Operations, which included supply chain, information technology, customer operations, order management, quality and total customer experience. During HP's merger with Compaq Computer Corporation, Bouchard was in charge of merging the companies' supply chains, maintaining business continuity while delivering large cost savings.

In 2001, he was vice president and general manager of HP's Business Customer Operations. Prior to that, Bouchard held roles within HP's Personal Computing Organization and Pavilion Home PC unit.

Bouchard holds a master's degree from UC Berkeley and an engineering degree from Ecole Centrale in Lyon, France.



JOHN CARROW | Chief Information Officer and Vice President | Unisys



John Carrow joined Unisys as chief information officer and vice president, Worldwide Information Technology, in December 1996. As CIO, John has worldwide responsibility for Unisys information technology and telecommunications across all Unisys employees operating in more than 119 countries worldwide. In this capacity he directs the approximate 1000-person IT organization and manages the Unisys IT budget. John is responsible for setting the strategic direction for information technology and providing automated capabilities in support of the Unisys global business operations and its customers.

Before joining Unisys, John served, from 1993, as the first chief information officer in the history of Philadelphia. As CIO of Philadelphia, John was responsible for establishing the strategic direction for the use of information technology across the diverse enterprise of 45 departments and 25,000 employees. His work was covered extensively in the October 1996 issue of CIO magazine and in the December 1996 issue of Governing magazine, in which he was named Public Official of the Year for 1996.

Prior to serving as CIO for the City of Philadelphia, John had a successful sixteen-year career with General Electric. During his tenure with GE, he rose from the position of system engineer on large-scale information systems to general management positions in both line operations and business development for the GE Aerospace group in Valley Forge, Pennsylvania.

JERROLD M. GROCHOW | Vice President Information Services and Technology | MIT



Dr. Jerrold M. Grochow joined MIT as Vice President for Information Services and Technology in November, 2003. He had most recently been Chief Technology Officer at FOLIOfn, Inc., a start-up providing innovative Internet-based financial services. He is also a consultant to the MITRE Corporation working with the Department of Treasury's Office of Critical Infrastructure Protection working on behalf of the banking and financial sectors.

From 1992 until 1999, Dr. Grochow was Chief Technology Officer at American Management Systems and Director of the AMS Center for Advanced Technologies, which he founded. Prior to becoming CTO, his work with AMS involved designing, developing and managing information systems for a wide variety of large-scale government and financial applications. While working at MIT from 1968-1972, he was part of the team developing the Multics Time-Sharing System (the predecessor of UNIX) and MIT's first use of the ARPANET (the predecessor of the Internet).

In addition to two books on topics related to computer systems development, he has written articles on the business applications of advanced technologies that have appeared in numerous industry and general publications, including eWeek, Computerworld, Information Week, and The Financial Times.

Dr. Grochow received his B.S. and M.S. in Electrical Engineering, and Ph.D. in Management from MIT.

SINCLAIR STOCKMAN | Chief Information Officer | BT



Dr. Sinclair Stockman joined BT in 1981, following studies in undergraduate studies in Mathematics at Oxford, and post-graduate studies in Applied Mathematics and Theoretical Physics in the USA and Belfast.

In 1997, Sinclair joined BT's French Joint Venture, Cegetel; initially as IT Director, and subsequently, as Director General of Cegetel System d'Information, where he led the effort to provide Cegetel with the full range of system capability necessary to be a successful operator across the mobile, fixed, business and internet markets.

In February 2000, Sinclair rejoined BTUK as Director of ISE (Information Services Engineering); BT's principle software unit, with overall responsibility for design, development, deployment, operations and in-service support of all BTUK's software systems. He led the unit through its initial phase of transformation, and in August 2000, was appointed Chief Information Officer (CIO), with overall responsibility for leading BT's e-transformation and information systems strategy.

Sinclair currently lives to the west of Paris, with his wife Suzanne and two children, Claire and Jeni.

Track I

Harnessing the IT Productivity Revolution

- The economic value of information technology ultimately depends on its ability to increase productivity. Yet, ironically, despite ever larger quantities of data generated, transmitted and stored by business and government, the productivity of IT remains largely unmeasured and poorly understood. Also, as more and more of economic activity is enabled by IT, our traditional business cultures and organizational practices are often unable to reap the benefits of IT. This panel will discuss the CIO's role in adapting the culture and organizational processes of the firm to better leverage IT investments.

MODERATOR

ERIK BRYNJOLFSSON Director, MIT Center for eBusiness;
The George and Sandi Schussel Professor of Management, MIT Sloan School



Erik Brynjolfsson is the Director of the MIT Center for eBusiness (<http://ebusiness.mit.edu>), the George and Sandi Schussel Professor of Management at the MIT Sloan School and Director or Advisor of several technology-intensive firms. Professor Brynjolfsson was among the first researchers to measure the productivity contributions of information technologies, and his research has been recognized with six “Best Paper” awards by fellow academics. He lectures worldwide on business strategy, pricing models and intangible assets, including keynote addresses at the Business Week CEO Summit, the Business Week CIO Summit, the Economist eBusiness Summit, and the eBusiness Expo. He is Editor of the Ecommerce Research Forum (<http://ecommerce.mit.edu/forum>), and several books including *Understanding the Digital Economy* (MIT Press, 2000) and *Strategies for eBusiness Success* (Jossey-Bass, 2001). Professor Brynjolfsson has served on the Editorial Boards of numerous academic journals as well as Time Magazine's Board of Economists.



At the MIT Sloan School of Management, Professor Brynjolfsson teaches a popular MBA course on Digital Business and a Ph.D. seminar on IT, Organizations and Markets. He is an associate member of the MIT Laboratory for Computer Science and the MIT Center for Coordination Science. Professor Brynjolfsson previously taught at Stanford Business School and at Harvard University. He holds Bachelors and Masters degrees from Harvard University in Applied Mathematics and Decision Sciences and a Ph.D. from MIT in Managerial Economics.

DOUG BUSCH Vice President and Chief Information Officer Intel Corporation



Doug Busch is Vice President and Chief Information Officer (CIO) of Intel Corporation. In this role, he is responsible for leading Intel's global IT organization in delivering infrastructure and business solutions to enable Intel's manufacturing and engineering operations, e-Business processes, and knowledge-worker productivity. Intel IT provides voice and data networking, information security, network services, and productivity solutions to more than 75,000 employees in 50 countries. Intel IT also provides scientific computing capabilities for more than 17,000 Intel engineers worldwide. Intel IT is focused on operational excellence and innovation, in both business capabilities and IT methods.

Busch joined Intel in 1987 and has held various technical and management positions in manufacturing, logistics, and information technology. He was the principal architect of Intel's intranet and drove the introduction of advanced technology to improve manufacturing systems' effectiveness. Busch was named Vice President, leading the Information Technology, in June 1999, and was appointed Chief Information Officer in January 2002 (a position he shares with the vice president who is leading the Intel e-Business Group).

Prior to joining Intel, Busch managed research and development programs at Battelle Memorial Institute, including advanced automation programs for the aerospace and nuclear industries. Busch holds a bachelor of science degree in Mechanical Engineering from Ohio State University.



KEITH COLLINS Senior Vice President and Chief Technology Officer SAS



As a senior vice president and chief technology officer of SAS, Keith Collins manages the research and development divisions responsible for creating and supporting SAS software. Collins directs the company's R&D activities at the company's world headquarters in Cary, North Carolina, and its global research facilities in Texas, Japan, Germany and Denmark. Collins' charter includes realigning staff to streamline development and hiring personnel to meet the company's growing business demands.

During the past 20 years, Collins has served as vice president of research and development, and served as research and development strategist responsible for product coordination and planning. He also directed the company's data warehousing initiatives.

Collins graduated from North Carolina State University in Raleigh, North Carolina, with a bachelor's degree in computer science in 1982. He was a founding member of the NCSU Computer Science Advisory Council and serves on the North Carolina State University Engineering Foundation.



PETER J. QUINN Chief Information Officer Commonwealth of Massachusetts



Peter J. Quinn was appointed Chief Information Officer for the Commonwealth of Massachusetts and Director of the Commonwealth's Information Technology Division (ITD) in September of 2002.

As ITD Director and Chief Information Officer, under the Executive Office for Administration and Finance, Quinn has the responsibility of setting information technology standards; reviewing and approving secretariat and department information technology strategic plans; being involved in the planning, designing, and operations of the information technology systems; managing the central information technology systems, as well as the Commonwealth's mailing operations.

Quinn entered state government after a successful career overseeing information technology in the private sector, most recently as the CIO for Boston Financial Data Services. He sees many similarities when it comes to IT in the public and private sectors – particularly the needs for best practices, organizational development and good fiscal management. Quinn, a Massachusetts native, is a graduate of Cambridge College.



MARSHALL VAN ALSTYNE Assistant Professor University of Michigan, School of Information



Marshall Van Alstyne is an Assistant Professor at the University of Michigan's new School of Information. Marshall received his bachelor's in computer science from Yale and MS and Ph.D degrees in Information Technology from MIT. In industry, he wrote AI programs at Martin Marietta (Lockheed Martin) and at Lincoln Laboratory. He also worked as a technology management consultant for PA Consulting Group before co-founding a software and consulting firm to provide decision support software to universities.

His research focuses on the economics of information, its value, property rights, and effects on productivity, firms, and social systems. In designing information goods, his work concerns how firms use information strategically to compete. In control over information, it concerns who has access to what information, when, and at what price. In measuring output, one long term empirical study is investigating how information and technology make white-collar professionals more productive. In software property rights, this balances open source licenses against those that are profit maximizing. His research has received an NSF Career Award, best paper award, and has appeared in Science and the popular press. It is also taught in several major US business schools.



Track II

Managing Cross-Enterprise Business Processes and Information

- Today's organizations are utilizing information technology to more efficiently manage business processes that extend beyond traditional firm boundaries. On this panel, we will examine IT's impact and how cross-entity processes are best managed. The panel will look at how infrastructure can be made agile enough to support constantly evolving relationships with suppliers, customers, and employees – as well as, how firms can be organized to anticipate these future business processes.

MODERATOR

THOMAS W. MALONE Patrick J. McGovern Professor of Management MIT Sloan School of Management



Thomas W. Malone is the Patrick J. McGovern Professor of Management at the MIT Sloan School of Management. He is also the founder and director of the MIT Center for Coordination Science and was one of the two founding co-directors of the MIT Initiative on “Inventing the Organizations of the 21st Century”. Professor Malone teaches classes on leadership and information technology, and his research focuses on how new organizations can be designed to take advantage of the possibilities provided by information technology. The past two decade's of his research is summarized in his book, *The Future of Work: How the New Order of Business Will Shape Your Organization, Your Management Style, and Your Life* (Harvard Business School Press, 2004). Professor Malone has also published over 50 articles, research papers, and book chapters; he is an inventor with 11 patents; and he is the co-editor of three books: *Coordination Theory and Collaboration Technology* (Erlbaum, 2001), *Inventing the Organizations of the 21st Century* (MIT Press, 2003), and *Organizing Business Knowledge: The MIT Process Handbook* (MIT Press, 2003). Malone has been a cofounder of three software companies and has consulted and served as a board member for a number of other organizations. His background includes work as a research scientist at Xerox Palo Alto Research Center (PARC), a Ph.D. from Stanford University, and degrees in applied mathematics, engineering, and psychology.



CLIFF CONNEIGHTON Senior Vice President of Marketing ATG



As senior vice president of marketing, Cliff Conneighton is responsible for driving the worldwide development, planning and execution of all marketing initiatives for ATG.

Cliff has over 25 years of experience in the software industry, including many high profile leadership positions. He was a founder and CEO of iCOMS, the world's first independent e-commerce service provider, which grew to serve thousands of on-line retailers, including some of the world's most prominent brands.

Conneighton also led marketing for Lotus Notes at Lotus Development, driving the product from infancy to its position of dominance in the groupware market, with a half-billion dollar revenue stream and millions of users. For this effort, he won recognition by marketing guru Geoffrey Moore, who characterized it as “one of the most extraordinary marketing achievements in years”, by Advertising Age Magazine with its “Marketer of the Year” award and by Tom Peters in the In Search of Excellence audiocassette series.

Before Lotus, he was the vice president responsible for Gartner's largest software practice. In the mid 90's, as the founding VP of Marketing of BBN Planet (now part of Level 3 Communications), he was instrumental in starting one of the first and largest commercial Internet backbone providers. Earlier, he held product and marketing management positions at Texas Instruments and Digital Equipment Corporation.



JANA EGGERS General Manager, QuickBase and Innovation Lab Intuit



Jana Eggers leads two business organizations for Intuit, Inc., a \$1.6 billion provider of business and financial management solutions for small- and mid-sized businesses, consumers and accounting professionals. As general manager of QuickBase, she is charged with growing a young and strategically important business unit. And, as head of the Innovation Lab, the nucleus for Intuit's customer-driven innovation methodology, she is responsible for bringing new concepts to market for all of Intuit. Eggers' diverse background and experience give her the unique blend of pragmatism and creativity needed to succeed in these twin roles.

Previously, Eggers held technical and management roles at Los Alamos National Laboratory, Sabre, Lycos, and several small businesses in the travel and transportation, consumer products, internationalization, and software industries. Eggers has brought new products to market, reformed existing ones, and opened new markets for these companies. In addition, she founded and operates a small business with her husband.



JO HOPPE Chief Information Officer Pegasystems



Jo Hoppe is the CIO of Pegasystems, the market leader in Rules-based Business Process Management. Jo is responsible for designing and building a comprehensive portfolio of enterprise solutions that exploit the intrinsic business advantages of Pegasystems rules-based BPM technology.

Previously, Jo was an Executive at CMGI, a \$1.2B global Internet holding company where she held the dual role of EVP/CIO of CMGI, and CTO of uBID, CMGI's \$750M online auction and eCommerce business. Prior to CMGI, Jo held CIO positions at Addison Wesley Longman, Pearson Plc's \$1B educational content/media company, and at Houghton Mifflin Co. Jo's background also includes 12 years of software development experience at Atex Media Solutions, a global pre-press software company specializing in advertising, editorial, electronic imaging and production systems for newspapers. In her last few years at Atex, Jo held the position of V.P. and General Manager of Atex's Newspaper Product Division, a \$60M P&L.

Jo has sat on NCR/Teradata's Advisory board, and on Secretary of State Galvin's Advisory team for the Massachusetts Archive. She is an active member of numerous professional associations including Society for Information Management and has been featured in CIO Magazine, Upside Magazine (Outstanding Women in Technology), Mass High Tech, ComputerWorld, Publishers' Weekly and the Seybold Report.



RANDY S. STONE Vice President and Chief Information Officer Teradyne



Randy S. Stone is Vice President and Chief Information Officer of Teradyne Inc. a \$1.5 billion manufacturer of automatic test equipment and a leader in supplying interconnectivity to semiconductor, electronics, automotive and network systems companies

Ms. Stone joined Teradyne in 1978 and has held numerous management positions in manufacturing, supply line and worldwide support throughout the organization. In her current position as Vice President and Chief Information Officer, Ms. Stone is responsible for the technology vision and leadership for developing and implementing information technology initiatives aligned to overall business strategies. She participates proactively with senior management in developing and executing strategic business plans and is a member of Teradyne's Management Committee and the Company Quality Council.

Ms. Stone received a bachelor's degree from Temple University and an MBA with a concentration in Finance and Operations from Babson College, in which she earned Cum Laude status. She is on the Board of Directors of Modus Media, Yantra Corporation and Harvard Vanguard Medical Associates. She is also a member of the Massachusetts Women's Forum, Committee of 200, The Boston Club and the JP Morgan Technology Council.



Track III

Best Practices for Evaluating Emerging Technologies

- Evaluating emerging technologies is a constant challenge for IT organizations. Identifying the emergence of new technologies, both those that have the power to transform industries and those that provide incremental business value, and developing adoption strategies has become a core element of business strategy. What are the critical success factors for evaluating and adopting new technologies? What frameworks and tools are utilized? What are the lessons learned? This panel will evaluate best practices for evaluating emerging technologies, leveraging the experience of seasoned executives who have driven technology-enabled transformation.
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MODERATOR

GLEN L. URBAN | Chairman MIT Center for eBusiness | MIT Sloan School of Management



Glen L. Urban is a leading educator and prize-winning researcher specializing in marketing and new product development. He has been a member of the MIT Sloan School of Management faculty since 1966, was Deputy Dean at the school from 1987 to 1991, and Dean from 1993 to 1998.

Trained initially in engineering and business, earning a B.S. in mechanical engineering in 1963 and an M.B.A. in 1964, both from the University of Wisconsin, Urban went on to earn a Ph.D. in marketing at Northwestern University in 1966. He is co-author of six books, including *Design and Marketing of New Products* (second edition, 1993), *Advanced Marketing Strategy* (1991), *Essentials of New Product Management* (1986), *Management Science in Marketing* (1969) and *Digital Marketing Strategy* (Prentice Hall 2003). He has also published over thirty articles on pre-market forecasting of new products, test marketing, product line planning, leading-edge users in new product development, and consumer budgeting.

Dr. Urban's recent research is to develop a trust-based marketing system on the Internet. The system uses General Motors trucks for a prototype Web site called Trucktown. It supports consumer decision making and supplies manufacturers with new product opportunity definitions by "listening in" to the advisor-consumer dialogue. Current research explores the role of growing consumer power on trust based relationships and how companies should respond. He calls this the "trust imperative".



STEVE FLAMMINI | Chief Technology Officer | Partners Healthcare



Steve Flammini is the Chief Technology Officer at Partners Healthcare in Boston. Partners Healthcare is an integrated healthcare delivery system, founded by 2 academic medical centers in Boston: The Massachusetts General Hospital, and the Brigham and Women's Hospital. Partners also consists of a number of community hospitals in the Boston area, as well as a network of about 1000 primary care physicians in the region.

In this role, Mr. Flammini oversees the overall technology strategy and architectural planning processes for the enterprise. In addition, he is the director of the Application Development group at Partners, where he is responsible for the development and integration of a wide variety of novel healthcare applications. He joined the organization in 1989 as the Director of Application Development at the Brigham and Women's Hospital.



JIM MEDEIROS | Vice President I.S. Shared Services | UPS



Jim Medeiros directs Systems Programming, Computer Operations, Service Management, and the Technology Support Groups. He also is responsible for the I.S. Customer Service function. Specific areas of responsibility include the operation of UPS' two world class data centers and global distributed systems, systems programming for mainframe, midrange and Intel servers, capacity management and security.

Medeiros oversees the operation of the company's technology infrastructure consisting of 14 mainframes processing 22,396 MIPS (million instructions per second), 2,755 mid-range computers, 318 terabytes of stored data, and 260,000 PCs.

Medeiros led the development of world class international shipment handling and customs clearance systems earning UPS the prestigious Smithsonian Institute Award. He was very involved in the integration of UPS technologies into companies acquired in Europe, establishment of an Advanced Technology Group for assessing new technologies, and the formation of the Customer Service function within Information Services. He assumed his current position in 2004.

Medeiros has more than 24 years' experience in the field of information technology. Prior to joining UPS, he managed international applications development within the air freight industry. Medeiros earned a BA from Rowan University and an MA from Loyola College.



ROBERT WALMSLEY | President and Chief Operating Officer | Cape Clear Software



As President of Cape Clear, Robert Walmsley is responsible for the cross-functional implementation of Cape Clear's strategy. He joined Cape Clear in the belief that significant business payoff would result from the use of Web Services oriented architectures in business integration (e.g. EAI). He considers Web Services as giant a leap forward for the business user as the personal computer and the worldwide web.

Walmsley has participated at a business and/or a technical level in several of the major software architecture simplifications that have occurred: CORBA Middleware (Vice President – IONA in 1997 was the second largest NASDAQ software IPO ever); Object-Oriented Programming (Director – Object Design Inc 500 #1 fastest growing company 1989-1994); Graphical User Interfaces (GUI Architect – Mentor Graphics see 'Inside the Tornado').

Prior to joining Cape Clear, he served as Vice President of International Business Operations at IONA Technologies. From 1998-2000 as Vice President, Americas he grew revenue from \$35M to \$103M.

He holds a Bachelor of Computer Science degree from Massachusetts Institute of Technology (MIT).



SHADMAN ZAFAR | Senior Vice President Architecture and eServices | Verizon



Shadman Zafar is Verizon's Senior Vice President of Architecture and eServices, with responsibility for creating new-generation communication services and enterprise system architecture. Prior to this position, Zafar was chief technology officer and senior vice president for Verizon eBusiness leading both technology and design for Verizon online services.

Prior to the merger of GTE and Bell Atlantic that created Verizon, Zafar was assistant vice president E-Commerce – Enterprise Systems with GTE where he worked in close partnership with national marketing and business groups for fast and focused delivery of GTE's e-commerce capabilities. He also held the position of director-Enterprise Systems Architecture Design and Planning.

Zafar began his GTE career in 1994 as a technical staff member where he held positions responsible for the application and deployment of several major projects. Zafar received GTE's Leslie H. Warner Technical Achievement Award in 1997.

Zafar holds a bachelor's degree in mathematics and computer science from Ohio Wesleyan University. Zafar is active in web research groups nationally and internationally, including IEEE and WWW consortium. He is currently researching sociological impacts of emerging technology trends on contemporary society.



Track I

The Changing Role of the CIO

- ● As IT operations continue to be centralized and outsourced, the role of the CIO is changing from one focused on technology and support to a strategic player helping to transform businesses to the next level. While many IT operational functions may no longer reside in-house, the CIO's role continues to expand to include new areas such as logistics, supply chain, and procurement. While the scope of the CIO continues to expand, global trends such as privacy and corporate governance have elevated information technology to a new level.

MODERATOR

PETER WEILL | Director of CISR and Senior Research Scientist | MIT Sloan School of Management



As CISR director, Peter Weill's research centers on the role, value, and governance of information technology (IT) in enterprises. He has developed and taught executive education and MBA programs on the business value of IT. Peter has published widely including award winning books, journal articles and case studies and is working on a book on IT governance. Peter regularly advises corporations and governments on issues of IT investment and pay off and aligning the IT portfolio to business strategy. Peter co-authored a "best selling" book entitled *Leveraging The New Infrastructure: How Market Leaders Capitalize on Information Technology* published by Harvard Business School (HBS) Press in 1998. Peter co-authored another book for HBS Press entitled *Place to Space: Migrating to e-Business Models* published in 2001 which won the Library Journal of America's best business book of the year award.



GARY BEACH | Group Publisher | CXO Media



Gary Beach brings more than 23 years of information technology publishing experience and knowledge to his role as group publisher of CXO Media, publisher of *CIO* and *CSO* magazines. A prolific presenter, Beach is a coveted spokesman throughout the United States and abroad. He has testified before both the U.S. House and Senate and is frequently quoted by major media organizations such as CNN, *USA Today*, *New York Times* and *Investors Business Daily*. He is *CIO* Magazine's spokesman for the monthly results of the CIO Magazine Tech Poll which are often seen on major business and financial outlets such as CNBC and CNNfn.

Beach has served on the United States Department of Commerce's National IT Workforce committee and headed a special United Nations multinational team that assisted developing countries deal successfully with the Y2K issue. He is an overseer of the Computer Museum and serves as chairman of the Tech Corps, an international non profit organization dedicated to coordinating the education technology efforts of 10,000 tech professionals worldwide. In addition, he serves on the board of directors of NetDay, another non-profit focused on technology issues in America's K-12 classrooms.

Prior to joining CXO Media in 1997, Beach was president of two International Data Group publications, *Computerworld* and *Network World*. He joined IDG in 1987 after a ten year career at McGraw-Hill Incorporated.



The Resource for Information Executives

PETER HOURIHAN | Vice President Information Services and Chief Information Officer | Cognos



Peter Hourihan, vice president of information services and chief information officer joined Cognos in 2003 and leads Cognos' global Information Systems & Technology organization.

Peter has over 20 years of IT and management experience driving the strategic development and managing complex businesses through the innovative use of technology. This expertise has been acquired working in European, North American and Asia-Pacific based organizations in the manufacturing, software, logistics/distribution and healthcare/pharmaceutical industries. Prior to joining Cognos, Peter was Group General Manager for the Mayne Group in Melbourne.

Peter is a Fellow of the Chartered Management Institute (UK), a Fellow of the Institute of Management Information Systems (UK), and a graduate in Business from the University of Central England, UK.



MICHAEL C. MACKENTY | Corporate Vice President, Information Technology and Supply Chain Services | Nypro



Michael C. MacKenty is Corporate Vice President, Information Technology and Supply Chain Services for Nypro Inc. In this capacity, he is responsible for Nypro's technology infrastructure on a worldwide basis, running development organizations around the world and ensuring tight integration with Nypro's diverse customer base. Mike is also responsible for Nypro's Global Supply Chain organization that is focused on assuring world class performance for Nypro customers around the world. He is responsible for constructing dedicated supply chains for a variety of customers and leveraging Nypro's \$400 million annual spend.

Mike is a graduate of Union College and received his MBA from Harvard Business School. After working for General Electric Capital and a TJMaxx business, he was Senior Manager, Worldwide Operations Systems for Motorola and then Corporate Director, Information Services for Instron Corporation. He joined Nypro five years ago.



MARK POLANSKY | Managing Director, Information Technology Practice | Korn/Ferry International



Mark Polansky is a Managing Director in Korn/Ferry International's flagship New York office, and is the firm's Information Technology Practice Leader for North America. With over twenty years of executive search experience in the technology arena, Mr. Polansky has extensively recruited Chief Information Officers, Chief Technology Officers, and other senior IT leaders across a wide range of vertical industry sectors, as well as general and technical management for public and private high-tech companies, managed service providers, professional services firms, venture firms and their portfolio companies.

Mr. Polansky's earlier background encompasses eleven years of hands-on programming, systems management and business development experience, and he previously taught computer science at the college level. He serves on the Advisory Board of Columbia University's graduate program in Information Technology Management, and the IT Advisory Committee at Norwalk Community College. He is a frequent speaker and writes on information systems subjects as well as career management and human resources topics, and he authors the "Executive Career Counselor" column for *CIO* Magazine. He is a member of the Society for Information Management (SIM) and has served as Chairman and President of the organization's New York Metro Chapter.

Mr. Polansky holds a B.S. in Mathematics and Electrical Engineering from Union College and an M.S. in Computer Science from Pratt Institute.



Track II

Driving Business Agility:
the Services-Oriented
Business

- This panel will explore the rapid emergence and convergence of key information technology and business trends. It will explore how agile organizational structures and IT architectures will create new opportunities to achieve cost advantages, operating efficiencies, and new market and revenue opportunities. The focus will be on the convergence of web services, services-oriented architectures, business process management, outsourcing, grid and utility computing.

MODERATOR

ERIC MARKS Chief Executive Officer and President AgilePath



Eric Marks is President and CEO of AgilePath Corporation, a Web services solutions firm based in Newburyport, MA. Mr. Marks is focused on driving executive insight, business planning, and execution of Web services and Services Oriented Architectures to achieve business results and IT productivity. Mr. Marks is a software and technology services veteran with 17 years of experience with firms including PricewaterhouseCoopers, Cambridge Technology Partners, Novell, Electronic Data Systems, StreamServe, Ontos, Square D Company and Noblestar Systems. Mr. Marks is a business author and frequent speaker on various information technology topics. Mr. Marks released his latest business book, *Executive's Guide to Web Services* (Wiley & Sons) in March 2003. Marks also wrote *Business Darwinism – Evolve or Dissolve*, a business and technology strategy book published in March 2002 by Wiley & Sons. He also edited and contributed to *Manufacturing Leadership through the Extended Enterprise* (2000). Mr. Marks graduated from Syracuse University and received his M.S. from the University of Wisconsin-Milwaukee.



KRIS CANEKERATNE Chairman and Chief Executive Officer Virtusa



Kris Canekaratne co-founded Virtusa in 1996 based on his core belief that software development practices could and should embrace the same efficiencies achieved by mature industries such as automotive and manufacturing. Today, award-winning Virtusa offers premier software services that bring software engineering efficiencies to a global blue chip client base.

Kris oversees Virtusa's strategic direction and all day-to-day operations. His stewardship has been the driving force behind one of the fastest growing software services firms in the US in seven years of consecutive growth. A large part of this growth is a direct result of Virtusa's highly differentiated Productization™ methodology.

Kris has had an inspiring track record of creating and growing three highly successful business ventures. In addition to Virtusa, he co-founded edocs, a leading provider of electronic account management and customer care. Kris was one of the founding team members at Insci Corp., and was on the executive management team that took the company public in 1994. Prior to Insci, Kris worked for IECA, a wholly owned subsidiary of ADP, where he held technology management positions in the critical areas of software product development and systems architecture.

A graduate of Syracuse University with a BS in Computer Science, Kris lives in Westborough, MA with his wife and two sons.



MALCOLM FRANK Chief Executive Officer CXO Systems



Prior to co-founding CXO Systems, Frank was the founder, president, CEO and Chairman of Nervewire Inc., a leading management consulting and systems integration firm. Frank grew Nervewire from concept to \$50 million in revenue, profitability and recognized industry leadership. He is a frequent industry leader and has been called one of the leading minds and executives in the Information Technology Industry. Prior to founding Nervewire, Frank was a co-founder, executive officer, and senior vice-president at Cambridge Technology Partners the leading Client-Server technology concern in the 90's, where he ran Worldwide Marketing, Business Development and five P&L's. Frank is a graduate of Yale University.



DAVID RITTER Vice President Strategic Technology Group Boston Consulting Group



David Ritter is a Vice President in the Strategic Technology Group of BCG's Information Technology Practice Area. He has over 20 years' hands-on industry experience in IT and commercial software with particular expertise in enterprise architecture, e-business strategy and technologies, software development tools and methodologies, outsourcing, data warehousing, and the impact of technology on strategy.

Outside of BCG, David recently served as the CTO for VerticalNet, Inc., a pioneering public B2B company, where he was a principle driver in the transition of the company from a marketplace service provider to an enterprise software solutions provider. At VerticalNet, he managed a staff of 150 software developers over 5 locations. He previously served as Vice President of Engineering for Firefly, Inc., where he led the development of Passport, a distributed authorization system for the Internet. This technology became the basis for Microsoft Passport after Firefly was acquired by Microsoft in early 1998. David also previously served as a Director of Engineering for Oracle Corporation's OLAP Products Division, in various roles as a hands-on software engineer and engineering manager. David studied Computer Science and Theater at the Georgia Institute of Technology.

THE BOSTON CONSULTING GROUP

GORDON VAN HUIZEN Chief Technology Officer Sonic Software



Gordon Van Huizen is Chief Technology Officer (CTO) for Sonic Software. In this role, Van Huizen leads the company's technology strategy and standards initiatives. Van Huizen works closely with Sonic's strategic partners and customers, as well as the Sonic product group to help chart the course of Sonic's integration products. Prior to his appointment as CTO, Van Huizen served as Vice President of Product Management at Sonic, overseeing the launch of Sonic ESB™ (formerly SonicXQ™) and SonicMQ® 5.0. Van Huizen provided a driving force in bringing the industry's first enterprise service bus ESB to market. He also played an instrumental role in the acquisition and integration of eXcelon Corporation in 2002.

Van Huizen has over 22 years of experience leading product management and software development teams. His industry experience covers a broad range of technologies, including real-time systems, object frameworks, graphical editors, Java application servers and XML. His extensive background in object-oriented design and development began in 1990, when he founded and ran a software development company focused on products for the NeXT computer. Van Huizen has been leading the development of Internet applications, application servers and middleware since 1996. Prior to joining Sonic, Van Huizen was director of engineering for BEA's WebLogic Server.



4:15 – 5:15 pm

Track III

Survey of Emerging Technologies

- This panel will focus on technologies that will emerge over the next 6 – 18 months that CIOs should be seriously investigating. It will focus on developments that are expected to profoundly impact the information technology environment. The panel will include perspectives from both solution providers and industry practitioners that are involved with the early adoption of technology.
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MODERATOR

FRANK GENS Senior Vice President Research IDC



As IDC's Senior Vice President – Research, Frank Gens guides IDC's research into broad IT industry trends, particularly the strategic adoption of technology by Global 2000 businesses and the industries in which they compete.

Mr. Gens is the author of IDC Executive Insights, IDC's monthly executive brief on the state and future of the IT industry, and is a frequent speaker at executive forums around the world. He is the author of IDC Predictions, the company's annual forecast of major changes in the global development and use of technology. Mr. Gens is a member of IDC's worldwide management team, a lead developer of IDC's global research architecture, and a member of IDC's Research Quality Board.

Mr. Gens is a 23 year veteran of the IT research and advisory services business, including 15 years at IDC in a variety of senior roles, including leading IDC's end-user research business, and developing IDC's global Internet research capabilities. He is well-known for his provocative and accurate forecasts of IT industry change, and the impact of those changes on business and industry.

In addition to research management roles, Mr. Gens' career includes senior positions in new product development and introduction, product management, marketing, business development, corporate development, and regional operations management. Prior to IDC, Mr. Gens held management positions at International Data Group (IDG), AMR Research and The Yankee Group.



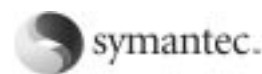
ROB CLYDE Vice President and Chief Technology Officer Symantec



As Chief Technology Officer, Rob Clyde sets the technology vision and strategy for Symantec, a billion-dollar software company and the world leader in Internet security. Clyde is a pioneer in the development of security products, leading development for intrusion detection and policy compliance products. Specialized teams at Symantec such as Symantec Security Response – a dedicated group of security experts focused on the latest security threats – and Symantec Research Labs – a comprehensive assembly of scientists innovating the next generation of technologies – were founded under Clyde's direction.

With more than 25 years of information security experience, Clyde is a recognized industry authority. Throughout his career, Clyde has worked with leading Fortune 500 companies and government agencies to implement sound and practical security policies and solutions. He was a member of the executive team that created AXENT Technologies, Inc., an early innovator in the information security market. Clyde served as Vice President of Engineering for Security Management, assisting in growing the company from \$8M in 1994, to more than \$125M in 2000. In 1980, Clyde was a founder of Clyde Digital Systems, a Utah-based enterprise security software company before merging with Raxco Software eleven years later. Clyde Digital is credited with creating the first commercial intrusion detection system.

Clyde is a founding board member of the IT industry's Information Sharing and Analysis Center (IT-ISAC) and currently serves as Treasurer on the Executive Committee. Clyde earned a bachelor of science degree in Computer Science from Brigham Young University, where he graduated magna cum laude.



ERIC HJERPE Partner Atlas Venture



Eric Hjerpe is a Partner at Atlas Venture and joined the firm in early 2003. Formerly, Eric held a variety of senior management positions at Siebel Systems.

After joining Siebel in 1997, Eric built the first professional services organization serving the Northeast US and Canada, while achieving revenue and customer satisfaction targets. He then founded the subsidiary SiebelNet, which he built to a \$20M revenue backlog and \$10M revenue run-rate business in less than two years. Then as General Manager of the Product Configurator and Pricer product group, he accelerated software revenue from \$4M to \$22M per quarter within one year. Most recently, Eric was responsible for a number of programs to drive customer satisfaction levels higher across the company. He was also a charter member of the "Founder's Circle," a select group of staff chosen by company founder Tom Siebel to be involved in strategic company initiatives.

Prior to joining Siebel, Eric served as Chief Information Officer, Sales and Marketing North America, for Digital Equipment Corporation. He also worked for Silicon Graphics and Arthur D. Little. Eric holds a Master of Science in Management from MIT Sloan School of Management and a bachelor's degree from Brown University.

Eric works closely with Atlas Venture portfolio companies Fireclick, Liquid Machines and SupplyWorks.



RICHARD TAGGART Director of Enterprise Technology Architecture Integration and Standards General Motors



Richard Taggart is the Chief Architect at General Motors (GM), heading up the practice of Enterprise Architecture and Standards at for GM's Information Systems and Services group in Detroit, Michigan. Since joining in 1999, Mr. Taggart has been responsible for developing, maintaining, and promoting the overall corporate information technology roadmap, and managing the development, integration and rationalization of Enterprise Architecture across GM's business, infrastructure, application development efforts, and operational architecture functions. Additionally, as head of GM's information technology standards, Taggart is responsible for the creation and management of information technology standards, assuring the lifecycle of technology investments are aligned with GM's strategic business goals.

Previously, Mr. Taggart was the Director of Technology Architecture at Bristol-Myers Squibb in New Jersey. In this position, Taggart was responsible for partnering with various business lines within Bristol-Myers Squibb to develop global information technology strategies, services, and applications. Mr. Taggart's previous position within Bristol-Myers Squibb included responsibilities for rebuilding, maintaining, and the ongoing operation of the company's network and web services, supporting over 300 sites, and 50,000 employees globally.

Mr. Taggart has a B.A. Magna Cum Laude from Brooklyn College, City University in New York.



JOE UNIEJEWSKI Chief Technology Officer and Senior Vice President of Corporate Development RSA Security




Joe Uniejewski is Chief Technology Officer and Senior Vice President of Corporate Development. He plays a key role in driving RSA's strategy and technical direction and is responsible for managing strategy, key business relationships and the technology direction for the company.

Most recently Joe served as senior vice president, Web access management products. In this role he was responsible for the development of the RSA ClearTrust Web access management solutions. Prior positions at RSA include Senior Vice President of Engineering and Vice President of Product Marketing.

Joe came to RSA in 1998 with more than 20 years experience in the high technology industry with leadership roles in both Engineering and Marketing. Prior to joining the company, he held senior engineering and marketing positions at companies such as Gradient Technologies, Cisco Systems, Data General Corporation, Hewlett-Packard and Apollo Computer.

Joe received a Summa Cum Laude BS in computer and information science degree from Merrimack College.





You can learn more about our speakers by visiting their company websites listed below:

Agilepath – www.agile-path.com

ATG – www.atg.com

Atlas Venture – www.atlasventure.com

BCG – www.bcg.com

Boeing – www.boeing.com

BT – www.bt.com

Cape Clear – www.capeclear.com

Center for eBusiness at MIT – <http://ebusiness.mit.edu/>

CIO Magazine – www.cio.com

Cognos – www.cognos.com

Commonwealth of Massachusetts – www.state.ma.us/itd

CXO – www.cxosystems.com

Egenera – www.egenera.com

General Motors – www.gm.com

HP – www.hp.com

IDC – www.idc.com

Intel – www.intel.com

Intuit Quickbase – www.quickbase.com

Korn/Ferry – www.kornferry.com

Massachusetts Institute of Technology – www.mit.edu

Nypro – www.nypro.com

Partners Healthcare – www.partners.org

PegaSystems – www.pegasystems.com

Provenio – www.provenio.us

RSA Security – www.rsasecurity.com

SAS – www.sas.com

Sonic Software – www.sonicsoftware.com

Symantec – www.symantec.com

Teradyne – www.teradyne.com

Unisys – www.unisys.com

University of Michigan – www.umich.edu

UPS – www.ups.com

Verizon – www.verizon.com

Virtusa – www.virtusa.com