

Workforce & Talent Solutions



Introduction

The Enterprise of the Future

Volatile markets, shifting demand for skills, and emerging technology require organizations and their workforces to adapt. Integrating global talent separated by cultural differences and time zones demands collaboration.

Workforce Changes

Changing workforce demographics bring new challenges in managing skills, cultural diversity and work experiences.

A maturing workforce presents substantial continuity challenges in some countries while others deal with a rising younger labor force. These multi-generational workforces require solutions that adapt to individual expectations, yet align with enterprise objectives.

Workforce Challenges

From your emerging talent pool, you need to identify and develop future leaders build greater flexibility into roles, structures and processes and anticipate new skills demanded by your customers.

How are you using your workforce to adapt, innovate, sustain growth, and create value?

Your Workforce, the Key to Financial Performance

Successful workforce and talent strategies can increase employee productivity and efficiency.

IBM's Workforce and Talent Solution is a holistic offering that includes processes, tools, methods and a proven approach. These help you drive business results, by addressing all factors that influence workforce behavior and performance.

We evaluate your current workforce strategy. Then we target areas for improvement across the organization or within specific business divisions.

An Effective Workforce & Talent Strategy

A workforce and talent strategy aligned to your business priorities can build a sustainable, long-lasting competitive advantage. A workforce and talent strategy not only ensures your organization can adapt as needed but also enables you to:

- determine critical workforce capabilities

- connect vital skills and knowledge
- deploy your workforce where they can deliver the most value
- manage your workforce to stay engaged and grow and
- find the right talent, at the right time and the right place and be cost-effective



Workforce & Talent Solutions



IBM's Approach

Driving Workforce & Talent Performance

To raise workforce performance, you need to understand what motivates your teams and employees.

IBM's approach starts by understanding the segments within your workforce and the differentiated value they create.

We first assess the roles in your organization

- that are pivotal to the business strategy, and
- that create the greatest value

We then review the variations and determinants of performance and productivity between your highest and lowest performers.

Our Point of View

An effective workforce strategy has to take three key elements into account:

- Culture
- Competencies
- Employment Terms

When these elements are accounted for and integrated, you have an actionable approach for the entire employee lifecycle. With this approach you can more effectively:

- Source
- Develop
- Connect
- Deploy and
- Manage your workforce

Source

The right talent acquisition strategy leads to improved staff retention and performance. Our Workforce and Talent Solution ensures you can

- attract new talent
- recruit the right skills and capabilities

- select the best people for the work
- on-board efficiently

Develop

Our solution provides formal and informal learning tools and expertise. These unlock knowledge from different cultures, languages and generational learning experiences.

Foster community and learning that:

- Gives the learner control on when, where and how to learn
- Is dynamic, informal and peer-based
- Allows the learner to be a contributor in the learning

Connect

Leverage the collective intelligence of your organization – people-to-people, ...people-to-process... and people-to- information ... by giving your workforce new ways of working.

Our workforce and talent solution helps drive innovation and efficiency:

- by tapping into knowledge and expertise when and where needed
- by improving communication across functional boundaries and
- by developing, preserving and protecting knowledge

Deploy

To drive performance, a motivated and skilled workforce must be deployed effectively.

Our workforce and talent solution enables better:

- scheduling and deploying of teams to meet operational demands
- visibility of skills, capability and utilization and
- support of performance and business intelligence processes

Manage

How you manage your workforce is a critical differentiator. Our workforce and talent solution ensures you're able to:

- find, retain and grow future leaders
- improve performance to drive the right behaviors and outcomes
- define career growth, reward and recognition
- build a pipeline of future talent to ensure long-term success

Digging Deeper with Workforce Measurement

Workforce Analytics is core to a successful workforce strategy. Our solution provides insight on your most critical Talent Management issues. These insights enable you to:

- capture and interpret the right data with the right applications
- monitor your workforce health and vitality
- put workforce plans into action, and
- align performance with business objectives

IBM's Workforce and Talent Solution

Continuous change in the marketplace necessitates an ongoing investment in your people.

IBM's workforce & talent solution recognizes that the traditional role of HR is evolving, and it is core to the enterprise strategy. Whether you're a globally integrated enterprise or an emerging business dealing with today's dynamic workforce.

We work with you to create viable long-range workforce strategies that enable your business – and your people - to thrive.

Learn more about our proven approach to workforce and talent management. Explore how we can help you apply IBM's Workforce and Talent Solution to core areas of your organization.

Customer Service



Customer Service

Your workforce challenges:

- Drive greater customer engagement through employee engagement
- Reflect the diversity of the customer base in front-line roles
- Deploy and manage workforce resources with the right skills where and when needed to reduce cost
- Attract and retain key workforce segments to support work/life balance programs AND meet roster efficiency targets
- Embed process information and learning to improve the customer experience

What We Offer

A robust deployment and management approach to translate your operational workload drivers into accurately forecasted staff plans to support dynamic customer needs. A planning approach that allows you to:

- attract and retain the right employees to minimize turnover yet be responsive to change
- motivate and develop to drive excellence in service yet minimize the impact of training investment
- connect and enable your employees to deliver exceptional customer service by serving customer needs right every time

An Example

A global telecommunications company needed a learning solution and the infrastructure that would enable it to train its 10,000 dispersed employees and agents. IBM helped this company build an integrated workforce transformation solution to drive exceptional customer service.

Find out how we can help you tap into the strengths of your Customer Service organization.



Field and Engineer

Your workforce challenges:

- A maturing workforce approaching retirement
- Skill scarcity – fewer people are entering the vocation
- Improve development of technical expertise
- Increased focus on Service Level Agreements (SLA) performance standards
- Keep pace with new embedded work technologies and tools

What We Offer

Robust mobility tools and processes to transfer critical information between your call centers and field workforce. We also provide services to ensure that your field workforce has the needed skills and expertise to meet your customer needs, in addition to having all required information and access to business processes in real-time.

An Example

Joining forces with other software partners to expand mobile workforce management solutions and services, IBM has helped deliver many optimized workforce scheduling solutions.

Find out how we can help you tap into the strengths of your Field and Engineer organization.



Finance

Your workforce challenges:

- Integrate information across the enterprise
- Improve decision support and manage performance
- Support mergers and new business ventures
- Reduce costs in Finance operations
- Motivate and invest in people to build capability

IBM's 2008 CFO Survey identified that successful organizations were ones in which the Finance organization is increasingly integrated across the enterprise and across the world.

To do this, Finance organizations need to shift from a transactional and compliance-based focus to provide more decision support and business insight as well as work more collaboratively with other business lines. And this requires a change in the skills and ways of working demanded of the Finance professionals.

What We Offer

Workforce challenges in today's Finance workforce are varied. You may be asked to take on new and more varied responsibilities such as business performance analysis and risk management. Or to work in new ways using shared service delivery or business partnering.

IBM offers solutions to:

- Allocate resources to optimize productivity
- Control costs while maintaining the quality of transactions
- Achieve credibility and influence with management teams
- Structure rewards to encourage performance and retention
- Maintain staff skills in specialist knowledge

An Example

One of the world's largest finance functions employing over 7,000 staff had fragmented business processes and low staff morale. Members of the Finance organization had little confidence in the credibility of their own plans and forecasts. Those in other functional organizations perceived 'Finance' to talk a different language to the business. IBM helped this company establish a shared services operation for HR, Finance and Procurement and an integrated planning and performance management program.

Find out how we can help you tap into the strengths of your Finance organization.



HR

Your workforce challenges:

- Reduce cost and improve service levels
- Disparate HR systems and processes
- Faster access to more usable workforce management data
- Deliver comprehensive and strategic workforce insights to the organization

IBM's 2008 Human Capital Study identified that a key focus of today's organizations is to build a more responsive, flexible and resilient workforce.

To be successful, HR organizations need to be more effective at sourcing talent, building key capabilities and skills, allocating resources across competing initiatives, and measuring performance.

What We Offer

The transformation of HR as a function, with consideration for a new service delivery model, supported HR processes and enabling technology.

IBM provides solutions to:

- Optimize HR services to be more cost-effective and deliver increased employee satisfaction
- Align HR with enterprise strategy
- Enable data-driven insights to make effective business decisions about the workforce

An Example

A major drug manufacturer needed to improve its service function competitiveness. After implementing a new global HR service delivery model from IBM, the company increased the speed and cost effectiveness of operations by standardizing, automating and simplifying HR processes, designing a new global HR operating model; and enhancing self-service capabilities.

Find out how we can help you tap into the strengths of your HR organization.

Information Technology



Information Technology (IT)

Your workforce challenges:

- Reduce costs in IT operations expenditure, both now and in the future
- Improve quality & predictability in development, integration, and operations
- Increase security & business continuity, “upgrade” infrastructure
- Create capability to support new business ventures, initiatives, and products/services
- Enable the workforce to support the strategic initiatives that drive growth and earnings

What We Offer

Extensive portfolio of tools, methodologies, processes and the business and technology experience to improve the effectiveness and efficiency of IT operations and its workforce.

IBM offers solutions to improve performance in

- **Productivity** – reduce the gap between demand for IT services and what the IT organization can provide
- **Delivery quality** – consistent service provision
- **Service quality** – improvements to service down time and service level agreements
- **Cost avoidance** – more cost effective use of contractors, less recruitment and productivity gains

An Example

A large insurance company needed to transform its Change and IT function into a high performing unit. Costs were higher for IT than the industry norm and there was dissatisfaction about the IT function's to deliver quality products on time. IBM helped transform the company's IT people, organization and processes using a methodology adopted from IBM's own model, and reshape the IT group into a responsive, customer-facing one.

Find out how we can help you tap into the strengths of your IT organization.



Sales & Marketing

Sales & Marketing

Your workforce challenges:

- Justify discounts as prices are undercut by imports from lower-cost producers
- Star performers who are all too ready to leave for the competition
- No time to invest in longer lead value and solution sales
- Justify cost of selling against cheaper web and call centre channels to internal organizations
- Improve the performance of the sales and marketing force to meet more complex and difficult targets

What We Offer

Integrated approach to transforming your sales and marketing workforce from an independent front-line tactical sales force to one that is integrated, strategic and outcome-driven.

IBM offers solutions to:

- Make better use of sales force time
- Have more customer face time
- Sell more effectively with the customer
- Sell more of the right things
- Make more effective use of sales intelligence
- Actively manage sales force churn

An Example

An organization with a complex sales process required sales representatives to work with multiple product, marketing and customer specialists dispersed around the globe, turned to IBM to help it improve its sales effectiveness. After embedding expertise locations, instant messaging and document retrieval into the company's CRM system, sales people now have once-click access to experts around the world as they enter leads.

Find out how we can help you tap into the strengths of your Sales & Marketing organization.

Why IBM?

IBM is a leader in workforce transformation and human capital management solutions. This is based on our deeply-skilled people and extensive partnerships, IBM's own, and client workforce transformation experiences, as well as our dedicated thought leadership to human capital issues. Click the images below to learn more.

IBM's Expertise

Our People

With more than 2,000 human capital management professionals in almost 40 countries, we can provide the right combination of skills, competencies, knowledge-sharing and experience to help you meet – and exceed – your business objectives.

Recognized as one of the world's most respected and technologically-savvy businesses, we can leverage our mature global delivery operations and extensive experience in HR, across multiple industries to provide you with innovative solutions that deliver value.

Our Partners

IBM has developed strong relationships with several best-of-breed talent management partners to build and deliver robust, end-to-end workforce transformation solutions. We collaborate with:

- SAP
- Oracle
- Success Factors
- Saba
- Taleo
- Imaginatik

Our consulting services also work closely with IBM software teams including IBM Lotus and Cognos.

With these partnerships and relationships, IBM has the capability to deliver workforce and talent solutions that are virtually unmatched in the marketplace.

Our Leadership

IBM has invested heavily in research and thought leadership to ensure we understand and can respond to your workforce challenges, and HR and learning issues.

Learn more about our Human Capital Management solutions and insights.

- [Integrated talent management](#) (September 2008)
- [The Global Human Capital Study 2008](#)
- [Transforming the workforce: Seven keys to succeeding in a globally integrated world](#) (May 2007)

View other IBM human capital management [research, analysis and perspectives](#).

IBM's Experience

Introduction

IBM itself has been through several workforce transformations. We know first-hand that one of the biggest challenges can be turning strategy into reality.

Sales

Our sales transformation journey started with the definition and design of a "Worldwide Common Selling Approach." This followed with the implementation of a sales excellence model to improve the competencies of our sales force. Next, we transformed our sales coverage model to better align with our clients. Finally, we improved the overall process by which we managed sales.

Before

- \$62bn revenue, 49% hardware, 17% services solutions
- Declining morale
- Lost 'best sales force' ranking
- Increasing attrition of sales professionals
- Selling 'products' rather than 'solutions'
- No global consistency in sales execution/ management
- Three predominant sales methods deployed

After

- \$97bn revenue, 32% hardware, 48% services solutions
- Customer face time more than doubled
- Re-energized sales force
- Common Signature Sales Model providing global consistency
- Solution-focused
- Winning behaviors: interdependence, teamwork

Finance

Our Finance Workforce Transformation journey involved setting up common systems, processes and controls.

Before

- Over 14,000 Finance employees with a decentralized organization and disparate financial systems
- High portion of time spent on administrative tasks
- Finance was viewed as transactional rather than strategic

After

- 16 worldwide Finance Delivery Centers established
- Deployment of finance business partners to support Divisions
- A culture of collaboration and a sense of professional community

Business benefits included:

- 43% overall cost reduction
- Increased productivity e.g. 65% increase in invoices processed, 62% reduction in days to accounting close
- Improved staff morale and job satisfaction

IBM's Client Solutions

We have the client engagements to say we've provided real results across many industries. Here are some challenges our Workforce and Talent solutions have addressed.

Client Solution A

Challenge: Transform and optimize the HR services delivery model of an industrial client to drive increased operational cost efficiency and standardize process in a growing global market.

Solution: Develop a global transformation roadmap to identify a new service delivery model, including the global implementation plan for SAP deployment

Client Solution B

Challenge: High costs for IT and widespread dissatisfaction about the IT organization's ability to deliver quality products on time. Poor support services and inefficient processes meant low productivity and staff morale.

Solution: Implement a practice model to deploy, develop and support people, delivering sustainable behavioral change. Learn more about this [workforce solution \(pdf\)](#).



Contact Us

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