

THEMES & TOPICS AT CIODAY 2018

# THE BIG HOW

CxODAY  
26 & 27 NOVEMBER 2018 | AMSTERDAM



## CIODAY 2018 – THE BIG HOW – PART II

At CIODAY 2017 we did not talk about the reason *why* organisations have to transform. And we did not elaborate on *what* they should do. Instead, we focused on *The Big How*.

### **Did we reach final conclusions at last year's CIODAY?**

No, we are still exploring. *The Big How – part II* is on.

### **What is going on?**

The transformation by disruptive forces in our society is an ongoing process. The democratisation of media and technology has a profound influence on organisations, industries and entire nations. Economic models become obsolete in no time.

What the effects of these forces will be, is anybody's guess. But some inspiring answers emerge, examples of real value and disruption, in the fields of economics, human resources, the consumer, organisation, mobility, utilities and healthcare. For the time being, all challenges are marked by scarcity. But what if at one point we find ourselves with a surplus, as announced by several experts? Then everything will be different, no doubt.

### **Is there an answer?**

Scalability, flexibility, operating in ecosystems and self-steering organisations will play a major role in the new economy. Technology is everywhere, so leaders have to become digital leaders. On the other hand, CIOs are increasingly working directly with the business, to drive the application of technology as a force to generate innovative services, products and to target new customers.

### **Where did we stop last year?**

We did conclude that a holistic view on change is needed: culturally, organisationally, business-wise, operationally, technologically, and in leadership terms. No hard and fast plans or objectives, no frameworks – it's all about a strategy and a path for exploration of new endeavours and development of new offerings.

### **Find answers at CIODAY 2018**

What matters is not *what* happens or *why*. The main requirement is that managers and organisations know how they can deal with change. Successful companies no longer seem to have huge, revolutionary programmes in mind; with agile teams they cautiously but vigorously move in the intended direction. Their executives are forerunners, looking for the common denominator within a range of challenges. They do this cross-functionally, on the basis of interaction on a broad scale.

This may well lead to a push for new possibilities at C-level, as positions change, disappear or merge, and new roles emerge. Perhaps the CIO's best days are yet to come!

At CIODAY 2018 we will present some of the most inspiring cases. Real-world models of how to deal with fundamental changes and disruption, and classic examples of how to achieve top-line growth in a disruptive, digital era. Presented by CIOs and CEOs of inspiring organisations.

You might find the answers on how *you* can deal with change at CIODAY.

26 AND 27 NOVEMBER - 2018  
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## TOPICS OF 2018

### The Bigger Picture

Like in previous years, CIODAY2018 puts the annual theme in the broader context of leadership, technology, economy and society. During the pre-conference on 26 November, some 100 top CIOs will zoom in on leadership. On 27 November, the focus will be on technological developments within the bigger picture of society and the economy.

With the output of several surveys we recently conducted and a great number of personal meetings with CIOs, we created the so-called content/context matrix for all types of sessions. In principle, every session will be kicked off or led by a CIO.

<b>CUSTOMER</b> CUSTOMER OBSESSION DESIGN THINKING JOURNEY	<b>SPEED-TO-MARKET</b> DEVELOPMENT	<b>DATA</b> BIG DATA ANALYTICS BI MDM
<b>TECH BY DESIGN</b> ARCHITECTURE GOVERNANCE	<b>INFRA</b> CLOUD CONVERGED SOFTWARE-DEFINED EVERYTHING	<b>PLATFORMS</b> CLOUD (BIG TECH) VERTICAL BUSINESS PLATFORMS
<b>TRANSFORMATION</b> CULTURE LEAN AGILE DEVOPS	<b>DIGITAL</b> DIGITAL TRANSFORMATION CUSTOMER-DRIVEN DISRUPTION	<b>ECOSYSTEMS</b> CONTRACTING COOPERATION PLATFORMS
<b>SECURITY</b> CYBERSECURITY DATA PRIVACY GDPR	<b>TECH TRENDS</b> ARTIFICIAL INTELLIGENCE BLOCKCHAIN ROBOTICS SMART EVERYTHING	<b>LEADERSHIP</b> AGILE LEADERSHIP TALENT MANAGEMENT CHANGE MANAGEMENT ORGANISATIONAL MODELS

## TOPIC TRAILERS

### **CUSTOMER**

The traditional focus of IT used to be on systems in the back office. A few years ago, the customer was suddenly seen as the starting point. Process optimization and streamlining of systems are still important, but mostly in the context of creating an optimal customer experience.

### **SPEED-TO-MARKET**

In today's dynamics where markets are disturbed by newcomers and big tech players, speed is fundamental. Prolonged development processes are making way for agile processes, supported by the right tooling and platforms. On the hunt for a market share with 'minimum viable products'!

### **DATA**

Leading companies agree: everything starts with data. Not only in the context of a better understanding of customers, market dynamics and finance, but also for streamlining the process, both internally and across the chain. Here is an ever-increasing call for the correct meta and master data.

### **TECH BY DESIGN**

Often the impression is that many new tech companies operate from a creative chaos, without restrictive frameworks and appointments. The reality is that the best start-ups and scale-ups in the adoption of APIs, cloud, micro services, data management are in fact very well aware of their own architecture and governance.

### **INFRA**

Ask the gaming industry, ask retailers and ask the banks: infrastructure is the basis for every company and operation. Regardless of whether you keep it on premise or that it's all in the cloud. 'Software-defined' environments offer a world of opportunities.

### **PLATFORMS**

More and more companies are emerging as platforms. An increasing number of companies want to become a platform. How do the big tech organizations like Amazon, Google, IBM, Microsoft and Apple make the change? How can you benefit from their platforms as a company? And above all, how do you become the platform for your business?

### **TRANSFORMATION**

Whoever is talking about digital transformation, isn't just talking about technology. It entails new methodologies, new organizational forms, and even new cultures within organizations. Agile, Scrum, DevOps, Lean, etc. are ways in which you can shape the transformation into an organizational sense.

### **DIGITAL**

What distinguishes digital transformation of digitization? Really digital driven companies go beyond a data layer or otherwise technological addition to existing products. It's about a way of operating that is embedded through the entirety of the organization. To start with the board.

### **ECOSYSTEMS**

Organizations do not stand by themselves, but derive their value of their place in the value chain. Besides chain partners, suppliers also play a role. Take a look at the modern business ecosystem, which is becoming more and more dynamic today. What does this change mean for cooperation and contracting?



## **SECURITY**

Cybersecurity is an important pillar of business continuity and data privacy protection. Most boards aren't focusing on these issues for long, while CISOs are having a different discussion. Nevertheless, security and data privacy deserve all the attention. To prevent any problems and to take chances.

## **TECH TRENDS**

Robotics, process automation, block chain, internet of things, artificial intelligence, smart devices and sensors often provide a direct business need. No push from IT but a pull from the organization. How do you as a CIO and IT organization cope with this? It's a matter of making the right choices.

## **LEADERSHIP**

Technology helps, but people make the difference. Many organizations struggle with the 'people's dilemma'. What competences are needed to cope with change? How do you manage this talent and who takes the lead? From the CIO we need both leadership and ownership.



## SESSIONS TYPES

### **Breakfast Tables**

Participants will get first-hand knowledge on specific topics from users and vendors at these sessions. The sessions are all about sharing hands-on knowledge and putting this into practice. These sessions are on invitation only and the capacity is limited to approximately 10 people per table.

### **HSKs (High-Speed Keynotes)**

The aim of the high-speed keynote sessions is to develop a new picture on an important topic within the context of an increasingly digital organisation, economy and society. The session offers different insights provided several speakers. HSKs are open to all attendants, and the capacity is approximately 100 people.

### **Roundtables**

At these sessions, participants will learn from their peers, who might present interesting cases. They will get insights from end-users and supporting partners, and there is always room for discussion. RTs are on invitation only, and the capacity is approximately 16 people.

### **Discussion Tables**

Interaction is key at discussion tables. Participants discuss one or more topics outlined by a peer or an expert vendor. Topics are generally user-driven. DTs are open to all attendants, but the capacity is limited to ten people.

### **Expert Sessions and Workshops**

Participants will get first-hand knowledge on specific topics from users and vendors at these sessions. Workshops are all about sharing hands-on knowledge and putting this into practice. These sessions are open to all attendants, but the capacity is limited to approximately 50 people.

## BACKGROUND: THE BIGGER PICTURE

### **The world is changing**

It is a cliché, for change is a thing of all time, and yet we are currently right in the middle of an unprecedented transformation – one that is bigger than the IT industry (and everything and everybody involved) suggests, since the changes go beyond technology alone. Where Gartner and others talk about a ‘nexus of forces’ in the field of IT (social, mobile, analytics and cloud) and vendors warn of data tsunamis, it is rather an alliance of powers in the fields of technology, economy and society that has the upper hand. The result is a totally new paradigm, consisting of a democratized IT basis, a centre partly influenced by technological modernization, and new dynamics at the top.

### **THE BASIS (TECHNOLOGY)**

#### **Reversal**

Fair is fair: consumer-driven and end-user-driven IT democratization of technology that is increasingly easier to use, play a major part, but especially the reversal of top-down control to bottom-up change is revolutionary. The individual rather than the (boards of) organizations determines the future. The new interaction between technology, society and economy has its own dynamics, and the new balance has not been achieved yet. The pyramid is turned upside down, and everybody is looking for a new role. Those who want to participate, however, can continue to do so.

#### **New stakeholders**

Technology is too important for the CIO or the manager with IT responsibility to claim for himself or herself exclusively. Not only is the consumer pushing technological progress, but also business end-users are increasingly at the controls. In this new context, the boffin of the old days has to reckon with fellow CxOs and therefore with wishes, processes and initiatives that are to be newly supported. Some IT leaders start from their own strength and transform from someone with chiefly operational responsibility into an innovator or driving force of change. After all, now that IT is the core of many business processes, CIOs are in the ideal position to seize control of the desired changes and play a part in the digital disruption. Others particularly opt for a position as facilitator and creator of the conditions for other stakeholders to distinguish themselves, or they choose the role of efficiency driver or cost saver. One is not better than the other. What is good, depends on the person, the situation and the organization.

## **THE CENTRE (ECONOMY AND SOCIETY)**

### **Aims and means**

Vendors, consultancy firms and research agencies still consider technology (in the basis of the model) a relatively stand-alone phenomenon. Their reports, recommendations and advertisements indicate that companies have to develop a cloud strategy, and they have to do something with the Internet of things, robots and artificial intelligence. In this way, new technology and products are aims in themselves instead of a means. This vendor push is typical of the IT market that is disappearing fast. If you look closely, you can see that something completely different is happening. Never before, the pressure for change from social and economic quarters has been this strong. As we said before, technology pushes back with equal force! Consumers and end-users of IT influence organizations, as organizations (and their IT departments) influence individuals. Contemporary IT strategy tries to find the optimum between the push from technology and the pull from the user and end-customer.

### **Joined forces**

In the old reality, the governments and education on the one hand and stakeholders such as companies and individuals on the other hand primarily influenced the socio-economic balance. In modern reality, this is radically changing. Technology, economy and society together constitute a new super power that will bring changed dynamics in the fields of talent (education), markets, business, processes and operational models. The phrase 'forewarned is forearmed' applies to leaders too.

## **THE TOP (BOARD)**

### **Boardroom dynamics**

The new alliance of powers brings on a recalibration of governance and the board member's role and position. Bottom-up in addition to and instead of top-down means that today's boards are challenged to keep their organization as flexible and adaptive as possible to be ready for every new development, regardless of whether it comes from their own ranks or from outside. In these cases, boards (from companies and governments) ideally operate more from the centre than from the top. DevOps, agile and autonomous teams made up of business people and IT staff who are collectively responsible for the end-product or a part of it, are the new way. Besides, the influence from technology, economy and society leads to more intensive interaction between the board of directors and the supervisory board. The IT leaders who take their positions in this new 'boardroom dynamics', have the future. The new reality is one of radical change but is also full of opportunities. It is up to every individual to assess if they are a part of the outlined dynamics and then enter into a dialogue with each other and secure a place in this new order.