

Rethinking Marketing in a Solutions World

*It'll soon shake your windows
And rattle your walls
For the times they are a-changin'*

—Bob Dylan

Seven Steps to Solutions Success

1. Substantially deepen customer and market intelligence
2. Strengthen collaborative solutions development
3. Rebalance push and pull marketing
4. Invest in micromarketing
5. Emphasize business value messaging
6. Align sales support to the solutions buying process
7. Manage the total client experience

The Solutions Imperative

Technology companies are facing a fundamental challenge with their business buyers. “Build it and they will come” worked for much of the twentieth century. But the dramatic upheavals in the IT marketplace in recent years have left buyers in charge, and they’re less and less interested in the old ways of the industry. The times are definitely a-changin’.

The shift to a buyer's market pushes technology providers in two directions at once. First, as buyers perceive increasing numbers of products and services to be simple commodities, they are demanding continually lower prices. Tech firms can choose to play in the commodity arena, although the global competition to be the low-cost provider is daunting indeed.

At the same time, business buyers are also looking to create more strategic partnerships with a chosen few technology providers, developing relationships focused on the provision of high-value services and solutions to address critical business needs. Tech firms can therefore also attempt to move up the value chain, providing more comprehensive and business-oriented solutions.

Opportunities for growth exist in both directions. And a third choice is possible: focusing on providing components of solutions (hardware, software, and/or services) to other solutions providers. Yet moving to a solutions orientation seems to be the preferred route for most top tech firms today, for three reasons:

- **Client demand.** Business buyers today are little interested in technology for technology's sake. Instead, they are focused primarily on ways technology can be utilized to support business goals, such as reducing costs, increasing productivity, stimulating growth, and building competitive advantage. As such, they are demanding measurable business value with every technology investment.
- **Competitive differentiation.** As competition continues to increase in virtually every product and service category, solutions help providers stand out from the crowd. Jostling for position with a supposedly better mousetrap has become a dead-end proposition. But communicating expertise about ways to help banks improve customer satisfaction or pharmaceutical companies accelerate drug development or toy manufacturers reduce supply chain expenditures gives companies a hook to grab the attention and interest of potential clients.
- **Growth and profitability.** Redefining the addressable market with solutions gives technology providers important opportunities for revenue in a slow-growth environment. For example, EMC has shifted to a focus on "information life-cycle management," with substantially greater opportunities to sell integrated packages of hardware, software, and high-value services than just continuing to push storage hardware amid increasing price pressure and competition. Similarly, because solutions are not simple commodities, are not easily compared, and bring business value well beyond the sum of their parts, they create an important counter to the profit margin squeeze cutting across the industry.

Defining Solutions

At a time when the word “solutions” is used on almost any product or service, it is important to clearly define the term. For ITSMA, a “solution” is:

A combination of products and/or services plus intellectual property, focused on a particular business or technology problem, which drives measurable business value.

A solution is not simply a bundled offering of products and/or services. According to this definition, a solution must be tied to a specific client business need and perceived by that client to provide clear business value. A solution is therefore inherently customized, although it may rely in part on standard components and/or services.

For the purposes of this discussion, solutions are further assumed to be complex, high-value offerings, such as supply chain management systems, infrastructure redevelopment, or business process transformation customized for individual clients.

Compared with products and simple services, solutions are created, purchased, delivered, and valued differently, as follows:

	Products and Simple Services	Complex Solutions
How Created	Internally driven research, development, and production (perhaps with subcontractors); then go sell	Collaborative development and customized "production" with clients (and often business partners)
How Purchased	Off-the-shelf transaction; standard pricing, packaging, and discounting	Consultative process to create custom offer; may entail phases, value-based pricing, and/or risk and reward sharing
How Delivered	Discrete and standard delivery	Custom and variable delivery; client and partner capabilities generally involved
How Valued	Total cost of ownership (TCO); price versus alternatives (including internal); fit within budget	Contribution to business value (e.g., growth, productivity, profitability, competitive advantage)

If the benefits of moving to solutions seem clear, however, so too are the challenges. To succeed with solutions, companies must rethink virtually every aspect of the way they go to market. Technology providers need to become more solutions-oriented in developing, marketing, and selling their products and services.

This *ITSMA Update* highlights the key initiatives that companies must take to succeed in marketing and selling solutions. The paper explores the implications of the new buyer reality in which companies have to operate and then outlines seven marketing requirements for business success in a solutions world.

Marketing to the New Buyer Reality

The technology industry is grappling with an historic shift from a seller’s to a buyer’s market. Long accustomed to developing new technology in the lab and then persuading buyers to purchase the new “new thing,” IT firms are now facing a new buyer reality. ITSMA research with technology buyers during the past several years has identified six changes that together comprise a new buyer reality:

- Buyers are more sophisticated in developing their own agendas for technology investments and pay little attention to generic pitches about the next new thing.
- Buyers are more skeptical of technology company claims and more skilled in evaluating those claims.

- Buyers are more risk averse and more demanding of guaranteed business value with every purchase.
- Buyers are less loyal to existing vendors and partners, more open to new providers, and more focused on flexibility and choice.
- Buyers are looking to reduce the number of vendor relationships and create fewer but more strategic partnerships with technology providers.
- Buying influencers are more numerous and dispersed, with the growing involvement of business, financial, procurement, and other functional leaders, as well as outside consultants. As a result, the buying process is often slower and more complex.

Marketing to the new buyer reality requires strong and persuasive responses to each of these changes. For example, buyers' increasing sophistication in developing their own technology agendas puts a premium on both providing thought leadership to support buyer planning and building brand interest to achieve initial consideration.

More generally, the new buyer reality is pushing technology providers to rethink their entire approach to marketing. Some of this thinking is independent of a move to solutions. The shift in the market calls for changes in marketing strategy for products and simple services as well as solutions.

Succeeding with solutions requires an additional set of changes as well. Most of all, the move to solutions is pushing a transformation of marketing from a function mostly focused on communications and sales support to one equally concerned with identifying market opportunities, defining and developing new offers, demonstrating value, and collaborating with partners and clients to create unique solutions.

Seven Steps to Solutions Success

In responding to the new buyer reality and the move to solutions, ITSMA emphasizes seven specific marketing initiatives to build solutions success:

1. Substantially deepen customer and market intelligence
2. Strengthen collaborative solutions development
3. Rebalance push and pull marketing
4. Invest in micromarketing
5. Emphasize business value messaging
6. Align sales support to the solutions buying process
7. Manage the total client experience

These initiatives are discussed in the sections that follow.

Substantially Deepen Customer and Market Intelligence

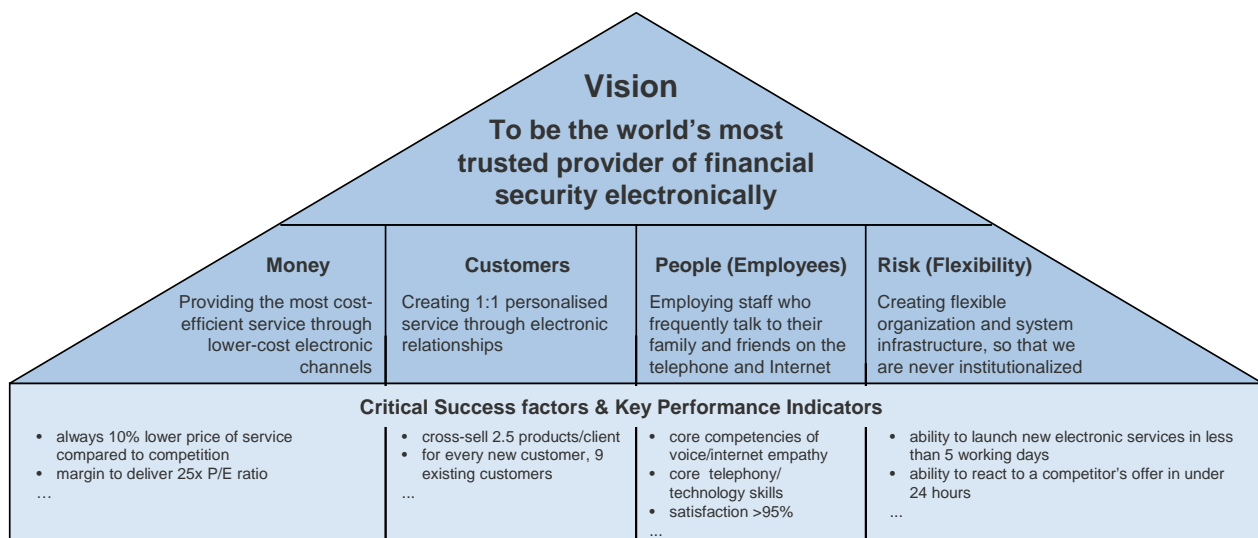
The new buyer reality demands that technology providers gain a much deeper understanding of the industries and individual clients they serve, the dominant and emerging business issues for their clients, and the competitive landscape.

IT companies typically invest heavily in market research (although many have cut back in recent years), yet too often that research is overly focused on technology as opposed to business issues. Neither is market intelligence often packaged, distributed, and made accessible widely enough across organizations.

Moving to solutions requires a strong emphasis on gaining detailed insights into individual clients' (and prospects') business challenges, business processes, and buying dynamics to support the development of compelling value propositions and solutions.

At Unisys, for example, marketing works with sales to improve campaign results by constructing detailed profiles of key clients and prospects (Figure 1). Profiles begin with an analysis of the client's external environment, including all the economic, social, and political factors that influence the client's business and thus technology and other investment decisions. The process then highlights the client's business vision, strategy, and key success factors. The resulting profiles enable Unisys to create a value proposition that maps the way specific IT solutions can contribute to the client's most important pain points and business objectives.

Figure 1. Unisys Client Profiles—A Financial Services Company Example



Source: Unisys, 2003

Digging deep into individual client situations enables technology providers to build market insight from the bottom up, looking for clusters of prospective clients that share similar challenges and approaches to technology. The profiling efforts at Unisys have already led to increases in board-level discussions, solutions sales, and marketing-sales alignment.

At the same time, deeper vertical industry and competitive knowledge are also critical. Technology providers need to gain much more familiarity with the top issues and trends that clients are facing within their industries.

Similarly, competition in the solutions world has become much more complex. Not only are clients facing build vs. buy decisions, they are also looking at an ever-widening array of options with the globalization of the IT industry, the rise of outsourcing and on-demand services, and more flexible deal structures. Accelerating industry consolidation adds that much more to the competitive intelligence challenge for technology providers as well.

Finally, companies need to package and disseminate market and customer insights more effectively. Keeping information within the narrow confines of research teams, individual business units, or executive offices makes little sense

in a solutions world that demands faster reaction to opportunities, more flexible approaches, and enhanced collaboration across the organization.

Strengthen Collaborative Solutions Development

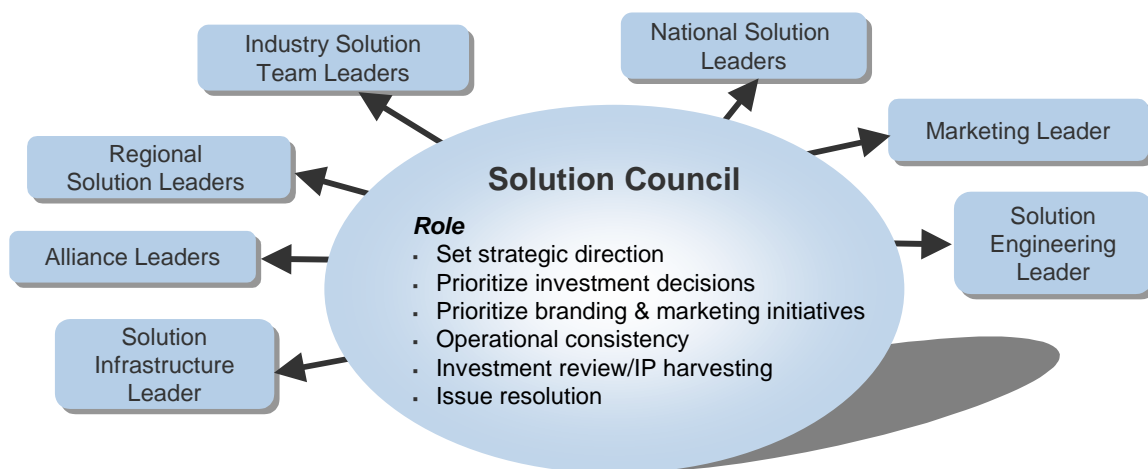
The move to solutions puts a premium on internal and external collaboration. Because solutions typically draw on multiple capabilities to solve a client's specific business challenge, developing the right offers requires a much greater degree of collaboration across business units, with partners, and with clients themselves.

The best solutions are often developed in the field by account and delivery teams working with individual clients. The critical challenge for marketing is then deciding which solutions to develop into broader offerings by investing in a more formalized development and launch process. Responding to that challenge first requires that marketing has a leadership role in solutions offer development. This is not always the case, especially in services organizations where offer development typically resides in operations and delivery.

Marketing's leadership role is critical for solutions development because marketing is the essential link between field sales and delivery on one hand and a broader view into market, customer, and competitive intelligence on the other. Marketing is thus in the best position to evaluate solutions to invest in for broader development and launch. Allowing marketing to take this role, however, requires extensive trust and collaboration across the various functions and business units—which might mean new approaches to incentives, compensation, and metrics.

A number of companies have created "solutions councils" to make sure that all relevant organizations and functions are aligned around solutions development, marketing, and sales (Figure 2). Often (but not always) led by marketing, solutions councils typically bring together representatives from marketing, sales, business units, regions, engineering, finance, and alliance management. The councils take responsibility for determining investment priorities, coordinating marketing and sales, ensuring delivery readiness, and documenting intellectual property and methodology.

Figure 2. Solutions Councils Ensure Internal Alignment



Source: ITSMA, 2005

Companies need to keep clients front and center in the solutions development process as they move to leverage one-off deals with more substantial offers.

Creating an "outside-in" development process is often a dramatic shift from the more typical back-office, internally driven research and development (R&D). Companies now need to emphasize win-win relationships with clients, which often include more innovative approaches to deals, pilot projects, and relationship management to ensure shared risks and rewards.

Finally, the role of partners is also critical. Few complex solutions can be developed and delivered entirely in-house, even by the largest technology companies. Moving to solutions often means investing more and differently in building networks of appropriate partnerships and making sure that partners truly collaborate in the difficult work of creating solutions that provide real business value.

British Telecom, for example, is relying heavily on partners as it makes an aggressive move to solutions. By adding elite services partners (e.g., Accenture and CSC) and leading product vendors (such as Cisco, HP, Dell, EMC, and Oracle) to its own capabilities in network services, BT is increasingly able to respond to client demands for more complete solutions.

Rebalance Push and Pull Marketing

The changes in buying behavior outlined previously mean that traditional push marketing techniques (mass advertising, direct mail, telemarketing) are much less effective than they used to be. Buyers are tuning out standard sales pitches and conducting their own research to find and evaluate providers who might solve their technology and business challenges.

Technology providers therefore need to focus more on creating a presence where buyers are looking. This means more emphasis on building awareness, interest, and preference through pull marketing techniques such as references, thought leadership, search engine marketing, PR, analyst relations, and sponsorships. It also means experimenting in newer tactics and techniques to help influence the ongoing conversations beyond the providers' control, such as Web logs, affinity groups within target industries, and social networking.

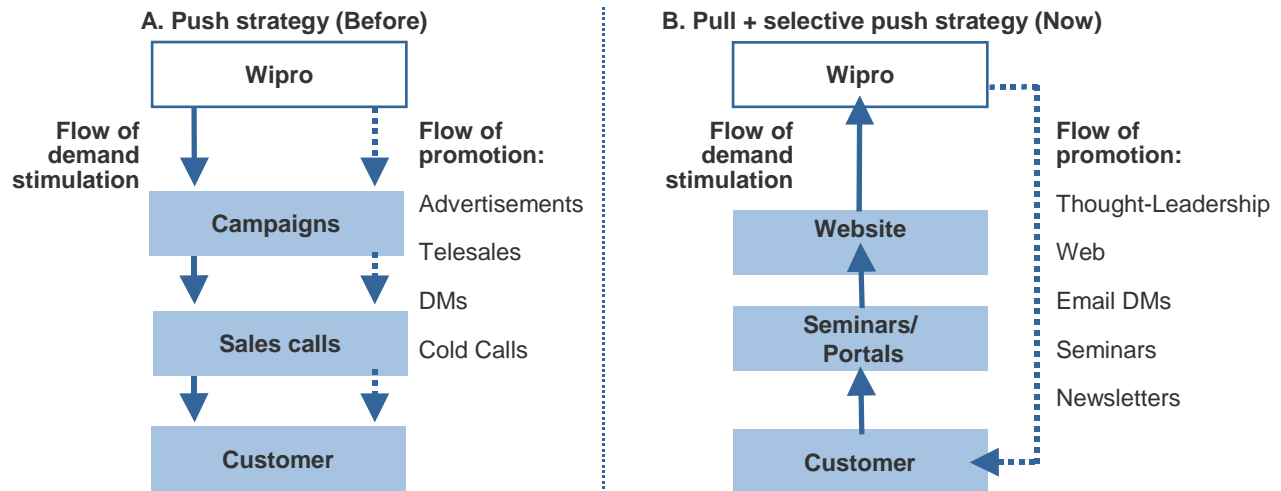
For high-end solutions, there is a special premium on business-related thought leadership. Companies need to demonstrate that they understand the business challenges within specific industries and market segments and that they have innovative and compelling ideas on how to address them. Investing in the development and delivery of thought leadership on critical business issues is thus the crucial first step toward building interest and confidence as a potential solutions provider.

BearingPoint, for example, has had great success in organizing integrated pull campaigns around thought leadership white papers for the financial services industry. Combining targeted online ads and sponsorships with fresh content and interactive online assessments, BearingPoint has generated substantial traffic to special micro Websites highlighting services and solutions capabilities in financial services. The effort has effectively created new demand for the company and demonstrated the value of the new approach to lead generation.

In an even broader effort, Wipro, one of India's top IT services firms, has undertaken a major rebalancing of marketing efforts over the last three years, moving from a push-heavy focus to a pull-with-selective-push approach (Figure 3). Wipro's current integrated lead-generation program relies heavily on creating initial interest and inquiry through search engine marketing, white paper publication on leading IT and business Websites, Webinars, industry newsletters, and speaker forums. Once prospects register online or download a white paper, Wipro initiates an ongoing relationship with increasingly targeted emails, event

invitations, and telemarketing. The newer approach has generated substantial revenue for Wipro, with marketing now accounting directly for more than 50% of all new business development, compared with less than 10% before the change.

Figure 3. Wipro's Integrated Lead Generation Shifts the Emphasis from Push to Pull



Source: ITSMA, 2005

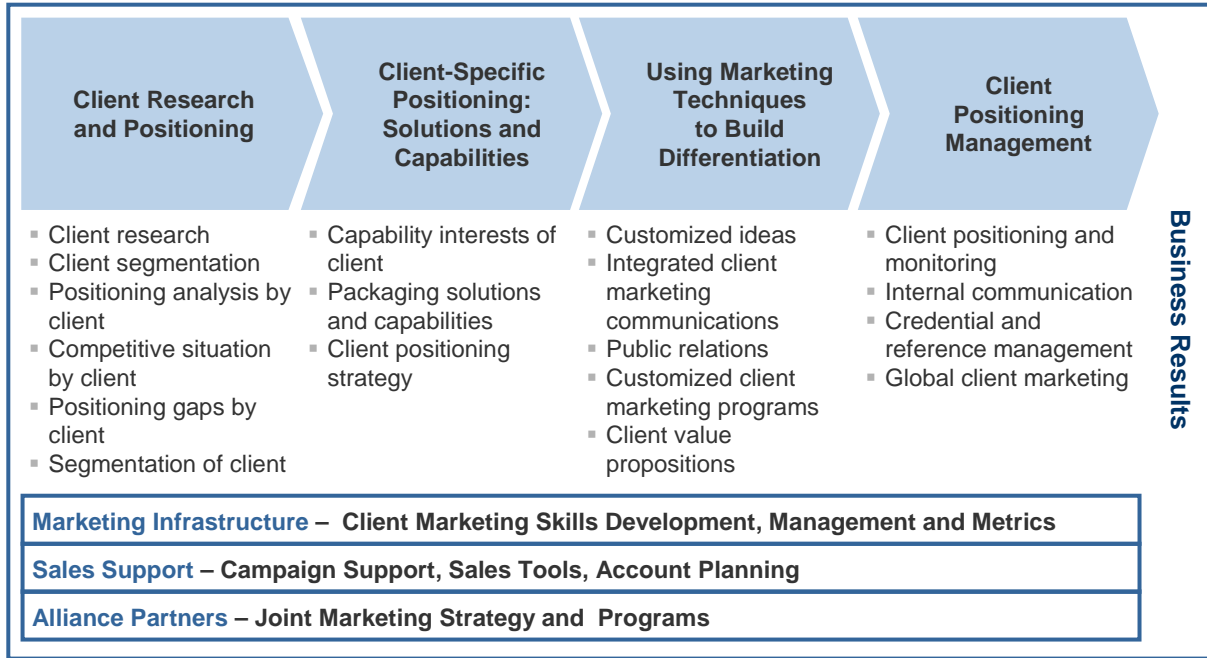
Investing in Micromarketing

The shift to a buyer's market puts much more pressure on technology providers to identify the right opportunities and focus more clearly on profitable market segments. Market and customer intelligence becomes much more important as a foundation for narrower marketing campaigns that avoid irrelevant or unprofitable prospects. Digging deeper into the specific needs and buying behaviors of potential clients enables more targeted and compelling value propositions that can dramatically increase the chances of success.

For high-end solutions, micromarketing may require different types of segmentation than product and simple services marketing. Indeed, micromarketing often means focusing on markets of one. Treating individual accounts like markets means conducting in-depth research, identifying specific buyers and influencers within the accounts, understanding goals and objectives of different influencers, and crafting value propositions and proof points for each buyer.

At Accenture, for example, an account-based marketing program creates detailed marketing campaigns for individual key accounts (Figure 4). The program begins with an extensive client research study to determine client perceptions of Accenture, and it continues with a full-fledged integrated marketing program to manage perceptions, build differentiated positioning, strengthen executive relationships, and uncover opportunities. Results have included substantial improvements in client perceptions of Accenture, important new linkages between marketing and sales, and dramatic increases in revenue.

Figure 4. Accenture's Client-Centric Marketing Treats Key Clients as Markets of One



Source: Accenture, adapted from the ITSMA Marketing Framework

Account-based marketing directly addresses the increasingly complex and lengthy buying cycle for solutions. Beyond traditional account teams simply looking for more opportunities to sell off-the-shelf products and services, account-based marketing for solutions aims to shift the client's (or prospect's) perception of the provider, cultivate strategic relationships over time, and together identify the most important needs and opportunities to develop effective solutions.

Emphasize Business Value Messaging

The new buyer reality demands much greater emphasis on demonstrating the business value of technology products, services, and solutions. Skeptical buyers want better proof points, stronger guarantees, and the opportunity to try before they buy.

Technology providers today need to demonstrate value delivered across every step of the buying cycle. Every marketing and sales touch must assist the prospective buyer by imparting knowledge, clarifying needs, providing tools, and/or expressing a useful point of view. Communication with customers must help buyers understand their options and opportunities.

For high-end solutions, the intangibility of the offers makes demonstrating value that much more difficult—and that much more important. And the focus here needs to be on business value, not simply features and price.

The development of a Business Issues Communications Framework at EDS provides a useful example of how to shift marketing and sales focus from capabilities to client concerns. Beginning with a set of common CXO-level issues (competitive advantage, customer satisfaction, operating efficiency, and shareholder value), EDS developed a "context marketing" approach that describes how EDS can solve specific business challenges within specific industries and geographies. The framework covers all aspects of marketing

communications, including advertising, direct mail, sponsorships, media relations, and sales support, and the initiative includes production of issue guides, white papers, presentation and email templates, and marketing toolkits.

With solutions, buyers want proof of delivery success. Reference management therefore becomes a critical component of marketing. Marketers also need to help buyers "see" the solution through process descriptions, simulations, discovery sessions, and other more tangible demonstration.

Further, technology providers need to highlight the skills and expertise of their services and solutions delivery people. Because people in this realm *are* the product, demonstrating the value of the people (and their availability) is essential.

Finally, solutions providers need to pay careful attention to the ongoing demonstration of value throughout and beyond delivery. Unlike products, which through their very presence remind buyers of value delivered, the intangibility of services and solutions requires regular reminders of the value provided. Marketers should emphasize the ongoing measurement and communication of value delivered through cost savings, process improvement, revenue generated, and other business metrics.

Align Sales Support to the Solutions Buying Process

The longer and more complex buying cycle for solutions puts a tremendous burden on the sales force to cultivate clients and close deals. Marketing needs to play a central role in providing the information, tools, and activities to enable sales to move buyers along the more involved path to purchasing solutions.

Specifically, marketing should invest more in uncovering detailed information about opportunities, buyers, and the buying process and in making that information easily usable for sales on an ongoing basis. Business and vertical industry information is especially critical for solutions selling, because sales staff has to become much more knowledgeable about the business challenges facing their clients and prospects. Marketing must also give sales the support to create more targeted and customized value propositions and proof points (e.g., references and success stories) for individual buyers and influencers.

Moreover, because technology buyers have become more proactive in buying rather than being sold, marketing becomes relatively more important in the buying process by building the awareness, interest, and confidence along the way (for example, through pull and micromarketing campaigns). Here the burden falls on marketing to develop more activities and communications vehicles that educate and cultivate potential buyers, working hand in hand with sales to move prospects gradually toward consideration and purchase.

Mapping sales support activities and tools to the buying cycle is critical to identifying gaps that can undermine solutions selling. At Avaya, for example, a sales directory initiative examined the tools available to sales for a range of solutions and uncovered a number of gaps, especially in the later stages of the buying cycle. Along with highlighting the need for additional materials, the Avaya project created an online directory that salespeople can use to quickly see which tools are appropriate for prospects with different business concerns and at different relationship stages.

Lastly, because of the longer buying cycle, marketing can and should review existing metrics for lead generation, qualification, and cultivation. In many cases, companies rely on a relatively narrow set of metrics that fail to capture essential data about how solutions buyers move from interest to deal. Marketers often

need to develop new metrics to highlight the importance of relationship milestones in a complex solutions opportunity.

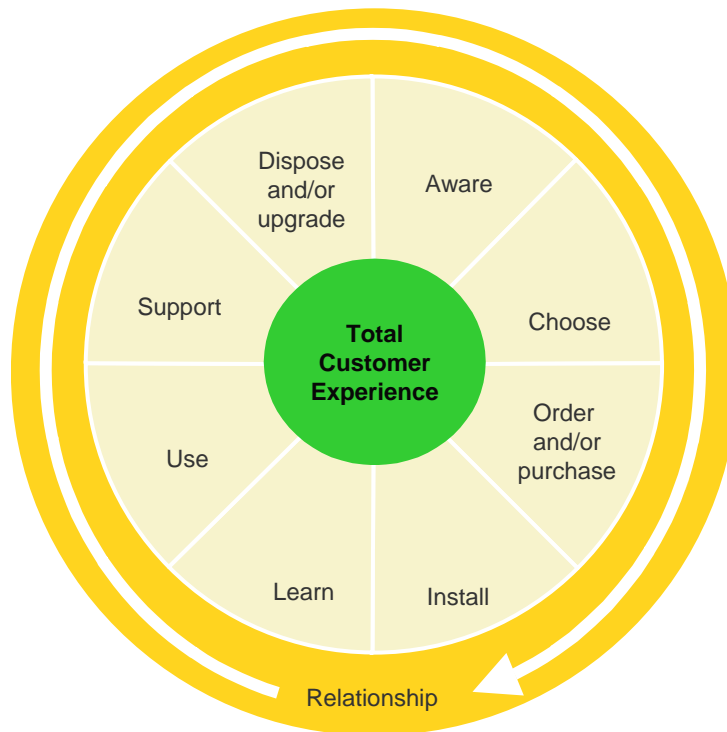
Manage the Total Client Experience

The new buyer reality puts tremendous pressure on companies to deliver measurable business value to gain and keep clients. Given the lengthy buying cycle, the complex solutions delivery process, and the critical importance of client satisfaction with value received, companies need to pay closer attention to the total client experience throughout the life cycle of the relationship. Shortcomings at any stage before, during, or after the sale can damage the entire relationship.

Marketing has a critical role to play in ensuring that the total client experience is one that reinforces the promise of value delivered: from initial awareness of the company and offer through the long cultivation process and into the deal-making stage, through delivery, and into the ongoing process of value assessment and the development of longer-term loyalty and trust. Marketing must constantly examine all steps in the process from the client perspective and lead or support efforts for constant improvement.

HP, for example, has launched an important Total Customer Experience initiative (Figure 5). Seeking to differentiate itself through superior customer experience, HP is taking a holistic approach to improving every customer touch point. Beginning with initial awareness of HP, the company is working to ensure excellent service and continuous value delivery through every stage of the relationship.

Figure 5. Hewlett-Packard’s Total Customer Experience Model



Source: ITSMA, 2005

With complex solutions, business value delivered is often a long-term process; clients may not perceive significant value for many months or more—during which time business conditions could change dramatically. Managing the client experience includes careful attention to managing client expectations, highlighting and demonstrating critical milestones and initial value delivered, and serving as a trusted advisor on related issues.

For marketers used to focusing on the earlier stages of the buying cycle, managing the total client experience can be a dramatic change. It means shifting resources toward the delivery and post-delivery stages of a relationship, developing stronger satisfaction and loyalty marketing programs. It means working more closely with delivery teams in the field. And it means putting more emphasis on reference development and management because referenceability is one of the best measures of ultimate client satisfaction.

Challenges and Risks in Moving to Solutions

The move to solutions is not an easy one. This *Update* focused on the marketing priorities and initiatives required for solutions success, but the necessary changes in most companies go far beyond marketing, thus greatly affecting the ability of marketing organizations to lead the way.

ITSMA has identified five critical company-level challenges that help determine the ability of companies to move to solutions: organization and culture, offer development, role of marketing, sales culture, and metrics.

Organization and Culture

Solutions-centered companies are by definition collaborative and client-centered companies. Yet many companies trying to move to solutions remain hindered by organizational stovepipes and internally driven cultures. Solutions success requires heavy reliance on cross-functional and cross-business unit collaboration and experimentation, along with an intensive commitment to putting customers' business needs at center stage.

Offer Development

A new approach to offer development lies at the heart of the move to solutions. Companies need to begin with the client and reach across their own organizations and their networks of partners to craft new offerings that address specific business needs. Instead, many companies continue to rely on internally and product-driven research and development. They then hand the ball to marketing and sales to figure out where the resulting products and services might be sold.

Role of Marketing

ITSMA views marketing as first among equals in the move to solutions. It is marketing's job to analyze opportunities, learn from clients, build the right partnerships, support a refined sales process, and manage the total client experience. For many companies, though, these responsibilities are spread across different organizations and functions. Further, few marketing organizations have all the necessary skills to lead the way in all these areas.

Sales Model

Selling solutions generally requires significant changes in traditional sales models at technology companies. Because solutions typically draw upon multiple business units and partner organizations, assembling the right sales teams for

specific clients becomes a complex proposition—as does designing the right strategies for sales channels, compensation, and account ownership.

Metrics

Moving to solutions poses a substantial challenge in the area of measurement. Two types of metrics are noted above: measuring business value delivered to clients and measuring progress in marketing and selling solutions. Both can be extremely difficult. A third aspect of the metrics challenge is measuring solutions revenue and profitability, given the typical cross-business nature of solutions and the standard financial systems that operate by line of business. Few if any companies have yet cracked the financial metrics code for solutions.

Conclusion

For most technology companies, the move to solutions has become a top priority. Certain companies may have a comfortable enough position with product or service leadership to allow complacency with business as usual. For the vast majority, though, changes in the marketplace are forcing a choice between tackling the solutions challenge and falling prey to the unyielding pressures of commoditization.

The road to solutions mastery is an extremely challenging one. But if companies invest in the changes outlined in this *Update*, their chances of safe arrival will increase dramatically.

- Deepening client and market intelligence and strengthening collaborative solutions development will go a long way toward creating the right offers for the right prospective clients.
- Rebalancing push and pull marketing will help generate interest in priority markets; investing in micromarketing will help ensure that marketing resources are used in the most effective way to move clients and prospects along the buying cycle.
- Emphasizing business value messaging will help develop productive dialogue with business-oriented buyers and help persuade them of the relevance of the offers.
- Aligning sales support to the solutions buying process will create more effective marketing and sales coordination around the longer and more complex decision cycle.
- Managing the total client experience will reinforce the perception of value delivered and build longer-term loyalty and referenceability.

Ultimately, the changes required to win with solutions go well beyond just marketing initiatives. But marketing is necessarily at the center of the process. If solutions providers have to work from the outside in, marketing must take the lead in the most important areas, including analyzing clients and opportunities, developing the right offers, generating solutions demand, supporting a refined sales process, and managing the total client experience.

As companies rethink marketing strategies, priorities, and tactics, they may well need to review organizational structure and competencies to ensure that internal capabilities are up to the challenge. Recognizing such shortcomings cannot be an excuse for inaction, though. It should only suggest the urgency of moving faster.

—Rob Leavitt, rleavitt@itsma.com, with Steve Hurley, Dave Munn, and Julie Schwartz, March 2005

Recent and Related Publications

- **Novell Secure Enterprise Dashboard: A Solutions Development Success Story**, February 2005.
Novell's shift from a technology provider to a solution provider has been a strategic and carefully plotted effort. This *ITSMA Case Study* explores the launch of the Novell secure enterprise dashboard, Novell's first integrated effort to redesign, redirect, and expand existing products, services, and partnerships to deliver a customer-focused solution.
- **An In-Depth Look at Account-Based Marketing: An Interview with Dr. Charles Doyle, Global Marketing and Communications Director, Accenture**, February 2005.
Account-based marketing is taking the technology services industry by storm. Working in partnership with sales-led account teams, account-based marketing can provide a more strategic and sustainable program to long-term success with key clients and prospects. This *ITSMA Viewpoint* provides insights into Accenture's highly successful approach to account-based marketing.
- **Marketing and the Bottom Line: ITSMA's 2005 State of the Profession Address**, January 2005.
Amid the new buyer-led reality, technology service and solutions firms need to change the way they market and sell ... or risk being left behind. This ITSMA briefing reviews current industry projections, outlines marketing priorities for top technology and professional services companies, and outlines six critical initiatives to support profitable growth in 2005.
- **Peeling the Solutions Onion: What Really Works in Marketing and Selling Solutions**, December 2004.
Many technology, networking, and IT services companies have begun to tout their "solutions" in marketing and sales campaigns. But truly moving to a solutions orientation is more difficult. This ITSMA briefing focuses on three companies—Sprint, EMC, and Novell—that are thoughtfully changing how they listen to the market, generate high-impact solutions, and effectively launch them into the marketplace.

Browse all ITSMA publications at <http://www.itsma.com/onlinelib.asp>.

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ITSMA specializes in helping companies market and sell services and solutions. As a membership organization, we work with the world's leading technology and professional services firms to generate new business, strengthen customer loyalty, and increase brand differentiation. Through research, consulting, training, and events we provide the insight companies need to improve marketing impact, sales performance, and business results. ITSMA is based in Lexington, Massachusetts, and has offices in the United States, the United Kingdom, and Japan. Learn more at www.itsma.com.

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