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*IBM*

# IBM's Shared Services Journey

**Enabling growth and productivity  
through innovation, change and IT**

# IBM's transformation: an ongoing journey

## Enabling growth

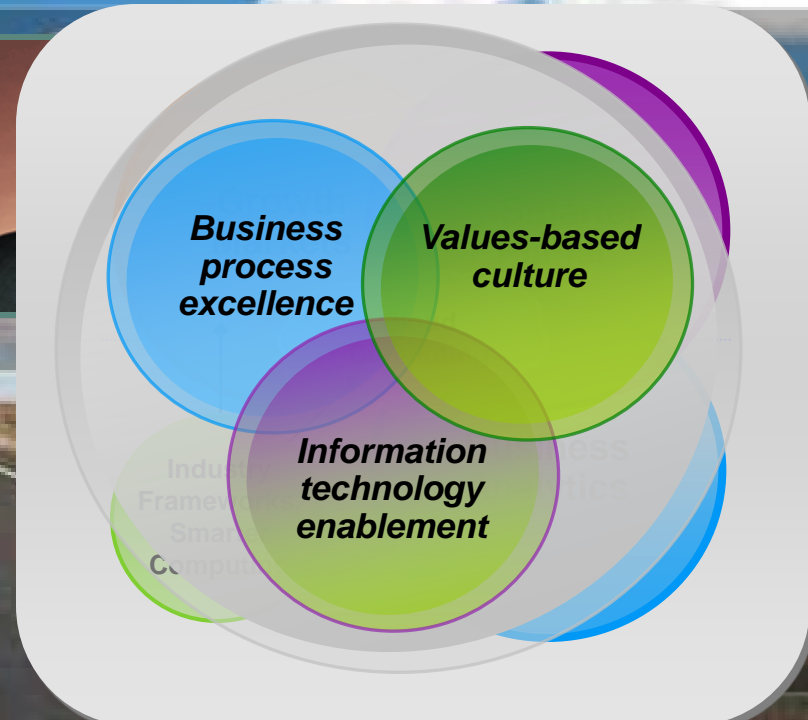
Focus on open technologies and high-value solutions

## Enabling productivity

Deliver integration and innovation to clients

## Enabling culture change

Become the premier Globally integrated enterprise



wo  
ra  
nt)

Phase  
Gera  
( '93 thru 2002)



# Transformation through the lens of the CIO

## Business Transformation

Finance E/R reduced from  
**3% to 1%**

**\$4.8B** spending reduction  
(5 years)

2006 - Globally integrating

**\$3-5B** in average Supply  
Chain savings annually

## IT Transformation

Real Estate improved E/R by  
**50%**

## Workforce Transformation

# Shared Services



# IT transformation through the lens of the CIO

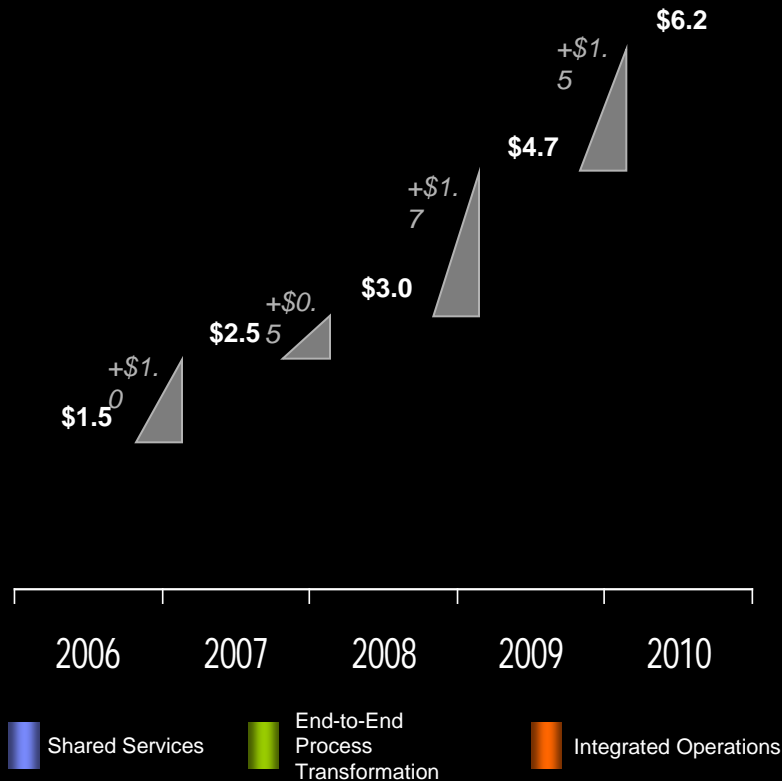
IBM's Enterprise  
Process Framework

Business Process  
Excellence



# Enterprise productivity

## Cumulative Enterprise Productivity Savings (\$B)



The journey continues.

Further improving productivity by \$8B from 2011 to 2015.



# Work in the cloud

Re  
pro  
in

**Blue Insight**  
federates information  
from nearly **100**  
different information  
sources  
providing analytics  
on more than a  
**PB** of data for  
over **163K**  
users



# Keeping track of progress

drill-down

track projects

measure opportunities

smarter decisions

clear outcomes



# Ongoing transformation journey

- ▶ Collaborate beyond what is currently imagined
- ▶ Live simplification as a daily goal
- ▶ Embrace the power of analytics
- ▶ Help grow profitability and seek new revenue
- ▶ Provide unparalleled IT expertise



***“We no longer have to replicate IBM from floor to ceiling in every country. We are optimizing key operations in the right places in the world – eliminating redundancies and excess overhead – and integrating those operations horizontally and globally. ...This is about doing the right tasks, with the right skills, in the right places.”***

***- Sam Palmisano, IBM Chairman, President and CEO***

