

Gartner Analyst Relations Newsletter

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

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Jeff Golterman
GVP, High-Tech &
Telecom Programs

Dear Colleague:

This has been a busy quarter for all of us. We wish to thank many of you for the investment in time and effort that went into attending Symposium/ITxpo and the fall Analyst Relations forums in Orlando, Cannes and Sydney. We had the pleasure of hosting more than 200 members of the AR community, and your feedback tells us the vast majority of attendees had a very positive and worthwhile experience.

In this quarter's newsletter, you will find articles that reflect the increasingly collaborative dialogue within the Gartner AR community.

One issue that's always on the table for AR professionals, and becoming even more important in light of today's economic conditions, is how to [measure AR effectiveness](#). Richard Fouts, research director on our Technology & Service Providers research team, posed this question to Skip MacAskill, VP of analyst relations at Nortel. With his 15-plus years of high-tech industry experience, Skip provides AR professionals with important new ways to think about demonstrating value to their organizations.

Another topic of considerable interest to many of you is building and managing customer references. This is a critical element of the "evidence" analyst firms need to position covered vendors accurately. John Taschek, VP of analyst relations at salesforce.com, shares some winning best practices in "[Building and Managing Customer References](#)."

A key area many of you have asked about is [vendor-analyst engagement](#). This quarter we've selected one of our finest, Gartner Research VP and Distinguished Analyst Michael Maoz to share his best practices.

Nancy Erskine, GVP Gartner Office of the Ombudsman, provides us with a summary of the panel discussions held at Gartner Symposium/ITxpo in Orlando and Cannes on managing the [Gartner Magic Quadrant research process](#).

Eight [new analysts](#) have joined the team since our last issue. Check out their bios and learn how these new team members can help you get more value from Gartner.

And finally, we have addressed [three recently asked questions](#) surrounding the Gartner Analyst biographies and Gartner Magic Quadrant Reprints.

We hope you enjoy this issue of our Analyst Relations Newsletter, and as always, thanks for your [ongoing feedback](#) that continues to strengthen the experience for all AR community members. Feel free to [contact me](#) with additional questions and input.

Gartner Research Agenda Now Available Online

On the last analyst relations quarterly call we announced that the Gartner research agenda would be available to all clients on classic gartner.com on February 6, 2009. We are pleased to announce that we were able to get the agenda posted much faster than anticipated. You can access the agenda from the [Vendor Relations page](#) under the Editorial Calendar section in the sidebar on the right. You will need to be logged in as the agenda is only available to Gartner clients.



Skip MacAskill
VP, Analyst Relations,
Nortel

How Do You Measure AR Effectiveness? An Interview With Nortel's Skip MacAskill, Vice President Analyst Relations

In this interview, we take on one of Skip MacAskill's favorite topics: measures and metrics. MacAskill is the worldwide director of analyst and consultant relations for Nortel. He was formerly the AR director at Cisco, and the VP of strategic communications at Marconi Corp.

It's often said that human beings inherently dislike the idea of measures and metrics. Do you agree?

Yes, I absolutely agree. People operate much better when they feel they are in control of their own situation. The idea of metrics often makes individuals feel they don't have total control over their own destiny.

How can AR leaders take control over their own metrics?

AR people can take control by taking the lead in how their metrics and measures are defined and built. AR people are in the best position to do this because they know their own limitations and how far they can push the envelope. When they bring that knowledge to the table, they begin to take control of the situation. And they are more likely to get the metrics and measures they want if they arrive at the table with a plan based on intimate knowledge of their own function.

How do you approach the measurement of AR effectiveness at Nortel?

I approach metrics via storytelling—by pulling the relevant data points together and structuring the story around where we are today, where we want to go and how we will get there. Metrics complete the story by revealing where we need to focus and invest. For example, which relationships need additional nurturing? Which messages are resonating, and which ones are not working as we'd thought?

How should AR people quantify the effectiveness of their relationships?

Start at the corporate level. Assign a "tonality score" to what analysts are saying and writing about you as a corporate entity. Keep it simple: a 1 to 5 score, 1 being negative, 5 being positive. Track it to specific analysts. If you can, hire a third party to do this to remove your own personal bias. Educate your executives that 3 is a good score because it reflects neutrality, and that is a good starting benchmark. Learn to celebrate neutrality and to claim victory when you get a 3.

What other metrics do you use?

Anything an analyst publishes that is tangible: positions in Gartner Magic Quadrants, Forrester Waves or things like Gartner Vendor Ratings, Market Share research or MarketScopes. AR people can't change these positions or opinions by themselves; they need product strategy to do that. But they need to own the process for managing the relationships with analysts that create and influence these positions.

Should AR people share responsibility for their company's financial performance?

Absolutely. Tying AR to the company's financial performance is truly the golden metric. One of the best ways you can approach this is by finding out who owns your firm's win/loss function; typically someone in sales operations. I recommend that AR leaders get some questions in their win/loss surveys about analyst involvement—which firms were involved and, if possible, specific names. Those answers are always valuable for the sales force, of course, but AR people should also use win/loss knowledge to round out the AR story and the tie to revenue.

Are you using more social media to communicate with analysts?

Yes. I find that everyone in this field is using a lot more social media to keep in touch, especially Facebook and IM. For example, when a competitor makes an announcement, I will check my analyst list to see who's online and get their thoughts over instant messaging. The beauty of IM is I get an honest, unfiltered, real-time response that I may not get over the phone or through e-mail.

Analysts have their preferences. Some prefer e-mail. Some prefer the telephone. Some want to reach out on Twitter. I alter my style to how the analyst likes to communicate.

How do you measure your AR program's overall effectiveness?

We track the effectiveness of our overall AR program with third-party benchmarks conducted by firms such as KCG (Knowledge Capital Group), Tiger Lily and Lighthouse. These firms measure my program effectiveness against my competition using metrics such as responsiveness and candor.

I put particular value on these measurements, because if I can increase the effectiveness of my AR program, I can increase the effectiveness of my company.

Building and Managing Customer References at salesforce.com An Interview With John Taschek, Vice President Market Strategy

At salesforce.com, customers are our best spokespeople. Customer references drive many of our leads, and as a competitive intelligence tool have an ongoing impact on our business beyond any advertising or sales campaign.

We understand that whenever a customer is at an event or in a business situation, and meets an analyst or another customer, they are a reference for salesforce.com. Good, bad or neutral, information from peers is among the most valuable in the marketplace.

Because of the influence that each customer brings to the marketplace, our philosophy is to encourage every salesforce.com customer, in any product area, to be a reference, and to leverage their value to the company.

References Are a Process

A strategy doesn't start with the first reference request; it's a process by which references are built over time.

The salesforce.com market strategy team is responsible for competitive intelligence and analysts relations, and a top priority is to maintain good relationships with the references. References are a critical part of how we deal with customers because of the way in which salesforce.com works.

At salesforce.com, the relationship with customers spans every single department of the company, and so do references. The market strategy team maintains relationships with the customers in different groups, and it's critical to manage references carefully to maintain their integrity and value throughout the company.

In a time when any customer can say anything about the company on a Web site, blog or Twitter, the market strategy team carefully manages this resource and keeps it vital. Building a strategy is critical. A strategy doesn't start with the first reference request; it's a process by which references are built over time. Create a carefully honed strategy to develop and manage customer references for general analyst requests, as well as specific reference requests for the Magic Quadrant, based on the best practices outlined below.

Best Practices	
Engage the Customer Keep engaged with your customers over time and on an ongoing basis.	References are not a commodity or even a special thing. Frequent communication is required to have references built and available when needed. All levels of management need to listen, and information should be circulated throughout the company. Customer references are transparent; anyone in the company can see the information so they know what a customer is thinking at any time.
Encourage Objective References Objective references add credibility to the company.	References need to be honest expressions of the experience; objective references add credibility to the company.
Create an Internet Listening Post Listen to what customers and competitors are saying.	As part of competitive intelligence, listen to what customers and competitors are saying about the services, either through alerts or on social media sites. Head off problems before they get to the public blogging stage. Listening well is a critical key to success.
Use Metrics to Manage References Reference metrics that are implemented across the board help ensure customer satisfaction.	Track the success of all the aspects of the company that the customer touches, including the service and product areas. Integrate survey data with metrics for customer satisfaction to measure against what customers say and how they interact with the company.
Pool Your References A large pool of references creates many opportunities.	A pool of references offers many choices for the best fit when needed. You won't ever scramble for a reference if they are pooled across areas and functions. Try to make every customer a reference to enlarge the available pool.

Providing References for the Magic Quadrant

It's much more effective to anticipate a reference request than react to it.

Having the right references for the Magic Quadrant is part of the overall strategy. Since we know that Magic Quadrants are updated yearly, it's possible to track the timetable for each area and be prepared ahead of time.

Some important procedures salesforce.com employs for effective Magic Quadrant references include the following:

- Start talking to the references well before the Magic Quadrant publication date just to get that first information out there and to see which customers will be a references. Salesforce.com has a pool of hundreds of references. Ask a series of questions to narrow the field:
 - “Can you be a reference?”
 - “Are you a Gartner client?”
 - “Can you be a spokesperson?”
- As part of our process, we map the messages of Gartner research and the individual analyst against our service and offerings.
 - We specifically note the issues that an analyst has with our offerings and map that against the successes available through the metrics. We can then select the references that are most suitable to address specific issues.
- We work to prepare our references to answer questions from Gartner.
 - While we never share analyst reports with the references, we do tell them about the analysts' goals. Based on our understanding of the analyst research, we can educate the references. We ask the reference, “Here's what Gartner is looking for—can you speak to that?” We ask our references to be fair and balanced.
- Providing the right type of reference is crucial. We ask the analyst what kind of reference they need and what sorts of things they want to learn.
- We double the number of references requested so the analyst has various industries and companies from which to choose for their analysis.

You don't build a reference for a specific Magic Quadrant, because you should be talking to the customers and the analysts all the time.

Objective references add credibility to the company.

After the references are made available to Gartner, we don't talk to the customer again unless they have questions or until the Magic Quadrant is published. We tell them in the beginning that we want them to be objective, and we don't influence any particular outcome.



Michael Maoz
VP and Distinguished
Analyst, Research

Guidelines for a Successful Analyst Briefing

The Analyst's Job

Offer technology advice to end-user organizations

Advise technology companies

Provide a sounding board to venture capitalists and other investment companies

The analyst briefing is your opportunity to show your company's best face to key market influencers. Good AR teams understand that their company is being tracked and examined by the analyst throughout the year, and they keep the analyst informed on an ongoing basis. It's important not to miss an opportunity to stay fresh, and to stay relevant in the analyst's mind as an active player in the marketplace.

Because of the time and effort involved for both vendors and analysts, we've outlined the critical points to ensure a successful briefing, including establishing the goals of the briefing, clarifying the range of content, managing the flow of dialogue, and understanding what to expect from the analyst.

Briefing Guidelines

1. Scheduling a briefing

The best briefings are tightly orchestrated and impactful. Remember, "sell no wine before its time," so don't have a briefing until you're ready.

Scheduling Hints

In order to stay fresh and relevant in the analyst's mind, successful vendors keep analysts informed on an ongoing basis. There is no Magic Quadrant "season," so don't schedule briefings only when you think Magic Quadrants are being drafted.

Established vendors should brief Gartner analysts when there is an important change; something that Gartner needs to know about, such as a new market strategy or a new product about to be launched.

The timing for new companies is different. The first briefing should be held when the company is ready to tell the analyst about their product and strategy. Subsequent briefings should demonstrate progress toward meeting important milestones such as development, pilots, launch, funding, revenue generation and customer acquisition.

2. What the analyst cares about (information to prepare)

The analyst wants to explore several strategic positioning aspects about your company, including:

- The basic business proposition
- What gap in the market your product or service fills
- Why your company needs to exist in the first place
- Why your company's approach is better than existing alternatives
- What your company's role is in the marketplace

Remember: An analyst briefing is not a strategy planning session where a company asks for advice.

3. Setting the tone for the briefing

Throughout the briefing, the underlying tone should be appropriate to a business meeting. It's not a sales presentation or a customer pitch, so the overall tone can best be described as calm, measured and informative.

4. The management team

Explain your management team's previous experience, where they came from, their selling and marketing backgrounds and their product development experience. The people who run your company and manage your product line are looked at closely in a Magic Quadrant evaluation.

5. The company and revenues

State the size of your company, the number of employees and how many people are in the sales, marketing, development and professional services functions. If you offer multiple product lines, drill down into that specific division during the briefing.

Also, supply important data about the division or the product such as revenue per year, per module, split between licenses and services, a partner's regional integrators, etc. Remember, the analysts are always looking for differentiators, so highlight what is important to know.

6. Management vision

Explain management's vision for the product, for the company overall, and for the industry—not just today but how it will change over the next two to four years. Since things change so rapidly, it's not wise to go out more than four years.

7. Use fact-based content

What will your product or service help customers accomplish?

Example:

Lower costs

Increased productivity

Reduced order errors

Supply specifics and/or fact-based statements as often as is reasonable. These kinds of statements work best to set the context for the product. Specifics include such things as:

Our product has helped customers:

- Shorten development times by 15%
- Lower data center costs by 35%
- Reduce order errors by 10%
- Reduce billing costs by 40%

For a new product, variations on older products or a bold departure from previous products, fact-based statements and approaches are best. Don't spend too much time setting the high-level context for a product or service. For example, if this is a product for cloud computing, don't talk about the history of cloud computing. If you start at too high a level, the analyst will step in and move the briefing along. Be sure to remain calm if

the analyst steps in; he or she is only trying to get the maximum amount of information possible in a very limited time, not trying to throw you off your game.

8. Describe technical resources

Complete the technology overview before the briefing.

To save time, schedule the technology overview prior to the briefing so the analyst will be better-informed. The technology overview covers topics such as the platforms, tools and integration capabilities. The session is conducted with the vendor's technical team or chief architect.

Describe the development resources for your product including the size, locations and the tools used in development. It's also critical for the analyst to know other facts about development resources.

Also, outline the development tools that support your product so the analyst can evaluate if the tools are current.

9. Be prepared to demonstrate

A critical part of the briefing is the product/service demonstration. Use real-world examples as well as the future state, with a concrete example of the business. Explain the current product release, the version used in the demo and what makes it unique. Don't describe the entire product end-to-end, but clearly demonstrate how your product addresses the gap in the market. The demo should be about 20% of the briefing.

10. Supply recent customer references

Customers are critically important. Stick to those that are new (the past 12 months), and avoid long-established clients that are likely to be well-known by the analysts and won't serve your purposes very well. New clients demonstrate the product's momentum in the industry and for the year. For a global offering, a short description of an installation for at least three businesses in three geographies is important because analysts use the different geographies to triangulate the aspects of service delivery. Explain whether you have partners, or an ecosystem of partners, resellers, complementary software providers, etc., and why they are relevant.

References should be thoughtful and factual. Prepare contact names in full, with e-mail and telephone numbers. Choose references whom you know will respond and be blunt, because analysts want an honest dialogue with people who've touched the technologies.

Follow these guidelines and you will not only start developing a rewarding relationship with the analyst, but your message will go out to the marketplace accurately and clearly.



Nancy Erskine
GVP, Ombudsman

Gartner Magic Quadrant Research Process 11 Ways to Improve Your Magic Quadrant Interactions

For the recent Gartner Symposium/ITxpo conference in Sydney, Australia, I was asked to summarize to an audience of analyst relations professionals two panel discussions that were held in Orlando and Cannes symposia. The panelists were Gartner associates and vendors who have had a lot of experience with Magic Quadrants. The goal was to share with vendors how to best work with Gartner when their firms were asked to participate in a Magic Quadrant.

I boiled these panel discussions down to 11 key points (there was too much good stuff for a neat 10).

Feel free to share your comments and further advice with each other, and with Gartner.

1. The Magic Quadrant process is continuous.

Understand that the analysts are getting input for the Magic Quadrant throughout the year via interactions with you, your competitors, end users and many others. Know this, and take advantage of it.

That initial e-mail shouldn't be your first clue that the analyst is creating a Magic Quadrant. Reach out to brief analysts whenever appropriate; of course, when you announce a new product or a major update but also when you start to see major shifts in the marketplace or observe your competitors doing things you think would be interesting to the analysts. This information is essential to the research process even beyond the Magic Quadrant. In some cases, you are the only one who can provide this information to the analysts.

2. Not all Magic Quadrants are created equally.

Some analysts will send you detailed surveys and requests for references when they prepare a Magic Quadrant. Some won't. While Gartner provides detailed guidelines for analysts creating Magic Quadrants, there is some freedom in the process. This is to accommodate the analysts' knowledge of a market or a market's particular dynamics. So if you've gone through the process before, don't assume that this time around it will be exactly the same.

3. Resist the temptation to sell.

Be very focused in responding to what the analysts are asking for, and if you think they aren't getting it, explain your points differently. Carefully read the criteria and the weightings they have sent you. Respond to requests with those clearly in mind. The analysts often won't have time to look deeply at interesting, but not terribly relevant, information.

4. Get buy-in.

Internally, get buy-in from the people you need it from (for example, product management, marketing management) so they'll be ready and able to provide input and feedback when you need it.

5. Project-manage.

Take the timing estimates the analysts give you and create a timeline. Use that yourself to manage the Magic Quadrant project internally. Share the timeline with your executives, but always pad the schedule. Part of your project management should include setting expectations internally. Your executives shouldn't be surprised by the draft they see. If they are, chances are you need to work on engaging more regularly with the analysts or bringing the analysts' feedback to your company's management so sore points are well known.

6. If an analyst is new to the Magic Quadrant task and you aren't, help.

Believe it or not, sometimes even very tenured analysts are creating Magic Quadrants for the first time. This is your chance to share with them the multiple experiences you have had—what you thought worked and what didn't—and ask which approach that analyst would like to take. This could help your relationship with the analyst and also help the process along.

7. Coordinate your responses.

If you are in multiple Magic Quadrants, ensure that you're coordinated in your responses, and leverage those responses. So, for example, your corporate strategy story should be the same for all responses unless it is updated (don't let a product manager convince you to tweak the corporate strategy to the benefit of their product; it won't help your company in the long run).

8. Admit to "Cautions"—at least internally.

Even if you disagree philosophically with the analysts' vision, there's probably some validity to the Cautions statements they made about your company. Own up to those internally and make sure you ask relevant folks to work on them.

9. What to do if you don't land in the Leaders' Quadrant:

- Create a communication for your sales team. Make sure you have rights to the content (buy reprints if you need to).
- Some vendors create one-pagers that detail the Strengths and Cautions and provide comments on them. Know that your competitors in the Leaders' Quadrant will be using this as a sales tool, and have responses.
- Use the fact that this is a point-in-time document to your advantage. If you have made improvements to your product or positioning since that point, it's worth mentioning.
- Reinforce your strengths; there will always be some.

- Talk specifically about how you're working on Cautions if you are doing so.
- Perhaps your company has made a conscious decision not to participate in a portion of the market and therefore you are a Niche Player. Point that out. As Gartner frequently says, Leaders aren't always the best fit for specific end-user needs.
- If your executives get upset about the Magic Quadrant, especially if you're positioned lower than last year, you may get the "blame." But be careful to separate the fact from the emotion and ask them to admit some of the sad-but-true facts internally.

10. Your work isn't done after the Magic Quadrant.

- If you feel as if part of the problem with your position is that the analysts haven't understood your messages, tell them. Ask if there's a better way for you to communicate with them.
- Ask specifically what you should be doing to address the Cautions the analysts identified. What does it take to move? Where are my competitors going? What are my clients going to want in the coming year?
- If you disagree with where the analyst thinks the market is going, spend the next year demonstrating why you are right. Don't just let it drop and "agree to disagree." The analysts listen to facts and data.

11. Tool of last resort: escalate.

If you disagree with what the analysts are saying, your first point of action is to reason with them. If that doesn't work, approach the analysts' managers to resolve the issues. If that fails, by all means contact ombudsman@gartner.com with your issue. Have your facts lined up, because those are what my team will look at.

Three Recently Asked Questions

Which elements of the new Gartner analyst biographies will appear on gartner.com vs. the Gartner for Analyst Relations portal?

As many of you are aware, we have used your feedback to improve Gartner analyst biographies. Over the last two quarters, we've delivered enhancements to these bios as well as new related features, all of which are found within the Gartner for Analyst Relations portal and on pages for our other role-based offerings.

Our plan has been to bring over portions of these enhancements and new functionality to the classic gartner.com versions of the analyst bios. Here is an update of where we are presently.

The following bio elements currently appear on both the new role-based portals, as well as our classic gartner.com experience (as of November 7, 2008):

- Roles and Responsibilities describing topics/areas of coverage
- Previous Experience describing the roles and responsibilities in position(s) held prior to joining Gartner



Andy Rosenblatt
VP, High-Tech &
Telecom Programs

- Background listing previous employers, job titles and years at those organizations
- Latest Research listing the five latest pieces of published research, with the ability to click and view more
- Snapshot describing years of experience, education, awards and accolades, and languages spoken

We will continue to improve the features and functionality of the analyst biographies on gartner.com over the next year and will announce those changes in this Analyst Relations Newsletter as they become available.



Michael Yoo
SVP, High-Tech &
Telecom Programs

Is it possible to “keep live” a purchased Gartner reprint of a Gartner Magic Quadrant for longer than 12 months, should the updated version of the same Magic Quadrant be delayed in its delivery?

From time to time, a Gartner Magic Quadrant replacing a previously published one is delayed in its delivery. If clients had purchased a Gartner reprint of the Magic Quadrant (maximum lifespan, 12 months), they were occasionally left without a “live” Magic Quadrant reprint to use.

We have extended the time period for archiving all Magic Quadrants as well as MarketScopes and Vendor Ratings from 12 months to a maximum of 15 months. This enables our clients to request an extension of their reprint agreement for a maximum of three months. To be clear, we are continuing our 12-month research publication update policy, but now have a “grace period” for reprints clients to cover delays in delivery of the updated document. If the update is published before 15 months it will be available to replace the previously published version and clients can choose to work with their account executives, as they do today, for reprints of the replacement. Extensions of Reprint agreements and use beyond three additional months are not possible. Clients should contact their account executives or reprints@gartner.com for details.

Can a Gartner client purchase Gartner reprints for successive years’ Gartner Magic Quadrants?

Since markets covered within Gartner Magic Quadrants change from year to year and therefore the positioning of any one high-tech provider is only relative to that year’s weightings and ratings, comparing successive years’ positioning in a Gartner Magic Quadrant is often not an equal comparison. For this reason, we continue our current position of approvals for 12-month reprints and not beyond, including successive years.

New to the Research Team

Robert Addy

Research Director
IT Service Market Strategies and Metrics

Rob analyzes software and hardware support services across EMEA. Prior to joining Gartner, he worked at IBM Tivoli as a business solution manager, and at BMC Software as a consulting manager. As an ITSM professional, his experience includes application development and support, direct solution implementations, product management and marketing and technical sales. Rob has a bachelor's degree in aeronautical engineering.

Hoonho Bae

Principal Research Analyst
Communications: Mobile Devices

Hoonho analyzes the mobile devices and consumer services markets. Prior to joining Gartner, he worked at ABI Research as a senior analyst and at Samsung Electronics in marketing as part of the telecom network infrastructure division. He has experience with mobile WiMAX, LBS applications, mobile TV services-DMB in Korea, contactless payment solutions including Japanese FeliCa, mobile marketing and advertising solutions in Korea and Japan, CDMA-based wireless local loop and third-generation asynchronous mobile systems, WAP-based mobile applications, and the mobile handset industry in China. Hoonho has a bachelor's degree in electrical engineering and an M.B.A. with a concentration in marketing and technology management.

Valdis Filks

Research Director
IT Infrastructure & Operations: Storage Technologies

Valdis analyzes the storage technology markets. Prior to joining Gartner, he worked at Sun in business development and the Royal Bank of Scotland as a technical analyst. He has experience in a wide range of storage solutions, with technical knowledge of databases, security systems and programming. He has a bachelor's degree in management and computer science.

Stephen Forte

Research Director
Financial Services

Stephen analyzes the insurance segment of financial services. Prior to joining Gartner, he was an underwriter in the property and casualty insurance segment for all personal and commercial lines. He also has experience as an agent selling personal and commercial lines. Stephen has a bachelor's degree in economics.

Richard Fouts

Research Director
IT Market and Channels Strategies

Richard analyzes best practices in marketing management for technology and service providers. Prior to joining Gartner, he managed a brand communications company in New York City focusing exclusively on technology and telecommunications companies. With experience in account management at HP and Cambridge Technology Partners, he provides insight and advice in brand management, market and competitive positioning, messaging, sales and go-to-market strategies. Richard has a master's degree in public administration and a bachelor's degree in economics and political science.

Nandita Iyer

Research Analyst
IT Hardware Markets Worldwide: Server Markets

Nandita focuses on analysis of European server markets. Prior to joining Gartner, she worked with the Bank of America continuum solutions with the information research team, which provided information on various companies or industries to different departments in the organization, where she specialized in the TMT sector. Nandita has a bachelor's degree in commerce and is currently pursuing a master's degree in financial markets.

William Malik

Research Director
IT Operations Management

Bill covers the core issues of the value of IT and the efficiency of the procedures that deliver that value. Prior to joining Gartner, he worked as a developer and strategic planner at IBM. He helps firms improve their business continuity and information security programs, and guides organizations toward effective IT cost recovery and sourcing. Bill has a bachelor's degree in mathematics.

Jim Sinur

Research VP
Business Process Management

Jim analyzes business process management technologies and rules-based systems. Prior to joining Gartner, he was a director of technologies with American Express, where he worked on a large, industrial-strength, model-driven implementation of a business-critical merchant management system. He also worked at Northwestern Mutual Life in leading-edge projects that employed new and emerging methods and technologies. Jim has a bachelor's degree in management.