

# CIMS

ANNUAL REPORT 2011



BABSON

EXECUTIVE  
EDUCATION

CENTER FOR INFORMATION MANAGEMENT STUDIES

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SERVING THE IT MANAGEMENT COMMUNITY SINCE 1985

# DIRECTOR'S REPORT

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## *CIMS 25th Anniversary Tribute to Jerry Kanter*

CIMS was founded in 1985 by a small group of entrepreneurial Babson IT faculty who wanted to create a forum for learning about important information technology management topics. The strategy was to make CIMS relevant to the interests of Boston area IT leaders and practitioners, absent the IT vendor overhead of many industry events and programs.

To the credit of the Babson faculty co-founders, they turned to industry for leadership by recruiting Jerry Kanter from Honeywell as the first CIMS director. I hope there are still many individuals from CIMS sponsor organizations who had the privilege of knowing Jerry. Needless to say, Jerry was hugely successful in developing CIMS. Why? Because he was the consummate networker. Jerry was all about networking and making connections. LinkedIn has nothing over Jerry, except perhaps a few billion dollars in valuation.

I first met Jerry in the early days of CIMS when I was CIO at Gillette. He networked to me through a colleague of his at Honeywell who just happened to be the sister of the CEO of Gillette. Jerry used to tell me that I'm a good networker, too. True or not, I believe that's why Jerry picked me to succeed him at Babson. He used to love to talk about networking and its importance as a core benefit of the CIMS program.

Jerry passed away last November. His family held a celebration of his life in December, and the event was standing room only in the Glavin Chapel on the Babson campus. My comments that day were about Jerry's networking skills, and I passed along a copy of Jerry's Gillette connection letter to his family. They loved it!

Sincerely,



Kavin W. Moody  
*Executive Director, Center for Information  
Management Studies (CIMS)*

## OVERVIEW

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The Center for Information Management Studies (CIMS) at Babson College is a consortium of academic leaders and industry professionals working together to promote the effective use of information technology (IT). We invite business professionals, consultants, and professors and students from Babson and other academic institutions to participate in our programs. A valuable connection between the academic and business worlds, CIMS offers its corporate members access to educational programs, ongoing research, and a broad network of IT professionals.

This report describes CIMS' activities and accomplishments during the 2010–2011 academic year. We welcome your comments about our agenda and about CIMS' overall role in improving the business use of information technology.

### CIMS STAFF

Kavin W. Moody, Executive Director  
Jill P. Stoff, Assistant Director  
Kathleen D. Schaus, Administrative Assistant  
Bala Iyer, Faculty Associate Director

### STUDENT ASSISTANT

Reed Catlin, Graduate Student

CIMS

## CIMS PROGRAMS AND SERVICES

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### WORKSHOP PROGRAM

The workshop program is the focus of CIMS' activities. Monthly morning workshops featuring leading IT experts encourage participants to interact in an informal setting at the Olin Hall graduate facility. These programs give our corporate sponsors and the academic community a chance to meet and exchange ideas about critical information technology topics and management practices. The workshops are CIMS' principal vehicle for sharing thoughts on new developments in IT.

During the past year, CIMS hosted 10 morning workshops, two roundtable sessions, and one all-day conference. These programs covered key IT issues with diverse topics of interest to senior IT participants. The workshop speakers included executives from our sponsor companies, professors, authors, researchers, and industry practitioners. Through the years, workshop attendance has grown, and interaction at these programs remains stimulating and lively.

### SPECIAL EVENTS

In addition to the programs mentioned, CIMS periodically works with other Babson or local industry groups to deliver special events that are of interest to our membership. A significant activity this year was our continued collaboration with Babson Executive Education in the success of an IT leadership development program for emerging IT leaders. CIMS' sponsors took the lead in forming the nucleus of this new educational consortium. Another special event was held in collaboration with the Boston Society for Information Management, which brought 90 urban students from the Year Up organization to Babson for a half-day career development workshop led by Babson staff. Babson POSSE scholars also were host participants.

### IT CURRICULUM ADVISORY COMMITTEE

CIMS formed the IT Curriculum Advisory Committee in 1990, and we are grateful to our sponsors who assist Babson with curriculum issues. The committee helps shape Babson's IT curriculum, and advises the faculty on what students will need to know in order to be effective contributors and remain competitive in the business and information technology fields. This joint effort reflects Babson's firm belief that curriculum should be developed through a partnership between business and education. The committee met in June 2011, and provided valuable guidance to our faculty regarding the IT management topics that should be taught in the core MBA curriculum.

## CIMS CORPORATE SPONSORS

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adidas Group  
Advantage Resourcing  
Analog Devices Inc.  
BJ's Wholesale Club Inc.  
Blue Cross Blue Shield of Massachusetts  
BNY Mellon Asset Servicing  
Bose Corporation  
Boston Capital Corporation  
Boston Scientific  
Bright Horizons Family Solutions  
Cabot Corporation  
Cognex Corporation  
Collaborative Consulting  
Collective Brands – PLG  
Dunkin' Brands Inc.

EMC Corporation  
Fidelity Investments  
General Dynamics  
The Hanover Insurance Group Inc.  
Harvard Business School  
Harvard Pilgrim Health Care  
Harvard University  
John Hancock Insurance  
Knowledge Management Associates Inc.  
MBTA/Commonwealth of MA  
MIT  
Mitre Corporation  
ModusLink Global Solutions  
Northeastern University  
NSTAR Electric & Gas Corporation

Partners HealthCare System Inc.  
PerkinElmer Inc.  
Raytheon Company  
Sigma Partners  
Staples Inc.  
State Street Corporation  
Stratus Technologies  
Teradyne Inc.  
The TJX Companies Inc.  
Welch's  
WGBH

# CIMS

## CIMS EXECUTIVE PROGRAMS

CIMS introduced its first IT management education program in 2003, and sponsor support has grown steadily. Programs conducted in 2010–2011 include:

**Becoming a Technical Manager**  
Manager Mechanics, LLC

**Leading Project Teams: The Human Side of Performance**  
New Leaf Project Management

**Measuring the ROI from Technology**  
Nucleus Research Inc.

**Business Requirements Management**  
**Consulting Skills for the IT Professional**  
**Managing Vendor Partnerships**  
**Marketing the IT Organization Internally**  
Ouellette & Associates Consulting Inc.



Kavin W. Moody (right) with speaker Stephen J. Laster, Chief Information and Technology Officer, Harvard Business School, at the March 2011 CIMS all-day conference.

## SEVENTEENTH ANNUAL CIMS IT ACHIEVEMENT AWARD

Michael C. Clifton received the 2011 CIMS IT Achievement Award for his outstanding contributions to the field of information technology, his excellence in teaching IT leaders, and his commitment to broadening a network of IT professionals.

Clifton joined The Hanover in 2003 and was named chief information officer in 2009. In this position, he is responsible for leading the company's overall technology strategy, including directing its information technology investments and thought leadership efforts related to technology and IT innovation. As chief information officer, Clifton oversees the strategic investments in discretionary spending, as well as the operating functions of the technology groups. Prior to joining The Hanover, he was the chief operating officer for Nobilis Software Inc., a developer of business process management software.



Kavin W. Moody and Jill P. Stoff present Michael C. Clifton (center) with the 2011 CIMS IT Achievement Award.

## CIMS NETWORK OF IT PROFESSIONALS

CIMS believes networking is vital to the success of all IT professionals. In addition to our formal activities, we continue to be the nucleus of an extensive informal network of people interested in IT in the New England area. We provide career consultation and linkages within the IT industry, advise and assist Babson students in IT career decisions, and facilitate sponsors' involvement with various facets of Babson College.

## RESEARCH PROJECTS

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CIMS develops and promotes research that is of interest to our sponsor community in a variety of ways. Foremost is the research and planning that goes into the annual CIMS workshop agenda. We determine our workshop agenda in part by surveying our member companies about IT subject matter.

In addition, we actively support or participate in research that may be initiated within Babson's Technology, Operations and Information Management Division and Babson Executive Education. We routinely advise students who undertake independent study projects that relate to IT topics. When appropriate, reports resulting from these activities are included in our CIMS' publications. Periodically, CIMS seeks and distributes relevant research from other sources, such as workshop speakers, thought leaders in the field, and associated organizations.

# STUDENT AWARDS AND INVOLVEMENT

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## PAUL F. GREENE TELECOMMUNICATIONS RESEARCH FUND AWARD

In order to foster interest in the telecommunications field, CIMS administers the Paul F. Greene Telecommunications Research Fund Award, established in 1986 by Paul F. Greene, a former executive with NYNEX and consultant to Babson's Information Technology and Services Division. Babson students are awarded \$1,000 for the best research project proposal and resultant paper and presentation in the telecommunications area.

This year, six awards were granted:

1. Esha Bawa '11 for her report on *Mobile Technology in Ghana*
2. Ryan W. Cohen M '12 for his work on *Prediction Markets for Innovation & Collaboration*
3. Shiva Kashalkar M'11 for her paper on *Mobile Money for the Unbanked*
4. Steffen Lang M'12 for his work on *Next Level of Integration*
5. Phillip E. Sasser M'12 for his report on *Cracking Ubiquitous Payments*
6. Daniel Evan Simerman '11 for his research on *The Age of Mobile Self Expression Through Perceived Control of One's Online Identity*

## UNDERGRADUATE INFORMATION SYSTEMS AWARD

CIMS sponsored the 24th annual Information Systems Award. This year, the award was given to Tawnie Whiting '11, M'11, in recognition of her outstanding academic performance in management information systems.

## CIMS STUDENT FELLOWS

For many years, CIMS has supported Babson's Graduate Fellowship Program by providing work assignments for graduate students. For the past two years, Reed Catlin M'11 served as the CIMS Fellow and provided support to Professor Bala Iyer on various research projects.

## CIMS FACULTY ASSOCIATE

On a two-year rotating basis, the Technology, Operations and Information Management academic division appoints a faculty member to work with CIMS as the designated liaison with the division. During this appointment, the faculty member is afforded an opportunity to pursue additional academic research and related projects with CIMS staff and sponsors. Professor Bala Iyer joined CIMS in 2009 and has presented at two CIMS workshops on IT architecture and organized the CIMS IT Curriculum Advisory Board meetings in 2010 and 2011. He is involved in leading-edge research for the Advanced Practice Council of the Society for Information Management and with CIMS sponsors.

## FACULTY ASSIGNMENTS

Members of the CIMS staff act as faculty advisers to graduate students in various programs. Through the Management Consulting Field Experience (MCFE) program, teams of students consult with Boston-area businesses on internal projects. CIMS has helped the MCFE program identify regional companies that have important and challenging projects, and we regularly serve as faculty advisers. We also assist the Babson Consulting Alliance Program (BCAP), part of the Two-Year MBA program at Babson, by encouraging our sponsor companies to participate in this new approach to business education. All

first-year MBA students work on projects with assigned companies during the academic year. CIMS' staff members also serve as faculty advisers to BCAP teams.

In addition, CIMS provides support to the graduate and undergraduate Career Services offices. We provide IT career counseling to individual students referred by these offices, organize and participate in career events, and assist in connecting students with potential internship and job-search opportunities within the industry.

## *CIMS on Demand* AND PUBLICATIONS

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### *CIMS ON DEMAND*

We maintain a website of presentation materials and associated audio recordings for each of our workshops. Access is restricted to CIMS sponsors. This on-demand service provides a convenient way for individuals to catch up on missed workshops and to share important workshop insights with their colleagues. A bound set of workshop announcements is distributed to sponsor executives at the end of each year.

### WORKING PAPERS AND RESEARCH REPORTS

The CIMS Working Paper Series publishes recent research of Babson College faculty and other in-process papers of interest to our corporate members and the IT community. The working papers act as discussion vehicles for additional research or for possible publication in academic or professional journals. Research reports by nonfaculty individuals are not generally intended for further publication.

The 2011 CIMS Working Paper Series and Research Reports are listed at the end of this Annual Report.

# CALENDAR OF EVENTS 2010–2011

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## MORNING WORKSHOPS MANAGEMENT ROUNDTABLES ALL-DAY CONFERENCE

Thursday, September 16, 2010

### Business Intelligence and Analytics – Current Trends and Outlook

**Thomas H. Davenport**, *President's Distinguished Professor in IT and Management, Babson College*

**Ken Demma**, *Vice President, Insight-Driven Marketing and Global Data Officer, SAP*

*This workshop provided CIO-level insight into the state of Business Intelligence from the perspective of experts from academia and industry.*

Thursday, October 14, 2010

### Project Portfolio Management

**Johanna Rothman**, *Consultant, Rothman Consulting Group*

*Panel of IT executives:*

**Polly J. Culver**, *Director, Information Technology, National and Theatre Security Programs, Raytheon Company*

**Bill Donaldson**, *Department Head, Applications Development, The MITRE Corporation*

**Michael Dussault**, *Vice President, IT Program Management Office, State Street Corporation*

*This popular program provided insights into the challenges faced by portfolio managers via a classroom simulation and Q&A discussion with a panel of IT portfolio managers.*

Thursday, October 21, 2010

### Update and Forecast on Cloud Computing

**Jeffrey M. Kaplan**, *Managing Director, THINKstrategies Inc.*

*Panel of IT executives:*

**James Damoulakis**, *Chief Technology Officer, GlassHouse Technologies Inc.*

**Steve Flammini**, *Chief Technology Officer, Partners HealthCare System Inc.*

**Michael O'Brien**, *Co-founder and Manager of Google Cloud Services, Appirio*

*The objective of this program was to update the CIMS sponsors on the ongoing developments around cloud computing. Speakers addressed the definitions and issues relating to appropriate use, security, data privacy, and cost/benefits of clouds.*

Tuesday, November 16, 2010

### Managing and Working in the Digital World

**Karen Sobel Lojeski**, *Professor, Department of Technology and Society, Stony Brook University*

**Elizabeth Thornton**, *Chief Diversity Officer and Professor, Babson College*

*This program focused on the human side of relationships and the effects of the increasingly virtual world on how we live, learn, work, manage, and lead.*

Friday, December 3, 2010

### Roundtable

## Managing Outsourcer Relationships and Role of Metrics

Facilitator:

**Bruce Eckfeldt**, *Managing Director and Chief Executive Officer, Cyrus Innovation*

*CIMS roundtables provide opportunities for peer-to-peer dialog among CIMS sponsors. This program featured facilitated discussion and practice sharing among experienced Agile development managers.*

Friday, December 17, 2010

## Managing the Politics of IT Project Management

**William Hagerup**, *Senior Consultant, Ouellette & Associates*

Panel of IT Executives:

**Jack Bergen**, *Manager, IT Project Management, Dunkin' Brands Inc.*

**David Fogarty**, *Principal, Collaborative Consulting, LLC*

**Peter White**, *TS Program Manager, EMC Corporation*

*The participants who attended this workshop learned about the importance of positive politics and how to gain respect, credibility, and influence to achieve project success.*

Thursday, February 17, 2011

## Managing Outsourcer Relationships and Role of Metrics

**Kenneth C. Emery**, *Senior Facilitator and Consultant, Ouellette & Associates*

Panel of IT Executives:

**Joao L. Lopes**, *Assistant Vice President, U.S. Infrastructure Services, John Hancock Financial Services*

**Brad Whitehall**, *Vice President and Chief Technology Officer, Information Technology, Wright Express*

**Bill Pelosky**, *Director, Client Services, Virtusa Corporation*

*The dramatic growth of outsourcing has shifted many managers' roles from selecting and managing employees to one of selecting and managing vendor relationships. This workshop provided a roadmap for this transition to process oriented relationship management approaches with outsourcers.*

Wednesday, March 9, 2011

## The Evolving PMO – Many Shapes and Forms

**Craig Symons**, *Vice President and Principal Analyst, Forrester Research Inc.*

Panel of IT Executives:

**Richard Sasdi**, *Senior Project Manager, BJ's Wholesale Club Inc.*

**Lori J. Rota**, *Program Director, HTG Program Management Office, The Hanover Insurance Group*

**Peter Amory**, *Manager, Project and Portfolio Management Office, Bose Corporation*

*CIMS has tracked the popularity of PMOs for years. This workshop provided an expert overview of the current state of PMO forms and practices.*

Wednesday, March 16, 2011

### Roundtable

## Information Security

Facilitator:

**Eben Berry**, *President and Founder, Cyber Inspectors™ LLC*

*A practitioner-led facilitated discussion and experience sharing program for managers from CIMS sponsor companies with responsibility in IT security and risk management.*

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Wednesday, March 30, 2011

*All-Day Conference*

### **Enterprise 2.0, Social Software and Collaboration**

Paul Gillin, *Principal, Paul Gillin Communications*

Patricia J. (PJ) Guinan, *Associate Professor, Information Systems, Babson College*

Salvatore Parise, *Associate Professor, Information Systems, Babson College*

Stephen J. Laster, *Chief Information Officer, Harvard Business School*

Susan Parker, *Director, Mass.Gov (official website of the Commonwealth of Massachusetts), Information Technology Division*

*This all-day conference continued our following of the Web 2.0 movement with a program of expert insights into the trends, applications and impacts of the use of social media within the enterprise in the world of B-to-B relationships.*

Thursday, April 14, 2011

### **Integrating Project Management and Service Management**

Lou Hunnebeck, *Vice President, ITSM Vision & Strategy, Third Sky Inc.*

*Panel of IT Executives:*

Kamil Alachi, *Assistant Vice President, Infrastructure Technology Services, The Hanover Insurance Group*

Jacques Ouimet, *Vice President, Infrastructure Services, John Hancock Financial Services*

Beth-Anne Sullivan, *Director, IT Project & Services Management Office, Northeastern University*

*This workshop described how Project Management and IT Service Management interact throughout the project and service life cycles.*

Tuesday, May 10, 2011

### **Update on Enterprise Mobility**

Paul DeBeasi, *Research Vice President, Gartner Inc.*

Scott Snyder, *President and Chief Strategy Officer, Mobiquity*

*Enterprise communication is undergoing a revolution. This workshop explored the explosive growth and related implications of mobile communications technologies and applications on the enterprise.*

Thursday, June 9, 2011

### **IT Innovation Through Entrepreneurial Thought and Action**

Heidi Neck, *Associate Professor, Entrepreneurship, Babson College*

Samuel Dunn, *Chief Information Officer, Babson College*

*This program focused on how entrepreneurial leaders think and act under conditions of uncertainty, and included a case example of Babson's innovation strategy around technology enhanced learning.*

## CIMS WORKING PAPERS AND RESEARCH REPORTS

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### 2011 CIMS WORKING PAPERS AND RESEARCH REPORTS

Type	Title	Author	Date
Research Report	Wisdom of Clouds: Learning from Users	Iyer, Henderson	7/11
Research Report	Mobile Money for the Unbanked	Kashalkar	5/11
Research Report	Cracking Ubiquitous Payments	Sasser	5/11
Journal Article	<i>MITRE Corporation: Using Social Technologies to Get Connected</i>	Parise, Iyer, Cuomo, and Donaldson	2/11
Journal Article	<i>Preparing for the Future: Understanding the Seven Capabilities of Cloud Computing</i>	Iyer, Henderson	6/10

### 2010 CIMS WORKING PAPERS AND RESEARCH REPORTS

Type	Title	Author	Date
Research Report	Mobile Internet Television	Liu	5/10
Research Report	Monetization of Location-based Mobile Advertisement	Curran and Johnson	5/10
Research Report	Make Better Decisions	Davenport	11/09
Working Paper	Using Web 2.0 Technologies for Innovation	Gordon and Tarafdar	9/09

For information on corporate sponsorship or future programs, please call Jill P. Stoff, CIMS assistant director, at 781-239-4531; email [stoff@babson.edu](mailto:stoff@babson.edu); visit our website at [www.babson.edu/cims](http://www.babson.edu/cims); or write to CIMS, Babson Hall, Room 323, Babson College, Babson Park, MA 02457-0310.



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