Gartner Outsourcing & Vendor Management Summit 2011

September 12 – 14
Orlando, FL
gartner.com/us/outsourcing

Achieving outsourcing excellence through vendor management, cloud sourcing and emerging trends

HOT TOPICS:

- New options for cloud sourcing
- Creating business-results-oriented outcomes
- Setting up an agile governance framework
- Vendor selection, contracting and management
- Design and management of multisourcing

Early-bird savings Save $300 when you register by July 15.
Speed. Flexibility. Efficiency. Are your outsourcing initiatives delivering on expectations?

Economic, business and technology forces are creating a new outsourcing world, characterized by accelerating change and escalating business expectations for increased value from IT and sourcing relationships. New sourcing competencies are mandatory for long-term success. Innovative actions from both buyers and providers of IT services are needed more than ever to drive business value and create sustainable sourcing relationships.

At the Gartner Outsourcing & Vendor Management Summit 2011, our team of 27 global sourcing and IT services analysts will unveil their latest research and offer game-changing advice. Five tracks and 60+ sessions provide relevancy and cover the breadth and depth of outsourcing today, with content targeted to your specific level of experience and expertise. Your ultimate take-away: assurance that your sourcing initiatives are aligned to the business and focused on what it really needs—increased value and sustainable advantage.

New in 2011

- **Cloud**: See how to exploit the value and minimize the risks inherent to cloud-based services in this summit’s brand-new track.
- **Preconference scheduling of analyst one-on-one sessions**: Meet with the analyst of your choice on Sunday or preschedule a one-on-one during the event.
- **Gartner Magic Quadrant reviews**: Get an incisive summary of the market and its players in special analyst-led presentations on the show floor.
- **Advanced-level analyst-user roundtables**: Take the discussion to a new level by exploring specific challenges facing sourcing veterans.
- **Additional coverage areas**: Acquire insights on managing telecom vendors, keeping data safe in multisourced enterprises and updating your network to meet cloud challenges.
- **Hot topic keynotes**: Learn about new technologies for high-performance sourcing, see how to negotiate and measure intelligent alliances and tie it all together in our closing town hall summarizing strategic and tactical take-aways.

- **Business process outsourcing**: Focus on what’s new and notable with our special recommended BPO agenda.
- **Facilitated networking**: Conference badges conveniently identify roles, allowing you to connect with your peers more easily.
- **Gartner Events On Demand**: Now included in the conference fee, get free streaming access—video synchronized to presentation slides—of all analyst presentations for one full year post-event.
- **Colocated Gartner event**: Keep the momentum going! Stay for the whole week and attend the Gartner IT Financial, Procurement & Asset Management Summit, September 14 – 16, Orlando, FL.

Who should attend

- CIOs looking to evolve multisourcing competencies and develop processes to extract value and control risk
- Sourcing executives aiming to improve business and IT alignment
- IT directors implementing best practices across the sourcing life cycle
- Vendor managers seeking to increase value from providers, reduce risk and improve control
- Vice presidents, directors and managers of procurement eager to deepen negotiating, contracting and vendor management skill sets

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### Keynote Sessions

**Guest Keynotes**

**Taming the Future: Embracing New Technologies for High-Performance Sourcing**  
*Presenter: Don Tapscott*  
Cloud-based delivery models and industrialized services come with promises of dramatically heightening business performance, but they do introduce risks. New competencies are needed to evaluate the choices available, overcome resistance to change, implement latest sourcing options and tame risks to achieve optimal business performance at a reasonable cost.

**Creating Value in Partnering Through Internal and External Business Relationship Management**  
*Presenter: Larraine Segil*  
Supplier relationship management has become a science as well as a series of best practices that enables customers and suppliers to develop integrated and sustainable partnerships. But how do you deal with the external and internal changes that move the dial in delivering value? This presentation provides real-life management tools to simplify and create increased value in your critical business relationships.

**Gartner Keynotes**

**Opening Keynote**  
*Revolution Amidst Evolution: The Top 10 Game Changers for IT and Sourcing*  
*Presenter: Helen Huntley*

**Closing Town Hall**  
*Tomorrow’s To-Dos: Putting the Pieces Together to Drive Sourcing Success*  
*Presenter: Helen Huntley*

**Realizing the Promise: Six Steps to Better Outsourcing**  
*Presenter: Linda R. Cohen*

**The Cloud Computing Phenomenon Recharges Sourcing Strategies**  
*Presenter: Daryl C. Plummer*

### Agenda Tracks

The summit agenda is a powerful and practical blend of strategies and tactics—insight and analysis broad and deep enough to deliver maximum business value.

**Understanding the IT Services Marketplace: Industrialized, Virtualized, Global and Automated**  
Buyers of IT outsourcing (ITO) and business process outsourcing (BPO) services need to understand the new operating models, technology trends and provider offerings that can support business demands for agile, low-cost IT services. This track will focus on market scenarios for infrastructure, applications and business process services, and new and emerging delivery models.

**Growing Your Vendor Management Competency: Maximizing Value and Control**  
As enterprises become more reliant on vendors to deliver critical business services, there is a need for increased guidance in implementing, accelerating or improving vendor management programs. This track will offer best practices to extract more value from vendors, ensure appropriate controls and reduce risk.

**Investigating Cloud Sourcing Before You Invest: New Options for Enterprise Buyers**  
Cloud sourcing offers many benefits, but because it utilizes new technologies, there are risks. Learn more about cloud options as well as how to evolve cloud sourcing strategies and evaluate their readiness to adopt cloud services.

**Advancing Your Strategy and Governance Competencies to Deliver More Business Value**  
Sourcing strategy sharpens business focus and defines precise objectives, whereas governance establishes formal mechanisms to keep outsourcing aligned to the business. See how to create a business-focused sourcing strategy, set up an agile—but disciplined—governance framework and dynamically manage all sourcing activities.

**Optimizing Vendor Selection and Contracting Practices in Changing Times**  
New tools, processes and methodologies are needed to ensure that vendor selection and contracting practices deliver results as changes occur in IT and outsourcing choices. Learn more about delivery and pricing model changes, best practices for evaluation templates and contract constructs, and service-level and operating-level agreements.

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Visit gartner.com/us/outourcing for complete descriptions of all sessions, including Gartner keynotes.
Meet the Analysts

The Gartner Outsourcing & IT Services worldwide analyst team will be on-site, ready to dialogue with you. For your convenience, we’ve identified the Gartner analysts by focus areas. In addition to conference sessions, you’ll have plenty of stimulating forums in which to interact with them, including analyst-user roundtables, workshops, preconference tutorials and private one-on-one sessions.

David Edward Ackerman
Director
Focus areas: Contract and deal development; service level agreements; benchmarking and performance management; vendor selection

Christopher Ambrose
Vice President
Focus areas: IT services; enterprise application hosting; IT outsourcing; vendor contract, relationship and performance management

Dane S. Anderson
Managing Vice President
Focus areas: IT services marketplace; infrastructure and applications outsourcing and support services; vendor management; sourcing strategies

Bryan Britz
Director
Focus areas: IT outsourcing marketplace; service provider evaluation and comparison; Saas, infrastructure outsourcing; industrialized IT services

Robert H. Brown
Vice President
Focus areas: Business process outsourcing; human resources outsourcing; cloud-sourced business processes/business process utility

Ted Chamberlin
Vice President
Focus areas: Emerging communication services; infrastructure as a service; managed hosting; application hosting; global network managed services and outsourcing

Linda R. Cohen
Vice President and Distinguished Analyst
Focus areas: Sourcing strategy; multisorcing; sourcing and vendor management

Claudio Da RolD
Vice President and Distinguished Analyst
Focus areas: Sourcing strategy; outsourcing market dynamics; alternative delivery models; IT infrastructure utility; IT services industrialization; industrialized low-cost services

Cassio Dreyfuss
Vice President
Focus areas: Sourcing management and governance; sourcing organization; IT and sourcing business alignment and planning; CIO issues

Carlos Hernandez
Director Gartner Consulting
Focus areas: Sourcing strategy; vendor selection; multisorcing; infrastructure outsourcing; sourcing and vendor management

Helen Huntley
Vice President
Focus areas: Outsourcing strategy, evaluation and selection; contract development and negotiations; vendor management; domestic and offshore delivery; global providers

Frances Karamouzis
Vice President and Distinguished Analyst
Focus areas: Sourcing strategy; shared service centers and centers of excellence; application development; testing and outsourcing including Saas and offshore/global delivery

Jim Longwood
Vice President
Focus areas: Evaluation and selection; contract negotiations; deal management; SLAs; OLAs; methodologies, outsourcing and IT services in EMEA; offshore country analysis

Ian Marriott
Vice President
Focus areas: Offshore outsourcing; global delivery models; outsourcing and IT services in EMEA

William Maurer
Vice President
Focus areas: Contract and deal development (SLAs); performance management; vendor selection

Sandra Notardonato
Vice President
Focus areas: Vendor analysis from a financial perspective for providers in IT services; business process outsourcing; IT outsourcing; consulting and system integration; offshore/global delivery sectors

John Pescatore
Vice President and Distinguished Analyst
Focus areas: Information security; cloud security; security services; Internet security

Daryl C. Plummer
Managing Vice President and Gartner Fellow
Focus areas: Cloud computing; cloud services brokerage (value-added intermediation); cloud governance and integration; SOA; Web technologies; application development; application integration

Benjamin Pring
Vice President
Focus areas: Next-generation outsourcing (cloud, Saas, business process utility); SAP and Oracle outsourcing/hosting

Frank Ridder
Vice President
Focus areas: Contract and deal development; vendor management; vendor selection; infrastructure utilities; Saas; cloud sourcing; sourcing strategy; infrastructure outsourcing

Ted Chamberlin
Vice President
Focus areas: Business process outsourcing; customer management (CM) contact center outsourcing; CM business process utility; Asia/Pacific business process services; offshore country focus: Malaysia and the Philippines

TJ Singh
Director
Focus areas: Business process outsourcing; ITAM process development; maturity assessments; organizational considerations; improvements in efficiency and the finances of IT; negotiation of software license agreements

William R. Snyder
Vice President
Focus areas: IT vendor management; ITAM process development; maturity assessments; organizational considerations; improvements in efficiency and the finances of IT; negotiation of software license agreements

Arup Roy
Principal Research Analyst
Focus areas: Offshore outsourcing; global delivery models; offshore outsourcing best practices

Alex Soejarto
Vice President
Focus areas: Consulting and systems integration market; service providers offering business application and business intelligence solutions; service provider competitive strategies

Allie Young
Vice President and Distinguished Analyst
Focus areas: IT services/ outsourcing marketplace trends; competitive landscape; forecast analysis; applications outsourcing; global delivery

A one-on-one session is worth the price of admission in itself. Roll up your sleeves with a Gartner analyst and enjoy personalized and targeted advice. Schedule up to two private 30-minute consultations and walk away with actionable solutions.
Benefits of Attending

Return home ready to:

• Navigate market forces and apply new approaches and objectives for successful outsourcing
• Establish governance and strategic management disciplines for your sourcing ecosystem
• Uncover the disruptive trends reshaping the future of IT services
• Move beyond cost-takeout outcomes to business-results-oriented outcomes
• Learn how to improve control, reduce risk and derive more value from your vendors
• Uncover efficiencies at a time when every budget dollar counts.

Cloud sourcing: Where will it take your organization?

Gartner predicts ...

By 2014, at least one cloud-based provider will be new to the top 10 list of global IT service providers. New players from Google to Amazon are approaching the market in nontraditional terms. Are you ready for the dramatic effect this new world of services will have on your buying decisions?

By 2015, tools and automation will eliminate 25% of labor hours associated with IT services. Cloud computing will certainly be hastening this trend. How can you increase your organization’s comfort level with this new form of delivery that lacks the touch and feel of a traditional environment?

The Cloud Sourcing track includes eight sessions dedicated to investigating new cloud options for enterprise buyers. Organizations are looking to leverage cloud service to gain flexibility, speed and cost benefits, but as with any delivery model, especially those utilizing new technologies, there are risks. This track will help organizations understand options, evolve their sourcing strategies and evaluate their readiness to adopt cloud services.

Analyst-roundtable sessions:

• Cloud and Data Security/IP: How Do You Alleviate Your Risk?
• What Service Levels Should I Use: Best of Breed, World Class or Other, and Why?
• IT Services Vendor Selection: Old stalwarts or New Upstarts?
• The Cloud Business Case: What Are the Hidden Cost Drivers?
• Achieving True Collaboration Among Providers: Are the Results Worth the Effort?
• What Should I Include in an RFP, and How Does It Impact My Decision-Making Process?
• Managing the Coexistence of Cloud and Traditional IT Services
• Application Outsourcing: Managing Your Vendor Through FP or Outcome-Based Metrics*
• Lessons Learned From the Front Lines of Second- and Third-Generation Contracting*
• Right sizing the Vendor Portfolio: What’s the Right Number of Vendors?
• Using IT Services for Return-to-Growth Strategies
• What Are the Risks and How Can They Be Managed When Sourcing From the Cloud?
• Managing Telecom Vendors
• The Sourcing Manager’s Role in Cloud Adoption: How Far, How Fast?
• The Best Vendor Manager: What Do They Actually Do?
• Is Selecting a Cloud Provider Business as Usual?
• Choosing the Right Mix for Onshore and Offshore IT Services
• How to Assess Financial Stability as a Key Criteria in Vendor Selection*

*Advanced—minimum five years’ experience in this particular topic recommended for participation.

End-user case studies just announced!

Pacific Gas and Electric Company
Re-establishing Critical Vendor Management Capabilities
Toby Tyler
Manager, IT Vendor Management
Dr Pepper Snapple Group
Tools and Techniques for Strategic Vendor Relationship Management
Scott Bonneau
Vice President IT, Finance and Hosting Services

Visit our website gartner.com/us/outsourcing in the coming weeks for additional case study announcements.

Need help justifying your attendance?

Our Justification Toolkit can help you make the case for attending the summit. Go to gartner.com/us/outsourcing and download a variety of materials, including a customizable letter, cost-benefit analysis, practical take-aways, cost-optimization highlights and more.

Make it a full week in Orlando, and save!

The Peabody Orlando, Orlando, FL, September 12 – 16

Make better decisions on what you buy, how you buy and from whom you buy

The right focus on procurement and vendor management can yield significant bottom-line benefits to your organization. But to realize those benefits requires the ability to streamline your procurement process, negotiate better deals, build better contracts and manage vendors within the context of a fast-evolving marketplace.

Join us this September for one highly productive and efficient week in Orlando, and gain the necessary tools, frameworks and best practices to address the full spectrum of procurement and vendor management challenges.

The Gartner Outsourcing & Vendor Management Summit will help you assess today’s emerging technology and marketplace trends and sourcing best practices to determine how best to capitalize on new options and services from utility and cloud-based models and beyond.

The Gartner IT Financial, Procurement & Asset Management Summit will deliver practical advice that will lead you to actionable results and provide in-depth coverage on a range of hot topics from effective cost-saving strategies to developing a sound asset life cycle management program.

Save $900 when you stay the full week!

See page 23 for information on colocated pricing.

Register by July 15 and save $300.

Visit gartner.com/us/outsourcing or call 1 866 405 2511.
Preconference tutorials*

T1. Sourcing Decision Framework: The Business-Aligned Approach to Outsourcing
Linda R. Cohen, Allie Young

T2. Infrastructure Outsourcing: 10 Things You Need to Know
David Edward Ackerman

T3. Application Outsourcing: 10 Things You Need to Know
Gilbert van der Heiden

T4. Incentives and Penalties: Best Practices to Drive Service Provider Behavior
William Maurer

T5. Offshore Outsourcing: 10 Things You Need to Know
Arup Roy

TJ Singh

Preconference networking sessions

NET1. Public Sector Networking
Procedures and processes: How do you create flexible contracts with these constraints?
Christopher Ambrose

NET2. Manufacturing Vertical Networking
How do you incorporate outsourcing business outcome metrics into a manufacturing environment?
Frank Ridder

NET3. Finance Vertical Networking
Are financial data security and privacy issues in cloud services barriers to outsourcing?
Cassio Dreyfuss, John Pescatore

Keynotes

K1b. Gartner Opening Keynote
Revolution Amidst Evolution: The Top 10 Game Changers for IT and Sourcing
The world of IT is changing, and CIOs and sourcing managers are facing unprecedented challenges, decisions and opportunities to adjust to these changes. This presentation will uncover the top 10 game changers for IT and sourcing that leaders must understand for long-term success.

Helen Huntley

K2. Gartner Keynote
Realizing the Promise: Six Steps to Better Outsourcing
Even with two decades of outsourcing experience, companies still struggle to make outsourcing work. In our work with client organizations large and small, across all industries, Gartner has identified six major problems that are prevalent in outsourcing.
Linda R. Cohen

K3. Guest Keynote
Taming the Future: Embracing New Technologies for High-Performance Sourcing
Don Tapscott

K4. Guest Keynote
Creating Value in Partnering Through Internal and External Business Relationship Management
Larraine Segil

K5. Gartner Keynote
The Cloud Computing Phenomenon Recharges Sourcing Strategies
Cloud computing is a style of computing where scalable and elastic IT-related capabilities are provided as a service to external customers using Internet technologies, heralding an evolution of business no less influential than the era of e-business. Overall, there are very real benefits: New cloud models enable individuals and businesses to choose how they’ll acquire or deliver IT services, with reduced emphasis on the constraints of traditional software and hardware ownership and licensing. At the same time, there are risks, most notably security issues. This presentation defines cloud computing, exposes potential risks and opportunities, and examines the next evolution of business.
Daryl C. Plummer

K6. Gartner Closing Town Hall
Tomorrow’s To-Dos: Putting the Pieces Together to Drive Sourcing Success
Today the services market is rapidly changing, pointing to a future unlike the past. To survive and prosper, enterprises must change how they approach outsourcing. Learn here significant take-aways from the Gartner Outsourcing & Vendor Management Summit 2011 so you are better prepared to deal with today’s sourcing challenges and tomorrow’s realities.
Helen Huntley

*Preregistration is required.
Track A
ITO and BPO Marketplace

A1. The Future of IT Services: Getting Flatter, Smarter and More Automated
Global delivery, cloud sourcing, virtualization and hyperdigitization are reshaping business and society, and the IT services market in particular. Buyers need to understand the new business process and technology services that will support more virtual, automated and collaborative business practices. This presentation focuses on near-term and future steps that encompass infrastructure, application, ITO, BPO and global sourcing trends.

Cathy Tornbohm
A S B

A2. BPO 2011: State of the Market and Future Projections
The business process sourcing (BPO) market has returned to growth but has seen multiple consolidations of vendors, with more likely to come. Is your organization making the best use of the BPO services that are available today? Is your BPO strategy up to the challenge of accommodating the anticipated change in the market expected in the next few years?

Robert H. Brown
F S B

A3. Customization Is Dead, Long Live Customization!
In a world of standardized delivery of cloud services, the idea of customization seems to be on the decline. However, we are on the verge of a new wave of customization that will focus on the integration of standard application and process components to deliver strategic services. See how your organization can out-customize, out-perform, out-innovate and “win the future” through the remainder of the decade.

Benjamin Pring
A S IT

A4. The 3D Scenario of Infrastructure Services: Dimensions, Directions and Decisions
Between traditional infrastructure services and the cloud, organizations are struggling with the amount of infrastructure service provider options. Service providers cannot always articulate the value of their service in a differentiating way, which makes it difficult to pick the right solution. This presentation discusses approaches for solution evaluation in a continuously blurring world of infrastructure services.

Dane S. Anderson
F S IT

A5. The Unfolding Applications Services Scenario: What’s Next and What You Need to Do
With today’s rapidly changing technology options and business drivers, organizations face more complex choices and options on how to grow and manage their enterprise applications portfolio. New insights are required to be relevant to the business and address new developments ranging from cloud, mobility and consumerization to enterprise apps stores. We look at key forces shaping your application environment and how your sourcing and services strategies must evolve.

Alex Soejarto, Allie Young
A S B

For many companies, using offshore and near-shore locations is now business as usual—but is India still the go-to location for offshore services? Explore the latest developments in global delivery across many countries and regional landscapes, including key issues and best practices.

Ian Marriott
F S B

A7. Keeping Data Safe in the Multisourced Enterprise
As evidenced by numerous business compromises, targeted threats aimed at capturing sensitive business and customer data are becoming increasingly sophisticated. At the same time, the trends of cloud, consumerization and mobility are breaking existing security processes. This presentation details the issues and demonstrates best-practice security deployment scenarios.

John Pescatoro
F T IT

ITO has not delivered on many of its sales promises, chief among them the creation of value through leverage and scale. See how to evolve your approach to managing industrialized services in a hybrid cloud world, and why the old way of doing ITO is unable to achieve these goals.

Bryan Britz
A T IT

Track B
Vendor Management

B1. Executing a Disciplined Vendor Management Strategy
Vendor management should be viewed as a discipline and not just an organizational construct or set of processes. This session looks at the best practices for establishing and maintaining the discipline of vendor management.

Christopher Ambrose
F S B

B2. Classroom Workshop
Managing Your Outsourcing Deal: Negotiations After the Ink Has Dried*
Every outsourcing relationship is in a constant state of change and negotiation. This workshop provides guidance in negotiating services, costs and changes with your vendors after your deal begins.

Christopher Ambrose, William Maurer
A T B

B3. The Vendor Management Value Proposition
IT organizations are increasingly adopting vendor management as a core discipline, but as these programs emerge, the question of return on investment and the value of establishing a program becomes an impediment to funding and long-term success. This presentation looks at the key reasons for establishing
vendor management, and how to measure and communicate its value to the larger organization.

William R. Snyder

A  T  B

B4. Classroom Workshop
Vendor Classification: Establishing the Foundation for Managing Strategic Vendors*

Not all vendors are created equally; therefore, not all vendors require the same level of vendor management. In this workshop, participants will work through a framework to separate their strategic vendors and determine how the various categories should be managed differently.

Carlos Hernandez, Ian Marriott

A  T  B

B5. Critical Success Factors in Managing BPO: Lessons Learned From the Front Lines

This presentation helps current and prospective BPO buyers understand the important issues related to the management of BPO contracts. We’ll offer practical advice, based on scores of conversations with some of the leading BPO buyers in the world, to help you understand what works well and what should be done differently in managing BPO vendors.

TJ Singh

A  T  B

B6. Creating the Optimal Organizational and Governance Model for Vendor Management

Many enterprises struggle with putting together the right vendor management organization. This session addresses the processes and process ownership necessary for more effective vendor management, and focuses on the activities and decision rights in vendor management.

Linda R. Cohen, Carlos Hernandez

F  S  B

B7. Moving Up the Vendor Management Maturity Curve

Vendor management maturity is assessed by evaluating an organization’s governance, organization, processes and analytics. This session introduces the vendor management maturity assessment, provides results from dozens of vendor management assessments and lays out a road map for vendor management maturity.

Christopher Ambrose

F  S  B

B8. Multivendor Integration and Management

Most enterprises are now reliant on multiple vendors to deliver their IT and business process services. Integrating and managing the delivery of these services is a major challenge. Learn more about the options and best practices needed in a multivendor environment.

Jim Longwood

A  T  B


Next-generation cloud services like business process utilities (BPUs) are standardized and sourced on demand. Explore opportunities and challenges on how to successfully make the business case for both BPU and relationship management.

Robert H. Brown

F  T  B

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Christopher Ambrose

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Jim Longwood

A  T  B

Track C
Cloud Sourcing


Cloud leads the ranks in two categories: interest and confusion. More and more buyers are asking for concepts and clarity for leveraging cloud services as part of their sourcing mix. Examine the key issues IT and sourcing executives face when considering cloud services as an option.

Frank Ridder

A  T  B

C2. Buying Cloud Services: Understand the Hype, Contract for Reality

Adding cloud services to a sourcing environment is a trend. Organizations are not only starting to understand what that means as they develop their sourcing strategies, but are also seeing larger hurdles when they address the contracting side. This presentation explains the key risks and issues with cloud services contracting and discusses mitigation strategies and options.

Frank Ridder

A  T  B


Next-generation cloud services like business process utilities (BPUs) are standardized and sourced on demand. Explore opportunities and challenges on how to successfully make the business case for both BPU and relationship management.

Robert H. Brown

F  T  B

C4. The New Value Proposition for IT: Industrialized Low-Cost Services

Industrialized low-cost services (ILCS) have already started to permanently change the value-for-money proposition of IT. ILCS enable accelerated cost optimization and increased focus on value-generating IT initiatives. IT and sourcing managers must learn how to exploit ILCS, or explain to their CEOs why they are not leveraging them.

Claudio Da Rold

F  S  B

C5. Transform Your Infrastructure Through Infrastructure Utilities and Cloud IaaS Models

The $110 billion combined market of data center outsourcing and hosting is rapidly transforming due to the IT industrialization, cloud and low-cost scenarios. Surveys show an uptake of
infrastructure utility services (IUS) and IaaS deals, which are starting to replace in popularity the traditional approaches. Learn more about how to exploit the new value from IUS and IaaS.

Claudio Da Rold

**A T B**

C6. Cloud Services Brokerage: How Value Will Be Delivered in the Cloud

The category of cloud services brokerage is an additive category: It provides extended or enhanced value on top of original cloud services delivered. While brokerages do not have to deliver their solutions as cloud services, they do need to build on cloud services, presenting an opportunity for both brokers and buyers.

Daryl C. Plummer

**A S B**

**Track D**

**Strategy and Governance**

D1. Sourcing Management: The Focus and Discipline Required to Deliver Business Value

Business demands creative ideas, competitive advantage and definitely low costs; providers offer an unending variety of services. Sourcing in turbulent times requires extreme focus and discipline to tie supply to demand and deliver business value. See how to develop a sourcing strategy, ensure business alignment and create the right discipline to coordinate and integrate players and activities.

Benjamin Pring

**F S B**

D2. SOS: An Apropos Abbreviation for Sourcing Organization Sizing

Organizations often struggle to determine the right size of their IT sourcing entities. This presentation discusses different sizing approaches, providing examples and ideas to help with these decisions.

Gilbert van der Heiden

**F T**

D3. India, China, Latin America, Europe: A Worldwide Analyst Perspective to Getting Your Global Sourcing Strategy Right

Developing a global sourcing strategy requires surveying what is available around the world, as well as understanding the countries and their characteristics that will lead to the best matches and appropriate choices. Gartner analysts from different regions bring their perspectives to this issue.

Gartner Analyst Panel  Moderator: Eric Rocco; Participants: Cassio Dreyfuss; Frances Karamouzis; Ian Marriott; Arup Roy; Allie Young

**F S B**


With all the pressure to manage cost while enabling agile IT, many CIOs overlook the net effect of next-generation projects on their network. This session looks at ways to improve network architecture to enable secure access to cloud-based applications, and provide a new philosophy for approaching the different classes of providers.

Ted Chamberlin

**A S IT**

D5. Sourcing Models to Address New Business and Market Dynamics

Organizations’ sourcing strategies are rapidly evolving due to changing business needs, market dynamics and new service offerings such as cloud computing. Gartner analyzes sourcing models, how successfully organizations use each of them and how IT and sourcing leaders need to dynamically adjust to leverage them.

Frances Karamouzis

**A S B**
D6. Vendor Switching or Insourcing: To Change or Not to Change, That Is the Question

Once organizations enter contracts with vendors, they feel like they are tied to the relationship. This session discusses the ties that bind clients and vendors, as well as issues you will face if you sever that relationship and move delivery back in-house or to another vendor.

Helen Huntley

F T

D7. Creating and Evolving Your BPO Sourcing Strategy

When considering outsourcing a business process, three main factors come into play: Will the service be better, faster or cheaper than the existing in-house process? This presentation helps beginners and masters hone their management information and knowledge of the current maturity of different elements of the BPO market to build decision frameworks for work performance.

Cathy Tornbohm

F S B

D8. New Management Requirements for Sourcing Organization Alignment, Coordination and Integration

Moving beyond how to build a sourcing organization, this session explores the best ways to integrate the IT sourcing organization to IT and to the enterprise through governance and collaboration.

Cassio Dreyfuss

F T B

Track E

Vendor Selection and Contracting

E1. Pricing Methods and Contract Terms: Be Prepared for Today and Tomorrow’s Solutions or Face Difficult Challenges

Many new solutions, pricing models and ways of measuring success continue to emerge to keep up with the IT infrastructure and applications outsourcing world. This session defines the foundation that all organizations must understand to be successful in the complex world of IT services outsourcing.

William Maurer

A S B

E2. Infrastructure Pricing Frameworks: Manage Your Own Destiny

Learn how to price your infrastructure and application deals using the Gartner best-practice methods, models and structures. This session discusses today’s performance measures and how, they can be used for the foundation of tomorrow’s measures, how to link performance metrics to the most common pricing models and ways to maintain a flexible contract when changes occur.

David Edward Ackerman

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E3. The Impact of Bundling to Business and IT Applications and Infrastructure: Selecting and Contracting Best Practices

End-user organizations are using more separated solutions, with more providers, than ever before to achieve outsourcing success. Will this remain true in the future? If so, how and why must both clients and providers of services change to keep up with future requirements?

William Maurer

F T IT

E4. When and How to Develop and Use Business-Outcome-Based Service Levels

As solutions are more and more often virtualized cloud-based solutions, how will we be able to measure and determine success? And will those measures be the old technical and process measures, or the long- and often-talked-about business outcome service levels? If they are the latter, where do they come from and what do we do with them to ensure success?

David Edward Ackerman

F T IT

E5. Contract Negotiation Techniques and Tips for Outsourcing Success

Negotiating and executing a contract is all downhill if you establish the proper process and procedure in the beginning! Hone your skills and take away new techniques with this session.

Linda R. Cohen

F T

E6. Negotiating With the Software Megavendors: SAP, Oracle, Microsoft and IBM

The software landscape continues to consolidate, and with this consolidation comes challenges in dealing with evermore powerful vendors with tightly controlled terms and conditions. This presentation will look at the trends affecting software licensing, and identify the most effective approaches in negotiating with the megavendors.

William R. Snyder

A S

E7. Classroom Workshop

How to Make Bad Outsourcing Deals Better*

Organizations have many challenges making—and then keeping—outsourcing deals successful. If a problem arises, regardless of whether the organization or the vendor is at fault, it takes both parties to fix the problem. This workshop will take you through the key issues in outsourcing and how to fix them.

William Maurer, Frank Riddler

A T

E8. What You Need to Know: The New Realities of Outsourcing Vendor Selection

In a changing world of sourcing, we see consumerization, componentization, virtualization and standardization as new forces that change buyer demands and influence vendor selection. Your service providers are aggressively branding their capabilities in increasingly difficult delivery models. Selection and evaluation activities must be approached with consideration to ensure focus on the business outcome while incorporating multiple assessments and validation points.

Frances Karamouzis

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