

出國報告（出國類別：開會）

2014 Gartner
資訊科技發展國際研討會
(Gartner Symposium ITxpo 2014)

服務機關： 國家發展委員會

出國人姓名職稱：莊明芬 副處長

出國地區： 澳洲

出國期間：103年11月15日至101年11月21日

報告日期： 104年2月13日

分類號/目：資訊管理/資訊政策

關鍵詞：資訊科技、開放資料、巨量資料、智慧政府、智慧聯網、社群網絡

內容摘要：（二百至三百字）

Gartner為一國際性知名之資訊科技智庫及調查研究公司，專研資通訊科技發應用及市場趨勢研究，每年定期針對資訊管理、資訊科技、資訊軟體及應用系統、電子商務、資通訊安全及最新科技發展趨勢等議題，於世界重要城市舉辦國際研討會，分享其智庫近期之研究成果並精準分析資訊科技應用趨勢，與會者皆為來自世界各地之高階資訊主管及資深工程師。Gartner 2014年於澳洲黃金海岸舉辦全球資訊科技盛會，發表議題如數位政府、開放資料、巨量資料、微智慧型機器、萬物聯網、行動網絡，以及在新科技驅動下，政府如何整合及應用上開資源，建立智慧型政府。國家發展委員會為推動全國資訊管理業務之主管機關，為提升國家競爭力，及我國電子化政府國際知名度，實有必要參加此等國際研討會，與資深研究員面對面溝通，並掌握資通訊科技發展趨勢及相關政府應用服務，我國可參考此次會議發布的資訊應用趨勢，納為推動電子化政府計畫時參考，擬訂相關策略，以實現運用資通訊技術展現公共價值，為電子治理尋求最大效益。

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壹、目的

Gartner 為一國際性知名之資訊科技智庫公司，專研資通訊科技發應用及市場趨勢研究，每年定期針對資訊管理、資訊科技、資訊軟體及應用系統、電子商務、資通訊安全及最新科技發展趨勢等議題，於世界重要城市舉辦國際研討會，分享其智庫近期之研究成果並精準分析資訊科技應用趨勢，與會者皆為來自世界各地之高階資訊主管及資深工程師。Gartner 2014 年於澳洲黃金海岸舉辦全球資訊科技盛會，發表議題如數位政府、開放資料、巨量資料、微智慧型機器、萬物聯網、行動網絡，以及在新科技驅動下，政府如何整合及應用上開資源，建立智慧型政府。國家發展委員會為推動全國資訊管理業務之主管機關，為提升國家競爭力，及我國電子化政府國際知名度，實有必要參加此等國際研討會，與資深研究員面對面溝通，並掌握資通訊科技發展趨勢及相關政府應用服務，我國更可藉由會議中發布的資訊應用趨勢，納為推動規劃電子化政府計畫之參考，擬訂相關策略，以實現運用資通訊技術展現公共價值，為電子治理尋求最大效益。

Gartner 在世界重要城市如西班牙巴塞隆納、美國奧蘭多、澳洲黃金海岸舉辦國際研討會，並於會場規劃新創資訊科技應用展覽會，實際展現新技術相關應用，吸引企業投資或買家訂購。此類大型資訊研討會合併展覽會的舉辦方式，屢屢吸引國際政府部門及企業界資訊高階人員參與，相關展場規劃作法亦值得我國學習。

貳、過程

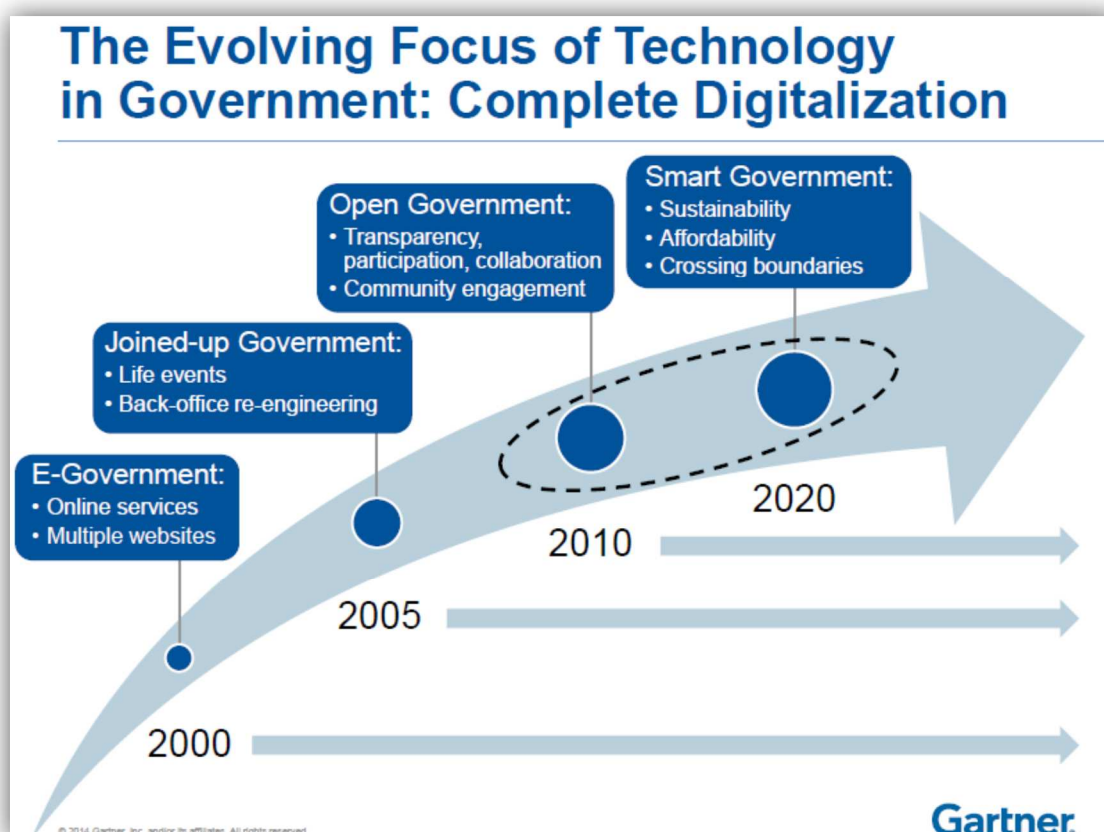
Gartner 2014 年於澳洲黃金海岸舉辦全球資訊科技盛會，自 11 月 17 日開始展開至 11 月 20 日止，四天研討會聆聽及出席之專題發表，摘陳製表如下：

日期	出席專題發表會
11 月 17 日	<ol style="list-style-type: none">1. Digital Civic Moments: The leap From Analog to Digital Business Models2. Top 10 Strategic Technology Trends for Digital Government3. Adaptive Sourcing in Government: To the Cloud and Beyond4. Panel: Will a digital Future Mean a Different Organization Structure?
11 月 18 日	<ol style="list-style-type: none">1. Gartner Symposium/ITxpo 2014 Welcome Address2. CIO Agenda 20153. Information 2020:Uncertainty Drives Opportunity4. Service Now: The Things We know5. CIO Luncheon Keynote: The Art of Business Influence Communication Techniques to Build Trust, Success & Connections/ Mark Jeffries, Author6. The Digital Business Scenario: Building a Digital Business Future7. The Cloud I&O Scenario
11 月 19 日	<ol style="list-style-type: none">1. The Top 10 Strategic Technology Trends for 20152. The Role and Synergies of Portal Platforms and Web Content Management3. CIO Luncheon Keynote: Making Clever Happen/Dr. Jason Fox, Motivation Design Expert4. The Mobile Scenario5. Top 10 Strategic Predictions: Digital Business Is Driving “Big Change”6. Guest Keynote: The Art of Innovation
11 月 20 日	<ol style="list-style-type: none">1. Guest Keynote: Achieving the Impossible / Lewis Pugh2. Smart Machine Disruption Will Dominate This Decade3. 2015 CIO Survey Findings – What Does it Mean for You?4. Gartner Closing Keynote

參、報告重點

一、數位政府之十大科技策略趨勢(Top 10 Strategic Technology Trends for Digital Government)

綜觀自 2000 年至 2020 年政府科技發展的縱深歷程來看，2000 年開啟 E 政府時代，強調線上服務及建置多元網站；2005 年為聯合政府，以人的一生活進行全程電子化政府服務，進行後端跨系統的介接整合；2010 年則為公開政府，強調透明、參與、協作以及社群網絡的多元互動溝通；至 2020 年預測將進入智慧政府時代，提供永續、可落實的服務以及跨域協調合作。將近 20 年資通訊不斷演進發展，2010 年至 2020 年預測將成為完全數位化時代，呼應開幕式的說法，近期資訊科技發展仍將扣緊四大項關鍵元素，即行動網路(Mobile)、雲端運算服務(Cloud)、資訊分析(Information)、社群網絡(Social)等，以發展良善治理之數位政府模式。



Gartner 預測 2015 年數位政府 10 大策略科技趨勢依次如下：

1. 打造數位工作環境
2. 全方位公民參與管道
3. 開放「任何」資料
4. 公民電子身分證
5. 嵌入式智慧與資料分析結合
6. 大幅成長的系統互通模式
7. 數位政府平台
8. 萬物聯網
9. 網路規模的 IT 崛起
10. 混合雲佈署

Top 10 Strategic Technology Trends for Digital Government, 2015

Business Focus	Digital Government Technology Trends
Engaging	<ul style="list-style-type: none">• Digital Workplace• Omnichannel Citizen Engagement• Open ANY Data• Citizen E-ID
Connecting	<ul style="list-style-type: none">• Edge Analytics• Scalable Interoperability• Digital Government Platforms• Internet of Everything
Resourcing	<ul style="list-style-type: none">• Web-scale IT• Hybrid Cloud (and IT)

#GartnerSYM

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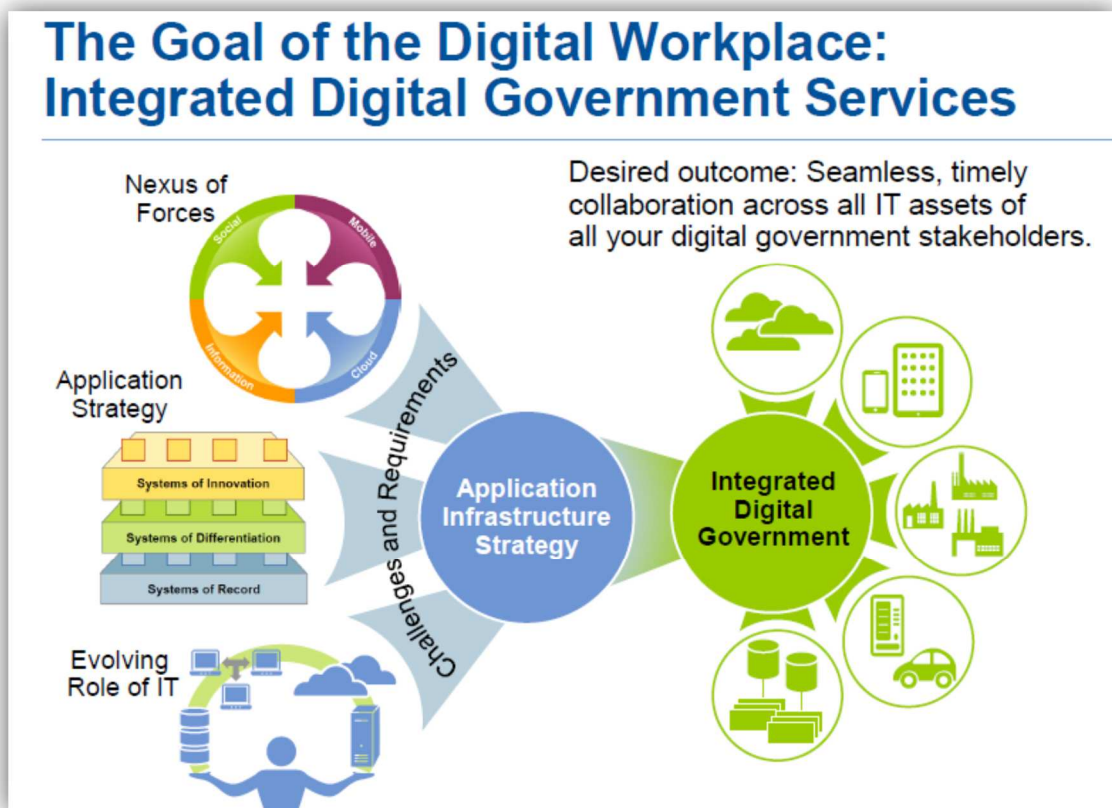
Gartner.

以下將針對上述十大趨勢進行說明：

一、數位工作環境：

在設計行動工作環境時，應邀請工作者實際參與工作場域的數位規劃工作，以真實反映工作者個人化的需求，客製化的環境，啟動高效能的創新工作方式，鼓勵員工參與，以公民為中心的設計思維，激勵創新及敏捷性思考。

數位工作環境所設計的目標即是為整合數位政府服務而生，做到所有涉及數位政府服務之相關 IT 利害團體無接軌，即時資訊介接，協同合作的境界。扣緊四大科技發展關鍵元素-行動網路(Mobile)、雲端運算服務(Cloud)、資訊分析(Information)、社群網絡(Social)，發展應用服務的策略，建置系統必需涵蓋完整的紀錄資料庫，差異化的設計，創新的服務，而資訊人員，則必需擁有 IT 全攻略的技術，重視資訊職能的培育。



另外，隨著行動裝置普及，根據 Gartner 統計，目前大多數企業僅規範了公司配發的裝置，而對於員工自帶裝置則少有相應的管理措施。Gartner 認為，在 BYOD 浪潮席捲之下，政府及企業部門必須在資料保密、員工隱私與使用彈性間，擬定最平衡的解決對策。

二、全方位多元管道的公民參與

因應行動化網路的崛起，多元行動載具普及化，行動載具使民眾資訊近用提升，各種行動裝置內嵌社群媒體，使得社群網絡的溝通無所不在，民眾參與政府的管道不再僅從單一管道表達，面對多元管道的參與模式與行動裝，政府必需加以正視。做法之一為改善使用者界面，強化 UI(User Interface)情境設計，即使用者與系統之間的一個溝通介面設計外，更強調 UX 設計(User Experience Design)，即在設計 UI 的過程中，參考以人性為導向的重要元素，經過使用者經驗的改變而不斷進化，讓 UI 設計呈現更直覺及更貼近人性思維。

隨著各類平臺 APPs 數量將不斷成長，而傳統應用程式則會開始萎縮，在近年內，沒有一種單一開發工具能夠因應所有類型的應用程式，因此，開發者須開始適應多種工具並用的開發環境。在應用程式 APPs 的開發亦需考量 APPs

Omnichannel Citizen Engagement

24/7 mobile access



- Device management complexity
- Embedded social media
- Personal mobile workplace
- Mobile social relationship management

Contextual user interfaces



Gesture
Touch **Video**
Search **Audio**

- Essential UI/UX skills
- Diversity of interfaces by constituent demographics/service/expectation

Apps and new business models



- Apps versus browser access
- Crowdsourced service ratings
- G2C service co-creation

Retail-grade channel strategy

- Citizen self-service intake and reporting
- Service-to-service collaborative filtering
- Sentiment analysis

與瀏覽器的使用差異性，運用群眾智慧為 APPs 評等，開發符合民眾需求的應用軟體，共創 G2C 的服務模式，達到雙贏。

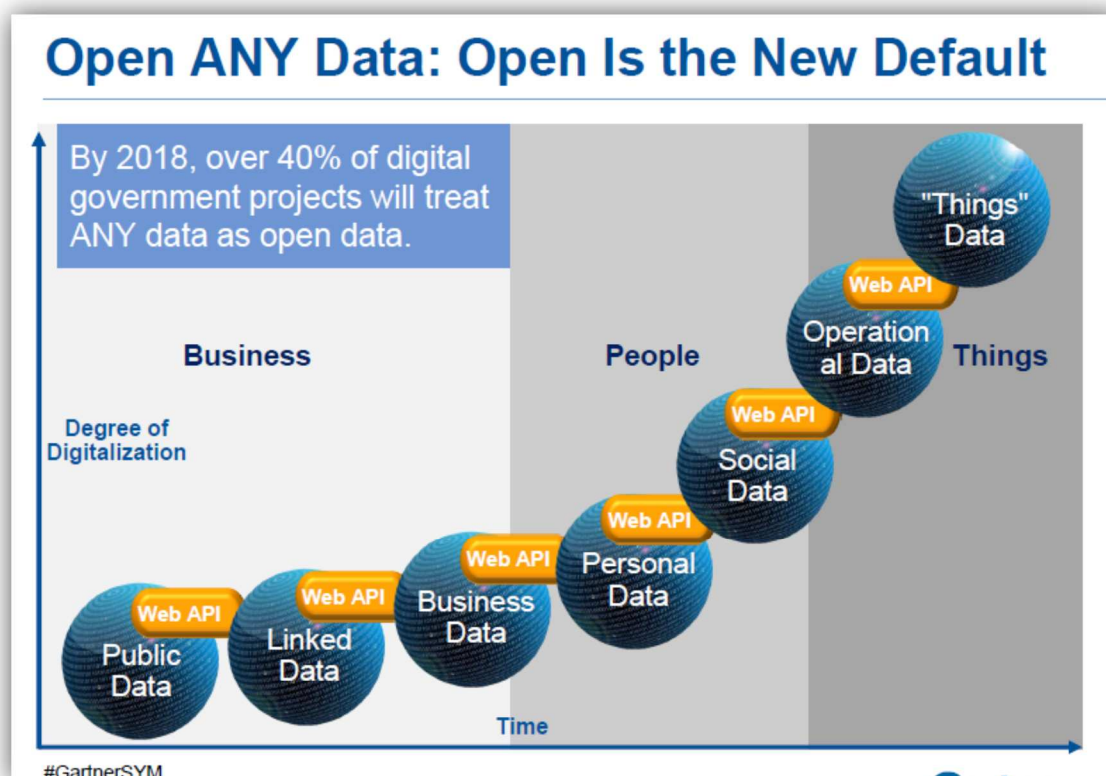
在客製化服務提供方面，民眾可以自我決定要選擇哪些服務項目，因應不同服務間的資料串連，原分屬不同機關的系統，其機關間系統交換機制必需建

立，以有效達成更通透性之資料傳輸交換並設有過濾機制，以便發展出令民眾有感的個人化報告。

三、開放「任何」資料

開放「任何」資料成為顯學，資料公開已是開放政府必備的新選項，至2018年 Gartner 預計將有逾 40%的數位政府計畫視「任何」資料都是開放資料。依時間流程的進展來看開放資料程度的演化，從機關依其職責處理日常業務所產生的資料，包括依法應公開資料、鏈結資料、公務資料，漸次演化至與民眾有關之個人資料、社會資料，現在更進展提升至可活化的應用資料，資料淬煉的過程為整個智慧聯網進行前置的鋪陳，亦直接促使智慧聯網的應用層面與使用效能擴大。

因此，資料開放程度與深化應用將融入政府部門的行動計畫中，建立有效的資料管理機制，確實是數位政府應予重視的顯學，攸關後續政府執行相關計畫應用成效。



四、公民電子身分證

公民電子身分證（Electronic Identity）或網路電子身分證，將為國民創造價值，電子身分證除了提高安全性，亦可提供先進的政府服務，例如數位簽章、電子投票、線上驗證以及提升商務應用，數位政府時代，預估 2020 年，民眾將可藉由創新的服務創新，管理個人 80% 的政府資料，例如，微軟的健康管理平台(HealthVault – Download My Data)，協助消費者管理自己的健康資訊，包括蒐集、儲存及分享健康資訊，亦可連結醫療裝置上傳相關數據，並提供醫療、健康相關資訊的垂直搜尋工具，對健康產業的業者而言，則是可在 HealthVault 平台上建置相關服務。

雖然我國對電子身分證仍在個資和便利間的平衡進行研議，電子健康紀錄隨民眾選擇自己帶著走，亦仍有相關配套做法及個人隱私等議題尚待克服，國際上採用電子健康紀錄的國家仍未普及，惟可以預見，電子身分證的相關政府服務應用及隨之而來的商務發展及增值服務，仍是值得持續關注，應加以開發

Citizen E-ID: Enhances Business Value, Interoperability and User Experience

By 2020, citizens will manage 80% of their personal government data using new services such as data vaults.

mydex

Microsoft HealthVault

Blue Button Download My Data

進行實做測試。

五、嵌入式智慧與資料分析結合

無所不在卻又隱於無形的先進分析技術，隨著嵌入式系統所產生的資料不斷增加，分析技術將成為市場焦點，企業內外各種結構與非結構的資料都可以分析。**Gartner** 認為現在每一種應用程式都必須為分析應用程式。企業組織必須以最好的方式過濾來自物聯網、社群媒體與穿戴式裝置的大量資訊，再選擇正確的時機將正確的資訊傳遞給正確的對象。分析技術將無所不在，卻又隱於無形，巨量資料（**big data**）仍將是這股趨勢的重要推手，但必須轉移重點到問題與答案的身上，將巨量資料擺在第二位。畢竟技術的價值在於尋求解決問題的答案，而非資料本身。

充分掌握環境的系統，無所不在的嵌入式智慧與資料分析結合，將催生具備周遭環境感應與回應能力的系統。藉由了解使用者提出某項要求的背景環境，應用程式不僅能調整安全防護來因應，更能調整提供資訊給使用者的方式，讓日漸複雜的運算世界得以大幅簡化。

Edge Analytics: Taking Place at the Logical Extremes of Your Network

Descriptive:

- What happened?
- What is happening?

Diagnostic:

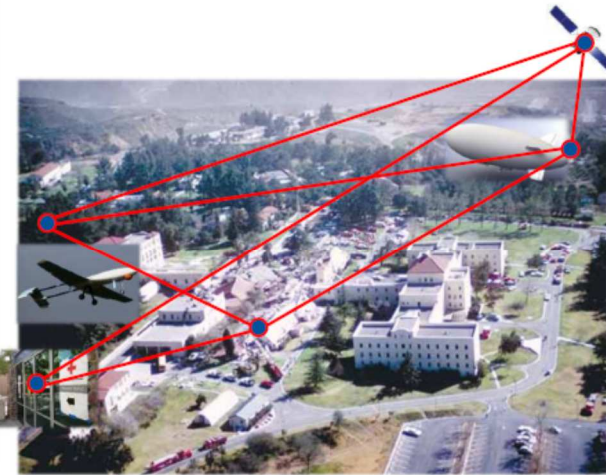
- Why did it happen?
- What key relationships?

Predictive:

- What will happen?
- What if? How risky?

Prescriptive:

- What should happen?
- How can I optimize?



Public Safety:

- Situation Analysis
- Crime Detection and Prevention

Tax and Revenue:

- Fraud Detection
- Increase Compliance

Transportation:

- Dynamic Road Charging
- Fleet Management

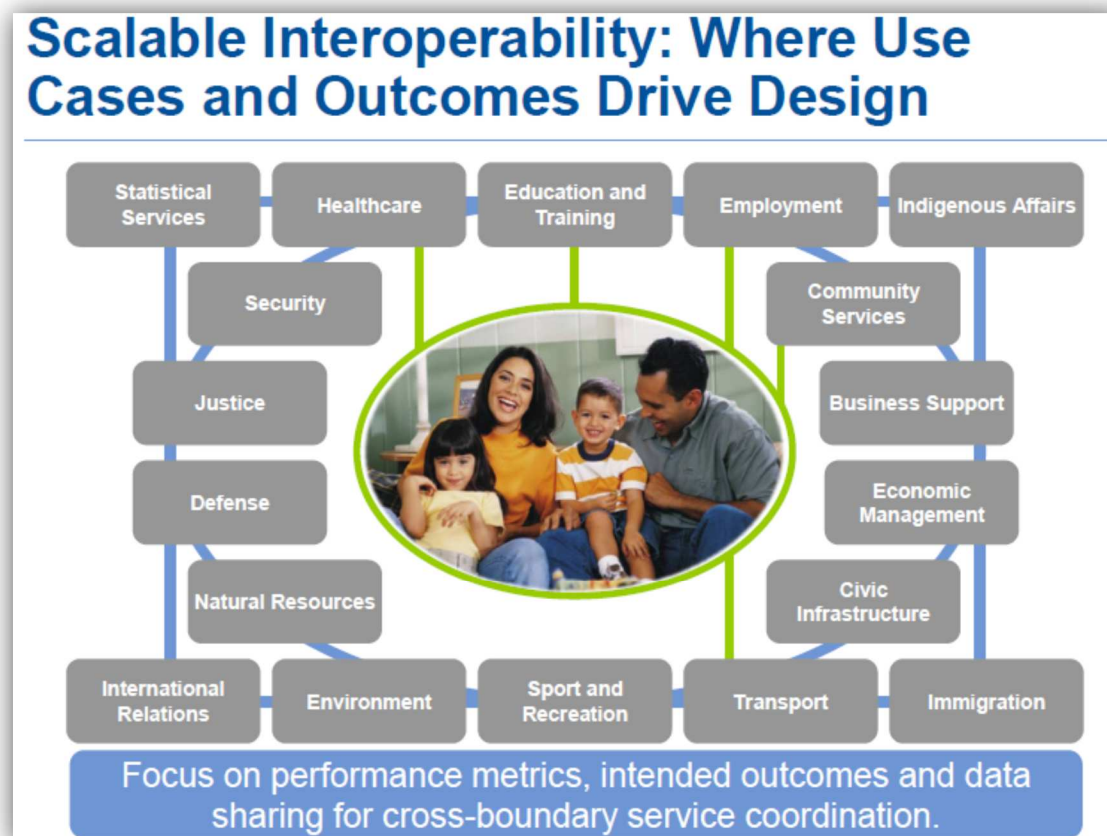
Policymaking:

- Citizen Sentiment Analysis
- Real-time Impact Analysis

政府可以思考，嵌入式智慧與資料分析結合如何運用以提升政府治理效能，可由四大步驟加以檢驗反思，在描述階段可以思考，過去發生何種的事件？什麼事情正在發生？在診斷期可以列出發生原因為何？產生哪些關聯？在預判期可以提出，將來可能再發生何事？有何風險？以上述相關分析資料為基礎後，訂定相關規則，以優化政府施政。應用在公共安全的範疇時，則包含潛在風險環境分析、犯罪偵測與預防；應用在稅制稅收的範疇時，則包含詐騙偵測、增加適法性的要求；應用在交通運輸的範疇時，則包含動態道路收費管理、敏捷地機動調配管理；應用在決策分析的範疇時，則包含民眾感知的分析、真實反映影響評估等。

六、大幅成長的系統互通模式

智慧政府(Smart Government)應整合資訊、溝通及作業技術，進行跨領域的規劃、管理與運作，以產生可持續發展的公共價值。透過資料及使用者行為趨勢分析，可以提供政府部門對服務對象及服務內容，進行初步的分類規劃，並透過與民眾直接的訪談，深入了解民眾需求後，可以發現民眾對於政府的服務需求往往須跨部門或跨機關才所能提供服務，而需提升部門間橫向的業務互



通能力。Gartner 建議政府部門應充分運用社群網路、領域應用服務、趨勢分析等工具以組成智慧政府運作平台架構，橫向整合不同層級機關或部門，從健康照護、教育及訓練、就業資訊、交通運輸、運動及休閒、自然資源、國防、法律、社福補助等服務面向，思考以結果為導向的服務設計，跨部門合作，以提供民眾所需的政府一體的客製化服務。

七、數位政府平台

數位時代，政府應優化其平台 IT 架構，整合舊系統與進行資料管理，跨部門跨單位的互通仍持續進行，最後將服務進行整合。

在萬物聯網的趨勢中，政府可有哪些更具體的作為，運用政府巨量資料啟動創新的行動計畫，在各種事物數位化以便結合資料流（**data stream**）與服務，政府如何從商業運作思維，創造出四種使用模式：管理、獲利、營運並擴大，創造服務的價值鏈。政府可以如何改變再創新，以民眾失業為案例，進行情境流程及巨量資料分析，從甲公司發布裁員消息起，勞工局即接獲甲公司受影響的員工，並產出一份待業清單，並將待業員工資料發布上網，商業界人力網收到員工的就業需求，進行工作媒合，學術機構適時列出適合的職業訓練課程，協助員工二度就業，在此時，勞工局亦能立即算出員工的失業保險就濟金，提供給付直接存入員工指定銀行，員工待業時即能下載行動 **app** 整合相關服務知悉一切服務與安排，如果社福較佳的情境，政府還能主動提供短期房租津貼申請補助金，或因暫時性失業，搭乘大眾運輸工具時還可以免費。利用巨量資料的串連，使民眾縮短待業時間，政府亦減少失業補助，降低社會問題，創造雙贏。

八、萬物聯網

在2020年將有超過300億個各式設備高度黏著使用網路，如攝影機、感測器及建築管理設備等，萬物聯網將對資訊產生重大影響，如付款機制及商業交易模式等。**Gartner** 分析促成萬物聯網發展的關鍵元素，主要有3項，第1為內嵌式感測器（**Embedded sensors**）如全球定位系統(**Global Positioning System, GPS**)、加速度感應器等，可以感測環境的變化情形；其次為影像識別裝置（**Image recognition**），如智慧型手機或平板電腦內的攝影機，可用以辨識物件、人體、建築物、標章等等對用戶或企業具有價值的物體外觀；第3項為近場通訊交易機制（**NFC Payment**），如支援**NFC** 協定的智慧型手機，可用於簡化商業交易模式及擴大交易管道。

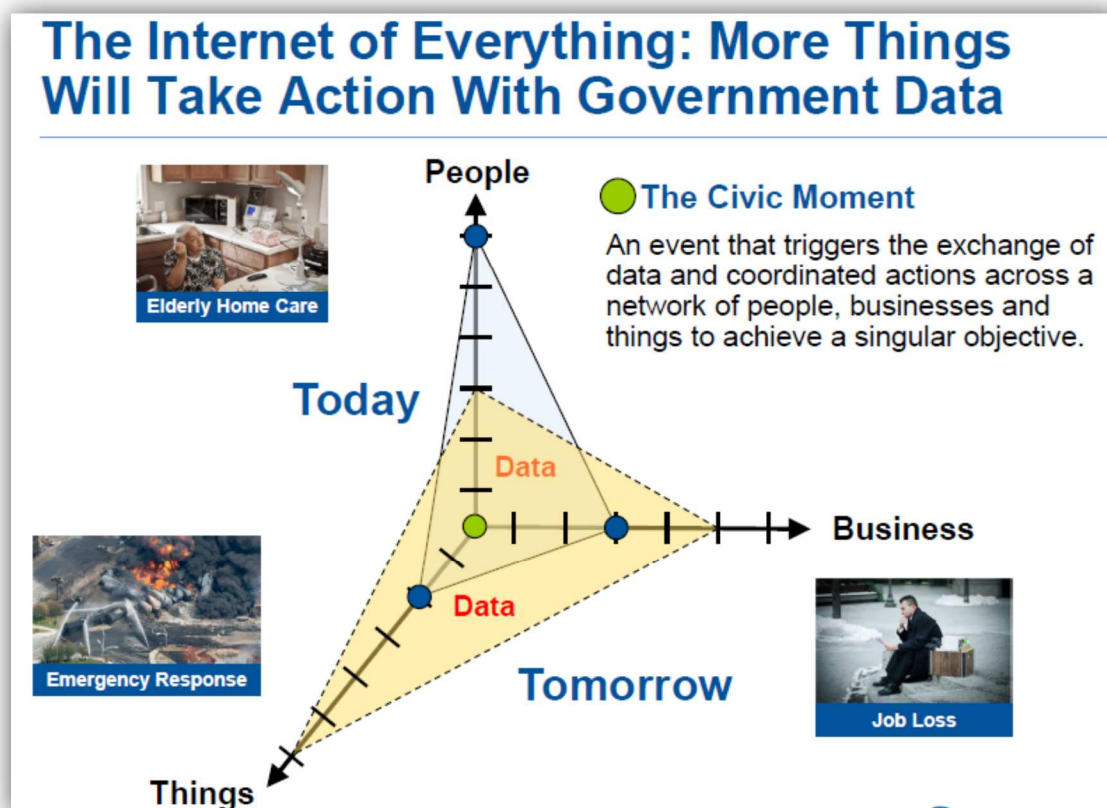
Gartner表示至2020年，物聯網供應商所累積創造的營收預期每年將達3,090億美元，其中，半數的活動將為新創事業，而八成將投入於服務領域而非產品，就策略性而言，物聯網實為一個重要市場，其將急速發展且將帶動營收及成本效益。物聯網將為所有企業組織及全球經濟創造出更大的經濟價值，且

橫跨多種產業。其中率先導入的垂直市場為製造(15%)、醫療照護(15%)與保險(11%)。

另外，將實體與虛擬世界整合的「萬物聯網(Internet of Everything)」以及「力量的連結(Nexus of Forces)」，將帶領企業組織與其資訊長邁向一個兼容並蓄的數位未來。不論企業組織今日所提供的業務或服務為何，數位化正帶來改變，並逐漸於企業組織內部漫延開來，萬物聯網將於下列三個層次上促使產業重新再造：商業流程、商業模式以及商機。

第一個層次，數位科技不斷提升產品、服務及流程，還有客戶與用戶體驗，以及企業內部運作和合作的方式。當公司將產品及流程數位化之後，產業內就會出現嶄新的業務模式，隨著數位化促使產業於商業模式層次重新再造，Gartner 分析師預期將會有更多轉型的變化出現，到 2018 年將有 50% 的物聯網用戶來自企業，從中它們將提升商業效率，舉例而言，Nike 搭配醫療領域的應用推出連網的運動衣及裝備，這些企業組織原本從未涉足其他產業；有 25% 的企業主管希望運用「物聯網」來管理廠房、資產與設備；製造業者則希望「物聯網」可以讓工廠運作更順暢，產業機器人將持續為企業擴張生產的方式之一，微軟 (Microsoft) 使用機器人當看門警衛，倉庫機器人估計每年為亞馬遜 (Amazon) 節省了 9 億美元，一般消費者則是對家居清潔機器人有興趣；亞馬遜和 DHL 正在測試以無人駕駛飛行器遞送商品，還有一些能運送物資及醫療用

品至偏遠地區的無人機也在開發中，物聯網契機，使得企業得以全新樣貌重塑自我。



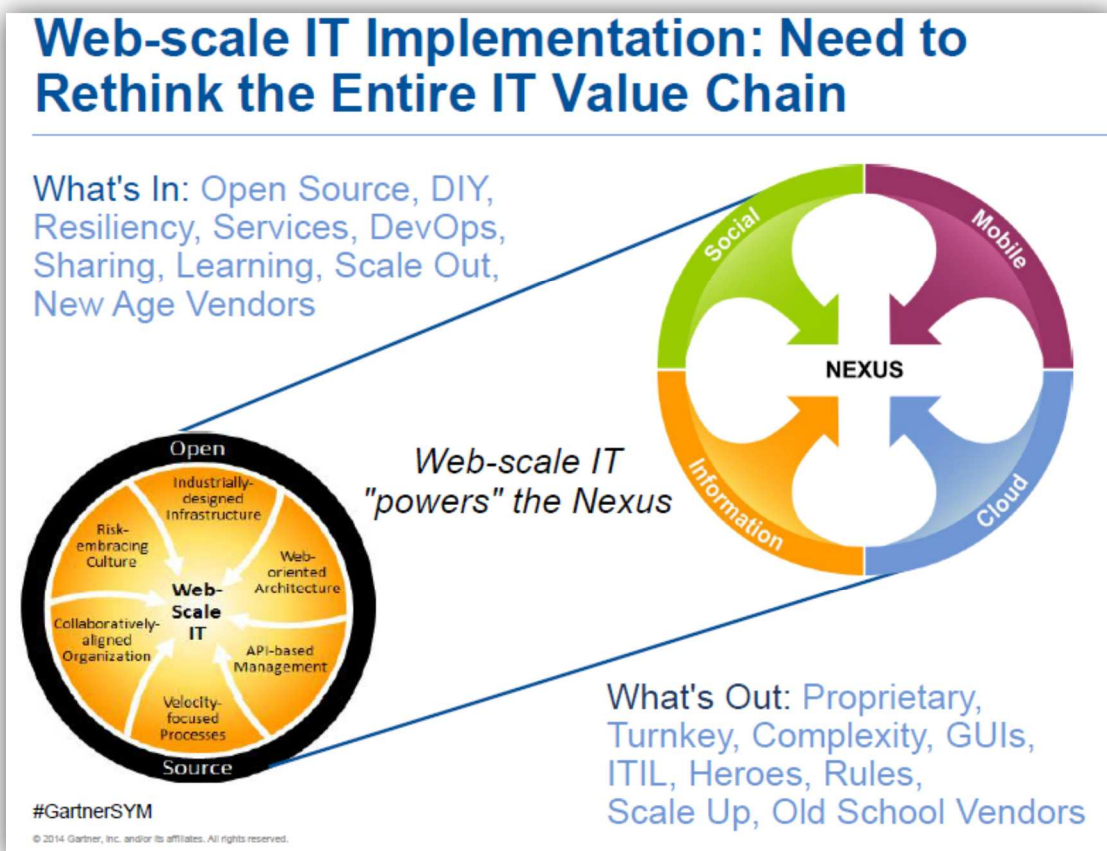
九、網路規模 IT 崛起

全球網路規模 IT (Web-scale IT) 是一種全球級的運算形態，藉由多個層面的重新思考定位，是於企業 IT 環境當中提供大型雲端服務供應商的能力。愈來愈多的企業將如大型雲端服務供應商：亞馬遜 (Amazon)、谷歌 (Google)、臉書 (Facebook) 等網路巨擘一樣地思考、行動、開發應用程式及建立基礎架構，重新打造 IT 服務的供應方式。大型雲端服務供應商的能力不單只在規模大小，還有速度和靈活性。企業若希望與這些模範雲端服務供應商並駕齊驅，就必須仿效其架構、流程和實務方法。

網路規模 IT 的目標在於透過一種系統性方法改變 IT 價值鏈。資料中心的設計將從工業工程的角度出發，盡量發掘每個可減少成本和浪費的機會。這不僅止於重新設計場地設施來提高能源效率，還包括自行設計某些關鍵硬體元

件，如：伺服器、儲存設備及網路。網路導向的架構讓開發人員建立非常彈性而穩固的系統，系統出錯時可以更快地恢復。

上述的發展為傳統企業帶來需思考的課題，開放的方式可以提供更多的硬體(和數據中心)設備設計和採購上的選擇，這時候多種架構有可用之處，Gartner 預估，傳統供應商仍然會利用這些設計藍圖提供解決方案，新的供應商也會推出自己的產品。隨著伺服器壟斷局面的解體，企業可趁機利用這些系統中的規模經濟設計，不單從價格的角度，還可以從運營成本角度加以思考利用，儘管運營成本很難衡量，業界將開始慢慢地籠罩在創新氣氛中，一般認為就目前的趨勢來看，大型雲服務企業和傳統企業最終都會從中獲益。IT 部門要滿足網路規模 IT 環境的要求就必須重新思考如何設計應用程式，包括：在額外資源下按比例縮放性能、適應業務變化的需要程度、在基礎設施出現脆弱時保持彈性以及在系統增大後有效地營運。為了實現這些要求，必須省視應用程式



架構和技術密切結合，將多個網路規模服務綁在一起，對應用程式而言，企業架構師和開發人員必須考慮各種各樣的方法，以滿足網路規模的需求。

十、混合雲佈部署

根據 Gartner 研究報告指出，隨著雲端運算快速成長與日趨成熟，雲端服務模式也正經歷一場變革，未來企業選擇雲端的趨勢，將會朝向混合雲 (Hybrid Cloud) 發展，因為混合雲可以協助企業透過靈活運用內部及外部的 IT 資源，創造出資源應用的平衡點。企業在設計私有雲服務時，應考慮未來可能採用混合雲服務，以確保其整合性與互通性，而混合雲的管理，將促成雲端服務仲介商 (Cloud Service Broker, CSB) 的出現，來負責服務的整合與客製化，隨著雲端服務仲介商的出現，未來將出現更多的混合雲部署型態。

二、Guest Keynote: Achieving the Impossible / Lewis Pugh

Gartner 邀請到 2007 年曾在北極游泳的英國冰泳健將路易斯·高登·皮尤蒞臨會場，以「**達成不可能的任務**」為主題，進行精彩的演說，演講後並舉辦面對面的簽書會活動，名人到場加持，為會場帶來一波高潮。

(一) 演講者路易斯·高登·皮尤(Lewis Gordon Pugh)背景介紹

有「人體北極熊」之稱的英國冰泳健將，路易斯·高登·皮尤(Lewis Gordon Pugh)，是英國的律師，也是個環保人士，2007 年他在沒有穿特別禦寒衣物的情況下，沿北極冰層裂縫游了一公里，成為在北極游泳的史上第一人。在許多冰冷海域游泳，挑戰人體極限，而他成功的秘訣是靠異於常人的意志力。

(二) 演講精華摘錄

路易斯·高登·皮尤以三個故事分享如何完成人人視為不可能的任務，藉以激發資訊主管們的執行力、意志力及對事務的熱情。

1. 第一個故事是 Lewis 在北極圈游 1 公里游泳，總共花了 18 分鐘 50 秒。其困難度是北極圈的平均水溫是零下 2 度，（鐵達尼號沈船後的海水溫度大概是 4 度），然後北極圈的海是「漆黑」的，所以其實在游的時候是看不到前方的，旁邊隨時會有北極熊靠近而你會來不及反應。前一個人挑戰在北極圈游泳後，最後手是截肢的。而 Lewis 做了充足的準備以及訓練，他的團隊中有醫生、攝影師還有訓練師，在他不敢跳下北極圈的海中時，訓練師鼓勵他，認為他們做了完全的訓練，同時在每 100 公尺插旗子來幫助他知道他游到了那裡。也可以讓他一直覺得 100 公尺不長，每碰到一個旗子就會前進的鼓勵。Lewis 說他游完北極後 4 個月手指才回覆知覺。

在這個故事中，Lewis 覺得好的團隊很重要，更重要的是無畏無懼（No Fear），不恐懼才能往前邁進。

2. 第二個故事是 Lewis 在喜馬拉雅山的湖游泳，這個湖是高 5300 公尺，他一開始覺得這個湖不大(因為都游了北極圈 1 公里)，應該沒有更難的

了，結果他跳下去游之後才發現，因為高山症缺氧沒辦法呼吸。最後被他的訓練師整個人拖上岸。這個故事他要表達的是「千萬不要被你過去的成功所影響」，而輕忽了每一次新的挑戰。

3. 第三個故事是 **Lewis** 到了馬爾地夫游泳，因為馬爾地夫是地球暖化後即將消失的國度。在這個印度洋中的游泳也沒有成功，因為他游到一半他僱的船壞了，而他船上動彈不得的時候，他看到不遠處有一艘大的遊艇，他在想如何求救，於是他和他的艦長討論是否有機會找前方的遊艇協助，可是艦長直接回絕說不可能的，所以並沒有任何進一步的行動，而他想一想就打電話回英國的單位表明了他需要協助，以及他前方的遊艇的代號，沒想到 15 分鐘後遊艇就往他的方向開來，也救了他。所以在這個故事裡，他想要表達的是「不要因為覺得不可能，而錯失嘗試任何可能的機會」，因為你可能直接放棄了一個成功的機會。

上述三個故事的分享，搭配 **Lewis** 泳度北極圈的紀錄影片，堅強的團隊陣容，以及北極圈受地球暖化影響不再冰封，處處是浮冰，在場聆聽者真的很受感動，**Gartner** 用心安排演講者到場為大會畫下完美句點。

三、數位政府將啟動數位文明的重要契機

依據 Gartner 研究團隊近期的研究指出，2020 年數位政府最核心的特色即是開啟數位文明的新契機，政府部門的資訊長應省思這契機將分裂並重塑政府遞送服務及商業運作模式。

重要發現結論如下：

1. 政府的領導者須體察集結行動網路、資訊（資料分析）、雲端運算及社群媒體等技術相輔相成、相互作用以解決問題的能量，無法僅以單一技術解決問題。
2. 端點對端點的數位化政府服務流程及維運串連作業，使得政府、私部門及非營利組織等多元組織得以無縫接軌，發揮資訊科技主流價值。
3. 單一事件即可誘發帶動一連串階層式的行動計畫，使公民、商業、組織間跨域快速進行資料交換，達成政府欲展現文明契機的重大目標。
4. 未來十年間，因應科技的應用與連結，重塑政府事務流程的重塑所產出最大的公共價值，將充分驗證文明契機的展現。

植基於上開的重要發現，Gartner 建議政府部門的資訊長及行政官員應做到以下事項：

1. 制定機關數位化策略，發揮數位資訊及技術架構雙領導統御之職能，建構 IT 服務及數位價值鍊的鋪陳。
2. 鼓勵並建立機制讓政府所勾勒的文明契機之願景，邀請不同利害關係團體共同參與型塑，以促進共同創新，構思提供創新服務，且須整合數位產業經濟的過程中，為目標共同努力。
3. 建立精選案例分析，務實檢討相關事務流程，進行情境的需求分析，盤點所需實體及虛擬世界資料清單及其交換機制，訂定目標及成果導向之產出，配置相關預算，選擇合作夥伴，進行長期規劃及管考作為。

肆、心得與建議

一、心得

- (一) 數位時代策略科技的趨勢，仍是以集結社群、行動、雲端與資訊等四股強大力量匯流的力量連結（Nexus of Forces）將持續推動變革並帶來新契機，創造出全球網路規模的先進可程式化基礎架構之需求。政府應正視這些新科技的發展，及其對未來 IT 管理、商業模式帶來變革，應納入策略規劃中加以考量。
- (二) 政府在進行雲端部署時，應考慮混合雲、個人雲的管理服務，並確保未來的整合性與互通性。過去政府是公有雲端服務的提供者，未來亦可能扮演雲端服務仲介的角色，負責服務的彙整、整合及客製化的訂定。個人雲時代將象徵著力量由裝置移轉至服務，使用者將使用多重裝置，但沒有任何一個裝置將成為主流，提供資料保護與管理的個人雲，將成為連結這些裝置的核心。
- (三) 員工攜帶裝置促成行動工作人口規模呈現倍數成長，資訊管理部應思考所浮現的資訊安全與資訊風險之管理問題，大多數政府企業部門僅針對員工使用部門配發與管理之裝置存取其網路的行為制訂政策，而對於員工自帶裝置則少有相應的管理措施，未來應在業務保密、員工隱私與使用彈性間，擬定最平衡的解決對策。
- (四) 政府提供服務時，應以「使用者體驗」進化為思考重點，研究使用者行為，聚焦於發展內含豐富語音及視訊、以全新方式互動的擴增使用者介面模型，開發可橫跨各類裝置的應用程式使用者介面，同時亦開發可彈性調整的程式架構，將這些元件組合成專為個別裝置最佳化的內容。
- (五) 因應政府公開資料及巨量資料技術的成熟，政府可規劃提供主題式整合服務，以失業勞工情境為例，運用數據分析及公開資料，流暢地串連所需服務，而非斷裂式的服務，跨機關係統的通透性與服務的整合性應做更有效的膠合，俾以展現資通訊科技最大的公共服務價值。

二、建議

(一) 建立全程電子化研討會模式

Gartner 辦理國際研討會的規劃方式，值得我國學習，如建置研討會網站，宣達國際研討會的主軸，課程類型規劃非常多元，有大型發表會、焦點團體座談、閉鎖型的主題式會議，並請名人針對管理議程進行演講，如 *Achieving the Impossible*、*Making Clever Happen (Motivation Design Expert)*、*The Art of Innovation*，在會場並規劃有新創公司的展覽會，一方面展現科技的產品，一方面吸引投資者的青睞，以扶植新創科技公司，爭取曝光機會。

另外，將所有課程全數公開於網站，對該課程及講師陣容進行簡介，以利讓所有參加者事先依其需求進行選課，會後所有講義置於官網，讓會員下載所有課程簡報，並有延伸閱讀的研究供訂戶使用，可以得到豐富的學習資源，會議全程以電子化方式進行。


(二) 規劃前瞻性電子化政府計畫

我國下一階段電子化政府（106-110 年）即將展開前瞻性的前置規劃作業，Gartner 是國際科技智庫及調查研究公司，其所揭示的策略科技趨勢，值得我國在規劃電子化政府時，加以參考並瞭解技術服務應用的發展方向，使我國電子化政府發展能掌握國際趨勢，同時滿足使用者需求。

(三) 持續加入國際研討平台，強化經驗交流

我國電子化政府的表現，在國際上有一定的知名度，在國際場域更可與來自不同國家的資深資訊人員進行交流互動及經驗分享，未來仍應持續參加，在研討會平台上，與國際友人締結友好關係。

伍、附錄：研討會議程



NUTANIX
WEB-SCALE WISH
Non-Profit Datacenter Makeover

\$500,000 IN DATACENTER TECHNOLOGY
FOR YOUR FAVORITE NON-PROFIT ORGANIZATIONS!

Nutanix is excited to announce the Web-Scale Wish Datacenter Makeover Project for non-profit organizations! This initiative will gift \$500,000 in datacenter technology to the causes you care about. Join us to help a small footprint make a big impact for your favorite organizations!

Nominate a Cause

Anyone can nominate a non-profit to win! Go to webscalewish.com for more details. Submission period ends **November 21, 2014**.


#webscalewish

Join the conversation on Twitter with **#webscalewish**. Drive awareness for your cause and get the latest updates.

Cast Your Vote

Participate in the virtual event on **December 10, 2014** to meet the community judges, watch the three finalist organizations, and cast your vote to determine the winner!

Learn more and get involved at webscalewish.com



INDUSTRY AGENDA

Monday, November 17

Gartner.
SYMPOSIUM ITXPO® 2014
17 – 20 November | Gold Coast, Australia
events.gartner.com/go/ps22

Gartner Symposium/ITxpo Agenda: MONDAY, NOVEMBER 17

For full agenda details and latest updates, please see Events Navigator or visit gartner.com/mobile/ to download app.

REG Pre-Registration Required.
For End Users Only.

08:30 – 20:30	Registration	Central Room A
08:30 – 10:15	Refreshments	Foyer A & B
09:00 – 09:30	Orientation Presentation	Doug Morrison, Gartner Central Information
10:00 – 10:30	Orientation Presentation	Sarah Clark, Gartner Central Information
10:00 – 11:00	R1. Roundtable: Security Threat Intelligence Services — The What, Who, Why and How Rob McMillan, Gartner R101, Level 1 REG	R2. Roundtable: Debunking the Most Popular Big Data Myths, and Lessons Learned Ian Bertram, Gartner R102, Level 1 REG
10:00 – 11:30	W1. Workshop: The Top 20 Gartner Predictions That Will Impact EA Brian Burke, Gartner Room 3, Level 1 REG	W2. Workshop: Nine Steps to Reduce Risk and Control and Manage Your Software Audits Guriq Sedha, Gartner Room 5, Level 1 REG
10:15 – 11:00	01A. Digital Civic Moments: The Leap From Analog to Digital Business Models Rick Howard, Gartner Arena 1B	01B. Anyone Can Build a Bank Kristin Moyer, Gartner Central Room B
	01D. Top 10 Business Trends and Strategic Technologies in Education Terri-Lynn Thayer, Gartner Room 6, Level 1	01E. How Digital Business Will Reshape Consumer Relationships in the Consumer Goods Industry Don Scheibenreif, Gartner Arena 1A
11:00 – 11:30	Orientation Presentation	Doug Morrison, Gartner Central Information
11:15 – 12:00	02A. Panel: Digital Government Demands Better Program Management for Business and IT Glenn Archer, Gartner; Peter Alexander, Treasury Department, Australian Government; Stuart Gibbon, Department of Training and Workforce Development, WA; Kathleen Robinson, Department of Corporate and Information Services, NT Arena 1B	02B. Digital Leaders in Insurance: How to Learn From Their Success Juergen Weiss, Gartner Central Room B
	02C. Asset Performance Management, the Nexus of Forces and the Energy Industry Leif Eriksen, Gartner Room 8, Level 1	02D. The Top Five Technology Trends for Real-Time Healthcare Systems Zafar Chaudry, M.D., Gartner Room 6, Level 1
11:15 – 12:15	R3. Roundtable: When the CIO (or CTO) Is the REAL Enterprise Architect Marcus Bloesch, Gartner R101, Level 1 REG	
12:00 – 13:30	Lunch Foyer A & B, Ground Floor and Level 1	
	Education Networking Lunch Room 7, Level 1	
12:45 – 13:15	SPS31. F5 Networks: Global Viewpoints on the Rise of Apps, Cloud & Security Matthew Miller, F5 Networks Central Room B	
13:30 – 14:15	03A. Top 10 Strategic Technology Trends for Digital Government Rick Howard, Gartner Arena 1B	03B. Using Banking APIs to Power Into the Digital Industrial Economy Kristin Moyer, Gartner Central Room B
	03D. Prepare Your Campus to Compete in a Digital Education Ecosystem Terri-Lynn Thayer, Gartner Room 6, Level 1	03C. The Information Utility: An Enabler of Utility Sector Digitalization Randy Rhodes, Gartner Room 8, Level 1
13:30 – 14:30	CNC1. Contract Negotiation Clinic: Microsoft Guriq Sedha, Gartner Room 4, Level 1 REG	R4. Roundtable: The Role of the CIO as Change Agent Bruce Robertson, Gartner R101, Level 1 REG
13:30 – 15:00	W3. Workshop: How to Update or Develop an Effective EIM Strategy Andrew White, Gartner Room 3, Level 1 REG	
14:15 – 15:00	Refreshments	Foyer A & B
14:30 – 15:00	Orientation Presentation	Tatiana Wells, Gartner Central Information
15:00 – 15:30	Orientation Presentation	Pascal Winckel, Gartner Central Information
15:00 – 15:45	04A. Adaptive Sourcing in Government: To the Cloud and Beyond Glenn Archer, Gartner Arena 1B	04B. Balancing Legacy, Customer-centricity and Digitalization: An Impossible Task or Achievable? Juergen Weiss, Gartner Central Room B
	04D. What Healthcare CIOs Can Learn From EHR Implementations Zafar Chaudry, M.D., Gartner Room 6, Level 1	04C. Mobility and Collaboration in Utilities Leif Eriksen, Gartner Arena 1A
15:00 – 16:00	R5. Roundtable: Investigating Alternatives to Microsoft Office Michael Silver, Gartner R101, Level 1 REG	
16:00 – 16:30	Orientation Presentation	Tatiana Wells, Gartner Central Information
16:00 – 16:45	K0. Panel: Will a Digital Future Mean a Different Organization Structure? Kristian Steenstrup, Gartner; Shaun Nesbitt, SEQ Water; Ross McKinnon, Michael Hill Jeweller Arena 1B	
17:00 – 18:00	Industry Reception Eastern Terrace	
	Government Networking Reception (By Invitation Only) Southern Terrace	

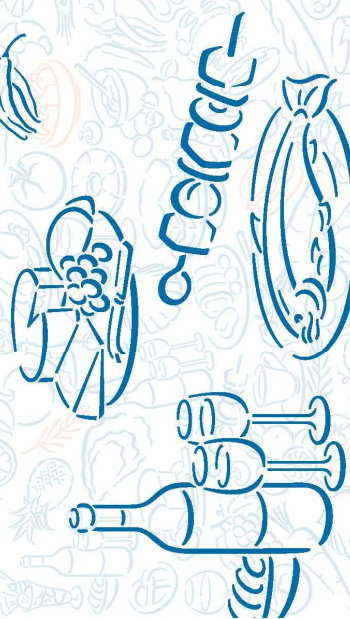
Agenda current as of 31 October 2014 and subject to change. Please see Events Navigator for full session and speaker details.

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ITxpo Networking Reception Foods of the World

17:15 – 18:45

Join us in ITxpo for a 'Foods of the World' Reception. Participate in special entertainment provided by solution providers and enjoy an array of flavours from around the world including tastes of Italy, Australia, Asia & Mexico.



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SERVER VIRTUALIZATION

POWER UP! Attend Nutanix's Solution Provider Session

Date : Wednesday, 19 November 2014
Time : 10:30 AM
Venue : Room D, ITxpo

Session Title : Web-scale brings ROI to the Enterprise
Speaker : John T Lounsbury, Senior Director Systems Engineering, Nutanix APJ

Abstract : The benefits of web-scale infrastructure are now within reach at any scale and for all workloads. Every aspect of the IT infrastructure lifecycle, from purchase, deployment to management, is made simpler. Learn about Web-scale and how it enabled Langs to achieve a "96% reduction in power costs, 83% reduction in rack space, 53% lower TCO than legacy solutions."

AGENDA

Tuesday, November 18

Gartner Symposium/ITxpo Agenda: TUESDAY, NOVEMBER 18

REG Pre-Registration Required. For End Users Only.

For full agenda details and latest updates, please see Events Navigator or visit gartner.com/mobile/ to download app.

07:00 – 18:00	Registration	Central Room A		
07:00 – 09:00	Refreshments	Foyer A & B		
07:30 – 08:00	Orientation Presentation	Anthony Pohl, Gartner	Central Information	
08:00 – 08:30	Orientation Presentation	Tatiana Wells, Gartner	Central Information	
09:00 – 09:15	K1a. Gartner Symposium/ITxpo 2014 Welcome Address	Gene Hall, Gartner	Arena 2	
09:15 – 10:15	K1b. Gartner Analyst Opening Keynote	Bard Pepegas, Jeffrey Mann and Peter Sondergaard, Gartner	Arena 2	
10:15 – 10:45	Refreshment Break & Networking in ITxpo	ITxpo		
10:20 – 10:40	HC1. Hype Cycle: Enterprise Resource Planning	Denise Garry, Gartner	ITxpo Theater 1	
	HC2. Hype Cycle: Operational Technology	Craig Lawson, Gartner	ITxpo Theater 2	
	MQ1. Magic Quadrant: Cloud-Enabled Hosting, Asia-Pacific	DD Mishra, Gartner	ITxpo Theater 3	
10:30 – 10:45	GR1. Gartner for Technical Professionals: In-depth Research for Your Technical Teams	Sivas Lobo, Gartner	Gartner Research Zone, ITxpo	
10:45 – 11:30	11A. CIO Agenda 2015	Graham Waller, Gartner	Arena 2	
	11B. Learn From Inspiring Digital Business Innovations	Kristian Steenstrup, Gartner	Arena 1B	
	11C. Our ERP Journey – From the Monolithic to the Transformative	Grantly Malles, Victoria Department of Business & Innovation	Central Room C	
	11D. The Real Economic Keys to BYOD	David Willis, Gartner	Arena 1A	
	11E. Information 2020: Uncertainty Drives Opportunity	Ian Bertram, Gartner	Room D, ITxpo	
	11F. Move to Adaptive Sourcing to Support Business Growth and Digital Transformation	Claudio Da Foid, Gartner	Room E, ITxpo	
10:45 – 11:45	CNC2. Contract Negotiation Clinic: SaaS	Lori Samolsky, Gartner	Room 4, Level 1	REG
	R6. Roundtable: Private Cloud – Turning Abstraction to Advantage	Michael Warrilow, Gartner	R101, Level 1	REG
	R7. Roundtable: Should You Replace Your Student Information System?	Teri-Lynn Thayer, Gartner	R102, Level 1	REG
10:45 – 12:15	W4. Workshop: The Portfolio Balance Challenge	Donna Fitzgerald, Gartner	Room 2, Level 1	REG
	W5. Workshop: Build On “Civic Moments” to Transform Government Services With Cloud, Analytics, Mobile and Social Technologies	Glenn Archer and Rick Howard, Gartner	Room 3, Level 1	REG
11:45 – 12:30	SPS2. ServiceNow: The Things We Know	Heath Skerman, Department of Education, Training and Employment QLD Government	Arena 1B	
	SPS3. Riverbed: 500,000 WestTrac Corporate Files Ransomed, How Network Visibility Was the Key	Dale Wright, Riverbed	Room D, ITxpo	
	SPS4. Rimini Street Australia: How Veolia Transformed IT Spend from Costly Ongoing Operations to High-Impact Digital Business Solutions	Brent Stapleton, Veolia Environment ANZ	Room E, ITxpo	
	SPS5. IBM: Tackling Mobile Security with a Layered Defense	Chuck Brown, MaaS360, an IBM Company	Central Room B	
	SPS6. Symantec: 4 Strategies to Mitigate Information Risk from Cloud, Shadow IT and Cryptolocker	Mark Shaw, Symantec	Central Room C	
12:00 – 13:00	R8. Roundtable: How Are You Leveraging Technology to Improve the Patient Experience?	Zafar Chaudry, MD., Gartner	R101, Level 1	REG
12:30 – 13:45	Exclusive Elite Program Networking Lunch (By Invitation Only)		Room 6, Level 1	
12:30 – 14:00	Lunch & Networking in ITxpo	ITxpo		
12:40 – 12:55	ET02. Rally Software: Agility as a Competitive Advantage – Software and Services Solutions to Drive Business Agility	Nat Tanner, Rally Software	Emerging Technology Theater	
12:50 – 13:10	MQ2. Magic Quadrant: BI Platforms and Advanced Analytics	Ian Bertram, Gartner	ITxpo Theater 1	
	MQ3. Magic Quadrant: SAP Applications Management Services Providers, Worldwide	Denise Garry, Gartner	ITxpo Theater 2	
	MQ4. Magic Quadrant: Data Center Network	Joe Skruppa, Gartner	ITxpo Theater 3	
13:00 – 13:15	GR22. Gartner Peer Connect – The IT Industry’s Most Influential Network	Ryo Mitsuuchi, Gartner	Gartner Research Zone, ITxpo	
	ET03. Software Education: Agile Teams Meet Governance Teams, the Beginning of a Beautiful Friendship or the Beginning of the End?	James King, Software Education	Emerging Technology Theater	
13:00 – 14:00	LL1. AirWatch’s End User Computing Learning Lab (Lunch Provided)	ITxpo	REG	
13:20 – 13:35	ET04. WalkMe: Self-Service – Turning a Myth into Reality	Udi Jacoby, WalkMe	Emerging Technology Theater	
13:30 – 13:45	GR23. Power-Using the Gartner ITScore and ITBudget Tool (ITKMD)	Ryo Mitsuuchi and Alex Ping, Gartner	Gartner Research Zone, ITxpo	
13:30 – 15:00	W6. Workshop: Business Capability Modeling	Marcus Bloch, Gartner	Room 3, Level 1	REG
	W7. Workshop: How to Use Adaptive Sourcing to Make Innovation Sustainable	Claudio Da Foid, Gartner	Room 4, Level 1	REG
13:40 – 13:55	ET05. Sciforma: Project & Portfolio Management ECO System	Maurya Rieder, Sciforma	Emerging Technology Theater	
14:00 – 14:45	12A. The Digital Business Scenario: Building a Digital Business Future	Andy Rowse-Jones, Gartner	Arena 1B	
	12B. Winning the Digital Arms Race	Lough McMillon, Gartner	Central Room C	
	12C. Application Architecture for Digital Business	Darryl Carlton, Gartner	Central Room B	
	12D. What Are the Biggest Obstacles to Enterprise Mobility? (And How To Overcome Them)	Adrian Leow and Nick Jones, Gartner	Arena 1A	
	12E. The Cloud I&O Scenario	Michael Warrilow, Gartner	Room D, ITxpo	
	12F. The Future of Managing Identity	Tom Scholtz, Gartner	Room E, ITxpo	
14:00 – 15:00	R9. Roundtable: Getting the Most From PPM Applications	Donna Fitzgerald, Gartner	R101, Level 1	REG
15:00 – 15:45	SPS7. AirWatch: End User Computing: Forget BYOD, It’s Now Bring Your Own Processes	Rob Roe, AirWatch	Arena 1A	
	SPS8. Interactive Intelligence: Strategic Principles for Evolving Customer Engagement Management	Sandy Aiken, PwC, Marise Hannaford, Baxter Healthcare ANZ, Kai Sander, B4T, Brad Starr, Interactive Intelligence	Arena 1B	
	SPS9. Dell: Case Study: Department of Treasury – End to End Identity Governance in 10 Months – Possible?	Ricardo Alberto, Dell	Room D, ITxpo	
	SPS10. Infosys: C is for Calm, Cool and Collected: AMP’s Cloud Transformation	Rohit Pathak, Infosys, Sharmini Sivaldas, AMP	Room E, ITxpo	
	SPS11. Actifio: Driving Data Consistency Across Westpac to Improve Agile Development Cycles	Cameron Jardine, Westpac NZ	Central Room B	
15:15 – 16:15	R10. Roundtable: Healthcare CIOs Must Prepare for Real-World Telemedicine and Not Ignore Its Capabilities	Zafar Chaudry, M.D., Gartner	R101, Level 1	REG
	R11. Roundtable: Planning for Public-Sector EA Success	Brian Burke, Gartner	R102, Level 1	REG
	IW1. Good Technology Security Workshop: Enabling Mobility While Maintaining Corporate Governance	Dirk van Someren, Good Technology	Room 6, Level 1	REG
15:45 – 16:15	Refreshment Break & Networking in ITxpo	ITxpo		
15:50 – 16:10	T01. BlackBerry: Giving Control Back to the CIO: How to Harness Security and Risk to Enable Innovation	John Sims, BlackBerry	ITxpo Theater 1	
	T02. imei: Managed Mobility Services in Practice	ITxpo Theater 2		
	T03. Laserfiche International: Revolutionizing Information Management with Laserfiche ECM	Denise Chok, Laserfiche	ITxpo Theater 3	
16:00 – 16:15	GR24. The Gartner Magic Quadrant and Recent Enhancements	Ryo Mitsuuchi and Alex Ping, Gartner	Gartner Research Zone, ITxpo	
16:15 – 17:15	K2. Guest Keynote: The Second Machine Age	Andrew McAfee, Center for Digital Business, MIT Sloan School of Management and Fellow, Harvard Law School, Berkman, Principal Research Scientist	Arena 2	
17:15 – 18:45	ITxpo Reception	ITxpo		
17:25 – 17:45	MQ5. Magic Quadrant: Data Integration Tools and Data Quality Tools	Eric Thoo, Gartner	ITxpo Theater 1	
	MQ6. Magic Quadrant: Identity Governance and Administration	Tom Scholtz, Gartner	ITxpo Theater 2	
	MQ7. Magic Quadrant: Electronic File Synchronization and Sharing	Adrian Leow, Gartner	ITxpo Theater 3	
17:30 – 18:30	LL2. AirWatch’s End User Computing Learning Lab	ITxpo	REG	
17:55 – 18:15	MQ8. Magic Quadrant: Client Management	Michael Silver, Gartner	ITxpo Theater 1	
	MQ9. Magic Quadrant: Enterprise Content Management	Gavin Tay, Gartner	ITxpo Theater 2	
	MQ10. Magic Quadrant: Enterprise Mobility Management	David Willis, Gartner	ITxpo Theater 3	

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AGENDA

Wednesday, November 19

NUTANIX

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SERVER VIRTUALIZATION

POWER UP! Attend Nutanix's Solution Provider Session

Date : Wednesday, 19 November 2014
Time : 10:30 AM
Venue : Room D, ITxpo

Session Title : Web-scale brings ROI to the Enterprise

Speaker : John T Lounsbury, Senior Director Systems Engineering, Nutanix APJ

Abstract : The benefits of web-scale infrastructure are now within reach at any scale and for all workloads. Every aspect of the IT infrastructure lifecycle, from purchase, deployment to management, is made simpler. Learn about Web-scale and how it enabled Langs to achieve a -96% reduction in power costs, 83% reduction in rack space, 53% lower TCO than legacy solutions.



SPECIAL EVENT: BEATLEMANIA

Join us for an evening of entertainment, networking and Beatlemania! Enjoy an unforgettable evening on our magical mystery reception with Beatles inspired music, food and drinks. With a little help from our friends let's twist and shout the night away. We hope it won't be a hard day's night and you'll join us all together now. **You can drive my car or take a yellow submarine to ITxpo at 6:00 p.m. on Wednesday.**

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18:45 – 19:00	G28. Power-Using the Gartner ITScore and ITBudget Tool (ITKM)	Ejo Miyuchi and Alex Fung, Gartner	Gartner Research Zone, ITxpo Showfloor
18:45 – 19:45	R19. Foundation: Successful and Secure BYOD Programs	Chris Lawson, Gartner	IT02, Level 1 NES
16:00 – 16:45	R20. Roundtable: Buy or Build Your Next Data Center	Nicholas Hermon, Gartner	IT02, Level 1 NES
16:00 – 16:45	R24. Top 10 Strategic Predictions: Digital Business is Driving "Big Change"	Ethan Finkler, Gartner	Central Hallway B
16:00 – 16:45	R25. Talent Outlook: Harnessing Big Trends to Win the Quest for Talent	John MacDonnell, Gartner	Central Hallway B
16:00 – 16:45	R26. The Fracturables of a Bimodal Organization	Cheryl Carlson, Gartner	Arena 1B
16:00 – 16:45	R27. People-Centric Security: Case Studies and Best Practices	Tom Skelton, Gartner	Central Hallway C
16:00 – 16:45	R28. Strategic Infrastructure and Operations Trends for the Digital Business... and the Top Threats that Could Disrupt Them	Rob Skolups and Michele Carmin, Gartner	Arena 1A
17:00 – 18:00	R29. Boosting Workforce Agility With a Digital Workplace	Jeffrey Mann, Gartner	Room D, ITxpo
17:00 – 18:00	K3. Guest Keynote: The Art of Innovation	Gary Kawasaki, Clava	Arena 2
18:00 – 20:00	Special Event: Beatlemania	ITxpo Showfloor	

Gartner Symposium/ITxpo Agenda: WEDNESDAY, NOVEMBER 19

**REG Pre-Registration Required.
For End Users Only.**

For full agenda details and latest updates, please see Events Navigator or visit gartner.com/mobile/ to download app.

07:30 – 19:00	Registration Central Room A		
07:30 – 08:30	Refreshments Foyer A & B		
08:30 – 09:00	21B. Espresso Session: The Imminent Revolution in Information Security Tom Scholtz, Gartner Central Room B	21C. Espresso Session: How Gamification Takes Motivation to the Next Level Brian Burke, Gartner Arena 1A	21D. Espresso Session: The Digital Age Demands Different Leadership Leigh McMullen, Gartner Central Room C
	21E. Espresso Session: The Next Digital Disruption Will Be the Human Brain: Is Your Organization Ready for Neurobusiness? Bard Papegaj, Gartner Room D, ITxpo	21F. Espresso Session: Internet of Things: When Things Become Customers Don Schebenreif, Gartner Room E, ITxpo	
08:30 – 10:00	W8. Workshop: Creating a Digital Customer Experience Vision Ollie Huang, Gartner Room 3, Level 1 REG		
09:00 – 10:00	CNC3. Contract Negotiation Clinic: Network Sourcing Ejane Munch, Gartner Room 4, Level 1 REG	R12. Roundtable: Benefits and Successes from Adopting a Pace-Layered Application Strategy Darryl Carlton, Gartner R102, Level 1 REG	R14. Roundtable: What Securing the Internet of Things Means for Digital Business Craig Lawson, Gartner R101, Level 1 REG
09:15 – 10:00	22A. The Top 10 Strategic Technology Trends for 2015 Nick Jones, Gartner Arena 2	22B. Blueprint for the Internet of Things: What to Do Now Stephen Prentice, Gartner Arena 1A	22C. Architecting the Digital Business: Planning for the Third Era of Enterprise IT Brian Burke, Gartner Central Room B
	22D. Creating the End-User Workspace of the Future Michael Silver, Gartner Arena 1B	22E. From Using Business Analytics to Being an Analytic Business Lisa Kart, Gartner Central Room C	22F. The IT Operations Scenario: Preparing for the Digital Enterprise Ian Head, Gartner Room D, ITxpo
	22G. Software Contracting in the New World of Digitalization, Mobile Devices and Smart Devices Lori Samolsky, Gartner Room E, ITxpo		
10:00 – 10:30	Refreshment Break & Networking in ITxpo ITxpo		
10:05 – 10:25	T04. NetApp Please visit Events Navigator for updated information ITxpo Theater 1	T05. Verint Please visit Events Navigator for updated information ITxpo Theater 2	T06. Delphix: How to Do More Than Just "Manage" Copy Data Michael Lohmann, Delphix ITxpo Theater 3
10:10 – 10:25	ET06: Quintessence Labs Please visit Events Navigator for updated information		
10:15 – 10:30	GR25. Gartner for Technical Professionals: In-Depth Research for Your Technical Teams Sivas Lobo, Gartner Gartner Research Zone, ITxpo		
10:15 – 11:15	LL4. AirWatch's End User Computing Learning Lab ITxpo REG		
10:30 – 11:15	SPS13. Citrix: Don't Just Survive, Ride the Tech Wave! Matt Hyne, Citrix Arena 1A	SPS14. Laserfiche International: Case Study: Automating Workflows in the Workplace Brendon Kelly, ALUSCO Arena 1B	SPS15. Nutanix: Web-Scale Brings ROI to the Enterprise John Lounsbury, Nutanix Room D, ITxpo
	SPS16. Pure Storage Please visit Events Navigator for updated information Room E, ITxpo	SPS17. Good Technology: Customer Perspectives: Mobilising Business, Mitigating Risk, Getting Real Work Done John Marshall, Bank of New Zealand; David Balazsy, Good Technology; Peter Bickerton, Therapeutic Goods Administration, Department of Health Central Room B	SPS18. NTT Communications: Practical Ways To Benefit From Hybrid Cloud? Len Padilla, NTT Communications Central Room C
10:30 – 11:30	CNC4. Contract Negotiation Clinic: Eight Steps to Customize Your Processes to Be IBM-Negotiation-Ready Gurki Sedha, Gartner Room 4, Level 1 REG	R13. Roundtable: Building a Comprehensive Cloud Strategy Marcos Bloch, Gartner R101, Level 1 REG	
	IW2. BlackBerry Interactive Workshop: Preparing for the Future: Enabling the Workforce Today, Securing End-Points Tomorrow Jeff Holleran and Thad White, BlackBerry Room 5, Level 1 REG		
10:30 – 12:00	W9. Workshop: How to Maximize I&O's Impact on Innovation and Agility Ian Head and John Roberts, Gartner Room 3, Level 1 REG		
11:30 – 12:15	23A. The Top Business Technology Decisions C-Level Executives Must Make in 2015 Ken McGee, Gartner Arena 1B	23B. Bimodal IT: How to Have It All Without Making a Mess Andy Rowse-Jones, Gartner Arena 1A	23C. Postmodern ERP: A Vital Foundation for Digital Business Denise Ganly, Gartner Central Room B
	23D. Next-Generation Networking: It Starts (and Ends) With the Applications Ejane Munch, Gartner Room D, ITxpo	23E. The Roles and Synergies of Portal Platforms and Web Content Management Gavin Tay, Gartner Room E, ITxpo	23F. The BPM Shift: Obliterate What You Know About BPM for Digital Business Bruce Robertson, Gartner Central Room C
11:45 – 12:45	R15. Roundtable: Deploying VDI — Successes, Failures and Lessons Learned Michael Silver, Gartner R101, Level 1 REG	R16. Roundtable: Can Shared Services Help Deliver Innovation in the Public Sector? Gerrit Archer, Gartner R102, Level 1 REG	
12:15 – 13:15	LL3. AirWatch's End User Computing Learning Lab (Lunch Provided) ITxpo REG		
12:15 – 13:45	Lunch & Networking in ITxpo Gartner for Technical Professionals Networking Lunch — By Invitation Only Bill Pray and Sivas Lobo, Gartner Room 8, Level 1		
12:25 – 12:40	ET07. HGST: Software Defined Storage — The Best Option for Future Data Growth Anthony Davis, Nexenta Emerging Technology Theater		
12:30 – 12:50	MQ11. Magic Quadrant: Mobile Application Development Platforms Adrian Leow, Gartner ITxpo Theater 1	MQ12. Magic Quadrant: Secure Web Gateways Craig Lawson, Gartner ITxpo Theater 2	MQ13. Magic Quadrant: Master Data Management Andrew White, Gartner ITxpo Theater 3
12:45 – 13:00	GR26. The Gartner Magic Quadrant and Recent Enhancements Ryo Miyachi and Alex Ping, Gartner Gartner Research Zone, ITxpo		
13:10 – 13:30	MQ14. Magic Quadrant: Data Center Outsourcing and Infrastructure Utility Services, Asia-Pacific DD Mishra, Gartner ITxpo Theater 1	MQ15. Magic Quadrant: Enterprise Architecture Tools Brian Burke, Gartner ITxpo Theater 2	MQ16. Magic Quadrant: Integrated Systems Erol Rasit, Gartner ITxpo Theater 3
13:15 – 13:30	GR27. Gartner Peer Connect — The IT Industry's Most Influential Network Ryo Miyachi, Gartner Gartner Research Zone, ITxpo		
13:15 – 14:15	R17. Roundtable: Things About Legacy Modernization That Insurance CIOs Need to Know Juergen Weiss, Gartner R102, Level 1 REG		
13:25 – 13:40	T10. ContentKeeper Technologies Please visit Events Navigator for updated information		
13:30 – 14:30	CNC5. Contract Negotiation Clinic: Application Outsourcing Jim Longwood, Gartner Room 4, Level 1 REG		
13:30 – 15:00	W10. Workshop: Beyond Standardization: Maximizing Business Outcomes With Just Enough Process Variation Bruce Robertson, Gartner Room 3, Level 1 REG	CNC7. Contract Negotiation Clinic: Infrastructure as a Service (repeat) DD Mishra, Gartner Room 5, Level 1 REG	
	24A. The Mobile Scenario Nick Jones, Gartner Arena 1B	24B. Creating a Culture That is Ready for Anything Leigh McMullen, Gartner Room D, ITxpo	24C. Beyond Tools: Collaborating in the Digital Workplace Jeffrey Mann, Gartner Room E, ITxpo
13:45 – 14:30	24D. The Role of PMO in an Agile Organization Donna Fitzgerald, Gartner Arena 1A	24E. Case Study: Customer Centred Analytics — Building a New Model of Banking Patrick Maes, ANZ Banking Group Central Room B	24F. Future-Proof Your Application Strategies for the Coming Age of Smart Machines Brian Prentice, Gartner Central Room C
14:30 – 15:30	R18. Roundtable: Cloud Content — Sync and Share or Sink and Shred? Gavin Tay, Gartner R102, Level 1 REG		
14:45 – 15:30	SPS19. BlackBerry: Serious Mobility for Serious Business: Mitigating Risk in Enterprise Mobility John Sims, BlackBerry Arena 1A	SPS20. Xtraction Solutions: Case Study: Westpac, Datacom & Echo Ent — How Data is Now in Our Control in Our Organisations!! Andy Matus, Datacom; Kai Telford, Echo Entertainment; Steve Moller, Westpac Banking Co Arena 1B	SPS21. SOTI: Mobile Business Enablement in a Connected Era Fion Hassanakella, SOTI Room D, ITxpo
	SPS22. CA Technologies: The Geeks Were Right — 5 Essential Truths to Drive Digital Business Daniel McDermott, CA Technologies Room E, ITxpo	SPS23. VMware: How "Software Defined Everything" Changes IT's Role in the Business Nick Smith, VMware Central Room B	SPS24. imei: Leighton Contractors & Sportingbet: Transforming Business Performance Through Mobility Rob James, William Hill; Diane Fernley-Jones, Independent Consultant; Tim Fussell, imei Central Room C
14:45 – 15:45	LL5. AirWatch's End User Computing Learning Lab ITxpo REG		
15:15 – 16:15	CNC6. Contract Negotiation Clinic: Oracle Lori Samolsky, Gartner Room 4, Level 1 REG		
15:15 – 16:45	W11. Workshop: BYOD Best Practices David Willis, Gartner Room 3, Level 1 REG	W14. Workshop: Get Security Metrics But Nobody Listens? Transform Them Rob McMillan, Gartner Room 5, Level 1 REG	
15:30 – 16:00	Refreshment Break & Networking in ITxpo ITxpo		
15:35 – 15:55	T07. Concur Technologies: The Perfect Business Trip is Here! Is it Part of Your Digital Strategy? Christopher Sullivan, Concur ANZ ITxpo Theater 1	T08. IBM: Enabling Business Apps & Content on Mobile Devices Stephen Downie, IBM, Darryl Miles, IBM ITxpo Theater 2	T09. Rimini Street Australia: Independent Software Support — How It Works Andrew Powell, Rimini Street Australia ITxpo Theater 3

Agenda current as of 31 October 2014 and subject to change. Please see Events Navigator for full session and speaker details.
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AGENDA

Thursday, November 20

Gartner Symposium/ITxpo Agenda: THURSDAY, NOVEMBER 20

For full agenda details and latest updates, please see Events Navigator or visit gartner.com/mobile/ to download app.

**REG Pre-Registration Required.
For End Users Only.**

07:30 – 16:00	Registration Central Room A		
07:30 – 08:30	Refreshments Foyer A & B		
08:30 – 09:30	K4. Guest Keynote: Achieving the Impossible Lewis Pugh Arena 2		
08:30 – 09:30	CNC7. Contract Negotiation Clinic: Infrastructure as a Service DD Mishra, Gartner Room 4, Level 1 REG	R22. Roundtable: Is Your Business Ready for Cloud Unified Communications? Biane Munch, Gartner R102, Level 1 REG	
08:30 – 10:00	W13. Workshop: The API Revolution Drives Toward Digital Business and "Big Change" Darryl Carlson, Gartner Room 3, Level 1 REG		
09:45 – 10:30	32A. Smart Machine Disruption Will Dominate This Decade Stephan Pentico, Gartner Arena 1A	32B. Break Through IT Cost-Cutting Barriers to Optimize Business Performance John Roberts, Gartner Arena 2	32C. Business Architecture Fuels Digital Business Strategy Marcus Bloch, Gartner Arena 1B
	32D. Business Process Improvement Scenarios and Types of Change Responses: Connecting the Right Data! Bruce Robertson, Gartner Central Room B	32E. Proactive Data Management in the Cloud — Get in Front of the Business! Eric Theo, Gartner Central Room C	32F. The Enterprise Networking Scenario: How SDN Changes Everything Joe Skorupa, Gartner Room D, ITxpo
	32G. Use MSI and CSB Roles to Run IT as a Service Broker to Deliver Integrated Hybrid IT Services Jim Longwood, Gartner Room E, ITxpo		
09:45 – 10:45	R23. Roundtable: How Do You Redesign Your Digital Retail Organization Around Customer Processes? Miriam Burt, Gartner R101, Level 1 REG	R24. Roundtable: Web-Scale IT and DevOps — Where Do We Get Started? Ian Head, Gartner R102, Level 1 REG	
10:15 – 11:15	CNC8. Contract Negotiation Clinic: SAP Lori Samolov, Gartner Room 4, Level 1 REG		
10:30 – 11:00	Refreshment Break & Networking in ITxpo ITxpo	Lewis Pugh Book Signing Gartner Research Zone, ITxpo	
10:35 – 10:55	T11. Good Technology: Turning Enterprise Mobility Into Productivity: Safer, Faster, Easier Paul Bannoy, Good Technology ITxpo Theater 2	T12. NTT Communications: Use Public Cloud to Solve a Business Problem, Not Create One Bill Wright, NTT Communications ITxpo Theater 3	
11:00 – 11:45	SPS27. SilverbackMDM: Please visit Events Navigator for updated information Room D, ITxpo	SPS28. Dimension Data: Moving to the Cloud at a Large Scale David Hamman, Dimension Data Central Room B	
11:00 – 12:00	R25. Roundtable: Crowdsourcing Your Management of Utilities Operational Risk Lutz Rosen, Gartner R101, Level 1 REG	R14r. Roundtable: What Securing the Internet of Things Means for Digital Business (repeat) Craig Lawson, Gartner R102, Level 1 REG	
11:45 – 13:00	Lunch & Networking in ITxpo ITxpo		
12:00 – 13:00	LL6. AirWatch's End User Computing Learning Lab (Lunch Provided) ITxpo REG		
12:15 – 12:30	GRZ10. Gartner for Technical Professionals: In-Depth Research for Your Technical Teams Suvas Lobo, Gartner Gartner Research Zone, ITxpo		
12:15 – 12:35	MQ17. Magic Quadrant: Web Content Management Gavin Tay, Gartner ITxpo Theater 1		
12:45 – 13:00	GRZ11. The Gartner Magic Quadrant and Recent Enhancements Hyo Mitsuuchi and Alex Pilling, Gartner Gartner Research Zone, ITxpo		
13:00 – 13:45	34B. An Asset-Intensive Digital Business: Systems of Differentiation Kristian Steenstrup, Gartner Arena 1B	34C. Improve Employee Engagement With Google's and Amazon's UX Methodologies Brian Pratch, Gartner Arena 1A	34D. Windows, Office and the Future of Client Platforms Michael Silver, Gartner Central Room B
	34E. Embracing Project and Program Risk in a Complex World Donna Fitzgerald, Gartner Room D, ITxpo	34F. Case Study: Differentiated Delivery: How Australia Post Does It Successfully Aylen Czerni, Australia Post Central Room C	
13:00 – 14:00	R27. Roundtable: Improving Unstructured Processes Bruce Robertson, Gartner R101, Level 1 REG	R28. Roundtable: Leverage the Power of Analytics Lisa Kart, Gartner R102, Level 1 REG	
13:00 – 14:30	W15. Workshop: Developing an IT Roadmap for Digitalization in Insurance Joergen Weiss, Gartner Room 2, Level 1 REG	W16. Workshop: Pace Layering for Architecting Utility IT Applications for Digital Business Randy Rhodes, Gartner Room 3, Level 1 REG	W17. Workshop: Unlock the Power of a Great IT/Marketing Relationship to Prepare for Digital Business Dun Schelbourn, Gartner Room 4, Level 1 REG
	W18. Workshop: Establishing a Vendor Performance Management Program DD Mishra and Jim Longwood, Gartner Room 5, Level 1 REG		
14:00 – 14:45	35A. How Gamification Motivates People to Do Extraordinary Things Brian Burke, Gartner Arena 1B	35B. The Emerging Trends Driving Digital Business Stephan Pentico, Gartner Arena 1A	35C. Is a Cloud Office Suite in Your Future (or Present)? Jeremy Mann, Gartner Central Room B
	35D. Chief Data Officers: Who They Are, What They Do, and Why This Role Will Keep Growing Andrew White, Gartner Central Room C	35E. The Server and Storage Scenario Errol Hest and Matthew Boon, Gartner Room E, ITxpo	35F. The UCC Scenario — Planning in a Highly Disruptive Market Biane Munch, Gartner Room D, ITxpo
	35G. Case Study: User Led Innovation — Transforming Traditional Models Clare Cunlivan, Queensland University of Technology Room 6, Level 1		
14:15 – 15:15	R13r. Roundtable: Building a Comprehensive Cloud Strategy (repeat) Marcus Bloch, Gartner R102, Level 1 REG		
15:00 – 15:30	K5. Gartner Closing Keynote Andy Rowell-Jones, Gartner Arena 2		

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Save time & book your return transfer to the airport from Registration opposite Central Information.
Use the dedicated cloak room on level 1, room 8 to store your luggage on Thursday 20th November.
Following the Gartner Closing keynote, travel directly from Gartner Symposium to the Airport.

Thursday 20th November 2014				
From	To	Cost	Pick up	Arrive
GCCEC	OOL — Gold Coast Airport Coolangatta	\$ 15.00	15:45	16:30
GCCEC	BNE (Brisbane) International & Domestic Airport	\$ 30.00	15:45	17:15
GCCEC	Brisbane City (please note this bus will go via Brisbane airport)	\$ 30.00	15:45	17:45

Book and pay for your airport transfer ticket on Wednesday or Thursday at Registration opposite Central Information on the ground floor

Opening Hours:
Wednesday: 07:30 – 19:00
Thursday: 07:30 – 15:00

