UP YOUR DIGITAL GAME:
FROM VISION TO EXECUTION

15TH ANNUAL MIT SLOAN CIO SYMPOSIUM
2018
In 2016 I shared a sense of urgency by citing MIT Sloan research that found companies thriving in the digital economy were 26% more profitable than their industry peers. There is now even a greater sense of urgency, not in getting started but in following through on existing digital plans. The future belongs to those who do; a recent McKinsey study indicates that only 1 in 4 companies have been successful in their first transformation to digital innovation. This year’s Symposium is focused on helping those companies catch up as well as helping companies that were successful in their first transformation to achieve their next

Digital transformations are extremely hard to do; a recent McKinsey study indicates that 74% fail. Our objective this year is to give you the insights into both vision and execution you need to improve your odds for a successful transformation.

The MIT Sloan Boston Alumni Association is proud to co-host the 2018 MIT Sloan CIO Symposium along with the MIT Sloan Center for Information Systems Research (CISR) and the MIT Initiative on the Digital Economy (IDE). Enjoy your opportunity today to engage with world-class conferences.

Thank you for joining us. Have an enjoyable and productive day!

Lindsey Anderson, SM ’79
Chair, MIT Sloan CIO Symposium
landerson@mit.edu

*Leading Digital: Turning Technology into Business Transformation by Andrew McAfee, Didier Bonnet, and George Westerman

The MIT Sloan CIO Symposium is uniquely positioned to help you “Up Your Digital Game from Vision to Execution.” 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.

The MIT Sloan CIO Symposium and its companion event, the MIT Sloan CFO Summit (info.mit.edu), are just two of the ways that the MIT Sloan Boston Alumni Association helps promote continuing personal and professional development while making a positive impact on the business world. We also advance our mission by providing networking through our Career Series events, interest groups in Entrepreneurship, Life Sciences, and Women’s Networking, and social activities. Please visit mitsloanboston.com to learn about us.

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 alum of MIT Sloan and would like to get involved, 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:

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**AGENDA**

**MAY 23, 2018**

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Welcome to the 15th Annual Symposium

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

David Schmittlein
John C. Head III Dean, MIT Sloan School of Management

Creating a Digital Culture

George Westerman
Principal Research Scientist, MIT Initiative on the Digital Economy

Tammy Catlin, MBA ’04
Senior Partner, McKinsey & Company

David Gledhill
Group CIO & Head of Technology & Operations, DBS Bank

Andrei Oprisan
VP of Technology & Director of the Boston Tech Hub, Liberty Mutual

Mollie Swift
Global Leader for Digital Solutions, Korn Ferry Hay Group

What is Your Digital Business Model?

Wolfgang Bauerfeld
Executive Director, Russell Reynolds Associates

Peter Welli
Chairman, MIT Sloan Center for Information Systems Research

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

Implementing AI

Michael Schrage
Fellow, MIT Initiative on the Digital Economy

David Gledhill
Group CIO & Head of Technology & Operations, DBS Bank

Cynthia Stoddard
SVP & CIO, Adobe

Giorgos Zacharia
SM ’97, SM ’98, PhD ’99, CITO, KAYAK

Mollie Swift
Global Leader for Digital Solutions, Korn Ferry Hay Group

The Future of Work in a World of AI, ML, and Automation

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

Prof. Jason Jackson
PhD ’13 Assistant Professor in Political Economy and Urban Planning, MIT

Prof. Iyad Rahwan
Associate Professor of Media Arts & Sciences, MIT Media Lab

Elisabeth Reynolds
PhD ’10 Executive Director, MIT Industrial Performance Center

Platforms & APIs: How To Cut Costs, Raise Revenues & Boost Market Cap

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

David Hackshall
CIO, Cochlear Ltd.

Akash Khurana
VP, CIO, CDO, McDermott, Inc.

Bill Kracunas
Principal, Technology and Management Consulting, RSM US LLC

Jeffrey Geschke
CIO, MD & President, Oracle

Redesigning the Digital Workplace for Agile@Scale

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

Gail Evans
Global CIO, Mercer

Steve Kokinos
Co-Founder & Executive Chairman, Rize

Harmeet Mehta
Global CIO & Head of Digital, Bharti Airtel Limited

Stephanie Mills
Digital Lead for Avanade Advisory Services, Avanade

CIO’s Role in C-Level Cybersecurity Leadership

Prof. Stuart Madnick
SB ’66, SM ’69, PhD ’72 Director, MIT Interdisciplinary Consortium for Improving Critical Infrastructure Cybersecurity, (IC3)

Don Anderson
VP & CIO, Federal Reserve Bank of Boston

Lenny Wenzel
VP, Global Solutions Architects, AWS

Lena Smart
CEO & Co-Founder, Entefy, Inc.

Rudy Chang
Managing Director, DDG

Paul Liberman
COD, DraftKings

Sam Ramji
VP of Product Management, Google Cloud Platform

Break

Articulating Your Digital Vision

Jeanne W. Ross
Director & Principal Research Scientist, MIT Sloan Center for Information Systems Research

Closing the Gap Between Strategy and Execution

Paul Michaelman
Editor in Chief, MIT Sloan Management Review

Anthony Christie, ST ’98
CAO, Twilio

Cathy Horst Forsyth
Founder & Managing Partner, Strongbow Consulting Group

Mike Macleire
SVP & CIO, Land O’Lakes

Irina Wladawsky-Berg
Fellow, MIT Initiative on the Digital Economy

Is Tech Screwing Up the Planet?

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

Closing Reception and Networking

EVENING RECEPTION & NETWORKING
-WINNERS OF THE 9TH ANNUAL INNOVATION SHOWCASE-
The MIT 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 academic keynote panel on the “Future of Work” with Erik Brynjolfsson, the “Implemning AI” panel with Michael Schrage, the “Digital Cultures” panel with George Westerman, and the “Platforms” panel with Marshall Van Alstyne. Andrew McAfee will return as the closing keynote with his thought-provoking question “Is Tech Screwing Up the Planet?”.

For those of you who are new to the CIO Symposium, the IDE is a major program addressing the impact of digital technologies 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 technologies as an enormous opportunity to create a better future for all.

The IDE has also expanded the annual Inclusive Innovation Challenge (IIC) to a regional tournament with challenges in North America, Latin America, Europe, Asia, and Africa. This year we will award over one million dollars in prizes to inclusive innovation organizations around the world that are using technology to create shared prosperity by reimagining the future of work. To find out more about the IIC, register, learn about partnership opportunities, or nominate an organization, visit MITinclusiveinnovation.com. I look forward to talking with you about the IDE, and the engagement model we have for corporations, foundations, and individuals.

As with any IDE hosted event, you are going to get a rather large drink from the MIT fire hose. Enjoy the day and welcome again to the 2018 Symposium.

David L. Verrill, SM ’97
Executive Director, MIT Initiative on the Digital Economy
dverrill@mit.edu, ide.mit.edu

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. Mr. 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.

Prior to chairing the Symposium, Mr. Anderson worked in e-commerce 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.

Mr. Anderson earned an MS in Management from the MIT Sloan School and a BS from Cornell University. He enhanced his graduate education at the Harvard Extension School with coursework in computer science and continues to learn daily from the MIT community, CIOs, Award finalists, business executives, start-ups, and volunteers involved with the Symposium.

The MIT Sloan Center for Information Systems Research (CISR) is honored to co-host this year’s MIT Sloan CIO Symposium. We look forward to a great event! I’d like to introduce MIT CISR and invite you to join our community.

Founded in 1974 and grounded in the MIT tradition of rigorous field-based research, MIT CISR helps executives meet the challenges of leading dynamic, global, and information-intensive organizations. We provide executives with insights on topics such as designing digital organizations and digital business models. Through research, teaching, and events, the Center stimulates interaction among scholars, students, and practitioners. More than 100 firms sponsor our work and participate in our consortium.

Please sign up on our website [cisr.mit.edu] to receive complimentary access to our research. For a deeper dive into our work, come to our 44th annual MIT CISR Summer Session, to be held on the MIT Campus from June 18-21, 2018. 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 MIT CIO Symposium. We welcome feedback on how you apply our research frameworks or what emerging areas we should consider investigating.

Please keep in touch.

Leslie Owens
Executive Director and Senior Lecturer, MIT Sloan Center for Information Systems Research
lowens@mit.edu
Can large organizations adopt the cultures of digital native companies like Amazon and Google? Every company wants to be faster and more innovative, but how can you do that on a pre-digital foundation? This panel will examine how CIOs are helping their companies to develop cultures that can compete with—and surpass—digital native companies.

Tanguy Catlin is a Senior Partner in McKinsey’s Bosco Center Financial Services, and is focused on retail and commercial banking and marketing & sales practices, where he leads McKinsey’s North American P&C practice and works with leading institutions to meet the challenges of this changing industry. In this capacity, he has been driving the development of McKinsey’s capabilities to develop multichannel strategies, execute digitally enabled business model transformations, and drive large scale marketing and sales programs at financial services clients. He is the leader of McKinsey’s Digital Quotient® (DQ) solution and helps companies build out their digital capabilities to deliver rapid results and sustained growth. DQ is an assessment that allows organizations to clearly identify their digital strengths and weaknesses across different parts of the organization, and compare them against hundreds of organizations around the world.

George Westerman is a Principal Research Scientist with the MIT Initiative on the Digital Economy and Faculty Director for Workplace Learning in the MIT Jameel World Education Lab. His research and teaching focus on digital technology leadership and innovation. He currently serves as a board member for the Technology Business Management Council, co-chair of the annual MIT Sloan CIO Leadership Awards, and faculty advisor for Sloan’s course “Essential IT for the Non-IT Executive.”

Dr. Westerman contributes regularly to publications such as Sloan Management Review, Harvard Business Review, the Wall Street Journal, and Forbes. He is co-author of three award-winning books. The most recent, Leading Digital: Turning Technology into Business Transformation, was named a top ten book of 2014 by Business Digest and silver medalist in the 2015 Axiom Business Book Awards. The prior book, The Real Business of IT: How CIOs Create and Communicate Value, was named the #1 book of the year in its field. Dr. Westerman holds a doctorate from Harvard Business School and has more than thirteen years of experience in product development and technology management. He regularly conducts keynote presentations and executive workshops with companies around the world.

David Gledhill is Group Chief Information Officer, as well as Head of Group Technology & Operations at DBS Bank, a leading Asian bank. Under his leadership, the bank has consistently delivered business value through the innovative use of technology. Most recently, he was a 2017 recipient of the prestigious MIT Sloan CIO Leadership Award, becoming the first CIO from an Asian company to have won.

Mr. Gledhill has over 25 years of experience in the financial services industry and has spent over 20 years in Asia. Prior to joining DBS in 2008, he worked 20 years at JP Morgan, holding senior regional positions in technology and operations. In his current DBS role, Mr. Gledhill manages about 10,000 technology and operations professionals across the region and is focused on reimagining banking for customers. Executing against DBS’ strategy to be at the forefront of digital transformation, he also plays a lead role in driving the bank’s innovation agenda, which encompasses design thinking, agile methodology, data analytics, fintech partnerships, hackathons, etc. He also oversees procurement and real estate initiatives.

Mr. Gledhill is a Director of Singapore Clearing House Pte Ltd, and a member of an IBM Advisory Board, as well as a member of the National Super Computing Centre Steering Committee. He is also Board Advisor to Singapore Management University School of Information Systems and National University of Singapore School of Computing. He holds a BS in computing and electronics from the University of Durham in the UK.

Andre Oprisan is a technology executive with experience managing high performance engineering teams, helping grow and transform world class engineering organizations that develop innovative digital experiences. He is currently a vice president of technology and director of the Boston tech hub at Liberty Mutual Insurance. Mr. Oprisan leads Liberty Mutual’s technology practice for direct digital service and claims applications, the core digital websites, mobile applications, and a portfolio for US personal insurance lines. By the end of 2017, he scaled up the team from eight developers to over 120 developers, scrum masters, and software development managers. At HubSpot Labs, the start-up incubator within HubSpot, Mr. Oprisan led engineering efforts to build the largest marketing community platform, among other R&D projects. At Optaros, an MRM McCann digital commerce consulting group, he led technology engagements in mobile application development and web e-commerce projects, including developing multi-language, multi-currency solutions for large European retailers and contributing to engineering efforts in the areas of advanced hosting and platform technologies. At Wayfair, he focused on engineering high-visibility storefront components, such as registries, wish lists, and product reviews. Having started his career as a software engineer, Mr. Oprisan continues to stay hands-on with architecture and technology strategy that will help his teams win and adapt quickly.

Melissa Swift is the Global Leader for Digital Solutions at Korn Ferry Hay Group, based in the firm’s New York City office. Ms. Swift is charged with driving the development, alignment, and marketing of innovative solutions for digital transformation offerings across Korn Ferry Hay Group. She partners with clients to understand their deepest challenges in the digital arena, and to address those challenges in novel and comprehensive ways. Prior to joining Korn Ferry, Ms. Swift focused on transforming organizations.

Ms. Swift co-founded a think tank for a major executive search firm. At Deloitte, she launched two $200 million service offerings addressing clients’ growing ESG mandate. Earlier in her career, she conducted Deutsche Bank’s first structured carbon credit sale. Ms. Swift’s experience spans across industries and geographies, with particular focus in the energy, industrial, and financial services sectors. She has worked in North America, Europe, and Asia. She is a frequent speaker and writer on the digital topic. In addition to the human dimension of digital transformation, her areas of specialize in cultural transformation, innovation, C-suite succession, psychometrics, leadership profiles, and executive assessment and development. Her research has been published in such venues as Harvard Business Review and the Wall Street Journal. Ms. Swift received her MBA from Columbia Business School and her BA from Harvard University.
WHAT IS YOUR DIGITAL BUSINESS MODEL?

Many company leaders recognize the threat from digital and the potential opportunity. However, they lack a common language or a compelling framework to help them assess the degree of threat to their business and, more importantly, to give them direction about what they should do. They don’t know how to think about their digital business model. This discussion will focus on four distinct business models to help firms clarify where they stand in the digital business landscape.

9:45AM – 10:15AM
KRESGE AUDITORIUM

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THE FUTURE OF WORK 
IN A WORLD OF AI, ML, AND AUTOMATION

Technology has always been a double-edged sword—sometimes taking jobs away, but ultimately providing more. It is easy to count the number of jobs lost from technologies like AI, machine learning, and automation. But it is very difficult to envision what jobs will be created from them. The focus of this panel is on the latter—how can these brilliant technologies enable the creation of jobs, optimize mind and machine, and present us with the opportunity of broader income equality in a technology-driven economy. More than this, we’ll explore the new skills needed, and the changes in how we educate the workforce of the future—regardless of who provides that education.

**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: Harnessed Our Digital Future (2017)—Prof. 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. His papers can be found at http://digital.mit.edu/erik.**

**Jason Jackson is an Assistant Professor in Political Economy and Urban Planning at MIT. He was previously a Postdoctoral Fellow at the Wharton School, University of Pennsylvania. Prof. Jackson’s research focuses on the relationship between states and markets. It seeks to understand the historical origins and evolution of the institutional arrangements through which states and markets are constituted from the late 19th century to the present. His work is particularly focused on the role of economic ideas and moral beliefs in shaping market institutions. It assesses the implications of political struggles between business, government, and societal actors for market structure and resulting competitive and distributional outcomes.**

**Prof. Jackson completed his PhD in Political Economy at MIT. He also holds an AB in economics from Princeton University, an MSc in development economics from the University of London School of Oriental and African Studies and an MPA from the Harvard Kennedy School. He has won fellowships from the Social Sciences Research Council and the UK-based Overseas Development Institute, and has worked with a variety of private, non-governmental, and multilateral organizations in the Caribbean, South Africa, and the United States.**

**Iyad Rahwan is the AT&T Career Development Professor and an Associate Professor of Media Arts & Sciences at the MIT Media Lab, where he leads the Scalable Cooperation group. A native of Aleppo, Syria, Prof. Rahwan holds a PhD from the University of Melbourne, Australia, and is an affiliate faculty member at the MIT Institute of Data, Systems, and Society (IDSS). Prof. Rahwan’s work lies at the intersection of computer and social sciences, with a focus on collective intelligence, large-scale cooperation, and the social aspects of artificial intelligence. He led the winning team in the U.S. State Department’s Tag Challenge, using social media to locate individuals in remote cities within 12 hours using only their mug shots. Recently, he crowdsourced 40 million decisions from people worldwide about the ethics of AI systems. His work has appeared in major academic journals, including Science and Proceedings of the National Academy of Sciences, and features regularly in major media outlets, including the New York Times, The Economist, and the Wall Street Journal.**

**Elisabeth B. Reynolds, Executive Director of the MIT Industrial Performance Center, works on issues related to systems of innovation, regional economic development, and industrial competitiveness. She has focused in particular on the theory and practice of cluster development and regional innovation systems and advises several organizations in this area. Her current research focuses on the pathways that U.S. entrepreneurial firms take in scaling production-related technologies, as well as advanced manufacturing, including the globalization of the biomanufacturing industry. She is a member of the Massachusetts Advanced Manufacturing Collaborative Executive Committee. Before coming to MIT for her PhD, Dr. Reynolds was the Director of the City Advisory Practice at the Initiative for a Competitive Inner City (ICIC), a non-profit founded by Prof. Michael Porter focused on job and business growth in urban areas. She has an AB from Harvard in government and was the Fiske Scholar at Trinity College, Cambridge. She holds an MSc from the University of Montreal in economics and a PhD from MIT in urban and regional studies.**
SAFE AND SOUND SOFTWARE FOR DIGITAL EXECUTION

Creating the next gen digital platform for any business has a lot to do with the capability of the organization to build differentiating software. The CIO has to own the challenge of constructing the right digital platform as fast as possible, while keeping the business safe and sound. This talk will draw from the speaker’s experience of building resilient, safe software in a highly regulated but fast moving environment, while enabling process changes to Agile, CI/CD and DevOps.

Frédéric Véron is CIO and Head of Safety & Soundness at Deutsche Bank. Prior to Deutsche Bank, Mr. Véron was Senior Vice President and Enterprise CIO at Fannie Mae, where he built the team that led the company through an enterprise Agile transformation, implementing automated release pipelines while improving the robustness and stability of core systems.

Prior to that, Mr. Véron held multiple roles at Fannie Mae, including CTO and Head of Applications, where his group was responsible for developing and maintaining all applications supporting the company’s business—including portfolios spanning capital markets, customer engagement, underwriting and pricing, credit loss management, finance, risk, and corporate systems. Before joining Fannie Mae, he was a partner and managing director at several consulting firms, including KPMG, Kurt Salmon and BearingPoint, where he directed significant IT strategy and technology transformation initiatives for clients such as AIG, AXA, Bank of America, Banque Nationale du Canada, JPMorgan Chase, MetLife, Société Générale, TD Bank Financial Group, Visa, and others. Mr. Véron has a Master’s in computer science from Ecole Nationale Supérieure des Télécommunications in Paris.

FRÉDÉRIC VÉRON
Chief Information Officer & Head of Safety and Soundness
Deutsche Bank
#FredericVeron

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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.) We will have box 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.

12:00PM – 1:15PM
ROCKWELL CAGE, MAIN COURT

Eve Phillips is a Group Product Manager at Google, leading product strategy and development for Chromebooks and Chrome browser for enterprise and education. Previously, she co-founded and served as CEO of Empower Interactive, Inc., a digital health company dedicated to improving access to high-quality, measurable behavioral healthcare for those in need. Before Empower, Ms. Phillips held a variety of roles in various technology companies including Trilogy, Zazzle, and Microsoft. She has also worked as a member of the investment team at Amadeus Capital Partners, Vector Capital, and Greylock Partners. She is a graduate of Stanford, MIT, and Miramonte High School. She also serves as an elected City Councilmember in Orinda, CA.

PROTECTING YOUR WORKFORCE WITH SECURE ENDPOINTS

With malware and phishing attacks more prevalent than ever, IT administrators are pressed to find new ways to protect their businesses. During this session, you will learn about Chrome OS & Browser’s unique security model to deter against these threats, and how Google protects its own workforce.
The finalists for the MIT Sloan CIO Leadership Award have led their organizations to deliver exemplary levels of business value through innovative use of IT. Yet no two finalists have the same story. Learn how each award finalist transformed their IT units and their companies for the better. Their experiences can provide lessons for every IT leader and service provider.

See page 10 for George Westerman’s full bio.

Mike Macrie joined Land O’Lakes, Inc., in 2010 and became senior VP and CIO in 2013. He has led extensive efforts to embrace big data, mobile, and cloud computing across the enterprise and invest in developing market-leading solutions in the areas of precision agriculture, ag technology, and industry leading analytics.

Mr. Macrie has deep relationships across several companies in the technology industry and participates in customer advisory boards with Microsoft, Oracle, Verizon, and Salesforce. He also serves as an advisor in various capacities to Andreessen Horowitz, Blumberg Capital, Landmark Ventures, Lightspeed Venture Partners, SVG Partners, Artiman Ventures, and accelerators such as Thrive. Mr. Macrie speaks frequently on how to operate IT as a business and how digital is changing the role of the CIO within enterprises. He is also a leading influence in the emerging AgTech industry.

Before joining Land O’Lakes, Mr. Macrie held a breadth of roles at Ingersoll Rand and AlliedSignal, and was involved in several start-ups including GS Technologies and Multi-Media Solutions. He earned his MBA from Duke University and a bachelor’s degree from Cornell University.

Harleen Mehta is the Global Chief Information Officer and Head of Digital of Bharti Airtel Limited, and as such is responsible for all of IT and engineering across India, South Asia, and 14 countries in Africa. Ms. Mehta also leads the digitization agenda across Bharti Airtel aimed at building new innovative platforms bringing new monetization opportunities to the company. Given its large scale with over 350 million customers, Airtel runs one of the largest "big data" platforms and greatly leverages machine learning and AI to create a digital brain to power this platform.

Ms. Mehta has over 20 years of experience in technology and has held various leadership positions such as CIO for Global Markets, Risk, and Operations at BBVA; Global Head of Technology at HSBC Global Technology Centre; Managing Director at Merrill Lynch India Technology Services across India, Singapore, Ireland, and Canada; and Asia CIO for Global Markets and Research technology at Bank of America Merrill Lynch. Prior to this she worked as a consultant to British Airways and Qantas Airlines. She is a true global citizen, having lived in 11 countries and worked across more than 30 countries across all continents.

Ms. Mehta has been recognized by the Economic Times as among the top 10 women in the telecom and tech industry across the globe. She also is a board member for TM Forum and other startups in India and Silicon Valley. Under her leadership Airtel has won several prestigious awards from ET, TM Forum, DSCI, and IDC.

A senior executive and philanthropist, Attef Riaz has served in both the public and private sectors as a CIO managing large-scale technology projects and initiatives. Since 2013, she has held the post of Assistant Secretary-General and Chief Information Technology Officer of the United Nations, transforming the technology function into a strategic partner. Ms. Riaz is also the Executive Director of the nonprofit CIOs Without Borders.

Earlier, Ms. Riaz was the Executive Vice President and CIO of the New York City Housing Authority (NYCHA)—also acting as its General Manager, responsible for a $3 billion organization staffed by over 12,000 employees. Prior to that, she served as the global CIO of communications giant Ogilvy & Mather for over nine years, overseeing all technology across 400 offices in 100 countries. In her preceding role as the Vice President and CIO of MTA New York City Transit, Ms. Riaz implemented the extraordinarily successful $2 billion automated fare collection system, MetroCard. She has published many articles and studies, and speaks frequently on issues involving technology for social good, responsible innovation, and cybersecurity.
Work smart and stay safe with Google Chrome Enterprise

Companies are rapidly moving to the cloud – using more apps and devices – accessed from more networks. Threats are becoming harder to manage and the number of security attacks is on the rise. Organizations are paying a steep price for failing to secure their endpoints.

The average employee uses 22 cloud-based apps and 3 devices, and 61% report working outside the office.¹

96% of the Fortune 500 were affected by Malware in 2017.²

Each successful attack costs large businesses $5M on average.³

Chrome Enterprise protects businesses at every cloud entry point

Chrome Enterprise provides secure, instant access to online work resources, authorized apps, and legacy software. Chrome OS, Chrome Browser, and devices work together to reinforce security, while system-wide auto-updates future-proof your business.

Secure by design: Prevent data breaches and unknown threats with advanced, continuous protections that secure every end point from boot-up to shutdown, such as threat isolation, safe browsing, sandboxing, and automatic background updates.

Easy to manage, easy to use: Align your efforts across the enterprise with hassle-free, centralized IT management tools and a seamless user experience that makes it easier for your employees to get more done.

Less resource intensive: Eliminate repetitive manual IT tasks by moving them to the cloud and focus your resources where it matters – on growing your business.

To learn more about Chrome Enterprise and how it helps create a more safe and flexible workplace, attend our session ‘Work Smart and Stay Safe with Google Chrome Enterprise’ in Twenty Chimneys – 3rd Floor, Stratton at 12:00 pm or visit our booth in the Kresge Auditorium Lobby.

Google Chrome Enterprise
Work smarter and keep your business safe.

Google Chrome Enterprise delivers a future-proof OS – providing a secure entry point to the cloud for every workplace and every user. Continual, automatic enhancements ensure users have the latest functionality and protection without interrupting workflow or taking up valuable IT resource. This seamless user experience and low-touch maintenance results in lower costs, reduced risk, and better results for your business.
Get Software Intelligence at Your Fingertips

Do you need insight into the inner structure and health of the software that runs your business? Software Intelligence from CAST helps digital leaders communicate, make decisions, drive teams, protect businesses and brands, and continuously improve the safety and soundness of critical software systems.

www.castsoftware.com
Software Intelligence for Digital Leaders
MAKING THE FUTURE OF THE IT UNIT

No organization can hope to thrive with an IT unit that is designed, led, and managed on principles and practices from a previous era. The IT unit must change and evolve to reflect changing conditions and new requirements. This panel will explore how leaders are determining investments in information, systems, and technology.

JOE PEPPARD
Principal Research Scientist
MIT Sloan Center for Information Systems Research
@Joe_Peppard

Dr. Peppard recognizes that managers want frameworks and models to help them understand their own predicaments, insights to figure out options and consequences, and clear actionable advice and guidance. His most recent book (with John Ward) is The Strategic Management of Information Systems: Building a Digital Strategy (Wiley).

JAY JAMISON
Senior Vice President of Strategy and Product Management
Quick Base
@Jay_Jamison

Jay Jamison is Senior Vice President of Strategy and Product Management at Quick Base. He joined in September 2017 to lead the overall product strategy and road map for the business. Mr. Jamison has nearly two decades of experience in the technology industry with a focus on high-growth markets. Throughout his career, he has developed product strategies and road maps tailored to meet the needs of customers of all sizes—from small businesses to the world’s largest enterprises.

Prior to joining Quick Base, Mr. Jamison was the Vice President of Strategy for Hewlett Packard Enterprise’s Software Defined and Cloud Group, where he was responsible for the business strategy, mergers and acquisitions, and partnerships for that organization. Prior to that role, he was the Vice President of Product Marketing for HPE Helion, HPE’s cloud software division. He also has held leadership roles at Microsoft, and developed extensive experience founding and investing in many high-growth startups. Mr. Jamison holds an MBA in marketing from the University of Pennsylvania’s Wharton School. He also has a bachelor of arts degree in English from Duke University.

BRIAN LEE
Senior Vice President and Head of Operations and Technology
Fannie Mae
@FannieMae

Bruce Lee has been Fannie Mae’s Senior Vice President and Head of Operations and Technology since 2014, and is currently advising the COO and CEO on the evolution of the technology function. In his former role he reported to the President and Chief Executive Officer, served as the company’s Chief Information Officer and had direct responsibility for all development, infrastructure, data, operations, and end-user services across the company.

Before joining Fannie Mae in June 2014, Mr. Lee was Group Chief Information Officer for NYSE Euronext, overseeing technology in the exchange traded securities sector. Prior to that he was Chief Operating Officer for HSBC’s investment banking and trading business in Canada, the U.S., and Latin America. He has also held IT leadership positions at BNP Paribas in London, Tokyo, and New York and at American Management Systems. Mr. Lee has a bachelor of science in computer science from the University of Hertfordshire in England.

ADEE SAEED
Senior Vice President, Chief Information Officer of Corporate Technology Services, and Interim Chief Security Officer
State Street
@AdeelSaeed

Adeel Saeed is a senior vice president, Chief Information Officer (CIO) of Corporate Technology Services, and Interim Chief Security Officer (CSIO) at State Street.

Prior to joining State Street, he was the chief information officer for Group Corporate Technology of the London Stock Exchange Group (LSEG) where he was responsible for the Group’s corporate systems, PMO, business management, and information security. Mr. Saeed has led technology transformation through technology modernization and cost efficiencies by enhancing and consolidating infrastructure onto a common platform. He has held various senior technology positions at various financial institutions, including Refinance.com, American Stock Exchange, and Millennium BCP.
IMPLEMENTING AI

As AI technology advances, it is becoming more integrated into the enterprise. AI technologies and AI-driven products are enabling new services never possible before, providing deep business intelligence, enhancing strategic decision making, improving customer experience, automating work, and cutting costs. This panel of experts will share insights on the current generation of AI technologies—how CIOs can select and implement AI to improve capabilities and transform their organizations.


His current research explores the interplay of network effects with innovation and human capital. He is pioneering work in “selvesware” technologies—he coined the word—designed to augment aspects, attributes, and talents of productive individuals. His consulting and innovation/implementation clients have included Prudential, Microsoft, BASF, ZF, Accenture, Mars, Google, SAS, Edmunds, and Embracer. Mr. Schrage has conducted non-classified research for the U.S. Department of Defense (Office of Net Assessment) and the Center for Strategic and International Studies (CSIS) on cyber conflict, complex systems procurement, and other issues.

Previously a Merrill Lynch Forum Innovation Fellow, he founded and was executive director of its Merrill Lynch Innovation Grants Competition for doctoral students worldwide. An angel investor in several digital media and machine learning start-ups, Mr. Schrage is a featured and top trafficked blogger on the Harvard Business Review site. His work has been published in the Sloan Management Review, the Financial Times, the Wall Street Journal, the Nikkei Asian Review, and many peer-reviewed publications.

David Gledhill is Group Chief Information Officer, as well as Head of Group Technology & Operations at DBS Bank, a leading Asian bank and “World’s Best Digital Bank.” Under his leadership, the bank has consistently delivered business value through the innovative use of technology. Most recently, he was a 2017 recipient of the prestigious MIT Sloan CIO Leadership Award, becoming the first CIO from an Asian company to have won. Mr. Gledhill has over 25 years of experience in the financial service industry and has spent over 20 years in Asia. Prior to joining DBS in 2008, he worked 20 years at JP Morgan, holding senior regional positions in technology and operations. In his current DBS role, Mr. Gledhill manages about 10,000 technology and operations professionals across the region and is focused on re-imagining banking for customers. Executing against DBS’ strategy to be at the forefront of digital transformation, he also plays a lead role in driving the bank’s innovation agenda, which encompasses design thinking, agile methodology, data analytics, fintech partnerships, hackathons, etc. He also oversees procurement and real estate initiatives.

Ms. Stoddard has 25-plus years of business experience and IT expertise leading large global organizations including Adobe, Netapp, Safeway, and APL Limited in supply chain, retail, and technology development. She is a recipient of the CIO 100 Award in 2017 for Adobe IT’s innovative ways to deliver business value and is the recipient of Computerworld’s Premier 100 IT Leaders Award. She holds a BS degree in accounting from Western New England University and an MBA from Maryhurst University.

Giorgos Zacharia serves as Chief Technology Officer of KAYAK and has served as its Chief Scientist since February 2009. Dr. Zacharia has extensive experience in machine learning and data mining and is also a co-founder of two machine learning-driven hedge funds, Stocknomics Ltd., and Emporics Capital Management LLC. He received his PhD in computer science from the Massachusetts Institute of Technology. He also holds a master of science from the MIT Media Laboratory where he was a Telecom Italia Fellow in the Software Agents Group, as well as a bachelor of science in mathematics and a bachelor of science in computer science with a minor in economics from MIT.

As Senior Vice President and Chief Information Officer of Adobe, Cynthia Stoddard oversees Adobe’s global Information Technology and Cloud Operations teams. In her leadership role, she spearheads a global strategy for delivering services and operations that form the mission-critical backbone for the company. This includes providing always-on systems and enterprise applications; resilient and reliable end-to-end operations; productive employee experiences; and data services for real-time decision making and personalized customer experiences.

David Gledhill
Group CIO & Head of Group Technology & Operations
DBS Bank
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Cynthia Stoddard
Senior Vice President & Chief Information Officer
Adobe
@StoddardCA

Giorgos Zacharia
PhD '97, SM '99, PhD '09
Chief Technology Officer
KAYAK
@KAYAK

Michael Schrage
Fellow MIT Initiative on the Digital Economy
#michael_schrage

MODERATOR

MICHAEL SCHRAGE
Fellow MIT Initiative on the Digital Economy
#michael_schrage
REALIZING SYNERGIES FROM DIGITAL INNOVATIONS

One of the toughest challenges of today’s companies is to coordinate interactions across their growing and increasingly diverse portfolio of innovations. When companies do not coordinate these interactions, they put their operations and customer experience at risk. By coordinating interactions well, they achieve significant synergies—the total impact of the company’s innovations is greater than the sum of the return on each individually. This panel will explore what firms are doing to realize synergies from digital innovations.

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

Mr. Hackshall was also recently selected by his peers to be included in the top 10 CIOs across Australia and New Zealand. He has over 20 years of experience in engineering and innovation technology, delivering the right talent, streamlining processes, and delivering integrated strategic technology solutions aligned to business needs.

Prior to McDermott, Mr. Kracunas led IT for Product Lines and Field Operations globally at Baker Hughes. He also held roles of increasing responsibility with GE Power & Water and GE Healthcare, who built a reputation for successful integration strategy and design, winning various leadership awards for execution and operational excellence.

Mr. Hackshall is the Chief Information Officer at Cochlear Ltd., a leader in cochlea implant technology that serves over 500,000 people with hearing loss around the world. Since commencing his role in July 2015, Mr. Hackshall has overseen the organization’s global IT capability with a focus on fostering innovation technology to further improve the Cochlear recipient’s journey. Based in Sydney, he operates in a global capacity with operations throughout Asia, Europe, and the U.S. Under his supervision the Cochlear technology function has undertaken a material restructure while delivering a number of customer-facing and internal cornerstone applications.

Mr. Hackshall holds both a Master of Information Technology Management and an MBA from Macquarie University.

Bill Kracunas serves as RSM US LLP’s national management consulting leader, a role he’s held since 2015. He is responsible for setting management consulting’s strategic direction and ensuring the practice employs the latest technologies, methodologies, and approaches to assist RSM’s middle market clients in improving performance. Mr. Kracunas is also RSM’s Northeast region technology and management consulting leader.

Under Mr. Kracunas’ leadership, RSM’s national management consulting practice was named one of “America’s Best Management Consulting Firms” by Forbes in 2016. In addition, he has earned numerous personal accolades, including being named one of the nation’s “Top 25 Consultants” by Consulting Magazine in 2011 for Excellence in Technology and being named to the Boston Business Journal’s “40 Under 40” list in 2008, recognizing individuals under the age of 40 who have established themselves as leaders to watch in their fields.

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Open ecosystems matter, whether they are internal or external. Internal platforms let firms reconfigure their assets. External platforms leave them open to outsiders. Critical to success is the technology, application programming interfaces (APIs), that make this happen. This panel will provide the pros and cons of APIs and detail the war stories of how these battles are won.

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

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

David Berlind is an award-winning journalist whose career spans over 25 years dating back to 1991 when he started reviewing technology for PC Week. He was the editor in chief at Windows Sources, the editorial director at Computer Shopper, and executive editor at CNET.com. In 2009, Mr. Berlind joined UBM TechMedia as a part of that company’s acquisition of Mass Events Labs, a conference production company he founded in 2006 that among other events, produced the API and developer focused international event Mashup Camp. There at UBM, he served as the company’s Chief Content Officer until 2013 when he returned to the API economy and joined ProgrammableWeb as its editor in chief.

Mr. Berlind has appeared on international media such as CNN, CNBC, The Charlie Rose Show, NPR, the BBC, FOX, and The Economist. For a hearing held in 2016, he was called upon by the Office of the National Coordinator within the US Federal Government’s Department of Health and Human Services to testify on the realities of API security.

Rudy Chang is a Managing Director at Discover Digital Group where he helps clients apply digital strategy, marketing technologies, and data platforms to customer-centric transformations within complex, global organizations. He has led the development and adoption of technology-intensive transformation programs for the last 20+ years at IBM and Pitney Bowes. His team built IBM’s marketing technology platform that operated the company’s brand advertising, demand generation, IBM.com, eCommerce, events, and CRM. Prior to that he led digital transformation, e-commerce, business development, and CRM strategy for Pitney Bowes, where during his tenure, he formed the partnership that built a multi-million dollar SaaS business that provided millions of eBay sellers a secure and easy way to print USPS shipping labels within their auctions.

Mr. Chang is an experienced speaker giving keynotes and leading workshops at industry conferences on the topic of technology adoption, Agile methods, marketing, and enterprise transformation. He holds a BS in engineering and architecture from Princeton University and an MBA from Rensselaer Polytechnic Institute. He is a board member of the American Marketing Association of Fairfield County CT.

Paul Liberman is Chief Operations Officer of DraftKings, the innovative sports-tech media entertainment platform that is changing the way consumers around the world engage with and consume sports. Mr. Liberman co-founded DraftKings in 2012, and oversees all of the company’s product development while leading efforts in maintaining the company’s current product set. He has acted as both CTO and CMO before moving into his current position as COO.

Mr. Liberman’s data-driven mindset has been instrumental in catapulting DraftKings from a small Boston start-up to a global sports-tech entertainment enterprise. Under his leadership, his team of over 150 people have developed award-winning, stand-alone apps and products—including DraftKings’ DK Live and Leagues—while scaling the DraftKings platform with a backend system that is capable of rolling out new types of games and variants of each sport based on demand as well as launching in new states and countries in a short time period once regulatory approved.

Mr. Liberman’s work has been recognized by the media and his peers. Among his recent accolades, he was named to Boston Business Journal’s “40 Under 40” list of the most influential people in Boston. Under his leadership, DraftKings has been named to CNBC’s “Disruptor 50,” is a three-time winner of Boston’s “50 On Fire” award (2013, 2014 and 2015), and has won “Best Daily Fantasy Sports Mobile App” and “Best Mobile App—Service or Tool (DK Live)” from the Fantasy Sports Trade Association and “Best Mobile Website & App” from the American Business Association.
Digital or technology leadership has drastically changed over the past few years.

Most companies traditionally either had a chief information officer (CIO) or chief technology officer (CTO) who led all technology-related initiatives. There were no other technology leadership roles. Today, companies have, on average, close to two CxO-level digital leaders, and some companies have six or more CxO-level technology leaders.

That raises two questions: Which digital and technology functions are owned and led by which leader, and how are a multitude of digital leaders working effectively together? In a recent survey we conducted of more than 700 executives, we learned that a third of the respondents didn’t know which leader was responsible for most digital/technology functions (e.g., application development, infrastructure operations) in their organization. With more CxO-level leaders driving digital and technology work, the alignment on roles and responsibilities becomes even more difficult.

Therefore, having more digital leaders at the CxO-level doesn’t necessarily make the technology function of an organization better. Appointing a chief digital officer doesn’t necessarily make a company more effective in developing and deploying digital solutions. Even more striking, adding these new roles without an aligned operating model can actually lead to more confusion, power struggles, and a negative effect on the company’s overall IT performance.

However, there are situations where purposefully establishing new digital leadership structures has its benefits and will improve digital effectiveness and efficiency. For example, elevating digital leaders by having them directly report to the CEO helps. In organizations where the CIO, CTO, or any other digital leader has such a direct reporting line to the CEO, IT/digital is perceived as more effective than in organizations where they do not. This not only has an impact on the (perceived) performance of the organization, but also improves how much digital leaders participate in shaping the company’s business strategy, a goal desired by both business and IT/sustainable outcomes.

In our experience, the most effective route is to develop a clear view of which capabilities can deliver the most value quickly and power a broader digital transformation. The important thing is to get going, to act with a sense of urgency—like an attacker seeking growth, not merely a defender hoping to hold onto a legacy position.

Erez Eizenman is a partner in McKinsey’s Toronto office. Naufal Khan is a senior partner in the Chicago office, where Christoph Schrey is a partner.
Building the Intelligent Enterprise Using AI, ML, Mobility, and Cloud Services

Undeniable market trends are pushing enterprises to the digital edge, demanding a paradigm shift from traditional/centralized enterprise models to decentralized/edge computing models, in order to overcome significant challenges including latency, bandwidth, autonomy, and privacy. In this panel we will look at specific use cases on how leading organizations are overcoming those challenges using AI/ML and leveraging hyperscalers, including: preparing for GDPR regulations; using an interconnection strategy to ensure security, quality, and compliance; and transporting workloads being created from multiple IoT and mobile interfaces globally, internally and externally.

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 startups in Silicon Valley around the interconnect 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.

Hugh Ghafourifar is an entrepreneur and inventor on a mission to move the dial on what is technologically possible and, in doing so, make life better for everyone. He is CEO and Co-Founder of Entefy, Inc., an AI-communication company developing pioneering technologies in digital communication, security, and artificial intelligence. As CEO, Mr. Ghafourifar leads a global product team across six technical stacks operating in four time zones, and is chief architect of the company’s core technology. He is also Entefy’s lead inventor on its portfolio of 48 combined filed and issued U.S. patents in AI, communication, search, cybersecurity, data privacy, and blockchain.

Other highlights include executing key strategic partnerships in product and distribution, closing targeted M&A transactions, and raising multiple rounds of venture funding with Entefy, completing its most recent round at a $150 million valuation. He has also been a keynote speaker and guest lecturer at universities including UC Berkeley and Stanford on next-generation technology, entrepreneurship, and growth capital.

Hugh Owen is the Senior Vice President in charge of Product Marketing for MicroStrategy, which provides software that helps organizations turn data into business intelligence. A sixteen-year industry veteran, Mr. Owen is responsible for the product marketing of MicroStrategy’s Enterprise Analytics and Mobile Software platforms, which include enterprise software offerings for analytics, data discovery, big data, mobile, and cloud.

Prior to running Product Marketing, he launched and ran MicroStrategy’s Mobile Product business (launch in 2010). From 2006-2010 he worked as a Senior Product Manager, during which he launched multiple new MicroStrategy Business Intelligence products. From 2000-2006 he cut his BI teeth in MicroStrategy Technology Services as a Technical Support Engineer and Premium Support Engineer. Mr. Owen received a BSc (Hons) degree in business from the University of Bath, England.

Stephen Taylor is the Global Head of Analytics, Reporting, Integration, and Software Engineering at Devon Energy Corporation, a leading independent oil and natural gas exploration and production company. Over the last 25 years, he has helped companies through transformations and created sustainable competitive advantage through innovative applications of advanced analytics, data management, infrastructure management, and software engineering.

Prior to joining Devon Energy, Mr. Taylor had run multiple startups, held leadership positions with companies such as Stonebridge and Chesapeake Energy Corporation, and delivered on critical programs for companies including ConocoPhillips, Target, and Pfizer. In addition, he has consulted with many other organizations and run his own consulting practice with work in all areas of business. Mr. Taylor received his BS in management of information systems from Oklahoma State University.

Michael Woods is currently Vice President of Information Technology at CDM Smith, a leading engineering and construction firm that provides lasting and integrated solutions in water, environment, transportation, energy, and facilities to public and private clients worldwide. He oversees all aspects of the technology organization, including cloud, AI and machine learning research, and strategies for improvement of critical business systems, sustainable innovation, and technology practices.

Current areas of focus include improving business processes and practices through robotic process automation, using leading-edge middleware tools and IoT data streams to improve business operations, and reducing time to deliver on key projects. Mr. Woods’ efforts to rebuild a highly virtual infrastructure have allowed the technology teams to refocus on leading-edge cloud technologies in these areas. Additionally, this has resulted in the ability to accelerate innovative technology research and processes, and significantly reduced the needs of staff focusing on operations and day-to-day maintenance activities. His vision of the future to provide engineering services enabled by AI and machine learning will provide a significant advantage for the firm to win new work based on the ability to deliver innovative solutions with significantly higher value to the clients.

Michael Woods
Vice President of Information Technology
CDM Smith
@CDMSmith
How do CIOs decide if and how to invest in blockchain-based applications? Will blockchain transform society and revolutionize the way we do contracts, manage currencies, identities, supply chains, copyrights, land registries, medical records? Is it a promise able to generate billions in cryptocurrency offerings and stock market valuations, or just a cumbersome database? (Blockchain transactions take between 10 and 40 minutes to process.) Are centralized organizations and the sharing economy startups threatened by new peer-to-peer-based networks? Our panelists will share their experience and predictions on the future of blockchains.

Simon Johnson is the Ronald A. Kurtz (1954) Professor of Entrepreneurship at MIT Sloan, where he is also head of the Global Economics and Management group and chair of the Sloan Fellows MBA Program Committee. He co-founded the Global Entrepreneurship Lab course. He also works closely with Joi Ito, head of MIT’s Media Lab, on the Digital Currency Initiative where he supervises research projects related to blockchain technology and co-teaches a course on this fast-developing business sector.

Prof. Johnson is a senior fellow at the Peterson Institute for International Economics in Washington, D.C., a co-founder of BaselineScenario.com, and a member of the PDIC’s Systemic Resolution Advisory Committee. In July 2014, he joined the Financial Research Advisory Committee of the U.S. Treasury’s Office of Financial Research and chairs the recently formed Global Vulnerabilities Working Group. Prof. Johnson has been a member of the private sector Systemic Risk Council since it was founded in 2012. From 2009 to 2015, he was a member of the Congressional Budget Office’s Panel of Economic Advisers.

He has published more than 300 articles in the New York Times, Bloomberg, the Washington Post, the Wall Street Journal, the Atlantic, the New Republic, BusinessWeek, the Huffington Post, the Financial Times, and Project Syndicate. His book, 13 Bankers: the Wall Street Takeover and the Next Financial Meltdown (with James Kwak), was one of the mostly highly regarded books on the financial crisis. Their follow-up book, White House Burning: The Founding Fathers, Our National Debt, and Why It Matters for You, won praise across the political spectrum.

Prasanna Gopalakrishnan is a fintech executive who has been a leader in the financial services industry for over 20 years. She is currently the Executive Vice President, Chief Digital and Information Officer at Boston Private. She specializes in digital transformation efforts centered on client experience and works closely with her Board and CEO to drive growth and new business model centric strategy through digital transformation. She also sits on the advisory boards of a number of startups focused on blockchain and cybersecurity.

Ms. Gopalakrishnan served as the Chief Information Officer of Campus Services at Harvard University, where she led an IT organization supporting a portfolio of twelve business units within a diversified set of industry segments of Harvard Campus Services. Prior to that, she served in various leadership roles at Fidelity Investments, Thomson Reuters, and State Street Bank.

In 2017, Constellation Research recognized her as the one of their “Business Transformation 150,” an elite list of the top global executives leading innovative business transformation efforts in their organizations. In 2015, Diversity MBA magazine recognized Ms. Gopalakrishnan as one of the “Top 100 under 50” executive leaders. She holds an MBA in finance and international management from the D’Amore-McKim School of Business at Northeastern University, Boston, and a BS in engineering from the Birla Institute of Technology and Science, India.

Michael Hagler is an entrepreneur, technologist, and the President of Clevertech. Based in New York City, Mr. Hagler partners with CTOs, CEOs, serial entrepreneurs, sophisticated investors, founding teams, and boards of directors to help create new businesses, lead digital transformations, and drive new product innovation. As an operator and founder, he has worked in the SaaS, logistics, sports, agency, pharmaceutical, fintech, manufacturing, and market-economy industries, and past projects have been featured on TechCrunch, by Apple, in the New York Times, the Wall Street Journal, Fast Company, the Inc. 5000 list, and on Bloomberg TV.

Peter Nichol is a healthcare business and technology executive recognized for digital innovation. As Managing Director at OROCA Innovations, he leads the CIO advisory services practice driving digital strategies.

Mr. Nichol was honored as an MIT Sloan CIO Leadership Award Finalist in 2015 and is a regular contributor to CIO.com on innovation. As Head of Information Technology, he was responsible for ConnectHealth Exchange’s (HIX) industry-leading digital platform transforming consumer and retail oriented services for the health insurance industry. He championed the ConnectHealth marketplace digital implementation with a transformational cloud based SaaS platform and mobile application recognized as a 2014 FMI Project of the Year Award Finalist and with awards for best digital services, API, and platform. Mr. Nichol also received a lifetime achievement award for leadership and digital transformation, honored as a 2016 Computerworld Premier 100 IT Leader. He has a BS in computer information systems from Bentley University and an MBA from Quinnipiac University, where he graduated summa cum laude. He earned his PMPI® in 2001, and is a certified Six Sigma Master Black Belt and Certified Scrum Master.

Prasanna Gopalakrishnan, Executive Vice President, Chief Digital and Information Officer, Boston Private, a fintech executive who has been a leader in the financial services industry for over 20 years. She is currently the Executive Vice President, Chief Digital and Information Officer at Boston Private. She specializes in digital transformation efforts centered on client experience and works closely with her Board and CEO to drive growth and new business model centric strategy through digital transformation. She also sits on the advisory boards of a number of startups focused on blockchain and cybersecurity.

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REDESIGNING THE DIGITAL WORKPLACE FOR AGILE@SCALE

Many organizations are thinking about ways to leverage Agile methodology beyond the IT unit to drive more project innovation and speed across the organization—Agile@Scale. As this new way of working spreads beyond IT, there are significant challenges in designing the workplace to enable employees to work according to the principles of Agile. Companies need to think differently about the workplace, technologies, social networks, and management practices to realize the value from Agile and this becomes particularly challenging as the practices become more widespread. In this panel we will discuss these opportunities and challenges.

KRYSTINE DERY
Research Scientist
MIT Sloan Center for Information Systems Research
@kristinedery

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 long-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. Dery co-founded and co-chairs the Digital Disruption Research Group in Sydney, where both academics and industry are engaged in research on the impact of digital technologies and new ways of working. She previously held management roles in the tourism and airline industries in Australia, New Zealand, and the UK.

GAIL EVANS
Global Chief Information Officer
Mercer
@CoMercer

Gail Evans is Mercer’s Global Chief Information Officer and is part of the Executive Leadership team. She is responsible for leading Mercer’s global technology transformation including delivering Mercer’s big data platform, robotics, cognitive computing, Paas, and cloud. Prior to joining Mercer in 2016, Ms. Evans was Group Partner Program Manager for Microsoft. In that role, she worked across Microsoft business groups, product engineering, and IT teams to launch the next-generation customer knowledge platform for Microsoft’s Mobile First, Cloud First services. Other positions included General Manager of Microsoft Studios, Services and Operations. Prior to Microsoft, Ms. Evans held positions at Hewlett-Packard as Vice President and General Manager, served as Technology Senior Vice President for Bank of America, and started her career at Eastman Kodak Company spending 20+ years as a technology executive and as CIO of Consumer Digital leading digital transformations.

HARMEEN MEHTA
Global Chief Information Officer & Head of Digital
Bharti Airtel Limited
@harmeenm

As co-founder and Executive Chairman of Fuze, Steve Kokinos is responsible for corporate strategy. Under his direction, the company is transforming the way enterprises view communications as a key driver of business visibility, process improvement, and results. Previously, Mr. Kokinos was a founder of BladeLogic, Inc., a recognized leader in the data center automation market with a Fortune 500 client list that includes GE, Time Warner, Microssoft, Cable & Wireless, Walmart, and Sprint. BladeLogic was acquired by BMC for ~$300 million in 2008. Prior to BladeLogic, he was founder, President, and CEO of WebYes, Inc., an early market leader in the web hosting and application service provider arena. WebYes provided the electronic software distribution platform for all of Sun Microsystems’ software products, including Java, and was acquired by Breakaway Solutions in 1999. At Breakaway, Mr. Kokinos established and ran the company’s ASP business. He played a critical role in driving the business to $120 million in revenue and taking the company public, and in just 18 months was responsible for Breakaway’s #2 worldwide ASP industry ranking. Mr. Kokinos holds a BA from McGill University.

HARMEE MEHTA
Global Chief Information Officer & Head of Digital
Bharti Airtel Limited
@harmeenm

Stephanie Mills is Digital Lead for Avanade Advisory Services. In this role, she is responsible for scaling the digital capabilities and revenues of Avanade’s consulting practice worldwide. Agile is part of the DNA of Avanade Advisory Services and fundamental to the rapid prototyping and innovation services the firm provides to clients across business units. Prior to joining Avanade, Ms. Mills was a Partner at the UK-based consultancy Eden McCallum for four years. She also has over ten years of experience with Boston Consulting Group in North America and Europe. She is passionate about digital strategy co-creation, but also about partnering with clients on execution to achieve real business impact. Ms. Mills holds a Bachelor of Commerce degree from McGill University in Montreal.
The CIO’s role in managing C-level involvement in cybersecurity is assumed, but how is it executed across various firms? Should the CIO own cybersecurity, or is it the domain of another executive (e.g., Chief Risk Officer, Chief Operations Officer, etc.)? What is the role of other C-level executives in cybersecurity? What do the C-level executives need to know about cybersecurity? In this session, we will explore these questions about C-Level cybersecurity leadership.

Prof. Stuart Madnick, SB ’66, SM ’69, PHD ’72, Director MIT Interdisciplinary Consortium for Improving Critical Infrastructure Cybersecurity, (IC)3, is currently a member of the MIT Sloan School of Management faculty. His current research interests include information integration technologies, semantic web, database technology, software project management, internet applications, the strategic use of information technology, and cybersecurity.

Stuart Madnick, John Norris Maguire Professor of Information Technologies at the MIT Sloan School, holds a PhD in computer science from MIT and has been an MIT faculty member since 1972. He served as the head of MIT Sloan Information Technologies Group, consistently rated #1 in the nation, for more than twenty years. He currently serves at the Director of the MIT Interdisciplinary Consortium for Improving Critical Infrastructure Cybersecurity, (IC)3. Prof. Madnick has been active in industry as a key designer and developer of projects such as IBM’s VM/370 operating system and Lockheed’s DIALOG information retrieval system. He has served as a consultant to major corporations, including IBM, AT&T, and Citicorp. He has also been the founder or co-founder of five high-tech firms, and currently operates a hotel in the 14th century Langley Castle in England. Prof. Madnick is the author or co-author of over 350 books, articles, or reports including the classic textbook on operating systems. His current research interests include information integration technologies, semantic web, database technology, software project management, internet applications, the strategic use of information technology, and cybersecurity.

CIO’S ROLE IN C-LEVEL CYBERSECURITY LEADERSHIP

DON ANDERSON
Senior Vice President and Chief Information Officer
Federal Reserve Bank of Boston
@DonAndersonCIO

Don Anderson is the Senior Vice President and Chief Information Officer (CIO) at the Federal Reserve Bank of Boston. In this capacity, he is responsible for the Federal Reserve System’s Financial Management Technology services, the bank’s IT and cybersecurity functions, real estate services, and law enforcement units. He is currently a member of the Bank’s Executive Committee. In 2017, Mr. Anderson was awarded the Boston CIO of the Year ORBiE award by the Boston Business Journal and Boston CIO Leadership Association.

Prior to joining the Federal Reserve, he was a senior consultant with Hewlett Packard (HP) Enterprise focused on the development and execution of IT transformation strategies for Fortune 500 companies. While at HP, he successfully managed a number of multi-million dollar international programs. Mr. Anderson holds a BS degree from the University of Connecticut and an MBA from Bentley University. He is a founding member of the Advanced Cyber Security Center, a Board Member of the Boston CIO Leadership Association, and an active member of the Dana Farber Leadership Council.

LEV LESOKHIN, MBA ‘00
EVP, Strategy & Analytics
CAST
@levesokhin

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.

Mr. 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. Mr. Lesokhin came 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. Mr. Lesokhin holds a BS in electrical engineering from Rensselaer Polytechnic Institute, and an MBA from the MIT Sloan School of Management.

LENA SMART
Managing Director and Global Chief Information Security Officer
Tradeweb

Lena Smart is Managing Director and Global Chief Information Security Officer at Tradeweb. Ms. Smart joined Tradeweb in 2016 and is responsible for managing cyber and information security initiatives and infrastructure. She has more than 20 years of experience in technology infrastructure, security operations, and cybersecurity roles in the energy and financial services sectors.

Previously, Ms. Smart was CIO/Chief Security Officer of the New York Power Authority (NYPA), the United States’ largest state public power organization, and was responsible for management of large scale critical projects, assurance, and management of the NYPA’s facilities and cyber programs. Prior to that, she worked at a private banking firm in London. Ms. Smart holds certifications in CISSP, CISM, CISA, CRISC, and CCISO, and is also a member of FBI Infragard and the Financial Services Information Sharing and Analysis Center (FS-ISAC).

LANCE WEAVER
VP, Product Strategy & Emerging Services
Equinix
@lance_t_weaver

Lance Weaver is VP, Product Strategy & Emerging Services at Equinix, the leading global interconnection and data center company. His organization is responsible for anticipating industry trends, creating platform strategy, and inventing new products which accelerate company growth and deliver lasting customer value.

Prior to joining Equinix, Mr. Weaver was the CTO for Cloud at GE Digital where he was responsible for the cloud architecture of GE’s Industrial Internet of Things Platform (Predix®) and the GE-wide enterprise IT global strategy leveraging public, private, and hybrid clouds. He also held several additional roles for divisions of GE including CTO for Appliances & Lighting, a $3B division of GE where he led a 400-person global team delivering core infrastructure services, application middleware, and predictive analytics; Executive Director of Application Infrastructure; IT Operations Leader; and Chief Information Security Officer.

Prior to joining GE, Mr. Weaver was a consulting engineer for ten years designing, selling, and implementing infrastructure solutions for a broad range of customers. He holds a Bachelor of Science degree from Truman State University.
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Because established companies are not designed to be digital, they must transform to remain competitive. The first step in a digital transformation is articulating a clear vision of how the company will engage with customers to solve their problems. This is not easy—but without a clear vision, people in the company cannot design a coherent, executable business strategy. In this session, we will describe how senior business leaders formulate a vision that is inspired by both existing organizational competencies and the capabilities of digital technologies.

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. Dr. Ross 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). She 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.

Dr. 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.

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CLOSING THE GAP BETWEEN STRATEGY AND EXECUTION

In most organizations, strategy and execution are managed almost entirely separately. High-level strategy is set by a small group of executives; the implementation of that strategy is then delegated into the hands of a much larger and more heterogeneous group of functional managers and their supporting teams. What happened? Those words that looked like a sure-fire recipe for success become mutated by the demands of day-to-day operations and the individual agendas of those who lead them. Digital technologies can exacerbate this problem as much as help address it. Is there a better way to develop strategy? Is there a more effective means of connecting strategic priorities to the realities of execution? The members of this panel say emphatically, “yes.”

Anthony Christie is the Chief Operations Officer at Trace3, where he is responsible for insuring that the Trace3 brand and unique approach to innovation is enriched and extended for customer success. He has oversight of all pre- and post-sales architecture and engineering, consulting, managed and professional services, IT, marketing, and supplier/distribution management.

Mr. Christie holds a BS from Drexel University, an MBA from the University of New Haven, and an MS from the Massachusetts Institute of Technology. His professional career spans the United States, Asia Pacific, and Europe where he held positions as Chief Marketing Officer, Chief Technology & Information Officer, Executive Vice President of Strategy & Corporate Development, and Managing Director of SEMEA. His extensive global experience in senior leadership covers expertise in marketing, customer targeting, sales and sales management, product development and management, business development, customer experience, ERP, and operations in network technology and telecommunications.

An avid reader, Mr. Christie is constantly staying abreast of industry trends and emerging technologies that can be harnessed for customer success which he often writes about on LinkedIn and his twitter handle @christieontech. He is passionate about focusing his teams on customer experience throughout the customer’s journey and his experience has proven that companies are able to succeed when positive customer interactions are at the center of everything they do.

CATHY HORST FORSYTH
Founder and Managing Partner
Strongbow Consulting Group
@cathyforsyth

Cathy Horst Forsyth is the Founder and Managing Partner of Strongbow Consulting Group, a boutique consulting firm driving network transformation solutions for large global enterprises.

Ms. Forsyth launched Strongbow with a true passion for driving positive change by leveraging the market’s latest network and communications technology, from the data center/cloud to the desktop, within large enterprises. Strongbow has built a team of seasoned analysts, consultants, and technologists that understand large enterprises and can guide complex organizations through transformation challenges, especially in areas where technology, finance, and business requirements all intersect.

During her 20+ years consulting in the IT industry, Ms. Forsyth has worked with business leaders at many Fortune 500 / Fortune 100 corporations, helping to drive large-scale change programs, yielding 8-digit operational efficiencies that can be reinvested to fuel further technology and business innovation. As a result, Strongbow has become a leading advocate for enterprise interests in the network technology sector, helping suppliers to rethink their approach and build creative solutions to maximize benefit for the enterprise.

Ms. Forsyth is a recipient of the EY Entrepreneurial Women of the Year Award. She holds an MBA from NYU’s Stern School of Business and a BS in marketing from Boston College.

MIKE MACRIZEDirector of EMEA. His extensive global experience includes the United States, Asia Pacific, and Europe where he held positions as Chief Marketing Officer, Executive Vice President of Strategy & Corporate Development, and Managing Director of SEMEA. His extensive global experience in senior leadership covers expertise in marketing, customer targeting, sales and sales management, product development and management, business development, customer experience, ERP, and operations in network technology and telecommunications.

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. Mr. Michelman 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.

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MIKE MACRIE
Senior Vice President & Chief Information Officer
Land O’Lakes, Inc.
@mwmacrie

Mike Macrie joined Land O’Lakes, Inc., in 2010 and became senior VP and CIO in 2013. He has led extensive efforts to embrace big data, mobile, and cloud computing across the enterprise and invest in developing market-leading solutions in the areas of precision agriculture, ag technology, and industry leading analytics.

Mr. Macrie has deep relationships across several companies in the technology industry and participates in customer advisory boards with Microsoft, Oracle, Verizon, and Salesforce. He also is an advisor in various capacities to Andreessen Horowitz, Blumberg Capital, Landmark Ventures, Lightspeed Venture Partners, SVG Partners, Artiman Ventures, and accelerators such as Thrive. Mr. Macrie speaks frequently on how to operate IT as a business and how digital is changing the role of the CIO within enterprises. He is also a leading influence in the emerging AgTech industry.

Before joining Land O’Lakes, Mr. Macrie held a breadth of roles at Ingersoll Rand and AlliedSignal, and was involved in several start-ups including GS Technologies and Multi Media Solutions. He earned his MBA from Duke University and a bachelor’s degree from Cornell University.

IRVING WŁADAWSKY-BERGER
Professor
MIT Initiative on the Digital Economy
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Dr. Irving Wladawsky-Berger is Visiting Lecturer at the MIT Sloan School of Management, a Fellow of the MIT Initiative on the Digital Economy and of MIT Connection Science, and Adjunct Professor at the Imperial College Business School and member of the Advisory Board of its Data Science Institute. He retired from IBM in May of 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, supercomputing and Linux. He has been an advisor on digital strategy and innovation at Citigroup, at HBO, and at MasterCard.

Dr. Wladawsky-Berger writes a weekly blog, irvingwb.com, that is also published in the Wall Street Journal’s CIO Journal. He is a member of the Advisory Board of USC’s Annenberg Innovation Lab and the Board of Directors of the Corporation for National Research Initiatives. He was co-chair of the President’s Information Technology Advisory Committee, as well as a founding member of the Computer Sciences and Telecommunications Board of the National Research Council. He is a Fellow of the American Academy of Arts and Sciences. A native of Cuba, he was named the 2001 Hispanic Engineer of the Year. Dr. Wladawsky-Berger received an MS and a PhD in physics from the University of Chicago.
IS TECH SCREWING UP THE PLANET?

Andrew McAfee, a principal research scientist at MIT, studies how digital technologies are changing business, the economy, and society. His most recent book, written with Erik Brynjolfsson, is *Machine, Platform, Crowd: Harnessing our Digital Future*. Their 2014 book on these topics, *The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies*, was a New York Times bestseller and was shortlisted for the Financial Times/McKinsey business book of the year award.

Andrew McAfee has written for publications including *Harvard Business Review*, *The Economist*, *The Wall Street Journal*, *The Financial Times*, and *The New York Times*. He’s 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 the co-founder of the Institute’s Initiative on the Digital Economy.

Mr. McAfee has written for publications including *Harvard Business Review*, *The Economist*, *The Wall Street Journal*, *The Financial Times*, and *The New York Times*. He’s 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.

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ANDREW McAFEE, SB ’88, SM ’90
Principal Research Scientist/Co-Director
MIT Initiative on the Digital Economy
@AMcAfee
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Boston, MA | indico.io | @indicoData
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**LIGHTSTEP**
San Francisco, CA | lightstep.com | @LightStepHQ
LightStep is the leading provider of application performance management for organizations adopting microservices.

**NUMERIFY**
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Numerify is the System of Intelligence for IT®, providing enterprise organizations full visibility and insights across all their plan, build, and run activities.

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Pom is building a computer-vision based technology to detect zero-day phishing attacks in real-time.

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