



Work Faster, Work Better, Work Smarter

*Building agile, collaborative,
and connected business environments*





Working Smarter: The evolution of getting things done

Since the dawn of commerce, businesses have engaged in an endless quest for operational excellence. This constant push toward optimization is driven by the need to improve services, increase margins and outpace the competition. And it has led to some of our greatest industrial innovations, from automation to globalization to information technology itself.

But there is more work to be done. Inefficiency is a persistent, profit-minimizing pest. It makes businesses work harder than they have to. It makes people struggle to find the tools and information they need to do their jobs. It creates processes for processes. And it bends businesses to the will of technology, rather than the other way around.

It doesn't have to be this way. Today there are new tools and techniques available to fight this age-old battle for the bottom line. Today we can connect people with the information they need in real time. We can measure, monitor and manage nearly every physical and digital system in the world. And we can extract new intelligence from those systems, to make better decisions, waste less time and make more money. In short, we can work smarter.

This smarter work is happening already. You may know of competitors, colleagues or business partners that are implementing smarter work strategies in their business. You may have read about companies that quickly adapt to change, use resources more efficiently and collaborate, internally and externally, to create and share information in new ways.

The reason you are hearing about these companies is because they are succeeding, constantly moving forward and refining their operations. You are hearing about them because they are inspiring their employees, wringing every last drop of inefficiency from their business, and leaving the competition behind. You are hearing about them because they are winning.

Inside you will read about a few of these companies; companies that don't settle for "good enough" processes; companies that don't justify inefficiencies as "costs of doing business." These are companies that maximize the potential of every business relationship, from employees to business partners to customers. These are companies that work faster, work better and work smarter.

Today's work

It's getting harder and harder just to keep up. Whether you're a billion-dollar business with a global presence or a local retailer with a single storefront, business conditions are constantly changing without relief or mercy.

Consider just the last 20 years. Since the widespread adoption of the Internet, entire markets appear, disappear or move halfway around the world seemingly overnight. New competitors encounter little or no barriers to entry. And customers expect better service and higher quality products at ever-lower prices.

During this same time frame, technology and culture have transformed the way we work. People expect to work anytime, from anywhere, with anyone. Information is abundant (perhaps too abundant.) And the line between work and home continues to blur.

With all this progress, one might think businesses are getting things done faster and better than ever before. But the truth is that with each change, new inefficiencies creep into every aspect of work. A full two-thirds of employees believe there are colleagues who can help them do their jobs better but don't know where to find them; 42 percent of people say they make decisions based on the wrong information at least once a week; and every week businesses waste more than five hours per employee due to inefficient processes.

It's no wonder that 98 percent of CEOs say they need to restructure the way their organizations work. And in a business climate that is changing this relentlessly, restructuring an organization is both a challenge and an opportunity.

Smarter work

What would it look like if your company were able to adapt and respond to the ever-changing market conditions? Or if your business partners and customers could seamlessly collaborate throughout every link in your supply chain? Or if your employees could get the right information at the right time...every time?

It would look a lot like smarter work: dynamic, efficient and profitable. Some of the same technological advances that are forcing so much change upon the business landscape also hold the potential to revolutionize the way work gets done. Business processes can be more dynamic and flexible, using advanced analytics to not only react to market shifts, but anticipate them. Information can be shared not just across an organization, but between organizations, revealing new patterns and opportunities. And employees a world apart can work together and collaborate naturally, in real time.

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Here are some examples of how smarter work is getting done right now. In each case, these companies connected, integrated and capitalized on previously disparate parts of their business. And the results were visible and measurable.

Work Faster Danone

Danone is an \$18 billion company and the world's largest producer of fresh dairy products. But one of the tricky things about being in the dairy business is that the products take a long time to produce but only a short time to expire. So adapting the production schedule to meet constantly shifting market demand is of paramount importance. Danone worked to optimize its production process, improve its planning and scheduling, and better integrate its supply chain to reduce both product waste and stock shortages. By updating and integrating its production planning and scheduling technology, Danone now generates high-quality production optimization plans in 15 minutes, a process that used to take two days.

Figure 1 Danone's yogurt production process

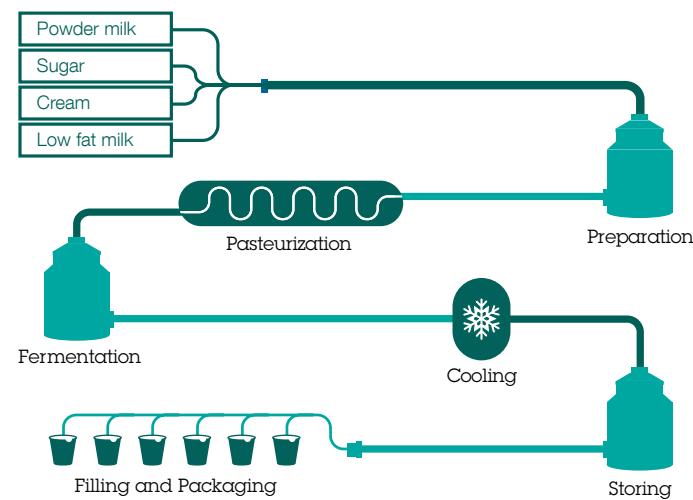


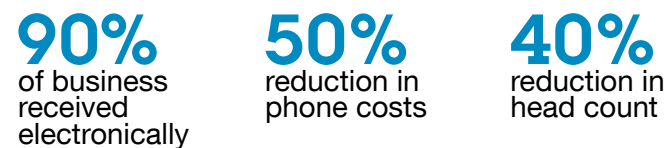
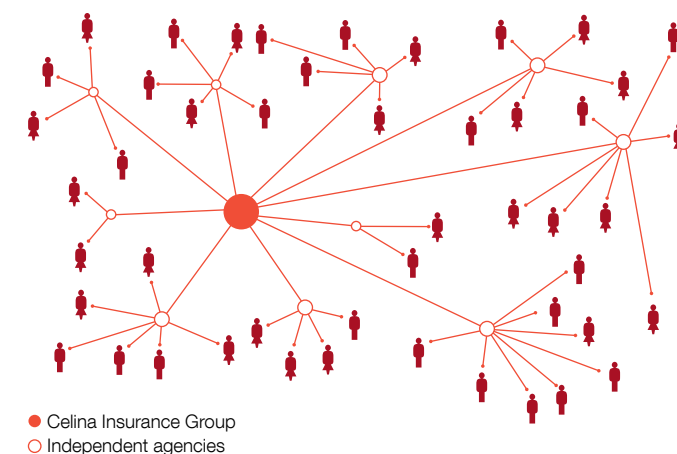
Figure 2 Time to produce optimization plans



Work Better Celina Insurance Group

The insurance industry can be a complicated web of agents, underwriters and customers, all bound together by an endless procession of policies and claim forms. That's why when Celina Insurance Group, an insurer in the Midwestern part of the U.S., was looking for a competitive edge against its much larger rivals, it chose to tighten the collaboration between itself, its 500 independent agents and its customers. It did this by implementing a sophisticated and highly collaborative extranet, providing agents with simple and secure access to customer policy and claims data, payment processing and customer credit information. As a result, Celina reduced policy turnaround times from weeks to days, improved service to both agents and customers, and realized significant savings in ongoing operations.

Figure 3 Celina's network of independent agencies



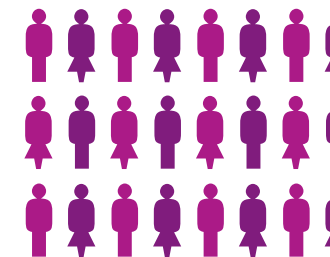
Work Smarter IBM

Doing business with thousands of clients in more than 170 countries, IBM itself realized that it could work smarter by soliciting meaningful advice from its global ecosystem of partners, suppliers and customers. Using a unique online collaboration tool that allows large numbers of people to contribute and filter ideas, IBM conducted the first InnovationJam in 2006. The result was an explosion of open ideas; 46,000 of them to be exact. And since then the company has invested \$70 million in the best of those ideas, and generated close to \$300 million over the last two years.

170 countries



150,000 people



46,000 ideas



\$300 million



Getting Started

Every day, organizations big and small are waking up to a world in which work can get done faster, better, and smarter. Where technology is delivering real savings and bottom-line results. And those that aren't will likely find themselves left behind. To find out if your organization is working smarter, start by asking some hard questions:

Are our employees empowered with access to the right information at the right time?

Do we collaborate, not just cooperate, with business partners and customers, sharing information and co-creating solutions?

Are our operational processes able to adapt and respond quickly to meet changing market demands?

Do we make optimal use of our resources, both physical assets and human capital?

Is our information integrated and its usefulness maximized across the organization?

If you answer "no" to any of these questions, it may be time for you to call IBM. To learn more about Smart Work, go to www.ibm.com/smartwork. And help us build a smarter planet, one workplace at a time.



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Route 100
Somers, NY 10589
U.S.A.

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November 2009
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