

"Technologie und Führung im Wandel"

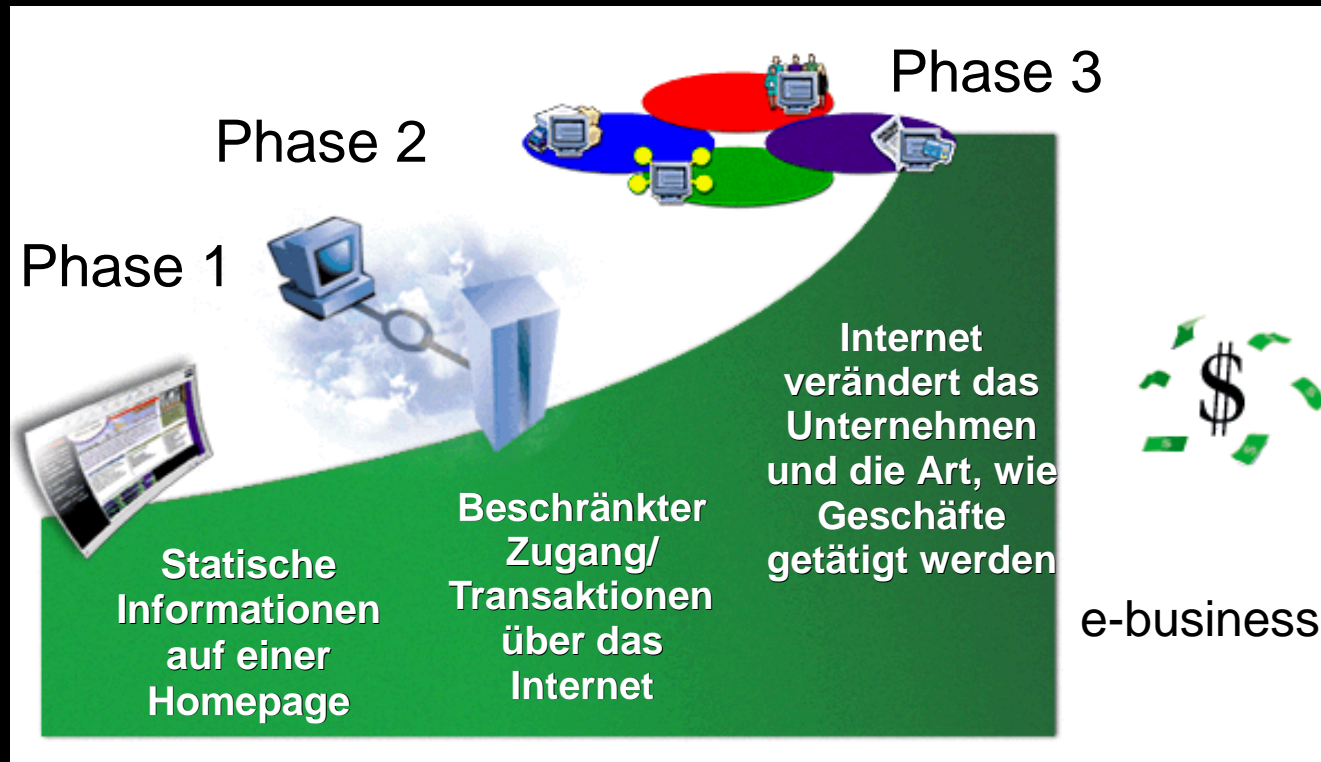
**Volkswirtschaftliche Gesellschaft des Kantons Bern
19. Januar 2004**

Peter Quadri
Vorsitzender der Geschäftsleitung, IBM Schweiz

Drei Zukunftstrends in der Technologie

- **Die Technologie entwickelt sich immer schneller und schneller, alles wird dabei leistungsfähiger, kleiner und kostengünstiger.**
- **Alles wird ans Internet angeschlossen. Mobile ans Internet angeschlossene Geräte erlauben überall und jederzeit Zugang zu allen Daten und Transaktionen.**
- **Computerleistung kommt aus der Steckdose.**

Die drei Phasen des Internets



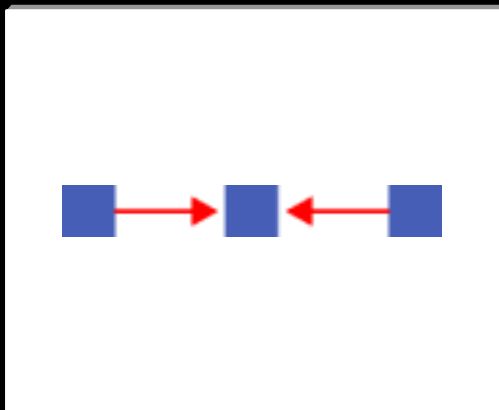
Von Kutschen mit Motoren...

... über die Anfänge der Massenproduktion...

... bis zur allgemeinen Verbreitung.

Stages of e-business on demand Adoption

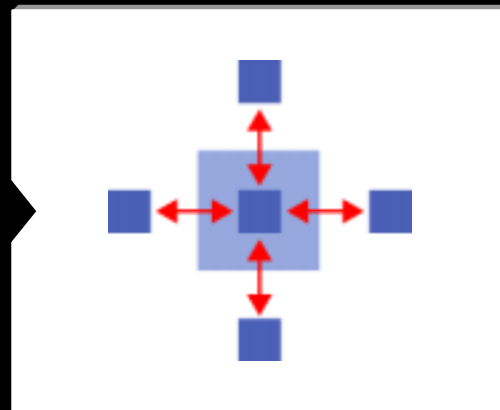
Access



Access Publish Transact

Get on the Net

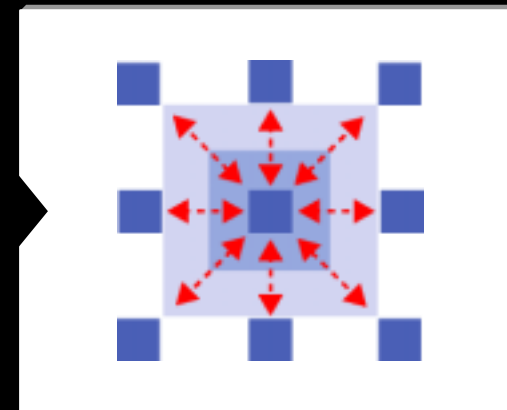
Enterprise Integration



Integrate Internally Integrate Externally

“Buying, not browsing... Working, not surfing”

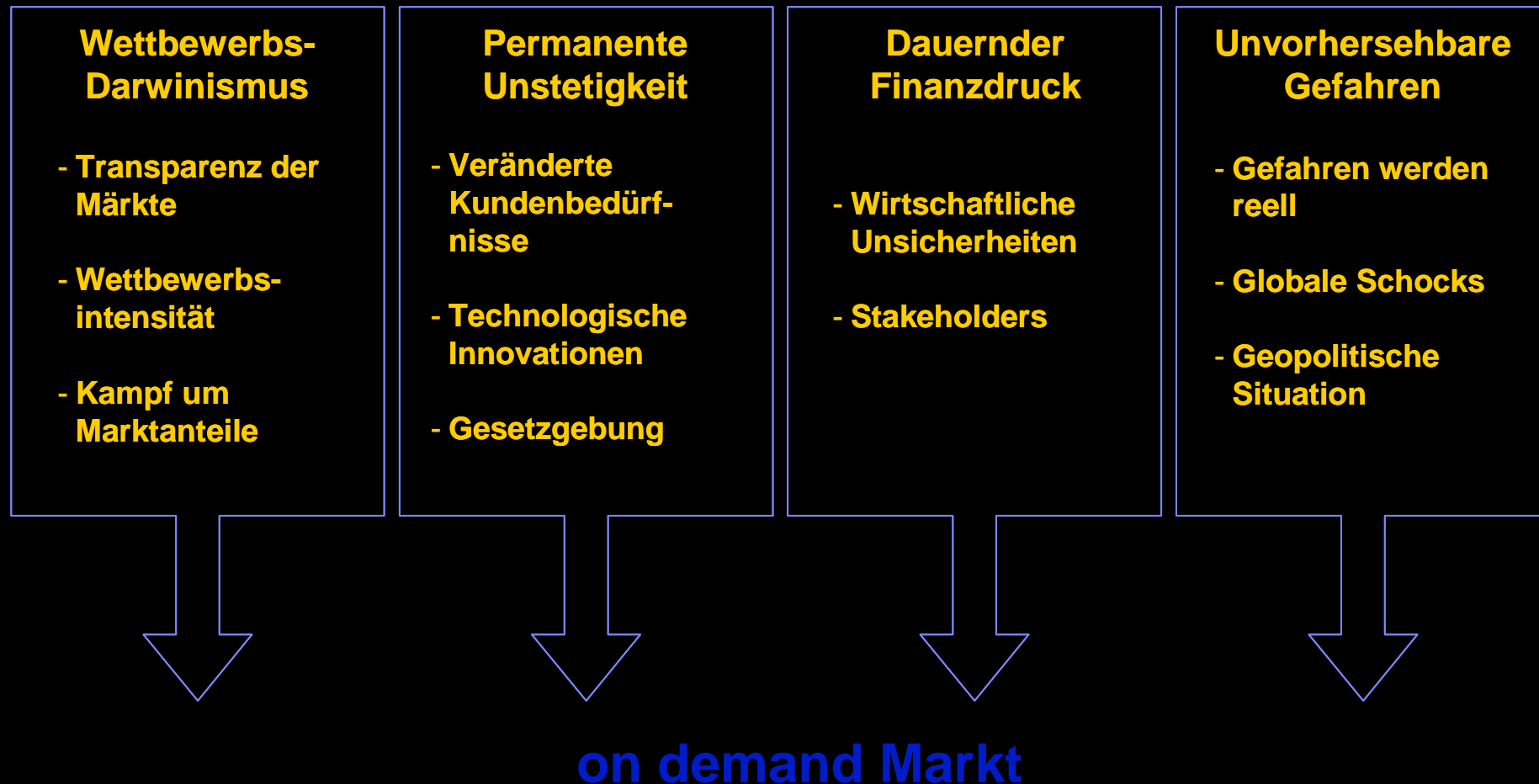
On Demand



Adapt Dynamically

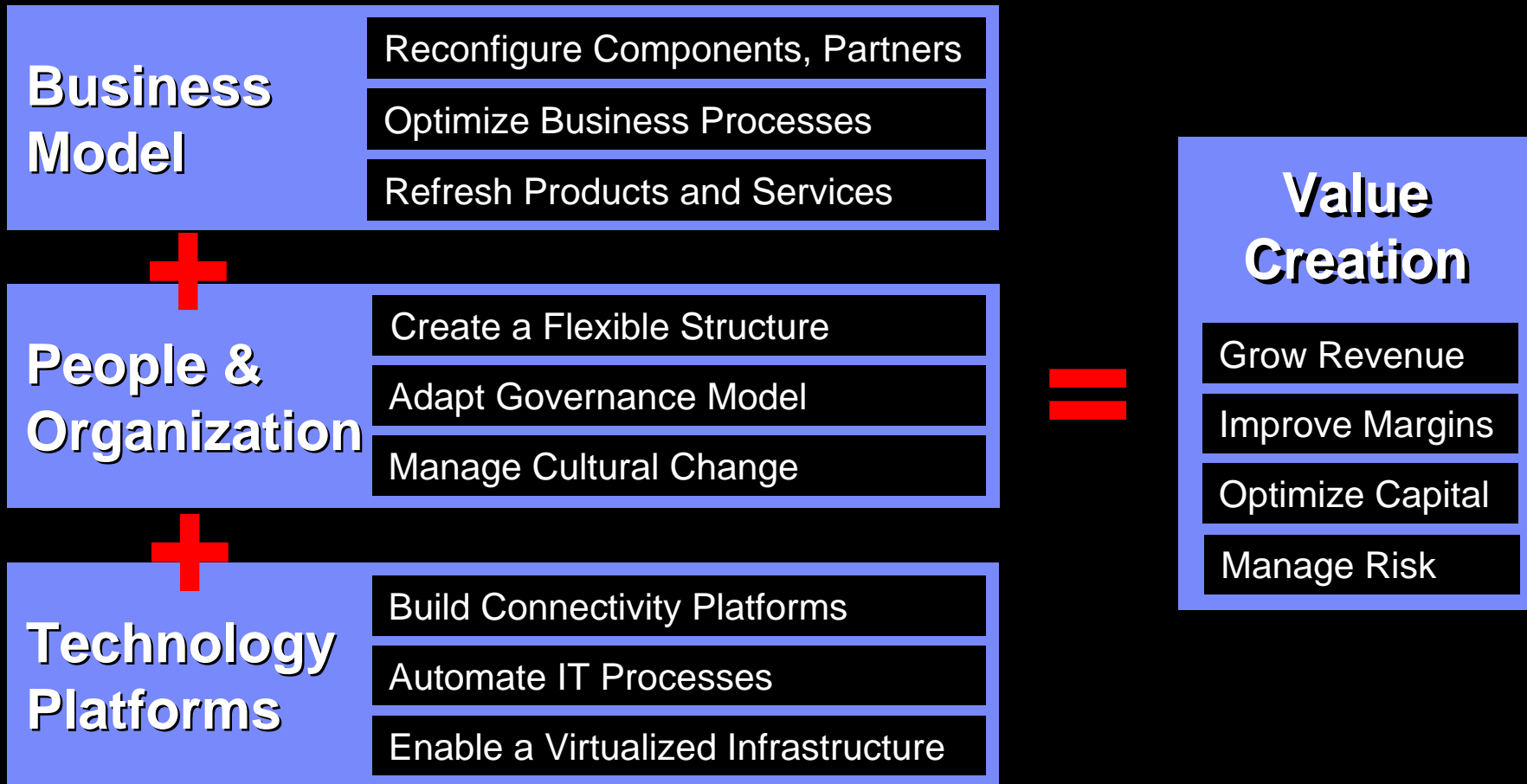
“Optimize operations... dynamically respond to the needs of customers, employees, partners.”

Treibende Faktoren schaffen neue Marktrealität



Source: IBM Institute for Business Value

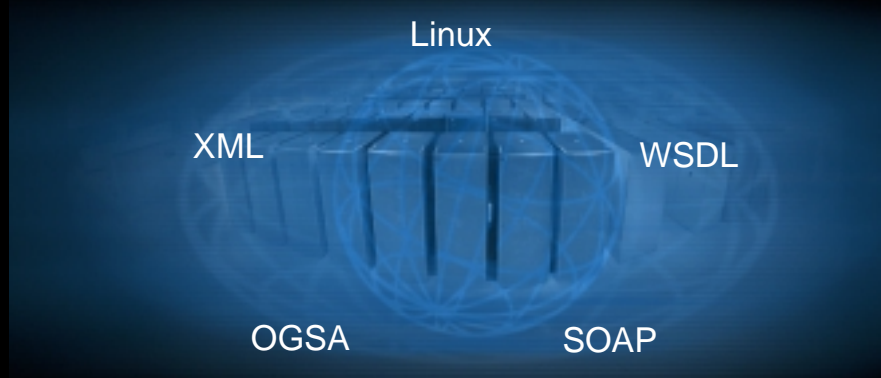
On demand business: The big picture



On demand Operating Environment

The on demand Operating Environment

#1 *Open Standards*



The on demand Operating Environment

#3 *Virtualized*



The on demand Operating Environment

#2 *Integration - Based on Open Middleware*



The on demand Operating Environment

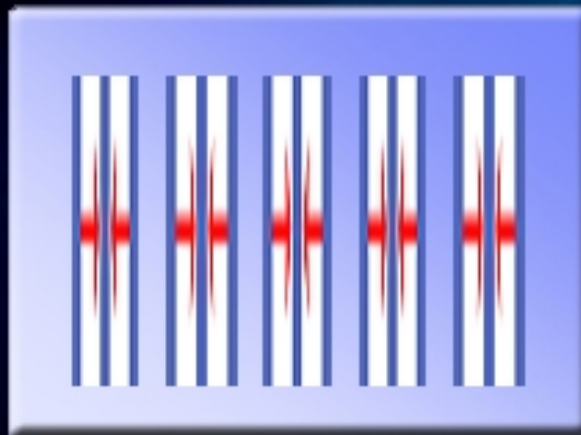
#4 *Autonomic*



IBM undertook a major financial, competitive and cultural transformation

1993 - 1998

Driving common processes across lines of business was critical first step

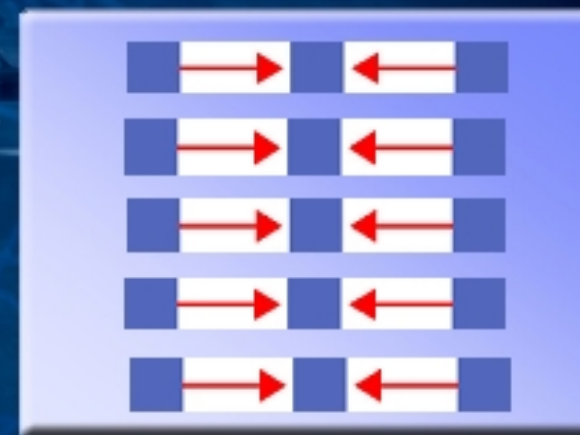


- Market Planning
- Product Development
 - Procurement
 - CRM
- Fulfillment



1998 - 2002

Enabling e-business required end-to-end integration across the value net

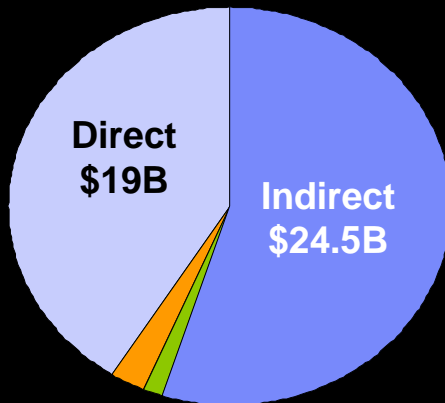


- Customers
- Partners
- Suppliers
- Employees

IBM transformation story – Procurement / supply chain

benefits

2002 Spend: \$44 Billion



e-Procurement	\$3B	\$42B
Suppliers enabled	<1K	33K
Electronic catalogs	0	280
Process cost savings	0	\$405M
Maverick buying	45%	0.5%
Client satisfaction	40%	82%
Order Cycle Time	30 days	<1 day



**IBM: Winner of Purchasing Magazine
Medal of Excellence**

**2002 MIT Sloan award for
Business Transformation**



Infrastructure and governance were simplified

	BEFORE	AFTER
CIOs	128	1
Host Data Centers	155	11
Web Hosting Centers	80	7
Network	31	1
Applications	16,000	5,200

IBM's on demand transformation strategy The Fusion of Business and Technology

*Business
Transformation*

Culture

IT Enablement

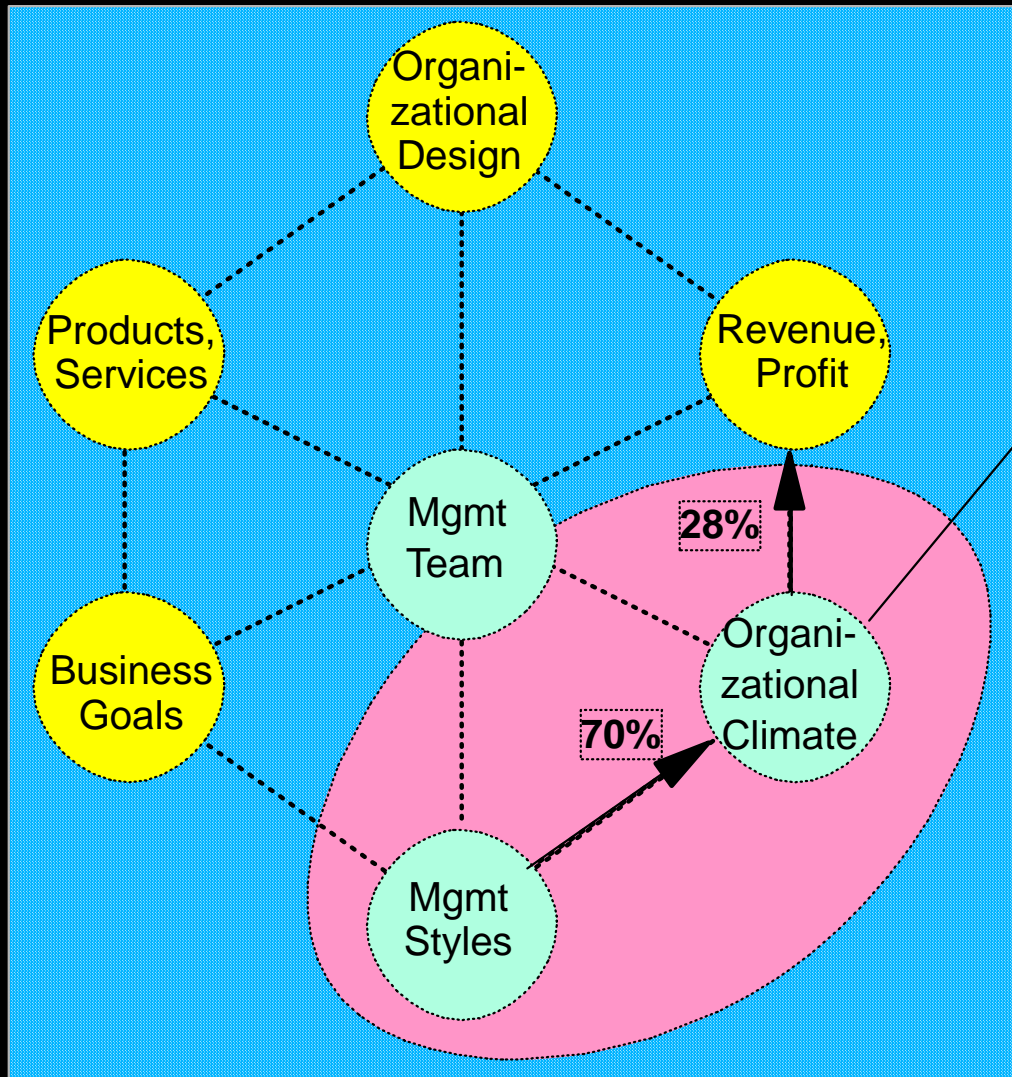
On demand workplace

- w3.ibm.com
- Knowledge Management
- Content Collaboration
- e-Learning
- Employee self-service

- Employees #1 source of information
- 68% view w3 as critical to doing job
- Over 7,000 Web conferences with over 42,000 participants each month
- 48% of employee training
- Cost avoidance from e-learning: ~\$350M
 - Down 12% YTY



Adaptation during Change



How does it feel to work here?
What is the environment to get the job done?

- Flexibility
- Responsibility
- Standards
- Rewards
- Clarity
- Team commitment

Leadership : "Give and Take"

"This business about speed has its limits. Brains don't speed up. The exchange of ideas doesn't really speed up, only the overhead that slowed down the exchange. When it comes down to the bulk of knowledge work, the 21st century works the same as the 20th century. You can reach people around the clock, but they won't think any better or any faster just because you've reached them faster. The give and take remains a limiting factor."

Andrew S. Grove, Intel Inc.