

IBM Global Business Services

SAP系统项目健康检查服务简介 企业应用系统转型规划服务简介

2009年8月



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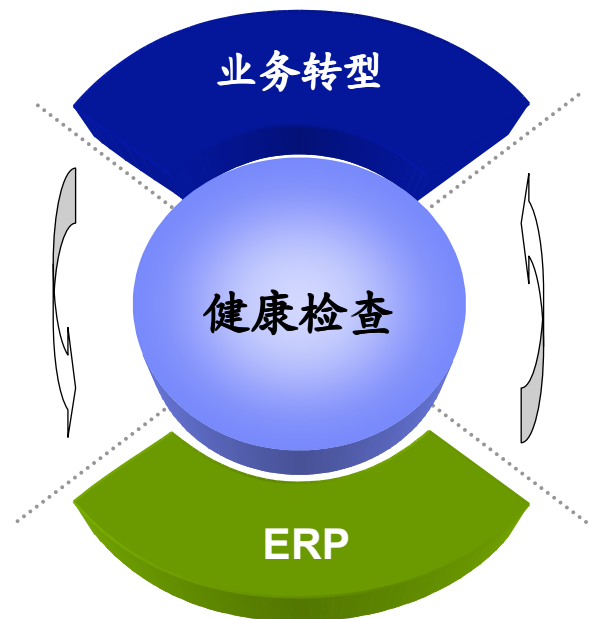
议程

- **健康检查服务介绍**
 - 健康检查的目的
 - 健康检查的方法
 - 健康检查所提供的可选服务范围
 - IBM健康检查专家团队

- **企业应用系统转型规划服务介绍**
 - 企业应用系统转型规划的背景
 - 企业应用系统转型规划的目的
 - 企业应用系统转型规划的方法
 - 企业应用系统转型规划的主要交付品
 - 企业应用系统转型规划所需的时间和资源

健康检查的目的

- 针对已实施SAP的企业，由IBM专家团队从系统功能、系统架构等角度对ERP应用情况进行评估，提出流程、功能、架构、用户感受等改进建议，保证信息系统与业务的无缝整合，实现IT系统投资价值最大化。

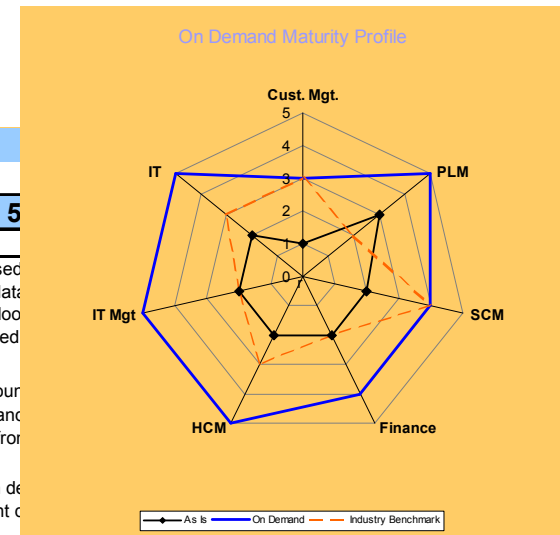


健康检查的方法

- 基于行业最佳实践和KPI的健康检查方法
 - IBM评估模型从客户管理、产品生命周期管理、供应链管理、财务管理、人力资源管理、IT管理、IT基础架构对企业上线前、上线后、未来期望达到的目标进行评估，找到差距，提出解决方案。

Questionnaire - Financial Management		
Instructions: Rank your client on a scale from 1 to 5 for each area in the green box		
Level 1	Level 3	Level 5
1. Does your CEO has instant visibility to the right performance metrics to make decisions		
Performance indicators are based on historical views and static - often not revealing real business issues until too late You have multiple charts of accounts You have manual, quarterly based processes in order to analyze performance Reports are provided on a requested as needed basis with a hierarchy and security to views You require completely manual processes to aggregate data Your financial systems require multiple checks You do not have iAnal ...	Performance indicators are based on historical views. Metrics are aligned with business operations on an annual basis to ensure they reveal issues You have a couple instances of chart of accounts You have some manual and some automated systems to generate performance measures for quarterly and ad hoc reporting Reports are generated based on roles Your ERP systems can be integrated with some manual systems, mostly using point to point solutions You have a reputation for resilience	Performance indicators are based on leading views, encompassing data sources and providing forward look Metrics are automatically aligned with operations You have a single chart of accounts You have automated systems and generate performance reports from anytime Reports are pushed through on demand managers so they have the right c Your ERP instances are integrated through a hub so that data is quickly and easily aggregated Your financial systems are so resilient that investors can trust your numbers whether or not they have been audited You use iAnalytics to allow you to quickly assess impacts of various actions before making decisions

样例：财务管理问题



健康检查所提供的可选服务范围

<p>方案一： 一次性健康检查</p>	<p>方案二： 定期健康检查</p>	<p>检查内容：</p> <p>一次性健康检查将就企业ERP系统上线后的全面状况进行评估，并从如下方面提出改进建议：</p> <div data-bbox="904 826 1464 1225" data-label="Diagram"> </div> <div data-bbox="1563 475 1904 561" data-label="Text"> <p>与IBM评估模型的对应关系</p> </div> <div data-bbox="1552 584 1912 849" data-label="Text"> <p>业务领域： 根据上线范围选取客户管理、产品生命周期管理、供应链管理、财务管理、人力资源管理等领域进行分析</p> </div> <div data-bbox="1552 887 1912 1018" data-label="Text"> <p>IT管理： 就系统友好度、运维队伍情况等调研</p> </div> <div data-bbox="1552 1056 1912 1321" data-label="Text"> <p>IT基础架构： 就系统performance（系统响应速度、处理Message的并发度、处理交易的时间）、数据量等进行评估</p> </div>
<p>服务范围：</p> <ul style="list-style-type: none"> 由IBM专业领域的3-4名专家进行为期1-2周的检查 该检查可以为全面检查 也可以由客户选择某几个专业领域（业务领域或评估领域）进行检查 10万人民币 	<p>服务范围：</p> <ul style="list-style-type: none"> 由IBM专业领域的3-4名专家定期进行为期1周的检查 初次检查为全面检查，其后根据各阶段重点不同，有选择地进行重点领域检查，由IBM不同领域的专家参与 15万人民币/年 	

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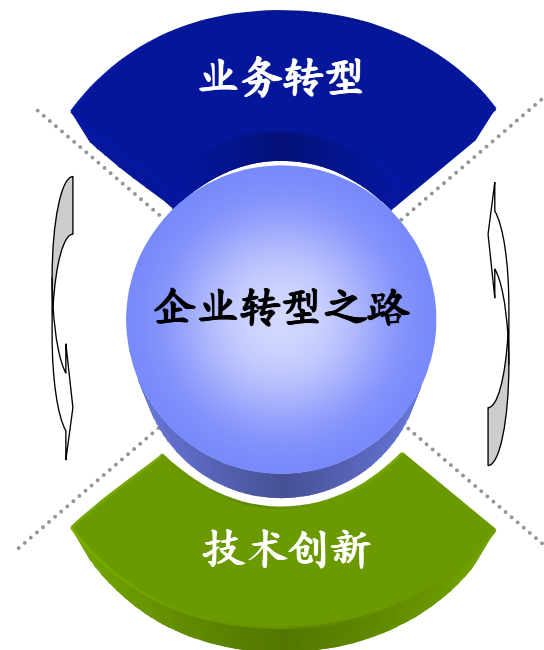
企业应用系统转型规划的背景

如今，越来越多的企业：

- 使用SAP系统作为企业的核心应用系统
- 处于业务转型和快速发展时期：渠道创新、共享服务...
- 有一系列快速扩张、兼并收购活动

IT面临的挑战：

- 在某一特定业务领域，原有系统不能满足业务发展和快速扩张的需求
- 应用系统的集成
- 原有系统保留、逐步取代方案
- 系统实施后的效益分析和下一轮IT投资能够给企业带来的切实效益



- SAP自身从企业后台系统向前台的发展

企业需要从自身发展和技术创新等角度全面考虑，制定应用系统规划，保证IT资源的有效投入...

企业应用系统转型规划的目的

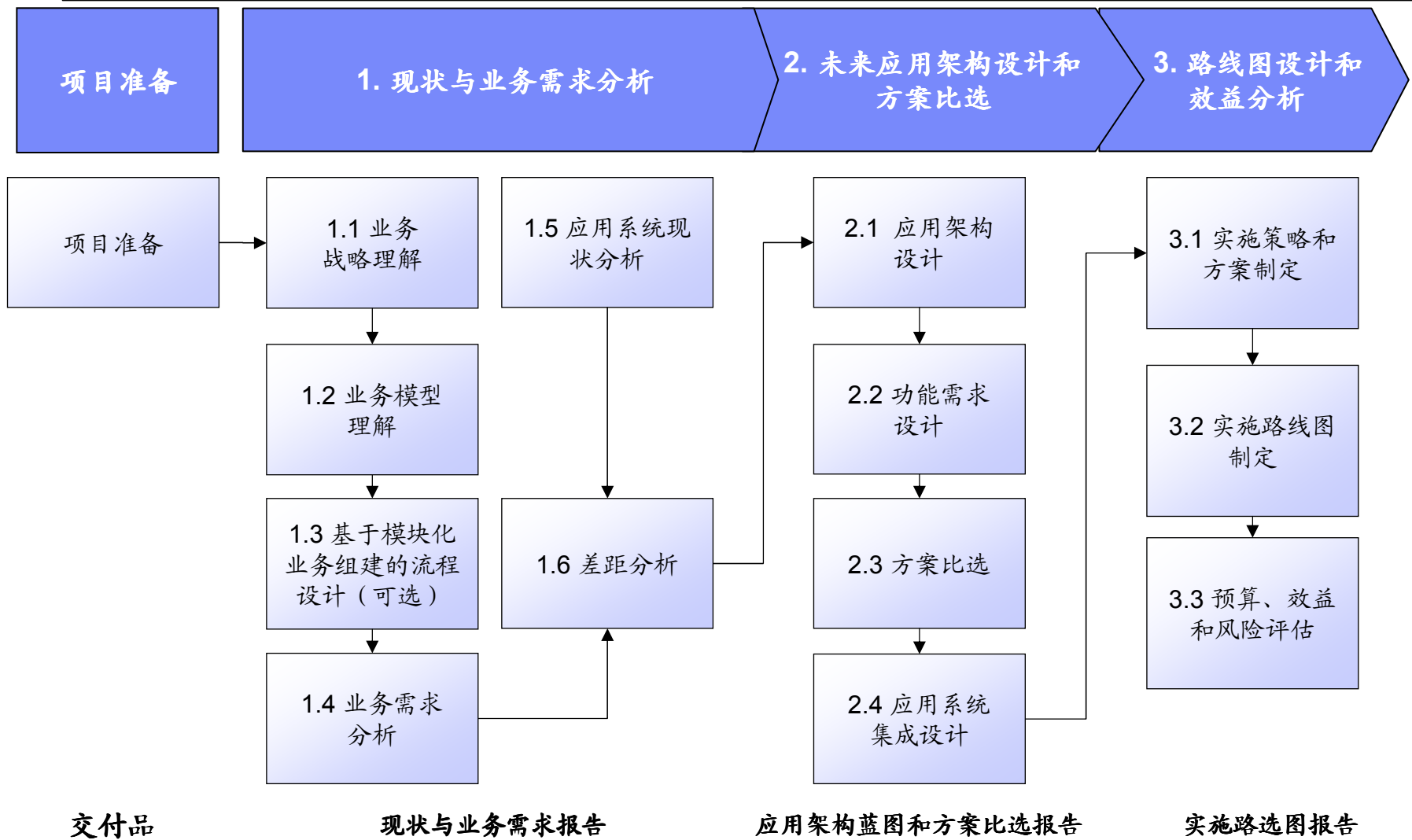
通过如下方式制定企业未来IT解决方案发展路线图，保证应用系统满足现有和未来业务发展和转型需求：

- 通过理解现有业务发展战略、规划和流程，清晰界定业务对应用系统的需求，并排列优先级
- 设计概念的应用架构和功能需求，保证其细化程度能够满足企业进行方案选型的需求，对潜在方案进行比选
- 界定不同应用系统之间的集成和数据交换关系
- 对未来1-3年的IT实施路线图提出建议，并提出投资预算和效益分析

以实现下述目标：

- 设计有效和集成的IT解决方案，支持企业的业务转型和创新
- 保证业务和IT之间的无缝集成，实现应用系统投资的价值最大化
- 实现更“智慧的”IT投资，保证IT投入为业务带来最大价值

企业应用系统转型规划的方法



交付品

现状与业务需求报告

应用架构蓝图和方案比选报告

实施路选图报告

现状与业务需求分析阶段主要交付品样例



■ 将模块化业务组建逐级分解为业务需求

1 L1: 模块化业务组件

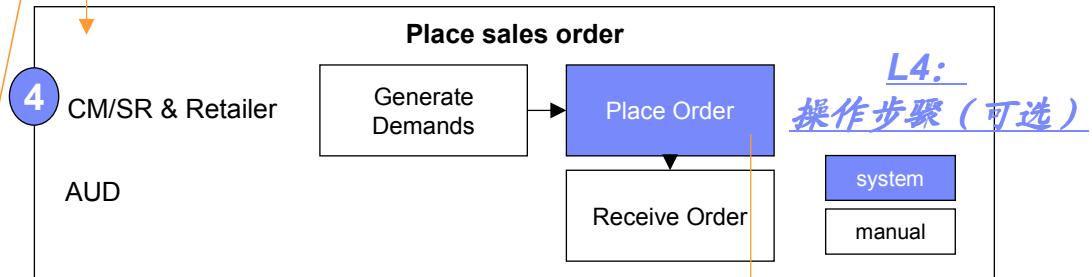
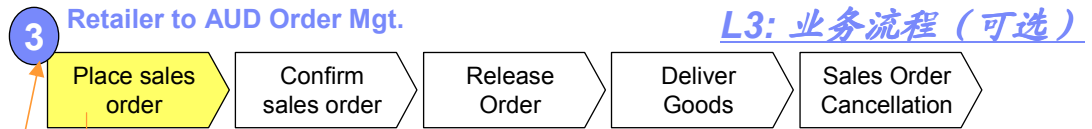
	Consumer Relationship	Customer Relationship	Inventory and Distribution	Manufacturing	Business Administration
Direct	Brand Strategy & Planning	Territory Strategy & Planning	Distribution Strategy & Planning	Manufacturing Strategy & Planning	Corporate Strategy & Planning
	Product Strategy & Planning	Customer Strategy & Planning		Sourcing Strategy & Planning	Corporate Governance
	CME Program Planning		Inventory Planning	Inventory Planning	Financial Strategy & Planning
Control	Market Insights	Stakeholder Management	Warehouse & Inventory Management	Manufacturing Oversight	HR Strategy & Planning
	Brand P&L Management				Key Account Management
	Marketing Development	Salesforce Management	Outbound Transportation Management	Supplier Control	External Relationships
	Product Lifecycle Management	Customer Account Servicing	Distribution Center Operations	Manufacturing & Packaging Products	Business Performance Improvement
Execute	Marketing Execution	Sales Operations		Quality Assurance	Risk Management
	Consumer Service	Sales & CME Execution	Order Fulfillment	Manufacturing Procurement	Financial Management
				Material Inventory Tracking	HR Management
					IS Management

2 L2: 每个组件的流程清单

Key account mgt.

KA Establishment	KA Update	KA Termination
Rolling Forecast	Sell In Target Setting	Retailer to AUD Order Mgt.
AUD Inventory Mgt.	Performance Review	Retail Dev. Fund
AUD Shipment Target Setting		

样例

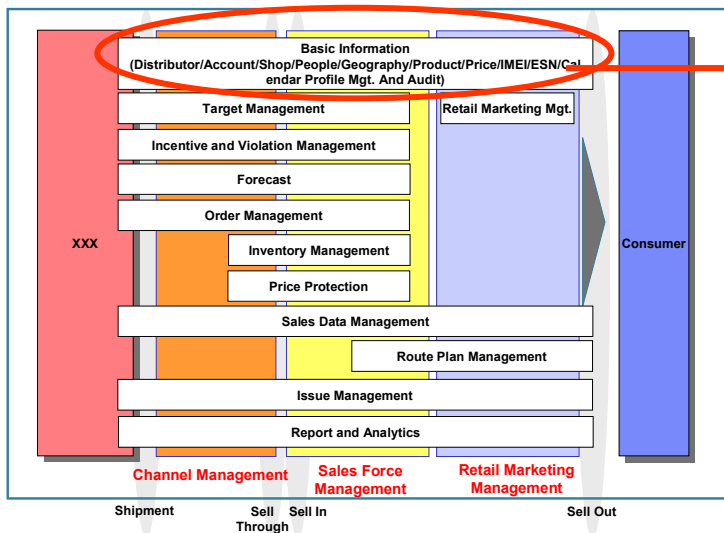


- 5 Place Order**
- Functional Requirements:**
- 基于步骤的业务需求*
- The system allows user to allow user to generate a sales order and key in all the required information.
 - The systems tracks order processing cycle by setting the order status to one of the following:
 - Created (The initial status in which changes can be made by requester)
 - Submitted
 - Canceled
 XXX
 - The system keeps the following information for a sales order:
 - Sales Order Number (generated by the system automatically in the format of SO-YYYYMMDD-XXX.)
 XXX
 - When user submit the sales order, the system needs to check whether all the above information is provided (except that the special requirements can be left blank) and validate XXX



未来应用架构设计和方案比选阶段主要交付品样例

- 由业务需求提炼成概念性的应用架构
- 就应用架构中的每个系统/模块进行分解，提出功能需求

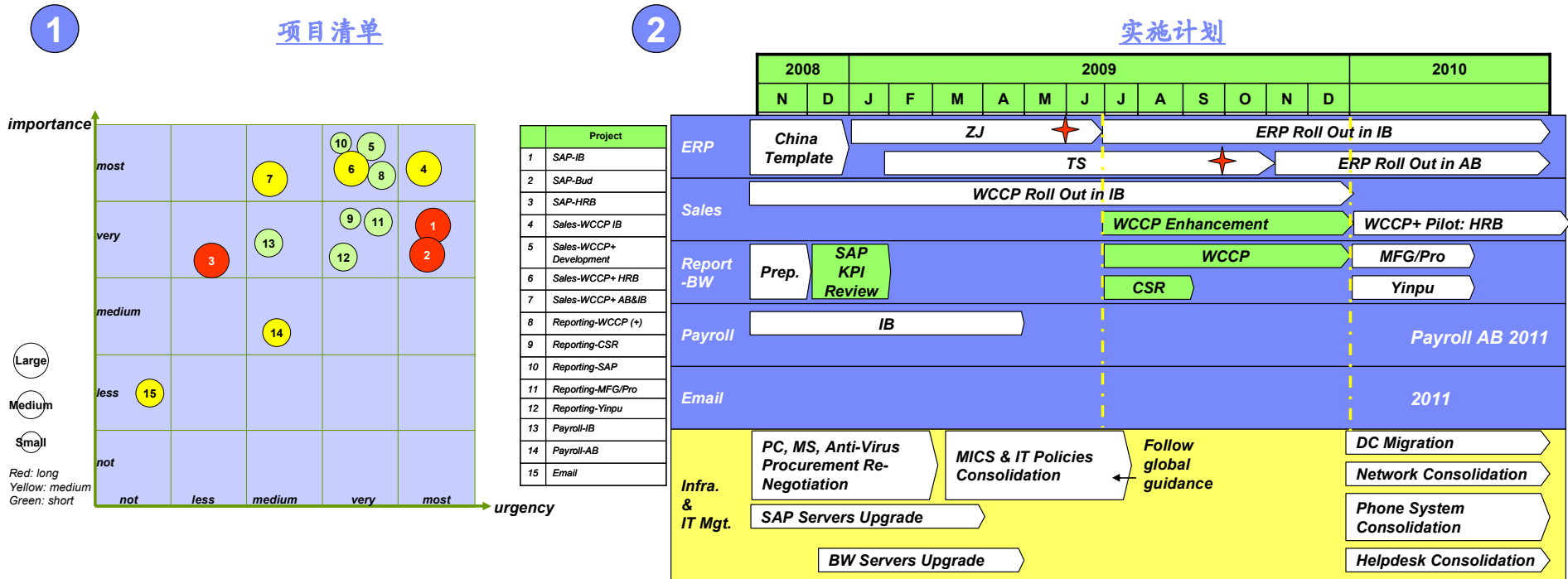


Function Requirement for <u>Distributor & Account Basic Info Management</u>	Solution meets requirement? (Y/N)	Description and Comments
System should support the nomination, review and approval process for new distributor (FD, Traditional Distributor, Operator Distributor) or account (DTR, KR, KW, Operator Store) establishment.		
All required distributor or account information that including contract/third-party agreement (as an attachment) should be maintained in system.		
Distributor or account information can be updated in the system.		
Distributor or account can also be terminated in system. The proposed system should be able to support all the relevant transactions about the termination of a distributor or account, e.g. termination of a distributor or account's access to the system. The distributor and account can be inactive, once distributor and account inactive, this distributor and account related transaction and data submission is terminated.	样例	



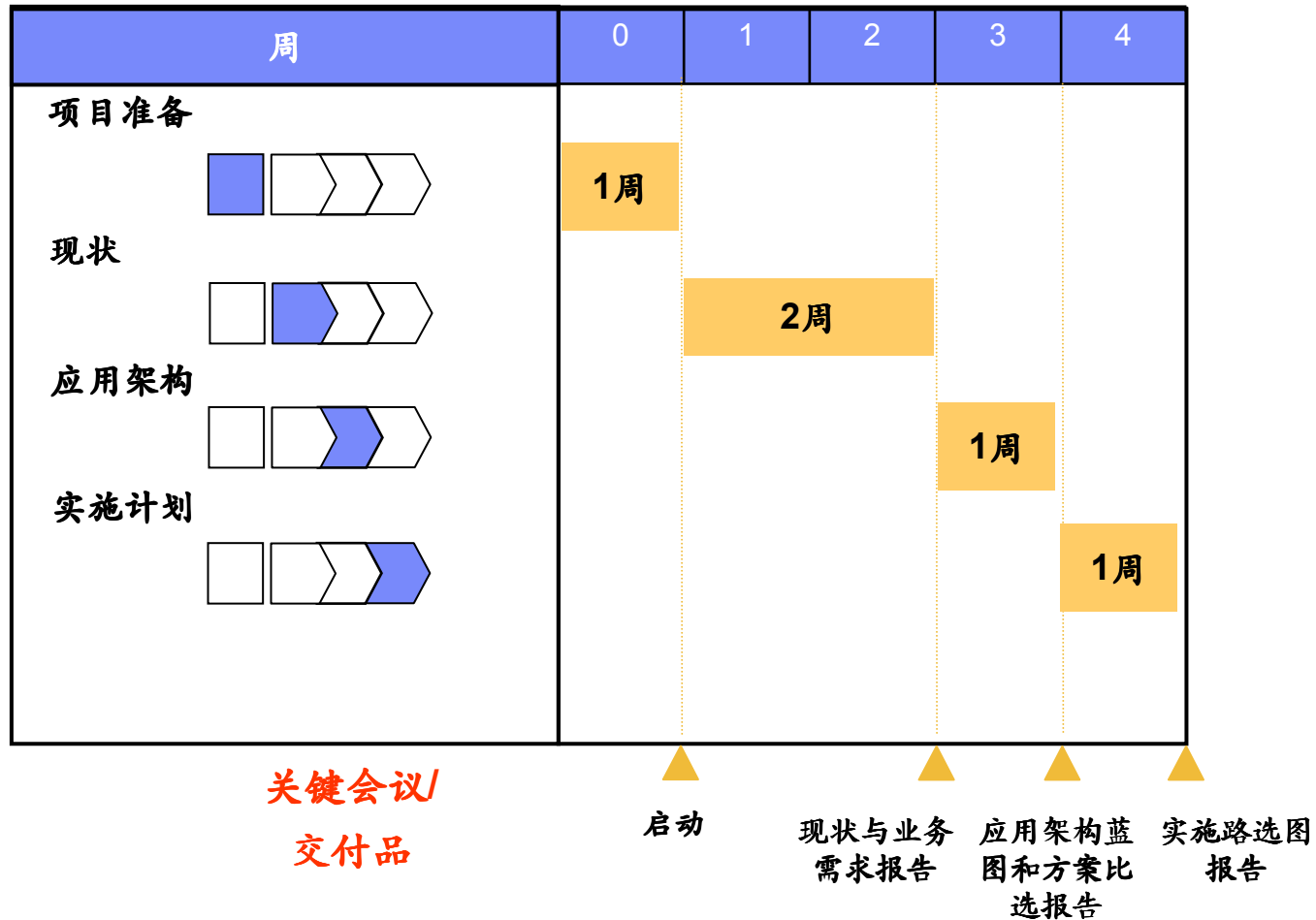
路线图设计和效益分析阶段主要交付品样例

- 考虑业务战略重点、紧迫性、业务价值、实施难度、系统关联性等内容进行评估制定实施策略
- 根据实施策略列出潜在项目，并制定项目计划
- 对每个项目进行效益和风险评估



样例

企业应用系统转型规划所需的时间和资源



资源：IBM专家1-2名，20万人民币