

EXECUTIVE SUMMARY

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 - () 가
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 - ()
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 - () ,
 . 5가
 - : ,
 . 가
 . : GE
 - :
 .
 . : , Big 3 OTD(order to delivery)
 - :
 . , ERP IT
 . : ERP
 - :
 .
 . e- (e-marketplace)
 . : B2B e- (covisint)
 - : (total solution)
 .
 . : GE ,

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e-

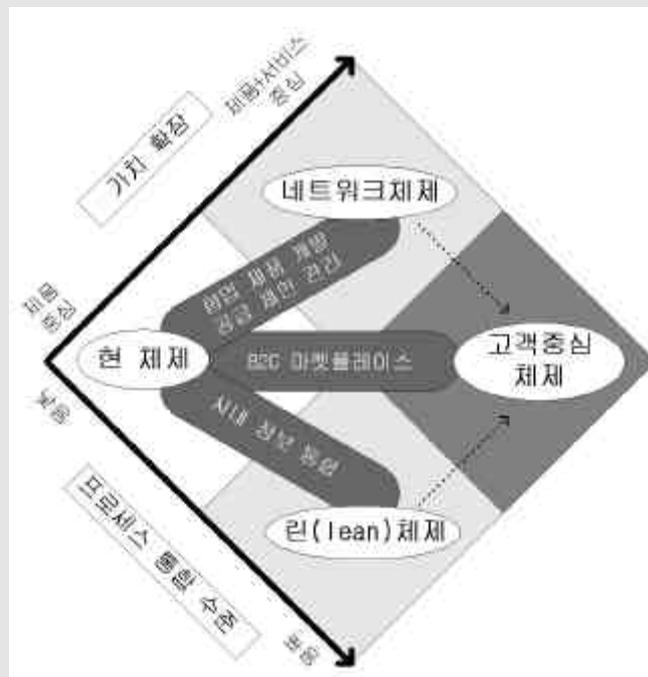
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e- 가
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가
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(fragmentation)

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e-marketplace)

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B2B e- (Business-to-Business

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1) (business)
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○ CEO e-

- Ford CEO (Jac Nasser)

· " (2000 1 ,)

· " , ,

, e-

"(The Academy of

Management Executive, Aug 2000)

- GE CEO (Jack Welch)

· "e- GE

DNA (elixir) "(GE 1999 Annual Report)

· " ,
"(Corporate Finance, Nov 2000)

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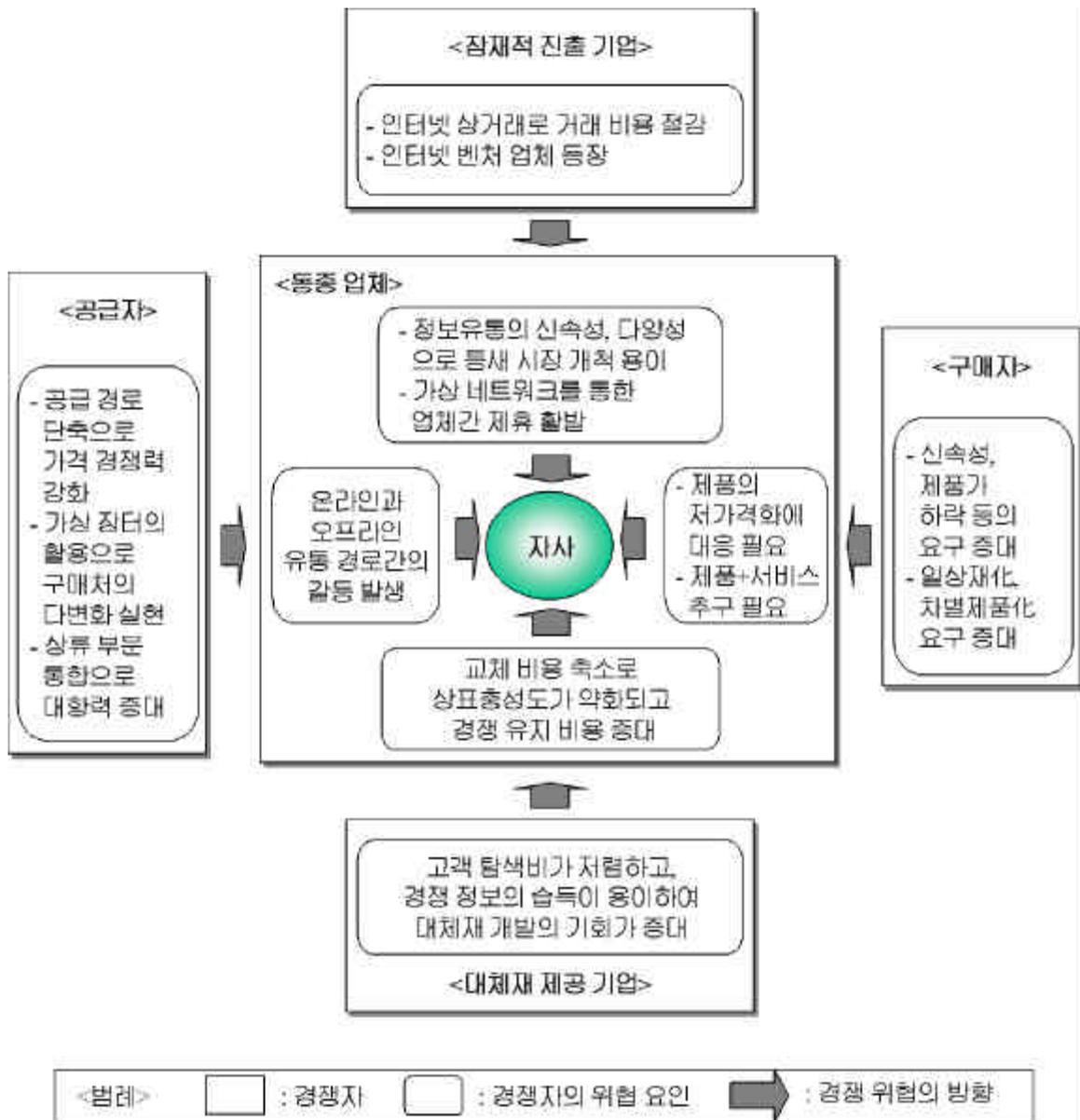
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(channel conflict)

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가 (total
solution model)

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			IT	e-
GM	176,558	6,002	1,700	- e-GM
(Ford)	162,558	7,237	3,500	- (Consumerconnect) B2C
(Daimler chrysler)	151,000	5,785	1,200	- e- DCX Net - DCX Net B2C, B2B, B2E,
(Cummins Engines)	6,639	160	700	-
TRW Inc.	16,969	469	1,739	-
(Delphi Automotive)	29,192	1,083	650	- e- Delphi*Net

: 1) 1999

2) IT Informationweek 500(Informationweek Research, 2000. 9. 11)

, IT 1999

3) B2C = - (Business-to-Customer)

B2B = - (Business-to-Business)

B2E = - (Business-to-Employee)

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· (Delphi Automotive Systems Corp) CIO(Chief Information
Official) (Pete Janak) 1
가 1,700 3,000 2)

- , 가 3)

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· GM 가

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· GM OTD(Order To Delivery) , 2003

· OTD (build-to-order vehicle production)

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· 10 "

(FastCar) "

2) "Industry optimizes supply chains", *Informationweek*, Sep. 11, 2000.

3) 가

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			IT	e-
GE (General Electric)	111,630	10,700	6,500	e- DYB (GYB) 가 (hub)
(Honeywell International)	23,735	1,541	2,500	MIS
(Dell Computer Corp.)	25,265	1,860	-	e- ,
ABB	24,681	1,614	-	e-
(Intel Corp.)	29,389	7,314	3,400	“100% e-” “e-” “ ” e- e-
TI (Texas Instruments)	9,468	1,926	-	DSP e-
(Motorola Inc.)	30,931	817	3,500	e-
3M (3M Co.)	15,659	1,736	1,000	e-

: 1) 1999

2) IT Informationweek 500(Informationweek Research, 2000. 9. 11)

3) DYB = Destroy Your Business, GYB = Grow Your Business

DSP = Digital Signal Processing()

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- e-
 - e- (total solution model)
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 - , MIS(Management Information System) , (supply chain)
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- e-
 . ERP(Enterprise Resource Planning)

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			II	e-
(Dow Chemical)	18,929	1,326	1,000	e- “ ” e- ERP
(Eastman Chemical)	4,590	48	446	(Eastman.com)
(Enron Corp.)	40,112	893	1,000	e- 3

: 1) 1999

2) IT Informationweek 500(Informationweek Research, 2000. 9. 11)

3) ERP = Enterprise Resource Planning()

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. e- (envera) (elemica)

. (Eastman Chemical) 3 가

. e-

. (BASF), (Dow Chemical), (DuPont)

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IT

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			IT	e-
(Bechtel Group)	15,100	250	1,110	-
(Fluor Corp.)	12,417	104	600	- IBM

- : 1) 1999
- 2) IT Informationweek 500(Informationweek Research, 2000. 9. 11)

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- “Y2K ” e- Y2K
- , Y2K 가
- (Sears) CIO가 “Y2K ”(Y2K ripple effect)

- (time-to-market)

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(Sears),

(Carrefour)

(GlobalNetXChange) K

12

(WorldWide Retail Exchange)가

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			IT	e-
(Sears Roebuck)	41,071	1,453	1,621	- (Sears Online)
K (K Mart)	35,925	403	-	- (Bluelight.com)

: 1) 1999

2) IT Informationweek 500(Informationweek Research, 2000. 9. 11)

· 5가

- e- 5 가

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· (total solution)

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,	가 ,	- GE
		- (direct mode) - Big 3 OTD (order to delivery)
	, ERP	- ERP - SCM(Supply Chain Management)
	가	- e- , (covisint)
	e-	- GE - - - ABB

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- , 가
- GE가
- (“
- 1”)
- (Dell) 가 PC
- ,

• [1] GE

- GE 가
- (pallet)
- ,
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- “ ”(wizards) , GE
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- , 가
- 가
- PC (direct
- model) (“ 2”)
- OTD(order to
- delivery) 가 4)

4) GM OTD , OTD (build-to-order vehicle

• [2]

- , JIT(Just-In-Time)
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- 가
- 가 ,
- 15
- 36

ABB

“TXF-21”(Transformer Factory of the 21st Century)”

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- 가 , ERP(Enterprise Resource Planning;) IT
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- 가 ,
- ERP
- (“ 3”)

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- 1999 , @
- (MyAccount @Dow)
- ERP ERP
- ,
- 2000 @ 300 가
- 50 가

production)

“ (FastCar)

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· (Supply Chain Management)

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· B2B e-

(covisint) (“ 4”)

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- GM , , 5 ,
- 6 , IT 가 B2B e-
- (covisint) (connectiv-
- ity), (collaboration), 가 (visibility)
- , , , ,
- 5가 , ,
- , ,
- (Supply Chain Management)
- JIT(Just-In-Time)

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- [] (total solution)
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 - , “ (internet car)” , GE ,

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| <ul style="list-style-type: none">· (GM)· (GE) e- ‘e’ ,· () GE ,· () e- (solution) |
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· 가 (virtual enterprise)

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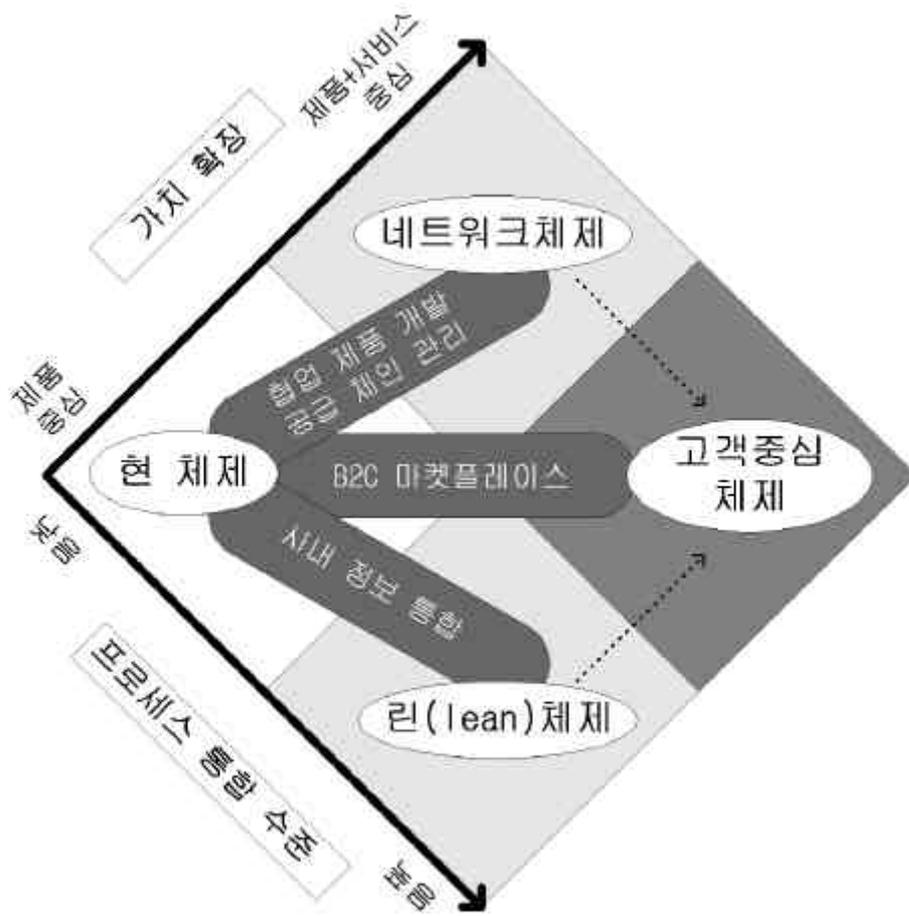
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(fragmentation)

1990 BPR(Business Process Reengineering)

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MIS, 가

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· R&D,

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B2B e-

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(: johnlee@hri.co.kr 3669-4061)