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.
The World's Most Important Gathering of CIOs and Senior IT Executives
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 hundreds 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. Your feedback is important to us, so please visit SymposiumINDIAFeedback@gartner.com to share your thoughts about this year’s event and how we might improve our program in the future.

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,

Ganesh Ramamoorthy
Vice President, Gartner Research
Leading in a digital world

Ganesh Ramamoorthy, Vice President 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 Partha Iyengar, Vice President and Gartner Fellow, and Ed Gabrys, Research Director, 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 Iyengar and Gabrys 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.”

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, Ed Gabrys, Director 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.
Guy Kawasaki, Chief Evangelist, Canva

Guy Kawasaki the Chief Evangelist of Canva, an online graphic design tool in his session through his brilliant sense of humor, wit and extensive experience gave out 11 points to stir up innovation. According to him, an obvious consequence to ‘making meaning’ is ‘making money’, it follows naturally.

Mr. Kawasaki believes that every innovative company must necessarily make a mantra. To make an mantra you need to:

**Be an Innovator:** To be an innovator, skip the mission, create a mantra in two or three words to explain the reason why you exist and live by it.

**Roll the DICEE:** Be both deep and broad, providing a wide range of related products and services and even growing to differentiated ones when ready.

**Empowered:** The goal must be to empower the end –user to do more, be more creative and add more value.

He concluded his last point with a casual but powerful expression — “Don’t let a bozo grind you down” — to motivate the crowd.

“The art of innovation comes with the intent of making meaning and wanting to make the world a better place.”

Guy Kawasaki
Magnus Lindkvist is a trendspotting futurologist and author who weaves together important current trends to forecast what life, society and business might look like in the future in his session explained that the world is becoming horizontal. There is a shift in the world from diversity to sameness in essence actually. Fierce competition in the world around us is naturally a logical explanation of businesses trying to adapt to this sameness.

Mr. Lindkvist believes there is change that is fun and then there is change that hurts and generally a change that hurts generates the future. You have two options; you can either compete or create. Effective leaders of change must:

Reframe Business: Instead of using short-term factors like time, money and market share as metrics, we should use Time and things will change.

Experiment: Take vertical risks and build upon it.

Create friction: Not get deterred or scared by turbulence and noise.

“Today we are rewarding competition and punishing creation. What we need is a radical new approach to future thinking, one that is based on eliminating the dead and creating new.”

Magnus Lindkvist
David Cearley welcomed Anthony Thomas (Group CIO for GE). He shared his journey at GE, how did they survive in the market ... How they started doing new things that others haven’t even thought about.

Mr. Thomas further explained how they have a belief that environment is to be sustained so as a community going forward.

The world as we knew changed, the way we buy, the way we sell, the way we interact all changed. To start doing new things one must use:

**Automated capabilities:** Setups monitoring security and productivity helps become a key player in consumer market.

**Overcome building blocks** like: talent, thought process of Product vs Project and build to speed than rediscover.

“By 2020 the industrial revolution will be in better space on the digital space. If the data is tapped right the value can be great for the customers.”

Anthony Thomas
In his session, Mark Bowden explained how body language known verbal behavior can be used for verbal communication in order to stand out to win trust and gain credibility every time you speak. Mr. Bowden further explained that great vision, brilliant idea and incredible intellect without the ability to communicate won’t help people to put their ideas across your team and organization.

Mr. Bowden believes that through nonverbal behavior of body language one can change how others feel about them. He further did some body language exercise to show how a nonverbal communication can be so effective.

Key non-verbal communications for your success:

Body Language: triggers the thought process and changes the idea about someone by nonverbal behavior.

Signals: Play an role to get our ideas to work and be accepted.
Exclusive CIO Experience Luncheon Keynotes

CIO Analyst Panel

Partha Iyengar
Vice President & Gartner Fellow

Ken McGee
Vice President & Gartner Fellow

Brian Prentice
Research Vice President at Gartner Research

Partha Iyengar asked several key questions to Ken McGee, Brian Prentice and Tomas Nielsen. Each of them shared their views on different questions.

Mr. McGee said that according to a recent publishing of IMF World bank, the UN — the world’s economy in aggregate is slowing down again. If it occurs, it will be the eighth time it has slowed down under 2% in 2 years. They yield owing to the same mistakes, same behavior, ineffective and cost wasteful experience. Is it about cost optimization or cost cutting, they are two hugely different things? Last year worldwide increase in budget was 1% from 2015 to 2016.

Mr. Prentice shared that define design is a process for finding and solving problems for people. To deliver meaningful solutions we have to understand what the suboptimal environment is that is leading to the problem. All designs are a five phase process:

• Discovery (data collection)
• Synthesis (making sense of the data)
• Prototyping
• Construction
• Refinement

Digital design is simply a set of process steps connected to each of the phases necessary in creating digital products.

Mr. Nielsen shared inputs on digital transformation, he has written a framework on Digital Transformation, some of the research is on the same which is about why, what and how structure. The big pitfall is not technology and needs to start with the business side on the digital space.

Why do we want to be in the digital business? What is your digital business, the design and then decide on the how (platform, execute the plan) start with the discussion on why are we doing it and not focusing on technology.

Global CIO Survey:

• 10% of the CIO’s feel they don’t need a digital platform
• Only 15% are in the harvesting phase of the digital platform

So there is still time to catch-up; the advice is not to hold back, and embrace the digital transformation.
Leading in a VUCA World

Capt. Raghu Raman
Ex-Army Man, Author

Captain Raghuraman, Officer in the Indian Armed Forces for 11 years, spoke in his session about VUCA — Volatile, Uncertain, Complex and Ambiguous environment that Corporates are preparing their leaders to operate in.

Mr Raman believes doctrinal changes are required to exist, survive and thrive in complex and fast paced world like ours. A deliberate structure that fosters trust and support needs to be incorporated.

Mr. Raman recommends two steps to create and run lubricated organizations:

- Influential Leadership
- Create “team of teams”

Mr. Raman recommends 4 ways that bring in doctrine changes for leaders:

- Simple Imaginary step
- Must be curious and pick up inspiration
- Provoke positive employee conduct
- Develop a tolerance to ambiguity

“We live in times where the flapping of the wing of a butterfly can cause a tornado in some other part of the world. We are going through paradigm shifts where incremental changes are just not enough, we need doctrinal changes.”
Top 10 strategic predictions: Surviving the storm winds of digital disruption

As a Signature Series session, the top 2017 strategic predictions were announced by David W. Cearley, VP & Gartner Fellow. 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 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.
Partnership for success: CIOs and CEOs must work together to drive digital to the core

In his presentation, Ed Gabrys, Research Director at Gartner Research, said that as CEOs start to understand that they will be the ones who need to take digital to the core of the company, they understand the need to move beyond how they market and sell to how they will redefine the product, business model or industry. To that end, CIOs will have to help CEOs with the transition and work together to move companies forward.

Recommendations for CIOs

1. Help CEOs deepen digital business penetration to combat the “earnings recession.”
2. Prepare for or pre-empt digital business industry disruption.
3. Develop the corporate capabilities to digitally remaster products and services.
4. Reset security culture to a business responsibility by default.
5. Help start an initiative to redefine productivity for the digital age.
6. Personally develop the CEO’s learning about digital business.

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
Roundtables offer a unique opportunity for a diverse group of CIOs and IT leaders to learn from one another. Attendees participated in more than 10 roundtable sessions designed to give participants the chance to share their insights and experiences and discuss strategies for embracing digital.

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.

Top Peer Connect Meetup topics
- **Energy and utilities:** the digital workplace
- **Best practices** for initiating a data governance program
- **IT governance** strategies and best practices
- **Cybersecurity:** increasing awareness and communicating from employee to board level
Closing keynote

You’re building the future

Gartner Symposium/ITxpo 2016 was Gartner’s largest event ever, hosting over 900+ top IT leaders from around the globe. After reiterating key messages from the conference, Partha Iyengar, Vice President at Gartner Research and Ed Gabrys, Research Director 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. Iyengar 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

In music news:
Check out this year's Gartner Symposium/ITxpo playlist.

Gartner game: 80 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 39 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
- ITxpo receptions
- Face-to-face exhibitor meetings

Interested in exhibiting? Phone: +91 22 6613 2140
Email: india.exhibits@gartner.com
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

- 20% CIO
- 19% C-level executive
- 17% Vice president
- 10% Director
- 15% Managers

Top 5 industries

- 35% Manufacturing
- 24% Banking, finance & insurance
- 11% Services
- 16% Miscellaneous
- 14% Others

Company size

- 54% XXL
- 9% XL
- 10% Large
- 9% Medium
- 15% Small
- 3% Government

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

4 days

739 Gartner analysts one-on-one meetings

900+ total attendees

300 CIO Experience attendees

34 Gartner analysts

39 solution providers

376 organizations

100+ sessions including roundtables and workshops

1,901 people sent out more than 5,011 tweets, reaching 14 million people
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 for details.

Recommended articles

- The Art of Saying No
- How CIOs Build the Talent Pipeline
- The Art of the One-Page Strategy
- Plan for the Scale of Civilization
- Infrastructure
- How CIOs Become Trusted Allies
- CIOs Should Be Heroes
- Evolve the IT Organization

Missed a session?

View presentations with Gartner Events On Demand, up to one year, post-event.

Want to revisit a presentation that you loved or catch a session that you might have missed? Video recordings of featured sessions from Gartner Symposium/ITxpo 2016 in Orlando can now be accessed through Gartner Events On Demand. Visit gartnereventsondemand.com/event/sym26, log in using your Gartner username and password, and access expert advice throughout the year. Email eod@gartner.com with any questions or support needs.

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Jorge Lopez
VP Distinguished Analyst
Embrace your
360 view.
We’ll gather again
13 – 16 November 2017

2017 global CIO events

**Gartner CIO Leadership Forum:** February 26 – 28, Phoenix, AZ*
**Gartner CIO Leadership Forum:** March 13 – 15, London, U.K.*
**Gartner CIO Leadership Forum:** March 19 – 21, Hollywood, FL*

**Gartner CIO & IT Executive Summit:** May 18 – 19, Munich, Germany
**Gartner CIO & IT Executive Summit:** June 6 – 8, Toronto, Canada
**Gartner CIO & IT Executive Summit:** November 13 – 16, Cancun, Mexico

**Gartner Symposium/ITxpo 2017**

February 28 – March 2, Dubai, UAE

September 18 – 20, Cape Town, South Africa

October 1 – 5, Orlando, FL

October 23 – 26, São Paulo, Brazil

October 30 – November 2, Gold Coast, Australia

October 31 – November 2, Tokyo, Japan

November 5 – 9, Barcelona, Spain

November 13 – 16, Goa, India

*Application is required.

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To view the complete list of 2017 Gartner events, visit [gartner.com/events](http://gartner.com/events).