

IT Services and Solutions Primer for 2022

Published 4 February 2022 - ID G00759057 - 7 min read

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Initiatives: [IT Services and Solutions](#)

Accelerated digital transformation is driving a global talent crunch, requiring radical talent partnerships with service partners to deliver business outcomes. Sourcing, procurement and vendor management leaders must find nontraditional and sustainable options to ensure services strategy success.

Scope

The IT services and solutions initiative enables enterprises to build flexible sourcing strategies, rapidly identify relevant digital services and integrate those complex services into solutions.

In addition to sourcing, procurement and vendor management leaders, and business leaders, other IT roles involved in this initiative are:

- Chief information officers
- Infrastructure and operations leaders
- Enterprise architecture and technology innovation leaders

Topics in this initiative include:

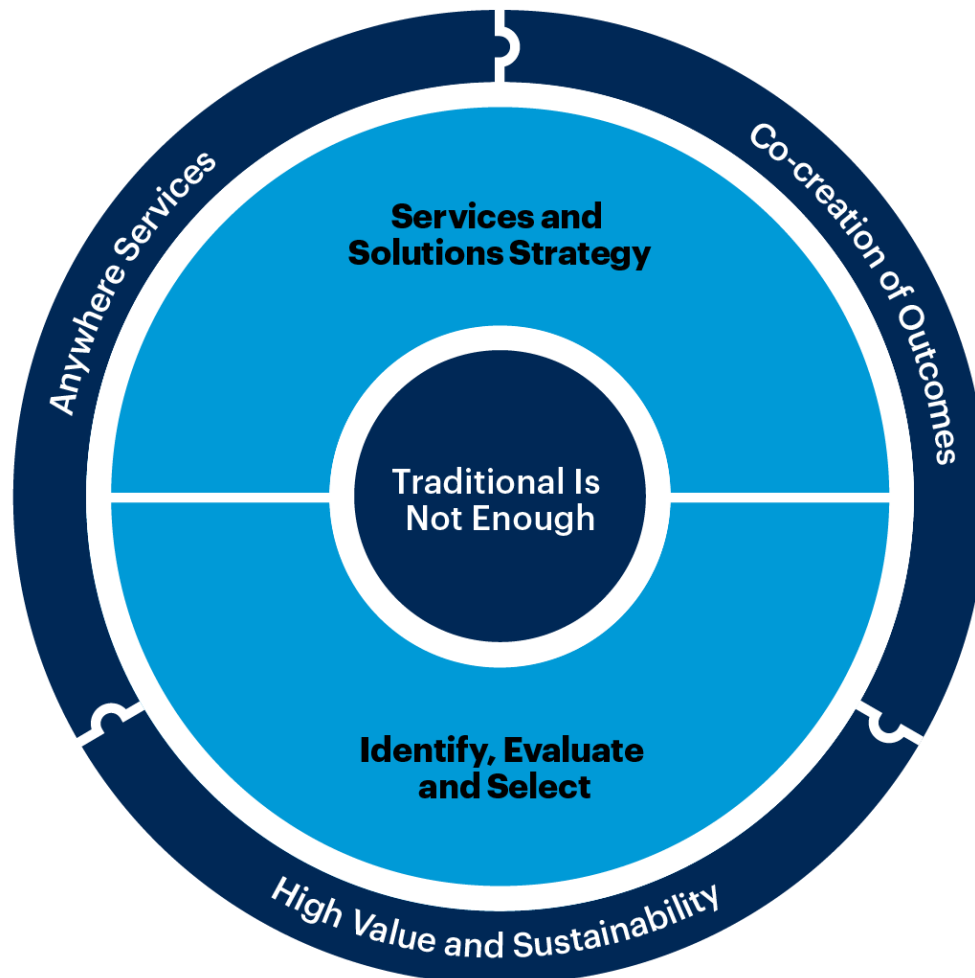
- **Services and Solutions Strategy:** Develop strong overarching strategies for the services and solutions required to enable and deliver on overall business goals.
- **Identify, Evaluate and Select:** Employ proven techniques for the rapid identification, evaluation, down-selection and final choice of both existing and new vendors, and their offerings.

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Analysis

Figure 1: IT Services and Solutions Overview

IT Services and Solutions



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2022 will see unprecedented demand for more IT services and solutions. According to the 2022 Gartner View From the Board of Directors Survey, almost two-thirds of the surveyed boards of directors (BoDs) have embarked on a more-digital economic architecture. The top three strategic business priorities for 2022/2023 are digital tech initiatives, workforce and sustainability. In addition, over half (57%) of these BoDs expect to increase their risk appetite in 2022. At the same time, a severe digital skills shortage is already impacting both the cost and the speed of delivering digital transformation across the globe.

As sourcing, procurement and vendor management (SPVM) leaders confront this perfect storm of factors, two key questions arise:

- **How can we rapidly deliver digital business outcomes?** Service providers are increasingly becoming the experts on the options and technologies available. Thus, SPVM leaders must engage with them using progressive delivery models and new sourcing options that encourage co-creation and an outcome focus. In 2022, Gartner plans to publish a playbook on dynamic sourcing: a fast, time-bound, iterative way to engage with strategic service providers to deliver digital services and solutions.
- **How can we manage and plan for the extended talent crunch?** The digital skills shortage is driving the concept of “services from anywhere” — predominantly remote delivery. To meet organizational targets, SPVM leaders will need to carefully evaluate these new engagement and delivery models, and then source them transparently from suppliers focused on ethics and sustainability.

In 2022, Gartner research for SPVM leaders will emphasize that “traditional is not enough.” It will focus on evaluating/engaging service providers in nontraditional ways, and provide new insight on “anywhere services,” talent crunch management, sustainable sourcing, and outcome-based and competitive co-creation (dynamic sourcing) contracting models. These new research areas will help SPVM leaders overcome challenges to deliver services that meet business requirements over the next few years.

Topics

To deliver digital solutions that meet the board of directors’ priorities, procurement teams must work with the business to build flexible strategies that deal with an evolving landscape, rapidly find new digital providers and execute at speed. Our research in this area focuses on practical results that utilize “anywhere services” to address the talent crunch, and that deliver outcome-based solutions through sustainable and competitive co-creation. It offers pragmatic insight into providers and best-practice advice on how to select digital services and solutions faster. Moreover, it provides guidance on how to source in a more progressive way, with key changes for 2022, yet still deliver the value expected from traditional procurement.

Our research in this area addresses the following topics:

Services and Solutions Strategy

To remain relevant against constantly evolving enterprise requirements for digital capabilities, procurement teams must develop a dynamic IT services sourcing strategy based on best-in-class provider performance, with flexibility to adjust quickly as new needs emerge. Developing this strategy will require an understanding of key marketplace trends. Teams must learn how to integrate multiple technologies and solutions utilizing new service delivery models, and how to make the linked set of product and service decisions that inform every solution implementation discussion.

Questions Your Peers Are Asking

- What are the digital and other trends that impact our services and solutions?
- How can sourcing strategy dynamically adapt to changing business needs?
- What are the best practices for sourcing digital and traditional services and solutions?
- What are the delivery models for the services and solutions we require?
- What are the best practices for managing transitions, integration and service delivery?

Recommended Content

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- [How Agile, Digital and Automation Drive the Increase in Nearshore IT and Business Services and What to Do About It](#)
- [Hyperautomation Strategic Sourcing Guide](#)
- [2021 IT Services Survey: Progressive Companies Evolving Their IT Services Sourcing Model](#)
- [Incumbent Providers Are Vulnerable: Replacement Is a Viable Option to Manage Risk and Unleash Transformation](#)
- [Quick Answer: How to Define Business Outcomes for Use in Consulting and Outsourcing Contracts](#)

Planned Research

- Advice and tools on how to make flexible and optimized services deals in 90 days or less through dynamic sourcing
- Multiple strategic sourcing guides, showing how to navigate the network of linked procurement decisions for enterprise solutions and services
- Guidance on available options for “anywhere services” and mitigation strategies for the IT talent crunch
- Insight into new engagement options with service providers and how a focus on outcomes impacts strategy and service provider choice
- Analysis of how the following will impact sourcing strategy: environmental, social and governance (ESG); diversity, equity and inclusion (DEI); and sustainability

Identify, Evaluate and Select

Procurement teams must accelerate purchasing speed to support digital business. This pace requires new approaches to rapidly identify and select providers that can support the enterprise’s strategy while optimizing costs. In addition to economic value, organizations are increasingly expecting ethical sourcing from suppliers that value sustainability. Thus, procurement teams need detailed insight into a wide range of new and existing providers and service offerings, in order to rapidly select the most suitable provider through collaborative solution design or co-creation approaches.

Questions Your Peers Are Asking

- Which global vendors can support our digital services and solutions requirements?
- What are the best practices for identifying, evaluating and selecting vendors?
- How should we change our identification and evaluation process to deal with the unique characteristics of innovative and sustainable services, solutions and vendors?

Recommended Content

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- [Tool: 9-Step IT Services RFP Accelerator](#)
- [Tool: Evaluation Criteria for IT Vendor Selection](#)

- [Quick Answer: What Comes First, the System Integrator or the Solution?](#)
- [Tool: Accelerate Your Digital Transformation and Innovation by Advancing Your Supplier Diversity Program](#)
- [Use Smart Filtering to Accelerate Outsourcing Service Provider Evaluation and Selection](#)

Planned Research

- Multiple Magic Quadrant, Critical Capabilities and Market Guide documents, profiling service providers, market trends and selection criteria
- Detailed vendor identification toolkits listing providers of all scales for transformational services in the workplace and in digital business
- A playbook on “go-to-market” tools — like master RFP templates and scope-of-work toolkits
- Extended updates to our research on country options to incorporate anywhere services
- Tips on how teams can include sustainability factors in their evaluation criteria

Suggested First Steps

- [Hype Cycle for Application Services, 2021](#)
- [Hype Cycle for Hybrid Infrastructure Services, 2021](#)
- [IT Services Strategic Sourcing Guide](#)

Essential Reading

- [How to Select Global IT Infrastructure Service Providers in 90 Minutes, 2021](#)
- [Magic Quadrant for SAP S/4HANA Application Services, Worldwide](#)
- [Magic Quadrant for Oracle Cloud Applications Services, Worldwide](#)
- [Magic Quadrant for Managed Mobility Services, Global](#)
- [Magic Quadrant for Public Cloud IT Transformation Services](#)
- [Magic Quadrant for Data Center Outsourcing and Hybrid Infrastructure Managed Services, Global](#)
- [Magic Quadrant for Managed Network Services](#)

Tools and Toolkits

- [Tool: How to Select Global IT Infrastructure Service Providers in 90 Minutes, 2021](#)
- [Tool: 100 Cost Optimization Ideas for IT Services and Solutions](#)
- [Tool: Vendor Identification for Oracle Application Service Providers](#)
- [Tool: Vendor Identification for SAP Application Service Providers](#)
- [Tool: Vendor Identification for Blockchain Consultancy Providers](#)
- [Tool: SLA Selector for IT Services](#)
- [Tool: 9-Step IT Services RFP Accelerator](#)
- [Toolkit: Outsourced Testing Services Statement of Work](#)
- [Toolkit: RFP Template for Managed Network Services](#)
- [Toolkit: RFP Template for Managed and DIY SD-WAN Products and Services](#)

Evidence

The 2022 Gartner View from the Board of Directors Survey: This study was conducted to understand how BoDs will address risk from economic and political volatility and a multipolar world, and their intent to convert digital acceleration to digital momentum. The survey also helps understand the impact of the key societal issues that took center stage during the pandemic on BoDs' strategy and investment approaches.

The survey was conducted online from May through June 2021 among 273 respondents from the U.S., Europe and Asia/Pacific.

Companies were screened to be midsize, large or global enterprises. Respondents were required to be a board director or a member of a corporate board of directors. If respondents serve on multiple boards, they answer for the largest company, defined by its annual revenue, for which they are a board member.

The survey was developed collaboratively by Gartner analysts and the Research Data and Analytics team.

Disclaimer: Results of this study do not represent global findings or the market as a whole but reflect sentiments of the respondents and companies surveyed.

Document Revision History

[IT Services and Solutions Primer for 2021 - 18 January 2021](#)

[IT Services and Solutions Primer for 2020 - 24 January 2020](#)

[IT Services and Solutions Strategy and Selection Primer for 2019 - 5 February 2019](#)

[IT Services and Solutions Strategy and Selection Primer for 2019 - 5 February 2019](#)

Related Priorities

Initiative Name	Description
Sourcing, Procurement & Vendor Management Leaders	Gartner's research for sourcing, procurement and vendor management leaders improves an organization's ability to identify and manage vendors, risk, performance and assets in pursuit of business goals.
Procurement and Strategic Sourcing Applications	We help organizations maximize procurement and strategic sourcing applications to digitize the sourcing, supplier management, contract management, procurement and invoice management processes.
Negotiating IT Contracts	Negotiating IT contract research provides guidance that enhances planning and execution of strategies to maximize value, limiting excess costs and risks while enabling growth objectives.
IT Cost Optimization, Finance, Risk and Value	We explore technology financial management's evolution to improve decision making, enable business outcomes, and successfully optimize spend and risk while delivering enhanced organizational value.

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