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NEW YORK INSTITUTE ᴏꜰ FINANCE

数字化转型—挑战、路径、建议

Digital Transformation - Challenges, Paths, Suggestions

Where Wall Street Goes to School™
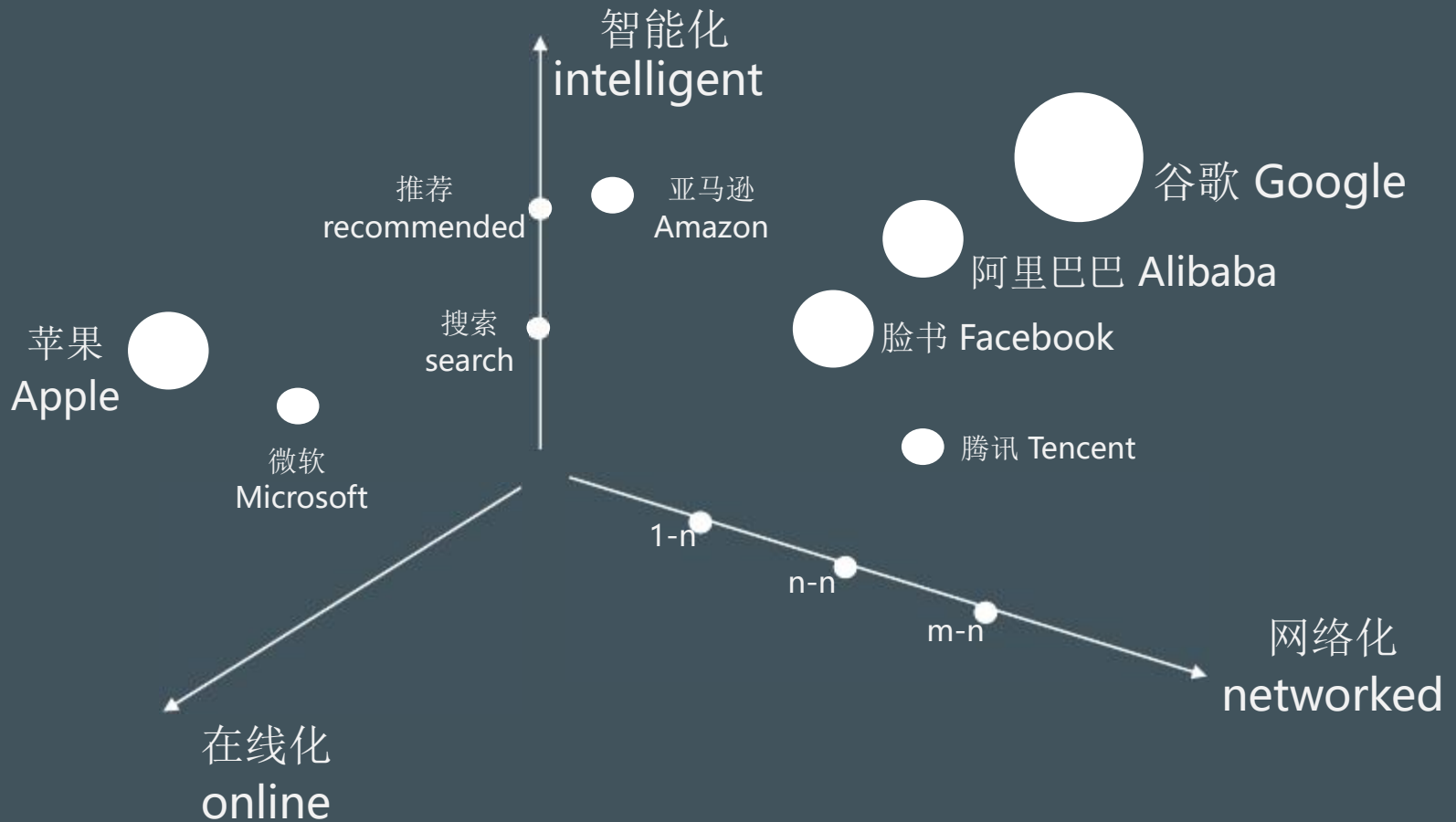
第一讲：数字化转型背景及挑战

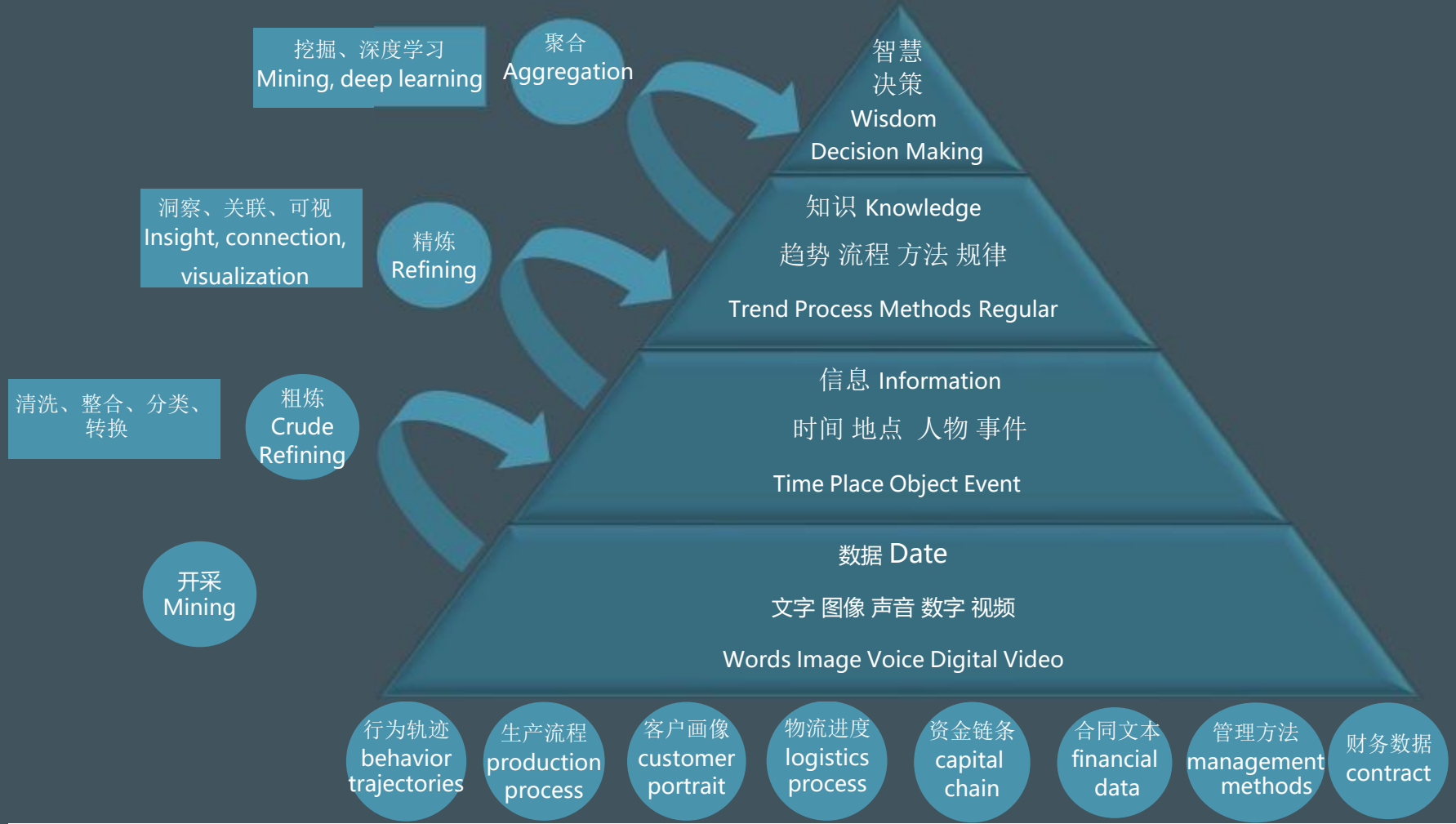**Lecture 1: Digital transformation background and challenges**

数字经济的三化：智能化、网格化、在线化
The three changes of digital economy: intelligent, grid and online

电商平台的三化：从连接到赋能
Three aspects of e-commerce platform: from connection to empowerment

挖掘、深度学习
Mining, deep learning

聚合
Aggregation

智慧
决策
Wisdom
Decision Making

洞察、关联、可视
Insight, connection,
visualization

精炼
Refining

知识 Knowledge

趋势 流程 方法 规律

Trend Process Methods Regular

清洗、整合、分类、转换
清洗、整合、分类、
转换

粗炼
Crude
Refining

信息 Information

时间 地点 人物 事件

Time Place Object Event

开采
Mining

数据 Date

文字 图像 声音 数字 视频

Words Image Voice Digital Video

行为轨迹
behavior
trajectories

生产流程
production
process

客户画像
customer
portrait

物流进度
logistics
process

资金链条
capital
chain

合同文本
financial
data

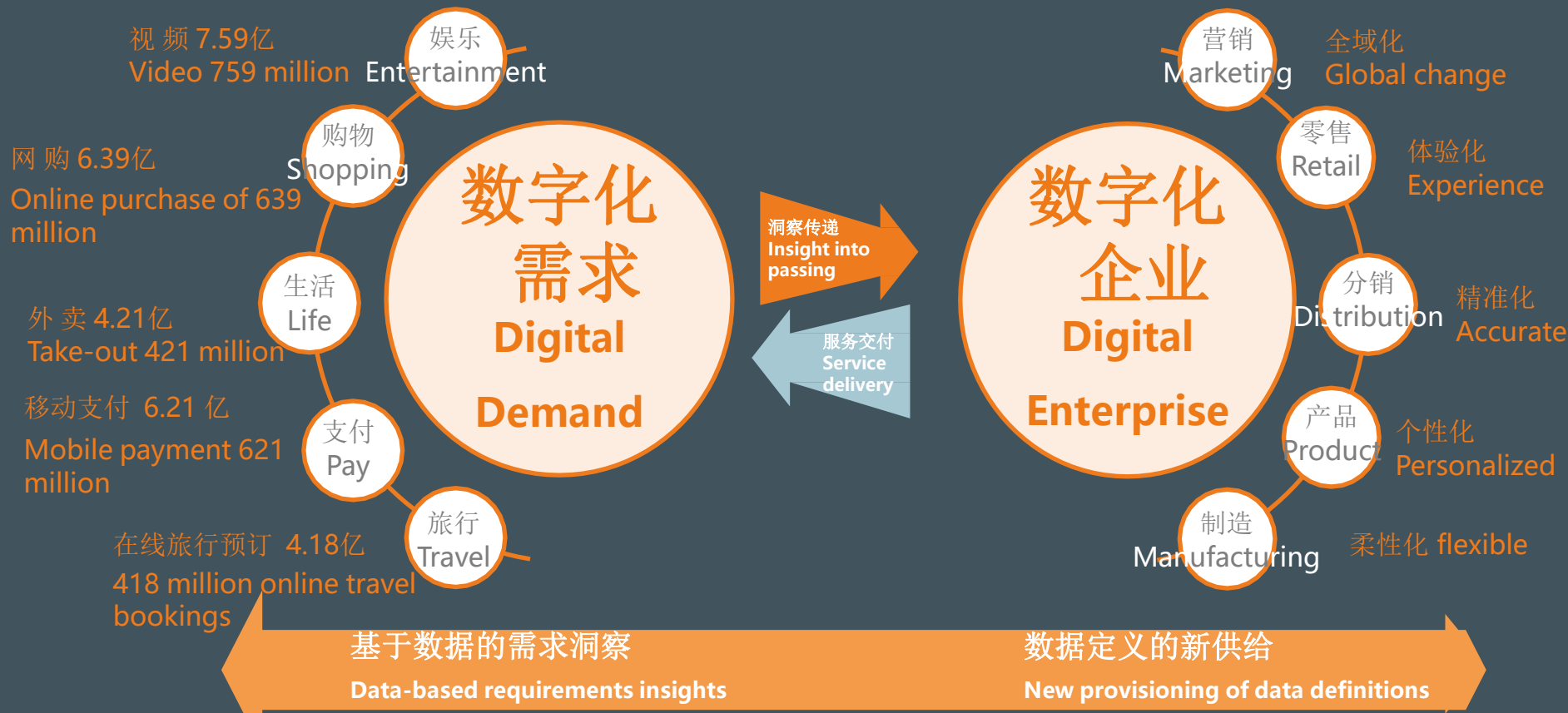管理方法
management
methods

财务数据
contract

数字化带给营销的变化 Digital marketing changes:

- 用户潜意识会买什么？最近会买什么？现在会买什么？

  What will users subconsciously buy? What will you buy soon? What would you buy now?

- 用户是谁？在哪里？在干什么？

  Who is the user? Where is it? What are you doing?

- 什么产品会有需求？产品该怎么优化？

  What products will be in demand? How to optimize the product?

实验验证到模拟择优 Experimental verification to simulation preference

视 频 7.59亿
Video 759 million

娱乐
Entertainment

网 购 6.39亿
Online purchase of 639 million

购物
Shopping

营销
Marketing

全域化
Global change

零售
Retail

体验化
Experience

**数字化
需求
Digital

Demand**

洞察传递
Insight into passing

服务交付
Service delivery

**数字化
企业
Digital

Enterprise**

生活
Life

外 卖 4.21亿
Take-out 421 million

移动支付 6.21 亿
Mobile payment 621 million

支付
Pay

在线旅行预订 4.18亿
418 million online travel bookings

旅行
Travel

分销
Distribution

精准化
Accurate

产品
Product

个性化
Personalized

制造
Manufacturing

柔性化 flexible

基于数据的需求洞察
Data-based requirements insights

数据定义的新供给
New provisioning of data definitions

全球最大的消费互联网大国+全球最大的制造业大国= 全球最具创新活力和潜力的产业生态

The world's largest consumer Internet country + the world's largest manufacturing country = the world's most innovative and potential industrial ecology

增长密码：新客户+新产品+新组织+新数字基础设施

Growth code: new customers + new products + new organizations + new digital infrastructure

小众品牌崛起 The rise of niche brands

26个小众品牌拿下细分行业 26 niche brands ranked Top1 in the segmented industry

方便米饭 TOP 1 Instant rice	蒸汽拖把 TOP 1 Steam mop	冰激凌 TOP 1 Ice Cream	直发梳 TOP 1 Comb straight hair	冰箱除味器 TOP 1 Refrigerator deodorizer
开小灶 Separate	Shark	钟薛高 Zhong Xuegao	金稻 Golden Rice	RootSense 根元
意大利面 TOP 1 Pasta	洗地机 TOP 1 Floor washing machine	咖啡 TOP 1 Coffee	脸部彩妆 TOP 1 Facial makeup	驱蚊扣 TOP 1 Mosquito repellent buckle
空刻 Airmeter	添可 Add to	三顿半 Three and a half	花西子Hua Xizi	Binwan
宝宝乳饮 TOP 1 Baby milk drinks	消毒机 TOP 1 Disinfection machine	内裤 TOP 1 Underwear	生发仪 TOP 1 Hair growth device	奶锅 TOP 1 Milk Pot
认养一头牛 Adopt a cow	595	蕉内 Bananain	Hairmax	Didinika
休闲零食鸡肉类 TOP 1 snack chicken meat	气泡水机 TOP 1 Bubble water machine	医美面膜 TOP 1 Medical beauty facial mask	塑性瘦身 TOP 1 Slimming	宠物美容清洁 TOP 1 Pet grooming & cleaning
王小卤 Wang halide	airsoda	敷尔佳 Fuerjia	Intenice	PIDAN
代餐麦片 TOP 1 meal replacement cereal	按摩枪 TOP 1 Massage gun	祛疤产品 TOP 1 Scar removal products	保健坐姿 TOP 1 Healthy sitting posture	孕产妇护肤 TOP 1 Maternity Skin Care
王饱饱 The king of full	Jastoo	芭克 Kelo-Cote	blbm	袋鼠妈妈 Kangaroo Mommy

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数字经济的三化：智能化、网格化、在线化

The three changes of digital economy: intelligent, grid and online

领跑者新客增速
是行业平均的**5-17倍**
The leader of the growth rate of new customers
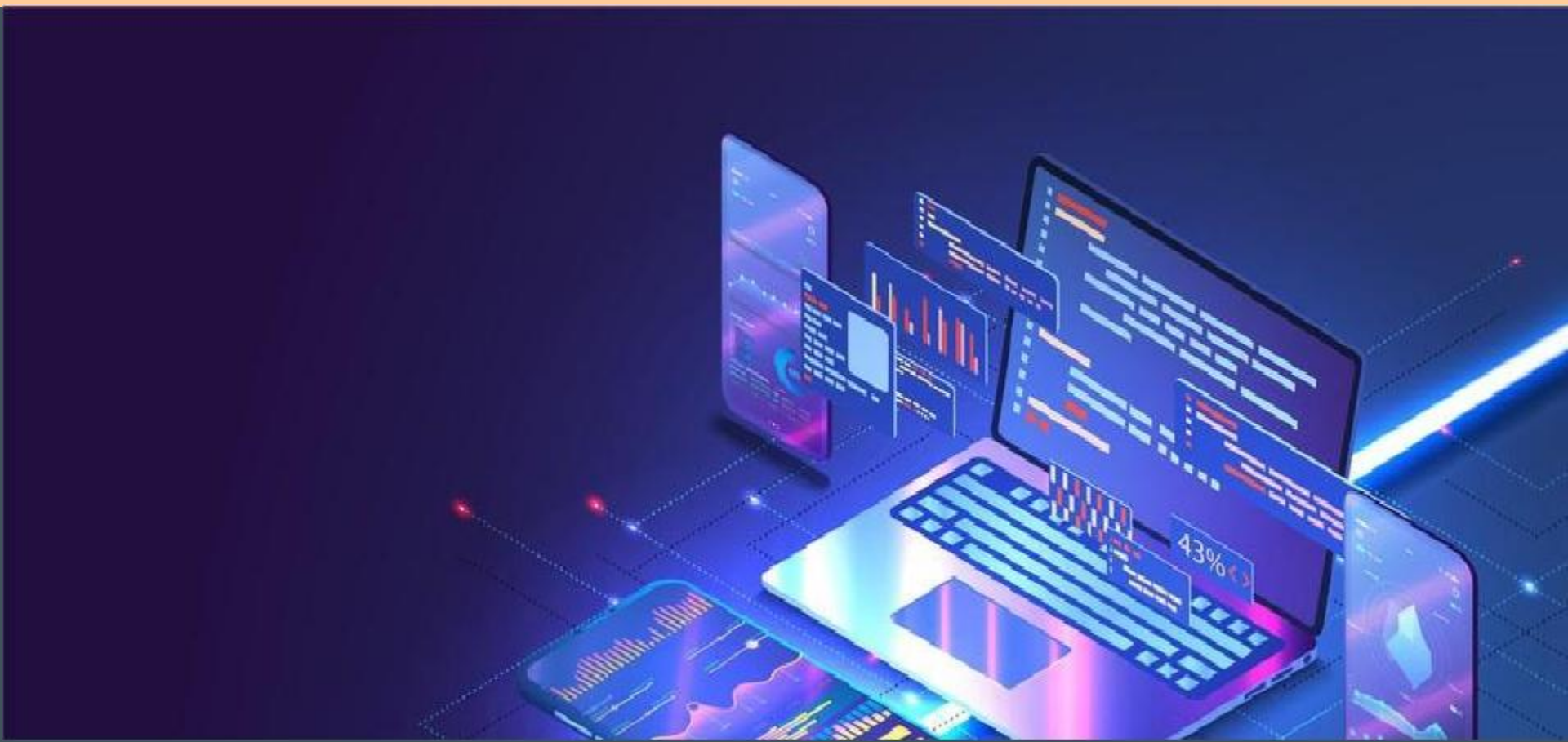**It is 5-17 times the industry average**

从管理型到赋能型
从**Manager**到**Leader**
From managerial to enabling
From the Manager to the Leader

数智力 **Number intelligence**

增长
动力 =（消费者资产 x 产品力 x 组织力）

momentum **consumer assets** **product power x organizational power**

- 领跑者新品对销售增长贡献达到**30-80%**
- 线上新品增速超过**70%**
- **25%**的头部商家新品销占比超过**50%**
- 数据驱动的新品创新时间和成本减少**1/3**
  The leader's new products contributed 30-80% to sales growth
  The growth rate of online new products exceeded 70%
  25% of the leading merchants accounted for more than 50% of the sales of new products
  Data-driven new product innovation time and cost reduced by 1/3

- **IOT+**云**+**中台**+SaaS**
- 叠加效应
- 聚合效应
- 倍增效应
  IOT+ Cloud + Zhongtai +SaaS
  Stack effect
  The aggregation effect
  The multiplier effect

第二讲：转型的路径及建议

Lecture 2: Transformation path and suggestions

数字化转型的参考路径

The reference path of digital transformation

评估诊断 Assessment of diagnostic

需求调研 Demand research

理清模式 Clear pattern

梳理流程 Carding process

总体规划 The overall planning

正确选型 The correct selection

分步实施 Step by Step implementation

迭代完善 Send generation perfect

试点示范 The pilot

数字化转型的总体规划

A master plan for digital transformation

1. 对抗不确定性

Fight uncertainty

2. 优化资源配置效率

Optimize resource allocation efficiency

3. 决策赋能

Decision empowerment

案例：一个水壶的数字化转型之旅

Case study: the digital transformation journey of a kettle

案例：阿里云数字化炼钢

Case: Ali Cloud digital steelmaking

基于网络化协同的供应链资源共享与整合

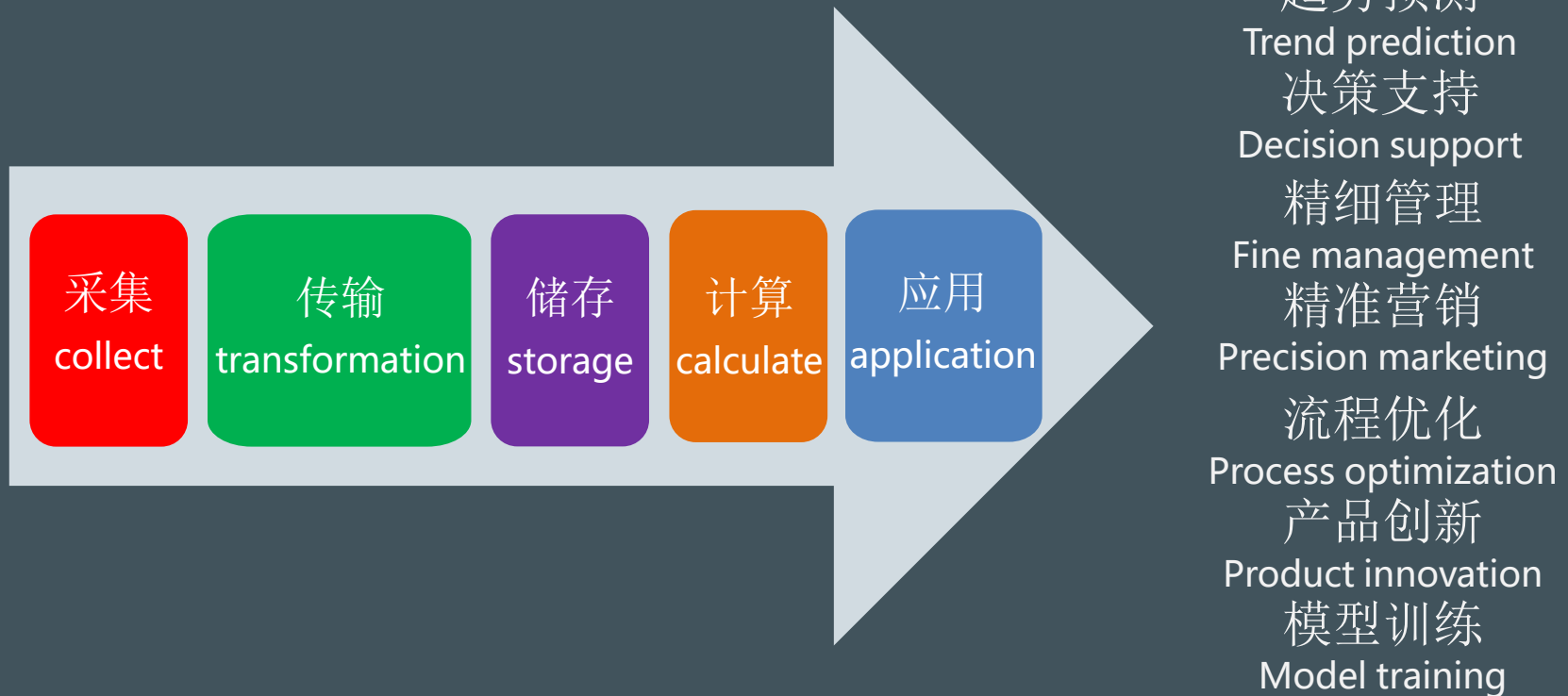**Supply chain resource sharing and integration based on network collaboration**

美的公司T+3模式，以用户需求为主导的给予客户订单满足的产销新模式，从23天降为12天。

Midea's T+3 mode, a new production and marketing mode of satisfying customer orders based on user demand, has been reduced from 23 days to 12 days.

T周期 T cycle	T+1周期 T + 1 cycle	T+2周期 T + 2 cycles	T+3周期 T + 3 cycles
客户下单 Client Order	物料准备 Material Preparation	成品制造 Manufacturing Positions	物流发运 Logistics delivery

企业数据应用步骤

Enterprise data application steps

采集
collect

传输
transformation

储存
storage

计算
calculate

应用
application

趋势预测
Trend prediction

决策支持
Decision support

精细管理
Fine management

精准营销
Precision marketing

流程优化
Process optimization

产品创新
Product innovation

模型训练
Model training

风电预测案例 Wind power forecast case:

1. 环境数据采集全面性 Comprehensiveness of environmental data collection

小空间，粗颗粒的气候环境数据
Small space, coarse-grained climatic environmental data

→

全球多家气候数据，全网，大尺度，细颗粒
Global climate data, whole network, large scale, fine particles

风电预测准确性提高
Wind power forecasting accuracy improved

2. 设备数据采集微尺度 Equipment data acquisition microscale

传统调度系数：接入设备5-8个测试点
Traditional scheduling factor: 5-8 test points for access devices

→

单设备测点量1000个以上
More than 1000 measuring points of a single equipment

风电功率预测 APP
Wind power prediction APP

3. 数据采集实时性

Real-time data collection
分钟级别上报
Minute Level Report

→

实时数据库：实时点1S采集周期
Real-time database: real-time point 1S collection period

东莞葆德空压机的数据服务案例

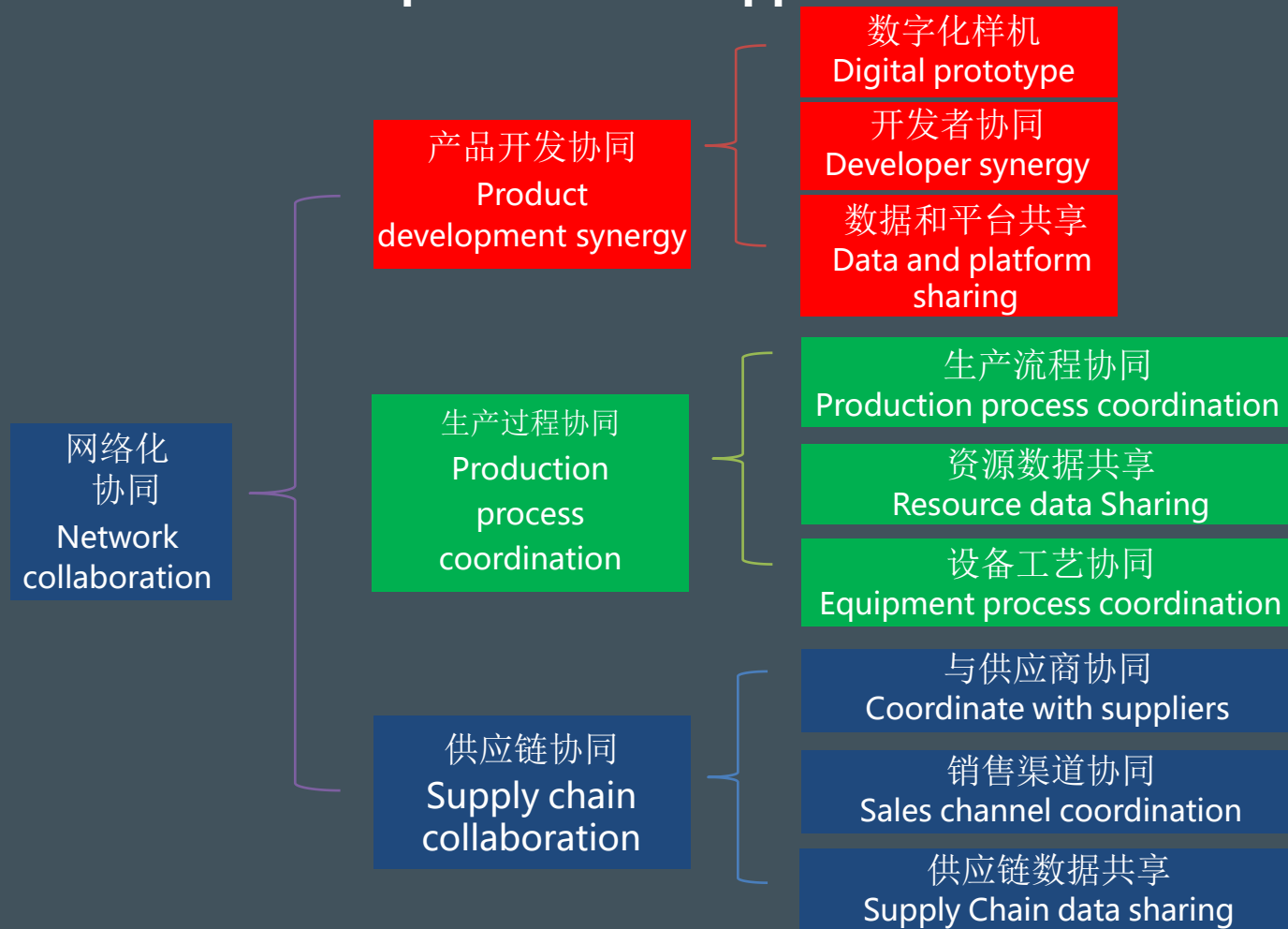## Dongguan Baode air compressor data service case

超过2万台葆德空压机与
"葆德云"相连。在这张巨
大的物联网上，每台机器
每隔一分钟就会生成排气
量、运行温度等关键数据，
并自动上传到"葆德云"。
基于数据和用户预测性维
修和售后服务体验增强。

More than 20,000 Baode air compressors are
connected to Baode Cloud. Every minute on this
vast Internet of things, each machine generates
critical data, such as displacement and operating
temperature, and automatically uploads it to the
Baode Cloud. Enhanced maintenance and after-
sales service experience based on data and user
predictability.

网络化协同实施途径

Network coordinated implementation approach

网络化
协同
Network
collaboration

产品开发协同
Product
development synergy

数字化样机
Digital prototype

开发者协同
Developer synergy

数据和平台共享
Data and platform
sharing

生产过程协同
Production
process
coordination

生产流程协同
Production process coordination

资源数据共享
Resource data Sharing

设备工艺协同
Equipment process coordination

供应链协同
Supply chain
collaboration

与供应商协同
Coordinate with suppliers

销售渠道协同
Sales channel coordination

供应链数据共享
Supply Chain data sharing

基于数字化德四大模式创新

Based on the four models of digital innovation

个性化定制
Personalized
customization

网络化协同
Network
collaboration

服务型制造
Service
manufacturing

分享经济
Sharing
economy

数字经济的三化：智能化、网格化、在线化
The three changes of digital economy: intelligent, grid and online

战略与创新部门 Strategy and Innovation Department
（行业研究、市场洞察、客户分析、战略规划、商业模式整合）
Industry research, market insight, customer analysis, strategic planning, business model integration

精益管理 Lean Management
（工业工程部门 Industrial Engineering Department）

产品研发、设计、工艺部门
Product development, design, process department
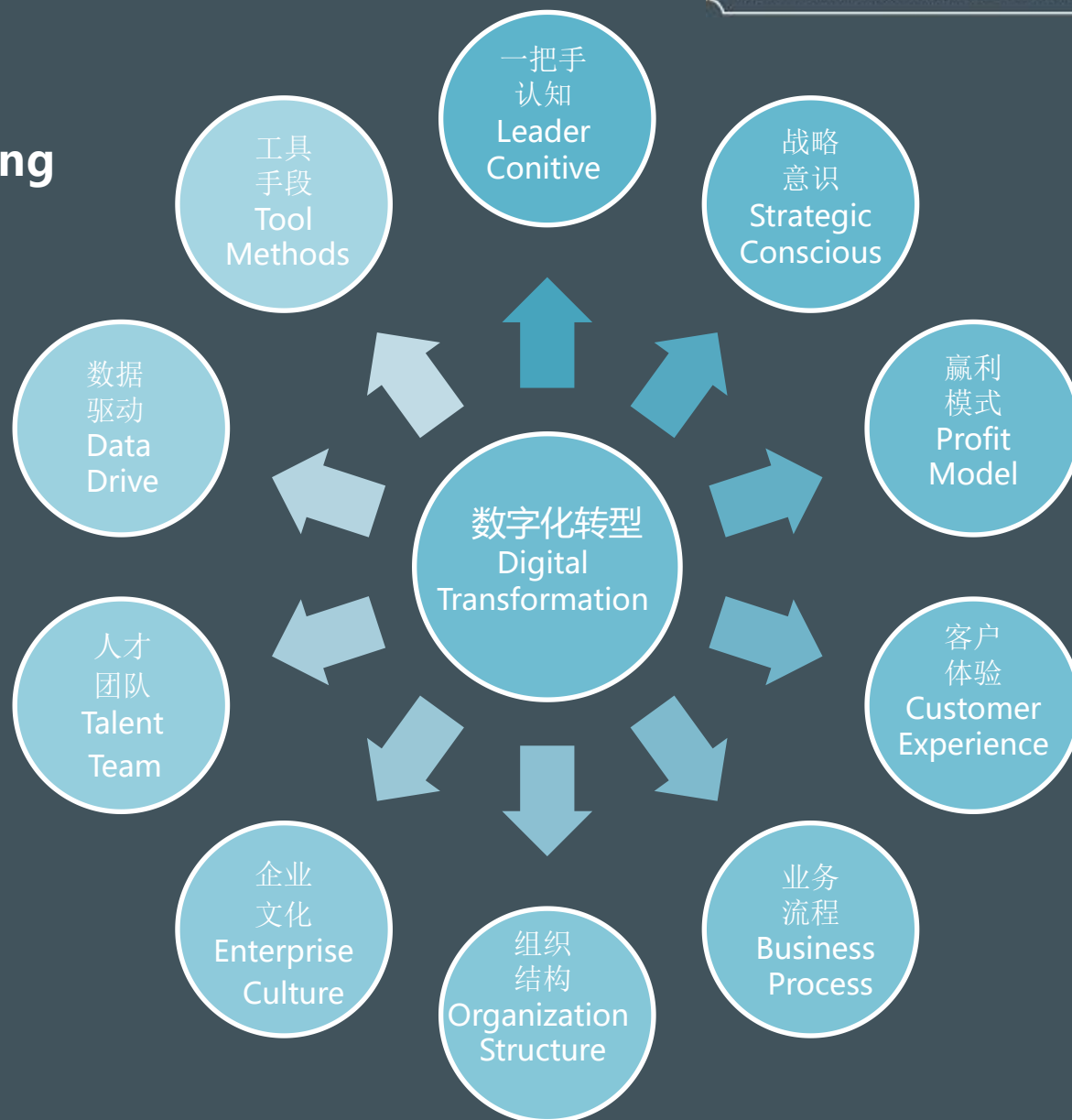
IT部门 The IT Department

自动化 （设备部门、车间）
Automation (equipment department, workshop)

数据管理与利用 Data Management and Utilization
（人工智能、决策委员会 artificial intelligence, decision-making committee）

能源管理 Energy Management
（水电气、蒸汽废气废水等Water, electricity, steam, waste gas, waste water, etc.）

企业数字化转型委会
Enterprise Digital Transformation Committee

数字化战略规划
Digital strategic planning

一把手
认知
Leader
Conitive

工具
手段
Tool
Methods

战略
意识
Strategic
Conscious

数据
驱动
Data
Drive

赢利
模式
Profit
Model

数字化转型
Digital
Transformation

人才
团队
Talent
Team

客户
体验
Customer
Experience

企业
文化
Enterprise
Culture

组织
结构
Organization
Structure

业务
流程
Business
Process

数字化转型内涵 Connotation of digital transformation

✓ 战略主导下的业务变革，是数据驱动、智能助力的研发、生产、运营、服务的模式、质量、体验改善
The business transformation led by strategy is to improve the mode, quality and experience of data-driven and intelligently assisted RESEARCH and development, production, operation and service

✓ 最终推进盈利模式优化和用户体验提升。
Ultimately promote the optimization of profit model and user experience.

✓ 需要推动业务与系统双向融合，以数字化为核心，借助网络化手段，实现智能化赋能
It is necessary to promote the two-way integration of business and system, and realize intelligent empowerment with the help of network means and digitization as the core

转型方法**Transformation methods:**

1. 时机 The timing

2. 颠覆还是渐进Disruption or evolution

3. 化解阻力 Dissolve the resistance

4. 平台的选择 Platform selection

5. 人才的可持续 Sustainable talent

谢谢倾听

Thank you for listening