

# Transforming Talent to Transform the Enterprise

Learn how IBM Talent and Transformation can help you engage and reskill your workforce and reinvent HR to transform your organisation



# Transforming Talent to Transform the Enterprise

As organisations seek to navigate business, technology and now economic disruption, the skills of your workforce and the way you drive change will be pivotal.

- 1 Unprecedented convergence of technological, social and now supply/demand disruption** will put critical stress on the business and its operating model.
- 2 Exponential technologies are becoming pervasive**—AI, automation, blockchain and cloud are likely to emerge as critical capabilities.
- 3 A premium on new skills and adaptability**—skills relevance and how fast employees and organisations can learn are now a competitive advantage.
- 4 Heightened expectations for consumer-grade employee experiences**—people, experience and purpose will continue to drive business outcomes.

To survive the economic shock, **organisations will need to re-evaluate how they operate and what people skills they need.** The faster they can build a self-reinventing workforce and AI-powered, data-driven intelligent workflows, the more likely they are to succeed.

**HR needs to become the main engine for business growth and agility,** it needs to deliver the people skills and agile culture that will propel the organisation at speed.

At IBM, we know how to orchestrate compelling, enterprise-wide change—and can do this at scale, at speed and securely. We can guide your transformation, re-align your workforce strategy to business strategy, and re-invent HR—underpinned by innovative technologies and employee experience.

Wherever you are in your Talent and HR transformation journey, we can meet you and take you to the next level:



## HR Reinvention and Strategy

Reinvent HR and transform employee experiences across the employee lifecycle with HR transformation expertise from strategy to enablement; using agile and Design Thinking methods and cognitive technologies.



## Talent Acquisition

Transform your candidate and hiring manager experiences, stay ahead of demand and competitors and drive business value with data and insights through the adoption of automation, analytics, and AI.



## Talent Development

Build a skilled workforce and culture of continuous learning using behavioural science, AI, automation and specialised services.



## HR Technology

Accelerate your move to the cloud and reimagine HR through new, connected technologies including AI, automation and blockchain.



## Managed Employee Services

Maximise employee engagement and reduce HR operating costs through managed employee services that transform and deliver employee state-of-the-art HR services and an always on, consumer-like experience.



## Business Change and Culture

Help your leadership teams and employees enable organisational transformation in today's digital era with a fundamentally distinct, employee-centric approach to change management.

## Creating value and competitive advantage



### Transformed employee experience with AI Virtual Assistant

A chatbot solution developed and launched globally within six weeks, enabled Ernst & Young to create exceptional employee experience.

**1 week** ROI achieved  
**\$3.5m** annual savings



### New Talent Acquisition model closing the technology skills gap

A new operating model for Talent Acquisition designed using experience-led design enabled the client to future proof how they attract, develop and retain scarce technology talent.



### Standardised, simplified and streamlined HR processes

By re-engineering HR processes Jaguar Land Rover transformed its HR capabilities, with a shared service centre supported by centres of excellence, based on integrated SAP SuccessFactors software.

Double digit acceleration in time-to-hire

# HR Reinvention and Strategy

HR needs to reinvent itself to drive enterprise transformation in a world where progress is driven by people and experiences.

Reinvent HR and reimagine employee experiences across the employee lifecycle with our HR transformation expertise from strategy to enablement. Our seamless integration of Design Thinking, agile and cognitive technologies delivers sustained value.



## Business challenges

- 1 Business strategy and workforce strategy misalignment
- 2 Skills shortage—ability to attract, develop and retain skilled talent
- 3 Changing workforce demographics and expectations of consumer-grade experiences at work
- 4 Technology evolving at a faster rate than ever before—HR technology outdated
- 5 HR Service Delivery too costly and inflexible
- 6 HR model and capabilities unable to drive enterprise transformation at required pace and volume

## How IBM can help

Our end-to-end HR Reinvention practice provides employee-centric HR strategy and transformation services.

We take our clients on a journey from strategy and design to enablement, guiding them towards a talent-centric, data and insights driven, AI-powered organisation. This approach enables us to support you wherever you are on your HR journey.

### HR Strategy

- HR Functional and Technology Advisory
- HR Health Check, Maturity Assessment & Value/Ease Analysis
- HR and Workforce strategy (alignment with Business strategy)
- Future Vision and Business Case development
- Developing your digital roadmap

### Dynamic HR Operating Model and Service Delivery

- Operating model design and implementation including Shared Services
- HR service delivery model design (insource, outsource, retained org)
- Organisation design
- Transition and transformation
- Integration of data insights and AI into HR

### Employee Experience

- HR process improvement and (re)design
- Employee experience co-creation
- Delivering mobile employee experiences

### HR Capabilities

- Re- and upskilling of HR (Employee Service Centre, HR Business Partner, Centres of Excellence)
- Skills Assessment and HR career planning
- HR digital literacy
- HR career pathways

### Integration of Emerging Technology into HR

- Phase 0: Business Case, HR Technology evaluation and Implementation Readiness
- AI, analytics and robotic automation advisory
- Digital Technology Application and Evolution
- Move to the cognitive enterprise



## Business outcomes

- ☑ Productivity improvements through increased employee engagement and an emphasis on employee experience—enabled by consumer-grade digital solutions
- ☑ Optimised HR operating model, service delivery model and capabilities to meet business strategy and future-proof HR
- ☑ High organisational performance from the successful attraction, development and retention of skilled talent
- ☑ HR managing costs through focused investments in value adding activity
- ☑ HR making more impactful business decisions based on advanced workforce data and analytics
- ☑ HR focusing on higher value work as the administrative burden is removed through automation and self services—HR assumes role of greater meaningful purpose to focus on societal changes, inclusion, diversity, health & wellbeing

## Selected credentials

Working across industries such as banking, oil & gas, telecommunications, legal and professional services, consumer products, automotive; clients include:



## Client value

### A major bank

#### Transformed employee experience

Enabled by an experience-led HR transformation approach, the bank transitioned to Workday, streamlined HR policies and processes, and enhanced the employee experience.

↓ Double digit reduction in HR cost



#### Standardised, simplified and streamlined HR processes

By re-engineering HR processes Jaguar Land Rover transformed its HR capabilities, with a shared service centre supported by centres of excellence, based on integrated SAP SuccessFactors software.

↗ Double digit acceleration in time-to-hire

## IBM is shaping the future of HR

IBM HR has been at the helm of transforming our organisation for the future, toward a cognitive enterprise. We have fundamentally transformed HR, the IBMer experience and our workforce.

**20%**

increase in employee engagement

Having pioneered the future of HR, IBM HR has become the de facto case study for cognitive HR transformation.

We leverage this experience and apply our lessons learnt to create real impact for our clients.

**#1**

HR Consulting Firm in 2018 (Forbes)

**7000+**

Talent & Transformation Practitioners

**Largest**

Cognitive HR Consulting Practice

**213**

Global Locations

**Harvard Business Review**

Co-creating the Employee Experience

**Bloomberg**

Your Raise Is Now Based on Next Year's Performance

**THE WALL STREET JOURNAL**  
HR Departments turn into AI-Enabled Recruiting in Race for Talent

**MITSloan Management Review**  
REBOOTING WORK FOR A DIGITAL ERA

**Forbes**

IBM's HR Chief Shares Best Advice On The Future Of Work

**Diane Gherson**

IBM Senior Vice President Human Resources

Named 2018 HR Executive of the Year by Human Resource Executive magazine



## Find out more about HR Transformation and Strategy

Scan the QR codes with your camera

**to learn more about**  
HR Transformation and Strategy



**to watch the video**  
'HR Reinvention in the era of AI'



**to read our report**  
'IBM Global C-suite Study: Build Your Trust Advantage'



or search 'IBM HR Transformation and Strategy'

# Talent Acquisition

Talent Acquisition is prime for reinvention.

Transform your candidate and hiring manager experiences, stay ahead of demand and competitors and drive business value with data and insights through the adoption of automation, analytics, and AI.



## Business challenges

- 1** Business & Talent strategy need to align through new partnership and mature workforce planning
- 2** Need to build the competence to hire new skills required to deliver business strategy & transformation
- 3** Gap is widening between demand & market supply for skills. Talent Influencing is the new recruiter skill
- 4** Industry barriers for talent have dissolved—new competitors for your target skills and current workforce
- 5** Increased speed of business requires TA to be agile and deliver predictable outcomes

## How IBM can help

Our Talent Acquisition (TA) practice enables you to simplify the complex & dynamic skills market and create a competitive advantage for your organisation to hire the best talent in the most efficient and effective methods.

We help our clients optimise their TA capability and reinvent TA, with solutions that are informed by analytics, powered by cognitive and digital tools and built through Design Thinking.

### Talent Acquisition Advisory and Consulting

- Workforce Strategy & Planning
- Recruiting and Onboarding Strategy & Roadmap
- Candidate Experience/ Experience-led Design
- Operating model and process design
- Digital, AI and automation advisory & implementation
- Assessment & Onboarding advisory
- Talent forecasting
- ATS optimisation
- Analytics
- Business Case development
- Cognitive tools, e.g. Watson Candidate Assist and Watson Recruitment

### End-to-end Recruitment Process Outsourcing

- From sourcing and talent pipeline development to screening, selection, and onboarding—anywhere in the world

### Integrated Employment Branding and Sourcing Science

- Sourcing science expertise
- Market intelligence
- Talent engagement strategy
- Talent pipelining
- Culture fit research
- Employee Value Proposition development
- Recruitment Marketing
- Career site optimisation
- Recruitment-focused social media



### Precision Talent Model

A unique Talent Acquisition platform delivering:

- Transformed experiences for candidates, hiring managers and your HR professionals with in-time, personalised digital and human interactions
- Intelligent workflows that guide teams to optimise impact through greater transparency, for faster time to fill, greater quality of hire and reduced costs of operations
- New insights through unprecedented access to market and operational data with the ability to dynamically adjust your sourcing and talent strategies

## Business outcomes

- 🕒 **Transformed candidate experiences** throughout the hiring process through the adoption of intelligent workflows.
- 👥 **Amplified human impact** through augmenting your teams with technology to help them deliver moments of impact.
- 📈 **Accelerated business value** beyond recruiting metrics with a data-driven solution and employee development.

↓ 25%  
reduction in time to hire

↓ 35% to 50%  
cost per hire reduction

↑ 40pts  
increase in candidate satisfaction (NPS)

60%  
interview to hire rate

## Selected credentials

Working across industries such as banking, healthcare, transportation, technology, pharmaceuticals, aerospace and defence; clients include:



## Client value

**Managed Healthcare Company with 16,000 hires a year**  
With IBM's Precision Talent Model, the organisation reimagines talent processes with intelligent workflows that use automation, and both artificial and human intelligence to deliver better outcomes more efficiently.

### Benefits realised

- ↓ Number of people with whom candidates work reduced from 12 to 4
- ↑ 98% of requisitions now managed with automation
- ↑ 40-point increase in hiring manager satisfaction



### New Talent Acquisition model closing the technology skills gap

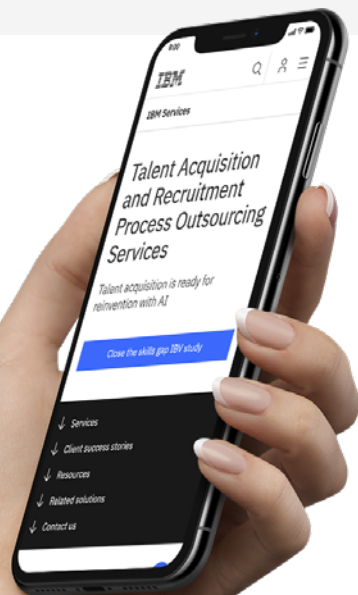
A new operating model for Talent Acquisition designed using experience-led design enabled the client to future proof how they attract, develop and retain scarce technology talent.

## Your global partner in Talent Acquisition

31 years experience in providing recruiting services for complex, global clients.

9/10 Average client satisfaction for advisory services.

- Precision Talent Model
- Consulting abilities
- Shared Services abilities
- Successful use of intelligent workflows
- Bringing our own technology or working with your technology to augment as needed



## Find out more about Talent Acquisition

Scan the QR codes with your camera

to learn more about Talent Acquisition

to read IBM's case study 'Case Study: Recruiting Hard-to-Find Talent'



or search 'IBM Talent Acquisition and Recruitment Process Outsourcing'

# Talent Development

Create a more adaptive, personalised approach to building skills.

Build a skilled workforce and culture of continuous learning using behavioural science, AI, automation and specialised services.



## Business challenges

### Skills shortage

Lack of skills required for business growth

### Gap in business process integration

Disconnected processes and workflows causing inability to align workforce to skills and learning

### Poor learner experience

Too many sources to find and take learning, sub-optimal learning experience and low impact on role

### Inability to scale new technology

Increasing number of separate LMS, LxP platforms with little clarity on value, quality and business impact

## How IBM can help

We can provide the entire spectrum of consult to operate services, leveraging AI, behavioural science, digital content and automation to enable and accelerate your skills transformation and embed a culture of continuous learning.

### Skills Transformation

- IBM Talent Framework
- AI fueled Skills Accelerators
- Skills Inference (AI)
- Cognitive linkage between learning content, skills and roles

### Consultancy Services

- Workforce agility strategy and business case
- Talent and learning strategy and transformation
- Enterprise skills planning and forecasting to identify in demand skills
- Skills transformation and assessment
- Learning operating model
- Badging strategy
- Learning outsourcing strategy

### Digital Academies

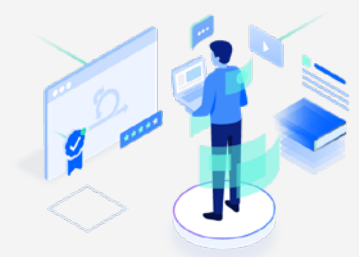
- Digital Academy Framework
- Subscription models
- Custom/generic content modules
- Badge design and implementation
- Trainers & Facilitators (e.g. Agile Coaches)
- Program design and delivery management

### Operations

- Learning administration
- Content design and development
- Learning vendor management

### Talent Development Ecosystem

- Learning Experience Platform
- Coaching and collaboration
- Content discovery
- Learning Management/ Learning Content Management
- Analytics/dashboards
- Learning content delivery tools
- End to End ecosystem



## Business outcomes

- ⊙ **Agile Workforce**—improved ability to identify and build skills required for business growth.
- ⊙ **Digital Skills and Learning Ecosystem**—learning content transformed through skills-based modules, digital content, AI, connectors and services.
- ⊙ **Culture of Continuous Learning**—an environment of lifelong learning embedded into the workflow.
- ⊙ **Automate and Run**—transformed and/or outsourced learning operations and content services through AI and intelligent workflows.

**50%**  
Potential savings to reinvest in skilling

**↑ 300%**  
Increase in consumption by moving to digital skilling

**↑ 17%**  
Increase in employee engagement by digital skilling and transforming learning culture

## Selected credentials

Working across industries such as banking, oil & gas, automotive, government; clients include:



## Client value

### Agile and Digital Skills Modernisation

By designing and implementing a capability building programme, a global oil and gas major was able to drive faster time to value across global production and operations through the adoption of new workplace practices across the Design Thinking and Agile/Lean spectrum

## Your global partner in Talent Development

- Experience and expertise spanning across Consult to Operate services
- Ability to leverage the IBM HR-based and award-winning solutions
- Microservices, intelligent workflows and AI-driven digital learning ecosystem
- Talent frameworks and thought leadership via Institute of Business Value, Global C-suite Study and behavioral science expertise
- Ability support our clients transformation on a global scale

**30+**  
years of  
learning  
experience  
globally

**10M+**  
learners  
supported

**5000+**  
Talent  
Development  
Practitioners

**70+**  
countries  
covered

## joshbersin academy

For more than a decade, AI has been the future of HR. Now, the future has arrived. HR Teams that aren't implementing AI or preparing their workforce to thrive in an AI-driven enterprise risk falling rapidly behind.

'HR in the Age of AI' is a comprehensive program for HR professionals in all functional areas, built in partnership with IBM.

## Find out more about Talent Development

Scan the QR codes with your camera

to learn more about about Talent Development and Employee Learning

to read IBM's report 'The enterprise guide to closing the skills gap'



or search 'IBM Talent Development and Employee Learning'





# HR Technology: Shift to the Cloud

Accelerate your move to the cloud and reimagine HR.

We accelerate our clients' shift to the cloud to transform talent and enhance business outcomes—with market-leading consulting, deployment and managed services for Workday, SuccessFactors and Oracle HCM solutions and ServiceNow.



## Business challenges

- 1 Difficulty in attracting, retaining and developing talent
- 2 High cost of HR and HRIT compared to market benchmarks/competitors
- 3 Designing frictionless HR processes and self service that delight managers and employees
- 4 HR technology outdated, complex, disparate landscape across HR
- 5 Poor data management, resulting in an inability to effectively use workforce data to drive business decision making

## How IBM can help

Reduce complexity while improving precision, agility and personalisation for a great employee experience. Our HR Shift to the cloud experts take our clients on their digital journey from advice, to delivery and support. Driven by technology platforms supporting workforce mobility, employee engagement and retention to drive business performance.

### Cloud and Pre-Cloud Advisory 'Phase 0' Services

- Understanding the value that Cloud HCM will bring
- Business Case development—guiding investment decisions and aligning key stakeholders
- Vendor Evaluation—helping you find the technology that's right for you
- Implementation readiness and planning services



### Implementation Services

- Experience-led design
- Build and implementation accelerated through agile frameworks, library of pre-built business assets and next generation tools
- Data, Integrations, Testing
- Analytics & Reporting
- Cognitive capabilities to support core applications, extending the product's baseline functionality
- Global Delivery services

### Post-Cloud Advisory

- Advice & guidance to build long-term continuous value from cloud/technology investment (people, process, technology)
- IBM Continuum—getting more out of your investment—clear up or a net new modules

### Application Managed Services

- Flexible on-demand offerings: guide, consult, advice
- Application Management, Maintenance and Integration Services (ADMI)
- Global Delivery services

## Business outcomes

- ⊙ Consumer grade digital solutions which drive engagement and retention
- ⊙ Greater speed and ownership through enhanced self service
- ⊙ Agile workforce enabled by insights and technology
- ⊙ Win the talent war—Attract top talent and then retain them as engaged employees who focus on your customers to increase revenue
- ⊙ Significant improvements in customer satisfaction and/or NPS scoring
- ⊙ Reinvent and modernise—Drive a move from analogue to digital, reinventing tools and processes along the path to a cognitive future

- ⊙ Unlock the operating model—Create agility and future proof the organisation while saving money by moving to an agile operating model

### Cost optimisation

- ↓ up to **28%** reduction in HR operations
- ↓ up to **66%** reduction in payroll processing time
- ↑ up to **60%** increase in user experience
- ↓ up to **76%** reduction in compensation run time cycle

## Selected credentials

Working across industries such as financial services, oil & gas, energy, retail, consumer products, legal and professional services, automotive; clients include:



## Client value



Streamlined HR processes, consolidated HR systems and implemented industry best practices through deploying SAP Success Factors

↓ 25% reduction in HR cost to serve

### A major UK retailer

Accelerated and simplified its HR processes to help teams focus on member and customer service through the UK's largest Oracle HCM Cloud deployment

## We help our clients realise their HR Technology vision as a leader in cloud, robotics automation and exponential technologies



- IBM has the largest Workday capability in the Workday ecosystem
- 420+ engagements with 100+ countries implemented



- IBM are the 2019 SAP Integrated Delivery Partner of the Year
- SuccessFactors Solution Award 2018
- 100+ Live customers



- IBM Leader in the Forrester Wave reporting for Service Providers for 'Next-Generation Oracle Application' Projects Q4 2018



- IBM and ServiceNow Alliance



### Embrace the power of AI

We help provide AI-augmented insights in every decision and deliver predictive analytics as an experience. Our portfolio of HR cognitive tools spans across the talent life cycle, including AI candidate and recruitment assistants, personalised learning platform, career coach, compensation decision support, chatbots and virtual assistants.



### Move towards 'zero-touch' operations in HR services

With robotics and automation solutions across HR, including Payroll, Learning, Contact Centre, Talent Acquisitions and Employee Data Management. Enable cost effective and digital delivery of HR services; reduce manual interventions to improve run time and minimize the risk of human error.



### Realize the value of data with blockchain

Digital credentials are the future. We are driving Digital Identity (powered by blockchain) changing the 'ownership' model of data.



## Find out more about HR Technology

Scan the QR codes with your camera

to learn more about Consulting Services for SAP SuccessFactors



to learn more about Consulting Services for Workday



to learn more about IBM Services for Oracle



to learn more about BM and ServiceNow



# Managed Employee Services

Modern HR service delivery that improves employee experience while reducing cost.

Maximise employee engagement and reduce HR operating costs through managed employee services that transform and deliver employee state-of-the-art HR services and an always on, consumer-like experience.



## Business challenges

- 1** High HR Operations spend detracting from strategic investment in transformation, innovation & growth
- 2** Inability to scale HR operations flexibly and at speed to meet rapid changes in the business environment
- 3** Ability to unlock the full value from integrated HR systems and processes globally (in particular cloud deployments)
- 4** Low employee NPS with HR services delivered, leading to disengaged employees
- 5** Need to respond to the increasing skills gap through efficient integrated end-to-end workflows

## How IBM can help

We help you deliver end-to-end, user-friendly, personalised, digital omni-channel HR services that enhance the employee and manager experience, enabled by AI-powered employee care solutions.

### Envision

Understand the unique industry critical challenges to better articulate the desired outcomes and experiences required

### Value & Scope

Collaborative interactions that identify high value scope areas that contribute to the creation of a business case

### Align & Validate

Alignment workshops to ensure a shared understanding of how the future personalised & digitised HR services will be enjoyed

### Co-Design & Transition

Co-design & plan using IBM's Garage method, in conjunction with IBM's Digital Change Approach to accelerate adoption & business realisation

### Operate & Innovate

Execute with confidence and scale rapidly to maximise the return on investment. Monitor through analytics to innovate continuously

### Features

- Service Portal using client branded ServiceNow, providing self service access to content and transaction provisioning
- Service Catalogue of pre-built workflows for service requests
- IBM Watson AI powered virtual agent
- Professional agents for complex service requests & fulfilment of transactions



## Business outcomes

- ⊙ Consumer grade experiences for 30–50% less cost
- ⊙ Drive in excess of 25% employee NPS
- ⊙ Over 75% of employee enquiries handled on first enquiry—productivity savings of 1–2 days a month for impacted employees and managers
- ⊙ Modernised & scalable HR operating model
- ⊙ Digitised and personalised HR service delivery
- ⊙ Data driven decisions through analytics

### Metrics Optimisation Examples

#### Employee

Personal data change: 3 days to 1 day

Benefits question: 2 days to 5 mins

Leave request: 10–21 days to 1 day

#### Manager

Employee resignation: 2 days to 30 mins

#### HR specialist

Fill a position: 30–60 days to 20–30 days

## Selected credentials

Working across industries such as healthcare, professional services, life sciences, industrial products; clients include:



### Client value

**Transformed employee experience with AI Virtual Assistant**

A non-profit Health & Social Services Client with 110k physicians, nurses & carers

**~79%**  
of chats resolved by AI Virtual Assistant with only

**21%**  
needing human assistance in the first 4 months



A tailored and evolving platform to meet the business needs of today and tomorrow



**6500+**  
Talent Experts



**Pre-built, automated and AI infused**  
Intelligent Workflows



**Enterprise scale**  
ways of working



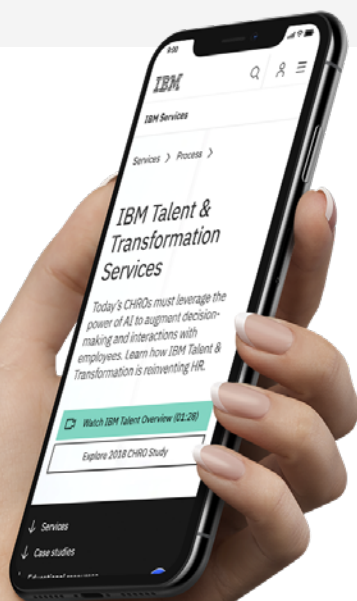
**Delivery centres**  
throughout the world

### Ideal profile

**More than 30k**  
employees globally

Number of HR FTEs per \$1bn revenue: **higher than 20**

Prominent scope requirements are in less than **4 major languages**



## Find out more about Managed Employee Services

Scan the QR codes with your camera

to learn more about Talent and Transformation Services



or search 'IBM Talent & Transformation'

# Business Change and Culture

Mastering the art of change in a digital world is a critical competitive advantage

Help your leadership teams and employees enable organisational transformation in today's digital era with a fundamentally distinct, employee-centric approach to change management.



## Business challenges

- 1** New business strategies thwarted by lack of operating model flexibility and adaptability
- 2** Transformation initiatives fail to deliver expected value due to poor execution and employee inertia
- 3** Business overawed by the potential new cognitive technologies bring to BAU operations and how to adopt them
- 4** Outdated leadership styles, workforce ways of working and skills are impacting the business' ability to change at speed

## How IBM can help

IBM Business Change can underpin any transformation with iterative and proactive change management—from digital reinvention and cognitive enterprise shift to the cloud, to technology services, HR transformation and more:

### Journey to Cloud

(e.g. SAP HANA, Salesforce, Oracle, Workday, SuccessFactors, Microsoft)

### Operating Model Change

(e.g. Practice design, Leadership model design, Org structure design)

### Outsourcing

(e.g. retained and outsourced service support)

### Cognitive Enterprise

(e.g. AI, RPA)

### Engage & Inspire

- Change impact & business readiness
- Experience & empathy mapping
- Communications campaigns
- ThinkXChange platform
- Change Insights Dashboard

### Dynamic Operating Model

- Dynamic Operating Model
- Strategic & detailed org design
- Job descriptions & sizing
- Organisational alignment
- Watson Talent Frameworks

### Next Gen Leadership

- Change capability assessment
- Transformation Leadership insight
- Leadership alignment
- Change programme planning

### Accelerated Culture

- Enterprise agility adoption
- Design Thinking & Co-creation
- Culture Assessment



### Envision studios

Employ IBM Design Thinking to align your organisation's leaders to a common digital transformation vision, strategy and goals

### Co-creation studios

Collaborate to accelerate organisational change intervention delivery by understanding your employees' experience and aligning on a shared vision of success

### Performance hub

Tap into the passion of your workforce with innovative change intervention delivery that balances local organisational change management experts with global creative agency services

## Business outcomes

- ☑ Strong sense of business change ownership through agile and co-creation ways of working
- ☑ Positive employee experience driving positive customer experience (by 12–34%)
- ☑ Faster, more cohesive executive alignment to drive rapid business change and rapid adoption of new innovations
- ☑ Earlier realisation of benefits
- ☑ New customer and experience focused operation model
- ☑ Accelerated adoption of new ways of working and systems
- ☑ Greater professionalisation and continuous learning culture through new practice and community models
- ☑ Significant increase in strategy execution success with responsive change programme design

## Selected credentials

Working across industries such as banking, oil & gas, telecommunications, travel & transportation, consumer products, automotive, government; clients include:



## Client value

### A large public sector client faced the following challenges

- The business unit was increasingly not meeting business and customer needs
- The gap between needs and skills was widening
- Processes not optimised: Digital Services brought back in-house not aligned or mature
- Siloed working preventing user-centric focus
- Inefficient and excess roles aligned to outdated ways of working

### Benefits realised

- ✔ Creation of an IT organisation that is responsive and user centric
- ✔ Future proofing of client roles and behaviours
- ✔ New operating model with clear processes supporting new ways of working
- ✔ An agile focus ensuring inclusive decision making

### A global oil and gas company faced the following challenges

- Replace current ageing HR system
- Standardise processes and ways of working across all 67 operating countries
- Modernise the HR function to support manager and employee self service

### Benefits realised

- ✔ Agile change roadmap that flexed to optimise global programme execution
- ✔ Confident employees in new global and local processes
- ✔ Open and responsive engagement model enabled issues to be tackled before they became a problem
- ✔ High global employee adoption levels

## Business Change differentiators support clients throughout their transformation



## Find out more about Business Change

Scan the QR codes with your camera

to learn more about Business Change



to read IBM's whitepaper Mastering the art of change in the digital domain



or search 'IBM Change Management'



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