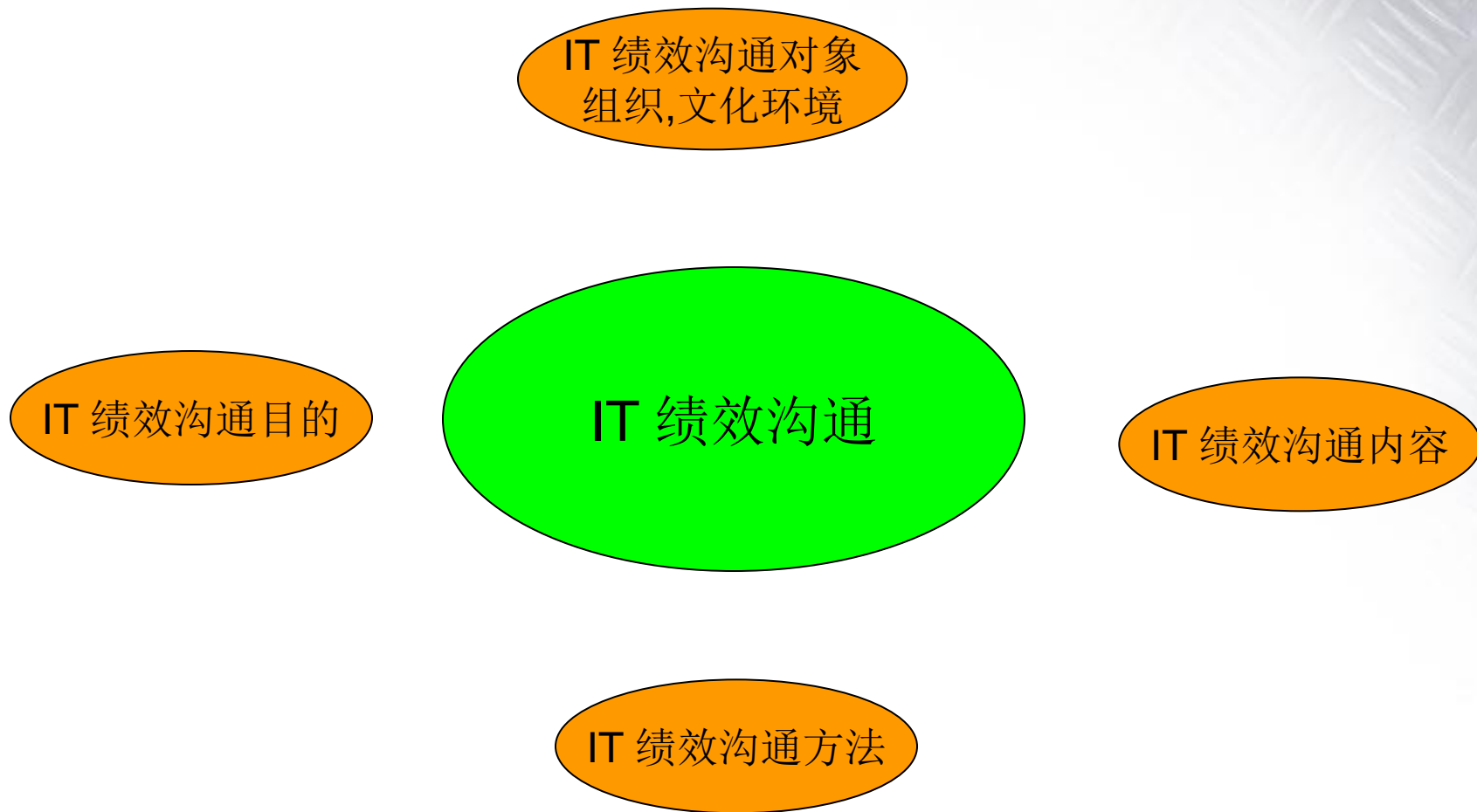




# IT 绩效及创新一些分享

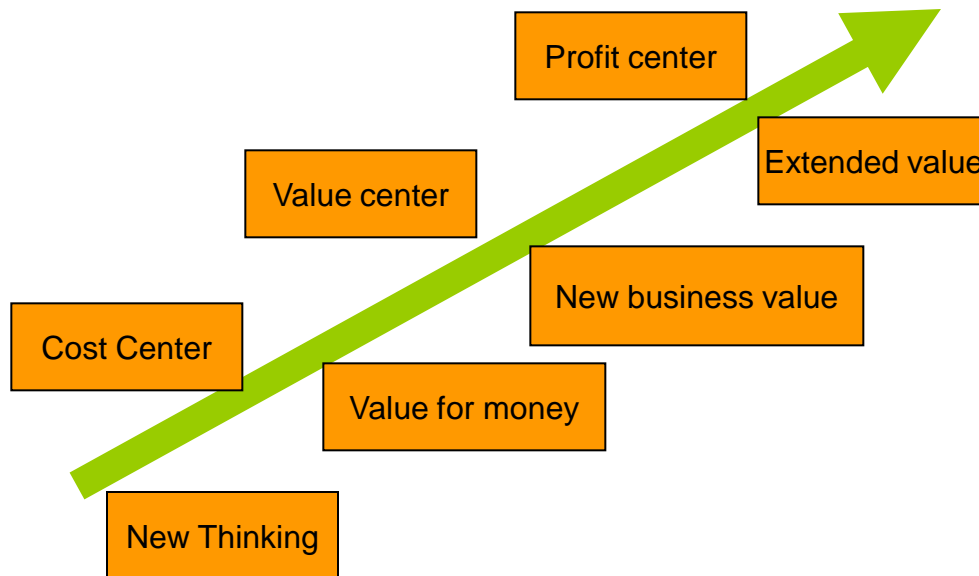
Peter Xu, Dec 17, 2011





# Purpose: The Path to IT value

- New Thinking: avoid IT value trap
- Value for money: CIO “Cheap Information Office”
- New Business value: Show how IT help to improve business performance
- Extended value: show how you have value beyond IT



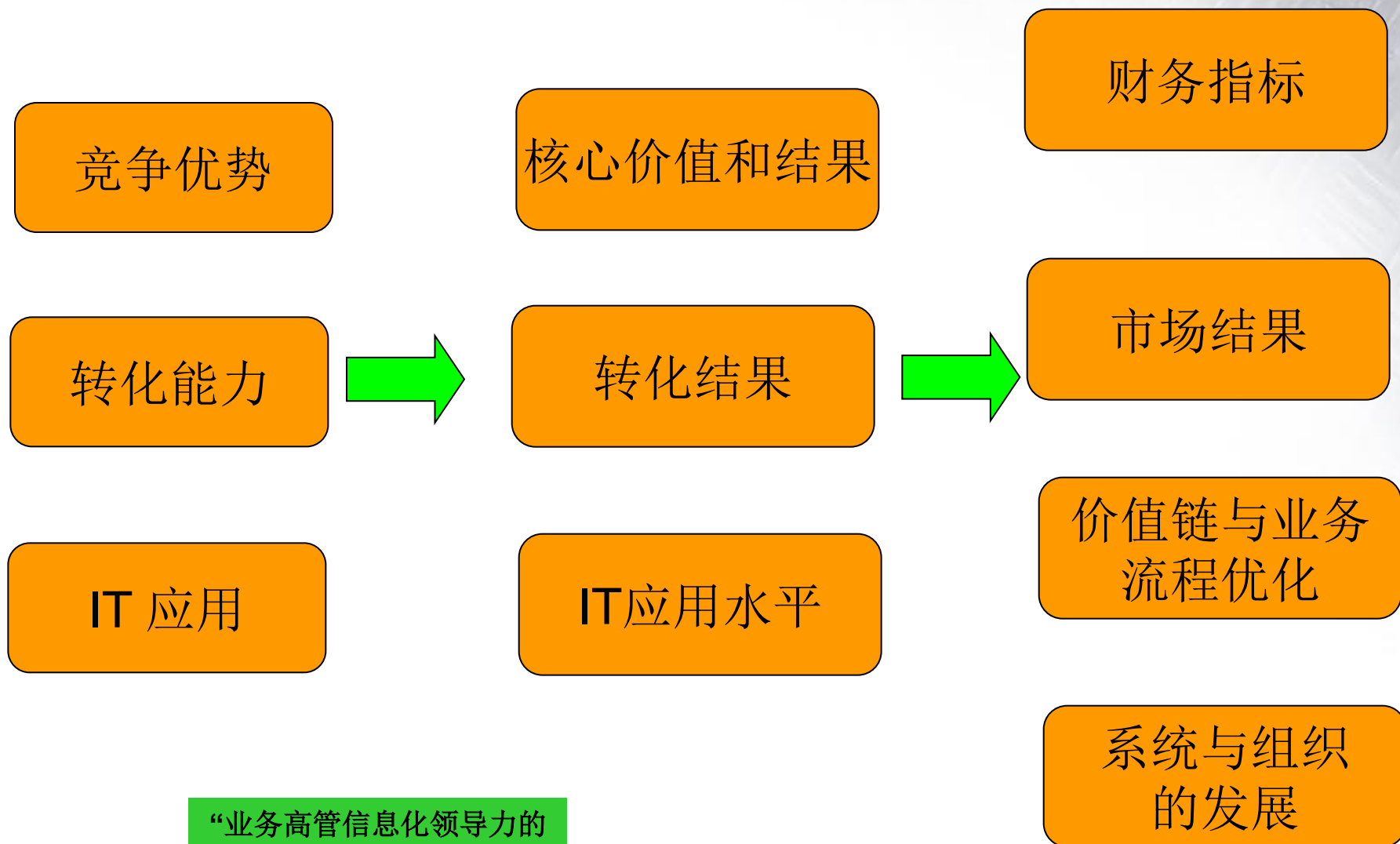
**“From “The real business of IT – How CIOs create and communicate value”**

**By Richard Hunter  
& George Wenterman**

# IT Value Traps

- The visibility traps
  - We shouldn't have to talk about our performance; it speaks for itself.
  - IT is cost of doing business
  - IT managers deliver great technology for the company.
- The excuse traps
  - Nothing is perfect (especially something as complex as IT).
  - If you don't follow our rules, we can't guarantee it works.
- The role traps
  - "The business is IT's customer
  - The customer is always right.

# 信心化的步骤与绩效



“业务高管信息化领导力的  
16修炼”-杨青峰

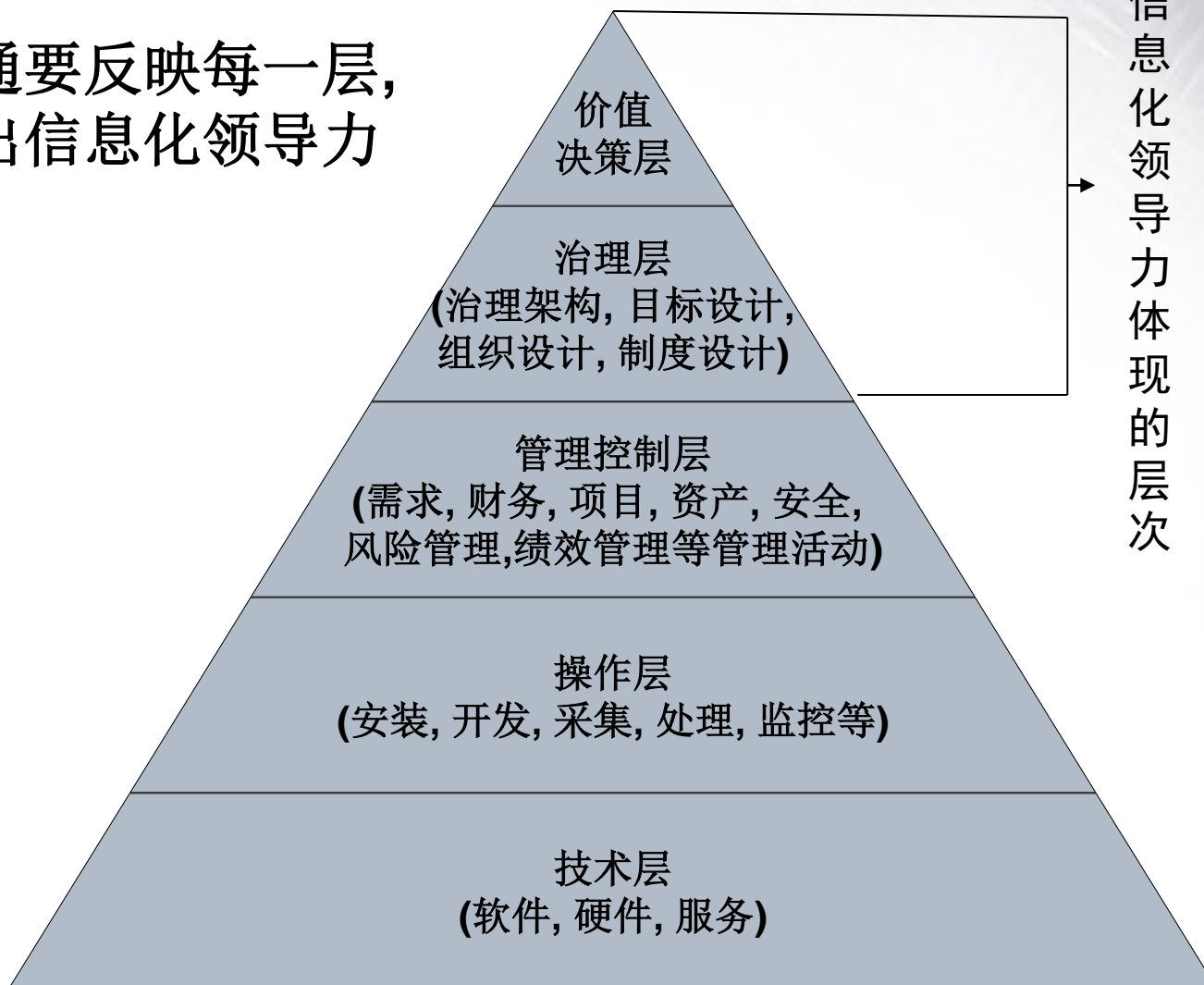
# 信息化绩效评估方法

- 从结果纬度评估信息化绩(ROI/TCO)
  - 从时点纬度评估信息化绩(ERP 覆盖,PC数)
  - 从过程纬度评估信息化绩(COBIT)
  - 从战略纬度评估信息化绩(平衡积分卡)
  - 从内部能力转化评估信息化绩(信息化到核心能力再到经济效益)
- 
- TCO/ROI
  - 信息化水平评估
  - 信息化指数评估
  - 平衡积分卡评估
  - 可持续发展能力评估

# 综合信息化评估方法

- 信息化装配水平评估
  - 研发,管理,生产,基础,全员,组织信息化
- 信息化可持续发展能力评估
  - 信息引用到核心竞争力的转化能力
  - 信息治理与控制能力
  - 信息化绩效转换能力
- 信息化财务绩效(TCO/ROI)
- 信息化战略绩效评估
  - 投资回报率持续回升
  - 执行过程的有效性
  - 创新速度
  - 客户满意度提高

绩效沟通要反映每一层，  
还要突出信息化领导力



## P1: 价值导向能力

价值方针 → 战略方向 → 战略部署

P1 和 P2 是信息化绩效主要KPI

## P2: 综合治理能力

IT治理架构设计 → IT目标设计 → IT组织设计 → 流程与制度设计

## P3: 有效管理能力

需求管理 → IT项目管理 → IT运维管理 → IT资产管理

IT安全管理 ↔ 需求管理

IT安全管理 → IT项目管理

IT安全管理 → IT运维管理

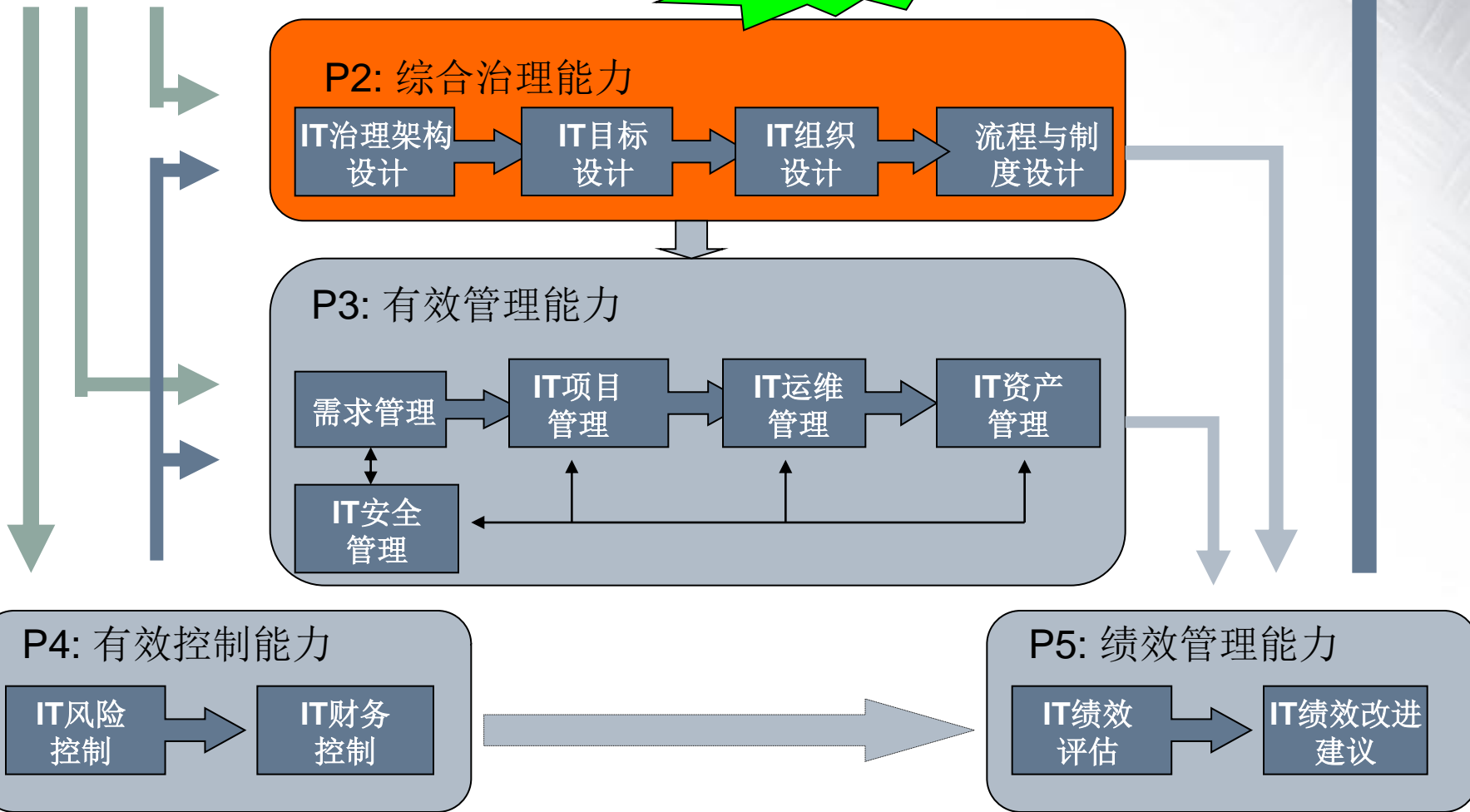
IT安全管理 → IT资产管理

## P4: 有效控制能力

IT风险控制 → IT财务控制

## P5: 绩效管理能力

IT绩效评估 → IT绩效改进建议



# 案例共享

- VOLVO 集团
- VOLVO IT 的组织
- IT治理结构
- IT KPI
- IT绩效沟通方式
- IT绩效沟通与公司战略
- IT绩效沟通与公司文化
- IT创新,增加附加业务价值

# Volvo IT – global presence



# Volvo IT key figures 1998/2009

	1998	2009
<b>Sales (msek)</b>	2,800	7,446
Volvo Group	100%	84%
Non-Volvo Group	0%	16%
<b>Employees</b>	2,100	5,000
<b>Locations</b>	12	>35

# Volvo IT customers – A proven track record



## The Volvo Group

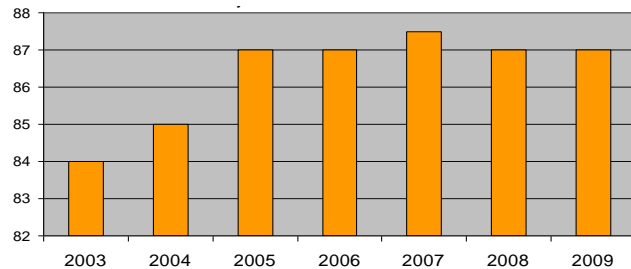


**Volvo Cars**

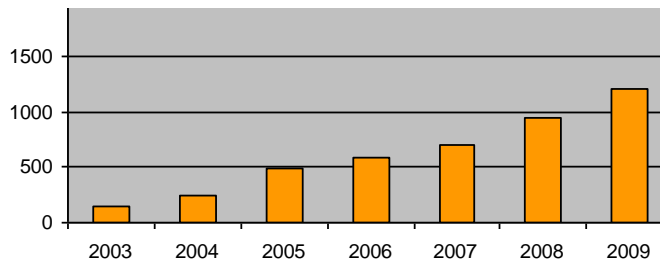


# Continuously improved IT efficiency

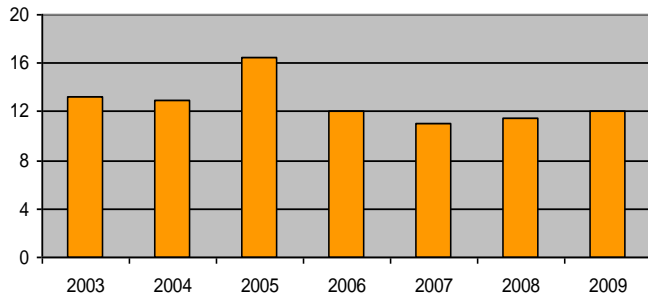
% Projects on time & cost



# Employees and Contractors in Brazil, India and China



% Infrastructure & Operations Productivity Improvement



## Improved Application Delivery efficiency

- Standardization / consolidation:
  - fewer applications in use
  - increased use of standard applications
- Maintained high levels of project execution
- Improved sourcing of resources

## Improved Infrastructure & Operations efficiency

- **Consolidation** - e.g. Mainframe consolidation: 25% annual cost reduction, 2002-2003
- **Standardization** - e.g. Common PC environment: 20% total cost reduction, 2004-2005
- **External Growth** - e.g. Mainframe: 15% annual cost reduction, 2003-2007
- **Improved sourcing & management** - e.g. Voice: -25% total cost reduction 2006-2007

**Governance**  
**(why/whether)**

**Demand**  
**(what)**

**Supply**  
**(How)**

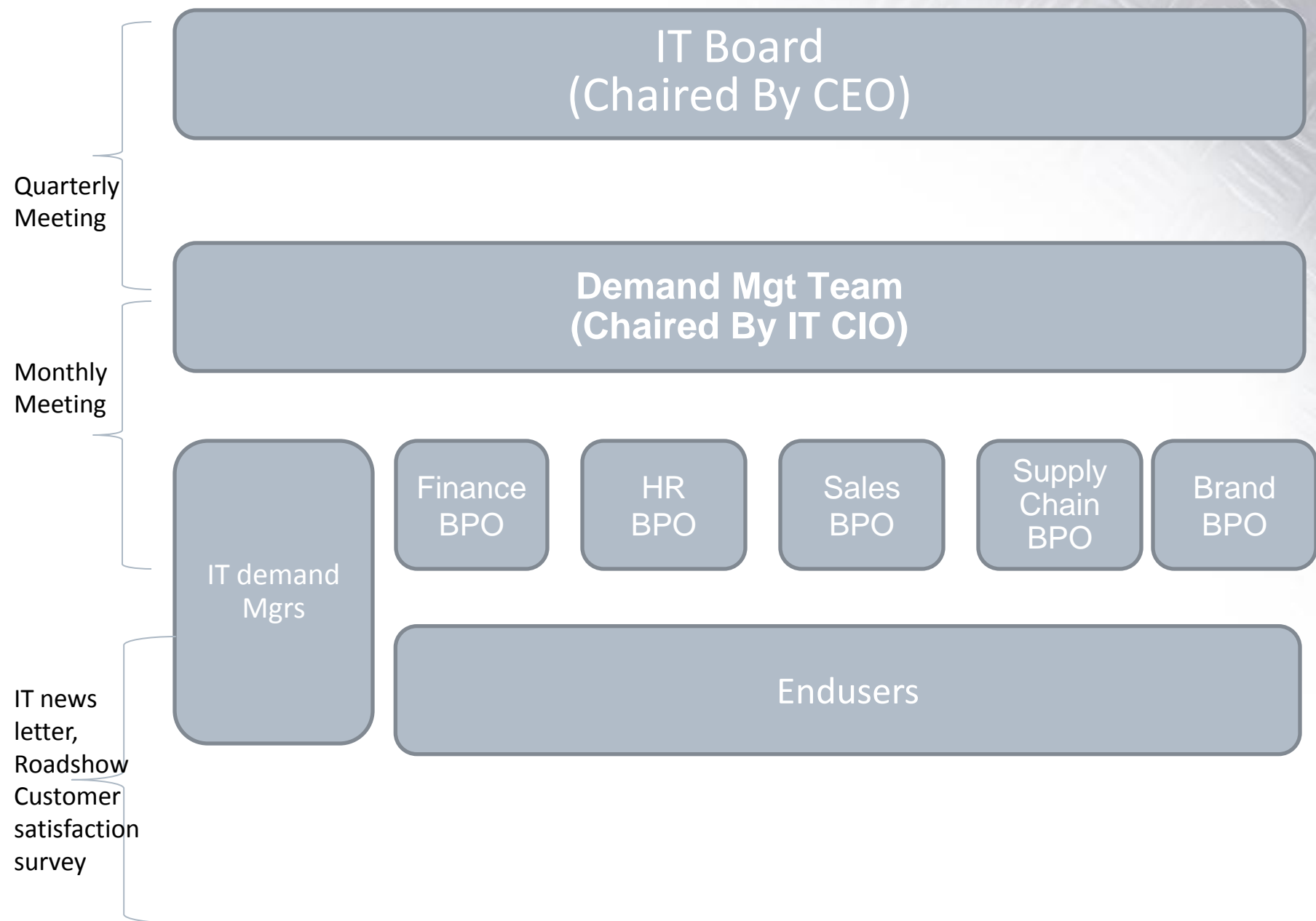


# Key IT KPIs

- **Basic IT operational KPI**
  - System performance
  - IT support performance
  - Partnership ratio
  - Service level effectiveness
  - New project index
  - Total IT cost ratio
- **IT and business value linkage**
  - IT readiness
  - IT service capability: reach and range
  - Application characteristics: flexible and scalable
  - Enterprise availability: appropriate and competence
  - Process maturity: consistency and reliability (ITIL, COBIT, ..)

**“From “The new CIO  
leader- setting the  
agenda and delivering  
results”**

**By Narianne boadbent &  
Ellen kitzis**



IT CA Day in HQ

Dec 15, 2006 7Floor, Pantry Room at HQ



**Fill in the MIS investigation Forms**



**Good Corporation with HP  
helpdesk**

MIS Manager: Bing-Peter Xu

HP PM: zhuang Ji



**Customer Care**

Zhang MIS North Manager:

**SAM Zhang**

MIS Operational Manager:

**GuoRong-Frank**



**Discussion with users**

MIS Manager: Bing-Peter Xu



**Enjoy the IT CA Day**

# WirelessCar, 全球领先的Telematics服务提供商

- 1999 由沃尔沃, 爱立信, Telia 建立, 目前为沃尔沃全资拥有
- 100 % 专注于 telematics 业务
- 2000年交付第一个应用平台
- 主要客户: 沃尔沃汽车, 宝马, 沃尔沃卡车, 雷诺卡车, UD(原Nissan)卡车, 沃尔沃建筑设备, 丰田产业车辆(欧洲), 等
- 服务遍及4大洲, 50多个国家



# 持续创新,

- JAM IT, innovation center, tech watch..
- Green commute
- Linux client..
- Telematics
- Truck maintenance workbench efficiency

# Competitive Telematics - ● WirelessCar

## One of the world's leading telematics service providers

- Examples of services include:
  - Emergency and Breakdown calls
  - Theft notification and Tracking
  - Remote Diagnostics
  - Fleet management
  - Pay-as-you-drive
- Service delivery in 33 countries, on 4 continents

### Vision

To realize the true benefits of the Connected Vehicle and be the leading provider of telematics services and products to the vehicle industry and its eco-systems.



#### CareTrack for Volvo Construction Equipment

- Operational since 2006
- Europe, North America, Korea



#### Volvo On Call for Volvo Cars

- Operational since 2000
- 14 European countries



#### Dynafleet for Volvo Trucks

- Operation since 2004
- 21 European countries



#### Connected Drive for BMW

- Operation since March 2004
- Australia and Middle East, Europe, NA



#### Volvo LINK

- Operational since 2001
- North America
- GSM-Orbcom based



#### Infom@x for Renault Trucks

- Operational since 2008
- Infom@x for Renault Trucks



#### Allianz

- Operational since 2008
- Pay Per Use

# Insightful business consulting - Fortos



## FORTOS MANAGEMENT CONSULTING

### Insightful management consulting services

- A competence based consulting approach, with consultants trained in:
  - Performance, Process, Change Management
- Expertise in global practices, including:
  - Corporate Performance, Operations, Commercial
- Specialists to address specific challenges:
  - Large-scale strategic programs to high-value, small-scale activities