

**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, DC 20549**

**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)  
**March 12, 2009**

**GARTNER, INC.**

(Exact name of registrant as specified in its charter)

**DELAWARE**

(State or Other  
Jurisdiction of  
Incorporation)

**1-14443**

(Commission File Number)

**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 March 12, 2009, Gartner, Inc. (the "Company") will make investor presentations that will 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).

Additionally, on March 12, 2009, the Company issued a press release relating to the investor presentations. A copy of this press release is furnished as Exhibit 99.2.

In accordance with General Instruction B.2 of Form 8-K, the information in this Item 7.01 and in Exhibits 99.1 and 99.2 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 March 12, 2009.
99.2	Press Release issued March 12, 2009

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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: March 12, 2009

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

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## EXHIBIT INDEX

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■ ■ ■ ■ **Chris Lafond**  
**Chief Financial Officer**

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# Forward-Looking Statements

Statements contained in this presentation regarding the growth and prospects of the business, the Company's projected 2009 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 include risks and uncertainties; 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 Company's ability to expand or even retain the Company's customer base, to grow or even sustain revenue from individual customers, to attract and retain management and professional staff of research analysts and consultants upon whom the Company is dependent, to achieve and effectively manage growth, to pay its debt obligations, to achieve continued customer renewals and achieve new contract value, backlog and deferred revenue growth in light of competitive pressures and to carry out the Company's strategic initiatives and manage associated costs; global economic conditions; substantial competition from existing competitors and potential new competitors; additional risks associated with international operations including foreign currency fluctuations; the impact of restructuring and other charges on the Company's businesses and operations; and other risks described from time to time in the Company's annual and quarterly reports filed with the Securities and Exchange Commission (SEC).

The Company's SEC filings can be found on Gartner's Web site at [www.gartner.com](http://www.gartner.com) and on the SEC's Web site at [www.sec.gov](http://www.sec.gov). Forward-looking statements included herein speak only as of March 12, 2009 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's Financial Strength

- **Business services company providing cost effective, high value to clients**
  - Leading brand in technology research driven by 650 analysts
  - 470 consultants focused on delivering substantial cost savings for clients
  - World's leading IT conference provider with over 40,000 attendees
  - Services are self-funding
- **Vast, untapped opportunity**
  - Aggregate markets for IT research estimated at over \$20 billion worldwide
- **Attractive business model**
  - Strong cash flow and balance sheet
  - High incremental margins
  - Recurring revenue streams
- **Track record of success**
  - From 2004 through 2008, revenue, EPS from continuing operations and cash from operations grew at CAGRs of 10%, 82% and 40%, respectively
- **Target double-digit revenue and EPS growth over the long-term**



# What We Said in 2005

- **Focus on returning the Research business to growth**
  - Increase sales capacity and coverage to capture market opportunity
  - Evolve our offerings to add more value to clients
  - Deliver extraordinary research content
  - Provide world class service to improve retention
- **Continue to effectively manage the Events portfolio**
- **Improve the productivity and profitability of the Consulting business while investing for future growth**
- **Rationalize and leverage G&A infrastructure**
- **Drive shareholder value through the evolution of our capital structure**

# Continuous Improvement and Innovation

## Research

- Significantly increased and improved our sales capacity
- Successfully launched role-based Research offerings
- Optimized and improved our Research content
- Improved client service
- Increased pricing
- Completed the acquisition and integration of Meta Group
- Increased average spend per client organization

# Continuous Improvement and Innovation

## Events

- Effectively managed the Events portfolio to respond to client interest
- Increased the attendance at our conferences

## Consulting

- Significantly increased the productivity and profitability of Consulting
- Improved our Managing Partner capabilities

## Profitability

- Significantly reduced G&A costs
- Expanded margins

## Cash Flow & Capital Structure

- Significantly increased cash flow
- Reduced our shares outstanding
- Reduced equity compensation shares outstanding

# Continuous Improvement and Innovation Revenue Growth



**CAGR = 10%**



**CAGR = 13%**



**CAGR = 8%**



**CAGR = 7%**

(a) Restated to exclude results of Vision Events



# Continuous Improvement and Innovation Earnings Growth

## Normalized EBITDA (a)

\$ in millions



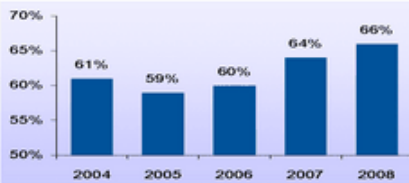
CAGR = 20%

## EPS from Continuing Operations (a)



CAGR = 82%

## Research Contribution Margin



Contribution \$ CAGR = 15%

## Consulting Contribution Margin



Contribution \$ CAGR = 11%

## Events Contribution Margin (a)



Contribution \$ CAGR = 2%

(a) Restated to exclude results of Vision Events. See the attached Glossary for the definition of Normalized EBITDA, and cautionary statement regarding this non-GAAP financial measure



# Continuous Improvement and Innovation

## Cash Flow Growth

### Operating Cash Flow

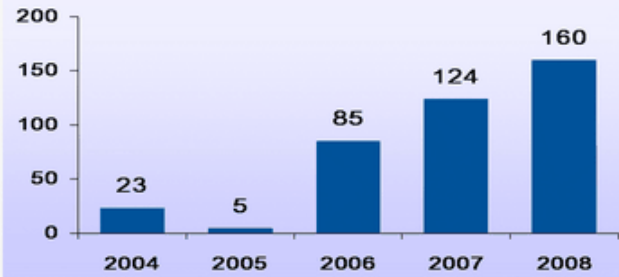
\$ in millions



**CAGR = 40%**

### Free Cash Flow

\$ in millions



**CAGR = 62%**

- 2008 Operating Cash Flow per Share of \$1.86
- 2008 Free Cash Flow per Share of \$1.62

### Capital Expenditures

\$ millions



**CAGR = -1%**

Note: see the attached Glossary for the definition of Free Cash Flow, and cautionary statement regarding this non-GAAP financial measure

# Continuous Improvement and Innovation Shares Outstanding

## Basic Shares Outstanding

In millions – at Year End



Shares Outstanding reduced by 28%

## Equity Plan Shares Outstanding

In millions – at Year End

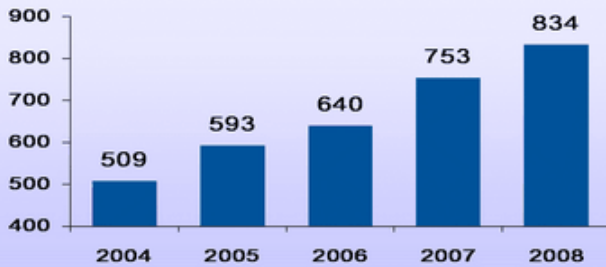


Equity Plan shares reduced by 65%

# Continuous Improvement and Innovation Research Metrics

## Contract Value

\$ in millions



CAGR = 13%

## Contract Value per Organization

\$ in thousands

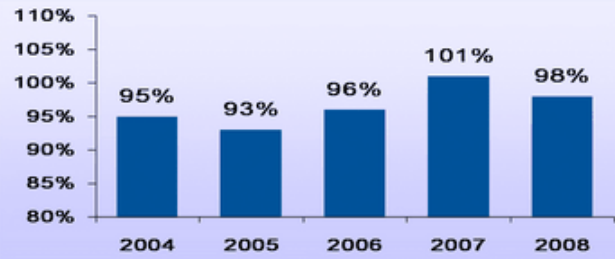


CAGR = 8%

## Client Retention



## Wallet Retention



# Continuous Improvement and Innovation Events Metrics

## Number of Events (a)



## Number of Attendees

In thousands



(a) Restated to exclude results of Vision Events

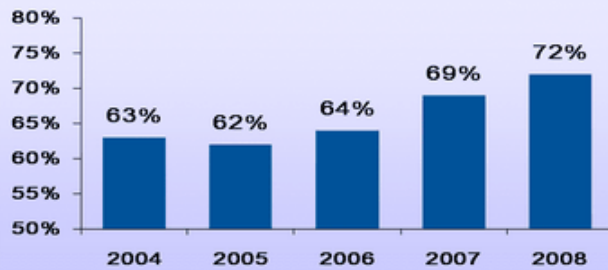
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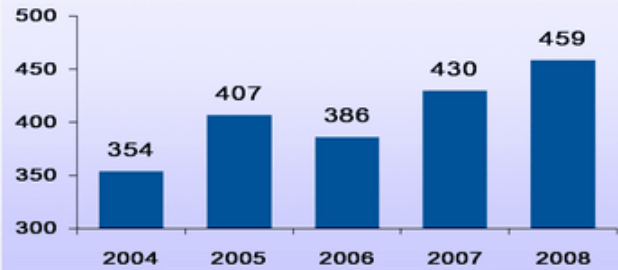
# Continuous Improvement and Innovation Consulting Metrics

## Utilization



## Annual Revenue per Billable Headcount

\$ in thousands



## Backlog

\$ millions



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# Our Business Model

SALES

RESEARCH

EVENTS

CONSULTING

PROPRIETARY ANALYTICS AND DATA

ANALYSTS

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# Attractive Business Model

- **Vast, untapped market opportunity in all 3 businesses**
- **High incremental contribution margins**
- **Recurring, predictable Research revenue with annual subscription model and high retention rates**
- **Strong cash flow**
- **Diverse, global customer base with 47% of revenues outside of U.S.**
- **Target double-digit revenue and EPS growth over the long-term**



# Business Model

<b>Gross Contribution Margin</b>	<b>2008</b>	<b>2004<sup>*</sup></b>	<b>Incremental Margin</b>
<b>Research</b>	<b>66%</b>	<b>60%</b>	<b>70%</b>
<b>Events</b>	<b>43%</b>	<b>52%</b>	<b>50%</b>
<b>Consulting</b>	<b>41%</b>	<b>35%</b>	<b>40%</b>
<b>% of Revenue</b>			
<b>SG&amp;A</b>	<b>41%</b>	<b>40%</b>	
<b>EBITDA</b>	<b>17%</b>	<b>10%</b>	

**Notes:**

\* 2004 figures re-stated to reflect impact of Equity Compensation expense – impact as follows:  
 Research 1 pt, Events 0 pt, Consulting 1 pt, Sales & Marketing 0 pt, G&A 1 pt, EBITDA 2 pt

# Research

## World-class Objective Insight on IT

### Economic Drivers

- Vast, untapped market opportunity
- **High retention rates**
- **New business volume and timing**
- Annual subscriptions
- Multi-year contracts
- Up-front billing terms for majority of contracts

#### Cost and Margin:

- **650 analysts with significant ability to leverage this cost base**
- **High incremental margin of 70%+**

### Products & Markets

#### Target Markets:

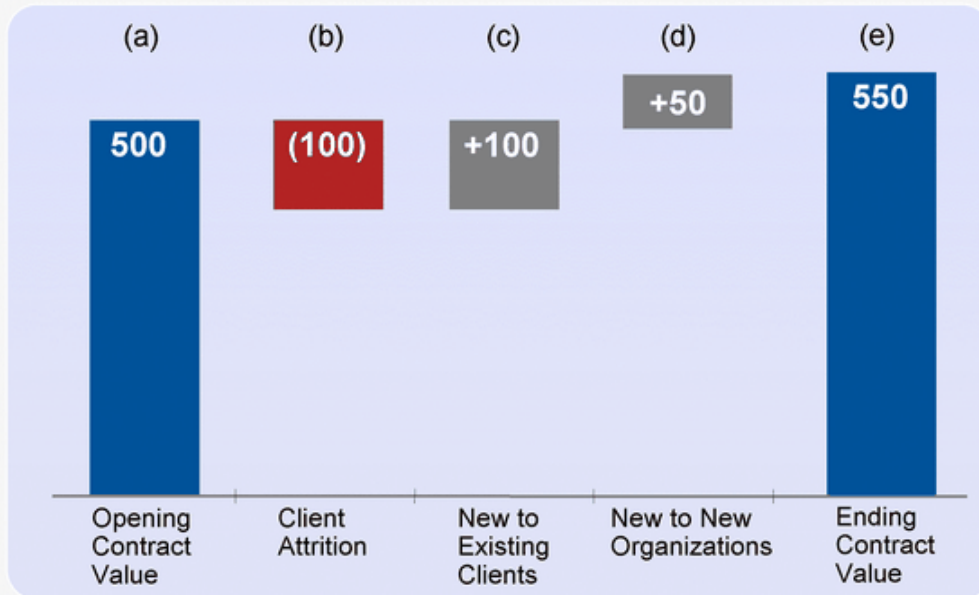
- End Users (including CIOs)
- Technology Companies
- Professional Services
- Investors

#### Products:

- Role-based offerings
  - Gartner for IT Executives
  - Gartner for IT Leaders
  - Gartner for Business Leaders
  - Gartner for Professional Services
  - Gartner Invest

# Research

## Key Indicators & Contract Value Economics



### Key Metric Calculations

• CV Growth:  $\frac{(e) - (a)}{(a)} = 10\%$

• Wallet Retention:  $\frac{(a) + (b) + (c)}{(a)} = 100\%$

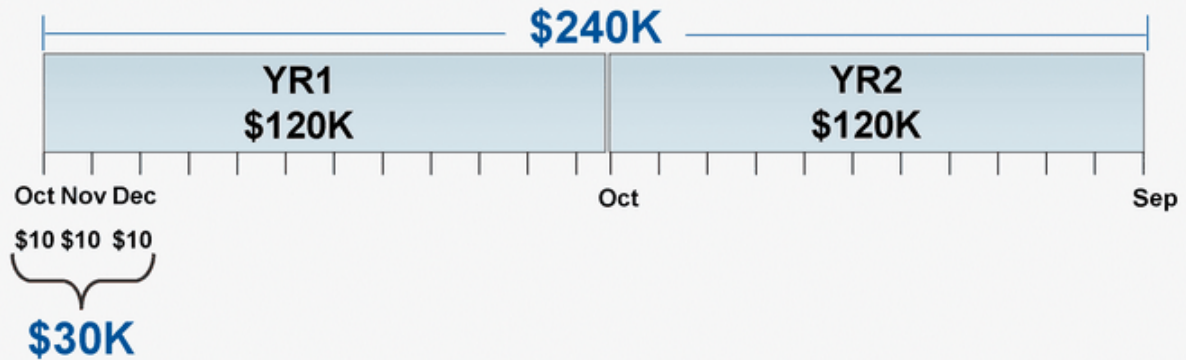
New Business:  $(c) + (d) = 150$

NCVI =  $(e) - (a) = \$50$

# Research

## Contract Value to Revenue Conversion

- On October 1, we sell a 2 year contract worth \$240K



- On December 31, we would report the following:

Contract Value	\$120K
Revenue Recognized	\$30K
Deferred Revenue	\$90K



# Events

## Leveraging Gartner's Research Platform

### Economic Drivers

- **Number of attendees**
- **Number of exhibitors**
- **Number of events held**

#### Cost and Margin:

- Separate exhibitor sales channel
- Fixed costs related to holding an event
- Variable costs based on number of attendees
- **50% incremental margin**

### Portfolio

- Attendee and content focused model
  - Leverage Research team's knowledge on what is hot to shape events
  - Deliver research content to attendees
  - Not a tradeshow model, but ~60% of total revenue from exhibitor
- 54 events scheduled in 2009 (vs. 70 in 2008)
  - 13 in Q1, 14 in Q2, 14 in Q3 and 13 in Q4
- Symposium Series held in Q4
- 23 events scheduled in the US (vs. 28 in 2008)

# Consulting

## Independent and Objective IT Strategy Advice

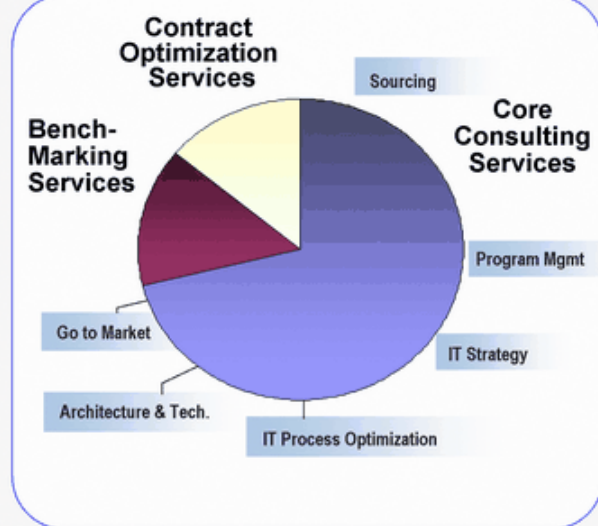
### Economic Drivers

- 3 major practice areas
- **Billable headcount (470)**
- **Utilization rate (72%)**
- **Revenue per head (\$400k +)**
- Backlog (4+ months and \$97 million)
- Average deal size (\$300k)
- Average deal length (8 month)

### Cost and Margin:

- **Billable headcount**
- 40% incremental margins
- Cost Optimization and Benchmarking are higher margin practices

### Practice Areas



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Note: Figures and pie chart reflect 2008 data.

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# Sales, G&A and Other Expenses

- Sales expense driven by sales force growth in '08
- Depreciation driven by capital spending of \$24 million in '07 and '08
- Amortization continues to decline
- Interest expense reduced with lower interest rate environment
- Other income/expense is primarily transaction FX gains/losses
- Tax rates expected to remain between 32 and 33%

# Proven Strategy Delivering Results



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# Strong Cash Flow Profile and Balance Sheet

- Up-front billing for majority of research contracts
- Improved cash collection efficiency
- Non-capital intensive business
- Low debt
- Cash used to repurchase shares and acquire Meta

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# Prudently Managing Business Through Challenging Economic Environment

- **2009 operating plan assumes similar economic and business trends as in fourth quarter 2008**
- **Quickly executed cost reduction actions**
  - Eliminated approximately 120 positions and reduced other expenses to generate \$50 million in cost savings
  - Discontinued 18 events that were less profitable and non-strategic
  - Reduced planned capital spending by \$4 - \$9 million (or 17 – 38%)
- **Broad expense controls in place across the Company**
- **Prepared to take additional actions as necessary**

# Prudently Managing Business Through Challenging Economic Environment

## ■ Continuing limited investment for long-term growth during 2009

- Continue product development efforts
- Ensure effective client service
- Maintain analyst headcount at current levels
- Maintain current size of sales force
- Identify investments to improve performance

## 2009 Quarterly Phasing - Revenue

- Research revenue driven by retention rates and timing of new business
  - **Fourth quarter is historically the largest for new business**
- Events revenue recognized when conferences delivered
  - **Symposium Series in Q4 drives phasing**
- Consulting revenue is seasonal, with Q2 and Q4 slightly higher volume quarters



## 2009 Quarterly Phasing - Revenue

- Approximate revenue phasing in 2009:

	Q1	Q2	Q3	Q4
<b>Research</b>	<b>25%</b>	<b>25%</b>	<b>25%</b>	<b>25%</b>
<b>Consulting</b>	<b>23%</b>	<b>26%</b>	<b>24%</b>	<b>27%</b>
<b>Events</b>	<b>16%</b>	<b>17%</b>	<b>17%</b>	<b>50%</b>

- Above based on midpoint of revenue guidance

## 2009 Quarterly Phasing - Expense

- Quarterly fluctuations in cost of services driven primarily by the conference schedule in our Events business
- Higher Research and Sales expenses in Q4 related to Symposia and year-end sales support activities
- G&A is less seasonal

## 2009 Quarterly Phasing - Earnings

- Approximate EPS from continuing operations:

Q1	Q2	Q3	Q4
20%	20%	20%	40%

- Above based on the midpoint of guidance
- Based upon business conditions the Company may accelerate or postpone expenses throughout the year which could shift earnings between quarters



# 2009 Guidance

(\$ in millions, except EPS)

	Low		High		Reported		FX Neutral	
	Low	High	Low	High	Low	High	Low	High
Research	\$730	- 750	(6%)	- (3%)	(1%)	- 1%		
Consulting	265	- 295	(24%)	- (15%)	(21%)	- (12%)		
Events	98	- 108	(35%)	- (28%)	(33%)	- (26%)		
Other	7	- 7						
<b>Total Revenue</b>	<b>\$1,100</b>	<b>- 1,160</b>	<b>(14%)</b>	<b>- (9%)</b>	<b>(10%)</b>	<b>- (6%)</b>		
<b>Normalized EBITDA <sup>(1)</sup></b>	<b>\$165</b>	<b>- 200</b>						
<b>EPS from Continuing Operations</b>	<b>\$0.63</b>	<b>- \$0.87</b>						
<b>Operating Cash Flow</b>	<b>\$100</b>	<b>- 125</b>						
<b>Capital Expenditures</b>	<b>\$15</b>	<b>- 20</b>						

(1) Normalized EBITDA excludes a projected \$26 – 28 million of pre-tax expense related to SFAS 123(R). See the attached Glossary for the definition of Normalized EBITDA and cautionary statement regarding this non-GAAP financial measure.

# Impact of Foreign Exchange

- FX movements have historically had minimal impact on earnings
  - **Mix of revenue and expenses have provided a natural hedge**
- Contract value reported at fixed FX rate each year and revalued annually on January 1
  - **Impact of strengthening dollar reduces CV by \$40 million**
- Wallet retention also affected by strengthening dollar
  - **Same volume will result in lower wallet retention given strengthening dollar**

# Long-Term Financial Objectives

<b>Total Revenue Growth</b>	<b>Annual</b> <b>11 - 16%</b>
Research	15 - 20%
Consulting	3 - 8%
Events	5 - 10%
<b>Normalized EBITDA* margin improvement</b>	<b>0 – 100 bps per year</b>
<b>Tax Rate</b>	<b>32 - 33%</b>
<b>Capital Spending</b>	<b>\$30 - 35</b>

\* Excludes equity compensation expense

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

# Gartner's Financial Strength

- **Attractive business model**
- **Vast, untapped market opportunity**
- **Operational excellence / continuous improvement focus**
- **Strong cash flow**
- **Solid balance sheet**
- **Annual double digit revenue and earnings growth**
- **Long-term value focus**



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# Glossary

## Non-GAAP Financial Measures

**Normalized EBITDA:** Normalized EBITDA represents operating income excluding depreciation, accretion on obligations related to excess facilities, amortization, META integration charges, SFAS 123 (R), goodwill impairments, and other charges. Investors are cautioned that Normalized EBITDA contained in this presentation is not a financial measure under generally accepted accounting principles. In addition, it should not be construed as an alternative to any other measures of performance determined in accordance with generally accepted accounting principles. This non-GAAP financial measure is provided to enhance the user's overall understanding of the Company's current financial performance and the Company's prospects for the future. 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
<b>Net income (loss)</b>	<b>\$17</b>	<b>(\$2)</b>	<b>\$58</b>	<b>\$74</b>	<b>\$104</b>
Interest expense, net	1	11	17	22	19
Other (income) expense, net	7	9	1	(3)	1
Discontinued operations <sup>(1)</sup>	(5)	(4)	(4)	(3)	(7)
Tax provision	<u>16</u>	<u>7</u>	<u>26</u>	<u>40</u>	<u>48</u>
<b>Operating income <sup>(1)</sup></b>	<b>\$36</b>	<b>\$20</b>	<b>\$98</b>	<b>\$129</b>	<b>\$164</b>
Normalizing adjustments:					
Depreciation, accretion and amortization	31	36	34	28	-
META integration charges	-	15	1	-	-
Other charges	36	29	-	9	-
SFAS No. 123(R) stock compensation expense	<u>-</u>	<u>-</u>	<u>17</u>	<u>24</u>	<u>21</u>
<b>Normalized EBITDA <sup>(1)</sup></b>	<b><u>\$103</u></b>	<b><u>\$100</u></b>	<b><u>\$150</u></b>	<b><u>\$190</u></b>	<b><u>\$213</u></b>

(1) Data reflects the reclassification of the Company's former Vision Events business as a discontinued operation.

# Glossary

## Non-GAAP Financial Measures

**Free Cash Flow:** Represents cash provided by operating activities less additions to property, equipment and leasehold improvements. Investors are cautioned that Free Cash Flow contained in this presentation is not a financial measure under generally accepted accounting principles. In addition, it should not be construed as an alternative to any other measures of performance determined in accordance with generally accepted accounting principles. This non-GAAP financial measure is provided to enhance the user's overall understanding of the Company's current financial performance and the Company's prospects for the future. We believe that Free Cash Flow is useful to management and the Company's investors in measuring the cash generated by the Company 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
<b>Cash provided by operating activities</b>	<b>\$48</b>	<b>\$27</b>	<b>\$106</b>	<b>\$148</b>	<b>\$184</b>
Additions to property, equipment and leasehold improvements	<u>25</u>	<u>22</u>	<u>21</u>	<u>24</u>	<u>24</u>
<b>Free Cash Flow</b>	<b><u>\$23</u></b>	<b><u>\$5</u></b>	<b><u>\$85</u></b>	<b><u>\$124</u></b>	<b><u>\$160</u></b>

The image features the Gartner logo in white text on a light blue horizontal band. The background is a dark blue gradient with faint, glowing fractal patterns in the corners.

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The Gartner logo consists of the word "Gartner" in a bold, sans-serif font. To the right of the text is a stylized graphic element consisting of a vertical line and a horizontal line forming an L-shape.

# Press Release

**CONTACT:**

Henry A. Diamond  
Group Vice President  
Investor Relations and Corporate Finance  
+1 203 316 3399  
henry.diamond@gartner.com

**Gartner Holds Annual Investor Day**

STAMFORD, Conn., March 12, 2009 — Gartner, Inc. (NYSE: IT), the leading provider of research and analysis on the global information technology industry, is hosting its annual Investor Day for institutional investors and sell-side analysts in Greenwich, Connecticut, at 9:00am ET today. At the Investor Day, members of the Company's senior leadership team will review Gartner's business portfolio, strategy for growth and financial performance. The Investor Day will be webcast live via the Internet and a replay will be available on the Company's web site at <http://investor.gartner.com>.

**About Gartner**

Gartner, Inc. (NYSE: IT) is the world's leading information technology research and advisory company. We deliver the technology-related insight necessary for our clients to make the right decisions, every day. From CIOs and senior IT leaders in corporations and government agencies, to business leaders in high-tech and telecom enterprises and professional services firms, to technology investors, we are the indispensable partner to 60,000 clients in 10,000 distinct organizations. Through the resources of Gartner Research, Gartner Executive Programs, Gartner Consulting and Gartner Events, we work with every client to research, analyze and interpret the business of IT within the context of their individual role. Founded in 1979, Gartner is headquartered in Stamford, Connecticut, U.S.A., and has 4,100 associates, including 1,200 research analysts and consultants, and clients in 80 countries. For more information, visit [www.gartner.com](http://www.gartner.com).

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