balancing INNOVATION
COST LEADERSHIP
in your firm

MIT KRESGE AUDITORIUM

2008 MIT SLOAN CIO SYMPOSIUM

05.21.08

Dear Symposium Attendees,

Welcome to MIT! Some of you have traveled from afar, others from nearby. What we all share is a burning desire to "stay ahead of the curve", and you're in the right place, among friends and professional colleagues. We hope you have a great day today.

In an era of unprecedented globalization, there is extraordinary pressure for business innovation and the associated creation of new, exciting products and services. To meet these challenges, enterprises have grown larger and more complex, drawing upon diverse, multi-generational corporate knowledge and business intelligence. Now more than ever business leaders require effective and cost efficient information technology (IT) to manage their sprawling domains.

For the organization's Chief Information Officer, the current environment calls for a creative vision that draws upon the latest breakthroughs in IT and pragmatic change management capability. Technology and process advances are important, but must be architected within established frameworks that assure the cost effective and timely deployment of practical business solutions.

To traverse some treacherous shoals, today's CIO must remain aligned with line-of-business colleagues while harnessing the potential of innovative tools and new approaches emerging in the market place. Further, this has to occur in the context of always-tight IT budgets and constrained delivery timelines. Balance is needed on the call for bread-and-butter technology maintenance resources versus the need for new investments more in line with firm's global vision and mission.

The MIT Sloan CIO Symposium, now in it's fifth year, will focus on the core value propositions associated with global delivery models, emerging capabilities, and best practices in selection, design and deployment of IT. This forum is an opportunity look beyond the day-to-day issues to focus on a spectrum of solutions that are either here already or just over the horizon—ranging from virtualization, Web 2.0 to the "greening" of the data center.

Today's program had it's genesis in August 2007. Our organizing team of more than twenty dedicated volunteers has carefully and diligently crafted the agenda to captivate your attention all the way to our closing reception. We reached out to the best speakers to staff our panels and are delighted with their participation. We convinced our sponsor companies who underwrote our event that they had to be here, for everyone's benefit. Please introduce yourselves to them. We thank everyone for their generous contributions.

From our personal experiences as long time consultants in business and IT, we know how important it is to connect with like-minded people who face what you face every day. That's why we're here. On behalf of the MIT Sloan Alumni Club of Boston, The MIT Center for Digital Business, and the Boston Chapter of the Society for Information Management: Welcome to MIT!

MIKE JOHNSON
Co-Chair
Symposium

GOPI BALA
Co-Chair
Symposium

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COST LEADERSHIP +
in your firm

The American health care system is at a crossroads. Addressing the inter-related challenges of escalating costs, growing numbers of uninsured, and persistent quality gaps requires new ways of thinking about how to organize and deliver health care in America. Aetna Chairman and CEO Ron Williams will discuss the role of information technology in building a more effective and efficient health care system, as well as highlight the importance of integrating information technology into business strategy and operations.

Leveraging Technology to *Improve* the Health Care System + *Advance* Business Strategy
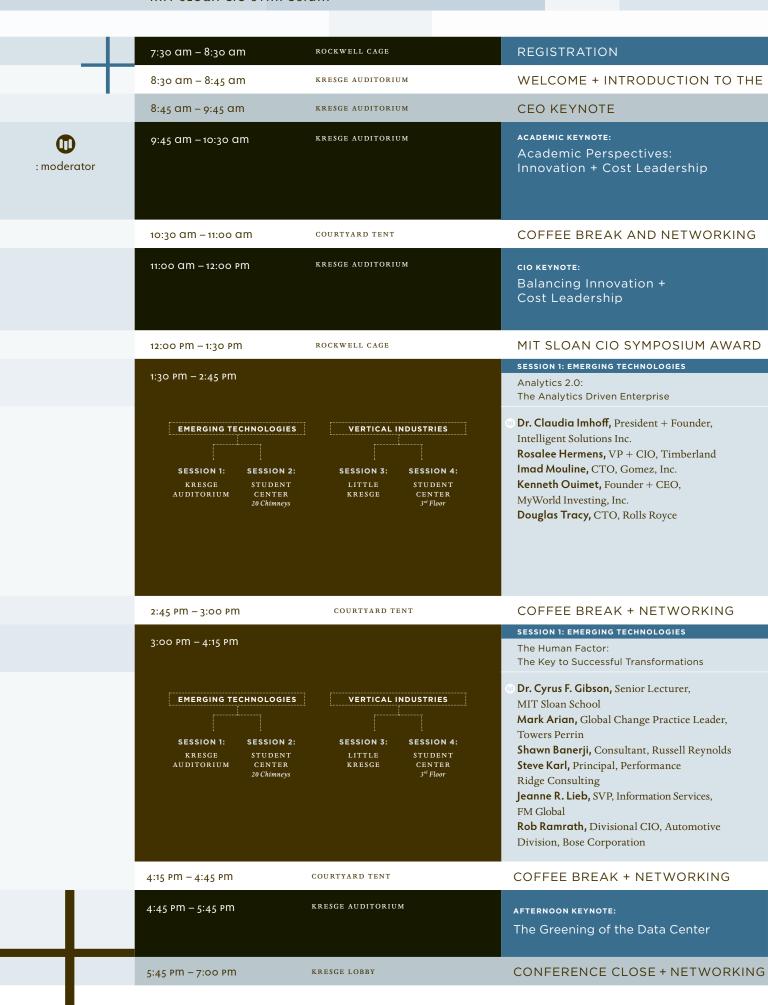
8:45 am – 9:45 am

CEO KEYNOTE

KEYNOTE SPEAKER
RONALD A. WILLIAMS
Chairman + CEO, Aetna

Ronald A. Williams is Chairman and Chief Executive Officer of Aetna Inc. Under his leadership, Aetna has sought to make a positive impact on health care in America by serving as a catalyst for change. Joining Aetna in 2001, Mr. Williams has focused on using data and technology to create innovation in the industry, such as new tools and programs to help improve quality and cost outcomes in health care. Mr. Williams also serves as chairman of the Council for Affordable Quality Healthcare, is a trustee of The Conference Board and the Connecticut Science Center Board, and is a member of the Business Council and Business Roundtable. In January 2007, he was elected to the Board of Directors of American Express Company. At MIT, he serves on the MIT Sloan Dean's Advisory Council, and he is a member of the Alfred P. Sloan Management Society. Mr. Williams is a graduate of Roosevelt University and holds an MS in management from the Sloan School of Management at MIT.

Time	Location	Event
7:30 am – 8:30 am	ROCKWELL CAGE	REGISTRATION
8:30 am – 8:45 am	KRESGE AUDITORIUM	WELCOME + INTRODUCTION TO THE
8:45 am – 9:45 am	KRESGE AUDITORIUM	CEO KEYNOTE

: moderator

9:45 am – 10:30 am	KRESGE AUDITORIUM	**ACADEMIC KEYNOTE:** Academic Perspectives: Innovation + Cost Leadership
10:30 am – 11:00 am	COURTYARD TENT	COFFEE BREAK AND NETWORKING
11:00 am – 12:00 pm	KRESGE AUDITORIUM	**CIO KEYNOTE:** Balancing Innovation + Cost Leadership
12:00 pm – 1:30 pm	ROCKWELL CAGE	MIT SLOAN CIO SYMPOSIUM AWARD

1:30 pm – 2:45 pm

EMERGING TECHNOLOGIES

SESSION 1:	SESSION 2:
KRESGE AUDITORIUM	STUDENT CENTER *20 Chimneys*

VERTICAL INDUSTRIES

SESSION 3:	SESSION 4:
LITTLE KRESGE	STUDENT CENTER *3rd Floor*

SESSION 1: EMERGING TECHNOLOGIES

Analytics 2.0:
The Analytics Driven Enterprise

Dr. Claudia Imhoff, President + Founder,
Intelligent Solutions Inc.
Rosalee Hermens, VP + CIO, Timberland
Imad Mouline, CTO, Gomez, Inc.
Kenneth Ouimet, Founder + CEO,
MyWorld Investing, Inc.
Douglas Tracy, CTO, Rolls Royce

2:45 pm – 3:00 pm	COURTYARD TENT	COFFEE BREAK + NETWORKING

3:00 pm – 4:15 pm

EMERGING TECHNOLOGIES

SESSION 1:	SESSION 2:
KRESGE AUDITORIUM	STUDENT CENTER *20 Chimneys*

VERTICAL INDUSTRIES

SESSION 3:	SESSION 4:
LITTLE KRESGE	STUDENT CENTER *3rd Floor*

SESSION 1: EMERGING TECHNOLOGIES

The Human Factor:
The Key to Successful Transformations

Dr. Cyrus F. Gibson, Senior Lecturer,
MIT Sloan School
Mark Arian, Global Change Practice Leader,
Towers Perrin
Shawn Banerji, Consultant, Russell Reynolds
Steve Karl, Principal, Performance
Ridge Consulting
Jeanne R. Lieb, SVP, Information Services,
FM Global
Rob Ramrath, Divisional CIO, Automotive
Division, Bose Corporation

4:15 pm – 4:45 pm	COURTYARD TENT	COFFEE BREAK + NETWORKING
4:45 pm – 5:45 pm	KRESGE AUDITORIUM	**AFTERNOON KEYNOTE:** The Greening of the Data Center
5:45 pm – 7:00 pm	KRESGE LOBBY	CONFERENCE CLOSE + NETWORKING

Schedule

	CONTINENTAL BREAKFAST	
CONFERENCE	**Gopi Bala + Mike Johnson,** 2008 MIT CIO Symposium Event Co-Chairs	

Ronald A. Williams, Chairman + CEO, Aetna

Michael Schrage, Research Affiliate, MIT Media Lab **Prof. Michael A. Cusumano,** Professor, MIT Sloan School	**Prof. Thomas W. Malone,** Patrick J. McGovern Professor of Management, MIT Sloan School	**Prof. Glen Urban,** David Austin Professor of Marketing; Chairman, MIT Center for Digital Business **Prof. Peter Weill,** Director of CISR + Research Scientist, MIT Sloan School

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Erik Brynjolfsson, Director, MIT Center for Digital Business; Schussel Professor of Management, MIT Sloan School	**Gerri Martin-Flickinger,** SVP + CIO, Adobe Systems Incorporated **Stuart McGuigan,** SVP + CIO, Liberty Mutual	**André Mendes,** CIO, Special Olympics International **Molly O'Neill,** CIO, EPA

LUNCH + KEYNOTE **Roald Marth,** Co-founder + CEO, WhereToLive.com (via ISGN), Award (via InformationWeek)

SESSION 2: EMERGING TECHNOLOGIES	SESSION 3: VERTICAL INDUSTRIES	SESSION 4: VERTICAL INDUSTRIES
Enterprise 2.0 Technology Enablers: Hype, Hope or 2010 Mainstream?	Financial Services: Innovating Under Uncertainty Key Lessons for CIOs	Trends in Telecom/Utilities: Supporting Business Evolution Through IT Leadership
Andrew McAfee, Associate Professor of Business Administration, Harvard Business School **Dr. James Lin,** CIO, Forbes.com **Richard Maranville,** SVP + CIO, FedEx/Kinko's **Richard Mickool,** Executive Director + CTO, Information Services, Northeastern University **Mike Willis,** Founding Chairman, Current Vice Chairman of Steering Committee, XBRL International	**Niraj Patel,** Founding Partner, Witmer, LLC **Marc Gordon,** CIO, Consumer + Corporate Staff Technology, Bank of America **Guillermo Kopp,** Executive Director + Global Research Fellow, TowerGroup **Joseph T. McCartin,** SVP + CIO, National City Corporation **Christopher Perretta,** EVP + CIO, State Street Corporation	**John Namovic,** Global Lead for the Technology Sector, Strategy + Operations Principal, Deloitte Consulting LLP **Michael Adams,** EVP + COO, Rogers Cable Communications Inc. **Bennett Gaines,** VP, Information Technology/ Corporate Security + CIO, FirstEnergy **Esteban Herrera,** SVP, Energy + Utilities, nGenera **Cliff Tozier,** VP, IT Infrastructure + Operations Organization, Alcatel-Lucent

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SESSION 2: EMERGING TECHNOLOGIES	SESSION 3: VERTICAL INDUSTRIES	SESSION 4: VERTICAL INDUSTRIES
Virtualization of IT Infrastructure: Opportunity or Threat?	Public Sector Growth + Transformation: Innovating During Uncertainty + Change	Healthcare + Life Sciences: Dealing with the Growth + Complexity of Enterprise Data
William Adamowski, General Partner + Co-founder, ISGN **Alan Chhabra,** Senior Director, Systems Engineering, Egenera **Bill Corrigan,** Director, Microsoft Application Virtualization, Microsoft **Dave Fachetti,** Managing Director, Globespan Capital Partners **Joe Howard,** Director, IT Systems, IDC **Jack Story,** CTO, EDS Virtualization, EDS	**Mark Hall,** President, William George Associates Ltd. **Viji Murali,** VP, Information Services + CIO, Washington State University **James Noga,** CIO, Mass General Hospital **Bill Oates,** CIO, City of Boston **Ken Theis,** CIO, State of Michigan	**Dr. Steven E. Locke,** Assistant Professor, HST + MIT **Dr. John Glaser,** CIO, Partners HealthCare System, Inc. **James Graham,** Engagement Manager, McKinsey & Company **Dr. Patrick Hymel,** VP, Cardinal Health MedMined Services **Karan J. Sorensen,** VP + CIO, Johnson & Johnson Pharmaceutical Research & Development LLC

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Prof. Rebecca Henderson, George Eastman Kodak LFM Professor of Management, MIT Sloan School	**Joseph Capes,** General Manager, Vette Corp. **Jill Feblowitz,** Practice Director, Business Technology, Energy Insights	**Dr. Patrick Guay,** EVP + GM, Voltaire **Stephen Savage,** SVP + CIO, CA **Bill Strecker,** Partner, Flagship Ventures

RECEPTION

Dear Colleagues,

On behalf of the MIT Center for Digital Business, I would like to welcome you to the 2008 MIT CIO Symposium. Along with the Sloan Alumni Club of Boston, the Center is pleased to once again be your co-host for this event.

Our theme for the 2008 CIO Symposium is "Balancing Innovation and Cost Leadership in Your Firm". Managing these two aspects, particularly within the IT function, is getting more and more difficult. With the US economy in recession, belts are tightening across the firm. At the same time, the cost of meeting new regulatory requirements is not going down, and customers both internal and external to the firm are ever more demanding. Never has the business environment been more complex for the CIO.

What better place on earth than MIT to create a forum for practitioners and academics alike to discuss these two seemingly opposed forces. Six titans from the Center for Digital Business and MIT Sloan will lead sessions during the day today. Erik Brynjolfsson is a driving force in developing tools and methodologies for measuring the productivity of "information workers". Glen Urban is changing the way companies develop their web presence and deliver products, services and ads based upon the "preferred cognitive style" of users. Tom Malone constantly pushes us into the future with his vision of "collective intelligence". Peter Weill is one of the most influential people in the world on the IT function, governance, and CIO competencies. Michael Cusumano is renowned for his work on software development, platform leadership, and IT services. Rebecca Henderson is leading the exploding field of "greening information technology". This impressive list of MIT speakers is complemented by nearly 50 leaders from industry who are in the battle zone of managing cost leadership and driving innovation in their firms. MIT makes for a truly unique environment for bringing these diverse stakeholders together, for you, at the MIT CIO Symposium.

The Center for Digital Business has co-hosted this event along with the Sloan Alumni Club of Boston since its inception. It is the only public forum where we describe the results of our latest research. This research is conducted in collaboration with our corporate sponsors, most of which are here today. And while we are often in the role of adding fuel to the fire of innovation, our faculty are very knowledgeable about the needs (and constraints) of industry because of our close collaboration with them.

Please feel encouraged to contribute your thoughts, perspectives and experiences today. Thanks for your attendance, and welcome to MIT and the 2008 MIT CIO Symposium.

Sincerely,

DAVID VERRILL
Executive Director
MIT Center for Digital Business

Dear Attendee,

On behalf of the Boston Chapter of the Society for Information Management (SIM), we are pleased to welcome you to the 2008 MIT CIO Symposium. This is our fifth year as a partner with MIT in this event.

For more than 30 years, the Boston Chapter of SIM has been the leading professional society for information technology executives, leading IT consultants, academicians, and senior business executives interested in the innovative use of information technology to improve and transform organizations. We offer a collaborative exploration of best practices, trends and "lessons learned" for those who shape and influence the management and use of IT. We provide a variety of forums in which leaders, educators and practitioners can come together to explore the management revolution that is changing the way the world communicates, educates and does business. These include:

- **Monthly Meetings**—feature prominent industry speakers and provide valuable networking time before and after the presentation

- **Roundtables for Specific Group**s—offer a variety of roundtables for CIOs, Practitioners, Consultants, Emerging IT Leaders and Retired IT Executives that provide them with opportunities to collaborate, exchange best practices, explore innovative technologies and grow professionally.

- **Regional Leadership Forum (RLF)**—this professional development program (seven, two-day sessions in length) is designed for participants to develop an understanding of themselves as individuals and the value of their relationship to others, and to become more effective as part of a team.

- **Sharpen the Leadership Saw Roundtable**—a quarterly half-day book and leadership forum that is offered to all current SIM members, and all former SIM RLF graduates, who are interested in improving their leadership skills.

- **Outreach**—Boston SIM created its Outreach Program as an opportunity for members to "give back" and help others in the IT community who are less fortunate. Our current outreach partners include Year Up, Teen Voices, Common Impact and Tech Boston

- **Annual Golf Tournament**—a great networking event that is open to members and non-members (June 18, 2008 at Cyprian Keyes Golf Club in Boylston, MA)

We wish to extend a special thank you to all speakers, sponsors and attendees for their participation at this year's event. We invite you to visit the Boston SIM booth to learn more about us.

Sincerely,

JO HOPPE
President
Boston SIM

WELCOME SPEAKER

DR. PAUL E. GRAY

14th President, MIT; Member of the MIT Corporation

Paul E. Gray served as a member of the MIT faculty (EECS) from '60 to '71 and from '90 to '07. From '71 to '97 he served MIT in a variety of administrative positions: Chancellor until '80; President until '90; Chairman of the governing board until '97. He is a life member of the governing board of MIT (the Corporation), a member of the National Academy of Engineering ('75) where he served as Treasurer (a volunteer position) from '94 to '01, a member of the American Academy of Arts and Sciences ('72), a Life Fellow of the Institute of Electrical and Electronic Engineers, and a Registered Professional Engineer in Massachusetts.

WELCOME SPEAKER

DAVID C. SCHMITTLEIN

John C Head III Dean, MIT Sloan School

David Schmittlein joined the MIT Sloan School of Management as John C Head III Dean in August, 2007.

Prior to his appointment, he was the Ira A. Lipman Professor, and Professor of Marketing, at The Wharton School of the University of Pennsylvania. He served as Deputy Dean from 2000–2007 and Interim Dean during July, 2007.

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

Dr. Schmittlein has received numerous awards for his research, his editorial work, and his teaching. He was an area editor for Marketing Science and a member of the editorial board for the Journal of Interactive Marketing, Journal of Marketing Research, Marketing Letters and Marketing Science. Dr. Schmittlein serves on the International Advisory Board for Groupe HEC, and the Academic Advisory Board for the China Europe International Business School in Shanghai.

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LUNCH KEYNOTE SPEAKER

ROALD MARTH

Co-founder + CEO, WhereToLive.com

Roald Marth is one of North America's leading technology visionaries. His passion and perseverance stem from his innate ability to accurately forecast future trends, and his belief that technology will continue to significantly impact each of our lives.

He is the co-founder and CEO of WhereToLive.com, an industry owned company focused on enabling real estate professionals to engage in "Real-Time Real Estate." A leading keynote speaker, Marth has presented programs to thousands of corporations, associations and professional groups, in dozens of industries.

Roald's vast skill set has brought him to companies such as Guthy Renker Corporation. As a national spokesperson and television personality for the largest direct-to-consumer television marketing organization, Marth has helped hundreds of companies profit from the utilization of Internet technologies and eCommerce.

Roald founded his first business, Roald Marth Learning Systems, in 1986. He co-founded Superstar Computing, a company dedicated to providing high quality tools, training, and support to real estate companies and professionals, in 1992. Marth successfully sold this company to Merrill Corporation in 1997, and founded TechnologyEvangelist.com, a speaking and consulting business.

A nationally recognized technology visionary and speaker, Roald has been featured on the cover of *National Relocation & Real Estate* magazine, and served as a senior instructor for the Residential Sales Council of the National Association of REALTORS for over 10 years. He is an accomplished author and is highly regarded for his insightful industry predictions.
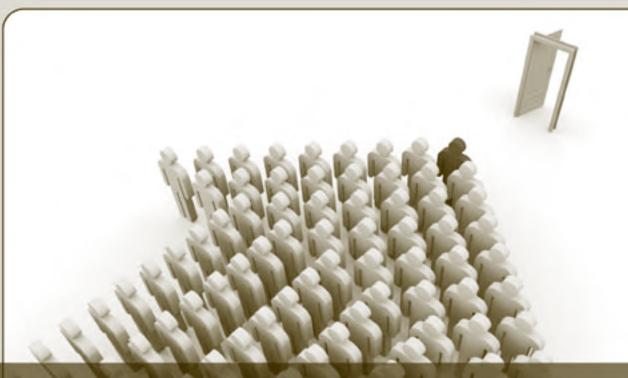
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InformationWeek

MIT Sloan CIO Symposium Award

Congratulations to the winners of the 2008 Award for IT Innovation.

One finalist and four semi-finalists will be honored at the luncheon reception. MIT Sloan CIO Symposium organizers invite you to hear the accomplishments of these exceptional IT executives.

Variability in Outsourcing:

Changing the Model for the *Current* Market

By: Bill Adamowski, President of KPO, ISGN

The fallout from the subprime crisis is continuing to shake the mortgage industry and the credit crunch has extended into the conventional mortgage market. According to a February 2008 article in the New York Times, the mortgage meltdown is now an industry-wide problem with a ripple effect that's brought losses across the financial industry. Lenders are feeling the transitional pains of recognizing that this isn't the growth-friendly mortgage industry of yesteryear.

In addition to a significant decline in mortgage loan volume, today's lenders are faced with more stringent regulations, increased competition and declining margins, not to mention a deluge of defaults and foreclosures as well. As they struggle to face these new challenges, many have begun to re-evaluate their infrastructures, asking themselves whether it still makes sense to employ large in-house staffs to complete each task at each stage of the mortgage cycle, and whether their core competencies are suffering as a result.

Whether weathering the storm or planning for growth, lenders are discovering that moving forward with the infrastructure that worked so well just a few years ago, may no longer be the way to move forward in today's market. In the past year alone, roughly 200 major lenders have downsized, restructured or gone out of business, with an additional 50 facing similar fate during the previous year. Of the top 100 lenders in 2006, at least 14 lenders have shut down completely, while another 14 have closed at least one business channel. There are no signs indicating that the industry is positioned for an upswing in the near future. According to an ABCnews.com article in April 2008, the number of homes facing foreclosure has increased by 112 percent, more than doubling since first quarter last year—and each foreclosure is estimated to cost lenders over $50,000 a piece.

In order to give themselves the best chance of not only weathering the current storm, but also positioning themselves for growth once the market begins to recover, businesses will need to protect their core competencies by ensuring that all tasks and functions are handled in the most efficient, cost-effective manner possible.

VARIABLE OUTSOURCING: PROTECTING CORE COMPETENCIES

As lenders adjust to the industry's new constraints, many have found it challenging to position themselves for growth, particularly if they're encountering increased labor demands for task-intensive areas such as servicing and default management, while also operating under reduced budgets. While they understand that they need to maintain optimal output, they are often unlikely to seek outside assistance, particularly when it comes to offshore outsourcing. Like organizations in a variety of industries, lenders recognize the necessity for less expensive, more efficient labor, but fear relinquishing control of the process. Often, if they outsource at all, they do so only in limited quantities in an effort to protect the functions handled within core business units.

The answer isn't merely offshore outsourcing, but variable offshore outsourcing, a solution that keeps control in the hands of the company, rather than those of the outsourcing provider. A key aspect of that control lies in the company's visibility into the labor performed by outsourced personnel. Another aspect is the flexibility businesses have to keep their core business units not only intact, but more importantly, focused on crucial revenue-generating functions during the company's realignment. One of the key benefits to the offshore aspect of outsourcing is having labor completed by offshore talent in differing time zones. This night-to-day disparity enables companies to leverage the concurrent difference in time zones to achieve a "clean slate" at the start of each business day and operate a continuous 24 hour work shift, which is particularly beneficial for certain time-sensitive, deadline-driven departments and industries. Because the variable outsourcing model is inherently customized, it can be utilized not only within the mortgage industry, but also for organizations in other arenas, and in various stages of growth.

A good variable offshore outsourcing model combines in-house visibility with around-the-clock offshore productivity. These models utilize an in-house team leader that manages the outsourced offshore team from within the lender's own US location. The team leader, who begins the process by becoming thoroughly acquainted with the inner workings and protocol of the client company, also oversees, delegates and trains the offshore staff while maintaining constant close connection with the client company. The company simply submits tasks and functions to the outsourced team via secure Internet channels, and the outsourced team—managed by the in-house team leader—handles those tasks and functions, often before

the next US business day. After a short period of time, a second team leader is brought in and trained by the first team leader, who then goes to the offshore location to manage the team abroad. The end result for the company is the consistency that stems from single-source, on-site leadership, in-house visibility and hands-on knowledge of how offshore outsourced teams are handling the day-to-day changes that occur within the organization and/or business unit. By using a variable in-house/offshore model, companies can get the speed of after-hours labor, with the assurance of an in-house point of contact.

Variable offshore outsourcing also offers companies the ability to optimize output from core business units. Customarily, the function of a core unit is comprised of a variety of tasks and functions, both core and non-core. In fact, up to 70 percent of a core business unit's activities are comprised of non-core tasks that can be easily and successfully delegated to outsourced offshore teams. A variable offshore outsourcing model enables companies to separate core functions from non-core tasks, and assign those non-core tasks to an outsourced team. This variability enables companies to free personnel within their core business units to concentrate on activities that yield the highest payoff.

The ideal variable outsourcing model also extends variability into project duration and manpower. Rather than operating as a static unit, the outsourced staff should offer the fluidity that enables companies to adjust not only the number of resources needed, but also the duration of the project. As projects are completed, companies should have the flexibility of reducing their reliance on the outsourced staff. If they need fewer resources one month, and more resources the next, the true variable outsource provider will be able to easily adjust and accommodate their needs. In order to be of maximum effectiveness and efficiency, variable outsourcing models should enable companies to adjust their timelines and requirements according to the constantly changing dictates of the economy, industry and milestones of the project.

Rather than to avoid outsourcing altogether, companies in a variety of industries can utilize variable offshore outsourcing, allowing non-core tasks to be handed by the outsourced team, while core functions remain in-house. By maintaining complete control of all labor processes, companies can more easily carve their own unique paths, orchestrating the type of growth and recovery they would like to achieve, both during the difficult transitional periods as well as when the market begins to recover.

A MODERN SOLUTION FOR TODAY'S MORTGAGE MARKET

In today's economy, lenders need cost-effective, high-efficiency solutions. The outsourcing solutions of yesterday offered only static models that severely limited the number of activities that could be delegated to outsourced teams. Lenders' goals and challenges can change literally from month to month. In order to hit these moving targets, they need flexible outsourcing solutions that offer variability, both in segmentation of tasks and in project duration. By selecting a variable model, lenders can protect and optimize their core competencies, exploiting their internal resources for the goals and objectives they see fit.

References:

"Mortgage Crisis Spreads Past Subprime Loans," NYTimes.com, February 12, 2008

"Homes Facing Foreclosure More Than Doubled in 1Q From 2007," ABCnews.com, April 29, 2008

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Academic Perspectives:

Innovation + Cost Leadership

Investment by corporations in university research is often a harbinger of successful innovation. Our esteemed panel of academics will offer perspective on what Information Technologies they see shaping the future of industry; which industry sectors seem to be investing in academic research to stimulate innovation; how flexible customers, evolving leadership traits, globalization trends, loosening hierarchies, and cost pressures are impacting innovation decisions; how investments in IT specifically have changed in the last decade; whether IT innovation and cost leadership are inherently orthogonal, and if the pace/intensity of investment in technology innovation is actually driven by the state of the economy; whether the CIO can be a socio-economic champion within his or her firm; and, finally, which specific CIO-led innovations will have the greatest positive impact on business goals.

MICHAEL SCHRAGE

Research Affiliate, MIT Media Lab

Michael Schrage is a Research Affiliate at the MIT Sloan School Center for Digital Business. Michael explores how the "behavioral economics" of iterative modeling, collaborative design and "experimentation risk" shape innovation investment in the enterprise. He's been a contributor on these themes to the *Harvard Business Review, Sloan Management Review, strategy+business,* the *Financial Times, Technology Review, IEEE Software, CIO* magazine and other publications. A senior advisor to MIT's Security Studies Program and formerly co-director of the MIT Media Lab's eMarkets Initiative, Michael is also author of *Serious Play* (Harvard Business School Press 2000) and *Shared Minds* (Random House 1990)—books that examine the economics and ethologies of collaboration and design innovation in organizations via the prototypes and simulations they build.

Michael has run workshops and taught executive education classes on "innovation risk management" at MIT, Instituto de Empresa, Stanford, Wharton, Kellogg and Sweden's Royal Institute of Technology. His advisory work focuses on how organizations can cost-effectively boost returns on their innovation investments. His emphasis on the design and implementation of strategic and just-in-time business experimentation is at the core of several corporate innovation initiatives. Michael has worked closely with firms such as Microsoft, Mars, PriceWaterhouseCoopers, Google, NASDAQ, Siemens, SAS, Intel, BP and Wells Fargo on these issues. Formerly on Ticketmaster's board, he helps oversee a joint Accenture/Yale Millstein Center research initiative on the role of technology in improving corporate governance.

PROF. MICHAEL A. CUSUMANO

Professor, MIT Sloan School

Michael A. Cusumano is the Sloan Management Review Distinguished Professor of Management and Engineering Systems at the MIT Sloan School of Management, with a joint appointment in MIT's Engineering Systems Division. He specializes in strategy, product development, and entrepreneurship in the software business. He is a graduate of Princeton Harvard, and completed a postdoctoral fellowship in Production and Operations Management at Harvard Business School. He is currently a director of Patni Computer Systems, one of the largest IT services and custom software development firms based in India, and Eliza Corporation, a specialist in speech recognition software applications, focused on healthcare. He is also on the advisory board of FixStars Corp., a Japanese developer of high-performance computing applications; and H-5 Technologies, which focuses on digital search technology. He also has consulted for dozens of major organizations around the world and is the author or co-author of 8 books, including *The Software Business* (2004), *Platform Leadership* (2002), *Competing on Internet Time* (1998), *Microsoft Secrets* (1995), and *Japan's Software Factories* (1991).

PROF. THOMAS W. MALONE

Patrick J. McGovern Professor 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". His most recent book is *The Future of Work: How the New Order of Business Will Shape Your Organization, Your Management Style, and Your Life*. Professor Malone has also published over 50 articles, research papers, and book chapters; been an inventor on eleven patents; and co-edited three books.

PROF. GLEN URBAN

David Austin Professor of Marketing; Chairman, MIT Center for Digital Business

Glen Urban concentrates on the fascinating area of trust-based marketing on the Internet. How trust is built on a web site, how site design can maximize sales and trust, and how a trust-based marketing system could provide an alternative to the "push" type of marketing commonly observed, are just a few of the facets that Urban explores. His recent research focuses on customer advocacy. His new Theory A aligns the firm as a representative of the customers needs and leads to transparency, unbiased advice, trusted advisors, and best products. Current research concentrates on morphing a web site to fit individual cognitive and cultural style and morphing web ads in real time to match individual customer cognitive and behavioral characteristics.

PROF. PETER WEILL

Director of CISR + Research Scientist, MIT Sloan School

Peter 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-five 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. In 2007 Ziff-Davis and eweek.com recognized Peter as one of "Top 100 Most Influential People in IT".

Peter presents executive education and MBA programs on the business value of IT and has written award-winning books, journal articles, and case studies. His work has appeared in *Harvard Business Review, Sloan Management Review, New York Times* and the *Wall Street Journal*. Peter recently coauthored a book entitled *Enterprise Architecture as Strategy: Creating a Foundation for Business Execution* (HBS Press, July 2006) and is researching business agility. He co-authored a "best selling" book, *IT Governance: How Top Performers Manage IT Decision Rights for Superior Results* (Harvard Business School Press 2004). He is co-author of the "best-selling," *Leveraging the New Infrastructure: How market leaders capitalize on information technology* (HBS Press 1998) and *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 regularly works with corporations and governments in IT issues including: Aetna, Australian Tax Office, BCG, British Telecom, IBM, Merrill Lynch, McKinsey, Microsoft, PwC, Raytheon, State Street Corporation and Unibanco. In 2007 Peter received an MIT Sloan "Outstanding Teacher" award.

Balancing Innovation + Cost Leadership

The distinguished CIOs who comprise the CIO Keynote Panel will give their perspective of the delicate balance between funding bread-and-butter technology maintenance requirements versus the need for new investments in line with the firm's global vision and mission. This lively session will cover a wide range of topics ranging from global delivery models, to emerging capabilities and business imperatives, and to the best practices in selection, design and deployment of IT solutions.

PROF. ERIK BRYNJOLFSSON

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

Erik Brynjolfsson is the Director of the MIT Center for Digital Business and the Schussel Professor of Management. He 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. Professor Brynjolfsson consults worldwide on the interplay of technologies with economic growth, pricing models for digital goods, and intangible assets, and is the director of several technology-intensive firms. He holds a BA and an MS from Harvard University and a PhD from MIT.

GERRI MARTIN-FLICKINGER

SVP + CIO, Adobe Systems Incorporated

As Senior Vice President and Chief Information Officer, Gerri Martin-Flickinger oversees Adobe's global Information Services team, providing strategic direction and management for the company's IS infrastructure worldwide.

Martin-Flickinger has more than 20 years of experience leading large-scale global IS organizations. Before joining Adobe, Martin-Flickinger was CIO of VeriSign, where she oversaw corporate information technology services for the company's 60 offices worldwide. Prior to VeriSign, she served as CIO for Network Associates, Inc. and McAfee Associates, Inc. Before joining McAfee, Martin-Flickinger held several senior systems roles at Chevron Corporation, including serving as process consultant to Chevron's executive staff.

Gerri holds a bachelor's degree in computer science from Washington State University.

STUART McGUIGAN

SVP + CIO, Liberty Mutual

Stuart McGuigan, currently the Senior Vice President and CIO for Liberty Mutual Insurance Group, is responsible for the company's Information Systems and Technology Operations, including application development, technology infrastructure, and printing services. Stuart joined Liberty Mutual in February of 2004.

Prior to joining Liberty, Stuart was the Senior Vice President for Information Services for Medco Health Solutions, a $32 billion subsidiary of Merck & Co., Inc. At Medco Health, Stuart was responsible for key business and IT operations, including building the company's first information warehouse, developing and delivering a comprehensive B2B strategy, and establishing enterprise direct marketing operations.

Previously, Stuart held the position of Director of Information Planning at Merck, where he was responsible for developing the US Pharmaceutical Division's first information strategy plan. Stuart also held positions in a number of technology business areas including business systems research, marketing research and product management. Prior to Merck, Stuart was an associate research scientist at Honeywell's Systems and Research Center, where he led projects in expert systems, human factors, and intelligent computer assisted instruction (ICAI). Stuart holds a BA in psychology from Fairfield University and earned MS and Master of Philosophy degrees while participating in the Cognitive Science program at Yale University.

ANDRÉ MENDES

CIO, Special Olympics International

As the Chief Information Officer for Special Olympics' international headquarters, Mendes is responsible for all strategic and operational aspects of the global organization's information technology infrastructure. He will oversee the advancement and improvement of the organization's integral IT system, which includes the global and regional web sites, all applications and the Special Olympics Knowledge Management System which is accessible to employees around the world in Africa, Asia Pacific, East Asia, Europe/Eurasia, Latin America, Middle East/North Africa and North America. Additionally, he will provide guidance on the technologies developed for Special Olympics World Games, such as the Games Management System.

Previously, André Mendes was responsible for developing and implementing technology strategy in both the Broadcasting Engineering and Information Technology divisions of the Public Broadcasting Service. He also oversaw the daily operations of PBS's entire technology infrastructure. Mr. Mendes had also previously served the organization from 1998 to 2001, and rose to the position of Chief Information Technology Officer during that time.

In May 2001, Mr. Mendes was named by *Computerworld* magazine as one of the "Premier 100 IT Leaders" in the US More recently, Mr. Mendes has been named the "2006 IT Executive of the Year" for the Mid-Atlantic region, he was bestowed a "2006 Mid-Market Leadership Award" by *CIO Decisions* magazine and a "2005 Technology Leadership Award" by *Broadcasting & Cable Magazine*. He is a co-author of the critically acclaimed *CTO Leadership Strategies* from Aspatore Books.

MOLLY O'NEILL

CIO, EPA

Molly O'Neill was confirmed by the Senate as EPA's Chief Information Officer and Assistant Administrator for the Office of Environmental Information in December 2006. She is responsible for establishing an innovative center of excellence that advances the creation, management, and use of information as a strategic resource at EPA. In her role, O'Neill oversees its strategic information planning, investment and information policies, enterprise architecture, and information security program. As EPA's CIO, she is a member of the Federal CIO Council, where she currently serves as the co-chair of the Architecture and Infrastructure Committee.

Prior to EPA, O'Neill was state director for the National Environmental Information Exchange at the Environmental Council of the States (ECOS). In that role, she led the efforts of environmental department participants from every state and interfaced with US EPA counterparts and other partners. In recognition for her leadership as the executive coordinator of the Exchange Network, she received a 2004 Federal 100 award as one of the top executives influencing government technology. She is a graduate of Virginia Tech.

Analytics 2.0:

The Analytics Driven Enterprise

In the emerging global enterprise, embedded intelligence is king. Whereas in times past, it was sufficient for data management and analysis to be managed separately by the IT organization, this model no longer suffices. Today, analytics exist to drive the business and therefore the architecture behind core business applications and the analytics must be harmonized to offer robust embedded intelligence. This session will consider how leading global corporations use analytics to drive, innovate, and transform their enterprises.

DR. CLAUDIA IMHOFF

President + Founder, Intelligent Solutions Inc.

A thought leader, visionary, and practitioner in the fields of business intelligence (BI) and customer focused-strategy. Claudia is an internationally recognized expert on analytical CRM and BI. She has co-authored five books on BI and writes monthly columns and articles for technical and business magazines. She has served on the Board of Advisors for DAMA International and was chosen by the DAMA organizations to receive the 1999 and 2005 Individual Achievement Awards. Dr. Imhoff is an advisor and a faculty member for the TDWI and serves as an advisor for several technology companies. She is a frequent speaker at The TDWI, The Economist, COMDEX, and many international organizations. She has appeared repeatedly on World Business Review, Microsoft's Getting Results programs. Claudia is a member of the Advisory Board of the Daniels School of Business at the University of Denver.

Dr. Imhoff obtained her doctorate degree from the University of Tennessee, Oak Ridge, her master's degree from the University of Colorado, Boulder and her bachelor's degree from Duke University, Durham, NC.

ROSALEE HERMENS

VP + 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 US, France and Taiwan.

Rosalee graduated with a BS from the University of Oregon and from Yale with a MS 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.

IMAD MOULINE

CTO, Gomez, Inc.

Imad Mouline brings years of software architecture, research and development experience to Gomez. At Gomez, Mouline works with customers, analysts, industry groups and internal resources to help drive the Gomez technology and business strategy to meet customers' needs in the face of new business and technology trends.

Prior to Gomez, Mouline held the position of CTO at S1 Corp. There he played a variety of roles across departments, including engineering, product management, sales and marketing. Previously, Imad served as director of engineering in the office of the CTO at BroadVision, after its acquisition of Interleaf. At Interleaf, Mouline held various professional services and engineering roles and served as the director of engineering for product architecture.

Imad has spoken at various industry events (e.g., Interop Las Vegas and Think Tank). He has also participated in executive conferences such as the InfoWorld CTO Forum. He is popular among media, analysts and bloggers on a range of topics. Mouline holds a bachelor's degree in management science/information technology from MIT.

KENNETH OUIMET

Founder + CEO, MyWorld Investing, Inc.

Ken Ouimet is a founder and CEO of MyWorld Investing, Inc. His goal is to provide investors control over their investment strategies while leveraging mathematical optimization to rigorously manage millions of detailed tactical decisions. He also serves on the boards of two analytic software companies.

Prior to founding MyWorld Investing, he served as SAP's Chief Scientist and headed SAP's Demand Management Innovation Group. Under his leadership the Innovation Group filed numerous patents, partnered with Microsoft and was awarded SAP's MVP award for Innovation. Prior to SAP, he served as Khimetrics' CTO. Ken has been awarded numerous patents relating to promotions, pricing, demand management and optimization. He served as the Director of Research & Development for Comparative Prices International, where he developed retail-pricing methods used by national retailers and wholesalers.

Ken holds a BS in chemical engineering from the University of California at Davis, and did his PhD work in chemical engineering at the University of California at Santa Barbara where he was on a NSF Fellowship.

DOUGLAS TRACY

CTO, Rolls Royce

Doug Tracy is an accomplished technology executive with over 25 years of management experience in the private and public sectors. He has worked in the aerospace/defense, manufacturing, high tech, life sciences, retail and transportation industries, holding both North American and global roles.

Doug is currently the EVP for IT (North America) and Chief Technology Officer, Global IT. In this role, he is responsible for supporting the IT needs of 8,000 employees in Rolls-Royce North America, a $4 billion subsidiary of Rolls-Royce plc. In addition, he is responsible globally for defining the medium and long range IT strategies for Rolls-Royce plc, a $15 billion and 40,000 employee organization that develops power solutions and services. As CTO, Doug determines the technical architecture upon which the IT environment of the future will converge and authorizes new investments in information technology solutions.

Doug holds an MBA from the Fuqua School of Business at Duke University, a master's in software development and management from the Rochester Institute of Technology and a BS degree in electrical engineering from the US Naval Academy.

Enterprise 2.0 Technology Enablers:

Hype, Hope or 2010 Mainstream?

With the advent of Web 2.0 tools such as Wikis, Blogs, RSS feeds, search and social networking, the enterprise has more innovative tools than ever for collaboration, knowledge sharing, search, discovery and collective intelligence among distributed workforces, partners and customers. Enterprise 2.0 is more than simply an adoption of Web 2.0 technologies, it also includes emerging environments, such as cloud computing and innovative business practices. Even as it adopts these new technologies and practices, the enterprise faces questions regarding their feasibility and practical benefits. Executive management wants demonstrable ROI and CIOs continue to worry about security, reliability, change management and user training. This panel will offer insights into Enterprise 2.0 and discuss how companies can embrace it to gain competitive advantage.

PROF. ANDREW McAFEE

Associate Professor of Business Administration, Harvard Business School

Andrew McAfee joined the faculty of the Technology and Operations Management Unit at Harvard Business School in 1998. His research investigates how managers can most effectively select, implement, and use Information Technology (IT) to achieve business goals. His current research falls into three categories. The first is an exploration of how Web 2.0 technologies can be used within the enterprise, and what their impact is likely to be. The second is an exploration of when IT leads to increased use of market mechanisms for coordinating activity, and when it instead leads to greater use of hierarchies. The third is a study of IT's impact over time on the structure of US industries.

Andrew launched the first HBS faculty blog, which examines the impact of IT on businesses and their leaders. McAfee teaches the MBA course Managing in the Information Age. He also teaches in Executive Education courses, including Delivering Information Services, the Owner/President Manager Program, the General Manager Program, and Senior Executive Program from the Middle East.

DR. JAMES LIN

CIO, Forbes.com

James Lin oversees the information technology and web engineering at Forbes.com, home page for the world's business leaders. He leads all technology initiatives and is responsible for software development, network and systems engineering, infrastructure operations, quality assurance, and business technology services.

Before joining Forbes.com, James was Head of Client Solutions at Clearbrook Financial, an investment management solutions company, where he spearheaded the development of Advisor Workstation online investment platform. Prior to that, he managed web information solutions at Merrill Lynch. He oversaw the technology development and operations of askmerrill.ml.com and led web integration initiatives in Merrill Lynch Global Private Client Group.

Previously, he served as Director of Web Development at Standard & Poor's, where he was responsible for technology development and operations of standardandpoors.com, and total quality assurance and process re-engineering of ratings information services. James holds a PhD from MIT and is a Certified Financial Planner (CFP) professional.

RICHARD MARANVILLE

SVP + CIO, FedEx/Kinko's

Richard Maranville is Senior Vice President and Chief Information Officer for FedEx Kinko's Office and Print Services, an operating company of FedEx Corp. In this capacity, Mr. Maranville is responsible for all of FedEx Kinko's technology functions, including application development, e-commerce, architecture, data management, engineering, network services, telecommunications, technical support and data center operations.

He joined the company in 1993 as a programmer/analyst and has served in several roles of increasing responsibility before being promoted to Senior Vice President and CIO in 2006.

Among his notable accomplishments, Mr. Maranville led the successful integration of the most ambitious technology transformation in the history of FedEx Kinko's—Order to Pay, headed the implementation of a unique "pay at the pump" system, which was awarded Retail Systems "Best in Customer Touchpoint Solutions," and helped with the creation of the first web site and FedEx Kinko's DocStore, a highly customizable online catalog solution for commercial customers.

Richard graduated from California State University Northridge with a BS in computer science and a minor in mathematics.

RICHARD MICKOOL

Executive Director + CTO, Information Services, Northeastern University

Richard Mickool, as Executive Director of Northeastern University's Information Services Department, oversees internal operations of the information services division. As CTO, Rick is instrumental in setting the vision for web, application and portal services. Rick is currently part of the project management team implementing the University's new ERP system.

Prior to joining Northeastern University in 2000, Rick was CIO at Babson College. As CIO, he was responsible for all of the college's information and technology services, including the library, desktop and network computing, voice-data communications, application research and development, multi-media and training, records management, archives and museums. Through his stewardship, Babson introduced a variety of innovative technology-enabled administrative and academic solutions.

Rick has presented at numerous national and regional conferences on the topics of distributed learning, on-demand service delivery, and re-engineering in higher education. Rick enjoys teaching and has been an adjunct lecturer at Bristol Community College, Newbury College, Babson College and Northeastern University.

MIKE WILLIS

Founding Chairman, Current Vice Chairman of Steering Committee, XBRL International

Mike Willis has more than 26 years of accounting and auditing experience and is a partner with PricewaterhouseCoopers. Mike served as the Founding Chairman of XBRL International, which is currently composed of more than 600 leading software, accounting and finance companies from 27 countries around the world. Mike has served in a number of roles within the XBRL community and currently serves on the International Steering Committee as Vice Chairman. XBRL is an international information format standard designed to dramatically enhance business reporting supply chain processes benefiting preparers, distributors, aggregators and consumers of this information. He speaks frequently, publishes papers and blogs on the topic of business reporting. Mike has been interviewed for or published articles in a range of business periodicals on the topic of a more efficient business reporting supply chain including the *Harvard Business Review, Financial Times, Business Week, Wall Street & Technology, CFO Magazine,* and *CIO* magazine.

Financial Services:

Innovating Under *Uncertainty* – Key Lessons for CIOs

Financial Services companies face a great deal of uncertainty given the continuing downturn in real estate, the credit squeeze, crises in sub-prime lending, accelerating industry re-structuring and increasing international competition. The industry sees a secular downtrend in the number of innovative products. Regulatory compliance and market data management needs are increasing (e.g., Basel 2, MiFID, NMS, Check 21, XBRL). IT efficiency demands continue to be relentless. This session will show how leading-edge CIOs are coping and making a difference amidst the volatility.

NIRAJ PATEL

Founding Partner, Witmer, LLC

Niraj Patel is a partner at Witmer Partners and has 15+ years of experience in the mortgage banking industry focusing on global business synergies, BPO and Technology. Patel has a successful track record in uncovering hidden value with innovative solutions. As a multi-national/cross border expert, Mr. Patel has most recently been supporting the 4th largest family in India in creating one of the largest BPO and Technology provider in the residential mortgage vertical and bringing asset securitization to India's marketplace.

Previously, Mr. Patel served as a founding member and Executive Vice President/CIO of GMAC Commercial.

Niraj's community and professional memberships include the Microsoft Executive Circle; Eastern Technology Council; the Board of Advisors at the Temple University Fox School of Business; Philadelphia Library Advisory Council, NPower CIO Advisory Council and his executive board experience includes: the Mortgage Industry Standards Maintenance Organization (MISMO) Board of Directors, REIT Capital Solutions, EnableUS, Epitome Systems, MortgageRamp, Deskom and GTEL. He is a Wharton certified manager and has a BBA in finance and MIS from Temple University.

MARC GORDON

CIO, Consumer + Corporate Staff Technology, Bank of America

Marc Gordon is Chief Information Officer for Consumer and Corporate Staff Technology. He is responsible for partnering with multiple lines of business to deliver technology solutions to achieve their business growth, cost efficiency and customer delight goals. He is also responsible for the Global Delivery Center of Expertise, which provides business process and technology services across the Bank and for the Bank's information strategy to support quantitative analytics across lines of business. The combined operating budget for his team exceeds two billion dollars and includes 15,000 associates worldwide.

Gordon joined Bank of America in August 2004 with extensive retail industry experience from roles with retailers Best Buy, West Marine Products and The Timberland Company. He joined the Bank from Best Buy, a $24 billion consumer electronics and entertainment company, where for the prior six years he served as Executive Vice President of Supply Chain and CIO and was a member of the operating committee. He also has ten years of consulting experience in technology and business operations including five years with Accenture.

Gordon earned his BA in economics from Colby College in Waterville, Maine and his MBA in information systems from the Sloan School of Management at MIT. He currently serves on the board of directors of PACER, a national organization that works to improve the lives of children with disabilities and their parents.

GUILLERMO KOPP

Executive Director + Global Research Fellow, TowerGroup

Guillermo is Executive Director and Global Research Fellow at TowerGroup, where he has been advising the financial services industry for six years. Guillermo's advice on a wide range of business and technology trends and directions has influenced fundamental change at leading institutions and vendors. He speaks frequently at industry events and is quoted on strategic topics including customer-oriented innovation, business process improvement, risk management, sourcing, IT governance, and information technology architectures.

Prior to joining TowerGroup, Guillermo served for 16 years in Citigroup in diverse information technology and business process leadership roles. Guillermo's accomplishments in New York included the Private Bank, Corporate Quality Office, and global technology services. He worked first as regional technology manager for Latin America serving 21 countries, and had led the transformation of the payments system in Saudi Arabia.

His earlier technology career was at the airline industry as CIO of Aerolineas Argentinas, and also served in the International Air Transport Association in Switzerland. Guillermo has a MS in project management from The George Washington University.

JOSEPH T. McCARTIN

SVP + CIO, National City Corporation

Joseph T. McCartin is a Senior Vice President and Chief Information Officer for National City Corporation. In this role, he is responsible for leading the company's Information Services organization, establishing IT strategy, and developing new technology-enabled business capabilities for the corporation.

Mr. McCartin joined National City in 2003. Prior to his career with National City, Joseph specialized in IT transformation as a member of the Feld Group, a premier technology leadership consulting firm. His engagements included Home Depot, FedEx, and EDS.

From 1998–2002, Mr. McCartin was the CIO at Fleet Mortgage Group in Columbia, South Carolina, where he also founded and served as president of Celeris Financial Services, an e-commerce division. Before joining Fleet, Mr. McCartin served as CIO for GE Capital Mortgage Services in Cherry Hill, New Jersey, and from 1993–1997, he was CIO of Banc One Mortgage in Indianapolis.

Prior to his career in financial services, Joseph served eight years as an officer in the United States Air Force designing and managing command center technology in both Europe and the US.

Joseph holds a bachelor's degree in electrical engineering from Worcester Polytechnic Institute, a master's degree in systems technology from the Naval Postgraduate School and an MBA from the University of Notre Dame. He is currently a board member of the Greater Cleveland YMCA, and a member of Leadership Cleveland's class of 2008.

CHRISTOPHER PERRETTA

EVP + CIO, State Street Corporation

Christopher (Chris) Perretta is Executive Vice President and Chief Information Officer with responsibility for State Street's information technology businesses globally. Mr. Perretta is responsible for the strategic direction and management of State Street's information technology, which includes more than 5,300 employees and contractors worldwide. He oversees global technology infrastructure, application development and systems architecture for all of State Street worldwide.

Prior to joining State Street, Mr. Perretta was the chief information officer for General Electric Commercial Finance (GE). Previous GE roles included serving as CIO for the North American Consumer Financial Services unit and Chief Technology Officer for GE Capital. Prior to GE, he was an associate partner at Andersen Consulting (now Accenture). His tenure there included assignments in both the industrial and financial services practice areas. He also spent more than five years spearheading various technology initiatives in Europe. Christopher received his bachelor's degree from Johns Hopkins University and a master's degree from Syracuse University. He is a graduate of the GE Edison Engineering Program and is a certified Six Sigma black belt.

Trends in Telecom/Utilities:

Supporting Business *Evolution* Through IT Leadership

Telecom and Utilities have several similar IT challenges and opportunities given their changing business dynamics, large infrastructure, rigorous billing/customer service requirements and enhanced security and compliance mandates. This panel will highlight key imperatives for IT and lessons learnt in supporting business evolution through initiatives such as SOA, Outsourcing, Virtualization, SaaS, mobile enablement etc. The panel will draw out on common themes across the panel and highlight differences based on unique characteristics of key segments of the Telecom and Utilities verticals.

JOHN NAMOVIC

Global Lead for the Technology Sector, Strategy + Operations Principal, Deloitte Consulting LLP

John Namovic is the Global Lead Partner for Technology for Deloitte. As a Strategy and Operations Principal, he has worked with senior leadership of high-tech and communications organizations in changing operating strategies and models as well as functional processes to achieve dramatic improvement in performance. He has extensive strategy and operations experience with enhancing customer processes, including order management, product development, supply fulfillment, and go to market channels.

Mr. Namovic has over 22 years of professional experience. Prior to joining Deloitte, he held positions as a Member of Technical Staff at AT&T Bell Laboratories (now Lucent Technologies) designing and developing communication systems. He has been a member of Deloitte since 1990. John earned his MBA in operations and strategy from Carnegie Mellon University, his MS in electrical engineering from Northwestern University, and his Bachelor of Electrical Engineering from the University of Notre Dame.

Mr. Namovic co-authored the book *Corporate Kinetics* that describes the next generation operational model that enables organizations to operate in an increasingly unpredictable environment. He speaks and writes frequently on challenges and changes in the communications and high tech industry, with a specific focus on implementing business model changes.

MICHAEL ADAMS

EVP + COO, Rogers Cable Communications Inc.

Michael Adams joined Rogers in 2004 as Executive Vice President and Chief Operating Officer at Rogers Cable. Mr. Adams is responsible for Cable and Telecom, Engineering, Network, Customer and Field Operations. Michael is also responsible for Technical Customer Care, Number Portability, Warehousing and Logistics for Rogers Wireless, Cable and Telecom companies.

Mr. Adams joined Rogers Cable from RCN Corporation, in Princeton, New Jersey, where he held a number of positions, including President, Chief Operating Officer, Chief Network Officer and Chief Strategy Officer. Prior to RCN, Michael held positions at Commonwealth Telephone, McCourt Kiewit International and Metropolitan Fiber Systems. Prior to joining Rogers, Michael was on the Board of Directors for Commonwealth Telephone, RCN and Megacable.

Michael is also a member of the Institute of Electrical Electronics Engineers, Inc. (IEEE) and Society of Cable Telecommunications Engineers (SCTE). He received his BS with honors in engineering at Northeastern University and his MS in engineering at the MIT.

BENNETT L. GAINES

VP, Information Technology/Corporate Security + CIO, FirstEnergy

Bennett Gaines is Vice President of Information Technology/Corporate Security and Chief Information Officer for FirstEnergy Service Company, a subsidiary of FirstEnergy Corp. Mr. Gaines is responsible for the delivery of IT services, including the development of a corporate IT strategy and governance process, as well as the communications/data network.

Prior to joining FirstEnergy, Mr. Gaines served as vice president and chief information officer at Cincinnati-based Cinergy Corporation where he was responsible for the delivery of all IT services and telecommunications/network operations.

Before joining Cinergy in 2003, Mr. Gaines was managing director, Business Services, at Powergen plc in the United Kingdom. From 1994–1998, Mr. Gaines worked for McKesson Corporation as vice president of customer operations in Dallas TX, and as vice president of Financial and Business Services in San Francisco CA.

Bennett earned his BA degree from Baldwin-Wallace College and received a MA degree from the University of Phoenix. He has been involved in numerous civic and community organizations, including serving as a board member of Cincinnati-based Central Clinic and also on the board of ProjectGrad Akron in Akron OH. He is a Board of Trustee at Baldwin Wallace College.

ESTEBAN HERRERA

SVP, Energy + Utilities, nGenera

Esteban Herrera leads the Energy and Utilities Offerings for nGenera. His clients include Global Energy and Utilities companies in the US, Asia, Latin America and Europe, helping them manage their journey towards becoming Next Generation Enterprises through their entire life cycle of alternative sourcing relationships. Examples of his work include: helping Energy and Utilities companies devise specific actions to address the workforce crisis, developing business solutions to assist Utilities in driving intelligent balancing of environmental and financial performance; leveraging sophisticated simulation solutions to drive "cheap experimentation" on issues including: environmental scenario planning, physical supply chain planning, energy trading, power generation, plant location, workforce optimization, and contact center optimization.

Esteban also has experience in managing the deployment of ERP solutions for both Power Utilities and Global Oil and Gas companies and advising on over $5 billion of outsourcing transactions.

Esteban brings deep international experience to his clients, having led transformational initiatives across four continents. He is a co-author of the influential book *Outsourcing: The Definitive Point of View, Applications and Implications* published by Wiley & Sons in 2006. He sits on the boards of Psyche, a privately held international healthcare provider, and Vynamic Solutions, a high-end staffing and strategic project management firm.

CLIFF TOZIER

VP, IT Infrastructure + Operations Organization, Alcatel-Lucent

In his role as VP, IT Infrastructure and Operations Organization, Cliff Tozier has responsibility for all IT infrastructure architecture, design, program management, security, implementation, and operations supporting the corporation on a global basis. Areas of responsibility include desktops, software distribution and management, mainframes, processing environments and data center operations, voice and data networks including mobile devices, and tier 1 helpdesk operations.

For the past 13 years, Cliff has worked for AT&T and Lucent Technologies where he has held multiple management positions in the IT organization including application development for corporate applications and various infrastructure roles supporting global initiatives. Cliff has been involved in multiple mergers and divestitures and also led the year 2000 IT effort for the corporation. Prior to joining AT&T, Cliff spent 10 years at General Electric and Martin Marietta where he started as a software engineer and proceeded to hold multiple management positions in the software engineering discipline in the aerospace division.

Cliff holds a BA in math and computer science from Gordon College in Wenham, Massachusetts and has taken graduate courses at Rensselaer Polytechnic, Troy, New York in Engineering Sciences/Manufacturing Systems.

The MIT Center for Digital Business

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MIT Sloan MANAGEMENT

The Center for Digital Business is focused on understanding the impact of technology on business value, and developing tools and frameworks for our sponsors to use for competitive advantage.

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, W3C, Computer Science and AI Lab, and Communications Futures Program.

> "Our long-standing sponsorship of the MIT Center for Digital Business provides Cisco with access to some of the world's most credible research and brightest researchers."
>
> **John Chambers,** CEO, CISCO SYSTEMS

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

Digital Productivity
Digital Marketing
Digital Service
Digital Health

Examples of Current Focused Research Projects:

> R&D for Services
> Using Cognitive Style Preferences for Delivering Online Ads
> Measuring the Productivity of Individual Information Workers
> Dynamic Social Network Analysis
> Benchmarking Digital Organizations
> Security and the Extended Enterprise
> Developing a RFID Dashboard
> Improving Health Care Through Systems Dynamics
> Measuring the ROI of ERP Implementations
> Using Trust and Consumer Advocacy Online as a Marketing Strategy

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Carlene Doucette, Executive Assistant
Tammy Buzzell, Financial Assistant

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.

The MIT Center for Digital Business gratefully acknowledges the support and contributions of our current Sponsors:

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Making Agility an Ability

Changing the Model for the Current Market

By: Allan Alter, Executive Editor, *CIO Insight*

Organizational and technological agility is a top priority for CIOs. Madeline Weiss and Blake Ives, directors of SIM's Advanced Practices Council, say CIOs should focus on building an enterprise architecture, and using collaboration tools like wikis intelligently.

The IT world is full of brainy people with not enough time to think. Hence, the ever present need for researchers who can dive into its most pressing issues and surface with practical answers. Few research organizations are as respected as the Advanced Practices Council of the Society for Information Management. Its members, who decide on the research agenda, include CIOs from 34 major companies, government agencies and health care organizations including Allstate, BP, Chubb, General Services Administration, Johnson Controls and NASA. For 15 years, the APC has been led by program director Madeline Weiss, president of Weiss Associates in Bethesda, Md.; in 2004, one of the most prominent professors in the IT academic world, Blake Ives of the University of Houston's Bauer School of Business, became its research director.

In recent years, the pursuit of agility has been a running theme of APC research. We asked Weiss and Ives to discuss highlights from APC-sponsored studies on agility, as well as from some of the most important presentations by other academics about their independent work on the topic. The following is an edited version of their recent conversation with CIO Insight Executive Editor Allan Alter.

CIO INSIGHT: Why did APC-member CIOs feel it important to focus on agility at this time?

WEISS: As a result of competitive challenges and opportunities in the market, CIOs are more frequently being asked to quickly enable major acquisitions, mergers and changes in business models—I call it "adaptive agility." In 2005, CVS acquired a significant number of Eckerd drugstores in the South, and the CIO of CVS, Carl Taylor, was asked to integrate these stores into CVS' information systems within six months to gain the expected economies of scale. Another example is Cemex, a Mexican company that had to very quickly change its business model from selling cement, a commodity product, to providing same-day cement delivery.

Isn't there another side to agility—fast-pace opportunism?

WEISS: Certainly, what we call "entrepreneurial agility". That comes about when the CIO is at the executive table, truly understands the business, and sees his or her role and IT's role as anticipating needs and seeking opportunities.

WEISS: Reducing costs had been the watchword for CIOs since 2001. Recently, however, CIOs are being drawn back to an innovation agenda, as advances in technology, competition, and rising expectations from increasingly technically sophisticated customers once again require harnessing IT to competitive advantage. But, in responding to the innovation agenda, CIOs are not willing to sacrifice the efficient architectures that most now have in place. They need to be able to respond more quickly, but not by sacrificing architectural accountability and efficiency. Agility, I believe, describes that search for a solution that can meet two organizational objectives that are often seen as conflicting—efficiency and effectiveness.

What IT capabilities do companies need to be agile?

WEISS: In her presentation to the APC, Jeanne Ross of MIT identified those capabilities in terms of enterprise architecture. Her research at the MIT Center for Information Systems Research laid out four different stages of architecture maturity, beginning with business silos, continuing with standardized technology, then what she calls optimized core (optimizing core processes by improving and standardizing them), and the fourth stage, business modularity (adding customized or reusable software modules to adapt to local conditions and to experiment). When they reach Stage 4, organizations have standardized technology, data and core processes, fewer platforms, and software modules. She discovered that organizations become well positioned for organizational agility as their enterprise architectures mature. At stages 3 and 4, they can move quickly to integrate acquisitions and mergers. For example, Citibank Asia Pacific was nearing Stage 4 when Jeanne did her research for us. Because of their standardized data and core processes, they can quickly open banks in the Asia Pacific region and get them up and running very fast. Companies must reach stages 3 and 4 before they have the architecture in place to be agile.

[Editor's note: For more on Jeanne Ross's research on enterprise architecture, agility and alignment, see our December zoos interview with Ross, "The New Alignment Target," at www.cioinsight.com/article2/0,1540,1906129,00.asp].

What is the most surprising finding related to agility?

WEISS: When Jeanne Ross finished her enterprise architecture study, she conducted a new study specifically on agility. In this study, she confirmed her findings on enterprise architecture. But she was surprised that so many of her interviews turned to the importance of knowledge management and employee empowerment with new kinds of tools. I was pleasantly surprised to hear this because the APC had already commissioned research on far-flung teams and wikis—collaborative approaches and tools.

What is required to make collaboration tools effective?

WEISS: Ann Majchrzak's research on far-flung teams—teams spread across the globe, working collaboratively to innovate, with minimal or no face-to-face interaction—does a fabulous job of answering that question. She's a professor at the University of Southern California. Along with Arvind Malhotra of the University of North Carolina, she studied 54 very successful project teams that were spread around the world, including teams that designed a thrust chamber for a new rocket engine, and an IT team that merged the e-mail infrastructure for two merging companies. They discovered that deploying full-time team leaders was a critical success factor. To me that's not intuitive, because far-flung team members may work on many different projects at any one time. Those full-time team leaders need to spend a lot of time communicating with each member individually.

"Keep the wiki not too perfect looking, because potential authors may feel threatened by a wiki that looks too professional"

— Madeline Weiss,
Program Director, SIM's Advance Practices Council

Far-flung teams require people who are big-picture, enterprise-level thinkers who also have excellent local knowledge. They are people who have a tolerance for ambiguity and strive for intellectual stimulation, because they may not be paid more for doing these jobs. But team members need to be rewarded for their work for the far-flung teams, and the intellectual capital they contribute to the enterprise. And in one case, an oil exploration and production company, the managers are rewarded when members of their organizations are asked to serve on far-flung teams, to encourage managers to let staff participate.

Ann and Arvind talked to the APC about discouraging travel—travel's the easy way to avoid using some of these new practices—and the importance of encouraging the use of collaborative technologies. The three technologies that far-flung teams found most valuable were instant messaging, audio conferencing and repositories for content capture and display.

They also talked about the importance of establishing collaboration norms and procedures. For example, when meetings are held, there should be no one-to-one e-mails among team members, because then it's not in the repository (an electronic means of collecting knowledge, processes and lessons learned, etc., of a far-flung team), and some people see it while others don't. This norm forces people to use the repository and not have one-on-one conversations. Other norms are checking the repository once a day, and leaving information on how you could be reached. Researchers described regular audio conferences as the lifeblood of the team. They are held as frequently as once a week, and all team members are mandated to attend.

Did they find any additional steps that have to be taken when working with global teams?

WEISS: They found why these teams were not co-located. It had very little to do with cost savings. They discovered it's very important to keep these people close to local markets and their home teams, so that any decisions or questions that had to be addressed could be addressed very quickly. They also discovered that not co-locating led to higher retention of valuable people because they could stay close to their family.

There are two other points I'd like to throw in. One is that less than 30 percent of the teams they studied used any form of video conferencing. They found it was expensive, but even more important, the participants found it disruptive. Viewing people on the screen was distracting. Another factor was

the time differences. By only holding audio conferences, people could take the call from their home at 11 p.m., rather than come to the office for a video conference.

Majchrzak and Christian Wagner of the City University of Hong Kong recently completed a study on wikis for the APC. What did you learn from their research that differed from Majchrzak's findings on far-flung terms?

WEISS: We didn't learn anything that contradicted our research on far-flung teams; I would say it was additive. The researchers stressed that wiki technology is very helpful. Because it's browser-based, it's fast, simple and quick. But they stressed that effectiveness has a lot to do with what they call the "Wiki Way." Each firm has its own unique norms, but there is a Wiki Way that goes across firms, and that's the norm for design and collaborative content creation. According to the Wiki Way, wikis are open, anyone can modify their content and structure, and all content is open for review. That's contrary to the way most corporations work. Where else do you see people change other peoples' work in a public way, regardless of their level is in an organization? So it's important to work hard on several cultural changes: First, to make it OK to change other people's work—both the content and the structure—and not feel a sense of affront when that happens to you. Another change is to do work on the wiki. Phone calls and e-mail are so much a part of the way we work that having a very active champion and sponsor is critical for making wikis work. That sponsor has to continually go back to people and say do it on the wiki, or look it up on the wiki, or don't send me this e-mail, please put it on the wiki. Our researchers also talked about this concept of "wabisabi"—Japanese words that translate as "the beauty of imperfection." The idea here is to keep the wiki simple, and not too perfect and final looking, because potential authors may feel threatened by a wiki that looks too professional.

Is wiki adoption happening because of a generational change?

WEISS: I believe Wiki adoption is happening because of the power of the tool. Adoption is slowed, however, because of generational issues, among others—legal, security, redundancy with other systems, reward systems. My takeaway from this research is that, with few exceptions, we will only see this tool bubbling up in organizations rather than being driven down into them—and that may indeed be largely generational. In some instances, individuals in relatively senior positions might be able to make this work for large sub-units or even entire (probably small) firms. The interesting question is, will those infrastructures survive when such individuals leave. If the wiki is fully integrated into the work process, rather than just serving as a knowledge repository, they probably will survive.

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The Human Factor:

The Key to *Successful* Transformations

Enterprise initiatives, including mergers, reorganizations, ERP implementations, outsourcing and off-shoring, put enormous demands on IT. To successfully manage these challenges, CIOs need tools that go well beyond traditional IT project and systems management. This panel will discuss the critical human factors that lead to short and long term delivery of IT ROI in a world of frequent change. Are IT governance, career and behavior management, and communications programs necessary for success?

DR. CYRUS F. GIBSON

Senior Lecturer, MIT Sloan School

Dr. Cyrus F. (Chuck) Gibson is a Senior Lecturer at the MIT Sloan School of Management where he teaches primarily in executive education programs. He is associated with the Center for Information Systems Research. His teaching, research, and consulting focus on IT-enabled business change. He is author or co-author of three books and more than 40 case studies and articles.

Prior to coming to MIT in 1996, Dr. Gibson was a senior vice president at CSC Index, a management consulting firm in re-engineering and information systems management. He worked as an associate professor at the Harvard Business School, where he taught MBA and executive programs and conducted research on the impact of new IT systems on work behavior. His early career included two years with the Ford Foundation in Latin America, two years teaching in Ghana, and a year with Standard Oil Company. Cyrus holds a PhD in management studies from MIT Sloan, an MBA from the Harvard Business School, and a BE from Yale.

Dr. Gibson is on the Advisory Board of ICEX, a knowledge-management services firm.

MARK ARIAN

Global Change Practice Leader, Towers Perrin

Mark Arian is the Global Change Management Leader and Leader of the Mergers, Acquisitions and Restructuring Group at Towers Perrin. He has over 20 years experience in change management consulting.

Mark has created unique, outcome-based frameworks, diagnostics and tools that address critical people issues in business transformations. His long-term partnering relationships with clients accelerate the development of committed, productive workforces that are capable of achieving growth and synergy targets following business transformations.

Mark is an attorney and a member of the Bar of the State of New York and the District of Columbia. He has a BA from Duke University, summa cum laude, and a JD from the Columbia University School of Law, where he was twice awarded the Moe Berg Scholarship and won the Thomas E. Dewey prize. He is also a graduate of the Columbia University Graduate School of Business Executive Education Program.

Mark is a frequent speaker on merger integration topics. He recently led a plenary session at the Economist CEO Forum in New York, co-presenting with Microsoft. He is a frequent contribution to CNBC.

SHAWN BANERJI

Consultant, Russell Reynolds

Shawn Banerji is Managing Director within the Technology Sector at Russell Reynolds Associates. Shawn recruits chief information and technology officers across a variety of industries, including banking and insurance, publishing and media, as well as process industries such as energy and distribution. Shawn also has extensive experience in the technology and business process outsourcing marketplace. This includes shared/business services search work for large corporations as well as extensive work for private equity investors and their portfolio companies.

Shawn has more than a decade of executive recruiting experience and joined Russell Reynolds Associates in 1999. Prior to executive search, Shawn worked in the advertising industry at Ogilvy & Mather. Shawn is a member of the Society for Information Management, the Financial Services Technology Consortium, the Indian American Council and TiE. In addition, he serves on the Advisory Boards of several emerging technology and services companies that utilize global resourcing operating models. Shawn received his BA from the University of Richmond and his MA from the University of Westminster, London.

STEVE KARL

Principal, Performance Ridge Consulting

Steve Karl is a founding principle of Performance Ridge Consulting where he helps clients improve business capabilities and maximize value through their transformation programs. Steve retired from American Express in 2006 following a remarkable 21 year career, where he was a Senior Vice President and member of the company's Global Management Team. Steve's experience as a company executive included virtually all major Information Technology disciplines as well as a number of line and transformation roles in business operations.

Throughout his years at American Express, Steve was a change agent and re-engineering expert. Steve continually gravitated to, or was handpicked to lead large complex programs for American Express. He was personally responsible for some of the most impactful and strategic transformations, including a $4 billion infrastructure outsourcing deal. Now in its sixth year, it was recognized in 2002 as the industries largest and most innovative IT outsourcing agreement. The new model for flexible delivery of infrastructure service continues to yield savings measured in hundreds of millions of dollars over the seven year agreement.

JEANNE R. LIEB

SVP, Information Services, FM Global

Jeanne Lieb is FM Global's Senior Vice President, Information Services. Jeanne has overall responsibility for corporate information technology including the essential global communications network, systems development, data and technology architecture, and technology infrastructure and operations.

Jeanne has dedicated nearly 20 years of her career to the fields of software and information technology. Prior to her election to her current position in 2003, she held several management positions within FM Global, ascending through the company's data and systems integration and managing the information architecture development for the company's client-relationship management system. She joined FM Global in 1988 after beginning her career as a software consultant for Digital Equipment Corporation She earned a BA degree from Brandeis University.

ROB RAMRATH

Divisional CIO, Automotive Division, Bose Corporation

Educated as a Mechanical Engineer with a BSME, Rob has worked for Bose Corporation for 18 years. He joined with the charge to lead the company from manual drafting/design methods to automated computer-aided-design technologies. As utilization of technology increased in product development, their needs for a robust infrastructure grew. To meet those needs, Rob developed an IT department and infrastructure to meet the application, computer and networking needs of the corporation's development community. He managed the Engineering Systems organization for eight years, implementing a variety of CAD tools, and a Product Data Management system.

In 1998, Rob was asked to lead the Corporate Information Services (CIS) department with responsibility for all elements of the corporate IT strategy, infrastructure and transactional systems. In 2000, Rob was appointed the first CIO for Bose. Under Rob's leadership CIS has successfully deployed corporate solutions for CRM, global network connectivity and back-office transactional solutions to harmonize process, inventory management and fulfillment capabilities.

Virtualization of IT Infrastructure:

Opportunity or *Threat?*

Virtualization refers to the abstraction of IT resources from their physical hardware- or software-based constructs. Neither a single implementation nor a single technology, virtualization is a collection of capabilities that provide greater utilization of resources that are free of the constraints and limitations of underlying physical infrastructures. What kinds of opportunities and challenges do these developments bring to the world of the CIO?

WILLIAM ADAMOWSKI

General Partner + Co-founder, ISGN

William (Bill) Adamowski, Co-founder of MortgageHub, an ISGN company—founded by top mortgage industry technologists who gave the industry its first web services platform—brings onboard over a quarter century of experience. Bill will lead the KPO and related services business at ISGN.

Bill is a visionary in the mortgage and technology business. He is a featured speaker at many conferences worldwide including JavaOne, Internet Business Expo, Tokyo Financial Summit, Financial Symposium Australia, EFMA Conference Rome, National Technology in Mortgage Banking Conference, and the American Conference Institute.

Before co-founding MortgageHub, Bill was the CTO for industry giant Wells Fargo Home Mortgage where he transformed the then $60 billion lender into the nation's largest mortgage company with a portfolio of over $240 billion in servicing assets. Bill was also the CIO for GMAC Residential Mortgage. As a Management Consultant with Deloitte & Touche, Bill helped develop the strategies of some of the largest companies in the world including GM, GE, Nissan, and UPS.

Bill Adamowski is the recipient of Mortgage Technology magazine's 2006 Steve Fraser Award.

ALAN CHHABRA

Senior Director, Systems Engineering, eGenera

Alan Chhabra has a decade of experience assisting enterprises in solving complex IT problems. Chhabra has been with Egenera for over five years in various management positions. Most recently, he served as the manager of Egenera IT operations and the consulting principal on Egenera's Technical Program Management team. Today, he manages the Systems Engineering team for Egenera's Public Sales sector, one of the fastest growing business units within the company. Chhabra works with clients on designing their application and infrastructure requirements for high availability, server consolidation, on-demand capacity, just-in-time provisioning, scalability and operations readiness. Chhabra is a frequent speaker at industry events including numerous Oracle forums, where he regularly leads discussions on how Oracle Grid and Fusion tools can help CIOs meet their business objectives.

Prior to Egenera, Chhabra founded 4SLICE Consulting, an Internet consulting firm focused on innovative hosting solutions to both large- and medium-sized businesses. He has worked in Big 5 consulting at Ernst and Young and was a Charles Stark Draper Labs Master of Engineering Fellow.

Chhabra is a graduate of MIT, where he earned his BS in mechanical engineering and his master's degree in aerospace engineering.

BILL CORRIGAN

Director, Microsoft Application Virtualization, Microsoft

Bill Corrigan, as Director of Product Management for the Application Virtualization technology, oversees future product and market strategy and planning for all of Microsoft's desktop and server application virtualization technologies. Bill joined Microsoft in July of 2006 as part of the acquisition of Softricity. During his four years with Softricity, Bill served as VP of Product Marketing and Management, leading product and strategic directions for the company as it grew from zero revenue to over $20 million. Since joining Microsoft, in addition to leading the application virtualization team, Corrigan led the System Center Configuration Manager product management teams, launching SCCM 4.0 in late 2007. Prior to his Softricity/Microsoft career, Bill served as the Vice President of Product Marketing and Business Development for Infoteria. During the late 90s and early 2000, Corrigan led Product Management and Marketing at Calico Commerce, a San Jose-based B2B infrastructure company. Earlier in his career, Mr. Corrigan spent 10 years at Lotus and IBM in a variety of sales and marketing positions, focusing on the Notes and Domino collaboration software, with particular emphasis on Application Development. Bill holds a dual BS degree in management information systems and finance from Boston University.

DAVE FACHETTI

Managing Director, Globespan Capital Partners

At Globespan, Dave Fachetti focuses on investments in infrastructure software and other technology solutions for IT organizations within larger enterprises. He also is actively involved with Globespan's CIO Advisory Board, a distinctive relationship with some of the nation's leading technology experts, which he helped to establish. Dave brings deep operating expertise in fast-growth environments, a strategic market view, and an intense commitment to help the firm's entrepreneurs achieve success. Dave's operating positions include leadership roles at then start-up Family Education Network's (FEN) where he was instrumental in FEN's rapid growth to its industry-leading position. FEN was acquired by Pearson PLC. Before joining FEN, Dave was at Trans National Group (TNG), where he successfully ran and sold TNG's start-up Canadian credit card business to Bank of Montreal. Dave also contributed to TNG's venture investments group and was a Principal of JAFCO Ventures, where he focused on enterprise software opportunities. Dave currently serves on the boards of Expressor Software, Fortisphere, Luidia and Q1 Labs and also leads Globespan's investments in Applied Identity, Instill and OpenPages.

JOE HOWARD

Director, IT Systems, IDC

Joe Howard is the Director of IT for International Data Corporation in Framingham Massachusetts. He oversees IDC's global IT services. At IDC he has consolidated, redesigned and centralized core infrastructure. Paramount, are the implementations such as Tivoli Storage Manager for disaster recovery, Zenworks desktop management globally and in 2003–2004 moving IDC into the adoption of server virtualization technologies. This has proven to be one of the most successful and valuable changes made to IDC's infrastructure. Joe leads a highly technical team, capable of achieving results in times of technology investment, or when more creative solutions must be found.

Prior to joining IDC he worked for Oracle, both in the UK and US. Initially supporting the Designer 2000 Development teams in the UK and later was asked to move to Washington DC to support Oracle Education's trainers and help design a system to automatically setup training classes for use in Education centers across the US. Joe began his career with IBM UK and graduated University with a BSc in IT.

JACK STORY

CTO, EDS Virtualization, EDS

Jack Story is a Chief Technologist within EDS' Infrastructure Service Line CTO office. He is responsible for providing technical strategy and innovation within and across the Infrastructure Service Line domains while advancing the virtualization activities and the Workplace Services domain. Jack works with EDS Alliance Partners and clients identifying and expanding market needs and differentiating business capabilities. He is responsible for providing thought leadership in the appropriate application of technology to meet business needs as well as the advancement of technology innovation. Jack serves on various partner/customer advisor councils and contributes to R&D activities. Jack also speaks at technology seminars representing EDS.

Story joined EDS in 1990. He has been a principle consultant within the EDS consulting practice leading multiple client engagements focusing upon the appropriate application of technology enablers and emerging technologies to meet business needs. During this time, Story developed strategies for mobility and wireless capabilities for clients as well as building concept systems for VC opportunities.

Public Sector Growth + Transformation:

Innovating During Periods of *Uncertainty* and *Change*

Innovation is a key driver of growth in public sector projects, at all levels; the harsh reality is that the everyday blocking and tackling in services has to be done in an era of tight budgets and declining revenues. In the years ahead, public sector CIOs will play a critical role in promoting a better service environment for various stakeholders, and to try to manage more with less. As cities of the world commit to new phases of growth and expansion, the need for information and the ability to manage it becomes increasingly more critical. Proper planning and the ability to react to and support change through effective data analysis, event and information management, and timely intervention will be paramount to success. During emergencies, government officials and public service providers will be expected to quickly defuse and manage the increasing potential for dysfunction and crisis. Well-defined guidelines, protocols, systems, and their executions will be critical to the success.

MARK HALL

President, William George Associates Ltd.

Mark Hall is a chief executive with 30 years of experience in the aviation, semiconductor, and professional services industries. With Eastern Airlines and Donald Trump's Shuttle, Mr. Hall held various general management positions in New York, Atlanta, Miami, and Boston. He is acknowledged the history of Eastern Airlines, From the Captain to the Colonel, by Robert J. Serling.

In the Semiconductor industry, Mark worked for Eaton Semiconductor as leader of an innovative department titled "Customer Commitments." Mr. Hall's department evaluated retention money withheld by the chip makers based on tool performance vs. specification. Each client situation required either negotiation to release the funds or the initiation of engineering projects to address performance shortfalls. Mr. Hall also worked for PRI Automation where he established and managed a Project Management Office (PMO) responsible for $300 million in custom engineered fab-automation solutions for the semiconductor chip makers.

As President of William George Associates (WGA), a portfolio and project management consulting firm, Mark Hall is responsible for the growth of the company, the quality of its products and services, and its position as trusted advisor to company boards and executives. Recognized as an expert on the relationship between human factors and technology implementation and adoption, Mr. Hall speaks on this topic often at public conferences.

Mark serves on the Board of Directors of the Massachusetts High Technology Council. He is an alumnus of Furman University in Greenville, SC where he received a degree in Political science and french literature.

VIJI MURALI

VP, Information Services + CIO, Washington State University

Viji Murali is Vice President for Information Services and CIO at Washington State University. She is responsible for Academic and Administrative computing as well as strategic planning and policy development in IT.

She was previously Vice President for Information Technology and CIO at Western Michigan University (WMU). At WMU, she launched several initiatives such as the Laptop Initiative, Teaching with Technology grants, and Internet2 grants. In 2002, WMU became the largest public research university to be completely wireless. In 2003, Intel rated WMU eighth most "unwired campus" and in 2005 Intel rated WMU number two "most wired". Prior to WMU she was at the University of Arizona for 12 years in various administrative positions.

Viji is active in a number of organizations and was profiled in 2003 in *CIO* and *CXO* magazines. In 2005 she was given the "visionary award" for Excellence in Technology by the Governor of Michigan. She holds a BS in biology and chemistry, an MS in organic chemistry, and an MS in computer science from the University of Arizona.

JAMES NOGA

CIO, Mass General Hospital

James Noga is the Chief Information Officer at the Massachusetts General Hospital, an 902 bed hospital with over 1.4 million ambulatory visits annually, offering sophisticated diagnostic and therapeutic care and conducts the largest hospital-based research program in the United States. He came to the MGH in 1990 as Director of Clinical Applications and in 1997 became the CIO. Mr. Noga has experience in advancing clinical systems at the MGH with the introduction of on-line enterprise clinical reporting system, provider order entry, and an ambulatory electronic medical record. In addition to clinical systems he has done extensive work in improving patient administrative systems. James holds an MS degree in biomedical computing and information processing and a BS degree in medical technology both from the Ohio State University. He is an active member of the College of Healthcare Information Management Executives and HIMSS. He is also an instructor in the Master of Science in Healthcare Informatics program at Northeastern University.

BILL OATES

CIO, City of Boston

Bill Oates is the Chief information Officer for the City of Boston, Massachusetts. Oates was named to the Cabinet position by Boston's Mayor Thomas M. Menino in June of 2006. As CIO, Oates is charged with spearheading the City's technology initiatives and is responsible for the delivery of IT services in support of the various city functions.

Prior to joining the City, Oates served as the Senior Vice President and Chief Information Officer for Starwood Hotels & Resorts Worldwide, Inc. Based in White Plains, NY, Starwood is one of the leading hotel and leisure companies in the world. Named CIO in June, 2000, Bill was responsible for delivery of the Company's global information technology services.

Oates has over 25 years of experience as an information technology professional, rejoining Starwood in 2000 after serving as the founder and principal partner of tcmGlobal Services, LLC, a technology consulting and management practice focused on the travel/hospitality industry. Before that, he spent 18 years with ITT Sheraton Corporation where he progressed through a variety of technology leadership positions.

A graduate of Boston College, Oates is also an attorney and member of the Massachusetts Bar. He received his Juris Doctorate from Suffolk University Law School in Boston and was recently awarded his LLM in Global Technology Law. In 1996, Oates was inducted into the hospitality industry's "Technology Hall of Fame" for his vision in applying technology to the business. To date, Mr. Oates is the youngest inductee to this group of 26 industry leaders.

KEN THEIS

CIO, State of Michigan

Ken Theis serves as the Director for the Michigan Department of Information Technology (MDIT), where he and his agency of 1,700 employees are responsible for delivering technology services to individual Executive Branch agencies in state government. Mr. Theis came to the State of Michigan from the General Motors Corporation where he led the reorganization and re-engineering of Oldsmobile Division Systems and IT implementation. He also led the Systems Re-engineering & Information Technology implementation for the reorganization of six General Motors marketing divisions into one centralized sales and marketing organization. His tenure within Michigan government includes his service as Deputy CIO for the Michigan Family Agency and the Chief Deputy Director for the Michigan Department of Information Technology.

Ken was named to the "Premier 100" list by *ComputerWorld* magazine, placing him in the "Best in Class" as one of the top ten technology leaders in the country. In 1998, he received the General Motors Chairman's Honors Award and was also the recipient of the General Motors CIO Award in 1999. He has a BS degree from Ferris State University and MBA degree from Northwood University.

Healthcare + Life Sciences:

Dealing with the *Exploding* Growth + Extraordinary *Complexity* of Enterprise Data

The need to cross query large bodies of data is becoming critical in industries such as Biopharmaceuticals and Healthcare delivery. This is driven by the ever expanding growth of data and the demand for access to more complex analysis. In this session we will examine a number of questions including: How can organizations manage complexity to make better decisions with the data? How should data and processes be organized to improve the value of information?

DR. STEVEN E. LOCKE

Research Psychiatrist, Center for Medical Simulation; Associate Professor of Psychiatry, Harvard Medical School; Associate Professor of Health Sciences + Technology, MIT

Steven E. Locke, M.D. is the founder and president of Veritas Health Solutions LLC, a Boston-based behavioral telehealth consulting firm specializing in technology-supported behavioral medicine and disease management. He is a research psychiatrist at the Harvard Center for Medical Simulation and the Division of Clinical Informatics at Beth Israel Deaconess Medical Center with appointments at Beth Israel Deaconess Medical Center and Massachusetts General Hospital. Dr. Locke teaches at Harvard Medical School as an Associate Professor of Psychiatry and at Massachusetts Institute of Technology where he is Associate Professor of Health Sciences and Technology and directs a course on e-health entrepreneurship offered since 1998 in the Harvard/MIT Division of Health Sciences and Technology.

Dr. Locke is past-President of the American Psychosomatic Society and has held leadership roles in professional organizations and has organized meeting programs in behavioral medicine, telehealth, and disease management. A popular speaker, Dr. Locke has been a keynote speaker at events in the US, Europe, and Asia. He also maintains a part-time practice of primary care psychiatry and behavioral medicine in Wayland, MA where he co-chairs the town's Pandemic Flu Task Force for the Board of Health.

DR. JOHN GLASER

CIO, Partners HealthCare System, Inc.

John Glaser, PhD, is Vice President and Chief Information Officer, Partners HealthCare System, Inc. Previously, he was Vice President, Information Systems at Brigham and Women's Hospital. Prior to Brigham and Women's Hospital, Dr. Glaser managed the Healthcare Information Systems consulting practice at Arthur D. Little.

Dr. Glaser was the founding Chairman of College of Healthcare Information Management Executives and is past President of the Healthcare Information and Management Systems Society. He is past-President of the eHealth Initiative and has been a member of the Board of the American Medical Informatics Association.

Dr. Glaser is the Senior Advisor for National HIT Adoption for CHIME. He is a Senior Advisor to the Deloitte Center for Health Solutions. He is a fellow of HIMSS, CHIME and the American College of Medical Informatics. He has been awarded the John Gall award for healthcare CIO of the year. CHIME has established a scholarship in Dr. Glaser's name. He was elected to *CIO* magazine's CIO Hall of Fame. Partners HealthCare has received several industry awards for its effective and innovative use of information technology.

Dr. Glaser has published over one hundred articles and four books on the strategic application of information technology in healthcare. He holds a PhD in healthcare information systems from the University of Minnesota.

JAMES GRAHAM

Engagement Manager, McKinsey & Company

James Graham is an Engagement Manager in McKinsey & Company's Boston Office, where he focuses on strategy, organization and operations in the pharmaceutical and medical products space.

His recent work has focused on redesigning biopharmaceutical development and commercialization organizations, expanding clinical development in China, India and other countries in the Asia Pacific region, streamlining product design and development in medical device companies, and improving external relations in biotechnology and pharmaceuticals.

Prior to joining McKinsey, James worked in the business planning group of Biogen Idec. Prior to that, he was an investment banking analyst at Deutsche Bank Alex Brown. James graduated from the Biomedical Enterprise Program, a dual-degree program sponsored by the Harvard-MIT Division of Health Sciences and Technology (HST) and MIT Sloan. James holds a BS with honors in biological sciences from Stanford University.

DR. PATRICK HYMEL

VP, Cardinal Health MedMined Services

Patrick Hymel, MD is a Vice President of Cardinal Health. Dr. Hymel was a co-founder of MedMined, Inc. Cardinal Health MedMined™ services provide proprietary electronic data mining services to the healthcare industry. MedMined™ Data Mining Surveillance service has been proven to reduce the incidence and cost of hospital-acquired infections.

MedMined™ services serves more than 240 hospital clients across the US, and provides regional initiatives targeting HAI reduction in collaboration with Blue Cross plans in six states (Alabama, California, New York, New Jersey, Pennsylvania and Texas). MedMined™ services has been recognized by MIT's *Technology Review, Fortune* magazine, *Modern Healthcare, The Wall Street Journal,* and other respected publications.

Dr. Hymel received his medical degree from Louisiana State University, and completed residency training in Emergency Medicine at Charity Hospital in New Orleans. His research interest is the interface between Knowledge Discovery technologies, clinical decision making, and healthcare quality improvement.

KARAN J. SORENSEN

VP + CIO, Johnson & Johnson Pharmaceutical Research & Development LLC + Centocor Research & Development, Inc.

Karan Sorensen is Vice President and Chief Information Officer for Johnson & Johnson Pharmaceutical Research & Development, LLC (J&JPRD) and Centocor Research & Development, Inc. Sorensen is a member of the Centocor R&D Management Board, Pharma R&D IT Council, and Drug Development Leadership Team.

Prior to Johnson & Johnson, Sorensen was CIO and Vice President, Information Technology for Invitrogen Corporation/Life Technologies. Earlier, her breadth and depth of experience included strategic planning, manufacturing, engineering and information technology functions for Merck, Jacobs Engineering, General Electric, and DuPont.

Sorensen graduated summa cum laude from Stevens Institute of Technology with a MS in management of technology. She earned a bachelor's degree in management information systems and business administration from Charleston Southern University, graduating cum laude. She is currently working on her PhD in Technology Management at Stevens.

The Greening of the Data Center

Energy costs and constraints are causing CIOs to consider more efficient ways to design and operate their data centers. This panel provides CIO's practical insights on translating green initiatives into higher performing IT services, focusing on enhanced data center design and operations. Topics covered include virtualization, the use of efficient processors, in-rack and liquid cooling, and more effective energy management and control.

PROF. REBECCA HENDERSON

George Eastman Kodak LFM Professor of Management, MIT Sloan School

Rebecca Henderson is the Eastman Kodak Professor of Management at the Sloan School of the Massachusetts Institute of Technology, and a research fellow at the National Bureau of Economic Research. She runs the strategy group at Sloan and teaches course in technology strategy and advanced strategy. She received an undergraduate degree in mechanical engineering from MIT in 1981 and a doctorate in business economics from Harvard University in 1988.

Her research focuses on the difficulties large organizations encounter in attempting to respond to major shifts in their environment. She has experience working in a wide variety of industries, including semiconductor capital equipment, aerospace, branded consumer goods, automobiles, pharmaceuticals, biotechnology, information technology and telecommunications, but her current research focuses on the energy sector and on the challenges firms encounter as the attempt to act in more sustainable ways.

Professor Henderson sits on the board of IDEXX and of the Ember Corporation, and she has worked with both members of the Fortune 100 and small, technology orientated startups. She was retained by the Department of Justice in connection with the remedies phase of the Microsoft trial, and in 2001 was named "Teacher of the Year" at the Sloan School.

JOSEPH CAPES

General Manager, Datacom Facilities Division, Vette Corp.

Joseph Capes joined Vette Corp. in 2007 and formed the company's Datacom Facilities Division. Before joining Vette, Mr. Capes was Vice President of Sales and Marketing at Premium Power Corporation, a manufacturer of regenerative fuel cell power systems and advanced energy storage technology. Mr. Capes was Director of Business Development for Northeast Engineers & Consultants, a multi-disciplinary engineering firm that provides services in New England and Iraq. Prior to that, Mr. Capes held several executive positions at American Power Conversion (APC) including Worldwide Director of Sales—Precision Cooling Solutions; Director of Global Business Development; and Director of Sales, Enterprise Systems Group Europe. During the period of his employment with APC, sales revenues grew from $157 million to $1.3 billion. Joseph received a BS in electrical engineering from Lehigh University in Bethlehem, PA. He is a member of the 7×24 Exchange, CTIA (Cellular Telecommunications & Internet Association) and an active member of the Electricity Storage Association.

JILL FEBLOWITZ

Practice Director, Business Technology, Energy Insights

Jill Feblowitz is a nationally recognized thought leader in the application of information technology to the business problems of the energy industry. Her understanding of the needs of the industry is grounded in experience over the last 25 years working as a consultant and in the field. Ms. Feblowitz has consulted professionals in the energy industry – working with all levels from traders and engineers to C-Level executives—representing Information Technology, Downstream Oil & Gas, Trading & Risk Management, Generation, Transmission Distribution, and Customer Service. As Practice Director for Energy Insights, Ms. Feblowitz leads a team of analysts that are currently focusing on the impact of climate change on the deployment of IT in the energy industry. She and her colleagues have researched green IT and IT for green business including utility programs for energy efficient data centers, smart metering, the intelligent grid and carbon emissions management as a part of this theme. Jill also holds a master electrician's license. Jill received her BS in urban studies from MIT.

DR. PATRICK GUAY

EVP + GM, US Operations, Voltaire

Patrick Guay brings more than 20 years of industry experience to his role as EVP, Global Sales and General Manager, US Operations at Voltaire. Mr. Guay is responsible for directing the sales and support of Voltaire's solutions worldwide and managing OEM sales and reseller channels. Previously at Voltaire, Patrick served as SVP of Marketing and was responsible for developing and executing the company's marketing, product and partnership strategies.

Prior to Voltaire, Mr. Guay was VP of Marketing at netForensics, an enterprise security management software start-up company with worldwide operations. Before that, Patrick held several key positions at networking firm 3Com Corporation, including VP, Worldwide Marketing and VP and General Manager, LAN Infrastructure Division. He managed the company's largest business unit, and was responsible for marketing, product management and engineering of data switching, security and wireless solutions. Patrick led the business unit through a strategic turn-around, and successfully broadened the product portfolio to include higher performance gigabit Ethernet switching and routing offerings. Other experience includes successful sales and business development roles at 3Com and Control Data Corporation.

STEPHEN SAVAGE

SVP + CIO, CA

Stephen Savage is Senior Vice President and Chief Information Officer at CA, responsible for the company's global IT strategy, IT compliance, international IT organization and infrastructure. Additionally, he manages the implementation of a global ERP system and oversees the internal adoption and implementation of CA solutions based on the company's Enterprise IT Management (EITM) vision. Stephen has built his career primarily overseas in sales, consulting and operations. Prior to his current role, he was responsible for the business planning cycle and the significant corporate transformation that redefined the company's business processes. Stephen has also been responsible for corporate strategy and SOX compliance and has held international roles within CA, which included running the Application Products Group in Europe as well as European professional services.

Before joining CA, he was responsible for international operations of a consulting services company that was purchased by CA in 1998. Earlier in his career, Steve was general manager of Singer Sewing Machine Corporation.

BILL STRECKER

Partner, Flagship Ventures

Bill Strecker is currently both a partner with Flagship Ventures and Chief Technology Officer of Interactive Supercomputing. He joined Flagship in 2000, and took on the additional role of CTO at ISC in 2008.

Prior to Flagship, Bill served as SVP, Technology & Corporate Development and CTO of Compaq Computer Corp. Before that, he was with Digital Equipment Corporation for 28 years in various executive and senior technical positions, most recently as SVP Corporate Strategy & Technology and CTO. Bill is a member of the National Academy of Engineering and a Fellow of the Association of Computing Machinery and has received the Institute of Electrical & Electronic Engineers W. Wallace McDowell Award for outstanding contributions to the Computer Art. He holds 16 US patents and is the author of numerous technical publications. Bill holds PhD, MS, and BS degrees in electrical engineering from Carnegie Mellon University. Bill currently serves as Director of Flagship portfolio companies IntelliVid, Interactive Supercomputing, Maptuit and SiCortex, and he works closely with Kovio.

The success of this symposium is a direct result of the *tireless dedication* of the following people:

CO-CHAIR, MIT CIO SYMPOSIUM;
CAPTAIN, FINANCIAL SERVICES + ACADEMIC PERSPECTIVES

GOPI BALA

Founder, Gopi Bala LLC

Gopi is the founder of Gopi Bala LLC, a CEO and CIO Advisory based in Northboro, MA. He has a 20 year association with the high technology sector—on both the demand and supply sides. Gopi advises senior executives within technology and services start-ups, and enterprise IT. He is focused on business and IT strategy, IT financial planning, market planning, corporate venturing, off-shoring, business development and entrepreneurship issues.

Gopi has prior experience in management consulting and market/industry research at The Boston Consulting Group and the Yankee Group respectively. He is active within the entrepreneurial community in and around Boston. He has worked as a business developer for and adviser to CEOs of various technology start-ups, including a wireless infrastructure firm and a security applications firm. Early in his career, Gopi launched and managed Triam Technologies, whose primary focus was offshore software development services.

Gopi's education includes a master's degree in management from the Sloan School at MIT.

CO-CHAIR, MIT CIO SYMPOSIUM; CHAIR, LOGISTICS

MIKE JOHNSON

Professional Consultant

Mike Johnson's career began in aerospace engineering, developing systems for airliners and alternative energy vehicles. As design optimization, predictive modeling and business software tools emerged, so did his interests. He joined a top 1985 IPO, has consulted for 20 years specializing in business analysis and reporting solutions and concurrently, is a private investor in apartment complexes.

As Massachusetts' economy faltered in the '80s, chronic infrastructure issues with embedded public policy challenges intrigued him. With solutions sometimes technical in nature, he ran for Mayor of a medium-sized city determined to define problems and setup step-by-step solutions, while evangelizing modernizing public sector data processing departments into innovative information services enterprises, facilitating responsible decision-making.

Mike has served on the Educational Council for 28 years, representing MIT to high school seniors applying for admission. As Director of a major non-profit, he chaired that 501(c)(3)'s Board committee on volunteer support, crafting policies to provide services to 25,000 members. He mentors a Fulbright Scholar from Syria, accepted at three US PhD programs in economics with hopes of continuing her education, pending funding.

Mike's education includes an SB in mechanical engineering from MIT (1980) and an MBA from Northeastern University's High Technology Program (1986). He earned his PMP certification from the Project Management Institute (2004).

MIT CIO SYMPOSIUM ORGANIZERS

CHAIR, SPONSORSHIP

CHRISTOPHER REICHERT-FACILIDES

Director, MIT Sloan Alumni Club of Boston

Christopher Reichert is a business strategy consultant who emphasizes leveraging emerging information technology for competitive advantage. Christopher brings three years of experience to his role as the MIT Sloan CIO Symposium Chair of Sponsorship, a role he reprieves from 2006. In 2007 he also chaired the Symposium. He is pleased to introduce this year's chairs, Gopi and Mike, into the role, enhancing the Symposium with a new direction and leadership.

Christopher received a master's degree from the MIT Sloan School of Management, followed by a master's degree from the Harvard Kennedy School of Government (HKS). Following graduate school, and during his studies at HKS, Christopher was a member of the MIT Sloan Fellows Board of Governors, and is now on the board of directors of the MIT Sloan Alumni Club of Boston. Prior to attending MIT, Christopher lived in Sydney, Australia from 1989–2003, where he founded an information technology company which provided IT integration services to small-to-medium enterprises.

LIAISON, MIT SLOAN

DAVID VERRILL

Executive Director, MIT Center for Digital Business

David Verrill is Executive Director of the Center for Digital Business at MIT's Sloan School of Management. David helped form the Center in 1999 and acted as a consultant until assuming the Executive Directorship on July 1, 2002. His professional career began as a research scientist at the famed Center for Blood Research in Boston focusing on the MHC of genetically engineered mice. After receiving his master's degree from Sloan, he joined MIT's Office of Corporate Relations where he helped initiate and build the Financial Services sector for the Industrial Liaison Program. In 1991 he became Associate Director of Corporate Development. In 1996 he left MIT and joined Xerox as Manager of International Sales and Business Development for the Adaptive Products Division. Since 1998 he has helped start two companies, and currently sits on the Board for three early stage companies in Boston companies. David was educated at Bowdoin College and the MIT Sloan School of Management.

LIAISON, SIM

BILL WELLMAN

Principal, The Davidson Partnership

Bill is a Principal with The Davidson Partnership. He brings over 25 years experience in health care information systems management, consulting and education. Prior to joining Davidson Partnership he was a Vice President with First Consulting Group. He has served as the Chief Information Officer or IS Executive for several organizations including the Dana-Farber Cancer Institute, Alexian Brothers Hospital Network, CSC Index, Lahey Clinic, Rush-Presbyterian St. Luke's Medical Center and Highland Park Hospital. He is adjunct faculty at Harvard University. He is a member of HIMSS, CHIME and a Past President of the Boston SIM.

Bill has an MS in industrial engineering from the University of Michigan and a BA in social science from Michigan State University.

CHAIR, MARKETING

ANTON TEODORESCU

Partner, IBM Venture Capital Group

Anton began his career at IBM in 1985 as part of the Marketing team, developing solutions for the Financial, Healthcare and Education industries. He then joined the newly forming IBM Global Services as a Consultant in the Workstation and Interconnectivity areas. Taking on the Principal role, Anton led the design, implementation and support engagements for several large clients in the Banking, Insurance, Healthcare and Education industries. He began to focus more on emerging technologies, linking IBM Global Services and the newly emerging startup companies of the developing technology boom.

Having joined IBM's Venture Capital Group in 2001, Anton currently works closely with the Venture Capital community in New England, as well as the portfolio companies in which they invest. He helps facilitate linkages between startup companies with promising solutions or technologies with the different parts of IBM that could best leverage them for the mutual benefit of their customers.

Anton holds a BA degree in engineering and applied science from Harvard College, a master's in computer science from Cambridge University and an MBA from the MIT Sloan School of Management.

CHAIR, TECHNOLOGY

TUSHNEEM DHARMAGADDA

Sr. IP Design + Software Applications Engineer, Analog Devices Inc.

Tushneem has over seven years of experience in areas as varied as technology, non-profit leadership, fund-raising, and management. Tushneem works for Analog Devices Inc. (ADI) in the area of Intellectual Property Design Management and Automation. At ADI, he has developed and managed products and methodologies for reusing IC semi-conductor designs particularly in the area of SoC's (System on Chips). He invented patent-pending automated design methodologies that save considerable costs for the company.

Tushneem is actively involved with several non-profits in the New-England region, helping and advising them on fund-raising, branding, outreach and growth. He is the President of Network of South Asian Professionals of Boston, a chapter of Network of Indian Professionals. He is responsible for turning around the organization during his three years at the helm. Tushneem is also the Conference Co-Chair for the 17th Annual NetIP Conference 2008 scheduled to be held in Boston. He leads several initiatives at TiE Boston and is involved with Indian Business Club at MIT and the MITCIO Conference organized by the Sloan Alumni Club at MIT.

Tushneem has a MS in Electrical & Computer Engineering from University of Arizona and is currently pursuing an MBA at the High Tech Executive MBA program at Northeastern University.

CAPTAIN, CONTENT/PANELS; CAPTAIN, ENTERPRISE 2.0

DR. GRAHAM RONG

Managing Director, IDA

Dr. Graham Rong has been a leader in production innovation and new ventures for over a decade. He has extensive consulting and global experience in Asia, Europe and North America. With excellent balance of business acumen and technical aptitude, Graham has proven leadership skills in enterprise content management, CRM, web analytics, social network, numerical computing and semantic web. He is the founder and president of International Data Automation, a leading developer of new business models and technologies in semantic web and XBRL. He worked in key senior management roles with Vignette Corporation and Harte-Hanks. He was on the faculty in JiangNan University and a principal researcher in University of Edinburgh.

As an Alfred P. Sloan Fellow in MIT Sloan School of Management, Graham focused on corporate strategy, innovation leadership and global development. Graham is an adjunct faculty in Northeastern University. He also serves on MIT Enterprise Forum Advanced Computing SIG. Graham is a frequent speaker at professional and international events.

Graham holds an MBA from MIT and PhD from University of Guelph, Canada.

CAPTAIN, CONTENT/PANELS

PHIL VERGHIS

Founder, The Verghis Group

As head of The Verghis Group, Phil is a trusted advisor to senior service and support leaders. In addition to serving clients internationally, Phil is the author of *The Ultimate Customer Support Executive,* a ground breaking book cited by the Association of Support Professionals as "by far the most intelligent book on managing support organizations..." and positively reviewed by many media outlets including Harvard Business School's Working Knowledge magazine.

Among his numerous industry accolades, Phil is the only two-time winner of Service News' Service 25 award, presented to those who have made a significant impact in the field of service and support. He was also named a Leader and Legend of the support industry by STI Knowledge. A highly sought after speaker and consultant, Phil has spoken before thousands of people in five continents.

Prior to starting his own company, Phil was the Vice President for Infrastructure & Support at Akamai Technologies, part of the senior management team that turned the company around. Among other responsibilities, he managed the world's largest distributed IP network.

CAPTAIN, CONTENT/PANELS

RICHARD M. KESNER

Executive Professor, Department of Information, Operations + Analysis,
College of Business Administration, Northeastern University

Dr. Richard M. Kesner serves Northeastern University as an Executive Professor in the Department of Information, Operations and Analysis within the College of Business Administration. Prior to his Northeastern assignment, Richard served as the President and Chief Operating Officer of CELT Corporation, a IT strategy and architecture firm working with K-12 public education systems. He has also served as a senior IT executive for Northeastern University, MetLife, Babson College, Multibank, and the Faxon Company.

Dr. Kesner holds CLU and ChFC certifications from The American College, an MA and PhD from Stanford University, and an AB and MB from Oberlin College. He has also completed post-doctoral training in finance and strategic planning at the Wharton School, University of Pennsylvania. He is the author of numerous articles and nine books, including his most recent publication from Auerbach, *The Hands-On Project Office: Guaranteeing ROI and on Time Delivery Office* (2004). Richard's current research focuses on knowledge, identity, and data management within the enterprise and across industries as well as on IT systems and services delivery.

CAPTAIN, PUBLIC SECTOR GROWTH + TRANSFORMATION

JUSTIN AUGAT

Associate, Credit Suisse

Justin Augat is an Associate at Credit Suisse Group, a global investment bank. Located in the firm's Boston office, Justin specializes in client investment advisory focusing on managed accounts, private equity and hedge fund offerings.

Prior to Credit Suisse, Justin served as Product Marketing Manager for EMC Corporation in the company's Infrastructure Software Group. There, he led the marketing effort for one of the firm's most successful software products. He also spent several years as a software engineer in one of EMC's software development groups.

Justin earned a MS in Finance from Boston College in 2006. He also received a MBA in 2005 where he focused on portfolio construction and analysis, as well as financial econometrics and risk management. Justin received his BS in computer science and mathematics from Bridgewater State, where he participated in the All-College Honors program.

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

RAHUL CHANDRA

Regional Director of Application Sales, Alcatel-Lucent

Mr. Rahul Chandra is a Regional Director of Applications Sales at Alcatel-Lucent. He is currently responsible for assisting Tier-2/Tier-3 wireline and wireless operators drive new revenue streams through next-generation communications applications such as Unified Messaging, Content Delivery, Entertainment applications, Mobile Payments, IMS and Collaboration/Conferencing applications. Previously, he served as an Account Director in Lucent Strategic Alliances leading business development activities with Systems Integrator (SI) partners such as Capgemini, Accenture, Deloitte Consulting and others including HP and Sun Microsystems. Prior to Lucent, Mr. Chandra spent five years at Mercer Management Consulting (now Oliver Wyman) leading client engagements in Supply Chain Management, Marketing Research, Strategic Outsourcing and Business Strategy across multiple industries including Utilities, Oil and Gas, Chemicals, Telecommunications, Transportation, and Financial Services. Rahul holds a MS in industrial engineering and management sciences from Northwestern University and a BS in manufacturing engineering from Delhi College of Engineering, India.

JOANNA ELDRDIGE

Consultant, Towers Perrin

Joanna Eldridge is a consultant for Towers Perrin, specializing in Human Resource Technology, Effectiveness and Service Delivery. Joanna's extensive experience spans technology assessment and implementation, business process design, and the development of HR metrics to track and improve data quality, data security and process efficiency. Her client work includes project management, needs assessments, technology and HRO vendor selection, HR process design and change management.

Prior to joining Towers Perrin, Joanna served as the Manager of HR Technology for CDM, Inc. and HRIT Manager at Teradyne. Joanna's experience includes operations consulting, production and operations management and computer programming.

Joanna received her MS degree in management from the MIT Sloan School of Management where she concentrated in information technology and operations management. She also holds a BS degree in computer information systems and business administration from California State University, Los Angeles. Joanna serves on the Board of Directors for MIT Sloan Alumni Club of Boston.

DR. JOANNA FUEYO

Sr. Solutions Scientist, IBM Healthcare and Life Sciences

Dr. Joanna Fueyo is currently a Sr. Solutions Scientist in IBM's Healthcare and Life Sciences division. She is responsible for medical imaging strategy for the IBM Data and Text Analytics Team, focusing on medical imaging data management and semantic data and text integration. She is also part of a small team of researchers at IBM focused on new invention development, which is in the process of filing several patent applications in Neuroradiology.

Dr. Fueyo has a PhD from the University of Pennsylvania, School of Medicine, Department of Pharmacology, where she served as an NSF Fellow in Computational Biology and an NIH Fellow in Pharmacology. While at Penn, she authored a number of case studies for the Wharton School while working for Dr. Gabriel Szulanski, in high-tech, high-risk strategy—case studies which were subsequently published by INSEAD.

In addition to her role in medical imaging at IBM, Joanna is currently a member of the Biostatistics Core of the Alzheimer's Disease Neuroimaging Initiative (ADNI) project. She is also a published author and holds four issued patents.

CHAIR, MIT CIO 2008 AWARD; CAPTAIN, ENTERPRISE 2.0

NAEEM HASHMI

Chief Research Officer, Information Frameworks

Naeem Hashmi is a renowned thought leader, IT Analysts, author and expert on emerging Information Technologies with 25+ years of experience in enterprise architectures, service-oriented business solutions, Analytics, ERP integration, data mining and visualizing new products. He advises IT vendors on innovative technologies/product roadmaps as well as fortune 500 companies and government agencies for defining information architectures and technology roadmaps. Naeem covers key industries such as Discrete Manufacturing, High Tech, CPG Retail/Beverage, Healthcare, Education and Public Sector.

Naeem is a visiting faculty and founder member of Center of Knowledge Engineering at National University of Computer and Emerging Sciences in Pakistan where he leads researchers on topics such as applied developmental psychology in context of global social-networks, distribution decision making processing – psyche mining and embedded intelligence architectures as well as development of national healthcare data warehouse.

Naeem holds MS in Experimental Nuclear Physics, MS in radiological health and environmental sciences specializing in nuclear analytical techniques and high performance computing.

CAPTAIN, THE GREENING OF THE DATA CENTER

DR. VENKAT MAROJU

Divisional CIO, Bose Corp.

Dr. Venkat Maroju is a seasoned information technology leader with 17 years of experience in delivering information services to large corporations. He has extensive experience in aligning information systems strategy with business goals, and has successfully developed strategies for implementing large enterprise systems and associated business change management.

As a Divisional CIO at Bose Corporation, Dr. Maroju is leading the information systems strategy for the global Automotive Division. In collaboration with Corporate CIO and the Automotive Systems leadership team, he plans and implements information systems strategies to maximize the business value of IT investments. Earlier in his career, Dr. Maroju led the multi-year Product Lifecycle Management (PLM) Program at ComauPICO, a leading tier-1 automotive supplier with world-wide presence.

Dr. Maroju is a member of the CIO Leadership Network, a prestigious professional group of CIOs. He is also an active member of the Boston chapter of SIM. Venkat holds an MBA degree from MIT Sloan School of Management, Sloan Fellow Program in Global Innovation and Leadership; and holds a doctorate degree from Old Dominion University.

CAPTAIN, VIRTUALIZATION OF IT INFRASTRUCTURE

GEORGE SAAB

Business Strategist

George has extensive experience in Information Technology and the delivery of knowledge and business process outsourcing services. His forte has been focused within the global insurance, financial, legal, real estate and pharmaceutical industries. George has helped client companies achieve bottom line dollar savings through successful delivery of creative and hybrid off-shoring solutions.

Since 1980, George has delivered business solutions for clients such as EDS, IBM, UNISYS, ABN AMRO Bank, Royal Bank of Scotland, Bank of America, State Street Bank, and various government and start-up companies. His expertise also spans voice and data network infrastructure engineering, major facilities moves, relocations, premier banking strategies and the acclimatization needed for personnel within the acquiring company.

One of George's notable accomplishments has been his leadership role in the $70 billion integration of three financial giants, resulting in a $5.5 billion outsourcing life-cycle revenue stream for his firm. In this effort, George and his team drove the integration of BPO services in the US, Canada and India.

George has conducted lectures on large-scale IT infrastructures at MIT. He holds a master's degree in finance and an undergraduate degree in information systems.

CAPTAIN, HEALTHCARE + LIFE SCIENCES

CHANDRIKA SAMARTH

Consultant, Partner HealthCare Systems

Chandrika Samarth works with the consulting group of Partners HealthCare Systems focusing on understanding value of IT investments in healthcare and is currently engaged with the Veterans Health Administration. He is a Sloan Fellow from the MIT Sloan School of Management wherein he researched on using Social Network Analysis techniques and IT Governance mechanisms to optimize delivery in clinical care processes.

Most recently he has worked in senior positions with Siemens and been instrumental in forging public-private partnerships with governments of developing countries to foster IT adoption for efficient healthcare delivery. His previous work background has been in logistics operations and ERP implementation.

Samarth also has entrepreneurial interests in a start-up in the railway signaling area that sub-contracts design work from Asia and the Middle East.

He remains keenly involved with organizing seminars/events for networking opportunities in the Boston area around social network analysis and healthcare. Chandrika possesses two other degrees from the Indian Institute of Management and the Indian Institute of Technology.

CO-CHAIR, DAY-OF-EVENT

BILL BAGGEROER

Information Systems Manager

Bill Baggeroer is an information systems manager and consultant with expertise in IT leadership, project management, system design and implementation, and business process improvement. He is currently an independent consultant working with clients in the insurance and healthcare industries.

Prior to becoming an independent consultant, Bill was Director of Program Management at the Sapient Corporation where he assisted several Fortune 1000 clients achieve their information system goals.

Prior to joining Sapient, Bill provided business consulting and pre-sales support for Microsoft Business Solutions partner, Atlantic Business Solutions.

Prior to that, Bill served as Director of Information Technology for Internet content provider Mirror Image Internet, CIO / VP of Information Systems for Polartec manufacturer Malden Mills Industries, Director of Delivery Services for Canadian-based, IT management consulting firm, DMR Group, and Director of Information Systems for the architectural/design products and services retailer, Charrette Corporation.

Bill holds a BS in computer science from Purdue University and earned a MS degree in management at the MIT Sloan School of Management.

CO-CHAIR, DAY-OF-EVENT

SAINATH NAGARAJAN

Program Manager, Iron Mountain

Sainath Nagarajan is a Program Manager for Iron Mountain in Boston, MA. Prior to his corporate role, he has worked in management consulting and advisory roles in Asia and the Middle East. He is passionate about the transformative power of Information Systems and the dynamics of converting strategy into action. He received a master's degree in information systems management from Carnegie Mellon University, is a certified Project Management Professional (PMP®) through the Project Management Institute, and has done Executive Education from MIT Sloan, Stanford, Harvard and the Center for Creative Leadership. He enjoys volunteering for local non-profits to enable capacity building and sustainability, and freelance writing with an eye on "humanistic over mechanistic management".

CHAIR, CIO CORNER

SRI NAGARAJAN

Change Manager, Bank of America

Sri Nagarajan is a change manager with more than a decade of global experience in technology leadership, management consulting, startups and professional services. In his current role as change manager at Bank of America he leverages his strengths in strategy and execution to deliver value for his stakeholders. He has a demonstrable interest in organizational effectiveness and diversity leadership, and currently co-leads Bank of America's Asian Leadership Network in Boston. In his leisure he dabbles in art and writes articles on technology and management.

Sri was recently selected by Bank of America's Massachusetts President's Office to attend as a Boston Fellow at The Partnership, a Boston-based leadership development program for mid-career professionals to expand leadership capacity.

Sri holds a master's degree in information systems management from Carnegie Mellon University. He has read at the Program on Negotiation, a seminar long program at Harvard Law School and also holds the Project Management Professional certification from the Project Management Institute. He plans to attend the MBA program at the Kellogg School of Management at Northwestern University on a part time basis starting summer 2008.

CHAIR, MIT CIO 2008 AWARD

ELLEN QUACKENBUSH

Manager, Market + Competitive Intelligence, Seagate

Ellen Quackenbush has over 20 years experience developing innovative market and customer research to guide technology companies in their product designs and go-to-market strategies. At Seagate Technologies, she works with the Enterprise Computing group to define the impact of Web 2.0 and digital information explosion on storage systems design. She also manages Seagate's participation in an academic-industry consortium measuring the growth of digital information and how this information creates business value. Before joining Seagate, Ellen worked at Lucent Technologies, Cabletron Systems and Digital Equipment, where she introduced customer segmentation based on technology adoption behavior and purchase patterns. Early in her technology career, she worked at the Center for Information Systems Research studying the impact of database technology on sales force productivity. Before high-tech, Ellen worked in the oil and gas industry and ran a demonstration project to make ethanol out of potatoes in Maine.

Ellen has a MS in management science from MIT's Sloan School of Management and a BA in economics and Geology from Smith College.

CAPTAIN, EDUCATION MARKETING

OVIDIU BUJOREAN

MBA Student, MIT Sloan School

Ovidiu (Ovi) Bujorean is a second year MBA student at the MIT Sloan School of Management, selected into the inaugural Entrepreneurship and Innovation program in Technology. Ovidiu is deeply involved in student run activities such as VC/PE conferences, MIT CIO Symposium, China Lab program and assisted in teaching Nuts and Bolts of Business plans, Corporate Entrepreneurship and Social Entrepreneurship classes. Ovidiu is a semifinalist in the mobile section of the 2008 MIT 100k competition.

While at Sloan he joined as Associate and helped facilitate Rudyard Partners, an early stage venture fund focused on consumer technologies for the global market. His responsibilities includes fundraising, due diligence, deal sourcing and partnership development.

Ovidiu has founded and helped build HPDI, a consulting company assisting foreign businesses to invest or relocate to Romania, LEADERS, a 1000+ member organization dedicated to developing young leaders and entrepreneurs in Eastern Europe and Neuron Global, a MIT Venture Mentors supported knowledge solutions company. His areas of expertise include business development, fundraising, partnership building and networking.

Ovidiu is an active member of the Alumni clubs of MIT Sloan Boston and New York, MIT Enterprise Forum, Harvard Kennedy School and Harvard Club of New York.

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