



Smart Work for a smarter planet



Smarter planet.

A smarter planet is a place where people, systems, organizations, and businesses can interact and share information in new ways.

As the world becomes more interconnected, new possibilities emerge for making the world a place of greater productivity and efficiency—a world that is more sustainable and more livable.

Today, the building blocks are in place for engineering self-monitoring, self-predicting, and self-diagnosing systems. This creates enormous potential, for it not only means that one system can talk to another system, but that this interconnectivity can reach worldwide. A smarter planet is a place that allows communication between cash registers and supply chains, between cars and toll booths, and between roads and street lights.

Smart Work for a smarter planet

The average person works 90,000 hours in a lifetime¹ and spends another 4,500 hours commuting.² Today, people are working smarter than they did 10 to 20 years ago—or even last year. The Internet and wireless revolutions continue to transform the way individuals create, use and share information, the way we build and maintain relationships, and the way we make decisions.

Unfortunately, the best work in many companies often happens in spite of our processes and structures, rather than because of them. Individuals and teams today can collaborate, multitask, and co-create as never before—and yet, every week, 42 percent of people make decisions with the wrong information.³ In a recent survey, 91 percent of CEOs surveyed stated that they need to restructure the way they work.⁴ The payoffs of working smarter and overcoming these deficiencies are tremendous.

Top Announcements

- Key Agility Indicators
- Smart Work Continuum

To work smarter, we'll need smarter organizations that can enhance and benefit from employee expertise and creativity, rather than inhibiting them. Transforming the collaborative infrastructure and processes of our workplaces will enable knowledge workers to take advantage of an instrumented, interconnected, and intelligent planet. Many organizations around the world are already showing the way. The Smart Work continuum shows how we can improve as we increasingly embrace change.

Smart Work Continuum	
Resistant to Change	Embracing Change
Siloed	Connected
Reactive & Historic	Proactive
Isolated	People Centric
Rigid	Agile

Connected: Global, fluid and integrated business processes

Organizations are working and collaborating in new ways across ecosystems, supply chains, and internal silos. Auto-leaser Ubench uses wireless telemetry to automate aspects of their fleet management. Pharmaceutical pioneer Pfizer taps communities of experts—employees and research partners—who have helped uncover US\$100 million in business opportunities. Chinese retailer Yangsha used an SOA-enabled supply chain to reduce order lead time from 2.5 days to 4.5 hours.

Proactive: Explicit, visible and real-time operations

Some organizations are reconceiving their operations, architecting them with real-time data and input from employees and customers. Motorcycle maker Harley-Davidson has drawn on the worldwide Harley

Owner Group to shape their processes and product development. Hanover Medical School in Germany uses mobile and wireless technology to gather and record trauma patients' data securely and in real time throughout their hospital stays.

People-Centric: Extracting more value from relationships

Some organizations are changing where and how decisions are made. Danone, the French yogurt company, asked their employees to help schedule the company's manufacturing line, resulting in a 25 percent boost in production in a pilot plant. IBM also reached out to more than 150,000 people from 70 organizations for InnovationJam in 2006, generating 46,000 ideas. US\$100 million investment in 10 of these ideas has generated more than US\$500 million in about two years.

Agile: People, processes, and technology working together

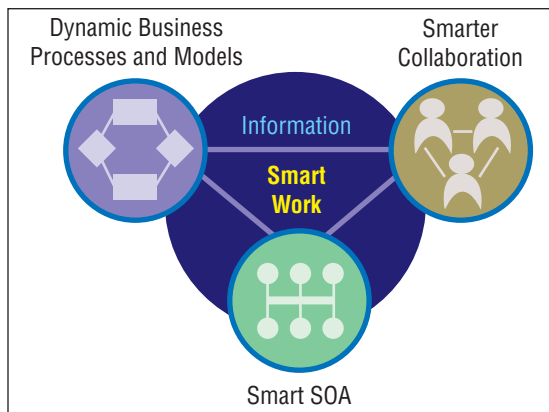
Smart Work is about embracing the change that is happening all around us rather than resisting it. In a world of smarter work, efficiency and innovation can be mutually reinforcing and can make our organizations as agile, collaborative and creative as the people within them. Using key agility indicators, with recently refreshed and updated data, can help you set and measure targets for your organization.

Smarter work is about making more informed decisions, building deeper relationships, and working with more efficient business processes. To succeed in working smarter, we need **dynamic business processes and models, smarter collaboration, and Smart SOA™** to help us become connected, proactive, people-centric, and agile.



Dynamic business processes to unlock business potential

Global competition, rapidly changing customer tastes, and new means of connecting are driving exponential increases in productivity. But realizing these productivity gains requires a new focus on processes and dedication to continuous improvement and differentiation. Unlocking the potential of business processes requires **real-time visibility, dynamic change, and actionable insights** combined with **industry expertise**.



Real-time visibility: People often make decisions based on incomplete perspectives. But IBM's Business Process Management (BPM) Suite gives business professionals the real-time visibility they need with a unified interface tailored to users' roles, devices, and personal preferences. New pre-built capabilities link strategy to process deployment and improve BPM solution management.

Dynamic change: Excellence is a moving target, but dynamic business processes can help make top performers more agile, giving business users the tools to quickly effect change. Today we have new business rule management capabilities from IBM's ILOG acquisition that extend agility by enabling owners of processes to automate decisions and make changes on the fly.

Top Announcements

- ILOG (business rules management, optimization, supply chain management)
- Business Process Management Suite
- IBM WebSphere Business Events
- CICS Transaction Server
- BPM BlueWorks
- Industry Solutions and Frameworks

Actionable insights: With large enterprises experiencing up to 800 billion business events daily, it is tempting to follow past trends to drive business decisions.⁵ But automation, optimization, and a horizontal view of the business can help organizations thrive rather than becoming overwhelmed. Instantly knowing when processes need to be changed and being able to make the changes effortlessly is a core tenet of dynamic processes. Working in real time with IBM WebSphere® Business Events provides the ability to sift through seemingly unrelated events that occur in businesses every day to correlate events, find meaningful patterns, and indicate actionable situations. CICS also has new events capabilities that bring the power of actionable insights to the mainframe environment.

Industry experience and agile business models:

Today's ever-evolving environments often require changes to business models. SOA-enabled cloud services provide a platform for new business model opportunities by supporting deployment of dynamic business processes without concern for the source of that support. For example, IBM is introducing BPM BlueWorks, the world's first business community that lets users model processes and create business strategies for free in the cloud.

With decades of experience working with leaders in every industry, geography, and business process, IBM knows your industry and has helped codify best practices. Working smarter requires leveraging these best practices with standards-based industry frameworks and business solutions. IBM's comprehensive portfolio of industry solutions and frameworks can help you accelerate success according to your industry's metrics.



Collaboration to help people work smarter

With smarter collaboration, we have an opportunity for people to work smarter.

We can build closer ties among customers, partners, and colleagues to **leverage relationships** for greater business value. We can bring the right people together from anywhere at any time to **increase productivity**. We can tap into the people's knowledge to **extend expertise**. And with smarter collaboration, we can do this in a way that can **optimize cost** for our organizations.

Top Announcements

- LotusLive Engage and LotusLive Connections
- IBM Lotus Sametime Unified Telephony and Services - Communications Enabled Business Processes
- Social Commerce Partners
- SOA Social and MydeveloperWorks
- INNOV8 2.0

Leverage relationships: Recent studies have shown that on average, every electronic contact a person maintains is worth \$538 in additional revenue per month.⁶ By building and leveraging relationships with our colleagues, partners and customers, we gain insight to improve the decisions we make while protecting and growing our revenue streams.

IBM LotusLive is a cloud-based collaboration service that offers an easy-to-use, cost-effective way to work smarter with colleagues, partners and customers. It enables people to collaborate immediately, and with its "Click to Cloud" capabilities, it can help people extend their existing collaboration environment to the cloud. LotusLive Connections and LotusLive Engage provide cloud-based social networking and collaboration capabilities that include Web conferencing, file storing and sharing, contact management, live chat, and business forms.

The expectations of today's customers have changed. People look to others to share experiences and help them make better choices. IBM worked with outdoor-goods retailer Moosejaw Mountaineering to develop a social commerce solution that turns the online shopping experience into an experience they share with fellow outdoor enthusiasts. Moosejaw has reinvented the way people shop for outdoor goods, putting even more power in the hands of their customers. As a result, they have gained a fiercely loyal customer base and a 50 percent increase in their online customer conversion rate.

Increase productivity: Smarter collaboration helps us work together in real time, no matter where people are located. By minimizing delays, we can make better decisions faster, speeding positive business outcomes. For example, by making it easy to bring the right people to the table when going about your work, there is no need for interruptions to search for others to provide the input you need to move to the next step.

IBM Lotus® Sametime® Unified Telephony helps people make smarter and faster decisions by putting them in contact with the right people, at the right time, on the right device. Sametime Unified Telephony is a platform that helps organizations leverage communications-enabled business processes, putting instant communication in the context of the business process to build greater speed and accuracy into processes.

Extend expertise: Imagine the gains that could be made by cutting into the 25 percent of the day that employees spend just looking for information.⁷ By tapping into the knowledge that people possess, we work smarter and extend our expertise to generate new ideas and to minimize wasted time. With social networks that are tailored to the needs of the community, micro-communities of common interest and goals can spring up as needed in order to accomplish major or minor tasks.

SOA Social and MydeveloperWorks help members build skills, share best practices, and find solutions to problems by interacting with a global, interdisciplinary community that is focused on the areas of expertise we need to leverage in order to increase productivity and deliver results. IBM WebSphere sMash hosted on Amazon EC2 supports projects without the need for IT. The situation, need, and people dictate how work and collaboration occurs, rather than the organizational structure or IT restrictions.

Visualization capabilities from ILOG help extend expertise through meaningful and useful interactions with colleagues. For example, Deutsche Bahn, Germany's national railway, created information-rich user displays for train dispatching, resulting in improved speed and accuracy of decision making.

It reduced staff training time to use the dispatching system from five to eight days to "almost zero."

Optimize cost: As we enable people to work smarter, we must simultaneously drive down the cost associated with the way people work. Through open technologies, virtualization, network convergence, and self-enablement, we can build a foundation that is smarter for our businesses too.



Smart SOA to support the new ways people live and work

The economic downturn has made restructuring a way of life at many companies. There is an enormous gap between those who recognize the need to change and those who feel capable of doing so. Inflexible IT systems, in effect, cause people to work for the systems rather than vice versa.

Top Announcements

- IBM WebSphere CloudBurst
- IBM Global Technology Services Implementation Services for Cloud Computing
- IBM Rational Toolkit for Reuse and Service Enablement
- IBM DB2 Optimized for SOA Infrastructure
- Hosted WebSphere Portal Deployment and Development on Amazon EC2
- SOA Infrastructure Healthcheck
- Business Architecture Services

To work smarter, we need **flexible systems** that enable **rapid implementation** using existing resources. We need a **sustainable, scalable foundation** that provides us with elasticity, scalability, and reliability to help us work smarter and overcome limitations in how IT systems handle spikes in demand.



Flexible systems: Although agile businesses that align their business needs and IT actions have 29 percent higher earnings per share, many organizations have limited this agility by building IT systems in silos with fragile, complex, and unchangeable linkages between them. These systems have reinforced barriers between business units precisely when they need greater support to develop differentiating business processes that span organizational boundaries.⁹

Service orientation helps deliver the flexible systems we need by enabling us to integrate our businesses as linked, repeatable business tasks or services that overcome traditional barriers to agility and unlock innovation. SOA is the business-driven IT approach that makes service orientation possible. IBM Rational® Toolkit for Reuse and Service Enablement can now help reuse mainframe-based assets to extend the flexibility of proven investments.

Rapid implementation: Aligning IT with business goals and processes can increase productivity compared to isolated business and IT efforts. To help facilitate this alignment, IBM has developed the Smart SOA approach. It can help our customers begin basic SOA projects with ease and extend their value without replacing investments as their needs change.

Using Business Architecture Services, businesses can now rapidly implement SOA services to align with business needs, helping to ensure that the actions of IT are directly linked to business priorities. They can also benefit from increased linkage to metrics, enhanced practices, and industry content. The new Cobra version of IBM DB2® makes information a top service priority, and can help your business gain faster and more complete business insights and increased operational efficiency.

Sustainable, scalable foundation: A great way to expand the benefits of SOA is to apply it to your infrastructure with cloud services to make your deployment environment more elastic and easy to use. Cloud services cannot replace—and do not compete with—a service-oriented architecture. As technology thought leader Irving Wladawsky-Berger said, “SOA is to cloud computing as HTML is to the internet.”⁹

One approach to building sustainable and scalable foundations is to use IBM WebSphere CloudBurst, the world’s first SOA-enabled, appliance-based cloud solution. With this cost-effective, secure appliance, as well as optional professional services for cloud, you can quickly and easily dispense IBM WebSphere Application Server-based images that are easy to deploy, manage, and administer. Doing so can result in technology that supports agility and repeatability.

An integrated model for working smarter

IBM is the trusted and experienced partner you need to help you and your organization work smarter to win in today’s ultra-competitive business environment.

- Every day, millions of people rely on IBM to help them discover, apply, and preserve expertise to work smarter with **smarter collaboration**.
- IBM is number one in market share for business process management to help you deliver **dynamic business processes**.
- With more than 8,000 customers using our SOA offerings, IBM is the undisputed leader in helping you work smarter by converging the needs of the business with highly responsive IT with **Smart SOA**.

These core elements—people, processes, and technology working together—help successful organizations work smarter to create the **agile business models** you need for success in today’s rapidly changing world.



What can you do next?

Many CEOs believe the economic downturn is having a cleansing effect in that it is eliminating weaker rivals and enabling survivors to come out stronger. Smart Work can help you not only survive but thrive by becoming more responsive to the changing marketplace through real-time collaboration and the ability to more easily change business processes.

What sets IBM apart is a deep understanding of systems. And in today's world, where everything is becoming more instrumented, interconnected, and intelligent, you need to be able to view problems in terms of systems in order to succeed. To take the next steps:

- Join the conversation at ibm.com/think and learn about Smart SOA at ibm.com/soa.
- Sign up for an SOA Infrastructure Healthcheck to get started optimizing your existing IT infrastructure.
- Experience Smart Work through cloud services with Click to Cloud and Hosted WebSphere Portal Deployment and Development along with WebSphere sMash on Amazon EC2.
- Enhance your business and IT skills by participating in the Smart SOA Social Network, BPM BlueWorks, and SOA Sandbox.

For more information

To learn more about Smart Work from IBM, contact your IBM representative or IBM Business Partner, send an e-mail to SOA@us.ibm.com or visit: ibm.com/soa

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

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