

**IBM**

- 새로운 시장 Driver
- 한국 기업의 주요 지표
- On demand business model

© 2003 IBM Corporation

**IBM**

Re-inventing the enterprise in an era of uncertainty:  
**the on demand business Model**

Jae Lee,  
Program Manager / eBusiness on demand  
IBM BCS Asia Pacific

**IBM**

**Driver 1 -- 급변하는 시장**  
성장률 : 세계 GDP와 전자산업

Source: BEA, CIA Factbook 2002, World Bank

© 2003 IBM Corporation

**IBM**

**불확실성 시대의 도래**  
시장 Drivers -- e.g. 전자산업

**급변하는 시장**

- 급변하는 시장 - 즉 시장 방향하는 시장해 단안 대응
- 동종도스탈이 불스레인도와 시장
- 2002의 동종 (MIL, THEYER, SARS 등)
- 새로운 제품 도출이 기대를 받음

**기업가치 극대화**

- 새로운 전자산업의 중요성
- 글로벌 기업에 대한 투자
- 기업가치 극대화

**기술 혁신**

- 성장률 증가 이상 권력에
- 아날 - 모든 형태의
- 컴퓨팅 파워
- 새로운 제품과 서비스
- 새로운 제품과 서비스
- 대학 등

**디지털 융합**

- 전자기업의 중요성
- 전자기업의 중요성
- 전자기업의 중요성
- 전자기업의 중요성

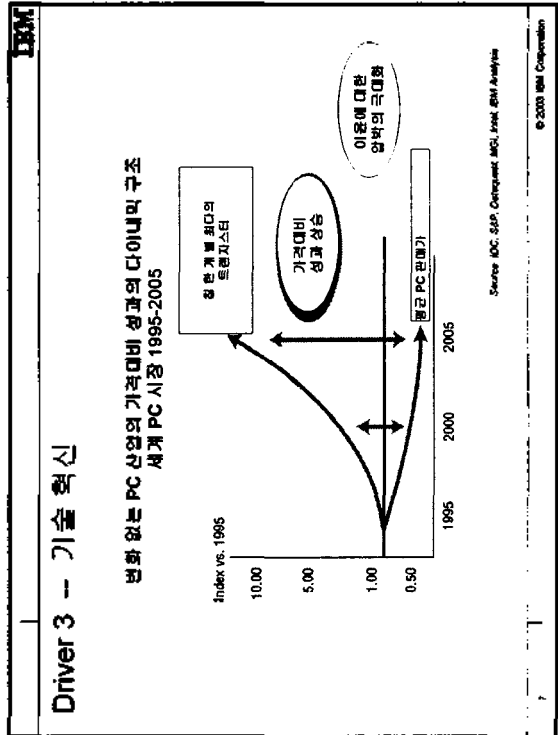
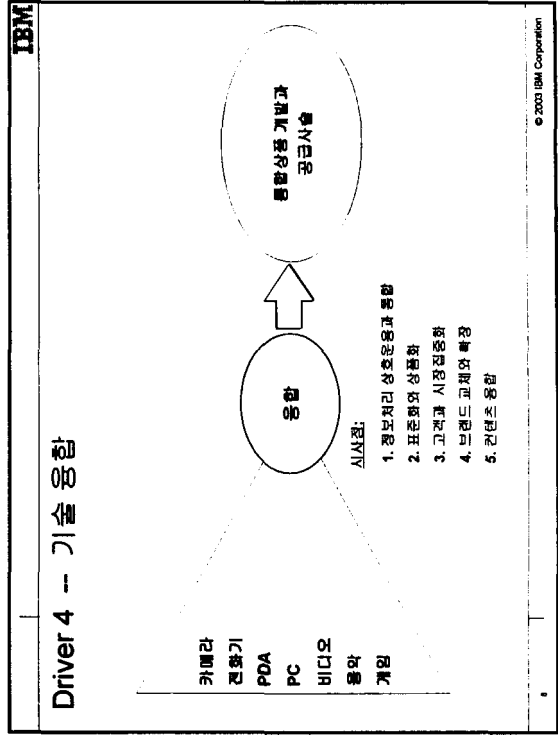
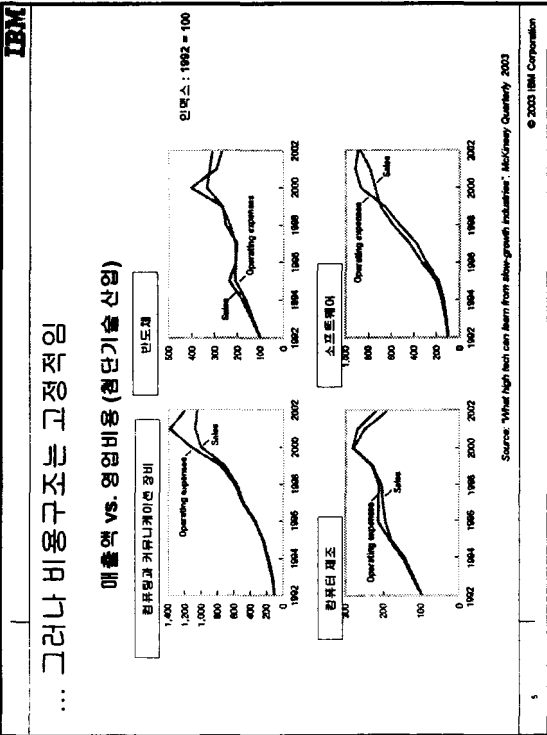
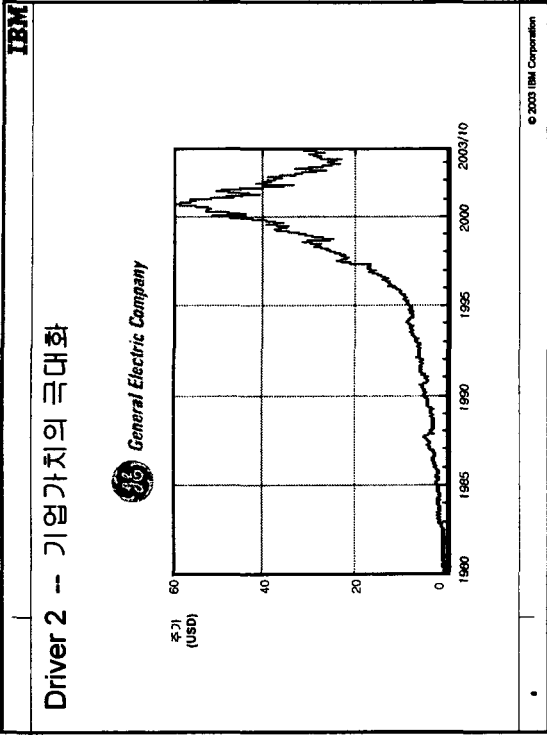
**고객경험 강화**

- 상품과 서비스에서
- 서비스 경험
- 고객 경험 강화
- 고객 경험 강화

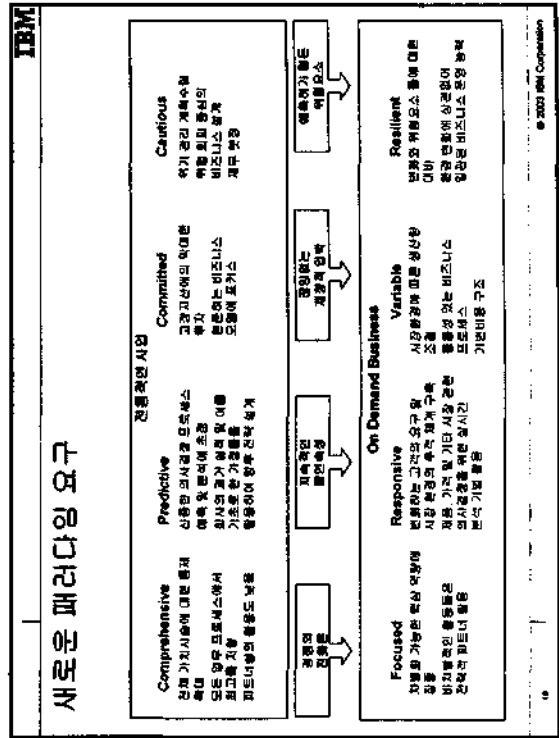
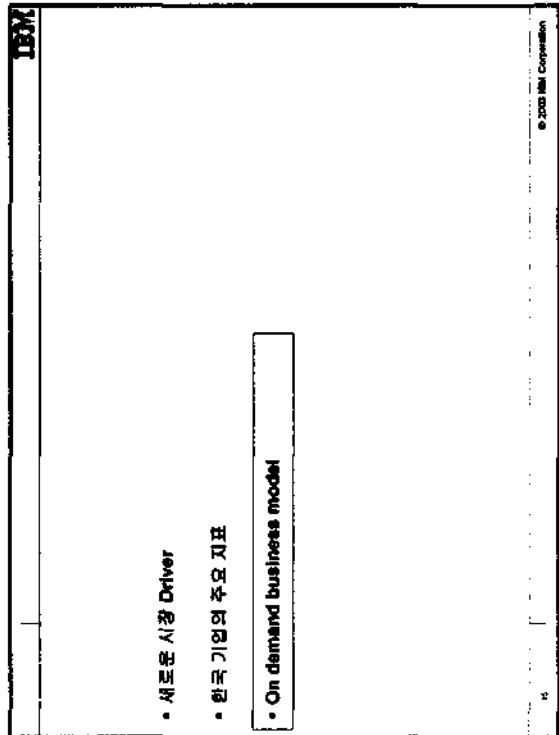
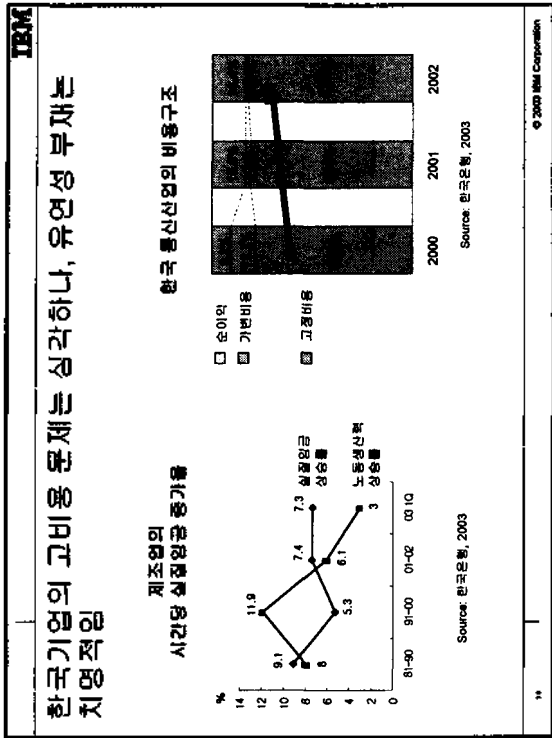
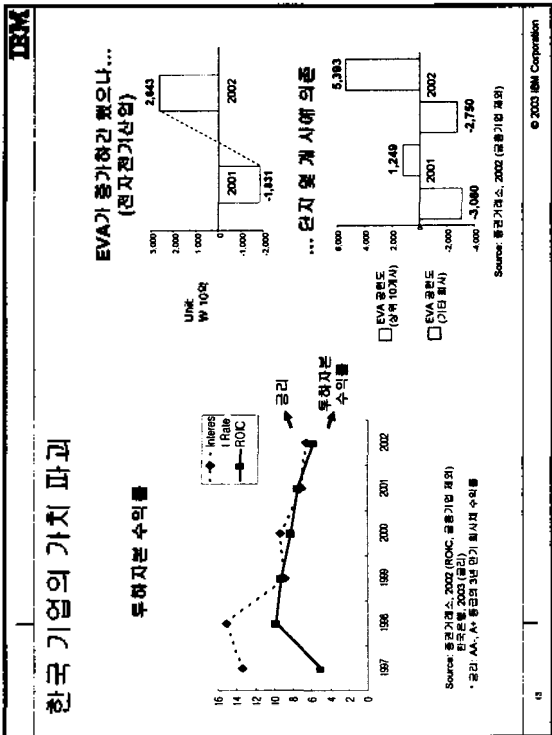
**Industry Deconstruction**

Source: IBM BCS Analysts

© 2003 IBM Corporation







**On demand business**

An on demand business accelerates value by connecting business components end-to-end with suppliers, partners and customers to focus and respond rapidly in a variable and resilient manner to any opportunities or threats

© 2003 IBM Corporation

**온 디맨드 - 새로운 비즈니스 모델**

대응성 시장 또는 고객의 요구에 실시간 부응

전략

문화와 조직

집중 사업

진중화 핵심역량에 집중

기술 인프라

탄력성 위기상황에 탄력적으로 대응

가변성 비용구조의 가변화

© 2003 IBM Corporation

**Focused -- CISCO**

**Traditional Business**

**On-Demand Business**

© 2003 IBM Corporation

**Aviva (Norwich Union)**

**Information on demand to calculate premiums**

**WHY BECOME ON DEMAND:** To better calculate and assign auto insurance premiums to motorists.

**SOLUTION:** "Pay as you drive" pilot insurance program. Real-time tracking using telematics and analysis to calculate insurance premiums based on when, where, and how often the vehicles are used.

**BENEFITS:**

- Aviva customers would prefer their auto insurance reflect the use of their car.
- Fairer insurance rates based on actual use and the ability to locate / track cars reported stolen.
- Motorists can request emergency and other services using a specially designed, multi-button console mounted in the cabin.

© 2003 IBM Corporation

**Responsive -- IBM**

고객과 시장환경에 역동적으로 대응하기 위하여 기인모델의 근본적인 재구성

Sales & Dist.    Software Technology    Personal Printing Systems    Servers    Storage Systems  
 Service    Customer Relationship Management  
 EIM / CRM / Decision Support    Business Transformation

21

© 2003 IBM Corporation

**Responsive -- Nokia**

**Customer Segments**

- Baby Boomers
- X-generation
- Y-generation
- Millennium Generation
- All Generations

**Core Target Group**

- Active Gamers: Investors, early adopters, interested in multiple and added services, 18-35 yrs. both genders.
- Millennium Generation: Fashion, heavy internet usage, one of a generational community, gamer for other gamers.
- All Generations: People who have history of using mobile devices, interested in new technology, competition, excitement for reality.

**Services**

- Game
- Mobile Phone

**Market**

- Game
- Mobile Phone

22

© 2003 IBM Corporation

**Nokia's Network Model**

Consumers    Mobile Phone    Consumer Electronic Publishers  
 Video Game Publishers    Mobile Phone Publishers    Consumer Electronic Publishers  
 Network  
 Mobile network operators    Music Content Providers  
 Game publishers and developers

23

© 2003 IBM Corporation

**Variable -- British Petroleum**

**비 핵심 역량 변화**

**매출 증가율 및 영입 이익률**

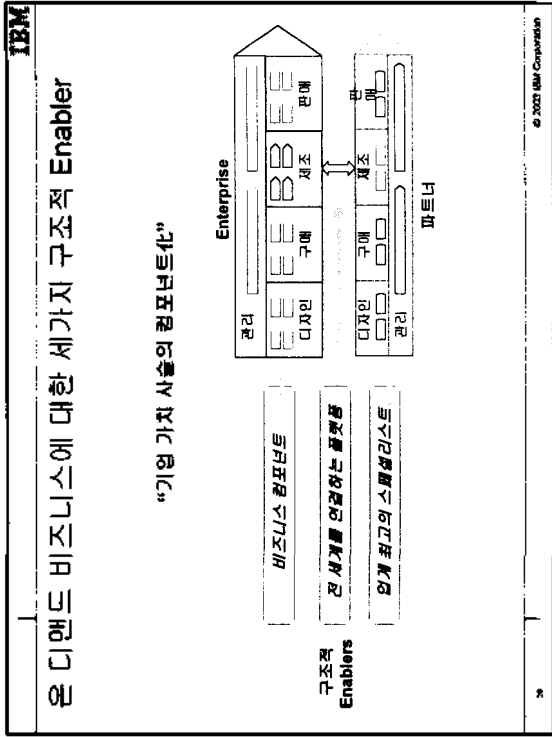
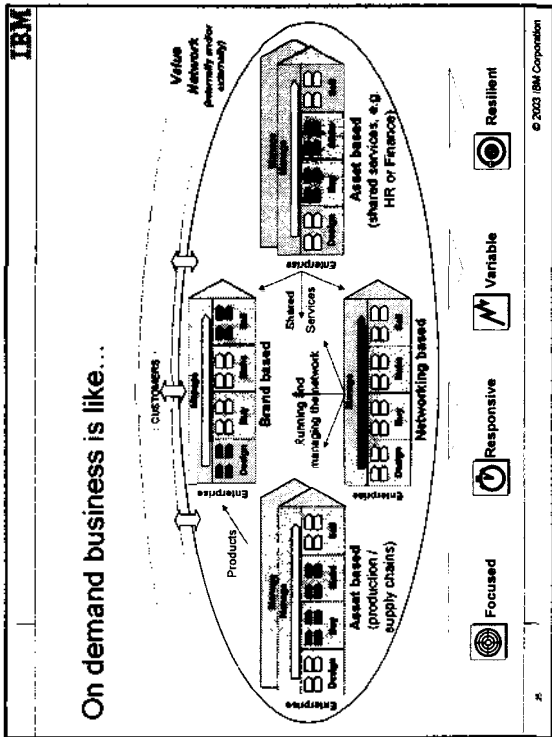
Revenue Growth    Operating Profit Margin  
 70% 60% 50% 40% 30% 20% 10% 0% -10% -20% -30%  
 1998 1999 2000 2001 2002

매출 증가율    영입 이익률  
 - 48000 - 49000

생산성 및 운영 효율성을 극적으로 증가시켰으며 백 오피스 기능 (회계, 재무, IT 공간 등)의 비용을 낮추었음.  
 - 광선 비용 및 운전자본 비용 감소: 20-25%  
 - 비즈니스 인텔에 탄력적인 가변력 프로세스 및 비용구조 구축

24

© 2003 IBM Corporation



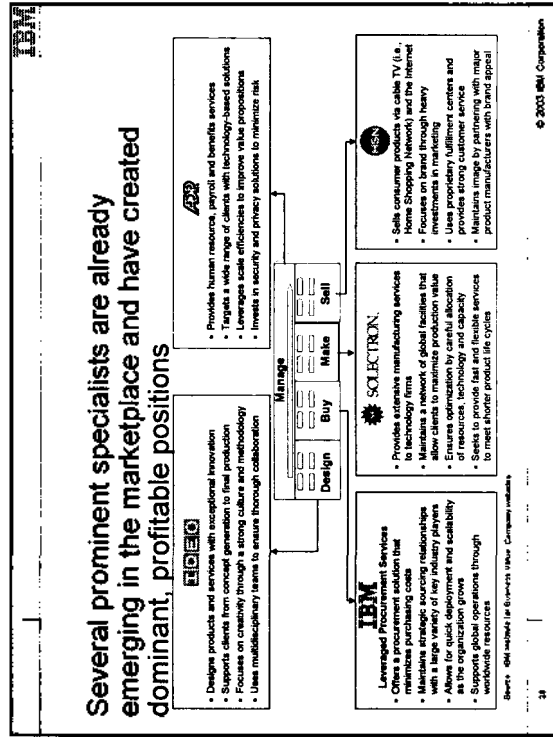
**IBM**

비즈니스 컴포넌트 모델

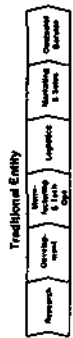
- 공통적인 Component Model 예시 -

Planning & Analysis	Checks & Controls	Execution	Business Administration	Product Management	Acquisitions	Customer Portfolio Management	Customer Service and Sales	Product Operations	Customer Accounting	Financial Management
Business Planning M L M	Strategy Review M L M	Operational Review M L M	Customer Portfolio M L M	Product Development M L M	Acquisitions M L M	Customer Service M L M	Product Operations M L M	Customer Accounting M L M	Financial Management M L M	
Design M L M	Quality Assurance M L M	Production M L M	Customer Support M L M	Product Support M L M	Product Development M L M	Product Operations M L M	Product Operations M L M	Product Operations M L M	Product Operations M L M	
Design M L M	Quality Assurance M L M	Production M L M	Customer Support M L M	Product Support M L M	Product Development M L M	Product Operations M L M	Product Operations M L M	Product Operations M L M	Product Operations M L M	
Design M L M	Quality Assurance M L M	Production M L M	Customer Support M L M	Product Support M L M	Product Development M L M	Product Operations M L M	Product Operations M L M	Product Operations M L M	Product Operations M L M	

© 2003 IBM Corporation



## On demand Transformation



### Focus on Core

- 향후 5년간 우리 기업의 Core는 무엇인가?
- Core의 역량을 강화하기 위한 어떠한 노력을 하고 있는가?
- Core의 강점을 위해 기밀자료를 어떤 비율로 공유하고 있는가?

### Transform non-core

- 기업의 비핵심 부문을 운영하기 위해 얼마나 많은 고객비율을 지출하고 있는가?
- 우리 회사의 비핵심 부문 경쟁력의 수준은 어떠한가?
- 비핵심 부문의 매출과 및 수익성상을 위해서 어떠한 노력을 기울이고 있는가?

## Transformation Agenda - 예시

