Newsroom

# Press Releases

ORLANDO, Fla., October 15, 2018

Gartner Says ContinuousNEXT is the Formula for Success Through Digital Transformation and Beyond

Analysts Identify Five Imperatives for ContinuousNEXT During Gartner Symposium/ITxpo 2018, October 14-18, in Orlando

The formula to achieve success in a world that is constantly changing is to implement a ContinuousNEXT approach, according to Gartner, Inc.

ContinuousNEXT is the future evolution of concepts Gartner has introduced in recent years that will build momentum through digital transformation and beyond.

The five imperatives for CIOs to implement a ContinuousNEXT strategy include:

Privacy

Augmented Intelligence Culture

Product Management Digital Twin

[Mike Harris (https:***/*** www.gartner.com/analyst/11682/Mike-Harris)](https://www.gartner.com/analyst/11682/Mike-Harris), executive vice president and global head of Research, explained today to an audience [of more than 9,000 CIOs and IT leaders at Gartner Symposium/ITxpo](http://www.gartner.com/us/symposium)

[(http:***/*** www.gartner.com/us/symposium) that now is the time for](http://www.gartner.com/us/symposium)

organizations to be more adaptive to change, and these leaders need to bring new practices, develop new capabilities and create new ways to succeed – the ContinuousNEXT approach.

“The transition to digital is undeniable and accelerating, disrupting both government and business models. These new models redefine the way organizations create, deliver, and capture value. They are challenging the way CIOs operate, bringing new mindsets and new practices to IT,” said Mr. Harris.

“Nearly two-thirds of CEOs and CFOs anticipate business model change, frequently due to digital transformation, and investors are encouraging that change. They reward organizations that wrap every product and service with digital capabilities,” Mr. Harris said. “They are not just interested in data – which is now old news – they are interested in what you do with data through advanced analytics and artificial intelligence. Leaders apply technology and information in unique and creative ways to outperform their peers. It’s what distinguishes them from the rest, and that’s where ContinuousNEXT come in.”

Dynamism

In an environment that thrives on continuous changes, Gartner’s data scientists have found that the single biggest predictor of success is organizational with Dynamism. More than just being business led, and no matter if the governance model is loose or controlled, the strongest determinant of success is dynamism. Dynamism is the ability to embrace change and adopt technology in a new way. More than three-quarters of organizations struggle with dynamism. “The way you adopt technology matters, and dynamism is the critical factor,” Mr. Harris said.

Privacy

Mastering privacy and creating trusted digital connections is an urgent imperative for ContinuousNEXT. If CIOs do not successfully manage privacy, their entire digital transformation is at risk. Increasingly, privacy leads to trust, and trust is power.

However, due to recent security breaches there is rising skepticism from consumers, which impacts trust. For the first time, a sizeable group of consumers and employees are not willing to give up security, safety and peace of mind in exchange for convenience. Many consumers have either deleted some of their social media accounts or updated their privacy settings.

“As a CIO, you have a mandate to maintain data protections on sensitive data about consumers, citizens and employees,” Mr. Harris said. “This typically means putting someone in charge of a privacy management program, detecting and promptly reporting breaches, and ensuring that individuals have control of their data. This is a board-level issue, yet barely half of organizations have adequate controls in place.”

Augmented Intelligence

Augmented intelligence is the logical step beyond artificial intelligence. For example, there is a growing public view that artificial intelligence systems will change the workforce, but Gartner does not view this as detrimental to workers.

“Putting workers side by side with advanced artificial intelligence systems, process and robotics allows for those jobs to become more impactful,” Mr. Harris said. “Companies adopting artificial intelligence today often let workers keep their jobs, albeit in a new form, even making those jobs more meaningful and rewarding.”

Culture

Organizations must have a dynamic culture to enable ContinuousNEXT. However, culture is identified by 46 percent of CIOs as the largest barrier to realizing the promise of digital business. Gartner analysts said changing the culture doesn’t always have to be big, and it doesn’t always have to be hard.

[“Hack your culture to change your culture,” said Kristin Moyer](https://www.gartner.com/analyst/15859/Kristin-Moyer)

[(https:***/*** www.gartner.com/analyst/15859/Kristin-Moyer), resea](https://www.gartner.com/analyst/15859/Kristin-Moyer)rch vice president and distinguished analyst at Gartner. “By culture hacking, we don’t mean finding a vulnerable point to break in to a system. It’s about finding vulnerable points in your culture and turning them in to real change that sticks. Hacking is about doing smaller actions that usually get overlooked.

Great hacks also trigger emotional responses, have immediate results, and are visible to lots of people at once.”

Ms. Moyer said many CIOs are spending 70 percent of their time in meetings and doing email. They can free up time by canceling status meetings and replacing them with brief, written updates. Leaders are shifting decision- making authority, so others can take action. She said CIOs should let the person with the “great idea” become the CEO of their idea.

Digital Product Management

Digital product management is a core imperative of ContinuousNEXT and accelerating adoption means that if CIOs don’t start soon, they may never catch up. Gartner’s 2019 CIO Agenda survey shows that top performers are twice as likely to be doing product-centric delivery.

“Digital product management isn’t just a diﬀerent way of doing IT. It’s a [diﬀerent way of doing business,” Mark Raskino](https://www.gartner.com/analyst/18594/Mark-Raskino)

[(https:***/*** www.gartner.com/analyst/18594/Mark-Raskino)](https://www.gartner.com/analyst/18594/Mark-Raskino), research vice president and distinguished analyst at Gartner. “Today’s most powerful companies have fused digital technology into products to create a new management practice. For example, nobody asks Amazon whether it’s a retailer or a tech company anymore. It wins by being both. Tesla is a tech

company in the automobile industry; Apple is a tech company that now in the health industry. Digital technology and product innovation are becoming indivisible in all industries.”

Mr. Raskino said product managers will apply design thinking and agile methodologies to shape user experiences. Analytics and continuous intelligence fuel the constant evolution of products, and continuous DevOps delivers weekly or sometimes even daily product updates. “That’s why digital product management supersedes IT project management,” Mr. Raskino said.

Digital Twin

Digital twins are often used to manage physical things, such as jet engines and wind turbines through sensors and computer modeling. However, digital twins are evolving and getting more robust.

[Helen Huntley (https:***/*** www.gartner.com/analyst/17998/Helen-Huntley)](https://www.gartner.com/analyst/17998/Helen-Huntley), research vice president at Gartner, told the audience of CIOs that they could create a digital twin of their organization, what Gartner calls a DTO. With DTOs, CIOs can virtually see how people work, the systems and processes they touch and how work moves from department to department in their organizations. It’s like taking the roof oﬀ of their work location and looking inside.

“In a DTO, you start with a real world environment with real people and machines doing work together,” Ms. Huntley said. “This generates continuous intelligence about what is happening in real-time. It allows CIOs to model diﬀerent scenarios, choose one, and then make it real in the physical world.”

About Gartner Symposium/ITxpo

Gartner Symposium/ITxpo is the world's most important gathering of CIOs and senior IT leaders, uniting a global community of CIOs with the tools and strategies to help them lead the next generation of IT and achieve business outcomes. More than 25,000 CIOs, senior business and IT leaders worldwide will gather for the insights they need to ensure that their IT initiatives are key contributors to, and drivers of, their enterprise's success.

Follow news, photos and video coming from Gartner Symposium/ITxpo on [Smarter With Gartner (http:***/*** www.gartner.com/smarterwithgartner)](http://www.gartner.com/smarterwithgartner), on [Twitter (http:***/*** www.twitter.com/Gartner\_inc) using #GartnerSYM](https://twitter.com/search?q=%23gartnerSYM&amp;src=typd)

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Upcoming dates and locations for Gartner Symposium/ITxpo include:

[October 22-25, 2018; Sao Paulo, Brazil](https://www.gartner.com/events/pt/la/brazil-symposium)

[(https:***/*** www.gartner.com/events/pt/la/brazil-symposium)](https://www.gartner.com/events/pt/la/brazil-symposium)

[October 29-November 1, 2018; Gold Coast, Australia](https://www.gartner.com/events/apac/gold-coast-symposium)

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[November 12-14, 2018; Tokyo Japan](http://www.gartner.com/events/apac/japan-symposium?cm_sp=swg-_-event-_-symjapan)

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[November 4-8, 2018; Barcelona, Spain](https://www.gartner.com/events/emea/barcelona-symposium)

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[November 13-16, 2018; Goa, India (http:***/*** www.gartner.com/events/apac/goa- symposium?cm\_sp=swg-\_-event-\_-symgoa)](http://www.gartner.com/events/apac/goa-symposium?cm_sp=swg-_-event-_-symgoa)

[March 4-6, 2019, Dubai](https://www.gartner.com/en/conferences/emea/symposium-uae)

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[June 3-6, 2019; Toronto, Canada (http:***/*** www.gartner.com/ca/symposium)](http://www.gartner.com/ca/symposium)

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Gartner, Inc. (NYSE: IT), is the world’s leading research and advisory company and a member of the S&P 500. We equip business leaders with indispensable insights, advice and tools to achieve their mission-critical priorities today and build the successful organizations of tomorrow.

Our unmatched combination of expert-led, practitioner-sourced and data- driven research steers clients toward the right decisions on the issues that matter most. We are a trusted advisor and objective resource for more than 15,000 organizations in more than 100 countries — across all major functions, in every industry and enterprise size.

To learn more about how we help decision makers fuel the future of business, visit [gartner.com (http:***/*** gartner.com/)](http://gartner.com/).

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