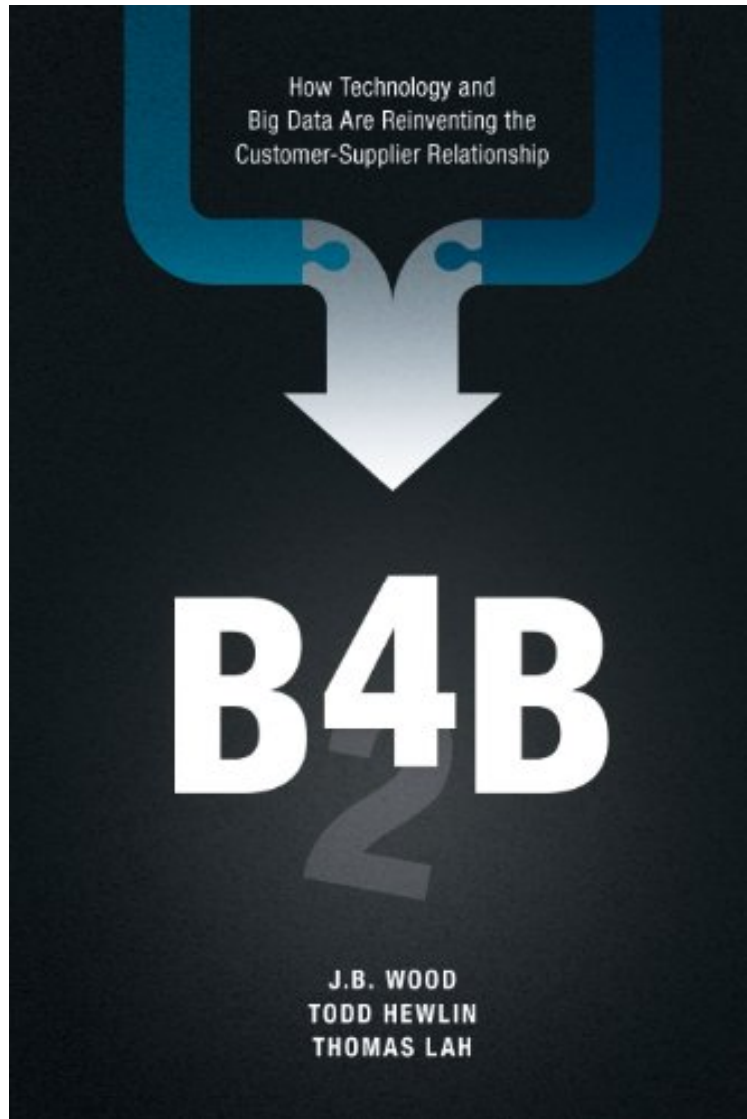


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## **B4b: How Technology and Big Data Are Reinventing the Customer-Supplier Relationship**

*J.B. Wood, Todd Hewlin, Thomas Lah*  
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Industry after industry is becoming technology-driven as software rapidly eats the world. As it spreads, so do complexity and opportunity. There are clear signs that the traditional B2B business model designed 125 years ago as a simple "make, sell, ship" approach for early manufacturing companies is no longer capable of delivering the full potential of high-tech and near-tech solutions. B4B seeks to frame what is possible in an age where suppliers are connected to their customers in real time. The traditional world of B2B was designed to sell things to customers, whereas the new B4B model will be about delivering outcomes for customers. It's a whole new ballgame. Using powerful models and specific examples, B4B envisions a next-generation tech industry where suppliers play an active, ongoing role in helping business customers achieve unparalleled value from their technology investments.

About the Author J.B. Wood is president and CEO of the Technology Services Industry Association (TSIA). He is a frequent industry speaker and author of *Complexity Avalanche* (2009), co-author with Todd Hewlin and Thomas Lah of *Consumption Economics* (2011), and has appeared in *Fortune*, *The New York Times*, *The Wall Street Journal*, and other leading publications. He was formerly the CEO of Prognostics and executive vice president of InsightExpress. Todd Hewlin is managing director of TCG Advisors, a Silicon Valley consulting firm. Previously a partner at McKinsey and a senior executive at Symbol Technologies, he is regularly found in the boardroom of public and private technology leaders advising them on growth strategy and business transformation. His articles have been published in the *Harvard Business* and *McKinsey Quarterly*. Thomas Lah is executive director of the Technology Services Industry Association (TSIA). Since 1996, he has helped a broad range of companies establish or improve their professional services organizations and is known worldwide for his incisive analysis, strategic thinking, and creative solutions.