

## Research Issue Escalation Process for High Tech or Service Provider

This is a guideline for technology and service providers or Gartner research analysts to use to escalate research issues regarding objectivity, accuracy and completeness. Following this process increases the probability of resolving the issue before it reaches the Ombudsman, likely shortening the time to resolution. Note: This is only a guideline and generally, if there is uncertainty about how to deal with an issue, it's best to contact the Office of the Ombudsman directly for guidance.

### 1.0 Provider documents issue and should consider course of action:

- Documentation should clearly state the issue, any facts or substantiation, and the desired outcome.
- Sometimes Providers wish to discuss an issue with the Ombudsman without involving the Analyst. While this is reasonable, in most cases, the Provider's first course of action will be to discuss the issue with the Analyst directly. This may be done via email and should include the documented issue. A phone call may appropriate but should be documented and distributed as appropriate.

### 2.0 Provider addresses issue with Gartner Analyst(s):

- The email should copy the Gartner Account Executive (AE) if one is assigned, and the Provider's Analyst Relations (AR) contact, if appropriate. The Analyst should respond to the Provider explaining facts, processes, methodologies or opinions as appropriate. If the issue is still unresolved (after reasonable effort\*) go to step 3.0.
- If the issue is time critical (e.g., document is already published, will be published with 48 hours, or there is extreme risk to the Provider or Gartner) go to step 4.0.
- The AE's role is to assist in scheduling conversations, bring any appropriate account history to the discussion, and stay alert for situations requiring escalation.

### 3.0 Escalate to the Gartner Analyst's Team Manager (TM) if needed\*:

- If the Analyst and Provider cannot resolve the issue, either party escalates to the Analyst's Team Manager. If the Provider wishes to escalate, the Analyst or the AE can provide the TM's name and contact details. The escalation should copy the Gartner Lead Analyst (LA), if there is one, AE, and AR.
- This escalation can take the form of an email or (documented) phone call, and should include all existing documentation. The TM reviews both sides of the issue, assessing whether the analyst(s) followed Gartner processes and methodologies, and if the research position is Gartner supported, and takes corrective action as needed.
- If the TM believes that the issue can't be resolved within 72 hours\* or requires Ombudsman intervention, go to step 4.0.

### 4.0 Ombudsman Opens Formal Case and Investigates:

- Opening a formal case entails the assignment of an Ombudsman through case closure.
- If the TM elects to escalate, the TM should document all conversations to date and copy the Research GVP, Analyst, AE and AR.
- If the issue was escalated from a previous step, the Ombudsman will ensure that the Research GVP, Analyst, AE and AR are copied on all relevant materials.
- The Ombudsman evaluates both sides of the issue, reviews research and related history as needed, and facilitates continuing discussions as needed.

### 5.0 Ombudsman seeks final issue resolution:

- The Ombudsman mediates the issue and ultimately recommends final disposition if needed.
- In a small number of instances, if the issue is still unresolved, the Ombudsman consults with the Research SVP, Legal or the CEO as needed. Any escalation-related communications to Legal or the CEO should go through the Ombudsman.

\* Steps 2.0 and 3.0 may take up to 72 hours each – sometimes, but rarely, longer. Step 4.0 may take longer, depending on circumstances. The Ombudsman makes every effort to encourage prompt issue resolution. Providers need to pay attention to timeliness, as well.