



Gartner CIO Summit 2007

Transformation of IT - Impact on
Business, Organization and People

Gartner
CIO
Summit 2007

11-12 September 2007
Rey Juan Carlos, Barcelona

europe.gartner.com/cio

Your invitation to an
exclusive
CIO gathering
at the forefront of
business, technology
and organization.



The Age of Transformation is Now!

A CIO's life in the 21st century is without doubt one of the most exciting and challenging in the business world today.

As the principal enabler of business technology, CIO's have a massive responsibility – and a *matching* opportunity to make a lasting impact on the entire organization. The stakes have never been higher, the risks greater – and the potential more tangible.

Gartner is pleased to announce the first Annual CIO Summit in Europe. This executive-only event is the most powerful conference available for CIOs to expand their business, technology and leadership capabilities for professional advantage. Its world class insight from advice to practical implementation and peer networking interaction all combine into a stimulating, enjoyable and compelling experience for executive learning.

The CIO Summit will look at how information technology is changing and how those changes will impact businesses and IT organizations as well as IT and business professionals. It will look at how enterprises will use and manage IT during the next several years. It will explore how technologies and management disciplines will evolve to support the exploitation of three essential business assets – *information, processes* and *relationships* and how these assets can be fused with technology to create new value.

Come to the event prepared not just to listen, but to contribute and share your experiences with your peers from across Europe. Expect to challenge and to be challenged because that's the best way that experienced executives learn and create new value. You'll be with people with similar concerns and responsibilities so you'll know you can network, share experiences, and build new relationships too.

See you in Barcelona!

A handwritten signature in orange ink that reads "John Mahoney".

John Mahoney
VP Distinguished Analyst,
Gartner

A handwritten signature in orange ink that reads "Patrick Meehan".

Patrick Meehan
VP, Executive Programs,
Gartner



Visit europe.gartner.com/cio for details on this exclusive event that addresses the high-level concerns of today's CIOs and gives you access to the discerning insights of Gartner analysts.

Gartner CIO Summit 2007

Transformation Beyond Technology

IT is transforming itself, creating new sources of business value and new business models. CIOs need to lead that transformation and to transform their own roles as they do so. Leading CIOs are building synergies across the whole enterprise and beyond. They are blending business and technology capabilities in their teams and in themselves. Benefit from their experience to listen, challenge and be challenged to build your own framework.

The CIO Summit theme goes well beyond IT as technology, or as an industry, or even the IT discipline as it's understood today. Rather, it also encompasses the emerging disciplines that are becoming critical for organizational success in the future. Organizations are re-examining their business models and processes, and radically retooling to compete on a global stage.

The Audience

The CIO Summit is built to address the specific issues and priorities for CIOs and IT Directors of major European organizations – both from private and public institutions. The Summit aims at bringing together CIOs from across Europe for focused peer-to-peer exchange sessions and creating an environment for open dialogue to facilitate discussion and interaction in intimate settings.

The Format

The Summit is primarily built along a select number of presentations and peer exchange discussion sessions to focus on specific agenda items. The format of the day is in line with the request of CIOs and Heads of IT for an opportunity to share real experiences and open dialogue with like-minded individuals, and compare notes. The program is comprised of:

- **Keynote Presentations**, delivered by Gartner and by Executives in the field, to set the framework of the event
- **Theme Keynotes** to address the high level issues in building the value, harnessing the drivers and making it happen
- **Peer-Exchange Workshops** to enable high-level interaction and debate with your direct peers
- **CIO-led Presentations** to bring in the practical experiences from the field

Visit: europe.gartner.com/cio to learn more.

The Objectives

- Create an environment for CIOs on a **peer exclusive** basis
- Deliver a platform to stimulate **creative** and **entrepreneurial** thinking
- Enable CIOs to benefit from **collective wisdom** to establish future excellence
- Investigate methodologies, frameworks and approaches for **professional** and **personal growth**
- Assist in building **long-term relationships** with other practitioners and partners
- Stay ahead of **technology developments, trends** and **impacts**
- Develop **practical, outcome oriented** solutions and approaches to clarify the vision

The CIO Summit Difference

- **Peer Exclusivity** – attend in the knowledge of pure peer-to-peer interaction. All attendees are screened upon registration.
- **Planned Intimacy** – numbers of registered delegates are deliberately controlled to enable high level of interaction.
- **Holistic View** – agenda built to enable exchange amongst CIOs, Gartner Analysts and Invited Providers.
- **Gartner Difference** – authority and solidity based on numerous engagements, with sound recommendations and advice.
- **Consultation** – a two-way private exchange with top Gartner Analysts.

Keynote/Plenary Sessions

Gartner Keynote Analysts



John Mahoney
VP Distinguished Analyst



Patrick Meehan
VP, Executive Programs

Opening Gartner Keynote Address

Transformation of IT – Impact on Business, Organization and People

John Mahoney, VP Distinguished Analyst
Patrick Meehan, VP, Executive Programs

IT is transforming itself, creating new sources of business value and new business models. Most large IT organizations will divide into at least two pieces by 2012. CIOs need to lead that transformation and to transform their own roles as they do so. Leading CIOs are building synergies across the whole enterprise and beyond. They are blending business and technology capabilities in their teams and in themselves. This keynote will examine the direction and drivers of the transformation and signpost what you need to do to understand and lead it.

“CIOs have complex issues for which there are no simple answers. This means that working together we have the opportunity to create something new and innovative – something that advances the state of the art for CIOs.”

Mark McDonald, GVP, Executive Programs

Executive Keynotes

IT as Enabler – Finding New Sources of Value and Creating Business Models

John Clarke, CIO, Nokia



In the age of consumer-led markets, what sources of new value can be found and what business models can organizations adopt to remain competitive? What role can IT play directly in the development of

business? These are just some of the questions that John Clarke will focus on. John is an excellent proponent of consumer-centric business development, using technology as the enabler. As global CIO for Nokia, John is bringing his previous success with retail giant Tesco to a different industry. He will share his experience of how consumer-centric thinking can transform business and how that thinking can be transferred between different industries and corporate cultures.

Closing Keynote Address

Transformation Starts Today

Dave Aron, VP Executive Programs, John Mahoney, VP Distinguished Analyst
Simon Hayward, VP & Gartner Fellow, Ellen Kitzis, Research VP

Forty years of technology development have re-shaped business, government and society. Yet a new wave of transformation is just beginning and its impact will be greater than anything we've seen so far. This session will draw together findings and actions from all the workshops and ideas from all the Summit presentations to give you the top insights and actions to take away and use as you start your own transformation journey into the second stage of the information revolution.

From CIO to Business Leader: The Stepping Stones

Johan Agerman, VP, Trygg Hansa



Johan Agerman created and led a process-centric corporate transformation program for leading insurance organization Trygg-Hansa encompassing process, organization and technology change. This

efficiency program resulted in millions of dollars in savings and at the same time in improving services. In doing so Johan moved from a CIO role to a Vice President role. In this presentation Johan will share his personal experience and insight of the critical success factors, the solutions to the challenges he faced and the personal qualities that created his success and development from CIO to Business Leader.

Meet the Gartner Analysts

For over 25 years, Gartner analysts have been the trusted advisors to many of the world's largest and most demanding enterprises. Gartner analysts draw constantly from the real-life challenges and solutions experienced by more than 45,000 Gartner clients worldwide. The value of this resource, combined with our deep analysis of technology vendors, is unrivaled.

Worldwide Expertise at Your Fingertips – Your Executive Questions Answered!

At the CIO Summit, Gartner brings together the elite of the Research Community and the Executive Program to provide you with a roadmap for the future.



Dave Aron
VP, Executive Programs

Dave Aron has 10 years of experience as a technologist and five years as a business strategy consultant. As a technologist, he ran IT systems at banks and in the utilities industry. He also held a CTO position at a wireless Internet startup. Mr. Aron's strategy work has included supporting merger and acquisition deals, establishing corporate venturing processes, facilitating corporate strategy processes and evaluating market opportunities. Mr. Aron teaches at the London Business School and has co-written a book, published by FT Prentice Hall, explaining IT concepts for business managers.



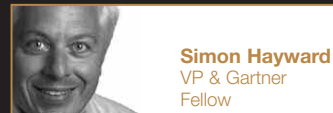
Andreas Bitterer
Research VP

Andreas Bitterer has more than 20 years of IT experience. Prior to joining Gartner, he was managing director for technology at antfactory, a strategic investment and venture capital firm. He spent 15 years with IBM as senior management consultant for its e-business and interactive media practice in Germany, as project manager and senior systems engineer at its Almaden Research Center, and as application development engineer in Canada and Germany. Mr. Bitterer has authored numerous books on application development, data management and object technology.



Kathy Harris
VP Distinguished Analyst

Kathy Harris leads the research agenda for the Applications Management role of Gartner for IT Leaders. In addition, Ms. Harris specializes in applications strategy, knowledge and intellectual capital management, managing innovation, collaboration and business value of IT. Before joining Gartner, Ms. Harris was a senior vice president with Wachovia. Prior to Wachovia, Ms. Harris worked with Barclays and Bank of America.



Simon Hayward
VP & Gartner Fellow

Simon Hayward is responsible for overseeing research in the software sector and developing integrative activities between research areas. His interests include the relationship of business processes, software applications and software infrastructure. He has researched topics on groupware, intranets, knowledge management and mobile computing. Prior to joining Gartner, Mr. Hayward was CTO of TeamWARE Group where he was responsible for developing groupware, workflow and related products for collaborative office working.



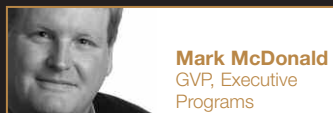
Ellen Kitzis
Research VP

For the past year, Ellen Kitzis has lead Gartner's Global Product Management team responsible for developing and managing products for Users, Technology Providers and Investors. Dr. Kitzis focuses her research on key issues including such areas as IT and Business Alignment, organizational change, IT management strategies, governance, the CIO and the role of the IT leadership team. For five years Dr. Kitzis was part of the global leadership team of Gartner's CIO Executive Programs, which serves over three thousand CIO members.



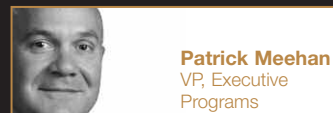
John Mahoney
VP Distinguished Analyst

Most of Mr. Mahoney's 29 years of experience have been in senior management executive board positions in high-profile, world-class companies, which makes him very familiar with top leaders' perspectives. Prior to joining Gartner, Mr. Mahoney was director of IS at the British Library, leading development of award-winning systems and a major program to embed digital technologies into the organization's culture, championing IT/business fusion, restructuring IS and the wider enterprise, and using outsourced service partners. He has experience within commercial and public sectors.



Mark McDonald
GVP, Executive Programs

Mark McDonald is responsible for the research agenda focused exclusively on CIOs and the business of information technology. Mr. McDonald is the lead author of research in the areas of CIO credibility, the business use of advanced technologies, enterprise architecture and business process transformation. He is the co-author with Peter Keen of "The eProcess Edge" and the author of "Architecting Enterprises – Achieving Performance and Flexibility". Prior to joining Gartner, Mr. McDonald was a partner at Accenture, where he was responsible for the Center for Process Excellence and Methodology.



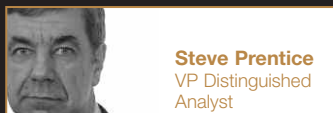
Patrick Meehan
VP, Executive Programs

Prior to joining Gartner, Mr. Meehan was CIO for Phillips, dePury & Luxembourg, the fine arts, jewelry and watch division of French luxury goods holding company LVMH. In that capacity, he was actively involved in the transformation of a 320-year-old British brand (Phillips) from a literal pen-and-paper organization into a global market player, functioning seamlessly via completely revamped international finance systems, a global VPN and custom applications supporting all business processes, including trading environments.



Simon Mingay
Research VP

Simon Mingay has researched and written extensively on issues related to the management of IT, such as the evolving IS organization, business/IT alignment, governance, service management, ITIL, process improvement, disaster recovery and business continuity management. Prior to joining Gartner, Mr. Mingay worked in the semiconductor industry in various roles within the IT organization, from IT service management to strategic planning within the group function.



Steve Prentice
VP Distinguished Analyst

Stephen Prentice is a Distinguished Analyst and Chief of Research for the global security and risk management sector. He takes a specific interest in the long term future of technology – looking at the intersection of technology, business and society. Mr. Prentice joined Gartner in March 1997 from GPT Limited, where he was director of marketing with the payphones group. Prior to GPT, he held a variety of marketing-oriented roles with both software and hardware vendors, including seven years with Logica Limited, undertaking a wide range of client-based consultancy and market research in the IT and telecommunications sectors.



Mark Raskino
VP & Gartner Fellow

Mark Raskino researches emerging business technology megatrends, how CEO agendas impact IT and coauthors Gartner's annual "CIO resolutions". In addition to speaking engagements at major events, he advises CIOs, their business colleagues and senior IT vendor marketers. In previous Gartner research roles, Mark has led real-time enterprise, cost containment and business-to-consumer e-business. Prior to joining Gartner, Mr. Raskino was a senior manager at British Airways, where he spent the last five years as an e-business leader. Previously he worked on loyalty programs, airport operations and revenue management systems.



Andy Rowsell-Jones
VP, Executive Programs

Andy Rowsell-Jones is a vice president and research director in Gartner Executive Programs (EXP) worldwide research organization, with interests in business and technology strategy, management, organization, profit and cost improvement programs. His recent work has focused on linking IT investment to stock market value, stakeholder management and defining the management agendas for CIOs. Prior to joining Gartner, Mr. Rowsell-Jones worked for a number of management consultancies, including Accenture and Arthur D. Little, servicing clients in the financial services sector.

Track 1

Transformation: Building the Value

Today's best top executives know that successful business growth and transformation demand IT integrated with business strategy. Business transformation can no longer be done with IT as an afterthought. The business environment is constantly and rapidly changing. Globalization, sustainability, new sources of competitive advantage and alternative business models all demand attention. Yet you can never overlook the power of IT to transform efficiency of business foundations. Building value from all these elements of transformation is the heart of this track.

Peer Exchange Workshops

Green IT: Mapping the Environmental Action Plan

Simon Mingay, Research VP

Environmental issues are now among the top action items for enterprises, IT organizations and IT vendors. Sustainability, climate change and electronic waste are priorities in political, media, consumer, investor and business agendas. In this workshop, we look at the imperatives for action and IT's impact on the environment. We'll give participants tools to identify what actions enterprises and IT vendors need to take and how to take them. Your outcome from the workshop will be an understanding of what the industry and your peers are doing and outline an action issues plan for your own enterprise.

Value Dialogues: A New Language for the Business Value of IT

Dave Aron, VP, Executive Programs

No enterprise in the 21st century runs for long without capable IT. Whether IT is enabling current operations or extending enterprise competitiveness, it clearly has value. Because IT's value is inseparable from the value of the business model it supports, difficulties arise when attempting to measure IT value purely in terms of IT investment. CIOs focusing on communicating IT value rather than business value are on a track to failure. This workshop will give you tools and actions for CIOs to communicate the business value of IT.

The Changing Shape of IT Organizations

John Mahoney, VP Distinguished Analyst

Every IT organization faces unavoidable transition to new roles and new functions. Some are already transforming to business change agents dealing with business processes and information. Others are re-evaluating their boundaries and roles as brokers of multisourced service delivery. There are several destinations and several road maps. This workshop will outline the main options and help you connect those options to the situation of your own enterprise. You'll take away a deeper understanding of the transition and an outline action plan for transformation of your IT organization and your own role.

"IT contribution will be cited in the top three success factors by at least half of top-performing businesses; IT barriers will be cited in the top three failure factors by at least half of lowest performers." Mark Raskino, Gartner

Theme Keynote – Transformation: Building The Value

New Demands on IT: Business Challenges and Model Shifts

Mark Raskino, VP & Gartner Fellow



2007 CEO surveys show priorities are not so technology influenced as previous years. But beneath the surface lie complex business challenges that imply a need for new IT enabled solutions. We assess the hidden opportunities for bold technology leaders and find that your future is not pre-packaged. Beyond quarterly results – what are the deeper issues faced by CEOs today? How can technology help solve these business problems and build new value? What agenda change will that require of IT leaders?



Track 2

Transformation: Harnessing the Drivers

The emphasis of IT is shifting from the “T” to the “I”, from technology to information, from support to agility. IT is no longer a separate and distinct business activity. It’s intertwined with business intelligence, business process management, resource management, strategic planning and operations management – just to name a few. In some industries, the amount of money spent on “operational” technology is similar to the traditional information technology budget. Virtual worlds and consumerization of IT are generating new insights and new demands. This track reviews how these trends are developing and combining as drivers of transformation.

Peer Exchange Workshops

Consumerization And Virtual Worlds

Steve Prentice, VP Distinguished Analyst

Individuals not enterprises will own most technology. New communities are growing around these changing patterns of use. Virtual worlds have expanded from the online gaming arena to the mainstream. Sites like Second Life are expanding quickly and attracting a growing list of blue-chip corporate support. Individuals are starting to make real money from activities in virtual worlds and authorities start to extend their tax regimes into the virtual economies. Consumer technology pervades the workplace. This workshop will help you identify the risks and rewards of virtual worlds and consumerization, the issues and opportunities, and what to do about them.

How Business Intelligence Is Driving Business Performance

Andreas Bitterer, Research VP

Most CIO’s expect their organizations will use performance initiatives to grow revenue. However, they also believe that business managers don’t have the right information to run their business. Business intelligence initiatives need stronger strategic vision and better high-level planning to deliver their full potential for competitive advantage. This workshop will show you the driving forces and the cornerstones for a successful business intelligence strategy. It will help you share ideas to create an outline toolkit and action plan to drive successful business performance.

Futures of Software Architecture

Simon Hayward, VP & Gartner Fellow

Businesses need to adapt rapidly and this leads to significant demand for flexibility in changing business processes. SOA, BPM and Business applications technologies are becoming key drivers to support the needs for flexibility and agility in changing business processes. But “Application” doesn’t mean what it used to mean. SOA, the Web, event-driven architecture (EDA), BPM, integration and virtualization are changing the fundamental nature of business computing. This workshop will examine how emerging software architectures are helping make agility a reality through technology. It will guide you to create an agenda for action in your own organization.

Theme Keynote – Transformation: Harnessing The Drivers

Architecting Software And Business Process For Agility

Simon Hayward, VP & Gartner Fellow



The balancing act between what software to build internally, what to buy as packages, and what to source as external services, grows ever more tricky. New options are evolving for software infrastructure, major application providers are consolidating, and new service offerings are emerging. The business takes existing investments for granted, at the same time as expecting greater responsiveness in supporting new business initiatives, and greater flexibility in supporting constantly evolving business processes. How to exploit the new while sustaining the old is a technology, skills, and governance challenge. What are the factors to consider in plotting your software strategy? How can software investments drive business process improvement and improve business decision-making? What are the alternative models for success in delivering software to support the business?

“The challenge is looking into the future across the entire spectrum of technology to identify trends, disruptions and those areas where two plus two does NOT equal four – to develop a forward-looking strategy.” Steve Prentice, VP Distinguished Analyst

Track 3

Transformation: Making It Happen

The management of IT is in transition. As IT becomes more critical to the day-to-day operations and to the strategic development of many enterprises, business leaders need closer understanding and visibility of what technology can do for them and how it can change the landscape of their markets. Other enterprises see IT simply as a commodity, necessary but not strategically critical. In both situations, it's less and less true that the management of IT is only within the IT organization. It's all through the business and also part of today's work, culture and society. All this demands transformations of leadership, management, people, skills and organizations. How to make them happen is the subject of this track.

Peer Exchange Workshops

Leading Like A Business Person

Ellen Kitzis, Research VP

For years traditional IT has focused on IT and the business. Removing the "and" is long overdue. Successful CIOs demonstrate that they are business leaders first, and technology leaders second. The workshop will uncover the traits of leading CIOs. You'll work with the workshop leaders and your peers to leave with actionable advice to modify your IT practices, communication strategies, and manage your time more effectively to ensure that you are viewed as a true business leader.

"People with business or business/technology hybrid experience will take at least 75 percent of strategic IT decisions, up from less than 40 percent in 2006." Ellen Kitzis, Research VP, Gartner

Innovation, Workplaces & Productivity

Kathy Harris, VP Distinguished Analyst

A few organizations have truly succeeded at innovation – they have developed the disciplines, processes, culture and management to create breakthrough services, products or operations. During the next five years, these and other organizations will leverage collaboration processes and technology to build powerful workplaces and innovation networks. These capabilities will allow organizations to engage not only employees in innovation but also customers, partners and experts. Collaboration capabilities will also expand as a new generation of products and vendors enable social networking.

Theme Keynote – Transformation: Making It Happen

CIO Futures – Leading the Transformation

Mark McDonald, GVP, Executive Programs



Three out of five enterprises plan to grow market share, and executives expect CIOs and IT to contribute to that growth and performance. CIOs have traditionally responded by reducing IT and enterprise costs. To reach the next level, CIOs will need to create new sources of enterprise leverage. As IT permeates all aspects of life from business to culture and society, enterprises will need to adjust and transform accordingly for survival. All this demands transformations of leadership, management, people, skills and organizations. So, what does the future hold for CIOs? How will CIOs need to work in the future to make these changes happen is the subject of this keynote.

CIO Performance Effectiveness

Andy Rowsell-Jones, VP Executive Programs

CIOs stand at a crossroads. The role of each CIO is inevitably changing because of two perspectives on IT. On the one hand, there is the lingering disaffection with IT from the Internet bust, the over-expenditure on technology capacity, the popular press's assertion that IT is now irrelevant in discussion of competitive advantage and the hysteria about IT jobs moving overseas. On the other hand, IT is gaining renewed interest for several reasons, including business executives' desire for innovation, pressures from the regulatory environment and because technology plays a foundational, if not a central, role in virtually every product and service. If you are a CIO who has been brought in to turn things around, you may be overwhelmed by the list of problems to solve; if you've been in the same role for a while, then you may be wondering why it takes so long to get the team focused on what you think is important. We'll share best practices for these challenging issues and you'll leave with your personal action list, reviewed and validated with your peers.

How to Register

On-line: europe.gartner.com/cio

Telephone: +44 (0)1252 771 060

Email: gg@delegate.com



The Venue

Rey Juan Carlos Hotel
Av. Diagonal, 661-671

Barcelona, Spain
08028

www.hrjuancarlos.com

Registration Rates

- **Standard Rate:**
€2,695 + 20% VAT
- **Early bird:**
€2,395 + 20% VAT
(offer ends 13 July 2007)

Why register early?

- **Spaces are limited** – to ensure high level of interactive and intimate sessions, we are limiting attendance
- **Priority One-on-One booking** with the analyst of your choice
- **Save time** – we'll send you your fast track entry badge so you can skip the queues onsite
- **Save €300** on the standard conference rate – available on cash registrations only

Gartner Clients:

We also accept Gartner Conference Tickets as full payment for the Summit. If you are a client with queries about tickets, please contact your sales representative or email:

isoemea.enquiries@gartner.com

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Who Should Attend

- CIOs and equivalent titles
- Divisional CIOs and equivalent titles
- CTOs and equivalent titles

The CIO Summit is a highly targeted event intended for CIOs and equivalent titles across Europe. To create a true peer exchange experience and deliver a high level of interactivity, the CIO Summit is restricted to the top executive in the IT function. The program is designed for top executives from both the private and public sectors.

10 reasons to attend the **Gartner CIO Summit**

- 1 Peer Exclusivity**

Engage and interact with your peers in the confident knowledge that they are your peers and are on the same wavelength for discussing relevant issues. It is all about Leaders learning from Leaders.
- 2 Intimate Interactivity**

The Summit is built along a series of peer-exchange workshops to enable you to interact in small groups with your peers and gain from collective wisdom. No lengthy presentations, but a deep-dive into the issues that matter.
- 3 Results Driven**

Make intention and action a reality. Ensure that you are on your way to delivering the required results and more. This event assists you in linking results to the overall business strategy and becoming a true business partner.
- 4 Trends Savvy**

The IT world is changing fast. You need to understand what is out there, what is coming your way and how you can use the existing and emerging technologies to deliver what is required. Gartner is at the forefront of technology developments – take advantage of the knowledge.
- 5 Future Excellence**

The role of the CIO is changing and will continue to change over the next few years. Ensure that you understand the new expectations from CIOs. This event helps you map your own path for the future – whether in the IT function or a move to the business side.
- 6 Risk Averse/Opportunity Driven**

Managing risk and opportunities are tricky in a fast changing world. Understand the risks and all the opportunities available to make an informed decision. This event provides you with guidelines to manage your portfolio.
- 7 “Eureka” Effect**

Sometimes all it takes is a sentence to spark off a new approach. Harness the information gathered through highly interactive discussions - led by your peers and Gartner Analysts - to stimulate your thinking. This event identifies the path to innovation.
- 8 Decision Making**

Stop obsessing about the minutiae of technology and focus on "big bang" impact. This event helps you remove minor discussions from the leadership and focus on impact.
- 9 Clarity of Vision**

Through private One-on-One meetings with Gartner Analysts, many of whom are former CIOs themselves, you will have the opportunity to clarify your vision and develop an action plan for going forward.
- 10 High-Level Networking**

Two days of exclusive interaction with your peers, with the Elite of Gartner Research, and with invited sponsors, you will not only challenge or be challenged but you will have time to relax and process all the information during structured networking sessions. The Gala Dinner on Tuesday Evening will bring you the flavor of Spain in the select gardens of the Hotel Rey Juan Carlos!

“At least 60 percent of IT organizations in Global 2000 enterprises will divide into two organizations - one working on sourcing and delivery of infrastructure, another on architecture and change.” John Mahoney, VP Distinguished Analyst, Gartner



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