The Chief Data Officer's First 100 Days

How you perform in your first 100 days as a CDO is crucial to your success or failure. Use Gartner's target outcomes, advice and supporting resources to succeed in the early days of your new role.

Key Findings

- A chief data officer's (CDO's) success will depend on meeting two complementary goals. The first is to establish an information governance program and communicate its benefits and measure its results. The second is to assist the company in creating value and increasing revenue by monetizing or exploiting information assets.
- CDOs report that communication, coordination and change management aspects of their jobs are critical to their success.
- Creating and measuring business-linked information outcomes is the most difficult part of the job, so the measurement phase of the CDO's first 100 days is crucial.
- The new CDO will most likely not have a large staff at his or her disposal, at least initially. Thus, engagement with business stakeholders to establish the idea of business data stewardship is key to success.

Recommendations

In their first 100 days, CDOs should:

- Create both high-level and detailed plans for activities through their first few months to maximize their chances of success.
- Think about measurement from the very start of their tenure. They should immediately begin to think about, and create, benchmarks and measurements for information-related programs and activities.
- Avoid overcommitting by delegating either the "offense" (data monetization and exploitation) or the "defense" (creation and enforcement of governance policies) part of their job.

- Focus on the data exploitation aspects of their job, if they feel that easy, quick wins are necessary to show value, as results from governance programs take longer to manifest themselves.

- Devote at least 50% of their time to meeting key business stakeholders to explain the CDO role and how it can help them meet their business-critical key performance indicators (KPIs).

Table of Contents

Introduction ............................................................................................................................................ 3
The First 100 Days Plan .................................................................................................................... 5
  Prepare Phase (Days −10 to 15) .................................................................................................. 5
    Target Outcomes for the Prepare Phase .................................................................................. 5
    Actions for the Prepare Phase ............................................................................................... 5
    Communications in the Prepare Phase ................................................................................... 6
    Resources for the Prepare Phase ............................................................................................ 8
  Assess Phase (Days 0 to 30) ..................................................................................................... 9
    Target Outcomes for the Assess Phase .................................................................................. 9
    Actions for the Assess Phase ............................................................................................... 9
    Communications in the Assess Phase .................................................................................... 10
    Resources for the Assess Phase ............................................................................................ 10
  Plan Phase (Days 15 to 45) ....................................................................................................... 11
    Target Outcomes for the Plan Phase ..................................................................................... 11
    Actions for the Plan Phase ..................................................................................................... 11
    Communications in the Plan Phase ....................................................................................... 12
    Resources for the Plan Phase ................................................................................................ 12
  Act Phase (Days 30 to 80) ........................................................................................................ 12
    Target Outcomes for the Act Phase ..................................................................................... 12
    Actions for the Act Phase ..................................................................................................... 13
    Communications in the Act Phase ....................................................................................... 13
    Resources for the Act Phase ................................................................................................ 14
  Measure Phase (Days 45 to 100) ............................................................................................ 14
    Target Outcomes for the Measure Phase .............................................................................. 15
    Actions for the Measure Phase ............................................................................................ 15
    Communications in the Measure Phase ............................................................................... 16
Introduction

The first 100 days constitute an expected "honeymoon" or transition period. This all-too-brief period is yours to formulate a course of action, make connections, and establish and communicate a personal management style. It is within this critical period that you establish yourself and create the basic perceptions that others will, for better or worse, associate with your subsequent plans and actions.

Proper preparation, assessment, planning, acting, measuring and, above all, communication can greatly enhance your chances of success. This research highlights the key activities that focus on critical issues and provides actions and resources to help you achieve your intended outcomes. Gartner also offers a unique companion experience to this research in the Peer Connect forum for business intelligence and information management leaders. You can use this forum to meet other newcomers to the CDO role, discuss challenges and get support from like-minded peers.

We break down your first 100 days into six phases, each overlapping with suggested durations that you can customize. Each phase includes critical target outcomes, actions and resources, as well as some optional ideas to consider as time and resources allow. The Communicate phase spans the full duration, and we include specific actions for effective communication for each phase.
In brief, a successful agenda for the first 100 days should:

- Begin prior to the new leader’s arrival.
- Involve spending a great deal of time on information evangelism, as the role of CDO is often newly created — indeed, you may be the first occupant of the chair. That means explaining how information is a key enterprise resource, how it contributes to business success, and the link between information governance and risk management.
- Forge solid relationships with key internal stakeholders, starting with those in the IT, legal, HR, finance and risk departments, by communicating the business benefits of information governance and monetization to their respective domains.
- Consider moving information-focused IT roles from the CIO’s organization to the CDO’s.
- Establish a current-state baseline that becomes a foundation for continuous improvement. In information management the most important components are an inventory of existing information systems and the quality (or the lack thereof) of the data they contain.
- Establish an information strategy that is tied to the business strategy. This should be as specific and concrete as you can make it.
- Make the case for information-focused roles, such as information architect and data steward, if they do not already exist. If they do exist, check job descriptions, meet the individuals in those roles and make sure that the roles and the people in them are fit for purpose. If they do not exist, HR should be one of your first ports of call, to begin working on new job tasks and job role descriptions.
- Tap into existing CDO communities of practice and attend CDO-focused events. This will be an important part of your learning curve, especially if you are new to the role or the role is new to the organization.
- Define and communicate realistic, measurable and time-bound objectives, and establish tracking mechanisms to check when you have achieved the goals.
- Work to give the new role credibility, and elevate the status of data as an important enterprise asset that contributes to value creation and risk reduction in the enterprise.
- Highlight future opportunities to monetize or otherwise exploit data assets.

The First 100 Days Plan

Prepare Phase (Days –10 to 15)

Don't wait until your first day on the job to prepare. Take some key actions before your start date to inform yourself, learn about your colleagues and staff, and draft communications to make a great impression on Day 1. Preparation also includes either learning or reviewing key leading-edge concepts in modern information management. Information is an asset to be valued, managed and deployed to achieve business goals. Most executives recognize that they mismanage this asset, but don't have a method for changing that behavior. As CDO, you should begin discussing information valuation with your CEO and CFO as soon as you begin your tenure. You must understand methodologies for measuring the actual and potential economic value of key information assets to their organizations.

Target Outcomes for the Prepare Phase

Use the tools and advice in this section to:

- Get an understanding of your role, and what you, your management, senior stakeholders and staff should expect from you
- Lay the foundations for developing meaningful relationships with your new staff and stakeholders
- Develop an initial vision of your management philosophy and approach

Actions for the Prepare Phase

Don't make the mistake of approaching your new role with ad hoc communications and plans. A few hours' investment in planning before you start your new job will ensure critical preparations are completed.
**Actions Before Day 1**

To help maximize the value of the first week, complete the preparation phase by taking the following actions in the week or two before your arrival.

**Reinforce new connections:** Send thank-you notes to interview participants to build relationships and set a positive tone for your next interaction. Set up lunches with a few key people. These actions will show that you are a "people person," in addition to being an exceptional technology leader.

**Set logistics:** Connect with HR representatives and your future administrative support to resolve any logistics that you can complete in advance, including preparations for a "meet and greet" on your first day. This will drive the point home that you want to be active and productive from Day 1, and will expect the same from others.

**Understand your organization's structure:** Request organization charts and other basic materials to understand the structure of your new team’s position and key leadership roles across the organization. It is especially important that you understand the relationship between the CIO’s office and the CDO’s.

**List key stakeholders:** Compile an initial list of key stakeholders to meet during your first week.

**Communications in the Prepare Phase**

**Before Day 1**

**Assess your communication skills:** In all communications, resolve to follow these best practices for effective communication:

- Use business language wherever possible. Avoid detailed technical terms. Clearly define any specialist terms such as IT abbreviations and acronyms.
- Be brief, clear and consistent in your message across forums and audiences.
- Avoid generic statements — for example, "data is a key enterprise asset" — that are not followed by specific and concrete examples of how data has helped to run, grow and transform other businesses, to show how it will work in your business.
- Connect plans explicitly to the strategic investment objectives of the enterprise, thus demonstrating that the office of the CDO is synchronized with the business.
- Introduce yourself to IT and business leaders across the organization, and actively solicit feedback on their perception of the role of the CDO.

**Write an introduction:** Prepare introductory communication material about yourself, your background, and your initial thoughts on joining the organization. Make this content as fact-based and neutral as possible, and keep it short and succinct. For example, try a 100-word biography, along with some personal information about your key priorities in life and work, your values, and your integrity.
Draft discussion guides:

- **Stakeholder discussions**: Prepare a list of no more than five questions, some specific and others open-ended, that will ensure the early stakeholder conversations yield insights beyond the polite "meet and greets." For example, when meeting key business stakeholders, ask about their perception of, and satisfaction levels with, the current state of the organization’s data, any urgent issues that must be resolved as quickly as possible (according to them), and any chronic pain areas, priorities and general expectations.

- **Staff discussions**: Prepare a list of similar questions for your first meeting with your staff. Ask them about their key work challenges and constraints, and their perception and satisfaction levels with their own team and organization. In particular, find out how the organization perceives data and its role, what the general level of data quality and data flow in the organization is, and any previous attempts that the organization has made to govern or monetize data. Pay close attention to any failures that the organization has experienced. Remember that monetization can have two meanings, and that one of them is more popular. The popular meaning is to take enterprise data (possibly combined with external data) and turn it into a data product/service as a revenue source. The second meaning is to take enterprise data (possibly combined with external data) and monetize it by adding specific value (higher prices for enhanced products, or diversified product offerings and so on) to existing product or service lines. Make sure to clarify the word "monetization" in the minds of your staff, ensuring that they are not only thinking about the former meaning, when the latter may be the easier and more profitable to achieve.

**Actions and Communications on Day 1**

Since your first day on the job is all about listening and communicating, we have combined this phase’s actions and communications tasks.

- **"Meet and Greet"**: Arrange a meeting for everyone in your direct team, in person and through videoconferencing or audioconferencing for remote workers. This meeting has two objectives: (1) to introduce yourself; (2) to show that you are approachable and available to everyone. Offer no opinions of any kind. Explain that you are still gathering information and are not yet ready to make decisions or changes.

During the "meet and greet":

- Deliver the introductory message you drafted in advance. State when you will report back to the team with updates on your progress.
- If you have previously been a CDO or in charge of data governance at another company, talk about that to give your audience additional confidence in your ability to perform well in the role.
- Let the people attending the meeting introduce themselves in their own way and ask whatever questions are on their minds.
- Remember some detail about each person that will help you start conversations later.
• Be mindful of any apparent biases — identify political/social issues that may remain from your predecessors.

• Be careful of "coming on too strong" and appearing as a threat or a hurdle — first impressions are lasting ones.

• Understand your direct reports' concerns, priorities and career aspirations. Which ones understand and can describe the bigger picture? Which ones seem narrow in their views? Where do they need immediate help?

**Distribute Your Introduction:** Distribute the introductory remarks to the wider IT organization. See if you can post it on the company intranet.

**Regroup With Your Manager:** Wrap up the Prepare phase with a meeting with your manager that covers:

• The key challenges and opportunities from your point of view

• Your preliminary strategic vision

• A communications schedule for the future between the two of you

One of the main aims of the Prepare phase is to clarify the role of the CDO in everyone’s mind. At this stage in the development of the data governance and monetization/exploitation function within companies, a number of job titles are emerging. Chief analytics officer (CAO) and chief digital officer are the ones that are causing the most confusion. Based on research that Gartner has done, some organizations are using "CAO" instead of "CDO," but this is just a difference of emphasis.

**Resources for the Prepare Phase**

**Gartner Research and Tools**

"Toolkit: Information Strategy Cookbook"

"Toolkit: Chief Data Officer Job Description"

"The Chief Information Officer and the Chief Data Officer Complement Each Other"

"Creating the Communications Core: The CIO’s Guide to Effective Communications"

**Other Suggested Resources**

• **Company and industry websites:** Understand the fundamentals of your new employer’s industry, market, competitive positioning and regulatory situation.

• **Published financial reports:** Review public financial data, such as earnings reports, 10K filings and reports for investors, to gauge trends. Has the company been growing, declining or static in terms of market share, revenue and income? How has the stock price performed, relative to the
overall market? What percentage of the company’s spending was on IT? How does that compare with industry averages?

- **Press releases and other news reports:** Review recent news reports for other trends, such as new products and services, acquisitions and staffing levels. Does the enterprise appear to be an early technology adopter? Does it have any visible partnerships with specific technology providers? What appears to be its current data strategy?

- **Professional networking and employee feedback sites:** Assess how current and former employees express their views of the company and their perceptions of IT. Based on what you see, would you expect employee engagement be relatively high or low?

- **Job sites:** Get an idea of staff-hiring trends and turnover. How many other information-focused positions are you currently recruiting for? Does it seem like the information management function is expanding?

**Assess Phase (Days 0 to 30)**

Use this period to gain as much insight as possible into the current state of the organization and to build relationships with key stakeholders and your staff. The objective is to establish what is working successfully, and what isn’t.

**Target Outcomes for the Assess Phase**

- Solid insight into the current state of the enterprise information management program
- An inventory of information systems and the critical data that they contain
- Early indications of what’s working and what isn’t
- A list of the top five challenges that you will prioritize for the first three to six months, such as data quality, project rationalization, system retirement, migration, monetization and exploitation of information assets.

**Actions for the Assess Phase**

Prepare or update an inventory of information systems and data flows, to include at least the top 50% of information systems, as measured by the numbers of users and business criticality.

Launch data quality assessment efforts to include, at a minimum, all ERP instances, all CRM instances, core financial systems, and sales and marketing systems.

Review the current state of information policy and information policy frameworks, paying special attention to policy implementation and enforcement.

Investigate the role that IT plays in this organization and its reputation at the company.

Focus your assessments on these areas of your mission:
Choose and document two or three areas or projects with a view to creating additional value from data, such as data monetization and exploitation.

Communications in the Assess Phase

Key to communicating in the Assess phase is gaining the trust of key individuals, so they will share information and offer their own candid views. To achieve this, be open and forthright concerning the information you have and your views.

Meet team leads: Hold one-on-one meetings with your group or team leaders to gauge their opinions on the state of the data in their organizations. This is your opportunity to begin establishing areas of responsibility, to solicit informed opinions about urgent tasks and to determine how to approach them. Solicit input and support from your staff to make it clear that you understand you cannot achieve anything alone.

Interview stakeholders: Interview two or three key to establish their opinions about the current information policy and any changes they might propose.

Engage key business leaders: Meet with key business unit leaders. They need to know that you will put their business needs first as you develop and execute your plans. To be successful in balancing their demands, begin an open and cooperative relationship with them. Understand their key business objectives and their concerns about the CDO role. Ask for their advice, and make a point of writing down their answers. Their views will give you a clear roadmap for how to respond to their needs.

Resources for the Assess Phase

Gartner Research and Tools

"Use a Principles-Based Information Policy to Drive Effective Governance"

"Gartner's Three Rings of Information Governance Help You Prioritize Different Types of Data"
Other Suggested Resources

**Existing documentation:** Examine these sources, which include policies, principles, charters, standards, strategy plans, program plans and roadmaps.

**The current budget for information systems:** Request material available on expense and capital spending activities. Seek any available forecast information, too.

**Existing executive and operational reports:** Study these to get additional insight into any challenges and opportunities inherent in the security program.

---

**Plan Phase (Days 15 to 45)**

The Plan phase synthesizes the abundant Assess phase information into areas of focus, transforming all you’ve learned during your first weeks on the job into a blueprint for action.

**Target Outcomes for the Plan Phase**

The tools and advice in this phase will help you:

- Create a data strategy document
- Establish three to five top priorities
- Qualify top priorities with high-level objectives, designated owners and broadly defined action plans
- Start a focused plan of action aligned with the identified priorities for three key and two secondary issues
- Align key stakeholder support
- Communicate information strategy

**Actions for the Plan Phase**

- Create a one-page information strategy that reflects your organization’s business strategy.
- Create an information governance policy framework
- Adopt a data quality framework
- Review all governance relevant job role descriptions in your organization
- Create a strategic roadmap for enterprise information management, using Gartner’s "Strategic Roadmap for Enterprise Information Management,"
Communications in the Plan Phase

**Draft and socialize a program vision:** All organizations require a clear, concise expression of the program vision to guide strategic decision making. Such a vision should derive from commonly accepted standards and best practices. A well-defined information strategy acts as a strategic vision, a planning guide and a catalyst for executive communications. Draft and share this program vision with your team, line managers and all relevant stakeholders, soliciting their input.

**Draft an interim program strategy:** In essence, this consists of pulling together much of the work you've done up to this point and collecting it in a single document:

- The program vision ("where we want to be")
- The assessment of the organization's information ("where we currently are")
- An analysis of the gap between the current state and the vision, resulting in a list of current and new projects

Resources for the Plan Phase

**Gartner Research and Tools**

"Information Governance Requires a Comprehensive and Interrelated Range of Policy Types"

"Strategic Roadmap for Enterprise Information Management"

"Business Case for the Chief Data Officer"

"Governing the Information Governance Board"

**Other Suggested Resources**

**External consulting resources:** Use supplementary resources from external providers when internal resources don't exist to drive action in the targeted areas.

**Existing data providers:** Vendors seeking to establish positive early relationships with a new CDO may be more flexible in offering assistance toward addressing your targeted objectives. Ensure that these activities don't become sole-sourced marketing exercises.

Act Phase (Days 30 to 80)

The Act phase delivers visible results. Focus on the two key issues you identified as part of your interim program strategy, but also seek to address the other foundational areas discussed in this section.

**Target Outcomes for the Act Phase**

- Completed information management maturity assessment.
• Defined roles and responsibilities for information governance including data stewards, data scientists and information architects, business analyst.

• Declaration of which aspects of the information landscape you will focus on in terms of business value. What is the most important strategic information that the organization has and how does that information drive business value?

• Creation of information governance policies, principles, standards and guidelines that align with the overall enterprise strategy and business climate. Seek to build policies that are SMART (specific, measurable, actionable, relevant and time-bound). In effect, good information policies are clear, simple and developed, with an eye toward automating their enactment.

• Creation of a data governance council that includes the business stakeholders.

Actions for the Act Phase

• Assess the level of maturity of the enterprise in general regarding information governance principles and business value. The lower the level of maturity and experience, the more realistic it will be to focus on a narrower scope (fewer information assets and policy types) in the early stages, with the aim of expanding later.

• Use your chosen maturity model to assess the level of data management maturity in your organization.

• Create or fill data-focused roles within the organization, including data stewards, data scientists and information architects.

• Publish principles for information classification around the themes of confidentiality, integrity and availability.

• Develop or adopt a methodology for quantifying the value of information assets.

Communications in the Act Phase

**Meet Teams to Identify Objectives:** Ask your operational teams to review their scope of operations and to consider their performance metrics. The teams’ objectives should be clear and their scope well-defined. Ask what you can do to help them be successful, and follow through. Work with them to find a practical alternative if their expectations are unrealistic.

**Conduct a senior management status meeting, and develop a quarterly schedule:** These will be some of the most valuable meetings you have as CDO. Listen to senior managers’ questions, and try to determine how the team members receive your answers. The best way to maintain focus is to create an agenda that always has the same format:

• What did you say you were going to do during this period?
• What did you do during this period?
• What is the business value of what you did during the period?
What business value would the executive team like you to deliver during the next period? The members of the executive team will determine how to integrate your needs into their strategy. They must give you clearly defined expectations of what constitutes success. This will give you a clear mission and an objective for future meetings. Ensure you focus on meeting your business objectives.

Resources for the Act Phase

Gartner Research and Tools

"Toolkit: Assess Your Information Governance Initiative"

"Use a Principles-Based Information Policy to Drive Effective Governance"

"Toolkit: Information Governance Role Descriptions"

"Improving the Value of Customer Data Through Applied Infonomics"

"Toolkit: Information Governance Organizational Structures"

Other Suggested Resources

"Data Management Maturity: The Chief Data Officer’s Best Friend"

"The DAMA Guide to the Data Management Body of Knowledge"

MIKE 2.0: The Open Source Standard for Information Management

"Enterprise Information Management Maturity: Data Governance’s Role"

External consulting resources: Use supplementary resources from external providers when internal resources don’t exist to drive action in the targeted areas.

Existing data providers: Vendors seeking to establish positive early relationships with a new CDO may be more flexible in offering assistance toward addressing your targeted objectives. Ensure that these activities don’t become sole-sourced marketing exercises.

Measure Phase (Days 45 to 100)

The Measure phase is your opportunity to start providing evidence of your impact. This phase overlaps significantly with the Act phase. The overlap provides the opportunity for feedback, so that you can adjust Act phase activities and deliverables to ensure they produce the desired tangible results. Your efforts as a CDO are more likely to be successful if you know what business, as well as what data metrics, to use and where to apply them. With guidance from CFOs, CDOs and CAOs should establish a standard methodology for measuring the actual and potential economic value of key information assets to their organizations. Adopt one or more of Gartner’s suggested information valuation models and carry out these measurements periodically.
Target Outcomes for the Measure Phase

- Demonstration of tangible and meaningful improvements in selected areas
- Recommendation of future metrics improvement opportunities

Actions for the Measure Phase

**Establish success criteria:** For the targeted areas of improvement, select meaningful success criteria to evaluate progress. Collect baseline metrics and monitor results. Use SMART (specific, measurable, actionable, relevant and time-bound) objectives as much as possible, while establishing and communicating the success criteria and target improvements.

**Use a metrics framework (specifically, hierarchical):** Develop multilevel requirements for specific data-level metrics, including business processes, which should be linked to specific business performance metrics and aggregated to desired financial benefits. Adopt one or more of Gartner’s suggested information valuation models and carry out these measurements periodically. We recommend that clients use the Gartner Business Value Model as a template for creating business metrics that are linked to information metrics.

**Evaluate the accuracy and consistency of data:** Make a direct link made between accuracy and consistency of specific data and its impact on business activities, such as ensuring customer retention (reducing customer churn), accuracy in pricing, consistency in reporting, reduction in process cycle times and other business-relevant outcomes.

**Evaluate the state and condition of your most important information assets:** Review the following aspects as they pertain to delivery of the business goals of your primary stakeholders:

- Training/staffing of information management positions, and any increase in the number of positions
- Increase or decrease in the number of systems
- Data quality
- Process time
- Revenue growth, customer retention and employee retention
- Numbers of reports produced
- Accuracy of reporting
- Hours spent on data reconciliation
- Policy violations and policy enforcement

**Financial:** How do CDO office programs push or enable the business-oriented financial metrics that drive primary business goals and shareholder or stakeholder satisfaction?
Performance: How effective is the overall information management program? (An aggregate of the following two categories, measured at a program level.)

Business process: How does MDM help the business improve performance for specific processes affected by more consistent data?

Data: How well is the actual data being managed?

These metrics can be presented as a hierarchy of needs.

Communications in the Measure Phase

Monitor program and project progress: You must still monitor the security projects you inherited, and remain involved with the projects you have initiated. Regular progress reports should be brief and focus on only the project information you need to discuss with business leaders and financial management. Keep your project managers focused on telling you how they’re doing, not what they’re doing. Ask occasional probing questions at greater levels of detail, to ensure that you can articulate the business value of the project team’s efforts.

Highlight early wins, successes and challenges: Schedule meetings with your manager, team leaders and key stakeholders to gather their thoughts on progress made, and challenges encountered, during the first 90 days of your tenure. Collate the findings into a “first quarter” status report for executive managers. Report on only what is relevant to them. Don’t rely on just numbers — tell a story. Translate the metrics into business impacts targeted at specific members of your audience, and provide recommended courses of action.

Resources for the Measure Phase

Gartner Research and Tools

"Twelve Ways to Improve Your Data Quality"

"Toolkit: Assessing Key Data Quality Dimensions"

Other Suggested Resources

- In-house metrics and measures: Many organizations have developed their own sets of metrics and measures. Use and extend these where appropriate.

- Scorecards and benchmarks: In most cases, a good graphic is a great way of communicating a metric or KPI. Therefore, reach out to a design team if you have one, or use in-house tools (for example, Microsoft Excel has great dashboard resources and templates).

Gartner Recommended Reading

Some documents may not be available as part of your current Gartner subscription.
"Chief Data Officers' Handbook"

"Chief Data Officers Should Align Authority and Responsibility to Succeed"

"How to Start Implementing the Bimodal Office of the Chief Data Officer"

"The Chief Information Officer and the Chief Data Officer Complement Each Other"

"Business Case for the Chief Data Officer"

"CDO Reporting Relationships Can Make or Break Your Information Management Program"
GARTNER HEADQUARTERS

Corporate Headquarters
56 Top Gallant Road
Stamford, CT 06902-7700
USA
+1 203 964 0096

Regional Headquarters
AUSTRALIA
BRAZIL
JAPAN
UNITED KINGDOM

For a complete list of worldwide locations,
visit http://www.gartner.com/technology/about.jsp

© 2015 Gartner, Inc. and/or its affiliates. All rights reserved. Gartner is a registered trademark of Gartner, Inc. and its affiliates. This publication may not be reproduced or distributed in any form without Gartner’s prior written permission. It consists of the opinions of Gartner’s research organization, which should not be construed as statements of fact. While the information contained in this publication has been obtained from sources believed to be reliable, Gartner disclaims all warranties as to the accuracy, completeness or adequacy of such information. Although Gartner research may address legal and financial issues, Gartner does not provide legal or investment advice and its research should not be construed or used as such. Your access and use of this publication are governed by Gartner Usage Policy. Gartner prides itself on its reputation for independence and objectivity. Its research is produced independently by its research organization without input or influence from any third party. For further information, see “Guiding Principles on Independence and Objectivity.”