

Technology General Managers

How to Win in the New Services Landscape

4 disruptions to navigate for growth

Opportunity

As GenAI hype gives way to proven projects, enterprise spending rebounds in 2026 and the services market is forecast to grow to:

\$2.37 trillion
by 2029

with constant
currency growth of
7%

By 2027, over 50% of the generative AI (GenAI) models used by enterprises will be **domain-specific** fine-tuned models.

By 2028, 75% of leading global manufacturing companies will use **intelligent simulation** and synthetic data for scenario exploration and forecasting.

By 2030, **preemptive cybersecurity** solutions will account for 50% of IT security spending and replace traditional “stand-alone” detection and response solutions.

By 2030, **synthetic data** will surpass real data as the foundation for business decision making.

Gartner business and technology insights help you address key services market disruptions with targeted actions for growth.

Tool tip
Follow our coverage of the AI Vendor Race to spot key disruptions and seize market opportunities for a competitive edge.

Contact Us to Get Started

Disruption 1

Intelligent simulation

Intelligent simulation is transforming product and service innovation, enabling flexible design at unprecedented speeds — especially in manufacturing, aerospace and defense sectors. Service providers must overcome significant transformation barriers and build client trust in AI-driven simulation.

Actions
To capture growth opportunities by flexible design at speed, service general managers (GMs) should:

- Partner with intelligent simulation vendors and invest in forward-thinking manufacturing and defense buyers.
- Design solutions that overcome client barriers by building trust in AI, strengthening governance and security, advancing data practices, and ensuring AI fairness and quality.

Disruption 2

Preemptive cybersecurity

AI-driven threats are rapidly reshaping cybersecurity, making preemptive defense essential. Addressing unique industry threats and use cases helps providers build brand, expertise and market share.

Actions
To capture growth opportunities by making preemptive cybersecurity mandatory, service GMs should:

- Embed AI-powered tools via partnerships and investments to counter emerging threats and secure early wins; provide cryptographic discovery for regulated clients.
- Adopt priority technologies early by focusing on business value, cost savings and relevant industry use cases.
- Build a strong partner ecosystem to ensure expertise and solution interoperability.

For more security disruption insights, download:
[4 Buyer-Driven Tech Disruptions Security GMs Must Address](#)



Disruption 3

Hyper-synthetic data

Hyper-synthetic data (HSD) is revolutionizing data creation, enabling rapid, scalable simulations and overcoming real-world data limits. Service providers must adapt delivery, ensure compliance and build trust in AI using transparent, bias-mitigated datasets.

Actions
To capture growth opportunities unlocked with HSD, service GMs should:

- Reengineer delivery by replacing traditional data prep with HSD creation and validation to unlock new opportunities.
- Partner with HSD providers that best fit your industry and domain needs.
- Create domain-specific HSD packages to address industry challenges and attract targeted customers.
- Maintain legal and ethical compliance by updating policies, ensuring robust checks and aligning with regulations through expert collaboration.

Disruption 4

Domain-specific language models

Domain-specific language models (DSLMS) are redefining GenAI, enabling tailored solutions for industries like banking and pharma. Service providers must develop, scale and operationalize DSLMS to capture new market opportunities.

Actions
To capture growth opportunities enabled by hyper focus on domain data sets, service GMs should:

- Prioritize DSLM integration to enhance industry-specific outcomes and differentiate client solutions.
- Adopt a hybrid DSLM strategy by combining fine-tuned open models with proprietary models for scalable, monetizable solutions.

How Gartner supports general managers

To accelerate portfolio growth, we help growth-minded technology business executives and their teams:

- See growth opportunities** — Gartner proprietary business and technology insights help validate opportunities for your offerings, markets, portfolios and competitive position across geographies and verticals.
- Make growth decisions** — Working sessions led by Gartner help you identify growth options, make decisions and assign key actions.
- Drive business outcomes** — Gartner analyst inquiries help you contextualize recommendations specific to your strategic business priorities.

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- Energy and utilities
- Insurance
- Public sector
- Communications
- Healthcare
- Manufacturing
- Retail

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