GTS Innovation Award Program Nomination Template

Outstanding Technical Achievement Award (OTAA)

Middleware & Database Watson Analytics Dashboards

Marcelo Ripoll
2018
Nominees that Contributed to Technical Achievement or Innovation

- Marcelo Ripoll
Names of Executives Sponsoring Nomination

Note: A letter from the executive supporting the nomination and business value claimed must be included in the nomination package.

- Mark Thomas
Nominee Details

Important: the nominee’s in-country and functional managers must be notified that he/she is being included on the nomination prior to the nomination being submitted for consideration

Note: Include a separate slide for each Nominee

<table>
<thead>
<tr>
<th>Full Name</th>
<th>Julio Marcelo Ripoll</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lotus Notes email ID</td>
<td>Julio Marcelo Ripoll/Argentina/IBM</td>
</tr>
<tr>
<td>IBM Intranet email ID</td>
<td><a href="mailto:ripollju@ar.ibm.com">ripollju@ar.ibm.com</a></td>
</tr>
<tr>
<td>Serial number</td>
<td>613 - 080635</td>
</tr>
<tr>
<td>Current Division</td>
<td>GTS</td>
</tr>
<tr>
<td>Division when innovation was created</td>
<td>GTS</td>
</tr>
<tr>
<td>Position Title</td>
<td>Global Middleware &amp; Database Engineer</td>
</tr>
<tr>
<td>Current band level</td>
<td>9</td>
</tr>
<tr>
<td>Gender</td>
<td>Male</td>
</tr>
<tr>
<td>Bluepages in-country Manager Lotus Notes ID</td>
<td>Marcos Cimmino/Argentina/IBM</td>
</tr>
<tr>
<td>Manager Serial number</td>
<td>613 - 022589</td>
</tr>
<tr>
<td>Were both the in-country and functional managers notified that this person was being submitted for an award? Reply YES or NO.</td>
<td>Yes</td>
</tr>
<tr>
<td>Detailed description of how this nominee provided a TECHNICAL CONTRIBUTION to the submission.</td>
<td>Marcelo Ripoll created and led Watson Analytics Dashboards for Global Middleware &amp; Database GTS, reporting: finance, workload, human resources, inventory, productivity and quality information for use on GTS accts; As of March 2018, 427 accts were boarded covering 328K Databases across North America, Asia Pacific, Europe, Greater China, Japan, Latin America and Middle East &amp; Africa.</td>
</tr>
</tbody>
</table>
### Description of Achievement (1 of 5)

- **Minor 3 OTAA Submission,**
- Design, development and deployment of GTS solution for Middleware & Database technologies providing unique centralized tool to analyze accounts status from multiple views.
- Reports used by Global strategic leaders, regional and account management team members.

#### Innovation
- Identification of groups or list of accounts with productivity issues
- This solution lets to the user perform a visual correlation of multiple dimensions when they analyze an account status using metrics, graphics, tables, counters to identify different account values. Used since June 2016
- Creation of a new consolidated platform with a total of 41 dashboards that can be filtered by service areas, technology, month, quarter regions, markets and account names
- Use of Watson Analytics software features to present metrics and results to define new actions plan in less time than taken in the past by decision makers

#### Capability
- Identification of MWDB technologies below Frame Work Blue productivity targets. Accounts comparison feature is available
- Trend analysis about results of improvements done post initial evaluation and deployment of action plans to increase account performance

#### Outcome
- Over 427 accts, covering 328000 Databases across North America, Asia Pacific, Europe, Greater China, Japan, Latin America and Middle East & Africa.
- Over 200 different graphics and data tables by month to analyze region/markets/accounts trends, productivity and workload behavior. Historical data from the last 12 months
- Widely used in deep dives sessions and monthly evaluation tracking meetings for Client Success improvements
Description of Achievement (2 of 5)

Middleware and Database Watson Analytics Dashboards (MWDB)  

- **Project Objectives**
  1. MWDB dashboards were the technical solution developed to complete the MWDB “octagon” business requirement.
  2. Evaluate monthly MWDB accounts status using only 1 centralized tool.
  3. Show modules or “Dimensions” with specific metric to analyze accounts from different angles:
     - Finance (Finance Reports)
     - Human Resources (HR Hub)
     - Productivity (Yardstick)
     - Workload (TvC)
     - Inventory (CMT)
     - Quality (CHIP)
  4. Access to the tool is for authorized users only, from anywhere in the world and be available 7 x 24 x 365.
  5. Store annual or quarters history data to analyze multiple trends.
  6. Provide account list to start deep dives to increase productivity and specific improvements by each MWDB technology.

- **Use Cases / Benefits**
  - **Productivity evaluation to identify accounts above or below Framework Blue target**
    - Productivity could be analyzed by account, metric, technology, month, service area, region, markets, etc.
    - Technical and account management levers could be defined based on analysis results mentioned before.
  - **Workload distribution analysis to identify technical strategies**
    - Define automation solutions, tools and policies to decrease effort hours on specific topics.
    - Rank world wide database technologies importance and plan educational roadmaps accordingly.
    - Analyze activity distribution by account/month.
    - Study employee task assignment by month.
    - Evaluate Idle time by account, technician, etc.
    - Show geographical distribution of resources.
  - **Human resource distribution analysis**
    - Total population, Global delivery and Domestic population.
    - Breakdown and distribution of band categories. Trends analysis
## Description of Achievement (Slides 3 – 5)

<table>
<thead>
<tr>
<th>Project Name</th>
<th><strong>Middleware &amp; Database Watson Analytics Dashboards (MW&amp;DB)</strong></th>
</tr>
</thead>
</table>

### Business Problems
- There was not any tool to compare multiple dimensions one account.
- Manual intensive administration for managing accounts data vs framework blue productivity targets.
- Complex methods to get a ranking list of accounts health showing below and above productivity targets.
- Huge amount of isolated reports to analyze and describe account situation in deep dives meetings.
- Inefficiency with the optimization of accounts productivity.

### Client Objective (or) Requirements
- Reduced manual effort and errors across data collection, data preparation and reporting.
- Increase standard data management and processes for all MW&DB technologies.
- Create an unique control dashboard environment to be available anytime, anywhere for decision makers.
- Deploy a modern analytic platform to deploy the MW&DB Octagon metric model.

### Target Solution
**MW&DB Watson Analytics Dashboards** is a modern platform for a multi dimensional view applied to data management, metric reports and control of accounts and technologies supported by MW&DB world wide delivery teams.
There are 6 keys “dimensions” or modules:
- Finance
- Productivity
- Inventory
- Human Resources
- Workload
- Quality

### Project Scope
- Enable data collection from multiples sources.
- Establish a method and tool to analyze accounts status from multiples points of view and levels.
- Dashboards were built to be used by: Global, Service Areas, Region, Market, Country and Account leadership members.
- Trends analysis are available inside all modules.
- Drive the definition and tracking of recommendation plans provided by Global Service Line Engineers.

### Key Value from the Project Deployment
- Automated data management to join different data sources and set new metric categories.
- Decrease manual efforts used monthly to create status reports.
- Increased account status visibility to define accounts ranking and so, from which accounts start corrective strategies.
- The account analysis based in multiples views, give a better understanding about the real account situation, limitation, root causes and future action plans.
Description of Achievement (Slides 4 – 5)

Middleware & Database Watson Analytics dashboard was the solution tool created to resolve the requirement of the Octagon metric model, which had been defined some time ago by the Middleware and Database Service Line leader. The novelty of this solution was to analyze the accounts status from different angles in one unique environment, which received information from multiple IBM corporate systems, to be updated monthly and had an annual historical data stored available at any time, including: finance, workload, human resources, inventory, productivity and quality information.

The Middleware & Database Octagon Metric Model
Description of Achievement (Slides 5 – 5)
Middleware & Database Watson Analytics Dashboards

Centralized and consolidated analytics environment for decision makers, management and operational team members which helps them to analyze different dashboards for geographical regions, markets, countries or accounts at one month, different months, etc., processing information from **more than 700 accounts and 1 year of productivity historical data.**

The main goal of this is to answer the question: What is the account status?
Using this solution, the system will have different answers depending on the point of view from where the account is analyzed to have a final balanced mark about whole “Health” account status.

**Finance**
Accounts Gross Profit (GP) are shown in different formats, having a ranking of best and worst accounts by GP. There are calculations for determining above and below target accounts, revenue and costs.

**Human Resources**
Analysis can be done at Total, Domestic or Global Delivery population, having breakdowns by band categories, Total Population trends and many available filters such as Geo, Country, First Line Manager, Second Line Manager, Job Role Skill Sets, Band Quantity by Country, Population by hire date and more.

**Productivity**
This is one of the most important dimensions used by everyone, showing for each product metric: Total Volume, Total Hours, Metrics Results, Competitive targets, Quantity of Accounts above and Below, Total FTEs, FTE Delta Vs Framework Blue Targets, Productivity monthly trends, Volume and Hours annual Analysis, Results by market. Productivity Comparison between 2 accounts, FTE Delta vs Cost/FTE and FTE Delta vs Productivity.

**Workload**
Provides easy analysis about Distribution of activity categories according to Time Volume Capture (TvC) Taxonomy Activity Name, Trend of Supported Product by Performing Country or Account. Comparison of time spent between 2 accounts, TvC Utilization status by First Line Manager, Utilization Drilldown by role, etc.

**Inventory**
Pick ups information from CMT system and show it by product, account, market, region or globally with 1 year of historical data.

**Quality (of Service)**
Quantity of Service Level Agreements (SLA) by Service area, Total SLAs quantity, Total Missed SLAs quantity, grouped by Geo, Market, SLA Targets, SLA Rates, Total SLAs by Geo Trend, Total Misses SLAs by Geo.
## Deployment Scope

MW&DB Watson Analytics Dashboards [Link]

<table>
<thead>
<tr>
<th>Year - Month</th>
<th>Dashboard</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016 - June</td>
<td>Workload</td>
<td>914 Accounts</td>
</tr>
<tr>
<td>2016 - August</td>
<td>Human Resources</td>
<td>6888 Employees</td>
</tr>
<tr>
<td>2017 - March</td>
<td>Productivity</td>
<td>723 Accounts</td>
</tr>
<tr>
<td>2017 - April</td>
<td>Finance</td>
<td>800 Accounts</td>
</tr>
<tr>
<td>2017 - June</td>
<td>Inventory</td>
<td>290 Accounts</td>
</tr>
<tr>
<td>2017 - September</td>
<td>Quality</td>
<td>579 Accounts</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date</th>
<th>Watson Analytics Dashboard</th>
<th>Account Name</th>
<th>IOT that holds the contract for the account and hosts the account</th>
<th>Country the account is deployed (if more than one country say Global)</th>
<th>How long has the solution been in use (Number of Months)</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 2016</td>
<td>Workload</td>
<td>7-Eleven Stores</td>
<td>AP</td>
<td>Global</td>
<td>23</td>
</tr>
<tr>
<td>June 2016</td>
<td>Workload</td>
<td>ABB</td>
<td>AP</td>
<td>Global</td>
<td>23</td>
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<tr>
<td>June 2016</td>
<td>Workload</td>
<td>ABN-AMRO</td>
<td>AP</td>
<td>Global</td>
<td>23</td>
</tr>
<tr>
<td>June 2016</td>
<td>Workload</td>
<td>ABS Australian Bureau of Statistics</td>
<td>AP</td>
<td>Global</td>
<td>23</td>
</tr>
<tr>
<td>June 2016</td>
<td>Workload</td>
<td>Adani Enterprises Ltd</td>
<td>AP</td>
<td>Global</td>
<td>23</td>
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<tr>
<td>June 2016</td>
<td>Workload</td>
<td>Affin Bank</td>
<td>AP</td>
<td>Global</td>
<td>23</td>
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<tr>
<td>June 2016</td>
<td>Workload</td>
<td>AIA Shared Services (Hong Kong)</td>
<td>AP</td>
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<tr>
<td>June 2016</td>
<td>Workload</td>
<td>Air New Zealand Limited</td>
<td>AP</td>
<td>Global</td>
<td>23</td>
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<td>June 2016</td>
<td>Workload</td>
<td>Alfa S.A.B. de C.V.</td>
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<td>Allianz Life</td>
<td>AP</td>
<td>Global</td>
<td>23</td>
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<tr>
<td>June 2016</td>
<td>Workload</td>
<td>American Express</td>
<td>AP</td>
<td>Global</td>
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<tr>
<td>June 2016</td>
<td>Workload</td>
<td>American International Assurance-616</td>
<td>AP</td>
<td>Global</td>
<td>23</td>
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<td>Workload</td>
<td>Amore Pacific</td>
<td>AP</td>
<td>Global</td>
<td>23</td>
</tr>
<tr>
<td>June 2016</td>
<td>Workload</td>
<td>Apollo Munich Health Insurance Limited</td>
<td>AP</td>
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<td>June 2016</td>
<td>Workload</td>
<td>Australian Government Department of Defence</td>
<td>AP</td>
<td>Global</td>
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<tr>
<td>June 2016</td>
<td>Workload</td>
<td>Bank of Ayudhya Public Company Limited</td>
<td>AP</td>
<td>Global</td>
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<td>June 2016</td>
<td>Workload</td>
<td>Bank of the Philippine Islands (BPI)</td>
<td>AP</td>
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<td>23</td>
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<td>Workload</td>
<td>Baxter Healthcare</td>
<td>AP</td>
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<td>AP</td>
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<td>23</td>
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<tr>
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<td>Workload</td>
<td>Bharat Light and Power Private Limited</td>
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<tr>
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<td>Workload</td>
<td>BHP Billiton</td>
<td>AP</td>
<td>Global</td>
<td>23</td>
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</tbody>
</table>
Solution Originality

• Has the solution been submitted for an award previously?  No
  If yes, answer the following questions:
  - Division under which award previously submitted (GTS, Systems, Security etc)
  - Year submitted
  - Was an award granted and if so what level awarded (Corporate, Major, Minor (1,2,3))

• Describe the originality of the solution. Choose one of the categories below and explain why the solution meets this category.
  - Unique Solution
    - Middleware & Database (MWDB) Watson Analytics Dashboards is a deployment with:
      - MWDB Innovation on data mining and analytics for identification of client opportunity to improve their performance from multiples points of view: Finance (Finance Reports), Workload (TvC), Human Resources (HR Hub), Inventory (CMT), Productivity (Yardstick) and Quality (CHIP).
      - Answer the question: what is the account status? from multiple disciplinary points of view.
      - Centralized and consolidated Watson environment with restricted user management to define access to multiple or single reports folders avoiding spreadsheet use and document versioning issues.
      - Maximum flexibility: Reports format can be changed with few efforts according to users recomendations.
      - Web solution available 7 x 24 x 365 for any account, market or geography which supports Middleware or Database products.
      - Scalable: New reports can be analyzed, designed, developed and deployed/ added without any service availability interruption.
### Solution Originality

<table>
<thead>
<tr>
<th>Files</th>
<th>Data Lake</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>7 IBM Corporate Systems</td>
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<tr>
<td>HR HUB</td>
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<tr>
<td>Tvc</td>
<td></td>
</tr>
<tr>
<td>CMT</td>
<td></td>
</tr>
<tr>
<td>CHIP</td>
<td></td>
</tr>
<tr>
<td>Blue ID</td>
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</tr>
<tr>
<td>Blue Pages</td>
<td></td>
</tr>
<tr>
<td>Surveys</td>
<td></td>
</tr>
</tbody>
</table>

**SPSS Streams**

- Extract data from systems that ONLY belongs to 12 MWDB technologies.
- Standardize and convert data formats.
- Create new fields to be used as key fields during data processing steps.

**SPSS Nodes**

- Calculation of new values, ratios, metrics and classes categories
- Total processing time: 2-3 hours/month
- Total records processed: 1.2 – 1.5 Million records/month

**Watson Objects & Folders**

- Finance
  - Dashboards: 1
  - Graphics: 3
  - Tables: 2
  - Counters: 7
  - Filters: 3
- Human Resources
  - Dashboards: 4
  - Graphics: 23
  - Tables: 1
  - Counters: 23
  - Filters: 40
- Workload
  - Dashboards: 15
  - Graphics: 74
  - Tables: 6
  - Counters: 42
  - Filters: 105
- Productivity
  - Dashboards: 15
  - Graphics: 74
  - Tables: 6
  - Counters: 42
  - Filters: 105
- Inventory
  - Dashboards: 8
  - Graphics: 36
  - Tables: 3
  - Counters: 173
  - Filters: 28
- Quality
  - Dashboards: 4
  - Graphics: 8
  - Tables: 3
  - Counters: 73
  - Filters: 8

**Watson Privileges**

- Log into Watson Analytics modules – ONLY authorized users by module

**Regions**

- Global
- AP
- Europe
- NA
- LA
- GCG
- Japan
- MEA

**Geographies:** 7

**Customers**

- Amex
- IDEA
- ABB
- Fluor
- Gerdau
- CITIC
- Honda
- Evyap

**Accounts:** 400-500

**Roles**

- GSO
- SAL
- Chief Eng.
- SLE
- GD Leaders
- DPE-SIL
- SDM
- 2nd line manager
- 1st line manager

**Authorized users**

**Calculation of new values, ratios, metrics and classes categories**

- Total processing time: 2-3 hours/month
- Total records processed: 1.2 – 1.5 Million records/month

**SPSS Streams**

- Extract data from systems that ONLY belongs to 12 MWDB technologies.
- Standardize and convert data formats.
- Create new fields to be used as key fields during data processing steps.
Solution Originality: Automatic Data Processes Innovation

Data Preparation
- Total Processes: 25

Data Processing
- Total records processed: 1.2 – 1.5 Million records/month
- Total processing time: 2-3 hours/month

Data Source: Monthly Yardstick dump files
- CMT tab extracted
- Select metrics using Excel
- Convert % Hours GR, Volume Value and Total Hours fields to number 2.0 using excel cell format
- Change Claim Month column field format to dd-mm-yy
- Execute Stream

Calculating new values, ratios, metrics and class categories

SPSS
- Streams
- Nodes

Extract data from systems that ONLY belong to 12 MWDB technologies.
- Standardize and convert data formats.
- Create new fields to be used as key fields during data processing steps.
Solution Strategy and Scalability

Provide a short statement (2-3 sentences) for the following questions.

- **Describe how this nomination is part of or contributes to GTS’s strategic portfolio of solutions and services.**
  - Middleware and Database (MWDB) Watson Analytics Dashboards are a consolidated Management system which gets data from 7 IBM Corporate tools: Finance, HR Hub, Time Volume Capture, Competitive Metric Tool, CHIP, Blue ID and Blue Pages; provides information about, geographies, markets, countries and accounts from multiple points of view to have a whole picture and understanding about accounts or regions status; processing around 1.2 to 1.5 millions of records by months.

- **Describe how this nomination will be re-used within GTS.**
  - MWDB Watson Analytics Dashboards is a standard solution that can be used by any IBM services area which has productivity, volume, human resources data and metrics in place, saving: access time to connect to the different data sources, processing, drawing, showing graphics and creating tables with results in seconds, with a simple and friendly operation.

- **Describe how the nomination will be scaled to support multiple accounts and/or IOTs and the timeframe.**
  - Initially MWDB Watson Analytics Dashboards only included Middleware and Database metrics, but in June of 2018, it was decided to be strategic standard for all Hybrid Compute services areas: Distributed Middleware, Distributed Database, Distributed (Intel & Unix) and Sysops (System Operations).
  - The future Hybrid Compute Watson Analytics Dashboards will include 11 metrics, 4 services areas, 7 geographies and more than 900 accounts. It is planned to be completed during Q4 2018.
Solution Documentation (also referred to as Intellectual Capital, IC)

**IMPORTANT:** The IC submitted must be of sufficient quality such that it can be used by others to reuse and apply the solution elsewhere.

- **List all IC related to the project**, for example, assets that have been registered in IRAM, GSAR, GDA+, Lotus Connections Communities, etc. Also include the current state of any Patents FILED, Patents ISSUED, Publications issued, Whitepapers or external publications, etc.

- **Include a link to the repository that contains the IC**, and make sure the reviewer of the submission has access to review it.

- **Note:** a spreadsheet can be embedded (attached) to this page if there is insufficient space in the table (make sure to include all the fields in the table below in the spreadsheet).

<table>
<thead>
<tr>
<th>Documentation/Asset name/IC name</th>
<th>Link to Repository that houses the documentation</th>
<th>Date Submitted</th>
<th>Patent # and status if applicable</th>
<th>Contact name for the Asset</th>
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<tbody>
<tr>
<td>Middleware &amp; Database Analytics Dashboards</td>
<td><a href="https://w3-connections.ibm.com/wikis/home?lang=en-us#!/wiki/Wd533af36fa72_4fa7_b17c_8696d9232fcd/page/MW%26DB%20Analytics">https://w3-connections.ibm.com/wikis/home?lang=en-us#!/wiki/Wd533af36fa72_4fa7_b17c_8696d9232fcd/page/MW%26DB%20Analytics</a></td>
<td>June – 2016</td>
<td>N/A</td>
<td>Julio Marcelo Ripoll/Argentina/IBM</td>
</tr>
<tr>
<td>Middleware &amp; Database wiki</td>
<td><a href="https://w3-connections.ibm.com/wikis/home?lang=en-us#!/wiki/Wd533af36fa72_4fa7_b17c_8696d9232fcd/page/MW%26DB%20Analytics">https://w3-connections.ibm.com/wikis/home?lang=en-us#!/wiki/Wd533af36fa72_4fa7_b17c_8696d9232fcd/page/MW%26DB%20Analytics</a></td>
<td>May – 2018</td>
<td>N/A</td>
<td>Julio Marcelo Ripoll/Argentina/IBM</td>
</tr>
</tbody>
</table>
## Business Value

<table>
<thead>
<tr>
<th>Value Area</th>
<th>Impact (U$S)</th>
<th>Method of Calculation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reducing Human effort</td>
<td>$ 80,641</td>
<td>Time spent at each account to get similar reports</td>
</tr>
<tr>
<td>Decrease analysis time about conclusions on reports outcome</td>
<td>$ 24,601</td>
<td>Analysis for geographies, markets, countries and accounts status, finance, productivity, workload, inventory, quality, and other reports outcomes, accounts comparison are done in much less time with this initiative</td>
</tr>
<tr>
<td><strong>Monthly</strong></td>
<td><strong>$ 105,241</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Annually</strong></td>
<td><strong>$ 1,3 M</strong></td>
<td><strong>Deployed across 7 Geographies, all Markets, and 400 - 500 accounts supporting Middleware and Database products, processing 1.2 to 1.5 Millions of records by month.</strong></td>
</tr>
</tbody>
</table>
Solution Originality: Automatic Data Processes Innovation

**SPSS Streams**
- Extract data from systems that ONLY belong to 12 MWDB technologies.
- Standardize and convert data formats.
- Create new fields to be used as key fields during data processing steps.

**SPSS Nodes**
- Calculation of new values, ratios, metrics and classes categories
- Total processing time: 2-3 hours/month

**Data Preparation**
- Total Processes: 25

**Data Processing**
- Total records processed: 1.2 – 1.5 Million records/month

**Data Source**
- Monthly Yardstick dump files
- CMT tab extracted
- Select metrics using excel
- Convert % Hours GR, Volume Value and Total Hours fields to number 2.0 using excel cell format
- Change Chrm_Mnth column field format to dd-mm-yy
- Execute Stream

**PRODUCTIVITY DIMENSION STEP 1**
- Calculate Cost FTE
- Calculate K Hours for accounts

**GTS innovation Wiki**: https://ibm.biz/BdRU6a

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Solution Originality: Automatic Data Processes Innovation

Data Preparation
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Data Processing
- Calculation of new values, ratios, metrics and classes categories
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Diagram:
- Data Source => Yardsick_step1.xlsx
- Select only HC Metrics
- Merge
- Filter
- Select
- Append
- Filter
- Excel
- Productivity Dimension Step 2

GTS innovation Wiki: https://ibm.biz/BdRU6a
Description of Achievement (Slides 5 – 5)

Middleware & Database Watson Analytics Dashboards
Description of Achievement (Slides 5 – 5)
Middleware & Database Watson Analytics Dashboards
Description of Achievement (Slides 5 – 5)
Middleware & Database Watson Analytics Dashboards
Dear Board Members,

In my role as sponsor for the nomination "Middleware & Database Watson Analytics Dashboards", I can confirm the following business value in terms of cost savings that have been achieved by the project during the stated periods. The numbers were recorded/measured via applying adoption/usage of the solution for the subscriber base with cost avoidance savings for estimated time saved each month. Cost of development & deployment have been factored into the total savings.

Cost Savings: Period January 2017 to December 2017, US $1.3M

I look forward to the opportunity to further discuss this letter of support with the Review Board during its assessment and validation phase.

Yours Sincerely, Mark

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