

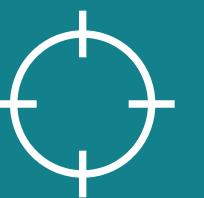
2016 Sales Playbook

Travel and Transportation

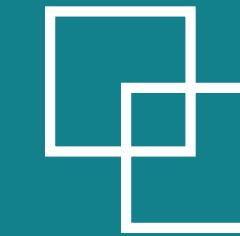
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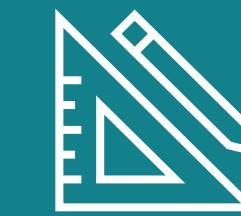
Industry Imperatives and Strategy



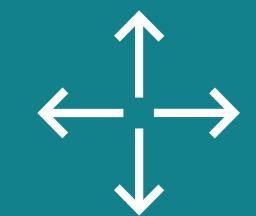
Objectives



Accounts, Clustering



IBM Design Thinking



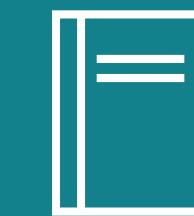
Segment Overview



Industry Solutions



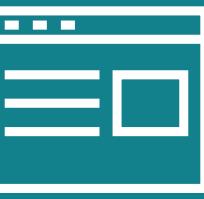
Strategic Initiatives



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T&T Strategic Context and Summary

VISION: Travel and transportation companies continually innovate and leverage cognitive systems on cloud platforms to perform personalized, omnichannel customer sales and service, optimize their existing capacity to earn revenue, reduce cost and improve operational efficiency. Those who do so will differentiate themselves in the market, win competitive share, and increase the lifetime value of each customer.

- **Travel and Transportation consists of five distinct industries** which each have different business dynamics: Airlines, airports, railroads, freight logistics of all types, and travel related services including hotels, travel agencies, car rental, and cruise lines
- **However, our clients are all subject to the market challenges below**, which lead to a common set of client strategic imperatives
- **Our solution areas align with these imperatives**, and the individual solutions within these areas integrate curated data, cognitive, analytics, internet-of-things, mobile, social and security technologies, all migrating to operate on cloud platforms and informed by deep industry expertise
- **Only IBM delivers full consult-build-operate capabilities**, applying IBM Design Thinking, Interactive Experience, and agile digital transformation expertise to help T&T operators increase revenue, reduce cost, accelerate time to market, reduce risk, and create competitive differentiation

Market Challenges and Opportunities	Client Strategic Imperatives	IBM T&T Solution Areas
Empowered, connected, mobile customers demand delightful end-to-end experiences with timely information, services, choice and control over their travel or shipping experience in real-time.	Improve the customer experience. Drive effective marketing, sales and service across each touchpoint along customer experience. Deliver cognitive, personalized and timely information, services and offers. KPIs - revenue, customer lifetime value, net promoter score	Customer Loyalty, Sales, Service and Marketing solutions (CLSSM). Solutions such as Watson Travel Retail and Common Traveler Services. Solutions use intelligent and personalized customer insights.
Fluid business models, evolving distribution channels and digital disruptors require greater speed and agility around innovation, core reservation, scheduling, property management and transportation management processes.	Enhance services to increase revenue and manage capacity . Increase agility of sales and service systems with cognitive and cloud-based solutions to support new business and revenue models. Increase speed to market, deliver consistent omni-channel service and reduce costs. KPIs - revenue, time-to-market	Core systems transformation solutions (CST). Reservation System Modernization, zTPF, SAP-TM, and other capabilities such as Supply Chain Visibility Platform
Extremely high fixed costs and physical infrastructure necessitate flexible operating models as demand and revenue fluctuate due to unforeseen events.	Maximize availability of assets and infrastructure Improve availability, uptime and lifespan to increase return on assets with enhanced data use and cognitive and predictive intelligence. KPIs – Return on assets, cost	Asset Management and Maintenance solutions (AMM) Maximo SaaS, Watson Maintenance Optimization, PMQ, PAO.
Market shifts require realigning capacity with demand Need to predict demand which shifts rapidly by country, region, route, economic demographics, type of service and cargo type.	Improve operational efficiency Continually improve planning and execution of ops processes with innovative and effective use of digital, physical and human resources. KPIs – Cost, revenue, productivity	Operations Planning and Optimization solutions (OPO) T&T IOC, FuelSafe, TWC apps, security, Apple+IBM & MobileFirst portfolios.
Accelerating technology innovation challenges the ability to keep pace with competitors and digital disruptors who threaten their market share.	Optimize technology costs, integrate and increase agility Eliminate cost inefficiencies, integrate and maximize reuse, increase agility and leverage new technologies and external expertise. KPIs – Cost, time to market, reduced risk	IBM cloud, SO, AMS SO, GPS, services and solutions Traditional outsourcing plus innovation and expertise from IBM, partners, ISVs, etc.

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T&T Strategic tenets for Growth - Bridging into New Era and Higher Value

Differentiated Client Engagement

Extend and deepen client relationships delivering a delightful client experience

- Extend CxO relationships to line-of-business decision makers
- Drive for speed and agile approaches, leveraging design thinking and fast-start offerings
- Develop sincere and trusted relationships focused on long-term client value
- Ensure client empathy and enablement of delightful experience at all touchpoints

Differentiated Compelling Solutions

Deliver robust ecosystem of cognitive and cloud-based industry solutions

- Deliver market transformational “big bet” solutions (WTR, CTS, WMO, SVP)
- Grow Apple + IBM/MobileFirst portfolio and accounts
- Develop and deliver cognitive and Watson solutions and penetrate key accounts
- Lead with cloud and as-a-service offerings
- Maintain and grow LTS accounts and extend capabilities (e.g. GTS-SO, GBS-AMS, GPS)

Eminent and Empowered Industry Talent

Deepen industry expertise and eminence; develop passionate, client-centric leaders

- Develop, retain and attract passionate, client-centric, next-gen industry leaders
- Foster “one IBM” global collaboration and accelerated replication of wins
- Elevate eminence and thought leadership through next-gen social and media platforms
- Grow technical expertise and talent
- Develop deeper industry curricula, peer-learning and recognition programs

Travel

Passenger travel, Airlines, Airports, Passenger railroads and terminals, Travel agents and tour operators, Cruise and ferry lines, Hospitality/hotel/casino, Automobile rental

Transportation

Freight logistics, Trucking, Freight railroads and terminals, Ocean and inland marine carriers, Ports and terminals, Parcel express, Logistics Service Providers



Market Context

The forces, challenges, and imperatives that are creating opportunities in the travel and transportation industry

Drivers of change

Marketplace shifts

Demand shifts by country, region, route, economic demographics, type of service and cargo type

Connected customers

Customers have access to abundant information - when, how, and where they want it

Competition

Increased competition for market share within passenger travel and freight transportation segments

Internet of Things

Digital transformation enables the capture and analysis of real-time data about the status, location, and condition of assets and infrastructure

Challenges

Align capacity with demand

Meet the growing, changing demand efficiently, consistently and profitably

Empowered customers

Deliver travel and transportation choices, information and services in the manner that customers value

Efficient operations

Reduce cost and optimize use of assets and resources

Maximize shareholder return

Capture competitive share and new markets while increasing profit

Strategic Imperatives



Improve the customer and partner experience



Enhance services to increase revenue



Maximize the availability of assets and infrastructure



Improve operational efficiency

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Aligning IBM solutions with shareholder value for our clients

	Client Shareholder Value	Client Business Value	Industry Initiatives and Solution Areas	Airlines	Airports	Freight Logisits	Rail	Travel Related Services
Reduce Cost		Replace fixed cost with variable cost and improve service levels	SO/AMS SO/GPS, Cloud	✓	✓	✓	✓	✓
		Reduce cost of IT infrastructure	zSystems (zTPF) and PureSystems	✓	✓	✓	✓	✓
		Maximize availability of assets and infrastructure and reduce cost	Asset management and maintenance solutions	✓	✓	✓	✓	✓
		Improve operational efficiency	Operations planning and optimization solutions	✓	✓	✓	✓	✓
Invest savings to create competitive advantage								
Increase Revenue		Improve the customer experience	Customer loyalty, sales, and service marketing solutions	✓	✓		✓	✓
		Improve the effectiveness of marketing and sales	Customer loyalty, sales, service and marketing solutions	✓		✓	✓	✓
		Enhance services to increase revenue and improve the agility of sales and service systems	Core systems transformation solutions	✓			✓	✓



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Spending trends by geography



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Key disruptive trends...



As the second largest private car-based ground services provider, Lyft is hiding in Uber's shadow while making inroads with both customers and investors



Airbnb may already have outgrown ankle-biter status as its models threaten not only the hotel industry, but regulatory structures and related industries



Once seen as just another low cost carrier, Air Asia has not only expanded into related travel services with its hotel brand Tune, but it is also expanding across Asia with Air Asia



TripCase is an itinerary management app that delivers the right information at the right time - it's popularity shows that current provider apps are not meeting traveler's needs



Started by a team of former Freight Logistics industry veterans, this data-focused digital startup believes it can improve the customer shipping experience by combining available market data with modern user-friendly tools



Everyone knows how significant Uber's impact has been on local ground transportation, but with local food delivery and nascent freight services, they have quietly entered the shipping business too



Operating under the assumption that insight into traffic conditions at the local (Shanghai) are valuable to a wide range of users, this company is analyzing and packing these insights and selling them to interested parties



The online retail juggernaut that was once dependent on UPS, FedEx, DHL, and others for last mile delivery, is suing its own assets to cut out the middlemen. What is more, they are offering ocean freight as a 3rd party, just like a freight forwarder

...create intriguing opportunities for the Industry and T&T:

Customer Experiences in, on, and around airports, aircraft, rail, hotels and throughout the travel ecosystem are radically improved through available data, and **cognitive systems**

Cloud Based Business models enhanced through **IoT partnerships** with retail providers, finance companies, automotive providers and other industry leaders that become an integrated part of the future travel experience

Technology forces are creating new experiences and disrupting operational models



Largest transportation company owns no vehicles



Biggest media company owns no content



Most valuable retailer has no inventory



Largest accommodation provider owns no real estate



Largest video conference company has no Telco infrastructure

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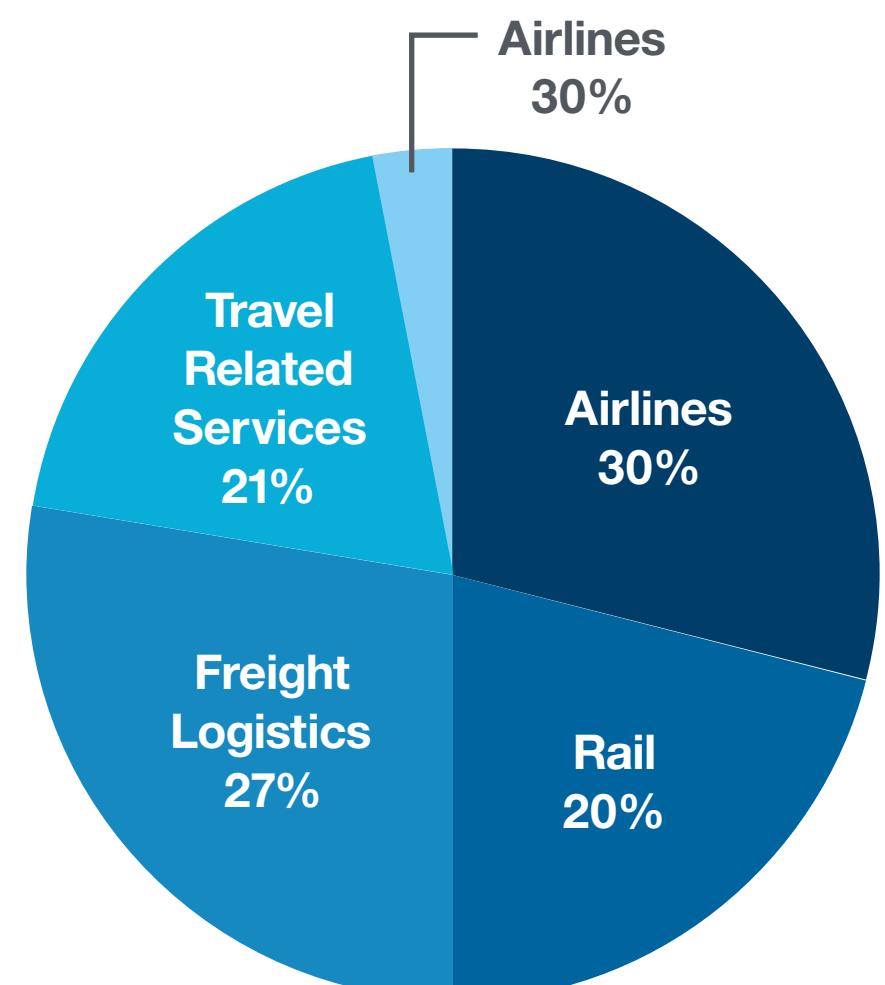
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Industry Market Trends and Opportunities by IOT

- T&T has the 3rd highest CAGR of all IBM Industries at 5.2% (2015-18)
- Strong opportunity for growth in CAMSS and Watson
- The total 2016 T&T opportunity is \$46 billion
- IT spending by T&T LOB executives is increasing at >10% CAGR

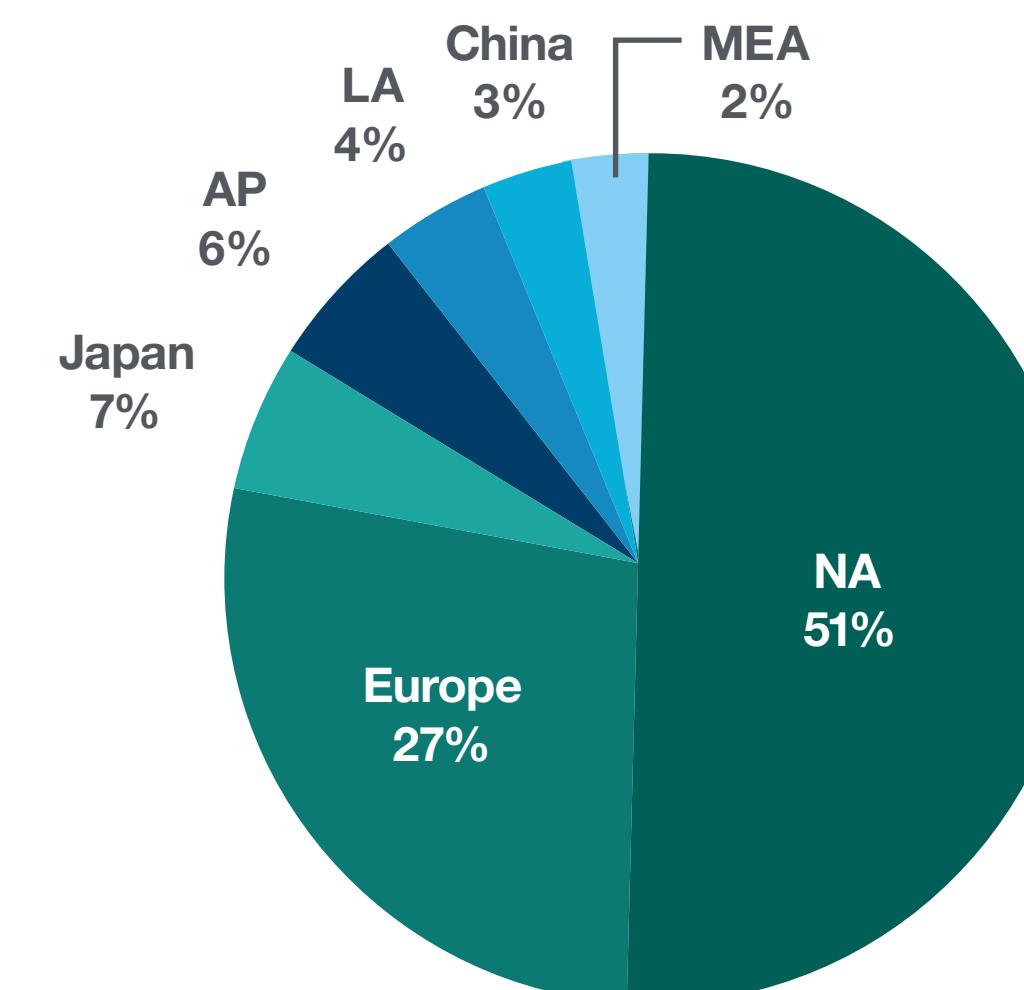
Segment IBM Revenue

2011 - 2014 Average



Geo Opportunity

2016



Business Unit Opportunity

2016

	Opp. (\$B)	Growth
GBS	22.3	5%
GTS	10.2	-1%
Systems	5.1	5%
Analytics	3.0	9%
Cloud	2.4	24%
Security	1.2	6%
Commerce	0.9	15%
Social	0.9	23%
Watson	0.1	71%



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Competitive landscape

Services



Focus on providing adaptive, end-to-end solutions that address short and long-term T&T needs

Software and Solutions



Utilize ecosystem supported, open innovation co-development approach to ensure solutions are best-in-class

Hardware and Cloud



Rely on CAMSS, especially Cloud, to drive growth. Bundle services and software with hardware

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Objectives

2016 Objectives

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Grow Industry Revenue

2016 GMV +4.8% (as of 1Q16)

Grow GBS Industry Signings +4%

2016 Targeted Signings \$918M
NA \$337M; EU \$300M; JP \$73M; AP \$38M; GC \$78M; LA \$32M; ME \$60M

Grow Industry Solutions Revenue +12%

2016 IS Revenue Target \$411M
GBS \$205.5M (50%)
SW Transactional & SaaS \$205.5M (50%)

Maintain Long Term Services Signings

2016 Signings Target \$1,972M

Travel and Transportation		FY15	FY16 Target Estimated	YTY Growth Estimated
30%	IBM Industry Revenue (All Brands, All Client Segments)	\$3,206M		YTY Growth
30%	GBS Industry Signings (All Client Segments) Attainment v. Budget	\$834M	\$918M	9%
25%	IBM Industry Solutions Revenue (All Client Segments) Attainment v. Budget - 50% GBS, 50% SW Transactional and SaaS	\$279M	\$411M	31%
15%	LTS Industry Signings, Attainment v. Budget	\$1,952M	1,972M	1%

Notes:

- 1) IBM Industry revenue is measured based on 2016 actuals, (All Client Segments = Industry, Enterprise and Commercial).
- 2) YTY's are based on 2015 actuals at plan rates



Accounts Clustering

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Top accounts for 2016

Top Accounts



On the Wings



5 Integrated Accounts, 13 Industry Core, 9 Industry Client Enterprise

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	Airlines	Airports	Rail	Freight Logistics	Travel Related Services
NA	Air Canada - IA Southwest Airlines - IA American Airlines - IC Delta Airlines - IC United Airlines - IC		Amtrak - IC BNSF - IC	FedEx - IC UPS - IC Con-Way - ICE	Avis - IC Hertz - IC Marriott - IC Enterprise RAC - ICE Hilton - ICE IHG Group - ICE Royal Caribbean Cruise - ICE Travel port - ICE Wyndham - ICE
Europe	Lufthansa - IA Air France - ICE		SNCF - IA Trenitalia - ICE	AP Moeller-Maersk - IA CMA-CGM - IC Deutsche Post DHL - IC	
Japan					
AP	Qantas Airways - ICE				
LA					
China					
MEA					

IA = Integrated Account

IC = Industry Core

ICE = Industry Client in Enterprise



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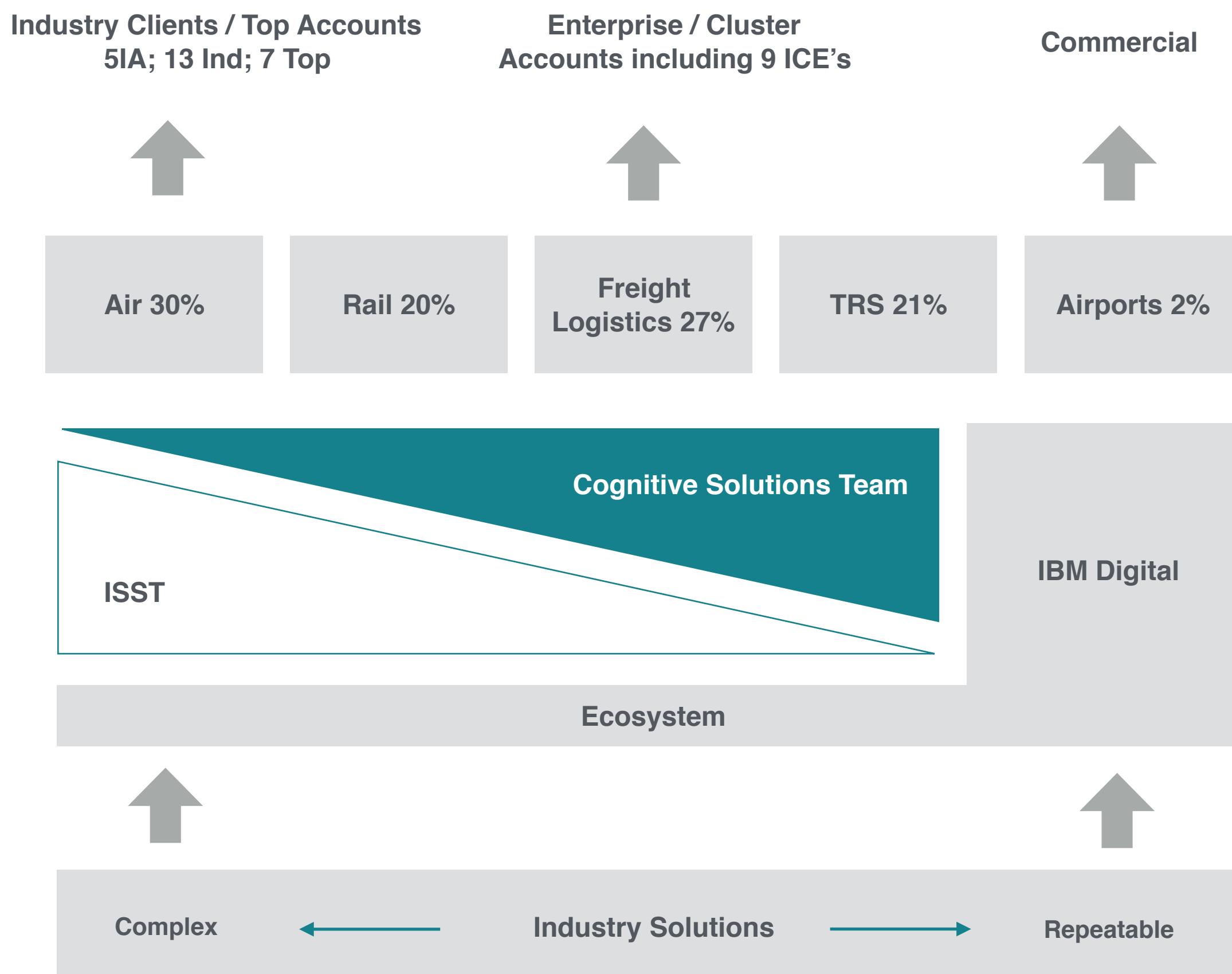
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Go-to-market model - Accounts, Clusters



“One IBM” Global Team

- IMT Account presence + IOT GBS & Industry + ISST + Global Industry Team

Go-to-Market Strategy

- Grow wallet share for top 100 accounts; focus on cluster accounts
- Penetrate new enterprise and commercial accts (\$1B+)
- Focus on NA, EU, JPN as 85% of Opportunity is within these markets
- Strong momentum in MEA and growth opportunities in AP and GCG

Account Clustering Strategy

- 5 Integrated Accounts, 13 Non-Integrated Industry Accounts, 7 GBS Top Accounts, 9 Industry Core Enterprise Accounts.

S&D Accounts:

- Integrated accounts generate 25% of IBM's total revenue. 25% accounts worldwide and are managed by a senior executive, called a managing director, who leads a dedicated team of experts providing deep industry experience
- The Non-IA Industry Client is managed by the Sector Leaders in the IOT/IMT
- The Enterprise (ENT) model is targeted at with a high level of spending with IBM. These Clients typically have > 1000 employees.

GBS Accounts:

- Top Accounts are GBS's largest, most strategic accounts with deep relationships and current or potential wallet / fair share of approximately \$50M+ annually.
- An Account Cluster is comprised of an Anchor Account(s) and Select Accounts with dedicated team coverage – a critical talent mass that competes on relationship, industry depth, breadth of capability and speed to market.



Design Thinking

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Incorporating IBM Design Thinking in everything we do

What is IBM Design Thinking in T&T ?

IBM Design Thinking is the new era of Creative Thinking, Customer Centricity, Agile Design and Lean User Experience

T&T stresses on defining and creating unique experiences and journeys with our clients rather than focusing on internal process / technology / transaction driven pursuits

At T&T, great client experience is the differentiator that spurs our growth. When we start delivering great client experiences that delight the stakeholders who buy our solutions and services - **everyone wins**

T&T Client experience drives our Account Customer Satisfaction, which drives tangible business results in return



“The biggest driver of sustained growth is the Client Experience”



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IBM Design Thinking drives differentiated client engagement in T&T

A delightful client experience is the differentiator that enables our growth. When we start delivering great client experiences that delight our stakeholders, we focus on client experience and delight! – **everyone wins**

Client: Deliver great experiences, connect with clients and help them realize their ambitions—individually as well as IBM as a whole, irrespective of brand interest, internal KPIs and unit based management systems

Experiences: Create specific, designed interactions that emotionally impact our clients in T&T, which define trust-worthy relationships over a long course

Carol has a potential T&T account that she knows is very focused on improving customer service and is trying to figure out how she can make an impression on the VP of Customer Care

» She picks a client location and documents in pictures the entire experience. Pictures of approaching the airport, entering ticket office, going to counter to look at offers, making a travel purchase, getting her receipt, and leaving the counter.

» Carol then created a photo storyboard of her experience and generates thoughts and ideas on how her experience could have been enhanced.

» With her storyboard, she positioned the idea of how it would have felt if she had been greeted by someone who knew who she was and what she might be interested in knowing about relevant promotions, personalized packages and new products.

» Carol packaged the storyboard and personalized a note to the VP of Customer Care and said she would like to talk with him about ways IBM has helped other T&T clients create a more personalized search and shopping experience.

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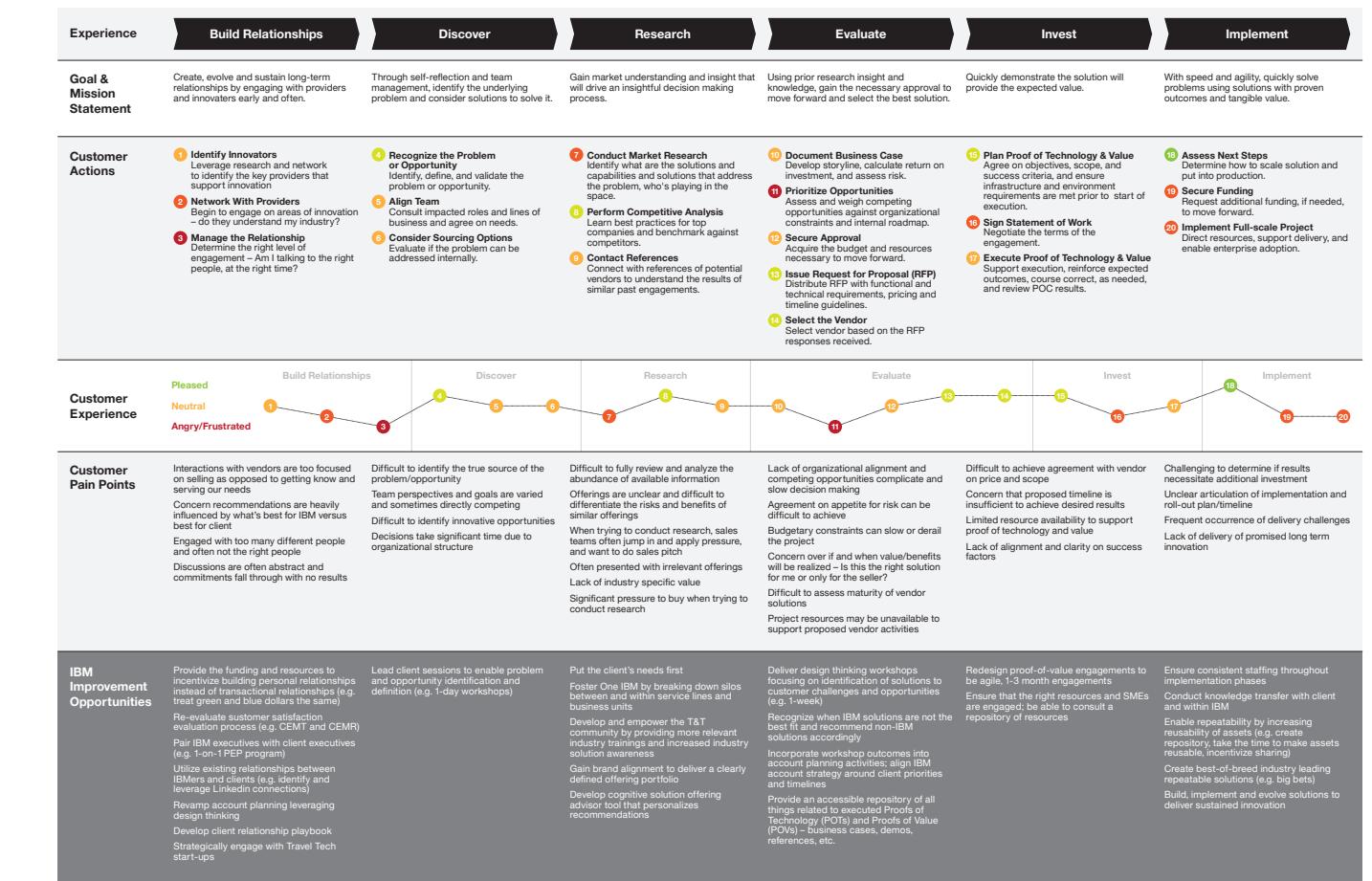
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Travel and Transportation - Design Thinking

Our challenge... How do we improve IBM's customer engagement?

Journey Map for Client Engagement:
 Through the eyes of the customer
 Drives long-term relationship building, as opposed to transactional relationships
 Outlined the expectations clients have from vendors, particularly IBM – from the initial relationship building to ongoing systems

T&T Customer Engagement Map



Client Engagement Models:

Visioning Session: one-day session to engage and understand client challenges

Proof of Tech: one-week session to set the pilot use case, value drivers, and roadmap

Pilot: 1 to 3 month session to deliver the agreed pilot use case within the roadmap

1 Visioning Session (1 Day)	2 Proof of Technology (1 Week)	3 Pilot (1-3 Months)
<ul style="list-style-type: none"> Objective: Elicit excitement and deep engagement from client , understand client challenges, and ideate around challenges and opportunities Pre-Requisites: <ul style="list-style-type: none"> Identified point of contact at client Identified topics for discussion IBM Participants: Account team, Global T&T, GBS Activities: <ul style="list-style-type: none"> 90-minute morning session where client defines challenge(s) IBM internal 'huddle' on possible use cases and solutions to address client's pain points 60 to 90-minute afternoon session to ideate with client on possible resolutions Expected Outcomes: <ul style="list-style-type: none"> High-level use case is defined 	<ul style="list-style-type: none"> Objective: Set the pilot use case, value drivers, and roadmap, and gain agreement Pre-Requisites: <ul style="list-style-type: none"> Data exists, or is created High-level use case is defined from the Visioning Session Relevant reference cases, if available Business value framework Identified business partners, if applicable IBM Participants: Workshop lead, SME, developer, business analyst , client or industry lead Activities: <ul style="list-style-type: none"> Day 1-2: Design Thinking persona deep dive with solution storyboarding – assess impact vs. feasibility Day 3: First iteration of prototype with design thinking audience Day 4: Second iteration of prototype with design thinking audience Day 5: Gain agreement on roadmap and next steps Expected Outcomes: <ul style="list-style-type: none"> Roadmap defined for use case Align scope around the pilot 	<ul style="list-style-type: none"> Objective: Deliver the pilot use case within the roadmap Pre-Requisites: <ul style="list-style-type: none"> Completed and signed SOW Cleansed prototype and base business case Client-ready data Access to pilot components Project plan with defined success criteria IBM Participants: SME, developer, business analyst, PM, client or industry lead Activities: <ul style="list-style-type: none"> Deploy and test the solution Integrate with client systems Integrate with live data Present results to leadership, and agree on next steps Expected Outcomes: <ul style="list-style-type: none"> Functioning pilot solution – sequence of pilots that builds upon success



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IBM Design Thinking in Travel and Transportation

Design Thinking Objectives:

- Extend and deepen client relationships, delivering a delightful client experience
- Support the delivery of a robust ecosystem of cognitive and cloud-based industry solutions

Our Steps:

- Formulated a team of Design Thinking experts to for T&T-specific support
- Conducted extensive research on IBM's customer engagement focused on three personas: CMO, CIO, CFO
- Held both preliminary and deep-dive Design Thinking sessions to better understand our client journey with IBM
- Outlined a client journey map and identified three areas for further effort

Next Steps / Additional Work:

- Client relationships – identify best practices in life-cycle customer engagement
- Metrics & Incentives – to drive alignment in processes with customer preferences
- Client Engagement Models – how we engage customers going forward

Additional Info:

[Dee's Blog Post on T&T and Design Thinking](#)

[IBM Design Thinking](#)

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- ❯ Airline
- ❯ Rail
- ❯ Airports
- ❯ Freight Logistics
- ❯ Travel Related Services

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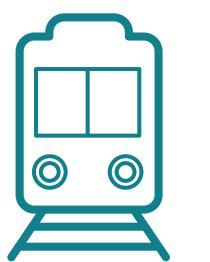


The big five



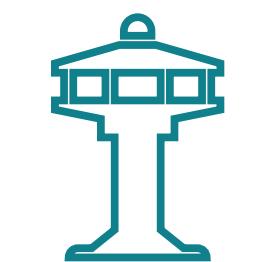
Airlines

Passenger
Cargo
Service Providers



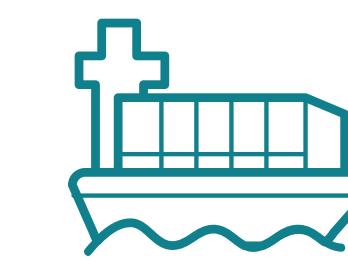
Rail

Passenger
Freight



Airports

Airport Authorities
Management
Companies
Service Providers



Freight Logistics

Container Shipping
Trucking
Parcel Delivery
Logistics Service
Providers
Ports and Terminals



Travel Related Services

Hospitality
Car Rental
Cruise
Tour Operators
Casinos
Global Distribution
System Providers

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Industry Dynamics and Trends

	Industry Dynamics	Client Business Challenge	Industry Imperatives
Air	Profitability Mobility Customer Intimacy Ancillary Revenue Loyalty Distribution Strategy	Insight based real time interaction Digital distribution transformation Mobile staff empowerment Constant bus. model innovation Loyalty differentiation	Analytics and Cognitive Adaption Enhance Services to Increase Customer and Partner Experience Maximize Availability of Assets
Rail	Core systems; smart devices Increased competition Gov't regulation; Safety, Security Environmental considerations Demographic changes.	Multi-Modal Travel Digital Disruptors IoT (location & mgt) of assets) Physical Safety Passenger Systems Rail Freight Systems Transform	Analytics and Cognitive Adaption Enhance Services to Increase Customer and Partner Experience Maximize Availability of Assets Improve Operational Efficiency
Airports	Steady increased traffic (pass & frgt) Physical disruptions key management focus Localization & personalization.	Service reporting Capacity analysis Passenger flow Predictive capability Passenger self-service	Maximize Availability of Assets Improve Operational Efficiency
Freight Logistics	Mergers & acquisitions Sustainable logistics Real-time visibility needs Collaborative relationships Distribution networks	Predictive customer & partner intelligence Forecasting & capacity mgt Operations & material flow Asset management & positioning Micro segmentation	Analytics and Cognitive Adaption Maximize Availability of Assets Improve Operational Efficiency
Travel Related Services	Mergers & acquisitions End-to-End traveler experience Multi-channel Mobile & Social impact Efficiency, security, environment	Payment & data security Guest room tech & bandwidth Mobile solutions Digital strategy Operations management	Analytics and Cognitive Adaption Improve Operational Efficiency Ensure Security and Safety

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Segment specific strategies

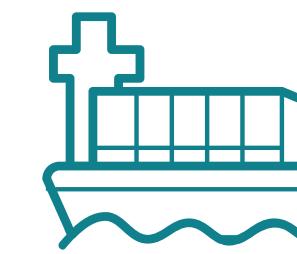


Aviation Segment

Trends: fuel costs; customer experience expectations; ancillary revenues; predictive maintenance

Growth: Lufthansa deal; New Logo deals; F&A, HR, & Procurement

CAMSS & Solutions: PMQ; Personalized engagements; Omni-channel pricing



Freight Logistics Segment

Trends: energy prices; shipper-carrier & intermodal increases; eCommerce increases

Growth: postal service expansion; GPS for Freight documentation; F&A and HR

CAMSS & Solutions: SAP TM; EAM/PMQ; Maritime Alerting Security; Route Optimization; Asset Repositioning

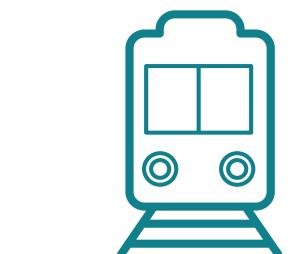


Travel Related Services Segment

Trends: travel commoditization; new entrants (Uber, AirBnB); core systems modernizations needs

Growth: Car Rental & Hospitality systems modernization; F&A & HR; AMS for Apps

CAMSS & Solutions: Customer Insights; predictive analytics; B2C/B2E apps; Multi-channel commerce



Rail Segment

Trends: safety; passenger volume erosion; end-to-end solutions; increasing traveler expectations

Growth: Enterprise clients; logistics subsidiaries expansion; core systems for freight & passenger

CAMSS & Solutions: PMQ; SAP TM; EAM; Video Analytics (maint & security); Social



Airport Segment

Trends: Non-aeronautical revenue; cost management; focus on customer experience; security

Growth: New Logo signings in Europe, South America; Large renewals with expanded scope;

CAMSS & Solutions: Airport Commerce Environment; Personalization analytics; EAM; Security;

Airlines

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Airline industry - from recovery to growth

KPI	2015	2016 (projected)
Passenger revenues	\$742 billion	\$748 billion
Net profit	\$33.0 billion	#36.3 billion
Net profit margin	4.6%	5.1%
Demand for passenger travel	6.7% growth	6.9% growth
Number of passengers	3.2 billion	3.8 billion
Load factor	80.6% (record high)	80.4%
Average fuel cost	Dropped by 50% to \$55/barrel Represents 27.4% of operating cost	Projected at \$51/barrel Represents 20.6% of operating cost



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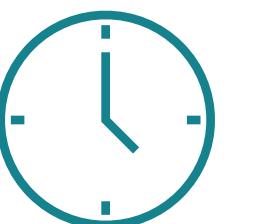
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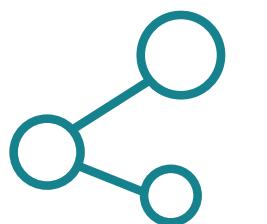
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Airlines industry trends



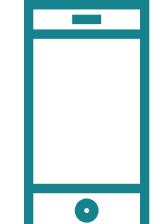
Insight based, real-time interaction

Provide guests with trusted, accurate and real-time information from all operators throughout their journey



Digital Distribution Transformation

One Order Direct Distribution, reducing dependencies from GDS-Community Solutions



Mobile Empowerment of Staff

Personalised offerings and informed decisions based on situational awareness, real time insight anytime, anywhere



Constant Business Model Innovation

Global Reach is beyond the capacity of any single Airline, EQ Partnerships, "Uberisation"



Customer Centric Merchandising

Ancillaries, profitability, beyond the seat



Differentiation - Loyalty, Product to Experience Shift

Lift Applause Score, provide true Magical Moments, form Coalition Ecosystems



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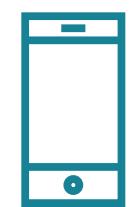


The airline industry - key disruptors



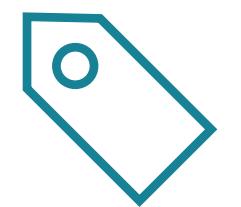
Disruptive Ecosystem

TripAdvisor, Google, Airbnb, Instagram are driving change and experience expectations



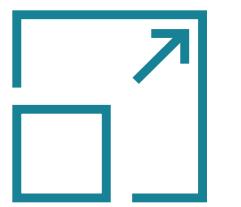
Digital Focus

By end of 2015, mobile share of transactions is expected to reach 40%



Commoditization

Only 9% of travelers booked based on loyalty to a brand



High Competition

The rise of Middle East and Low Cost carriers



Millennial Growth

By 2020, Millennials will account for a full 50% of business travel spending



Ancillaries and New Revenue

Industry average per enplaned passenger is \$16

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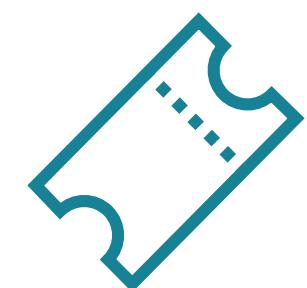
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We firmly believe cognitive will be at the forefront of innovation



Passengers

Drive differentiation through 1-1 personalization

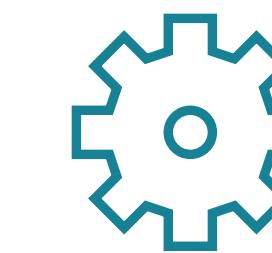
- Build advanced customer profiles with unstructured data
- Enable customers to engage with systems of engagement



Employees

Harvest and scale expertise

- Drive better processes and efficiencies through central repository of information
- Data insights pulled from unstructured sources available real-time



Operations

Asset reliability and situational awareness

- Integrate and visualize structured and unstructured data
- Leverage Internet of Things inputs
- Detect new patterns in operations/maintenance



Overall

**Combine analytics with
the power of machine
learning**

**Leverage structured and
unstructured data to
extract actionable insights**

**Continually learn and
adapt based on past
experience**

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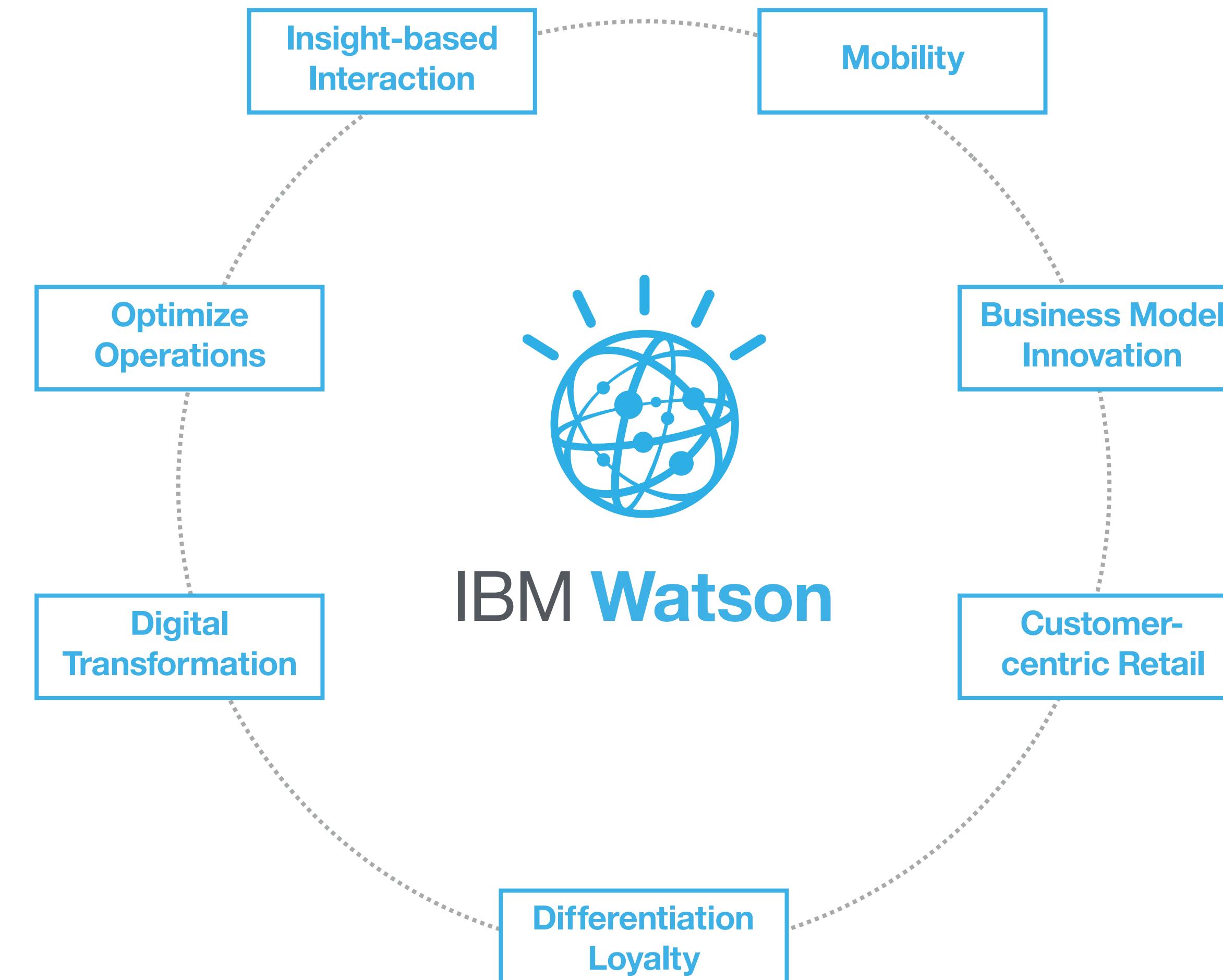
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Aviation industry growth plays



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The ideal journey for each passenger - IATAs StB



- IBM is the Strategic Partner of IATA and its StB Committee with 15 Airlines
- The focus of StB remains on the vision of an ideal journey for each passenger
- StB covers all the touch points that interact with the passenger, from exploring destinations to baggage pick up

StB objectives & projects

Goal 1

Airline Products

Shop, Order, Pay

Goal 2

Real Time Interaction

Communicate

Goal 3

Seamless & Hassle Free

Experience



Rail

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The Railway segment is comprised of 3 major segments - Passenger, Freight, and Infrastructure

Depending on markets and geography, railways may be comprised of one or more of these segments



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Both external and internal factors continually challenge our clients

External



Technology

Smart devices
Core systems transformation
Societal technology
Complex analytics



Economy

Multi-modalism
Increased competitive landscape
Volatile freight rates
Cheaper labor markets



Policy

Government regulations
Governing bodies
Safety and security



Environment

Greater environmental consciousness
Carbon-neutral



Energy

Shift out of fossil fuels impacting transportation mix
Volatile fossil fuel costs
Alternative fuels
Power plant management



Society

Demographic changes
Smarter cities
Visibility and reliability
Cost pressure
Expectations of services
Privacy



IT

Disparate legacy IT environments
Little budget for IT innovation
Little to no analytics
Data ownership and privacy



Financials

Reduced government subsidies
Large capital costs and projects
Focused on cost control
Revenue growth threatened by digital disruptors



Organization

Demographic shift
Large number of employees
Intense and complex operations
Complex and fragmented process



Culture

New to competition
“We’re different”
Slow to change
Extremely hierarchical

Internal



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Additionally, we see several key trends impacting our clients

Multi-Modal Travel is the new normal and railways need to understand that they are no longer railways but providers of mobility solutions

Improving Operations and Safety Optimizing maintenance through the use of predictive analytics and optimization of maintenance schedules to drive lower costs and improved operations

Real-time visibility throughout the supply chain for freight railways as providing end-to-end freight experience, mirroring the door-to-door experience of passenger railways

'Digital Disruptors' are changing the game and challenging what it means to be a railway from asset-less travel providers to App Economy service providers

Omni-channel continues to drive railways but at different speeds as they accelerate their transformations. A consistent experience across all channels, with an emphasis on multiple customer touchpoints

Mobile, Mobile, Mobile will enable greater employee capabilities and enhance the customer experience to leverage end-to-end travel and engage with the railways and the digital disruptors

Internet of Things (IoT) is driving new sources of data – from drones, to railcar sensors – to enable more insight into the operations of the business. Drives greater value when combined with analytics

Data to Information to Knowledge to Wisdom, through the use of analytics and cognitive capabilities to capture all forms of data from rail operations

Rail Freight Systems Transformations with freight railways needing sense and respond systems to take advantage of IoT and analytics Insights

Physical Safety and Security based on vulnerabilities in transportation networks including bridges, tunnels, stations and trains. Includes major initiatives for Positive Train Control in NA and ERTMS in Europe

Passenger Systems Transformations continues the evolution from core reservation and ticketing systems for railways to door-to-door capabilities with live ticket, new payment and booking systems

Movement Planning and Optimization dynamically planning and re-planning train movements for both passenger and freight

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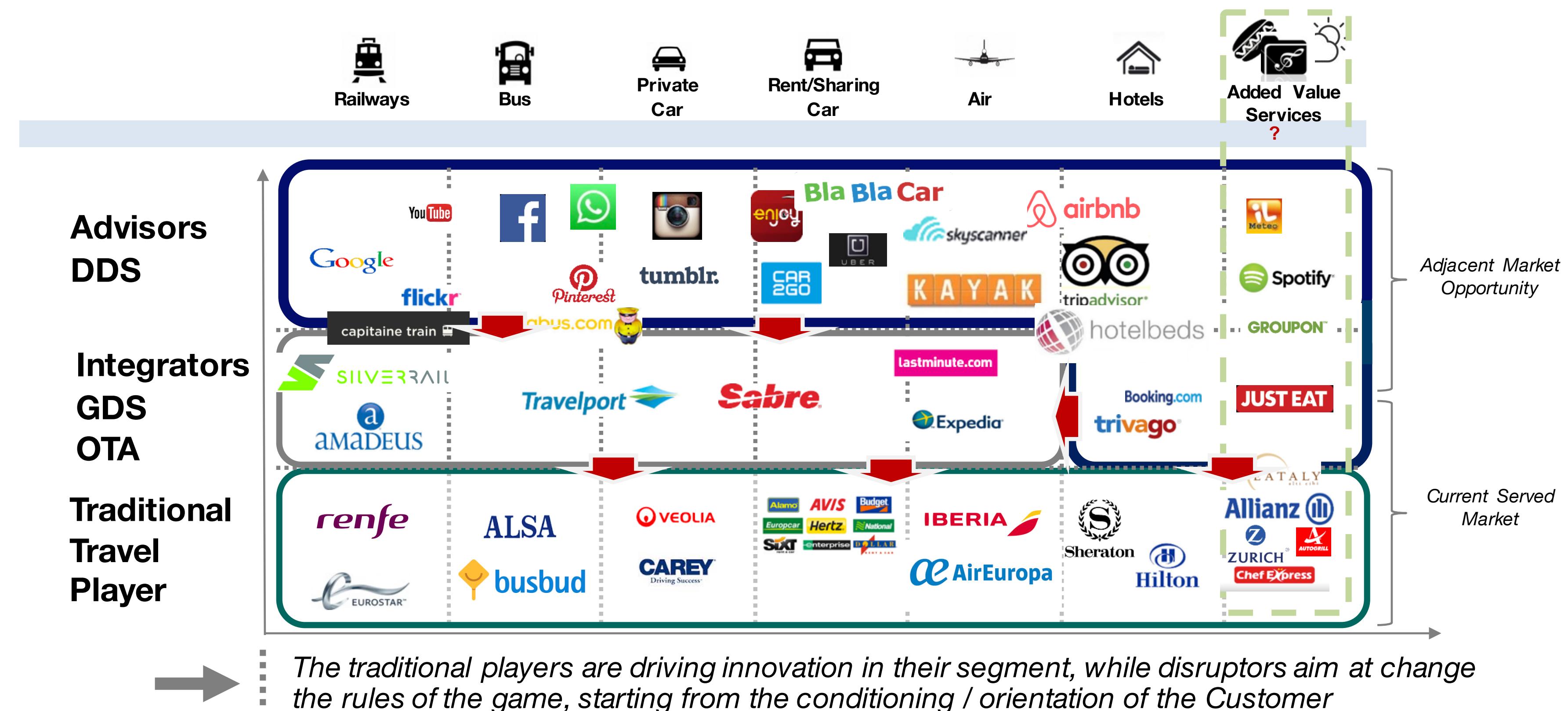
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Most railways have to face the competitive trap risk



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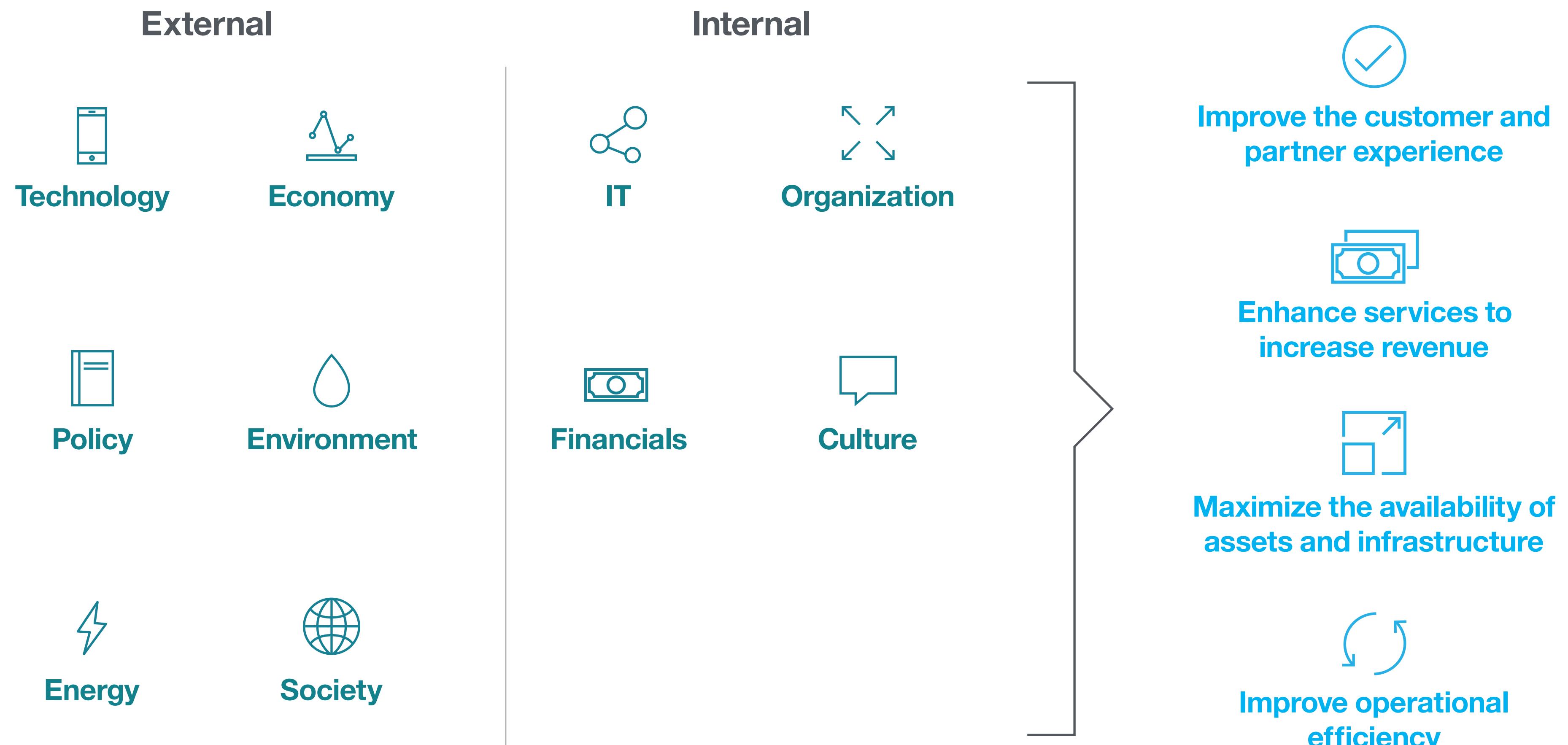
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We see these distinct factors, in concert with these trends, translating into strategic imperatives for the entire segment



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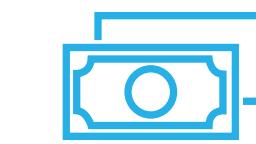


We are working to align our solutions to these strategic imperatives



Improve the customer and partner experience

- Personalized Pricing and Offers
- Social Media Analytics
- Predictive Customer Intelligence
- Insight Driven Experience As-a-Service (IDEAS)
- Presence Insights
- City Analytics/Demand Insights
- Tealeaf Customer Experience
- Micro-Segmentation
- Influencer Analysis
- Digital Transformation



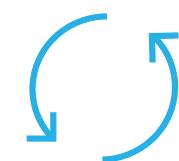
Enhance services to increase revenue

- PICO – Reservation and Ticketing
- Omni-Channel Enablement
- Yield and Revenue Management
- Multi-modal mobile application
- Extended Journey Planner
- Forecasting & Capacity Planning
- Social Analyzer
- Micro Segmentation
- Personality Insights
- BigMatch



Maximize the availability of assets and infrastructure

- Maximo for Transportation
- Predicative Analytics Optimization (PAO)
- Predictive Maintenance and Quality (PMQ)
- Decision Optimization Center
- Internet of Things Analytics



Improve operational efficiency

- Apple + IBM B2E apps – Train Tickets, Today's Train, Traveler Care
- WorkRight
- Weather Analytics
- HopOn
- Train Movement Planner

Airports

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Global passenger and freight trends

Airports are showing steady gains in passengers and freight. With exception of Africa, all regions show positive growth, albeit at uneven rates

TABLE 1: SUMMARY WORLDWIDE TRAFFIC RESULTS, December 2015 (% CHANGE)			
	December 2015 over December 2014	Year to date 2015	12-month rolling year
PaxFlash			
International passenger	6.2	6.2	6.2
Domestic passenger	5.7	6.1	6.1
Total passenger	5.9	6.1	6.1
FreightFlash			
International freight	1.7	2.5	2.5
Domestic freight	2.2	1.8	1.8
Total freight	1.9	2.3	2.3

Regions	DECEMBER 2015 % YOY	YTD DECEMBER 2015 % YOY	YE thru DECEMBER 2015 % YOY
International passengers			
Africa	-4.4	-2.8	-2.8
Asia-Pacific	7.6	8.5	8.5
Europe	5.0	4.8	4.8
Latin America-Caribbean	6.3	7.4	7.4
Middle East	12.4	11.9	11.9
North America	5.3	6.1	6.1
World	6.2	6.2	6.2
Domestic passengers			
Africa	7.3	6.2	6.2
Asia-Pacific	8.3	8.0	8.0
Europe	4.9	5.2	5.2
Latin America-Caribbean	3.0	5.2	5.2
Middle East			
North America	4.8	5.5	5.5
World	5.7	6.2	6.1
Total passengers			
Africa	-0.4	-0.1	-0.1
Asia-Pacific	8.1	8.0	8.0
Europe	5.1	5.0	5.0
Latin America-Caribbean	3.6	5.5	5.5
Middle East	12.0	11.3	11.3
North America	4.9	5.6	5.6
World	5.9	6.1	6.1



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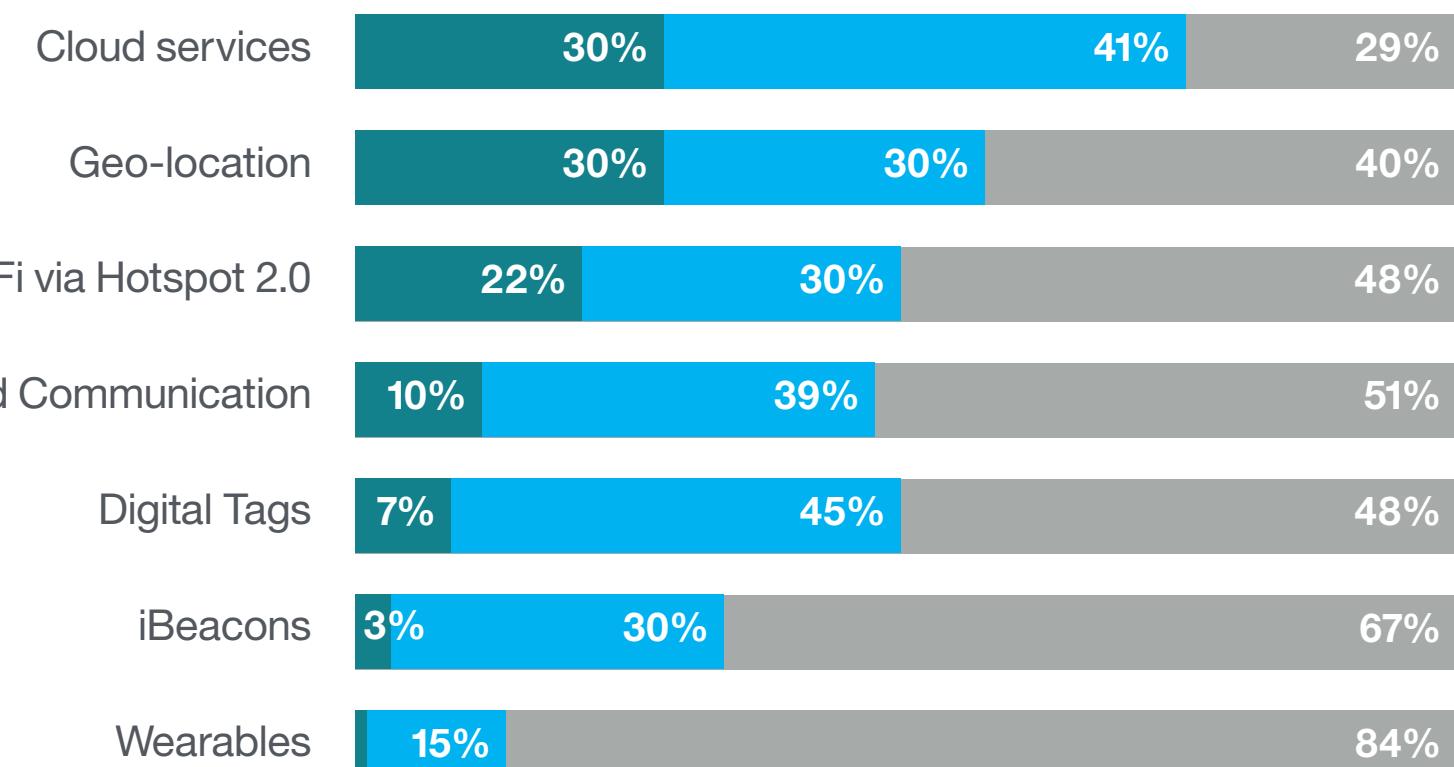
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Airport technology focus areas

Cloud and localization services and technology are the main focus areas for IT in 2016 and 2017

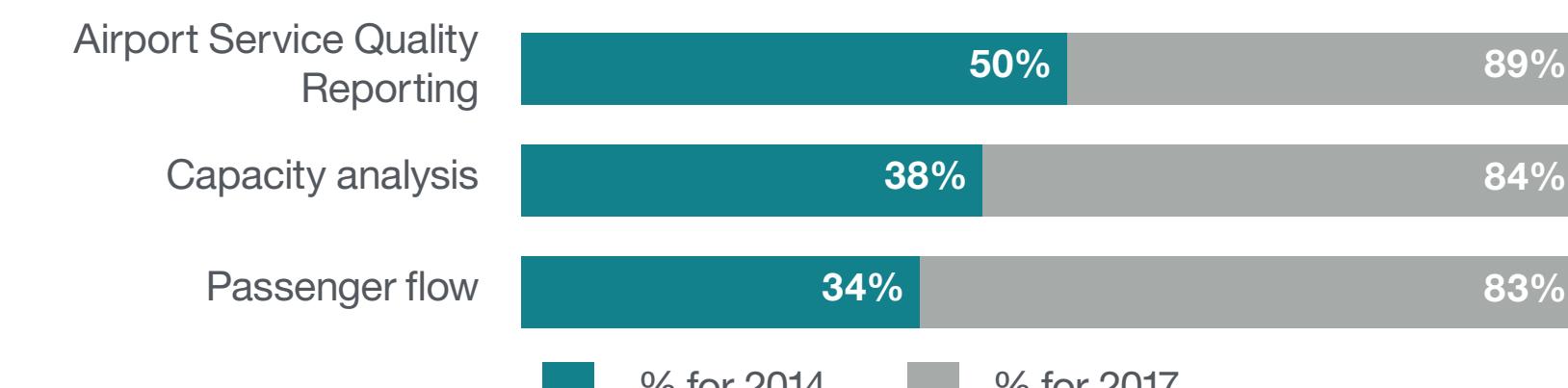
New technology initiatives by 2017



■ Major program ■ Evaluation program ■ No plans (pilots or trials)

The main areas for BI investments are Service Reporting, Capacity Analysis, and Passenger Flow

Top 3 priorities for BI analysis



■ % for 2014 ■ % for 2017

Source: SITA Airports Report, 2015



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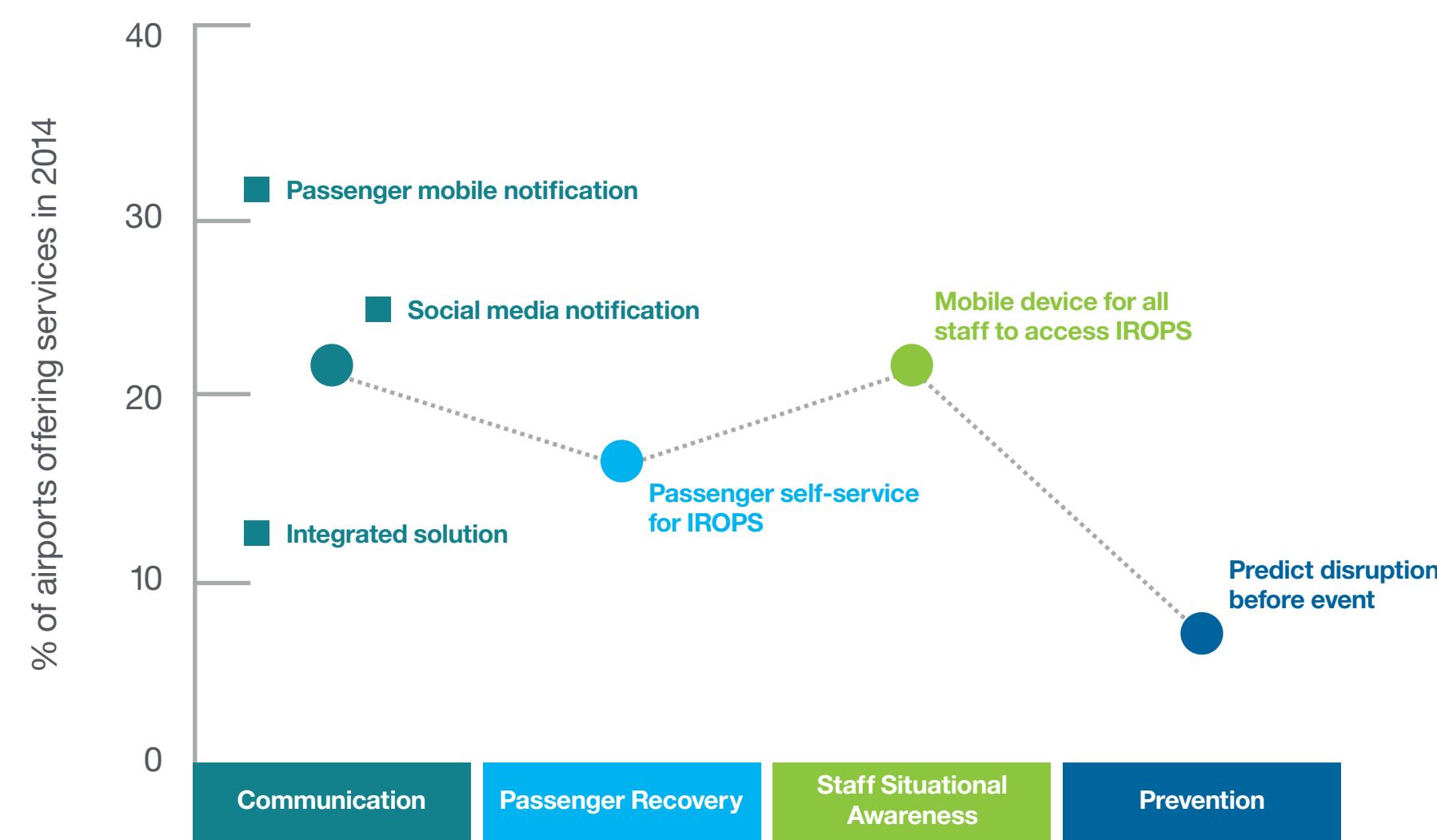
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Airport technology focus areas

Disruption management is still struggling to achieve predictive capabilities, opting for notifications and self-service instead

Deployment of disruption management solutions



Source: SITA Airports Report, 2015



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Focused accounts and priorities

Cloud and localization services and technology are the main focus areas for IT in 2016 and 2017

Immediate focus is on GTAA and AUH, with GACA, MAHB, IGA and MEX providing larger but more challenging options

Mexico – (MEX) New International Airport Mexico City

- A new \$10B development
- High priority for the Mexican government

Malaysia – (MAHB) Malaysia Airport Holding Berhad

- Ambitious growth strategy
- Focus on passenger experience and revenue

Canada – (GTAA) Greater Toronto Area Airport

- Transformation program

Saudi Arabia – (GACA) General Authority of Civil Aviation

- Undergoing privatization
- Focus on revenue growth, services and security

Turkey – (IGA) Istanbul Grand Airport

- Private development of \$13B facility
- Wide range of technology opportunities

Abu Dhabi – (AUH) (international terminal)

- New large terminal in competition with Dubai
- Focus on passenger experience



Source: SITA Airports Report, 2015



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Business imperatives and offerings

Airport Offerings	Grow Non-Aeronautical Revenue	Improve the end-to-end customer and partner experience	Improve operational efficiency while reducing environmental impact	Assure overall safety and security
Cloud			<ul style="list-style-type: none"> • Maximo • Tririga • SAP ERP • DC Operations • BCRS 	
BD&A	<ul style="list-style-type: none"> • Airport Commerce Environment (TBD) • Smarter Airport Commerce 	<ul style="list-style-type: none"> • WayBlazer 	<ul style="list-style-type: none"> • Carbon Reporting and Management • AOCC • CDM • Deep Thunder 	<ul style="list-style-type: none"> • Business Analytics from Surveillance Data • Behavior Pattern Recognition
Mobile	<ul style="list-style-type: none"> • Mobile Customer Service Agent • Tracking/forecasting passenger flows (Presence Zone) • Personalized offerings (TUI FOAK) 	<ul style="list-style-type: none"> • Mobile Customer Service Agent • Self-service bag tag / bag drop • ACE • Mobile check-in 	<ul style="list-style-type: none"> • Mobile Workforce Management • Mobile Customer Service Agent • Self-service bag drop 	<ul style="list-style-type: none"> • Perimeter Intrusion Detection • Access Control
Social	<ul style="list-style-type: none"> • Personalized offerings and engagement (TUI FOAK) 	<ul style="list-style-type: none"> • Sentiment analysis • (System U) • Loyalty programs 		
Security				<ul style="list-style-type: none"> • Smart Vision Suite

Also supported by
LTS services

Renewal and winning SO contracts

Exploring GPS opportunities with large airports

Freight Logistics

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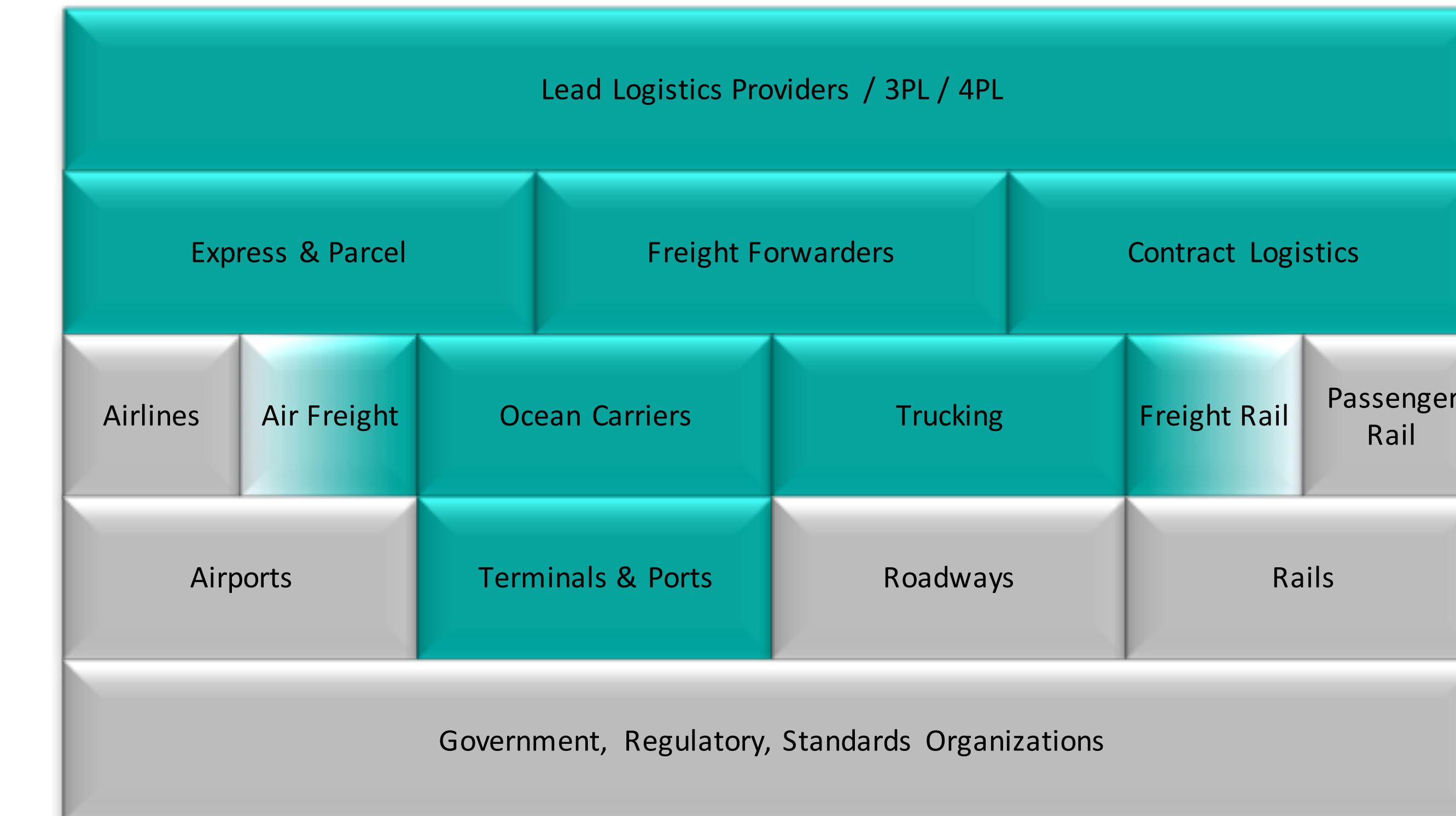
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Freight Logistics & Cargo - Industry Segment Box Files



Freight Logistics & Cargo Solutions Offering Matrix, by Segment

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Both external and internal factors continually challenge our clients

External



Technology

Smart devices
Core systems transformation
Societal technology
Complex analytics



Economy

Multi-modalism
Increased competitive landscape
Volatile freight rates
Cheaper labor markets



Policy

Government regulations
Governing bodies
Safety and security



Environment

Greater environmental consciousness
Carbon-neutral



Energy

Shift out of fossil fuels impacting transportation mix
Volatile fossil fuel costs
Alternative fuels
Power plant management



Society

Demographic changes
Smarter cities
Visibility and reliability
Cost pressure
Expectations of services
Privacy



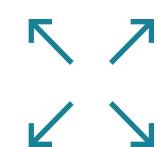
IT

Disparate legacy IT environments
Little budget for IT innovation
Little to no analytics
Data ownership and privacy



Financials

Reduced government subsidies
Large capital costs and projects
Focused on cost control
Revenue growth threatened by digital disruptors



Organization

Demographic shift
Large number of employees
Intense and complex operations
Complex and fragmented process



Culture

New to competition
“We’re different”
Slow to change
Extremely hierarchical

Internal

Segment Overview: Freight Logistics

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Additionally, we see several key trends impacting our clients

Mergers and acquisitions have been brisk...and will continue. A sign that FL companies are looking to grow size and scale

Global population and the impact it has on logistics will drive heightened awareness for the need for **sustainable logistics**

Real-time visibility throughout the supply chain, will allow inventory to be replaced as it is moved, and items produced as they are bought

'Uber-like' disruptors in freight logistics has become more and more prevalent

Omni-channel continues to be one of the hottest trends in supply chain management today. The FL client who adopt early will be the winners

Collaborative relationships wherein shippers and carriers work together as partners rather than transactionally as supplier and vendor will change the FL landscape

Augmented Reality (AR) is the mechanism by which every object you see could be enriched with additional and valuable information

Autonomous vehicles, or "driverless" vehicles technology is poised to change the FL industry. Volvo, Mercedes and several other OEMs are piloting this technology today

The internet of (small) things will continue to grow and evolve, changing the game for things like supply chain visibility, production line, intelligence theft reduction

We will see more companies move to **autonomous robotics** supporting high-volume, light load, goods-to-person operations in the warehouse

Distribution networks continue to evolve along with global supply chains. This to better support timely fulfillment and the next day delivery demands of today's consumers

From data to information to insights, the FL industry is far behind the curve. New technologies will allow even the smallest of clients to actively compete in this area

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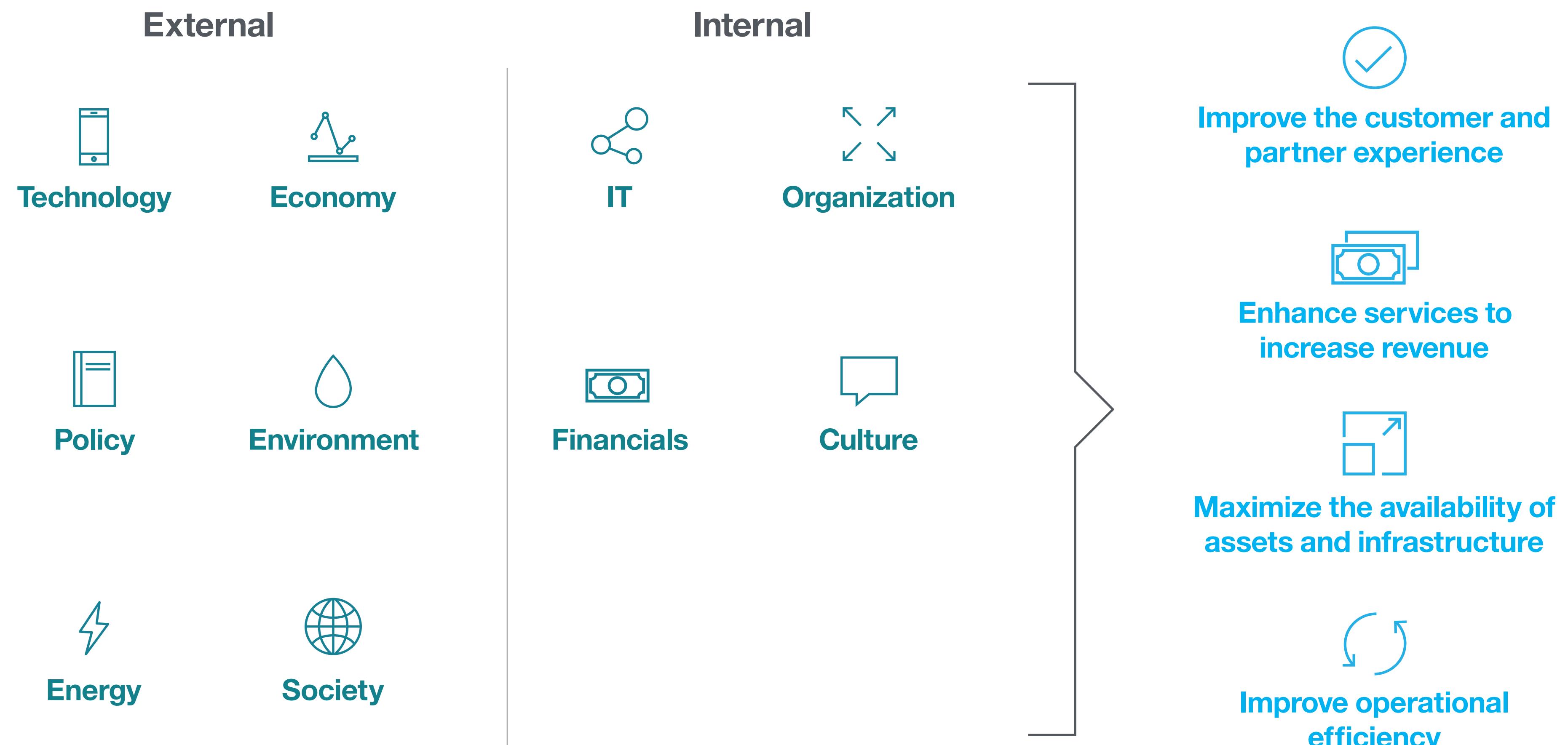
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We see these distinct factors, in concert with these trends, translating into strategic imperatives for the entire segment



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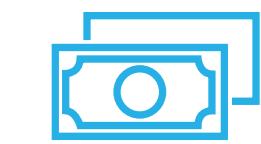


We are working to align our solutions to these strategic imperatives



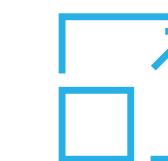
Improve the customer and partner experience

- Real-Time Personalization
- Predictive Customer Intelligence
- Insight Driven Experience As-a-Service (IDEAS)
- Presence Insights
- Tealeaf Customer Experience
- Transport Analytics
- Micro-Segmentation
- Influencer Analysis
- Digital Transformation
- TMS Transformation



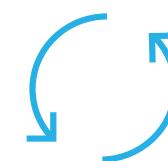
Enhance services to increase revenue

- Forecasting & Capacity Planning
- Apple FL Salesperson App
- Configurable Product Catalog
- Social Analyzer
- Micro Segmentation
- Personality Insights
- BigMatch
- IBM & Kewill Customs Management
- eSpot Pricing



Maximize the availability of assets and infrastructure

- Maximo for Transportation
- Predicative Analytics Optimization (PAO)
- Predictive Maintenance and Quality (PMQ)
- Decision Optimization Center
- Internet of Things Analytics



Improve operational efficiency

- FuelSafe
- Operations Control Center
- Materials Flow Control
- The Weather Company
- Deep Thunder
- WorkRight
- Dynamic Staffing
- Empty Container Repositioning
- Port Community Systems
- Maritime Alerting System

Travel Related Services

Segment Overview: Travel Related Services

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Source: SITA Airports Report, 2015

Travel Related Services - Sub segments

Hospitality and Casinos



Auto and Truck Rental



Cruise Lines



Travel Agency, Tour Operations and Travel Distributors



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Market opportunity by sub-segment and IOT

Sub-segment	IOT	Market Opportunity	IBM Share of Wallet
Car and Truck Rental	NA	\$958M	16%
	EU	\$110M	2%
Passenger Cruise	NA	\$310M	10%
	EU	\$189M	0%
Hospitality and Casino	AP	\$13M	0%
	NA	\$1,902M	7%
	EU	\$261M	3%
	AP	\$152M	1%
	GCG	\$48M	3%
	LA	\$48M	0%
	JP	\$11M	3%
	NA	\$606M	11%
Travel Agency Tour Operators and Travel Distributors	EU	\$318M	12%
	JP	\$113M	2%
	AP	\$62M	0%



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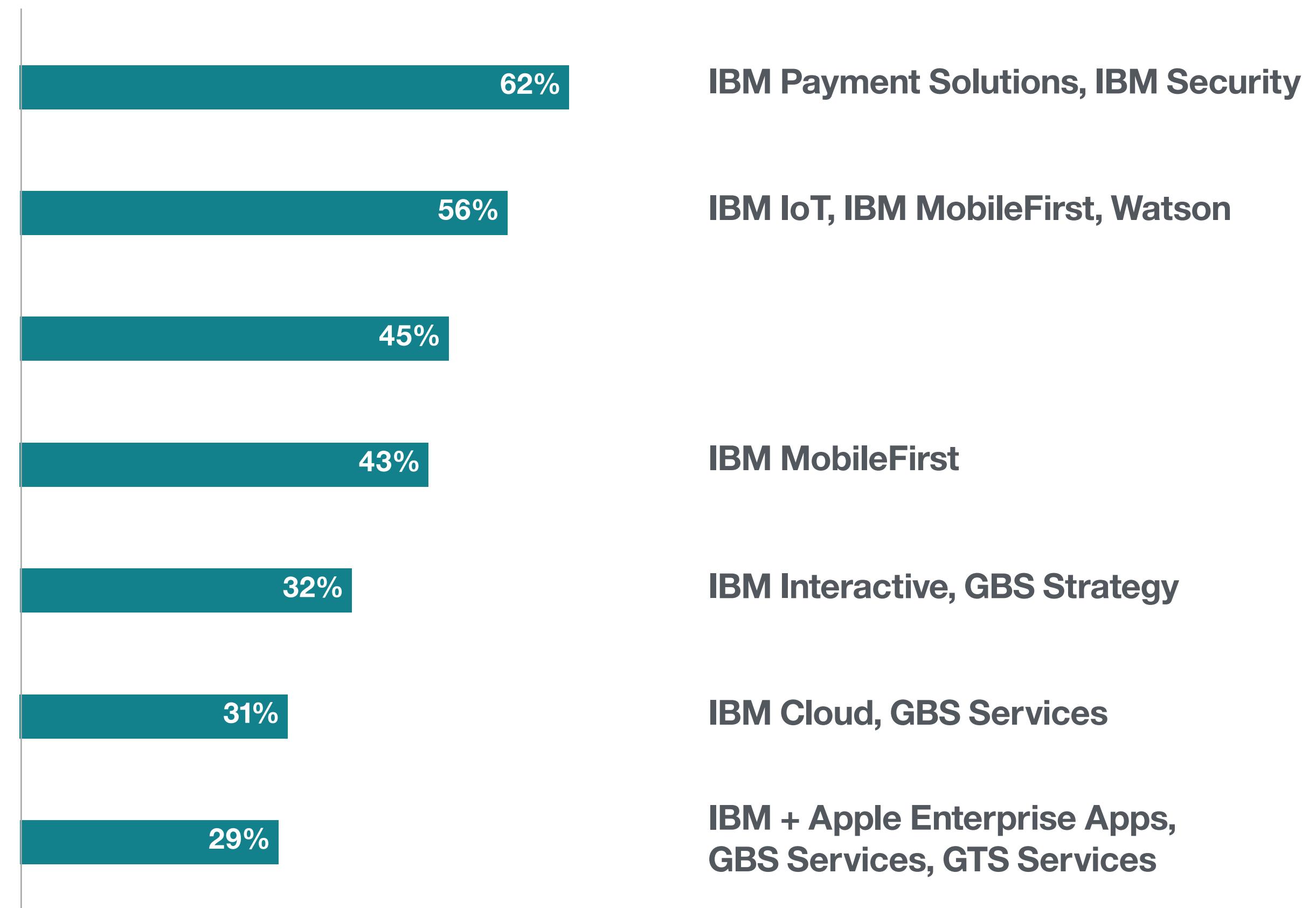
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Target areas for Hospitality IT spend



Source: SITA Airports Report, 2015



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Our response to the market has been to meet the strategic imperatives with solutions designed for our Travel Related Services clients

Drive our TRS Solutions	Modernize Core IT Systems	Improve the end-to-end multi-channel traveler experience	Improve operation efficiency while reducing environmental impact	Predict demand and optimize capacity and assets
Cloud	<ul style="list-style-type: none"> Res-as-a-Service Cloud Managed Services SoftLayer 	<ul style="list-style-type: none"> Single View of the Traveler Multi-channel Integration 	<ul style="list-style-type: none"> Cloud Managed Services SoftLayer 	
BD&A	<ul style="list-style-type: none"> Attribute-based Business Rules Engine 	<ul style="list-style-type: none"> Personazlied eCommerce Enterprise marketing management Watson Explorer/WayBlazer 	<ul style="list-style-type: none"> Fuel Bunkering for Cruise lines (FuelSafe) 	<ul style="list-style-type: none"> Advanced Analytics Watson Analytics
Mobile		<ul style="list-style-type: none"> Mobile B2C apps Mobile Workforce (Apple + IBM) Payment Solutions 	<ul style="list-style-type: none"> Mobile Workforce (Apple + IBM) 	<ul style="list-style-type: none"> Mobile Workforce (Apple + IBM)
Social		<ul style="list-style-type: none"> Social Media Analytics Social Media Campaign Management 	<ul style="list-style-type: none"> Social Business 	<ul style="list-style-type: none"> Integration of unstructured social data
Security	<ul style="list-style-type: none"> IT Security Suite 	<ul style="list-style-type: none"> Payment Security 		

Also supported by
LTS services

Early Renewal of Existing SO Contracts
and new opps

Application Management
Services

Global Process Services for
Procurement and HR



Industry Solutions



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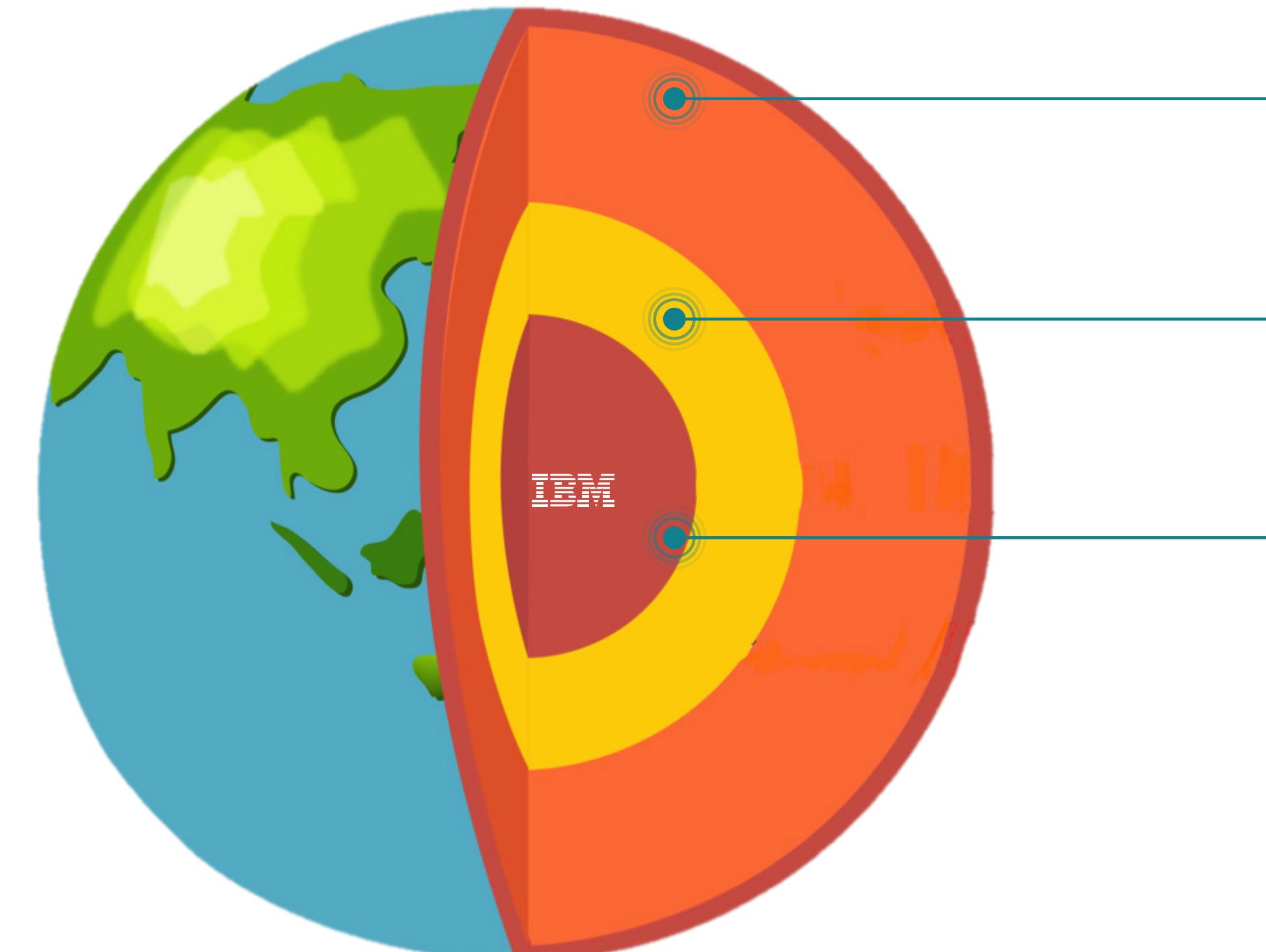
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Deep industry play and big bets



Most IBM solutions reside

Minimally tailored to industry or client pain points, easily scalable x-industry
i.e. Journey Analytics, Bluemix, Security

T&T industry offerings reside

Solutions, assets adapted from generic offerings. Slightly tailored to industry pain points/client, value to be proved
i.e. PMQ, Watson Explorer, CTS

Where we need to be

Differentiating Cloud Based, Watson Solutions co-created by IBM Units and T&T Industry that address market and client needs.

i.e. Watson Travel Retail, Supply Chain Visibility (SVP), Apple Enterprise Apps, T&T specific Watson Solutions, Watson Maintenance Operations (WMO)

Industry Solutions, Coding, Assets, etc.

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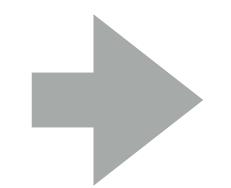
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The 2016 T&T Industry Solution Portfolio will consist of four Industry Solutions, built from the foundational technologies of IBM software and services offerings

T&T Industry and Enterprise Clients

Industry Solution Areas



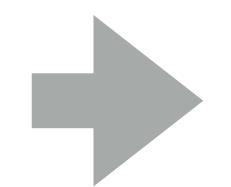
Core Systems Transformation

Customer Loyalty Sales and Service

Asset Management and Maintenance

Operations Planning and Optimization

IBM Watson and Cloud Offerings



Cloud

Analytics

Security

Watson

Systems

Commerce

Industry Solutions, Coding, Assets, etc.

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2016 industry solutions portfolio

Industry Imperative	Industry Blueprint Solution Area	Priority	# IOTs prioritized	Solution (Blueprint Solution, GBS Industry Platform)	IBU Prioritized Asset / Solution	GBS Prioritized Asset / Solution / BPO / SL Offering
Enhance services to increase revenue and manage capacity	Core Systems Transformation	1	6	Core Systems Transformation*		CTS - Common Traveler Services * WTR Watson Travel Retail * PICO - Reservation & Ticketing Solution which includes yield & revenue mgmt * Kewill Customs Management System (CMS) * SAP TM Oracle OTM Digital SL: Strategy & Design - Digital Reinvention Digital SL: Cognitive & Analytics - Digital Finance Cloud Growth Initiative: Cloud Migration including: Cloud Readiness & Workload Assessment, Transformation & Governance Roadmap, Deployment & Migration Plan Cloud Growth Initiative: Cloud Brokerage Services with Gravitant Cloud Growth Initiative: Application Services with Bluemix
Improve operational efficiency	Operations planning and optimization	2	6	Intelligent operations*	Watson Field Service	FuelSafe Material Flow Controller (MFC) * Port Community Solution (PCD) * Empty Container Repositioning (ECR) * Supply Chain Visibility Platform RFID Baggage Solution City Analytics ¹ * with TWC/WSI Aviation Apps
Improve the Customer Experience	Customer Loyalty, Sales, Service & Marketing	3	5	Personalized Customer Engagements *	Customer Insight	Ready App - Transportation Ecosystem Watson Digital Advisor CTS - Common Traveler Services * WTR - Watson Travel Retail * Digital SL: Strategy & Design - Experience, Strategy, Design Digital SL: Mobile Strategy (mobile business strategy and mobile IT/technology strategy) Digital SL: Mobile Solution Design and Innovation Digital SL: Mobile Application Development and Integration (enterprise and consumer) EA SL: Microsoft - CRM Customer Experience and Engagement for T&T
		5	5	Customer Channel Optimization *	Customer Insight	Next Best Action Optimizer (NBA) Watson Digital Advisor CTS - Common Traveler Services * WTR - Watson Travel Retail * Digital SL: Customer Platforms - Adobe
Maximize availability of assets and infrastructure	Asset management and maintenance	4	4	Intelligent asset management *	Advanced Asset Management (includes IoT)	PAO Rail Library IoT - Internet of Things Watson Maintenance Advisor (KAL) WMO - Watson Maintenance Operations * Digital SL: Digital Ops & IoT - Predictive Optimization of assets and buildings Digital SL: Digital Ops & IoT - Internet of Things Digital SL: Digital Ops & IoT - TriMax / Smarter Infrastructure Digital SL: Digital Ops & IoT - Next Gen Supply Chain / Industry 4.0
Cross Imperatives	EA SL - SAP					Success Factors Employee Central HCM Transformation - Core HR, Talent, Recruitment, Payroll ERP - Finance, Procurement Enterprise Performance Management - Planning & Budgeting
	EA SL - Oracle					SAP Gateway for Office 365 Watson O365
	EA SL - Microsoft					HR Consult to Operate with AMS Next Generation Shared Services
	EA SL - Workday					Talent Acquisition and Engagement
	GPS SL					

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2016 industry solutions portfolio

Industry Imperative: Enhance Services to Increase Revenue and Manage Capacity

Industry Blueprint Solution Area	Industry Solution Area / Industry Platform	IBU Priority Solutions	GBS Prioritized Asset / Solution / ISL Offering
Operations planning and optimization	Intelligent operations		CTS - Common Traveler Services
			WTR - Watson Travel Retail
			PICO - Reservation and Ticketing Solution which includes yield and revenue management
			Kewill Customs Management System (CMS)
			SAP TM
			Oracle OTM
			Digital SL: Strategy and Design - Digital Reinvention
			Digital SL: Cognitive and Analytics - Digital Finance
			Cloud Growth Initiative: Cloud Migration including: Cloud Readiness and Workload Assessment, Transformation and Governance Roadmap, Deployment and Migration
			Cloud Growth Initiative: Cloud Brokerage Services with Gravitant
			Cloud Growth Initiative: Application Services with Bluemix



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2016 industry solutions portfolio

Industry Imperative: Improve Operational Efficiency

Industry Blueprint Solution Area	Industry Solution Area / Industry Platform	IBU Priority Solutions	GBS Prioritized Asset / Solution / ISL Offering	iOS App
Operations planning and optimization	Intelligent operations	Watson Field Services	FuelSafe	Plan Flight
			Material Flow Controller (MFC)	Passenger Care, Rapid Board
			Port Community Solution (PCD)	Manage Gates, Manage Gates on Apple Watch
			Empty Container Repositioning (ECR)	Ancillary Sale, Passenger+
			Supply Chain Visibility Platform	Fly Now, Flight Roster
			RFID Baggage Solution	Assign Tech, Inspect and Turn, Inspect and Turn on Apple Watch
			City Analytics with TWC/WSI Aviation Apps	Today's Train
				Train Tickets, Traveler Care
				Manage Hotel, Manage Hotel for Apple Watch

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Industry Imperative: Improve the Customer Experience

Industry Blueprint Solution Area	Industry Solution Area / Industry Platform	IBU Priority Solutions	GBS Prioritized Asset / Solution / ISL Offering	iOS App
Customer Loyalty, Sales, Service and Marketing	Personalized Customer Engagements	Customer Insight	Ready App - Transformation Ecosystem	
		Watson Digital Advisor	Next Best Action Optimizer (NBA)	
			CTS - Common Travel Services	
			WTR - Watson Travel Retail	
			Digital SL - Strategy and Design - Experience, Strategy, Design	
			Digital SL - Mobile Strategy	
			Digital SL - Mobile Solution Design and Innovation	
			Digital SL - Mobile Application Development and Integration	
			EA SL Microsoft - CRM Customer Experience and Engagement	
			Next Best Action Optimizer (NBA)	
Customer Channel Optimization	Customer Insight		CTS - Common Travel Services	
			WTR - Watson Travel Retail	
			Digital SL - Customer Platforms (Adobe)	

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2016 industry solutions portfolio

Industry Imperative: Maximize Availability of Assets and Infrastructure

Industry Blueprint Solution Area	Industry Solution Area / Industry Platform	IBU Priority Solutions	GBS Prioritized Asset / Solution / ISL Offering	iOS App
Asset management and maintenance	Intelligent asset management	Advanced Asset Management (includes IoT)	PAO Rail Library	
		IoT - Internet of Things	Watson Maintenance Advisor (KAL)	
			Scepter Community Model	
			Digital SL: Digital Ops and IoT - Predictive Optimization of Assets and Buildings	
			Digital SL: Digital Ops and IoT - Internet of Things	
			Digital SL: Digital Ops and IoT - TriMax / Smarter Infrastructure	

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Industry Imperative: Cross Imperatives

Industry Blueprint Solution Area	Industry Solution Area / Industry Platform	IBU Priority Solutions	GBS Prioritized Asset / Solution / ISL Offering	iOS App
EA SL - SAP			Success Factors Employee Central	
EA SL - Oracle			HCM Transformation - Core HR, Talent, Recruitment, Payroll	
			ERP - Finance Procurement	
			Enterprise Performance Management - Planning and Budgeting	
EA SL - Microsoft			SAP Gateway for Office 365 ERP - Finance Procurement	
			Watson O365	
EA SL - Workday			HR Consult to Operate AMS	
GPS SL			Next Generation Shared Services	
			Talent Acquisition and Engagement	



Industry solutions for Watson business

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Solution	Industry	BOM	Typical TCV	T&T Blueprint Area	Possible Extensions
Passenger & Guest Insight (Semi-repeatable)	Airline Airport Rail F&L Travel	PCI Next Best Action Library	\$2M	<ul style="list-style-type: none"> Customer Channel Optimization Personalized Customer Engagements 	Apple+IBM Passenger Care, IBM Marketing Cloud, Campaign, Interact, WEA
Asset Optimization for T&T (Semi-Repeatable)	Airline Airport Rail F&L Travel (hotel)	Asset Mgmt for Rotational Equip, Maximo, Tririga, PMQ IoT Solutions, PAO Rail Library	\$3M	<ul style="list-style-type: none"> Asset management and Maintenance 	Apple+IBM Line Maintenance, WEA, WEX, Mobile
Watson Travel Advisor (Engagement Advisor)	Airline Rail Travel	WEA	\$2M	<ul style="list-style-type: none"> Customer Channel Optimization Personalized Customer Engagements 	PCI
Watson Maintenance Advisor (Field Service)	Airline Rail	WEA, WEX	\$1.5M	<ul style="list-style-type: none"> Asset Management and Maintenance 	PMQ, Mobile
IoT for T&T	Airline Airport Rail F&L Travel	Watson IoT	TBD	<ul style="list-style-type: none"> Operations Planning and Optimization Asset Management and Maintenance 	PMQ, Maximo, Tririga, WEX, WEA, Mobile



Industry Solutions, Coding, Assets, etc.

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Top alliance and ISV partners by segment

Segment	Partners
Airlines	
Freight Logistics	
Rail	
TRS	
Airports	

Industry Solutions, Coding, Assets, etc.

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Industry Growth Initiatives

Common Travel Services (CTS) DS Coding: ISA DS21

Growth play description / value created	Ground Services/Omni-Channel Modernization
Industry Imperatives addressed	Customer Loyalty Sales, Services and Marketing
Industry Solutions/Offerings	Cloud Analytics Watson
Key Launch Client	Qantas Cathay Pacific
T&T BOM and Assets	ODM, API Factory, Journey Analytics, PCI (PPO), Passenger Care App, NBA Optimizer, Presence Insights, Tealeaf, Social Media Analytics, Watson, SoftLayer, Bluemix
Target Buyers	CMO, CXO, VP Customer Service
Key GTM Assets	Journey Map, Conversation Guide, Marketing-as-a-Service, iPad Demo

Watson Travel Retail (WTR) DS Coding: ISA DS22

Growth play description / value created	Comprehensive Airline Retailing Solution
Industry Imperatives addressed	Customer Loyalty Sales, Service and Marketing / Core Systems Transformation
Industry Solutions/Offerings	Commerce Cloud Watson Analytics
Key Launch Client	Lufthansa
T&T BOM and Assets	Watson, WebSphere, SPSS, Cognos, TWC, Datalex, ODM, Journey Analytics, Tealeaf, PCI, NBA Optimizer, Bluemix, Passenger Care App, Interactive Experience, Digital Reinvention Services, RSIP, CTS
Target Buyers	CMO, CXO, VP Customer Service
Key GTM Assets	CIO, CTO, COO, VP of Customer Experience

Watson Maintenance & Operations (WMO) DS Coding: ISA DS26

Growth play description / value created	MRO Community Model for Airlines
Industry Imperatives addressed	Asset Management and Maintenance
Industry Solutions/Offerings	Watson Cloud
Key Launch Client	United American Airlines
T&T BOM and Assets	Maintenance Advisor, Predictive Maintenance, PAO Library Modules, Tail Allocation Optimizers (CPLEX), Work Package Optimizer (CPLEX), Inventory Forecasting and Allocation (SPSS), Bluemix, Line Maintenance App
Target Buyers	TechOps, SOC/OCC, VP of Maintenance, CIO, CTO
Key GTM Assets	Demo, Platform-as-a-Service, iPad Demo

Supply Chain Visibility Platform (SVP) DS Coding: ISA DS27

Growth play description / value created	End-to-end container movement managed throughout the journey
Industry Imperatives addressed	Operations Planning and Optimization
Industry Solutions/Offerings	Commerce Cloud Watson Analytics
Key Launch Client	Mersk
T&T BOM and Assets	Port Community System, IOC, ILOG, SPSS, Cognos, Smart Surveillance, Commerce, Blockahin, Box, DocuSign
Target Buyers	CTO, CFO, VP of Supply Chain, CDO, COO
Key GTM Assets	Conversation Guide, Solution-as-a-Service, iPad Demo, Demo, Journey Map

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Solution competitors

Industry Imperatives	Competitors	IBM Differentiators / Relative Positioning
Core Systems Transformation	 	TPF/zTPF Common Travel Services (CTS) RSIP Modernization Services PICO - Trenitalia Reservation / Ticketing Platform
Customer Loyalty Sales, Service and Marketing	 	Watson/Cognitive Cloud (PaaS) Airline Data Model (ADM) Social Media Analytics Journey Analytics (DaaS) Customer Insight Data Model Predictive Customer Intelligence Personalized Pricing and Offers
Operations Planning and Optimization	 	Apple and IBM The Weather Company (WSI) for Aviation CPLEX City Analytics WorkRight FuelSafe RFID Empty Container Repositioning
Asset Management and Maintenance	 	Maximo PAO/PMQ Tririga Watson Maintenance Advisor Apple Maintenance APPs

Strategic Initiatives

- ⟩ Apple + IBM
- ⟩ Watson
- ⟩ Long Term Services

Apple + IBM

Strategic Initiatives: Apple + IBM

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Airline business imperatives

Differentiate the passenger experience

Increasing passenger expectations and commoditization of travel pricing is forcing airlines to focus on optimizing the experience for its passengers with the goal being to capture and retain loyalty

Increase revenue

With ticket prices continuing to fall, continued focus on ancillary sales and net new sources of revenue streams has become a critical focus for airlines

Reduce costs and increase operational efficiency

Reduce costs by increasing operational efficiency - major focus on taking cost out of the business, optimizing operations so that airlines can reduce CASM while increasing RASM with higher load factors



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Drive revenue and enhance passenger experience

Empower employees at key touch points throughout the journey

These apps enable employees with the right information at the right time to drive revenue and personalized passenger handling at key touch points. In addition, we use the apps to gather additional operational data to complete the CRM view of the passenger. This data feeds the apps to provide a view beyond purchase data and tier status.

At the airport

Customer Service Agent



Passenger Care
Check in, IRROPs handling, ancillary sale

Drive Revenue and Personalized Interactions

Enables the Airport Customer Service Agent with key passenger information and proactive offers based on CRM Analytics. This app details beyond tier level status - it outlines operational data of past trips and recommends personalized offers to drive both passenger experience and revenue through check in and rebooking processes.

InFlight

Flight Attendant

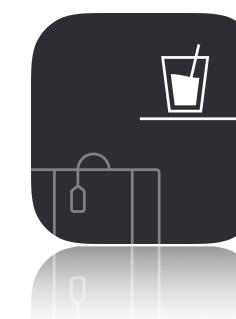


Passenger+
Day of flight info w/pax info & reporting

Personalized Interactions

Provides the Flight Attendant with key passenger information that enables personalized passenger interactions and optimized reporting for operations and maintenance efficiency.

Flight Attendant



Ancillary Sale
Onboard sales w/ pax analytics

Drive Revenue and Personalized Interactions

Enables the Flight Attendant with personalized offers based on analytics - collects and feeds operations systems on purchases

Strategic Initiatives: Apple + IBM

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Operations efficiency: turn time optimization

Empower employees at key touch points throughout the journey

There are a number of key roles and activities that need to happen to ensure on time departure. By providing real-time information and enabling proactive handling on mobile devices, our apps work across these cuties to enhance productivity and optimize turn time performance.

Above the wing

Flight Manager



Manage Gates

Turn management
multiple gates
APPLE WATCH

Coordinate Airport Turn Activities

Manage Gates enables Flight Managers to plan and monitor the flight and boarding processes, oversee boarding and flight handling and proactively react to changes on short notice, while receiving and providing up-to-date information to all stakeholders of the flight.

Pilot



FlyNOW

Day of flight info
w/flight brief &
manuals

Handle Cockpit Turn Activities

Fly Now improves pilot productivity with personalized content, prioritization of mission critical information based on analytics and collaboration tools to connect the pilot with assigned crew to improve responsiveness to changing conditions on the day of the flight.

Below the wing

Line Mechanic



Inspect & Turn

Task & work order
info & reporting

Optimize Line Maintenance

Inspect and Turn allows aircraft mechanics to easily view and proactively prioritize work orders and get expert support. Line Mechanics receive analytics-driven suggestions to help them troubleshoot problems and work more efficiently - resulting in quicker turnarounds, and more ontime departures

Ramp Agent



Ramp Worker

Below the wing turn
operations

Coordinate Below the Wing Turn Activities

One of our future roadmap apps, this app is focused on enabling the Ramp Agent with the relevant information to allow for proactive handling with the goal of optimizing run processes and activities to drive on time departure

Strategic Initiatives: Apple + IBM

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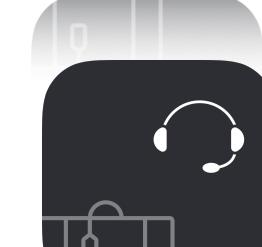
Operations efficiency: irregular operations

IRROPs continue to be a key industry challenge - being able to quickly recover and return to normal operations is key to the success of any airline. By providing real-time information and enabling proactive handling on mobile devices, our apps work across the sites to enhance productivity and enable both front line staff and operations to quickly recover and get passengers on their way.

At the Airport



Customer Service Agent



Flight Manager



InFlight

Flight Attendant



Cockpit

Pilot

Passenger Care
Check in, IRROPs handling, ancillary sale

Manage Gates
Turn management multiple gates

Passenger+
Day of flight info w/pax info & reporting

FlyNOW
Day of flight info w/flight brief & manuals

Passenger Rebooking at the Gate
CSAs can be deployed to the gates to rebook Passengers reducing long queues at the service desk and call center. This app leverages analytics to ensure next best options are highlighted for quick handling

In Airport Operations Handling
Manage Gates enables Flight Managers with real-time information so they are able to proactively react to changes on short notice. They can deploy additional staff to gates to assist with IRROPs as they arise allowing for better communication and optimized IRROPs handling.

Inflight handling of missed connections
Flight Attendant can rebook passengers in the air, or receive notifications from central operations on re-accommodations for direct communication inflight to passengers

Real-time notifications
By providing real-time notifications on IRROPs and prioritized mission critical information from central operations. FlyNow enables Pilots with the key information they require during IRROPs to make critical decisions quickly and effectively to ensure optimized recovery



Strategic Initiatives: Apple + IBM

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Aviation apps roadmap

Customer Service Agent	Passenger Care Check in, IRROPs handling, ancillary sale	Rapid Board Mobile boarding, doc check & analytics	Manage Gates Turn management multiple gates WATCH	Shift Bid / Swap Training / Compliance Crew Collaboration	Shift Bid / Swap Training / Compliance	
Flight Attendant	Passenger+ Day of flight info w/pax info & reporting	Ancillary Sale Onboard sales w/pax analytics	F	Shift Bid / Swap Training / Compliance Crew Collaboration		
Pilot	Plan Flight Discretionary fuel planning & analytics	FlyNOW Day of flight info w/flight brief & manuals	Roster Crew schedule & certification notifications	F	Shift Bid / Swap Training / Compliance	
Line Maintenance	Assign Tech Engineer allocation & turn status mgmt	Inspect & Turn Task & work order info & reporting WATCH				
Ground Operations	F	Turn Manager Below the wing turn operations	F	Ramp Worker Below the wing turn operations		

Strategic Initiatives: Apple + IBM

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Customer service suite

Return

Customer Service Agents



Empowering agents with the ability to improve traveler interactions

Passenger Care allows customer service agents to perform booking, re-accommodation, and ancillary services sales while interacting with passengers throughout the airport to quickly resolve passenger issues and reduce airport congestion.

Improves boarding process efficiency

Rapid Board enables customer service agents to expedite the passenger boarding process by mobilizing scanning of all boarding pass formats so airlines are not dependent on fixed desks or electricity to best serve their passengers. Improve on-time flight departures and passenger satisfaction.

Improves boarding process for safe and punctual flight departures

Manage Gates for iPhone and Apple Watch enables customer service agents to plan and monitor the flight and boarding processes, oversee boarding and flight handling and react to changes on short notice, while receiving and providing up-to-date information to all stakeholders of the flight.

Strategic Initiatives: Apple + IBM

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Flight attendant suite

Return

Flight Attendant



Enabling personalized passenger experiences

Passenger+ empowers flight crews to offer an unmatched level of personalized services to passengers in-flight—including special offers, re-booking, and baggage information.

Maximize revenue and optimize inventory with in-flight transactions

Ancillary Sale allows the flight attendants to sell food, beverage, seat upgrades and merchandise while in-flight using predictive analytics to offer passengers personalized recommendations.

Strategic Initiatives: Apple + IBM

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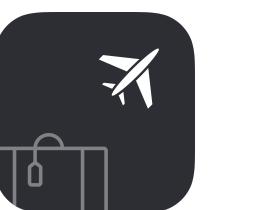
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Pilot suite

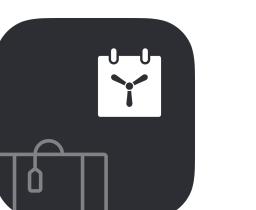
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Plan Flight



FlyNOW



Roster

Pilot

Saves Fuel by providing accurate planning for discretionary fuel decisions

Plan Flight addresses the major expense of all airlines—fuel—permitting pilots to view in detail the discretionary fuel decisions for that flight and perform real-time analysis. The app provided historical data as well to ensure the Pilot is empowered to make more informed decisions about discretionary fuel.

Prioritize mission critical activities and improve response to immediate changes

Fly Now improves pilot productivity with personalized content based on pilot preferences, prioritization of mission critical information based on analytics and collaboration tools to connect pilot with assigned crew to improve responsiveness to changing conditions on the day of the flight

Allows Pilots to proactively manage their schedule and qualifications

Provides a single, real-time view of flight rosters and qualifications so pilots can prepare and execute flight mission with focus on passenger experience and safety

Strategic Initiatives: Apple + IBM

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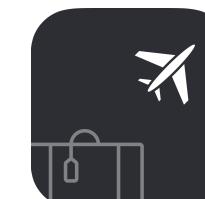
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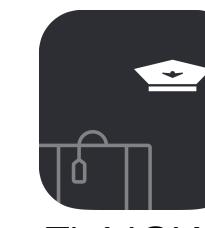
Enabling the Pilot Suite

Return

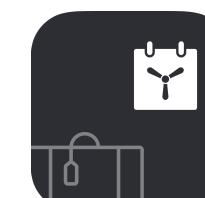
Pilot



Plan Flight



FlyNOW



Roster

Integration to Key Client Systems Of Records

Departure Control System (Amadeus, Sabre, etc.)

Reservation System (Amadeus, Sabre, etc.)

Flight & Fuel Planning Systems (LIDO, Jeppesen, Sabre etc.)

NOTAMs

IBM Enablers

IBM Analytics Assets

Fuel Safe - Enables airline dispatchers and pilots to more accurately address the challenge of planes boarding excessive discretionary fuel.

WSI Total Turbulence - Delivers a proven end-to-end solution for detecting and avoiding turbulence

WSI Pilot Brief - Provides pilots with vital weather and flight release information from preflight to touchdown, improving safety and optimizing decisions

IBM Cloud Solutions

Predictive Maintenance / Predictive Asset Optimization CBS - Uses historical and real-time equipment data to monitor, manage and mitigate equipment failures, reducing operating costs and maximizing up-time and profitability for organizations.

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Enabling the Line Maintenance Suite

Return

Aircraft Mechanics Maintenance Supervisors



Assign Tech



Inspect & Turn
WATCH

Integration to Key Client Systems Of Records

Departure Control System (Amadeus, Sabre, etc.)

Maintenance Planning (Trax, Netline, Maximo, etc.)

Parts Inventory Management (Trax, Netline, Maximo, etc.)

IBM Enablers

IBM Analytics Assets

Fuel Safe - Enables airline dispatchers and pilots to more accurately address the challenge of planes boarding excessive discretionary fuel.

WSI Total Turbulence - Delivers actual turbulence aircraft encountered for proactive maintenance handling

IBM Cloud Solutions

Predictive Maintenance / Predictive Asset Optimization CBS - Uses historical and real-time equipment data to monitor, manage and mitigate equipment failures, reducing operating costs and maximizing up-time and profitability for organizations.

Watson / Cognitive

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Watson uses cases for travel and transportation

● Research Asset

● Immediate Client

● Strong Pipeline

Line Maintenance ●

Apply natural language to search and understand maintenance logs, thereby enabling the maintenance engineer with previously unleveraged information on airplane history, maintenance successes, and other natural language notes.



Personzlied Pricing and Offers ●

IBM research asset of identifying best offer for conversion based on existing trip, loyalty, and profile data



Digital Concierge

Enabled by robotics, the solution works side-by-side with staff to assist with guest questions, personalize the experience and provide tailored information and offers based on guest engagement.



Watson Travel Advisor ●

Guests can engage on anything related to travel. System leverages interactions and unstructured data to tailor the experience and continue to refine customer profiles and best match offers.



Expert Builder ●

Applying Watson to build expertise in a specific field, such as cell center, revenue management, etc.



Regulatory Compliance ●

The solution feeds all regulatory compliance rules by country into Watson, to which companies can use natural language to query the request and return a recommendation



Watson on Customer Feedback ●

Applying Watson to various use cases across social media or other unstructured data inputs such as reviewing customer complaints, analyzing tone, or identifying influencers.



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Line Maintenance

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Apply natural language to search and analyze maintenance logs, thereby enabling the maintenance engineer with previously unleveraged information on airplane history, maintenance successes, and other natural language notes. The information is then supplemented with analytics to detect new patterns or underlying issues to better inform immediate and long term predictive maintenance actions.

Attention

- Increase accuracy and success of predictive maintenance
- Improve reliability of schedule for operations planning
- Drive customer satisfaction with less maintenance related delays

Value

- Reduce NFF by 3%
- Reduce non-routine maintenance by 10%
- Reduce line maintenance by 16-20 minutes

Solution

- IBM Watson Explorer
- Natural Language
- Analytics
- User Friendly Dashboard

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Line Maintenance: Case Study

Return



Major airline uses Watson Explorer for predictive maintenance

Increases unstructured, non-routine data analysis to develop maintenance information as an asset.

IBM Watson Explorer Benefits

- Provide aircraft dispatch support through analytical data driven search engine
- Transform maintenance process and enhance preventive maintenance operation
- Analysis of historical fault resolution data and analysis of maintenance costs

Business Challenge

- **No standards for maintenance defect reports**
 - Reports are created by various teams, such as flight crew, cabin crew, fault MSG, and ground crew, where it is difficult to manage it in structure format
- **Different input format by maintenance portal**
 - Too many acronyms, analogues, natural typing, and typos in data
- **Internal change management failed**
 - Directions and process change to input data as structural format into system failed due to increase of input categories an workloads (need to focus on maintenance, not admin type work)

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Watson Travel Advisor

Return



Leverage Watson to create a new shopping and engagement experience for passengers.

Through conversation with Watson, the traveler's profile and preferences are captured, and personalized travel recommendations are made based on tag matching and similarity analysis, with the system learning and improving its model with time. Travel services or offers are supplemented by reviews from social media and provider data, and analyzed with natural language processing for feature tagging.

Attention

- Enable 1-1 personalization of offers and content
- Differentiate from competition and drive direct bookings
- Drive customer loyalty, NPS, and other customer experience KPIs

Value

- 100% improvement in engagement
- Drive to direct bookings

Solution

- Watson Engagement Advisor
- Dynamic Feature Tagging
- Personalized Service Recommendation

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Watson Travel Advisor: Case Study

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Display user profile
and preference as
they're captured

The screenshot shows a travel advisor interface for JTB Travel. At the top, it displays the user's profile: Bob from San Jose, CA. Below the profile, a chat window shows a conversation with MomoBot. The user has shared their travel plans to Tokyo with teenagers and their interests in anime and Japanese culture. The bot has responded with a question about arrival dates and a note about their interest in Akihabara. The user has also mentioned a desire for short hikes and people-watching. The bot has collected some recommendations and is prompting the user to select one. On the right side of the screen, there are several promotional deals and categories. Under 'Featured Deal', there is a photo of a giraffe and an antelope at the Yokohama Zoo, with a price of ¥800 for April 3-10. Other sections include 'Wildlife Excursions' (Kobe Animal Kingdom, Sea Paradise, Cactus Gardens), 'Family Destinations' (Folk Art Museum, Family Resort, Tea Gardens), and a search bar at the bottom.

Continue
conversations
with the user

Recommend
personalized services

User can save
services as favorite

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Personalized Pricing and Offers

Return



Determines personalized and context-oriented offers and price points in order to increase conversions and drive incremental revenue. Includes a cognitive offer learning module that incorporates fast machine learning and reinforcement learning algorithms that utilize large amounts of booking data, campaign data, and loyalty program data to learn customer preferences and customer-specific price elasticity.

Attention

- 360 views on customer preferences in real-time
- 1-1 personalized price discounts and promotional offers via prosperity to pay methods
- Continuously learning and adaptive model

Value

- 3% revenue lift
- 10% improvement in conversions

Solution

- Customer Profiling
- Propensity Models
- Promotion Optimization
- Cognitive Learning

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Personalized Pricing and Offers: Example

Return

The screenshot shows a travel booking interface. At the top, there's a header with "United States" and a search bar. Below the header are links for "Explore destinations", "Manage booking", "Latest Offers", "Travel information", and "Frequent flyers". The main content features a large image of an airplane engine in flight. Below the image are buttons for "Book a trip", "Check in", and "Manage booking". A flight search bar shows "New York (JFK)" to "Hong Kong (HKG)" on "Mon 20 Apr 2015" to "Tue 21 Apr 2015". There's also a "Passenger" dropdown and a "Search flights" button. Underneath, there's a section titled "Itinerary Details" with a table showing two flights. The first flight is from New York to Hong Kong on April 20th, and the second is from Hong Kong back to New York on April 21st. Both flights are operated by "XO/XO" and are in Economy class. The total fare is listed as USD 1,180.68. Below the itinerary is a "Fare Details" table showing passenger, fare, carrier surcharges, taxes/fees/charges, and total fare. A "Currency Converter" link is also present. The total fare is highlighted in red.

The screenshot shows a "Profile" page for "Mr. David P. Philips". It features a silhouette of a man in a suit carrying a briefcase and a suitcase. The profile includes the following details:

Loyalty Member	32421568
Member Since:	Oct 10, 2006
Last Activity Date:	Nov 2, 2015
Loyalty Status:	Silver
Status Qualification:	12,926 to Gold
YTD Miles:	28,250
YTD Tier Miles:	22,856
Miles:	540,667

Below the profile, there's a section titled "AVAILABLE OFFERS" with several options:

- 5% price discount
- Discounted business class upgrade
- 25% bonus tier miles
- 50% bonus tier miles

A red box highlights the offer "2,000 bonus miles".

The screenshot shows a "OUR OFFER FOR YOU" section. It highlights "2,000 bonus miles" in a red box. Below it, other offers are listed:

- 5,000 bonus miles
- Free on-board WiFi
- Free pass to business lounges
- Free chauffeur service

A red "Book Now" button is at the bottom.

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Customer Feedback

Return



Apply Watson's multiple API's to social media or other unstructured data inputs such as customer complaints, surveys, or blogs. Analyzing tone, identifying influencers, gather insights on personality, and enable your customer service and offers with more dynamic profile data and automate customer engagement in situations such as complaints, disruptions, etc. Could also be applied internally to assess employee relations, health, or other opportunities.

Attention

- Engage 1-1 with customers in their preferred method
- Utilize the volume of unstructured social media and other data
- Automate aspects of customer relations

Value

- Customer Engagement and Satisfaction
- Customer Service reduced costs
- Enhanced customer or employee profiles

Solution

- Watson Explorer
- Watson Engagement Advisor
- Watson API's

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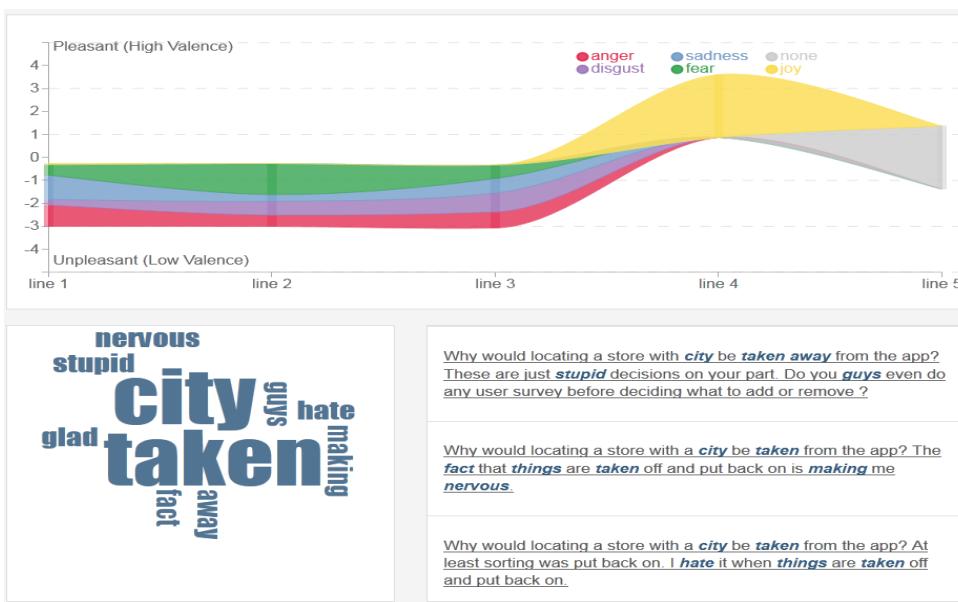
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Customer Feedback

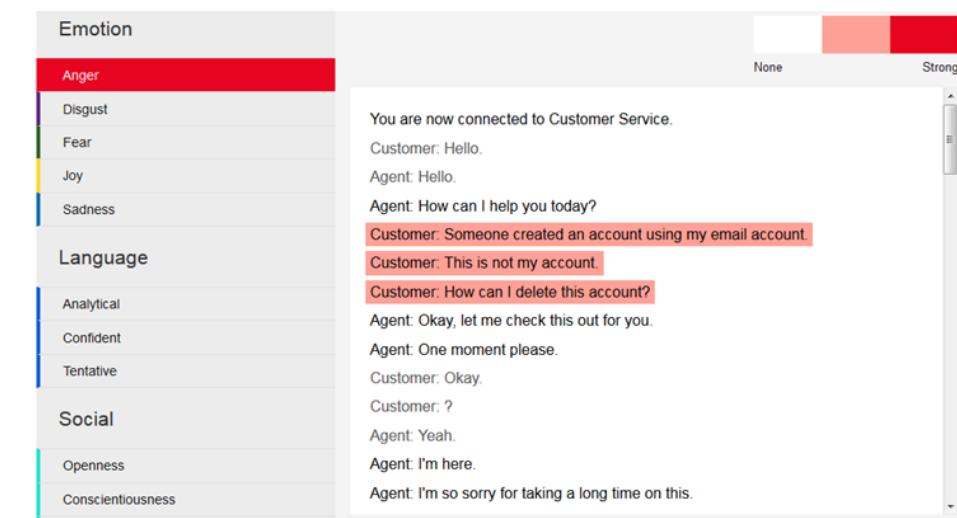
Emotion Analysis

- Watson Emotion Analysis uses text analytics to detect emotions from people's digital footprints (e.g. online reviews and social media text)
- Detect emotions of anger, sadness, fear, joy, and also give overall measurement of happiness and intensity



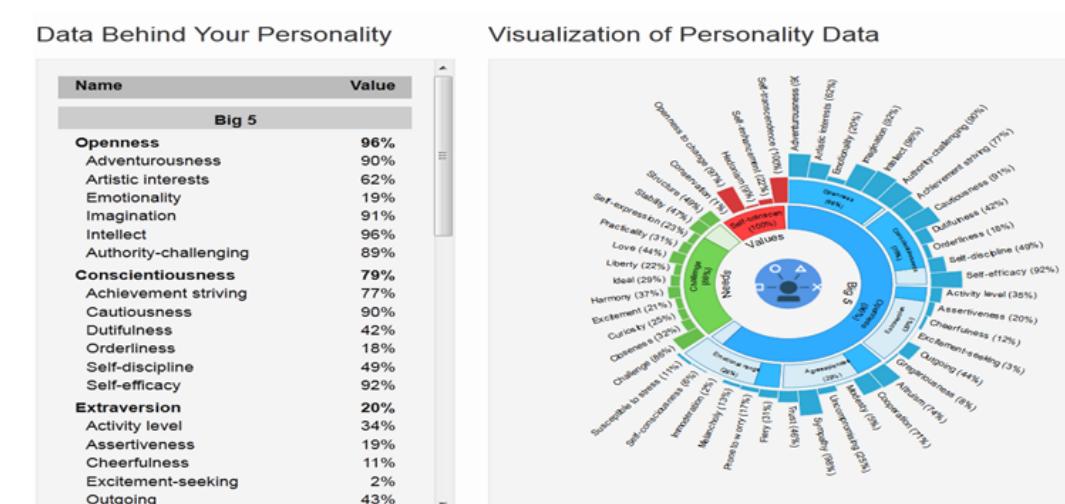
Tone Analysis

- Watson Tone Analyzer Service uses linguistic analysis to detect three types of tones from written text: emotions, social tendencies, and writing style



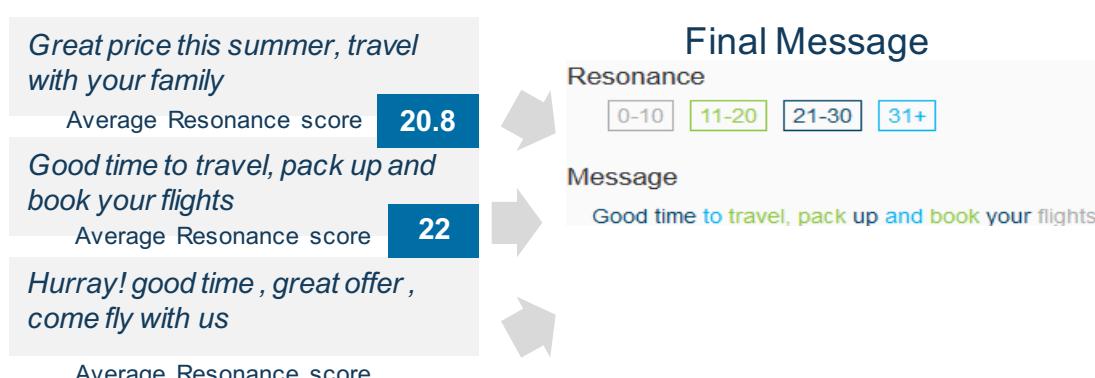
Personality Insights

- Watson Personality Insights enables applications to derive insights from social media, enterprise data, or other digital communications
- Uses linguistic analytics to infer individuals intrinsic personality characteristics, including Big Five, Needs, and Values, from digital communications such as email, text messages, tweets, and forum posts



Message Resonance

- Analyses messages to identify high resonance words. It analyzes and forms a repository of high resonance word from user/group tweets, weightage are given to particular words based on the analysis
- Identify the message which will resonate with the user



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Regulatory Compliance

Return



The solution would feed and maintain all of the latest rules and regulations into Watson, against which employees or customers can use natural language to assess requirements, applicable rules, possible alternatives, and other decision supporting information. This can be applied to a range of internal or external functions, such as immigration rules, baggage policies, fare filing, and etc.

Attention

- Ensure answers are prompt and accurate
- Identify best upsell offers based on results
- Company-wide knowledge base

Value

- Reduce costs associated with non-compliance
- Time to process a request moves from one hour to one minute

Solution

- Watson Explorer

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Expert Builder

Return



Connects all internal sources of information and quickly formulates a best-fit response. With the help of experts, the system will learn, adapt and build expertise in specific areas, such as serving as a digital trainer for new or current employees, and a single source of company information. Can be applied to supporting to call center agents, onboarding, maintenance, or other job functions that typically require significant training and experience, and are not easily passed from one employee to another.

Attention

- Curated knowledge corpus of any area
- Accelerate on boarding and enablement of new trainees
- Stem the loss of expertise throughout various functions

Value

- Higher productivity
- Reduce call center costs by 10-20% to start
- Reduce turnover costs

Solution

- Watson Explorer
- TBD

Digital Concierge: Robotics

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The Robot will work side-by-side with hotel staff to assist with visitor requests, personalize the guest experience and empower travelers with more information. The more guests interact with the robot, the more it learns, adapts, and improves its recommendations. The hotel will also have access to a log of questions asked and the robot's answers, which can enable improvements to guests' experiences before, during and after their stays.

Attention

- Engage and advise travelers while they are on property
- Significantly differentiate the brand and experience
- Analyze guest feedback and key questions to inform future offers

Value

- Customer engagement and satisfaction
- Upsell/cross-sell local partner offerings

Solution

- Dialog
- Speech-to-text
- Text-to-speech
- Natural Language Classifier

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Digital Concierge

Hilton leverages Watson API's to develop a robot-enabled traveler advisor. Personalize the guest experience and empower travelers with more information

Solution Components

- IBM Watson API's
- WayBlazer
- Robotics

IBM Watson Benefits

- Interact with guests in natural language conversation
- Filter through unstructured inputs to determine a best fit recommendation

Business Challenge:

- Currently, guests are rarely engaged or serviced between check-in and check-out
- Partner offerings are difficult to enable due to the large amount of unstructured information
- Personalization is key, but there are often staff, time and other constraints at many hotel properties

External Press Release and Video

<http://www-03.ibm.com/press/us/en/pressrelease/49307.wss>

Long Term Services

Strategic Initiatives: Long Term Services

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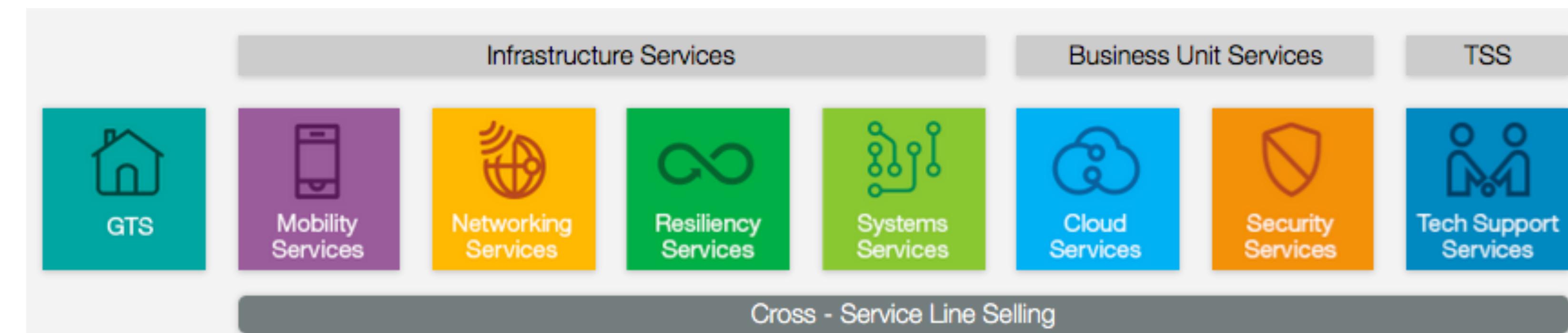
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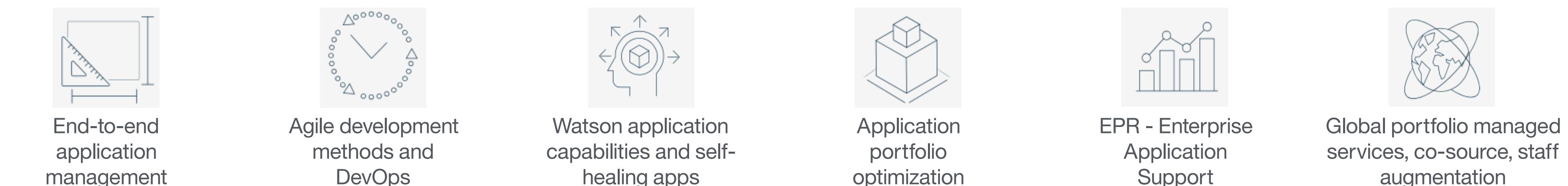


What are IBM's LTS business offerings?

GTS - Infrastructure and Business Unit Services



GBS - Application Management Services



GPS - Service Offerings



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Importance of LTS: 2015 results and 2016 focus

Long-Term Services (LTS)

- Is a critical component of IBM's business and establishes IBM as a key supplier and partner for clients who entrust infrastructure management, application management, or business process service management to IBM
- The market looks to IBM's LTS backlog as a barometer of IBM's future health

IBM Backlog

- IBM's 2015 Backlog was measured at \$121B. This was an increase of 1% YTY @CC
- IBM's 2015 Backlog of Outsourcing Services was measured at \$76B. This was an increase of 2% YTY @CC

Travel & Transportation LTS

- In 2015, T&T carried an LTS Signings target of \$1.768B
- In 2015, T&T closed \$1.78B of LTS – GTS business led by deals at Etihad (\$610M) and Southwest (\$186M), Amtrak (\$162M), Thomas Cook (\$78M), Hertz (\$50M), Air Canada (\$50M), Con-Way (\$33M), and Fedex (\$26M)
- In 2016, T&T closed \$711M of LTS – GBS/GPS business, led by deals at Etihad Airways (\$77M), Cathay Pacific (\$44M), Hertz (\$40M), Norfolk Southern Railroad (\$20M), Air Canada (\$13M), and Japan Airlines (\$11M). The largest GPS deal was closed at Maersk for more than \$60M.
- In 2016, T&T is carrying an LTS Signings target of \$1.993B

To achieve the 2016 LTS Signings target, the LTS pipeline needs to be 3x-4x with large anchor deals. To grow the pipeline and address the opportunities, we'll need to take the following actions in 2016:

- Focus on managing pipeline (\$5.939B) opportunities with the field teams and drive large deal opportunity dialog with OOs on deals > \$50M in the GTS (\$4.279B) pipeline and > \$20M in GBS-AMS (\$559M) pipeline, and > \$5M in GPS (\$1.1B) pipeline.
- Develop target plan for expiring GTS/GBS deal in 2016/2017/2018 and coordinate renegotiation plan with x-Brand teams
- Identify AMS & GPS offering plays to coordinate x-Brand deal versus single opportunity. Brings Solution + AMS + GPS plays.
- Create POVs on GPS offering with OM
- Coordinate Third-Party Advisor Plays with IBM TPA Team and external advisors to sharpen messaging to marketing and improve win rate.
- Continue to drive all of our LTS business through the Cloud and coordinate with Solution deals to capture Infrastructure/Cloud

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Importance of LTS: 2015 results and 2016 focus

Long-Term Services Expiring Deals

- Work with GEO and Brand Teams on Expiring deals to create a plan by solution and client. Work with WW GTS Sales & Finance team to maintain up to date reference materials and OO/Exec Sponsors. As of January 1, 2016, the Backlog of expiring deal in 2016-2018 was \$1.337B * (working with finance to validate new backlog/expiring deals).
- Example of expiration and early review/re-negotiation: BNSF GTS-SO
- 2016: \$224M* 2017: \$446M* 2018: \$667M

Large Deal Collaboration

- Work with the GTS OOs and GEO ISST and Segment Leaders on GTS Identified \$100M Large Deals to drive Industry Collaboration on Infrastructure Deals. Continue to drive dialog and collaboration in 2Q-4Q on HQ Identified opportunities and as well as Industry Focus deals. For 1Q16, GTS identified 6 deal for action:
- IAG (\$300M), BNSF (\$200M), Air Berlin (\$176M), Emirates (\$170M/Closed at \$300M), GTAA (\$148M), and Hutchinson Port Holding (\$140M). Calls conducted with each OO & Team and will continue into 2Q-4Q as deals join
- Bring Cloud POV/messaging to the GPS plays to increase Cloud attached opportunity

GPS Offering Management

- Work with the GPS Offering managers/leaders to discuss and identify collaboration plays for T&T and the following GPS plays: Finance & Accounting (Sandy Khanna); Procurement (Graham Moore); HR & Learning (Carl Ingersoll); Kenexa Recruiting (Mike Eby); Managed Marketing (Pamela Stanford); Lending Solutions (excluded after review).
- Opportunities to co-sell GPS with GBS Solutions and Software to be examined and coordinated with T&T POV attachment. An example of so-sell opportunities include Managed Marketing with Loyalty & Marketing Solutions
- Bring Cloud POV/messaging to the GPS plays to increase Cloud attached opportunity

Third-Party Advisory Collaboration and Awareness

- Work with the GTS TPA Advisory Team (Maureen Barry + Rich Stacy) to enable TPAs to be exposed to IBM's Industry POV for LTS (GTS/AMS/GPS) and ensure that LTS opportunity pipeline is coordinated with TPA Team to ensure that we're targeting the right opportunities that we can win and working with TPAs to improve win rate percentage.
- Develop POV for upcoming TPA Session at Astor Place in April. Meet with TPAs to message T&T so IBM remains top of mind with TPAs.
- Infuse that collaboration process into the LTS Expiration and LTS Big Deal sessions

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IBM Hybrid Cloud

IBM Hybrid Cloud addresses Optimizing Enterprises, Enhancing Solutions, and Innovating Businesses

Automating self-service IT through the cloud lifecycle for planning, deployment, and cost management and financial reporting

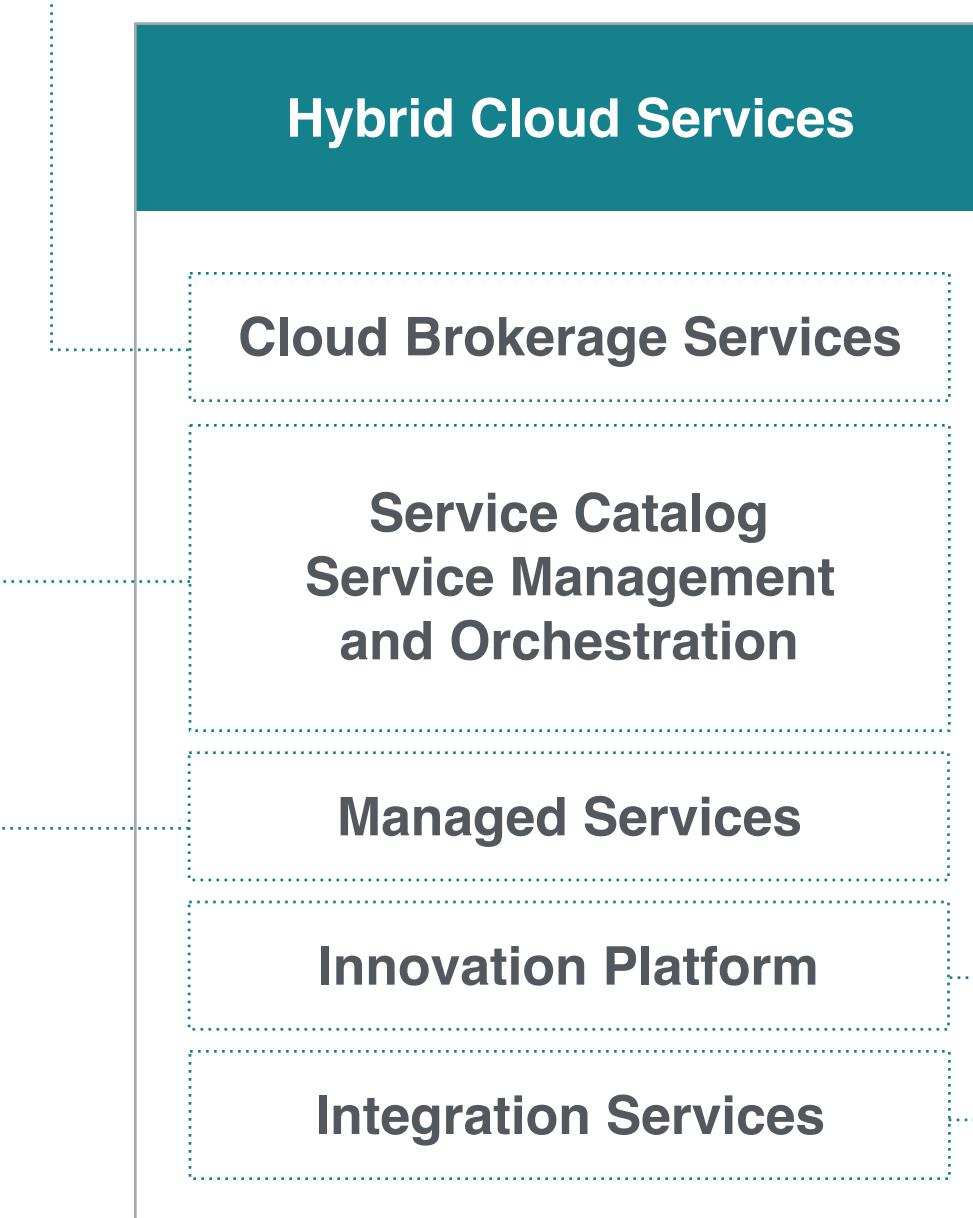
- Provision across providers through a single portal
- Based on enterprise policies
- Enable automated, controlled self-service
- Workflows for managing approvals and costs
- Analytics and financial reporting

Patterns-based catalog to automatically extend Enterprise IT controls on and off premises

- Tailored catalog using pre-built assets speeding implementation
- Pattern maintenance as a managed service
- Orchestration to manage patterns and workflows
- Service Management integration to extend policies and controls

Modular managed services to meet workload requirements and provide options for support

- Base services across on and off premises (e.g. patch, incident, backup)
- Modular services used based on workload requirements
- Automated DevOps for continuous delivery and operations



Platform for creating, deploying and managing the new innovative solutions

- Industry best practices to build and deliver innovative solutions
- DevOps services speeds application lifecycle
- Open by design to support born on the cloud micro-services architectures
- Taps into 100s of services to rapidly compose and deliver innovative solutions

Services providing secure access for enterprise applications and data to cloud

- Gateway and connector services to securely connect enterprise to the cloud
- Deliver data closer to the end user
- API management services to expose applications and assets into API economy



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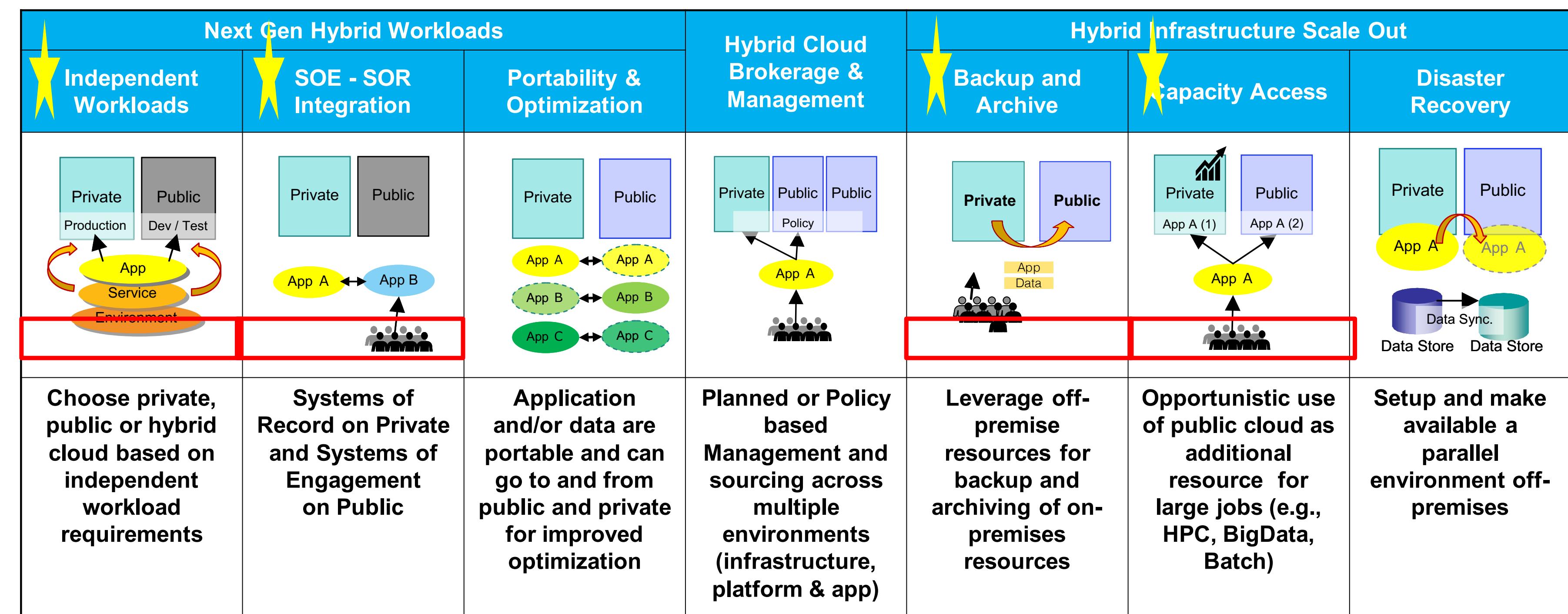
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Common Hybrid Use Cases



= most popular



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Industry value proposition for cross IBM portfolio alignment

	Target Clients	For forward thinkers who lead airlines, airports, railroads, container shipping lines, ports and terminals, truckers, logistics service providers of all kinds, parcel delivery carriers, hotels, casinos, car rental agencies, cruise lines, travel agencies, tour operators, and Global Distribution Systems for travel.....and who seek to transform their organizations by leveraging information technology and cognitive analytics to better serve their customers and manage their operations, thereby increasing profits.			
	Defined Marketplace	...of information technology and business consulting providers. IBM is unlike those who....			
		provide only point solutions or products	do not have transformational business consulting capability and deep industry expertise	do not have the ability to design, build, host and operate complex business processes and systems	do not offer leading edge cognitive analytics
	Benefits and Differentiation by ImperativeIBM can help you achieve these benefits with speed, reduced risk, and accountability			
		Improve the customer experience	Enhance services to increase revenue and manage capacity	Maximize the availability of assets and infrastructure to generate revenue	Improve operational efficiency
		<ul style="list-style-type: none"> • Increase customer sat and loyalty • Provide proactive guidance during disrupted operations • Increase marketing ROI • Increase ancillary revenue sales • Improve customer segmentation • Deliver consistent functions to customers across channels • Personalize offers based on the customer's profile and context • Grow customer lifetime value • Increase cross-sell and up-sell • Reassign agents to higher value tasks 	<ul style="list-style-type: none"> • Reduce passenger sales and service system transformation project cost, risk and time to value • Protect investment in existing apps • Tie phases to delivery of value • Introduce new products and fees rapidly • Enable a single view of the customer across channels and touch points • Adapt to support fluid distribution channels and business alliances • Reduce operating expense for customer service systems and IT skills • Simplify maintenance of interfaces • 	<ul style="list-style-type: none"> • Increase asset availability to earn revenue • Increase asset and infrastructure life span • Reduce new purchases and TCO • Reduce parts inventory • Reduce cost of maintenance and repair • Increase labor utilization and productivity • Exceed regulatory and safety requirements • Anticipate & avoid interruptions in service • Improve quality of maintenance • Improve supplier + subcontractor selection • Increase labor utilization and productivity • Increase warranty recoveries 	<ul style="list-style-type: none"> • Improve effectiveness of human resource • Improve utilization of physical resources • Reduce energy consumption + emissions • Improve response to unplanned events • Optimize network capacity and efficiency • Reduce empty trips • Prevent loss and spoilage of cargo • Predict demand using orders and historical patterns • Improve service levels • Reduce time needed for planning • Perform 'what-if' simulation to analyze impact and cost
	Reasons to Believe	...because only we have...			
		<ul style="list-style-type: none"> • IBM Watson and partnerships with Apple, Twitter and Weather Company. • Leading edge cognitive and prescriptive analytics • GBS Cognitive Business Solutions • Watson on Blue Mix • Deep expertise across the travel distribution channel ecosystem <p>Demonstrated success for clients: Air Canada Denihan Hospitality Qantas </p>	<ul style="list-style-type: none"> • Deep business consulting expertise • Experience transforming complex global passenger sales and service systems • Advanced technology and software • Best of breed strategy & design method <p>Demonstrated success for clients: Trenitalia Lufthansa DHL </p>	<ul style="list-style-type: none"> • IBM Watson and Apple partnership • Leading edge cognitive and prescriptive analytics • GBS Cognitive Business Solutions practice • Watson on Blue Mix • Blue Mix cloud Internet-of-Things platform <p>Demonstrated success for clients: Taiwan High Speed Railways SBB Swiss Railway Melbourne Airport </p>	<ul style="list-style-type: none"> • IBM Watson and partnerships with Apple, Twitter and the Weather Company. • Leading edge cognitive and prescriptive analytics • GBS Cognitive Business Solutions • Watson on Blue Mix • T&T Intelligent Operations center <p>Demonstrated success for clients: Rosenau Transport Sydney Airport China MOR, Harbin Bureau </p>

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2016 industry point of view - for cross IBM messaging

Travel and Transportation: Innovating in the Cognitive Era

Insightful, Customer-centric, Efficient

Travel and transportation providers strive to address these imperatives:

- Improve the customer experience to drive revenue
- Maximize availability of assets and infrastructure
- Improve operational efficiency

Despite steady progress, the industry still needs to pursue these objectives. Customers demand more control over their travel or shipping experience through more channels. Maintaining equipment and orchestrating resource deployment are massive undertakings for travel and transportation providers.

Meanwhile, mountains of structured and unstructured data are created by customers using digital platforms and mobile devices. Vehicles, sensors, and transaction systems generate even more data. The challenge is harnessing data to derive actionable insights to improve business results.

The Cognitive Era

Today's cognitive systems have unique capabilities to deliver insights that enable innovation. Cognitive systems interpret data and natural language from a broad variety of sources inside and outside the enterprise. In real-time, they form hypotheses about possible actions, assign a confidence level to each, and prescribe a recommendation. And they continually learn, adapt, and improve these recommendations.

Cognitive capabilities can advance the imperatives above:

- Marketing and sales deliver relevant personalized offers and guidance based on the customer's context, converting more sales and improving the customer's experience.
- Maintenance engineers predict equipment performance based on sensor data, context, and history for similar equipment.
- Planning leaders better forecast demand and align capacity, analyzing a multitude of variables to manage complex operations.

Deciding where to leverage cognitive systems is a strategic business decision to be considered by your company's management. IBM stands ready and uniquely qualified to help you develop and execute your strategy for the cognitive era.

2016 industry marketing plan on a page - global execution

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Conversations	Improve customer experience for airlines & hospitality		Railways: Innovating in the Cognitive Era		
Imperatives	Improve the customer experience		Improve the customer experience	Maximize Avail. of Assets and Infrastructure	Improve Operational Efficiency
Buying Agenda / Focus	Travel Customer Experience in the Cognitive Era		Railways: Innovating in the Cognitive Era		
Segments	Airlines	Hospitality	Railways		
Capabilities / Offerings	Predictive Customer Intelligence		Predictive Customer Intelligence	Enterprise Asset Management	Intelligent Ops Center
	Real-Time Personalization		Real-Time Personalization	Predictive Main & Quality	Pred Analytics & Bus Intelligence
	Omni-Channel Marketing		Omni-Channel Marketing	Internet of Things	Business Process Mgmt.
Key Bus Units	Analytics & GBS		Analytics & GBS		
Buyer / Cohort	CMO - New		CMO - New	COO - New	COO - New
Campaigns (3)	Travel Experience for Airlines	Travel Experience for Hospitality	Railways: Innovating in the Cognitive Era		
Thought Leadership	IBV Study - Travel Experience Index for Airlines	IBV Study - Travel Experience Index for Hotels	Rail Industry Cognitive Point of View		
Tactics	<ul style="list-style-type: none"> • Smart Paper • Video • Landing page • Digital Ad • Webinar • Events Aviation Festival IBM Airline Summit	<ul style="list-style-type: none"> • Smart Paper • Video • Landing page • Digital Ad 	<ul style="list-style-type: none"> • Smart Paper • Video • Landing Page • Digital Ad • Webinar 		
Offer	Customer Experience Strategy (BVA)		Cognitive Strategy Workshop - GBS		



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Timing of activities (events not addressed in this campaign are shaded)

	Q1 2016	Q2 2016	Q3 2016	Q4 2016
Campaigns				
	Publish IBV Study - Airline Travel Experience Index Create video, smart paper, and landing page Ad + webinar	Publish IBV Study - Hotel Travel Experience Index Create video, smart paper, and landing page	Ad	Create video, smart paper, and landing page Ad Webinar
	Write white paper - Railways: Innovation in the Cognitive Era			
Enablement		Refresh T&T Primer	Redesign T&T website	2017 Blueprint refresh
Events		IBM Airline Summit IATA Annual General Meeting WTTC Summit GCG Aviation Forum Sabre Airline Solutions	Aviation Festival Global London IATA World Financial Symposium IATA World Maintenance Symposium	IATA AVSEC World
Visibility	Social Media Speaking Engagements Client Briefings			



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IBM Industry Associations

Sub-segment	Industry Associations / Strategic partners	
Airlines	International Air Transport Association (IATA)	
Airports	Airports Council International (ACI)	
Hotels	Hotel Technology Next Generation (HTNG) Hospitality Financial and Technical Professionals World Travel and Tourism Council (WTTC)	  
Rail	International Union of Railways (UIC) Association of American Railroads	 
Freight Logistics	American Trucking Association Intermodal Association of North America	 

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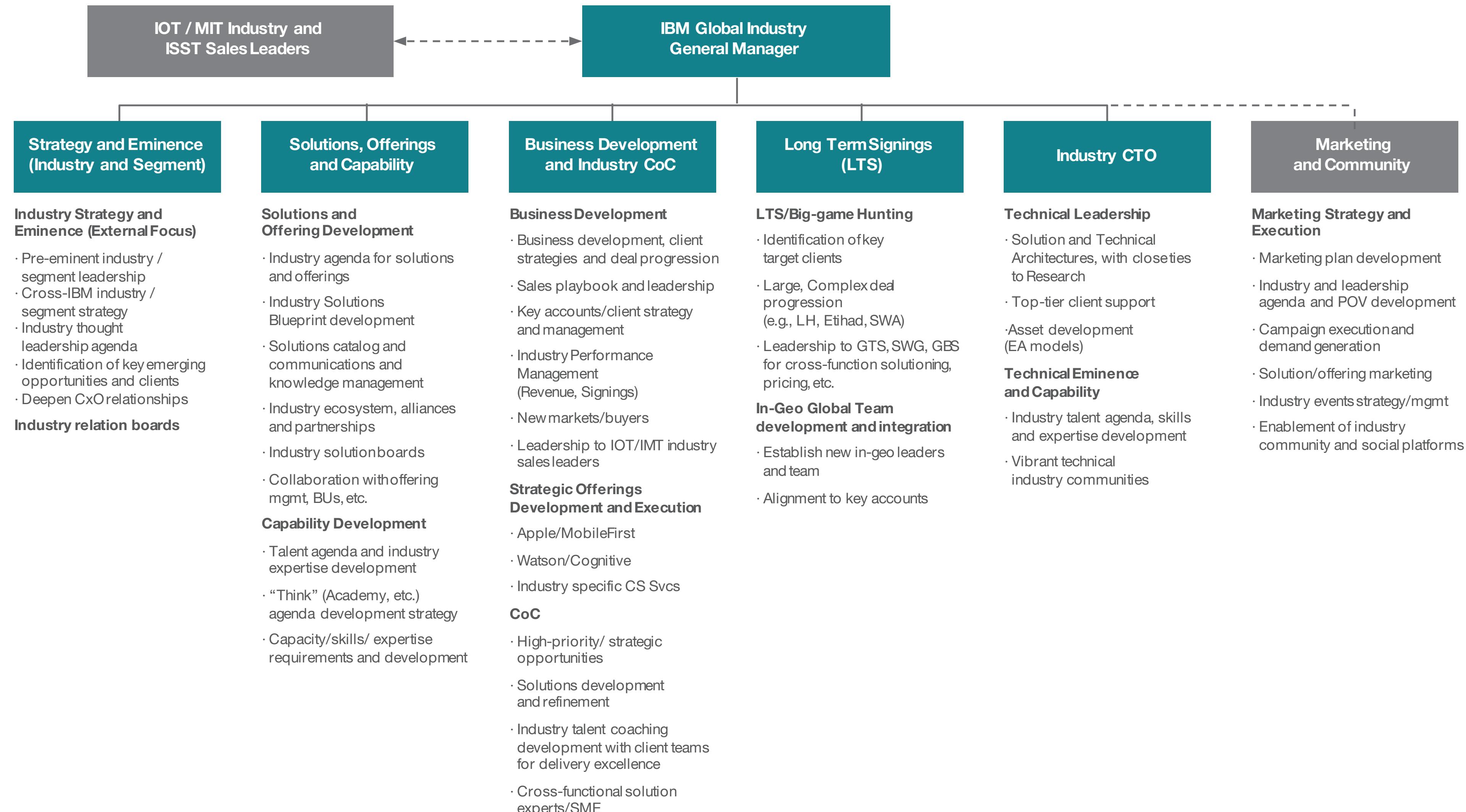
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Global industry organization pillars



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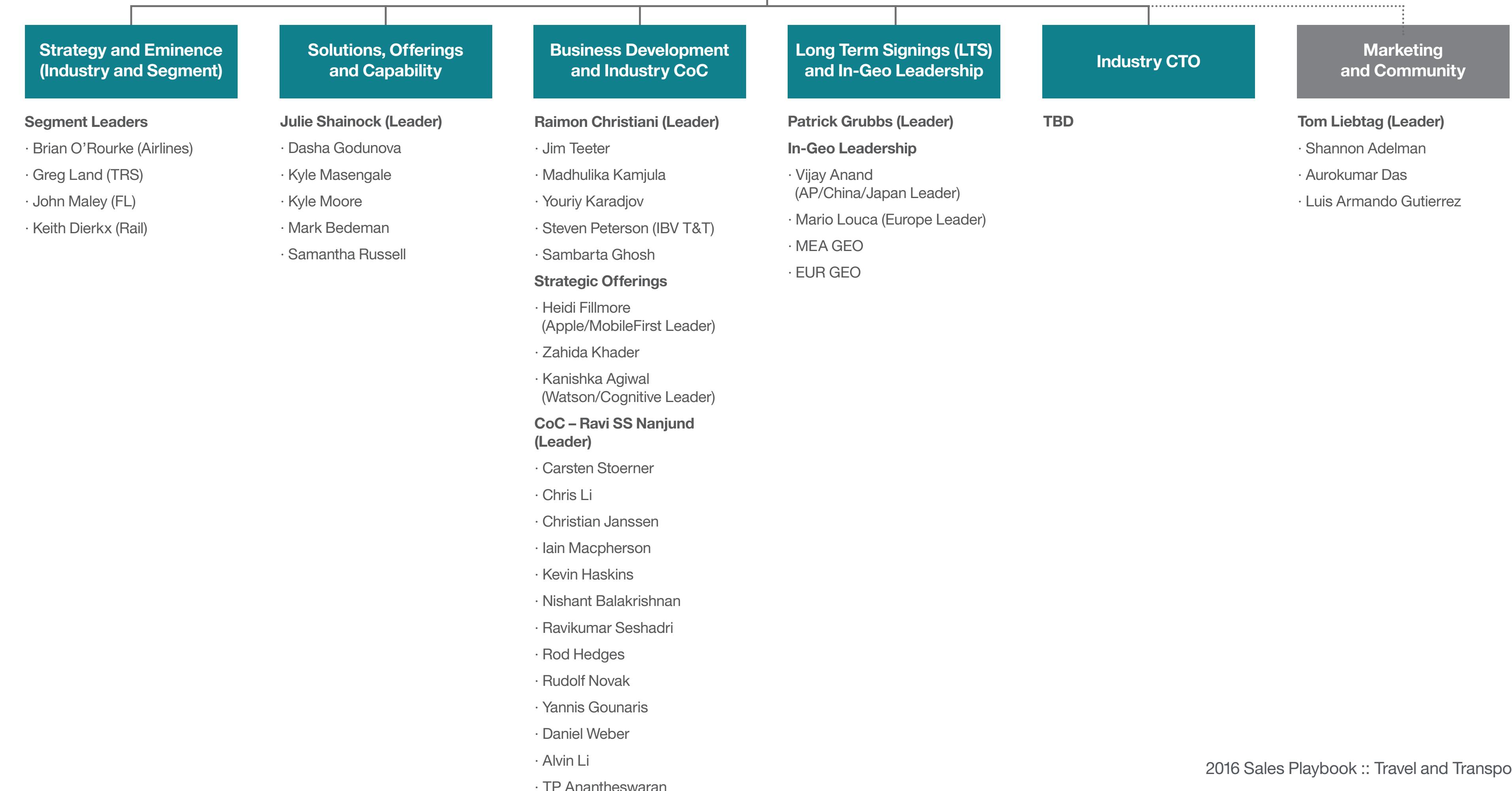
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Global industry team

**IBM Global Industry GM
Dee Waddel**



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Value statement

Objective: The primary objective of the T & T CoC is to support the Industry and client teams in pursuing top deals. CoC SMEs assist client teams in the following:

- Establishing IBM Point of View(PoV)
- Engaging clients in deep industry conversations
- Solution development
- Bid development, bid presentations and negotiations
- Proof of Concept or develop demo scenarios
- Client or internal workshops
- Fill short term gaps in implementation or delivery, more in advisory or design stages

Operating model – CoC is a cost centre and operates on a cost recovery model. CoC is a on demand utilization system. These are the key elements to consider when you engage CoC:

- Identify outcomes and objectives you would like from CoC engagement
- Leverage CoC SMEs to raise the game with clients by the deeper and more global expertise of CoC SMEs
- Have clarity on how you use CoC SMEs
 - Efforts – No. of hours
 - Timeline - single engagement, multiple travel
 - SME deliverables – client presentations, develop PoV, support concept paper development,
 - Charge code – ICA or B & P codes would need to be setup for the efforts and travel expenses
 - Band 9 and 10 SMEs would need team signing credit

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Roles

Primary Role

- Harvest Assets from projects; create global reusable assets
- Accelerate signings from global offerings
- Support Industry in “Must Win” and TOP DEALS for the Quarter through
- Help Qualify and progress opportunities
- Provide Subject Matter Experts(SMEs) for Bid development
 - Industry experts
 - Platform experts(ex. SAP TM, Fuelsafe, CTS)
 - Solution development
 - Estimation
 - Reviews
- Support CoLab qualified opportunities and provide expertise to accelerate signing

Role of CoC SMEs

- Develop deep Industry conversation with clients
- Present Industry or solution Point of View(PoV) to clients
- Develop opportunities or key accounts
- Contribute to Solutioning and bring in Industry perspective in bids and proposals
- Contribute to Proof of Concepts, Scripted demo preparation
- Present proposals and solution perspectives to clients
- Fill gaps in delivery for a limited period of time
- Take to market industry solutions and bring all related expertise to IOTs

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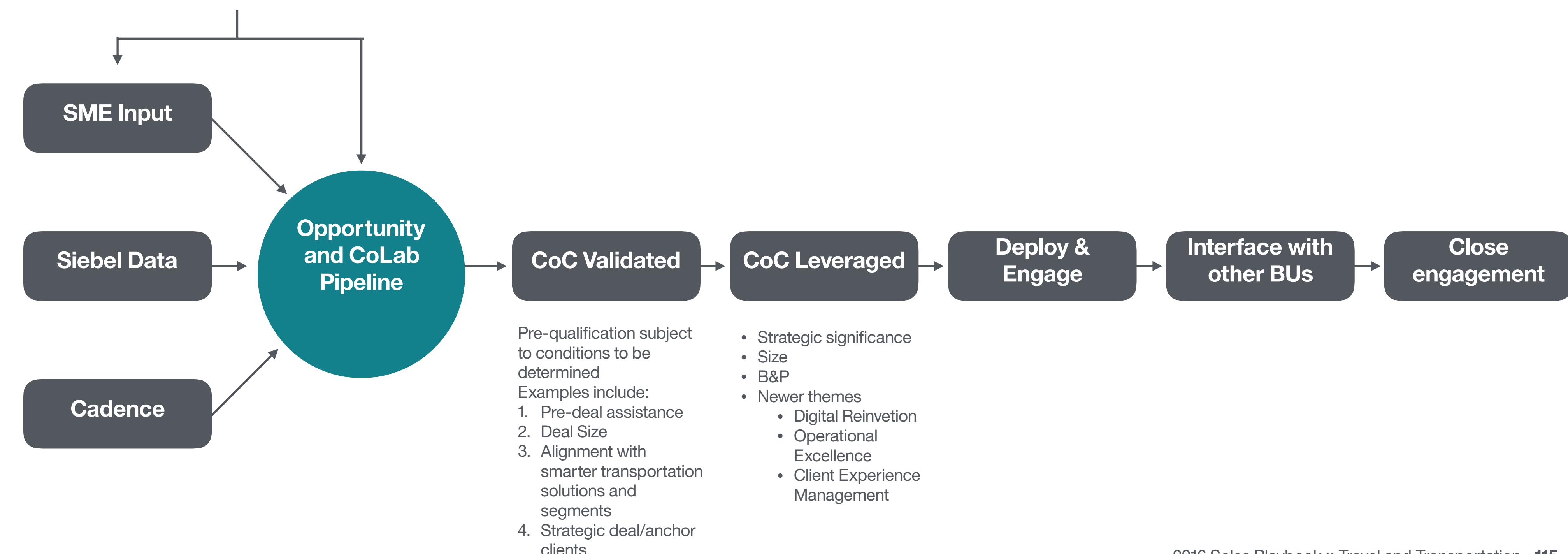
Key Links and Contacts



Role of the CoC in opportunity development

Understand	Explore	Develop	Implement	Confirm
Noticed to Identifying	Identified to Validating	Validated to Qualifying	Gaining Agreement	Won to Complete

1. Access T&T Self-Service Online tools, wiki, community
2. Connect to T&T CoC Leader or a specific SME
3. Develop opportunity, take CoC support for bid development and win with CoC active support



Thought Leadership

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Available points of view

Full studies



Travel loyalty – Discount discontents
How loyalty programs can deepen engagement, improve profits and drive brand allegiance



The digital reinvention of travel
Following travelers into a radically different tomorrow



The millennial monsoon
Improving returns from a young generation of travelers



Transportation Industry Cloud Point of View
Institute for Business Value

Presenter's Name | Optional presenter's title/credentials
Optional presentation location | Optional presentation date

[Travel Loyalty – Discount Discontents; Cognitive Connections; Loyalty's Legacy](#)

[Digital Reinvention of Travel](#)

[The Millennial Monsoon re-release](#)

[Transportation Industry Cloud POV](#)

Derivative and spin-off studies

[Airline Channel Puzzle – Chinese Only](#)

[Making Connections: Using SOA to enable collaboration in T&T](#)

[Transforming the Transportation Industry – Globally Integrated Enterprise](#)

[Redefining Boundaries: Insights from the Global C-Suite Study - Travel & Transportation](#)

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Travel loyalty: How loyalty can improve engagement, profitability and brands



Travel loyalty—Discount discontents
How loyalty programs can deepen engagement, improve profits and drive brand allegiance

Abstract: Born out of the competitive crucible of the airline fare wars in the 1980s, travel loyalty programs have enjoyed meteoric membership growth. In fact, they have become a central feature of successful companies across the travel sector. Our recent IBM survey confirmed that many travelers are both happy with, and responsive to, loyalty programs. Nevertheless, too often, the programs are simply complicated discount schemes that exacerbate price-based competition, while doing little to foster deeper, more meaningful customer-to-travel brand engagement. To gain true customer loyalty, travel loyalty programs must reward travelers for more profitable decisions, incentivize a broader set of interactions between travelers and brands, and experiment with a diverse set of loyalty personalization opportunities. .

Available deliverables

- Executive report
- Decks – full study, short, large audience
- Webinar
- Chinese version

[Learn more](#)

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The digital reinvention of travel: Following travelers into a radically different tomorrow



Abstract: The Internet transformed commercial transactions between travel companies and their customers in the late 1990s. Today, social media, mobile devices, analytics and cloud are ushering yet another new era of change into the travel industry. Collectively, these digital developments are transforming how travelers interact with the companies that serve them. Travelers are more connected and empowered, increasingly seeking digital engagement with greater transparency. What's more, many travel companies face competition from different areas. This requires new types of collaboration, which is helping to create new industry winners and losers. Perhaps most importantly, travel operations and business models are transforming: redefining traveler value, eroding barriers between physical and digital mediums.

Available deliverables

Executive report
Decks – full study, short, large audience
Chinese version

[Learn more](#)

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The Millennial Monsoon: Improving returns from a young generation of travelers



Abstract: Millennials are an important demographic to travel providers, and their unique propensity for digital communication has shaped their travel preferences and perceptions in a few important ways. But while our survey of 3,017 travelers found a few key differences between millennial travelers and their older counterparts, our central conclusion is that millennials are, for the most part, a lot like everyone else. Millennial travelers have diverse needs and preferences that overlap significantly with other travel cohorts. To win over the millennial generation, and to succeed with all travelers, providers must understand, attract and cater to select sub-segments with differentiated products and services.

Available deliverables

- Executive report
- Decks – full study, short, large audience
- Webinar
- Chinese version

[Learn more](#)

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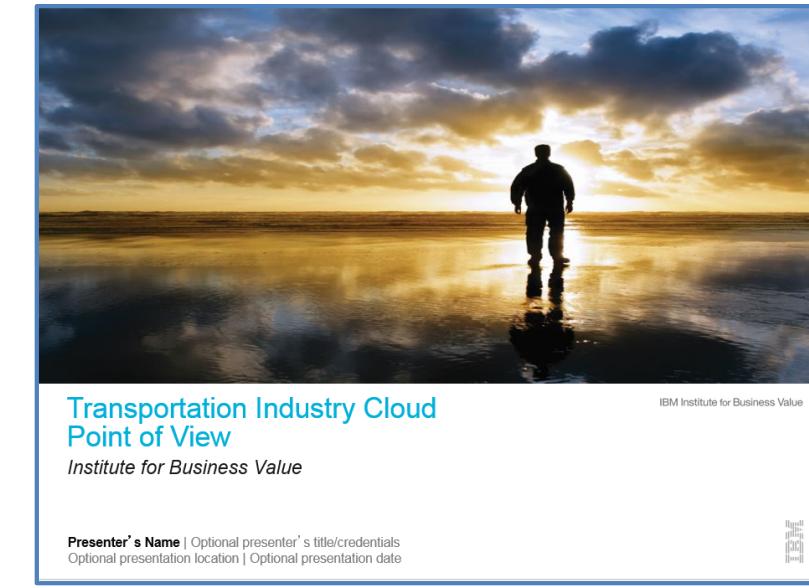
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Cloud Transportation POV – IBV Cloud Industry POV Series



Abstract: Cloud computing is not new to the transportation sector, but most transport providers have only just started to understand the power of cloud computing to not just improve efficiency, but also to transform collaboration paradigms and business models. What is more, companies in the sector are hungry for cloud-driven improvements because competitive pressures and customer expectations are making it harder to sustain profits. This report explores how cloud projects can help convert capital expense into operating expense to free up funds for innovation and other investments and also shows how several companies in the industry are exploring more transformative uses of cloud computing, including solutions to work around legacy back office and transaction support systems.

Available deliverables

- Executive report
- Decks – full study, short, large audience
- Chinese version

Learn more

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Points of view in development

Pipeline 1H 2016

T&T & Government Airport JAM Summary – Q1 2016 – Deck Only

Travel Loyalty: Cognitive Connections – Q1 2016 – Deck & Paper

Travel Loyalty: Loyalty's Legacy – Q2 2016 – Deck & Paper

Travel Experience Index: Airline Edition (Phase 1) – Q1 2016 (Client Decks & Smartpaper)

Travel Experience Index: Hotel Edition (Phase 1) – Q2 2016 (Client Decks & Smartpaper)

Travel Experience Report: Travel Edition (Phase 1) – Q2 2016 (Decks & Paper)

Pipeline 2H 2016

API Innovation in Travel & Transportation

Seeks to understand how innovative companies are using APIs to improve business performance and innovation

Will be based (in part) on interviews with members of the IATA StB working group member airlines

Collaborative effort with a broader IBV API analysis

Cognitive Readiness Assessment and Quick-start Guide for T&T

Will include client interviews from both Travel AND Transportation

Will have a decidedly tactical orientation that will focus on specific methods and steps clients can take to speed up their cognitive journeys

Should help clients jump-start or re-energize their cognitive enablement programs

Airport Experience Perspective

Proposed Practitioner Perspective for late 2016

May focus on airport experiences for customers, including security, retail, and airline coordination

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Contacts

Role	Contact name	Notes address
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Solutions	Kyle Masengale	Kyle Masengale/New York/IBM
Solutions	Samantha Russell	Samantha M Russell/Arlington/IBM
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Segment Leader, Railroads	Keith Dierkx	Keith Dierkx/San Francisco/IBM
Segment Leader, Travel Related Services	James (Greg) Land	James G Land/Baltimore/IBM
Segment Leader, Freight Logistics	John Maley	John Maley/Morristown/IBM
Global Marketing Manager T&T Industry Leader	Tom Lientag	Tom Lientag/Somers/IBM
Global Marketing Manager T&T Industry	Shannon Adelman	Shannon L Adelman/New York/IBM
Global Marketing Manager – Global Marketing Center	Aurokumar Das	Aurokumar Das/India/IBM
SoA, Architecture, Airline Analytics, Integration	Dan Weber	Daniel Weber/Switzerland/IBM
Self-service Solutions, Common Traveler Services	Alvin Li	Alvin A Li/Markham/IBM

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LTS Contacts

Teaming Up with Right Person & Right Solution will lead to more success for T&T

GTS Distribution Sector Leaders

Brian Whitfield – Global Sales
Marcelo Lemo – Distribution Sector/US / Chris Nicoletti - Sales/US
Vivek Mahajan – GTS Japan / Yoshinori Irisawa/Sales
Other - TBA

GPS Global Practice Leaders

Kelly Chambliss – DIST SECTOR NA
David Santoro – DIST SECTOR EUR
Sandy Khanna - F&A
Graham Moore – Procurement
Carl Ingersoll - HR & Learning
Mike Eby - Kenexa Recruitment
Pamela Stanford - Managed Marketing
Leslie Peeler - Lending Solutions (N/A for T&T)

GBS Domain Leaders

Bill Fuessler - Finance, Risk & Fraud
Tina Marron-Partridge - HR
Al Opher - Digital Operations
Other - TBA

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IBM Industry Academy Members



Keith Dierkx

United States

Global Industry Leader, Rail Innovation Center



Julie Shainock

United States

Director, Global T&T Solutions



Raimon Christiani

Switzerland

Vice President, Global Industry Leader
WTTC Member



Heidi Fillmore

Canada

Executive Partner, Apple + IBM Product Lead



Brian O'Rourke

United States

Global Industry Leader, Aviation



Steven Peterson

United States

Institute for Business Value, Global T&T Leader



Dee Waddell

United States

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Global T&T Industry Segment Leaders



Keith Dierkx

United States

Global Industry Leader, Rail Innovation Center



John Maley

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Global Industry Leader, Freight
Logistics



Greg Land

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Global Industry Leader, Travel Related
Services



Brian O'Rourke

United States

Global Industry Leader, Aviation

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Global T&T Industry SME's: Centre of Competence



Chris Li
United States

Solution Architect
Airlines and Hospitality



Kevin Haskins
United States

Airline Passenger Sales
and Service



Rod Hedges
United States

Solution Architect
Airlines and Hospitality



Yannis Gounaris
United States

Airline Process and
Strategy, Operations



TP Anantheswaran
India

Airport operations, omnichannel
passenger systems



Rudolf Novak
Switzerland

Freight operations



Christian Janssen
Switzerland

Airline CRM, Loyalty



Ian MacPherson
Singapore

Freight operations



Ravi Seshadri
India

Airline operations



Nishant Balakrishnan
India

Airline maintenance and MRO



Carsten Stoerner
Denmark

Airline Operations, Finance
and Digital Reinvention



Ravi Nanjund
India

Airport operations,
digital reinvention



Daniel Weber
Switzerland

SoA, Architecture, Airline
Analytics, Integration



Alvin Li
Canada

Self-service solutions,
Common Traveler Services

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Accounts, Clusters

S&D Account Structure

Industry Clients

Integrated Accounts

The Integrated Account model is applied to IBM's top accounts worldwide. This select number of accounts generate 25% of IBM's total revenue. They are managed by a senior executive, called a managing director, who leads a dedicated team of brand leaders, IT architects, IBM Inside sales representatives, client executives, client representatives, business partner representatives and operations manager, etc. The whole team focuses exclusively on one customer's requirements. The managing director has broad delegation authority and support. He/She reports to a global sector general manager.

Non-IA Industry Clients

The Non-IA Industry Client is managed by the Sector Leaders in the IOT/IMT.

IBM provides Industry Clients

Deep industry expertise
Dedicated cross-brand senior and experienced leaders
Client growth strategy as cornerstone for growth agenda
C-Suite / LoB relationships
Social and collaborative tools to strengthen client relationship

Enterprise Clients

The Enterprise (ENT) model is targeted at with a high level of spending with IBM. These Clients typically have > 1000 employees.
Enterprise Clients have the lowest E/R.
Integrate Team IBM around the local marketplace
S&D and Brand sellers dedicated to a geographical unit
Industry aligned territories where critical mass exists
Special focus on new client Acquisition

GBS Account Framework

Top Accounts

Top Accounts are GBS's largest, most strategic accounts with deep relationships and current or potential wallet / fair share of approximately \$50M+ annually.
Dedicated, consistent coverage ; Builds client insights, intimacy, mind share, depth of relationships; Kickstarts the apprenticeship culture / organic talent development

Account Clusters

An Account Cluster is comprised of an Anchor Account(s) and Select Accounts with dedicated team coverage – a critical talent mass that competes on relationship, industry depth, breadth of capability and speed to market. Account Clusters provide a fertile environment for seeding the next generation of Top Accounts as well as coaching and mentoring

Anchor Accounts

An Anchor Account is a large account (one of GBS's Top Accounts) with significant wallet for GBS-like services and fair share of 25%+. An Anchor Account is also the keystone around which Account Clusters are formed. The Anchor Account will help accelerate the growth of the accounts within the Cluster through knowledge sharing, market experience, and insights

Select Accounts

Select Accounts are a combination of smaller and/or target accounts that have been assembled in a Cluster to leverage coverage via similarities in industry, client problem set, or transformation cycle. They have a dedicated team of Partners / APs who are measured exclusively on the accounts in their Cluster, which includes the Anchor Account.

Key Links and Contacts

Industry Imperatives and Strategy

Objectives

Accounts, Clustering

IBM Design Thinking

Segment Overview

Industry Solutions

Strategic Initiatives

Marketing Plan

Industry Team

Centre of Competence

Thought Leadership

Key Links and Contacts



Key links and industry content

Learn and build your eminence

Industry solution sales kits | [T&T Industry Solutions](#)

Learn about the T&T industry | [Know Your Industry](#)

Understand market trends | [T&T Bluemine](#)

Participate in [T&T Learn On A Thursday](#)

Start a client conversation with T&T [IBV studies](#)

Connect and build your personal brand

Join IBM's T&T community | [T&T Collaboration Hub](#)

Know key IBM T&T contacts | [T&T Global Contacts](#)

Insights from experts | [T&T Blog](#)

Ask or answer a question | [T&T Forum](#)

References and case studies

Search for T&T references | [Client References Database](#)

Learn about Smarter Planet references | [Smarter T&T References](#)

A Powerpoint summary of [some of our best solutions references](#)

[T&T CAMSS references](#)

[T&T Journey Maps](#)

Client facing links you can share

Bookmark the [T&T home page](#)

[Smarter Transportation](#)

Showcase T&T success stories | [Case Studies on IBM.com](#)

Apple + IBM Partnership materials

[Katherine White's overview presentation](#)

[Client ready presentation and conversation guide](#)

[Overview of the IBM MobileFirst for iOS applications for Travel & Transportation](#)

More Information - [Apple+IBM Partnership Enablement Wiki](#)

Have a question about the Apple+IBM partnership in T&T? [visit Q&A Forum](#)



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