2007

MIT CIO

SYMPOSIUM

NETWORKS FOR competitive advantage:

people, partners & processes

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Center for Digital Business
SIM Boston

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The MIT Center for Digital Business

Dear Colleagues,

On behalf of the MIT Center for Digital Business, I would like to welcome you to the 2007 MIT CIO Symposium. The Center is pleased to once again be your co-host for this event, along with the MIT Sloan Alumni Club of Boston.

Our theme for the 2007 CIO Symposium is *"Networks for Competitive Advantage: People, Partners and Processes."* The Internet has provided a new communication medium, a reliable and robust stage for global commerce, and an increasingly trusted platform for doing business enabling reliable business models built on real value propositions. Online teams of individuals and groups bid, win and complete software projects without ever having met anyone in the contracting company. Never has the business environment been more complex.

What better place on earth than MIT to not only make sense of this networked world, but also to provide methods of analysis and understanding to take best advantage of the opportunities within it. Four titans from the Center for Digital Business and MIT Sloan will lead sessions during the day today. Erik Brynjolfsson, whose forte is measuring the impact of IT on the productivity of companies and information workers; Tom Malone, who pushes us into the future with his thoughtful vision of the decentralized work force and the power of "collective intelligence"; Glen Urban, who is helping companies realize that the Internet is the ultimate medium for building personal relationships with customers; Peter Weill has counseled countless companies around the globe on how to generate real and measurable value from IT. MIT makes for a truly unique environment for bringing these diverse stakeholders together for you for a day at the 2007 MIT CIO Symposium.

The Center for Digital Business has co-hosted this event since its inception four years ago. It is the only public forum where we describe the results of our research. Please feel encouraged to contribute your thoughts, perspectives and experiences. We hope to be working with you more closely in the very near future. Thanks for your attendance, and welcome to MIT and the 2007 MIT CIO Symposium.

Sincerely,

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

NETWORKS FOR

competitive advantage:

people, partners & processes

Welcome!

The MIT CIO Symposium is unique on the IT conference circuit. Since 2004, we have gathered a stellar group of technology leaders who help shape the world around us. Today is no different. From startups to some of the largest companies, you will be treated to intense discussions and light-hearted banter about what it takes to redefine how to manage the IT needs of companies and customers in the far-flung reaches of the world and around the corner.

We hope you find today's Symposium both thought-provoking and fun. Your attendance is crucial to the success of this event. Without you listening, asking questions, and talking with each other, advancing your companies and your careers, we would not nearly have as much fun. Even with advanced communications systems at our finger tips, meeting in person is still vital. After all, we all love an audience.

I would like to thank the all-volunteer 2007 MIT CIO Symposium Organizing Committee members listed to the right. Over the last five months, each has contributed immeasurably in ways great and small to what you will experience today. There are many others not listed whose contribution is truly vital as well. I thank them as well. Without them, this event would simply not be possible. Please introduce yourself and say hello to them and the other volunteers here today who have donated their time.

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

As Chair of the 2007 MIT CIO Symposium, a board member of the Sloan Alumni Club of Boston, and an IT professional, I'd love to hear your thoughts on where we've exceeded your expectations, and where we need to work harder in the future. I define the success of this event in terms of the value we provide to you, our speakers, sponsors and attendees.

Sincerely,

CHRISTOPHER REICHERT-FACILIDES
2007 MIT CIO Symposium Event Chair
MIT SM '04 Sloan School of Management
Harvard University, MPA '05,
John F. Kennedy School of Government
Director of Client Services, Vecna Technologies

Organizing Committee

THE SUCCESS OF THIS SYMPOSIUM IS A DIRECT RESULT OF THE TIRELESS DEDICATION OF THE FOLLOWING PEOPLE:

Christopher Reichert-Facilides, 2007 Event Chair
David Verrill, Executive Director of the MIT Center for Digital Business, Co-Organizer
Shamim Mohammad, SIM Boston, Co-Organizer
David Dozor, Chair of Sponsorship
Graham Rong, Chair of Speakers
Katie Manty, Chair of Marketing
Joanna Eldridge, Chair of Program and Volunteers
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Michael Johnson, Co-Chair of Logistics
Jeremy Seidman, Chair of Attendee and Speaker Gifts
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Sharyn Hardy Gallagher, Panel Organizer
Jeff Loeb, Panel Organizer
Venkat Maroju, Panel Organizer
Larry Rizman, Panel Organizer
Graham Rong, Panel Organizer
Vivien Yang, Panel Organizer
Rodan Zadeh, Panel Organizer

agenda

7:30 AM – 8:30 AM	west lounge, stratton student center	**REGISTRATION**
8:30 AM – 8:35 AM	kresge auditorium	**WELCOME**
8:35 AM – 9:15 AM	kresge auditorium	**MORNING KEYNOTE**
9:15 AM – 10:30 AM	kresge auditorium	**KEYNOTE PANEL: Leveraging Collective Insights to Enhance Value**
10:30 AM – 11:00 AM	kresge lobby	**COFFEE BREAK AND NETWORKING**
11:00 AM – 12:15 PM	kresge auditorium	**TRACK 1: Building Capabilities in a Digital Enterprise** (M) **Prof. Peter Weill,** Director of CISR and Research Scientist, MIT Sloan School **Jo Hoppe,** CIO, Pegasystems **Kumud Kalia,** CIO and EVP, Customer Operations, Direct Energy **David McFarlane,** COO, Nexaweb **George Westerman,** Research Scientist, MIT Center for Information Systems Research (CISR)
12:15 PM – 1:30 PM	courtyard	**LUNCHEON**
1:30 PM – 2:45 PM	kresge auditorium	**TRACK 1: IT and Marketing in a Consumer Networked World** (M) **Prof. Glen Urban,** Dean Emeritus and Chairman, MIT Center for Digital Business **Dr. Paul Barth,** Managing Partner, NewVantage Partners **Sean Belka,** SVP, Online Strategy for FPI, Fidelity Investments **Glenn Engler,** EVP, Digitas **Joyce Salisbury,** Manager, Interactive Research Tool Development, GM
2:45 PM – 3:15 PM	kresge lobby	**COFFEE BREAK AND NETWORKING**
3:15 PM – 4:30 PM	kresge auditorium	**TRACK 1: The Global Knowledgeforce: Collaborate for Excellence** (M) **Thornton May,** Futurist, Executive Director and Dean, IT Leadership Academy **Walter Hamscher,** President and CEO, Standard Advantage **Prof. John Henderson,** Prof. and Faculty Director, Information Systems Department, Boston University **Rosalee Hermens,** VP and CIO, Timberland **Stephen Laster,** CIO, Harvard Business School
4:30 PM – 5:00 PM	kresge lobby	**COFFEE BREAK AND NETWORKING**
5:00 PM – 6:00 PM	kresge auditorium	**KEYNOTE PANEL: Social Networks and Productivity**
6:00 PM – 7:00 PM	kresge lobby	**NETWORKING RECEPTION**

MIT Kresge Auditorium

05.17.07

M : MODERATOR

kresge lobby

CONTINENTAL BREAKFAST

Christopher Reichert-Facilides, 2007 MIT CIO Symposium Event Chair
Prof. Glen Urban, Dean Emeritus and Chairman, MIT Center for Digital Business

Charlie Feld, Senior EVP, Applications Services, EDS

M **Prof. Thomas W. Malone,** McGovern Professor of Management, MIT Sloan School
Peter Cohen, Director and General Manager, Amazon Mechanical Turk
Steve Papa, Co-Founder and CEO, Endeca
John Polizzi, SVP and CIO, BJ's Wholesale Club
JP Rangaswami, CIO, BT Global Services

la sala de puerto rico

TRACK 2: Is IT Becoming "Componentware"?

M **John Gallant,** President and Editorial Director, *Network World*
Dr. Sheldon Borkin, VP of Technology, Progress Software
Paul Nielson, SVP of Technology Services, Monster Technology
Claudio Silvestri, CIO, Cognos
Dr. Richard Soley, Chairman and CEO, Object Management Group

la sala de puerto rico

TRACK 2: Trends in Enterprise IT Infrastructure: Enabling the Agile Enterprise

M **Maryfran Johnson,** Founding Editor-in-Chief, *CIO Decisions Magazine*
Rich Corley, Founder and CEO, Akorri
Frank Enfanto, VP of Healthcare Services Systems Delivery, Blue Cross/Blue Shield Massachusetts
Mary Finlay, Deputy CIO, Partners HealthCare
Mark McGinness, VP of Business Development, Expedient
Prof. John Williams, Director and Prof. of Information Engineering, MIT Auto-ID Lab

la sala de puerto rico

TRACK 2: Emerging Technologies

M **Paula Klein,** Executive Editor, *Optimize*
Larry Bohn, Managing Partner, General Catalyst
Alan Chhabra, Senior Director, Technical Program Management Team, Egenera
Russ Daniels, VP and CTO of HP Software, HP
Tim Rowe, Founder and CEO, Cambridge Innovation Center

M **Prof. Erik Brynjolfsson,** Director, MIT Center for Digital Business;
Schussel Prof. of Management, MIT Sloan School
Gary Beach, Publisher, *CIO Magazine*
Blair Linville, CIO, GE Plastic Resins
Jill Padwa, President and Co-Founder, RevCat
David Teten, CEO, Nitron Circle of Experts

8:30 AM – 8:35 AM kresge auditorium

welcome speech

welcome speaker

PROF. GLEN URBAN

DEAN EMERITUS AND CHAIRMAN,
MIT CENTER FOR DIGITAL BUSINESS

Professor Glen Urban is a leading educator and 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. Urban is co-author of six books and his papers have won several prestigious awards, including two O'Dells. He has received the Paul D. Converse Award and Charles Parlin Awards. Dr. Urban's recent research is to develop trust-based marketing systems and tools for customer advocacy. This includes sponsored research projects at Intel, GM, BT, and Suruga Bank. He recently published a book called *Don't Just Relate—Advocate: a Road Map to Profits in an Era of Customer Power* (Prentice, Hall 2005). He has founded five companies and is now chairman of Experion Systems—a firm specializing in advice software for financial and health decisions.

Wireless network connectivity for visitors to the MIT Campus

Welcome to MIT!

While you're visiting us, you can connect to MITnet (the MIT network) as an on-campus guest.

Here's what to do to join MITnet during your stay:

- Make sure your wireless card is on and enabled.
- Configure your network (TCP/IP) for DHCP to obtain an IP address automatically from the server. Many computers already have this setting as their default.
- You must disable your firewall software until you complete registration.
- If given more than one choice for local wireless networks, choose the one named MIT.
- Open a Web browser and point it to any Web page.
- After you select "visitor registration," you will arrive at a page that displays the MITnet Rules of Use, followed by a registration screen.

The network connection takes approximately 10 minutes to activate, and will remain active for the number of days selected. Connectivity is limited to five consecutive days, and 14 calendar days per year, for guests.

Please call the MIT Computing Help Desk at 617.253.1101 with questions.

always on: WORKING IN THE WORLD OF NOW

morning keynote

keynote speaker

CHARLIE FELD

SENIOR EVP,
APPLICATIONS SERVICES, EDS

EDS' Charlie Feld, Senior Executive Vice President of Applications Services, is recognized throughout the IT services industry as the CIO's CIO. For more than three decades, he has been a dynamic source of inspiration and innovation for the companies and the industry he's served so well.

Feld and the IT teams he's led at well-known companies across major industries have won numerous business and industry awards. His insights and accomplishments have been highlighted regularly in *The New York Times, The Economist* and in a host of leading business and IT industry publications. In *Harvard Business Review,* he co-authored the industry's rebuttal to "Why IT Doesn't Matter Anymore" with "Getting IT Right."

At EDS, Feld has been chief architect of two essential building blocks of the company's turnaround—its technology strategy and its state-of-the-art delivery platform. In his present role, Feld leads Applications Services, a critical component of the company's growth strategy.

In 1992, Feld created and led The Feld Group, an IT services consultancy dedicated to helping Fortune 500 companies quickly achieve business results by transforming their CIO organizations. He's also served as CIO at Delta Air Lines, Frito-Lay, Burlington Northern and acting CIO of First Data Resources.

THE LINES AND BOUNDARIES continue to blur between work and our personal lives. It's happening faster with every turn of technology. Add to this hi-tech acceleration, our expectations of an "always-on, accessible-from-anywhere world"—one that should provide us instant communications, services and information.

We are fully immersed in the on-demand, self-service era, with all of the risks and rewards it brings. Successful enterprises must now recognize and assimilate its impact on strategic agendas, business models and individuals.

LEVERAGING collective INSIGHTS to enhance VALUE

THE INTERNET ALLOWS businesses to learn more about their customers than ever before. Can we use IT to personalize the customer experience and thereby improve conversion and retention rates? How do we leverage the collective insights of our customers to create the products and services they really want to buy? How can we use IT to manage the customer experience through the ownership cycle?

PROF. THOMAS W. MALONE

MCGOVERN PROF. OF MANAGEMENT, MIT SLOAN SCHOOL

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 co-founder 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.

PETER COHEN

DIRECTOR AND GENERAL MANAGER, AMAZON MECHANICAL TURK

Peter Cohen joined Amazon.com in 1997 and has led numerous strategic technology initiatives for the company over the past decade. In his current role as General Manager, Cohen drove the creation and delivery of Amazon Mechanical Turk, Amazon's Web service that allows developers to incorporate human intelligence directly into their software applications by providing access to a network of people to complete tasks computers are unable to perform.

Launched in July 2002, Amazon Web Services exposes technology and product data from Amazon and its affiliates, enabling developers to build innovative and entrepreneurial applications on their own.

Before joining Amazon Web Services, Cohen served in various technology-related software development roles at Software AG, a German software company.

Cohen earned his bachelor's degree in Slavic Languages and Literature from the University of Virginia.

STEVE PAPA

CO-FOUNDER AND CEO, ENDECA

Steve Papa founded Endeca in 1999 after recognizing the potential of innovative technology to solve a long-standing class of business problems that stem from information overload. Under Steve's leadership, the company has grown into an acknowledged leader in its space and now counts 25 percent of the F100 among hundreds of global customers. He has been honored as one of the *Boston Business Journal's* "Top 40 Businesspeople Under 40", "Entrepreneur of the Year" by the Massachusetts Interactive Media Council (MIMC) and as leader of one of the "Top 10 Most Influential Businesses" by the New England Business and Technology Association (NEBATA). Prior to Endeca, Steve held management positions at Web search pioneer Inktomi, then responsible for more than 60 percent of all Web searches, and NCR's Teradata, a leader in highly scalable relational database management and data warehousing solutions. He was also part of the original business team at Akamai.

Steve holds an M.B.A from Harvard Business School and a B.S. in Operations Research and Economics from Princeton University.

JOHN POLIZZI

SVP AND CIO, BJ'S WHOLESALE CLUB

John Polizzi has forty years in the Information Technology field. His industry focus has been Retail, covering thirty one years of his career. He has held leadership roles in Supermarket, Mass Merchant, Drug Store, Fast Food and Specialty Retail segments with both Global and Domestic responsibilities.

John is currently the SVP/CIO at BJ's Wholesale Club, Inc. in Natick, MA. This $8 billion, regional merchant has 175 locations from Maine to Florida. John's previous IT positions include SVP/Global CIO for Blockbuster, Inc.; SVP/CIO for Caldor; VP of IT for Burger King–North America; and a number of other leading retail chains.

He is a graduate of Rutgers University and took his M.B.A training at the University of Tampa. His professional affiliations have included Society for Information Management (SIM), Co-Chair of Association for Retail Technology Standards (ARTS), SIM CIO Advisory Board and other trade organizations.

JP RANGASWAMI

CIO, BT GLOBAL SERVICES

JP Rangaswami appointed as CIO, BT Global Services in October 2006. JP's extensive international CV, most recently serving as Global CIO of Dresdner Kleinwort Wasserstein, demonstrates his recognized market leadership in the use of innovative tools and techniques, enterprise collaboration and community-based "open source" development methods and practices.

He was originally responsible for managing the Euro, Minimum Requirements and Year 2000 programmes globally, and was later appointed CEO of the in-house technology incubator. Three such ventures were spun off in 2001, and he continues to chair Yolus (a risk management infrastructure play) and openadaptor (the DrKW-sponsored contribution to the open source community), amongst others.

JP was named CIO of the Year by *Waters Magazine* in 2003, and CIO Innovator of the Year by the European Technology Forum in 2004. He works closely with start-ups and early-stage companies, seeking to use technology as a key differentiator in capital markets.

JP studied Economics and Statistics at St. Xavier's College, University of Calcutta, specializing in developmental economics.

BUILDING capabilities in a DIGITAL enterprise

TO THRIVE IN A GLOBALLY-connected economy, enterprises must be able to bridge boundaries to deliver seamlessly integrated services with increased agility, lower cost and managed risk. Our panelists take a variety of perspectives on how organizations build IT capability and manage risk in a digital business process environment.

PROF. PETER WEILL

DIRECTOR OF CISR AND RESEARCH SCIENTIST, MIT SLOAN SCHOOL

Professor Peter Weill joined the Sloan faculty in 2000 to become director of MIT Sloan's Center for Information Systems Research (CISR). MIT CISR (established in 1974) is funded by fifty corporate sponsors and patrons, and undertakes practical research on how firms generate business value from IT. MIT CISR disseminates its findings through briefings, papers, workshops and executive education. Peter's research and advisory work centers on the role, value and governance of IT in enterprises.

Peter has taught executive education and M.B.A programs on the business value of IT and has written award-winning books, journal articles, and case studies. These include his 'best selling' co-authored book, *IT Governance: How Top Performers Manage IT Decision Rights for Superior Results* (Harvard Business School Press 2004) and *Leveraging the New Infrastructure: How market leaders capitalize on information technology* (HBS Press 1998). Peter also co-authored *Place to Space: Migrating to eBusiness Models,* (HBS Press 2001) which won one of the Library Journal of America's best business book of the year awards and was reviewed by the *New York Times*. Peter has recently co-authored a new book entitled *Enterprise Architecture as Strategy: Creating a Foundation for Business Execution* (HBS Press, July 2006) and is researching business agility.

JO HOPPE

CIO, PEGASYSTEMS

Jo Hoppe is an experienced executive who has held a wide range of global Information Technology, Software Development and Operations positions in Fortune 500 companies.

Jo joined Pegasystems in August 2003, where she serves as CIO. In this capacity, 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.

Prior to Pegasystems, Jo was an EVP at CMGI, a $1.2B global Internet market leader where she held the dual role of CIO of CMGI, and CTO of uBID, CMGI's $750M online auction business. Prior to her CMGI assignment, Jo held CIO positions at Addison Wesley Longman and at Houghton Mifflin Co. Jo's background also includes 12 years of software development experience at Atex Media Solutions where she held the position of VP and GM of Atex's Newspaper Product Division, a $60M P&L.

Jo has sat on Secretary of State Galvin's Advisory team for the Massachusetts Archive. She serves on the boards of the Society for Information Management and Teen Voices. She has been featured in *CIO Magazine, Upside Magazine* (Outstanding Women in Technology), *Mass High Tech, Boston Women's Journal, ComputerWorld, Publishers' Weekly* and the *Seybold Report*.

KUMUD KALIA

CIO AND EVP, CUSTOMER OPERATIONS, DIRECT ENERGY

Kumud Kalia is responsible for business alignment of the Information Services organization, across operations, development and support functions, as well as the formulation and implementation of Direct Energy's technology strategy. Since joining Direct Energy in 2005, he has championed the use of business process engineering techniques and established a framework for repeatable rapid execution of business transformation initiatives. He also heads the Business Continuity function for the company.

In addition to his IS leadership responsibilities, he has executive oversight of customer operations functions, to ensure that capabilities and best practices are fully leveraged across the North America businesses. Kumud is a member of the Direct Energy Executive Committee.

Prior to joining Direct Energy, Kumud was Vice President and CIO of the Business Markets Group of Qwest Communications International. He was formerly CIO for Dresdner Group in North America and has performed in technology, operations and strategy roles at various investment banks, including UBS Warburg and Morgan Stanley. Kumud has over 20 years of international technology and business experience in a variety of industries.

Kumud holds an honors degree in Electronic Engineering from the University of Wales and is a chartered engineer.

DAVID McFARLANE

COO, NEXAWEB

David McFarlane's career spans more than 20 years of experience in operations, global sales and marketing management, business development, and information technology. As the Chief Operating Officer (COO) at IM Logic, Inc, he successfully led the company's global expansion, driving triple-digit revenue growth and growing the customer roster to more than 400 and worldwide users to 400,000.

Prior to IM Logic, Inc, David served as President and COO at Exchange Applications, Inc. where he drove revenues from $6M to $80M in four years, resulting in a successful IPO and peak valuation of $1.6 billion. In addition, David was Vice President International and Alliances at MRO Software, Inc. (NASDAQ:MROI), in which he had sales and business development responsibility for more than 40 countries and grew international revenues from $5M to $45M to be 50% of worldwide revenues, resulting in a successful IPO and peak valuation of $600 million.

Before MRO Software, Inc, David was an executive manager with Plessey Avionics Ltd. of England. David graduated with honors from Bath University in England, and also holds a Master of Engineering degree from the University.

GEORGE WESTERMAN

RESEARCH SCIENTIST, MIT CENTER FOR INFORMATION SYSTEMS RESEARCH (CISR)

George Westerman is Research Scientist in the Center for Information Systems Research at the MIT Sloan School of Management, and faculty chair for the MIT Sloan Executive Education course "IT for the Non-IT Executive." His research combines rigorous methods and practical insights to generate useful IT management advice for both IT and non-IT executives. George focuses on IT leadership topics such as risk management, innovation, and IT value generation. His research has appeared in numerous, articles, case studies, book chapters, and industry reports. His first book: *IT Risk: Turning Business Threats into Competitive Advantage* (co-authored with Richard Hunter) will be published by Harvard Business School Press in July. Prior to earning his Doctorate from Harvard, George gained more than 15 years of experience in information technology and management.

Is IT becoming "componentware"?

ORGANIZATIONS HAVE more IT options than ever. Software can be purchased as an ASP service, data center operations can be outsourced, IT operations can be remotely monitored and managed, development initiatives are distributed across the globe, and service oriented architectures enable greater interoperability. Will IT ever become "plug and play?"

John Gallant

PRESIDENT AND EDITORIAL DIRECTOR, *NETWORK WORLD*

NETWORKWORLD®

John Gallant is President and Editorial Director of Network World Inc., and sets the strategy for the newsweekly, which serves over 170,000 readers in corporate network IT. Gallant also guides the content and business development for Network World online, as well as Network World's seminars and events programs. John is highly visible in the marketplace and frequently speaks at industry conferences. He has been named by *Technology Marketing* magazine as one of the most influential people in computer journalism, and was cited as one of the "most visionary editors-in-chief" by Press Access. Gallant is co-executive producer for The Security Standard, an invitation-only executive conference for business and security executives. John was cited as Best Conference Host by Conferenza for his work on the Vortex conference, while Vortex itself was named one of the Best Places to Schmooze by Business 2.0 magazine. Gallant is also the host of the Change Artists program which brings together top CEOs and CIOs—from companies such as FEDEX, Reuters, Nestle and McKesson—for insightful discussions on the intersection of business and technology. John's 20 years of expertise in covering the technology industry has been tapped by top-tier television media outlets, including CNN, CNNfn, CNBC, NPR, and Bloomberg. He often hosts roundtable discussions on technology and other topics for a wide variety of organizations, including leading vendors, IT buyers and industry associations. Gallant also serves as the co-chairman of the Boston College Technology Council and is chair of the industry outreach council for the Metrowest Area of the Red Cross of Massachusetts Bay.

Dr. Sheldon Borkin

VP OF TECHNOLOGY, PROGRESS SOFTWARE

PROGRESS SOFTWARE

Sheldon Borkin, Ph.D., is Vice President of Technology for Progress Software Corporation responsible for leading efforts on new product directions and technology strategy. Progress Software (PRGS), founded by MIT alumni, is a worldwide leading provider of application infrastructure software. Dr. Borkin's current areas of work include service-oriented architecture, software-as-a-service, and their supporting software development and deployment environments. Previously, he held senior technology management positions responsible for software and service products, systems architecture, and information security at companies including Silicon Valley startup Cendura (now part of CA), WebMD (from startup to $1B annual revenue), Bachman Information Systems (a Kendall Square startup with successful IPO), and the IBM Cambridge Scientific Center (formerly in Kendall Square).

Dr. Borkin received the MIT Sloan eBusiness award for industry transformation on behalf of WebMD in 2000 and was previously a Visiting Lecturer at MIT Sloan School. He is co-author of a book on information security, author of a book on database systems (MIT Press), and has a United States Patent in the domain of interactive media. He holds a Ph.D., E.E. and S.M. in Computer Science from MIT (with a minor in Management from Sloan School), and a B.S. in Computer Science from the University of Michigan.

PAUL NEILSON

SVP OF TECHNOLOGY SERVICES, MONSTER TECHNOLOGY

Paul Neilson is Senior Vice President of Technology Services for Monster Technology. Paul was appointed to this position in March 2002.

He began his career with TMP Worldwide in December 1999 as a Vice President in the company's Interactive division (Monster.com). Neilson has played a key role in the growth and globalization of the company. Prior to joining the Company, Paul was Global Technical Services Director at Thomson Global Markets. Other jobs have encompassed CTO and Vice President of Software Development for companies in the Boston area. Neilson holds a B.S. and B.A. from Boston University and an M.B.A from Suffolk University.

CLAUDIO SILVESTRI

CIO, COGNOS

Claudio Silvestri is Chief Information Officer at Cognos Incorporated. In this role, his responsibilities include leadership of Cognos worldwide information systems and infrastructure.

A software and technology industry veteran, Silvestri has a breadth of IT and business expertise and experience. Prior to joining Cognos, Claudio served as Group Vice President, Worldwide Information Technology at Business Objects. Earlier in his career, Silvestri managed the small business and channel organization for Microsoft Canada, and served as Vice President of CRM eBusiness for Compaq Canada. He also served as Vice President, Information Technology during his tenure at Compaq Canada.

DR. RICHARD SOLEY

CHAIRMAN AND CEO, OBJECT MANAGEMENT GROUP

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

Previously, Dr. Soley was a co-founder and former Chairman/CEO of A.I. Architects, Inc., maker of the 386 HummingBoard and other PC and workstation hardware and software.

Prior to that, he consulted for various technology companies and venture firms on matters pertaining to software investment opportunities. Dr. Soley has also consulted for IBM, Motorola, PictureTel, Texas Instruments, Gold Hill Computer and others. He began his professional life at Honeywell Computer Systems working on the Multics operating system.

A native of Baltimore, Maryland, U.S.A., Dr. Soley holds the bachelor's, master's and doctoral degrees in Computer Science and Engineering from the Massachusetts Institute of Technology.

IT & marketing in a consumer NETWORKED world

WORD OF MOUTH HAS always been important in marketing. New technologies, including blogs, specifically purposed communities, virtual worlds, and cellular messaging are decreasing the cost and time requirements of customer networking. How significant are these new customer social networks as tools for marketing? What are likely directions for these networks in the future? How will they affect Marketing Strategy? What are the implications for IT practitioners?

PROF. GLEN URBAN

DEAN EMERITUS AND CHAIRMAN, MIT CENTER FOR DIGITAL BUSINESS

Professor Glen Urban is a leading educator and 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. Urban is co-author of six books and his papers have won several prestigious awards, including two O'Dells. He has received the Paul D. Converse Award and Charles Parlin Awards. Dr. Urban's recent research is to develop trust-based marketing systems and tools for customer advocacy. This includes sponsored research projects at Intel, GM, BT, and Suruga Bank. He recently published a book called *Don't Just Relate—Advocate: a Road Map to Profits in an Era of Customer Power* (Prentice, Hall 2005). He has founded five companies and is now chairman of Experion Systems—a firm specializing in advice software for financial and health decisions.

DR. PAUL BARTH

FOUNDER AND MANAGING PARTNER, NEWVANTAGE PARTNERS

Dr. Paul Barth is a Founder and Managing Partner of NewVantage Partners, a business and technology management consulting firm providing thought-leadership and solutions in Data Management and Customer Experience to Fortune 1000 clients, including Fidelity Investments, Wells Fargo Bank, Freddie Mac, Capital Group, Aetna, and American Express among others.

Prior to forming NewVantage Partners, Dr. Barth was a founder and Chief Technology Officer for Tessera Enterprise Systems, and CTO with iXL following the merger of Tessera/iXL in December 1999.

A recognized thought-leader in leveraging information as a strategic asset and in emerging approaches and industry best practices in data management, Dr. Barth holds a Ph.D. in Computer Science from the Massachusetts Institute of Technology (MIT), an M.S. in Computer Science from Yale University, and a B.A. from Hampshire College.

SEAN BELKA

SVP, ONLINE STRATEGY FOR FPI, FIDELITY INVESTMENTS

Sean Belka is Senior Vice President, Online Strategy for Fidelity Personal Investments (FPI), a unit of Fidelity Investments. FPI is the largest mutual fund company in the United States, the number one provider of workplace retirement savings plans and a leading online brokerage firm. In this role, Belka leads FPI's online strategy, focusing on developing new and innovative services, content, capabilities and experiences designed to help Fidelity customers achieve their lifetime financial goals.

GLENN ENGLER

EVP, DIGITAS

At Digitas, Glenn Engler is responsible for the overall relationship with General Motors. His responsibilities include leading the overall business strategy for the client relationships, as well as integrating the team of Digitas creative, technology, analytic, and marketing experts to deliver leading-edge, customer-relevant marketing solutions, and brand experiences.

Glenn has over 20 years of marketing and business strategy experience in a wide range of industries, including automotive, financial services, telecommunications, media/entertainment, and travel—from database marketing at Epsilon, to management consulting at CDI and Mercer Management Consulting. He has worked with senior management at leading corporations on corporate strategy, marketing excellence, and technology innovation.

Glenn holds a B.A. and an M.A. in Economics from Tufts University.

JOYCE SALISBURY

MANAGER, INTERACTIVE RESEARCH TOOL DEVELOPMENT, GM

Joyce Salisbury became Manager, Interactive Research Tools in May 2002. In this role, she oversees GM's efforts to use the Internet to supplement or replace traditional research methods, and champions the vision of digitalizing "Market Research of the Future." She has the responsibility for identifying and testing new methods and technologies to enhance GM's understanding of the automotive consumer including marketing models using real-world data, online communities, and Internet chat monitoring.

In addition to driving innovations in Market Research, Salisbury serves as a liaison to many university projects.

Salisbury began her career in 1989 as a co-op student at Cadillac Motor Car Division. She held several positions in manufacturing and engineering before returning to school under the GM Fellowship Program in 1996. Upon her return, she had assignments in Quality, Warranty Improvement, and GM's e-commerce division, e-GM.

Salisbury holds a bachelor's degree in Manufacturing Systems Engineering from GMI Engineering and Management Institute (now Kettering University) and both a master's in Engineering Management and an M.B.A. from Northwestern University.

TRENDS in enterprise IT infrastructure:

ENABLING THE AGILE ENTERPRISE

UTILITY, GRID, ADAPTIVE and On-Demand are compelling visions promoted by the major IT vendors. They paint a picture of a world where IT enables the agile enterprise, business strategies can be adapted in real time, IT can be offered as a service, service levels are guaranteed, and resources can be provisioned just-in-time. This session will separate fact from fiction, identify what works and what doesn't, and highlight what IT organizations should do now.

MARYFRAN JOHNSON

FOUNDING EDITOR-IN-CHIEF, *CIO DECISIONS MAGAZINE*

Maryfran Johnson is an award-winning IT journalist who recently launched her own business in executive events and CIO roundtables. Leveraging an extensive IT executive network built during her leadership roles at TechTarget's *CIO Decisions* Magazine and IDG's *Computerworld,* Maryfran brings her expertise in IT leadership issues to a variety of keynote speaking, CIO panel and event moderation roles.

As the founding editor of TechTarget's CIO Decisions Media Group, Maryfran led the April 2005 launch of *CIO Decisions,* a 50,000-circulation monthly publication for senior IT executives at midsized companies. Prior to joining TechTarget in 2004, Maryfran served as Editor-in-Chief of the national IT newsweekly *Computerworld,* where she spent 15 years in reporting, editing and managerial positions. During her distinguished career in IT publishing, Maryfran has been featured in TV, radio and newspaper interviews as an expert technology commentator. She appears regularly as a speaker and moderator at IT industry events, where she is renowned for her engaging stage presence and in-depth knowledge of CIO issues.

Maryfran earned her master's degree in Journalism in 1988 from The Ohio State University. She earned a B.A. in Journalism from the University of Florida, which in 2002 honored her as one of six "Alumni of Distinction" for the College of Journalism and Communications.

RICH CORLEY

FOUNDER AND CEO, AKORRI

Rich Corley is responsible for the strategic direction and general management of the company. Rich brings more than 20 years of experience leading and contributing to technology based companies. Before founding Akorri, Rich was the founder and Executive Vice President at Pirus Networks, where he was responsible for the company's overall leadership, technical strategy, and product architecture leading up to its acquisition by Sun Microsystems in 2002. Previously, Rich was Director of Advanced Technology at Nortel. Earlier in his career, Rich held founding and engineering management positions at Aptis, Arris, Chipcom, Data General, and Concord Data Systems. Rich holds an M.S.E.E. from Worcester Polytechnic Institute and a B.S.E.T. from Northeastern University. Rich is an active member of the College of Engineering Industrial Advisory Board at Northeastern and was awarded the College of Engineering Outstanding Alumni Award in 2004.

FRANK ENFANTO

VP OF HEALTHCARE SERVICES SYSTEMS DELIVERY, BLUE CROSS/BLUE SHIELD MASSACHUSETTS

Frank Enfanto is the Vice President of Health Care Systems Delivery for Blue Cross/Blue Shield of Massachusetts. He is responsible for the development and the strategic direction for all health care, case management, wellness initiatives, and provider services systems and applications. Frank is also responsible for enterprise and application architecture within the BCBSMA environment and he is the technical representative for all of BCBSMA collaborative e-health initiatives. Frank also served as VP of Operations Delivery and Information Security with strategic and tactical responsibility for all systems and network operations, systems architecture, security, and support.

Frank has more than 20 years of IT experience, has participated as a speaker at various industry events, and is an occasional guest lecturer for graduate level degree programs. Frank is a *Computerworld* P100 Honoree for 2005. Prior to BCBSMA, Frank held executive level IT positions at Cambridge Soundworks/Hifi.com, Lightbridge Inc., NewsEdge, and Wang Laboratories. Frank holds both a Bachelor and a Master of Arts degree in Mathematics.

MARY FINLAY

DEPUTY CIO, PARTNERS HEALTHCARE

Mary Finlay is the Deputy Chief Information Officer of Partners HealthCare System Inc. In this role, Finlay is responsible for the daily management of an organization of 1,300 information systems and telecommunications staff. Previously, she was the Chief Information Officer of Brigham and Women's Hospital. She is also a member of the faculty for the Simmons School of Management.

Finlay is the Chair of the Massachusetts Technology Leadership Council, an association of 500 members. She also serves on the board of the Boston Chapter of the Society of Information Management (SIM) and is the facilitator of the SIM CIO roundtable. She has been recognized with leadership awards from the Simmons School of Management, CIO, the New England Business and Technology Association, and Babson College. She received her B.A. from Allegheny College and her M.B.A from the Simmons School of Management.

MARK McGINNESS

VP OF BUSINESS DEVELOPMENT, EXPEDIENT

Mark McGinness has over 12 years experience in telecommunications and Internet services. McGinness was the former National ISP & Carrier Sales Executive at ICG Communications where he was instrumental in the company's growth to a national CLEC. For ICG he was a key figure in product development with the success of Managed Modems, Metro local loop solutions, and Colocation services. Mark later joined Allegiance Telecom to develop their wholesale and broadband organization. He created their "IP DS1" product that leveraged their 850 RBOC collocations, and national IP backbone, while resolving their lack of carrier hotel connectivity. He sold and supported most of major ISP and other agreements for ICG and Allegiance, achieving more than a billion dollars in contract value. Mark's accounts are currently a major revenue stream for both ICG and Allegiance.

PROF. JOHN WILLIAMS

DIRECTOR AND PROF. OF INFORMATION ENGINEERING, MIT AUTO-ID LAB

Professor John Williams is Director of MIT's Auto-ID Laboratory and a professor of Information Engineering. The Auto-ID Lab is one of 7 university laboratories worldwide using RFID to architect "The Internet of Things." The challenges involve building a global identity system for entities and data that is secure and scalable. He was previously Vice President of Engineering at two software start-ups and is currently doing research for SAP, Intel, EPCglobal and Homeland Security on RFID networks. He teaches two graduate courses on Web System Architecting and on Modern Software Development based on .NET. He finds time to write code. He holds an M.A. in Physics from Oxford University, an M.S. in Physics from UCLA and a Ph.D. in Numerical Methods from the University of Wales, Swansea and has published two books and over 100 journal and conference papers.

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THORNTON MAY

FUTURIST, EXECUTIVE DIRECTOR AND DEAN, IT LEADERSHIP ACADEMY

Thornton May is a respected and well-connected practitioner of the science of man (a.k.a. anthropology) specializing in tribal behaviors associated with technology selection and use. His insights are simultaneously humorous, brutal and frequently life-changing. He has often been referred to as the "Robin Williams" of IT for his humorous and scathingly honest speeches tickling our funny bone while simultaneously going for the behavioral jugular. His 'tribal' insights have appeared in the *Harvard Business Review, The Financial Times, The Wall Street Journal* and the *MIT Sloan Management Review*. He believes organizations and individuals are just now approaching a critical tipping point in their relationship to technology. Thornton believes the best days for technology and technologists lie in our future. He refuses to submit to the vitality-sucking mind set that organizations are exhausted by big visions and grand dreams.

Thornton has served as the contributing IT Futurist at the World Bank, the Adventure Travel Trade Association, the Urban Markets Initiative (The Brookings Institution) and the Sanitation Supply and Wholesalers' Association. He serves as the 'personal futurist' for several CIOs in the Fortune 500.

WALTER HAMSCHER

PRESIDENT AND CEO, STANDARD ADVANTAGE

Walter Hamscher is the President and CEO of Standard Advantage, a technology consultancy. Walter served as Chairman of the Extensible Business Reporting Language (XBRL) International Steering Committee from 2002 to 2004 and remains a member of its Executive Committee. He was a founding member of XBRL and co-authored the *XBRL 1.0* and *2.1 Specifications*, the *Financial Reporting Taxonomies Architecture 1.0* and numerous other consortium publications.

Walter has led and assisted with planning, design, and implementation of Business Reporting systems in China, Japan, the Netherlands, Singapore, Spain, United Kingdom and the United States. He has worked with stock exchanges, bank supervisors, central banks, company registrars, government agencies, niche vendors and multinational corporations. He was the architect of the Basel II COREP taxonomies project of the Committee of European Banking Supervisors, and is a consultant to PricewaterhouseCoopers.

Prior to founding Standard Advantage he was CTO of Beachfire, Inc., Director of Strategic Technology Services at PricewaterhouseCoopers, and Director of Global Research and Development at the legacy firm Price Waterhouse.

He received his Ph.D. in Electrical Engineering and Computer Science from the Artificial Intelligence Laboratory at the Massachusetts Institute of Technology.

prof. john henderson

PROFESSOR AND FACULTY DIRECTOR, INFORMATION SYSTEMS DEPARTMENT, BOSTON UNIVERSITY

John Henderson is the Richard C. Shipley Professor of Management at Boston University's School of Management. He also serves as the Director of the Boston University Institute for Leading in a Dynamic Economy (BUILDE) at the School. He received his Ph.D. from the University of Texas at Austin. He is a noted researcher, consultant and executive educator with published papers appearing in journals such as *Management Science, Sloan Management Review, MIS Quarterly, IBM Systems Journal, European Management Journal,* and many others. He is the co-author of *The Knowledge Engine,* which explores how effective leaders leverage the firm's knowledge assets. He serves as a member of BP's Digital & Communications Technology Advisory Group and the board of Directors for ICEX.

His co-authored paper with N. Venkatraman on Strategic Alignment of Business and IT Strategies was selected by the *IBM Systems Journal* as a "turning point" article, one of the most influential papers on Information Technology strategy published by the Journal since 1962. His work on Alliances and Partnerships is widely used by public and private organizations to help executive's structure and lead network-based organizations. Professor Henderson's current research focuses on three main areas: wireless networks and the economics of business platforms, managing strategic partnerships, and aligning business and IT strategies. Prior to joining Boston University, he was a faculty member at the MIT Sloan School of Management.

rosalee hermens

VP AND CIO, TIMBERLAND

Rosalee Hermens is Vice President and Chief Information Officer at Timberland. In this role, she is responsible for development and execution of Timberland's global information systems and strategies.

Prior to joining Timberland, Rosalee was the Founder and Principal of Hermens and Associates, a strategic IT management consulting firm. Before leading the consulting firm, she was Vice President and Chief Information Office for Aspen Technology, Inc. Her previous experience also includes eleven years at Compaq/Digital Equipment Corporation.

In addition to her technology experience, Rosalee has financed middle-market and high-technology companies, led budgeting and strategic planning, managed the process for numerous acquisitions and directed the leasing and fit-out of office buildings. She has extensive international experience, having lived and worked in the U.S., France and Taiwan.

Rosalee graduated with a Bachelor of Science from the University of Oregon and from Yale with a Master of Science in Administrative Science. In addition to her business experience, Rosalee chairs the Board Committee on Technology at the Carroll Center for the Blind and is a trustee for the Forsyth Institute, the leader in oral health research.

stephen laster

CIO, HARVARD BUSINESS SCHOOL

Stephen Laster, Chief Information Officer of Harvard Business School, is a seasoned technologist, product strategist, and business leader with extensive background in e-learning, Digital Community Building, CRM, Personalization, eCommerce, Enterprise Integration, Sales Force Automation, and Order Management.

As CIO, Laster leads a team of 110 professionals who oversee the School's academic and administrative computing environment. Previously, Laster was Director, Curriculum Innovation and Technology Group at Babson College. In addition, Laster was CTO, Babson Interactive, LLC, where he was the primary architect and driving force behind Babson's adoption of e-learning.

Prior to focusing his career on technology in an academic environment, Stephen held leadership and technical positions at Stride Rite, Art Technology Group, CrossComm, Advanced Business Technologies, Inc., and Sapient.

Stephen sits on the board of Recycline and is an experienced speaker and consultant for companies such as Irving Oil, EMC, and Super Duper Publications. He has been recognized by IBM for thought leadership in message-oriented middleware and by *Ed Tech Magazine* as a thought leader in educational technology.

EMERGING technologies

TODAY'S CIOs ARE challenged to lay groundwork for the future while implementing today's state of the art. What are the emerging developments in hardware, networking, communications, information strategy and presentation? What impacts will these technologies have on the way we live and interact? How will our organizations need to change to keep up? This panel will take you on a quick trip to the future, guided by the researchers and experts who will create it and bring it to the business world.

PAULA KLEIN

EXECUTIVE EDITOR, *OPTIMIZE*

As Executive Editor of *Optimize*, Paula is responsible for all editorial production and content. Also an editor of contributed articles, Paula identifies topics that are of critical importance to business technology executives and interviews subject-matter experts for Q&As and online. She joined *Optimize* in November 2001, after serving as *InformationWeek's* managing editor of special projects. A seasoned journalist with a master's degree from American University in Washington, D.C., Paula was also business editor at a daily newspaper in New York. In addition, her vast background includes editorial roles launching weekly community newspapers, starting a literary magazine, and editing reports and newsletters at the Gartner Group.

Optimize

LARRY BOHN

MANAGING PARTNER, GENERAL CATALYST

As a Managing Director of General Catalyst Partners, Larry invests in both new and existing technology businesses. Areas of special interest include: open source, information technology; systems; and software on-demand business models. Larry is a board member of Advanced Electron Beams; Black Duck Software; ChoiceStream; Demandware; Optaros; OzVision Global; and QUMAS which are all active General Catalyst investments. Larry also served on the Board of Venetica, a General Catalyst investment that was acquired by IBM in October 2004.

General Catalyst Partners

Prior to joining General Catalyst, Larry was the Chairman, President and CEO of NetGenesis, a market leading software and analytic solutions provider. Larry led NetGenesis from 1997 to 2001, overseeing the company's business, product strategy and direction. In February 2000, Larry took the company public (NTGX) and in December 2001, NetGenesis was acquired by SPSS, Inc. (SPSS). Prior to NetGenesis, Larry was President of PC DOCS, Inc. (DOCSF) and Senior Vice President of Marketing and Business Development at Interleaf, Inc. (LEAF).

An acknowledged thought leader, Larry has spoken at leading industry events and has been a guest lecturer at Harvard, Stanford, and the Amos Tuck School of Business at Dartmouth. He was also a founder and the first President of OASIS, the industry consortium promoting XML adoption.

Larry is an honors graduate of the University of Massachusetts, Amherst, and holds a Master of Arts degree in Linguistics from Clark University.

ALAN CHHABRA

SENIOR DIRECTOR, TECHNICAL PROGRAM MANAGEMENT TEAM, EGENERA

Alan Chhabra has over 9 years of experience assisting institutions in solving their IT problems. He is a graduate of the Massachusetts Institute of Technology, where he attained both his bachelor's and master's degrees in Engineering. At Egenera (one of the first Blade Server and Utility Computing companies), he has served a number of roles over the last four and a half years. As the Senior Director of the Technical Program Management Team, he has helped numerous clients realize how to meet their application and infrastructure requirements for high availability, server consolidation, on-demand capacity, scalability, and operations readiness. Prior to Egenera, Alan architected, managed, and sold various web based software solutions to multiple clients including GE, Agilent Technologies, and the Boston Consulting Group. Alan has worked in Big 5 consulting at Ernst and Young and was a Charles Stark Draper Labs Fellow.

RUSS DANIELS

VP AND CTO OF HP SOFTWARE, HP

Russ Daniels is Vice President and Chief Technology Officer of the Strategy and Technology Office within HP's software business, where he sets and coordinates the technology strategy across HP's software portfolio of solutions for the Adaptive Enterprise—HP's vision of an organization in which business and IT are synchronized to capitalize on change.

Previously, he was general manager of HP's application development organization and research and development manager of the software and systems development lab.

Daniels has more than 20 years of industry experience specializing in Java, object-oriented programming, XML and software development processes. Prior to joining HP, he spent 15 years at Apple Computer, where he held a variety of developer-related positions and managed a website design and hosting business.

He holds a bachelor's degree in General Studies, with a concentration on Small Business Management and Computer Science, from Ohio University.

TIM ROWE

FOUNDER AND CEO, CAMBRIDGE INNOVATION CENTER

Tim Rowe is the Founder and CEO of Cambridge Innovation Center. CIC is the largest facility in the U.S. dedicated to housing startup technology companies. In addition, Tim is a Venture Partner and member of the investment committees of New Atlantic Ventures and the DFJ New England Fund. Rowe serves on the boards of a number of private companies, including H3, an online referral-based hiring tool, Veritas Medicine, which helps pharmaceutical companies recruit patients for clinical trials, and Lumidigm, Inc., a biometric sensor technology company. Rowe is particularly interested in consumer-facing technology products. Tim has been a Lecturer at the MIT Sloan School of Management, a Manager with the Boston Consulting Group and an analyst with the Mitsubishi Research Institute. Tim holds an M.B.A from MIT's Sloan School of Management and a B.A. from Amherst College.

SOCIAL networks and PRODUCTIVITY

SOCIAL NETWORKS HAVE gained prominence recently as sources of entertainment. Businesses can also use and analyze the use of social networks in their organizations to learn more about the communication patterns of employees. How do we use networks of people for competitive advantage? Can social networks improve productivity? Can social networks be a source of innovation? Can technology replicate the communication patterns of highly productive workers?

PROF. ERIK BRYNJOLFSSON

DIRECTOR, MIT CENTER FOR DIGITAL BUSINESS;
SCHUSSEL PROF. OF MANAGEMENT, MIT SLOAN SCHOOL

Erik Brynjolfsson was among the first researchers to measure the productivity contributions of information technologies, and his research has been recognized with nine "Best Paper" awards by fellow academics. He consults and lectures worldwide on the interplay of technologies with economic growth, pricing models for digital goods, and intangible assets, and is a director of several technology-intensive firms.

Brynjolfsson was profiled as one of the world's five eBusiness "visionaries" by *BusinessWeek* and one of the two most influential business academics by *Optimize* magazine. His books include *Intangible Assets, Understanding the Digital Economy,* and *Strategies for eBusiness Success*. He has served on the editorial boards of numerous academic journals as well as *Time* magazine's board of economists and the Academic Advisory Council of the Federal Reserve Bank of Boston.

Previously, he taught at Stanford Business School and Harvard Business School. Brynjolfsson holds a B.A. and an M.S. from Harvard University and a Ph.D. from MIT.

GARY BEACH

PUBLISHER, *CIO MAGAZINE*

Gary Beach brings 28 years of information technology publishing experience and knowledge to his role as publisher of IDG's *CIO Magazine*. A prolific presenter, Beach is a highly regarded spokesperson throughout the United States and global technology industry. He has testified before both the U.S. House and Senate and is frequently quoted by major media organizations such as CNN, *USA Today, The New York Times, San Francisco Chronicle* and *San Jose Mercury News*. As *CIO Magazine's* resident expert on the *CIO Magazine* Tech Poll, he has provided commentary to a number of media outlets including *Reuters, Business Week,* The Associated Press and CNBC. He also served as a guest commentator on NPR's "All Things Considered" program, covering topics ranging from PC recycling to improving technology education.

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

BLAIR LINVILLE

CIO, GE PLASTIC RESINS

Blair Linville currently serves as the CIO of GE Plastics Resins, a $5.5 billion division of General Electric. Through his career he has held a variety of leadership roles in technology organizations in both public and private sectors. While with GE he led a $180 million information technology business, integrated two information technology organizations into a single half billion-dollar business, and held a variety of operations and Six Sigma roles in Information Technology organizations. Prior to joining GE he served as a captain in the United States Air Force, commanding mobile communication units, leading strategic planning for technology initiatives and a brief stint as an ethics instructor at the United States Air Force Academy.

Blair holds a bachelor's degree in Engineering from the U.S. Air Force Academy and an M.S. from the University of Pennsylvania, Wharton School of Business. He is active in technology professional associations. Blair was appointed representative to the Armed Forces Communication and Electronics Association National Advisory Board and currently serves as an advisory board member to several Private Equity Firms and technology companies.

JILL PADWA

PRESIDENT AND CO-FOUNDER, REVCAT

Jill Padwa is President and Co-Founder of RevCat, the creator of the Relationship Value Index (RVI). RVI is the first technology to enable companies to build and effectively use organizational networks.

Since 2001, Jill has worked with an extensive network of executives, helping them derive value from their business relationships. As a subject matter expert, she brings new and innovative ways to improving the performance of organization networks.

Prior to founding RevCat, Jill led the launch of a start-up technology firm and was instrumental in positioning the company for a successful merger. From 1997–1999, Jill managed sales operations for Gartner and served as the Director of the healthcare industry. She successfully led the company into new markets and achieved significant market penetration.

From 1979–1997 while at Hewlett Packard, Jill held a number of leadership roles in the computer and medical device businesses. She began her career as a computer scientist developing HP display technology products.

She holds an M.S. in Public Health from Boston University and a B.S. degree in Computer Science from the University of Vermont.

DAVID TETEN

CEO, NITRON CIRCLE OF EXPERTS

David Teten is CEO of the Nitron Circle of Experts, an independent research firm which provides hedge funds, venture capitalists, law firms, and corporations with direct access to frontline industry experts: competitors, suppliers, customers, regulatory observers, and consultants. Industry experts can sign up at www.CircleofExperts.com to participate in paid consulting opportunities with Nitron's clients.

David is lead author of *The Virtual Handshake: Opening Doors and Closing Deals Online*, the first book on how businesses can use online networks and other "Web 2.0" technologies to win new clients, recruit star employees, and market their firm. David runs TheVirtualHandshake.com reference site and blog and co-writes a column on online networks for FastCompany.com.

He was formerly CEO of Teten Executive Recruiting, which he sold to Accolo. Previously, he was CEO of an investment bank serving the internet domain name asset class. He worked with Bear Stearns' Investment Banking division as a member of their technology/defense M&A team, and was a strategy consultant with Mars & Co. He holds a Harvard M.B.A. and a Yale B.A.

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"High-end search platforms such as those from Endeca Technologies are beginning to blur the lines with business intelligence (BI) systems. What does this kind of capability look like in action? Communications equipment maker Harris uses Endeca's search platform to bring 'BI 2.0' capabilities to its supply chain management system, says Janice Lindsay, director of supply chain management. That means using analytics and business rules so that search steers decisions—such as recommending preferred suppliers, or advising engineers that a part is near the end of its lifecycle."

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From CIO Magazine, Essential Technology: Treasure Hunt, March 15, 2007

MIT Center for Digital Business

ABOUT THE MIT CENTER FOR DIGITAL BUSINESS

Founded in 1999, the Center for Digital Business is the largest research center in the history of the Sloan School. We are supported entirely by corporate sponsors whom we work with closely in directed research projects. The Center has funded more than 45 Faculty and performed more than 60 research projects. Our mission is to join leading companies, visionary educators, and some of the best students in the world together in inventing and understanding the business value made possible by digital technologies. Our interactions are a dynamic interchange of ideas, analysis, and reflection intended to solve real problems.

Examples of Current Focused Research Projects:

- Implications of e-Commerce for New Services and Structure of Logistics Systems
- How Do Intangible Assets Affect the Productivity of Computerization Efforts?
- Wireless and Mobile Commerce Opportunities for Payments Services
- Benchmarking Digital Organizations
- Security and the Extended Enterprise
- Pricing Products and Services in the High-Tech Industry

The Center for Digital Business is completing its Phase II, focusing more explicitly on business value, while at the same time including technologies beyond the Internet in its purview. Our goal, in part, is to reduce that timeline through basic and applied research, engagement with industry sponsors, and the sharing of best practice, and the MIT's credo of combining rigor with relevance is well served.

We are co-located with MIT Sloan's Center for Information Systems Research and the Center for Collective Intelligence to facilitate collaboration. Our cross-campus collaborations include work with the Media Lab, AutoID Center, Computer Science and AI Lab, and Communications Futures Program.

We are organized into five areas of expertise— or Special Interest Groups:

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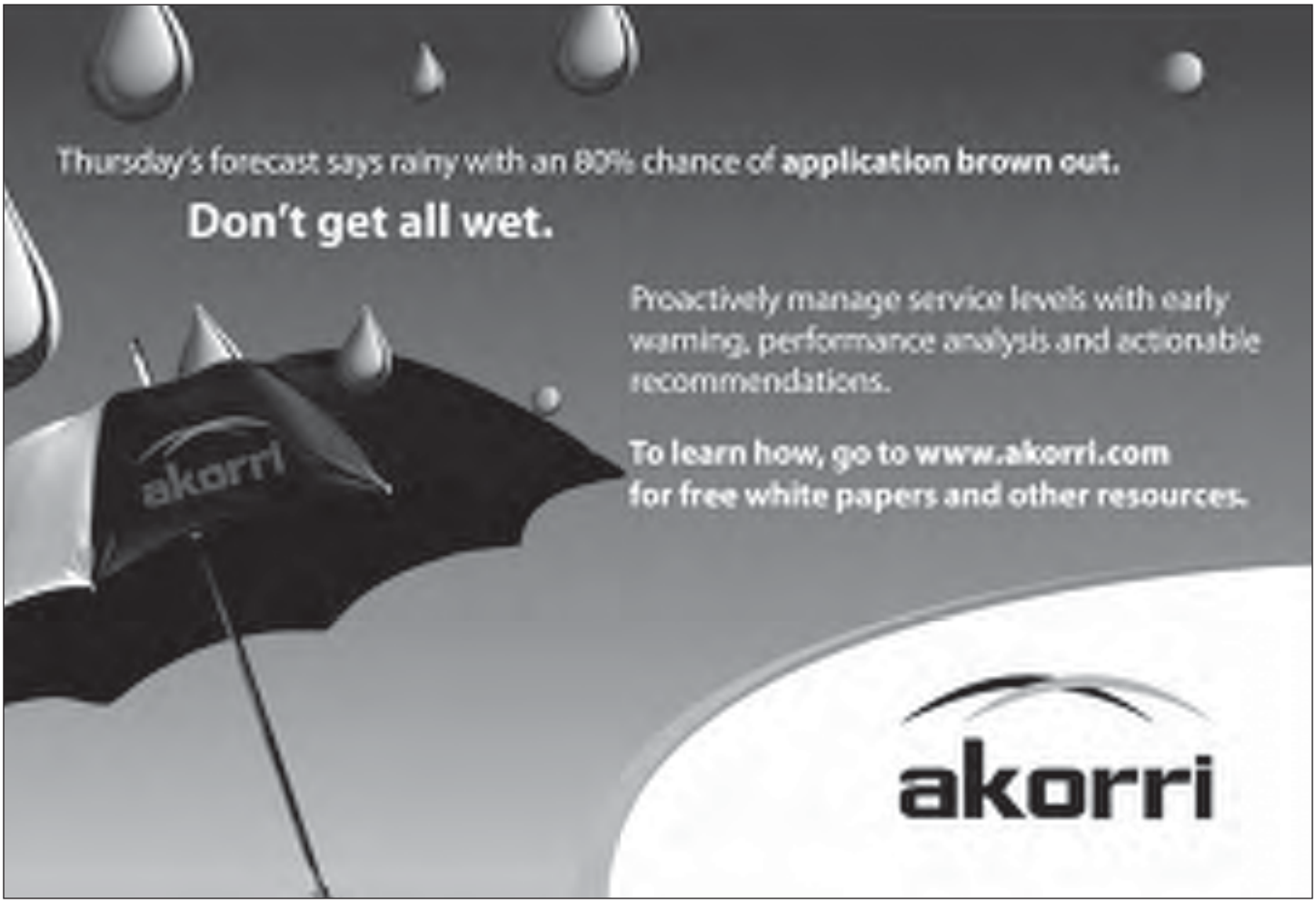
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Extracting the BUSINESS VALUE of *Information* & IT:

IT'S USAGE, NOT JUST DEPLOYMENT THAT COUNTS!

If you ask senior executives and managers, as I do in my executive programs at IMD, whether their companies are extracting the expected business value of their investments in IT, the overwhelming answer by a large margin is "no"! There are a number of reasons for this. Some focus on the disappointments their companies have experienced with implementing Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), and various "e-systems" internally and externally during the last several years, especially through the boom and bust of the dot.com "e-everything" era. Many business-oriented IT projects have failed outright or not lived up to expectations. Blame is often shared on both sides between the business and IT.

Others point to a disconnect between what the IT industry had promised them, namely that IT investments would lead to "competitive advantage"—and what IT in their industries and companies has actually delivered—"competitive necessity"—where most firms competing in the same industry are deploying the same IT and using it more or less for the same purposes. Executives know that their companies must spend on IT but want to invest no more than is necessary to keep up with competitors—a major reason why the IT function is under continuous pressure to reduce costs and deploy standardized systems and processes more efficiently.

What is interesting about the "competitive necessity" argument is that it is partly right and partly wrong! Academic researchers have found during the last ten years that IT investments by companies have contributed to their increased productivity and also increased price competition in industries. The chief beneficiary of IT deployments are customers who have been able to buy more products and services from companies with less, and the IT industry itself has directly benefited from corporate IT investments. Brynjolsson and Hitt have found no correlation between IT investments and company performance as measured in terms of profitability *(1)*, thus leading some to conclude that there is no real relationship between IT spend and deployment. It would appear that both the business commentators and researchers are correct—that the main effect of IT investments and deployment is its contribution to competitive necessity—you cannot "not" spend on IT as a company, but you do not want to spend any more than the minimum necessary to deploy and run IT efficiently in your company.

Thus, our disenchanted managers are led to believe that IT is a commodity and deploying it should be done as economically and efficiently as possible—the partly "right" element of IT's business impact. However, for most business managers, the actual usage of information and IT in their companies is a "black hole"—consuming human energy, time, attention, and resources without any visible focus by managers on its importance to realizing the business value of information and IT.

A major reason why usage of IT and information in a company is largely ignored or overlooked by business managers is that IT investments and deployment are the most visible and hard factors to measure and manage. Managers spend 90 percent of their attention on planning IT projects, aligning IT with the business needs, budgeting and investing in IT, and dealing with the IT function and external suppliers. Other managers naively seek to solve business problems with IT thinking that these problems will go away if they implement IT "solutions"—a very common reason why companies have invested in CRM systems over the last five years to solve the perceived lack of "customer orientation" of their companies. **What most business managers did not see clearly is that CRM systems have to be accompanied by significant behavioral and cultural changes in the ways information and IT are used by people in business functions such as sales, marketing, and servicing.** These "soft factors" of how people in a company behave with information and use IT have not been measured or managed concurrently with the introduction of CRM systems leading to business disappointments over the results obtained from major CRM investments and deployments.

BY: DR. DONALD A. MARCHAND

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Professor Marchand is a past SIM Vice President of Chapter/Alliance Development. As published in the May/June 2006 issue of SIM News.

In contrast, academic research points to only 20–25 percent of the business value of IT being linked to deployment and investments, whereas 75–80 percent of the business value of IT and information is linked to so-called "soft factors" of the usage of information and IT by managers and employees in the company and externally by customers, partners, and suppliers. *(2)* **So here we come to an important disconnect in the perceptions and mindsets of business managers. Most managers devote 90 percent of their time and attention to IT investments and deployment that only account for 20–25 percent of the business value of IT and information!** Focus on the effectiveness of information and IT usage by people receives much less managerial time and attention. Thus, the potential business value residing in increased usage of information and IT in the company by people is largely lost. The largest potential payoff from the IT investment is overlooked.

IT Deployment Enables, But Does Not Drive Effective Information and IT Use in a Company

Our research has demonstrated that managers see the value of information and IT as going beyond IT deployment and the IT function to the knowledge and information embedded in their people. *(3)* Business managers possess a broader view of effectiveness in information and knowledge use that incorporates the human behaviors and values related to information and IT usage and practices. We call this the Information Orientation (IO) of the company. We have proven that managers believe that effective information and IT usage by people is linked to business performance. *(4)*

In addition, we also know that managers see valuable information and IT as embedded in the business capabilities of their companies. Thus, managers seek value from the market place with their business strategies and the capabilities required to execute them. Some business managers go beyond this view of value creation to the develop capabilities required to extract and use knowledge and information better than their competitors. We call this process of building the people, information, and IT usage capabilities the Information Orientation Maturity of a company. Moreover, since the IO Maturity of a company can be measured and benchmarked, managers can explicitly evaluate their progress in developing their company's information capabilities to build business value over time. *(5)*

IT Does Matter, But Effective Information and IT Use by People Matter More!

Managing the IT deployment and function in a company well does matter! Companies must deploy IT as least as effectively as their competitors. However, settling for good IT deployment without concurrent focus on usage means that these managers will fall far short of the objective of optimizing the business value of IT in their company.

Ironically, managers who seek to leverage the full value of IT in their business need to focus on the effective use of information, people, and IT in their business **first**, and then align IT deployment with their business strategies and capabilities. This important change in mindset is required so that the linkages between the company's information capabilities are embedded in its business model or way of doing business. Then, it is possible to guide IT deployment to achieve the multiplier effect around effective information use in the company and not the other way around.

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(1) Eric Brynjolsson and Lorin Hitt, *"Paradox Lost? Firm-Level Evidence on the Returns of Information Systems Spending,"* Management Science (1996), Vol. 42, Issue 4, pp. 541–558; and *"Computing Productivity: Firm-Level Evidence"* MIT Sloan School of Management, Center for eBusiness, Working Paper 139 (June 2003).

(2) See Eric Brynjolsson and L. Hitt, *"Intangible Assets: Computers and Organizational Capital,"* MIT Sloan School of Management, Center for eBusiness, Working Paper, (October 2002); and Donald A. Marchand. William J. Kettinger and John D. Rollins, *"Information Orientation: People, Technology and the Bottom-Line,"* Sloan Management Review (Summer 2000), Vol. 41, No. 4, pp. 69–80.

(3) See Donald A. Marchand, William J. Kettinger, and John D. Rollins, *"Making the Invisible Visible: How Companies Win with the Right Information, People and IT"* (John Wiley and Sons, London and New York, 2001).

(4) See Donald A. Marchand, William J. Kettinger and John D. Rollins, *"Information Orientation: The Link to Business Performance"* (Oxford University Press, Oxford, 2001).

(5) The IO Diagnostic™ and Benchmark are products of enterpriseIQ® based in Lausanne, Switzerland. See: www.enterpriseIQ.com.

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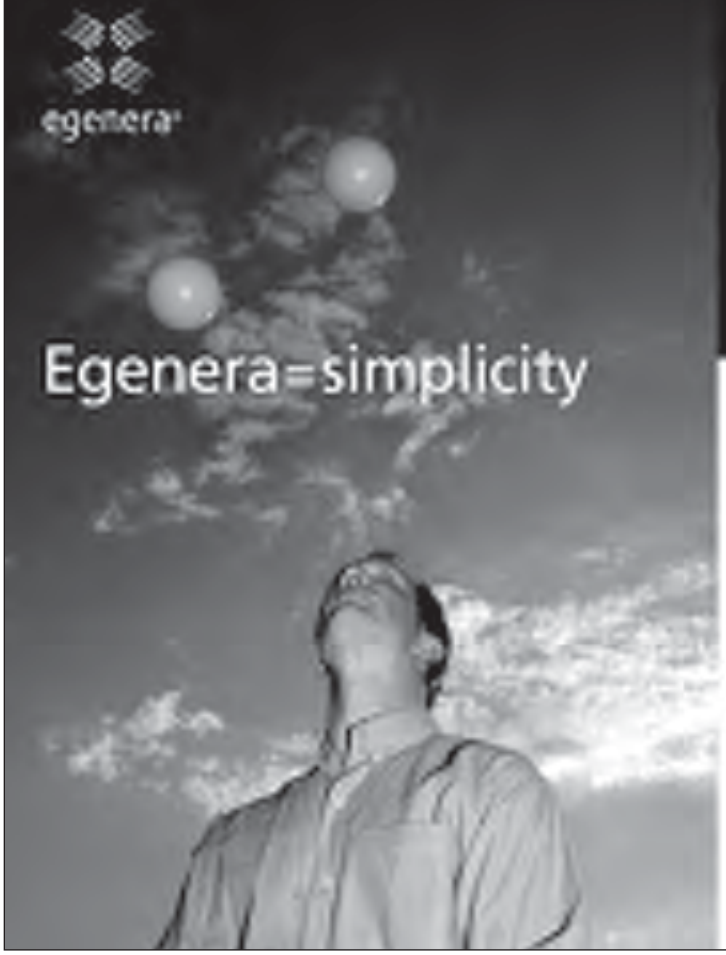

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