



# CASE STUDY: Transforming The Business Around The Customer BuyWay™



## Background

Toshiba America, Inc. (TAI) is the holding company for one of the nation's leading group of high technology companies, with a combined total of approximately 8,000 employees in the U.S. Together, the U.S.-based companies under TAI's umbrella manufacture and market a widely diversified range of modern electronics, each conducting research and development, manufacturing, sales and service in its field of expertise.

## Challenges

- In the hyper-competitive American PC industry, six leading vendors control nearly 60 percent of the market
- Despite the formidable competition, Toshiba decided to become a major player in the PC marketplace
- Toshiba America's executives understood the industry's growing move toward differentiation strategies and direct-selling channels and resolved to compete head-on and make Toshiba a major player in the changing PC arena

## Approach

- A series of business-model diagrams were designed to illustrate Toshiba's current and future business systems. This process gathered input from every key constituency across the enterprise: Marketing, Sales, Manufacturing, Finance, HR, etc.
- Four themes emerged that became central to transforming the business:
  - The shift from product-focused to customer-first systems
  - The introduction of a hybrid-direct approach to order fulfillment
  - Organizational alignment with distinctly defined customer segments
  - A new view of partners as participants in an extended customer-centric, demand-driven enterprise

# TOSHIBA

## Result

- Evolution of a corporate value proposition to increase focus on customer demand
- Ability to capture, manage and integrate customer demand data into systems used to forecast, create, market and support product development
- Improved customer retention and customer service through effective identification of and response to customer demand
- Enhanced internal sales processes and improved forecasting capabilities by enabling sales representatives to share customer information
- Enhanced financial controls through better management of revenue targets, increased process efficiencies and a reduction in costs