Microsoft

转型的实证

– 实践是检验真理的唯一标准

1

关于转型

恭喜您！

...终于踏上了一条您本不想踏上的道路

Employee Town Hall and Q&A

全球过去两个月在数字化转型上的进步，比过去两年都要多

- 萨提亚·纳德拉於COVID-19 WFH期间举行的全球员工例会

>> Thanks, Amy.
There's quite a bit of

以为转型很难，原来是生存压力还不够大

实践中的转型可能与你听说的不一样

Digital Transformation

Transformation Reformation Revolution

数字化转型

转型　改革　革命

2

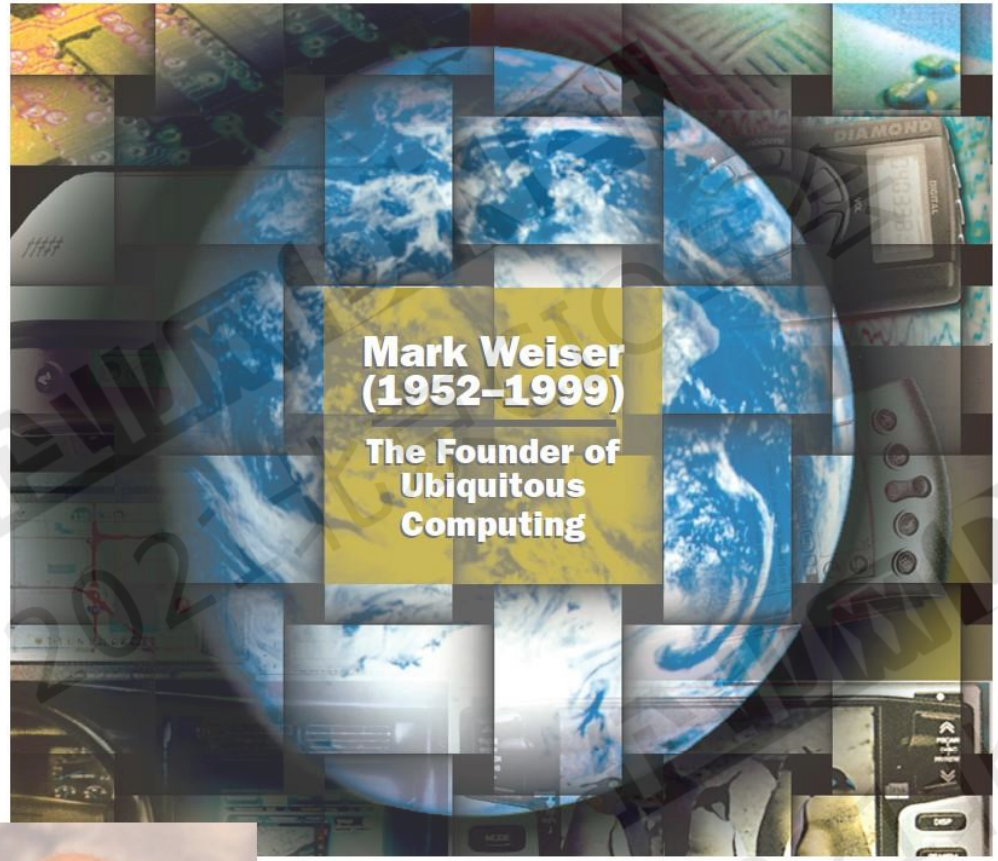
“Context”

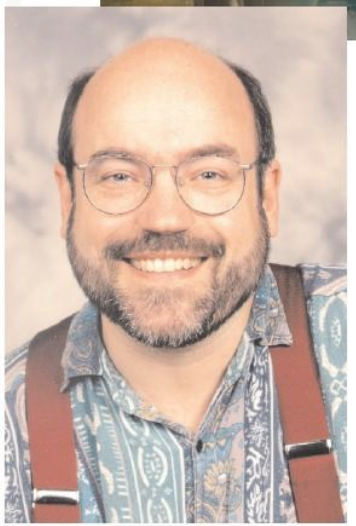
这是

一个范式变革的时代

一个暂时没有“正确”答案的时代

一个需要实证的时代





Mark Weiser was the chief technology officer at Xerox's Palo Alto Research Center (Parc). He is often referred to as the father of ubiquitous computing. He coined the term in 1988 to describe a future in which invisible computers, embedded in everyday objects, replace PCs. Other research interests included garbage collection, operating systems, and user interface design. He received his MA and PhD in computer and communication science at the University of Michigan, Ann Arbor. After completing his PhD, he joined the computer science department at the University of Maryland, College Park, where he taught for 12 years. He wrote or cowrote over 75 technical publications on such subjects as the psychology of programming, program slicing, operating systems, programming environments, garbage collection, and technological ethics. He was a member of the ACM, IEEE Computer Society, and American Association for the Advancement of Science. Weiser passed away in 1999. Visit www.parc.xerox.com/csl/members/weiser or contact communications@parc.xerox.com for more information about him.

The Computer for the 21st Century

Specialized elements of hardware and software, connected by wires, radio waves and infrared, will be so ubiquitous that no one will notice their presence.

By Mark Weiser

The most profound technologies are those that disappear. They weave themselves into the fabric of everyday life until they are indistinguishable from it.

Consider writing, perhaps the first information technology. The ability to represent spoken language symbolically for long-term storage freed information from the limits of individual memory. Today this technology is ubiquitous in industrialized countries. Not only do books, magazines and newspapers convey written information, but so do street signs, billboards, shop signs and even graffiti. Candy wrappers are covered in writing. The constant background presence of these products of "literacy technology" does not require active attention, but the information to be transmitted is ready for use at a glance. It is difficult to imagine modern life otherwise.

Silicon-based information technology, in contrast, is far from having become part of the environment. More than 50 million personal computers have been sold, and the computer nonetheless remains largely in a world of its own. It is approachable only through complex jargon that has nothing to do with the tasks for which people use computers. The state of the art is perhaps analogous to the period when scribes had to know as much about making ink or baking clay as they did about writing.

The arcane aura that surrounds personal computers is not just a "user interface" problem. My colleagues and I at the Xerox Palo Alto Research Center think that the idea of a "personal" computer itself is misplaced and that the vision of laptop machines, dynabooks and "knowledge navigators" is only a transitional step toward achieving the real potential of information technology. Such machines cannot truly make computing an integral, invisible part of people's lives. We are therefore trying to conceive a new way of thinking about computers, one that takes into account the human world and allows the computers themselves to vanish into the background.

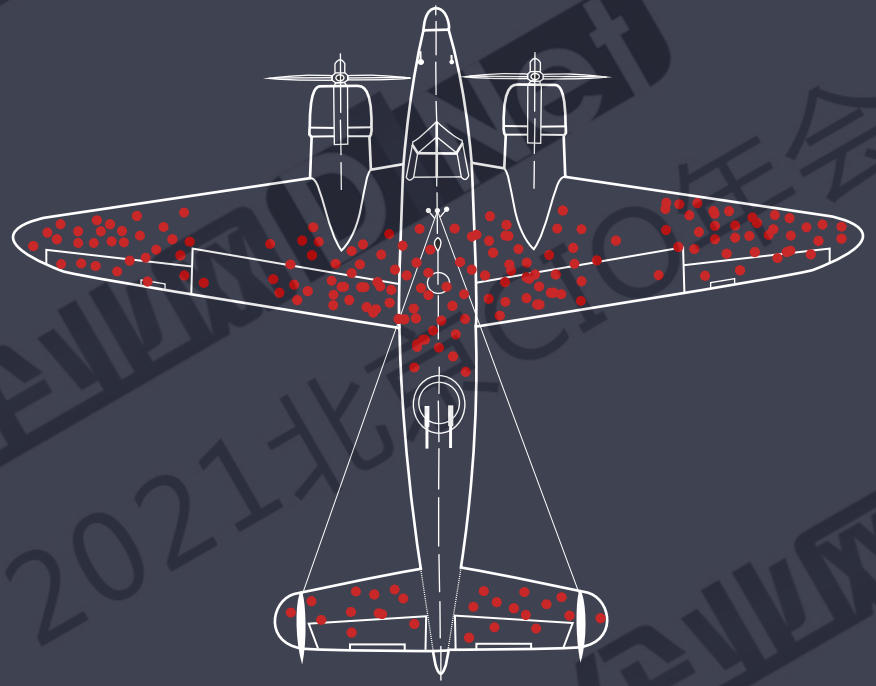
Such a disappearance is a fundamental consequence not of technology but of human psychology. Whenever people learn something sufficiently well, they cease to be aware of it. When you look at a street sign, for example, you absorb its information without consciously performing the act of reading. Computer scientist, economist and Nobelist Herbert A. Simon calls this phenomenon "compiling"; philosopher Michael Polanyi calls it the "tacit dimension"; psychologist J.J. Gibson calls it "visual invariants"; philosophers Hans Georg Gadamer and Martin Heidegger call it the "horizon" and the "ready-to-hand"; John Seely Brown of PARC calls it the "periphery." All say, in essence, that only when things disappear in this way are we freed to use them without thinking and so to focus beyond them on new goals.

The idea of integrating computers seamlessly into the world at large runs counter to a number of pre-

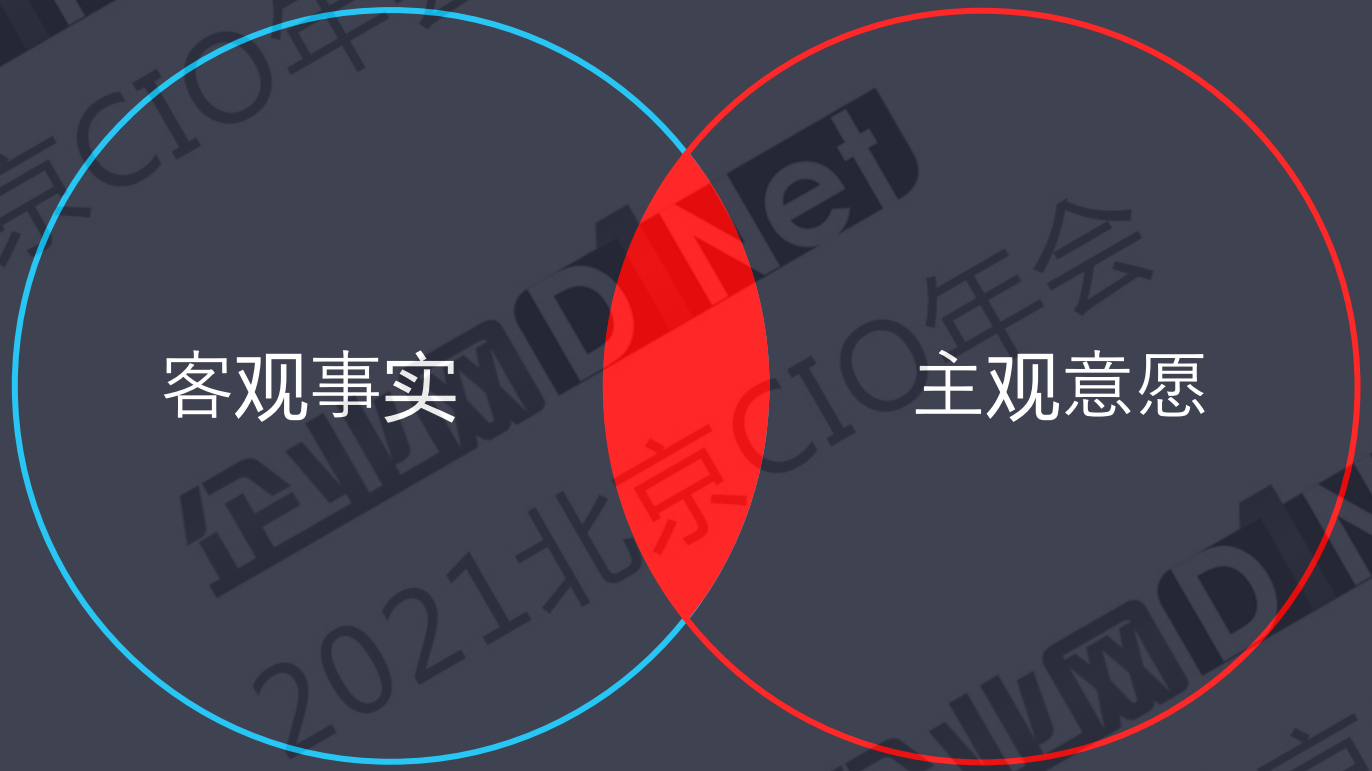
The 4th Paradigm: Data Intensive Scientific Discovery

第四范式：大数据驱动的科学发现观

幸存者偏差



确认偏差



再举两个例子

数据孤岛

中台建设

“因事因时因人因地因势因财...“制宜的复杂系统观

南橘北枳

终于明白了...

这是一场革命

技术很复杂

比技术更复杂的是人心

3

软件公司的实证

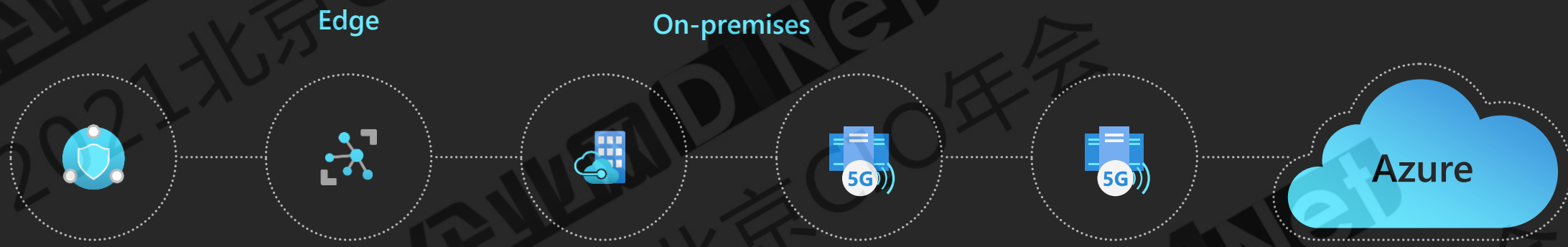
实践是检验真理的唯一标准


无处不在的计算
智能云
无处不在的智能
智能边缘
以人为本的技术


Engage customers
客户互动
Empower employees
赋能员工
Intelligent
Data & AI
Systems & Experiences
Optimize operations
优化运营
Transform products
转型产品
Intelligent Feedback Loop
数字化智能反馈链

Azure – 世界的计算机

(从“云”到“端”到“末梢”)



Azure Sphere

Azure IoT 设备

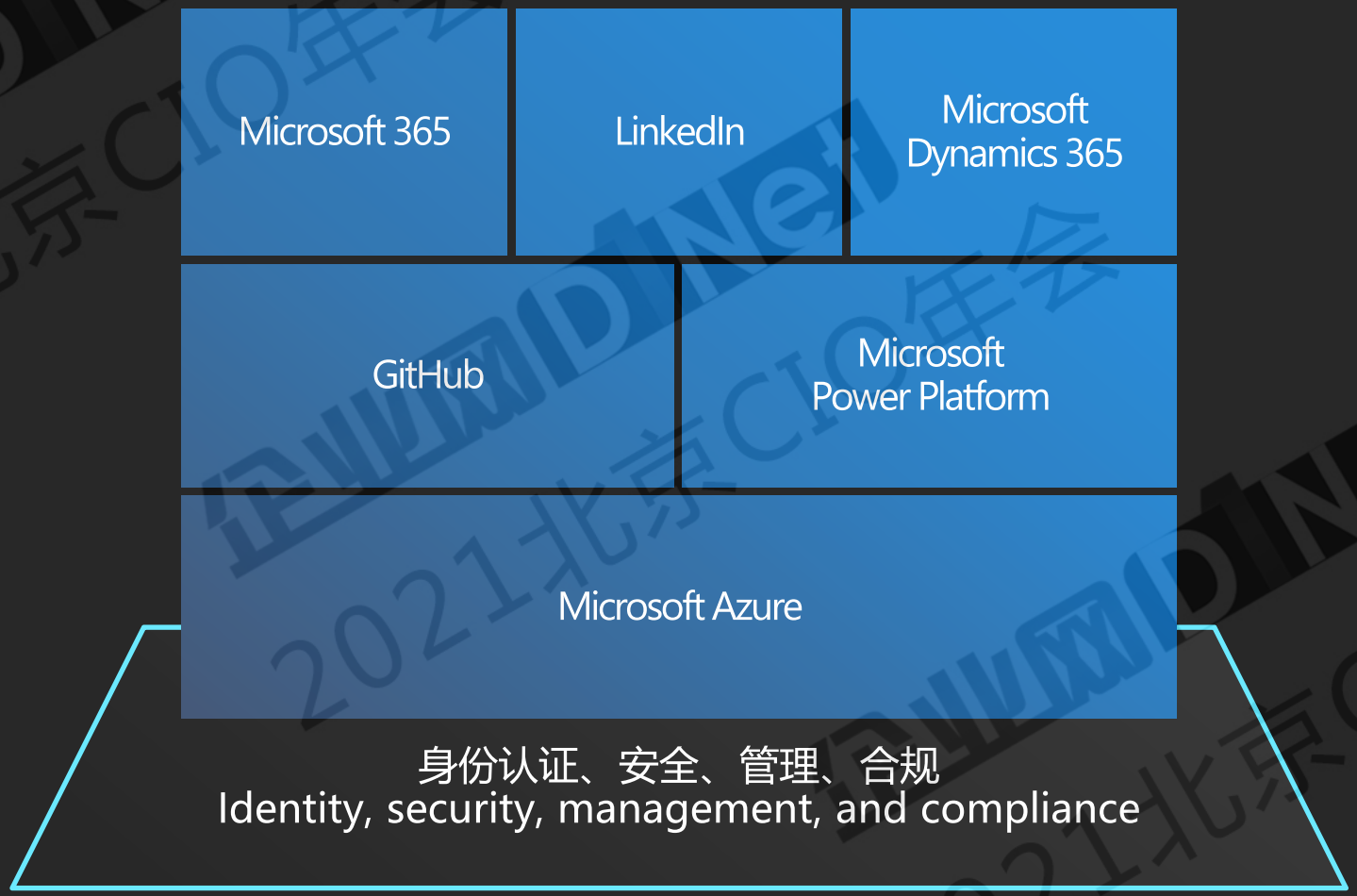
Azure Stack Hub 和 HCI

Azure Private Edge Zones

Azure Edge Zones

Azure Regions

统一和智能的的“身份、管理、安全、合规”体系



Microsoft cloud

分布式与普适计算

主权数据与泛在智能

予力创造者与社区

为全球劳动者提供发展机会

无可动摇的信任基础

Microsoft Sustainability

A principled approach to carbon

2012 | Carbon Neutral

2025 | 100% Renewable Energy

2030 | Carbon Negative

2050 | Net Carbon Zero


Microsoft

Microsoft for Energy: *可持续的未来*

面向未来的运营	面向未来的员工	面向未来的清洁能源	重塑能源的未来
			

Azure • Microsoft 365 • Microsoft Dynamics 365 • Microsoft Power Platform • LinkedIn • Partners

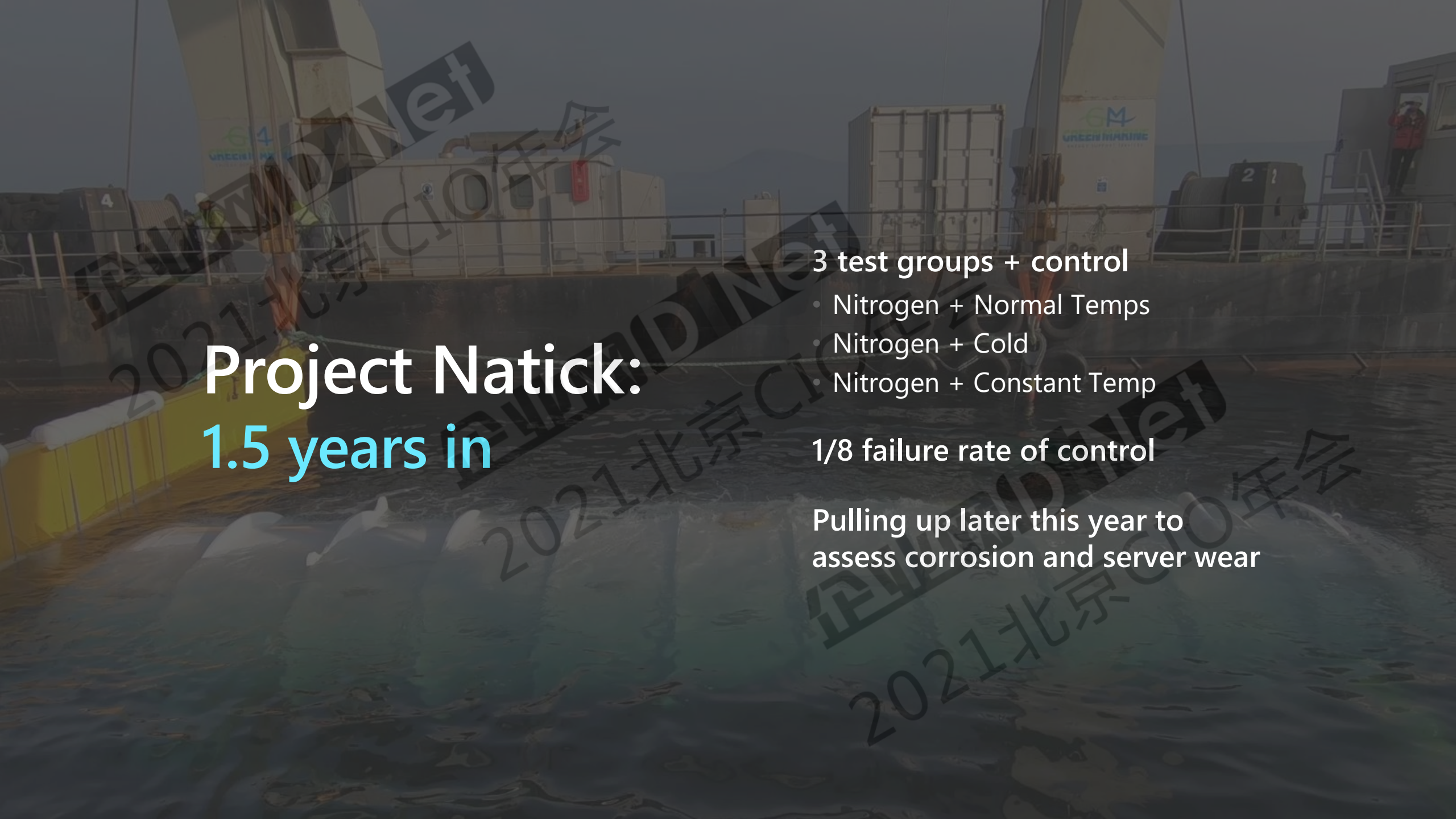
Capabilities: AI • IoT • Cyber Security • Cognitive services • Digital Twin • Edge • HPC • Hybrid cloud • Blockchain • Mixed reality • Devices

Trust

Scale

Security


Project Natick



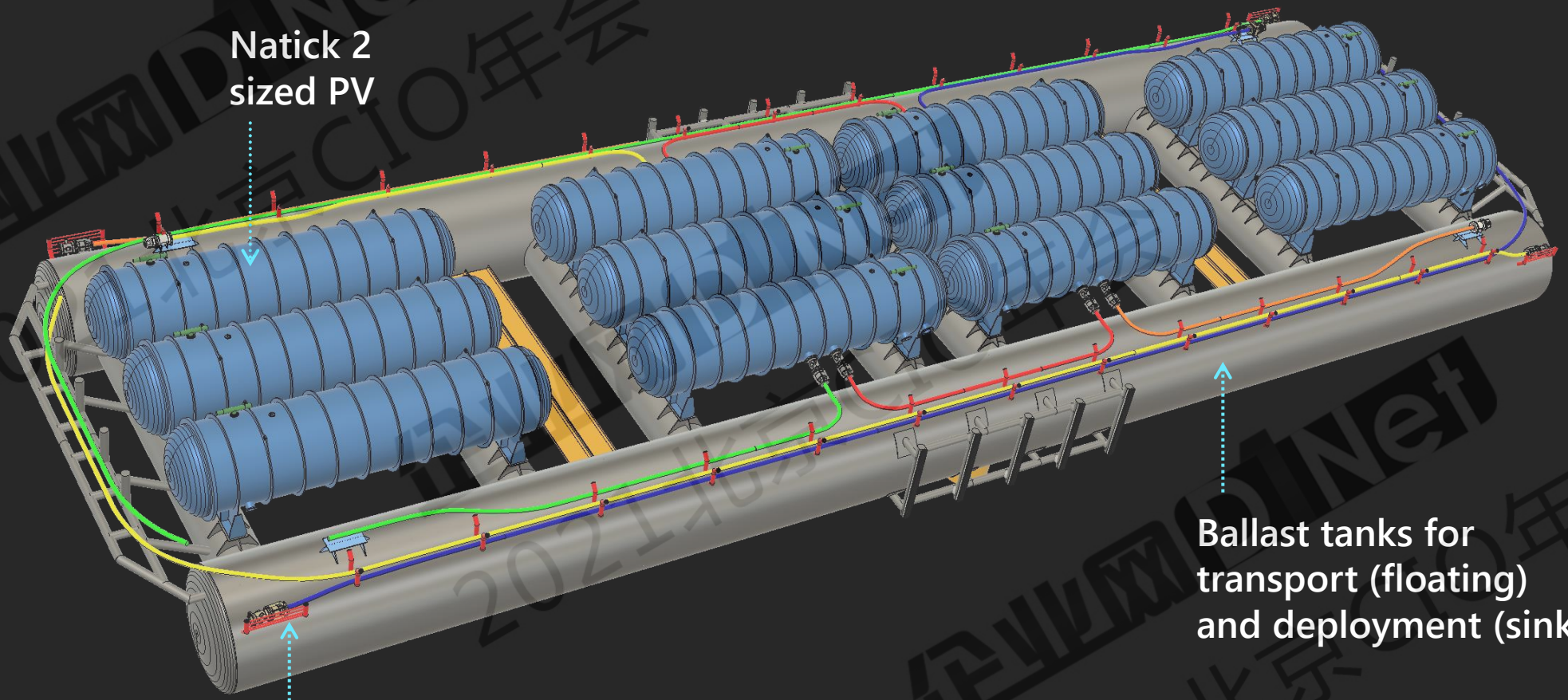
Project Natick:
1.5 years in

3 test groups + control

- Nitrogen + Normal Temps
- Nitrogen + Cold
- Nitrogen + Constant Temp

1/8 failure rate of control

Pulling up later this year to assess corrosion and server wear

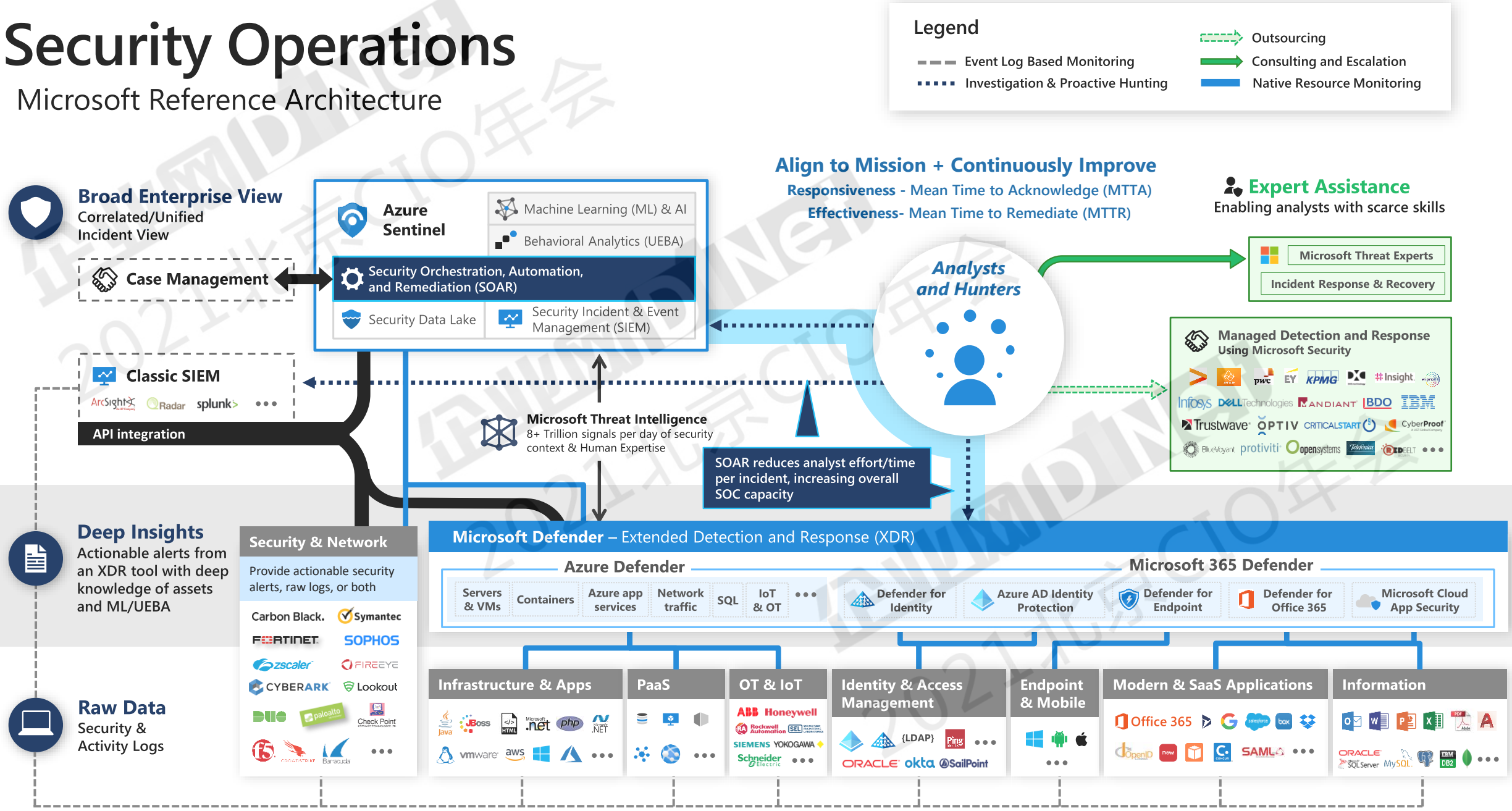

Natick 2
sized PV
Ballast tanks for
transport (floating)
and deployment (sinking)
Subsea cable connection


在现代化战争中，这样的城堡能挡住谁？


零信任
无内网

Security Operations

Microsoft Reference Architecture



"A computer in every desk and every home."

– Bill Gates, 1975

微软的使命

予力全球每一人、每一组织，
成就不凡。

Microsoft

走进微软，更全方位地了解微软！

扫码报名4月&5月 走进微软系列活动

谢谢！

: wei_qing_china