Application Strategies

Van L. Baker  
Research VP
- Developing an effective conversational platform strategy
- Understanding how to utilize hosted AI services to enhance app development
- Developing strong design thinking capabilities within the enterprise
- Utilizing autoML capabilities to jump start enterprise efforts to build AI capabilities
- Understanding how consumers and employees interact with modern apps

Matthew W. Cain  
VP Distinguished Analyst
- How to incorporate business trends into technology planning
- Why and how to promote a more consumerized work environment
- How the IT group can work with HR to promote employee engagement
- How to incorporate emerging work skills into the technology planning process
- How best to support high-impact performers

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

Matthew Hotle  
VP Distinguished Analyst
- Application organization design
- Organizational change management
- Metrics and process improvement
- Application portfolio management and pace layers
- Agile development

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 AI, DevOps, IoT on QA/test
- Improving software quality through integrated, continuous testing
- Establishing effective DevOps practices and toolchains

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

Nikos Drakos  
Research VP
- Why and how to set up and manage digital workplace programs
- What are the technology and change management ingredients of effective collaboration
- How to choose technology for digital workplace programs
- How to encourage and measure adoption of collaboration technologies
- Building organizational and executive support for digital workplace and collaboration programs

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?

Paolo 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
- Starting an API program
- Open banking and PSD2

Jeffrey Mann  
Research VP
- 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

Keith James Mann  
Research Director
- Transition their IT organization to agile
- Build the business case for agile versus waterfial development
- Introduce and manage bimodal application development
- Scale agile across the enterprise
- The role of architecture in an agile organization

Anthony Mullen  
Research Director
- Implications and applications of artificial intelligence (AI) for consumer/user products
- Strategy and tactics for virtual personal agents (VPAs) 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
Application Strategies (continued)

David Norton
Research Director

- Engaging the business for successful agile transformation
- Changing IT and business culture to support agile and digital business
- Selecting the right organizational structures and governance model for product delivery
- Moving toward distributed governance and self-organizing autonomous teams
- Achieving enterprise agility and to end, from business to customer

Chris Pang
Research Director

- Vendor clients: Market intelligence, product and business strategy for HCM/HR and ERP vendors
- End-user clients: Advice on HCM and ERP software (large enterprise and midmarket)
- Invest clients: Market overview, vendor analysis, market forecast for HCM and ERP markets
- End-user clients: Expense management software+ technology; contract reviews for major expense software vendors
- Workday: Questions on General Strategy, SAP: Questions on Cloud Strategy/ Products (Concur, SuccessFactors)

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

Marty Resnick
Research Director

- Mobile application development strategy
- Post-app/multi-channel strategy
- Immersive technologies (AR, VR, MR)
- Continuous UX
- Modern application architectures

Magnus Revang
Research Director

- User experience
- Digital design/user experience design, methodologies, processes, patterns 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)

Bill Swanton
VP Distinguished Analyst

- Developing an application strategy (incl. pace-layered application strategy)
- How to build a digital business technology platform
- 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
- Pricing for aPaaS
CIO Research

Suzanne Adnams
Research VP
• Helping CIOs establish themselves as business leaders, not just IT managers
• Advising on organizational change management and leadership practices
• Creating awareness of the elements that influence culture and group dynamics
• Considering the changing workforce and workplace impacts on individuals and the organization
• Identifying best practices for IT leadership

James Michael Anderson
Research Director
• IT financial management – gaining IT credibility
• IT cost optimization – finding opportunities to optimize IT processes and technologies
• Business value of IT and digital business KPIs
• Mergers and acquisitions – IT issues associated with M&A
• IT services chargeback and allocation models – how to charge back for IT services

Dave Aron
VP Distinguished Analyst
• Creating powerful digital business strategies, including chief digital officer role
• Integrating advanced paradigms such as artificial intelligence and blockchain
• Learning from silicon valley, VCs and China
• Innovating talent

Jenny Beresford
Research Director
• How enterprises and IT organizations can be more creative and innovative
• Designing and leading a bimodal IT organization
• Implementing agile across the enterprise, and optimizing agile practices
• Developing powerful focused digital and IT strategy that is practical – with “pizzazz”
• Helping CIOs become stronger C-suite leaders and better managing politics, people and change

Ivar M Berntz
Research Director
• Competitive strategy and business transformation
• Digital business strategy, business model and (manufacturing) industry changes
• The factory of the future
• Board of directors’ role in digital, business and IT strategies
• IT as a strategy enabler

Ivar M Berntz
Research Director
• Competitive strategy and business transformation
• Digital business strategy, business model and (manufacturing) industry changes
• The factory of the future
• Board of directors’ role in digital, business and IT strategies
• IT as a strategy enabler

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

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 the enterprise executive view and ITScore for strategy & execution results to prioritize next steps
• Understanding the difference between an IT service portfolio and an IT service catalog

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 they 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?
CIO Research (continued)

Chet Geschickter
Research VP
- Developing an information technology strategy
- Digital disruption and innovation management
- Digital business models
- CIO leadership and executive relationships
- Transformation to digital business models

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?

Janelle B. Hill
VP Distinguished Analyst
- Bridging the divide between IT and business to drive strategic engagement
- Accelerating the transformation to digital business (initiating or responding to digital disruption)
- Influencing strategic business change
- Designing a target IT operating model defined by and derived from the enterprise strategy
- Best practices for advancing enterprise IT maturity

Chris Howard
VP Distinguished Analyst
- The impact on business trends on architecture and technology strategy
- Using advanced technology approaches to accomplish digital business outcomes
- Digital business platforms and design
- Innovation and organizational psychology
- Customer engagement

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

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

Leigh McMullen
Research VP
- How CIOs can engage with the front office of the business
- How a CIO can navigate and build influence within the C-Suite
- Developing high-performing, impact players within IT
- Cultivating a culture of innovation within IT
- How to sell and market innovative ideas to other lines of business

Mary Mesaglio
VP Distinguished Analyst
- Helping enterprises and IT organizations to innovate
- The art of culture hacking – changing your culture fast
- The behavioural side of innovation – the most overlooked and underused innovation weapon
- CIO resolutions for 2018
- What digital transformation looks like on the ground, five levels down from the CIO

Simon Mingay
Research VP
- 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

Kristin R. Moyer
VP Distinguished Analyst
- Platform business
- Platform business models
- Disruption
- Digital business

Alicia Mullery
Principal Executive Advisor
- Digital IT operating model design
- Digital dexterity and business Led-IT
- Scaling agile and DevOps transformation
- Maturing the PMO function and project managers
- Organizational culture, change management and strategic workforce planning

Tomas Nielsen
Research Director
- Building and expanding a digital business
- CIO design of bimodal and other IT operating and organizational models
- CIO leadership in innovation and strategic business change
- CIO leadership in governance, strategic execution and operational performance

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CIO Research (continued)

Tina Nunno  
VP & Gartner Fellow
- CIO mastery of leadership, culture and people dynamics
- CIO role evolution
- CIO leadership in innovation and strategic business change
- CIO leadership in governance, strategic execution and operational performance

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

Joseph Provenza  
Research Director
- Cost optimization
- Budget
- Strategy

Mark Raskino  
VP & Gartner Fellow
- Building and expanding a digital business
- Influencing strategic business change
- Building a sustainable innovation process and culture
- Developing the future of IT leadership
- Developing strategy and creating a strategic plan

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

Daniel Sanchez Reina  
Research Director
- Build organizations where vision and day-to-day work are aligned
- Construct high-performing teams
- Guide organizations through transformational and cultural change
- Create a motivated, engaged and resilient workforce for the digital era
- Make CIOs and CSOs become true business leaders and trusted allies

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

Peter Skyttegaard  
Research Director
- Strategy development, communication and execution
- Creating and managing the office of the CIO
- Innovation process and culture
- Business model design and innovation

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

Darren Topham  
Research Director
- Bimodal IT – initiation, acceleration and growth of digital innovation capability
- IT Operating Models
- Enhancing CIO & IT leader engagement with the C-suite and business leadership
- Digital Business Transformation Strategies
- Innovation – initiation and scale-up

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
CIO Research (continued)

Lee Weldon
Managing VP

- IT strategy and digital business strategy creation, communication and transition to 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

Commerce Tech & CX

Ilona Hansen
Research Director

- Customer relationship management (CRM) – strategy
- Partner relationship management (PRM)
- Sales force automation (SFA)
- Lead management
- Sales acceleration applications

Mike Lowndes
Research Director

- Digital commerce high-level architecture and technical strategy
- Small to midsize focused B2C and B2B vendor choices
- Helping clients navigate complex technology challenges with their digital commerce suppliers (coaching)
- Implementing pace layers for digital commerce
- SEO, search and content management issues on digital commerce sites

Julian Poulter
Research Director

- B2B lead generation – processes, technologies (lead management, omni/multichannel campaign management)
- CRM strategies – implementation/strategy/technologies (vendors and end users) – covering sales and marketing rather than service and e-commerce
- Sales organization and any sales related issues
- CRM and SaaS trends – mainly for vendors – market share trends by market, software sector
- Sales and marketing analytics – applications of these emerging technologies in S&M

Jenny Sussin
Managing VP

- 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

Brian Manusama
Research Director

- How to build a customer engagement center
- Selecting, building and deploying your AI conversational platform; chatbot and virtual assistant
- Developing a customer self-service strategy
- Building your customer experience strategy
- Selecting the appropriate technologies for a customer engagement hub

Ed Thompson
VP Distinguished Analyst

- Customer experience management strategy
- Customer experience management implementation
- CRM project implementation
- CRM strategy
- CRM vendor selection

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Data & Analytics

Frank Buylendijk
VP & Gartner Fellow
- Mastering IT budgeting and financial transparency
- Optimizing risk and corporate performance
- Developing and managing the governance of IT in a digital business context
- Aligning IT, IoT and operational technology investments
- Managing cost optimization

Roxane Edjlali
Research Director
- Evolution of data warehousing toward the logical data warehouse
- Data lakes
- Data management organizational models
- Metadata management practices and technologies
- Data management strategies

Jorgen Heizenberg
Research Director
- Selecting a data and analytics service providers (system integrators, consultancies)
- Developing a data and analytics strategy/roadmap
- How to design a data and analytics organization
- Help define the right data and analytics roles and skills
- How to create a data driven organization and culture

Alexander Linden
Research VP
- How machine learning and data science can bring business benefit?
- How to build, nurture and place data science teams inside the organization?
- How smart systems, machine learning, data science, artificial intelligence, cognitive systems will develop?
- How deep learning or deep neural nets can be applied to business?
- What are the software tools that make this all happen?

Svetlana Sicular
Managing VP
- Machine learning (ML)
- Artificial intelligence (AI)
- Conversational AI
- Data management for AI and ML
- Helping companies across all industries become software vendors

Simon Walker
Principal Research Analyst
- Master data management (MDM) & product information management (PIM) vendor and tool evaluation
- Master data management MDM / PIM business case development
- Development of MDM, data stewardship and data governance strategies, and implementation
- Understanding the business case for MDM
- Business value of MDM
EA/Tech Innovation & PPM

**Philip Allega**
Research VP

- How do I develop and use roadmaps, portfolio management, and other models to engage decision makers?
- How do I architect for industry disruptions, Brexit, cost optimization and innovation?
- How do I help leadership teams take on board technology disruptions and digital business with EA?
- If I’m already successful at EA, what do I do next?
- How do I make governance and assurance actually work?

**Brian Burke**
Research VP

- How do you focus EA on business outcomes?
- How do you develop a pragmatic approach to EA?
- What are the leading practices in gamification?
- What are the top 10 strategic technology trends?
- How do you crowdsource innovation?

**David W. Cearley**
VP & Gartner Fellow

- 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

**Derek Miers**
Research Director

- Using business architecture to scale digital and business transformation initiatives
- Linking customer experience initiatives and EA/BA efforts to improve business outcomes
- Understanding how to design the future rather than reinvent the past
- How to think about scaling change initiatives and overcome cultural challenges of change
- What’s happening in BPM/case management and the key challenges to overcome

Human Resources

**Jessica Knight**
Research Director

- Organizational culture
- High-potential talent management
- Succession management
- Performance feedback and coaching
- CHRO effectiveness

**Ania Krasniewska**
Advisory Leader

- Pay for performance
- Pay transparency & communications
- Wellness & wellbeing
- Total rewards operating models
- Pay equity

**Helen Poitevin**
Research Director

- HCM technologies selection and adoption
- Talent analytics, voice of the employee analytics, and workforce planning
- AI in HCM
- Innovation in HCM technology
- Future of work

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Infrastructure & Cloud Services

**David J. Cappuccio**
VP Distinguished Analyst
- Hybrid data center, infrastructure 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 DCIM

**Arun Chandrasekaran**
VP Distinguished Analyst
- Containers and serverless computing
- Big data and machine learning infrastructure
- Public cloud IaaS/storage
- Storage modernization
- I&O leadership

**Philip 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

**Kenneth Gonzalez**
Research Director
- IT service management standards, frameworks
- How to implement and leverage DevOps in enterprise IT organizations
- 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

**Ed Holub**
Research VP
- Enhancing I&O organization structures
- Maturing I&O organizations to deliver enhanced quality of service
- Utilizing industry benchmarks to drive I&O staffing efficiency
- Effectively leveraging best practices such as ITSM, ITIL and DevOps
- Driving culture change in I&O to increase agility

**Gregor Petri**
Research VP
- Build and market cloud-based offerings
- Public cloud computing
- Infrastructure as a Service (IaaS) adoption approaches
- Cloud computing strategies
- Exploit public cloud market dynamics

**Daryl C. Plummer**
VP & Gartner Fellow
- 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

**Donna Scott**
VP Distinguished Analyst
- Starting, scaling and synthesizing bimodal in the enterprise to enable continuous innovation and enterprise agility
- Determining the target operating model to achieve enterprise strategy and developing a roadmap to get there
- Aligning strategic execution and operational performance management to strategy and business outcomes
- Driving and charting a path to increasing levels of maturity
- Developing a one-page strategy

**George Spafford**
Research Director
- How best to implement and leverage DevOps in enterprise IT organizations
- How best to implement and leverage site reliability engineering (SRE) in enterprise IT organizations
- How to implement and improve technical change management in IT operations
- How to leverage Gartner’s bimodal IT strategy to help IT operations
- How to implement and improve release management in IT operations

**Nik Simpson**
Research VP
- How to model costs in the data center
- Understanding technologies in servers based on Intel/AMD and RISC platforms
- Hardware selection for private cloud
- How to build a cloud exit strategy for risk mitigation
- Public and hybrid cloud strategy

**Federica Troni**
Research Director
- How best to implement and leverage DevOps in enterprise IT organizations
- How best to implement and leverage site reliability engineering (SRE) in enterprise IT organizations
- How to implement and improve technical change management in IT operations
- How to leverage Gartner’s bimodal IT strategy to help IT operations
- How to implement and improve release management in IT operations

- 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

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Internet of Things

Emil Berthelsen
Research Director

- Navigate complexity in IoT (platforms, data and analytics, business models and resourcing)
- Assist clients enhance and build their new product management (development) capabilities
- Provide insights on IoT market trends and developments, and help clients plan their Enterprise IoT journeys
- Share insights around predictive maintenance and industrial IoT
- Explain role of artificial intelligence, machine learning and deep learning in IoT

Matt Hatton
Research VP

- Competitive benchmarking and understanding of business model trends for suppliers in the Internet of Things
- Understanding technology trends, particularly relating to telecommunications networks, such as 5G, LPWA, NFV/SDN
- Emerging roles in the new IoT environment, and how organizations can best position themselves to address them
- Business transformation impact of the Internet of Things for businesses
- Vertical market opportunities, including automotive, smart cities and connected home

Aapo Markkanen
Research Director

- Assessing the role of edge computing in IoT
- Advising on how to use drones to transform operations in different industries
- Studying the evolution of LPWA and IoT connectivity
- Weighing the pros and cons of different embedded operating systems for IoT
- Providing insight on the role of CSPs in IoT

Nick Jones
VP Distinguished Analyst

- Using IoT to enable digital business innovation
- Selecting IoT technologies and vendors
- Wireless technologies for IoT including LPWAN, 5G, short range wireless technologies
- Location tracking
- Smart buildings and smart lighting

Market Forecasting

John-David Lovelock
VP Distinguished Analyst

- Global IT spending trends
- The Gartner 100IT
- Top 10 technologies for vendors
- Where in the world are there growth opportunities
- Enterprise personality profiles

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Security & Risk Management

**David Gregory**  
Research Director  
- Business continuity management (BCM)  
- Business impact analysis  
- Exercising and testing business continuity Management strategies  
- Risk management  
- ISO 22301

**Marc-Antoine Meunier**  
Research Director  
- Data classification policies and tools  
- Data access governance  
- Data-centric audit and protection  
- Data loss prevention  
- Data masking

**Sam Olyaei**  
Principal Research Analyst  
- Creating a security program  
- Security strategy, governance, organization, maturity, budget and staffing  
- Security policy and implementation  
- Security board presentations including metrics and executive communication  
- Trends in cybersecurity

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

**Wam Voster**  
Research Director  
- What is the ideal governance structure for security?  
- How should a security program be run?  
- What should an information security strategy look like?  
- What services and processes should the security function focus on?  
- How should security in an aligned IT/OT environment be set up?

**Bart Willemsen**  
Research Director  
- Employee and customer privacy/data protection concerns  
- Reviewing guidelines, privacy and risk management programs and policies  
- Developing privacy management, incident response, security and compliance programs  
- Privacy-related concerns when working with EU companies (e.g., GDPR)  
- Integrating security and privacy in overall risk management process

**Dionisio Zumerle**  
Research Director  
- How to create and implement a secure mobility strategy (including BYOD security)  
- How to build mobile applications securely  
- Mobile security product selection (Mobile Threat Defense [MTD], as well as EMM security aspects)  
- Application security testing  
- Instant communication security (encryption) and compliance (archiving)
Sourcing & Vendor Management

Daniel Barros  
Research VP  
- Infrastructure outsourcing contract negotiation  
- Service desk outsourcing  
- End-user outsourcing  
- Data center outsourcing

Stewart Buchanan  
Research VP  
- Mastering IT budgeting and financial transparency  
- Optimizing risk and corporate performance  
- Developing and managing the governance of IT in a digital business context  
- Aligning IT, IoT and operational technology investments  
- Managing cost optimization

David Groombridge  
Research Director  
- Achieving the right contract terms and price in infrastructure outsourcing  
- Sourcing and negotiating cloud SAP hosting contracts  
- Selecting the right infrastructure vendor for the deal  
- Negotiating the contract to achieve best results  
- Managing and improving vendor performance

Helen Huntley  
Research VP  
- Vendor management roles and responsibilities, vendor management charter and mission, establishing a vendor management organization or vendor management office, value proposition for vendor management  
- Onshore outsourcing, nearshore outsourcing, rural outsourcing, global or offshore outsourcing, best practices for outsourcing, best practices for offshore outsourcing, staff augmentation  
- Evaluation and selection of outsourcing vendors, transition of vendors, transition from vendor to insourcing  
- Contract terms and conditions, negotiations, renegotiations, master services agreement (MSA), statement of work (SOW), request for proposal (RFP), vendor transitions  
- Sourcing strategies, retained roles when outsourcing, insourcing versus outsourcing decisions

Ben Jepson  
Principal Research Analyst  
- Microsoft product license models  
- Microsoft enterprise agreement (EA) Updates/negotiation  
- Microsoft agreement information  
- Microsoft audit advice and best practices  
- Microsoft software asset management (SAM) engagement best practices

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

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

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

Rob Schafer  
Research Director  
- IT asset disposition (ITAD): data sanitization, environmental disposition, ITAD economics  
- Financing of and accounting for IT assets; lease vs. purchase, IT as a business  
- IBM contract terms and conditions, T&Cs, audits, contract negotiations; RFP review  
- IT asset management (ITAM)

Rob Wilkes  
Research Director  
- Negotiating effective and sustainable software contracts  
- Software support and maintenance costs  
- Negotiation/Pricing strategies for IT software vendors  
- Strategy for global IT procurement  
- Vendor license audit tactics

*Roster subject to change / Gartner One-on-One Meetings are first come first serve
Vertical Industries

**Miriam Burt**
Managing VP
- Digital business and multichannel retailing
- Retail business and technology trends
- Consumer expectations
- Digitization of the store
- Artificial intelligence

**Fabio Chesini**
Research Director
- How to move to transaction banking 2.0
- Delivering the digital bank experience
- Blockchain initiatives
- Designing operations and architectures for the digital bank

**Jeff Cribbs**
Research VP
- Care management trends, population health strategy and vendor evaluation for healthcare payers
- Data and advanced analytics trends, Artificial Intelligence (AI), strategy and vendor evaluation for healthcare payers
- Consumerization and consumer / patient engagement in healthcare
- The impact of consumer technology on the healthcare industry

**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

**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

**Michelle Duerst**
Research Director
- How can I improve innovation?
- What are lessons learned from other industries in strategies, innovation and the future workforce?
- How can I better manage and optimize my company’s product portfolio?
- What is a digital PLM platform and how do I scale to ensure a higher maturity?
- How do I prepare for the future workforce?

**David Furlonger**
VP & Gartner Fellow
- Blockchain
- Strategy and emerging business and IT trends
- Innovation
- Financial services
- Digital transformation

**Sham Gill**
Research Director
- Managing legacy modernization initiatives within insurance
- European general insurance core platform trends and implementation best practices
- European general insurance trends driving IT investment
- Developing an insurance system architecture roadmap

**Kimberly Harris-Ferrante**
VP Distinguished Analyst
- Emerging technologies impacting the P&C and life insurance industry (including artificial intelligence, analytics, IoT, and digitalization)
- Business and IT transformation in insurance including trends and CIO priorities
- Customer experience and consumer trends in insurance
- Digital insurance and customer experience management strategies in insurance
- Big data/analytics/artificial intelligence (AI) in insurance

**Keith Harrison**
Research Director
- Developing information and technology strategies and responses
- Digital transformation/disruption and innovation management
- Power and utility information legacy platform cost optimization
- Power and utility industry operational key performance indicators
- Developing and improving relationships, both internal and external

**Robert Hetu**
Research VP
- Retail merchandise management and optimization applications including price, promotion, markdown, assortment, size & pack, space, replenishment & allocation
- Retail business and technology trends
- Deep learning, machine learning, artificial intelligence for retail
- Retail behavioral segmentation
- Retail digital business strategy

**Rick Holgate**
Research Director
- Develop digital government strategy and tactics
- Develop cloud strategy and tactics
- Explore blockchain use cases in government
- Adapt to a mobile, digital workplace
- Embrace open data
Vertical Industries (continued)

**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

**Carsten Iserl**  
Research Director

- Artificial intelligence in automotive and smart mobility
- Understanding the technology and impacts of autonomous driving
- Which technologies will become increasingly important in the smart mobility industry
- How will existing mobility business models be disrupted by new technologies
- How can businesses adjust to position themselves for success in a changing mobility market

**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

**Rich McAvoy**  
VP Distinguished Analyst

- Digital business vision, strategy and leadership
- Advanced analytics and data-driven optimization
- Integrated planning and operations
- Digitalized workers, workstreams and workplaces
- New roles for CIOs and Hybrid IT

**Mike Jones**  
Research Director

- Digital strategy, digital healthcare
- EHR, HIE, 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

**Alistair Newton**  
Research VP

- How to innovate and deliver change effectively in the banking space
- How to develop and leverage new and emerging business models in the banking space
- How to drive effective cultural change in banking
- New and emerging uses for payment data in banks
- How to manage changing digital business ecosystems in the banking space

**Pete Redshaw**  
Managing VP

- Understanding the FS agendas
- High-level understanding of all our FS topics

**Arthur Mickoleit**  
Principal Research Analyst

- Developing effective digital government and smart government strategies
- Leveraging technology for digital transformation, citizen engagement and open government
- Using civic moments to transform public service delivery
- Balancing
- Digital government questions about: France, Spain, Serbia, Bosnia and Herzegovina, Montenegro, Macedonia, Lithuania, Latvia, Estonia, Poland, Moldova, UAE, Tunisia, Jordan

**Laurie Shotton**  
Research Director

- Managing legacy modernization initiatives within insurance
- Evaluating the vendor market for core insurance policy administration systems in a highly fragmented market
- Help provide insight into business and IT trends within the insurance industry. Examining the requirements for digital transformation
- Provide insight into the future of IoT in insurance
- Examining the impact of emerging technologies such as robotic process automation and wearables

**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

**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

**Zarko Sumic**  
VP Distinguished Analyst

- 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
Vertical Industries (continued)

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
- 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