



Global market forces are impacting us all

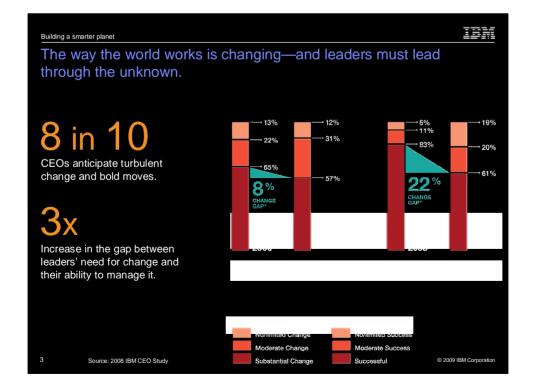
- § Access to capital and credit crunch
- § Economic downturn and future uncertainty
- § Volatile oil prices and energy shortfalls
- § Information explosion and risk/opportunity growth
- § Globalization and emerging economies
- § New customer demands and business models



The economy isn't the only force shaping the competitive landscape ...

2

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A mandate for change is a mandate for smart.



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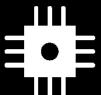
Our world is becoming
INTERCONNECTED

Virtually all things, processes and ways of working are becoming



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INSTRUMENTED

We now have the ability to measure, sense and see the exact condition of everything.

- § Today, there are 1 billion transistors for each person on the planet.1
- § By 2010, 30 billion RFID tags will be embedded into our world and across entire ecosystems.¹

Everything will become instrumented: supply chains, healthcare networks, cities and even natural systems like rivers.

6 ¹ Sam Palmisano speech, November 12, 2008

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INTERCONNECTED

People, systems and objects can communicate and interact with each other in entirely new ways.



§ There will be nearly 4 billion mobile phone subscribers worldwide by the end of 2008.¹

The Internet of things—cars, appliances, cameras, roadways, pipeline, pharmaceuticals and even livestock—is headed to 1 trillion.





INTELLIGENT

We can respond to changes quickly and accurately, and get better results by predicting and optimizing for future events.

- § Every day, 15 petabytes of new information are being generated. This is 8x more than the information in all U.S. libraries.¹
- § An average company with 1,000 employees spends \$5.3 million a year to find information stored on its servers.¹

New computing models manage the massive amounts of data generated by the proliferation of end-user devices, sensors, and actuators. Combined with advanced analytics, these technologies are making us smarter.

8 New Intelligence White Paper from ThinkForward website

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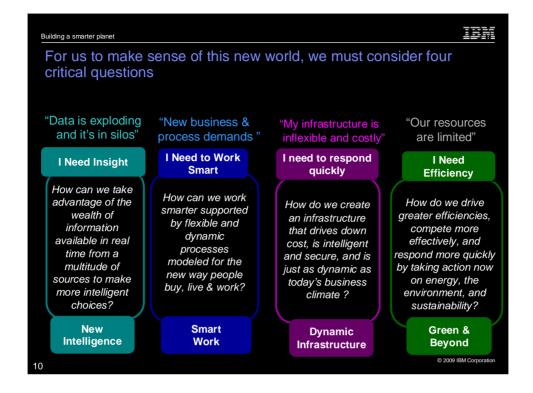
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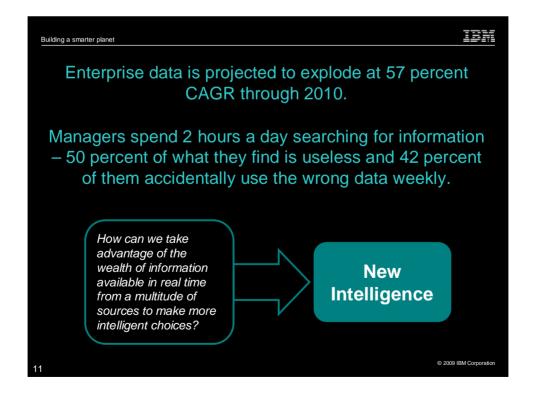




An opportunity to think and act in new ways—economically, socially and technically.

9





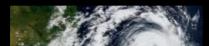
New Intelligence:

A smarter planet gives organizations the vision to see without being there.





Nationwide Insurance: Used virtualization to streamline IT processes, achieving 85-90% server utilization and an anticipated \$15 million cost savings over three years.



IBM Deep Thunder: Leverages computing power, visualization and data analytics to generate high-resolution weather forecasts for areas as fine as 1 to 2 square kilometers.



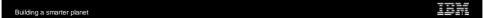
German supermarket: Uses smart RFID labels to manage inventory with real-time sales data, improving product availability and enhancing the consumer experience.



FOAK: Ingesting and correlating events from heterogeneous sources to improve service.

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Building a smarter planet **Top Solutions** §Information on Demand Information §Information Agenda Management for New §Information Infrastructure §Business Intelligence Intelligence §Business Event Processing **Predictive** Capability §Analytics Solutions §Telelogic and Cognos §Industry Specific Assets (IA, MRO, Telelogic) §CRM, SCM and HR Engaging the Transformation Value Chain §Sensor and Actuator §Information Integration § Business Optimization Solutions § Business Process Management §Smart SOA **Business** §Information On Demand, Optimization Information Agenda §Information Infrastructure SW and Services



98 percent of CEOs plan business model changes.

Gap between CEOs who expect change and those who have the ability to handle change has widened sharply – nearly 3X.

How do we make our organization just as dynamic as today's business climate?



Smart Work

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14

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Smart Work:

A smarter planet puts organizations in position to be first and be right.



Canadian airlines: Use passenger information to predict the number of no-shows for each flight, so they can strategically overbook while minimizing the risk of bumping passengers.



Max Bahr: A Dynamic Inventory Optimization Solution enables the retailer to meet demand for any of 40,000 products in more than 80 outlets with low replenishment and storage costs—boosting customer service ratings

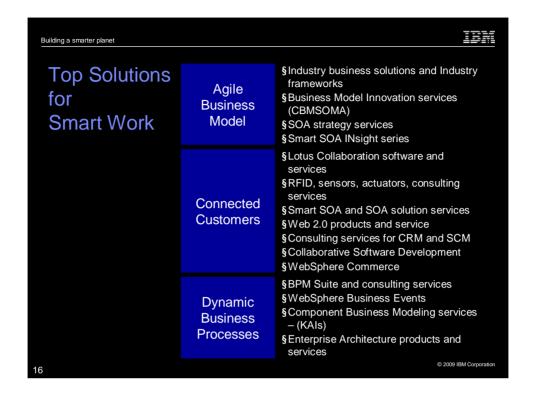


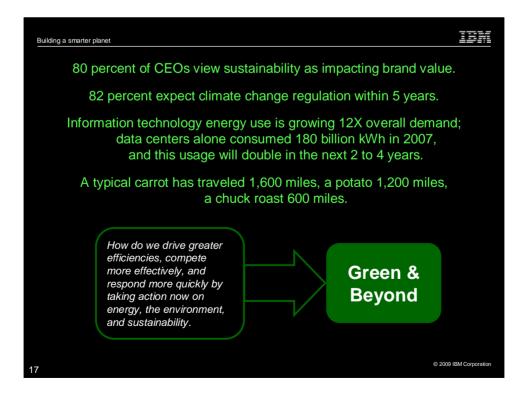
British Airways: Uses mobile device check-in and other self-service technologies to help facilitate a trouble-free travel experience and save the airline \$3.50 per passenger.²



IBM Research Zurich Lab: Uses visualization software to render a 3D model of each patient, allowing doctors to interact with data that improves patient care.²

15





Green and Beyond:

A smarter planet empowers organizations to do more, using less.



On Line do Brasil: Used energy-efficient servers to expand its data center operations while cutting management time by 30%. The company expects a full return on investment in as few as three months.



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Energie Baden-Württemberg: Offers residential customers smart appliances and meters that enable them to adjust electricity consumption based on price—reducing waste and easing peak loads.

18



Centrinet: Created an environmentally-conscious data center solution and hosting service that has helped reduce electricity usage by approximately 60%.

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Building a smarter planet §Data Center Assessment **Top Solutions** and Design Services Finding the for Green §Green IT Value in Green §Software for a Greener and Beyond World §Intelligent Utility Network and Metering §Intelligent Transportation **§**Consumer Driven Supply **Smart Systems** Chain §Intelligent Oilfields, Manufacturing Productivity §CSR and Sustainability Societal Shifts **§**Carbon Management and Corporate §Reputation Management Social Services Responsibility §Ethical Supply Chain Monitoring © 2009 IBM Corpor ation

While 83% of CEOs expect substantial change within their enterprises, only 61% feel confident in their ability to manage change.

This "change gap" challenges CIOs to transform highly distributed, fragmented, labor-intensive infrastructures that have data, assets, applications and hardware resources operating in silos.

How do we create an infrastructure that drives down cost, is intelligent and secure, and is just as dynamic as today's business climate?

Dynamic Infrastructure

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Dynamic Infrastructure:

A smarter planet enables organizations to solve the problem before the problem.



British banks: Utilize real-time data analytics of complex financial models to help understand and manage their exposure to risk.



River and Estuary Observatory Network: Will create the first technology-based real-time environmental monitoring and forecasting network to guide better policy, management and education for the Hudson River and estuaries worldwide.



Yansha: Dynamic supply chain management and enterprise resource planning cut order lead time from 2.5 days to 4.5 hours and improved order acknowledgement from 80% to 99%.



IBM Fire Program Analysis: Uses unique mathematical algorithms to determine where wildfires will likely occur, and helps optimize government funds and resources for battling those fires.

21

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Top Solutions for Dynamic Infrastructure	Reduce Cost	§Cloud Computing
		§Virtualization
		§Energy Efficiency
	Improve Service	§Information Infrastructure
		§Service Management
		§Asset Management
		§Security Management
	Manage Risk	§Business Resiliency
		§Express Mid-Market Offerings
		§Strategic Outsourcing
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Changes in the economic environment will bring disruption and transformation on a global scale.

DISRUPTIVE

- § Unprecedented constraints on access to credit and capital
- § Falling demand and increased price sensitivity.
- § Disruptions in supply chains, partner and customer arrangements.

TRANSFORMATIVE

- § Restructuring of industries: Firms fail and are sold off overnight.
- § New regulatory regimes.
- § Stress on global inter-dependencies

Urgency for real change provides an impetus to harness new opportunities.

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We've only just begun to uncover what is possible on a smarter planet.

The world will continue to become smaller, flatter and smarter. We are moving into the age of the globally integrated and intelligent economy, society and planet.

The question is, what will we do with it?

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