Gartner Analyst Relations Newsletter

The Gartner Analyst Relations Newsletter is a free e-mail newsletter published on a quarterly basis. It is a tool designed to provide analyst relations professionals with insight and best practices on how to best engage with Gartner for your success.

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In This Issue:

Jeff Golterman
GVP, Gartner
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Programs

Dear Colleague:

Our Spring Newsletter arrives at a time when many of you are seeing stronger home economies and increased optimism for higher IT spending in 2010. Q1 2010 brought significantly higher levels of inquiry, briefings and strategy days for Gartner analysts. This accelerating set of analyst activities is a clear indication of higher activity levels among AR Community members as well as growth in IT end-user decisions.

Our first article is an interview with Evan Quinn, president of Left Turn Research, who shares his experience with executive-level analyst relations over 35+ years in the high-tech industry, most recently managing the AR function at HP, where he served senior executives. Evan's perspectives on measuring success, working with the right analysts and building relationships will benefit any AR professional serving or aspiring to work with C-level executives.

In this issue, you'll learn more about the Gartner-AMR Research integration. Please see the New AMR Arrivals section for a complete list of our new AMR Research colleagues.

Nancy Erskine, GVP, Gartner Office of the Ombudsman, provides an update on the external use of published content and the escalation process in response to questions from former AMR and Burton clients.

Pamela Miranda, manager, Gartner Vendor Briefings, reviews the newly available option of scheduling AMR analyst briefings through the Gartner Vendor briefings process, and how vendor briefings with Burton analysts are being addressed.

Andrew Rosenblatt, MVP, Gartner High-Tech & Telecom Programs, discusses the current migration of AMR clients from amrresearch.com to the new my.gartner.com Web portal. He explains what to expect and describes what's gone into our thinking behind this new and updated client experience.

Finally, we've included a quick announcement from the Institute for Industry Analyst Relations about the opening of new chapters of IIAR within Silicon Valley, Boston, New York and India.

We hope you enjoy this issue, and if you have any thoughts you'd like to share, please don't hesitate to contact us!

Regards,

Jeff Golterman
Gartner Analyst Relations Community Lead

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Evan Quinn
President
Left Turn Research

Analyst Relations At the Executive Level:
An Interview With Evan Quinn, President, Left Turn Research

Noted technology and AR/influence management leader Evan Quinn recently shared his insights on the dynamics of AR at the executive level and his advice for mastering them with us. A former Gartner, IDC and Hurwitz analyst, Evan has 35+ years of experience in IT, including over 20 years in product management and software development at companies like Chase and Bank of Boston/Bank of America. More recently, Evan has held roles in AR such as director of corporate analyst relations at HP, director of analyst and consulting relations for Avaya, vice president of AR and market intelligence at Ingres and senior director of AR at Oracle. He is currently consulting with Dell through its agency, AxiCom, as well as through his own consultancy, Left Turn Research. Evan can be reached at evan@leftturnresearch.com.

Many thanks to Evan for sharing his perspectives and experience with us.

What does the AR professional need to engage effectively at the executive level?

AR is a little bit like running a dating service. If you want to enter the rarified atmosphere of seniormost executive interactions with analysts, you need to gauge your executive's level of tolerance and interest. Some simply lack the time or interest, even if there are five or six industry analysts who really know the executive's space, and how to help. There is no reason to force a relationship unless there is willingness on both sides.

Instead, start with executives who are looking for some third-party objectivity and viewpoints who might otherwise go to a private consultant and who find value in talking to multiple parties to obtain a fresh perspective on an important subject. It is usually pretty easy, once you develop your own relationships with executives, to see how they operate and who might be open.

Your goal is to start off with just one successful executive interaction. If you have an executive who is saying to other executives, 'I was talking to this analyst and he said A, B and C. It's an interesting idea and something we should look into,' it will raise curiosity in her or his peers.

At what point does executive-level AR actually begin? What happens before a successful AR person supports the executive?

First, the executive needs to perceive that the AR person has some idea of what's going on in the industry. So it really helps for the AR person to be able to carry on a reasonable conversation about the strategic direction of a company, and some of its strategic opportunities and challenges.

You need to establish your own credibility before an executive will trust you to make the call to bring an analyst forward for a trusted interaction. You could sell this as an influence interaction, but the idea here is to move to a more sophisticated, trusted advisor relationship. Misleading those involved will eventually backfire. Some executives will never value industry analysts, and you cannot escape the 'influence interaction'—I suggest you keep this to a minimum. Most analysts sense when they are being 'influenced.'

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The AR director needs to think ahead and think strategically: 'Is this an interaction that could really help my company?' If you think, 'It probably does,' it probably would. If you have credibility with the executive, you can then send out an e-mail or call and say something like, 'I know we've got this big launch coming up. What would you think if I could get two or three really smart analysts in here and get their perspective? It wouldn't use a lot of your time but it might be useful.'

How does AR support senior executives effectively, and what's the payoff for the executive and the company?

Analysts are supposedly objective and to a large extent, I believe they are. They're also pretty well-informed; some are incredibly well-informed, and in some cases, better-informed than the vendor executive. So exposing those analysts to the executive can certainly help your company.

I think you can view AR as a three-level operation:

If all you are looking to do is get support in the press from an analyst, that is Level 1 of AR. I believe there is no such thing as an effective Level 1 AR program. Analysts will not typically give you quotes simply because they like you. In the vast majority of cases, they have to really understand your company's perspective and buy into it. If your only aim is good support for the press, it is a hit-or-miss proposition. Not only that, quotes in the press from analysts are overblown; studies show that these quotes do little to inform or influence customers or potential customers.

Level 2 addresses product marketing and product management. The vendor professionals who are responsible for service of product lines at your company have a real need for the information analysts provide. It could be about understanding the competition, trends, pricing, how contracts work and what the channel is like. These are very important but relatively tactical types of information, and just like senior executives, you will find product managers who have a range of attitudes towards analysts—from those who really depend on analysts for critical info to those who only talk to analysts because they have to. Regardless, interactions with product management types represent the next level of intimacy with analysts—and this is Level 2. I believe this constitutes about 75 percent of the AR work out there, and these are very important relationships to facilitate, typically working with director and vice president titles.

The remaining 10 percent is Level 3, the holy grail of AR, where interactions are with seniormost executives—from senior vice presidents up to the C-level.

Not every analyst is appropriate for interactions with seniormost executives. Most of these executives work very hard; it isn't clear that all analysts know or appreciate this. Almost every C-level person at an established vendor works 60+ hours per week and they lack time for analysts. They tend to have very deep industry knowledge either on the technology side or on the business side, and in many cases, both. These people that are deep in both areas are the rarities in technology, and so you need to find a matching rarity in the industry analyst community.

So the trick for AR here is to look at the analysts with a similar breadth of experience, but who also can go deep in technology. The analysts should also have that professional demeanor. There certainly are analysts out there who know a lot about the industry and about technology, but you can't put them in front of a very senior executive if they're wearing blue jeans and sandals unless the executive is a blue-jeans-and-sandals type.

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Jeans and sandals aside, there's a certain level of professionalism and a certain way of talking that top analysts possess that enable them to establish a peer relationship with a senior executive. Plenty of analysts lack the experience, drive or even desire to reach that level of knowledge and professionalism. But that is the level where an analyst can really have impact. If you're an analyst who can carry on a conversation at a peer level with one of these executives, minimally, you will confirm their suspicions about the market. Executives don't know everything (though some seem bent on convincing others they do). They're all in competition and are very competitive by nature. They're at the top of their industry. But there are other people at the top of the industry, too. So whether an analyst provides insights the executive hasn't heard before or simply confirms the executive's viewpoint, there is value.

At the other extreme, an analyst could end up contributing directly to an executive making an M&A decision, or a decision to make a significant R&D investment, or a change in how to approach strategic partnerships or key channel arrangements. Sometimes the analyst is unaware of providing that strategic contribution. Executives seldom call an analyst back and say, 'We spent a billion dollars based on your insight.'

In summary, from an AR perspective, first, you need to make very smart decisions about who among your company's executives and the analyst community you're bringing together, and second, you have to be respectful of both parties' time to make meetings valuable.

For the very busy senior executive, 15 minutes to two hours (usually less) works well. If you are one of those very sharp analysts and you are dealing with a sharp executive, the session is held in a kind of shorthand language; when there really is a peer-type conversation, it is amazing how much can be discussed in 45 minutes. Executives typically want to cut right to the chase, to what's important. What do you think my competitor is doing? What do you think my customers think?

Those types of critical conversations come quickly and the follow-up happens quickly. I think analyst firms should view their top analysts as strategic consultants, maybe even provide some training. This is beyond influence management.

How do senior executives measure the effectiveness of AR? Can you use numbers to indicate whether or not elements of your program are effective?

Some executives measure AR's effectiveness by how often they don't hear from them. Some executives just don't want to see any analysts. If the reports coming out about the firm are fair and balanced and nobody's making a fuss, that's good enough for them. I'm a great believer that more enlightened executives appreciate survey research for metrics—it is hard to argue with 'survey says,' although, of course, some try.

I think you need to perform external and internal surveys. Call them perception audits. Ask analysts what they think of your company and how the relationship is going with the company. Analysts don't have a lot of time either, so make the survey short and sweet.

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Internally, ask, 'Are you getting what you need from AR? Are you getting what you need from analysts? Are you getting, or do you have, the right amount of research? The right number of interactions? Are the analysts we're putting forward useful to you or not?' I'm a great believer in surveying, not guessing. Give internal people an opportunity to be expressive, to be qualitative. Even if you get five minutes from a key executive, you can ask: 'What are you looking for from analysts? What are the three things that you would like to see improve or be done differently?' Go to the source, internally and externally. Derivative methods of metrics like 'share of voice,' that might work in other communications channels, are pretty useless in AR.

Is it a good practice to measure the downstream effects of AR, such as bringing in the right analysts to help make decisions on tactical things like product positioning, launch and marketplace traction?

Absolutely, although it is tricky and you can't always trust what the executive might say to you about it. Also, analysts often have to be careful to protect the privacy of their information and may not be able or willing to share information with an executive, which may anger the executive. But again, do some kind of perception audit or simple survey of the executive.

I'm not a great believer in taking somebody on the AR team and saying 'Your management-by-objective (MBO) goal is to move the dot on the Magic Quadrant six millimeters to the northwest.' There are so many factors in play that are beyond the control of analyst relations, those metrics are more damaging than helpful. You can ask and measure, and treat it as a guide rather than a stick.

What main objectives would the best AR team accomplish in a given year?

I like to think of analyst relations as primarily a service provider or a partnership management function. How do you measure service? Again, through surveying both internal and external constituencies. Tie objectives to what you find and what you want to accomplish. If your company is No. 1 in servers and the company knows it, and the survey says that analysts don't believe it, well, you know where you need to focus, and you can set an objective based on that.

Another important factor in terms of objective setting is counting content. Every vendor does some things well and others not so well. Part of AR is communicating with the analyst community on the good things that are happening with the vendor; AR needs to point out things we think will be of interest to the analyst. You have to be willing to put yourself out there with analysts.

If you are proactive on giving information, making sure analysts hear about it and it turns into a voluntary positive blog post or short report or even a large report, that's something that should be, in some fashion, in the MBO of the AR team. Stick to voluntary content produced by analysts—paid-for white papers do not count. What you've basically done is shared the excitement you feel for your company with the analyst and the analyst has caught a little bit of the fever. The key here is being genuine. Don't push something you don't believe in. Silence is an effective AR tool. I think it's funny to give AR metrics for positive content production when a vendor is struggling. Those metrics might need to shift to "fewer negative reports."

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How important is it for the AR professional to be proactive? To reach out and say 'Here's something really interesting we're seeing in our space'?

At the end of the day, the primary job of analyst relations is to act as a gigantic information switch between the analyst community and the company they're working for. Analyst relations acts as a filter. Sometimes, you're reading launch material and you think, 'Wow—this little corner of the launch has got some very interesting technology and we don't seem to be calling this forward. I know two or three Gartner analysts who've been talking about this on a Hype Cycle somewhere and we haven't reached the Plateau of Productivity on it yet. They would be very interested if we could share this with them early on.' That's the kind of thing you're looking for.

In addition to communication and relationship skills, what skills work best in order for AR to effectively serve the C-level executive?

You need to be well-steeped in the industry trends, and this often gets lost in AR. What's new? What's happening out there? Where is your company playing, and which executive is responsible for the various vectors of play into the future?

You need to be reading the content, the reports, the Hype Cycles, a SWOT or a SWOT on a competitor, and the entire Magic Quadrant. An AR professional has to be an expert on their own industry, their own company and what the analysts think.

First thing in the morning, book half an hour to read, and catch up on whatever's going on in the industry. Whatever's coming out of the analysts' heads. That gives you the ability to start interesting conversations.

With how many analysts can an AR professional achieve good, effective relationships?

At the company level, you want to have relationships with core analysts who track your company strategically, and also with some key analysts who track your main segments.

It's a balancing act. You certainly don't want to invest as much time with analysts who only cover you occasionally and don't have much market knowledge. But I've learned you can't ignore them either. I made the mistakes of ignoring an analyst who was just getting underway in a new area of coverage and didn't know much yet—one year later, she was a guru and I had no relationship with her.

In this economy, budgets are being watched very tightly; and there's a variable portion and there's a fixed portion. The fixed portion is spent on the salaries of full-time AR people. The variable portion may be an agency relationship. Usually you want to have your agency deal with the reactive stuff, handle the baseline work and deal with things like event logistics. Your core AR team should focus on the critical relationships. I also think social media tools, websites and things like that are great for the one-to-many scenarios. Use technology to avoid overlooking the occasional analyst—leverage it to provide baseline information and if they show real curiosity, ensure they can reach you easily.

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Some people would say you put your junior AR people on your least influential analysts. I'm not sure that's a good idea. That's one way to turn somebody who has an arm's-length relationship with you, who doesn't cover you much, into somebody who is angry with you and make them more influential than you want them to be.

If the AR-analyst relationship gets a little rocky, what are some of the best ways to turn that around?

Sometimes AR has to play 'bad cop' and take a stand. If you think an analyst just got the analysis wrong, or they didn't follow proper protocol or do their homework, you have to be willing to stand up to them and say: 'We've got to do something about this.' 10 or 15 years ago, this happened much more. Today, analysts tend to act far more professionally and responsibly. The 'we will get the vendors' game is largely a thing of the past. I think the attitude of not trusting analysts is left-over from those days where analysts just got off on torching a vendor. There are still a few analysts out there who have that attitude, but they are fortunately becoming dinosaurs.

Your best strategy here is to avoid confrontation if you can. You always want to start off with 'Can I help you out with something? Would you like to get a briefing? Maybe we should have reached out to you or maybe you should have reached out to us, but let's find some common ground here.' You handle it with basic, reasonable business behavior. 'Let's work to get on the same page.' That's going to resolve 90 to 95 percent of potential conflagrations.

Once in a blue moon, you are going to run into a situation where either your firm is being unreasonable or the analyst's firm is being unreasonable, or a combination of both. And it's going to get ugly. You need to find the ombudsperson in those circumstances. If the analyst firm doesn't have an ombudsperson or an escalation path, you need to go to the senior people at that analyst firm and tell them: 'We've got a problem. Let's try to address it.'

From an AR perspective, you have to be willing to make that call if both sides can't act with reasonable business behavior and objectivity. But I've been involved for well over a decade in the world of industry analysts in IT and I can only count on one hand the number of times it's made it that far.

Where do you see analyst relations to influencer relations going? Where does one, as an AR professional, spend their time between the two ends of that descriptor?

A lot of it depends on what seems to be important to your company from a communications perspective. And then there's also this notion of media and analysts and now a third category: the bloggers, or the quasi-analysts. These are people out there writing and opining without a real brand. They're not writing for the Financial Times or The Wall Street Journal or InformationWeek and they're not Gartner, Forrester or IDC.

It's a very pertinent question for these times. You can count me in the old-fashioned camp, which says analysts are still, by far, the most important communication channel in IT, and there are surveys to back this up.

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Ask, who is important to my company's customers? Who has a credible voice that creates legitimate ripples in the echo chamber? Who's important out there? Work with the people who are important. At the end of the day, you don't really care if they're an analyst or they're unaligned. But if you consider 'influence' on the sales cycle to be important, you're going to be working with branded analyst firms much more than you are bloggers. Because even though we all read about one another, I am not yet convinced that the vast majority of IT decision makers and implementers are spending a whole lot of time out there in the blogosphere.

From your own experience, what have been some of the high and low points of working within AR, and where do you see the profession going in the next couple of years?

All of the high points have involved strategic interactions. There's nothing quite as satisfying as facilitating an interaction between one of the top analysts in the world and one of the top executives at one of the top vendors, where eventually you can see some the threads of conversation coming out into the marketplace.

On the negative side, I'm not big on conflict. It's part of the job. I'm not entirely conflict-averse but I have to grit my teeth. It is not fun calling an analyst on the carpet for not doing a fair and balanced job.

Where the analyst/research industry is going? I think the industry will continue to bifurcate—more into a split between research and advisory. It's very rare and difficult to find analysts who also understand surveys, primary research, confidence intervals and how to figure out appropriate populations and samples. Similarly, very few people with advanced degrees in statistics really understand the IT industry.

The advisory types of analysts are going to become more closely associated with the sales cycle. They're going to shift closer to becoming trusted advisors, not just to shortlist, but all the way down to pricing, helping on negotiations, in pricing and configuration. And those types of analysts need to continue to go deeper. The research side will go in the opposite direction. You still have to have fertilization between both sides. But over the long term, if you sit in that netherworld in between, you will find it increasingly difficult to prove value to the marketplace.

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New AMR Arrivals to the Research Team

38 AMR Research analysts have joined Gartner in 2010. As an AR professional, we know you want to stay current with the analysts who cover your markets. Click here for a [complete list of analysts](#) and to view their bios.

Gregory Aimi
AMR Research Director
Supply Chain Research, Manufacturing & PLM

Jane Barrett
AMR Managing Vice President
Supply Chain Research, Industry & Consumer

Barry Blake
AMR Research Analyst
Supply Chain Research, Healthcare

Michael Burkett
AMR Managing Vice President
Supply Chain Research, Manufacturing & PLM

Marianne D'Aquila
AMR Senior Research Analyst
Tech & Service Provider Research
Software/Vertical Industries

Michael Dominy
AMR Research Director
Supply Chain Research
Value Chain Service Providers

Carla Elvy
AMR Research Director
Supply Chain Research, CSO

Hiranya Fernando
AMR Senior Research Analyst
Supply Chain Research, CSO

Christopher Fletcher
AMR Research Director
ITL Enterprise Software Research, Business
Applications and Process IT Enablement

Jeff Freyermuth
AMR Senior Research Analyst
ITL Enterprise Software Research
Business Applications & Process
Enterprise Applications Strategies

Dennis Gaughan
AMR Managing Vice President
ITL Enterprise Software Research
Business Applications & Process
Enterprise Applications Strategies

Michael Griswold
AMR Research Vice President
Supply Chain Research, Industry & Consumer

John Hagerty
AMR Vice President and Distinguished Analyst
ITL Enterprise Software Research
Business Intelligence

Debra Hofman
AMR Research Vice President
Supply Chain Research, CSO

Simon Jacobson
AMR Research Director
Supply Chain Research, Manufacturing & PLM

Allen Johnson
AMR Research Director
Supply Chain Research, Industry & Consumer

Paul Lord
AMR Research Director
Supply Chain Research, Industry & Consumer

Roddy Martin
AMR Vice President and Distinguished Analyst
Supply Chain Research

Wayne McDonnell
AMR Research Director
Supply Chain Research, Healthcare

William McNeill
AMR Research Analyst
Supply Chain Research, Manufacturing & PLM

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Nigel Montgomery
AMR Research Director
ITL Enterprise Software Research
Business Applications & Process
Enterprise Applications Strategies

Hussain Mooraj
AMR Managing Vice President
Supply Chain Research, Healthcare

Jim Murphy
AMR Research Director
ITL Enterprise Software Research
Application Development Integration & Web
Technologies, IT Enablement

Mickey North Rizza
AMR Research Director
Supply Chain Research, Manufacturing & PLM

Jessica O'Brien
AMR Research Analyst
Supply Chain Research, Industry & Consumer

Eric O'Daffer
AMR Research Director
Supply Chain Research, Healthcare

Kevin O'Marah
AMR Chief Strategy Officer
Supply Chain Research

Derek Prior
AMR Research Director
ITL Enterprise Software Research
Business Applications & Process
Enterprise Applications Strategies

Jim Shepherd
AMR Vice President and Distinguished Analyst
ITL Enterprise Software Research
Business Applications & Process
Enterprise Applications Strategies

Kevin Sterneckert
AMR Research Director
Supply Chain Research, Industry & Consumer

Steven Steutermann
AMR Research Director
Supply Chain Research, Industry & Consumer

Dana Stiffler
AMR Managing Vice President
Supply Chain Research, Services Research

Stephen Stokes
AMR Managing Vice President
Supply Chain Research, CSO

Janet Suleski
AMR Research Director
Supply Chain Research, Industry & Consumer

Bill Swanton
AMR Vice President and Distinguished Analyst
ITL Enterprise Software Research
Business Applications & Process
Enterprise Applications Strategies

Jeff Taylor
AMR Research Director
Supply Chain Research, Manufacturing & PLM

Noha Tohamy
AMR Research Vice President
Supply Chain Research, Manufacturing & PLM

Randy Weston
AMR Principal Research Analyst
Supply Chain Research, CSO

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External Use of Published Content and Escalation Processes for AMR Research and Burton Group

Nancy Erskine
GVP, Gartner
Office of the Ombudsman

We've received a number of questions from vendors who are more accustomed to working with AMR Research and/or Burton Group than with Gartner. These questions have primarily been requests for guidance on external sharing of AMR/Burton published content, and what they should do if they have disputes with Burton or AMR research.

The short answer: Our policies are so similar that your experience will probably not change.

The primary difference is that Burton Group allowed research to be quoted for 18 months from publication, whereas Gartner puts a 12-month limit on research quotes. The other changes you will see are mostly the use of different wording to say similar things. In fact, we've already changed the links on both amrresearch.com and burtongroup.com to the Gartner Vendor Research Escalation and Copyright and Quote policies.

In summary:
- If you'd like to quote published research (Gartner, AMR, Burton), e-mail quote.requests@gartner.com. Be sure to follow the guidelines so your request will be approved quickly.

If you want to escalate a research issue, follow the guidelines. Remember, the first step toward resolution is with the analyst. These guidelines include some best practices for ensuring any escalation is handled appropriately.

The Ombudsman's Office manages both the Copyright and Quote policy and the escalation process. If you have questions or feedback, please contact us at +1 203 316 3334 or ombudsman@gartner.com.

Vendor Briefings for Former AMR Research and Burton Group Analysts

Pamela Miranda
Manager, Gartner
Vendor Briefings

We are pleased to announce that all briefing requests for former AMR analysts are now being managed by the Gartner Vendor Briefings team.

A vendor briefing is a research tool for industry analysts and an opportunity for IT vendors to present its products, services and business strategies to analysts who specifically cover the vendor or a related technology or market. During a vendor briefing, the flow of information predominates from vendor to analysts; it is not interactive. Analysts may ask questions or request clarification during a briefing session; however, analyst feedback is not the focus of a vendor briefing session. Gartner analysts schedule briefings at their discretion based purely on an interest in the vendor, its technologies and its marketplace, not because of any fee or contractual relationship.

To submit a briefing request, please complete our online request form available on gartner.com.

For requests with one to two analysts, the Vendor Briefings team will provide you with tentative analyst availability. Upon your selection of a tentative slot, the Vendor Briefings team will send the analyst(s) a calendar invite to gauge interest and agreement to the proposed slot. A confirmation letter along with conference call dial-in instructions will be provided upon analyst acceptance.

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For requests with more than two analysts, the Vendor Briefings team will first poll the analysts for their level of interest, and then provide you with tentative availability for interested analysts.

At this time, requests to specifically brief Burton Group analysts should be sent directly to Burton Group. Look for updates regarding the Burton Group integration in the next issue.

Please contact the Vendor Briefings team with any questions.

Andrew Rosenblatt
MVP, Gartner
High-Tech & Telecom
Programs

The AMR Client Experience on Gartner.com

Since Gartner acquired AMR Research in December, product development teams from both companies have been working on bringing together AMR world-leading supply chain research with Gartner world-leading IT research into a Web portal experience. This effort will bear first fruit in the form of a migration of AMR clients currently accessing deliverables via amrresearch.com to the gartner.com portal experience. The client migration process has begun and we expect it to be completed by the end of May. AMR clients can expect communications on migration specifics plus on-boarding sessions as they transition to gartner.com.

The Personalized Gartner Portal

The new AMR for Supply Chain Providers offering is designed to deliver relevant content based on user preferences, usage behavior and hand-selected Analyst Picks. We believe AMR clients will have the best of both worlds in a supply chain offering: the world's deepest insights on supply chain and the most innovative Web portal experience for high-tech providers.

Example: Supply Chain Top 25 Widget

Clients have access to the AMR Supply Chain Top 25 component, displaying Supply Chain Top 25 content right on their home page. A secondary page attached to this component offers AMR clients a more robust user experience than what was available on the original website

Clients will receive more content, presented in a context that is relevant to their interests. In addition to AMR research in enterprise applications strategies, industry value chain, retail, supply chain and sustainability, they will receive the research published by Gartner analysts on business intelligence CRM, ERP, manufacturing, retail and supply chain. Gartner has expanded AMR's horizontal supply chain and enterprise applications coverage with more analysts, and AMR industry value chain coverage for eight key verticals, including consumer products, healthcare and life sciences, industrial manufacturing and retail, will be enhanced with Gartner manufacturing and retail industry coverage. AMR for Supply Chain Providers will give high-tech and telecom users access to the world's most comprehensive coverage focused on the global supply chain and its supporting technologies.

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AMR clients can use the Gartner portal to personalize the content delivered to their home page based on their preferences. The Gartner portal experience is now a fully customizable site where clients use components to personalize their home page with the research and programs that interest them. We will migrate current amrresearch.com users to this new gartner.com experience as well as those who purchase new AMR offerings. Those who subscribe to the new AMR for Supply Chain Providers offering will also get access to this enhanced personalized home page capability.

AMR clients who migrate to the AMR Classic for Providers offering will have a similar component-based user experience designed to deliver relevant content to their home page and highlight other valuable resources available to them, including webcasts and events.

Flexibility for Current Gartner for Business Leaders Seatholders

AR professionals with access to Gartner for Business Leaders (Analyst Relations, Market & Competitive Intelligence, Product Management & Marketing) who also subscribe to AMR for Supply Chain Providers can now choose between two different home pages; for example, the Analyst Relations home page, or the Supply Chain for Providers home page. The search experience within both portals will encompass the full complement of AMR and Gartner content found within both portals. In addition, Gartner for Business Leaders Workgroup clients have the option of extending AMR Classic for Providers content for use by Workgroup members. (AMR clients, whether migrating to AMR for Supply Chain Providers or AMR Classic for Providers, can expect to hear from the integration team in the coming weeks regarding timelines for your migration solution.)

Additional Enhancements to Gartner for Business Leaders Planned for Later This Year

In the second half of 2010, we will also introduce a new user experience for all Gartner for Business Leaders (Analyst Relations, Market & Competitive Intelligence, Product Management & Marketing) clients that allows them to personalize their home page with the research, tools and features most important to them.

Example: Analyst Picks Components

Supply chain analysts select the most relevant documents weekly, which is key for AR professionals. Selections are made by specialty (consumer, cross-industry, healthcare, industrial, and sustainability), with picks for each area. The success of this feature with Gartner for IT Leaders is a value transfer for our supply chain managers.

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Clients will have the option of migrating immediately to this new experience. Our goal is to provide an improved user experience based on client feedback while making the transition is easy as possible.

This future portal for example, will allow users to bring the Supply Chain for Providers and Business Leaders experience together—ensuring you have what's most important to you all in one place. For example, an Analyst Relations user with access to Supply Chain for Providers might configure their home page with the following components:

- **AR announcements:** Keep up-to-date on what's happening in the community.
- **IT Leaders Analyst Picks:** Understand what IT content end users are reading.
- **Supply Chain for Providers Analyst Picks:** Understand what supply chain content end users are reading.
- **Data from Gartner Analytics:** Monitor what's top of mind for end users through their inquiry and search behavior.
- **Gartner Recommends:** Let Gartner suggest content based on your usage patterns.

We're excited about the enhancements being made to AMR product offerings today as well as the planned improvements to Gartner for Business Leaders offerings for later in 2010 and we look forward to hearing your feedback. We'll also continue to keep you updated on our progress via the AR Newsletter.

IIAR Chapters Under Development

The Institute of Industry Analyst Relations, the professional association for AR practitioners, is expanding its worldwide presence.

IIAR, founded in April 2006 in London, has launched a Silicon Valley chapter and is planning new chapters in India, Boston and New York. IIAR's goal is to have more than 50% of its membership come from outside Europe in three years. Currently, the U.S. comprises about 22% of total membership, up 13% from last year.

Key contacts for each chapter:
- U.K./EMEA chapter: Hannah Kirkman
- Silicon Valley/San Francisco chapter: Peggy O'Neill
- India chapter: Aarti Patil
- Boston chapter: Linda Sanders
- New York chapter: Reyne Quackenbush

Learn more about IIAR.

Gartner.