THE CIO ADVENTURE: NOW, NEXT AND...BEYOND

MIT SLOAN CIO SYMPOSIUM

MAY 24 / 2017

Kresge Auditorium | mitcio.com
Welcome to the 14th Annual MIT Sloan CIO Symposium!

MIT SLOAN BOSTON ALUMNI ASSOCIATION BOARD OF DIRECTORS

Jeff Uller, MBA ’03
President

Dave Harelick, MBA ’02
President Emeritus & Secretary

Ray Chang, SB ’77, SM ’84
Treasurer; Technology Vice Chair; CIO Symposium Advisory Board

Julia Abramovich, MBA ’02
Nonprofit Networking Chair; Women’s Events Co-Chair

Sean Brown, SM ’94
Career Series Chair; Technology Vice Chair; CIO Symposium Advisory Board

Audrey Daum, SM ’88
Leadership Chair

Joanna Eldridge, SM ’93
CIO Symposium Advisory Board

Patricia Hubbell, SM ’91
Women’s Events Co-Chair

Christopher Reichert, SM/MOT ’04
Technology Chair

Jeremy Seidman, MBA ’03
CFO Summit Co-Chair

Neheet Trivedi, MBA ’12
Board Member

www.mitsloanboston.com
During last year’s MIT Sloan CIO Leadership Award ceremony, Award Co-chair George Westerman made an astute observation, “There’s never been a better time to be a great CIO or a worse time to be an average one.” Great CIOs are increasing their impact on their organizations. They are becoming integral members of their executive leadership team. Some are even assuming purely business roles in addition to being the CIO—what Westerman calls the “CIO Plus.” Great CIOs are driving digital transformations and revamping business models. There is excitement, energy, and career advancement in being a great CIO.

Average CIOs, on the other hand, are being relegated to the sidelines, keeping the lights on and only having a minimal impact on their organizations. And here’s a hypothesis for future research: organizations with average CIOs are destined to fall behind their peers. Consequently, these organizations are likely to replace their average CIOs with great ones. For average CIOs it’s either evolve into a great CIO or perish.

This year’s Symposium is based on Westerman’s observation. And this year’s theme, “The CIO Adventure: Now, Next and...Beyond” is focused on sharing the skills and insights that average CIOs need to become great and that great CIOs need to remain great. The “Adventure” for CIOs is the experience of the outstanding opportunities open to great CIOs.

The “Now” portion of our theme is reflected in panels such as “Putting AI to Work” which focuses on how organizations are currently implementing AI. For organizations to fully prepare for AI in the coming years, they need to start building their organizational capabilities by implementing today’s version of AI.

Our panel on “Running IT Like a Factory,” Erik Brynjolfsson and Andrew McAfee’s fireside chat, “Machine, Platform, Crowd: Harnessing Our Digital Future,” and Jeanne Ross’s closing keynote on “Designing for Digital” are all good examples of “Next.” IT organizations need to become “factories” churning out digital capabilities. To harness the digital future, companies need to prepare for “the second phase of the second machine age.” And companies must be architected for speed and integration.

As for “Beyond,” our panel on “Preparing for the Future of Work” will help CIOs think about how rapid technological change will alter the definition of work throughout their organizations.

The MIT Sloan CIO Symposium is uniquely positioned to help you with your “CIO Adventure: Now, Next and...Beyond.” 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.

Thank you for joining us. 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 2017 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—10 of today’s speakers are affiliated with MIT, 10 of the speakers are MIT graduates, and a couple 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. If you are an alumnus of MIT Sloan and would like to get involved further in our association in any way, please reach out to me.

JEFF ULLER, MBA ’03
President, MIT Sloan Boston Alumni Association
president@mitsloanboston.com
The MIT Sloan CIO Symposium thanks the following sponsors who have helped make this event possible:

**DIAMOND SPONSOR**

![C3 IoT logo](image)

**PLATINUM SPONSORS**

![Equinix logo](image)

![Salesforce logo](image)

**GOLD SPONSORS**

![CAST logo](image)

![Earley Information Science logo](image)

![Korn Ferry logo](image)

![IBM logo](image)

![Level(3) Communications logo](image)

![Markley One Summer Street logo](image)

McKinsey & Company

Russell Reynolds Associates

Topcoder

**BRONZE SPONSORS**

**CO-ORGANIZERS**

![MIT Management Executive Education logo](image)

![MIT Professional Education logo](image)

![MIT CSIR logo](image)

![MIT Digital Initiative on the Digital Economy logo](image)
JOIN THE CONVERSATION

TWITTER CONVERSATIONS ARE LIVE TODAY!

Please include hashtag #MITCIO in your tweets. We welcome your comments.

Ask Questions
Go to www.sli.do or download the iOS or Android app. Enter #mitcio as the event.

Follow us
@mitcio

Comment
#MITCIO

JOIN THE COMMUNITY

Linkedin
www.mitcio.com/linkedin

Facebook
www.facebook.com/mitcio
THE CIO ADVENTURE: NOW, NEXT AND...BEYOND

WELCOME TO THE 14TH ANNUAL SYMPOSIUM!
8:25 am – 8:45 am / KRESGE AUDITORIUM

Lindsey Anderson, SM ’79, Chair, MIT Sloan CIO Symposium
Ray Chang, SB ’77, SM ’84, Treasurer; Technology Vice Chair; CIO Symposium Advisory Board, MIT Sloan Boston Alumni Association

PATHWAYS TO FUTURE READY: THE DIGITAL PLAYBOOK
8:45am – 9:45am / KRESGE AUDITORIUM

Peter Weill, Chairman, MIT CISR
Jim Fowler, VP & CIO, General Electric
David Gledhill, Group CIO and Head of Group Technology & Operations, DBS
Lucille Mayer, Head of Client Experience Delivery and Global Innovation, BNY Mellon
Ross Meyercord, EVP & CIO, Salesforce

MACHINE, PLATFORM, CROWD: HARNESING OUR DIGITAL FUTURE
9:45 am – 10:15 am / KRESGE AUDITORIUM

Jason Pontin, Editor in Chief & Publisher, MIT Technology Review
Prof. Erik Brynjolfsson, PhD ’91, Director, MIT IDE
Andrew McAfee, SB ’88, SM ’90, Co-Director, MIT IDE

PUTTING AI TO WORK
10:45AM – 11:45AM / KRESGE AUDITORIUM

Prof. Joi Ito, Director, MIT Media Lab
Ali Azarbeyejani, SB ’88, SM ’91, PhD ’97, CTO, Cogito Corporation
Seth Earley, CEO, Earley Information Science
Ryan Garlepy, CTO & Co-Founder, Clearpath and OTTO Motors
Prof. Josh Tenenbaum, Professor, Department of Brain and Cognitive Sciences, MIT

CLOUD STRATEGIES: THE NEXT LEVEL OF DIGITAL TRANSFORMATION
12:00 pm – 1:15 pm / KRESGE COURTYARD TENT

Nils Fonstad, SM ’96, PhD ’03, Research Scientist, MIT CISR
Shamim Mohammad, SVP & CIO, CarMax
Michael Morris, General Manager, Topcoder
Jim Swanson, CIO, Monsanto

BIRDS-OF-A-FEATHER NETWORKING LUNCH
12pm – 1:15pm / ROCKWELL CAGE, MAIN COURT

EXPANDING THE REACH OF DIGITAL INNOVATION
1:15pm – 2:15pm / KRESGE AUDITORIUM

George Westerman, Principal Research Scientist, MIT IDE
Carlo Bozzi, Global Chief Information and Communications Technology, Enel
Julia Davis, SVP & CIO, Allianz
David Gledhill, Group CIO and Head of Group Technology & Operations, DBS
Stephen J. Gold, EVP & CIO, CVS Health

THE CIO ADVENTURE: INSIGHTS FROM THE LEADERSHIP AWARD FINALISTS
12:00pm – 1:15pm / SALA DE PUERTO RICO – 2ND FL, STRATTON

BOXED LUNCH PROVIDED

COFFEE BREAK & NETWORKING
10:15 am – 10:45 am / KRESGE COURTYARD TENT

THE COGNITIVE COMPANY: INCREMENTAL PRESENT, TRANSFORMATIONAL FUTURE
11:45 am – 12:00 pm / KRESGE AUDITORIUM

Prof. Thomas Davenport, Distinguished Professor, Babson College; Fellow, MIT IDE

RUNNING IT LIKE A FACTORY
1:15pm – 2:15pm / KRESGE LITTLE THEATER

Steven Rosenbush, Editor, CIO Journal, Wall Street Journal
Christopher C. Crumme, Exec. Director of X-Force, IBM
Dieter Haban, CIO, Daimler Trucks North America
Suresh Kumar, Senior EVP & CIO, Client Technology Solutions, BNY Mellon
Lev Lesokhin, MBA ’00, EVP, Strategy and Analytics, Cast Software

BOXED LUNCH PROVIDED
PREPARING FOR THE FUTURE OF WORK
1:15pm – 2:15pm / SALA DE PUERTO RICO – 2ND FL, STRATTON
George Westerman, Principal Research Scientist, MIT IDE
Stephen J. Gold, EVP & CIO, CVS Health
Ernest Ng, Senior Director, Employee Success, Salesforce
Cynthia Nustad, EVP & CSO, Health Management Systems
Mona Vernon, SM ’11, VP, Thomson Reuters Labs

MEASURING ROI FOR CYBERSECURITY: IS IT REAL OR A MIRAGE?
1:15pm – 2:15pm / TWENTY CHIMNEYS – 3RD FL, STRATTON
Michael Siegel, Associate Director, MIT (IC)³
Jim Cupps, Senior Director, Liberty Mutual
Ilya Kabanov, SF ’15, Global Director, Application Security and Compliance, Schneider Electric
James Kaplan, Partner, McKinsey
Christopher Porter, VP & CISO, Fannie Mae

WINNING WITH THE INTERNET OF THINGS
2:45pm – 3:45pm / KRESGE AUDITORIUM
Barbara Haley Wixom, Principal Research Scientist, CISR
Ed Abbo, SM ’87, President & CTO, C3 IoT
Mark Meyer, CIO, Tetra Pak Group
Michael Nilles, CDO, Schindler Group & CEO, Schindler Digital Business
Jim Poole, VP, Ecosystem Development, Equinix

TRUSTED DATA: THE ROLE OF BLOCKCHAIN, SECURE IDENTITY, AND ENCRYPTION
4:15pm – 5:15pm / KRESGE AUDITORIUM
Prof. Alex ‘Sandy’ Pentland, PhD ’82, Professor, MIT Media Lab
Alanna Gombert, SVP and GM, IAB Tech Lab, Interactive Advertising Bureau
Thomas Hardjono, CTO, MIT Connection Science and Engineering
Hu Liang, Senior Managing Director & Head of Emerging Technologies Center, State Street
Irving Wladawsky-Berger, Fellow, MIT IDE

TALENT WARS IN THE DIGITAL AGE
2:45pm – 3:45pm / KRESGE LITTLE THEATER
Kristine Dery, Research Scientist, MIT CISR
Paul Michelman, Editor in Chief, MIT Sloan Management Review
Scott Blandford, EVP, Chief Digital Officer & CTO, Retail Financial Services, TIAA
Anthony Christie, SF ’98, CMO, Level 3 Communications
John Petzold, Senior Client Partner, Global Co-Head, FinTech, Korn Ferry
Michael Relich, COO, Crate and Barrel

YOU WERE HACKED: NOW WHAT?
2:45pm – 3:45pm / MEZZANINE LOUNGE – 3RD FL, STRATTON
Keri Pearlson, Executive Director, MIT (IC)³
Tom Catchings, SVP & CIO, WageWorks
Esmond Kane, Deputy CISO, Partners Healthcare
James Lugabihl, Director, Execution Assurance, ADP
Andrew Stanley, CISO, Philips

WINNING WITH THE INTERNET OF THINGS
2:45pm – 3:45pm / SALA DE PUERTO RICO – 2ND FL, STRATTON
Barbara Haley Wixom, Principal Research Scientist, CISR
Ed Abbo, SM ’87, President & CTO, C3 IoT
Mark Meyer, CIO, Tetra Pak Group
Michael Nilles, CDO, Schindler Group & CEO, Schindler Digital Business
Jim Poole, VP, Ecosystem Development, Equinix

BLOG: AI AT ENTERPRISE SCALE
4:00pm – 4:15pm / KRESGE AUDITORIUM
Tom Siebel, Chairman & CEO, C3 IoT

8TH ANNUAL INNOVATION SHOWCASE
5:30pm – 7:00pm / KRESGE COURTYARD TENT
The Innovation Showcase highlights 10 outstanding early stage companies with cutting-edge solutions that combine both value and innovation to Enterprise IT.
Co-Organizer: MIT Initiative on the Digital Economy

The Initiative on the Digital Economy (IDE) is once again pleased to act as your co-host for the MIT Sloan CIO Symposium. The IDE’s all-star faculty and researchers are leading the discussion in many of today’s sessions—the fireside chat with Erik Brynjolfsson and Andrew McAfee, the “Cognitive Company” panel with Tom Davenport, the “CIO Adventure” with George Westerman, “Preparing for the Future of Work” with IDE alum Mona Vernon, and “Trusted Data” with Sandy Pentland.

For those of you who are new to the CIO Symposium, the IDE is a major effort addressing the impact of digital technology on business, the economy, and society—now and in the future. The IDE draws on MIT Sloan’s leadership in technology and innovation to conduct cutting-edge research on new digital business models, big data and data privacy, social analytics and experimentation, and productivity and employment. Through research, convening thought leaders, fellowships, and education, we are discovering new ways for people and organizations to adapt to the rapid technological advancements that are changing the way we live and work. We see these rapid advancements in digital technology as an enormous opportunity to create a better future for all. 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 ide.mit.edu.

The IDE has also launched the second annual Inclusive Innovation Challenge (IIC). We award over one million dollars in prizes to Inclusive Innovators: organizations around the world that are using technology to solve a grand challenge of our time—to create shared prosperity by reinventing the future of work. To find out more, register, learn about partnership opportunities, or nominate an organization, visit MITinclusiveinnovation.com.

We are excited to again support the MIT Sloan CIO Symposium. As with any IDE hosted event, you are going to get a rather large drink from the MIT firehose. Enjoy the day and welcome again to the 2017 Symposium.

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

Co-Organizer: 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 designing digital organizations, digital ecosystems, and employee experience. 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 (cisr.mit.edu). You will receive complimentary access to our research. For a deeper dive into our work, please consider attending the 43rd annual MIT CISR Summer Session, to be held in Cambridge from June 12-15, 2017. This four-day event explores strategies, management practices, and key requirements for IT and business leadership. 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
WELCOME!

KRESGE AUDITORIUM // After a brief overview of the Symposium program, we will introduce the four MIT Sloan CIO Leadership Award finalists, Carlo Bozzoli of Enel, Julia Davis of Aflac, David Gledhill of DBS Bank, and Stephen Gold of CVS Health, and announce the winner. We will also share what you need to know to get the most out of the day, including the use of the Q&A app, Slido.

LINDSEY ANDERSON, SM ’79
Chair, MIT Sloan CIO Symposium

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; Technology Vice Chair; CIO Symposium Advisory Board
MIT Sloan Boston Alumni Association

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.
PATHWAYS TO FUTURE READY: THE DIGITAL PLAYBOOK

KRESGE AUDITORIUM // Virtually every company is working on transforming their business for the digital era. But unfortunately there’s no playbook for digital—so far. In this session Peter Weill will share a framework for digital transformation and facilitate a conversation on lessons learnt from executives leading these transformations.

MODERATOR

PETER WEILL
Chairman, MIT Sloan Center for Information Systems Research

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

His award-winning books, journal articles, and case studies have appeared in the Harvard Business Review, the Sloan Management Review, and the Wall Street Journal. Weill has co-authored five best-selling books published by Harvard Business School Press, including IT Savvy: What Top Executives Must Know to Go from Pain to Gain; Enterprise Architecture as Strategy: Creating a Foundation for Business Execution; and IT Governance: How Top Performers Manage IT Decision Rights for Superior Results. He 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.

JIM FOWLER
VP & CIO, General Electric

Jim Fowler leads General Electric’s newly created Digital Technology (DT) organization which redefines the Information Technology (IT) function. In this role, he is driving GE’s global Digital Technology strategy, services, and operations, and aggressively delivering innovative and transformational solutions for GE, its customers, and employees. As part of the GE Digital leadership team, Fowler is leading GE’s DT organization through its largest transformation to date, including accelerating the development of products and solutions to deliver $1 billion in productivity for the company.

A global leader with 20 years of IT experience, including 15 years across various GE businesses, Fowler most recently worked for GE Capital, where he served as CIO. Prior to GE, he held IT roles with Accenture and AT&T. He has a bachelor of science in management information systems and marketing from Miami University in Oxford, Ohio, and an MBA from Xavier University.
ROSS MEYERCORD
EVP & CIO, Salesforce

Ross Meyercord has been the CIO for Salesforce since 2012. He is responsible for all internal applications, infrastructure, and associated services. Salesforce IT continues to push the envelope on extending enterprise applications to the cloud, both leveraging Salesforce on Salesforce as well as third-party providers. Meyercord is focused on building the architecture, processes, and organization to support Salesforce’s growth to $20B and beyond. Under his leadership, Salesforce IT has expanded its cloud application footprint to over 85% cloud. Salesforce IT leverages an Agile delivery model, coupled with innovative employee-centric services like in-office TechForce Bars, Concierge App, and latest end user technology.

Prior to Salesforce, Meyercord spent 22 years at Accenture in a variety of IT delivery and leadership role for high tech clients, including Cisco, EMC, and Sun Microsystems. He holds a bachelor’s degree in engineering from Harvey Mudd College in Claremont, CA.

LUCILLE MAYER
Head of Client Experience Delivery and Global Innovation, BNY Mellon

As head of BNY Mellon’s Client Experience Delivery and Global Innovation, Lucille Mayer has responsibility for all client technology touch points, including oversight of BNY Mellon’s new NEXEN digital ecosystem and the company’s growing network of Innovation Centers. She is also a member of the corporate BNY Mellon Operating Committee and Information Technology Executive Committee. Prior to her current role, Mayer was a managing director and Chief Information Officer for Pershing LLC, a BNY Mellon company, and a member of Pershing’s Executive Committee.

In 2013, Mayer established the Women in Technology Employee Resource Group, and its formation was a catalyst to the recognition of BNY Mellon as the Anita Borg Institute’s 2015 Top Company for Women in Technology. In 2016, she was appointed to the Anita Borg Institute Board of Trustees. Mayer earned a bachelor of arts degree in computer science, magna cum laude, from the State University of New York, and was named to Computerworld’s “Premier 100 IT Leaders” list for 2013.

DANIEL GLEDHILL
Group CIO and Head of Group Technology & Operations, DBS

David Gledhill is Group Chief Information Officer and Head of Group Technology & Operations at DBS, a leading Asian bank and “World’s Best Digital Bank.” He has 25 years of experience in the financial service industry and spent over 20 years in Asia. Prior to joining DBS in 2008, he worked at JP Morgan, holding senior regional positions in Technology & Operations.

At DBS, Gledhill manages about 10,000 professionals across the region and is focused on strengthening the bank’s technology and infrastructure platform to drive greater resilience, organizational flexibility, and innovation. Executing against DBS’ strategy to be at the forefront of digital transformation, Gledhill plays a lead role in driving the bank’s innovation agenda. His portfolio includes the group’s operations, which is focused on re-imagining customer journeys and the way business is supported, so as to make banking simpler and more effortless for customers.

Gledhill is a director of Singapore Clearing House, a board advisor to Singapore Management University School of Information Systems, and a member of an IBM Advisory Board and the National Super Computing Centre Steering Committee.

Lucille Mayer
#LucilleMayer

Ross Meyercord
#RossMeyercord

David Gledhill
@GledhillDavid

#RossMeyercord

8:45 AM - 9:45 AM
KRESGE AUDITORIUM
KRESGE AUDITORIUM // This Fireside Chat will focus on what Erik Brynjolfsson and Andy McAfee call “the second phase of the second machine age.” This phase has a greater sense of urgency, as technologies are demonstrating that they can do much more than just the type of work we have thought of as routine. The last time new technologies had such a huge impact on the business world was about a century ago, when electricity took over from steam power and transformed manufacturing. Many successful incumbent companies, in fact most of them, did not survive this transition. Today, companies need to rethink the balance between minds and machines, between products and platforms, and between the core and the crowd. The second element in each pair has become much more capable and powerful within the past few years. Who better in an organization to navigate this change than the CIO?

JASON PONTIN
Editor in Chief & Publisher, MIT Technology Review; Global Chairman, MIT Enterprise Forum

As editor in chief and publisher, Jason Pontin is responsible for the editorial direction, media platforms, and business strategy of MIT Technology Review, including the rapidly expanding U.S. and international websites, the award-winning print magazine, videos, newsletters, business reports, and live events such as EmTech, the company’s annual flagship conference focused on emerging technologies. He also serves as chairman of its international entrepreneurial network, the MIT Enterprise Forum. Pontin joined MIT Technology Review in 2004 as its editor and was named publisher in August 2005. He has written for national and international publications, including the New York Times, The Economist, the Financial Times, and Wired. He was educated in England, at Harrow School and Oxford University.

ANDREW MCAFEE, SB ’88, SM ’90
Co-Director, MIT Initiative on the Digital Economy


McAfee has written for publications including Harvard Business Review, The Economist, the Wall Street Journal, the Financial Times, and the New York Times. He has talked about his work on the Charlie Rose show and 60 Minutes, at TED, Davos, the Aspen Ideas Festival, and in front of many other audiences. He was educated at Harvard and MIT, where he is Co-Director of the MIT Initiative on the Digital Economy.
Erik Brynjolfsson is Director of the MIT Initiative on the Digital Economy, Professor at MIT Sloan School, and Research Associate at the National Bureau of Economic Research. His research examines the effects of information technologies on business strategy, productivity and performance, digital commerce, and intangible assets. At MIT, he teaches courses on the Economics of Information and the Analytics Lab.

Brynjolfsson was among the first researchers to measure productivity contributions of IT and the complementary role of organizational capital and other intangibles. His research provided the first quantification of online product variety value, known as the “long tail,” and developed pricing and bundling models for information goods. Author of several books—including, with co-author Andrew McAfee, the New York Times best-seller The Second Machine Age: Work, Progress and Prosperity in a Time of Brilliant Technologies (2014) and Machine, Platform, Crowd: Harnessing Our Digital Future (forthcoming, June 2017)—Brynjolfsson is editor of SSRN’s Information System Network and has served on editorial boards of numerous academic journals. He holds bachelor’s and master’s degrees from Harvard and a PhD from MIT.
PUTTING AI TO WORK

KRESGE AUDITORIUM // While the poster child of AI, the fully autonomous vehicle, is still five or more years out on the horizon, there are many implementations of AI that are available today or will be within the next year or so. AI technologies and AI-driven products are enabling new services never possible before, providing deep business intelligence, automating work, and cutting costs. The development and deployment of these systems also raise ethical and regulatory concerns, as well as the risk of the displacement of jobs. This panel will focus on how firms are implementing or how they expect to implement AI, including effectiveness, stage of adoption, and benefits, as well as the potential impacts on unemployment and society.

MODERATOR

PROF. JOI ITO
Director, MIT Media Lab

Joi Ito is Director of the MIT Media Lab, Professor of the Practice at MIT, and the author, with Jeff Howe, of Whiplash: How to Survive Our Faster Future (Grand Central Publishing, 2016). Ito is Chairman of the Board of PureTech Health and serves on several other boards, including the New York Times Company, Sony Corporation, the MacArthur Foundation, and the Knight Foundation. He is also the former Chairman and CEO of Creative Commons, and a former board member of ICANN, the Open Source Initiative, and the Mozilla Foundation.

Ito is a serial entrepreneur who helped start and run numerous companies including one of the first web companies in Japan, Digital Garage, and the first commercial Internet service provider in Japan, PSINet Japan/IJKK. He has been an early-stage investor in many companies, including Formlabs, Flickr, Kickstarter, littleBits, and Twitter. Ito has received numerous awards, including the Lifetime Achievement Award from the Oxford Internet Institute and the Golden Plate Award from the Academy of Achievement, and he was inducted into the SXSW Interactive Festival Hall of Fame in 2014. Ito has been awarded honorary doctorates from The New School and Tufts University.

ALI AZARBAYEJANI, SB ’88, SM ’91, PHD ’97
CTO, Cogito Corporation

Dr. Ali Azarbayejani has 18 years of commercial experience as a scientist, entrepreneur, and designer of world-class computational technologies. His pioneering doctoral research at the MIT Media Lab in probabilistic modeling for 3-D vision was the basis for his first startup company Alchemy 3D Technology, which created the market in the film and video post-production industry for camera match-moving software.

He has consulted in software development and business strategy and has been on the research staff at Mitsubishi Electric Research Labs contributing to leading technologies focused on software-based digital signal processing and computational modeling and algorithms.
SETH EARLEY
CEO, Earley Information Science

Seth Earley is Chief Executive Officer of Earley Information Science (EIA), and Editor, Data Analytics, IT Professional magazine from the IEEE. His interests include knowledge strategy, data and information architecture, search-based applications, and information findability solutions. Earley has worked with a diverse roster of Fortune 1000 companies helping them to achieve higher levels of operating performance by making information more findable, usable, and valuable through integrated enterprise architectures support analytics, e-commerce, and customer experience applications.

RYAN GARIEPY
CTO & Co-Founder, Clearpath and OTTO Motors

Ryan Gariepy focused on the development of intelligent systems from the very beginning of his engineering studies. The explosion of interest in this field in both industry and popular culture has solidified his belief that the ubiquitous presence of autonomous robotics is not far away. He believes that the benefits of robotics should be accessible to anyone, and is personally driving this vision as the CTO of Clearpath.

Gariepy drives the development of Clearpath’s autonomous control software modules while guiding the continued expansion of Clearpath’s research platform lines and custom industrial automation solutions. He completed both a B.A.Sc. degree in Mechatronics Engineering and an M.A.Sc. degree in Mechanical Engineering at the University of Waterloo. He has presented on multiple occasions at the RoboBusiness Leadership Summit and the Unmanned Systems Canada Conference, and in 2013, spoke on behalf of the Canadian High Commission at the Global Intelligent Systems conference in London, England. Most recently, Clearpath joined the Campaign to Stop Killer Robots where Gariepy is spokesperson for the company. He is also a co-founder of the Robot Operating System developers’ conference and is on the Board of Directors for the Open Source Robotics Foundation.

PROF. JOSH TENENBAUM
Professor, Department of Brain and Cognitive Sciences, MIT

Joshua Tenenbaum is Professor of Cognitive Science and Computation at MIT. He is known for contributions to mathematical psychology and Bayesian cognitive science. Tenenbaum previously taught at Stanford University, where he was the Wasow Visiting Fellow from October 2010-January 2011.

Tenenbaum and his colleagues in the MIT Computational Cognitive Science group want to understand that most elusive aspect of human intelligence: our ability to learn so much about the world, so rapidly and flexibly. While their core interests are in human learning and reasoning, they also work actively in machine learning and artificial intelligence. These two programs are inseparable: bringing machine-learning algorithms closer to the capacities of human learning should lead to more powerful AI systems as well as more powerful theoretical paradigms for understanding human cognition. Their current research explores the computational basis of many aspects of human cognition: learning concepts, judging similarity, inferring causal connections, forming perceptual representations, learning word meanings and syntactic principles in natural language, noticing coincidences and predicting the future, inferring the mental states of other people, and constructing intuitive theories of core domains, such as intuitive physics, psychology, biology, or social structure.
THE COGNITIVE COMPANY:
INCREMENTAL PRESENT,
TRANSFORMATIONAL FUTURE

KRESGE AUDITORIUM // Cognitive technologies undoubtedly have the potential to transform knowledge-based work. However, in the present, highly ambitious cognitive projects have encountered obstacles and delays, even when substantial resources have been committed to them. It’s important, then, for organizations to proceed incrementally toward the dramatic changes that cognitive technologies and capabilities will eventually enable. Based on a review of over 100 organizations’ attempts to implement some form of cognitive technology, this TED-type talk will describe major areas of cognitive activity likely to be transformed and prescribe steps that most organizations should take today to becoming a “cognitive company.”

PROF. THOMAS DAVENPORT
Distinguished Professor, Babson College;
Fellow, MIT Initiative on the Digital Economy

Tom Davenport is the President’s Distinguished Professor of Information Technology and Management at Babson College, co-founder of the International Institute for Analytics, Fellow at the MIT Initiative on the Digital Economy, and Senior Advisor to Deloitte Analytics. He teaches analytics/big data in executive programs at Babson, Harvard Business School, Harvard School of Public Health, and MIT Sloan School.

Davenport pioneered the concept of “competing on analytics” with his best-selling 2006 Harvard Business Review article and 2007 book. His most recent book (with Julia Kirby) is Only Humans Need Apply: Winners and Losers in the Age of Smart Machines. He wrote or edited seventeen other books and over 100 articles for Harvard Business Review, Sloan Management Review, the Financial Times, and many other publications. He is a regular contributor to the Wall Street Journal. He has been named one of the top 25 consultants by Consulting News, one of the 100 most influential people in the IT industry by Ziff-Davis, and one of the world’s top 50 business school professors by Fortune magazine.
THE MIT INITIATIVE ON THE DIGITAL ECONOMY EXPLORES HOW PEOPLE AND BUSINESSES WILL WORK, INTERACT, AND PROSPER IN AN ERA OF PROFOUND DIGITAL TRANSFORMATION.

WE ARE INCREASING KNOWLEDGE AND EXPANDING THE DIALOGUE ON THE DIGITAL ECONOMY.

OUR SINGULAR FOCUS IS THE DIGITAL ECONOMY

PRODUCTIVITY, EMPLOYMENT + INEQUALITY

BIG DATA + INFORMATION PRIVACY

NEW DIGITAL BUSINESS MODELS

SOCIAL ANALYTICS + DIGITAL EXPERIMENTATION

THE MIT IDE ENGAGES IN FIVE PRIMARY ACTIVITIES: RESEARCH, CONVENINGS, EDUCATION, VISITING FELLOWS, AND THE INCLUSIVE INNOVATION CHALLENGE.

ACCESS THE IDEAS. JOIN THE CONVERSATION. BECOME A CORPORATE MEMBER OF THE MIT IDE.

Our Members have access to MIT IDE events and activities as well as the opportunity to connect with our community of researchers and thought leaders. IDE Members may also participate in sponsored research projects.

CONTACT
DAVID VERRILL
EXECUTIVE DIRECTOR
DVERRILL@MIT.EDU
617.452.3216

CHRISTIE KO
ASSOCIATE DIRECTOR
CKO@MIT.EDU
617.253.3478

ide.mit.edu @MIT_IDE
The Internet of Things (IoT) is growing exponentially, and causing a massive, disruptive wave that is forcing businesses to re-architect their infrastructure to operate at a digital edge—closest to end users. Solve IoT disruptions with an interconnection-first strategy deployed on Platform Equinix™. By building your digital edge on Platform Equinix, you will leverage data in real time—from multiple ecosystems—and optimize multicloud connectivity and performance.

**Visit us today and receive a demo on how we can help you re-architect your IoT for an optimized digital edge strategy.**

Equinix.com/digital-edge

© 2017 Equinix, Inc.
Every organization must embrace digital transformation to ensure relevance in today’s dynamic marketplace. At the core of every transformation roadmap is the need to define and implement an impactful cloud strategy. This session will discuss how to prepare and enable your firm for digital transformation through cloud implementation by looking at four key areas of planning: (1) understanding the transformation drivers; (2) defining success criteria for your cloud strategy; (3) understanding the needs of the parties you service, including their location and infrastructure requirements (PLDC—People, Location, Data Center, Cloud); and (4) resourcing to fully support the implementation.

**RYAN MALLORY**

VP, 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.
THE CIO ADVENTURE: INSIGHTS FROM THE LEADERSHIP AWARD FINALISTS

SALA DE PUERTO RICO – 2ND FLOOR, STRATTON // The MIT Sloan CIO Leadership Award honors executives who lead their organizations to deliver exemplary levels of business value through innovative use of IT. For the first time, the Symposium is bringing all the Finalists together for a lively exchange of innovative ideas and best practices.

AWARD CO-CHAIRS
Ray Chang, SB ’77, SM ’84
George Westerman

AWARD JUDGES
Maryfran Johnson
Michael Johnson, SB ’80
Illya Kabashov, SF ’15
Adriana Karaboudis, Award Finalist 2014
Abbie Lundberg
Tom Murphy

David Neitz,
Award Winner 2016
Michael Nilles,
Award Winner 2015
James Noga,
Award Finalist 2010
Cynthia Nustad,
Award Finalist 2013
Leslie Owens

Ellen Quackenbush, SM ’85
Michael Relich,
Award Finalist 2013
David Rudzinsky
Todd Tucker
Madeline Weiss
Irvings Wladawsky-Berger

MODERATOR
George Westerman
Principal Research Scientist, MIT Initiative on the Digital Economy
See page 27 for George Westerman’s full bio.

@GWesterman

AWARD FINALIST
Carlo Bozzoli
Global Chief, Information and Communications Technology, Enel

Carlo Bozzoli was appointed Enel’s Global Chief of Information and Communications Technology (ICT) in July 2014. He joined Enel in 1984, starting in the Thermal Generation Division where he worked on power plant industrial control systems. Between 2000 and 2014, he took up different positions in ICT and business units, heading up the introduction of SAP, the Smart Metering Project, IT Strategy & Planning, and Performance & Quality Management, before becoming Head of ICT Demand and Delivery Management for several business divisions and corporate functions. Before taking up his current role, he was Head of Commercial Operations for the Infrastructure & Networks Division in Italy, in charge of metering, energy balance, trader management, grid connection, billing and credit collection, and customer care.

In his current position, Bozzoli sits on the advisory boards of several international ICT vendors, the EuroCIO Association, and the School of Management of the Polytechnic University of Milan. He has a degree in Economic Sciences.
David Gledhill is Group Chief Information Officer and Head of Group Technology & Operations at DBS, a leading Asian bank and "World's Best Digital Bank." He has 25 years of experience in the financial service industry and spent over 20 years in Asia. Prior to joining DBS in 2008, he worked at JP Morgan, holding senior regional positions in Technology & Operations.

At DBS, Gledhill manages about 10,000 professionals across the region, and is focused on strengthening the bank’s technology and infrastructure platform to drive greater resilience, organizational flexibility, and innovation. Executing against DBS’ strategy to be at the forefront of digital transformation, Gledhill plays a lead role in driving the bank’s innovation agenda. His portfolio includes the group’s operations, which is focused on re-imagining customer journeys and the way business is supported, so as to make banking simpler and more effortless for customers.

Gledhill is a director of Singapore Clearing House, a board advisor to Singapore Management University School of Information Systems, and a member of an IBM Advisory Board and the National Super Computing Centre Steering Committee.
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. (Enter down the path between the Stratton Center and the Zesiger Fitness Center; see map on back inside spread.) 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.
Russell Reynolds Associates is a global leader in assessment, executive search and succession planning for boards of directors, chief executive officers and key roles within the C-suite. With more than 400 consultants in 47 offices around the world, we work closely with public, private and nonprofit organizations across all industries and regions. We help our clients build teams of transformational leaders who can meet today’s challenges and anticipate the digital, economic, environmental and political trends that are reshaping the global business environment.

Find out more at www.russellreynolds.com and follow us on Twitter: @RRAonLeadership
EXPANDING THE REACH OF DIGITAL INNOVATION

KRESGE AUDITORIUM // To compete in sectors where the customer experience is increasingly digitized, companies are scrambling to expand their portfolio of innovations—from new products and enhanced processes to complementary services and new business models. In the process, IT units are figuring out how to share responsibilities with and coordinate the efforts of internal stakeholder groups such as marketing, operations, and R&D, as well as the efforts of external parties such as vendors, business partners, start-ups, and even individual contractors and hobbyists. This panel will examine how companies are pursuing varied portfolios of innovations and how they might assess and enhance their innovation readiness.

MODERATOR

NILS FONSTAD, SM ’96, PHD ’03
Research Scientist, MIT Sloan Center for Information Systems Research

Nils Fonstad researches competitive digital innovation. Currently, he is studying how organizations successfully transform and develop capabilities necessary to compete with an expanding portfolio of digital innovation—from new products and enhanced processes to complementary services and new business models. He also studies both how organizations build digitized platforms that enhance and sustain competitive business agility, and how they 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 returned to MIT CISR as a Research Scientist from INSEAD eLab, where he served as Associate Director. Based in Madrid, he 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 a PhD in information technology and organization studies from the MIT Sloan School of Management; an MS from the MIT Technology and Policy Program; and a BS in mechanical engineering and a BA in film studies from Cornell University.

@NilsFonstad
SHAMIM MOHAMMAD
SVP & CIO, CarMax

Shamim Mohammad is the SVP and CIO of CarMax, Inc. CarMax is the nation’s largest used car retailer, a Fortune 500 company, and has been named one of the Fortune “100 Best Companies to Work For” for thirteen consecutive years. At CarMax, Mohammad is responsible for the strategic use of technology throughout the company. As a member of the Senior Executive team, Mohammad is leading business transformations enabled by technology.

Mohammad has over 20 years of leadership experience in helping organizations drive competitive advantage through technology. Prior to joining CarMax in 2012, he was the Vice President of IT for BJ’s Wholesale Club. At BJ’s, Mohammad was instrumental in the business process and technology transformation, with responsibility for several business systems including e-commerce, supply chain & distribution, business intelligence, and marketing. Before BJ’s, Mohammad held senior IT leadership positions for Blockbuster, TravelCLICK, and Wyndham Hotels.

Mohammad holds an undergraduate degree in computer science with a concentration in accounting from Angelo State University and an MBA from Kellogg School of Management, Northwestern University. He is also a Certified Public Accountant and currently serves on the boards of the Greater Richmond YMCA, Virginia Commonwealth University IS Advisory Committee, Richmond Technology Council, and CodeRVA.

JIM SWANSON
CIO, Monsanto

Jim Swanson, who began his tenure at Monsanto as CIO in 2013, leads a global team of over 1,000 information technology employees for the company’s operations, which span about 60 countries. He is responsible for enabling Monsanto’s digital transformation to an information-based company and delivering IT capabilities across all of Monsanto’s global business. The Information Technology organization has been recognized externally for contributions to Monsanto’s business through data science and digital transformation, as well as supporting the development of emerging IT talent. Swanson is a member of Monsanto’s Corporate Strategy Leadership Team, Global Business Operations Leadership Team, and Executive Team Operations Council.

Prior to joining Monsanto, he held executive and scientific roles at Merck, Johnson & Johnson, and SmithKline Beecham which included a two-year secondment in Europe. He holds a bachelor’s degree in bioscience and biotechnology and a master’s degree in computer science, both from Drexel University in Philadelphia. He is a member of the St. Louis CIO Board, Washington University’s Information Technology Advisory Council, and the External Advisory Committee of the McDonnell International Scholars Academy at Washington University.

MICHAEL MORRIS
General Manager, Topcoder

Michael Morris is responsible for both Topcoder’s success and that of its customers/partners. He believes Topcoder’s over one million strong, on demand, global software development community will continue to redefine business. Previously with Appirio as GM, Morris led the customer innovation and sales/services teams to establish Topcoder as the premier crowdsourcing destination. He continues to empower companies with unprecedented access to talented technologists through the Topcoder Marketplace and Community.

Morris is a trusted executive, thought leader, and speaker with the unique ability to manage/motivate across all levels/boundaries and he is an active Boston College alum. He will make you a believer that Topcoder is more than a company—it’s a long awaited disruptive technology shift in software development.
KRESGE LITTLE THEATER // As modern IT organizations embrace speed and quality, automate code delivery, and cut costs, they are becoming “factories” churning out digital capabilities. Our panelists will discuss what it means to modernize IT applications, virtualize IT infrastructure, and automate data center operations. They will share their experiences in transforming enterprise software into callable APIs, upgrading databases and middleware, developing with open source, moving to cloud with various lift-and-shift methods, automating delivery with DevOps, and measuring IT productivity with data.

MODERATOR

STEVEN ROSENBUSH
Editor, CIO Journal, Wall Street Journal

Steve Rosenbush is Editor of the Wall Street Journal’s CIO Journal, which reports on the strategic use of technology in business. His interests include the migration of next-generation IT from the tech sector to the broader economy, and how that shift is redefining businesses, markets, and corporate culture. He has a particular fascination with self-driving cars. Previously, he served as assistant managing editor of Institutional Investor magazine, where he led coverage of capital markets during the financial crisis. Rosenbush also has served as telecommunications editor of BusinessWeek magazine, senior financial writer at BusinessWeek.com and telecommunications reporter at USA Today. He is the author of a book, Telecom Opportunities for Entrepreneurs. He holds a bachelor’s degree in English from Wesleyan University.

THE WALL STREET JOURNAL

CHRISTOPHER C. CRUMMEY
Executive Director of X-Force, IBM Security, IBM Corporation

During his 25 years at Lotus and IBM, Christopher C. Crummey has held multiple positions which have focused on the technical and customer aspects of IBM. His experience includes directing a global team of thought leaders in the areas of enterprise collaboration, exceptional digital experience, social business, and security. He provides leadership around IBM’s strategy and communication of IBM’s point of view, and demonstrates the integrated vision to IBM’s customers and extended ecosystem.

Crummey holds a bachelor’s degree in psychology from Hobart College.
DIETER HABAN
CIO, 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.

SURESHP KUMAR
Senior EVP & CIO, Client Technology Solutions, BNY Mellon

Suresh Kumar is Senior Executive Vice President and Chief Information Officer 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 the bank’s 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 Chief Executive Officer of iNautix Technologies, a BNY Mellon Company that provides offshore development services.

Before his current role, Kumar was Chief Information Officer 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. As part of the team at DLJdirect, he was instrumental in that company’s success in establishing a global presence in Japan, Hong Kong, the United Kingdom, and Dubai, and pioneering the delivery of online brokerage services. 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 degree in computer science from the New York Institute of Technology.

LEV LESOKHIN, MBA ’00
EVP, Strategy and Analytics, Cast Software

Lev Lesokhin is responsible for strategy, cyber resilience policy, and analytics research activities for CAST, the global leader in software analytics and risk prevention. He serves on the boards of the Consortium for IT Software Quality and the TMMI Foundation, and appears in such media as the BBC, Bloomberg, CBS, The Times, and CNBC.

Lesokhin has many years of direct experience as a developer and manager of application development teams, and managed large client relationships for a regional systems integrator. Lesokhin comes to CAST from SAP, where he helped launch SAP’s first SaaS products. He also served as a consultant at McKinsey & Company, dealing with issues of business strategy, IT management, governance, metrics, and outsourcing. Lesokhin holds a BS in electrical engineering from Rensselaer Polytechnic Institute, and an MBA from the MIT Sloan School of Management.
PREPARING FOR
THE FUTURE
OF WORK

SALA DE PUERTO RICO – 2ND FLOOR, STRATTON // In past decades, technology has replaced many routine tasks with automation. Now AI and robotics are enabling computers to do more complex work that was previously the sole domain of humans. In addition, cloud, social media, and mobility make many “gig economy” workers as effective as full-time employees. What will the future of work look like? How will automation augment or replace current jobs? How should CIOs and other leaders prepare their organizations for the changes to come? In a fast-paced exchange of ideas, our panel of experts will discuss these questions and more.

MODERATOR

GEORGE WESTERMAN
Principal Research Scientist, MIT Initiative on the Digital Economy

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

He 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. His most recent book, Leading Digital: Turning Technology into Business Transformation, 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, he gained more than thirteen years of experience in product development and technology leadership roles.

AWARD FINALIST

STEPHEN J. GOLD
EVP & CIO, CVS Health

Stephen J. Gold is Executive Vice President and Chief Information Officer 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.
ERNEST NG
Senior Director, Employee Success, Salesforce

Ernest Ng is Senior Director of Employee Success (ES) Strategy and People Analytics at Salesforce.com. The team focuses on HR applications of predictive analytics and machine learning, HR strategy, program evaluation, employee surveys, and future-proofing the organization. This work is all in an effort to drive greater listening, understanding, and development of employees to help fuel the company’s incredible growth and innovation.

Ng has more than ten years of experience in applied research, non-profit consulting, and human resources, including building workforce analytics teams at the Walt Disney Company and Salesforce.com. Ng holds a BS in psychobiology from UCLA and a PhD in applied developmental psychology from Claremont Graduate University. At Claremont Graduate University, under the guidance of Dr. Mihaly Csikszentmihalyi, one of the leading researchers in positive psychology, Ng’s research focused on the interaction between culture, creativity/innovation, leadership, and intrinsic motivation.

CYNTHIA NUSTAD
EVP & Chief Strategy Officer, Health Management Systems

Cynthia Nustad serves as Executive Vice President and Chief Strategy Officer at HMS. She is responsible for the company’s strategy, integration of new product and technology capabilities, and the growth of technology and analytics solutions. Previously, she served as EVP and CIO.

Nustad’s years of information technology management experience and board directorship spans technical start-ups to complex Fortune 100 companies, and includes executive experience in enterprise technology, product and innovation, P&L management, and business transformation. Nustad holds an MBA from the University of Oregon, and a BA and a master’s in public health from UCLA. She and her teams have received numerous industry awards, and in 2013 she was awarded the Computerworld Premier 100 IT Leader award.

MONA VERNON, SM ’11
VP, Thomson Reuters Labs, Thomson Reuters

Mona M. Vernon is Vice President, 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, she ran the Emerging Technology group and launched an Open Innovation Challenge program across the enterprise. Vernon holds a BS and MS in mechanical engineering from Tufts University and a 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 in 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 of the Commonwealth of Massachusetts Big Data Advisory Committee, and winner of Boston 50 on Fire.
Cloud computing is revolutionizing IT, introducing a bevy of new ways to host applications and deliver IT services. While the promise is great, there are considerable questions to mull regarding everything from the best approach (private, public, hybrid?) to data protection (who is responsible?) and Service Level Agreements (what do the SLAs really address?). This panel will investigate the promise and the pitfalls, and touch on best practices for selecting and managing cloud providers.

MODERATOR

JOHN DIX
Editor in Chief, NetworkWorld.com

John Dix is Editor in Chief of NetworkWorld.com where he leads a team of seasoned journalists analyzing critical developments in the connected world, exploring everything from corporate digitalization efforts to the shift to the cloud, software defined data centers, and the emergence of the Internet of Things. A 37-year industry veteran, Dix helped launch Network World in 1986, after prior stints at Computerworld and International Data Corp.

DAVID GIAMBRUNO
CIO, Shutterstock

As Chief Information Officer, David Giambruno oversees Shutterstock's data, infrastructure, IT, and security teams, while working collaboratively with the engineering team. He joined Shutterstock with over 25 years of technology experience focused on security and infrastructure. Giambruno previously worked at Tribune Media where he was SVP and CIO overseeing the split of the technology and application portfolio of the company into two separate stand-alone businesses. Prior to this, he was SVP and CIO at Revlon where he was responsible for globalizing the company’s infrastructure and deployed global standards and IT operations.
PATRICK GILMORE
CTO, Markley Group

As Markley Group’s Chief Technology Officer (CTO), Patrick Gilmore is responsible for overseeing the development and maintenance of state-of-the-art technology foundation, while working to ensure that the company consistently remains a leading-edge technology provider. Prior to Markley, Gilmore spent over thirteen years as Chief Network Architect at Akamai Technologies. At Akamai, his group was responsible for managing peering and capacity for the world’s largest CDN—one that served approximately 30% of all traffic on the Internet. Gilmore is on the board of directors for the Seattle Internet Exchange (SIX) and the London Internet Exchange (LINX), two of the largest Internet exchanges in the world, as well as the American Registry for Internet Numbers (ARIN), the North American Network Operators’ Group (NANOG), and the PeeringDB.

NATHAN McBRIE
CIO and SVP, Innovation Architects and CIO, Amag Pharmaceuticals

Nathan McBride has nearly 20 years of experience managing both small and large information technology teams, primarily in the biopharmaceutical industry. He joined AMAG in January 2008, and is responsible for all information technology operations. Prior to joining AMAG, he was senior director of business and scientific applications at Cubist Pharmaceuticals. McBride also served as senior director of information technology at Transkaryotic Therapies, Inc. (now Shire Pharmaceuticals) and was director of technology at Cushing Academy from 1997 to 1999. He began his career in information technology in 1996 as an assistant manager and teacher at Rye Country Day School. McBride holds a bachelor of arts degree from Connecticut College.

FABIO VERONESE
Head of Infrastructure & Networks Solution Center; Head of Infrastructure & Technological Services, Enel

Fabio Veronese is Head of the ICT Infrastructure & Networks Solution Center which oversees global Information Technology (IT) development for the distribution business of ENEL. At the same time Veronese heads the Infrastructure and Technological Services of the IT division of the ENEL Group. Veronese leads a team of more than 3,000 employees and contractors supporting application development in eight countries and IT operations management in 22 countries. He has 25 years of experience in IT, project management, and business transformation.

As Head of Infrastructure & Networks Solution Center, he led the digital meter project of Italy, which is still the largest implementation of an advanced metering infrastructure, and he is currently leading a global convergence program for the applications of the ENEL group. As Head of Infrastructure & Technological Services, Veronese led a fast and massive migration to the cloud at the enterprise level, completely restructing the way IT operations are managed in the ENEL group. Veronese holds a bachelor’s in electronic engineering from the University of Padua, Italy.
MEASURING ROI FOR CYBERSECURITY: IS IT REAL OR A MIRAGE?

TWENTY CHIMNEYS – 3RD FLOOR, STRATTON // Organizations are spending an ever-larger portion of their IT budgets on security. But what does it get them? Risk of a breach appears to be growing not shrinking. What level of investment will it take to bring risk to an acceptable level? Gartner says prevention is futile. So, what should organizations do? It is hard to go to the Board of Directors to ask for more investment when you can’t even measure the impact of current investments. During this session, we will explore the measurement and management of cybersecurity investments and how to steer the board’s expectations and the internal culture to put the organization on a glide path to steady improvement versus a random walk.

MODERATOR

MICHAEL SIEGEL
Principal Research Scientist, MIT Sloan School of Management; Associate Director, MIT Interdisciplinary Consortium on Improving Critical Cybersecurity Infrastructure (IC3)

Michael Siegel is a Principal Research Scientist at the MIT Sloan School of Management. He is also the Associate Director of the Interdisciplinary Consortium on Improving Critical Cybersecurity Infrastructure (IC3) at MIT Sloan. His recent research includes cybersecurity and critical infrastructure, modeling vulnerability markets, industrial control systems, cybersecurity strategy and management, and the analysis of vulnerability markets. During his more than 26 years at MIT, Siegel’s research interests have included the use of dynamic modeling and data mining for management and process improvement in critical systems, applications of computational social science to analyzing state stability and cybersecurity, digital business and financial services, financial risk management, value-at-risk benchmarking, heterogeneous database systems, managing data semantics, query optimization, intelligent database systems, and learning in database systems. Siegel has been active in research to improve cyber systems through critical infrastructure analysis, simulating approaches to patching vulnerabilities, bug bounty programs, and modeling of improvements to software development and maintenance.

JIM CUPPS
Senior Director, Liberty Mutual

Jim Cupps is the SAFe Enterprise Architect for Liberty Mutual Insurance and is responsible for strategy planning and architecture for Identity transition to the cloud. Former roles include Director of IT Operations for Liberty Mutual Investments, BISO Exploration and Production at BP, and CISO at SAPPI.
Ilya Kabanov, SF ’15
Global Director, Application Security and Compliance, Schneider Electric

Ilya Kabanov is a global information technology expert and cybersecurity and privacy technologist and believes that energy access is a basic human right. At Schneider Electric, the world’s #1 energy management expert, Kabanov provides his global leadership to application security and compliance. Prior to Schneider, he was the Chief Information Officer of Russia’s largest private transportation firm. For that role in 2013, Kommersant Magazine recognized him as the nation’s best CIO in the logistics and transportation industry.

During his time as a Sloan Fellow at MIT, Kabanov focused on studying global innovations and leadership to solve some of the world’s most challenging problems. For over a decade, he has served global communities by enabling responsible digital innovations and transforming the information security and privacy practices among numerous companies, ranging from a successful start-up to a global, $36 billion enterprise. He has also authored numerous articles in professional journals. Kabanov received his MBA from the MIT Sloan School of Management and his PhD in information technology and operations research from the Moscow Institute of Electronics and Mathematics. He is a member of the IAPP, IEEE and INFORMS.

James Kaplan
Partner, McKinsey

James Kaplan is a Partner at McKinsey, in the New York location of the Business Technology Office. He co-leads the firm’s global practices in IT infrastructure and cybersecurity. In his 15 years at McKinsey, Kaplan has assisted clients in financial services, health care, and advanced manufacturing to set technology strategies, optimize infrastructure operations, adopt cloud capabilities, prioritize technology risks, and manage multi-year cybersecurity programs. He also assists private equity firms in making investments in the enterprise technology and cybersecurity markets.

Kaplan has published on enterprise infrastructure and cybersecurity issues in the McKinsey Quarterly, the Financial Times, the Wall Street Journal, the HBR blog network, and other periodicals. He led McKinsey’s collaboration with the World Economic Forum on “Risk & Responsibility in a Hyper-connected World” for the Forum’s 2014 annual meeting in Davos. Most recently, he is the author of Beyond Cybersecurity: Protecting Your Digital Business (Wiley, 2015). Prior to joining McKinsey, Kaplan was a consultant at Deloitte and Chief Technologist at Show & Tell, Inc. He holds an MBA from the Wharton School of the University of Pennsylvania and a BA from Brown University.

Christopher Porter
VP & CISO, Fannie Mae

Christopher Porter is the Chief Information Security Officer (CISO) for Fannie Mae. In this role, he helps to communicate the importance of information security across the enterprise, and to mature and innovate Fannie Mae’s defense and response capabilities. Porter has over fifteen years of experience in IT and security industries. His background includes work as an economist, network and system administration, information security consultant, and researcher. In his previous role at Verizon, Porter was a lead analyst and author of Verizon’s Data Breach Investigations Report series. He was also the co-creator of the VERIS Framework (Vocabulary for Event Recording and Incident Sharing) which allows organizations to collect and report security incident metrics in a standard and repeatable manner.

Porter has a bachelor’s degree in economics and psychology from the University of Virginia. He also earned his master’s degree in the management of information technology from the University of Virginia’s McIntire School of Commerce. He is a member of the McIntire School of Commerce’s MSMIT advisory board and the board of directors at the FAIR Institute.
DISCOVER how global businesses like yours are using digital leadership strategies and practices to create new opportunities for their companies.

At MIT CISR, we conduct and share original, evidence-based research to help business leaders around the world gain a new perspective on their current challenges, define new business models, expand their growth opportunities, and utilize digital technology to move their businesses forward.

Register now on our website for complimentary access to our research.

cisr.mit.edu
Our vision is to be the trusted connection to the networked world.

We put our customers first. It’s why enterprises, government entities, content providers, research and educational institutions, and carriers choose us. We are passionate about reliability and security, and we take end-to-end responsibility for their local-to-global connections.

We own this commitment to help our customers grow and become more efficient in an inherently secure way – so they can own their success in return.

LEVEL3.COM

Essex Partners | Trusted advisors to senior executives

Take the next step in your executive career

- Executive Roles
- Board Seats
- Career Change
- Entrepreneurship
- Beyond Career

EssexPartners.com

Come see what’s next
WHO’S REALLY RESPONSIBLE FOR TECHNOLOGY?

KRESGE AUDITORIUM // Today, every company is a technology company. Tech has evolved from a tool to be implemented in service of the business to a core component upon which strategies are built. As we all “go digital” where does the tech buck stop? Can a responsible CEO really afford to delegate technology leadership any longer? And, if the CEO is now responsible for technology, what does that mean for the CIO or, for that matter, the Chief Technology Officer, Chief Digital Officer, and Chief Marketing Officer?

PAUL MICHELMAN
Editor in Chief, MIT Sloan Management Review

As Editor in Chief of MIT Sloan Management Review (SMR), Paul Michelman leads editorial and digital strategy for one of the world’s most influential sources of new ideas for business executives. He recently led the launch of “Frontiers,” MIT SMR’s digital and print initiative exploring the role of technology in transforming the practice of management. He previously served as editor in chief of O’Reilly Media’s Safari Books Online and has held senior editorial positions at strategy+business and Harvard Business Review, where he was one of the founding editors of HBR.org and launched HBR’s popular podcast, the HBR IdeaCast.

SCOTT BLANDFORD
EVP, Chief Digital Officer & CTO, Retail Financial Services, TIAA

Scott Blandford, Executive Vice President at TIAA, has an extensive track record of successful large program delivery, user experience design, product launches, and transformation efforts. He joined TIAA in 2010, bringing nearly 25 years of experience in innovative technology systems, financial services, and executive leadership. As Chief Digital Officer for TIAA, Blandford leads the firm’s online, mobile, and eBusiness transformation program. In this position he is charged with taking the firm’s self-service and automation capabilities to the next level—leading TIAA to a digital future where technology fully realizes the customer-focused mission of the company.

In his previous role with the firm, Blandford served as Chief Information Officer for the Retirement and Individual Services business, where he was responsible for all tiers of the retirement, insurance, education savings, brokerage, banking, and wealth management platforms. In this function he led the strategy, design, delivery, and ongoing operations for TIAA’s client systems utilizing innovative, patent-pending technologies.

Prior to joining TIAA, Blandford spent four years at Bank of America Merrill Lynch and eleven years at Fidelity Investments. He holds bachelor’s and master’s degrees in electrical engineering from the University of Dayton.
Anthony Christie, SF ’98
CMO, Level 3 Communications

Anthony Christie is the Chief Marketing Officer for Level 3 Communications. As the leader of the Global Marketing organization, he has global responsibility for customer experience, product development, product management, corporate marketing, and business process innovation. Additionally, he is an active member of the community, holding positions on the advisory board of Colorado University Leeds School of Business and Colorado Business Marketing Association.

Christie holds multiple degrees from nationally accredited universities, including MIT, with a professional career spanning the United States, Asia Pacific, and Europe with roles including Chief Marketing Officer, Chief Technology & Information Officer, Executive Vice President, and Managing Director. This extensive experience in senior leadership provides him valuable expertise in marketing, strategic customer targeting, sales, product management, business development, and operations for technology and telecommunications with a global perspective.

Michael Relich
COO, Crate and Barrel

Michael Relich is the Chief Operating Officer of Crate and Barrel, an industry-leading home furnishings specialty retailer, known for its exclusive designs, excellent value, and superb customer service. He is responsible for corporate operations and oversees the IT, supply chain, and international teams, as well as Crate and Barrel’s business-to-business and outlet strategies.

Prior to joining Crate and Barrel, Relich was the COO of GUESS?, Inc., where he was responsible for leading GUESS’s global operations and driving long-term strategic growth initiatives. Prior to his appointment as COO in 2013, Relich served as the CIO for GUESS?, Inc., where he was responsible for building the system infrastructure that enabled the company to grow to become a $2.5 billion global operation with over 1,700 stores in 87 countries.

Relich has more than 30 years of retail operations and systems experience. His previous roles include CIO and SVP of MIS and eCommerce for The Wet Seal, LLC, and SVP, Engineering at Freeborders, Inc., where he was responsible for the management of two software labs developing collaborative, Java-based eCommerce applications.

John Petzold
Senior Client Partner, Global Co-Head, FinTech, Korn Ferry

John Petzold is a Senior Client Partner in Korn Ferry’s New York office, where he is a member of the firm’s Global Financial Services Market, and a core member of the Global FinTech practice. Petzold has conducted C-Suite search assignments for Fortune 500 firms, as well as mid to small cap public and private companies, focused on electronic trading, financial technology, and transaction services. He is also a part of the risk management and financial officer centers of expertise. Functionally, his search work includes engagements for enterprise and divisional Chief Financial Officers, Controllers, Treasurers, and their most important deputies. In addition, he has conducted Chief Risk Officer and Chief Credit Officer searches for many of the world’s largest diversified financial institutions.

Petzold has published thought leadership examining the changing nature of the finance and risk functions and the talent therein. He was also asked to lead a Leadership Assessment conference on behalf of the Risk Management Association in 2013. Petzold joined Korn Ferry in 2009 from another leading global executive search firm. He started his career with a privately held boutique focused on the financial services industry. He graduated from Georgetown University’s Edmund A. Walsh School of Foreign Service with a BS in international politics, law, and ethics.
Increasingly, organizations are engaging with talent in new ways. There is a growing reliance on: using freelancers to acquire skills for project teams; contracting to outsource work; buying companies for talent (i.e., “acqui-talent”); and crowdsourcing solutions. Companies are also placing their own people in hubs and co-working spaces (e.g., Fintech Incubators) to immerse them in innovative environments. These new approaches of acquiring and using talent require very different workplaces that respond faster and in more collaborative ways to build value. We’ll discuss how CIOs are winning the talent wars both within IT and their larger organizations.

**Moderator**

**KRISTINE DERY**
Research Scientist, MIT Sloan Center for Information Systems Research

Kristine Dery, based in Sydney, Australia, is a Research Scientist with MIT CISR. Her 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. Dery previously held management roles in the tourism and airline industries in Australia, New Zealand, and the UK.

**Award Finalist**

**JULIA DAVIS**
SVP & CIO, Aflac

Julia Davis joined Aflac in July 2013 as Senior Vice President and Chief Information Officer (CIO). She oversees the day-to-day operations and strategic initiatives of Aflac’s Information Technology (IT) Division. She has cultivated a strong IT Division by leading Aflac’s IT Apprenticeship program and an innovative “reverse mentoring” program that pairs millennials with senior team members.

Previously, Davis served as CIO at American Safety Insurance, the Equipment Finance Division for GE Capital Healthcare Financial Services, and GE Capital Business Productivity Solutions. Additionally, she held IT leadership positions at GE Energy, Armstrong World Industries, Information Builders, Ogden Government Services, and CRSS Services, Inc. Davis began her career in the U.S. Air Force as a software engineer and earned the rank of captain. She received a bachelor’s degree in engineering physics from Lehigh University and a master’s degree in system administration from St. Mary’s University.
AMY DECASTRO
VP HR, Global Information Processing Organization, Schneider Electric

Amy deCastro, Vice President HR, Global IT, Schneider Electric, leads the HR function for Schneider Electric’s global IT organization. She has 20 years of experience supporting organizations in the technology space. She has held regional and global HR roles including learning and development, talent acquisition as well as global talent management and M&A. In her current role with Schneider Electric, deCastro partners with the CIO and Global IT leaders to ensure that the talent management strategy and overall HR initiatives are helping to drive development of people and growth in the organization. She holds a master’s degree in human resource management with a minor in information technology and is recognized by SHRM as a certified Senior HR Professional.

JIM O’NEILL
Entrepreneur in Residence

Jim O’Neill is currently an Entrepreneur in Residence and previously served as HubSpot’s Chief People Officer, Chief Information Officer, and Chief Technology Officer. He joined HubSpot in 2007 as part of the initial team and from his earliest days he has helped to invest in technology and platforms to scale the company from fewer than ten employees and a handful of customers to over 1,700 employees in six countries and serving more than 20,000 customers in over 90 countries worldwide.

In his current role, O’Neill is looking at technologies and products that promise to change the workplace and workforce into data driven, constant feedback and always on environments.

O’Neill is a frequent speaker at conferences and industry events on topics ranging from cloud technologies and platforms to modern work cultures. He is also a passionate adviser and angel investor in over a dozen tech startups. O’Neill sits on the council of strategic advisers and the Technical Adviser Network at Worcester Polytechnic Institute. In 2015 O’Neill was awarded the CIO of the Year for Corporate Segment from the Boston Business Journal.

ERIC SIGURDSON
Managing Director & CIO Practice Leader, Russell Reynolds Associates

Eric Sigurdson co-leads the Russell Reynolds Associates Technology Officers Practice and has experience recruiting information technology professionals across all industries. As a senior member in the firm’s technology sector, he also has experience serving software and business services clients, recruiting CEOs, Presidents, COOs, and division General Managers as well as functional executives in sales, marketing, finance, legal, and business development.

Sigurdson is also a member of the firm’s Digital Transformation practice focusing on recruiting technology leaders who have led transformative initiatives in social, mobile, cloud, information security, and big data.

Prior to joining Russell Reynolds Associates in 1995, Sigurdson spent eleven years with the IBM Corporation, where he held a broad range of positions in marketing, sales, and management. He received his BS in computer science and mathematics from the University of Illinois and his MBA from the University of Chicago Booth School of Business.
Estimates of the IoT business market are as high as $10 trillion, leading to lots of lofty talk and strategic positioning. Some companies are embracing IoT to generate operational efficiencies and to improve customer experience. Other firms are fundamentally transforming their business models. We will discuss how companies are capturing value from IoT by looking at what drives IoT opportunities, the new capabilities required, and the investments that are needed to succeed.

**MODERATOR**

**BARBARA HALEY WIXOM**
Principal Research Scientist, MIT Sloan Center for Information Systems Research

Barbara Haley Wixom joined MIT Sloan Center for Information Systems Research (CISR) in June 2013 as a Principal Research Scientist. 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.

**ED ABBO, SM ’87**
President & CTO, C3 IoT

Ed Abbo is President and Chief Technology Officer at C3 IoT, which provides an enterprise data analytics platform and application development environment for the rapid design and deployment of large-scale IoT applications that exploit the promise of big data, elastic cloud computing, analytics, machine learning, and mobile computing. Abbo leads C3 IoT’s strategy and execution, including technology direction, innovation, and customer success.

Prior to C3 IoT, Abbo was Senior Vice President at Oracle Corporation, where he was responsible for its application products. Prior to joining Oracle in 2006, he was Senior Vice President of Engineering and Chief Technology Officer for Siebel Systems. Abbo earned a master of science in mechanical engineering from MIT and a bachelor of science in mechanical and aerospace engineering from Princeton University.
MARK MEYER
CIO, Tetra Pak Group

Mark Meyer, Chief Information Officer, is responsible globally for the IT function within Tetra Pak. He has 30 years of experience in IT infrastructure and business information systems including 20 years with Tetra Pak. The IT function at Tetra Pak is responsible for building, implementing, and supporting reliable, cost efficient, and secure global information management systems that bring value to Tetra Pak and its customers. Meyer has taken part in Tetra Pak’s Global SAP R/3 implementation, development of a global IT organization, and development of Tetra Pak’s global IT processes. Currently he is focused on the further digitalization of Tetra Pak’s products, services and processes. Meyer holds a bachelor of arts degree from the University of Texas at Austin.

MчивL NİLLES
CDO, Schindler Group & CEO, Schindler Digital Business

Michael Nilles is Member of the Group Executive Committee and Chief Digital Officer (CDO) for Schindler as well as the CEO of Schindler Digital Business. Based at global headquarters in Switzerland, he is responsible for Digital Business, Business Process Management, and Information Technology globally. His work in moving Schindler forward with data and mobility using iOS and custom apps is featured on Apple’s website. Nilles joined Schindler in 2009 as Chief Information Officer and in 2013 he also became CEO of Schindler’s Digital Business Unit. In 2016 he joined the Group Executive Committee as Chief Digital Officer to further drive Schindler’s digital business transformation.

Prior to joining Schindler, Nilles led the different phases of digitization at Mannesmann and Bosch Rexroth AG, where he held positions as Group CIO, CIO Americas, Program Director Global SAP, and IT Director Greater China. Nilles started his career as SAP consultant for supply chain management in the Asia Pacific region. During his international assignments he spent five years in China and five years in the U.S. Nilles also serves on the Board of Directors of Lufthansa Technik AG. He earned a master’s degree in business administration and computer science from the University of Cologne and an MBA from Kellogg School of Management of Northwestern University.

JIM POOLE
VP, Ecosystem Development, Equinix

Jim Poole joined Equinix in January of 2010 and currently serves as the Vice President for Ecosystem Development. In his role, he is responsible for investigating and incubating new digital ecosystems. His current projects include initiatives for IoT, digital payments, SD-WAN, and subsea cable. Previously, Poole was Vice President of Business Development for Roundbox, a leading provider of mobile broadcast software. Over the last 20-plus years, Jim has held leadership positions in a variety of telecommunications and software providers including SAVVIS, C&W USA, NTT, dynamicsoft, and UUNET. His experience spans sales, business development, product management, P&L management, systems engineering, and operations.
YOU WERE HACKED:
NOW WHAT?

MEZZANINE LOUNGE – 3RD FLOOR, STRATTON // In this age of mega breaches, as CIOs and CISOs are facing an ever-changing threat landscape and applying “whack-a-mole” methods in their security operations, it is just a matter of time before they experience the inevitable—“we got hacked.” Popular wisdom is that enterprises should have a good plan for such incidents as it is a matter of when and not if. Different organizations have a wide range of capabilities and readiness when it comes to response and recovery. This panel, comprised of industry experts as well as day-to-day practitioners, will talk about best practices and methods, and how to ensure business continuity after a breach occurs.

KERI PEARLSON
Executive Director, MIT Interdisciplinary Consortium on Improving Critical Cybersecurity Infrastructure (IC3)

Keri Pearlson has held positions in academia and industry including Babson College, UTexas-Austin, Gartner’s Research Board, CSC, and AT&T. She founded KP Partners, a CIO advisory services firm, and is the Director of the International Institute of Analytics Leadership Consortium. Pearlson’s research spans MIS, business strategy, and organizational design. She is the co-author of Managing and Using Information: A Strategic Approach (6th edition) and of Zero Time: Providing Instant Customer Value. Her work has been published in Sloan Management Review, Academy of Management Executive, Information Resources Management Journal, and by Harvard Business School Publishing.

Pearlson began her career at Hughes Aircraft Company as a systems analyst. She holds a doctorate in business administration in MIS from Harvard Business School, and a MS in industrial engineering and BS in mathematics from Stanford. She is the founding President of the Austin Society for Information Management (SIM) and was named “2014 National SIM Leader of the Year.”

TOM CATCHINGS
SVP & CIO, WageWorks

Tom Catchings oversees all of WageWorks’ product development and information technology efforts, as well as the execution of their platform strategy. His experience includes eight years as SVP and Chief Information Officer at Early Warning Services LLC, where he led the transformation of Early Warning into the leading risk management and analytics company in financial services, as well as various leadership roles at eFunds Corporation and McDonnell Douglas Corporation. Catchings holds an MBA from University of Redlands and a BS in business administration from Northern Arizona University.
ESMOND KANE
Deputy CISO, Partners Healthcare

Esmond Kane is the Deputy Chief Information Security Officer in the Partners HealthCare Information Security and Privacy Office. Partners Healthcare is the second largest healthcare provider in the U.S. and the second largest employer in Massachusetts. In his role at Partners, Kane is responsible for the operational component of the “Lighthouse” program, a radical transformation in Partners’ approach to security and privacy risk management. Prior to Partners, Kane spent ten years helping to guide improvements in IT delivery and information security at Harvard University. Before working at Harvard, he spent ten years in several roles and industries including KPMG and BIDMC.

JAMES LUGABIHL
Director, Execution Assurance, ADP

With over 20 years of information security experience, James Lugabihl has been involved in nearly all aspects of securing and defending organizations of all sizes. This includes designing defensive infrastructures for all types of compute environments, conducting detailed risk assessments in accordance with regulatory and standards requirements, managing a world-class Incident Response Center, and supporting business operations for a security team spanning six continents. For over a decade, Lugabihl has been managing global security organizations and delivering timely, accurate, and effective results in extremely high-pressure situations.

ANDREW STANLEY
CISO, Philips

Andrew Stanley serves as the Chief Information Security Officer for Philips, a global healthcare and consumer lifestyle company headquartered in Amsterdam. He has a deep background in cybersecurity, which started in his pre-university years designing one-way hashing algorithms. Before his current role, Stanley served as Vice President, Enterprise Operations where he led a 4,000 person global team responsible for delivering operations services across 124 countries.

Prior to joining Philips, Stanley served as Vice President of Global Infrastructure Development at MWV where he helped lead and implement cutting-edge cloud services, enhanced strategic discipline, and generated long-term savings in excess of $60M per year. He holds an MBA from the University of Virginia.
Platform as a service for big data, predictive analytics, and IoT applications

Learn More  |  Watch Product Demos  |  Schedule Executive Briefing

www.c3iot.com

C3 IoT delivers a comprehensive platform as a service (PaaS) for rapidly developing and operating big data, predictive analytics, machine learning, and IoT software as a service (SaaS) applications. C3 IoT also offers a family of configurable and extensible SaaS products developed with and operating on its PaaS.
IOT: AI AT ENTERPRISE SCALE

KRESGE AUDITORIUM // Silicon Valley legend Thomas M. Siebel shares his vision, based on 40 years of experience in the information technology industry, for the second post-industrial revolution. The convergence of new and disruptive technologies—AI, elastic cloud computing, big data, machine learning, predictive analytics, IoT—is driving a new paradigm in the application of information and communications technology to reshape business and social processes.

TOM SIEBEL
Chairman & CEO, C3 IoT

Tom Siebel is the chairman and CEO of C3 IoT, an enterprise software and platform company that applies big data, advanced analytics, social networking, machine learning, and cloud computing to enable the rapid development and deployment of large-scale SaaS applications for the Internet of Things. As founder of Siebel Systems, one of the fastest-growing software companies, Siebel built the foundation of the CRM market. Siebel Systems became a leader in application software with revenue exceeding $2B before merging with Oracle in 2006.

Siebel is the Chairman of the Siebel Energy Institute, and serves on the College of Engineering boards at the University of Illinois at Urbana-Champaign and UC Berkeley. He is a director of the Hoover Institution at Stanford University and a member of the American Academy of Arts and Sciences. He received a BA, MBA, and MS in computer science from the University of Illinois, Urbana-Champaign.
EXPAND YOUR KNOWLEDGE
WITH MIT PROFESSIONAL EDUCATION PROGRAMS

SHORT PROGRAMS
Come to MIT for a Week
Technical professionals can come to the MIT campus and choose from more than 50 different 2-5 day short courses, taught by renowned MIT faculty. The topics span a broad range of categories, from biotechnology to data modeling to design and manufacturing.

DIGITAL PROGRAMS
Bring MIT to You Anywhere Anytime
Digital Programs allow busy professionals the ability to take online courses taught by MIT faculty on a flexible, convenient schedule basis. These courses focus on the most current industry topics relevant to a variety of technology professionals around the world. New blended courses combining online learning with on-site, in-classroom instruction are coming soon.

ADVANCED STUDY PROGRAM
Stay for a Semester or Longer
Enroll in regular, credit-earning, full-semester MIT courses through the Advanced Study Program, a unique non-degree program for professionals that lets them attend MIT undergraduate or graduate courses on a full or part-time basis for one or more semesters.

INTERNATIONAL PROGRAMS
MIT Around the Globe
Through International Programs, MIT Professional Education addresses professional education needs relevant to specific geographic areas through courses delivered in-region. International Programs bring world-class MIT faculty and their research to professionals who cannot easily come to MIT.

CUSTOM PROGRAMS
Tailor MIT to Your Needs
Custom Programs are designed to address an organization’s specific education needs and strategic goals through tailor-made programs taught by MIT faculty experts.

Learn more about MIT Professional Education and programs.
Visit professional.mit.edu/mit-cio or email professionaleducation@mit.edu

For the connected CIO
TECHNOLOGY. INNOVATION. NEW RESEARCH. PEER ARTICLES.
SEE HOW OTHER CIOs THINK
ibm.com/cio
BUILD ON OUR PLATFORM AND UNLOCK THE POWER OF YOUR CUSTOMER DATA WITH INTELLIGENT APPS FOR EVERY DEPARTMENT AND ROLE IN YOUR BUSINESS.

LEARN MORE AT salesforce.com/platform
TRUSTED DATA: THE ROLE OF BLOCKCHAIN, SECURE IDENTITY, AND ENCRYPTION

KRESGE AUDITORIUM // Enterprises are finally taking security seriously and beginning to adopt the next generation of technology: distributed ledgers (“blockchain”), secure identity mechanisms, and end-to-end encryption. These changes have the potential to revolutionize applications ranging from smart contracts to supply chain management, automation, and artificial intelligence. We’ll discuss how these new technologies will transform your business model and change the way you do business.

MODERATOR

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 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 the 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. His 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.

ALANNA GOMBERT
SVP and GM, IAB Tech Lab, Interactive Advertising Bureau

Alanna Gombert is SVP, Technology and Ad Operations, at the Interactive Advertising Bureau (IAB) and General Manager of the IAB Tech Lab. Before joining IAB, Gombert was CEO of Gombert Consulting, a full service digital media consulting agency, and she was the Founder and Co-chair for the IAB Programmatic Council. Prior, she was Head of Digital Sales and Strategy at Condé Nast and founder of CatalystDesk, Condé Nast’s digital media trading platform. Gombert joined Condé Nast in March 2013 from Google by way of Admeld, where she ran the trading desk, agency, and demand-side platform relationships and helped grow RTB from an idea to a killer business.

Prior to Admeld, Gombert worked at Right Media, the first online advertising exchange, where she focused on ad selection algorithms and market dynamics. Right Media was acquired by Yahoo in 2007. Her early career included stints with Nielsen, DoubleClick, and the financial world with JP Morgan Chase and Commerzbank. Advertising has allowed her to travel the world and she has experience in international markets, including EMEA, APAC, and Latin America.
THOMAS HARDJONO
CTO, MIT Connection Science and Engineering

Thomas Hardjono leads technical projects and initiatives around identity, security, and privacy in emerging technologies such as IoT, smart contracts, and blockchain systems, and engages industry partners and sponsors on these fronts. Hardjono is also the technical director for the Internet Trust Consortium under MIT Connection Science that implements open source software based on cutting-edge research at MIT.

Previously Hardjono was the Director of the MIT Kerberos Consortium, which developed the famous MIT Kerberos authentication software currently used by millions of users around the world. His work included device certificates for DOCSIS cable modems, WiFi devices and the Trusted Platform Module (TPM) security hardware. He has led a number of key industry technical groups within the IETF, OASIS, Trusted Computing Group, Kantara, and other organizations. Hardjono has published four books and over sixty technical papers. He holds 19 patents in the areas of security and cryptography.

Hardjono has a BSc degree in computer science with honors from the University of Sydney, and a PhD in computer science from the University of New South Wales in Australia.

HU LIANG
Senior Managing Director and Head of Emerging Technologies Center, State Street

Hu Liang is a senior managing director and head of the Emerging Technologies Center at State Street. The Emerging Technologies Center focuses on identifying, exploring and prototyping emerging and disruptive technologies that could have broad impacts on State Street and the financial service industry as a whole. Previously, Liang spent 2011 through 2015 in Hong Kong, overseeing parts of State Street’s Global Markets and Global Exchange businesses in Asia Pacific. He was responsible for the electronic platform businesses, including the FX Connect and Currenex, and then led State Street Global Exchange in Asia Pacific from its formation in 2013.

Currently located in Bay Area, California and a long time Silicon Valley veteran, Liang joined State Street as part of the Currenex acquisition in 2007. He led numerous technology and business initiatives within Currenex including the design of its algorithmic trading engine as well as starting the margin FX business. Prior to Currenex, Liang founded the technology service provider Forion in 1999 that provided managed authentication and authorization services to the newly emerging ASP and SaaS industries. Earlier still, he was a principal member of an e-commerce management consulting firm. He started his career in software development at the IBM Almaden Research Center. Liang holds a BS degree in electrical engineering from Rutgers University in New Jersey and an MBA from the Haas School of Business, University of California, Berkeley.

IRVING WLANDAWSKY-BERGER
Fellow, MIT Initiative on the Digital Economy

Irving Wladawsky-Berger is Visiting Lecturer at the MIT Sloan School of Management and a Fellow of the MIT Initiative on the Digital Economy and of MIT Connection Science. He also is Adjunct Professor at the Imperial College Business School and a member of the Advisory Board of its Data Science Institute. Wladawsky-Berger retired from IBM in 2007 after a 37-year career with the company, where his primary focus was on innovation and technical strategy. He led a number of IBM’s company-wide initiatives including the Internet and e-business, supercomputing, and Linux. He has been a strategic adviser at Citigroup and at HBO, and is currently an adviser at MasterCard.

Since 2005 Wladawsky-Berger has been writing a weekly blog, irvingwb.com, which has also been published in the Wall Street Journal’s “CIO Journal” since 2012. He is a Fellow of the American Academy of Arts and Sciences as well as a Fellow of London’s Royal Society of Arts. He received an MS and a PhD in physics from the University of Chicago.
DESIGNING FOR DIGITAL

KRESGE AUDITORIUM // You say digital... I say technology. But the challenge of a digital transformation is not about technology—it’s about organizational design. Companies must be architected for speed and integration. What does that look like? How do IT leaders make it happen? Jeanne Ross will review research findings from MIT CISR on how CIOs can lead efforts to redesign their companies.

JEANNE W. ROSS
Director & Principal Research Scientist, MIT Sloan Center for Information Systems Research

Jeanne W. Ross is Director and Principal Research Scientist at the MIT Sloan Center for Information Systems Research where she lectures, conducts research, and directs executive education courses on IT management practices. Her research examines organizational and performance implications of enterprise initiatives related to enterprise architecture, IT governance, outsourcing, and business agility. She is co-author of three books: IT Savvy: What Top Executives Must Know to Go from Pain to Gain (2009); Enterprise Architecture as Strategy: Creating a Foundation for Business Execution (2006); and IT Governance: How Top Performers Manage IT Decision Rights for Superior Results (2004). Ross has served on the faculty of customized courses for a number of major corporations, including PepsiCo, McKinsey, General Electric, TRW, Pfizer, News Corporation, Commonwealth Bank of Australia, IBM, and Credit Suisse. She regularly appears as a speaker at major conferences for IT executives.

Ross earned a BA at the University of Illinois, an MBA from the Wharton School at the University of Pennsylvania, and a PhD in management information systems from the University of Wisconsin–Milwaukee. She is a founding senior editor and former editor in chief of MIS Quarterly Executive.
The MIT Sloan CIO Symposium is proud to introduce the Finalists for the 2017 Innovation Showcase. The Innovation Showcase highlights 10 outstanding early stage companies with cutting-edge solutions that combine both value and innovation to Enterprise IT.

Also, visit Authors Row at the Innovation Showcase.
INNOVATION SHOWCASE

@alphasoftware
ALPHA SOFTWARE
Burlington, MA | alphasoftware.com
Alpha Software products help developers of all levels speed the development and deployment of cross-platform mobile and web business apps.

@BonsaiAI
BONSAI
Berkeley, CA | bons.ai
Bonsai’s AI platform empowers enterprises to build intelligence into industrial systems, including robotics, manufacturing, supply chain, logistics, energy, and utilities.

@ClearSkyData
CLEARSKY DATA
Boston, MA | clearskydata.com
ClearSky delivers on-demand, primary storage with offsite backup and DR as a single service. Enterprises pay for their data once and can access it anywhere needed—on prem or in the cloud.

@decibelinsight
DECIBEL INSIGHT
London, UK | decibelinsight.com
Decibel Insight reveals exactly how users behave on websites and apps, helping enterprises quantify and improve customer experience at every touchpoint.

@WeAreFireglass
FIREGLASS
Tel Aviv, Israel | fire.glass
Fireglass isolation platform eliminates malware and phishing from web and email without deploying endpoint agents.

@GreenVulcano
GREEN VULCANO
Rome, Italy | greenvulcano.com
GreenVulcano Technologies provides innovative on-demand, cloud-based service solutions to support Enterprise Internet of Things use cases.

@EndToEndEncrypt
PREVEIL
Boston, MA | preveil.com
PreVeil is the application for end-to-end encrypted email, file sharing, and storage for people and organizations that want to protect their data.

@ValiMail
VALIMAIL
San Francisco, CA | valimail.com
ValiMail’s email authentication as a service (EAaaS) eliminates modern phishing, fraud, and brand abuse while providing full visibility and control over your email ecosystem.
The technology leaders you’ll need tomorrow.

Where are they today?

Identifying potential is one thing. Translating that potential into a sustainable pipeline of leadership talent is something else. From high-potential identification to leadership development, succession management and recruitment, Korn Ferry can help you nurture the technology leaders you need to ensure continual growth.

Learn more at kornferry.com/CIOs

VIDYARD
Kitchener, Ontario | vidyard.com
Vidyard is the leading video platform for business that helps organizations drive more revenue through the use of online video.

Wasabi Technologies
Boston, MA | wasabi.com
Wasabi’s disruptive one-size-fits-all “hot storage” cloud solution is 6x faster and 1/5th the price of Amazon S3.
It all starts with a great brand. At Warner Communications, our creative thinking drives the messages that can change behaviors and create a promising future for your idea, product or brand.

See how we can help your brand thrive at www.warnerpr.com
INNOVATION ON DEMAND WITH CROWDSOURCING

Crowdsourcing taps the skills and insights you need, when you need them. Topcoder is a crowdsourcing marketplace home to more than one million of the world’s top designers, developers, and data scientists. Government agencies, global enterprises, and startups use Topcoder to accelerate innovation, solve challenging problems, and tap into specialized skills on demand.

topcoder.com
Organizing information to drive measurable business outcomes is the **only thing** we do.

We bring specialized people and tools to every engagement to make your information findable, usable, and valuable.

EIS has over 20 years experience and is recognized as an industry thought leader.

**2017, 2016, 2015, 2014**
100 Companies that Matter in KM

**2013**
500 List of Business Innovators

**2015**
KM Reality Award (Allstate Business Insurance)

---

**WE MEET THE DIVERSE INFORMATION NEEDS OF CLIENTS IN MANY INDUSTRIES.**

**Accelerated Innovation**

**Maximized Commerce**

**Streamlined Operations**

**Content Optimization**

**Product Data Management**

**Knowledge Management**

Customer Data Management

We organize data to drive measurable business outcomes.

---

**Discover what we can do for you.**
Bring new innovations to market, innovate new business models, or build a world-class talent factory—how do you want to make an impact?

From the moment you enter our classrooms, you’ll be struck by the hands-on learning experiences and inventive business frameworks that set MIT Sloan Executive Education apart. Whether you’re seeking career growth or company profitability, you’ll find the tools you need to make immediate improvements and deliver lasting results.

Upcoming courses include:
- Communication and Persuasion in the Digital Age       June 15-16
- Fundamentals of Finance for the Technical Executive    June 20-21
- Digital Marketing and Social Media Analytics           June 29-30
- Managing Technical Professionals and Organizations     June 29-30

MIT Sloan CIO Symposium attendees receive a 15% tuition discount on open enrollment programs. Enter referral code CIO17 when applying by 12/31/17. Some exclusions apply.

Learn more at executive.mit.edu/cios
2017 MIT SLOAN CFO
SUMMIT: BALANCED CHAOS

SAVE-THE-DATE | NOVEMBER 17, 2017

2017 MIT SLOAN CFO SUMMIT // The premier CFO event featuring 40+ CFO Thought Leaders and 500+ CFOs/Senior Financial Executives. Invited speakers include leading CFOs across industries and geographies. Last year’s speakers included:

Jeffrey Bornstein, CFO, General Electric
Hal Gregersen, MIT
Peter Hirst, MIT

Richard Peretz, CFO, UPS
Kathleen Philips, CFO, Zillow
Valen Tong, CFO, Brookstone Company

CONTACT INFORMATION:
Jeremy Seidman
jseidman@mitcfo.com

FOLLOW US ON TWITTER:
@mitcfo

Learn more at www.mitcfo.com

CAMPUS MAP

ROCKWELL CAGE

THE ZESIGER SPORTS + FITNESS CENTER

KRESGE AUDITORIUM

COURTAYARD TENT

STRATTON STUDENT CENTER

Rockwell Entrance

Shuttle Bus
2018 MIT SLOAN CIO SYMPOSIUM

SAVE-THE-DATE | MAY 23, 2018

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, 800+ IT executives, business leaders, and members of academia. This is where the future of IT happens.

MIT Kresge Auditorium, Cambridge, MA | www.mitcio.com

JOIN THE CONVERSATION TODAY!
Ask Questions
Go to www.sli.do or download the iOS or Android app.
Enter #mitcio as the event.

FOLLOW US / COMMENT ON TWITTER:
@mitcio / #mitcio

JOIN THE COMMUNITY
www.mitcio.com/linkedin