

Transform Your Revenue
Engine to Market and
Sell High Value Solutions



**THE SOLUTION-
CENTRIC
ORGANIZATION**

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THE SOLUTION- CENTRIC ORGANIZATION



KEITH M. EADES
ROBERT E. KEAR



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Foreword

THANKS TO AN EVER-GROWING INFRASTRUCTURE to support the worldwide instantaneous availability of information, the globalization of markets is accelerating. And yet, too many businesses fail to recognize the incredible opportunities and potential threats posed by this unstoppable trend. Globalization creates worldwide markets eager to acquire new goods and services heretofore unavailable or very limited to them, but it also increases the pressure of competition by many orders of magnitude. No longer can businesspeople hide comfortably in their isolated local markets—the world’s market is now inescapably a global one.

As a result, the pressure to differentiate oneself from a growing number of worldwide alternatives is also increasing. Many businesses are trying to do this by bundling “a little of this with a little of that,” so to speak, and by proclaiming that these assemblies of features or services are “solutions,” as if this word were some kind of magical tonic for warding off the looming menace of commoditization. As Keith Eades and Robert Kear point out in this book, this “pseudo-solution” approach doesn’t work very well, if at all. Instead, they have recognized that to compete effectively in today’s global market, organizations need to first change something much more fundamental: the way that they perceive themselves and their customers.

As a global company, we at Hitachi Data Systems recognized the dual-edged sword of globalization quickly. For many years, we have enjoyed our well-earned reputation for providing state-of-the-art technology products to our customers, and we support this with world-class service. We realized, however, that we could maintain our leadership position only by overcoming the ever-increasing pressures of commoditization and global competition. We have succeeded by shifting our focus from being product-centric to solution-centric. Today, we define ourselves not just by the products or services that we offer, but by how we can solve our customers' problems—and this is beginning to have an impact on everything we undertake as a business.

This book is all about how to succeed in today's tough marketplace by transitioning your organization to solution-centricity, just as we have. Eades and Kear provide insightful ideas about how organizations can adjust their thinking in order to better solve the problems of customers and thereby differentiate themselves from commoditized offerings. Further, the authors provide practical tools and methods for analyzing your own organization's barriers to solution-centric transformation and helpful advice about how to overcome these barriers.

As Hitachi Data Systems succeeds in establishing itself as a world-leading solution-centric company, these concepts play an important role in our transformation. As you read *The Solution-Centric Organization*, I encourage you to apply these ideas for improving your own organi-