Thank you for making Symposium/ITxpo 2011 our most inspiring event ever. Your enthusiasm, insights and willingness to share with your peers is why Gartner Symposium/ITxpo is the world’s largest and most important gathering of CIOs and senior IT executives.

**Transforming IT’s relevance in an organization**

Re-imagining IT — our theme for 2011 — calls for you and your peers to “lead from the front.” While there still remains a great deal of economic uncertainty, the explosion of IT and advanced technologies is undeniable. As a result, there is a much-needed focus on customers, employees, consumers, competitors and suppliers. They are all quickly becoming part of the IT ecosystem that will be supported by the IT organization. Given that backdrop, it’s critical for leaders like you to rethink or re-imagine IT’s relevance within the organization. We hope your experience at Symposium/ITxpo this year gave you a fresh pair of eyes on the issues that matter most — from supporting new business models to gaining positive impact from transformative technology initiatives like cloud, social networking, mobility and context-aware computing.

To assist you in your reporting efforts, we’ve created this special report to provide you with an at-a-glance review of select keynotes, session take-aways and other conference highlights.

**Share your experience and help shape Symposium/ITxpo 2012**

Planning for Gartner Symposium/ITxpo 2012 is already underway and your input is critical. If there is something you’d like to share with us regarding any aspect of the event — an idea or suggestion that may have occurred to you since you completed your evaluation form — please email simone.hulse@gartner.com.

Thank you for your feedback, and we look forward to seeing you again next year at Gartner Symposium/ITxpo, 12 – 15 November 2012, in the Gold Coast, Australia.

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Message from John Roberts, Vice President & Distinguished Analyst, BPI Track Manager

Business process improvement (BPI) is a point of intersection for business and IT, an area where they can come together. Right now, many organizations are struggling because the majority of their activities are within silos. The result: disparate pockets of functionality that do not work well together. But despite this prevailing reality, what CEOs and CIOs are looking for are seamless processes that can deliver visibility to the work that is going on to management, staff and customers, bring clarity to daily operations and anticipate business performance failures. If IT can, by leveraging BPI, rationalize and modernize their organizations’ siloed systems and create end-to-end processes, then they will prove their worth. Setting up databases and new servers are important tasks but they are not necessarily the things business sees. Business expects tangible results faster, better and cheaper. This is what business process improvement (BPI) delivers as it solidifies IT’s value proposition to the business, re-imagines how work could be done and opens a new level of process-based performance.

Key take-aways

Social BPM
Social BPM can ensure that the explosion of data obtained in social transactions can be transformed into insights that can be acted on within the context of an end-to-end process. By 2014, more effort will go into redesigning existing applications to make them social than deploying discrete social software products. See “Predicts 2011: When Social and Business Processes Collide” (G00209204) and Predicts 2012: Organizational Politics Hampers, Gamification Motivates BPM Adoption (G00223822).

Measures of operational excellence
BPM treats processes as assets that can contribute directly toward enterprise performance by driving operational excellence and business agility. Unlike past process management disciplines that stressed process efficiency, BPM emphasizes process visibility, accountability and adaptability as new measures of operational excellence.

Operational resilience
Operational resilience is a set of techniques that allow people, processes and informational systems to adapt to changing patterns. It is the ability to alter operations in the face of changing business conditions. Operationally resilient enterprises have the organizational competencies to ramp up or slow down operations in a way that provides a competitive edge.

Process intelligence
Process intelligence can leverage real-time events and real-time modeling to guide the built-in flexibility BPM can offer. Expect an increased focus on real-time process analytics, end-to-end process-based key performance indicators (KPIs), and processes that can adapt and optimize their behavior.
Spending outlook
Spending on BPM will continue to grow significantly despite current economic challenges due to the perceived business benefits BPM can deliver.

Things to watch out for — challenges and opportunities

Business process defects
Between now and year-end 2014, overlooked but easily detectable business process defects will topple 10 Global 2000 companies.

Organizational politics
Through 2016, organizational politics will prevent at least one-third of BPM efforts from moving beyond one-off projects to enterprise-wide adoption.

Whether you are beginning or far along your BPM journey, your biggest headache is more likely to be internal politics than technical choices. Most would agree that when it comes to BPM success, the “people” barriers are the highest ones to hurdle. Consider the following:

• Assess your organization’s political environment at a holistic and individual stakeholder level.

• Learn the “language” of your organization. Identify what styles of communication work best, and use them.

• Research, learn, adopt and implement an organizational change approach before considering deployment of BPM as a discipline.

Business process competency center (BPCC)
BPCC is a major organizational unit that identifies your core competencies and their value to your business, and it is an entity that you need to build. In fact, recent data on the Gartner ITScore for Business Process Management showed that 90% of organizations that took the ITScore assessment were at maturity level 2 or below, and that only 10% were at level 3 or above. The core characteristic of moving from level 2 to level 3 is moving from individual projects to organizational adoption of BPM as a discipline — often enabled through the establishment of a BPCC.

BPM staffing
When hiring and staffing for BPM roles, keep in mind that demand for qualified people exceeds supply. Consider doing internal training with existing staff — and don’t drag your feet. The market is moving forward and companies whose BPM discipline is maturing are investing in the right tools and people. During the next three years, an intensifying focus on process-related skills, capabilities and competitive differentiators will increasingly separate the process excellence leaders from the laggards among the Global 2000.
Conference session highlights

The BPM Scenario: from Operational Excellence to Operational Resilience

Presenter: Janelle Hill, Vice President and Distinguished Analyst

Many organizations approach BPM with an old-fashioned mindset of process automation and standardization. BPM challenges conventional thinking about operational excellence, shifting the emphasis from automation and standardization to resilient processes. CIOs have an opportunity to be change agents, guiding business leaders to recognize their own requirements for process adaptability. BPM treats processes as assets to be improved and to contribute directly toward enterprise performance by driving operational excellence and business agility. Unlike past process management disciplines that stressed process efficiency, BPM emphasizes process visibility, accountability and adaptability as new measures of operational excellence.

“Doing” BPM potentially requires not only new technologies, software and professional services, but also new roles and responsibilities, thinking, methodologies, and metrics as well as a change in corporate culture. Advancing BPM maturity is complex. Consider putting the following recommendations into practice.

Short-term (now through the next 90 days)

• Define your BPM vision.
• Decompose the vision into manageable chunks of effort.
• Start “doing” BPM projects.

Long-term (over the next 12 months)

• Assemble the capabilities you have — your “cornerstones.”
• Create a framework for what you need using Gartner’s ITScore for BPM
BPM Gets Social: Rethinking How Work Gets Done

Presenter: Jim Sinur, Research Vice President

Social BPM is a discipline at the intersection of process execution and collaborative activity. It is supported by BPM and social software technologies that make process design more agile, visible and holistic. It supports more effective process execution through the use of social software tools that augment human actions to mirror the way work is performed. But redesigning processes to be socially enabled means fundamentally rethinking how the work is done, who does it, and how insights derived from social interactions can be acted upon within the work process. In practice, there are two distinct implementations, one for process design and one for process iteration. When it comes to the design of socially enabled processes attendees were encouraged to consider the following recommendations:

Short-term (now through the next 90 days):

• Begin to define the organizational and execution skills you will need for the future.
• Find social apps and start using them to understand the patterns and innovation that can be used in to-be design.
• Educate yourself on social processes and see how you can contribute to enhancing these processes.

Long-term (over the next 12 months):

• Socially enable the critical customer-facing processes first, and define the internal processes and activities that will benefit.
• Examine areas in the organization where accountability and responsibility are not aligned. Redesign the process to align these, and measure the results.
Cost Optimization Through Improving Business Processes

Presenter: John P. Roberts, Vice President and Distinguished Analyst

Successful CIOs are working closely with business leaders to identify major opportunities for process improvement and to develop competencies for managing change. Shifting the focus from the functionality of a proposed application to improved business results through optimized business processes will enhance IT’s contributions. (Note: I’ve deleted the sentence because it echoes the sentence that precedes it.)

Executive sponsors play a key role in getting business buy-in for BPM by engaging with business users and ensuring that the BPM project supports the enterprise business strategy. The first BPM project should be compelling, meaningful and short, in order to gain a quick win, with strong results that demonstrate the value of BPM. But keep in mind that you can’t evaluate the success of your first BPM project without establishing the baseline and initial performance of the process to be improved.

Change management is crucial to guiding users through the BPM journey and helping them adapt to the new process. It also minimizes the risk of “push-back” and users reverting to the old process. Bottom line: BPM will require your organization to learn new skills. Determine what is needed and then be prepared to fill the skills gaps so that you can meet your BPM program requirements.

Leading CIOs link process governance to business strategy and operational excellence. In high-performing enterprises, improvements in business processes flow down from the vision and mission to the customers, processes and resources.

Short-term (now through the next 90 days)

- Engage with business leaders to understand the current state of major business processes, identify major opportunities for process improvement and demonstrate IT’s ability to play a major role in contributing to better business outcomes.
- Establish a strong BPI leader with a multiskilled team.

Long-term (over the next 12 months)

- Establish cross-functional structures, skills and methodologies to design improved business processes. Through the delivery of early benefits, demonstrate that good results can be achieved.
- Create and communicate process metrics as a normal part of doing business.
- Develop process owners to drive ongoing process improvements.

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