

1 – 5 October 2017 / Orlando, Florida
gartner.com/us/symposium

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

Executive Summary Report

Creating Digital Value at Scale



Overview

Two words defined Gartner Symposium/ITxpo 2017: innovation and disruption. Enthusiasm for all things digital is at its peak. CIOs were urged to buckle up for the inevitable “Trough of Disillusionment,” as many initiatives will be successful while others will fail. Analysts urged CIOs to prepare for the wild ride ahead by expanding digital dexterity. It’s time to push digital innovation beyond experimentation to permeate the business, drive competitive advantage and deliver value. Sessions explored how to best leverage artificial intelligence (AI), the Internet of Things (IoT), APIs, industrialized digital platforms and other new technologies to scale the organization’s reach, relationships and people.

Throughout the event, industry luminaries, analysts and IT leaders reiterated the importance of speed and agility in a world where technologies such as cybersecurity, blockchain, real-time event streams and immersive technologies are accelerating the pace of change. In the following pages, you’ll find a summary of key take-aways to keep in mind as you rethink your IT strategy to scale digital business in the coming year.

See inside for:

- Letter from the conference chair
- Summary of welcome and opening analysts keynote
- 2018 Gartner CIO Survey synopsis
- Guest keynote highlights
- Signature Series spotlight
- Peer networking highlights
- Special program highlights
- ITxpo highlights
- Attendee profile
- Additional Gartner resources



On the cover:

Peter Sondergaard
Executive Vice President, Gartner Research

Thank you for your contribution to a remarkable week

Gartner Symposium/ITxpo 2017 in Orlando got off to an enthusiastic start early Sunday morning with Industry Day and never looked back.

In more than 250 presentations, Gartner analysts explored new technologies helping organizations create digital value at scale. From AI, IoT and emerging platforms to cultivating a risk-tolerant culture, we looked at ways to stay ahead of disruption. Sessions also focused on dealing with growing challenges such as digital security and the IT talent shortage.

At its core, Gartner Symposium/ITxpo was about scaling great technology to improve business processes. It was about delivering customer and employee experiences with digital dexterity. Most of all, it was about driving profitable business innovation.

What did you find most valuable about this year's event? What could we improve? Write to us at SymposiumNAFeedback@gartner.com or visit [Gartner Events Navigator](#) to leave your feedback. We read every word and take your suggestions to heart.

I hope you found the inspiration and insight you need to rethink your IT agenda as you head into 2018. We look forward to seeing you again next year.

Best regards,



Michael

Michael Maoz
Gartner Symposium/ITxpo Chair
Vice President and Distinguished Analyst,
Gartner Research

P.S. Be sure to stay engaged with key concepts by revisiting sessions on [Events On Demand](#) and connecting with other attendees and Gartner clients on [Gartner Peer Connect](#). As a reminder, you have access to all sessions on Events On Demand for a full year.



Creating Digital Value at Scale

Gene Hall, CEO at Gartner, welcomed attendees to this year's conference by talking about the unprecedented opportunities business leaders today have. "Technology is opening up entirely new markets and creating innovative ways to serve customers. Technology-driven disruption is providing exponential growth opportunities," Mr. Hall said, but he also warned that the environment continues to be volatile. "How do enterprises win in this environment?" he asked. The answer: cross-functional teams with technology at their core.

Peter Sondergaard, Executive Vice President at Gartner Research, opened the keynote with this observation, "Four years into the digital shift, we find ourselves at the Peak of Inflated Expectations." He then challenged attendees to embrace the urgency of digital and harness new key performance indicators, role opportunities and scale accelerators to speed through the digital trough to the Plateau of Productivity.

"This is critical," Mr. Sondergaard said. "Because if your organization is not both optimizing and creating new digital business models — or new ways to engage constituents or customers ... you are falling behind."

He went on to say that CIOs can "unleash" three scale accelerators to meet the urgency for transformation.

1. **Digital dexterity** is a new set of attributes and skills to allow you to operate successfully in a continuously changing digital world.
2. **Network effect technologies**, including blockchain, mixed reality (AR and VR) can help you create virtuous patterns of growth, where waves of disruption build upon one another, exponentially. For 2018, focus on IoT, APIs and artificial intelligence.
3. **The industrialized digital platform** includes the IT systems to run, customer experience to engage, things to sense, intelligence to decide and the ecosystem foundation to interact.

[View keynote](#)

2018 Gartner CIO Agenda

The fundamental shift to broader-scale digital business requires that CIOs turn into executive leaders.

The 2018 Gartner CIO Survey, which included responses from 3,160 CIOs in 98 countries, revealed that success in digital business requires a shift from experimentation to the scaling of best practices. CIOs must match this scale in their own leadership.

In his session, Andy Rowsell-Jones, Vice President and Distinguished Analyst at Gartner Research, shared how the impact of digital transformation on the job of CIO and on the IT organization will be profound. In this new world, success is based not on what CIOs build but on the services they integrate. The IT organization will move from manufacturer to buyer, and the CIO will become an expert orchestrator of services. This requires not only new technologies, but a skilled team, an organizational culture ready for transformation and a CIO ready to lead the business.

[View session](#)

"CIOs at top-performing enterprises are more likely to sit on the executive committee and report to the CEO."

2018 Gartner CIO Agenda

Guest keynote highlights



Salesforce CEO Shared His Approach to Innovation and Ecosystems

Marc Benioff, Chairman and CEO, Salesforce

Marc Benioff, CEO of Salesforce, reminded us that disruption is all around us, and that is a good thing! A great thing, if we adopt the beginner's mind. Listen both to the beginning of Salesforce, the subscription-based SaaS business he started to disrupt the enterprise software industry, and, most important, to how to develop the beginner's mind to beat the competition.

[View session](#)



Make Something People Love

Alexis Ohanian, Co-Founder, Reddit

After sharing how the internet changed the trajectory of his life, Alexis Ohanian asked, "what will the next success be?" He feels we are headed toward greater authenticity. "Social networks are remarkably antisocial," said Mr. Ohanian. "They are the web equivalent of cocktail banter, skimming the surface. People today want things to feel real. Authenticity is the antidote to a decade of posturing on social media."

[View session](#)



Clayton Christensen and the New Framework for Innovation

Clayton Christensen, Professor, Harvard Business School

How can you be sure your customers will actually want the innovation you deliver — really, really want it? Is there a way to ensure your innovation efforts will drive business growth? Discover the approach used by Amazon, Intuit, Uber, Airbnb and other change masters.

[View session](#)



ADAPT: Stories From Lonely Planet's Former CTO — The Key Ingredients Needed to Remain Relevant in an Ever-Changing and Disrupted World

Gus Balbontin, Former Chief Technology Officer, Lonely Planet

No matter what your business is, sooner or later you'll have to deal with digital disruption. For Lonely Planet, it was sooner. Hear stories from the technology and business transformation that engulfed the media industry over the past 15 years, and on how Gus Balbontin and team learned to survive and thrive.

[View session](#)

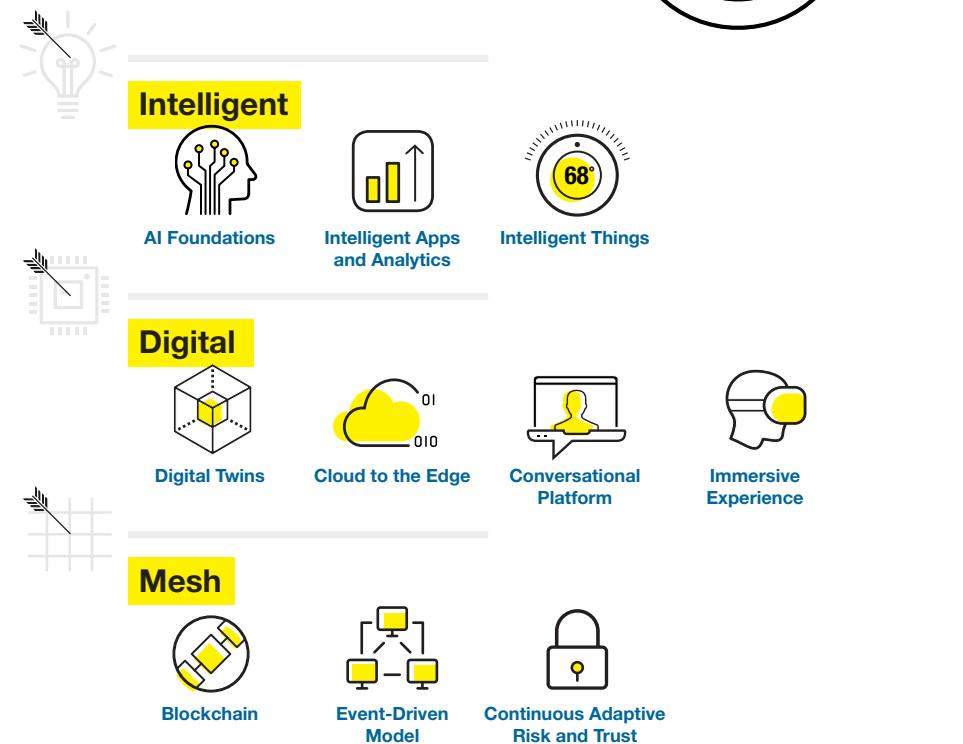


"I found Gartner Symposium/ITxpo to be incredibly enriching and empowering in terms of positioning myself to be successful as a current and future technology leader in my organization."

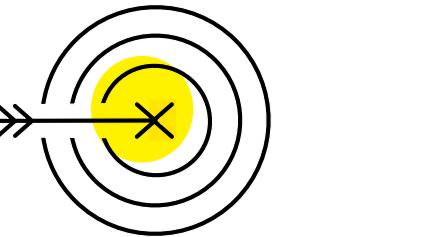
Gordon Chapman
San Bernardino County District Attorney, Chief Information Officer

Signature Series spotlight

Top 10 Strategic Technology Trends for 2018



[View session](#)



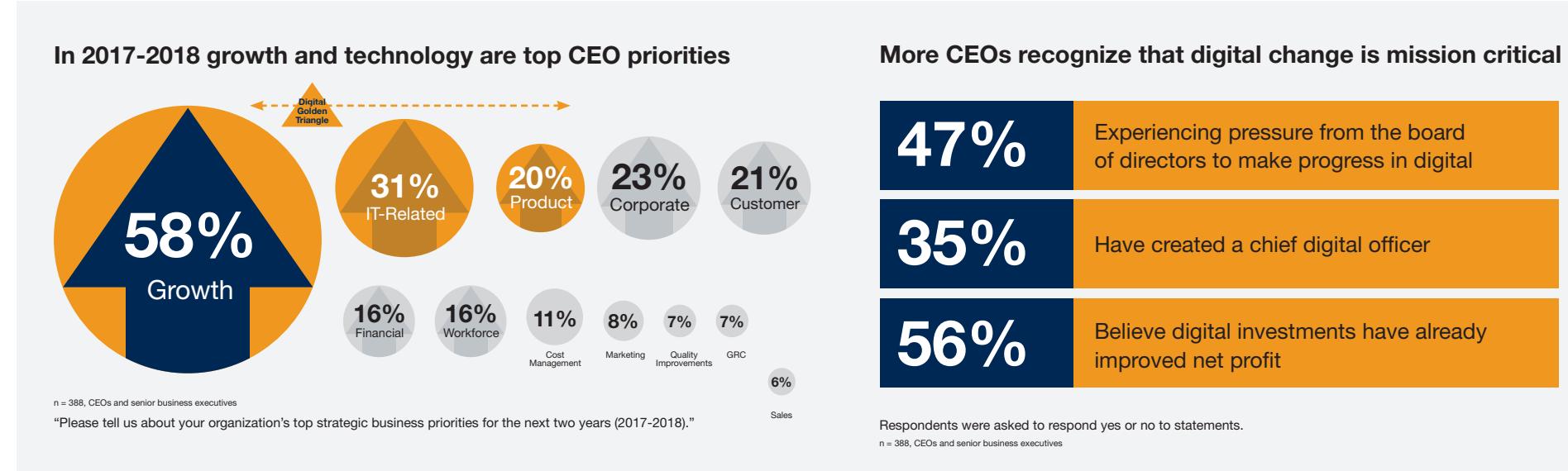
Gartner Top Strategic Predictions for 2018 and Beyond

1. Consumers Favor Visual and Voice Search
2. Digital Giants Self-Disrupt
3. Legitimized Cryptocurrencies
4. Increased Fake News
5. Counterfeit Reality Overtakes Reality
6. Bots Take Over
7. Versatility Wins Over Specialization
8. AI Creates More Jobs Than It Takes
9. IoT in Everything
10. Assume IoT Security Vulnerabilities

[View predictions](#)

[View session](#)

The CEO Perspective 2017: How CIOs Should Respond



CIOs should:

- Help CEOs define and detail the digital business destiny of the enterprise
- Help CEOs identify the resources, capabilities and mindset to power the progress of digital transformation
- Help CEOs leapfrog to a level and define the new rules of competition in your industry

[View session](#)

Attendees shared their ideas and insights with peers throughout the week

Top 10 Meetup topics

- Best Practices in Implementing a Business Relationship Management Practice
- Business Intelligence Platforms: What and Why?
- Cybersecurity for Midsize Enterprises: Increasing Awareness and Communication From Employee to Executive Level
- Endpoint Protection Struggles
- O365 Migration Do's and Don'ts
- Speaking the Language of Leadership to Effect Change
- Strategic Cost Optimization
- The Importance of Enterprise Architecture Maturity
- Women in Technology: Developing Talent
- World-Class IT Leadership: It's all About the People

Peer Connect

Peer Connect is an online community exclusively for Gartner end-user clients and **Symposium/ITxpo** attendees, where you can give and receive support from your peers with **no vendor sales or marketing**. Inside the community, you'll be able to browse discussions or start your own, make connections with others in your industry or field, and have access to relevant articles and templates created from member-submitted content — all without any vendor influence or presence. You can access Peer Connect here: community.gartner.com.

Popular topics in member discussions include:

- Office 365 migrations
- Blockchain
- Cybersecurity
- Artificial intelligence
- Innovation
- Bimodal
- 2017-2018 technology trends
- Agile
- Women in technology
- IOT
- Analytics

“Meeting industry colleagues at an innovation Meetup session was great ... I can't think of another forum where the right people would have been in the room for that kind of spontaneous discussion.”

Andy Rodriguez
Director, NERC



Special program highlights

Industry Day

Attendees learned how IT trends will impact their particular business segment and prepare to seize emerging opportunities today. Below are a few highlights from each industry:



Banking & Investment Services

Banks seeking to transform themselves and engage in digital business heard Gartner's financial services vision for 2030; how to win in a platform world; the competition from new challengers; and how core banking systems are moving to the next generation. And last but not least, our attendees got to choose the winners, live, in the FS "Eye on Innovation" awards — [click here](#) to view winners.



Insurance

Attendees took away that digital transformation within the industry is happening. Insurtechs (startups in the insurance industry), business ecosystems and new technologies such as artificial intelligence will have a major impact on digital strategies and IT roadmaps alike. Insurance attendees were also exposed to Gartner's 2030 vision for the industry and learned how legacy modernization will help them improve operational efficiency and save costs in the long run.



Education

Attendees heard about emerging technologies and their impact on both higher and K-12 education, as well as about modernization strategies for their legacy administrative and learning management systems.



Electric & Gas Utilities

Digital has pushed the utility business to the edge. Attendees learned about the top 10 utility trends in 2017 that are contributing to the optimization of core business processes, digitally enabled transformation and much more.



Government (Federal, State & Local)

Attendees were given both practical advice to progress in their current digital transformation, as well as a long-term view of how technology may shape organization and service delivery to make their current strategies more future-proof.



Healthcare

Attendees learned how IT can create transformative business value from digital initiatives. They gained insight into how to maximize investments in consumer engagement, AI and analytics. While payers learned how they can manage and maximize the value they create and deliver to patients and citizens, providers

heard about optimizing their biggest investment within electronic health records (EHRs) and the future of digital care delivery.



Manufacturing

Attendees learned how to navigate the digital manufacturing transformation, engage customers to ensure a successful product launch, create new business models with 3D printing and more.



Oil & Gas

The oil and gas culture resists change, so industry attendees heard how they need to learn from different industries and ask different questions to impact digital transformation.



Retail

Retailers are in turmoil and looking for leadership on driving digital transformation strategies. The opening session, "Fighting for the Customer — Going Nine Rounds With Amazon," set the pace for the day, followed by a full track that explored using advanced analytics technology, enhancing the customer experience with self-funding technology, and using digital technologies to ensure pricing, promotion and offers are consistent across channels.

Community Champions Program

Forty-two Community Champions participated in a program designed to recognize attendees who have been to the event four or more times and have them provide a resource for first-time attendees. The champions engaged in various activities pre-event, including participating in our online Peer Connect community, joining a webinar to provide tips for first-time attendees, and engaging in the Meet Me at #GartnerSYM social media campaign. On-site, the champions hosted Meetups, joined the first-timer breakfast to answer questions from new attendees, and participated in orientation sessions.



Introducing CEB

New this year, we introduced seven Gartner CEB sessions to the agenda focused on management insights. Attendees heard research-based insights and proven best practice case studies on how CIOs can scale digital business, improve their prioritization practices and help boost the digital acumen of their business leaders.

Midsize Enterprise Program

This year's Midsize Enterprise Program was extended to 44 sessions and drew participation from over 1,600 midsize enterprise attendees. The top-attended sessions were:

- Drive Business Value — Midsize Enterprise IT Leaders Must Demonstrate Contribution to Business Outcomes
- Ask the Analyst: Digital Workplace Strategy That Takes Advantage of Being a Midsize Enterprise
- Roundtable: How Midsize Enterprises Are Using Data and Analytics to Drive Measurable Business Value

Women CIO and Women in IT

Demand for this program has grown exponentially this year. Female attendees collaborated and networked throughout the week in roundtables, Meetups, workshops, speaker Q&As and several networking events. More than 150 women participated in the Women CIO Networking reception and Women in IT Tea.

Mega-Enterprise Executive Experience (M3E)

This year's M3E program, designed for global enterprises with annual revenue of \$10 billion+, saw an 111% growth in participation and featured an enhanced agenda of track sessions, roundtables, workshops, Meetups and exclusive networking opportunities. The top-attended sessions were:

- Business Model Leadership: The CIO's Greatest Value Contribution
- The Art of the One-Page Strategy
- Don't Relegate Innovation to the R&D Department

ITxpo highlights

Thank you to our 181 exhibitors, who offered attendees their leading-edge solutions that aligned with the key priorities of the CIO.

Special ITxpo features included:

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

“It is a one-stop shop for innovative inspiration, as well as increase chance to stumble upon concepts or solutions that you didn’t know existed.”

Ryan O’Donnell
Senior Strategist, International Trademark Association

NEW! Byte Size Insights sessions

The new Byte Size Insights sessions allowed attendees to learn about and evaluate solution provider products and services through brief presentations that addressed a specific topic as it related to a particular technology space. Seven hundred and forty-two attendees participated in 82 Byte Size insights sessions on-site. The top three topics were data and analytics, cost optimization and cloud security.



Interested in exhibiting? Contact us at 1 800 356 4740 or exhibit@gartner.com.

PREMIER EXHIBITORS

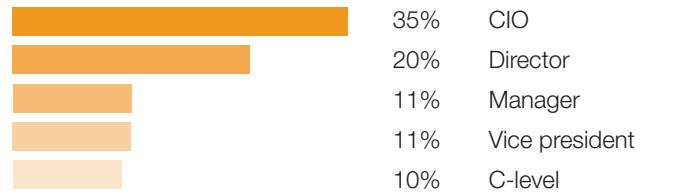


MARKETPLACE EXHIBITORS



Gartner Symposium/ITxpo 2017 by the numbers

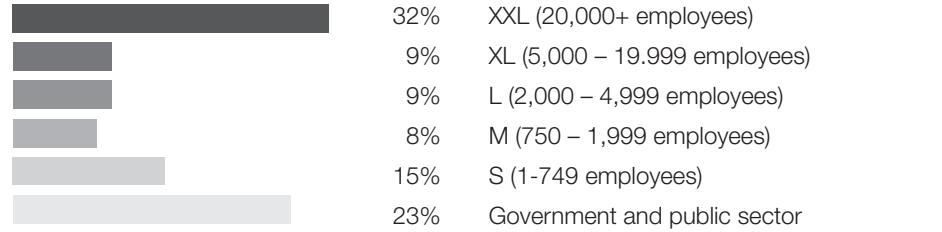
Top 5 job titles



Top 5 industries



Company size



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

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.

5 days

7,154 total attendees

2,722 CIO Experience attendees

200 Gartner analysts

181 solution providers

4,984 organizations

350+ sessions in 6 tracks

6,200+ Gartner analysts one-on-one meetings

6 guest keynotes and 1 TechExec Interview

Industry Sunday, which focused on 10 verticals

Attendees participated in more than 170 Meetups

37,892 tweets using #GartnerSYM by 14,787 individuals

Attendees participated in 465 Consulting Clinics

94 took part in a Five-Minute Benchmark and 304 attendees participated in a Consulting Boardroom Briefing

13,608 views of Facebook Lives covering 4 of our keynotes and 1 Women in Technology panel

22 journalists on-site, with 92 news articles published so far



Analyst one-on-ones

Throughout the week 3,782 attendees participated in 6,287 meetings with Gartner analysts.

Top 10 one-on-one topics

- Cloud computing
- Digital business/digital workplace
- CIO leadership
- Data analytics and BI strategies
- CIO organization models, IT governance and strategic execution
- Application strategy and governance
- Security and risk management leaders
- Customer relationship management and customer experience
- Enterprise architecture and technology innovation leaders
- Artificial intelligence

"The analyst one-on-one sessions have provided invaluable insight and guidance on our digital strategy."

Ivan Welsh

Director of Enterprise Architecture, Symcor, Inc.

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.

Missed a session?

Video recordings of featured sessions from Gartner Symposium/ITxpo 2017 in Orlando can now be accessed through Gartner Events On Demand for up to one year, post-event. Visit gartnereventsondemand.com/event/sym27, 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.

To view the complete list of 2018 Gartner events, visit gartner.com/events.

↗ Plan to join us again next year!

Registration is now open for the 2018 event.
October 14 – 18, 2018

2018 global CIO events

Gartner CIO Leadership Forum 2018

February 25 – 27, Phoenix, AZ*
March 5 – 7, London, U.K.*
March 12 – 13, Johannesburg, South Africa*
March 25 – 27, Hollywood, FL*

Gartner CIO & IT Executive Summit 2018

May 15 – 17, Toronto, Canada
June 11 – 12, Munich, Germany

Gartner Symposium/ITxpo 2018

March 5 – 7, Dubai, UAE
September 16 – 19, Cape Town, South Africa
October 14 – 18, Orlando, FL
October 22 – 25, São Paulo, Brazil
October 29 – November 1, Gold Coast, Australia
November 4 – 8, Barcelona, Spain
November 12 – 14, Tokyo, Japan
November 13 – 16, Goa, India



Gartner Research Special Reports

Get insights into major business and technology trends that will help you stay ahead and make smarter decisions for your organization in the coming year.

↗ See the latest

*Application is required.