

2026 Industry Forecast

Manufacturers look to the year ahead

Compiled by: Brent Hoskins, Office Technology Magazine

What do you believe will be the primary market and product opportunities for dealers in the new year? What are the best strategies for pursuing these opportunities? What will be the most significant challenges dealers will face in 2026 and how can they best address them? What notable changes in demand/needs/expectations for office technology do you anticipate from end users in 2026? What do you see as the characteristics of the office technology dealership that is best positioned for success in 2026? What product and services diversification strategies, if any, do you recommend for dealers outside of traditional imaging devices and why?

To find the answers to these questions, Office Technology magazine asked nine MFP and printer manufacturers to share their expectations for 2026. Perhaps the insight shared in this year's industry forecasts will help you better position your dealership for continued success.



Brother International Corp.

**Kimberlie Sutterfield, Senior Director,
National Sales, Strategic Partners**

In 2026, the continued migration from A3 to A4 print environments will remain one of the most significant opportunities for dealers as businesses shift to more efficient workspaces that support a hybrid workforce. Dealers who proactively assess their clients' print environments will be best positioned to capture these evolving needs. A well-executed print assessment not only identifies consolidation opportunities, but also provides the framework for recommendations that deliver improved efficiency, lower total cost of ownership, stronger device utilization and enhanced document security.

Dealers should prioritize developing a comprehensive A4 strategy aimed at capturing unmanaged printer fleets, both



within existing accounts and new prospects. These fleets, often composed of desktop and departmental printers outside of service contracts, represent an untapped source of machines in field (MIF) expansion and recurring supplies revenue. To fully capitalize, dealers must extend their visibility beyond traditional corporate headquarters to include multisite offices, restaurants, retail locations and hybrid work environments where quick access printing is essential for distributed employees.

Profitability pressure will remain a dominant challenge for dealers in 2026, especially as market demand continues to favor lower-revenue hardware categories. To offset margin compression, dealers must focus on operational efficiency and cost control across the service and fulfillment life cycle.

Dealers should align with OEM partners that provide programs that minimize service overhead, such as warranty exchange programs, remote diagnostic support and simplified device deployment tools. Strategic collaboration with distribution partners can also streamline inventory management, reduce carrying costs and improve order visibility for hardware and consumables.

To preserve margin and competitiveness, dealers should modernize service delivery by automating routine support activities, adopting predictive maintenance through fleet monitoring and pursuing cross-training that allows technicians to handle a broader range of technologies.

End users in 2026 will expect their dealers to move well beyond the scope of traditional print hardware providers. Clients increasingly view office technology through the lens of network integration, data security and workflow efficiency. Dealers should look to transform their revenue models, increasingly adopting roles as comprehensive managed IT service providers. Those who can speak the language of IT and demonstrate how print intersects with cybersecurity, cloud enablement and digital workflow will command

greater trust and wallet share.

Expectations will rise for dealers to provide a holistic view of the client's technology ecosystem, including how connected print devices integrate with authentication systems and document management tools.

The most successful dealerships in 2026 will be those that embrace technology and data intelligence to optimize every aspect of their operations. Digital transformation within the dealership, particularly automation of administrative, billing and fulfillment workflows, will be essential to controlling costs while maintaining speed and accuracy. Dealers leveraging cloud fleet management platforms will deliver superior uptime and customer satisfaction through proactive monitoring, remote remediation and secure device management.

By integrating data from service, ERP, fleet management and contract management platforms, dealers can use artificial intelligence (AI) to identify customer trends, forecast consumables demand and prioritize opportunities with the highest conversion probability. These insights will allow sales teams to focus their time on the right opportunities, improve renewal rates and increase the lifetime value of each client relationship.

Diversification will continue to be essential for long-term dealership sustainability. Expanding into managed IT services, IoT device management and security solutions allows dealerships to evolve into all-in-one technology partners, extending their services beyond print to encompass network and device management.

For that to happen, dealers should consider moving away from Simple Network Management Protocol (SNMP), which includes the installation of agents that interrogate the network to collect information and move toward cloud-based solutions to futureproof their businesses.

Dealers should prioritize recurring revenue streams by offering managed network monitoring, endpoint security and cloud backup services. Bundling these capabilities alongside print management delivers clients a unified, scalable technology offering under a single service relationship — an indispensable resource for businesses in the office technology space.

Dealers can leverage their existing service infrastructures — from dispatch, ticketing and remote help desk — to support multitechnology contracts without adding substantial overhead.

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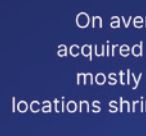


Insight of the Month

2026 Industry Forecast



Channel profit margin is being squeezed toward **10%** as A4 becomes the dominant device in MPS fleets and print volume drops.



On average, **39** dealerships are acquired each year (2000-2024), mostly by other dealerships, as locations shrink by some 2% annually.



70% of technical service calls will be resolved remotely in the future, raising customer service to a top target for automation.



65% of businesses report scan volumes are increasing with solutions like IDP, DMS, e-signature and BPA.



On average, **47%** of business content is paper-based, with finance and admin relying on media most often.



More than **40%** of IT decision makers report that their organizations have multiple document process automation initiatives in place.



The use of AI in IDP solutions is reportedly at **60%** and will accelerate into 2026.



As business priorities shift and tariffs create uncertainty, **42%** of businesses look to reduce costs and improve operational efficiency.

Source: Keypoint Intelligence research



**Epson
America Inc.**
Gabriel Bagnasco,
Director of
Product Marketing,
Americas —
Business Inkjet

The copier/MFP
and printer in-

dustry continues to navigate significant transformation. As businesses continue to adjust to hybrid work environments, smaller office footprints and tighter budgets, the demand for compact, efficient and cost-effective technology is growing rapidly. Dealers who recognize these shifts and evolve their strategies accordingly will be best positioned to thrive in the year ahead.

One of the most notable changes in the marketplace is the continued transition from A3 to A4 devices. More organizations are rightsizing their fleets, replacing larger multifunction systems with smaller, business-class A4 models that deliver strong performance at a lower total cost of ownership. For dealerships, this shift represents more than a hardware change — it is an opportunity to demonstrate value through consultation, customization and long-term partnership. By helping customers find the right balance between capability and efficiency, dealerships can reinforce their roles as trusted advisors rather than simple product providers.

Cost control remains at the center of nearly every business decision customers make. Dealerships that can clearly show how their products and services reduce expenses and improve productivity will stand apart. The most successful dealerships will focus on providing measurable outcomes: lower energy usage, less waste, improved uptime and simplified device management. Customers increasingly want to buy what they need — not what they used to need — and expect transparency and flexibility in how those solutions are delivered.

Reliability plays a key role in both customer satisfaction and dealership profitability. As service continues to be a major contributor to dealership margins, selecting reliable, low-maintenance products is essential. Devices that require fewer repairs not only reduce service costs, but also improve the customer experience. New tools, such as remote diagnostics and predictive maintenance, can further enhance service efficiency, allowing issues to be addressed before they cause disruption. In this way, reliability becomes a shared benefit — customers enjoy consistent performance while dealers protect their margins.

As traditional hardware margins tighten, managed print and subscription-based services are becoming increasingly valuable. These programs provide predictable monthly

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revenue and help dealerships build deeper, more strategic relationships with their clients. By bundling hardware, supplies and maintenance into a single, easy-to-manage service agreement, dealerships can offer customers convenience and financial stability while securing steady business for themselves.

Many dealers are also looking beyond print to expand their value propositions.

Document management, workflow automation and cloud-based solutions represent natural extensions of a dealership's core capabilities. These services align with the digital transformation priorities of modern organizations and ensure that the dealership remains relevant as customers seek to integrate paper-based and digital processes. Offering these solutions not only diversifies revenue, but also deepens customer loyalty by embedding the dealership more fully into the client's day-to-day operations.

Dealerships that streamline internal operations, focus on reliable technology and position themselves as solution partners will be the ones that prosper. The coming year will favor those that embrace efficiency, flexibility and innovation. By helping customers print smarter, manage information more effectively and achieve tangible business results, dealerships can secure a strong and sustainable future in an evolving market.



**Konica
Minolta
Business
Solutions
U.S.A. Inc.**

Laura Blackmer,
President,
Dealer Sales,
& Jason Dizzine,

Vice President, Portfolio Management and Planning

The overall economic landscape will continue to pose challenges into the new year and beyond. Dealers grapple with whether and when to pass the impact of tariffs on to customers, but may be surprised to find most will be willing to share the costs. To engage clients effectively, dealers must understand the impact of economic uncertainty and be prepared with strong talking points on risk mitigation.

Demand remains high for specialty print, particularly in SLED [state, local and education] and health care, although there is also competitive and financial pressure within the commercial print space. Any investment dealers can make in understanding and delivering full vertical solutions and products, in both office and production print, the better. Whether starting small with a production press such as

Konica Minolta's AccurioPress 4080 or incorporating new technology within label and packaging, there are solid opportunities to grow revenue and margins. Building a successful production print business requires dedication and expertise but, once mastered, can generate new revenue streams and establish a highly profitable business while maintaining a focus on core operations. Konica Minolta's Sales Accountability

Program helps dealers take advantage of opportunities and keeps them on track to be successful.

While aggressive diversification can be powerful, at the same time it can put a lot of stress on a dealership. Shoring up your core business is the best way to ensure longevity and profitability. Make sure your core business is operating at its absolute peak before looking at alternatives.

The greatest growth opportunities for dealerships lie in net-new business. While nurturing existing customer relationships remains essential, relying solely on them can lead to stagnation or even decline in revenue and profitability. Net-new business fuels long-term sustainability, bringing fresh revenue streams and reducing dependency on any single segment. By actively seeking new customers, dealerships can tap into emerging markets, respond to changing demands and stay ahead of industry trends. Selling vertical solutions that address workflow and security — especially as cyberthreats continue to rise — creates high-value opportunities that align with evolving market demands.

To succeed in today's office technology landscape, sales teams must be well-structured, equipped with the right tools — think AI and CRM — and have a solid understanding of security. Leadership plays a vital role by setting clear targets, and aligning strategic pricing and compensation plans to support growth initiatives. As AI becomes increasingly embedded in both products and customer interactions, organizations must ensure their teams are prepared to leverage it effectively. Success also depends on identifying margin leakage, properly monetizing value-added services such as security, and developing targeted marketing strategies. A deep understanding of customer needs — whether by vertical or solution type — is essential to delivering relevant, high-impact offerings.

A best practice is for dealers to become subject-matter experts in one particular area and seek guidance from their OEMs throughout the process to understand the opportunities and maximize profitability. Vendors can help with objectives, hiring strategies, compensation plans, marketing and more.

Customers are looking for efficiencies, and dealers need to be equipped to have in-depth conversations to help them

The greatest growth opportunities for dealers lie in net-new business ... By actively seeking new customers, dealerships can tap into emerging markets ...

understand the tool sets available to them within AI, workflow and security, and the costs involved. It is critical to take time to learn the hot new workflow solutions, as you will be outsold if you are just renewing leases.

Dealerships investing in the right technologies, people and processes are evolving from traditional box movers to strategic partners, equipped to meet the demands of distributed and hybrid

workforces with greater efficiency and security. Those leading this transformation will be best positioned as modern office technology providers.



Kyocera Document Solutions America Inc.

**Don Duvall, Vice President,
Channel Sales**

As we look ahead to 2026, the office technology landscape will continue to evolve and present challenges and opportunities for dealers who have a willingness to adapt and can honestly self-reflect. To thrive in this environment, dealerships must embrace diversification, take proactive measures to overcome challenges and strengthen their core competencies.

The traditional A3 print market is contracting, making diversification essential for long-term success. Dealers must expand beyond hardware into areas that will be significant growth drivers: workflow automation, cloud-based solutions, A4 devices, production inkjet and security-focused offerings.

Hybrid work models will continue to accelerate demand for seamless integration between physical and digital workspaces. Dealerships that position themselves as trusted partners in digital transformation — offering secure serverless print, document management and collaboration tools — will gain a competitive edge. Additionally, AI will play a pivotal role in service delivery. Leveraging predictive analytics and AI-driven tools can reduce downtime, improve efficiency and protect margins.

Dealers must also remember that end users will see certain features as table stakes in 2026, starting with AI-driven automation. Predictive maintenance, anomaly detection and automated workflows will become baseline requirements. Security will remain paramount, with “zero trust” frameworks, advanced encryption and cloud-based print solutions essential for hybrid work environments. Sustainability initiatives will also influence purchasing decisions, driving demand for energy-efficient devices and extended product life cycles.

Declining print volumes and slower hardware refresh rates remain pressing concerns. Since 2019, the A3 market

has contracted by nearly 18%, resulting in roughly 120,000 fewer devices needed annually. To counter this trend, dealers should implement formal managed print services (MPS) programs, especially as the market shifts toward A4 devices. Unmanaged printers represent significant lost revenue and profit opportunities.

Talent acquisition remains a critical challenge, particularly as experienced technical staff members retire. Dealers should establish structured growth paths, and promote the financial and professional rewards of the industry to attract and retain both sales and technical talent. Emphasizing the earning potential and unique value proposition of the industry can help overcome perceptions that may deter new entrants.

While understanding the landscape is critical, dealers should concentrate on their core competencies before chasing every trend. This means continuously improving and differentiating their dealerships through operational discipline and customer-centric strategies.

The dealerships best positioned for success will share three core attributes:

- A relentless focus on customer needs and exceptional client experiences.
- Operational excellence, supported by clear KPIs to drive performance and profitability.
- The ability to attract and retain top talent through structured onboarding and a strong organizational culture.

While many dealerships have expanded into managed IT and cybersecurity, substantial growth opportunities remain within the imaging space. Before pursuing adjacent services, dealers should assess their core businesses for untapped potential and build on existing strengths.

To start 2026 with strong momentum, dealers must turn industry challenges into catalysts for growth. A market contraction signals the need to explore new revenue streams, while talent shortages present an opportunity to differentiate through a compelling value proposition that attracts and retains top performers. Success in this environment begins with a disciplined focus on core strengths: delivering exceptional customer experiences, driving operational excellence and building a culture that inspires talent. Dealers who embrace these fundamentals while adapting to emerging trends will not only navigate change, but lead the market into a prosperous future.



Ricoh USA Inc.

Jim Coriddi, Chief Dealer Officer

The uncertainty that marked 2025

Opportunities to take share exist beyond office print. Production print volumes also remain strong ... with a projected CAGR of more than 7% over the next 10 years.

shows no signs of waning as we head into the new year. Continually fluctuating tariffs and high interest rates are slowing purchasing behavior in an already mature industry. Dealers cannot continue to operate the same way and expect their companies to grow. The good news is that there are opportunities to take share, even in this challenging market.

Though office print continues to decline, the need to scan and integrate

paper and digital workflows continues to rise. IDC projects document scanning will grow steadily in the United States through 2029, particularly in the medical and legal fields, driven by compliance and workflow automation needs. Following the acquisition of PFU, Ricoh integrated PFU scanning technology and, in April, launched the first A3 multifunction printer with a straight-path scanner that can quickly and securely scan and orient high volumes, as well as multiple media types, including credit cards and thermal paper.

This presents an opportunity for dealerships to further differentiate themselves, build value and drive new annuity streams by attaching workflow applications, such as AI-enabled intelligent document processing software, to automate, classify, extract and index that scanned and unstructured data.

Opportunities to take share exist beyond office print. Production print volumes also remain strong and growing, with a projected CAGR of more than 7% over the next 10 years. Fueled by print-on-demand, customization, promotional applications and publishing, this market is a solid bet for dealers looking to expand and diversify. Research from Keypoint Intelligence found that more print service providers (PSPs) now purchase their color printing equipment from dealers (61%) rather than from OEMs. Beyond PSPs, many companies looking to lower costs and speed turnaround times are weighing the potential benefits of insourcing their digital printing capabilities. Calling on in-plants offers another potential market segment for dealers seeking to incorporate production.

While building on traditional MFP business through the addition of software and production solutions can be lucrative, it also requires an investment in time and resources that some dealers may be reluctant to make. In this turbulent market, having the right partner can make all the difference. Dealers should carefully evaluate the level of support and partnership OEMs are willing to provide — be it training, prospecting and/or sales resources — to lessen their operational burden, partner to win net-new business and maximize their success.



RISO Inc.
Andre D'Urbano,
Vice President
of Sales

Today, the United States is facing significant challenges in maintaining a reliable

electricity supply due to rapidly rising demand and constraints on the grid.

Many households (according to a Bloomberg report) are paying 267% more for power than they were five years ago and industry analysts are sounding the alarm about a 100-fold increase in blackouts by 2030. Much of the pressure placed on the power grid comes from the development of data centers needed to drive the AI revolution. This is an opportunity for BTA dealers.

Production print providers are seeing their electric bills skyrocket to all-time highs, triple what they were in 2021. For an industry already hit hard by the rising costs of paper, postage and wages, a 300% increase in the cost of hydro is forcing them to (once again) increase prices. Dealers are in a position to help printshops offset the rising cost of print by providing inkjet technology that uses 30% to 60% less power than production toner devices.

For large print providers whose footprints rival some airport hangars, the cost of utilities has become a huge expense. Show them a device that negates the need to raise customer pricing, all the while increasing profit margins, and you will have captivated customers. In fact, most inkjet devices use aqueous ink, still requiring heat for dryers and decurlers. Instead, search Google for "What production printers use oil-based ink?" (instead of aqueous). Instant-dry oil-based ink requires no heat, no drying and no decurler. When it comes to lowering the cost of utilities, few technologies are as impactful as "heatless" oil-based inkjet production presses. Power consumption is an electrifying topic for those paying the bills. Data centers are growing exponentially and soon coming to an empty field near you. Over the next two years, dealers can position themselves as firewalls to the rising cost of electricity.

Adding salt to the open wound that are profit margins are tariffs. Most manufacturers in our industry are due to increase hardware, parts and supplies pricing on products coming from Japan some 12% to 18% early in 2026. The impact of tariffs (introduced in April 2025) are expected to take hold in spring 2026. Here again, dealers can help print service providers facing rising costs and diminishing print volumes by offering a technology that lowers the cost to print. Inkjet looks different compared

Show them a device that negates the need to raise customer pricing, all the while increasing profit margins, and you will have captivated customers.

to toner output. But if it means avoiding another price increase and keeping expenses in check, many print buyers are opting for the budget-friendly price of inkjet. A true sign of the times is businesses learning to live inside of their operating budgets.

The steady stream of price increases that print buyers have faced over the past five years has resulted in a decrease in printing. Consequently, the job run

lengths are half of what they were even three years ago. Prices go up, volumes go down — go figure. The owners/managers of both commercial and in-plant printshops have adapted to the shorter run lengths by using smaller presses, but more of them. Instead of one large device, the print strategy today is to have five to 15 smaller presses for the price of the one large device.

The plan in 2026 will be to print multiple jobs simultaneously and deliver inside of 24 hours. This approach is perfect for dealerships that sell production inkjet with speeds of more than 300 impressions per minute.

In 2026, make it a point to look at your customers' pain points. There is a good chance they involve expenses and the balance sheet. Inkjet has become a big part of the print strategy and your dealership can play a big role in helping print service providers cut costs and achieve their targets.



**Sharp Imaging and
Information Company
of America**

Mike Marusic, President & CEO

The year 2026 will look a lot like last year, only the changes will accelerate. We believe the market will continue to decline slightly, but still be relatively stable. The goal for dealerships will be similar to recent years — how to position themselves for future growth and success.

In a tight economy and flat market, some dealerships cut prices to win customers. Honestly, this can work, but the challenge is how to sustain the business. Lower prices and margins result in the need to reduce costs and support, which can ultimately hurt the dealership in the long term. A better strategy is to provide higher value and services for customers, and add new products to your dealership's offerings. The data we have seen at Sharp, as well as in some industry studies, has shown that dealerships that diversified their offerings outperformed those that did not.

Customers want fewer providers, so being a one-stop-shop for them makes a dealership more valuable and blocks

competitors from poaching their customers. There are many options available for dealerships to expand, including the security systems and water products businesses, among others. Sharp sees a tremendous opportunity in displays for conference rooms and classrooms, and in laptops, which are the staple of every business. This allows dealerships to control pretty much all information-sharing avenues for their customers. As dealerships build on this capability, they can grow upstream with larger and more complex (and profitable) deals. In fact, two Sharp dealerships have landed multimillion-dollar deals in airport signage with displays. This was something that would not have been possible just a few years ago. Others are leveraging their contacts with school districts to install dvLED scoreboards, which add a whole new revenue opportunity. The point is our channel can do more and we need to grab those opportunities.

Dealers are also making decisions on what to do about potential OEM consolidation. This process is already starting with Xerox purchasing Lexmark and other partnerships that are being put into place. While few discuss it openly, it is the number-one conversation among dealers — which OEMs will still be operational in five years? Dealers have invested heavily in building their businesses and it is prudent for them to make sure they remain in control of their destinies. Evaluating their partners to ensure they are positioned correctly is a necessary step in planning out their business for 2026 and beyond.

Of course, there is not a lot of “new” in what I have said. What has changed is the urgency for dealers to take the steps to futureproof their businesses with the right products and partners. After all, it is within dealers’ best interests to make sure they can provide their customers with the best solutions and maintain the strength of their businesses for years to come.

Sharp made a big push at our NEXT dealer meeting for dealers to focus on three areas: Products, processes and people. These three elements, the right product offerings, improving efficiency in their businesses and investing in developing people, are the best way to foster long-term growth and success.

At Sharp, we are helping dealers apply lean management principles while maintaining high levels of support. These training programs teach dealers how to evaluate their operations, identify new efficiencies and keep costs low while maintaining their service and support. This flexibility can provide dealers with greater profitability or flexibility to attract new business without sacrificing margins.

Sharp sees a tremendous opportunity in displays for conference rooms and classrooms, and in laptops, which are the staple of every business.



Toshiba America Business Solutions Inc.
Peter Morisco,
Vice President of
Regional Sales —
Eastern United
States

At Toshiba, we are confident that print is alive and evolving — and the future is still bright for independent dealers who adapt, innovate and stay relentlessly customer-focused. The year 2026 will test every dealership’s ability to redefine its value and, for those that rise to the challenge, the opportunity ahead is significant.

The most pressing challenge facing independent dealerships is the continuing decline in traditional print volumes. With office environments becoming more digital, workflows are increasingly cloud-based. Dealers who support a client-first mentality, diversify intelligently and leverage strategic partnerships will be well-positioned to thrive. We believe that success in 2026 will belong to the dealers who move upmarket and embrace a more service-led, technology-driven model.

At the center of this evolution is managed print as a service (MPaaS), one of our core growth areas and a cornerstone of our strategy. Toshiba has made significant investments to streamline every aspect of MPaaS, removing complexity from onboarding and service delivery. A highlight of that investment is our patented eTAG technology — the industry’s first mobile, remote, self-service printer registration system. By using QR-enabled tagging, eTAG automates the capture of device data, locations and service requests, giving professionals an intelligent, real-time view of their entire print fleets. This innovation is exactly the kind of operational simplicity and transparency that customers expect in 2026.

Another key growth opportunity lies in label and receipt printing, where demand continues to surge in logistics, e-commerce and health care. These sectors are expanding even as office print contracts, offering dealers a critical revenue offset. Toshiba’s comprehensive line of label and receipt printers — combined with our new cost-per-label program integrated within MPaaS — provides a seamless, competitive solution that helps dealerships capture market share from established incumbents like Zebra while supporting strong recurring margins.

Customer expectations are also changing rapidly. In 2026, end users will demand greater automation, visibility and uptime — and the cloud will be central to meeting

those needs. Our multilayered cloud strategy supports everything from traditional meter collection to AI-powered predictive analytics that reduce service costs and increase uptime. With the recent acquisition of directprint.io (now rebranded as Coreza Print), Toshiba has doubled down on cloud-native print management, empowering dealers with a subscription-based software platform that unlocks new, recurring revenue streams.

Yet, technology alone is not enough; the people side of the business will define which dealerships succeed. Our industry faces a tightening labor market, with technician and sales talent increasingly difficult to find. Dealerships that modernize their recruiting approaches — emphasizing flexibility, training and clear career pathways — will stand out. Partnering with trade schools for service roles and tapping business or sales programs for new reps can create a reliable talent pipeline. The next generation values mentorship, momentum and meaning; dealerships that offer all three will win the talent competition.

The dealers best positioned for success in 2026 will combine customer obsession, digital capability and cultural strength. They will invest in CRM systems that capture opportunity at the right moment, reward teams for acquiring and nurturing new business, and embrace adjacent solutions that diversify their revenue bases.

At Toshiba, we believe the future is bright for those who innovate with purpose, leverage partnerships and never lose sight of what matters most — the client.

At Toshiba, we believe the future is bright for those who innovate with purpose, leverage partnerships and never lose sight of what matters most — the client.

With client demand shifting toward intelligent automation and data-driven outcomes, and moving beyond traditional, hardware-centric transactions, buyers now evaluate technology investments through the lens of security, compliance and sustainability. Dealers can address these headwinds by modernizing business models, investing in team upskilling, leveraging vendor partner programs, and embracing automation

to achieve operational agility and sustainable profitability.

We anticipate the expansion of hybrid work environments to sustain demand for A4 devices, managed IT and managed print services, emphasizing flexibility and ease of use. This shift brings along the continued expectations for simplified and integrated solutions backed by trusted vendor relationships that ensure consistent support across digital and physical environments. In addition, environmental, social and governance alignment continues to emerge as a key purchase differentiator, and organizations increasingly favor suppliers that demonstrate measurable sustainability progress and transparency.

While the print landscape remains foundational, growth will hinge on agility, diversification and a deep understanding of clients' digital journeys. Dealerships that position themselves as strategic advisors in automation, AI and workflow optimization will define the next chapter of channel success.

Some market opportunities and product areas for growth will include:

■ **Data automation:** These areas, like intelligent document processing, distinguish forward-thinking partners from traditional print providers. These technologies enable dealerships to evolve into full-service digital transformation enablers. Success will depend on strategic investment in software expertise, workflow solutions and collaboration to deliver measurable client outcomes.

■ **Geographic expansion:** As clients increasingly trust local providers, dealerships can gain market share by partnering with vendors to extend regional coverage and secure exclusive territories.

■ **Emerging technologies:** AI and virtual reality will further enhance service delivery, streamline support and elevate client experiences. Dealers embracing automation and immersive tools will achieve higher productivity, client loyalty and profitability.

We believe the dealerships best positioned for success in 2026 will share common traits:

■ **Diversification:** Expanding portfolios to include services, automation and digital workflows. Diversification



Xerox Corp.

Karl Boissonneault, President, Xerox North America Channels

As we enter 2026, the office technology industry continues to evolve rapidly, driven by the acceleration of digital transformation, intelligent automation and data-centric solutions. Dealers face a critical moment. Those

who innovate, invest in software and services, and build the right infrastructure to support vendor growth initiatives will capture the greatest opportunities in the year ahead. Key challenges include the shift to services and subscription-based business models, a tightening labor market and managing ever-evolving client expectations. Dealers must adapt operations to sustain profitability. At the same time, dealers need to balance short-term growth with long-term transformation, which will test organizational focus and agility.

builds resilience, recurring revenue and competitive differentiation, enabling dealerships to thrive as print volumes stabilize and digital services continue to accelerate in 2026 and beyond.

■ **Talent investment:** Developing expertise in AI, automation and data analytics to consult effectively with clients will be pivotal. Ensuring teams are knowledgeable on these key areas will set them apart.

■ **Operational excellence:** Maintaining agility and responsiveness will be important as vendor networks consolidate. To ensure long-term growth and relevance, dealers should diversify into AI-enabled, service-led solutions, such as digital services, intelligent automation and managed IT.

■ **Collaborative culture:** Creating a culture of continuous learning and innovation will allow you to stay ahead of evolving market needs. Promoting training and certification in sustainability and digital transformation

The year ahead represents an inflection point for dealers. Those who combine technology innovation with local market strength will lead ... the industry.

will create new revenue streams, while reinforcing client confidence and environmental leadership.

Dealerships that embrace these characteristics will not only sustain profitability, but lead the next wave of digital transformation across the channel.

The year ahead represents an inflection point for dealers. Those who combine technology innovation with local market strength will lead the evolution

of the industry.

By investing in people, partnerships and automation, dealerships can redefine their roles not just as suppliers of workplace technology, but as trusted architects of business intelligence and digital growth. ■

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