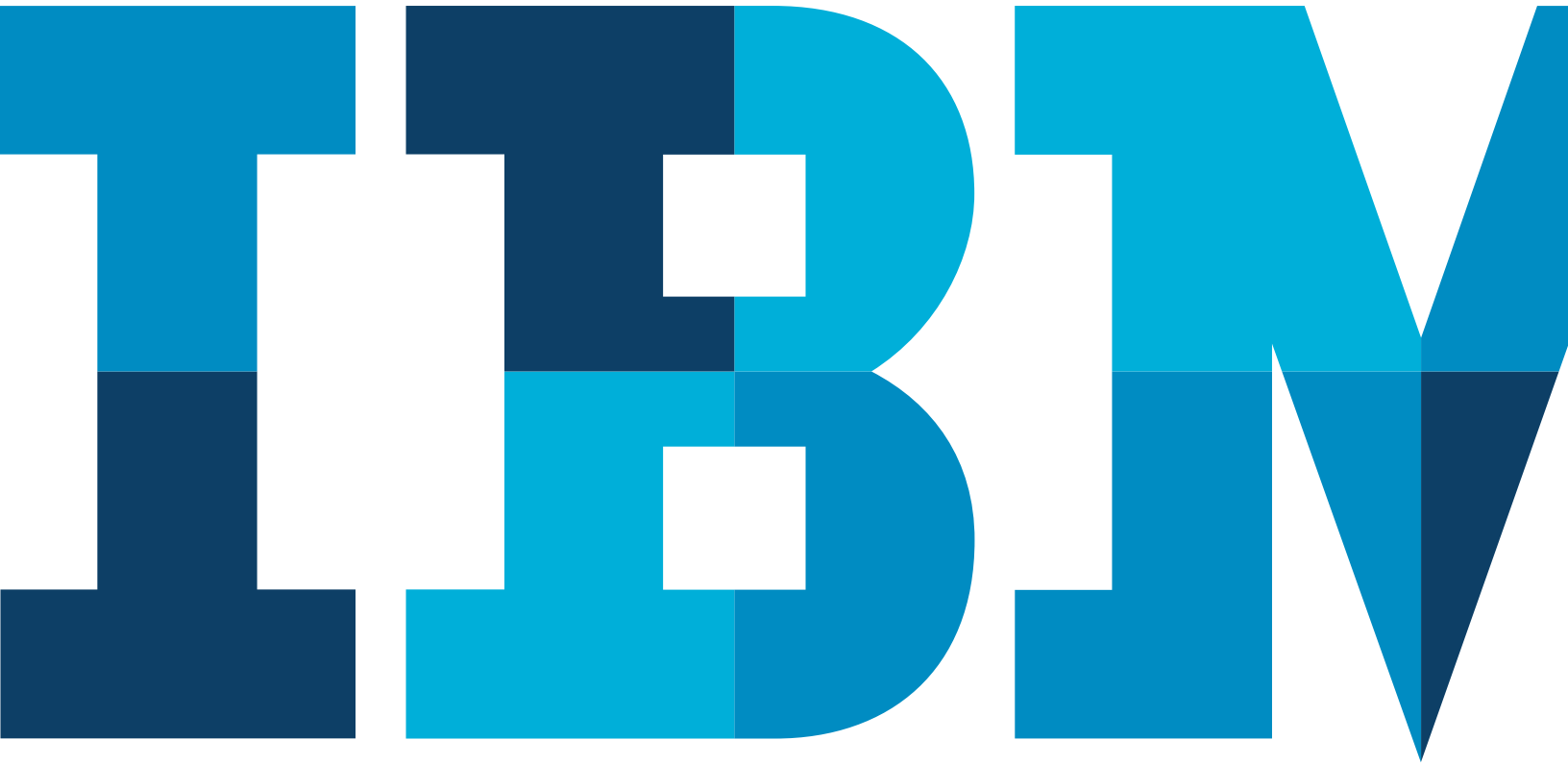


The right partner for a changing world

Turning vision into value



Every day the world becomes more interconnected, instrumented and intelligent. Digital and physical infrastructures are converging in response to wasted energy, gridlocked cities, antiquated healthcare and the uncertainties in the financial marketplace. Overwhelming? Yes. But even amid such turbulent times, opportunities for a fresh start arise, allowing businesses not only to survive but to capitalize and thrive as well.

IBM Global Business Services (GBS) is the right partner for a rapidly changing world. We collaborate with you on all phases of engagement to conceive, build and implement business solutions. This expertise can help you translate your strategic vision into roadmaps, assets and actions to rapidly create new sources of value and differentiation.

The right choice for a competitive edge

Discontinuity leads to opportunity. In today's fluctuating economy, the ability to adapt to changing economic conditions is critical to mitigate risk and drive profit, no matter what your industry. This requires business strategies clearly linked to return on investments and the ability to capture new opportunities and rapidly implement appropriate business models, while having the right information to manage your company's performance.

IBM Global Business Services collaborates closely with you and across IBM to coordinate the delivery of business solutions with industry frameworks to provide your enterprise with quicker time to value, lower total cost of ownership (TCO) versus custom-built solutions, and reduced risk through comprehensive testing and best practices. Our portfolio of business solutions brings together IBM's in-depth industry and business expertise; extensive hardware, software and high-value services; and a wide network of independent software vendor (ISV) partners to address today's most pressing business challenges.

We have developed and implemented specific solutions for 17 industries:

- Aerospace and defense
- Automotive
- Banking
- Chemicals and petroleum
- Consumer products
- Education
- Electronics
- Energy and utilities
- Financial markets
- Government
- Healthcare and life sciences
- Industrial products
- Insurance
- Media and entertainment
- Retail
- Telecommunications
- Travel and transportation

In addition, these solutions combine excellence in research, business analytics and thought leadership to help empower your organization and outmaneuver your competition.

Strategy and Transformation Services

Unearth business value, define a plan of action and provide your organization with the direction it needs to survive and thrive in today's increasingly complex world with strategy and transformation services. The following five capabilities—strategy and change, financial management, supply chain management, human capital management, and customer relationship management—offer industry-specific consultant expertise to apply innovative thinking, practical tools, services and high-powered technology to help you transform your enterprise.

Strategy and Change

Whether your organization needs innovation to enhance competitiveness, streamlined operating structures to improve efficiency and effectiveness, a window into new technology to unleash business value, or a better way to manage change and reduce operational risk, IBM Strategy and Change can help. Our consultants become part of your team and apply the capabilities of:

- Business strategy—to become a catalyst for transformation through the creation and execution of strategies that drive innovation and shape business models.
- Operations strategy—to define the dynamic operating models that improve efficiencies and position your organization to compete around the globe.
- Technology strategy—to enhance competitiveness at the intersection of business and technology, using IBM's own unique research and technology capabilities.
- Organization change strategy—to institute and sustain the change required to achieve the transformational benefits of your organizational strategies.

In today's fast-moving, increasingly complex world, outperformers think ahead, focus on value, and exploit opportunities more quickly and effectively than their competition. Strategy and change—fueled by the full value of IBM's strategic experience and innovation—can help your organization become an outperformer.

European airport reduces operational costs

As one of Central Europe's largest and fastest growing airports, Letiště Praha (Prague Airport) needed to improve its financial, logistics and HR systems in order to be ready for privatization, to be attractive to potential investors and to fuel growth.

IBM Global Business Services delivered a highly complex solution within budget in just 14 months. SAP Business Suite replaced ten legacy systems, providing a single, integrated view of business operations across the company. New SRM, asset management and human resources functionalities enabled many paper-based processes to be digitized—saving time and reducing operational costs.

IBM strategy and change, financial management, application services and business intelligence solutions were essential for the ongoing transformation from a government-owned to a public-owned entity.



Financial Management

CFOs have always been the stewards of financial and business data for the enterprise. But now they have to do more, often with less. They must use the critical data to deliver insight into business performance, risk and growth. Financial management services can help your finance function with the fragmented processes, systems and data that make it difficult to gather the business information that you are tasked with delivering.

- Finance transformation—Finance strategy and finance operations improvement are at the core of the financial management solution set. They combine expertise, process transformation approaches and technology innovation to help hasten the journey to becoming an integrated finance organization (IFO), while delivering cost savings and risk reduction.
- Business risk management—Identify, assess, manage and optimize business risks. This comprehensive approach integrates risk and compliance management into the overall business strategy and execution.
- Business performance management—Link performance measures with strategy and operational imperatives. These measures can then be applied in a timely, cost-effective manner, while delivering role-based intelligence to managers and staff at all levels of the organization.

Financial management capabilities help CFOs address new risks and challenges, increase shareholder value, and drive enterprisewide process and data standards to simplify enabling systems and delivery models and to establish governance to create an IFO for greater efficiency.

IBM provided business consulting services for 17 of 25 companies listed in the “AMR Research Supply Chain Top 25 for 2009.”¹

Supply Chain Management

Supply chain executives are challenged with cost containment, supply chain visibility, risk management, increasing customer demands and globalization—the top five challenges as identified by *The Smarter Supply Chain of the Future: Global Chief Supply Chain Officer Study*.² IBM Supply Chain Management (SCM) capabilities can help your enterprise address these obstacles along with the margin pressures, logistics disruptions, changing market boundaries and global manufacturing challenges that are part of the daily supply chain process.

- Supply chain strategy—Focus on identifying and quantifying supply chain improvements and long-term supply chain strategies encompassing infrastructure, assets, organization, processes and technology. It can also help transform your operations for competitive advantage.
- Product lifecycle management (PLM)—Manage the development and support of complex products and services throughout the entire lifecycle, from product design to build to postsale service. PLM can help reduce costs, accelerate time to market and help improve new product introduction success.
- Supply chain planning—Facilitate effective supply chain planning and operational management to reduce inventory costs, optimize resources and serve customers.

- Procurement—Improve your procurement operations effectiveness to achieve better pricing, greater efficiency, tighter control of spend, a global supply base, streamlined processes, and improved compliance and service levels.
- Enterprise asset management—Identify the business processes that plan for and manage all aspects of the asset lifecycle: real estate, plant, infrastructure and mobile information technology.
- Supply chain operations—Improve supply chain visibility, operational flexibility, asset utilization, analysis capabilities, and integration and customer service.
- Logistics—Provide the right goods at the right place and time at the lowest cost, while supporting the desired level of service.

SCM services fuse business process and technology insights to help organizations become more intelligent, interconnected and instrumented for a smarter supply chain. This can help your organization increase responsiveness, reduce risk and limit the need for human intervention.

Human Capital Management

Like many companies, yours may be failing to fully address your most valuable asset: your people. While human capital is an organization's single largest resource, many companies do not utilize their workforce to its fullest. IBM Human Capital Management (HCM) capabilities can help develop a more responsive, flexible and resilient workforce:

- Workforce transformation—Increase productivity, improve budget effectiveness and stability, and enhance relationships with external organizations.
- Learning solutions—Equip, develop and retain a high-performing workforce through end-to-end learning solutions.
- Knowledge and collaboration—Drive innovation and efficiency through shared knowledge and information.
- HR strategy and transformation—Improve workforce productivity and performance to translate strategy into action.
- Workforce and talent solutions—Optimize your workforce by combining consulting services with IBM Lotus® collaborative technologies, IBM Cognos® workforce analytics and best of breed talent management ISV applications. Additionally, IBM's own workforce management initiative provides a unique set of assets and best practices that can help accelerate the transformation of your organization.

By optimizing the workforce to improve adaptability, innovation and productivity, corporate leaders can differentiate their businesses and gain competitive advantage. The full range of human capital management offerings can help your organization implement solutions that deliver business outcomes with far-reaching impact and sustainable results.

IBM Global Business Services is positioned in the Leaders Quadrant of Gartner, Inc.'s, Magic Quadrants for CRM Service Providers, North America, and CRM Service Providers, Europe.³

Customer Relationship Management

Companies in virtually every industry face an almost unsolvable problem: how to reduce operating costs and maintain customer retention in the face of soaring expectations. In an atmosphere of extreme price sensitivity, customers are demanding more service, more convenience and more personalized communications. IBM Customer Relationship Management (CRM) services will help you gain insight into which customers create value, and help determine which channels will most effectively optimize revenues and minimize costs:

- Multichannel transformation—Improve front office processes and build integrated, cross-channel capabilities through digital channel and field/store/branch transformation, and contact center optimization.
- Sales transformation—Increase sales effectiveness by refocusing processes; leveraging sales intelligence; and aligning the organization across clients, product lines and geographies.
- Service transformation—Create a service organization that maintains value and generates growth by optimizing assets and matching customer needs to appropriate levels of service.
- Marketing transformation—Improve marketing’s effectiveness by aligning its organizational model, roles and skills with the business strategy, proactively coordinating activities with functional areas throughout the enterprise.
- Customer focused strategy—Assess your business landscape and existing front office capabilities to increase effectiveness and provide for sustainable growth.
- Customer focused business process management—Align and integrate multiple processes across channels and lines of business to increase effectiveness and reduce redundancy.

CRM solutions can help maximize every interaction with your customers to make positive impressions and drive loyalty and preference. In addition, CRM can help you focus on profitability by understanding your most valuable customers and the best channels by which to serve them.

Kraft increases sales and customer loyalty

With Australian demographics changing, Kraft Australia saw the need to change its longtime branding campaign for its much loved Vegemite product. To get it right, Kraft needed a more insightful view of how consumers viewed, and used, Vegemite.

Kraft engaged IBM to provide its leading-edge tool for corporate brand and reputation analysis (COBRA) to conduct a pioneer study of its customer base. This powerful new solution reaches out to millions of sources of user-generated content to paint a fresh picture of what its customers are thinking and saying. Kraft now has the ability to identify market opportunities at a very early stage and increase sales and customer loyalty.



Business Analytics and Optimization Services

By envisioning and acting on new ways to use information, organizations are transforming themselves into smarter, intelligent enterprises. New information strategies are making it possible to create new revenue opportunities, reduce costs and differentiate from the competition.

The goal is not just to manage information intelligently but to operate differently and more effectively by using real-time analysis of massive amounts of information to optimize critical business activities.

With economic conditions and global interconnectedness continuing to create uncertainty, the need for transformation becomes more urgent. Even with the flood of data in the organization, one in three business leaders are frequently making major decisions with incomplete or distrusted information. One in two do not have the information they need to do their jobs.⁴

In intelligent enterprises, on the other hand, innovative use of information is pervasive. Instead of focusing on getting through the day, employees are able to devise better ways of doing their jobs tomorrow. They are able to assess trade-offs proactively, model alternative scenarios and take actions that further the business strategy.

IBM can help your organization transform its use of information through the following services:

- Business analytics and optimization strategy—Realize business objectives faster with less risk and at a lower cost by defining and helping to implement improvements in how information is identified and acted upon.
- Business intelligence and business performance management—Improve decision making with relevant, actionable and timely information.
- Advanced analytics and optimization—Improve operational efficiency through the use of analytics, data mining and statistical models.
- Enterprise information management—Achieve data integration between disparate systems to improve business processes, decision making and total business performance.
- Enterprise content management—Reduce processing cycle time, improve customer service and compliance, and establish agility and flexibility with the technology and processes to capture, manage, store, preserve and deliver unstructured content.

“We believe the BAO practice will continue to gain strong traction (at a double-digit growth rate in 2009), as its ROI-focused approach makes the offerings very appealing to clients in times of economic uncertainty.”⁵

All these services use the extraordinary knowledge and problem-solving capabilities of IBM Research scientists. Whether optimizing transport routes, detecting fraud in health insurance claims before they are submitted, automating warehouse replenishment, or detecting patterns in medical data for new insights and breakthroughs, business analytics and optimization provides the insight to help your enterprise excel in the present and stay one step ahead for the future.

Enterprise Applications Services

Collaboration with the world's leading software providers is a core strategy for IBM business consulting. Together, with an extensive global network of partners, we deliver success throughout every phase of a project from strategy and design, to implementation, delivery and management services. This includes leadership in midsize and large-scale SAP and Oracle implementations.

SAP

For 30 years, IBM Global Business Services and SAP have combined services, technologies and applications to successfully complete more than 5,000 projects at over 9,000 client sites. IBM employs 16,000 SAP practitioners in 80 countries, with an average of nine years of hands-on SAP experience. IBM offers a full breadth of global SAP implementation capabilities, including consulting, infrastructure and applications, in-depth support, and operational and management processes. An emphasis on practice excellence and award-winning customer satisfaction has helped GBS achieve a leadership position, serving more than 70 percent of SAP's Fortune 500 installed base, as well as a sizable base of small and midsize business clients.

Oracle

The IBM GBS Oracle Consulting Practice is the largest and most skilled Oracle practice in the world. Considered by Oracle itself to be its most significant alliance partner, IBM enjoys a broad and deep collaborative relationship with Oracle aimed at serving the needs of its joint customer clients.

With more than 10,000 consultants globally focused on Oracle applications projects, the GBS Oracle Practice leverages work performed on more than 5,500 successful Oracle engagements. Regularly recognized by Oracle, independent Oracle user groups and industry analyst organizations as a leading systems integration partner, IBM GBS offers clients a comprehensive range of solutions and services from strategy and business case development through design, implementation and operations.

IBM GBS offers unparalleled depth of industry, functional, and Oracle product expertise and experience that is particularly evident through its deep and broad portfolio of cross-industry and industry-specific solutions targeting business and IT challenges facing large and small enterprises. The IBM GBS Oracle Practice is focused on helping its clients around the world derive shareholder value from their Oracle applications investment.

Application Services

In an increasingly interconnected world, organizations are brought closer to their customers, and decision windows continue to decrease. To build and sustain competitive advantage, a high degree of flexibility and responsiveness to change is required. Data must be used to drive intelligent action and model future outcomes so that decisions can be made based on intelligence—versus intuition alone. Barriers to communication and collaboration need to be removed, allowing insights to permeate all levels of the organization while at the same time providing the ability to gather current and relevant data automatically.

IBM Application Services brings the power of analysis, automation and innovation together to improve business agility, application quality and speed to market while reducing overall cost and business risk. We offer a broad set of capabilities to enhance the long-term, end-to-end management of our clients' application portfolios, from the up-front design and build through ongoing management, modernization and testing. Our continuum of services leverages leading practices and enabling technologies—many developed through a unique combination of services, software and research—across a variety of delivery models. We continually look to develop smarter ways to use data and services, such as cloud, to help you drive greater value for your organization. We continue to drive innovation across our solutions, resulting in greater customer value and being cited by analysts as a leader in application management.

*IBM Earns Top Ranking in Global Application Outsourcing Services Market for Second Consecutive Year.*⁶

Cloud strategy and implementation

Cloud computing is capturing attention as a way to survive and thrive in today's economy through consumption and delivery of business and IT services over the Internet. While cloud's value proposition of lower costs and improved user experiences is compelling, many organizations do not know where to begin building a business-based strategy for delivering or consuming cloud services in a way that yields near-term ROI.

Whether it be through delivering cloud services as a provider in the marketplace or determining how to source cloud services to enable new or improved organizational capabilities with lower cost structures, IBM Global Business Services can help you build the right cloud strategy and implementation plan that are grounded in business fundamentals and leverage existing capabilities. IBM can help you approach a comprehensive strategy or help you focus on building a business case for moving a particular workload, such as application testing, to a cloud environment. Cloud strategy and implementation services from IBM can help you not only reap the rewards of cloud but also to do so in a way that builds competitive advantage in the marketplace.

Component business modeling (CBM) and service oriented architecture (SOA)

Global Business Services provides a roadmap for aligning your business and IT infrastructure. A governance plan guides transformation of your organization and systems to a service oriented model using CBM and SOA professional services. The combination of CBM and SOA can help identify the strategic components of your business and prioritize them based on business imperatives and pain points. Then you can map the business processes to these components to better optimize the flow of information. Finally, you can identify the services, flows, information and policies/rules needed to prioritize and rationalize your service portfolio. Only IBM has provided business model transformation around the globe with over 250 proven business model maps for all industries.

Midmarket Services and Solutions

IBM Midmarket Services and Solutions take advantage of our broad industry and business process expertise, and apply it to the challenges facing midsize organizations. The IBM midmarket professionals are truly dedicated to the midmarket and have the industry skills and experience to help design and implement enterprise applications and key business processes. The midmarket approach encompasses solutions that are industry specific, affordable and built to be rapidly deployed. Short engagements deliver quick ROI, driving high-impact results and mitigating risk and organizational upheaval. The result is an approach designed to align business and IT strategies to let you ride the competitive and economic waves of a changing business environment while tapping into new market opportunities.

An online stock solution cuts administration costs

As a French medical device manufacturer, Implanet planned to build a fully operational business that met healthcare requirements and certification in just 12 months. It selected IBM Global Business Services to implement the IBM Express Consumer Package Goods solution for SAP All-in-One for a business and technology platform. Implanet met its in-market target and now provides its customers with an inventory management system that is 90 percent more efficient than previous systems, while using RFID technology to trace medical devices from raw material to patients.



Insight and innovation for your most difficult challenges

IBM Global Business Services provides you with strategic insight, technology, business process improvement and innovative solutions for a holistic approach to help you achieve efficiency and resiliency, as well as reduced risk in such a volatile economic environment. IBM provides comprehensive resources including advanced research and analytics, software, hardware, infrastructure solutions, outsourcing, business intelligence and strong partnerships with the world's leading software vendors. Combined with our greatest asset—the skills, consulting experience and commitment of our people—you can more easily anticipate change, take advantage of new possibilities and become a smarter enterprise with flexibility for the future.

IBM Institute for Business Value (IBV)

The IBM Institute for Business Value provides senior business executives with strategic insights on today's most pressing issues and promising opportunities. These insights include both C-suite studies and future-oriented industry perspectives. With consultants located around the world, the IBV delivers research and analysis, subject matter expertise, and intriguing ideas that fuel an ongoing dialogue with both global and local relevance.

The IBM C-suite study series represents the pinnacle of our IBV research. This primary research focuses on gaining a deeper understanding of the current challenges and opportunities facing CEOs, CFOs, CIOs and other C-suite executives in virtually all industries. Each of the studies puts forth new and compelling insights based on the analysis of hundreds of face-to-face interviews conducted by IBM consultants with C-suite executives across all major geographies.

Our research studies can help:

- Anticipate industry changes, learn about best practices and develop a more global perspective.
- Prioritize strategic and operational actions and formulate roadmaps for your change programs.
- Determine the best way to measure success and quantify the expected return on investment for a wide variety of critical business initiatives.

IBM Research Services

IBM Research is the largest industrial research organization in the world. The network of labs around the world forms a truly global body of over 3,000 researchers who have made foundational contributions to the field of information technology.

Working together, IBM researchers and consultants have the opportunity to create incomparable value for your enterprise through extraordinary talent and capabilities in virtually every field of science and technology to help your organization achieve a competitive advantage. This includes advancements in cloud computing, business analytics, security and compliance, data mining and decision support, collaboration, energy and the environment, and optimized supply chains.

IBM's rich history of discovery and innovation has resulted in five Nobel Prizes, seven U.S. National Medals of Technology, five National Medals of Science and 21 memberships in the National Academy of Sciences. IBM Research has more than 59 members of the National Academy of Engineering and well over 300 industry organization fellows.

Global Delivery Services

Global integration, technology and the economy are putting a strain on organizations to innovate faster to maintain the edge in the marketplace. Streamlining business processes and working practices is high on the agenda. How can your organization derive more value and stay in the game?

IBM Global Delivery Services can help identify aspects of your business that can be performed more efficiently, freeing up financial resources to invest in initiatives that will yield the results you seek. This can help you reduce costs, increase the flexibility of service to the client, increase productivity and efficiency, and invest in new strategic initiatives to gain a competitive advantage.

IBM Global Delivery Services provides access to the world's largest experienced skill pool in 173 countries worldwide. It also offers multisite solutions spanning time zones—allowing your projects to “follow the sun” without a night shift, 24x7 testing and support for mission-critical applications, and solutions in different economic zones to help mitigate political and economic uncertainty.

IBM Global Financing

Concerns about the economy and cost-cutting requirements may cause customers and prospects to question their plans for making technology investments. IBM Global Financing allows qualified clients to increase their budget buying power, match costs to anticipated benefits and preserve cash for other strategic investments. IBM Project Financing™ services offer customized, total solution financing with competitive interest rates, including services, software and hardware to fit your specific requirements.



Why IBM?

The scale and pace of change today is utterly without precedent. Technology, increasingly inseparable from business strategy and execution, is changing everything. New intelligence is making entire business ecosystems smarter, creating new possibilities and raising ever-higher expectations.

IBM Global Business Services can work closely with you to develop predictive capabilities to help anticipate opportunities, threats and risks. Deep business insight, advanced research, tools and technology not only protect your organization from the unknown but also help you predict what is on the horizon. From industry-specific research and solutions to our extensive business experience, IBM Global Business Services is the right partner to deliver real business value. IBM can help you act quickly and decisively with new, flexible, iterative approaches through all phases of engagement, and can also help provide an integrated approach to business design and execution for differentiated and sustainable business performance.

In addition, our consulting services can help you better understand and optimize your business performance through solutions that utilize technology and competitive dynamics within your industry.

For more information, contact your IBM representative or visit: ibm.com/gbs

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