LEADING the SMARTER ENTERPRISE
WELCOME TO THE 16TH ANNUAL MIT SLOAN CIO SYMPOSIUM!

LEADING the
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The theme for this year’s Symposium is “Leading the Smarter Enterprise.” It is the logical extension of digital transformation. A smarter enterprise is not possible without a digital transformation, but the smarter enterprise is more than just digitization.

Your company must continue to profit and adopt the new without abandoning the old. They work collaboratively and promote talent growth, and are more consumer/customer oriented and quicker at getting to market.

Smarter enterprises are culturally transformed to incorporate data-driven insights into every decision. They work collaboratively and promote talent growth, and are more consumer/customer oriented and quicker at getting to market.

It is the CIO’s job to help reorganize the business so that it becomes more data-driven and insightful. This year’s Symposium will help CIOs accomplish this evolving role. We’ll start with “Crafting Data Strategies that Pay Off” moderated by Barb Wisom. This panel will explore the ins and out of creating great data strategies that help organizations reap value from the digital economy.

In “Coevolving is the Future of IT Strategy,” Joe Poppard and his panelists will share great insight into leading a smarter enterprise: Stop aligning technology requirements with the business and start coevolving with customers and ecosystem partners. Smarter organizations and their external environment are dynamically connected; coevolving is about growing and strengthening these interconnections.

The MIT Sloan CIO Symposium is uniquely positioned to help you with “Leading the Smarter Enterprise.” 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
lander@mitcfo.com

Members at Large

Julia Abramovich, MBA ’02
Non-Profit Networking Chair and Women’s Events Co-Chair

Mark Crowley, MBA ’98
Treasurer and CIO Symposium Advisory Board

Audrey Daum, SM ’88
Human Resources Vice President

Seán Brown, SM ’94
Sciences Events Co-Chair

Pat Hubbell, SM ’91
Events Co-Chair

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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 (mitsloancfo.com), 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 interest groups in Entrepreneurship, Life Sciences, Women’s Events, Career Series, Social Activities, and the Holiday party. Please visit mitsloanboston.com to learn about us.

Future. And Erik Brynjolfsson will be engaging Jonathan Gruber and Simon Johnson around their new book, Jump-Starting America: How Breakthrough Science Can Revive Economic Growth and the American Dream.

Strategy guru, Michael Porter, along with PTC CEO, James Heppelmann will share their research into the impact of digital transformation on the enterprise, with a specific focus on why companies need an augmented reality strategy.

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If you are a business leader interested in connecting more deeply with MIT Sloan Alumni in the Boston area, please reach out to me (president@mitsloanboston.com) or any of the organizers of today’s event. We offer sponsorship opportunities for over 50 other events each year. We welcome creating a deeper connection between our alumni and your company.

Membership is free 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 alumni/a 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 22, 2019**

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TWITTER CONVERSATIONS ARE LIVE TODAY

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

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#MITCIO

**SUBMIT QUESTIONS TO PANEL MEMBERS!**

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

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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.

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, fellowship, 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 or contact me directly.

In 2016, the IDE launched our annual Inclusive Innovation Challenge (IIC), a global initiative dedicated to accelerating the best future of work solutions on the planet. By the end of this year, the IIC will have awarded more than $5 million in prizes to Inclusive Innovation: organizations that are using technology to create not only prosperity, but shared prosperity in the digital age. To learn more about our mission and opportunities to engage, visit MITinclusiveinnovation.com.

As with any IDE hosted event, you are going to get a rather large drink from the MIT firehose. Enjoy the day and welcome to the 2019 MIT Sloan CIO Symposium.

Sincerely,

DAVID L. VERRILL, SM ’87
Executive Director
MIT Initiative on the Digital Economy
dverrill@mit.edu
ide.mit.edu

LINDSEY ANDERSON, SM ’79
Chair
MIT Sloan CIO Symposium
lindseya@mit.edu

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

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

Dean Schmittelien received a Ph.D. and M.Phil. in Business from Columbia University and B.A. in Mathematics (magna cum laude) from Brown University. His research assesses marketing processes and develops methods for improving marketing decisions. He is widely regarded for his work estimating the impact of a firm’s marketing actions, designing market and survey research, and creating effective communication strategies.

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.

LINDSEY ANDERSON, SM ’79
Chair
MIT Sloan CIO Symposium
lindseya@mit.edu
CRAFTING DATA STRATEGIES THAT PAY OFF

The most compelling data strategies articulate exactly how data will generate economic value—specifically and uniquely—for an organization. They spell out the organization’s data monetization approach, along with associated risks, costs, and benefits—and describe the capabilities and activities required for execution. This panel will explore the ins and outs of creating great data strategies that help organizations reap value from the digital economy.

MODERATOR

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

Dr. Wixom maintains close ties with this 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 annual TDWI 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.

ELENA ALFARO

Head of Data & Open Innovation Client Solutions BBVA @elenaffaro

Elena Alfaro is the Head of Data & Open Innovation, Client Solutions at BBVA. She is responsible for the generation of machine learning algorithms that constitute the intelligence behind BBVA’s digital products, as well as the transformation of BBVA’s skills and culture into a data-driven organization. She leads the Group’s efforts to make the most of Open Innovation, both for the bank and for its partners in the external ecosystem. Before that, she was the CEO of BBVA Data & Analytics, the group’s Center for Excellence in Data Science and Advanced Analytics, a position that she held during 3 years. Before joining BBVA, Ms. Alfaro worked at Ericsson, playing an important role in telecommunications development in EMEA and LATAM, and broadening her experience as an expert in innovation.

She has a BA in Economics & Business Administration from the Universities of Sunderland (UK) and Universidad Autonoma (Madrid), and a Master’s in Intangibles Analysis and Management. She participated in the 2013 European Young Leaders: ‘40 Under 40’ seminar.

MARK MEYER

Chief Information Officer Tetra Pak Group @tetrapak

Mark Meyer, Chief Information Officer, is responsible globally for the IT function within Tetra Pak. He has 30 years experience in IT Infrastructure and Business Information systems including 20 years with Tetra Pak. The IT function at Tetra Pak is responsible to build, implement, and support reliable, cost efficient and secure global information management systems that bring value to Tetra Pak and its customers. He joined Tetra Pak in 1997 and 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. He holds a Bachelor of Arts degree from The University of Texas at Austin.

MARK PICONE

Vice President of Information & Data Services Adobe

Mark Picone is Vice President of Information & Data Services at Adobe. He is responsible for data, data platforms, data management, governance and analytics across all lines of business and corporate functions. His team delivers insights for real-time analytical decision making, and in-product and online personalized experiences at each step of the customer journey.

He and his team are enabling Adobe’s data-driven enterprise with rich personalized experiences, connected insights across the entire customer journey, and deep business analytics. Under his leadership, his team developed Adobe’s data driven operating model (DDOM) which has fundamentally changed the way the company runs its business by focusing on customer journey steps, KPI’s, and a run-the-business operating model leveraging a governed single source of data truth.

At Experian Marketing Services, Mr. Picone was responsible for global data development for all data and analytics products across 27 countries. Prior to Experian, he served as Group Managing Director & CTO for Harte-Hanks Direct Marketing.

He has a B.A. in Computer Information Science with a minor in Mathematics from Temple University and a M.B.A in Finance from Drexel University.

DONNA-MAREE VINC

Chief Digital and Information Officer Bank of Queensland Ltd @dmvincent

Donna-Maree Vinci joined Bank of Queensland (BOQ) in July 2015 as the Chief Operations and Information Technology Executive. In January 2017, Ms. Vinci was appointed Chief Digital and Information Officer, and leads the Bank’s Operations, Enterprise Program Office and Information Technology teams. Ms. Vinci’s extensive experience in strategy, business, operations, risk management and technology, and her track record of delivering digital disruption and transformation projects for major financial services organizations globally enables her to play a key role in BOQ’s transformation as it continues to digitalise its business and create new customer experiences.

She joined BOQ from IAG where she was Group General Manager, Group Digital and Group CIO, prior to that, she was Chief Operations and Information Officer of Westpac’s Institutional Bank for four and half years. She has also held many global executive management roles at Citigroup over a span of fifteen years, including Regional CIO and Global Head of Technology Risk Management and held other senior management roles at PwC and Westpac in London, and a Director at Country NatWest. In March this year, Ms. Vinci was awarded Cisco’s Women in IT, 2019 CIO of the Year Award.

ELENA ALFARO
Digital technologies are disrupting business models and forcing established companies to rethink their customer value propositions. Invariably, these new value propositions demand new skills, new business processes, and new organizational competencies. But they also demand that companies sustain their existing skills, processes, and competencies so they can continue to profit and grow from traditional business models. In this fireside chat Jeanne Ross will review her new book highlighting five building blocks companies need for a successful transformation.

**9:45 AM – 10:30 AM**
Kresge Auditorium

**DESIGNED FOR DIGITAL: HOW TO ARCHITECT YOUR BUSINESS FOR SUSTAINED SUCCESS**

**MODERATOR**
Leslie Owens joined the MIT Sloan Center for Management in 2015 as a senior lecturer and executive director of MIT CISR. She oversees CISR’s operations and is responsible for optimizing the impact of CISR research findings with academics, executives, and the general public. Ms. Owens also serves as a faculty mentor for a Sloan Action Learning course on enterprise transformation.

Ms. Owens has worked in business technology for over twenty years as a practitioner, research analyst, and consultant. Before MIT CISR, she was a vice president and research director at Forrester Research where she managed a team of analysts and was responsible for leading research projects, delivering research and consulting services to clients, and speaking at major industry events.

**LESLIE OWENS**
Executive Director
MIT Sloan Center for Information Systems Research
@OwensLeslieA

**DR. JEANNE W. ROSS**
Principal Research Scientist
MIT Sloan Center for Information Systems Research
@jrossCISR

Jeanne W. Ross is 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 four 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); and the forthcoming Designed for Digital: How to Architect Your Business for Sustained Success (2019). 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.

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. 100+ firms sponsor our work and participate in our community. Learn more about how your firm can benefit from sponsorship.

**MIT CISR** is a global research consortium of scholars and industry leaders.
Sign up to get access to research at [CISR.MIT.EDU](http://CISR.MIT.EDU)

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**45th Annual MIT CISR Summer Session**
Join us on campus June 17–20, 2019 for a deep dive into Digital Strategy. Visit our website to apply and view the agenda.

Our daily themes for the 2019 program are:

- **Monday:** Designing Your Company for Digital Business Success
  Faculty Director: Jeanne W. Ross

- **Tuesday:** Preparing for the Algorithmic Economy
  Faculty Director: Barbara H. Wixom

- **Wednesday:** Paving the Perilous Pathway to Digital Transformation
  Faculty Director: Kristine Dery

- **Thursday:** Digital Business Models
  Faculty Director: Peter Weill

Apply now!
This year’s Academic Keynote challenges the assumption that the US is a technology leader and that economic benefit is a natural result. In their new book, Jump-Starting America, MIT co-authors Simon Johnson and Jon Gruber point to the increasing concentration of geography-based wealth. To turn this tide, Johnson and Gruber suggest the US must embark on a plan to create the industries of the future—and the jobs that go with them—through a renewed public-private partnership. Is this possible in today’s business and economic environment?

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.

Prof. 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: 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/link.

Dr. Jonathan Gruber is the Ford Professor of Economics at the Massachusetts Institute of Technology, where he has taught since 1992. He is also the Director of the Health Care Program at the National Bureau of Economic Research, and the former President of the American Society of Health Economists. He is a member of the Institute of Medicine, the American Academy of Arts and Sciences, the National Academy of Social Insurance, and the Econometric Society. He has published more than 175 research articles, has edited six research volumes, and is the author of Public Finance and Public Policy, a leading undergraduate text, Health Care Reform, a graphic novel, and Jump-Starting America. In 2006 he received the American Society of Health Economists Inaugural Medal for the best health economist in the nation aged 40 and under.

During the 1997–1998 academic year, Dr. Gruber was on leave as Deputy Assistant Secretary for Economic Policy at the Treasury Department. From 2003-2006 he was a key architect of Massachusetts’ ambitious health reform effort, and in 2006 became an inaugural member of the Health Connector Board, the main implementing body for that effort. During 2009-2010 he served as a technical consultant to the Obama Administration and worked with both the Administration and Congress to help craft the Patient Protection and Affordable Care Act. In 2011 he was named “One of the Top 25 Most Innovative and Practical Thinkers of Our Time” by Slate Magazine. In both 2006 and 2012 he was rated as one of the top 100 most powerful people in health care in the United States by Modern Healthcare Magazine. Dr. Gruber is the Chair of the Industry Advisory Board for Flare Capital Partners.

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 and currently leads the popular Global Entrepreneurship Lab course. He also works closely with Joi Ito, head of MIT’s Media Lab, on the Digital Currency Initiative (DCI).

Specifically, Prof. Johnson supervises research projects related to blockchain technology and co-teaches a course on this fast-developing business sector.

Over the past decade, he has published more than 300 high impact pieces 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, became one of the mostly highly regarded books on the financial crisis. Their followup book on U.S. fiscal policy, White House Burning: The Founding Fathers, Our National Debt, and Why It Matters for You, won praise across the political spectrum.

Prof. Johnson holds a BA in economics and politics from the University of Oxford, an MA in economics from the University of Manchester, and a PhD in economics from MIT.
Spurred by the need for insights, speed, and collaboration a new type of worker has emerged: the cloud worker. From your information workers to your workers on the frontlines, meet your workforce in the cloud. Learn how they differ from your conventional workforce and how you can grow and develop them.

WELCOME TO THE AGE OF THE CLOUD WORKER

MODERATOR

John Solomon is the Vice President, Chrome OS at Google. Mr. Solomon drives all aspects of the business strategy for the Chrome Operating System. He and his team work closely with global computing OEM’s to develop and deliver faster, simpler and more secure computers for users. He and his team are accountable for Google’s Chrome OS growth across all customer segments (Consumer, Education and Enterprise), as such they work closely with strategic partners across the globe.

Before joining Google, Mr. Solomon was the Vice President of Enterprise and Government at Apple, leading the company’s strategic entry into the US enterprise market. Prior to this, he had a long career at HP culminating in multiple senior vice president roles across both Printing and PC business units, and running a $20B P&L. He is interested in fitness and health; in his spare time, he advises startups in Digital Health on how to better grow their businesses, including Vitality Group Inc. and Movecoach.

Mr. Solomon earned his MBA in Business from the University of Washington, Michael G. Foster School of Business, and he holds a Bachelor of Science in Engineering from University of Stellenbosch (South Africa).

JOHN SOLOMON
Vice President, ChromeOS
Google
@googlechrome

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LUNCHEON
ROUNDTABLE
Rockwell Cage, Main Court

12:00PM – 1:15PM

LUNCHEON ROUND TABLE NETWORKING LUNCH

OTHER LUNCH/SEMINAR OPTIONS FROM 12:00PM TO 1:15PM

- LUNCHEON ROUNDTABLE
  Rockwell Cage
- INSIGHTS FROM THE LEADERSHIP AWARD WINNERS
  Sala de Puerto Rico
  2FL Stratton
- IMPACT OF CLOUD TECHNOLOGY ON THE WORKFORCE
  Twenty Chimneys
  3FL Stratton
- HOW INDUSTRIAL COMPANIES CAPITALIZE ON DIGITAL TRANSFORMATION
  Room 491
  4FL Stratton
- OPTIONAL LUNCH ASSIGNMENT

Your badge has a colored dot that identifies the lunch you selected during registration.

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 Round Table Topics posted to direct you to a table of interest. 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.
INSIGHTS FROM THE LEADERSHIP AWARD FINALISTS

The Finalists for the 12th Annual 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 CIO Finalist transformed their IT units and their companies for the better. Their experiences can provide lessons for every IT leader and service provider.

DR. GEORGE WESTERMAN
Senior Lecturer
MIT Sloan School of Management
Faculties Director Workforce Learning
MIT Jameel World Education Lab
awesterman@mit.edu

GAIL EVANS
Chief Digital Officer
Mercer
gaelmercer

MERCER

EASH SUNDARAM
Executive Vice President and Chief Digital & Technology Officer
JetBlue
ecashsundaram

MODERATOR
Dr. George Westerman works at the dynamic intersection of executive leadership and technology strategy. During more than 16 years with MIT Sloan School of Management, he has written three award-winning books, including Leading Digital: Turning Technology into Business Transformation. As a pioneer researcher on digital transformation, George has published papers in Harvard Business Review, Sloan Management Review, Organization Science, and other top journals. He is now launching a new MIT initiative focused on rethinking the process of Workforce Learning around the world.

As Mercer’s first Chief Digital Officer and a member of the Executive Leadership team, Gail Evans leads a dedicated team focused on driving and delivering Mercer’s digital transformation strategy. In her previous role as Mercer’s Global Chief Information Officer, she oversaw transformation and modernization of Mercer’s technology with an emphasis on innovation and security of Mercer’s data assets. Throughout her career she held positions at Microsoft, Hewlett Packard, Bank of America, and started her career at Eastman Kodak Company as a Technology Executive and as CIO of Consumer Digital leading digital transformations.

Ms. Evans holds a Bachelor of Science degree from Nazareth College, an MBA from the Simon School of Business, University of Rochester, and an Honorary Doctor of Humane Letters from Nazareth College.

AWARD JUDGES
Maryfyan Johnson
Michael Johnson, SB ’90, Award Co-Founder
Iya Kabanov, SF ’15
Adriana Karaboulis, Award Finalist 2014
Abbie Lundberg
Harmeet Mehta, Award Winner 2016
Michael Nites, Award Winner 2015
James Noga, Award Finalist 2010
Cynthia Nusidad, Award Finalist 2013
Leslie Owens
Ellen Quackenbush, SM ’85
Alefiah Razi, Award Finalist 2018
Todd Tucker
Madeline Weiss
Irving Wladawsky-Berger

AWARD CO-CHAIRS
Ray Chang, SB ’77, SM ’84
James Noga, SB ’82, SM ’91
George Westerman

AWARD FINALISTS
Kris Rao is Vice President & Head of Information Technology at Ricoh, USA, Inc. In this role, Mr. Rao provides the executive leadership necessary to develop and implement IT initiatives to streamline Ricoh’s business transformation while driving long- and short-term strategic planning, development, evaluation and coordination of IT systems that support the company’s front and back office operations and technology infrastructure. Mr. Rao brings more than 25 years of IT business management experience to his role gained across multiple industries at many leading organizations. He has held several leadership positions in IT throughout his career, including Consulting Leader and Senior Partner at Wipro Digital; Chief Technology Officer at Hospitals; Senior Director of IT at Motorola, Sr. Director of Software Products Engineering at Motorola; and Technical Director at Oracle.

He has a Bachelor of Engineering degree from Bangalore University and a Master of Science in Software & Data Engineering degree from Mississippi State University.

DR. AARTI SHAH
Senior Vice President, Chief Information & Digital Officer
Eli Lilly and Company
atrishah@lilly.com

Aarti Shah is Senior Vice President and Chief Information and Digital Officer of Eli Lilly & Company. She reports to Lilly’s CEO and is a key member of the executive committee. An accomplished executive with 25 years of experience, Dr. Shah leads all technology, digital, cybersecurity, advanced analytics and data sciences globally—along with the company’s digital transformation and integration of tech, data and analytics to deliver on Lilly’s mission to create medicines that make life better for people around the world. Dr. Shah oversees a team of several thousand employees worldwide. She has held several global roles across the various phases of drug development and commercialization before being appointed as CIO. Dr. Shah is known for her inspirational and genuine leadership style, and for leading global cross-functional teams from vision development to strategy creation to execution, with significant business outcomes and people development. She serves on several non-profit boards. Dr. Shah received her B.S. and M.S. in Statistics and Mathematics in India before completing her Ph.D. in Applied Statistics at the University of California, Riverside.

EASH SUNDARAM
Executive Vice President and Chief Digital & Technology Officer
JetBlue
ecashsundaram

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

Prior to JetBlue, Mr. Sundaram worked at Port Washington, New York-based Pall Corporation—a global business in the diverse field of filtration, separations and purifications. At Pall, he most recently served as Senior Vice President Global Supply Chain and Chief Information Officer. Before joining Pall, he served in a variety of leadership positions with increasing global responsibilities in Technology, Operations with McKesson PSS World Medical, i2 Technologies, ALK Technologies & the Sea Horse Group.

Mr. Sundaram holds a Master’s Degree in Transportation Management from the State University of New York and a Bachelor’s Degree in Science & Engineering from MK University, in India.

Kris Rao
Chief Information Officer
Ricoh, USA, Inc.

Eash Sundaram
Executive Vice President and Chief Digital & Technology Officer
JetBlue
ecashsundaram

As Mercer’s first Chief Digital Officer and a member of the Executive Leadership team, Gail Evans leads a dedicated team focused on driving and delivering Mercer’s digital transformation strategy. In her previous role as Mercer’s Global Chief Information Officer, she oversaw transformation and modernization of Mercer’s technology with an emphasis on innovation and security of Mercer’s data assets. Throughout her career she held positions at Microsoft, Hewlett Packard, Bank of America, and started her career at Eastman Kodak Company as a Technology Executive and as CIO of Consumer Digital leading digital transformations.

Ms. Evans holds a Bachelor of Science degree from Nazareth College, an MBA from the Simon School of Business, University of Rochester, and an Honorary Doctor of Humane Letters from Nazareth College.
IMPACT OF CLOUD TECHNOLOGY ON THE WORKFORCE

Many businesses are already moving their operations to the cloud, it’s critical to understand the impact that the cloud has on the way we work. In this roundtable, we will discuss how companies are currently cloud-powering their workforce and what they’ve learned along the way.

MOTIVATOR
John Solomon is the Vice President, ChromeOS at Google. Mr. Solomon drives all aspects of the business strategy for the Chrome Operating System. He and his team work closely with global computing OEMs to develop and deliver faster, simpler and more secure computers for users. He and his team are accountable for Google’s Chrome OS growth across all customer segments (Consumer, Education and Enterprise), as such they work closely with strategic partners across the globe.

Before joining Google, Mr. Solomon was the Vice President of Enterprise and Government at Apple, leading the company’s strategic entry into the US enterprise market. Prior to this, he had a long career at HP culminating in multiple senior vice president roles across both Printing and PC business units, and running a $20B P&L. He is interested in fitness and health; in his spare time, he advises startups in Digital Health on how to better grow their businesses, including Vitality Group Inc. and Movecoach.

Mr. Solomon earned his MBA in Business from the University of Washington, Michael G. Foster School of Business, and he holds a Bachelor of Science in Engineering from University of Stellenbosch (South Africa).

Michael Urcinoli is the Vice President of Business Technology at SoulCycle. In his role, Mr. Urcinoli and his teams are responsible for the technical operations of SoulCycle, ensuring that thousands of live performances for hundreds of thousands of riders are performed every week across 92 locations in North America. For the past six years he has helped build SoulCycle from a lean startup to a mature enterprise while the business experiences intense geographically dispersed growth from their devoted riders.

Mr. Urcinoli’s Business Technology team is comprised of technologists with backgrounds and responsibilities across Engineering, Enterprise Systems, eCommerce, IT, Technical Operations, Infrastructure, Audio Systems and Project Management, aligned with the goal to deliver exceptional customer experiences supported by technology. He holds a B.S. in Management of Information Systems from New York University, Tandon School of Engineering.

JOHN SOLOMON
Vice President, ChromeOS
Google
@googlechrome

MICHAEL URCINOLI
Vice President, Business Technology
SoulCycle Inc
@soulcycle

Michael Romatzick is the Desktop Architect and Technical Project Manager for Middlesex Health. Mr. Romatzick designs, facilitates and implements technical solutions in business units across the organization. He is responsible for the design and improvement of the end user technology experience across the enterprise. He has collaborated with dozens of vendors, and internal stakeholders to innovate new solutions for the healthcare space. The byproduct of these projects has not only resulted in significant cost savings, and gains in efficiency, but has begun to benefit organizations well outside of the enterprise.

Prior to joining Middlesex, Mr. Romatzick was the IT Director at Flanagan Industries, leading efforts to develop innovations in lean manufacturing through integrations in production systems linked directly with their ERP system. He has over a decade of experience in automation, system design, and process analysis. He continues to be an adviser for several local business groups to provide insight on how to better leverage their technology investments and provide better service to the community.

MICHAEL ROMATZICK
Desktop Architect
Middlesex Health
@MiddlesexCT

Markley
markleygroup.com
Transforming your frontline workers into cloud workers

While nearly 60% of North American enterprises rely on public cloud platforms, five times the percentage that did just five years ago¹, information workers have attracted most of the enterprise’s focus – and the job-transfoming cloud tools.

As a result, many organizations have left behind a large group of employees who could benefit tremendously from the cloud – frontline workers.

Frontline workers make up a significant proportion of the 80% deskless workforce². Access to the same cloud collaboration and productivity tools as information workers can provide similar improvements in productivity and job satisfaction.

It’s no longer a luxury but a necessity: Beyond better employee and customer experiences, welcoming frontline workers to the cloud leads to stronger security, higher value, and enhanced business intelligence.

People use cloud tools in their personal lives and want to use them at work, too. 53% of frontline workers already use unapproved cloud messaging apps for work-related reasons³. Meet them where they are.

Google Chrome Enterprise was made for a cloud-first workforce. With fast deployment, company agility, built-in security, ease of use and a strong multi-user experience, Chrome Enterprise ensures information and frontline workers alike can work better in the cloud.

¹Forrester, Predictions 2019: Cloud Computing Comes Of Age As The Foundation For Enterprise Digital Transformation, 2018
²Emergence, The Rise of the Deskless Workforce, 2018
³Cision PR Newswire, Frontline Workers Frequently Turn to Unapproved Messaging Apps for Work-Related Communications, Unbeknownst to HR, 2019 Emergence, The Rise of the Deskless Workforce, 2018
HOW INDUSTRIAL COMPANIES CAPITALIZE ON DIGITAL TRANSFORMATION

Through the waves of digital transformation, manufacturers have gained new capabilities via IIoT, AR, and AI to defend and advance their competitive advantage. Today, manufacturing executives are making new strategic choices among these capabilities to differentiate their products and services, improve operational effectiveness, and increase workforce productivity. Join in a case study presentation defining how manufacturers are capitalizing on the promise of digital transformation today and driving the future of industrial innovation.

James (Jim) Heppelmann is the President and Chief Executive Officer of PTC, responsible for driving the company’s global business strategy and operations. During Mr. Heppelmann’s leadership tenure, PTC has assembled the industry’s leading industrial innovation platform and field-proven solutions and services that enable companies to design, manufacture, operate, and service things for a smart, connected world. He also serves on PTC’s Board of Directors.


Mr. Heppelmann earned a bachelor’s degree in mechanical engineering with an emphasis on computer-aided design from the University of Minnesota.
According to MIT research, companies can take four distinct pathways to radically transform their business for success in the digital age—each with its own pros and cons. We will discuss how to deal with the significant organizational changes (a.k.a. "explosions") that are required to progress along these transformation pathways to improve both operational efficiency and customer experience.

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GET READY FOR THE PLATFORM TRANSITION

This panel will discuss key steps necessary to get your firm ready to adopt a platform strategy. These include a discussion of the architecture necessary to support platforms, building consistent data models, and getting the right talent in place to execute the strategy once the infrastructure is in place.

MODERATOR

Geoffrey Parker is a professor of engineering at Dartmouth College where he also serves as Director of the Master of Engineering Management Program. In addition, he is a research fellow and visiting scholar at MIT’s Initiative for the Digital Economy. He received a B.S.E. from Princeton and a M.S. and Ph.D. from MIT.

Dr. Parker has made significant contributions to the field of network economics and strategy as co-developer of the theory of “two-sided” markets. He is co-author of the award-winning book “Platform Revolution.” His current research includes studies of platform business strategy, Internet of Things data governance, and technical/economic systems to integrate distributed energy resources. His research has been funded by grants from the National Science Foundation, the Department of Energy, the states of Louisiana and New York and numerous corporations. He serves or has served as associate editor at multiple journals and as a National Science Foundation panelist.

Dr. Parker is a frequent keynote speaker and advises senior leaders on their organizations’ platform strategies. Before attending MIT, he held positions in engineering and finance at GE.

ADRIANA KARABOUTIS

Chief Information & Digital Officer
National Grid

Ms. Karaboutis was appointed Chief Information & Digital Officer for National Grid in August 2017. As a member of the company’s Executive Committee, she is responsible for the development of an enterprise-wide digital strategy, delivery of information systems and services, digital security and risk, as well as overall security.

Previously, as Executive Vice President for Technology, Business Solutions, and Corporate Affairs at Biogen, Ms. Karaboutis had a broad set of responsibilities that included information technology, digital health and data sciences, and corporate affairs.

Prior to joining Biogen in 2014, Ms. Karaboutis was Vice President and Global Chief Information Officer (CIO) of Dell, Inc. She spent more than 20 years at General Motors and Ford Motor Company in various international leadership positions.

In addition to various industry award recognitions, she served as president of the Michigan Council of Women in Technology (MCWT) (2008–2010); a board member of the Manufacturing Executive Leadership Forum (2009–2014); on the Babson College advisory board for the Center for Women’s Entrepreneurial Leadership (CWEEL) (2015–2017) and as an independent board member of Blue Cross Blue Shield of Massachusetts (2016–2017).

Ms. Karaboutis received a BS in Computer Science from Wayne State University in Detroit, where she was a Merit Scholar. She also completed the Puqua School of Business (Duke University) accelerated Marketing Strategy Program.

ANDREAS KARABOUTIS

Chief Information & Digital Officer
National Grid

MANNU LODHA, MBA ‘17

Director, Industry 4.0 Portfolio and Sales
Tetra Pak
@mannulodha

Mannu Lodha is responsible for digital solutions portfolio and sales support activities in the area of Digital Manufacturing and Industry 4.0, part of Services business unit in Tetra Pak. Previously, he was responsible for business development of Tetra Pak Intelligent Package Initiative. He has over 15 years experience in senior commercial roles involved with buying and selling of emerging technologies with leading companies such as Tata Consultancy services and Cognizant.

Ms. Lodha has an MBA from MIT Sloan School of Management and a bachelor’s in technology and computer science engineering from Manipal Institute of Technology.

RYAN MALLORY

Senior Vice President, Global Solutions Enablement
Equinix
@RyanMallory551

Ryan Mallory serves as Equinix’s Vice President 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.

MARKUS PERTLWIESER

Chief Digital Officer
Deutsche Bank

Markus Pörtlwieser is a member of the Management Board of Deutsche Bank Privatkunden- und Firmenkundenbank AG (DB PFK AG), Chief Digital Officer (CDO) for the Private & Commercial Bank (PCB) corporate division and member of the PCB Executive Committee.

After graduating in industrial engineering from the University of Karlsruhe in 2000, he obtained his doctorate at the University of Kassel in 2004. From 2001 until 2008 he worked for the management consultants McKinsey in the Financiels and Services segment.

Since 2008, Dr. Pörtlwieser has held a variety of management positions at Deutsche Bank. These include Head of Sales and Customer Service, Chief Operating Officer for the Private and Commercial Clients business, as well as Head of Direct Channels and the Brokerage business. He has been CDO since the end of 2015. He is responsible for developing the Digital Factory and the bank’s digital strategy. He also oversees the digital transformation of the bank’s current business model, the development of new business models and the digital banking platform. In addition to his duties as CDO he is also Head of Supervisory Board of Venm, the cross-industry Identity- and Payment Platform.
The world of digital requires us to do different work, and to work differently. As large companies re-form themselves into more agile teams to manage their digital assets, they are increasingly finding that their workforce is ill-equipped with the relevant skills and ways of thinking needed for success. This panel will explore how companies are investing in future-proofing their workforce and learning to be digital.

Amy deCastro is Vice President of Human Resources, Secure Power Business, at Schneider Electric. She has 20 years of experience supporting organizations in the sales, engineering and technology space. Ms. deCastro has held regional and global HR roles including learning and development, talent acquisition, as well as global talent management and M&A. She is a founding member of the HRiT organization, which is built around the partnerships of HR and CIO's driving digital transformation. In her current role with Schneider Electric, she partners with business leaders to ensure that the talent management strategy and overall HR initiatives are helping to drive development of people and growth in a transforming organization. She holds a Masters Degree in Human Resource Management with a minor in Information Technology and is recognized by SHRM as a certified Senior HR Professional.

Michael Han brings over 20 years of business and technology management experience to Liferay. As the Chief Technical Officer, he oversees Liferay’s technology investments, especially in the AI/ML and cloud segments. He works closely with many of Liferay’s key customers to accelerate their technology strategies. As an early AI practitioner and former algorithmic trader, Mr. Han has a unique understanding of how AI and ML can improve business agility. During his decade long tenure at Liferay, he also led Liferay’s Subscription Services and Global Services business units from their early startup stages to today’s multi-regional operations. Prior to Liferay, Mr. Han served in executive and senior leadership capacities at companies like Bank of America and CIBC. He holds a B.S. in Computer Science from the University of Illinois at Urbana-Champaign.

Natalie Vinitsky is a Managing Director, Chief Agilist and Head of SDLG Governance at State Street. Over the past 5 years her focus has been advancing and developing Industrialized Agile Methodology, including SDLG Governance strategy, to help achieve a truly digital enterprise within a highly regulated environment. Ms. Vinitsky has built and leads a practice of Agile Coaches that consists of 30+ members supporting over 300 Agile teams across the globe that also includes an education program that has trained over 15,000+ employees. To encourage continuous improvement and Agile adoption, her team created a gamified competition between Agile teams for the highest level of Agility.

Natalie is also an active member of the Professional Women’s Network at State Street. Prior to joining State Street, Ms. Vinitsky held various roles within IT working for companies such as Fidelity Investments, AstraZeneca, EMC Dell and Eiasson. After completing her BS/BA degree in two majors: Finance and marketing at Northwestern University, she also received her Master's degree in Organizational Behavior and Design from Saint Petersburg State University of Aerospace Instrumentation, Russia.
Digital technology is radically changing the behaviors of individuals, corporations and society at large. To compete effectively, big companies need to find a way to leverage their scale to generate more and better innovation. But innovating is a challenge. Many attempts have been made to spark innovation (20% time, Open Innovation Offices in Silicon Valley, Open Innovation advocates embedded in business units, externships, etc.), but there is a dearth of empirical evidence validating their effectiveness. This panel will include results from recent research, and include practitioners who have found unique approaches to more effectively innovate.
Most discussions on the impact of AI focus on individual jobs, marketing, or logistics. But what about using AI to reinvent your org chart? What about using AI to help determine what is core competency and what connections you should build to other organizations? Applying the methods of AI to obtain continuous improvement in how your organization and business processes are managed is HumanAI, and it may have as much or more impact on your business as other applications of AI.

Joshua Feast is the Chief Executive Officer and Co-Founder of Boston-based Cogito Corporation, an MIT Media Lab spin-out company that leverages human awareness technology to help professionals elevate their performance. Cogito’s AI measures how well a conversation is going by analyzing vocal cues (pitch, tone, rhythm, etc.) and it is happening, to provide live coaching for front-line employees and novel behavioral insights for managers and executives. This technology is augmenting the emotional intelligence of thousands of employees in the world’s most successful Science channels. His most recent book is Social Physics, published by Penguin Press. Over the years he 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. Recent spin-offs have been featured in publications such as the Economist and the New York Times, as well as winning a variety of prizes from international development organizations.

Interesting experiences he has had include winning the DARPA 40th Anniversary of the Internet Grand Challenge, dining with British Royalty and the President of India, staging fashion shows in Paris, Tokyo, and New York, and developing a method for counting beavers from space.

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Russell Reynolds Associates is a global leadership advisory and search firm. Our 425+ consultants in 46 offices work 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 and political trends that are reshaping the global business environment. From helping boards with their structure, culture and effectiveness to identifying, assessing and defining the best leadership for organizations, our teams bring their decades of expertise to help clients solve their most complex leadership issues.

Find out more at www.russellreynolds.com and follow us on Twitter: @RRAonLeadership

Are you ready for the concept of software algorithms as colleagues or even managers? How can your organization prosper from continual advances in cognitive technology? What should leaders be thinking about as they consider the impact of technological innovation on humans and humanity?

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Building Apps is Everyone's Business

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Thinking about your business is a big part of ours.

Building Apps is Everyone’s Business

Learn More About the Salesforce Platform
sfdco.com/Buildappsfast
CREATING A DIGITAL INNOVATION TOOLKIT

Firms that have encouraged more robust innovation now face a challenge: how to coordinate their internal innovation efforts. We’ll discuss how firms help their teams get better at identifying experiments, leveraging the successful ones—and stopping the least promising ones while encouraging the pursuit of risky innovations.

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

MODERATOR

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 how both organizations build digitalized 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 (http://ecyty.eu) to raise awareness of the expanding strategic roles of digital leaders.

Federico Flórez is currently Chief Information and Innovation Officer and Chairman of Global Purchasing at Ferrovial, as well as a member of Ferrovial’s Executive Committee. Flórez also serves as Board Member of Inversis Bank. He earned a degree in Naval Engineering, and an MBA and IT Management from PAD IESE. A strong advocate of lifelong learning, he has participated in executive education courses from INSEAD’s Advanced Management Program, Harvard, MIT and Cranfield. A selection of recent awards in recognition of his leadership and accomplishments include European CIO of the Year 2014 awarded by CIONET; CIO 100 in 2014, CIO magazine; Best European Digital Executive 2016, awarded at the Digital Business World Congress; Forbes Innovation CIO 2016; and “HTEC 50” for 2014, 2015, 2016, 2017 and 2018, awarded by the Hispanic IT Executive Council (HTEC) for top 50 most influential and notable professionals in the IT industry in Latin America/Ibero-America.

BRENDAN WRIGHT

Chief Information and Innovation Officer and Chairman of Global Purchasing, Ferrovial, @FedericoFluezG

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AWARD FINALIST

Kris Rao is Vice President & Head of Information Technology at Ricoh, USA, Inc. In this role, Mr. Rao provides the executive leadership necessary to develop and implement IT initiatives to streamline Ricoh’s business transformation while driving long- and short-term strategic planning, development, evaluation and coordination of IT systems that support the company’s front and back office operations and technology infrastructure. Mr. Rao brings more than 25 years of IT business management experience to his role gained across multiple industries at many leading organizations. He has held several leadership positions in IT throughout his career, including: Consulting Leader and Senior Partner at Wipro Digital; Chief Technology Officer at Hospira; Senior Director of IT, at Motorola; Sr. Director of Software Products Engineering at Motorola; and Technical Director at Oracle.

He has a Bachelor of Engineering degree from Bangalore University and a Master of Science in Software & Data Engineering degree from Mississippi State University.

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COEVLIVING IS THE FUTURE OF IT STRATEGY

2:45 PM – 3:45 PM
Kresge Auditorium

Could aligning IT investments with business strategy be setting up CIOs for failure? This panel will discuss how CIOs can achieve exceptional results by changing the way IT is organized to focus on customer needs and co-evolve with customers and ecosystem partners.

MODERATOR
Joe Peppard researches, teaches, and consults in the domains of IT leadership; digital strategy and innovation; the execution of digital transformation programs; the creation of value from IT investments; and the role, structure, and capabilities of the IT unit in contemporary organizations. In an environment where hype is all too commonplace, he seeks to help business and IT leaders navigate an appropriate route through what is an increasingly complex landscape. His research investigates contemporary issues and challenges that managers face in a world of accelerating technological change.

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).

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

GAIL EVANS
Chief Digital Officer
Mercer
@CioMercer

As Mercer’s first Chief Digital Officer and a member of the Executive Leadership team, Gail Evans leads a dedicated team focused on driving and delivering Mercer’s digital transformation strategy. In her previous role as Mercer’s Global Chief Information Officer, she oversaw transformation and modernization of Mercer’s technology with an emphasis on innovation and security of Mercer’s data assets. Throughout her career she held positions at Microsoft; Hewlett Packard; Bank of America, and started her career at Eastman Kodak Company as a Technology Executive and as CIO of Consumer Digital leading digital transformations.

Ms. Evans holds a Bachelor of Science degree from Nazareth College, an MBA from the Simon School of Business, University of Rochester, and an Honorary Doctor of Humane Letters from Nazareth College.

TOM HARVEY
Senior Vice President, Information Technology and Chief Information Officer
Alkermes
@harveytom

Tom Harvey leads the information technology function as Senior Vice President, Information Technology and Chief Information Officer for Alkermes. Mr. Harvey has been at Alkermes for more than 13 years and oversees IT for the global enterprise as a member of the Executive Management Committee. He started as the Director of IT in 2005 and increased his responsibilities due to aggressive growth at the company. Mr. Harvey directed the successful integration of the IT technologies and business solutions during the merger of Alkermes and Elan Drug Technologies.

Prior to joining Alkermes, Mr. Harvey held several IT roles at Abbott Laboratories in various US locations over the course of 16 years, including Director of IT Abbott Diabetes Care. He earned his Bachelor of Science degree in Accounting from Virginia Polytechnic Institute and State University.

BELKIS VASQUEZ-MCCALL
Partner, McKinsey Digital
McKinsey & Company
@SpryTaO

Ms. Vasquez-McCall is one of the pioneers of agile thinking at McKinsey. With over 18 years of experience in delivering robust solutions and coaching teams, she is wholly focused on agile transformation.

An expert in agile transformation, she partners with leaders in banking, healthcare, and other sectors to engender productivity and launch innovative products. Her primary mission—which has taken her across North America and to Europe, India, Latin America, and South Africa—entails helping large companies innovate with the agility of small start-ups.

During her 16 years with McKinsey, Ms. Vasquez-McCall has coached executives while leading major change programs. For global banks, she has worked to minimize technological risk and increase productivity through improved engineering practices—her efforts accelerated product launch time by 60 percent for a leading bank in Brazil.

Before joining McKinsey, she led the upgrade of mission-critical enterprise systems at the New York Stock Exchange and held leadership roles with the New York City Law Department and Brooks Brothers.
THE FUTURE OF PROCESS AUTOMATION: LEVERAGING RPA & AI

While Robotic Process Automation (RPA) and Artificial Intelligence (AI) have the potential to reduce the time and resources companies need to do business and complete tasks, many organizations aren’t experiencing these benefits. We will discuss implementation strategies, tactics, and case studies that will help you drive faster, more reliable and more affordable results.

MODERATOR
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.

Mr. 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 fifty business school professors by Fortune magazine.

PROF. TOM DAVENPORT
Distinguished Professor at Babson College
Fellow at MIT Initiative on the Digital Economy

VINCE DIMASCIO
Chief Technology Officer
Berrys Appleman & Leiden LLP

Bill Davenport is the Vice President of Research & Development for American Fidelity Assurance. He leads a team of actuaries, data scientists, and programmers to implement innovative change within the organization and create culture to adopt automation efforts. Mr. Mock’s team is responsible for artificial intelligence and machine learning, robotic process automation, business intelligence, and market research at the company.

Prior to leading R&D efforts, he led a team of pricing actuaries to build, rate, and maintain supplemental health insurance products. He has experience working with Disability Insurance, Cancer Insurance, and Accident Insurance. Mr. Mock holds a degree in Actuarial Science from Iowa State University.

SHANE JASON MOCK
Vice President Research and Development
American Fidelity Assurance

KATHERINE JOHNSON
Director of Emerging Technology,
Eastern Division
Trace3

Katherine Johnson is the Director of Emerging Technology—Eastern Division at Trace3, where she transforms enterprise challenges into innovative solutions. Ms. Johnson is dedicated to disseminating information about the future of technology to IT leaders across a wide variety of domains. Pairing a unique combination of real-world technology experience with insight from the world’s largest venture capital firms, her focus is to deliver market trends in the key areas impacting industry leading organizations. Based out of Phoenix, Arizona, Ms. Johnson leverages her 20 years of both tactical and strategic IT experience to help enterprises cut through the buzz words and tackle their toughest technical and business challenges.

BILL KRACUNAS
National Management Consulting Leader
RSM US LLP

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 be watched in their fields.

He joined RSM in 2010, with the firm’s acquisition of Cutler & Company. He speaks frequently to professional and industry groups on topics that include digital transformation, strategy, technology trends, outsourcing, and risk management. Currently serving as a board member of Junior Achievement of Northern New England, he is also a member of the Bentley Executive Club and the Greater Boston Chamber of Commerce Future Leaders Program. Mr. Kracunas has a bachelor of science in physics from Massachusetts College of Liberal Arts, and an MBA from Bentley University.

VINCENT DIMASCIO
Chief Technology Officer
Berrys Appleman & Leiden LLP

Shane Jason Mock is a Certified Information Systems Auditor (CISA), a Certified Information Systems Security Professional (CISSP), a Certified Ethical Hacker (CEH), IBM Certified Application Developer, and Microsoft Certified Professional Developer.

He has an MS in Technology Management from Columbia University, an MS in Data Analytics from NYU Stern, and a BS in Applied Mathematics from Kent State University. He is a Certified Information Systems Auditor (CISA), Certified Information Systems Security Professional (CISSP), Certified Ethical Hacker (CEH), IBM Certified Application Developer, and Microsoft Certified Professional Developer.

Shane is currently a member of the Board of Directors for the Boston-centered FIBAA (Future Leaders of America) and a member of the Boston-based Leadership Council for the Bentley Executive Club.

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**Moderator**
Jonathan Lin is the Vice President of Corporate Development and Strategy for the Americas at Equinix, the world’s largest colocation and interconnection platform with over 200 data centers in 24 countries and over 9,800 customers. Mr. Lin is responsible for driving growth for the region and has led over $1B in capital projects and over $5B of M&A. He pioneered direct connectivity to cloud providers and the creation of Cloud Exchange. Prior to Equinix, Mr. Lin led product teams focused on Enterprise security and managed services for global telecommunications providers Tata Communications and Verizon Business.

**Antonio Figueiredo**
Senior Director, Industry Solutions
Salesforce

Antonio Figueiredo joined Salesforce in 2015 and currently serves as Senior Director, Industry Solutions, for the Global Transportation, Travel, and Hospitality group. He is a seasoned technologist with over 25 years of experience bringing digital transformation to customers from different industries around the world. Mr. Figueiredo has served as Chief Technical Officer and Vice President of Architecture for a number of technology companies bringing innovation, architecture solutions, thought leadership, and execution of complex business projects to global organizations. He is a strategic and recognized technology and business leader, his efforts have been instrumental in driving innovations and transformational change that produce significant and sustained outcomes.

**Jean Kneisler**
Vice President and Chief Information Officer
Nypro

Jean Kneisler is Chief Information Officer and Senior Vice President for Blue Cross Blue Shield of Massachusetts, the largest private health plan in Massachusetts, and one of the largest independent, not-for-profit Blue Cross Blue Shield plans in the country. The company serves nearly 3 million members and is rated among the nation’s best health plans for overall member satisfaction and quality. Ms. O’Rorke works with the entire organization to align IT and business functions, strategies, and goals to create better business value through technology delivery and streamlined operations. She joined Blue Cross Blue Shield of Massachusetts in 2015, and is a seasoned information technology expert with extensive experience leading transformation initiatives across various industries. Ms. O’Rorke has more than 25 years of experience building best-in-class business solutions and operations in the retail, insurance, and consumer industries at companies including Ahold Delhaize (currentlly Hanover Insurance), Staples, Inc., and Ahold, the parent company of Stop & Shop, Giant, and Albert Heijn in the Netherlands. She received her MBA from the Bentley University Graduate School of Business and holds a bachelor’s degree in business administration from Providence College.

**Beth O’Rorke**
Chief Information Officer and Senior Vice President
Blue Cross Blue Shield of Massachusetts

Beth O’Rorke is Chief Information Officer and Senior Vice President for Blue Cross Blue Shield of Massachusetts, the largest private health plan in Massachusetts, and one of the largest independent, not-for-profit Blue Cross Blue Shield plans in the country. The company serves nearly 3 million members and is rated among the nation’s best health plans for overall member satisfaction and quality. Ms. O’Rorke works with the entire organization to align IT and business functions, strategies, and goals to create better business value through technology delivery and streamlined operations. She joined Blue Cross Blue Shield of Massachusetts in 2015, and is a seasoned information technology expert with extensive experience leading transformation initiatives across various industries. Ms. O’Rorke has more than 25 years of experience building best-in-class business solutions and operations in the retail, insurance, and consumer industries at companies including Ahold Delhaize (currentlly Hanover Insurance), Staples, Inc., and Ahold, the parent company of Stop & Shop, Giant, and Albert Heijn in the Netherlands. She received her MBA from the Bentley University Graduate School of Business and holds a bachelor’s degree in business administration from Providence College.

**David Hoag**
Senior Vice President and Chief Information Officer
OCC

David Hoag is Senior Vice President and Chief Information Officer at OCC, the world’s largest equity derivatives clearing organization. Mr. Hoag leads OCC’s Information Technology team, ensuring there is a technology infrastructure to provide OCC’s clearing members with cost-effective risk management solutions while meeting the heightened expectations of global regulators. He is a technology executive with nearly 25 years of information systems and development experience. Mr. Hoag previously served as Chief Technology Officer at Halo Investing, Inc. Before joining Halo, he was Chief Technology Officer for NextTier Education, a web and mobile-based post-secondary readiness platform that delivers critical information on every two and four-year college in the U.S. Prior to NextTier, he spent 11 years with CME Group, including serving as Managing Director of Post Trade Technology and leading the exchange’s information technology teams responsible for all clearing and settlement activities. Mr. Hoag holds a Master of Business Administration from Northwestern University Kellogg School of Management, and a Bachelor of Science degree in Computer Science from the University of Illinois.

**Jonathan Lin**
Vice President of Corporate Development and Strategy
Equinix

Jonathan Lin is the Vice President of Corporate Development and Strategy for the Americas at Equinix, the world’s largest colocation and interconnection platform with over 200 data centers in 24 countries and over 9,800 customers. Mr. Lin is responsible for driving growth for the region and has led over $1B in capital projects and over $5B of M&A. He pioneered direct connectivity to cloud providers and the creation of Cloud Exchange. Prior to Equinix, Mr. Lin led product teams focused on Enterprise security and managed services for global telecommunications providers Tata Communications and Verizon Business.

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**WORKING WITH YOUR BOARDS**

A recent MIT study of all the US-listed boards of companies with over $1B in revenue found that only 24% of boards were digitally savvy. Those companies performed consistently better, including having 38% higher revenue growth. In this town hall Peter Weill will briefly share the results from the study and engage the Symposium’s audience in sharing practices that have worked effectively in helping boards deal with digital issues. We will learn from each other.

Peter Weill is the Chairman of the MIT Sloan Center for Information Systems Research (CISR) at the MIT Sloan School of Management. His work centers on the role, value, and governance of digitalization in enterprises. Dr. Weill joined the MIT Sloan faculty in 2000 to become director of MIT CISR, which is funded by 100 corporate sponsors and patrons, and undertakes practical research on how firms generate business value from digitalization. As chair, he focuses on globalizing the center’s research and delivery. In 2008, Ziff Davis recognized Dr. 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. Dr. Weill has co-authored six best-selling books published by Harvard Business Review Press, including *What’s Your Digital Business Model?: Six Questions to Help You Build the Next-Generation Enterprise*, *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*.

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

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**McKinsey Digital**

**The platform play: How to operate like a tech company**

For tech to drive innovation and growth, IT needs to reorganize around flexible, independent platforms. The tech giants of today have some of the most innovative companies in the past generation. A handful of industry leaders, such as PingAn and BMW, are fast joining their ranks by reinventing their core business around data and digital. What distinguishes these tech companies is that their technology allows them to move faster, more flexibly, and at greater scale than their competitors.

To position IT as an enabler of continuous innovation, tech companies organize the group around a set of modular “platforms.” Each platform consists of a logical cluster of activities and associated technology that delivers on a business goal and can therefore be run as a business, or “as a service,” as technologists say. At one leading global bank, for example, the payments platform consolidated more than 60 applications, which previously had been managed independently, and it provided payments services to all parts of the bank. Platforms are managed individually and, when assembled, form the backbone of a company’s technology capability. Just as important is that the business and tech sides of the company work closely together.

A platform-based company will have 20 to 40 platforms, each big enough to provide a discrete service but small enough to be manageable. Platforms are distinct units, but their value is based on how effectively they mesh. While most organizations understand the need to coordinate, the best ones develop Mission Control capability with the resources and authority to make strategic and allocation decisions, set and enforce standards for speed and interoperability, and manage and coordinate programs that cut across platforms.

Becoming a platform-based company is a fundamental organizational and operational change. As with any major transformation, it requires strong CEO leadership, quality teams, strong project management and communication, as well as value assurance. We’ve found that the following four actions have an outsized importance in successfully shifting to platform-based IT:

1. **Assess each platform.** Business and IT should work together to quickly cluster the company’s activities and associated technologies into 20 to 40 platforms and assess each platform’s capabilities. An executive team can then have an informed debate on trade-offs and priorities and reallocate resources to platforms that need them.

2. **Set up the initial platform teams and Mission Control.** Typically, a platform team will start with 20 to 30 people. In parallel, start building out Mission Control with eight to ten of your best finance, IT architecture, and program-management people.

3. **Transform platform by platform.** Platform teams generally focus on a few core tasks: converging capabilities to serve customers and other platforms, evaluating and managing applications, injecting data analytics into activities, and writing (or rewriting) code as self-contained modules.

4. **Manage through the executive committee.** While Mission Control plans and tracks the platform transformations day to day, the executive committee enforces the big decisions, sets a high business bar for transformation goals, and mediates all group-level issues.

Becoming a platform-based company is ultimately a question of mind-set. By committing to this approach, IT can start accelerating the pace of innovation and change.

For more on McKinsey Digital or to read more of our publishing, visit mckinsey.com/digital
WHY COMPANIES NEED AN AUGMENTED REALITY STRATEGY

Professor Michael Porter of the Harvard Business School and Jim Heppelmann, CEO of PTC, collaborated on a multi-year research project to define the impact of Digital Transformation in the enterprise. This digital revolution, with advances in AI, robotics, and an explosion of data, is unleashing productivity and unlocking value across the economy. Increasingly, the constraint is not a lack of data and insights but how to assimilate and act on them—in other words, the interface with humans.

What’s needed to realize this opportunity is a powerful human interface that enables people to better participate in the digital revolution and all it has to offer.

James (Jim) Heppelmann is the President and Chief Executive Officer of PTC, responsible for driving the company’s global business strategy and operations. During Mr. Heppelmann’s leadership tenure, PTC has assembled the industry’s leading industrial innovation platform and field-proven solutions and services that enable companies to design, manufacture, operate, and service things for a smart, connected world. He also serves on PTC’s Board of Directors.


Mr. Heppelmann earned a bachelor’s degree in mechanical engineering with an emphasis on computer-aided design from the University of Minnesota.

Dr. Porter’s initial training was in aerospace engineering at Princeton University. He then earned an M.B.A. from Harvard Business School and a Ph.D. in Business Economics from Harvard’s Department of Economics. His research approach—applying economic theory and competition thinking to complex systemic problems—reflects these multidisciplinary foundations. In 2000, Harvard Business School and Harvard University jointly established the Institute for Strategy & Competitiveness to provide a home for his research.

Michael Porter is an economist, researcher, author, advisor, speaker and teacher. Throughout his career at Harvard Business School, he has brought economic theory and strategy concepts to bear on many of the most challenging problems facing corporations, economies and societies, including market competition and company strategy, economic development, political competition, the environment, and health care. His approach is based on understanding the overall economics and structure of complex systems, in contrast to particular elements or parts.

He has been strategy advisor to leading U.S. and international companies, served on Fortune 500 public boards, and played an active role in U.S. economic policy at the federal and state levels.

Dr. Porter is a member of the Harvard Business School faculty and Harvard Institute for International Development faculty. He serves on the Harvard University Board of Overseers and is a member of the Congressional Advisory Council for the Committee on Capital Markets Renewal.

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Dr. Porter is a member of the Harvard Business School faculty and Harvard Institute for International Development faculty. He serves on the Harvard University Board of Overseers and is a member of the Congressional Advisory Council for the Committee on Capital Markets Renewal.
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.

Mr. McAfee has written for publications including Harvard Business Review, the Economist, the Wall St. 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.

What's the relation between the human condition and the state of nature, and how has it changed in recent years? Does economic growth have to be bad for the planet? McAfee will give an advance look at his new book More From Less, which will be published by Scribner in October.
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MIT will run a shuttle bus in the morning and again in the afternoon and evening, through the Innovation Showcase. The shuttle will pick up on Ames Street, about one block from the Kendall MBTA station, at the corner of Main Street. Please look for “Gold Shirts” for directions and information.

7:00AM – 9:00AM  Kendall MBTA to Kresge Auditorium
5:30PM – 7:30PM  Kresge Auditorium to Kendall MBTA