Meet IBM
Global Process Services
ECOSYSTEM THEORY 101

A business ecosystem is a community of suppliers, investors, customers and employees that work together for shared social and economic benefit. As ecosystems mature, each stakeholder evolves its capabilities to strengthen its role and the investments of the entire community.
We deliver next-generation BPO.

At the heart of next-generation Business Process Outsourcing is a deep commitment to collaboration—not only with your outsourcing partner but also between your enterprise and the key constituents of your ecosystem.

We innovate your processes to differentiate your enterprise, contributing to top-line growth and bottom-line savings. Between our experts who use a proven, analytics-driven methodology and our ability to maximize the advantages offered by the global economy, IBM Global Process services helps you to grow and achieve your business goals.

IBM GPS AT-A-GLANCE

IBM Global Process Services works for some of the world’s most innovative and successful companies, including:

• Six of the world’s largest telecommunications companies
• The four largest consumer packaged goods companies in the world
• Three of the four largest North American airlines
• Four of the world’s largest electronics companies
• Three of the world’s largest banks
• Three of the world’s largest insurance companies
• Eight of the world’s largest healthcare and life sciences companies
• Three of the world’s largest automotive companies
IBM Global Process Services innovates your business processes and helps differentiate your enterprise.

Every company has an essential reason for being in business. Every company wants to grow. IBM Global Process Services partners with your organization to give business processes a strategic value within your company, helping you achieve your growth goals while remaining true to your essence. This deep collaboration is founded on industry-specific business insight, an end-to-end, analytics-driven methodology and best practices developed in conjunction with our clients.

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**CASE STUDIES**

A global energy company engaged us to improve its competitive position and to reduce the complexity of its multinational F&A model, which included multiple delivery centers and financial units of subsidiary companies. We integrated the full scope of best-in-class F&A processes enterprise-wide, resulting in 40% savings over the first three years.

For a global airline, IBM Global Process Services instituted a multi-channel support model and enabled real-time monitoring of customer interactions. The result: 15% improvement in customer satisfaction and $15M in additional revenues in just one year.
IBM Global Process Services creates value that contributes to top-line growth and bottom-line savings.

Our business process innovation, advanced analytical capabilities, human talent and technology give IBM GPS a practical business expertise that helps our clients identify measurable growth opportunities and calibrate their business processes to capitalize on them for immediate gain and sustained long-term performance.

CASE STUDIES

For an Australian bank facing losses in loan customers due to document processing delays and delinquency in unsecured and secured loan products, IBM Global Process Services instituted an automated and standardized process redesign, providing **top-line growth of approximately $270M over a 12-month period.** The bank was ranked #1 in its market within 18 months of transition to the outsourced model.

IBM Global Process Services developed a centralized procurement platform for a large American financial institution that lacked an overall corporate telecom strategy, enabling greater spend visibility, along with the supporting IT processes to establish standard procedures to enhance control and leverage spending power and supplier relationships. The result: **15% savings on a year-to-year basis.**

THRIVING IN TODAY’S MARKET

Based on our experience with clients across many industries, we have identified three imperatives for thriving in today’s market:

- Optimize your company’s position within its ecosystem to differentiate and create sustainable performance improvement among all your stakeholders.
- Develop forward-looking insight in order to anticipate and respond to future events.
- Create operational dexterity to institute business controls and streamline your enterprise, making it sufficiently agile and speedy to take advantage of rapidly emerging opportunities.
OUR PORTFOLIO
We think about each of our practice areas—Customer Relationship Management, Human Resources, Supply Chain Management and Finance & Administration—in terms of how they can help our clients achieve these imperatives. Our portfolio is structured to innovate the processes with which you manage the relationships in your ecosystem:

• Customer Relationship Management is about managing your company’s relationships with its customers. We apply a holistic strategy and customizable multichannel model to create a rewarding and seamless experience across every stage of the customer relationship.

• Human Resources is about managing your company’s relationships with its employees. We integrate experienced HR, recruiting and learning specialists with proven processes and technology into your organization to create the highest-quality employee and manager experience that is low in risk and high in compliance.

• Supply Chain Management is about managing your company’s relationships with its vendors. We increase the value of your supplier spend by leveraging IBM’s substantial buying power.

• Finance & Administration is about managing your company’s relationships with its B2B customers. We drive process and data standards enterprise-wide for better business insight, stronger compliance control and improved financial performance.

Our process expertise is paired with deep industry knowledge, giving IBM Global Process Services the ability to transform a number of industry-specific processes. Our partnerships with industry leaders in telecommunications, banking, insurance, transportation, manufacturing and many other fields gives us a practical understanding of the processes that are specific to their needs. For instance, in banking we have innovative solutions for loan origination, customer acquisition and account management. In insurance, we manage the front and back-office business processes behind member enrollment and services, provider management, claims management and more.

PORTFOLIO HIGHLIGHTS

Customer Relationship Management
More than 50,000 agents in over 35 delivery centers
Serve more than 90 companies in 50 languages

Human Resources
Service nearly 2 million employees in more than 90 countries and 28 languages
Clients typically attain 20–30% reduction in annual HRO operating cost

Supply Chain Management
Manage an aggregate procurement spend in excess of $48 billion annually
Clients typically attain 5–10 times ROI on procurement outsourcing fees and payback within 12 months

Finance & Administration
Support 40 languages in more than 60 countries
Manage more than $50 billion in revenue for clients as part of our Order to Cash processes
Our experts apply an end-to-end, analytics-driven methodology that allows us to contractually commit to precise outcomes for our clients.

**OUR APPROACH**

EPIC (Enterprise Process Innovation Continuum) enables us to systematically manage end-to-end process execution against IBM best-practice process models, controls frameworks and benchmarks. Whether applied to a horizontal process or an industry-specific process, EPIC enables us to institutionalize continuous improvement and deliver precise business outcomes.

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**EPIC OUTCOME**

For a global software company, we reduced cost per contact by converting customer interaction from 75% voice to 75% web, saving $6 million over three years. We decreased turnaround time for data recovery services from 25 days to five without adding employees, and increased Voice of the Customer scores to 95% on all parameters.
OUR PEOPLE
Our Process Innovation Experts are Six Sigma, Lean, industrial engineering, benchmarking, advanced analytics, modeling and application software specialists. Using EPIC, they accelerate process innovation and produce unrivaled business outcomes.

OUR LOCATIONS
With over 50 delivery centers spread across five continents and the ability to provide service in over 40 languages, IBM Global Process Services offers a tiered model of service for our clients’ most specialized needs. And with processes that are standardized across each of our centers, we can distribute work efficiently, execute consistently and, if needed, transfer work between sites to assure business resiliency.

CASE STUDIES
For a major U.S. automobile manufacturer, we implemented our Voice of the Customer Analytics solution, which was developed in conjunction with IBM Research and has the ability to analyze unstructured data. The result: 30% of cases converted to new purchases and more than $100,000 of incremental profit generated per outbound agent.

Our innovative technology helped to transform the way the employees of a global airline interact with human resources so that 60% of questions now arrive through chat, increasing productivity and employee satisfaction.
To take advantage of the opportunities of a global economy, your enterprise needs a partner who is defining what it means to be global.

A NEW MODEL

It’s no longer a question of whether certain processes are core to your company, or whether you want to effect incremental or immediate, large-scale transformation. Now, the world’s leading companies are asking whether they’re better off sharing certain services, whether they should outsource or perform them in-house, and whether they want their outlook to be local or global in scale. We tailor our solutions to the specific needs of each client, allowing you to choose the type of partnership that works best for your company.

OUR ROLE IN IBM’S TRANSFORMATION

Over the last decade, IBM has transformed from a multinational corporation into what we call a Globally Integrated Enterprise, remixing our workforce to the locations where we found the skills necessary for today’s economy. In keeping with our vision of next-generation BPO, we took an integrated approach, developing a balanced-shore model that broadened and diversified our talent pool. This holistic, balanced-shore approach is the same that we apply for our clients.
Today’s market calls for a different kind of BPO provider, one that takes into account a company’s unique identity and position in the market, one that can deliver sustainable competitive advantage through process innovation.

Today’s market calls for IBM Global Process Services.