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 2017 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 on 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 2017 was one of the most successful events we’ve ever put on. Why? Because of you. This conference brought together 500+ CIOs and IT leaders from Middle East 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 2017, 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 SymposiumMEFeedback@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 2018.

Sincerely,

Ed Gabrys
Director, Gartner Research
Leading in a digital world

Gartner welcomed 500+ 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 Hung LeHong, Vice President and Gartner Fellow, and Ed Gabrys, Research Director and Conference Chair, 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 LeHong 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.”

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?

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, Ed Gabrys, Research Director & Conference Chair, 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
The Next Digital Age and Blockchain Revolution

Don Tapscott, Author and Influential Management Thinker

Don is co-author, with Alex Tapscott, of the forthcoming book Blockchain Revolution: How the Technology Behind Bitcoin Is Changing Money, Business, and the World (Portfolio / Penguin Random House 2016). He is also the author of the bestseller The Digital Economy as well as the updated 20th Anniversary Edition. With Anthony Williams, he's the co-author of the international bestseller Wikinomics and its even more ambitious successor, Macrowikinomics, as well as the generation-defining Grown Up Digital.

He's an entrepreneur, an internationally sought consultant, and an adjunct professor of Management at the University of Toronto's Joseph L. Rotman School of Management. He's the leader of U of T's Global Solution Networks, a new, landmark study of the potential of global web-based networks for cooperation, problem solving and governance.

On top of that, he's currently heading up four multi-million dollar research programs.

He created, in collaboration with Thinkers50 and the Rotman School of Management, an App. Don Tapscott — New Solutions for a Connected Planet is an interactive tool that explores Don’s thinking on how we can rebuild many of society’s broken institutions. Don also published a TED eBook titled Radical Openness: Four Unexpected Principles for Success. It is based on his talk from TED Global 2012. He is Senior Advisor at the World Economic Forum focusing on The Global Agenda Platform.

In his session around the blockchain revolution, Don spoke about the foundations of privacy, risk and security which underpin successful digital transformation. The internet as we know it is great for collaboration and communication, but deeply flawed when it comes to commerce and privacy. Don highlighted how this is all about to change as blockchain technology (which underpins the Bitcoin currency), will shape the next era of prosperity in finance, business, healthcare, education, governance, and many other fields. IT leaders simply must understand how this changes the dynamic in their own business and how their relationship with their users and customers evolves so that digital business moments can be capitalized on to their full potential.

The Sky is NOT the Limit

Colonel Chris Hadfield, Astronaut/First Commander of the International Space Station

“Good morning, Earth!” That is how Colonel Chris Hadfield — writing on Twitter — woke up the world every day while living for five months aboard the International Space Station. Through his 21-years as an astronaut, three spaceflights and 2600 orbits of Earth, Colonel Hadfield has become a worldwide sensation, harnessing the power of social media to make outer space accessible to millions and infusing a sense of wonder into our collective consciousness not felt since humanity first walked on the Moon.

Called “the most famous astronaut since Neil Armstrong,” Colonel Hadfield continues to bring the marvels of science and space travel to everyone he encounters.

Colonel Hadfield is a pioneer of many historic “firsts”. In 1992, he was selected by the Canadian Space Agency as a NASA Mission Specialist—Canada's first fully-qualified Space Shuttle crew member. Three years later, aboard Shuttle Atlantis, he was the first Canadian to operate the Canadarm in space, and the first Canadian to board a Russian spacecraft as he helped build space station “Mir.” In 2001, aboard Shuttle Endeavour, Colonel Hadfield performed two spacewalks—the first Canadian to do so—and, in 2013, he was Commander of the International Space Station — the first and only Canadian to ever command a spaceship — so far.

There’s an astronaut saying: In space, “there is no problem so bad that you can’t make it worse.” In his session, Retired Colonel Hadfield shared his experiences on life’s complexities and sheer pressure, of dealing with dangerous and scary situations. He painted a vivid portrait of how to be prepared for the worst in space (and life). Although CIOs aren’t operating in a vacuum, there are clear parallels as to how they manage the ultra-complex situations they find themselves in and how they manage the limited resources at their disposal. He took the attendees on an out-of-this-world ride and left them with a better vision as to how to adapt to your own ever changing universe.
Attended by top CIOs from the Middle East and moderated by Gartner Analyst, Leigh McMullen, this panel discussion shared insights from the region’s leading technology executives into increasing the influence of CIOs within organizations and reflections on how you can become the ‘digital business’ leader within your organization; and explored ‘CIO Innovation’, looking at how to foster innovation within your organization. The discussion shared exciting ideas on how to approach innovation, build new models and leverage emerging technologies to deliver new processes, experiences and services that change the way the Middle East organizations do business.

Ask the Analyst: Top Hot Technologies, and How GCC Business Leaders Should Think About Them
Hosted by Miriam Burt, Managing Vice President, Gartner Research, this session touched upon artificial intelligence, Internet of Things, 3D printing, robots and blockchain as trends amongst some of the “hot” technologies that are currently of high interest in the GCC. She demonstrated how business and IT leaders can choose a cool way to approach prioritizing investments in these technologies.

Ask the Analyst: GCC Consumer Trends and Expectations Driving Business Strategy and Technology Investments
Hosted by Miriam Burt, Managing Vice President, Gartner Research, this session explored how consumer behavior and consumption patterns in the GCC are changing. Businesses must keep track of key consumer trends and the implications that consumer expectations will have on their business and technology strategy and investments.
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 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 Cearley, VP & 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
Peer engagement

Gartner Symposium/ITxpo 2017 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.

**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.

**Top Peer Connect Meetup topics**
- Saudi Digital Government Leaders Meet up
- Financial Services Leaders Meet up
- UAE Digital Government Leaders Meet up
- Fostering Innovation to Realize Saudi 2030 Vision Meet up
- Recruiting, Managing and Retaining a Diverse Workforce
- Fostering Innovation to Realize UAE 2021 Meet up
- New CIOs: Peer Networking

**Industry Sessions**
- A Hard Look at the Digital Future of Oil and Gas
- The Blockchain Scenario: Algorithmic Business and the New Economy
- Financial Services: Industry Vision
- Ask the Analyst: Radical Cost Optimization in the Age of Digital Business (Oil and Gas)
- Ask the Analyst: Fintech Revolution — Shift or Bubble
- Top Trends in Government — Open, Inclusive and Digital to the Core
- Keep Your Digital Government Strategy Moving With a Maturity Model
- Ask the Analyst: Dealing With Government’s “Too Much Data” Challenge
- Top Trends, Emerging Technologies and the Impact on the Higher Education Ecosystem
- Ask the Analyst: Top Hot Technologies, and How GCC Business Leaders Should Think About Them
- Ask the Analyst: GCC Consumer Trends and Expectations Driving Business Strategy and Technology Investments

Hear what your peers said about Gartner Symposium/ITxpo 2017
Closing keynote

You’re building the future

Gartner Symposium/ITxpo 2017 was the GCC’s largest Gartner event ever, hosting over 500 top IT leaders from around the region. After reiterating key messages from the conference, Leigh McMullen, 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. Ed Gabrys, Conference Chair, 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
Leading-edge solutions from leading-edge providers

A special “thank you” to our exhibitors

Thank you to our 27 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 solution providers
- ITxpo networking breaks
- Face-to-face exhibitor meetings

Interested in exhibiting? Contact us at +971 5 0558 2924 or middleeast.exhibits@gartner.com
### Gartner Symposium/ITxpo 2017 by the numbers

#### Snapshot of attendees

Designed as the most important gathering of CIOs and senior IT executives, Gartner Symposium/ITxpo 2017 had an increase in the number of CIOs attending with their leadership teams.

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<th>Top 5 job titles</th>
<th>30%</th>
<th>CIO</th>
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<td>13%</td>
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<td>11%</td>
<td>Rest of World</td>
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- **3 days**
- **527 total attendees**
- **198 CIO Experience attendees**
- **26 Gartner analysts**
- **27 solution providers**
- **131 sessions in 4 tracks**
- **200 Gartner analysts one-on-one meetings**
- **2 Mastermind keynotes**
- **607 people sent out more than 1,600 tweets**

Peer connect sessions which focused on industry verticals
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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

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.

View sessions

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Embrace your 360 view.
We’ll gather again in Dubai, UAE

Plan to join us again next year!

Sign up to stay informed

Save the date

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