



Gartner®

Leadership Vision for 2025

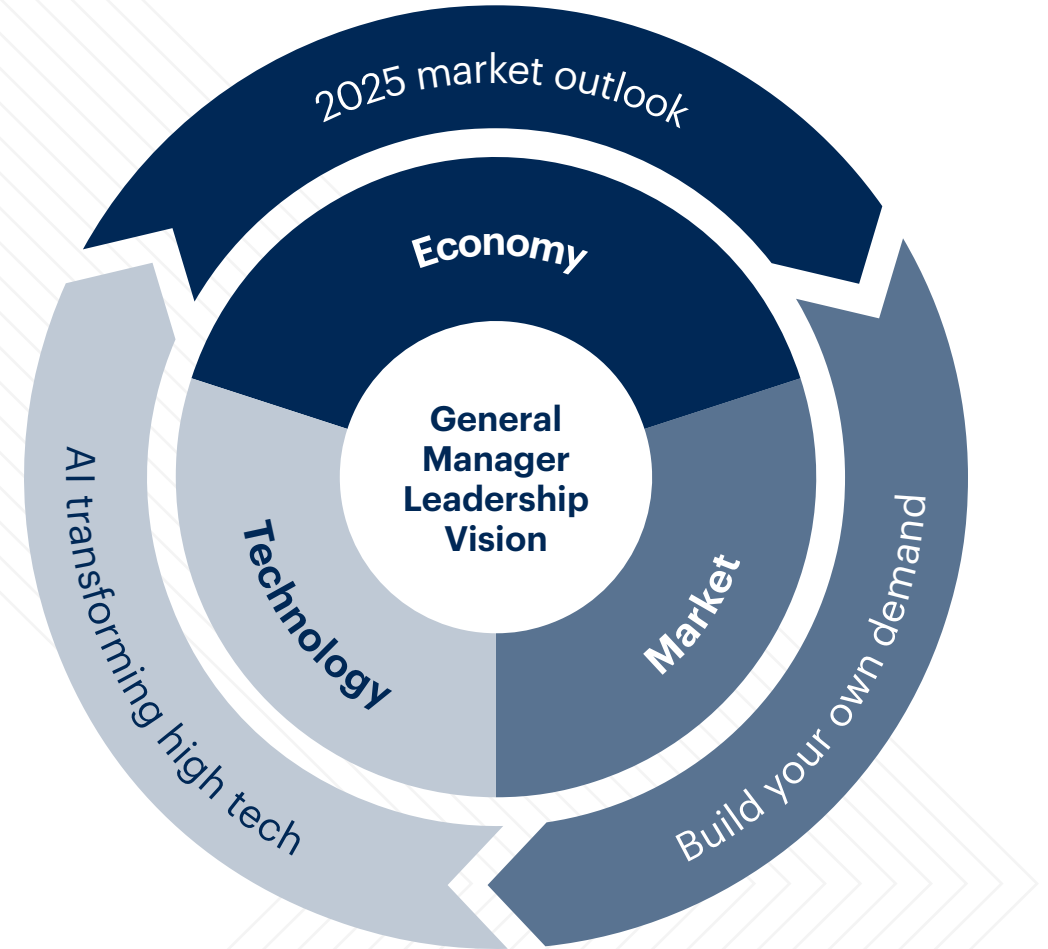
Top 3 Strategic Priorities for Tech General Managers

Introduction

In 2025, technology general managers (GMs) will be tasked with bringing together customers, technology and business models to ensure growth for the organization. However, changes in U.S. federal policies, competition and emerging technologies will complicate the overall goal.

Today's tech GMs must consider the three main areas shaping the overall outlook for the year ahead:

- **Economic:** Separate uncertainty from the realities of technology spending in a strengthening global economy.
- **Market:** Build your own demand in the face of an explosion of AI solutions that are crowding the market.
- **Technology:** Lead in the transformation of their current revenue into future growth as AI reshapes the high tech industry, its business models and terms of competition.



Source: Gartner

3 Key Trends Defining the 2025 General Manager Landscape



Expect continued enterprise spending on GenAI.

Though GenAI is currently in its Trough of Disillusionment phase, Gartner expects enterprises to continue dedicating spend toward the technology — assuming it delivers the expected benefits. These benefits include improved productivity, reduced costs, improved CX, and increased business agility and profitability.



IT spending is increasing.

Gartner estimates total IT spending will reach \$7.3 trillion by 2028. GenAI represents the fastest growing part of the overall IT market and is poised to shape the context for all IT spending.



Overall GenAI investments must include enterprise GenAI.

Organizations will spend 20% of the total GenAI budget on enterprise spending (i.e., products, services and infrastructure). The remaining 80% will be spent on hardware service purchases largely made by providers (i.e., AI smartphones, AI PC, SP servers).

3 Priorities and Actions for Tech General Managers

PRIORITY

01

Competition for GenAI revenue will be fierce

93% of providers in 2025 are counting on GenAI-related products or services as a source of revenue growth, with 6% expecting an “extremely significant” contribution to revenue growth.

> ACTION

Avoid the two markets trap

PRIORITY

02

Consider the realities of the market

IT budgets are forecasted to grow only 3.8% in 2025, but the planned average increase in tech provider revenue is 15%. Further, only 21% of tech providers believe market conditions are going to significantly improve in 2025.

> ACTION

Build your own demand

PRIORITY

03

AI is transforming technology

When asked about their organization’s outlook for 2025, 60% of technology general managers chose “transformation.” Emerging technologies like AI, industry cloud and data analytics are creating new growth opportunities.

> ACTION

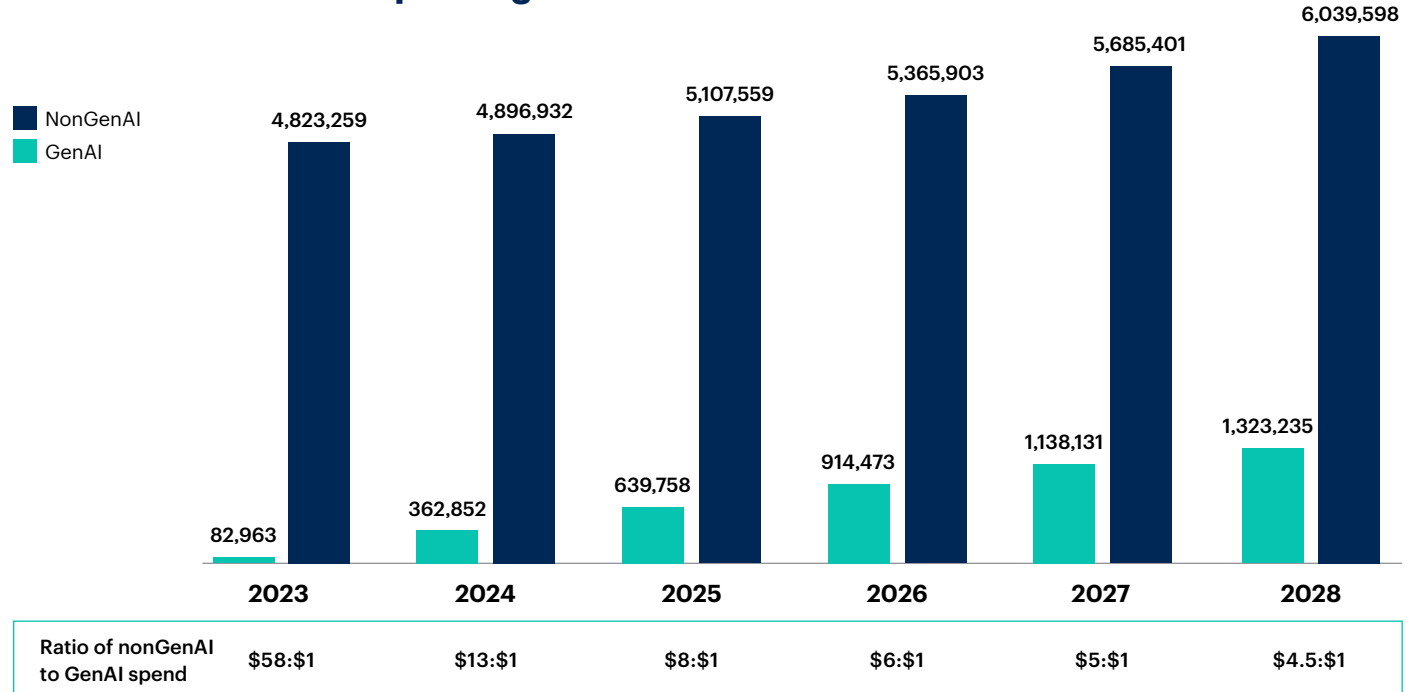
Lead the transformation

ACTION 01 Avoid the Two Markets Trap

GenAI will shape IT spending, but it's not a market unto itself. Instead, the technology serves as context for product, sales and customer decisions.

Instead of trying to chase a big number, when it comes to GenAI solutions, technology general managers must narrowly focus their strategies for better growth opportunities. Further, GMs should pressure-test plans and alternatives to meet growth commitments for GenAI and nonGenAI.

Gartner forecast of IT spending on GenAI and nonGenAI



Source: Gartner

ACTION 02 Build Your Own Demand

Build Your Own Demand, or “BYOD,” enables organizations and general managers to grow with the transition to AI while effectively capturing business demands for GenAI.

- 1. Focus on the right buyers:** In a crowded market, GMs must focus on economic, not administrative buyers. The economic leader driving the purchase of GenAI products and services might be a C-Level executive or division business leader.
- 2. Lead with the solution:** Ensure product pitches focus on how the product or service will deliver desired business outcomes for the buyer.
- 3. Build an ecosystem:** Establish ecosystem relationships to expand the scope of the product or service and better compete as a team offering a full solution.



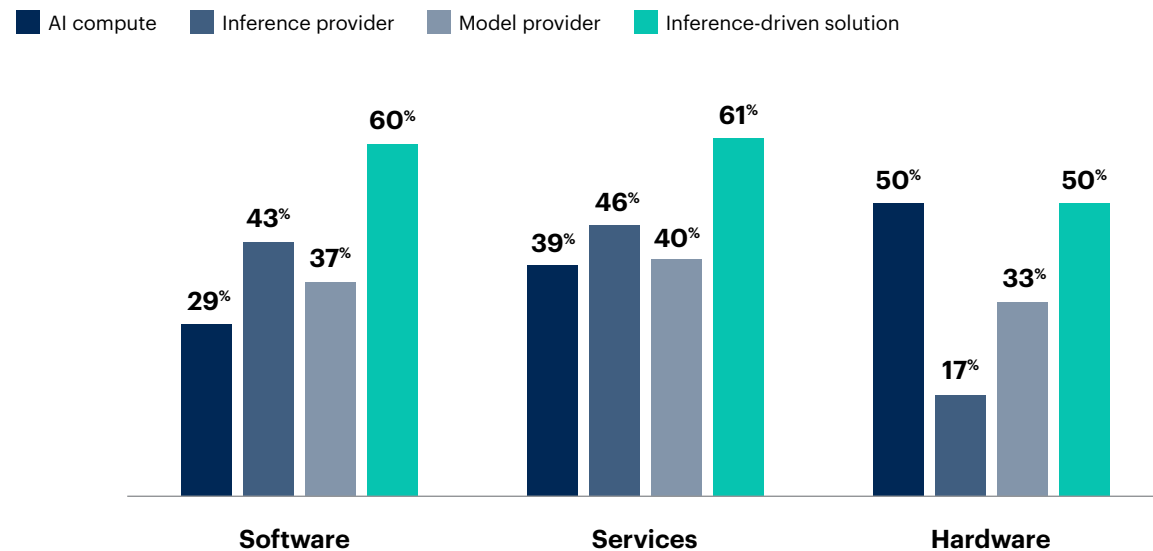
Source: Gartner

ACTION 03 Lead the Transformation

AI is transforming high tech, which means organizations will need to pick their spots on the GenAI value chain. General managers need to decide “where and how” the organization will complete — whether that’s AI compute, model provider, inference provider or inference-driven solutions.

Smart general managers will also keep an eye on what’s beyond GenAI. Be prepared for agentic AI with product plans that account for the next “big thing” in emerging technology.

Software, services and hardware lines blur across the GenAI value chain



Source: Gartner

Actionable, objective insight

Explore these additional complimentary resources and tools for tech general managers:

Webinar

The Gartner 2025 Leadership Vision for Technology General Managers

Gain insights into the AI outlook and its impact on demand generation planning and execution.



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Research

Business of High Tech Planning Trends for 2025

Explore four trends to account for in your growth strategies and product plans.



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Webinar

Gartner's Quarterly IT Spending Forecast

Discover the latest Gartner IT spending growth forecast in 2025 and beyond.



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