

IT Forum 2009 EMEA

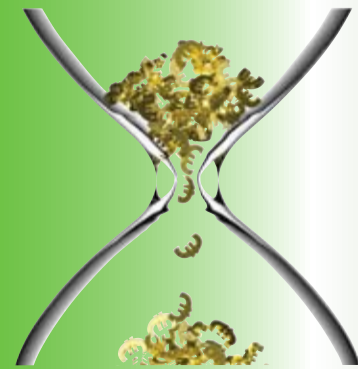
Track E: ADAPTING YOUR SOURCING STRATEGY AND TACTICS TO CHANGING MARKETS

Role served: *SOURCING & VENDOR MANAGEMENT PROFESSIONAL*

Changes in technology, buyer behavior, and economic conditions are driving firms to think differently about sourcing strategies, working with vendors, and measuring value. This track will focus on best practices for sourcing and vendor management (SVM) in our current climate across areas including SaaS, SOA, cloud, mobility, outsourcing, multisourcing, and offshoring

Success Imperatives

- Set a sourcing strategy that balances business value, cost, and risk
- Execute best practices in vendor selection, contracting, and pricing
- Manage vendors for mutual success
- Navigate the evolving ecosystem of IT suppliers



Sessions



Partnering With Service Providers To Thrive: A 360-Degree View (Panel Discussion)

Andrew Parker, Vice President, Research Director, Forrester Research

Within a context of intense economic pressure, more clients are turning to technology service providers for help. Some near-term goals are, of course, associated with cost cutting, but smart technology decision-makers are using the current conditions to drive changes inside their organizations so that IT becomes less of a sunk cost (destined for never-ending slash-and-burn) and more of a vital business enabler. Participants in this interactive session will get guidance from client decision-makers “workshopping” real-world scenarios with leading service providers on how to best collaborate for mutual success in times of extreme economic pressure.

Issues to be discussed include:

- How clients and providers can collaborate on near-term cost-cutting tactics
- How the economy is shaping overall risk exposure around outsourcing
- Best practices around building healthy outsourcing deals in a down economy

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Software Negotiation Best Practices: Adapting Your Strategy To Today's Economic And Technology Trends

Duncan Jones, Senior Analyst, Forrester Research

2009 will be a tough year for many IT sourcing professionals who are facing unrealistic cost reduction targets while market consolidation reduces choice and who have insufficient budget for the discretionary spend that gives them negotiation leverage. It is particularly important in this climate that IT buyers learn vendor-specific tips and techniques for dealing with large software companies. They can also benefit from understanding how technology trends such as cloud computing will affect the software industry over the next couple of years, and what that means for license negotiations in 2009. This session will summarize what Forrester has learned from helping hundreds of clients with their software negotiations during the past 12 months.

Software buyers should:

- Look more carefully at familiar terms and clauses to decide if they are still appropriate
- Insist that perpetual license vendors introduce more flexibility in licensing and maintenance policies
- Encourage colleagues to reconsider whether inflexible vendors still merit their place in your company's IT strategy



Key Considerations For SaaS Sourcing: Pricing, Contracts, And Deployment

Liz Herbert, Senior Analyst, Forrester Research

As SaaS proliferates into larger deployments, more application areas, and new geographies, sourcing strategies must evolve to keep pace. Key considerations include pricing and licensing negotiations, contracts, and due diligence in areas around security — without stifling the value or business empowerment that SaaS has the potential to enable. This session will discuss current trends in SaaS and help sourcing executives understand how they can best work with business and IT leaders to make SaaS deployments a successful part of an overall software sourcing strategy. This session will cover:

- SaaS contract essentials
- Strategies for negotiating SaaS discounts
- Best practices for ensuring value out of SaaS deployments



Activist Sourcing And The Global Vendor Management Office

John C. McCarthy, Vice President, Principal Analyst, Forrester Research

The visibility of your vendor relationships has increased exponentially. C-level executives, concerned with increased risk and pressured to get more value, are in turn scrutinizing how you manage those relationships. So, while many firms have only started their vendor management offices within the past 12 to 24 months, there is intense pressure to mature VMO processes rapidly. This session will show vendor managers how to move beyond the basics, gain more respect from the business, and achieve the next level of value by taking on a more activist role in sourcing. This session will look at:

- What is activist sourcing?
- What are the most effective ways to speed the maturity of a VMO?
- How can I communicate the effectiveness of my VMO to senior executives?

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Cloud IT Services — The Next Big Thing Or Just Marketing Vapor?

Paul Roehrig, Ph.D., Principal Analyst, Forrester Research

The path of technology history is built on acronyms and the ill-timed dreams of marketing gurus. Cloud computing is the latest incarnation of Web-enabled computing performed remotely from the user in an environment based on some amount of shared components — with similarities to mainframes, grid computing, or SaaS. But cloud computing likely won't remain a catchy marketing phrase for long. It will be a game changer for IT services clients and providers as many of the seemingly disparate hardware and software technologies are maturing to help create a real commercial cloud-based IT services offering. Although the IT services cloud is not fully developed, the major players are lining up to make this a market reality. This session will explain how and why sourcing leaders should begin to factor cloud-based infrastructure offerings pending by the major service providers into their plans.

This session will discuss:

- Who are some of the leading IT cloud services providers and what are they offering?
- What are the prevailing strategies for the cloud by major service providers?
- Are there any IT cloud services clients (or is this still all pending)?
- What should IT decision-makers ask about to ensure they can benefit from future cloud services developments?



Assessing Offshore Alternative Geographies

John C. McCarthy, Vice President, Principal Analyst, Forrester Research

Rising risk management concerns and political turmoil are forcing more organizations to look at low-cost alternatives to India as sources of IT talent. The more mature offshore clients are looking to hedge their geopolitical bets and start considering an "India plus one" strategy. In parallel, new customers to the market are looking to see if they can avoid the rising salaries and attrition of India by selecting an up-and-coming geography. This session will look at the top 10 alternatives to India: Argentina, Brazil, Mexico, Eastern Europe, Egypt, Russia, China, Malaysia, the Philippines, and Vietnam. It will not only look at the geopolitical and macroeconomic issues but also the different local and foreign IT services providers in each market because at the end of the day, firms are hiring a supplier, not a country, to do the work.

By attending this session, you will learn:

- What's driving the march beyond India
- Country dynamics, strengths, and weaknesses for the top 10 options
- Why clients and vendors are moving to a portfolio approach

Value Lever: Improving Vendor Performance

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Navigating The Myriad New Sourcing Models

Bill Martorelli, Principal Analyst, Forrester Research

The move from full-scope outsourcing to more selective outsourcing models is now an accepted fact, but the nature of outsourcing services themselves is still evolving rapidly. A host of nontraditional outsourcing models — including remote management, managed hosting, and even emerging cloud services — are vying with the conventional on-premise model for a role in the enterprise and involving a group of nontraditional suppliers. But which models should customers embrace and when? This session will review competing outsourcing models and help sourcing executives understand the benefits, risks, and tradeoffs of employing these alternatives, and it will also offer guidelines on successfully engaging with emerging sourcing suppliers.

Key topics that will be discussed include:

- What are the principal emerging alternatives to traditional, full-scope outsourcing?
- When does it make sense to use alternatives such as managed hosting or cloud computing?
- What are the implications of choice of outsourcing model on the sourcing process and best practices to guide the models' use?



Squeezing More Value From Existing Software Vendor Relationships

Duncan Jones, Senior Analyst, Forrester Research

Liz Herbert, Senior Analyst, Forrester Research

After the deal is inked, firms often struggle with ongoing relationship management and maximizing value with their software vendors. The recession is certainly affecting the way software companies deal with their important customers, and customers need to adjust their strategies to ensure they are getting the maximum value out of their relationship. Other questions that this session will answer include: What metrics should firms track and how frequently? How can firms leverage forces such as software-as-a-service, open source, and new licensing models? When should firms consider third-party maintenance services? What should firms do to prepare for software audits and stay in compliance?

This session will cover:

- Best practices for ongoing software vendor management
- Strategies for renegotiating existing software contracts
- How to avoid compliance problems and audit surprises
- The pros and cons of third-party maintenance services

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Global Delivery Comparing European And Indian IT Services Vendors

Euan Davis, Senior Analyst, Forrester Research

Paul Roehrig, Ph.D., Principal Analyst, Forrester Research

Continental European firms signal growing interest in offshoring but need help quantifying the different vendor propositions. Are the differences between European vendors and their Indian counterparts fading as both strengthen global delivery capability and drive towards deeper domain expertise? Should customers continue working with their European vendors or switch spending to an offshore vendor? What rationale and metrics should decision makers use to guide their decision making? This presentation offers attendees a means to:

- Evaluate a vendor's global delivery capability
- Compare and contrast the global delivery capabilities between European and Indian vendors
- Select the right partner for their IT service delivery requirements



Redefining And Realigning IT Value Through Multi-Sourcing Strategy

Euan Davis, Senior Analyst, Forrester Research

Done right and an effective multi-sourcing strategy drives IT and business alignment to new levels as supply side eco-systems give customers access to a wide set of innovative solutions from across the IT industry. Building a successful multi-sourcing strategy means getting the fundamentals right however. Sourcing decision makers need to gauge IT process readiness against internal corporate culture before deciding on the scope of services to include in the deal and working out how to set appropriate governance structures to manage multiple vendors. This presentation offers attendees the means to:

- Evaluate multi-sourcing strategies
- Determine internal readiness and decide the optimal IT services scope
- Limit risk from multi-sourcing agreements

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Expert Advice: Book up to three one-on-one sessions with Forrester analysts. Below are the analysts specializing in your role.



Euan Davis, Principal Analyst

Green IT, Business Process Outsourcing, Sourcing Strategy & Execution, IT Infrastructure & Operations, Systems Integration, Sourcing & Procurement, Financial Services, Media & Entertainment, Telecommunications Services, Offshore Services, High-Tech, Outsourcing, IT Services, Data Center Management



Liz Herbert, Senior Analyst

Package Implementation Services, IT Strategy Consulting, IT Consulting, Software As A Service, Outsourcing, IT Services, Systems Integration, Technology Consulting, Systems Integrators



Duncan Jones, Senior Analyst

Sourcing Strategy & Execution, Manufacturing, Contract Negotiations, Sourcing & Procurement, Financial Services, Healthcare & Life Sciences, Software Licensing, Packaged Applications, Government, High-Tech, Transportation & Logistics, Application Strategy & Selection, Enterprise Resource Planning Applications, Professional Services



Bill Martorelli, Principal Analyst

Sourcing Strategy & Execution, Offshore Services, Outsourcing, IT Services, Hosting & Managed Services, Systems Integration, Application Outsourcing, Sourcing & Procurement



John C. McCarthy, Vice President, Principal Analyst

Offshore Services, Offshore Product Development, Outsourcing, IT Services, Systems Integration, Sourcing & Procurement, Alternative Offshore Geographies, Supplier Scorecarding, Vendor Management