“Inbound Analyst Relations Pays For Your Outbound Programs”

How Analysts See Their Job:
- Offer technology advice to end-user organizations
- Advise technology companies
- 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 Success by financial and operational success

Your “Outbound” Strategy:
- Show your company’s best face to key market influencers
- Measure AR program success in how well analysts have positioned you
Executive Decision Support and Sales Enablement: High ROI for AR Programs

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<th>Initiative Areas</th>
<th>Benefits of Engaging Analysts</th>
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| **Market Opportunities and Corp Biz Dev** | • Identify future growth opportunities  
• Leverage strengths, and determine threats |
| **New Product/Service Development**   | • Competitively Differentiate offerings  
• Bring offerings to market quickly and at right time |
| **Product Management**                | • Rebalance product portfolio to focus on high margin winners  
• Understand Customer wants & Needs and measure market traction |
| **Campaign Management**               | • Target high growth segments with right message  
• Generate more leads and close more business |
| **Sales and Channel Effectiveness**   | • Increase sales and channel knowledge  
• Reduce sales cycles and improve win ratios |

Our Discussion will cover the areas highlighted above…
Gartner Executive Decision Support Program mission:

Working with Supporting AR professionals, equip senior executives with the analyst access and insights they need to deliver exceptional business results for their high tech company.
Today's high tech industry executives are looking for new ways to drive growth

Correctly identify new growth opportunities
Select the right growth markets from among geographies, verticals and competing marketing initiatives

Decide with confidence to buy or build or partner
Create and optimize my portfolio of target co’s and determine comparative internal investments

Adjust the entire organization to new buyers of IT
Navigate products, messaging and selling to new business buyers outside IT

Build service based, Cloud enabled business models
Time the development and delivery of service enabled solutions with accurate predictions of market readiness

Drive revenue growth and cost optimization
Drive greater sales productivity while wringing profits out of existing portfolios

Gartner enables Senior Executives to succeed with the support of their Analyst Relations professionals
AR can bring analysts to senior executives and teams on both strategic and tactical issues

• Decision validation
  - Know market reaction before official announcements
  - Understand unforeseen risks

• Insights into the mind of your customers and prospects
  - Hear of issues IT buyers tell Gartner that you don’t hear about
  - Increase the likelihood of customer acceptance

• Coaching from experts that follow your company and offerings
  - Discuss specific actions you can take to increase success
  - Understand issues you may not hear internally

• Thought Leadership
  - Identify future opportunities
  - Think forward to future growth

• Advice about tactical threats and opportunities
  - Market, competitive, customer, geo-political tech related
  - Make better tactical decisions when advised by experts

• Aligned with Ways Executives Work
  - Support through Analyst Relations
  - Frequent and short interactions

Discuss issues with no easy answers
Executive Analyst Relations

• Seek out Executives that are willing to listen to analysts outside perspectives
• Your goal should be to start with one successful executive and analyst interaction. Word of mouth will spread to other executives
• Executives will value the AR professional who is knowledgeable with the business and the markets within which your company competes.
• Credibility starts by setting expectations upfront this is not about influence but about joint learning and benefit between executive and analyst
• Select analysts that are executive level capable and can coach executives what to do about a weakness or threat; covering analysts are not the only choices for stretching executive minds!
• Budget time each day to stay up on company and competitive news and financials; read analysts research and bring appropriate reports to executives
• Measure your AR program through analyst perception audits – ask analyst perceptions of your “executive clout” and “frequency of engaging execs and analysts on strategic decision making”
Our Executive Decision Support Program connects analysts with your top business and thought leaders – AR Facilitated

Gartner for Business Leaders (GBL) Executive Decision Support Program

Analyst relations facilitated:
- Coordinates team executive inquiry and executive documents
- Has Gartner for Business Leaders seat with Gartner for Business Associates attached

Analyst Interactivity:
- Monthly/quarterly meetings
- Key briefings and strategy sessions
- Up to 2 hours* in duration

Value:
- Stronger analyst relationships
- Validated customer, market, competitor and technology strategy decisions
- Access to experts on tactical decisions when threats emerge

*With special Gartner configuration and approval
Executive AR Summary

• AR program visibility is greatest when engaging analysts with your senior executives

• When AR carefully selects the right analysts for executive interactions, your clout is enhanced when more effective planning and decision making is enabled

• Work with your Gartner Account Executive to select right analysts and craft elements of supporting interaction model to meet the scheduling demands of busy executives
Gartner Program for Sales Enablement mission:

Provide AR with tools and insights to support sales leaders and sales professionals enabling a direct revenue contribution measure to AR Programs
High Tech Sales demands access to insights that keeps your finger on the pulse and deals on track

The rapid pace of tech innovations require constant sales education

Your customers will hear from Gartner analysts daily on new technologies. Your sellers need to stay abreast of developments that will affect their sales cycles.

M&A activity among tech firms is ever-present; sellers need training and objection handling

Competitors seem to trump each other week to week due to acquisitions; Sellers are usually the first to get questioned so they need analysis of market events directly from the source.

Tech decision maker influences are shifting from IT to the business – sellers who don’t keep up will lose market share

Traditional data center sellers are losing ground and relevance with the new IT buyers and influencers. Your sellers need to know how to have relevant and valuable conversations with the business.

Your customers and prospects read Gartner research; you need to know how they are positioning your offerings

Your customers tell the Gartner analysts what they don’t tell you. You need to hear where your positioning may be mis-aligned with customer wants and needs.

Driving competitive attack and defend to the deal level is an essential winning element

You need to know how the analysts describe your competitive differentiation; your marketing materials are usually out of date.
AR teams can enable sellers with analyst insights for training, collateral and deal sharpening

• Analysts can help sales leaders develop new sales mindsets
  - Moving your sales teams to new buying centers/solutions is accelerated with our analysts presenting at your sales training

• Analysts have data that helps sales leaders target and deploy
  - You can use forecasts by technology, geography and vertical to focus your sales professionals on high growth segments

• Analysts understand what your customers want
  - While ALWAYS protecting our end user client confidentiality, Gartner can review your proposals and solution positioning to optimize customer segment relevance

• AR can help your sellers keep their competitive edge
  - They can be better prepared to handle objections after reading the very research that their customers are reading about your company and competitors
  - They can stay abreast of how Gartner analyzes IT industry news and events

• Walk into customers with Gartner Research
  - Gartner Media - Reprints, Newsletters and Webcasts helps your sellers add credibility to their sales cycles
Sales Empowering Analyst Relations

- A key foundational element for AR professionals to address – those serious about Sales Empowerment – is **sharing objectives with sales** such as pipeline contribution and revenue achievement. As a result the sales-enabling AR professionals have **to know the company’s business**.

- Sales executives and leaders often don’t know what value analysts can bring to sales education and training, building pipeline, sharpening proposals so you need to **create a program to educate sales leaders how to use analysts**. Include Sales Training and other functions like Field Marketing and Deal desks/Bid Support that support Sales.

- Sales leaders who are bought into the program see there way **to share AR “traditional” measures** as well; e.g. reports written, analysts briefed prior to launch, research & inquiry mentions, etc..

- **AR should survey sellers** to determine frequency of analyst reports coming up in bids, RFP’s, in order to locate the most influential research and analysts. Assign an executive sponsor to each influential report/market coverage. This will drive necessary change when positioning is not where it needs to be.

- **Leverage your Gartner AE and lead analysts**; they can be an extra set of eyes and ears when it comes to identifying analysts and Gartner tools and resources that can be brought to bear to help AR drive sales empowerment. Share with them the hurdles and obstacles to selling your sellers face.
AR connects analysts with sales Team Leaders and delivers key insights to executives for strategic direction and coaching.

Key Sales Issues:
- Sales Strategy
- Customer Targeting
- Seller Knowledge
- Competitive Threats
- Customer Priorities
- Sales Automation

Sales Executive Decision Support

Sales Operations facilitated:
- Coordinates inquiry between analysts and sales leaders
- Pushes select research out to sales professionals

Sales Workgroup:
- Share content
- Team inquiries

Corporate Functions:
- CMO (Marketing)
- SVP Sales
- CFO and SVP Strategy
- SVP Product Development

Product Development:
- COO (Manufacturing and Supply Chain)
- CIO (Information Technology)

Vertical Industry Sales
- Field Marketing
- Analyst Relations
- Analyst

Global Sales
Regional Sales
- Vertical Industry Sales
- Sales Training
- Sales Teams
AR can select the *right* Gartner Insights for Sellers enabling sellers to stay up to date

**Administrators**

AR, or designated sales operations, field marketing, etc.

Gartner for Business Leaders seat-holder:

- Acts as the Gartner for Business Associates "administrator"
- Selects content for distribution to Sales
- Reviews Sales requests for content
- Reviews usage against document allocations

**The GBA Portal used for Sales**

Gartner for Business Associates portal in the hands of your sellers delivers:

- “Must Read” documents tagged by you
- All documents selected by “administrator”
- Listings of upcoming topical webinars
- Insights on IT Industry news
- Other selected content by Gartner Research

**Sales Users**

Sales Leaders

Sales Professionals

Regional Sales

Sales Specialists

Gartner for Business Associates users can:

- Access Gartner Research sent by administrator – up to 30 documents
- Search-for and request Research
- Attend instructive Webinars
- Read Gartner “First Takes” on industry events and other select research
AR Can Leverage Analyst Insights for Sales “Deal Support”

- Many high tech sales organizations operate a “deal-desk” that will provide their sales professionals with prompt answers to key questions and objections raised by clients during the sales cycle.
- For simple answers, many high tech sales forces provide their sellers with access to Gartner content. For more complex questions, many Gartner clients have established a “deal-desk” to leverage Gartner Research – to quote specific Gartner predictions, definitions and positions that will then help sellers respond to client questions and/or objections.
- The program will allow clients to prompt, insightful, actionable and programmatic responses to demand from sales, leading to more effective deal qualification, deal velocity and close rates.
AR Support for Sales Specialists and Consulting Business Development

• In today’s highly competitive and complex high tech selling environment, sellers are often challenged to guide CIO’s, CTO’s and other highly technical customers through the decision making process.

• That’s why many high tech sales organizations deploy “enterprise architects”, “technical sales specialists” armed with the deep technical expertise and analyst inquiry capabilities to help you win the most difficult customer relationships.

• The program will allow these “technical experts” access to the broadest array of Gartner content that helps them understand not only the broad customer and competitive trends, but deep insights into:
  - Enterprise architecture
  - IT Key Metrics
  - Detailed technology analysis and future directions
  - Analyst inquiry for deeper insights
AR Can Support Live Sales Education Sessions

Live Analyst Sessions Aligned To Sales Training Curriculum

• Analysts insights can jump-start your sales professionals’ knowledge

• Typically aligned with your key initiatives

• Analysts are prepped to support your sales methodologies

• While on-site, analysts can coach sales teams on key accounts and white space analysis

• Options include remote audio participation

• On-demand assets – video/audio – can also be created for future learning leverage
AR Driven On-Demand Sales Education

Tailored Player Experience integrated within your Sales environment

Sales Education Portal

- Your Banner Name
- Sales professionals can “ask the analyst”
- Can organize materials across many initiatives or campaigns

Topics

Analysts

Information 2020 Overview
Integrated Systems

Created for <client> Sales

Links to <client> internal & external reprints

Chapter approach for return visitors

- Big Data Orientation
- Information growth, risk & opportunities
- What the BUs really want
- Big data applications – look for: volume, + velocity + complexity

For Internal Use Only
AR Can Help Reduce Sales Cycles By Selecting Gartner Research for Reprints and Newsletters

Gartner Reprints

- Educate your sales force on what Gartner is saying about the market
- Revive and/or shorten sales cycles by educating prospects
- Drive more and higher-quality leads by leveraging Gartner intellectual property
- Strengthen relationships with key customers

Gartner Newsletters

- Builds on Reprints benefits
- Use the trusted Gartner brand to provide meaningful insight and get your messages heard
- Connect your messaging and co-brand with timely, trusted and valued Gartner research
- Incorporate third-party, objective content into your client-facing collateral
High Leverage AR Sales Empowerment

• Provides Sales leadership with analyst coaching on how to build and grow a highly competitive high tech sales team

• Provides access to analysts’ research that work with your customers each and every day that can help your sellers advance a sales cycle

• Deal desks provide high leverage use of analyst insights to help large populations of sales people on competitive questions, winning proposals

• With use of analysts for inquiry and monthly/quarterly “hot issues” calls, you can supercharge your deal pursuit cycle success