

**CXODAY**2017

**THE  
BIG HOW!**

20 + 21 NOVEMBER | BEURS VAN BERLAGE - AMSTERDAM | C-LEVEL EVENT

## **Partner Manual ICT Media**

**CIODAY2017**

Beurs van Berlage, Amsterdam  
20 & 21 November



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**Dear Partner,**

First of all thank you for your participation at CIODAY2017! We have set-up this manual to make the process more easily.

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We hope to inform you sufficiently with this subjects but if you have still any questions or remarks please do not hesitate to contact us.

Kind regards,

Project team CIODAY2017

## Project team

To make sure everything runs smoothly before, during and after the event, we work in a project team. The team that is committed to make CIODAY2017 a success consists of the following people:

Name	Function	E-mail	Contact details
<b>Rob Beijleveld</b>	CEO	<a href="mailto:rob@ictmedia.nl">rob@ictmedia.nl</a>	+31 (0)6-51531551
<b>Bart de Vaan</b>	Sales Director & Business Development	<a href="mailto:bart@ictmedia.nl">bart@ictmedia.nl</a>	+31 (0)6-11641510
<b>Christoph Heller</b>	Sr. Business Manager	<a href="mailto:christoph@ictmedia.nl">christoph@ictmedia.nl</a>	+31 (0)6-54375810
<b>Paul Joosten</b>	Sr. Business Manager	<a href="mailto:paul@ictmedia.nl">paul@ictmedia.nl</a>	+31 (0)6-22198482
<b>Joël Machin</b>	Sales & Account management	<a href="mailto:joel@ictmedia.nl">joel@ictmedia.nl</a>	+31 (0)6-31958916
<b>Joelle van Pelt</b>	Event logistics/ Registration	<a href="mailto:joelle@ictmedia.nl">joelle@ictmedia.nl</a>	+31 (0)73-6140070
<b>Chantal Flink</b>	Event logistics/ Registration	<a href="mailto:chantal@ictmedia.nl">chantal@ictmedia.nl</a>	+31 (0)73-6140070
<b>Tom Jongens</b>	Webmaster & Event App	<a href="mailto:tom@ictmedia.nl">tom@ictmedia.nl</a>	+31 (0)73-6140070
<b>Sophie Haans</b>	Office manager/ Event logistics	<a href="mailto:sophie@ictmedia.nl">sophie@ictmedia.nl</a>	+31 (0)73-6140070

Do you have a question and/or comment? Please contact one of the above mentioned persons.

## Time table (subject to change)

### 20-nov

13:00	14:00	WELCOME
14:00	15:30	PRE CONFERENCE
15:30	16:00	BREAK
16:00	18:00	PRE CONFERENCE
18:00	19:00	RECEPTION
19:00	22:30	CIO VIP DINNER
23:00	00:30	AFTERDINNER PARTY
00:30		OVERNIGHT STAY DOUBLE TREE

### 21-nov

08:00	08:30	WELCOME
08:30	09:45	BREAKFAST SESSION
10:00	11:00	OPENING & PLENARY
11:00	11:45	COFFEE BREAK
12:00	13:15	BREAKOUT SESSIONS
13:15	14:30	LUNCH
14:30	15:15	PLENARY
15:15	15:30	CIO OF THE YEAR AWARD
15:30	16:30	RECEPTION
16:30		END

### **Construction period (subject to change)**

All stands must be fully equipped by 08:00hrs. Between 08:00hrs and 17:30hrs, **NO** more goods can be loaded and/ or unloaded. From 08:00hrs the audience will enter the venue.

In chapter 'partner plaza' you can find the facilities of the stands.

### **Goods for the fair (subject to change)**

It is possible to send out some materials to the venue. Please be aware of the procedure of sending goods to the venue. Below bolt text must be on the package. **NOTE:** the venue is not able to receive packages before 16<sup>th</sup> of November.

### **Beurs van Berlage / CIODAY**

**T.a.v. Marc de Winter**

**Damrak 243**

**1012 ZJ AMSTERDAM**

### **Location**

#### **The conference will be held at:**

**Beurs van Berlage**  
Damrak 243  
1012 ZJ Amsterdam  
T +31 (0)20 530 4141  
[www.beursvanberlage.nl](http://www.beursvanberlage.nl)  
Route: [Beurs van Berlage](#)

#### **Location of the hotel is:**

**DoubleTree Hilton Hotel**  
Oosterdoksstraat 4  
1011 DK AMSTERDAM  
Route: [Double Tree Hilton Hotel](#)

**Parking** (note: parking is at own expense)

#### **Parkeergarage Oosterdok (best option!)**

1355 parking spaces (9 minute walk)

This one has the lowest rate for parking and is located beneath DoubleTree Hilton Hotel.

**Costs: 15 euro per day**

#### **Parkeergarage De Bijenkorf**

487 parking spaces (Located next to Beurs van Berlage)

**Costs: 50 euro per day**

#### **Parkeergarage P1 Amsterdam Centrum**

434 parking spaces (5 minute walk)

A detailed route description can be found on the last page.

**Costs: 55 euro per day in case of online reservation upfront**

### **Hotel**

The hotel has free Wi-Fi available during your stay. Check in is 20th November from 15:00hrs.

### **Catering and lunch**


All attendees can make free use of the coffee and tea buffet during the day. There is also cooled water available all day. There are no additional costs involved. After the official conclusion/closing act of this conference, an informal network drink will be held on the Partner Plaza. All attendees are invited. In case marketing managers are not able to use one of the entrance tickets in the package, we would like to invite you for the networking drink. In that case you can contact Chantal Flink and ask for a loyalty ticket. Entrance is than after 14:00hrs.

## Badges

All attendees, so also partners and speakers, are required to wear the badge that they receive from ICT Media. Other (own) badges or business cards are not allowed. At the end of the event you can return the badge holders at the registration desk.

## Communication

### Social Media

 #cioday17

### URL

When you communicate about the event on your website please use the following URL:

[www.cioday.nl](http://www.cioday.nl)

### Press-Kit

<http://cioday.nl/partner-press-kit>

## Invitation process

### Invites

Partners have the possibility to invite CIO's and direct reports of the large enterprise. Also Chief Innovation, Chief Digital, Chief Data, Chief Technology and other CxO's within a demand organization. Also Direct Reports from large enterprise are allowed. In case you do not know, please contact our team, they will always be there to help.

## Registration

Partners please register your guests and employees via the following link, we created a registration link for the 20<sup>th</sup> (dinner) and 21<sup>th</sup> November 2017 and one for only the 21<sup>th</sup> November 2017.

- [20th \(dinner\) and 21th November 2017](#)
- [21st November 2016](#)

Our advice is to enrol your guests and employees asap, so they will receive their confirmation on time. Guests and employees must be registered at the latest before the **13<sup>th</sup> of November**.

**Do you need more tickets for your delegates? For every 5 registrations (demand) you receive an extra ticket. Partners have the possibility to invite CIO's and direct reports of the large enterprises. Also Chief innovation, Chief Digital, Chief Data, Chief Technology and other CxO within a demand organization.**

**In reference of statements earlier and below remark from the Chairman CIO Platform Nederland (Top100 CIO association), please take this into mind.**

To create even more value out of your partnership CIODAY and strengthen even more relationships with the targeted audience (CIOs) we strongly recommend you to involve your companies executives such as CEO and CIO/CTO. At least your Country Director and/or EMEA VPs.

*It is extreme important to have the right conversations from the start. The annual CIODAY is not a Expo of Exhibition but the annual networking event for CIOs and other Peers. To invest our time wisely, we expect to be (content/context) challenged (even a little provoked by Rob/ICT Media) at the one side and to be able to have vision/strategy based conversations and discussions with also the supply-side of the market. With that in mind, we can only recommend all Partners involved to make sure that your colleague Exec's are also there! Marcel Krom, Chairman CIO Platform Nederland.*

## **Partner Plaza (subject to change)**

The Partner Plaza 2017 will exist of:

- Diamond & Platinum Partners will get a facilitated booth (20m2 (5x4)), including couches, flat screen, Brochure Stand and lots of visibility in the centre of the Partner Plaza. Please bring your own laptop to connect with the flat screen. Each Diamond or Platinum will have an exclusive bar (coffee/juicy) close nearby the booth.
- Gold/Knowledge Partners will get a personal branded meeting point, existing of a standing table/bar stools/logo sign.

## **Innovation Desk**

The innovation desk is only mend for high-tech (futuristic) solutions who can be translated to a (proven) business case (for example robotics/artificial intelligence/IoT/sensor technology/start-ups/...).

During the CIODAY campaign the innovation desk will have lots of exposure:

- Attention in the BoardroomIT tabloid about what can be expected in the Innovation Cubes
- Mailing to all target audience about what can be expected in the Innovation desk
- Opportunity for small groups to follow a 'guidance tour'
- Video-interview during the CIODAY (21st)

## **Break out session**

### **Content**

In the project planning we have indicated the final deadline for deliver the correct information for your session. The sooner we get the information the better we are able to create exposure. The sooner the program is completed on the website the more attractive this is for your (potential) participants!

During the CIO day we have the following sessions:

- **High Speed Keynote:** The set-up of a high speed keynote exist of an exclusive space with a capacity of 70 in theatre set-up chairs. The topics will be set in advance with the guest speaker and host.  
Facilities: LCD screen / flip-over / laptop
- **Discussion Table:** The set-up of a discussion table exist of a table with a capacity of 8 chairs (including expert and moderator) in a plenary room with other Discussion Tables, not exclusive.  
Facilities: No AV facilities, only Flip-over
- **Round Table:** The set-up of a round table exist of an exclusive space with a capacity of 12-18 chairs. The topics will be set in advance with the guest speaker, moderator and host.  
Facilities: only LCD screen (please provide you own laptop, this is not arranged).

## **Wish list breakout session**

You are receiving the wish list for the breakout session on Monday 6<sup>th</sup> November 2017. You can fill in this form with your priorities. The final deadline for sending this list is Thursday 9<sup>th</sup> November 2017. Please notice: you can also recruit participants by yourself and this also gives you a guarantee of this participant, we are sending invites for several sessions. Besides that the participants indicate there own priorities of participating in which sessions. We are classify the session, taking into account the priorities of the participants and the partners.

## Dinner

### Wish list (dinner)

Every partner has de responsibility to arrange guests at their table. Per table there are 8 seats available (6 participants and 2 persons from the partner organisation. As partner you can expect the complete support regarding arranging dinner guests for your empty seats. On Monday 6<sup>th</sup> November 2017 you are receiving the wish list for the diner. You can fill in this form with your priorities. The final deadline for sending this list is Thursday 9<sup>th</sup> November 2017. Please always keep in mind that we cannot guarantee all your preferences.

### After dinner party

The dinner is followed up by an exclusive after dinner party. Every guest who is invited for the dinner is invited for this after dinner party as well. This party takes place in DoubleTree Hilton Hotel. The timeline of this evening program can be found on the website.

### Project planning

This is a general project planning. For each partner the planning can be different. Depending on the package you bought.

CONTENT	Extra info	deadline
Partner profile + logo online	Max. 50 words	ASAP
Speaker's Name, Job title, Company name		9-10-2017
Speaker's digital photograph in jpg		9-10-2017
Speaker's short biography in Words		9-10-2017
Title and content session <b>in English</b> (readable for event app). <i>*Please let us know if the session is in English or Dutch</i>	Max. 50 words	9-10-2017
Final presentation		6-11-2017
Names for badges (stand & dinner)		13-11-2017

**Warning: If you miss a deadline we can't guarantee a complete and correct proces. Please be aware of the deadlines to make it a success.**

**The photo and biography** will be used on the conference website

**The content** of the session is an important tool to enthuse the participants to visit the session. Please keep it short, with a maximum of 3 bullet points or 50 words. Readable for event app.

**The final presentation please take this with you on your own laptop (laptop is not arranged).** But please also send it to us before the deadline.

<b>Breakout session</b>		
You receive a wishlist with names attendees from ICT Media		<b>6-11-2017</b>
Wishlist with Prio's filled out retour to ICT media		<b>9-11-2017</b>
Does your session need a moderator? Please let us know before		<b>30-10-2017</b>

**List of attendees** you will receive this from ICT Media. On the list you can let us know which attendees have your preference to have in your session. NOTE: we cannot guarantee that that selected attendees will take place in the session.

<b>DINNER</b>		
You receive a wishlist with names attendees from ICT Media		<b>6-11-2017</b>
Wishlist with Prio's filled out retour to ICT media		<b>9-11-2017</b>

**List of attendees** you will receive this from ICT Media. On the list you can let us know which attendees have your preference to have at your dining table. NOTE: we cannot guarantee that that selected attendees will take place in the session.

<b>MEDIA</b>		
Content CIODAY special #5		<b>11-9-2017</b>
Advertising CIODAY special #5		<b>6-10-2017</b>
Content CIO #6		<b>30-10-2017</b>
Advertising CIO 36		<b>24-11-2017</b>
Content BoardroomIT – CIODAY Special		<b>13-10-2017</b>
Advertising BoardroomIT – CIODAY Special		<b>27-10-2017</b>

**CIO #5 release:** November 2017  
**BoardroomIT – CIODAY Special release:** November 2017  
**CIO#6 release:** December 2017



**CIODAY2017**  
20 + 21 NOVEMBER  
BEURS VAN BERLAGE - AMSTERDAM

**THEBIGHOW!**

**PERSONAL INVITATION LETTER (ENG) 21-11-2017**

**CIODAY2017**  
20 + 21 NOVEMBER  
BEURS VAN BERLAGE - AMSTERDAM

**THEBIGHOW!**

Dear XXX,

The new alliance of powers in economics, technology and society is turning the world upside down. The question is no longer why organisations have to change or transform, and what has to happen seems to be obvious. All that matters now is how. Leadership is the major aspect. CIODAY 2017 – THE BIG HOW!

We cordially invite you to participate in CIODAY2017, which will be held on Tuesday November 21<sup>st</sup> at the Beurs van Berlage in Amsterdam. A sneak preview can be found at: <http://www.cioday.nl/>

You can use hashtag #cioday17 to receive updates on the developing program.

Please block November 21<sup>st</sup> in your agenda and [register](#).

Kind regards,  
<Name>  
<Organisation>

**CxODAY2017**  
20 + 21 NOVEMBER  
BEURS VAN BERLAGE - AMSTERDAM

**THEBIGHOW!**

**PERSONAL INVITATION LETTER (ENG) 20-11-2017 (dinner + hotel) & 21-11-2017 (CIODAY)**

**CxODAY2017**  
20 + 21 NOVEMBER  
BEURS VAN BERLAGE - AMSTERDAM

**THEBIGHOW!**

Dear XXX,

The new alliance of powers in economics, technology and society is turning the world upside down. The question is no longer why organisations have to change or transform, and what has to happen seems to be obvious. All that matters now is how. Leadership is the major aspect. CIODAY 2017 – THE BIG HOW!

We cordially invite you to join us at our VIP dinner table on the 20<sup>th</sup> November and participate on the 21<sup>st</sup> November at CIODAY2017, which will be held at the Beurs van Berlage in Amsterdam. A sneak preview can be found at: <http://www.cioday.nl/>

You can use hashtag #cioday17 to receive updates on the developing program. Please block November 20<sup>th</sup> & 21<sup>st</sup> in your agenda and [register](#).

Kind regards,  
<Name>  
<Organisation>

**Confirmation dinner guest**

Dear XXX,

Thank you very much for accepting our invitation at our VIP dinner table on the 20<sup>th</sup> November and participate on the 21<sup>th</sup> November at CIODAY2017.

We will take care of your registration and after that you will receive automatically a confirmation of registration from the organisation of CIODAY2017. ICT Media will also send you a final confirmation one and a half weeks in advance with the latest details.

If you have any questions regarding the conference please do not hesitate to contact the organisation via [events@ictmedia.nl](mailto:events@ictmedia.nl) or Tel: +31 (0)73-6140070.

Check the following website for updates regarding CIODAY2017: <http://www.cioday.nl/>

Thank you for being our guest, we are looking forward seeing you at the Beurs van Berlage in Amsterdam on November 20th & 21th!

Kind regards,  
<Name>  
<Organisation>

## Bevestiging diner gast

Beste XXX,

Hartelijk dank voor het accepteren van onze uitnodiging om plaats te nemen aan onze VIP diner tafel op 20 november en om deel te nemen op 21 november aan CIODAY2017.

Wij zullen de registratie verzorgen en hierna zult u een automatische bevestiging van inschrijving ontvangen van de organisatie van CIODAY2017. ICT Media stuurt u anderhalve week van te voren nog een laatste bevestiging met de details.

Mocht u vragen hebben betreffende het congres twijfel dan niet om contact met de organisatie op te nemen via [events@ictmedia.nl](mailto:events@ictmedia.nl) of Tel: +31 (0)73-6140070.

Bekijk de volgende website voor updates betreffende CIODAY2017: <http://www.cioday.nl/>

Bedankt dat u onze gast wil zijn, we kijken er naar uit om u te zien bij de Beurs van Berlage in Amsterdam op 20 & 21 November 2017.

Kind regards,  
<Name>  
<Organisation>

## Trailer CIODAY2017 – (NL)

[Uitgebreide versie] **CIODAY 2017 – THE BIG HOW!**

Het nieuwe verbond van krachten op het gebied van economie, technologie en samenleving (ETS) zet momenteel de wereld op z'n kop. Democratisering van media en technologie zorgt dat organisaties, sectoren en zelfs complete naties bottom-up worden beïnvloed. Aloude piramides maken plaats voor meer organische vormen van wisselwerking. Economische modellen werken niet langer, omdat ze uitgaan van een (versimpelde) werkelijkheid die niet langer bestaat. Het is slechts gissen wat de uitwerking van alle disruptieve krachten zal zijn.

De vraag is niet langer 'waarom' organisaties moeten veranderen of transformeren, want dat is in het door 'digital, data en disruptie' gedomineerde krachtenveld evident. Ook 'wat' er moet gebeuren is duidelijk. Het gaat nu vooral om het 'hoe'. We moeten toe naar flexibiliteit, schaalbaarheid, zelforganisatie en opereren in ecosystemen. Leaders moeten hun rollen stretchen; technologie is immers overal. CIO's maken stappen in de richting van business en bestuur, waarin technologie niet langer een middel is om efficiency te vergroten, maar om nieuwe producten, diensten en doelgroepen aan te boren.

### Totaalplaatje

Het vereist een flinke dosis lef om de bestaande kaders te doorbreken. Misschien moeten we af van denken in aloude termen van missie, visie en strategie. En misschien zijn de roadmaps van de toekomst veeleer stippen op de horizon. Dus geen in beton gegoten plannen en doelstellingen, maar een koers of een ontwikkelrichting. Wellicht gaat het veel meer om een totaal-aanpak. Dus geen project-spreadsheet van kleine op zichzelf staande activiteiten, maar een holistische kijk op verandering: cultureel, organisatorisch, business wise, operationeel, technologisch en natuurlijk ook qua leiderschap.

De echte waarde en disruptie zitten 'm in de combinatie van diverse grote technologie-gedreven uitdagingen. Denk aan: economisch (modellen veranderen), HR (talent, gezondheid, vaardigheden en robotisering), de consument (grillig, veeleisend en allesbepalend), organisatie (nieuwe operationele modellen en werkwijzen), mobiliteit (communicatie, interactie), nutsvoorzieningen (de achilleshiel van de samenleving) en gezondheid (waar alles om draait). Vooralsnog is op vrijwel alle uitdagingen sprake van schaarste. Op zich al lastig genoeg. Maar wat gebeurt er wanneer er ineens sprake is van het door diverse deskundigen aangekondigde overschot? Het wordt allemaal hoe dan ook anders en de druk om te veranderen neemt toe.

### Stap-voor-stap

Nogmaals: het gaat niet om 'wat' er allemaal gebeurt en 'waarom'. Het is vooral belangrijk dat bestuurders en organisaties weten 'hoe' ze ermee om zouden kunnen gaan. Succesvolle bedrijven lijken in elk geval niet langer denken in termen van reusachtige en hemelbestormende programma's; ze bewegen op agile wijze stap-voor-stap in de beoogde richting. Voorlopers zoeken daarbij cross-functioneel, dus in een brede wisselwerking, naar de grotere gemene delers binnen een scala aan uitdagingen. Oplossingen zijn zo een onderdeel van een breed gedragen samenhang.

Dit alles betekent wellicht een nieuwe stoelendans op C-level. Immers: functies veranderen, verdwijnen, versmelten en nieuwe rollen komen op. Misschien moet de beste tijd van de CIO zelfs nog komen. De vraag is 'hoe' we dit gaan regelen? We zien je graag als bezoeker tijdens CIODAY2017!

*[Beknopte versie]* **CIODAY 2017 – THE BIG HOW!**

Het nieuwe verbond van krachten op het gebied van economie, technologie en samenleving zet momenteel de wereld op z'n kop. De vraag is niet langer 'waarom' organisaties moeten veranderen of transformeren en ook 'wat' er moet gebeuren lijkt duidelijk. Het gaat nu vooral om het 'hoe'. Leiderschap staat daarin centraal.

Bedrijven moeten toe naar flexibiliteit, schaalbaarheid, zelforganisatie en opereren in ecosystemen. Leiders stretchen intussen hun rol – technologie is immers overal. CIO's maken stappen in de richting van business en bestuur, waarin technologie niet langer een middel is om efficiency te vergroten, maar om nieuwe producten, diensten en doelgroepen aan te boren. Denken in termen van missie, visie en strategie wordt losgelaten, de roadmaps van de toekomst zijn veeleer stippen op de horizon.

### **Totaal-transformatie**

Het gaat bovendien veel meer om een bedrijfsbrede totaal-transformatie. Niet gedreven door de uitrol van grote systemen of programma's, maar bijvoorbeeld door kleine op zichzelf staande activiteiten te zien als onderdeel van een grotere beweging. Succesvolle organisaties bewegen op agile wijze stap-voor-stap in de beoogde richting. Voorlopers zoeken daarbij cross-functioneel, dus samen met bijvoorbeeld HR, finance, operations en marketing, naar de grotere gemene delers binnen een scala aan uitdagingen. Oplossingen zijn zo een onderdeel van een breed gedragen samenhang.

Misschien moet binnen deze geweldige dynamiek de beste tijd van de CIO nog komen. De vraag is 'hoe' we dit gaan regelen? We zien je graag als bezoeker tijdens CIODAY 2017!

## Trailer CIODAY2017 – (EN)

[*Extended version*] **CIODAY 2017 – THE BIG HOW!**

The new alliance of powers in economics, technology and society (ETS) is turning the world upside down. Organisations, sectors and even entire nations are influenced from the bottom up due to the democratisation of media and technology. The pyramids of old are making way for more organic forms of interaction. Economic models do not work any longer, as they are based on a (simplified) reality that no longer exists. What the effects of the disruptive forces will be is anybody's guess.

The question is no longer *why* organisations have to change or transform, for this is obvious in the field of forces dominated by 'digital, data and disruption'. *What* has to happen is also clear. All that matters now is *how*. What needs to be achieved is flexibility, scalability, self-organisation, and operating in ecosystems. Leaders have to stretch their roles, as technology is everywhere. CIOs are moving towards business and management, in which technology is a means to enhance efficiency no longer but a way to tap into new products, services and target groups.

### Overall picture

It takes guts and daring to break through the existing frameworks. We may have to get rid of thinking in terms of mission, vision and strategy, and perhaps the road maps of the future are mere dots on the horizon. No hard and fast plans and objectives, therefore, but a course or development path. Maybe an overall approach, so not a project spreadsheet of small standalone activities, but rather a holistic view on change: culturally, organisationally, business-wise, operationally, technologically, and also in terms of leadership, of course.

The real value and disruption are in the combination of various big, technology-driven challenges. Examples can be found in the fields of economics (changing models), HR (talent, health, skills and robotisation), the consumer (fickle, demanding and all-decisive), organisation (new operational models and working methods), mobility (communication, interaction), utilities (the underbelly of society) and health (the most important of aspects). For the time being, all challenges are marked by scarcity, however hard this is in itself. But what if we find ourselves with a surplus, as announced by several experts? Everything will be different, no doubt about that, and the pressure for change is mounting.

### Step by step

What matters is not *what* happens or *why*. The main requirement is that managers and organisations know *how* they can deal with it. Successful companies no longer seem to have huge, revolutionary programmes in mind; with agility they cautiously move in the intended direction. In the process, precursors are looking for the common denominator within a range of challenges. They do this cross-functionally, so on the basis of interaction on a broad scale. From this perspective, any solutions are part of a widely supported whole. This may well lead to a new jostle for possibilities at C level, as positions change, disappear or merge, and new roles emerge. Perhaps, the CIO's best days are yet to

come. The question is *how* we are going to take care of this. We look forward to welcoming you as a visitor to CIODAY2017!

[Brief version] **CIODAY 2017 – THE BIG HOW!**

The new alliance of powers in economics, technology and society is turning the world upside down. The question is no longer *why* organisations have to change or transform, and *what* has to happen seems to be obvious. All that matters now is *how*. Leadership is the major aspect.

What companies need to achieve is flexibility, scalability, self-organisation, and operating in ecosystems. Leaders stretch their roles, as technology is everywhere. CIOs are moving towards business and management, in which technology is a means to enhance efficiency no longer but a way to tap into new products, services and target groups. Thinking in terms of mission, vision and strategy is abandoned, whereas the road maps of the future are mere dots on the horizon.

### **Overall transformation**

What we have here is a company-wide, overall transformation, not driven by the roll-out of big systems or programmes but rather by regarding small, standalone activities as part of a bigger movement. Successful organisations are cautiously moving with agility in the intended direction. In the process, precursors are looking for the common denominator within a range of challenges. They do this cross-functionally, so together with HR, finance, operations and marketing. From this perspective, any solutions are part of a widely supported whole.

It is not unthinkable that in this major dynamic the CIO's best days are yet to come. The question is *how* we are going to take care of this. We look forward to welcoming you as a visitor to CIODAY 2017!