

Gartner Outsourcing & Vendor Management Summit

Mastering Multisourcing: Outsource Smarter!

May 19-21, 2008

Gaylord National Resort & Convention Center

Washington, D.C.

gartner.com/us/outsourcing

\$200 Early Bird Discount!
Register by March 28, 2008
at gartner.com/us/outsourcing
or call 1 866 405 2511



Concerned about the outcomes your outsourcing is not delivering?

Maximize the results of your sourcing initiatives in today's new business environment.

Get ready to Outsource Smarter!

Keynote Guests



Nicholas Carr
Acclaimed thought leader and author
The Big Switch



Michael Treacy
Business strategist and best-selling author
Double-Digit Growth

Gartner
Outsourcing &
Vendor Management
Summit 2008

Where's the riskiest place in outsourcing today?

Practicing “business as usual.”

The once easy-to-achieve goals of lower costs and improved performance have lost ground to misspent dollars and wasted efforts. Blame it on poor vendor performance, unmet expectations, a tactical mindset that misses opportunities for innovation, scale, agility and modernization. Too many organizations have run headlong into outsourcing, encountered steep challenges, then simply retrenched or lowered expectations—without trying new (proven!) approaches.

What have they jeopardized by not adapting to new terrain and new circumstances? The possibility of realizing tremendous value. But the services market is fast-evolving and innovation in sourcing strategies is not a luxury, it's an imperative. Now's the time for a sounder, strategic, forward-thinking approach. Get ready to outsource smarter.

Take the Leap. Outsource Smarter—Not Harder.

- Tame an out-of-control vendor environment
- Seamlessly manage internally and externally sourced services
- Understand what your real options are with alternative delivery models
- Get better at managing the outsourcing lifecycle – from strategy to implementation to results
- Look beyond India and the goals of labor arbitrage to other global sourcing opportunities
- Put your house in order with new deal-making, vendor-management and governance competencies
- Assess if Business Process Outsourcing (BPO) or Business Process Utilities (BPU) is your next bold move
- Thrive in a rapidly transforming services market
- Move your organization toward business-based performance measures
- Anticipate change with better long-term agreements
- Deliver the “value add” executives, boards and investors expect
- **Plus—Learn the important lessons of next-generation outsourcing and its impact on end-to-end service-level performance, the service supply chain and your organization's business outcomes**

Why Gartner Outsourcing & Vendor Management Summit?

Next-generation problems and their solutions take center stage. Our agenda is broad, deep, and up-to-the-minute relevant. Our focus: the new success factors required for ITO, BPO and global sourcing. 7 tracks and more than 65 sessions zero in on your concerns with pinpoint accuracy. Get the latest analysis, market updates and best practices on:

- Sourcing's primary service lines: infrastructure network services, applications and business processes
- Traditional vs. alternative delivery models
- Sourcing strategy, governance, business alignment, vendor management, service- and operation- level agreements
- Geographic trends for some of the world's fastest growing outsourcing markets
- New skills, processes, decision-making frameworks and management techniques

Prediction #1

25% of all ITO will be delivered via business solutions rather than purchased discretely through service towers by 2011. Bottom line: New client expectations are emerging. Instead of viewing outsourcing by service stack, the buyer is looking for a more holistic approach that crosses multiple “stacks.”

Prediction #2

In just three years, sourcing management roles will be formally organized in 30% of organizations. Bottom line: Organizations that rely on them will have improved sourcing maturity and better, more-informed buyers and managers.

Prediction #3

By 2011, 90% of IT utility/infrastructure-as-a-service contracts will also include nontraditional service providers in the vendor evaluation phase. Bottom line: The IU market is still immature. While niche offerings can fulfill specific requirements, be sure the service provider is committed to the market and can support your business.



A 360° View of Sourcing for IT and Business.

Gartner Outsourcing & Vendor Management Summit provides a holistic view of the wide-world of sourcing that speaks to both the IT and business groups within your organization. Looking for the latest take on building the sourcing business case, aligning business expectations to sourcing performance, and implementing a business-level governance dashboard?

You'll find all that and more as our analysts drill down to the benefits and risks inherent in IT outsourcing (ITO) and business process outsourcing (BPO)—onshore, nearshore, or offshore.

Who Should Attend

IT Management

- CIOs and their direct reports
- IT operations directors/managers
- IT project directors/managers
- IT network directors/managers
- Applications directors/managers
- IT procurement directors/managers
- IT and business services sourcing directors/managers
- IT analysts
- IT security directors/managers

Business Management

- Operations executives
- Business-unit executives and general managers
- Enterprise process directors/managers
- CFOs and financial/asset directors/managers
- Strategic planners
- Purchasing and procurement directors/managers
- Business analysts
- Legal counsel
- Human resources professionals
- Any executive managing external/partner relationships

Attention Procurement Managers:

How market savvy are you when it comes to outsourcing services? New alternative forms of accessing technology are on the rise. With them will come new demands and expectations impacting your organization's overall sourcing strategy and the part you'll play in it.

It's time to deepen your market intelligence in this changing environment where your buying decisions will have a greater, more lasting impact on business outcomes. See how to make the necessary shift from the tactical to the strategic. Attend Gartner Outsourcing & Vendor Management Summit 2008.

Master Multisourcing – NOW

Why should smart outsourcing start with Multisourcing? Because organizations often lack the competencies to build sourcing strategies, govern them, manage providers, and implement processes and controls for measuring value. That's where Multisourcing comes into play.

From basic IT services to complex business processes, companies are increasingly sourcing services and capabilities from a shifting blend of internal and external resources. **Multisourcing is not industry spin for "the same old, same old." It's a relatively new operational model that's strategic, repeatable and reliable. And it can deliver an integrated and seamless service operation.** Organizations that master it now will be better positioned to lead their industries and become world-class competitors. Get a better understanding of why and how to master Multisourcing at Gartner Outsourcing & Vendor Management Summit 2008.

\$200 Early Bird Discount! Register by March 28, 2008 at gartner.com/us/outsourcing or call 1 866 405 2511.

SEVEN TRACKS with one objective: to move your ITO, BPO, Global sourcing initiatives in a positive direction.

1 The New Sourcing Marketplace-Understanding the Opportunities and Risks: What's beyond the traditional market? IT acquisition and delivery models will create a synthesis of old and new. The result: improved opportunities for IT efficiency and innovation.

- Trends and opportunities in IT infrastructure and network services outsourcing
- How "Green" is your sourcing engagement?
- Current challenges in telecommunications
- Application services outsourcing
- Software as a service ("SaaS")
- The impact of the mega-vendors
- Pros and cons of alternative delivery models

2 Integrating Sourcing Strategy, Management & Governance Balancing Supply & Demand: Gain practical guidance on how to tame the complexity of multisourcing.

- Formulating a business-oriented strategy
- Hidden costs of sourcing options
- Developing a high-performance sourcing organization
- Co-management frameworks
- Defining your governance style

3 Optimizing Outsourcing Contracting, Pricing & Negotiations: See how to structure, transition and renegotiate outsourcing deals to mitigate risk and meet enterprise needs.

- Critical components of an outsourcing contract
- Common pricing models
- Best practices for renegotiations
- Security and the offshore deal
- Why benchmarks sometimes fail

4 Perfecting Vendor Management – Fostering Relationships & Collaboration: Discover best practices for managing your strategic and tactical vendors for enhanced performance and greater value.

- The three pillars of vendor management
- Sourcing and service management frameworks
- The new role of service- and operation-level agreements
- Assessing the health of an outsourcing deal

5 BPO: Integrating BPO as It Transitions Towards Maturity: Decide if and when to apply BPO and BPU offerings & how to integrate BPO as component in end-to-end business operations.

- Improving the customer experience
- Creating an integrated BPO strategy
- The impact of business process utilities (BPU)
- BPO trends in human resources, insurance, finance and accounting
- Contracting, pricing and best practices

6 Sourcing Case Studies: This track will feature client case studies covering how to develop and renew sourcing strategies, create collaborative multisourcing operations, develop sourcing competencies, and more.

7 Global Sourcing: Managing the Evolution of Global Delivery: Global delivery continues to evolve beyond cost reduction. Learn more about opportunities and challenges, and the strategies for effectively managing them.

- Emerging trends in global delivery
- Top 30 locations for offshore services
- Mitigating risks in offshore outsourcing
- Offshore captive centers vs. outsourcing
- Offshore usability services

All This at One Event!

- 7 tracks with more than 65 Sessions targeted to your experience level
- Pre-conference tutorials
- Private analyst one-on-one sessions*
- Analyst/user roundtables
- Advanced-level workshops

- Peer-to-peer networking
- Breakfast with the analysts
- Sponsor case studies
- Solution showcase
- Hospitality suites
- Solution provider sessions

*For Gartner clients only.





Conference Sessions for Two Levels of Experience – Fundamental & Advanced

Whether you're a newcomer with the luxury of starting from scratch or a seasoned veteran deeply committed to a variety of outsourcing initiatives, Gartner Outsourcing & Vendor Management Summit provides the tools to create your own customized map to Multisourcing. See Agenda at a Glance for the sessions that best suit your expertise. Conference sessions are labeled "F" for Fundamental and "A" for Advanced. (Or go to gartner.com/us/outsourcing for suggested agendas based on outsourcing experience.)

Fundamental

Conference sessions labeled "(F) Fundamental" (in the Agenda at a Glance on pages 6-7) are oriented around essential strategies, best practices and trends in mastering Multisourcing.

A solid grounding in outsourcing essentials is especially important today as more enterprises operate in a highly complex vendor environment where the pressure is on to understand and exploit new alternative delivery models. Here's a fresh look at what's needed for sound, strategic decision making throughout the four phases of the sourcing lifecycle.

Fundamental sessions will focus on:

- Examine the key issues guiding executives as they set sourcing directions and establish sourcing competencies
- Explore alternative delivery models and analyze the risks
- Evaluate internal vs. external options
- Evaluate and select vendors
- Develop an organizational structure – post-outsourcing – through governance and management models
- Discover how to manage value in the rough-and-tumble BPO market
- Understand the downstream impact of switching to utility services
- Know why a global sourcing strategy easily trumps the old offshore model
- Confidently integrate insourced operations with outsourced ones
- Advance negotiating and renegotiating skills
- Get a holistic view of all the options, risks and opportunities in play today
- Make the right sourcing decisions at a time of tremendous change

Advanced

Designed for executives experienced at outsourcing, conference sessions labeled "(A) Advanced" explore how to excel in a highly-sourced environment, use proven techniques for deriving greater business value from next-generation deals and create a high-performing sourcing organization.

Advanced sessions will focus on:

- Sourcing and service management frameworks
- Transition pitfalls and strategies
- New financial and pricing models
- Innovative service-level and operation-level agreements for vendor management
- Dealing with tricky compliance requirements
- New and improved management models for your offshore vendors
- Demanding and getting greater value from sourcing deals
- Organizational and governance models
- Multisourcing management techniques
- Business and technology innovation
- Aligning business expectations to sourcing performance



Align our content to your needs.
Go to gartner.com/us/outsourcing for suggested agendas based on your level of outsourcing experience.

Gartner Outsourcing & Vendor Management Summit 2008

Sunday, May 18

12:00pm	Pre-Registration		
	Pre-Conference Tutorials		
3:00pm	(TA) Best Practices for Selecting Service Providers, F. Karamouzis f	(TC) Warning: Risks with Asset Transfers in Outsourcing, J. Heine f	
4:15pm	(TB) IT Sourcing Goes Strategic: Raising the Bar on Procurement, C. Ambrose f	(TE) Top 10 Outsourcing Mistakes and How to Avoid Them, J. Longwood f	
5:30pm	(TAA) A Review of Current IT Service Magic Quadrants f	(TG) Establishing and Maintaining Trust and Control in Global Sourcing, I. Marriott, M. Montonen f	

Monday, May 19

7:00am	Registration		
7:15am	Attendee Breakfast		
8:15am	Welcome Address		
8:30am	(K1) Keynote Session: Mastering Multisourcing—A Business Imperative Linda Cohen, VP & Distinguished Analyst, Gartner		
9:45am	(K2) General Session: Place Your IT and Business Process Services Bets Wisely in 2008 Ben Pring, Research VP, Gartner, and Allie Young, VP Distinguished Analyst, Gartner		
11:00am	Solution Provider Sessions & Case Studies		
12:00pm	Attendee Lunch and Solution Showcase Dessert Reception		
2:00pm	Solution Provider Sessions & Case Studies		
	TRACK A	TRACK B	TRACK C
	The New Sourcing Marketplace—Understanding the Opportunities and Risks	Integrating Sourcing Strategy, Management & Governance—Balancing Supply & Demand	Optimizing Outsourcing Contracts & Negotiations
3:15pm	(A1) Influences and Alternatives for Sourcing IT Services, M. Goldman f	(B1) The Practical Guide for Governance: Balancing Conflicting Factors to Optimize Multisourcing, C. Dreyfuss f	(C1) Structuring Outsourcing Contracts - Ensure that the Right Criteria are Part of Your Deal! H. Huntley
4:30pm	Marketplace Lead Presentation II (A2) Industrialized IT as a Service: Alternative Delivery Models on the Rise, C. Da Rold f	(B2) Building the Sourcing Business Case W. Maurer & R. Matlus f	(C2) Outsourcing Pricing Applied: the Right Model for Application or Outsourcing Deals? F. Ridder f
5:30pm	Solution Showcase Reception		

Tuesday, May 20

7:30am	Registration			
7:30am	Networking Breakfast			
8:30am	(K3) Keynote Session			
9:45am	Solution Provider Sessions & Case Studies			
11:00am	(A3) IT Infrastructure Outsourcing Scenario: Trends, Opportunities and Action Plan, K. Potter f	(AA3) IT Infrastructure Utility: From Skepticism to Offerings, W. Maurer/C. Da Rold f	(B3) Aligning Business Expectations to Sourcing Performance, L. Cohen a	(C3) Renegotiation Success - Know the Tangles and Pitfalls, H. Huntley
12:00pm	Attendee Lunch and Solution Showcase Dessert Reception - Longhorn Hall E			
2:00pm	Solution Provider Sessions & Case Studies			
3:15pm	(A4) The Future of the Communications Industry, T. Chamberlin f	(AA4) Applications Services Scenario: 2008-2012 Trends & Directions D. Anderson f	(B4) Workshop—Defining Your Sourcing Governance Style, C. Dreyfuss/L. Cohen a	(C4) Using Business-Focused Sourcing to Influence Provider Behavior, W. Maurer
	(A5) Remote Infrastructure Management: Best Practices for Vendor Selection and Contract Development, E. Goodness f	(AA5) Applications Sourcing Strategies and Options L. Scardino f	(B5) Business Oriented Sourcing Strategy – From Formulation to Execution, F. Karamouzis f	(C5) Why Flexibility Matters in Outsourcing Contracts, F. Ridder
5:30pm	Hospitality Suites			

Wednesday, May 21

7:15am	Breakfast With the Analysts			
8:00am	(K4) Keynote Session: Big Switch Nicholas Carr, Acclaimed Thought Leader & Author, and Michael Treacy, Business Strategist and Best-selling Author			
9:45am	Solution Provider Sessions & Case Studies			
11:00am	(A6) Traditional vs. Alternative Delivery Models for Network Services: Where Does YOUR Future Lie? T. Chamberlin f	(AA6) Green IT for Infrastructure Outsourcing, R. Matlus/G. Tramacere f	(B6) The High Performing Sourcing Organization: What, Where and How, C. Dreyfuss f	(C6) Best Practices for Integrating Your Domestic and Offshore Sourcing, A. Hallowell
12:00pm	Attendee Lunch			
1:00pm	(A7) Telecom Expense Management: Using Outsourcing to Get Control, E. Goodness f	(AA7) Understanding How, Why, And When to Use Software as a Service, B. Pring a	(B7) Implementing a Business-Level Multisourcing Governance Dashboard, F. Ridder a	(C7) Top 10 reasons Why Benchmark Your Outsourcing Contracts, H. Huntley
2:15pm	(A8) Offshore Delivery of Infrastructure Services: High Demand and Early Growth, K. Potter/R. Matlus f	(AA8) Megavendors: Accenture, EDS, IBM: Which has the DNA for Services Leadership in 2012? D. Anderson f	(B8) Co-Management: The Process Framework for Multisourcing Optimization, K. Doering a	(C8) Workshop – Building Business Innovation into Multisourcing, W. Maurer/L. Cohen
3:30pm		(AA9) Executing Next-Generation Outsourcing, L. Scardino a	(B9) Exposing The Hidden Costs and Risks of Sourcing Options, F. Karamouzis f	
4:30pm	Conference Adjourns			

f = Fundamental Session **a** = Advanced Session

See page 5 for details on our "Fundamental" and "Advanced" classification.

Agenda at a Glance

Plan your time wisely. Customize your conference experience with our Agenda Builder. Visit gartner.com/us/outsourcing

	TRACK D	TRACK E	TRACK F	TRACK G
Sourcing, Pricing	Perfecting Vendor Management-Fostering Relationships and Collaboration	BPO: Integrating BPO as it transitions towards maturity	Sourcing Case Studies	Global Sourcing: Managing the Evolution of Global Delivery
Contracts for Successful Components f	(D1) Perfecting the Three Pillars of Vendor Management – Contract, Relationship & Performance, C. Ambrose f	(E1) Business Process Outsourcing: Transitioning to the Future, R. Brown f	(F1) Case Study : TBD f	(G1) Global Sourcing Scenario: Heading to the Next Stage of Maturity, I. Marriott f
How to Choose and Infrastructure f	(D2) Benchmarking – The Necessary Tool for Managing Your Service Provider's Price and Performance, D. Ackerman f	(E2) Creating an Integrated BPO Strategy, C. Tornbohm f	(F2) Case Study: Delta Airlines f	(G2) Global Competition in IT Outsourcing: What You Need to Know, A. Young f

How Your Advan- f	(D3) The implications of sourcing and service management frameworks, J. Longwood a	(E3) Enabling the Customer Experience, M. Goldman f	(F3) Case Study: GM f	(G3) Gartner's Top 30 Locations for Offshore Services, I. Marriott f
LA's to Drive a	(D4) Workshop – Building a Vendor Management Program, C. Ambrose f	(E4) Business Process Utility: The Next Frontier, B. Pring f	(F4) Case Study: Avis f	(G4) Answers to the Top Questions & Fears about Offshore Outsourcing, H. Huntley & I. Marriott f
tsourcing f		(E5) Human Resources BPO: Think Globally, Act Locally, R. Brown f	(F5) Case Study: TBD f	(G5) Offshore is Dead – Long Live Offshore, P. Iyengar f

g Security into rcing Deals, f	(D6) Workshop – SLAs & OLAs: The Keys to Multi-Vendor Management, W. Maurer/L. Scardino/J. Longwood a	(E6) BPO Lawyers Panel: Will a provider eat your lunch! Moderator: R. Brown f	(F6) Case Study: GE f	(G6) Panel Discussion: Offshore Captive Centers v Outsourcing Moderator: K. Potter f
marks Fail in ley f		(E7) Finance & Accounting BPO: Is it Worth It? C. Tornbohm f	(F7) Case Study: Weyerhaeuser f	(G7) Workshop – Making the Offshore Decision: What & Where? G. Tramacere f
ess & Technology a	(D8) Workshop – Examining the health of your outsourcing relationship, C. Ambrose/D. Ackerman a	(E8) Business Process Outsourcing vs. Business Process Utilities-How do You Decide? B.Pring/R.Brown f	(F8) Industry Trends in Outsourcing K. Harris-Ferrante, R. Sood f	(G8) Maximizing the performance of your offshore vendor S. Parameswaran a
		(E9) Insurance BPO: Key Trends K. Harris-Ferante f	(F9) Government Outsourcing: Key Success Factors, R. Sood f	(G9) Usability Services: The next offshore frontier P. Iyengar f

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Meet Gartner Outsourcing & Vendor Management Summit 2008 Analysts

For more than a decade, Gartner's dedicated team of analysts has tracked outsourcing trends and markets around the world. Their hands-on experience with both IT and business executives has been the basis for groundbreaking research on how to manage a highly sourced organization. The result of that research: a new

operating model called Multisourcing, which provides innovative frameworks for communicating, interacting with, and overseeing service relationships both inside and outside the organization. Through Multisourcing, enterprises like yours can advance the goals of global expansion, increased agility, profitability and competitive advantage.



David Ackerman
Managing Partner

IT outsourcing and strategic planning to include product plans and delivery. Analysis work in IT cost, price and business processes.



Chris Ambrose
Research VP

IT sourcing, outsourcing, and vendor contract, relationship, and performance management, analysis of trends in enterprise application hosting.



Dane Anderson
Research Director

IT outsourcing, specifically for services trends and scenarios, competitive landscape, application services, and service provider capabilities and go-to-market strategies.



Rob Brown
Research VP

Human resources outsourcing (HRO), Business process outsourcing (BPO).



Ted Chamberlin
Research Director

Emerging communication services MPLS, IP-VPN and Metro Ethernet, Hosted IP telephony, traditional carrier voice and data services, application-based services such as application hosting.



Linda Cohen VP
Distinguished Analyst

Worldwide focus and development of Gartner's sourcing research, providing life cycle advice to clients procuring or delivering strategic sourcing services.



Claudio Da Rold VP
Distinguished Analyst

Sourcing Strategy; Outsourcing and Service Market Dynamics; Alternative Delivery Models; IT Infrastructure Utility.



Kris Doering
Director Consulting

Client deliverables, project management methodology and business development.



Cassio Dreyfuss
Research VP

IT-business interface, IT planning, management and organization issues, sourcing management.



Matt Goldman
Research VP

CRM services (supply and demand sides), including customer experience, customer care and pricing optimization.



Eric Goodness
Research VP

Managed services in the communications sector, IT services issues surrounding business communications.



Arabella Hallawell
Research VP

Security markets such as antivirus, email security and Web filtering.



Kimberly Harris-Ferrante
Research VP

Strategies & technologies in the global insurance sector for distribution, customer relationship management, administration, business process management, business intelligence and infrastructure management.



Jack Heine
Research VP

IT asset management processes, cost justification and budgeting, performance measurement, IT chargeback as well as general.



Helen Huntley
Research VP

Global (Offshore) and domestic outsourcing, sourcing strategy, contracts terms and conditions, negotiations, assessing outsourcing readiness, governance, vendor management and delivery.



Partha Lyengar VP
Distinguished Analyst

Application development (AD) and offshore application outsourcing.



Fran Karamouzis
Research VP

Sourcing strategy specifically for global trends and scenarios (including SaaS), competitive landscape, application outsourcing.



Jim Longwood
Research VP

Infrastructure outsourcing, consulting and systems integration, BPO, shared services, and offshore outsourcing, evaluation and selection of service providers.



Ian Marriott
Research VP

Offshore Outsourcing, Global Sourcing, Global Delivery Models, IT Services and Outsourcing in Europe, Middle East and Africa.



Rich Matlus
Research VP

Contract negotiations, the development of service levels, sourcing decisions and infrastructure outsourcing.



Bill Maurer
Research VP

Sourcing lifecycle Phase 2 (vendor selection) including RFP processes & evaluation methodologies & templates, Phase 3 (contract & deal development), including SLA's & contract structures & Phase 4 (relationship management).



Michael Montonen
VP Consulting

IT Services Outsourcing with particular emphasis on Global delivery Model. Additional focus is BPO in the areas of HR and Finance.



Subhash Parameswaran
Assoc. Director Consulting

Associate Director Consulting Software development and project management, offshore outsourcing



Kurt Potter
Research Director

North American supply-side IT outsourcing market segment, data center, desktop.



Ben Pring
Research VP

Business process outsourcing (BPO) services and IT utility computing (including "on demand", "software as a service" and ASP)



Frank Ridder
Research Director

Sourcing lifecycle Phase 2 (vendor selection), Phase 3 (contract and deal development) and Phase 4 (relationship management)



Lorrie Scardino
Research VP

Application outsourcing and project-based service sourcing



Rishi Sood
Research VP

Key business issues, leading technology trends and drivers, demand for IT solutions, industry best practices, competitive landscape.



Bill Snyder
Research VP

Process development, identifying organizational integrations and effecting improvements in IT efficiency, best practices in workstation, server and mainframe hardware and software asset management.



Cathy Tornbohm
Research VP

Business process outsourcing (BPO), specializing in finance and accounting BPO and global adoption of BPO.



Gianluca Tramacere
Research Director

IT outsourcing market in Europe, including sourcing strategies and offshore IT services.



Allie Young
VP Distinguished Analyst

IT services and outsourcing research, specifically for global trends and scenarios, competitive landscape, application outsourcing, and offshore/global delivery.

Session Descriptions

Keynote Sessions

(K1) Mastering Multisourcing-A Business Imperative

The need to master multisourcing is already being felt. From basic IT services to complex business processes, your organization will increasingly source services and capabilities from a shifting blend of internal and external resources. Given the effort and discipline required to successfully implement a multisourcing operational model, some may be tempted to simply wait. Unfortunately, waiting is not an option. Organizations that master multisourcing will create the agility necessary to find and exploit growth. Our keynote presentation will introduce the nine critical competencies necessary to master the discipline of multisourcing.

Linda Cohen

(K2) Place Your IT and Business Process Services Bets Wisely in 2008

In a world of global economic uncertainty, where cost reduction is once again paramount, the importance of making the right IT and business process services purchasing decisions is critical. We will present a view of the evolving IT and business process services marketplace, examine forces of disruption and inertia, and present insights that will help you to make the right choices in a period where making the wrong ones will have serious consequences.

- What key business, technological, and sourcing model changes will reshape the IT services marketplace over the next five years?
- How can you respond with smart, effective choices for the short and long term?

Ben Pring/Allie Young

(K3) The Big Switch

Go to gartner.com/us/outsourcing for agenda updates.

(K4) The Big Switch

Web 2.0. Cloud computing. Software as a Service. These are but a few of the touchstones of a new era in computing – one that will have a profound impact on the way we live, work, learn and think. But what will that future ultimately look like and how much will it displace everything we know and use today? And what's the path to that destination? Don't miss this captivating examination of two very distinct views of that future and – as importantly – the forces that will shape it.

Nicholas Carr, Acclaimed thought leader and author, *The Big Switch*

Michael Treacy, Business strategist and best-selling author, *Double-Digit Growth*

Pre-Conference Workshops

(TA) Best Practices for Selecting Service Providers

A successful outsourcing agreement requires following certain proven processes during the vendor evaluation and selection phase. This session will examine the best practices to effectively complete a outsourcing vendor evaluation.

- What are the methods used to evaluate sourcing providers?
- What is the best practices for developing an evaluation document?
- What are the successful processes used to evaluate service providers?

Fran Karamouzis

(TB) IT Sourcing Goes Strategic: Raising the Bar on Procurement

This session discusses the roles of sourcing, procurement,

and vendor management and presents best practices to improve an organization's sourcing competencies

- What is the role of sourcing and how does it relate to the role of procurement?
- What is the best organizational structure to source IT strategically?
- How should organizations develop sourcing as a strategic discipline?

Chris Ambrose

(TAA) A Review of Current IT Service Magic Quadrants

Go to gartner.com/us/outsourcing for agenda updates.

(TE) Top 10 Outsourcing Mistakes and How to Avoid Them

While every organization is unique, the mistakes made by them when constructing outsourcing deals are not so unique. In this presentation, the ten most common mistakes Gartner sees organizations make are presented, along with actionable advice to avoid making these mistakes in the future.

Jim Longwood

(TG) Establishing and Maintaining Trust and Control in Global Sourcing

Service providers and service recipients struggle to identify and manage the elements of a "trust based" relationship – even more so when work is being delivered to offshore locations.

Ian Marriott and Michael Montonen

Track A

(A1) Influences and Alternatives for Sourcing IT Services

Changes in the way businesses compete will profoundly affect the way IT and business services are bought, from whom they are sourced and how they are managed. In this presentation we use alternative scenarios to help you plan your strategies for an uncertain future.

- What factors will have the biggest impact on the IT services marketplace?
- What are the alternative models for sourcing IT services?

Matt Goldman

(A2) Industrialized "IT as a Service": Alternative Delivery Models on the Rise Claudio Da Rold

Industrialization of IT services is well under way and will create major discontinuities in the evolution of the IT and business services market. New acquisition and delivery alternatives will reshape the IT industry and your sourcing decisions.

Claudio Da Rold

(A3) IT Infrastructure Outsourcing Scenario: Trends, Opportunities and Action Plan

Although infrastructure outsourcing is dynamic for organizations, it is maturing as a market. This presentation examines the assumptions, drivers and inhibitors facing stakeholders of infrastructure outsourcing engagements.

Kurt Potter

Session Descriptions

Track A (continued)

(A4) The Future of the Communications Industry

A blend of stress and opportunities characterizes today's teleco market, with innovation leading to new business models. Learn more about industry drivers, market challenges, and opportunities in this overview of the U.S. market.

- What is convergence and its affect on sourcing decisions?
- Which providers are best positioned to deliver services?

Ted Chamberlin

(A5) Remote Infrastructure Management: Best Practices for Vendor Selection and Contract Development

As a part of a managed services strategy, remote infrastructure management services (RIM) are growing. However, the market lacks consistency in how vendors market, provision and manage RIM service delivery. Know which factors to consider when migrating to RIM services.

- How to identify RIM service capabilities and common service bundling and pricing practices?
- How to align service providers by capabilities and geographic reach?

Eric Goodness

(A6) Traditional vs. Alternative Delivery models for Network Services: Where Does YOUR Future Lie?

Enterprises are literally putting the future viability of their businesses in the hands of network providers. But despite a rapidly changing market, many organizations continue to entrust their mission-critical network to the cheapest commodity vendor. Discover which solutions in the market are best suited to meet your needs.

- When should migration be considered?
- Which is better, a single- or multi-vendor environment?
- Who is best positioned to deliver network services?

Ted Chamberlin

(A7) Telecom Expense Management: Using Outsourcing to Get Control

Although telecommunications tends to be the least effectively managed environment in IT – in terms of supply chain integration, financial review and asset management – telecom expense management (TEM) promises relief through solid cost reductions. Learn which factors to consider when migrating to TEM services.

- How should you evaluate TEM service capabilities and common bundling and pricing practices.
- How do service providers align by capabilities and geographic reach?

Eric Goodness

(A8) Offshore Delivery of Infrastructure Services: High Demand and Early Growth

Often called remote infrastructure management services (RIM), offshore delivery of infrastructure services has emerged as a credible form of IT outsourcing. Service providers are quickly building capabilities to keep up with expected demand.

- What is the outlook for offshore delivery of infrastructure services?
- How does remote delivery of infrastructure services fit into the current portfolio of traditional IT services?

Kurt Potter/Rich Matlus

(AA3) IT Infrastructure Utility: From Skepticism to Offerings

Despite high-profile marketing around on-demand "IT Utility" services, real adoption has been slow and offerings immature. This market update discusses various IT infrastructure utility offerings, and potential successes and failures.

- What are the key trends, drivers and inhibitors for this market?
- What are the main checkpoints when entering an IT Utility deal?

Claudio Da Rold/Bill Maurer

(AA4) Applications Services Scenario: 2008-2012 Trends and Directions

As organizations try to move from resource-based pricing in a quasi-staff augmentation arrangement, to service-based pricing in a true outsourcing arrangement, the ground rules for application service relationships have to change.

- What is the best practice framework for a flexible application outsourcing contract and relationship?
- What are the pricing issues and implications when changing the application sourcing arrangement?

Dane Anderson

(AA5) Application Sourcing Strategies and Options

As organizations try to move from resource-based pricing in a quasi-staff augmentation arrangement, to service-based pricing in a true outsourcing arrangement, the ground rules for application service relationships have to change.

- What are the primary options and relationship attributes for externally sourcing application services?
- What is the best practice Framework for a flexible application outsourcing contract and relationship?
- What are the pricing issues and implications when changing the application sourcing arrangement?

Lorrie Scardino

(AA6) Green IT for Infrastructure Outsourcing

Green IT is now a critical factor in all IT decisions, including outsourcing. In fact, environmental and regulatory concerns have made it a necessary requirement in the vendor selection process.

- What are major initiatives of key IT outsourcers and their impact on the deal?
- How do you best evaluate Green IT in the sourcing decision-making process?

Rich Matlus, Gianluca Tramacere

(AA7) Understanding How, Why, And When to Use Software as a Service

The time is right to understand how to leverage SaaS potential in your organization and to guard against its limitations and downside.

- In what areas will SaaS make the most impact in the next 5 years?
- How will software and service suppliers maximize the potential of SaaS, and what are the implications for customers?

Ben Pring

(AA8) Megavendors: Accenture, EDS, IBM: Which Has the DNA for Services Leadership in 2012?

Changing market dynamics, new service offerings, and the emergence of aggressive competition challenge today's megavendors -- Accenture, EDS and IBM?

- How are the megavendors positioned in terms of revenue, market share and scope of services?
- What are their strengths, weaknesses, opportunities, and threats?

Dane Anderson

(AA9) Executing Next-Generation Outsourcing

The movement toward alternative acquisition and delivery models (AADM) is unstoppable. In this presentation, we show how a disciplined approach to sourcing can guide leaders to make and execute business-driven AADM decisions.

- How are traditionally-built sourcing strategies and governance frameworks affected by AADMs?
- How can the sourcing strategy and governance framework guide AADM decisions and outcomes?

Lorrie Scardino

Track B

(B1) The Practical Guide for Governance: Balancing Conflicting Factors to Optimize Sourcing

Although an effective sourcing governance framework will steer services towards business objectives, conflicts among different players will arise, including business users, service providers, the IT organization, and regulatory agents

- What are the critical conflicts in sourcing governance?
- What are the best practices for balancing those factors to optimize sourcing?

Cassio Dreyfuss

(B2) Building the Sourcing Business Case

Making an IT-infrastructure sourcing decision often necessitates approval from the board, which in turn requires a financial analysis of sourcing options. Learn the details of a best-practice approach to building a sourcing business case.

- What are the dynamics in financial analysis of infrastructure sourcing decisions?
- How is a solid financial business case built?

Bill Maurer & Rich Matlus

(B3) Aligning Business Expectations to Sourcing Performance

Discover the principles for aligning business expectations with effective sourcing performance management. Up for discussion: best practices for identifying performance measures correlating with business metrics, collecting appropriate data to measure business performance, and establishing a sourcing governance model to drive business value.

- What competencies and processes align business expectations with sourcing performance?
- What is the role of sourcing governance in business alignment?

Linda Cohen

(B4) Workshop-Defining Your Sourcing Governance Style

This interactive session defines the four different governance styles and helps determine which models are most suitable to your own operations.

Cassio Dreyfuss/Linda Cohen

(B5) Business Oriented Sourcing Strategy – From Formulation to Execution

A sourcing strategy enables the enterprise's business objectives through a dynamic combination of the appropriate resources. Learn how to evaluate sourcing options, analyze different sourcing models and ensure successful execution.

- How will the changing IT services marketplace affect sourcing strategies?
- Which key business drivers and factors should a sourcing strategy consider?

Frances Karamouzis

(B6) The High Performing Sourcing Organization: What, Where and How

A mature sourcing organization must display unique characteristics. As an "extended organization" its business users and service providers should have effective roles in collaborative sourcing teams. Its sourcing organization must reflect the enterprise's governance framework, management practices and organizational relationships. Finally, its maturity process should match that of the enterprise and the IT organization.

- What is a high-performing sourcing organization?
- Where should it be placed?
- How is it developed?

Cassio Dreyfuss

(B7) Implementing a Business-Level Multisourcing Governance Dashboard

This presentation explains how a multilayer service-level agreement (SLA) structure can be linked to a broad business key performance indicators' (KPI) view.

- All performance targets are "green" – but end users are not happy. Why?
- How do you create an

end-to-end view across all providers in a multisourced environment?

- How do you ensure continuous optimization of business outcomes?

Frank Ridder

(B8) Co-Management: The Process Framework for Multisourcing Optimization

The co-management process framework helps organizations establish common processes and governance among all providers, internal and external. The result: a more effective and efficient service delivery operation.

- What is the Gartner's co-management framework and how can it help you better manage a multisourced environment?
- What new actions are necessary to advance co-management in your organization?

Kris Doering

(B9) Exposing The Hidden Costs and Risks of Sourcing Options

Enterprises often compare vendor rates to internal costs when evaluating sourcing options, but simple pricing comparisons can be complicated by a variety of factors.

- What are the hidden and indirect costs, and risks?
- What are practical examples and best practices for comparative analysis of various sourcing options?

Fran Karamouzis

Track C

(C1) Structuring Outsourcing Contracts for Success - Ensure that the Right Critical Components are Part of Your Deal!

Creating an outsourcing contract that contains best practice terms and conditions and is fit for purpose can be a daunting task. In this presentation we will discuss critical components you need in your outsourcing contract to drive the required service provider behavior and expected deal outcomes.

- What are the critical components in outsourcing

contracts to better manage the relationship, govern the deal, balance risk and delineate obligations?

- Who should be involved in building the outsourcing contract

Helen Huntley

(C2) Outsourcing Pricing Applied: How to Choose the Right Model for Application and Infrastructure Outsourcing Deals?

An examination of available pricing options, and the pros and cons of each choice for specific deal types – applications, infrastructure, utility.

- Which pricing models are best suited for different contracted work and for different deal cycles?
- What repeatable steps should organizations use to determine appropriate pricing models?

Frank Ridder

(C3) Renegotiation Success – Know Your Advantages and Pitfalls

Demonstrating the right approach to renegotiations, this presentation provides insight into the advantages and risks encountered by both parties. Arm yourself with best practice and prepare yourself for the risks of renegotiation.

- How do service recipients best position themselves for renegotiation success?
- What risks and impacts do both sides experience?

Helen Huntley

(C4) Using Business-Focused SLA's to Drive Provider Behavior

Explore the necessary steps to develop appropriate service levels and link them to business outcomes. Then see how to measure and communicate the results to drive provider behavior and satisfy executive management.

- How will using correct service levels affect outsourcing relationships?
- What are some common technical, process and business outcome service-level examples?

Bill Maurer

Track C (continued)

(C5) Why Flexibility Matters in Outsourcing Contracts

Value propositions from today's outsourcing vendors stress flexibility. This presentation shows why it really matters in outsourcing contracts and what it means to providers and customers.

- What are the benefits of incorporating contracting flexibility language into your deal and how is it done?
- What are the drivers and inhibitors to incorporating contract flexibility?

Frank Ridder

(C6) Best Practices for Integrating Security Into Your Domestic and Offshore Outsourcing Deals

As security and privacy organizations are under increased pressure to ensure company data is protected, gaining control and transparency with suppliers and partners regarding their own security and privacy controls is a problem.

- What key security and privacy issues arise with third parties?
- What are best practice terms and conditions, and processes when dealing with suppliers?
- Which technologies should be used?

Arabella Hallawell

(C7) Top 10 Reasons Why Benchmarks Fail in Outsourcing Contracts

Benchmarks in outsourcing contracts are prone to failure, largely due to the lack of clarity about timing, funding, metrics, methodology and the actions demanded by analysis.

- What are the top reasons why benchmarks fail in outsourcing deals and how to avoid them?
- What actions can be taken to mitigate risk when benchmarking outsourcing deals?

Helen Huntley

(C8) Workshop: Building Business and Technology Innovation into Multisourcing

Using feedback from interviews conducted with senior executive and management teams, this session answers the critical questions, "Is the deal

adaptable?" Will it support and enable business and technology innovation? In addition, we'll review the current process that the SR/SP have in place, specifically designed to promote business and technology innovation.

- Workshop seating capacity is limited

Bill Maurer

Track D

(D1) Perfecting the Three Pillars of Vendor Management – Contract, Relationship and Performance

The keys to effective vendor management are managing the commercial terms and conditions of the contracts, keeping vendor relationships aligned with business goals, and ensuring vendors meet or exceed performance metrics. Here are best practices across all three disciplines.

- How do you define contract, relationship, and performance management?
- What is the best model for vendor management?

Chris Ambrose

(D2) Benchmarking – The Necessary Tool for Managing Your Service Provider's Price and Performance

The goal of benchmarking is to ensure price and service levels remain fair and competitive over the life of the agreement. Although multisourcing adds complexity, benchmarking and performance metrics can achieve best-in-class results.

- How to ensure market competitiveness throughout the life of an outsourcing contract?
- What are best practices for using third party benchmarking reviews?

David Ackerman

(D3) The Implications of Sourcing and Service Management Frameworks

Many methodologies and standards have emerged as best practices for managing outsourcing, including ITIL, ISO2000, PMbok, and eSCM. Adoption of these best practices by providers can reduce risks and improve service delivery.

- What are the key methodologies in the market today?

- Which of these methodologies are most relevant and why?

Jim Longwood

(D4) Workshop: Building a Vendor Management Program

This hands-on session provides a foundation for building a more formalized Vendor Management Program.

- How should organizations categorize their vendors to build a strategic Vendor Management Program?
- What are the best practices in creating a cross-IT view of Vendor Management?
- How can organizations gain true cooperation among strategic Vendor Management programs, internal staff, and vendors?

Chris Ambrose

(D6) Workshop: SLAs and OLAs: The Keys to Multi-Vendor Management

Discover best practices for constructing performance metrics that foster collaboration rather than competition among service providers. (Workshop seating capacity is limited)

- What are end-to-end service levels and OLAs, and how do they fit in a service management program?
- How to build the right performance metrics to drive service provider collaboration?
- How can organizations use SLAs and OLAs to manage end-to-end services and achieve business outcomes?

Bill Maurer, Jim Longwood, Lorrie Scardino

(D8) Workshop: Examining the Health of Your Outsourcing Relationship

This session addresses the most critical issues outsourcing relationships face, provides a framework for determining the underlying causes and offers recommendations for getting a deal back on track. (Workshop seating capacity is limited)

- What are the most common issues faced in long-term relationships?
- How can organizations assess the health of their outsourcing deal?
- Which short-term actions can improve performance?

Chris Ambrose, David Ackerman

Track E

(E1) Business Process Outsourcing: Transitioning to the Future

A look at the BPO market that addresses some of the fundamental structural flaws impeding BPO's potential.

- What are the major challenges users face in leveraging BPO services?
- Which steps should buyers and providers take to improve their mutual success?
- What are the consequences of present BPO failures and what will the future benefits be?

Robert Brown

(E2) Creating an Integrated BPO Strategy

This presentation offers a practical view of how to create a BPO sourcing strategy with tips for design, evaluating suppliers and preparing for the life of the contract.

- How do you create a viable BPO sourcing strategy?
- How do you evaluate BPO providers and select the one that is best positioned to accomplish your intended outcomes?

Cathy Tornbohm

(E3) Enabling the Customer Experience: Dos, Don'ts and Neverminds

Engaging a third-party provider to design, build or manage your customer experience is a daunting challenge. Ensuring a consistent "experience" requires a well-structured approach.

- How can third party providers help plan, build or manage the experience?
- How can you improve the customer experience?

Matt Goldman

(E4) Business Process Utilities: The Next Frontier

Business Process Utilities, the next step in the evolution of the outsourcing industry, will have profound implications for how enterprises manage their business and on how vendors capitalize on new opportunities.

- Who are BPU suppliers and what are their offerings?
- What changes will BPU create in the sourcing of external business process management?

Ben Pring

(E5) Human Resources BPO: Think Globally, Act Locally

An examination of the key trends in global HR BPO, including how to identify and evaluate the leading providers, and assess the future development of the market.

- Who are the leading providers and what are their strengths and weaknesses?
- Which practical areas ensure success, and what are the pitfalls to avoid?

Robert Brown

(E6) BPO Lawyers Panel: Will a Provider Eat Your Lunch!

Gain valuable insights from key legal advisors in the BPO world on trends surrounding contracting, pricing and best-practice adoption.

- What are the key trends in BPO pricing, contracting and negotiation?

Robert Brown

(E7) Finance & Accounting BPO: Is It Worth It?

This discussion examines how to evaluate the benefits of F&A BPO from the perspectives of efficiency and effectiveness as well as current trends in adoption.

- Who are the leading providers and what are their strengths and weaknesses?
- Which practical areas ensure success, and what are the pitfalls to avoid?

Cathy Tornbohm

(E8) Panel: Business Process Outsourcing vs. Business Process Utilities: How do You Decide?

A look at the differences between BPO and BPU and the decision factors in selecting between these very different sourcing strategies.

- What is the difference between BPO and BPU?
- What are the variables in terms of pricing and delivery models?

Rob Brown/Ben Pring

(E9) Insurance BPO: Key Trends in Adoption

Today many US insurance corporations have made use of BPO but are now looking to next generation deals.

This session looks at the particular challenges insurance operations face in BPU adoption.

- What are the key business and software trends in the insurance sector?
- How do BPU vendors for the insurance sector compare to BPO vendors?
- What best practices should be adopted?

Kimberly Harris-Ferrante

Track F

(F8) Industry Trends in Outsourcing

In this session a panel of Gartner's industry focused analysts will cover the current trends in outsourcing across industries and then open the session for a "town hall" style discussion with the audience, **Kimberly Harris-Ferrante, Cynthia Moore and Rishi Sood**

(F9) Government Outsourcing: Issues & Options

Go to gartner.com/us/outsourcing for agenda updates.

Track G

(G1) Global Sourcing Scenario: Heading to the Next Stage of Maturity

This presentation explores how the Global Delivery Model will continue to evolve by identifying major trends, benefits and challenges.

- What are the major trends and drivers for offshore services?
- What are the key challenges faced by service providers and service recipients?

Ian Marriott

(G2) Global Competition in IT Outsourcing: What You Need to Know

As buyers develop their sourcing strategy and vendor selection attributes, a thorough review and understanding of what you can expect from India-centric providers can assist your decision-making.

- What are the key factors in determining if an India-centric provider is suitable?
- How will India-centric providers structure relationships and develop value propositions?

Allie Young

(G3) Gartner's Top 30 Locations for Offshore Services

Ian Marriott

With a bewildering number of countries and providers offering access to high-quality resources at advantageous prices, how do buyers make the right decision?

- Which countries are leading destinations for offshore services?
- Who are the leading providers of offshore application services?

Ian Marriott

(G4) Answers to the Top Questions & Fears About Offshore Outsourcing

The decision to offshore outsourcing services can be a complicated process, spanning cultures, times zones, distances and more.

- How can you mitigate your offshore outsourcing risks?
- What impact does offshore outsourcing have on the organization, and how can you best ready your enterprise to offshore?

Helen Huntley and Ian Marriott

(G5) Offshore is Dead – Long Live Offshore

This session looks at the short-, medium- and long-term viability of the global sourcing paradigm and examines its prospects for continuing to remain a mainstream sourcing option for most enterprises.

- How will demand and supply change over the next 2 to 5 years?
- What will be the new drivers of client demand and vendor success, long term?

Partha Iyengar

(G6) Panel Discussion: Offshore Captive Centers v Outsourcing

Choosing between the options of opening an internally delivered captive center vs. Outsourcing to an external provider is a complex and difficult decision. This panel will explore:

- When should an enterprise use a captive center and when should they outsource?
- What factors would lead to the closing of a captive center being?

Kurt Potter (Panelists include Partha Iyengar)

(G7) Workshop – Making the Offshore Decision: What and Where?

See how to use Gartner's offshore decision framework to help make the right onshore, nearshore and farshore sourcing decisions for your organization.

- How can organizations decide which activities should go offshore?
- Which factors will determine the choice of location?
- What are the best practices in developing an offshore decision framework?

Gianluca Tramacere

(G8) Maximizing the Performance of Your Offshore Vendor

Most organizations that use offshore vendors for application development and maintenance services are managing their relationships using a staff augmentation model when one focusing on deliverables would actually maximize performance.

- How can organizations ensure continuous cost reduction and increasing productivity in offshore deals?
- How can you ensure employees focus on higher value activities?
- How can vendors develop a relationship based on organizational trust?

Subhash Parameswaran

(G9) Usability Services: The Next Offshore Frontier

The next frontier in applications deployment will be inextricably tied to improving the "usability" of applications. As a competence it will almost certainly be outsourced to a service provider. Although these services are still untapped from an offshore perspective, some Indian providers are creating dedicated usability practices.

- Why is usability important?
- What are the drivers and inhibitors of offshore usability services?
- How can enterprises effectively leverage those services?

Partha Iyengar

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PLATINUM (continued)



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For further details please contact:

(Companies A-E)

Craig Sherter

at 203 316 6612

craig.sherter@gartner.com

(Companies F-M)

Michael Wallington

at 203 316 3475

michael.wallington@gartner.com

(Companies N-Z)

Brady Cebrian

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