

Gartner Research Key Initiatives

Gartner Key Initiatives (KIs) deliver must-have research on the most important projects and initiatives for our clients. The successful planning of research KIs enables Gartner to deliver on the content commitments we make to our clients, producing must-have research deliverables when clients need them.

Gartner appoints Agenda Managers to lead the efforts to create and sustain high-impact KIs. Agenda Managers can be named at any time in the year, and their tenure ranges from two years to several. The current list of KIs and agenda managers follows:

Key Initiative	Agenda Manager
3D Printing Opportunities and Uses	Weilerstein, Ken
Accelerating R&D and New Product Innovation in Life Sciences	Davies, Stephen
Adopting Bimodal or Other Modes of Operation	Young, Colleen
Aligning IT, IoT and Operational Technology Investments	Lopez, Jorge
Analytics and Business Intelligence Modernization	Herschel, Gareth
Application and Data Security	Orans, Lawrence
Application Strategy and Governance	Hotle, Matthew
Applying Advanced Service Sourcing to Optimize Cost Effectiveness and Business Value	Ackerman, David
Applying Project Portfolio Management with Scarce Resources to Optimize Business Value	Handler, Robert
Audit or Compliance Management Program	McMillan, Rob
Build a Proficient Vendor Management Capability	Ambrose, Chris
Build a World Class EA Capability	Burke, Brian
Build and Market Analytics, Big Data Offerings	Palanca, Teri
Build and Market Cloud Based Offerings	Anderson, Ed
Build and Market Digital Application Offerings	Granetto, Bianca
Build and Market Fixed and Mobility Services	Valli, Katriina
Build and Market the Device Portfolio of the Future	Zimmermann, Annette
Build and Market Unified Communications Offerings	Valli, Katriina
Build and Market Web-Scale and Hyperconverged Infrastructure	Mishra, Naveen
Building a Sustainable Innovation Process and Culture	Meehan, Patrick
Building and Expanding a Digital Business	Lopez, Jorge
Business Continuity Management Program	McMillan, Rob
Cloud Computing	Smith, David Mitchell
Cloud Security and Emerging Technology Security	Orans, Lawrence
Creating and Managing Shared Services	Young, Colleen
Creating and Monitoring Metrics, Dashboards and Scorecards	Potter, Kurt
Creating Innovations in the Automotive and Smart Mobility Industry	Koslowski, Thilo
Customer Experience	Polk, Jennifer
Customer Relationship Management and Customer Experience	Collins, Kimberly
Data and Analytics Programs	White, Andrew
Data Center Modernization	Dawson, Philip
Defining and Managing Strategic IT Services	Young, Colleen
Delivering the Digital Banking Experience	D'Orazio, Vittorio
Delivering Winning Products and Portfolios with PLM in Manufacturing	Halpern, Marc
Design and Align the Supply Chain Strategy	Suleski, Janet
Designing Operations and Architectures for the Digital Bank	D'Orazio, Vittorio
Develop Vertical-Industry Strategies for Emerging Tech Providers	Liu, Venecia
Developing and Managing the Governance of IT in a Digital Business Context	Young, Colleen
Developing Strategy and Creating a Strategic Plan	Young, Colleen
Developing Technology-Enabled Strategies for the Next Generation of Healthcare	Craft, Laura
Developing the Future of IT Leadership	Mello, Alvaro

Key Initiative	Agenda Manager
Developing the Healthcare Enterprise Analytics Strategy	Craft, Laura
Developing the IT Strategy for the Real-Time Health System	Runyon, Barry
Digital Commerce	Polk, Jennifer
Digital Commerce Technologies	Daigler, Jason
Digital Workplace Program	Rozwell, Carol
Driving Growth With Sales & Marketing Technology in Consumer Goods Manufacturing	Hetu, Robert
Emerging Marketing Technology and Trends	Frank, Andrew
Endpoint and Mobile Security	Orans, Lawrence
Engaging Doctors, Institutions, Caregivers and Patients in Life Sciences	Davies, Stephen
Enhance the Technology and Service Provider Customer Experience	Ekholm, Jessica
Enhancing and Communicating Performance and Measurement of Business Value of IT	Potter, Kurt
Enhancing Enterprise-wide IT Skills and Competencies	Young, Colleen
Enhancing Government Enterprise Information Management	Howard, Rick
Enhancing Operational Excellence in Oil & Gas through Digital Technology	Geschickter, Chet
Establishing and Mastering the CIO Role	Mello, Alvaro
Evaluating and Negotiating Software License Agreements and Cloud Contracts	Buchanan, Stewart
Evolving the CIO Role	Mello, Alvaro
Executing a Digital Strategy in Education	Thayer, Terri-Lynn
Executing on Business Transformation While Building a Highly Adaptive Enterprise	Dixon, John
Exploit Application Software Market Dynamics	Granetto, Bianca
Exploit CSP Market Dynamics	Patrick, Charlotte
Exploit Data Center Market Dynamics	Mishra, Naveen
Exploit Infrastructure Software Market Dynamics	Biscotti, Fabrizio
Exploit IT Services Market Dynamics	Young, Allie
Exploit Personal Technology Market Dynamics	Sabia, Amanda
Exploit Print Market Dynamics	Weilerstein, Ken
Exploit Security Market Dynamics	Deshpande, Sid
Exploit Semiconductor and Electronics Manufacturing Market Dynamics	Johnson, Bob
Exploit Semiconductor and Electronics Market Dynamics	Ramamoorthy, Ganesh
Exploit Vertical-Industry Market Dynamics	Liu, Venecia
Identify Growth Opportunities across the IT Market	Newbury, Ken
Identity and Access Management Program	Allan, Ant
Implementing and Managing EHRs, Telemedicine and Other Care Delivery IT	Runyon, Barry
Implementing Customer Centric Merchandizing and Marketing in Retail	Hetu, Robert
Improve Customer Service and Fulfillment in Supply Chain	Aimi, Greg
Improve Marketing Effectiveness for Technology and Service Providers	Berkowitz, Todd
Improve Operational Effectiveness in Service Providers	Tramacere, Gianluca
Improve Sales Effectiveness for Technology and Service Providers	Berkowitz, Todd
Improve Supply Chain Planning Maturity and Capabilities	McNeill, William
Improving and Reinventing Business Processes	Dixon, John
Improving Loyalty and Retention in Retail	Hetu, Robert
Influencing Strategic Business Change	Meehan, Patrick
Information Infrastructure Modernization	Edjlali, Roxane
Information Security Management Program	McMillan, Rob
Infrastructure Agility	Chandreskaran, Arun
Innovate in Product Strategy for Technology and Service Providers	Berkowitz, Todd
Innovating Administrative Systems in Education	Thayer, Terri-Lynn
Innovating Learning Environments in Education	Thayer, Terri-Lynn
Internet of Things	Tully, Jim
Leading an IT Org With Fewer Than 50 Staff or Budget Under 10 Million Dollars	Browning, Jim

Key Initiative	Agenda Manager
Leading IT Cultural Change and Transformation	Meehan, Patrick
Leveraging IT for Effective Healthcare Consumer, Member and Patient Engagement	Sjoquist, Constance
Logistics Strategy, Performance and Network Optimization	Aimi, Greg
Manage Vendor Risk and Performance to Anticipate and Avoid Negative Business Impacts	Ambrose, Chris
Managing Cost Optimization	Potter, Kurt
Managing Identities, Privileges, Access and Trust	Allan, Ant
Managing IT in Media	Genovese, Yvonne
Marketing Data and Analytics	Frank, Andrew
Marketing Management	Polk, Jennifer
Mastering IT Budgeting and Financial Transparency	Potter, Kurt
Mobile and Endpoint Strategies	Silva, Chris
Mobile Application Strategies	Marshall, Richard
Mobile Marketing	Sarner, Adam
Modernize CSP IT Operations and Networks	Fabre, Sylvain
Modernizing Application Architecture and Infrastructure	Thomas, Anne
Modernizing Application Development	Wilson, Nathan
Modernizing Finance and Procurement Applications	Wilson, Deborah
Modernizing Healthcare Administration Systems	Sjoquist, Constance
Modernizing Insurance Core Systems	Harris-Ferrante, Kimberly
Modernizing Integration Strategies and Infrastructure	Guttridge, Keith
Modernizing Legacy Mission-Critical Applications in Government	Howard, Rick
Monetizing and Managing Emerging Technologies	Reynolds, Martin
Multichannel Marketing	Sarner, Adam
Network and Gateway Security	Orans, Lawrence
Office 365, Google Apps for Work or Other Cloud Office Initiatives	Mann, Jeffrey
Optimize End-to-End Supply Chain Performance	Suleski, Janet
Optimize IT Operations Using ITSM, ITIL and DevOps	Holub, Ed
Optimizing and Promoting the Value Contribution of the PMO	Handler, Robert
Optimizing Foundational Technology in Utilities	Geschickter, Chet
Orchestrating Execution of Critical Channel Operations in Retail	Hetu, Robert
Planning, Selecting and Deploying Unified Communications and Collaboration	Kraus, Drew
Planning, Sourcing and Managing Communications Services	Munch, Bjarne
Planning, Sourcing and Managing Network Infrastructure	Lerner, Andrew
Privacy Management Program	McMillan, Rob
Renewing the IT Organizational Model	Young, Colleen
Risk Management Program	McMillan, Rob
SDx: Build and Market Software-Defined Data Center Offerings	Biscotti, Fabrizio
Security Monitoring and Operations	Orans, Lawrence
Shift On-Premises Offerings to Cloud-Based SaaS	Granetto, Bianca
Smart Machines	Andrews, Whit
Social Marketing	Sarner, Adam
Strengthening Business Relationships	Meehan, Patrick
Supply Chain and Operations Trends and Innovation	Suleski, Janet
Supply Chain Network Design to Optimize Costs and Service	McNeill, William
Supply Chain Organization and Talent	Suleski, Janet
Supply Chain Partnering to Improve Costs and Innovation	Aimi, Greg
Technology and Solutions for Supply Chain and Operations	McNeill, William
Threat and Vulnerability Management	Orans, Lawrence
Transform Service Sourcing to Promote Business Agility	Ackerman, David
Transforming ERP to Postmodern ERP	Hardcastle, Carol
Transforming Human Capital Management	Wilson, Deborah

Key Initiative	Agenda Manager
Transforming into a Digital Insurance Company	Harris-Ferrante, Kimberly
Transforming into a Digital Utility	Geschickter, Chet
Transforming Technology Procurement to Support Business Innovation	Buchanan, Stewart
Transforming to a Customer Led Digital Business in Retail	Hetu, Robert
Transitioning to Digital Government	Howard, Rick
Using EA to Master Emerging and Strategic Trends	Burke, Brian

Last Updated: April 2016. List to be updated at the beginning of each calendar year and mid-year.