



해외 진출 기업을 위한 운영서비스 파트너십 방안

강 학 동 전무

Managed Business Process Service,

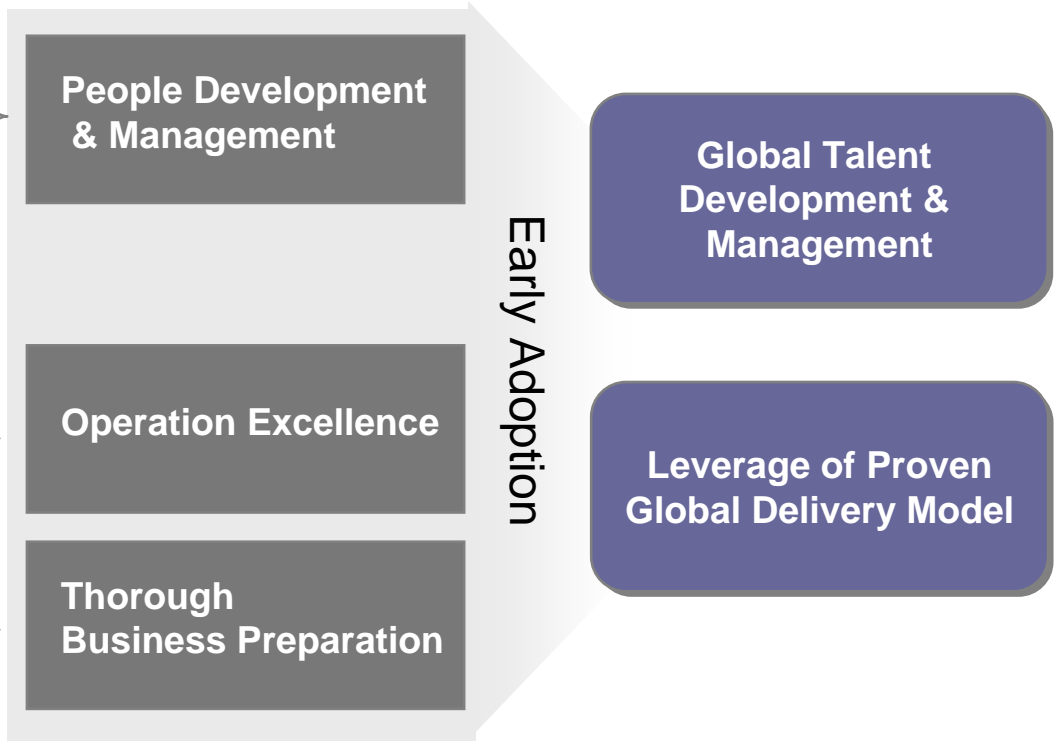
IBM Korea

Entry into Vietnam market

Considerations

- 1. Respect for historical pride
- 2. Labor management in workplace
- 3. Lack of time sense
- 4. Custom of giving presents to each other
- 5. Reasonable procurement management
- 6. Definite statement of contract
- 7. Complicated authorization process

Implication



Source: IBM MBPS, 2007

Typical Challenges for Korean Firms Overseas

1. Lack of top-notch local talent

- Cannot attract / retain local talent
- They leave for Western firms

2. Lack of clarity

- Subjective judgment of performance
- No formal communication on one's performance

3. High HR Cost

- Even-pay increase across the board
- No mechanism to distinguish good / poor performers

Source: Global Trend in Talent Management, Hay Group 2006

Companies looking to stay ahead of their competitors need to focus on the entire employee lifecycle

Global Talent
Development &
Management

Leverage of Proven
Global Delivery Model

Avoid
complacency

- Realize that **changing demographics, growth, and increased employee mobility** can rapidly change the dynamics of the recruiting market and make it difficult to attract and retain talent

Apply
blended learning

- Combine the most effective aspects of **face-to-face** and **distributed learning** capabilities

Focus on key
employee segments

- Leverage **relationship management tools and processes** to attract potential employees and retain current ones

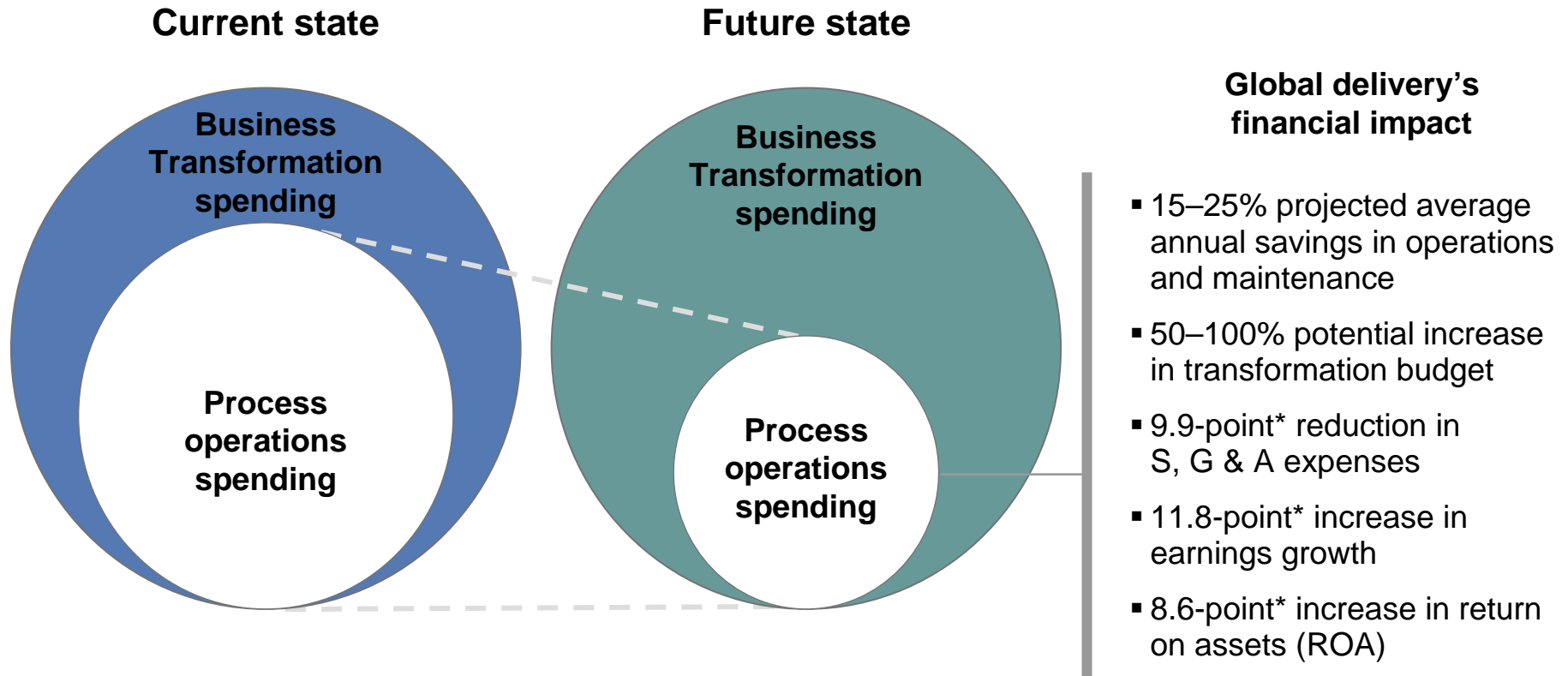
Look beyond
traditional employees

- Consider tapping into **alternative labor pools** (e.g., retirees, women with children, individuals with disabilities) to obtain needed skills

Source: IBM Global Human Capital Study 2008.

Global delivery can help generate the savings that fund for Business Transformation that create new business value

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* Performance improvements relative to sector median.

Source: *Business Impact of Outsourcing—A Fact-Based Analysis*, coauthored by Dr. Marc Bertoneche, Harvard Business School, and Dr. Aleksandra Mojsilović, IBM Research, January 2006

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Example enterprises capturing tremendous benefits

	From	GIE Action	To
P&G	Regional MNC	<ul style="list-style-type: none"> Global Business Units Global Services 	↑ Stock 50%
Nestle	Slow, inflexible	<ul style="list-style-type: none"> Global Business Excellence GLOBE SAP ERP 	↑ \$2.4B program benefits
Li & Fung	Fast competition	<ul style="list-style-type: none"> Global Process Network 7,500 partners in 37 countries 	↑ Stock 1,200%
Yan Sha	Poor productivity & data	<ul style="list-style-type: none"> Global Online Supply Chain 1800 Suppliers 	↑ Order accuracy 80% to 99%
TetraPak	60 plants, 165 country markets	<ul style="list-style-type: none"> Business Model Standardization 	↑ 1 global process
Bharti	Fast growth market	<ul style="list-style-type: none"> Global Partnering Model 	↑ Revenue 60%
Medtronic	Fragmented regional market	<ul style="list-style-type: none"> ONE ERP Support Functions 	↑ Efficiency \$500M

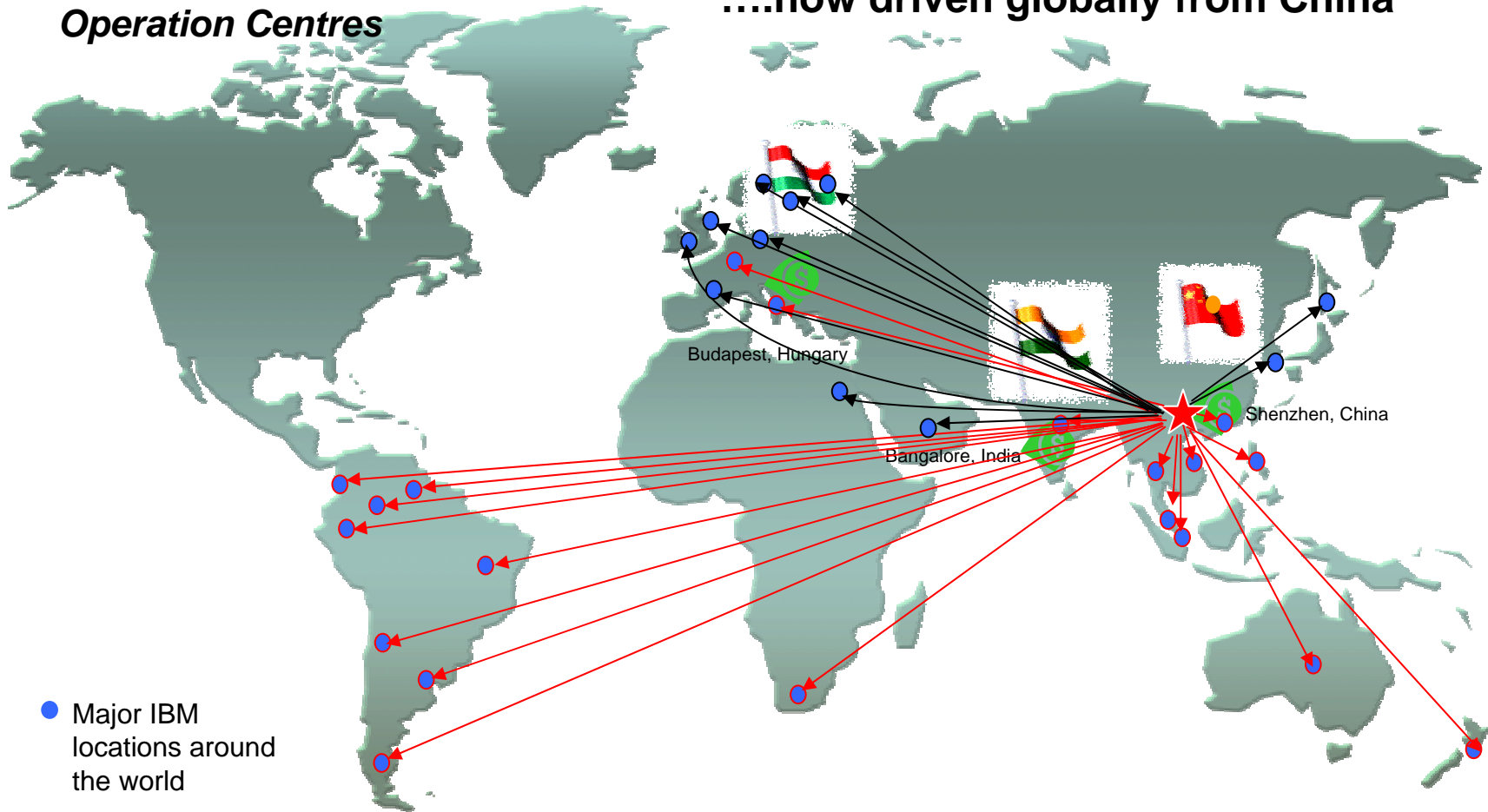
Reference : IBM procurement... from 300 centers to 3 centers in 6 years

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*Procurement
Operation Centres*

....now driven globally from China



● Major IBM locations around the world

Reference :

Telstra : SSC Service Areas by IBM

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Procurement Services :

25M\$/year investment in Procurement process!

- sourcing teams for each spend category
- managing IBM spend categories – sourcing strategy, vendor mgmt, savings reviews, contract mgmt (but final contract approvals always with Telstra)
- always compliant with Telstra policies

Operational Services

- catalog development – hosted, punch out
- vendor master file maintenance
- emergency order process
- reporting
- compliance measurement
- savings tracking

Accounts Payable Services

- invoice processing
- invoice payment file generation
- invoice / PO match issue resolution (pricing, GRN, etc)

Business Benefits

Realize
Savings

- Tracking of realized savings
- Ability for Finance to interlock realized savings to budget review process

Improve
Sourcing

- Visibility and planning of sourcing events and savings
- Improved relationships with suppliers due to better forecasting, quicker sourcing cycles and on-time payment

Improve
Compliance

- Further centralization of procurement function so that buying from the Business Units is eliminated over time

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IBM Vietnam Global Delivery Center Overview

Spoken Languages	Vietnamese: High English: Medium Japanese: Low French: Low
Strengths	<ul style="list-style-type: none"> • Attractive labor and infrastructure costs • Good retention rate • Young, Highly-skilled and Dynamic Technical Resources • Large Pool of French- and Japanese-speaking Resources • Government Support to promote Software Export Industry

- 10% IT professionals in Vietnam speak French fluently. French is also the second popular foreign language in Vietnam. Some universities teach in French.
- Japan is currently the third biggest investor and potentially to be the biggest investor to Vietnam.
- Most resources in GDC Vietnam speak English. Almost students have English using capability after graduation.



Current Seats: 150
Expansible up to: 400



Current Seats: 200
Expansible up to: 500

Considerations for Successful Globalization

1. Define clear **Goals and Strategy** – “Why Globalization”
2. Positive attitude toward **M&A** and prepare it
3. Consider **Legal & Social Risks** in a local market
4. Invest in **Brand & Corporate Image** establishment
5. Attract **Global Talent** and delegate rights and responsibilities
6. Top management’s effort to coordinate **Organization and Culture**

Source: McKinsey study 2007