

Navigating the PS 2.0 Transformation Workshop Summary

Section 1: Introduction – Welcome to the ERA of Services

To everyone who participated in the PS 2.0 Workshop at TSIA World Envision 2025 – this guide is for you.

You showed up with insights, honesty, creativity, and urgency. You helped shape what's inside this document: a collective snapshot of where we are as an industry, and where we believe Professional Services must go next.

“AI is not the end of post-sale services – it's the ERA of Services.”

That message rang loud and clear during our time together. It became more than a theme – it became a mindset. While AI will undoubtedly reshape our work, it's also opening up entirely new opportunities for services organizations to lead. Far from being diminished, the role of PS is being amplified.

Services teams aren't being replaced. They're being reimagined as strategic advisors, AI orchestrators, and value creators – inside our companies and for our customers.

This workshop was a space to share real-world experience, test ideas, and build momentum for change. Through working groups, you contributed to four core themes:

- The challenges you're facing
- The actions you're taking
- The investments you're prioritizing
- The big ideas you believe will shape the future of PS

Your collective voices formed the foundation of this deliverable. Our goal is to elevate your contributions – and ensure they continue to influence and inspire well beyond the room.

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Forewords from the Session Leaders

To set the tone for this guide, each of the session's co-leaders offers a brief reflection — their perspective on what made this session powerful, and where they believe we're all heading together.

Bo DiMuccio - *Distinguished VP, Professional Services Research & Advisory, TSIA*

"The collective urgency and insight shared in this workshop underscore the profound transformation underway. AI is not the end of post-sale services—it's the ERA of Services. The successful transition to the integrated, AI-powered PS 2.0 model demands that leaders develop a powerful strategy that explicitly funds and enables scalable, outcome-based service offerings."

Anthony Paluska - *Partner, McMann & Ransford*

"Professional Services is no longer defined by delivery excellence — it's defined by the outcomes we create for clients. The shift from expert to advisor will distinguish the leaders and organizations that thrive in this next era.

At McMann & Ransford, as in this workshop, we see AI as both the catalyst and the enabler of that transformation. It's exciting and an opportunity for all of us - we are at the center of defining new ways to create value."

Brian Hodges - *CEO & Co-Founder, nCloud Integrators*

"Through your ideas and input, it became clear that services organizations aren't just looking for transformation — they're building the tools and infrastructure to support it. New AI-driven approaches are emerging to help PS leaders gain deeper visibility into their practice performance, from revenue and margin trends to delivery bottlenecks.

Acknowledgment

This workshop and follow-up deliverable were made possible through the collaboration of:

- TSIA – For creating the platform to bring these leaders together and guiding the research agenda

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- McMann & Ransford – For guiding the strategic conversation and helping turn workshop insights into tangible next steps.
- nCloud Integrators – For facilitating the session and driving practical frameworks for change

We thank each organization – and every participant – for your time, your thinking, and your commitment to shaping what comes next.

Why This Report Goes Beyond the Room

This guide is built directly from your input. It's not just a summary – it's a field-tested playbook for the future of PS.

Inside, you'll find:

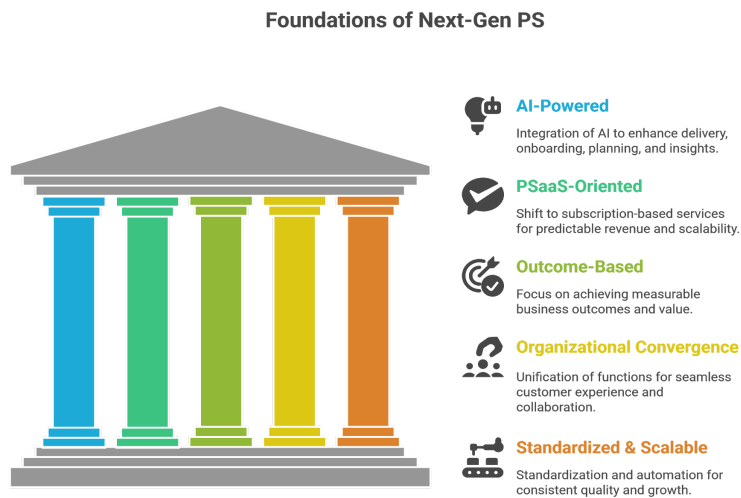
- Patterns in how organizations are evolving
- Pitfalls to consider
- Practical moves to pilot or scale
- Direct quotes and insights from the workshop tables

Whether you're building playbooks, redesigning roles, or making the case for AI investment – this guide is for you.

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Grounding in the PS 2.0 Framework

The workshop was shaped by the [PS 2.0 Transformation Model](#), a framework to help organizations evolve their service models around five pillars:



<u>Pillar</u>	<u>Description</u>
AI-Powered	AI enhances delivery, onboarding, planning, and insights
PSaaS-Oriented	Subscription-based, productized service models
Outcome-Based	Success defined by measurable business impact
Organizational Convergence	PS, CS, Product, and Support operating in unison
Standardized & Scalable	Delivery playbooks are repeatable and automation-ready

This is the ERA of Services. And because of your work, we're more ready than ever to lead it.

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Section 2: Executive Summary – What You Told Us

This section summarizes the most resonant themes from your contributions across the workshop. These insights came directly from your table conversations. Collected, reviewed, and synthesized into a snapshot of where PS organizations are today, and where you're aiming to go next.

Five Key Takeaway Themes: Your Ideas → PS 2.0 Framework

PILLAR	HOW YOU ARE ALREADY MOVING THE NEEDLE
AI-Powered	Piloting GenAI tools in delivery, onboarding, content creation, and health monitoring
PSaaS-Oriented	Designing modular, subscription-based service offers tied to maturity stages
Outcome Based	Exploring new metrics (customer ROI, time-to-value) to replace or supplement effort-based billing
Organization Convergence	Building shared PS/CS engagement teams and reducing handoffs
Standardized & Scalable	Investing in delivery playbooks, automation, and central knowledge hubs

A Shared Journey

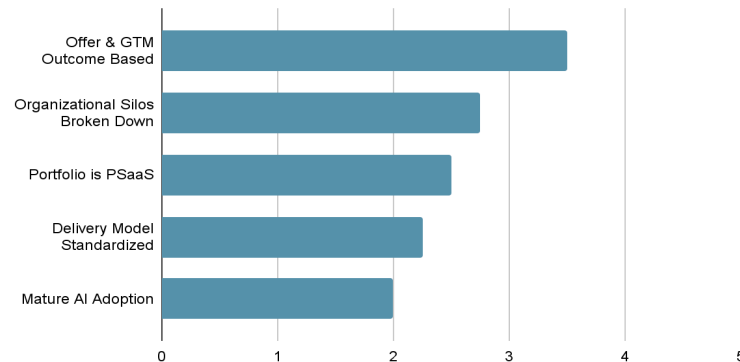
That said, the most common theme we heard across all tables – and throughout the entire conference – was a sense that *“everyone else is ahead”* in the transition to PS 2.0. As we shared in the room, that's simply not true. Every organization represented here is

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navigating this transformation in real time – experimenting, learning, and adapting together.

This workshop, and the report that follows, are meant to symbolize that shared journey. The path to PS 2.0 isn't linear or finished – it's an ongoing evolution of ideas, pilots, and lessons learned. The chart below captures a snapshot of that momentum, showing that readiness levels vary by pillar – but every organization is moving forward.

PS 2.0 Readiness By Pillar



From the Room

“We’re getting pressure to cut PS because of AI — but our customers need us more than ever. Just differently.”

“Everyone has AI tools — but no one has figured out how to govern or scale them.”

“Transformation is happening... but without the budget, it's just ambition.”

“We don’t sell hours anymore. We sell outcomes. The sooner we act like it, the better.”

What This Means Going Forward

You’re not alone in this shift – and the good news is, you’re already taking action. Across companies, industries, and org sizes, PS leaders like you are:

- Rethinking roles and delivery models - building a culture and processes that supports getting work done based on *roles* rather than *titles*
- Investing in automation and analytics - being able to tell, and prove, the value story internally and externally
- Driving new value conversations with sales, product, and customer success - we can no longer impose our organizational chart onto our customers, but rather take a market-back perspective of what is needed and work together to deliver it

This transformation is consistent with insights from McMann & Ransford’s 2025 research report, [“Embedded Professional Services: From Product-Attached to](#)

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Advisory That study outlines how leading PS organizations are redefining their value — evolving from execution partners to strategic growth engines. Many of the ideas explored in this workshop reflect that same shift.

Section 3: Challenges + Actions — What’s Standing in the Way, and What You’re Doing About It

Across the tables, you surfaced dozens of transformation blockers — many surprisingly consistent, no matter the size or maturity of the organization. But what stood out even more? You’re already working to solve them.

This section pairs the top recurring challenges with the actions your teams are already taking to move forward — showing that while the road to PS 2.0 is real, so is the momentum behind it.

Challenge 1: Functional and Data Silos Are Slowing Everything Down

“We’re still structured around internal boundaries — not customer value.”

Many of you shared frustration around siloed operations between PS, CS, Product, and even internal systems (PSA, HR, CRM). This fragmentation creates lag, duplicate effort, and disconnected insights.

Actions You’re Taking:

- Building cross-functional “value pods” with shared KPIs
- Launching internal PS transformation initiatives focused on convergence
- Developing single views of project health and customer outcomes

Opportunity to amplify: Several tables noted a desire for practice-wide performance visibility — including delivery efficiency, margin health, and talent usage. These insights are difficult to gather manually, and ripe for automation through data consolidation and AI.

nCloud Integrators and TSIA Content: [“Breaking the Silos: Best Practices for Aligning PS/CS/Support Resources and Processes.”](#)

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TSIA Content: [Bust the Silos: The 4 S's of a Connected Customer Experience](#)

McMann & Ransford Content: [The Convergence of Post-Sales in the Age of AI | McMann & Ransford](#)

Challenge 2: AI Hype Is High — But Practical Adoption Is Low

“Everyone wants to talk about AI, but no one can agree on where to start.”

While the enthusiasm is strong, most teams are still experimenting. There's confusion around tools, readiness, governance, and real business value — especially with GenAI solutions.

Actions You're Taking:

- Running small AI pilots in onboarding, delivery content, and capacity planning
- Creating internal AI task forces or “Tiger Teams” to explore use cases
- Mapping current workflows to identify automation candidates

Opportunity to amplify: A few tables emphasized the need to tie AI use to measurable business outcomes — not just novelty. For example, using AI to recommend staffing strategies that boost margin or identify project risks earlier — exactly the kind of insights a data-driven solution could enable.

nCloud Integrators' guidance: To get started, learn about the EASE Method and ways to build AI fluency in your teams in this recent blog article: [“From Execution to Orchestration: How AI Can Expand the Role of Professional Services.”](#)

McMann & Ransford's guidance: Right now, most PS organizations are applying AI primarily as a **delivery-efficiency lever** — automating documentation, content generation, or task routing. But the greater opportunity lies beyond operational efficiency. Leading teams are beginning to use AI to:

1. **Measure and attribute customer outcomes** — quantifying impact so PS can both communicate and [price for value not hours](#).

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2. **Improve customer outcomes and experience** – predicting adoption barriers, optimizing onboarding, or identifying intervention points.
3. **Analyze the market and customer landscape for growth opportunities** – pinpointing which segments or customer profiles are most likely to expand service consumption.

TSIA Content: [The AI Adoption Paradox](#)

Challenge 3: Delivery Is Inconsistent — and Everyone’s Reinventing the Wheel

“We need to scale — but we’re still living off tribal knowledge.”

Many PS leaders called out the lack of standardized delivery models. Playbooks exist, but they aren’t used consistently, and few are integrated into systems or tools.

Actions You’re Taking:

- Developing role-specific delivery playbooks and automating guidance
- Introducing internal QA and governance checkpoints
- Training PMs and consultants on scalable best practices

Opportunity to amplify: This challenge often overlaps with insight gaps – it’s hard to improve delivery if you can’t see where and why performance varies. Tables flagged a desire for clearer analytics on how delivery practices impact revenue, retention, and outcomes – another key use case for PS-focused AI tooling.

McMann & Ransford’s Guidance: Documentation is critical, the institutional-knowledge and apprenticeship model that historically trained PS talent won’t work when training AI agents and delivery tools.

Delivery consistency is equally critical to enabling **outcome-based and PSaaS models**. You can’t safely or profitably move away from time-and-materials pricing without knowing you can deliver predictably – and measure the cost and performance of every engagement.

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TSIA Content: [How AI is Reshaping PS Operations and Delivery in the PS 2.0 Era](#)

Challenge 4: Billing Models Don't Reflect Real Value

"We're still charging for hours in a world that wants outcomes."

Participants expressed pressure to move away from T&M billing, but noted that pricing, packaging, and performance tracking for outcomes-based models are immature or misaligned.

Actions You're Taking:

- Piloting outcome- or milestone-based pricing structures
- Reframing service portfolios as subscription-oriented (PSaaS)
- Partnering with CS and Product to define shared success metrics

Opportunity to amplify: Several teams mentioned the difficulty of linking internal delivery performance with external customer outcomes. This is where AI-assisted data aggregation from PSA, CSAT, usage, and renewal signals can help close the loop – and strengthen the case for outcome-based pricing.

McMann & Ransford Guidance: Transitioning to PSaaS is tied to becoming Outcomes-Based - avoid the tendency to chase recurring services revenue by adjusting pricing rather than adjusting the business model.

TSIA Content: [The State of Technology Services Pricing](#)

McMann & Ransford Content:

- [Modernizing the Professional Services Portfolio due to AI Investments | McMann & Ransford](#)
- [The Managed Services Illusion: Discounted Hours vs. Outcomes | McMann & Ransford](#)

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Challenge 5: Talent Burnout and Skill Gaps Are Widening

“Utilization is through the roof — and innovation is flat.”

Many organizations are facing high delivery demands, tight budgets, and limited bandwidth to invest in upskilling or future-proofing their teams.

Actions You’re Taking:

- Carving out protected time for innovation and enablement
- Re-skilling delivery teams on data literacy and AI fluency
- Creating “career pathing” frameworks tied to PS 2.0 roles

Opportunity to amplify: A few tables noted that better visibility into project effort, burnout indicators, and talent allocation could help rebalance teams before issues escalate — another emerging use case for AI and practice-level analytics tools.

TSIA Content: [How AI is Reshaping PS Talent Management in the PS 2.0 Era](#)

McMann & Ransford Content:

- [Consulting Skills Training Statistics Every PS Leader Needs to Know | The Consultant's Way](#)
- [The Changing Role of Professional Services Groups: Moving from Capabilities to Customer Outcomes | The Consultant's Way](#)

What It All Points To

Your actions are real — and they’re working. But they also point to a deeper insight:

The PS organizations that succeed in this new era will be the ones who combine strategic vision with operational intelligence.

And that intelligence depends on your ability to connect the dots across people, platforms, and outcomes. Whether through homegrown dashboards, external solutions, or hybrid models, the ability to see your practice clearly — and act fast — will be the differentiator.

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Section 4: Investments – Where You’re Placing Bets

From Intent to Infrastructure

By this point in the workshop, conversations shifted from aspiration to allocation. After defining challenges and testing early actions, participants were asked:

“Where will you invest to make PS 2.0 real?”

The discussion revealed that the next wave of investment in PS isn’t about adding tools; it’s about building a connected, insight-driven operating fabric for how services are delivered, managed, and measured. The top 5 Strategic Investment areas identified throughout the room fell into the following categories:

Strategic Investment Priorities

AI & Automation Implementing AI tools to enhance efficiency	1
Practice Analytics & Decision Intelligence Developing data-driven decision support systems	2
Offer Standardization & Commercial Innovation Creating standardized and innovative service offerings	3
Talent Enablement & New Roles Training employees for new roles and skills	4
Cross-Functional Operating Models Integrating operations across departments	5

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Investment Alignment to the PS 2.0 Pillars

PILLAR	SIGNALS FROM YOUR INVESTMENT STRATEGY
AI-Powered	GenAI pilots, intelligent resourcing, AI-guided delivery playbooks, and early warning dashboards for project risk.
PSaaS-Oriented	Subscription-based offerings with embedded analytics, modular onboarding frameworks, and recurring revenue motions.
Outcome Based	Funding for customer-value frameworks, renewal metrics, and outcome-aligned pricing engines.
Organizational Convergence	Shared tooling, joint councils, and cross-functional metrics linking PS to CS and Product.
Standardized & Scalable	Automation frameworks, global delivery templates, and reuse governance to increase repeatability and margin.

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Voices from the Room

"We've automated parts of delivery, but not the insights. That's next."

"Our teams are swimming in data, but no one owns turning it into direction."

"We can't standardize offers until Product, CS, and PS are measuring the same outcomes."

"Training is easy to budget; transformation time is not – but it's the real investment."

"We want PS dashboards as sharp as the Sales pipeline report."

Collaboration as the Critical Investment

Across every table, one thread tied the conversations together: collaboration is no longer a soft skill – it's an infrastructure requirement.

- **Shared Data:** Teams recognized that visibility must span PS, CS, Support, and Finance. Fragmented systems block insight and erode trust.
- **Shared Incentives:** Investments only scale when KPIs align across functions. Several groups cited early wins from cross-functional OKRs tied to retention and adoption metrics.
- **Shared Governance:** Transformation funds need owners – and sponsors. Participants stressed the importance of executive-level steering councils to sustain momentum beyond initial pilots.

Your collective message: Transformation isn't about adding AI – it's about connecting people, platforms, and priorities around shared outcomes.

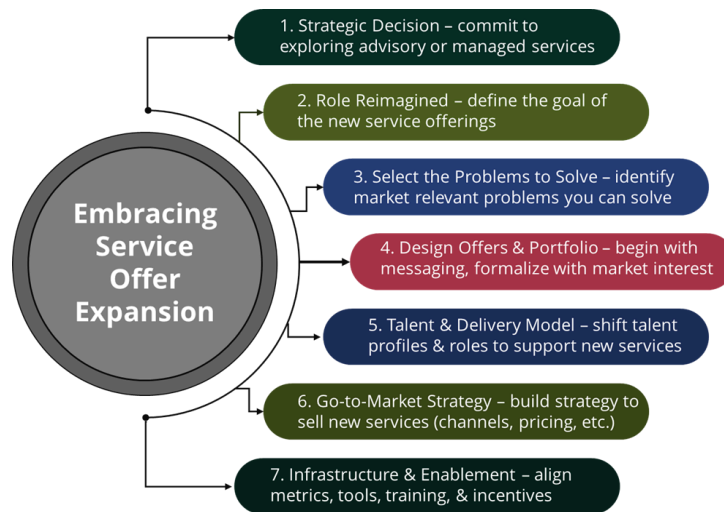
Obtain Alignment First: Ensuring Successful Investments

Many of the investments discussed in this workshop reflect the same pattern we see when organizations expand their service portfolios. Shifting to PS 2.0 requires not only new investments but the alignment and deliberate execution in order to get there.

The framework below illustrates the typical progression McMann & Ransford uses to help organizations begin with strategic intent, ending with Infrastructure and Enablement. Sub out the word "offer" for anything, we are always quick to jump to the last step(s) assuming we have buy-in on the first several, but if we invest prior to

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obtaining alignment about our strategic role and therefore the goal of the investment, that investment is likely to end up in the pile of failed initiatives.



Broader Trends and Best Practices

Drawing from broader PS research and transformation programs, the priorities you surfaced align with a set of emerging best practices across high-performing services organizations:

1. Invest in Visibility Before Velocity

Leading PS orgs now spend as much on analytics and governance as they do on automation. You can't scale what you can't see.

2. Tie AI Spend to Business Impact

Every pilot should have a metric tied to revenue protection, margin expansion, or time-to-value reduction.

3. Fund Enablement Like Product Launches

Top performers treat enablement as an internal go-to-market, with launch plans, champions, and adoption KPIs.

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4. **Centralize the Transformation Budget**

Dispersed funding leads to duplicated tools and stalled initiatives. Central governance accelerates impact.

5. **Build for Adaptability, Not Perfection**

PS 2.0 leaders fund frameworks that evolve. Every investment should have feedback loops built in.

What It All Means

Your collective input underscores a new operating reality:

Transformation requires investment – but what matters most is where intelligence meets intent.

The organizations making the most progress aren't the ones spending the most; they're the ones ensuring every dollar spent creates visibility, velocity, and value.

In the ERA of Services, investment is no longer a line item – it's a leadership behavior.

Section 5: Big Ideas – Reimagining the Future of PS

After exploring challenges, actions, and investments, participants were asked:

“What is one bold, innovative idea that could meaningfully advance PS transformation within 18 months?”

What Made These Ideas Special

The best ideas were:

- Tangible – Rooted in operational reality, not theoretical models
- Scalable – Designed to apply across regions, roles, or offer types
- Cross-Functional – Involving PS, CS, Product, and Support as co-creators
- Data-Informed – Dependent on insights, not just intuition
- AI-Aware – Embracing AI as a capability enabler, not a job killer

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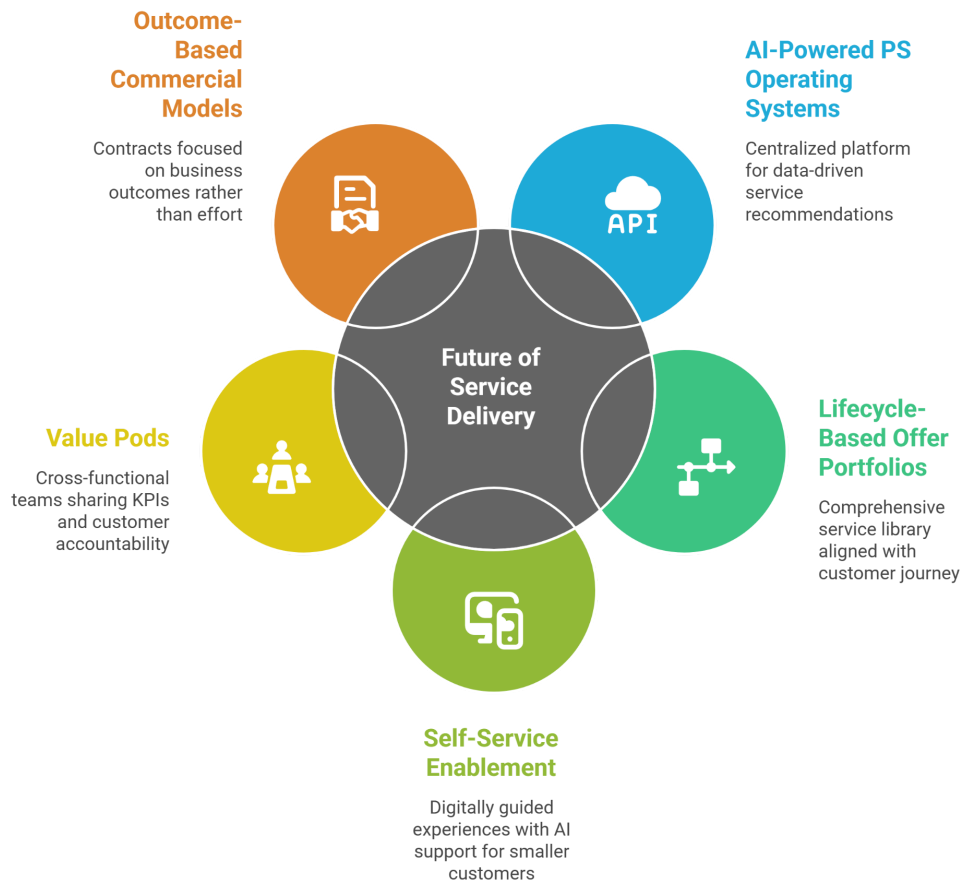
Most importantly, they reflected a sense of optimism that AI and automation don't diminish services – they expand what's possible.

Five Big Idea Patterns That Emerged

<u>Big Idea Theme</u>	<u>What You Shared</u>
AI-Powered PS Operating Systems	A centralized platform that pulls PSA, CSAT, HR, and customer data to surface weekly recommendations for margin, staffing, backlog, and delivery risks. Think: the CRO's dashboard – but for Services.
Lifecycle-Based Offer Portfolios	A complete services library aligned to the customer journey: onboarding, adoption, optimization, transformation – all modular, automated, and clearly priced.
Self-Service Enablement	Digitally guided delivery experiences for smaller customers or use-case-focused onboarding – paired with GenAI support bots and templated best practices.
Value Pods	Cross-functional outcome teams (PS, CS, Product, Enablement) that own a customer segment or product line together, sharing KPIs and customer health accountability.
Outcome-Based Commercial Models	Contracting for business outcomes (e.g., adoption, retention, revenue enablement) rather than effort – supported by better delivery-to-value tracking.

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Strategic Service Innovation



What You Said in the Room

"We talk about insight, but no one owns generating it. That's the opportunity."

"We need PS offers that evolve like SaaS products – faster, modular, customer-centered."

"Self-service doesn't replace services – it lets our people focus on the hard stuff."

"Let's stop debating AI and just give every PM a copilot."

"We don't need more dashboards – we need a practice operating system."

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Mapping the Big Ideas to PS 2.0 Pillars

PILLAR	BOLD MOVES YOU ENVISIONED
AI-Powered	“PSOS” dashboards; GenAI copilots for delivery; automated risk surfacing; AI-curated best practice libraries
PSaaS-Oriented*	Modular service packages mapped to lifecycle stages; subscription-tiered service levels
Outcome Based*	Commercial models aligned to results (e.g., time-to-adoption, usage health, retention impact)
Organizational Convergence	Value Pods owning delivery, success, and expansion together; shared KPIs and funding pools
Standardized & Scalable	Digital-first onboarding, self-serve engagement models, reuse libraries, templated success plans

A Common Theme: “The PS Operating System”

One concept surfaced again and again – in different words, but the same spirit:

“What if every PS leader had a system that operated like a CRO dashboard – one that surfaced what to act on, not just what already happened?”

This “PS Operating System” – blending data, process, AI, and action – was the most referenced bold idea in the session. It resonated across maturity levels and company sizes.

A live, learning operating layer that enables faster decisions, smarter delivery, and predictive practice health.

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It's not a pipe dream. It's a direction – and for some, already in progress.

Section 6: What Happens Next

This document is the official post-session deliverable from the “Navigating the PS 2.0 Transformation” workshop at TSIA World Envision 2025.

It reflects what we committed to you as participants:

- A synthesis of the key outputs from the working session
- Structured insights aligned to the PS 2.0 framework
- Highlights from the real work your teams contributed
- Added perspective from industry leaders and workshop facilitators
- A foundation you can use to move from workshop insight to organizational action

This is a blueprint-in-progress – shaped by you, built for your teams, and designed to inform your next moves.

nCloud Integrators' Content: [Reimagining Professional Services: AI, Automation, and the Road Ahead](#)

What This Deliverable Contains

<u>Commitment</u>	<u>Included</u>
Synthesis of participant inputs	Themed summaries of Challenges, Actions, Investments, and Big Ideas
PS 2.0 alignment	Every insight mapped to the five transformation pillars
Participant voice	Quotes, real-world observations, and representative ideas from working sessions

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<u>Commitment</u>	<u>Included</u>
Strategic perspective	Commentary from nCloud Integrators, TSIA, and McMann & Ransford
Post-workshop value	Best practices, frameworks, and examples of how to activate these ideas in your org

How to Use This Inside Your Organization

This document is built to support multiple use cases – whether you're continuing the work, socializing ideas internally, or catalyzing broader change.

Use Case	How to Apply It
Executive Readouts	Use the PS 2.0 Pillar model and synthesized insights to brief internal leadership on what modern services transformation entails.
Transformation Planning	Refer to the Challenges and Actions sections to validate or expand your current roadmap.
Strategic Investment Framing	Use the Investment section to support business cases for tooling, skills, or analytics modernization.
Offer & Org Model Discussions	Leverage Big Ideas (like the PS Operating System or Value Pods) to spark redesign conversations with cross-functional teams.
Peer Benchmarking	See how your team's thinking aligns or contrasts with others in the room – and use that to guide where to double down or pivot.

To obtain a few more resources on Intelligent Delivery and AI in Professional Services, you can access nCloud Integrators' PS Excellence Resource center, which contains recent webinars and papers: [Professional Services Excellence Resource Center | nCloud Integrators](#)

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Let's Keep the Momentum Going

Transformation doesn't stop at a conference. And it doesn't succeed in isolation.

We invite you to:

- Share this report internally with your PS, CS, Product, and Strategy peers
- Reach out to any of the session leaders for follow-up discussions
- Use the themes to host your own internal "PS 2.0" alignment workshops
- Begin identifying which ideas could be piloted or scaled in your own environment

This document can be your launchpad for structured transformation conversations — not just with your team, but with your executive stakeholders.

Thank You

This workshop — and this document — were made possible by the partnership of:

- Technology & Services Industry Association (TSIA)
- McMann & Ransford
- nCloud Integrators

Our sincere thanks to the 200+ services leaders who joined us in the room, shared with candor, and shaped this collective outcome.

We hope what you find here reflects not just the challenges of modern PS leadership — but the energy, insight, and optimism that defines this new ERA of Services.

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Foundational TSIA Content/References

[What is PS 2.0?](#)

[Framework for Navigating the PS 2.0 Transformation](#)

[PS 2.0 Strategy Framework](#)

[PS 2.0 Maturity Model](#)

[How AI is Reshaping Core Professional Services Functions](#)