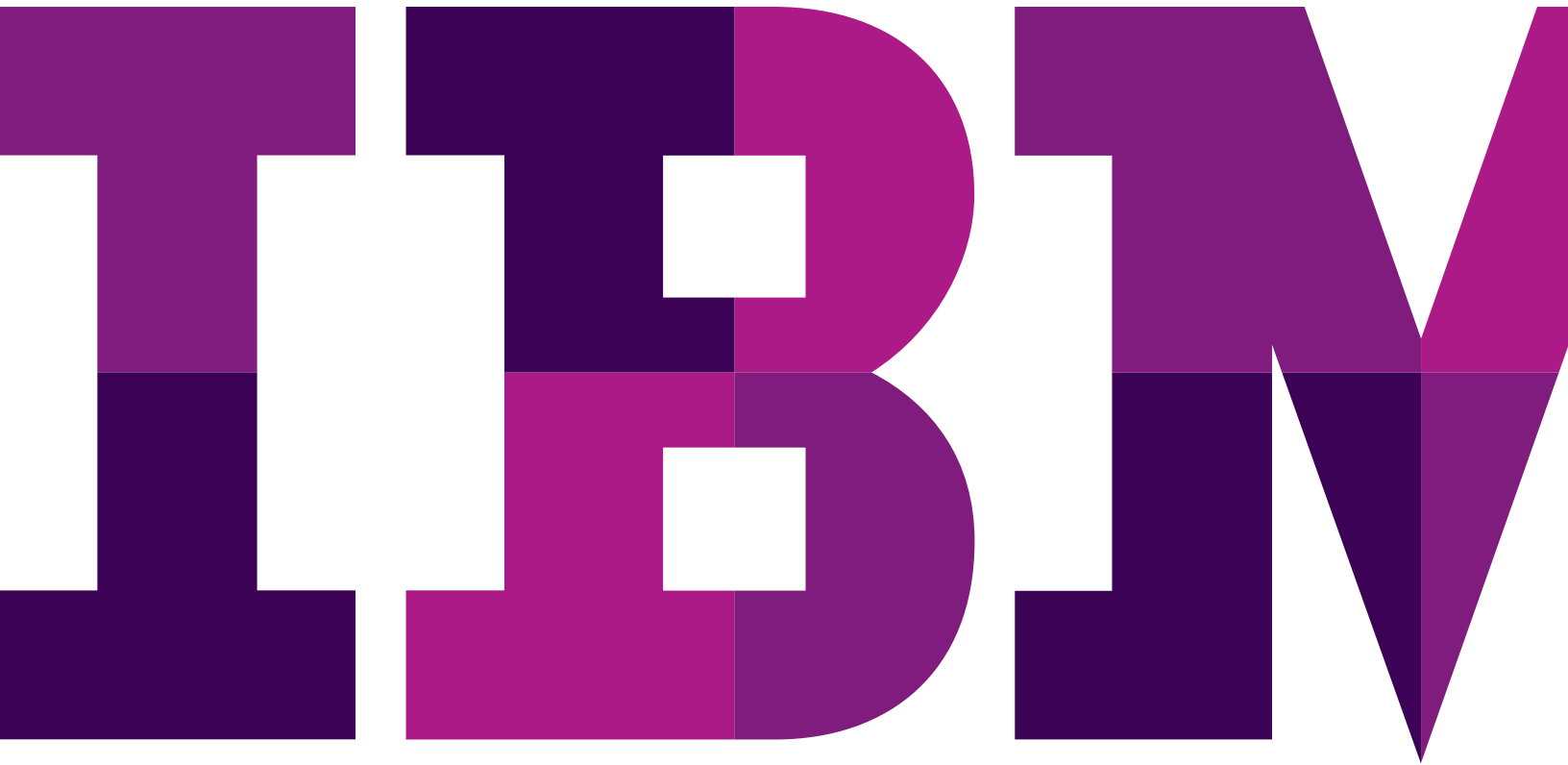


# Globally Integrated Capabilities

*Capabilities without borders*



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### Highlights

Enter new markets and seize opportunities wherever they happen to arise

Drive efficiencies that fund high-value innovation and business transformation

Achieve consistency and continuous process improvement

Discover differentiated solutions to help you achieve your business goals and realize longer-term strategic gains

Diversify against natural, political, currency and supply risks

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## Globally Integrated Capabilities

**Globalization, a new economic reality, and technology advances have changed the way companies do business. Are you rethinking your operational strategy to stay in the game?**

Business leaders are recognizing that leveraging global talent has the potential to deliver extraordinary business value beyond simple cost savings and operational efficiencies. This insight is taking their organizations to the next level – a globally integrated enterprise. By striking strategic relationships with business partners, suppliers and customers around the world, they tap into new sources of skills and knowledge, cut costs, and open the door to collaborative projects, innovation partnerships, and technologies and open standards that facilitate global business.

IBM Global Business Services (GBS) Globally Integrated Capabilities (GIC) offers competitive solutions through global, regional, local and onsite expertise to help your organization successfully compete in today's economic environment. Tight integration and close coordination across eight Global Delivery Centers (GDCs), Regional Capability Centers (RCCs), and a growing network of Centers of Competence (CoCs) enhance the global depth of industry, solution and

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*A differentiated delivery model for application development and implementation increased responsiveness to a growing and changing business while continuing to strive for cost efficiencies.*

*World-leading telecommunications company*

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technical capabilities that your business needs. This highly diverse and skilled global delivery network of centers relies on a common governance framework and standardized processes, methods and tools to provide delivery excellence.

Globally Integrated Capabilities provide differentiated value and competitive advantage through virtual-based workloads, continuous process improvement, extensive industry and business expertise, as well as innovation and research that can be delivered locally or globally. 'Offshore,' 'onshore,' and 'nearshore' are rendered obsolete since solutions and resources are seamlessly incorporated throughout the GDC model. This provides your business with easy access to flexible and deep knowledge from around the globe.

These capabilities, coupled with our unmatched Application Assembly Optimization delivery approach and Lean processes, can help your application environment be more responsive, flexible and efficient.

### Global Delivery Centers

With operations in more than 170 countries, IBM undertakes a rigorous process of analyzing availability of expertise, cost, business environment and risk to select the locations that offer the best environment to meet your needs.

Empower your enterprise with IBM's Globally Integrated Capabilities – a mature and diversified set of strategic delivery centers in locations like Argentina, Brazil, China, Egypt, India, Philippines, Romania and Vietnam. You will benefit from a



strong skill base in business consulting, systems integration, information and data management, application development, testing, packaged software solutions and non-English language translation. Additionally, our network of centers are focused on delivery excellence and use the Software Engineering Institute (SEI) Capability Maturity Model Integration (CMMI) practices. Cut costs and tap into new sources of skill, knowledge and capability with high quality delivery.

### **India**

India is IBM's largest Global Delivery Center (GDC) with multiple locations, operating out of these key cities: Bangalore, Kolkata, Hyderabad, Pune, National Capital Region (Delhi, Gurgaon and Noida) and Chennai.

The team has a strong presence in key industries, including communications, distribution, financial services, industrial, public sector and general business. This expertise spans across multiple domains including Application Innovation Services (AIS), Strategy and Change, Application Management Services (AMS), Enterprise Applications (SAP and Oracle), Business Analytics and Optimization (BAO), Supply Chain Management (SCM), Customer Relationship Management (CRM), Financial Management and Human Capital Management (HCM).

India's GDC leverages the presence of key business, research and development units in India, including software and research labs, and the Global Business Solutions Center (GBSC). The GBSC develops and manages adaptable and integrated solutions across 17 industries and 7 service lines, which are built leveraging IBM's capabilities across the software and technology groups and research labs. The solutions are built on IBM's Service-Oriented Modeling and Architecture (SOMA).

The India delivery center has the expertise, processes and tools for innovative services and solutions that help you accomplish your business objectives with the highest quality (SEI CMMI Level 5 Version 1.2, ISO 9001, TL 9000 certification).

### **China**

The China GDC is another of IBM's strategic global delivery destinations. The center provides a broad spectrum of services including systems integration, application management services, business transformation outsourcing and strategic outsourcing. The China delivery center is located in Chengdu, Dalian, Shenzhen, Shanghai and Wuhan.

Key competencies today are driven by the talent that is readily available in the China market (like open source, mainframe, SAP and information management), along with proficiency in English, Japanese and Korean languages. The China GDC works closely with software labs and GBSC building solutions in banking, manufacturing and supply chain management.

Operating with the highest level of quality and standardization, the China GDC holds SEI CMMI Level 5 Version 1.2. and ISO 20000/27001 certification.

### **Brazil**

Operating from four centers, Sao Paulo, Rio de Janeiro, Belo Horizonte and Hortolandia (Campinas), IBM Brazil has been delivering business information services for 15 years. Home to the company's first office outside the U.S., the Brazilian capability has a rich and varied role in IBM's history.

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*Having a single and simplified infrastructure environment under the management of one service provider reduced cost while standardizing and optimizing processes.*

*Chemicals and petroleum enterprise*

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IBM Brazil boasts a deep and proven track record in the telecommunications and financial services sectors, as well as a broad range of industry knowledge including banking, insurance, industrial, distribution and healthcare.

Each delivery center offers optimal delivery efficiency and provides a full range of offerings. This includes application services, infrastructure management and business transformation. The country's close proximity to the U.S. and strong English and Portuguese language skills reinforce IBM Brazil's strategic importance for many years to come.

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*Developing an SOA-based Web model and standardizing processes and assets led to achieving higher productivity and better quality of deliverables.*

*Asia Pacific leading bank*

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#### **Argentina**

The Argentina GDC, based in Buenos Aires, provides IT services across the financial, communications, industrial, insurance and distribution sectors. Based on SEI CMMI Level 5 quality standards, the Argentina delivery center offers optimal delivery efficiency and provides a full range of remote custom and service offerings.

Argentina has one of the highest literacy rates in the world, at 97%, and is a leader in mathematic development. This center has a large and well-trained pool of software engineers, including developers with offshore experience. Mainframe, Web technologies, packaged applications, business intelligence, testing and middleware are key offerings provided by this strategic location. Argentina is making its mark on the global market by exporting services all over the world through its global delivery team.

#### **Philippines**

The Philippine GDC offers end-to-end consulting, systems integration, and application development and maintenance. The center's key competencies, such as COBOL/Mainframe, SAP, Java/J2EE, DB2, Lotus Notes, and Oracle, coupled with business intelligence capabilities, are driven by the abundant

availability of skills in the Philippines. Continuously enhancing our processes, competencies and skills, IBM Philippines attained CMMI Level 5 v1.2 certification in May 2007, making it the first country within IBM to be certified in the new version.

Aside from being deeply entrenched in the Philippine financial and communications sectors, IBM's presence in the country has enabled us to cultivate lasting relationships with other key industries. This GDC is involved in manufacturing, distribution and retail businesses and has developed strong ties with local universities and colleges. With extensive experience in delivering Application Management Services, IBM Philippines can help ignite the growth and profitability of your business.

#### **Eastern Europe**

The Eastern Europe GDC in Romania, which includes locations in Brasov and Bucharest, has a large supply of multiple language skilled resources and a strong depth of technical skills driven by an educational system that is proven to be one of the best in Europe. The cultural similarities to Western Europe and strong historic ties to the business environment and culture are competencies that can help us support your enterprise. The Romanian team also has the advantage of large-scale foreign language skills, including French, German and Italian.

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*Utilizing Lean principles, the application development and maintenance services increased productivity and reduced production support turnaround time resulting in an increase of customer satisfaction.*

*Large telecommunications equipment company*

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Given the increasing demand for global delivery services, Eastern Europe continues to focus on developing skill groups that increase our supply of resources: Java (J2EE), service oriented architecture, ETL (DataStage), business intelligence and testing. In addition, Eastern Europe offers consulting expertise for customer relationship management, financial management, human capital management, and supply chain management, as well as in industry segments such as public sector, banking and automotive.

#### **Vietnam**

The Vietnam GDC, located in Ho Chi Minh City, provides cutting-edge services in the areas of electronic commerce, supply chain management, distribution and e-governance, primarily in the industrial, small and medium business, distribution, finance and insurance, public and communication sectors in France, southwest Europe and Africa.

The center is staffed with professionals fluent in French and Japanese, serving a number of clients based in Europe and Japan. Most of Vietnam's IT professionals are proficient in the English language. Skills include a variety of programming languages, Web technology, groupware and prepackaged solutions. The global delivery center in Vietnam offers the talent and skills required by organizations around the world to apply business process innovation to improve their businesses.

#### **Egypt**

Egypt is emerging as a popular hub for international business operations due to the strategic location at the geographical center of the world, strong government support, competitive cost of operations and labor rates, and availability of skilled professionals.

The Egypt GDC offers a full range of IBM products and services and a growing team of professionals with diversified skills. The center has access to a broad network of local business partners covering different industry segments as well as a wide network of authorized training centers all over Egypt. Some of the skills include Web applications and portals, custom developed applications, enterprise application integration, project management, testing services, and comprehensive and cost-effective management and customization of packaged applications.



### Regional Capability Centers (RCCs)

The IBM Regional Capability Centers have the primary mission to export services to nearby or selected countries based on regional skills and language requirements, culture, ease of immigration or time zone affinity.

The RCCs are based in locations such as Poland, Lithuania, Mexico and Slovakia, and provide expert staff, enhanced flexibility, multiple language support, competitive rates, rapid collaboration setup, and security and data privacy. In addition, the regional centers cover a portfolio of application services, such as consulting and system integration, implementation and rollout, testing and application maintenance. When combined with the strength of the GDC capabilities, RCCs help bolster the end-to-end value offered to your enterprise.

### Centers of Competence (CoCs)

The Centers of Competence (CoCs) represent a culmination of global delivery maturity and deploy specialized resources and assets to high priority, strategic engagements in both major and growth markets. The CoCs provide access to industry-focused, world class, senior expertise in business transformation, along with assets and delivery capabilities, harvested from global engagements.

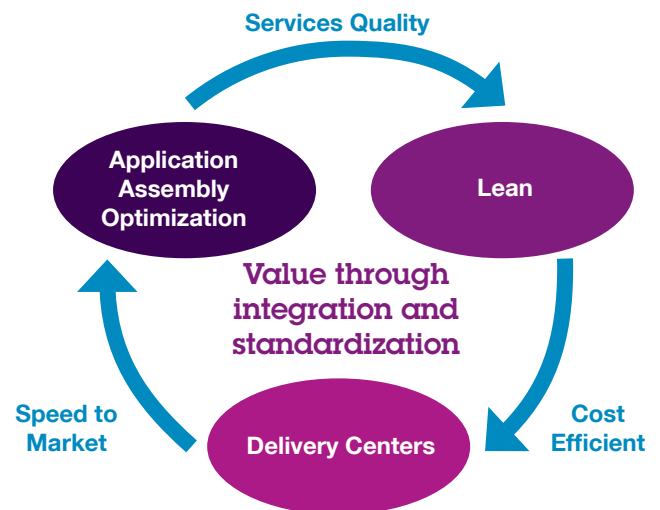
CoCs are virtual nerve centers for each global industry or service domain, such as telecommunications, banking, customer relationship management and supply chain management. Staffed with the brightest and most experienced global industry talent at IBM, they flexibly deploy resources around the world to ensure the expert resources are assigned to the right projects at the right time. This provides your enterprise with the industry depth and global experience that your business needs.

### Adapt quickly and successfully to changing market conditions with a Globally Integrated Capabilities Model

Would you like to drive efficiencies that fund high-value innovation and business transformation? IBM GBS provides flexible, robust solutions along with deep expertise from around the globe in business consulting and application services. A common governance framework across centers and standardized processes, methods and tools offer an integrated end-to-end process for quality, stability and savings.

IBM's delivery centers utilize the following methodologies for consistency and continuous process improvement:

- A key component of IBM's globally integrated capabilities strategy, Application Assembly Optimization (AAO) applies a factory floor assembly model and automation principles to the discipline of geographically distributed software development and management. AAO provides increased value, revenue growth, faster time to market, and cost savings throughout the application development lifecycle. The measurement framework for application assembly optimization is a dynamic system with automation, extensibility and flexibility in mind.
- Lean is an industry-proven methodology that delivers value through operational excellence. It is a set of principles that drive your overall business philosophy towards continuous process improvement and elimination of waste. Lean results in less rework due to fewer defects. It can help reduce your IT budget and enable faster delivery of services. Each AAO process is developed using a Lean approach and is regularly reviewed to provide continuous operational excellence.



In addition to a globally diverse and widespread skill set, GIC can help provide your organization with the right skills and capabilities at the right time, cost and location. Global Business Services has a full spectrum of talent and solutions worldwide to help you pursue new opportunities and increase business value.



### **Yield superior value and competitive advantage with differentiated skills and solutions**

Extensive industry and business process expertise across the globe, leading edge skills and assets, research capabilities, and a globally integrated governance model, combined with the following differentiated solutions, can help you achieve your business goals and realize longer-term strategic gains.

- Mitigate risk and expand your global strategy through diversification. The GDCs, RCCs and CoCs provide access to a larger base of skilled professionals 24x7. This extensive network of IT professionals and business consultants can also help implement solutions that promote penetration of new markets for revenue growth.
- Overcome costly translation challenges. The Language Translation Services Centers (LTSCs) provide a single source, highly cost-effective, efficient solution for your enterprise. Non-English languages such as French, German, Spanish, Italian and Japanese, are currently targeted across our eight strategic GDCs. The optimum combination of machine and human translation provide a high level of productivity and accuracy for superior quality and value.
- Meet rapidly changing market requirements. IBM's Resource and Capacity Management (R&CM) provides your enterprise with the right skills and capabilities at the right time, cost and location, so that your projects and resource requirements are met with the highest quality standards. Program managers, instructors and practitioners are deployed to primarily address urgent needs for the types of sought-after skills your organization requires in a rapidly changing marketplace. The GBS R&CM approach consists of integrating the capacity planning and sourcing strategy, capacity management, capacity development, and resource deployment and fulfillment capabilities to enable a competitive workforce. Taken together, these capabilities provide the necessary linkage between the marketplace and the workforce.
- Discover highly innovative IT and business solutions. The Global Business Solution Center (GBSC) develops and manages adaptable and integrated solutions across 17 industries and 7 service lines. These assets are built leveraging IBM's capabilities across the Software Group, Systems Technology Group and IBM Research Labs. The solutions are built on IBM's Service Oriented Modeling and Architecture (SOMA).

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### **Why IBM?**

IBM has been an international company for almost 100 years, serving clients in more than 170 countries and doing business around the world since our founding at the beginning of the last century. IBM has been refining a global business model, supported by a global workforce, for decades, with the experience, management discipline, tools and processes to run a global enterprise effectively and efficiently.

Within Global Business Services, Globally Integrated Capabilities provides your organization with highly skilled resources, translation services, research aptitude, and intelligent software solutions, including workflow process improvement through AAO, to help you adapt to an increasingly global marketplace. IBM's Globally Integrated Capabilities provide you with easy access to flexible, robust, deep expertise onsite, locally, regionally, or globally so that you can operate without geographic restrictions in order to maximize business value, enter new markets, and seize opportunities wherever they happen to arise.

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