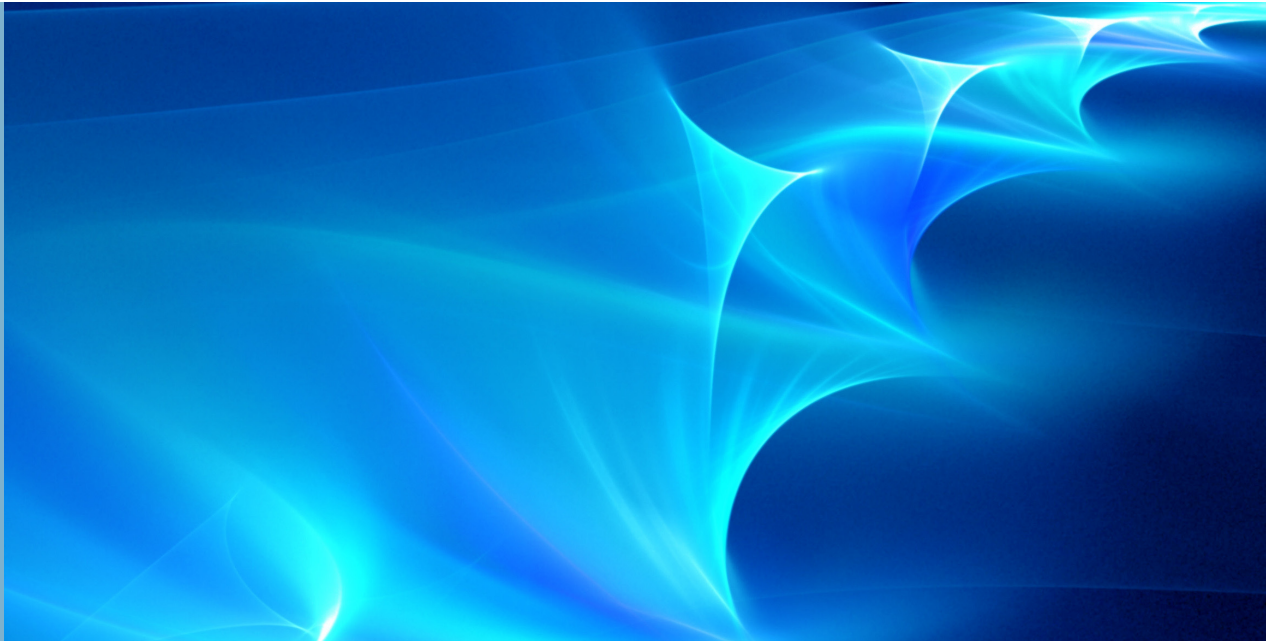


# Gartner's Top Predictions for IT Organizations and Users, 2011 and Beyond: IT's Growing Transparency



Summary Report

## Top End-User Predictions for 2011

By 2015, a G20 nation's critical infrastructure will be disrupted and damaged by online sabotage.

By 2015, new revenue generated each year by IT will determine the annual compensation of most new Global 2000 CIOs.

By 2015, information-smart businesses will increase recognized IT spending per head by 60%.

By 2015, tools and automation will eliminate 25% of labor hours associated with IT services.

By 2015, most external assessments of enterprise value and viability will include explicit analysis of IT assets and capabilities.

By 2015, 80% of enterprises using external cloud services will demand independent certification that providers can restore operations and data.

By 2015, 20% of non-IT Global 500 companies will be cloud service providers.

By 2015, companies will generate 50% of Web sales via their social presence and mobile applications.

By 2014, 90% of organizations will support corporate applications on personal devices.

By 2013, 80% of businesses will support a workforce using tablets.

By 2015, 10% of your online "friends" will be nonhuman.

This is a summary review of Gartner top IT organizations and users predictions from the Gartner Predicts 2011 Special Report. As organizations build plans for the years ahead, IT is challenged by tight scrutiny regarding cost, growth opportunities and risk. All parties expect greater transparency, and meeting this demand requires IT to become more tightly coupled to governance and business control.

Our 2011 predictions focus on how the shifting role of IT will affect economies, governments, businesses and individuals.

Topics are selected from across our research areas, and focus on changes in the roles that technologies and IT organizations play; in the lives of workers, the performance of businesses and in society. The full report highlights an increasingly visible link between technology decisions and outcomes, both economic and societal. The results, risks and opportunities that arise from IT investment decisions are becoming evermore demonstrable and transparent.

This report is a summary of a more-comprehensive research document available only to Gartner's clients.

**The full report includes:**

- The Top 11 end user-specific predictions
- Key findings that led our analysts to develop their predictions
- The full range of market predictions
- Actionable recommendations for industry IT leaders
- Related research to help you tackle your key initiatives in 2011

To learn how to gain access to this and other research that can help you achieve your goals, contact your account executive or e-mail [thoughtleadership@gartner.com](mailto:thoughtleadership@gartner.com).

Join us on December 15 for an exclusive webinar, [Top Technology Predictions for 2011 and Beyond](#). A replay will also be available after the webinar.

## Analysis

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By 2015, a G20 nation's critical infrastructure will be disrupted and damaged by online sabotage.

### Market Implications:

- Depending on the target, one can expect various responses. Governments will pass legislation and launch security-related initiatives, as the U.S. did after Sept. 11. This will boost the sector of the security industry that can provide protection against these attacks, similar to how revamped airport security measures led to the emergence and growth of an industry sector around transportation and airport security.
- Consumers will seek protection, including privacy and security products and services, even though these might not be directly related to a cyberattack and may not necessarily be able to mitigate effects. This could occur in the same manner that some citizens built fallout shelters in the 1950s in the U.S.

### Related Research:

- "Enterprises Must Do More to Fight Cyberattacks Like Mariposa"
- "U.S. Cyberspace Office Must Resolve Coordination Challenges to Aid Agency, Defense and Industry CIOs"

By 2015, new revenue generated each year by IT will determine the annual compensation of most new Global 2000 CIOs.

### Market Implications:

- Even the darkest economic period in eight decades could not stop IT offerings from being developed and evolving. Four initiatives — context-aware computing, IT's direct involvement in enterprise innovation development efforts, Pattern-Based Strategies and harnessing the power of social networks — can potentially directly increase enterprise revenue.
- Executive and board-level expectations for realizing revenue from those and other IT initiatives will become so common that, in 2015, the amount of new revenue generated from IT initiatives will become the primary factor determining the incentive portion of new Global 2000 CIOs' annual compensation.

### Related Research:

- "Introducing Pattern-Based Strategy"
- "Context-Aware Computing: A Looming Disruption"

## Analysis

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By 2015, information-smart businesses will increase recognized IT spending per head by 60%.

### Market Implications:

- Due to the recession, IT investment contribution to business success must now be proven. As IT spending per employee organically increases in these market conditions, enterprise leaders and stakeholders must change their way of thinking that “lower is better” for this metric. Unrecognized enterprise goals will create or promote “value destruction” where the viability of the enterprise will be at risk.
- As the jobless recovery continues, many large enterprises will find it less difficult to justify IT and business investments than increasing staffing levels. While declining or flat enterprise staffing is the primary driver of higher IT spending per employee levels, other implications are pent-up demand for infrastructure replacement between now and 2015; and frustration over system failure, poor availability and an overall decline in IT service levels.

### Related Research:

- “IT Metrics: IT Cost Transparency Action Plan, Definition and Performance Metrics to Start the Journey”
- “IT Metrics: Office of the CIO Staffing Report, 2010”

By 2015, tools and automation will eliminate 25% of labor hours associated with IT services.

### Market Implications:

- ESPs with the financial and intellectual capital to invest in tools and automation will create a competitive advantage for themselves through the ability to lower overall costs, as well as decrease the time to deliver solutions. ESPs will sell tools and automation as products.
- ESPs will increasingly lead with automated offerings, such as assessments, that deliver value quickly for free or for a nominal price in a bid to win the bigger downstream implementation prize.
- Leveraging tools and automation will free up resources from repetitive, low-value tasks (such as data gathering), enabling ESPs to perform higher-value activities (such as gaining insights from the data and recommending appropriate actions) to add value to the engagement.

### Related Research:

- “The Future of IT Services: Positive Impacts on Service Providers’ Opportunities”
- “Digitized Content Is Changing How Consulting Services Are Delivered”

## Analysis

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By 2015, most external assessments of enterprise value and viability will include explicit analysis of IT assets and capabilities.

### Market Implications:

- IT will continue to have an increasing impact on business performance, competitive advantage, risk management and transparency, and enterprise ability to merge, acquire and partner. Methodologies for external assessment of IT assets and capabilities need to broaden to reflect IT's contribution to business viability and success.
- An increasing number of enterprises that believe they have superior IT capabilities will proactively ensure this becomes part of their brand image and reputation. Communications skills need to be built related to IT capabilities and IT organizations. CIOs need to be ready to communicate to new classes of stakeholders, and in new ways.

### Related Research:

- "Building a Powerful Alliance with your CFO"
- "The Seven Levers of Growth"

By 2015, 80% of enterprises using external cloud services will demand independent certification that providers can restore operations and data.

### Market Implications:

- • Cloud service products cannot meet their full potential until buyers are able to quickly and reliably determine if an available product meets their requirements for security controls, regulatory compliance, business continuity and data recovery. The only practical way to perform an evaluation of a cloud service provider that is consistent with the computing and business model's economies of scale is to leverage a single assessment across multiple customers.
- • The market is held back by buyers that lack a mature understanding of the relative importance, or classification, of their data and processes. Underestimating information sensitivity can lead to purchasing an inappropriately unreliable service, while overestimation can result in an organization avoiding what would otherwise be a useful service type, or paying too much for unnecessary levels of robustness.

### Related Research:

- "Will Your Data Rain When the Cloud Bursts?"
- "SAS 70 Is Not Proof of Security, Continuity or Privacy Compliance"

## Analysis

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By 2015, 20% of non-IT Global 500 companies will be cloud service providers.

### Market Implications:

- The move by non-IT organizations to provide non-IT capabilities via the cloud will further expand the role of IT decision making outside the IT organization. The need to manage data and integration requirements represents another opportunity for IT organizations to redefine their value propositions as service enablers.
- The IT industry will have to confront a fundamental re-assessment of what it means to be an IT provider. Non-IT players will be interjected into value chain systems and will compete directly with IT organizations that have traditionally served in this capacity. Consider the provision of IT-enabled business process capability. In a cloud-enabled world, logistics IT-enabled capabilities will be supplied directly by logistics companies, or supply-chain IT-enabled capabilities from organizations with supply chain competencies.

### Related Research:

- “Hyperdigitization Creates Major Opportunity for IT Services Providers”
- “The Collective Imperative: Thriving in Chaotic, Out of Control and ‘Normal’ Markets”

By 2015, companies will generate 50% of Web sales via their social presence and mobile applications.

### Market Implications:

- E-commerce providers of all types are offering mobile e-commerce capabilities, such as SMS for couponing, improvements for mobile browser usage of their sites and mobile shopping applications. These vendors will vie for organizations’ mobile initiatives, and their success will be driven by how well they help mobile customers make purchases easily, and by tapping into their social network connections.
- Enterprises will be challenged with determining customer expectations for mobile and social capabilities. The organization will need to enable a useful customer experience that keeps the customer from “unfriending” the organization socially, “opting out” of SMS offers or deleting its mobile application.

### Related Research:

- “User Survey Analysis: Evolution of Consumer Internet Preferences”
- “User Survey Analysis: Social Media Adoption Trends”

## Analysis

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By 2014, 90% of organizations will support corporate applications on personal devices.

### Market Implications:

- Support for corporate applications on employee-owned smartphones is impacting an increasing number of organizations and will become commonplace in four years. The main driver for adoption of mobile devices will be employees who prefer to use private consumer smartphones or notebooks for business, rather than using old-style limited enterprise devices.
- Enterprises will no longer be able to standardize on one or a few corporate mobile device platforms, but instead will have to support a variety of mobile platforms for which they will have to choose an approach that enables selected corporate applications while enforcing IT policies through management tools and capabilities. Organizations that do not support personal devices and fail to set and enforce policies will experience an increased number of security exposures and incidents.

### Related Research:

- “How to Support Corporate E-Mail and Other Applications on Personal Devices”
- “SWOT: Android, Mobile Devices, Worldwide”

By 2013, 80% of businesses will support a workforce using tablets.

### Market Implications:

- Fueled by the dramatic early growth of Apple iPads, media tablets are poised to grow dramatically. Almost every major PC and smartphone manufacturer has launched or is planning to introduce a media tablet offering. The low price of media tablets means buyers will not have to rely on the product as a primary device, instead using it where its convenience offers distinct benefits.
- Given the low prices and high end-user satisfaction, users will adopt media tablets in high volumes. The age where price dictates one computer per person has long past, and tablets represent convenience over necessity. IT organizations have demonstrated an inability to stop such incursions as they are often fueled by upper management, and the tools provided by the tablet vendors are extremely effective at circumventing IT security and use policies.

### Related Research:

- “iPads: Not Notebook Replacements but Still Useful for Business”
- “Checklist for an Employee-Owned Notebook or PC Program”



## Analysis

By 2015, 10% of your online “friends” will be nonhuman.

### Market Implications:

- In 2010, large organizations embarked on systematizing the act of listening as part of their social media strategy by monitoring social media conversations in blogs, social sites, forums, and more. However, the act of engagement — projecting a message through social channels, not in a broadcast style, but in an interactive manner suited to the characteristics of the social medium — has yet to be systematized and automated.
- As the Web becomes increasingly social, the job of marketers will shift from one-way broadcast or projection of a market message to two-way, personalized interaction with individual users. Organizations that discover or develop ways to achieve this on a broad scale will gain competitive advantage over those who can't or won't. At the same time, there is the risk of backlash and brand damage if an organization approaches this in a clumsy or socially tone-deaf manner.

### Related Research:

- “Recommendation Technologies: Navigating a Fragmented Media Universe”
- “Facebook and the Emerging Social Platform Wars”

### Learn more

Interested in finding out more about Gartner predictions for 2011 or other valuable insight to help drive the success of all your key initiatives?

Visit [gartner.com/predicts2011](http://gartner.com/predicts2011) or e-mail [thoughtleadership@gartner.com](mailto:thoughtleadership@gartner.com).

Follow what our analysts are saying on this and other topics: visit <http://blogs.gartner.com/>.

Join us on December 15 for an exclusive webinar, [Top Technology Predictions for 2011 and Beyond](#). A replay will also be available after the webinar.

## Gartner Predicts 2011

Gartner Predicts 2011 details the shifting role of IT as technology is more tightly linked to business outcomes. More than 50 Predicts reports cover a range of topics, from cloud computing and tablets in the workforce, to supporting revenue growth and deployment of social media.

### TOPIC

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Predicts 2011: Addressing Key Advancements in Application Architecture
Predicts 2011: Adoption of Unified Communications Creates New Sourcing and Deployment Challenges
Predicts 2011: Aligning Enterprise Business Applications to Drive Business Outcomes
Predicts 2011: Anticipate Application Development Challenges Arising From Cost Optimization, Agile Methodologies and Multichannel Customer Engagement
Predicts 2011: Application Integration: A Nimble Veteran of IT
Predicts 2011: Assessing and Revising Vendor Management Programs Key to Driving Value
Predicts 2011: Business Process Management Competencies Will Expose the 'Haves' and 'Have-Nots'
Predicts 2011: Client-Computing Shifts Continue in Operating Systems, Hardware and Software
Predicts 2011: Cloud Computing Is Still at the Peak of Inflated Expectations
Predicts 2011: Context-Aware Computing Brings Significant Shifts in Consumer Behavior and Privacy Regulations
Predicts 2011: CRM Enters a Three-Year Shake-Up
Predicts 2011: CRM Sales Will Raise Performance Through Innovation
Predicts 2011: Customer Service Innovations in a Collaborative World
Predicts 2011: Data Management Disciplines Elevate Business Criticality
Predicts 2011: E-Commerce Will Reach for New Geographies, Channels and Payment Opportunities
Predicts 2011: Enterprise Architecture Shifting Focus to Business Value Outcomes
Predicts 2011: Enterprise Information Management Programs Connect IT and Business
Predicts 2011: Enterprises Should Not Wait to Find Solutions for Business-Critical Privacy Issues
Predicts 2011: Executive Focus on Revenue Growth Puts Added Pressure on CIO
Predicts 2011: Global Logistics Leadership a Strategic Imperative
Predicts 2011: Government CIOs Must Balance Cost Containment With IT Innovation
Predicts 2011: High-Tech and Industrial Value Chains Invest in Innovative Strategies
Predicts 2011: Identity and Access Management Continues Its Evolution Toward a Strategic Discipline
Predicts 2011: Improved Recoverability May Be on the Horizon, but Significant Challenges Remain
Predicts 2011: In the 'New Normal,' Governance, Risk Management and Compliance Are Inseparable From Business Realities
Predicts 2011: Infrastructure Protection Is Becoming More Complex, More Difficult and More Business-Critical Than Ever
Predicts 2011: Investments in CRM Marketing Technology Are Rising
Predicts 2011: IT Financial and Performance Management Gets Strategic
Predicts 2011: Master Data Management Is Important in a Tough Economy, and More Important in Growth
Predicts 2011: Network Capacity and Consumers Impact Mobile and Wireless Technologies
Predicts 2011: New Delivery Models and Proven Value Solutions Will Change IT Services Sourcing
Predicts 2011: New Delivery Models and Requirements Drive the Evolution of Finance, HCM and Procurement Applications

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[gartner.com/predicts2011](http://gartner.com/predicts2011)

## Gartner Predicts 2011 (continued)

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Predicts 2011: New Relationships Will Change BI and Analytics

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Predicts 2011: Open-Source Software, the Power Behind the Throne

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Predicts 2011: Pattern-Based Strategy Technologies and Business Practices Gain Momentum

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Predicts 2011: Platform as a Service: The Architectural Center of the Cloud

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Predicts 2011: PPM Goes From Managing Projects to Managing Value and Change

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Predicts 2011: Program Management Mistakes Will Sink Your BCM Boat

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Predicts 2011: Storage, a Thicket of Digital Life in Evolving Internet and Entwining Storage Landscapes

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Predicts 2011: Supply Chain for the Consumer Value Chain

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Predicts 2011: Supply Chain Getting Competitive Again

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Predicts 2011: Technology, IT Industrialization and Cloud Computing Clash With Obsolete Traditions for IT Service Buyers and Vendors

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Predicts 2011: Watch for New Kinds of Content and Applications to Manage

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Predicts 2011: Web Technologies Continue to Evolve Along Multiple Dimensions

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Predicts 2011: When Social and Business Processes Collide

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### INDUSTRY

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Predicts 2011: Bank and Investment Firms' Core Applications and Application Infrastructure Are at Risk

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Predicts 2011: Banks and Investment Firms Must Change IT Approaches or Face Catastrophe G00208088

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Predicts 2011: Complexity Ready to Rattle the Healthcare and Life Sciences Supply Chain

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Predicts 2011: Consumer Goods Companies Must Sharpen Commercial Capabilities to Capture Demand G00209129

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Predicts 2011: Consumers Push Emerging Retail Channels Into the Mainstream

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Predicts 2011: Healthcare Delivery Organizations Wrestle With the Challenges of Deploying Complex Clinical Applications

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Predicts 2011: Insurers Must Focus on Customer Retention, Operational Excellence and Compliance

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Predicts 2011: Life Science Companies Will Need to Defend Their Base and Adapt to New Business Realities

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Predicts 2011: Manufacturers Revamp and Enhance Product Life Cycle Management Strategies

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Predicts 2011: Media Incumbents and Insurgents Fight for Online Dominance

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Predicts 2011: Sustainability Facing a Long Path to Fruition

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Predicts 2011: Technology and the Transformation of the Education Ecosystem

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Predicts 2011: The Automotive Industry Accelerates Innovations

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Predicts 2011: The Energy and Utility Sector Is Shaped by a Confluence of Policies and Market Forces

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### MARKET

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Predicts 2011: Data Centers Need a Solution-Based Approach to Gain Efficiencies

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Predicts 2011: CSPs Must Rethink Business Paradigms to Meet Market Challenges

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Predicts 2011: Increasing Value of Imaging and Print Services Complements Multimedia Communications

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Predicts 2011: Opportunities for Growth Still Exist in PC Market

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Predicts 2011: Photovoltaic Solar Energy Market Evolves Rapidly

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Predicts 2011: Semiconductor Industry Structure and Products Continue to Adapt

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Predicts 2011: The Interconnected Consumer

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# 2011 Gartner Events Snapshot

As of December 1, 2010, and subject to change

	<b>SYMPOSIUM/ITXPO</b> The World's Most Important Gathering of CIOs and Senior IT Executives		
<b>Global</b>	Symposium/ITxpo Symposium/ITxpo Symposium/ITxpo Symposium/ITxpo Symposium/ITxpo Symposium/ITxpo Symposium/ITxpo	August 22 – 24 October 5 – 7 October 16 – 20 October 25 – 27 November 7 – 10 November 14 – 17 November 21 – 23	Cape Town, South Africa Tokyo, Japan Orlando, FL Sao Paulo, Brazil Cannes, France Gold Coast, Australia Mumbai, India
	<b>SUMMIT EVENTS</b> Gartner Summits focus on specific topics, technologies and industries that are top-of-mind.		
<b>North America</b>	CIO Leadership Forum Portals, Content & Collaboration Summit Customer 360 Summit Business Process Management Summit Business Intelligence Summit Master Data Management Summit Supply Chain Executive Conference IT Infrastructure, Operations & Management Summit PPM & IT Governance Summit Security & Risk Management Summit Enterprise Architecture Summit Catalyst Conference Outsourcing & Vendor Management Summit IT Financial, Procurement & Asset Management Summit Identity & Access Management Summit Application Architecture, Development & Integration Summit Data Center Conference	March 20 – 22 March 28 – 30 March 30 – April 1 April 27 – 29 May 2 – 4 May 4 – 6 June 1 – 3 June 13 – 15 June 20 – 22 June 20 – 22 June 22 – 24 July 26 – 29 September 12 – 14 September 14 – 16 November 14 – 16 November 29 – December 1 December 5 – 8	Phoenix, AZ Los Angeles, CA Los Angeles, CA Baltimore, MD Los Angeles, CA Los Angeles, CA Scottsdale, AZ Orlando, FL San Diego, CA National Harbor, MD San Diego, CA San Diego, CA Orlando, FL Orlando, FL San Diego, CA Las Vegas, NV Las Vegas, NV
<b>EMEA</b>	Business Intelligence Summit Master Data Management Summit CIO Leadership Forum Business Process Management Summit Identity & Access Management Summit Customer Relationship Management Summit CIO Leadership Forum Enterprise Architecture Summit PPM & IT Governance Summit SOA & Application Development and Integration Summit Supply Chain Executive Conference Security & Risk Management Summit Portals, Content & Collaboration Summit Outsourcing & IT Services Summit IT Asset Management Summit Data Center & IT Operations Summit	January 31 – February 1 February 2 – 3 February 28 – March 1 March 7 – 8 March 9 – 10 March 14 – 15 April 4 – 6 May 9 – 10 June 13 – 14 June 15 – 16 September 14 – 15 September 19 – 20 September 21 – 22 September 26 – 27 September 28 – 29 November 28 – 29	London, U.K. London, U.K. Dubai, U.A.E London, U.K. London, U.K. London, U.K. London, U.K. London, U.K. London, U.K. London, U.K. London, U.K. London, U.K. London, U.K. London, U.K. London, U.K. London, U.K.
<b>Latin America</b>	Data Center Summit Outsourcing Summit Enterprise Integration Summit Enterprise Integration Summit The Future of IT Conference The Future of IT Conference The Future of IT Conference	April 5 – 6 June 7 – 8 June 15 – 16 August 15 – 17 September 20 – 21 October 4 – 6 October 11	Sao Paulo, Brazil Sao Paulo, Brazil Mexico City, Mexico Sao Paulo, Brazil Buenos Aires, Argentina Mexico City, Mexico Lima, Peru
<b>APAC</b>	Business Intelligence & Information Management Summit Infrastructure, Operations & Data Center Summit SOA & Application Development and Integration Summit Business Process Management Summit	February 22 – 23 March 15 – 16 August 9 – 10 August 9 – 10	Sydney, Australia Sydney, Australia Sydney, Australia Sydney, Australia
<b>Japan</b>	Security & Risk Management Summit IT Infrastructure, Operations & Management Summit Sourcing Summit Application & Architecture Summit Business Intelligence & Information Management Summit	April 19 April 28 – 29 May 30 – 31 June 30 – July 1 July 20	Tokyo, Japan Tokyo, Japan Tokyo, Japan Tokyo, Japan Tokyo, Japan

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