



■ ■ ■ ■ GARTNER FOR CHIEF INFORMATION OFFICERS



GROW IT'S CONTRIBUTION

Tap into the full range of Gartner resources to inform your important CIO decisions and initiatives with the independence and objectivity you've come to trust.

Decide with confidence.

Make decisions with confidence, from significant technology selection and governance modeling to advising business managers about IT's role in enabling competitive edge.

Learn from peers.

Reduce risk and save time by leveraging the insight and experience of other IT executives who have addressed similar problems and opportunities both inside and outside your industry.

Articulate the IT business case.

Interact with subject-matter experts while becoming equipped with proven methods, tools and techniques for developing and communicating IT's business contribution to all levels of the organization, including the board of directors.

Extend your vision, achieve your goals.

No CIO can do it alone. Benefit from methods and techniques that help you extend your vision and goals to your direct reports, their supporting teams and business leaders throughout the organization.

- ■ ■ ■ “As the CIO, I’m in a key communications role. Gartner enables me to have the right conversations with senior executives, everyday business users and members of the IT team.”

CIO, Agricultural Supply Firm



LEAD WITH CONFIDENCE WITH GARTNER EXP

The Gartner EXP exclusive, membership-based organization of more than 3,000 CIOs and senior IT leaders worldwide provides a single source of insight and expertise around CIO-specific challenges. Members are supported by personalized service and the shared knowledge of the largest community of its kind.

Access new sources of innovation.

Establishing business advantage can be difficult in mature markets. One CIO comments, “Personalized service from Gartner EXP has spawned some of our most innovative ideas with targeted, concierge access to research and analysts. Our Gartner EXP team also facilitates connections with noncompetitors, resulting in highly productive, open exchanges.”

Gain expert insight into your most pressing issues.

“Each year,” one IT executive says, “I participate in an executive survey that informs and shapes the Gartner EXP research agenda. Throughout the year I get insight and exchanges in the areas I value most because I’ve directly influenced the issues that have been selected for analysis.”

Apply research to your unique environment.

Putting information into the right context is both time-consuming and tough. One of our members comments, “My Gartner EXP relationship team saves me time and reduces risk by contextualizing research relevant to our unique situation. As an extension of my staff, they’ve increased the return on my research investment tenfold.”

Tap into the largest community of IT executives in the world.

The best ideas and education often come from peers who’ve already been there. Says one Gartner EXP member, “We wanted to know how others like us, with similar business goals and organizations of similar complexity, had approached their supply-chain mandate. With Gartner EXP we found them fast—and engaged in meaningful interaction right away.”

GET THE INFORMATION, INSIGHT AND ACTIONABLE ADVICE YOU NEED WITH PROPRIETARY GARTNER METHODOLOGIES AND TOOLS

CIOs focus on IT's contribution.

CIOs reaffirm their role as contributors to enterprise growth and business strategy. Priority on the development of business skills in the IS organization is increasing.

2006 CIO BUSINESS PRIORITIES

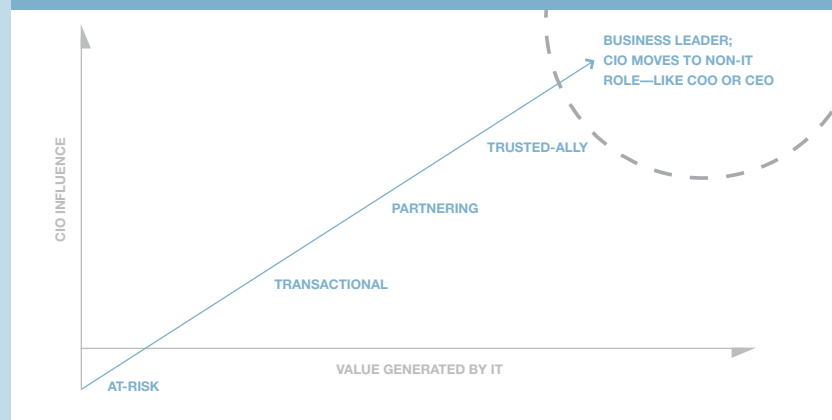
To what extent will each of the following CIO actions be a priority for you in 2006?	2006		Ranking 2005	2004
Delivering projects that enable business growth	1	↔	1	18
Linking business and IT strategies and plans	2	↔	2	4
Building business skills in the IS organization	3	↑	9	1
Demonstrating the business value of IT	4	↓	3	2
Attracting, developing and retaining IS personnel	5		*	*
Applying metrics to the IS organization and IS services	6	↓	4	14
Improving the quality of IS service delivery	7	↔	7	3
Flexible technology infrastructure	8		*	*
Improving IT governance	9	↑	10	11
Consolidating the IS organization and operations	10	↓	8	**
*New question for 2006 **New question for 2005				

Source: *Growing IT's Contribution: The 2006 CIO Agenda*, Gartner EXP Premier Report, January 2006.

The CEO-CIO relationship matures.

Most CEOs view their CIOs as effective operational leaders. Yet only a few of them see the CIO as a credible business leader, providing CIOs with opportunities to enhance the skills CEOs value.

THERE ARE FOUR TYPES OF CEO-CIO RELATIONSHIPS



Source: *Improving the CEO's View of the CIO*, Gartner EXP Premier Report, July 2004.

CIOs are strategic partners.

IT executives play a critical role in the strategic planning process. Our research shows how CIOs use market and customer knowledge to help their organizations compete and lead.

CIOs NEED TO COLLABORATE WITH BUSINESS EXECUTIVES

NEEDS	→ Capture	→ Develop	→ Use	GROWTH
CIOs must: • Build market and customer knowledge • Get governance and process in place • Invest in IS business skills • Build IS business credibility		Business executives must: • Treat information as strategic • Be willing to collaborate with IS • Contribute to governance and process • Take advantage of opportunity		

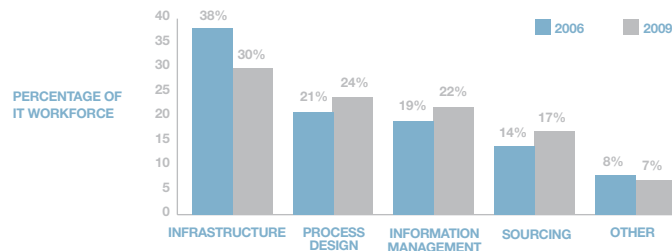
Source: *Strengthening the Information Value Chain*, Gartner EXP CIO Signature Report, April 2006.

CIOs identify a hiring gap of critical skills in their organizations.

Seven out of 10 CIOs cite a gap in the organization's business skills, creating opportunities to revisit recruiting sources and processes.

CIOs EXPECT TO CHANGE THE MIX OF SKILLS IN THE IS ORGANIZATION TO DELIVER IT'S BUSINESS CONTRIBUTION

Question: To be successful in 2006 and in 2009, I will need the following distribution of skills in my IS organization:

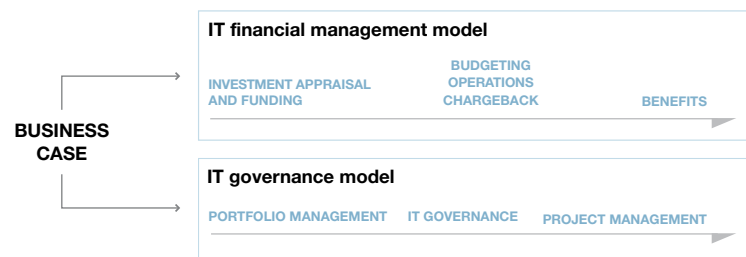


Source: *Growing IT's Contribution: The 2006 CIO Agenda*, Gartner EXP Premier Report, January 2006.

CIOs take a holistic view of business cases.

The best business cases justify both the investment and the subsequent work. Gartner works with CIOs and their organizations to achieve the best of both worlds.

BRILLIANT BUSINESS CASES INCLUDE MORE THAN A FINANCIAL MODEL



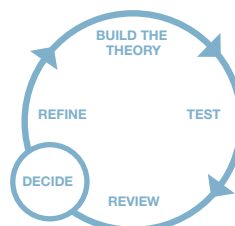
Source: *Building Brilliant Business Cases*, Gartner EXP Premier Report, January 2004.

CIOs facilitate business innovation.

There are no shortages of ideas for innovation. However, each idea requires an investment to develop and bring it to market. The Gartner model offers a way to quickly spot the winners.

USE STRATEGIC EXPERIMENTS TO QUICKLY SPOT THE WINNERS

Contribution to competitive advantage



Build:

Create an explanation of the business strategy, its key mechanisms and how it will work to create competitive advantage

Test:

Time-box, observe, gather effectiveness information

Review:

Capture learnings

Decide:

Iterate, shut it down or move to development

- New product or service
- Experience and insight

Refine:

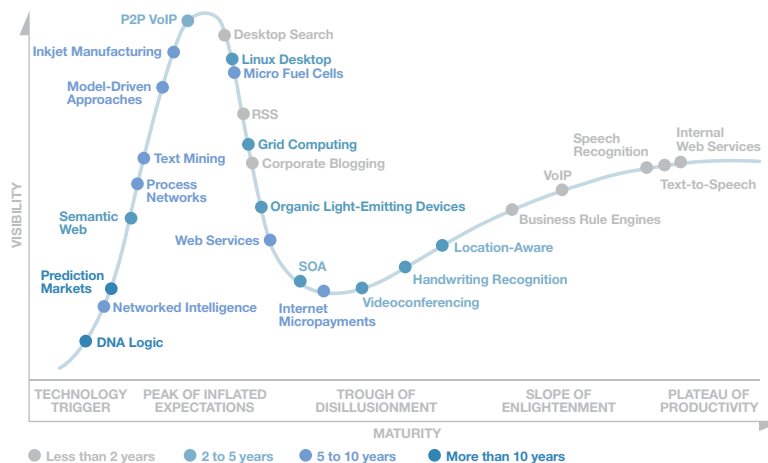
Update and adjust

Source: *Strengthening the Information Value Chain*, Gartner EXP CIO Signature Report, April 2006.

CIOs separate hype from reality.

Gartner helps CIOs time their investments in emerging technologies to increase contribution to business advantage.

EMERGING TECHNOLOGIES

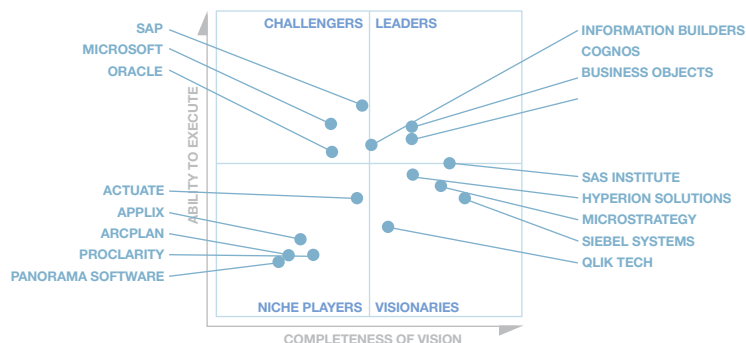


Source: Hype Cycle for Emerging Technologies, Gartner Research, August 2005.

CIOs continue to evaluate business intelligence (BI) platforms.

The BI pure-play vendors currently dominate the market, but demand for all vendor types is strong.

THE MARKET FOR APPLICATION DELIVERY CONTINUES TO GROW



Source: Magic Quadrant for BI Platforms, Gartner Research, December 2005.

Which CIO type is most effective?

The most effective CIOs report to the CEO, partner in enterprise growth strategies and take a seat at the senior management table. These CIO types also garner the biggest budget increases.

THERE ARE TANGIBLE BENEFITS OF EFFECTIVE IT FOR THE CIO, IT, THE ENTERPRISE AND ITS PARTNERS

Demographic	Building IT credibility (Bottom)	Building to competitiveness	Building to advantage	Extending advantage (Top)
Average effectiveness score	47%	65%	67%	84%
Percentage reporting to the CEO	32%	32%	36%	48%
Average IT budget increase	1.2%	2.4%	3.4%	4.3%
Percentage pursuing a growth strategy	13%	25%	36%	50%
Tenure in current role	3.3 years	4.0 years	4.7 years	5.0 years
CIO success factor	Greater integration with the business	Increasing IT's transparency to the business	Increasing IT's innovation and alignment	Engaging the business as a business leader

Source: Growing IT's Contribution: The 2006 CIO Agenda, Gartner EXP Premier Report, January 2006.



“My Gartner EXP relationship team alerts me to best practices in how sales, marketing and service can be integrated more effectively to give us business advantage. I consider myself a lifetime EXP member.”

CIO, Global Automobile Manufacturer



HOW DO CIOs BENEFIT FROM GARTNER EXP MEMBERSHIP?

Gartner EXP: Your single source of knowledge and insight.

Gartner EXP is an exclusive, membership-based organization of more than 3,000 CIOs and senior IT leaders worldwide. Members benefit from the convenience of a single source of knowledge and insight focused on CIO-level challenges, dedicated and personalized service, the shared knowledge of the world's largest community of CIOs and the assurance of Gartner objectivity and insight.



WE ADAPT OUR CAPABILITIES TO THE WAY YOU WORK

CIOs manage a full agenda, which is why your Gartner EXP relationship team designs an engagement plan specifically for you. Once on board, we'll get to know your priorities and needs. We'll craft a custom delivery plan that maps our capabilities to your immediate and long-term objectives and delivers value throughout the year.

But it doesn't stop there. We'll review the plan periodically to assess what's working and what can be improved. As your priorities change, we'll change to meet your evolving needs.

YOUR MEMBERSHIP IN GARTNER EXP DELIVERS A CONTINUOUS LIFE CYCLE OF VALUE, MEASUREMENT AND IMPROVEMENT



1. Get you on board

Agree on expectations, priorities and needs; design a custom delivery plan.

2. Deliver value

Map relevant insight, peer exchange, events, advice and coaching throughout the service year.

3. Review and measure

Periodically revisit your custom plan. Identify what's working well, make improvements, and add areas of additional value.

4. Adjust and align

Update your plan based on learnings and changes in your organization.

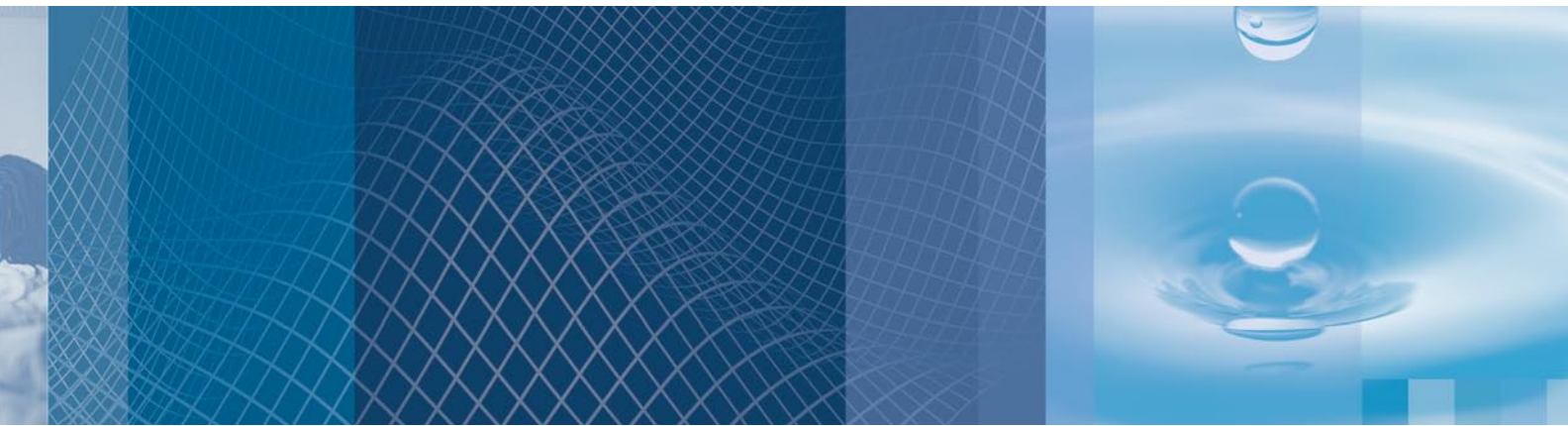
5. Update the model

Assess your success. Set priorities for the coming service year and redesign the delivery model as necessary.



"I value opportunities to hear about cross-industry SAP implementations. Gartner EXP provides those opportunities."

CIO, Australian Public Utility



EXTEND GARTNER BENEFITS TO YOUR DIRECT REPORTS

Extend Gartner benefits to your direct reports and their supporting teams.

- Best Practices Councils provide regular opportunities to collaborate with peers who lead architecture, emerging technologies, infrastructure, SAP implementations, security, and sourcing in a highly interactive, sharing environment.
- Gartner for IT LeadersSM delivers laser-focused insight to leaders in specific roles including application management, business intelligence, business process improvement, enterprise architecture, infrastructure, program management, security, and sourcing. Role-based research, insight and advice are complemented by practical, proven tools and real-world case studies.
- Gartner EXP HR delivers executive-level IT and HR professionals in North America opportunities to connect with peers and noted practitioners from best-in-class organizations.
- Gartner CIO Academy offers a highly personal and satisfying experience, customized to the needs of each CIO participant. It includes both classroom and one-on-one sessions focused on strategic change management, personal productivity and the critical alignment of technology and business.
- Gartner EXP CIO Signature Team extends key program components of CIO Signature to the CIO member's direct reports. Ideal for reinforcing and solidifying the CIO's agenda across the entire enterprise, it's offered exclusively to Gartner EXP CIO Signature members.



GET EVEN MORE RETURN WITH GARTNER CONSULTING

Engaging in more than 2,000 projects a year, Gartner consultants have the know-how to ensure that your IT initiatives deliver business outcomes on time and on budget. We offer you deep expertise in the following strategic areas:

Benchmarking. How do your IT performance and cost of ownership compare with organizations similar to yours? We can benchmark your IT costs, outsourcing contract pricing, customer satisfaction and service levels, and IT process maturity against relevant peer organizations and help you build plans for improvement.

IT management. Whether it's IT strategy, architecture, infrastructure management or IT process improvement, we can assist you in improving your IT organization's performance and services.

Multisourcing. We can help you develop holistic sourcing plans and provider relationships that focus on your enterprise's growth, agility and tangible business advantage. Further, we help you select appropriate providers, design the contract and transition strategy and help you rationalize a multisourced environment.

Critical program management. We will help you design, establish and manage your project management office (PMO) for mission-critical programs. We provide the latest critical program management insights and best practices to keep your largest, most crucial IT investments on track.

- ■ ■ ■ “The first time I went to Gartner Symposium/ITxpo I was fascinated by the predictions of change. This year, I’ll be back with two of my direct reports.”

CIO, Higher Education

EXPLORE MORE POSSIBILITIES AT GARTNER EVENTS

Gartner Events hosts the world’s most exclusive gatherings of senior IT and business strategists. As the largest provider of events for IT professionals, we have an annual roster of 70+ conferences throughout the U.S., Europe, Latin America and Asia/Pacific where more than 35,000 executives and thousands of industry-leading technology providers share information, gain insight and network with peers.

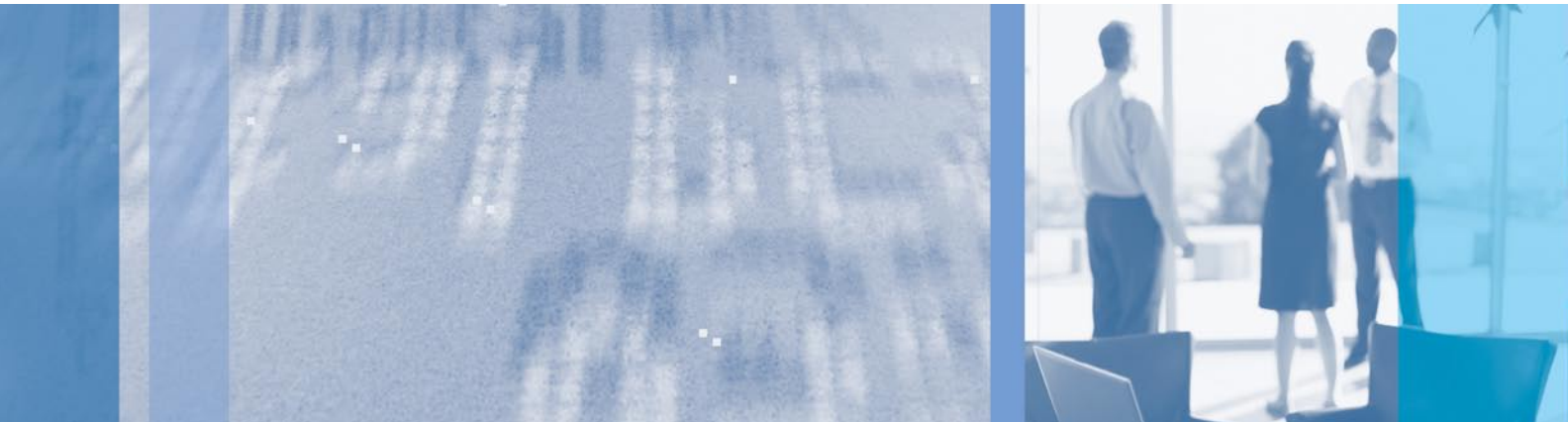
Gartner Symposium/ITxpo®. Tailored to meet the strategic requirements of senior executives and their direct reports, Gartner Symposium/ITxpo is the most in-depth IT event in the industry. Symposia take place around the world, with opportunities for one-on-one analyst interaction and executive networking. Seminars and workshops delve deeply into current management topics and issues.

Gartner Summit Events. Focused on specific topics, Gartner Summit Events are held throughout the year, offering deep insight into today’s most pressing IT-related challenges. Topics include:

- Business Intelligence
- The CIO Summit
- IT & Software Asset Management
- Wireless & Mobile
- Identity & Access Management
- Business Process Management
- Outsourcing
- IT Security
- Portals, Content & Collaboration
- Storage & Data Center Management

Gartner Vision Events®. Structured to bring together solution providers and senior-level decision makers by invitation only, Vision Events offer private boardroom appointments that help you secure productive new business relationships. Vision Events include:

- Print & Imaging Summit
- Midsize Enterprise Summit
- Project & Portfolio Management
- Healthcare Summit



ACCELERATE YOUR TIME-TO-RESULTS

Combine the power of executive programs with analyst interaction and the expertise of Gartner consultants.

Whether you're evaluating IT globalization strategies, investing in a virtualized IT infrastructure or implementing mobile computing for your sales force, Gartner can help. With Gartner EXP, you connect with peers who can help you scale learning curves quickly while they share ideas and best practices that have worked for them. Combine executive exchange opportunities with the best analysts and consultants in the industry, and you have a resource that is unparalleled in both scope and depth.



“With our project, there was only time to do it right. The Gartner consulting methodology kept us focused on time, budget and the business outcomes necessary to declare success.”

CIO, Global Textile Manufacturer



BENEFIT FROM OUR HIGH STANDARDS

A commitment to client satisfaction.

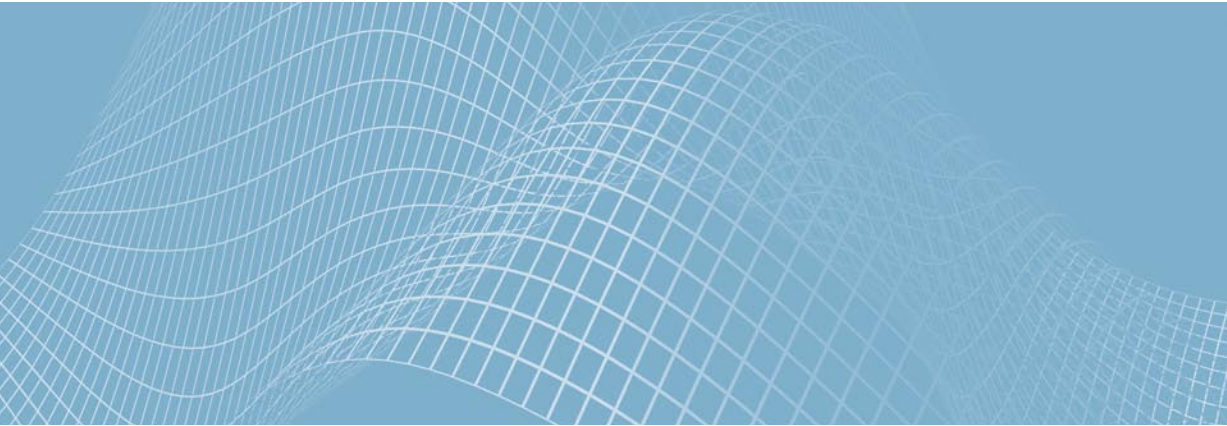
Our client surveys consistently reveal “making informed decisions” as the primary driver of our high client satisfaction/retention rates. CIOs say they also renew their Gartner relationship to get the kind of timely and actionable information and advice they value most.

Continuous pursuit of service excellence.

As a result of member feedback, we customize engagement plans for Gartner EXP clients. Your top challenges are integrated with your preferred methods of receiving information. Throughout the year, we anticipate and push relevant research, events and peer exchange opportunities that fit your schedule, delivering high return on your investment while creating a productive experience.

Making a real difference in your organization and your career.

Making a difference can mean many things, but it's mostly about creating positive, measurable improvement. CIOs take on significant responsibilities and risks because they want to make a measurable difference—in their organizations and in their personal and professional development. How far will you go to make a difference? Together, let's find out.



DECIDE WITH CONFIDENCE

For many clients, working with Gartner is the difference between success and failure.

Let us support your important CIO initiatives throughout every stage of your decision cycle. No one else consistently shows you what users want and how well suppliers are executing. Whether your agenda is short- or long-term, whether it's about exploring automation in established technologies or those that are newly emerging, our unique, actionable insight and resources will profoundly affect your business outcomes in positive and lasting ways.

For more information, e-mail us at info@gartner.com or visit gartner.com.

■ ■ ■ ■ **ABOUT GARTNER**

Gartner, Inc. (NYSE: IT) delivers the technology-related insight necessary for our clients to make the right decisions, every day. Gartner serves 10,000 organizations, including chief information officers and other senior IT executives in corporations and government agencies, as well as technology companies and the investment community. The Company consists of Gartner Research, Gartner Executive Programs, Gartner Consulting and Gartner Events. Founded in 1979, Gartner is headquartered in Stamford, Connecticut, U.S.A., and has 3,700 associates, including 1,200 research analysts and consultants in 75 countries. For more information, e-mail info@gartner.com or visit gartner.com.

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