

CUTTER CONSORTIUM

SUMMIT 2020

Winning
with Digital
Transformation

Meet the Speakers

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



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Deep Dive/Workshop

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Greg Smith
Keynote

ORGANIZATIONAL CULTURE VS. DIGITAL TRANSFORMATION



Sheila Cox
Roundtable

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The Summit Speakers



Dr. Stephen J. Andriole

Transformation Threesomes

Dr. Stephen J. Andriole is a Fellow with Cutter Consortium's Business Technology & Digital Transformation Strategies and Data Analytics & Digital Technologies practices and the Thomas G. Labrecque Professor of Business Technology at Villanova University. His specialty areas include digital transformation, emerging technology trends, cloud computing, technology due diligence, software IP valuation, business technology strategy, business technology management, technology governance, business technology organization, the business value of technology, and technology performance management. His acclaimed column in *Forbes* covers topics such as: *15 Must-Have Technology Capabilities for Digital Transformation*, *Your Technology Skill Crisis – See It Before It's Too Late*, and *5 Ways CIOs Should Speak Digital to Executives*.

Dr. Andriole advises Cutter Consortium clients across the spectrum of business technology. He has been a frequent author and keynoter at Cutter Summits and Cutter virtual events.

Steve was Director of the Cybernetics Technology Office of the US Defense Advanced Research Projects Agency (DARPA), where he managed a US \$25 million R&D program that led to several vital scientific and technological advances in the broad-based information, decision, and computing sciences.

He served as CTO and Senior VP of Safeguard Scientifics, Inc., where he was responsible for identifying technology trends, translating that insight into the Safeguard investment strategy, and leveraging trends analyses with Safeguard partners to help them develop business and marketing strategies.

Dr. Andriole was also CTO and Senior VP for Technology Strategy at CIGNA Corporation, a \$20 billion global insurance and financial services company, where he was responsible for enterprise information architecture, computing standards, the technology R&D program, and data security, as well as overall alignment of enterprise information technology investments with CIGNA's multiple lines of business.

As an entrepreneur, Dr. Andriole founded International Information Systems (IIS), Inc., which designed interactive systems for a variety of corporate and government clients. He is also cofounder of The Acentio Group, a strategic consulting consortium that identifies and leverages technology trends to help clients optimize their business technology investments.

He is a former professor of information systems and electrical and computer engineering at Drexel University as well as a former professor and Chairman of the Department of Information.



Dr. Robert D. Austin

What Really Happened with GE's Digital Transformation?

Robert D. Austin is a Fellow of Cutter's Business Technology & Digital Transformation Strategies and Data Analytics & Digital Technologies practices. He is a regular speaker at the Cutter Summit and former editor of *Cutter Benchmark Review*.

Dr. Austin is a professor of IT management at the Richard Ivey School of Business, Canada. Prior to his appointment at Ivey, he was Professor of Management of Innovation and Digital Transformation at Copenhagen Business School. From 2011-2013, he was Dean of the Faculty of Business Administration at the University of New Brunswick at Fredericton, Canada. He has also served as CEO of the CBS-SIMI Executive Foundation (now called CBS Executive), a top provider of non-degree executive education in northern Europe. For many years, Dr. Austin served as Chair of Harvard Business School's (HBS) executive program for CIOs and is a former HBS professor in economics, financial reporting, IT, and operations management for MBAs and executives. In addition, he serves on the advisory boards of several IT industry firms and advises major corporations worldwide. Before joining HBS, he was Technology Manager at the Ford Motor Company.

Dr. Austin's research deals with IT management and, more specifically, management of knowledge-intensive activities with a particular focus on innovation. His most recent books include *Adventures of an IT Leader*, *Harder Than I Thought: Adventures*



of a *Twenty-First Century Leader*, coauthored with Cutter Fellow Richard Nolan and Cutter Consultant Shannon (O'Donnell) Hessel; and *The Soul of Design: Harnessing the Power of Plot to Create Extraordinary Products*, coauthored with Cutter Consortium Senior Consultant Lee Devin. Dr. Austin is also coauthor (with Devin) of *Artful Making: What Managers Need to Know About How Artists Work*, the groundbreaking management book that explains why and how the metaphor of directing a theatre ensemble offers a powerful approach for innovating by iteration and introduces a collaborative model for strategy formation, product development, and other creative business activities that the typical "supervising the factory floor" management model cannot achieve.

Other publications include *Measuring and Managing Performance in Organizations*, *Creating Business Advantage in the Information Age* (coauthored with Lynda Applegate and Warren McFarlan), *Corporate Information Strategy and Management* (coauthored with Applegate and McFarlan), and *The Broadband Explosion* (coedited with Stephen Bradley).

Dr. Austin earned his PhD in management and decision sciences from Carnegie Mellon University, where his dissertation received the Herbert A. Simon Award. He holds a master's degree in industrial engineering from Northwestern University and bachelor's degrees in engineering and English literature from Swarthmore College, where he was elected to Phi Beta Kappa and Tau Beta Pi.



Sheila Cox

Organizational Culture vs. Digital Transformation

Sheila Cox is Director of Cutter Consortium's Change Management practice, a subpractice of Business Technology & Digital Transformation Strategies. She guides leadership teams as they transform themselves and their organizations to achieve and sustain new levels of performance. Ms. Cox is a systems thinker with deep expertise in IT systems and organizational, cultural, and behavioral change. Her consulting approach begins with a common vision and goals that capture the imagination and mobilize the spirit. These goals are realized through integrated

plans with achievable milestones that simultaneously transform organizations and processes. Ms. Cox is an experienced facilitator of executive teams. She is highly valued for her expertise in guiding organizational change that crosses functional, national, and cultural boundaries. She combines a strong focus on business objectives with a light hand in facilitating executive teams.

Ms. Cox has over 30 years' business experience in management consulting, leadership training, and executive coaching. She is the founder of Performance Horizons. Previously, Ms. Cox was a Senior Manager at Nolan, Norton & Co., an IT firm of KPMG Peat Marwick (now Bearing Point), where she assisted *Fortune* 500 executives in developing and implementing strategies for performance improvement. Ms. Cox's work there included business process reengineering and organizational change management. Ms. Cox's international consulting clients include Asian Development Bank, Pan American Health Organization, UNJSPF, UNICC, US House of Representatives, US State of Michigan, United Way, American Red Cross, Deutsche Bank, Deutsche Financial Services, Hewlett-Packard, and Barclays Bank.



Fabian Doemer

More Than Transformation: Make a Digital Shift

Fabian Doemer is Managing Partner at Arthur D. Little (ADL), based in Central Europe, where he leads ADL's Technology & Innovation Management practice. For more than 20 years, he has consulted for clients across many sectors. Mr. Doemer has managed several complex business and technology transformation projects, including digital innovation and simplification/cost cutting for top-tier companies in different industries. He has helped enterprises in the insurance, railway, automotive, and airline industries develop and implement digitalization strategies. In addition, Mr. Doemer consulted on a cost-cutting program that saved about €100 million per year on processes and IT as well as a large-scale governance and organization optimization effort, and he managed a more than US \$200 million IT optimization program (architecture, processes, governance, security) for a telecommunication company. Previously, Mr. Doemer was

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in IT management at BMW and served as a consultant at Diebold Consulting. He holds a PhD in business administration and computer science from University of Stuttgart, Germany, and earned a diploma in business administration and computer science from Mannheim University, Germany.



Michael Eiden

Using AI to Break Through the Barriers of Knowledge Management

Michael Eiden is a Senior Consultant with Cutter Consortium's Data Analytics & Digital Technologies practice and Head of Data Science & AI at Arthur D. Little. He is an expert in machine learning (ML) and artificial intelligence (AI) with more than 15 years' experience across different industrial sectors. Dr. Eiden has designed, implemented, and productionized ML/AI solutions for applications in medical diagnostics, pharma, biodefense, and consumer electronics. He brings along deep expertise in applying supervised, unsupervised, as well as reinforcement methodologies to a very diverse set of complex problem types. Dr. Eiden has worked in various global technology hubs, such as Heidelberg (Germany), Cambridge (UK), and Silicon Valley (USA) with clients ranging from SMEs to globally active organizations. He holds a doctorate in bioinformatics.



Hillel Glazer

Disruptive Agile

Hillel Glazer is a Senior Consultant with Cutter Consortium's Business Agility & Software Engineering Excellence practice. He counsels executives in the technical, organizational, and operational integrations necessary to bring about the capability to dynamically respond to shifting demands. Mr. Glazer is the consummate pragmatic systems thinker, combining his deep technical roots with broad business experience and expertise in operations, management, and organizational change. His repertoire covers industries as diverse as aerospace, hardware, and medical device software, to IT services and chemical/biological testing in organizations from startup through multinational, multi-billion-dollar public companies and government agencies.

Mr. Glazer currently focuses on enterprise transformations, where the desired outcome is predictable results. In today's dynamic world, this frequently involves digital transformations to take advantage of the ever-increasing availability of data and demand for real-time decision making. The transformations comprise organizational design along with business and operational modeling and are topped off with tailored, organic, resilient processes.

Having written the first full-length, peer-reviewed article on the intersection of Agile and CMM in 2001, Mr. Glazer has become the foremost authority on blending Lean, Agile, and modern development techniques with CMMI, ISO, systems engineering, and other worldwide standards. In 2008, he led the writing of the Software Engineering Institute's white paper *CMMI or Agile: Why Not Both!?* Mr. Glazer is three-time Chair of the Lean Kanban North America conference series, author of *High Performance Operations: Leverage Compliance to Lower Costs, Increase Profits, and Gain Competitive Advantage*, and spent six years as a Visiting Scientist with Carnegie Mellon University.

Mr. Glazer is an experienced adult educator known for his uncanny ability to crystallize practical uses to articulate, demonstrate, and embed simple, concrete, applications for complex, abstract concepts. Executives appreciate his ability to communicate with them as well as their organizations. Clients value his levity, integrity, and straight-forward style. They respect Mr. Glazer's willingness to shoulder their burdens as his own, care for their organization as they do, and coach them to achieve successes as they've imagined.

Mr. Glazer has influenced leaders at the US Department of the Navy, JPO-JSF, US Department of Treasury, NASA, Israel Aerospace Industries, Lockheed Martin, Microsoft, McKesson, and CareFirst, to name a few. He has sailed on an active-duty aircraft carrier and has been involved in aircraft flight testing, manufacturing quality surveys, and safety and failure investigations. Mr. Glazer has worked on government financial systems, satellite telemetry, and composite material fabrication.

Mr. Glazer is a startup coach in Baltimore City's Emerging Technology Centers tech incubator. He holds a bachelor of science degree in aerospace engineering and a master of science



degree in technology management. Mr. Glazer has guest lectured on entrepreneurship at Stevenson University and teaches a graduate and professional certification course on product development management at the University of Maryland, Baltimore County.



Whynde Kuehn

Transforming the Customer Experience with Business Architecture

Whynde Kuehn is a Senior Consultant with Cutter Consortium's Business & Enterprise Architecture practice and Managing Director of S2E Transformation Inc. She is also Partner at Business Architecture Associates and was selected as an Institute Fellow at the Institute for Digital Transformation. Ms. Kuehn is passionate about bridging the gap between strategy and execution. She is a long-time business architecture practitioner, educator, and industry thought leader, who takes a business-focused and results-oriented approach to business architecture. Ms. Kuehn has extensive experience in enterprise transformation and planning and was a key player in one of the largest business transformations in the world. She has a track record of creating successful teams that become embedded into their organizations. Ms. Kuehn has developed and taught comprehensive, large-scale business architecture training programs both for the public and inhouse for clients. She is a recognized thought leader in business architecture, regularly speaking, writing, and chairing/cochairing conferences and events that advance best practices and facilitate community across the world. Ms. Kuehn is cofounder and board member of the Business Architecture Guild, a not-for-profit organization that is advancing the discipline, and serves as its Editorial Board Chair. She is a passionate advocate for using business as a force for good and applying solid business approaches to enable nonprofits, social enterprises, and cross-sector social initiatives to successfully start, scale, replicate, and sustain. This has led to her Architecting For Good (A4G) initiative to create opportunities for business professionals to share their talents with others through transformative experiences.



Lou Mazzucchelli

Summit Master of Ceremonies

Lou Mazzucchelli is a Fellow of Cutter's Business Technology & Digital Transformation Strategies and Data Analytics & Digital Technologies practices. He provides advisory services to technology and media companies. Recently, Mr. Mazzucchelli was the coordinator of Bryant University's Entrepreneurship Program, where he retooled and taught senior-level entrepreneurship courses. He mentored the 2017 CEO National Entrepreneur of the Year.

Early in his career, Mr. Mazzucchelli spent 13 years leading Cadre Technologies, a pioneering CASE tools company that he founded in 1982, which grew to become one of the top 50 US ISVs before its sale in 1996. During this period, Mr. Mazzucchelli was listed in the "Top 200 in the Software Industry" by *Software Magazine* and was a member of the Airlie Council, a group of US software engineering experts and thought leaders empanelled by the US Congress to drive reform in software development and acquisition practices.

Mr. Mazzucchelli was Venture Partner at Ridgewood Capital, where he helped build and manage their technology portfolio; interim CEO at LightSpace Technologies, a pioneering 3D visualization company; and Director of Asure Software, a US public company. Prior to these roles, Mr. Mazzucchelli served as a technology investment banker and equity research analyst at Gerard Klauer Mattison. He was once named to the *Wall Street Journal* all-star team and was one of nine "Home-Run Hitters" analysts (out of 2,400) recognized for his stock-picking performance. Mr. Mazzucchelli began his career in data communications, moving to IT management and consulting before founding Cadre.



Prof. Michael Roberto

Leadership & Innovation

Michael Roberto is a Fellow of the Cutter Business Technology & Digital Transformation Strategies practice. He is the Trustee Professor of Management at Bryant University. Previously, he served on the faculty at Harvard Business School

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(HBS) for six years. He also has been a Visiting Associate Professor at New York University's Stern School of Business.

Prof. Roberto is the author of *Unlocking Creativity: How to Solve Any Problem and Make the Best Decisions by Shifting Creative Mindsets*, which explores the creative process and offers advice about how organizations can remove barriers to innovation. He is also author of *Know What You Don't Know*, which examines how leaders discover hidden problems and unearth bad news in their organizations before such problems escalate to become major failures and *Why Great Leaders Don't Take Yes for an Answer*, which was named one of the top 10 business books of 2005 by *The Globe and Mail*. Prof. Roberto's blog has been named one of the top 50 business professor blogs in the world.

Prof. Roberto's research focuses on strategic decision-making processes, senior management teams, and the dynamics of organizational failures. His research and teaching have earned several major awards: he is a four-time winner of the Outstanding MBA Teaching Award at Bryant University; he twice won Harvard's Allyn Young Prize for Teaching in Economics; and Bryant named him the Faculty Mentor of the Year in 2009. His multimedia case study about the 2003 space shuttle accident, titled *Columbia's Final Mission*, earned the software industry's prestigious Codie Award in 2006 for Best Postsecondary Education Curriculum Solution.

Prof. Roberto has taught in the leadership development programs and consulted at a number of firms, including Target, Apple, Disney, Mars, Federal Express, Morgan Stanley, Coca-Cola, Wal-Mart, Novartis, Siemens, The Home Depot, and Bank of New York Mellon, and he has presented at government organizations, including the FBI, NASA, EPA, and TSA. Over the past six years, Prof. Roberto has served on the faculty at the Nomura School of Advanced Management in Tokyo, where he teaches in an executive education program each summer. Previously, Prof. Roberto worked as a financial analyst at General Dynamics, where he evaluated the firm's performance on nuclear submarine programs. Prof. Roberto also worked as a project manager at Staples, where he played a role in the firm's acquisition integration efforts. Prof. Roberto earned a bachelor of arts degree with honors from

Harvard College; an MBA with High Distinction from HBS, graduating as a George F. Baker Scholar; and a DBA from HBS.



Mike Rosen

Architecting the Digital Business Platform

Mike Rosen is Senior Consultant with Cutter Consortium's Business & Enterprise Architecture practice and its former director. He is an accomplished architect, analyst, and technical leader with extensive experience in digital transformation, enterprise architecture, business architecture, service-oriented architecture, product strategy and development, software architecture, consulting and mentoring, distributed technologies, and industry standards.

Mr. Rosen has 40 years' technical leadership experience architecting, designing, and developing solutions, applications, and products. Mr. Rosen served as CTO at startup AZORA Technologies and chief architect, product architect, technical leader, and developer for commercial middleware products from IONA, BEA, and Digital.

Mr. Rosen's consulting is focused on assisting CIOs, IT executives, and architects on creating the new digital business platform, implementing and improving architecture programs, using architecture as a management tool for digital transformation and improved decision making, and architecture best practices. He has provided consulting, mentoring, and training to over 100 enterprises, in a dozen countries worldwide, in numerous industries.

Mr. Rosen is a Certified Business Architect, Certified SAFe Agilist, and is certified in TOGAF as well as having extensive background in Zachman, DoDAF, and FEAF frameworks. He is a founder and VP of the Business Architecture Guild and serves on the board of directors of the Business Architecture Guild and the Federation of Enterprise Architecture Professional Organizations.

Mr. Rosen is a well-known international speaker, has authored over a hundred articles and reports, and is coauthor of the books: *Applied SOA: Service-Oriented Architecture and Design Strategies*; *Developing E-Business Systems and Architectures: A Manager's Guide*; and *Integrating CORBA and COM Applications*.



Greg Smith

Digital Problem Solving

Greg Smith is a Cutter Consortium Fellow. He is also Partner at Arthur D. Little (ADL), co-founder and co-leader of ADL's Digital Problem Solving practice based in London and New York, and leader within ADL's global Technology & Innovation Management practice. Mr. Smith's work specializes in the application of disruptive information technologies to solve intractable business problems in major enterprises, which one recent client described as "bringing a slice of Silicon Valley into the corporate world." He has recently been focusing on bringing patterns that are well known and accepted in FANG (Facebook, Amazon, Netflix, and Google) companies into major enterprises to positively disrupt their digital transformation initiatives. This includes addressing the human/cultural side of digital problem solving.

During the last decade, Mr. Smith has alternated between strategic advisory and consultancy roles (ADL, Capgemini, and Atos Consulting) and hands-on technology leadership as CIO of a major, private equity-owned logistics company going through a merger in record time. This latter role allowed him to discover the joys of applying Agile principles to wholesale business transformation along with the need to be able to explain the explicit value contribution of IT, as technology funding was provided from the owners' private capital.

Mr. Smith holds a bachelor of science degree in biological sciences and finds that after 30 years of dormancy within his professional life, the underlying concepts of biology are becoming increasingly valuable at unlocking business problems and articulating solutions – especially where reductive, engineering-based approaches need to be replaced with whole-system, evolutionary thinking.

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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.

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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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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

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About Cutter Consortium

Cutter Consortium, an Arthur D. Little company, 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.