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 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.
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 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 SymposiumANZFeedback@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,

Andy Rowsell-Jones
Vice President, Gartner Research

SAVE THE DATE
Gartner Symposium/ITxpo 2017
30 October – 2 November
Gold Coast, Australia

ANDY ROWSELL-JONES
Vice President, Gartner Research
Leading in a digital world

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 Frank Buytendijk, Vice President and Gartner Fellow, and Nick Jones, 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 Buytendijk and Jones 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
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.

“A digital ecosystem amplifies the reach of a company.”

2017 Gartner CIO Agenda
Leading Through Volatility

CSIRO chairman David Thodey offers advice to help CIOs steer their organization through rapid change.

While admitting change is constant, Mr. Thodey said we are currently living through unprecedented social, economic and technological change. “At the beginning of this year, oil prices were at an all-time low. Who predicted that? Who predicted Brexit? We are getting very poor at predicting what the outcome is going to be. Then add technology innovation into the mix. It creates volatility and uncertainty,” Mr. Thodey said. “Every board and CEO I know is struggling with this less predictable type of change. As technologists, we are not doing enough. We need to step in and help.”

Speaking to more than 1,500 CIOs and senior IT executives at Gartner Symposium/ITxpo on the Gold Coast, Australia, Mr. Thodey said CIOs must focus on four key areas to lead their organizations through volatility.

1. Purpose and values
Creating a purpose- and values-led organization – whether it’s the entire organization or the IT organization within it – is something CIOs can start today. “We have no ability to influence how people behave, but you can define the values you stand by,” he said.

2. Customer service
Customer service is a driver of change, not something you deliver, according to Mr. Thodey. Organizations that focus entirely on the customer, whether internal or external, will rally everyone around a common cause and create transformative change.

3. Reinvention
CIOs must work to reinvent themselves as well as their organizations, Mr. Thodey said. “We have all managed people who’ve been unable to adapt to a new world. They get left behind. It’s the same for organizations. They need to reinvent themselves,” he said.

4. Leadership
Leaders must give people permission to innovate or risk becoming irrelevant in the digital era. The great leaders of today inspire people to do more than they thought possible. CIOs are in a privileged position to drive change, Mr. Thodey said, because they have a cross-organizational view of the business. They understand where technology is going and how it can make a difference in the organization.

“CIOs need to stand up and educate the executive team about technology-led change,” Mr. Thodey said. “There is greater volatility, but also greater opportunity for those who grab it.”

Augmented Reality: Everything You Ever Wanted to Know — and Definitely Need to Know — Right Now


Augmented Reality has evolved light years in the past 24 months. Leah Hunter, who is writing a book on AR, has been tracking the changes — and casting forward, to see what’s next. At Gartner Symposium/ITxpo, in her closing keynote, Leah shared the names and approaches you should know: the key players who are thinking, in very smart ways, about how AR will change business, communications, and even society.

- What technologies and ideas are moving the field forward.
- Which AR players will last.
- How can AR fundamentally change storytelling, for both people and businesses.

And, in your industry, what the potential applications are, the easy-to-avoid missteps, and the big opportunities. Leah’s keynote presentation gave the audience a greater understanding of Augmented Reality in order to make smarter decisions about it today.
In his luncheon keynote on Tuesday, Peter Bush reflected on the transformations he led while managing director of McDonalds Australia (2005 – 2010), where he was the architect of the dramatic turnaround of the business and led the company to the best performing McDonalds for five consecutive years. Peter gave the audience insights into developing a customer focus and culture of bringing together silos of a business to aggressively deliver against customer demands.

Gus shared his experience of Lonely Planets’ shift to digitalization during his luncheon keynote on Wednesday. As Chief Digital Officer and CIO, Gus offered reflections on this time of disruption. He helped the audience understand how to; focus on the real problem and stay close to the customer, how business systems and structures can own you and stop you from transforming and chasing the market and how to invest in people to create the innovation culture required to re-invent your industry.
Top 10 strategic predictions: Surviving the storm winds of digital disruption

As a Signature Series session, the top 2017 strategic predictions were announced by Brian Prentice, Vice President 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. Prentice 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.
**Partnership for success: CIOs and CEOs must work together to drive digital to the core**

In his presentation, Kristian Steenstrup, Vice President and Gartner Fellow 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 Cappuccio, Vice President and Distinguished Analyst 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
CIO stories highlights

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 world has never been more reliant on technology or the professionals who help to shape it. This is an amazing opportunity that we should be grasping with both hands.”

Randall Bruegauad, CIO, Department of Immigration and Border Protection

Growing Profitability with a High Performance Culture

CIO Randall Bruegauad plans to transform the traveler experience with new technologies, while simplifying the organization’s complex IT environment.

Australia’s Department of Immigration merged with the Australian Customs Service last year to create an integrated border protection agency. Randall Bruegauad, CIO for the Department of Immigration and Border Protection, took the CIO role in the merged entity. The complex task of integrating the two agencies and rationalizing systems is still underway.

Speaking to more than 1,500 CIOs and senior IT executives at Gartner Symposium/ITxpo on the Gold Coast, Mr. Bruegauad said the departments had a large number of disparate technologies and service providers.

“Where there was a big piece of infrastructure that was supported by an external provider, Immigration made one decision and Customs made another,” he said. “We’re simplifying that as much as we can.”

At the same time, Mr. Bruegauad’s team is working to restore the agency’s reputation as a global technology leader.

Bev McQuade, CIO, SA Water

Delivering Sustainable Business Change in a Modern Water Utility Through Digital Transformation and Culture Change

“Leveraging and aligning our people, our culture and how we work with business teams delivers transformational change at SA Water, and most importantly, great outcomes for our customers.”
Sabrina Walsh, CIO, Western Sydney Local Health District

Sabrina is Chief Information Officer at Western Sydney Local Health District which includes five hospitals and multiple community based sites. Digital transformation is at the heart of the Westmead Hospital redevelopment and Sabrina shared her CIO story, about how she is working in partnership with clinical and business areas to enable patient centric care.

Dr Zoran Bolevich, Chief Executive/CIO, eHealth NSW

A trained doctor with a passion for ICT, Zoran brings to eHealth NSW broad experience in a range of senior health management and ICT leadership roles in Australia and New Zealand. Prior to joining eHealth NSW, Zoran has worked at the Ministry of Health as Executive Director for Health System Information and Performance Reporting and, most recently, as Acting Deputy Secretary for System Purchasing and Performance.

Sarv Girn, CIO, Reserve Bank of Australia

**Digital Leadership in Today’s Economy**

In today’s digital economies the challenge for CIO’s and their teams is to be fit for purpose, so that the risk and resourcing in serving customers, staff, shareholders, and other stakeholders can be balanced with insight and oversight. Critically, like running a race, the outcome really depends on your level of resilience, the tactics in the race, and how you renew team performance as the terrain changes around you. Sarv explored these areas in context of the imperatives required to transform and develop the core IT functions that support the Reserve Bank of Australia’s policy, operational and corporate objectives.

Stuart Wakefield, CIO, Ministry of Education, New Zealand

**Connecting the NZ Education System**

Stuart joined the Ministry of Education as Chief Information Officer in 2014, and was previously the Director of the Office of the Government CIO. He has extensive experience in both private and public sector technology roles, across a broad range of industries, including banking & finance, postal, utilities and health, and several years as an independent consultant.

In the education sector, Stuart is exploring how we bring the NZ Education system forward into a true digital ecosystem, encompassing learners, educators, providers and parents.
Industry coverage

Andy Rowsell-Jones, Vice President at Gartner Research, welcomed attendees to Industry Monday by asking, “What is your vision for your industry?” This question would frame the conversations for the different industry sectors held at Gartner Symposium/ITxpo.

Attendees had the opportunity to hear new targeted research, discuss best practices and network with peers across a wide variety of industry tracks including:

- Government
- Energy and Utilities
- Education
- Retail
- Healthcare
- Financial Services
- Manufacturing
- Cross-Industry

Industry Monday keynotes

Richard de Crespigny, Captain of Qantas Flight 32


Richard de Crespigny is Australia’s Sully. In the very early stages of the Singapore/Sydney leg of flight QF32, one of the A380 aircraft’s four engines exploded. The damage to the aircraft was extensive. The incident brought into play Richard de Crespigny’s considerable skills involving teamwork, leadership, crisis management and problem solving. These reflections helped the audience consider the traits, processes, plans and talent required to be effective Digital Business leaders within their organizations.

Peter Hinssen, Author, Entrepreneur and Expert on Disruptive Innovation

The Day After Tomorrow

Peter Hinssen is a serial entrepreneur, adviser and keynote speaker on the topics of radical innovation, leadership and the impact of all things digital on society and business. He helped CIOs at Gartner Symposium/ITxpo on the Gold Coast, understand the people, the talent, the mind-set and the structures needed to optimize your chances to thrive in ‘The Day After Tomorrow’.

Industry

Specific

Vision

Business

Models

Predicts

Business

Trends

IT

Trends

Predicts
You’re building the future

Gartner Symposium/ITxpo 2016 was Gartner’s largest event ever, hosting over 10,000 top IT leaders from around the globe. After reiterating key messages from the conference, Andy Rowsell-Jones, Vice President 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. Rowsell-Jones invited attendees to keep the conversation going by:

1. Sharing the insights learned at Symposium/ITxpo with their 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.

Getting the answers:
141 attendees sent 713 messages through our “Ask Us” campaign.

Gartner game:
427 attendees participated in this year’s Gartner game where they earned points by participating in various sessions, tasks and activities.
Roundtables
Roundtables offer a unique opportunity for a diverse group of CIOs and IT leaders to learn from one another. Attendees participated in 11 roundtable sessions designed to give participants the chance to share their insights and experiences and discuss strategies for embracing digital.

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.

Fitness sessions
Attendees participated in the following early morning fitness sessions:
- Yoga
- Run Club (5k)
- Beach Volleyball
- Boot Camp with Commando Steve, sponsored by CSC

Top Peer Connect Meetup topics
- Banking and the Digital Workplace
- Identity and Access Management (IAM) Funding
- Infrastructure Transformation
- Using Cloud-based File Storage in the Enterprise: War Stories
- Smart Cities Initiative
- Creating and Maintaining an IT Service Portfolio and IT Service Catalog
- Communicating the Business Value of IT Budgets to Leadership
- Developing Talent
- Manufacturing Strategies: Shifting IT to Create Competitive Advantage
- PMO and the ITPMO
- DevOps — Drawing a Line Between Software Product Development and IT

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 fitness sessions.
A special “thank you” to our exhibitors

Thank you to our 87 exhibitors, who offered attendees their leading-edge solutions that aligned with the key priorities of the CIO. Special ITxpo features included:

- ITxpo stage sessions
- Emerging Technologies Pavilion
- ITxpo receptions
- Face-to-face exhibitor meetings

Interested in exhibiting? Contact us at +61 2 9459 4700 or apac.exhibits@gartner.com

Contact us
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

- 28% CIO
- 13% C-level executive
- 5% Vice president
- 14% Director
- 26% Manager

Top 5 industries

- 32% Government
- 14% Financial services
- 11% Technology and telecom
- 10% Transportation
- 12% Services

Company size

- 19% XXL
- 8% XL
- 6% Large
- 5% Medium
- 11% Small
- 32% Government

4 days

1,434 total attendees

402 CIO Experience attendees

4 Mastermind keynotes

56 Gartner analysts

87 solution providers

63 sessions in 6 tracks

1,296 Gartner analysts one-on-one meetings

Industry Monday, which focused on 7 verticals

3,465 people sent out more than 7,871 tweets, reaching 42 million people

For conference details, visit gartner.com/au/symposium.
Your post-event resources

Smarter With Gartner — 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
- 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.

Connect all year round

- Gartner Symposium/ITxpo
- #GartnerSYM
- Gartner Symposium/ITxpo

For conference details, visit gartner.com/au/symposium
Embrace your 360 view. We’ll gather again on the Gold Coast

30 October – 2 November 2017

Gartner Symposium/ITxpo 2017 around the globe
28 February – 2 March | Dubai, UAE
18 – 20 September | Cape Town, South Africa
1 – 5 October | Orlando, FL
23 – 26 October | São Paulo, Brazil
30 October – 2 November | Gold Coast, Australia
31 October – 2 November | Tokyo, Japan
5 – 9 November | Barcelona, Spain
13 – 16 November | Goa, India

Refer a colleague to one of our Gartner ANZ Summits in 2017

Gartner Data & Analytics Summit
20 – 21 February | Sydney | gartner.com/ap/data
Gartner IT Infrastructure, Operations & Data Center Summit
15 – 16 May | Sydney | gartner.com/ap/datacenter
Gartner Application Architecture, Development & Integration Summit
24 – 25 July | Sydney | gartner.com/ap/aadi
Gartner Security & Risk Management Summit
21 – 22 August | Sydney | gartner.com/ap/security

Plan to join us again next year!

Registration is now open for 2017

Executive Summary sponsored by:

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