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

4 – 8 November 2018 / Barcelona, Spain
events.gartner.com/go/esc30

Symposium/ITxpo highlights 2018

See inside for:
- Letter from the Conference Chair
- Keynote takeaways and session summaries
- Industry Sunday overview
- Signature Series insights
- ITxpo highlights
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- 2018 attendee profile
- A guide to Gartner resources
It was a remarkable week; we’re glad you were here

Adapt today. Succeed tomorrow.

You heard important messages at Symposium/ITxpo from Gartner experts and guest speakers. You had the opportunity to share insights and collaborate with your peers. We all agree that the future is coming fast and the ability to adapt in a world of “ContinuousNext” is a mandate that can’t be ignored. Project management must become product management. Processes must be agile and simplified. Business and operating models must be reimagined and enabled by new technologies. Symposium/ITxpo provided the insights, tactics and approaches to envision and plan for it all, but you must define it in your own way. Use what you learned to proceed with confidence, to embrace change and plan for what lies ahead. Innovation and transformation doesn’t happen by chance or accident. This rapidly changing world requires leadership that is informed, responsive and determined. You are that leader.

We look forward to working with you on your digital journey and seeing you again at Symposium/ITxpo in 2019.

Sincerely,

Ed Gabrys,
Sr Director, Analyst, Gartner
Symposium/ITxpo Conference Chair
From Digital Transformation to ContinuousNext

Technology is making digital transformations in business and government very real. Our opening Keynote introduced the idea of the “ContinuousNext”, the path to success in a world of constant change—and offered a formula for creating a transformative world-class organization. The goal for leaders is to remain adaptive and competitive, yet many digital transformation projects are at risk, and leaders must evolve their approach in ways that will bring meaningful innovation to every corner of the enterprise.

Key takeaways

1. Strengthen business and technology impacts with culture hacks.
2. Shape, shift and share to bridge the gap between mindsets and practices.
3. Protect your customers’ privacy as your most important asset.
4. Create augmented intelligence scenarios where people and AI work side-by-side.
5. Shift your approach from project management to product management.
6. Explore how a Digital Twin of the organization can provide what-if insights to accelerate growth.

“By 2022, more than half of major new business systems will incorporate continuous intelligence that uses real-time context data to improve decisions.”

Gartner predicts
We recorded many of our sessions to enable you to review the core takeaways of sessions you attended, or circle back on sessions you missed. You’ll have access to event documentation and audio recordings for one full year and are invited to share it with your colleagues. Go to Events Navigator to get started.
The ContinuousNext — Informed by Metrics, Driven by Talent

Adaptation in a world of constant change requires a new focus on experience and engagement.

The ContinuousNext is characterized by an obsession with customers and mission, but the greater challenge lies with deeply embedded issues of organizational culture. To fully embrace the ContinuousNext, we must ‘un-ask’ important questions we think have already been solved and make everything in our organization about experience and engagement. Data should be an inspiration, starting conversations rather than ending them. And while “optimizers” and “creators” are essential to a successful digital future, without a fundamental shift in approach to talent and culture, their effectiveness may be compromised. Solution? See everyone as a customer and make every mission as human as you can.

Key takeaways

1. See everyone as the customer.
2. Make the mission as human as possible.
3. Un-ask questions.
4. Let your data inspire you.
5. Balance the optimizer and the creative.

“Data is the poorest possible reflection of reality.”
Frank Buytendijk, Distinguished VP, Analyst, Gartner

“What we’ve experienced with information technology so far has largely been the final stages of industrialization, not really much to do with digital business or what comes next.”
Dave Aron, Distinguished VP, Analyst, Gartner
“Data should be a conversation starter... Not a conversation ender.”

Leigh McMullen, Research VP, Gartner
From creativity, to ethics, revolutions, and world domination, the keynotes shared unique perspectives on business, technology, and the world around us.

Our inspirational guest speakers

Andreas Ekström
Author, Journalist, Digital Futurist
Our inspirational guest speakers

Guest Keynote: Seven Ways to Own the World

We are quick to reap the rewards of the digital revolution, says author, journalist and commentator Andreas Ekström, but we must also be mindful of the responsibilities that come with it. In this inspiring final Guest Keynote session, Ekström urged CIOs and IT leaders to share the wealth, power, knowledge and influence that is now held by a very few—and push for the kind of digital equality that will benefit us all.

How do we get to a digital future that will serve global needs? We must write the constitution now, and take the time to make sure we get it right. “We need to ask better questions of ourselves and our companies,” said Ekström, “and not simply take the path of least resistance.” The world is being digitally re-oriented in virtually every way, and the future is filled with both great opportunities and potential threats. It is up to us to understand the revolution in which we live, and guide its progress.

Key Takeaways

- The digital revolution isn’t about winners and losers, but power and responsibility.
- We can figure out the future by asking ourselves the best questions now.
- We have a moral obligation to share our wealth, power, knowledge and influence.

“First comes food, then comes the ethics.”

“Code can’t be neutral, it’s political.”

“...about 3 billion people do not have the internet.”

Andreas Ekström

Guest Keynote Interview: Ed Catmull, President, Pixar Animation and Disney Animation

In this special Guest Keynote Interview, Gartner Analyst Frank Buytendijk sat down with Ed Catmull to discuss creativity, risk, failure, trust, fear and how digital technology is changing the world as we know it. A co-creator of Pixar—along with Steve Jobs and John Lasseter—Catmull is now President of Pixar Animation and Disney Animation, with 30 feature-length films to his credit. A study in contrasts, he has a Ph.D. in computer science and is the recipient of five Academy Awards for his animation work, giving credence to one of his main messages: art and technology are wound together. Catmull shared his thoughts in an informal Q&A that touched on topics of importance to every CIO and IT leader, including the rules for embracing the complexity that accompanies great creative output, how to take smart risks, the importance of experimentation in times of uncertainty and how he successfully addressed the challenges that came with leading the Disney Animation Studios.

In a cloud-based environment, how do you protect what’s important?

Catmull: Through trust. Signal to people that you trust them by telling them what the problems are.

Are companies engaged in digital transformation pushing the boarders of technologies too far too soon?

Catmull: You should be doing that; you should be taking the risk of going too far too soon. You aren’t committing; you are taking the first step. It has to be okay that certain things are not okay.

How can we take our people by the hand and tell the story of the digital journey?

Catmull: Storytelling is the way we communicate with each other. What makes a story great is humanity and emotion. Emotion is what drives us; that is what we want to connect with.

“It has to be okay that certain things are not okay.”

Ed Catmull
Every CIO has an important story to tell—of successes as well as lessons learned. Our roster of CIO Story speakers took a candid look at the challenges and opportunities that face CIOs in the digital age—real-world insights from those who lived it for themselves.

Healthcare Case Study: Moving to Digitally-Enabled Integrated Health and Care Across England

As Head of Architecture and Cyber Security of the fifth-largest employer in the world, Singh had pragmatic advice to offer IT leaders engaged in their digital transformation journeys: take action, but know your maturity level across the organization when developing an interoperable ecosystem. Next, take strategic steps to create that which is usable and useful, prove that it is being used and remember that it is primarily a community initiative and not a technology one. The ultimate takeaway: Develop, Build, Take, Work, Utilize and Consider.
Panel: Powering Continuous Transformation — Moderated by the Economist

For these CIOs, we are living—and working—in a world of constant change and disruption, which has resulted, all agreed, on a “tremendous moment” for IT. As the cost of doing business continues to rise, technology innovation is a key differentiator, bringing new products and services to market faster which in turn fuel competitive advantage. It’s a truth across every industry, and story that began almost a decade ago, now playing a game-changing role that will only grow bigger and more impactful.
Driving Digital — The UK Government, Driver and Vehicle Standards Agency’s Transformation Journey to a Digitally Enabled Organization

When two UK government agencies merged to become one, Munson was faced with multiple challenges, among them legacy technology that was quickly becoming outdated and unreliable — and ill-equipped to keep pace with the rapid change that the agency’s responsibilities required. DVSA approached the complexity of the transformation effort by starting small on three levels: Foundation, Capability, and Scale of Delivery.

Nationwide Digital — a Member-Centric Transformation

James faced an inconvenient truth in his role: the ability of Nationwide to keep pace with industry change was rapidly falling away, and there was a pressing need to evolve the archetypes. The approach? Assume the role of pioneer, people who actively pursue something new and explore and exploit opportunities. What didn’t change? The power of the collective to benefit the people of the world’s largest mutual fund — members not customers — who help define a true social purpose and support the idea of giving back.

Digital Transformation — Local Councils Become Digital Businesses

As Chief Digital Officer, it was clear to Wallace that their citizen users must be the priority, and that first and foremost services must be built around people and communities. AI was employed to promote equality, collaboration, performance improvement, and cost reduction across all services. The caveat? Design can fail if the problem is insufficiently understood and “solved” too quickly. What’s needed is to “design the right thing” and “design the thing right.”

Interview: Craig Walker, VP and Global CIO, Shell Downstream

For Walker, the challenges of inheriting a “big department” in thirty countries all over the world was primarily a cultural one. In an effort to make business see IT as more than a mere service, Walker implemented far-reaching personnel changes to augment the rapid rise in technology innovation, including installing a new team. It was a move that led him to an important tactical revelation: it’s only human to want to be liked, but it’s vastly more important to be respected.
Going Digital — A 185-Year-Old Start Up’s Global Transformation Journey — Into the Cloud

The commercial aviation industry, says Rick, a former RAF and commercial pilot, is crying out for solutions. To date, the digital revolution has been leveraged to streamline operations, reduce costs and to automate boarding, bag collection, security and other protocols. What is the commitment to digital? The industry is expected to increase spend on digital technologies to $1 trillion by 2020.

Digital Innovation Ecosystem at Algeciras BrainPort

The port and shipping industry is a capital-intensive one, and the capacity is huge: 1,820,000 containers that carry goods produced in one location to consumers in another. For the Algeciras BrainPort, the creation of a digital platform for operations orchestration was a crucial, multi-step journey—from understanding the business and its challenges to defining the business vision. Automation and AI enabled faster, better decision-making amidst a complex array of variables.

NH Hotel Group’s Transformation Plan & Its Digital Core Platform — The Future of Hospitality

With 60,000 rooms in 382 hotels in 30 countries, NH Hotel Group was faced with a sizable mission when it came time to revitalize an aging portfolio, increase brand recognition and eliminate operational inefficiencies. The solution was to galvanize the company around a new digital core: an integrated system across all properties and functions. Result? A global view of the business, with a centralized SAP platform that improved the customer experience.

From Code to Clinics, How to Make AI Work for the Patient

AI is already having far-reaching impacts in the healthcare industry, identifying issues and solving problems that have eluded the medical community for decades. As a diagnostic tool, for example, it had a 96% success rate in diagnosing sepsis in unwell babies before the onset of symptoms, sparking overwhelming interest in the AI pilot. The key to success, says Honkanen, is a continuous and reliable data flow to inform the algorithms—and technical integrations that begin early.
Industry Sunday overview

On Sunday we heard a full day of content from industry practitioners and Gartner experts. Here’s an overview of some of their insights.

“what is it that you need to work on, that would make you a better leader?”

Rob Geraghty
Industry Opening Keynote: Stand Up and Be a Leader — How to Increase Your Personal Credibility and Authority

Can the tone of your voice and the words you choose convey that you’re a leader? Can the simple act of using people’s names help them connect to you in a more meaningful way? According to Rob Geraghty, Executive Coach and founder of The Wow Factor, the answer is emphatically “yes.” Geraghty kicked off Symposium as the Opening Industry Keynote on Sunday, demonstrating that how we communicate has far-reaching impacts on our credibility, authority and ability to engage. He touched on six key areas that instantly convey leadership qualities.

The tone of your voice. Develop a new awareness of variables in your voice. A low tone conveys authority and confidence, strategic pauses allow important messages to sink in, and audibly “bolded” words in a sentence add emphasis where it’s needed.

The words you choose. When you add powerful words to your spoken communications, great things happen. Replace weak words like “maybe,” “might” and “a bit” with stronger choices like “great,” “outstanding” and “clear.” Even the difference between “could” and “can” changes how your message is received.

The use of people’s names. Addressing someone by his or her name is a proven way to help them feel valued and respected—and automatically increases their connection to you. Have trouble remembering names? Repeat it, link it to someone you know, use it, listen, and believe in yourself.

Asking the right questions. Questions help us gather important information, which in turn helps us ask better questions. The key is to really listen to the answers you get, and master the ability to summarize and communicate what you’ve heard and understood.

What your body is saying. We all know how important body language is—and there are a few simple things we can all do to appear more positive and in charge. By making direct eye connections, standing taller and using our hands for wider, more impactful gestures, we instantly convey more power and authority.

Demonstrating your expertise. The knowledge and expertise you communicate can come from your own personal experience or be borrowed from a credible third party. What’s important is to be specific, citing data points and sources when you can.

Industry Closing Keynote: Grit to Great — How Perseverance, Passion and Pluck Take You from Ordinary to Extraordinary

Does extraordinary success in the workplace require special qualities? Are super stars destined to outshine the rest of us personally and professionally? According to author and business leader Linda Kaplan Thaler, the answer is no—there is no “it” factor that determines who rises to the top. Instead, she says, it’s the ability to persevere, and once we recognize its power, we can use it to our advantage. In this Industry Closing Keynote on Sunday, Thaler explored the meaning of “grit”—Guts, Resilience, Initiative and Tenacity—and explained why those who have it consistently outperform those who don’t.

Thaler pointed out that grit is inherently flexible and adaptable, using the example of the hardy bamboo tree, that flourishes in spite of adverse or changing conditions. That’s a quality, she said, that we can all develop. Thaler laid out several ways to nurture the qualities of grit. First, lose your safety net and try something new; being comfortable with being uncomfortable is key. And over-prepare; when you feel you have perfected something, focus on it for another thirty minutes. The only thing to be frightened of? Standing still.

Key Takeaways

- Sometimes plans don’t work, and often Plan B is more successful than Plan A.
- Happiness is not the absence of problems, it is solving problems.
- A happy environment makes people more productive; when you feel good you work harder.
Gartner Eye on Innovation Awards for Financial Services

The much-anticipated award for innovation excellence in the Financial Service sector was presented on Sunday afternoon to Deniz Bank, emerging on top in Europe for its Neuroscience Strategy entry. Finalists used the session to present the features and benefits of products and services that characterize best-in-class technology innovation for financial services. Divisional winners were then selected by attendee vote, and included Deniz Bank in Round 1 for their Neuroscience Study, Israel Discount Bank for its In-App Triple Layered Service in Round 2, and AKSigorta for its Claims Chat in Round 3 — with Deniz Bank announced as the overall Gartner Eye on Innovation Awards winner.

2018 Submissions by the Numbers

This year’s field of almost 200 submissions was the largest on record, a 15% increase from 2017. Breakdowns included:

By Geography

- Americas: 28%
- EMEA: 35%
- APAC: 37%

By Industry

- Banking: 63%
- Insurance: 25%
- Others: 12%

Congratulations to all of our 2018 winners, and a special thank you to all who submitted their work for consideration. Be sure to look for an upcoming Gartner Research Note with more details about the Gartner Eye on Innovation Awards winners in every region.
Signature Series insights

What’s coming next, and how will it affect your organization? Our popular Signature Series sessions offered a valuable look ahead at strategic predictions, trending technologies and the topics that C-suite executives find of greatest urgency for 2019 and beyond. From CIO priorities and CEO perspectives to the limits and opportunities of disruptive technologies, the six sessions in the Signature Series provided a data-driven context to support strategic decision-making.

Listen Again
2019 CIO Agenda: Securing a New Foundation for Digital Business

The much-anticipated results of our 2018 global CIO Survey were revealed at Symposium/ITxpo on Tuesday, clearly indicating that CIOs are prepared to address a new phase of digital business evolution. Based on responses from 3,012 CIOs representing 89 countries and 15+ industries, the 2019 CIO Agenda explores the issues, initiatives and priorities that are top-of-mind for CIOs—and how they plan to reimagine and implement business model change at scale. Key findings include:

1. Digital initiatives are the most mentioned business priority for CIOs in EMEA at **29%**, surpassing growth at **18%**.
2. Although rates of growth show regional variation, the expected change in enterprise IT budgets in EMEA for 2019 is **+3.3%**.
3. **47%** of EMEA CIOs report a business model change, the way in which organizations create, deliver and capture value.
4. Digital maturity has reached a tipping point with **35%** of digital initiatives scaling and refining in 2019 as compared to just **17%** that were considered mature a year ago.
5. **39%** of CIOs report that evolving consumer demands are driving their business model change.
6. Digital foundation for new models means closer engagement and securing consumer-centricity, **71%** of CIOs measure the ROI of digital.
7. **97%** of CIOs expect cybersecurity threats to get worse, prompting actions that include awareness building (47%), I&O (73%) and recovery practices (58%).
8. **55%** of EMEA respondents have implemented product-centric delivery characterized by longer-lived, ideate-build-run teams that work on a persistent business issue.
9. There has been a **270% increase** in AI adoption since 2015, with 30% of use cases for chatbots.
10. **44%** of responders have increased investment in business intelligence or data analytics solutions.

Andy Rowsell-Jones
Distinguished VP, Analyst,
Gartner

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The Top 10 Strategic Technology Trends for 2019

In the era of ContinuousNext, organizations can foster perpetual innovation, integration and delivery—but only if they are fully prepared. With the potential for significant disruption, these strategic technology trends are setting the stage for innovation over the next five years—critical developments that will serve as the foundation for ongoing digital business success:

1. **Autonomous things**
   By 2021, 10% of new vehicles will have autonomous driving capability, compared with less than 1% in 2017.

2. **Augmented analytics**
   Through 2020, the number of citizen data scientists will grow five times faster than the number of expert data scientists.

3. **AI-driven development**
   By 2022, at least 40% of new application development projects will have artificial intelligence co-developers on their team.

4. **Digital twin**
   24% of enterprises implementing IoT projects are using Digital Twins.

5. **Empowered edge**
   Storage, computing and advanced AI and analytics capabilities will expand the capabilities of edge devices through 2028.

6. **Immersive experience**
   By 2022, 70% of enterprises will be experimenting with immersive technologies for consumer and enterprise use, but only 25% will have deployed to production.

7. **Blockchain**
   Blockchain will create $3.1T in Business Value by 2030.

8. **Privacy & ethics**
   By 2021, organizations that bought compliance risk and are caught lacking in privacy protection will pay 100% more in compliance cost than best-practice-adhering competitors.

9. **Smart spaces**
   Smart spaces are physical or digital environments populated by humans and enabled by technology which are increasingly connected, intelligent and autonomous.

10. **Quantum computing**
    By 2023, 20% of organizations will be budgeting for quantum computing projects compared to less than 1% today.
Gartner’s Top Strategic Predictions for 2019 and Beyond: Practicality Exists Even in Instability

In this new world of ContinuousNext there is always something new coming and this can seem like chaos. Yet, order always emerges from chaos if you take the right perspective. With an approach that considers, vision, effort and practicality we can emerge from uncertainty despite the risks, this is your opportunity to get ahead.

Willful Disruption: Seven Digital Disruptions You Might Not See Coming

Digital disruption is the critical discipline for modern success, so what are the seven digital disruptions you might not see coming?

1. Quantum computing.
2. Real-time language translation.
4. Swarm intelligence.
5. Human-machine interfaces.
7. Smartphone disintermediation.

As much as ever – digital business matters to CEOs.”
Mark Raskino

The CEO Perspective 2018: How CIOs Should Respond

62% of CEOs have a management initiative or transformation program to make the business more digital. With CEOs recognizing the need for deeper digital change, CIOs should undertake the following high level actions to work toward digital capability creation:

1. Help your CEO find and test new structural growth paths using digital.
2. Help every member of your executive team develop into their own digital team role.
3. Build a tight pair working relationship with your CHRO to create internal talent development and digital culture shift.

A CXO’s Perspective on the Opportunities and Limits of AI

People think it takes two years to get an AI project running. But the real time is closer to three or four. To cultivate great benefits from AI, focus on the benefits and strategies – don’t focus on the technology. Take action:

1. Create a center of excellence.
2. Develop a strategy of data stewardship and strategic data gathering.
3. Set priorities for use cases and proceed.
ITxpo highlights

Thank you to our exhibitors who offered attendees leading-edge solutions that aligned with the key priorities of the CIO and their teams. Solutions were brought to life on ITxpo with a series of dynamic and immersive experiences provided by our exhibitors. Here is a reminder of what took place:

**ITxpo Stages** where exhibitors provided product reveals and Gartner analysts presented Magic Quadrants® and Hype Cycles®. For many of these sessions, the audio recording and documentation are available on Events Navigator to review the core takeaways.

**Private consultations** with exhibitors for highly-tailored advice to help attendees with their business priorities.

**Gartner Peer Insights** was available on ITxpo allowing attendees to read verified end-user peer reviews of today’s IT products and services, helping them identify the best solutions before making an investment.

**Solution Provider Sessions** presented by senior IT executives describing their strategic vision and relevance to digital business transformation.

**Thought Leadership sessions** delivered fresh thinking and innovative perspectives from every direction, from top organizations in technology and business.

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**Keep your connections**

Most attendees leave our events with valuable connections to analysts, exhibitors and their peers. Keep it going with the Who’s Here* feature on Events Navigator. Opt-in to reach out to people you met at the conference — or find new contacts from our attendee list. Go to Who’s Here in the Events Navigator app.

*Available to end-users only

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Our 6,500+ attendees who joined us at this year’s conference participated at ITxpo to discover what’s possible and validate their solution shortlist by directly engaging with the solution providers who exhibited.

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Applications
- Appian
- Axway
- Betty Blocks
- Eggplant
- Kony
- LogRocket
- L2Labs
- Mendix
- Morphis Tech
- MuleSoft
- New Relic
- NTT Communications
- OutSystems
- Panaya
- Pivotel
- ProO
- Raincode
- Solace
- TIBCO
- Transalsis
- Vionage
- WEM
- XebsaLabs
- XMReality

Customer Experience
- Avaya
- BloomReach
- Cincom
- Papyrus Software
- Spyrker Systems
- WalkMe

Data & Analytics
- AskNed
- BI Builders
- BOARD
- Cognitive Technology Corporation
- EnterpriseDB
- Fadata
- FIFS

Enterprise Networking & Communications
- Aryaka
- Art Networks
- BluJeans
- CenturyLink
- CITC Telecom CPC
- Colt
- Expereo
- Gamma
- Global Cloud Xchange
- Huawei
- Masergy
- Orange Business

Enterprise Solutions
- InterSystems
- MicroStrategy
- Redistor
- RStudio
- Sollx Technologies, Inc
- Tazi.ai
- WhereScape
- Workday

Digital Business Platforms & Process Management
- AuralPortal
- Litera
- Maven
- PegaSystems
- Reply
- Symbox

Digital Workplace
- AVI-SPL
- Mitel
- Pexip
- Slack
- Synergy Sky
- Unify
- Zoom Video Communications

Enterprise Security
- A2Secure
- AlertEnterprise Inc
- BitSight Technologies
- Bombard
- Cybernetica

Security & Risk Management
- Cybadis
- Darktrace
- Entersekt
- Fortinet
- Illium
- InfraData
- Kaspersky Lab
- Okta
- OneTrust
- Pluralight
- Smart GDPR
- SureCloud Ltd
- Zecaler

Sourcing & IT Services
- Another Monday
- Applio
- China Outsourcing Institute
- DXC Technology
- Flexera
- MEDZ/AMDIE
- NTT Data Inc
- Palisade Compliance
- Rimini Street
- ServiceNow
- Snow Software
- Spinnaker Support LLC
- Stefanini
- Support Revolutions
- Wipro

Multi-Marketplace
- Cisco
- Google Cloud
- IBM
- Microsoft
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.

Meetups
Attendees at this year’s Symposium/ITxpo gained valuable insight and lasting connections from peer-networking opportunities at the Meetups. These topic-driven discussions not only allowed attendees to build relationships, but they were also able to gain new perspectives and solve problems with their peers. As one attendee put it, “I learned a lot of key elements that I will be able to take back home and made a lot of lasting connections. We’ve actually already planned to meet up again at the next Symposium/ITxpo.”

Top 10 Meetup topics
1. Best Practices for Creating a One Page IT Strategy
2. Best Practices in Exploiting Cloud Computing
4. Blockchain — Potential vs. Reality
5. Creating & Identifying CIO Dashboard Metrics
6. Data & Analytics Organization — Center of Excellence or Distributed Teams?
7. Enterprise Architects Peer Networking
8. Planning for the Future of the IT Workforce
9. Presenting Cybersecurity to the Board
10. Women in IT — Balancing Work, Life and Everything In-Between

Our Gartner One-on-One Meetings offered personalized feedback on specific issues with suggestions for next steps and outcomes. These we’re the most popular topics under discussion.

Top 10 One-on-One Meeting topics
1. Building and Expanding a Digital Business
2. CIO Leadership in Innovation and Strategic Business Change
3. CIO Mastery of Leadership, Culture and People Dynamics
4. Digital Workplace Program
5. Cloud Computing
6. CIO Leadership in Governance, Strategic Execution and Operational Performance
7. CIO Design of Bimodal and Other IT Operating and Organizational Models
8. Application Development Strategies for Digital Business
9. Artificial Intelligence
10. Application Leaders
Execute Your Strategy

Your One-on-One meeting with a Gartner expert was designed to jump start your strategy. Now is a great time to look again at your takeaways, then build on your insight with additional research. Be sure to share next steps with your team for the next three, six and nine months. Browse our complimentary Gartner Research Notes to help you with your planning.
2018 attendee profile

Top 5 job titles
1. CIO 41%
2. C-Level Executive 19%
3. Vice President 11%
4. Director 11%
5. Manager 9%

Top 5 organization sizes in attendance
1. XX-Large 32%
2. Government 18%
3. Small 17%
4. X-Large 9%
5. Large 9%

Top 5 industries
1. Banking, Finance & Insurance 24%
2. Government 18%
3. Technology and Telecom 17%
4. Services 12%
5. Manufacturing 10%

6500+ Attendees
2600+ CIOs
400+ Sessions
4,900 One-on-One Meetings
140+ Exhibitors
A guide to Gartner resources

As you build your action plan and finalize next steps, using the audio recordings and session presentations available in Events Navigator is a great way to validate your thinking. You can also revisit key topics and catch up on sessions you may have missed.

Dig deeper into the tracks explored at Gartner Symposium/ITxpo with podcasts, webinars and complimentary research notes.

**Business strategy**
- The Future of Work & Talent: Culture, Diversity & Tech: A Gartner Trend Insight Report
- Cloud Strategy Leadership eBook
- Leading Through Digital Disruption eBook
- Drive Innovation from Digital Ecosystems

**Technology & information**
- Artificial Intelligence: Start Them Young
- How to Build a Successful Strategic Plan for Information & Technology
- Scaling Bimodal — Fusing IT With the Business: A Gartner Trend Insight Report
- Identify and Deliver AI Business Value
- Reinventing the Application Organization

**Leadership**
- Data Security's Biggest Risk: Not Adapting to Digital Leadership in the Digital Age: A Gartner Trend Insight Report
- Three Practices to Shift Business Expectations of IT Beyond ‘Run the Business’
- Managing Risk and Security at the Speed of Digital Business
- Must-Have Skills for Today’s CIOs

Want access to research? Contact GartnerGlobalEvents@gartner.com or have a look through our complimentary research notes.
We look forward to seeing you again next year!

3 – 7 November, 2019

Until next time, here is the comprehensive list of all our Gartner global conferences. See what sparks your interest gartner.com/events.

About Gartner

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