

**PHILADELPHIA
BUSINESS JOURNAL**

SPECIAL SECTION
IN PARTNERSHIP WITH
PHILADELPHIA CIO LEADERSHIP ASSOCIATION
OCTOBER 18, 2019

CIO OF THE YEAR AWARDS



FROM OUR CHAIR

20 years later, CIOs are getting their due

Ken Solon says today, CIOs are at the center of business transformation for all organizations. **B3**



KEYNOTE SPEAKER

CIOs need a sharp eye on the future

Becky Blalock says CIOs need to be thinking 10 years down the road to deal with issues like cybersecurity. **B4**



PHILLY CIO
LEADERSHIP ASSOCIATION

The 2019 Philadelphia CIO of the Year® ORBIE® Awards program honors chief information officers who have demonstrated excellence in technology leadership. Winners in the Global, Large Enterprise, Enterprise, Corporate and Health Care categories will be announced October 18 at the Philadelphia Marriott Downtown.

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CIO OF THE YEAR AWARDS

2019 CHAIR LETTER

20 YEARS OF CIO SUCCESS

In 1998, when the first CIO of the Year® ORBIE® Award was presented, it was the products, not the people, that were at the center of attention. Laptop of the Year, Printer of the Year and PC Magazine's Editor's Choice awards were common, but it was a start-up called Intellinet that noticed the real heroes were Chief Information Officers (CIOs) who implemented these products, developed solutions and created business value for their organizations.

Roll the clock ahead twenty years, and today, CIOs are at the center of business transformation for all organizations. Technology is the engine that drives innovation and growth in every industry and sector in our global economy. It is the leaders who facilitate change by tech-enabling their organizations; these are the rock stars of business today.

The first CIO of the Year Awards was not only a trailblazer for recognizing the people leading transformation, but eventually led to creating the



Georgia CIO Leadership Association (GeorgiaCIO) – a local, member-centric, professional organization dedicated to helping CIOs foster meaning-

ful relationships, share best practices, solve problems and achieve their leadership potential.

In 2015, we launched BostonCIO and formed InspireCIO, a national professional association for CIOs now with local chapters in Georgia, Boston, Dallas, Chicago, Alabama, Charlotte, Houston, Minneapolis, Philadelphia, DC, Bay Area and soon to be New York. We are proud to serve CIOs in growing relationships, recognizing professional achievements and inspiring the next generation of technology leaders.

This year, over 130 nominations were received for the 2019 Philadelphia CIO of the Year ORBIE Awards, which will honor CIOs across six categories for leadership effectiveness and business value created through innovative use of technology. Finalists and winners are selected through a rigorous, independent judging process led by prior ORBIE winners.

The power of CIOs working together & collaborating – across public and private business, government, educa-

tion, healthcare and nonprofit organizations – is incredible. Together, we are making a difference transforming our organizations with technology and enriching Philadelphia and our world.

The CIOs honored this year are inspiring and challenge all of us to step up and lead well in our organizations. On behalf of PhillyCIO, I congratulate all the finalists on their accomplishments and share our gratitude for the sponsors, underwriters and staff who make the 2019 Philadelphia CIO ORBIE Awards possible.

Sincerely,

Ken Solon

*Chair, PhillyCIO
EVP, CIO & Head of Digital, Lincoln
Financial Group*



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CIO OF THE YEAR AWARDS

KEYNOTE SPEAKER — BECKY BLALOCK

CIOs NEED SHARP EYE ON FUTURE

Becky Blalock has seen a lot in her more than 30 years of business experience, but she sees the job of chief information officer – a role she once held – as particularly challenging, even if some folks don't.

"I put it up there with the CEO and CFO – that's probably the top three jobs," said Blalock, who had the CIO position at energy-provider Southern Co. "There's so much uncertainty that you're having to deal with, about the change that's coming and the future."

Blalock will be giving the keynote address at the Philadelphia CIO of the Year ORBIE Awards on Oct. 18. It's an event that recognizes the executives in that role who have demonstrated excellence in technology leadership.

CIOs need a sharp eye on the future as they continue to grapple with issues such as cybersecurity, data and digital transformation, she said. At the same time, they need to employ strong leadership skills as business strategists.

"CIOs today have to be thinking 10 years down the road," she said. "You've got to build the infrastructure now."

Blalock herself didn't have a big focus on tech early on. She majored in marketing, and went to work at the Southern Co., spending her earlier years as a financial analyst, according to a LinkedIn profile. She did well and began to take on other roles.

Management would see potential, and she went to a leadership program at Harvard in the 1990s. She was then named as assistant to the CEO.

It was after that she would get the role of regional CIO.

"I think I'm very flexible and adaptable," she said.

Indeed, after that position she would take on positions around much different parts of the company, including public relations along with community and economic development.

To tackle new leadership positions, she was careful to listen to folks to help her understand exactly what needs to be done. That included talking to the executives she supports and the people who report to her, along with vendors. After a conversation with a person who had worked with her through different posts, she realized she didn't have to be the subject-matter expert to be a good leader.

"You don't execute it yourself," she said. "You figure out what needs to be done, and then you rally the troops to go make it happen. And if you're so mired down in the details, micro-



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BECKY BLALOCK

managing everything, it is never going to get done."

Her background as regional CIO would come back to help her when the top CIO job came open – and she beat out other candidates to get the role in 2002.

Since leaving her post roughly nine years later, she's stayed busy. She's managing partner of Advisory Capital LLC, sits on boards and has written a book, DARE Straight Talk on Confidence, Courage, and Career for Women in Charge.

IO of pest-control company Rollins Inc., has known Blalock for about nine years. Crump said she possesses great expertise, emphasizing the importance of communicating and building good relationships.

"She is especially good at helping

IT leaders be better leaders -- and stressing the importance at the

CIO level of good interpersonal and communication skills vs. just good technical skills and knowledge," Crump said in an emailed response to questions.

When Blalock is judging folks in the industry, she wants to see CIOs who do more than "keep the lights on." They need to be a leader in the community and the company. They also need to be able to grow talent under them.

Women, in particular, face challenges in the field.

"I think it's very hard to be something you've never seen," she said. Indeed, after that position she would take on positions around much different parts of the company, including public relations along

with community and economic development.

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– Brian Womack
Dallas Business Journal

The Penn Mutual Life Insurance Company proudly congratulates



Greg Driscoll

Senior Vice President of Service Operations
& Chief Information Officer

and the rest of the nominees for the Philadelphia CIO of the Year ORBIE Awards



CIO OF THE YEAR AWARDS

LEADERSHIP AWARD — SAP'S MICHAEL GOLZ

HOW CIOs MUST THINK ABOUT THE NEW EXPERIENCE ECONOMY

Compare today's Fortune 100 list with its predecessor a decade ago and clear patterns emerge. Startups from back then have risen to household name status, and some perennial blue-chip companies have been more effective than others in maintaining leadership positions. The rapid innovation of these intelligent technologies has blurred industry lines and created entirely new fields. Greater connectivity and reach afforded by social media means the voice of the customer has never been stronger. The companies that realized customer interaction is more than just products and services and anchored their operations around providing great experiences were rewarded in kind with the market leadership they have today. In short, we are living in the experience economy.

CIOs play a critical role in driving this change. SAP's Michael Golz, chief information officer for the German software company's Americas region, focuses on equipping SAP to help its customers evolve and leverage software solutions to deliver high-value, experience-driven outcomes. Ask him how other CIOs can become experience economy champions and he'll tell you it begins and ends with a relentless focus on customers and business outcomes, adapting to change, and agility. In his tenure with SAP, he has led Global Business Applications, Infrastructure, M&A integrations, and the SAP runs SAP customer reference program. This year he was named the recipient of the 2019 PhillyCIO Leadership Award.

Below, Golz discusses key aspects of his career and role as a CIO in the ever-changing experience economy.

What Brought You to Philadelphia?

I joined SAP in 1998 in Walldorf, Germany, in Service & Support before moving to Information Technology. In 2002, I was given a 2.5-year assignment to run SAP's IT Infrastructure at our North America Headquarters in Newtown Square, PA. Fast forward 17 years, and I'm still here – a proud Philadelphian, avid Eagles fan, and dual U.S.-German citizen, together with my wife and twin sons.

The CIO Perspective on Large-Scale Business Transformation

The speed at which technology innovation is happening is dramatic. The maturity of intelligent technologies is



"You cannot be strategic to your business unless you fully understand how your business works on the inside but also understand how customers consume your products and services. Empathy for the customer pays dividends to the CIO's internal success as a trusted advisor to the business."

MICHAEL GOLZ

growing, and consumption-based and platform business models are becoming increasingly attractive. This presents many opportunities to deliver better and new business outcomes. Taking advantage of these opportunities can be a challenge, especially in an age where virtually all industries are being disrupted. There is a higher premium on personalization and a heightened sense of urgency to create differentiation through innovation and experiences. CIOs and their organizations play a crucial role in creating these competitive advantages.

Intelligent Enterprises connect their business processes end-to-end and leverage operational and experience data as strategic assets. They use technologies, like machine learning, predictive analytics, or RPA to achieve maximum automation, real-time insights, and agility. The more intelligent

the enterprise, the better positioned it is to deliver on its promise and create memorable experiences for all its business partners and consumers.

At SAP, we are focused on helping customers become best-run businesses and Intelligent Enterprises. To put this in context, 76-percent of the world's GDP touches an SAP system. Sensing the demand from customers to help them on this journey, we needed to start with our own transformation, and we are well on our way in our transformation journey. From an IT strategy perspective, we run in agile mode, with joint business and IT teams. We use design thinking for smart processes, use our own solutions across all lines of business to drive business outcomes, and adopt intelligent data and analytics to run our business at scale. This gives us the ability to sense, automate, predict, and secure our business.

Advice for Future IT Leaders

CIOs have moved far beyond their traditional roles, and IT must support the business in very different ways compared to the past. As strategic business partners, CIOs have the widest lens in terms of understanding both the external perspective on the market and the company's position in it, as well as the enterprise-wide, internal business processes. We now see the emergence of the experience economy, which marks us going beyond transactions and processes. We all have our favorite brands and brands we avoid because of a bad experience. The parallel to IT is that we need to focus on the end user and how IT can help in delivering engaging experiences with customers, suppliers, employees, and partners.

I believe that for a CIO to be truly transformative, he or she must be outwardly focused. You cannot be strategic to your business unless you fully understand how your business works on the inside but also understand how customers consume your products and services. Empathy for the customer pays dividends to the CIO's internal success as a trusted advisor to the business. The peer-to-peer experience sharing I've had with CIOs in our customer ecosystem has been mutually beneficial both from the perspective of helping guide the customer and getting direct feedback on how to improve our products and services. Talk to your peers regularly and participate in CIO communities whenever possible.

Your Leadership Values

At SAP, our purpose is to help the world run better and improve people's lives. Our promise is to innovate and help our customers run at their best. I aspire to create an environment where people are connected to our purpose and promise, and together we can deliver on this broader aspiration. I believe that great leaders remove barriers and exhibit integrity at all times. If we do that correctly, then employees can reach their full potential, ingenuity, and creativity. I believe that people do their best work when they understand and buy into the Why, the What and the How, so I strive to keep this at the forefront of all we do together as a team.

– Logan Krum



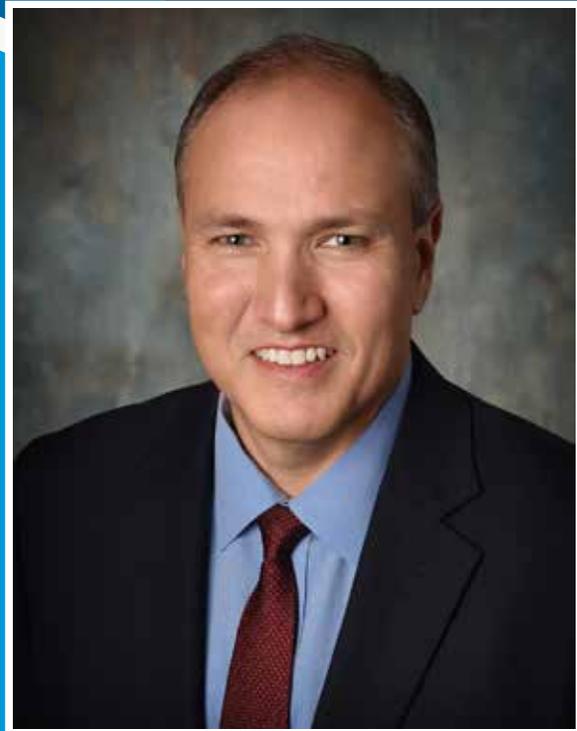
Congratulations!

STEVE HEILENMAN

CIO of the Year ORBIE Award Nominee
ENTERPRISE FINALIST



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Congratulations to
Tom Pacek

for being named a finalist of the
2019 Philadelphia CIO of the Year ORBIE® Awards!



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get there.



Congratulations
Tom Gordon,
finalist of the 2019
CIO of the year!



Senior Vice President & Chief Information Officer,
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us with leading technology for
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CIO OF THE YEAR AWARDS

GLOBAL FINALISTS

Over \$1 billion annual revenue and multi-national

MARK BAKER

Chief Technology Officer, Pilot Freight Services

WHAT IS YOUR GREATEST SUCCESS IN YOUR CURRENT ROLE, AND WHY?

As Pilot's CTO, leading Pilot's Transformation Program, is a true accomplishment in my career. Pilot has been an integral part of the Philadelphia business community for over 40 years and a leader in the Logistics and Transportation Industry. Seeing the innovation and growth of this company while leading a team of dedicated employees through a digital transformation program will enable Pilot to remain a solid business leader in Philadelphia and throughout the globe. This transformation has and will continue to deliver high value and returns to the company's shareholder and the entire community as a whole.



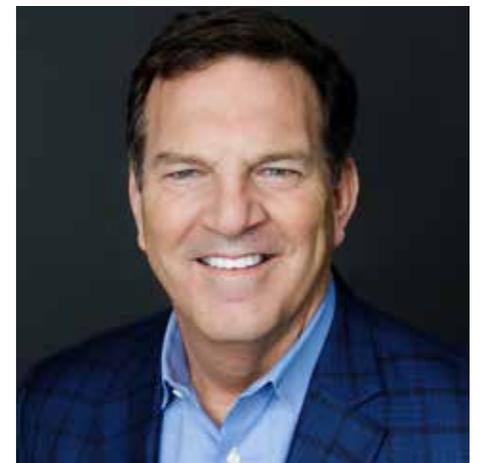
JON BERGMAN

Chief Information Officer, The Lycra Company

WHAT IS YOUR GREATEST SUCCESS IN YOUR CURRENT ROLE, AND WHY?

By far, our greatest accomplishment has been to complete our separation and carve-out from Invista to create The Lycra Company.

From an IT perspective, we stood up a single global SAP instance for order to cash and we have migrated over 400 applications into The Lycra Company environment. This was all completed within 18 months. It was an extremely successful carve-out and it was completed with near zero business interruption.



USMAN WAHEED

CIO and CTO, Knoll

WHAT IS YOUR GREATEST SUCCESS IN YOUR CURRENT ROLE, AND WHY?

Transforming our Global IT function into a talented, reliable and valued business partner. IT was more perceived as a necessary cost center, it is now viewed as strategic business partner leading the way to critical business improvements.

Delivering Business transformation on-time and on-budget resulting in the most successful go live to date for Knoll.



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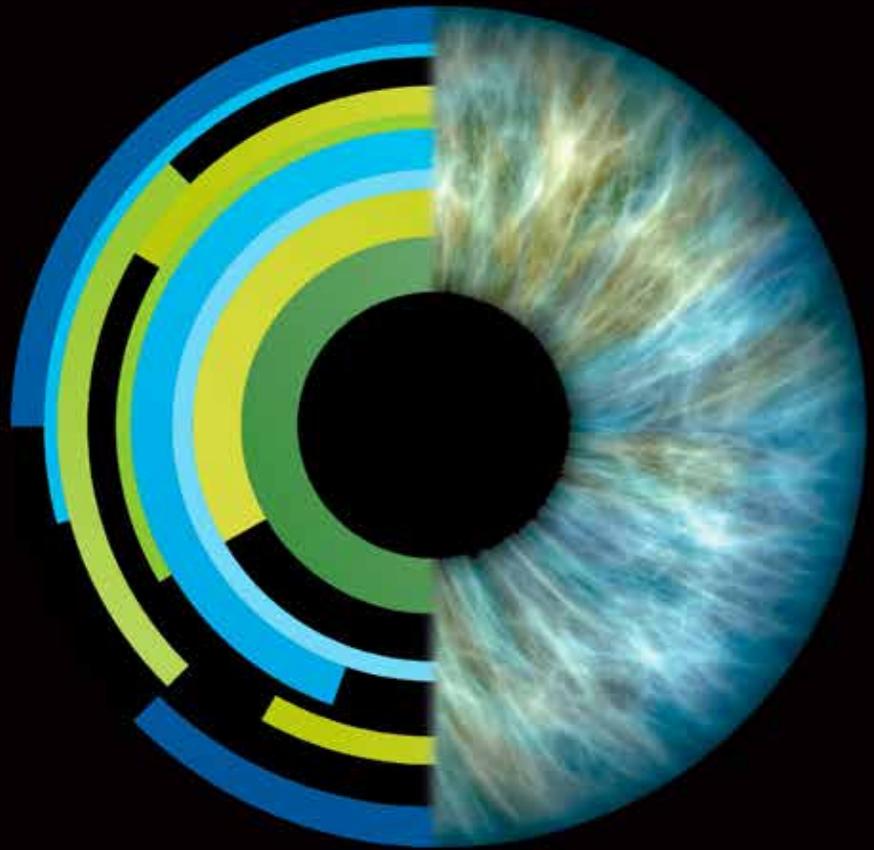
Do you see the role of CIO as all about technology? Look again. To lead your company through rapid change, you're expected to deliver growth, performance, and security.

You're positioned to set digital strategy and create a culture of tech fluency and talent. Deloitte can help you achieve your vision with insights, connections, career support, and custom services to fit the ever-changing needs of today's CIO.

Congratulations to the Philly CIO of the Year® ORBIE® Awards finalists.

Look again at deloitte.com/us/cio

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CIO OF THE YEAR AWARDS

LARGE ENTERPRISE FINALISTS

Over \$1 billion annual revenue

JOHN CRITIKOS

SVP, CIO, Toll Brothers

WHAT IS YOUR GREATEST SUCCESS IN YOUR CURRENT ROLE, AND WHY?

My greatest accomplishment in my current role is elevating the importance of technology in the real estate and construction industry where the adage has been, "location, location, location". Even though "location" is the number one rule in the real-estate game, how information is shared can be challenging, particularly for new home construction. The way I am elevating the importance of technology at Toll Brothers is stating the following technology goal: stakeholders will have access to accurate, consistent, complete and timely information, anywhere, anytime on any device.



GREG DRISCOLL

SVP Service Operation and Chief Information Officer, Penn Mutual Life Insurance Company

WHAT IS YOUR GREATEST SUCCESS IN YOUR CURRENT ROLE, AND WHY?

In recent years Penn Mutual has become recognized as a leader in industry innovation. In 2017, we proudly introduced an industry-leading digital end-to-end life insurance purchasing platform that has since garnered many awards. I am proud of our entire team for these accomplishments and I feel that my greatest impact to the company has been in building a culture of continuous improvement aligned with our strategic direction. We have defined a technology-enabled vision for Penn Mutual that orients our associates to take risks while continually enhancing the products and services we provide to our advisors and policyholders.



WHITNEY KELLETT

VP and CIO, Aqua America

WHAT IS YOUR GREATEST SUCCESS IN YOUR CURRENT ROLE, AND WHY?

I am most proud of the IT team we have assembled at Aqua. Our employees live by our values every day - integrity, respect and the pursuit of excellence. Whatever it takes, the IT team is ready to help. From answering help desk questions late at night to upgrading computers seamlessly to ensuring applications are available, safe and easy to use, our team provides outstanding service to Aqua again and again. It's an exceptional group of professionals, and I am honored to be a part of it.





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CIO OF THE YEAR AWARDS

ENTERPRISE FINALISTS

Over \$500 million annual revenue

STEVE HEILENMAN

VP Information Technology, Computer Aid, Inc.

WHAT IS YOUR GREATEST SUCCESS IN YOUR CURRENT ROLE, AND WHY?

When I first arrived here at CAI, Information Technology was viewed as more of a tactical and operational function of the business. I've since improved our relationship with the business and transformed Enterprise IT into a value-add innovation and thought leader organization. I've funded this transformation by reducing lights-on cost while increasing both internal and external customer satisfaction. And I am now focused on increasing our revenue further, with an ultimate goal to generate enough profit from revenue to cover our entire Enterprise IT costs.



MICHAEL RINEHART

Chief Information Officer, Fox Rothschild LLP

WHAT IS YOUR GREATEST SUCCESS IN YOUR CURRENT ROLE, AND WHY?

My greatest success was building an IS team that is laser-focused on delivering excellent service. I achieved that by maintaining a working environment where each and every team member is respected and valued. Critical to that is continuously making the investment in team members to grow and deepen skills. Also invaluable is the support of strong firm leaders with vision and an entrepreneurial spirit who respect and appreciate the efforts of the IS team to provide top-notch services. At the end of the day, it makes Fox Rothschild a great place to work.



ROBERT THIELMANN

Chief Information Officer, Janney Montgomery Scott LLC

WHAT IS YOUR GREATEST SUCCESS IN YOUR CURRENT ROLE, AND WHY?

My greatest achievement in 10 years at Janney has been in being selected five times in the last six years as one of the top 100 Best Places to Work in IT or Elite 100 Firm by Computerworld and InformationWeek respectively. These are team awards based on surveys and feedback from both constituents and most importantly, the tech staff. These awards also stand as affirmation by tech staff of the culture we have created and thrived in at Janney leading to low attrition, exceptional innovation, and record company results for the past several years.



ANTHONY TROY

CIO/ SVP, David's Bridal

WHAT IS YOUR GREATEST SUCCESS IN YOUR CURRENT ROLE, AND WHY?

I joined David's as part of a restructuring that included a transformation of the technology org. and platforms. I joined knowing there would be big challenges; it is what attracted me to the role. My first concern was for the staff that had been on a long road. The best thing I could give them was confidence in the new path. Creating a credible Technology Strategy informed by the business that the team could rally around was paramount. Data, Digital and Clienteling became our rallying cry and I am very proud of the progress the team has made.



WILLIAM ZEBROWSKI

Chief Information Officer, SEPTA

WHAT IS YOUR GREATEST SUCCESS IN YOUR CURRENT ROLE, AND WHY?

My greatest success is to see how we've been able to really fit in with the organization and be a positive contributor to the goals of the company. I'm very proud of my staff and my management team because they get it. They understand the needs of our organization and thrive to be successful in their respective responsibilities and also for being part of the IT Team. This is a trait you can't really teach. I am also very proud of the relationships I've built with peers and the executive team who are a group of dedicated professionals.



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InspireCIO continues to grow, creating more opportunities to build stronger relationships across the country.



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GIVE GREAT CIOs THE RECOGNITION THEY DESERVE™

To nominate a deserving CIO, contact Joye Swanson (joyes@inspirecio.com).
For sponsorship opportunities, contact Bradley Hutson (bradleyh@inspirecio.com).

PHILADELPHIA CIO OF THE YEAR® ORBIE® AWARDS FINALIST



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THANKS TO YOU *we're* RIGHT ON TRACK

**SEPTA congratulates William Zebrowski, SEPTA Chief Information Officer,
for being a 2019 Philadelphia CIO of the Year® ORBIE® Awards Finalist**



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CIO OF THE YEAR AWARDS

CORPORATE FINALISTS

Up to \$500 million annual revenue

RJ JULIANO

CIO and Director of Marketing, Parkway Corporation

WHAT IS YOUR GREATEST SUCCESS IN YOUR CURRENT ROLE, AND WHY?

The IT team was a solid supporting organization for our operation. It is now a company and industry leader in transforming the way our employees work and how the company moves forward to identify and capture new opportunities. IT is now a fully contributing driver to strategy and growth at the company.

**KENNETH KRIEGER**

CIO, The Judge Group

WHAT IS YOUR GREATEST SUCCESS IN YOUR CURRENT ROLE, AND WHY?

Because of frustrations with "off the shelf" Applicant Tracking Systems, I started a major in-house development effort in 2004. Today, our Judge Edge ATS, which uses proprietary Machine Learning Algorithms and AI to calculate and rank the best applicants considering market needs, gives us the best chance of winning every opportunity. Typically, technology must bend to the business process or vice-versa. Self-Learning Algorithms and continuous optimization allow us to provide value and align our processes. Our next evolution is Natural Language Processing and Bot Technology. Something doesn't have to be easy, just possible.

**KEVIN SWITALA**

Chief Technology Officer, Gannett Fleming, Inc.

WHAT IS YOUR GREATEST SUCCESS IN YOUR CURRENT ROLE, AND WHY?

Within only 12 months of inheriting a struggling team, we transformed ourselves from a strategic liability to a strategic asset to the firm. We rebuilt trust with all levels of the firm to such an extent that when I presented the following year's proposed investment portfolio to the Board for approval, along with its 35% budget increase to right-size our IT spend providing funding for key transformational investments, the Board approved the proposed new investments along with the audacious budget increase. I am incredibly proud to have achieved this with 95% of the same staff I inherited on day one.

**MARKUS WEIDNER**

Chief Innovation Officer, Pennoni

WHAT IS YOUR GREATEST SUCCESS IN YOUR CURRENT ROLE, AND WHY?

In my three years as Pennoni's Chief Innovation Officer, I have led a number of key initiatives that have helped to advance our company in important ways. Of them, I find my role in building out the Pennoni Smart Solutions service line to have been the most enjoyable.

As clients' needs have shifted to concerns about sustainability, resiliency, and asset lifecycle management, we have - through the creation of Smart Solutions - shown our agility. By harnessing available and emerging technologies, we have been able to partner with our clients for success in extending the life of critical infrastructure.

**KIM WISMER**

Chief Information Officer, Ballard Spahr, LLP

WHAT IS YOUR GREATEST SUCCESS IN YOUR CURRENT ROLE, AND WHY?

I created a team of specialists to develop and implement client-facing and practice-focused technology solutions. The team, which is now part of our Client Value and Innovation Department, implements new technology to enhance the productivity and effectiveness of our client service teams. Our proprietary technology, branded as Ballard360, is designed to provide increased value by enhancing cost predictability, efficiency, communication, and collaboration with our clients. These innovations and the impact they have had on our client relationships have been recognized by the Financial Times and The American Lawyer, among others.



CIO OF THE YEAR AWARDS

HEALTH CARE FINALISTS

Hospitals and health care organizations

TOM GORDON

Senior Vice President and Chief Information Officer, Virtua Health

WHAT IS YOUR GREATEST SUCCESS IN YOUR CURRENT ROLE, AND WHY?

Virtua recently undertook an enterprise wide Epic EMR and revenue-cycle transformation. My role was to lead the strategy, planning, and execution of Virtua's implementation of the Epic EMR system. In spring 2018, Virtua announced its intention to acquire the Lourdes Health System. We led several committees dedicated to identifying and addressing all IT aspects of the successful transition.

I am proud of these two accomplishments because they directly support the south jersey community who we serve. I am fortunate to work with an incredible team that is dedicated to Virtua's patients and community, and service minded in everything they do.



ED MALINOWSKI

Chief Information Officer, BAYADA Home Health Care

WHAT IS YOUR GREATEST SUCCESS IN YOUR CURRENT ROLE, AND WHY?

My greatest success in my current role is building a team of people that I trust, admire, and look forward to seeing everyday because they know our business, are incredibly compassionate, exceptionally reliable and exhibit excellence in everything they do. I am also very fortunate to work with our Company leadership team that has an appetite to work in a different way, blur the lines of the traditional path for IT, and experiment with innovative models for how we create value.



THOMAS PACEK

VP and CIO, Inspira Health

WHAT IS YOUR GREATEST SUCCESS IN YOUR CURRENT ROLE, AND WHY?

In my eleven plus years as CIO, my greatest accomplishment has been building a robust, high-performing information systems team from the ground up, ensuring that IT touches nearly every aspect of our organization to deliver an optimized experience and successful results. Talent is a critical component; I mentored our leaders to further advance their skills, while simultaneously attracted new team members that would diversify our expertise. With the right team and tools, my IT department has successfully and seamlessly implemented complex, high-impact projects that have improved patient safety, patient outcomes, operational efficiency, expense reduction and enhanced revenue.



C. THOMAS STRIDE

SVP and CIO/CISO, Holy Redeemer Health System

WHAT IS YOUR GREATEST SUCCESS IN YOUR CURRENT ROLE, AND WHY?

I am most proud of the successful transformation of the culture and relationship between IT and the other divisions of the health system. This was accomplished by integrating the IT business model with the leaders of the company through transparency and trust. IT is virtually utilized in every aspect of the business and it is extremely important to collaborate with other departments to support innovation and technology. This relationship enables a better understanding of the IT business model and overall processes within the organization, as well as providing IT a better understanding of the challenges of the health system.



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