The topic of enhanced enterprise performance brings to mind one of the most often used and mis-attributed quotes of all time, “If it was easy, everyone would do it.” However, the reality is...they don’t.

We certainly have the gear. In the twenty years since the Balanced Scorecard hit the scene, it has become one of the world’s most popular business tools for helping companies measure and manage their level of execution. Newer innovations have also allowed companies to now marry traditional performance measurement with advancing technologies and enhanced analytics to drive fact-based decision-making and generate competitive advantage. And yet, that is not enough.

This still requires a lot of work, and success is not guaranteed. It still requires the proper leadership, the right performance indicators and metrics, and the appropriate technologies for this all to work. As a whole, we are not there yet; however, some companies actually are.

As we began 2013, we examined some of the impediments to IT’s new performance mandate. In this second session of 2013, we will take a closer look at the vision of what is possible, and what we can learn from that.

The CIO Breakfast Gallery (part of the nationally acclaimed CIO Solutions Gallery series) is an ongoing forum where senior IT leaders and their peer officers come together in a comfortable setting to share their experiences and insights, as well as collectively and collaboratively attack common issues.

Uniquely organized around “peer learning”, this provocative program has received high praise among participating CIOs and other senior executives in the technology and/or operations leadership community. It helps to build an improved and creative personal network of peers and executives devoted to sharing best practices, renewing their skills on an ongoing basis, and raising the level of technical “literacy” and effectiveness within their organizations.

There is no cost to invited senior leaders, thanks to our generous sponsors. Sponsoring opportunities are available for invited technology product and service providers.
Agenda:

7:00am  Full Breakfast Available

8:00am  Welcoming and Introduction

Dr. Waleed Muhanna
Department Chair; MIS and Accounting
Fisher College of Business

8:10am   Opening Comments
Discovering What's Between the Lines

The human species is very good at capturing and storing information. Where we are sometimes not so good is in accessing and determining its true meaning. Top-tier performance hinges on that level of knowing. Advancing technologies are indeed available to help us up our performance game, but ultimate success in this new performance-driven world will also be dependent on moving beyond data and raw technology to an environment where we now know what we need to know.....when we need to know it.

Mr. Thornton A. May
Internationally Known IT Futurist
Author, The New Know

8:30am  Keynote Address
From Vision to Victory

As one of the longest-established professional baseball teams, the San Francisco Giants has a proud and storied past. During the past fifteen years, a great deal of that success can be attributed to their CIO, who was recognized as InformationWeek's IT Chief of the Year in 2012. Under his leadership, the Giants are now universally recognized as one of the most innovative teams in sports, and his IT team has implemented many revolutionary systems that helped bring World Series titles to the Bay Area in two of the past three years. Listen to an amazing story about how his vision for superior performance was established, and how his organization was able to execute against it.

Mr. William Schlough
Sr. Vice President and Chief Information Officer
The San Francisco Giants

9:15am  The New and Evolving Retail Paradigm

Significant and profound advances in technology have forever changed the way we shop. Social and mobile has empowered the consumer with more knowledge and choice. In many instances, consumers know more about the product than the store clerk. Mr. Laudato will discuss how retailers must adapt to today’s savvy shoppers in order to survive and thrive.

Mr. Andy Laudato
Chief Information Officer, Pier 1 Imports
Chairman, National Retail Federation’s CIO Council

10:00am  Break
10:15am **The Path to Enhanced Decision-Making: Driving Competitive Advantage with Analytics**

To survive in today’s environment a company must leverage capabilities to drive faster, higher-quality decisions using better data, technology, and better analytic methods to evaluate what is and what might be. But above all, internal resources need to leverage the new world of analytics to positively impact significant business decisions. Wegryn will argue that the hyped-up marketing of “Analytics” and “Big Data” has clouded the real issue - enabling better insights into data does not actually make better decisions. He will then discuss practical applications, from large-scale, big payoff projects to methodology-driven analyses that become institutionalized in a Company’s culture. Wegryn will conclude with keys for success from a manager’s standpoint – how to start and how to structure, source and identify the right analytic talent into an organization successfully.

Mr. Glenn Wegryn
Manager (Emeritus); Global Business Services
Procter & Gamble

11:00am **Enterprise Performance in 2015 and Beyond**

When this session started, we said that despite all of the information and tools potentially available within our current enterprise environment, “some assembly required” continues to be our ongoing challenge. While performance management has become the buzzword in a rapidly consolidating business intelligence industry, we will still need to play our cards right if our goal of providing the right information at the right time to the right people is to be realized. Let’s fast-forward for a moment. Is our goal realistic, and what might that overall business analytics landscape look like in the next three-to-five years?

Ms. Susan Cook
North America Business Analytics Lead
IBM

11:45am **Summary Session and Wrap-Up**

Mr. Thornton A. May
Internationally Known IT Futurist
Author, *The New Know*

12:00pm **Adjourn**
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Speaker Bios

Waleed Muhanna  
**Professor and Dept. Chair- Accounting and MIS**  
The Ohio State University, Fisher College of Business

Dr. Waleed A. Muhanna is Professor and Chair of the Department of Accounting & Management Information Systems at the Fisher College of Business, The Ohio State University. He received his undergraduate degree in computer science from the University of Tulsa, and holds a master's degree in computer science and doctorate in management information systems from the University of Wisconsin—Madison.

His current research focuses on IT strategy, assessing the business value of information technology, and understanding the impact of information technology, including the Internet, on organizations and markets. His other research interests include trust and reputation online, e-commerce strategy, model and database management systems, and system performance modeling and evaluation. Professor Muhanna has published numerous articles in scholarly journals, including *Management Science, MIS Quarterly, Strategic Management Journal, Decision Sciences*, the *Journal of Information Systems, ACM Transactions on Computer Systems*, *IEEE Transactions on Software Engineering, Communications of the ACM, Decision Support Systems, Information & Management, European Journal of Operational Research, Computers in Human Behavior*, and the *Annals of Operations Research*.

Dr. Muhanna’s teaching and consulting activities span a number of areas, with particular emphasis on e-commerce, data management and mining, internet entrepreneurship, and information systems strategy. He previously served as the Director of the Ph.D. Program in Accounting & MIS. He is the past Vice-Chair of INFORMS’ Information Systems Society and currently serves on the editorial boards of leading academic journals, including *Management Science, Information Technology and Management*, and the *International Journal of Accounting Information Systems*.

Thornton May  
**Internationally Known IT Futurist**  
Author, *The New Know*

Thornton May is a futurist, educator and author. His extensive experience researching and consulting on the role and behaviors of “C” level executives in creating value with information technology has won him an unquestioned place on the short list of serious thinkers on this topic. Thornton combines a scholar’s patience for empirical research, a stand-up comic’s capacity for pattern recognition and a second-to-none gift for storytelling to address the information technology management problems facing executives. The editors at eWeek honored Thornton, including him on their list of Top 100 Most Influential People in IT. The editors at Fast Company labeled him ‘one of the top 50 brains in business.’

Thornton has established a reputation for innovation in time-compressed, collaborative problem solving. Thornton designs the curriculum that enables the mental models that allow organizations to outperform competitors, delight customers and extract maximum value from tools and suppliers. He serves as: Executive Director and Dean at the IT Leadership Academy in Jacksonville, Florida; Futurist - External Technology Advisory Board at the Franklin W. Olin College of Engineering; and Co-founder of the CIO Solutions Gallery at the Fisher College of Business [the Ohio State University] where he also teaches the MIS program for EMBAs.

Thornton’s insights have appeared in the Harvard Business Review (on IT strategy); The Financial Times (on IT value creation); The Wall Street Journal (on the future of the computer industry); the M.I.T. Sloan Management Review (on the future of marketing), American Demographics (on the evolving...
IT’s New Performance Vision

demographics of Electronic Commerce), USA Today (on the future of the consumer electronics industry), Business Week (on the future of CEO direct reports) and on National Public Radio (debating the future practice of strategy with Professor Michael Porter). Thornton is a columnist at Computerworld and has served as an Advisor to the Founding Editors of Fast Company Magazine.

Thornton’s research has been acknowledged in such seminal business books as Seth Godin's Permission Marketing; Michael Schrage's Serious Play: How the World's Best Companies Simulate to Innovate; Moshe Rubenstein's The Minding Organization; Bill Jensen's Simplicity; and Jeff Williams' Renewable Advantage: Crafting Strategy Through Economic Time.


Thornton obtained his bachelor’s degree in Asian Studies from Dartmouth College; his master’s degree in Industrial Administration from Carnegie-Mellon University, and developed his Japanese language competence at the Center for Japanese Studies at the University of Michigan and Keio University in Japan.

Mr. Bill Schlough
Senior Vice President and Chief Information Officer
The San Francisco Giants

Bill Schlough currently serves as Senior Vice President & Chief Information Officer of the San Francisco Giants and Chairman of the Board of the San Jose Giants.

Under Schlough's leadership, the Giants have been universally recognized as one of the most innovative teams in sports. The organization has enhanced the fan experience through an array of cutting-edge technologies, including the "Double Play Ticket Window," universal gift cards, contactless payment systems, "SplashTix," pervasive Hi-Definition displays, "Digital Dugout" and the first 100% wireless venue in professional sports. Schlough’s IT team has also implemented numerous revolutionary systems that helped bring World Series titles to the Bay Area in two of the past three years.

An Olympic enthusiast, Schlough is a board member of the Bay Area Sports Organizing Committee (BASOC) and served as a technology lead for San Francisco’s bids to host the 2012 and 2016 Olympic Games. His event experience includes assignments at the 1994 World Cup along with Olympics in Atlanta, Salt Lake and Torino, Italy. Previously, he worked as a consultant with Booz-Allen & Hamilton and Electronic Data Systems. More recently, Schlough served as Interim President of the Giants’ Class A San Jose affiliate and was appointed to the team’s board as chairman in 2012.

In addition to his Giants and Olympic activities, Schlough serves on boards for several causes with a focus on education and athletics, including Junior Achievement of Northern California, Wharton Sports Business Initiative, The Giant Race and KarmaWell. He is also an avid supporter of the Giants Community Fund.

Schlough was recently honored as InformationWeek’s 2012 IT Chief of the Year and is a member of Sports Business Journal’s 2010 “Forty Under 40” class of promising young executives in the sports industry. A San Francisco native and Ironman triathlete, Schlough holds a Mechanical Engineering degree from Duke University and an MBA from the Wharton School.

Mr. Andy Laudato
**IT’s New Performance Vision**

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**Senior Vice President and Chief Information Officer**
**Pier 1 Imports**

Andy Laudato has been with Pier 1 Imports since August 2000. As head of information technology for Pier 1, Mr. Laudato fuses his passion for the retail industry with his technical background, a combination that has enabled him to help design and build innovative solutions. As a member of the Executive Leadership team, he is responsible for operations as well as strategy.

During his tenure at Pier 1, Laudato has earned national accolades, which include: RetailTech Magazine’s Top 10 CIO’s of 2001; Fort Worth Business Press’ 40 Under 40 for 2002; Chain Store Age Magazine’s Rising Stars: 40 Executives Under 40 in 2003; and named a Retail IT Pacesetters by RIS News in July 2003, which spotlights exceptional retail IT executives.

Laudato holds a Bachelor of Science degree in Computer Information Services from The DeVry Institute of Technology. He is the Chairman of the NRF CIO Council and a member of the TCU Business Information Systems advisory board. He is also a certified Project Management Professional (PMP).

Pier 1 Imports, Inc. is the original global importer of imported decorative home furnishings and gifts. Information about the Company is available on www.pier1.com.

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**Glenn Wegryn**
**Manager (Emeritus), Global Business Systems**
**Procter & Gamble**

A dynamic and engaging speaker, Glenn Wegryn has driven advanced analytic applications in supply chain, planning, sourcing, inventory, revenue, consumer and trade analytics at Procter & Gamble for over 28 years. He has held organizational leadership, project management, technology development and analysis roles of increasing impact and responsibility for the Company. Most notably, he re-built the Advanced Business Analytics practice at P&G into a world-class, award-winning organization. Now retired from P&G and leading an independent consultancy, Glenn is a regular invited speaker at major conferences and holds a BS in Quantitative Analysis from Indiana University Kelley School of Business.

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**Susan Payne Cook**
**Vice President, North America**
**IBM Business Analytics Software**

Susan Payne Cook leads sales and the go-to-market strategy in North America for the entire Business Analytics software portfolio. Prior to this year, she held a global sales role primarily responsible for the Cognos 10 and SPSS family of products, two of the key products of the IBM Smarter Analytics suite of software solutions.

She joined IBM as a Partner and Global Leader in the Business Analytics and Optimization (BAO) Global Business Services (GBS) organization. She was responsible for driving strategic business outcomes for IBM’s largest clients. For nearly two decades, Ms. Cook has consulted in and sold analytics solutions to large global enterprises across many industries including Financial
Services, Retail, Consumer Products, Manufacturing, Communications, Transportation and others. She builds positive, long-term client relationships by delivering thought-leadership and innovation in solutions that deliver real business value.

Prior to joining IBM, Ms. Cook led global sales and consulting services for HP’s Business Intelligence Solutions. Susan has also served as a Group Vice President at Oracle responsible for driving excellence in strategy and sales for business intelligence, security, and middleware solutions. At Oracle, Ms. Cook created and led the North American Business Intelligence sales organization and built the Client Advisor Program; an innovative and strategic initiative designed to integrate senior executive partners with the most important clients. Additionally, Ms. Cook served as a Regional Vice President of Sales for Hyperion and held a number of consulting, sales and leadership roles with other large global technology companies, including Electronic Data Systems (now an HP company) and Computer Sciences Corporation. Susan holds a Bachelor of Science degree in Finance from DePaul University in Chicago.