

2026 Priorities for Tech Services Practice Leaders

The tech services landscape is shifting fast — differentiation is fading, clients demand more and AI is reshaping everything. Discover bold strategies to stay ahead, drive growth and secure your competitive edge for 2026 and beyond.

Trends impacting tech services leaders in 2026

Differentiation is harder, yet more critical than ever.

Tech market convergence is accelerating.

AI is not meeting client expectations.

Priority 01

Outcome-driven everything

Priority 02

Context-centric solutions

Priority 03

Dual-track transformation

Actions tech services leaders should take

Priority 01 | Outcome-driven everything



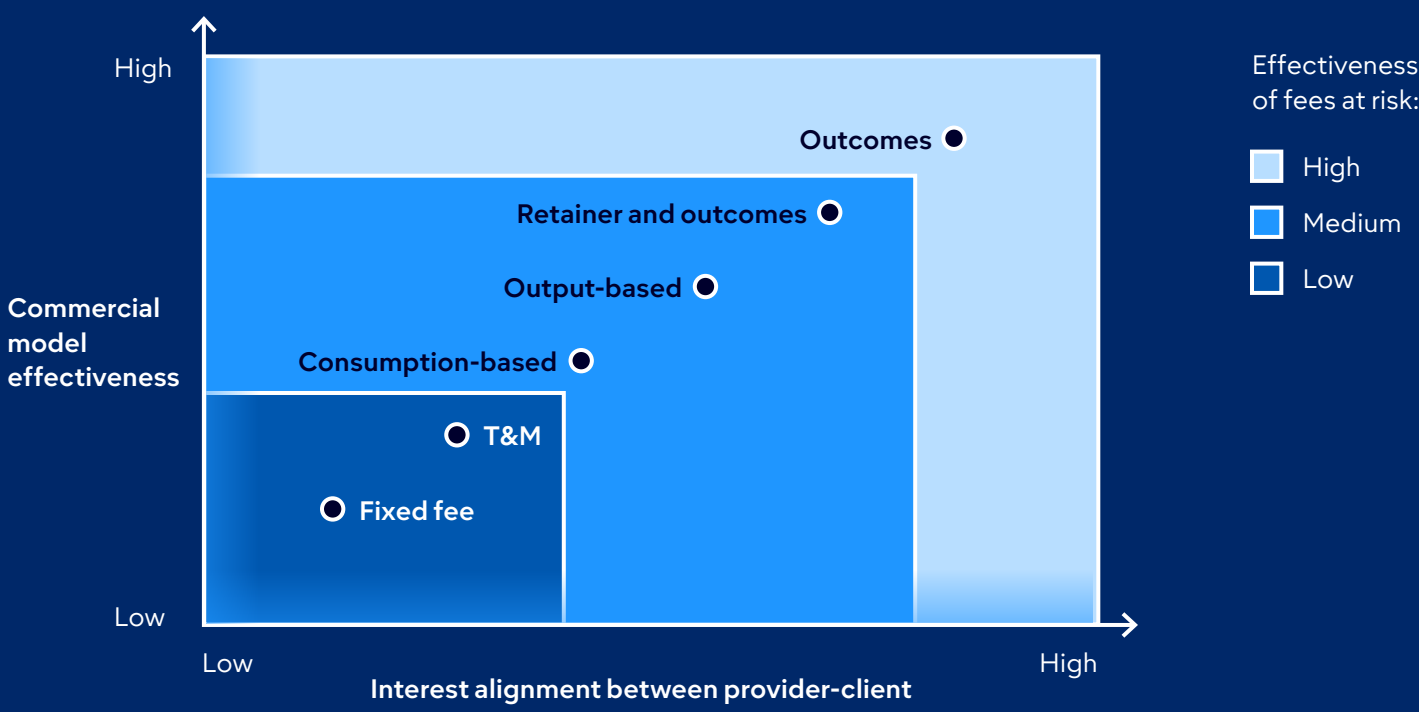
In today's environment, clients care most about results — they want to see real business outcomes from their investments, not just activity or hours spent.

Key actions

- Productize offerings and integrate AI-driven, asset-based delivery models to shorten time to impact.
- Adopt hybrid pricing (fixed, consumption, outcome-based) to balance benefits with client concerns about outcome-based models.
- Implement outcome-based contracts (fees-at-risk, revenue sharing) and performance triggers to benefit more directly from client growth.
- Build client trust by investing in outcome measurement frameworks and capabilities and educating client procurement teams.
- Build robust ecosystems with partners that lead with outcomes to amplify the positive impact of outcome-based everything for clients.

Outcome orientation is a powerful differentiator

Example: Fees at risk



Source: Gartner

Priority 02 | Context-centric solutions

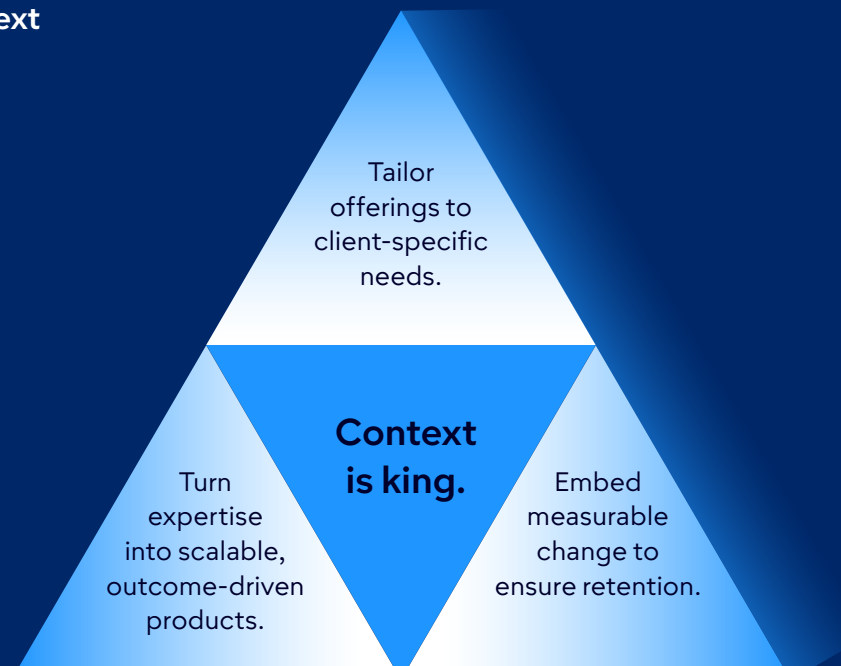


Amid intense competition from big tech and model providers, standing out requires truly understanding each client's unique context. By prioritizing deep client knowledge, providers can deliver meaningful, hard-to-replicate solutions and thrive in the market.

Key actions

- Prioritize strategic partnerships over transactional engagements by balancing short-term wins with long-term client relationship growth to deliver both immediate and lasting value.
- Use AI insights and unified data to simulate client needs for the long term — creating flexibility and sustainable growth.
- Create value by understanding client adoption patterns and delivering needed transformation.
- Build cross-functional teams and robust change management for AI adoption readiness.
- Establish measurable relationship metrics (retention, footprint, roadmap horizon) and feedback loops for improvement.
- Embed governance frameworks and executive involvement for client accountability.

3 ways to leverage client context



Source: Gartner

Priority 03 | Dual-track transformation



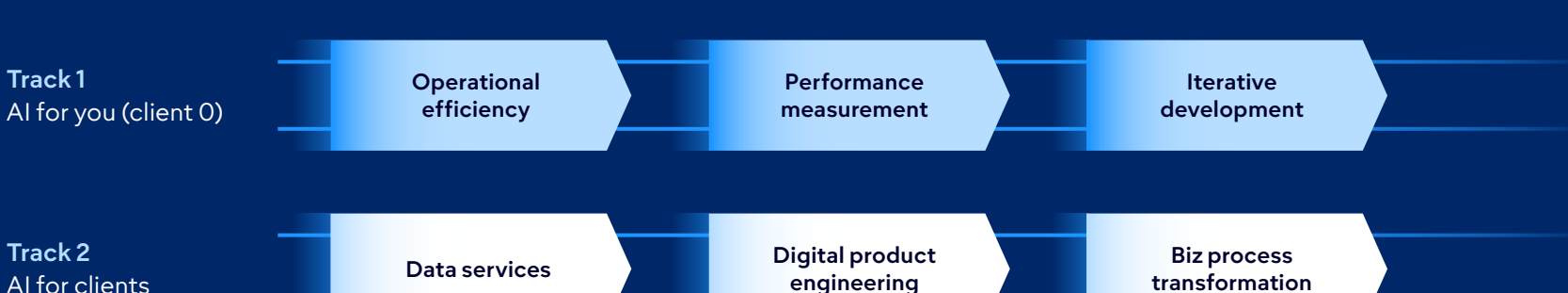
AI projects often miss the mark because they aren't applied holistically — teams tend to focus solely on internal operations or client initiatives but rarely address both together.

Key actions

- Support a continuous-improvement culture by defining, monitoring and assessing KPIs for internal AI adoption progress and success.
- Build credibility by showcasing internal transformation and success stories, demonstrating real-world impact and client readiness.
- Strengthen trust and speed sales by developing case studies and using metrics as proof points for value delivered.
- Foster innovation by establishing cross-functional teams and a "fail fast" culture that learns quickly from experimentation.
- Expand capabilities and accelerate results by leveraging strong partner relationships and joint assets for greater impact.

How to maximize AI transformation investment return?

Work in parallel to apply AI to your own problems as well as clients'



Source: Gartner

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