



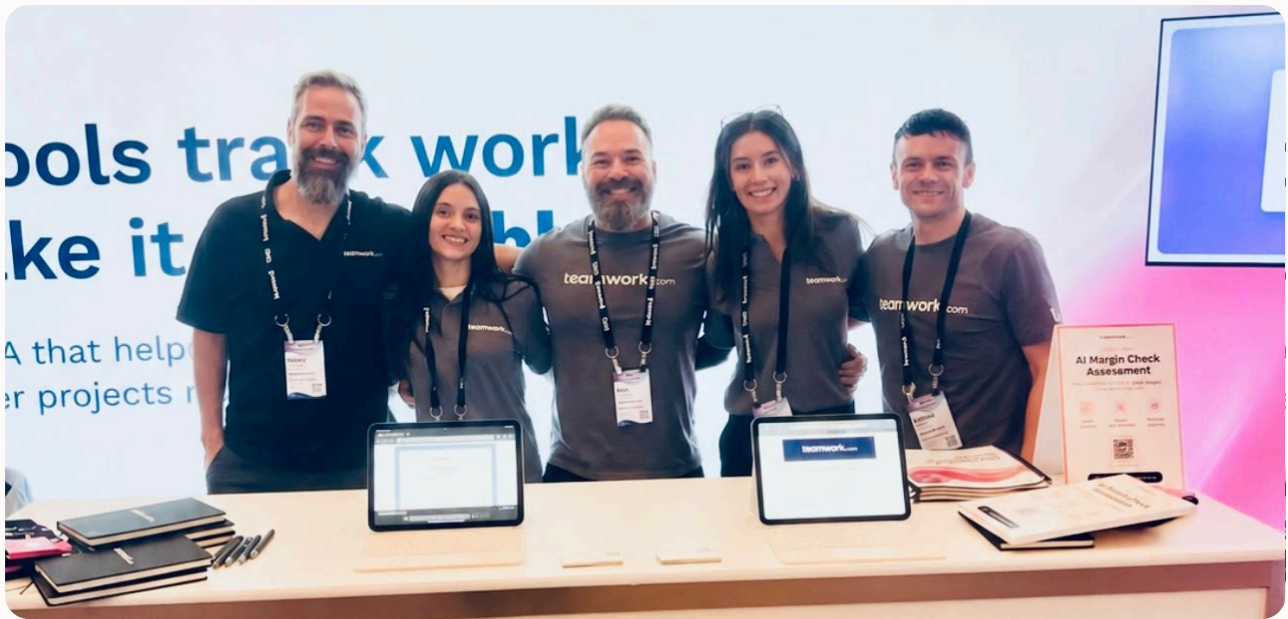
Most tools track work.
We make it profitable.

SIX INSIGHTS FROM TSIA WORLD 2026

From hours to outcomes.

What services leaders need to know about AI, agents and margin, and what to do about it.

teamwork.com



FOREWORD

Why this moment matters.

This is an exciting time to work in professional services.

At TSIA World 2026 in Las Vegas (19 to 21 October), one idea ran through almost every session: the move from selling hours to delivering outcomes.

That move does two things. First, it focuses services teams on what matters most: making customers successful. Second, because we can now prove that success, customers stay longer. Partners who can show the value they deliver become hard to replace. That's a big opportunity for any services business willing to get behind it.

But getting there means real change. How we price, plan, measure our people and use agents all has to evolve. It won't happen overnight, and it won't be easy.

The sooner you start, the sooner you get there. I hope these six insights help you take the first step.

Gearoid Buckley

Head of Marketing, Teamwork.com

WHY THIS MATTERS

Your CFO now owns the AI budget, and wants proof.

At TSIA World 2026, the message from the main stage was clear. AI budgets have moved from the CIO to the CEO and CFO. They don't want promises. They want results on the P&L.

"These budgets are at the C-suite. This is your customer now. The CEO, the CFO... they want to see the results."

Thomas Lah, Executive Director, TSIA, TSIA World 2026 keynote

MOST FIRMS AREN'T READY

71%

tell a better value story than they deliver

Over half

can't routinely show the value they promised

<10%

take a customer baseline before they start

Source: TSIA survey of advisory board members on 13 customer value practices, presented by Thomas Lah at TSIA World 2026.

THE VALUE PROMISE GAP



TSIA calls this the value promise gap: the distance between what sales promises and the value customers actually feel. With fewer than 10% taking a baseline, most firms can't even measure the gap, let alone close it. The six insights that follow are about closing it.

INSIGHT 1

AI could be the biggest margin lever in a decade, but only if it hits the P&L.

10–20%

gains on the tasks AI point tools touch, but little change to the business overall.

Source: TSIA PS 2.0 research, shared at TSIA World 2026

Saved hours only make money if you redeploy them or reprice the work.

WHY IT MATTERS

Task-level savings don't add up on their own. An agent can draft a SOW in minutes, but if the customer still takes two weeks to review it, the project finishes no sooner.

Almost no firm knows how much of its delivery comes from people vs agents.

You can't see what agents deliver if you don't plan them. Few firms plan with AI:

1%

of PS organizations use AI for resource scheduling. Just 2% use it for staffing decisions.

Source: TSIA, *How AI Is Reshaping Resource Management and Allocation in PS 2.0* (Aug 2025); *Resource Management and Allocation in the PS 2.0 Era* (May 2026)

"Agents add capacity. Plan their work alongside your team's."

Mossy O'Mahony, CRO, Teamwork.com, at TSIA World 2026

Judgment layer

Stays human

Review and sign-off

Solution architecture

Scoping

Native agents

Agents do the work

Status reports and risk logs

Test scripts and QA

SOWs and estimates

Blueprint and employ

Package once, reuse

Quality gates

Runbooks

Data migration

Three layers of services work. Source: The Widening Layer (Teamwork.com and TSIA session at TSIA World 2026)

WHY IT MATTERS

Agents already do real work in the bottom two layers. Yet almost no firm can say what share of an engagement's hours came from a person versus an agent.

MAKE EVERY AGENT OWNED, COSTED AND SUPERVISED

- 1 Owned.** Name a person for every step an agent runs.
- 2 Costed.** Put agent cost next to human cost on the project.
- 3 Supervised.** Keep a human review gate until the edits stop.

Source: The Widening Layer (Teamwork.com and TSIA session at TSIA World 2026).

INSIGHT 3

Your utilization dashboard is about to lie to you.

97%

of mature PS organizations track billable utilization. Only 32% use AI to allocate resources.

Source: TSIA, *The PS 2.0 Transformation Paradox* (Nov 2025);
Resource Management and Allocation in the PS 2.0 Era (May 2026)

"Utilization isn't dead. On its own, it's about to tell you the wrong story."

Mossy O'Mahony, CRO, Teamwork.com, at TSIA World 2026

WHY IT MATTERS

When an agent absorbs a third of someone's tasks, their utilization drops. So the most AI-forward teams will look like the worst performers.

Leaders are already reacting. One services leader at TSIA said they're moving next year's compensation away from utilization and toward customer satisfaction.

INSIGHT 4

Hourly billing gives your AI gains away.

WHY IT MATTERS

On time and materials, delivering 50% faster means billing half the hours. The customer keeps the gain. And customers notice: when they see delivery getting faster, they ask for lower prices.

Per-unit pricing leaks too. TSIA's Justin Cawood showed how AI lifts unit margin, then customers push the price back down at renewal.

AI DOESN'T COST YOU HOURS. IT GIVES YOU OPTIONS.

OPTION	WHAT YOU DO	MARGIN
Default	Stay hourly, pass the saving on	2%
Compete	Pass part of the saving on to win work	15%+
Bank it	Move to value pricing, keep the saving	29%

Illustrative model, not research.

Everyone talks about outcome pricing. Almost nobody does it.

3%

of PS revenue comes from outcome-based pricing on average. The median is 0%.

Source: TSIA, *Financial Management and Performance in the PS 2.0 Era* (June 2026)

WHY IT MATTERS

Customers say they want it, but few buy that way. So climb, don't jump.

TSIA's pricing ladder

▼ Most firms are here

1 Consumption

Pay per use

2 Targeted workflow

Pay per workflow

3 Business task

Pay per task done

4 True outcome

Paid on results

TSIA'S THREE TESTS BEFORE YOU TRY OUTCOME PRICING

- 1 **Variance.** Do we know what it costs us to deliver this work?
- 2 **Agreement.** Can we and the customer agree when it's done? Define done in writing, up front.
- 3 **Substitution cost.** Do we know what the customer spends on this today?

"If you can't pass those three tests, I'm not sure you have any business doing outcome-based pricing."

Thomas Lah, Executive Director, TSIA, TSIA World 2026 keynote

Pass all three? Try **floor, remedy, bonus**: cover your cost, cap the penalty, share the upside. (Justin Cawood, TSIA, "AI Profit Protection Through Outcome-Based Managed Services")

AI can't scale work that's different every time.

<4%

of PS organizations have PSA, CRM and HRIS fully integrated.

Source: TSIA, *Resource Management and Allocation in the PS 2.0 Era* (May 2026)

Most firms cover **a fifth or less** of a typical engagement with pre-built assets. (TSIA PS 2.0 research, shared at TSIA World 2026)

Clean data comes first. Trust follows.
Only then can agents own the work.

WHY IT MATTERS

Most engagements are still built from scratch, and most data lives in separate systems. Agents built on unknown data decay. TSIA's Thomas Lah went further: the silos between product, marketing, sales and services "will not stand."

Point AI tools bolted onto separate systems only reinforce those silos. Adoption comes from building AI into the daily workflow, not from more training.

You can't prove what you never measured.

Start with the five numbers from our TSIA session. Can you see each one today, per engagement?

- ☐ **Agent work.** What work did agents actually execute?
- ☐ **Agent cost and owner.** What did each agent cost, who owned it, and how much oversight did it need?
- ☐ **Human review time.** How long did people spend checking agent output?
- ☐ **Rework rate.** How often did agent output need redoing?
- ☐ **Margin per outcome.** What revenue and margin did each outcome deliver?

Baseline the customer too. Pick one metric the customer already tracks and trusts, and record where it starts. Logins don't prove value. Their numbers do.

Expect margin to dip while you build this. That dip is the investment, not the failure.



"The firms that win the next two years won't be the ones with the most AI. They'll be the ones who can see what's happening inside their own delivery with humans and agents."

Mossy O'Mahony

CRO, Teamwork.com, at TSIA World 2026

TEAMWORK.COM

Most tools track work. We make it profitable.

Teamwork.com is the agentic PSA that helps services businesses win, plan and deliver projects more profitably. See people and agents in one plan, cost every hour, and track margin while the work runs.

Contact us

SOURCES

All sessions: TSIA World 2026, Las Vegas, 19 to 21 October 2026.

Thomas Lah, "Close the Promise Gap," TSIA World 2026 keynote · Justin Cawood, "AI Profit Protection Through Outcome-Based Managed Services," TSIA World 2026 · Mossy O'Mahony (Teamwork.com) and Bo DiMuccio (TSIA), "The Widening Layer," TSIA World 2026

TSIA: The PS 2.0 Transformation Paradox (Nov 2025) · How AI Is Reshaping Resource Management and Allocation in PS 2.0 (Aug 2025) · Resource Management and Allocation in the PS 2.0 Era (May 2026) · Financial Management and Performance in the PS 2.0 Era (June 2026)