



The World's Most Important Gathering of CIOs and Senior IT Executives

Executive Summary Report

Rise to the Challenge

Overview

At Gartner Symposium/ITxpo, we heard how organizations of all types and in all geographies are engaged in a fast-moving environment in which all the players are furiously experimenting. Business goals change more rapidly than traditional IT can respond. As a CIO, you must pursue agile practices to compete at the digital speeds while focusing on rock-solid IT reliability. Throughout the event, Gartner challenged attendees to “Rise to the Challenge” of delivering business outcomes and innovating for digital business.

The following summary pulls together the key take-aways, while allowing you to dig deeper into the content and triggering new insights to help you Rise to the Challenge.

See inside for:

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SYMPOSIUM ITXPO®

ED THOMPSON

VP Distinguished Analyst,
Gartner Research



Thank you, from the conference chair

Gartner Symposium/ITxpo is about you and thousands of people like you gathering in one place to engage, challenge and inspire one another. We hope that along with some great moments and memories, you are also bringing back valuable knowledge, actionable insights, and a stronger network of peers and solution providers. Because with all that you are facing — converging technologies, disruptive business models, more demanding users and spreading threats — we know that you cannot do this alone.

Our goal was to create an immersive, engaging and rewarding experience in which you could bring all of your challenges and discuss options and develop plans. Please tell us how we did and send your feedback to us at SymposiumEMEAFeedback@gartner.com.

We at Gartner are dedicated to providing you the knowledge and insights needed to help you on your digital journey. We hope you enjoyed your time with us this year, and we look forward to seeing you again in 2016.

See you next year.

Sincerely,

A handwritten signature in black ink that reads "E/Thompson".

Ed Thompson
VP Distinguished Analyst, Gartner Research

Rising to the challenge

Summary of Gartner welcome and opening analysts keynote

Gene Hall, Chief Executive Officer of Gartner, welcomed attendees to Symposium/ITxpo 2015 in Barcelona with insight into the position of winning CEOs. He stated that winning CEOs are looking to their CIOs to be the guardian, the operator and the innovator all at once.

In the opening keynote at this year's conference, Peter Sondergaard, Senior Vice President at Gartner Research, put algorithms at the center of business growth. In essence, algorithms spot the business moments and meaningful connections, and they predict ill behaviors and threats.

“Companies will be valued not just on their big data but on the algorithms that turn that data into actions and impact customers.”

Mr. Sondergaard called on CIOs to be the strategic voice on the use of information, to build the right technology platform and to become a trusted ally to their CEOs. “Calculate the value of your algorithms,” he said. “Be an algorithmic business.”

Daryl C Plummer, Vice President and Gartner Fellow at Gartner Research, went on to introduce the economics of connections. He said, “the greater the density of connections, the greater the potential value.” To build this type of new value, organizations can implement a strategy to *give* access to everything that is more valuable as shared, *take* active advantage of other resources and *multiply* the connections to interact directly with one another.

Lee Weldon, Managing Vice President at Gartner Research, noted that in a world where IT is not the only owner of technology, influence scales and control does not.

A photograph of Peter Sondergaard, a man with grey hair, wearing a dark pinstriped suit, a white shirt, and a red tie. He is speaking and gesturing with his right hand, pointing upwards. The background is a blue screen with a pattern of white dots.

In the opening keynote at Symposium/ITxpo Barcelona, Peter Sondergaard put algorithms at the center of business growth.

PETER SONDERGAARD
Senior Vice President,
Gartner Research

of digital business

RECOMMENDED READING

Gartner Symposium/ITxpo Keynote
Research Report

The Arrival of Algorithmic Business

The Economics of Connections

The New CIO Influencer



“Trusted ally CIOs are masters of the economics of connections.”

In the end, the need for trust goes beyond how CIOs position themselves as allies to senior leadership. Trust is the foundation for exploiting the economics of connections, and it will be increasingly important for algorithms to sense and respond to certain behaviors. Algorithms must be programmed to trust people at a level they deserve.

View keynote



2016 Gartner CIO Agenda



According to the **2016 Gartner CIO Agenda Survey** of 2,994 CIO respondents across 84 countries, the average CIO expects digital revenue to grow from 16% to 37% in the next five years.

In his session, Dave Aron, Vice President and Gartner Fellow at Gartner Research, explained that as digitalization moves from an innovative trend to a core competency, enterprises will need to understand and exploit platform effects throughout all aspects of their businesses. Not doing so, he said, will threaten the enterprises' ability to deliver, attract and retain talent, and have their products/services perceived as value-adding by customers. Are you ready?

“Digital visionaries are building platforms throughout their business.”

The deepening of digitalization means that lines are becoming increasingly blurred, and boundaries semiporous —

both inside and outside the enterprise — as multiple networks of stakeholders bring value to one another by exploiting and exploring platform dynamics. Taking a platform approach to bimodal delivery, talent and leadership presents CIOs with an enormous opportunity to orchestrate these layers of the business, create value for their enterprise and become a key digital leader.

Mr. Aron shared the three innovative approaches needed to succeed in a digital business world:

- Create a bimodal delivery platform.
- Evolve the talent platform.
- Build your leadership platform.

Mastermind keynotes

The second half of the chessboard



[View keynote](#)



ANDREW McAFEE

Center for Digital Business, MIT Sloan School of Management and Fellow, Harvard Law School, Berkman Principal Research Scientist

In his mastermind keynote presentation, Mr McAfee spoke about the role digital technologies play in helping companies compete and advance what they do. In an era of really powerful technology, he examined what the comparable advantage of people, of human cognition was. For example, he went into detail about the impact of driverless cars on the future economy, but also on his own personal experience, that is that people went through three phases when in driverless vehicles — terror, interest and then ultimately, boredom.

He thinks we are in the early stages of the 2nd Machine Age, a profound change in history based on advances in technology. He used the example of IBM's Supercomputer Watson, specifically when it took part in the gameshow, "Jeopardy" in early 2011. In 2006, Watson effectively sucked at the game. As time went by, it was clear to see that it got better and better, its approach to the game and its tactics improved month by month. When it actually took part in a real version of the show, five years after the project had started, it roundly beat two of the all-time human champions at the game.

We are now in what he called "The Sudden Period". Technology has progressed slowly and steadily for the last 50 years, but we are now in stage where our experience and frameworks are no longer a good guide to what is going on. This is the concept of "The Second Half of the Chessboard", where exponentially growing factors come into play that dwarf those factors on the 1st half of the board. He asked why we are still fond of human "experts" and postulated that we need to be more data and algorithm driven. Humans are still unique, however, in their common sense and social skills. Creativity is an overused word, but this is where people excel over machines. If you want a real breakthrough, you need a human mind.

The core is what we have built up over time that we are proud of, things like processes and structure are part of this. However, when we open up to the crowd, it is amazing what new results and ways of thinking can be created. If you can let go of who you think the experts are and where expertise lies, you will likely see big jumps in what the crowd can do for you. Management style needs to become more open and data driven.

We need to rethink the role of CIO



View keynote



DON TAPSCOTT

Author and Influential Management Thinker

Mr Tapscott wrote “The Digital Economy” 21 years ago and in his keynote presentation, he outlined what had changed in the past 20 years. He postulated that the rate of change was moving so fast now, that our ability to comprehend the impact in the short term was limited. He argued we needed to rethink the IT function and the role of CIO.

He outlined six key themes that were significantly impacting business right now:

- The social web
- The rise of mobility
- Big Data
- The Internet of Things
- The cloud
- Drones and robotics

He argued that although a world where information could be exchanged existed, value exchange was limited in that there always existed an intermediary, whether that was a bank or government organization. Blockchain, the technology that underpins Bitcoin, is starting to allow such exchanges and he argued that this was the next phase of the Internet. He also spoke about how harnessing the power of the crowd could have huge impacts. In the Industrial Age, the costs of transactions in an open market were more than tapping into what existed inside an organization. That has changed significantly and he gave an impactful example of Goldcorp, who created a challenge that offered a \$500,000 reward to anyone who could identify where the company had

gold in their gold field. As a result, they found \$3.4bn of gold and the market cap of the company rose dramatically.

Mr Tapscott delved into the concept of “data fracking” and used the example of how each and every tweet on Twitter is a data point that can be utilized to identify significant patterns. For example, the data breach at Home Depot was identified early because of such an approach. Pharmaceutical companies have the issue that patents are time limited, so they need to change their model and approach. He spoke about clinical trials that cost in excess of \$10bn per trial, but if data is shared and crowdsourced, human health is advanced, but the companies were then in the position where they could compete differently, in such areas as supply chain, packaging, delivery systems, services and relationships.

Another major part of his speech focused on the idea of the “The IT Supermarket”, a self-service approach within organizations, facilitated by the IT department. This would focus on business services, not the underlying technology. This would be geographically independent, provisioned by anyone, anywhere. And given the massive economy of scales, the costs are lower, affected by the needs for response time, governance, security, redundancy isolation, and other operational drivers.

CIO Experience luncheon keynotes

Push the boundaries of what is deemed normal



View keynote



COLONEL CHRIS HADFIELD

Astronaut/First Commander of the International Space Station

Colonel Chris Hadfield gave an amazingly insightful and inspiring presentation that told his story of piloting the most complicated vehicle ever designed, of leaving Earth and being the Commander of the International Space Station. He revealed that the odds of death upon launch in the space shuttle was one in 38. So how do you rise to that challenge? How do you work with that risk and the complexity associated with it. He revealed that he bought into the risk before he undertook the challenge and that he did everything to be ready for that risk before it became a reality. Being able to recognize what you can afford to ignore is important. Identifying what the real next threat is paramount, rather than focusing on potential problems that may never occur.

Mr Hadfield then spoke about how you rise to your own personal challenges. The most important first step is to define what your idea of perfection was. He also revealed his thoughts about achieving the impossible that is doing something that everyone had previously said couldn't be done. But using the example of walking on the moon, he further clarified by sharing that impossible became possible when the

right amount of determination and planning went into achieving it. Visualizing success was a waste of time – things always go wrong, so you need to visualize failure and how are you using this time now to get ready for it? Success came about through relentlessly visualizing failure and being prepared for it – after all, one small failure in space can have catastrophic, if not fatal, consequences.

Early success is a terrible teacher. Early and swift failure is a far better teacher about how to get things right.

As he closed out his awe-inspiring presentation, he made it clear that we are all role models to young people and that we ought to be actively pushing the boundaries of what is deemed normal and we should be promoting someone to reach the limit of their born potential.

The CIO's influence in an organization rises and falls



LES McKEOWN

President & CEO, Predictable Success

Les McKeown took to the stage to share with the CIO lunch audience some insight about how and why companies grow, stall and sometimes decline. He also shared his views of the different stages that every organization can go through and how they can be problematic but also be positive. The lifecycle of organizations starts with an early struggle and approximately 80% of companies fail in this stage. Why is this? Because they don't have a ruthless focus on finding their profitable, sustainable market. The next stage is what Mr McKeown termed as "fun". This is fun because it's NOT part of the early struggle, the market for the company has been found, low hanging fruit is easy to focus on and enthusiasm is abundant, plus, maybe more importantly, money is being made. The company is starting to grow. Small wins make significant impact on the company. But this is usually driven by visionaries, whose attention is often easily taken by new projects. For companies to move to the next stage, visionaries need what was termed "operators" – the people get stuff done. They need each other, it is a symbiotic relationship.

Overcome extraordinary odds to inspire



View keynote



LEWIS PUGH

Ocean Advocate and Inspirational Speaker

As a pioneer swimmer and ocean advocate, Lewis Pugh is known for achieving the impossible. He used his experience in overcoming extraordinary odds to inspire and take a fresh outlook on how to approach challenging business decisions.

He discussed three swimming stories, all with an underlying message:

- Overcome fear by having a clear vision on what needs to be achieved, plan and prepare thoroughly and ensure everyone knows their responsibilities.
- Avoid false assumptions through constantly asking ourselves what assumptions are we making and their validity.
- Empower a no limits mindset by identifying and pushing away limiting beliefs.



Signature Series spotlight

Top 10 strategic predictions: What it means to be human in a digital world

As a Signature Series session, the top 2016 strategic predictions were announced by Daryl C. Plummer, Vice President and Gartner Fellow at Gartner Research; they herald an algorithmic- and smart-machine-driven world in which people and machines must define harmonious relationships. These predictions begin to separate us from the mere notion of technology adoption and draw us more into issues surrounding what it means to be human in a digital world.

1. By 2018, **20% of business content** will be authored by machines.
2. By 2018, **6 billion connected things** will be requesting support.
3. By 2020, autonomous software agents outside of human control will participate in **5% of all economic transactions**.
4. By 2018, more than **3 million workers globally** will be supervised by a “robo-boss.”
5. By year-end 2018, **20% of smart buildings** will have suffered from digital vandalism.
6. By 2018, **45% of the fastest-growing companies** will have fewer employees than instances of smart machines.
7. By year-end 2018, customer digital assistants will recognize individuals by **face and voice across channels** and partners.
8. By 2018, **2 million employees** will be required to wear health and fitness tracking devices as a condition of employment.
9. By 2020, smart agents will facilitate **40% of mobile interactions**, and the post-app era will begin to dominate.
10. Through 2020, **95% of cloud security failures** will be the customer’s fault.

DARYL C. PLUMMER

Vice President and Gartner Fellow,
Gartner Research

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

[View sessions](#)



CEOs must commit to digital now

In his presentation at Gartner Symposium/ITxpo in Barcelona, Mark Raskino, Distinguished Analyst and Gartner Fellow, told CIOs that CEOs are increasingly aggressive about digital business growth and expect their digital revenue to double in the next five years.

Recommendations for CIOs

1. Request and expect CEO involvement.
2. Be ready to tell at least three stories of admired CEOs.
3. Start long-term planning for digital change.
4. Drive technology education as a mission-critical project.



Top 10 strategic technology trends: Signaling the digital mesh

We sit at the center of an expanding set of devices, other people, information and services that are fluidly and dynamically interconnected. This “digital mesh” surrounds the individual, and new, continuous and ambient experiences will emerge to exploit it. In his session revealing Gartner’s top 10 strategic technology trends, David W. Cearley, Vice President and Gartner Fellow at Gartner Research, shared three categories for this year’s trends: the digital mesh, smart machines and the new IT reality.

RECOMMENDED READING

[Top Strategic Predictions for 2016 and Beyond:
The Future Is a Digital Thing](#)

[How Leaders Take Digital to the Core](#)

[Top 10 Technology Trends Signal the Digital Mesh](#)

[CEOs Must Commit to Digital Now](#)



Industry coverage

Bruce Bond, Group Vice President at Gartner Research and head of Gartner Industries Research, kicked off the most well-attended Industry Day yet, with a look at the current state of technology within industries. Attendees were then treated to a unique and enlightening session by Louise Mahler, Ph.D., an expert in mind-body-voice connections. Dr. Mahler led an interactive networking session designed to bring together the mind, body and voice connection as a guiding light for leaders.

Attendees heard targeted research, shared best practices and networked with peers, spanning such industry sectors as:

Banking & Financial Services

Insurance

Education

Government

Healthcare

Manufacturing

Energy & Utilities

Retail

RECOMMENDED READING AND VIEWING

**Bruce Bond's presentation slides
(exclusive access)**

**All-Industry Networking Session:
The Mind-Body-Voice Connection**



Cool Business Awards

Gartner's Cool Business Awards ceremony, which took place on Sunday 8 November, was a major success. More than 250 people were in the audience and voted to determine the winners. Our Cool Business Awards recognize innovative use of technology to highlight best-in-class initiatives in the financial services industry and to offer insight in the developments of digital innovations.

In Barcelona, the awards and winners were as follows:

- Most Innovative New Digital Product: Discovery
- Most Innovative Digital Customer Service Enhancement: CAL
- Most Innovative Application of Digital Technology to Grow the Business: mBANK
- Most Promising Digital Business Transformation Initiative: Millennium Bank

The audience also voted Discovery as the overall Digital Champion for EMEA.

[View session](#)



Industry Sunday keynote

Smart Simplicity

YVES MORIEUX

Senior Partner & Managing Director, The Boston Consulting Group's Institute for Organization

Mr Morieux started his presentation with insight into the rate of growth of productivity since the 1970s. He revealed that the rate of productivity growth has been slowing across the globe and has even stagnated to zero percent in the UK, despite the growth in use of technology. He asked a very probing question of the audience – “What will YOU do differently knowing this?”. When productivity is rising at 3% per annum, each generation is better off than the previous one. Yves revealed that approximately 80% of the workforce in Europe is not considered engaged. There is now a new category of worker, those that are classified as “actively disengaged”.

To further compound this issue, business is getting more complex. The problem is that to manage this complexity, teams spend 60-80% of their time wasting their time, working harder and longer on less and less value adding activity.

He suggested that CIOs are here to help manage the complexity of business, rather than to help automate the complicated methods of managing this complexity. The solution is to engage the whole of the workforce, but also to ensure that the context they are working in is the right one – why do they do what they do? The key is to encourage people to know when to ask for help, rather than creating a culture of blame. Everyone has to help, cooperate, relate and engage with every other business unit applicable to their context.



YVES MORIEUX

Senior Partner & Managing Director, The Boston Consulting Group's Institute for Organization

Peer engagement

At Gartner Symposium/ITxpo, attendees experienced the strength of peer connection firsthand. Throughout the week, attendees not only shared knowledge but forged meaningful professional relationships.

Real-time networking sessions

Throughout the week, real-time networking sessions followed 12 track sessions, enabling attendees to collaborate with their peers on the just-covered topics.

Gartner Peer Insights

While on-site, Gartner introduced the new Gartner Peer Insights — software and services ratings and reviews by IT professionals, now available to help you make more insightful decisions. Leverage the power of unbiased peer feedback and share your own experiences by writing a review.

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 10 Peer Connect Meetup topics

- Office 365: enterprise experiences and lessons learned
- Best practices to implement agile teams
- Women in technology: developing talent (open to men and women)
- PMO and the ITPMO
- Women CIOs: practical realities of leaning in
- Enterprise architecture in the era of digital business
- Creating and maintaining an IT service portfolio and IT service catalog
- Innovation as a program
- Enterprise architecture: key emerging trends and strategies
- ITSM, ITIL and DevOps



Closing keynote

You as leaders will create the digital future

David A. Willis, Vice President and Distinguished Analyst at Gartner Research, closed the conference with his take on the main messages along with advice for attendees as they return to their organizations.

Mr. Willis wrapped up Symposium/ITxpo 2015 with actionable next steps for attendees:

- With your team, think about how you can invest to innovate, and what to divest to make it happen.
- Continue the conversation with your peers and Gartner analysts.

View keynote

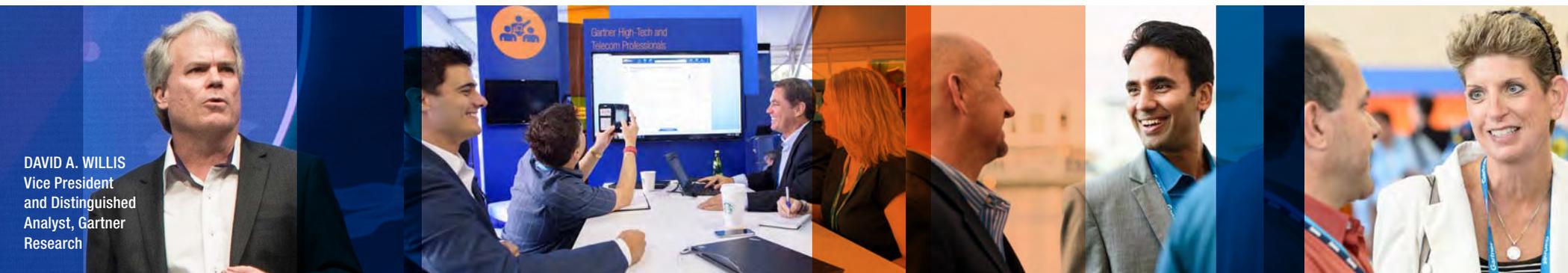


Fun facts

In music news: Check out this year's [Gartner Symposium/ITxpo playlist](#).

Getting the facts: Did you catch an interesting fact on the screen while waiting for the keynote session to start. Get all the [prekeynote factoids](#) from this year's conference.

Live polling: Throughout the week, 18 sessions had live polling enabled. Attendees were presented with 43 polls and placed a total of 4,315 votes.



DAVID A. WILLIS
Vice President
and Distinguished
Analyst, Gartner
Research

Leading solution providers helping you evolve yo



A special “thank you” to our exhibitors

Thank you to our 138 exhibitors, who offered attendees their leading-edge solutions that aligned with the mission-critical priorities of the CIO. Special ITxpo features included:

- Gartner theater sessions
- ITxpo theaters
- Learning labs
- Emerging Technologies Pavilion
- ITxpo receptions
- Face-to-face exhibitor meetings
- CIO thought leadership presentations

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Gartner Media Partners are our publications and Web portals of choice. Our Media Partners cover a wide spectrum of readers, including those in IT, vertical industries and general management, as well as a broad geographic reach.



Symposium/ITxpo 2015 by the numbers

5 days

5,500 total attendees

1,900 CIOs

160 Gartner analysts

138 solution providers

1,574 organizations

300 sessions in 6 tracks

4,000 Gartner analyst one-on-one meetings

2 Mastermind keynotes

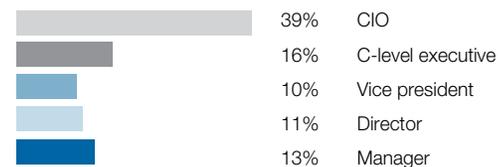
334 people participated in **77** Gartner Peer Connect Meetups

5,400 people sent out more than
19,200 tweets, reaching
5.9 million people

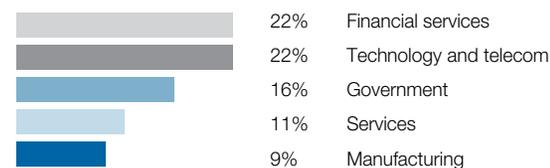
Snapshot of attendees

Designed as the most important gathering of CIOs and senior IT executives, Gartner Symposium/ITxpo 2015 had an increase in the number of CIOs attending with their leadership teams.

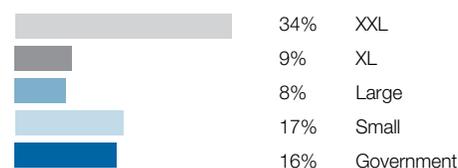
Top 5 job titles



Top 5 industries



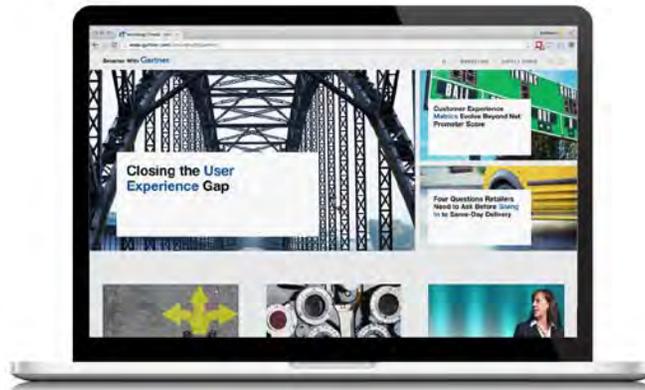
Company size



Your post-event resources

Get the latest IT news

From the digital humanist approach to security to how leaders take digital to the core, our robust online library of digitally focused research, reports and news offers a fascinating look at digital business trends, forecasts and success stories. Visit gartner.com/smarterwithgartner for details.



RECOMMENDED ARTICLES

Digital Business Means Platform Business

The Economics of Connections

The New CIO Influencer

Top 10 Technology Trends Signal the Digital Mesh

How Leaders Take Digital to the Core

The Digital Humanist Approach to Security



Missed a session?

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- Keynotes
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- Hundreds of analyst-led track sessions

Watch sessions you missed, and those you want to watch again, anytime from any connected device. Email eod@gartner.com with any questions or support needs.

View sessions



Connect all year round

 Gartner Symposium/ITxpo

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 #GartnerSym

Keep rising to the challenge

We'll gather again 6 – 10 November 2016.

Plan now to join us again next year! Registration is now open for the 2016 event. To bookmark the page, go to gartner.com/eu/symposium.

2016 global CIO events

Gartner CIO Leadership Forum: February 21 – 23, Phoenix, AZ*
Gartner CIO Leadership Forum: March 7 – 9, London, U.K.*

Gartner CIO & IT Executive Summit: June 6 – 7, Munich, Germany
NEW! Gartner CIO & IT Executive Summit: June 14 – 16, Toronto, Canada
Gartner CIO & IT Executive Summit: November 14 – 17, Cancun, Mexico

Gartner Symposium/ITxpo 2016

March 1 – 3, Dubai, UAE
September 26 – 28, Cape Town, South Africa
October 5 – 7, Tokyo, Japan
October 16 – 20, Orlando, FL
October 24 – 27, São Paulo, Brazil
October 24 – 27, Gold Coast, Australia
November 6 – 10, Barcelona, Spain
November 15 – 18, Goa, India

To view the complete list of 2016 Gartner events, visit gartner.com/events.

*Application is required.

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