Leadership Vision for 2022

Top 3 Strategic Priorities for Technology General Managers
Leadership Vision for 2022: Top 3 Strategic Priorities for Technology General Managers

From Rishi Sood, GVP, Technology & Service Providers

As we continue to navigate through and emerge from the global COVID-19 pandemic, business leaders are recognizing the possibility of long-lasting changes in how we do business, even after the immediate threat of COVID-19 has waned.

When, where and how we work is forever altered. As a result, the process for decision making — rooted in content consumption, collaboration and consensus building — has fundamentally shifted.

Accelerated digital technology innovation, changing buyer behavior and new business models add complex dimensions to how technology service providers think about every part of the organization. Technology spending is democratizing and is increasingly driven by business leaders seeking to accelerate digital initiatives. The market has changed, so technology vendors need to adapt.

Demand for digital transformation will fuel double-digit growth in spending on enterprise applications, infrastructure software, and managed services and cloud infrastructure services with enterprises investing ahead of revenue expectations in areas such as analytics, cloud computing, customer experience and security.

For large enterprises, this means nearly every company is becoming a tech company and every market will be even more competitive in 2022. Successful leaders will update their storytelling and key points of differentiation, obtain deeper insight on new buying behaviors, drive continuous product management practices, outperform competitors across the entire customer life cycle, plot their future ambitions/ transformation strategies and overcome the talent crunch.

Gartner Leadership Vision provides top-level guidance to leaders and their teams on where to focus — based on our data-driven research. We’re providing detailed insights to our clients across dozens of roles, and we’re now excited to share excerpts with the business community beyond our clients. We hope this will help you to focus discussions with your teams, peers and other leaders, so you can more quickly and effectively diagnose priorities and actions, especially as you solidify your strategic plans for 2022.

Rishi Sood
Gartner Research & Advisory
The “Postcrisis” World Presents a Generational Opportunity and Challenge for High Tech Leaders

Navigating these issues determines your positioning in 2022 for growth and success.

Every Opportunity Is a Digital Opportunity

68% of companies are actively accelerating their investments in digital transformation.

Source: Gartner

Separate the Signals and Noise in a Dynamic Market

General managers must plan for five signals shaping the technology products and services landscape.

Drive the Future by Raising Effectiveness

General managers focusing on effectiveness project a 1.4x higher growth rate than less effective competitors.
Leadership Vision for 2022: Top 3 Strategic Priorities for Technology General Managers

Forces and Actions for the Technology General Manager

**Anywhere, anytime operations drive success**

Anywhere, anytime operations business strategy goes beyond enabling a workforce with mobile devices and remote access alone. It describes an organization that uses technology, team structures, processes, skills and tools to empower a dispersed workforce, harness a distributed infrastructure and serve a ubiquitous customer base.

**Companies expect more of providers**

A business that leads with technology also has stronger preferences for the way providers work, rather than the features, functions or cost of any particular product. These businesses expect providers to work with them and value their ability to do so.

**The fall of globalization: Technology zones**

As interest in economic nationalism grows, the focus of the technology general manager will shift from efficiency gains in spaces between business operations across countries to when and how to exploit the distinctions within balkanized technology zones.

---

**Actions for the technology general manager**

- **Pick and exploit your spots in the anywhere GDP. Avoid chasing the trend.**

- **Increase focus on innovation, analytics and situationally specific solutions, generating value by increasing services engineering and other resource flexibility.**

- **Support digital national sovereignty in product plans and service operations, know your markets and serve the markets you know as global consistency declines.**

Gartner for High Tech Follow Us on LinkedIn Become a Client
Embrace Anywhere, Anytime Operations

By 2023, 40% of organizations will blend virtual and physical experiences, leading to increased workforce productivity and customer reach.

**Prerequisites**

- Digital first, remote first. Make digital the default experience and remote, the default delivery model.
- Digitally enhanced physical spaces. Where physical spaces are required, provide digital enhancements to services.
- Distributed business capabilities. Deliver capabilities seamlessly across multiple physical and virtual spaces.

Source: Gartner
Prepare for Higher Customer Expectations

When a company puts technology at the core of its business model, its expectations of high tech providers change from what the product does to how the provider innovates and works with the company.

Source: Gartner
Optimize for Increased Nationalism

In response to growing pressure from citizens and businesses to address the rapidly increasing negative aspects of globalization, governments are focused on explicitly nationalist regulation, trade and tax policy. As a result, citizens and businesses in different countries or “technology zones” will have increasingly different commercial, regulatory and digital environments through which tech and service providers will have to navigate to do business.
Actionable, objective insight

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

- **Webinar**
  The Technology General Manager Agenda: Priorities and Best Practices for 2022
  Discover what is required to be successful in 2022 and beyond.

- **Special Report**
  Product Leaders Must Collaborate and Refocus to Seize the Opportunity Ahead
  Explore key forces shaping the future of tech providers.

- **Research**
  Portfolio Growth, Vision and Strategy Primer
  Identify current and future market opportunities.

- **Webinar**
  The 7 Disruptions That Will Most Impact Tech Providers in the Next 5 Years
  Take advantage of the coming disruptions.

Already a client?
Get access to even more resources in your client portal. Log In
Get actionable, objective insight to deliver on your most critical priorities. Our expert guidance and tools enable faster, smarter decisions and stronger performance. Contact us to become a client:

**U.S.:** 1 855 811 7593

**International:** +44 (0) 3330 607 044

Learn more about Gartner for General Managers
gartner.com/en/industries/high-tech/general-managers

Stay connected to the latest insights

© 2022 Gartner, Inc. and/or its affiliates. All rights reserved.