



2-4 June 2008 ROYAL LANCASTER HOTEL, LONDON  
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## Mastering Multisourcing – A Business Imperative

### SUMMIT CO-CHAIRS



**Claudio Da Rold**  
VP, Distinguished  
Analyst and  
Summit Co-Chair



**Cathy Tornbohm**  
Research Vice  
President and  
Summit Co-Chair

### KEYNOTE SPEAKER



**Linda Cohen**  
VP Distinguished  
Analyst, Gartner



**Claudio Da Rold**  
VP Distinguished  
Analyst, Gartner



**Ben Pring**  
Research VP,  
Gartner

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**Gartner**  
Outsourcing &  
IT Services  
Summit 2008



**Michael Paravicini**  
Chief Information  
Technology Officer,  
Zurich Financial Services



**Allie Young**  
VP, Distinguished Analyst,  
Gartner

## Introduction from the Summit Chairs

European organizations are steadily increasing their utilization of outsourcing and external services to enhance their performance and improve their competitiveness. While many organizations have matured in their ability to structure outsourcing deals and manage external providers, this maturation has been overwhelmed by the increasing number of services and provider options, the turmoil in the external market, the industrialization of IT services and the growing expectations of business leaders.


Over the past two years, the Gartner Outsourcing summit has introduced multisourcing as the key discipline for successful outsourcing strategies and has identified strategies for applying multisourcing to deliver real business results.

Gartner's 7th Annual Outsourcing & IT Services Summit will take multisourcing to the next level. The need to master multisourcing is already being felt. From basic IT services to complex business processes, European organizations will increasingly source services and capabilities from a shifting blend of internal and external resources to meet its goals for cost efficiency, agility and growth. 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. Those that refuse to change will constantly be operating at a disadvantage to competitors.

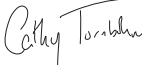
We'll provide you with strategies to help you to deliver the best possible outcome for all your sourcing initiatives. IT Outsourcing, Vendor Management, Transformation projects, Business Process Outsourcing, Offshore and Global Delivery – we'll explore it all. And for the first time, we'll identify the Alternative Delivery Models such as Software as a Service, Infrastructure Utilities and services "in the cloud" that will radically transform the IT Marketplace.

With four tracks and more than 50 sessions, we'll deliver critical analysis, actionable advice and next-generation best practices for next-generation problems. Join your peers and map out a positive new direction for all your ITO, BPO and Global sourcing initiatives.



  
**Claudio Da Rold**  
VP and Distinguished Analyst



  
**Cathy Tornbohm**  
Research VP

## Develop Your Outsourcing Expertise

- **Realize the financial benefits of multisourcing** and avoid the pitfalls
- **Build outsourcing management competencies** and processes
- **Access critical capabilities** you don't have in-house
- **Master effective multisourcing strategies** and tactics
- **Identify the right sourcing** options and models
- **Find the best partners** for every project or process
- **Negotiate effective contracts** and service level agreements
- **Improve agility** with flexible sourcing strategies
- **Determine whether BPO** should be your next move
- **Consider your offshore options** beyond India and labour considerations
- **Learn from your peers** in a series of in-depth practical case studies
- **Get the latest Gartner research** of key sourcing issues
- **Share your experiences** with your peers from across Europe
- **Hear the visionary keynotes** from the industry's top thinkers
- **Attack your toughest challenges** in Analyst One-on-One meetings

## Who Should Attend

- Chief Procurement Officers, Heads of Supply Chain, Heads of Strategic Sourcing and their direct reports
- CIOs and their direct reports - Executive IT (CIO, CTO, VP IS)
- Finance Executives - Financial / Purchasing (Controller, Treasurer, CFO)
- HR Executives, Compliance Managers and Corporate Planners
- Directors of Shared Services and Business Services Centers
- Directors of Administrative Services, Operating Services and Corporate Audit
- Sourcing Relationship Managers
- Service Provider CEOs and Heads of Planning, Marketing and Sales, eBusiness and Account Managers
- Industry Analysts and Educators
- Applications Development, E-Business / E-Commerce
- Consultants, Specialists, other IT Management and Support Professional

## KEY TOPICS - FOCUS ON YOUR MAIN CHALLENGES

- Top Outsourcing Drivers: Achieving agility, profitability and competitive advantage
- Alternative Delivery Models: Understanding how they fit in your sourcing strategy
- Defining a Multisourcing Strategy: Evaluating the impact and making the business case
- Creating an Effective Sourcing Culture: Honing in on new management competencies
- Gaining Visibility into KPI's: Understanding the performance of outsourcing providers
- Change Management: Transitioning to multisourcing and human capital management
- Getting Contracts Right: Structuring for change and innovation
- Understanding the Multisourcing Roadmap: future trends and converging strategies
- Building the Business Case: for outsourcing any process or project
- Globalizing Your Sourcing: for maximum return and maturing your sourcing competency
- Developing The Right Governance: Understanding the critical role of sourcing governance
- Developing the Right BPO Strategy: Defining which processes to outsource
- Network Outsourcing: Managed network services vs. network outsourcing

## The NEW TRACKS for 2008

### Six Tracks to Help You Master Multisourcing

In four tracks, plus two virtual tracks, nineteen Gartner analysts will present the latest research and advice on how to make the multisourced environment operate at peak performance. The Gartner speakers will be complemented by distinguished keynote speakers and senior level case study speakers from leading institutions from throughout Europe.

Plus a third day with an expanded agenda full of advice and focus on the practical application of Multisourcing Discipline.

### 1 Be Strategic: How to Create and Evolve Your Sourcing Strategy

Sourcing strategies need to be strong enough to support the reality of constantly demanding organizations. This track delivers insight, tools and frameworks for seeing the bigger sourcing picture and developing sound sourcing strategies and actions that deliver business benefits.

### 2 Be Informed: The Gartner Insight into the Services Marketplace

New entrants, new delivery models and new IT services means that the IT services market requires constant review and assessment. In this track we provide Gartner's views on the important trends, players and opportunities for the European and Global IT services market.

### 3 Be Competitive: How to Get Negotiation and Deals Right

Combining old and new services models means that manoeuvring through the options and structuring the right deal has never been so challenging. This track explains how to create the right contract, for the right intended deal value, using the right business measures, the right risk assessment, and the right price.

### 4 Be Successful: How to Manage Sourcing and Vendors

Ensuring a successful long term relationship means managing cultural issues and delivery issues. This track provides insight to best practices in creating repeatable, socialized processes to attain optimum results from combining internal and external teams' overtime.

### V Virtual Track: Be Business Oriented: How to handle growing BPO requirements

Deciding if, when, how and how much to use BPO are key decisions facing every organisation. This track will deliver practical advice on how to take these decisions, how to evaluate providers and how to successfully establish BPO as a key component in end to end business processes.

### V Virtual Track: Be Global: Practical Guidance to Using Offshore and Global Delivery

Global Sourcing is demonstrating that it can deliver value beyond cost reduction. Organizations must, therefore, understand the opportunities, challenges and how players are adapting to the rigours of global delivery. This track identifies strategies to effectively manage Global Sourcing.

## DAY 3: Be Practical: How-To and Hands-On Sourcing and Vendor Management

- Focus on best practices, implementation strategies and methodologies
- Understand the most practical and effective aspects of sourcing life cycle management
- Develop strategies for the practical implementation of Multisourcing Discipline
- Engage in hands-on workshops to implement in your organization
- Benefit from additional networking opportunities

# Meet the Analysts

## Worldwide Expertise at Your Fingertips – Your Questions on Outsourcing Strategy Answered!

For over 25 years, Gartner analysts have been the trusted advisors to many of the world's largest and most demanding organizations. No one sees the implications of technology so clearly, so consistently. 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. The Gartner Outsourcing & IT Services Summit brings a level of experience and expertise that you simply cannot get anywhere else.



**Robert Brown**  
VP Research

*"BPO decisions based solely on rash cost reduction will be doomed to fail without proper investments in sourcing strategies and appropriate considerations given to BPO vendor selection and management structures."*

**Focus Areas:** BPO Vendor Selection, HR BPO Market



**Linda Cohen**  
VP Distinguished  
Analyst

*"Just as we no longer remember those companies that were overwhelmed by the changes brought about by the industrial revolution, two decades from now the companies who have not adapted to multisourcing will either be cautionary tales of failure to adapt to a changing world, or simply be forgotten."*

**Focus Area:** Sourcing Strategy, Multisourcing, Sourcing and Vendor management.



**Claudio Da Rold**  
VP Distinguished  
Analyst

*"Alternative Delivery Models - like SaaS and the Infrastructure Utility - are driving the Industrialization of IT Services. Such a frantic transformation of the service market requires strong sourcing management and dynamic strategies."*

**Focus Areas:** Sourcing Strategy, Outsourcing Market Dynamics, Alternative Delivery Models, IT Infrastructure Utility.



**Cassio Dreyfuss**  
VP, Research

*"Our clients now realize that multisourcing offers a host of attractive opportunities. But they also realize that, in today's complex environment, they need to develop their sourcing management capabilities to really be able to collect all the expected benefits."*

**Focus Areas:** Sourcing Management and Governance, Sourcing Organization, IT and Sourcing Business Alignment and Planning.



**Helen Huntley**  
Research VP

*"To build an outsourcing contract, both parties in the deal must understand the risk and value expectations for each side - this then must be articulated in the contract language, pricing and performance metrics for the deal."*

**Focus Areas:** Outsourcing Strategy, Contracts, Negotiations, Governance, and delivery using single, multiple, domestic or global outsourcing providers.



**Frances Karamouzis**  
Research VP

*"The Race is India as the feverish search for business driven value continues. The sea change will be a shift from labor arbitrage to IP based arbitrage (Intellectual Property)."*

**Focus Areas:** Sourcing Strategy, Evaluation & Selection of Service Providers, Application Services, and Global Sourcing.



**Andy Kyte**  
VP and Gartner Fellow

*"Buying applications services demands an effective blend between application methodology and sourcing skills. Since few individuals can claim to be experts in both domains, a team approach is necessary."*

**Focus Areas:** IT Modernization and Application Strategies.



**Alan MacNeela**  
Research VP

*"Value in desktop outsourcing will increasingly come from process streamlining and building a new style workplace."*

**Focus Areas:** Desktop Outsourcing; Hardware and Software Support.



**Ian Marriott**  
Research VP

*"No longer is India the automatic choice for offshore services, European buyers are now investigating a wide range of alternatives."*

**Focus Areas:** Offshore Outsourcing, Global Delivery Models, Outsourcing and IT services in EMEA.



**William Maurer**  
Research VP

*"Multisourcing and Alternative delivery models that are delivered globally dictate a different approach to contracting, measuring and managing deals."*

**Focus Areas:** Sourcing and Vendor Relationships.



**Carlo Patrucco**  
VP Consulting

*"You can outsource almost everything but the control. Governance model and processes are the key factors for successful outsourcing."*

**Focus Areas:** IT Outsourcing, Sourcing Strategy, IT Governance, Sourcing Management.



**Patrick Porter**  
Associate Director,  
Gartner Consulting

*"In a multisourced world SLAs are important, but they are not the whole story. OLAs are critical to ensuring that the service providers work together proactively and cooperatively to deliver the end-to-end services required by the business users."*

**Focus Areas:** Sourcing Strategy, Sourcing Management, Vendor Selection, Negotiation Strategy and Contract Development.



**Ben Pring**  
Research VP

*"The virtual future is virtually here; organization models and how we get IT and business processes done are going to re-invent themselves dramatically over the next few years. This is not a time to not be paying attention ..."*

**Focus Areas:** Software as a Service, On Demand, Cloud Computing, Utility Computing, and Business Process Outsourcing.



**Adrian Quayle**  
VP Consulting

*"A best practice sourcing strategy must fully consider the impacts and business benefits of global sourcing and global delivery models."*

**Focus Areas:** Sourcing Strategy, BPO, Sourcing Management, Management Team Organisation and Design, Global Sourcing and Delivery Models



**Peter Redshaw**  
Research Director

*"The time of the mid-size, universal Financial Services Institution is rapidly disappearing - from now on FSI will bifurcate into two camps with very different approaches to IT services and sourcing."*

**Focus Areas:** Banking & Investment Services (BPO, IT outsourcing and Offshoring; IT Spending & Forecasts, Front Office trends and strategies).



**Neil Rickard**  
Research VP

*"Enterprise Networks are evolving to converged platforms. To fully exploit their benefits enterprises will need to move to more sophisticated network sourcing approaches."*

**Focus Areas:** Network Sourcing, Network Service Providers and Network Technologies



**Frank Ridder**  
Research Director, UK

*"Too many IT organizations base their beliefs about what the business wants and needs on outdated information or assumptions made in days gone by, leading to flawed requirements and sub-optimized services."*

**Focus Areas:** Application Outsourcing, System Integration, Sourcing Strategy, Management and Governance, Best Practices for Evaluating and Selecting IT service providers.



**Lorrie Scardino**  
Research VP

*"Most BI projects these days look remarkably similar - KPI-centric dashboards. For BI to drive competitive differentiation, IT organizations must balance BI portfolios across both reporting and analysis capabilities."*

**Focus Area:** Business Intelligence and Performance Management



**Ed Thompson**  
VP, Distinguished Analyst, UK

*"Customer Relationship Management projects have had a bad rap ever since the bubble of 1999-2000, but since then a wealth of experience has been built up which project managers and consultants alike would be foolish to ignore."*

**Focus Areas:** Customer Experience Management, CRM Strategy and Implementation, CRM Deployments in Europe, CRM Vendors, Feedback Management.



**Cathy Tornbohm**  
Research VP

*"Business Process Outsourcing needs to be adopted with the buyer being fully aware of all the end to end process issues. This is rarely the case."*

**Focus Areas:** Business Process Outsourcing, Finance and Accounting BPO, Alternative Delivery Models, Business Process Utility.



**Gianluca Tramacere**  
Research Director

*"Green IT", with its focus on issues such as power consumption, IT efficiency and the safeguard of the environment, is impacting the IT outsourcing industry and will become an unavoidable topic and criteria for the evaluation and selection of service providers."*

**Focus Areas:** Outsourcing Market Dynamics, Evaluation and Selection of Service Providers, Global Delivery.



**Allie Young**  
VP, Distinguished Analyst

*"Choosing the 'right provider' has gotten more complicated! Your service provider options have exponentially increased with the advent of offshore services delivery."*

**Focus Areas:** Outsourcing marketplace, Global Delivery and Offshore Services, Applications Outsourcing, Global Services Market Trends



## YOUR ACCESS TO THE ANALYST COMMUNITY

Tackle your toughest challenges - registered delegates are extended the opportunity to book a complimentary, private 30 minute consultation with Gartner Analysts. You can ask questions about the analyst's presentation, or address specific issues within the analyst's area of expertise.

## AT A GLANCE

### Monday 2 June

**09:00 – 09:25**  
Conference Opening

**09:25 – 12:30**  
Plenary Sessions

**12:30 – 13:30**  
Lunch and Solution Showcase

**13:30 – 18:00**  
Track Breakout Sessions

**18:00 – 20:00**  
Networking Drinks Reception

### Tuesday 3 June

**08:00 – 12:40**  
Track Breakout Sessions

**12:50 – 13:50**  
Lunch and Solution Showcase

**13:50 – 16:40**  
Track Breakout Sessions

**16:40 – 18:10**  
Plenary Sessions

**18:10 – 19:00**  
Drinks reception

### Wednesday 4 June

**08:30 – 12:35**  
Track Breakout Presentations and Workshops

**12:35 – 13:30**  
Lunch

**13:30 – 15:00**  
Plenary Sessions

**15:00 – 15:15**  
Conference Close

## PLENARY SESSIONS

### 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 to meet its goals for cost efficiency, agility and growth. 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. Those that refuse to change will constantly be operating at a disadvantage to competitors. 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, VP, Distinguished Analyst

### Premier Panel

Gartner analysts interview some of the leading service providers on their approaches, investments, offerings and plans for the future.

Representatives from HP, Infosys, Satyam and Unisys.

### Guest Keynote: Business Value from Multisourcing: The Zurich Experience

Zurich Financial Services, a leading insurance-based financial services provider, has been implementing a comprehensive IT multisourcing strategy since 2002. Zurich's outsourcing relationships span IT infrastructure, application development and maintenance, and business process outsourcing, while other critical activities are kept in-house.

Chief Information Technology Officer Michael Paravicini discusses the business value multisourcing has delivered, its critical success factors, lessons learned, and the organizational changes necessitated by Zurich's outsourcing strategy.

Michael Paravicini, Chief Information Technology Officer, Zurich Financial Services

### IT as a Service: Alternative Delivery Models Transform the Market

Alternative acquisition and delivery models for technologies and IT services are coming, moving the focus of IT from technology into "IT as a Service". While traditional IT delivery will persist for the foreseeable future, the change will impact every player and every facet of IT, including development, infrastructure, finance, operations, procurement, services and support.

- What are the drivers and inhibitors for IT as a service and Alternative Delivery Models?
- What vendor investments will result in new offerings for IT as a Service?
- What is the impact of the adoption of these models on the IT industry?

Claudio Da Rold, VP, Distinguished Analyst

### 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. And the wide variety of new sourcing models makes the choices even more complex. 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.

Ben Pring, Research VP and Allie Young, VP, Distinguished Analyst

### Best Practices Panel Discussion: Developing an Effective Retained Organization

An effective internal IT organization is critical to outsourcing success. It aligns IT services with business needs, manages service levels and ensures services deliver value for money. Planning a retained IT organization is often postponed or overlooked during the initial stages of outsourcing because of the considerable pressing demands of service provider selection, deal negotiation and transition. In this panel discussion, members of Gartner's Best Practices Council share their views on the factors that determine the size and shape of the retained IT organization, how to structure a retained organization and the steps necessary for developing an effective retained IT organization.

"Great opportunity to get up to date on latest BPO and ICT Outsourcing trends from both a client and supplier perspective, in a few days out of a busy schedule."

Michael Croston, Associate Director, Grant Thornton

## END-USER CASE STUDIES

### **AstraZeneca: Implementing a Global "Service Effect" Deal — A Practitioners View**

AstraZeneca recently signed a new global outsourcing contract that embraces the service effect concept. This presentation, by the AstraZeneca Head of IS Procurement, examines some of the challenges of global service effect deals and offers some practical hints and tips to overcome them.

**Speaker: Mark Turner, Head of IS Procurement, AstraZeneca**

### **FSA: Success Factors for Multisourcing — The Need for Internal Change**

This presentation focuses on the successful implementation of an application development multi-sourcing model at the UK Financial Services Authority. It highlights the pre-requisites for success and the need for internal change to support the successful implementation of a multi-sourcing model. Andy Leslie will outline the approach taken to implement the model, how to attract and retain the talent required, how to get buy-in from other parts of the organization, how to ensure that the contracts and relationships with partners support mutual success, and the successes and lessons learned.

**Andy Leslie, Head of Solutions Delivery, Financial Services Authority**

### **ING: Moving Towards Strategic Sourcing - The Challenges and Opportunities Discovered**

In 2005, ING started the first wave of strategic sourcing projects. Today, all of these engagements have been successfully delivered, and all illustrate in different ways the challenges and opportunities sourcing provides. This presentation discusses the lessons learned and how these experiences are shaping the future of sourcing for ING. It focuses on how to learn from early sourcing experiences to become an experienced player, how to build best practice into future sourcing initiatives and not repeat mistakes, and how sourcing can keep adding value to your organization.

**Richard Christophersen, Head of the Competence Centre for Sourcing and Julia Start, Senior Sourcing Consultant, ING**

### **Novartis: Key IT and Transition Issues Moving to Finance and Accounting BPO**

Organizations starting an outsourcing project often underestimate the IT resources and effort needed. What challenges wait for you during the project? How IT can deliver best in class support for transition of processes to BPO? Is the budget sufficient? How can your BPO partner support you? Is the pure 'ship and fix' possible? This case study presentation shares Novartis' experience of a BPO transition project, highlights some of the IT challenges faced during the transition to BPO and describes the key lessons learned.

**Kamila Grembowicz, Head Business Process Control & FRA Shared Services Pharma, Novartis Pharma AG**

## KEYNOTE SPEAKERS

**Linda Cohen,**  
VP, Distinguished Analyst

**Claudio Da Rold,**  
VP, Distinguished Analyst

**Ben Pring,**  
Research VP

**Allie Young,**  
VP, Distinguished Analyst

**Michael Paravicini,**  
Chief Information Technology Officer, Zurich Financial Services

## Guest Speakers

To complement Gartner research, advice and direction, the Outsourcing & IT Services Summit will feature end-user case studies from across Europe, covering different industries and topics. These case studies will address pragmatic and real-life experiences of the end-user community, to provide you with insight into lessons learned and pitfalls to avoid.

Keep updated with further developments at

**[europe.gartner.com/outsourcing](http://europe.gartner.com/outsourcing)**

### **Panel Discussion: Contractual Trends in Outsourcing Transactions**

A panel of top outsourcing lawyers will discuss contracting trends relating to pricing, benchmarking, intellectual property protection, risk containment, contracting for flexibility and exit strategies. Outsourcing contracts have evolved and understanding your legal entitlements, what can be enforced and contractual terms for enforcement is an important component to building and managing your outsourcing contract. Creating the right contract at the start - that is both fit for purpose and allocates risk appropriately between the parties is necessary to protect your sourcing investment in the years ahead.

## Track 1: Be Strategic: How to Create and Evolve Your Sourcing Strategy

### The Practical Guide for Governance: Balancing Conflicting Factors to Optimize Multisourcing

An effective sourcing governance framework will steer services towards business objectives, as the sum of decisions from different players – business users, service providers, the IT organization, and regulatory agents – that have conflicting perspectives and objectives for services.

Rather than eliminate the conflicts, enterprises should understand the conflicting factors and balance them to optimize sourcing. This presentation identifies the:

- Building blocks of a sourcing governance framework.
- Critical conflicting factors in sourcing governance.
- Best practices for balancing these factors to optimize sourcing.

Cassio Dreyfuss

### 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. In this presentation, we examine:

- The primary options and relationship attributes for externally sourcing application services.
- The best practice framework for a flexible application outsourcing contract and relationship.
- The pricing issues and implications when changing the application sourcing arrangement.

Lorrie Scardino

### Business-Oriented Sourcing Strategy – From Formulation to Execution

A sourcing strategy is not a one-off exercise – it is a process that involves IT and business processes, internal and external stakeholders, and services being delivered through a complex matrix of resources. This presentation addresses Gartner's approach to evaluating sourcing options, analyzes sourcing models and focuses on key elements to ensure successful execution.

- How will the changing IT services marketplace affect sourcing strategies?
- How can an enterprise evaluate and adapt its sourcing strategy?
- What key business drivers should be considered in developing an optimal sourcing strategy?

Frances Karamouzis

### 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 hidden costs, unforeseen risks, and varied maturity of services offerings and delivery models. Here we provide a "how to" guide for assessing and quantifying your sourcing options, both internal and external.

- What factors should be analyzed and quantified when comparing insourcing to outsourcing?
- What are the hidden and indirect costs, and risks?
- What are practical examples and best practices for comparative analysis of various sourcing options?

Frances Karamouzis

### Building the Sourcing Business Case

Making an IT-infrastructure sourcing decision often requires board approval. Boards, however, are not accustomed to making a decision without knowing the financial consequences of their sourcing options. A business case with a complete financial analysis is required. In this presentation we detail a best practice approach to building a sourcing business case.

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

William Maurer

## TAILOR YOUR OWN AGENDA IN ADVANCE!

To enable you to build your own personal agenda and select the sessions that are relevant to you, please use our online Agenda Builder to ensure you make the right decisions and get the best value from the Summit. For details please visit

[www.europe.gartner.com/outsourcing](http://www.europe.gartner.com/outsourcing)

## Track 2: Be Competitive: How to Get Negotiation and Deals Right

### IT Infrastructure Outsourcing Scenario: Toward Green IT

Environmental and regulatory concerns about issues such as data center cooling and power consumption have moved Green IT from a minor topic, key only to some organizations, to a necessary requirement for the IT and IT outsourcing industry. This session will explore how Green IT will affect your outsourcing engagement.

- What is the outlook for infrastructure outsourcing in the future?
- Why is Green IT important for the IT Infrastructure outsourcing market?
- How can you best evaluate Green IT when making your sourcing decision?

Gianluca Tramcere

### IT Infrastructure Utility: From Skepticism to Offerings

Marketplace hype, then deep skepticism and now a confused uptake has characterized "IT Infrastructure as a Service." Despite high profile marketing campaigns about on demand, "IT utility" and "in the cloud", real adoption has been slow to start and offerings are quite immature and patchy at best. This presentation identifies:

- Key trends, drivers and inhibitors for the IT infrastructure utility market.
- How to determine the maturity level of an infrastructure utility offering
- The main checkpoints when entering an infrastructure utility deal.

William Maurer, Claudio Da Rold

### Traditional vs. Alternative Delivery Models for Network Services: Where Does YOUR Future Lie?

The network is mission critical to almost all enterprises and therefore enterprises are putting their future viability in the hands of network providers - often the cheapest commodity vendor they can find! This presentation examines new sourcing approaches, the vendors who are delivering them and how enterprises can and will use them to meet their needs.

- Which network sourcing options are best suited to different enterprise needs?
- How should enterprises engage with their network service providers?
- Which service providers are best positioned to deliver different types of services?

Neil Rickard

### Financial Services and Outsourcing: Borrowers or Lenders?

Financial Services Institutions (FSIs) like to give the impression of being thought leaders and self-sufficient, but that isn't always the case. Outsourcing is a prime example of where they can point the way to the future and also where they need to catch up with the rest of the world.

- What should never, ever, be outsourced by an FSI?
- Where can FSIs both outsource and enhance agility?
- How can FSIs use process models to enhance their services?

Peter Redshaw

### Business Process Utility: The Next Frontier

Business Process Utilities are the next step in the evolution of the outsourcing industry. As more enterprises look to source fully managed business processes which leverage this new approach, BPU will have profound implications for how enterprises manage their businesses.

- What are Business Process Utilities and how do they relate to traditional forms of Business Process Outsourcing?
- Who are the BPU suppliers and what are they offering?
- What changes will BPU create in the sourcing of external business process management?

Ben Pring



*"An Excellent Summit!  
Very relevant to the issues  
facing our business today"*

David Probert,  
Group IT Commercial  
Contracts Manager, Gallaher.

## Track 3: Be Competitive: How to Get Negotiation and Deals Right

### Executing Next Generation Outsourcing

The movement toward alternative delivery and acquisition models (ADAM) is unstoppable, but IT organizations have been slow in guiding the enterprise to make business-driven decisions that align with the sourcing strategy. This presentation demonstrates how a disciplined approach to sourcing can guide leaders to make and execute business-driven ADAM decisions.

- How are traditionally-built sourcing strategies and governance frameworks affected by ADAMs?
- How can the sourcing strategy and governance framework guide ADAM decisions and outcomes?
- How can organizations prepare for the next generation?

Lorrie Scardino

### Pan-European Help Desk Outsourcing Magic Quadrant

Process and technical excellence, proactivity, global delivery and automation are key components to underpin successful help desk outsourcing relationships.

We describe the market evolution, position key providers in the European scenario and describe key benefits and challenges customers will be facing in help desk outsourcing relationships.

- What are the key trends shaping the help desk outsourcing market?
- How are the major providers positioned in the European marketplace?
- What are the key strengths and weaknesses of the help desk offering today?

Gianluca Tramacere

### Data Center Outsourcing in Europe: Market Trends and Providers Magic Quadrant

Data center outsourcing is a viable and satisfactory sourcing option in Europe. However, intense development is occurring on several fronts: consolidation, virtualization, remote management, green IT and infrastructure utility. This session identifies:

- What are the major forces driving the evolution of this market?
- Who are the key service providers for Data Center outsourcing services?
- What benefits and challenges are Data Center outsourcing customers reporting?

Claudio Da Rold

### Understanding How, Why and When to Use Software As a Service

SaaS is beginning to prove itself and is poised to move beyond the bleeding edge. The time is right to understand how to leverage its potential in your organization and guard against its limitations and downsides.

- How significant will SaaS be during next five years, and in what areas will SaaS make the most impact?
- What steps should users take to successfully use SaaS?
- How will software and service suppliers maximize the potential of SaaS and what implications will there be for SaaS customers?

Ben Pring

### 1,000 CRM Projects Can't Be Wrong: Lessons From Those Who Have Gone Before

From 2003 to 2007, as part of the CRM Services Magic Quadrant reference checking process, Gartner studied over 1,000 CRM projects involving external service providers. This session presents the European Magic Quadrant and the best practices that we identified for selecting the right service providers.

- What are the key trends in CRM implementation and outsourcing?
- What are the best practices for evaluating, selecting and managing an External Service Provider?
- Which consulting and systems integration vendors can best help implement a CRM solution?

Ed Thompson

### Outsource Contracting: Why Flexibility in Outsourcing Contracts Matters

In today's value propositions from outsourcing vendors we find almost always this: "We are flexible!" and "We apply this through our contracts." This presentation shows why flexibility in outsourcing contracts really matters, what that means to providers and customers and how you can incorporate flexible contracting terms into your deal.

- What are the benefits of incorporating contracting flexibility language into your deal?
- How to incorporate contract flexibility into your outsourcing deal?
- What are the drivers and inhibitors to incorporating contract flexibility?

Frank Ridder

### Best Practices for Selecting Service Providers

To have a successful sourcing agreement requires an enterprise to follow certain proven processes during the evaluation and selection phase of the sourcing life cycle. In this presentation we provide an evaluation methodology that will assure attracting the right vendors and developing the optimal scope of work.

- When and why should RFPs be utilized?
- What are the successful processes used to evaluate service providers?
- How should buyers "package" their deals to attract the vendors and contract terms they desire?

Frances Karamouzis, Frank Ridder



## Track 4: Be Successful: How to Manage Sourcing and Vendors

### Perfecting The Three Pillars of Vendor Management - Contract, Relationship, and Performance

The keys to effective vendor management are the disciplines of managing the commercial terms and conditions of contracts, keeping vendor relationships aligned with the organization's business goals, and ensuring that vendors meet or exceed performance metrics. The most effective organizations have mastered these disciplines through effective organization, vendor management competencies, and formal performance management programs. This presentation will explore:

- How to define contract, relationship and performance management
- What is the best organizational model for vendor management?
- How can organizations ensure vendors deliver against their commitments?

Linda Cohen

### Renegotiation Success – Know Your Advantages and Pitfalls

Heading into renegotiations without fully understanding the strengths and weakness of both contractual parties can leave you at a unique disadvantage. In this presentation, we identify how to approach renegotiations and give you insight into the advantages and risks encountered by both parties entering a renegotiation. Arm yourself with best practice tips for success by understanding the risks and impacts of renegotiation.

- How do service recipients best position themselves for renegotiation success?
- What are the risks and impacts of renegotiation for both sides of the deal?

Helen Huntley

### Implementing a Business-Level Multisourcing Governance Dashboard

Multi-provider sourcing relationships often have "siloeed" technical service level agreements, which do not leverage one another and are sometimes conflicting. What matters is a solid view from the business KPIs that optimizes the outcomes of a set of sourcing initiatives across all providers. This presentation explains a multilayer SLA structure.

- All traffic lights are green – but end users are not happy. Where is the mismatch?
- How to create an end-to-end view across all providers in a multisourcing environment
- How to ensure continuous optimization of business outcomes

Frank Ridder

### The High-Performing Sourcing Organization: What, Where and How

One of the key characteristics of a mature sourcing organization is that it drives high-performance sourcing initiatives — and for that it must display a set of unique characteristics. This presentation identifies and examines these characteristics and advises on the best practices for the development of a truly high performing sourcing organization.

- What is a high performing sourcing organization?
- Where should it be placed?
- How do you develop it?

Cassio Dreyfuss

### Synchronizing the Application and Sourcing Life Cycles

Application life cycles are characterized by periods of intense project activity, punctuated by periods of relative operational calm. How should IT management plan for dynamic and static application demands, and then supply them as prescribed in the sourcing strategy?

- How can a life cycle approach to sourcing help fulfill application demand better, faster, cheaper?
- What competencies must be present in the IT organization to effectively manage demand and supply for application services?
- How should IT management measure and improve the value they receive from internal and external application service sources?

Andy Kyte

### Best Practices in Desktop Services and Outsourcing

The delivery of seamless and predictable desktop services can be truly challenging. This session shares best and worst practices in great desktop services, whether delivered internally, outsourced or a mixture of both.

- What best management practices will ensure that I have a great desktop services environment?
- What desktop technologies/innovations will impact my environment and how best to plan for them?
- How can I best select the right desktop services provider?

Alan MacNeela

### 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 what actions will be taken as a result of the analysis. We provide the top reasons why benchmarks fail in outsourcing and how to avoid these failures.

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

Helen Huntley

## VIRTUAL TRACK: Be Business Oriented: How to Handle Growing BPO Requirements

### Business Process Outsourcing: Transitioning to the Future

This presentation examines the current state of the BPO market, makes recommendations to users and providers of BPO that will address some of the fundamental structural flaws currently stopping BPO from reaching its real potential, and identifies the benefits of BPO in the future.

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

Robert H. Brown

### Creating an Integrated BPO Strategy

Business process outsourcing providers typically provide support to sections of end to end processes. Really studying your own process environment in advance of engaging providers is critical to the success of any BPO deal. This presentation provides practical advice on creating a BPO sourcing strategy and preparing for the life of the contract.

- How to create a viable BPO sourcing strategy
- How to evaluate and select the providers that are best positioned to accomplish the intended outcomes?
- How to create a sustainable relationship with BPO providers

Cathy Tornbohm

### Finance and Accounting BPO: Is it Worth It?

F&A BPO is very dependent on the economics of delivery options. Here we discuss how to balance evaluating the benefits both from the angle of efficiency and effectiveness and current trends in adoption.

- What are the key trends in global F&A BPO?
- Who are the leading providers and what are their strengths and weaknesses?
- What are the practical areas to ensure success, and what are the pitfalls to avoid?

Cathy Tornbohm

### Human Resources BPO: Think Globally, Act Locally

Human resources BPO is increasingly taking on a global dimension, but a global delivery platform in HRO is still a fantasy. Buyers need to determine their requirements for HR services in an increasingly global workforce, and the role that HRO can play as a strategic sourcing option.

This presentation identifies:

- What are the key trends in global HR BPO?
- Who are the leading providers and what are their strengths and weaknesses?
- What are the practical areas to ensure success, and what are the pitfalls to avoid?

Robert H. Brown



### CUT THROUGH THE HYPE - BRING CLARITY TO YOUR BPO DECISIONS

The worldwide BPO market will increase to more than \$60 billion by 2008. Some of these monies will represent deals you will be negotiating or renegotiating.

That means YOU will be spending some of that money.



### Get up to Speed

Summit content is aligned with the outsourcing Lifecycle

## VIRTUAL TRACK: Be Global: Practical Guidance to Using Offshore and Global Delivery

### Global Sourcing Scenario: Heading to The Next Stage of Maturity

Global Delivery Models (GDMs) have become a “mainstream” approach for many organizations. More providers, from more countries, are offering a broader array of services than ever before. This presentation explores how this delivery model will evolve by identifying major trends, benefits and challenges faced by service providers, service recipients and host countries.

- What are the major trends and drivers for offshore services?
- What are the key challenges faced by service providers and service recipients?
- How will global delivery move to the next stage in its evolution?

Ian Marriott

### Global Competition in IT Outsourcing: What You Need to Know

Today, India-centric service providers are serious contenders for your outsourcing deals, and bring new, alternative approaches to structuring relationships, service delivery and pricing. As you develop your sourcing strategy and vendor selection attributes, a thorough review of what you can expect from “offshore” global providers will assist in your decision-making.

- What is the current competitive market for IT outsourcing?
- What factors should be considered in determining if a global offshore provider is suitable?
- How will these providers structure relationships and develop their value propositions?

Allie Young

### Gartner's Top 30 Locations for Offshore Services

There are now a bewildering number of countries and providers offering access to high quality resources at advantageous prices. In this increasingly complex marketplace, how do buyers decide on the country, provider and delivery model that is right for them? In this presentation we:

- Recommend a strategy for global sourcing.
- Assess some of the leading countries and service providers with global delivery models.

Ian Marriott

### Best Practices in Offshore Outsourcing

The decision to go “offshore” for outsourcing services can be a complicated process. Working across cultures, time zones, distances, contracting with providers in a foreign land can lead to many questions and concerns. This presentation discusses the top questions about offshore outsourcing and identifies how to mitigate risks when using this delivery method.

- What are the top concerns organizations have when offshore outsourcing?
- How can you mitigate your offshore outsourcing risks?
- What impact does offshore outsourcing have on your organization and how can you prepare your enterprise to offshore?



### SPOT THE TRENDS

Pressure is on to reduce operating costs. Offshore is growing and the ante is up for low-cost labor locations.

**The marketplace: A state of change...**

# Day 3: Best Practices & Implementation Day

This is your opportunity to put theory into practice with a series of practical “how-to” presentations and hands-on workshops. An enhanced interactive environment allows you to discuss best practices, methodologies and implementation strategies with your peers, Gartner analysts and industry experts to complete your learning.

## PRESENTATIONS

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### Best Practices in Offshore Outsourcing

Helen Huntley

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### The High-Performing Sourcing Organization: What, Where and How

Cassio Dreyfuss

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### Building the Sourcing Business Case

William Maurer

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### Exposing the Hidden Costs and Risks of Sourcing Options

Frances Karamouzis

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### Outsource Contracting: Why Flexibility in Outsourcing Contracts Matters

Frank Ridder

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### Best Practices in Desktop Services and Outsourcing

Alan MacNeela

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### Best Practices for Selecting Service Providers

Frances Karamouzis, Frank Ridder

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### Top 10 Reasons Why Benchmarks Fail in Outsourcing Contracts

Helen Huntley

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### Keynote Presentation: Place Your IT and Business Process Services Bets Wisely in 2008

Allie Young, Ben Pring

## HANDS-ON WORKSHOPS

Whether you are a newcomer to outsourcing or a sourcing “master”, it’s always beneficial to share ideas and exchange best practices. These hands-on workshops are specifically designed to be highly interactive, facilitating peer to peer exchange – combined with the expert advice of Gartner’s analysts.

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### Making the Offshore Decision-What and Where?

In this workshop we will teach you to utilize Gartner’s offshore decision framework in order to make the right decisions around onshore, nearshore and farshore sourcing options for your organization.

Ian Marriott and Adrian Quayle

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### Masters Workshop: Business and Technology Innovation

Using feedback from interviews conducted with senior executive and management teams, this workshop answers the critical questions: “Is our outsourcing deal adaptable? Will it support and enable business and technology innovation?” In addition, we’ll review the current processes that the service provider and service receiver have in place, specifically designed to promote business and technology innovation.

William Maurer, Linda Cohen and Robin Wilson

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### Masters 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.

Lorrie Scardino, Cassio Dreyfuss, Carlo Patrucco and Francesco Giannetta

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### Workshop – SLAs and OLAs: The Key to Multivendor Management

This “hands-on” working session will provide participants with best practices for constructing relevant performance metrics that foster service providers’ collaboration (as opposed to competition) in multisourcing deals. This includes end to end service levels, operating level agreements among internal and external service providers, and clearly defined roles and responsibilities.

Gianluca Tramacere, Ian Marriott, Patrick Porter and Ian Puddy



## Meet innovative technology and service providers at the forefront of Outsourcing & IT Services

At the Summit we'll help you develop a "short list" of technology providers who can meet your particular needs. We offer you exclusive access to some of the world's leading technology and service solution providers in a variety of settings. Visit the demonstration forum, attend the Solution Provider Sessions and join in the networking drinks reception for informal relationship-building.

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**Symposium/ITxpo**  
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**Application Integration & Web Services Summit**  
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