

2025 Executive Summary

Thank you, from the Conference Chair

Thank you for joining us at Gartner IT Infrastructure, Operations & Cloud Strategies Conference. What an incredible experience to be together in Tokyo.

From connecting with your peers to discovering the latest insights from Gartner experts and being inspired by visionary leaders, we hope you feel empowered to thrive in this environment and deliver today so that you can transform tomorrow.

As the demands of your role continue to evolve, embrace the guidance you uncovered to:

- Identify concrete agentic AI use-cases for I&O, emphasizing the need for resilient infrastructure, automation, and governance to navigate this shift.
- Focus on continuous operations by adopting mature techniques from technology leaders to drive relentless innovation and ensure operational stability.
- Develop your roadmap to a new I&O operating model to lead in the next era of I&O.

Thank you again for your time. Your participation means a great deal to us. We look forward to seeing you at Gartner IT Infrastructure, Operations & Cloud Strategies Conference 2026.

Sincerely,
Takuma Yamamoto, Conference Co-Chair and Director Analyst, Gartner
Mark Margevicius, Conference Co-Chair and VP Analyst, Gartner
Daniel Betts, Global Conference Chair and VP Analyst, Gartner

Top takeaways

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AI requires your I&O organization to rapidly adapt

Whether it is the use cases for AI in your organization, how your teams use AI, or uncertainty about its value, AI is here and needs to be a part of your future. Building a roadmap and communicating with your teams and stakeholders are critical to the successful adoption of AI and the value it can bring.

"AI agents are poised to be the biggest disruptor of I&O since the introduction of the cloud and smartphones."

Roger Williams,
Vice President Analyst
Gartner

Reimagining I&O ways of working is an imperative

Changes in your organization's priorities and operating conditions, along with the relentless pace of technology advancements, mean relentless change for your team. You must equip your team with the skills, practices, and direction they need to be successful.

"In 10 years, the skills and knowledge in our organization will bear little resemblance to those we have today."

Mark Cleary,
Sr Director Analyst
Gartner

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Leading I&O into the future

I&O leaders face challenges in creating an adaptable vision as changing business requirements and rapid technology advancements complicate workforce planning. Designing and implementing a strategy and roadmap are critical to ensuring you have the right people and skills for both current and future needs.

"You need both an agile and product mindset to get the business to the right destination, faster."

Daniel Betts,
Vice President Analyst
Gartner

Cost and value optimization is a foundational discipline for I&O

To maximize business value, you must optimize operational costs across edge, cloud, on-premises infrastructure, AI, and SaaS estates. Create a competitive environment by exploring all pricing and contract options, tracking financial results, and utilizing sales incentives. Use financial models for leverage, renegotiate when needed, and research vendor structures quarterly to ensure ongoing value delivery.

"Existing SW/SaaS contracts should be revisited with a set of new AI-enabled eyes."

Ben Jepson,
Sr. Principal Research
Analyst, Gartner

Building resilient and secure infrastructure

Your infrastructure is the foundation on which you build your IT services. You need to architect with a modern platform approach that delivers a reliable, secure, and scalable infrastructure for your AI-driven future. You must collaborate with your security leaders and compliance peers to defend your organization from threats and exposures by integrating security, recovery, and compliance best practices into daily operations, infrastructure, and platforms.

"Anchor AI infrastructure on high-value use cases, translate goals to technology, plan capacity with tokenomics."

Chirag Dekate,
Vice President Analyst
Gartner

Digital sovereignty requires a proactive, actionable strategy—not just passive concern.

With over 80% of the public cloud market consolidated among Amazon, Microsoft, and Google, organizations face significant supplier risk and limited alternatives. To safeguard operations and data, it's essential to assess geopolitical risks, define clear exit triggers, and align investments with the speed and complexity of potential cloud exits.

"Digital Sovereignty is about risk management. These are not decisions for IT alone; business stakeholders must be involved."

Alessandro Galimberti,
Senior Director Analyst
Gartner

- Cloud Computing and AI Trends in 2026
- Geopolitical Impact on Software and Cloud Contract Negotiation
- How to protect data to be more resilient than ever before

Join us 1 - 3 December 2026 in Tokyo, Japan for Gartner IT Infrastructure, Operations & Cloud Strategies Conference!

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