



2014 MIT Sloan CIO Symposium Agenda

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| 7:00 | Registration and Continental Breakfast <i>Kresge Courtyard Tent</i> |
| 8:15 | Welcome Remarks |
| 8:30 | Executive Leadership Keynote Panel: Working with the CEO and the Board |
| 9:30 | Academic Keynote Panel: Are You Ready for the Shifting Frontier of Mind and Machine? |
| 10:30 | Coffee/Networking Break |
| 11:00 | CIO Keynote Panel: Leading the Digital Enterprise |
| 12:15 | Networking Lunch <i>Rockwell Cage, Main Court</i> Lunch Breakout/Healthcare: Transforming "Digital Silos" to "Digital Care Enterprise" <i>Sala de Puerto Rico – 2nd floor, Stratton Center</i> Lunch Breakout: IT as a Service Broker (session is full – use ticket received at registration) <i>Mezzanine Lounge – 3rd floor, Stratton Center</i> |
| 1:30 | Big Data, Analytics, and Insights Security and Privacy in the Digital Enterprise <i>Kresge Little Theatre</i> Capitalizing on the Internet of Things <i>Sala de Puerto Rico – 2nd floor, Stratton Center</i> |
| 2:30 | Coffee/Networking Break |
| 3:00 | Maximizing and Communicating the Business Value of IT CIO, CMO, CDO Perspectives on Digital Transformation <i>Kresge Little Theatre</i> |
| 4:00 | Break |
| 4:15 | General Session: Evolve or Perish – Becoming the CIO of the Future |
| 5:15 | Closing Keynote: Closing in on the Second Machine Age |
| 5:30 | Innovation Showcase Evening Reception and Networking <i>Kresge Courtyard Tent</i> |



2014 MIT Sloan CIO Symposium Panel Descriptions

MORNING SESSIONS

8:30 Executive Leadership Keynote Panel: Working with the CEO and the Board

What do executive leaders expect of the CIOs and what do CIOs expect of their CEOs and Boards. What is the best way for the CEOs, Boards, and CIOs to communicate? What is the role of CEOs and Boards in leading the Digital Enterprise? How important is their vision? What's the right pace of change? Who should be creating the digital roadmap, executive leadership or CIOs? Representative executive leaders, Board Members, and CIOs and a MIT Sloan academic whose research is focused on "Engaging Boards and Executive Committees on Digitization" will address these and other issues..

9:30 Academic Keynote Panel: Are You Ready for the Shifting Frontier of Mind and Machine?

The academic panel will highlight a portion of Erik Brynjolfsson and Andrew McAfee's new book, *The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies*.

Self-driving cars, *Jeopardy!* champion supercomputers, 3D printing, and a variety of useful robots have all burst on the scene in the past few years. They contribute to the impression that we are at an inflection point—a bend in the curve—where many technologies that used to be found only in science fiction are becoming everyday reality. But this is just a small indication of what is to come. This panel will discuss what you need to understand about the nature of technological progress in the era of digital hardware, software, and networks.

Are you ready?

11:00 CIO Keynote Panel: Leading the Digital Enterprise

CIOs face organizational and technical challenges when leading their organization's transformation to its future Digital Enterprise. How can the CIO overcome organizational obstacles? What's the best way to work with other executives in establishing priorities? What are the best practices in strategic planning? How should the roadmap be developed and articulated? How can the CIO work with other executives in identifying and implementing the right technologies? Leading CIOs will address these and other issues.?



LUNCH BREAKOUTS

12:15 Transforming "Digital Silos" to "Digital Care Enterprise" *Sala de Puerto Rico, Stratton Center*

The Healthcare business is being disrupted by the collision of an unprecedented wave of innovations – the .med era. The transformational government ‘carrot and stick’ approach to healthcare reform is forcing healthcare organizations to digitize medical records and implement limited healthcare exchanges among care providers without thinking holistically. The outcome of such "swiss-cheese'd" digitization is resulting in the era of ‘Digital Silos’.

The presence of Big Data, Cloud Computing, Analytics, Social Media and increasing patient wellness awareness through mobile devices is revolutionizing the patient centered connected care, where patient and digital healthcare interactions will be mostly conducted outside the four walls of traditional clinical setting and less within. This changes the established healthcare paradigm which brings a huge opportunity to healthcare CIOs to exploit such ‘digital world’ through emerging technologies and architect a ‘Digital Care Enterprise’ for their organizations. This will not be an easy transformation. This will require holistic thinking and innovative leadership to vision and architect a digital healthcare delivery enterprise.

In this panel, distinguished CIOs from leading healthcare organizations will discuss how they are planning for their Digital Care Enterprise:

- What Digital Care Enterprise means and its value to your patients?
- How are you transforming your traditional healthcare organization to a Digital Care Enterprise?
- Challenges/Barriers in realizing your future Digital Care Enterprise

12:15 IT as a Service Broker *Mezzanine Lounge – 3rd floor, Stratton Center* (full, ticket required)

The business is demanding faster response times and greater flexibility when dealing with internal IT. With this demand comes the need for IT to change from a reactive organization to an innovative one, and from being responsive to business demands to truly adding differentiation to the business. New alternatives for obtaining IT services are pushing the adoption of the IT-as a service model. Additionally, the need for IT to support the proliferation of new devices, meet the demands of a highly mobile workforce, manage rapidly expanding data volumes, and ensure the value and security of multiple data sources outside the enterprise is transforming the physical IT environment and changing the way IT roles are performed.

12:15 Networking Lunch *Rockwell Cage, Main Court*

We will have working lunches set up at tables, with "Birds of a Feather" topics posted on signs. Feel free to sit at a table about a topic of interest. Many tables will be facilitated by an ‘expert’ (speaker, sponsor, organizer) who will facilitate a lively and interesting discussion.

Be prepared to share business cards and get to know other Symposium attendees.



AFTERNOON SESSIONS

1:30 Big Data, Analytics, and Insights

Many organizations are excited about the possibility of developing a competitive advantage from the use of advanced analytics on "big data". In this session a panel of experts who will address their concept of big data and what their organizations are attempting to accomplish with it. They will also discuss the role of the data scientist in extracting value from that big data using advanced analytics tools and techniques. Examples will be presented from firms that are aggressively pursuing big data initiatives for predicting or optimizing future outcomes. The panelists will describe how using big data sets for analytics and data management differs from previous approaches utilizing small data sets. Finally, the panel will address key factors that big and small data analytics have in common.

1:30 Security and Privacy in the Digital Enterprise Kresge Little Theatre

Any digital enterprise must protect its own infrastructure and information against compromise. However, the "internet of everything", mobile devices, cloud applications, and BYOD (bring your own device) are changing the stakes on what it means to be secure. Is your enterprise prepared for the next generation of attacks, including low-level protocol attacks and APT (advanced persistent threat)? This panel will explore the implications of recent major compromises of the NSA and other private sector companies on the digital enterprise. In addition, the panel will explore why CIOs need to constantly evaluate new technologies and put policies and procedures in place to combat against increasingly sophisticated cyber attacks. Finally, the panel will explore the implications of introducing technology and policy changes on organization culture and budgets.

1:30 Capitalizing on the Internet of Things Sala de Puerto Rico – 2nd floor, Stratton Center

As growth of the Internet of Things (IoT) continues to accelerate, how should CIOs manage the big data associated with the IoT? How should they analyze the data? How can organizations build decision-making support systems to capitalize on the large number of things sending data without being overwhelmed by the sheer volume of data? What is the role of Apps and alerts in the decision making process? This panel will explore these and other issues associated with the Internet of Things.

3:00 Maximizing and Communicating the Business Value of IT

Tomorrow's Digital Enterprise depends on today's ability to innovate. Yet in many organizations the CIO is not perceived, either rightly or wrongly, as an innovator; IT spends too much on keeping the lights on and lacks the agility to move at the speed of the business. How can CIOs use transparency to create a more business-focused culture in IT? And how can IT executives use facts and metrics to encourage value-oriented conversations with their business partners? This panel will share their experiences in using transparency to speed decision making, collaborate on tradeoffs to improve value, and find ways to fund and govern business investments in innovation.



3:00 CIO, CMO, CDO Perspectives on Digital Transformation *Kresge Little Theatre*

Who is leading Digital Transformations, the CIO, CMO or Chief Digital Officer (CDO)? All aspects of businesses are being digitized and Gartner predicts that 90% of total technology spending will be outside of IT by the end of the decade. New roles are emerging to meet this rapidly changing landscape where social, mobile, local and immediate access to information are transforming the way people work and live. Enterprises are focusing on the customer as a major driver of innovation and new business models. Business and digital strategies must be aligned. Who is better positioned to meet these challenges? How can the CIO, CMO and CDO forge a strong working relationship to build their organizations' future digital enterprise and business success? This panel, consisting of CIOs, CMOs and CDOs will provide their perspectives on digital transformation, address their roles' inherent conflicts and explore strategies for forging stronger relationships to meet these new challenges.

4:15 PM General Session: Evolve or Perish: Becoming the CIO of the Future

Not only are technologies rapidly changing, but there's also been a dramatic shift in the kinds of technologies within the enterprise. The focus has shifted from managing hardware to managing platforms and the cloud. This technological shift has enabled business units and departments, like marketing, to manage their own technologies, possibly diminishing the role of CIOs in leading innovation. On the other hand, with the rise of the CIO Plus, as documented in the work of Richard Hunter and George Westerman, CIOs who are great leaders of their IT units are getting the opportunity to lead other parts of the enterprise -- such as operations, shared services, strategy, or digital. Some have even become CEOs in their own right. Will CIOs have less or more responsibility in the future? What can today's CIOs do now to influence the future direction of their careers?

5:15 PM Closing Keynote: Closing In On The Second Machine Age

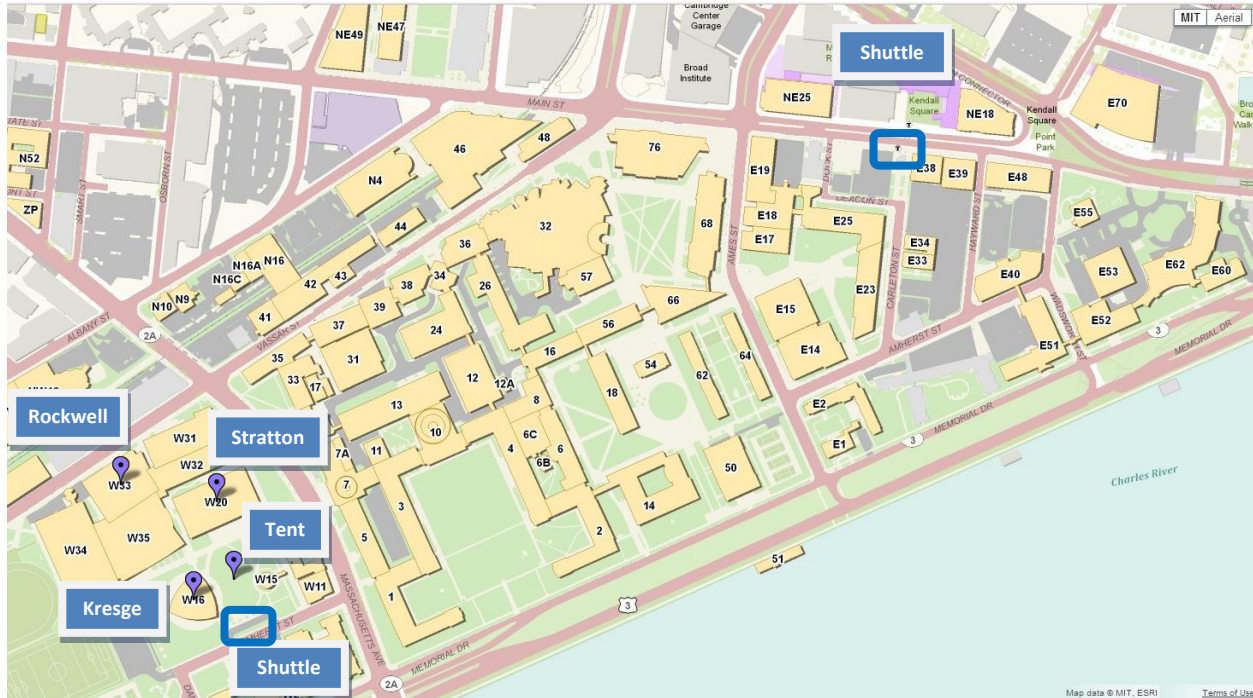
Andrew McAfee's *The Second Machine Age* (#2MA) co-author Erik Brynjolfsson set the scene for the day in the morning Academic Keynote Panel.

We are at an inflection point where technology continues its ever rapid pace - a pace that is outstripping the educational system and skill development for workers, business models and the types of companies in our economy - and as a result is having a profound impact on society. If *The Second Machine Age* is a call to arms, then the new Initiative on the Digital Economy is our solution space for addressing these grand challenges of our time.

In this closing keynote, Andrew hopes we can identify some action we can all take to help prepare ourselves, our children, our businesses, and our economy so that we don't have to wait 30 years to embrace the pace of technology – which is precisely how long it took for humans to grasp the benefits of the first machine age.



Maps and Directions



MIT Kresge Auditorium, 48 Massachusetts Avenue, Cambridge, MA, 02139
 (Nearest cross street, Amherst Alley and Massachusetts Avenue)

As an urban campus, there is no conference parking available on the MIT campus.

KENDALL SQUARE SHUTTLE

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 at the Kendall MBTA station, in front of the MIT Press Book Store.

- 7:00AM - 9:00AM - MBTA Kendall Square/MIT Press to Kresge Auditorium
- 5:30PM - 7:30PM - Kresge Auditorium to MBTA Kendall Square/MIT Press



PARKING

As an urban campus, there is no conference parking available on the MIT campus.

Parking near the MIT campus

We encourage arriving by public transportation if possible, but if you wish to drive, the following public parking facilities are in the MIT area and may be used by visitors at MIT. Most are at least 0.5 mile walk to Kresge, about 15 minutes. Since rates are subject to change, please call for current rates.

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| Four Cambridge Center, Kinney System Closest to Shuttle Stop Entrance on Ames St. or Broadway 617-492-1956 | University Park Closest to Kresge 55 Franklin St. 617-621-8023 |
| City of Cambridge Municipal Garage 260 Green St. 617-349-4758 | Hyatt Regency Hotel 575 Memorial Drive |
| One Memorial Drive 114 Main St. 617-621-1238 | Cambridge Center North Garage 272 Binney St. off Broadway 617-621-7618 |

MIT Facilities has more information and a list of local parking facilities at:

http://web.mit.edu/facilities/transportation/parking/visitors/public_parking.html

Local cab companies

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| Ambassador Brattle Cab (Cambridge) Phone: 671-492-1100 | Checker Cab of Cambridge Phone: 617-497-9000 |
| Boston Cab Phone: 617-262-2227 | Metro Cab (Boston) Phone: 617-242-8000 |
| Cambridge Cab Company Phone: 617-498-0006 | Town Taxi (Boston) Phone: 617-536-5000 |
| Cambridge Taxi Phone: 617-492-7900 | Yellow Cab (Cambridge) Phone: 617-547-3000 |



DIRECTIONS to MIT Kresge Auditorium

Note: there is no parking available at Kresge, see previous note

Driving from South:

Follow Rt. 3N or I-95N to I-93N. Take exit 26 for Storrow Dr West, to the Massachusetts Ave., Rt.2A/N exit. Go right off of exit, over bridge. At second light, turn left into Amherst Alley. Kresge Auditorium is to your right. **(Note: there is no parking available at Kresge, see previous note)**

Driving from West:

I-90 East (Mass Pike) to Exit 18, Cambridge/Somerville. Straight over bridge, turn right onto Memorial Drive. Turn left into Aubrey Street, just past the Hyatt Hotel. Turn right onto Vassar Street. Continue to Massachusetts Ave. Turn right onto Massachusetts Avenue. Turn right into Amherst Alley. Kresge Auditorium is to your right. **(Note: there is no parking available at Kresge, see previous note)**

Driving from North:

Follow I-95S to I-93S. Take exit 26 for Storrow Dr West, to the Massachusetts Ave., Rt.2A/N exit. Go right off of exit, over bridge. At second light, turn left into Amherst Alley. Kresge Auditorium is to your right. **(Note: there is no parking available at Kresge, see previous note)**

Driving from Logan International Airport:

Follow signs through Sumner tunnel to Storrow Dr. West, to the Massachusetts Ave., Rt.2A/N exit. Go right off of exit, over bridge. At second light, turn left into Amherst Alley. Kresge Auditorium is to your right. **(Note: there is no parking available at Kresge, see previous note)**

VIA PUBLIC TRANSPORTATION

From Subway Red Line:

From Boston or South: Take the Red Line to Kendall/MIT Square Station. Exit to street level and cross the street to MIT Press to take the MIT shuttle to Kresge Auditorium. You may also take the CT2 Ruggles via MIT/Kendall bus to 77 Massachusetts Ave. Kresge Auditorium will be on your right. Alternatively, you may walk by continuing on Main until Vassar Street. Turn Left, walk to Massachusetts Avenue. Turn left onto Massachusetts Avenue. Turn right into campus at 77 Massachusetts Avenue. Kresge Auditorium is across the open grass space on your left. It is a 10-12 minute walk.

From Harvard or Alewife Stations:

Take the Red Line to Central Square Station. Exit to street level. Take the CT1 BU Medical Center or the #1 Dudley Station via Mass Ave bus to 77 Massachusetts Avenue. Kresge Auditorium will be on your right.

From Subway Green Line:

Take the Green Line B, C or D trains to Hynes Convention Center/Massachusetts Ave stop. Exit the station and at the street take the #1 Harvard via Mass Ave bus or the CT1 Central Square Cambridge bus toward Cambridge and across the Mass Ave/Harvard Bridge to 77 Massachusetts Ave. Kresge Auditorium will be on your left.

Additional information about taking public transportation may be found at <http://www.mbta.com>.

www.mitcio.com