

## Focus. Connect. Lead.

# Conference Summary Report: CIO

The theme of this year's Gartner Symposium/ITxpo was **Focus. Connect. Lead.** A nexus of four disruptive technologies — social, mobile, cloud and information — is revolutionizing business, changing the enterprise ecosystem and placing greater demands on decision makers to drive value and deliver positive business outcomes. More than ever, IT leaders must acquire a new ability to **focus** on the issues that matter, **connect** people and ideas and **lead** with creativity and confidence.



### Contents

Message from the track manager	2
Audience highlights	3
Key take-aways	3
Things to watch out for	4
What attendees asked about	5
Mark your calendar	6
Sponsors	7
Gartner CIO Leadership Forum	8

This summary report takes a high-level view of how attendees of the 2012 CIO Program can develop strategic new ways to enable value through IT automation, integration and operation, and fully leverage technology to amplify enterprise strategy, enhance the customer experience, elevate big data intelligence and operational capabilities, and change the way their enterprise engages stakeholders. We have highlighted critical take-aways and hot-topic areas that should be on your radar in the coming months, and have provided a brief summary of the key concerns related to CIOs that attendees raised on-site.



**Mark P. McDonald**  
Group Vice President  
and Gartner Fellow

### Role-based conference summary reports coming soon!

In addition to these CIO Program track highlights, we've created a **Gartner Symposium/ITxpo 2012 conference overview**, plus specific IT role-based and industry-focused summary reports that will be posted on [gartner.com/us/symposium](http://gartner.com/us/symposium) shortly:

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## Message from CIO Program Track Manager Mark P. McDonald

CIOs need to re-imagine IT internally as well as change the way they manage, model and work with technology. That will require them to take action on the three imperatives that not only were the theme of Gartner Symposium/ITxpo 2012 — focus, connect and lead — but also are the path to success.

**Focus on the future.** Customers represent the singular focus for technology as it bridges the gap between revenue growth and cost cutting. It takes courage for CIOs to be customer-focused, particularly as the scope of customer experience is expanding. CIOs should recognize that decisions regarding customers and markets are a significant driver of IT cost structures. This year's CIO Program examined how to create focus by applying new tools for setting strategy, identifying critical technologies and understanding the actions and decisions that might detract from performance.

**Connections create new capability.** Each of the nexus technologies is worth less on its own — and worth the world when connected. However, mobile, big data, analytics, social and cloud can create a dilemma for CIOs, because short-term decisions about them may lead to the wrong long-term results. One of the critical connections to consider is your approach to digital technology where digital combination is more powerful than digital substitution. Connections will turn IT infrastructures into digital platforms, incorporating intent, information and innovation to deliver contextual, concurrent and comprehensive value.

**Change requires leadership.** Technology is going public, becoming readily available and easily accessible. This, in turn, is changing the nature of IT, of the IT organization and of IT value. The role of the CIO as leader has never been more important than in this time of structural change and transition. What's more, CIO leadership is being challenged by shadow IT, consumerization and the increased involvement of marketing in making technology decisions. This all requires making IT lean and more agile.

All of these issues and more were at the heart of this year's CIO Program, where we addressed the need for every CIO to meet the new demands of IT leadership — a crucial requirement not only for fulfilling the promise of technology and innovation, but also for defining the future of technology in the enterprise.



## Audience highlights

**2,300+ CIOs** **500+ sessions**  
**8,500+ total attendees**  
295 solution providers **944 Sym Club members**  
(attended three or more consecutive years)  
**3,500+ organizations**  
**180 Gartner analysts**

“This is my first Gartner event, and I’ve found it to be one of the most informative IT conferences I have ever attended. I will definitely return. The CIO track is wonderful.”

K. Keiser, CIO, Ohio Hospital Association

## Key take-aways

### Technology is breaking out of the IT box

Technology is bigger than IT; it is more personal, pervasive, complex and innovative than ever before. That means CIOs need to change the way they work and what they work on. After a decade of devaluing CIO IT budgets, the interest and investment curve is starting to shift significantly, in terms of investing not necessarily in IT organizations but in technology-intensive capabilities.

### How CIOs can use technology to support growth

In the recent past, the primary question CIOs had to answer was “How do we manage the cost of IT?” CIOs now face a future with a fundamentally different question: “How will technology support growth that is top-line — net new growth that captures greater market share?” The answer lies in implementing amplifying technologies that can transform the customer experience, digitally disrupt the competition and create new sources of customer value and company revenue.

## Missed a session or want to see those “aha” moments again?



All full-conference attendees receive free online streaming of available sessions from the event for one year! High-quality recordings feature synchronized video, audio and slides.

Visit [gartnereventsondemand.com](http://gartnereventsondemand.com) for more information.



## Key take-aways

### How CIOs can use technology to support growth (continued)

Keep in mind that IT solutions like ERP or CRM automate the enterprise with a focus on consolidation and cost. But technologies such as mobile, social, big data and cloud are fundamentally different than IT. These technologies amplify performance and strategy, and help create a digital edge for the business.

#### 2012 = 1997

In many ways, the nexus technologies — mobile, big data, analytics, social and cloud — present IT with the same set of choices it faced in 1997. Back then, IT was preoccupied with Y2K and allowed marketing to lead important Web initiatives, just like today. But do we want history to repeat itself? We are completing a wave of consolidation and cost cutting that raises the question: What comes next?

#### The front-office CIO

Becoming a “front-office” CIO doesn’t mean CIOs or IT should be “more like the business.” Businesses excel when they bring all the assets into the front office — sales, marketing, product development and technology — to bear in the market strategically.

Front-office CIOs need to understand the dynamics among all roles, and amplify the part IT plays as a strategic enterprise asset that differentiates and amplifies the enterprise.

## Things to watch out for

### Digital marketing right now is small but growing

Digital technology presents a significant transformative force for growth, value and success. Its potential is greater than back in the early days of the Internet. But right now, many CIOs are viewing digital initiatives as transitory marketing projects rather than enterprise-transforming programs. The danger is that they may be positioning themselves to follow the same playbook as they did with e-commerce. CIOs are seeking to understand digital technology technically, operationally and in the context of their current IT strategies and plans. However, they should consider substituting study and analysis for action. Action is what marketing people are taking right now as they try new things, capture attention and focus energy.



“This conference has opened my eyes to the consumerization of IT. I now need to adapt our company to this new challenge.”

G. Oglesby, CIO, Acclivity  
Healthcare



## Things to watch out for

### Legacy

CIOs should keep a close eye on both the cloud service provider and outsourcing markets, in that they will be part of the solution to IT's dilemma of what to do about legacy.

### Transforming the infrastructure for some of the right reasons

Simplification, consolidation and cost remain a focus of the CIO agenda and CIO strategies. Cost, compliance, risk and security drive this focus as organizations condense their traditional IT footprint to reduce their exposure. This is not only a valid and prudent step, but also part of the right strategy for digitalizing the business and moving the enterprise from an IT infrastructure to a technology platform.

## What attendees asked about

### Social

There was a renewed interest in social and collaboration technologies as organizations are moving beyond social media strategies based on marketing.

### Digital technology

CIOs had a stronger internal focus regarding digital technology as opposed to how technology transforms the business. CIO questions and discussions concentrated on understanding the nature and dimensions of digital technologies and what they mean to IT, the infrastructure and operations. There was less of a focus on applying these technologies to create value and revenue.





## Mark your calendar

**Register now and lock in at 2012 rates — registration rates increase beginning January 1, 2013.**

### Help shape Gartner Symposium/ITxpo 2013

Planning for Symposium/ITxpo 2013 is already under way, and your input is critical. If there is something you'd like to share with us regarding any aspect of the event — an idea or suggestion that may have occurred to you since you completed your evaluation form — please email [symposium@eventgartner.com](mailto:symposium@eventgartner.com).

Thank you for your feedback, and we look forward to seeing you again next year at a global Gartner Symposium/ITxpo 2013 event:

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



**Dubai, UAE**  
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*New location!*



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**Orlando, Florida**  
October 6 – 10  
*Takes place two weeks earlier next year!*



**Tokyo, Japan**  
October 16 – 18



**Goa, India**  
October 21 – 23



**Gold Coast, Australia**  
October 28 – 31



**São Paulo, Brazil**  
November 4 – 6



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November 11 – 14

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## The Digital Enterprise and Beyond

Information and technology are at the forefront of changing business demands, requiring CIOs to evolve how they lead IT. Gartner CIO Leadership Forum 2013 focuses on the future digital leadership requirements by covering what CIOs need to:

**Do new:** Create value using new technologies

**Undo:** End obsolete practices, organizational structures, roles and legacy limitations

**Redo:** Refresh management approaches to drive excellence in information and technology

**Not do:** Follow the pack, continue to make best-practice mistakes, attend to false signals and surf dead-end trends

**Due to the exclusivity of this event, attendees must be preapproved to register.**

**Visit [gartner.com/us/cio](http://gartner.com/us/cio) for more information.**

\*Register now and lock in 2012 rates — registration rates increase beginning January 1, 2013.

### Conference Chairs



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