

To protect and build market share, tech and service providers must ask when and how to integrate emerging tech into products.

When faced with investing in an early emerging technology, most organizations take a wait-and-see approach. But for many, that phase looks more like "set aside and forget."

A true wait-and-see approach identifies what to watch for (what to see), and how to act (when to stop waiting) when "what to watch for" materializes.

## What to watch for depends primarily on three things:

- 1. Changes in the competitive environment
- 2. The maturity of the relevant technology
- 3. The readiness of the market for that technology

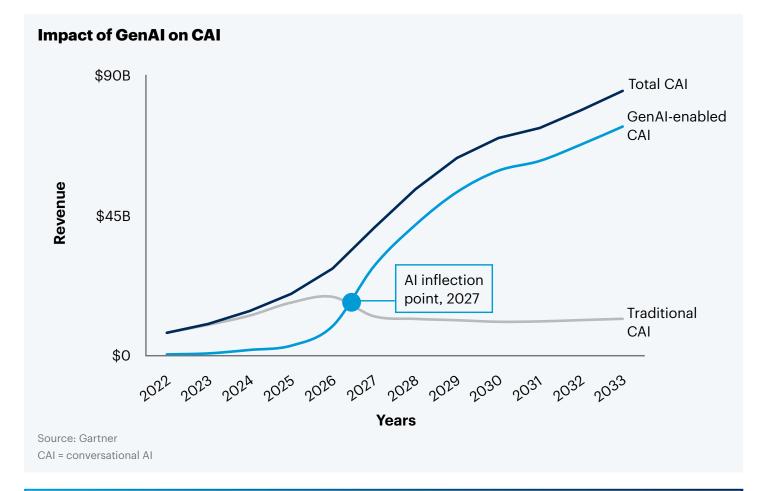
The outlook for integrating generative AI (GenAI) into product offerings is highly uncertain, but tech providers need a pragmatic approach to capturing the opportunities.

## Conversational AI: Why, where and when to act

Consider, for example, the emerging scenario for conversational AI (CAI).

The best case from Gartner's proprietary market-risk projections shows:

- Revenue contribution of GenAI (prebuilt) capabilities to CAI platforms will reach \$84.8 billion in 2033, up from \$6.9 billion in 2022, with a compound annual growth rate (CAGR) of 25.5%.
- GenAI-enabled revenue contribution will surpass traditional AI-enabled conversational solution revenue by 2027.
- Tech providers that do not act prior to the inflection point risk losing market share.





By 2025, GenAl will be embedded in 80% of CAI offerings, up from 20% in 2023.

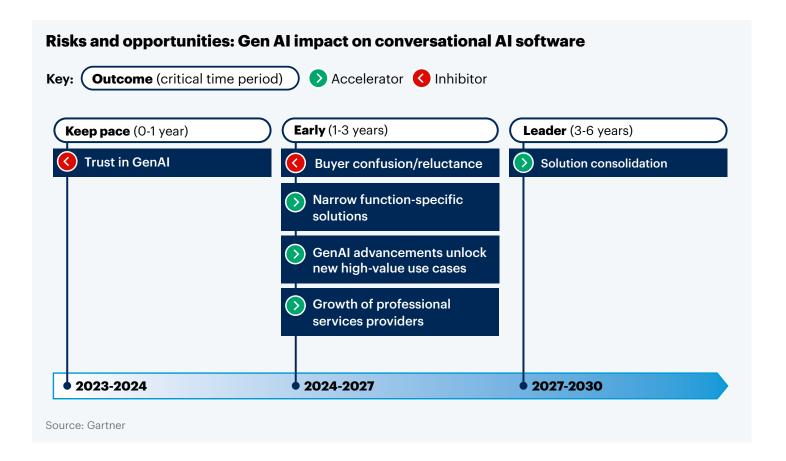
## Calibrating your stop/ pause/go response

Product leaders must calibrate their response to the signposts according to their desired position in the market.

**Keep pace** — signposts in the now to one-year period: If you act now, you are likely to keep pace with the market.

**Early** — signposts in the one- to three-year period: If you act now, you will likely be early to market, outpacing your peers.

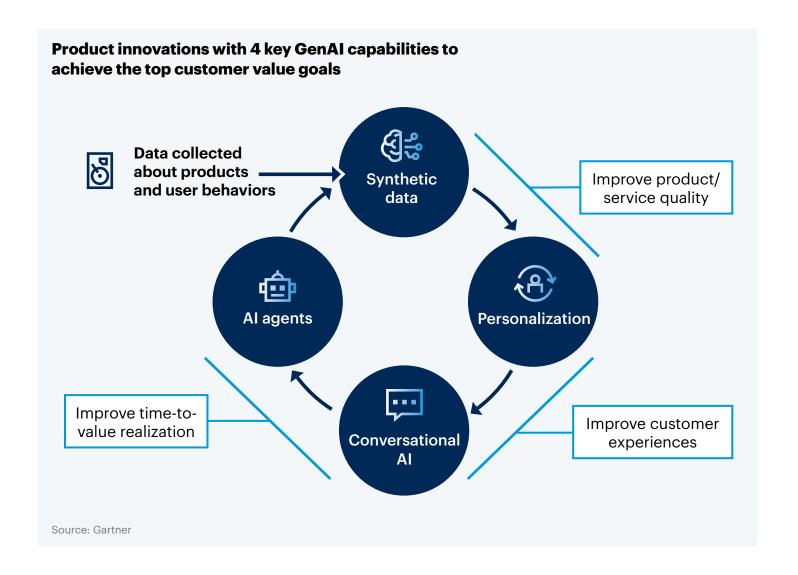
**Leader** — signposts in the three- to six-year period: If you act now, you will likely be a market innovator, increasing your chances of becoming a leader in the market.



**Gartner for High Tech Leaders** 

# CAI is one of the biggest GenAI opportunities to drive customer value

Four big opportunities, including CAI, exist in providing GenAI capabilities that allow technology to adapt to user needs and drive customer value.



5

Gartner for High Tech Leaders Follow Us on LinkedIn Become a Client Top GenAl Opportunities for Tech Products

## What those GenAl capabilities offer

## Synthetic data



Artificially generated class of data used as a proxy for real data — e.g., for anonymization, AI and machine learning development, data sharing and data monetization

#### Personalization



The ability to use synthetic data and the simulation of target use scenarios or user personas to generate highly adaptive UX, content, features or service offerings

#### **Conversational AI**



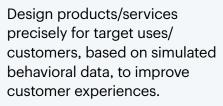
Used through natural language dialogue user interfaces to greatly enhance the communication between systems and users throughout the entire product journey

## Al agents



Autonomous or semiautonomous software entities that use AI techniques to perceive, make decisions, take actions and achieve goals in their digital or physical environment

#### Example:



#### Example:

Configure hardware to adapt to customers' hardware and software use through a GenAlenabled software platform that simulates target-use environments and provides optimized performance and UX.

#### Example:

A chatbot can proactively engage with users to guide them in training or in troubleshooting applications.

#### **Example:**

A GenAl autoagent can assist users in interacting with large language models (LLMs) to automate multiple tasks — for example, to plan a trip, access multiple travel websites, and compare and book the best-priced hotel and airline tickets.

## 4 key actions when deciding where and when to add GenAl capabilities into your products

1

## Identify the key players

See how technology offerings are evolving and spot the best candidates for partners, channels and acquisition.



2

## Assess product capabilities

Understand how GenAl-enabled innovations can add value to your product portfolio and keep you competitive.



3

## Understand user needs

Target GenAI-powered capabilities to solve real business problems and feasible use cases.



4

## Perform market gap analysis

Identify potential areas to expand first with new or updated products and services.











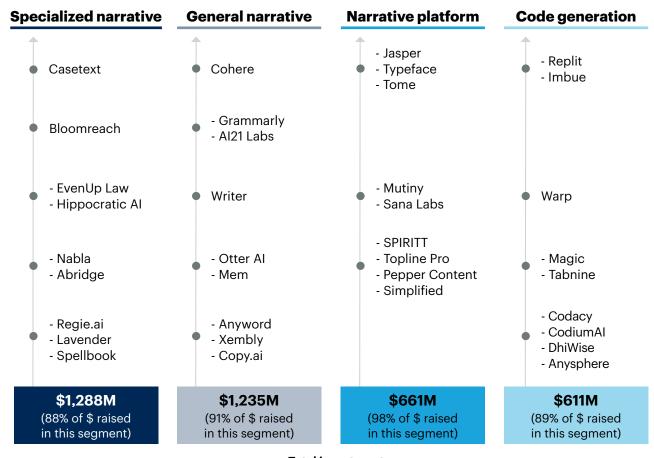
Identify the key players

# Identify key GenAI market players and understand how they are evolving the technologies

It is critical for product leaders to understand the market players to make crucial decisions on how the technology will evolve and determine the best candidates for partners, channels and acquisition. Techscapes highlight the key players and how they are advancing GenAI.

#### VC funding into companies using GenAl for textual content creation

Gartner studied 119 GenAl startups focused on textual content creation that received venture capital (VC) funding from January 2021 through December 2023, collectively raising ~\$4.2 billion. Top VC fundraisers in each segment are shown below.



Total investment

Source: Gartner







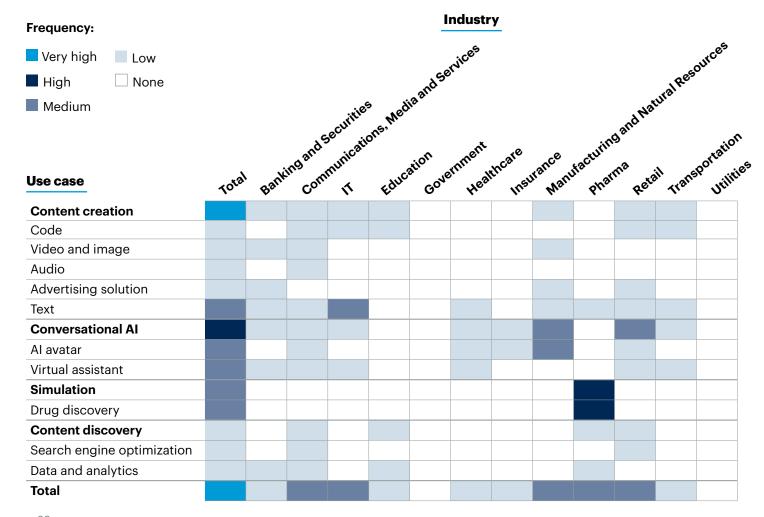




## Add GenAl capabilities to your product roadmap to stay competitive

Early use cases and adopters have emerged (illustrated here), but plan for future GenAI opportunities by assessing GenAl's unique ability to deliver business value in generating designs, predictions, digital twins and more.

#### **Generative AI use cases by industry**



n = 80

Source: Gartner









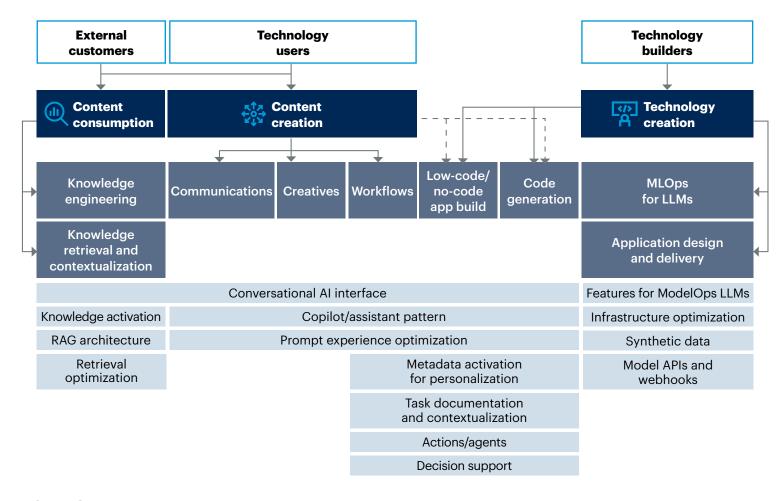
**Understand user needs** 

# Consider how users will interact with embedded GenAl in the context of business tasks

Independent software vendors (ISVs) are already reinventing the user experience of both consumers and workers.

By 2026, more than 80% of ISVs will have embedded GenAl capabilities in their enterprise applications, up from less than 5% today.

#### Generative AI disruption and tech vendor focus



Source: Gartner









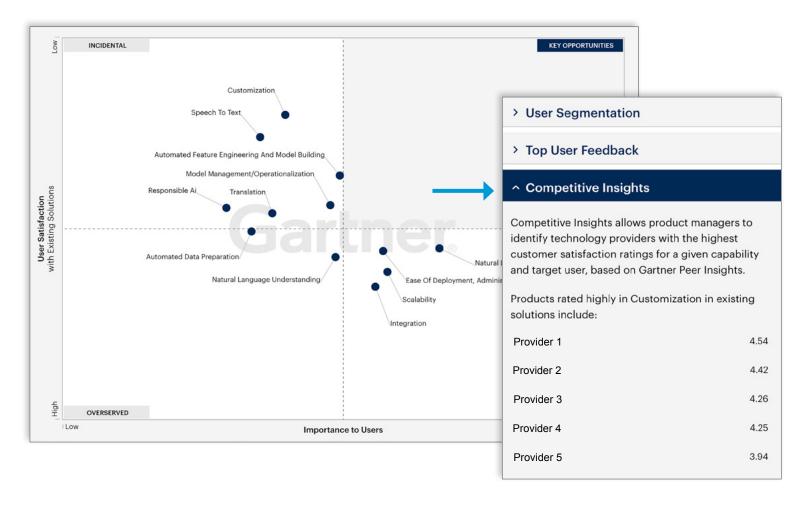
Perform market gap analysis

# Scope the state of competitive offerings

With a tool like **Gartner Product Decisions**, evaluate the current state of offerings for certain capabilities, as well as competitive insights on the way tech providers stack up in offering those capabilities.

→ Get started with Product Decisions

### Illustrative current view of generative AI apps



## Next steps for tech product managers considering GenAl capabilities

Explore the potential of GenAl

Stay informed about the latest advancements in GenAl and understand how it can be applied to improve products and services.

Leverage four key capabilities

Integrate synthetic data, personalization, conversational AI, and AI agents into product development to enhance quality, customer experience and time-to-value realization.

Democratize software development

Use AI agents to automate complex tasks and increase productivity in software development processes.

Embrace software-defined hardware

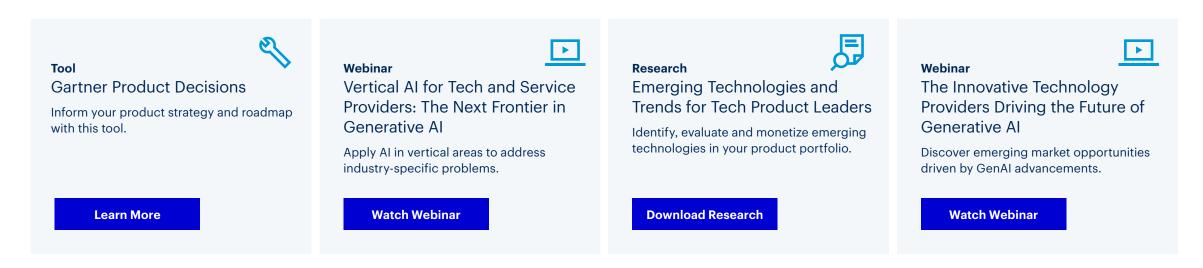
Invest in AI technology to transform hardware with software-defined capabilities, allowing for flexibility and adaptation to meet customer needs.

Simulate digital moments

Use GenAl to simulate real-time events and test integrated solutions that address customers' business priorities, helping them realize value more quickly.

## Actionable, objective insight

Explore these additional complimentary resources and tools for tech product management leaders:



Already a client?

Get access to even more resources in your client portal. Log In

## **Connect With Us**

Get actionable, objective insight that drives smarter decisions and stronger performance on your mission-critical priorities. Contact us to become a client:

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

International: +44 (0) 3330 607 044

**Become a Client** 

**Learn more about Gartner for Product Teams** 

gartner.com/en/industries/high-tech/product-management-leaders

Stay connected to the latest insights (in







