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**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION**  
Washington, D.C. 20549

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**FORM 8-K**

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**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 14, 2019

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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)

**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)

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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:

- 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))

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter):

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act:

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**Item 7.01 Regulation FD Disclosure.**

On February 14, 2019, Gartner, Inc. (the "Company") plans to make 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	<a href="#">Gartner, Inc. Investor Presentation dated February 14, 2019</a>



**SIGNATURE**

Pursuant to 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 14, 2019

By: /s/ Craig W. Safian  
Craig W. Safian  
Executive Vice President and  
Chief Financial Officer

**Gartner**<sup>®</sup>

# Forward Looking Statement and Explanatory Note

Statements contained in this presentation regarding the growth and prospects of the business, the Company's projected 2019 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 achieve and effectively manage growth, including the ability to integrate our acquisitions, and consummate and integrate future acquisitions; the ability to pay Gartner's debt obligations, 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 as well as experienced sales personnel upon whom Gartner is dependent; 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 and protect 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, budget cuts, and shutdown of governments and agencies; the impact of the U.S. Tax Cut and Jobs Act of 2017; 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, Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

Non-GAAP financial measures such as Adj. Revenue, Adj. Contribution, Adj. Contribution Margin, and Adj. EBITDA, as included in this presentation, are supplemental measures that are not calculated in accordance with U.S. GAAP. Definitions of these measures and reconciliations to the most-directly comparable GAAP measures can be found in the 4Q 2018 earnings supplement posted on the Company's website at <https://investor.gartner.com> or the appendix.

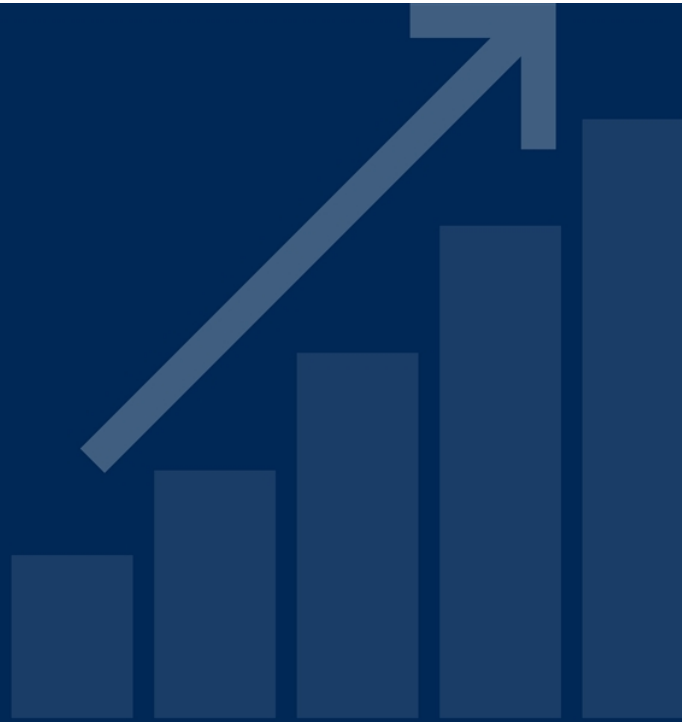
In this presentation, we include "combined" numbers that, for periods prior to our acquisition of CEB (unless expressly noted otherwise), reflect numerical addition of the results of Gartner and CEB for each line item and do not include all the adjustments required with respect to the presentation of pro forma financial information under GAAP and the rules and regulations of the SEC. Accordingly, these "combined" numbers are non-GAAP, but are provided because Gartner believes they are useful in comparing performance of Gartner following the CEB acquisition with performance of Gartner and CEB independently prior to Gartner's acquisition of CEB. These combined numbers should be read together with the historical financial statements of Gartner and CEB included in their respective quarterly reports on Form 10-Q and annual reports on Form 10-K, and the pro forma financial statements included in Exhibit 99.1 to Gartner's Current Report on Form 8-K filed with the SEC on April 6, 2017 and footnote 2 to Gartner's Annual Report on Form 10-K for the year ended December 31, 2017.

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 14, 2019 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, except as required by applicable law or regulation.

Some totals may not add due to rounding.

# Delivering Sustained Double-Digit Growth

Gene Hall  
CEO



Gartner®

# Gartner®



**Detailed  
Overview of  
Our Business**



**Indispensable,  
Unrivalled Value  
Proposition**



**Vast  
Market  
Opportunity**



**Long-Term,  
Sustained,  
Double-Digit  
Growth**

# Gartner Executive Leadership Team

**Mike Harris**  
Research & Advisory

**Ken Davis**  
Products & Services

**Jules Kaufman**  
General Counsel

**Joe Beck**  
Global Technology Sales

**Alwyn Dawkins**  
Conferences

**Robin Kranich**  
Human Resources

**Chris Thomas**  
Global Business Sales

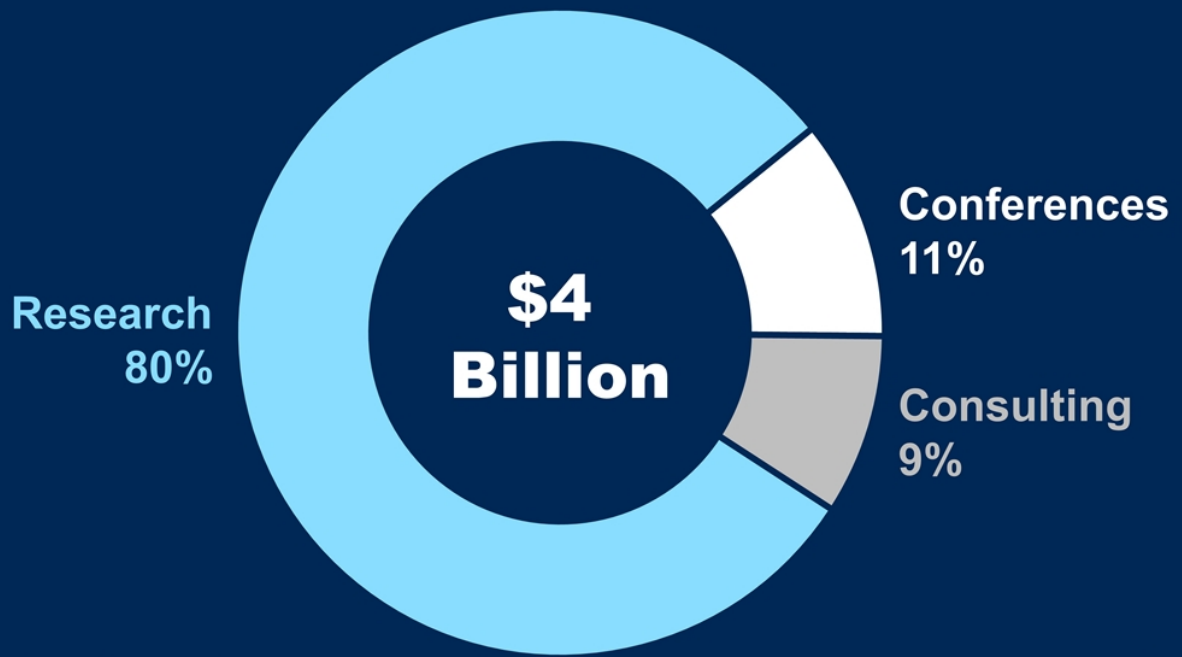
**Mike Diliberto**  
Chief Information Officer

**David McVeigh**  
Marketing

**Craig Safian**  
Chief Financial Officer

**Scott Hensel**  
Consulting

# Gartner Business Segments



Note: 2018 Adjusted Revenue excluding divested operations.

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# Gartner Global Impact



**15,600 Client  
Enterprises**



**100  
Countries**

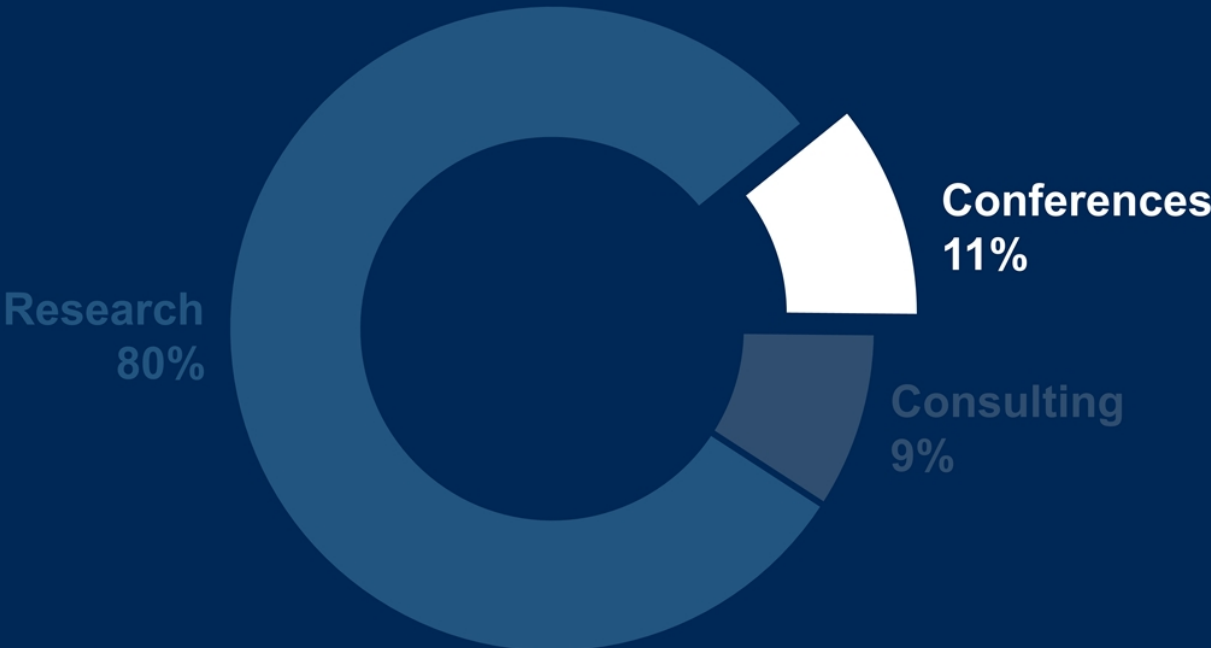


**\$4B  
Revenues**



**15,000  
Associates**

# Gartner Business Segments



Note: 2018 Adjusted Revenue excluding divested operations.

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# Gartner Business Segments



Note: 2018 Adjusted Revenue excluding divested operations.

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# Gartner Business Segments



Note: 2018 Adjusted Revenue excluding divested operations.

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**Gartner**

**Our value proposition  
addresses the critical  
needs of leaders across  
the major functions in  
the enterprise.**

# Indispensable, Unrivaled Value Proposition



**2,000+**  
World-Class Experts



**C-Level**  
Communities



**Indispensable**  
Insights



**On-Demand**  
Services



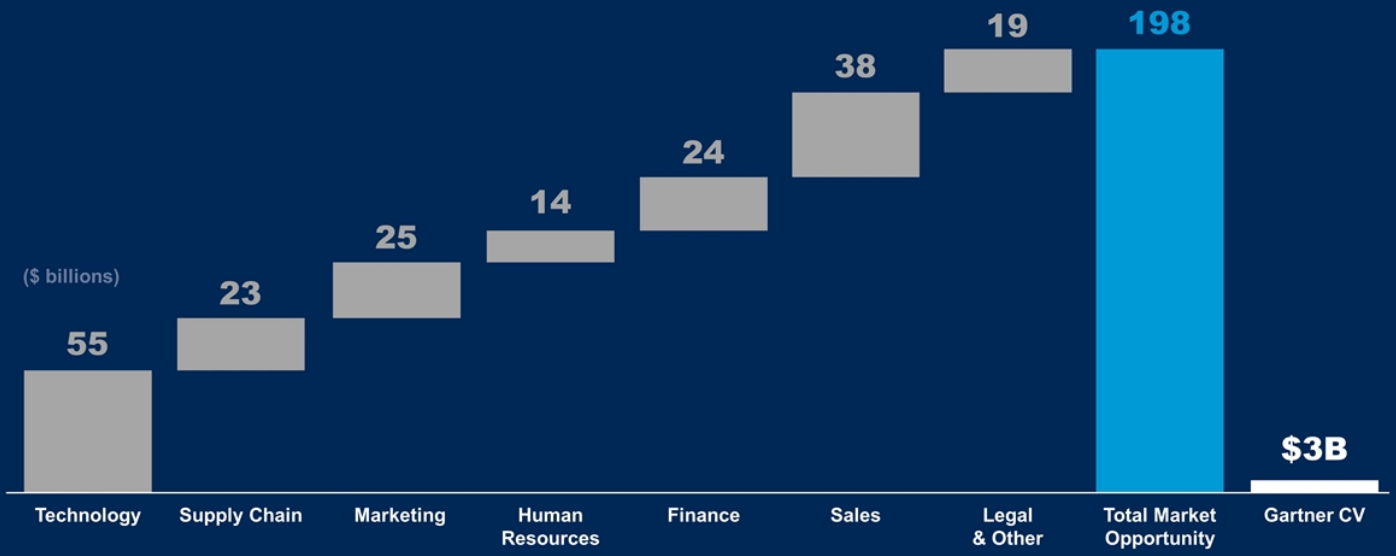
**Independent**  
and Objective



**Modest**  
Cost



# Vast Market Opportunity



Source: Internal Gartner estimates.

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# The Gartner Formula

For Long-Term,  
Sustained,  
Double-Digit  
Growth



# Global Technology Sales



# The Gartner Formula Applied to GTS



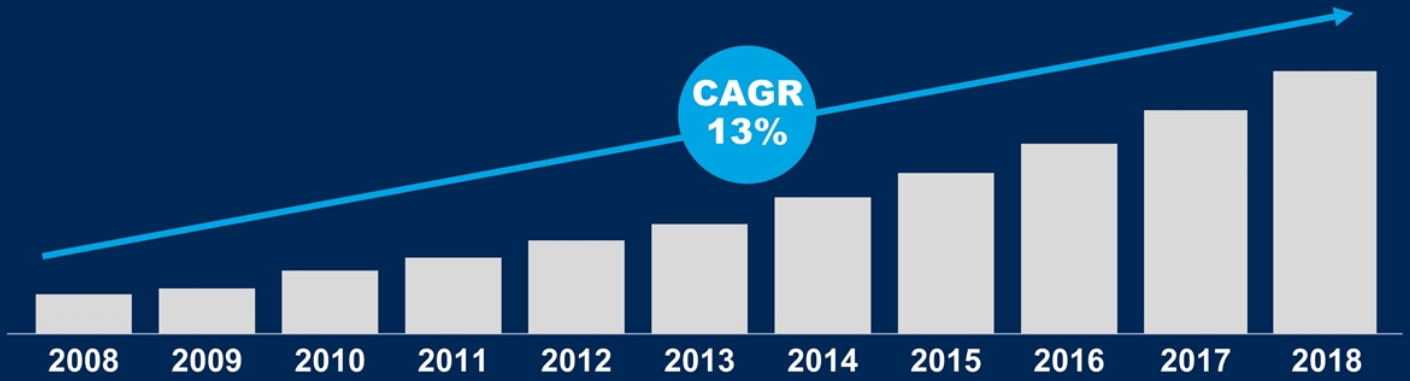
# The Gartner Formula Applied to GTS





# The Gartner Formula Applied to GTS

Hire Exceptional Talent: **GTS Head Count Growth**



# The Gartner Formula Applied to GTS



# The Gartner Formula Applied to GTS

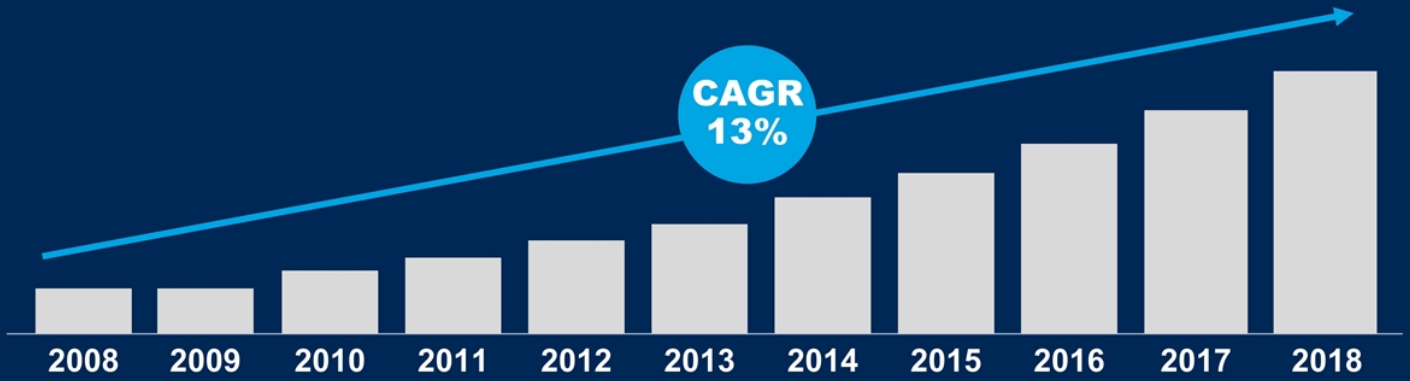






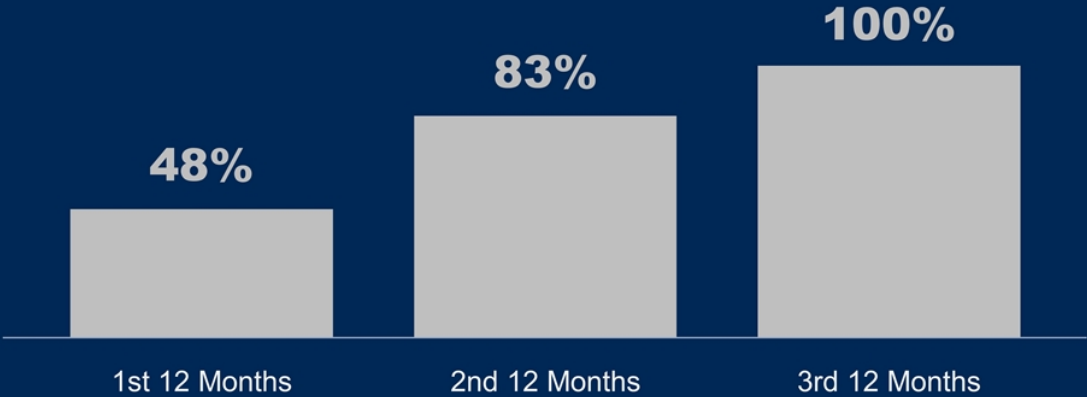
# The Gartner Formula Applied to GTS

## GTS Contract Value Growth





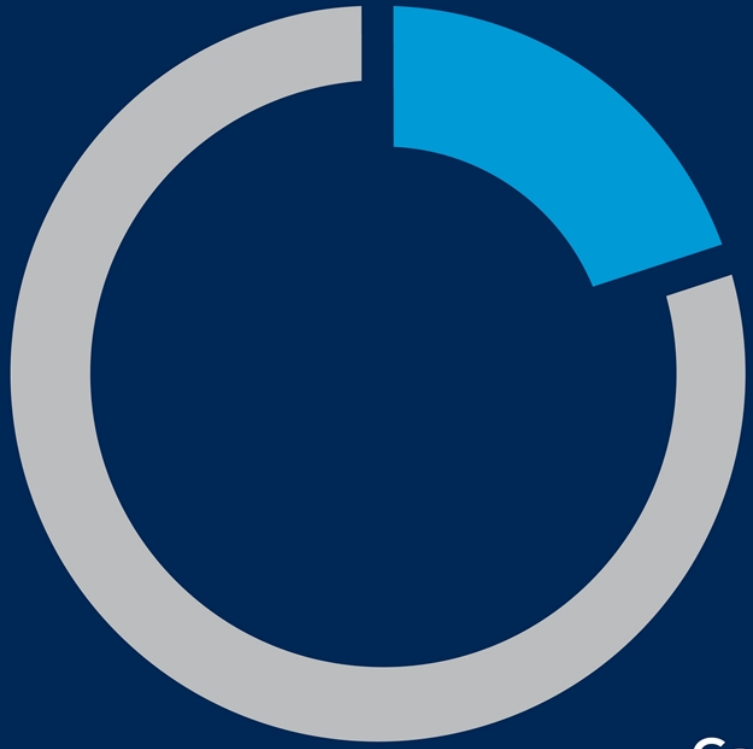
# There's a Learning Curve in GTS



Note: Productivity improvements for experienced hires in GTS North America.  
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# Gartner®

# Global Business Sales

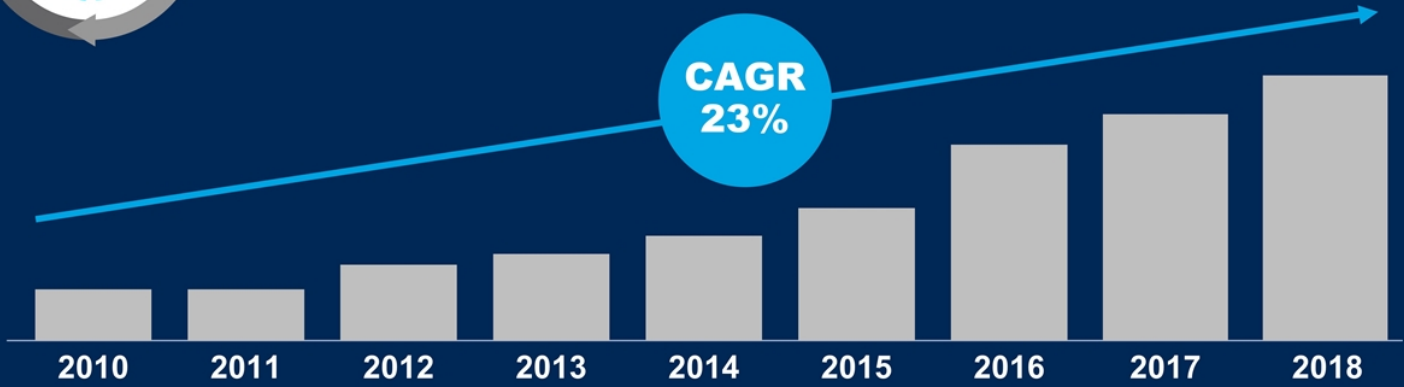


# Global Business Sales





## We Applied the Gartner Formula to Accelerate Supply Chain



Note: Contract Value.

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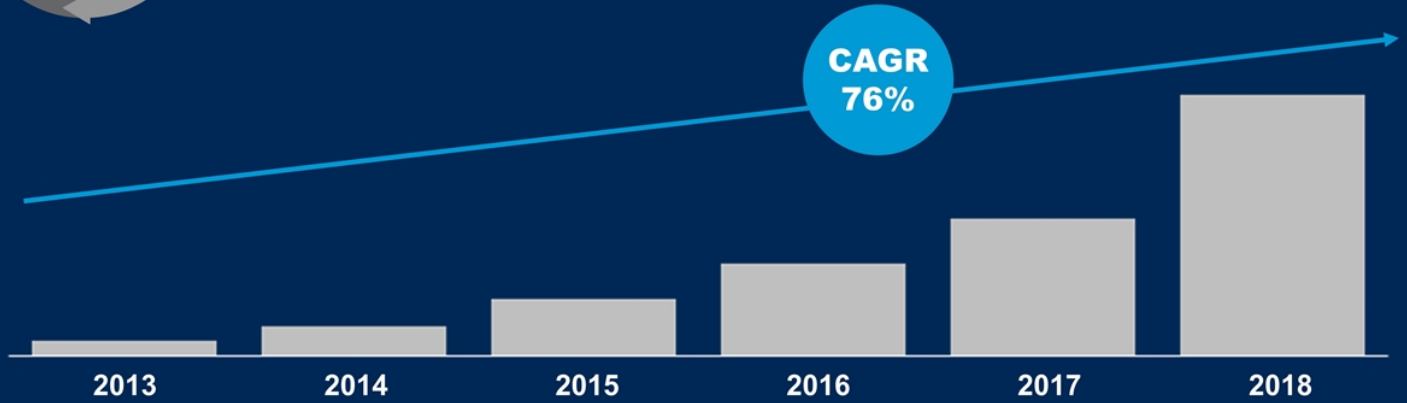
# Global Business Sales







# We Applied the Gartner Formula to Accelerate Gartner for Marketing Leaders



Note: Organic Contract Value growth.

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# Global Business Sales



# The Gartner Formula Applied to GBS



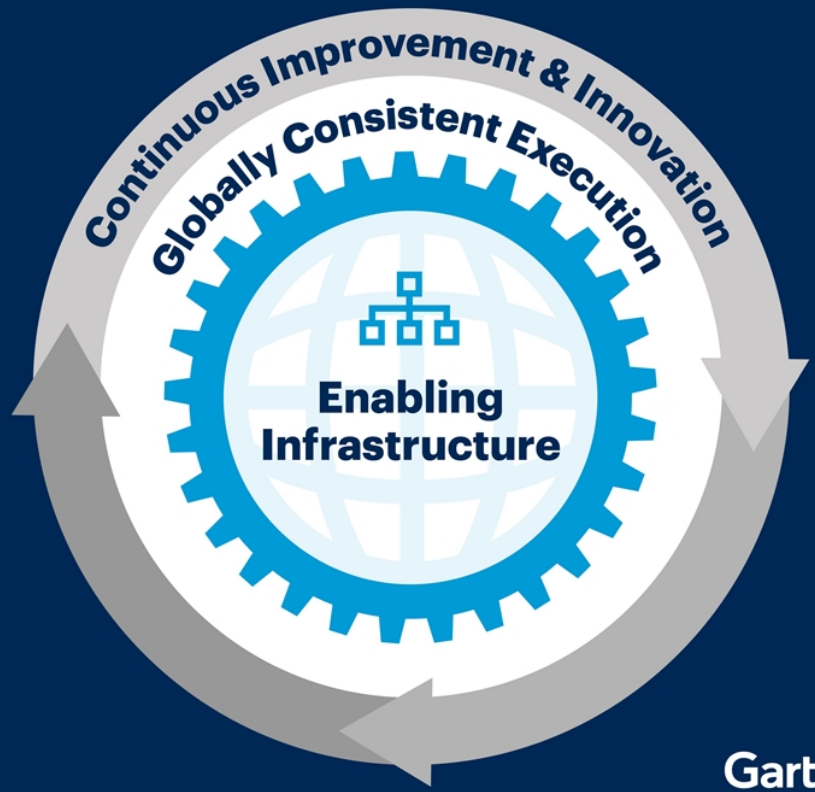
# Global Business Sales



# The Gartner Formula Applied to GBS

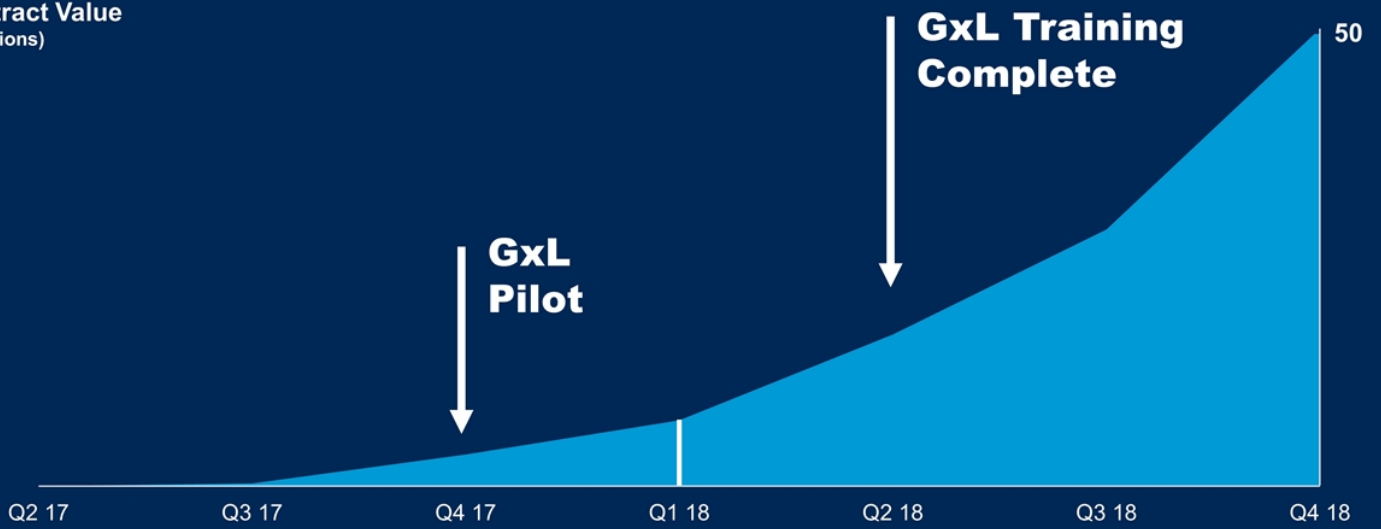


# The Gartner Formula Applied to GBS



# New GxL Products Launched

Contract Value  
(\$ millions)



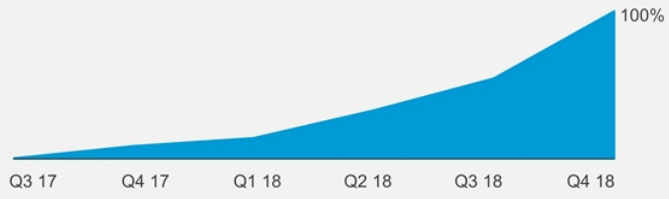
Note: Contract Value excludes Supply Chain and Marketing. At 2018 FX rates.

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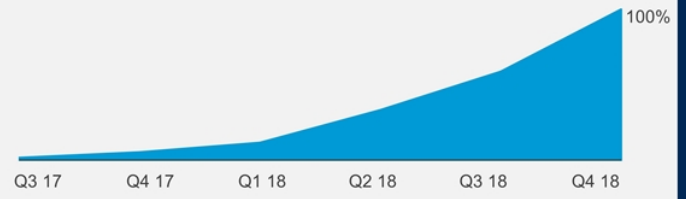
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# GxL Sales Are Accelerating

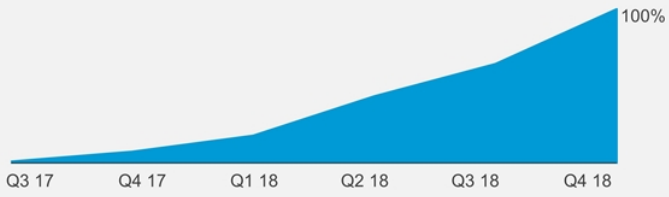
## Human Resources



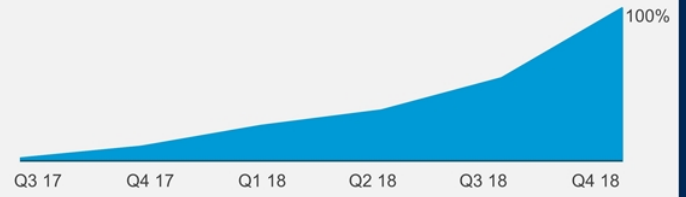
## Finance



## Legal



## Sales



Note: Contract Value indexed to 100% at Q4 18.



# Long-Term, Sustained, Double-Digit Growth in GBS



**Gartner**  
Formula



**Exceptional**  
Talent



**Indispensable**  
Insights



**Sales Excellence**  
Playbook



**GxL**  
Products



**Enabling**  
Infrastructure

# Gartner®

# In Summary



**Indispensable,  
Unrivalled Value  
Proposition**



**Vast  
Market  
Opportunity**



**The Gartner  
Formula**



**Long-Term,  
Sustained,  
Double-Digit  
Growth**

# Gartner®



# Research & Advisory

Mike Harris  
EVP, Research & Advisory

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## Nearly 2 Out of 3 CEOs and CFOs

Anticipate Business  
Model Change

Source: Gartner, CEO Survey: CIOs Should Guide Business Leaders Toward Deep-Discipline Digital Business, 2018

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# Why Clients Value Gartner



**Expert  
Advice**

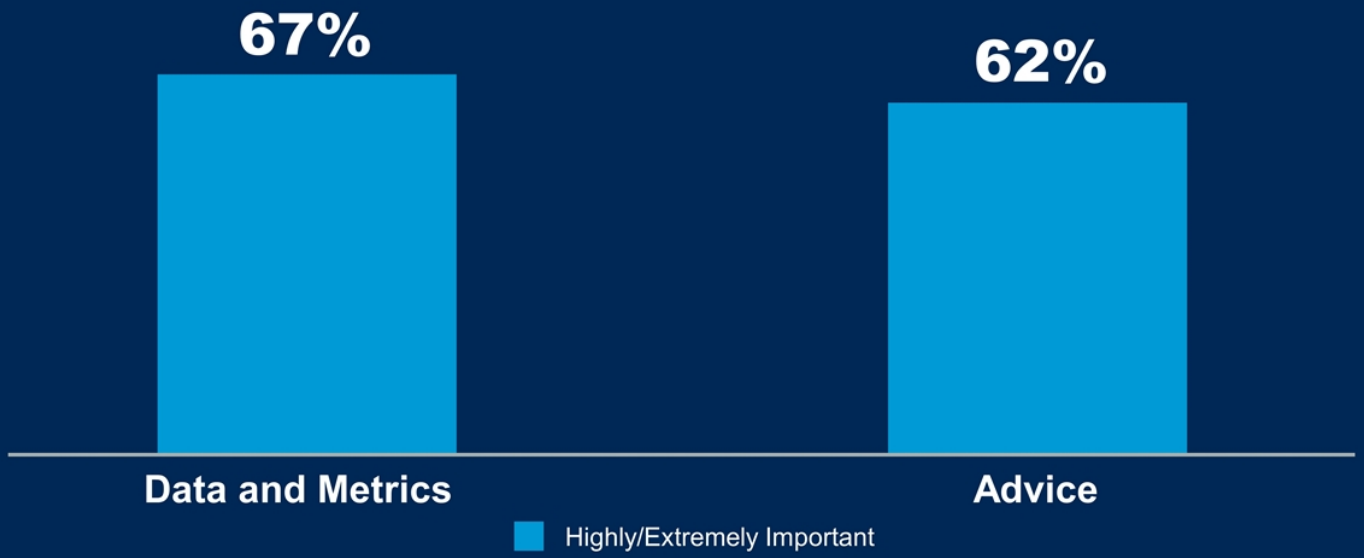


**Better Continuous  
Decision Making**



**On-Demand  
Response**

# What Marketing Leaders Value



Source: 2018 Gartner Marketing Customer Survey (U.S.)  
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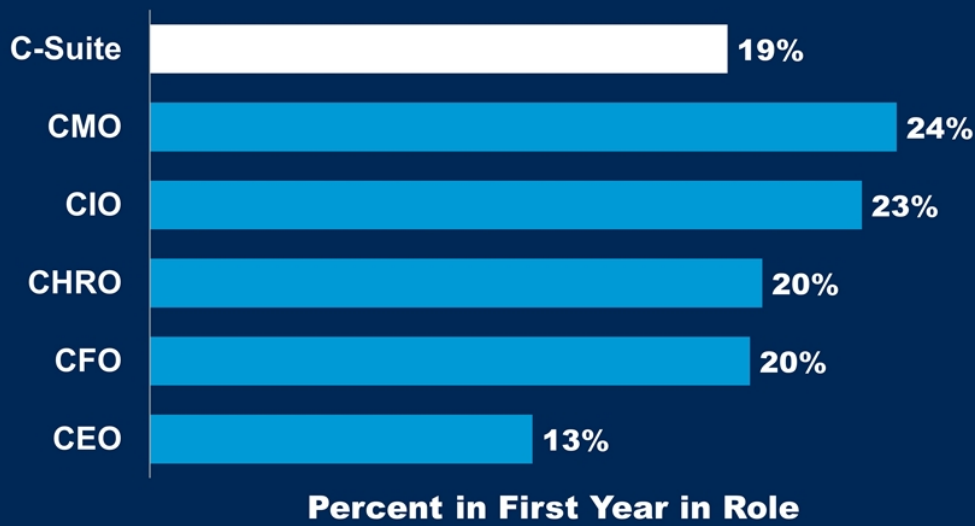
Decisions made using  
unsynthesized,  
conflicting information  
are little better than  
**tossing a coin.**

Gartner.

In an era where **information** is so abundant, access to truly independent, unbiased and expert **advice** on the most critical priorities facing an executive is extremely valuable.



# More Than 1 in 5 Executives Are New to the Role



And **46% of all executives underperform** relative to their goals for the first 18 months of their tenure

Source: "CIOs Facing Rapid Change, Tend to Be Younger, with Shorter Tenure," Wall Street Journal / Korn Ferry, 14 February 2017

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# Constant Change



**Talent**



**Organizational  
Changes**



**Customer  
Behavioral  
Changes**



**Regulation**



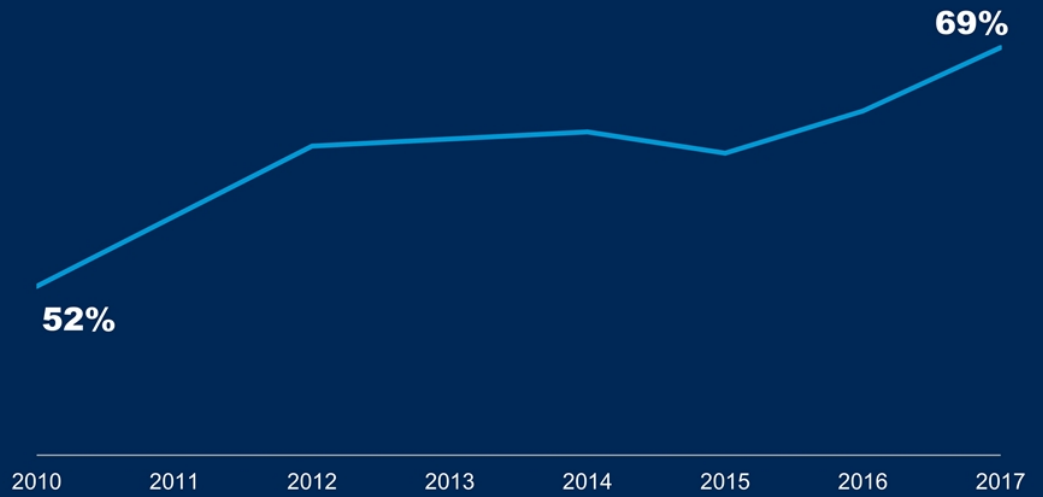
**Technology  
Changes**

# CEOs Are Focusing on Talent

Percentage of Earnings Calls Mentioning Talent



**Talent**



n = 1,600 companies

Source: "Investor Talent Monitor," 2018 — data from S&P Global 1200 and S&P MidCap 400

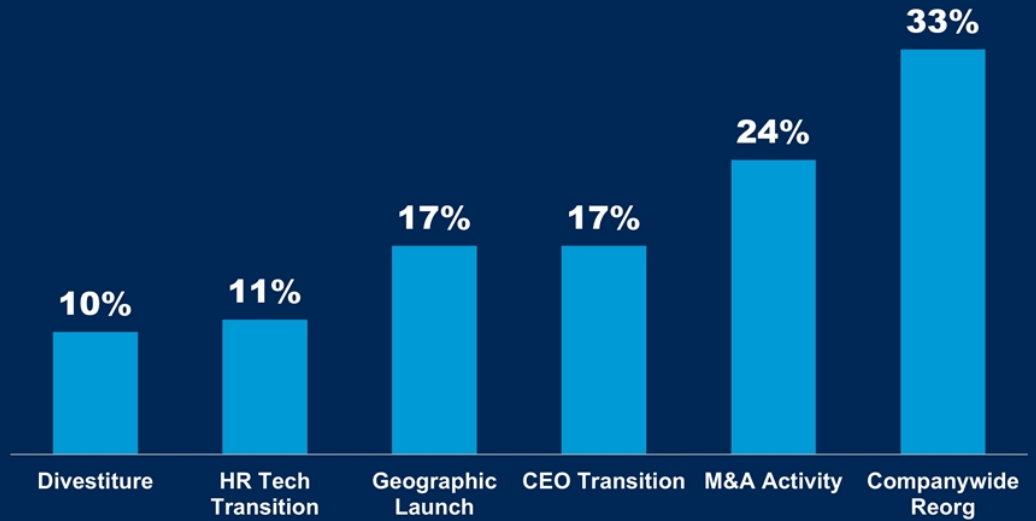
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# Most Heads of HR Have Faced Major Reorgs in the Last Three Years



## Organizational Changes





## Organizational Changes

Success **Without**  
Effective HR Support:  
**33%**



Success **With**  
Effective HR Support:  
**66%**





## Organizational Changes

# 73%

of CEOs expect their CHRO to  
make changes happen **faster**  
than they did three years ago





# Average Number of Stakeholders in B2B Purchasing



## Customer Behavioral Changes

Year 1  5.4

Year 5  9.6



## Customer Behavioral Changes



The average B2B sales professional has direct customer access for only **~5% of the purchase experience**

Source: Gartner

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# Supply Chain



**Customer  
Behavioral  
Changes**



**Corporate Social  
Responsibility**



**Ethical Sourcing**

**Factory Conditions**  
**Safe and Ethical**  
**Zero Conflict**  
**Counterfeit**



## Regulation



**Tax Reform**



**SEC Filings**



**Annual Reports**



**10-K Disclosures**



**Technology  
Changes**



**Provocative Ideas**

---



**Pragmatic Advice**

# Budget Allocation Percentage in Marketing

People & Programs

■ 2018 ■ 2017



## Technology Changes



Source: Gartner Primary Research Study on CMO Spend, September 2018

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# How Do We Know All This?

# Why Clients Value Gartner



**Expert  
Advice**



**Better Continuous  
Decision Making**



**On-Demand  
Response**



**We stay abreast of the latest things that are happening in enterprises large and small, in the public and private sectors, all around the world, in every industry.**



# Constant Change



**Talent**



**Organizational  
Changes**



**Customer  
Behavioral  
Changes**



**Regulation**



**Technology  
Changes**

# A Year in the Life of a CHRO



# HR Operations



# Campus Recruiting: Interactions

- ✓ Online Content
- ✓ Email Follow-Up
- ✓ Expert Video Conference

# Challenge: COO Resigns Unexpectedly



# COO Resigns: Interactions

## Succession Management Playbook

- ✓ Identify Candidates
- ✓ Work With Board
- ✓ Onboard Successful Candidate

**Challenge:**  
Talent Shortage  
for Critical Role





Location Skills Function (1) Title


Keywords Occupation Industry Certifications Employment


Query: Engineering/ QA

Are these the attributes you want to see in an applicant?

Top titles

1.	Quality Engineer	53,930
2.	Electrical Engineer	51,693
3.	Manufacturing Engineer	49,814
4.	Mechanical Engineer	48,158
5.	Project Engineer	39,310
6.	Engineer	32,757
7.	Process Engineer	31,610
8.	Engineering Manager	19,396

 Hiring difficulty  
Moderately difficult - 49

 Estimated salary  
\$94,650

## TalentNeuron™

- ✓ Finds Hidden Talent Pools
- ✓ Specifies Required Compensation
- ✓ Speeds Average Time-to-Hire



# **Attend ReimagineHR Conference**

**Gartner.**

# Challenge: Acquisition



# Acquisition Needs

- ✓ Reorganization
- ✓ New Corporate Brand
- ✓ Master Data Strategy
- ✓ Consolidated Payroll & Accounting





## **CHRO**

- ✓ Inquiry Calls With Experts
- ✓ Advice on New Operating Models and Melding Cultures

## **CMO**

- ✓ Best Practices on Managing a Merged Brand
- ✓ Near/Longer-Term Customer Data Strategy

## **CIO**

- ✓ Accounting System Optimization
- ✓ Master Data Strategy

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# A Year in the Life of a CHRO

Review Research  
  Leverage Toolkit  
  Review Contract  
  Attend Conference  
  Expert Call



## Acquisition and Reorganization



## Talent Shortage for Critical Role



## COO Resigns Unexpectedly



## HR Operations



# How Gartner Delivers at Scale



**Products**



**Content**



**Service**



# Product Offerings



# GxL Product Structure





# Provocative Ideas

and



# Pragmatic Advice

# Content Methodologies



**Maturity  
Assessments**



**Proprietary  
Benchmarks**

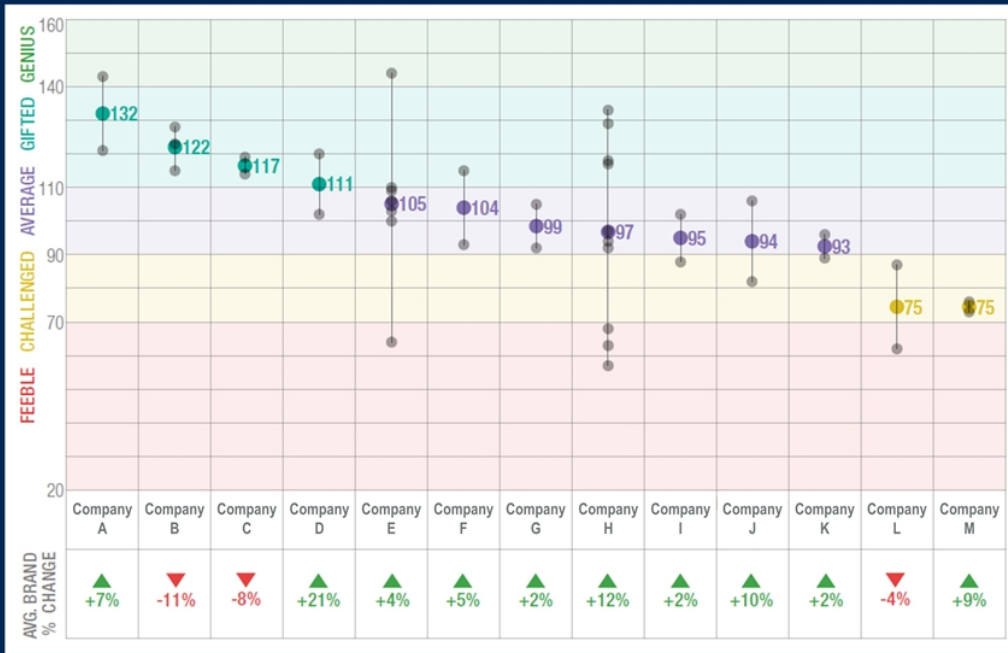


**Best Practice  
Methodology**



**Magic Quadrant  
Methodology**

# Digital IQ



# Content Methodologies



**Maturity  
Assessments**



**Proprietary  
Benchmarks**



**Best Practice  
Methodology**



**Magic Quadrant  
Methodology**

# Content Methodologies



**Maturity  
Assessments**



**Proprietary  
Benchmarks**



**Best Practice  
Methodology**



**Magic Quadrant  
Methodology**



## Machine Learning Algorithms

- Identify the Right Expert
- Provide Experts Advance Information
- Serve Up Guidance on Next Steps

Gartner.





**“Gartner paid for itself  
in 15 days, saving  
\$2.1M in inventory alone.”**

A Global Consumer Products Company

“The value that Gartner delivered to us was **speed, focus and access to best practices.**”

A Multibillion-Dollar Pharmaceutical Company

“Gartner offers the total one-stop shop. **Frankly, we are better because of Gartner.**”

A Major Industrial Manufacturer

# Research & Advisory Growth Platform



**Content  
Methodologies**



**Service  
Technology**



**Customer  
Insight**

**Gartner®**



# Global Technology Sales (GTS)

Joe Beck  
EVP, Global Technology Sales

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**\$2.5B**

in Contract Value



**80%**

of Total CV



**3,000**

Sales Professionals



**13,000**

Enterprises



**100**

Countries



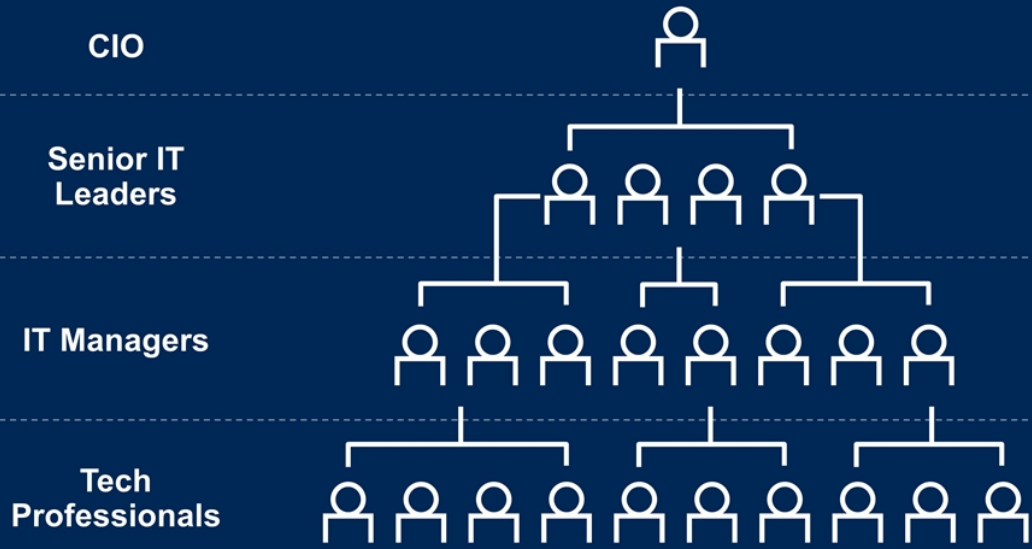
# Sell to and Serve the IT Organization



# Sell to and Serve the IT Organization



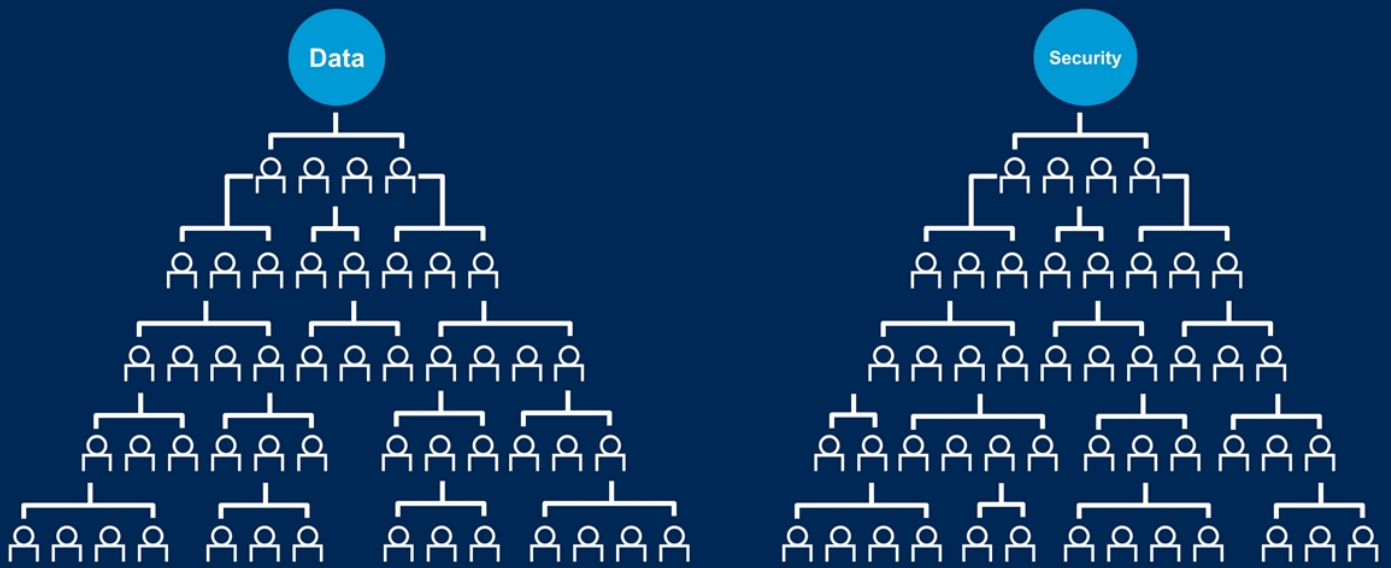
# We Understand the Business Priorities of the Team



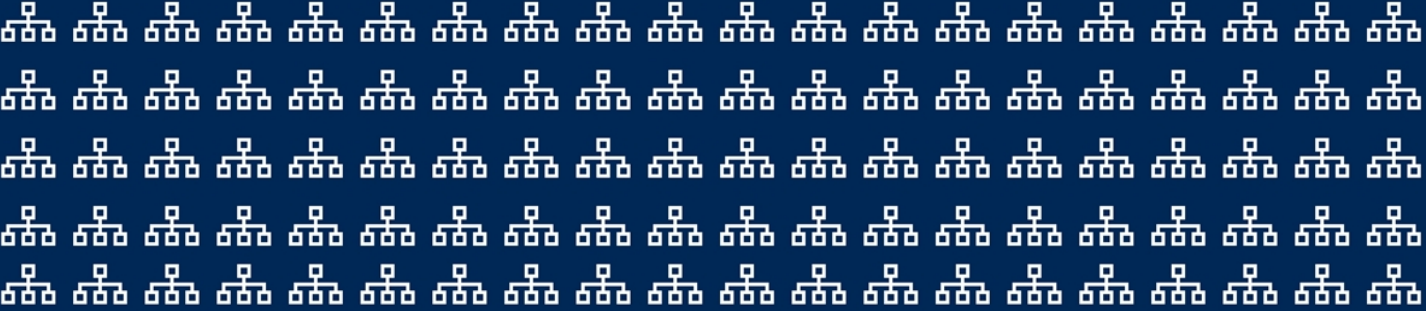
# Sell to and Serve the IT Organization



# Each Department Has Its Own Large Team



# There Is Massive Opportunity in Existing Accounts







# We Have Identified 138,000 Orgs To Engage

Only  
**9%** of available enterprises have one or more Gartner seatholders



# The Gartner Formula

For Long-Term,  
Sustained,  
Double-Digit  
Growth



# The Gartner Formula

For Long-Term,  
Sustained,  
Double-Digit  
Growth



# The Gartner Formula

For Long-Term,  
Sustained,  
Double-Digit  
Growth



# The Gartner Formula

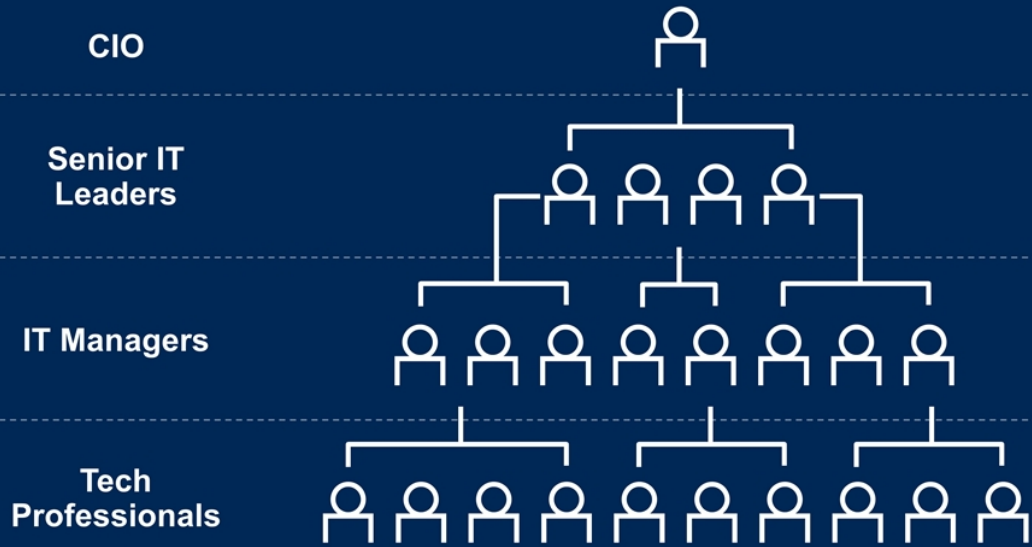
For Long-Term,  
Sustained,  
Double-Digit  
Growth



# The Gartner Formula



# Our Products Are Tailored To Specific Roles



# Our Products Are Tailored to Specific Roles



Global CIO

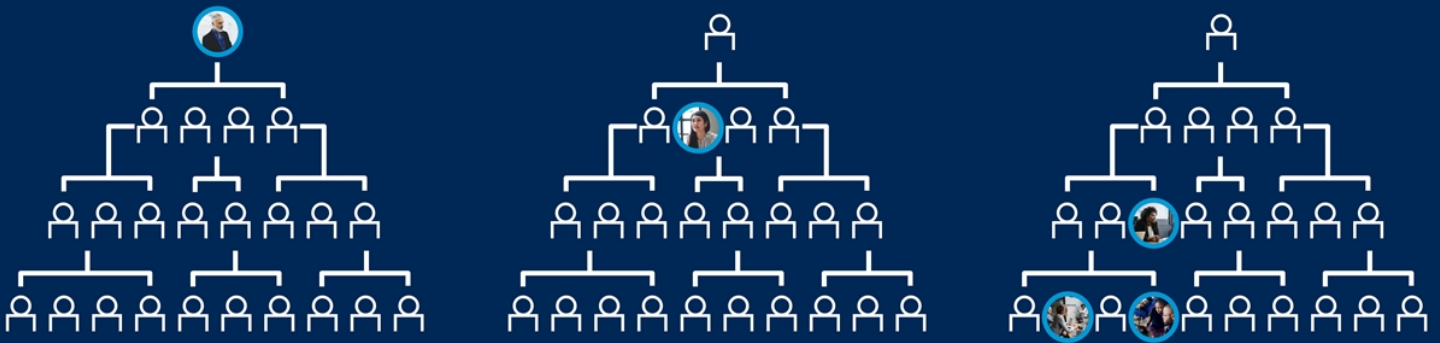


IT Leader



Working Team

# Our Products Are Tailored to Specific Roles

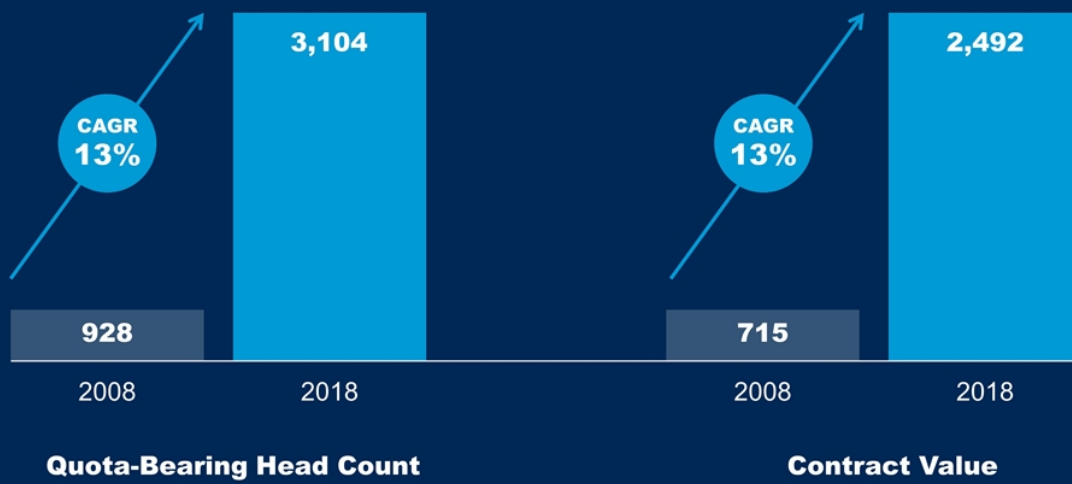




# The Gartner Formula



# Increased Sales Capacity Tracks With CV Growth



Note: All numbers are shown at 2019 FX rates where applicable.

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# Gartner Offers the Environment High Performers Crave



Performance-Driven  
**Compensation**



Strategize With  
**C-Level  
Executives**



Work Alongside the  
**Brightest  
Minds in Tech**

# Gartner Is Widely Recognized as a Great Place to Work



## Forbes

America's Best  
Mid-sized Employers  
2016, 2017, 2018

Best Management  
Consulting Firms  
2017



## Fortune

World's Most  
Admired Companies  
2016, 2017, 2018,  
2019



## LinkedIn

Top 50 Companies  
to Work For  
2017

25 Most Socially  
Engaged  
Companies



## Glassdoor

Best Place to Work,  
Employees' Choice  
2013, 2014, 2015,  
2016, 2019



## Human Rights Campaign Corporate Equality Index:

Best places to work for  
LGTBQ Equality

# The Gartner Formula

For Long-Term,  
Sustained,  
Double-Digit  
Growth



# The Gartner Formula









# Sales Excellence Playbook



**Recruiting**



**Training**



**Tools**



**Best Practices**

# Recruiting



**15%**

2018 Head Count Growth



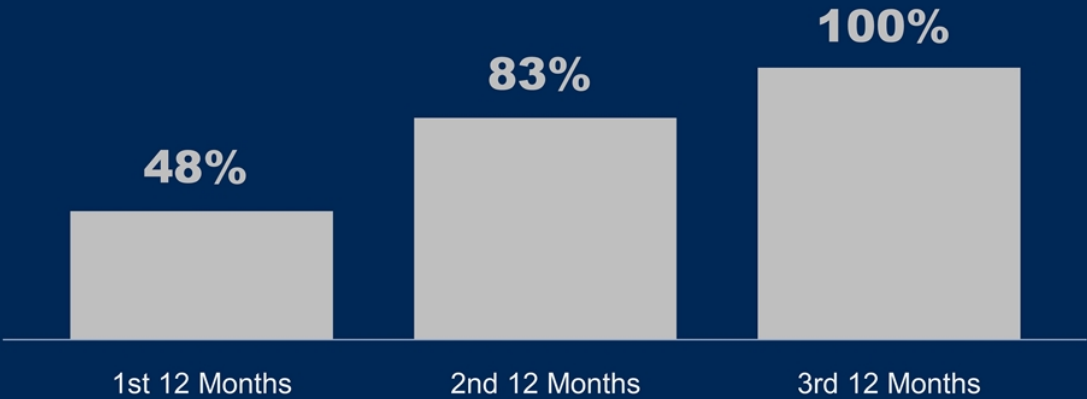
**Reduced  
Open  
Territories**

# Prioritizing Territories to Capture Opportunity

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# Training



Note: Productivity improvements for experienced hires in GTS North America.  
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**Week 1**



**Week 2**



**Week 3**



**Week 4**



**Week 5**



**Week 6**





Financial Statement

Period: 01/01/2023 - 31/12/2023

Account	Debit	Credit
1000 Cash		1000
1100 Accounts Receivable	500	
1200 Inventory	200	
1300 Prepaid Expenses	100	
1400 Equipment	1000	
1500 Accumulated Depreciation		200
2000 Accounts Payable		300
2100 Long-Term Debt		500
3000 Equity		1000
3100 Common Stock		1000
3200 Retained Earnings		0
4000 Revenue		1000
4100 Cost of Sales	500	
5000 Operating Expenses	200	
5100 Depreciation	100	
5200 Interest	100	
5300 Taxes	0	
5400 Other	0	
6000 Net Income		300



# Sales Excellence Playbook



**Recruiting**



**Training**



**Tools**



**Best Practices**



**Solutions**



**Relationships**



**Opportunity**



**Strategy**



**Head Count**

# Gartner®



# Global Business Sales (GBS)

Chris Thomas  
EVP, Global Business Sales

Gartner®

# The Gartner Formula

For Long-Term,  
Sustained,  
Double-Digit  
Growth





**\$600M**

in Contract Value



**20%**

of Total CV



**800**

Quota-Bearing  
Salespeople



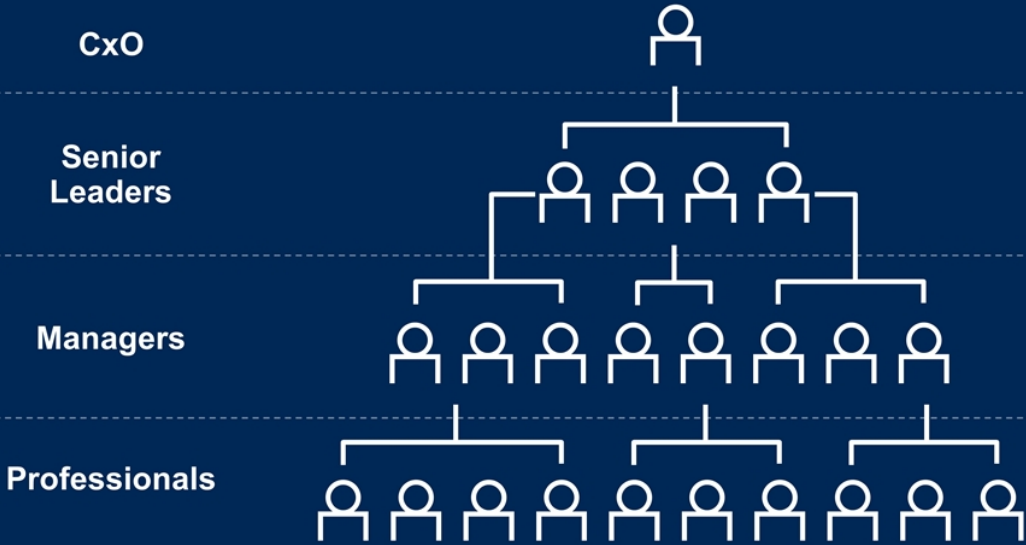
**5,400**

Enterprises

# Sell to and Serve All Roles Beyond IT



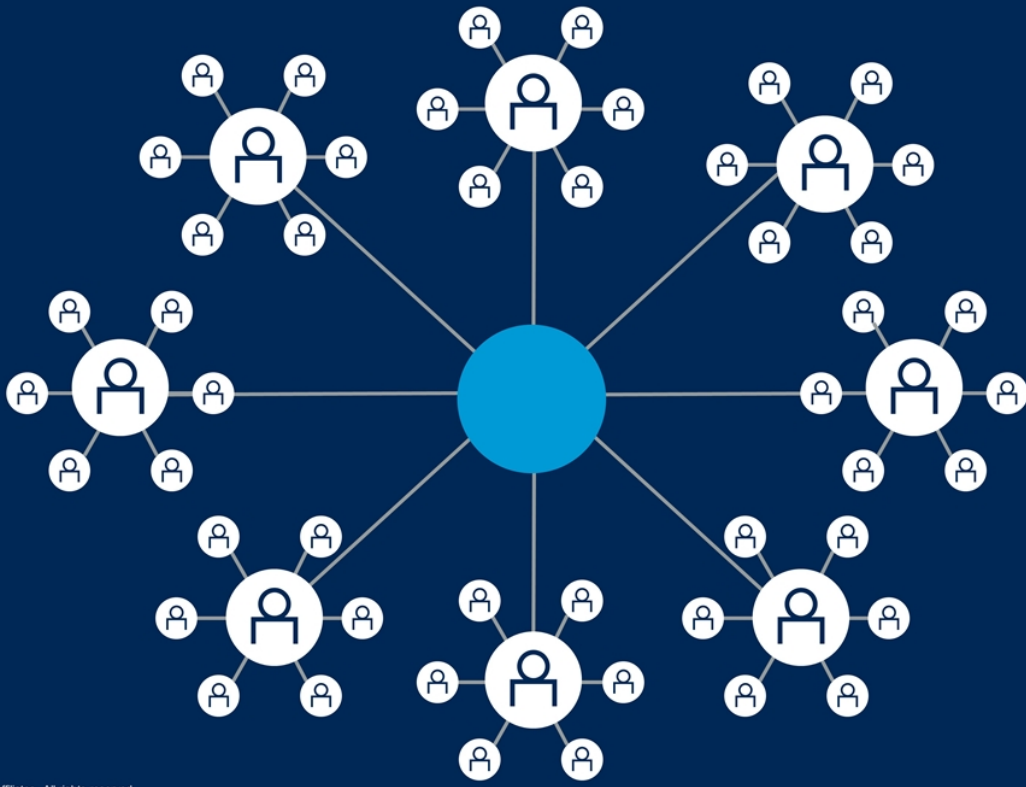
# Selling to CxOs and Their Teams





# Market Opportunity – New Enterprise Opportunity

Only **44%** of available enterprises have at least one Gartner seatholder





A network diagram consisting of several interconnected nodes (small circles) and lines (edges) forming a complex web. The nodes are arranged in a roughly circular pattern with some internal connections.

**\$1B+**

A network diagram consisting of several interconnected nodes (small circles) and lines (edges) forming a complex web. The nodes are arranged in a roughly circular pattern with some internal connections.

**\$1B+**

A network diagram consisting of several interconnected nodes (small circles) and lines (edges) forming a complex web. The nodes are arranged in a roughly circular pattern with some internal connections.

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A network diagram consisting of several interconnected nodes (small circles) and lines (edges) forming a complex web. The nodes are arranged in a roughly circular pattern with some internal connections.

**\$1B+**

# The Gartner Formula

For Long-Term,  
Sustained,  
Double-Digit  
Growth



# The Gartner Formula

For Long-Term,  
Sustained,  
Double-Digit  
Growth



# The Gartner Formula

For Long-Term,  
Sustained,  
Double-Digit  
Growth



# The Gartner Formula

For Long-Term,  
Sustained,  
Double-Digit  
Growth





# The Gartner Formula



# 2018: Building the Foundation for Growth

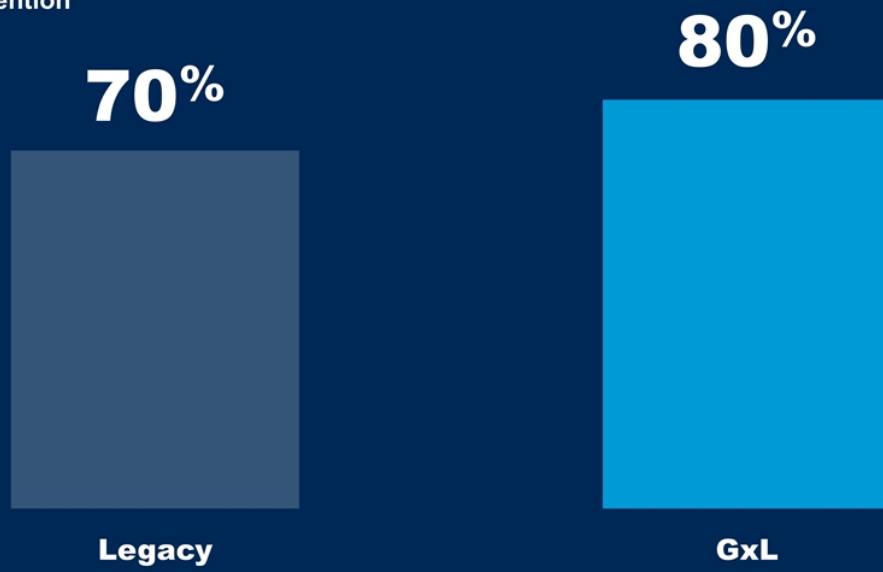


# GxL Product Structure

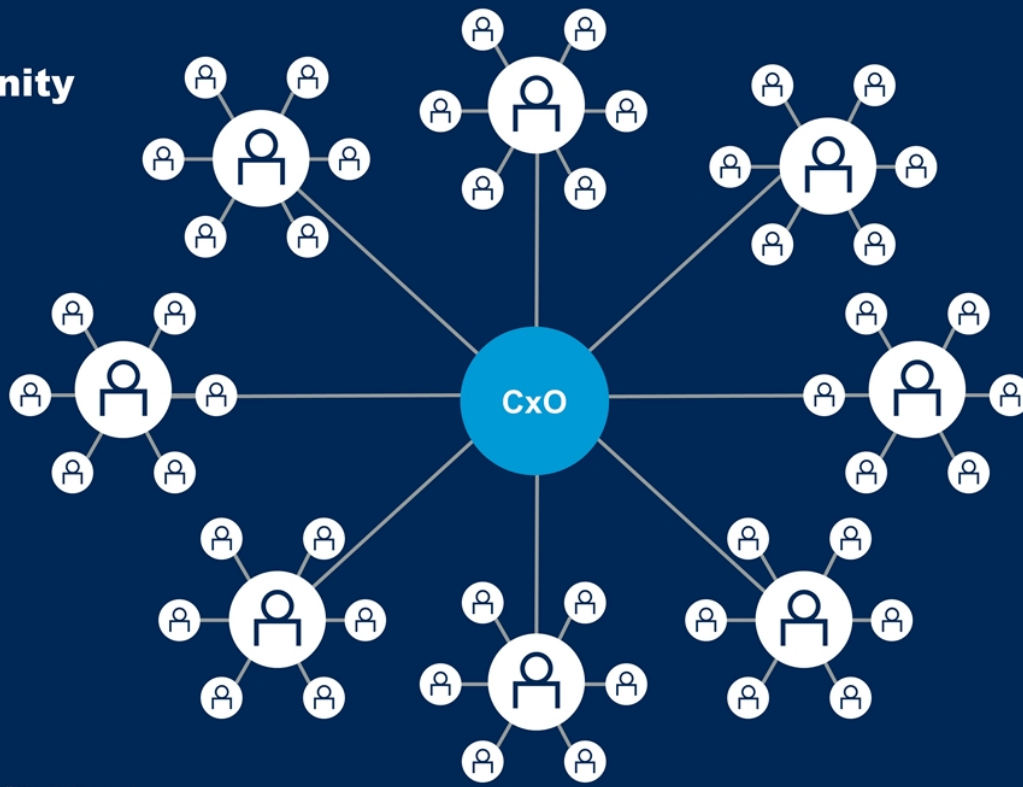


# More Value Drives Stronger Retention

2018 Dollar Retention



# Growth Opportunity



# 2018: Building the Foundation for Growth

1H 18



2H 18

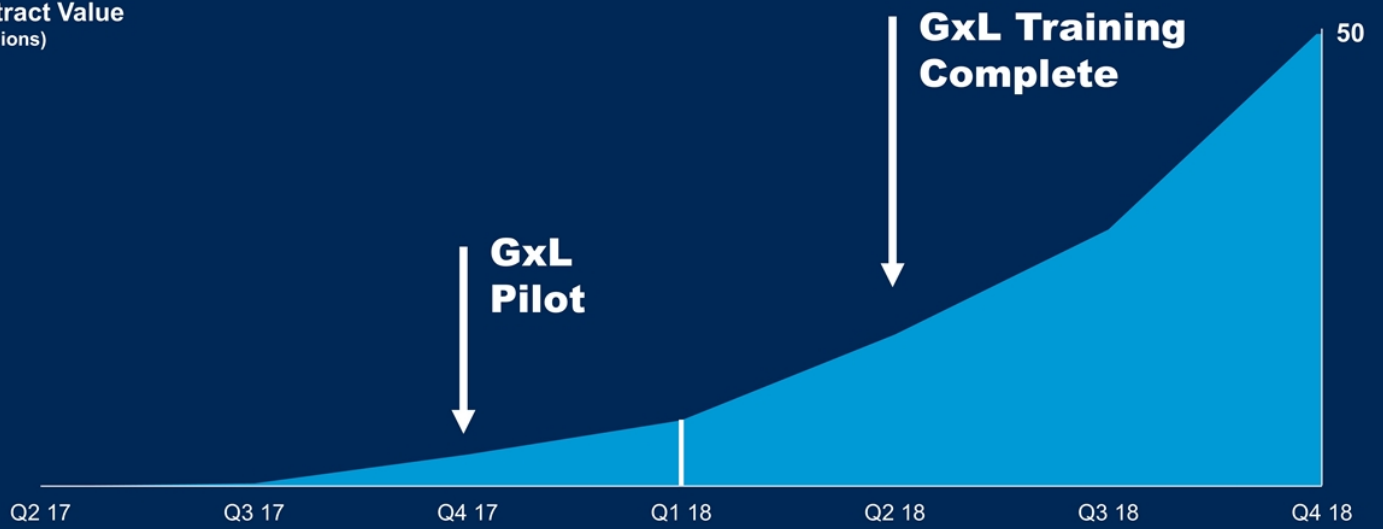


# \$100M

**GxL New Business Sold in 2018**

# New GxL Products Launched

Contract Value  
(\$ millions)

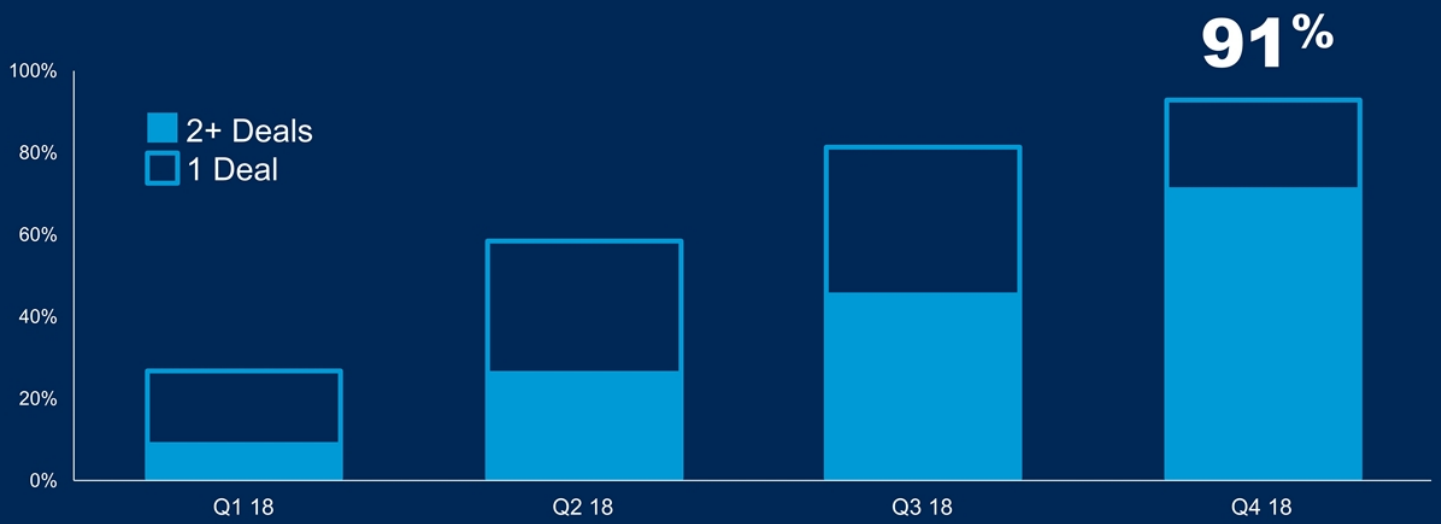


Note: Contract Value excludes Supply Chain and Marketing. At 2018 FX rates.  
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# GxL Ramp Up



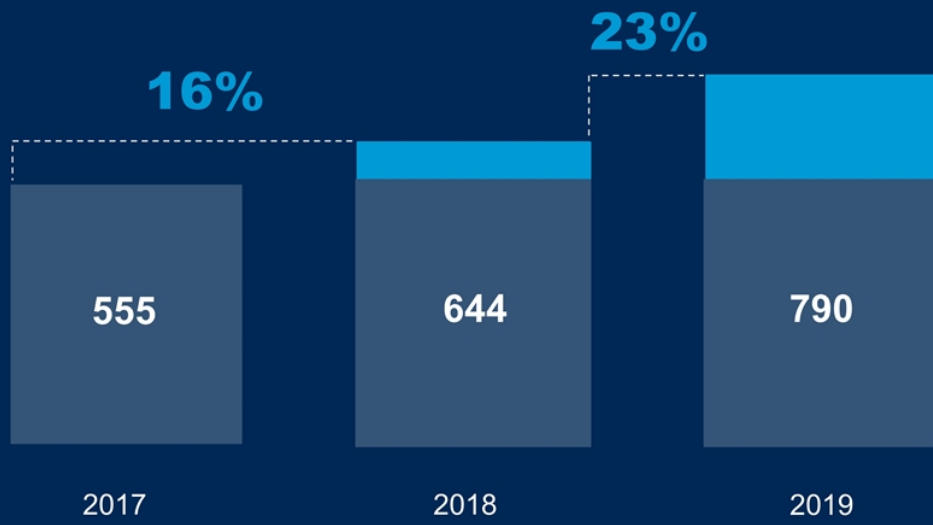
Note: Excludes sales associates with less than 3 months tenure. Excludes Supply Chain.  
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# The Gartner Formula



# GBS Sales Force Growth



# Prioritizing Territories to Capture Opportunity

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# Build a Long-Term Sales Career



High-Performance  
**Culture**



Market  
**Opportunity**



Career  
**Development**



Interact at the  
**C-Level**

# Gartner®

# The Gartner Formula







# Sales Excellence Playbook



**Recruiting**



**Training**



**Tools**



**Best Practices**







**Week 1**



**Week 2**



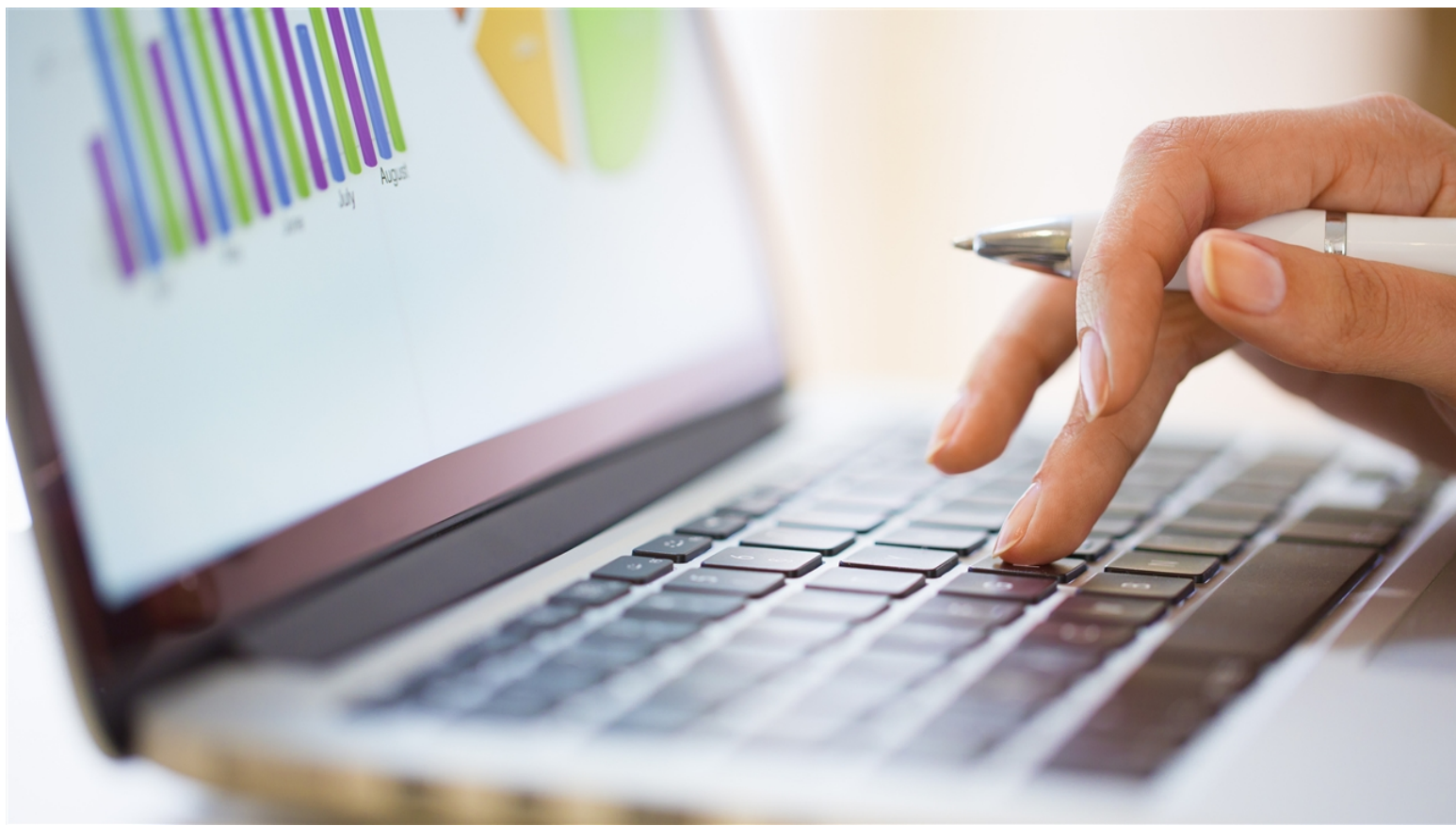
**Week 4**



**Week 5**

**+GBS  
Function-  
Specific  
Training**





# The Gartner Formula

For Long-Term,  
Sustained,  
Double-Digit  
Growth





**GxL Products**



**Head Count**



**Retention**



**Sales Excellence  
Playbook**



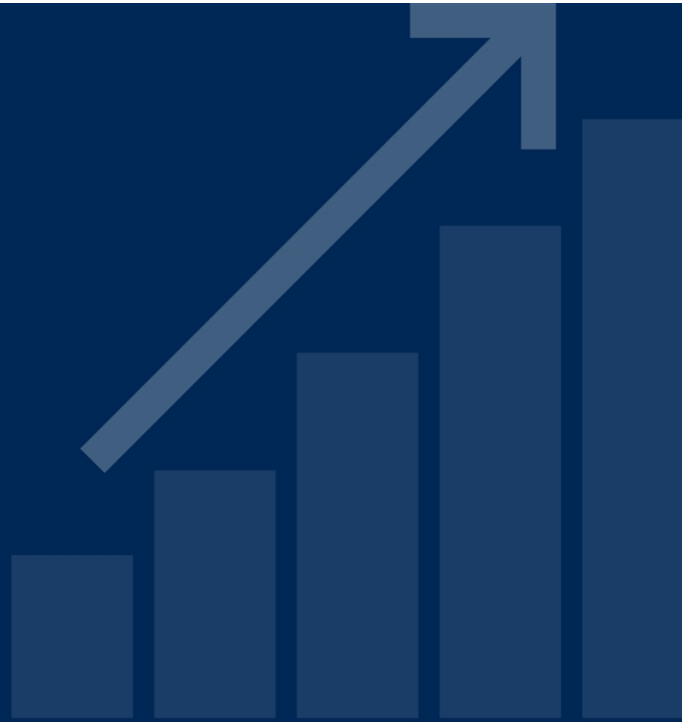
**Opportunity**

# Gartner®



# Leveraging the Gartner Formula for Double-Digit Growth

Craig Safian  
Chief Financial Officer



Gartner®



# Roadmap



**Gartner Formula &  
Business Model**



**Investments for  
Long-Term Growth**

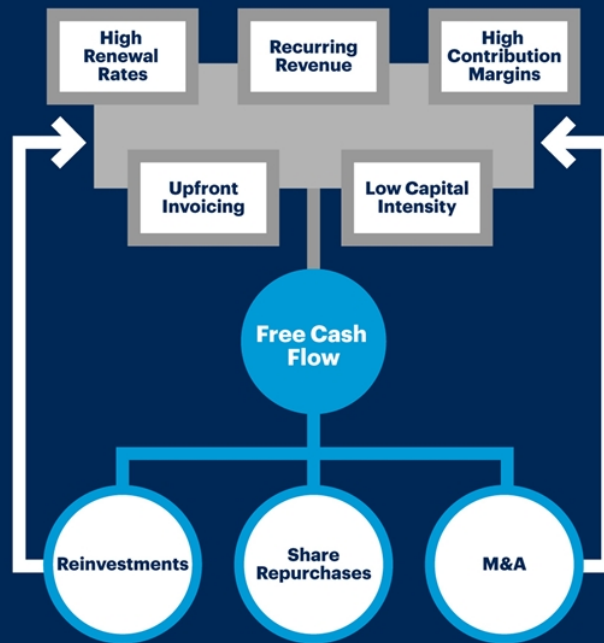


**Driving  
Shareholder Value**

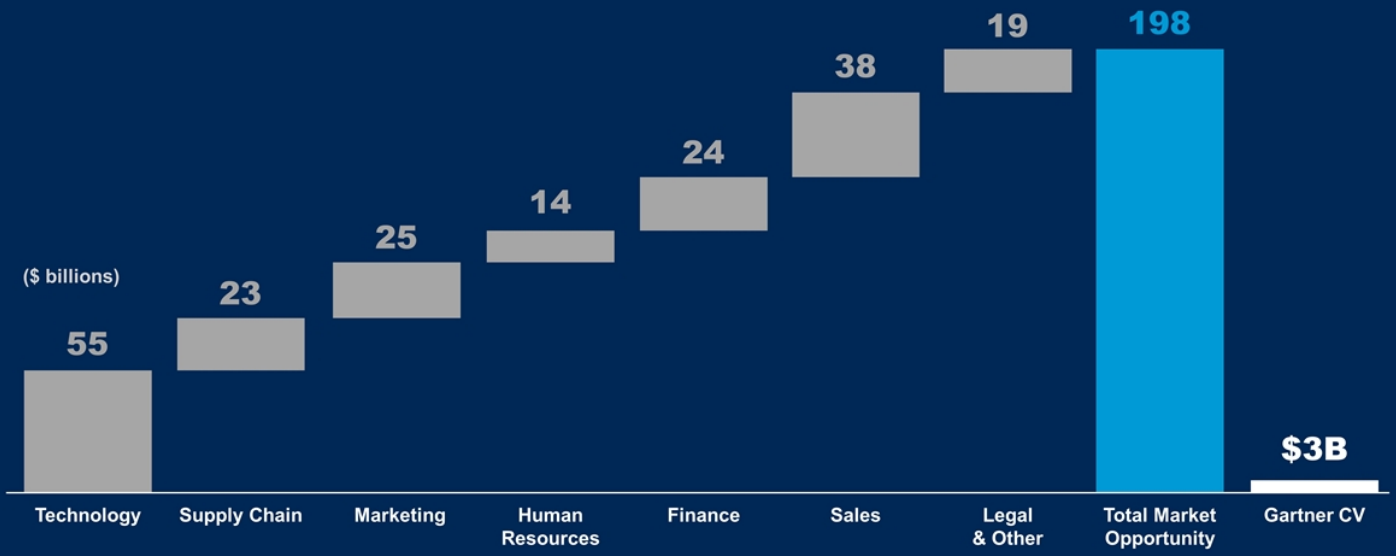
# The Gartner Formula



# Gartner Business Model



# Vast Market Opportunity



Source: Internal Gartner estimates.

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# How We Grow GTS



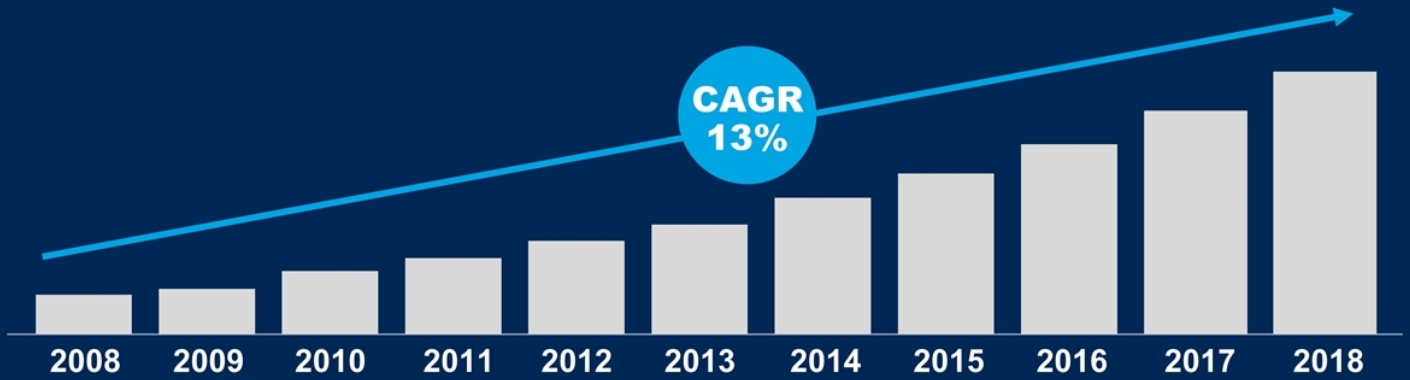
Growing Sales  
Head Count



Improving Sales  
Productivity

# How We Grow GTS

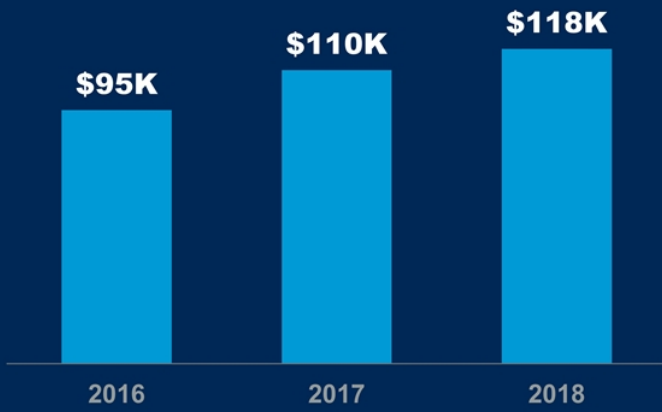
Hire Exceptional Talent: GTS Head Count Growth



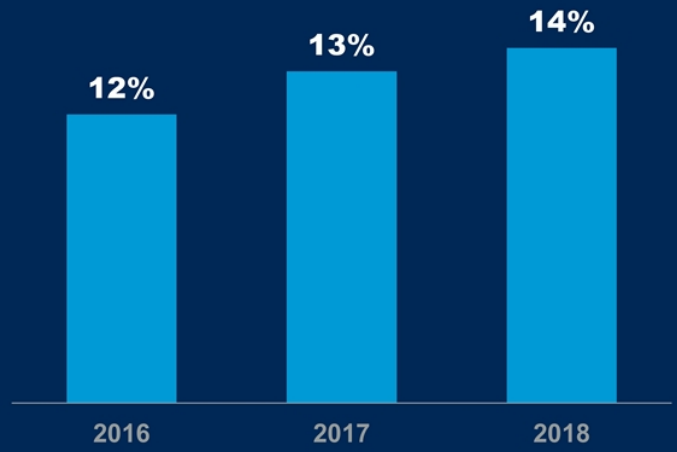


# How We Grow GTS

## Sales Productivity



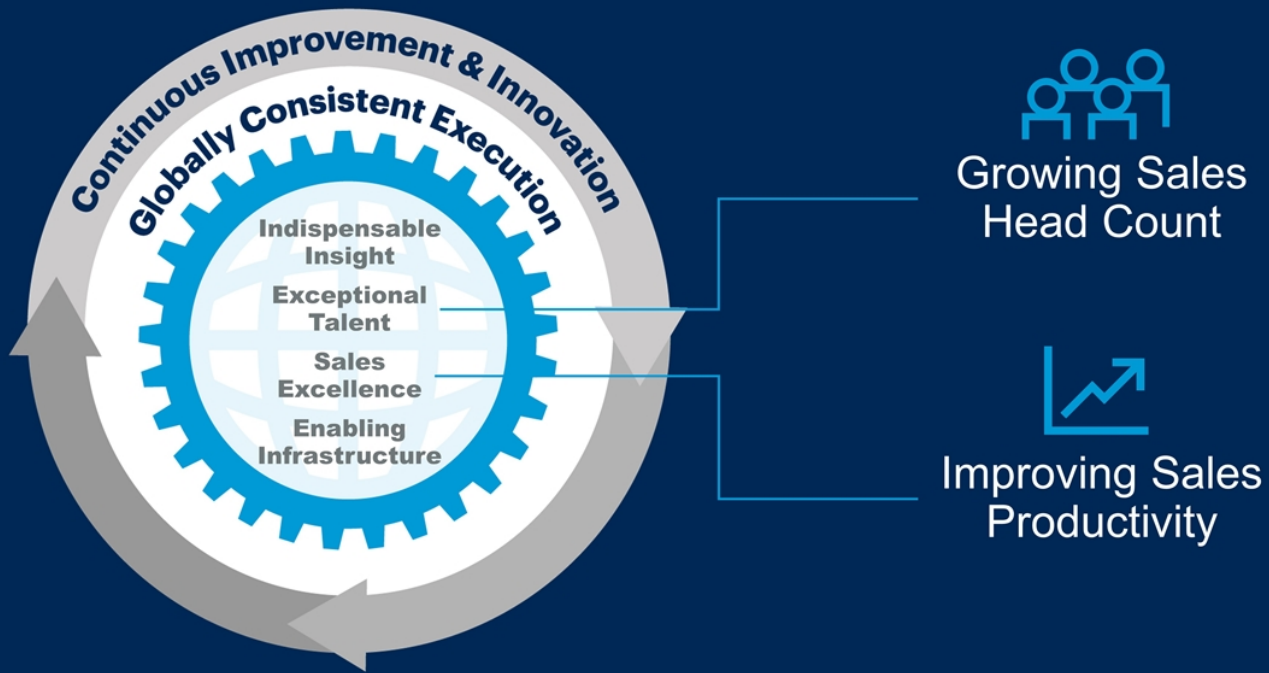
## GTS CV Growth



Note: Productivity is net Contract Value increase at 2018 FX rates divided by opening period quota-bearing headcount.  
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# How We Grow GBS



# How We Grow GBS



GxL CV  
(\$ millions)



Note: Includes all GxL products at 2019 FX rates.  
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# GBS Growth



**GxL Products**



**Head Count**



**Retention**



**Sales Excellence  
Playbook**

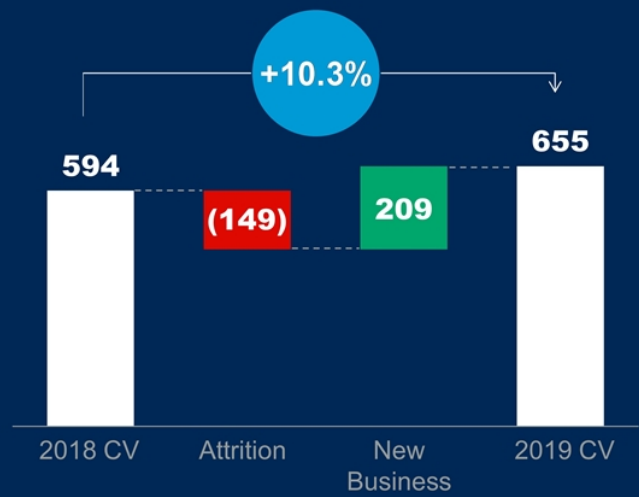


**Opportunity**

# GBS: Paths to Double-Digit Growth

## Potential 2019 GBS CV Growth New Business Productivity Improvement

		0%	1%	3%
Attrition Improvement	0	8.0%	8.3%	9.0%
	1pt	9.0%	9.3%	10.0%
	2pts	9.9%	10.3%	11.0%



Note: 2019 FX rates.  
 2019 Attrition = \$594M CV x 25% attrition rate  
 2019 New Business = 790 QBH x (\$262k new business per QBH x 101%)

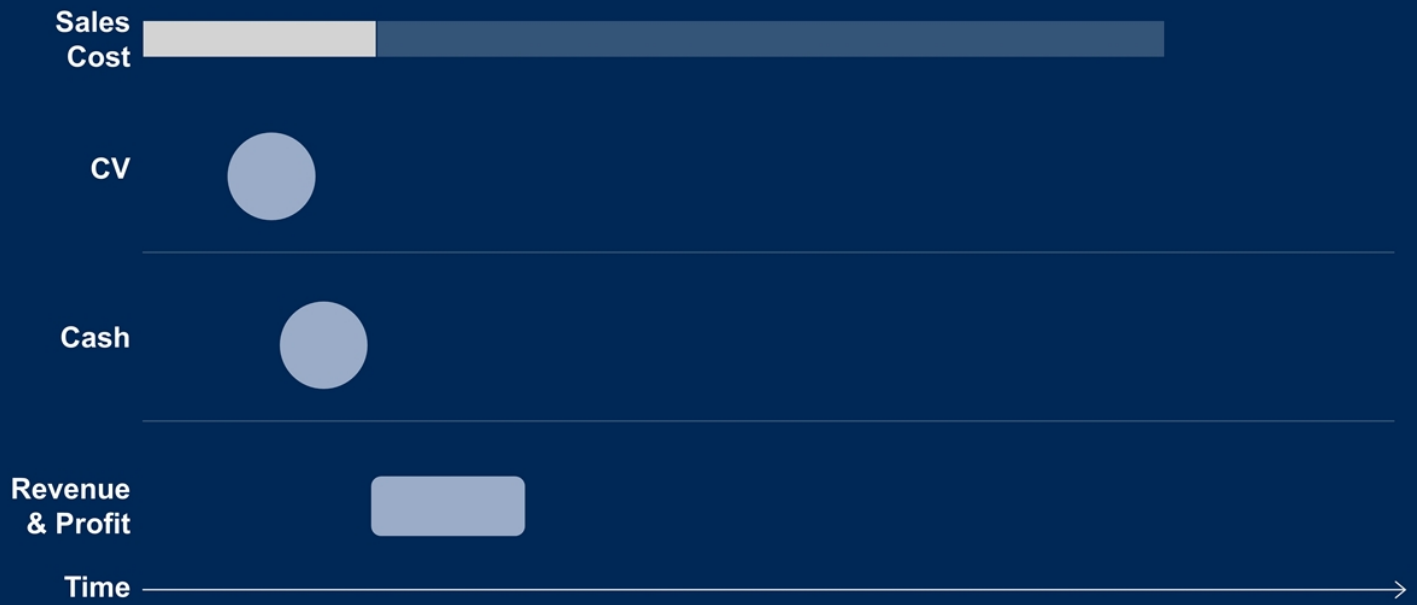
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# Medium-Term Objectives

		Growth Rate
Research	GTS	12 – 16%
	GBS	12 – 16%
Conferences		5 – 10%
Consulting		3 – 8%
Revenue		10 – 14%

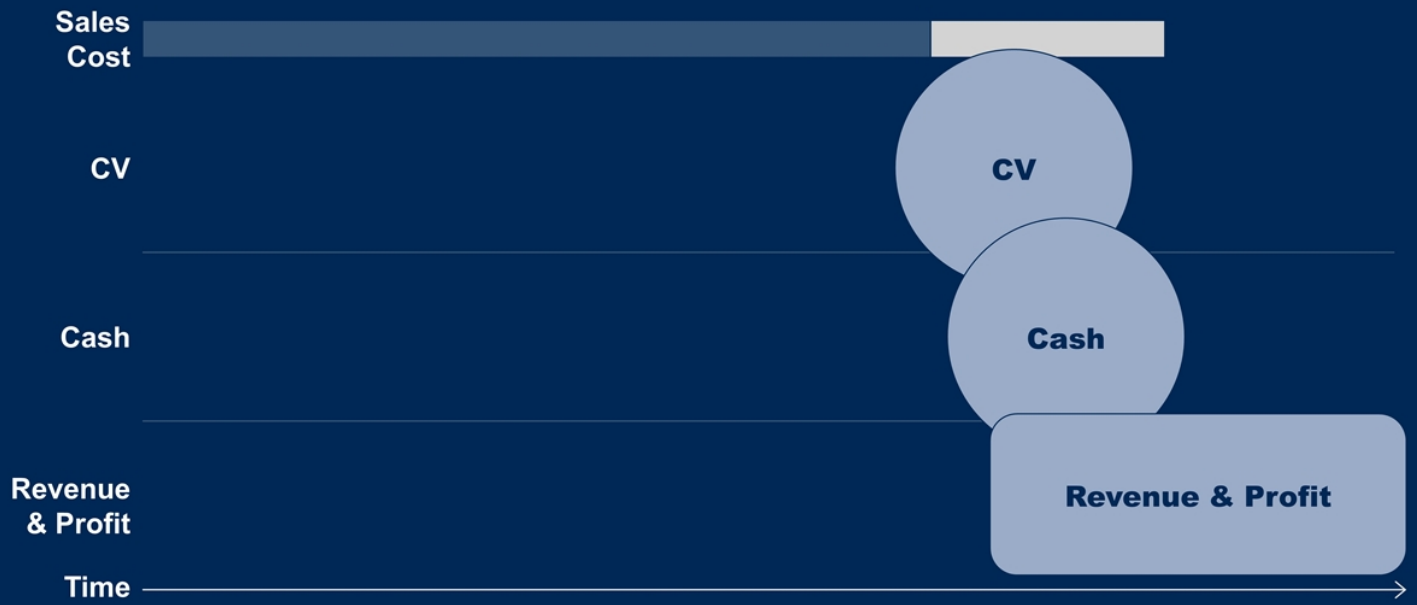
# Investing for Growth

# Sales Investment and Returns



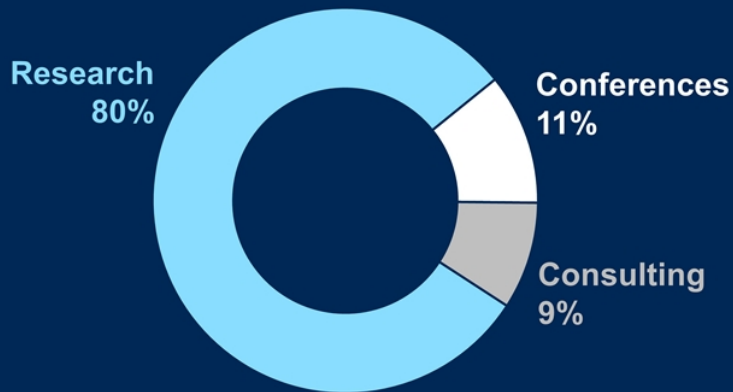


# Sales Investment and Returns

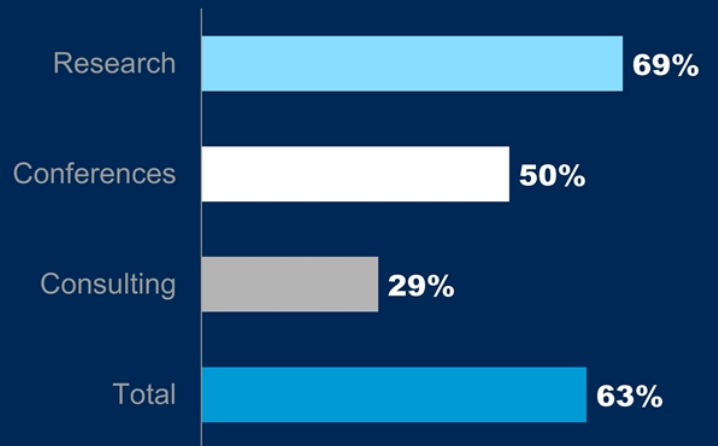


# Gartner Revenue and Contribution Margin

## 2018 Revenue Mix



## 2018 Contribution Margin



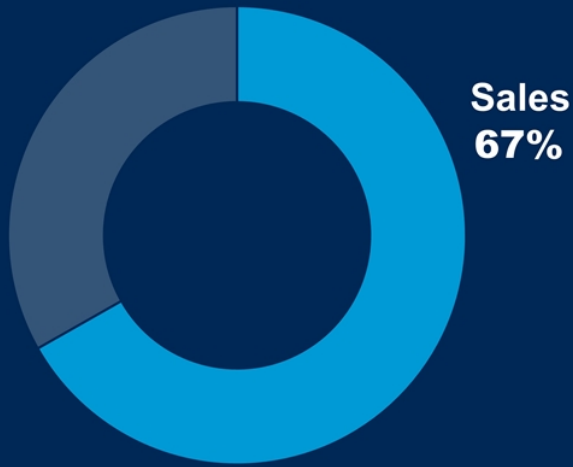
Note: Research Contribution includes retired products.

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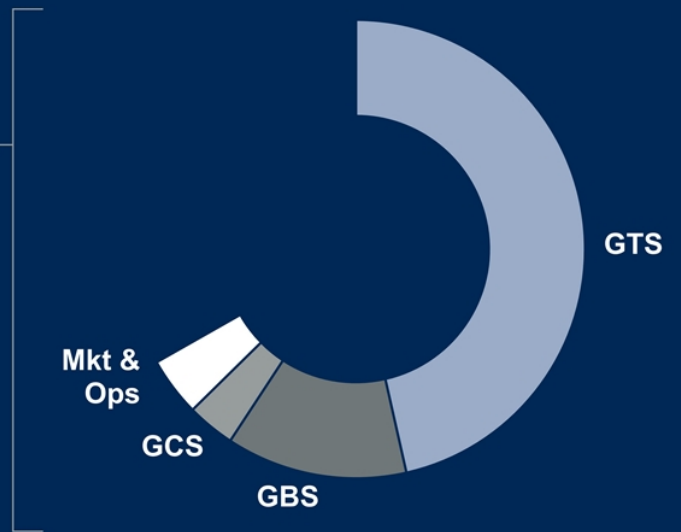
Gartner

# Gartner: SG&A

## 2018 SG&A



## Sales

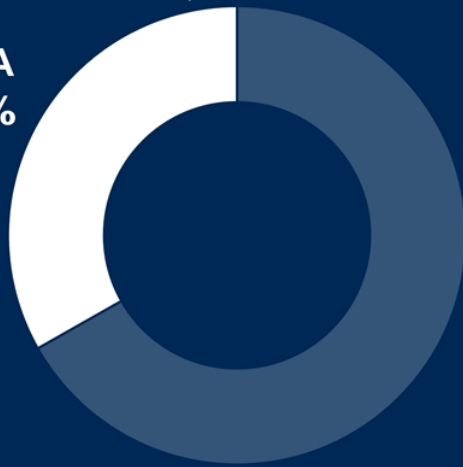


Note: Excludes non-recurring expenses.  
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# Gartner: SG&A

## 2018 SG&A

G&A  
33%



Technology

Real Estate

HR/Recruiting

Finance

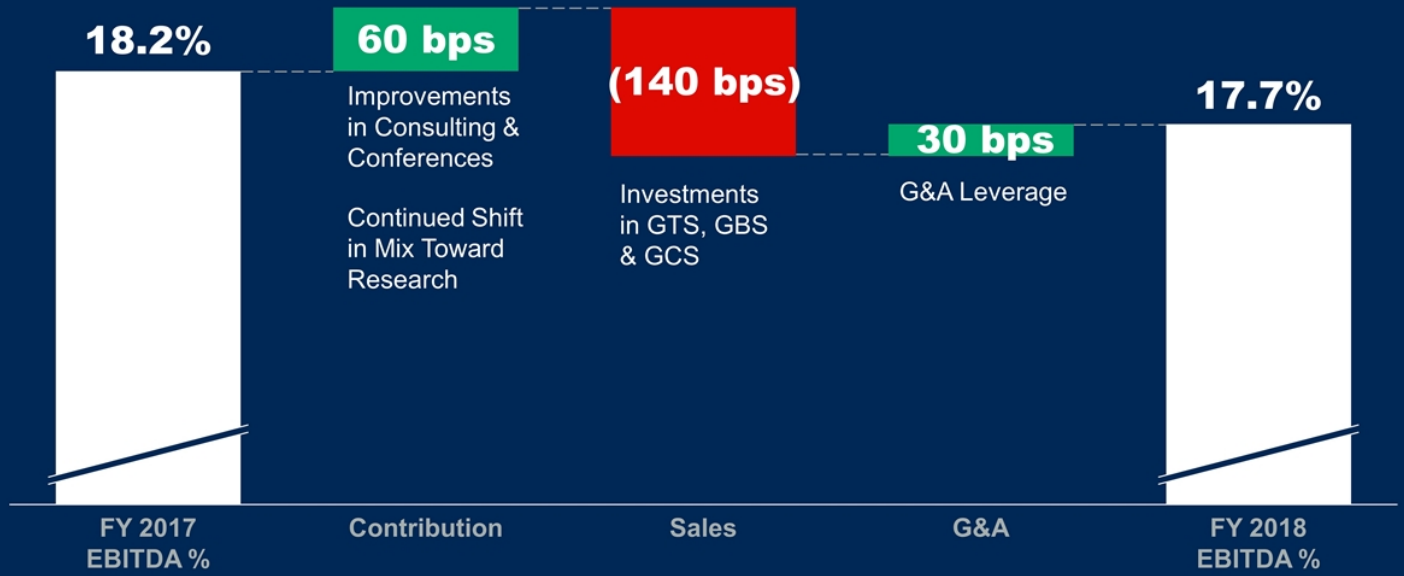
Legal

Note: Excludes non-recurring expenses.

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# 2018 Margin Bridge

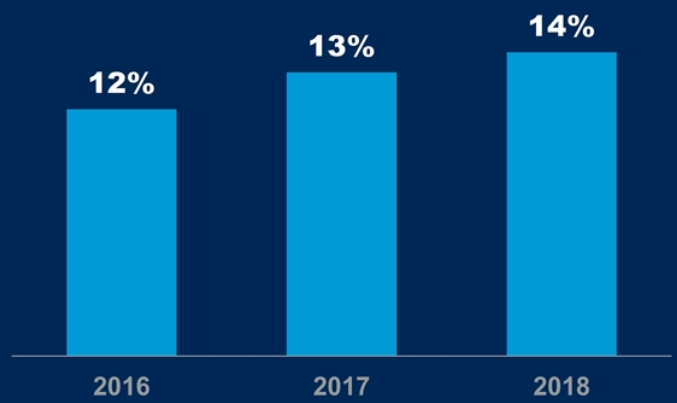


Note: EBITDA % is adjusted EBITDA excluding divested operations divided by adjusted revenue excluding divested operations.  
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# Investing in GTS



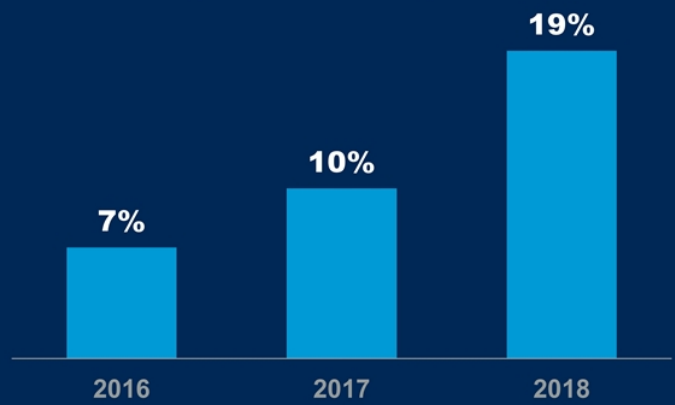
## GTS CV Growth



# Investing in Conferences



## Conferences Revenue Growth



Note: Adjusted Revenue growth is on a combined basis for 2017 and 2018.

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# Investing in GBS



**GxL CV**  
(\$ millions)

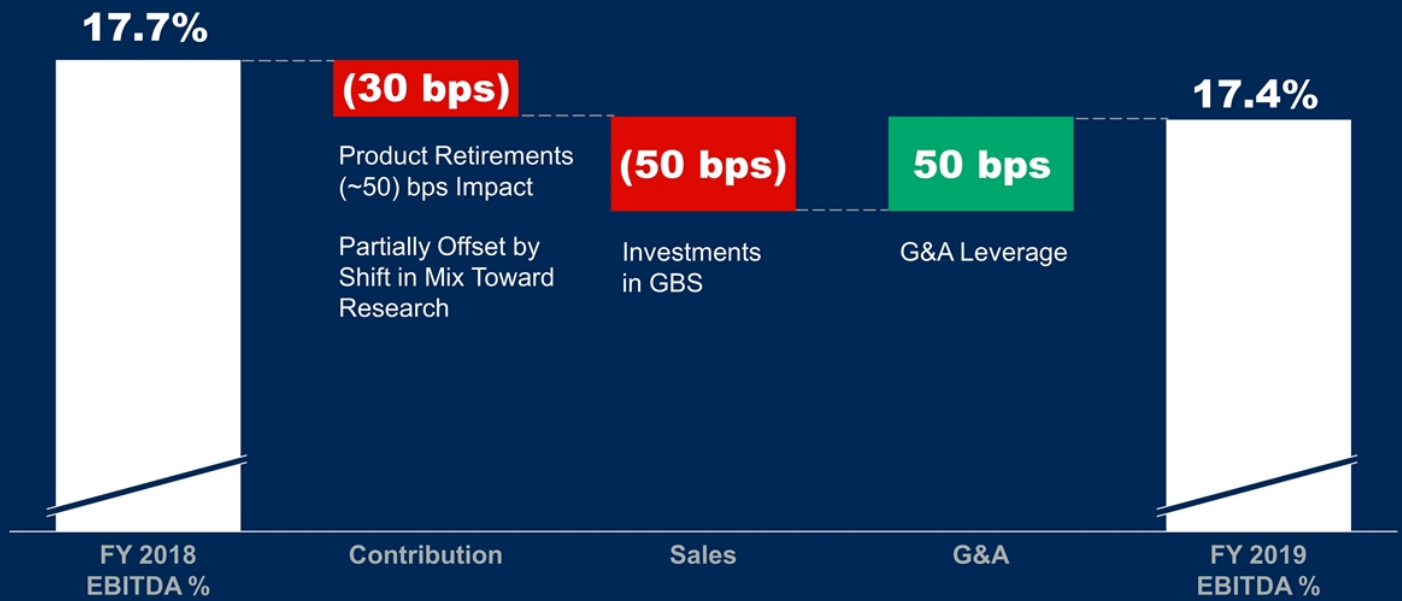


Note: Includes all GxL products at 2019 FX rates.  
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**Gartner**



# 2019 Margin Bridge

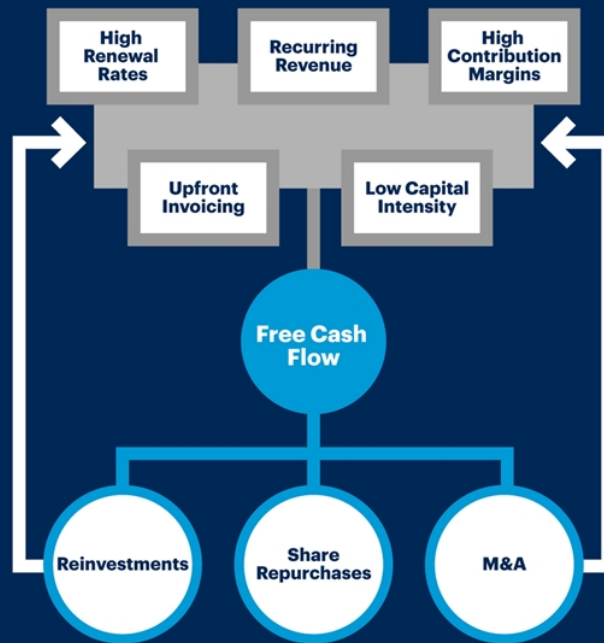


Note: EBITDA % is adjusted EBITDA excluding divested operations divided by adjusted revenue excluding divested operations.  
2019 EBITDA is midpoint of guidance.

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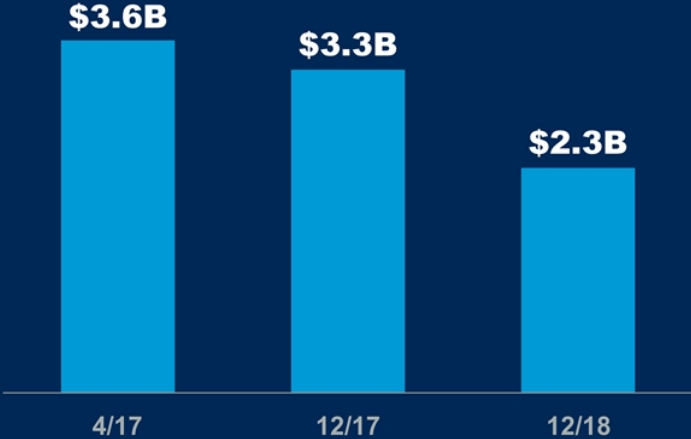
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# Business Model

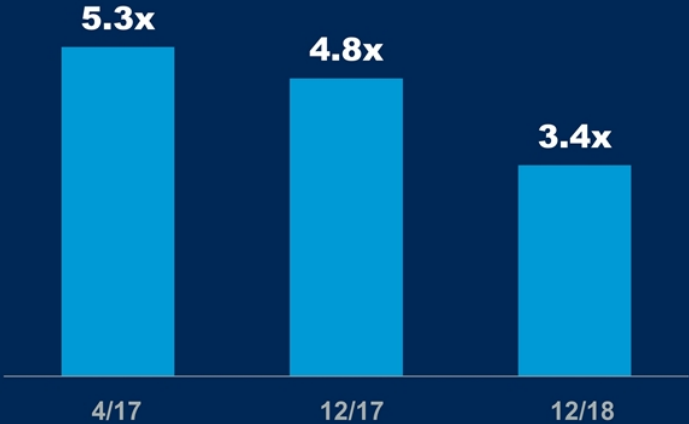


# 2018 Capital Allocation

### Debt Balance

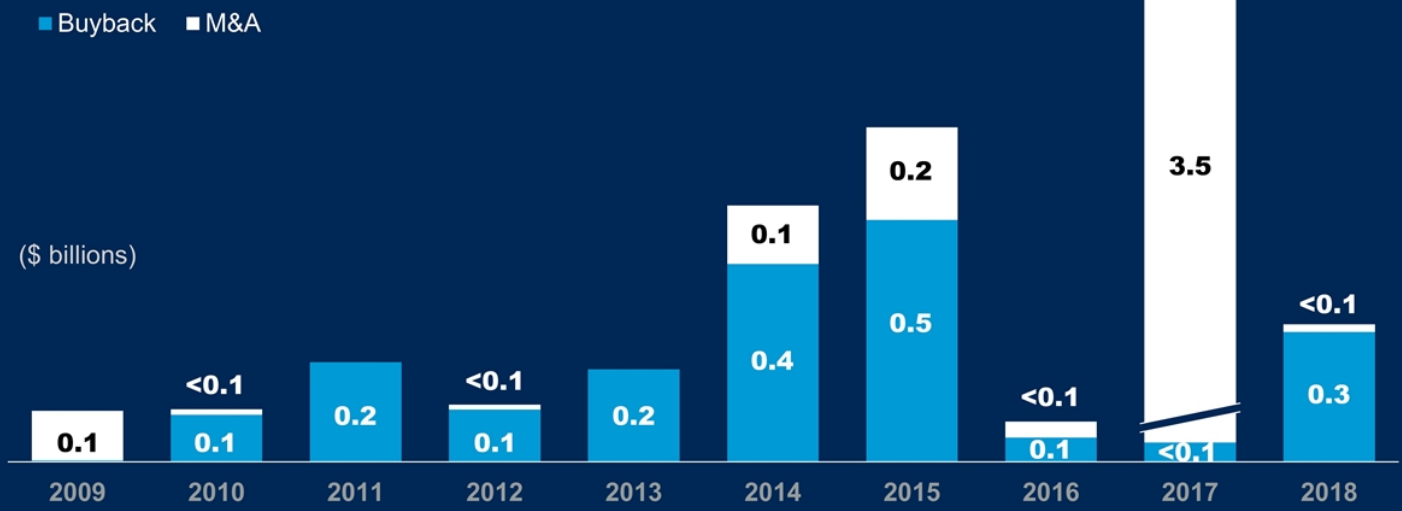


### Leverage Ratio

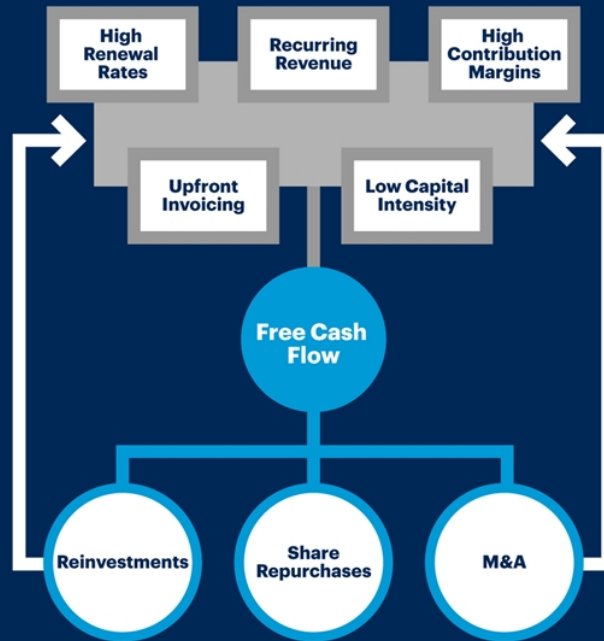


Note: Debt to EBITDA based on gross debt balances divided by LTM adjusted EBITDA. 2018 adjusted EBITDA excludes divested operations.  
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# Buybacks and M&A



# Capital Allocation Strategy



# In Summary



**Indispensable,  
 unrivaled value  
 proposition**



**The Gartner  
 Formula**



**Long-Term,  
 Sustained,  
 Double-Digit  
 Growth**

# Gartner®

# Management Bios



# Management Bios



**Eugene A. Hall**  
Chief Executive Officer

Eugene Hall has been Chief Executive Officer and a director at Gartner since August 2004. Prior to joining Gartner, Mr. Hall was a senior executive at Automatic Data Processing (ADP), a Fortune 500 global technology and service company, serving most recently as President, Employers Services Major Accounts Division, a provider of human resources and payroll services. Prior to joining ADP in 1998, Mr. Hall spent 16 years at McKinsey & Company, most recently as a director.



**Craig Safian**  
Executive Vice President & Chief Financial Officer

Craig Safian joined Gartner in 2002. He has held numerous leadership positions in the company, including Group Vice President of Global Finance Strategy & Corporate Development, Group Vice President of Strategy, and Managing Vice President of Financial Planning & Analysis. Prior to Gartner, he held finance positions at Headstrong (now part of Genpact) and Bristol-Myers Squibb, and was an accountant for Friedman, LLP.

Mr. Safian holds a bachelor's degree from Rutgers College and an M.B.A. with a concentration in finance from the Goizueta Business School at Emory University. He also achieved CPA licensure in the state of New York.



Indicates Investor Day speaker

# Management Bios



## Joe Beck

Executive Vice President, Global Technology Sales

Joe Beck joined Gartner in 1997 as a sales executive. Most recently, he was the leader of the Americas End User Sales organization. Prior to this role, he held positions of increasing seniority within sales. Before joining Gartner, Mr. Beck spent six years in sales at McGraw-Hill/Datapro Information Services.

Mr. Beck holds a bachelor's degree from the University of Dayton.



## Mike Harris

Executive Vice President, Research & Advisory

Mike Harris joined Gartner in 1998 as Senior Consultant before holding a number of management positions of increasing responsibility in Research & Advisory. Most recently, he held the position of Senior Vice President of the IT Leaders & Technical Professionals Research group. Prior to Gartner, Mr. Harris held various roles in Centel, Sprint and AT&T.

Mr. Harris holds a bachelor's degree from Vanderbilt University and an M.B.A. from the Stephen M. Ross School of Business at the University of Michigan.



## Chris Thomas

Executive Vice President, Global Business Sales

Chris Thomas joined Gartner in 2000 as a sales executive. Most recently, he was the leader of Americas Major Accounts Sales. Prior to this role, Mr. Thomas led the North America and the Europe, Middle East and Africa (EMEA) SMB sales organizations. Before joining Gartner, Mr. Thomas spent seven years in procurement, sales and marketing at ExxonMobil.

Mr. Thomas holds a bachelor's degree from Aston University in Birmingham, England.



Indicates Investor Day speaker

# Management Bios



## Ken Davis

### Executive Vice President, Products & Services

Ken Davis joined Gartner in 2005 as Senior Vice President of Strategy, Marketing & Business Development. In addition, he has held the roles of Senior Vice President of High Tech & Telecom Programs, and Senior Vice President of End User Programs. Prior to Gartner, Mr. Davis was a partner at McKinsey & Company, where he served software and services clients.

Mr. Davis holds a bachelor's degree from Middlebury College and a Ph.D. in atomic physics from the Massachusetts Institute of Technology.



## Alwyn Dawkins

### Executive Vice President, Conferences

Alwyn Dawkins joined Gartner in 2002. Prior to Gartner, he spent 10 years at Richmond Events, culminating in his role as Executive Vice President responsible for its North American business. Mr. Dawkins began his events career at Trinity Publishing and Exhibitions, which was later acquired by Daily Mail Group (DMG) World Media.

Mr. Dawkins holds a Bachelor of Science in applied economics from the University of London.



## Michael P. Diliberto

### Executive Vice President & Chief Information Officer

Michael Diliberto joined Gartner in 2016 as Chief Information Officer and a director of the company. Prior to joining Gartner, Mr. Diliberto was Chief Information Officer at Priceline.com, a leader in online travel and related services. Prior to joining Priceline in 1998, he held senior roles leading content engineering and product automation. Also, Mr. Diliberto served as a sergeant in the U.S. Army Reserves for nine years.

Mr. Diliberto holds a Bachelor of Arts in computer science from State University of New York at New Paltz.



## Scott Hensel

### Executive Vice President, Consulting

Scott Hensel joined Gartner in 2017 as Executive Vice President of Consulting. Prior to Gartner, Mr. Hensel served as President, Terex Services, Parts & Customer Solutions, at Terex Corporation. Previously, Mr. Hensel spent 14 years at McKinsey & Company where he was a partner assisting clients in the IT and advanced industries sectors.

Mr. Hensel holds a bachelor's degree from Brown University and an M.B.A. from the Wharton School at the University of Pennsylvania.

# Management Bios



## **Jules Kaufman**

### **Executive Vice President, General Counsel**

Jules Kaufman joined Gartner in 2017 as Executive Vice President, General Counsel and Corporate Secretary. Prior to Gartner, Mr. Kaufman was Chief Legal Officer and Secretary at Coty, a leading global beauty company. Prior to joining Coty, Mr. Kaufman was General Counsel, Europe/South Pacific at Colgate Palmolive, and prior to that he managed the Corporate, Securities and M&A practice at Colgate. Mr. Kaufman began his career practicing corporate law in New York.

Mr. Kaufman is a graduate of Harvard College and the University of Virginia School of Law.



## **Robin Kranich**

### **Executive Vice President, Human Resources**

Robin Kranich joined Gartner in 1994 and has held a variety of sales, operational and general manager roles. Previously, she was Senior Vice President of End User Programs and Senior Vice President of Gartner Executive Programs. Earlier in her career at Gartner, Ms. Kranich served as Vice President and Chief of Staff to the President. Prior to joining Gartner, Ms. Kranich worked in the technology group at Marriott International.

Ms. Kranich holds a bachelor's degree from American University.



## **David McVeigh**

### **Executive Vice President, Marketing**

David McVeigh joined Gartner in 2015 as Senior Vice President of New Market Programs. Prior to Gartner, Mr. McVeigh was a managing director at Hellman & Friedman, an operating partner at The Blackstone Group and a partner at McKinsey & Company.

Mr. McVeigh holds a bachelor's degree from Lafayette College and master's degrees from Stanford University and Columbia University.

# Appendix

**Gartner**<sup>®</sup>

# Medium-Term Objectives

		Growth Rate
Research	GTS	12 – 16%
	GBS	12 – 16%
Conferences		5 – 10%
Consulting		3 – 8%
Revenue		10 – 14%
EBITDA		10 – 14%
Free Cash Flow		10 – 14%

# GTS and GBS Contract Value at 2019 Rates

\$ millions

	Q4 16	Q1 17	Q2 17	Q3 17	Q4 17	Q1 18	Q2 18	Q3 18	Q4 18
<b>GBS</b>	554.2	559.8	572.4	577.3	585.5	596.7	596.6	602.2	594.3
<b>GTS</b>	1,930.9	1,957.7	1,997.1	2,054.4	2,184.2	2,214.7	2,272.1	2,337.8	2,492.0
<b>Total Gartner</b>	2,485.1	2,517.5	2,569.5	2,631.7	2,769.6	2,811.4	2,868.7	2,940.0	3,086.3

# Non GAAP Reconciliations

For reconciliations of any non-GAAP measures used in this presentation, please see 4Q 2018 earnings supplement posted on the Company's website at <https://investor.gartner.com>.