Applications

Tom Austin
VP & Gartner Fellow
@tomaustin
- Creating competitive advantage by exploiting AI technologies such as machine learning, natural-language processing
- Machine learning, natural-language processing and other key smart machine technologies
- Choosing new AI-rich platforms from Oracle, SAP and Salesforce; cloud PaaS from Amazon, Microsoft and Google; bespoke solutions from IBM Watson and Accenture or more focused application providers
- Comparing and contrasting
- Driving innovation (actual experience at Gartner)

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

Monica Basso
Research VP
@Monikino
- Should we consider Dropbox or avoid it?
- Should we consider Microsoft OneDrive for Business in Office 365 for use cases other than file productivity?
- How can we enable mobile access to Microsoft SharePoint?
- How to modernize the workplace with EFSS and mobile collaboration?
- How to plan the enterprise mobility strategy, including BYOD programs?

Jim Hare
Research VP
- What are the key trends in data and analytics that will impact my business?
- Where are the fastest-growing segments and emerging opportunities in analytics and BI?
- How should I adapt my go-to-market strategy to respond to the market dynamics?
- What capabilities are end users looking for in analytics and BI?
- How should my company respond to remain competitive?

Stephen Emmott
Research Director
- Evaluation and selection of insight engines
- Evaluation and selection of enterprise video content management solutions
- Replacement of Google Search Appliance (GSA)/Google Site Search (GSS)
- Delivering insight within the digital workplace
- Delivering video within the digital workplace

Dennis P. Gaughan
Research VP
- Application strategy and governance
- Pace-layered application strategy
- Application portfolio management
- Application governance
- Cloud computing

Ilona Hansen
Research Director
- Partnership Relationship Management (PRM)
- Customer Relationship Management (CRM)
- Sales Force Automation (SFA)
- Inside Sales

Joachim Herschmann
Research Director
- Developing a QA/test automation strategy
- Adopting a performance engineering approach to software development
- Addressing the impact of emerging trends such as agile, DevOps, bimodal, IoT on QA/test
- Improving software quality through integrated, continuous testing
- Adoption of ALM and agile practices

Christian Hestermann
Research Director
- What are the key elements of our ERP strategy?
- When and how should we modernize our ERP and other business applications?
- Who are the most relevant vendors for our specific ERP requirements?
- How do I determine the right cloud or SaaS strategy for our ERP systems?
- What are the key trends that shape future ERP solutions?

Jim Davies
Research Director
- How to initiate a successful voice of the customer program
- How to migrate toward a unified contact center WFO solution
- How to apply best practice to customer surveys
- How to select the most appropriate call recording or WFM vendor
- Building the business case and selecting a vendor for speech analytics

*Analyst list subject to change
Applications (continued)

Hanns Koehler-Kruener
Managing VP
@HannsKK
- Digital workplace strategies
- Creating an content services strategy to drive business value from content management
- How to select, use and improve insight engine
- How to use content and insight to create business value in a digital workplace
- Metadata and taxonomies and their use in managing content

Andy Kyte
VP & Gartner Fellow
- Bimodal application strategy
- Application rationalization
- Application strategy and governance
- Application transformation
- Agile methods

Adrian Leow
Research Director
- Is web, native or hybrid mobile app architecture best suited to your organization?
- Best practices to develop a successful mobile strategy
- Outsourcing versus in-house mobile app development: How to choose a mobile development partner?
- How to build up mobility skills internal to an organization?
- Key fundamentals to scale up mobile app development and create a mobile architecture

Mick MacComascaigh
Research VP
- Ensuring business priorities and digital strategies are well-aligned
- Building the right solution architecture for an effective digital presence
- Helping clients build their brand and success

Paulo Malinverno
Research VP
- API economy and the role of APIs in digital business, application governance and rationalization, IoT, and B2B integration
- Building ecosystems in digital strategies
- API management
- E-invoicing projects and vendors worldwide
- Cloud in Europe - special trends

Jeffrey Mann
Research VP
@jeffmann
- Best practices for social software and collaboration adoption
- Planning for Office 365 or Google G Suite adoption
- How to create a collaboration strategy
- How to talk with LOB managers and senior executives about collaboration and cloud office
- Building organizational and executive support for social software

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

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

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

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

Yefim V. Natis
VP & Gartner Fellow
@ynatis
- Event-driven IT and event-centric IT platforms
- Establish cloud platform strategy
- PaaS market trends; vendor and user strategies
- Application architecture initiatives for digital business and IoT
- Context-aware decision making and the context discovery architecture models

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

*Analyst list subject to change
Applications (continued)

Magnus Revang
Research Director
- User experience
- Digital design/user experience design, methodologies, processes, and practices
- Chatbots, conversational user interfaces, conversational platforms (projects, vendors, practices, overview)
- Website design or redesign projects (SOW, RFP, working with agencies/consultancies, practices, reviews)
- AI and machine learning applied to user experience (personalization and conversational interfaces)

Jenny Sussin
Research VP
@Jsussin
- Developing a Social Analytics Strategy
- Using Social Media for Customer Service
- Choosing Social Media Application Vendors
- Defining Social Media Metrics
- Determining the Business Value of Social Media

Bill Swanton
VP Distinguished Analyst
- Developing an application strategy (incl. pace-layered application strategy)
- Improving application organization maturity (ITScore for applications)
- Business cases & benefits realization for business process improvement w/IT
- Scaling agile development methodologies to dozens of teams inc, governance and budgeting
- Application rationalization and consolidation

Stefan Van Der Zijden
Research Director
- Application Strategy
- Application Rationalization
- Application Portfolio Management
- Application Modernization Approaches
- Enterprise Agile

Paul Vincent
Research Director
- Selection and evaluation of application platform as a service (aPaaS) and platform as a service (PaaS) frameworks.
- Productivity in IT through supporting technologies such as cloud, model-driven development, containers, SOA and associated methodologies.
- Platform as a service trends and market developments.
- Roles and applications for event-driven systems for enterprise IT, including event servers, microservice platforms and associated infrastructure components.
- Application issues for present-day IT, including decision services, API management and application life cycles.

Michael Woodbridge
Research Director
- Developing ECM and digital workplace strategies
- Preparing for migration to new solutions on-premises and in the cloud
- ECM vendor selection decisions
- Best practices for implementing ECM-related projects and programs
- ECM vs. EFSS

*Analyst list subject to change

Analyst One-On-One Meetings are first come first serve.
CIO Research

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

Ivar M. Berntz
Research Director
- Competitive strategy and business transformation
- Digital business strategy, business model and industry changes
- How to help digital business leaders to transform and innovate
- Board of directors’ role in digital, business and IT strategies
- IT as a strategy enabler

Diane Berry
Research VP
- Identification of skills and competencies for IT workforce and digital business/bimodal IT
- Recruitment, retention and development of IT workforce
- Employee engagement and motivation
- Reward and recognition of IT workforce
- Executive career coaching (CIOs and IT leaders)

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

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

Cassio Dreyfuss
Research VP
@cassiodreyfuss
- Business Models, IT Strategy and Planning
- IT Governance, Organization and Management
- IT Services Management, Shared Services
- Organizational Issues, Collaboration, Managing Organizational Change
- Brazil Business and IT Scenario

Jackie Fenn
VP & Gartner Fellow
@JackieFenn
- Driving a culture of innovation
- Developing an innovation process or program
- Establishing an innovation group
- Innovation and creativity activities and approaches
- Best practices in scenario planning and visioning

David Furlonger
VP & Gartner Fellow
- Blockchain, Bank of the Future, digital business strategy and Internet of Things, FinTech/Innovation
- CEO, CIO strategy and emerging trends
- AI
- FinTech
- Innovation

Ed Gabrys
Research Director
- How to create a compelling, business-driven strategy?
- How the role of CIOs and other digital leaders are evolving, and where should focus their attention?
- How to develop core leadership competencies and becoming more trusted, more valued and more successful?
- How to develop and evolve an effective culture?
- How to become an influential and persuasive communicator?

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

Mark Coleman
Research Director
- CIO and senior IT leadership development
- Organizational development, culture and employee engagement
- Developing a workforce for digital business
- Future workforce planning, identification of skills and competencies for future IT workforce
- Recruitment, retention and development of IT workforce

Richard Hunter
VP & Gartner Fellow
@rc_hunter
- The business value of IT
- Digital business risk
- IT governance
- Managing enterprise change
- Managing legacy systems

*Analyst list subject to change
**CIO Research (continued)**

**Dale Kutnick**  
SVP Emeritus Distinguished Analyst  
- Digital Business Strategy  
- Emerging Trends & Innovation Mgmt  
- Business Impact of Nexus Forces & IoT  
- CIO Communications/Messaging & Business Leadership  
- IT Organization Leadership & Design

**Patrick Meehan**  
VP Distinguished Analyst  
- Digital business leadership, roles, organization and culture  
- Digital business innovation and transformation  
- Roles and responsibilities in impacting the front office  
- IT branding and CIO’s personal brand  
- IT Organization design focused on business growth and transformation

**Hung LeHong**  
VP & Gartner Fellow  
- Understanding digital business opportunities & transformation  
- New sources of competitive advantage

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

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

**Ken McGee**  
VP & Gartner Fellow  
- IT Budgets  
- Conventional IT Cost Cutting and Radical IT Cost Cutting  
- IT Cost Optimization  
- Changing Culture  
- Digital Business Developing Digital Strategies

**Tomas Nielsen**  
Research Director  
- Digital Business Transformation  
- IT Organizational Design  
- IT Strategy  
- One Page IT Strategy  
- Digital Business Leadership

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

**Elise Olding**  
Research VP  
@EliseOlding  
- Leading change in uncertain and disruptive times  
- Change leadership and the ESCAPE model  
- Change and digital business  
- Team dynamics and politics  
- The science of change (behavioral and cognitive neuroscience)

**Steven Mingay**  
Research VP  
@smingay  
- Bimodal IT  
- Shadow IT  
- IT service management, IT service portfolios & catalogs, IT process improvement, ITIL, COBIT, IT-CMF  
- Enterprise sustainability programs, energy efficiency including the data center, green IT  
- IT governance, IT organizations, IT shared services

**Bard Papegaaij**  
Research VP  
- How to develop emotional intelligence, and personal and leadership skills, in oneself and others?  
- How to create a motivated, engaged and resilient workforce for the digital era?  
- How to design, create and guide cultural change?  
- How to communicate with and engage stakeholders?  
- How to lead in the digital era?

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

*Analyst list subject to change*
**CIO Research (continued)**

**Paul E. Proctor**  
VP Distinguished Analyst
- CIOs bridging risk and security to business need  
- Building mature risk management programs  
- Linking risk management to corporate performance  
- Mapping key risk indicators into key performance indicators  
- Board-level reporting for security and risk

**Mark Raskino**  
VP & Gartner Fellow  
@MarkRaskino
- CEO priorities and trends  
- Digital business strategy, business model and industry change  
- Digital business leadership and organization  
- Innovation management

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

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

**Ansgar Schulte**  
Research Director
- CIO role and evolution  
- IT challenges in mergers, acquisitions and divestitures  
- IT strategic planning  
- IT leadership  
- IT governance

**Monika Sinha**  
Research Director
- IT strategy  
- IT organizational design  
- ITScore  
- Bimodal  
- Governance

**Sanil Solanki**  
Research Director
- Running IT cost optimization as a program  
- Financial controls for Mode 2 and optimizing the cost of innovation  
- IT budgeting and IT budget tool assessment  
- Metrics and performance measures  
- Creating incubation centers with startups

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

**Graham P. Waller**  
VP Distinguished Analyst
- Digital business leadership mindsets and behaviors  
- Understanding and exploiting digital business opportunities  
- Driving business value via technology  
- CEO priorities and trends  
- How to evolve leadership mindsets

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

*Analyst list subject to change*
Data & Analytics

Frank Buytendijk
VP & Gartner Fellow
@FrankBuytendijk
- Digital ethics and digital society
- Data and analytics strategy (not vendors and technology)
- Chief data officer; chief analytics officer
- Data and analytics organization
- Data and analytics metrics of success

Henry Cook
Research Director
@henrycccook
- Data warehouse/big data architecture
- Data warehouse/big data business cases
- Understanding in-memory database principles
- Understanding database principles so they can understand product differences
- Data warehouse/big data principles massively parallel, columnar, etc.

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

Roxane Edjlali
Research Director
- Data warehousing practices and technology
- Impact of big data on data warehousing
- Data management organizational models
- Logical data warehouse
- In-memory dbms technology and maturity

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

Debra Logan
VP & Gartner Fellow
- Information management strategy and governance
- Office of the CDO, new roles and skills needed for managing and exploiting information
- Change and change management
- Diversity in IT
- Leadership skills development

James Laurence Richardson
Research Director
- Craft an analytic strategy that delivers business value
- Evaluate and select the right modern BI platform
- Bolster analytic capabilities
- Create an organizational model for analytics
- Drive user adoption of BI and analytic tools

Douglas Laney
VP Distinguished Analyst
@Alex42Linden
- Information value and monetization
- Information innovation, big data use cases
- Information and analytics strategies, organizational issues
- Data governance and the role of the chief data officer (CDO)
- Vendor marketing and messaging, product planning and startups (not competitive analysis)

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

*Analyst list subject to change

Analyst One-On-One Meetings are first come first serve.
EA/Tech Innovation and PPM

Marcus Blosch  
Research VP  
- Business architecture and capability-based planning  
- Human-centered design and design thinking  
- EA to support innovation and bimodal IT  
- Business ecosystems and platform strategy  
- Setting up and building an EA practice

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

Marc Kerremans  
Research Director  
- BPM-enabling technologies  
- BPM and operations management  
- Value, process measurements and analytics for BPM  
- BPM and innovation  
- Organizing for BPM

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

David W. Cearley  
VP & Gartner Fellow  
@dcearley  
- Trendspotting - Identifying the trends that shape the future of digital business  
- Emerging and strategic technologies and trends  
- Innovation labs and innovation program  
- Developing cloud computing strategies  
- Establishing a process to evaluate cloud computing opportunities

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

Betsy Burton  
VP & Gartner Fellow  
@dcearley  
- Trendspotting - Identifying the trends that shape the future of digital business  
- Emerging and strategic technologies and trends  
- Innovation labs and innovation program  
- Developing cloud computing strategies  
- Establishing a process to evaluate cloud computing opportunities

Teresa Jones  
Principal Research Analyst  
- Understanding PPM tools and vendors  
- What are the appropriate PPM systems to deploy in a range of project environments?

Samantha Searle  
Sr Research Analyst  
@scsearle  
- How to select the right EA (enterprise architecture) tool  
- How to identify current technology trends and understand how they will affect a client’s organization  
- How to approach technology innovation  
- How to select the right business process modeling and analysis tool  
- How to start a BPM (business process management) initiative

*Analyst list subject to change
Industry Research

Pete Basiliere  
Research VP  
@PeteBasiliere

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

Neville Cannon  
Research Director

- Shared services, establishing the governance and the relationships that will help deliver true value to all partners
- Cloud computing for government, helping CIOs be aware of the benefits and the issues that need to be addressed
- Legacy modernization: working with government CIOs to determine what strategies work best for them to update their legacy system landscape
- Cost optimization, helping CIOs build their success stories when trying to move toward IT being seen as the enabler and driving up true business value
- Digital government, what’s required for a government to become effective in a digitally disruptive age

Andrea Di Maio  
Managing VP  
@AndreaDiMaio

- Develop digital government strategy
- Develop cloud computing strategy
- Develop and assess open government initiatives
- Review government IT strategies
- Develop smart government strategies and tactics

Vittorio D’Orazio  
Research Director

- Core banking system renewals (including Islamic core banking)
- Core banking system’s contract negotiation and pricing
- System integrators for core banking software
- Understanding the bank’s IT budget metrics
- Market trends in the banking industry

Mark E. Gilbert  
Research Director

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

Kenneth F. Brant  
Research Director  
@kfbrant

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

Mentor Cana  
Research VP

- CSPs: CIOs’ changing role from that of support to that of business and revenue enabler
- CSPs: How to implement digital delivery platforms and bimodal strategy on the journey to digital business
- CSPs: Best practices around SOA, open APIs, open platforms, IT integration and architecture
- Vendors: How to help CSPs’ IT transformation from traditional to digital business
- Vendors: How to plan your go-to-market strategy when selling to CSPs

Simon Cushing  
Research Director

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

Michelle Duerst  
Research Director

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

Kimberly Harris-Ferrante  
VP Distinguished Analyst  
@KHarrisFerrante

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

*Analyst list subject to change
Industry Research (continued)

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

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

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

Mike Jones  
Research Director  
• Digital strategy, digital healthcare  
• EHR, HE, telecare and virtual care life cycle (strategize, architect, select, implement, optimize and realize benefit)  
• Telehealth and virtual care, patient-held records  
• Helping CIOs lead and navigate a step change in digital maturity  
• IT and informatics strategy in healthcare, healthcare enterprise architecture

Rajesh Kandaswamy  
Research Director  
@rajeshkan  
• Strategy and marketing for growth in banking and investment services  
• Strategy for Blockchain and Fintech  
• Key business and technology trends that impact banking and securities industry  
• Competitive landscape of banking technology and service providers

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

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

Kristin R. Moyer  
VP Distinguished Analyst  
• Open banking  
• Platform business  
• Platform business models  
• Business ecosystems  
• Business strategy

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

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

Vincent Oliva  
Managing VP  
@vinnyoliva  
• Overall business and IT strategy  
• Business growth  
• IT and business alignment  
• IT cost optimization  
• Customer centricity

*Analyst list subject to change
Industry Research (continued)

**Neil Osmond**  
Research VP  
- How to plan and execute strategic change  
- How to approach technology transformation and digital enablement  
- How to scale bimodal capabilities  
- How to implement agile processes and methodologies, funding models and measurement  
- How to go about organizational change and establish digital operating models

**Pete Redshaw**  
Managing VP  
- Understanding the BIS agenda  
- High-level understanding of all our BIS topics

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

**Laurie Shotton**  
Research Director  
- Managing legacy modernization initiatives within insurance  
- Evaluating the vendor market for core insurance applications in a highly fragmented market  
- Help provide insight into business and IT trends within the insurance industry  
- Provide insight into the future of IoT in insurance  
- Provide insight into impact of digitalization on the insurance industry

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

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

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

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

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

*Analyst list subject to change*
Infrastructure & Operations

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

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

**Ron Blair**
Research Director
- Infrastructure Modernization
- Infrastructure Agility
- Infrastructure and Operations Leaders

**David J. Cappuccio**
VP Distinguished Analyst
@davecapp
- Hybrid Data Center and Cloud Strategies, Designs and Costs
- Edge Computing and Micro Data Centers
- Cloud and Hybrid Application and Workload Migration Planning
- Data Center Consolidation and Migrations
- Data Center Power, Cooling, Facilities Issues and DCM

**Chris Matchett**
Principal Research Analyst
@ITSMChris
- Demonstrating the business value of the IT service desk
- ITSM tool vendor selection and licensing models
- IT service desk modernization (IT service desks of the future)
- Virtual support agents & AI on the IT service desk
- IT service catalog TOOL selection

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

**Daryl C. Plummer**
VP & Gartner Fellow
@DarylPlummer
- Understanding and taking advantage of cloud computing
- Understanding/taking advantage of agility through business process mgmt
- Understanding the tools, technologies and architectures of SOA
- Explaining the business connection to cloud computing, SOA and BPM
- Explaining emerging trends and technologies

**Phil Dawson**
Research VP
- ERP platform selection
- Virtualization and consolidation products and vendors
- Server platform and operating system positioning
- Heavily virtualized and/or private cloud
- Data center impact of virtualization initiatives

**Neil Rickard**
Research VP
- Network service provider vendor selection
- Network service provider contract negotiation
- Network WAN equip. vendor selection (e.g., SD-WAN, WAN optimization gear)
- Develop network architecture and strategies
- Develop network sourcing strategies

**Dave Russell**
VP Distinguished Analyst
- Redesign the backup and recovery infrastructure
- Improve the overall storage management practice
- Design storage architectures to meet evolving business requirements
- Evaluate vendors’ storage strategies
- Review pricing and terms on storage-related bids

**Katja Ruud**
Research Director
- Select the most appropriate provider for mobile services
- Planning, Sourcing and Managing Communications Services
- Sourcing and Vendor Relationships Leaders
- Product Strategy
- New Market Opportunities

*Analyst list subject to change

Analyst One-On-One Meetings are first come first serve.

5 – 9 November 2017 / Barcelona, Spain
Infrastructure & Operations (continued)

David Mitchell Smith
VP & Gartner Fellow
@davidmsmith
- How do I build a cloud strategy?
- What are the strategies of the leading cloud providers?
- How can we evolve our product strategy to best leverage cloud and digital?
- How do I deal with a multibrowser reality?
- What is Amazon’s overall strategy?

Rob Smith
Research Director
- Mobile security
- MDM decision and deployment
- Mobile authentication
- Mobile VPN/remote access
- App containers/app wrapping

Frederica Troni
Research Director
- Looking into the future of end-user computing and building roadmaps
- How to allocate devices and tools to users, how to segment users
- Understanding the total cost of ownership implications of end-user computing choices
- PC hardware and service sourcing strategies
- Understanding client computing architectures and technology options
Internet of Things

**Nick Jones**  
VP Distinguished Analyst

- IoT strategy and innovation from a business and technology perspective
- Selecting and using IoT technologies
- Mobile strategy and innovation, using mobility for business transformation
- Understanding mobile and endpoint technology trends and directions, where and how to invest
- Digital business innovation using mobile and IoT

**Nathan Nuttall**  
Research Director

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

**Denise Rueb**  
Research Director

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

*Analyst list subject to change*
Security & Risk Management

Jeremy D’Hoinne
Research VP

• Advanced threat detection (ATD) technologies, including network sandbox and network traffic analysis
• Firewalls, IDS, IPS and UTM assessment
• Security in bimodal IT, bimodal security and security staffing challenges
• Web application firewall and protection against DDoS
• Network security decision (segmentation, IPv6, DMZ and data center design, technology selection)

Marc-Antoine Meunier
Research Director

• Data Classification Policy Definition
• Data Discovery and Classification
• Data Access Governance
• Data-Centric Audit and Protection
• Data Masking

Wam Voster
Research Director

• What is the ideal organization structure for security?
• What services and processes should the security function focus on?
• How should a security program be run?

Marco Meinardi
Research Director

• How should I manage my public cloud resources? What tools should I use?
• How do I manage and optimize costs in public cloud IaaS?
• How do I develop a public cloud adoption strategy?
• How do I compare public cloud IaaS providers? Which one is best for me?

Dionisio Zumerle
VP Distinguished Analyst

• How to create and implement a secure mobility strategy (including BYOD security)
• How to develop, test and deploy secure mobile apps (including consumer-facing apps)
• How to choose a mobile security solution (EMM, mobile threat defense, mobile app reputation)
• How to protect connected devices (smartphones, tablets, wearables and other connected IoT devices)
• How to protect enterprise communications over mobile devices (voice encryption, IM encryption, ...)
Sourcing & Vendor Management

David Groombridge
Research Director

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

William Maurer
Research VP

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

Gilbert van der Heiden
VP Distinguished Analyst

- What is the best outsourcing model for my organization at this moment?
- I want the best (application/testing) services deal I can get.
- Can you help me optimize my marketing and services messages to the market?
- Who can I use for my application/testing services in Europe and the U.S.?
- I want to outsource (infra, apps). Whom do I pick in the Benelux?

Dawn Hubbard
Sr Research Analyst

- Negotiation strategies, terms and conditions, and pricing strategies for SAP SaaS contracts
- Negotiation strategies, terms and conditions, and pricing for Workday SaaS contracts

Jo Liversidge
Research Director

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

JoAnn Rosenberger
VP Distinguished Analyst
@JRosenberger2

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

Stephen White
Research Director

- Determining Microsoft license and cloud subscription requirements based on adoption roadmap
- Win-win scenarios when negotiating cost-effective and flexible Microsoft contracts
- Managing the negotiation and relationship with Microsoft and reseller
- Software reseller selection and marketplace
- Adobe ETLA definition and negotiation

Bill Ryan
Research Director

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

Gilbert van der Heiden
VP Distinguished Analyst

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