

Our Gartner AR Community Mission

“To enable each AR Community member to deliver measureable business value back to your company, and make it easier for you to communicate with and build relationships with Gartner analysts.”



Analyst-Facing AR Program *Essential* Elements

Based on a surveys of Top Gartner Analysts...



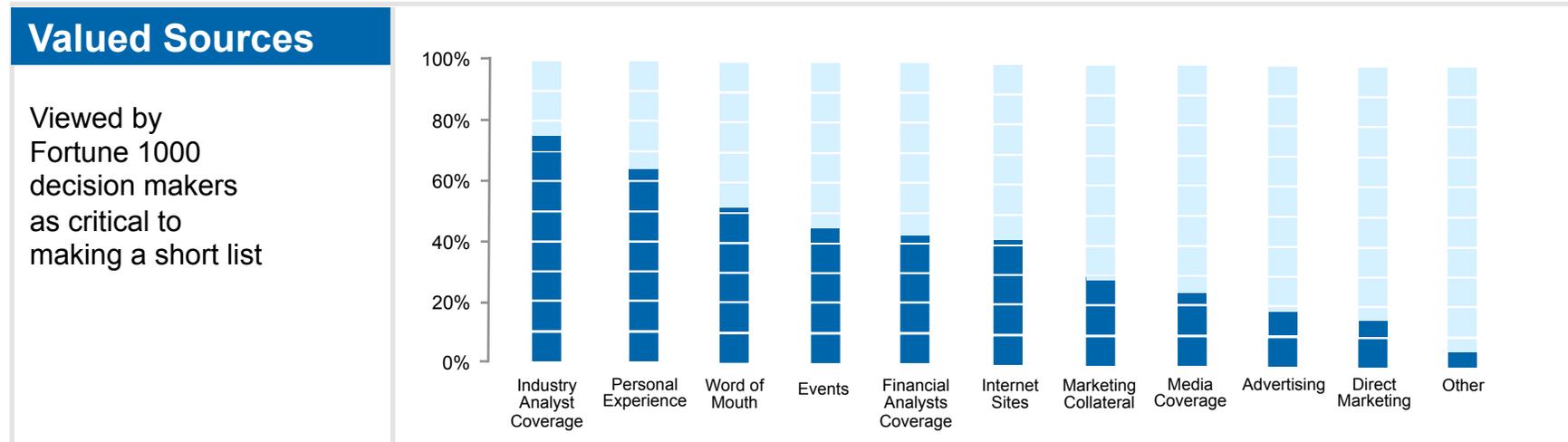
Our Discussion today covers each...

A Strategic Mindset

Who we serve



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

Firms with Lots of Influential Analysts Influence Lots of IT Decisions

Gartner's Influence on the IT Buying Process



Who do your clients turn to for credible industry coverage?

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:

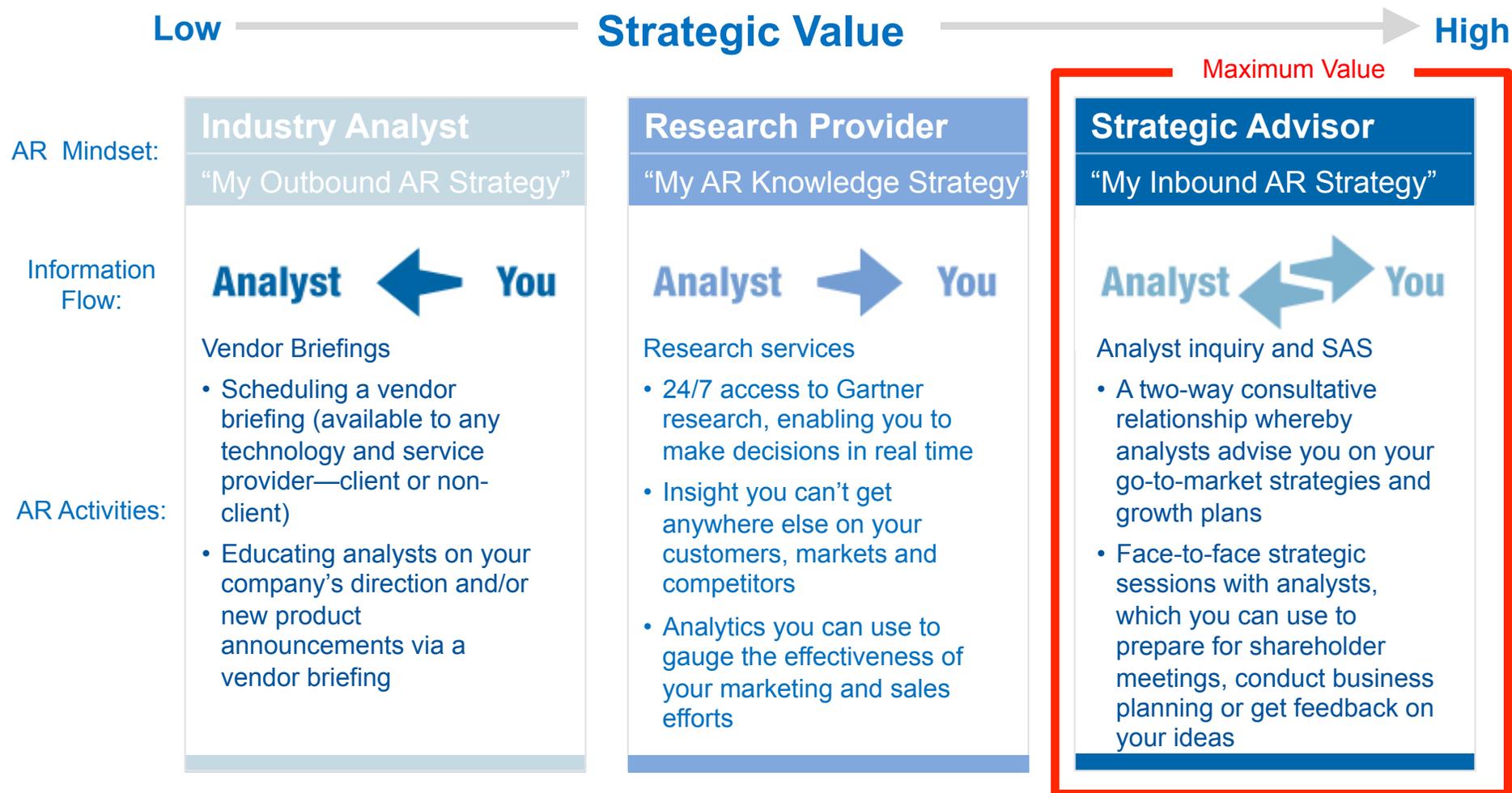
- To leverage Gartner Analyst insights to build a stronger business
- Measure AR program by contribution to financial and operational success

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”.

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



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

| Impact Areas | AR Program Benefits to Business |
|-------------------------------|---|
| Strategic Decision Making | <ul style="list-style-type: none"> • Identify future growth opportunities • Leverage strengths, and determine threats |
| Product Road-mapping | <ul style="list-style-type: none"> • Competitively Differentiate offerings • Bring offerings to market quickly and at right time |
| Messaging | <ul style="list-style-type: none"> • Understand Customer wants & Needs • Validate messaging against target audience |
| Go To Market | <ul style="list-style-type: none"> • Target high growth segments with right message • Generate more leads and validate market resonance |
| Sales & Channel Effectiveness | <ul style="list-style-type: none"> • Increase sales and channel knowledge • Reduce sales cycles and improve win ratios |
| Consultant Excellence | <ul style="list-style-type: none"> • 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.



Analyst Relations Clout With Senior Executives

Clout and Strategic Mindset Weighed most important

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

– Gartner Analysts

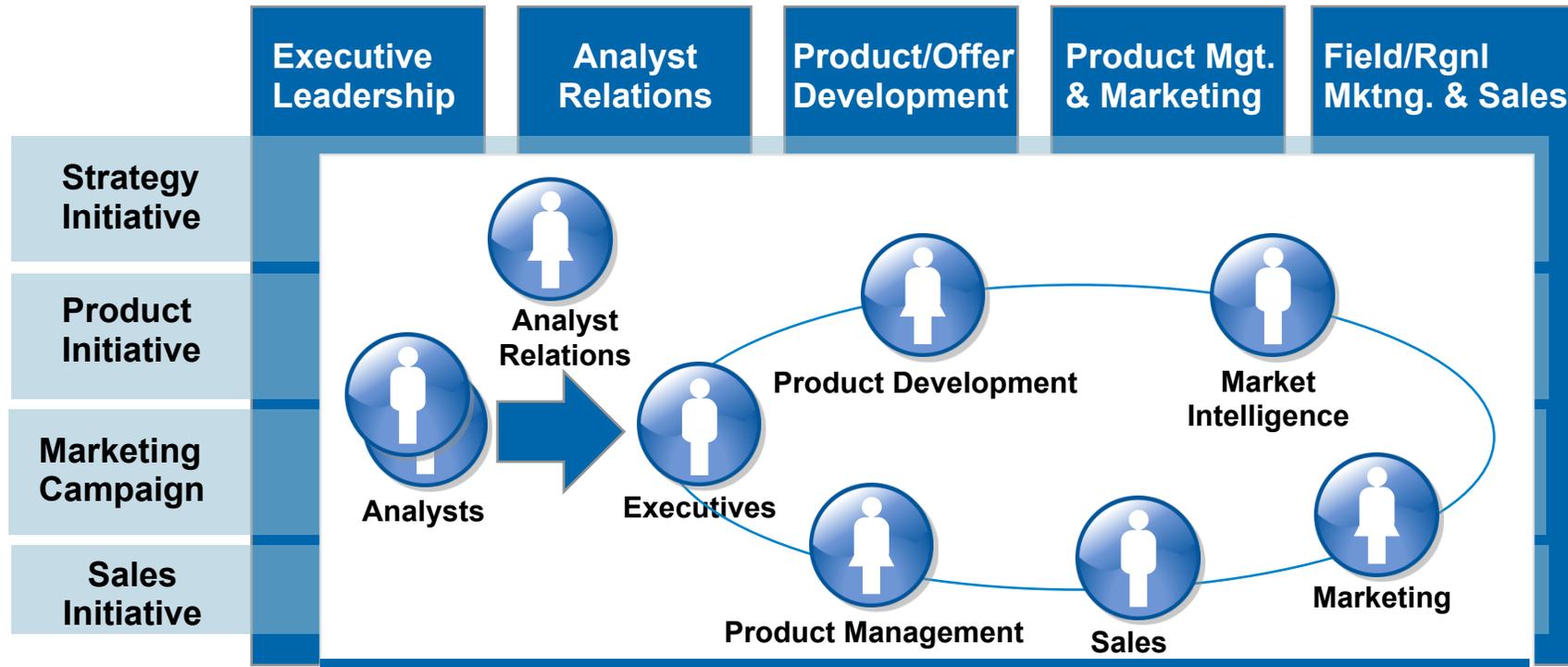
“ Unless an analyst relations person is helping me access the people I need to access and help me manage the information flow that goes both ways, they are just getting in the way. ”

- Gartner Analyst

Align Key Executives With Analysts That Will Enable Them and Their Teams To Achieve Success in What's Mission Critical

Actions: #2 Identify BU Executives and their teams that are expected to deliver against what's Mission Critical

Actions: #1 Identify CxO Mission Critical priorities, and supporting initiatives



Actions: #3 Align the right analysts to the BU Exec and his/her team.

AR Clout Builds Bridges Between Analysts & Executives to Build a Better Business

- Clout is a matter of having established a track record and respect with executives, colleagues and analysts.
- The AR folks with clout are listened to by their executives. And if the AR person says to an executive that you should be listening to this analyst, then the executive will do so.
- Developing clout is hard work, and often takes years to cultivate executive relationships and respect
- Those who lack clout appear to...
 - Just get in the way
 - Add no value
 - Just fire off responses to analysts when asked for information
 - Blanket analysts with untargeted e-mails
 - Lack problem solving skills to sort out who should be invited to briefings, strategy sessions, etc.

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”

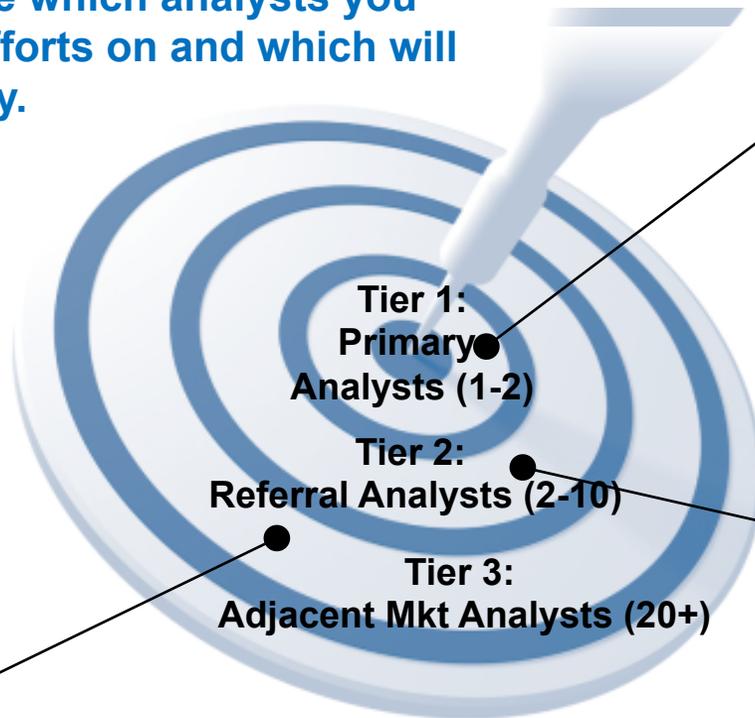


Analyst Tiering

“Determining Which of the 5,000 global Industry Analysts to ignore is almost as important to the efficiency of your program as targeting the right analysts ”

Your Analyst Tier-ing Strategy Can Make or Break Your Success

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

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

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

Strategies in Analyst Communications

How To Best Communicate to Analysts? – Just Ask!

“ How do you reach me best? Just ask!. In the age of one-to-one, personalize your message based on my agenda. I love to see an e-mail with the punch line in the subject line. And if we have built the rapport, an IM is appropriate.”

– Gartner Analyst

“To keep me updated on important topics, there is one AR person I work with who creates a tailored newsletter. It has just the items I am interested in, & a set of 2 – 3 headlines right on top. I can read details below, is very well written and even entertaining, and also comes at odd times instead of same time every week or month.”

- Gartner Analyst

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.

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

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.

Learn More About Vendor Briefings

Please Visit Our Vendor Briefings Site:

http://www.gartner.com/technology/about/vendor_briefings.jsp

Resource Documents

[Vendor Briefings Overview.](#)

Overview: Process and best practices

[Vendor Briefings Sample Agenda.](#)

Overview: Key agenda topics to consider highlighting during your briefing presentation

Getting "Gartnered": How Technology Providers Can Work With Gartner

[\(written presentation\)](#) [\(audio presentation\)](#)

Overview: Gartner analysts, [Gareth Herschel](#) and [Matthew Goldman](#), provide an inside view of how to work with the Gartner Research Organization, and offer their recommendations for your success as an analyst relations professional.

Gartner Analyst Perspectives on Vendor Briefings [\(written overview\)](#)

Overview: Gartner analyst, [Michael Maoz](#), provides some best practices for effective vendor – analyst engagement during briefings

[Gartner Magic Quadrant research process](#)

Overview: How vendors can best work with Gartner when asked to participate in a Magic Quadrant

[Gartner Magic Quadrant / MarketScope FAQs](#)

Overview: Research steps for Gartner Magic Quadrant and MarketScope

Strategic Advisory Service Best Practices

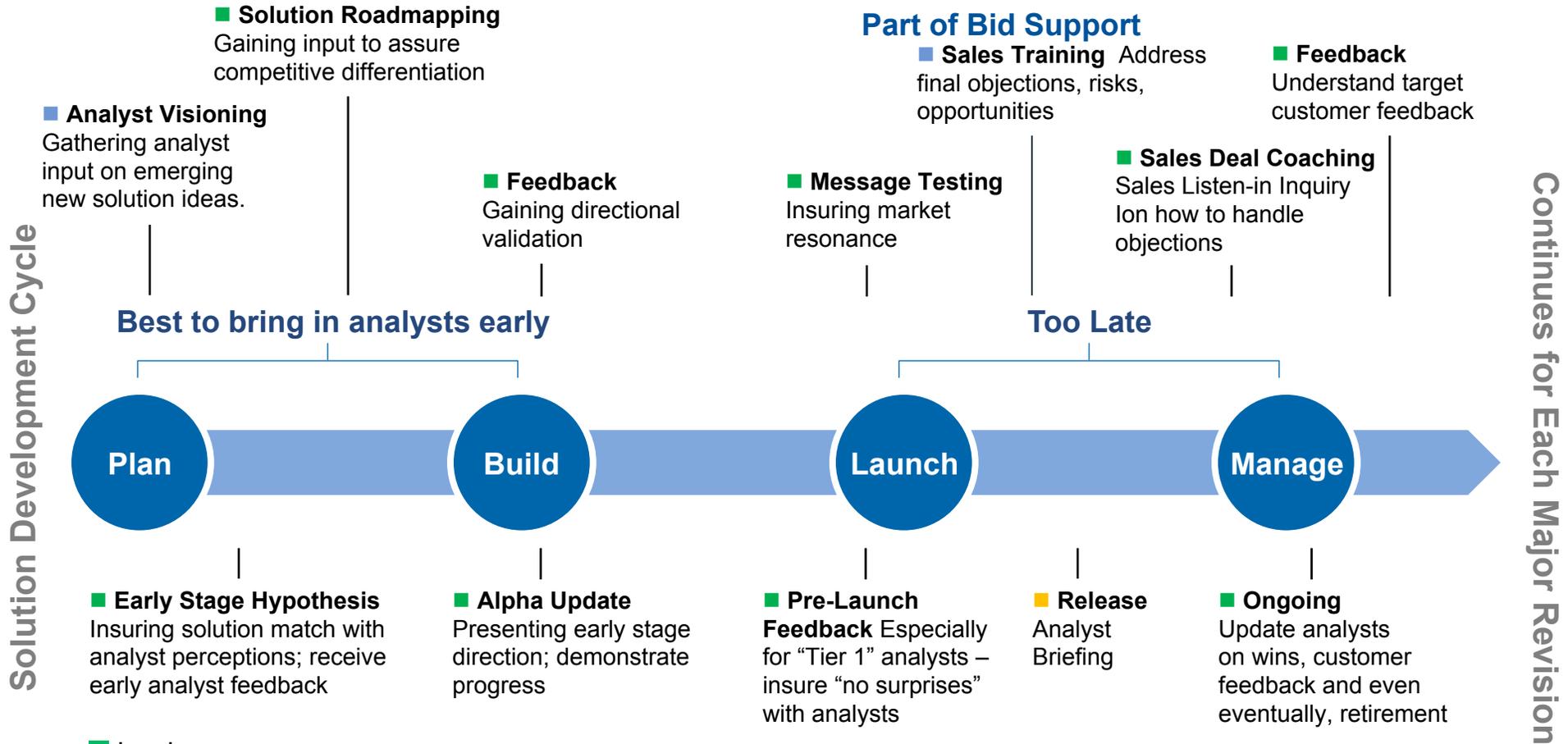
- Pick a primary objective or question – data, insight, advice, or validation?
 - Ask questions that help you make decisions about your product plan — *in early, in often*
 - Validate client need before solution is developed
 - Understand expected volume, segmentation of those needs
 - Gather input on customer, competitor reactions to your proposed solution
 - Test competitive positioning and messaging as go-to-market plans are being finalized
- Remember – this is a dialogue, not a briefing
 - Use analysts as inexpensive, rapid market research – we talk to your customers every day
 - Tell us if content is not for public disclosure – our reputations are based on impartiality and trust
- "We shouldn't be surprising each other"
 - By the time you launch, the analyst should understand your view of client need, solution strategy, and competitive positioning
 - By the time you launch, you should understand the analyst's opinion of your solution

SAS and Briefings Alone Don't Work – leverage Inquiry and Inquiry Variations!

- Inquiry is the key enabler to ongoing analyst engagement
- Inquiry set-up timeframes work so much better with analyst and your peers busy schedules
- SAS scheduling times often make engagements happen “too late”
- For some engagement types where 90 mins may be needed, work with your Gartner Account Executives on Special Configurations:
 - Executive Strategy and decision Support
 - Product Road-mapping and messaging sessions
- For regular analyst connections to your sales force, talk to your AE about “Sales Listen in”

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



- Inquiry
- SAS
- Briefings

Outbound – Communicating to analysts to insure they understand your company, its products and your successes

Analyst Relations Driving Product Development and Launch Success

- Identify key new product development priorities where you know analyst insights will result in more successful launch
- Understand “what’s at stake” – What is forecasted revenues and/or market share from this important launch?
- Identify how AR contribution metrics – define observable outcomes – faster launch, higher competitive differentiation, stronger more compelling messaging, better educated sales force
- Choose product teams that are willing to accept outside coaching and feedback
- Start early - if you have skeptical internal client as to AR/Analyst value, use a very early stage visioning session to deliver a jump-start of value to your internal clients. Leverage your team inquiry; do it early and often
- Be a program manager – get embedded into the product development team; share a common objective, understand the process, next steps and how analysts will make each decision milestone optimally successful
- Get product teams on inquiry early and often; don’t stop after launch – customer feedback via analysts can head off a misguided launch quickly
- Measure your AR program impact: Ask – e.g. did we help you launch faster, with greater confidence?; Did we hit that revenue target/share goal?

Quick Responses Day To Day Often Means Customers Will Hear About You In a Most Accurate Way

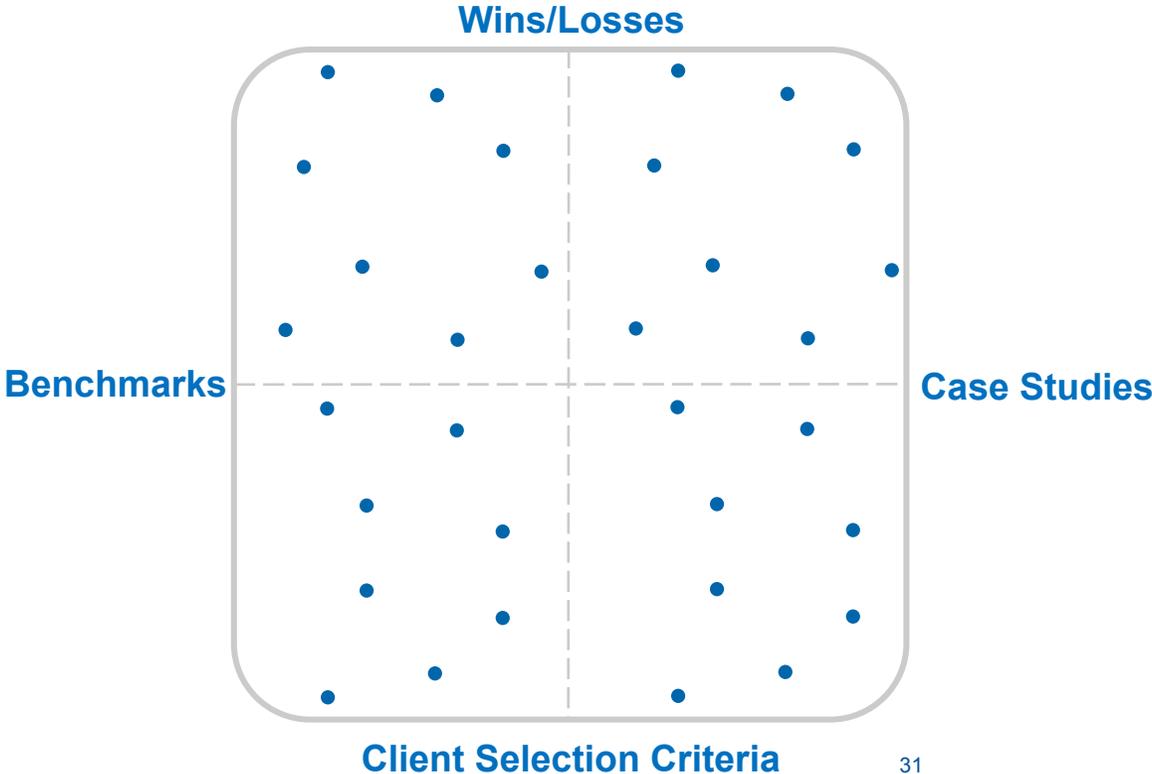
**Analysts
Requests
are Client
Driven**

“The other day, an end user client needed an answer, which required me to reach out to a few vendors. When I contacted the AR function at Vendor A, they basically stonewalled me. I mean they were just like, “We don’t understand why you need this,” whereas I asked Vendor B and Vendor C the same thing and I got an e-mail back, two hours later.”

– Gartner Analyst

Provide analyst with insights that align with their research agendas

“To keep me updated on important topics, there is one AR person I work with who creates a tailored newsletter. It has just the items I am interested in, & a set of 2 – 3 headlines right on top. I can read details below, is very well written and even entertaining, and also comes at odd times instead of same time every week or month.”



- Gartner Analyst

Action: Analysts thrive on new data and information. Add value to your tier 1 analysts research efforts. Provide credible data that helps them do their jobs.

Professionalism is Mutual

The Basis For Effective AR – Analyst Relationships

“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



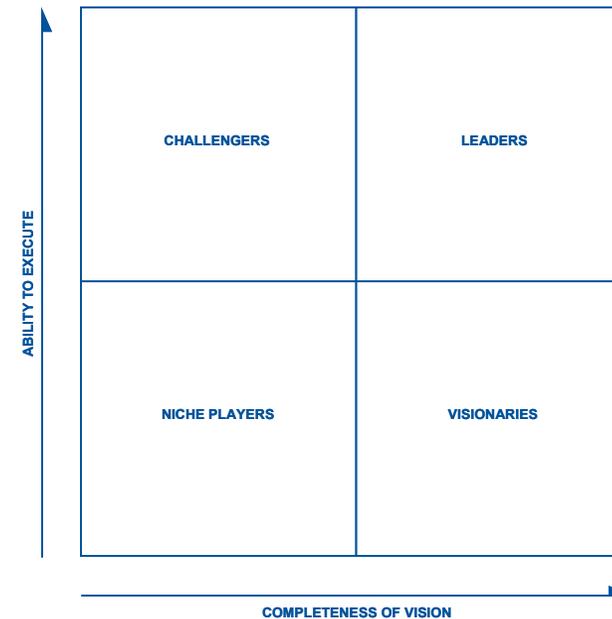
Learn About Gartner Research Methodologies

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

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.

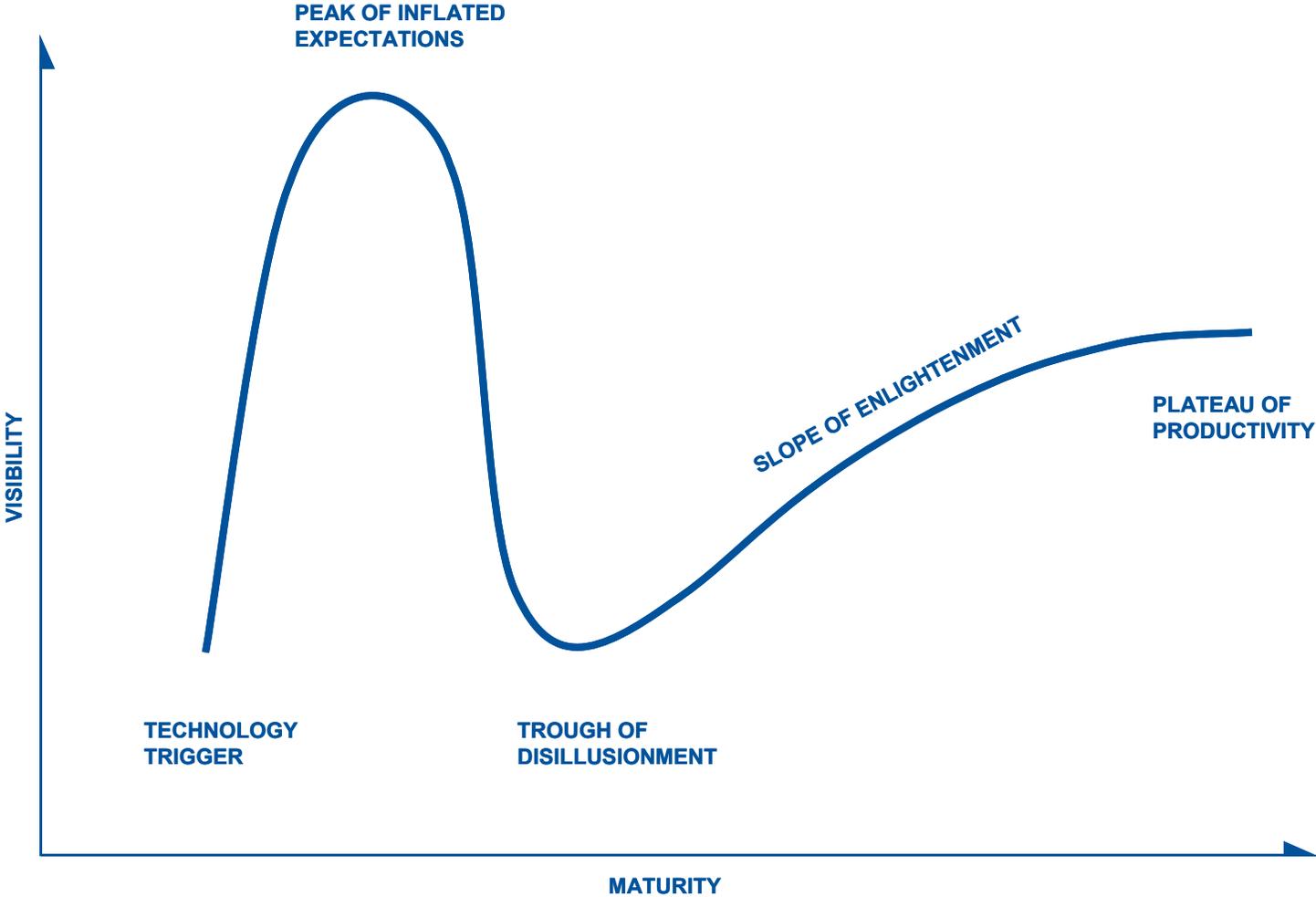
This avoids scrambling by both parties and helps the AR person develop their relationships, executive exposure and analyst engagement management capabilities”

- 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.

Use Hype Cycles, Other Tools to Understand Adjacent, Disruptive Technologies



“If We Could Spend Less Time on the MQ Process, I *would* have more time to drive business results for my Company.”

- Senior AR Professional

AR Leaders Tell Us They “Productize” Their Approach to Participation in the MQ Research Process

What we’ve learned from discussions with AR professionals on how they proactively manage the MQ Research process:

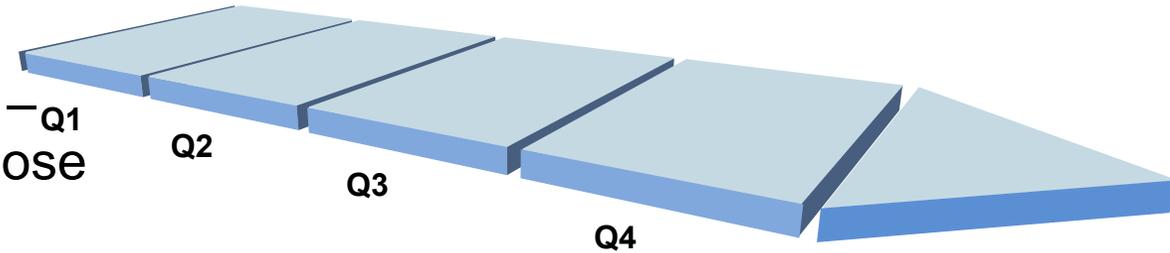
- **Overall:** Leverage every activity as if it were part of the MQ process – Always be in “MQ season”.

- **Know last year’s Cautions on Your Company/ Products:** Analysts are going to look for evidence – Q1 customer references – that you have addressed those Cautions

- **Develop a Master Calendar:** Create your own setback schedule for all relevant documents with anchors of start and anticipated publication dates. Confirm deliverable dates for each major process milestone with the Gartner Project Leader. Stay in *front* of the process.

- **Identify Your team:** Who will you depend on for needed information – your executives, product, marketing, sales teams, etc.? Calendar them.

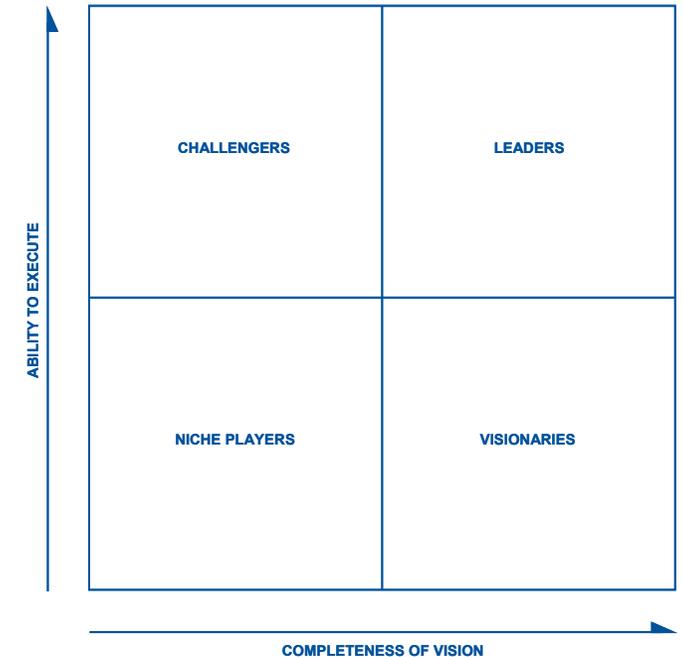
MQ Plan



Establish Set Back Schedules, Align References To Cautions and Absorbing The Details Matters

- **Develop Analyst Engagement Plans:** Plan analyst engagement according to set-back schedule and key milestones.
- **Ask Analysts and Agenda Managers How They See the Market Changing:** What are new and emerging trends, and how will they affect your market and providers in your market?
- **Pay Attention to Documentation:** The visible fact base for what analysts are looking for is in the Welcome Packet, in particular look at and structure your responses around:
 - The Market Definition – based on current and emerging end-user needs, it does change y-o-y
 - The Evaluation Criteria – Define what is required of the vendors to fulfill the market definition
 - Provider Survey Questions – Again pay attention on how have they changed from last year
- **Always Be Cultivating References:** Work with the analysts to understand what will constitute new/best customer reference characteristics, and be prepared to have delivered references that address the Cautions on your company/offerings in last year's MQ.

How Will This Market Change?



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"](#)

“Embrace Your Cautions” - 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. Share customer references that provide evidence that you’ve fixed the gaps/addressed the cautions!

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

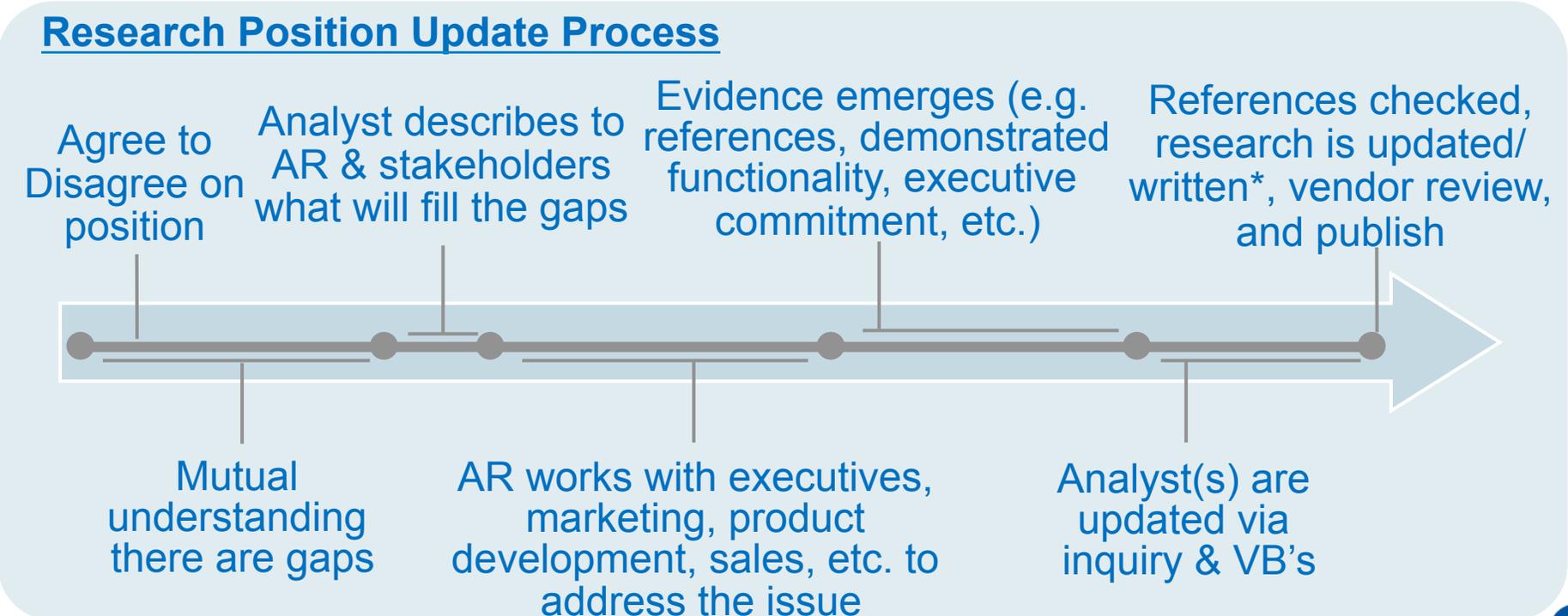
If analysts pan your product/service it's one of two reasons:

- 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 its more than “Just telling the analysts how great we are!” The great news is there is an informal process called “delivering the evidence”!



* 100% Analyst Discretion; the above is not an official policy of Gartner Research



Build A Very Strong Customer Reference Program And Push Outcomes to Analysts

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

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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 spokespersons to be absolutely fair and objective
9. Build references that can accomplish specific goals.
10. Read the Gartner reports. Know the analysts!

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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?

Your Personal AR Strategy – The First 90 Days

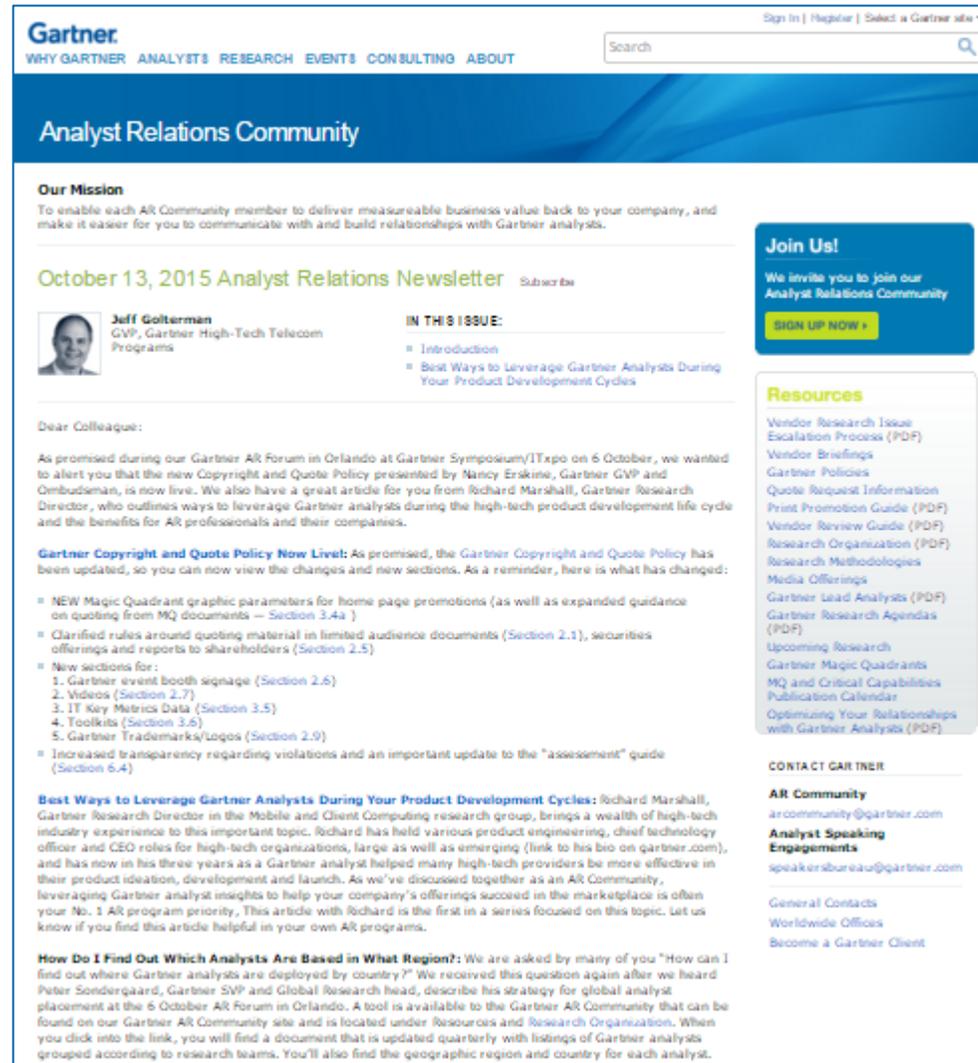
- Identify key analysts, tier them based on coverage and clout, introduce yourself and listen to their perspectives on your company. Start to build personal relationships
- Identify your internal stakeholders, executives and teams, who will care about what you're working on. Reach out and understand key initiatives
- Figure which of your staff is worth keeping and which might need improvement.
- Develop action plan reflecting upcoming analyst reports, and the timing of major internal initiatives; e.g. product launches, new partnerships
- Calendar the major milestones for key initiatives and work backwards to develop your plan



- After 90 days, you should be able to count at least one or two high-profile wins, maybe a report that you got someone to write or one or two high-profile, low-hanging-fruit opportunities you can count as a victory.

Want To Learn More? – Please Register in the Gartner AR Community and Visit Our Community Website

- Register to become a member
- Quarterly Newsletters on AR Best Practices
- Invites to Regional AR Briefings
- Webinars on important announcements and changes AR needs to know about
- Annual AR Forum at Sympoia/ITxpo



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WHY GARTNER ANALYSTS RESEARCH EVENTS CONSULTING ABOUT

Sign In | Register | Select a Gartner site

Search

Analyst Relations Community

Our Mission
To enable each AR Community member to deliver measurable business value back to your company, and make it easier for you to communicate with and build relationships with Gartner analysts.

October 13, 2015 Analyst Relations Newsletter [Subscribe](#)

Jeff Golterman
GVP, Gartner High-Tech Telecom Programs

IN THIS ISSUE:

- Introduction
- Best Ways to Leverage Gartner Analysts During Your Product Development Cycles

Join Us!
We invite you to join our Analyst Relations Community
[SIGN UP NOW >](#)

Resources

- Vendor Research Issue Escalation Process (PDF)
- Vendor Briefings
- Gartner Policies
- Quote Request Information
- Print Promotion Guide (PDF)
- Vendor Review Guide (PDF)
- Research Organization (PDF)
- Research Methodologies
- Media Offerings
- Gartner Lead Analysts (PDF)
- Gartner Research Agendas (PDF)
- Upcoming Research
- Gartner Magic Quadrants
- MQ and Critical Capabilities Publication Calendar
- Optimizing Your Relationships with Gartner Analysts (PDF)

CONTACT GARTNER

AR Community
arcommunity@gartner.com

Analyst Speaking Engagements
speakersbureau@gartner.com

General Contacts
Worldwide Offices
Become a Gartner Client

Dear Colleague:

As promised during our Gartner AR Forum in Orlando at Gartner Symposium/ITxpo on 6 October, we wanted to alert you that the new Copyright and Quote Policy presented by Nancy Erskine, Gartner GVP and Ombudsman, is now live. We also have a great article for you from Richard Marshall, Gartner Research Director, who outlines ways to leverage Gartner analysts during the high-tech product development life cycle and the benefits for AR professionals and their companies.

Gartner Copyright and Quote Policy Now Live: As promised, the Gartner Copyright and Quote Policy has been updated, so you can now view the changes and new sections. As a reminder, here is what has changed:

- NEW Magic Quadrant graphic parameters for home page promotions (as well as expanded guidance on quoting from MQ documents — Section 3.4a)
- Clarified rules around quoting material in limited audience documents (Section 2.1), securities offerings and reports to shareholders (Section 2.5)
- New sections for:
 1. Gartner event booth signage (Section 2.6)
 2. Videos (Section 2.7)
 3. IT Key Metrics Data (Section 3.5)
 4. Toolkits (Section 3.6)
 5. Gartner Trademarks/Logos (Section 2.9)
- Increased transparency regarding violations and an important update to the "assessment" guide (Section 6.4)

Best Ways to Leverage Gartner Analysts During Your Product Development Cycles: Richard Marshall, Gartner Research Director in the Mobile and Client Computing research group, brings a wealth of high-tech industry experience to this important topic. Richard has held various product engineering, chief technology officer and CEO roles for high-tech organizations, large as well as emerging (link to his bio on gartner.com), and has now in his three years as a Gartner analyst helped many high-tech providers be more effective in their product ideation, development and launch. As we've discussed together as an AR Community, leveraging Gartner analyst insights to help your company's offerings succeed in the marketplace is often your No. 1 AR program priority. This article with Richard is the first in a series focused on this topic. Let us know if you find this article helpful in your own AR programs.

How Do I Find Out Which Analysts Are Based in What Region?: We are asked by many of you "How can I find out where Gartner analysts are deployed by country?" We received this question again after we heard Peter Sondergaard, Gartner SVP and Global Research head, describe his strategy for global analyst placement at the 6 October AR Forum in Orlando. A tool is available to the Gartner AR Community that can be found on our Gartner AR Community site and is located under Resources and Research Organization. When you click into the link, you will find a document that is updated quarterly with listings of Gartner analysts grouped according to research teams. You'll also find the geographic region and country for each analyst.

http://www.gartner.com/technology/about/analyst_relations.jsp

- Link to Valuable resources
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