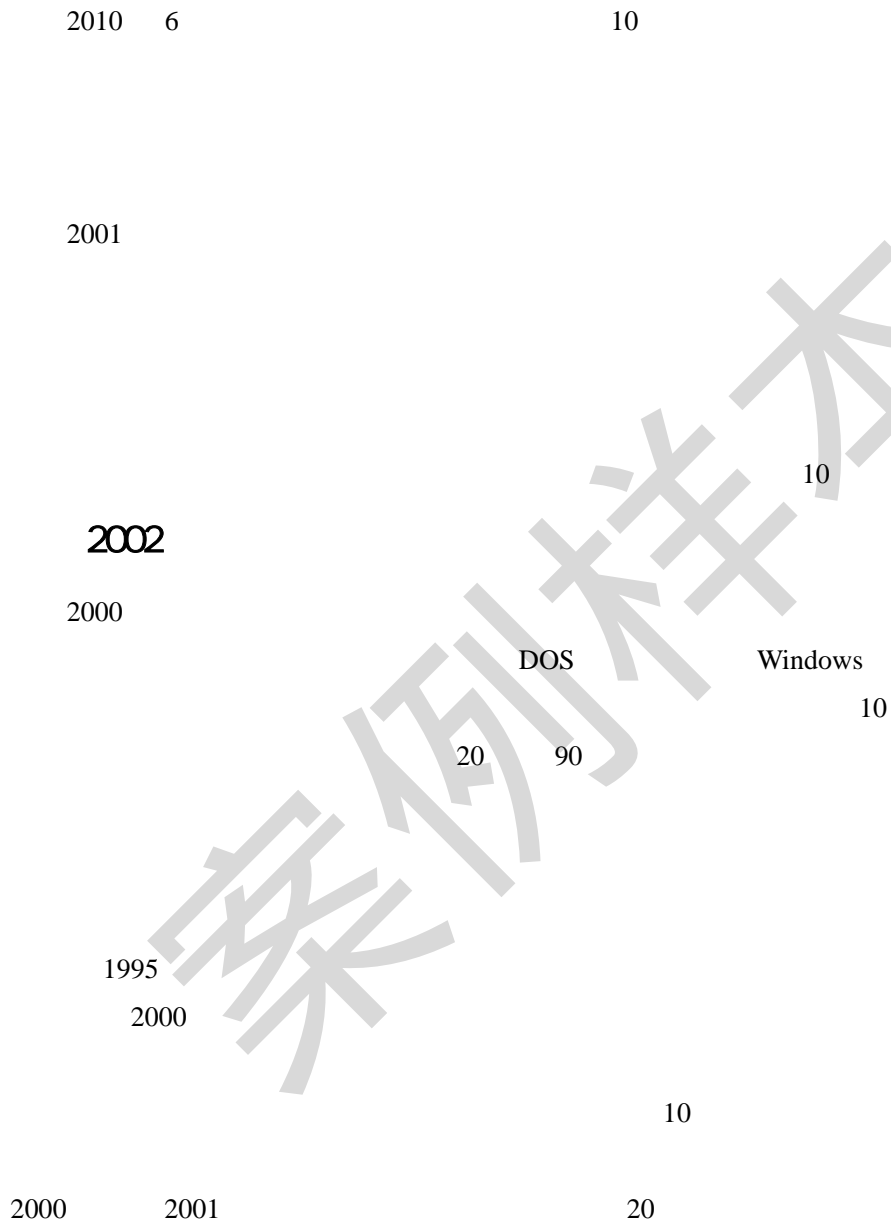


(C)



F. Warren McFarlan

62789786

<http://www.ecase.edu.cn>

8610—

2002

2002

2001

“ ” 60% 40%

2002 4

500

2003

ERP

ERP-M

ERP (U8)

NC1.0 NC2.0

ERP

ERP

ERP

2004

U8 NC

ERP

案例样本

80%

20%

4

6

2002

2005

1994

4

2004

IBM/MOT

2005

IBM IPD 2006

IBM

business leading model BLM

BLM

BLM

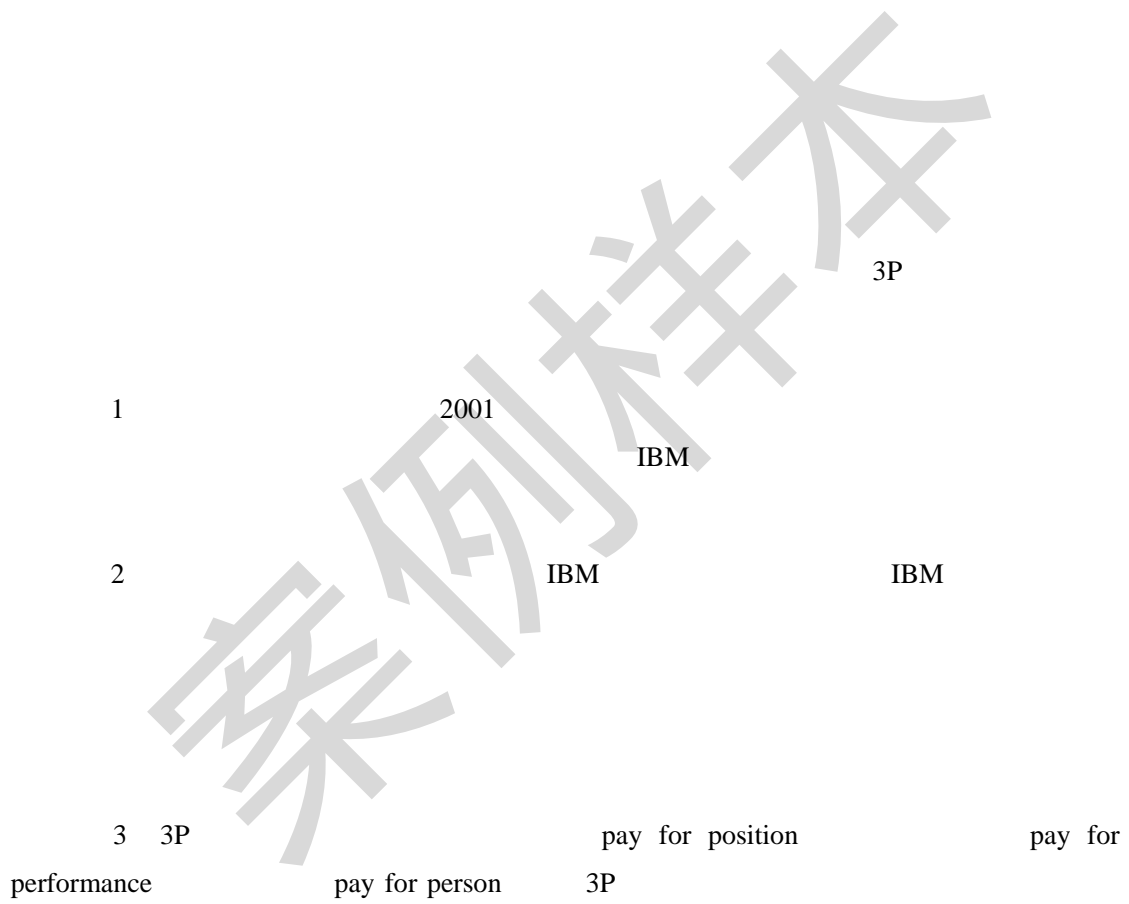
案例资料

案例样本

11

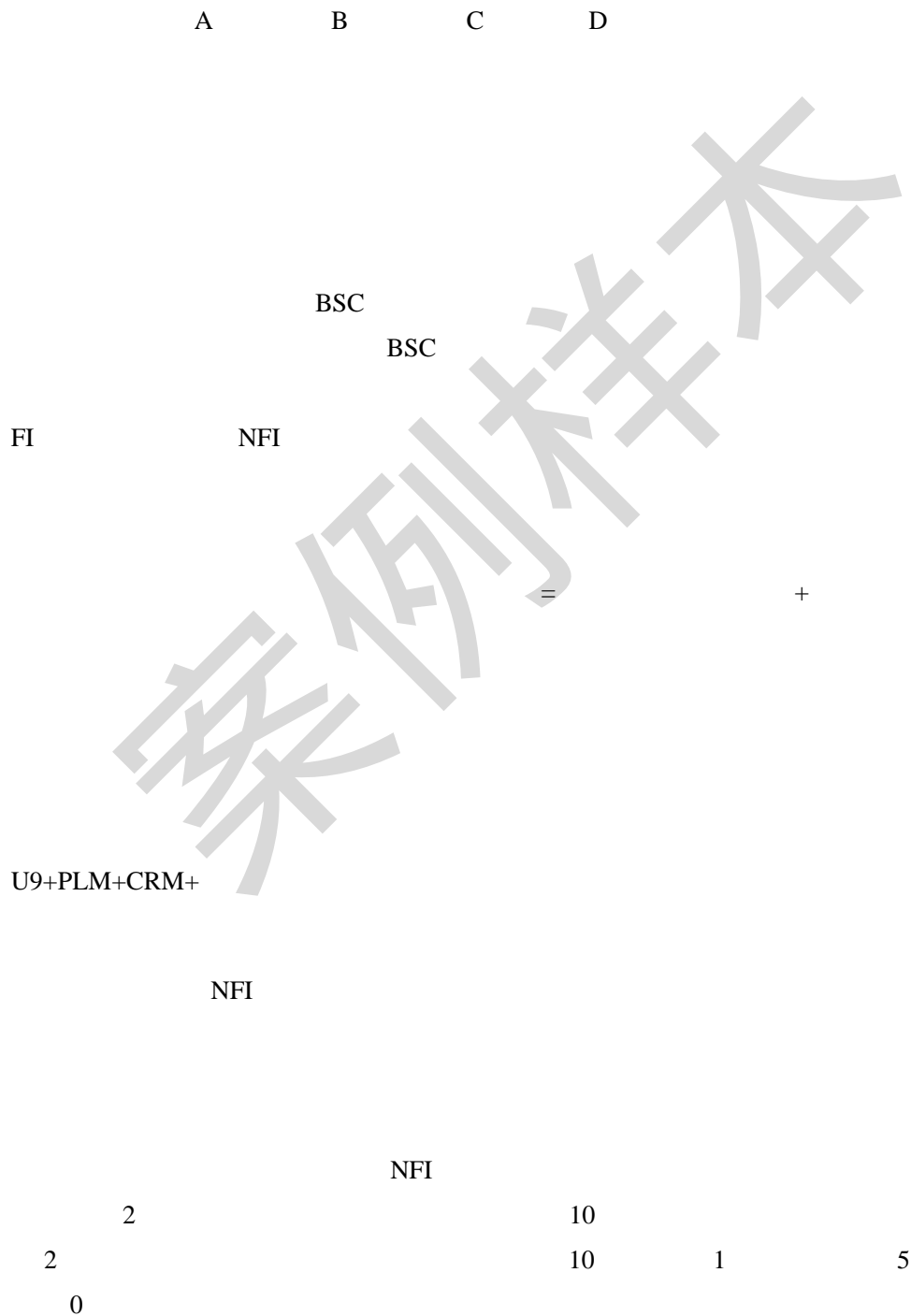
11

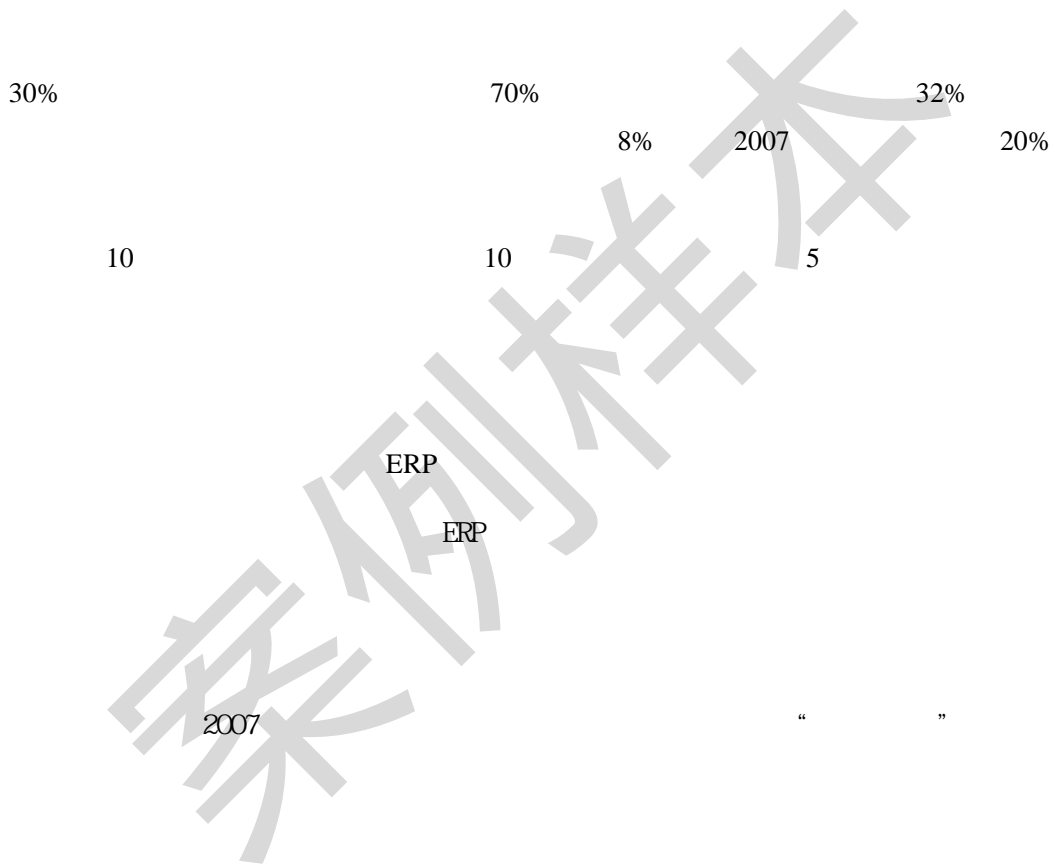
5



案例样本

(6)





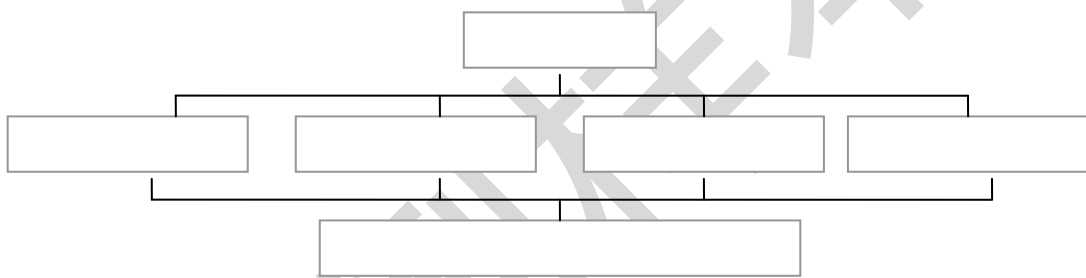
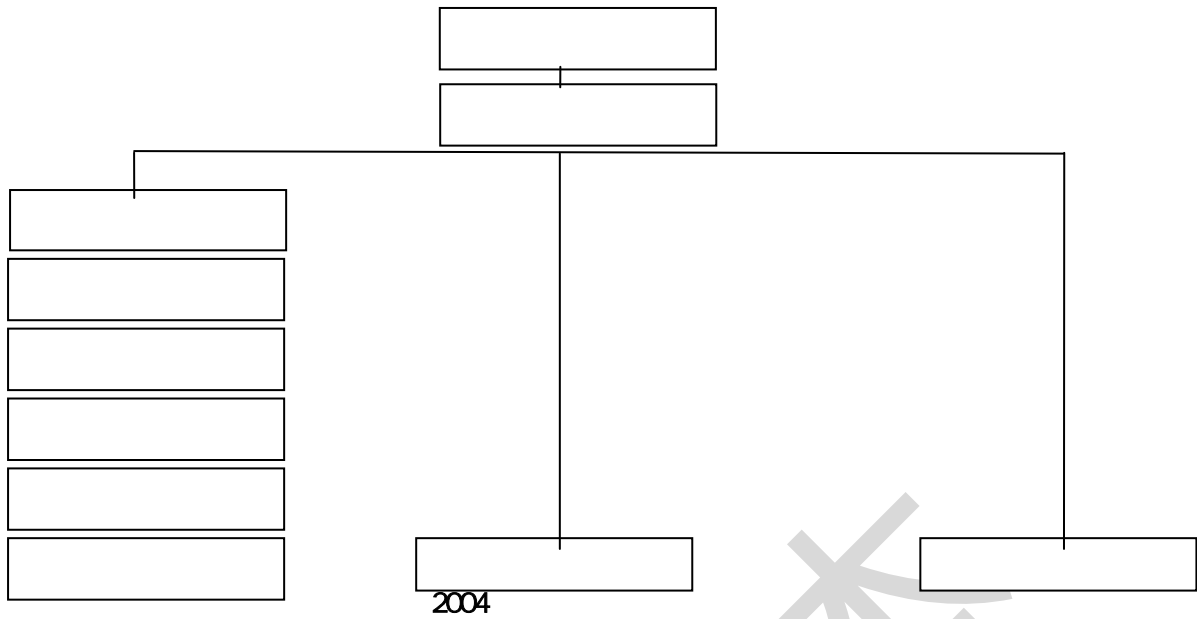
2010

(8)

2010 1 29

2010

案例样本



2010

DXAËA >R			
.}3í9í0ß		+^Dô:m>R	1mB
8TA 3Á	Cÿ-•3Á	- >R) [A

Aä	Aä	Aä	Aä	?	Aä	Aä	>	Aä
Aò	Aò	Aò	Aò	?@	Aò	Aò	3	Aò
9Í	@m/Ë	:"	.j	Cÿ A	Cÿ A	8T	8T	1m
0ß)>	(Ž	0ß	3Í	>R	>!	A	B
j	9Í	9Í	9Í	9Í	9Í	>Ö	?!) [
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(2/3)

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2010

2009

		(%)				
		81.88	675,000	-	-	675,000
	10	100.00	900,000	100,000	-	1,000,000
	10	95.00	1,470,000	-	-	1,470,000
	17	90.00	7,890,000	-	-	7,890,000
	10	90.00	2,970,000	-	-	2,970,000
	7	82.00	876,000	-	-	876,000
UF INTERNATIONAL		100.00	8,218,060	13,710,799	-	21,928,859
	10	98.00	10,500,000	5,670,128	-	16,170,128
	10	75.00	8,300,000	-	-	8,300,000
	10	68.00	42,699,284	-	-	42,699,284
	10	100.00	30,000,000	-	-	30,000,000
	10	90.00	4,500,000	-	-	4,500,000
	10	90.00	2,700,000	-	-	2,700,000
	10	90.00	2,700,000	-	-	2,700,000
	10	90.00	2,700,000	-	-	2,700,000
	10	76.00	15,800,000	-	600,000	15,200,000
	10	90.00	4,500,000	-	-	4,500,000
	10	90.00	2,700,000	-	-	2,700,000
	10	90.00	4,500,000	-	-	4,500,000
	20	100.00	20,000,000	-	-	20,000,000
	20	90.00	2,700,000	-	-	2,700,000
	20	90.00	2,700,000	-	-	2,700,000
	20	100.00	324,680,000	57,000,000	-	381,680,000
	20	82.00	-	13,685,542	-	13,685,542
	20	100.00	-	100,000,000	-	100,000,000
()	20	100.00	-	80,000,000	-	80,000,000
			504,678,344	270,166,469	600,000	774,244,813

2003 2004

2002	48,822	43,884	4,998	46%	44%	33%
2003	10,679	9,950	1,103	18%	22%	-13%
2003	25,461	23,663	2,775	24%	27%	18%
2003	39,584	36,438	3,133	22%	24%	6%
2003	60,157	54,574	4,223	23%	24%	-16%
2004	13,644	12,338	958	28%	24%	-13%
2004	31,135	28,378	2,279	22%	20%	-18%
2004	48,653	43,773	2,603	23%	20%	-17%
2004	72,587	64,677	2,278	21%	19%	-46%

	2001	2002	2003	2004	2005	2006	2007	2008
	28,717	39,330	46,734	52,389	66,741	75,106	90,212	112,367
ERP	12,825	34,610	41,423	48,053	52,903	56,024	79,573	98,115
	1,341	6,235	10,067	15,997	26,909	28,453	36,099	46,307
	2,649	2,246	2,015	2,510	4,066	5,076	5,418	8,227
	32,707	47,811	58,816	70,896	97,715	108,634	131,729	166,901
	4.10%	13.00%	17.10%	22.60%	27.50%	26.20%	27.40%	27.70%
ERP	39.20%	72.40%	70.40%	67.80%	54.10%	51.60%	60.40%	58.80%

%

						/		/
2001	91%	11%	21%	41%	39%	37%	14%	62%
2002	90%	10%	18%	42%	37%	45%	15%	67%
2003	91%	7%	12%	41%	43%	45%	12%	60%
2004	89%	3%	9%	43%	43%	50%	13%	53%
2005	87%	4%	10%	43%	41%	50%	17%	45%
2006	88%	5%	15%	48%	35%	53%	18%	44%
2007	86%	9%	27%	45%	32%	44%	20%	30%
2008	85%	7%	24%	45%	33%	49%	32%	35%
2009	81%	8%	26%	45%	28%	40%	32%	43%

%

2002	46%	44%	33%	50%	41%
2003	23%	24%	-16%	20%	40%
2004	21%	19%	-46%	25%	23%
2005	38%	35%	77%	38%	30%
2006	11%	11%	48%	24%	-6%
2007	22%	20%	107%	14%	14%
2008	27%	25%	-2%	28%	28%
2009	36%	29%	53%	35%	16%

4

2001 2012 " "

2001-2003	

2007-2009

案例样本

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2010

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		()
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		()
		()
		()

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6

2007- 2010

		()			()		
		2007	2008	2009	2007	2008	2009
	,	0	0	0	129.44	148.32	108.23
	,	0	0	0	112.37	205.99	100.25
		0	0	0	109.45	127.51	93.52
		97,400	181,380	260,328	131.56	113.36	134.82
		1,010	2,020	2,626	114.41	111.23	126.65
		122,210			116.31		
		108,000	255,800	414,140	80.44	132.81	103.88
		118,300	285,500	376,771	119.05	122.43	118.35
		79,300	160,440	227,172	86.36	89.4	85.34
		84,600	225,600	336,580	0	45.83	50
		79,100	142,470	243,711	58.96	84.21	85.86
		51,400	92,700	165,110	77.46	74.5	97.14
	,	65,400	167,600	225,630	58.39	84.99	73.51
		102,869	241,338	400,740	108.09	101.56	88.11
		101,100	250,800	332,330	101.92	104.04	110.57
		71,300			72.72		
		97,400	193,540	261,622	109.36	122.83	116.44
		74,200	161,400	223,561	76.28	72.58	88.29
		99,200	189,360	261,526	98.03	100.83	80.9
		79,300	157,600	221,580	75.3	94.93	76.04
		39,500	79,000	102,700	53.38	58.01	53.92
		61,510			46.98		
		10,900	21,800	28,340	30.87	32.46	30.74
		0			17.53		

1. 2007

2. 2007

3.

7



案例样本

8

2010

	CEO		
	COO	(TBU)	(GBU) (EBU)
		GBU	
	CFO		IT
		EBU	
			(BD)
	ERP		
	EBU CTO ()	U9	
		U9	

	()		
	CTO		
		PLM	
		NC	
		TBU	
		()	
		()	

案例讲解