

The logo features the letters 'AI' in a bold, blue, sans-serif font, enclosed within a blue circular arc. An orange star is positioned above the 'I'. To the right of this icon, the word 'tsia' is written in a lowercase, blue, sans-serif font. Below 'tsia', the word 'ECONOMICS' is written in a large, bold, blue, sans-serif font with a trademark symbol (TM). Underneath 'ECONOMICS', the words 'Media Kit' are written in a blue, italicized, sans-serif font.

**AI** *tsia* **ECONOMICS**<sup>TM</sup>  
*Media Kit*

# Who is TSIA

TSIA (Technology & Services Industry Association) is the world's leading data-backed research and advisory organization focused on helping technology companies grow profitably through services, customer success, and technology-as-a-service business models.

## TSIA equips executives with:

- **Data** from the largest benchmark repository in the tech industry
- **Expert research** on the future of services, AI, and business model transformation
- **A global member community** of the world's top technology and services leaders



For two decades, TSIA has set the frameworks that shape the industry: LAER, Consumption Economics, B4B, the XaaS Playbook, the Fish Model, and now, AI Economics, its most crucial movement yet.

TSIA's mission is simple:

**Help technology companies navigate disruption and grow profitably in a changing world.**








→ [Learn More](#)



# What's It's About

AI triggers a race to profitability that most executives don't know they're in.

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-  **The players:** AI startups burning billions to build services. Incumbents with massive service scale, cutting it to automate with AI. Customers rewriting the rules: “Prove results or we’re not buying.”
-  **The trap:** AI makes products infinitely valuable while destroying pricing models. Per-seat dies when fewer people produce more. Consumption leaves millions on the table.
-  **The half sentence:** AI automates many traditional services... but creates entirely new categories of services and the most service-intensive era ever.
-  **The proof:** Palantir trading at 100x revenue. Salesforce cutting 4,000 support engineers to hire 1,000 forward-deployed engineers (for pre-sales services). OpenAI targeting \$30B in services, backing MSPs through Thrive Holdings. The strategic read: deployed AI requires management. The pattern: products and services converging to deliver outcomes, not access.
-  **For services leaders facing the axe:** You're not the cost—you're the answer. Your scale is what startups need years to build. But transform now. Break-fix to outcome ownership. Per-seat to value pricing. Cost center to profit engine.
-  **The playbook:** Pricing-led transformation. Services reinvention. Value engineering offices. TSIA and first movers are writing it in real time.
-  **The stakes:** Winners own customers top to bottom, capturing the most massive enterprise spending spree ever. Losers become commodities.

The question:

**Will you win the race or become a footnote?**

# Leadership Team

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## **J.B. Wood** **President & CEO**

A recognized visionary in the technology and services industry, J.B. guides TSIA's mission to empower technology companies with the insights and frameworks needed to achieve scalable, profitable growth. He is a co-author of bestselling industry books, including *Technology-as-a-Service Playbook* and *Digital Hesitation*.

Predicted the complexity avalanche when everyone thought tech would simplify. Now warns that companies “cutting services to fund AI” are making a fatal mistake: AI doesn’t eliminate services, it makes them mandatory for delivering outcomes. Track record: Called SaaS, cloud, and consumption economics transformations before they happened. Counseled Fortune 500 CTOs through the biggest business model shifts in 50 years.

What he'll tell your audience: Why incumbents have the hidden advantage over AI startups—if they act fast. Why the best AI doesn't win. What CEOs should do Monday morning to avoid becoming commodities.



## **Thomas Lah** **Executive Director & Executive Vice President**

A leading authority on technology services optimization, Tom oversees TSIA's research agenda and brings decades of expertise in operational strategy, XaaS evolution, and business model.

Invented the frameworks companies use to transform their business models (LAER, consumption economics). Now watching AI break those same frameworks faster than any previous transformation.

Says the industry faces “pricing-led transformation”—when you change how you price, everything else must change: financial model, operating model, organizational structure.

What he'll tell your audience: Why per-seat pricing is dead. Why consumption pricing leaks millions in value. The pricing ladder companies must climb (per-seat > consumption > outcomes). How companies that transformed over 20 years for SaaS have months, not years, to transform for AI.

# Leadership Team

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## **George Humphrey** **Senior Vice President of Research**

A seasoned expert in networking, communications, and managed services, George brings more than three decades of industry experience to TSIA. He is known for pioneering early voice/data convergence and shaping global service lifecycle standards.

Predicted managed services would rise when everyone said they were dying. Built the AI 20 Index tracking publicly traded AI companies—average operating income: negative 29%. The

outlier? Palantir, massively profitable and services-heavy, trading at 100x revenue. Now mapping three entirely new service categories that don't even exist yet: AI Readiness and Governance Services (ARGS), Management and Optimization Services (MOS), Outcome-Oriented AI Services (OOAS). What he'll tell your audience: The data proving "serviceless AI" is a myth. Why AI creates more services, not less. The specific capabilities companies must build that they don't have. Why Palantir's 100x multiple proves services drive valuations.

## **Key TSIA Research Executives**

TSIA's research team includes globally recognized experts across Customer Success, Support, Professional Services, Managed Services, Revenue Growth, and other mission-critical disciplines. Their collective perspectives anchor TSIA's position as the industry's most trusted source for data-driven guidance.

[View full bios and headshots](#)

# Suggested Podcast Topics & Segments

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## Flagship Topics

1. The AI Race: Why Both Startups and Incumbents Are Playing the Wrong Game
2. The Death of Seat-Based Pricing & the Rise of Outcome Economics
3. Serviceless AI Is a Myth: Why AI Creates More Services, Not Less
4. Why Incumbents Actually Have the Advantage in AI
5. How Executives Should Rethink Pricing, Packaging & Value Delivery in the AI Era

## Segment Ideas

- “The pricing model graveyard” – which models AI kills first
- “What CFOs still get wrong about AI ROI”
- “Case Study Breakdown: Palantir, Salesforce, OpenAI”
- “The last mile of AI: where projects succeed or fail”
- “The AI services stack every company will need”

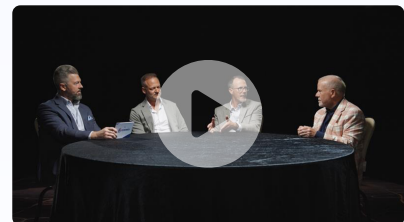
## Core Discussion Points

Three of the industry’s top minds break down the economics behind the next great shift in enterprise technology, and what separates the winners from the footnotes.

## Roundtable

Watch the AI Economics Roundtable, featuring TSIA leaders in an unscripted discussion on the AI race, collapsing pricing models, and why services are the profit engine of the AI era.

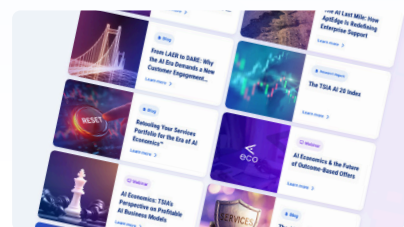
[Learn More](#)



## AI Economics Resource Center

Explore the AI Economics Resource Center, the central hub for TSIA’s research, frameworks, videos, and insights on making AI profitable through services and outcome-based models.

[Learn More](#)





Make smart decisions.™

TSIA (Technology & Services Industry Association) delivers data-driven insights and proven frameworks that drive technology organizations to become profitable, efficient market leaders. Join thousands of executives already accelerating growth with TSIA.