

CUTTER CONSORTIUM

SUMMIT 2020

Winning with Digital Transformation

Explore digital transformation strategies that have been successful and those that have failed. Learn the what, why, and how from case studies, keynotes, panel debates, and deep dives.

At Summit 2020, you'll get a year's worth of professional development and personal enrichment in just two invigorating days.

October 19-20 | Waltham, Massachusetts USA

WHAT REALLY HAPPENED WITH GE'S DIGITAL TRANSFORMATION?



Prof. Robert D. Austin
Case Study

TRANSFORMATION THREESOMES



Prof. Stephen J. Andriole
Keynote
followed by panel debate

ARCHITECTING THE DIGITAL BUSINESS PLATFORM



Mike Rosen
Deep Dive/Workshop

LIGHTNING TALKS



Lou Mazzucchelli
Master of Ceremonies

MORE THAN TRANSFORMATION: MAKE A DIGITAL SHIFT



Fabian Doemer
Keynote

TRANSFORMING THE CUSTOMER EXPERIENCE WITH BUSINESS ARCHITECTURE



Whynde Kuehn
Roundtable

USING AI TO BREAK THROUGH THE BARRIERS OF KNOWLEDGE MANAGEMENT



Michael Eiden
Deep Dive/Workshop

DISRUPTIVE AGILE



Hillel Glazer
Deep Dive/Workshop

LEADERSHIP & INNOVATION



Prof. Michael Roberto
Keynote
followed by panel debate

DIGITAL PROBLEM SOLVING



Greg Smith
Keynote

ORGANIZATIONAL CULTURE vs DIGITAL TRANSFORMATION



Sheila Cox
Roundtable

SUMMIT2020

Winning with Digital Transformation

At Summit 2020, you'll interact with the experts in business and technology. Exchange ideas with expert presenters, including internationally known business school professors, consultants, and corporate business and technology professionals.

Summit 2020 is a unique mix of professional development and personal enrichment. Through informal, interactive, inspiring keynotes, panel discussions, and business school-style case studies, you'll learn how to avoid being left behind; how to measure success; the supporting competencies your organization needs; and the leadership skills that will pave the way to digital transformation success. Get a look behind the curtain into the key elements of a successful transformation, how to tear down barriers to creativity and innovation, and dive into architecting the digital business platform, business architecture, digital problem solving, Agile, and change management.

What to Expect

- ◆ Summit 2020 is primarily a one-track conference, so each session builds upon the momentum of the previous ones, giving you **a rich foundation of knowledge**.
- ◆ Unlike most conferences, Summit 2020 speakers don't present-and-run — they stay and participate in the rest of the conference and are available for **informal conversations and advice** during meals, breaks, and the cocktail party.
- ◆ There are no vendor-supported events during Summit 2020, so you can focus solely on **insight to determine the best strategies for your organization**, rather than get sidetracked by product reps.

Who Attends?

Since 2007, CxOs and senior management have attended the Summit, representing organizations around the globe, such as American Express, ANZ Bank, AT&T, Banco De Mexico, Bank of America, Banque du Canada, Barclays Global Investors, Bristol-Meyers Squibb, British Telecom, Canadian Pacific Railway, Citigroup, Commonwealth Bank Australia, Corning, Dell, Eastman Chemical, EMC, Exelon, Expedia, Federal Reserve Board, Fidelity Investments, Ford, Gap, GE Aviation, GM, Grupo Modelo, H&R Block, Hewlett-Packard, Hydro Quebec, IBM, Intel, John Deere, Johnson Controls, JPMorgan Chase, Kaiser Permanente, LL Bean, Lockheed Martin, Lowes, M&M/Mars, Merck, Merrill Lynch, MITRE, Nedbank, Northrop Grumman, Oracle, Phillips Consumer Electronics, Raytheon, Reuters, Revlon, Schlumberger, Snapfish, Target, Textron, Thermo Fisher Scientific, UNICEF, Unilever, US Patent & Trademark Office, Visa International, Wells Fargo, and many more.





The Summit Program

Registration, Breakfast A hot, healthy, delicious morning meal

Keynote Transformation Threesomes

Panel Debate The Keys to Transformation Success

Lunch Options for every taste

Case Study What Really Happened with GE's Digital Transformation

Keynote More than Transformation: Make a Digital Shift

Lightning Talks 5-Minute, Informal Presentations by Summit Participants

Cocktail Buffet Good conversation and plenty of food.

Breakfast A hot, healthy, delicious morning meal

Roundtables Sit in one or switch between sessions

Deep Dives Choose one of three in-depth workshops

Lunch Options for every taste

Keynote Leadership & Innovation

Panel Debate Driving Innovation

Keynote Digital Problem Solving

Keynote, presented by Prof. Stephen J. Andriole

Transformation Threesomes

Digital transformation is hard, complex, sometimes way too expensive – and sometimes impactful beyond anyone's wildest dreams. When done right, digital transformation can not only modify and replace business processes, but it can also modify and replace whole business models. It's the stuff that makes – and breaks – executives all the time. Steve Andriole boils down the elements of digital transformation success: (1) the end-game must deliver real business value, (2) appropriate technology must be leveraged, and (3) leaders predictably and persistently provide political and financial support. Discover why and how if any of these is missing, transformation will fail, but when the threesome is in the house, transformation can pay significant dividends.



Steve Andriole is a Cutter Consortium Fellow and Professor of Business Technology at Villanova University. His specialty areas include digital transformation and emerging technology trends. His acclaimed columns in *Forbes* have included *5 Ways CIOs Should Speak Digital to Executives*.

Case Study, presented by Prof. Robert D. Austin

What Really Happened with GE's Digital Transformation?

As recently as three years ago, pundits pointed to GE's proactive approach to preparing the firm to lead in a brave new world of digital competition as an example of how established companies could transform themselves without waiting to be forced into it. But by late 2018, it was clear that something was very wrong at GE, and that its transformation efforts were off the rails. In this session, we take a close look at what has happened at GE over the past eight years and try to determine what went wrong. Was the approach wrong? The implementation? Was the timing bad? Or perhaps they were just

unlucky? Through discussion and analysis of what has happened at this iconic company, we attempt to discern lessons for established firms seeking to prepare themselves for success in the digital economy.



Rob Austin is a Cutter Consortium Fellow and Professor of IT Management at the Richard Ivey School of Business (Canada). Previously, he was Professor of Management of Innovation and Digital Transformation at Copenhagen Business School.

Keynote, presented by Fabian Doemer

More than Transformation: Make a Digital Shift

To be truly digital a company needs to make use of digitalization in a way that increases its value. This keynote addresses five key actions a company must take to enable a digital shift: (1) Think about the data before introducing the technology; (2) Reengineer processes – don't just digitalize them; (3) Smash the silos; (4) Expand and reevaluate your business model; (5) Put people first, technology second. You'll learn, from a case study, why digital shift is a senior management task, but it needs to be taken forward by the entire organization. You'll discover some of the typical barriers that can slow down the speed and effectiveness of a digital shift. You'll explore why finding the right degree of digitalization – your digital "equilibrium" – will make a digital shift seem less seismic. And you will understand why a digital shift is not a self-driving process; executives need to lay the groundwork and invest in a digital foundation to make the entire organization mature and ready to benefit from new technological possibilities.



Fabian Doemer leads Arthur D. Little's Technology & Innovation Management Practice. He has managed several complex business and technology transformation projects, including digital innovation and simplification/cost cutting for top-tier companies in different industries.

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Lightning Talks, moderated by Lou Mazzucchelli

It's Your Turn to Brag

You are invited to submit a topic to present during this perennial favorite session. Lightning Talks concisely present a single strategy, technique, success, challenge, etc., relating to the Summit theme. It's a great time to brag – and it's an equally great time to present a problem and ask the group for ideas! Think of it as a no-pressure conversation starter in front of a very supportive audience – we highly suggest participating!



Cutter Consortium Fellow Lou Mazzucchelli is Master of Ceremonies for Summit 2020. He most recently was a lecturer on business technology and entrepreneurship at Bryant University.

Roundtable Discussion, led by Whynde Kuehn

Transforming the Customer Experience with Business Architecture

Customer experience is a significant aspect of digital transformation. In most industries, customer expectations have greatly escalated – customers want what they want, how they want it, and when they want it – and they will go elsewhere if their needs are not met. Organizations have responded in a variety of ways: digitalizing the way they deliver products and services, shifting from product-centric business models to customer-centric models, and even reorganizing internally to better serve customers. In this session, Whynde Kuehn leads a discussion on the key ways business architecture can be leveraged to transform and improve customer experience.



Whynde Kuehn is a long-time business architecture practitioner, educator, and thought leader, who takes a results-oriented approach to business architecture.

Roundtable Discussion, led by Sheila Cox

Organizational Culture vs Digital Transformation

Employees can make or break digital transformation efforts. Too many organizations treat their people as passive recipients of new roles

who will simply fall in line once the grand digital scheme is communicated and training is completed. Digital transformation requires cultural transformation – significant changes in employee behavior and mindsets. Come to this roundtable on the people aspects of digital transformation prepared to share your successes and failures, and learn from your peers.



Sheila Q. Cox is the leader of Cutter Consortium's Change Management practice. She guides leadership teams as they transform their organizations to achieve and sustain new levels of performance.

Deep Dive, delivered by Mike Rosen

Architecting the Digital Business Platform

You know how important architecture and technology are to building a sustainable foundation for digital transformation. Yet so much has changed in the past two or three years that it's hard to know what that foundation should look like. The environment is now part of a larger business ecosystem. Scale, speed, and scope are greatly expanded. Business architecture is different. Information and data architecture are different. Application architecture is different. Technology architecture is different. Security architecture is different. And how they all fit together is different, too. But there's more. It's not enough just to have a traditional platform. Now, you need one that allows you to adapt and compete at the speed of business change. This workshop answers two key questions: (1) How does a digital business platform support transformation at speed?, and (2) What does that platform architecture look like?



Mike Rosen, a Cutter Consortium Senior Consultant, advises CIOs, IT leaders, and architects on creating the new digital business platform and using architecture as a tool for digital transformation and improved decision making.

Deep Dive, delivered by Michael Eiden

Using AI to Break Through the Barriers to Knowledge Management

An organization's success, especially with digital transformation, is greatly impacted by





the maturity of its task performance. While the first step in moving up the maturity curve is to capture knowledge, the real value comes when the knowledge can be retrieved quickly. It's only then that the lessons can be applied to perform tasks at a higher level. Thanks to recent advances in artificial intelligence (AI), particularly in Natural Language Processing (NLP), and Natural Language Understanding (NLU), organizations can now facilitate semantic understanding of vast amounts unstructured textual data at unprecedented speed and precision. Discover how you can improve your organization's productivity by using the latest advancements in AI.



Dr. Michael Eiden is an expert in machine learning and artificial intelligence. He has designed, implemented and productionized ML/AI solutions for applications in a variety of industries.

Deep Dive, delivered by Hillel Glazer

Disruptive Agile

After roughly two decades of practice, Agile itself — which disrupted and changed how product development was organized, managed, and executed — is now ready for disruption. Agile practices were introduced in an effort to improve customer delight, to be more responsive to customer needs and the market as a whole, and to cut out many impediments to delivery. But are these objectives, in fact, being met? In this deep dive, Hillel Glazer frames what that disruption could look like and considers questions like: What could be added to agile practices so they can operate and deliver results in non-ideal contexts? Are the underlying assumptions about team size and organization sound? Where should decision-making authority lie? Have product arrangement and customer involvement run their course? Discover how disrupting Agile can, in fact, improve customer delight.



Hillel Glazer is a Cutter Consortium Senior Consultant. He has the ability to quickly adapt to any situation to successfully transform companies by bringing to bear the most effective solutions for the given scenario.



Keynote, presented by Prof. Michael Roberto

Leadership and Innovation

In many organizations, business executives oftentimes reject innovation and unconventional approaches due to misplaced allegiance to the status quo. In this session, Cutter Consortium Fellow and Bryant University Professor Michael Roberto will lead you through a discussion on the research behind his latest book, *Unlocking Creativity*, which examines the barriers to creativity and innovation in organizations. His work allows business executives to recognize the six organizational mindsets that impede creativity and innovation. Learn how to tear down the barriers that obstruct the creative process and create an environment for more effective problem solving and decision making.



Cutter Consortium Fellow Michael Roberto, author of *Unlocking Creativity: How to Solve Any Problem and Make the Best Decisions by Shifting Creative Mindsets*, is the Trustee Professor of Management at Bryant University.

Keynote, presented by Greg Smith

Digital Problem Solving

In this key, wrap-up session, Cutter Consortium Fellow Greg Smith highlights and connects the lessons learned across the preceding two days to help you distill the determining factors in who wins, and who loses in digital transformation. He'll also share a proven, step-by-step process for framing and pushing through digital transformation roadblocks to ensure your transformation is not upended. Greg will take you through the collaborative activities that are designed to inspire potential solutions, ground them in known and successful patterns, and then gain consensus on roadmaps to prioritize next steps. You'll leave this session with both the larger themes of the Summit woven together into guiding principles and a very concrete methodology for overcoming the inevitable challenges the journey will bring.



Cutter Consortium Fellow Greg Smith brings well-known and accepted patterns from FANG (Facebook, Amazon, Netflix, and Google) companies into major enterprises to positively disrupt their digital transformation initiatives.



“The Summit is intimate, interactive, brain teasing, and stimulating. The topics presented are relevant, based on deep research, spot on, and delivered by presenters second to none.”

— Susan Boyea
Vice President
Shared Services, IT
Sagikor Financial Corp.

“The level of the event is phenomenal — not only the keynoters, but also the participants.”

— José Núñez
Chief Information Officer
Alta Holmes

The Venue



Summit 2020 takes place at The Conference Center at Waltham Woods, conveniently located 30 minutes from downtown Boston, in the award-winning headquarters of the Massachusetts Medical Society.



Discounted overnight accommodations have been arranged at the nearby Westin Waltham, where we also host a cocktail buffet on Monday night. To book your room for US \$239/night visit <http://bit.ly/2GxEgHE>.

Transportation is provided between the hotel and the conference center.

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October 19-20
Waltham, Massachusetts USA

Book Your Summit Seat

The fee for Summit 2020 is US \$2495. The fee includes all sessions on both days of the conference, breakfast and lunch, plus a cocktail buffet on Monday evening. For special offers, visit www.cutter.com/summit

3 EASY WAYS TO REGISTER

Visit: www.cutter.com/summit

Call: +1 781 648 8700

Email: service@cutter.com

About Cutter Consortium

Cutter Consortium is a global business-technology advisory firm dedicated to helping organizations leverage emerging technologies and the latest business management thinking to achieve competitive advantage and mission success. Through its consulting, research, training, and executive education, Cutter enables digital transformation.

Cutter helps clients address the spectrum of challenges technology change brings – from disruption of business models and the sustainable innovation, change management, and leadership a new order demands, to the creation, implementation, and optimization of software and systems that power newly holistic enterprise and business unit strategies.

Cutter pushes the thinking in the field by fostering debate and collaboration among its global community of thought leaders. Coupled with its famously objective “no ties to vendors” policy, Cutter’s Access to the Experts approach delivers cutting-edge, objective information and innovative solutions to its clients worldwide.

For more information, visit us at www.cutter.com, call +1 781 648 8700 or email us at sales@cutter.com.