



## Gartner Symposium/ITxpo Analysts

### Applications



**Gene Alvarez**  
Managing VP

- Digital Commerce Industry Vision and Futures - Commerce That Comes to You
- Digital Commerce/E-Commerce and CRM Vision and Strategy
- Digital Commerce/E-Commerce and CRM Vendor Selection, Request for Proposal
- Digital Commerce/E-Commerce Pricing, Budgeting, Contract Review



**Nikos Drakos**  
Research VP

- What is the business value of social software?
- Can I use SharePoint to support social networking inside my organization?
- Which are the most successful social software products?
- How can I encourage and measure adoption of collaboration technologies?
- Which business social networking product would best fit my needs?



**Dennis P. Gaughan**  
Research VP

- Application strategy and governance
- Pace-layered application strategy
- Application portfolio management
- Application governance
- Cloud computing



**Whit Andrews**  
VP Distinguished Analyst

- What is artificial intelligence?
- How can my organization use artificial intelligence?



**Rob Dunie**  
Research Director

- Understanding how to best leverage BPM technologies to improve their business outcomes.
- How process style impacts the choice of BPM technologies to employ.
- Jump-starting your business outcome improvement initiatives.
- How can customers leverage high-productivity application development tools to accelerate time to solution?
- How can RPA be used to automate routine business processes?



**Penny Gillespie**  
Research VP

- Leveraging e-commerce and mobile commerce technologies for competitive advantage
- Developing an online personalization strategy to attract and retain customers
- Understanding online payments (i.e., Web and mobile) and creating a payment strategy for digital commerce
- Evaluation and selection of vendors for e-commerce, personalization and online payments
- Recognizing the value and timing of emerging online technologies that promote online selling such as mobile and social



**Van L. Baker**  
Research VP

- Developing an effective mobile app strategy.
- Understanding how an effective mobile app strategy can drive business transformation.
- Developing mobile apps that have impact with consumers and employees.
- Selecting the correct mobile app development partners.
- Understanding how consumers and employees interact with mobile apps.



**Bern Elliot**  
VP Distinguished Analyst

- Defining a UCC or UCaaS business case and roadmap.
- How do Cisco, Microsoft, Avaya and others fit my UC solution?
- How can UC be leveraged into business processes via cPaaS and CEPP?
- How do contact centers and enterprise UC come together to create new customer support models?
- How does UC fit into the digital workplace and into digital business plans?



**Matthew Hotle**  
VP Distinguished Analyst

- Application organization design
- Organizational change management
- Metrics and process improvement
- Application portfolio management and pace layers
- Agile development



**Matthew W. Cain**  
VP Distinguished Analyst

- How to incorporate business trends into technology planning
- Why and how to promote a more consumerized work environment
- How the IT group can work with HR to promote employee engagement
- How to incorporate emerging work skills into the technology planning process
- How best to support high-impact performers



**Andy Kyte**  
VP & Gartner Fellow

- Bimodal application strategy
- Application rationalization
- Application strategy and governance
- Application transformation
- Agile methods



**Applications (continued)**



**Keith James Mann**  
Research Director

- Transition their IT organization to agile
- Build the business case for agile versus waterfall development
- Introduce and manage bimodal application development
- Scale agile across the enterprise
- The role of architecture in an agile organization



**Anthony Mullen**  
Research Director

- Implications and applications of artificial intelligence (AI) for consumer/user products
- Strategy and tactics for virtual personal agents (VPAs) and bots
- Understanding user trends from behaviors and usage to interaction design preferences
- The role of citizens and their technologies within smart cities
- How to develop or engage with data science teams, analytics and cognitive sciences



**Mark O'Neill**  
Research Director

- Full life cycle API management
- API Security using standards such as OAuth and OpenID Connect
- Digital platform architecture using a bimodal approach
- Banking APIs, including PSD2
- Microservices architecture and how it relates to APIs and SOA



**Brian Manusama**  
Research Director

- How to build a Customer Engagement Center
- Selecting the appropriate technologies for a Customer Engagement Hub
- Developing a customer self-service strategy
- Implementing Virtual Customer Assistants
- Working with a Customer Management Business Process Outsourcer (BPO)



**Thomas E. Murphy**  
Research Director

- Selection of tools and techniques for the testing of software
- Organizational structure for quality assurance teams
- Establishing effective DevOps practices and toolchains
- Capturing effective software requirements
- Adoption of ALM and agile practices



**Massimo Pezzini**  
VP & Gartner Fellow

- How integration architectures and technologies can strategically enable digital transformation
- Best practices for application integration, cloud integration and API integration
- Strategies to integrate SaaS and cloud services with on-premises systems
- Determining the business value of in-memory computing for the organization
- Leveraging HTAP to implement breakthrough applications



**Michael Maoz**  
VP Distinguished Analyst

- How to make customer service and support processes key differentiators
- Selecting the appropriate CRM technologies for customer service
- What will be the role of smart machines such as bots, advanced knowledge discovery, and augmented reality change customer service?
- How will mobile and cloud computing impact CRM processes (specifically Salesforce)?
- How will analytics and business process rules change customer service?



**Yefim V. Natis**  
VP & Gartner Fellow

- Event-driven IT and event-centric IT platforms
- Establish cloud platform strategy
- PaaS market trends; vendor and user strategies
- Application architecture initiatives for digital business and IoT
- Context-aware decision making and the context discovery architecture models



**Pat Phelan**  
Research VP

- How to structure the ERP support organization
- ERP selection and implementation strategies
- How to establish ERP governance
- How to manage a global rollout
- How to measure ERP value



**David Norton**  
Research Director

- Application Strategy and Governance
- Modernizing Application Development
- Application Leaders
- Building a Sustainable Innovation Process and Culture
- Leading IT Cultural Change and Transformation



**Gene Phifer**  
VP Distinguished Analyst

- Web, portal and digital experience strategies, technologies and vendor/product selection
- Customer engagement/customer experience
- Web/portal/UXP best practices
- User experience
- Customer-centric Web/mobile strategies



## Applications (continued)



**Helen Poitevin**  
Research Director

- Next steps in the workforce analytics and HR reporting journey
- Workforce planning
- HCM technologies selection and adoption
- HR data management
- Innovation in HCM technology



**Jenny Sussin**  
Research VP

- Developing a Social Analytics Strategy
- Using Social Media for Customer Service
- Choosing Social Media Application Vendors
- Defining Social Media Metrics
- Determining the Business Value of Social Media



**Mike West**  
Research Director

- Transitioning an organization to use agile development methodologies
- Agile versus waterfall development
- How to introduce and manage bimodal application development
- Scaling agile across the enterprise
- Enterprise agile frameworks



**Adam Preset**  
Research Director

- Web and videoconferencing, audio conferencing, and real-time communications markets and strategy
- Cloud office collaboration, work stream collaboration and decisions for the digital workplace
- Enterprise email, messaging, and collaboration platform selection, migration and challenges



**Gavin Tay**  
Research Director

- Cloud Office (Office 365, SharePoint, G Suite) Content Migration
- Digital Workplace Programs and Strategies
- Smart Buildings 101
- Content Services Platform Migration Strategies
- Web Content Management Selection Strategies



**Jason Wong**  
Research Director

- Defining UX and development strategies for mobile native, hybrid and web apps
- Identifying appropriate mobile app development solutions and partners
- Building internal competencies to scale mobile app design and development
- Understanding mobile app life cycle management and analytics
- Developing citizen development strategies using rapid app development tools



**Jim Robinson**  
Research Director

- What vendors can help better optimize field service preparation, scheduling and technician enablement?
- How do I measure field service improvements?
- How does field service interact/integrate with CRM, ERP, GIS?
- What technologies, such as IoT, HMDs, Wearables, AI, Drones should I be evaluating in Field Service?
- How do field service, customer service and finance interact?



**Tad Travis**  
Research Director

- How to evaluate the relative advantages of SPM offerings?
- Connect sales effectiveness and operational efficiencies to clients' strategic plans
- Sales force automation processes
- Sales enablement and effectiveness strategies, capabilities and technologies
- Establish effective governance and user adoption processes



**Carol Rozwell**  
VP Distinguished Analyst

- Digital workplace strategies
- Integrated workplace management systems (IWMS)
- Organizational change in the digital workplace
- Socially centered leadership
- Social network analysis (SNA)



**Ray Valdes**  
VP & Gartner Fellow

- Blockchain technology strategy and architecture
- Competitive landscape in the era of algorithmic business and programmable economy
- Best practices in deploying blockchain applications
- Competitive landscape for blockchain technology products and vendors
- Blockchain use cases in certain verticals (healthcare, supply chain, financial services)

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## CIO Research



**Suzanne Adnams**  
Research VP

- Helping CIOs establish themselves as business leaders, not just IT managers
- Advising on organizational change management and leadership practices
- Creating awareness of the elements that influence culture and group dynamics
- Considering the changing workforce and workplace impacts on individuals and the organization
- Identifying best practices for IT leadership.



**Debra Curtis**  
Research VP

- Defining business-focused IT services, business value statements and the IT service portfolio
- Understanding bimodal IT, how to get started with it, and how to scale it to the enterprise
- Strategies and best practices for maturing IT service management
- Evaluating ITScore for Enterprise and Executive View results to prioritize next steps
- Understanding the difference between an IT service portfolio and an IT service catalog



**Remi Gulzar**  
Research Director

- How do I drive the planning and execution of connected strategies?
- How do I set up an adaptive governance model that allows freedom within structure?
- How do I activate bimodal to support the exploratory needs of the organization while staying stable?
- How do I apply ITScore to develop a roadmap toward IT being a strategic enabler for my business?
- How do I translate digital opportunities into a digital business, through business model innovation?



**James Michael Anderson**  
Research Director

- IT services allocation models - how to charge back for IT services
- IT project financial transparency - capital planning/project funding and return on investment analysis
- Risk and performance management
- Mergers and acquisitions - IT issues associated with M&A
- Metrics and scorecards that demonstrate IT value and performance



**Cassio Dreyfuss**  
Research VP

- Business Models, IT Strategy and Planning
- IT Governance, Organization and Management
- IT Services Management, Shared Services
- Organizational Issues, Collaboration, Managing Organizational Change
- Brazil Business and IT Scenario



**Janelle B. Hill**  
VP Distinguished Analyst

- Accelerating the transformation to digital business (initiating or responding to digital disruption)
- Influencing strategic business change by recasting core IT competencies (in business architecture, business process and business performance) as business competencies
- Breaking down organizational and system silos with end-to-end processes designed to deliver strategic business outcomes
- Bridging the divide between IT and business to drive strategic alignment
- Designing a target IT operating model defined by and derived from the enterprise strategy



**Heather Colella**  
Research VP

- Business and IT strategy: The art of the one-page strategy
- Building high performance through effective governance, PMOs and effective communications
- How to demonstrate the business value of IT
- How the Office of the CIO contributes to business success



**Jackie Fenn**  
VP & Gartner Fellow

- Driving a culture of innovation
- Developing an innovation process or program
- Establishing an innovation group
- Innovation and creativity activities and approaches
- Best practices in scenario planning and visioning



**Richard Hunter**  
VP & Gartner Fellow

- The business value of IT
- Digital business risk
- IT governance
- Managing enterprise change
- Managing legacy systems



**Ian Cox**  
Research Director

- Developing business and IT strategy
- Designing an IT capability that can enable and support a digital business
- Helping CIOs to raise their profile and extend their influence
- Ensuring IT alignment when business needs are changing regularly
- Evolution, trends and priorities of the CIO role



**David Furlonger**  
VP & Gartner Fellow

- Blockchain, Bank of the Future, digital business strategy and Internet of Things, FinTech/Innovation
- CEO, CIO strategy and emerging trends
- AI
- FinTech
- Innovation

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## CIO Research (continued)



**Dale Kutnick**  
SVP Emeritus Distinguished Analyst

- Digital Business Strategy
- Emerging Trends & Innovation Mgmt
- Business Impact of Nexus Forces & IoT
- CXO Communications/Messaging & Business Leadership
- IT Organization Leadership & Design



**Ken McGee**  
VP & Gartner Fellow

- IT Budgets
- Conventional IT Cost Cutting and Radical IT Cost Cutting
- IT Cost Optimization
- Changing Culture
- Digital Business Developing Digital Strategies



**Alvaro Mello**  
Managing VP

- Bimodal IT as a source of innovation of products and services in the digital business era
- Future of the CIO role and leadership personal development
- How CIOs can prepare and transition to new roles at C-level
- Organizational design and governance models that foster innovation
- IT-digital business strategy and IT committees at board level in the digital economy



**Hung LeHong**  
VP & Gartner Fellow

- Understanding digital business opportunities & transformation
- New sources of competitive advantage



**Jim McGittigan**  
Research VP

- Give experience-based insight into IT financial management issues
- Best practices in IT budgeting, forecasting and reporting
- Cost transparency via IT chargebacks, allocations and service costing
- How to successfully implement and track IT project financials
- Effective use of IT benchmarking to manage costs



**Lily Mok**  
Research VP

- Talent management for digital business and bimodal IT
- Strategic workforce planning
- Recruitment, retention and career development practices
- Total rewards strategy and programs
- Some level of global workforce issues (e.g., Asia/Pacific)



**Jorge Lopez**  
VP Distinguished Analyst

- Digital business: What, why and how
- Competitive advantage and business transformation
- How the CIO works with the Board of Directors
- How CIOs and IT can become more entrepreneurial
- IT strategic planning



**Leigh McMullen**  
Research VP

- How CIOs can engage with the front office of the business
- How a CIO can navigate and build influence within the C-Suite
- Developing high-performing, impact players within IT
- Cultivating a culture of innovation within IT
- How to sell and market innovative ideas to other lines of business



**Tina Nunno**  
VP & Gartner Fellow

- Working with the Board of Directors, including board presentation reviews
- Navigating organizational politics and conflict management
- Practical and strategic IT governance for CIOs
- Strategic thinking for CIOs
- Dealing with eccentric leadership



**John MacDorman**  
Research Director

- How to develop IT strategy aligned with business and digital strategy?
- How to develop effective IT and digital governance?
- How to organize for and implement a bimodal delivery model?
- What is the CIO role in digital business?



**Patrick Meehan**  
VP Distinguished Analyst

- Digital business leadership, roles, organization and culture
- Digital business innovation and transformation
- Roles and responsibilities in impacting the front office
- IT branding and CIO's personal brand
- IT Organization design focused on business growth and transformation



**Elise Olding**  
Research VP

- Leading change in uncertain and disruptive times
- Change leadership and the ESCAPE model
- Change and digital business
- Team dynamics and politics
- The science of change (behavioral and cognitive neuroscience)

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## CIO Research (continued)



**Jamie Popkin**  
VP & Gartner Fellow

- CIO digital business strategy
- CIO data and analytics strategy
- CIO organizational strategy
- CIO AI strategy
- Doing business in China



**Andy Rowsell-Jones**  
VP Distinguished Analyst

- How to define a digital business strategy
- How to decide the content of an IT strategic plan
- How to measure and communicate the value of IT investments
- How to set up effective governance arrangements
- How to reduce IT costs/introduce lean disciplines into IT



**Erik Van Ommeren**  
Research Director

- What can the CIO do to accelerate business innovation?
- Deriving maximum value from technology innovation.
- Implementing the lessons from lean-startup and DevOps.
- How to create an innovation network?
- Setting up an innovation department.



**Paul E. Proctor**  
VP Distinguished Analyst

- CIOs bridging risk and security to business need
- Building mature risk management programs
- Linking risk management to corporate performance
- Mapping key risk indicators into key performance indicators
- Board-level reporting for security and risk



**Donna Scott**  
VP Distinguished Analyst

- Starting, scaling and synthesizing bimodal in the enterprise to enable continuous innovation and enterprise agility
- Determining the target operating model to achieve enterprise strategy and developing a roadmap to get there
- Aligning strategic execution and operational performance management to strategy and business outcomes
- Driving and charting a path to increasing levels of maturity
- Developing a one-page strategy



**Graham P. Waller**  
VP Distinguished Analyst

- Digital business leadership mindsets and behaviors
- Understanding and exploiting digital business opportunities
- Driving business value via technology
- CEO priorities and trends
- How to evolve leadership mindsets



**Mark Raskino**  
VP & Gartner Fellow

- CEO priorities and trends
- Digital business strategy, business model and industry change
- Digital business leadership and organization
- Innovation management



**Monika Sinha**  
Research Director

- IT strategy
- IT organizational design
- ITScore
- Bimodal
- Governance



**Lee Weldon**  
Managing VP

- IT strategy and digital business strategy creation, communication and execution
- Creating and managing the Office of the CIO
- Evolving and positioning the role of the CIO in the enterprise
- Raising awareness and understanding of digital business issues for C-level leaders
- Business model innovation



**Bruce Robertson**  
VP Distinguished Analyst

- Driving Digital Business Innovation and Transformation
- Creating Digital Business Leadership, Roles and Culture
- Injecting Process Thinking into IT and Business Strategy
- Understanding the Human and Process Impacts of Emerging Technologies (Smart Machines, Internet of Things, Mobile, etc.)
- Taking Value Beyond Cost-Efficiency to Customer and Employee Experience



**Christie Struckman**  
Research Director

- How to lead and guide an organization through organizational or transformational change
- How to master the CIO role
- How to guide an organization through culture change

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## Data & Analytics



**Frank Buytendijk**  
VP & Gartner Fellow

- Digital ethics and digital society
- Data and analytics strategy (not vendors and technology)
- Chief data officer; chief analytics officer
- Data and analytics organization
- Data and analytics metrics of success



**Alan D. Duncan**  
Research VP

- Business value of data and data analytics, information as an asset, and data monetization
- Data-driven culture change, evidence-based decision making and business transformation
- Developing organizational capability for analytics and algorithmic business: Analytics communities of excellence, business intelligence competency center (BICC), information governance
- Data and analytics strategy for midsized enterprises
- Analytics and data ethics (including information privacy and data protection)



**Ted Friedman**  
VP Distinguished Analyst

- Enterprise Information Management (EIM) Strategy
- Information/Data Governance
- Information Management Implications of the Internet of Things
- Data Quality (Best Practices, Organizational Approaches, Tools, Vendors)
- Data Integration (Tools, Vendors, Architectures, Best Practices)



**Gareth Herschel**  
Research Director

- What is the business benefit of investing in customer analytics?
- How can organizations judge the best type of analytics for their strategy and culture?
- What are the keys to customer analytic project success?
- How can analytics help organizations make better decisions?
- What role can different types of analysis such as AI (artificial intelligence) and machine learning play in decision making?



**Douglas Laney**  
VP Distinguished Analyst

- Information value and monetization
- Information innovation, big data use cases
- Information and analytics strategies, organizational issues
- Data governance and the role of the chief data officer (CDO)
- Vendor marketing and messaging, product planning and startups (not competitive analysis)



**Joe Mariano**  
Sr Research Analyst

- Develop ECM strategies and deployment, ECM RFP authoring strategies, best practices for ECM user adoption
- Best practices for information governance and records management, best practices for email retention and archiving strategies
- Best practices for SharePoint governance, SharePoint migration strategies and SharePoint user adoption
- Key considerations when moving to Office 365 or Google Apps for Work
- Best practices for evaluating file sync and share providers, best practices for evaluating of Office 365 and Google Apps for Business



**Mike Rollings**  
Research VP

- Digital business strategy, data and analytics strategy (not vendors and technology), data and analytics programs
- Organizational change and transformation, data-driven culture, data and analytics organization
- Information value and monetization
- Data governance, IT governance
- Data and analytics leaders, information innovation, data use cases



**Andrew White**  
VP Distinguished Analyst

- The role, skills and scope for the chief data officer
- How to build a business-relevant data and analytics strategy
- How to succeed with a business-relevant information governance or MDM program
- Select technologies for MDM, information stewardship and governance
- How to sustain governance of data and analytics

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## EA/Tech Innovation and PPM



**Saul Brand**  
Research Director

- “How to start, restart or refocus an EA program and focus EA on business outcomes.
- How to utilize EA to drive digital business.
- How to drive digital business investment decisions using economic architecture.
- How to leverage ecosystems and digital platforms to grow business exponentially.
- How to leverage performance management and metrics in EA deliverables.



**David W. Cearley**  
VP & Gartner Fellow

- Trendspotting - Identifying the trends that shape the future of digital business
- Emerging and strategic technologies and trends
- Innovation labs and innovation program
- Developing cloud computing strategies
- Establishing a process to evaluate cloud computing opportunities



**Daniel B. Stang**  
Research VP

- How do we build and pursue an effective PPM strategy?
- What are the prevailing and most effective PPM best practices?
- How can we change manage PPM into our project organization?
- What are the appropriate PPM systems to deploy in a project environment?
- How can we use portfolio management to respond to business opportunities?



**Brian Burke**  
Research VP

- How do you focus EA on business outcomes?
- How do you develop a pragmatic approach to EA?
- What are the leading practices in gamification?
- How do you leverage game mechanics to drive engagement?
- How do you crowdsource innovation?



**Joanne Kopcho**  
Research VP

- Integrated portfolio management development, implementation and improvement
- Managing business transformation programs and outcomes
- Governance for portfolios, programs and projects
- Balancing demand and resource management - including strategic prioritization of projects
- Program management practices



**Mike J. Walker**  
Research Director

- What are the emerging business and technology disruptions that EA must focus on?
- How can CIOs, CTOs, and EAs drive innovation?
- What are the leading practices within EA?
- What is a Vanguard Enterprise Architect?
- What are the most important technology trends that Gartner advises clients about?



**Betsy Burton**  
VP Distinguished Analyst

- Build a World-Class EA Capability
- Enterprise Architecture and Technology Innovation Leaders
- Using EA to Master Emerging and Strategic Trends
- Building and Expanding a Digital Business
- Executing on Business Transformation While Building a Highly Adaptive Enterprise



**Don Scheibenreif**  
VP Distinguished Analyst

- What is the impact of emerging trends, digital business and Internet of Things on enterprise architecture?
- How can I capitalize on the emergence of things as customers?
- How can I leverage the economics of connections in my strategic planning?
- How can I leverage business moments in my digital business or digitalization strategy?



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## Industry Research



**Pete Basiliere**  
Research VP

- 3D printing (additive manufacturing) technologies and market trends
- 3D printer (additive manufacturing), software, and workflow evaluation and selection
- High-volume production printing and mailing hardware and software purchases/contracts



**Martin Birkner**  
Research Director

- Understand the quickly evolving new Automotive and Transportation ecosystems and choose competitive strategic positioning for products and services
- Understand the different levels in data and software components (connectivity, telematics, SIM, device mgmt., maps, analytics, etc.) of the newly evolving connected and intelligent vehicle stack
- Assess different products and services in infotainment and vehicle safety and driving relevant space
- Understand smart transportation services and platforms and their relevance for client's products and service development
- Install creative and agile innovation, software and data analytics processes, organizations reflecting the digital challenge in Automotive and Transportation



**Cathleen E. Blanton**  
Research VP

- How can governments tailor their strategic planning approach to improve mission outcomes?
- How can public sector IT organize its roles and governance to be more effective?
- How can CIOs message their concerns to resonate with business and mission executives?
- How can the federal government leverage IT investments to deliver better mission and business outcomes?



**Kenneth F. Brant**  
Research Director

- Help technology vendors identify growth opportunities in manufacturing industry markets.
- Help vendors understand key demand trends among manufacturing industry IT buyers.
- Help vendors sharpen their go-to-market plans and campaigns for the manufacturing and natural resources industry.
- Help vendors assess the threats of competitors in the industry.
- Help vendors understand the impact of new technologies on their business models.



**Kelly J. Calhoun Williams**  
Research Director

- Strategic Planning (Higher Ed and K-12)
- Learning and Instructional Management Systems
- K-12 Student Information Systems
- Technology Leadership
- K-12 Educational Technologies



**Bryan Cole**  
Research Director

- Developing Technology-Enabled Strategies for the Next Generation of Healthcare
- Developing the Healthcare Enterprise Analytics Strategy
- Leveraging IT for Effective Healthcare Consumer, Member and Patient Engagement
- Modernizing Healthcare Administration Systems



**Laura Craft**  
Research VP

- Developing the Healthcare Enterprise Analytics Strategy
- Developing Technology-Enabled Strategies for the Next Generation of Healthcare



**Jeff Cribbs**  
Research Director

- Care management trends, strategy and vendor evaluation for healthcare payers
- BI and advanced analytics trends, strategy and vendor evaluation for healthcare payers
- Consumerization and consumer engagement in healthcare
- The impact of consumer technology on the healthcare industry
- Medical shopping transparency solutions



**Simon Cushing**  
Research Director

- Drivers and trends in oil and gas digitalization; digitalization strategy
- Impact of digital on oil and gas operations, remote operations and the digital oil field
- Analytics, data-driven decision making and autonomy
- Petro-technical IT, upstream modeling suites vision, strategy and roadmap
- Evolving role of IT in oil and gas



**Michelle Duerst**  
Research Director

- How can I improve my new product development and introduction (NPD)?
- How can I ensure quality, consistency and compliance in my products?
- How can I have tighter control over costs, risks, recalls and fines in an NPD?
- How can I effectively manage my supply chain through PLM, handle recalls and address quality concerns?
- How can I beat my competitor to market, improve customer engagement and increase the acceptance level of my new products in the marketplace?

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## Industry Research (continued)



**Ellen S Eichhorn**  
Research Director

- Provide clarity on the difference between trade promotion management and trade promotion optimization
- Identify company-specific success criteria and subsequent selection of trade promotion/optimization partners
- Provide considerations for an effective trade promotion implementation
- Assess whether an organization is prepared to succeed with a trade promotion effort



**Jeff Haner**  
Research Director

- P&C core platform trends and implementation best practices
- P&C core platform pricing and contract terms
- P&C insurance trends driving IT investment
- Innovation and business transformation within the P&C industry
- Emerging technologies and insurance industry disruptors



**Brad Holmes**  
Managing VP

- Health value management transformation strategies for payers
- Innovation best practices in healthcare
- Delivering valuable customer experiences in healthcare
- Business model adaptation in response to customer and partner dynamics
- Communicating healthcare capabilities, products, and services to buyers and customers



**Bill Finnerty**  
Research Director

- Improving engagement with citizens
- Developing strategies for enabling digital government through portals
- Establishing and maintaining GIS services
- Leveraging mobile to better serve citizens
- Implementing organizational change



**Kimberly Harris-Ferrante**  
VP Distinguished Analyst

- Emerging technologies impacting the P&C and life insurance industry (including mobility, social, big data/analytics and digitalization)
- Business and IT transformation in insurance
- Trends and priorities among CIOs in Insurance
- Digitalization and customer experience management strategies in insurance
- Big data/analytics in insurance



**Rick Howard**  
Research VP

- Improving government business intelligence and analytics capabilities
- Developing and implementing digital government strategy
- Establishing and sustaining open government data programs
- Leading organizational change in government
- Leveraging digital civic moments to transform government services



**Don Free**  
Research VP

- Core banking market evolution and trends
- Core banking technology strategy
- Core banking vendor selection
- Core banking migration risks
- Core banking standards and architecture



**Robert Hetu**  
Research Director

- Retail merchandise optimization applications including price, promotion, markdown, assortment, size & pack, space, replenishment & allocation
- Multichannel retail merchandising business/technology trends and strategy
- Retail customer analytics
- Retail BI and analytics
- Retail social media analytics, context-aware personalization



**Joanne Joliet**  
Research Director

- Point-of-sale strategy and application selection for Tier 1 retailers
- Multichannel retailing and consumer research driving cross-channel processes for Tier 1 retailers
- How to prioritize investments in retail technologies for Tier 1 multichannel retailers
- Digital business
- Store mobility



**Mark E. Gilbert**  
Research Director

- Digital business transformation
- Digital operating model
- Digital technologies
- Consumer engagement
- Enterprise analytics



**Rick Holgate**  
Research Director

- Develop digital government strategy and tactics
- Develop cloud strategy and tactics
- Strengthen IT governance
- Adapt to a mobile, digital workplace
- Embrace open data

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## Industry Research (continued)



**Jan-Martin Lowendahl**  
VP Distinguished Analyst

- Strategic planning, engagement between IT and the rest of the business (knowl. intense orgs, not just HE)
- IT governance, management & organization (knowl. intense orgs, not just HE)
- Emerging trends in the education area
- CIO and IT leadership best practices, trends and career development
- Use of IT to build value in the extended community of enterprises and gov.



**Kelsie Marian**  
Principal Research Analyst

- What CRM application providers should we consider as we prepare for unified retail commerce?
- How can we use algorithms to enable execution built on advanced analytics and big data?
- How can we create CRM and loyalty strategies that are ready for unified retail commerce?
- How can we optimize our workforce to execute the customer's requirements?
- What workforce management capabilities large multichannel retailers must consider when planning their digital business strategy?



**Rich McAvey**  
Research VP

- Digital Business Vision, Strategy and Leadership
- Advanced Analytics and Data-Driven Optimization
- Integrated Planning and Operations
- Digitalized Workers, Workstreams and Workplaces
- New Roles for CIOs and Hybrid IT



**Alia Mendonsa**  
Research Director

- Application solutions in state and local government
- IT organization
- IT strategy
- Organizational change management
- Innovation and the transition to digital government



**Glenda Morgan**  
Research Director

- Selection, implementation, contracts and replacement of learning management systems and platforms
- How to leverage, evaluate, select and support learning analytics solutions in higher education
- Identification of new trends in learning spaces
- Technologies and strategies for supporting online learning across all modalities
- CIO issues in higher education, including teaching and learning strategies and management



**Kristin R. Moyer**  
VP Distinguished Analyst

- Open banking
- Platform business
- Platform business models
- Business ecosystems
- Business strategy



**Richard Thomas Natale**  
Research Director

- Managing legacy modernization initiatives within insurance
- Identifying opportunities for digitalizing insurance value
- Understanding current trends in the U.S. retirement market



**Alistair Newton**  
Research VP

- How to address the challenges of digital banking
- How to develop and manage mobile financial services
- How to adopt and manage innovation customer experience
- New and emerging payment and digital commerce models
- How to manage the changing customer/bank relationships



**Vincent Oliva**  
Managing VP

- Overall business and IT strategy
- Business growth
- IT and business alignment
- IT cost optimization
- Customer centricity



**Pete Redshaw**  
Managing VP

- Understanding the BIS agenda
- High-level understanding of all our BIS topics



**Vi Shaffer**  
Research VP

- Business intelligence strategies
- IT governance
- Strategic plan advice and review
- Core revenue management applications
- Healthcare megasuite vendor evaluation, capabilities and future directions

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## Industry Research (continued)



**Michael Shanler**  
Research VP

- How to manage laboratory process and information
- How to improve life science innovation processes within R&D in the digital era
- How to leverage complex data in a life science company for accelerating innovation
- How companies can achieve more effective collaboration for new product innovation (drug discovery & clinical development)
- Setting R&D IT strategy and roadmaps



**Zarko Sumic**  
VP Distinguished Analyst

- How to prepare for and benefit from digital transformation facing utility sector
- How to organize IT and structure application portfolios to enable
- How to embark on smart grid journey
- How to deal with IT and OT convergence
- How to select right technology products and services for utility business needs



**Juergen Weiss**  
Managing VP

- Identifying business opportunities for digitalizing insurance value chains
- Assessing the business and IT impact of disruptive technologies
- Establishing innovation labs and investing in insurance tech startups
- Developing an insurance system architecture roadmap
- Managing legacy modernization initiatives within insurance



**Stephen E. Smith**  
Research VP

- Helping consumer products manufacturers improve in-store execution
- Improving the effectiveness and efficiency of the trade promotion cycle
- Delivering technology-driven innovation in consumer goods
- Gaining consumer insight through analytics
- Improving consumer products manufacturer/retailer collaboration



**Terri-Lynn B. Thayer**  
Research VP

- Selection, implementation, contracts and replacement of ERP and business systems, including student information systems
- How to leverage, evaluate cloud computing in higher education
- CRM across the entire student life cycle from recruitment to retention and alumni relations
- Research information management systems
- CIO issues in higher education



**Robert A. Yanckello**  
Research Director

- Enterprise application suite and business systems, including student information systems
- SIS, ERP selection and implementation for administrative system
- Cloud/SaaS in higher education
- Contract review for enterprise application systems in higher education



**Kristian Steenstrup**  
VP & Gartner Fellow

- IT and operational technology (OT) convergence, alignment and integration
- Using technology to support maintenance and reliability strategies
- Understanding business differentiators in asset-centric businesses
- IoT and innovation as applied to the industrial sector
- Data and analytics for equipment



**Bettina Tratz-Ryan**  
Research VP

- Strategic stakeholder analysis and business models for smart cities
- Sustainability as a result of integrated and interrelated business information, utilizing an agile Internet of Things
- Digital Transformation impact of Industrie 4.0 in all verticals
- Data governance models for city open data and city data marketplaces
- Smart Building and Smart Space management

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## Infrastructure & Operations



**Ed Anderson**  
VP Distinguished Analyst

- Cloud computing market size and forecast
- Cloud services market trends including adoption
- Cloud service provider landscape, including cloud-related consulting and professional services
- Public cloud, private cloud and hybrid cloud scenarios
- Hybrid IT and IT as a service scenarios



**Thomas J. Bittman**  
VP Distinguished Analyst

- Server virtualization selection, deployment, strategies
- Private and hybrid cloud computing strategies
- Hybrid IT - operational models for IT in a cloud computing world
- Overall cloud computing trend, how/whether they should leverage
- Future of key virtualization vendors (esp. VMware, esp. for Invest clients)



**Ron Blair**  
Research Director

- Infrastructure Modernization
- Infrastructure Agility
- Infrastructure and Operations Leaders



**Brian Blau**  
Research VP

- Vendors: Go-to-market and strategy advice on mobile apps, consumer devices, social networks, video games, wearables, connected home, 3D, augmented reality (AR), virtual reality (VR), HMD
- Vendors: Help personal technology vendors navigate complex market and customer behavior challenges
- IT Leaders: Strategy advice on external (consumer) mobile apps and services
- IT Buyers: Buying, integrating and deploying augmented reality, virtual reality, HMD and immersive technologies
- Investors: Understand the landscape and public companies in major coverage areas such as social networking, mobile apps, media, AR and VR



**David J. Cappuccio**  
VP Distinguished Analyst

- Hybrid Data Center and Cloud Strategies, Designs and Costs
- Edge Computing and Micro Data Centers
- Cloud and Hybrid Application and Workload Migration Planning
- Data Center Consolidation and Migrations
- Data Center Power, Cooling, Facilities Issues and DCIM



**Mike Cisek**  
Research Director

- Hyperconvergence Adoption
- I&O Budgeting and Cost Optimization
- Windows Server Roadmap
- Infrastructure and Operations Maturity
- Cloud Strategy in Midsize Enterprises



**Rich Doheny**  
Sr Research Analyst

- IT service desk processes, strategies and best practices
- IT service desk modernization (IT service desks of the future)
- ITSSM tool vendor selection and licensing models
- Client management and support best practices
- Bring-your-own-device strategies



**Sanjit Ganguli**  
Research Director

- Key technology and market trends occurring in the network management market
- Analysis on key vendors in the network management market
- How to market and sell to network management buyers
- How network management ties into an overall IT operations strategy
- The impact of the Internet of Things on IT operations



**Bob Gill**  
Research VP

- Planning and implementing moves outside of the data center, including colocation and cloud computing
- Selecting and implementing the right colocation solution
- Selecting and implementing the right cloud computing strategy
- Contracts, service-level agreements and MSA negotiations
- Bridging the gap between private virtualization efforts and public IaaS

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## Infrastructure & Operations (continued)



**Lydia Leong**  
VP Distinguished Analyst

- IT buyers: Adoption of cloud computing, especially infrastructure (IaaS)
- IT buyers: Data center, hosting, content delivery and video strategies
- IT buyers: Applying service provider best practices, internally
- Vendors: The impact of cloud computing on their business
- Investors: Opportunities in the cloud, CDNs, hosting and data centers



**Daryl C. Plummer**  
VP & Gartner Fellow

- Understanding and taking advantage of cloud computing.
- Understanding/taking advantage of agility through business process mgmt.
- Understanding the tools, technologies and architectures of SOA.
- Explaining the business connection to cloud computing, SOA and BPM.
- Explaining emerging trends and technologies.



**David Mitchell Smith**  
VP & Gartner Fellow

- How do I build a cloud strategy?
- What are the strategies of the leading cloud providers?
- How can we evolve our product strategy to best leverage cloud and digital?
- How do I deal with a multibrowser reality?
- What is Amazon's overall strategy?



**Hank Marquis**  
Research Director

- Maturing I&O organizations from technology to business service providers
- Enhancing I&O organization structures
- Utilizing industry benchmarks to drive I&O staffing efficiency



**Chris Silva**  
Research Director

- Creating and evolving mobility strategy
- Choosing and negotiating with vendors to manage and secure mobile devices
- Creating and managing mobile app stores
- Deploying and evolving wireless networks (WLAN)
- Choosing EFSS and productivity tools



**Bryan Taylor**  
Research Director

- Enterprise mobility strategy and technology
- BYOD strategy, policies, governance and deployment
- Mobile device management and enterprise mobility management
- Mobile application management, including building apps for manageability in the enterprise
- Mobile data protection



**Robert Naegle**  
Research VP

- IT financial management tools and best practices for I&O, increasing business value, cost models, business-valued services
- IT process automation, IT process orchestration tools, IT service orchestration, workflow, automation - where to start
- I&O business value dashboards, the business value of IT, metric I&O contribution to business value
- ITScore for infrastructure and operations survey review, maturity planning and maturity impact on I&O's strategic value
- Workload automation, job scheduling



**Michael A. Silver**  
VP Distinguished Analyst

- Which version of Windows client should I run on my PCs?
- Which version of Microsoft Office should I run?
- Can open source help lower my costs of client OS or office software?
- Should I sign a Microsoft EA?



**David A. Willis**  
VP Distinguished Analyst

- Digital Workplace
- Mobile Enterprise Strategy
- Mobile Device/Mobile Application Management and Policies
- Bring-Your-Own-Device Strategies and Policies
- Mobility Maturity Models

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## Internet of Things



**Mark Hung**  
Research VP

- Wi-Fi and WLAN technology trends and competitive landscape (802.11ac/ad/ah)
- Technologies and applications for Internet of Things (IoT)
- Bluetooth Low Energy (Bluetooth LE) beacons and iBeacons technology and use cases
- Indoor location technologies and market trends
- NFC market trends and competitive landscape



**Nathan Nuttall**  
Research Director

- Creating compelling IoT use cases with clear ROI
- Go-to-market strategies for IoT product and service vendors
- How to leverage IoT for business model transformation
- How IoT and Industrie 4.0 is enabling digital business
- Technology trends for the IoT



**Denise Rueb**  
Research Director

- IoT Service Provider Go-to-Market Planning, Practice Development
- IoT Best Practice Support (Use of IP/Accelerators, Product Planning)
- End-User IoT Strategic Planning (Maturity Model Development, ST/LT Plans)
- End-User IoT Solution Planning; Service Provider Selection
- IoT Service Provider Market (IT, OT Providers)

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## Security & Risk Management



**Mark Horvath**  
Research Director

- Starting, growing and maintaining a secure software development life cycle, security roles, security champions
- Managing external security vendors, penetration testers and security specialists
- Driving security into existing development organizations
- Managing SAST/DAST/IAST/RASP testing tools as part of a secure SDLC
- Security and risk management strategy document reviews



**Kevin K. Kampman**  
Research Director

- Developing your IAM strategy
- Establishing IAM programs
- Implementing role and policy management
- Building IAM maturity
- Establishing IAM metrics and demonstrating success



**Sam Olyaei**  
Sr Research Analyst

- Creating a security program
- Security strategy, governance, organization, maturity, budget and staffing
- Security policy development and implementation
- Security board presentations including metrics and executive communication
- Trends in cybersecurity



**Eric Ouellet**  
Research VP

- Protecting endpoints from malicious code
- Protecting documents with digital rights management



**Brian Reed**  
Research Director

- Data loss prevention
- DLP deployment strategies
- Intellectual property protection
- Mobile data security concerns
- Cloud security



**Steve Riley**  
Research Director

- Security capabilities of major public cloud providers (Amazon Web Services, Microsoft Azure, Office 365, others)
- Designing, deploying, and using cloud workloads securely
- Cloud provider compliance certifications
- Cloud-based security services, security as a service, software-defined security
- DevOps and security



**Mary Ruddy**  
Research VP

- Implementing single sign-on (SSO), including federated access management in general
- Identity and access management preparations for Microsoft Office 365
- Protecting APIs
- Identity standards including SAML, OAuth, OpenID and OpenID Connect
- Consumer identity and access management including bring your own identity (BYOI)



**Tom Scholtz**  
VP & Gartner Fellow

- What are the characteristics of successful, mature security programs?
- What are the characteristics of effective security strategy planning?
- What are the characteristics of effective security governance?
- What is the best organization structure for security?
- How can I improve my security risk management practices?



**Neil Wynne**  
Sr Research Analyst

- Email security (secure email gateways, phishing and email encryption)
- Electronic signature
- Identity and access management as a service (IDaaS)
- Single sign-on (SSO)





## Sourcing & Vendor Management



**David Groombridge**  
Research Director

- Achieving the right contract terms and price in infrastructure outsourcing
- Sourcing and negotiating cloud IaaS contracts
- Selecting the right infrastructure vendor for the deal
- Negotiating the contract to achieve best results
- Managing and improving vendor performance



**Dolores Ianni**  
Research Director

- Negotiating Microsoft Volume Licensing Agreements
- Deciding between Microsoft Enterprise Agreement, MPSA or Open Programs
- Microsoft Customer Price Proposal review
- Key steps for preparing to negotiate a Microsoft contract
- Reviewing server licensing options and the Server Cloud Enrollment program



**Jo Liversidge**  
Research Director

- Salesforce contract review and negotiation assistance
- Salesforce pricing review
- Oracle cloud contracting
- Oracle license audit tactics
- SaaS contract review to understand which terms can be negotiated and how



**William Maurer**  
Research VP

- How clients can get the right outsourcing pricing model and deal price
- How clients can correctly measure and drive service provider behavior
- How clients can successfully manage their outsource deals
- How clients can successfully negotiate their outsourcing contracts
- How clients can successfully select the right outsourcing service provider



**JoAnn Rosenberger**  
VP Distinguished Analyst

- Negotiation planning and strategies
- IBM software negotiations and IBM audit readiness
- Software negotiations - pricing and terms and conditions
- Contract and license management and compliance
- Financial aAnalysis/TCO analysis



**Bill Ryan**  
Research Director

- Negotiating effective and sustainable software contracts with IT vendors (SaaS and on-premises)
- Managing relationships with strategic software vendors such as SAP
- Migrating from on-premises to SaaS/cloud offerings
- Vendor license audit tactics, approach and remediation



**Alan H Stanley**  
Research Director

- How to develop and execute a sourcing strategy for applications services?
- Best practices in establishing and managing SLAs and penalties for applications services.
- Planning and managing transitions with outsourcing service providers.
- Best practices in terms and conditions when contracting for applications services.
- How best to govern outsourced applications services provider delivery?



**Stephanie Stoudt-Hansen**  
Research Director

- How clients can successfully manage their outsource deals
- Managing vendor portfolios during data center consolidations
- Helping clients with successful structure governance in their outsourcing deals
- Helping clients vet cloud and data center providers
- How clients can properly structure their SLA agreements to meet desired results



**Rob Wilkes**  
Research Director

- Negotiating effective and sustainable software contracts
- Software support and maintenance costs
- Negotiation/Pricing strategies for IT software vendors
- Strategy for global IT procurement
- Vendor license audit tactics