Gartner
IT Financial, Procurement & Asset Management Summit 2013

Creative Destruction: Destroy Legacy Costs, Create New Value

11 – 12 September
Park Plaza Westminster Bridge, London, UK
gartner.com/eu/itm

KEY ISSUES

• Optimizing IT cost through better spend analysis
• Mastering IT and business leadership skills
• Enhancing your vendor knowledge with new negotiating techniques
• Building better business cases for IT funding
• Developing vendor management metrics to drive performance and business value

EARLY-BIRD SAVINGS Register by 12 July 2013 and save €300
Gartner predicts that through 2014, software spending resulting from the proliferation of smart operational technology will increase by 25%. Have you budgeted for this drastic rise in licensing costs? It is not enough to maintain business-as-usual, but imperative to take the next steps to prepare your organization to move into the future.

Many organizations are ill-prepared for the increasing use of mobile devices and applications, resulting in challenges and unforeseen costs to the enterprise. The Gartner IT Financial, Procurement & Asset Management Summit, held 11-12 September in London, UK will address these pressing issues and help you build strategies to move your organization forward. You’ll gain recommendations and expertise regarding:

- negotiating or re-negotiating contracts
- communicating the value of IT and optimizing costs
- implementing strategies to improve vendor, asset and financial management

The market forces of supply and demand are colliding more spectacularly than ever, threatening a cost eruption for those who fail to change. Don’t be stalled by past purchase decisions. Gain a new perspective and drive your organization forward!
Why Attend

Last year started with us considering a fundamental rethink of the economics of IT. This year, we’ll put those thoughts into action with practical, tactical advice that you can begin implementing immediately.

• **Learn to optimize costs** through better spend analysis and cost management techniques

• Truly hone your **communication with IT and business leaders** by building stronger leadership skills

• Understand value contributions and costs in order to **develop better business cases for your IT funding**

• **Drive better performance and business value** to develop clear and improved vendor management metrics

What You Will Gain

• **IT/Software asset managers** — explore how to maintain legacy software while accelerating your organization’s ITAM maturity

• **Vendor managers** — improve your discipline and governance of vendors

• **IT finance professionals** — develop your maturity in IT accounting

• **IT business managers** — understand the changing IT supply chain

• **Sourcing managers** — learn to drive better value from your vendors and improve comparison of non-identical competitors

• **Procurement managers** — gain knowledge of negotiating techniques and vendor specific advice

The Gartner event has been very useful and informative. Excellent speakers and much value attained from the workshop sessions and networking.

Cherly Hobbs,
Senior Manager,
Sourcing IT Services,
Atradius
**A. Make Finance Sustainable**

The economic climate continues to challenge IT financial managers to improve practices, policies, and structure to align IT with changing technology and business needs. IT finance must work more closely with IT and the business to develop optimal forecasting, management, analytical and reporting processes and toolsets that deliver timely and accurate financial data to drive effective management decisions.

**B. Create Value Through Asset Management**

IT asset management (ITAM) is an art of harmony, balancing a delicate equation of old and new to optimize asset, contract and service life cycles. ITAM makes the most of previous investments and ongoing expenditure. Gain a better understanding of how ITAM is moving beyond reactive measuring and reporting to proactive ITAM controls as improved tools and more sophisticated service offerings accelerate the rate organizations move up the ITAM maturity curve.

**C. Build Strategies to Defeat Cost Escalation**

IT buyers face pressure from all directions as they negotiate acquisitions with radically new vendor pricing, deployment and financing models. Master how these newer models impact ongoing costs, and anticipate the often hidden transitional costs of change. Get up-to-the-minute information about new major vendor offerings and contract terms and share best practices to avoid cost traps and meet ever-changing compliance requirements.

**D. NEW! Overcome Barriers to Effective Vendor Management**

IT vendor managers must deliver measurable business value and reduce risk to the enterprise, even in the face of increasing demand for greater program ROI and rising risk elements within the vendor base. This track provides vendor managers with a fresh look at evolving, innovative practices to address these issues while advancing programs to the next level.

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**Virtual Tracks**

- **ET** Emerging Trends: explore new issues that challenge everyone, even experts, to develop more visionary skills
- **CO** Cost Optimization: where all organizations can learn to drive better value at lower cost and risk
- **EC** Executive Challenge: for board-level and business managers to help make the most of IT spending

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**KEYNOTES**

**Gartner Opening Keynote: Creative Destruction**

As legacy IT costs become uncompetitive or unsustainable in a world that’s changing under our feet, organizations need strategies to source newer, more attractive alternatives. Explore new ways of doing things that make better financial sense, now and in the near future as the Gartner Nexus of Forces start to impact our costs. If we stay where we are for too long on increasingly unstable ground, vendors increasing the rent could be the least of our worries!

*Stewart Buchanan*

**Gartner Closing Keynote: Maintaining Balance**

Despite inciting you to a rampage of creative destruction, we will present a wealth of advice on how to manage existing costs and risks and get better value from existing vendors. Our challenge is to keep our accounts and our strategies in balance. The key to success in all our related disciplines of financial, procurement asset and vendor management is lifecycle management — working together so we know when and how to drive change for the better.

*Stewart Buchanan*

Research Vice President
MEET THE ANALYSTS

Gartner analysts draw on the real-life challenges and solutions experienced by clients from 12,400 distinct organizations worldwide

Patricia Adams
Research Director
IT Asset Management; Change Management and CMBD Tools, Processes and Best Practices; Software Asset Management and Compliance

Chris Ambrose
Research VP
CIO; Vendor Management; IT Procurement; IT Management; Negotiating Software Contracts; Outsourcing; Saas for ERP; Cloud

Victoria Barber
Research Director
Software Asset Management Process and Policy Best Practices; Vendor Software Audit Management

Alexa Bona
VP Distinguished Analyst
Trends in Software Licensing and Maintenance; Negotiations, Pricing and Licensing for Cloud and Oracle, SAP, Microsoft, salesforce.com

Stewart Buchanan
Research VP
Licensing and Negotiating with Adobe, Microsoft and more; IT Procurement; Chargeback and Cost Optimization; Software Asset Management and Virtualization Licensing

Linda Cohen
VP Distinguished Analyst
Outsourcing; Vendor Management; Sourcing and Vendor Relationships Leaders; Multisourcing Competencies; Marketing and Competitive Intelligence Management; Sourcing Trends, Strategies, Decisions, Management and Governance; Cloud Sourcing Strategy and Governance

Nathan Hill
Research Director
Virtualization; Data Center Modernization and Consolidation; Client Computing Architectures; PC Technologies

Ruby Jivan
Research Director
Outsourcing; Vendor Management; Program and Portfolio Management; Supply Chain Transformation and Enablement; IT Organizational Design

Jim McGittigan
Research Director
IT Financial Management, Budgeting, Chargeback, Service Costing, Cost Transparency, Optimization, Spending and Staffing and Benchmarking

Frances O’Brien
VP Distinguished Analyst
Microsoft Licensing and Pricing; Office 365 Contracting; IT Asset Management

Mark Raskino
VP and Gartner Fellow
IT Strategic Planning; CEO and CIO Priorities; Emerging IT Trends; Business Value of IT; Innovation Management

Neil Rickard
Research VP
Enterprise Network Architectures and Strategies; Network Equipment Selection and Vendor Management; Network Services Sourcing and Contracting

Jo Ann Rosenberger
Research VP
Software Licensing, Negotiation and Compliance; IT Procurement, Contract, Budgeting, Reform and Financial Management; TCO Analysis

Roberto Sacco
Research Director
Negotiating Effective Sustainable Deals with Entrenched Software Vendors; Managing Relationships with Strategic Software Vendors; IT Procurement, Strategic Sourcing, Asset Management, Software Asset Management, Vendor Management, Contracting, Software Compliance and Financial Management; Negotiating with Microsoft, Oracle and SAP

Sanil Solanki
Research Director
IT Cost Optimization; Business Value of IT; IT Budgeting; Competitive Advantage and Business Transformation; IT Organizational Design

Gayla Sullivan
Research Director
Software Licensing, Negotiation and Compliance; IT Procurement, Contracts and RFPs; Vendor Management; Resellers; Saas Contracts, ITAM

David Willis
VP Distinguished Analyst
Mobile Enterprise Strategy; Unified Communications and Collaboration; Data Center Modernization and Consolidation; New Market Opportunities; Positioning and Messaging

Visit gartner.com/eu/itam for agenda updates and to register
## AGENDA AT A GLANCE

### WEDNESDAY 11 SEPTEMBER

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>07:30 – 20:00</td>
<td>Registration, Information and Refreshments</td>
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| 08:00 – 08:45| Tutorial: S/AE (Strategize, Analyze, Validate and Execute) to Cut Infrastructure Costs  
Jim McGittigan |
| 09:00 – 10:00| Summit Chair Welcome and Gartner Keynote: Creative Destruction          
Stewart Buchanan |
| 10:00 – 10:45| Guest Keynote                                                           |
| 10:45 – 11:15| Refreshment Break in the Solution Showcase                              |
| 11:15 – 12:15| A Make Finance Sustainable                                               
CFO Concerns for 2013 and Their IT Budget Implications  
Mark Raskino |
|             | B Create Value Through Asset Management                                 
Bring Your Own Device: Lessons From the Field  
David Willis |
|             | C Build Strategies to Defeat Cost Escalation                             
IT Procurement Guide to Cloud Sourcing and Contracting  
Alexa Bona |
| 12:15 – 13:30| Lunch in the Solution Showcase                                          |
| 13:30 – 14:00| Solution Provider Session                                                |
| 14:15 – 14:45| To the Point: Budget for and Chargeback Real Software Costs to Drive Efficiency  
Victoria Barber |
| 15:00 – 15:30| Solution Provider Session                                                |
| 15:30 – 16:00| Refreshment Break in the Solution Showcase                              |
| 16:00 – 16:45| End-User Case Study                                                     |
| 17:00 – 18:00| Spend Less on IT, Drive More Value: How Best-in-Class Organizations Do It  
Jim McGittigan |
| 18:00 – 20:00| Networking Reception in the Solution Showcase                            |

### THURSDAY 12 SEPTEMBER

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| 09:00 – 09:30| To the Point: The 6 Pillars of Running IT as a Business                
Jim McGittigan |
| 09:45 – 10:15| Solution Provider Session                                                |
| 10:15 – 10:45| Refreshment Break in the Solution Showcase                              |
| 10:45 – 11:45| How BPaaS can Deliver Your Business Objectives of Cost and Value      
Ruby Jivan |
| 12:00 – 12:30| To the Point: Spend IT Wisely: Segment the "Run" Costs to Drive More Value From IT  
Sanil Solanki |
| 12:30 – 13:30| Lunch in the Solution Showcase                                          |
| 13:30 – 14:30| Business Impact of IT: Use the +/- 10% Scenario                         
Sanil Solanki |
| 14:45 – 15:15| To the Point: IT Budgeting Best Practices                              
Jim McGittigan |
| 15:15 – 15:45| Refreshment Break in the Solution Showcase                              |
| 15:45 – 16:45| Gartner Closing Keynote: Maintaining Balance                           
Stewart Buchanan |
### Workshops and Contract Negotiation Clinics

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<thead>
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<th>Time</th>
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<td>11:15 – 12:15</td>
<td>Contract Negotiation Clinic: Contracting for Microsoft Office</td>
<td>Frances O’Brien</td>
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<td>14:00 – 15:00 Workshop: Defeating Rising Vendor Risk in the Enterprise — Tools to</td>
<td>Chris Ambrose</td>
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<td>Roundtable: Why IT Asset Managers Need to Manage Operational Technology Licenses!</td>
<td>Victoria Barber</td>
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<td>Roundtable: Ask the Analyst: SaaS Contract Survival</td>
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<td>Roundtable: ITAM Tools Selection</td>
<td>Patricia Adams</td>
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### Roundtables

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### Trends in Vendor Management: Effective Vendor Management in a Cloudy World

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### To the Point: Strategies for Taming Critical IT Suppliers

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### Delivering Program ROI in Vendor Management

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### Managing Conflict between Procurement and Vendor Management

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### AGENDA GUIDANCE

To help you navigate the summit agenda, we’ve identified track sessions that match your experience level and information needs. Specific categories include:

#### MATURITY LEVEL

- **Foundational:** If you are at the early stages of your initiative, or are a newcomer to this space, these sessions will give you the necessary understanding and first steps.

- **Advanced:** If you are an advanced practitioner, these sessions are designed to take your initiative, or understanding, to the next level.

#### FOCUS

- **Tactical:** Sessions providing tactical information that can be used straight away, with a focus on “how to”, dos and don’ts, and best practices.

- **Strategic:** Sessions focusing on the strategic insight supporting the development and implementation of your action plan.

#### PERSPECTIVE

- **Business:** Sessions geared toward business leaders, or IT professionals who need to understand the challenges and opportunities from a business, organizational, or cultural perspective.

- **Technology:** Sessions that address technical concepts, details, and analysis.

#### VIRTUAL TRACKS

- **ET** Emerging Trends
- **CO** Cost Optimization
- **EC** Executive Challenge

Visit gartner.com/eu/itam for agenda updates and to register
CFO Concerns for 2013 and Their IT Budget Implications
Our annual CEO and senior business leader survey reveals a wealth of insight into strategic business priorities, the rise of “digital” business, important new C-level power shifts around technology change and much more. In this session you will get access to Gartner’s insights into the mind-sets of the most senior business executives and the implications for CIOs and their IT finance professional teams.

- What are business leader’s priorities in 2013/14?
- How are their attitudes evolving — in the area of information and technology based business change?
- How can IT Finance professionals use these insights to win better outcomes in their jobs?

Mark Raskino
F A B EC

To the Point: Budget for and Chargeback Real Software Costs to Drive Efficiency
Organizations increasingly chargeback the cost of new licenses to projects or to business units hiring new starters, but few pass along the ongoing cost of maintenance and support or chargeback the cost of vendor licensing changes. This lack of transparency can result in uneconomic behaviors by vendors and end-users alike, as the IT organization is simply expected to absorb any ongoing cost increases.

- How can we ensure that cost increases and new version licensing rules can be absorbed into the budget?
- How can we identify the users or budget-holders are for chargeback?
- What are the best approaches to making these parties cover appropriate costs?

Victoria Barber
A B CO

Spend Less on IT, Drive More Value: How Best-in-Class Organizations Do It
All organizations attempt to optimize IT costs. Those that do it best focus on cost optimization as an ongoing discipline rather than a one-off exercise. This session reveals best practices used by these organizations to optimize IT costs.

- What are the key challenges and opportunities in IT cost optimization?
- How do you intelligently cut costs and do “more with less”?

Ruby Jivan
A S B EC

To the Point: The Six Pillars of Running IT as a Business
This presentation outlines the six pillars that CIOs and IT leaders need to provide effective IT cost transparency and focus on “running IT as a business”. These IT financial management best practices will help CIOs move IT from a cost center to a cost transparent IT services driven organization.

- What does “running IT as a business” really mean?
- What are the six pillars of “running IT as a business” from the financial perspective?
- How can you leverage the six pillars to provide effective IT cost transparency?

Jim McGittigan
F A B

How BPaaS can Deliver Your Business Objectives of Cost and Value
Organizations spend years and millions of dollars in capital funds on business process standardization and automation to improve productivity, cost efficiency and customer satisfaction. Through investments in BPaaS, enterprise buyers now have more choice and potential for savings. This presentation offers insights on the key challenges below and on how business managers can achieve their business process enhancement objectives with BPaaS and alternative delivery models.

- Why do some organizations take many years to mature their business processes and implement expensive technology to stay current and continue to deliver business objectives?
- How will the rapid evolution of cloud and mobile technology require capital investments into version upgrades and increase IT support costs?
- How do you handle change management within the organization when systems are upgraded, and resource training on the new systems and technology is significant?

Sanil Solanki
F A B

Business Impact of IT: Use the +/-10% Scenario
Use cost transparency to help communicate the impact of investment in IT infrastructure. CIOs often find it difficult to present an investment case to the business around IT Infrastructure. Use the +/-10% scenario to help non-IT staff understand the impact of investment in infrastructure.

- What are the main challenges that companies face when trying to get the business to invest in IT Infrastructure? (cost vs value)
- How do you leverage Gartner’s top 10 guidelines in this session can assist in preparing as well as communicating a more accurate and effective IT budget.

Sanil Solanki
F A B

To the Point: IT Budgeting Best Practices
IT budgeting is both art and science, combining financial management expertise and executive judgment. Every organization will require a different approach to budgeting; however, leveraging Gartner’s top 10 guidelines in this session can assist in preparing as well as communicating a more accurate and effective IT budget.

- What level of detail is needed for the typically asset based budget required by the CFO?
- How do you enable the business value of IT discussion during the planning process?

Jim McGittigan
F A B CO
Bring Your Own Device: Lessons from the Field

Mobility is driving dramatic shifts in corporate policy. The explosion in use of mobile technologies, the changes in the mobile workforce, and the move toward employee-supplied devices are all placing tremendous strain on IT and Finance organizations. Many organizations find that their current policies need to be updated quickly: a shockingly large number of companies would not currently pass an audit. This session will show how device and access policies are evolving in leading organizations, providing practical details on how to put a next-generation mobile policy in place.

- What are the key ingredients of a successful mobile policy?
- Who should build and maintain the policy?
- How will these policies evolve in the future?

David Willis

To the Point: Tools and Techniques for Managing Mobility

Smartphones, tablets, and new mobile devices have invaded the workplace. Employees want to use any device they happen to have at their disposal. Meanwhile, CIOs increasingly discover they are challenged with showing value amidst the chaos. Any mobile device, whether it is owned by the company or the employee, has a measurable life cycle impact on your company’s business processes. This presentation provides attendees with a strategic road map to get both cost and quality of mobile IT under control as a first step to realizing genuine productivity benefits.

- What are the critical steps to fully operationalize mobile devices?
- How much does it cost to do mobile computing?
- Which vendors and technologies will help manage the mobile life cycle?

David Willis

How to Manage SAM Service Providers

Many organizations who have outsourced IT rely on the outsourcers to either manage their software assets or provide them with the data needed to support effective SAM. Whether you are dealing with a single outsourcer, or multiple external service providers, ensuring that SAM processes and data are delivered effectively is a challenge that needs to be addressed.

- Sharing the load: What do you want your provider to do for you and why?

Virtual Tracks:

ET Emerging Trends
CO Cost Optimization
EC Executive Challenge

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IT Procurement Guide to Cloud Sourcing and Contracting
The cloud delivery model is gaining popularity mostly due to the promise of lower cost. This presentation will highlight the key areas that have been problematic from a cost and risk perspective in cloud deals and how they can source the best contracts to mitigate excessive risk.

- What are trends in cloud pricing models and contracting?
- What are the hidden costs in cloud contracts, and how can CIOs avoid them?
- What are key risks of cloud agreements and how can CIOs protect against them?

Alexa Bona

To the Point: Negotiating With Oracle
Negotiating with Oracle has always required a level of skill to understand licensing models and contract issues. As Oracle expands by purchasing more companies, including additional inroads into the hardware business, IT procurement professionals need to know what is negotiable and what is a reasonable discount. IT Asset management professionals must understand the Oracle license models and areas where compliance risk may occur.

- What are the basics in negotiating with Oracle?
- What are the areas of risk in Oracle compliance?

Roberto Sacco

Outsourcing Procurement Back Office to Reduce Cost and Improve Efficiency
The past few years have been tough with budget and job cuts. During the slow economic recovery, although revenue’s are growing, leaders continue to keep their budgets flat and ask their procurement organizations to do more with less. Business leaders are looking to procurement to not only provide savings on their spend but, to find innovative ways to help them deliver their business objectives of revenue growth, operational efficiency and end user satisfaction. We discuss how outsourcing this business process can move organizations from tactical to strategic procurement.

- How do organizations that continue to struggle with procurement resource capability meet business requirements?

Neil Rickard

To the Point: Protect Your IBM Software Investments Through Tailored Negotiation and SAM Processes
This session provides an understanding of the need for, as well as how to customize, your IBM software procurement, negotiation, and SAM processes to drive savings. Best practices focus on optimizing IBM software deals and audit-readiness protection. Key action items protect your IBM investments throughout their software asset lifecycles for both cost savings and risk reduction.

- What questions should you ask to ensure IBM is providing you with all viable technology, pricing, and contractual options?
- What are best practices to request bids and analyze IBM proposals to ensure you can determine discounts and select the best contractual arrangement for your organization (bundling, special terms addendums, ELAs)?
- How should you tailor your SAM processes to manage IBM software for audit readiness to reduce financial risk/exposure from potential non-compliance?

Ruby Jivan

Negotiating with Microsoft in Cloudy Weather
Driven by the consumerization of IT, cloud, mobile and social trends that are reshaping global work practices, Microsoft is betting its future on Office 365 and other cloud offers; but transitioning traditional license models remain and now require a hybrid approach to licensing with Microsoft. This session will show you how cut through the fog and negotiate better deals.

- What are the key trends and changes in Microsoft licensing?
- What are the main criteria for structuring a successful deal?
- How can organizations negotiate effectively with Microsoft?

Frances O’Brien

Slash your Enterprise Network Spending — Welcome to the Buyers Market!
Billions are being wasted on enterprise networking. Enterprises can do more with less, but must fail to do so. This presentation will help those procuring networking equipment and services identify best practices and avoid falling into common traps.

- How have enterprise network market dynamics shifted in the past 2-3 years?
- How should enterprises rethink their approach to network design and procurement?

Jo Ann Rosenberger

To the Point: BYOD and Desktop Virtualization –Technology and Sourcing Options in EMEA
European Service Providers are offering an increasingly wide range of end-user computing services for corporate and employee owned devices. When are these services good alternatives compared to building, managing and owning client computing services in-house?

- What are the essential technologies and services?
- How do the offerings of the main European Service Providers compare?

Nathan Hill

Outsourcing Procurement Back Office to Reduce Cost and Improve Efficiency
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- How do organizations that continue to struggle with procurement resource capability meet business requirements?

Neil Rickard

To the Point: App Stores: How Users Now Expect to Buy Software
What would happen if your procurement team didn’t negotiate software contracts and end-users bought their own software? This is already happening on mobile devices. What happens when mobile devices are used to access corporate IT systems? Your organization cannot afford to look the other way. Like it or not, the future has already started and we need to play our part in it.

- Who buys software, your enterprise or its users and how is this starting to change software markets?
- Are third party app store providers resellers, distributors or a procurement bypass?
- What does an enterprise app store strategy look like and why is it important?

Stewart Buchanan
Mastering the Discipline of Vendor Management — Organization, Operation and Governance
Vendor management must be a disciplined process in your organization, and it starts with identifying the vendor management mission/charter, defining organizational models, determining roles and responsibilities and developing key processes throughout the enterprise to effectively manage your suppliers.

- What are the primary disciplines, roles and responsibilities for vendor management?
- What are the best organizational approaches for vendor management?
- How can vendor governance improve vendor management?

Gayla Sullivan

To the Point: Managing the Mega-Vendors: Microsoft
This presentation takes a look at Microsoft to examine how clients can more effectively work with this monolithic vendor to be seen as strategic clients. We look at areas such as navigating the organization, best escalation methods, technology factors and success stories.

- How do you navigate through the vendor’s organization?
- How can you effectively escalate issues and be heard? What makes a client a strategic client?
- What should you be measuring and communicating to the megavendors?

Gayla Sullivan

Trends in Vendor Management: Effective Vendor Management in a Cloudy World
The keys to effective vendor management must change, as services providers adapt to cloud, mobile, social and information centric delivery models. Vaguely constructed SLAs and immature operating models constitute a new level of risk to the buyer, and change the very nature of the relationships, processes and techniques that must be applied to effectively evaluate and manage vendors. We will explore how cloud, mobile, social are changing the roles and responsibilities of vendor management.

- How is the Nexus of Forces changing the nature and risk of service delivery?
- How do these changes impact vendor contract and relationship management?

Gayla Sullivan

Managing Conflict between Procurement and Vendor Management
This session takes a look at tools that can be used to delineate boundaries in a meaningful way, such as Roles and Responsibilities — Venn Diagrams, RACI and Collaboration Diagrams. We will highlight results based on client case studies for building a working governance model.

- Why do conflicts arise between corporate procurement and IT vendor management?
- What are the best strategies, frameworks, and practices?
- How do we achieve cohesion and harmony between these organizations?

Chris Ambrose

To the Point: Managing the Mega-Vendors: IBM
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- What should I be measuring and communicating to the megavendors?

Chris Ambrose

Delivering Program ROI in Vendor Management
Vendor Management programs must continue to deliver Program Value and benefits even as risk and uncertainty in the supply base skyrocket. This session examines core principles to delivering value and measuring ROI of vendor management disciplines.

- What are the key benefits delivered by vendor management programs?
- How do I measure and sustain program ROI?
- What are the common pitfalls that destroy program ROI?

Gayla Sullivan

To the Point: Strategies for Taming Critical IT Suppliers
There is no way around the fact that business is now critically dependent on some IT suppliers. The question is, how do we assure that they are being utilized and evaluated appropriately? How do we ensure that they are not in a position to take advantage of the enterprise to effectively manage your suppliers.

- What new competencies and processes therefore ensure effective vendor management?

Linda Cohen

To the Point: Managing the Mega-Vendors: Oracle
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Gayla Sullivan

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Presented by Gartner, these workshops provide an opportunity to drill down on specific “how to” topics in an extended, small group session. The courses are designed for an intimate and interactive learning experience. Pre-registration required. Seats are limited. Reserved for end-users.

- **Defeating Rising Vendor Risk in the Enterprise — Tools to Manage 14 Risk Elements**
  Chris Ambrose

- **Optimization and the Art of Epic Benefits Realization**
  Sanil Solanki

**End-User Case Study Sessions**

Hear real hands-on “this is how we made it happen” insight, from international organizations whose senior executives are working on the best and most successful ITAM initiatives in Europe. The latest case study information will be added to the agenda as it is confirmed at [gartner.com/eu/itam](http://gartner.com/eu/itam)

**Tutorials**

**SAVE (Strategize, Analyze, Validate and Execute) To Cut Infrastructure Costs**

- Jo Ann Rosenberger

**We Received a License Audit Letter — What do we do Now?**

- Victoria Barber

**How to Get the Most from a Gartner Event**

- Alexa Bona

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