Agenda

- Welcome & “Optimizing Your Relationships With Gartner Analysts”
  - Jeff Golterman, GVP and AR Community Lead

- Digital Business: Nightmare or Opportunity for High Tech Vendors
  - Neil McMurchy, Managing Vice President, Gartner Research

- AR Panel Discussion: Putting Analyst Insights to Work
  - Justin Anderson, CEO Flexeye; Julian Dobbins AR Cognizant; Natalie Harrington, AR Professional

- Magic Quadrant, Critical Capabilities & Other Methodological updates
  - David Black, Vice President, Gartner Research

- Peer and Analyst Networking Lunch
  - AR and Peers Network with Gartner Experts and Analysts

- MQ Research Process Optimization Workshop
  - Claire Dessaux, Managing Vice President, Research Content Process, Gartner Research

- Advanced AR Strategies: AR program ROI Through business relevance
  - Jeff Golterman; Sally Elliott, BT Consultant and Industry Analyst Relations; Tom Minarik, Director Analyst Relations Capgemini

- Wrap-up
Optimizing Your Relationships With Gartner Analysts
Analyst-Facing AR Program *Essential* Elements

Based on a surveys of Top Gartner Analysts…

## High

Analyst Cite 5 Most Valued Elements:

- *Strategic Approach*
- *Executive Clout*
- *Strong Communications*
- *Professionalism*
- *Research Methodology & Process Knowledge*

Our Discussion today covers each…
Analysts *do* Influence Global IT Spend – Outbound AR is Essential to Your Program

According to Hill & Knowlton Survey of IT Decision Makers

- > 50% of IT Decision makers surveyed say Industry analyst information is the most important information used when short-listing IT providers
- Nearly 2/3 of IT Decision Makers subscribe to IT Industry analyst research

Hill & Knowlton Survey: approximately 400 IT decision markers
Understanding How Analysts Do Their Jobs is Essential to AR Success

How Analysts See Their Job:

- Offer technology advice to end-user organizations
- Advise technology companies to “build better businesses”
- Provide a sounding board to venture capitalists and other investment companies

The AR Opportunity –

Your “Inbound” Strategy:

- To leverage Gartner Analyst insights to build a stronger business
- Measure AR program by contribution to financial and operational success

Your “Outbound” Strategy:

- Show your company’s best face to key market influencers
- Measure AR program success in “traditional” AR metrics

Actions: Recognize your “Inbound” program delivers the ROI back to the business that pays for your “Outbound”.

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## The Strategic AR Mindset - Striving to Build Trust Based Analyst Relationships

<table>
<thead>
<tr>
<th>Strategic Value</th>
<th>Low</th>
<th>High</th>
<th>Maximum Value</th>
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<tbody>
<tr>
<td><strong>Industry Analyst</strong></td>
<td>&quot;My Outbound AR Strategy&quot;</td>
<td>Analyst</td>
<td>You</td>
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<tr>
<td><strong>Research Provider</strong></td>
<td>&quot;My AR Knowledge Strategy&quot;</td>
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### AR Mindset:
- **Industry Analyst**
- **Research Provider**
- **Strategic Advisor**

### Information Flow:

<table>
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<th>Analyst inquiry and SAS</th>
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<td>A two-way consultative relationship whereby analysts advise you on your go-to-market strategies and growth plans</td>
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<tr>
<td>Face-to-face strategic sessions with analysts, which you can use to prepare for shareholder meetings, conduct business planning or get feedback on your ideas</td>
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### AR Activities:

**Industry Analyst**
- Vendor Briefings
- Scheduling a vendor briefing (available to any technology and service provider—client or non-client)
- Educating analysts on your company’s direction and/or new product announcements via a vendor briefing

**Research Provider**
- Research services
- 24/7 access to Gartner research, enabling you to make decisions in real time
- Insight you can’t get anywhere else on your customers, markets and competitors
- Analytics you can use to gauge the effectiveness of your marketing and sales efforts

**Strategic Advisor**
- Analyst inquiry and SAS
- A two-way consultative relationship whereby analysts advise you on your go-to-market strategies and growth plans
- Face-to-face strategic sessions with analysts, which you can use to prepare for shareholder meetings, conduct business planning or get feedback on your ideas

### Actions:
Assess your own approach; if your strategy is “Outbound, PR-Only”, develop an action plan to encompass “Inbound” elements as well. Track your interactions with analysts, if Inbound = 2X Outbound, your mix is healthy.
### Apply Analyst Advisory to Build a Better Business

<table>
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<th>Impact Areas</th>
<th>AR Program Benefits to Business</th>
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| **Strategic Decision Making** | • Identify future growth opportunities  
                                 • Leverage strengths, and determine threats                                                  |
| **Product Road-mapping**   | • Competitively Differentiate offerings  
                                 • Bring offerings to market quickly and at right time                                           |
| **Messaging**              | • Understand Customer wants & Needs  
                                 • Validate messaging against target audience                                                   |
| **Go To Market**           | • Target high growth segments with right message  
                                 • Generate more leads and validate market resonance                                              |
| **Sales & Channel Effectiveness** | • Increase sales and channel knowledge  
                                 • Reduce sales cycles and improve win ratios                                                   |
| **Consultant Excellence**  | • Continuous knowledge delivery to practitioners  
                                 • Evidence and ideas for engagement & biz dev success                                             |

**Actions:** Focus your AR program on how it can drive positive business outcomes.

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**PLAN**  
**BUILD**  
**LAUNCH**  
**MANAGE**

**Engage Analysts… Early is Best**  
**Too Late**

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Align Key Executives With Analysts That Will Enable Their Strategic and Operational Success

“Clout is the most important (element of AR skills); AR people who help me get the answers I need with senior executives help me to do my job.”

– Gartner Analyst

Actions: Assess your and your executives mindset toward analyst relationships. If in the “Strategic Advisor” category your program has a high probability of success.
Your Analyst Tier-ing Strategy Can Make or Break Your Success

The market(s) in which you want to compete

- **Who?** Analysts covering upstream, downstream and adjacent markets.
- **Objective?** Innovate and anticipate
- **Engagement:** Inquiry as often as required, targeted Newsletters or e-mails

The markets in which you currently compete

- **Who?** The analyst who has conversations with clients where you may/should be mentioned
- **Objective?** Awareness - They know who you are and when to mention you. You know which conversations the analyst has that include you
- **Engagement:** Annual update briefings, Occasional inquiry

Actions: Prioritize which analysts you will focus your efforts on and which will be a lower priority.

Your “lead analyst”

- **Who?** Analyst who knows you best, advises target buyers, covers your primary market
- **Objective?** Eliminate surprises, understand what they think, learn from their perspective. They know what you are doing, understand your strategy
- **Engagement:** Link with your Executives and Thought Leaders, Read what they publish, know what they plan to publish, Regular inquiry, Quarterly briefing, Strategy session

Tier 1: Primary Analysts (1-2)

Tier 2: Referral Analysts (2-10)

Tier 3: Adjacent Mkt Analysts (20+)

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As an “Advisory” Client, Utilize Inquiry

- Less than 30% of what an analyst knows ever gets published.
- Telephone inquiries are the primary channel for two-way interaction.
- A two-way relationship enables clients to engage analysts on key market issues, trends or observations, before an expensive launch.
- When used effectively, inquiries are an excellent way to obtain deeper insight, apply published research to your situation, and learn more about an analyst's views.

Action: Use inquiry often and with your executives and stakeholders. Avoid “batching up” questions, issues, into vendor briefings or analyst days – keep those focused on 1 – 2 big issues.
Gartner Clients Engage Our Analysts In Many Ways – Understand Analyst Positions

- A verbal consultation with IT Industry analyst most influences an IT decision makers short listing of potential providers
- A published analyst report also most influences the creation of a short list of providers

- Hill & Knowlton Study on IT decision making

900 analysts
11,500 client organizations
280,000 client interactions
Vertical coverage in nine industries
5,500 benchmarks
10,000 media inquiries
World's largest community of CIOs
55 conferences
1,500 engagements
470 consultants
70% of Fortune 1000
75% of Global 500
Clients in 85 countries
11,500 client organizations
280,000 client interactions
Vertical coverage in nine industries
5,500 benchmarks
10,000 media inquiries
World's largest community of CIOs
55 conferences
1,500 engagements
470 consultants
70% of Fortune 1000
75% of Global 500
Use Vendor Briefings Wisely – Answer: “Why Are We Here Today?”

• The objective of a vendor briefing is to provide answers to these questions for analysts:
  - What client need do you best fit?
  - Where is your “sweet spot”?
  - Whom are you targeting?
  - Not targeting?
  - What makes you different?

• VBs contribute to an analyst's overall impression of your organization — simple steps can help you improve the desired impact.

• Hold Gartner-specific briefing sessions for key announcements especially with your lead Tier 1 analysts

• “Analyst Days” – Should you choose to have one, insure you hold separate Gartner feedback session between Gartner analysts and senior executives and thought leaders
Vendor Briefing “Art” – Takes Practice “Brief Half As Much As You Seek Input”

Vendor Briefing Best Practices:

• Be consistent and top of mind
  - Present more than annual updates on your business
  - Include VBs as part of your product release schedule

• Focus on a key objective
  - Narrowcast your message; narrow the analyst audience
  - Speeds scheduling and improves efficacy of the briefing
  - Fit into an analyst’s agenda – changing customer requirements, emerging market trends, competitive shifts, cool new technologies (ie target “Cool Vendors” special report)

• Be concise
  - Focus; less is more - Maximum 20 SPH (slides per hour)
  - Build in time for questions
IT Buyers Interact With Analysts in Many Forms beyond Inquiry

While the 30 min inquiry is most prevalent:

- IT Buyers attend analyst presentations and meet one on one with analysts during Gartner Events worldwide
- CIO’s in particular rely on Gartner CIO Research
- Gartner “IT Professionals” analysts now spend time on site with clients understanding IT implementation issues during their research process

Actions: During AR program ramp-up, ask analysts: “under what set of customer needs do you recommend evaluating my company? My competitors?”

Re-ask this question after company & solution refreshes.
Social Media is One Communication Method to Build Analyst Relationships

• Analysts in general don’t rely on Social Media; those that do use Twitter some Google Plus

• Retweeting of credible case studies or supportable market facts/data is likely to get analysts attention – but prepare to share details and prep for analyst fact checking

• Some analysts Tweet out questions to vendors; vendor tweets specifically meant for analysts will get “tweeting” analysts attention – if info is fresh and valuable!

• E-mail however is still best and the more personalized the better - Analysts like getting “a scoop”

• Analyst blogs give you a chance to get analysts insight in a more contextualized albeit public way. Re-tweeting a point made in an analyst blog can’t hurt your relationships with the analysts too!

**Actions:** Create a Twitter list of analysts you want to connect to and learn their topics of interest. Build relationships and “train” them to get them to respond to your tweets. Follow their blogs and know the blogger.
Engage Analysts on an ongoing, continuous basis. Start early-on in decision/development cycles!

Inbound – Applying analyst insight to help you build a better business

Outbound – Communicating to analysts to insure they understand your company, its products and your successes
“Contrary to what many AR folks think, many Gartner analysts do value relationship building. There is nothing wrong with having good relationships with vendor executives and AR, we just may not agree with everything the vendor is doing. It’s important to realize its business and not personal.”

– Gartner Analyst
Stay Aware of Research Publishing Rhythms

“Make sure you are fully aware of analyst publishing calendars and create a set-back schedule from publish dates back through your work plan.

This avoids scrambling by both parties and helps the AR person develop their relationships, executive exposure and analyst engagement management capabilities”

- Gartner Analyst

Actions: Develop set-back schedules from research publish dates and develop analyst, executive & team interaction plans. Give yourself ample time for product development cycles to fix gaps, customer reference gathering, vendor/analyst briefing set-up time, and time to accommodate busy executive calendars.
Learn Gartner Research Methodologies and Evaluation Criteria

Analysts Place High Value On:

- AR possessing a solid understanding of Gartner Research methodologies
- Complete and on-time info requests
- Factual corrections, in writing, followed by one call to discuss, should be the focus of vendor review on a research document.
- Back up your claims with facts; avoid making claims where you have no evidence.

Action: Because you could spend up to 150 hours per MQ (!) making the process efficient with analysts will help you and the analysts

Pay Special Attention to Methodologies that mention high tech providers:
- Magic Quadrants & Market Scopes
- Cool Vendor Reports
- Hype Cycles
- SWOT’s and Competitive Landscapes
- Market Clocks
- Reference Architecture Reports
- Market Insights
Gartner Explanation of “Niche” – Celebrate your “Arrival”!

• **Niche Players**

  Niche Players do well in a particular segment of a market, or have limited ability to innovate or outperform other vendors in a market as a whole. This may be because they focus on particular functionality or a particular geographic region, or because they are new entrants to the market. Alternatively, they may be struggling to remain relevant in a market that is moving away from them. Niche Players may have reasonably broad functionality, but limited implementation and support capabilities, and relatively small customer bases. They have yet to establish a strong vision for their offerings. …that matches with the FULL vision required for leadership.

• Assessing Niche Players is more challenging than assessing vendors in the other quadrants because some Niche Players could make progress, while others might not execute well or might lack the vision to keep pace with broader market demands.

• A Niche Player may be the perfect choice for your requirements. However, even if you like what a Niche Vendor offers, it may prove a risky choice if it is moving against the market's direction, as its long-term viability would be in question.

Excerpted From:

"How Gartner Evaluates Vendors and Markets in Magic Quadrants and MarketScopes"
Gartner Coaching Can Enable You to Move Toward Leadership

• Magic Quadrant Discusses Vendor Strengths and Cautions
• All vendors have strengths and cautions; you are not alone
• Ask analysts: “under what end user customer expressed wants/needs, do you recommend our company to be evaluated?”
• Recognize that given the Gartner global reach of end user relationships, many more end users – potential customers – could hear about you during an Inquiry with the authoring analysts – the analysts will communicate your strengths
• Therefore, make sure you continually update the analysts about the nature of your customer wins
• Analysts will also express their reservations via cautions; Ask analysts: “under what end user customer expressed wants/needs do you recommend alternatives to our company”
• Then work with analysts to understand what you need to do to mitigate/fix and issues that give rise to cautions.
• “Brief” back to analysts when you have filled gaps
Have Realistic Expectations About Analyst Coverage of Your Company

Analysts influence your customer IT Buyers, but CIOs, CFOs, Line of business managers and consumers decide. Analysts Don’t!

• We reflect what we hear from end-users far more than what you tell us in a briefing. Delight your clients – their testimonials weigh more heavily than your marketing.

“AR often requires a firm grasp on the reality that analysts may get low/no inquiries about them. Complaining “you don’t write about me” when low/no inquiries is the existing state, is not fruitful.”

- Gartner Analyst

If analysts pan your product/service it’s one of two reasons:

• We don't get it. Action: Help us. Give us briefings, demos and evidence such as references.

• We get it and think you don't. We will help you find the right message and the right audience for your solution because we think your current pitch is off-target. Action: Be realistic.
Research Positions Can Change - Providing Analysts See the Evidence!

Analysts need facts and data points in order to determine if ratings and/or positions should change

- AR with executives and colleagues will benefit by understanding that it's more than “Just telling the analysts how great we are!” The great news is there is an informal process called “delivering the evidence”!

Research Position Update Process

Agree to Disagree on position

Mutual understanding there are gaps

Analyst describes to AR & stakeholders what will fill the gaps

AR works with executives, marketing, product development, sales, etc. to address the issue

Evidence emerges (e.g. references, demonstrated functionality, executive commitment, etc.)

References checked, research is updated/written*, vendor review, and publish

Analyst(s) are updated via inquiry & VB’s

* 100% Analyst Discretion; the above is not an official policy of Gartner Research
Case Study: Always Be Gathering Customer References

Reference Philosophy

- References are our #1 Priority
- References are nurtured over time
- Relationships with our customers span all departments and employees
- We listen and we execute

Top 10 Practices

1. Build and evolve executive relationships
2. Maintain frequent communication with as many customer employees as possible
3. Employ metrics to ensure customers are successful
4. Make sure that successful customers are part of every person’s success plan
5. Integrate survey data into CRM system
6. Don’t react to a request for references
7. Educate references on Gartner’s goals
8. Encourage reference spokespeople to be absolutely fair and objective
9. Build references that can accomplish specific goals.
10. Read the Gartner reports. Know the analysts!

Source: Gartner AR Community, John Tashek, Salesforce.com, interview
Summary: AR Program Quick Diagnostics

Have You:

- Identified key business initiatives, responsible executives and aligned key analysts to those executives
- “Tiered” the analysts in order to prioritize your time and resources
- Committed yourself to fostering strong relationships between your executives and key analysts.
- Set your executives expectations that they play pivotal role to listen to analyst cautions and rally your company to address
- Developed set-back schedules for analyst engagement around key research deliverables like MQ’s
- Reviewed your analyst interaction mix – do you have more inbound analyst engagement than outbound?
- Reviewed your communication tactics – are your outbound communications read by the analysts – have you asked them?
- Done a quality review on your responses to information from analysts – are they complete and timely?
- Built a sustainable customer reference program?
Questions?