

Building a Technology Unit from Scratch

Company Name: Ministry for the Ecological Transition and the Demographic Challenge
Industry: Government and Public Sector
Employees: <8,000



Mission-critical priority

Víctor Balbás Valderrábano, CIO at the Ministry for the Ecological Transition and the Demographic Challenge, sought support from Gartner to build a technology unit from scratch and develop a strategic approach to digital transformation and artificial intelligence. He needed to define a clear technology strategy, prioritize resources, and establish a foundation for long-term success.



How Gartner helped

- Provided **expert frameworks and practical guidance** to define the ministry's technology strategy and ensure it matched organizational priorities.
- Helped the team address early challenges and successfully **build a capable technology unit from the ground up.**
- Supported the **development of an AI strategy** by clarifying principles, identifying priority use cases, and setting up governance processes.
- **Gartner's independent and lateral thinking** was a key factor, ensuring objective and innovative guidance.



Outcome

- Established an **efficient, adaptable technology unit** delivering critical services despite limited resources.
- Developed and communicated a clear **technology strategy** to guide decision-making and show value.
- Implemented a **strategic AI plan** to leverage emerging technologies.

“Our biggest challenge was creating a technology unit basically from scratch, and Gartner helped us define our strategy and overcome those first barriers.”

— **Víctor Balbás Valderrábano, CIO, Ministry for the Ecological Transition and the Demographic Challenge**