



IBM Global Services

Global Services Alliances Overview, Process and Issues

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Alliance Definition

An Alliance is a business relationship with a third party that enables IBM Global Services to increase the value it provides to its customers by expanding market reach, enhancing delivery capabilities, and/or enabling new technology and services offerings; ultimate goal is to increase revenue, lower costs and/or impact market presence

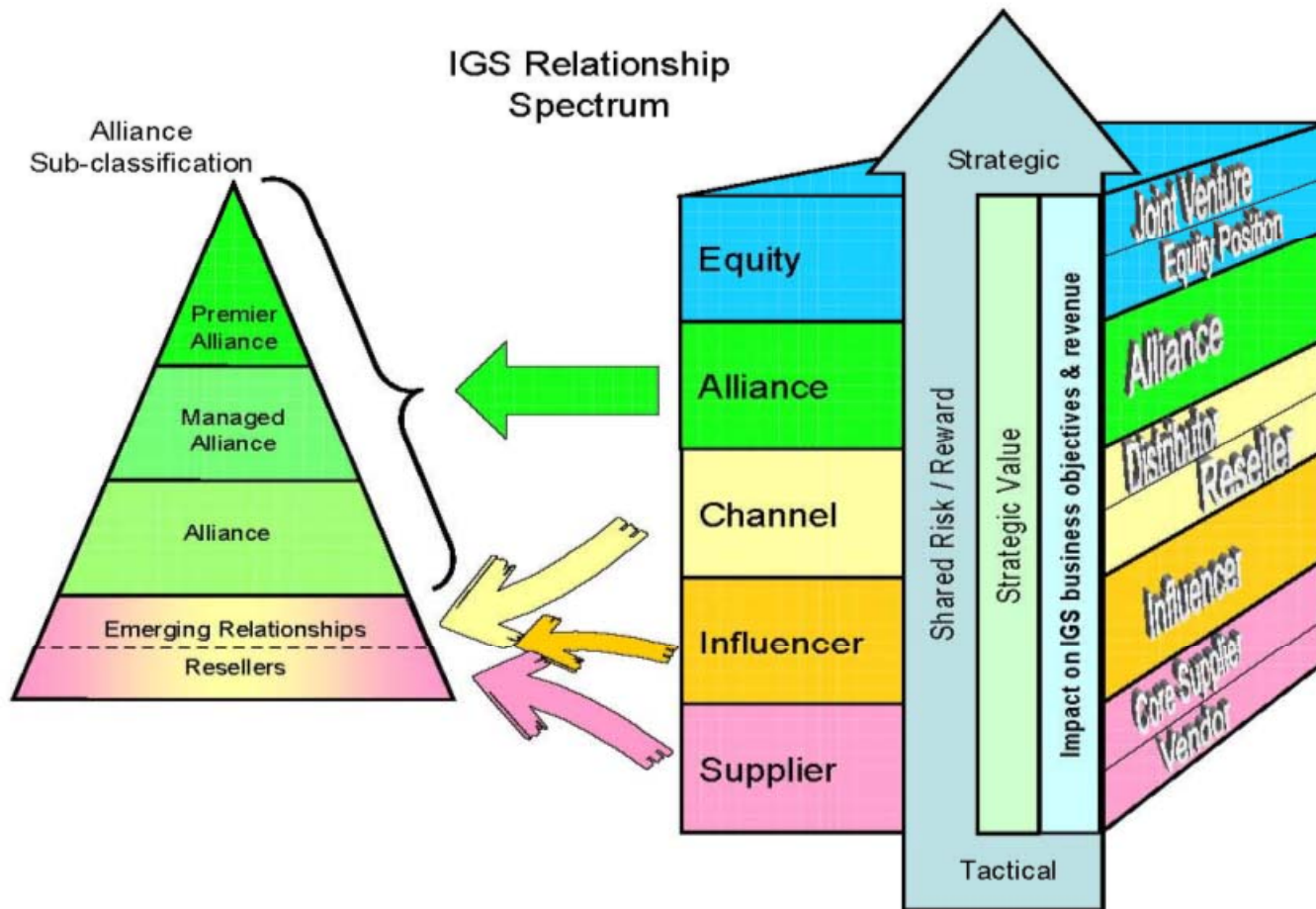
Must involve some degree of shared control of the operations, strategy and risk/reward, requiring ongoing and active management by both parties

An Alliance is not a separate legal entity, like a joint venture; nor is it merely a Supplier or Business Partner/Channel relationship

Although not a part of the definition or essential criteria, the following are characteristic success factors for Alliances:

- Commitment to shared objectives
- Mutual benefit
- Executive sponsorship
- Organizational linkages
- Committed resources
- Mutual trust
- Cultural synergy
- Flexibility

Alliance Classification



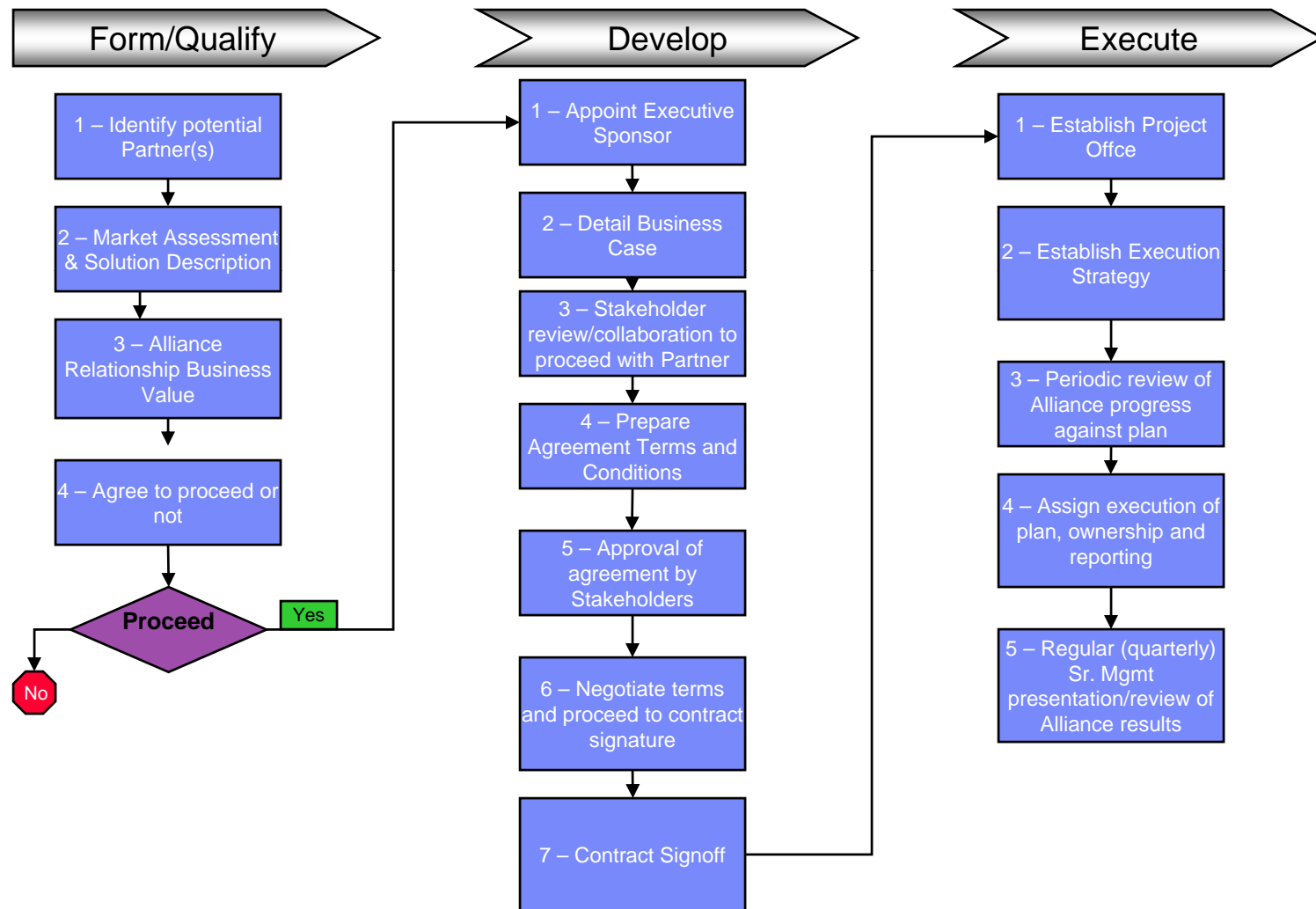
Alliance Strategy – Why ?

- Growth
- Meet customer requirements
- Headlights to Horizon 2 and Horizon 3 business models

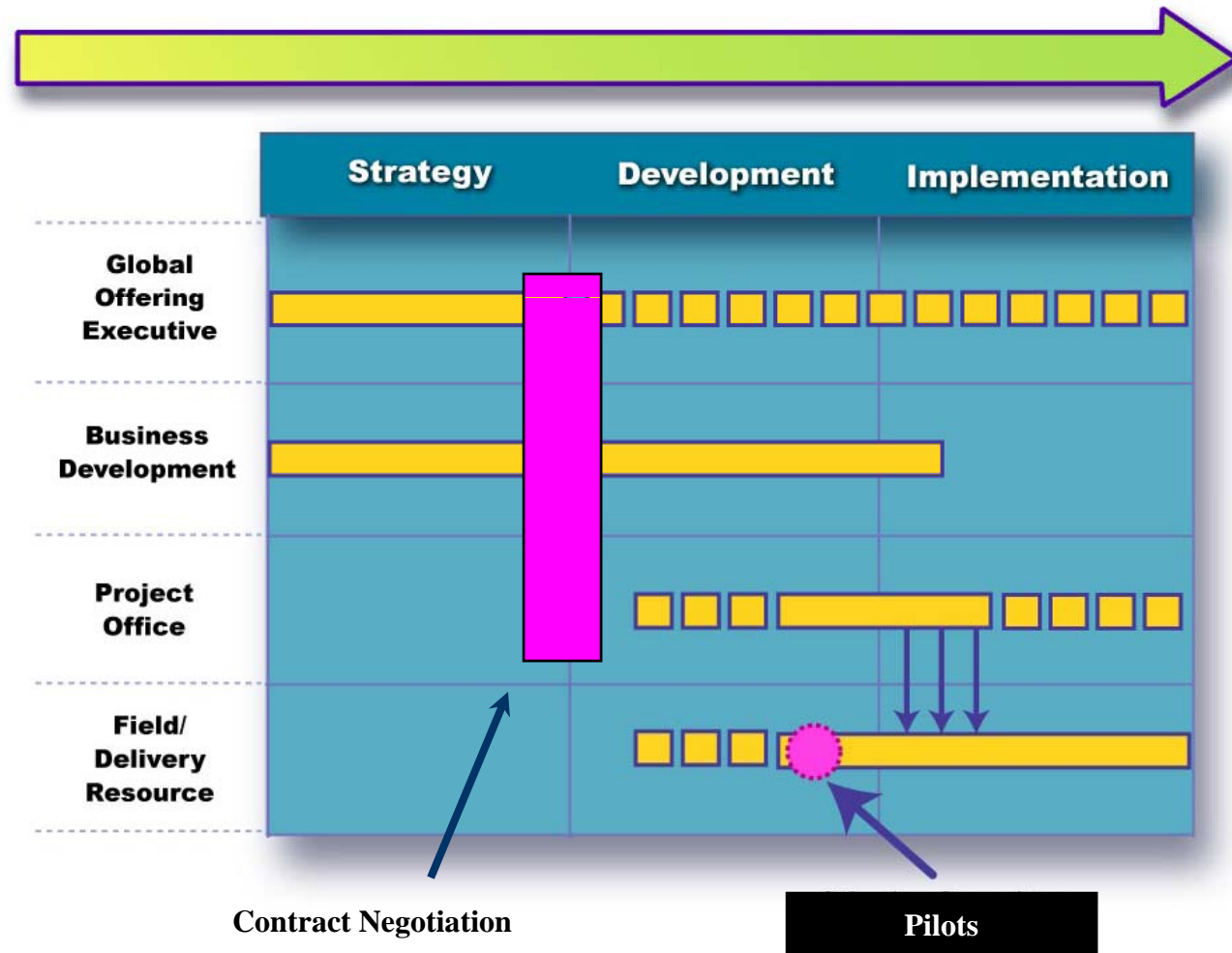
Alliance Play – Elements

- Principles
- Value Proposition
- Service Offerings
- Go to Market
- Skills/Competency

Alliance Process



Alliance Continuum



Alliances – Discussion Topics

- Determining success
- Metrics
- Consolidations/Mergers
- Disruptive Technologies
- Ecosystems
- Skills/Competencies