

# Gartner® SYMPOSIUM ITXPO® 2014

## THE WORLD'S MOST IMPORTANT GATHERING OF CIOs AND SENIOR IT EXECUTIVES

# Executive Summary Report

### 2014 Conference Theme: Driving Digital Business

#### Overview

The world's most important gathering of CIOs and senior IT executives, Gartner Symposium/ITxpo 2014 on the Gold Coast, Australia, had unprecedented demand this year and was one of most talked about and exciting conferences in its history. This conference is committed to guiding attendees on a journey toward achieving success in the digital world.

During four conference days, 1,500 attendees, including 477 CIOs, examined and explored the following:

- 200 sessions and 10 role-based tracks
- Industry Monday, which focused on 7 verticals
- Gartner analyst one-on-ones: 1,100 appointments took place
- 3 luminary keynotes
- 75 ITxpo exhibitors
- New session formats, including Espresso sessions
- Signature Series sessions: top attendee favorites, which cover trends and technologies
- The highly anticipated reveal of the 2015 CIO Agenda survey results

This Executive Summary Report focuses on event highlights and the three major crosscutting themes that helped shape the Gartner Symposium/ITxpo 2014 CIO Program agenda. Together, they offered attendees a clear path to digital empowerment and new ideas to help them lead and grow within their organizations.

### Defining digital business

Digital business creates new business designs by blurring the boundaries between the digital and physical worlds. Digital business promises to usher in an unprecedented convergence of people, business, and things that disrupts existing business models. With more than seven billion people and businesses, and at least 35 billion devices, communicating, transacting, and even negotiating with one another, a new world comes into being — the world of digital business. What are the characteristics of the digital business?

- 1. Things become major players.** Digital business is specifically focused on mediated interactions among business (including process and information), people and physical things as equal entities.
- 2. You must digitalize.** To be a digital business, an organization must be digitalizing its physical assets as well as its virtual assets, such as data and business processes.
- 3. Industries blend.** A digital business must include the connection or integration of assets (business, people and things) beyond IT and beyond the control of any one company.



## Driving Digital Business: Three crosscutting themes

### 1. Renovate the core

#### Retrofitting core IT functions to more fully align with the purposes and potential of digital business

Enterprise IT — infrastructure, applications such as ERP, information and sourcing — was built for the IT past and must be renovated to address the challenges and opportunities of the digital future. Changes should include moving to a more loosely coupled “postmodern ERP” paradigm, deploying public and private clouds, creating the information architecture and capabilities to exploit big data, and augmenting conventional sourcing with more innovation — including sourcing from, and partnering with, smaller and less mature enterprises.

The emergence of digital business will also require different metrics, approaches and outcome requirements to balance complexity with simplicity, which is the challenge for all transforming enterprises. Managing a portfolio of businesses, business capabilities or investments will be essential to delivering the digital business, bimodal IT and expected outcomes. More or less complexity is not the issue; knowing when to simplify and where to take risks is paramount.

#### Recommended resources

##### Research reports:\*

Leading in a Digital World: Gartner Symposium/ITxpo Highlights  
Future of EA 2025: Evolving From Enterprise to Ecosystem  
Seize the Moment: Driving Digital Business Into 2015  
Six Ways to Drive Cost and Value Optimization for IT Operations

##### [gartnernews.com:](#)

[Are CIOs Ready for Digital Business?](#)  
[How Emerging Trends Are Impacting Infrastructures and Operations](#)  
[Examining Cloud Maturity and Adoption in the Age of Digital Business](#)  
[Six Steps to Build a Successful Digital Business](#)

### 2. Exploit the new

#### Connecting innovation, transformation and market leadership to ensure digital business success

The pace of technology change will affect each enterprise differently, demanding that CIOs continually scan the marketplace to evaluate what will work for the enterprise now and in the future. To capture digital opportunities, CIOs need to deal with speed, innovation and uncertainty. Creation and governance of a two-speed capability within IT is essential to preserving the benefits of the past and creating future benefits. Solid IT and business governance will be crucial to success.

Also affecting the enterprise will be the macroeconomic, demographic and societal changes that react to and drive technology changes. Innovation, transformation and progress in technology are all ingredients to a larger outcome. Translating these IT “things” into business outcomes will require focused CIO effort in response to digital business opportunities, and this translation will become IT’s contribution to business value.

\* Access to research reports is limited to Gartner clients only.

## Recommended resources

### Research report:\*

The Digital Business Development Path

### [gartnernews.com](http://gartnernews.com):

[Build Your Blueprint for the Internet of Things](#)  
[How to Innovate With Bimodal IT](#)  
[How IT Succeeds in a Digital First World](#)  
[Five Cool Digital Business Technologies](#)

## 3. Provide and cultivate leadership

### Gaining the insight, support and strength to lead and deliver in the midst of disruptive change

As the larger enterprise changes, the nature and focus of CIO leadership styles will change as well. As external market changes require dynamic enterprises, the original mandate for CIOs in their current role may become redundant. Digital business necessities will require some CIOs to increase their influence and power, while others will cede theirs to CMOs, CDOs and CTOs. The agility of the enterprise depends on the CIOs' willingness to change and their ability to create the art out of influence, leadership and collaboration.

To exploit digital opportunities and ensure that the core of IT services is ready, there must be clear digital leadership, strategy and governance, requiring all business executives to become digitally savvy. To that end, clarifying the coverage and scope of digital leadership — and integrating it with enterprise IT leadership — should be high on every CIO's agenda in 2015. But individual digital leaders are not enough; all business leaders must become digital leaders.

## Recommended resources

### Research reports:\*

[Flipping to Digital Leadership: The 2015 CIO Agenda](#)  
[Using Paradoxes to Build Digital Business Leadership](#)  
[2015 Planning Guide for Professional Effectiveness: The Changing IT Job in a Digital Industrial Economy](#)

### [gartnernews.com](http://gartnernews.com):

[Why CIOs Must Flip Three Leadership Behaviors](#)  
[Who's on Your Digital Business Dream Team?](#)  
[Who's Got Talent on the Digital Frontier?](#)

\* Access to research reports is limited to Gartner clients only.





Peter Sondergaard (as drone hovers above)

## Gartner analyst opening keynote

[View session ▶](#)

In this year's opening keynote, Gartner builds on the platform of social, mobile, analytics and cloud with the rise of the digital business. Digital business is defined as the blending of virtual and physical worlds, changing how processes and industries work through the Internet of Things (IoT). Gartner estimates that enterprises will spend more than \$40 billion designing, implementing and operating IoT in 2014. This digital shift creates new businesses and can threaten many existing businesses. As a result, the typical IT budget is changing.

Today, Gartner estimates that 38% of total IT spending is outside of IT, with a disproportionate amount in digital, and by 2017, it will be over 50%. With greater buying power outside of IT and with a digital focus, the breakdown of spending will look more like 45% services, 25% personnel, 20% software and 10% hardware.

Shifting to the discussion of machines versus humans, Gartner is making several key predictions:

- By 2025, three out of 10 jobs will be converted to software, robots or smart machines.
- By 2018, digital business will require 50% fewer business process workers.
- Also by 2018, the total cost of ownership for business operations will be reduced by 30% through smart machines and industrialized services.

To balance the machinist view, we also introduced the Digital Humanist Manifesto, which puts human-centered design at the heart of solution delivery.

Lastly, the keynote covered other trends to watch in this new technology cycle, including the growing demand for digital talent, a shift in leadership skills, governance and vendor management as the vendor ecosystem broadens and customer experience and design moves to the center. However, this does not mean IT departments are abandoning core technologies. In fact, Gartner continues to stress bimodal IT. Mode 1 is traditional, emphasizing safety and accuracy. Mode 2 is nonsequential, emphasizing speed and agility.

## Luminary keynotes

This year's luminary keynotes brought fresh perspectives on innovation, transformation and leadership in the digital era from some of today's most important industry thought leaders.

**Andrew McAfee, Principal Research Scientist, Center for Digital Business, MIT Sloan School of Management and Fellow, Harvard Law School, Berkman Center for Internet and Society**

[View session ▶](#)

[The Second Machine Age](#)



Andrew McAfee

**Guy Kawasaki, Chief Evangelist of Canva**

[View session ▶](#)

[The Art of Innovation](#)

**Guy Kawasaki's Top 10 Tips for Innovation.**

Guy Kawasaki, Chief Evangelist at Canva and formerly of Apple, gave his top 10 tips on the Art of Innovation at Gartner Symposium/ITxpo 2014. In an entertaining talk in which he both poked fun at high tech and held the industry to high standards, Mr. Kawasaki shared personal stories and industry examples with the audience of CIOs and IT leaders.

In his first three tips, Mr. Kawasaki encouraged companies to make meaning versus money, create a three word mantra instead of a mission statement, and jump to the next curve when innovating beyond their current set of products and services.

1. Make meaning
2. Make a mantra
3. Jump to the next curve

"I believe companies should step back and not describe themselves based on what they do but the benefit they provide," he said. "The real action occurs on the next curve."

4. Roll the DICE
5. Don't worry, be crappy
6. Let 100 flowers blossom

Next, he discussed the need to create products that are deep, intelligent, complete, empowering, and elegant (DICE); not to worry if products aren't perfect before shipping them, and take into account how users actually use them versus your original intention for the product. "Let 100 flowers blossom," he told the audience, citing Chairman Mao Zedong. "You may be surprised how people use your product."

7. Polarize people
8. Churn, baby churn



Guy Kawasaki

"I believe companies should step back and not describe themselves based on what they do but the benefit they provide. The real action occurs on the next curve."

Guy Kawasaki

## Luminary keynotes (continued)

Mr. Kawasaki said that it's okay to create polarizing products. "These kinds of products create emotions. Some people will love it, some will hate it and that's okay." He added that the hardest thing to learn as an innovator is that you will encounter resistance that you must first ignore to move forward, and then take into consideration to improve your product. "Take innovation and churn it," he said.

9. Niche thyself

10. Perfect your pitch

Finally, he commented on the need for products and services to be unique and have value, summarizing his point #9 as "niche thyself." Then he told the audience, "You must perfect your pitch for both internal and external audiences." His advice included keeping presentations to 10 slides, in 20 minutes, with 30 point type size. For a bonus point Mr. Kawasaki told the audience to ignore the "bozos" noting both misguided statements by industry gurus and his own misstep many years ago when he couldn't see beyond the PC era to the Internet curve. If listening to these statements keep you from trying he said, "you'll never know if you will succeed."



Lewis Pugh

### Lewis Pugh, Ocean Advocate, Maritime Lawyer and Pioneer Swimmer

#### Achieving his Impossible

We know about people who ski to the North Pole, but what about someone who has swum across the North Pole? In 2007, pioneer swimmer Lewis Pugh changed from snowsuit to swimsuit, dove into minus 1.7°C water, and swam one kilometre in 19 minutes — in conditions that would have most of us looking for hot chocolate in front of a warm fire. Want to know why?

Lewis is the only person to have completed a long distance swim in every ocean of the world. To date he has pioneered more swims around famous landmarks than any other swimmer in history. Each of these seemingly impossible feats was done to raise awareness about the vulnerability of our oceans and their importance to humanity. And he's not finished yet.

Some memorable quotes from Lewis Pugh's keynote:

"If you want to swim across the English Channel from England to France — you have to leave your doubt on the beach in England."

"If you choose the right team members, you don't have to lead them. You only need to point them in the right direction"

"Wherever we damage the environment, conflict ensues. We have had enough conflict; now is the time for peace."

"If you choose the right team members, you don't have to lead them. You only need to point them in the right direction."

"If you see injustice, do not wait for leaders. Stand up — alone if you have to. Your courage will inspire others."

"If we pass on an unsustainable environment to our children we have failed them."

"Everywhere water is under threat. It is our most precious resource. And there is no alternative to it."

"We only ever protect that which we truly love."

Keep up to date or connect with Lewis via his website <http://lewispugh.com/>

"The impossible is what nobody can do, until someone does it."

Lewis Pugh

## The CIO Program

### CIO Program highlights

This year's CIO Program agenda focused on the rapid and fundamental change in IT leadership — helping attendees to redefine the CIO role in the face of digital forces, which must be understood, embraced and leveraged to move the enterprise forward. CIO Program attendees were urged to look for ways to amplify their role and help key decision makers in the enterprise “get” the possibilities of digital business. CIOs were challenged to take a leadership role in helping their organizations change their view of what's possible — and inevitable — in the digital business future.

### 2015 CIO Agenda survey results

#### Why CIOs must flip three leadership behaviors

According to the 2,800 CIOs surveyed in the 2015 Gartner CIO Agenda Report released at Gartner Symposium/ITxpo 2014 on the Gold Coast, the overwhelming majority of this year's CIO respondents (89%) agree that the digital world engenders new, vastly different and higher levels of risk, and 69% acknowledge that agility is increasingly important relative to risk management.

To guide CIOs in this third era of “digital now, digital first” reality, **Graham Waller**, author of the 2015 Gartner CIO Agenda Report, revealed three striking imperatives for CIOs to “flip” their digital leadership behaviors.



#### Flip 1: From “legacy first” to “digital first”

To succeed in a digital world, enterprises must escape the inertia and “bad complexity” of a structured, legacy perspective, and focus on the future by starting from a digital perspective and working backward. This includes moving from backward reporting to forward-looking predictive analytics, combined with data-led experimentation. Digital business success requires starting with a digital information and technology mindset, and working backward.

For example, at Volvo Cars, a cross-functional innovation board brainstorms how digital can solve everyday problems through connected cars. In a video interview shown on stage, Klas Bendrik, Vice President and Group CIO at Volvo, discussed the great failure rate of online delivery companies. Volvo's solution? To create a temporary digital key for retail deliverers to place a customer's order directly into the trunk of his or her Volvo car. The pilot for Roam Delivery uses digital to solve the customer's inconvenience of how and where to receive everyday online deliveries.



### Flip 2: From what's visible to what's valuable

Digital business success requires building platforms that may not immediately generate ROI but that can deal with rapid change and uncertainty and manage value dynamically. In addition, CIOs should categorize investments as fearful, to keep the business running; fact-based, to extend within the organization's business model; and faith-based with management capable of dealing with them. Value is not created by reducing the cost of IT per dollar of revenue, but by increasing revenue per dollar of IT cost, which equals IT productivity.

Volvo's Bendrik understands the long-term digital value opportunities. He has formed an innovation team to "drive IT in Volvo cars" and inspires his team. "Up until a few years ago," he said, "the attitude was, if you don't do anything, you can't do anything wrong." Now, he encourages the entire IT team to step up and contribute to innovation.



### Flip 3: From control leadership to visionary leadership

Command-and-control leadership does not suit the digital world. Digital leadership is almost always about vision and inspiration. Education and inspiration are central tasks for CIOs determined to be digital leaders. CIOs recognize this: 75% plan to change their leadership style in the next three years, most commonly by amplifying their vision (47%) while reducing their command and control (65%). At Volvo, CIO Bendrik tries to model customer-centric behavior and reserves time in management meetings to discuss broader megatrends.

In addition to partnering with the most important business stakeholders, and developing a shared understanding of digitalization and what it means to the business, CIOs need to increase the digital savvy of their enterprises. In essence, CIOs and other leaders need to lead a digital cultural revolution across their businesses, possibly their ecosystems.

## CIO Program keynotes

CIO-exclusive luncheon speakers offered a fresh perspective on leadership, collaboration and other CIO-focused topics.

### Dr Jason Fox, Motivation Design Expert

[View session ▶](#)

#### Make Clever Happen

So how do you motivate people to do great work? Essentially, how do we make clever happen?

The world is changing fast, the future of work requires a different way of thinking with much more collaboration and creativity. We require a different toolset if we want to sustain, build and amplify motivation.

How do we sustain great motivation for the future of create great work? The current tools we have are not cut to the job. How do we close the gap from where we are to where we want to be?

Management instructions are going to have to become flatter and less hierarchical with more reliance of self driven, autonomous work, particularly for people who work more remotely.

If you want to fix motivation, you have to fix the work. You design the work to be inherently motivating. This is what is called 'motivation design'.

Design the parameters to sustain great effort and excellence. One of the key groups of people who really get it are game designers. Take the best elements of this and apply them to real world projects.

No. 1 motivator is a 'Clear sense of progress'. The more visibility people can get around progress, the more motivated people are. The lower the latency between effort and feedback, if you can see how your stuff is contributing to something bigger than yourself, you are more likely to keep at it.

Combine this with the goals, rules and feedback of game design and our modern understanding of motivation — mastery, autonomy and purpose — we can then design work that is going to unlock epic motivation and progress and help us build the future of work.

### Mark Jeffries

#### Communication Techniques to Build Trust and Success

Executive communication expert Mark Jeffries talked about the art of business influence.

Jeffries believes there are three main assumptions that influence how people communicate.

##### 1. We're all in sales.

"Every day, people watch us and decide whether to buy our programs, buy our vision, even buy us or not. Whether we want to believe it or not, we are all in sales."

##### 2. The rule of the finely balanced scales.

"When we meet people, we start with a neutral scale. If they like what you're saying, the scale tilt in your favor. If they don't like what you're saying, the scale goes down. Nobody wants to be on the negative side. However, it's not that difficult to tip the scales in your favor."



Dr Jason Fox



Mark Jeffries

“Communication excellence leads to increased connections, trust and success. The best news of all is that we don’t have to do much to tilt the scales of perception in our favor — we just need to know how.”

Mark Jeffries

Jeffries told a story about a law firm that he works with.

“I’m probably one of the few people in the world to get paid by lawyers. They take ninety days but they do eventually pay,” he quipped.

The firm won a contract with a company for \$750,000 but had no idea what won them the business. Jeffries suggested they call the company and ask why they won.

“The company told them that all lawyers look exactly the same to them. They dress the same, the quote the same prices, and even deliver the same work. But when this particular law firm went in, they started chatting about baseball and the New York Knicks. The CEO just happened to be a big Knicks fan. When it came time to choose a firm, the execs sat around the table trying to decide which one to pick. In the end, the CEO said to choose the one who talked about baseball. They won a three quarter of a million dollar contract because of baseball.”

### **3. The rule of payback, or reciprocity.**

“Always go above and beyond because people will remember when you did the good things. People like to feel appreciated. They like the thank you.”

Another major impact on communication is what Jeffries calls the Square of Influence.

“I call it L-WAR. Listen, watch, anticipate and respond — in that order. Too many people do it the wrong way. They start with the R and not the L.”

Jeffries believes one of the major causes of name amnesia, where you forget someone’s name seconds after them introducing themselves, is because we’re too busy telling them our name.

“We’re not listening to them because we’re already responding.”

Steven Covey, the author of *The 7 Habits of Highly Effective People* said people don’t listen with intention to understand but to reply.

“When you listen, things change.”

When a passenger on a South West Airlines flight tweeted his complaints about the plane being delayed, South West didn’t just ignore his complaint. They met him at his destination and gave him two free tickets to anywhere in the network.

“You can bet his next tweet was a lot more positive.”

The next step is watching.

“Andre Agassi once spoke about the time when he was always being beaten by Boris Becker. He and his trainer spent hours watching videos of Andre’s playing style, trying to figure out what he was doing wrong. It wasn’t until he switched to watching Boris that he finally figured it out. When Boris served, if his tongue went to the left, he would serve left. If his tongue went to the right, he served right. By simply paying attention and watching, Andre was able to finally beat Boris in tennis.”

Jeffries says people are always revealing things about themselves; that their actions can tell us what they’re thinking or feeling.

“But you have to actually pay attention to see it.”

Anticipation is the logical progression from watching.

“When you truly anticipate, you know what people want to hear before you even say it. It’s not about your objectives but their anticipation.”

The ability to influence people within our networks is simple.

“Listen, watch, anticipate and only then, when you have done those things, can you respond.”

## Industry coverage at Symposium/ITxpo

In-depth industry sessions began on Monday with a dedicated day and a panel interview keynote to kick off the week. These sessions offered targeted research and best practices, spanning the following industry sectors:

Financial Services

Manufacturing

Education

Retail

Government & Public Sector

Energy & Utilities

Healthcare



## Signature Series



### Top 10 Strategic Predictions: Digital Business Is Driving Big Change

As a Signature Series session, the top 2015 strategic predictions were announced by Nick Jones, VP Distinguished Analyst; they indicate that computer-based machines are now being used to create an ever-expanding variety of experiences that extend human endeavors.

By 2018, digital business will require 50% fewer business process workers and 500% more key digital business jobs, compared with traditional models.

By 2017, a significant disruptive digital business will be launched that was conceived by a computer algorithm.

By 2018, the total cost of ownership for business operations will be reduced by 30% through smart machines and industrialized services.



By 2020, developed-world life expectancy will increase by 0.5 years, due to widespread adoption of wireless health monitoring technology.

By year-end 2016, more than \$2 billion in online shopping will be performed exclusively by mobile digital assistants.

By 2017, 70% of successful digital business models will rely on deliberately unstable processes designed to shift as customers' needs shift.

By 2017, 50% of consumer product investments will be redirected to customer experience innovations.

By 2017, nearly 20% of durable goods "e-tailers" will use 3D printing to create personalized aaproduct offerings.

By 2020, retail businesses that use targeted messaging in combination with internal positioning systems will see a 5% increase in sales.

## New! Espresso sessions

These 30-minute sessions were provocative, edgy and interactive and were a popular addition to the session lineup. Here are a sample of the types of topics that were discussed:

Internet of Things: When Things Become Customers

IT Power Shift

How Gamification Takes Motivation to the Next Level

The Imminent Revolution in Information Security

The Digital Age Demands Different Leadership

The Next Digital Disruption Will Be the Human Brain: Is Your Organization Ready for Neurobusiness?

Gartner  
**Espresso**  
SESSIONS

## Gartner analyst closing keynote summary

Andy Rowsell-Jones, Vice President and Conference Chair

[View session ▶](#)

As Andy Rowsell-Jones kicked off the closing keynote, he made sure everyone knew the meaning of digital business and that new business designs are merging the virtual and physical worlds. He pointed out that there are enormous opportunities by instrumenting the physical world and cited the following statistics:

- The Internet of Things will enable 30 billion sensors to be installed by 2020.
- It will add \$1.9 trillion in economic value-add, worldwide.
- It will introduce new markets, totaling \$300 billion by 2020.

Also, Rowsell-Jones recited a phrase that was a theme throughout the week, which was: “Every business unit is a technology startup.” Essentially, the new startups exist in your own organization, and in order to get bimodal, you need to look to partner with business units or incubate your own digital startup.



Andy Rowsell-Jones reviews the key takeaways of the week.

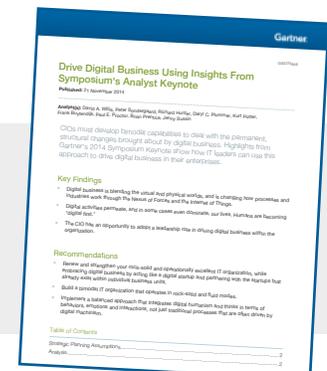
### Digital Humanist Manifesto:

- Put people at the center
- Embrace unpredictability
- Respect personal space

### Complimentary Research Note:

Drive Digital Business Using Insights From Symposium's Analyst Keynote

[Download now ▶](#)



## A special “thank you” to our sponsors

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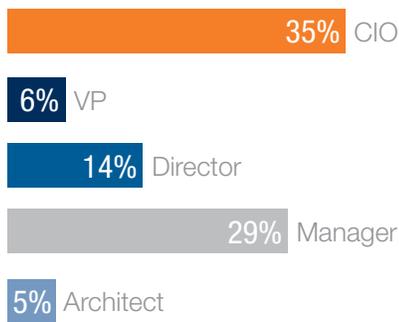
## Gartner Symposium/ITxpo by the numbers

1,500 total attendees  
 477 CIOs  
 92 Sym Club members  
 50 Gartner analysts  
 75 solution providers

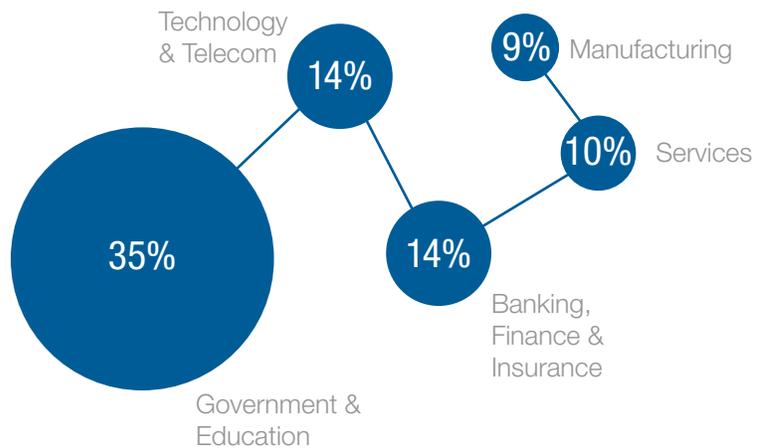
1,000 organizations  
 200 sessions  
 1,100 Gartner analyst one-on-one meetings  
 1,600 people sent out more than 4,200 tweets  
 #GartnerSYM was one of the top 10 trending Twitter feeds

## Snapshot of attendees

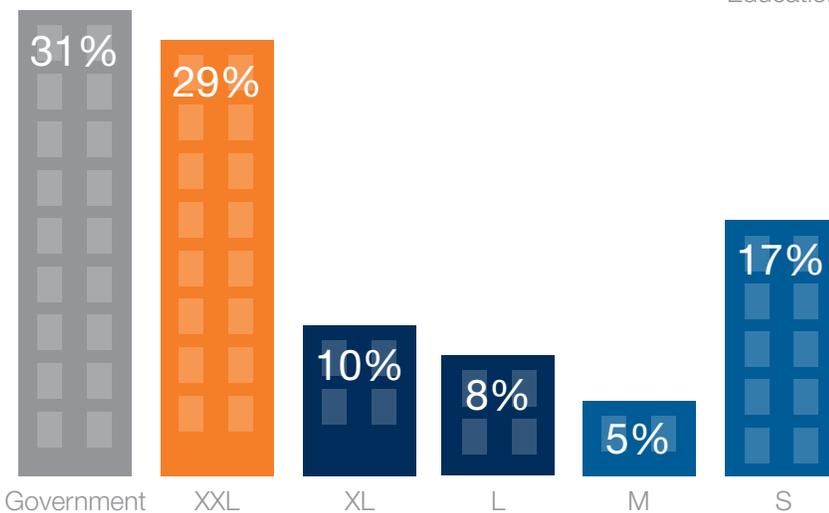
### Top 5 job titles



### Top 5 industry sectors



### Company size



## Your post-event resources

### Digital business news

From the rise of the “business moment” to the new wave of talent that makes a digital business thrive, our robust online library of digitally focused research, reports and news offers a fascinating look at digital business trends, forecasts and success stories.

[gartnernews.com](http://gartnernews.com)



Connect all year round with the Gartner Symposium/ITxpo community on:



### Missed any sessions? View for up to one year, post-event, with Gartner Events On Demand.

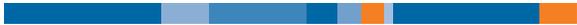
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### Gartner Australia/New Zealand Events 2015

For the most up-to-date list of Gartner events, visit [gartner.com/events](http://gartner.com/events)

#### Business Intelligence, Analytics & Information Management Summit

23 – 24 February | Sydney, Australia | [gartner.com/ap/bi](http://gartner.com/ap/bi)

#### IT Infrastructure, Operations & Data Center Summit

18 – 19 May | Sydney, Australia | [gartner.com/ap/datacenter](http://gartner.com/ap/datacenter)

#### Business Process Management Summit

1 – 2 June | Sydney, Australia | [gartner.com/ap/bpm](http://gartner.com/ap/bpm)

#### Application Architecture, Development & Integration Summit

20 – 21 July | Sydney, Australia | [gartner.com/ap/aadi](http://gartner.com/ap/aadi)

#### Security & Risk Management Summit

24 – 25 August | Sydney, Australia | [gartner.com/ap/security](http://gartner.com/ap/security)

#### Gartner Symposium/ITxpo 2015 around the globe:

19 – 21 May, Dubai, UAE

19 – 22 October, São Paulo, Brazil

28 – 30 September, Cape Town, South Africa

26 – 29 October, Gold Coast, Australia

4 – 8 October, Orlando, FL

2 – 5 November, Goa, India

14 – 16 October, Tokyo, Japan

8 – 12 November, Barcelona, Spain

