

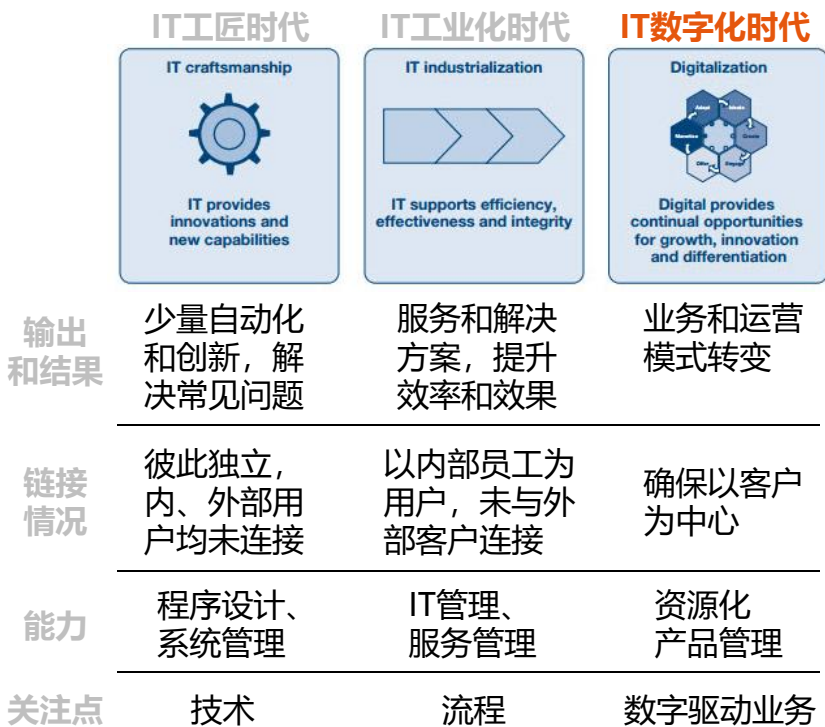
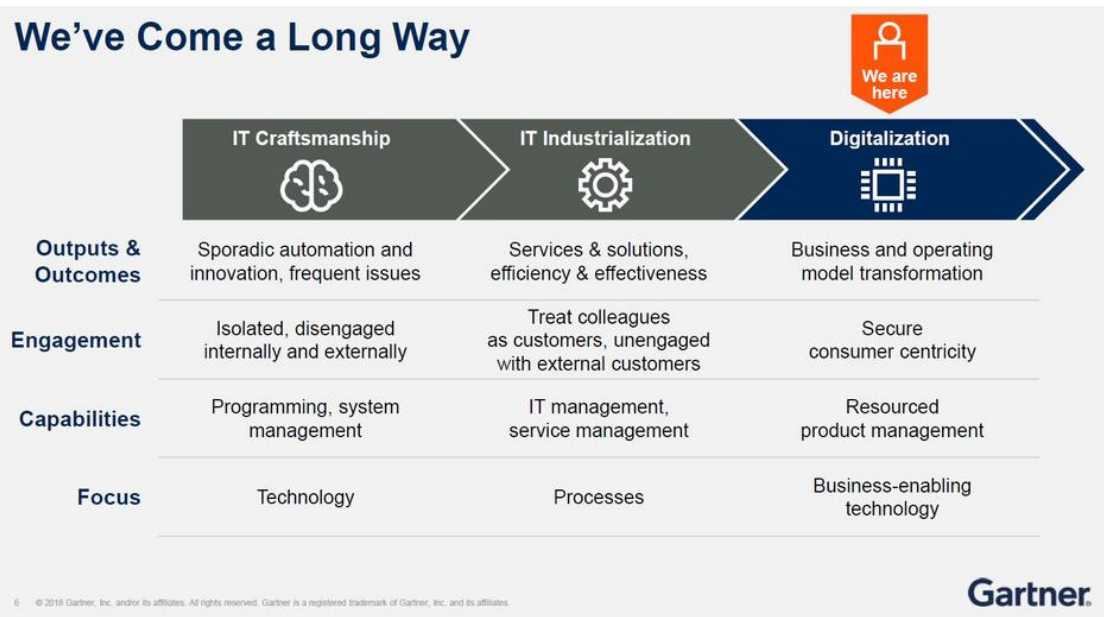


企业数字化转型

探讨

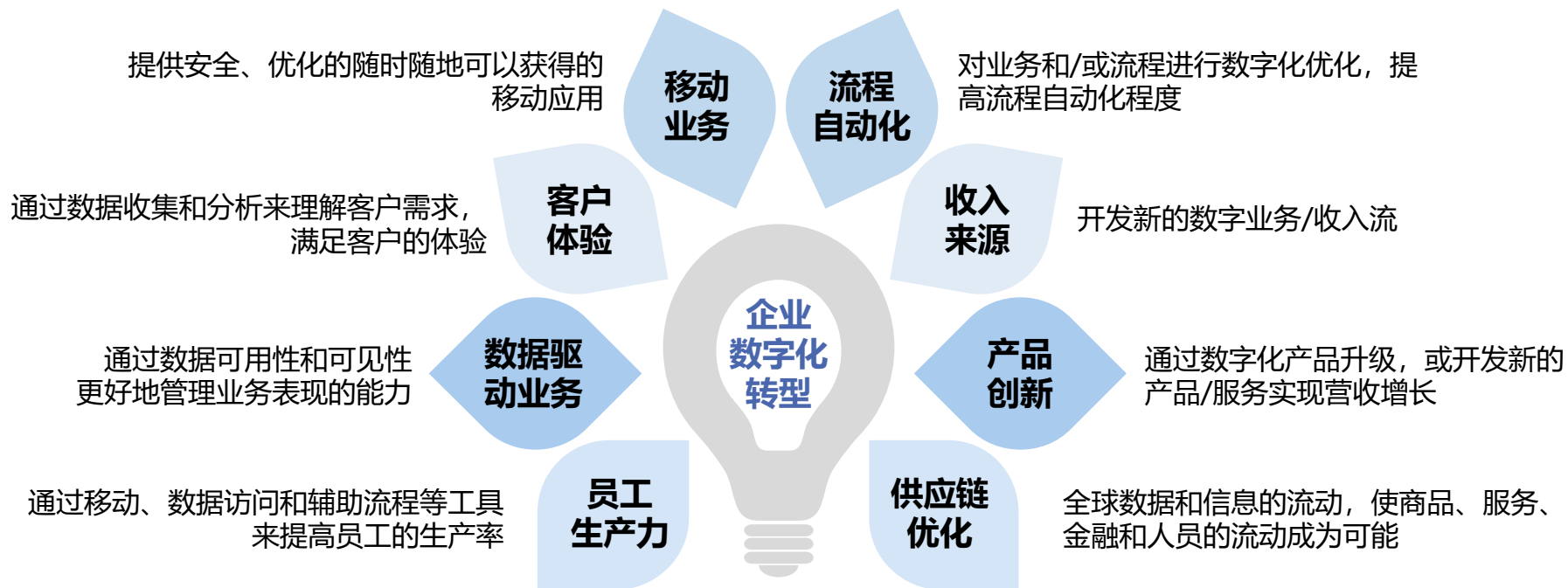
企业信息化建设已发展至IT数字化时代

- 根据Gartner发布的《2019年全球首席信息官议程调查报告》，企业IT发展分成三个阶段：**IT工匠时代**、**IT工业化时代**、**IT数字化时代**，当前已进入数字化时代。



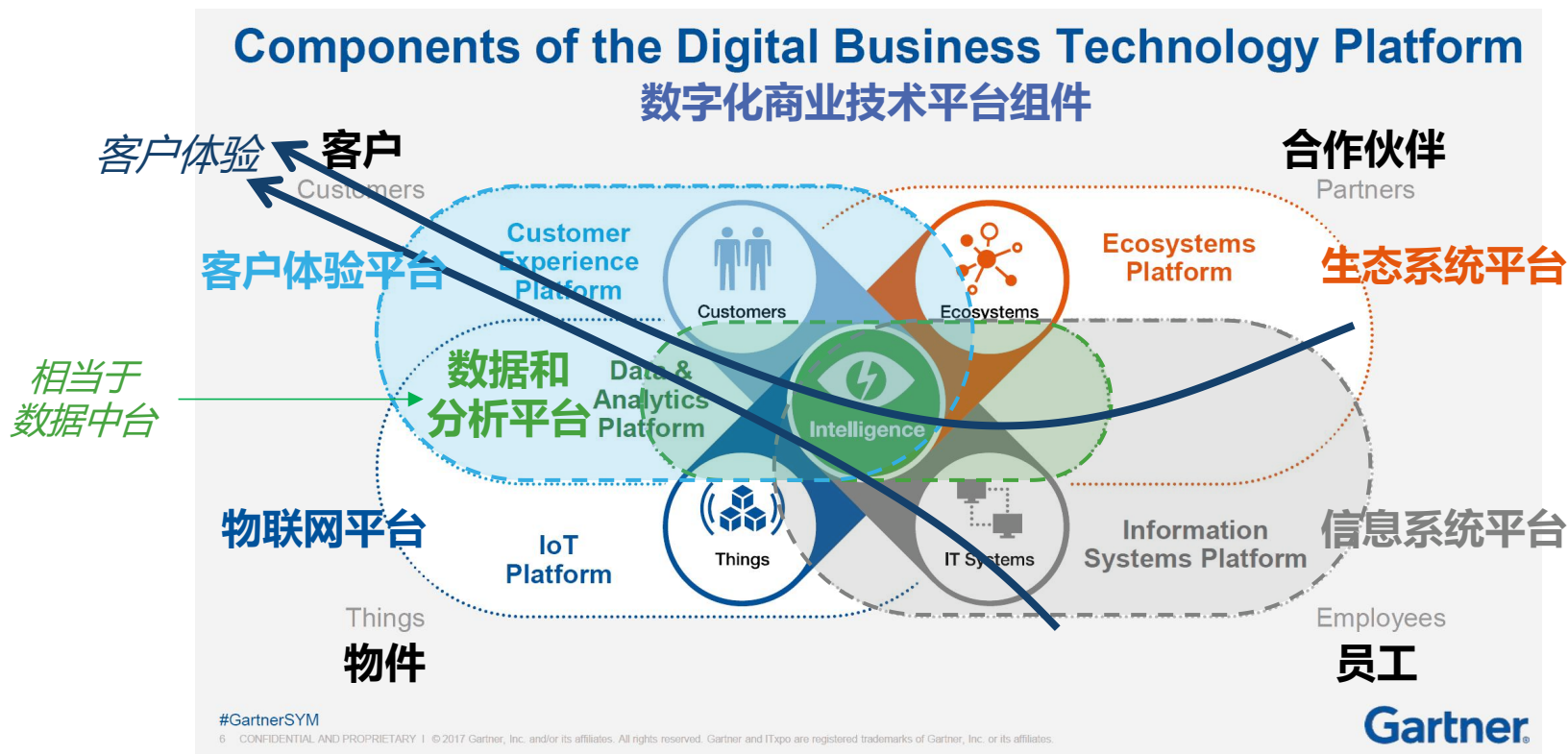
企业数字化转型势在必行

- 数字化企业是以客户为中心、通过数字化技术推动自身**业务重塑和转型**的企业。IDG对IT和企业决策者的调查结果显示，企业的数字化转型将为企业带来员工生产力提升、数据驱动业务价值提升、客户体验提升等8个方面的价值。



企业数字化商业模式

- Gartner的数字化商业模式包括5个重点领域：**IT系统、客户、生态、物联和智能。**



Gartner的Bimodal IT架构

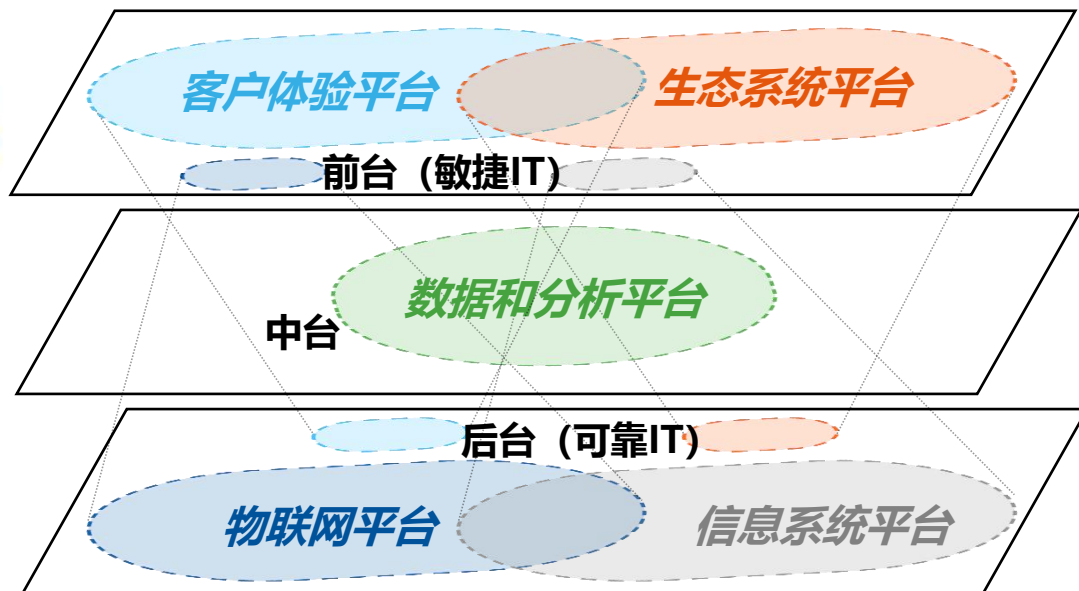
- 2015年Gartner 提出了 Bimodal (双模) IT 架构
 - 模态1 (后台) 是**可靠** (Reliable) IT, 强调安全性和经济性, **持续稳定现有业务的发展**
 - 模态2 (前台) 是**敏捷** (Agile) IT, 强调速度和灵活性, **推陈出新, 布局新产品和模式**
 - 中台相当于后台可靠IT和前台敏捷IT之间的 “变速齿轮”

Bimodal is the practice of managing two separate but coherent styles of work — one focused on predictability and the other on exploration.



Mode 1 is predictable, improving and renovating in more well-understood areas.

Mode 2 is exploratory, experimenting to solve new problems.



Gartner的速度分层应用策略

Figure 1. Attributes of Pace Layers

Attributes	Systems of Record	Systems of Differentiation	Systems of Innovation
Pace of Change	Slow, infrequent and incremental. Changes every six to 12 months.	Moderate and more frequent. Configurability is key. Changes every three to six months.	Rapid, very frequent and ad hoc. "Throwaway" customization. Changes weekly, sometimes daily.
Lifetime	Ten-plus years.	One to three years.	Zero to 12 months.
Planning Horizon	Seven-plus years.	One to two years.	Up to six months.
Governance Model	Formal and global.	Responsive and business-led.	Flexible and ad hoc.
Stakeholders/ Ownership	High business executive engagement; alignment between business and IT strategy. Low end-user engagement, and formal handover from the business to IT.	High business executive engagement, but driven by lines of business. Moderate end-user engagement, with the business engaging on hot spots, and IT filling the gaps.	Moderate business executive engagement, with some sponsored and under-the-radar; tactical. High end-user engagement, often through business users or even circumventing IT.
Funding	Capital expenditure (capex), with corresponding operating expenditure (opex). Corporate or divisional funding. Annual budget.	Mix of capex and opex. Corporate IT budget or departmental expense budget. Discretionary.	Mainly opex. Departmental expense budget. Innovation fund.
Architecture	Large, modular design dominated by formal, upfront blueprinting phase.	Service-oriented architecture (SOA) and cloud-based, with a mix of service consumers and producers. Increasing use of composite applications through assembly of new and existing packaged and custom applications.	Lightweight and emergent, predominantly service consumers. Mobile and cloud-dominate.
Application Life Cycle Management (ALM) Approach	Waterfall approaches (time-boxed) at 70%. Interactive and incremental development (IID) at 30%.	Waterfall approaches (time-boxed) at 40%. Interactive and IID at 50%. Agile and lean methodologies at 10%.	Waterfall approaches (time-boxed) at 10%. IID at 30%. Agile and lean methodologies at 60%.

Source: Gartner (October 2012)

后台 (可靠IT)

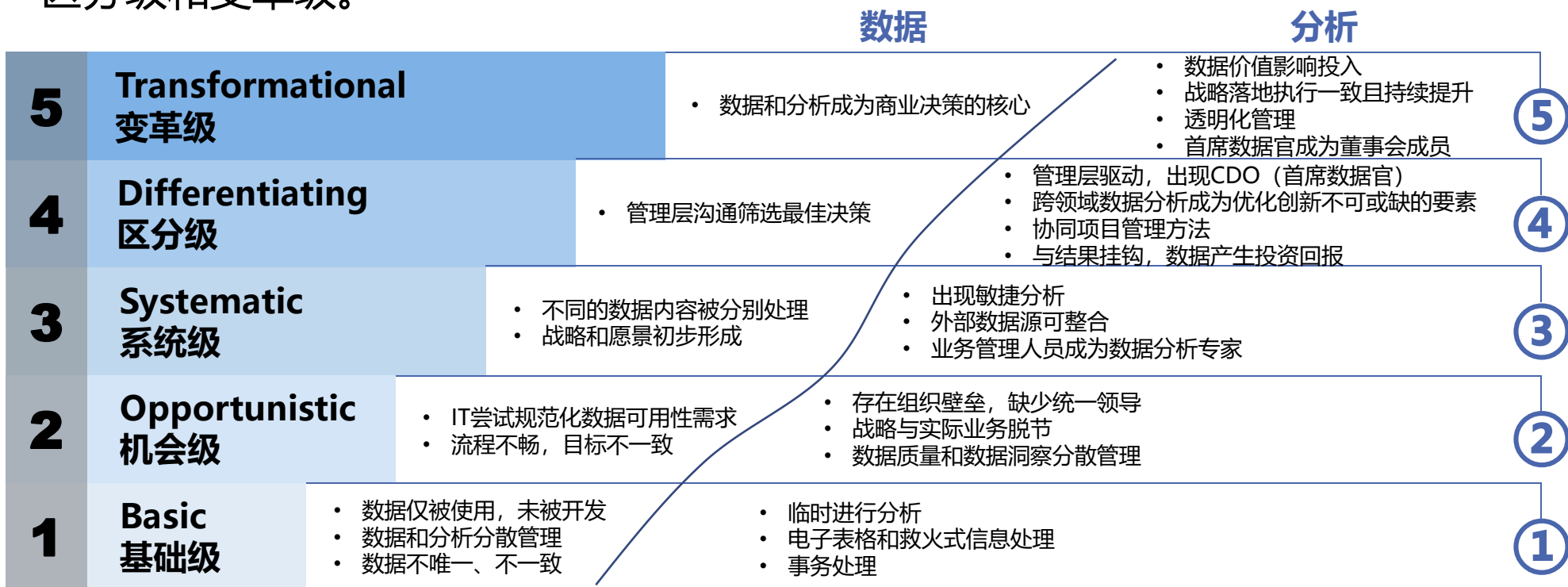
中台

前台 (敏捷IT)

属性	SOR (记录型系统)	SOD (区分型系统)	SOI (创新型系统)
变化速度	慢, 不常变化增加, 6-12个月发生变化	中速, 较频繁, 可配置性是关键, 3-6个月发生变化	快, 非常频繁、临时的、用后即弃, 定制化, 每周/天发生变化
生命周期	10年以上	1-3年	0-12个月
规划期	7年以上	1-2年	最多6个月
治理模式	正式的、全局所有	响应的、业务驱动	灵活的、特例的
所有者	企业主管高度参与, 符合企业及IT规划。终端用户较少参与, 从业务正式移交IT	企业主管高度参与, 但由业务条线驱动。终端用户中度参与, 业务在热点参与, IT填补两者间的空白	企业主管中度参与, 部分赞助且低调神秘, 战术的。终端用户高度参与, 多为商业用户, 甚至回避IT。
资金来源	资本化投入且有相应运营费用, 公司和部门出资, 年度预算	资本化和运营费用均可, 公司IT经费或部门成本预算, 按需的	主要为运营费用, 部门成本预算, 创新基金
架构	大型的、模块化设计、有正式的前期蓝图设计阶段	SOA、云架构, 服务消费者和生产者均使用, 越来越多组合而成的复合应用	轻量级、临时的、主要是服务消费者使用, 移动端和云端为主
应用生命周期管理	瀑布模型70%, 互动和增量开发30%	瀑布模型40%, 互动和迭代开发50%, 敏捷和精益方法10%	瀑布模型10%, 迭代开发30%, 敏捷和精益方法60%

数据和分析能力成熟度模型

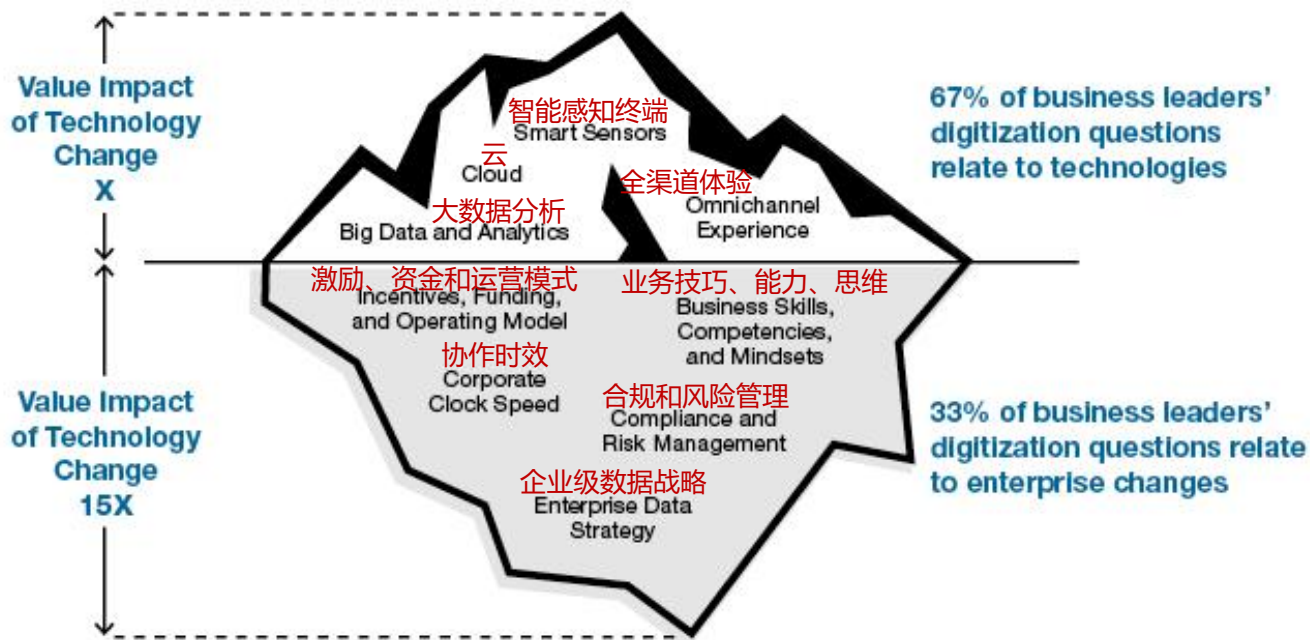
- Gartner的企业数据和分析能力成熟度模型分为5级：基础级、机会级、系统级、区分级和变革级。



企业数字化转型容易忽视的关键问题

• Gartner研究了企业数字化转型中的关键问题后发现

- 大部分管理者关注的**技术**问题相当于水面上的冰山
- 少部分管理者关注的**企业转型**问题深埋在水面之下
- 水面之下的冰山对企业数字化转型的价值影响**15倍**于水面之上的冰山



gartner.com/SmarterWithGartner

Source: Gartner
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