

Rendez Executive Session

Leading an Organization Where
Innovation Matters

or

Hearing the Prophet in His Own Land

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Overview

- share from an employee point of view how IBM communicates that innovation matters
- share the portfolio model concept
- overview an example of how 'sustainable innovation' was established in one relationship environment

“Innovation that Matters ... for our company and for the world” is not just a slogan

- managers that listen to ideas and act
- 43,730 hits for ‘innovation’ on the internal website
- structural commitment in research
- patent support
- surveys / solicitations
- Technical Leadership Exchange <event>
- innovation jam (internal and external) <event>
- think place <always available>
- internal calls to action
- external communication

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- Explore and collaborate
- View my activity
- View my action list
- Innovation corner
- Help



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Summary of active ideas

- 11139 - ideas to explore**
- [10179 - Peer review](#)
 - [795 - Catalyst development](#)
 - [165 - Adopted](#)
- 0 - My idea Submissions**

My action list ideas

- [Create action list subscriptions](#)
- 0 - Review pending**
- 0 - Reviewing and tracking**

What do you think?

Collaborate with your colleagues. Add your comments and ratings to these ideas.

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An SMB services challenge for Business Partners

Crossing the chasm from point product seller to solutions provider. Podcast with Ravi Marwaha and Jim Corgel. [Profiled for Business Partners, SMB, GTS, GBS]

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Published on 05 January 2007

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[Innovation That Matters Video Contest](#)

we mean when we talk about "innovation that matters" than you, the IBMer? Until now, you might not have had a platform for sharing your ideas. The online digital video revolution changes everything.

During the month of January, every full-time and supplemental employee can

Innovation that matters. It's been central to IBM's brand proposition for more than 90 years, and now stands as one of IBM's three core values. It's part of everything we do as a company, and it's embodied by every employee that carries an IBM badge.

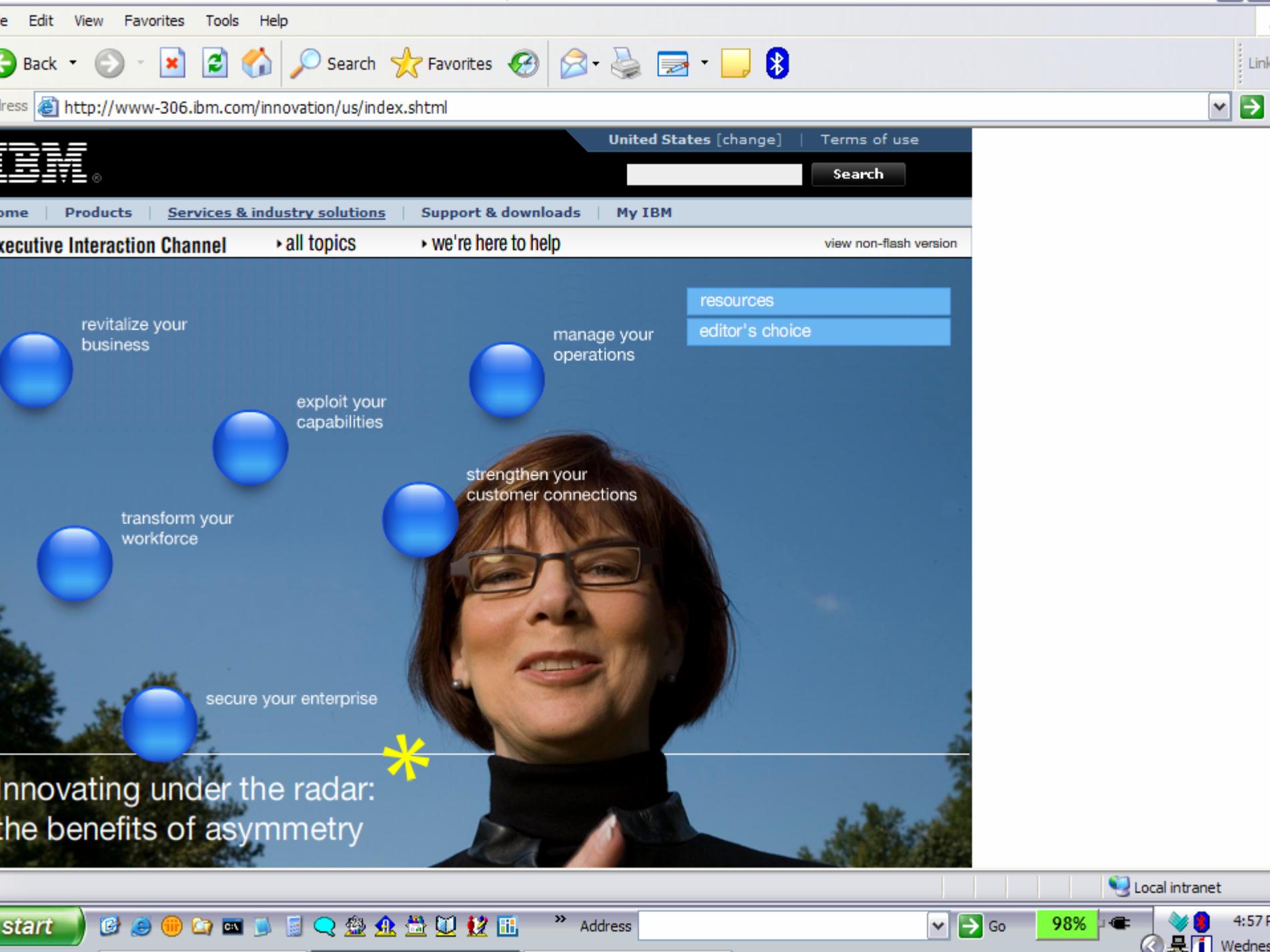
So who better to tell the world about what

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Innovating under the radar:
the benefits of asymmetry



start



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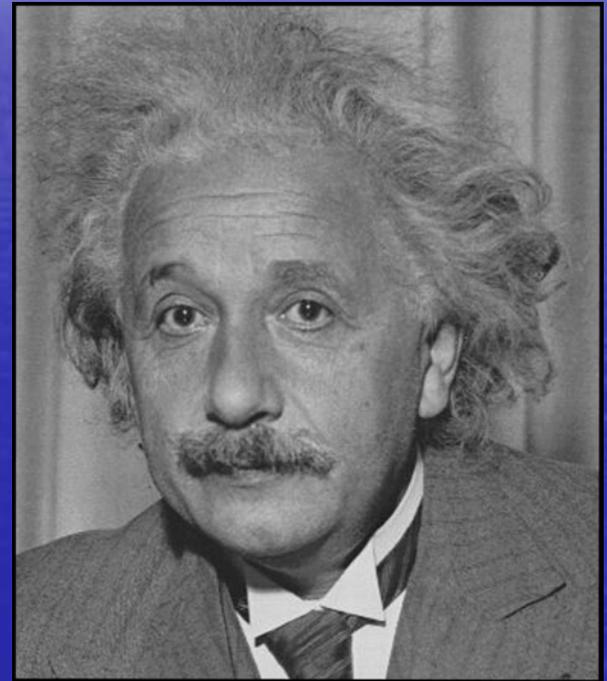
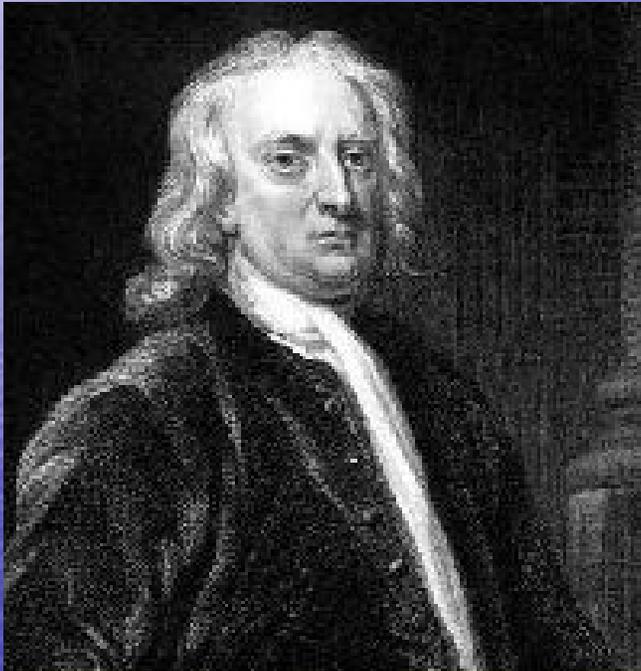
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Local intranet

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Wednes

Relationship Portfolio

Contrast Newton and Einstein





Ready – Aim – Fire

In a stable environment, there are leaders that:

Ready resources based on threats and trends;

Aim at the selected target in a plan; and

Upon the signal of *fire*, deploy resource to execute the plan

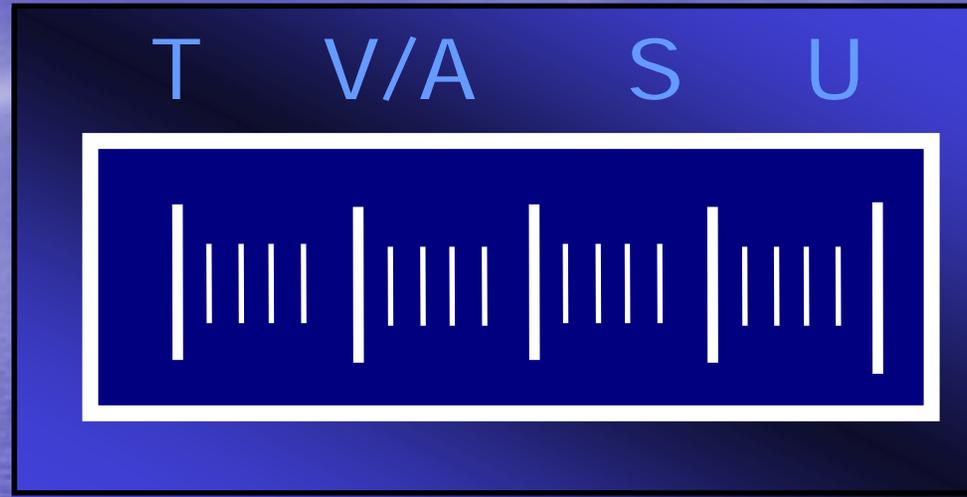


“Ready – Launch – Steer”

Leadership in turbulent environments requires leaders to:

- *ready* organizations by defining a shared context
- *launch* initiatives with intelligence, report progress and communicate
- *steer* initiatives around obstacles and towards unforeseen opportunities

The Relationship Portfolio

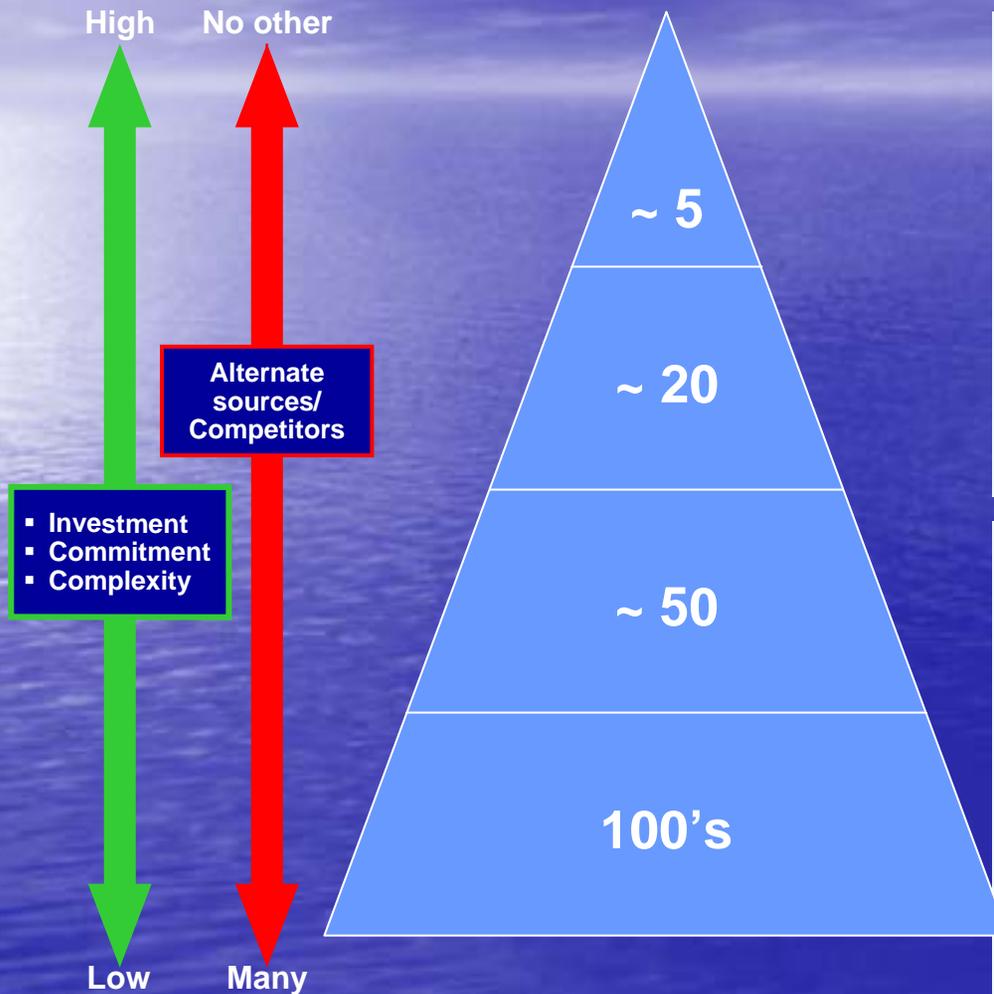


The segments are:

- Transactional
- Value Added
- Specialized
- Unique

One Example

Multiple value-exchange types required to support the enterprise



Specialized

- Co-developed solution / between the XXX and YYY partners
- Act as “one” team (badge-less)
- Compelling joint value-proposition – example Capabilities Integration initiative
- Full disclosure attitude
- White space

Customized

- Large degree of interdependencies
- Complex – requires access to solutions, capabilities or terms that are not tailored or standard
- Integrator oriented bid

Customization, innovation

Tailored

- Wholesale model
- Commodity plus expertise
- Limited design required
- Stability & economies of scale valued
- Mass customization

Standard

- Wholesale model – “commodity”
- Low-cost
- Convenient – just place an order
- No design required
- Efficient

Efficiency, effectiveness

Sample Business Model –

Rules of Engagement / Expectations by Value Exchange

	Standard	Tailored	Customized	Specialized
Spirit / intent	<ul style="list-style-type: none"> Efficiency – place the order / fill the order 	<ul style="list-style-type: none"> Mutual Effectiveness – via expertise from XXX 	<ul style="list-style-type: none"> Ad Hoc by deal Declare relationship early Decision based on merits – XXX's to win Open communication & feedback 	<ul style="list-style-type: none"> We've drawn our lot and we win together & grow together Full disclosure Exclusive on this opportunity
Commitment	<ul style="list-style-type: none"> Services available to YYY via rate card – periodic update intervals 	<ul style="list-style-type: none"> XXX responds via COE 	<ul style="list-style-type: none"> 1st Look / Joint Assessment XXX can no bid 	<ul style="list-style-type: none"> Committed to win together Teaming Agreement Declared Relationship
Competition	<ul style="list-style-type: none"> Many options XXX preferred 	<ul style="list-style-type: none"> Options XXX preferred 	<ul style="list-style-type: none"> YYY considers input from multiple parties XXX preferred 	<ul style="list-style-type: none"> No competition – only option pursued XXX preferred
Pricing	<ul style="list-style-type: none"> Based on the total YYY spend No XXX offer should beat price to YYY Rate card as sales tool 	<ul style="list-style-type: none"> Based on product / module / component combination Everything you get to the left + 	<ul style="list-style-type: none"> By deal basis Everything you get to the left + 	<ul style="list-style-type: none"> By deal basis Everything you get to the left
Resource	<ul style="list-style-type: none"> Dedicated Segment leader within each firm 	<ul style="list-style-type: none"> Dedicated Segment leader within each firm Access to XXX design resources 	<ul style="list-style-type: none"> Dedicated Segment leader within each firm Dedicated XXX team that is effective working with an integrator Thought leadership 	<ul style="list-style-type: none"> Dedicated Segment leader within each firm Dedicated, empowered, consistent teams + as needed experts / gurus Joint Innovation Executive sponsor
Risk Sharing	<ul style="list-style-type: none"> YYY holds the risk 	<ul style="list-style-type: none"> YYY holds most risk 	<ul style="list-style-type: none"> Some shared risk 	<ul style="list-style-type: none"> Joint risk
Contract	<ul style="list-style-type: none"> Pre-defined terms and conditions Rate card linkage 	<ul style="list-style-type: none"> Pre-defined terms and conditions 	<ul style="list-style-type: none"> Some flexibility due to customization required Unique to the deal 	<ul style="list-style-type: none"> Flexible Unique to the deal

Staging of Joint Value Creation Projects



VoIP						
VPN						
Security						
New/Other						

Plan to Investigate Tasks

Owned by Mark and Craig

	Tech attractiveness (enablement – Cindy)	Business Attributes	Exec Summary	Organizational Attribute
Security	Gene Bialy, Jerri KocrKki (?), ask John Smith or Bob Cook	>>>>>>>>>>	>>>>>>>>>>	Joan & Craig
VoIP	Joe Arbuter & Gopal Sonora	>>>>>>>>>>	>>>>>>>>>>	Joan & Craig
VPN	Manish & Jerry Price	>>>>>>>>>>	>>>>>>>>>>	Tony and Nick

Names in boxes are SME's that may be involved

Monthly Joint Value Creation Initiatives Update

10:00 to 10:45

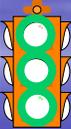
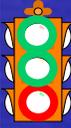
Joint Initiative Review: Each team will provide an update on the initiative, key developments and the results of

- VPN
- VoIP / SoIP
- Security

10:45 to 11:30 ET

Future Candidates Updates / Discussions (this would possibly be for considering other initiatives, reports from MI teams on trends, technologies, talking about consultant reports, etc.. This is a 'feed the pipeline' discussion)

Joint Value Creation Summary – September 2006

Initiative	Description	Status	Project State
VoIP / SoIP			 <ul style="list-style-type: none"> • Schedule • Resources • Overall Health
VPN			 <ul style="list-style-type: none"> • Schedule • Resources • Overall Health
Security			 <ul style="list-style-type: none"> • Schedule • Resources • Overall Health
Old Example Mid-Market Offerings	<p>Here's an example to reference</p> <p>Create value by integrating access to IT and IP resources through portal solution for employee collaboration. Leverage channels to extend reach to SMB.</p>	<ul style="list-style-type: none"> ■ Premise: Joint GTM Plan completed 5/13/05, XXXX Agent Training completed 5/25/05. Partner schedule conflicts and management changes have caused tactical sales planning sessions to be delayed to August. Finalizing joint marketing & demand generation campaign with lead partner MSI. ■ Hosted: XXX building development and production environments. Baselining Labs Concept Assessment and Joint Requirements Document. YYY is preparing on-demand pricing and PoC options for 8/12. IBM has submitted a draft proposal for AT&T for SaS Showcase partnership. 	 <p><u>Premises</u></p> <ul style="list-style-type: none"> • Schedule • Resources • Overall Health  <p><u>Hosted</u></p> <ul style="list-style-type: none"> • Schedule • Resources • Overall Health

VoIP Roadmap Scorecard

LOB Executive Sponsors:		
Project Leaders:		

Projected Revenue:	
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Project State:

- Schedule
- Resources
- Overall Health

Initiative Information
<ul style="list-style-type: none"> • <u>Project Phase:</u> • <u>Program Description:</u> • <u>Business Case:</u> • <u>CI Dates:</u>

Current and Upcoming Project Issues
<p><u>Issues:</u></p> <p><u>Scoping of New Projects:</u></p> <p><u>Request to Senior Executive Team (if applicable):</u></p> <ul style="list-style-type: none"> • None

Milestone Description	Planned Finish	Actual Finish

Current Project Successes	Planned Finish	Actual Finish

Joint Value Creation Metrics Snapshot

Initiative	Measurements
VoIP	
VPN	
Security	
Pipeline Candidates	