Services Or Solutions? The Dilemma Of LatentView Analytics

"In analytics, the only constant is change. With rapidly evolving technologies and changing customer needs, a factory model is hardly suitable for an analytics vendor."

- Venkat Viswanathan, Co-founder & Chairman, LatentView Analytics

As Venkat Viswanathan moved through the corridors of LatentView headquarters in Chennai, he felt happy and proud. Venkat had led LatentView from a small start up to a globally respected firm. The business philosophy and strategy of LatentView had worked well over the years and provided a great foundation for its future.

LatentView started as a small services firm in 2006. Since its inception, the firm has scaled new heights every year. A meteoric rise, fuelled by meticulous strategy and dynamic leadership has won LatentView several accolades and appreciation from the market. A major factor contributing to this success is LatentView's adherence to a clearly defined and meticulously selected set of business principles. Primary among them is the principle of specialization, which forms the bedrock of both market strategy and HR strategy in LatentView.

A major change in LatentView took place in March 2014, when Venkat Viswanathan, co-

founder and CEO, transitioned to the role of Chairman, and Gopi Koteeswaran was appointed as the new CEO of the firm. The change has been followed by confusion as Venkat and Gopi have different thoughts on the path LatentView should take in future. While Venkat is convinced that LatentView should migrate towards a solutions based approach, Gopi is more cautious and believes that the decision needs further contemplation and an analysis from various perspectives. The decision taken at this point may have a big impact on LatentView's future. How can LatentView resolve this dilemma?