IBM Strategy and Change Services—Organization Change Strategy

• increase productivity, and
• effect substantive change.

OCS provides the human focus that helps enable these benefits through a deliberate and strategic program to both manage change and enable the business transformation. Our expertise is backed by the broad support of IBM Global Services—Business Consulting Services, as well as IBM’s virtually unparalleled research and development capabilities.

Using a unique framework to help organizations change

Our OCS framework breaks change work into four phases, supporting strategic change from inception through benefit realization. Within these four phases are the six primary activities we routinely perform for our clients:

• Lead, communicate, and engage—includes stakeholder alignment, communications, and leadership alignment

• Develop capability and capacity—includes change readiness, team effectiveness, training and knowledge transfer

• Design organization and governance—includes program governance design and organization design

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### Highlights

- **Draws on the full strength and experience of IBM**
- **Utilizes a unique framework for delivering change strategy**
- **Helps make change strategy happen for high-profile clients**
- **Demonstrates successful delivery of complex, large-scale engagements**
- **Recognizes that our most important asset is people**

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**Drawing on the strength of the broader IBM team**

Organization Change Strategy, or OCS, is one of the four competencies within IBM’s larger Strategy and Change team. The three parallel competencies are Business Strategy, Operations Strategy and Technology Strategy.

As part of IBM’s broad Strategy and Change team, OCS draws on a virtually unparalleled breadth of service and depth of expertise. IBM Strategy and Change Services sits at the intersection of business and technology, helping enable clients to:

- enhance competitiveness
- create new sources of economic value
- drive revenue growth
• Align individuals and teams—includes team performance planning, resourcing, rewards and incentives

• Manage performance—includes performance measurement, value realization and balanced scorecards

• Transform culture—includes cultural assessments, culture transition planning and incentive alignment

Examples of the service offerings we support through these activities are: On Demand organization and culture, technology integration, business transformation outsourcing, change management, culture transformation, and leadership development.

“Making Change Happen” for leading organizations

What differentiates our Organization Change Strategy in the marketplace is that we “make organization change strategy happen” for our clients. Yes, we have and use theories and academic models—but, our solutions, while grounded in such thinking, are applied in a practical and a risk-based context. We give our clients the tools they need to manage change—not just the change at hand, but ongoing change as well.

Across the industries and around the world we are performing OCS work on projects of all sizes and with all degrees of complexity. Our work includes change program management for large-scale systems implementations (supply chain, human resource(HR)/payroll systems, etc.); merger and acquisition change management, communications and senior team alignment; business process reengineering organization change support; business transformation outsourcing organization change support; change leadership development and support; shared service back-office organizations/design; and organization design and governance framework development.

An example of the type of project we drive is one performed recently for a large entertainment conglomerate. The scope and impact include:

• **One of the largest business transformation efforts of its kind in the industry—impacting 120,000 people—42 countries, 11 languages**

• **ERP transformation; organization and process redesign; transition to shared services and employee self-services**

• **Reduced annual operating budget over $US100 million a year**

A second example demonstrates the pure strategy aspect of our client work. For a major apparel manufacturer and retailer, we:
Analyzed strategic business issues

Refined organization’s vision, values, culture, core capabilities, collaboration mechanisms and operating model

Developed a leadership enhancement program designed to embed the change and transform the organization

**Our clients**

Our client list includes leaders of every industry and all levels of government. The following is only a small sample:

- Building on our most important asset—people
  IBM recognizes that our people are our most important asset. To better understand the strength of the OCS team, here are some statistics about them:
  - Over 300 OCS consultants in North America—part of a virtual team of over 3000 change agents
  - Nearly all of our consultants hold masters degrees (or equivalent) and over 10% hold doctorates from over 30 colleges and universities

- Many are published, and many give speeches to leading organizations

For more information
To learn more about IBM Business Consulting Services contact your IBM sales representative, or visit:

**ibm.com/bcs**

To learn more about IBM Strategy and Change Services, visit:

**ibm.com/bcs/strategy**

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**Our clients**

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