

IBM Global Services

Quality Management in IBM Global Services

Quality Management Focus

- the talent of our **people**
- the **processes** they use to sell, to create and to deliver solutions
- our supporting business **methods and tools**
- and the application of **lessons learned** to improve our business results.

Our business is, fundamentally, people in business units all over the world selling, creating, and delivering solutions to IBM customers.

People Resources

Professional development programs exist on two dimensions:

1) technical skills development, and,

2) non-technical professions & methods education and training.

- Sales professions
- Consulting
- Technical professions
- Project management
- Management and support staffs
 - ▶ Quality Assurance
 - ▶ Finance
 - ▶ Legal

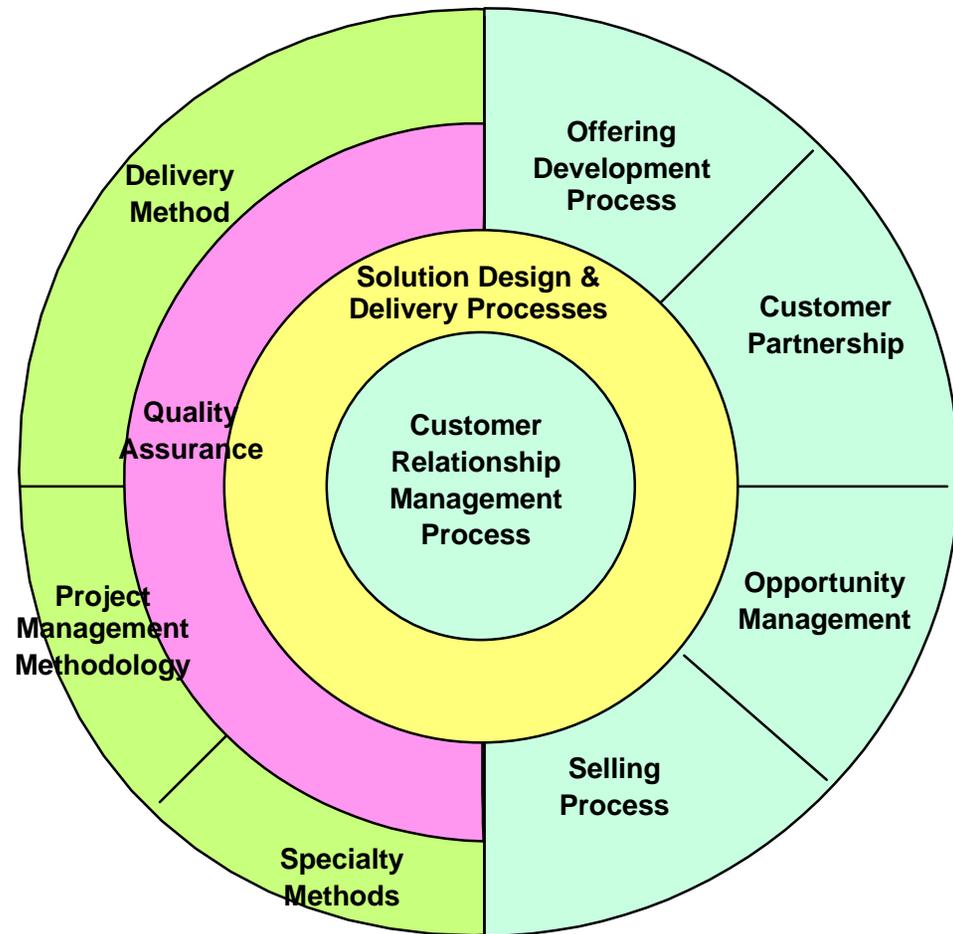
Our employees are the foundation or "raw materials" for our services. Hence, the skills and capabilities of our employees are crucial to the quality of our solutions.

Quality drivers:

- Professional Development Programs to continually enhance the quality of employee skills
- Skills Accreditation Programs to ensure the quality of support staff
- Professional Certification programs to validate/certify the quality of sales & technical staff
- New Hire "on boarding" programs to accelerate IBM/IGS cultural & business knowledge

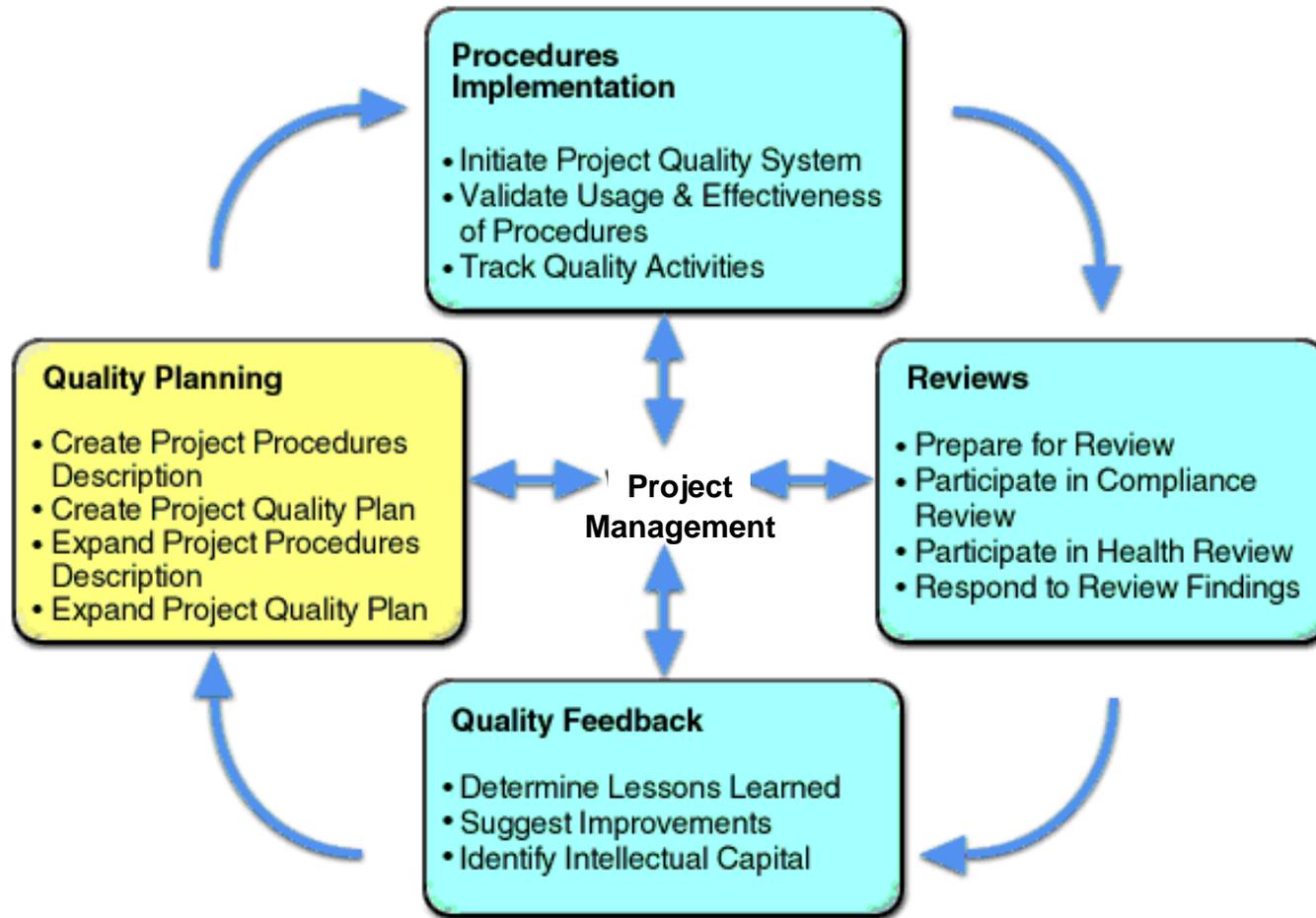
Standardized Processes & Methods

Over the years, we have leveraged many best practices into globally standard methods. This helps us to provide high-value solutions. Standardized methods typically yield higher quality and are more efficient.



Quality Management in Delivery

Quality management is an integral sub-process within Project Management Method, which is the foundation of our delivery process.



Our Project Management methodology addresses quality from the perspective of both the management of the project and the products and services deliverables that are to be produced.

Quality Assurance

- Focuses on
 - ▶ Risk Management
 - Our ability to deliver the requested service / solution to the customer
 - ▶ Continuous Improvement
 - Improve methods, processes and quality of services / solutions
- Includes both...
 - ▶ organizational focus (continuous process improvement)
 - ▶ project focus (management of the project and the products and services that are produced).
 - ▶ QA extends beyond Project Management and individual projects
- Is integrated with...
 - ▶ IBM's overall Customer Relationship Management business process and IBM's Signature Selling Method
 - ▶ the Project Management processes prescribed by IBM's Worldwide Project Management Method
- Is a proactive process (not reactive)
- Unique in the industry - patent pending (2 filings with US Patent office)



Quality Assurance Methodology

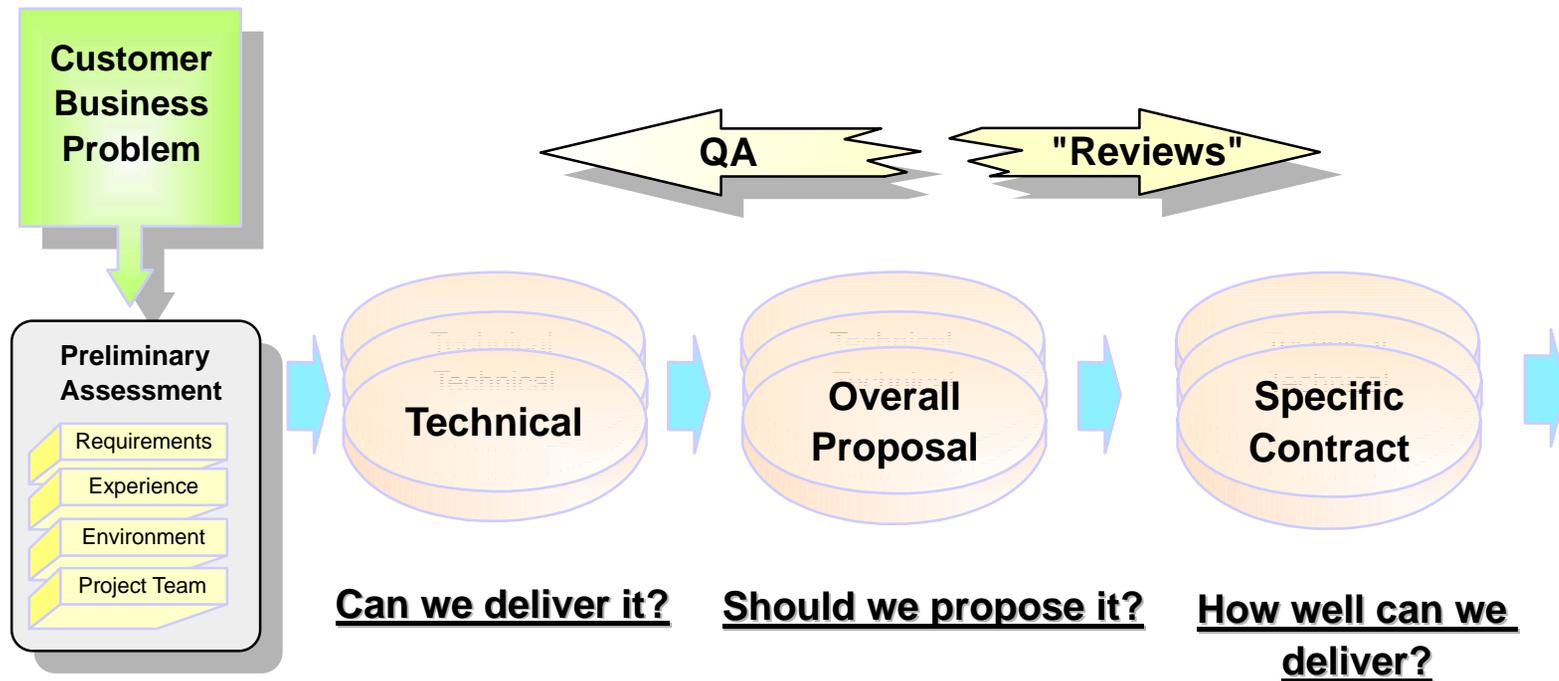
Why is it important?

1. Complex projects or "first of a kind" are inherently risky
 - ▶ Projects are "unique undertakings"
 - i.e. different customer, project team, business problem being addressed, environment, dealing with global markets, new world of e-business on-demand
 - ▶ Projects need to use **experience** and **lessons learned** to capitalize on similarities
 - use of common methods, process that can be applied to each unique situation
 - risks can be better contained / mitigated to avoid making the same mistakes



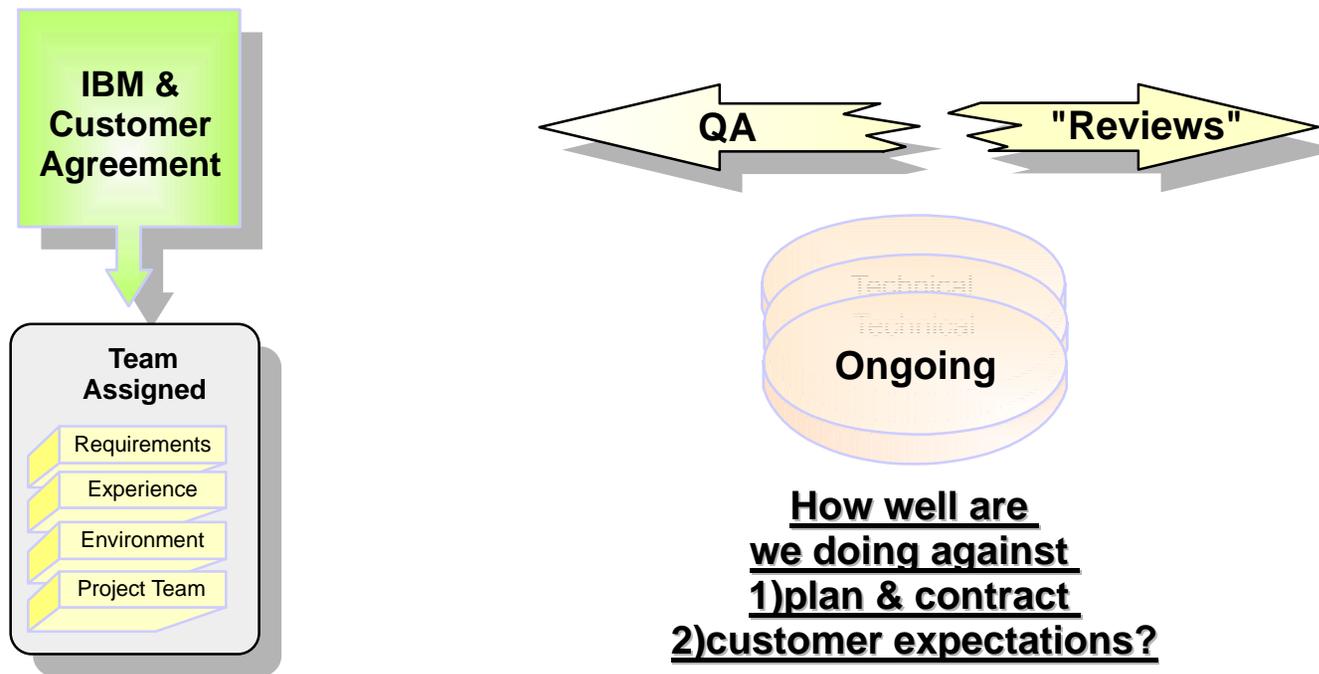
2. Quality Assurance continues throughout life of engagement
 - ▶ Starts when our **solution is first proposed**...
 - Our goal is to assess the business value to our customers and to IBM and use experience to define a solution to our customer's business problem. Project baselines will be set and agreements enacted so we are able to work together better with a common set of expectations
 - ▶ **Continues through delivery** of the service..
 - Our goal is to deliver within budget, schedule, and a solution meets agreed to expectations/ function

IBM Global Services Quality Assurance during Proposal Development



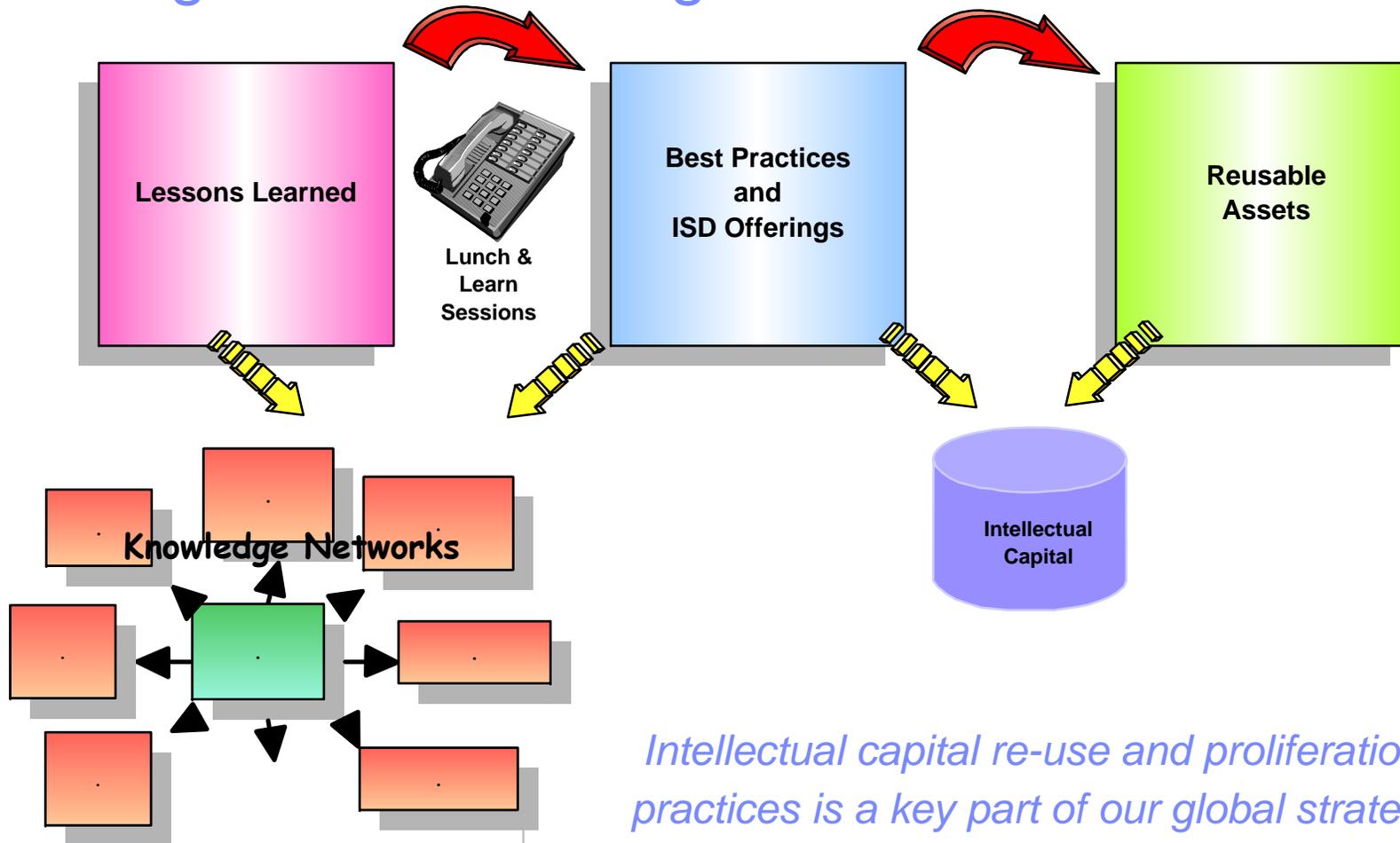
A series of evaluations by experienced and accredited individuals who are independent of the proposal team. Their objective is to assess that which is being proposed is viable, has reasonable schedules, and known risks are contained.

Quality Assurance during Project Delivery



A series of evaluations by experienced and accredited individuals who are independent of the proposal team. Their objective is to assess if the services project is provided on-time, within budget, and meeting customer requirements.

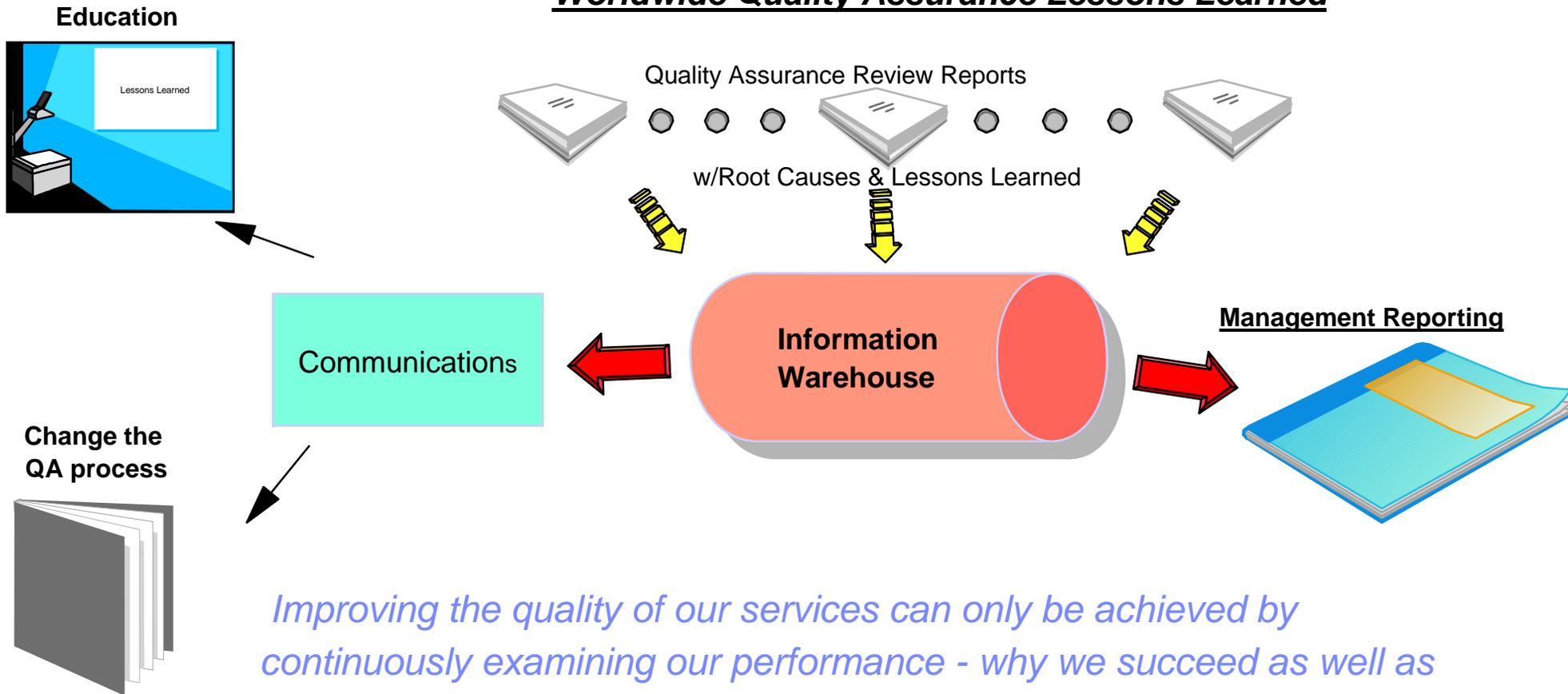
Knowledge & Asset Management



Intellectual capital re-use and proliferation of best practices is a key part of our global strategy, and important to our ability to maintain quality.

Lessons Learned

Worldwide Quality Assurance Lessons Learned



Improving the quality of our services can only be achieved by continuously examining our performance - why we succeed as well as why we sometimes fail - and changing our business processes and behavior to eliminate the bad things and proliferate the good.

Quality Assurance Management System

- A defined measurement system..
 - ▶ Maturity assessment (organization level): assesses commitment, level of deployment, execution, risk management, etc.
 - ▶ Metrics (risk, proposal quality, health of project, maturity)
 - ▶ Relates itself to IBM Business measurements
 - Customer Satisfaction
 - Profitability
- Closed loop process:
 - ▶ Lessons learned are used to:
 - Improve our business process
 - Enhance the QA methodology
 - Minimize the chance of making the same error

**All of this serves to tell us how well we are doing,
which in turn...improves our ability to deliver
successful solutions**