



This year's honorees teach us how to marry IT agility with enterprise agility in order to move quickly, adapt intelligently and create advantage in a rapidly changing world

The.100 Agile

BY EDWARD PREWITT

SUDDENLY, AGILITY IS IN THE AIR. In the cautious optimism of the postrecession, preboom economy, agility—the ability to adapt quickly to changing business conditions and take advantage of rapidly emerging opportunities—has become the *sine qua non* of organizational fitness. Conferences are devoted to it; technology advertising campaigns promise it; executives want it.

Why is agility so desirable at this particular moment in time? The future has always been, by definition, uncer-

tain, but right now it seems even more so. The recession is officially over, yet the expected rebound is still in the offing. Corporate profits are up slightly, but overall demand for goods and services—including technology—remains relatively flat. And then there's the anxiety that another terrorist attack, timed to coincide with the November elections, will knock the economy back into recession. In this iffy environment, organizations must be ready to turn on a dime—either to scale back or aggressively seize the moment.

CLOCKWISE FROM TOP:

Anthony Hill, CTO, Golden Gate University;
Catherine Brune, CTO, Allstate Insurance; Judy Stahl, CIO, Harvard Business School; Dan Langham, CIO, Toshiba America Business Solutions

HOW WE CHOSE THE AGILE 100

THE THEME FOR THE CIO 100 AWARDS changes each year to reflect an emerging and urgent business need. In recent years we've selected resourcefulness, innovation and integration. Choosing this year's theme was easy; agility is the zeitgeist of 2004.

In the fall of 2003, we developed an online application asking organizations to identify several aspects of their IT agility and enterprise agility, and demonstrate a link between the two. We tapped a panel of IT management and agility experts (see "CIO 100 Panel of Experts," Page 47) for insights in constructing the application. We then solicited applications through advertising, newsletters and e-mail. As the applications rolled in during the first two months of 2004, a panel of experts and our in-house editorial staff nominated

additional organizations distinguished by their agility. We invited these nominees to apply as well. The completed applications, which required substantial detail, exceeded 300.

Teams of CIO editors and writers made initial recommendations about each entrant. We debated the depth and breadth of their agility, the results achieved, and how the enterprise stacked up against the other applicants. Thus, the final 100 honorees for the 17th annual CIO 100 Awards embody the state of the art in anticipating change and implementing processes—in technology, in governance and in spirit—that enable a fast response to evolving conditions and allow these organizations to seize the day.

—E.P.

correspondence. Insurance broker website brings together formerly diverse services.
Ken Sidon, President
Edward J. Hartzell, CEO
FY03 revenue: \$70 million
Employees: 700

CNA Financial

Chicago
www.cna.com
New claims management dashboard gives business managers real-time claims information. Data model consolidates business units' information. Fixed IT costs lowered from 70 percent to 50 percent in one year.
John Golden, Executive VP and CIO
Stephen W. Lilienthal, Chairman and CEO
FY03 revenue: \$12 billion
Employees: 12,000

CUNA Mutual Group

Madison, Wis.
www.cunamutual.com
Products for credit union clients moved online, including a new database developed to protect against hiring risky staff that lowered the processing rate from three days to seconds.
Rick R. Roy, CIO
Michael B. Kitchen, President and CEO
FY03 revenue: \$2.4 billion
Employees: 6,000

GMAC Insurance Management Corp.

Earth City, Mo.
www.gmacinsurance.com
Planning and Process Management Organization developed a project and portfolio management infrastructure to converge multiple policy management systems into a single system.
Jerry Filler, CIO
Gary Y. Kusumi, President and CEO
FY03 revenue: \$1.3 billion
Employees: 3,000

Lincoln National Corp.

Philadelphia
www.lfg.com
Service-oriented architecture and Web services used to syndicate company content into client websites on demand and in real-time, tailored to client specifications.
Jason Glazier, Senior VP, Chief Technology and E-Commerce Officer
Jon A. Boscia, Chairman and CEO
FY03 revenue: \$5.3 billion
Employees: 7,854

Pinnacol Assurance

Denver
www.pinnacol.com
Integrated application architecture, sharing a single corporate database, runs all core business areas. All software development handled in-house, enabling quick system changes in response to new regulations and business needs.
Robert Norris, CIO
Gary Pon, CEO
FY03 revenue: \$487 million
Employees: 530

LEGAL SERVICES

Foley & Lardner

Milwaukee
www.foley.com
Popular client-specific extranet developed by three IT staffers with object-oriented architecture. Most requests for client-specific extranets implemented in two to 48 hours.
Douglas D. Caddell, CIO
Ralf-Reinhard Boer, CEO
FY03 revenue: \$489.5 million
Employees: 2,500

MANUFACTURING/ PROCESS INDUSTRIES

Alcoa

Pittsburgh
www.alcoa.com
Alcoa Business System, based on the Toyota Production System, focuses on efficiency and continuous improvement to ensure lean business practices.
Rudi P. Huber, VP of Global Business Services and CIO
Alain J. P. Belda, Chairman and CEO
FY03 revenue: \$21.5 billion
Employees: 120,000

The Dow Chemical Co.

Midland, Mich.
www.dow.com
Five hundred interactive conference rooms reduced travel costs by \$103 million in one year. Structured methodology and best practices applied to more than 40 acquisitions and joint ventures worldwide since 2000.
David E. Kepler, Corporate VP of Shared Services and CIO
William S. Stavropoulos, Chairman of the Board and CEO
FY03 revenue: \$33 billion
Employees: 46,000

Flextronics International

Singapore
www.flextronics.com
Custom electronics manufacturer quickly shifts design, manufacturing and supply chain logistics of customers' products to different sites around the world based on changing demand and cost considerations.
Mike Webb, CIO
Michael Marks, CEO
FY03 revenue: \$13.4 billion
Employees: 80,000

Kennametal

Latrobe, Pa.
www.kennametal.com
Large European acquisition fully integrated in five months. E-commerce website launched in 100 days. Flexible, scalable, open systems architecture replaced proprietary mainframe environment.
Ralph G. Niederst, VP and CIO
Markos I. Tambakeras, President, Chairman and CEO
FY03 revenue: \$1.8 billion
Employees: 13,590

O.C. Tanner Co.

Salt Lake City
www.octanner.com
Agile software development methodology used to implement more than 1,000 business systems enhancements in one year. IT enhancements to manufacturing, supply chain and customer-facing processes reduced customer calls by half.
David Berg, Senior VP and CIO
Kent Murdock, President and CEO
FY03 revenue: \$300 million
Employees: 1,880

Plug Power

Latham, N.Y.
www.plugpower.com
Scalable, open systems enable custom functionality. More than 130 system modifications deployed by three IT staffers last year. Project performance data posted on intranet.
Darryl J. Enfield, Director of IS
Roger B. Saillant, CEO
FY03 revenue: \$12.5 million
Employees: 325