

Gartner Outsourcing & Strategic Partnerships Summit 2013

9 – 10 September 2013

Park Plaza Westminster Bridge, London, UK

gartner.com/eu/outsourcing

KEY TOPICS

- *Plan for the future of IT services*
- *Lower your costs with cloud services*
- *Align your sourcing and business goals*
- *Gain more value from vendors*
- *Negotiate better contracts*

GUEST SPEAKERS



Stéphane Garelli
*Professor at IMD, and World
Authority on Competitiveness*



Mark Hall
CIO, HMRC



Nigel Barlow
*Change and
Innovation Expert*

EARLY-BIRD SAVINGS Register by 12 July 2013 and save €300

View the agenda
on pages
4 – 5



Reimagine Sourcing: Align, Innovate and

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Two days that allow you to rethink your outsourcing strategies and discuss best practices with your peers.

This conference is the definitive annual event delivering practical guidance and strategic advice on outsourcing and IT Services.

Disruptive forces (cloud, social, mobile and information) have created a new imperative for organizations' sourcing strategies to evolve. What does that mean for you? Assessing new products and services, selecting new vendors, adapting evolving delivery options and new pricing models, addressing a host of geographic opportunities and optimizing the vendor ecosystem. Gain **independent and trusted advice** that will help you shape:

- Strategies to effectively **align** with your business and your strategic partners
- Approaches to develop **innovative** sourcing strategies, contracts and relationships
- **Execution** of new thinking in a turbulent economic, business and technology landscape for greater competitiveness

The agenda is designed for key outsourcing roles including CIOs, Sourcing Managers, Contract Managers and Vendor Managers. Attending this conference will help you to make informed sourcing decisions based on the latest industry thought leadership and best practices.



Ian Marriott
Research VP and
Summit Chair,
Gartner



Shane O'Rourke
Director, Program
Management,
Gartner Events



GARTNER PREDICTS
 “ By 2014, market consolidation will displace up to 20% of the top 100 IT services providers. ”

Execute

Attending for the first time?

- Establish strong foundations for sourcing success — from developing a sourcing strategy through to successful management of a deal.
- Respond to sweeping changes in IT, business and the increasingly complex IT services ecosystem.
- Understand how to adapt to:
 - New technology and service offerings from providers.
 - Accelerated changes in delivery options.
 - An expanded pool of outsourcing locations.
- Discover how to benefit from new technologies and provider options to:
 - Manage your costs.
 - Improve service delivery.
 - Reduce risks.
- Learn how to take advantage of new vendor selection and contracting techniques to ensure successful deals — and avoid deal disasters.
- Create vendor management programs that drive consistent business results from IT vendor relationships.
- Validate your sourcing strategies and tactics to avoid costly breakdowns in relationships and deal failures.

Why return?

This year's summit will enable you to:

- Rethink your sourcing strategies to align better to the needs of your business, to enable innovation and execute better.
- Understand how your organization and your own skills will need to adapt as societal and economic changes continue apace.
- Spark new ideas and identify new best practices with your peers in our significantly expanded program of workshops, roundtables and ideas exchanges.
- Get practical tips to assist your negotiations. Learn how to negotiate for better ROI and reduced risk.
- Hear our new research, developed for advanced level delegates:
 - The opportunities and risks presented by the convergence of cloud, social, information, and mobile.
 - CEO concerns in 2013. Their implications for sourcing — and you.
 - New opportunities for global delivery.
 - Techniques for building trust with your providers.
 - Effectively implement sourcing governance across the enterprise.

WHO SHOULD ATTEND?

Senior business and IT professionals including:

- CIOs, COOs, CFOs
- Chief Sourcing Officers, Sourcing Executives, Heads of Outsourcing
- Sourcing Managers
- Vendor Managers
- Contract Managers
- Procurement Managers
- Business Unit Managers
- Global Delivery Managers, Global Sourcing Managers

The agenda is specifically designed for key outsourcing roles — bring your team.

AGENDA AT A GLANCE

MONDAY 9 SEPTEMBER

07:30 – 20:15	Registration, Information and Refreshments			
09:00 – 10:00	Gartner Keynote: The End of Outsourcing as we Know It <i>Linda Cohen, Helen Huntley, Frank Ridder and Ian Marriott</i>			
10:00 – 10:45	Guest Keynote: Mastering a New Reality: A Competitiveness Outlook for 2013 and Beyond <i>Stéphane Garelli, Professor at IMD, and Professor at th</i>			
10:45 – 11:30	Refreshment Break in the Solution Showcase			
	A CIOs and Senior Leaders: Growing and Succeeding in a Digital World	B Sourcing and Contract Managers: Selecting, Evaluating and Contracting for Optimal Deals	C IT Vendor Managers: Optimizing Your IT Vendor Ecosystem	D Activating the Next Generation Enterprise with Cloud and Industrialized Services
11:30 – 12:30	CEO Concerns 2013 and the Implications for Sourcing <i>Mark Raskino</i>	Sourcing Reality 2014: The Arrival of the 'No Clue' Buyer <i>Frank Ridder</i>	Effective Vendor Management in a Cloudy World <i>Linda Cohen</i>	Charting Your Roadmap to the Cloud <i>Gregor Petri</i>
12:30 – 13:45	Lunch in the Solution Showcase			
13:45 – 14:45	Advanced Sourcing Strategies: How the Back-Office Funds Front-Office Competitiveness <i>Claudio Da Rold</i>	End-Users Outsourcing in Europe: Transform Complexity Into an Opportunity or Lag Behind <i>Gianluca Tramacere</i>	Differentiate Between MSI Offerings to Ensure Better End-To-End Service <i>Gilbert van der Heiden</i>	Pricing Trends and Methodologies: What are They and How do They Impact Your Deal? <i>Bill Maurer</i>
15:00 – 15:30	Solution Provider Session	Solution Provider Session	Solution Provider Session	Solution Provider Session
15:30 – 16:00	Refreshment Break in the Solution Showcase			
16:00 – 16:45	Case Study	Case Study	Case Study: Eli Lilly	Case Study
17:00 – 17:30	To the Point: The CIO's Guide to Global Delivery: Strategies for 2014 and Beyond <i>Ian Marriott</i>	To the Point: Get the Most out of Your Staff Augmentation Deals <i>Helen Huntley</i>	To the Point: Vendor Intelligence: Harvesting Big Data Opportunities in Vendor Management <i>Gayla Sullivan</i>	To the Point: Can Outsourcers Really Manage a Hybrid IT Environment? <i>Bryan Britz</i>
17:45 – 18:15	To the Point: Sourcing for Mobile: New Skills, New Services and New Clouds <i>Nick Jones</i>	To the Point: How to be a Sophisticated BPO Client <i>Cathy Tornbohm</i>	To the Point: Best Practice in Scorecarding Your Vendor <i>David Ackerman</i>	To the Point: Cutting Through the Fog in Microsoft Office 365 Cloud Negotiations <i>Alexa Bona</i>
18:15 – 20:15	Networking Reception in the Solution Showcase			

TUESDAY 10 SEPTEMBER

08:00 – 16:50	Registration, Information and Refreshments			
08:30 – 09:15	Gartner Keynote: Digitally-Enabled Business Model Innovation – Broad and Deep <i>Dave Aron</i>			
09:15 – 10:00	Guest Keynote: Seizing the Moment – The Journey To a New Sourcing Strategy <i>Mark Hall, CIO, HMRC</i>			
10:00 – 10:45	Refreshment Break in the Solution Showcase			
10:45 – 11:45	Establishing Effective Outsourcing Governance – It's Now or Never! <i>Linda Cohen</i>	Utility Network Services – New Ways to Source Your Enterprise Network <i>Neil Rickard</i>	Review Vendors' Performance to Stop Them From Managing You <i>Ruby Jivan</i>	Harnessing a Global Talent Pool Through Crowdsourcing – Risks, Rewards, Opportunities <i>Helen Huntley</i>
12:00 – 12:30	Solution Provider Session	Solution Provider Session	Solution Provider Session	Solution Provider Session
12:30 – 13:45	Lunch in the Solution Showcase			
13:45 – 14:45	Succeed with Outsourcing at the Intersection of the Nexus of Forces <i>Frank Ridder</i>	Negotiating with the Software Mega-Vendors: IBM, Microsoft, Oracle and SAP <i>Alexa Bona</i>	The Vendor Management Playbook: Building the Foundation for IT Vendor Management <i>Chris Ambrose</i>	Future of Data Center Management Services <i>Bryan Britz</i>
15:00 – 15:30	To the Point: Real Life Examples of Industrialization and Consumerization of IT Services <i>Frances Karamouzis</i>	To the Point: Trust in IT Services Sourcing: 50 Shades of Grey? <i>Ian Marriott</i>	To the Point: The Goldilocks Principle: How Many Vendors is Just Right? <i>Linda Cohen</i>	To the Point: How to Align BPO with Your Business Shared Service Center, IT and Cloud Strategies <i>Cathy Tornbohm</i>
15:30 – 16:00	Refreshment Break in the Solution Showcase			
16:00 – 16:45	Guest Keynote: Rethink – Practical Innovation <i>Nigel Barlow, Change and Innovation Expert</i>			
16:45 – 16:50	Summit Close <i>Ian Marriott</i>			

University of Lausanne, Director of IMD World Competitiveness Center, Switzerland

10:55 – 11:25 60 Seconds or Bust: Sponsor Snapshot Moderated by: Richard Mitchell

Practical Outsourcing: Workshops, Clinics and Roundtables

(Registration required, end-user organizations only)

	Roundtable: SaaS Vendor Selections and Governance Best Practices <i>Frances Karamouzis</i>	F	Roundtable: Managing the Conflicts Between Vendor Management and Procurement <i>Chris Ambrose</i>	B
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13:45 – 15:30 Contract Negotiation Clinic: Negotiating SaaS Contracts <i>Moderated by: Alexa Bona</i>	T	13:45 – 15:30 Workshop: Evaluate Your Vendor Management Maturity and Apply Tactics to Move From One Level to the Next <i>Moderated by: Chris Ambrose and Gayla Sullivan</i>	B	Roundtable: Defining Mobile Strategy and Managing its Impact on the IT Organization <i>Nick Jones</i>	S
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16:00 – 18:00 Workshop: Using Application Portfolio Analysis to Enhance Your IT Sourcing Strategy <i>Moderated by: Frances Karamouzis</i>	S B	16:00 – 18:00 Workshop: Business Value Measures to Link IT to Business Performance <i>Moderated by: Bill Maurer and Gianluca Tramacere</i>		Roundtable: Network Sourcing and Contracting Best Practices <i>Neil Rickard</i>	T IT
				Roundtable: Get it Done: Sourcing Execution at the Heart of the Nexus of Forces <i>Frank Ridder</i>	A T

10:45 – 12:30 Workshop: Business Value Measures to Link IT to Business Performance <i>Moderated by: Bill Maurer and Gianluca Tramacere</i>		10:45 – 12:30 Workshop: How to Pick the Right Data Center Outsourcing or Cloud IaaS Provider in Europe <i>Moderated by: Claudio Da Rold</i>	A T IT	Roundtable: Cloud Migration or Cloud Migraine: A Self-Help Group for the Brave and the Wise <i>Gregor Petri</i>	T
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13:45 – 15:30 Contract Negotiation Clinic: Contracting for Cloud Infrastructure <i>Moderated by: Dave Ackerman and Gregor Petri</i>	F T IT	13:45 – 15:30 Workshop: Vendor Managers: Moving from Staff Augmentation to a Managed Service Model <i>Moderated by: Ruby Jivan</i>	F S B	Roundtable: Using Low Cost Cloud Services: Early Lessons and Practical Hints <i>Claudio Da Rold</i>	A IT
				Roundtable: Using the MSI Role to Ease Complexity of Integrating Multiple Cloud and Outsourcing Providers <i>Gilbert van der Heiden</i>	A T IT

AGENDA GUIDANCE

To help you navigate the summit agenda, we've identified track sessions that match your experience level and information needs. Specific categories include:

MATURITY LEVEL

- F Foundational:** If you are at the early stages of your initiative, or are a newcomer to this space, these sessions will give you the necessary understanding and first steps.
- A Advanced:** If you are an advanced practitioner, these sessions are designed to take your initiative, or understanding, to the next level.

FOCUS

- T Tactical:** Sessions providing tactical information that can be used straight away, with a focus on "how to", dos and don'ts, and best practices.
- S Strategic:** Sessions focusing on the strategic insight supporting the development and implementation of your action plan.

PERSPECTIVE

- B Business:** Sessions geared toward business leaders, or IT professionals who need to understand the challenges and opportunities from a business, organizational, or cultural perspective.
- IT Technology:** Sessions that address technical concepts, details, and analysis.

At the Summit, please refer to the agenda in the event guide provided, for the most up to date session and location information

MEET THE ANALYSTS

Gartner analysts draw on the real-life challenges and solutions experienced by clients from 12,400 distinct organizations worldwide

David Edward Ackerman
Research Director



Contract and deal development; service level agreements; benchmarking and performance management; vendor selection

Christopher Ambrose
Research VP



Applications outsourcing; sourcing strategies and contracting; vendor performance and relationship management

Dave Aron
VP and Gartner Fellow



Digital business strategy; IT strategy; leadership and C-level relationships

Alexa Bona
VP Distinguished Analyst



Trends in software licensing and pricing and maintenance; SaaS and cloud contracting; negotiating software license agreements with Microsoft, Oracle and SAP

Bryan Britz
Research Director



IT outsourcing marketplace; service provider evaluation and comparison; IaaS; infrastructure outsourcing; industrialized IT services

Linda Cohen
VP Distinguished Analyst



Sourcing strategy; multisourcing; sourcing and vendor management; cloud sourcing strategy and governance

Claudio Da Rold
VP Distinguished Analyst



Sourcing strategy; outsourcing market dynamics; alternative delivery models; IT infrastructure utility; IT services industrialization; industrialized low cost services

Anurag Gupta
Research Director



Market trends; outsourcing opportunities; competitive landscape; nexus of forces

Helen Huntley
Research VP



Sourcing strategy, evaluation and selection; contract development and negotiations; vendor management; transitions; domestic, rural, nearshore and offshore/global delivery

Ruby Jivan
Research Director



Services outsourcing strategy (IT and BPO); supplier evaluation and selection; vendor management; process optimization and offshore delivery management

Nick Jones
VP Distinguished Analyst



Mobile/wireless technology; platform and device trends; mobile application development; mobile strategy (both employee-facing and consumer-facing)

Frances Karamouzis
VP Distinguished Analyst



Strategy; business case analysis, shared service centers; application development and outsourcing; applications services including SaaS and offshore/global delivery

Ian Marriott
Research VP and Conference Chair



Offshore outsourcing; global delivery models; outsourcing and IT services in EMEA

William Maurer
Research VP



Contract and deal development (SLAs); performance management; vendor selection

Gregor Petri
Research Director



Cloud computing; cloud services brokerage; IaaS; cloud sourcing; cloud migration strategies, hosting, collocation

Mark Raskino
VP and Gartner Fellow



CEOs and business trends; IT strategic planning; business value of IT; technology-enabled business strategy innovations; innovation management; emerging trends

Neil Rickard
Research VP



Network sourcing; evaluation and selection of network service providers; network services contracting

Frank Ridder
Research VP



Contract and deal development; vendor management; vendor selection; infrastructure utilities; IaaS; cloud sourcing; sourcing strategy; infrastructure outsourcing

Gayla Sullivan
Research Director



Vendor management, procurement, sourcing, contract negotiation/management, cloud and SaaS-based contracting and managing megavendors

Cathy Tornbohm
Research VP



Business process outsourcing (BPO); finance and accounting BPO; alternative delivery models; business process utility

Gianluca Tramacere
Research VP



Outsourcing market dynamics; evaluation and selection of service providers; global delivery

Gilbert van der Heiden
Research VP



Sourcing strategy; vendor selection; contracting; vendor management; application and testing services and metrics; operating level agreements

MEET ONE-ON-ONE WITH A GARTNER ANALYST

Private 30-minute consultations with a Gartner analyst provide targeted, personalized advice to help you plan proactively and invest wisely (pre-registration required).

A CIOs and Senior Leaders: Growing and Succeeding in a Digital World

Digital business models open huge opportunities for business growth and personal success. Fierce global competition makes business-driven service sourcing decisions more important than ever, and requires them to be made fast. Stakeholders such as Marketing, R&D and Data Officers cannot wait for long IT modernization projects. Successful digital business efforts must happen immediately and you need to **understand forces, trends and options**. Sessions in this track explore the CIO's complex range of opportunities and challenges, and show how to extend sourcing governance and implement time-driven and adaptive sourcing strategies.

B Sourcing and Contract Managers: Selecting, Evaluating and Contracting for Optimal Deals

The outsourcing market remains plagued by deals that are considered ineffective, too expensive and unable to deliver business value. Those in charge of evaluation, selection and contracting must understand dynamic changes in delivery options, pricing models and contracting best practices. This track will present clear actionable advice focused on how to establish new deals or recalibrate your existing deal to realign with business needs or new delivery options such as industrialized services.

C IT Vendor Managers: Optimizing Your IT Vendor Ecosystem

IT vendors form an important ecosystem in any enterprise. They support IT operations and are also critical to achieving enterprise business success. In the face of disruptive technologies and multi-vendor environments, management of IT vendors must move from transactional, event-driven activities to a disciplined process where you additionally exploit the capabilities of your strategic partners. Sessions in this track focus on maturing the vendor management discipline, vendor performance, outcome based business metrics and **maximizing the value of strategic vendor relationships**.

D Activating the Next Generation Enterprise with Cloud and Industrialized Services

Cloud computing workloads are moving into mainstream adoption at a disruptive pace. Few organizations, however, find cloud services to be the best solution for all workloads. Workloads will become increasingly portable across delivery models and service providers. The resulting hybrid IT management requirements demand new technologies to connect clouds, sophisticated approaches to data classification and service-oriented architecture. This track explores these **new technologies, helping organizations to future-proof their current sourcing decisions by providing insight into new alternative delivery options**.

E Practical Outsourcing: Workshops, Clinics and Roundtables

Business and IT professionals increasingly need to benchmark themselves against best practices and discuss the practical aspects of outsourcing with their peers. This track consists of a series of **in-depth workshops, contract negotiation clinics and roundtable discussions, facilitated by Gartner analysts, with delegates expected to work together to identify best practices and share practical ideas and tips**.

Keynotes

Gartner Keynote: The End of Outsourcing as we Know It

Globalization, industrialization, consumerization and the nexus of forces (social, mobile, cloud and information) are quite literally changing the world. The impact on IT will be dramatic, but what are you doing about it? This keynote will evaluate how outsourcing will change, driven by these major trends, and will include examples of changes that we are witnessing already. Could this herald the end of outsourcing as we know it?

Linda Cohen, Helen Huntley, Frank Ridder and Ian Marriott

Gartner Keynote: Digitally-Enabled Business Model Innovation – Broad and Deep

We are entering a third era of enterprise IT. Despite continued economic pressure, the voice of technology will not be silenced. Cloud, mobile, social, big data, IT/OT, the internet of things, 3D printing, the list goes on. But this time, the true value comes from deeply innovating your business models based on new digital opportunities and threat, and on outside drivers and inside capabilities. This requires huge changes in the way you do strategy, who is in charge of digital leadership, and how you govern.

Dave Aron

Guest Keynote: Mastering a New Reality: A Competitiveness Outlook for 2013 and Beyond

After the peak of the economic crisis, we are now entering into a "new normal". As crisis mode gradually disappears across world markets, new rules emerge. They will profoundly transform how nations and enterprises will compete in the future. In this keynote presentation, Professor Stéphane Garelli will discuss how the fragmentation of the world economy and changes in society will have deeper impact on corporations than changes in management. Which management competencies and personal skills will ensure success in this brave new world?

Stéphane Garelli, Professor at IMD, and Professor at the University of Lausanne, Director of IMD World Competitiveness Center, Switzerland

CIO Keynote: Seizing the Moment – The Journey To a New Sourcing Strategy

HM Revenue & Customs (HMRC) has one of the largest IT estates in the UK and one of the largest public sector outsourcing contracts. To enable it to become a digital business, whilst at the same time delivering cheaper and more sustainable IT, HMRC is on a journey towards a radically different future IT supply chain. In this keynote, Mark Hall will share more on:

- Introducing a System and Service Integrator.
- Driving competition, the need for innovation and engaging with smaller suppliers.
- Insourcing and in-house capability.
- Culture change.

Mark Hall, CIO, HM Revenue & Customs

Guest Keynote: Rethink – Practical Innovation

What does it take to use the insights from this event to innovate in your own business? In this dynamic session, change and innovation expert, Nigel Barlow, will explore how to become a creative re-thinker, what gets in the way, and what to do about it. You can outsource anything – except thinking!

Nigel Barlow, Change and Innovation Expert

CEO Concerns 2013 and the Implications for Sourcing

Gartner's annual survey of CEOs and other senior business executives reveals their business and technology related priorities. This session reviews the findings and interprets the key implications for IT sourcing professionals. Key issues addressed will include:

- What are senior business executives' main priorities in 2013 and 2014?
- What are the implications for IT demand?
- How should sourcing professionals adapt to the new business focus?

Mark Raskino



Advanced Sourcing Strategies: How the Back-Office Funds Front-Office Competitiveness

Business leaders' focus on growth makes CIOs responsible for two business critical initiatives: evolving the front office toward digital value networks, and reducing back office inefficiency. This session identifies how to use sourcing models like Service Integration, Joint Ventures and re-Insourcing.

- How can CIOs exploit past inefficiencies to fund digital transformation?
- How to leverage models like Selective Sourcing, Service Integration, Joint Ventures?
- What is the role of re-Insourcing and cloud services while re-thinking Outsourcing?

Claudio Da Rold



To the Point: The CIO's Guide to Global Delivery: Strategies for 2014 and Beyond

This session identifies emerging opportunities across global locations, explores effective management approaches for different delivery models,

and examines the appropriate balance between offshore and cloud-based services. The presentation will examine:

- Which are the leading locations for an effective global delivery model?
- How do you build a strategy for managing a geographically dispersed footprint of delivery locations?

Ian Marriott



To the Point: Sourcing for Mobile: New Skills, New Services and New Clouds

Partners can provide the skills, technology and agility needed to create and host mobile solutions for customers or employees. But traditional IT service companies are often not mobile leaders, and mobility demands new services such as cloud testing or subscription testing. This presentation explores:

- Where sourcing fits into a mobile strategy?
- How to choose the best partners for mobile services?

Nick Jones



Establishing Effective Outsourcing Governance — It's Now or Never!

The need for outsourcing governance has never been more critical as cloud adoption accelerates by both IT and business users. Most organizations are still struggling to effectively implement sourcing governance across the enterprise without "locking down" the enterprise.

- How can you establish the authorities around effective outsourcing governance?
- What IT sourcing principles can be developed to allow for flexibility, but still assure reasonable control?
- What processes and tools are best utilized to sustain effective outsourcing governance?

Linda Cohen



Succeed with Outsourcing at the Intersection of the Nexus of Forces

The Nexus of Forces is the convergence and mutual reinforcement of social, mobility, cloud and information trends in IT. The impact on the outsourcing marketplace is significant. This presentation discusses new challenges and opportunities, and what organizations and service providers must do now.

- What is it? The Nexus of Forces and its challenges for outsourcing
- What is the impact? How will sourcing ecosystems have to change?
- How to reap the benefits: what should sourcing and IT executives do?

Frank Ridder



To the Point: Real Life Examples of Industrialization and Consumerization of IT Services

Significant changes continue to pervade IT Services and Sourcing — specifically industrialization and consumerization of services. These changes give rise to new offerings, commercial terms and delivery structures. This session showcases examples of offerings along the spectrum of industrialization and consumerization which may be structured as outcome based managed services.

- How does Gartner define outcome based managed services?
- What are the real examples of outcome based managed services that showcase industrialization and consumerization?

Frances Karamouzis



Sourcing Reality 2014: The Arrival of the 'No Clue' Buyer

The nexus of forces (social, mobile, information and cloud) create desire and demand. While IT is still working on its nexus strategy, businesses bypass them and directly purchase from the market. They want it now. But their sourcing capability is limited, and that results in risky situations and less than mediocre services agreements.

- How the ying-yang of supply and demand might fall apart with the nexus of forces
- What are the key challenges and risks resulting from this phenomenon?
- How can sourcing organizations best prepare the "No Clue" buyer?

Frank Ridder



End-Users Outsourcing in Europe: Transform Complexity Into an Opportunity or Lag Behind

To raise efficiency and provide tangible business value, end-user outsourcing services must change their shape and value proposition. Mobility, consumerization/BYOD, big data and cloud require innovative solutions based on users' profiles and related business priorities. This session examines:

- What are the major forces and trends shaping the European end-users outsourcing market?
- How are providers positioned in the European landscape?
- What are the traits of innovative offerings and lessons learned by European clients?

Gianluca Tramacere



To the Point: Get the Most out of Your Staff Augmentation Deals

Staff augmentation is a great way to leverage IT resources in a flexible capacity. To maximize the value of staff augmentation you have to use these resources in the right way, with the right

contract and governance structure to get the most out of the relationship.

- What are the best uses for staff augmentation?
- How do I establish the best contract and governance for this delivery option?

Helen Huntley



To the Point: How to be a Sophisticated BPO Client

It's easy to do BPO and enter a time warp where perhaps incremental changes occur but the yearned for transformation and innovation never appears. This presentation explores what great looks like in 2013. Key topics covered include:

- How to calibrate realistic expectations of what the BPO service can deliver
- What does the supply market look like for BPO?
- What are the characteristics of a sophisticated deal?

Cathy Tornbohm



Utility Network Services — New Ways to Source Your Enterprise Network

From port rental pricing for managed LANs, to per user pricing for WANs, new network sourcing offers bring the prospect of cloud-like flexibility to the enterprise network. However, many offers are immature and all are very different to the way most enterprises source their networks today. This presentation examines how enterprises should respond to this challenge.

- What are the networking challenges?
- What are the new utility network service offerings?
- How can enterprises adapt their network sourcing to take advantage of utility network services?

Neil Rickard



Negotiating with the Software Mega-Vendors: IBM, Microsoft, Oracle and SAP

CIOs struggle to negotiate effective pricing and contracts with big software vendors like Microsoft Oracle IBM and SAP. We offer CIOs effective negotiating strategies and advise them on how to orchestrate a successful contract with these big four in the context of new trends and technologies in the market.

- What are the key trends influencing software licensing and pricing?
- What are my key areas of leverage with IBM, Microsoft, Oracle, and SAP?
- What are the key terms and conditions to negotiate with IBM, Microsoft, Oracle, and SAP?

Alexa Bona



To the Point: Trust in IT Services Sourcing: 50 Shades of Grey?

Being tied up in a relationship (with providers) can be uncomfortable and unsatisfactory unless there is trust on both sides. There are many approaches that you can take to achieving a fulfilling outcome, but it's essential to apply appropriate controls. This session explores:

- What techniques can you apply to building trust?
- Why are controls important in a relationship?
- How can the (outsourcing) reality fulfil the promise?

Ian Marriott



Effective Vendor Management in a Cloudy World

The keys to effective vendor management must change, as service providers adapt to cloud, mobile, social and information-centric delivery models. Vaguely constructed SLAs and immature operating models constitute a new level of risk to the buyer, and change the nature of the relationships and techniques that must be applied to manage vendors.

- How is the Nexus of Forces changing the nature and risk of service delivery?
- How do these changes impact vendor contract and relationship management?
- What new competencies are needed for effective vendor management?

Linda Cohen



Differentiate Between MSI Offerings to Ensure Better End-To-End Service

MSI offerings are still evolving, challenging IT sourcing managers to gauge their suitability to meet end-to-end service requirements. A range of offerings are differentiated across four evaluation categories. This session identifies:

- How to ensure the MSI has a good track record in managing a multisource environment
- Assuring that the MSI can integrate operations at the first level helpdesk and effectively deliver end-to-end service outcomes
- Assessing how well the MSI's antecedents and offering availability meet your localized requirements

Gilbert van der Heiden



To the Point: Vendor Intelligence: Harvesting Big Data Opportunities in Vendor Management

This session will identify data analytics strategies to help delegates to advance their vendor management disciplines.

The presentation will explore techniques to find hidden gems within big data to crowd source and crowd score vendor intelligence. Key topics covered:

- How can we harness big data opportunities to glean critical vendor intelligence?

Gayla Sullivan



To the Point: Best Practice in Scorecarding Your Vendor

Many organizations struggle to develop standard, objective, and consistent scorecards to evaluate the performance of their IT vendors. This session will provide insight and examples of the best approaches to scorecarding your IT vendors.

- What are the best metrics and tools for scorecarding IT vendors?

David Ackerman



Review Vendors' Performance to Stop Them From Managing You

Many organizations develop performance metrics, but fail to implement a comprehensive performance management process. This presentation will cover a 10 step vendor performance review process that can help sourcing and vendor management leaders improve outcomes with their vendors.

- How does a lack of vendor management resources impact service delivery and create stakeholder dissatisfaction?
- How can organizations understand which vendors are their best or worst performers?

- How can you reduce chaos by implementing a consistent approach to reviewing vendor performance?

Ruby Jivan



The Vendor Management Playbook: Building the Foundation for IT Vendor Management

Starting a vendor management program from scratch can seem like a daunting task, but doesn't need to be. This session will identify the framework for creating, implementing, operating, and improving your vendor management program.

- What are the components of a vendor management program?
- How can organizations implement a vendor management discipline?
- What are the best practices for operating and optimizing a vendor management program?

Chris Ambrose



To the Point: The Goldilocks Principle: How Many Vendors is Just Right?

In today's crowded and chaotic IT marketplace it is all too easy for organizations to become overloaded with vendors. Many clients are struggling to tame the complexity of too many vendors by whittling down the portfolio. But how do you balance healthy competition with the necessary breadth of IT capabilities without adding too many vendors?

- What is the formula for striking the right balance between, too few, too many and "just right"?

Linda Cohen



Charting Your Roadmap to the Cloud

As more organizations identify benefits from cloud computing, they increasingly ask how to assure a smooth transition and how to procure, implement, govern, manage and control these new services. This session explores best practices and current experiences of a large number of organizations.

- How will organizations transition their current portfolio of solutions to the cloud?
- How will new capabilities impact the ongoing race to better, faster, cheaper?
- How will the role of IT, its leadership and its ecosystem of vendors and providers, need to change?

Gregor Petri



Pricing Trends and Methodologies: What are They and How do They Impact Your Deal?

This session reviews the latest pricing methods and ranges in today's market. It also identifies how using the right models and understanding current market ranges will help in vendor selection or re-negotiating deals.

- What are the most common pricing models used in outsourcing contracts and their key attributes?
- What pricing models are best suited for different work, and different deal types?
- What are the current pricing ranges in the marketplace and how they will help to achieve our goals?

Bill Maurer



To the Point: Can Outsourcers Really Manage a Hybrid IT Environment?

Outsourcing providers recognize that your future computing requirements will be delivered across multiple implementation scenarios, and often from multiple clouds. This notion of managing Hybrid IT will be a key

success factor for outsourcing providers over the next three years.

- How are leading outsourcing providers approaching this new requirement?
- Which providers have the most complete solutions and vision to help you today?

Bryan Britz



To the Point: Cutting Through the Fog in Microsoft Office 365 Cloud Negotiations

Driven by the consumerization of IT, cloud, mobile and social trends that are reshaping global work practices, Microsoft is betting its future on Office 365 and other cloud offers. But transitioning from a traditional software supplier to a cloud vendor is fraught with peril. This presentation focuses on contracting issues and best practices when subscribing to Microsoft's Office 365.

- What are the key trends in Microsoft Office 365 contracting?
- What are the criteria for structuring a successful deal?
- How can you negotiate effectively with Microsoft?

Alexa Bona



Harnessing a Global Talent Pool Through Crowdsourcing – Risks, Rewards, Opportunities

Organizations in a highly competitive world are looking to maximize innovation to achieve business goals. Crowdsourcing combines the power of global human capital with the power of the cloud and can be an exciting new way to gain innovative ideas and develop applications. This session examines:

- How can crowdsourcing be used to meet business goals?
- How to harness the energy and innovation of global developers?
- What are the risks and rewards when using crowdsourcing?

Helen Huntley



Future of Data Center Management Services

“Steady state” management is a myth. Infrastructure constantly evolves. So, too, does the management of it. Contracting based on the IT effort required to manage a steady state environment (the “what”) not the intended outcome (the “why”) is old-school. Reinventing rigid service delivery models and cost-focused value propositions should be top strategic initiatives.

- What are the key trends reshaping the global data center services market?
- How can rigid and cost-focused delivery models evolve to deliver more value?
- How can contracting benefit from changing the focus away from steady state management to workload portability?

Bryan Britz



To the Point: How to Align BPO with Your Business Shared Service Center, IT and Cloud Strategies

High on a CIO's list of tasks are rationalization of applications and determining the optimal eco-system to surround an ERP- whilst exploiting the cloud. This session will explore how these issues align to BPO, how BPO can help- and where it can't! Key issues will include:

- What is the current vogue for BPO, shared services centers and IT?
- How can IT be exploited in BPO?
- How is the cloud being deployed to support this?

Cathy Tombohm



TRACK E: Practical Outsourcing: Workshops, Clinics and Roundtables

During the Summit, we will offer various opportunities to network with other conference attendees through interactive sessions.

Limited Availability – Book Early

Roundtables and Workshops are restricted to a limited number of participants and are available to end users only. Attendees will be accepted on a first-come, first-served basis. Reservations can be made through the online Agenda Builder tool.

Workshops

Presented by Gartner, these workshops provide an opportunity to drill down on specific “how to” topics in an extended, small group session. The courses are designed for an intimate and interactive learning experience. *Pre-registration required. Seats are limited. Reserved for end-users.*

Contract Negotiation Clinic: Negotiating SaaS Contracts

Designed for CIOs and senior leaders, this practical interactive clinic will explain how clients can effectively negotiate software as a service contracts. We will explore trends in SaaS contracting, hidden costs and opportunities/risks within SaaS agreements.

Moderated by: *Alexa Bona*



Evaluate Your Vendor Management Maturity and Apply Tactics to Move From One Level to the Next

Maturing your vendor management program starts by understanding your current level and mapping out a plan for achieving your desired state. This session will provide an interactive setting for developing a roadmap for maturing your vendor management program beyond its current level.

Moderated by: *Chris Ambrose and Gayla Sullivan*



Using Application Portfolio Analysis to Enhance Your IT Sourcing Strategy

This workshop helps organizations formulate a future applications services portfolio strategy. Many organizations have hundreds of apps to maintain and manage. Cloud, social, mobile, and analytics are straining apps portfolios. Staff augmentation, outsourced deals, SaaS solutions and inhouse staffing all support your current apps services portfolio. These sourcing choices involve onshore, nearshore and offshore teams.

Gartner’s framework for conducting an Applications Portfolio Analysis will help modernize and advance your sourcing strategy.

Moderated by:

Frances Karamouzis



Contract Negotiation Clinic: Contracting for Cloud Infrastructure

As organizations look to the cloud for infrastructure services, sourcing managers and sourcing executives need to have effective cloud contracts. This workshop will explore and review the necessary elements and negotiation points in a cloud infrastructure contract.

Moderated by: *Gregor Petri and Dave Ackerman*



Business Value Measures to Link IT to Business Performance

Sourcing executives often fail to optimize their outsourcing deals, because they do not link IT to business performance. This session identifies how business value can be measured, and takes attendees through the steps that are necessary to develop effective business value KPIs.

Moderated by:

Bill Maurer and Gianluca Tramacere

How to Pick the Right Data Center Outsourcing or Cloud IaaS Provider in Europe

Price points for industrialized data center services can be 50% lower than current internal costs, challenging the current strategies of many organizations. The 3D data center services market map provides a visual representation

of the market’s price dynamics to help sourcing executives in evaluating potential savings and developing their sourcing strategy.

Moderated by:

Claudio Da Rold



Vendor Managers: Moving from Staff Augmentation to a Managed Service Model

The session will discuss how organizations that are in a staff augmentation model can move to a Managed Service model. What contract, SLA, change management and sourcing management changes need to be made?

Moderated by: *Ruby Jivan*



End User Case Study Sessions

Hear real hands-on “this is how we made it happen” insight, from international organizations whose senior executives are working on the best and most successful initiatives in Europe. The latest case study information will be added to the agenda as it is confirmed at gartner.com/eu/outsourcing

Eli Lilly: Establishing Supplier Collaboration in a Multisourcing Environment

Thomas Stein, Director IT, Austria, Switzerland, Germany, Advisor IT, Global External Sourcing, Lilly Deutschland GmbH



Analyst-User Roundtables

Moderated by a Gartner Analyst, these roundtables are a great forum for exchanging ideas and hearing what your peers are experiencing around a particular issue. *Pre-registration is required. Reserved for end-users.*

SaaS Vendor Selections and Governance Best Practices

Frances Karamouzis



Get it Done: Sourcing Execution at the Heart of the Nexus of Forces

Frank Ridder



Managing the Conflicts Between Vendor Management and Procurement

Chris Ambrose



Cloud Migration or Cloud Migraine: A Self-Help Group for the Brave and the Wise

Gregor Petri



Defining Mobile Strategy and Managing its Impact on the IT Organization

Nick Jones



Using Low Cost Cloud Services: Early Lessons and Practical Hints

Claudio Da Rold



Network Sourcing and Contracting Best Practices

Neil Rickard



Using the MSI Role to Ease Complexity of Integrating Multiple Cloud and Outsourcing Providers

Gilbert van der Heiden



For more details about these Roundtable sessions, please visit gartner.com/eu/outsourcing

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- Tim Laverick, Supplier Management Director, Application Service Delivery, IT Services, Enterprise Support, **Unilever**
- Julian Turner, Senior Contracts Manager, IT, **Virgin Atlantic Airways**
- Burkhard Schulz, Senior Purchasing Manager, **Swiss Rail**
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- Book a 30 minute One-on-One with your preferred Gartner analyst
- Join our online communities:



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- How to apply vendor management techniques to cloud delivery
- How crowdsourcing can be an exciting new way to gain innovative ideas and develop applications
- How to handle the phenomenon of businesses bypassing IT and purchasing directly from the market
- Maximizing the value of staff augmentation
- New ways to source your enterprise network
- CEO concerns 2013 and the implications for sourcing
- Practical examples of best practices for SaaS governance and selection
- Where sourcing fits into your mobile strategy and how to choose the best partners
- How to harness big data opportunities to glean critical vendor intelligence
- How the MSI reduces complexity in a multi-sourced environment evolving to cover cloud services



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