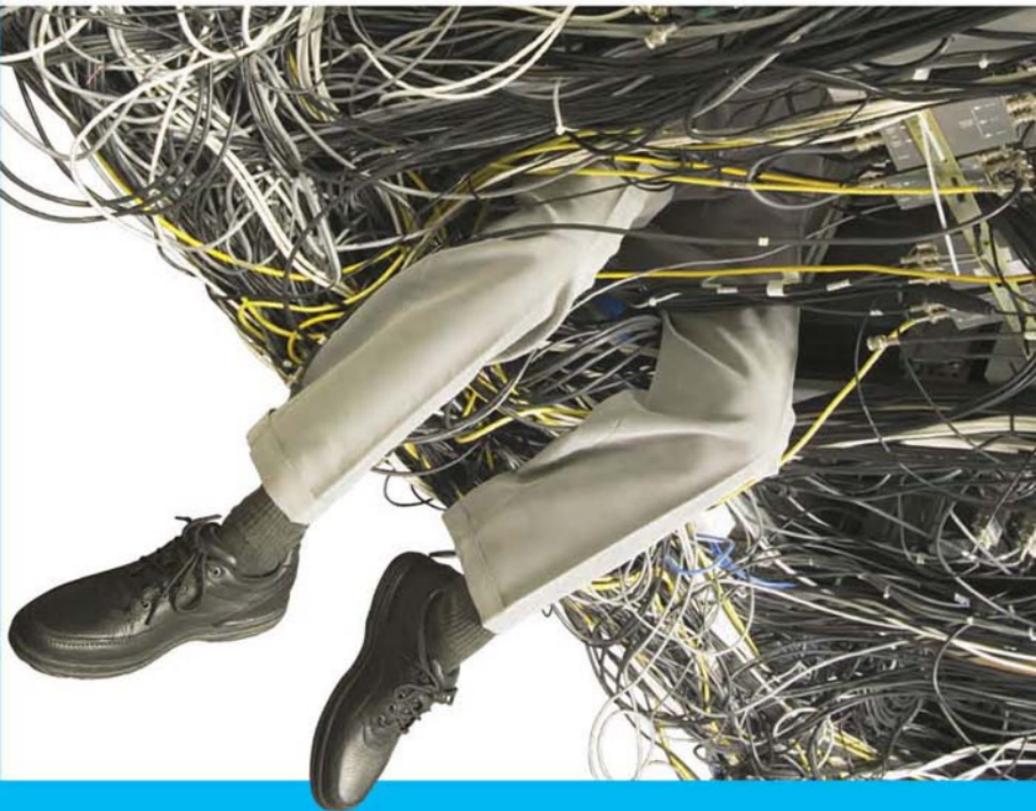# COMPLEXITY AVALANCHE

OVERCOMING THE THREAT TO TECHNOLOGY ADOPTION

J.B. WOOD

PRESIDENT & CEO
TECHNOLOGY SERVICES INDUSTRY ASSOCIATION
(FORMERLY AFSMI, SSPA, AND TPSA)

Introduction

Bridging the Services Chasm provides a comprehensive framework companies can use to make critical service strategy decisions that have rapidly become the difference between product success and market failure. Based on the analysis of technology providers, this book leverages a combination of public record, unique survey data, and direct interaction to clearly define the critical role services is now playing in the success of product companies.

In 1991, Geoffrey Moore published Crossing the Chasm. This seminal work framed and defined the specific challenges that companies face as they attempt to drive new product offerings to market. Since then, a new set of strategy challenges for product-centric companies has become evident. And there is a new chasm that companies must decide how to cross: The Services Chasm. Bridging the Services Chasm frames the services strategy decisions product companies can no longer afford to defer and provides a clear path for action.

About TSIA
TSIA helps technology companies achieve profitable growth and solve their top business challenges with data-driven, expert advice and community learning. **Reach out to us if you'd like to learn more!**

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1 | The Consumption Gap

It turns out that technology does have its limits. Not because engineers can't innovate, but because users can't use. And it is costing tech industries billions in revenue growth every year. The gap between the value that technology products have the potential to deliver and what customers can actually achieve is growing rapidly. Most customers are struggling to keep up, and they usually settle for far less value than they could (and should) get from their purchases.

Unfortunately, most tech companies today lack an effective plan for driving customer success. Why? It's partly because they can't get clear of their own product DNA. But it's mainly because of the organizational constraints imposed on them by their current financial models. Their business strategy simply won't allow them to do what's really best for the customer. Sure, they are great product innovators. But delivering true success to customers today requires much more than cool technology—and that is where the breakdown occurs.

A new business model for the tech industry is unfolding—one that requires radically different thinking about the future of services, sales, R&D priorities, and how companies create shareholder value. One that views the use of the product as the beginning of a journey with a customer, not the end. One that defines success in the customer's terms, not based on revenue recognition rules and customer satisfaction surveys. One that creates competitive differentiation and profits not by

adding more features but by getting better results for customers from the features they already have.

The companies that effectively help their customers close this value consumption gap will be the next winners. Feature-based differentiation is fading. Results-based differentiation is rising. Fortunately, many of the pieces needed to deliver this new model profitably are already in place and paid for.

But first, we need to take a step back.

Over the past two decades, the world has seen the digitization of nearly everything. There are the obvious things like computers, software, cell phones, and iPods. But today, cars are digital. So are toys, medical equipment, manufacturing lines, multi-function copiers, TVs, aircraft controls, and musical instruments. And innovations like GPS have made the most low-tech things of all—like taking a hike in the woods—a digital experience.

From the manufacturer's perspective, the shift to digital is great news. Once a product goes digital, companies can add new and amazing features faster and cheaper than in practically any other form of product development. No factories to build, no dies to cast, no natural resources to deplete. Nearly every industry already has (or soon will find) a way to create a digital component to their product. Maybe it's in the product itself or maybe it's in the way you manage the product—like ordering office supplies on a Web site. Beginning on that day, you can count on a rapid proliferation in the features and capabilities of that product. First it is just some basic features. Soon new features will be built on top of the last ones, and so on and so on.

Don Norman, author of *The Design of Everyday Things*, says there are three primary reasons why companies focus so much of their resources on adding new features into their products.[1]

1. **Customers ask for them.** "If the product could just do x, y, or z, we'd buy it." That also means that for every vertical market, or every horizontal market, we add features. The more markets we want to service, the more features we add.

2. **To trump competitors who are also adding features.** This is a phenomenon as old as business itself: The product with the most innovative features at the lowest price wins.

3. **Engineers want to show they can do it.** Product developers and teams have their own sense of pride and accomplishment. That usually takes the form of technical achievements, many of which have created fortunes and notoriety for the engineers and the companies they work for.

From the customer's perspective, the all-digital world is a mixed blessing. On one hand, adding feature after feature has made products more capable (and in the case of consumer products, cheaper and more fun). On the other hand, all those new features are creating an avalanche of complexity that's growing bigger and moving faster in industry after industry. And it doesn't stop with individual products. In fact, one might argue that there's almost no such thing anymore as an individual product—they're all just components in larger networks. And the benefit of that network is what customers really want. That, of course, makes things even worse. If you're trying to get three already complicated products to work together, instead of making your life easier, you've got complexity cubed. In order to be successful, customers from global corporations down to consumers need a rapidly escalating degree of expertise and experience. That is true because this avalanche of complexity can be seen everywhere: from complex corporate IT networks to home theater systems to cell phones to medical imaging instruments to, well, you name it.

It all begs the question: How are customers—whether they're enterprise, small business or consumer, CIO, doctor, shop supervisor or student—surviving the complexity avalanche? According to a number of recent studies, not particularly well. Consider these stats:

- According to a 2009 survey conducted by TSIA, Neochange, and the Sand Hill Group, only 14% of enterprise software deployments are rated as "very successful" by the company IT executives who own them. Of these customers, 12% rate themselves as "not very successful" and 74% as only "moderately successful."[2]

- Research group NPD reports that while 71% of mobile phones sold in the United States in 2008 had video capability, only 28% of users were aware they had that feature.[3] Awareness among consumers that they can connect their phone to a local Wi-Fi network is probably similarly discouraging.

- According to a survey conducted by British Telecom in 2008, 71% of Britons have up to 10 gadgets lying idly around the home, as they find them too hard to use. The study also shows that 94% of people who experience problems with their home IT are too intimidated or proud to seek expert help. Over 80% of those who have a problem try to fix it themselves, or ask family and friends for advice.[4]

- Only 5% of consumer electronics products returned to retailers are malfunctioning—yet many people who return working products think they are broken. The report by technology consulting and outsourcing firm Accenture pegs the costs of consumer electronics returns in 2007 at $13.8 billion in the United States alone, with return rates ranging from 11% to 20%, depending on the type of product.[5] It's not so much that the product itself didn't work; it's that the customer couldn't figure it out—this is especially true when it is part of the complex network we all know as "home theater." Here is how consumer returns due to "no fault found" have trended over the last 25 years.[6]

Percent of Consumer Electronics Returns with "No Fault Found"
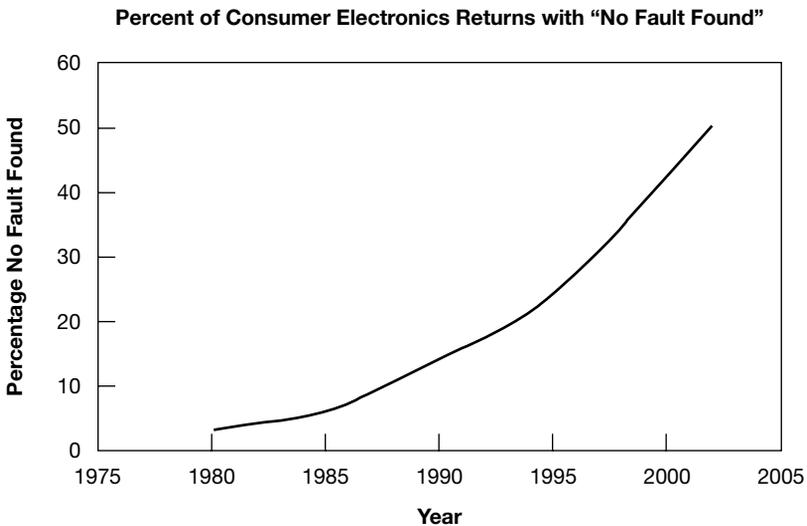

Source: Brombacher et al. 2005.

FIGURE 1.1 Percentage "no fault found" in modern high-volume consumer electronics.

- Just a few years ago, the BMW 7 series landed up with the dubious distinction of making *Time* magazine's 50 Worst Cars of All Time list. Here is what Time.com said: "Perfectly constructed, astonishingly fast and utterly besotted with technology, the big, gracious 7-series had … flaws: The first was something called iDrive, a rotary dial/joystick controller situated on the center console (based on the Windows CE operating system), through which drivers adjusted dozens of vehicle settings, from climate, navigation and audio functions to things like the sound of the door chime. The reason for iDrive and similar systems is that designers were running out of room for switches and instruments. The trouble was that the iDrive was hard to work. Damn near impossible, in fact. Drivers spent many hair-pulling minutes driving to figure out how to add radio presets, for example, or turn up the air conditioning. When confronted with complaints, BMW engineers said, with barely disguised contempt: *Ze system werks pervectly. Dis is no problem*. Since 2002, BMW has gradually improved iDrive to make it more intuitive, but it's still a pain."[7]

- In another enterprise case, a major software company is reported to have less than one-third of its sold licenses in actual use. In other words, more than two-thirds of what they sold is not being used. Again, it is not because the products don't work or they are not useful, they simply are not being adopted. In such a case, how many incremental purchases can the company expect from their existing customer base over the next few years? Not many.

What other industries besides tech could possibly survive—let alone thrive—with customer results like these? Could Boeing stay in business if just 14% of the airlines were "very successful" at getting pilots and crews to use the features of the plane? What about John Deere with its tractor customers? What about your company? Would you tolerate only 14% of your customers being "very successful"? Probably not.

In their defense, tech manufacturers and software companies—both business-to-business (B2B) and business-to-consumer (B2C)—have tried creating voluntary technical standards to improve user interfaces and interoperability. Over the years (and years and years) standards do tend to happen and are hugely beneficial. But this long delay means that standards really haven't done much to hold back the complexity

avalanche. Standards simply can't keep pace with the rapid proliferation of great ideas from smart companies and the features and capabilities that flow from them. For the first time, some tech customers are actually interested in having features taken out!

You will notice throughout this book that we bounce between product categories, industries, customer types, and price points. That is because the complexity avalanche is not just happening here or there; virtually *every* technology category is in its path. Many people would argue that this problem was once the domain of big enterprise IT customers. Now it's happening in the home. And if it hasn't already, it will soon happen to you.

THE CONSUMPTION GAP

So here's the dilemma facing technology companies large and small: If your end customers can't figure out how to use your product or they can't get it to work in their network or they can't change their business process to adapt to its features, it has little or no value to them. No amount of slick graphics, flashing lights, and jaw-dropping technological advances is going to change that. The ultimate goal for technology companies is no longer just to sell products. In order to make customers successful, companies must move beyond that thinking. The ultimate goal today is to enable customers and their businesses to get full value out of the product, the value it has the potential to provide.
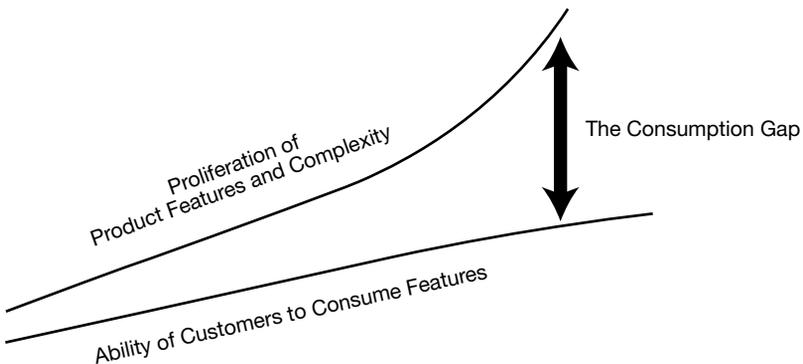
Source: TSIA

FIGURE 1.2 The Growing Technology Consumption Gap.

The difference between the value the product *could* provide to the customer and the value it actually *does* provide is what we call the "consumption gap." And the consumption gap is growing, not shrinking. We're talking about the manufacturing company who has only half its plants using its scheduling application, the IT guy who can't use important system utility functions in the network management tools, the MRI tech who takes twice as long as his peers to do complicated scans, the average digital camera user who has only a small percentage of digital images in print, or the fire captain who can't use the central dispatch system in the fire truck at all. Solving problems like these is a challenge that should rally your company no matter what its role in the supply chain. Whether your company makes tech products, relies on tech products, or sells them direct to customers, the consumption gap is a growing threat to your business.

Here are five powerful reasons why you and your company might care deeply about the consumption gap facing your customers:

1. It might be limiting the size of your market to only the technically advanced, "early adopters." They are the only ones willing and able to figure things out.

2. It might be slowing the rate of repurchase by your existing customers because they aren't using what they already own.

3. It might be increasing your cost of sales and reducing your product margins on repeat purchases because the value of their old version of the product wasn't fully realized.

4. You might be leaving service revenue and profits on the table and missing a huge differentiation opportunity. Customers want help and will pay to get it.

5. If your sexy new features aren't being used, they aren't much help against the competition. There are multiple examples of products that compete effectively with other products boasting twice as many features. Both have the few features that customers actually use. The rest are not just useless, they are actually negative to some customers because they add clutter to the interface and steal system capacity. And they cost money to develop and maintain, used or not.

We are going to talk about these realities (and others) in different industries throughout this book because we see it happening in market after market. Once a product goes digital it is only a matter of time before a consumption gap builds up around it. The more digital features in the user interface, the larger the likely consumption gap. And left unchecked, this consumption gap begins to eat away at your company's effectiveness. In the extreme, the consumption gap could actually kill a product.

The easiest place to see this in action is the lucrative world of enterprise technology. That's because enterprise technologies usually offer two value propositions: one to the end user and one to management. As an example, let's take CRM software.

A CRM tool gives salespeople the tools to organize their tasks and stay current with customers. That same tool also provides the company's management the insights they need into the sales pipeline so they can better predict the next quarter's sales. If the end users—in this case, the salespeople—opt out of using the tool, management doesn't get its benefit. To be successful—to get full value out of a million-dollar software purchase—corporations need to get end users to use not only the features they like but also many that they don't. If that goal isn't achieved, large parts of the product's value proposition go unrealized. Gartner, a leading technology research and advisory firm, predicts that "through 2010, 75 percent of CRM SaaS [software as a service] deployments will fail to meet enterprise expectations."[8]

In fact, one S&P 500 company we know of spent over $20,000,000 to purchase and implement a CRM solution, then had a mutiny in its sales force once it went live. It ended up writing off the whole amount in a restructuring charge and went with a simpler solution that the salespeople could actually use.

But it's not limited to large companies. In the case of our fire captain, his inability to use the technology might make him unaware of the status of additional equipment that is en route, it is adding to dangerously overcrowded radio traffic because on-scene personnel are verbally relaying commands to central dispatch rather than using the system, and it is almost certainly screwing up a lot of activity reporting at the district level.

Even the home today practically needs a full-time IT staff to answer user questions, install upgrades, maintain virus protection, get the TiVo

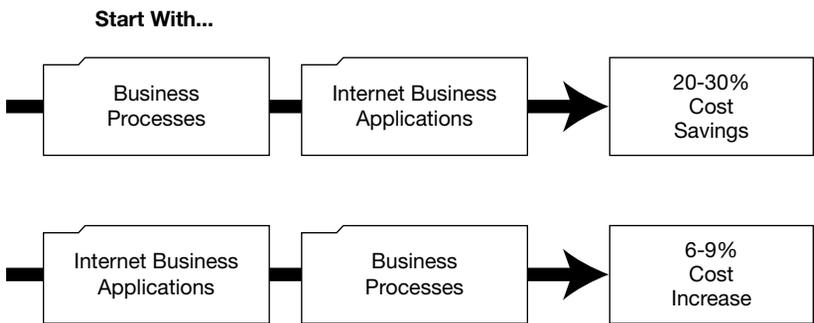to record only the new episodes in a series, and get the home theater speakers to work with your iPod.

FEATURES ABOVE THE FOG LINE

In Silicon Valley, it can get foggy. On those days you don't see what's happening above the fog line. There are all kinds of cool things going on up in that blue sky beyond the low clouds. A beautiful bird might swoop majestically around in circles; you'd miss it. An enormous plane might be leaving a silvery orange jet stream from the eastern horizon to the western one; you'd miss it. Superman could fly by; no one would notice. When it's foggy in Silicon Valley you pay attention to what's happening below the fog line. You are blind to the rest.

It turns out there is a different fog growing over Silicon Valley and other kinds of technology markets around the world. It's not one that the sun will burn off, either. It's being driven by complexity—technical complexity, process complexity, and features complexity—that is quite simply overloading customers. These complexities are now creating a fog that is hiding the features of technology products in consumer markets, business markets, medical markets—anywhere you find high-featured, digital products in end-customer use. More importantly, they are preventing the benefits the customers should be receiving. What exactly do we mean by these complexities?

- **Technical complexity**—what it takes to install, set up, integrate, migrate data to, maintain the performance of, and keep up-to date a digital product or network.

- **Process complexity**—how companies have to change the way they do parts (or all!) of their "quote-to-cash" business processes to make them work with a particular technology. Or the way consumers have to organize and store their digital photos. Or the way doctors have to change how they access a patient's medical history in an examination room.

- **Features complexity**—the difficulty of learning to use the features themselves. Like trying to learn a cool new way to sort a customer's transaction history using the "simple" 17-step, nine-page section of the user manual. Or loading your old data onto your new system. Or … well, you get the idea.

In each of these aspects of complexity there is a growing consumption gap between what digital products require their users to do to achieve full value versus what they are actually able to do. This is true from budget-constrained enterprise IT organizations to time-constrained professionals like doctors and engineers to experience-constrained consumers who like photography or want to do their own taxes. Just look at these results from a research project commissioned by Cisco to study what the keys are for enterprises to increase productivity gains with IT investments.[9]

Start With...

| Business Processes | → | Internet Business Applications | → | 20-30% Cost Savings |

| Internet Business Applications | → | Business Processes | → | 6-9% Cost Increase |

Source: Cisco Systems Momentum Research Group

FIGURE 1.3 Q: What Is Most Fundamental to Achieving Productivity Gains with IT Investments?

They found that the order in which you took action on a project—change the internal business processes first and then implement the applications versus implement the applications and THEN change the internal business processes—had a huge impact on the cost effectiveness of the total project. For those companies who changed the business processes first, the total project resulted in an average cost savings of 20% to 30%. But those who implemented the technology first actually had their costs INCREASE an average of 6% to 9%. Clearly, increasing costs was not the goal of the project. We would argue that this is a classic case of the costs of the consumption gap. By forcing the organization to change its processes first, the changes actually got made and adding the applications was easy. Large parts of the consumption gap were eliminated even before the technology showed up. But go the other way around and the pressure on the process changes often get lost. Because the "implementation" is complete, the whole project can be depressurized. The tech vendor pulls

out and the customer is left working "around the application" instead of through it. They are actually adding processes and using alternatives to the application to survive because they haven't fully adapted the organization and gotten end users to adopt the features. The consumption gap is robbing them of their cost saving but there is not that much emphasis on or investment in closing it. This is why Lean Six Sigma works so well. It forces companies to "lean out" the process first—to eliminate the non-value-add steps, thus making it easier to change.

So where does that leave these enterprises? Well Cisco went on to ask what the greatest barriers were to future productivity growth.
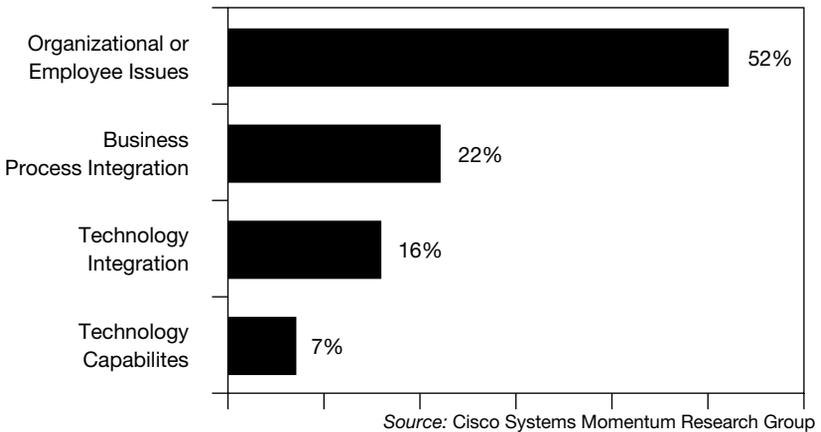
Source: Cisco Systems Momentum Research Group

FIGURE 1.4 Q: What Are the Barriers to Future Productivity Growth?

Guess what? It was not that the technology lacked the capabilities, or that it didn't integrate, it was about processes, culture and people—basically, barriers to end-user adoption. Now you would be right to insist that there is inherent complexity in any large enterprise's business processes. They are large, complex organizations and it is damned hard to get them to change. You could also go on to say that there is a great deal of inherent complexity inside an enterprise tech company as well—many products, many markets, many channels. These all add further challenges to solving the consumption gap. But, as we will point out in Chapter 4, there is a certain absurdity to the difference between where technology customers face their biggest challenges to success today and where technology companies are investing their money to provide

services to those same customers. We believe that many are simply not working on the right problems.

We believe that to millions of business tech customers—and consumers—around the world, closing the consumption gap will become one of the most important considerations in their selection of digital products and vendors. Who cares about supposedly great features if they are not being used? The psychology of markets is shifting. This is not just true in a few markets but in all manner of technology product categories where the customers are moving from "gadget buyers" to realists. They are becoming more worried about getting the help they need to be successful than which product has which feature.

At the Technology Services Industry Association (TSIA) we deal with leading technology companies every day, and it's extremely rare that we find one that doesn't have a growing consumption gap. What about your company? Here's an exercise you can do in the course of an afternoon that will give you some eye-opening insights into the extent of your consumption gap.

Go find a couple of your product managers and ask them these two simple questions about the product they are responsible for:

1. What is the combination of our product's features that—if all our customers used them—would give us maximum competitive advantage, customer satisfaction levels, and product and service margins?
2. What percentage of our customers actually uses all those features?

Happy with the answer? Probably not. Now take a walk over to one or two of your sales executives, and ask them to tell you what is happening to sales cycles and the cost of sales. If you're like many companies, this news won't be good either. They'll tell you that customers are now talking more and more about getting value out of the products they already own, rather than about adding newer models with even more advanced features (that they won't use).

If you want to dig a little deeper, go out and talk to your customers. You'll probably hear many of the same things that the mobile device industry did in 2008 when they read the results of the industry's largest research project, "The Global Mindset Survey," which interviewed 14,000 users in 37 countries. It turns out that new features are just about

the *last* thing on customers' minds. "Frustrated with complex devices overloaded with hard-to-use features, users said they would find a way to make them simpler and easier to use," writes the study's author.[10]

Take even the basic example of the remote control in your living room. If it's too hard to use, would you or your spouse recommend purchasing another one from the same company? Chances are you aren't too impressed. If you're the manufacturer, it's tough to change that impression about your brand. If enough people reach the same conclusion, your product has a problem in the marketplace.

Once again, it's important to remember that the consumption gap is *not* limited to traditional technology markets like computers, networks, and software. The 2009 Lexus LS sedan now has an owner's manual that comes in at a whopping 700 pages. As a result of this increased complexity, Lexus has had to offer the following new service to customers:

> *Lexus Personalized Settings: Lexus vehicles include a variety of electronic features that can be personalized to your preferences. For example, doors can be programmed to remain locked when you shift into "Park." Programming of these features is performed once at no charge… Programming of your Lexus Personalized Settings requires special equipment and may be performed only by an authorized Lexus dealership.*

Some Lexus dealers around the country have even begun dispatching service reps to the customer's home in order to perform these services, which are essential to owner success and which they can't or don't do on their own. So whether your business is planes or trains, medical devices or telephones, and whether you manufacture products or sell them, you had better take stock of your consumption gap.

THE CUSTOMER AS GENERAL CONTRACTOR

Much like getting a new home built, getting a technology solution today to deliver its full value potential can be complicated. It involves a large number of steps that require time, skill, and resources. In the home construction industry, you hire a general contractor to oversee that complexity. The contractor interprets the building plans, hires and schedules expert subcontractors, ensures that appropriate processes are

implemented, provides quality- and cost-control functions, and delivers a usable end product: a home you can live in.

When it comes to getting digital technologies up and running and providing full value, who acts as the general contractor? Usually it's the customer. In our recent survey, 77% of corporate IT buyers reported that indeed *they* were primarily responsible for getting value out of their technology purchases.[11] Customers—who presumably bought the product in an attempt to save time and money—are now forced to find the time, locate the IT experts, manage the project, watch the costs, change the processes, and get it all right.

Forcing customers to be their own general contractor is by no means confined to large IT deployments. What about consumers who want to learn how to use a Web site or a new mobile device? They are in the exact same predicament.

Some customers have banded together in user communities to help each other overcome the complexity avalanche. They ask questions of the group, "Google" the problem, and hope that other customers who have had the same problems might come to their aid. That may work in simple cases but, far too often, the customer-as-general-contractor approach fails.

A THREAT TO PRODUCT-BASED DIFFERENTIATION?

Is the complexity avalanche avoidable? Probably not. Complexity comes naturally once a product category begins to go digital. But the impact of the consumption gap is threatening to upset a lot of dynamics in the tech business. As an example, the age-old strategy of trying to grow market size and share by adding features and functions is now being inhibited (even gated!) by the growing consumption gap. As tech companies, we are in danger of putting our most important new capabilities out of reach of our customers. Would a grocery store ever put its hot selling products on the highest shelves where customers couldn't reach them? Absolutely not. It puts them right at eye level so you can't miss them. Or it will stack them up near the checkout aisle so you practically trip over them on your way out. It makes them simple to consume. But tech companies haven't learned that lesson. Many of them are guilty of putting their coolest and most innovative features out

of the customer's technical reach—they're too hard to learn, too hard to connect, and have too many dependencies for their typical "main street" customer. You may already have product features that differentiate you from your competition and are important drivers of customer satisfaction and purchase behavior but which your customers aren't adopting. Or maybe you have heard your customers request product "enhancements" for features already built into the product.

As we said, a growing number of customers—especially in the enterprise market—are starting to move from "dazzle me with features" to "show me how to get the most out of what I bought." Industry after industry is reaching a tipping point where users and customers are changing their preferences, their buying habits, and their psychology. They're paying close attention to how their purchases get used, and they're selecting vendors based on how successful they are at maximizing value to the customer. So if you plan to dominate the competition through features superiority, your company needs a strategy to bridge the consumption gap and increase the value your customers ACTU-ALLY get when they buy something from you. How do you do that? By doing something that *sounds* simple: Start selling results through new kinds of services that you don't offer today.

A PROBLEM IN THE VIRTUOUS CYCLE

As tech companies, we want our customers to engage in a very simple pattern of behavior, which we at TSIA call the Virtuous Cycle. The Virtuous Cycle calls on the customer to follow these four steps:
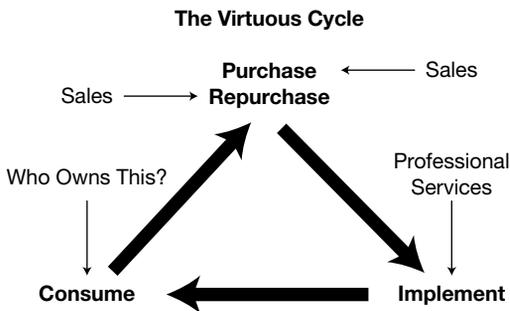
FIGURE 1.5 Services Will Plug the Hole in the Virtuous Cycle.

Step 1: Purchase

Step 2: Implement

Step 3: Consume

Step 4: Repurchase

Most healthy businesses are successful at getting their customers to adopt the Virtuous Cycle to one degree or another. We invest extensively in organizations designed to help customers through this process. In Steps 1 and 4 we spend millions (or more!) to provide customers around the world a sales representative, team, or dealer network to help them successfully navigate the internal and external challenges of procuring our product. Similarly, most companies have at least one service organization that's available to the customer during the implementation phase. In enterprise, commercial, and government markets we or our partners have large, global professional services (PS) organizations to help our customers achieve their desired result: a usable system. In the consumer space it is a 24/7 800-number or a Web site. All these investments are great and worthwhile from a customer success perspective.

But ask yourself an honest question: What organization in your company is responsible for driving your customers' successful consumption of product value? It isn't sales: Their attentions are often drawn off to the next deal once this one is closed, which is probably just what you want them to do. It isn't the professional services team; they're so driven by being billable that once the hours in the project have been used up, unless they can sell another engagement to that same customer, they're off to the next billable customer almost regardless of whether the last one is actually deployed or not. And don't fool yourself into thinking that it's your current customer service organization. The objective you gave this group is to maximize product availability and performance to customers by meeting your service level agreements at the lowest possible cost to your company. The prevailing view among tech CXOs is that customer service is a cost center and should be managed as such. Unfortunately, that particular goal often leads customer service managers to develop tactics to avoid or "deflect" calls, to minimize talk times, and to offload consumers' questions to online user communities. In short, to *not* deliver service. So even in the case where senior account executives

(salespeople) of a large enterprise tech company do take their customers' success very seriously, what can they really do beside yell loudly on their behalf? What internal organization could they go to today whose business purpose is to drive more success for their customers?

But what if things were different? Imagine what would happen if technology companies had an organization that was chartered to accelerate the consumption of product value to help achieve customer results—not to avoid supporting the customer but to seek the opportunity to make the customer more successful. We would be incenting our service reps to proactively seek out customers who need help but haven't yet asked for it. We would reward them for making our product truly valuable to our customers. After all, isn't that what you really want? It is certainly what your customers really want. And yet in most companies, there is no organization that is tasked with delivering this critical outcome.

At a growing number of important companies, executives are seeing that the key to winning future share in their markets will be determined not by products and features, but by the services that are wrapped around them.

Unfortunately, most high-tech manufacturers and software companies aren't ready to take this critical step. They cling to the idea that differentiated product is all that truly matters. Others think they already provide services to address problems like these. We at TSIA respectfully challenge that assumption. You may provide a long list of services, but we're betting that those services are aimed at a different objective. That means that your company's inability to help your customers navigate around the complexity avalanche will become a gating factor to your growth—maybe even to your survival. The business model for tech companies is shifting. What we do and how we make money is about to change. Because just selling products is a dying strategy.