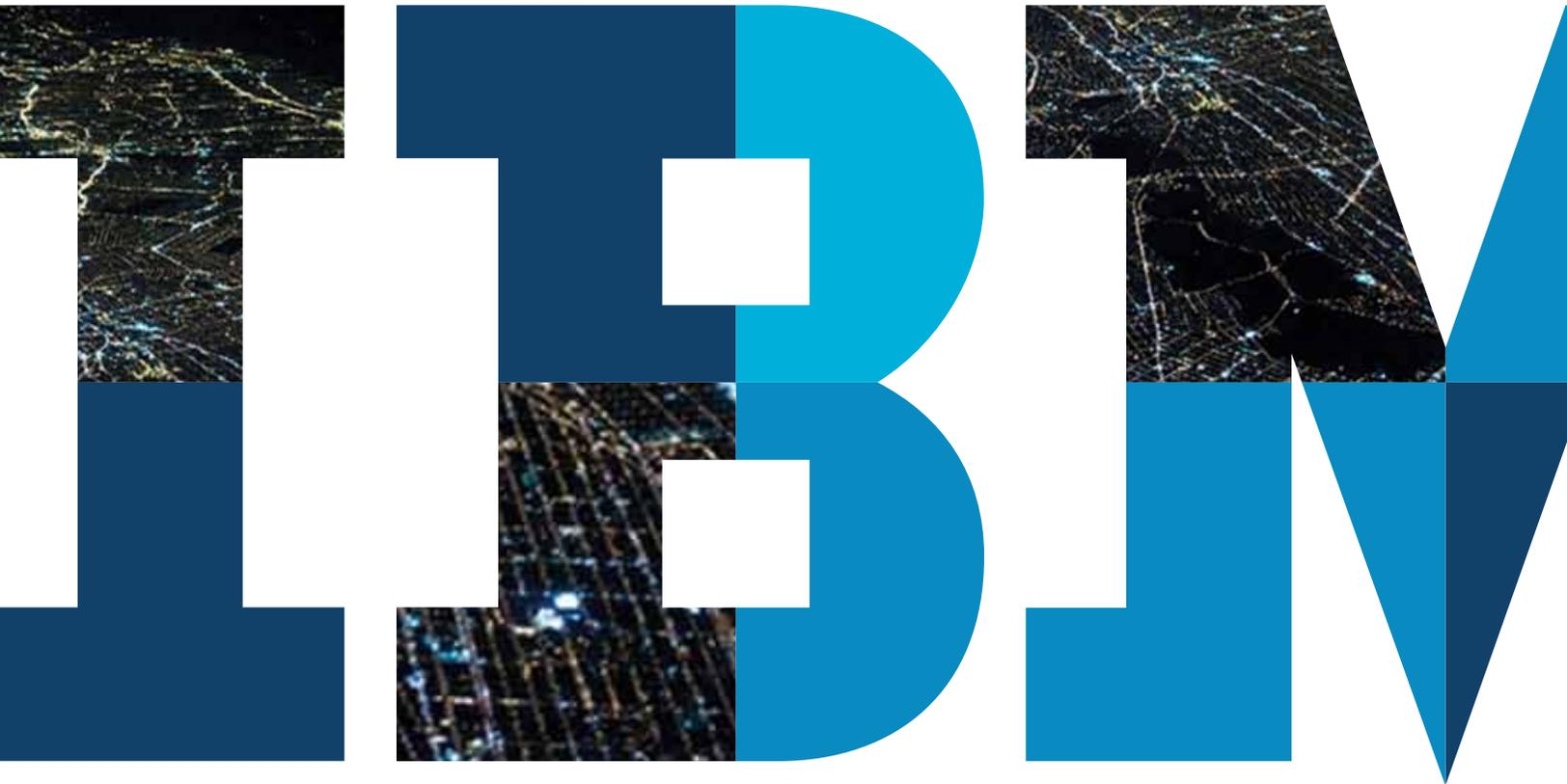


An Expert Partner in a Complex World



Opportunity in complexity

Changing customer expectations and growing stores of data. New competition and escalating risk. Increasingly interconnected supply chains and rising government oversight. These are some of the new realities facing organizations everywhere. While each can be a challenge on its own, taken together they form a landscape of immense—and growing—complexity.

Many organizations are struggling to keep up. For example, fully one-third of business leaders say they frequently make decisions without the information they need,¹ despite the unprecedented amount of data available to them. And while organizations have more opportunities to interact with consumers than ever before, only 53% of companies include customer input in their decisions.² It's indicative of today's ever-shifting environment that 8 in 10 CEOs anticipate significant complexity ahead, but only half feel prepared to handle it.³

Some organizations, however, are turning this complexity into a competitive advantage, capitalizing on change to capture opportunities that were never available before. They're unlocking new potential through capabilities that are just now becoming available; applying the right knowledge, technology and experience to seek out new possibilities.

With the right partner, you can too.

¹ IBM, “Bringing Smarter Computing to Big Data,” 2011.

² IBM Institute for Business Value, “From Social Media to Social CRM,” 2011.

³ IBM Institute for Business Value, “Capitalizing on Complexity: Insights from the 2010 IBM Global CEO Study,” 2010.

The value of IBM Global Business Services

IBM Global Business Services helps organizations navigate ongoing change and increasing complexity to overcome challenges and capture new opportunities. We work with clients of all sizes, in virtually every industry, all around the world, to help them deliver on the key imperatives we have found to be critical to their success.

Capitalizing on our experience to date, we can help you...

Enhance visibility across and beyond your organization to make better decisions.

Today organizations have access to more information than ever before. There is so much new data available—about customers, competitors, operations, risk, regulations, and the market—that it can overwhelm an organization. Once this data is harvested, organized and analyzed, it can help you take decisive action and improve outcomes. The first step in getting the right answers is to ask the right questions, and it's here that IBM Global Business Services applies its deep business and industry knowledge to help you embed analytics into your operations and culture to improve the speed and accuracy of your decisions. We identify where critical insights can be found and then deliver the robust business analytics and optimization solutions you need to capture and act on those insights for better outcomes across your enterprise, including:

- Growing, retaining and satisfying customers
- Increasing operational dexterity
- Managing Risk, reducing fraud, and ensuring compliance
- Transforming financial processes & optimizing resources dynamically

5-7% of budget:

Reduction in saturative marketing spending achieved by Best Buy after implementing an advanced customer analytics methodology and foresight modeling tool.

\$83 million: Amount in delinquent taxes collected by the New York State Department of Taxation in the first year after implementing an analytics solution with IBM Global Business Services. The solution also resulted in a 40% increase in dollars per staff day in the New York metropolitan area and a 22% increase in dollars per warrant issued statewide.

Activate customers, partners and employees to collaborate more effectively.

Traditional organizational boundaries and hierarchies are blurring, giving everyone from customers to partners to employees a greater voice in the business. The better equipped your organization is to empower and engage these groups, the more value it stands to provide—and gain. IBM Global Business Services can help you communicate and engage across your ecosystem, any time from virtually anywhere.

The benefits of this are most obvious in supply chain management and what IBM calls Smarter Commerce, an approach that helps rethink the type and method that value can be delivered in, in a digital, social and mobile world . Putting your customers at the center of your business enables you to integrate and optimize every phase of the commerce value chain—from procurement and marketing, to sales and ongoing service.

We can apply the same principles to help your workforce exchange knowledge and respond to opportunities as they arise. We can connect experts in your enterprise with those of your partners, generating new kinds of value from shared goals and complementary capabilities. We can help your workforce become more engaged by making it more fluent in social business, equipping it with the latest social technologies and methodologies, leading to a more nimble and transparent organization.

10 to 1: Return on investment achieved in a single year through cost savings and productivity improvements when Boeing enabled employees to share information across business lines.

\$40 million: Manufacturing costs saved through increased productivity and improved efficiency when Celestica enabled global knowledge-sharing among geographically dispersed teams.

Reinvent the business to capture new kinds of value.

With greater visibility and a truly activated ecosystem come new opportunities to assess the way your organization works—and how it could work. It's about becoming better at what you do. It's also about gaining the ability to do things you never could before.

Every industry is under pressure to change, to respond to the rapid shift in customer expectations and take advantage of newly available technological advances, from analytics to mobile connectivity, social networks to cloud computing. IBM Global Business Services can help you understand and respond to your customers like never before, using up-to-the-second market intelligence.

We can also help you implement the tools, systems and methodologies to support a customer-activated organization.

By helping you build out the digital infrastructure of your business, IBM Global Business Services can help you digitally transform your operating model and monetize new value propositions. Organizations can capture entirely new revenue streams by growing your share of the market you're in, entering those adjacent to it and even creating new markets altogether.

Omron Corporation

capitalized on its expertise in sensors and controls to develop a transportation management system that helps companies reduce their carbon dioxide emissions throughout the supply chain.

Philips Electronics

enriched its products and extended its position by implementing a first-of-a-kind service that enables television viewers to access and navigate web content with a standard remote.

Sources of value

Our ability to help clients deliver on these imperatives is grounded in four fundamental sources of value. These are the foundations of all of our capabilities, and they are at the heart of every relationship with IBM Global Business Services.

1. Unmatched industry and functional expertise

We are the world's largest consulting organization, with specialists spanning 20 industries and virtually every functional area. This means we specialize in bringing industry-specific solutions to our clients. Our large client list also means we're able to look across clients and industries to identify solutions and best practices that might elude a smaller, less experienced provider.

Capabilities

- Aerospace and defense
- Automotive
- Banking
- Chemicals and petroleum
- Communications
- Construction
- Consumer products
- Education
- Electronics
- Energy and utilities
- Financial markets
- Forest and paper
- Government
- Healthcare
- Insurance
- Life sciences
- Media and entertainment
- Metals and mining
- Retail
- Travel and transportation

2. Rich, repeatable assets and faster time to value

Our solutions are customized combinations of discrete assets that draw upon our deep technology and business expertise to address your critical challenges and capitalize on new opportunities. These proven solutions have been honed over thousands of proven engagements and enable IBM to deliver predictable measures of value for our clients across industries. Asset-based solutions provide time and again: less risk, faster solution deployment, greater cost effectiveness and rapid ROI.

3. Capabilities without borders

Capitalizing on eight Global Delivery Centers, four Regional Capabilities Centers and a growing network of Centers of Competence, we help you meet rapidly changing market requirements by delivering the kinds of expertise you need, when and where you need them. Solutions and resources are shared seamlessly across centers, processes and tools are standardized worldwide, and a common governance framework ensures the same level of commitment regardless of your location or scope of operations.

4. Consulting linked to implementation

IBM Global Business Services builds strategies and methodologies around real implementation experience—in other words, we know our advice is actionable because we are there to help you act on it. We offer guidance based on realistic expectations, grounded in our rich experience and ability to see your unique path forward. IBM's competence in areas outside of business consulting—specifically in technology and research—helps us to consistently and successfully execute on the advice we provide to our clients.

Service lines

Our four sources of value are activated in a portfolio of cross-industry capabilities, brought together in five service lines. While each of these service lines represents a discrete set of offerings, they all work in concert to ensure the best outcomes.

Strategy and Transformation:

Trusted consulting for end-to-end improvement.

Our strategic advisory services lay the foundation and deliver effective implementation, management and continuous improvement for your organization. We collaborate with you to identify business objectives and select the path toward achieving them. But our services don't end with a recommendation. We will continue to guide and assist you through every step of your transformation, from rethinking roles and processes, to defining new operating models. Once the plan and structure are in place, we will align your technology with your business strategy and deliver seamless implementation, realizing tangible value for your organization.

Capabilities

- Business Strategy
- M&A Services
- Customer Experience & Market Strategy
- Finance Transformation
- Risk Management
- Operations & Supply Chain Optimization
- IT Strategy & Performance Management
- Organization & Workforce Transformation
- HR Transformation

Business Analytics and Optimization:

Gain insights. Optimize outcomes.

Our Business Analytics and Optimization services enable organizations to identify, gather, manage and act on the insights critical to improving processes and disciplines across the organization— including sales and marketing,

finance, operations, and risk management. We will help you build the information management foundation required and embed analytics into your operations and culture in order to act on the insights available and continue to refine your decision making based on the outcomes you achieve.

Capabilities

- Business Analytics and Optimization Strategy
- Business Intelligence and Performance Management
- Advanced Analytics and Optimization
- Enterprise Content Management
- Enterprise Information Management

Application Innovation Services:

Solutions to drive industry leadership.

Our solution and integration capabilities ensure you that technology enables and helps optimize your business processes and strategy. From e-commerce, mobile and interactive, to procurement, logistics and security, we will help you improve existing solutions to accommodate the latest capabilities, develop new solutions to introduce new kinds of capabilities and integrate new and old for cross-channel, cross-enterprise functionality.

Capabilities

- e-Commerce Solutions
- Enterprise Marketing Management Solutions
- Mobile Solutions
- Order Management and Fulfillment Solutions
- IBM Interactive
- Portal Solutions
- Contact Center Solutions
- Security and Privacy
- Business Process Management
- Enterprise Integration
- Asset Management Solutions
- Procurement Solutions
- Demand Planning and Logistics Solutions
- Business Application Modernization
- Application Development
- Microsoft Development
- Emerging Technologies and Architecture
- Complex Program Management

Enterprise Applications:

Realize the benefits of global integration.

Collaborating with the world's leading software providers, we help organizations augment, improve and replace enterprise-wide IT environments to support changing requirements of their businesses. We will measure the performance of your existing applications and, based on our findings, upgrade them to enhance processes, experiences and outcomes. Where appropriate, we will also deploy new environments to meet the ever-evolving needs of your employees, partners and customers.

Capabilities

- Business Strategy
- Systems Integration
- ROI Assessments and Tools
- Process Improvement
- ERP Implementations
- Solution Upgrades
- Rapid Actualization of a Center of Excellence
- Co-Management Services
- Cost Take-Out and Simplification Collaborative Sourcing
- Managed Business Transformation

Application Management Services:

Smarter sourcing for more efficient growth.

Our Application Management Services (AMS) applies deep business and technology skills and world-class business processes to streamline application management functions, improve governance, and modernize your application portfolio in support of future business needs and strategic shifts – all while reducing costs, improving quality and speeding time-to-value. AMS also uses advanced automation, analytics-driven technologies and cloud computing to drive distinct business benefits from the development and test organization.

Capabilities

- Application Assembly Optimization
- Business Application Modernization
- Application Outsourcing
- Enterprise Application Outsourcing
- Staff Augmentation
- Conversions and Migrations
- Testing Services
- Application Virtualization Services
- Cloud Services
- Integrated Development and Test Environment

Only IBM

As part of the rich, globally integrated enterprise that is IBM, IBM Global Business Services is supported and strengthened by a diversity of insights, know-how and technological capabilities drawn from every corner of the enterprise. Essential to our offerings, capabilities and service lines are the insights of the IBM Institute for Business Value

The Institute for Business Value provides deep research and analysis spanning virtually all industries and business functions. The IBV is dedicated to helping our clients understand and anticipate key industry issues and trends, identify opportunities, prioritize strategies, measure success and quantify expected returns on investment. In turn, these insights inform our development of key offerings and capabilities.

The Institute's series of C-suite Studies provide an unparalleled view of global business from the perspectives of the leaders who are shaping it today.

C-suite Studies

Drawing on our conversations with more than 15,000 C-level executives, the series reveals the opportunities and challenges these leaders see ahead – and explores the approaches they're taking to address them.

- Chief Executive Office Study
- Chief Financial Officer Study
- Chief Human Resource Officer Study
- Chief Information Officer Study
- Chief Marketing Officer Study
- Chief Supply Chain Officer Study

The breakthrough innovations and discoveries of IBM Research

As the largest private research organization in the world, IBM Research provides truly unique client value by offering exclusive access to groundbreaking innovations and discoveries as they happen.

We regularly connect our clients with IBM Research to test new, first-of-a-kind technologies on real business challenges. For instance, Watson, the revolutionary QA system that competed successfully against humans on Jeopardy!, is now being tuned for applications in healthcare, banking, retail and beyond.

We're looking ahead in other ways. Our 150-strong mathematics research department, staffed by Ph.D. mathematicians and researchers, is the largest in private industry. IBM's annual Global Technology Outlook study envisions the course of technology up to 10 years ahead, allowing us to guide clients accordingly. At our Services Innovation Lab, IBM researchers, consultants and technology experts co-develop new capabilities based on immediate client priorities. And a year-round calendar of online collaboration events regularly give us the opportunity to advance cross-disciplinary innovation.

The technological leadership of IBM Software

IBM's growing portfolio of software spans every category from asset management to enterprise modernization. IBM Software products add value to each asset, capability and strategy IBM Global Business Services deploys on behalf of our clients.

IBM owns 1,140 software patents developed in our 58 global labs. Since 2005, we have invested \$14B in analytics software acquisitions – including \$7B in commerce acquisitions – in order to remain a leader in this important and growing field.

The strength of IBM

Above all, our clients benefit from the unmatched depth and breadth of expertise and experience that is IBM. Carrying on our 100-year tradition are 425,000 current IBMers, including 3,000 active researchers, in over 170 countries around the world. We've enjoyed nearly 20 consecutive years of U.S. patent leadership, and we count 5 Nobel Laureates and 7 National Medal of Technology honorees among our number. We helped create the information technology industry and continue to shape it today.

A partnership with IBM Global Business Services means more than keeping up with the latest innovations in business and technology—it means working alongside experts who are creating those innovations every day.

Get started

Visit us to learn more about IBM Global Business Services.

ibm.com/gbs

To explore the insights of the IBM Institute for Business Value, visit

ibm.com/iibv



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