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**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION**

Washington, DC 20549

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**FORM 8-K**

**CURRENT REPORT  
Pursuant to Section 13 or 15(d) of the  
Securities Exchange Act of 1934**

Date of Report (Date of earliest event reported)

**February 13, 2014**

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**GARTNER, INC.**

(Exact name of registrant as specified in its charter)

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**DELAWARE**

(State or Other Jurisdiction of  
Incorporation)

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**1-14443**

(Commission File Number)

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**04-3099750**

(IRS Employer  
Identification No.)

**P.O. Box 10212  
56 Top Gallant Road  
Stamford, CT 06902-7747**

(Address of Principal Executive Offices, including Zip Code)

**(203) 316-1111**

(Registrant's telephone number, including area code)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (see General Instruction A.2. below):

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
  - Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
  - Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
  - Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))
- 
-

**ITEM 7.01. REGULATION FD DISCLOSURE.**

On February 13, 2014, Gartner, Inc. (the “Company”) made investor presentations that include the slides furnished as Exhibit 99.1 to this Current Report on Form 8-K. The slides contained in Exhibit 99.1 are also posted on the Company’s website at [www.gartner.com](http://www.gartner.com).

In accordance with General Instruction B.2 of Form 8-K, the information in this Item 7.01 and in Exhibit 99.1 of this Current Report on Form 8-K shall not be deemed to be “filed” for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the “Exchange Act”), or otherwise subject to the liability of that section, and shall not be incorporated by reference into any registration statement or other document filed under the Securities Act of 1933, as amended, or the Exchange Act, except as shall be expressly set forth by specific reference in such filing.

**ITEM 9.01 FINANCIAL STATEMENTS AND EXHIBITS.**

**(d) Exhibits**

<u>EXHIBIT NO.</u>	<u>DESCRIPTION</u>
99.1	Gartner, Inc. Investor Presentation dated February 13, 2014

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**SIGNATURES**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

Gartner, Inc.

Date: February 13, 2014

By: /s/ Christopher J. Lafond  
Christopher J. Lafond  
Executive Vice President,  
Chief Financial Officer

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**EXHIBIT INDEX**

<u>EXHIBIT NO.</u>	<u>DESCRIPTION</u>
99.1	Gartner, Inc. Investor Presentation dated February 13, 2014.

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# Brian Shipman

Group Vice President, Investor Relations

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**Gartner**

## Forward Looking Statements

Statements contained in this presentation regarding the growth and prospects of the business, the Company's projected 2014 financial results, long-term objectives and all other statements in this presentation other than recitation of historical facts are forward looking statements (as defined in the Private Securities Litigation Reform Act of 1995). Such forward looking statements involve known and unknown risks, uncertainties and other factors; consequently, actual results may differ materially from those expressed or implied thereby.

Factors that could cause actual results to differ materially include, but are not limited to, the ability to maintain and expand Gartner's products and services; the ability to expand or retain Gartner's customer base; the ability to grow or sustain revenue from individual customers; the ability to attract and retain a professional staff of research analysts and consultants upon whom Gartner is dependent; the ability to achieve and effectively manage growth, including the ability to integrate acquisitions and consummate acquisitions in the future; the ability to pay Gartner's debt obligations; the ability to achieve continued customer renewals and achieve new contract value, backlog and deferred revenue growth in light of competitive pressures; the ability to carry out Gartner's strategic initiatives and manage associated costs; the ability to successfully compete with existing competitors and potential new competitors; the ability to enforce our intellectual property rights; additional risks associated with international operations including foreign currency fluctuations; the impact of restructuring and other charges on Gartner's businesses and operations; general economic conditions; risks associated with the credit worthiness and budget cuts of governments and agencies; and other risks listed from time to time in Gartner's reports filed with the Securities and Exchange Commission, including Gartner's most recent Annual Report on Form 10-K and Quarterly Reports on Form 10-Q.

The Company's SEC filings can be found on Gartner's website at [investor.gartner.com](http://investor.gartner.com) and on the SEC's website at [www.sec.gov](http://www.sec.gov). Forward looking statements included herein speak only as of February 13, 2014 and the Company disclaims any obligation to revise or update such statements to reflect events or circumstances after this date or to reflect the occurrence of unanticipated events or circumstances.

**Gartner**

## Agenda

<b>Business Overview</b>	Gene Hall
<b>Research</b>	Peter Sondergaard
<b>Events</b>	Alwyn Dawkins
<b>Consulting</b>	Per Anders Waern
<b>Break</b>	
<b>Sales</b>	David Godfrey
<b>Financial Overview</b>	Chris Lafond
<b>Summary / Q&amp;A</b>	Gene Hall and Chris Lafond

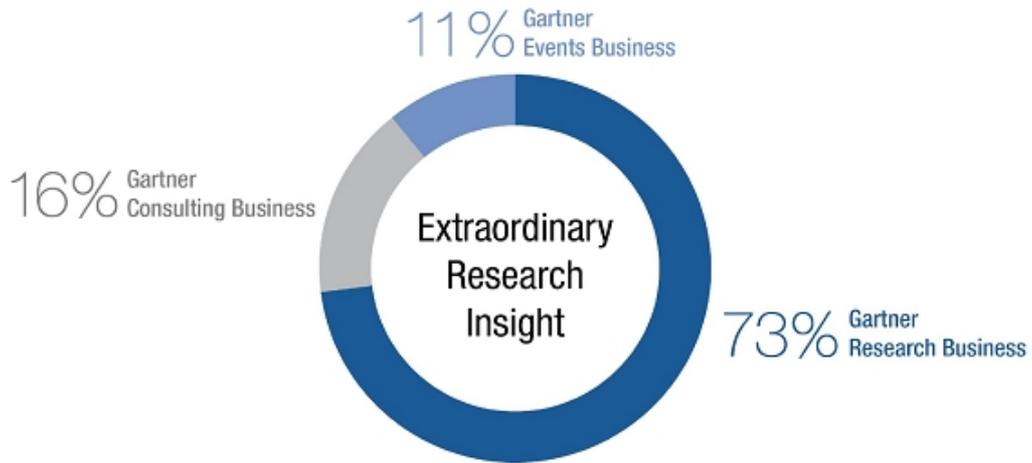
## Why Gartner



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Gartner

## Gartner

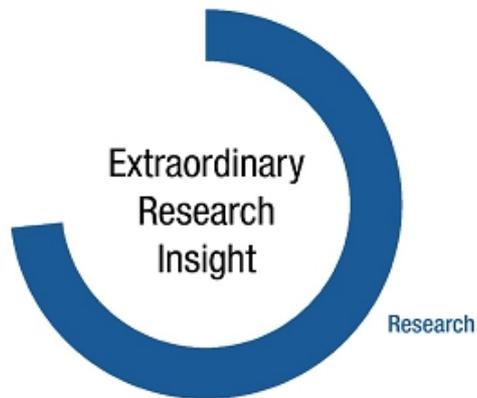


Note: Percentages based on midpoint of 2014 revenue guidance.

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## Gartner Research



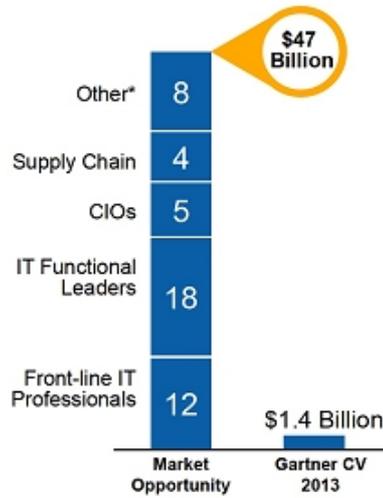
### Consistent, double-digit growth

- Contract Value
- Revenue
- Earnings
- EBITDA
- Cash Flow

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## A Vast, Untapped Market Opportunity



Source: Gartner internal estimates  
 \* digital marketing, technology, professional services, telecommunications and investors

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## Winning Growth Strategy



Extraordinary  
Research Insight



Strong Sales  
Capability



High-Value  
Differentiated  
Offerings



World-Class  
Service

Continuous Improvement and Innovation

Performance-Driven Leadership Team

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# Performance Driven Leadership Team

## Tenure

Avg Tenure at Gartner

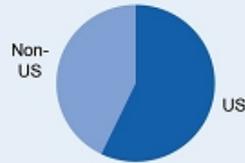


Avg Tenure in Role



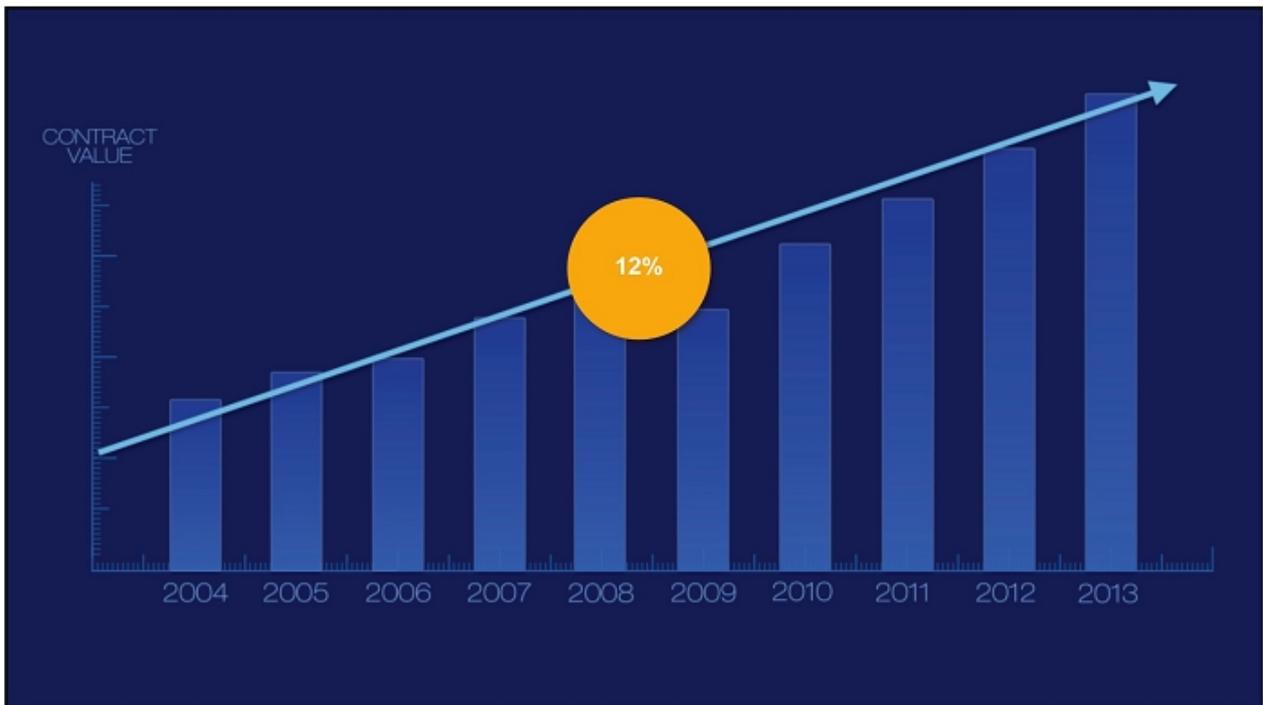
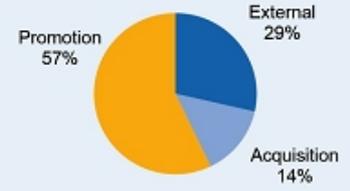
## Global

Nationality

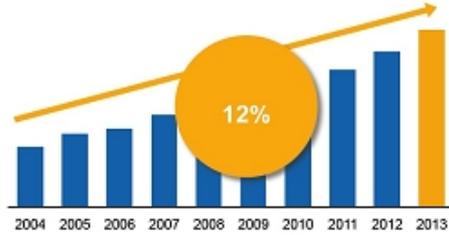


## World-Class Talent

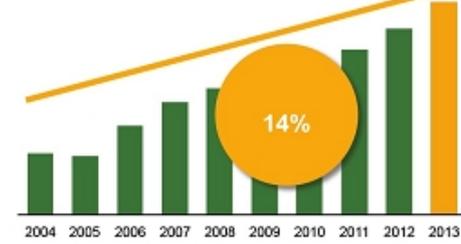
Source of Leadership



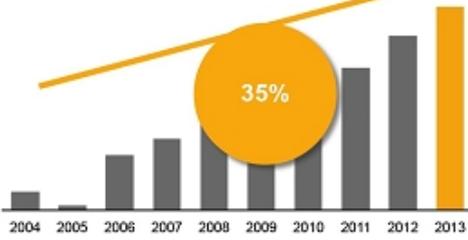
Contract Value



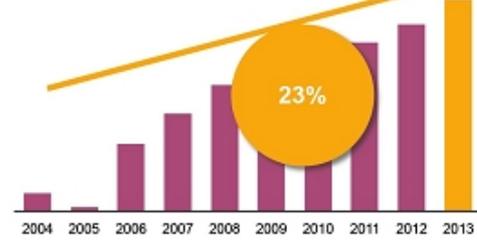
Normalized EBITDA



EPS from Continuing Operations



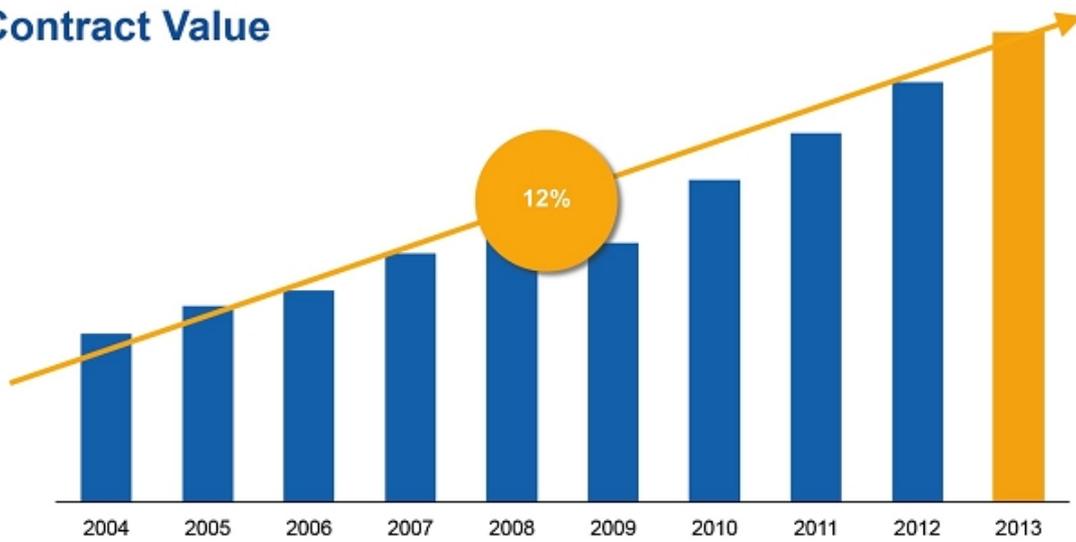
Free Cash Flow



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Contract Value



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## Why Gartner



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## Peter Sondergaard

Senior Vice President, Research

Gartner.

## Today's Roadmap

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Accelerating Impact of Technology

Unparalleled Value of Gartner Research

Innovative Products

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# Business Moment

TRANSIENT OPPORTUNITIES  
EXPLOITED DYNAMICALLY



LEADING IN A  
**DIGITAL WORLD**



# digitalization

Unprecedented combinations of new technologies generating revenue and value.

Gartner  
SYMPOSIUM ITAPD 2013

## ► Gartner PREDICTS

By 2017, 10% of computers will be learning rather than processing

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SYMPOSIUM ITAPD 2013

## ▶ Gartner PREDICTS



By 2024, at least 10% of activities potentially injurious to human life will use a mandated “smart system”

Gartner  
SYMPOSIUM ITAPD 2013

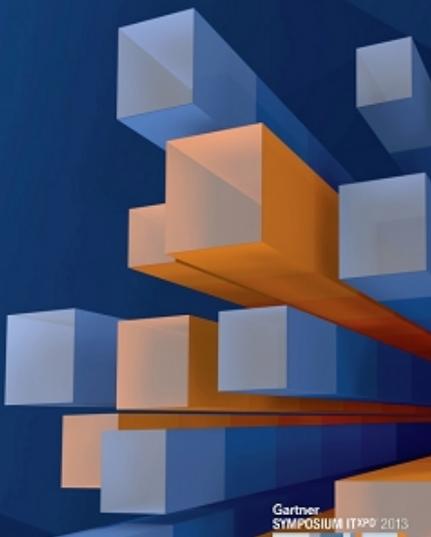


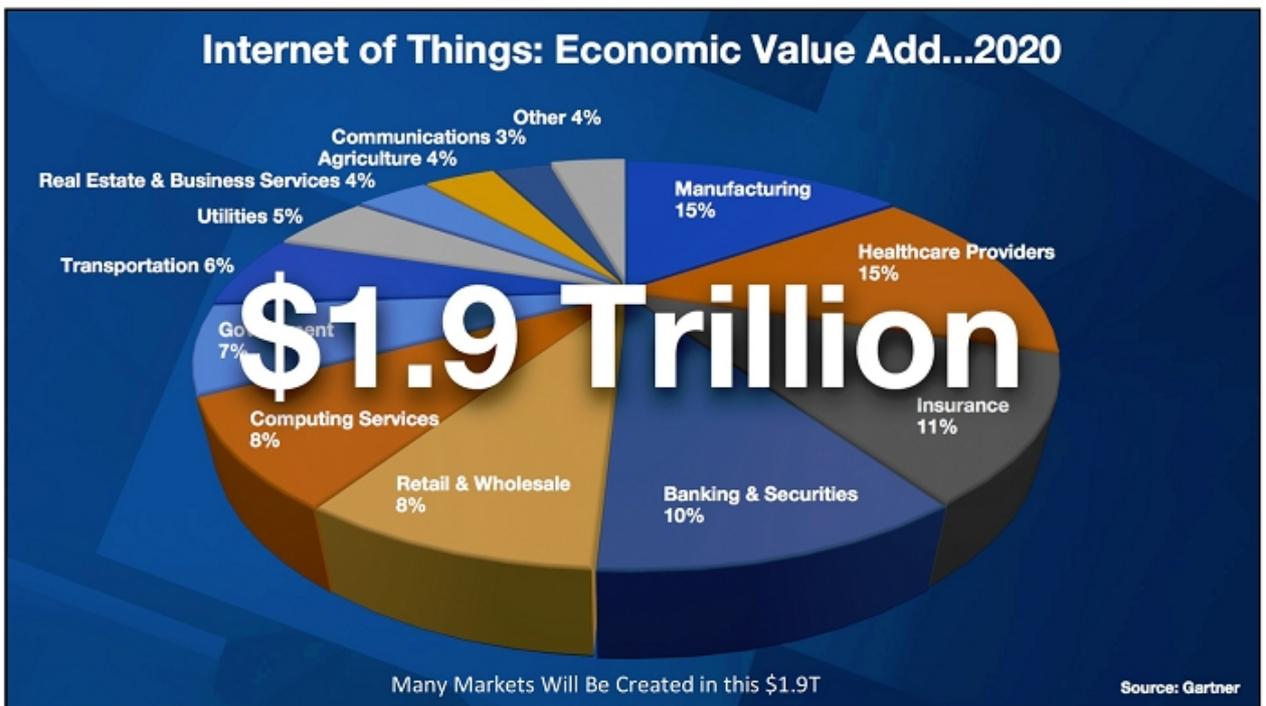
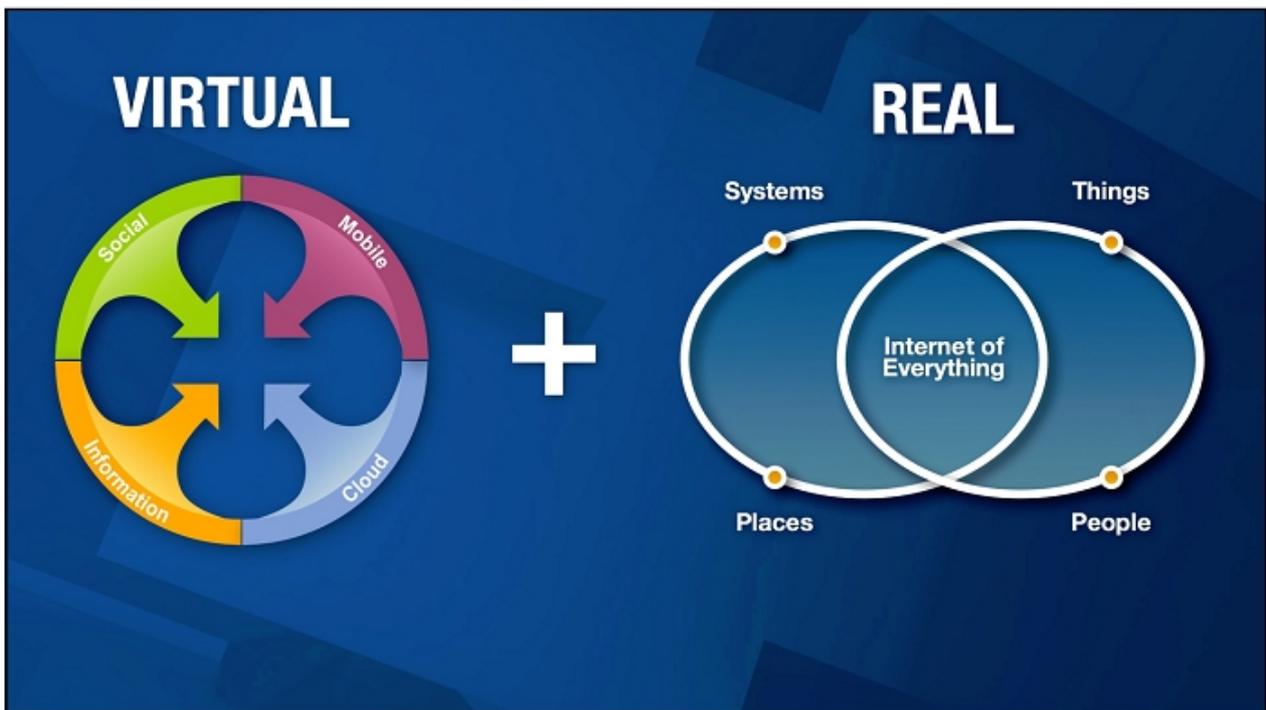
## ▶ Gartner PREDICTS



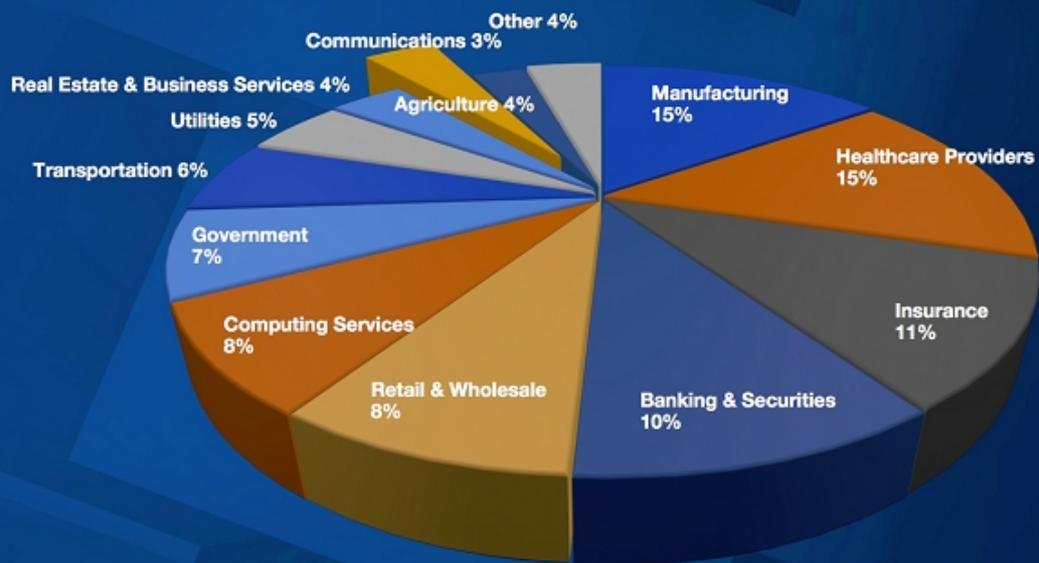
By 2020, 1 in 3 knowledge workers will be replaced by enterprise owned smart machines they trained

Gartner  
SYMPOSIUM ITAPD 2013



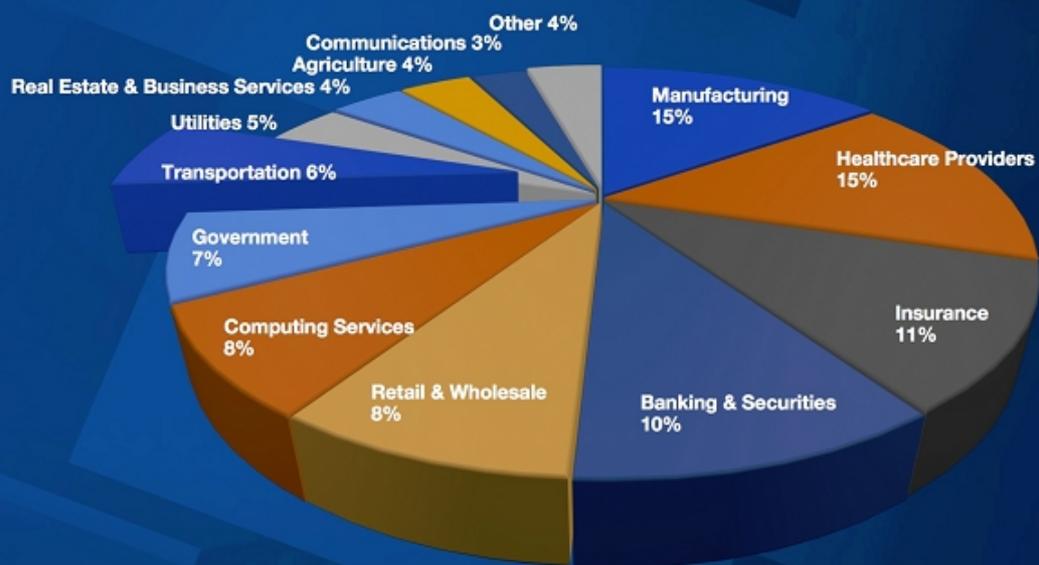


## Internet of Things: Economic Value Add...2020



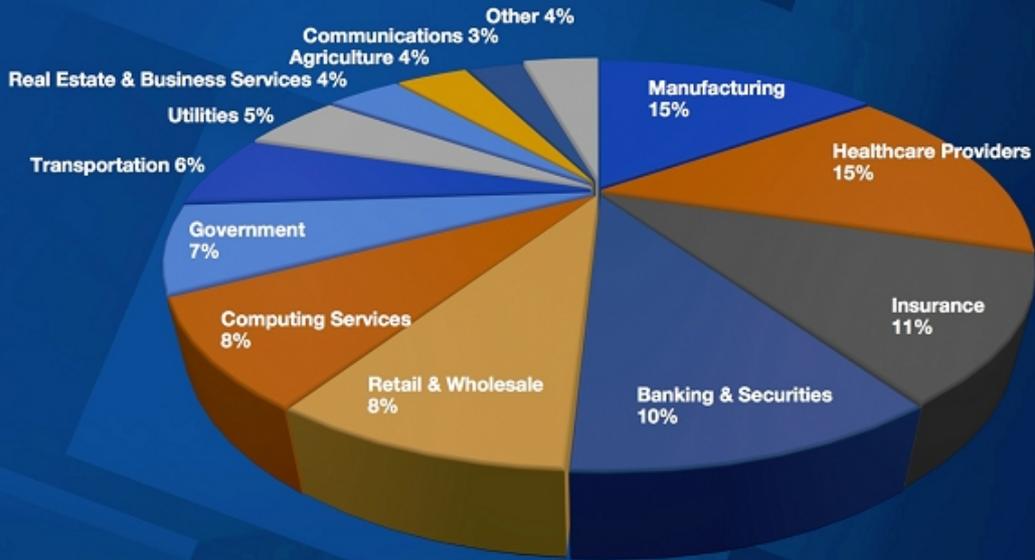
Source: Gartner

## Internet of Things: Economic Value Add...2020



Source: Gartner

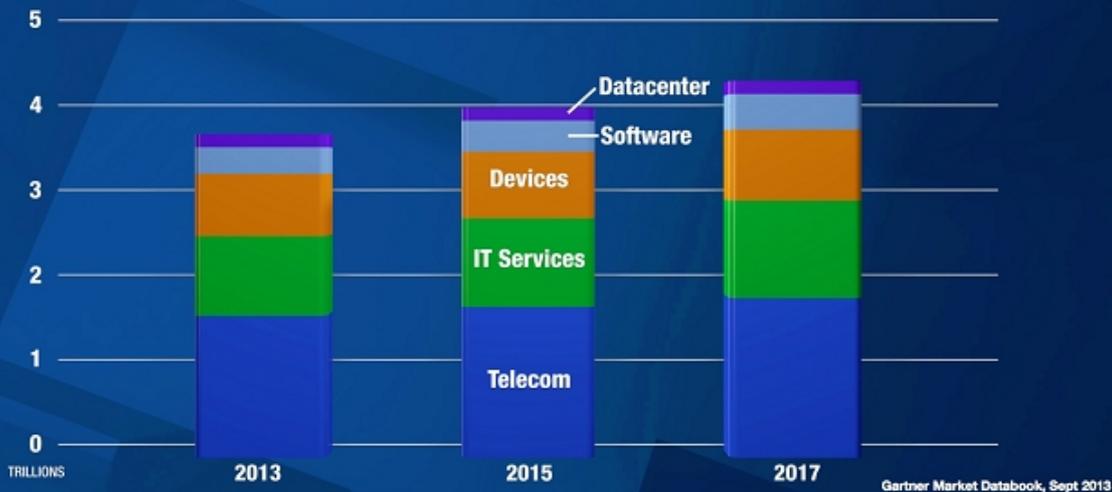
## Internet of Things: Economic Value Add...2020



Source: Gartner



# Worldwide IT Spending



## Internet of Things: Technology Market Revenues

2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022

**\$309  
Billion**



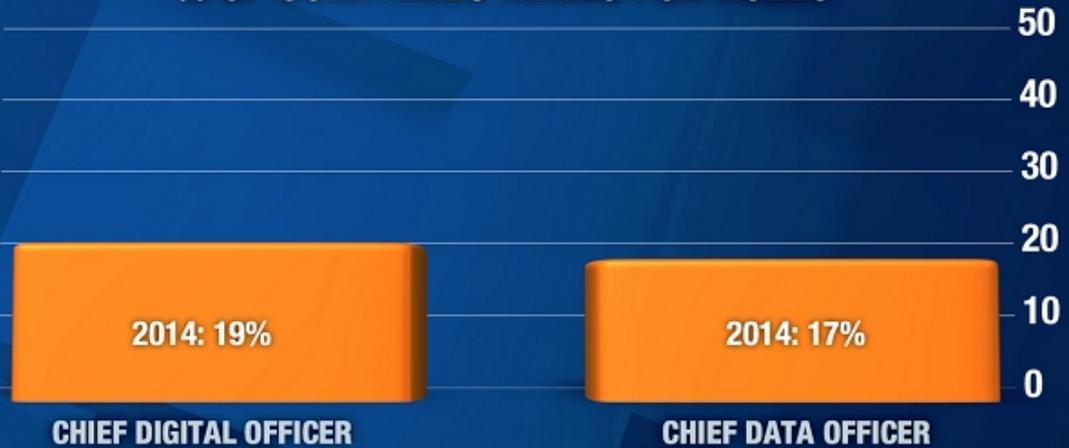
# New Leadership Roles

% OF COMPANIES HIRING FOR ROLES



# New Leadership Roles

% OF COMPANIES HIRING FOR ROLES





## Today's Roadmap

Accelerating Impact of Technology

Unparalleled Value of Gartner Research

Innovative Products

## 2013 Client Key Initiatives



Source: Gartner.com Data, January 2014

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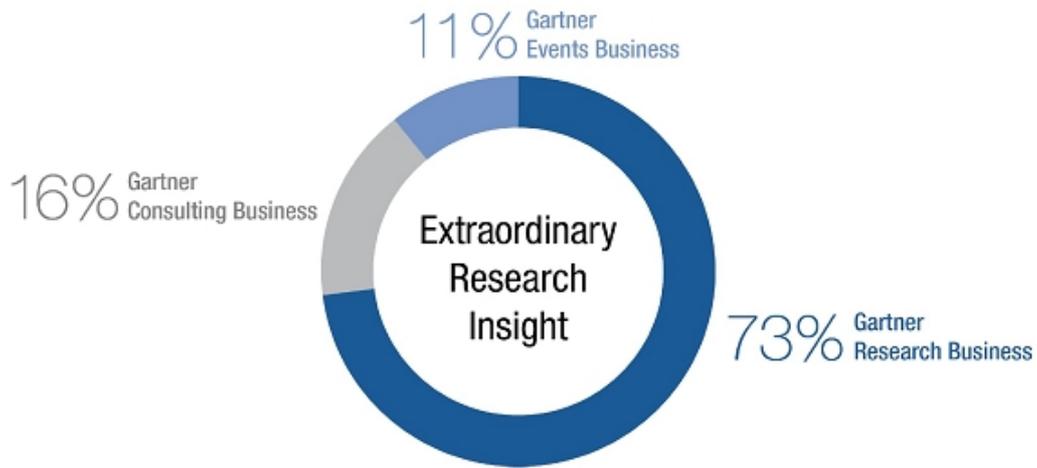
## 2006 Client Key Initiatives



Source: Gartner.com Data, January 2007

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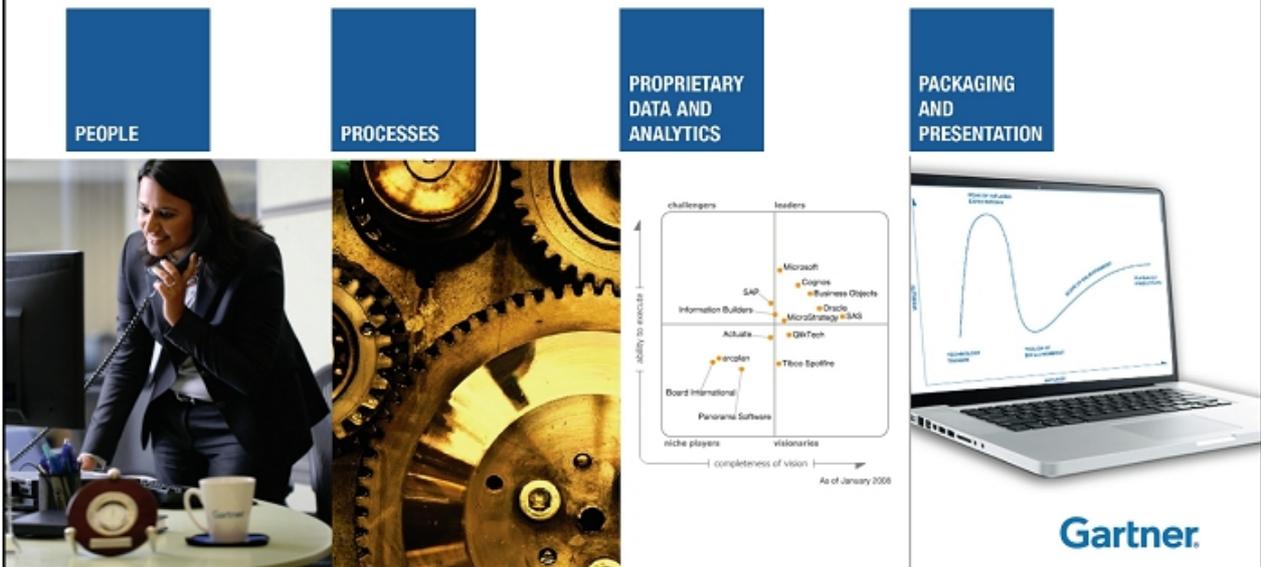


Note: Percentages based on midpoint of 2014 revenue guidance.

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## Gartner Research Model

### The Research Process



# Gartner Research Model

The People — Analysts



## Subject Matter Experts

Over **960** analysts in **30** countries

Over **160** based in APAC, over **220** based in Europe

Minimum **15 years** of experience at time of hire

**60%** have 20+ years of industry experience



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# Gartner Research Model

The Research Process



**Decision Makers**  
in 9,071 enterprises

**Technology & Service Providers**  
16,500 briefings

**Academic Institutions**

**Investors**



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# Gartner Research Model

The Research Process

PROCESSES



Transparency  
Objectivity  
Quality

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# Gartner Research Model

The Research Process

PROCESSES

## Rank Key Initiative

- 1 Cloud Computing
- 2 Mobile Enterprise Strategy
- 3 IT Strategic Planning
- 4 Enterprise Architecture
- 5 Data Center Modernization and Consolidation



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# Gartner Research Model

Proprietary Data and Analytics

PROPRIETARY  
DATA AND  
ANALYTICS

2.5 million  
end-user  
searches per  
year

200,000  
interactions

Over 4,400  
contract reviews  
and almost  
14,000 strategy  
reviews

3.7 million  
document  
views

5,500 IT Cost  
and Price  
benchmarks

A terabyte of  
continually  
updated market  
data



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# Gartner Research Model

Packaging and Presentation

PACKAGING  
AND  
PRESENTATION

Written  
Actionable Advice



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Interactions



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## Gartner Research Model

Packaging and Presentation

PACKAGING  
AND  
PRESENTATION

### Select Research Documents:

- "Agenda Overview for Analytics, BI and Performance Management"
- "Gartner Business Analytics Framework"
- "Predicts 2014: BI & Analytics Will Remain CIO's Top Priority"
- "Hype Cycle for Business Intelligence and Analytics"

BI &  
Analytics

Overview  
& Roadmap



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## Gartner Research Model

Packaging and Presentation

PACKAGING  
AND  
PRESENTATION

### Select Research Documents:

- "Magic Quadrant for BI and Analytics Platforms"
- "Toolkit: BI and Analytics Platform RFP Template and Vendor Questionnaire"
- "Assessing Business Analytics in the Cloud"
- "Midmarket Insights: Criteria for Selecting the Right BI and Analytics Vendors"

BI &  
Analytics

Overview  
& Roadmap

Select  
Solution



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## Gartner Research Model

### Packaging and Presentation

PACKAGING  
AND  
PRESENTATION

#### Select Research Documents:

- “Toolkit: Effective Requirements Gathering in Business Analytics Projects”
- “Deliver BI with a ‘Think Global Act Local’ Organizational Model”
- “Use Incentives to Bolster BI Adoption and Advance Program Maturity”
- “Why Business Analytics Projects Succeed: Voices from the Field”

BI &  
Analytics

Overview  
& Roadmap



Select  
Solution



Deploy



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## Gartner Research Model

### Packaging and Presentation

PACKAGING  
AND  
PRESENTATION

#### Select Research Documents:

- “How to Evolve the BICC to Enable Data Discovery-Based Self-Service BI”
- “Extend Your Portfolio of Analytics Capabilities”
- “Organizational Principles for Placing Advanced Analytics and Data Science Teams”

BI &  
Analytics

Overview  
& Roadmap



Select  
Solution



Deploy



Operate  
& Evolve



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# Gartner Research Model

Packaging and Presentation

PACKAGING  
AND  
PRESENTATION



Telephone Inquiries

BI &  
Analytics

Overview  
& Roadmap

Select  
Solution

Deploy

Operate  
& Evolve



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## Today's Roadmap

Accelerating Impact of Technology

Unparalleled Value of Gartner Research

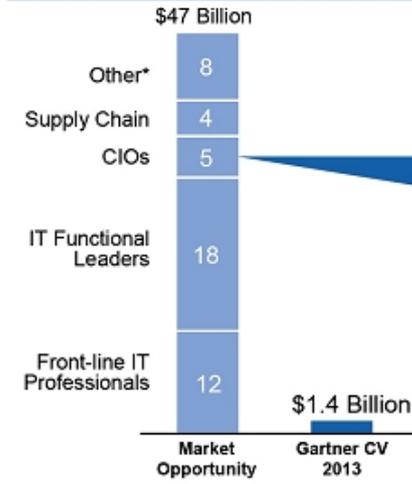
Innovative Products

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## Gartner Research

### Vast Untapped Market Opportunity



#### Gartner for IT Executives

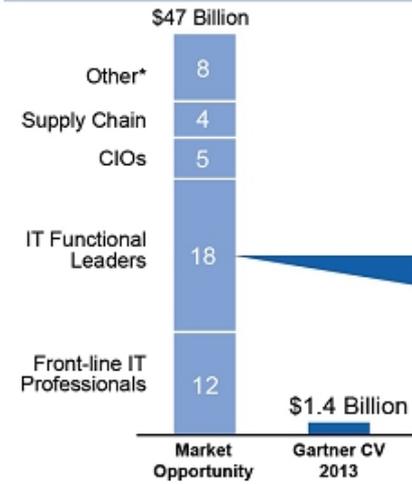
Equips CIOs and senior executives with the tools and insights they need to deliver exceptional business results for their organizations and develop themselves as successful business leaders.

Source: Gartner internal estimates  
 \* digital marketing, technology, professional services, telecommunications and investors

Gartner.

## Gartner Research

### Vast Untapped Market Opportunity



#### Gartner for IT Leaders

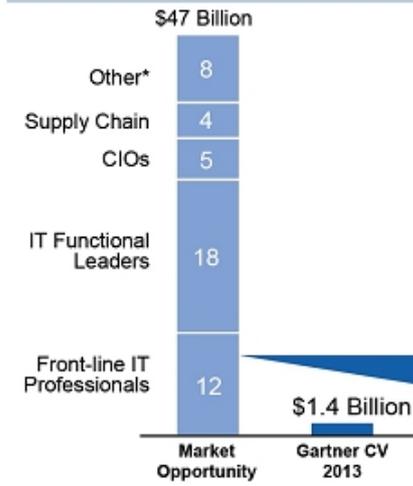
Provides IT leaders with just-in-time, role-specific insight and advice from Gartner analysts to drive success on critical initiatives and IT purchases.

Source: Gartner internal estimates  
 \* digital marketing, technology, professional services, telecommunications and investors

Gartner.

## Gartner Research

### Vast Untapped Market Opportunity



#### Gartner for Technical Professionals

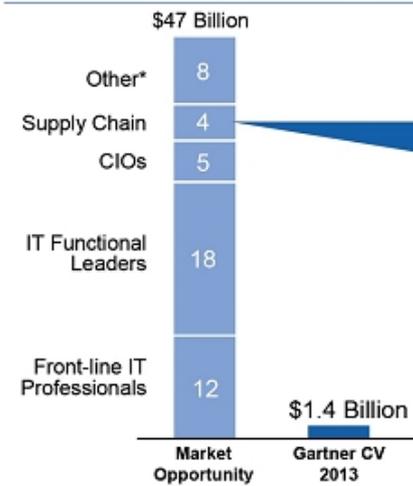
Provides technical teams with in-depth advice for implementing the CIO's strategy through project-based research and reference architecture.

**Gartner.**

Source: Gartner internal estimates  
 \* digital marketing, technology, professional services, telecommunications and investors

## Gartner Research

### Vast Untapped Market Opportunity



#### Gartner for Supply Chain Leaders

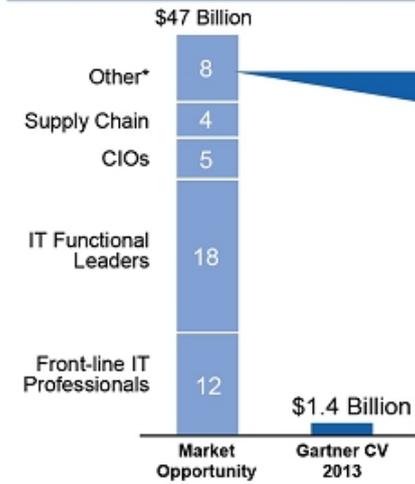
Provides Supply Chain Leaders tools and advice tied to their key initiatives to improve business performance.

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Source: Gartner internal estimates  
 \* digital marketing, technology, professional services, telecommunications and investors

## Gartner Research

### Vast Untapped Market Opportunity



#### Gartner for Business Leaders

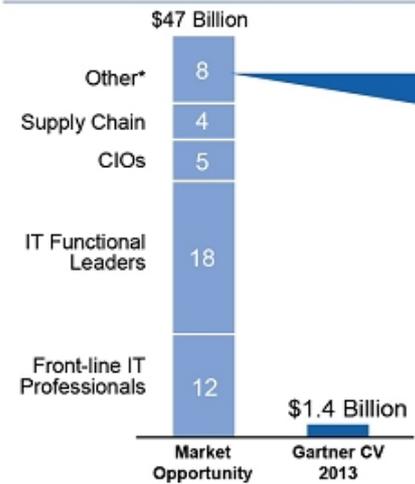
Provides business leaders in Technology and Service Providers with the tools and insight to ensure they succeed in the marketplace.

Source: Gartner internal estimates  
 \* digital marketing, technology, professional services, telecommunications and investors

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## Gartner Research

### Vast Untapped Market Opportunity



#### Gartner for Marketing Leaders

Provides Digital Marketing Leaders with tools and advice tied to their key initiatives to make better, more informed decisions.

Source: Gartner internal estimates  
 \* digital marketing, technology, professional services, telecommunications and investors

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# Continuous Product Innovation

## Content



## Technology Platform



## Usability/Interface



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# Strong Value Proposition

## Save Time

Right direction,  
right away

Immediate shortlists  
on key initiatives

## Save Money

Contract proposal  
reviews

Best-practice  
budget benchmark

## Gain Resources

Global perspective

Best practice by  
vertical industry

Strategic guidance

## Gain Confidence

Making the right  
decision

Personal development

Increased credibility



## Why Gartner



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## Alwyn Dawkins

Senior Vice President, Gartner Events

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## Why Gartner

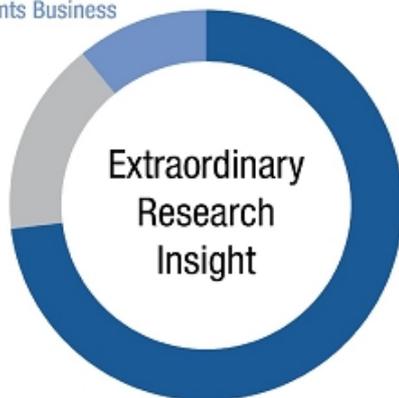


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## Gartner Events

Gartner  
Events Business



Differentiated live events  
leveraging research content

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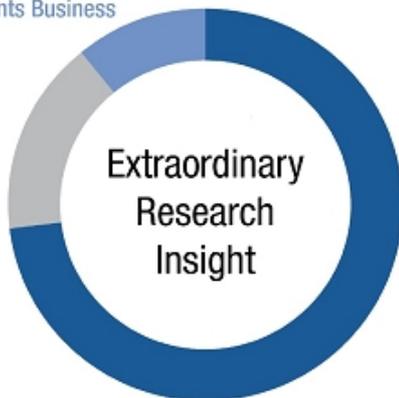
# Our mission:

Make every conference we produce the *MUST ATTEND* event for the communities we serve

Gartner.

## Gartner Events

Gartner  
Events Business



64 Events

45,000 Attendees

6 Continents

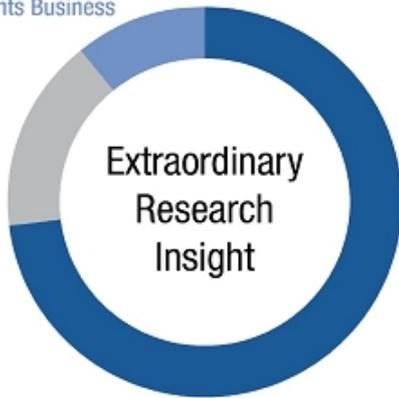
2,000 Exhibitors

World's Leading IT Conference Producer

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## Gartner Events

Gartner  
Events Business



### Gartner Events Business

Current  
Relevant  
Actionable

Gartner.

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## Attendee Value Proposition

### Face-to-face Analyst interaction

Industry leaders

Unparalleled peer networking

Access to leading solution providers

Actionable advice



## Attendee Value Proposition

Face-to-face Analyst interaction

**Industry leaders**

Unparalleled peer networking

Access to leading solution providers

Actionable advice



## Attendee Value Proposition

Face-to-face Analyst interaction

Industry leaders

**Unparalleled peer networking**

Access to leading solution providers

Actionable advice



## Attendee Value Proposition

- Face-to-face Analyst interaction
- Industry leaders
- Unparalleled peer networking
- Access to leading solution providers**
- Actionable advice



## Attendee Value Proposition

- Face-to-face Analyst interaction
- Industry leaders
- Unparalleled peer networking
- Access to leading solution providers
- Actionable advice**



## Exhibitor Value Proposition



Cost effective lead generation

Face to face interaction with high level attendees

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## 2013 Gartner Event Portfolio

64 strategic conferences covering all major geographies, attracting more than 45,000 technology and business professionals

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SYMPOSIUM ITXPO® 2013

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Summits

Gartner.  
Catalyst Conference

Gartner.  
Supply Chain  
Executive Conference

Gartner

The World's Most Important Gathering of CIOs and Senior IT Executives



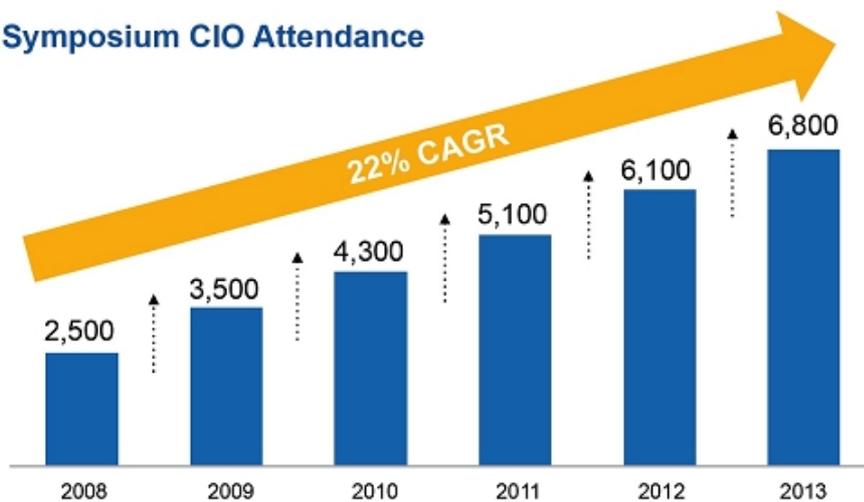
Over 20,000 Participants including 6,800 CIOs (up 12% YoY)



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## Global Symposium strategy driving increased CIO attendance

Global Symposium CIO Attendance



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# 2014 Gartner Event Portfolio

64 strategic conferences

**Gartner.**  
**SYMPOSIUM ITXPO® 2014**

The World's Most Important  
Gathering of CIOs and Senior  
IT Executives

Dubai, U.A.E.	Goa, India
Cape Town, South Africa	Gold Coast, Australia
Orlando, FL	Sao Paulo, Brazil
Tokyo, Japan	Barcelona, Spain

**Gartner.**  
Summits

**Gartner.**  
Catalyst Conference

**Gartner.**  
Supply Chain  
Executive Conference

**Gartner.**

## Why Gartner



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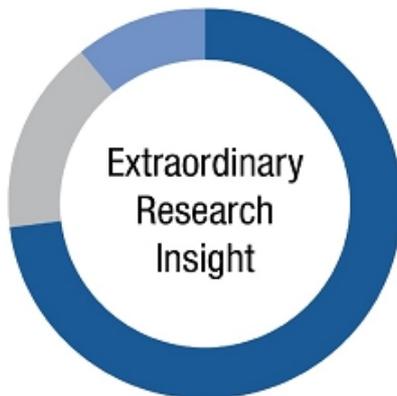
# Per Anders Waern

Senior Vice President, Gartner Consulting

Gartner.

## Gartner Consulting

Gartner  
Consulting  
Business



Extraordinary  
Research  
Insight



### Gartner Consulting Business

Longer-term differentiated  
engagements leveraging  
Gartner research

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## Why Gartner

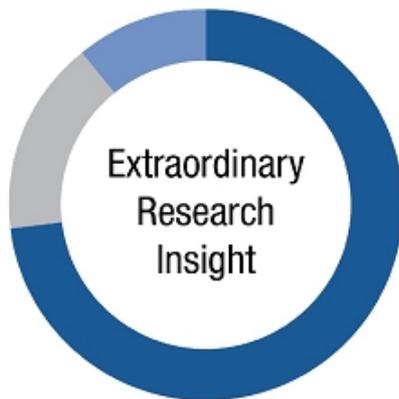


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## Gartner Consulting

Gartner  
Consulting  
Business



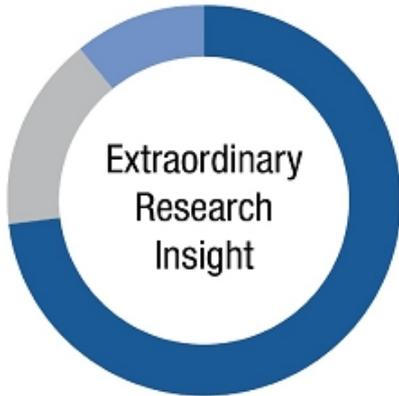
Independent and Objective  
Powered by Gartner Research  
Proprietary Benchmark  
Enabled

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## Gartner Consulting

Gartner  
Consulting  
Business



Benchmarking

Best Practices

Products and Pricing

Gartner

## Benchmark



- Apply unrivaled data
- Identify high impact opportunities
- Drive improved performance

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## Best Practices For Key IT Initiatives



- Customize application of proven best practices
- Tied to client key initiatives
- Reduce risks, improve business impact

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## Right Products, Right Terms, Right Pricing

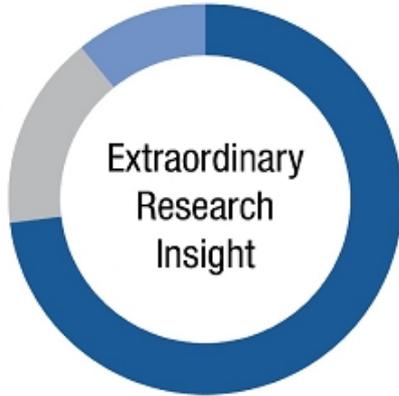


- Needs assessment
- Contract negotiation support
- Bottom line impact

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## Gartner Consulting

Gartner  
Consulting  
Business



### Gartner Consulting Business

Independent and Objective  
Powered by Gartner Research  
Proprietary Benchmark Enabled

Gartner.

## Experienced Senior Practitioners



- 509 billable Consultants
- Over \$400K average annual revenue per head
- Powerful value proposition for attracting top talent

Gartner.

## Managing Partners



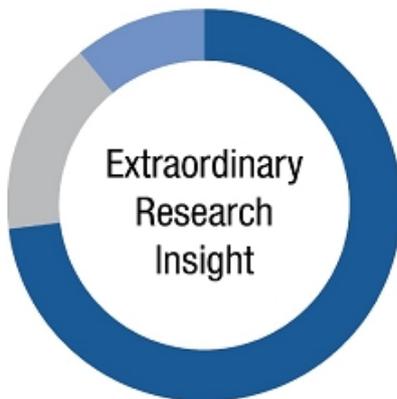
- Long term, trust based relationships
- Repeat business
- 85+ Managing Partners

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## Improved Efficiency Through Managing Partner Model

Gartner  
Consulting  
Business



- Improved utilization and billing rates
- Increased engagement sizes
- Enter 2014 with >\$100M in backlog

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## Why Gartner



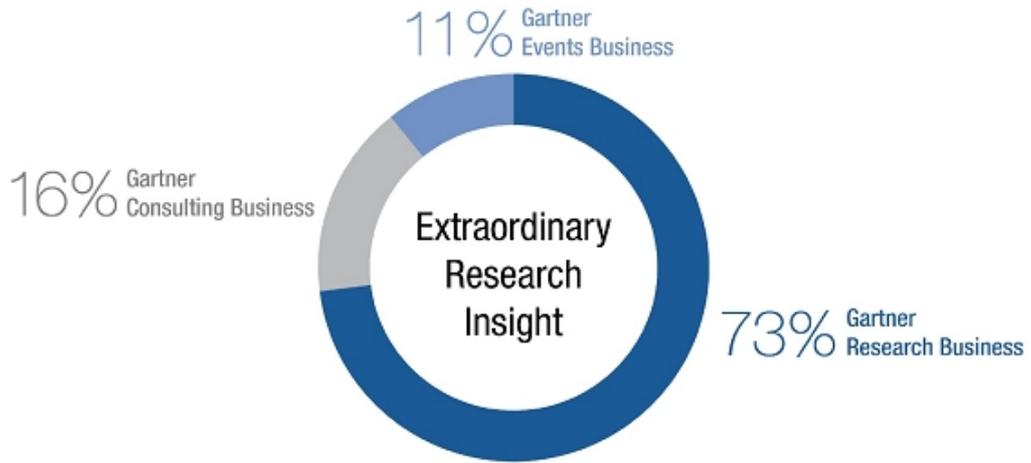
97

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## David Godfrey

Senior Vice President, Worldwide Sales

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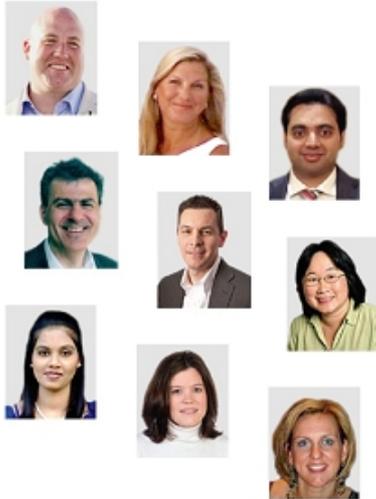


Note: Percentages based on midpoint of 2014 revenue guidance.

## Gartner Sales



## Gartner Sales



1,643 quota-bearing sales associates

Profile of a Gartner Account Executive

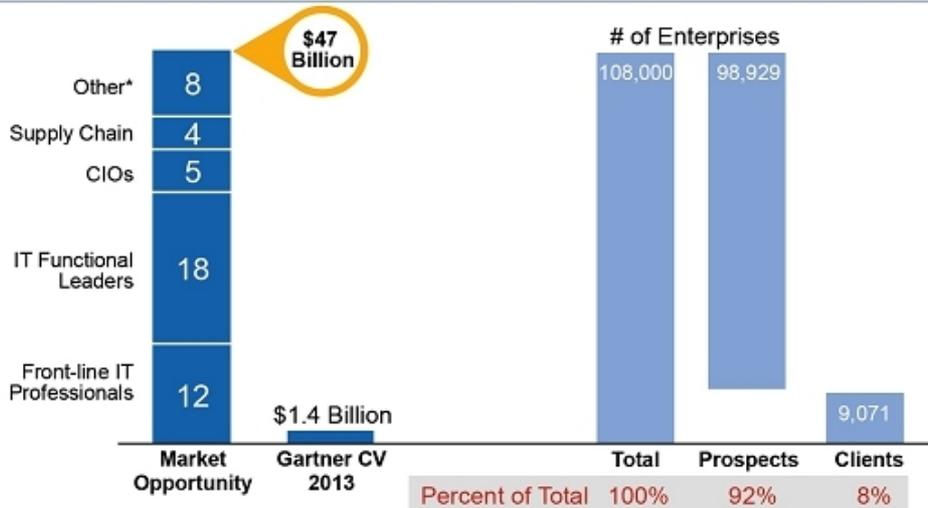
- 270% growth since 2004
- 51% outside of United States

- Highly motivated
- Great sales DNA
- Passionate
- Goal oriented

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## Vast Market Opportunity for Research



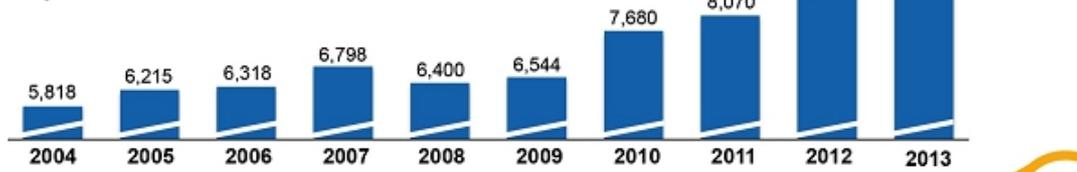
Source: Gartner internal estimates  
 \* digital marketing, technology, professional services, telecommunications and investors

102

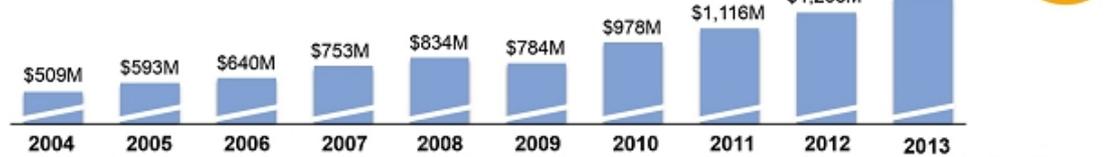
Gartner.

## Client Enterprise and Contract Value Growth

# Of Client Enterprises



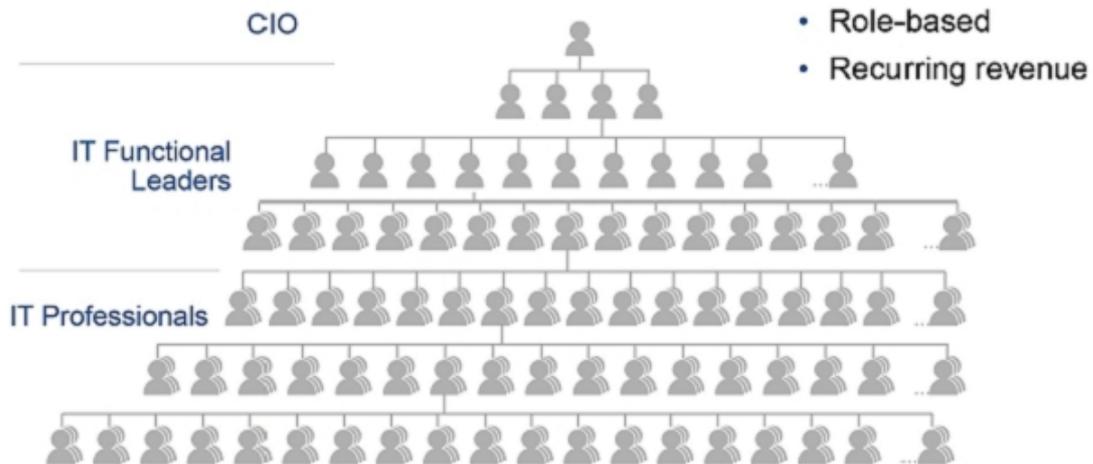
Research Contract Value



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Gartner

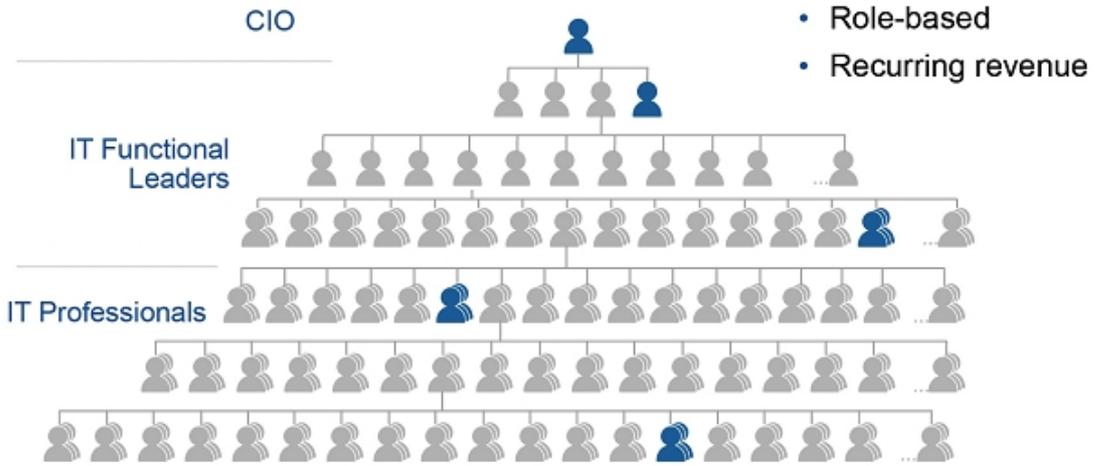
## Research sold as subscriptions to individuals



104

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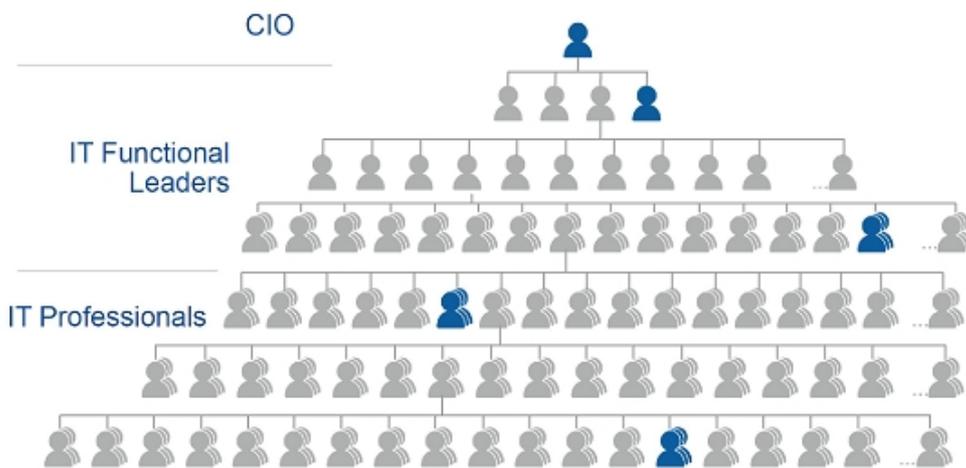
## Research sold as subscriptions to individuals



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## Research sold as subscriptions to individuals

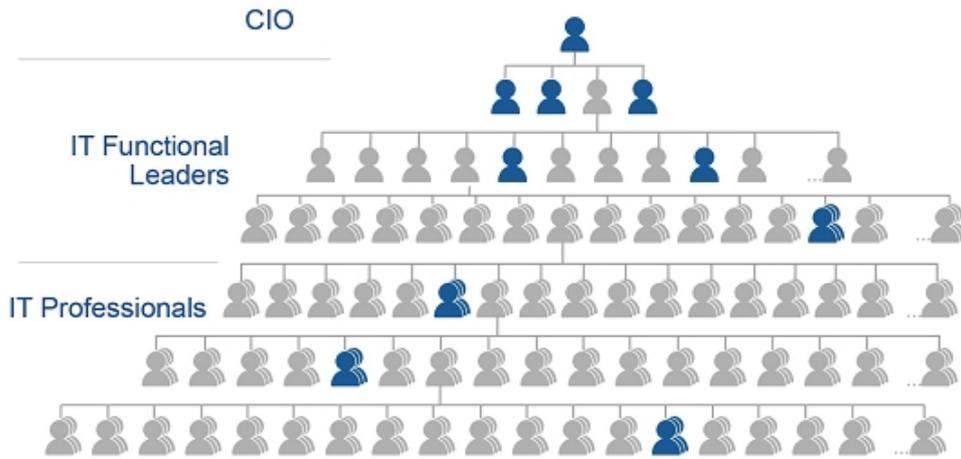


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## Research sold as subscriptions to individuals



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## Why Gartner



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## Sales Strategy to Capture Market Opportunity

Capacity

Coverage

Sales Effectiveness

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## Sales Strategy to Capture Market Opportunity

**Capacity**

Coverage

Sales Effectiveness

110

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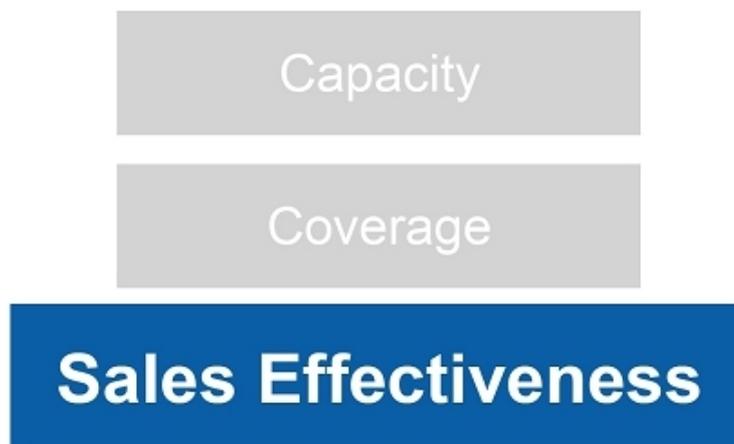
## Sales Strategy to Capture Market Opportunity



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## Sales Strategy to Capture Market Opportunity



112

Gartner.

## Sales Strategy to Capture Market Opportunity

### Capacity

- Grow sales headcount 15 – 20% annually
- Architected recruitment and training plan

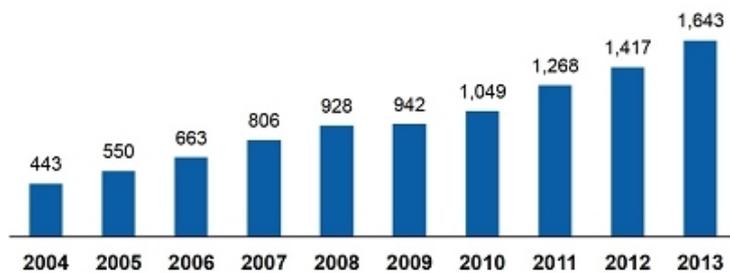


## Sales Strategy to Capture Market Opportunity

### Capacity

- Grow sales headcount 15 – 20% annually
- Architected recruitment and training plan

Direct Quota Bearing Headcount



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## Sales Strategy to Capture Market Opportunity

### Coverage

- Matched to global opportunity
- Emphasizing client intimacy



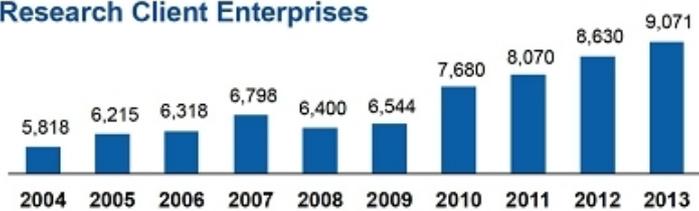
Gartner.

## Sales Strategy to Capture Market Opportunity

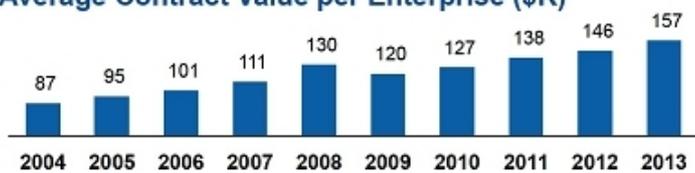
### Coverage

- Matched to global opportunity
- Emphasizing client intimacy

#### Research Client Enterprises



#### Average Contract Value per Enterprise (\$K)



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## Sales Strategy to Capture Market Opportunity

Capacity

Coverage

Sales Effectiveness

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## Sales Strategy to Capture Market Opportunity

### Sales Effectiveness

- Great Talent
- World Class Training
- Proprietary Tools and Best Practices



## Gartner Sales: A great place to work

### Gartner reputation



Best Place To Work, Employees' Choice Winner 2013 and 2014



Ten Best Tech Companies to Work For 2013



## Gartner Sales: A great place to work

### Gartner culture

- Strategic relationships
- Collaboration
- Leading tools and best practices
- Innovative products



## Why Gartner



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**Chris Lafond**

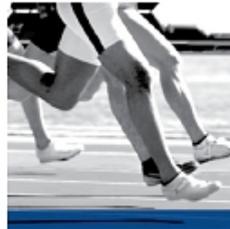
Chief Financial Officer

Gartner.

## Consistent, Winning Growth Strategy



Extraordinary  
Research Insight



Strong Sales  
Capability



High-Value  
Differentiated  
Offerings



World-Class  
Service

Continuous Improvement and Innovation

Performance-Driven Leadership Team

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## Today's Roadmap

Exceptional Performance

Powerful Economics

Strong Cash Generation

Outlook

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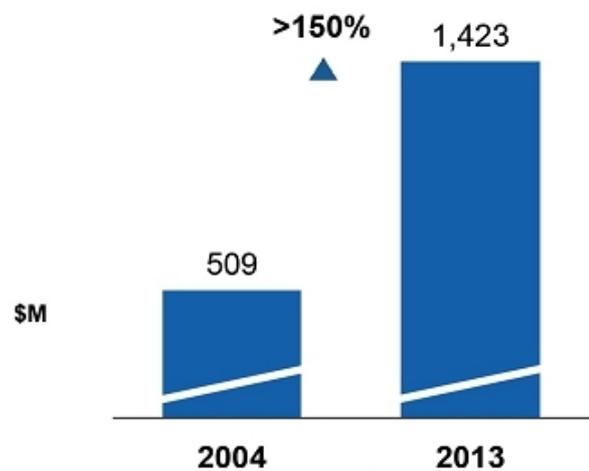
## Consistent, Winning Growth Strategy The Financial Plan We Set in 2005

- Grow the Research business
- Optimize the Events portfolio
- Improve the profitability of the Consulting business
- Leverage our G&A infrastructure
- Drive shareholder value with capital deployment

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## Consistent, Winning Growth Strategy Grow the Research Business

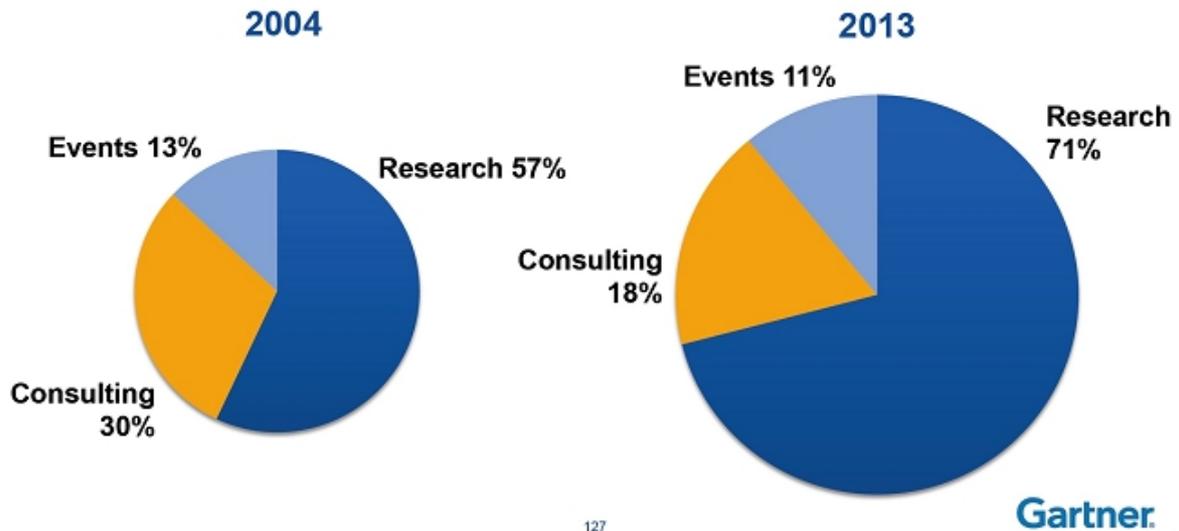
Contract Value



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## Consistent, Winning Growth Strategy Grow the Research Business



## Consistent, Winning Growth Strategy Grow the Research Business

### Research Contribution Margin

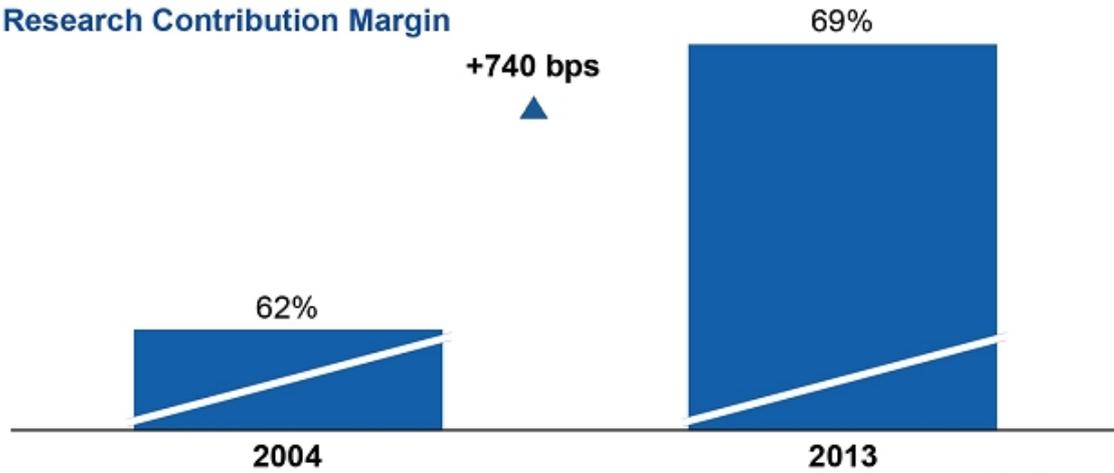


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## Consistent, Winning Growth Strategy Grow the Research Business

### Research Contribution Margin

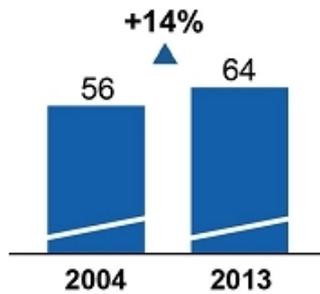


129

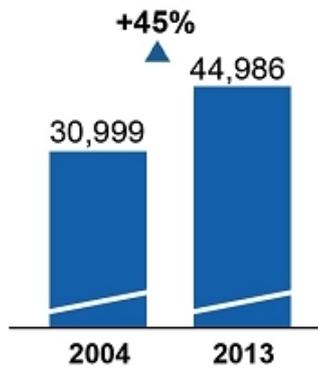
Gartner

## Consistent, Winning Growth Strategy Optimize the Events Portfolio

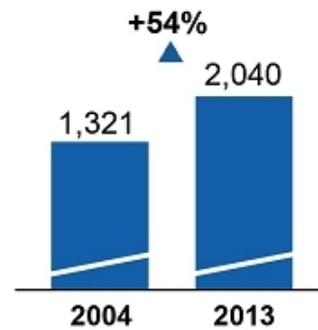
### # Events



### Attendees



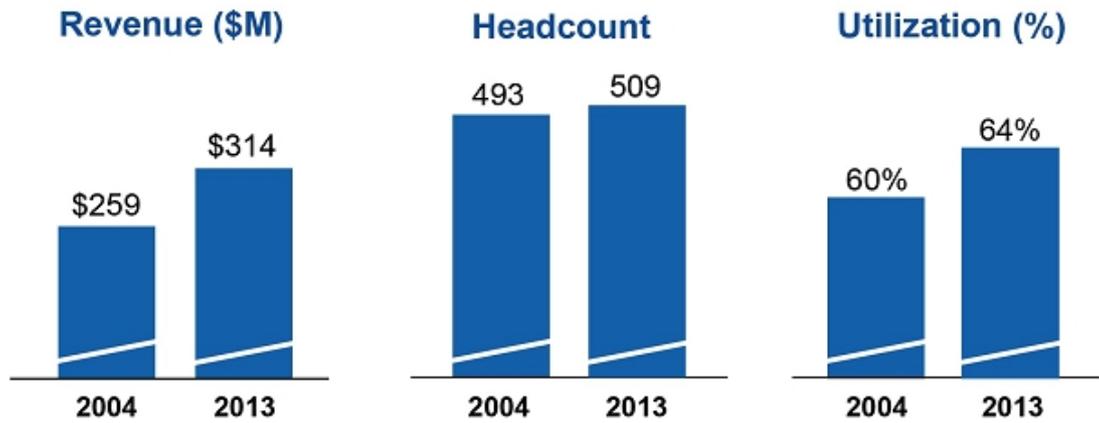
### Exhibitors



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## Consistent, Winning Growth Strategy Improve Consulting Performance

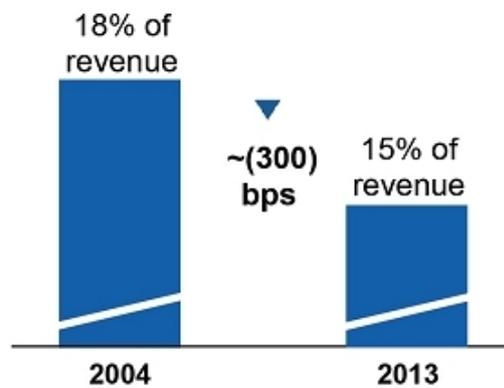


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## Consistent, Winning Growth Strategy Leverage our G&A Infrastructure

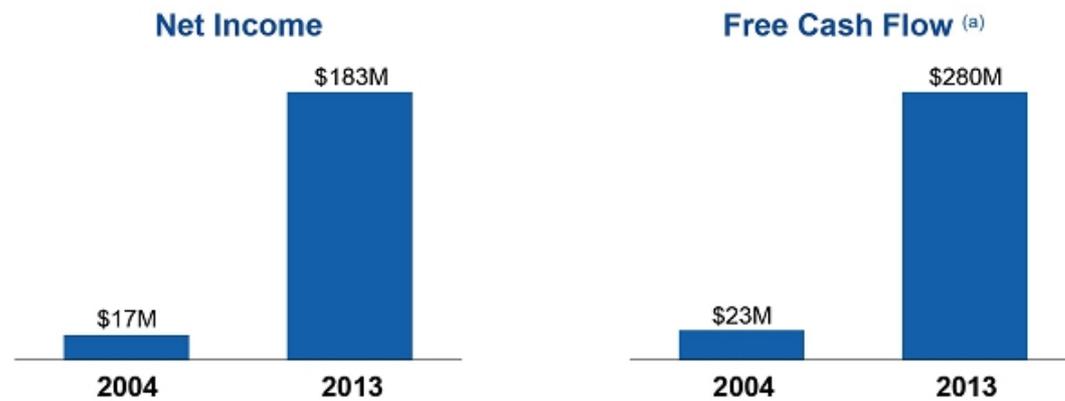
### G&A % of Revenue



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## Consistent, Winning Growth Strategy Drive Shareholder Value with Capital Deployment



Free cash flow historically >1.5x Net Income

(a) See the attached Glossary for the definition of Free Cash Flow, and cautionary statement regarding this non-GAAP financial measure.

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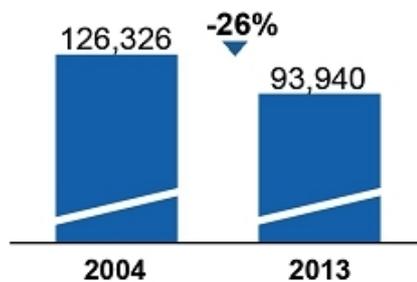
## Consistent, Winning Growth Strategy Drive Shareholder Value with Capital Deployment

### Share Repurchases

50 million shares repurchased  
Over \$1.2 billion returned to shareholders

### Q4 Fully Diluted Shares Outstanding

(in thousands)



### Strategic Acquisitions

~\$300M on four deals

2005: META (\$160M)  
2009: AMR Research (\$63M)  
2009: Burton Group (\$56M)  
2012: IDEAS (\$18M)



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## Consistent, Winning Growth Strategy The Financial Plan We Set in 2005

- Grow the Research business
- Optimize the Events portfolio
- Improve the profitability of the Consulting business
- Leverage our G&A infrastructure
- Drive shareholder value with capital deployment

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## Consistent, Winning Growth Strategy Earnings & Cash Flow Track Record



(a) See the attached Glossary for the definition of Free Cash Flow, and cautionary statement regarding this non-GAAP financial measure.  
(b) See the attached Glossary for the definition of Normalized EBITDA, and cautionary statement regarding this non-GAAP financial measure

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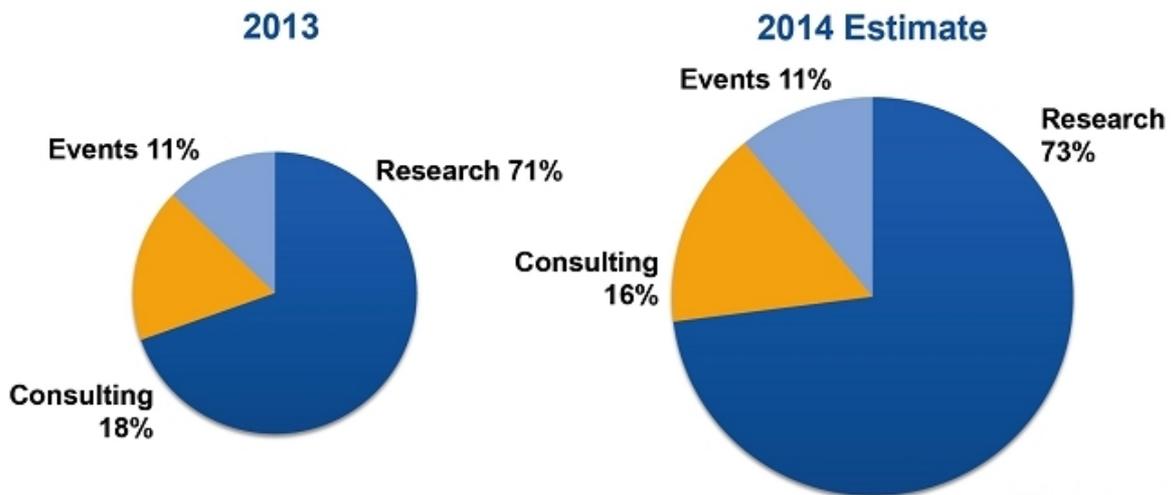
## Why Gartner



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## Consistent, Winning Growth Strategy Grow the Research Business

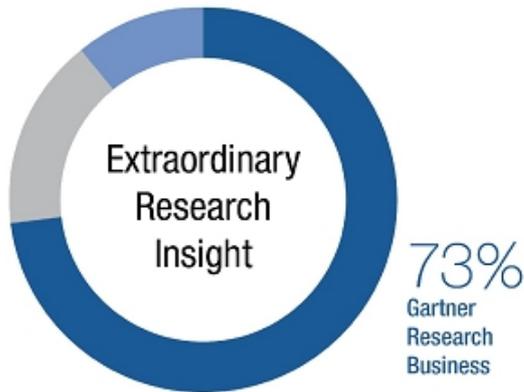


Note: Based upon mid-point of 2014 Revenue Guidance

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## Research Business Characteristics



- Subscription-based model with recurring revenue
- Annual contracts
- High client renewal rates
- Negative working capital
- High incremental margins
- Strong cash generation

Note: Based upon mid-point of 2014 Revenue Guidance

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## Research Business Economics

### Research Incremental Margins

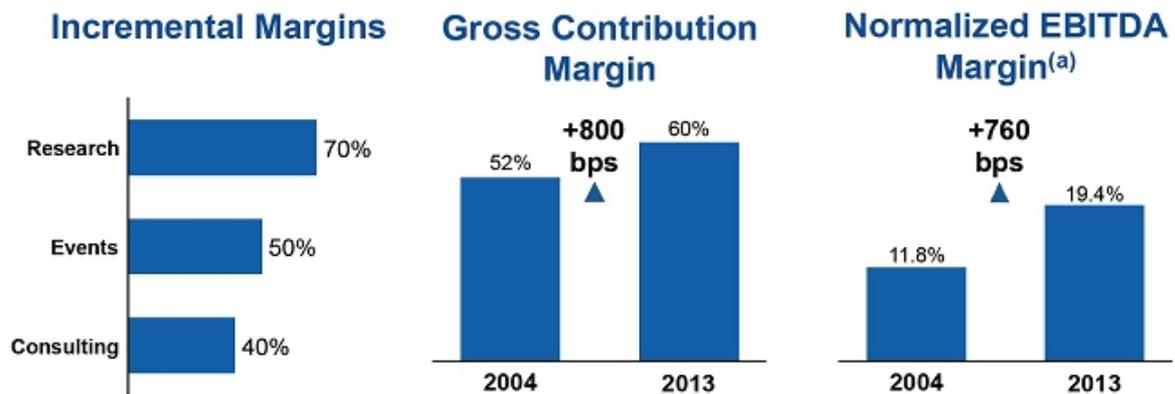


- Highly leveraged intellectual property and research assets
- Leverage fixed cost structure
- High retention rates
- Consistent new business growth

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## Margin Expansion



(a) See the attached Glossary for the definition of Normalized EBITDA, and cautionary statement regarding this non-GAAP financial measure

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## Levers for Margin Expansion

- Accelerate growth in Research
- Expand segment margins up to incremental margins
- Increase Research as a percent of total revenue
- Increase sales productivity
- Leverage G&A expenses

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## Driving Growth in Research

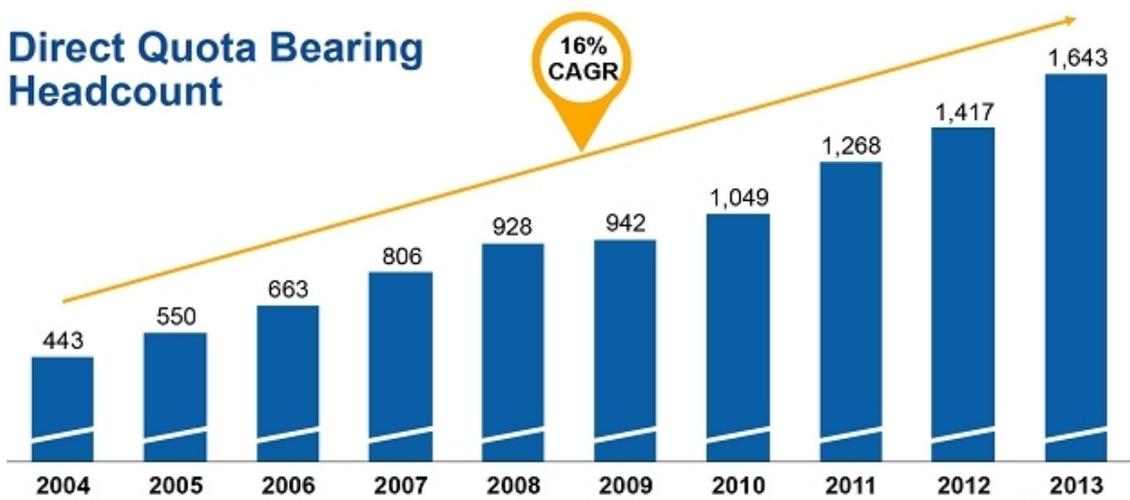


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## Increasing Sales Capacity

### Direct Quota Bearing Headcount



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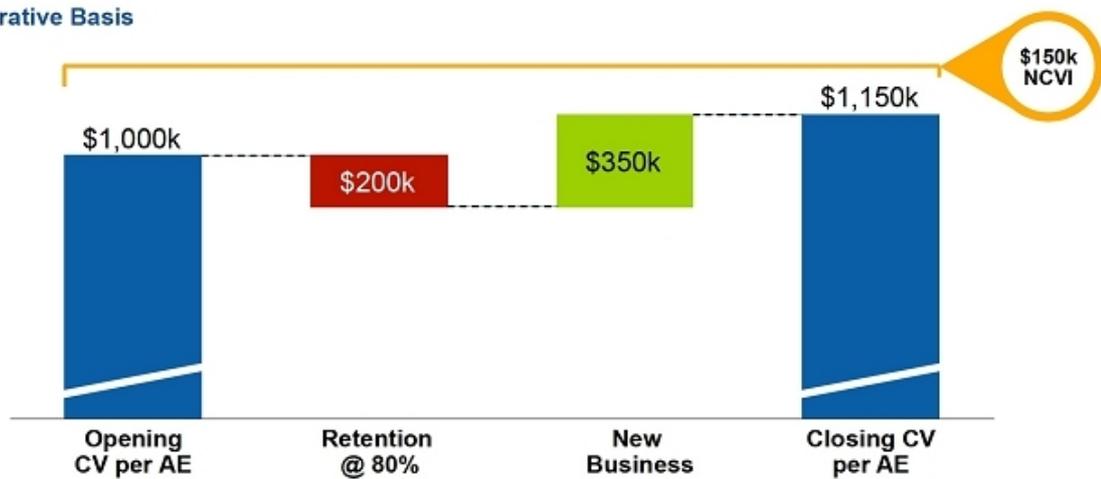
## Calculating Average Productivity per Sales Person

- Rolling four quarter to eliminate seasonality
- Measuring change in total contract value (net contract value increase or NCVI)
- FX neutral
- Use opening headcount for simplicity

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## Calculating NCVI per Sales Person

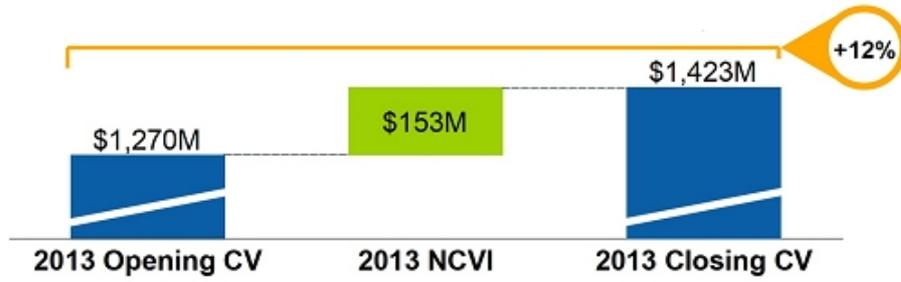
Illustrative Basis



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## 2013 Contract Value Growth and Productivity



2013 FX  
Neutral NCVI  
**\$153M**



Opening 2013 direct  
quota bearing  
headcount  
**1,417**



Average  
Productivity (NCVI)  
per AE  
**\$108k**

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## Constant Productivity Scenario

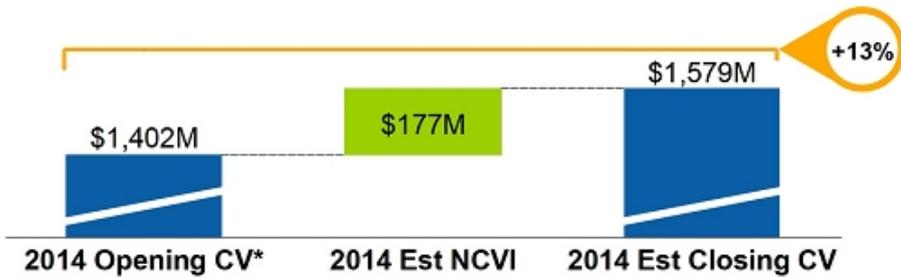
Opening 2014 direct  
quota bearing  
headcount  
**1,643 (+16%)**



2013 Average  
NCVI per AE  
**\$108k**



**\$177M**  
Net Contract  
Value Increase

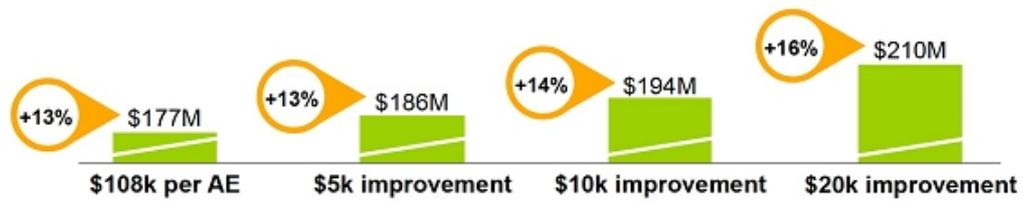


\* Opening Contract Value at 2014 FX rates

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## Productivity Improvement Scenarios



	\$5k Improvement	\$10k Improvement	\$20k improvement
Incremental NCVI	\$9M	\$17M	\$33M
Incremental Contribution @ 70% flow thru (following year)	\$6M	\$12M	\$23M

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## Combining Sales Expansion with Productivity Improvements

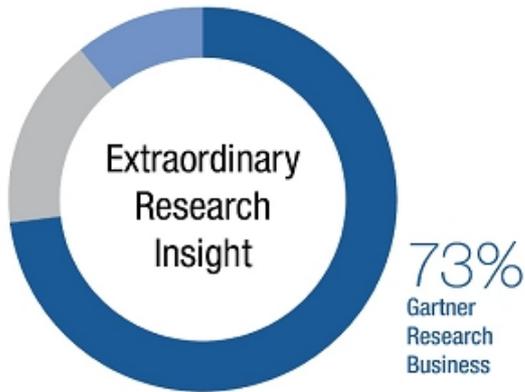
- \$5k Productivity improvement per year – growth AEs
- Growth AEs
- \$5k Productivity improvement per year – current AEs
- Current AEs



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## Research Business Characteristics



- Subscription-based model with recurring revenue
- Annual contracts
- High client renewal rates
- Negative working capital
- High incremental margins
- Strong cash generation

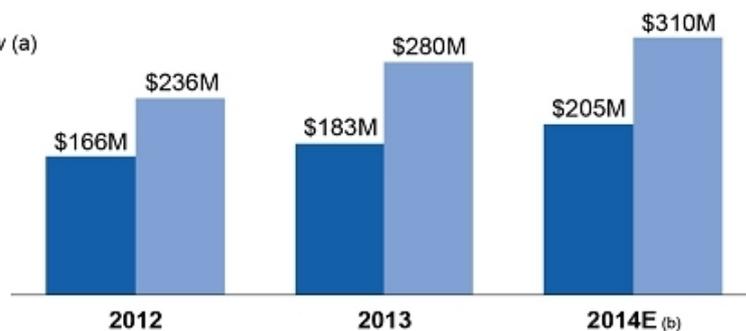
(a) Note: Based upon mid-point of 2014 Revenue Guidance

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## Capital Deployment Cash Flow Generation

■ Net Income  
■ Free Cash Flow (a)



Free cash flow >1.5x Net Income

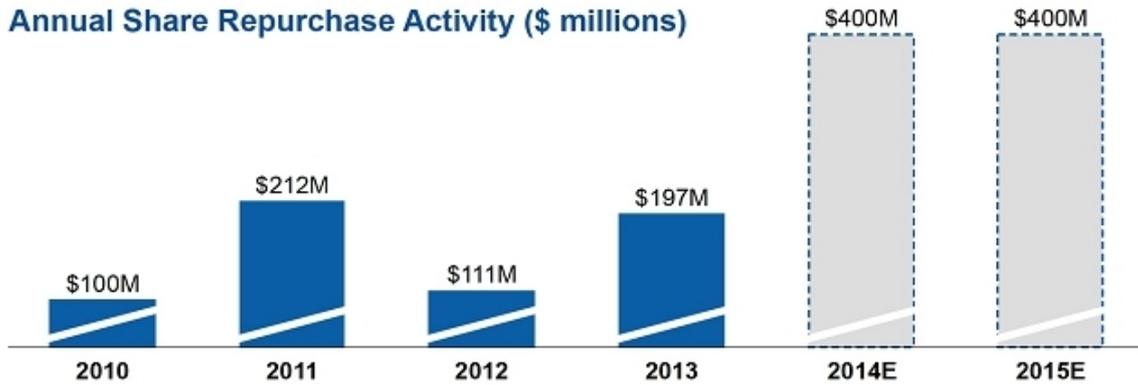
(a) See the attached Glossary for the definition of Free Cash Flow, and cautionary statement regarding this non-GAAP financial measure.  
(b) Based upon the mid-point of 2014 Guidance

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## Capital Deployment

### Share Repurchase Programs

#### Annual Share Repurchase Activity (\$ millions)



Expect to end 2014 with 89 – 90 million shares outstanding

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## Long-Term Financial Objectives

	Annual
<b>Total Revenue Growth</b>	<b>12 – 17%</b>
Research	15 – 20%
Consulting	3 – 8%
Events	5 – 10%
Normalized EBITDA <sup>(a)</sup> margin improvement	50 – 150 bps per year

(a) See the attached Glossary for the definition of Normalized EBITDA, and cautionary statement regarding this non-GAAP financial measure

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## Levers for Margin Expansion

- Accelerate growth in Research
- Expand segment margins up to incremental margins
- Increase Research as a percent of total revenue
- Increase sales productivity
- Leverage G&A expenses

**Normalized EBITDA<sup>(a)</sup> margin improvement 50 – 150 bps per year**

(a) See the attached Glossary for the definition of Normalized EBITDA, and cautionary statement regarding this non-GAAP financial measure

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## Guidance

	2014 Guidance <sup>(c)</sup>		Year over Year change		
	Low	High	Low	High	
Research	\$1,415	\$1,435	11%	13%	-
Consulting	315	330	0%	5%	-
Events	210	220	6%	11%	-
Total Revenue	\$1,940	\$1,985	9%	11%	-
Normalized EBITDA <sup>(a)</sup>	\$375	\$400	9%	16%	-
Fully Diluted Earnings per Share	\$2.12	\$2.30	10%	19%	-
Free Cash Flow <sup>(b)</sup>	\$300	\$320	7%	14%	-

**Expect EPS \$0.35 – \$0.37 in Q1 2014**

(a) See the attached Glossary for the definition of Normalized EBITDA, and cautionary statement regarding this non-GAAP financial measure  
 (b) See the attached Glossary for the definition of Free Cash Flow, and cautionary statement regarding this non-GAAP financial measure.  
 (c) See Forward Looking Statement disclaimer on page 1 for factors that may affect our ability to achieve these results.  
 (d) In \$ millions except for Earnings per Share

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## Why Gartner



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## Appendix

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## Projected 2014 Earnings and Cash Flow Outlook

(\$ in millions except per share data)	2014 Projection <sup>(2)</sup>	Reported % change
Diluted Earnings per share	\$2.12 – \$2.30	10% – 19%
Operating Cash Flow	\$336 – \$358	6% – 13%
Capital Expenditures	<u>\$(36)</u> – <u>\$(38)</u>	
Free Cash Flow <sup>(1)</sup>	\$300 – \$320	7% – 14%

(1) See the attached Glossary for a discussion of Free Cash Flow.

(2) See Forward Looking Statement disclaimer on page 1 for factors that may affect our ability to achieve these results.

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## Glossary

### Non-GAAP Financial Measures

Investors are cautioned that Normalized EBITDA and Free Cash Flow are not financial measures under generally accepted accounting principles. In addition, they should not be construed as alternatives to any other measures of performance determined in accordance with generally accepted accounting principles. These non-GAAP financial measures are provided to enhance the user's overall understanding of the Company's current financial performance and the Company's prospects for the future.

### Normalized EBITDA

Represents operating income excluding depreciation, accretion on obligations related to excess facilities, amortization, stock-based compensation expense, Acquisition Adjustments and Other charges. We believe Normalized EBITDA is an important measure of our recurring operations as it excludes items that may not be indicative of our core operating results.

### Reconciliation of Normalized EBITDA to GAAP

(\$ in millions)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Net income (loss)	\$17	(\$2)	\$58	\$74	\$104	\$83	\$96	\$137	\$166	\$183
Interest expense, net	1	11	17	22	19	16	16	10	9	9
Other (income) expense, net	7	9	1	(3)	1	3	—	2	1	—
Discontinued operations <sup>(1)</sup>	(5)	(4)	(4)	(3)	(7)	—	—	—	—	—
Tax provision	16	7	26	40	48	33	38	65	70	84
Operating income <sup>(1)</sup>	\$36	\$20	\$98	\$129	\$164	\$134	\$149	214	\$246	\$275
Normalizing adjustments:										
Depreciation, accretion and amortization	31	36	34	28	28	28	36	32	30	35
META integration charges	—	15	1	—	—	—	—	—	—	—
Other charges	36	29	—	9	—	—	—	—	—	—
SFAS No. 123(R) stock compensation expense	—	—	17	24	21	26	33	33	36	35
Pre-acquisition deferred revenue fair value adjustments	—	—	—	—	—	—	4	—	—	—
Acquisition and Integration Charges <sup>(2)</sup>	—	—	—	—	—	3	8	—	3	1
Normalized EBITDA <sup>(1)</sup>	\$103	\$100	\$150	\$190	\$213	\$191	\$230	\$279	\$315	\$345

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## Glossary

### Non-GAAP Financial Measures

Free Cash Flow: Represents cash provided by operating activities excluding cash charges related to the acquisitions of AMR Research and Burton Group, which primarily consist of certain nonrecurring costs such as severance and other exit costs ("Cash Acquisition and Integration Charges"), less additions to property, equipment and leasehold improvements ("Capital Expenditures"). We believe that Free Cash Flow is an important measure of the recurring cash generated by the Company's core operations that is available to be used to repurchase stock, repay debt obligations and invest in future growth through new business development activities or acquisitions.

#### Reconciliation of Free Cash Flow to GAAP

(\$ in millions)

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Cash provided by operating activities	\$48	\$27	\$106	\$148	\$184	\$162	\$205	\$256	\$280	\$316
Cash Acquisition and Integration Charges	—	—	—	—	—	—	8	—	1	1
Capital Expenditures	(25)	(22)	(21)	(24)	(24)	(15)	(21)	(42)	(44)	(37)
Free Cash Flow	\$23	\$5	\$85	124	\$160	\$147	\$192	\$214	\$237	\$280