THRIVING IN THE DIGITAL ECONOMY

13TH ANNUAL MIT SLOAN CIO SYMPOSIUM

2016

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WELCOME TO THE 13TH ANNUAL MIT SLOAN CIO SYMPOSIUM!

The last two MIT Sloan CIO Symposia focused on how companies can adjust to digital disruption and manage their digital transformation. The time has come to move past adjusting and focus on thriving—because companies that thrive in the digital economy are 26% more profitable than their industry peers, according to MIT Sloan research published in the book, *Leading Digital: Turning Technology into Business Transformation*.

Irving Wladawsky-Berger, Fellow at the MIT Initiative on the Digital Economy (IDE) and I articulated what it means to thrive in the digital economy in a recent *Harvard Business Review* article, “The 4 Things It Takes to Succeed in the Digital Economy.” We outlined four main themes: customer expectations; product enhancements; collaborative innovations; and organizational forms. The 2016 MIT Sloan CIO Symposium incorporates these four themes among other topics.

Let me share an excerpt from the HBR article that applies to this year’s Symposium. “While technologies advance rapidly, organizations and skills advance slowly, and the gap between swiftly evolving technology and the slower pace of human development will grow quickly in the coming decades as exponential improvements in artificial intelligence, robotics, networks, analytics, and digitization affect more and more of the economy and society. Inventing effective organizations for the digital economy is the grand challenge for our time, and the companies that are already adapting are leading the way.”

The MIT Sloan CIO Symposium is uniquely positioned to help you meet this grand challenge and thrive in the digital economy. It is the only conference in the world that brings together the academic thought leadership of MIT with the real-world, in-the-trenches experiences of leading, global CIOs and industry experts.

Have an enjoyable and productive day!

Lindsey Anderson, SM ’79
Chair, MIT Sloan CIO Symposium
landerson@mitcio.com

CO-ORGANIZER: THE MIT SLOAN BOSTON ALUMNI ASSOCIATION

The MIT Sloan Boston Alumni Association is proud to co-host the 2016 MIT Sloan CIO Symposium along with the MIT Sloan Center for Information Systems Research (CISR) and the MIT Initiative on the Digital Economy (IDE). Not only is this a unique opportunity for you to engage with global business and industry thought leaders, but you will also get a taste of MIT—nineteen of today’s speakers are affiliated with MIT, a number of speakers are MIT graduates, and some of the Innovation Showcase companies are MIT spin-offs.

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

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

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

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

Please visit mitsloanboston.com to learn about other future events including our career, networking, and industry events. We are pleased to offer free membership to anyone who has earned a degree from MIT Sloan, and many of our events are open to the broader MIT community and the public.
THE MIT SLOAN CIO SYMPOSIUM THANKS THE FOLLOWING SPONSORS WHO HAVE HELPED MAKE THIS EVENT POSSIBLE:

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8:15 AM – 8:30 AM
Welcome to the 13th Annual Symposium!
KRESGE AUDITORIUM
Lindsey Anderson, SM ’79, Chair, MIT Sloan CIO Symposium
Roy Chang, SB ’77, SM ’84, Treasurer, MIT Sloan Boston Alumni Association
David Schmittlein, John C. Head III Dean, MIT Sloan School

8:30 AM – 9:30 AM
Thriving Through Digital Ecosystems
KRESGE AUDITORIUM
Peter Weill, Chairman, MIT Sloan CISR
Rob Frohwein, CEO and Co-Founder, Kabbage
Suresh Kumar, Senior EVP and CIO, Client Technology Solutions, BNY Mellon
Gary Scholten, EVP and CIO, Principal

9:30 AM – 10:30 AM
How the On-Demand/Gig Economy is Redefining the Future of Work
KRESGE AUDITORIUM
Prof. Erik Brynjolfsson, PhD ’91, Director, MIT IDE
Prof. David Autor, Professor, Department of Economics, MIT
Prof. Fiona Murray, William Porter Professor of Entrepreneurship, MIT Sloan
Prof. Paul Osterman, PhD ’76, NTU Professor of Human Resources & Management, MIT Sloan

10:30 AM – 11:00 AM
Coffee Break & Networking
KRESGE COURT YARD TENT

11:00 AM – 12:00 PM
Big Data 2.0: Next-Gen Privacy, Security, and Analytics
KRESGE AUDITORIUM
Prof. Alex ‘Sandy’ Pentland, PhD ’82, Professor, MIT Media Lab
Ricardo Bartra, CIO for the Americas, DHL Global Forwarding
Anthony Christie, SF ’98, CMO, Level 3 Communications
Robert Thomas, VP, Product Development, IBM Analytics

12:00 PM – 1:15 PM
Lunch Breakouts/Birds of a Feather
BOXED LUNCH PROVIDED AT BREAKOUTS

1:15 PM – 2:15 PM
Who Will Lead Digital Transformations in Your Business?
SALA DE PUERTO RICO, 2ND FLOOR, STRATTON
Shawn Banerji, Managing Director, Russell Reynolds Associates
Stephen J. Gold, EVP and CIO, CVS Health
Morty St. George, SB ’86, EVP, Commercial and Planning, JetBlue
Eash Sundaram, EVP, Innovation and CIO, JetBlue

IoT: the New Ecosystem
TWENTY CHIMNEYS, 3RD FLOOR, STRATTON
Ryan Mallory, VP, Global Solutions Architects, Equinix

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

Best Practices for Managing a Digital Innovation Portfolio
KRESGE AUDITORIUM
Nils Fonstad, SM ’96, PhD ’03, Research Scientist, MIT Sloan CISR
Sean Belka, SVP and Director, Fidelity Center for Applied Technology
Michael Nilles, CDO, Schindler Group and CEO, Schindler Digital Business
Christopher Paquette, Partner, McKinsey & Company
Derek Roos, CEO, Mendix

Mitigating Cyber Risks in the Growing World of Internet-Connected Devices
SALA DE PUERTO RICO, 2ND FLOOR, STRATTON
Prof. Stuart Madnick, SB ’66, SM ’69, PhD ’72, Director, MIT (IC)3
Roota Almeida, Head of Information Security, Delta Dental of NJ
Tom Eilers, Director, Eastern Region, Government & Education Solutions, Intel Security
Mark Morrison, CISO, State Street Corporation
Sam Phillips, VP, GM, CISo, Samsung Business Services, Samsung Electronics

Developing Your Organization’s Skills for the Digital Future
LITTLE KRESGE
George Westerman, Research Scientist, MIT IDE
Gerald Chertok, CEO and Founder, Year Up
Prof. Thomas Davenport, Distinguished Professor, Babson College; Fellow, MIT IDE
Karen Kocher, Chief Learning Officer, Cigna
Steve Phillips, EVP and CIO, Avnet, Inc.

Enrich Your Products & Services with Data Wrapping
MEZZANINE LOUNGE, 3RD FLOOR, STRATTON
Barbara Haley Wixom, Principal Research Scientist, MIT Sloan CISR
Ivan Matviak, EVP, Head of GX Americas, State Street Corporation
Eamon O Neill, Director of Product Management, Vertica, Hewlett Packard Enterprise
James Powell, CTO, Nielsen Company
Mona Vernon, SM ’11, VP, Thomson Reuters Labs
Coffee Break & Networking
KRESGE COURTYARD TENT

The Perfect CIO: Empowering Business Partners and Serving Customers
KRESGE AUDITORIUM
Leslie Owens, Executive Director, MIT Sloan CISR
Jeanne Lieb, SVP, Information Services and CIO, FM Global
Steven Rosenbush, Editor, CIO Journal, Wall Street Journal
Craig Stephenson, Managing Director, Korn Ferry

How Blockchain Will Transform the Digital Economy
SALA DE PUERTO RICO, 2ND FLOOR, STRATTON
Prof. Christian Catalini, Assistant Professor, MIT Sloan
Anders Brownworth, Principal Engineer, Circle
Peter Nichol, Principal, PA Consulting Group
Simon Peffers, Architect, Intel
Matthew Utterback, Co-Founder, Rex Mercury, Inc.

Redesigning the Digital Workplace
LITTLE KRESGE
Kristine Dery, Research Scientist, MIT Sloan CISR
Allison Mnookin, CEO, Quickbase, Inc.
Michael Morris, General Manager, Topcoder
David Neitz, CIO, CDM Smith
Jim O'Neill, Chief People Officer, HubSpot

Transform Your Business Through IoT
MEZZANINE LOUNGE, 3RD FLOOR, STRATTON
Stephanie Woerner, Research Scientist, MIT Sloan CISR
Mark Bernardo, Executive Leader, Professional Services, Americas, GE Digital
Dieter Haban, CIO, Daimler Trucks North America
Ryan Mallory, VP, Global Solutions Architects, Equinix
Paddy Srinivasan, VP, Products, Xively by LogMeIn

The Owner’s Guide to Platform Strategies
KRESGE AUDITORIUM
Prof. Marshall Van Alstyne, SM ’91, PhD ’98, Fellow, MIT IDE and Professor, BU Questrom School of Management
George Collins, CTO, Deloitte Digital
Eric McCarty, VP, Mobile Product Marketing, Samsung Business Services, Samsung Electronics
Prof. Sanjay Sarma, Vice President for Open Learning, MIT
Chris Taylor, General Manager, Uber

Can Big Data Substitute for Experiments?
KRESGE AUDITORIUM
Prof. Sinan Aral, PhD ’07, David Austin Professor of Management, MIT Sloan

A Tale of Two Machine Ages
KRESGE AUDITORIUM
Andrew McAfee, SB ’88, SM ’90, Co-Director, MIT Initiative on the Digital Economy

7TH ANNUAL INNOVATION SHOWCASE / EVENING RECEPTION & NETWORKING
CO-ORGANIZER: THE MIT INITIATIVE ON THE DIGITAL ECONOMY

This is the second year that our new Initiative on the Digital Economy (IDE) has been the co-host of the MIT Sloan CIO Symposium—and wow, have we come a long way. Our faculty and researchers are leading the discussion in many of today’s sessions—the academic keynote, the closing keynote, and panels on Big Data 2.0, Digital Skills, and Digital Experimentation.

The IDE is a major effort addressing the impact of digital technology on business, the economy, and society—and now and in the future. The IDE draws on MIT Sloan’s leadership in technology and innovation to conduct cutting-edge research on new digital business models, big data and data privacy, social analytics and experimentation, and productivity and employment. Through research, convening thought leaders, fellowship, and education, we are seeking new ways for people and organizations to adapt to the rapid technological advancements that are changing the way we live and work—today and tomorrow. We see these rapid advancements in digital technology as an enormous opportunity to change for the better. I look forward to talking with you about the IDE, and the engagement model we have for industry, foundations, and individuals. To learn more, please visit mitsloan.mit.edu/ide.

The IDE has also launched the Inclusive Innovation Competition (IIC)—an awards program identifying and celebrating organizations that are inventing a more inclusive, productive, and sustainable future for all. The IIC will grant $1 million in prizes to inspire and promote solutions that create greater economic opportunity. Perhaps your organization is one that we should celebrate. Visit MITinclusiveinnovation.com for more information.

We are pleased to again support the MIT Sloan CIO Symposium, along with our colleagues at the Center for Information Systems Research. You are going to get a rather large drink from the fabled MIT firehose. Welcome to the 2016 MIT Sloan CIO Symposium!

Sincerely,

David L. Verrill, SM ’87
Executive Director, MIT Initiative on the Digital Economy
dverrill@mit.edu
mitsloan.mit.edu/ide

CO-ORGANIZER: THE MIT SLOAN CENTER FOR INFORMATION SYSTEMS RESEARCH

The MIT Sloan Center for Information Systems Research (CISR) is honored to co-host this year’s CIO Symposium. We look forward to your participation today. I’d like to introduce MIT CISR and invite you to join our ecosystem of ideas and inquiry.

Founded in 1974 and grounded in the MIT tradition of rigorous field-based research, MIT CISR helps executives meet the challenge of leading dynamic, global, and information-intensive organizations. We provide the CIO and other digital leaders with insights on topics such as business complexity, data monetization, and the digital workplace. Through research, teaching, and events, the center stimulates interaction among scholars, students, and practitioners. More than 90 firms sponsor our work and participate in our consortium.

We invite you to learn more by registering on our website, cisor.mit.edu. You will receive updates on our research and events. For a deeper dive into our work, please consider attending the 42nd annual MIT CISR Summer Session, held in Cambridge from June 13-16, 2016. This four-day event explores strategies, management practices, and key requirements for IT and business leadership in a digital economy. It’s a lively event with terrific opportunities for networking.

In the meantime, we hope you enjoy the CIO Symposium. We welcome feedback on how you apply our research frameworks or what emerging areas we should consider investigating.

Keep in touch!

Leslie Owens
Executive Director and Senior Lecturer,
MIT Sloan Center for Information Systems Research
lowens@mit.edu
David Schmittlein
John C Head III Dean, MIT Sloan School
@MITDeanDave

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

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

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

8:15 AM – 8:30 AM
OPENING REMARKS | KRESGE AUDITORIUM

Lindsey Anderson, SM ’79
Chair, MIT Sloan CIO Symposium
@LindseyA75

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

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

Anderson earned an SM in management from the MIT Sloan School and a BS from Cornell University.

Ray Chang, SB ’77, SM ’84
Treasurer, MIT Sloan Boston Alumni Association
@RJChang

Ray Chang has over 30 years experience building and leading software teams at vendor, end user, and consulting organizations. These teams were empowered to address customer needs by bringing new and enhanced products to market. As part of State Street’s Office of Architecture, Chang is helping the enterprise achieve its vision of private cloud computing, securely delivering client solutions with faster time to market at lower cost, with a focus on business intelligence and data warehousing.

Chang serves on the Board of Directors for the MIT Sloan Boston Alumni Association, and is a member of the organizing team for both the MIT Sloan CIO Symposium and the MIT Sloan CFO Summit.

Chang received both a master’s and bachelor’s degree from the MIT Sloan School and is a member of the IEEE and ACM.
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Why ecosystems? Because MIT research found that companies with 50% or more of their revenues from digital ecosystems had higher revenues and higher profit margins than their industry’s average. Ecosystems move beyond linear supply chains to partnering with providers of complementary products and services (or sometimes competitors) to create a better customer experience, among other benefits. We’ll share MIT case studies and survey results and facilitate a conversation with digital leaders on how they are each brokering connections with their firms, customers, and partners.

Peter Weill
Chairman, MIT Sloan Center for Information Systems Research

Peter Weill is the Chairman of the MIT Sloan Center for Information Systems Research (CISR) at the MIT Sloan School of Management. His work centers on the role, value, and governance of digitization in enterprises. Weill joined the MIT Sloan faculty in 2000 to become Director of CISR, which is funded by 90 corporate sponsors and patrons, and undertakes practical research on how firms generate business value from digitization. As chair, Weill focuses on globalizing the center’s research and delivery. In 2008, Ziff Davis recognized Weill as #24 of The Top 100 Most Influential People in IT, the highest-ranked academic.


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

Rob Frohwein
CEO & Co-Founder, Kabbage

Rob Frohwein conceptualized and co-founded Kabbage, having recognized the need for a vastly improved global lending infrastructure. Leveraging automated and persistent access to data, Kabbage can fulfill loans in minutes. Kabbage has funded over $1.2B of loans. Prior to Kabbage, Frohwein was CEO of LAVA Group, Inc., an intellectual property and technology investment bank. Prior to LAVA Group, Frohwein held the positions of SVP, Business Development and General Counsel at ZapMedia, VP of Strategic Alliances and General Counsel at Security First Network Bank, and attorney with Troutman Sanders LLP. He has co-authored and published three books on intellectual property and created and co-hosted a USA Today-sponsored talk radio show.
Gary Scholten
Executive Vice President and Chief Information Officer, Principal

Gary P. Scholten is the EVP and CIO of the Principal Financial Group®, responsible for overseeing the company’s use of information technology. He also leads the company’s use of offshore resourcing and oversees sourcing and supplier management, and corporate strategic development.

Having joined the company in 1980 as an assistant planning analyst, Scholten was elected an officer and named assistant director in 1989, becoming Director of Information Systems in 1992; Second Vice President, Information Services in 1994; Vice President, Retail Information Services in 1998; and Senior Vice President and Chief Information Officer in 2002. He was promoted to executive vice president in 2014. A native of Larchwood, Iowa, Scholten received his bachelor’s degree from the University of Northern Iowa in Cedar Falls.

Scholten is a fellow of the Life Office Management Institute and is past chair of the LOMA Individual Product Systems Committee. He chairs Principal Global Services, Private Limited, a wholly owned subsidiary of the Principal Financial Group located in Pune, India and also serves on two Principal International Chilean Boards. In 2011, he was appointed to serve on the Iowa Governor’s Science, Technology, Engineering and Mathematics (STEM) Advisory Council.

Suresh Kumar
Senior Executive Vice President and Chief Information Officer, Client Technology Solutions, BNY Mellon

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

Before assuming his current role, Kumar was CIO for BNY Mellon’s Financial Markets & Treasury Services group and Pershing LLC. Prior to his appointment as CIO for Pershing, he served in that role with CSFBdirect and DLJdirect. At DLJdirect, he was instrumental in that company’s success in establishing a global presence in Japan, Hong Kong, United Kingdom, and Dubai, and pioneering the delivery of online brokerage services via the Prodigy Network, America Online, and ultimately the Worldwide Web.

Kumar earned a bachelor of technology degree from the Indian Institute of Technology at Madras, an MBA from the Indian Institute of Management at Ahmedabad, and a master’s in computer science from the New York Institute of Technology.
HOW THE ON-DEMAND/GIG ECONOMY IS REDEFINING THE FUTURE OF WORK

KRESGE AUDITORIUM // The MIT Initiative on the Digital Economy has a major research focus on the future of work. This panel will bring together the very top academics in the field to share their knowledge and perspectives on recent trends in the organization of labor, including: (1) the role of the on-demand economy in a changing labor market; (2) winners and losers from disruption by on-demand businesses; and (3) creating a new social contract for work in the second machine age.

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

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

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

Prof. David Autor
Professor, Department of Economics, MIT

David Autor, one of the leading labor economists in the world and a member of the American Academy of Arts and Sciences, is a professor and associate department head of the MIT Department of Economics. He is also a faculty research associate of the National Bureau of Economic Research and editor in chief of the Journal of Economic Perspectives. His current fields of specialization include human capital and earnings inequality, labor market impacts of technological change and globalization, disability insurance and labor supply, and temporary help and other intermediated work arrangements. Dr. Autor received a BA in psychology from Tufts University and a PhD in public policy from Harvard University’s Kennedy School of Government.
**Prof. Fiona Murray**  
William Porter Professor of Entrepreneurship, MIT Sloan

Fiona Murray is the William Porter (1967) Distinguished Professor of Entrepreneurship, and the Faculty Director at both the Martin Trust Center for MIT Entrepreneurship and the Legatum Center. Professor Murray is also the Associate Dean for Innovation, Co-Director of the Innovation Initiative, and has most recently been appointed a Member of the UK Prime Minister’s Council for Science and Technology (CST).

She is an international expert on the transformation of investments in scientific and technical innovation into innovation-based entrepreneurship that drives jobs, wealth creation, and regional prosperity. Murray has a special interest in how policies, programs, and relationships between academia and industry can be designed to accelerate the productive role of universities in their local entrepreneurial ecosystem. This includes intellectual property issues as well as broader programs that enable technology transfer and commercialization.

Murray received her BA ’89 and MA ’90 from the University of Oxford in Chemistry. She subsequently moved to the United States and earned an AM ’92 and PhD ’96 from Harvard University in Applied Sciences.

**Prof. Paul Osterman, PhD ’76**  
NTU Professor of Human Resources and Management, MIT Sloan

Paul Osterman is the Nanyang Technological University (NTU) Professor of Human Resources and Management at the MIT Sloan School of Management and a member of the Department of Urban Planning at MIT. From July 2003 to June 2007 he also served as Deputy Dean at the Sloan School.

His research concerns changes in work organization within companies, career patterns and processes within firms, economic development, urban poverty, and public policy surrounding skills training and employment programs.

Professor Osterman has been a senior administrator of job training programs for the Commonwealth of Massachusetts and has consulted widely to government agencies, foundations, community groups, firms, and public interest organizations.

Professor Osterman has written many books; his most recent being *Good Jobs America: Making Work Better for Everyone* (Russell Sage, 2011). In addition, he has written numerous academic journal articles and policy issue papers on topics such as labor market policy, the organization of work within firms, careers, job training programs, economic development, and anti-poverty programs.
The MIT Center for Information Systems Research (CISR) conducts and shares original research to help executives lead increasingly dynamic and information-intensive organizations. We do this within a global university-based research ecosystem with the support and contribution of our 90+ patrons and sponsors.

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mitsloan.mit.edu/ide  @MIT_IDE
BIG DATA 2.0: NEXT-GEN PRIVACY, SECURITY, AND ANALYTICS

KRESGE AUDITORIUM // The first wave of big data has hit, creating great opportunities but also cracks in company security, worries about customer data privacy, and showing the limitations of current analytics. The second wave of big data is gathering strength now. The thought leaders and practitioners on this panel will discuss what Big Data 2.0 may look like, what security measures companies may have to take, how improved analytics can help us achieve stronger insights, how consumers are demanding a new privacy contract, and how some cutting-edge companies are shining a light on this future.

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

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

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

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

Ricardo Bartra
Chief Information Officer for the Americas, DHL Global Forwarding

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

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

Bartra has a master’s degree in Information Systems Management from the U.S. Naval Postgraduate School and a bachelor’s degree in Systems Engineering from the Air Force Academy in Lima, Peru.
Anthony Christie, SF ’98  
Chief Marketing Officer, Level 3 Communications

Anthony Christie is CMO for Level 3 Communications, responsible for Worldwide Marketing, Product Management, and Customer Experience. Previously, Christie was Chief Technology and Information Officer for Global Crossing, where he was responsible for Global Technology, Operations, IT Strategy, Customer Experience, and Business Process. Prior to that, Christie was Managing Director of Global Crossing for Europe, the Middle East, and Africa, based in the United Kingdom. He also served as Global Crossing’s Chief Marketing Officer.

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

Robert Thomas  
Vice President, Product Development, IBM Analytics

Rob Thomas is Vice President of Product Development, IBM Analytics. He brings extensive experience in management, business development, and consulting in the high technology and financial services industries.

In his current role, Thomas leads product development for Big Data and Analytics which includes the development of IBM’s Hadoop, NoSql, advanced analytics, machine learning, database, data warehouse, business intelligence, data security, and data integration products. Prior to this role, Thomas held a variety of roles in IBM Software Group leading Big Data field operations and Business Development for Information Management Software.

Thomas has published articles in publications, including InfoWorld and Silicon Valley Business Ink focused on issues, trends, and strategy in the IT industry. In February 2015, John Wiley & Sons published his first book, Big Data Revolution: What farmers, doctors, and insurance agents can teach us about patterns in big data. The Financial Times called the book, “Interesting as a case study of the philosophical assumptions that underpin the growing obsession with data.”
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Russell Reynolds Associates is a global leader in assessment, recruitment and succession planning for chief executive officers, boards of directors and key roles within the C-suite. With 350 consultants in 46 offices around the world, the firm works closely with both public and private organizations across all industries and regions. Russell Reynolds Associates helps clients build boards and executive teams that can meet the challenges and opportunities presented by the digital, economic, environmental and political trends that are reshaping the global business environment.

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WHO WILL LEAD DIGITAL TRANSFORMATIONS IN YOUR BUSINESS?

SALA DE PUERTO RICO • 2ND FLOOR, STRATTON // As digital technologies permeate every nook and cranny of business, organizations will need an increasingly diverse set of digital leaders. CIOs who step up to a digital leadership role within their organizations can expect to contribute increasingly in a number of valuable ways, perhaps even assuming their organization’s über digital role with responsibility for all things digital. Those who are unable to step up may find themselves subordinate to the emerging roles of Chief Digital, Data, and Analytics Officers, or to the CMO, CFO, or COO, their portfolio limited to the infrastructure and corporate systems. This panel will consist of CIOs and other digital leaders discussing their roles within their firm’s senior leadership team.

LUNCH BREAKOUT

Shawn Banerji
Managing Director, Russell Reynolds Associates

Based in New York, Shawn Banerji is a member of the Information Officers and Business and Professional Services Practices within the Global Technology sector at Russell Reynolds Associates. He is a trusted advisor to clients on the role of technology across all facets of the enterprise. His efforts have resulted in the successful recruitment of functional technology leaders (Chief Information Officer, Chief Technology Officer) across most major industries, including financial services, telecom/technology, retail/consumer, healthcare, industrial/natural resources, as well as media and Internet. Banerji also has extensive business process outsourcing, process improvement, and shared services experience. Clients include high growth as well as large corporations, along with extensive work for investors and their portfolio companies. Banerji received his BA from the University of Richmond and his MA from the University of Westminster, London. He is fluent in Bengali, English, and Hindi.

Stephen J. Gold
Executive Vice President and Chief Information Officer, CVS Health

Stephen Gold is EVP and CIO for CVS Health. He is the company’s senior technology executive, and has responsibility for all information systems and technology operations, including information technology strategy, application development, technology infrastructure, and business and technology operations.

A seasoned executive with more than 30 years of information systems management experience, Gold was previously Senior Vice President and CIO for Avaya, guiding all aspects of the company’s technology strategy, as well as leading IT business operations and systems globally.

Prior to joining Avaya, Gold was the Executive Vice President, CIO, and Corporate CTO for GSI Commerce. At GSI, Gold was responsible for product development, product marketing, systems architecture, product engineering, and technology operations for one of the nation’s premier e-commerce solutions providers, supporting brands such as Toys R Us, Polo, Estée Lauder, Kate Spade, and all major sports leagues. Gold holds an undergraduate degree in computer science from Saint John’s University and currently serves on their advisory board.
Marty St. George, SB ’86  
Executive Vice President, Commercial and Planning, JetBlue

Marty St. George leads JetBlue’s airline planning and commercial teams including marketing, e-commerce, sales, revenue management, product, network planning, partnerships, loyalty, and operational planning, as well as JetBlue Getaways, its vacation packaging subsidiary. He also teaches innovation classes at JetBlue University in Orlando, Florida.

St. George joined JetBlue in 2006 as leader of the network strategy and partnership team. In his nine years at JetBlue, he has experienced record profits, occasional losses, ice storms, new airplane types, all while growing JetBlue to almost 100 cities in North, Central and South America. Regardless, St. George is proudest of the fact that JetBlue has won 11 consecutive J.D. Power Awards for highest airline customer satisfaction in North America.

Prior to joining JetBlue, St. George held various marketing, network, and strategy positions at both United Airlines and US Airways. He is a native of Boston and has a degree in civil engineering from MIT.

Eash Sundaram  
Executive Vice President, Innovation and Chief Information Officer, JetBlue

Eash Sundaram serves as JetBlue’s EVP, Innovation and CIO, and the Chair of JetBlue Technology Ventures, a wholly owned subsidiary of JetBlue Airways. He is a member of the Executive Leadership Team and responsible for systems and technologies, and innovation for the airline. He oversees strategy, vision, and implementation of technology solutions that align with the value airline’s business model to offer consistent service and maximize investment.

Prior to joining JetBlue, Sundaram served as Senior Vice President Global Supply Chain and Chief Information Officer at Pall Corporation. Sundaram holds a master’s degree in transportation management from the State University of New York and a bachelor’s degree in science and engineering from MK University, in India.

BIRDS-OF-A-FEATHER NETWORKING LUNCH  
12:00 PM – 1:15 PM

ROCKWELL CAGE, MAIN COURT  
If you have not selected one of the Lunch Breakout sessions, please join us for a Networking Lunch, on the Main Court of Rockwell. We will have working lunches set up at tables, with “Birds of a Feather” topics posted on signs. Feel free to sit at a table about a topic of interest. Many tables will be facilitated by an ‘expert’ (speaker, sponsor, organizer) who will help lead a lively and interesting discussion. Be prepared to share business cards and get to know other Symposium attendees. It is a chance to network, talk shop, and learn something new.
Ryan Mallory
Vice President, Global Solutions Architects, Equinix

Ryan Mallory serves as Equinix’s VP of Global Solutions Architects and is an active contributor in the IoT space. Sitting on multiple customer advisory boards, and advising start-ups in Silicon Valley around the interconnected grid, city, home, and person, his line of sight into emerging market trends and advanced execution is highly regarded. Key areas of expertise are the mobile integration point, edge access, and aggregation point and core distribution infrastructure for IoT, and the industrial Internet. His guidance and recommendations have helped Fortune 500 companies solidify their IoT roadmap and implement a comprehensive execution plan.

IoT: THE NEW ECOSYSTEM

The Internet of Things (IoT) has become an increasingly important part of all aspects of our personal and professional lives. The connected world requires a dramatic increase in the amount of network and services capabilities available to end users. This is sparking a new gold rush in the ecosystem development world.

Ryan Mallory
Vice President, Global Solutions Architects, Equinix

What matters most to CIOs?

Recent Deloitte research reveals four key areas in which CIOs should operate to lead their organizations effectively and create successful careers. Read the 2015 Global CIO Survey to learn how CIOs are creating impact and value today – and where their value proposition is headed in the future. The survey of over 1,200 CIOs and senior IT executives around the globe, was conducted by Deloitte’s CIO Program, representing our commitment to helping advance the careers, contributions, and impact of CIOs worldwide.

www.deloitte.com/us/ciosurvey

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The world has changed...forever.

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BEST PRACTICES FOR MANAGING A DIGITAL INNOVATION PORTFOLIO

KRESGE AUDITORIUM // Many global companies are feeling growing pressure to rapidly respond to local business demands. MIT research has found that IT units are supporting these demands competitively in two fundamentally different ways: (1) reusing technology and business components, and (2) engaging in off-platform experiments. In addition, to practice both types of innovation simultaneously, they are engaged in new collaborations with internal and external stakeholder groups to create a simple and relevant set of reusable components, foster their reuse, and engage in and learn from experiments. This panel discussion with leading CIOs will explore best practices for managing a portfolio of innovations.

Nils Fonstad, SM ’96, PhD ’03
Research Scientist, MIT Sloan Center for Information Systems Research

Nils Fonstad researches how organizations build digitized platforms that enhance and sustain competitive business agility as well as how organizations define, access, and foster new skills and leaders for operating and innovating digitally. In 2010, he co-founded with CIONET the European CIO of the Year Awards to raise awareness of the expanding strategic roles of digital leaders. Fonstad has returned to MIT CISR as a research scientist from INSEAD eLab, where he served as Associate Director. Based in Madrid, Fonstad is responsible for both fostering relations with organizations from Europe and Latin America, and conducting field-based research on how firms maximize business value and minimize risks from digitization.

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

Sean Belka
Senior Vice President and Director, Fidelity Center for Applied Technology

Sean M. Belka is Senior Vice President and Director of Fidelity Center for Applied Technology (FCAT), a unit of Fidelity Investments. FCAT is a leading provider of investment management, retirement planning, portfolio guidance, brokerage, benefits outsourcing, and other financial products and services to more than 20 million individuals, institutions and financial intermediaries. FCAT’s vision is to serve as Fidelity’s idea and innovation catalyst, helping Fidelity’s employees and businesses to imagine and realize the possibilities of emerging technologies and new ideas.

Belka joined Fidelity in 1993 and has held numerous leadership positions in the business. Prior to joining Fidelity, Belka was a Senior Vice President at Digitas, LLC in Boston. In 2014, Belka was recognized as an Elite Eight CIO by Wall Street & Technology. He is also a Co-Founder and co-curator of TEDxBoston. He serves on the MassChallenge Board of Advisors, the National Science and Technology Advisory Committee at Citizen Schools, the Innovation Advisory Board at the Perkins School for the Blind, the Board of Advisors for the FinTech Sandbox, and the Board of Advisors for the Massachusetts Innovation and Technology Exchange.
Christopher Paquette
Partner, McKinsey & Company

Christopher Paquette is a Partner at McKinsey, and a leader in their Digital Practice. He advises clients on all stages of digital transformation, including technology architecture, operations and customer journey re-imagination, customer experience improvement, enhanced digital sales and marketing processes, and cultural transformation. He has developed technology and digital strategies with a dual focus on enhanced revenue growth and better customer relationships for clients. For several top ten North American banks, this included the redesign of mortgage, auto-loan, and customer service operations, as well as a back-office redesign and digitization program across eight core banking processes. This work has led to hundreds of millions of dollars of bottom-line impact being identified and captured. It has engendered material improvement in consumer and corporate customer experience, including a 30-80% reduction in wait time and a 40-80% reduction in administrative touch points and data gathering.

Paquette recently co-authored “Speed and scale: Unlocking digital value in customer journeys,” which examined how organizations need short-term, pragmatic moves that meet customer expectations and protect core businesses today, in addition to assembling digital building blocks for the long term.

Prior to joining McKinsey, Paquette was a director of Client Service at Marsh & McLennan. He holds an MBA from the Kellogg School of Management at Northwestern University.

Derek Roos
Chief Executive Officer, Mendix

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

Roos earned an MS in Business Administration from Erasmus University, Rotterdam. He is a highly sought after speaker at IT conferences and is a guest lecturer at several universities. Roos received the 2012 Ernst & Young Emerging Entrepreneur of the Year award.
DEVELOPING YOUR ORGANIZATION’S SKILLS FOR THE DIGITAL FUTURE

LITTLE KRESGE // Are AI and robots eating jobs? Yes—some jobs more than others. But even as automation replaces some workers, it will enhance the roles of others. Companies will need people who can work closely with technology, as well as those who can do what computers cannot. How can CIOs develop a workforce that will thrive in the digital age? Which skills will be valued and which ones will be replaced? Does college still matter? Will on-demand workers replace full-time employees? Join our eclectic panel—experts in AI and jobs, Human Resources, alternative skill development, and digital leadership—as they describe what the coming changes in skills, jobs, and careers mean for CIOs and their companies.

George Westerman
Research Scientist, MIT Initiative on the Digital Economy

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

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

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

Gerald Chertavian
Chief Executive Officer and Founder, Year Up

Gerald Chertavian is the CEO and Founder of Year Up, a national program that empowers urban young adults to enter the economic mainstream. With its annual operating budget of approximately $100M, Year Up is one of the fastest growing nonprofits in the nation and was recognized by Fast Company and The Monitor Group as one of the top 25 organizations using business excellence to engineer social change. He serves on the Board of Advisors for the Harvard Business School Social Enterprise Initiative, and in 2013 was appointed by Massachusetts Governor Deval Patrick to serve as Chairman of the Roxbury Community College Board of Trustees. In 2015, he was appointed by Massachusetts Governor Charlie Baker to serve on the Task Force on Economic Opportunity for Populations Facing Chronically High Rates of Unemployment. Chertavian is a graduate of Bowdoin College and Harvard Business School, where he was awarded the Alumni Achievement Award in 2014. He has received honorary doctorates from Mount Ida College and William James College, and his book, A Year Up, is a New York Times best seller.
Karen Kocher
Chief Learning Officer, Cigna

Karen Kocher is Cigna’s global Chief Learning Officer. In this role Kocher is accountable for enterprise and external stakeholder learning, leadership effectiveness, and organizational development. Specifically, Kocher is responsible for capability and competency development, strategic talent planning, organizational network analysis and development, employee insights and engagement, performance management, and career development.

Prior to joining Cigna, Kocher held multiple roles within IBM including Global Solutions Executive, Software Division and Offering Executive, Advanced and Emerging Technologies, Global Services. Prior to IBM, Kocher was the General Manager/VP and P&L leader for the IKON Office Solution’s New England Learning Services Business. The early years of Kocher’s career were spent in line positions in insurance and financial services.

Kocher earned the prestigious Chartered Property Casualty Underwriter (CPCU) designation from the American College and is a member of the CPCU Society. She is a graduate of DePaul University with a major in political strategy and communications.

Steve Phillips
Senior Vice President and Chief Information Officer, Avnet, Inc.

Steve Phillips is SVP and CIO for Avnet, Inc., reporting to Avnet CEO Rick Hamada. He is a member of the Avnet Executive Board and a corporate officer.

Phillips came to Avnet with the 2005 acquisition of Memec, where he served as SVP and CIO since 2004. Prior to joining Memec, Phillips was SVP and CIO for Gateway, Inc. He was previously the IT leader for Diageo’s European foods business. Early in his career, he served in engineering and operations leadership roles at Thorn EMI.

Under Phillips’ leadership, Avnet has been recognized with multiple IT awards, including CIO 100, InfoWorld Green 15, and InformationWeek Elite 100. In 2015, Phillips was inducted into CIO magazine’s CIO Hall of Fame. Additionally, he received an HMG Strategy Transformational CIO Leadership Award in 2012 and was named a Computerworld Premier 100 IT Leader in 2011.

Phillips is Chairman of the Board at Wick Communications, a news and specialty publications company. From 2008–2011, he chaired the board of the Arizona Technology Council. Phillips holds a BS in electronic engineering from Essex University and a post-graduate degree in management studies from the University of West London. He is a Fellow of the Institution of Engineering and Technology.
MITIGATING CYBER RISKS IN
THE GROWING WORLD OF
INTERNET-CONNECTED DEVICES

SALA DE PUERTO RICO • 2ND FLOOR, STRATTON // The number of Internet-connected devices is expected to increase from about 4 billion to over 20 billion devices by 2020. This will create wonderful new capabilities, but also more cyber risks due to the increased number of attack surfaces, the growing expertise of hackers, and the thriving black market for stolen data and malware. How can your organization mitigate cyber risk? How can innovative new technologies and methods help? Where should the governance of cybersecurity fit in your organization? President Obama has just proposed to allocate $19B to cybersecurity in his latest budget—is that enough and how can it help your organization? This panel will address the strategic, managerial, and operational issues of cybersecurity.

Prof. Stuart Madnick, SB ’66, SM ’69, PhD ’72
Director, MIT Interdisciplinary Consortium for Improving Critical Infrastructure Cybersecurity, (IC)3

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

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

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

Roota Almeida
Head of Information Security, Delta Dental of NJ

Roota Almeida is a dynamic senior IT Executive and CISO responsible for successful implementation of information security and risk, and compliance systems and strategies across multiple industries with global operations. Currently, she is the Head of Information Security at Delta Dental of NJ responsible for managing the development and implementation of enterprise-wide information security strategy, policies, risk assessments, and controls.

Almeida has over 15 years of direct experience in establishing and maintaining global security strategies, architectures, standards, and compliance while driving the necessary cultural changes to affect measurable improvements in the organization’s security posture. Recognized as a thought leader in the industry as a co-chair, governing body member, and a frequent speaker at various information technology summits, she also has published various articles and interviews in security magazines and websites.
Tom Eilers  
Director, Eastern Region, Government & Education Solutions, Intel Security

Tom Eilers is the Director for the Eastern US for Intel Security’s Government and Education Solutions team. Eilers has over 15 years of cybersecurity experience working across the public/private sector during his 24 years in the IT industry. Prior to joining Intel Security eight years ago, Eilers worked as part of the team at Blue Ridge Networks and Cyveillance Inc., as Senior Director of Sales and Business Development. Early in his career, Eilers was part of the enterprise networking sales leadership team at MCI Communications which today is part of Verizon Corporation.

Mark Morrison  
Chief Information Security Officer, State Street Corporation

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

Morrison has more than 30 years of experience in information systems and network security engineering, policy, risk management, and computer network defense. Prior to joining State Street in June 2013, he served as the Deputy Chief Information Security Officer for the US Department of Defense, the US Intelligence Community chief information security officer, and the chief information security officer at the US Defense Intelligence Agency.

Morrison has received the Presidential Rank Award of Meritorious Senior Professional, the Director of National Intelligence Exceptional Service Medal; and the Director, Defense Intelligence Agency Exceptional Civilian Award. He has a BA from the University of Massachusetts at Amherst.

Sam Phillips  
Vice President, General Manager, CISO, Samsung Business Services, Samsung Electronics

Sam Phillips is Vice President and General Manager of Samsung Business Security Services and Chief Information Security Officer for Samsung Business Services, responsible for supporting Samsung’s global customers and developing the company’s information security program. Phillips has extensive experience in driving strategic business initiatives, educational development programs, and chairing large-scale projects focused on improving and implementing security at the industry level.

Prior to joining Samsung, Phillips served as Chief Security Officer for Blackberry, where he developed one of the first integrated physical and logical corporate security programs. In this role, he was also responsible for providing global security advisory services to Blackberry’s enterprise customers. He has held senior leadership and consulting roles at Bank of America and the Boeing Company, focusing on IT risk.

Phillips holds a bachelor’s degree in computer science from Montana State University and a master’s degree in information systems management from Seattle Pacific University. He is a Certified Information Systems Security Professional and a Certified Information Security Manager.
Commoditization pressures and shifting consumer expectations have inspired many companies to use data and analytics to enrich their core products and services, a phenomenon that we call “wrapping.” Companies wrap offerings with information to differentiate them and to add value for customers, which increases product- or service-related outcomes that include price, sales, and loyalty. The best companies build distinctive competencies for wrapping. This panel will investigate the competencies found in high-performing firms—and identify effective ways that firms are coordinating and structuring to accommodate this emergent approach for driving value from the firm’s data assets.

Barbara Haley Wixom
Principal Research Scientist, MIT Sloan Center for Information Systems Research

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

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

Ivan Matviak
Executive Vice President, Head of GX Americas, State Street Corporation

Ivan Matviak is an executive vice president at State Street Corporation. As part of the Global Exchange (GX) business, Matviak is GX’s regional head in North America. The team brings together capabilities in data aggregation, analytics (risk, attribution, performance), and investment management software (accounting, compliance, portfolio analysis, portfolio management).

Matviak has nearly two decades of multinational executive experience in financial services, strategy consulting, and consumer industries. Prior to joining State Street, Matviak held positions at Halifax Bank of Scotland and Bain & Company. Having led numerous global teams, he has lived and worked in New York, London, Paris, and Johannesburg. He holds a BA and an MA in international relations from the University of Pennsylvania, an MBA from the Wharton School of Business, and is a Fellow at the Joseph H. Lauder Institute for International Studies.
Eamon O Neill
Director of Product Management, Vertica, Hewlett Packard Enterprise

Eamon O Neill is the Director of Product Management for Vertica—the industry’s leading platform for analyzing massive volumes of data with blazing-fast performance. He is responsible for the cloud, on-Hadoop, and on-premise offerings for Big Data analysis in the Software group at Hewlett Packard Enterprise.

With more than 15 years of high-tech product experience and deep knowledge of mobile applications, databases, software defined networking and storage, marketing automation, and distributed systems, Eamon had a founding role in the creation of the cloud services platform at BladeLogic (now BMC Software). In addition, Eamon held product management, software engineering, presales, and business consulting roles, at Unica (now IBM), Rubric (now Verint), and Cambridge Technology Partners.

James Powell
Chief Technology Officer, Nielsen Company

James Powell is Nielsen’s Chief Technology Officer, leading their data science, engineering, and technology teams. Powell joined Nielsen in this role in July 2015.

Immediately prior to joining Nielsen, Powell was Executive Vice President and Chief Technology Officer at Thomson Reuters, where he was responsible for all technology including scale shared services, shared information platforms, enterprise architecture, and governance. In his seven years with Thomson Reuters, Powell served in a number of technology leadership roles, including Chief Technology Officer, Markets Division and Chief Technology Officer, Enterprise. His career includes leadership positions in technology and data with Solace Systems, Citadel Investment Group, Reuters Group, and TIBCO Finance Technology. He began his career with Teknekron Software Systems.

Powell holds a BS in mathematics and an MS in industrial robotics from Imperial College in London.

Mona Vernon, SM ’11
Vice President, Thomson Reuters Labs

Mona M. Vernon is Vice President of Thomson Reuters Labs. The lab partners with customers and third parties, such as start-ups and academics, on new data-driven innovations. Previously at Thomson Reuters, Vernon ran the Emerging Technology group and launched an Open Innovation Challenge program across the enterprise. She holds a BS and MS in mechanical engineering from Tufts University and an SM in Engineering and Management from MIT, where her research focused on the role of customer experience in digital business strategy. Prior to joining Thomson Reuters, she worked at technology start-ups in product development and management roles. Vernon is an Executive Board Member of the FinTech Sandbox in Boston, an advisory board member for the Commonwealth of Massachusetts Big Data Advisory Committee, and winner of Boston 50 on Fire.
THE PERFECT CIO: EMPOWERING BUSINESS PARTNERS AND SERVING CUSTOMERS

KRESGE AUDITORIUM // With technology and customer requirements changing at such a fast pace, CIOs have to respond, innovate, and make evidence-based decisions, not only within their own organization but increasingly for the whole company. More than ever, this requires extensive collaboration with customers and among different functions within the company. How do CIOs empower their business partners across the company? We’ll discuss the top priorities of high performing CIOs and the business outcomes for which they should be increasingly held accountable.

Leslie Owens
Executive Director, MIT Sloan Center for Information Systems Research

Leslie Owens is Executive Director and MIT Sloan Senior Lecturer at the MIT Sloan School’s Center for Information Systems Research where she helps define sponsorship models; supervises sponsor-defined student projects for T-Lab, CISR’s MIT Sloan Action Learning course; defines communications strategy to optimize the impact of CISR research; designs and hosts CISR sponsor event programs; and leads staff development efforts. She works with other CISR leaders to provide CISR’s strategic direction.

Owens joins MIT CISR from Forrester Research where she was a Vice President and Research Director. In this role she managed a team of analysts and was responsible for leading research projects, delivering research and consulting services to clients, and speaking at major client events.

Jeanne Lieb
Senior Vice President, Information Services and CIO, FM Global

Jeanne Lieb is the CIO at FM Global, one of the world leaders in commercial property insurance. She was elected Senior Vice President, Information Services in 2003. Lieb is a member of FM Global’s executive oversight group for business transformation, the company’s technology steering committee, and its market and product development committee.

In her role, Lieb provides strategic vision for leveraging technology in support of the company’s insurance, risk engineering, and claims solutions that allow its clients to manage risk and focus on their business resiliency. Under her leadership, multiple solutions enabled through technology have won industry awards for business value and innovation.

Lieb has served as a mentor to students in the Rhode Island Year Up program and was honored with its Outstanding Mentor of the Year Award. For the last four years she served as a board member of the Rhode Island Quality Institute, whose mission is to improve the quality, safety, and value of healthcare in Rhode Island. She holds a bachelor’s degree from Brandeis University.
Steven Rosenbush
Editor, CIO Journal, Wall Street Journal

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

Craig Stephenson
Managing Director, Korn Ferry

Craig W. Stephenson is a Senior Client Partner and Managing Director of the North America CIO Practice and the Global Financial Markets Technology & Operations Practice at Korn Ferry. Based in New York, he is also a member of the firm’s Board & CEO Services Practice and Global Promotion Committee. Stephenson is recognized for his extensive talent management knowledge of technology and operations leadership across financial markets. He conducts senior-level search assignments around the world and leadership and talent consulting engagements across the critical technology and operations functions.

As a founding member and leader of the practice, Stephenson oversees the delivery of search activities around the world and is recognized by clients for his commitment to quality and thorough understanding of the financial markets across capital markets, brokerage/wealth management, asset management, retail and commercial banking, insurance, and FinTech.

Stephenson continues to be a featured speaker at the Financial Services CIO Summit and develops the agenda for the yearly event in New York. He is often quoted in various industry publications and more recently in the CIO Journal covering topics that include critical leadership characteristics. He is a graduate of Lynchburg College in Virginia, where he earned a bachelor’s degree in business management.
LITTLE KRESGE // The digital workplace is about a fundamentally different way of working. Influence, networks, and dynamic decisions become much more important than power, hierarchies, static decisions, processes, and rules that made sense in a slow-moving, traditional environment. We will challenge some of the popular beliefs around collaboration and discuss how high performing firms are combining a series of management levers (the 6-SS: symbols, space, systems, social, sustaining leadership, systemic learning) to build digital workplaces that simplify working life. We will also discuss the actions CIOs should take to create or improve the digital workplaces within their own companies.

Kristine Dery
Research Scientist, MIT Sloan Center for Information Systems Research

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

Allison Mnookin
Chief Executive Officer, Quickbase, Inc.

Allison Mnookin is CEO of QuickBase Inc., and serves on the company’s Board of Directors. She served as the Vice President and General Manager of QuickBase for six years during its tenure as a business unit of Intuit. Mnookin brings two decades of experience as a technology executive for successful cloud and business software companies. At QuickBase, Mnookin is responsible for setting the business strategy and currently oversees a client base of more than 500,000 business subscribers, including more than 50 percent of the Fortune 100.

Prior to QuickBase, Mnookin held several leadership positions in Intuit’s Small Business Division. Most notably, she served as Vice President and General Manager of a $500M portfolio of small business products, which included QuickBooks. Mnookin was also instrumental in the early formation and growth of Quicken Loans.

She currently serves on the Board of Directors of Fleetmatics, a leading global provider of fleet management solutions for small and mid-sized businesses. Mnookin holds an MBA from Harvard Business School and a BA from Harvard College.
Michael Morris
General Manager, Topcoder

Michael Morris drives a high-growth team, customer innovation, and sales/services for Topcoder, the 900K+ strong global software development community focused on the design, development, and data science that redefines business. His ability to manage and motivate at all levels of the internal/external organization, as well as serve as an accessible software industry resource, enables Morris to connect with technologists and strategists throughout the world.

David Neitz
Chief Information Officer, CDM Smith

David Neitz is CIO at CDM Smith, a leading engineering and construction firm that provides lasting and integrated solutions in water, environment, transportation, energy, and facilities to public and private clients worldwide. He is responsible for all aspects of the firm’s Business Technology practice, including a transformative Digital Capital strategy that creates value and delivers business outcomes. His focus on innovation has resulted in the application of new disruptive technologies and processes that capture digital assets and provide new visualization and collaboration capabilities, resulting in superior results for the firm’s clients.

Prior to joining CDM Smith, Neitz was CIO for MWH Global where he transformed IT into a trusted business partner by focusing on business outcomes. In recognition of his accomplishments, Neitz was selected by ComputerWorld magazine as one of their “Premier 100 IT Leaders” in 2011 and CIO magazine as their “Ones to Watch Award” for 2010. In addition he received the Standout award for “Change Leadership” from CIO magazine. He holds an MBA from the University of Colorado Executive MBA program.

Jim O’Neill
Chief People Officer, HubSpot

Jim O’Neill is currently serving as HubSpot’s Chief People Officer. He joined HubSpot in 2007 as CIO and from its earliest days he has helped to invest technology and platforms to scale the company from fewer than ten employees and a handful of customers to over 1000 employees in 4 countries, serving more than 18,000 customers in over 90 countries worldwide.

In his current role, O’Neill is looking at the changing workplace and workforce as a data driven, constant-feedback and always-on environment—meanwhile the workforce is demanding a work from anywhere, anytime, and on any device mindset all while getting actionable feedback.

While O’Neill has spent over 20 years in technical and operations roles ranging from VP of Engineering, CTO, and CIO, he is now focused on the rapid changes and technology investments in our most important and precious resources in business—people and employees.

O’Neill is a frequent speaker at conferences and industry events on topics including cloud technologies and platforms to modern work cultures. He is also a passionate advisor and angel investor in over a dozen tech startups. O’Neill sits on the counsel of strategic advisors and the Technical Advisor Network at Worcester Polytechnic Institute. In 2015, he was awarded the CIO of the Year for Corporate Segment from the Boston Business Journal.
Blockchain is gathering momentum, transcending beyond bitcoin. It has the promise of propelling the ledger, one of the oldest and most important concepts in finance, into the Internet age. It also has the potential of improving cybersecurity, digital identity, and audit trails. Applications range from smart contracts to supply chain management, automation, and artificial intelligence. We’ll discuss how blockchain may upend your business model and revolutionize the way you do business.

Prof. Christian Catalini  
Assistant Professor, MIT Sloan

Christian Catalini is the Fred Kayne (1960) Career Development Professor of Entrepreneurship and Assistant Professor of Technological Innovation, Entrepreneurship, and Strategic Management at the MIT Sloan School of Management. His main areas of interest are the economics of innovation, entrepreneurship, and scientific productivity. His research focuses on crowdfunding and online entrepreneurial finance, how proximity affects the recombination of ideas, and the adoption of technology standards, science and technology interactions. In 2009-10 he was a visiting scholar at Harvard IQSS. He has presented his research on proximity and innovation at a variety of institutions including Harvard University, MIT, Yale University, and London Business School.

Catalini holds a BE in international markets and new technologies, an MSc in economics and management of international markets and new technologies from Bocconi University, Milan, and a PhD in strategic management from the Rotman School of Management at the University of Toronto.

Anders Brownworth  
Principal Engineer, Circle

Anders Brownworth architects the treasury system at Circle and teaches blockchain technology at MIT.

Circle is a consumer Internet company focused on transforming the world economy with secure, simple, and less costly technology for storing and using money. Circle is backed by $76 million from investors including Goldman Sachs, IDG China, Breyer Capital, Accel and General Catalyst. With offices in Boston, San Francisco and Dublin, Ireland, Circle is building mobile apps aimed at enabling greater ease-of-use in online and in-person payments, with enhanced security and privacy, and the convenience of free, instant, global digital money transfers.

Previously, Brownworth helped create and launch Republic Wireless, a WiFi / cellular hybrid smartphone service. Brownworth holds a number of patents in the telecom space and played a key role in Bandwidth.com’s evolution from startup to established industry player.
Peter Nichol  
Principal, PA Consulting Group

Peter B. Nichol was honored as an MIT Sloan CIO Leadership Award Finalist in 2015, and is a regular contributor to www.cio.com on innovation. Former Head of Information Technology, Nichol was responsible for Connecticut’s Health Insurance Exchange’s (HIX) industry-leading digital platform transforming consumerism and retail-oriented services for the health insurance industry. Nichol was the program director for the Connecticut marketplace implementation, providing the most stable HIX launch October 1, 2013, and reducing Connecticut’s uninsured rate by more than half, a national model for success. Nichol championed the Connecticut marketplace digital implementation with a transformational cloud-based SaaS platform and mobile application recognized as a 2014 PMI Project of the Year Award finalist and CIO 100 awards for best digital services, API, and platform. He also received a lifetime achievement award for leadership and digital transform as a 2016 Computerworld Premier 100 IT Leader.

Nichol is a healthcare expert at PA Consulting Group and has a BS in C.I.S from Bentley College, earned his PMP® in 2001, Certified Scrum Master and Six Sigma Master Black Belt. As a commercial rated aviation pilot and master scuba diver, Nichol understands first hand how to anticipate change and lead boldly.

Simon Peffers  
Architect, Intel

Simon Peffers is an architect in the Datacenter Innovation, Pathfinding, and Architecture Group at Intel. In that capacity, he is responsible for identifying, characterizing, and accelerating datacenter algorithms on Intel Architecture. Since 2014, his group has been involved in blockchain and distributed ledger technology projects seeking to better understand this emerging workload, its applications in solving real world problems, and ultimately ensuring it runs best on Intel Architecture.

For more than 15 years Peffers has helped to shape Intel server products, including Haswell Server and Xeon+FPGA. As a technologist he has contributed across a diverse set of areas including leading software projects, managing silicon design teams, and architecting new products and solutions. Today, in addition to his technical work, Peffers mentors other engineers on career development and helps to nurture a diverse workforce.

He holds a BS and MS in electrical and computer engineering from Carnegie Mellon University. A frequent climber of both rock and ice, he’s keenly aware of how to anticipate and accommodate rapid shifts in the interfaces between people, their environments, and technology.

Matthew Utterback  
Co-Founder, Rex Mercury, Inc.

Matthew Utterback is a global entrepreneur and investor. He is the Co-Founder of Rex Mercury, Inc. Rex Mercury leverages the benefits of blockchain technology to drive digital payment adoption in developing markets. Rex won the MIT BitComp “Next Billion” prize in 2014.

From 2004 to 2011 he led sales and client services for Digital Divide Data, a pioneer in Impact Sourcing in Cambodia, Laos, and Kenya. He began his career at the MIT Entrepreneurship Center, after which he joined Flagship Ventures in Cambridge, MA. Utterback’s other startups include eKitabu, LLC, the leading ebook distributor in East Africa, of which he is Co-Founder and Chairman; Affinnova, Inc., acquired in 2014 by Nielsen; and StatDNA, acquired in 2012 by Arsenal F.C.
Dieter Haban  
Chief Information Officer, Daimler Trucks North America

Dr. Dieter Haban is responsible for the entire Daimler Trucks North America IT systems network and overarching IT technology strategy for the company’s manufacturing network across North America. His organization guides the company’s technology strategy with a specific focus on creating innovative solutions to improve company IT processes. Dr. Haban joined Daimler in 1990 and has held various management positions throughout the Daimler organization including oversight of numerous global projects. He joined Daimler Trucks North America as CIO in 2005.

Dr. Haban has master’s and PhD degrees in computer science and was previously a researcher at the ICSI, University of California at Berkeley. He presently resides in Portland, Oregon.

Mark Bernardo  
Executive Leader, Professional Services, Americas, GE Digital

Mark Bernardo has over 25 years of experience in solution design, product development and marketing for software offerings within the Industrial space. As a General Manager at GE Intelligent Platforms, he is responsible for leading the Global Services business with a focus on making the Industrial Internet real for both manufacturing and infrastructure customers.

Bernardo joined Intellution in 1988 as one of the first employees and became part of GE in 2002. Prior to this position, he served in a series of roles with GE Intelligent Platforms, including leading the customer support organization, engineer leader for HMI/SCADA and batch products, and quality assurance. He has worked with a large number of customers in a wide variety of vertical industries including food & beverage, consumer products, brewing, life sciences, power, water/waste water, metals, and pulp & paper.

Before joining GE, Bernardo worked at other software companies doing product development and quality assurance including developing a test automation framework. He holds a BS in computer science from Central New England College.

Stephanie Woerner  
Research Scientist, MIT Sloan Center for Information Systems Research

Stephanie Woerner studies how companies manage organizational change caused by the digitization of the economy. Her research centers on enterprise digitization and the associated governance and strategy implications. Two current studies are:

1. the amount, allocation and impact of enterprise-wide digital investments and
2. how digitization is influencing the shape of next-generation enterprise.

MEZZANINE LOUNGE • 3RD FLOOR, STRATTON // We are entering the era of the connected business model. Potentially, any asset, person, product, process, or source of data can be connected, making a reality of the long-forecasted connected house, car, factory, and ecosystem. Smaller and cheaper sensors—embedded technology in products like cars, oil wells, wearables, and business processes—will become the norm over the next decade. All this connectedness has the potential to radically change business models and the competitive landscape. Are you ready to capitalize on the transformational potential of IoT?
Ryan Mallory
Vice President, Global Solutions Architects, Equinix

Ryan Mallory serves as Equinix’s VP of Global Solutions Architects and is an active contributor in the IoT space. Sitting on multiple customer advisory boards, and advising start-ups in Silicon Valley around the interconnected grid, city, home, and person, his line of sight into emerging market trends and advanced execution is highly regarded. Key areas of expertise are the mobile integration point, edge access, and aggregation point and core distribution infrastructure for IoT, and the industrial Internet. His guidance and recommendations have helped Fortune 500 companies solidify their IoT roadmap and implement a comprehensive execution plan.

Paddy Srinivasan
Vice President, Products, Xively by LogMeIn

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

2017 MIT SLOAN CIO SYMPOSIUM
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1-DAY EVENT // Engage and connect with global IT leaders. Explore the newest enterprise technological innovations. Acquire actionable insight through leading academic research. 50+ speakers, 700+ IT executives, business leaders, and members of academia. This is where the future of IT happens.

WHEN: May 24, 2017
WHERE: MIT Kresge Auditorium, Cambridge, MA
ON THE WEB: www.mitcio.com
THE OWNER’S GUIDE TO PLATFORM STRATEGIES

KRESGE AUDITORIUM // Uber. Airbnb. Amazon. Apple. PayPal. All of these cutting-edge businesses are built on platforms: two-sided markets that are revolutionizing the way we do business. As digital networks increase in ubiquity, businesses that do a better job of harnessing the power of the platform will win. Whether platforms are connecting sellers and buyers, hosts and visitors, or drivers with riders, this session will discuss the “owner’s manual” for creating a successful platform business. But not every company can become a platform, so much of this session will be spent on helping practitioners measure where they are in a platform ecosystem, and how they can benefit from that position—or move to a different one.

Prof. Marshall Van Alstyne, SM ’91, PhD ’98
Fellow, MIT Initiative on the Digital Economy and Professor, BU Questrom School of Management

Marshall Van Alstyne is one of the world’s foremost experts on platform strategies and network business models. He is a frequent speaker, board level advisor, and consultant to both startups and global firms.

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

Visit Marshall at Authors Row | 5:30–7pm | Kresge Tent

George Collins
Chief Technology Officer, Deloitte Digital

George Collins is a partner in Deloitte Consulting based in our Silicon Valley office, and one of the leaders in our technology service area. He is the Chief Technology Officer of Deloitte Digital, US, and also leads our global software industry practice.

The clients Collins serves range from business leaders, to other CTOs and IT executives. His experience covers R&D, technology strategy, architecture, and the implementation of a wide range of technologies from front to back office including ecommerce, content management, ERP, and a host of custom solutions.

Collins is an agile evangelist, helping establish our agile transformation practice and agile delivery center of excellence. With international experience gained serving clients across North America, EMEA, and Asia-Pac, Collins has a broad outlook and keen appreciation of the different and evolving needs of a variety of markets.
4:00 PM – 5:00 PM
KRESGE AUDITORIUM

Eric McCarty
VP, Mobile Product Marketing, Samsung Business Services, Samsung Electronics

Eric McCarty currently oversees Samsung’s B2B mobile product marketing organization, where he is responsible for the company’s go-to-market planning for smartphones, tablets, wearables, PCs, and Chromebooks for the enterprise customer segment.

Previously, McCarty was responsible for Samsung’s B2B sales for U.S.-based wireless carriers, including the end-to-end B2B solutions segment. As part of this role, he engaged clients leading up to, during and after product deployments to ensure that solutions were meeting companies’ specific needs and expectations.

Prior to joining Samsung, McCarty held public sector and channel sales positions at Research in Motion (RIM), Sprint Nextel, and AT&T Wireless Services. McCarty holds degrees in speech communications and political science from the University of Richmond in Richmond, VA.

Prof. Sanjay Sarma
Vice President for Open Learning, MIT

Sanjay Sarma is the Vice President for Open Learning at MIT. He also leads the Office of Digital Learning, which oversees MIT OpenCourseWare and supports the development and use of digital technology for on-campus teaching and massive open online courses (MOOCs). He is also the Fred Fort Flowers (1941) and Daniel Fort Flowers (1941) Professor of Mechanical Engineering at MIT.

A Co-Founder of the Auto-ID Center at MIT, Sarma developed many of the key technologies behind the EPC suite of RFID standards now used worldwide. He was the founder and CTO of OATSystems, which was acquired by Checkpoint Systems in 2008.

Currently, Sarma serves on the boards of GS1, EPCglobal, several startup companies including Senaya and ESSESS, and edX, the not-for-profit company set up by MIT and Harvard to create and promulgate an open-source platform for the distribution of free online education worldwide. He received his bachelor’s degree from the Indian Institute of Technology, his master’s degree from Carnegie Mellon University, and his PhD from the University of California at Berkeley.

Chris Taylor
General Manager, Uber

Chris Taylor is the General Manager of Uber in Boston. A graduate of Northwestern University and Harvard Business School, Taylor began his career at the Boston Consulting Group, rising quickly through the ranks from Associate to Consultant to Project Leader. He also spent time in Thailand running logistics at a large local e-commerce company. Prior to joining the Uber Boston team, Taylor was General Manager of Uber in Chicago, where he oversaw the growth of one of Uber’s top global markets.
KRESGE AUDITORIUM // In today's business world, managers are using data to drive decisions in ways never envisioned. At the same time, companies are conducting experiments with online users every minute of every day for insight, improved engagement, and heightened transaction volume. Which is better? Why? When?

Prof. Sinan Aral, PhD '07
David Austin Professor of Management, MIT Sloan

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

@SinanAral

A TALE OF TWO MACHINE AGES

KRESGE AUDITORIUM // The evidence is mounting: as we move deeper into the second machine age, we’re learning that it’s the best of times in many important ways. But, we also face substantial new challenges. Over the years, McAfee’s closing keynote has become a tradition of the MIT Sloan CIO Symposium. In this 2016 edition, he’ll share some of his latest thinking on the opportunities and challenges of our rapidly changing, technology-fueled world.

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

Andrew McAfee studies the ways that information technology affects businesses and business as a whole. His research investigates how IT changes the way companies perform, organize themselves, and compete. He and Erik Brynjolfsson are co-authors of two award-winning books: the New York Times best-seller The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies (2014); and Race Against the Machine: How the Digital Revolution is Accelerating Innovation, Driving Productivity, and Irreversibly Transforming Employment and the Economy (2012). He coined the phrase “Enterprise 2.0” in a spring 2006 Sloan Management Review article to describe the use of Web 2.0 tools and approaches by businesses. McAfee has been acclaimed as one of the most influential people in IT by Ziff-Davis, Baseline, and Everything Channel.

McAfee is a principal research scientist and co-director at the MIT Initiative on the Digital Economy at the MIT Sloan School of Management. He received his doctorate from Harvard Business School, and completed two master of science and two bachelor of science degrees at MIT.
Mendix helps enterprises create a ‘fast lane’ to accelerate digital innovation.

Mendix is a completely integrated application Platform-as-a-Service (aPaaS) offering to design, build, deploy and manage custom applications. Enterprises are able to bring innovative Web, mobile and IoT apps to market six times faster and with 70 percent fewer resources than traditional development approaches.

See how Mendix can help you drive to meet your digital goals. [www.mendix.com/drive](http://www.mendix.com/drive)

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2016 CIO LEADERSHIP AWARD FINALISTS

AWARD DETAILS // The 2016 MIT Sloan CIO Leadership Award honors Chief Information Officers (CIOs) who lead their organizations by delivering business value and innovative use of IT in exceptional ways. The Award, in its ninth year, draws applicants from a wide diversity of industries, countries, and backgrounds. Recipients, and their organizations, receive broad recognition for their accomplishments.

Suresh Kumar
Senior Executive Vice President and Chief Information Officer, Client Technology Solutions, BNY Mellon

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

Before assuming his current role, Kumar was CIO for BNY Mellon’s Financial Markets & Treasury Services group and Pershing LLC. Prior to his appointment as CIO for Pershing, he served in that role with CSFBdirect and DLJdirect. At DLJdirect, he was instrumental in that company’s success in establishing a global presence in Japan, Hong Kong, United Kingdom, and Dubai, and pioneering the delivery of online brokerage services via the Prodigy Network, America Online, and ultimately the Worldwide Web.

Kumar earned a Bachelor of technology degree from the Indian Institute of Technology at Madras, an MBA from the Indian Institute of Management at Ahmedabad, and a master’s in computer science from the New York Institute of Technology.

Jeanne Lieb
Senior Vice President, Information Services and CIO, FM Global

Jeanne Lieb is the CIO at FM Global, one of the world leaders in commercial property insurance. She was elected Senior Vice President, Information Services in 2003. Lieb is a member of FM Global’s executive oversight group for business transformation, the company’s technology steering committee, and its market and product development committee.

In her role, Lieb provides strategic vision for leveraging technology in support of the company’s insurance, risk engineering, and claims solutions that allow its clients to manage risk and focus on their business resiliency. Under her leadership, multiple solutions enabled through technology have won industry awards for business value and innovation.

Lieb has served as a mentor to students in the Rhode Island Year Up program and was honored with its Outstanding Mentor of the Year Award. For the last four years she served as a board member of the Rhode Island Quality Institute, whose mission is to improve the quality, safety, and value of healthcare in Rhode Island. She holds a bachelor’s degree from Brandeis University.
LEADERSHIP TRAITS

STRONG COMMUNICATOR
Articulates a vision for strategic business value from IT and works across the organization to build partnership around this vision. Focuses communications on value and innovation, not technology. Helps all IT staff to understand the business and speak the language of business leaders.

PROVEN MANAGER
Clearly demonstrates value-for-money in the management of core IT services—providing the right services at the right price and the right level of quality. Recognized among peers as an effective leader of the IT unit.

VALUE DRIVER
 Understands the business and needs of the CEO, CFO, Line-of-Business heads and other senior executives. Ensures clear focus on potential and realized value in all IT initiatives. Incorporates IT into business decision-making by participating in key strategic conversations, suggesting innovative uses of IT, and managing risk.

TRUSTED PARTNER
 Exercises authority beyond IT itself. Considered a trusted member of the senior executive team, not just a technology leader. Suggests innovative uses of IT to transform the business—and successfully executes the changes. May receive additional non-IT responsibilities such as Chief Operating Officer or VP of Strategy, or strategic temporary roles such as Head of M&A integration.

Award Co-Chairs
Roy Chang, SB ’77, SM ’84
George Westerman

Award Judges
Lindsey Anderson, SM ’79
Doris Brophy
Pablo Ciano, Award Finalist 2015
Sudhir Desai
Cyrus “Chuck” Gibson, PhD ’69
Dr. Dieter Haban, Award Finalist 2014
Naeem Hashmi
Richard Hunter
Michael Johnson, SB ’80
Ilya Kabanov, SF ’15
Adriana Karaboutis, Award Finalist 2014
Zoya Kinstler
Michael Nilles, Award Winner 2015
James Noga, Award Finalist 2010
Cynthia Nustad, Award Finalist 2013
Ellen Quackenbush, SM ’85
Michael Reich, Award Finalist 2013
David Rudzinsky
Todd Tucker
Richard T. Watson
Dr. Madeline Weiss
Dr. Irving Wladawsky-Berger

David Neitz
Chief Information Officer, CDM Smith

David Neitz is CIO at CDM Smith, a leading engineering and construction firm that provides lasting and integrated solutions in water, environment, transportation, energy, and facilities to public and private clients worldwide. He is responsible for all aspects of the firm’s Business Technology practice, including a transformative Digital Capital strategy that creates value and delivers business outcomes. His focus on innovation has resulted in the application of new disruptive technologies and processes that capture digital assets and provide new visualization and collaboration capabilities, resulting in superior results for the firm’s clients.

Prior to joining CDM Smith, Neitz was CIO for MWH Global where he transformed IT into a trusted business partner by focusing on business outcomes. In recognition of his accomplishments, Neitz was selected by ComputerWorld magazine as one of their “Premier 100 IT Leaders” in 2011 and CIO magazine as their “Ones to Watch Award” for 2010. In addition he received the Standout award for “Change Leadership” from CIO magazine. He holds an MBA from the University of Colorado Executive MBA program.

Steve Phillips
Senior Vice President and Chief Information Officer, Avnet, Inc.

Steve Phillips is SVP and CIO for Avnet, Inc., reporting to Avnet CEO Rick Hamada. He is a member of the Avnet Executive Board and a corporate officer.

Phillips came to Avnet with the 2005 acquisition of Memec, where he served as SVP and CIO since 2004. Prior to joining Memec, Phillips was SVP and CIO for Gateway, Inc. He was previously the IT leader for Diageo’s European foods business. Early in his career, he served in engineering and operations leadership roles at Thorn EMI.

Under Phillips’ leadership, Avnet has been recognized with multiple IT awards, including CIO 100, InfoWorld Green 15, and InformationWeek Elite 100. In 2015, Phillips was inducted into CIO magazine’s CIO Hall of Fame. Additionally, he received an HMG Strategy Transformational CIO Leadership Award in 2012 and was named a Computerworld Premier 100 IT Leader in 2011.

Phillips is Chairman of the Board at Wick Communications, a news and specialty publications company. From 2008-2011, he chaired the board of the Arizona Technology Council. Phillips holds a BS in electronic engineering from Essex University and a post-graduate degree in management studies from the University of West London. He is a Fellow of the Institution of Engineering and Technology.
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HEWLETT PACKARD ENTERPRISE | THOUGHT LEADERSHIP

WHAT BUSINESS TODAY WANTS TO INTRODUCE MORE RISK INTO THEIR LIFE?

In our world of instant access to information, smartphones and tablets can help in so many ways. What if you had an application that helped you evaluate a technology partner? Until the day this killer app exists, consider whether your current technology partner is excelling in the following areas:

1. **Solid stable roadmap:** Do they offer a solid, stable roadmap of products and solutions? Are the products sized for your business and affordable? Is the product roadmap clear? Do you have confidence that your partner is committed to their roadmap, not facing uncertainty and change?

2. **Technology that works:** Does their technology help deliver services faster for your business? Does the technology work well together? Can you easily expand and scale as your business grows, or do you need a forklift upgrade?

3. **Experience:** Do they have a proven track record as trusted advisors dedicated to the success of your business? Does your partner understand your business?

If the answer to any of these is no, it may be time to look for a new partner that will provide the stability and technology to ensure your success now and into the future.

Watch for red flags that indicate you may need to make a change: frequent changes in the product roadmap or unclear answers and commitments to technology plans; different processes and business cultures that are forced to change, merge, or integrate; and signs of increasing complexity in the vendor’s organization such as not getting quick responses to your questions.

**CHOOSE A TECHNOLOGY PARTNER THAT OFFERS A BLEND OF THE RIGHT PRODUCTS, TECHNOLOGY AND EXPERIENCE**

Businesses often face limited resources in terms of both budget and staff. Poor technology decisions introduce risk and simply are not affordable for small and midsize businesses. Choose a partner that offers purpose-built products that include the features your business needs, at the right price. Products should be designed to be simple to deploy and manage by IT generalists on your staff. The overall portfolio should offer a solid, resilient foundation of high-performing servers, scalable storage, and networking designed to work well together. Lastly, the best partners offer robust expertise, experience and a support network that companies with limited budgets and resources can rely on.

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Effective enterprise mobile device management (MDM) is paramount for organizations considering large deployments of smartphones or tablets to their workforce. Without a carefully considered approach to MDM, enterprises will struggle to maximize the benefit of their mobility investments, place a heavy strain on their IT department’s resources and, even worse, put their business at risk of data security breaches. Here are five tips from Samsung on effective enterprise MDM and how it is complemented by the industry leading Knox mobile security platform.

1. **DEPLOY ON A ROBUST SECURITY PLATFORM**

Security often dominates discussions with enterprise customers and is generally the core focus of MDM evaluations. To assuage security concerns, organizations should ensure that they’re deploying their mobile fleet on a robust security platform. They must ensure that they’re 100 percent confident that security is stringent before devices are even powered on, and certainly before corporate data is placed on devices. Samsung Knox provides mobile security platform capabilities right out of the box with hardware-backed security elements that protect the integrity of the operating environment at boot time and run time. In addition, it supports extensive integration with MDM providers.

2. **COMPLEXITY OF DEPLOYMENT**

Organizations need to consider the complexity of the deployment — how difficult is it to enroll devices, apply policies to them and push them out to a diversified fleet of devices? Mobile enrollment solutions can help to simplify deployments by automating the enrollment process for EMM or MDM systems. Whereas it used to be laborious and time-consuming to provision each device with the software, policies, configurations, and authentication mechanisms required, organizations can now use cloud-based platforms to pre-enroll any number of devices, making the process transparent to users, as well as simple and virtually error-free.

3. **KEEP ENTERPRISE DATA SECURE**

A key consideration for all customers is to ensure that corporate data is kept isolated in a protected environment. Containerization solutions provides these capabilities, in essence creating what is almost a separate phone within the same device. One of the key features that makes the Knox Workspace container so secure is that security is anchored in the hardware, rather than just the software. When a user attempts to boot up a device, its integrity is checked, and if a problem is detected, the corporate data inside the Knox Workspace container is rendered inaccessible through hardware-based mechanisms or simply it’s prevented from booting up.

4. **EASE OF ONGOING MANAGEMENT**

Since security threats are constantly evolving, MDM platforms must continue to evolve and grow. Samsung has invested heavily in ensuring that MDM is as granular and robust as possible. There are thousands of APIs provided with Knox that are leveraged by its MDM partners for easier ongoing management. For example, these can be used to enable authentication via Active Directory, to provide single sign-on for collections of apps, or for managing VPN connectivity, which can be expensive when managing roaming access on a per-app basis.

5. **CUSTOMIZING CONFIGURATIONS**

Finally, some organizations wish to create a golden image when deploying devices with a customized configuration that meets their business and security standards. Samsung provides high levels of flexibility with its KNOX Customization offering, which allows an organization to create a one-time configuration to lock down a device. An example use case for this is in retail environments, where a tablet is provided for customers to interact with but can’t be used for other purposes. These capabilities allow a device to be truly locked down so that it’s tamper-proof.

The importance of enterprise mobile device management can’t be underestimated. These tips will help any organization to assess its mobile security and ensure that security capabilities are as robust as possible. To find out more, visit [samsung.com/us/knox](https://www.samsung.com/us/knox)
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