THE CIO PROGRAM
AT GARTNER SYMPOSIUM/ITXPO 2009
THE WORLD’S MOST IMPORTANT GATHERING OF CIOs AND SENIOR IT EXECUTIVES
Balancing Cost, Risk and Growth

Gartner is pleased to announce our enhanced CIO Program at Gartner Symposium/ITxpo 2009 in Orlando, October 18 – 22. It’s the most powerful event available to CIOs to expand their business, technology and leadership capabilities for professional advantage. Drawing CIOs from across the Americas, the event offers compelling Gartner CIO insight—from advice to practical implementation—and unrivaled peer networking.

Come to Symposium/ITxpo prepared to contribute as you exchange ideas with your peers from around the world. Surrounded by CIOs with similar concerns and responsibilities, this event provides you with limitless opportunities to network and share experiences as you explore how the business climate and key trends will impact CIOs into 2010 and beyond.

Gartner Symposium/ITxpo is the must-attend event for those shaping IT strategy. Join us as CIOs from the world’s most innovative organizations gather to strategize, validate plans and experience the value of Gartner insight.

See you in Orlando!

The CIO Program Difference

- **Actionable**, providing information and tools for the choices you face now
- **Valuable**, expanding your thinking, accelerating your decision making and enabling you to test your ideas
- **Practical**, based on the experiences of working with more than 3,000 CIOs and presented in a peer-to-peer environment
- **Efficient**, maximizing the value you receive over the course of four focused days

Register today at gartner.com/us/symposium.
The Theme: Balancing Cost, Risk and Growth
The next 12 months will be challenging. You must strike a balance between the investments that will help you cut enterprise costs and mitigate risk, and the investments that position your enterprise to return to growth. And you have to get the timing right. Initiatives to reduce enterprise costs, streamline processes and increase productivity will continue unabated. You must also provide enterprise decision makers with the intelligence necessary to address risk, including new risks associated with having cut too much. Finally, you must also prepare for a return to growth and the investments necessary to emerge from the economic downturn with a stronger competitive advantage. Of course, you must do it all with leaner resources—both human and capital—than most organizations have seen in many years.

The Audience
The CIO Program at Gartner Symposium/ITxpo addresses the specific issues and priorities for CIOs of major organizations, both private and public. Gartner Symposium/ITxpo brings together hundreds of CIOs from around the world for focused peer-to-peer exchange sessions, open dialogue and facilitated discussions.

The Format
Focused on the overall theme of balancing cost, risk and growth, The CIO Program includes presentations, workshops and peer exchange sessions. Requested by CIOs, the format provides CIOs with limitless opportunities to share real experiences with peers while experiencing the value of Gartner CIO insight.

- **Keynote presentations** delivered by Gartner analysts and noted executives from various industries set the framework for the week.
- **CIO interviews and case studies** provide real-world advice and best practices.
- **CIO-exclusive sessions** with Gartner analysts and industry thought leaders assure CIOs of subject matter relevance.
- **Workshops** provide the opportunity to gain insight from your CIO peers as well as from Gartner analysts.
- **Focus on IT Leader sessions** give participants the definitive executive summary on everything CIOs must know to lead their teams in key disciplines.
- **Net IT Out sessions** are interactive opportunities to hear directly from senior Gartner analysts on the hottest topics while getting answers to your most pressing questions.
- **Access to an extensive and broad agenda** of more than 200 other sessions provides complete coverage of every aspect of the IT organization.
- **Use of the CIO lounge** helps you stay connected to your office and meet your fellow CIOs.
- **Access to Gartner CIO analysts** and thought leaders through executive one-on-one sessions lets you explore your issues in greater detail.

The Objectives
- Provide delegates with an exclusive CIO experience.
- Stimulate creative and entrepreneurial thinking.
- Give CIOs unlimited opportunities to benefit from the collective wisdom of their peers—and Gartner insight.
- Investigate methodologies, frameworks and approaches for professional and personal growth.
- Prepare CIOs for the technology developments and trends that will impact them in 2010 and beyond.

Register today at gartner.com/us/symposium.
The Keynotes and CIO Guest Speakers

**Mastermind Keynote Interviews**
Symposium/ITxpo invites the most influential executives and leading minds in the business to sit down with our analysts and talk live and in-depth about their business, products, thoughts on the future of IT, perspective on key trends such as cloud computing, corporate strategy and more.

**Mark Hurd, Chairman and CEO, Hewlett-Packard Company**
Mark Hurd joined HP in early 2005 as CEO and president. He has sharpened HP’s strategic focus and concentrated its investments on three long-term growth opportunities: next-generation data center architecture and services; technologies for always-connected, always-personal mobile experiences; and a broad transition from analog to digital imaging and printing across the consumer, commercial and industrial markets. Hurd has also improved HP’s operating efficiency and financial performance. Between the company’s 2004 and 2008 fiscal years, HP grew revenue from $80 billion to $118.4 billion and more than doubled its earnings per share.

**Stephen Elop, President, Microsoft, Business Division, Microsoft Corporation**
As president of the Microsoft Business Division, Stephen Elop oversees the Information Worker, Microsoft Business Solutions, and Unified Communications Groups. This division is responsible for the Microsoft Office system of programs, servers and software-based services, Microsoft Dynamics, business applications for small and midsize businesses, large organizations and divisions of global enterprises, and Microsoft’s Unified Communications products that provide complete software-based communications tools to business. Elop joined Microsoft in January 2008, and is a member of the company’s senior leadership team that sets overall strategy and direction for Microsoft.

**Eric Schmidt, Chairman and CEO, Google, Inc.**
Google founders Larry Page and Sergey Brin recruited Eric Schmidt from Novell, where he led that company’s strategic planning, management and technology development as chairman and CEO. Since coming to Google in 2001, Schmidt has focused on building the corporate infrastructure needed to maintain Google’s rapid growth as a company, and on ensuring that quality remains high while product development cycle times are kept to a minimum. Along with Page and Brin, Schmidt shares responsibility for Google’s day-to-day operations. Schmidt’s Novell experience culminated a 20-year record of achievement as an Internet strategist, entrepreneur and technology developer.

**Gartner Analyst Opening Keynote**
As global economies steady, priorities shift to growth. But there will be no return to the old normal. The new normal demands dramatic changes in what it takes simply to run the business, let alone continuing to innovate and responding to still-volatile market conditions. You face daunting challenges and will need superior vision and leadership to succeed in the coming year. An ensemble of the greatest Gartner minds will deliver an evocative perspective that will set the stage for a powerful week.

**Special CIO Interview**

**Vivek Kundra**
U.S. Chief Information Officer

**Featured CIO Program Speakers**

**Jim Collins**
Best-Selling Author

**Peter Weill**
Senior Research Scientist and Chairman
MIT Center for Information Systems Research

**Howard Rubin**
CEO, Rubin Worldwide
Professor Emeritus of Computer Science, Hunter College

Register today at gartner.com/us/symposium.
Meet the Gartner Analysts

Gartner analysts draw constantly from the real-life challenges and solutions experienced by more than 60,000 Gartner clients worldwide. The value of this resource, combined with our deep analysis of technology vendors, is unrivaled.

Dave Aron is a research director in the Gartner CIO Research group, focusing on IT leadership issues, business and IT strategy, M&As, CEO-CFO-CIO interactions, benefits realization, governance and enterprise agility. Mr. Aron teaches at London Business School and Templeton College, and co-authored a book on IT for business managers.

Barbara Gomolski leads the IT Metrics and Finance team within the Gartner CIO Research group, working with clients to set IT investment levels and optimize return on investments. Ms. Gomolski also spearheaded Gartner primary research on IT spending for many years.

Richard Hunter is in the Gartner CIO Research group, focusing on IT risk management and the business value of IT. A highly sought-after public speaker and CIO advisor, his newest book for CIOs is The Real Business of IT.

Ellen Kitzis specializes in research for IT leaders, focusing on key issues such as IT-business alignment, organizational change, IT management strategies, governance, the CIO and the role of the IT leadership team. She is a co-author with Marianne Broadbent of The New CIO Leader: Setting the Agenda and Delivering Results.

John Kost leads the group of analysts providing research specific to the role of CIOs, including Gartner Executive Programs members. With his experience as a government CIO, he also writes research for government CIOs.

Mark McDonald, Ph.D., is head of research with Gartner Executive Programs, responsible for the research agenda focused exclusively on CIOs and the business of IT. He is the lead author of research on CIO credibility, business use of advanced technologies, enterprise architecture and business process transformation.

Patrick Meehan is a research director in the Gartner CIO Research group, and role service director for Gartner Executive Programs Business Unit CIO program. His specific research areas include CIO communication strategies, and business performance management and agility. As role service director, Mr. Meehan provides focus on the business innovation and contribution opportunities facing business unit CIOs.

Diane Morello is a Gartner Fellow Emeritus and team leader for the Executive Leadership and Innovation group. She covers numerous areas including the quest for talent, advanced leadership, people-oriented resource management, the IT professional outlook, organizational change management and the Gartner view of the hyperconnected enterprise.

Tina Nunno serves in the Gartner CIO Research group, specializing in CIO-related management issues including working with the board of directors, executive communication strategies, change leadership and enterprise governance tools. She also focuses on issues specific to public sector CIOs and women in technology.

Michael Smith focuses on the value of IT, with principal responsibilities including the development of business performance frameworks and methodologies to help organizations evaluate and align IT-enabled business initiatives. Mr. Smith’s published research covers topics involving how to use business methodologies such as Kaplan and Norton’s Balanced Scorecard and Six Sigma to demonstrate the business value of IT.

Colleen Young specializes in all aspects of IT management. Her current research specifically addresses IT service management, business innovation and organizational change management.
## Sunday, October 18

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tr>
<td>1:00 p.m.</td>
<td>Industry-Focused Symposium Track Sessions</td>
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<tr>
<td>6:00 p.m.</td>
<td>Special CIO Interview With Vivek Kundra, U.S. Federal CIO</td>
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## Monday, October 19

<table>
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<tr>
<th>Time</th>
<th>Session</th>
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<tr>
<td>8:00 a.m.</td>
<td>Welcome Address and Gartner Analyst Opening Keynote</td>
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<tr>
<td>9:00 a.m.</td>
<td>Break</td>
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<tr>
<td>10:00 a.m.</td>
<td>Meeting the Challenge: The 2010 CIO Agenda</td>
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<td>Economic volatility and uncertainty place a premium on understanding the trends, priorities and actions that CIOs take. The CIO agenda looks at these issues from an IT executive perspective based on the results of the CIO survey.</td>
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<td>Mark McDonald</td>
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<tr>
<td>11:00 a.m.</td>
<td>Break</td>
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<tr>
<td>11:30 a.m.</td>
<td>The Gartner Scenario for 2010: The Current State and Future Direction of the IT Industry</td>
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<td>The Gartner Scenario is the annual Gartner flagship presentation on information technology. The scenario highlights the biggest issues confronting clients and how they surmount those challenges.</td>
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<td>Ken McGee, Dale Kutnick</td>
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<tr>
<td>12:30 p.m.</td>
<td>CIO Luncheon With Jim Collins, Best-Selling Author</td>
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<td>2:00 p.m.</td>
<td>Real IT Strategy: Keeping It Relevant and Making It Actionable</td>
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<td>The techniques, practices and approaches that make IT strategy really work, and really connected to business success.</td>
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<td></td>
<td>Dave Aron</td>
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<tr>
<td>2:00 p.m.</td>
<td>IT in the Aftermath: Strategy and Budgeting for 2010</td>
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<td>Economic austerity derailed the strategies and budgets of many organizations. Looking to 2010, IT leaders must carefully rebuild capabilities that were starved or scaled down during the past year. This presentation will explore the best approaches to getting strategic plans back on track and reprioritizing initiatives for 2010.</td>
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<td>Barbara Gomolski, Ellen Kitzis</td>
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<td>3:00 p.m.</td>
<td>Break</td>
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<tr>
<td>3:30 p.m.</td>
<td>Solution Provider Sessions</td>
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<td>4:00 p.m.</td>
<td>Break</td>
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<tr>
<td>5:00 p.m.</td>
<td>Workshops and Interactive Sessions</td>
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<td>• IT Strategy for Midsize Enterprises</td>
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<td>• IT Strategy for Large Enterprises</td>
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<td>• IT Strategy for the Public Sector</td>
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<td>• Restructuring IT</td>
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<td>• Growth Strategies in a Down Economy</td>
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<td>• Making IT More Flexible</td>
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<tr>
<td>6:00 p.m.</td>
<td>ITxpo Opening Reception</td>
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Top 10 Strategic Technologies for 2010
The annual Gartner Top 10 strategic technologies. These are the most important technologies and related technology trends that enterprises should consider adding to their strategic planning process. Which technology trends have the largest potential for business impact? Which specific technologies will have the greatest impact on IT spending priorities in 2010 and on through 2012? What emerging technologies may cause significant market disruption and offer game-changing opportunities for the enterprise?

Redefining the Basics When the Business Climate Improves
Business conditions will improve, and when they do, CIOs and IT leaders need to shift from cost control to contributing to growth. You’ll need to lead beyond the basics of scope, cost and schedule to create new sources of competitive advantage and value. We’ll provide insight into the changes CIOs must lead.

Machiavellian CIO 2.0: Mastering the Art of Manipulation
CIOs must be both strategic and tactical masters. Knowing which target to conquer is easier than knowing how to conquer it. Machiavelli provides clear guidance for CIOs and IT leaders, but Machiavellian CIO novices focus on executing his advice regarding the use of force. Machiavellian CIOs at the 2.0 level focus on applying his advice on the more complex and subtle yet controversial art of manipulation.

Balancing IT Risk and IT Return
CIOs must strike a balance between the changes required to create business return and the risk inherent in information technology. Traditionally, concerns about risk limit the potential of return, but leading CIOs view risk and return as complementary. We’ll help CIOs expand their view to manage both risk and return.

The Cloud Computing Scenario
Cloud computing is the latest hot industry term, and as such is often misused. Beneath the fog, there are very real trends, such as global-class, scalable and elastic processing, and the Internet itself, that are converging to fuel this phenomenon.

The Frugal Innovator
Many enterprises consider innovation to be an expensive and expendable luxury. Frugal innovators know how to innovate on the cheap. Precursors to innovation success, such as ideas capture, collaboration and unfrozen mindsets, are at the heart of successful innovation and need not be expensive, if you know where to look. This session includes tactics and real-world examples of how IT can innovate on a shoestring.

2009 and 2010 Will Be the Most Important Years for the Rest of Your Career
For CIOs and senior IT leaders, we deliver a frank discussion of the most important issues—the true urgencies versus the rest of the noise—that will need to be resolved before the economy returns to growth.

CEO Concerns 2009: Peering Into 2010
What are CEOs preparing to do as they think about 2010? This continuation of work begun in 2003 tracking CEO concerns and what IT should do about them takes input from major CEO surveys, including the Gartner Business Executive Survey 2009, and compares it to scenario work to provide CIOs and IT leaders advanced warning and actionable advice for the coming year and more.

Workshops and Interactive Sessions
- Net IT Out: Cloud Computing
- IT Strategy for Large Enterprises
- IT Strategy for Public Sector
- Growth Strategies in a Down Economy
- Managing an IT Service Management or Shared Service Transformation
- IT Governance
- Effective People Management in Trying Times
- CIO Leadership
- The Economic and Effectiveness of Reuse
- Managing IT Risk and Return

Register today at gartner.com/us/symposium.
## Wednesday, October 21

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<th>Time</th>
<th>Session</th>
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<tr>
<td>8:00 a.m.</td>
<td><strong>Emerging Trends Radar Screen</strong>&lt;br&gt;What are the “next big things” your executives will discover in the airline magazines? Which will provide the most value to your organization, and which can wait until costs fall and risks are lower? The Gartner Radar Screen presents the major disruptive technologies in the three-to-10 year time frame, and provides case studies of early adopters and high-impact applications. <em>Jackie Fenn</em></td>
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<tr>
<td>9:00 a.m.</td>
<td><strong>Break</strong></td>
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<td>9:15 a.m.</td>
<td><strong>Leadership Futures: Where Can the CIO Go From Here?</strong>&lt;br&gt;The CIO’s role is constantly changing, driven by new business demands and technological innovation. How CIOs lead determines their role in the enterprise and their future. We’ll look at the current options CIOs have, and the future potential for leaders with a CIO’s background and skills. <em>Diane Morello</em></td>
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<td>9:15 a.m.</td>
<td><strong>Avoiding the Top 10 Mistakes in IT Service Management</strong>&lt;br&gt;IT service management has gained momentum as a critical practice area for internal IT organizations. With this traction comes hype and confusion regarding which execution practices, models, tools and road maps work and which don’t. We’ll show you how to recognize and avoid the most common missteps in pursuing service excellence. <em>Colleen Young</em></td>
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<td>9:15 a.m.</td>
<td><strong>Interactive Session</strong>&lt;br&gt;- Focus on IT Leaders: The CIO, and Portfolio Management and Enterprise Architecture Leaders</td>
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<td>10:15 a.m.</td>
<td><strong>Break</strong></td>
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<td>10:30 a.m.</td>
<td><strong>Leadership in the First Person: CIO Case Studies</strong>&lt;br&gt;CIOs and IT executives face the most challenging environment ever, and the decisions they make will set the course of IT for the foreseeable future. CIOs will discuss how they have adapted their roles to lead their IT organization in turbulent times, and how they see the future transformation of the structure of both how IT and the business work together to realize value. <em>Jose Ruggero</em></td>
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<td>10:30 a.m.</td>
<td><strong>Workshops and Interactive Session</strong>&lt;br&gt;- Net IT Out: Pattern-Based Strategy&lt;br&gt;- Restructuring IT&lt;br&gt;- CIO Leadership&lt;br&gt;- IT Strategy for Large Enterprises&lt;br&gt;- Scenario Planning: Seeing Around the Curve&lt;br&gt;- Managing an IT Service Management or Shared Service&lt;br&gt;- Linking IT and Business Strategies&lt;br&gt;- Mastering C-Level and Boardroom Dynamics&lt;br&gt;- Connecting IT Contribution and Business Value</td>
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<tr>
<td>12:15 p.m.</td>
<td><strong>CIO Luncheon With Howard Rubin, CEO, Rubin Worldwide and Professor Emeritus of Computer Science, Hunter College</strong></td>
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<td>1:15 p.m.</td>
<td><strong>ITxpo Show Floor</strong></td>
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<td>2:00 p.m.</td>
<td><strong>The CIO’s Guide to Enterprise Risk Management</strong>&lt;br&gt;CIOs who can balance innovation and risk mitigation will contribute the most to the enterprise’s business objectives. We’ll provide three ways to align IT risk management to enterprise risk management and strategic business objectives. <em>French Caldwell</em></td>
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<td>2:00 p.m.</td>
<td><strong>CIO Leadership: Making and Surviving Difficult Executive Decisions</strong>&lt;br&gt;CIOs make difficult decisions every day. Making the best possible decisions for IT and the enterprise is complex, at best. Yet some CIOs have mastered making complex, difficult and high-risk decisions that deliver value to their enterprises. We’ll share best practices from CIOs who have demonstrated decisive leadership. <em>Tina Nunno</em></td>
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<td>3:00 p.m.</td>
<td><strong>Break</strong></td>
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<td>5:00 p.m.</td>
<td><strong>Mastermind Interview: Eric Schmidt, Chairman and CEO, Google</strong></td>
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<tr>
<td>6:00 p.m.</td>
<td><strong>ITxpo Show Floor</strong></td>
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Thursday, October 22

8:00 a.m.  How 21st-Century Financial Reporting Requirements Will Impact Enterprises and CIOs
Regulators worldwide have been collaborating to enhance business and financial reporting. Mandates for publicly traded companies to disclose financial information in an interactive data format will ramp up significantly during the next few years. CIOs need to develop a long-term strategy to comply with these regulations, and to exploit opportunities for competitive advantage.

Michael Smith

9:00 a.m.  Break

9:30 a.m.  Designing the Performance-Based IT Organization
Traditional organizational charts provide little insight into how the IT organization interacts with the business and delivers business value. Collaborative structures such as centers of excellence, competency centers and business services groups provide a new way of designing the IT organization. We will examine a logical design model for the IT organization that incorporates these linking structures.

Patrick Meehan, Colleen Young

10:30 a.m.  Break

11:00 a.m.  Mastermind Interview: Stephen Elop, President, Microsoft Business Division, Microsoft

12:00 p.m.  Lunch and ITxpo Show Floor

2:00 p.m.  Brave New World: Unlearning Everything You Know About IT, Because It's Wrong
IT management and leadership practices are based on several assumptions about IT, and its status, goals and role in the enterprise. Each of these assumptions is eroding rapidly and undermining the effectiveness of current practices and wisdom. We’ll look at traditional assumptions about IT and suggest new ways of thinking for success in the new world.

Mark McDonald

3:00 p.m.  Break

3:30 p.m.  Leading-Edge Innovation, 2010-2014
Some organizations are redefining their business while others are focusing on radical improvement and optimization. All need innovative thinking and practices. They are changing how they use technology, networks, value chains and other business levers. We expose leading-edge thinking on innovation, creativity and game-changing capabilities.

Kathy Harris

Leading Beyond Now: Techniques to Manage Transformation and Change
Leading beyond now requires CIOs to be among the senior executives leading enterprise transformation and change. This involves building on traditional change management models and incorporating new practices and tools to achieve and sustain performance. We’ll show how leaders can create results through social, technological, performance and management techniques.

Mark McDonald

The Complete Symposium Experience—Bring Your Leadership Team

The CIO Program is just one element of the complete experience available to Symposium delegates. With eight additional tracks including dozens of targeted sessions, vendor insight and networking opportunities, Symposium/ITxpo provides your team with unrivaled learning opportunities:

- Applications Agenda
- Business Intelligence & Information Management Agenda
- Business Process Improvement Agenda
- Enterprise Architecture Agenda
- Infrastructure & Operations Agenda
- Program & Portfolio Management Agenda
- Security & Risk Management Agenda
- Sourcing & Vendor Relationships Agenda

With more than 200 sessions, news-making keynotes and the vast array of technology solutions on-site, one person can’t experience it all. Bring five or more team members with you to Symposium to take full advantage of the event, while also saving money and benefiting from valuable perks.

Team benefits

1. Team meeting with a Gartner analyst (end users only)
2. Optional team meeting(s) with selected executives from vendor organizations
3. Advice and support on building personal agendas for your team
4. 20-plus free audio sessions from the Gartner Events Multimedia On Demand product
5. Complimentary meeting space (based on team size)
6. Concierge service pre-event and on-site
7. Discounts on registration rates

Symposium Team discount offers:

- 5 delegates for the price of 4
- 10 delegates for the price of 8
- 15 delegates for the price of 12

Register your team today
To register a team please e-mail us.teamsend@eventreg.com or contact your Gartner account manager. For full terms and conditions, and for more information visit gartner.com/us/symposium.
Peer exclusivity
Engage and interact with fellow CIOs from across the Americas.

Intimate interactivity
Take advantage of a series of peer exchange workshops to interact with your peers in small groups. Benefit from their collective wisdom and Gartner insight as you take a deep dive into the issues that matter to you.

Results-driven
Ensure that you are on your way to delivering the results that will make a difference to your enterprise in 2010 and beyond. Learn how to link your results to your enterprise’s business strategy so you can become an ever-improving business partner.

Trends-savvy
The IT world is changing fast. Gartner is at the forefront of technology developments—take advantage of the insight and apply it to your market.

Future excellence
The role of the CIO is constantly evolving. This event helps you map your own path for the future, while continuing to thrive.

Opportunity-driven
Managing risk and opportunities can be tricky in a fast changing world. Understand the risks and the opportunities you will encounter in the years ahead.

Breadth of content
Not only will you have access to the exclusive CIO content, you will also be able to participate in eight other Symposium tracks organized by leadership roles and learn about the hottest upcoming topics. Each role-based track includes dozens of targeted sessions, vendor insight and networking opportunities you need to transform your organization’s IT strategies.

Decision making
Learn how to move beyond the minutiae of technology and focus on “big bang” impact.

Clarity of vision
Through private one-on-one meetings with Gartner analysts—many of whom are former CIOs—clarify your vision and develop an action plan for going forward.

Thrive
Interact with your peers and the CIO-focused team of Gartner analysts. Challenge. Be challenged. Discover what you must do to thrive as a CIO.
How To Register

Web: gartner.com/us/symposium
Phone: 1 866 405 2511

Registration rates
Standard conference price: $3,695

Gartner clients
We also accept Gartner Symposium tickets as full payment. Please contact your Gartner Account Manager for details before registering.

Who should attend The CIO Program at Gartner Symposium/ITxpo?
• CIOs and equivalent titles
• Divisional CIOs and equivalent titles

Please note that certain sessions for the CIO program are exclusive to CIOs.