Globalization and technology advancements have changed the way business is done and opened new opportunities to advance enterprise capabilities. This means your organization must rethink how you acquire and deliver products and services in the midst of an increased hunger for superior products, innovation and technology across the globe. Companies that capitalize on these opportunities shall separate themselves from their industry peers in shareholder value creation.

To address the challenges of an increasingly global environment, organizations need to build and execute a comprehensive and integrated business and operations strategy – piecemeal approaches no longer suffice.

The Globally Integrated Enterprise (GIE) Assessment identifies opportunity areas for integration and provides a perspective on the business value to pursue the vision of operating a globally integrated enterprise:

- Capturing customer and service innovation from many different sources around the world
- Gaining operating scale by integrating support and critical direct functions worldwide, and locating operations where favorable economics exist
- Diversifying the customer base to growth markets where higher GDP and income growth exist.

Advantages of a Globally Integrated Enterprise
Companies that can leverage globally their operating models, footprint and competitive positioning during the next five years shall separate themselves on financial performance.

Operating models and collaboration across the globe that were previously impossible have now become possible, opening the following new opportunities:

- 10–30% opportunity in sourcing skills and talent for in-scope opportunities
- Incremental top-line growth advantages of 2–5% by sourcing new business in higher growth markets, where double digit GDP growth exists
Diversification of business and market risks with increasing opportunities to offer products and services in emerging markets

Increased product and technology innovation by developing for and serving global customers and accessing global supplier networks and critical capabilities

**How can IBM help you?**
IBM’s own ongoing transformation journey includes a focus on areas that enable growth, productivity and culture change. A shift of the IBM portfolio toward services, software and integrated solutions resulted in the following growth and savings:

- Record performance in 2008 with $103.6B revenue, up 5% year-to-year
- Integrated supply chain averaging $3-5B in savings every year for the last five years
- $1.5B in IT savings over past four years
- IBM’s business in growth markets grew by 10% in 2008

Only IBM has the research, deep expertise, operating models, management systems, lessons learned and transformation leadership to drive maximum value from global integration.

By targeting a globally integrated enterprise, you can not only achieve cost savings, resource optimization and capital productivity, your enterprise can also drive growth, increase cash flow and investment opportunities for your customers, employees and shareholders.

**IBM’s Suite of Transformation Services**
Our view is our clients are integral to our business model and business ecosystem, therefore, IBM offers methods, differentiated solutions and access to our leadership to help solve business problems. Following the Globally Integrated Enterprise Opportunity Assessment, our clients typically engage IBM to realize the benefits of transforming their enterprise across the full suite of business functions. These opportunities to engage with IBM include the following business topics: Global Research and Innovation; M&A Capability and Post-Merger Integration; Sales Transformation; and Shared Services Transformation including Business Transformation / Information Technology, Finance, Global Administration, Human Resources, Integrated Supply Chain, Legal, Marketing & Communications and Procurement. As you embark on your journey to realize the benefits of global integration, IBM offers the end-to-end experience and solutions to realize this vision.

**About Global Business Service Strategy and Change practice**
The GBS Strategy and Change practice helps clients transform their enterprise and operations through the following strategies:

- Framing industry opportunities and challenges into specific strategic options
- Formulating actionable strategies that intersect business and technology
- Accelerating implementation through tailored operations and change programs

ibm.com/gbs/strategy

**Contact us**
To speak to an IBM Strategy and Change expert to help you get started today, contact:

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