

从技术到管理之路 - CIO如何变脸CPO -

洪中博士

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德国 IDS Scheer 股份公司



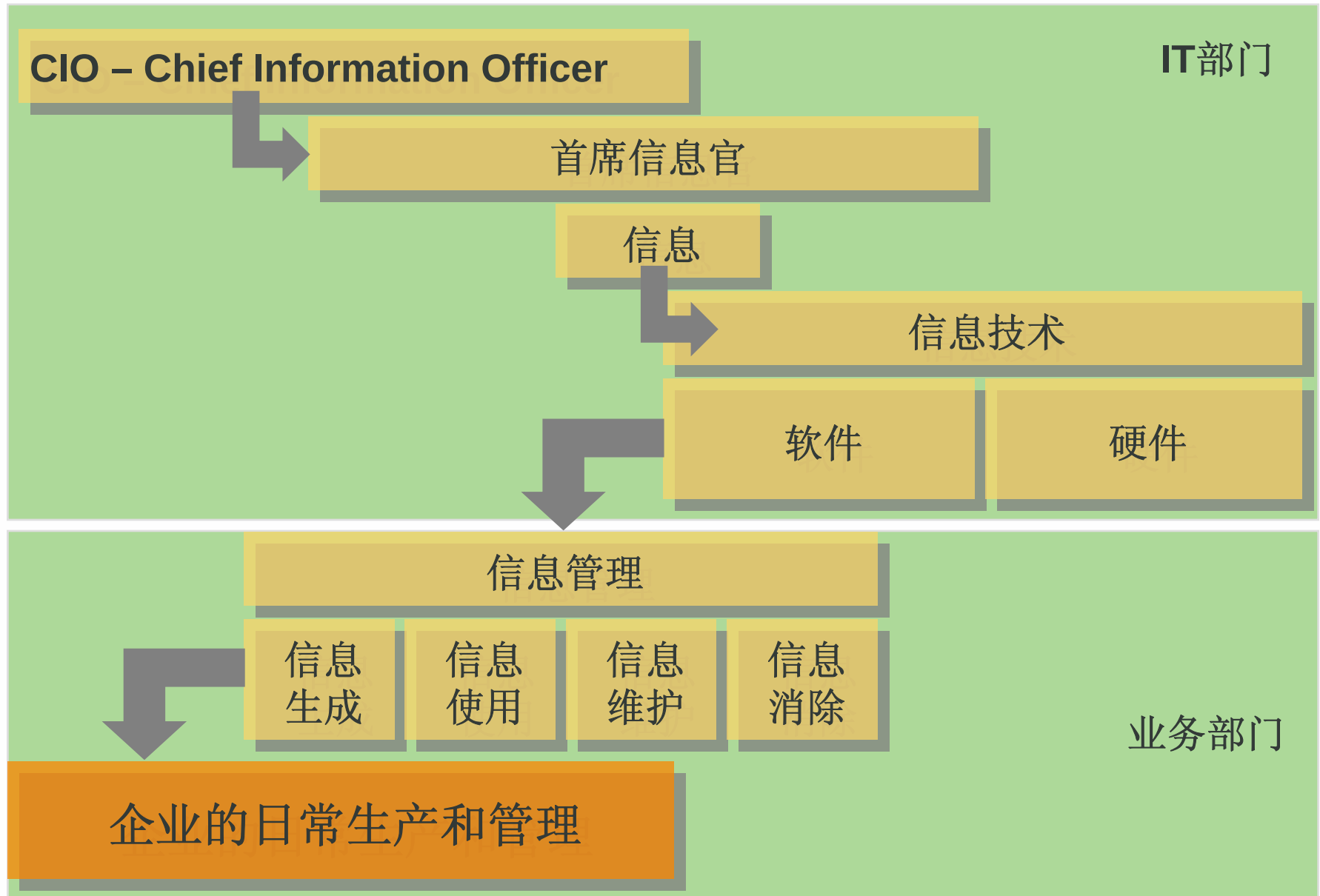
ARIS
Business Process Excellence

1. 从CIO到CPO

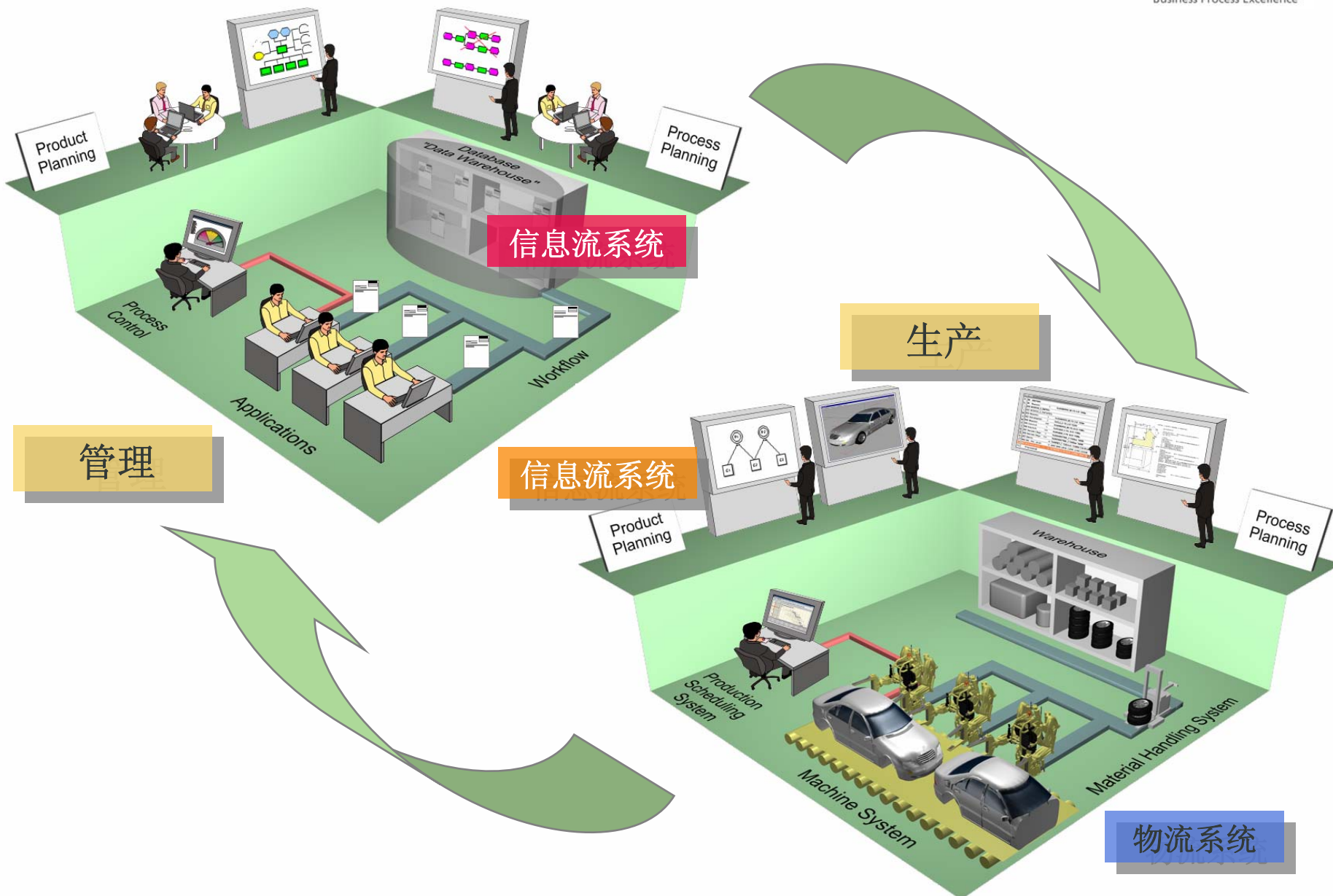
2. 从技术到管理

3. 从组织到效益

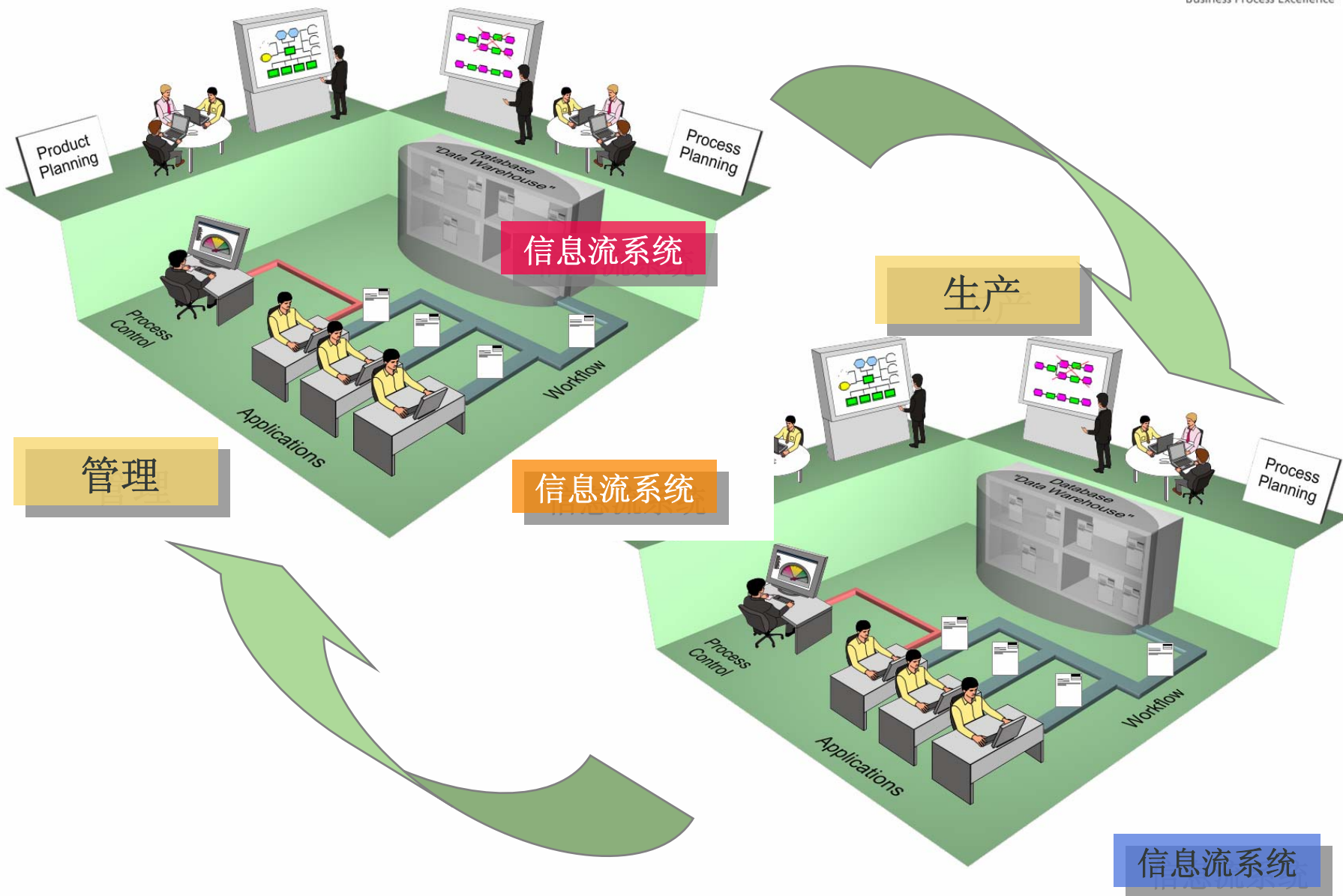
CIO 的职责基本上是局限在技术范围内

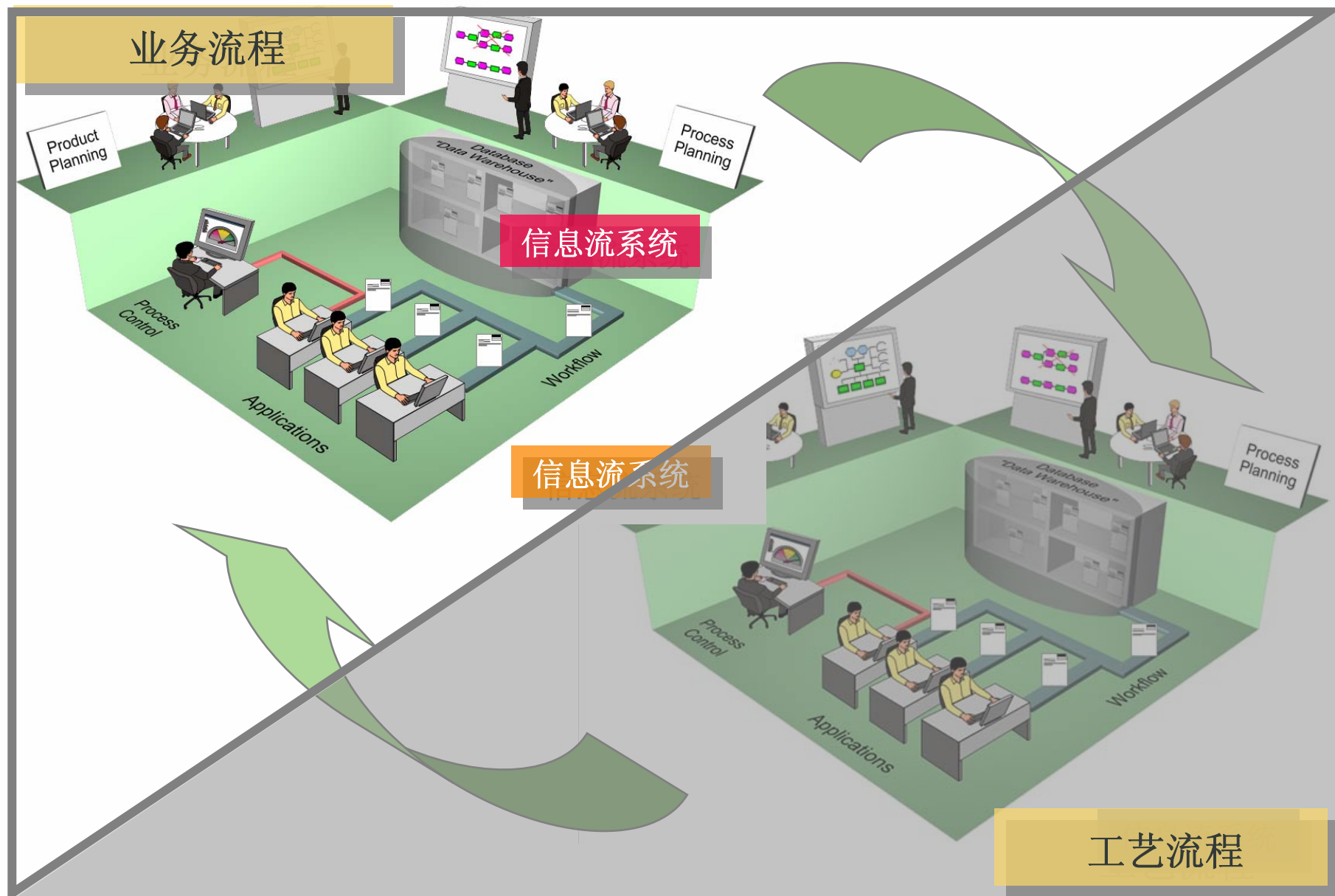


制造业追求信息流和物流的完满配合

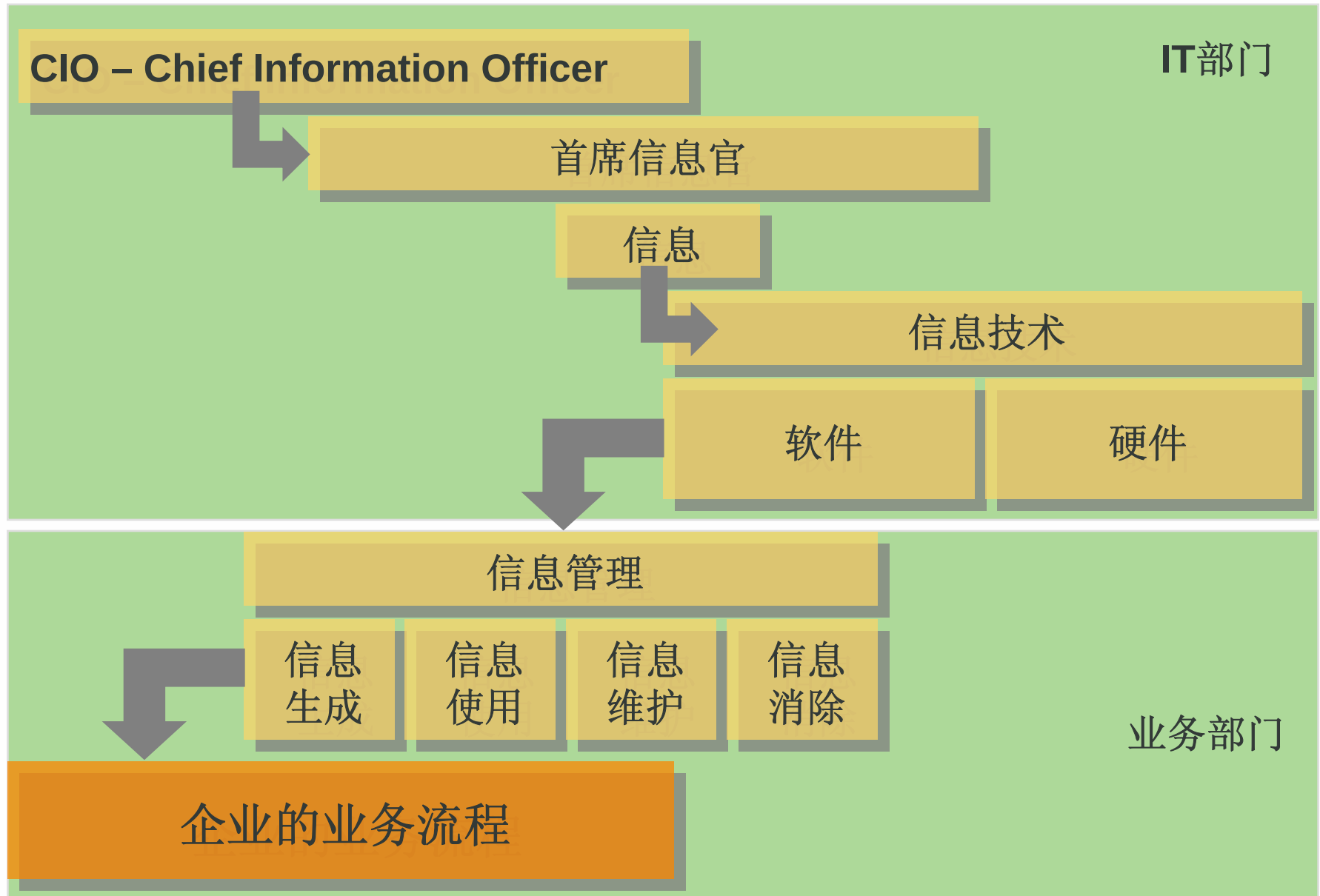


服务业中信息流的地位更为突出

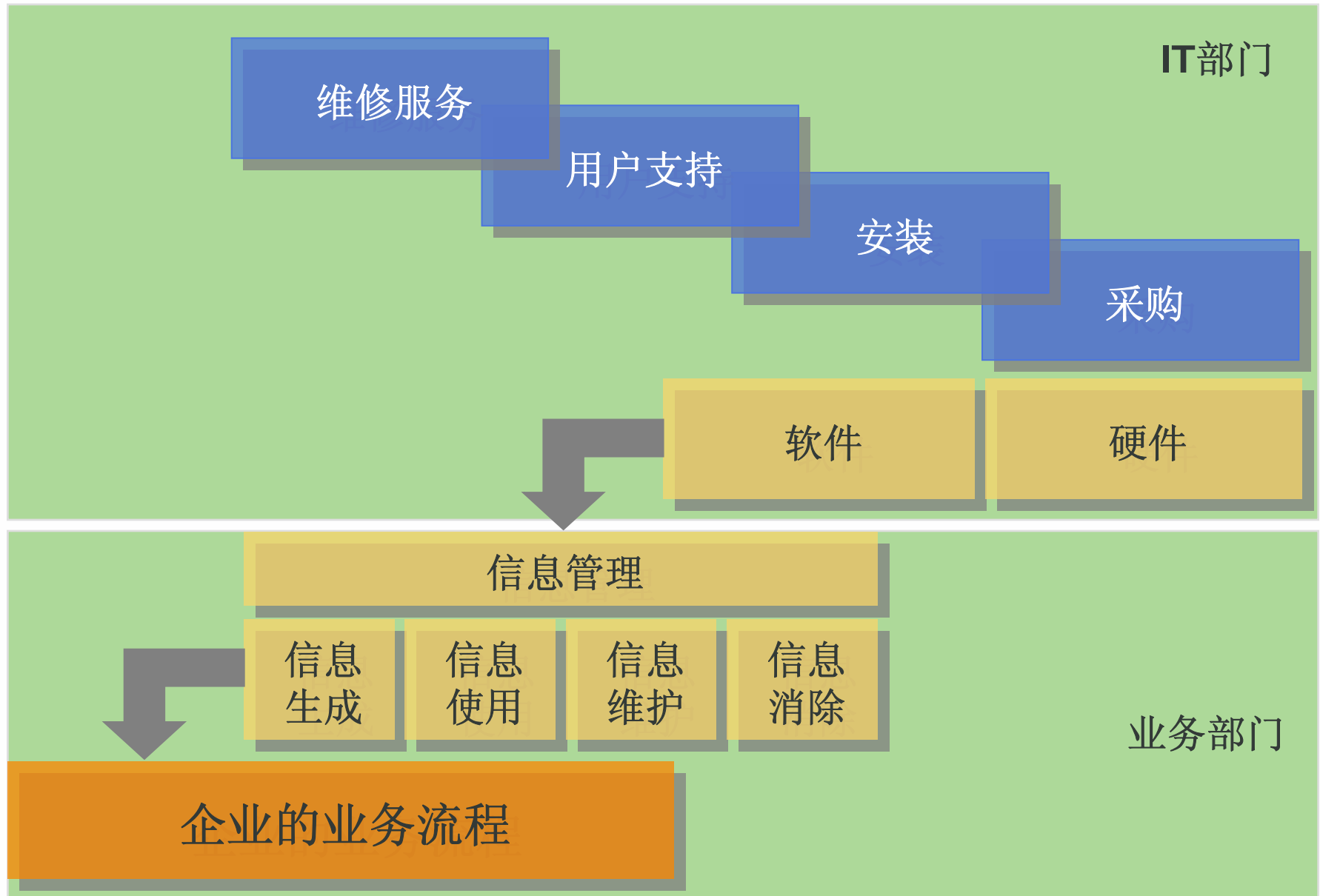




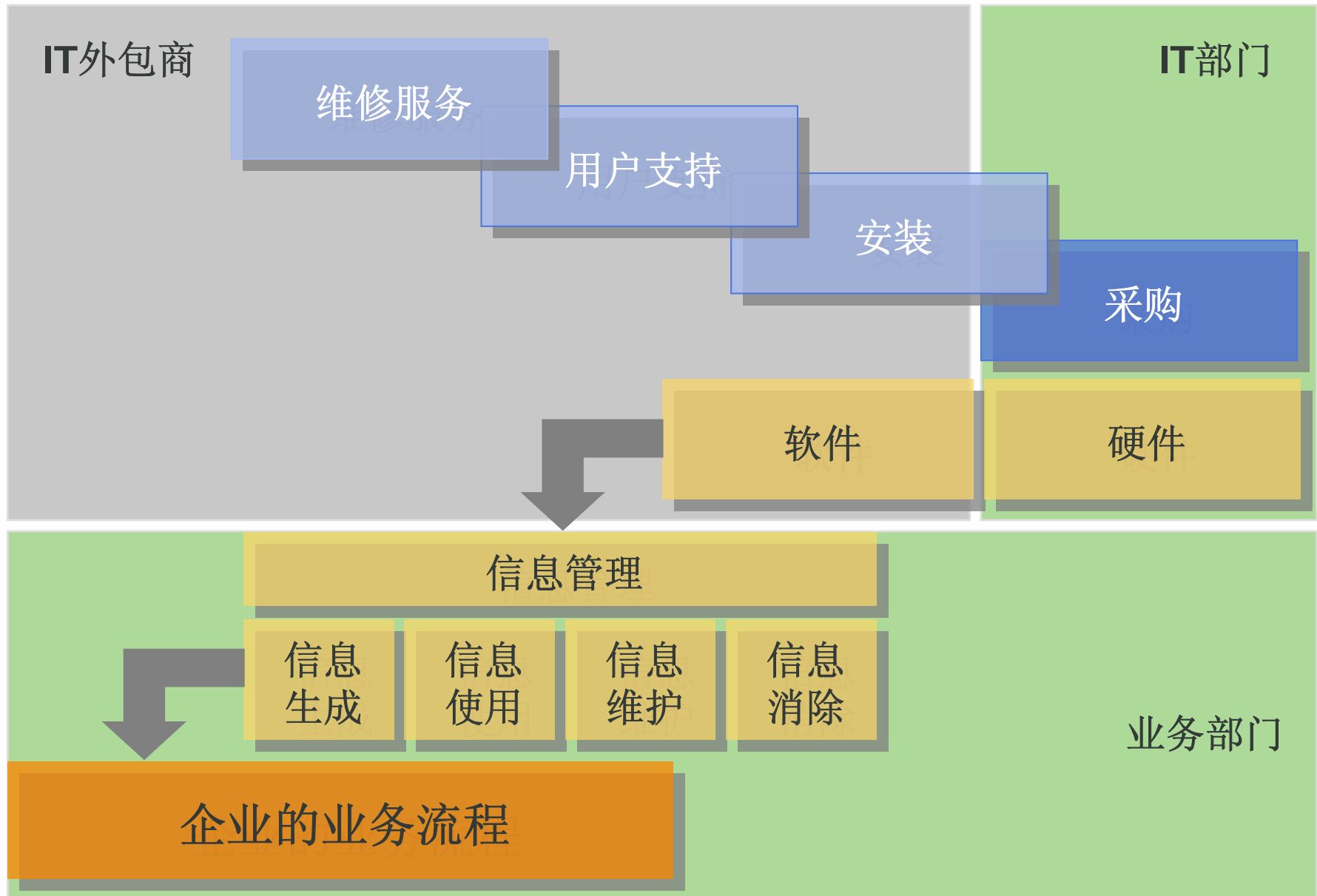
CIO 的职责主要是支持企业业务流程的运行

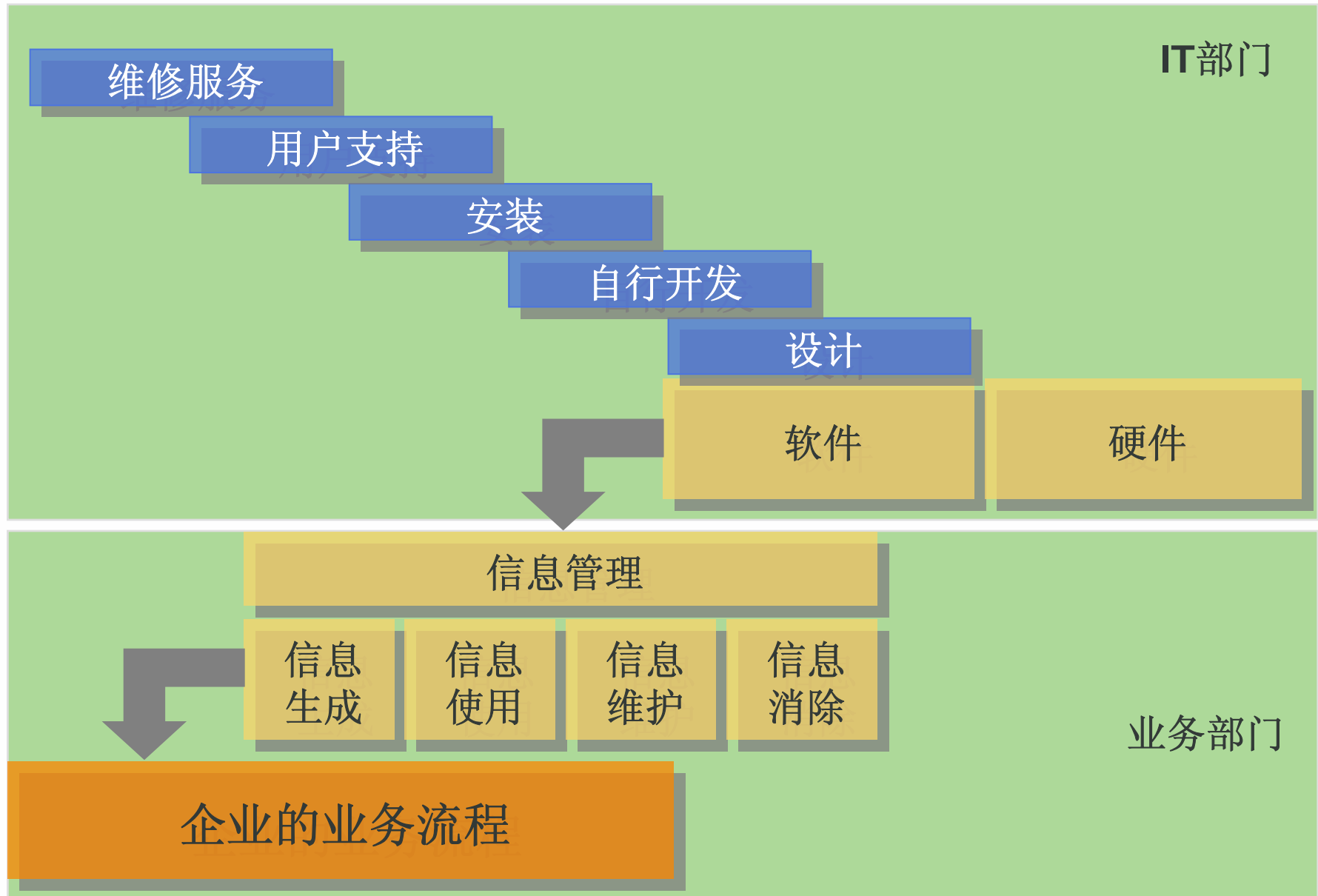


IT部门的基本职责之一 – 硬件服务（1）

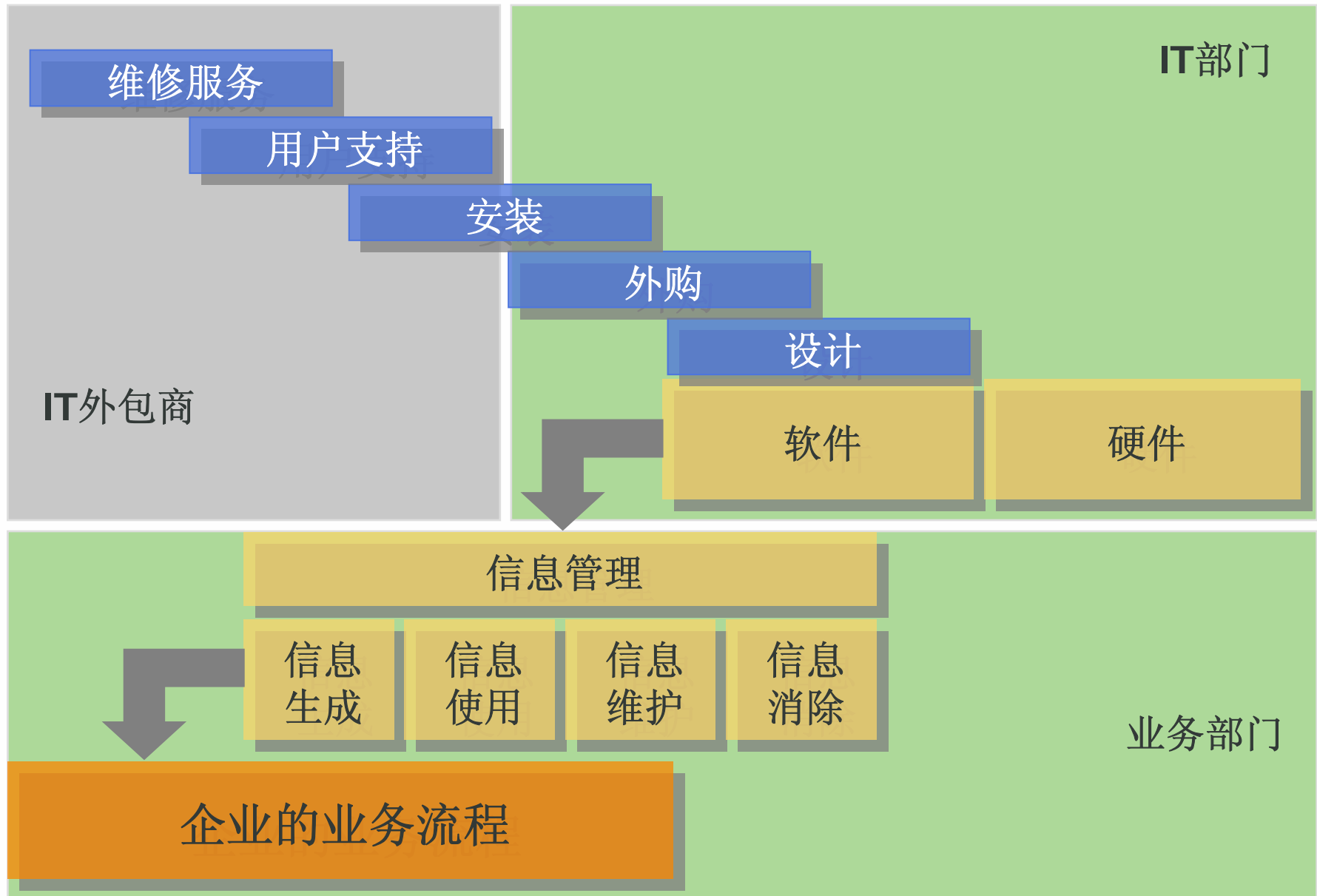


IT部门的基本职责之一 – 硬件服务（2）

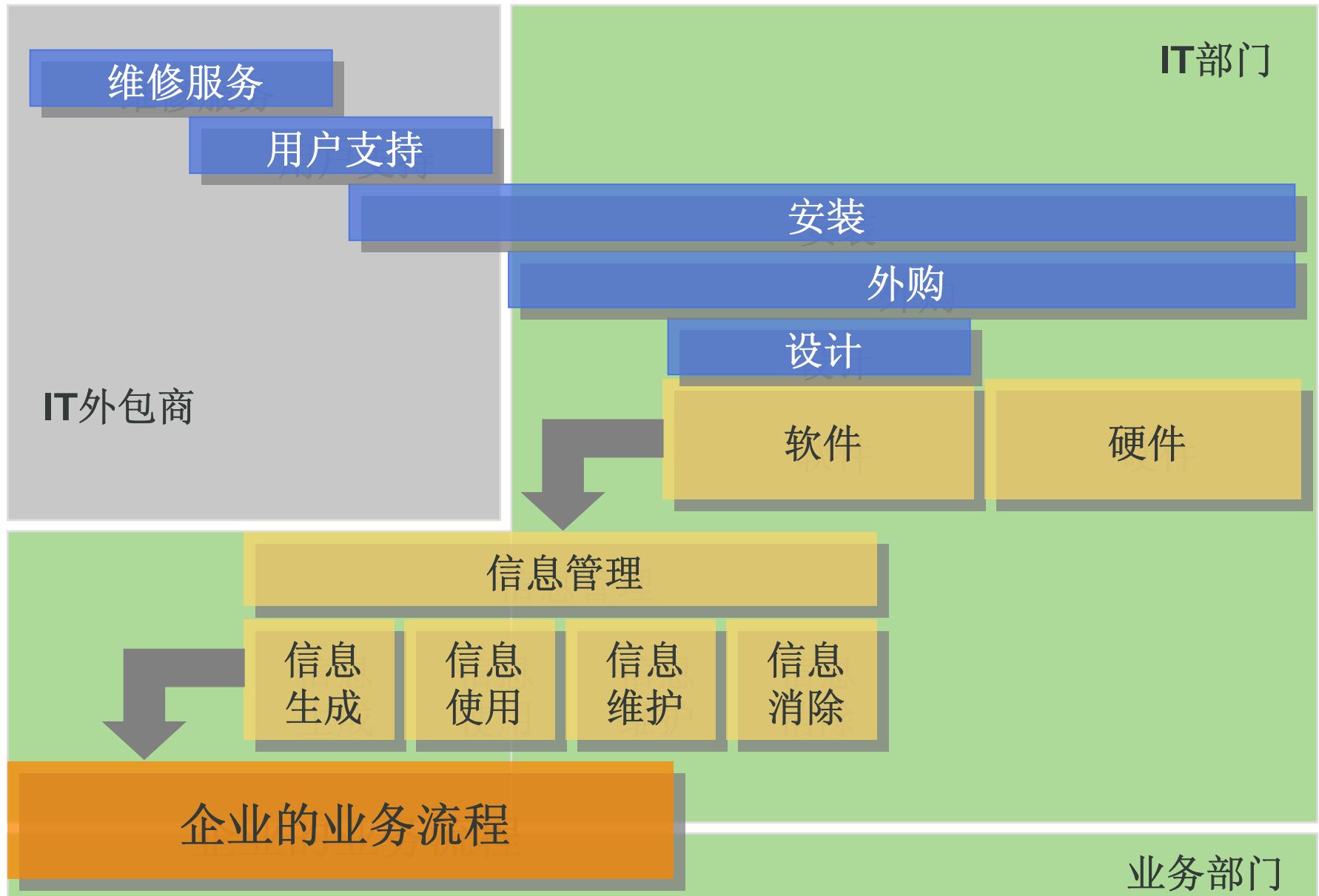




IT部门的基本职责之二 – 软件服务（2）



IT部门的基本职责的范围转移



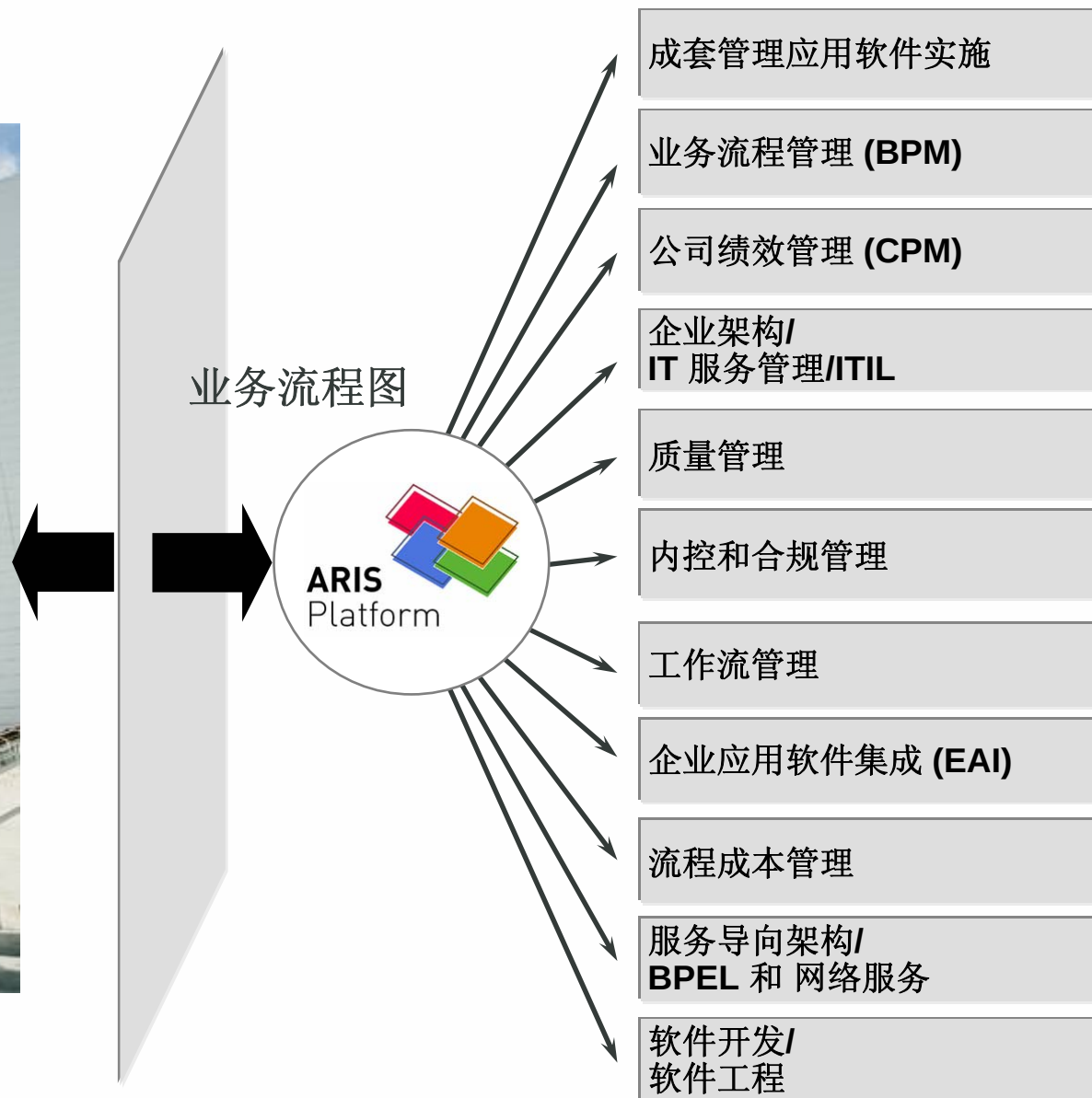
1. 从CIO到CPO

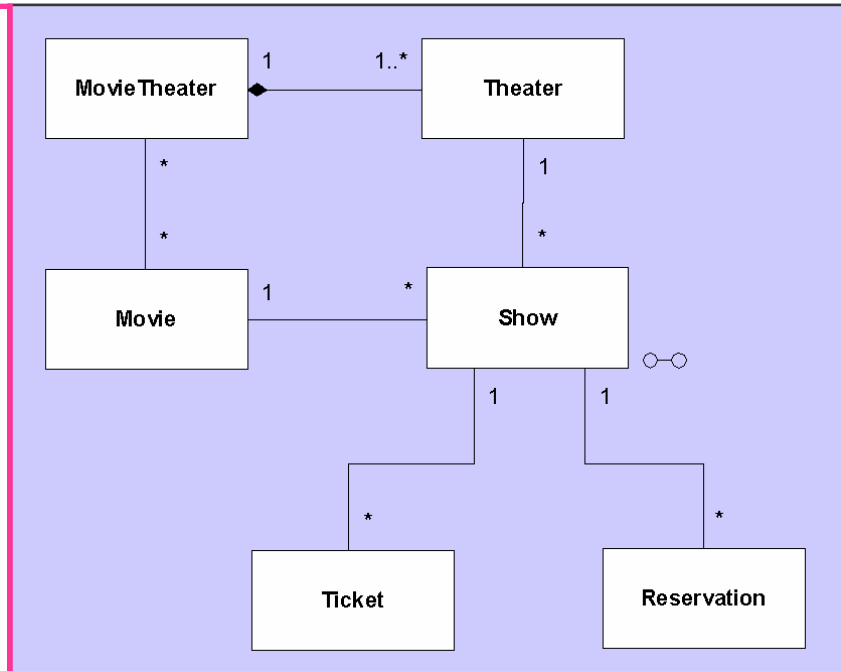
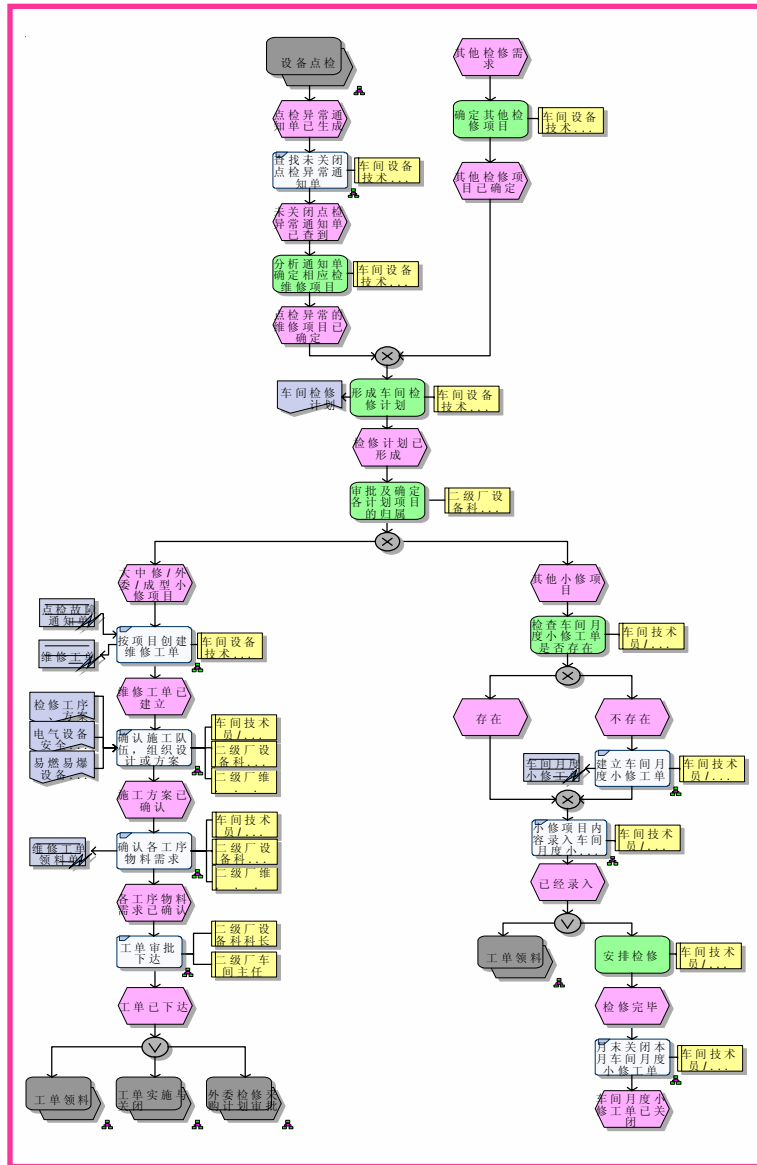
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3. 从组织到效益



企业业务现实



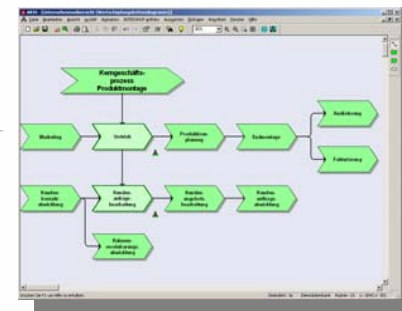


欧洲地图

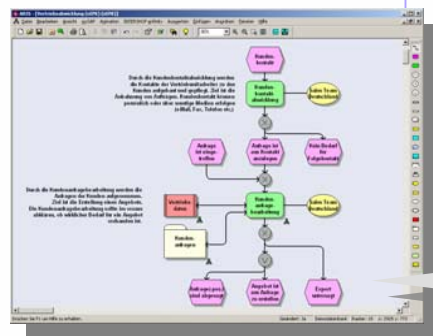
德国地图

区域地图

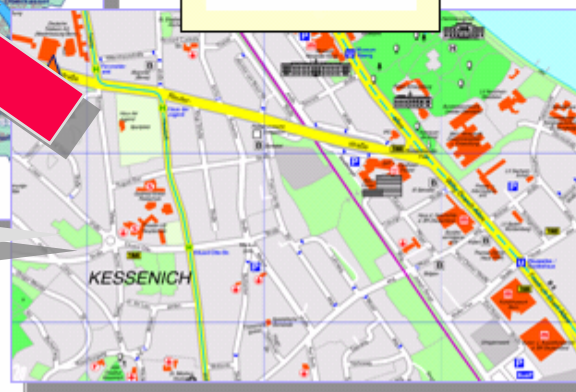
城市地圖



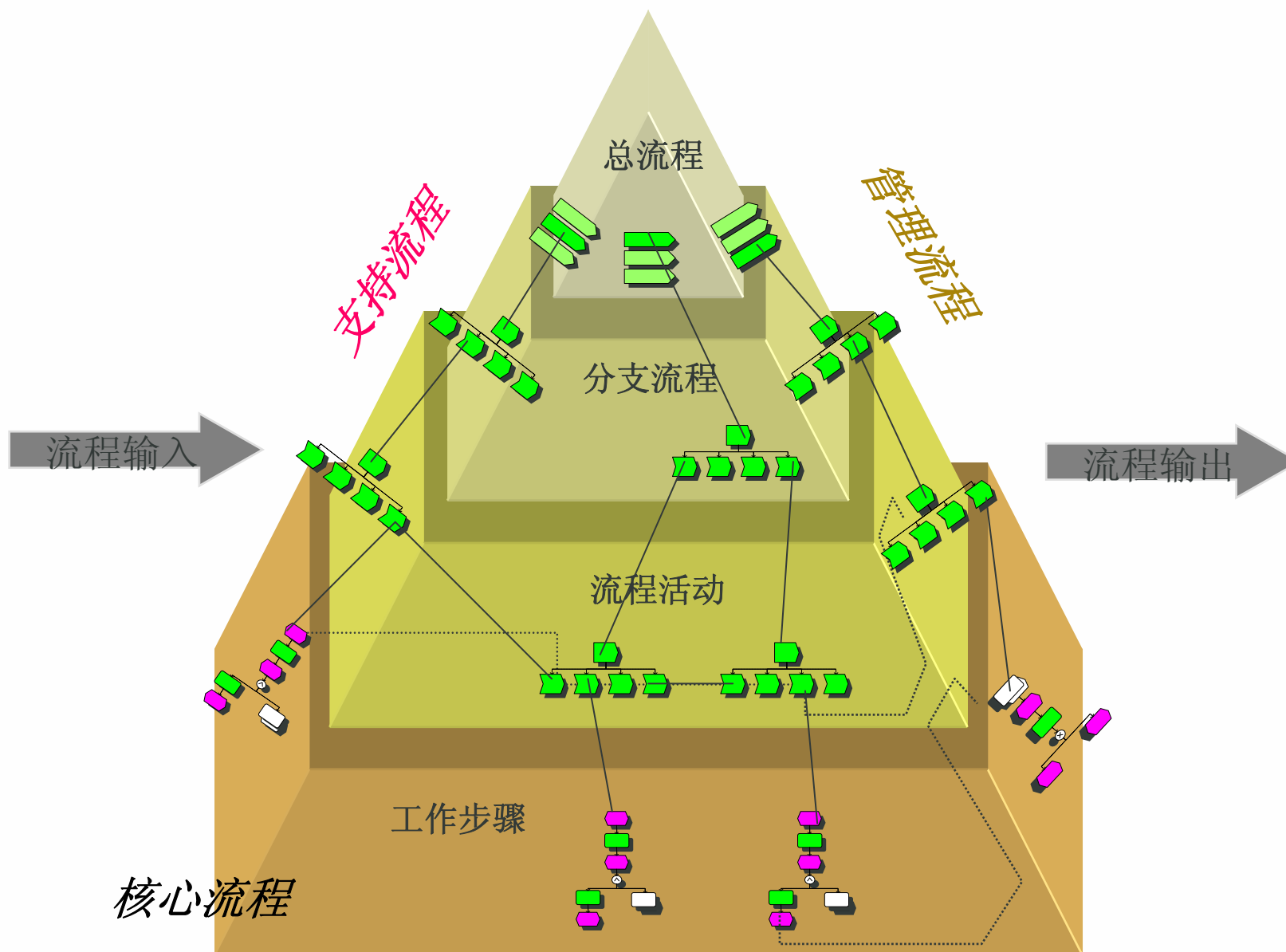
流程总图



EPC 流程

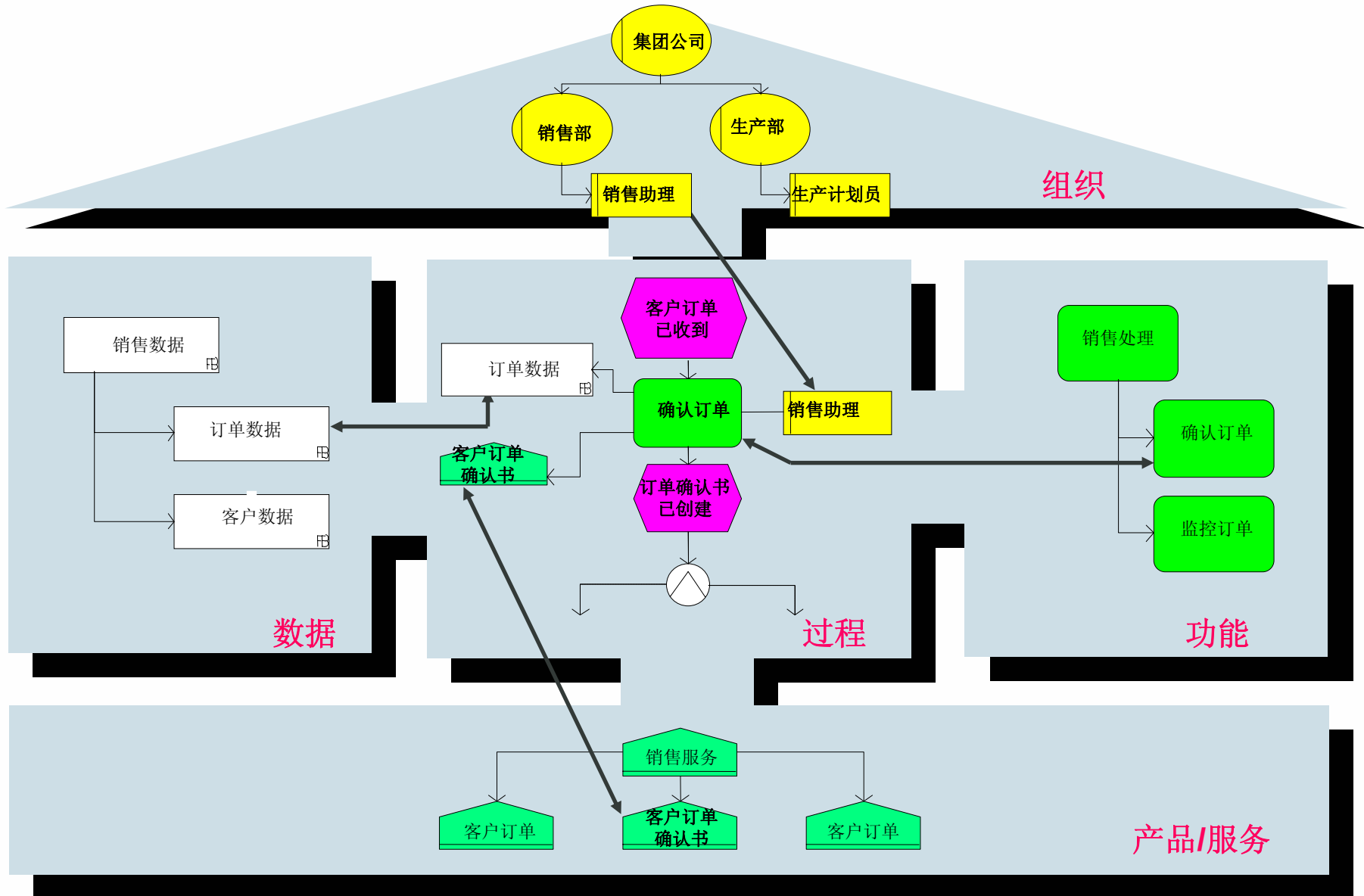


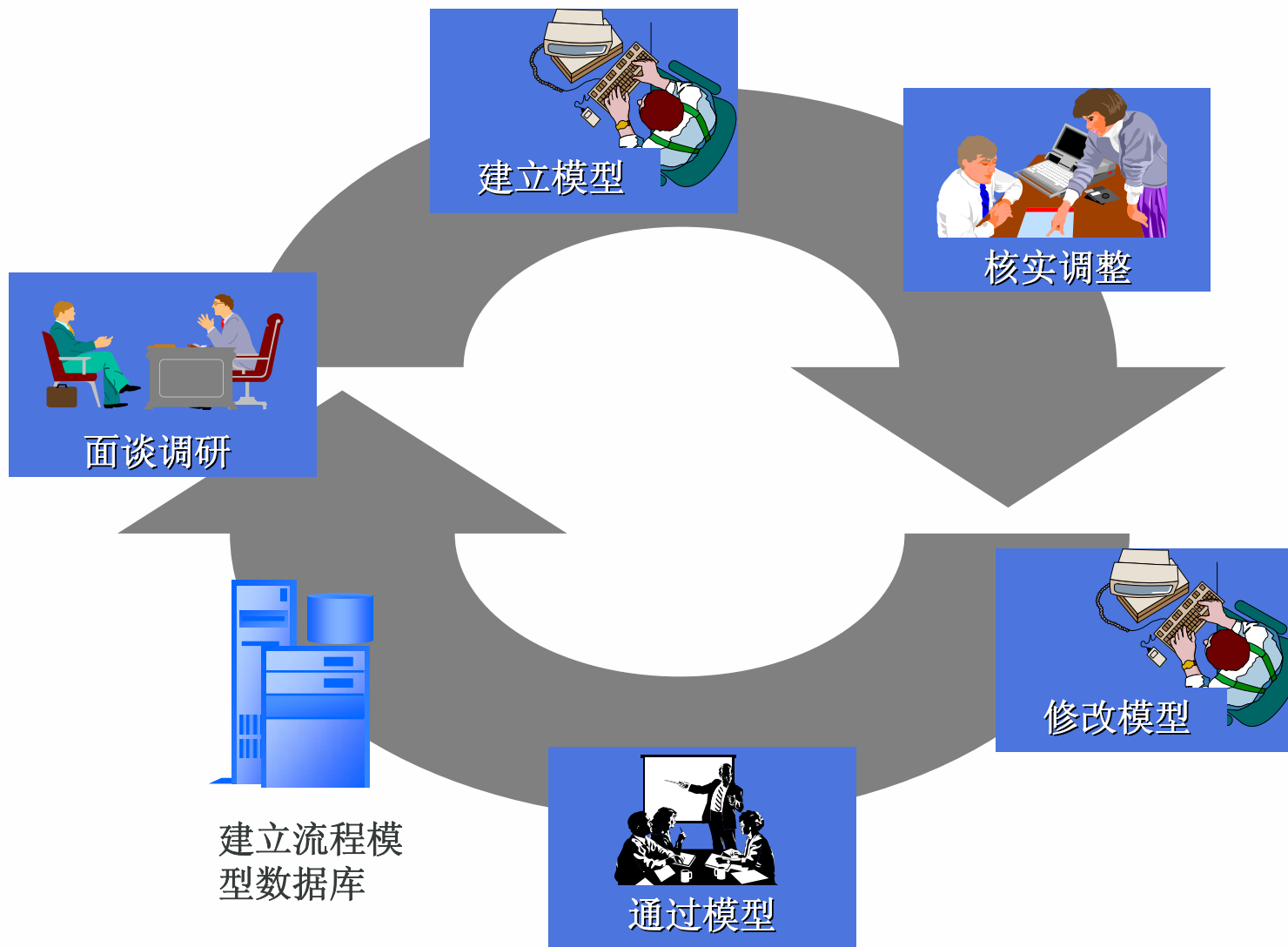
技术层面

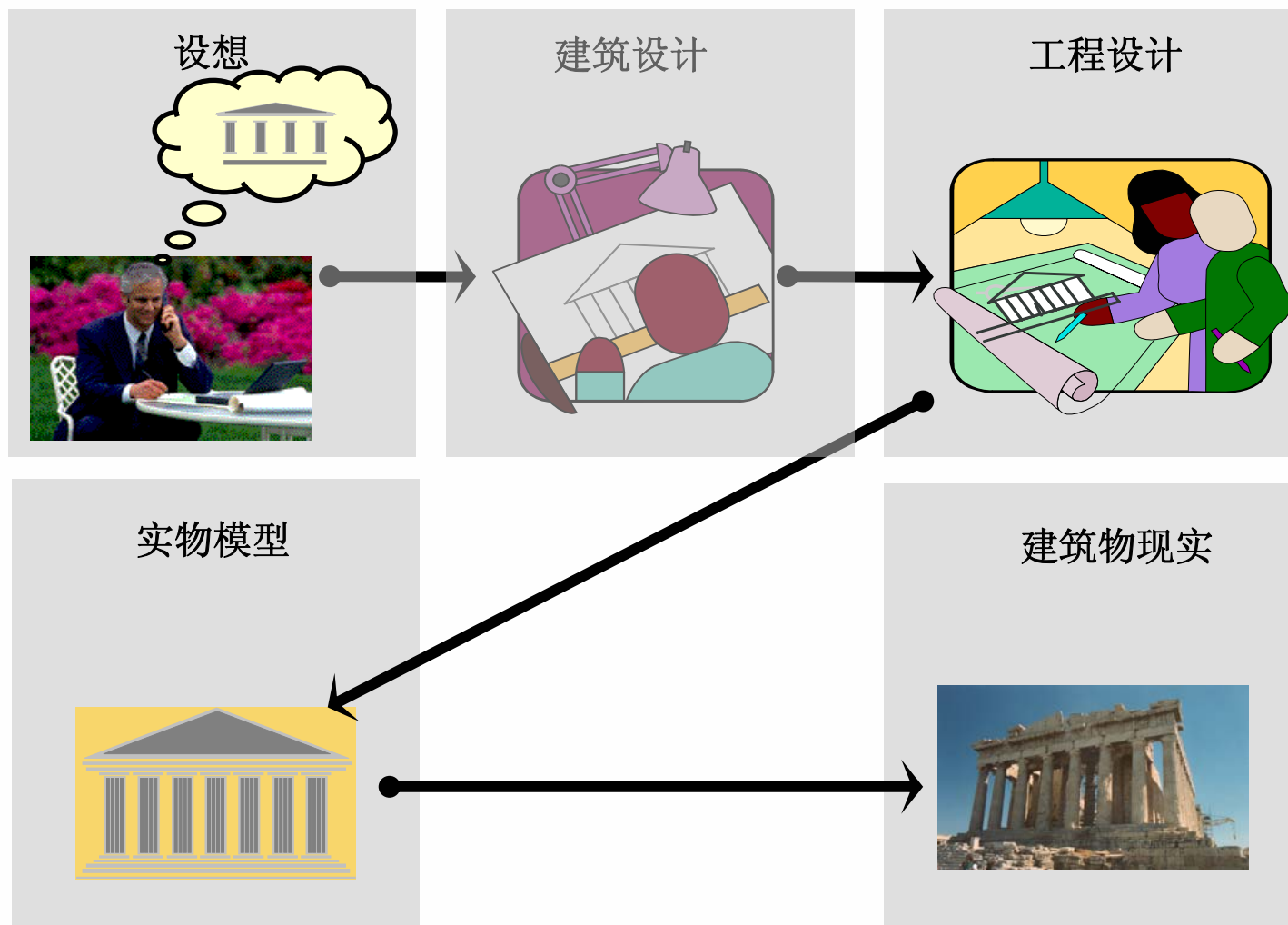


修改方便







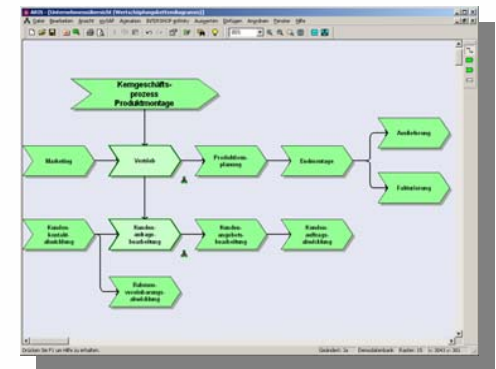
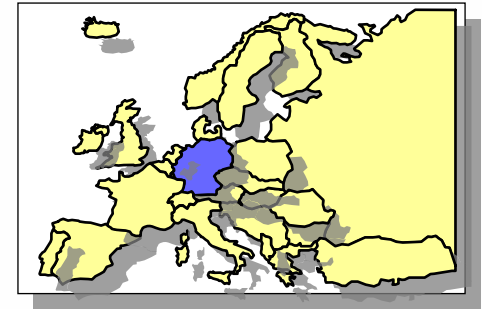


和地图一样，一张好的流程图应该能够提供如下信息；

- 流程全貌(既不能有遗漏，也不能有重复)
- 流程结构(遵循一定的绘图规则)
- 寻找端到端的流程路径

流程图能帮助企业的领导层

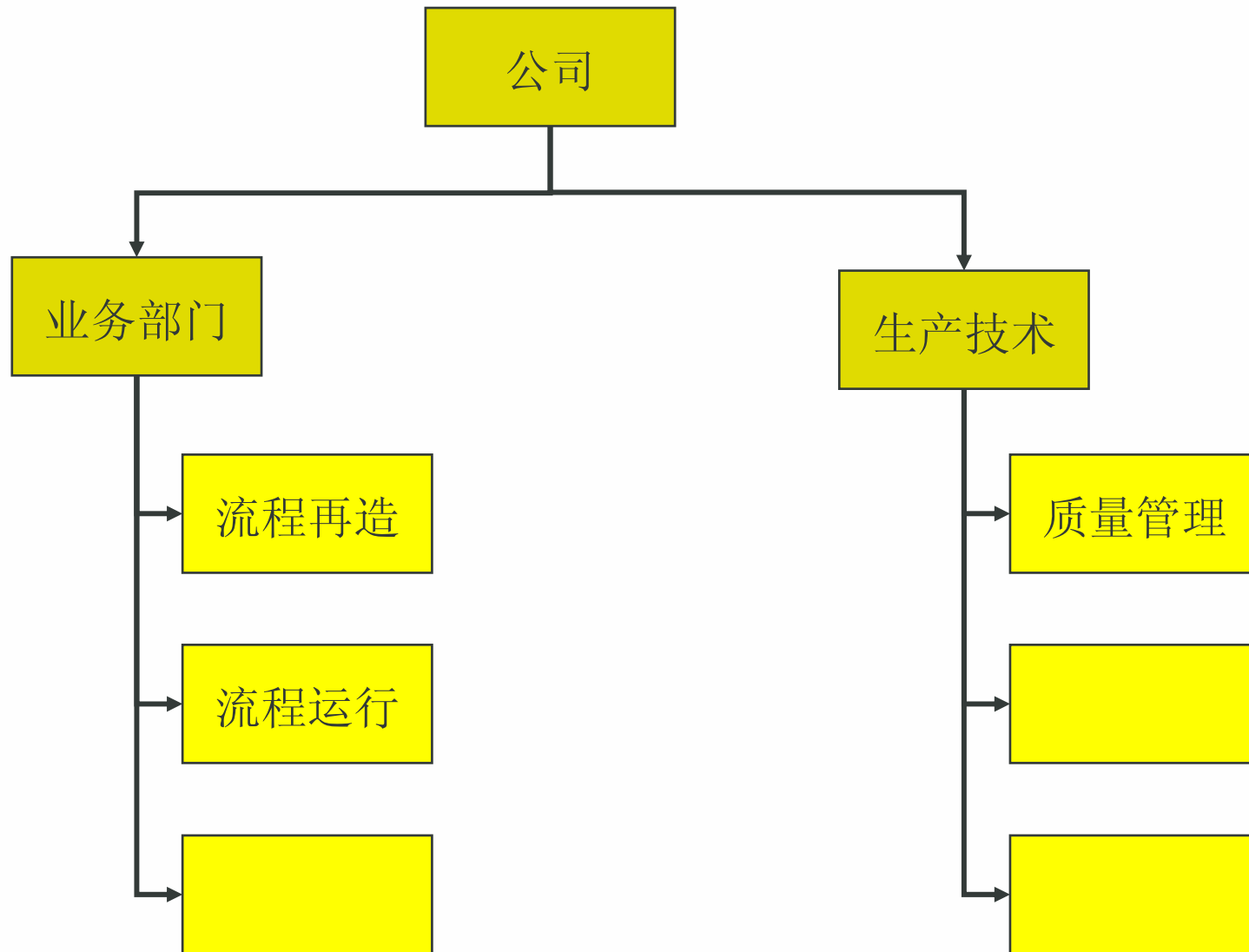
- 坚持客户导向的企业方针、
- 建立流程导向的组织架构、
- 实施流程导向的内部调控以及
- 发现更佳的流程路径以提供更为优质的服务。

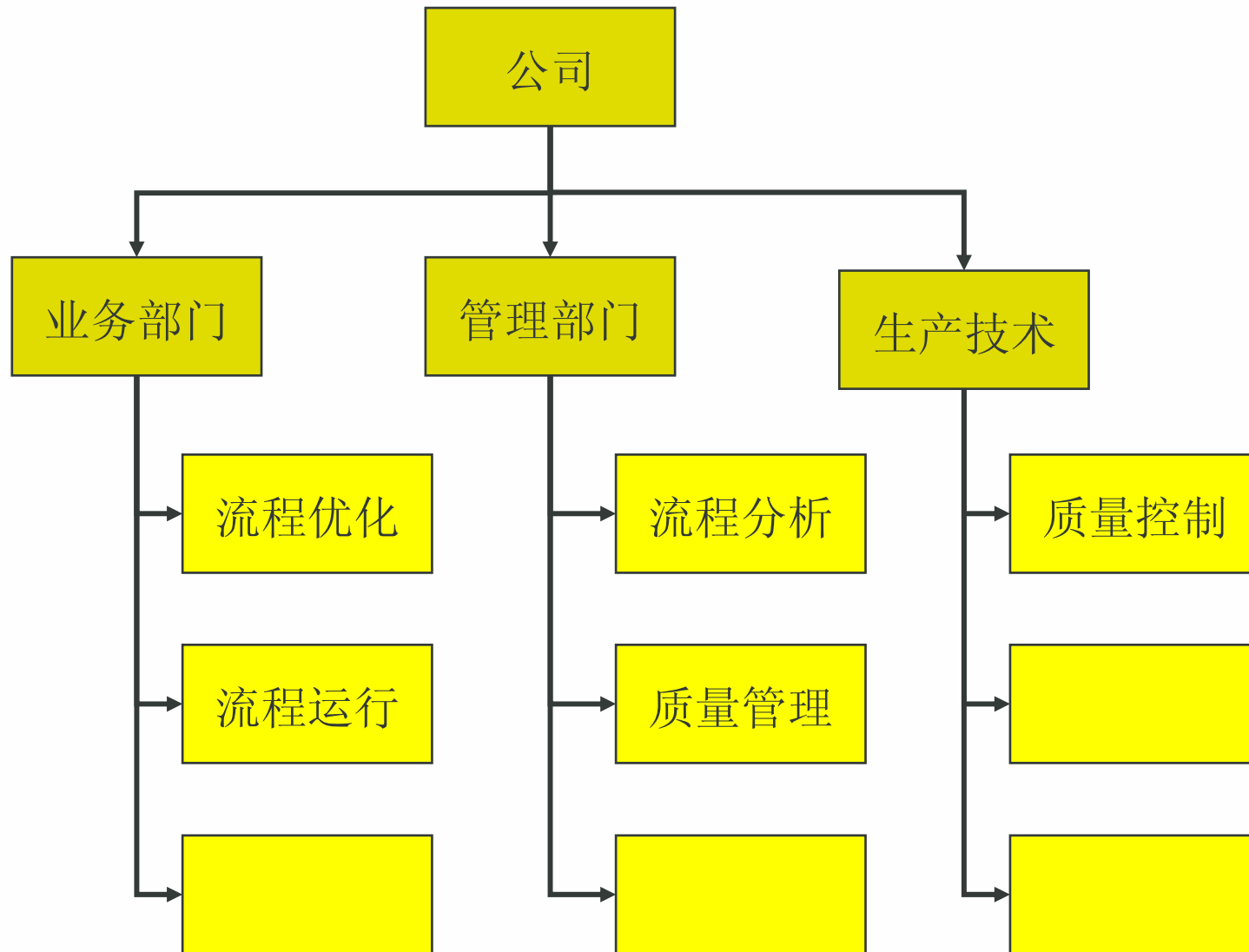


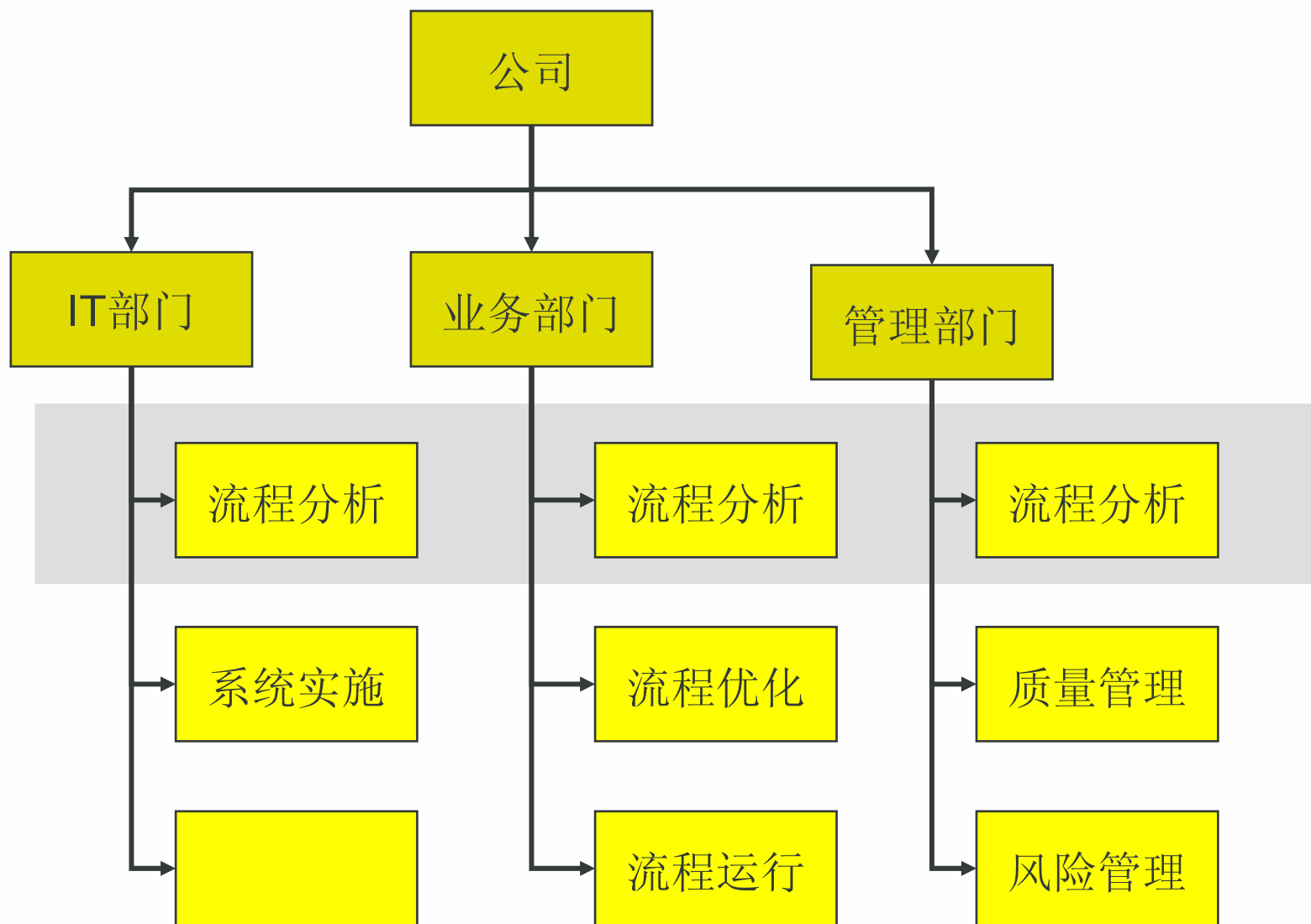
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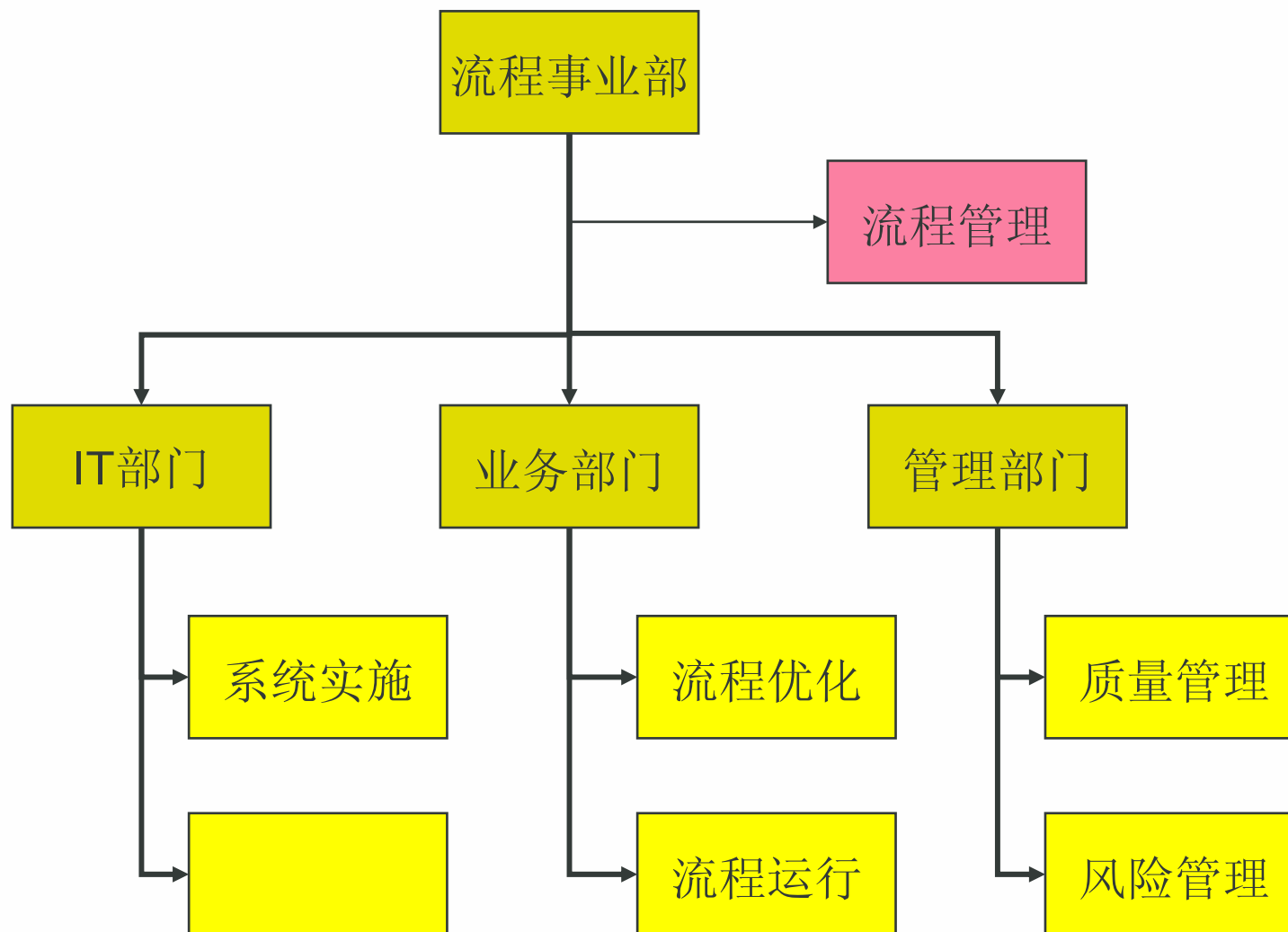
2. 从技术到管理

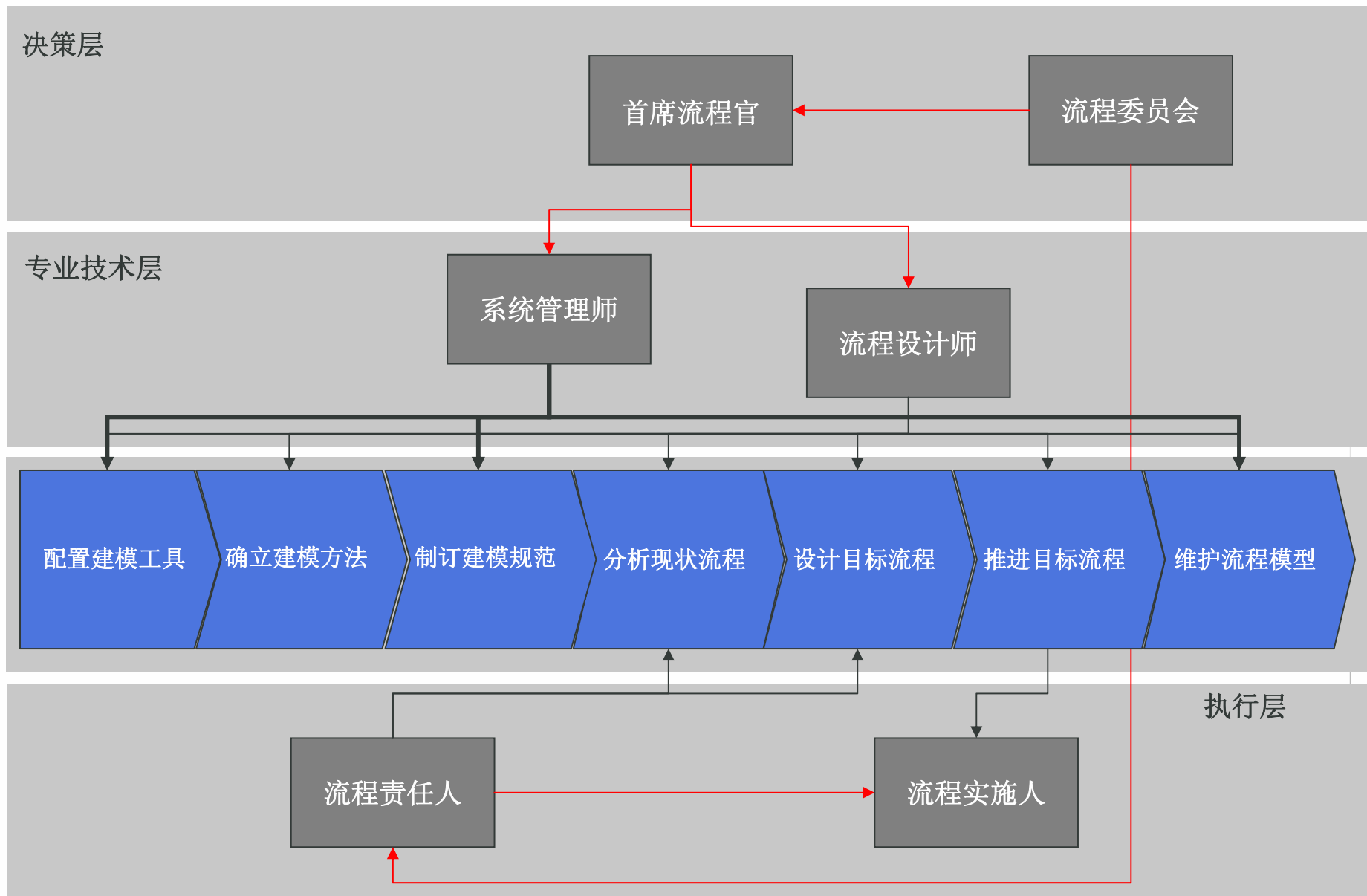
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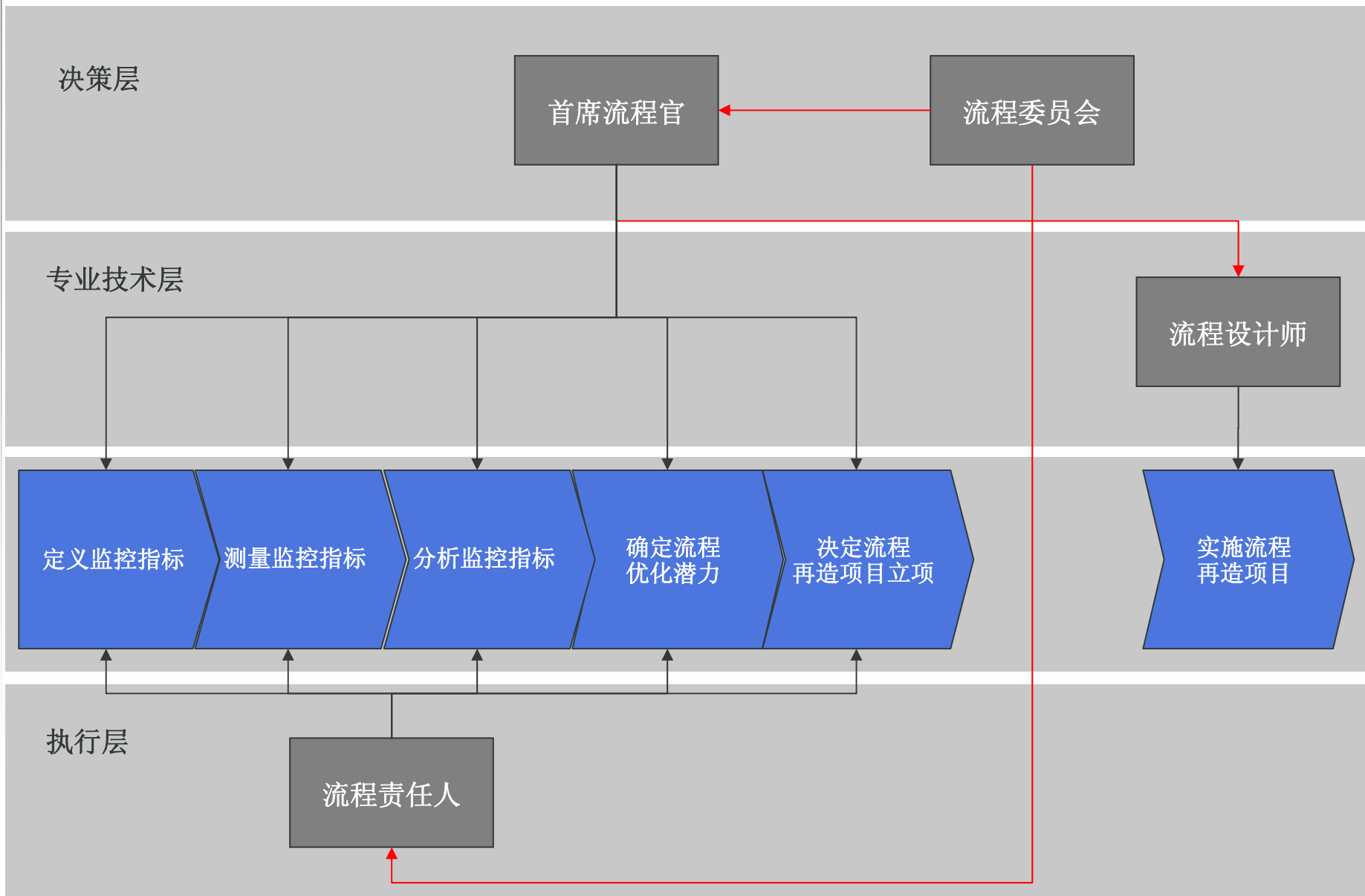




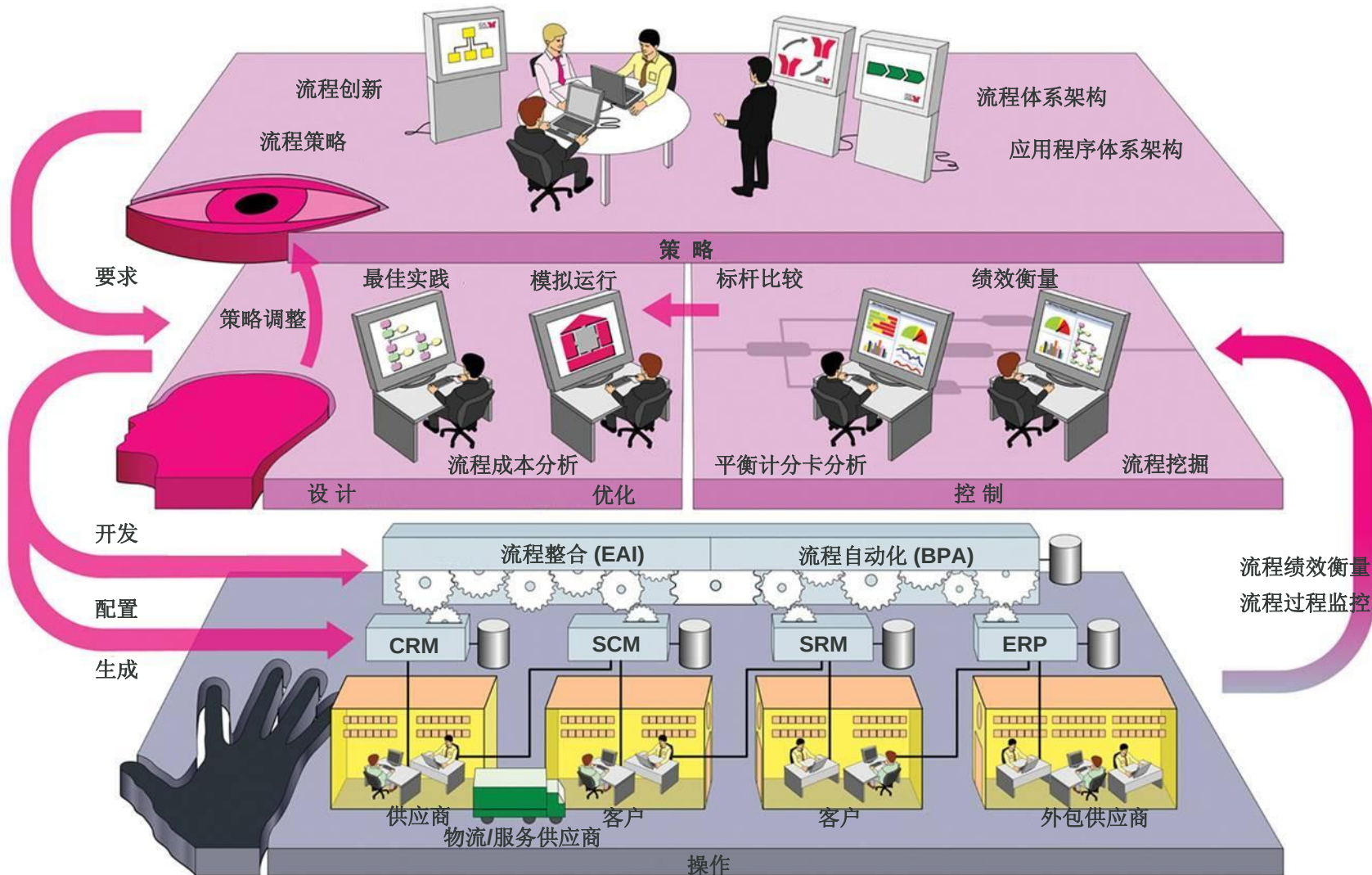




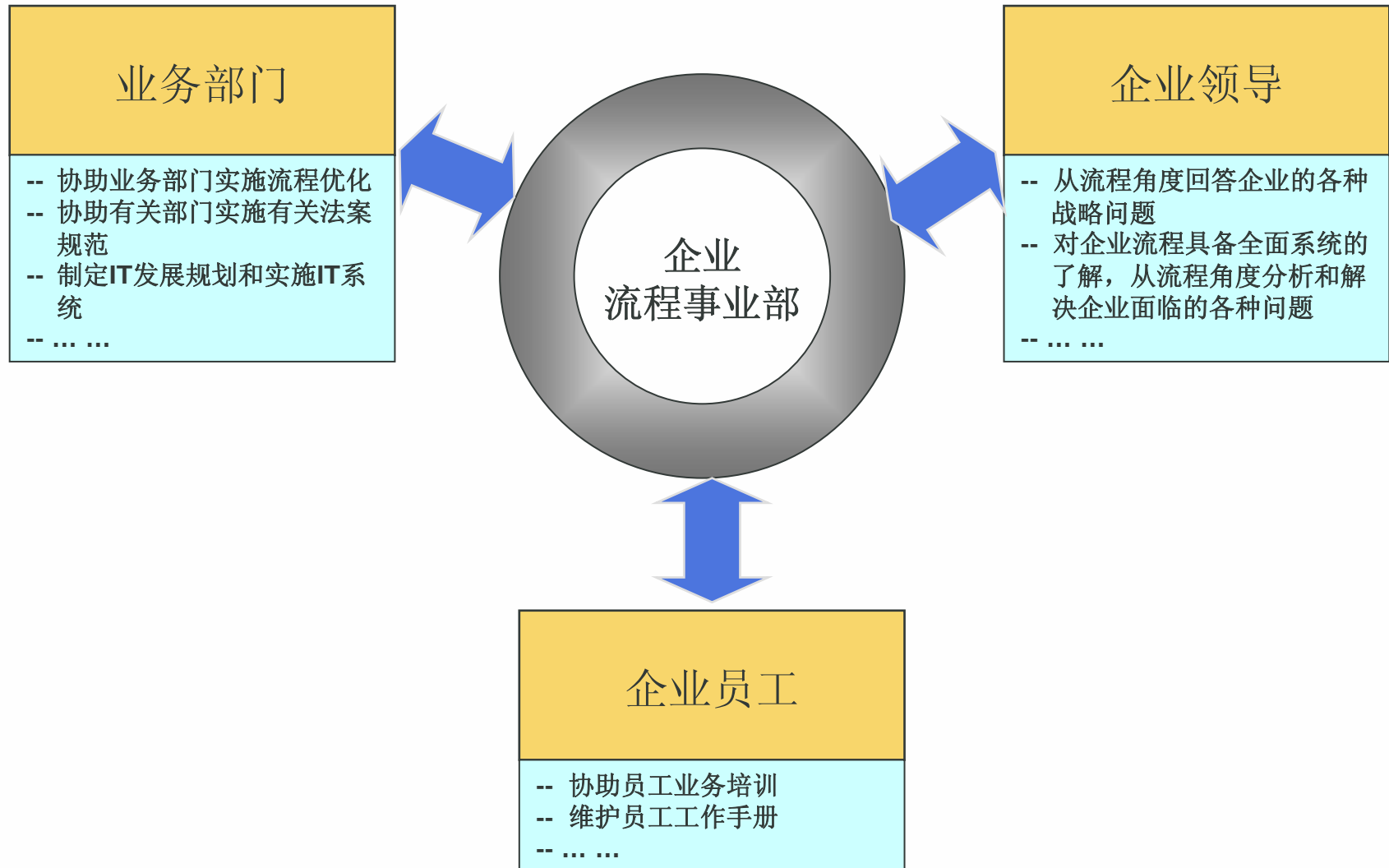
流程监控阶段的流程和角色分配



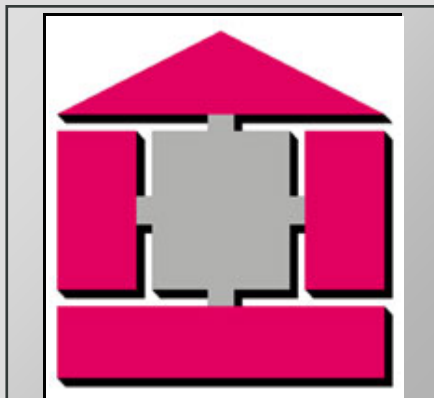
业务流程管理的内涵—流程事业部的任务



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建模规范



ARIS Method

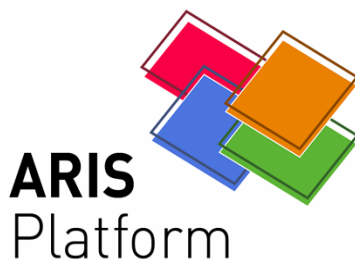
流程事业部

流程绩效管理



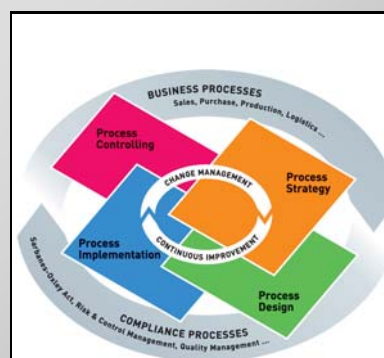
Performance Management

技术平台



ARIS Process Platform

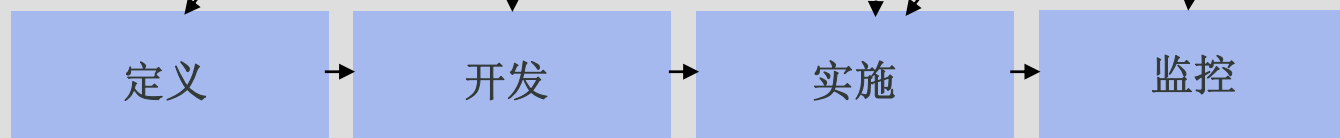
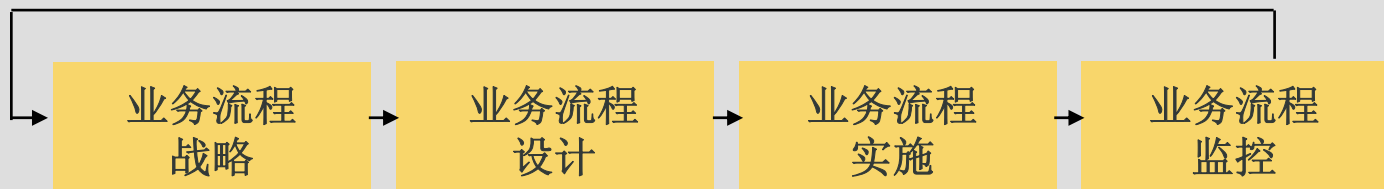
项目经验



ARIS Value Engineering

管理层面上的BPM和技术层面上的BPM的区别

管理层面上的 BPM



技术层面上的 BPM



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