Executive Summary Report

Lead 360: Drive digital to the core

Overview

CIOs and IT leaders are building the future, changing not only the way people do business, but the way people live in a digital world. There’s tremendous opportunity — and tremendous pressure to get it right. Gartner Symposium/ITxpo 2016 focused on the insights and strategies you need to succeed now and in the future.

Throughout the conference, attendees learned from leaders in diverse fields and from one another how to drive digital to the core. We heard how organizations of all sizes and regions are meeting the challenges of competing in a rapidly changing digital society. We challenged you to lead 360 — to become a panoramic thinker, see what’s happening all around you, be open to new ideas and seek innovation everywhere. The following summary presents key content to help you lead 360 throughout the coming year.

See inside for:

Letter from the conference chair
Summary of welcome and opening analysts keynote
2017 Gartner CIO Survey Agenda synopsis
Mastermind keynotes
CIO Experience luncheon keynotes
Signature Series spotlight
CIO Stories highlights
Industry Sunday coverage
Attendee profile
Additional Gartner resources, articles and videos
Lead 360
Drive digital to the core
Thank you, from the conference chair

Gartner Symposium/ITxpo 2016 was one of the most successful events we’ve ever put on. Why? Because of you. This conference brought together thousands of CIOs and IT leaders to share a dynamic, rewarding experience — learning from one another, challenging one another, and inspiring one another to succeed in a fast-paced digital world.

With all of the emergent digital technologies driving changes in business, no one can do it alone. At Gartner, we stand with you as you navigate the many challenges ahead. For Gartner Symposium/ITxpo 2016, our goal was to create an engaging, fulfilling experience designed to help you face the future with new ideas, new strategies and new partnerships. We hope you enjoyed your time with us and found it to be of value.

We at Gartner are dedicated to providing you with the knowledge and insights you need to succeed in business — and in life. We wish you continued success and look forward to seeing you again in 2017.

Sincerely,

Ed Thompson
Vice President and Distinguished Analyst, Gartner Research
Leading in a digital world

Gene Hall, CEO at Gartner, welcomed attendees to this year’s conference by asserting that technology — in its many forms — is affecting virtually every aspect of our society. CIOs have a great deal resting on their shoulders as they build the digital platforms that will power not just their organizations, but society itself.

Peter Sondergaard, Senior Vice President at Gartner Research, opened the keynote with this observation, “The digital world around us is in a permanent state of upgrade…. The power of customers is upgrading, competition is upgrading…. Just to keep up, systems, products and services have to continually upgrade. But you can do more than cope, more than manage…. You can lead and build a brighter civilization.”

Mr. Sondergaard, together with Mark Raskino, Vice President and Gartner Fellow, and Don Scheibenreif, Vice President and Distinguished Analyst, explored three key areas where leaders can upgrade and adapt their organizations for the new digital world.

First, Mr. Sondergaard examined the concept of building a digital platform. Later, analysts Raskino and Scheibenreif dove deeper into concepts of leadership and business contributions. Attendees learned how other companies are facing the challenges of digital and implementing digital strategies to increase productivity, efficiency and profit.

An artificial intelligence (AI) interaction with “Amelia” demonstrated the power of AI and illustrated how new digital technologies are changing how we live.

To conclude, Mr. Sondergaard reiterated the message that it’s up to CIOs to build the future. “CIOs will participate in the building of the new digital platform with intelligence at the center. That platform will enable ecosystems, connecting businesses and collapsing industries — changing society itself, the way people live.”

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Your digital platform
1. Treat IT investments as assets.
2. Build the new digital platform.

Your leadership
1. Develop your roadmap.
2. Embrace bimodal.
3. Create cognitive diversity.

Your business contribution
1. Realize ecosystem potential.
2. Lead or partner or both.
3. Digital giants: Friend or foe?

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Recommended reading

Building Platforms for a Digital Society: Key Insights From the 2016 Gartner Symposium/ITxpo Keynote
CIOs Will Build the New Civilization Infrastructure
Find Your Place in a Digital Ecosystem
Ecosystems Drive Digital Growth
Lead With a Bimodal Mindset

* The Gartner Events On Demand multimedia content is included in the conference fee. It includes all sessions recorded at Gartner Symposium/ITxpo in Orlando, synchronized to the video recordings from the Gartner analyst sessions, keynotes and several solution providers. This content is searchable and includes transcription.
Gartner defines digital ecosystem as an interdependent group of actors (enterprises, people, things) sharing standardized digital platforms to achieve a mutually beneficial purpose.

The 2017 Gartner CIO Agenda Survey of 2,598 CIO respondents in 93 countries, revealed that one of the differentiating factors of a high-performance digital business is participation in a digital ecosystem. According to the survey, top performers are expected to double their ecosystems in the next two years.

In his session, Andy Rowsell-Jones, Vice President at Gartner Research, shared examples of leading organizations that are adopting the digital ecosystem to enhance market (or citizen) access, and drive more rapid innovation and greater productivity growth.

The shift to digital ecosystem readiness is both an opportunity and a challenge for CIOs. Many will need to shift their enterprise from a linear-value-chain business, trading with well-known partners and adding value in steps, to being part of a faster and more multidimensional network. This transition will involve preparation in three areas: technology, organization and leadership.
The move to be digital is inevitable. GE shared their digital journey to transform into a digital company as well as an industrial company — using the concept of the digital twin. Identifying the need for something scalable and also robust for their industry, asking questions like whether data should be stored in the cloud and the security risks involved with that — GE embarked on a journey to create something for themselves.

Looking at 1) how to digitalise their industry, 2) use digital to improve productivity for their business and customers, and 3) creating an open operating system, GE broadened their horizons across industries with a new ecosystem.

GE’s digital transformation journey was a process of merging and working with governments and other companies. Identifying culture as a key component in this, Mr. Hutchinson said: “The challenge was how do you merge the two and get the best of both worlds to ensure you are the next generation of a cutting edge organisation?”

**KEY TAKEAWAYS**

- CEOs have to lead from the front; if you are not all in, you will fail.
- CIOs need to step up and take a leadership role, make a difference and lead your business into digital transformation. If you don’t, you put your organisation at risk.
- Change the culture from the top. Get everyone on board. If you are not on board, either jump on board or jump ship.
- Bring people in from the outside. It all moves so fast, there is no time to train internally.
- Teach the leadership team what digital is all about and then they go out and filter that down from their head office where it all began. It’s a two way street and people sometimes forget that.

“When we went through this digital journey we realised we have to partner to ensure success of the digitalisation of our business. We opened up our ecosystem to our frenemies.”

“This is the biggest change we are going through as an industry. We don’t know where we are going, how long it is going to take but we need the courage to take risks and go in the direction in which the world is changing. Start your digital transformation today and move your business forward into a digital world.”

When you try to do disruptive innovation in any large organisation, the immune system will come and attack you. All organisations are built to resist change and withstand risk. How do you deal with that? Where will this world go in this increased pace of change? As a result of accelerating change, a new breed of businesses is scaling 10 times faster than established organizational structures — exponential organizations. Mr Ismail explains how all of our education, training and intuition about the world teaches us linear extrapolation. We draw a line as to where things were and think about where they will go, but the world is operating on an information based exponential doubling pattern. Our brains cognitively do not spot exponential change very well. In 2010, a billion people were online. In November 2016, 50% of global population - 3.7 billion people are now online. By the end of the decade there will be 6 billion people online with a device. We think we’re 30-40 years into the information revolution but we’re only just starting. When you digitise something it becomes highly disruptive, and we have disruption ahead of us.

“We are digitising the worldly very rapidly. Our memories aren’t in our heads now - they are in our smart phones. All of our relationships are now digital as opposed to analogue.”
No matter what happens, there is a force more powerful, deeper, longer term and something that can’t be stopped - the power of connectivity.

Demonstrating a ‘functional’ map of the world – a map showing what humans have added to the world - infrastructure forms an exoskeleton bolted on to the body of the planet for decades. The addition of highways, pipelines, electricity grids, internet cables, shows all of humanity being linked together and its undeniable ongoing acceleration. This functional map also details what the deficits are – the opportunities to spread connectivity. By many estimates, more than $4 trillion dollars are spent a year on various categories of infrastructure. However, this isn’t nearly enough as there is still a $3 trillion shortfall annually.

When looking at a global strategy, Mr. Khanna suggests to go to the most densely concentrated areas of humanity in the world. In some countries, like Indonesia or the Philippines, one city represents the vast majority of the entire economy, highlighting that this is where more investment needs to go. Populations that are not connected, are not going to be high growth markets. A billion connected people make a market. Not a billion unconnected people.

KEY TAKEAWAYS TO LEGACY COMPANIES
• Update your leadership that this is happening
• Invest/Partner with adjacent exponential organisations (ExOs)
• Leverage or expose data
• Hire a ‘Black Ops’ team
• Set up a Google[X] equivalent

Connectography: Mapping the Future of Global Civilization
Parag Khanna, Leading Global Strategist, World Traveler, and Best-Selling Author

Touching on ‘metanational businesses’ (a truly stateless business), Mr. Khanna states that in order to be ‘local’ everywhere, through expansion, a business should consider:
• Taxes — using tax arbitrage opportunities
• Technology — maximising cloud tech and services
• Talent — searching through a global talent pool
• Scale — affordability and adaptation account for growth.

Advising that the world population is not going to grow much more, he believes the world population will have reached its maximum and begin to decline in about 10-15 years from now with urbanisation being a strong contributing factor.

KEY TAKEAWAYS
• Connectivity is the most revolutionary force of our time.
• Look at where humanity is for opportunities.
• By not making the world more productive and connected, we the world economy is not going to grow at the rates that we want and need it to.
With reliance on BIG data to understand customers, Mr. Lindstrom outlined the opportunities of ‘small data’ to completely change the way businesses are built and run around customers.

He explained “It is now our job to gather insights in ‘small data’ and pay attention to what people like/don’t like and what they need or don’t really want. You should look to drive the behaviour in a subtle manner around the consumer and the clues they leave you.”

Suggesting that B2B and B2C no longer exist, Mr. Lindstrom advises to look at the human being.

The most accurate brand strategy depends on both the logic of big data and human small data. Encouraging a “compulsive curator of clues” attitude, he advises to actively seek the clues your customers leave you. 70% of people type in a certain manner based on how they are feeling. This is a clue missed by many on a daily basis. AmEx determined that people who sit with a cushion on their chair are more likely to pay their credit on time. Little clues.

20ml of blood gets you the same result (in most cases) as a full body scan to tell whether you are healthy. Use small data to look at the health of your brand.

**KEY TAKEAWAYS**

- Don’t outsource your customer insights.
- Observe small behaviours then try to understand them.
- Often when you are directly looking for the possibility you can’t see the hypothesis for change. Step away to small data.
Work will never be the same for us and our children. So, what will it be like? Walking through the forces that are fundamentally reshaping our idea about work, Dr. Gratton talked about the future of work and why and how organizations can adapt to engage best global talent.

When the virtual world was built, it was expected that people would look to work from exotic parts of the world. Instead, they gathered where their specific set of skills would be most valuable. For example, Silicon Valley hosts those skilled in start-up business and technology. Work is becoming more specialized. Dr. Gratton describes a phenomena called ‘hollowing out of work’ where middle skilled jobs are disappearing at an alarming rate. Some of them are going to robotics. Secretaries are getting replaced by AI and machine learning, which is only going to increase. Two things are left — highly specialized work and low cost work.

Life expectancy increases two years every decade. We are not just living longer — we are living healthier. It’s about being young for longer. 70 is the new 50.

What should you be thinking about?

• Prepare for a multi generation workforce; multi generation teams outperform single generation teams.
• Intangible assets; think of value beyond money.
• Productivity; invest in knowledge and relationships with peer groups.
• Vitality; be and stay healthy.
• Transformation; find capacity to change yourself as you could be working well into your late 70s.

KEY TAKEAWAYS

• Your most talented people aren’t going to look like the ones who you currently think are talented.
• Builds peer groups with people that can help you.
• Make sure you hold on to regenerative relationships / friendships.
• Collaborate with people who are different from you.

Mr. Goss is perhaps best known for his heroic rescue of Frenchman and fellow competitor Raphael Dinelli from mountaneous Southern Ocean seas in hurricane force winds in the 1996 Vendee Globe single-handed round the world race.

He spoke of the two day rescue highlighting two main goals – survival and finding Raphael. “It was always a team effort, never a one man race. Often the solutions that you strive for lie in the team. You need to be humble to realize this.”

Talking about mistakes being the cornerstones for success, Mr. Goss claims to not be a risk taker. Instead, he likes to ‘embrace risk’ and describes successful teams are those who are prepared to make their own luck.

He launched a project team to build a yacht so that he could single-handedly sail around the world by himself. Their four goals were; innovation, technology, challenge, adventure.

When doing something like this, he went on to say “You need to be 100% committed. That’s leadership. Without commitment, you have nothing.”

Mr. Goss defined the success of the project to having fun and doing something you have passion for.

KEY TAKEAWAYS

• Be 100% committed. That’s leadership.
• Put your heart and soul into the difficult projects and you will have fun doing it.
• When you hit the hard times in a leadership role, you need your values to stay on the right path.
• With leadership comes “team effort”. It is never about one person.
• Attitude is everything. Without the right attitude you can’t lead a successful team.
As a Signature Series session, the top 2017 strategic predictions were announced by David W. Cearley, Vice President and Fellow at Gartner Research. They foretell not only the disruptive effects of digital business innovation but how secondary ripple effects will often be more disruptive than the original disruption. Mr. Cearley noted that disruption has moved from an infrequent inconvenience to a consistent stream of change that is redefining markets and entire industries.

1. By 2020, 100 million consumers will shop in augmented reality.
2. By 2020, 30% of web browsing sessions will be done without a screen.
3. By 2019, 20% of brands will abandon their mobile apps.
4. By 2020, algorithms will positively alter the behavior of more than 1 billion global workers.
5. By 2022, a blockchain-based business will be worth $10 billion.
6. By 2021, 20% of all activities an individual engages in will involve at least one of the top-seven digital giants.
7. Through 2019, every $1 enterprises invest in innovation will require an additional $7 in core execution.
8. Through 2020, IoT will increase data center storage demand by less than 3%.
9. By 2022, IoT will save consumers and businesses $1 trillion a year in maintenance, services and consumables.
10. By 2020, 40% of employees can cut their healthcare costs by wearing a fitness tracker.
Sharing the CEO view, Mr. Raskino, Vice President and Gartner Fellow at Gartner Research, offered analysis and advice on the role of the CIO as a partner to the CEO to achieve the strategic business priorities together.

CEOs are learning digital ideas from outside their industry and expect positive digital impact on profitability. They expect digitally attributable revenue to grow. Mr. Raskino advises CIOs to help CEOs prepare for or pre-empt digital business industry disruption.

CEOs will be Captains but CIOs are expected to be Co-pilots, as leaders of the digital journey.

**Recommendations for CIOs**
- Help CEOs deepen digital business penetration to combat the "earnings recession."
- Prepare for or pre-empt digital business industry disruption.
- Develop the corporate capabilities to digitally remaster products and services.
- Reset security culture to a business responsibility by default.
- Help start an initiative to redefine productivity for the digital age.
- Personally develop the CEO's learning about digital business.

A video replay from these Gartner Symposium/ITxpo Signature Series sessions are available on Gartner Events On Demand.

**Top 10 strategic technology trends:**
Artificial intelligence, machine learning and smart things promise an intelligent future

AI and machine learning increasingly will be embedded into everyday things such as appliances, speakers and hospital equipment. This phenomenon aligns with the emergence of conversational systems, the expansion of the IoT into a digital mesh and the trend toward digital twins.

In his session revealing Gartner's top 10 strategic technology trends, David Cearley, Vice President and Gartner Fellow at Gartner Research, shared three themes — intelligent, digital and mesh. These technologies are just beginning to break out of an emerging state and stand to have substantial disruptive potential across industries.

**Recommended reading**
- Gartner Predicts a Virtual World of Exponential Change
- Gartner’s Top 10 Strategic Technology Trends for 2017
- Six Ways CIOs Help CEOs Navigate the Digital Transition

View sessions
Real people, genuine stories. This year’s Gartner Symposium/ITxpo featured six CIO leadership case studies that brought to life the real-world challenges and successes of senior IT leaders. Honest and insightful, each one presented by CIOs for CIOs, addressed many of the same challenges attendees are facing today.
The CIO’s First 100 Days at WHO during the Ebola Crisis — A Digital Transformation Story

Marc Yves Touitou, CIO, World Health Organization – Geneva HQ

It turns out that IT really can help save the world. At Symposium this year, Gartner has spoken about how digital innovations are changing the world. In this CIO story session, Marc Yves Touitou, CIO of the World Health Organization (WHO) gave a very real example of this, speaking about how WHO’s digital transformation is literally saving lives.

As a newly appointed CIO, we all know what to do, right? We use our first 100 days to listen, to observe, to learn and to start planning. But what do you do if you’re the new CIO at the World Health Organization and your appointment happens to coincide with an outbreak of Ebola – an outbreak that is killing more people than the previous 24 outbreaks combined?

Mr. Touitou spoke about how nothing can prepare you for a crisis such as this so soon into a new role, but how he had to quickly discover his new reality, staff up his required team fast, give critical input into the IT strategy and most importantly how he needed to be a leader: “Forget your IT role and focus on leadership first. You need to be the change agent, the change catalyst, and a strong partner.”

Mr. Touitou moved on to talk about how he is helping transform the way WHO combats health crises through data and technology. The development of a shared command center is assisting WHO’s efforts to respond to major disease epidemics and especially to determine where the next threat will develop. He outlined how he has built the digital architecture for this center, which will help WHO to improve their emergency processes, provide a “single point of truth”, deliver near real-time, accurate information to the people who need it, deliver cohesive governance, improved accountability and use next generation business intelligence to predict where and when the next Ebola or Zika outbreak might start.

The digital business era gives CIOs a chance to lift the whole organization. But as a CIO, what is your ultimate role and mission and how can you bring it all together? Mr. Touitou’s final advice in this thought-provoking session was that you need to become the strategic enabler for your enterprise. “Don’t be the IT guy”. Help to bring the “family together”, not just IT. Move away from the traditional silo approach and become an agent and a catalyst for change. “Become a trail-blazer for the execution of your enterprise’s digital transformation”.

Revolutionizing IT Against the Odds

Tim Hynes, CIO, AIB

Over the years, Tim Haynes has accumulated mental models for implementing change, and most recently has successfully applied them at AIB. He coupled different functions together, and gave them a combined mission, e.g. CISO worked with Risk Governance leader to achieve an objective to protect the bank.

Model 1: Crossing the Border of Discomfort. Leaders must step out of the comfort zone. They also have to help their teams to do the same: “Learning is a habit. If you can create an organisation that is comfortable with learning and crossing the border of comfort… oh my goodness what you can achieve!”

Model 2: The Leadership Stimulus Ladder. Leaders should be the ones taking action and becoming a stimulus for the rest of their organisation to change. Such stimulus evokes others to act in different ways – predict, respond or react, coming from intellect, reason and emotion respectively. It’s your job as a leader to recognise these behaviours and manage the way you prompt your team with change.

“Being a CIO is firstly about being a leader. 60-70% of IT leader’s time should be spent outside of IT, with the business. It’s similar to ballroom dancing: if you are on the dance floor, you can only see what is around you. But to take a leadership perspective and see the patterns, one needs to get to the balcony.”
The Volvo Group Connectivity Journey

Per Adamsson, Head of Strategy & Business Development and Niklas Florén, Head of Platform, Volvo Group Telematics

Volvo, as most of the automotive industry, has been on a mission to make their vehicles “connected”, a digital journey that has truly transformed not only their trucks but also their customer, employee, partner experience, and their whole business over the last 20 years. Some of the initial projects started as far back as the 90s when the Internet didn’t even exist, prompted by the idea that “connected trucks” could bring benefits in terms of tracking and efficiency. Quickly Volvo saw the potential that large scale web-based platforms and the Internet of Things could provide, and fleshed out a strategy that over two decades created a wealth of business services and value: from faster, automatic maintenance and repairs, to savings in fuel, warranty and insurance by leveraging the massive data gathered during every trip. As the data collected grew larger and more connected (linking to anything from topology maps to workshop scheduling systems), so did the number of new services that could be created, or automated. As Per Adamsson, Head of Strategy & Business Development puts it “Today’s trucks have become so connected and autonomous that they can schedule their own repairs, and customize their own performance features to each specific route or driver.”

All these services can only be delivered with the appropriate infrastructure behind them, and Volvo has undergone massive changes there too. As Niklas Floren, Volvo Telematics Group’s Head of Platform emphasized: “It’s all about platforms: a platform approach breaks the siloes between the systems and helps to simplify, standardize and ultimately customize services.”

But even more key to success is the ability to be a data-driven organization, and manage a whole ecosystem of partners. In the future, that will mean, for Volvo and others, opening up even more, sharing more information with customers and partners, and making it even easier for them to contribute new ideas and services to the ecosystem.

Critical Lessons Learned from an Accelerated Customer Journey Transformation

Morteza Mahjour, Group CIO, Lloyds Banking Group

After the 2008 financial crisis, consumer confidence in banking was at an all-time low. Lloyds’ ambition post-crisis is to “become the best bank for customers.” This ambition has three pillars:

• Create the best customer experience
• Remove complexity from the organization
• Deliver sustainable growth

The biggest challenge is dealing with rapidly changing customer expectations, leading to the need for Lloyds to accelerate and adapt their approach to exceed expectations. Mr. Mahjour created a new landmark program to a) transform how customers engage with the bank across ten key journeys (like for example, opening a savings account) and b) establish a new operating model that can rapidly adapt.

The new program consisted of multi-disciplinary teams that could accomplish end-to-end transformation. The business imperatives for rapid change include becoming an enterprise start-up, creating an agile mindset, and utilizing modern engineering tools. Lloyds created labs for each customer journey, each consisting of different skillsets, like business architect, compliance, legal, digital technologist.

Lloyds, under Mr. Mahjour, has seen tremendous success so far. The time it takes a customer to open a savings account has decreased by 30% for example. Lloyds still has work to do, and at least a year before the final results are in, but so far their focus on customer experience has led to increased profits and higher customer satisfaction.
How do you unlearn?

Nigel Barlow provokes the mind to come up with the answers you already have inside you by sharing his concept of ‘re-think’ – when you have a ‘eureka’ moment.

Querying how easy is it to think differently, the premise being once you see something you can’t unsee it, the mind becomes set on stereotyping. Our minds are lazy and we make up memories and perceptions. We make up conclusions too quickly and we don’t check for validity.

Taking the audience on a journey of innovation — Mr. Barlow claims that innovation is not innovation and that it’s copying and changing a pre-existing idea, he suggests the ‘disruptive’ approach and asks:

• What business are you really in?
• What are you really selling?
• How do you deliver that something more?

KEY TAKEAWAYS
• Challenge assumptions by spring cleaning your beliefs
• Ask ‘why not, what if?’ to a new idea
• Keep your mind curious and open

This enriching keynote questioned how conscious people are of their body language when engaging / interacting with others. How is body language read or interpreted by others?

Instantaneously, an optimistic or pessimistic judgement will be made. Mr. Bowden outlined four categories of judgement promoted by the brain on the first encounter with someone:

1. Friend
2. Enemy / Predator
3. Potential sexual partner
4. Indifferent

He then moved onto highlighting the use of hand gestures to get your message across. How credible and confident do you feel when you use hand movements as you talk? How do you think it is received by others? In a practical exercise interpreting hand movements, Mr. Bowden identified varying levels of engagement with hand movements concluding credibility and engagement is best when hand movements are kept above and around waist level.

KEY TAKEAWAYS
• Body language interpretation can be unconscious
• Be aware of your gestures and actions
• Are you being engaging or distracting? Or seen as frightening / unapproachable?
Roundtables
Roundtables offer a unique opportunity for a diverse group of CIOs and IT leaders to learn from one another. Attendees participated in more than 60 roundtable sessions designed to give participants the chance to share their insights and experiences and discuss strategies for embracing digital.

Gartner Peer Insights
Gartner Peer Insights, a new online platform for ratings and reviews on enterprise technology solutions, collected 500 peer-written reviews in more than 85 markets while on-site. Gartner Peer Insights has quickly become the source of relevant and detailed insight for the enterprise software and service buyer — with over 1,800 vendors and 4,600 products throughout more than 100 markets and growing. Leverage the power of unbiased peer feedback and share your own experiences by visiting gartner.com/peerinsights.

Top Peer Connect Meetup topics
- Enterprise Architecture in the era of digital business
- IT Budget Best Practices
- Renovating Infrastructure
- DevOps — Drawing a line between software product development and IT
- Leveraging Cloud in Financial Services: public, private, hybrid?
- Managing security concerns in an era of digitalization
- How to develop/build a community of citizen Data Scientists with your Business
- Fostering a culture of innovation in the Banking and Financial Services industry
- Brexit - what are the implications?
- Cloud Data Center Adoption

Gartner Symposium/ITxpo 2016 offered attendees a tremendously valuable opportunity to connect with peers to exchange best practices and share meaningful stories. Throughout the week, people were able to trade knowledge and insights with one another as they forged professional relationships at peer-to-peer roundtable sessions, meetups and affinity groups.

Gartner Peer Connect Meetups
Meetups gave attendees the opportunity to build relationships, gain new perspectives and solve problems with peers — free of facilitator and vendor influence — in a relaxed, face-to-face setting.
Closing keynote

You’re building the future

Gartner Symposium/ITxpo 2016 was Gartner’s largest event ever, hosting over 5,800 top IT leaders from around the globe. After reiterating key messages from the conference, David Willis, Vice President and Distinguished Analyst at Gartner Research, inspired attendees with these closing remarks, “You’re changing the way people live. You’re keeping people safe. You’re building the future. It’s the most important thing you will do in the coming decade.”

The concept of lead 360 is very important to drive new outcomes in the digital era. Things are moving very quickly, and the stakes are high. Mr. Willis invited attendees to keep the conversation going by:

1. Sharing the insights learned at ITxpo with teams
2. Assessing where the attendees’ company is on the digital road
3. Engaging with peers and Gartner analysts to create and execute strategies for success

Fun facts

Getting the answers:
404 attendees sent 1,740 messages through our “Ask Us” campaign.

Gartner game: 1,584 attendees participated in this year’s Gartner game where they earned points by participating in various sessions, tasks and activities.
A special “thank you” to our exhibitors

Thank you to our 128 exhibitors, who offered attendees their leading-edge solutions that aligned with the key priorities of the CIO. Special ITxpo features included:

- Gartner stage sessions
- Learning labs
- Emerging Technologies Pavilion
- ITxpo receptions
- Face-to-face exhibitor meetings
- CIO thought leadership presentations
- Boardroom networking sessions

To learn more about opportunities to exhibit, please contact us: +44 (0) 178 426 7456 or european.exhibits@gartner.com.

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IPsoft  Lenovo  Microsoft  Business Services

redhat  SIEMENS  Telefonica  TOSHIBA
Leading Innovation

MARKETPLACE EXHIBITORS

Akamai  BlackBerry  Citrix  CSC  Dropbox

Equinix  Intel  ISIS Papyrus  KYOCERA
Document Solutions

MobileIron  NTT Data  syncplicity  Veeam
Gartner Symposium/ITxpo 2016 by the numbers

Snapshot of attendees

Designed as the most important gathering of CIOs and senior IT executives, Gartner Symposium/ITxpo 2016 had an increase in the number of CIOs attending with their leadership teams.

Top 5 job titles

- 39% CIO
- 17% C-level executive
- 12% Vice president
- 12% Director
- 11% Manager

Top 5 industries

- 26% Financial services
- 18% Technology and telecom
- 16% Government
- 12% Services
- 8% Manufacturing

Company size

- 35% XXL
- 8% XL
- 8% Large
- 12% Small
- 16% Government

For conference details, visit gartner.com/eu/symposium.

- 5 days
- 5,820 total attendees
- 2,341 CIO Experience attendees
- 160 Gartner analysts
- 128 solution providers
- 2,816 organizations
- 209 sessions in 6 tracks
- 4,400 Gartner analysts one-on-one meetings
- 3 Mastermind keynotes
- Industry Sunday, which focused on 9 verticals
- Attendees participated in more than 98 Gartner Peer Connect Meetups
- 5,144 people sent out more than 16,355 tweets, reaching 106 million people
- 315 people participated in a Consulting Clinic within the Gartner zone
- 1,081 views of Facebook lives with Tina Nunno on the “Art of Saying No”
Your post-event resources

Get the latest IT news

From ecosystems driving digital growth to artificial intelligence to the art of saying no, our robust online library of research, reports and news offers a fascinating look at digital business trends, forecasts and success stories. Visit [gartner.com/smarterwithgartner](https://gartner.com/smarterwithgartner) for details.

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For every evaluation that you submitted, we made a donation to Practical Action, an international non-governmental organisation (NGO) that uses technology to challenge poverty in developing countries. The donation went to their Sustainable Energy for Rural Communities project in Zimbabwe and Malawi. This is the largest off-grid solar farm in the region and is connecting schools, clinics and businesses to electricity for the first time. For more information, see here: [http://practicalaction.org/sustainable-energy-for-rural-communities-se4rc](http://practicalaction.org/sustainable-energy-for-rural-communities-se4rc)
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Gartner CIO Leadership Forum: 26 – 28 February | Phoenix, AZ*
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Gartner CIO & IT Executive Summit: 18 – 19 May | Munich, Germany
Gartner CIO & IT Executive Summit: 6 – 8 June | Toronto, Canada
Gartner CIO & IT Executive Summit: 13 – 16 November | Cancun, Mexico

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28 February – 2 March | Dubai, UAE
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1 – 5 October | Orlando, FL
23 – 26 October | São Paulo, Brazil
30 October – 2 November | Gold Coast, Australia
31 October – 2 November | Tokyo, Japan
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