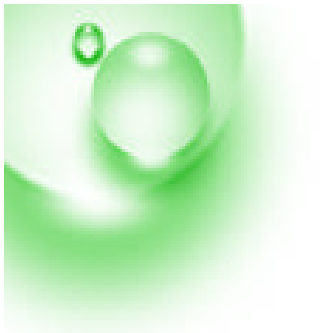




[] ...

. !! [] .

.

1

2

3

4

5

6

가 BSC

7

1 2
3 4

가 BSC

. 7 , 5 6 .

, .





1

1

(1)

1.	1 - 1. 1 - 2. (strategic thinking)
2.	2 - 1. 2 - 2. 2 - 3. 2 - 4.
3.	3 - 1. 3 - 2.

2

(1)

1.	1 - 1. 1 - 2.
2.	2 - 1. 2 - 2. 2 - 3.
3. TFT	3 - 1.
4.	4 - 1.



2

3

(6)

1.	1-1. 1-2. 1-3. 1-4. 1-5.
2.	2-1. 2-2. 2-3. 2-4. 2-5. 7S Model 2-6. 가 2-7. 2-8.
3.	3-1. 3-2. 3-3. 3-4. 3-5. 3-6. Five Forces 3-7. (KSF)
4. SWOT	4-1. 4-2. 4-3. 例



4

(6)

1.	1 -1. 1 -2.
2.	2 -1. 2 -2. SBU 2 -3. 2 -4. 2 -5. 2 -6.
3.	3 -1. 3 -2. 3 -3. 3 -4.

3

5

(1)

1.	1 -1. 1 -2.
2.	2 -1. 2 -2. 2 -3.
3.	3 -1. 3 -2. 3 -3. 3 -4. 3 -5. 3 -6. 3 -7. 3 -8.
4.	4 -1. 4 -2.



4

6

가 BSC

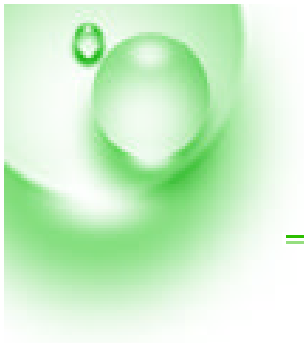
(3)

1.	1 -1. BSC 1 -2. BSC 1 -3. BSC
2. BSC	2 -1. 2 -2. 2 -3. SFO 2 -4. 2 -5. 2 -6.

7

(2)

1.	
2.	
3. Brainstorming	
4.	1) Dotting 2) Pay -off Matrix
5.	1) Storyboarding 2) Process Map 3) 4) 5) 5Why's 6) 7) Point Score System 8) 9)



1

1

“

”

.

.

1	1. 2. 3.
---	--

.



1

❖ 학습 목표

1. 3가
- 2.
- 3.

❖ 학습 내용

- 1.
- 2.
- 3.

1 - 1.

1.

1)

3가

가

가

가

	Position	Resources	Simple Rules
Strategic logic	•Position	•Resources	•Opportunities
Strategic steps	•Attractive Market •Defensible Position •	•Vision •Resources () •Markets	• •Moving •Opportunities •Finish Strong
	•Where should we be?	•What should we be?	•How should we Proceed?
	• 가 Position	• , 가 , Resources	•Key Processes Simple rules
Works best in	• 가 , Markets	• , Markets	• Markets
Risk	• Position	• Resources	• Opportunities
Performance goal	•Profitability	•Long -term dominance	•Growth
	•Operational effectiveness/ Strategic Positioning	•Resource -Based Strategy •Competency -Based Strategy	

1)

3가

(1) Positioning View of Strategy : Michael Porter

- operational effectiveness & strategic positioning
- _____ 90 _____ operational effectiveness
 - (improvement)
 - _____ (identical path)
- (make hard choices) , , _____
- (continuous improvement in operational effectiveness) 가 .
- _____ (choices & trade-offs)
- (strategic thinking) (choosing a strategy)
- Porter (hypercompetition)
- Hamel & Prahalad
- Hamel & Prahalad (renovate)
- _____ (strategy process) , Porter _____
- _____ (strategic choices & focus)

1)

3가

(2) Resource-based view of strategy : Hamel & Prahalad/ Grant

Hamel & Prahalad : strategy as stretch & leverage/core competency/80

- 90 (strategic thinking)

Traditional Approach	Hamel & Prahalad
•Strategy as fit •Resource allocation •Portfolio of business •Competition as confrontation	•Strategy as stretch •Resource leverage •Portfolio of competences •Competition as collaboration

- : ,

가?

-

(senior management)...

(the concept of stretch in strategic thinking)

- (managerial aspirations) (resources)

- managerial frames of reference

1)

3가

(3) (strategy as simple rules)

- [Key Processes](#) [Simple Rules](#)

How-to rules	•Process	• Akamai's Rules -Staff 가 - -R&D Staff 가
Boundary rules	• Opportunities	•Cisco社 Rule 75 - - 75%
Priority rules	• Opportunities	•Intel社 (capacity) Rule - (gross margin)
Timing rules	• Opportunities	•Nortel社 Rules - - Leading Customer 가 - 18
Exit rules	• opportunities	•Oticon社 Rule - 가

1)

3가

(3) (strategy as simple rules)



가 ,

(being different)



(key strategic processes) (simple rules)



(pattern) ,

10

가

가

가

,

가

(Andrew Campbell/Director/Ashridge Strategic Management Centre/London)



(simplicity)

.

가

.

(strategic insights)

가

(mature business)

.

, GE社

: number one or number two globally

3M社

: 25% margins, 15% of time for skunk works

2)

Strategy is a set of integrated actions to attain the corporate objective sustainably through competitive advantages.

(Objective)

- 『 』
- 『 100 가, 20 』 『3 2% 』
定量的

(Actions)

- 『新 MS 5% 』
- 『 新 가』 『 가』
가』 『 가』 , Schedule,

(Competitive)

- , Reaction
- .

(Integrated)

- (- - -), (間/ 間)

(Advantages)

- ,

(sustainably)

-

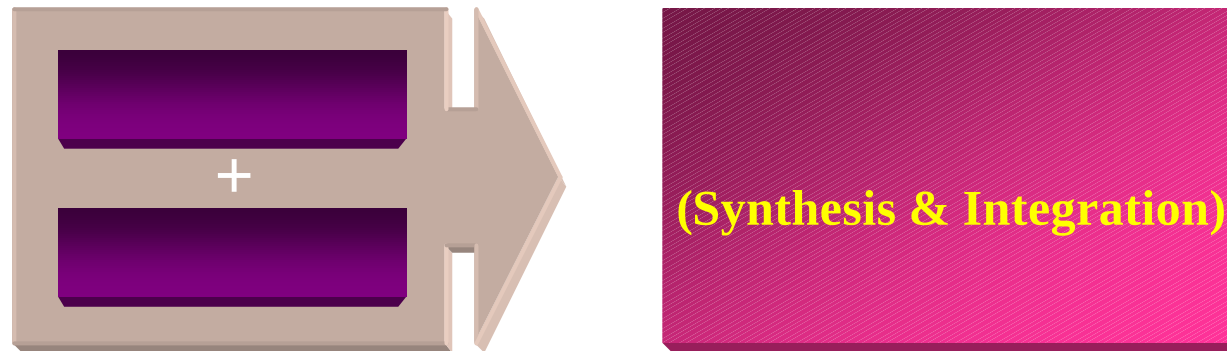
1 - 2.

(strategic thinking)

1.

1)

? (strategic thinking) (가)
?
? Simulation
? 가 , . .
?
? 論理 感(feeling)



Strategic thinking is about synthesis. It involves intuition and creativity.
The outcome of strategic thinking is an integrated perspective of the enterprise

H. Mintzberg, HBR, Jan - Feb, 1994

2)

Vision ()	Focus ()	Linkage ()
- - -	- - -	- - / - / / - - - 가 -

 가





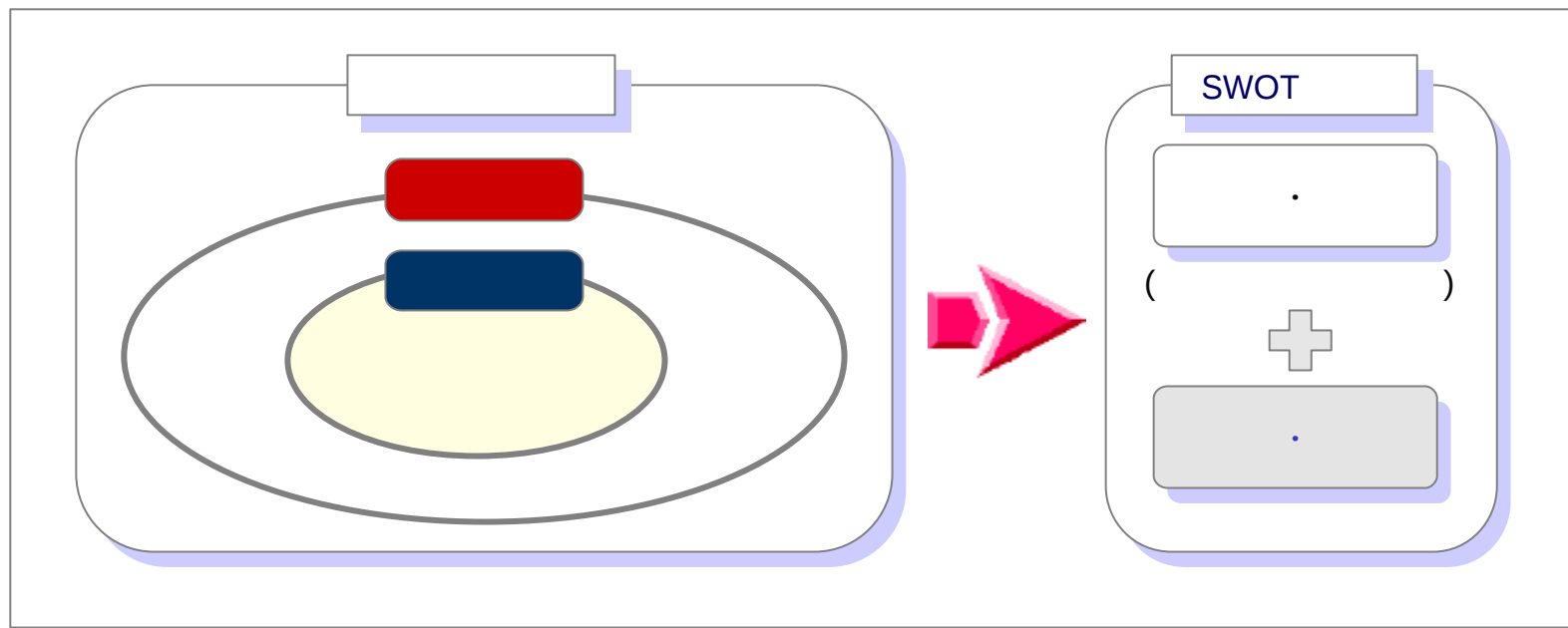


- , 가
Guideline -
가 -

1)

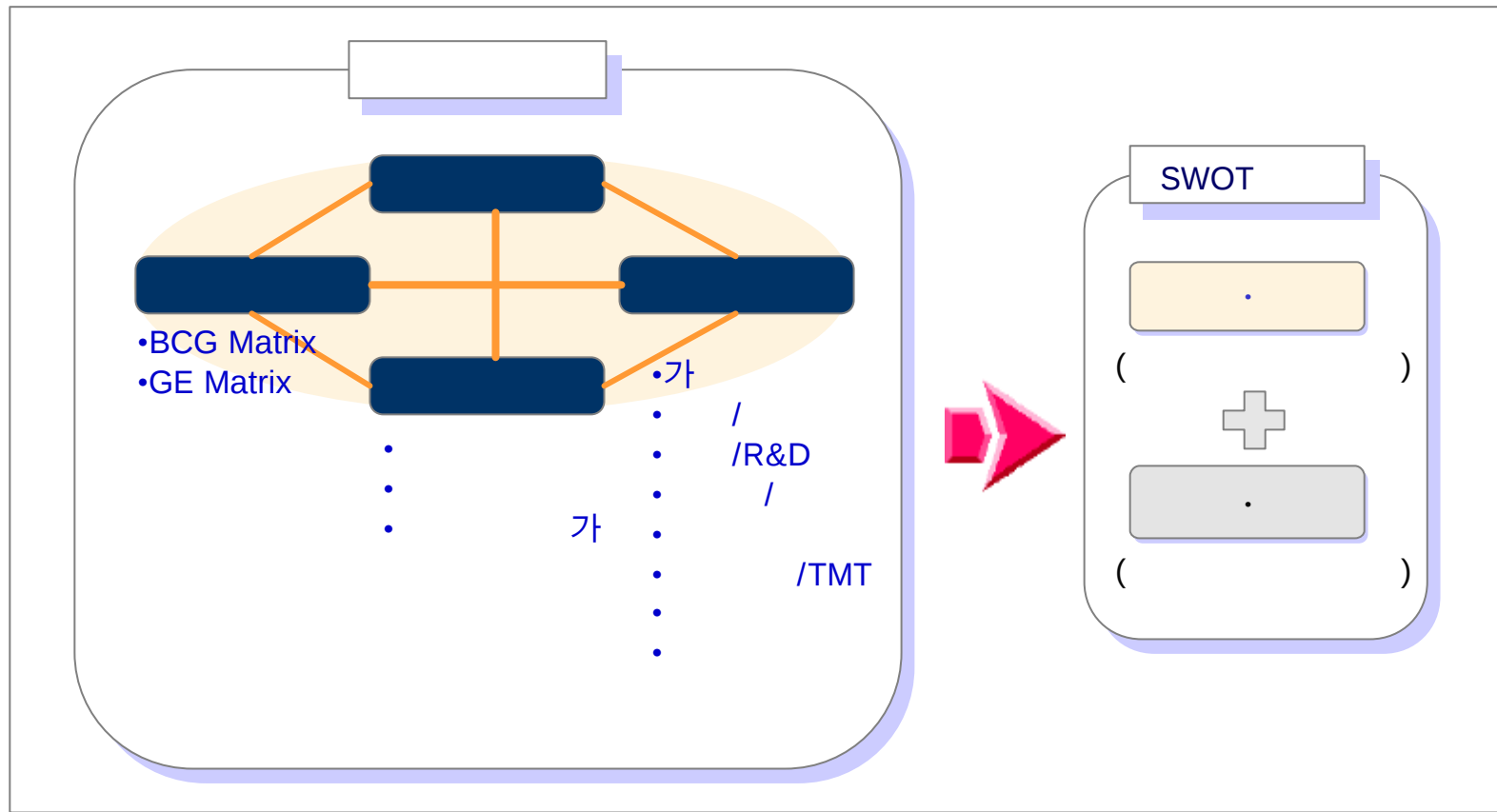
- ,
-
- . .

- 動因(Drivers) 自社
(Opportunity) (Threat) 가 ,



2)

- VISION
-



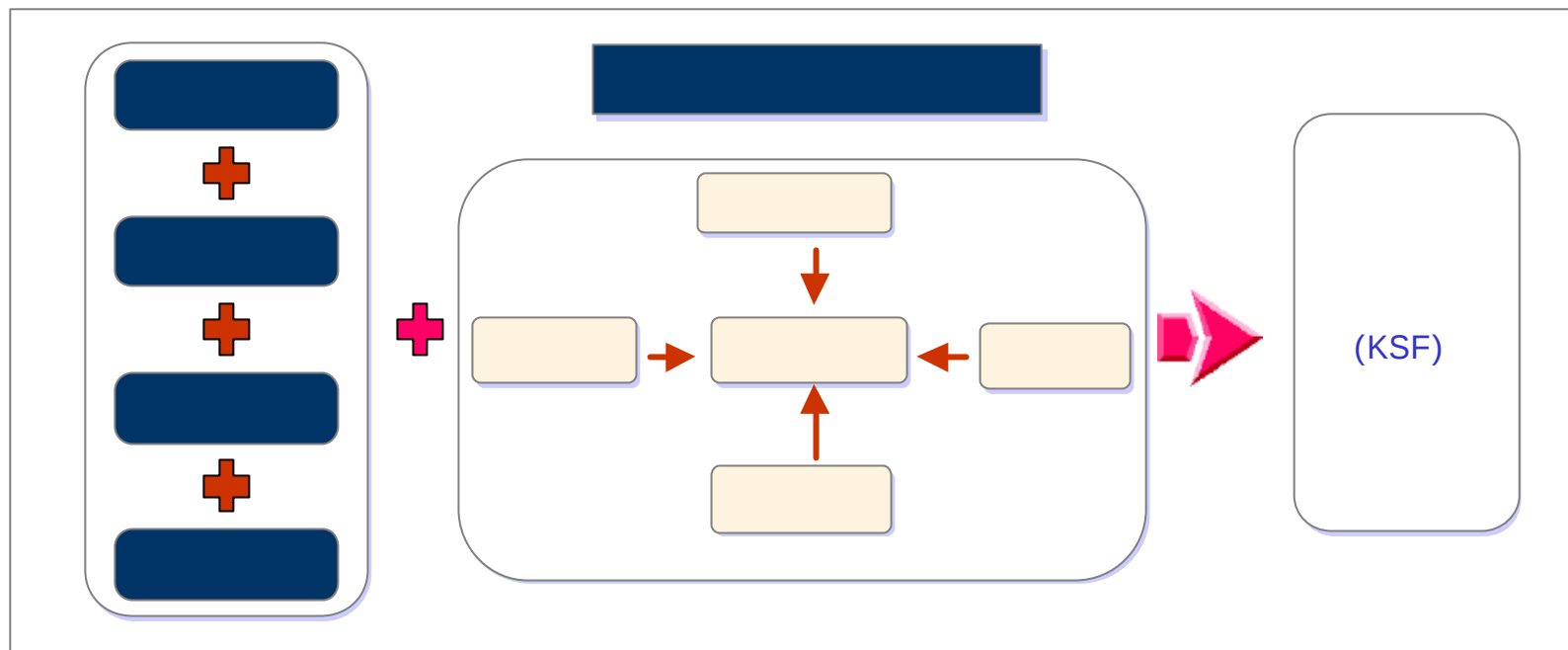
2-1.

2.

3)

• , Life Cycle

• (SBU, Strategic Business Unit)

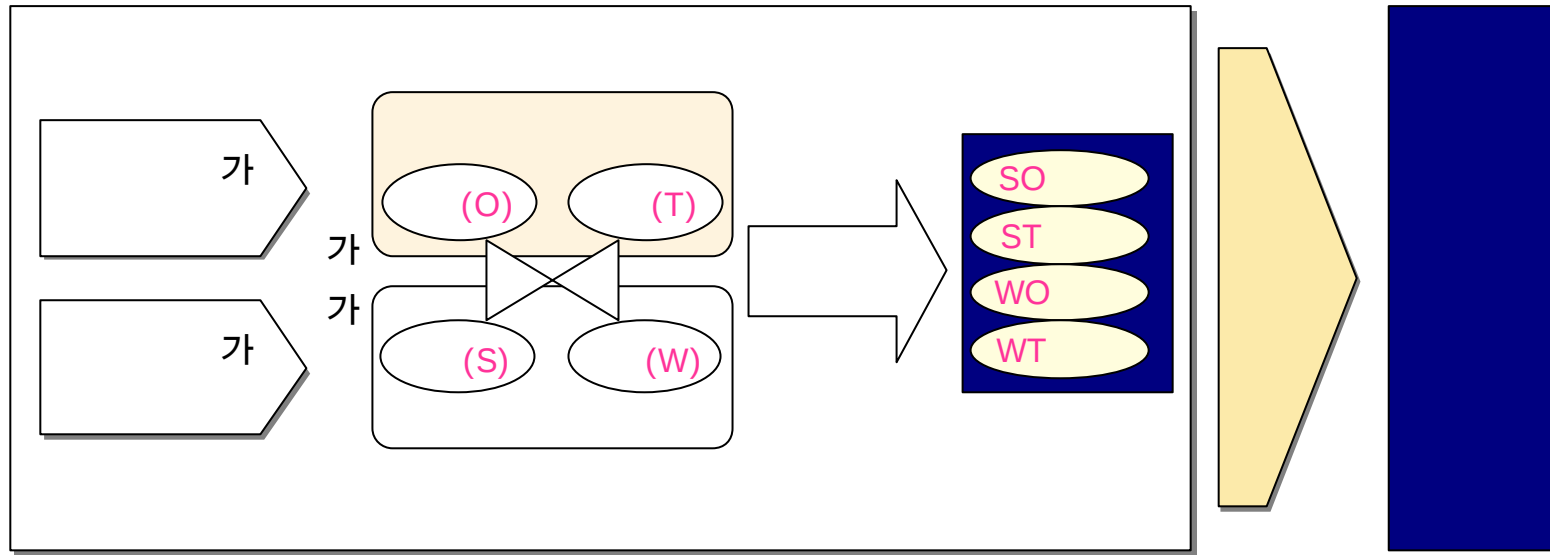


KSF = Key Success Factors

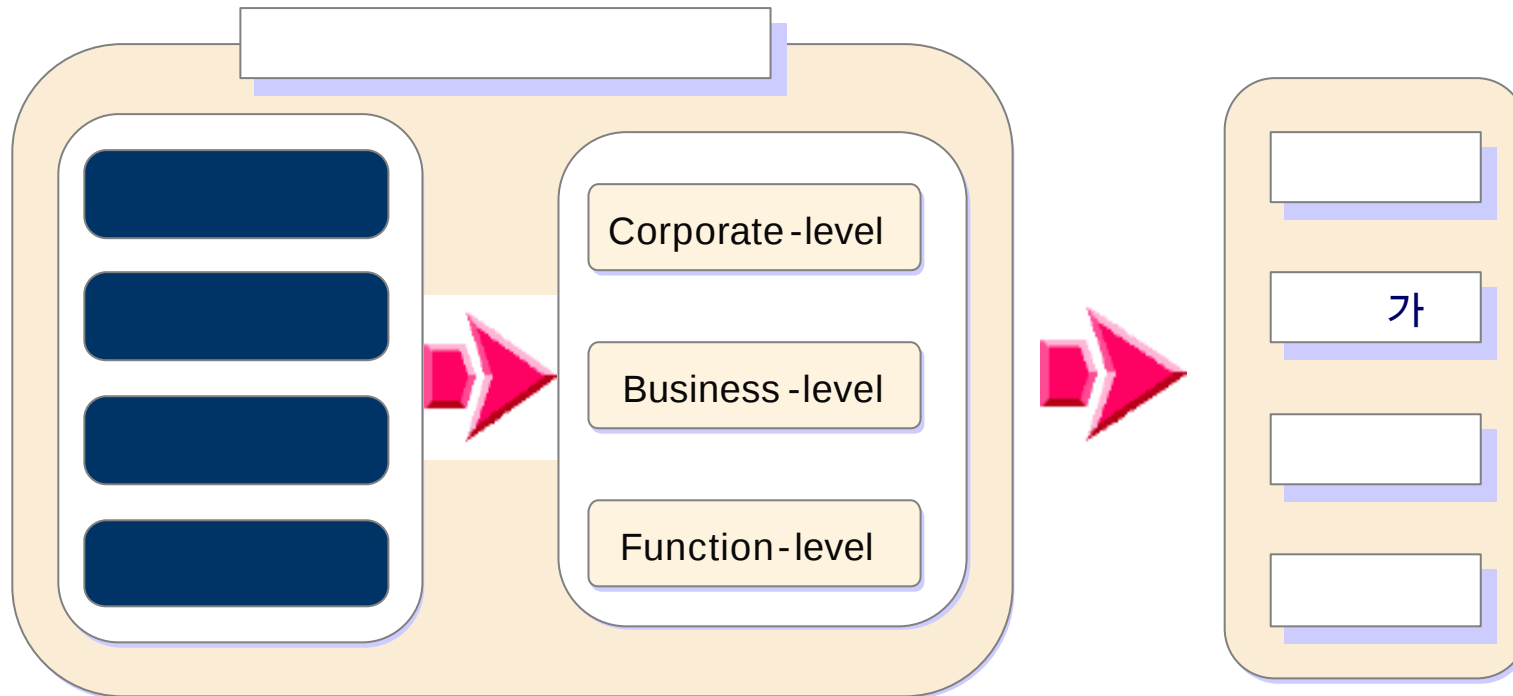
2-1.

2.

4)



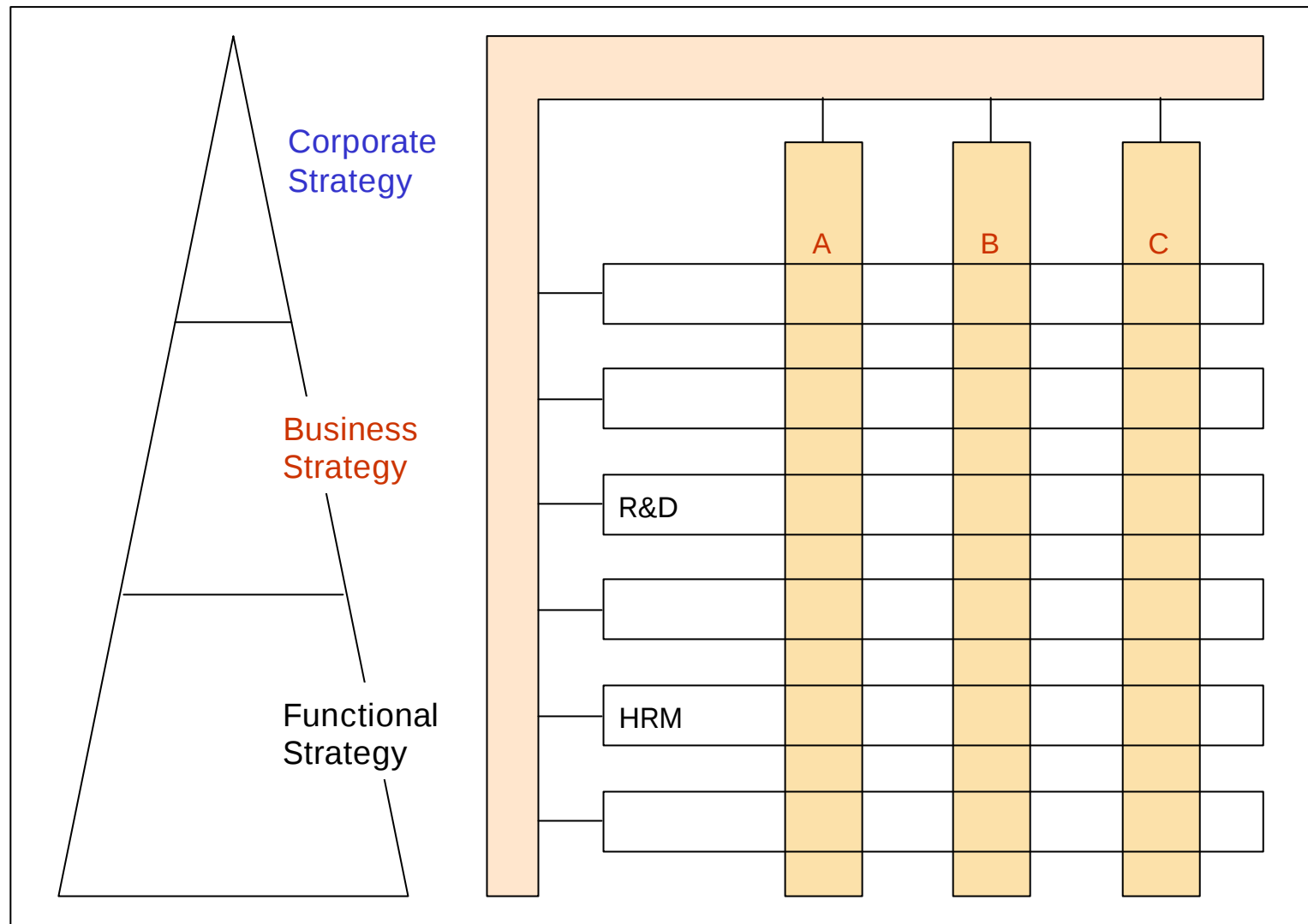
1)



- ✍ Societal/Enterprise Strategy : Reputation
- ✍ Corporate-level Strategy : Business Domain/Portfolio
- ✍ Business-level Strategy : Competitive Advantages, Core Competencies
- ✍ Functional-level strategy : Resource Allocation, Core Competencies

1)

Societal Strategy



1)

Corporate Strategy

- ✍ Business Domain 가?
- related or unrelated diversification
- horizontal or vertical integration
- strategic alliance, M&A, divestiture, etc.

✍ SBUs . , 가?

- Business Priorities

✍ Business portfolio , Synergy effect

가?

- SBU Synergy effect
- Concurrent Engineering 思考

Business Strategy

- ✍ Sustainable competitive advantages 가 !
- ✍ Business domain 가?
- Core competencies

- /

-

✍

- Five Forces
- Three Generic Strategies
- Value Chain
-
-
-
-

Functional Strategy

✍ ,

가?

-

- / / 가

1)



(Domain)



(Resource Deployment)



(Competitive Advantage)



(Synergy)

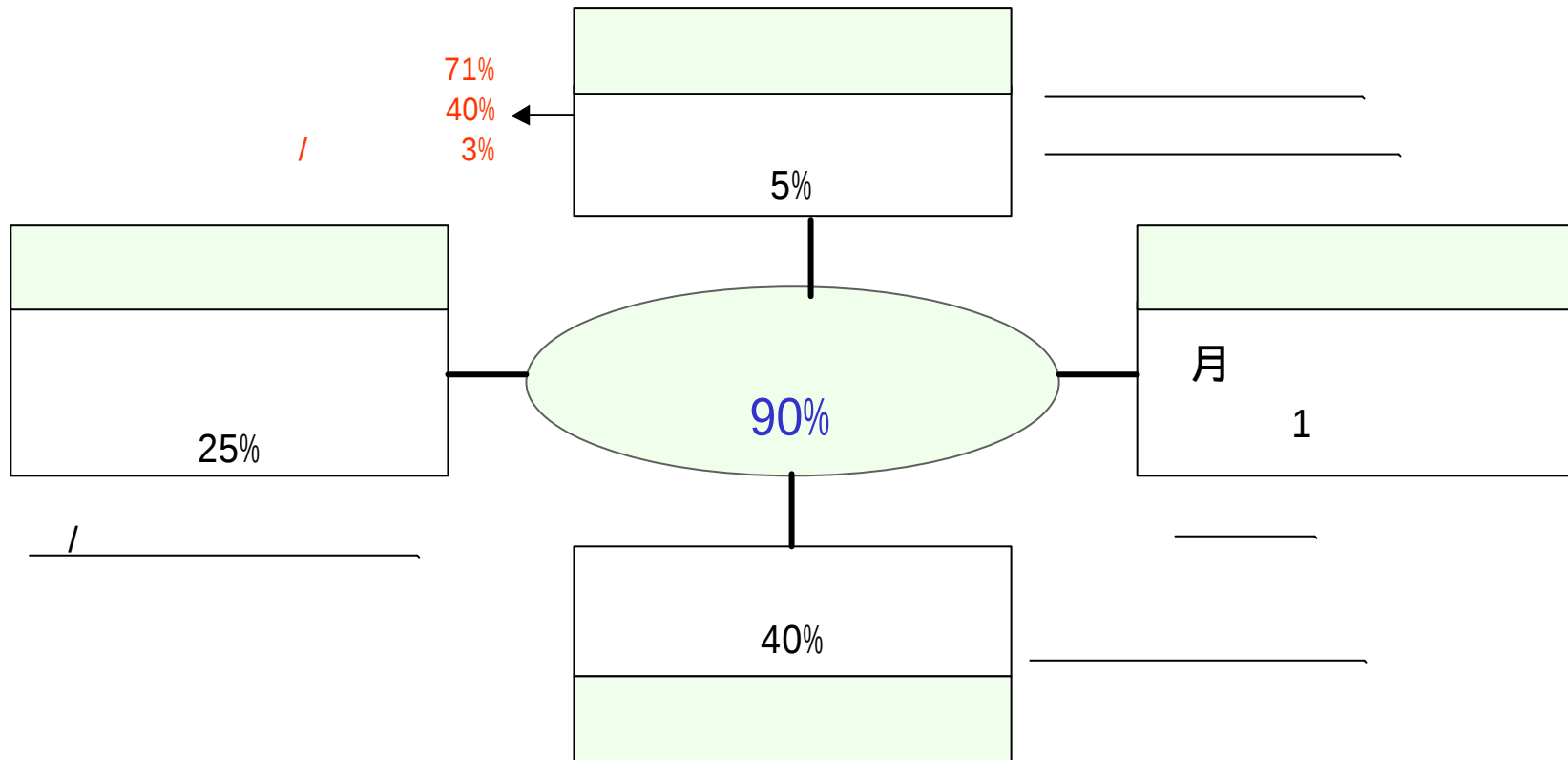


(Timing)

3-1.

3.

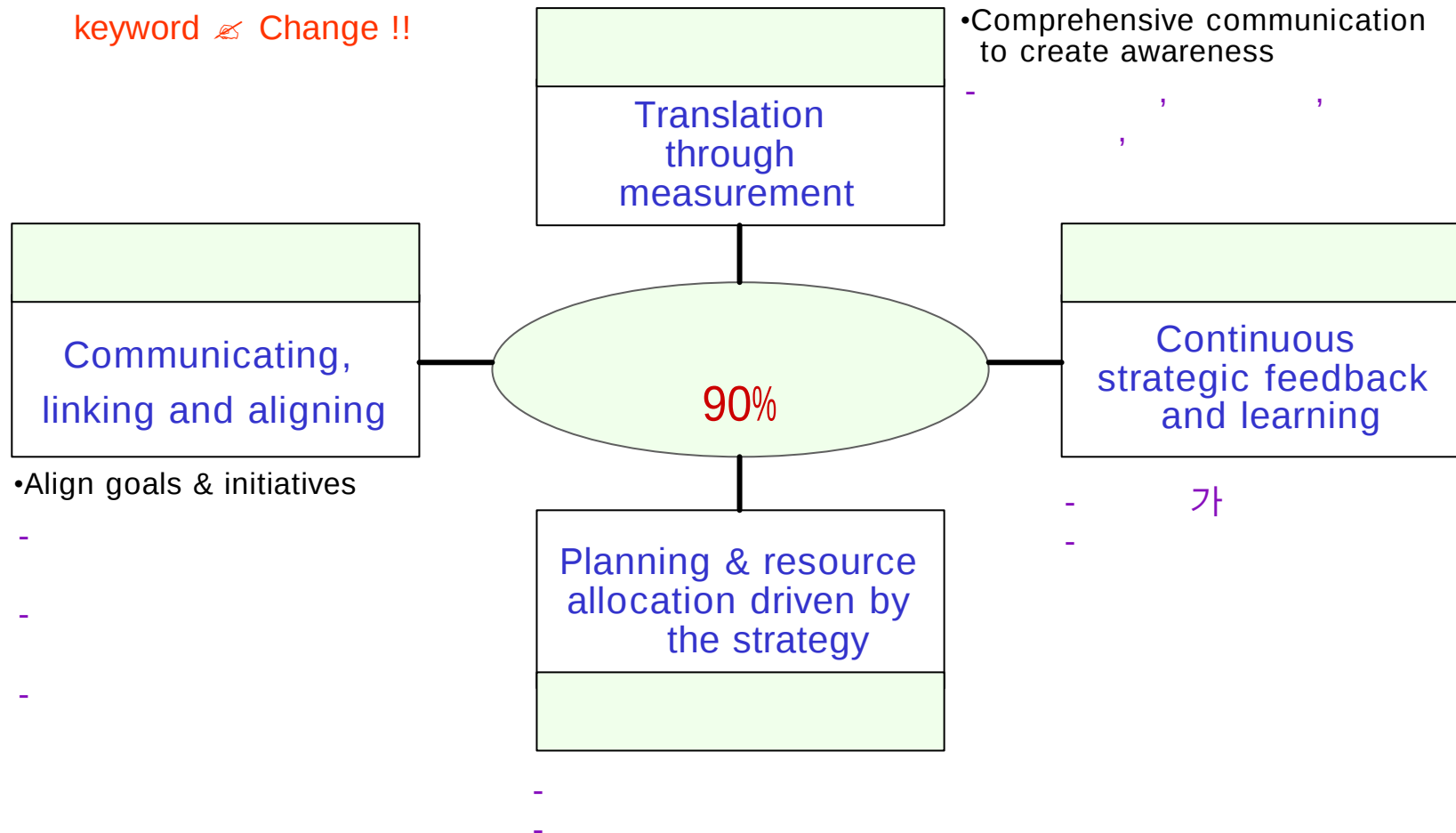
1)



!!

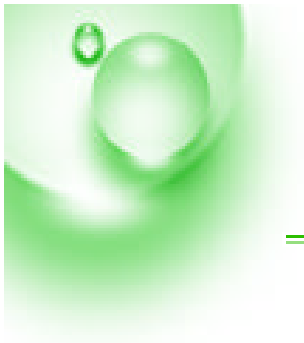
2)

keyword ~~Change~~ !!



Break Time

... (Henley) /



2

2

,

.

.

1	1. 2. 3. 4. TFT
---	---

.

[	(1. 4.)	/
---	---------	---



2 :

❖ 학습 목표

1. / .
- 2.
3. TFT ,

❖ 학습 내용

- 1.
- 2.
3. TFT
- 4.

1)

CEO / 가 ,
CEO , 가
: , CEO , (BSC)

1) - 例

		/ 가	,	가
		, (/ /),	"	
		 - / , , 가	"	
		-	"	
當 社		- / , / /		

1 - 2.

1.

2) - 例

CEO			가
	• . • 00% • 100% •	•	• 가 •
	• • CRM •		
0000	•		

1 - 2.

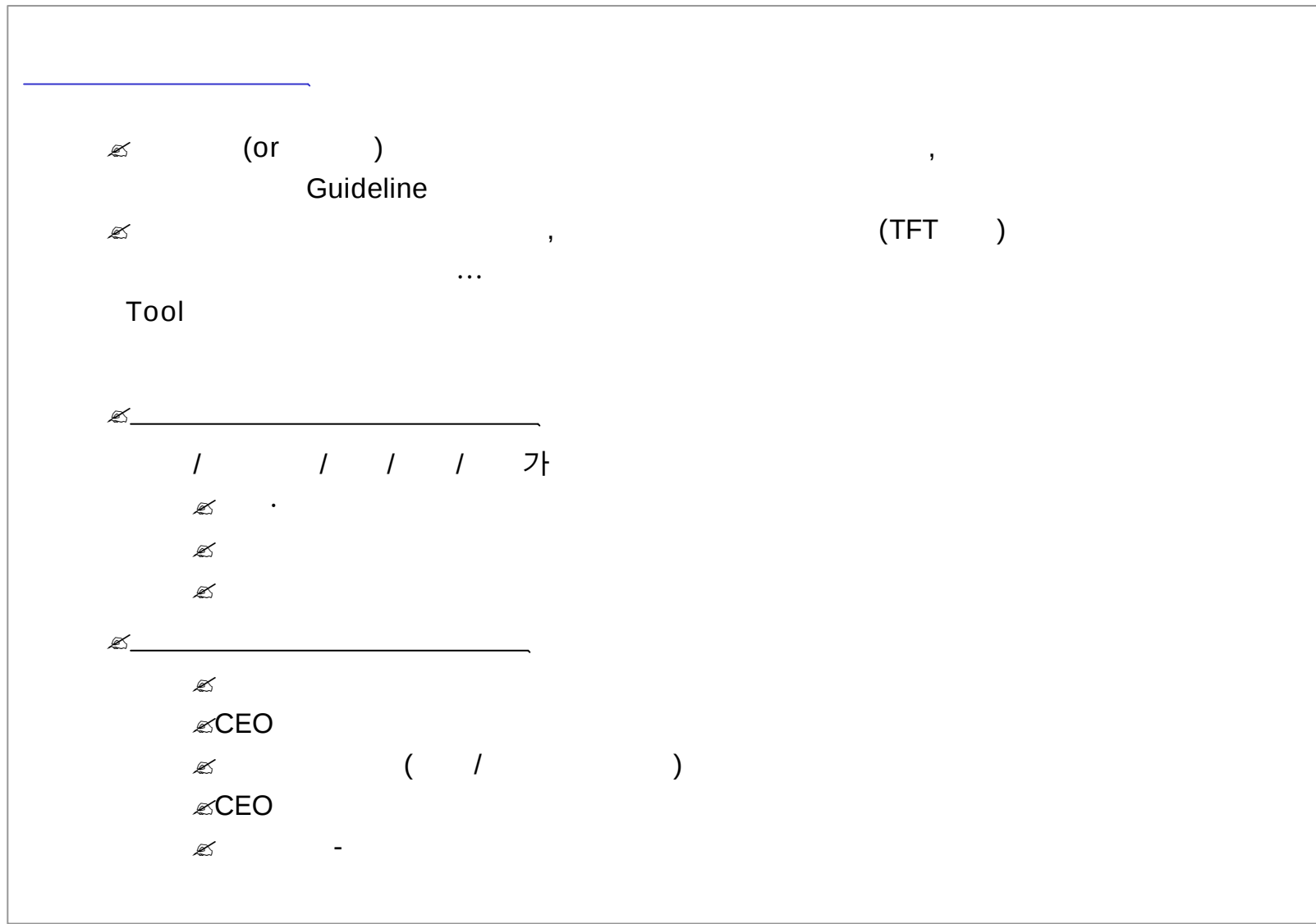
1.

3) (BSC) - 例

	가					가
			2,000			
	EVA					
	ROI					
	KMS					
	CRM					
	00					

가

1)



2-2.

2.

1)

- 2003 가 , 2002 2003
 , 가 2004
-
- _____
- (GDP)/ 가 (,)/ / / 가/
가
-

2-2.

2.

1)

(: %, , \$)

		OECD		IMF		LG					
		2002	2003	2002	2003	2002	2003	2002	2003	2002	2003
(%)											
	EU										
가 (%)											
가 (%)											
₩/ \$ ()											
₩/100 ¥ ()											
₩/ ()											
(3)											
(3)											
가(\$ /bl)											

가

2)

- 例

		- (drivers) 動因 가 動因	.
		- 가	
		가	
		- (drivers) 動因 가 動因	
		- 가	
		가	
		(), ,	

動因(Drivers)

, .

動因

2-3.

2.

1)

•

,

-

()

•

...

가

:

-

(: , %)

	2002		2003		2004		2005		2006	
計	400	100.0	0,000	100.0	0,000	100.0	0,000	100.0	0,000	100.0
1	200	xx.x	000	xx.x						
2	150	xx.x	000	xx.x						
3	50	x.x	000	xx.x						
4			00	x.x						

- 가 2 (, %)

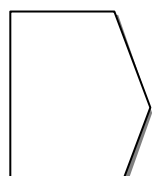
(例)

)

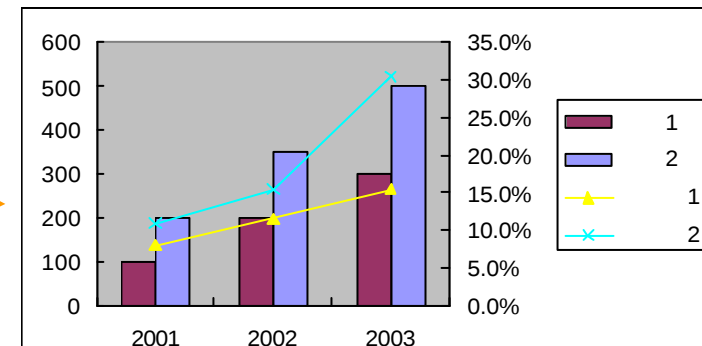
✍

✍

✍



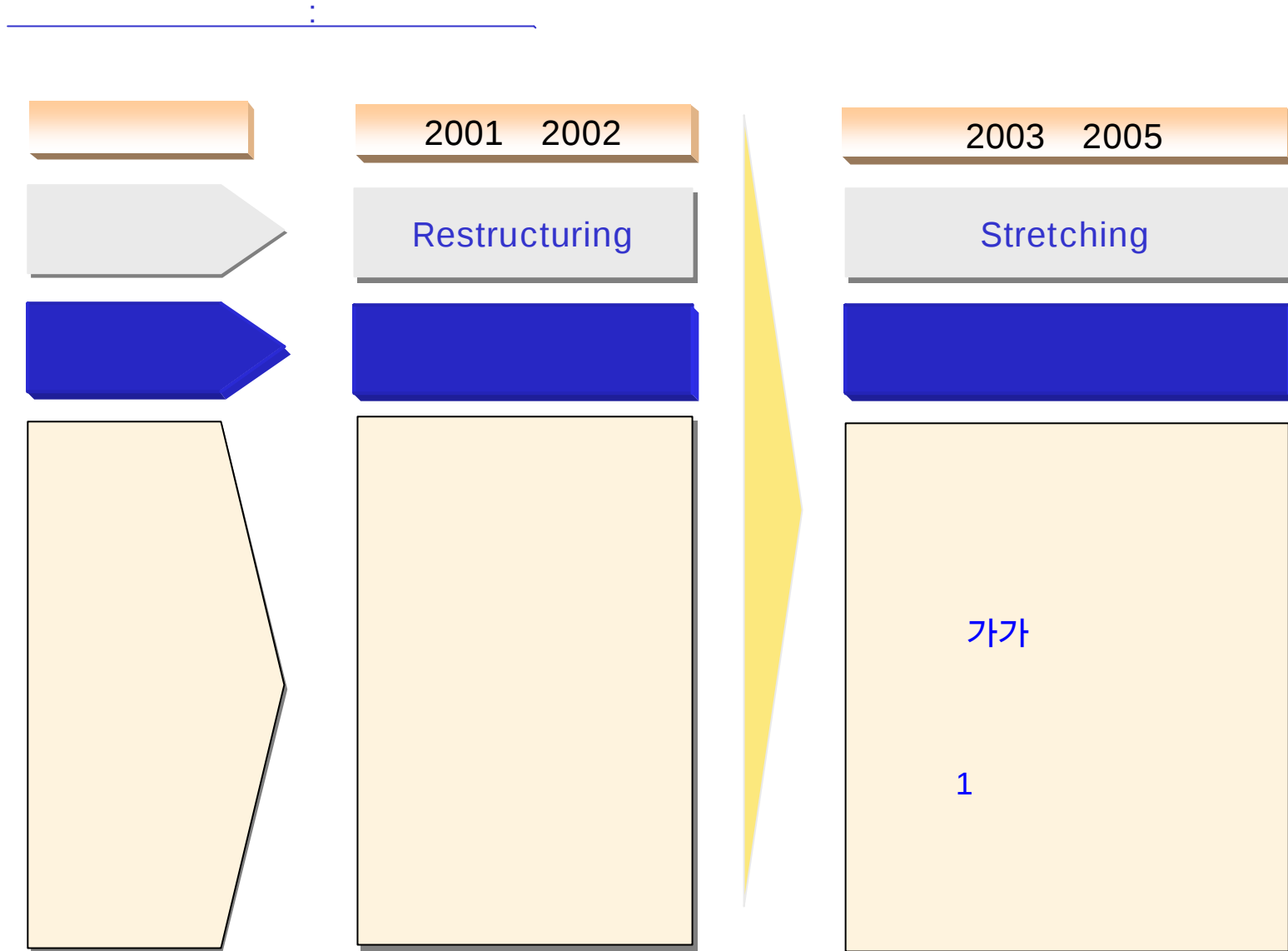
	2001	2002	2003
1	100	200	300
2	200	350	500
1	8.0%	11.5%	15.5%



2-3.

2.

1)



2)

- CEO가 ,
- :
- :
- 體化 .

	• •00	• / 가 • •
•	• • • 가	• 0,000 (00 xxxx) •EVA • • ,
KMS		

2-3.

2.

3)

- - -
- . . .
- CEO ()
-
- CEO

2-3.

2.

3) - 例

	200x. 1. 1 ~ 200x. 12. 31
	→ , → 1,000 US \$
가	X.X % ()
GDP	X.X %
	1,xxx /\$ 1,xxx /\$, xxx /100 ¥ xxx/100 ¥
	-) , 2 , . ,
	-例) 100%
	- X.X% (), - (/) 00%
	- / / - - - - . .
가	- 가(,) 가 , 가 . () - 가/ / / 가/ 가 / 가 가 - , 가 가 가/ - 가 : 가

4)

•

- :

(/ / . / / / / /)

- : CEO

- : TFT

- : TFT

(, , Tool)

-1 : / ✎

-1 . : / ✎ ✎

- : / ✎

- : CEO ()

- : / / CEO

.

1)

• _____

- : , : , : 1

-TFT : / 1 (가)

• _____

- / TFT

- : CEO

• _____

- ,

- /

, TFT

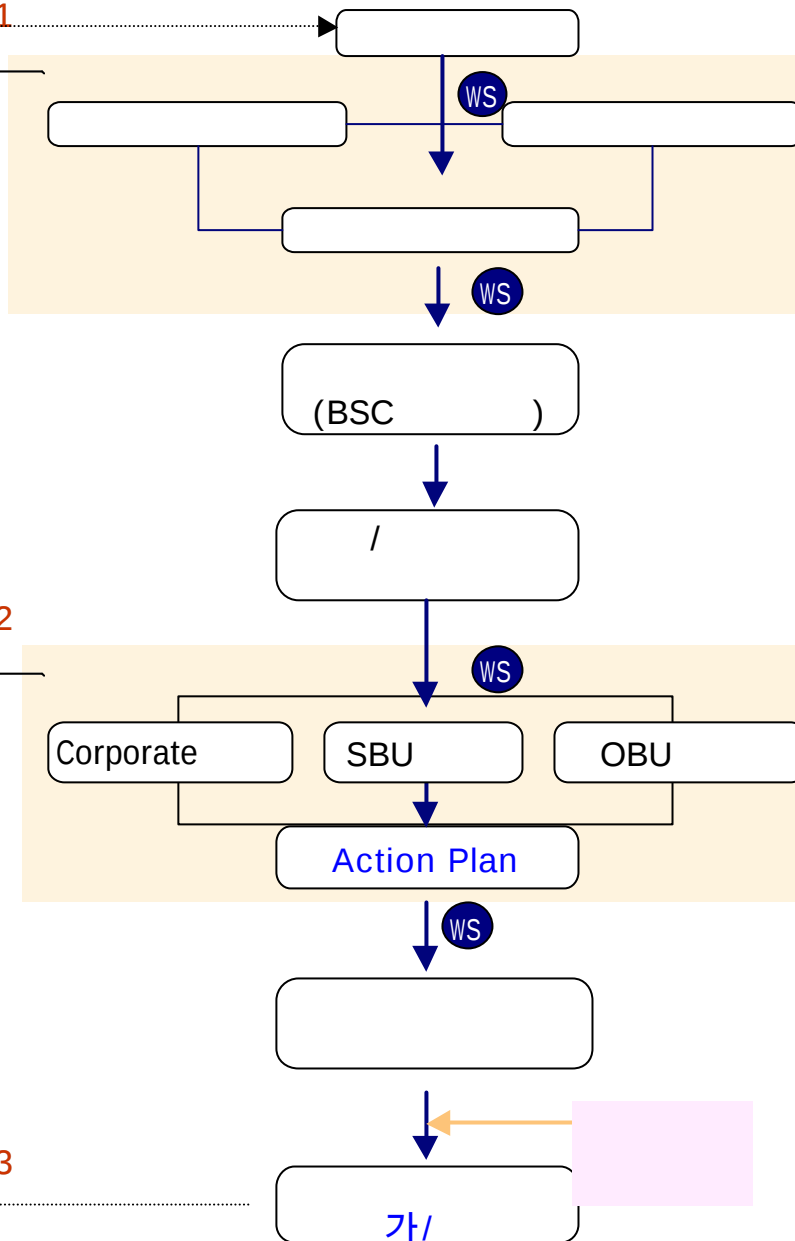
- CEO, TFT , /

Step 1

Step 2

Step 3

가/



TFT

• - - - /

TFT/ /

• /

•

•

•

•TFT :

Skill

WS

Team Building

Workshop 1 前

•

•Team Building

•

- , / / BM,

- , / /

-

-Team

Team

/

WS

•

•

•

- - -

•

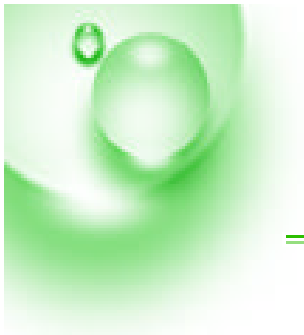
/

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- - -

Break Time

:



3

3

1	■
2	■
3	■
4	■
5	■
6	■
	■ SWOT



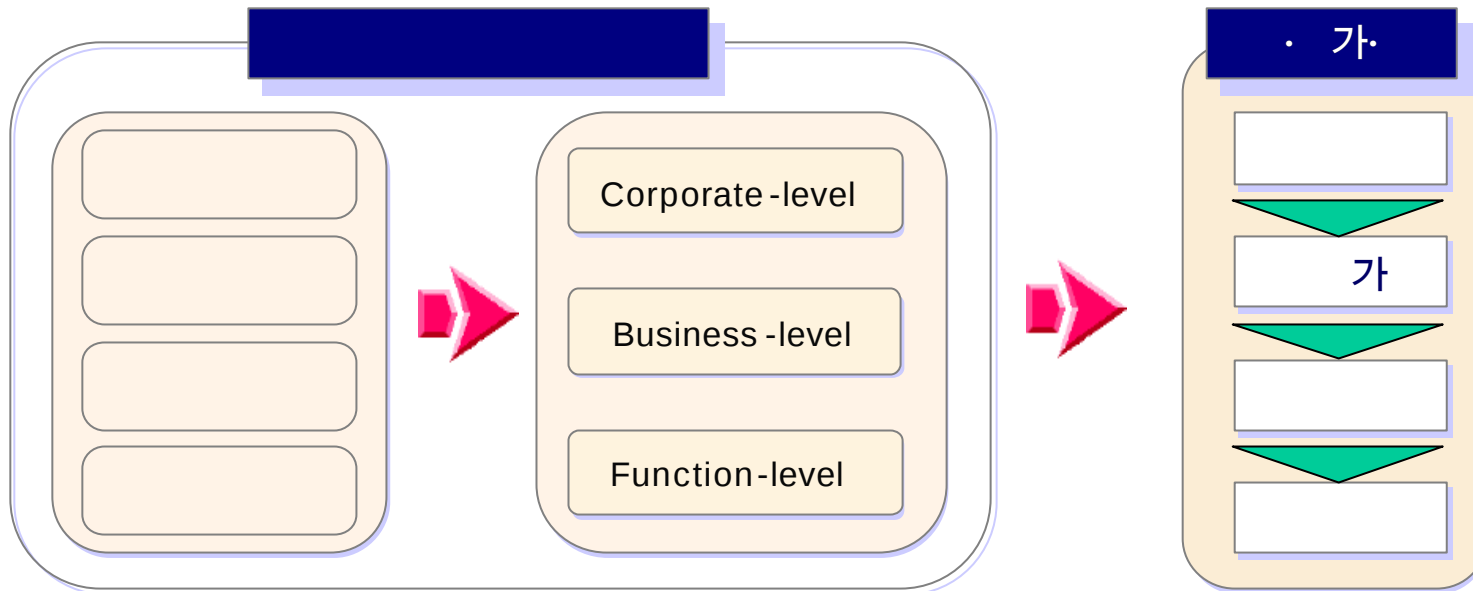
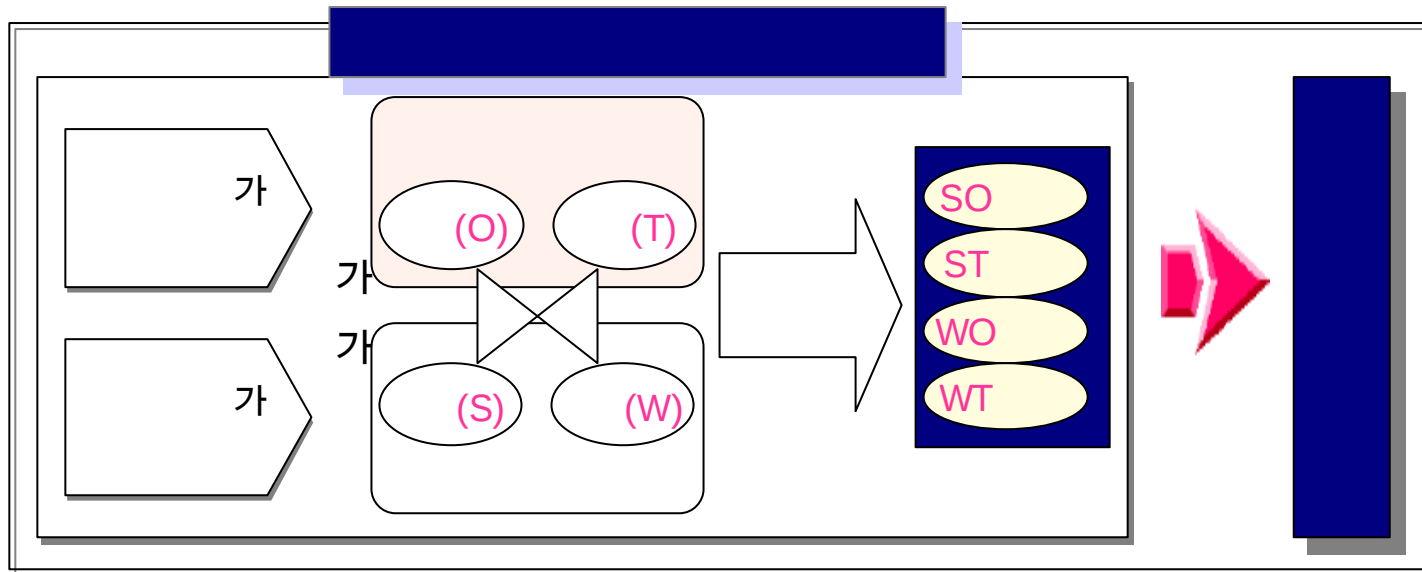
3 :

❖ 학습 목표

1. 가 가
2. , .
3. .

❖ 학습 내용

1.
 - 1-1.
 - 1-2.
 - 1-3.
 - 1-4.
 - 1-5.

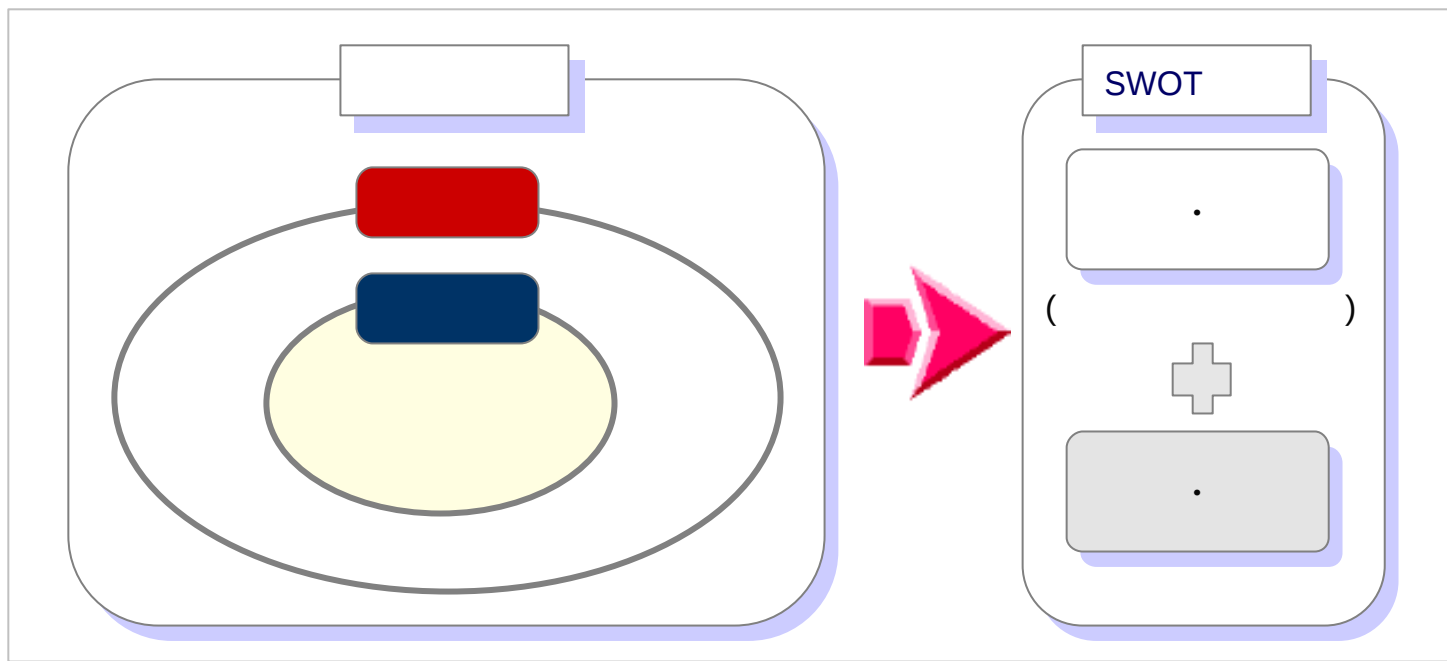


1) - -

- ,
-
- . .

•

(Opportunity) (Threat) 動因(Drivers) 自社
가 ,



1)

-
-
- 自社
- (key customer, competitor, supplier, & labor market trends)
- Workshop / 가

例

		/		
•	•GDP	•	•	•
•	•	•	• (IT)	• (가
•	• /	•	•	
•	•	•	•	
•	•	•	•	
•	•가	•	• /	가)
•	•	•	•	
•	•가			
•	•			
•	• /			

1-2.

1.

2)

•

,

•

/

...

/

•

例 ...

[-]

Fact/Trend

, [-]



•	/
---	---

1-2.

1.

3) .

•

•

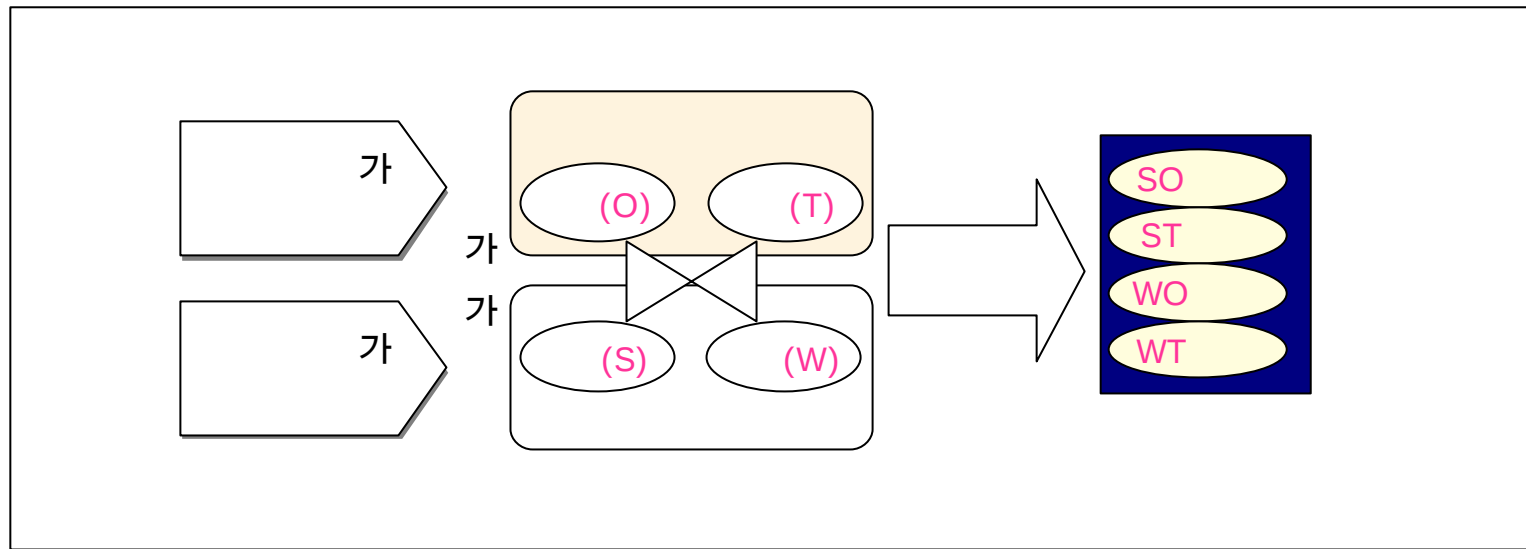
•

例((-2-1)

,

1↔5 가

1 , 2 , 3 , 4 , 5



1-2.

1.

3) .

					가		가
/							
/							

• .

가

가

2 3

1-2.

1.

4) -

•

	• /	• /	• 與小 野大 ()	• -	• -
	•	•2001 1\$ = \ 1300 100¥ = \ 1000	•2002 1\$ = \ 1250 100¥ = \ 950	•	•



• 가 , 가

4)

-

·

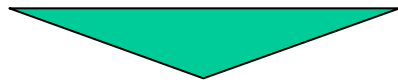
Fact & Trend		Implication
	· 가 가	· 新 · · - . · /
	· 65 2000 7.2% 2010 10.7%	
新	· N , 가	
	·	· · · · / · Fusion
가	· 가 · 5	
	·	· · (Prosumer)

4) -

: •

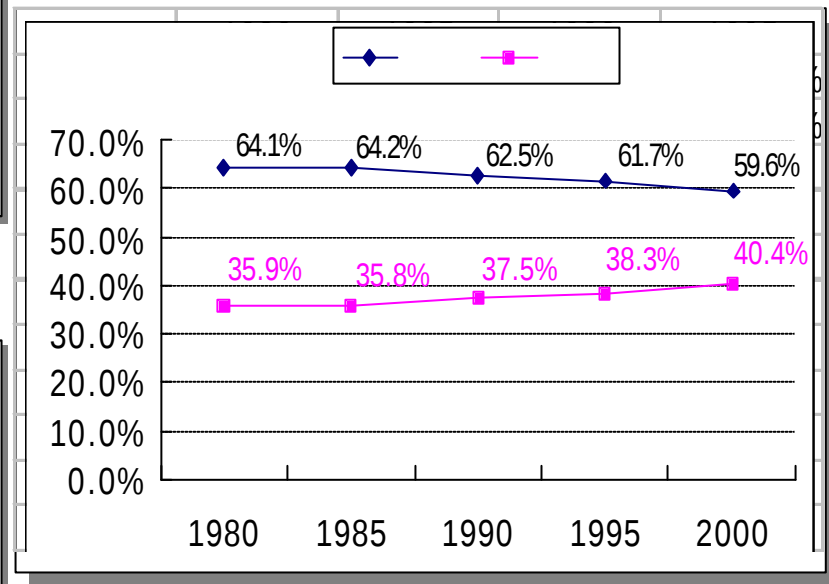
: 가

- 가 가
 - : 60%, : 50%
 - : 49% 2010 56%
- 가
 - 兩性 性的・質的
 - , .

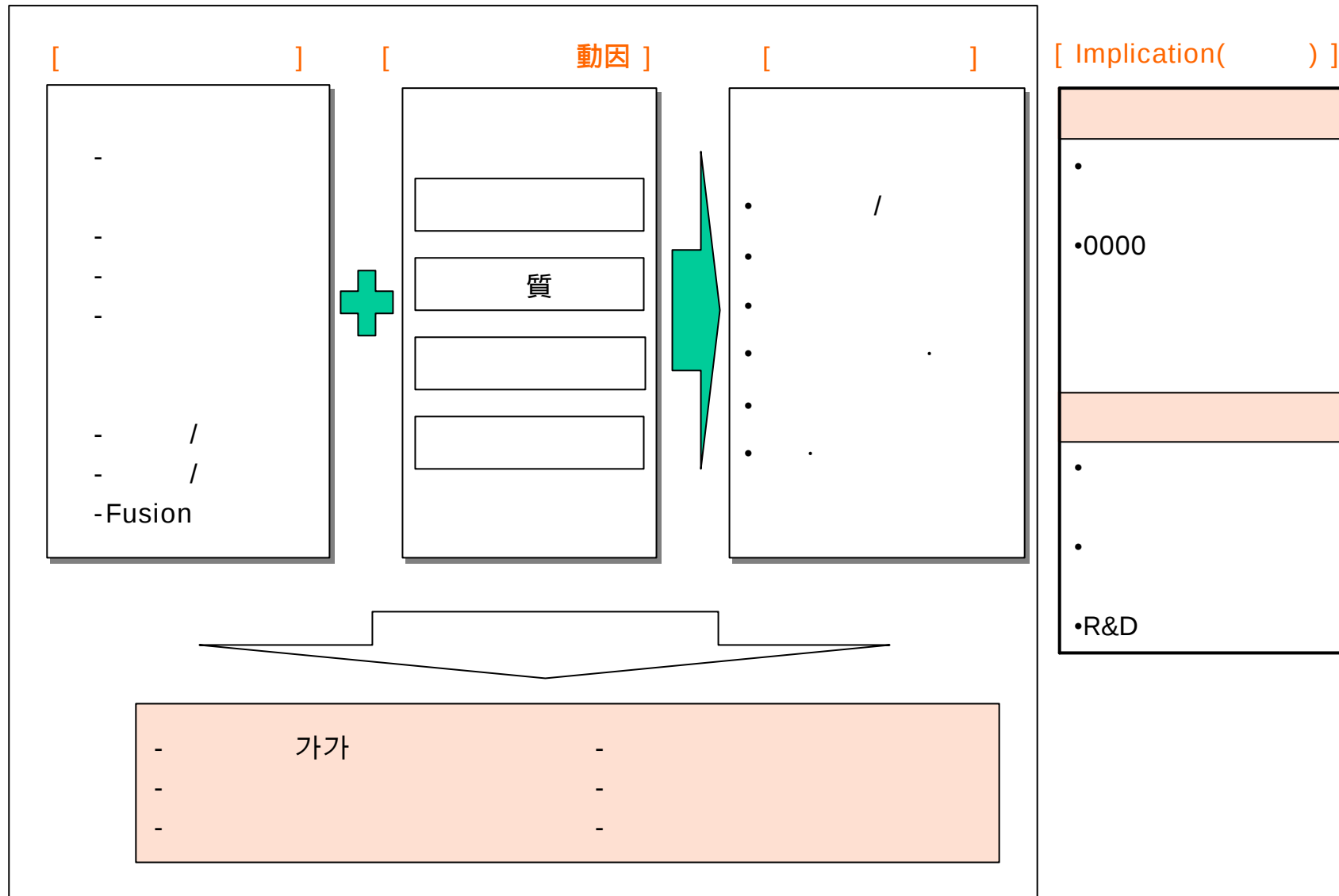


- 化
 - Prosumer, Fusion 가
 - 가 가
 - 가 가 住
 -

< >



4) -



1-3.

1.

1)

- _____
- _____
- _____
- _____
- Workshop / 가

例

/		
• / • • / • / •Etc.	• Positioning • •가 • •etc	• • • •etc
• • • • , • •etc.	• / • / • •etc	•

1-3.

1.

2)

-
-
-

例 ... [-] [Fact/Trend](#) , [-]

/					



•

/

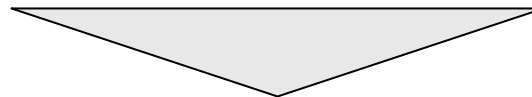
1-3.

1.

3) -

• : (가)

	•	• (01) - : =60:40	• (02) - : =50:50 • • 가	• 가 (CM), •	• • Project Financing •
	•	• / /	• • PL • IB 가	• - . - .	• 가 •



• , 가
가

1-3.

1.

3) - - :

[Fact]

[Trend ()]

[Implication]

(: %)

94.1	112.5	121.8	109.6

00 91 7
(가 11,544 / 10,627)

(:)

	1999	2000	2001	2002
	623	619	592	596
	258	228	232	207
	365	391	360	389

- 30%
- 50%
- 70%

→ :
가
→ : 가
가 10%
가 3%

→ 3 60
→ . APT
→ Remodeling
02 2/4

9x 01 8.3%

良質

省

IB 가

Renewal 가
業際化 融業化 가
業域

Life-Style

→ , , ,
→ DIY , Recycle ,

→ 高斷熱, 省 , ,
가 ,

→ , , , ,

가

1-4.

1.

1)

-
-
- Workshop / 自社 가

例

- 20 ,
21
가
- 1 2

1				
2				
3				

- : 21
- :
- :
- :
- 4 5

1-4.

1.

2)

1

	• /	•
	•	•
	• - 가 -	•Speed & Value
	•	•
	• 가가	•
	•	• &
	•	•
	•	•
	•	•

2

	• / 가	• /
	•	• , /
	•	•
	•	• /
	• /	• / /
	•	•
	•	• /

1-4.

1.

2)

3-

1	• 21 World Best • 5 • 1 • 5	• 3 (2005) • 1,000 \$ • 500 \$ • 1,000 \$	• • • •	• / • • • : 0000
2	• 21	• 80 (2005)	• 가가 - - . - -	• • • •
3				



4 :

❖ 학습 목표

- 1.
2. 가 .

❖ 학습 내용

1.
 - 1-1.
 - 1-2.
 - 1-3.
 - 1-4.
 - 1-5.

1)

Scenario planning is a discipline for rediscovering the original entrepreneurial power of creative foresight in contexts of accelerated change, greater complexity, and genuine uncertainty.

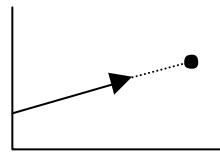
- Pierre Wack, Royal Dutch/Shell, 1984 -



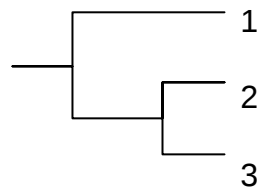
, _____ 가 _____



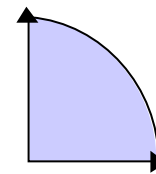
_____ 가 _____



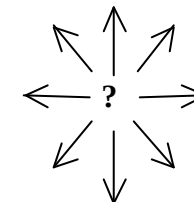
Clear -enough future



Alternative futures



Range of futures



True ambiguity

-
-
-

(KSF)

-
-
-

-

- Analogies & pattern recognition

1)

Forecasting/Conventional Planning	Scenario Planning
• ?	• 가?
•	•가
•	•
•	•가
• ()	• ()
• (certainty)	• (uncertainty)
• 量的	• 質的
•	•

• 가	• (key variables)	•
•	•	•
•	•	• 動因(key drivers)
• 가		
•		

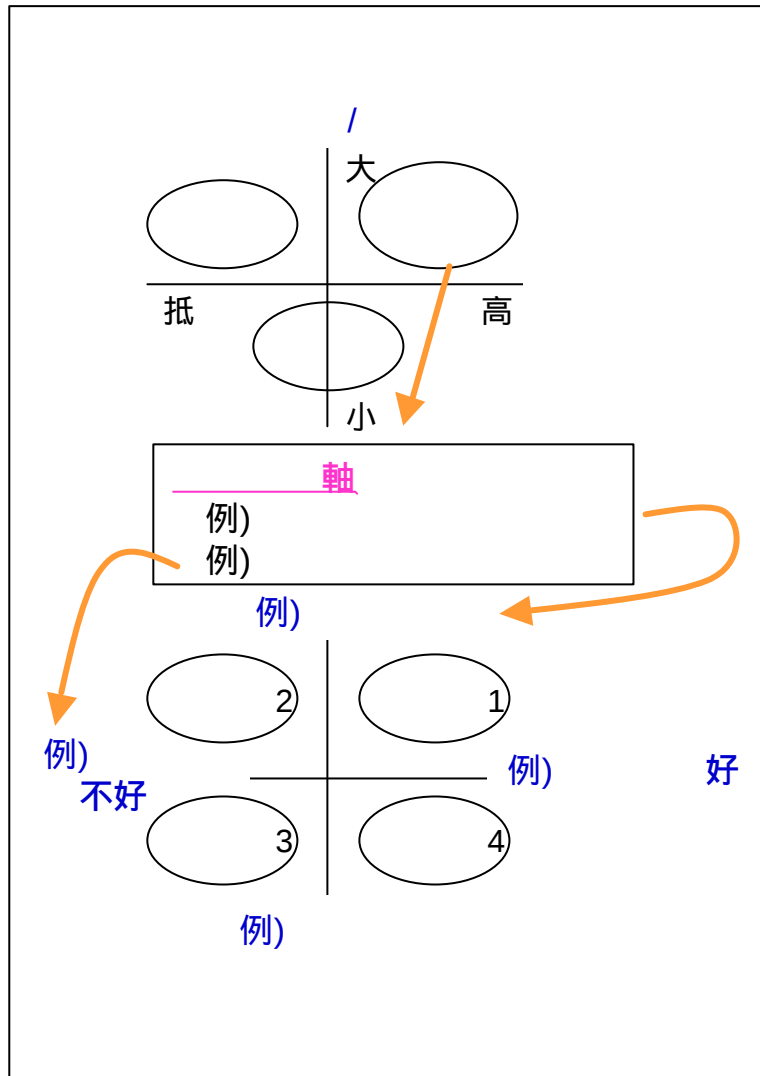
1-5.

1.

2)

_____ : 例) SERI : 00

• _____ , 動因 _____ (uncertainty) _____ / _____ (impact/importance)가



1	動因	• 31 / (가 W/S)
2	動因	• /
3	軸	• 2 軸
4		• 4 軸

1-5.

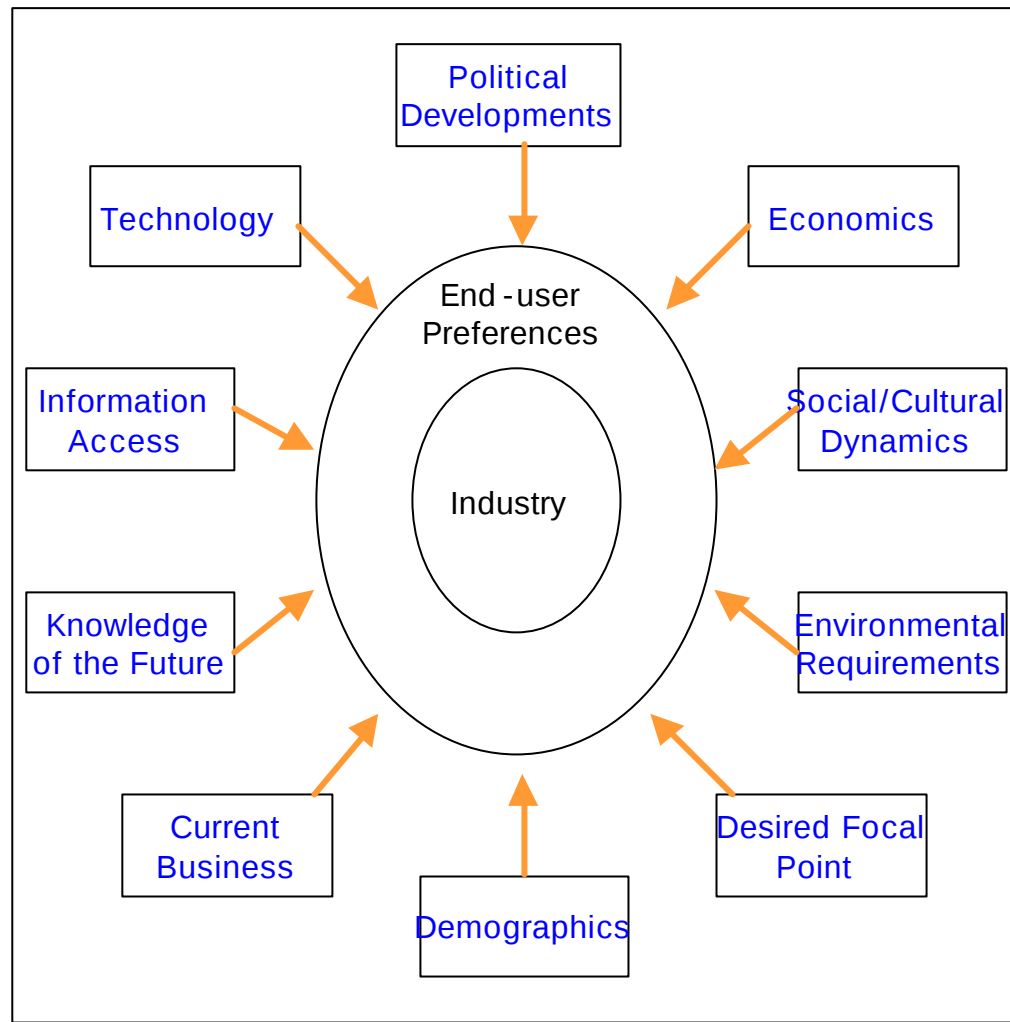
1.

2)

: 例) SERI : 00

(1) _____ : Factors

가 _____ (30)



- .
- .
- .
- .
- 가
- .
- 가
- .
- .
- .
- .
- .
- M&A
- .
- .
- 가
-
-

1-5.

1.

2)

: 例)SERI : 00

(2) _____ : 例

		抵	高
	强	[: 6] _____ . . . _____	[: 8] _____ . 對 . 가 (\$, ¥ ,EURO) _____
	弱	[: 17] _____ 9 8	

1-5.

1.

2)

: 例) SERI : 00

(3) 軸 : 例

□ 8

2 軸

-00

2

:

.

軸 1 :

- [], [對], [가], []
4 (가)

• • • 가 • 円抵	• Soft Landing • • • 円高

軸 2 :

- [], [], [],
[] 4

•	•
• • • 가 • 가	• • • 가 • 가

1-5.

1.

2)

: 例) SERI : 00

(4) : 例

□ 軸 00

.	『L』 (15%)	『U』 (35%)
.	『ㄱ (Double Cascade)』 가 (5%)	『ㄴ (Upward L)』 (45%)

□ : U

a.

-[], [.]

b.

- ()

c.

- /
- /

d.

- /

1-5.

1.

2)

: 例) SERI : 00

(6) 突發要因 : 例

-

,

-

-

(7) : 例

-

-

1. 가

2. 가
(Shift)

,

.



5 :

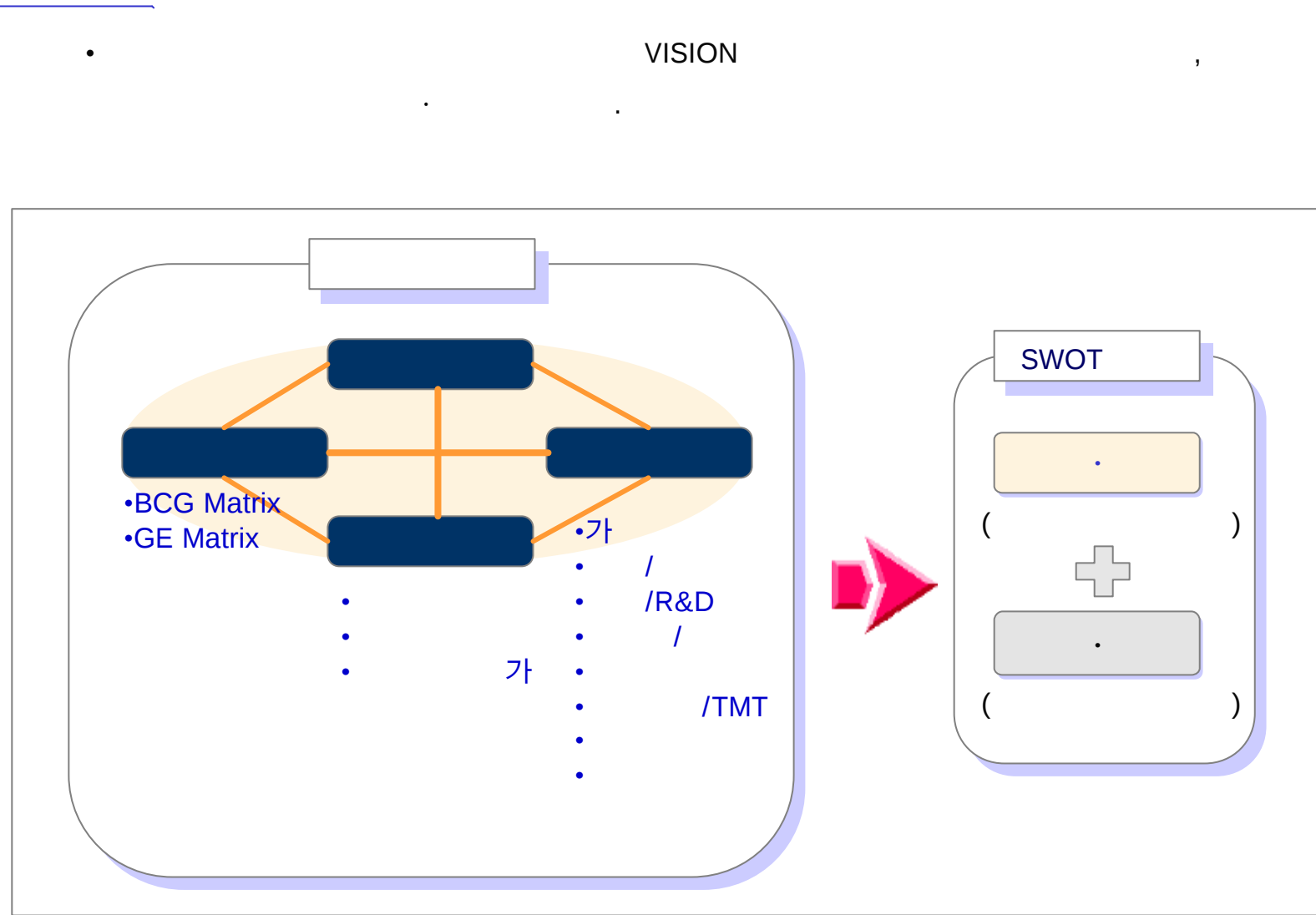
❖ 학습 목표

1. .
2. .
3. BCG Matrix GE Matrix .

❖ 학습 내용

2.
 - 2-1.
 - 2-2.
 - 2-3.
 - 2-4.
 - 2-5. 7S Model
 - 2-6. 가
 - 2-7.
 - 2-8.

1)

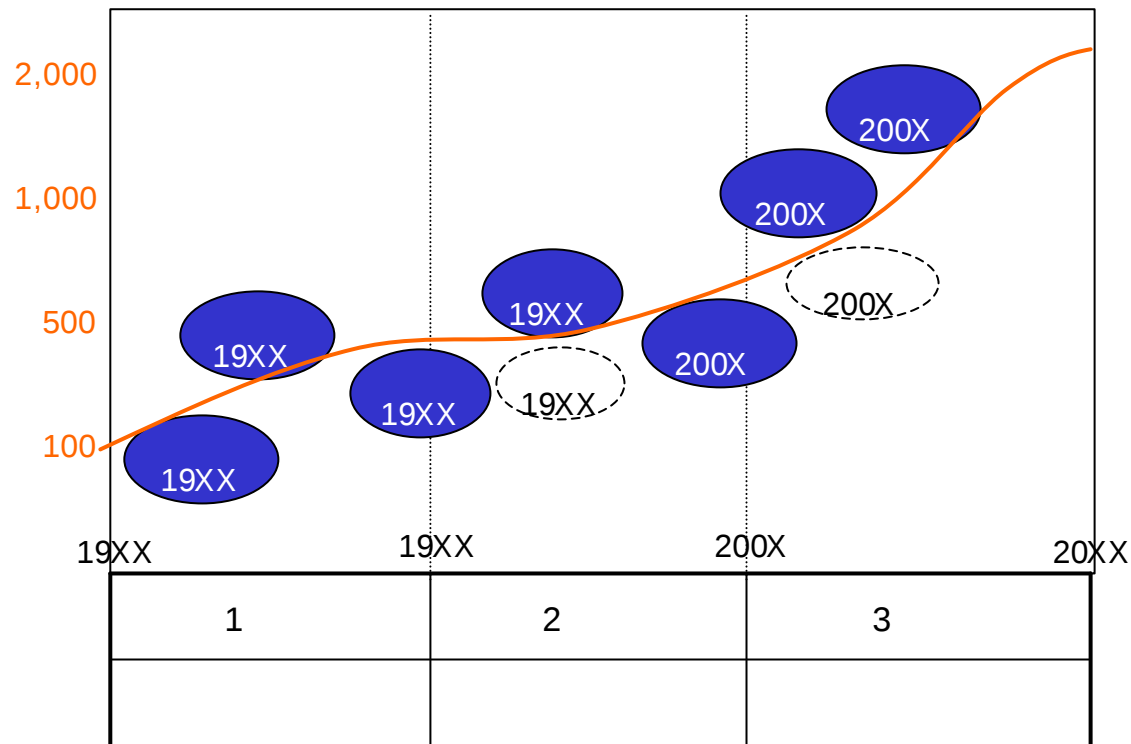


1)

-
- 5
-
-) : - , / -

_____ 例

()



1) - 例

1 (19xx 19xx)	2 (19xx 2000)	3 (2000 20xx)
• : • : • Keyword - -	• : • : • Keyword - -	• : • : - (2002) : 00 - (2003) : 00 - • : • Keyword - -

1) BCG Growth/Share Matrix

- The BCG Growth/Share Matrix $\rightarrow$ BPM(Business Portfolio Management), PPM(Product Portfolio Management)

- Workshop / 가

•

/

•

-

/

 $\rightarrow$

•

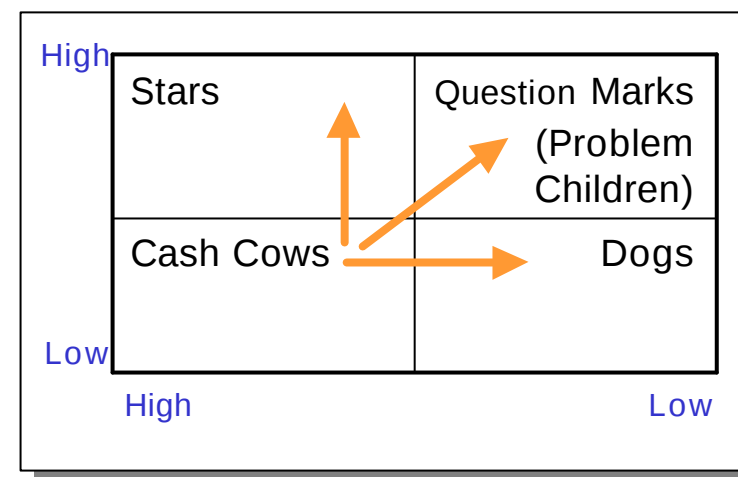
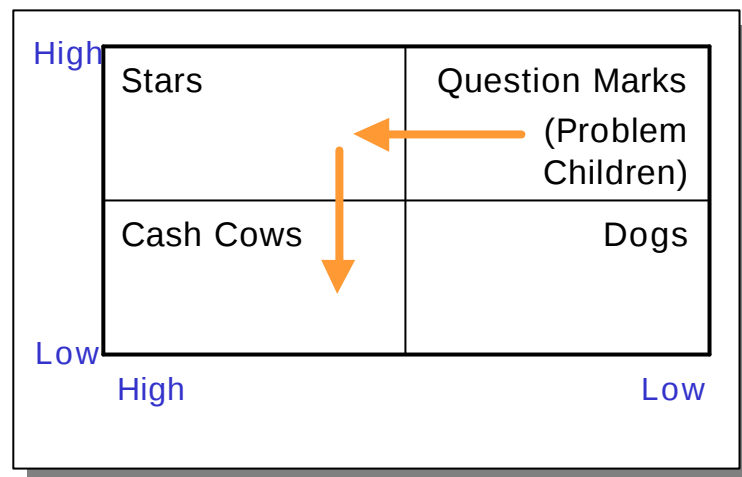
.

•

/

가

/



1) BCG Growth/Share Matrix

•SBU/

•

•가

가

1

1

2

1.0

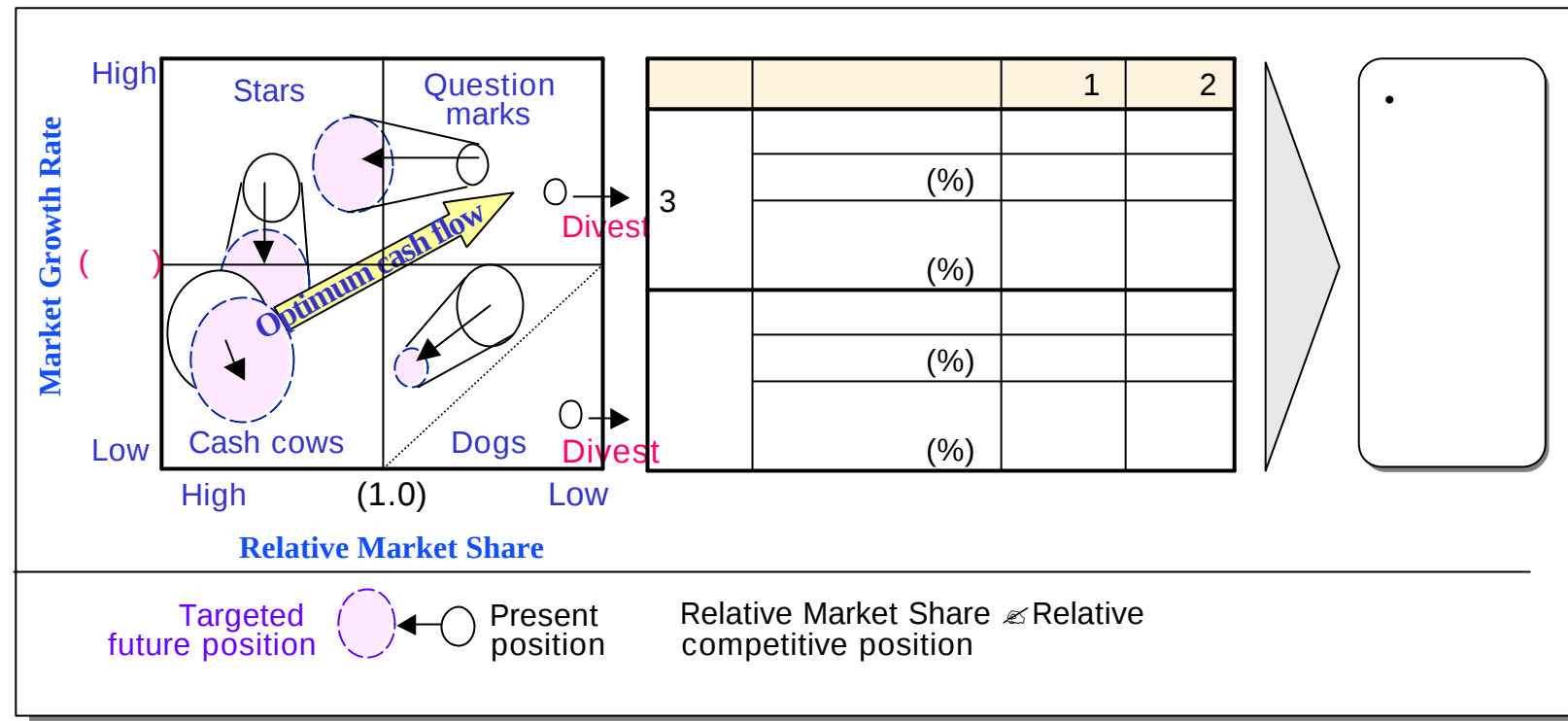
MS

自社 MS 30%

MS 15%

$30/15=2.0$

自社



1) BCG Growth/Share Matrix

4

☐ Question Marks(Problem Children)

- 가
- 가 Star (Divest)
- High Cash use, Low Cash generation

☐ Stars

- ,
- (cash-in) (cash-out), 가

☐ Cash Cows

- Cash Generation in excess of their needs
- Stars
-

☐ Dogs

- (Divest)
- 가 ,

BCG Matrix

- ☐
- ☐ 4Cell Matrix
- ☐ - (profitability -the experience curve effect)

- ☐
- ☐ 가
- , . . .

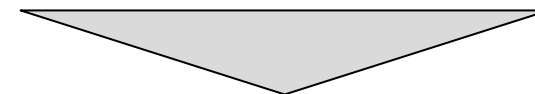
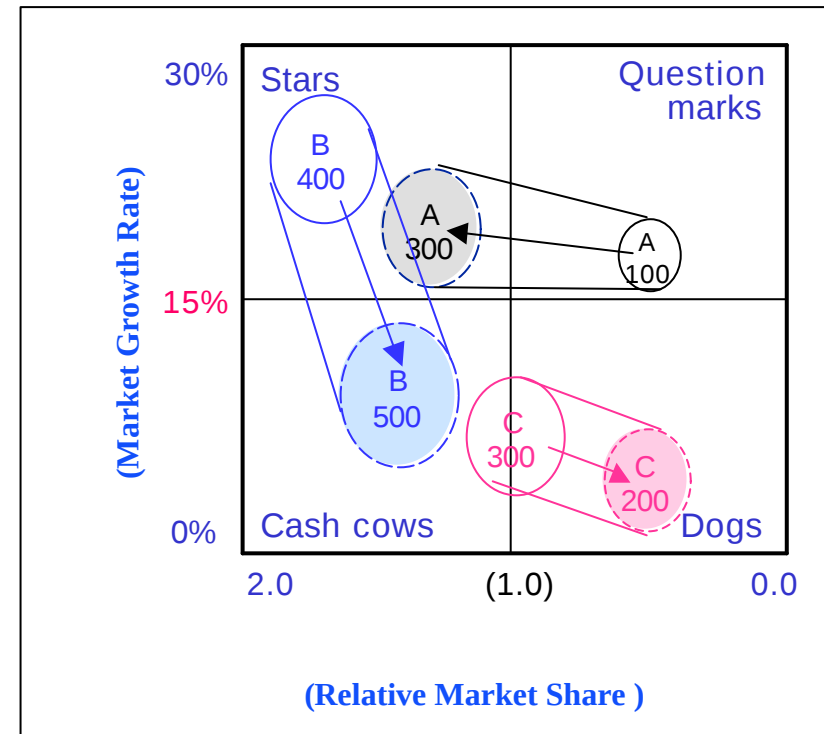
2-3.

2.

1) BCG Growth/Share Matrix



		A	B	C
		100	400	300
		18%	25%	7%
		15%	35%	20%
		30%	20%	20%
(3)		300	500	200
		20%	10%	5%
		25%	20%	15%
		20%	15%	30%



- /
 - /
 - (Cash Cow /)
 -

2) GE Matrix

- GE Growth  The GE Nine -Cell Planning Grid, GE/Mckinsey 9 -Box Matrix
- Workshop / 가

•

•

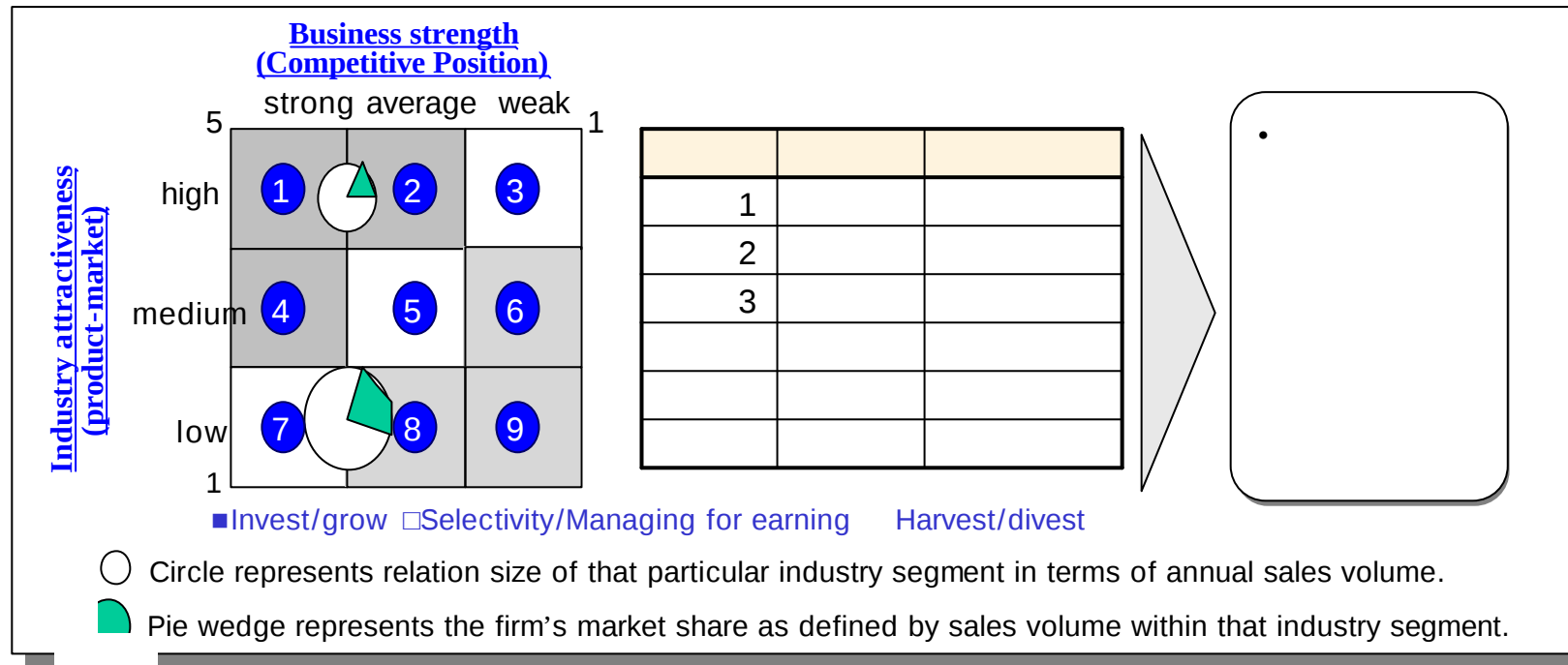
/

/

가

,

2) GE Matrix



/		
1	/	3 가 / /
2	/	6 / /
4	/	8 / /
7	/	9 / 가

2) GE Matrix

_____ ()

•SBU

• (factors) /

TFT

• / (Industry/Product -Market Attractiveness)

• / (Business Strength/Competitive Position)

• Matrix

•GE Matrix

□ TFT TFT 가 가 GE Matrix

2) GE Matrix

_____ ()

□ 1

가		1		
		가 (Weight)	가 (Rating)	가 (Value)
		0.20	3	0.60
		0.20	3	0.60
		0.15	2	0.30
		0.15	3	0.45
		0.10	2	0.20
		0.05	2	0.10
	/	0.15	2	0.30
		1.00		2.55
		0.05	1	0.05
		0.10	2	0.20
		0.12	3	0.36
		0.13	3	0.39
		0.05	2	0.10
		0.10	3	0.30
		0.15	3	0.45
	가	0.10	3	0.30
		0.10	3	0.30
		0.10	2	0.20
		1.00		2.65

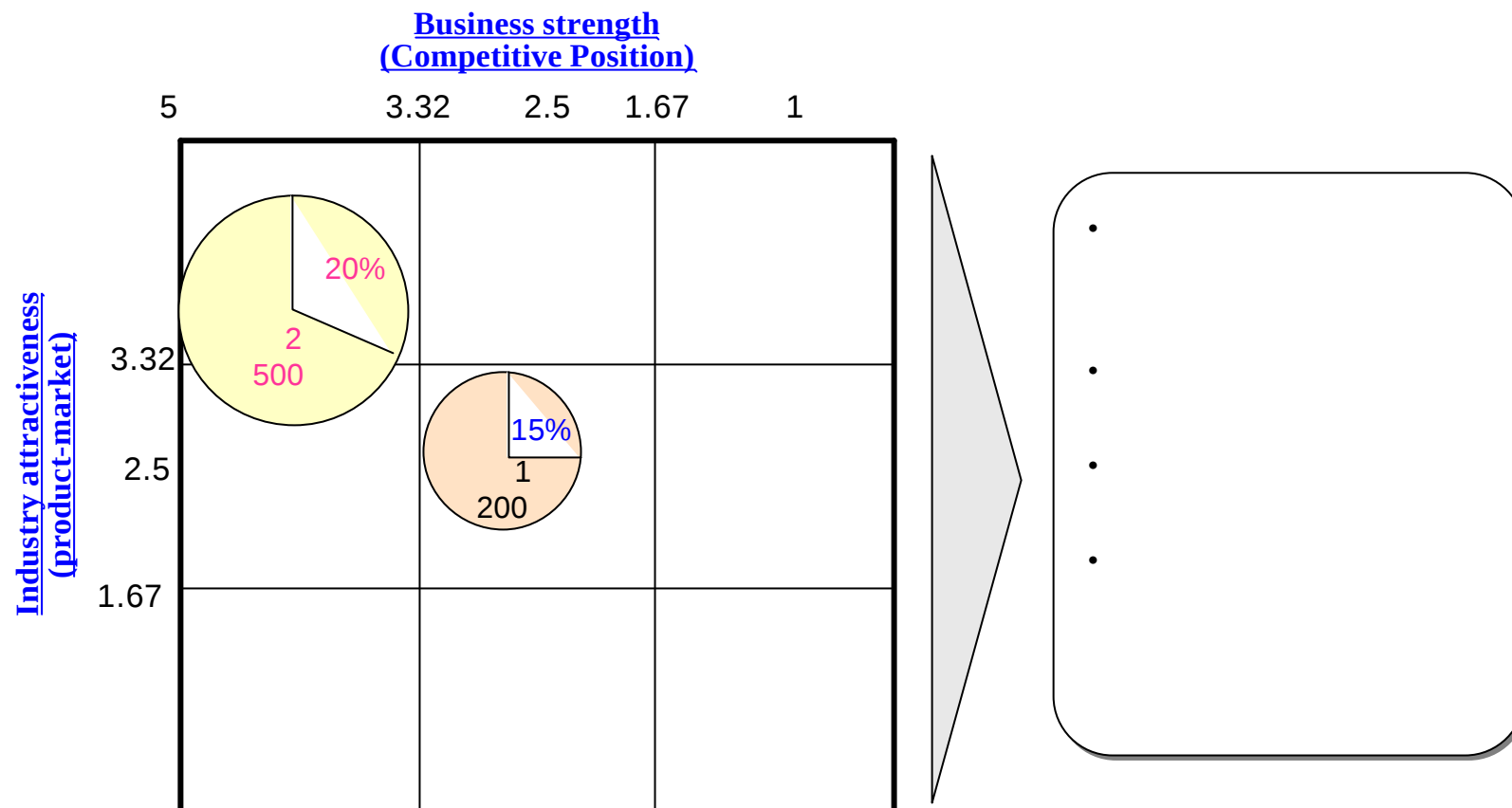
□ 2

[Philip Kotler](#)**An illustration of industry attractiveness & business strength computations**

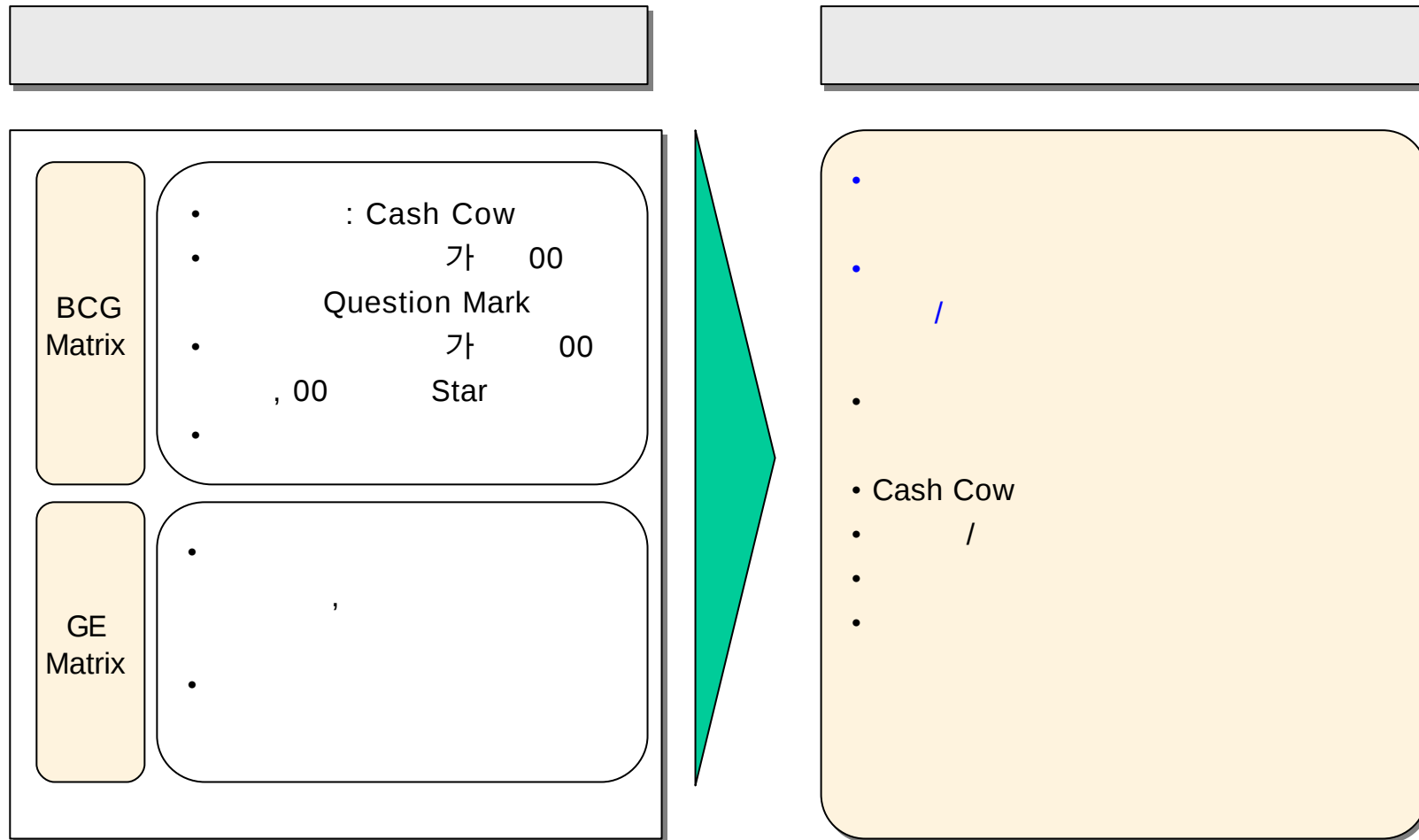
	Weight	Rating(1-5)	value
<u>Industry Attractiveness :</u>			
Overall market size	0.20	4.00	0.80
Annual market growth rate	0.20	5.00	1.00
Historical profit margin	0.15	4.00	0.60
Competitive intensity	0.15	2.00	0.30
Technological requirements	0.15	3.00	0.45
Inflationary vulnerability	0.05	3.00	0.15
Energy requirements	0.05	2.00	0.10
Environmental impact	0.05	1.00	0.05
Social/political/legal	Must be acceptable		
	1.00		3.45
<u>Business Strength :</u>			
Market share	0.10	4.00	0.40
Share growth	0.15	4.00	0.60
Product quality	0.10	4.00	0.40
Brand reputation	0.10	5.00	0.50
Distribution network	0.05	4.00	0.20
Promotional effectiveness	0.05	5.00	0.25
Productive capacity	0.05	3.00	0.15
Productive efficiency	0.05	2.00	0.10
Unit costs	0.15	3.00	0.45
Material supplies	0.05	5.00	0.25
R&D performance	0.10	4.00	0.20
Managerial personnel	0.05	4.00	0.20
	1.00		4.30
가 : 5	가(1 ↔ 5)		

2) GE Matrix

1	200	15%	2.55	2.65
2	500	25%	3.45	4.30



3) - 例





6 :

❖ 학습 목표

1. .
2. , 7S Model .
3. 가 , .
4. .

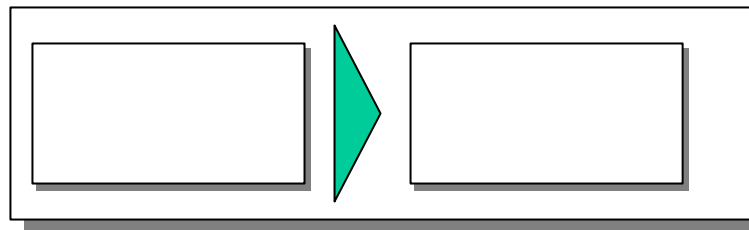
❖ 학습 내용

2.
 - 2-1.
 - 2-2.
 - 2-3.
 - 2-4.
 - 2-5. 7S Model
 - 2-6. 가
 - 2-7.
 - 2-8.

1)

-  
- :
- , (ROS, ROI, ROE,), EBITDA, ,
1

	算 式		算 式
ROS() (Return on Sales)	/		/
ROI() (Return on Investment)	/		/
ROE() (Return on Equity)	/	PER(가) (Price/Earnings Ratio)	가(가)/1
EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization)	EBIT(+ - + -)+ 가	EPS(1) (Earnings per Share)	/



2-4.

2.

1)

- 1 :

		1997	1998	1999	2000	2001	2002
()		1,000	900	1,000	1,500	2,000	3,000
(%)	ROS()	0.5	0.3	0.2	0.6	0.8	1.0
	ROI()	0.2	0.1	-0.1	0.25	0.35	0.45
()		0.65	0.42	0.53	0.67	0.75	0.87
()		850	700	800	1,000	1,100	1,200
(%)		220	450	350	250	200	150
()		1,176	1,286	1,250	1,500	1,818	2,500

- 2 : (2002)

			1	2	3		
()		3,000					
(%)	ROS()	1.0					
	ROI()	0.45					
()		0.87					
()		1,200					
(%)		150					
()		2,500					

2)

- ,
- 
-
- , 가 , , , ,
- 가 例
- ● ○

				가			
	1999	2001	2002	가			
1		●	○				
2	●	○	●		○	○	●
3	○		●	●		●	○
4				○	●		

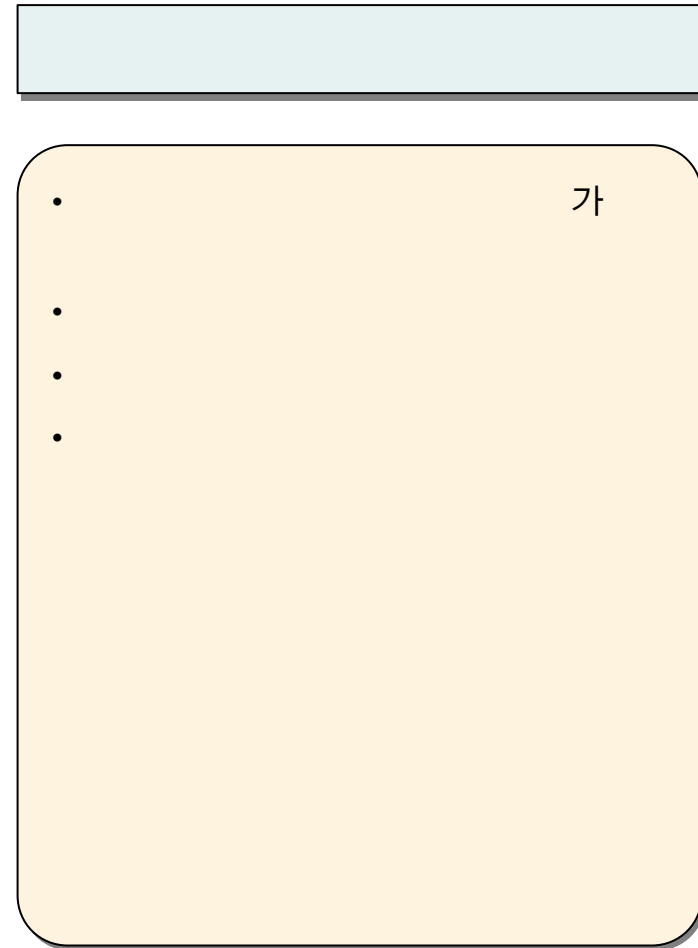
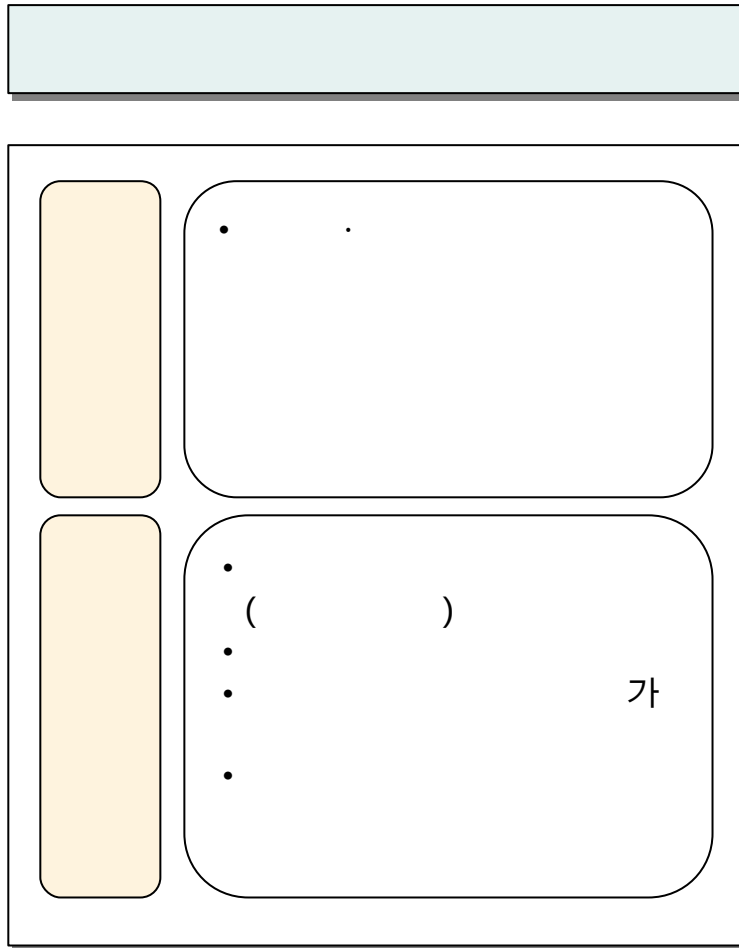
/

• 가

3)

-

例



1)

7S Framework

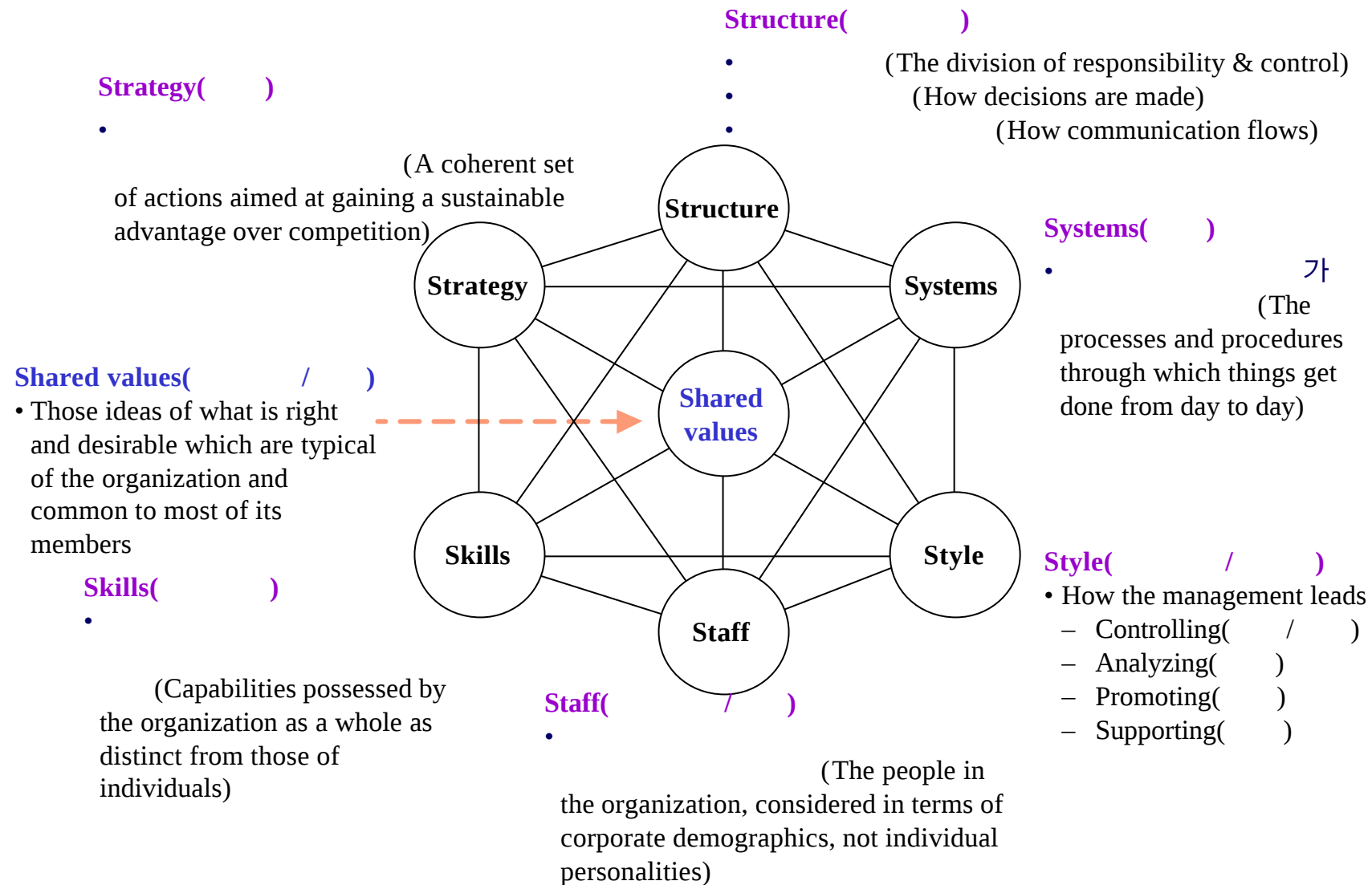
Definition

(organizational effectiveness) 7S
(consequence of the relationships)

- Strategy :
- Shared values : 가 (/)
- Skills :
- Structure :
- Systems :
- Staff :
- Style : /

1)

7가지 (seven factors of organizational effectiveness)

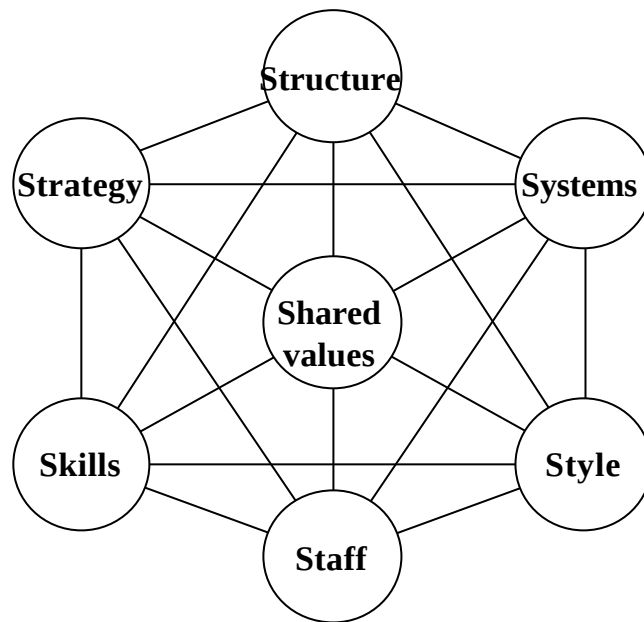


2)

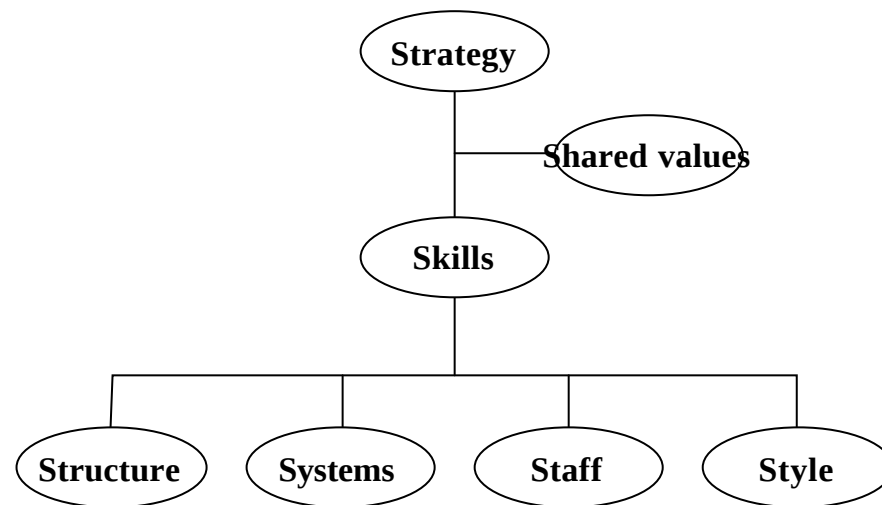
7S Framework
(hierarchical model)

(intertwined matrix)

() , •



7S
(interaction
of all of the seven characteristics)



7S
(hierarchical structure of the
seven characteristics)

3)

7 S	(Strengths)	(Weaknesses)
Strategy) ()	• • •	
Shared Value (/)	• • •	
Skills ()	• • •	
Structure ()	• • •	
Systems ()	• • •	
Staff ()	• • •	
Style (/)	• • •	

1)

: M.E. Porter

•가

自社

가

(가)

•

(Primary Activities)

(Support Activities)

-

:

/

/

/

/

-

:

/

/

/

•가

가

: 가

•

•

•

•

가

-

(Cost)

-

(Speed)

-

(Efficiency)

•

•

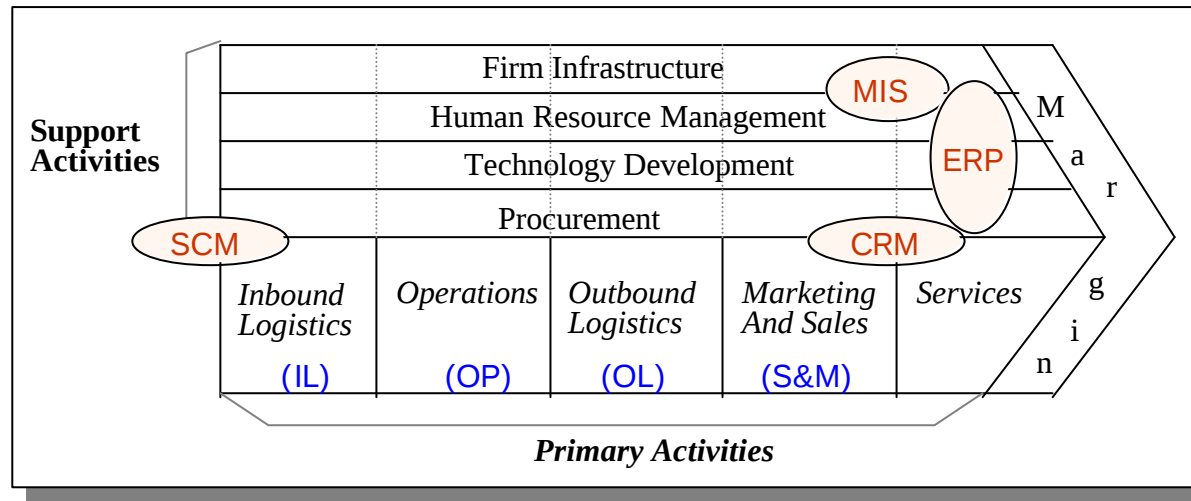
•

가

•

(가)

1)



,가

,가

(a system of interdependent activities)

□ (Support Activities)

- (Company Infrastructure)
- : MIS(Management Information System)
- (HRM, Human Resource Management) :
- :
- (Technology Development) :
- (Procurement)

□ (Primary Activities)

- (Inbound Logistics) :
 - (Operations) :
 - (Outbound Logistics) :
 - (Marketing & Sales) :
 - (Service) :
- (snares)

1)

가

□ (Support Activities)

- (Company Infrastructure)
: MIS(Management Information System)
— , , , , , ,
- (HRM, Human Resource Management)
: 
— , , , , ,
- (Technology Development)
:  ,
- ,
- (Procurement)
- , 가

1)

□ _____ (Primary Activities)

- (Inbound Logistics) : ✍
-Activities associated with receiving, storing, and disseminating inputs to be used in the manufacture of the product, such as material handling, warehousing, inventory control, vehicle scheduling, and returns to suppliers
- (Operations) : ✍ ,
-Activities associated with transforming inputs into the final product form, such as machining, packaging, assembly, equipment maintenance, testing, printing, and facility operations.
- (Outbound Logistics) : ✍ ,
-Activities associated with collecting, storing, and physically distributing the product to buyers, such as finished goods warehousing, material handling, delivery vehicle operation, order processing, and scheduling.
- (Marketing & Sales) : ✍
-Activities associated with providing a means by which buyers can purchase the product and including them to do so, such as advertising, promotion, sales force quoting, channel selection, channel relations, and pricing.
- (Service) : ✍ , , (spares)
-Activities associated with providing service to enhance or maintain the value of the product, such as installation, repair, training, parts supply, and product adjustment.

2) 가 가

가 가

(The value chain of a company is embedded in a larger stream of activities - the value system)

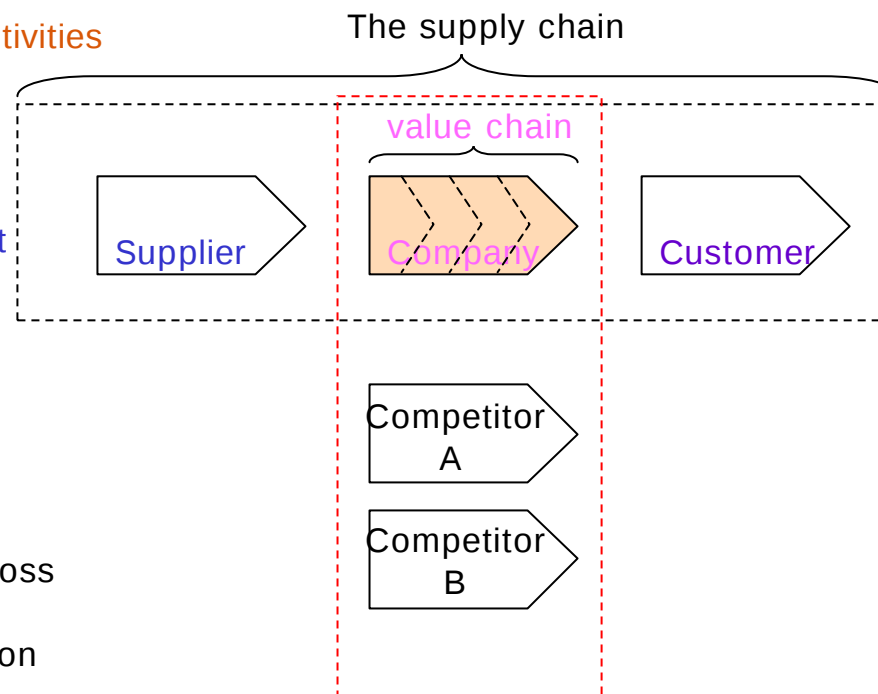
The value system

Improve company's operations through:

- Reorganization
- Inhouse/outsource activities
- Cost reductions

Identify suppliers' cost structures to increase the value captured through negotiations

Identify the linkages between activities across the supply chain for cooperation/ integration purposes



Identify opportunities to add value to the customer

- Product/service differentiation
- Cost reductions to customers

Identify the competitors' value chain activities for benchmarking purposes

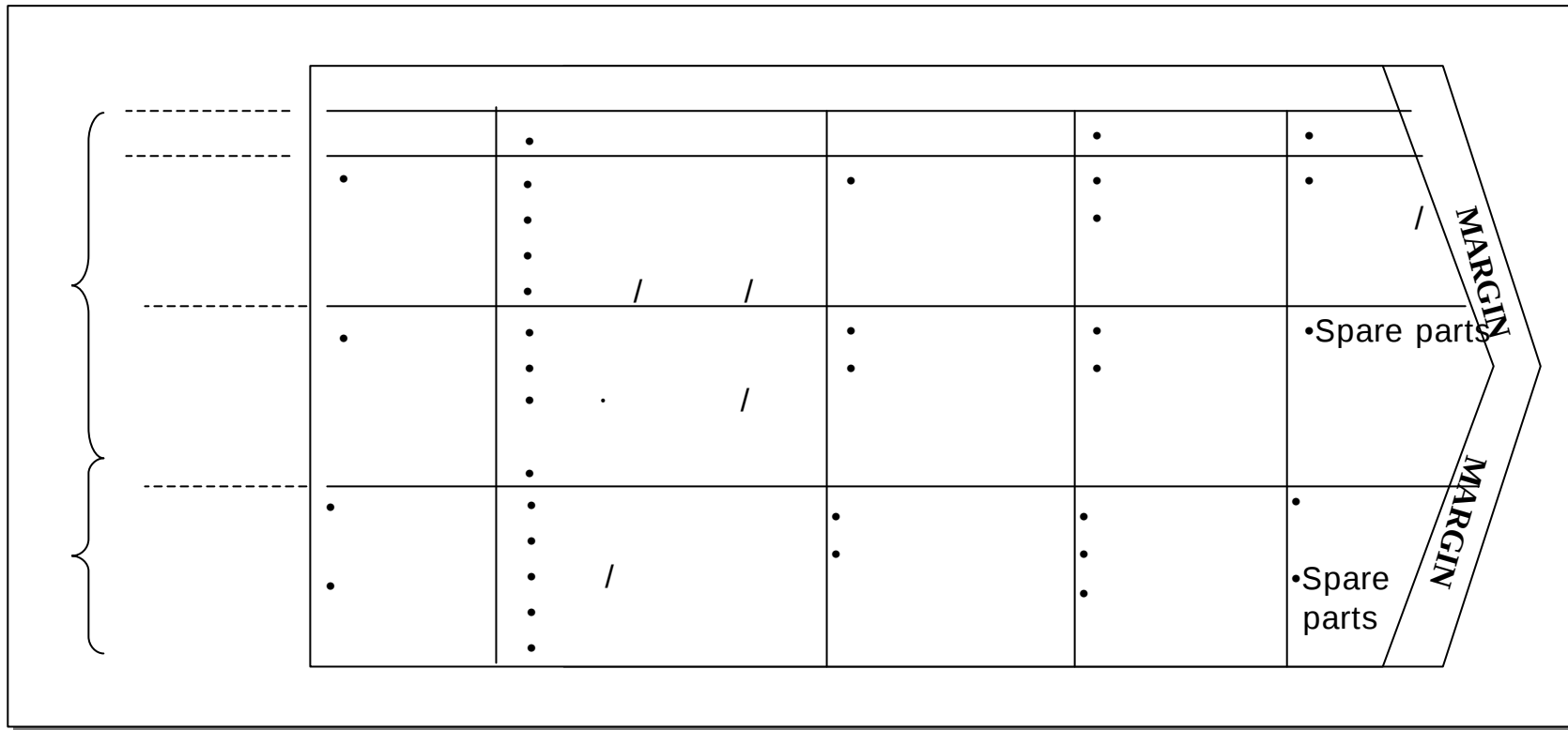
- Sequence of activities
- Inhouse/outsource activities
- Cost structures

3)

_____ :

□ 가 例

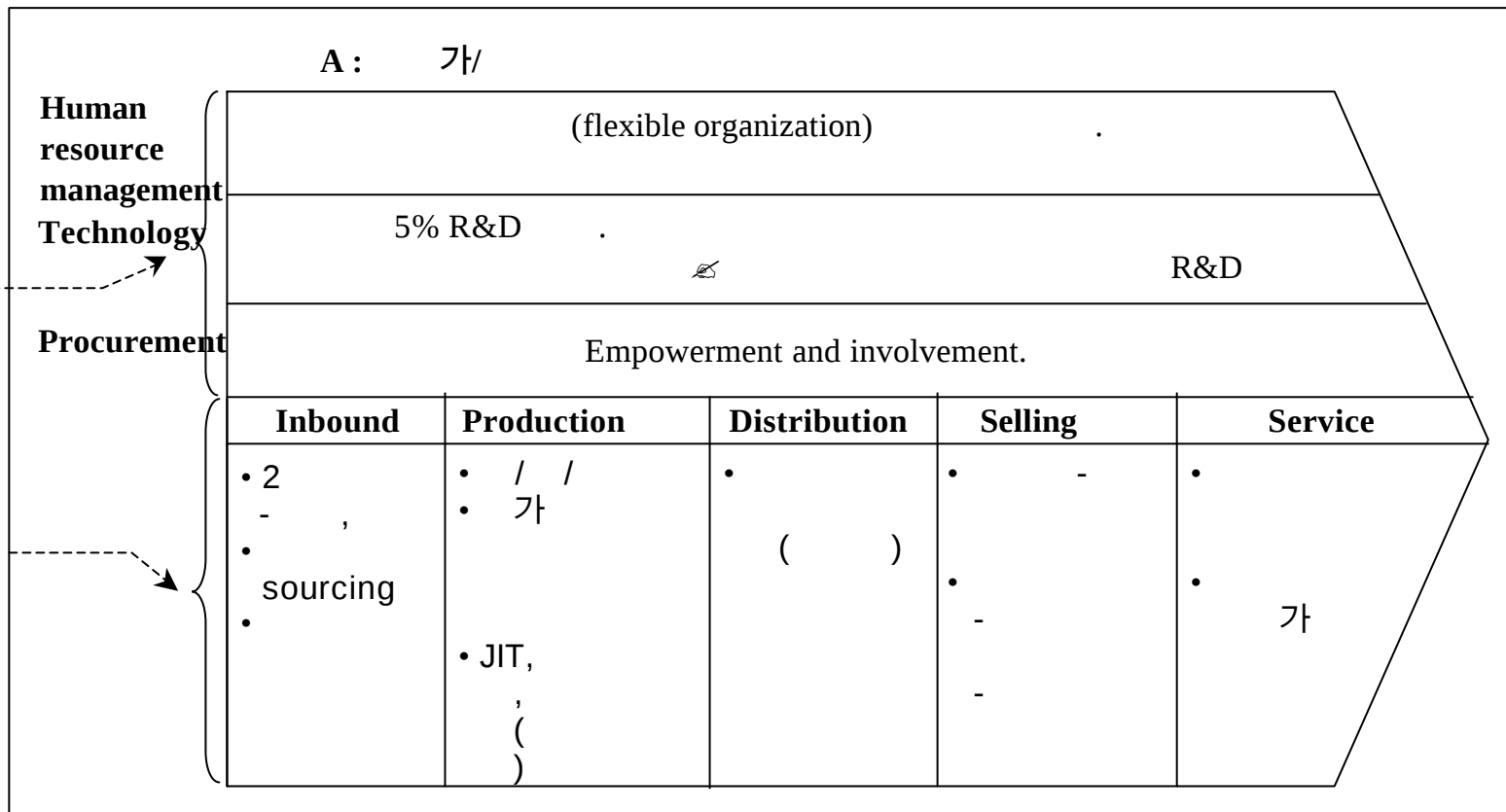
(activities) 가 , 가 , 가 .



3)

:

□ 가 - 例

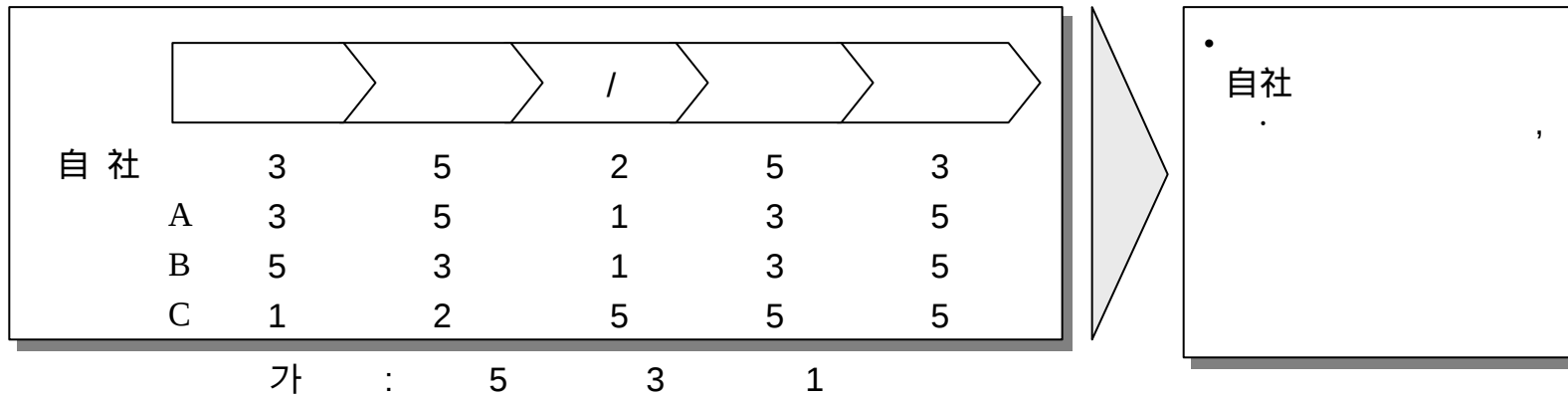


3)

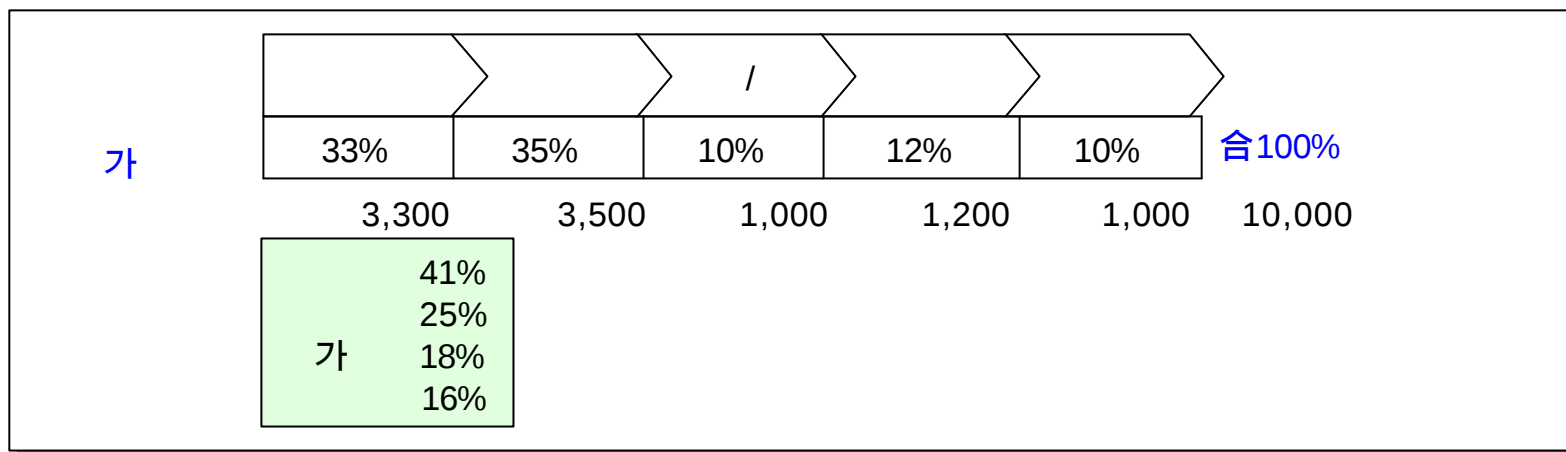
:

□ 가

:



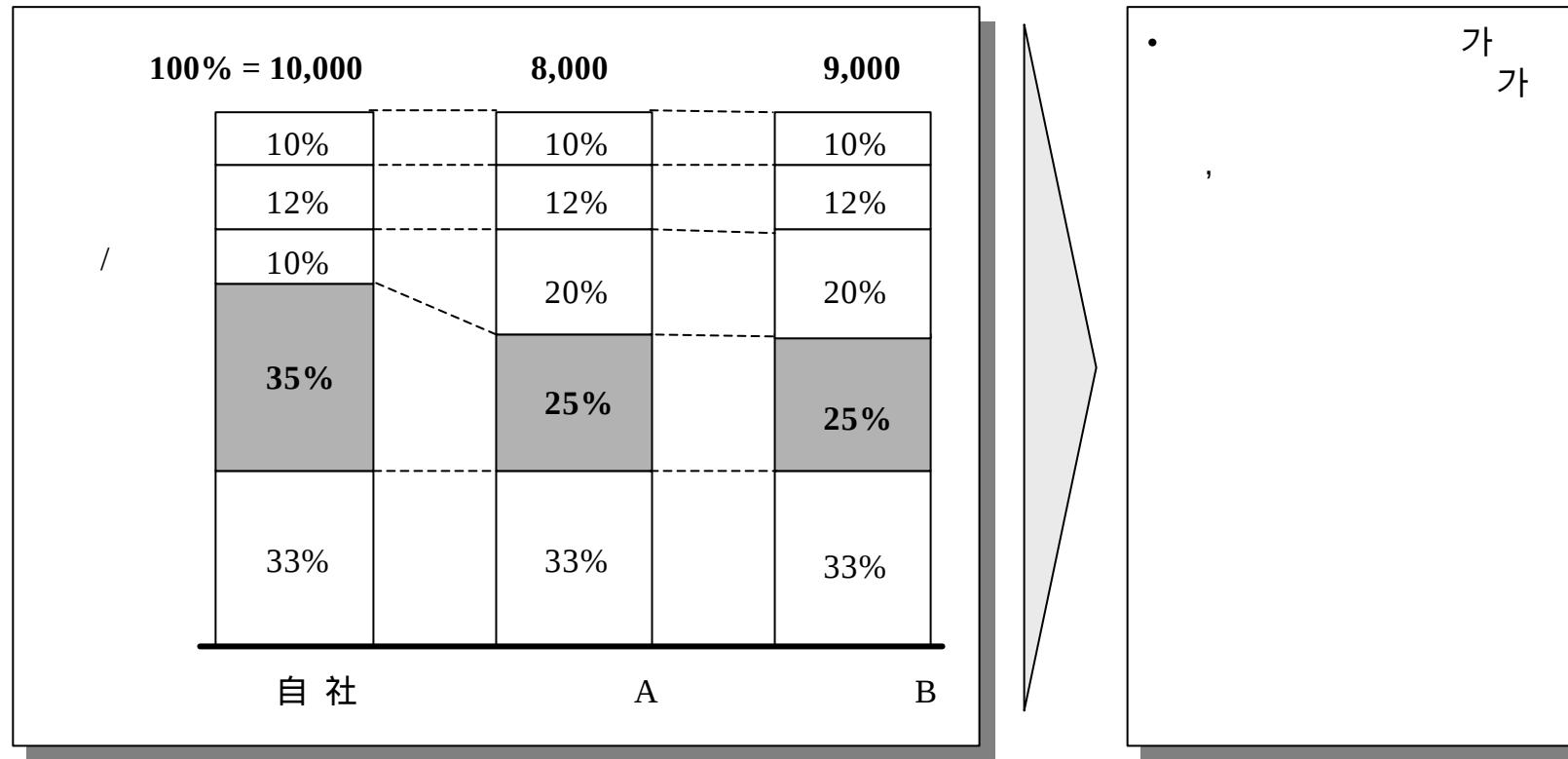
□ 가 가



3)

:

□ 가 가



4) EC Value Chain

가

-Dell Computer

가가

- 가

가

가

,

-

가

-EC

가

가가

가

-

가

가

가

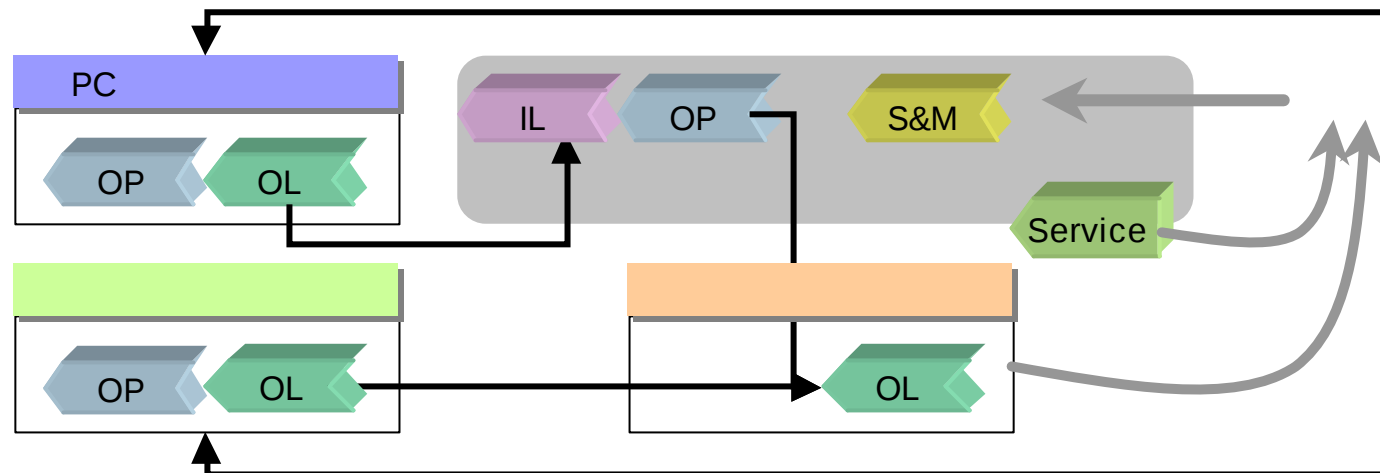
가

4) EC Value Chain

(1) 가 -

? 가 가
 ?From Suppliers 'Suppliers to Customers 'Customers
 ? 가 가

Dell 가



IL : Inbound Logistics
 OL : Outbound Logistics
 OP : Operations
 S&M : Sales & Marketing

4) EC Value Chain

(2) 가

?

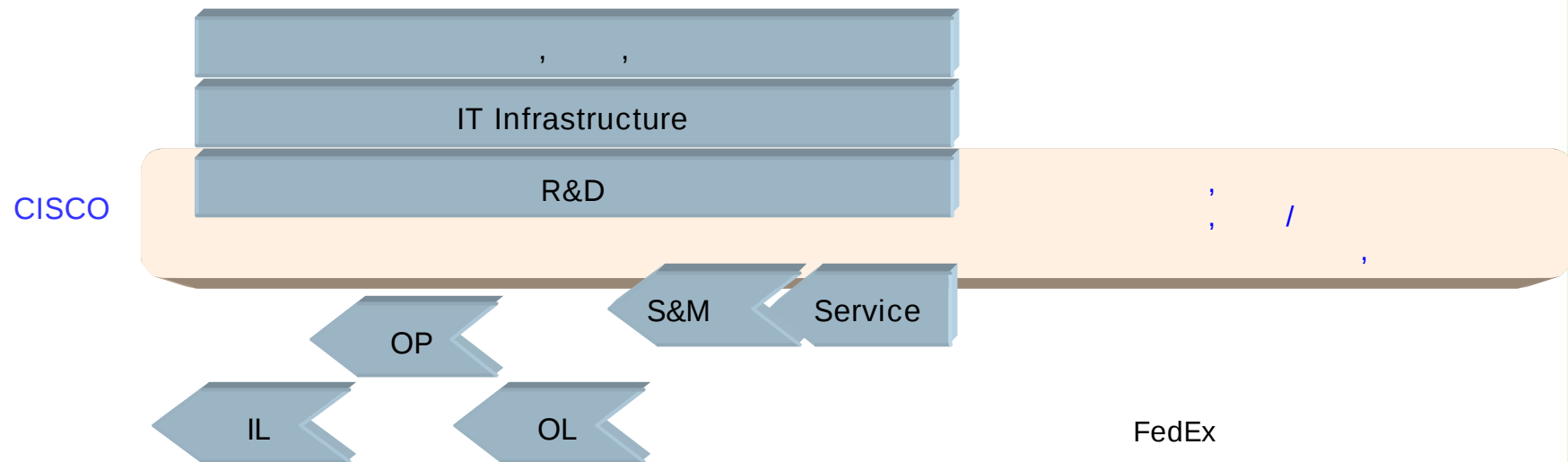
,

?

(Unbundling)

?EMS(Electronics Manufacturing System)

CISCO 가



4) EC Value Chain

(3) 가

? 가

→

(가)

?

(connection)

가

(community)

? EMS(Electronics Manufacturing System)

가

?

80%

[MCO\(Manufacturing Connection Online\)](#)

가

?

P&G

4) EC Value Chain

(4) 가

? 가

?

?

E - Business

가

가
(disintermediation)

가

- Dell

- P&G

(99 10)

4) EC Value Chain

(5) 가

?

가

? 가가



, 가

가가

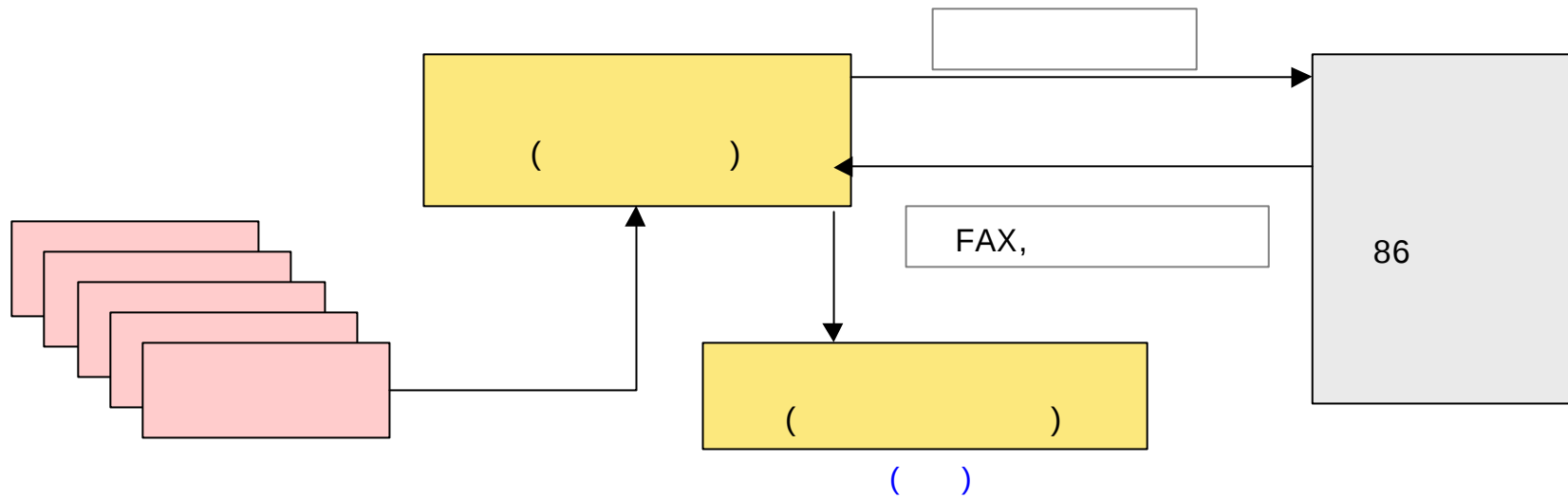
(Value Added Intermediary)

가

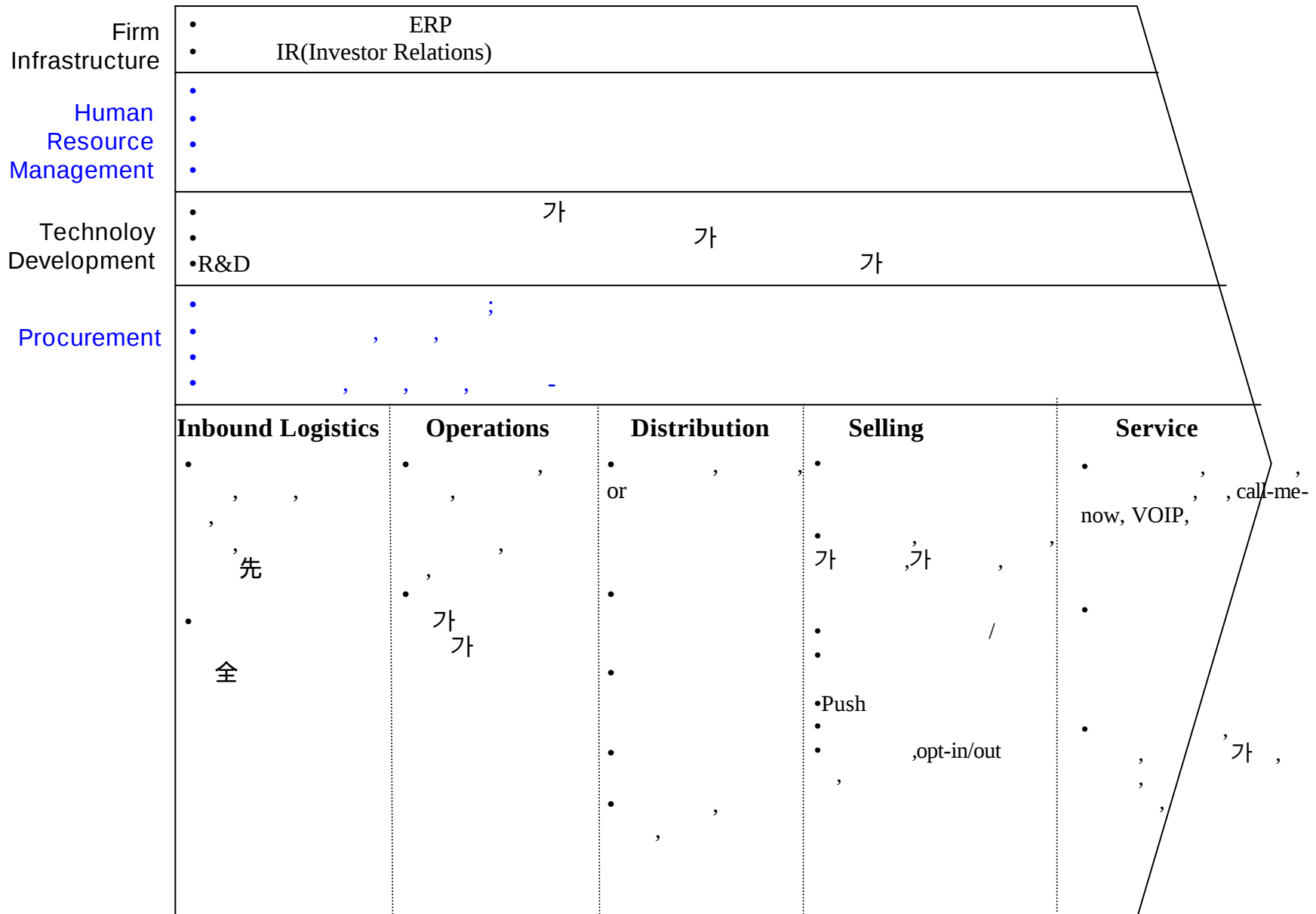
가

(Infomediary)

(日)



5) 가 (The Internet & the Value Chain)/By Michael E. Porter/HBR, March. 2001



1)

— 例

•

(Strength)

(Weakness)

•TFT

•

TFT

,

2 3

•

:

,

,

/R&D,

,

,

,

,

	• • •		
	• / • / •		
/R&D	• •		
	• / • / •		
	•MIS/ /ERP •		
	• • /CDP		
	•		
	•		
	•		

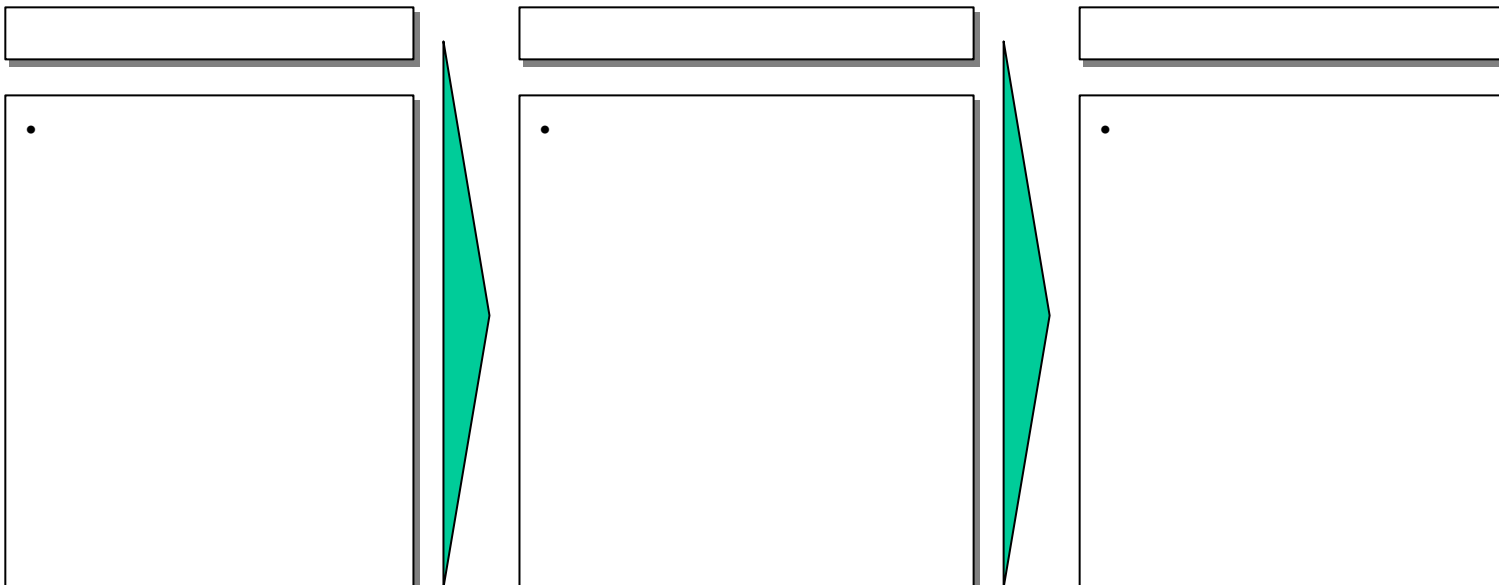


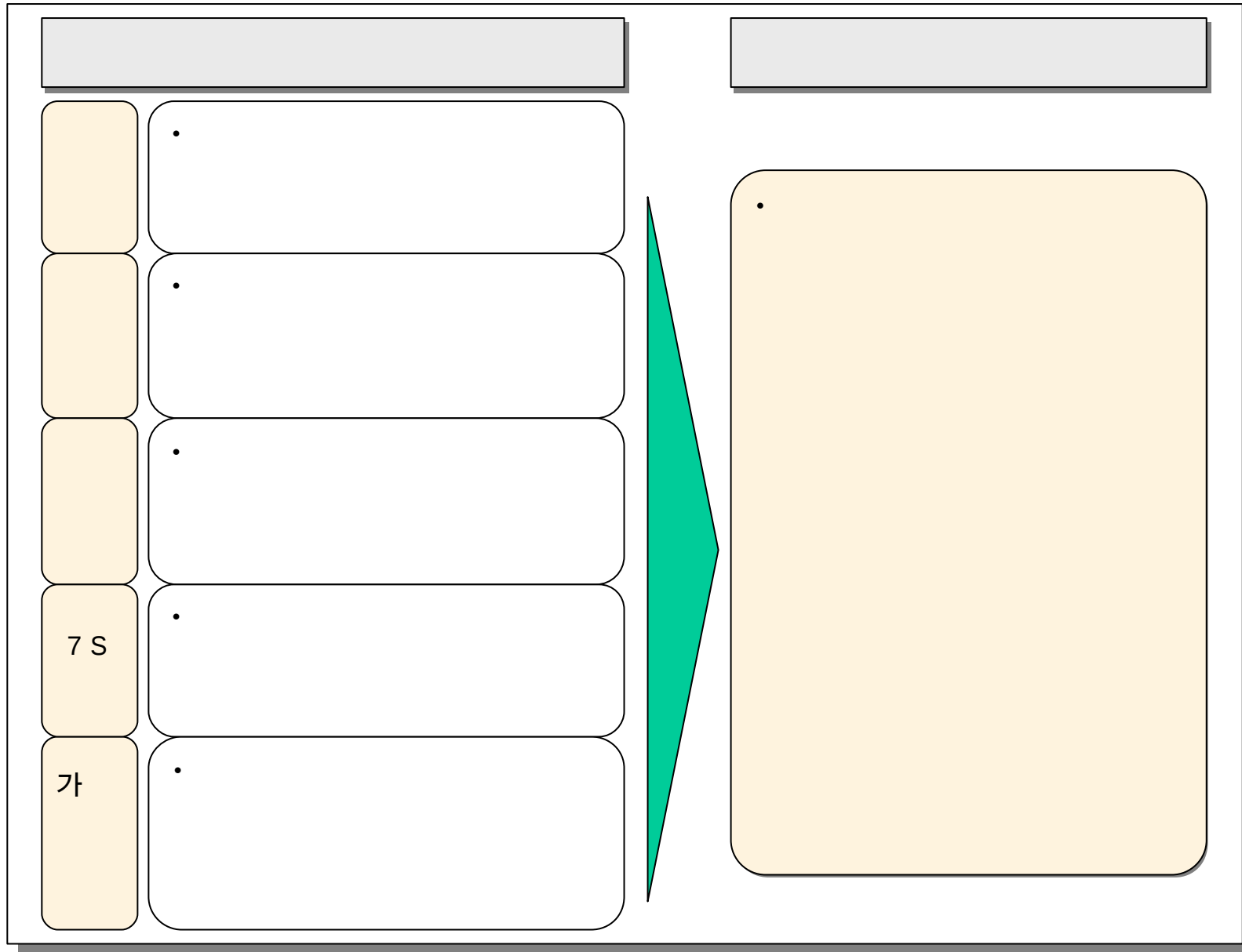
•

2) Top Management Team

_____ - 例

- 21 Top Management Team 自社 TMT
(Change Management)
- : /
- :
- :
- :
-
- , / , / , , / , , ,
-





2.

1. ()



7 :

❖ 학습 목표

- 1.
2. 가
- 3.

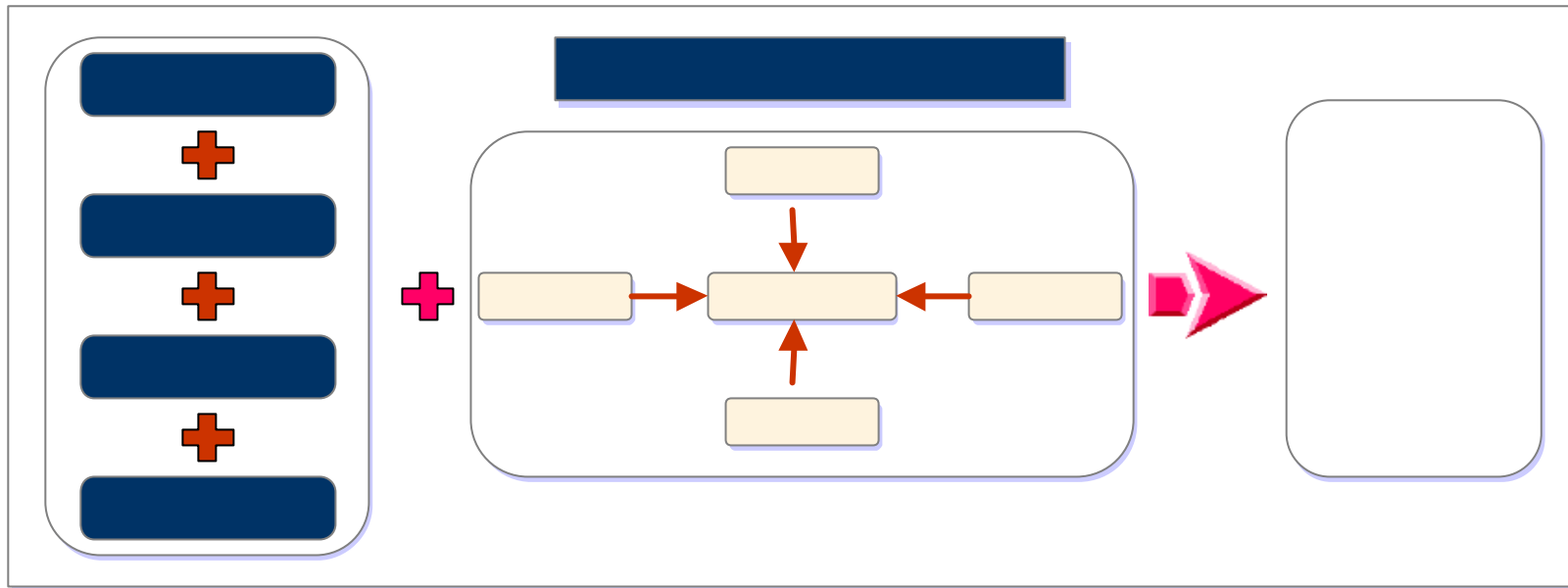
❖ 학습 내용

3.
 - 3-1.
 - 3-2.
 - 3-3.
 - 3-4.
 - 3-5.
 - 3-6. Five Forces
 - 3-7. (KSF)

1)

- , Life Cycle

- (SBU, Strategic Business Unit)

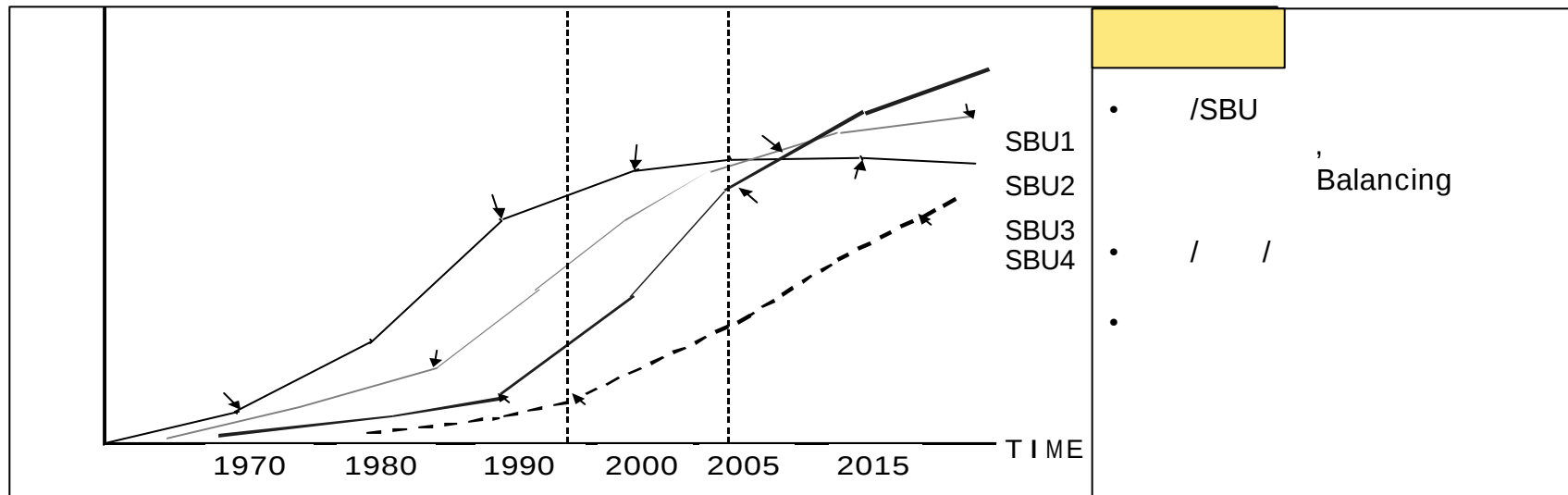


1)

- (Industry Evolution)/ (Industry Development) (Life Cycle)
- (History) S -
- 4 가
- / (SBU)/

例

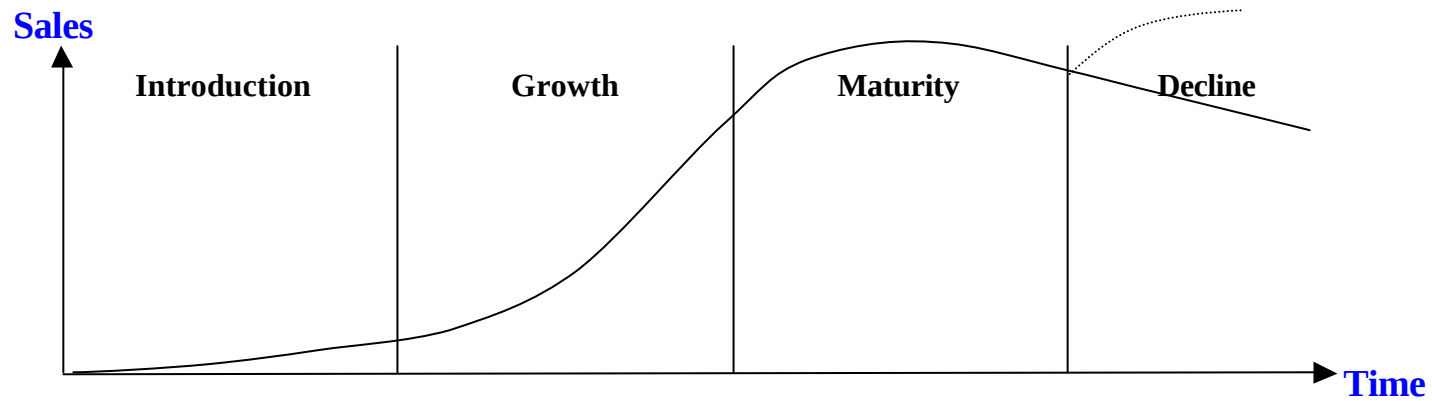
- : , /SBU, ()
- : - - 5 10
- , ,



3-2.

3.

2)



	•	•	•	•
	•	Slow	•	•
	•		• 自社	• /
	•		•	•
			• Market Share	•
(Sales)	• Low	•	가	•
가(Costs)	• High	•	가	• Low
(Buyers)	•	•	(adopters)	• Middle Majority
(Profits)	• 高 가 / 高 Margin	•	가	• 高
(Competitors)	• /	•	가	•
(Marketing)	• /	•	/	• /

1)

- ,
- . .

2)

-
-
- SBU
- ()

		(, , - -),
		(, , - -),
		, , 가 , ,
		, , , 가
		(, , , ,)
		(, , ,)



-

3) - (가)

		가 () - 38.7% 26.2% 24.6% 10.5%
		가 (01) : 9 6 , 2 가 - 2 4 , - ('93 '97) 27,404 < 106,593 > 가
		가 -01 9,519 : 9 6 , 57.2%) 20 18.2%(11 2 -02 10,795 () :
		가 ('01) - 14.1% 37.2% 18.6% 12.9% 14.1%, 3.4% 가 ,
		가 ('01) - 26% 4.5% 11.5% 1.5% 2.2% 11.8% 10.2%
		가 : / / / / 가 ,
		가 . 가 .

•99

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•

-

가

가

20

* 2

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가

* Free Lancer 가

가

3) - (가)

		가 : 20xx 25% 가 가 ()
		가 , 가 80%
		10 20 가 가 가 가
		가 가 1 가 ·Fusion 가 가 (Interdisciplinary R&D)
		가 5 Major 가 가 MS Major M&A 가
		2005 10 , 1

- ,
-
-
-

3)

(Trends Analysis)

•Trend

•Trend . . . , (stable movement)

(Fad)	가 , . . . 例) ,
(Trend)	가 , 가 가 가
가 - (Megatrend)	. . . , (7)

3)

□ _____

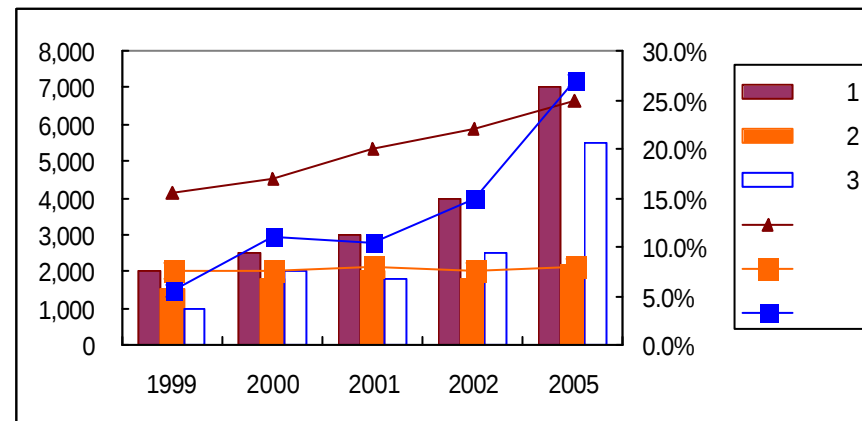
- _____
- 3 5 ~~3~~ ~~5~~ 3 5
- 가

□ 例

			1	2	3
	1999				
	2001				
	2002				
	2005				

• ,	
•	自
社	가 ,

	1999	2000	2001	2002	2005
1	2,000	2,500	3,000	4,000	7,000
()	15.5%	17.0%	20.0%	22.0%	25.0%
2	1,500	1,800	2,000	1,800	2,200
()	7.5%	7.6%	8.0%	7.5%	8.0%
3	1,000	2,000	1,800	2,500	5,500
()	5.5%	11.0%	10.5%	15.0%	27.0%

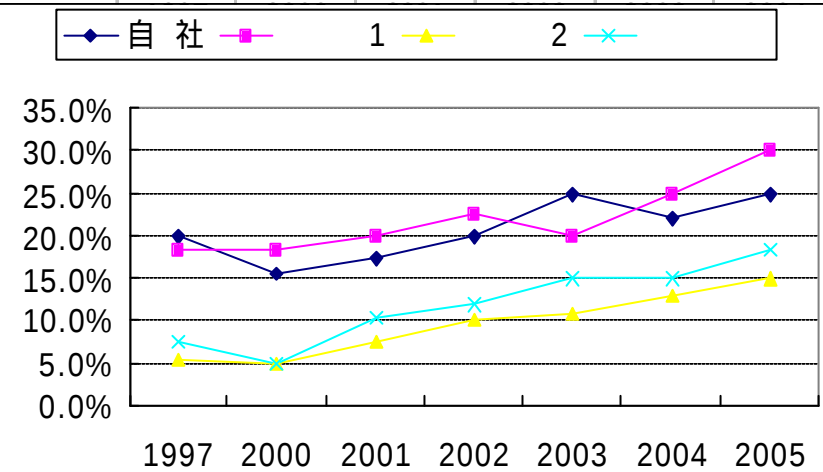


4)

- - -
- 3 5 ✎ ✎ 3 5
- ,
- 가

例 : SBU 1

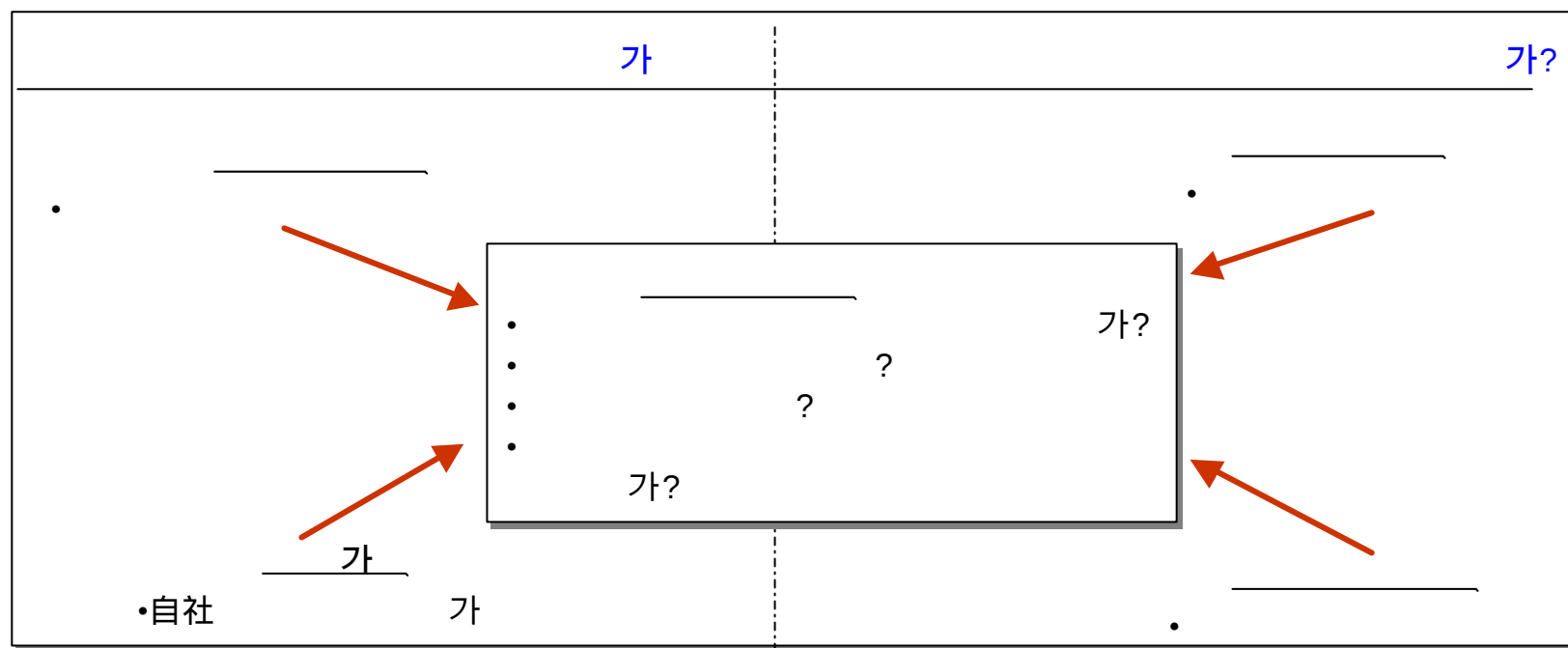
	自 社	1	2	
1997	20.0	18.5	5.5	7.5
2000	15.5	18.35	5.0	5.0
2001	17.5	20.0	7.5	10.5
2002	20.0	22.5	10.0	12.0
2003	25.0	20.0	11.0	15.0
2004	22.0	25.0	13.0	15.0
2005	25.0	30.0	15.0	18.5



-
-
-

1)

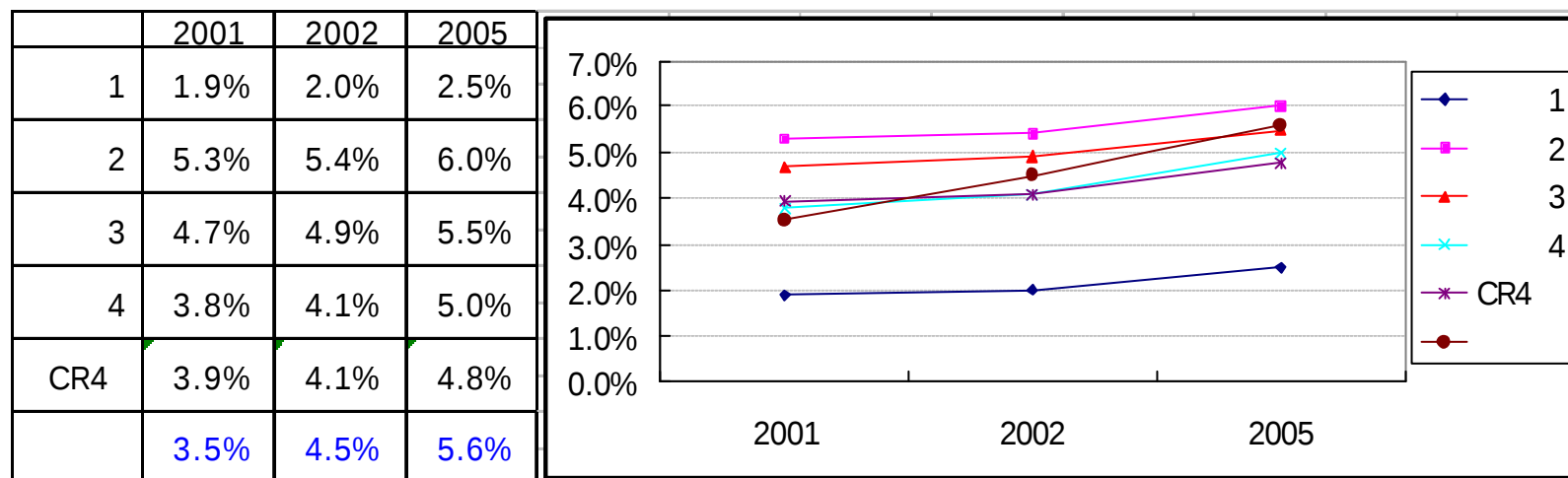
- 가?
- ~~가~~ ~~가~~
- 가?
- 가?
- 가 自社 가 가?



2)

- SBU ()
- (Concentration Ratio)
- CR4 : 4
- 4 5 : ,
- ,
-
- 3
- 3 5

例 : SBU/ 1



•CR4 自社 ... , CR4 自社

自社 ...

3-4.

3.

3)

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例

	1	2	3
(4P)			
/R&D			

3-4.

3.

3)

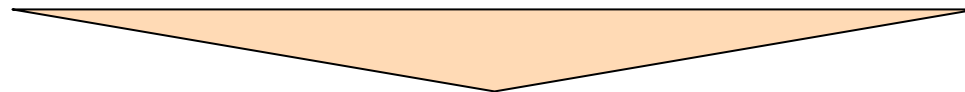
	自 社	1	2	3
	•가	• 가/	• /	•
	• • NO1.	• 가/	• / •	• •
	•Top Brand • / 가	• 가	• •Niche Market •	• •Low-tech
	• •	• •	• •	• • dealer
	• •	• •	• •	• / • •

4) positioning

- 自社 (positioning) 動因 (drivers or factors)
- - , 가 , , , /
- 가 例
-

例

	Volume & Cost				/				
	M/S	가					R&D	1	
自 社									
1									
2									
3									



- 가 .



8 : /SWOT

❖ 학습 목표

1. .
2. .
3. .
4. SWOT ,

❖ 학습 내용

- | | |
|------------------|---------|
| 3. | 4. SWOT |
| 3-1. | 4-1. |
| 3-2. | 4-2. |
| 3-3. | 4-3. |
| 3-4. | |
| 3-5. | |
| 3-6. Five Forces | |
| 3-7. (KSF) | |

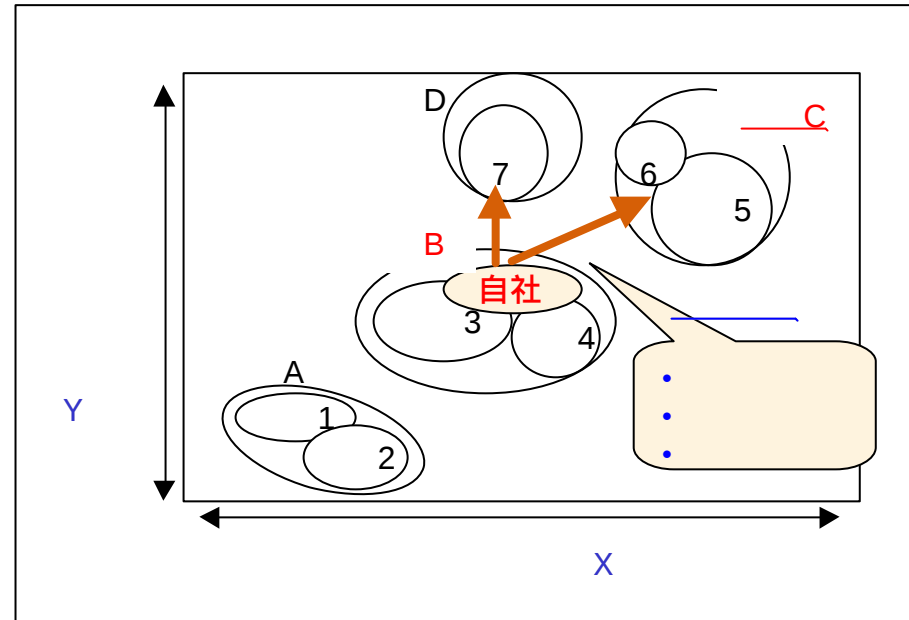
1)

• _____ (strategic groups) _____

• _____ :
 _____ ,
 _____ (/ _____),
 _____ ,

産業 _____ (reaction)

• _____ (mobility barriers) :



3-5.

3.

1)

□ _____

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가

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가

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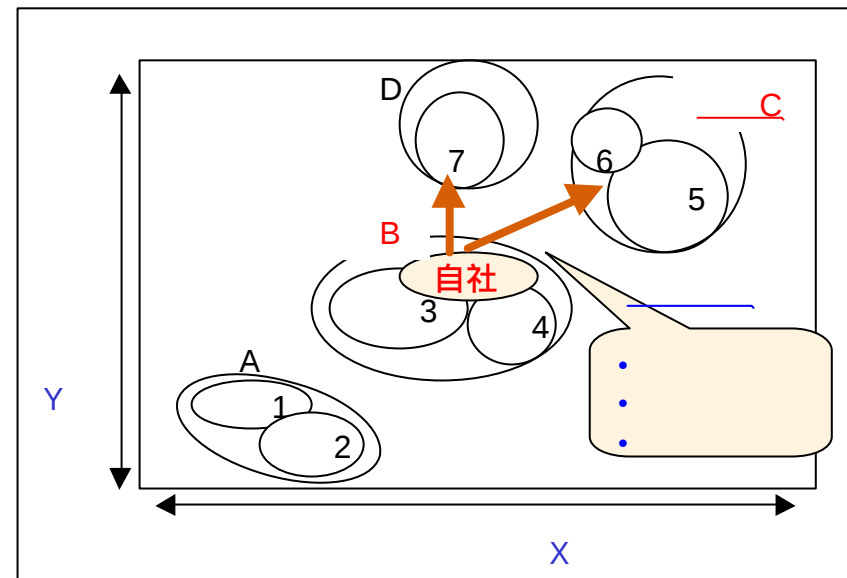
,

2

가

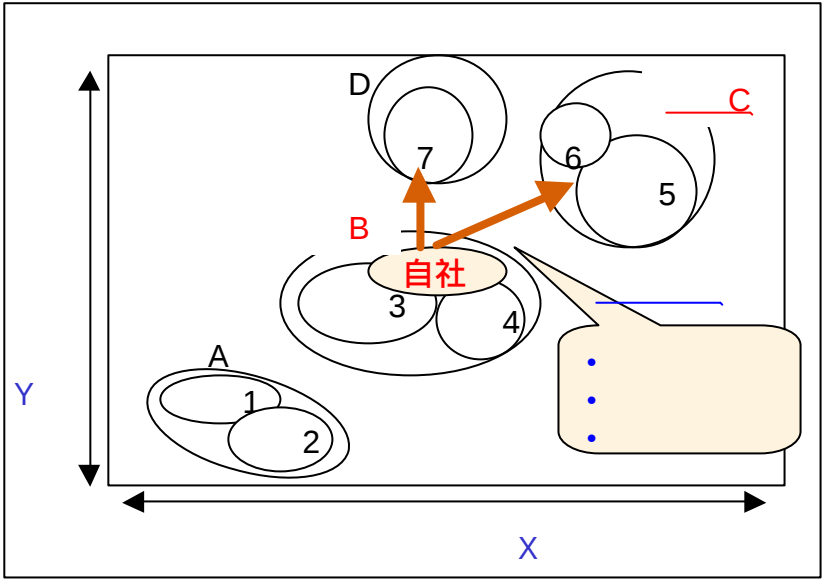
가

가



2) 例

- , , , 가 , , , , Cost Position, 가 , , , ,



A	• • (, • ,EBITDA) • • ,
B	
C	
D	

C	• • •
D	• • •

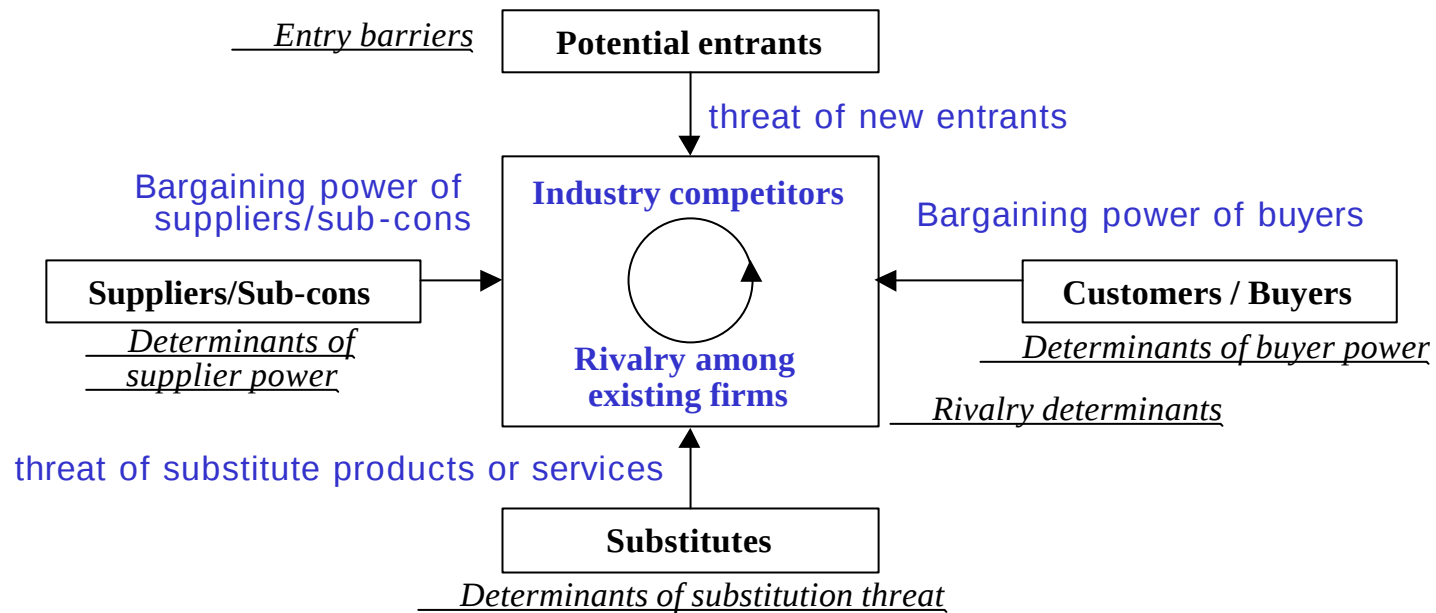
-

自社

1)

: M.E. Porter's The Five Forces

- _____ (intensity of industry competition & profitability)
_____ (industry's structural attractiveness) 5가
- 5가 가 가 , 自社
- The five forces framework / /



1)

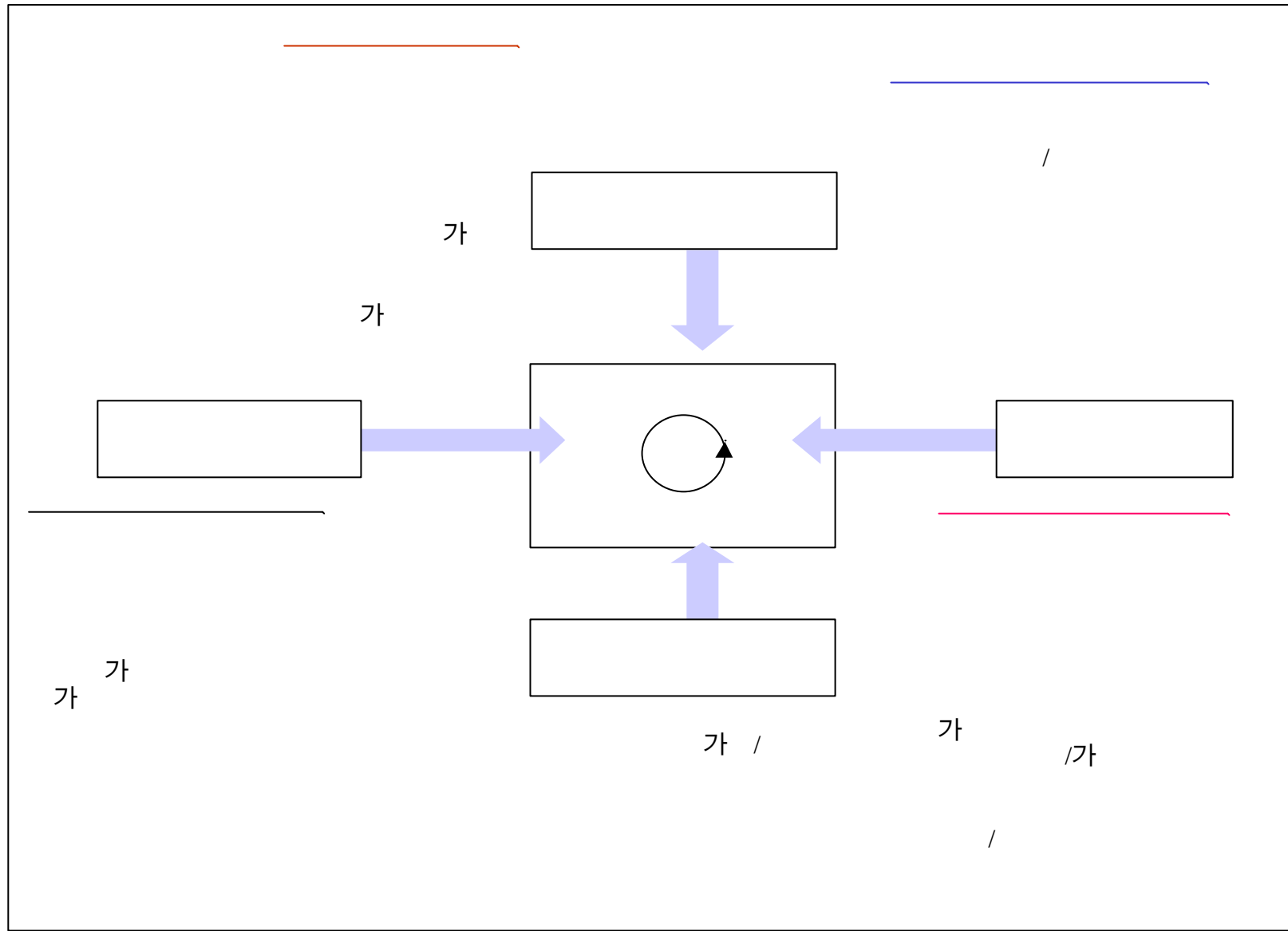
: 5 Forces

- (Threat of new entrants)
 - Market Share , 가
 - 가 가
- (Intensity of rivalry among existing competitors)
 - (competitive position) ,
 - 가 , / ,
- (Bargaining power of suppliers)
 - 가
 - 가
- (Bargaining power of buyers)
 - 가
- (Threat of substitute product or services)
 - 가

5Forces

- /
-
-

2)



3)

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•	• 가 가		
•	• 가		

가 / / / / / / / 가 / / /

3)

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•	• 가 가		

/ / / / 가

3)

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•	• 가 -가 , , ..		
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• 가 가	• 가		
• 가	• 가 • 가		

가 / / 가 . / / / / / / / / /

3)

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•	• 가 - 가		
• 가	• 가 (가)		

가 · / / /

3)

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•	• 가		
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/ / / / / / / /

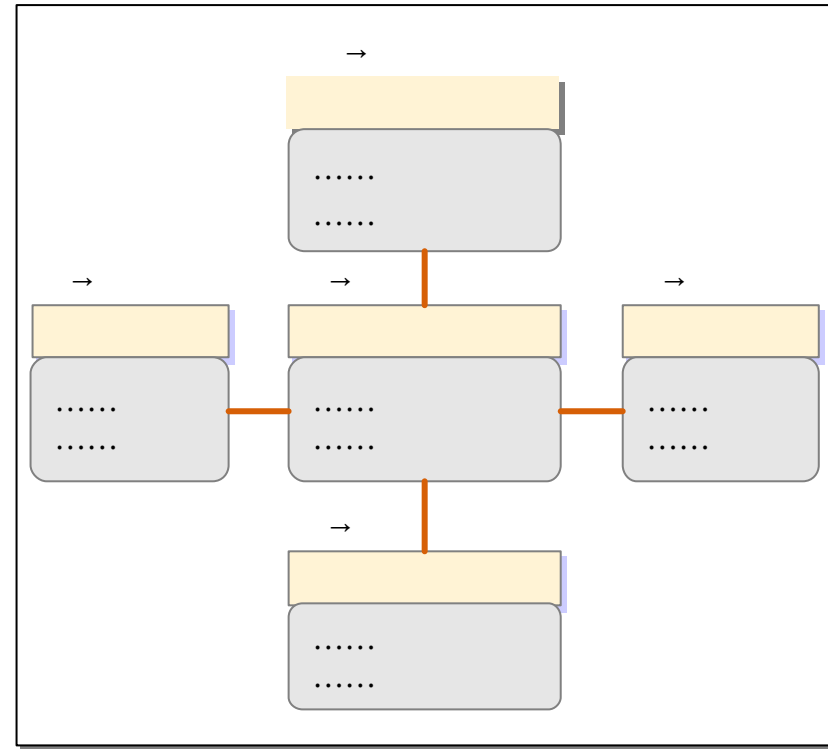
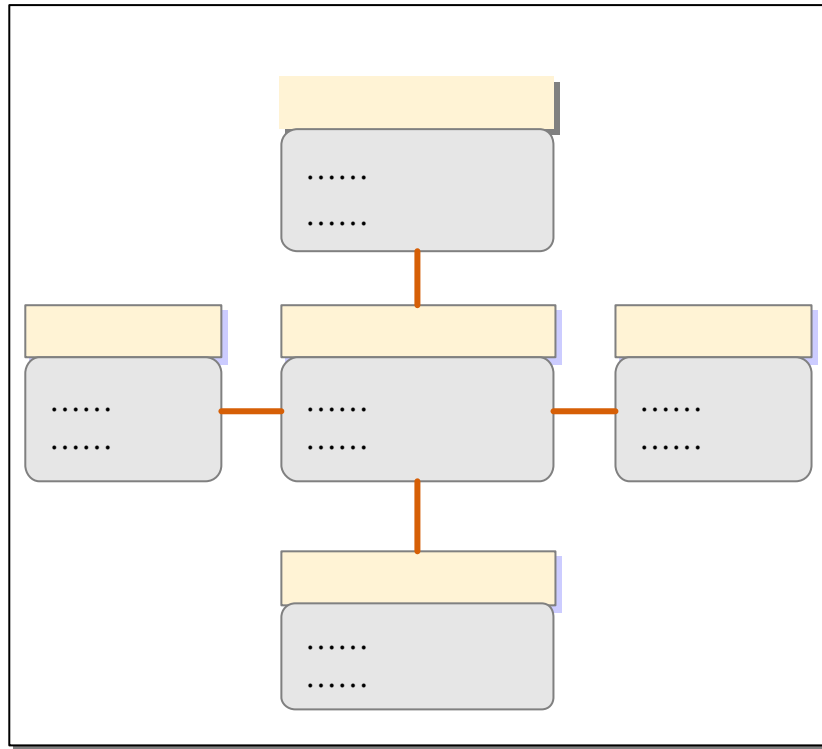
3)

-

	()			
	•	가		
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	•.....			
	•			
	•가			
	•.....			
	•가			
	•.....			

: 3 () 5 (/ / / /) ,

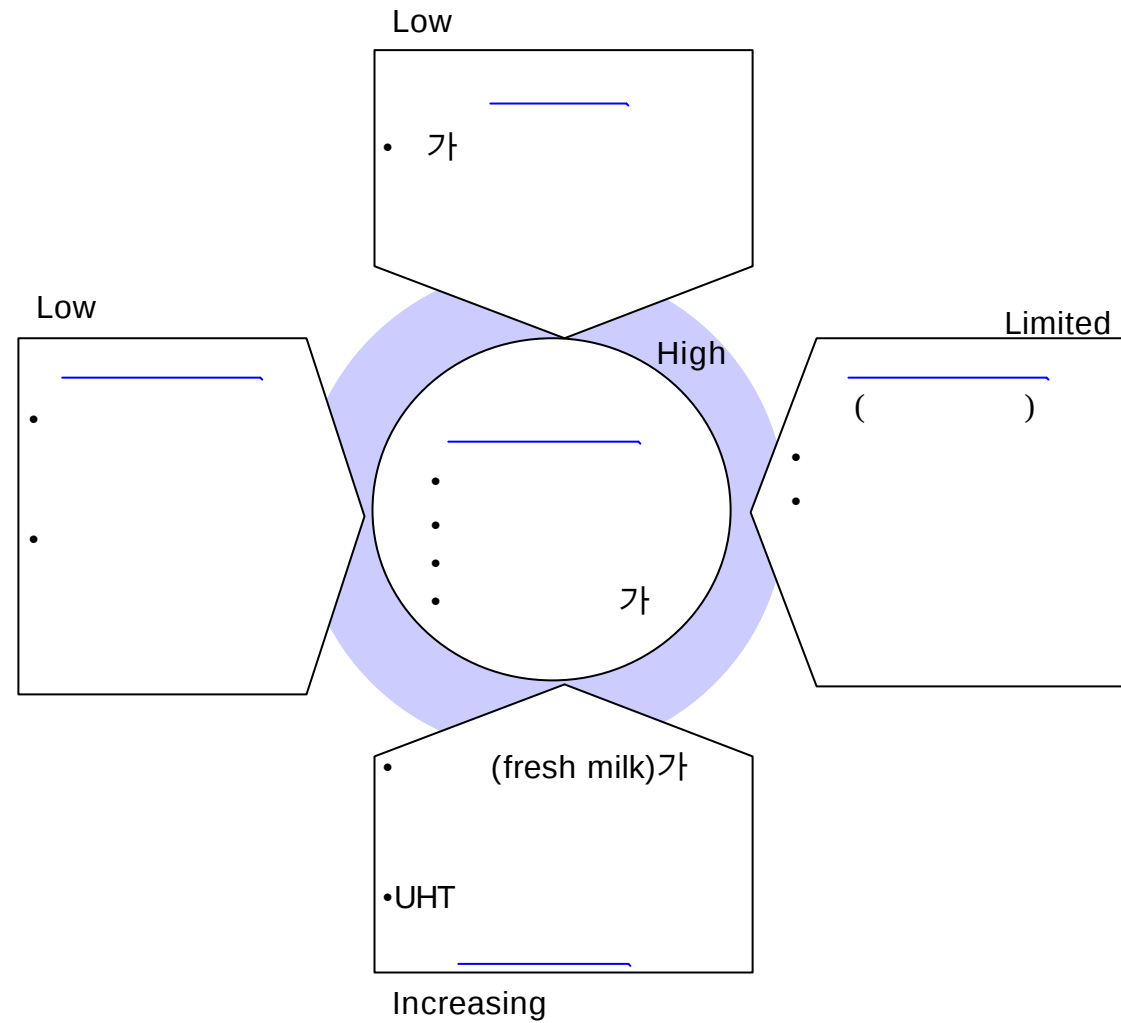
4)



•5
•

4)

_____ :



1)

•

KSF(key Success Factors)

,

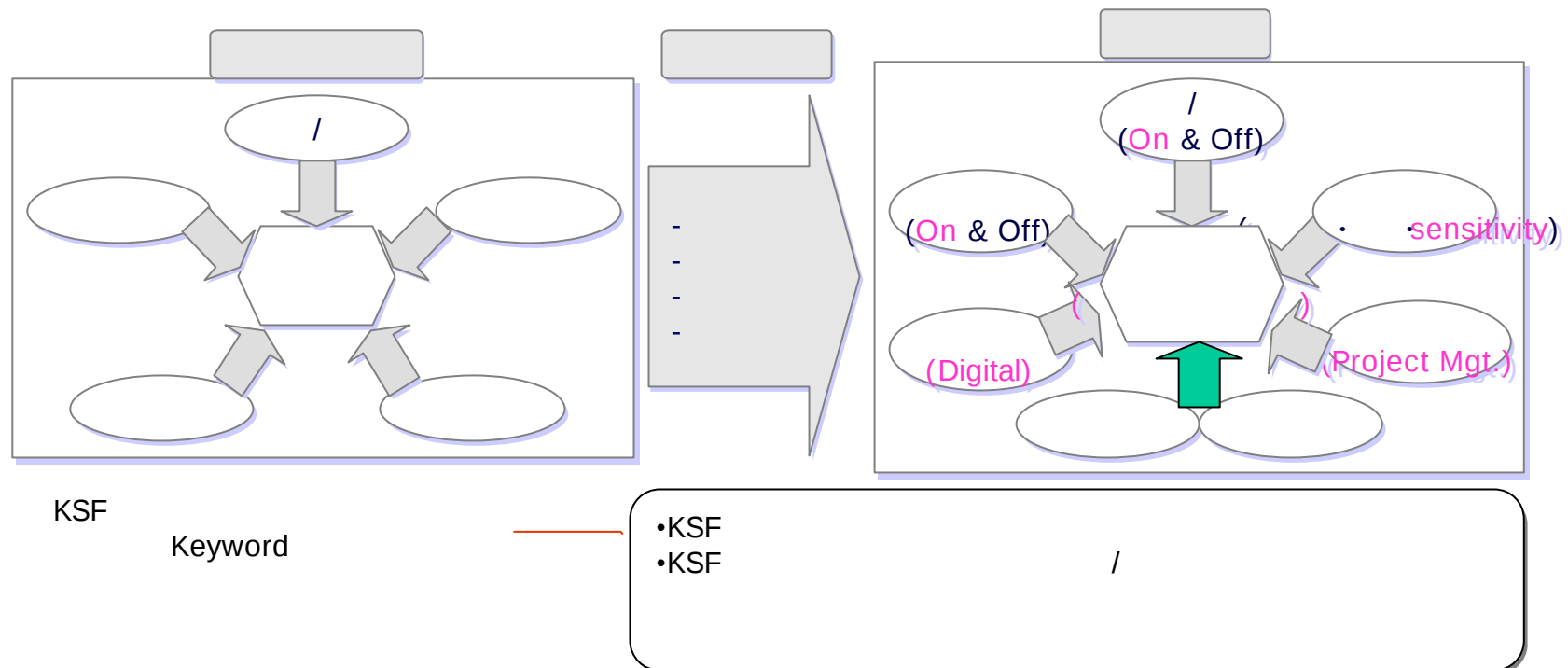
•

SBU

•

•KSF

例



3.

1. 가

1)

1)

- - .
- - + (Analytical Thinking + Intuitive Thinking = Strategic Integrated Thinking)
-
- 가 ,
-SO, ST, WO, WT Focusing
-

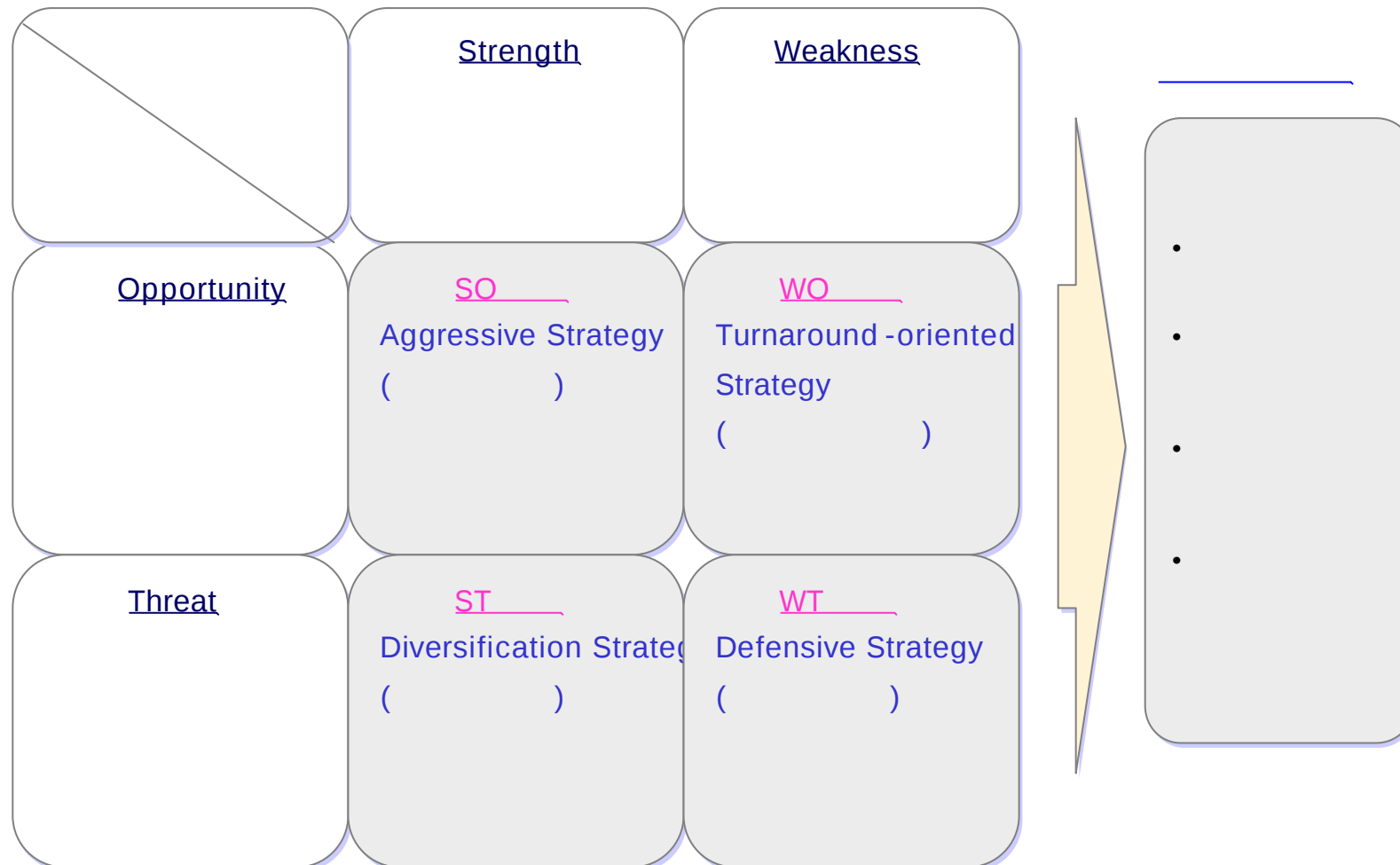
2) . . . 例

(Strengths)		(Weaknesses)	(Opportunities)		(Threats)
/ ()			新 /		가
CEO	TMT				/ 가
		R&D	/ / / /		/
			IT/ , /		
가					
TMT = Top Management Team ☞ Tangible & Intangible			IT = Information Technology		

3)

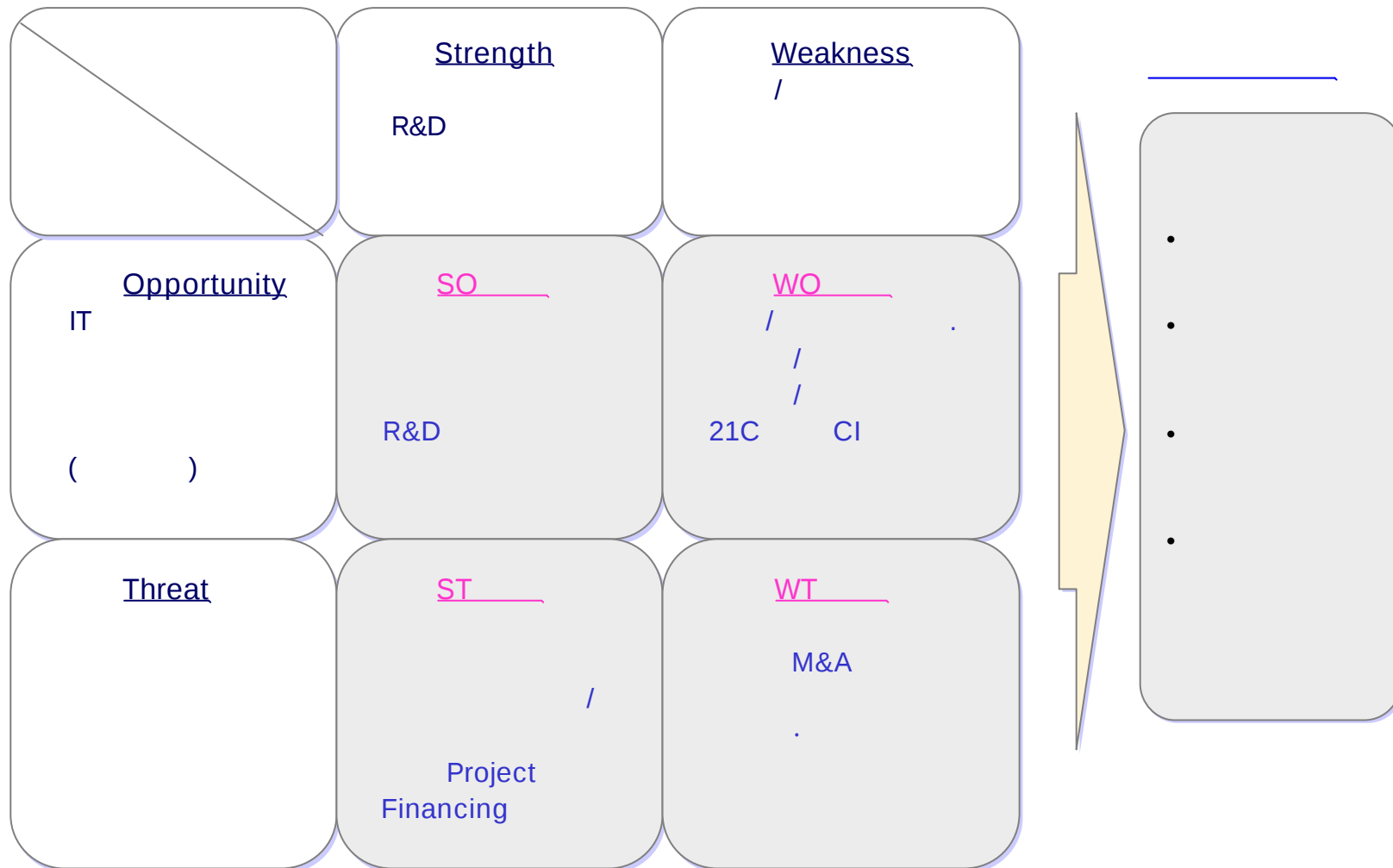
-

例

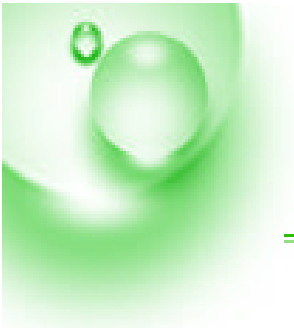


3)

-



1. SWOT



4

,

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1	■
2	■ :SBU
3	■ :SBU
4	■ : ,
5	■ : ,
6	■

.



9 :

❖ 학습 목표

- 1.
- 2.
- 3.

❖ 학습 내용

1.
 - 1-1.
 - 1-2.

1 - 1.

1.

1)

(Corporate vision)

,

,

(Going Concern)

(Consensus)

體化

....

1)

371

: vision, mission, and objective

Organization's vision states its goals and directions in the most general terms.

What do we want to create?

Organizational mission is the purpose for which an organization exists.

Mission statements commonly address the topics of company core values, products, or services, markets, technologies, philosophies, self-concepts, and images.

Organizational objectives are specific targets toward which the organization directs its efforts.

They provide important guidance for managers' decisions and for initiatives to increase organizational efficiency and to evaluate performance.

Short-term and long-term objectives focus on.

What is organizational vision?

Peter Senge :

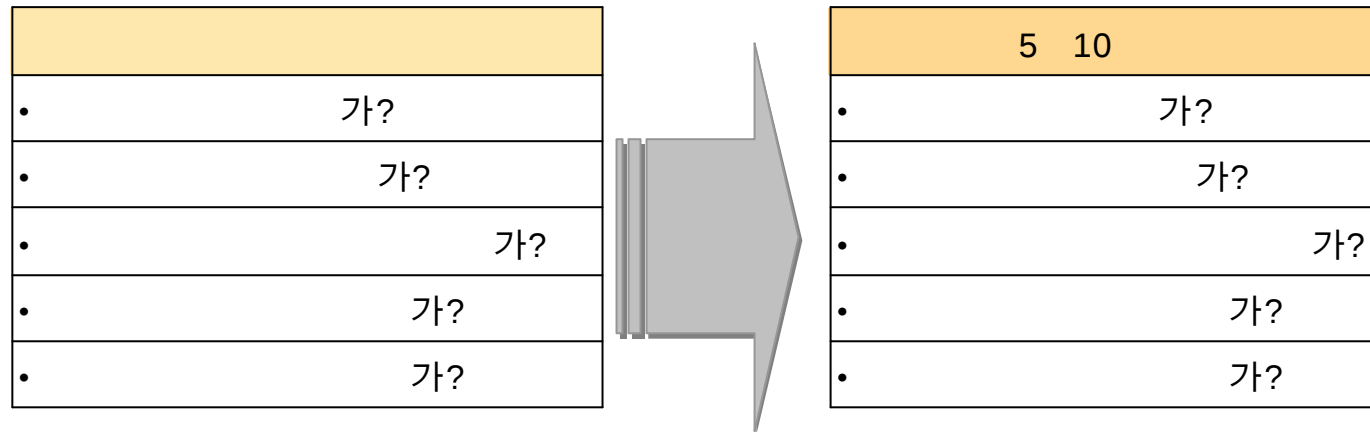
What do we want to create?

What is organizational mission?

Peter Senge :

Why do we exist?

2)

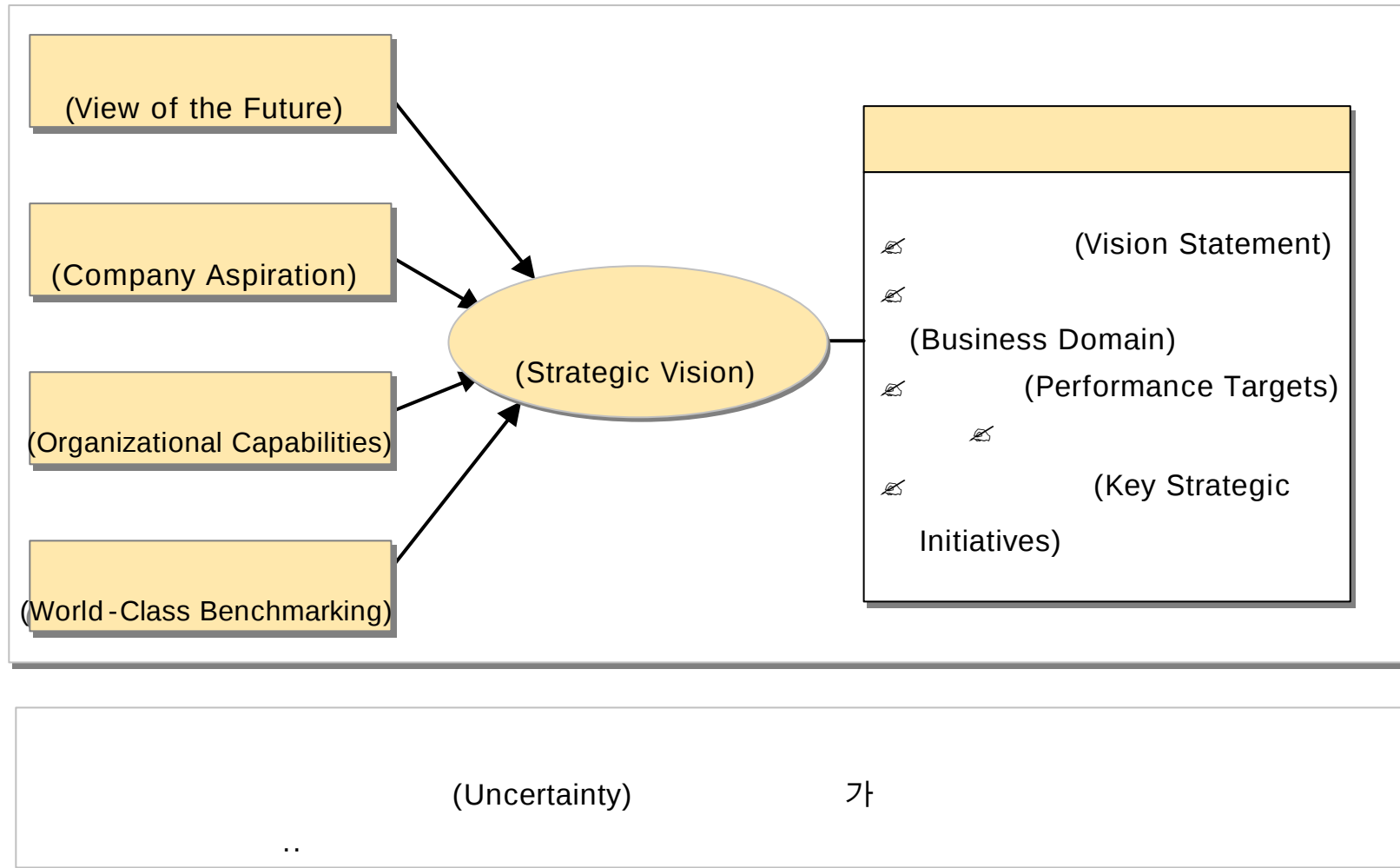
Developing a View of the Future: Prahalad, C.K.; Hamel, Gary *Competing for the Future* (HBS, 1994)

(Intuition)

Trends
(View of the Future)...
(Insight)

3)

(Key Elements of Strategic Vision)



4) Vision Statement


,
,
,
/
,
,
,
, Public image

Vision Statement

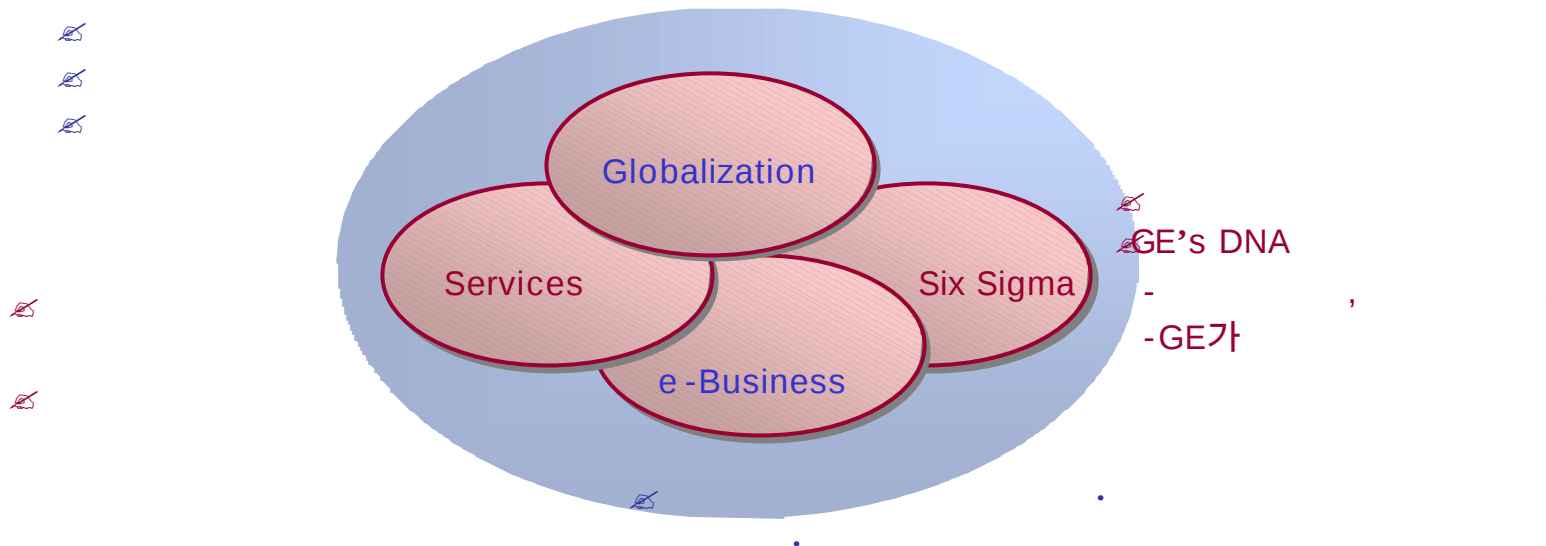
Energizing/ Inspiring	 가 ,
Plausible/ Achievable	 가
Directional	 가
Thematic/ Terse	
Shared	 가

5) : GE(Growth Initiatives)

GE is a diversified services, technology, and manufacturing company with a commitment to achieving worldwide leadership in each of its businesses.

To achieve that leadership, GE's ongoing business strategy revolves around four key Growth Initiatives - **Globalization, Services, e-Business, and Six Sigma.**

Four Key Areas To Drive Business Growth



5) : GE(Values)

GE Leaders . . . Always with unyielding integrity . . .

- ✍ Are **passionately focused** on driving customer success
 - ✍ Live **Six Sigma** Quality . . . ensure that the **customer is always its first beneficiary** . . . and use it to accelerate growth
 - ✍ Insist on **excellence** and are intolerant of bureaucracy
 - ✍ Act in a **boundaryless** fashion . . . always search for and apply the **best ideas** regardless of their source
 - ✍ Prize **global intellectual capital and the people** that provide it . . . build diverse teams to maximize it
 - ✍ See **change for the growth opportunities** it brings . . . i.e., "e-Business"
 - ✍ Create a clear, simple, **customer-centered vision** . . . and continually renew and refresh its execution
 - ✍ Create an environment of "**stretch, excitement, informality and trust** . . . **reward improvements** . . . and celebrate results
 - ✍ Demonstrate . . . always with infectious enthusiasm for the customer . . .
- the "4-E's" of GE leadership:
- the personal **Energy** to welcome and deal with the speed of change . . .
 - the ability to create an atmosphere that **Energizes** others . . .
 - the **Edge** to make difficult decisions . . .
 - and the ability to consistently **Execute**

GE Leadership : 4-E's

Energy :

Energize :

Edge :

Execute :

6)

-

例

VISION

The World Best Knowledge Providers' Network

VISION
Statement/
/

Public Image

	• • •
	• • •
	• • •

1)

- ...
- 가 (/ ,
-

		2001	2002	2003	2004	2005
		1,000 800 200				
1						
()						
EBITDA						
EVA						
ROS()	%					
ROI()	%					
ROE()	%					
	%					
PER(가)	%					
EPS(1)						

1-2.

1.

2)

— 例

	• •	• 1 • , EVA	• • • 가
	• • •	•	
	• / • Lead Time • •		
	•1 • •		

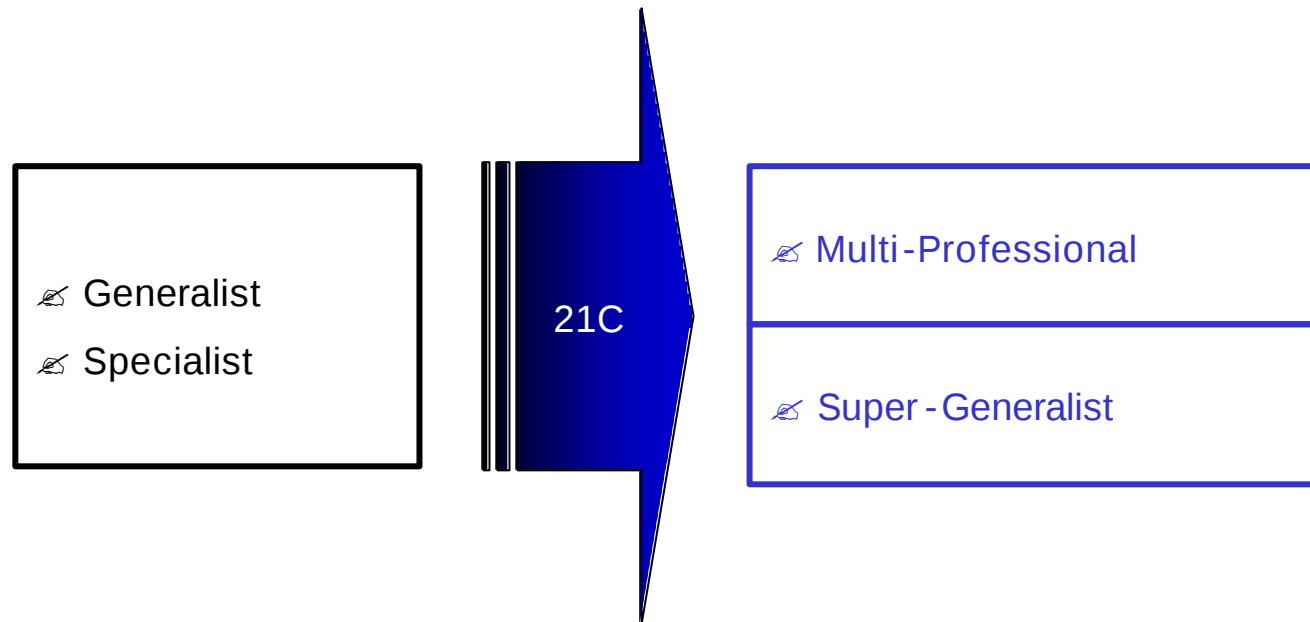
. 自社

1.

— 例

			가		2002	2003	2004	2005	2006
	F1-								
	F2-								
	F3-								
	F4-								
	F5-								
	C1-								
	C2-								
	C3-								
	C4-								
	I1-								
	I2-								
	I3-								
	I4-								
	L1-								
	L2-								
	L3-								
	L4-								

Break Time



Core Competencies



10 :

❖ 학습 목표

- 1.
2. SBU
3. Gap

❖ 학습 내용

2.
 - 2-1.
 - 2-2. SBU
 - 2-3.
 - 2-4.
 - 2-5.
 - 2-6.

1)

Societal – level Strategy

- / (Reputation)

Corporate – level Strategy

- (Business Domain)
- (Business Portfolio)

Business – level Strategy

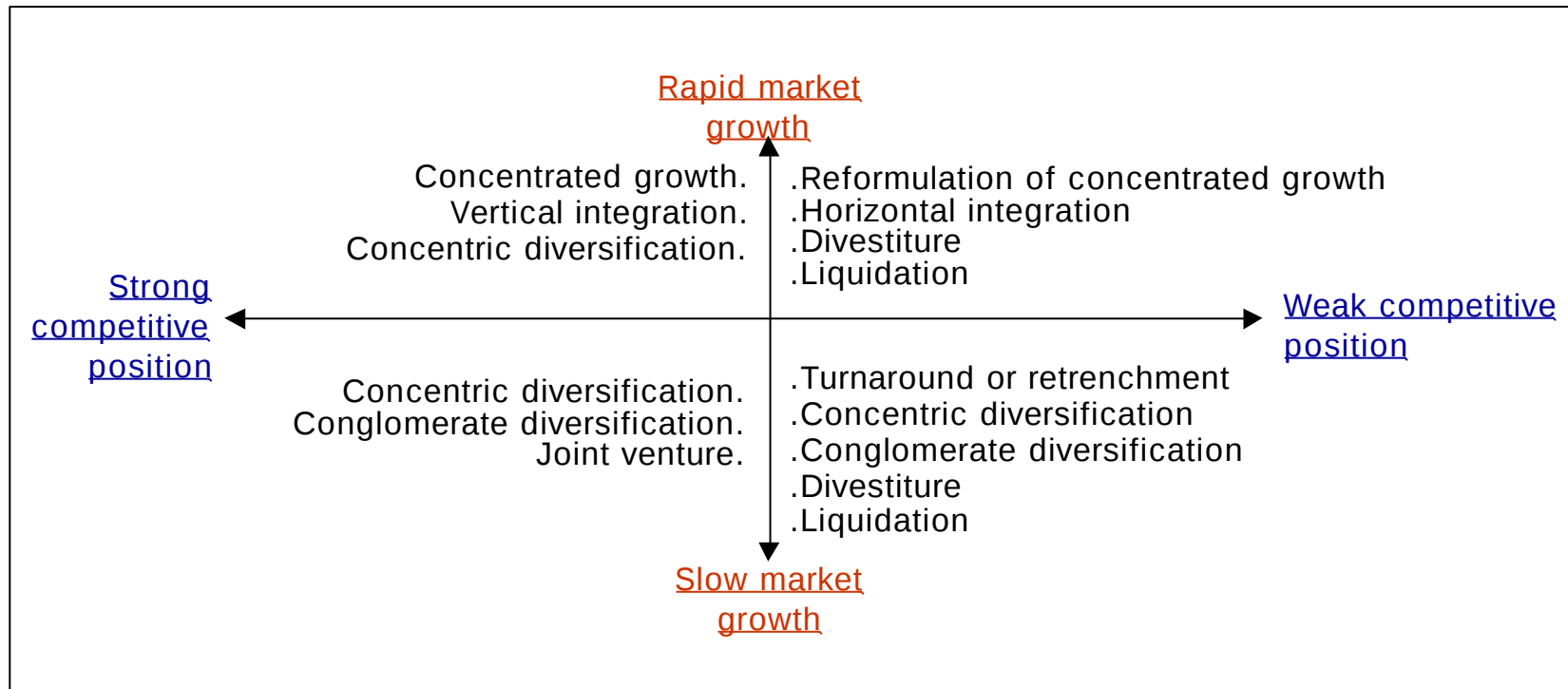
- (Competitive Advantages)
- (Core Competencies)

Functional – level Strategy

- (Resources Allocation)

2)

Model of Grand Strategy Clusters - (R.Christensen/N.A.Berg/M.S.Salter)



the 14 principal grand strategies are :

concentrated growth	market development	product development	innovation
horizontal integration	vertical integration	concentric diversification	
conglomerate diversification		turnaround	divestiture
liquidation	joint ventures	strategic alliances	consortia

2)

M. E. Porter, "From Competitive Advantage to Corporate Strategy" (HBR, 1987)

(Attractiveness Test)

•
가 ,

(Cost -of -Entry Test)

•

(Better -off Test)

•
가 ...

2)

Turnaround

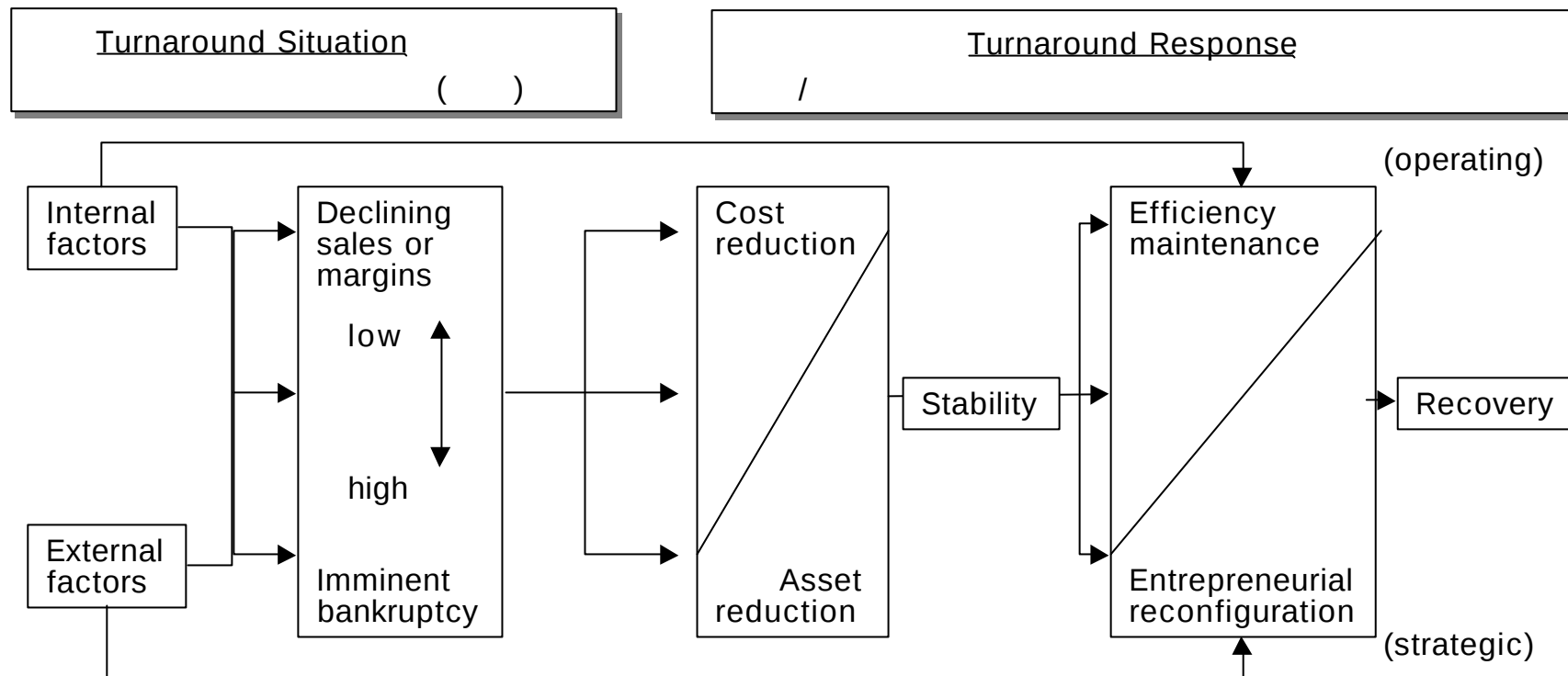
-

,

,

.....

A model of the turnaround process : J.A. Pearce /D.K. Robbins



1)

SBU : Strategic Business Unit

□

•

□

• : SBU ,

가

•가 : 가

• : SBU 가

• :

• :

□ SBU 例 :

SBU

가?

	, , 가 3	, , ,	
		,	
	,	,	
	,		
	, 가 ,	, 가 ,	
	, ,	, ,	
가			

1)



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• 80

-OBU

SBU

Shift

-Market Needs

가

-

SBU

:

/

✍

SBU

BCG Matrix & GE Matrix

[.

✍ 2.

]

2) Gap

•

(Gap) , Gap

3 5



,



• - Gap Gap
 • Gap : , / , /
 • ,

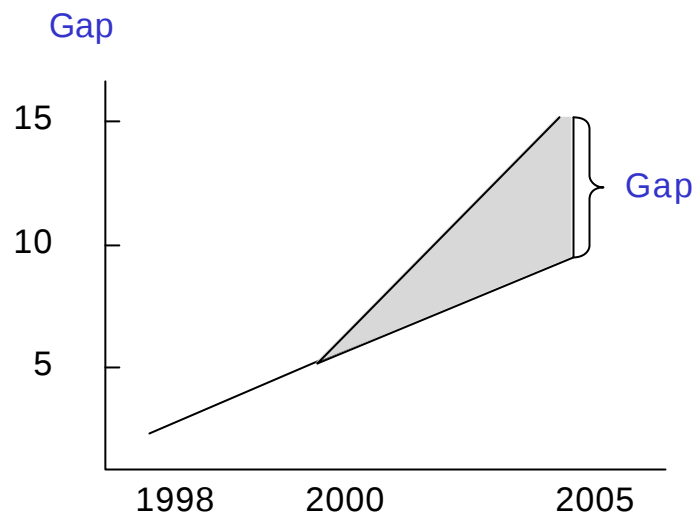
: , , , , /R&D,

2) Gap

例

(10%)			
	()		
	5.00	10%	15
	8.86	10%	15

(20%)			
	()		
	5.00	10%	15
	14.93	20%	10

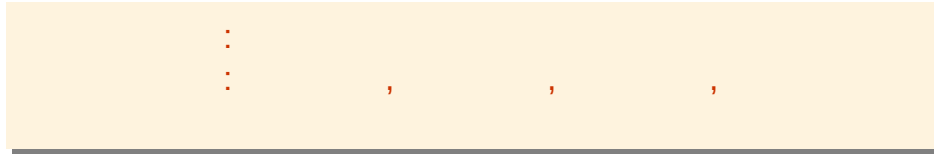


Gap

□ Gap ~~6.07~~

[illegible]

3) (Competitive Scope Analysis)



Synergy Effect

— ↔

Segment 

•

•

/

(Industry Scope)	(Product Scope)
(Segment Scope)	(Geographic Scope)

가
가

가

O.K.

• • • • • ■

3)

(Competitive Scope Analysis)

ADSL

HDSL

SDSL

VDSL

•
•
•

/

or

•XY

/

/

가

4) (Product Market Strategy)

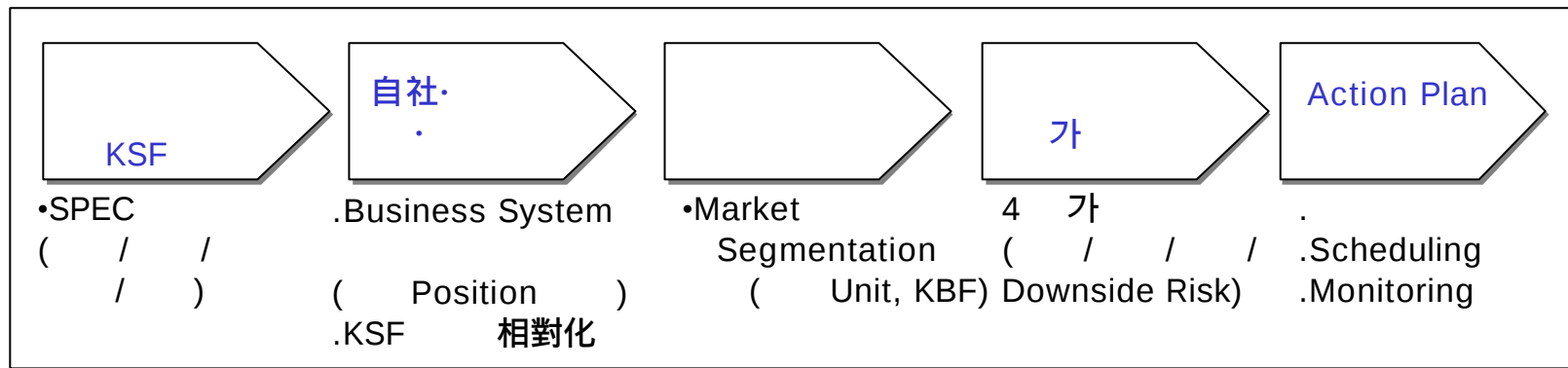
PMS ?

□ Product Market Strategy :

-PMS SBU

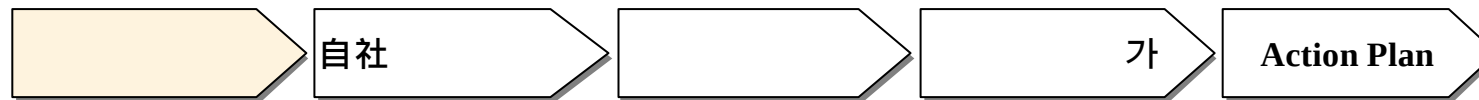
Segment 2

PMS 5



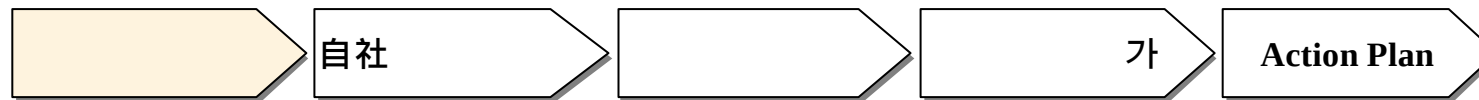
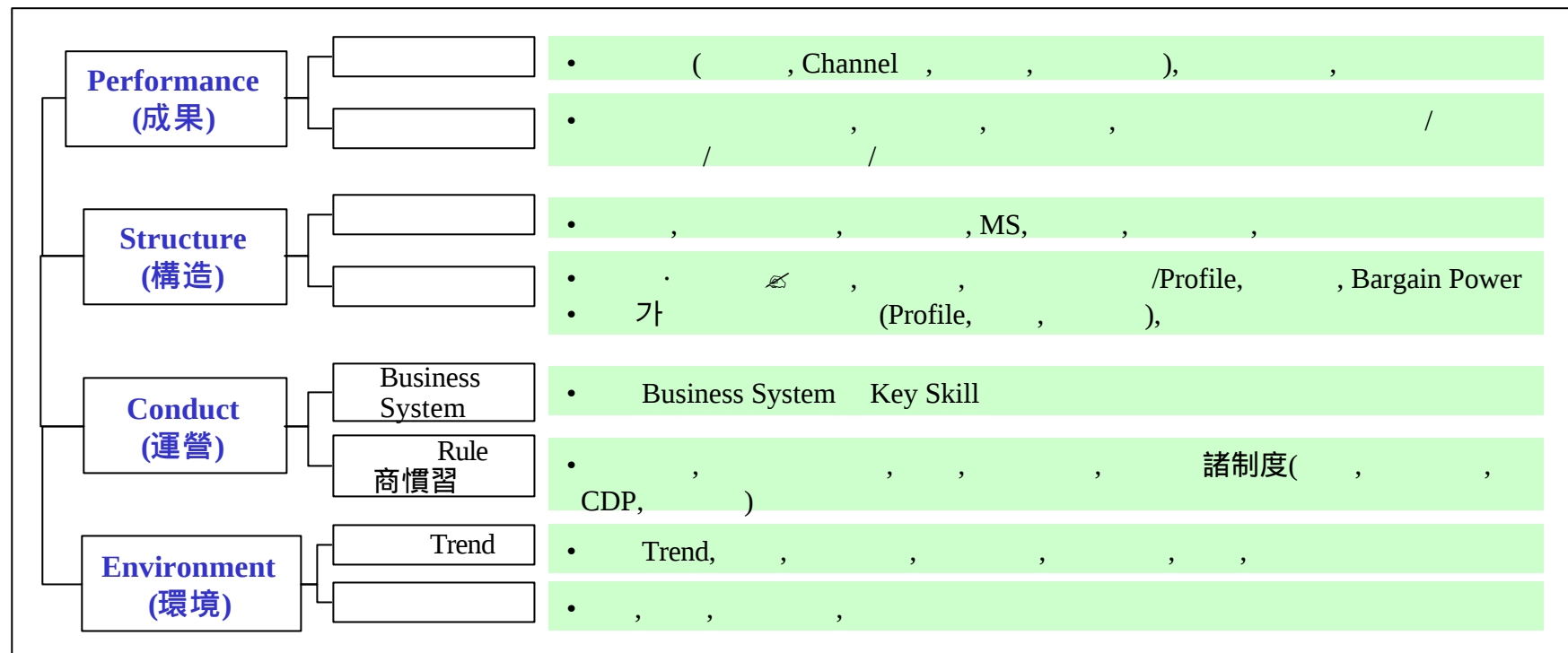
KBF : Key Buying Factor

4) (Product Market Strategy)

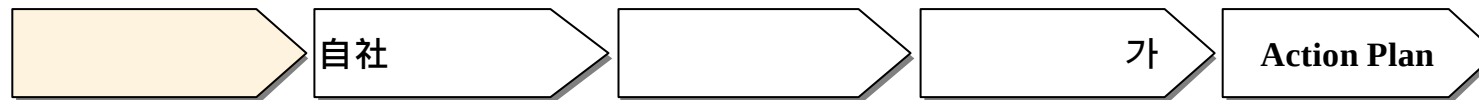


4)

(Product Market Strategy)

SPEC

4) (Product Market Strategy)

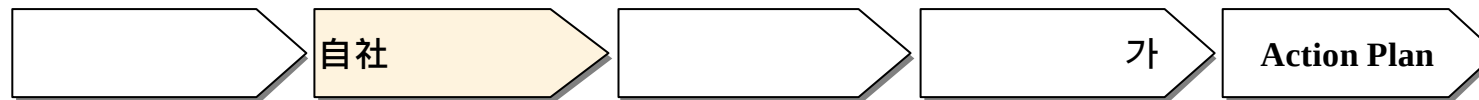
KSF

가		/		/	(4P)	
	•	•	•	•	•	•
KSF	• 가 / •	• 가 • 가	•	•	•	•
KSF						

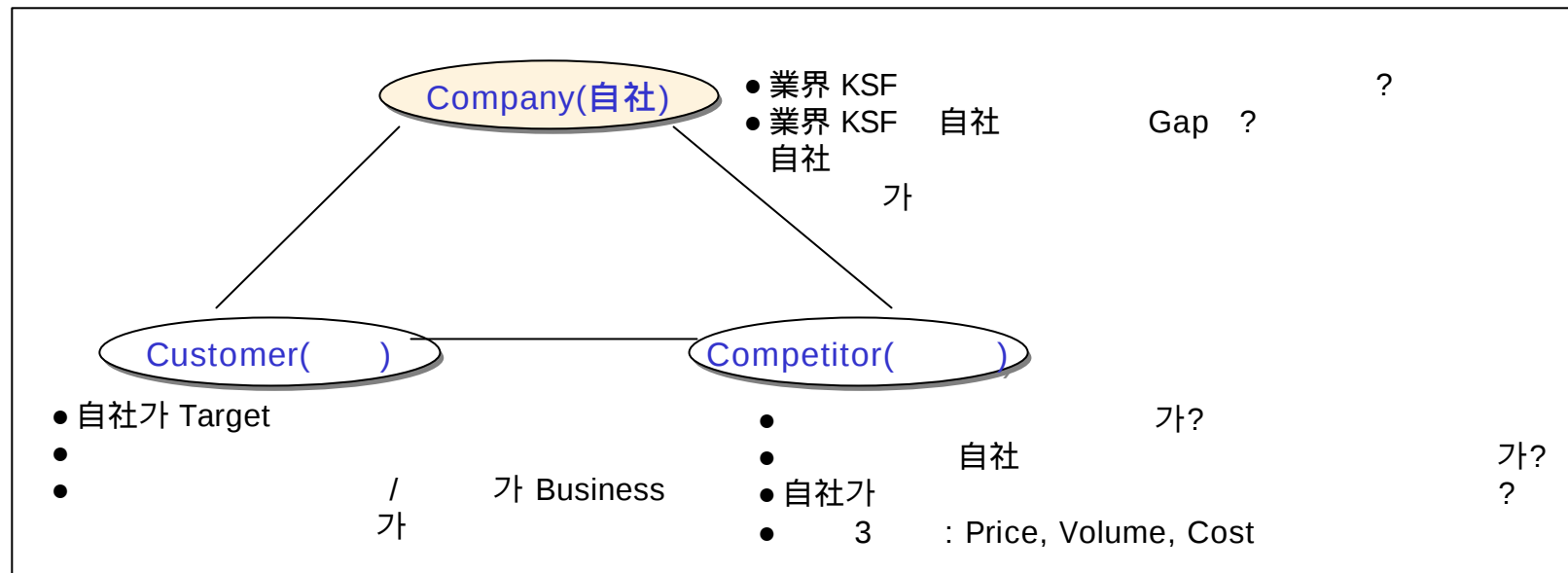
1) KSF(Key Success Factor) TFT Workshop

2) KSF 自社 : ‘ / / ’

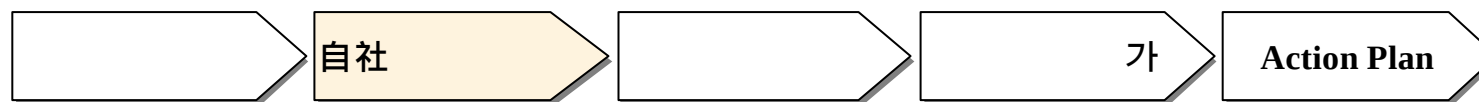
4) (Product Market Strategy)



- ☐ 가
 - ☐
 - ☐ : 3C, .
 - ☐ 自社
- KSF 自社 Position 自社が /

3 C : the Strategic Triangle

4) (Product Market Strategy)



自社 . : 例

□ 가

自社

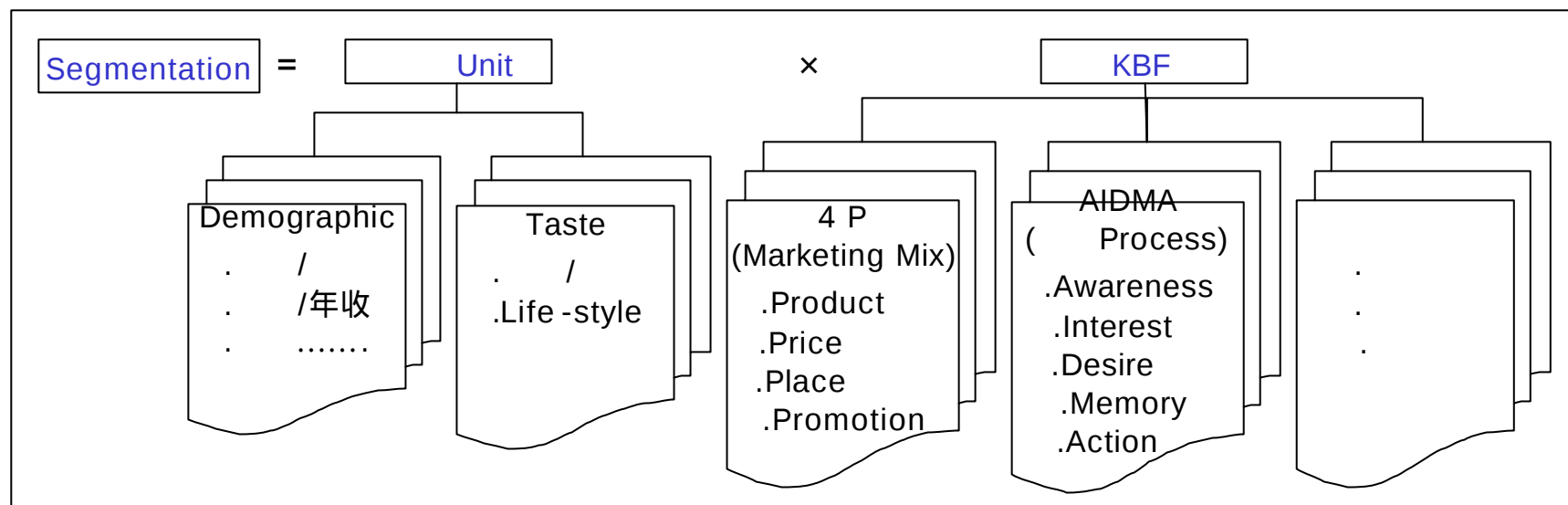
		/		/	(4P)	
自社	•		•		•	•
社 A	•		•		•	•
社 B	•		•		•	•

4) (Product Market Strategy)



- ☐ 自社
- ☒ [Market Segmentation](#)
- ☐ Target Segment

Target Customer

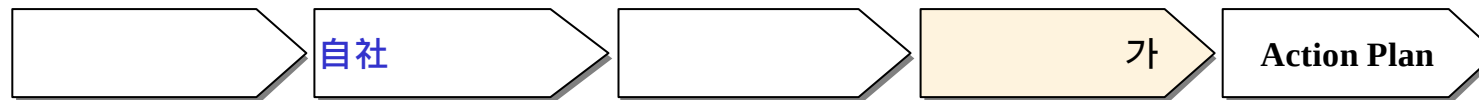


4) (Product Market Strategy)



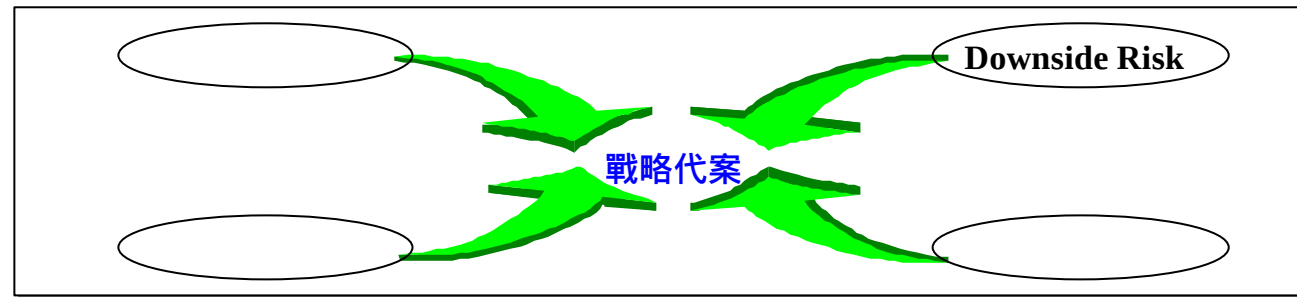
-
- ☐ Target Segment
 - ☐ Target Segment가 → Channel
 - ☐ SWOT

4) (Product Market Strategy)



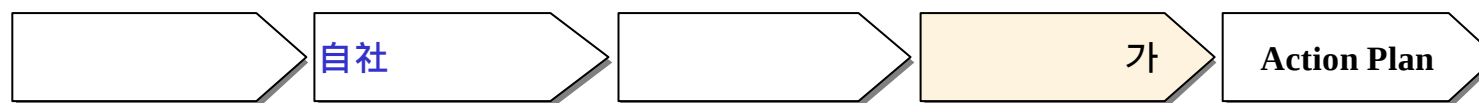
□ [Step3] PMS 가 →

4가 가



1) 4 가 가 戰略 選定

4) (Product Market Strategy)

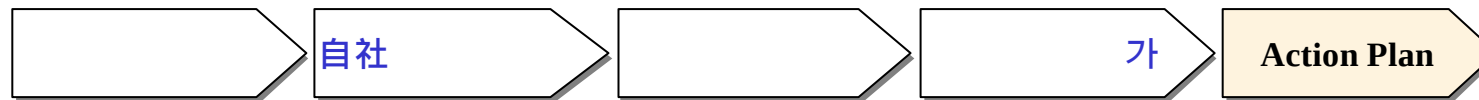
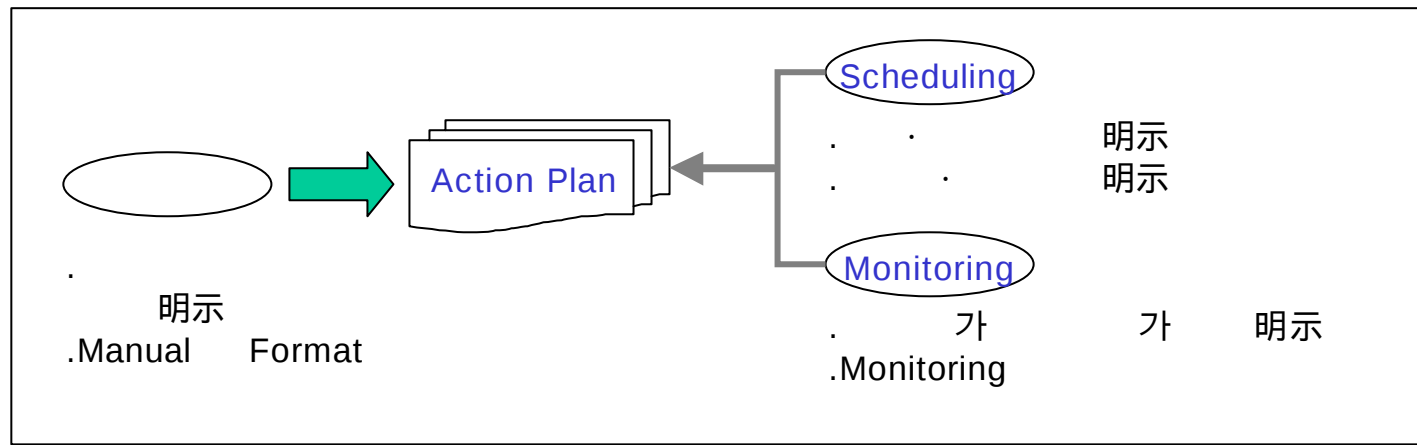


- The diagram illustrates a process flow or relationship between four main components:

 - Top-Left Component:** Includes "- Output" and "가 Field Research".
 - Top-Right Component:** Includes "가 → Output".
 - Bottom-Left Component:** Includes "- 人·金·物 ·Know-how 가", "- 가?", and "- 가?".
 - Bottom-Right Component:** Includes "- 即效性 가?", "- 持續性 가", "Life - cycle .", "Range", "가?", and "가".

Arrows indicate connections between these components, suggesting a cyclical or sequential process.

4) (Product Market Strategy)

Action Plan 立案

□ _____

- 施策 設計 Breakdown
- Member 가?
- Manual Format

□ Scheduling

- 施策 , 開始時期
- 施策 , → 가 가?

□ Monitoring

- 社内 monitoring
- 施策 가

Break Time





11 :

❖ 학습 목표

1. Three Generic strategies
- 2.

❖ 학습 내용

2.
 - 2-1.
 - 2-2. SBU
 - 2-3.
 - 2-4.
 - 2-5.
 - 2-6.

5) M.E. Porter

Three Generic Strategies

Generic Strategies			
Cost Leadership		• • • • •	• 가 • • •
Differentiation	/	• • • • •	• R&D, , • • . .
Focus	(/) ,	• -	• -

Generic Strategies	Style		Point
Cost leadership	Low-cost		Low-cost, High Share 良循環
Differentiation		,	가
Focus			自社 Sub-segment

5) M.E. Porter

Three Generic Strategies

Low-cost Leadership

例) CASIO

- High MS

→

Outsourcing

,

-

()

(Part-time ,)

→

Differentiation

例) 花王

:

+

自社

/

.

→

,

-

-Impact가

,

Channel

-

Speed . .

Focus

例) 大塚製薬

,

:

+

→

가

.

.

Segment,
TargetTarget
가가

.

-

Segment

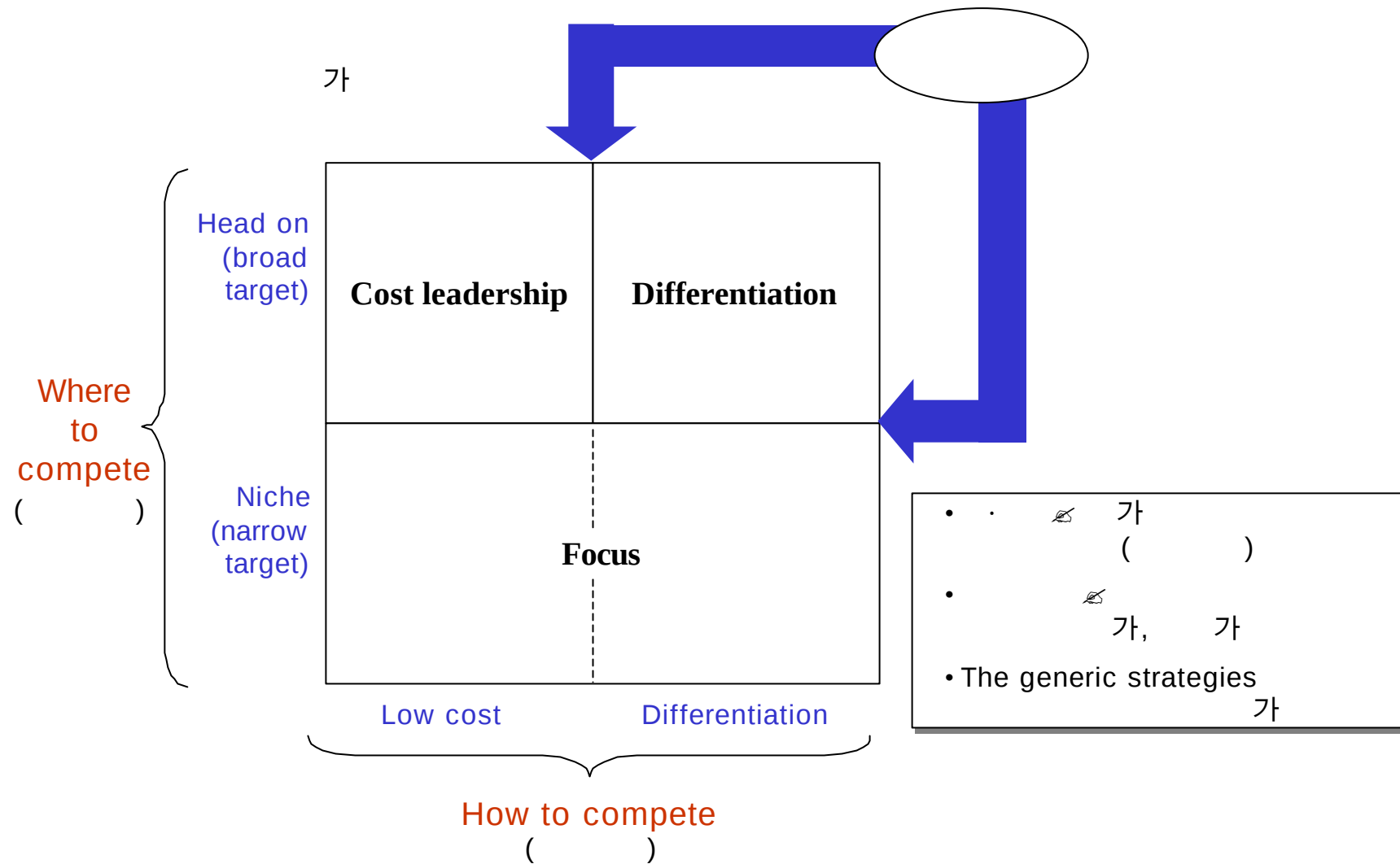
Cost Performance

-

Segment

5) M.E. Porter

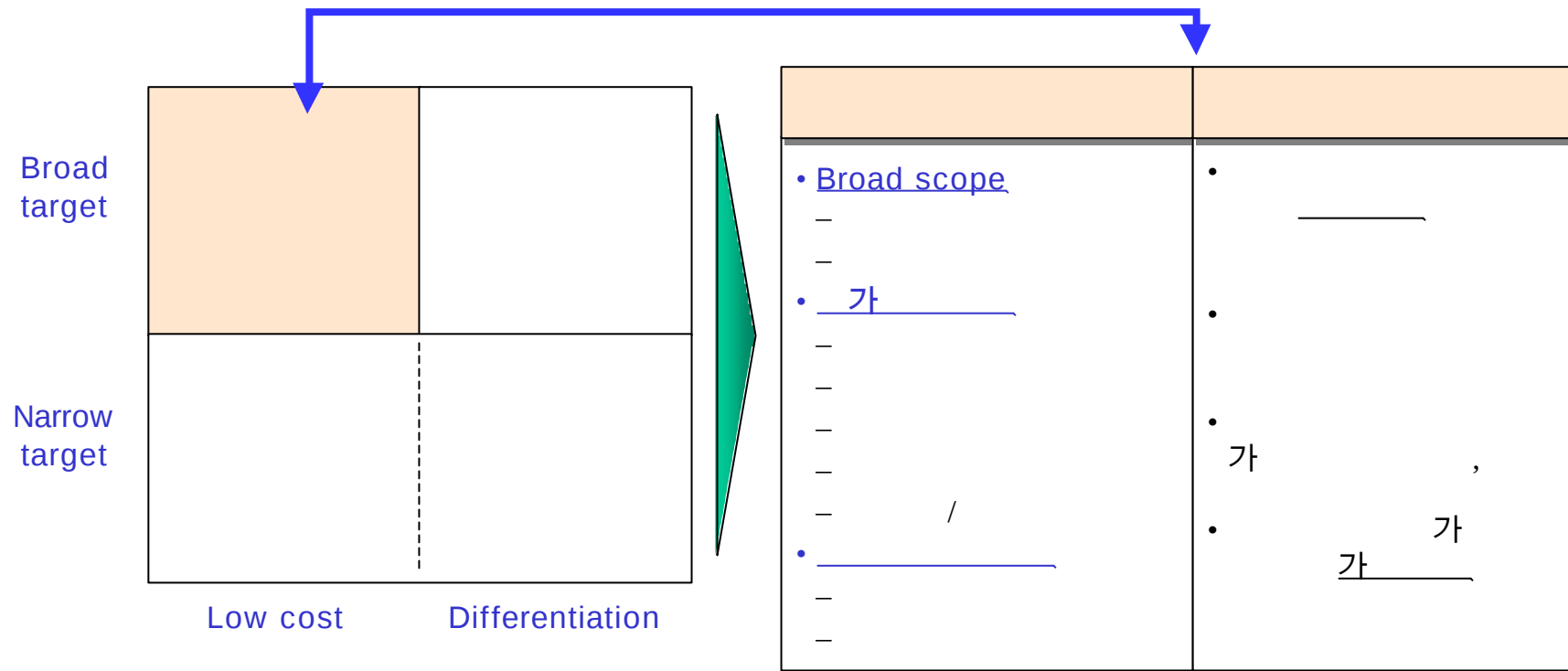
Three Generic Strategies



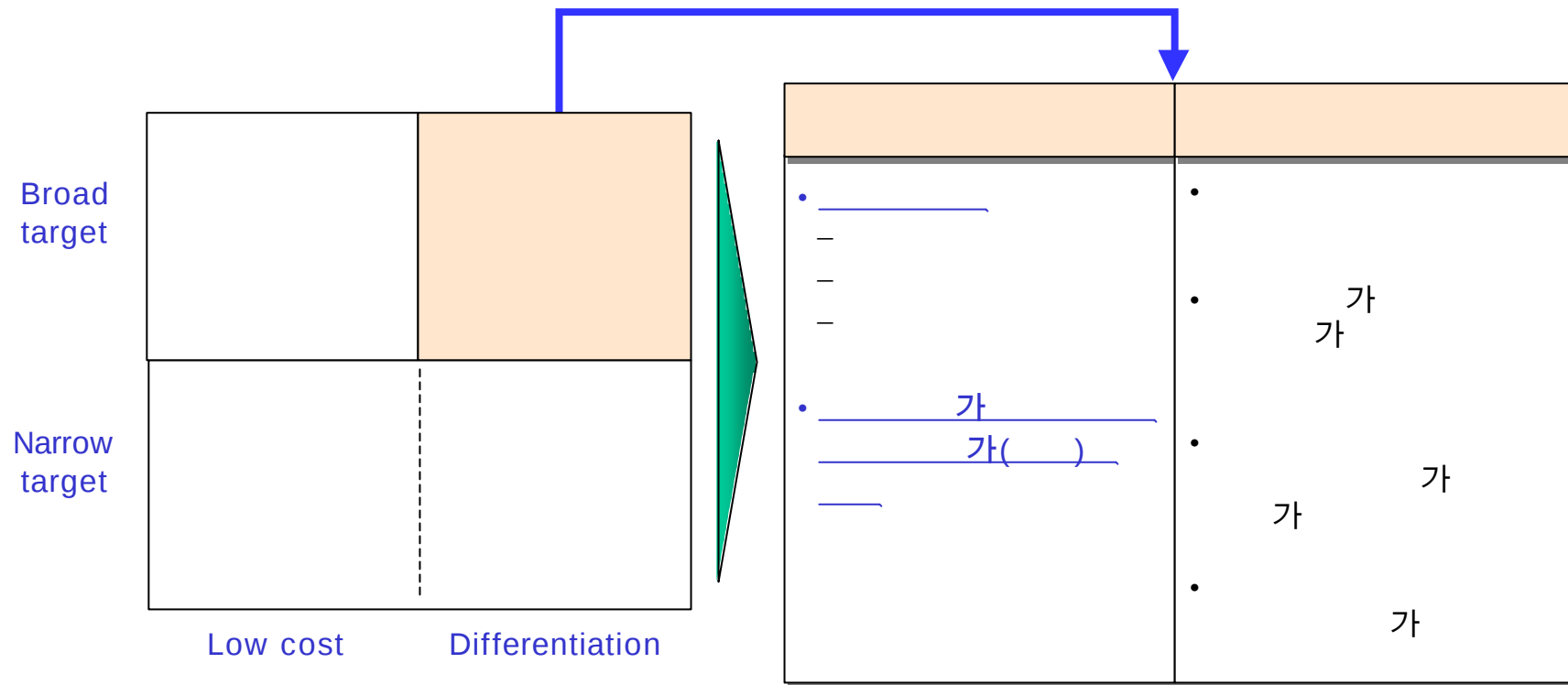
5) M.E. Porter

Three Generic Strategies

Cost Leadership Strategy

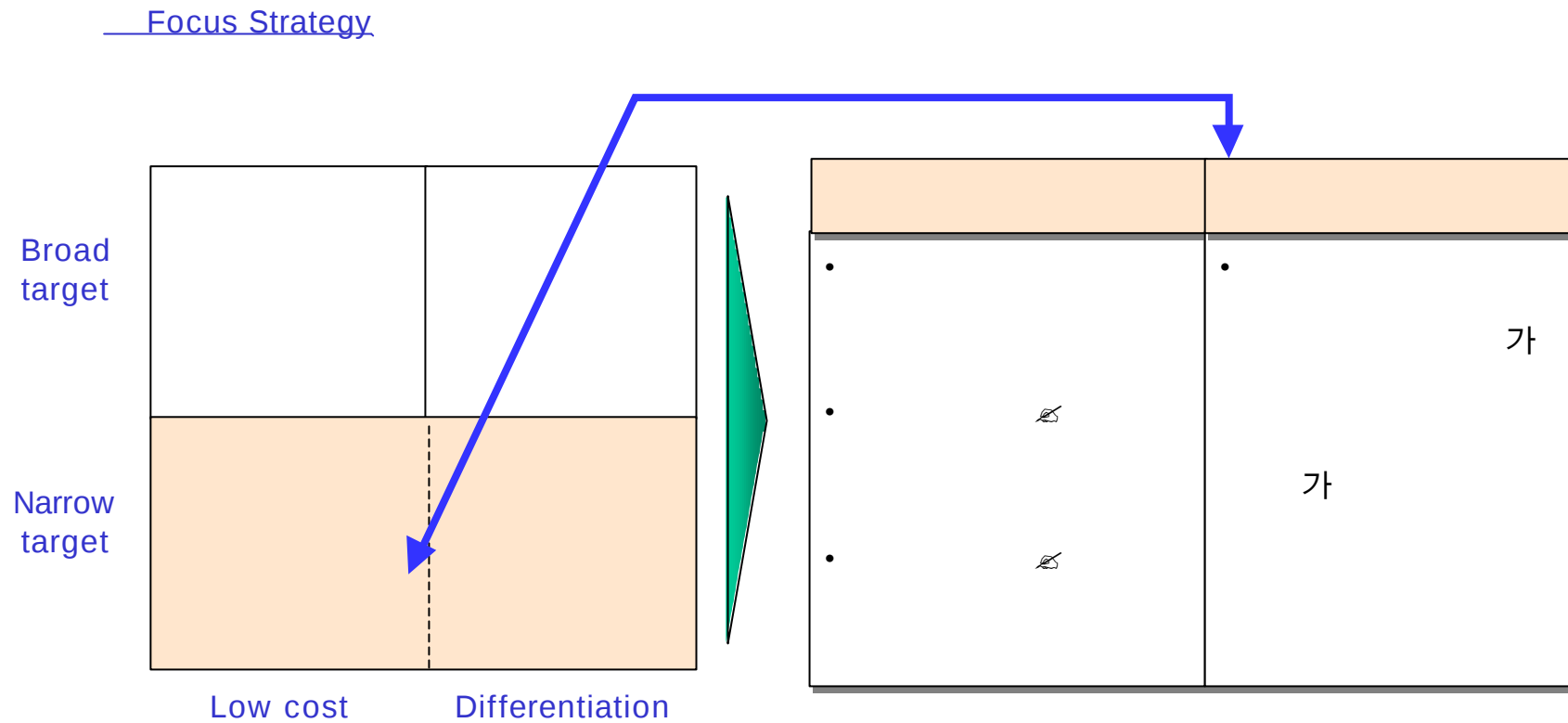


Differentiation Strategy



5) M.E. Porter

Three Generic Strategies



5) M.E. Porter

Three Generic Strategies

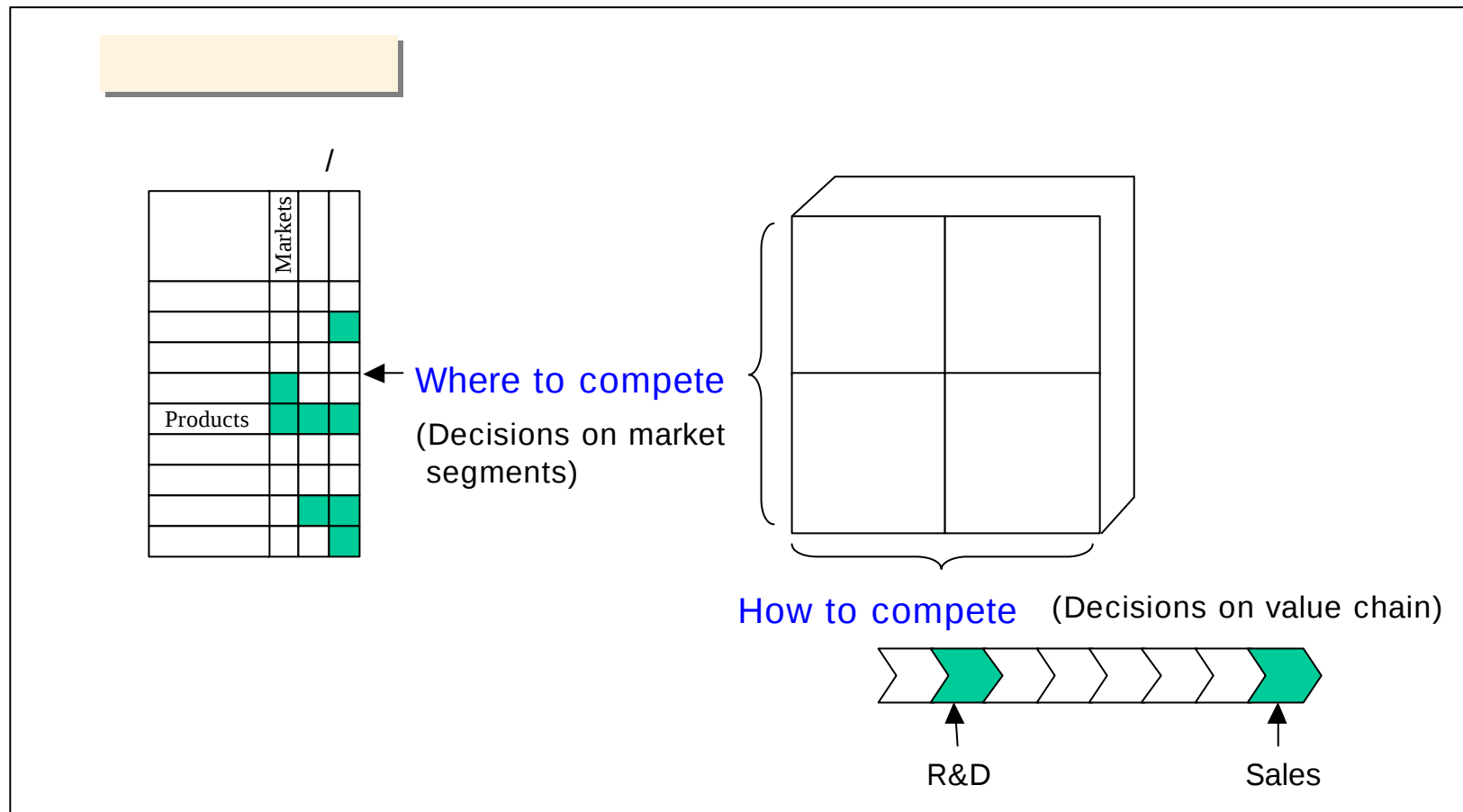
Cost leadership	Differentiation	Focus
• - - - • Lower Cost	• - - •	• • - - •Broadly -targeted competitors - - 가 -broad line 가 가 • 가

6) Gaining Strategic Advantage

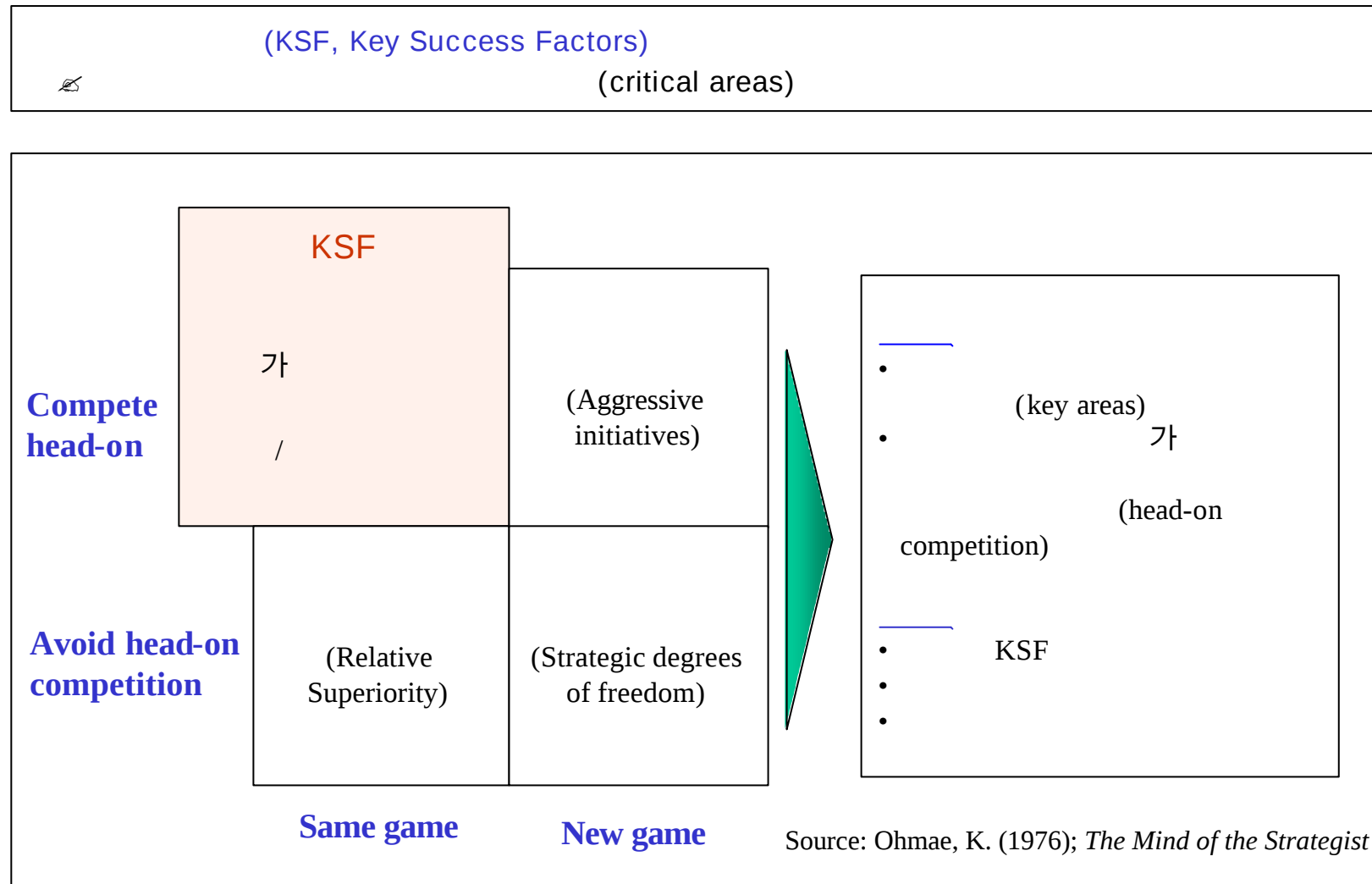


(where to compete)

(how to compete)



6) Gaining Strategic Advantage

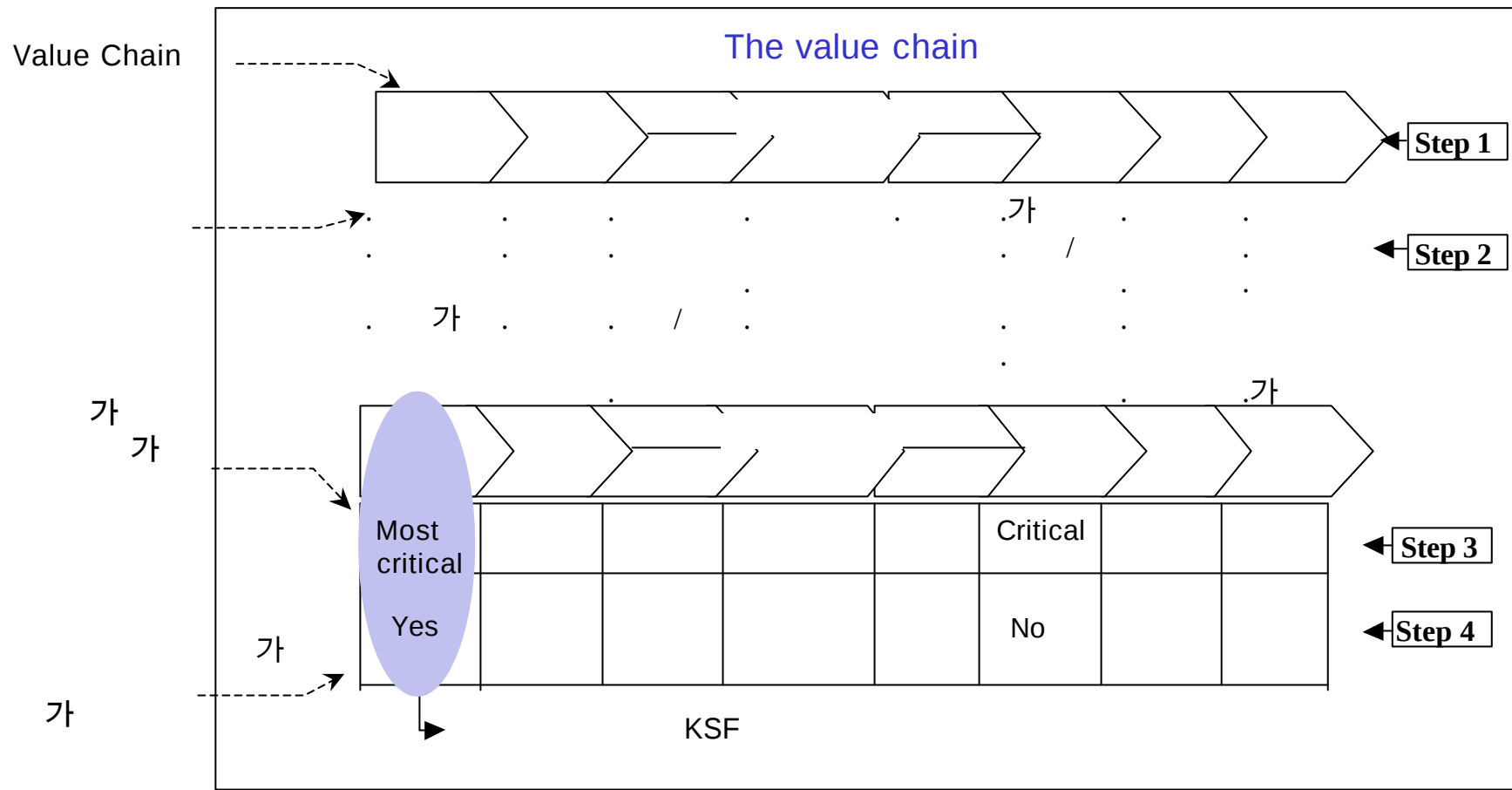


6) Gaining Strategic Advantage

(KSF, Key Success Factors)

KSF 가

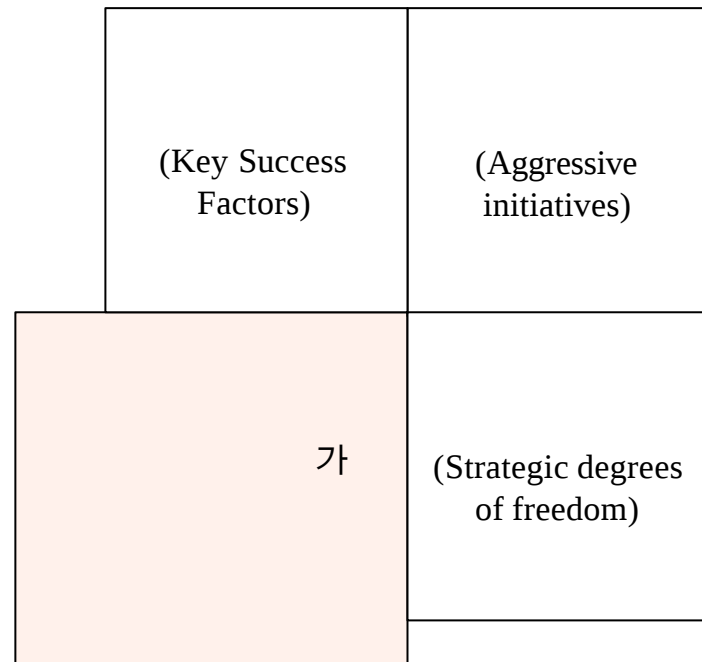
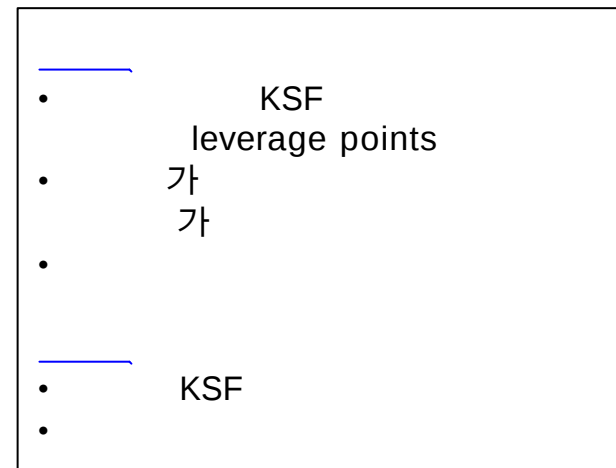
가



6) Gaining Strategic Advantage

(Relative Superiority) ✎

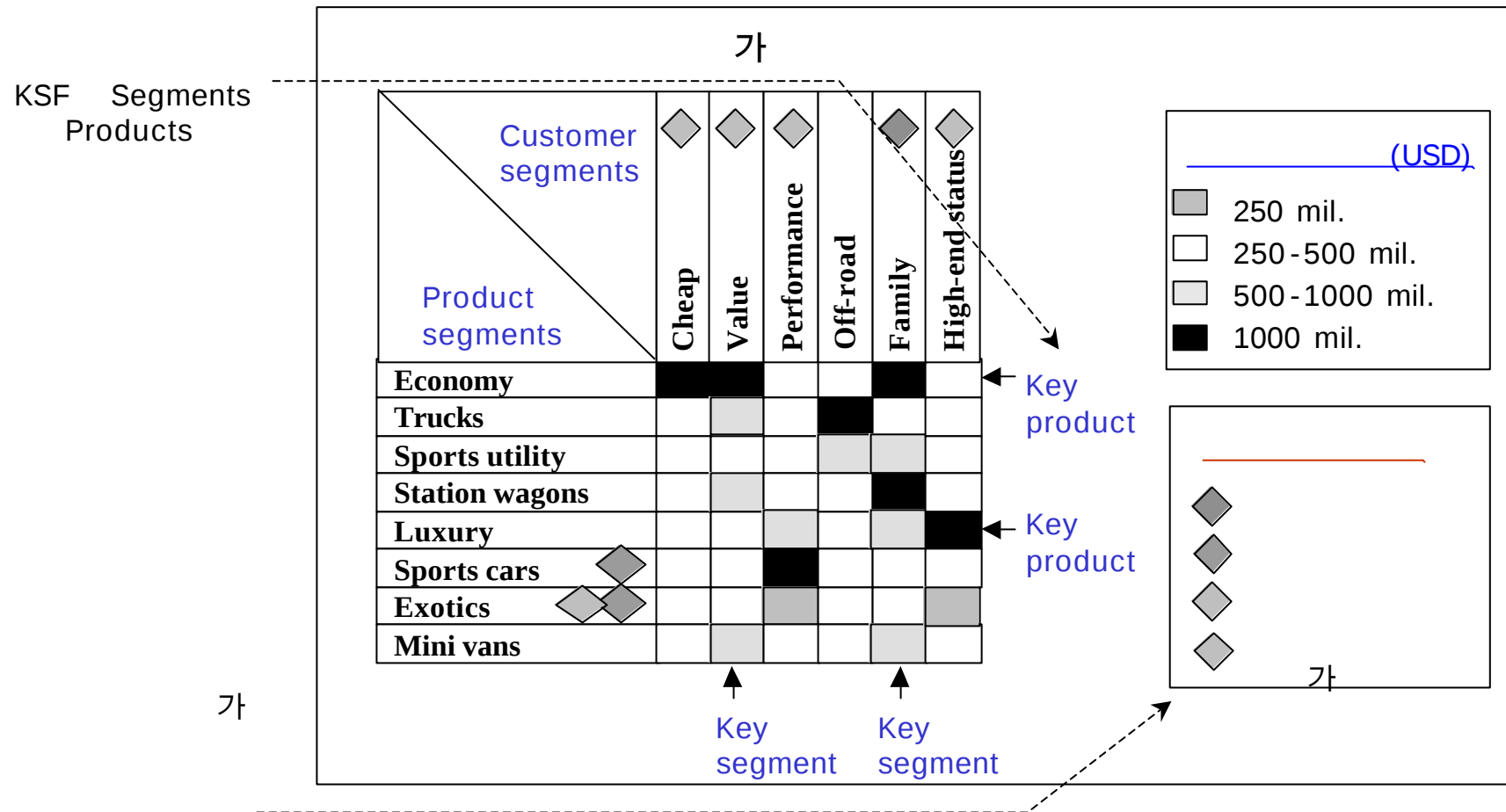
, (Game)

Compete head-on**Avoid head-on competition****Same game****New game**

6) Gaining Strategic Advantage

(Relative Superiority) ✎

(Game)



6) Gaining Strategic Advantage

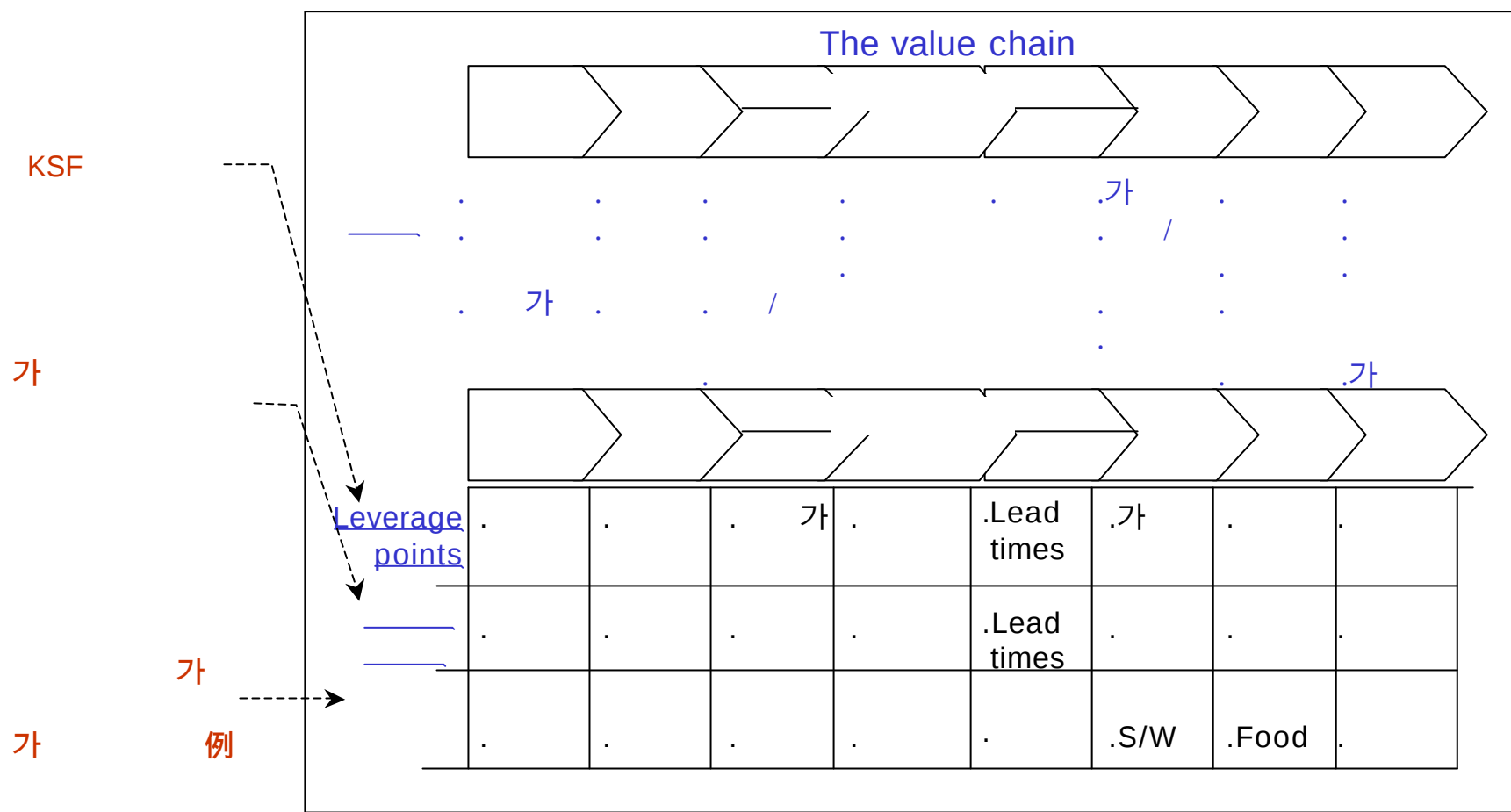
(Relative Superiority) 

(Game)

가

Leverage Points

가



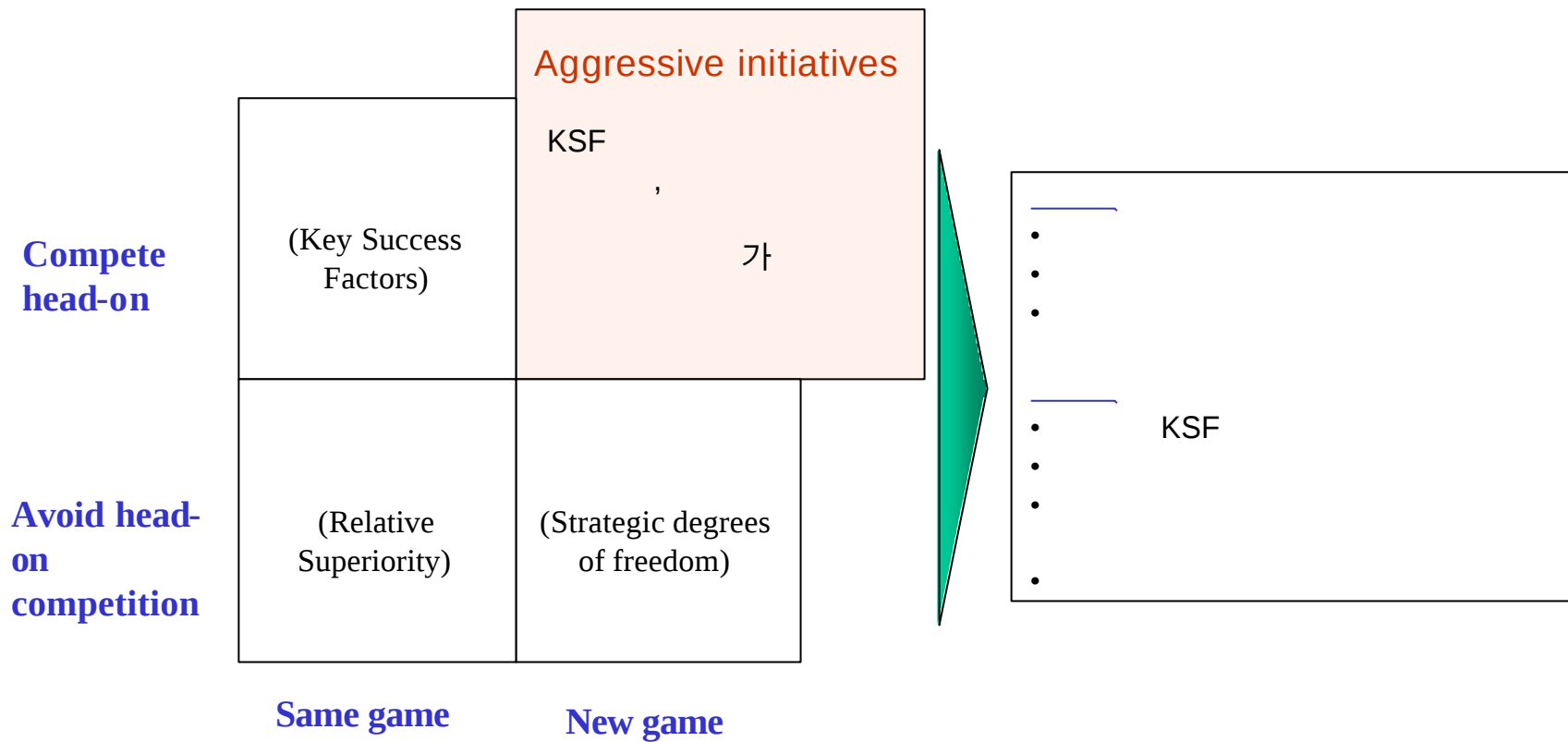
6) Gaining Strategic Advantage

(Aggressive Initiatives) ✎

(Game)

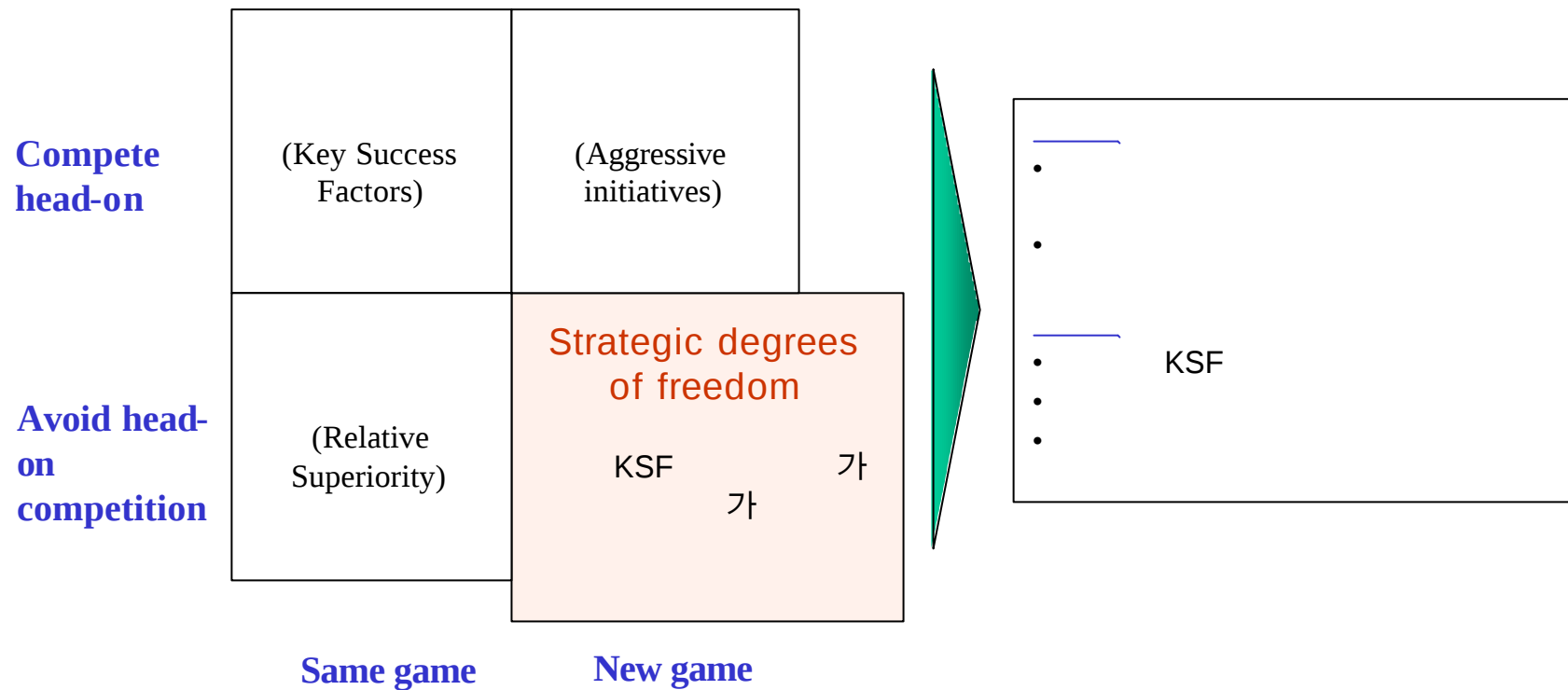
가?

가?

“Why not?” is the key question that must be asked

6) Gaining Strategic Advantage

(Strategic degrees of freedom)

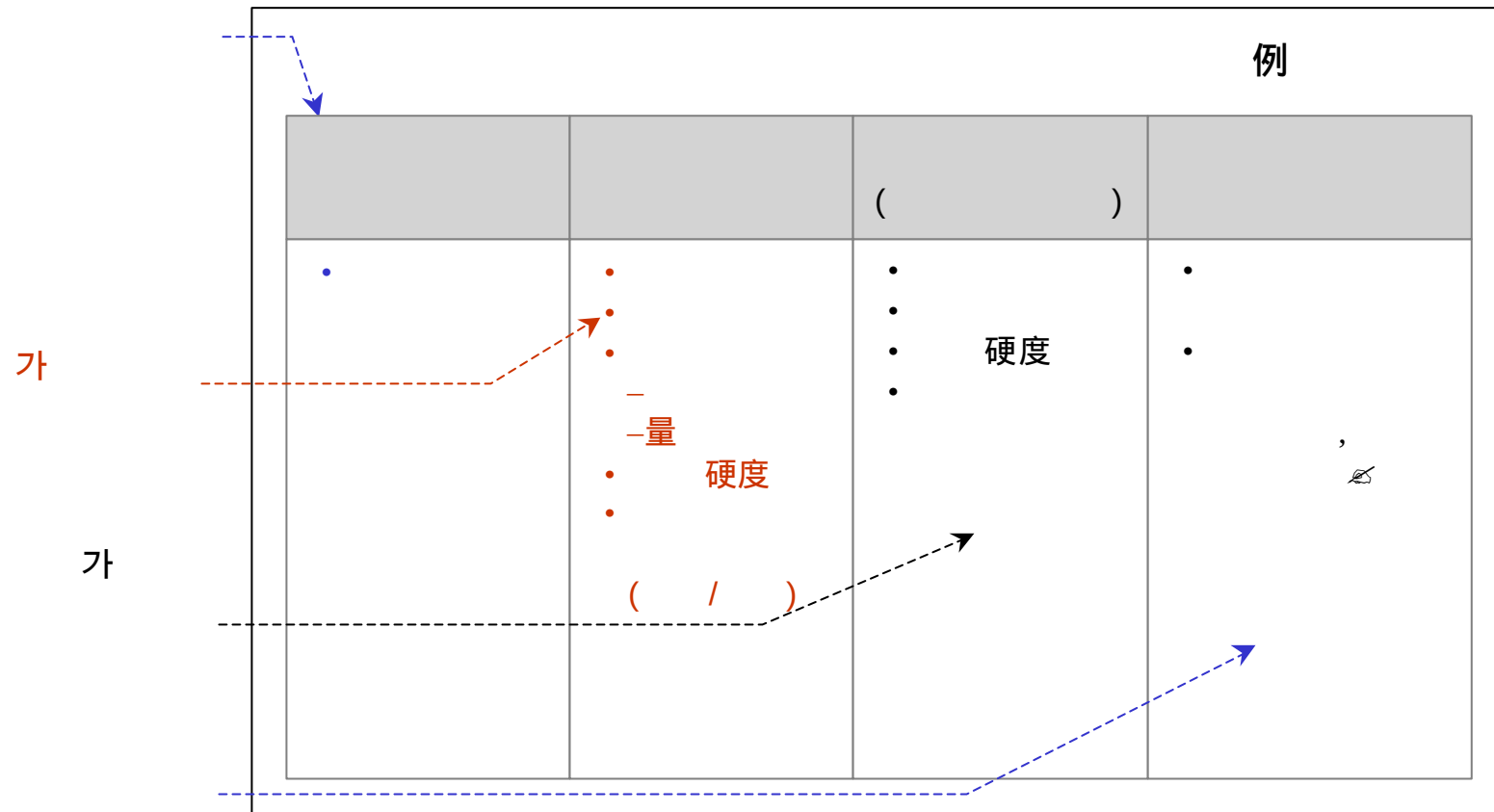


6) Gaining Strategic Advantage

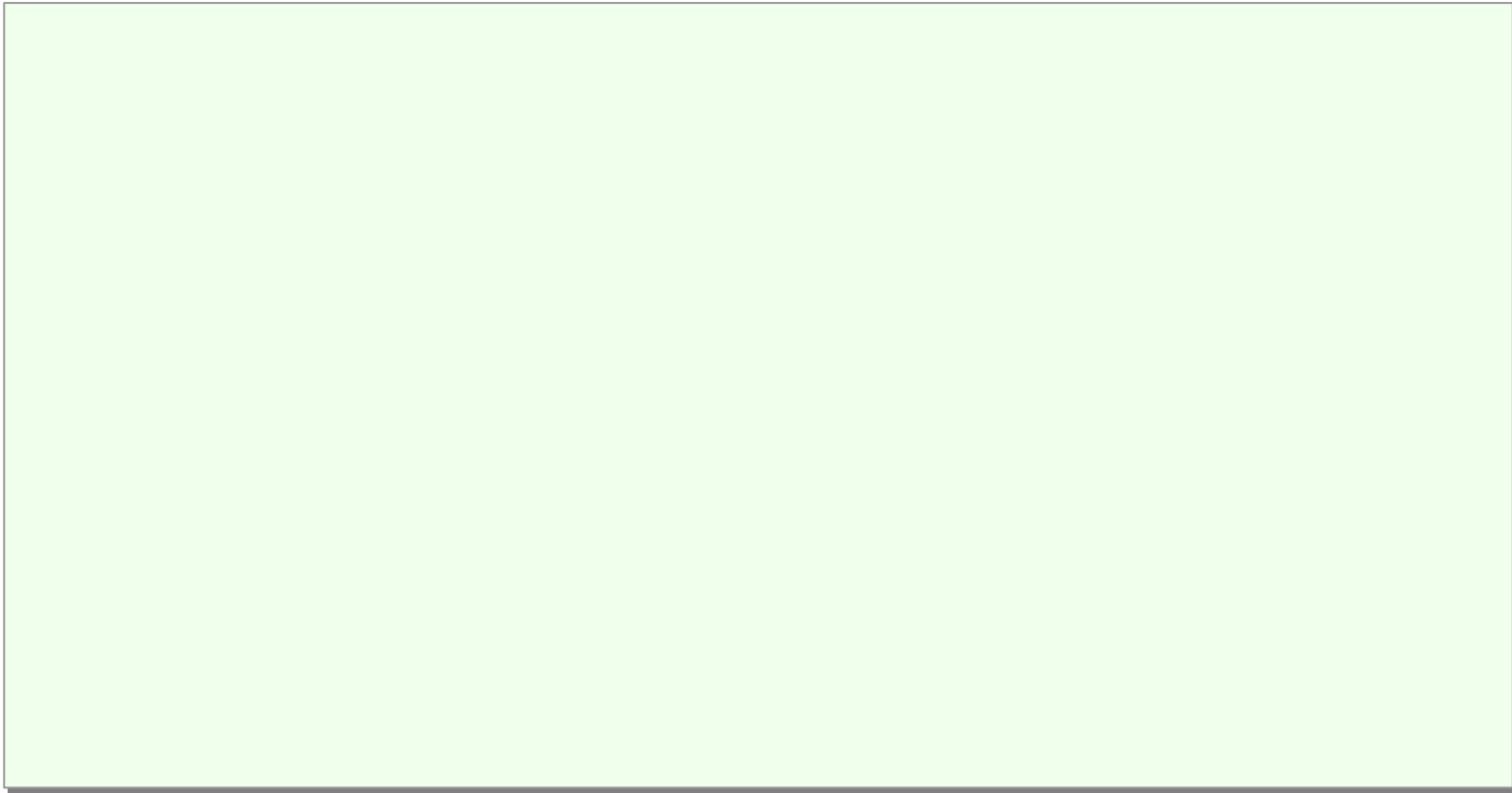
(Strategic degrees of freedom)

Strategic degrees of freedom

KSF



Break Time





12 :

❖ 학습 목표

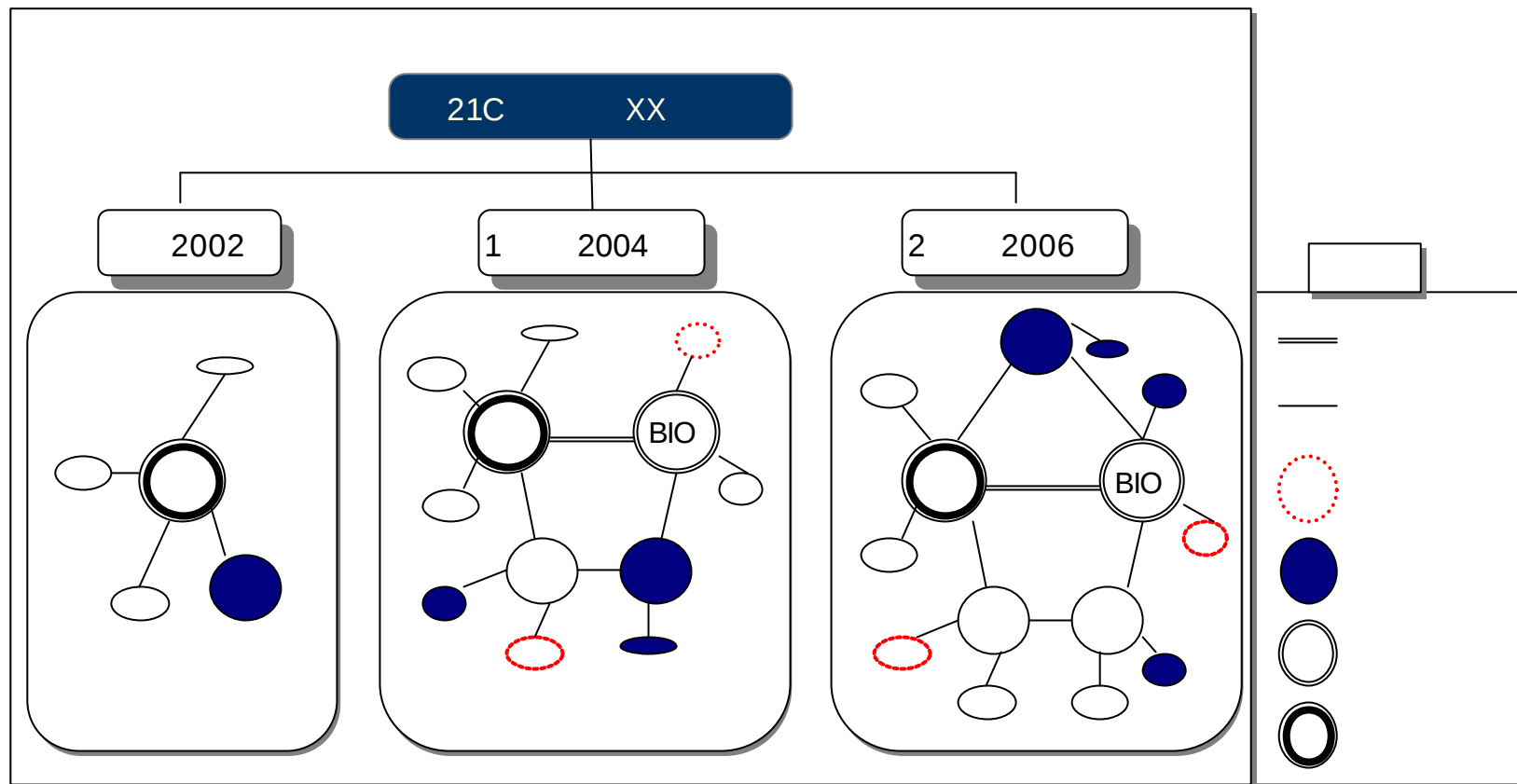
- 1.
- 2.

❖ 학습 내용

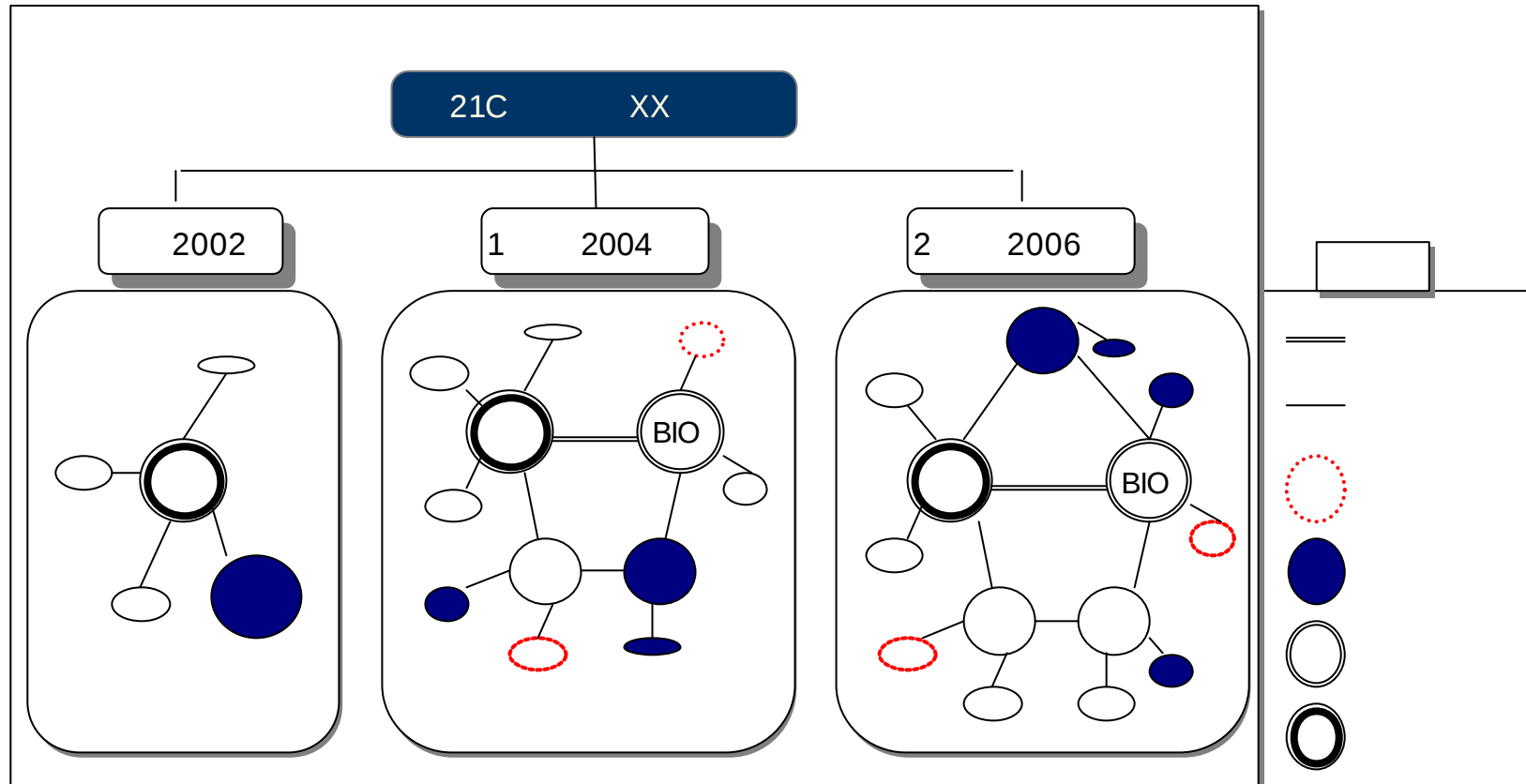
2.
 - 2-1.
 - 2-2. SBU
 - 2-3.
 - 2-4.
 - 2-5.
 - 2-6.

1) Mapping

- _____ - - ,
-
- Workshop
- : Mapping, PPM(Product Portfolio Management)

Mapping 例

1) Mapping :



2)

- . : , , /
- : ,
- : (/) 가
- : (MS)

(: , %)

	SBU	.					
	1		9,000	20%	(02) (02)	100 500	1 1
	2						
	小 計						
	Xxx						1
	Xxx						2
	小 計						
合 計				100%			

2.

2)

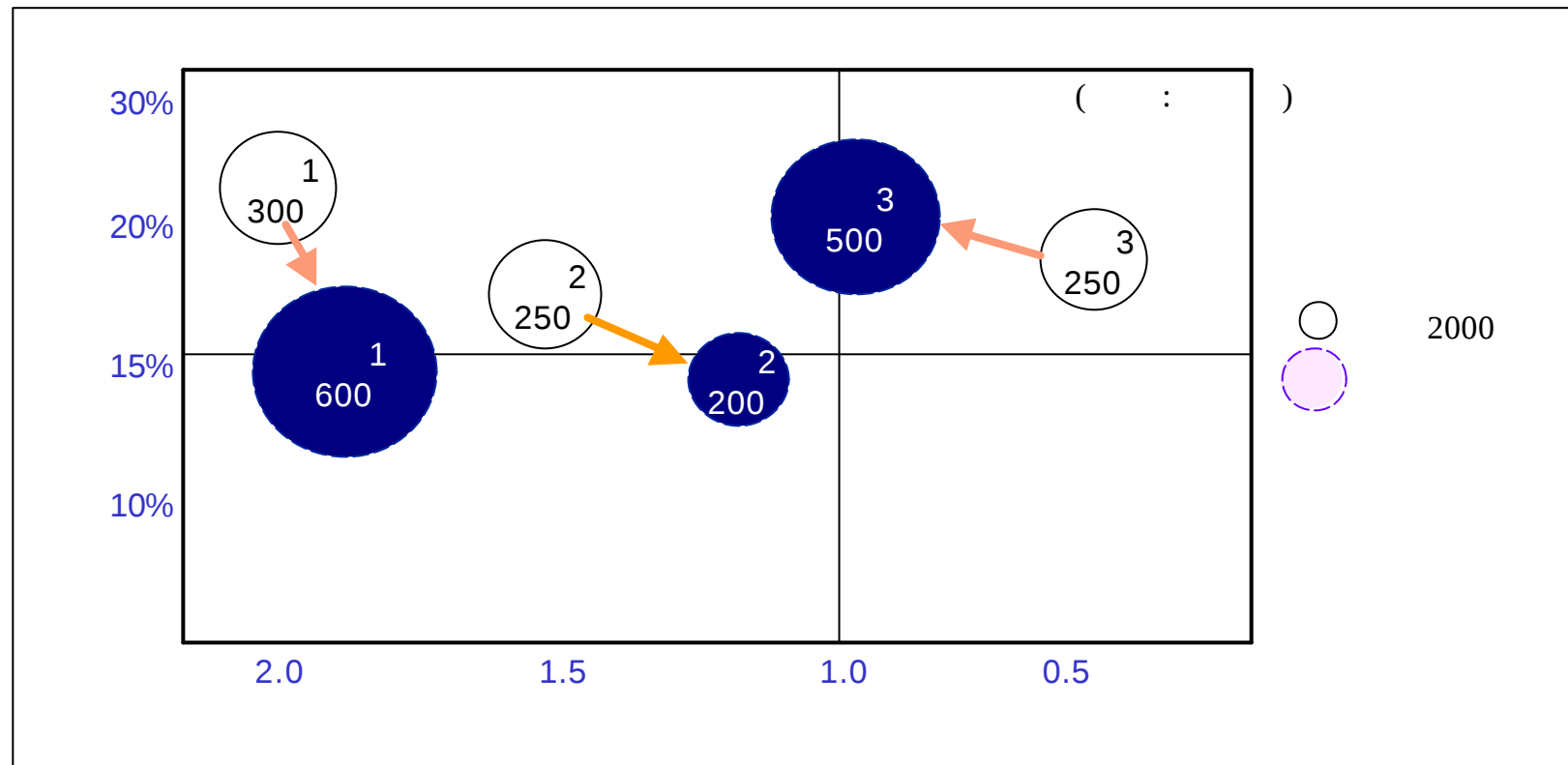
(: , %)

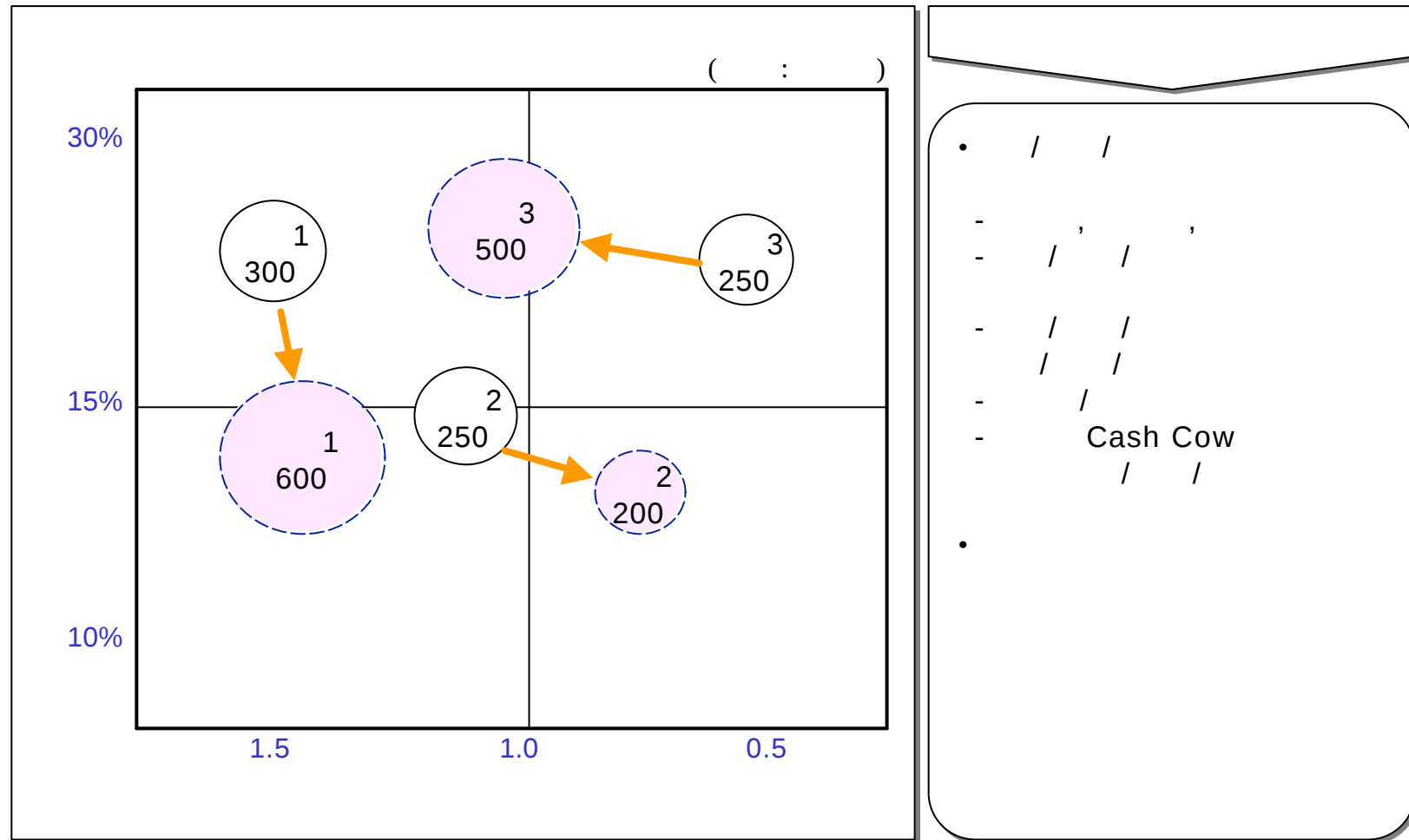
[illegible]

3) PPM (Product Portfolio Management)

PPM 例

- SBU
- BCG Matrix
- [PPM : Product Portfolio Management](#)



3) **PPM** (Product Portfolio Management) :

1)

- SBU
- : (%)
- / 가
- :
- : , ,
- / / Action Plan

例

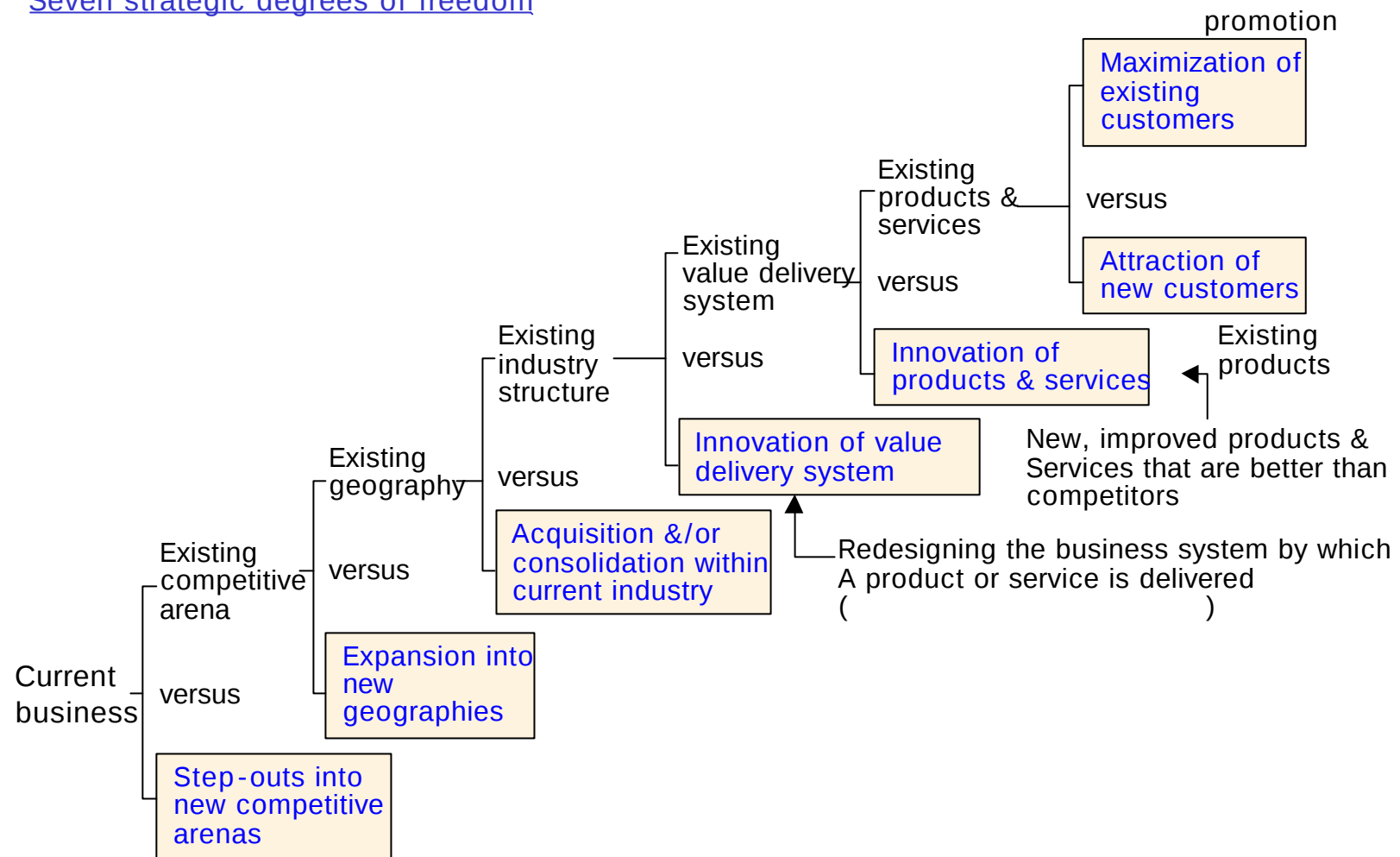
SBU					
				2002	
	2002	2004	2006		
(%)					
(%)					
(%)					

2)

77가

- //Staircases to Growth//, The McKinsey Quarterly, 1996

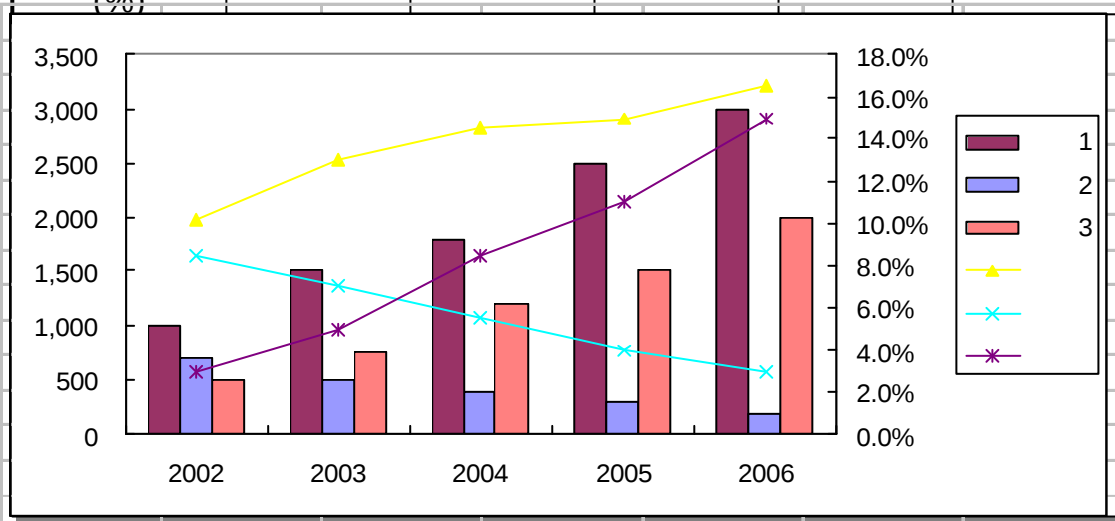
Seven strategic degrees of freedom



3) SBU 1

— 例

	2002	2003	2004	2005	2006
(%)					
	2002	2003	2004	2005	2006
1	1,000	1,500	1,800	2,500	3,000
2	700	500	400	300	200
3	500	750	1,200	1,500	2,000
(%)					
1	10.2%	13.0%	14.5%	15.0%	16.5%
2	8.5%	7.0%	5.5%	4.0%	3.0%
3	3.0%	5.0%	8.5%	11.0%	15.0%
(%)					



• 自社 SBU1
 - / /
 -
 •
 •
 •
 •
 •
 / 自社

3) SBU 1

					2002	2003	2004	2005	2006
2005	-	XXXXXXXXXXXXXXXXX							
1 (50%)	가	- R&D							
	/	-							
	/	- Venturing							
	/	-							
	...	-							
	-	-							
	/	-							
	...	-							
		-							
		-							
		가							
		- . 가							

3) SBU 1

2002 - 例

	•	•	•		
	•	•	•		
	•	•	•		
	•	•	•		

Action Plan

,

Break Time

✍ **Professional Ability**

✍ **Loyalty On Organization**

✍ **Continuous Self-Development**

Become the one the others copy!!



13 :

❖ 학습 목표

- 1.
- 2.

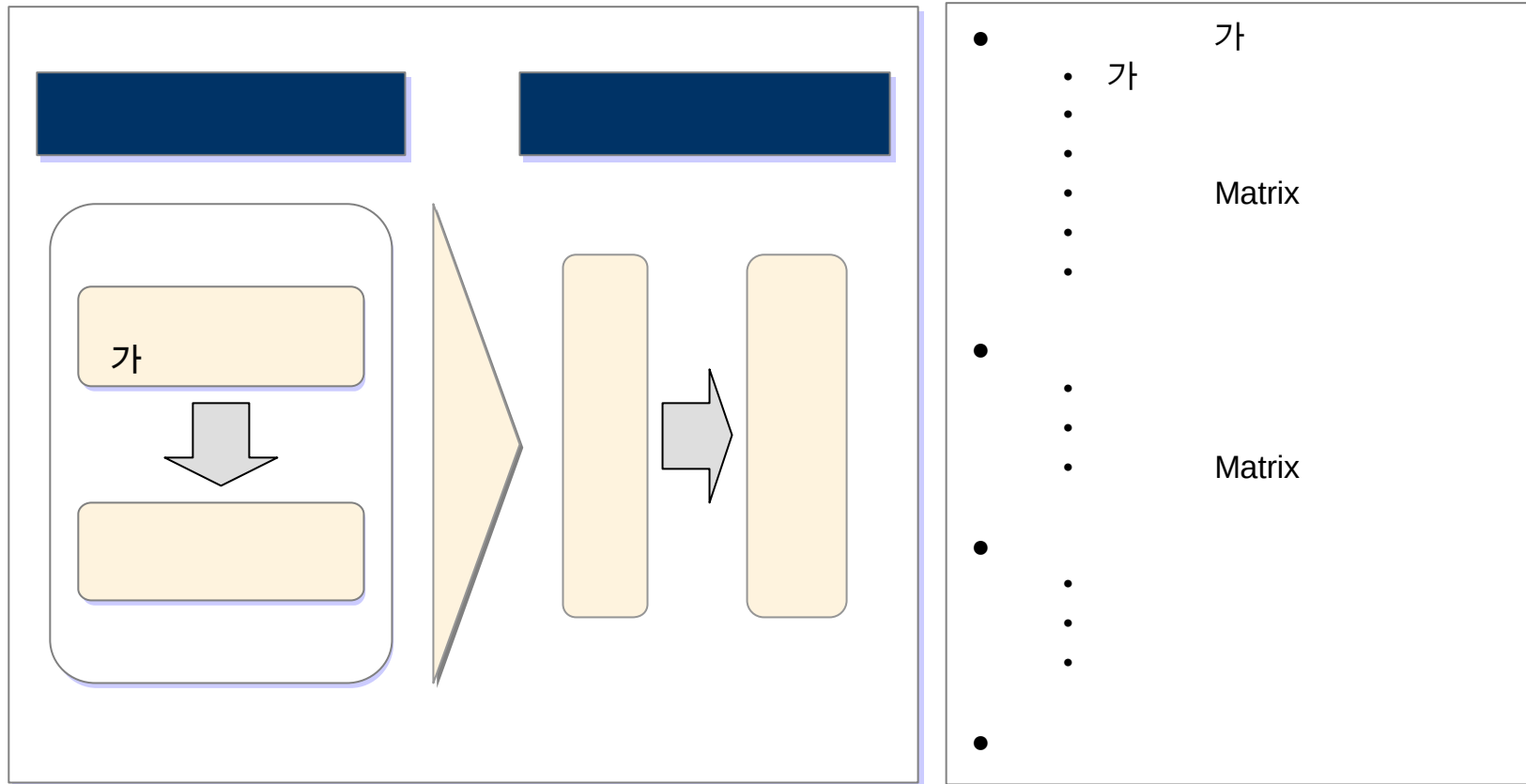
❖ 학습 내용

2.
 - 2-1.
 - 2-2. SBU
 - 2-3.
 - 2-4.
 - 2-5.
 - 2-6.

1)

•

가가



2) 가

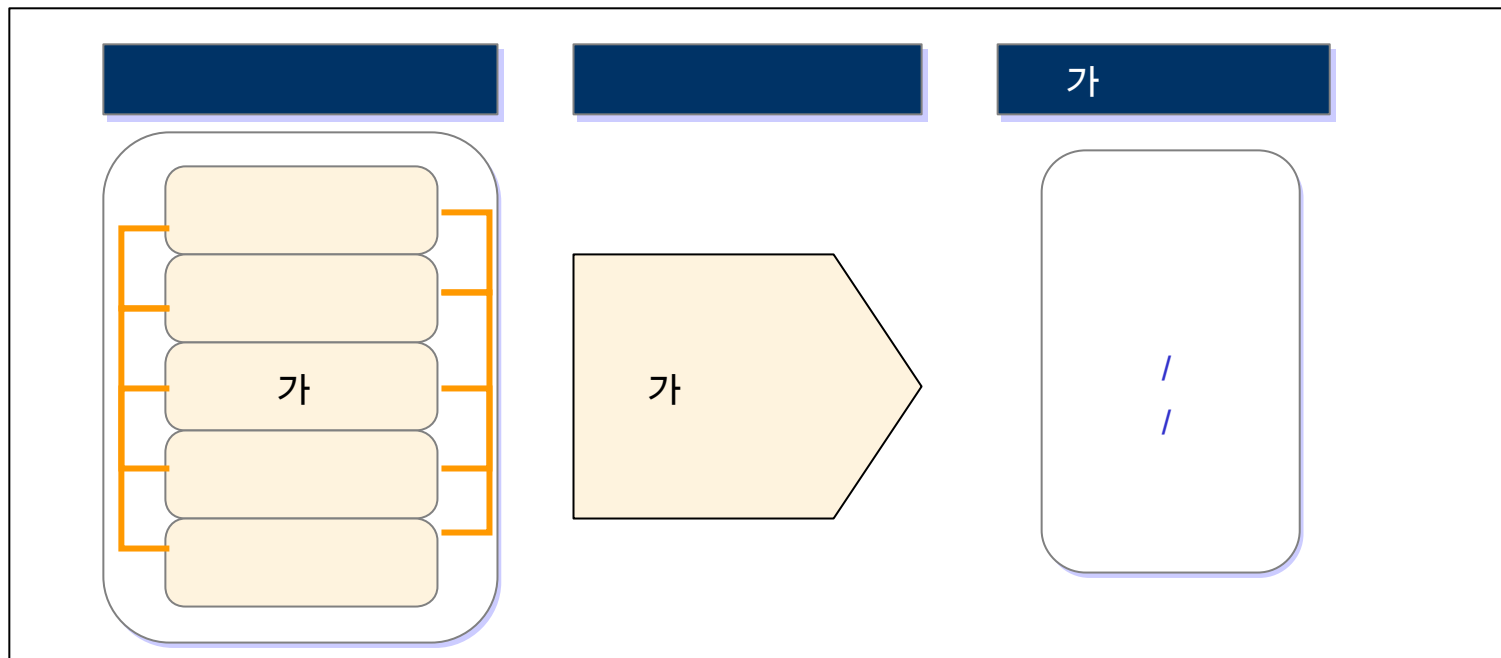
가 (Megatrends)

□

- , 가 21 가
- / / / 가
- 가

•Workshop

□



2) 가

가 (Megatrends) : Megatrends Key Issues

□ : 例

가	Key Issues		Implication
	•	• 가	• ,
	•	• , ,	• ,
	•	•	•

2) 가

가 (Megatrends) : Megatrends Key Issues

가	Key Issues		Implication
	•	• , ,	• , R&D
	•	•富	•R&D
	•	•	•
	•	•	•
IT -	•	•	•
	•	•	•
	•	•	•
	•	•	•
	•	•	•
	•	•	•

가



가

Factor

2) 가

가 (Megatrends) : Megatrends Key Issues

가	Key Issues		Implication
	•	•	•
	•	•	•
	•	•	•
	•	•	•
	•	•	•
	•	•	•
	•	•	•
	•	•	•
	•	•	•
	•	•	•

가

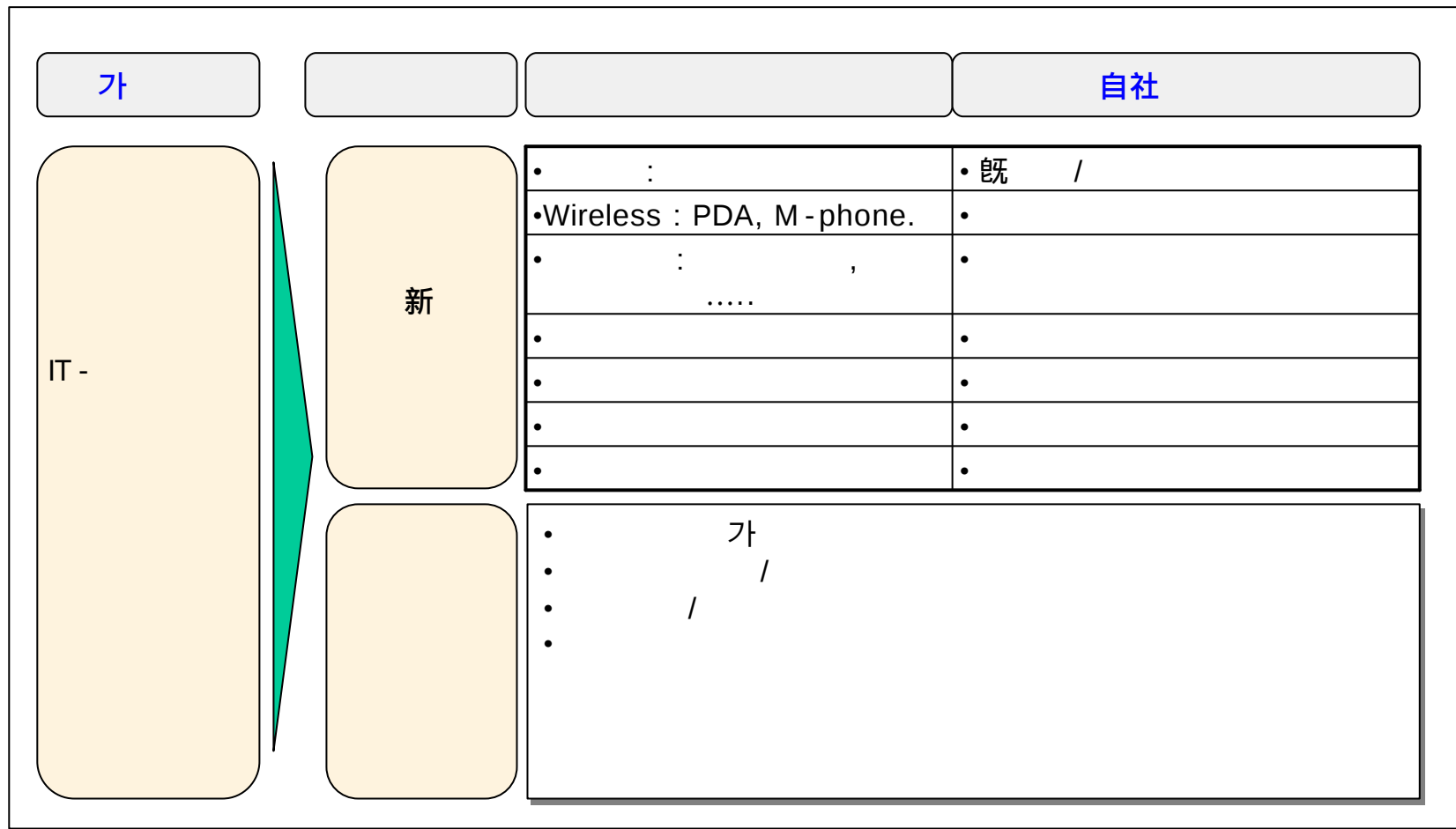


가

Factor

2) 가

가 (Megatrends) :



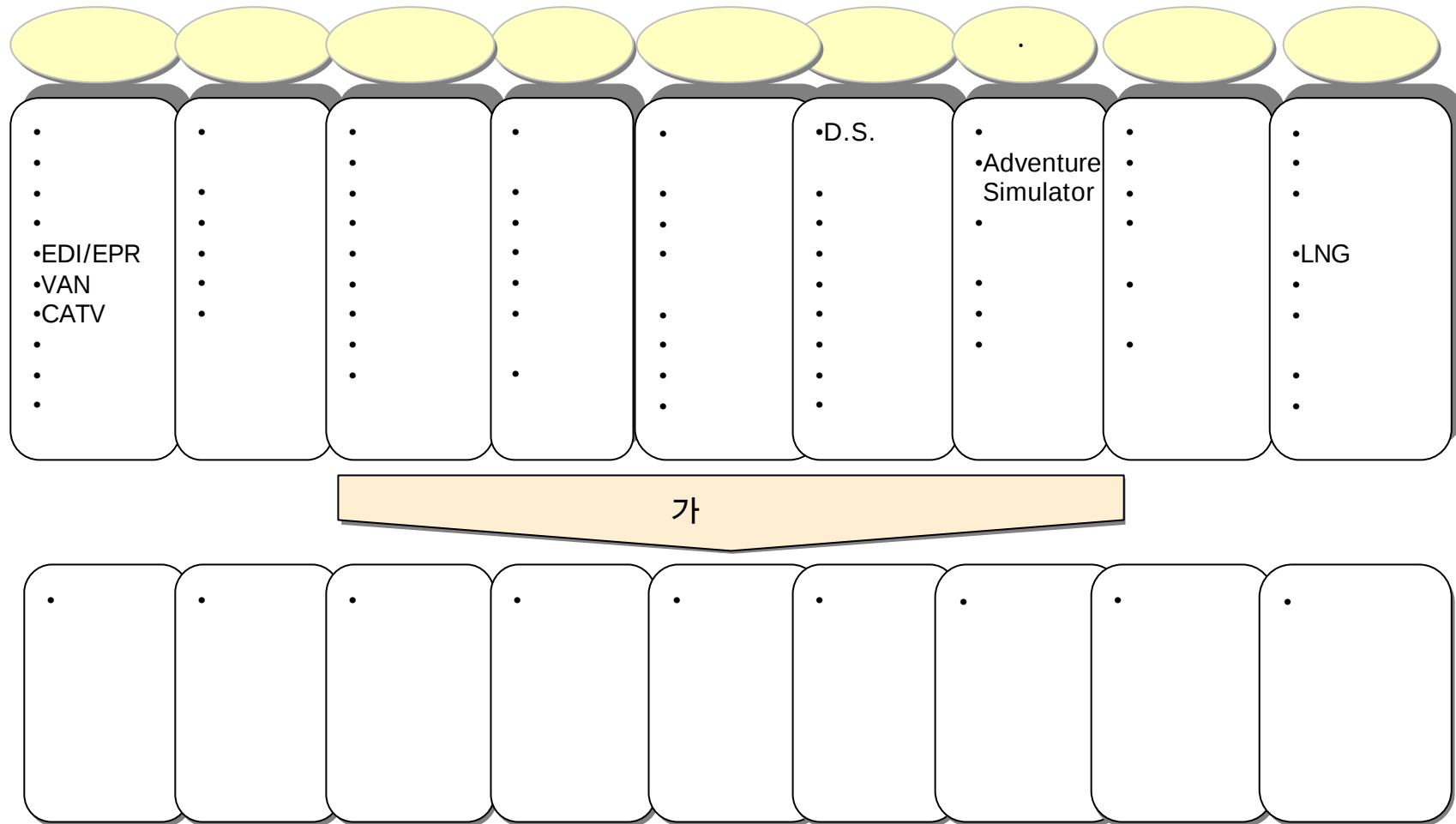
2)

가

例

- 가
- 가
- 例示

가 Workshop



2) 가

_____ :

- ,
- , 가
- 가

<table border="1"> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> </table>						<table border="1"> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> </table>						

	• 가
	•
	• /
	•
	•

2) 가

Matrix

-
- / / / /
- / / 自社 , : 例

				自社
	• • • •IT •.....		•	•
	• / / • •.....		• /	
	•₩/\$ • 가 •.....		•IT/	
	• • •.....		•	
	• • •.....		•	
	• • •가 •.....		•	
	• • •가 •.....		•	

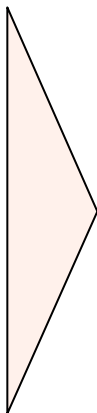
2-5.

2.

2) 가

•
• 3 5
•

		1	2	3	
1					• • •
2					• • •
3					• • •



1	
2	
3	

2)

가

Megatrends		
Matrix		

3)

- _____ : Matrix
- _____ KSF
 - _____ KSF 가 _____ (KSF : Key Success Factors)
 - 2) _____ 가 _____
 - _____
 - _____
 - _____ KSF 自社 _____
 - _____ 가 _____ ()

		(, , - -		
		),		
		(, , - -		
		),		
		, , , 가 ,		
		, , , 가		
		(, , , , ,		
		),		
		(, , , ,		
		)		

KSF	自社 KSF
(1)	
(2)	
(3)	

3)

SBU 1 :

		•
		•
		•
		•
		•
		•
		•



•

KSF	自社 KSF
(1)	
(2)	
(3)	

3)

: Matrix

- 가 , 自社 가
- 가 5 가 , 가 가
- 가 : 例
- : 가 가?
- : 가?
- : / ?
- : 가?
- : 가?

□ : 例

	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
가	X	X	X	X	X	xx	xx	xx	xx	xx											X	X	X	X	X
						%	%	%	%	%															

가

가

例示 .

.

2-5.

2.

3)

SBU 1 :



	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
가	X	X	X	X	X	xx	xx	xx	xx	xx											X	X	X	X	X
						%	%	%	%	%															

가

가

例示 .

.

2-5.

2.

3)

SBU 1 :



							가
1		5	1	4	2	3	
	가	1.0	1.5	1.3	1.2	0.8	
		5.0	1.5	5.2	2.4	2.4	16.5
2							
	가						
3							
	가						

가

1.5

0.5

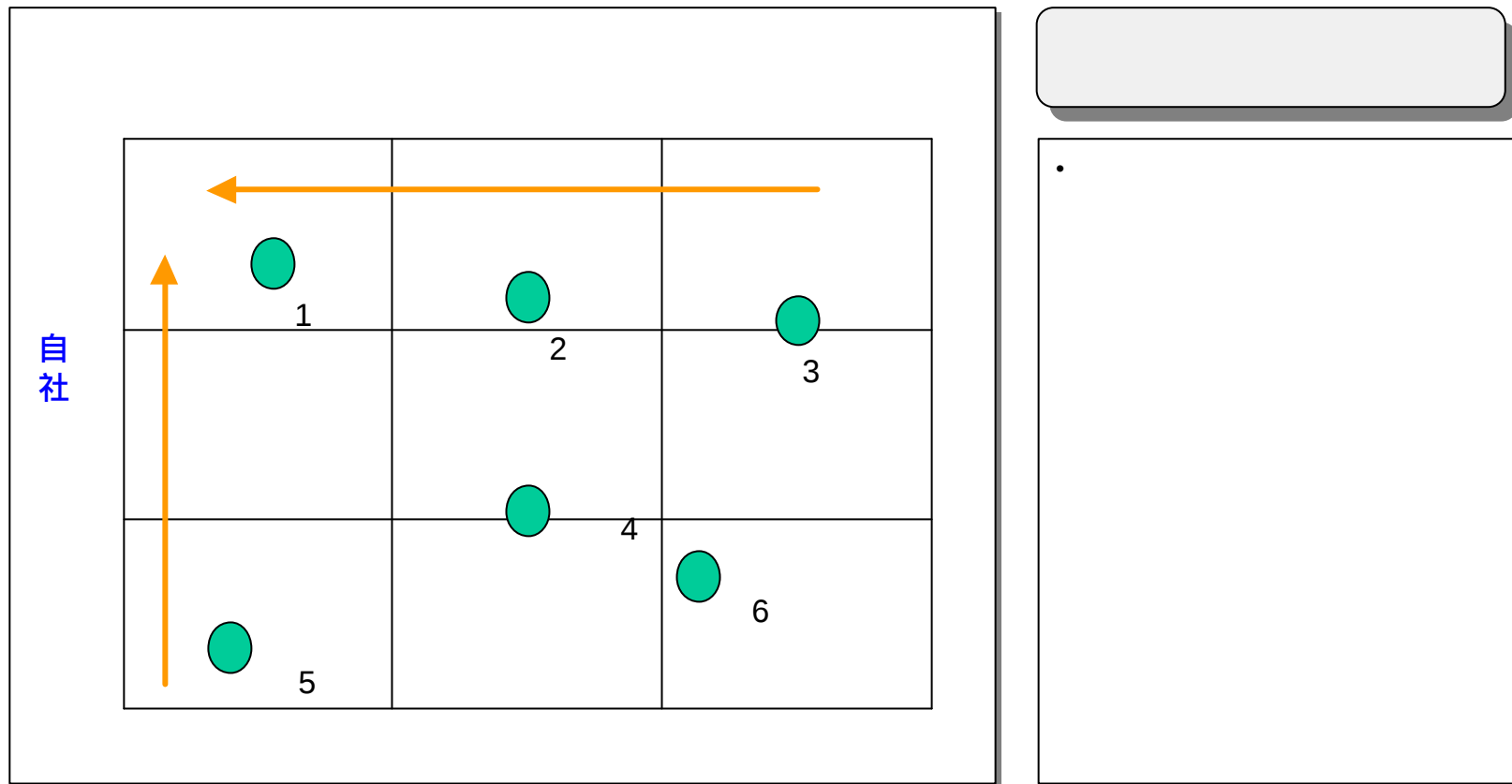
가

. TMT

3)

SBU 1 : Matrix

-
- Matrix , 가



3)

SBU 1 : Five Forces

-

()			
•	• - 가		
•	• 가 -		
•	• -		
•	• 가		
•	• / 가 .		
• 가	• 가 가		
•	• 가 • 가		
•	• 가		

/ 가 / / / / / / 가 / /
--

3)

SBU 1 : Five Forces

-

()			
•	• - - ,		
• ()	• , 가		
•	•		
• ()	• / 가		
•	•		
•	• 가 가		

가 / / 가 / / /

3)

SBU 1 : Five Forces -

()			
•	• 가 - ,		
•	• 가 -가 , , ..		
•	• 가 () 가		
• 가 가	• 가		
• 가	• 가 • 가		

가 / /가 . / / / / / / / /

3)

SBU 1 : Five Forces

-

()			
•	•) - : - : IT 가,		
•	• 가 - 가		
• 가	• 가 (가)		

가 . / / /

3)

SBU 1 : Five Forces -

	()			
	•	가		
	•			
	•.....			
	•			
	•			
	•.....			
	•			
	•			
	•.....			
	•			
	•가			
	•.....			
	•	가		
	•.....			

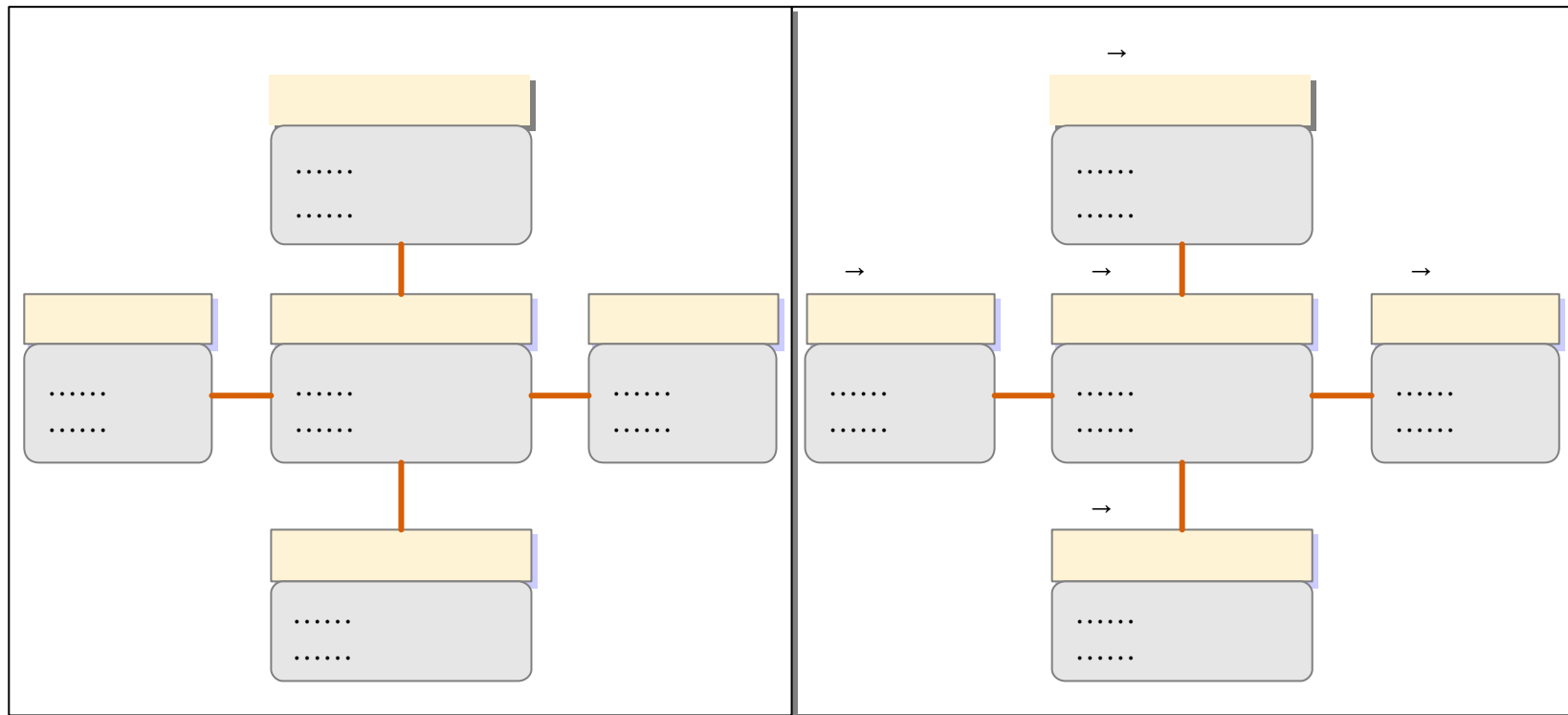
: 3 () 5 (/ / / /) ,

2-5.

2.

3)

SBU 1 : Five Forces



•5
•

2-5.

2.

3)

SBU 1 :

- Matrix
- Five Forces Analysis Growth Trends Analysis (:)
- / / ,
- . Action Plan .

3)

— 例

			自社	
1	• • • • KSF	•  , •  3 5 • • •	• KSF • • •	• • •
2				
3				

4) - 例

_____ : ○ ○ ○

-
-
- / / / / / / / M&A
- / / / / 가 가
-

(200x)

•

↔ (200x 2000x)

•

(200x 200x)

•

		2006			
()					

4)

_____ : ○ ○ ○

	(200x)	↔ (200x 2000x)	(200x 200x)
(R&D)	•	•	•
	•	•	•
()	•	•	•
	•	•	•
	•	•	•

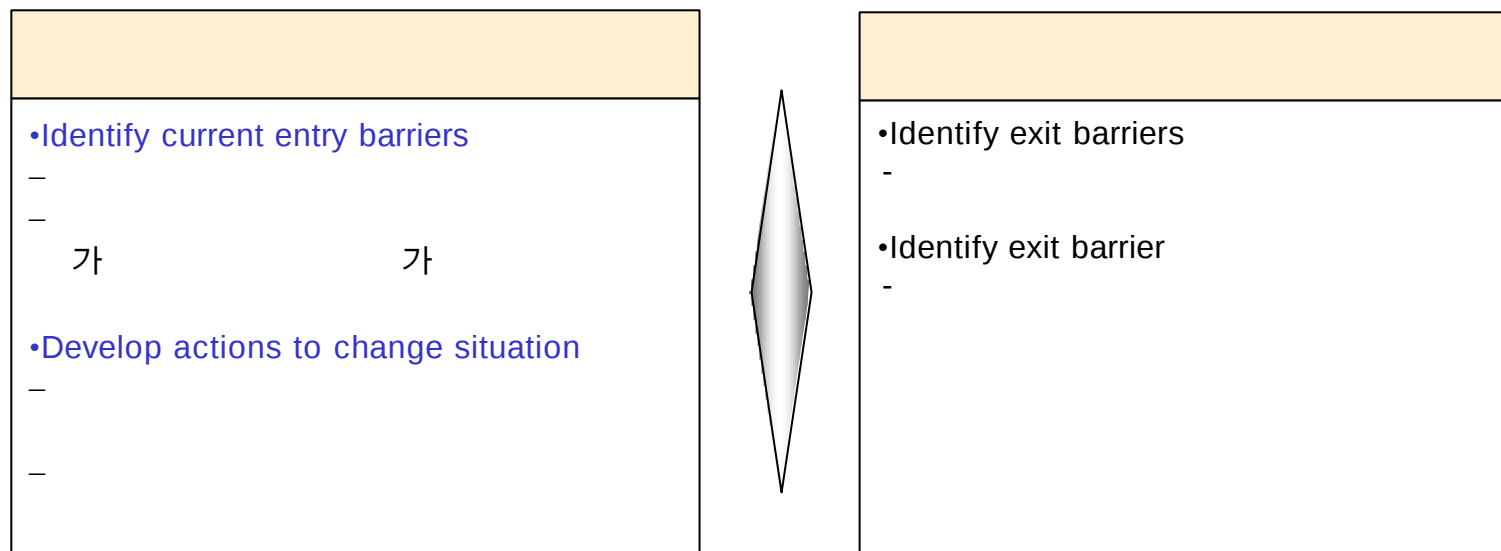
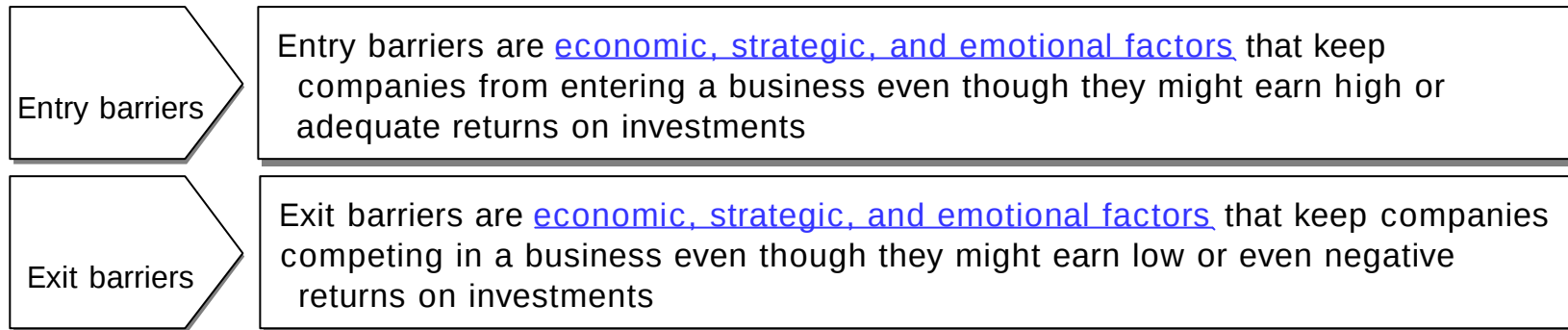
가

4)

: ○ ○ ○

			2002	2003	2004	2005	2006
- 21	- 가가	xxxxxxxx					
-		-	←→				
.2001		- R&D	←→				
.2002		-	←→				
.2003		- Venturing		←→			
.2004		-		←→			
.2005		-		←→			
		-		←→			
		-		←→			
		가					
		- . 가		←→			

1)



2)

2가

(Structural barriers)	(the incumbent and the new entrant)
(Behavioral barriers)	

7가

Economies of scale
Product differentiation
Capital requirements
Access to distribution channels
Switching costs
Cost disadvantages independent of scale
Government policy

- 新 /

-

- ()

- (,), / , ,

- ()

2)

4가

History	
Incumbents have Significant sunk costs*	/ , ,
Threats of aggressive response from incumbent	
Slow industry growth	

sunk costs() : non-recoverable costs

3)

□ _____

Specialized assets	Assets highly specialized to the particular <u>business or location</u> have <u>low liquidation values</u> or <u>high costs of transfer or conversion</u>
Fixed cost of exit	These include <u>labor agreements, resettlement costs, maintaining capabilities for spare parts</u> , and so on.
他 Strategic interrelationships	<u>Interrelationships</u> between the exiting business unit and other business units in the company in terms of <u>image, marketing ability, access to financial markets, shared facilities</u> , and so on.
Emotional barriers	<u>Management's unwillingness</u> to make economically justified exit decisions caused by <u>identification with the particular business, loyalty to employees, fear for one's own career, pride</u> , and other reasons.
	These restrictions involve <u>government denial</u> or <u>discouragement of exit out of Concern for job loss and regional economic effects.</u>

□ _____ : 例

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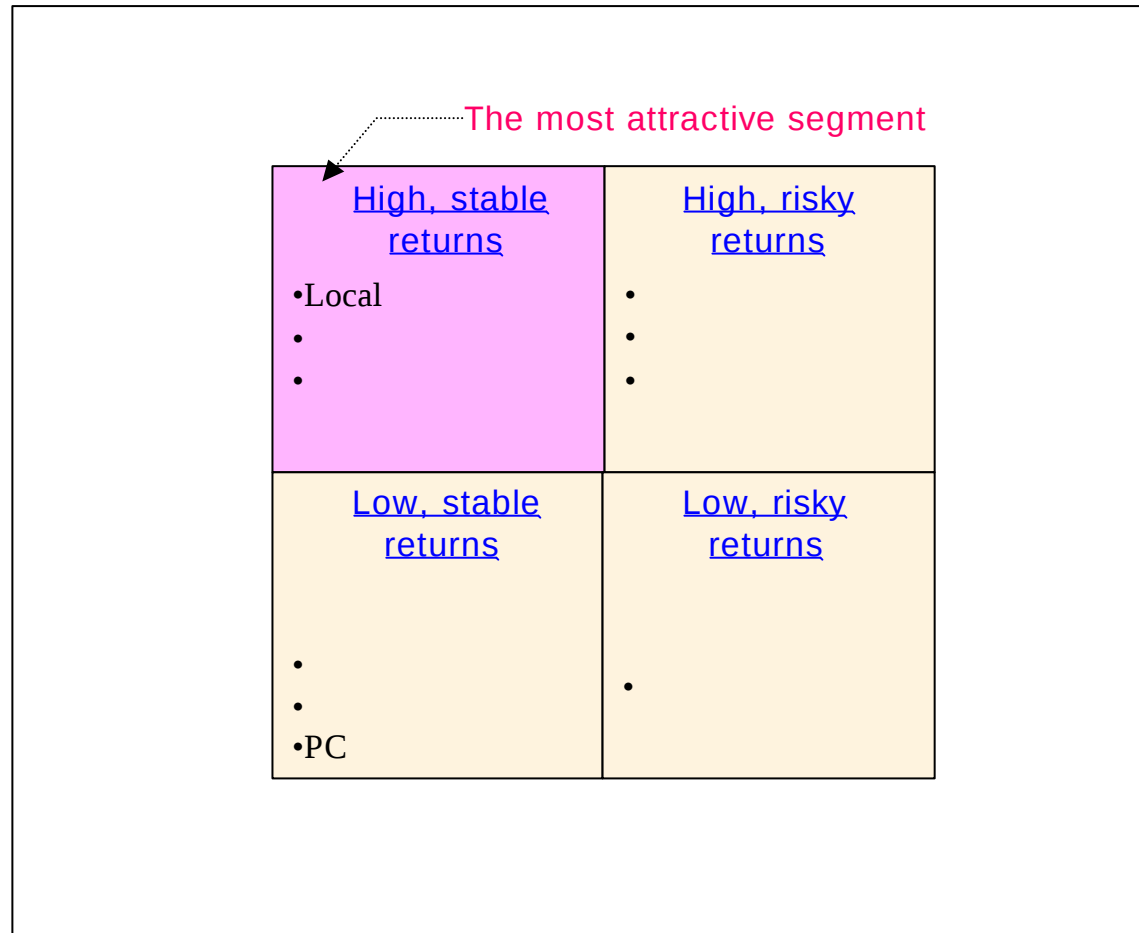
가 : 3

가 가

-

3) /

: 例





14 :

❖ 학습 목표

- 1.
- 2.

❖ 학습 내용

3.
 - 3-1.
 - 3-2.
 - 3-3.
 - 3-4.

1)

- [G.Hamel/C.K.Prahalad : core competencies](#)



-
-
-



가 value creation	- 가 가 가 ..
distinctive&superior	
Leverageable to other businesses	가
가 Scarce&difficult to imitate	- 가 가

2)

(Fit & Stretch)

Hamel & Prahalad : strategy as stretch & leverage/core competency / 80

- 90 (strategic thinking)

Traditional Approach	Hamel & Prahalad
•Strategy as fit •Resource allocation •Portfolio of business •Competition as confrontation	•Strategy as stretch •Resource leverage •Portfolio of competences •Competition as collaboration

- : 가?

- (senior management) ...

- (the concept of stretch in strategic thinking)

2) The Core Competence Of The Corporation/C.K.Prahalad & Gary Hamel(HBS, May/June 1990)

71. Introduction

- 80 , 가 (restructure, declutter, & delay)
- 90 , 가 (core competencies)

_____ (rethinking the corporation)

- 가 (business units) ,
- .. (market boundaries) , (targets)
- , (emerging markets) ,
- ,
- ... ,
- 가

2) The Core Competence Of The Corporation/C.K.Prahalad & Gary Hamel(HBS, May/June 1990)

_____ (the roots of competitive advantage)

- _____ (competitiveness) _____ 가 / _____
- _____ (the first wave) _____ 가
- _____ 가 _____ - _____ , _____
- _____ 가 _____ , _____
- _____ (the real sources of advantage)
(corporate -wide technologies & production skills)
_____ 가 _____ (competencies) _____ (management's
ability)
- _____ / _____ / _____ ...
_____ / / _____ , _____ ()
- _____ (technologies) _____ , _____ (skills) _____ , _____
- _____ , _____ (organization of work) 가 _____ (delivery of value)
- -Sony _____ (miniaturization)가 _____ ... _____ , Sony
/ / _____ 가 _____ 가

-

 2) The Core Competence Of The Corporation/C.K.Prahalad & Gary Hamel(HBS, May/June 1990)

_____ (the roots of competitive advantage)

- (全)
(communication, involvement, a deep commitment)

- _____ ...

- _____ , _____
_____ ... _____

- _____ ...

- _____ , _____

... _____ , _____

- _____ .

- _____ (attractiveness of markets)가

-) 3M...

 2) The Core Competence Of The Corporation/C.K.Prahalad & Gary Hamel(HBS, May/June 1990)

_____ (identifying core competencies & losing them)

- _____ 3가 _____ 가 _____ 가 _____
 _____ (embedded skills) _____ OEM(original
equipment manufacturer) _____
 _____ (cost centers) _____ ()
 / _____
 -OEM _____ 가 _____ 가 , _____
 / _____ .
- _____ ,
 _____ (people -embodied skills)
 .
- _____ (competence leadership) _____
- _____
) 70 80 _____ TV _____
 ... _____ TV _____ ,
 (video -based competencies) _____ 가 _____
- TV _____ , _____
 ... _____ TV _____ ,

2) The Core Competence Of The Corporation/C.K.Prahalad & Gary Hamel(HBS, May/June 1990)

_____ (from core competencies to core products)

- _____ tangible link _____ (core products)
- Honda (end products <例>)
(linchpin)
- 가 (components or
sub-assemblies)
- _____ ,
(world manufacturing share) .
- _____ 가
- (dominant position)
- 가 가 ,

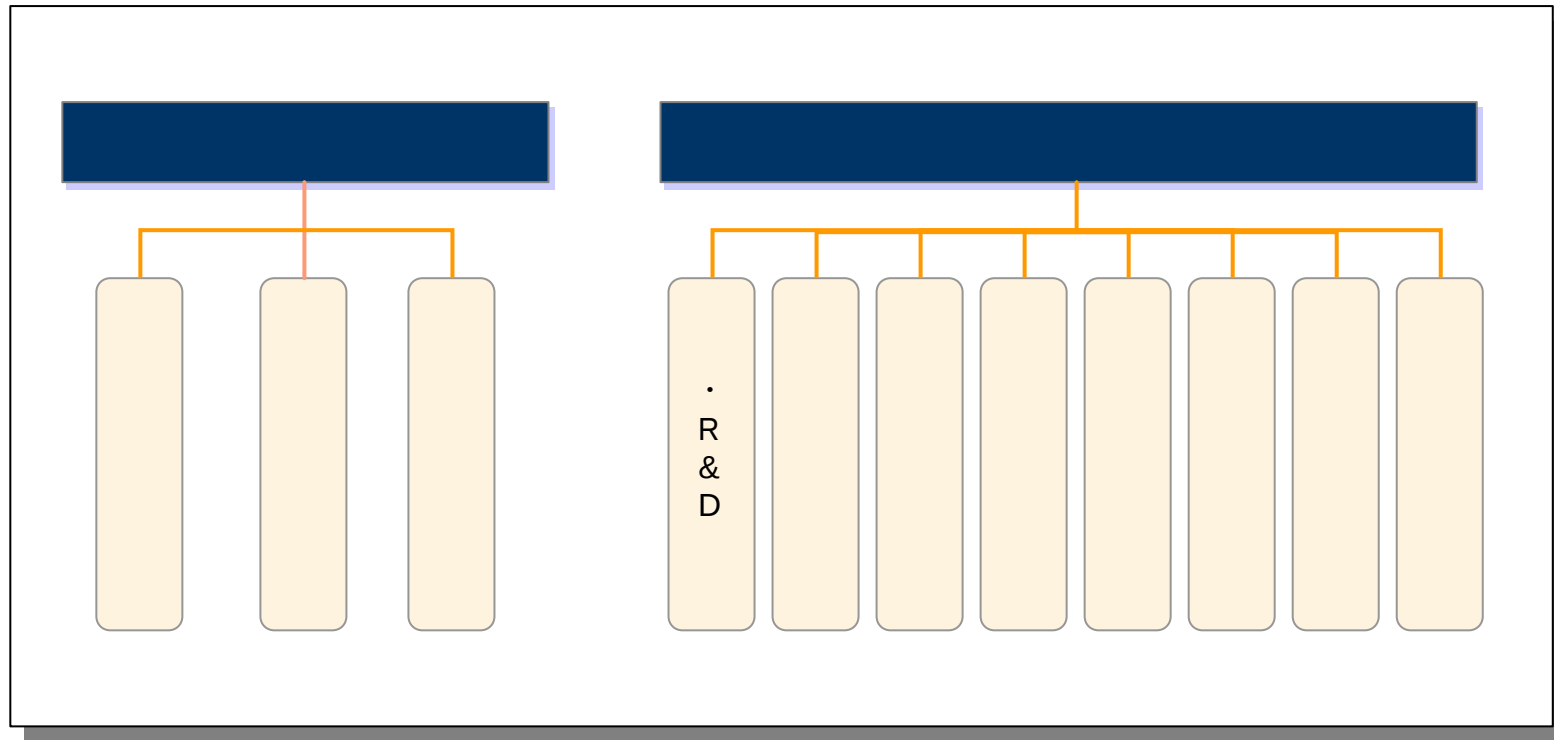
2) The Core Competence Of The Corporation/C.K.Prahalad & Gary Hamel(HBS, May/June 1990)

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- _____, _____가
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- _____ (transfers) _____가 _____, ...
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- _____ (wellspring) ...
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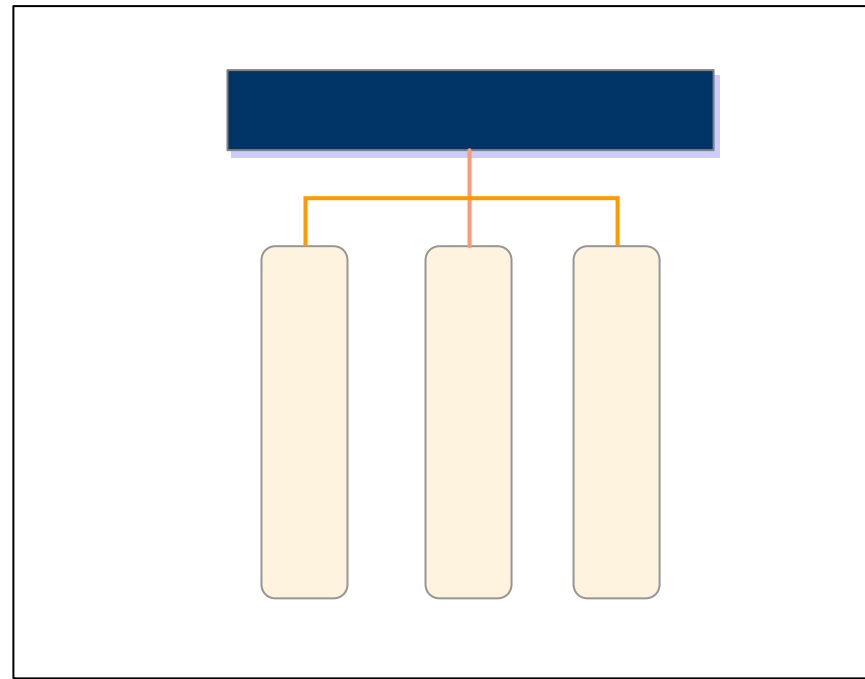
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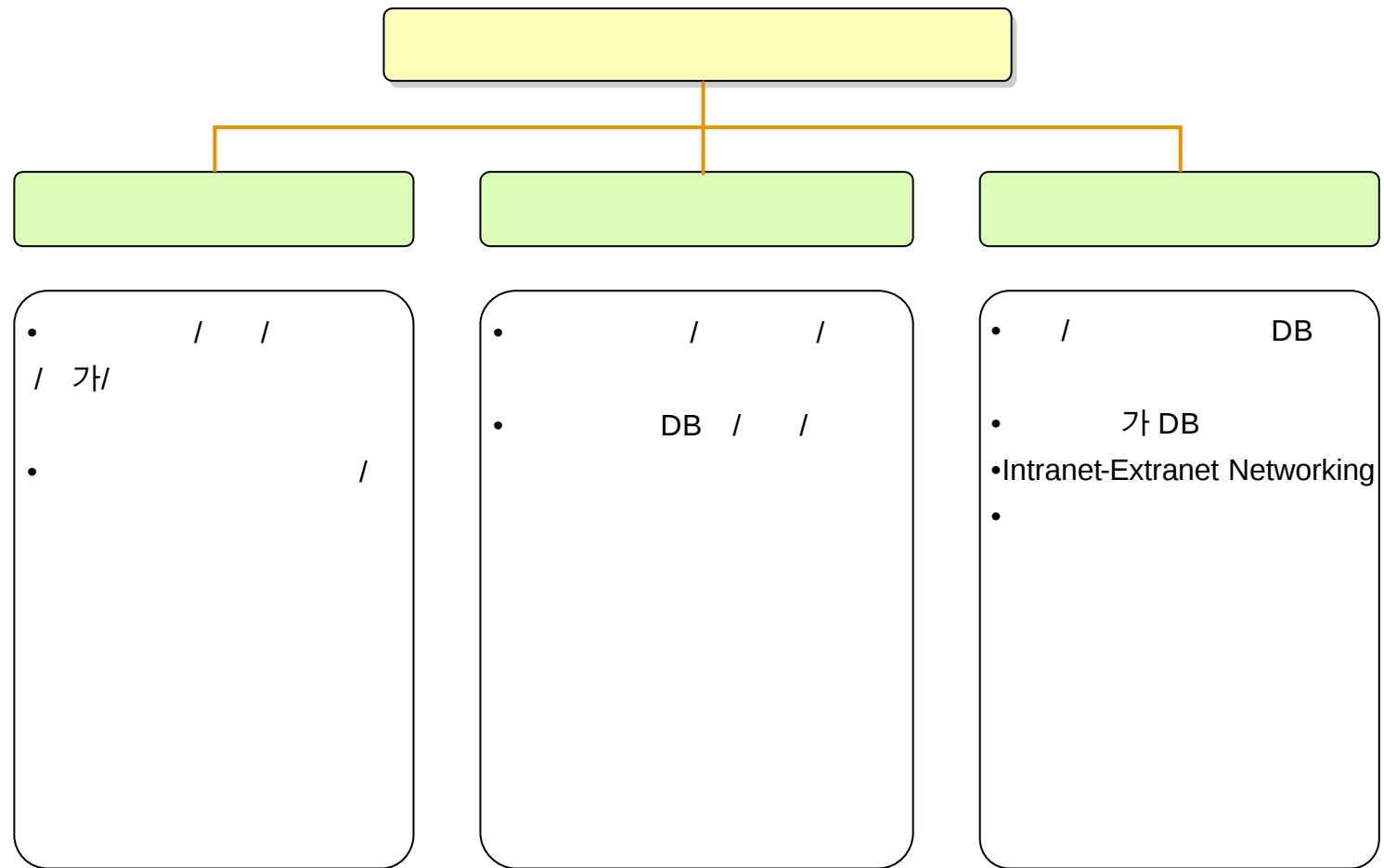
(Action Plan)

- - -BSC Action Plan

1)



2) - 例



[- -]

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. Action Plan

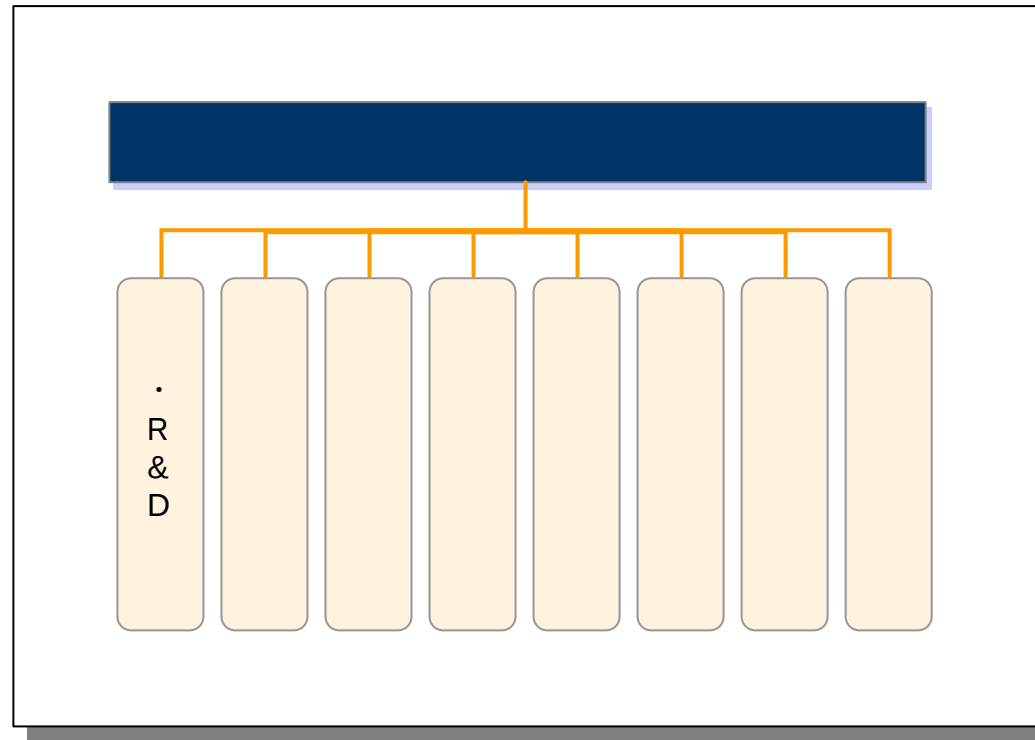
가

2) - 例

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		2002	2003	2004	2005	2006		
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(Staff)								

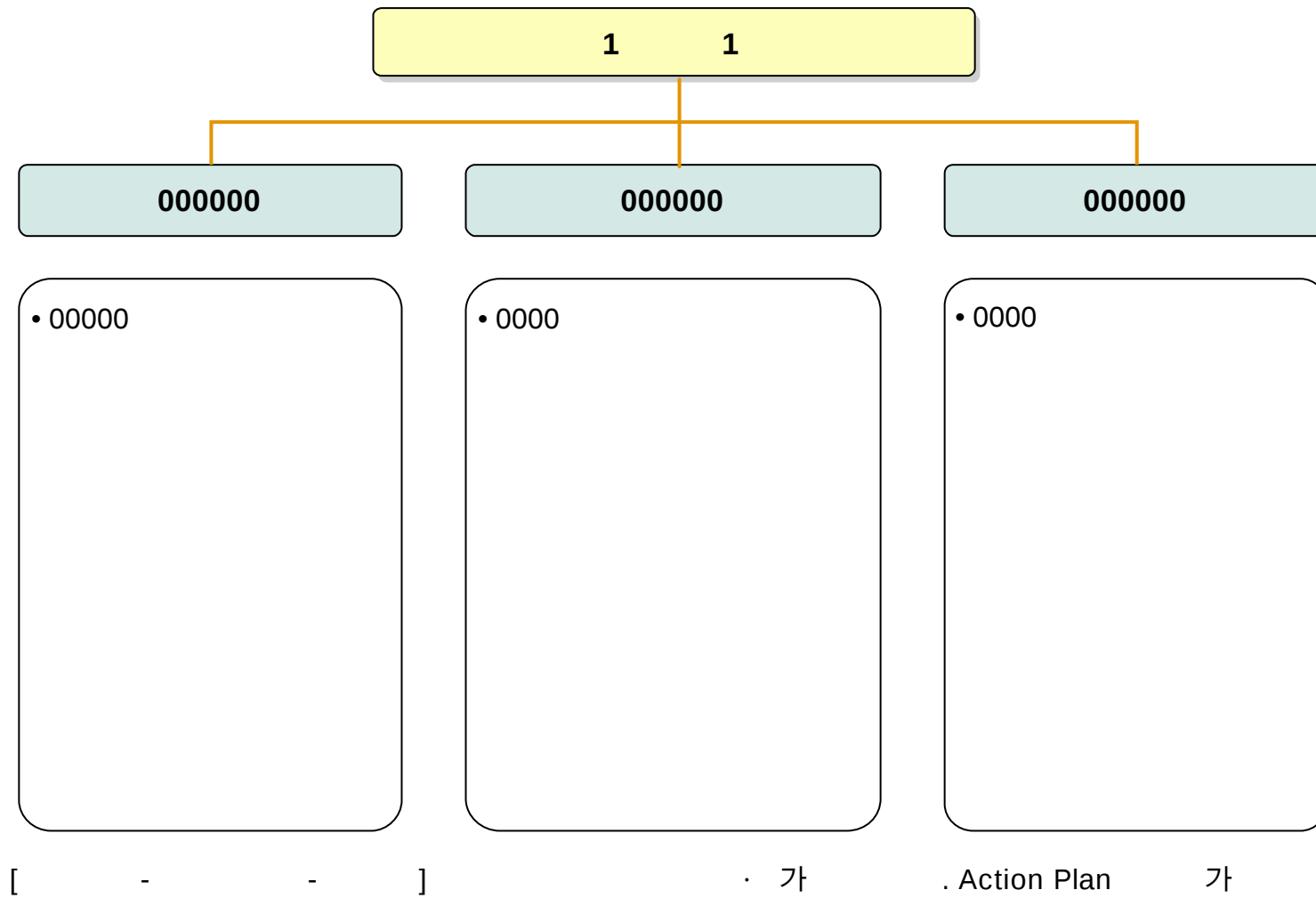
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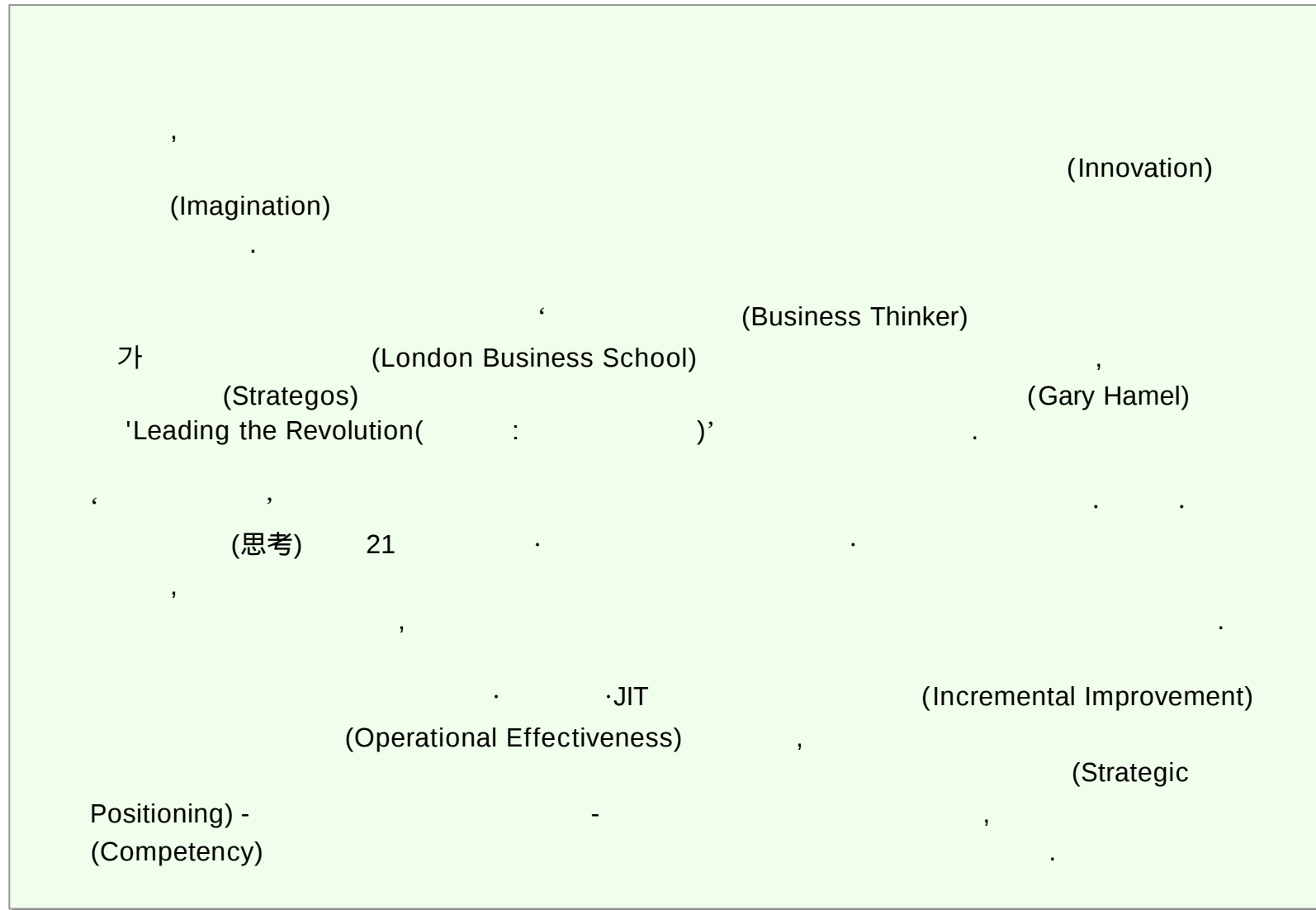
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[illegible]

Break Time



4 (4th Generation R&D)

L. 가 (Domain Design)

‘ (The future belongs to those who believe in the beauty of their dreams).’

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“ (Innovation) (Imagination) 가 , , 가

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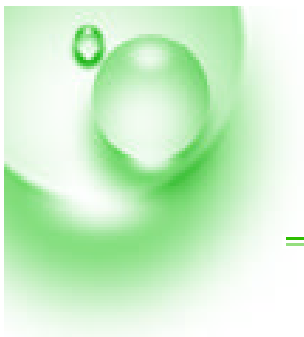
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RCLs relish fundamental changes for the future!!



5

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1	1. 2. 3. 4.
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❖ 학습 목표

- 1.
- 2.
- 3.

❖ 학습 내용

- 1.
- 2.
- 3.
- 4.

1)

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(Planning function)

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(Coordination function)

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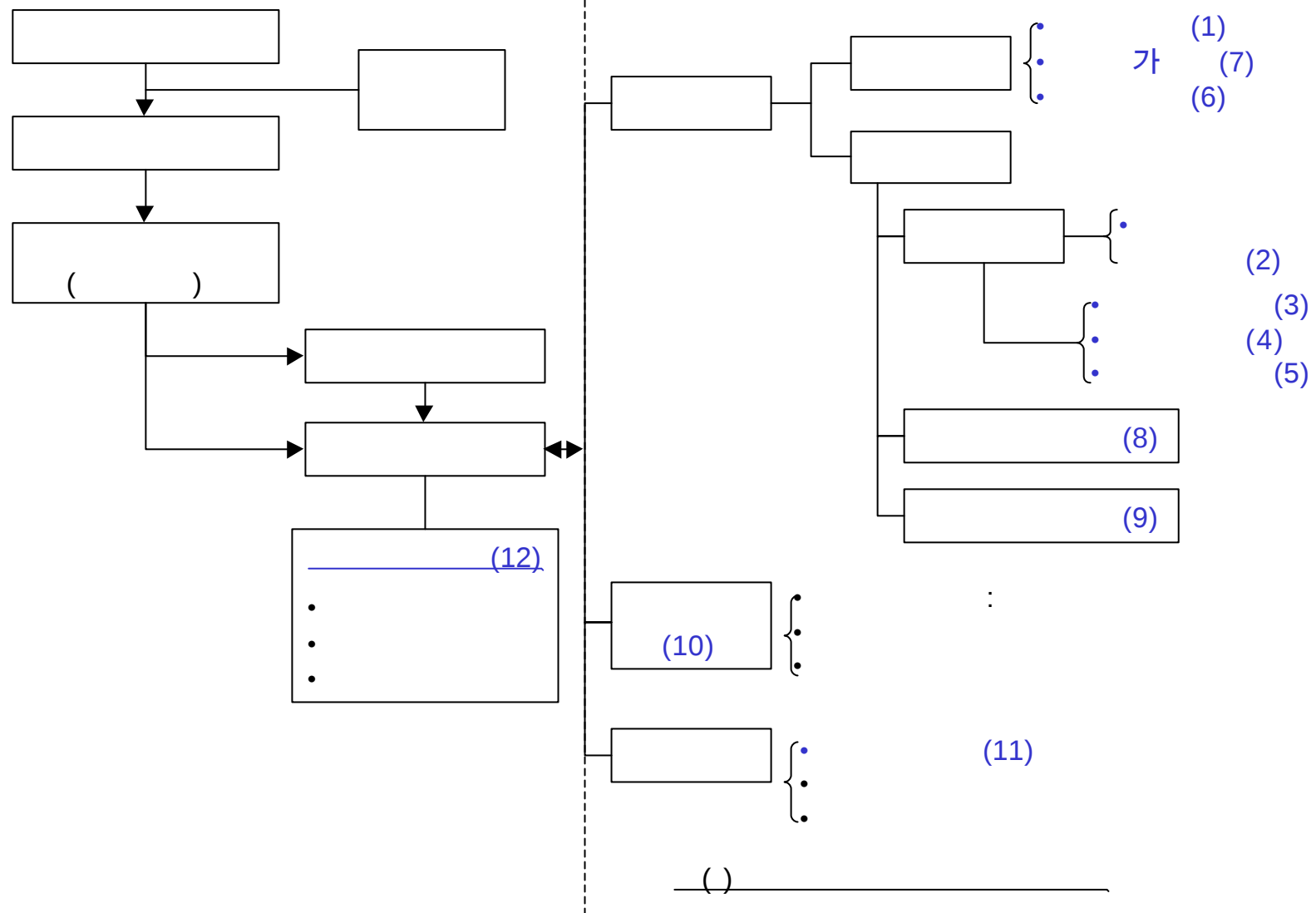
(Control function)

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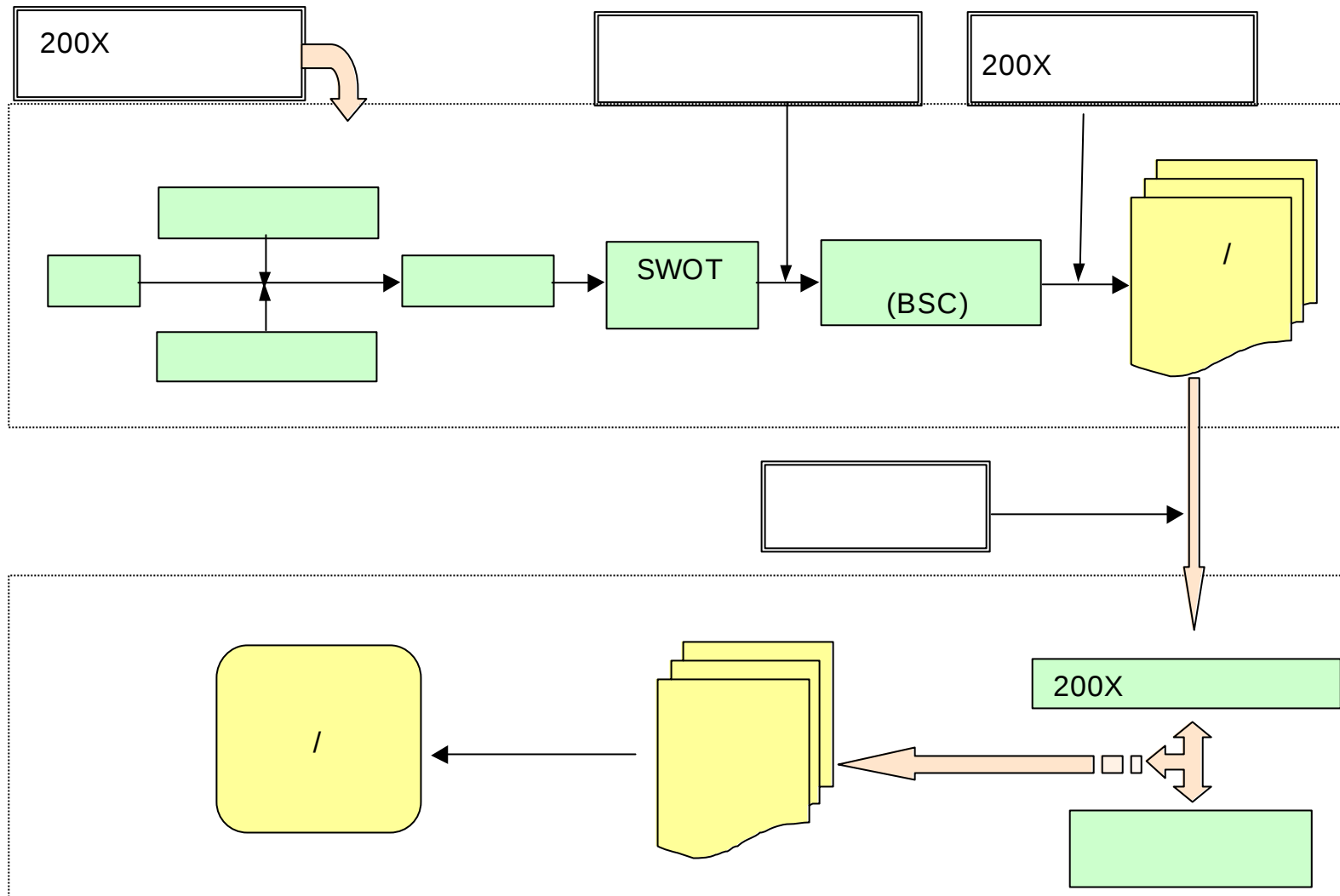
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 (Rolling plan) : ,
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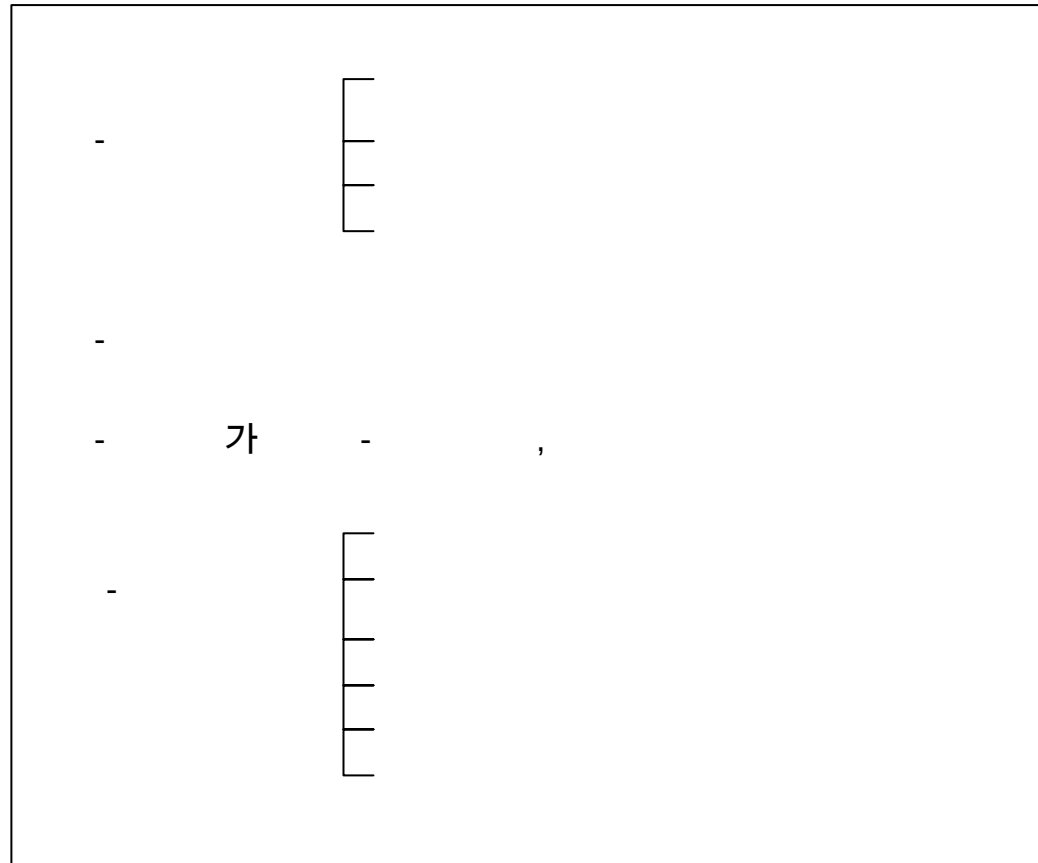
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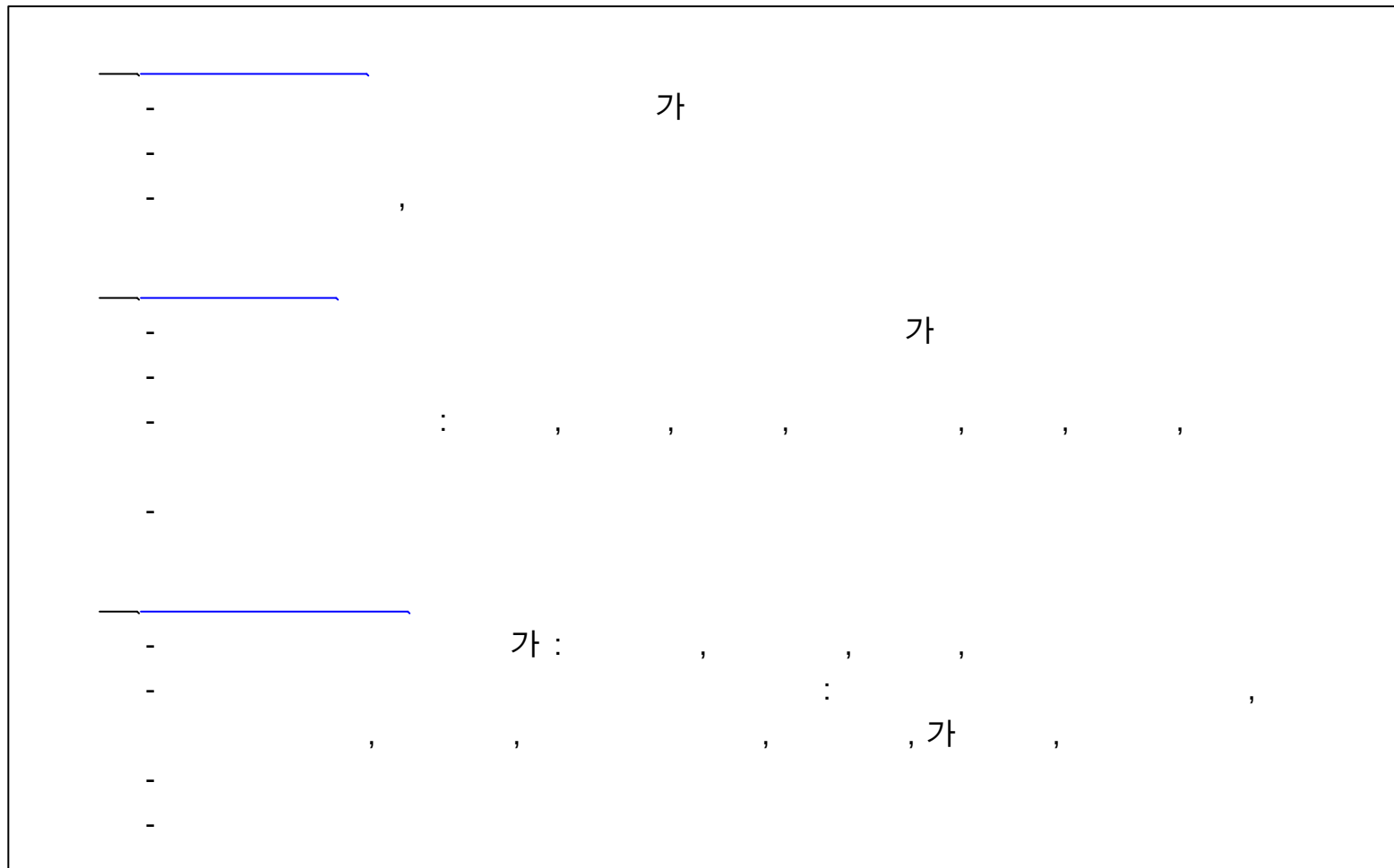
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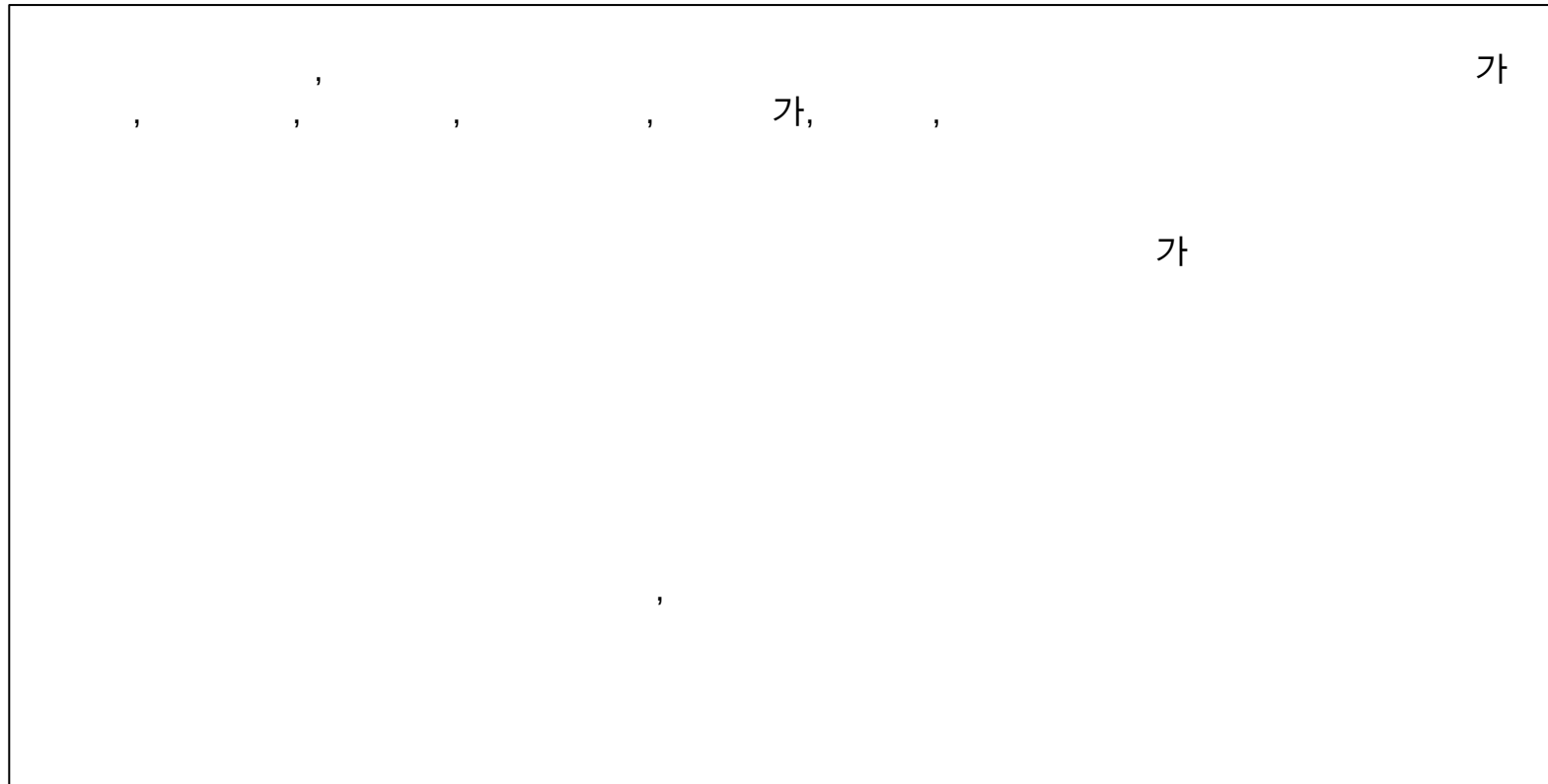
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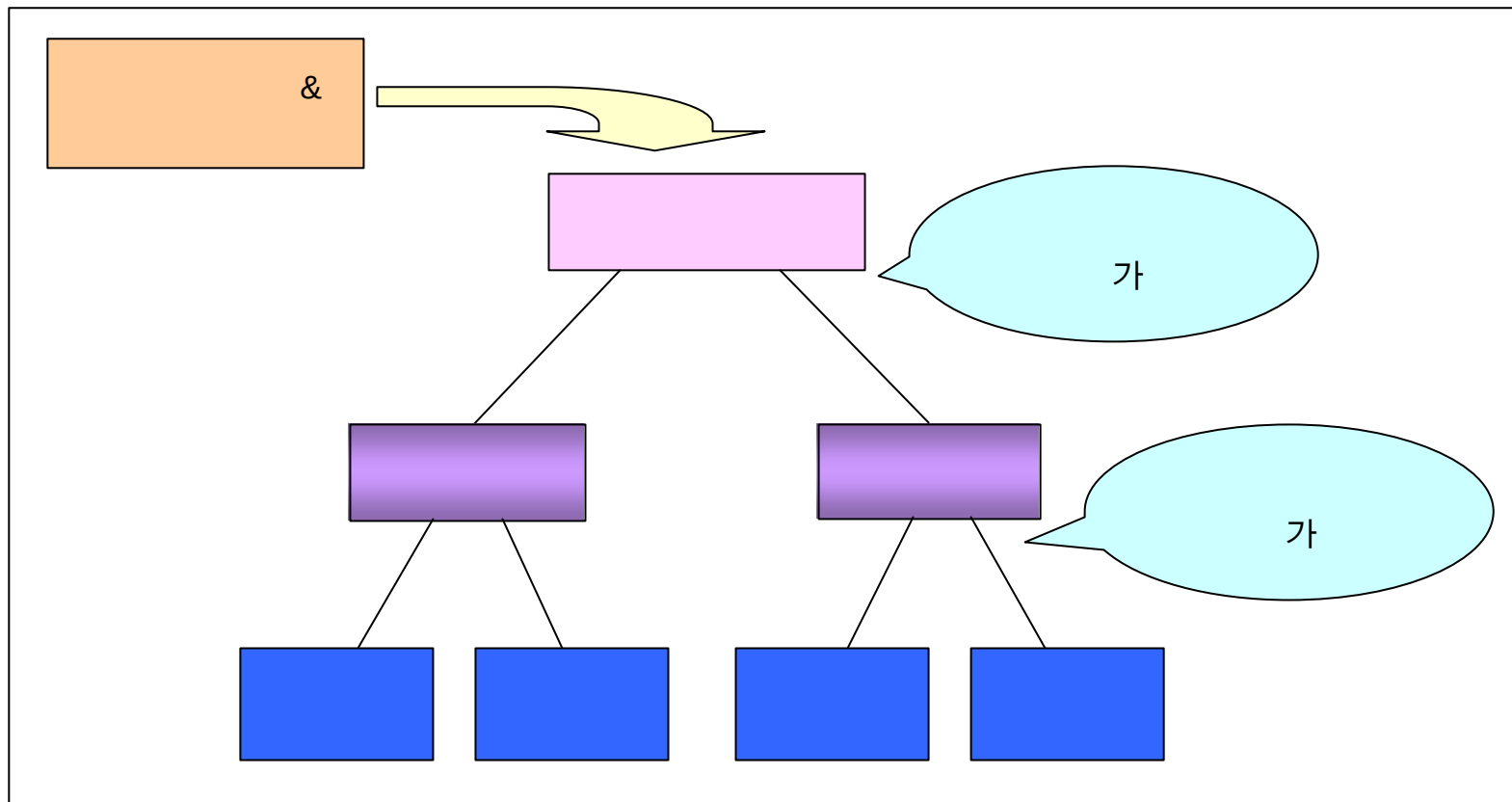
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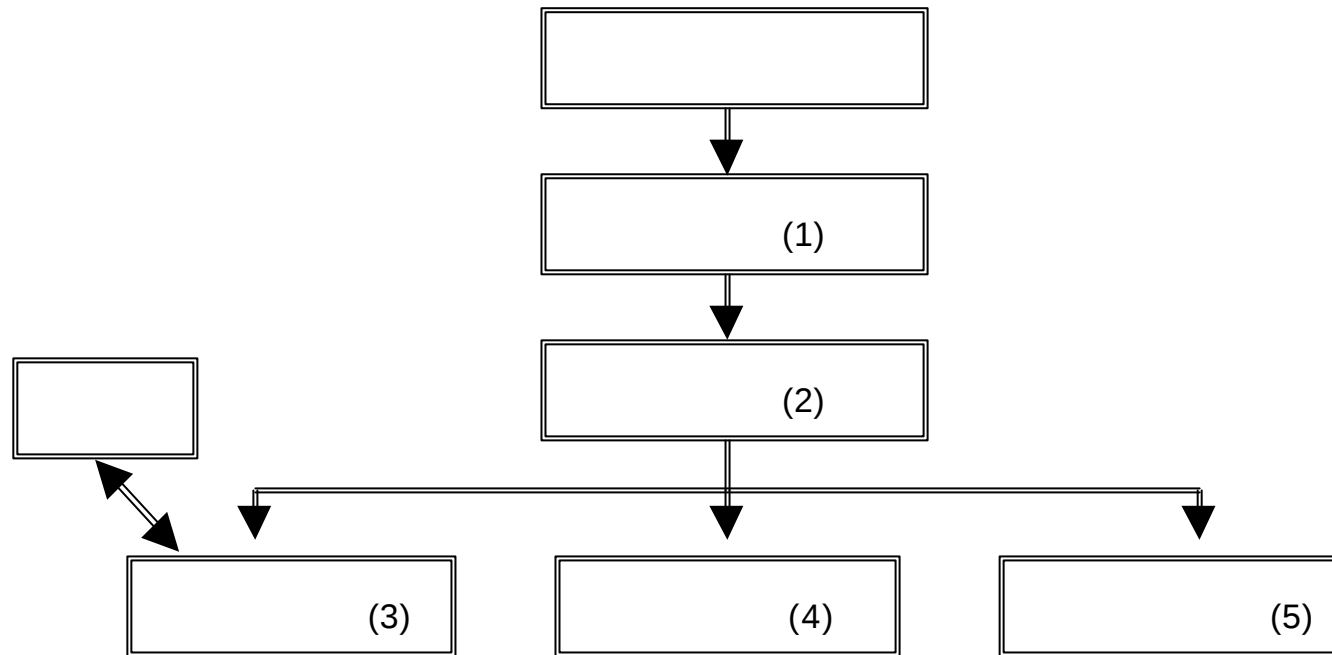
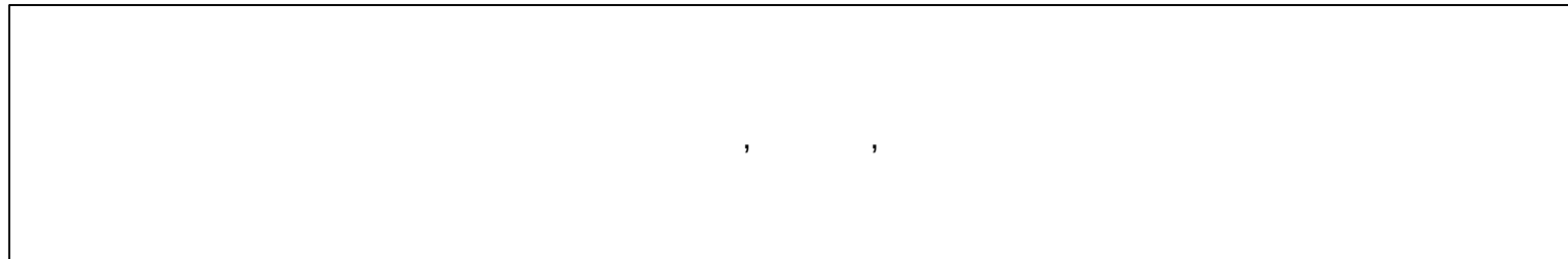
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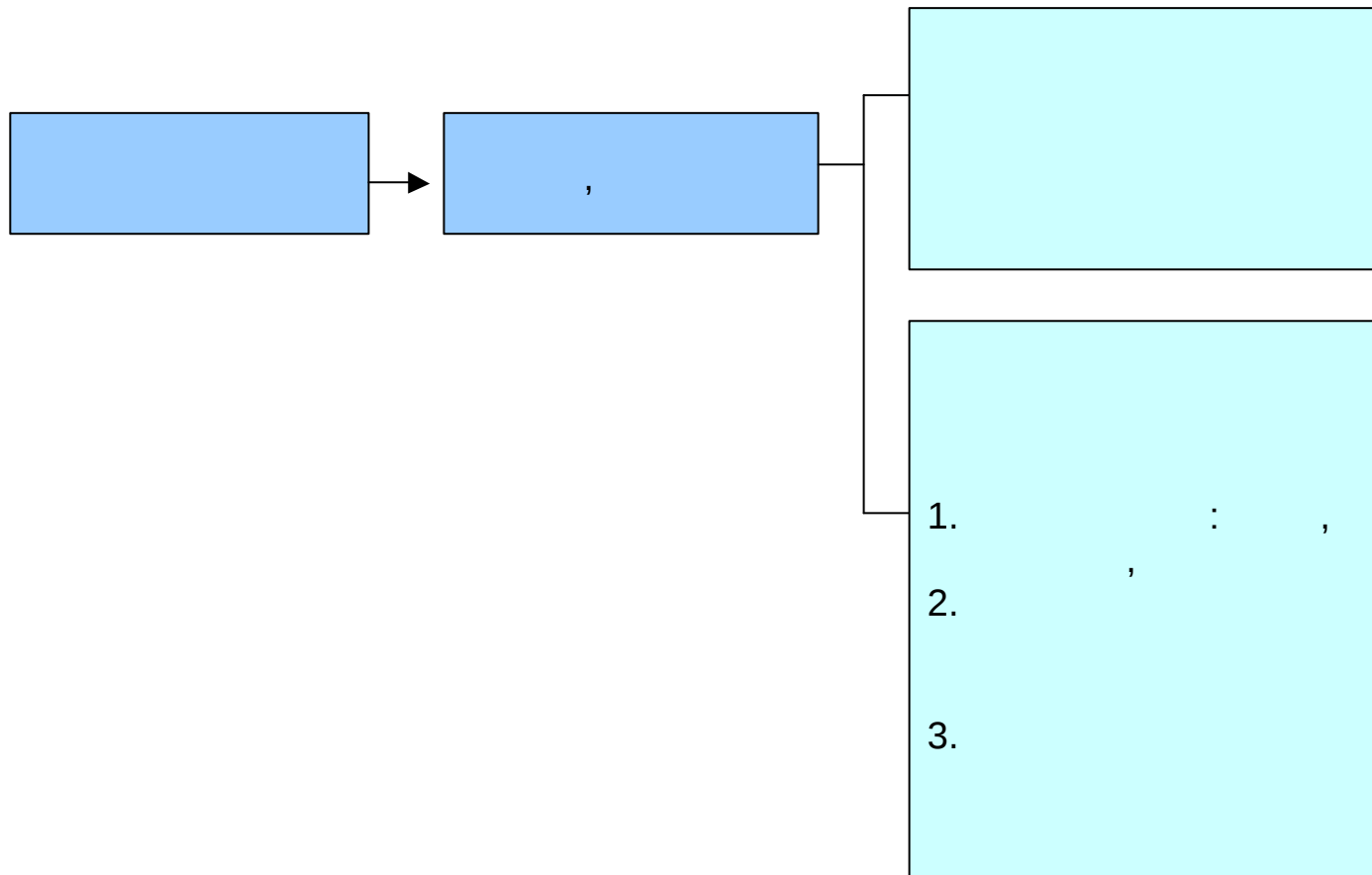
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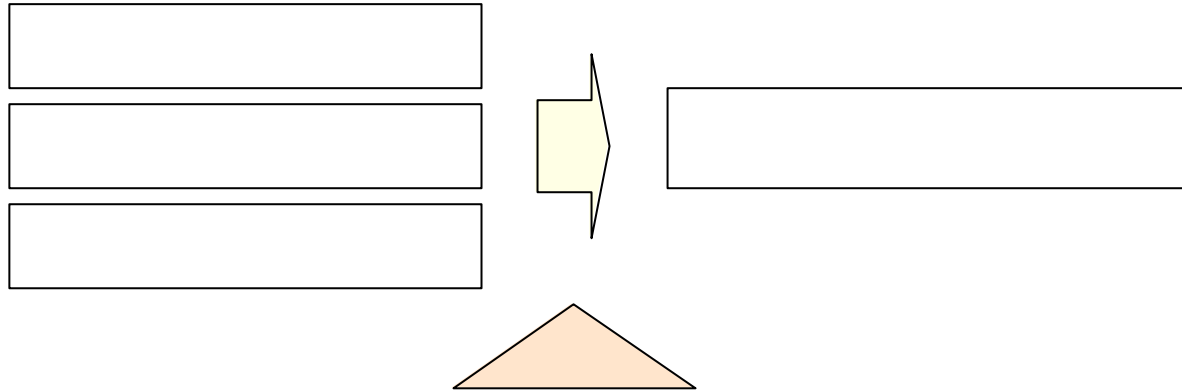
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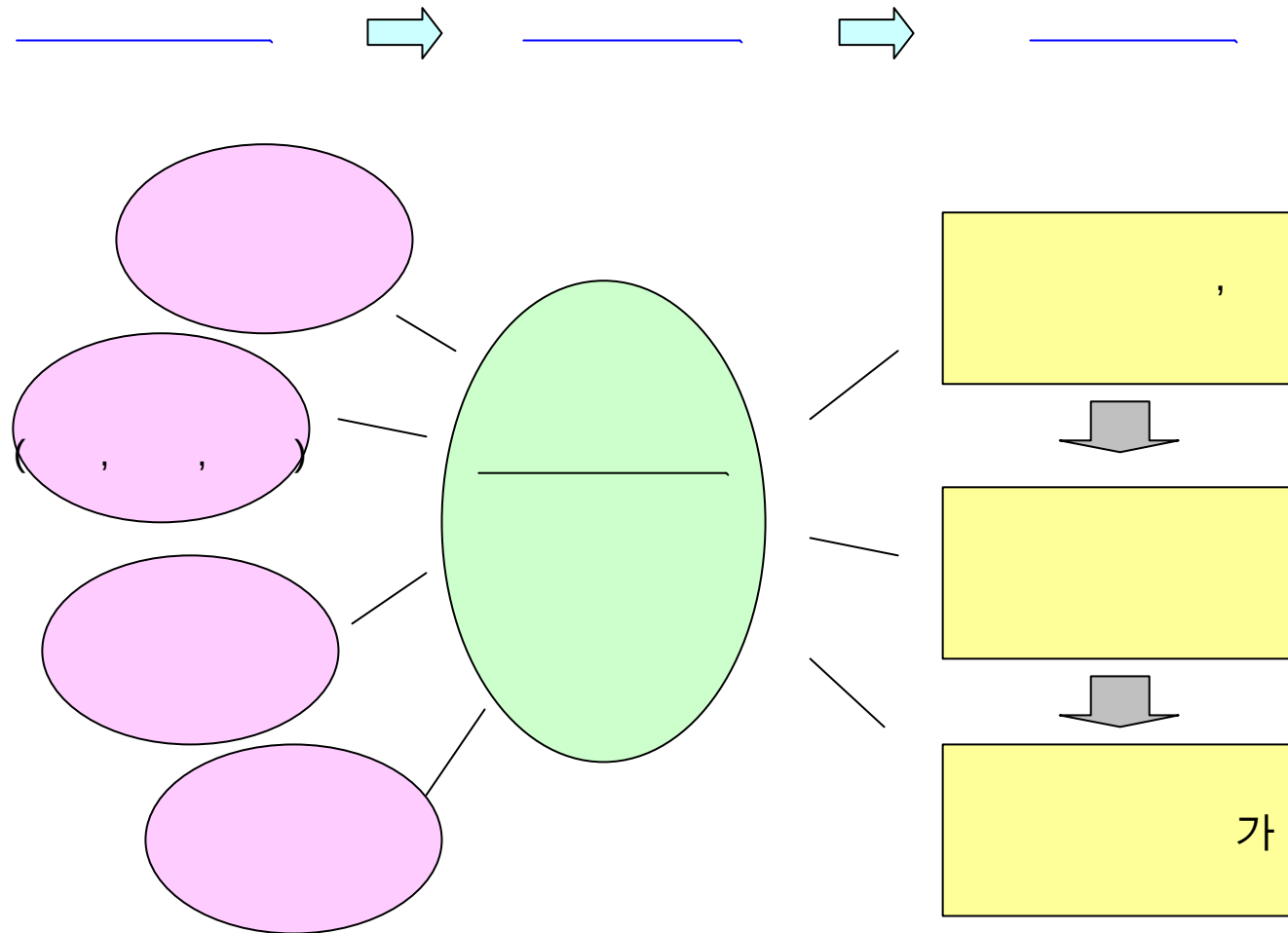
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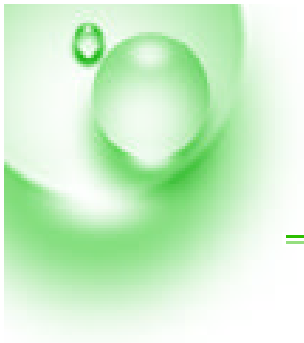
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6 가 BSC

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BSC

1	1. 2. BSC
2	2. BSC
3	2. BSC

.



16 : 가 BSC

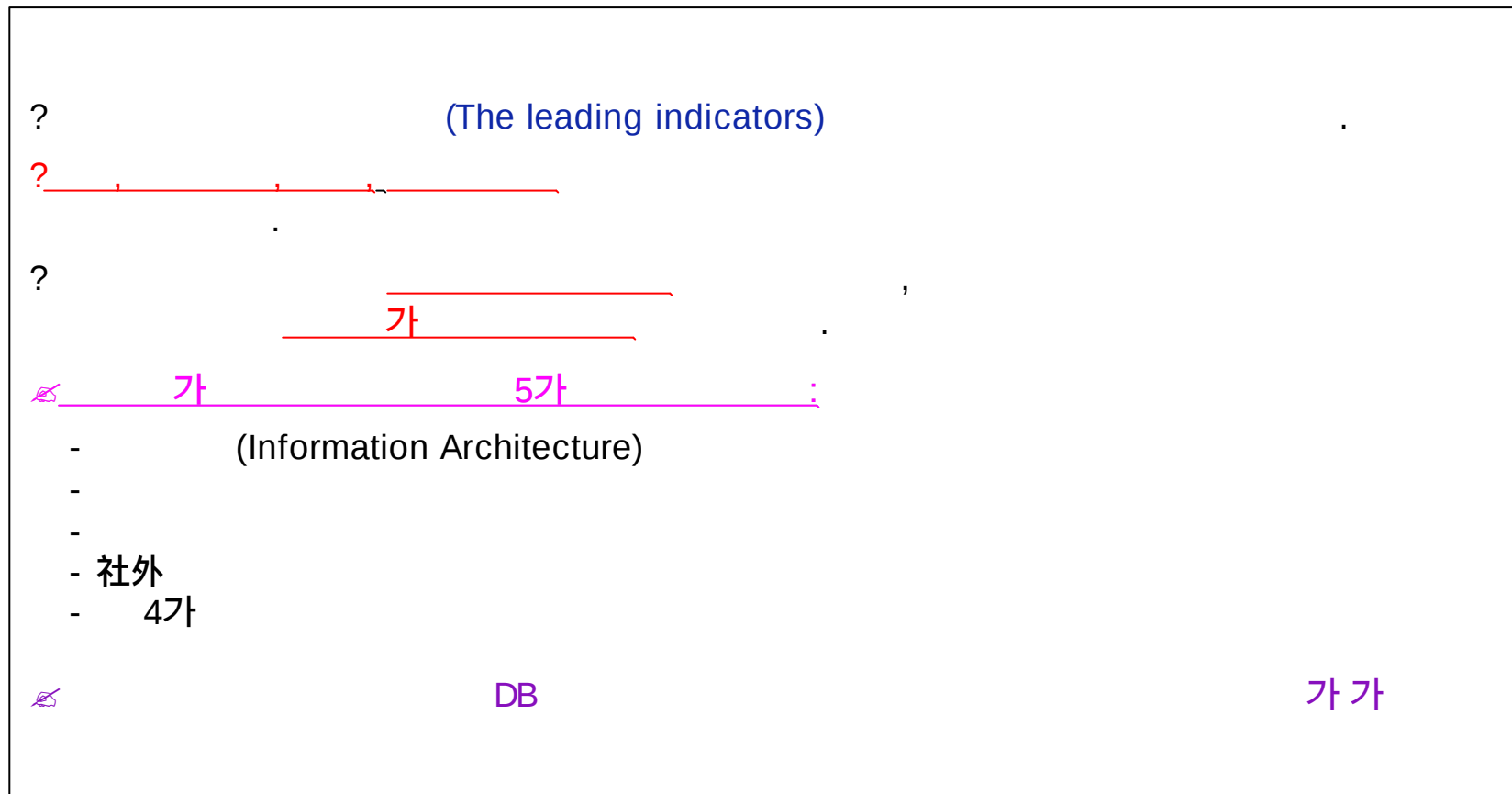
❖ 학습 목표

1. BSC
2. BSC

❖ 학습 내용

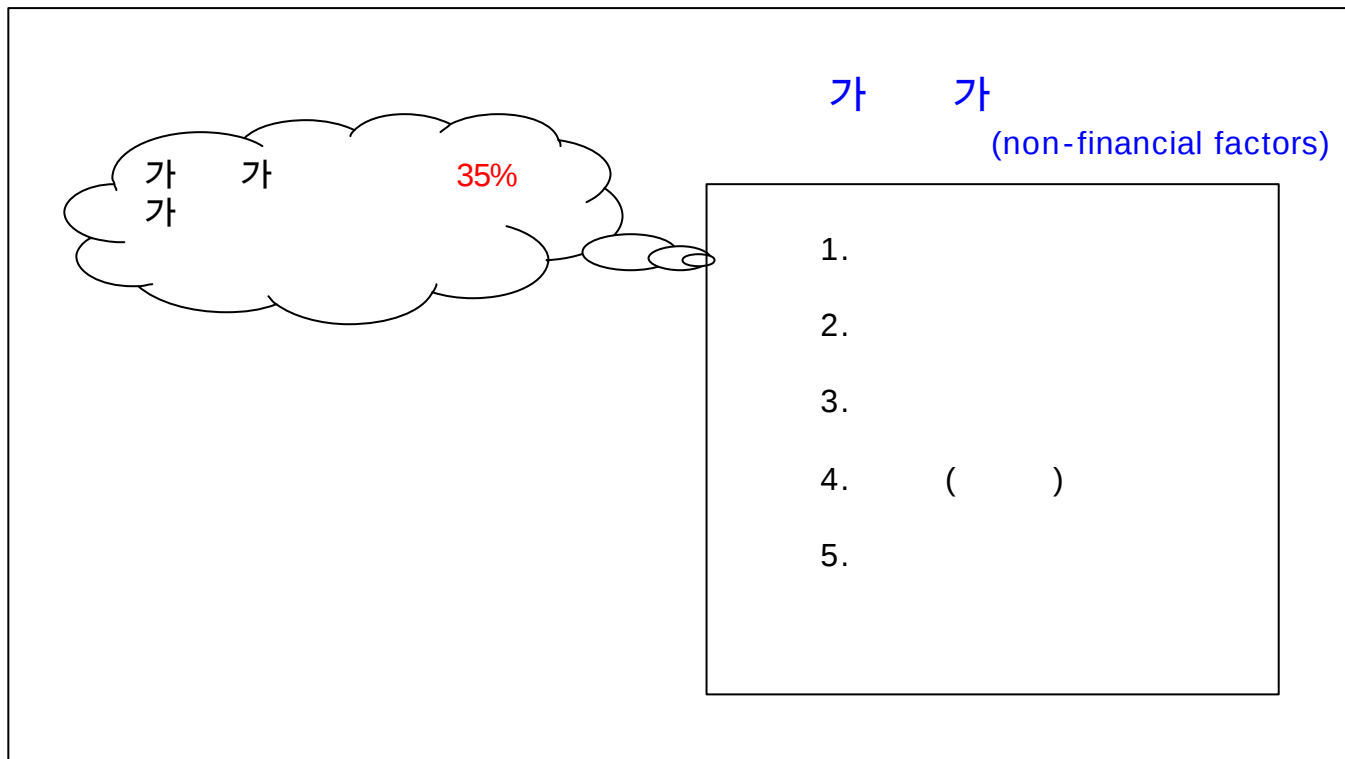
- 1.
- 2.
- 3.
4. BSC
5. BSC
- 6.
- 7.

Robert G. Eccles (Harvard Business Review, 1991)



가 (Shareholder Value)

가 (Market Value)



•10%

•

70%

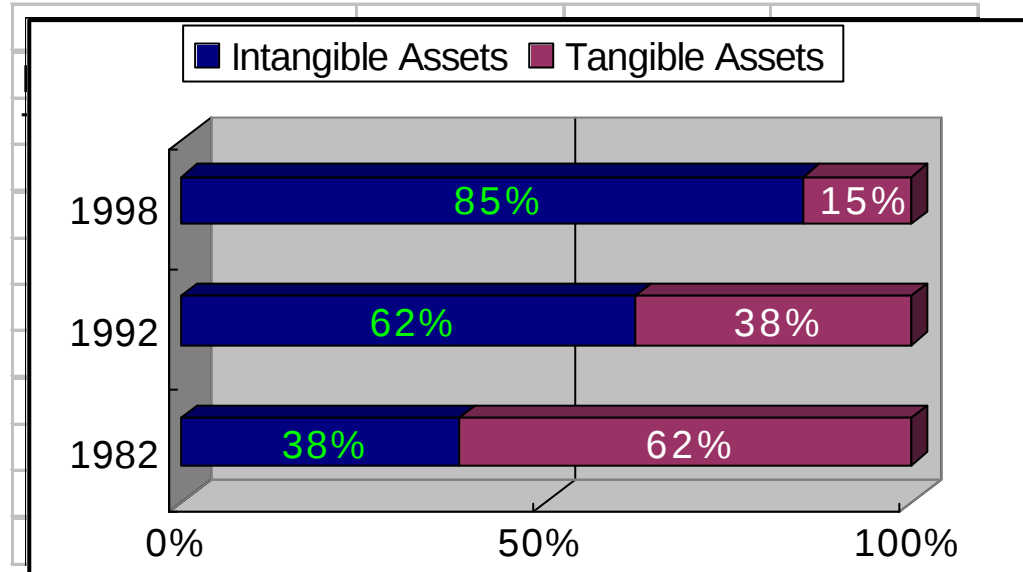
<Fortune Magazine>

<“Why CEO’s Fail” ...Fortune Magazine>

가 (Shareholder Value)

가 (Market Value)

[가 (market value)]



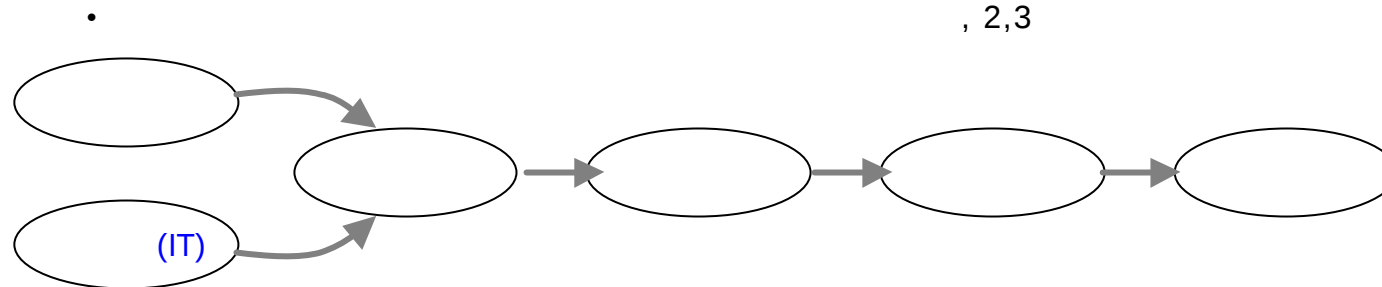
1998 :
Baruch Lev analysis of S&P500 companies
1992 :
Brookings Institute

가

!!

, 2,3

...



Not Control, But Communicate & Motivate

Kaplan & Norton : BSC

BSC
가

(Control mentality).

A key idea is that communicating directly forces you to translate you strategy into a set of action-oriented performance measurements instead of using control.

It enables you to translate the strategy into a language that is more precise.

For

example, instead of saying let's improve customer satisfaction, "it says, what do you mean by customer satisfaction.....and how do you quantitatively define it?"

From there, it forces you to ask what skills are required to improve customer satisfaction.....and what skills do your employees currently exists and what is needed.....By monitoring the index, you can see how well you are closing the gap."

BSC ?

?Top Executive Team

BSC

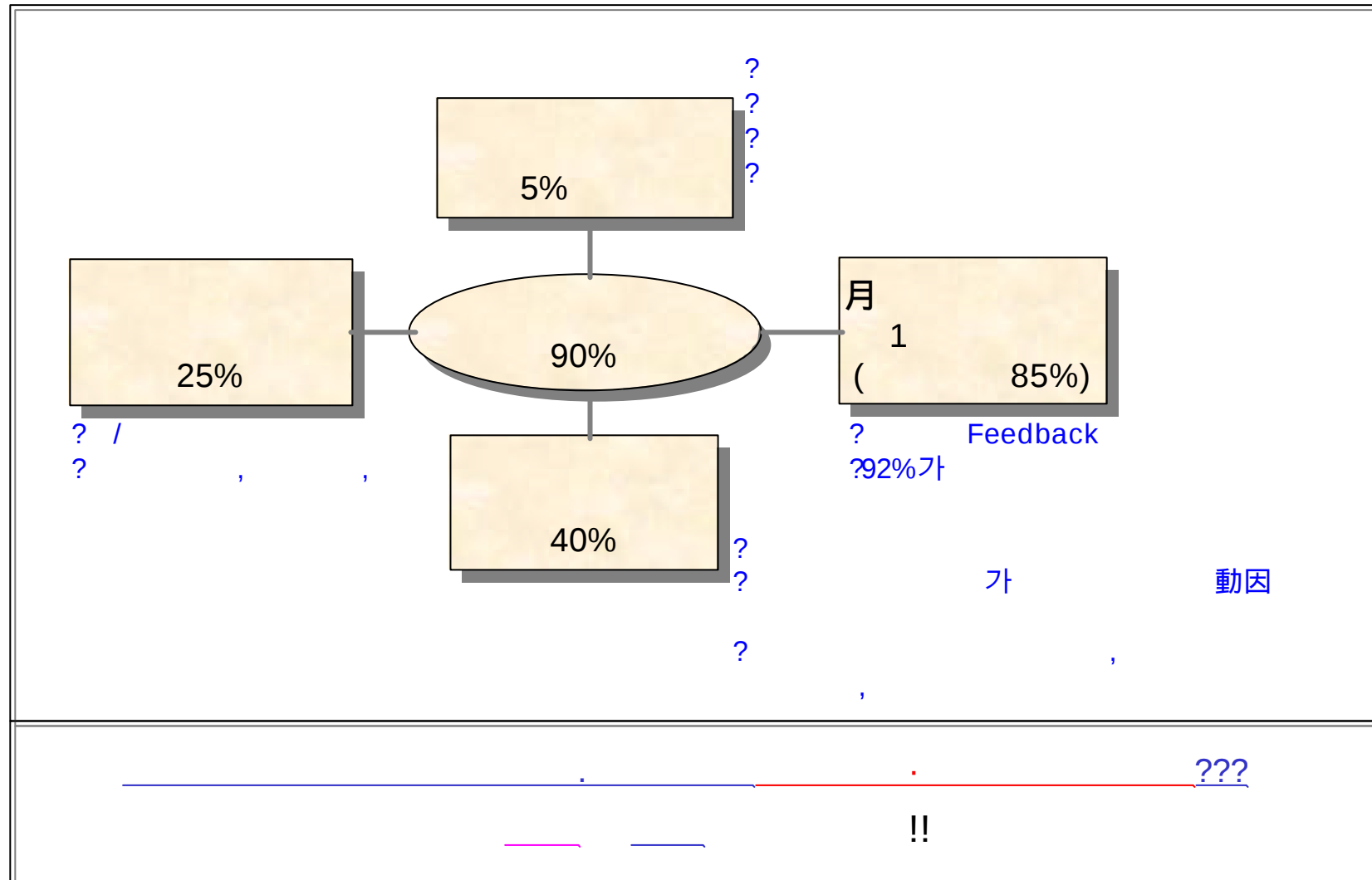
BSC

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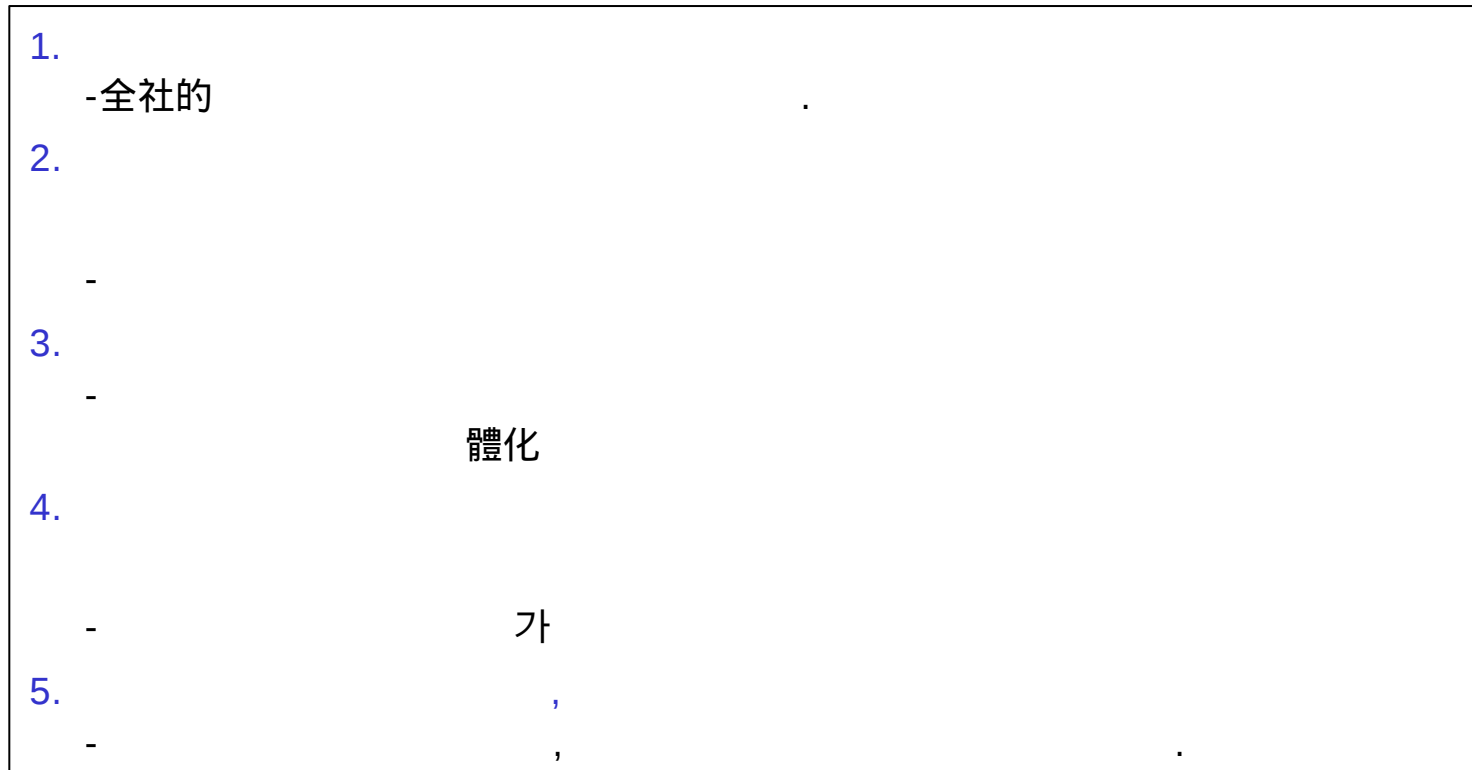
.....

(barriers) ← 가



(Solving the Barriers)

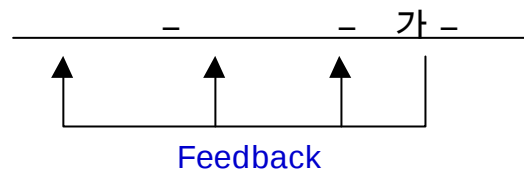
	● Translating the vision into the action - , , ,	
	● Linking the organization - - -	
	● Aligning resources - -	
	● Feedback and learning - 가 -	



BSC

(focus & alignment)
(a tool & a process)

가



BSCA Tool for Translating Vision to Action

-

-

(ex.

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BSC

• Traditional financial accounting model

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• Balanced Scorecard

- 가 (-SBU- -)
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- Feedback

•

1) (Time & Cost)

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2) , 가

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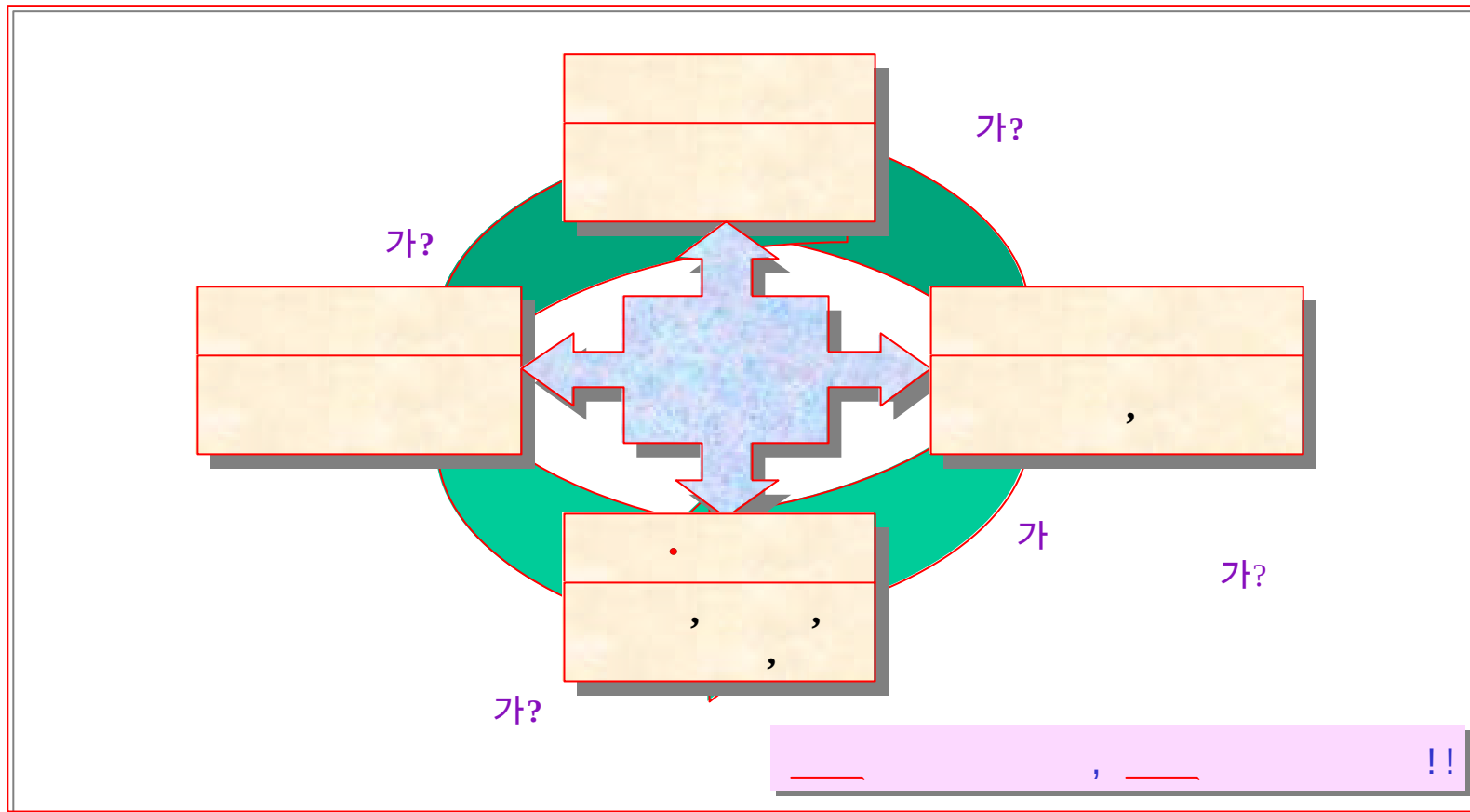
5)

- BSC 가
- - - 가 - ,



1)

- 가
- / (focus & alignment) 가
- (framework)



- Linked To Financials :

1)

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	• [- - - 가 -] • [- - -] • /	- / - - - -
	• • • • / Empowerment	- - BSC / - /

2)

-

Perspective (/)	-Financial, customer, internal, learning & growth
Objectives (/ 가)	&
Measures ()	(Objectives)
Targets ()	- or
Initiatives ()	
Cause & Effect Relationship ()	- BSC (Objectives) -
Strategic Map ()	& / - Jobs

- : KSF(Key Success Factor) CSF(Critical Success Factor)
- : KPI(Key Performance Indicator)
- () : Outcome(Lagging) Measure
- / () : Performance Driver(Leading Measure)
- : Cause-and -Effect Relationship

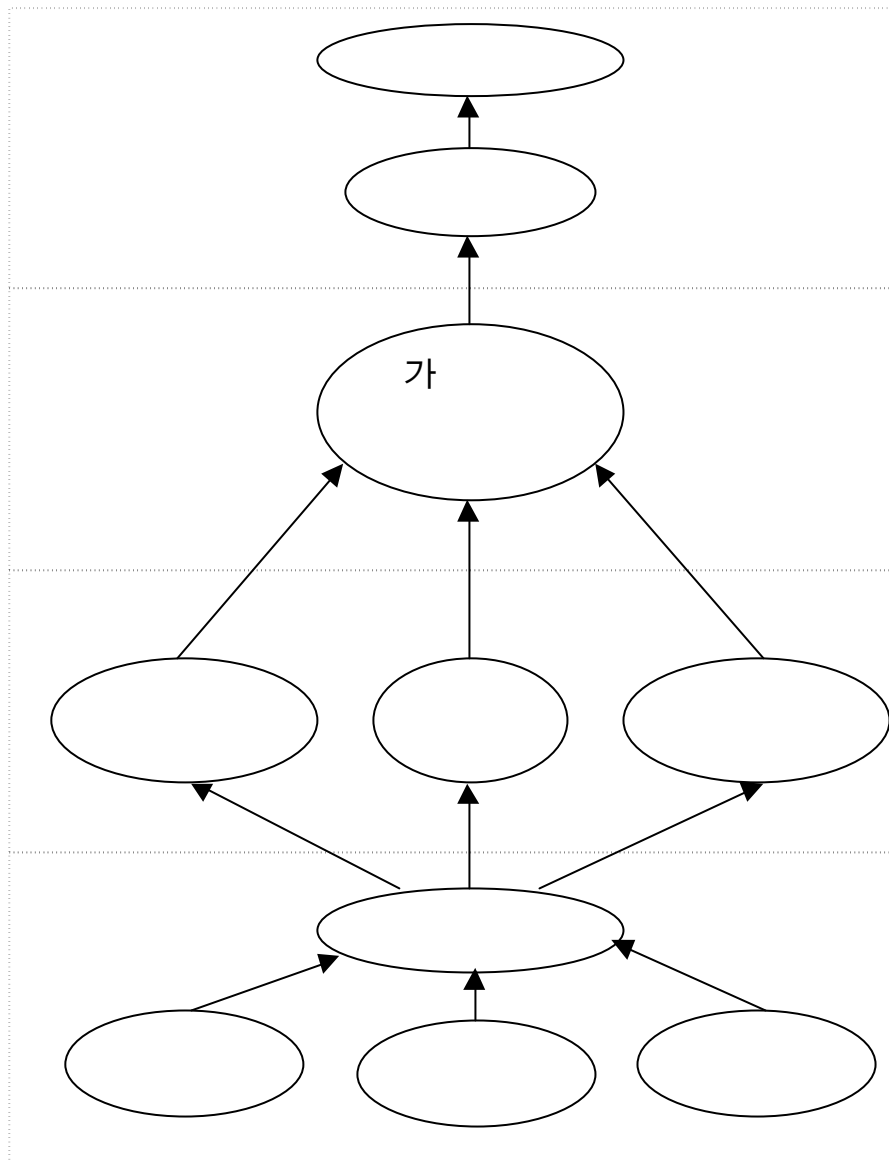
2)

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Objective	Measures	Targets	Initiatives
(가)	()	()	()
•	•2-3	•1 40% •2 45% •3 50%	•

2) - ? ? ?

	Objective	Measures	Targets	Initiatives
	(가)	()	()	()
	•	• 가	• 30%	• IR
	•	•	• 1	• •
	•	• •	•30 •90%	•Cycle Time
•	•	• %	•Yr.1 80% •Yr.2 100%	•

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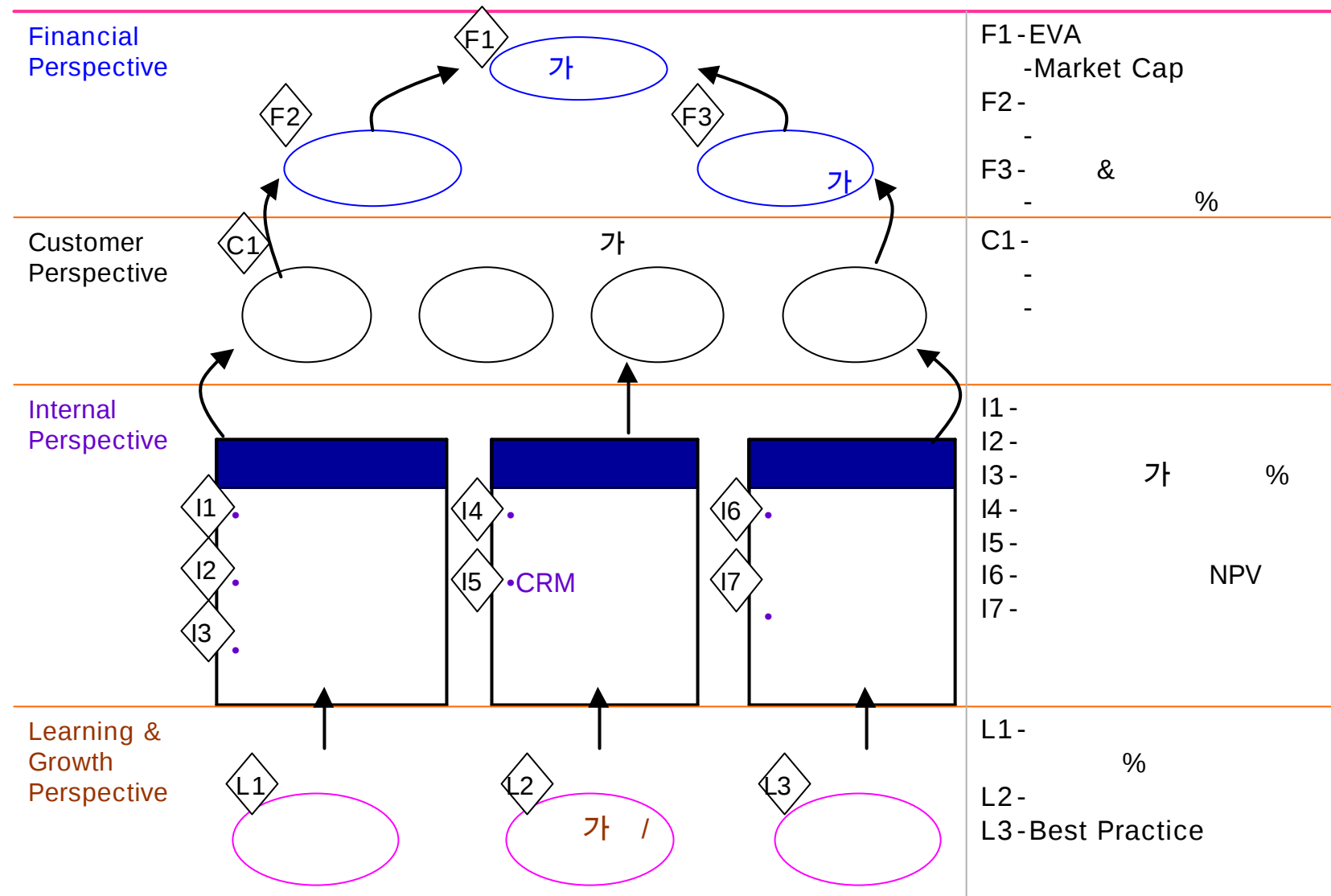
2) -

4 ((cause & effect) () () ,
 (/ / / .) ...
 例 (例)

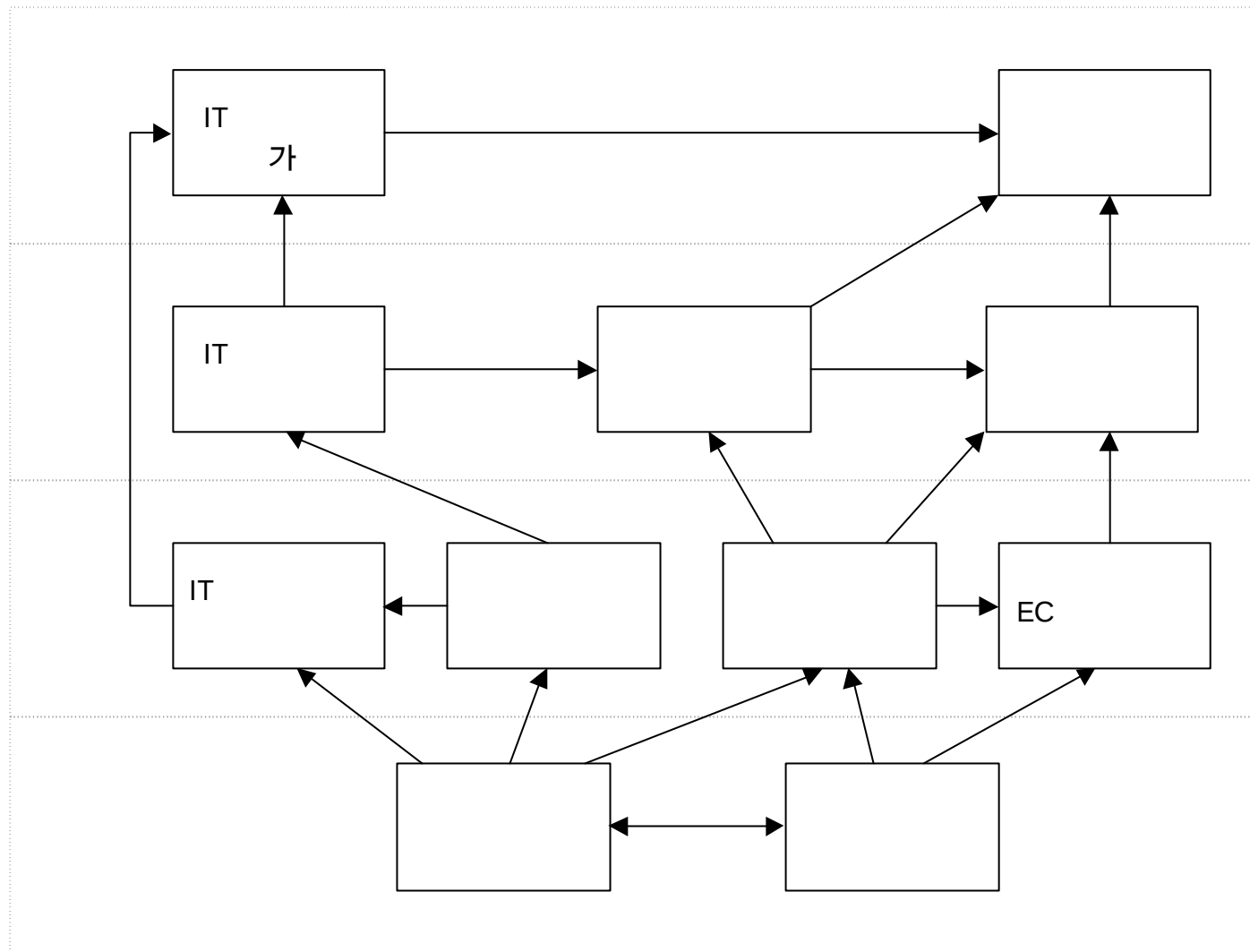
	가		
		()	()
	F1-	F11. CF/	• CF, ,
	C1-	C11.	• Survey(), ,
	I1- I2-	I11. I12.	• , • ,
	L1- L2-	L11. VP- L21. /	• VP /

2) - (Strategy Map) •

Chemico's Strategy Map & Scorecard < : BSC/Volume 3, Number 2/March – April 2001>

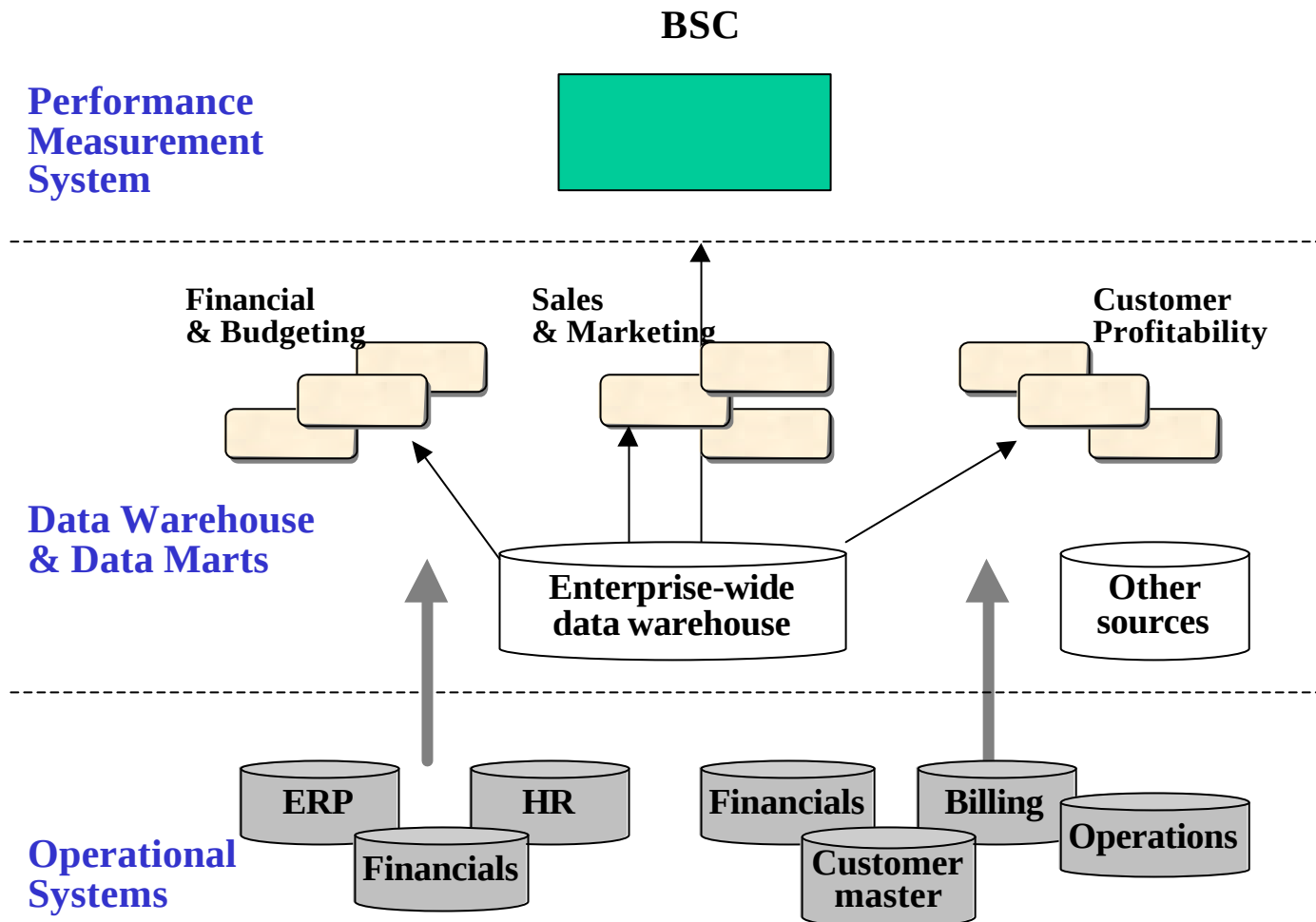


2) - (Strategy Map)

IT Strategy Map –) Acme

3) BSC

The BSC system and decision-support tools



4)

Longer Term(3-5 year) View				Shorter Term(Annual) View				
Themes	Perspective	Objectives	Measures	Targets	Initiatives	Milestones	Accountable	Resource Allocation
• • •	Financial							
	Customer							
	Internal	•	• %	•200x 15% •200x 50%	• DM	•1.15限 2.10限 Follow-up •2.28限	•	•\$35
	Growth. Learning							



4)

A good BSC will “tell the story” of your strategy.

1. (executive involvement)
 - .
2. (-) (cause-& -effect relationships)
 - 가 (objective) (cause & effect)
3. (performance drivers)
 - 가
4. / (linked to budget/financials)
 - 가 가
5. (change initiatives)
 -



17 : 가 BSC

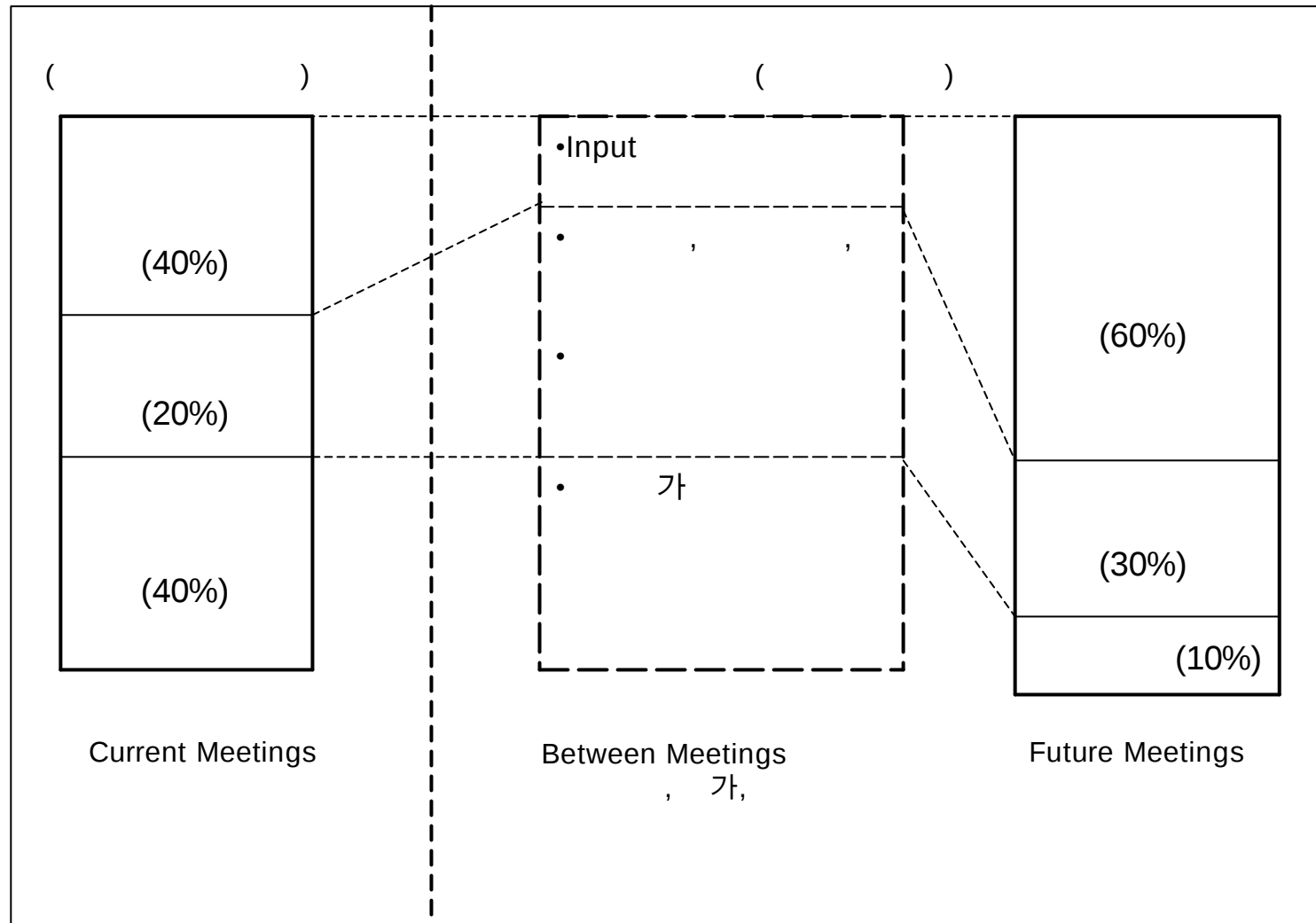
❖ 학습 목표

- 1.
2. BSC
3. BSC

❖ 학습 내용

- 1.
- 2.
- 3.
4. BSC
5. BSC
- 6.
- 7.

1) ? SFO : Strategy-Focused Organization

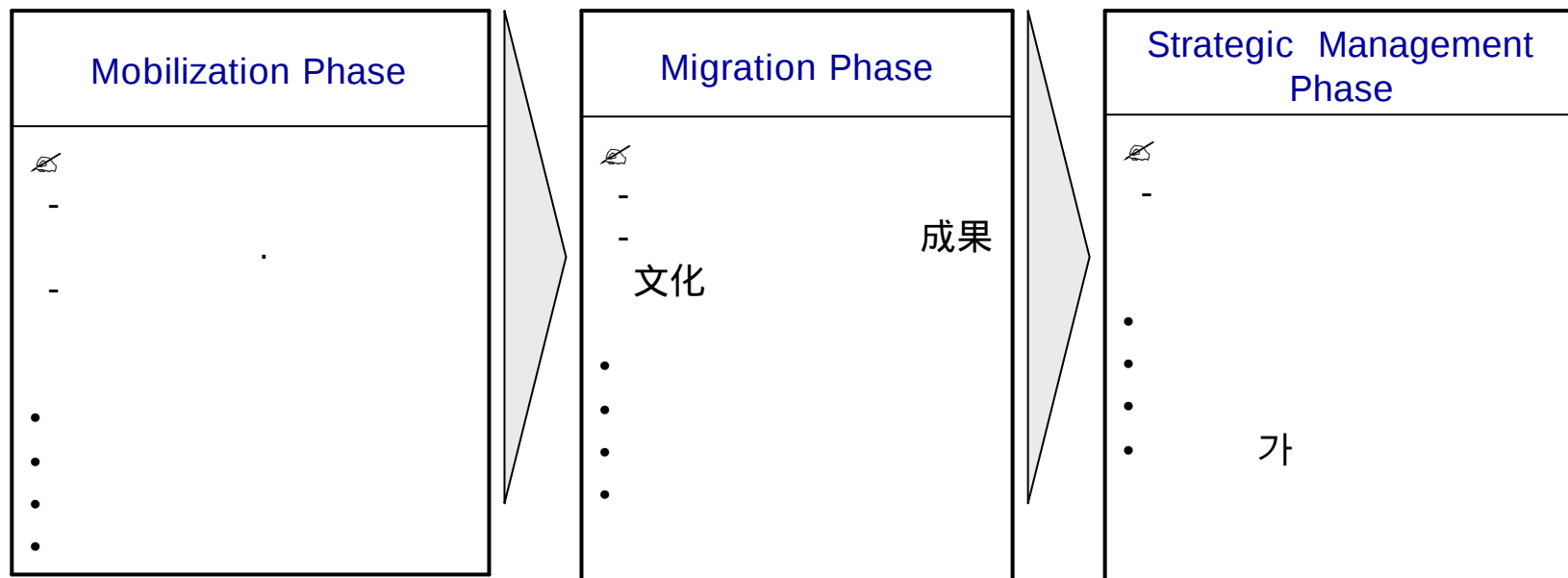
SFO BSC

2) SFO(Strategy -Focused Organization)

3

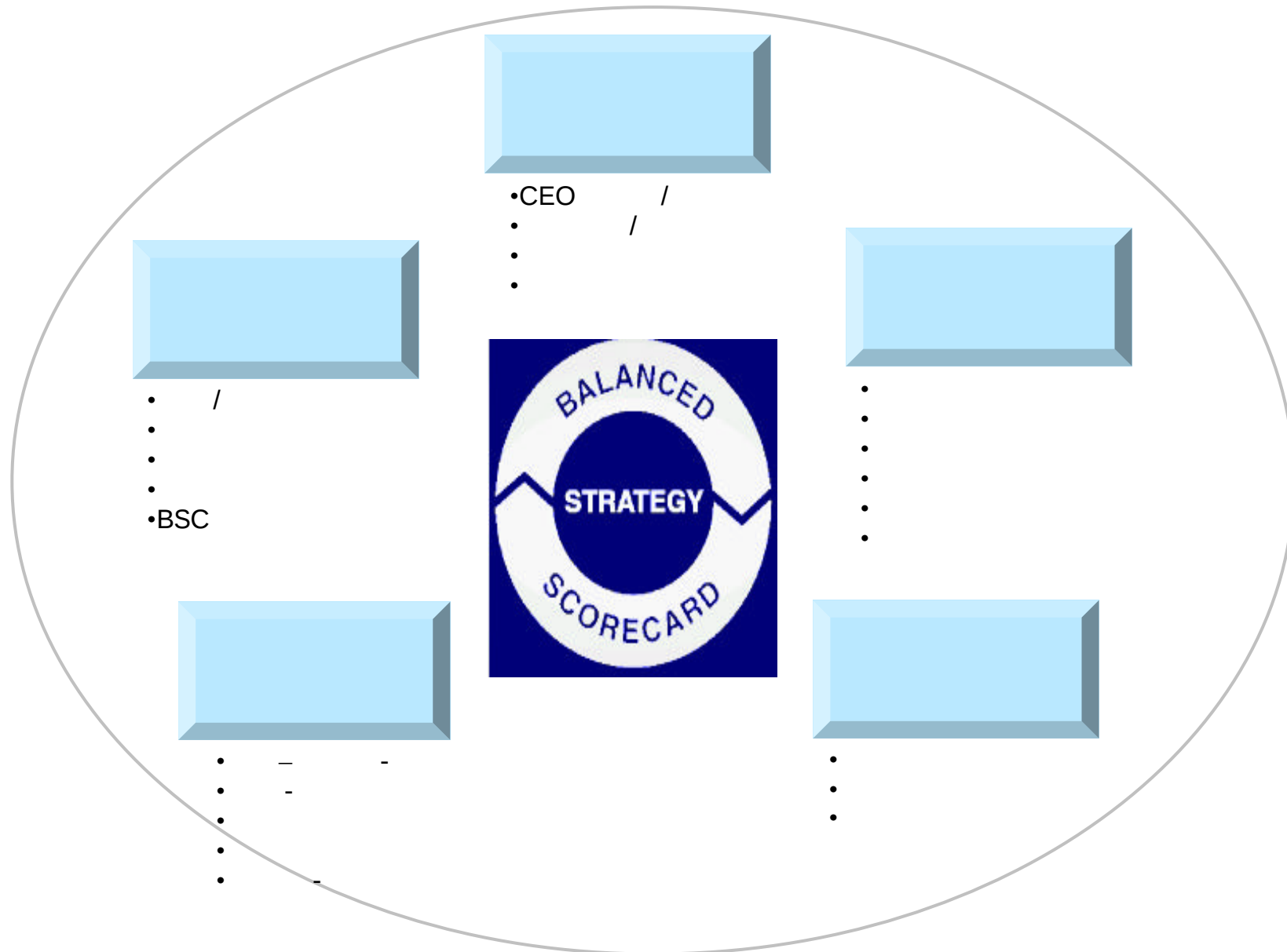
SFO

BSC



SEM(Strategic Enterprise Management)

-
- / - -

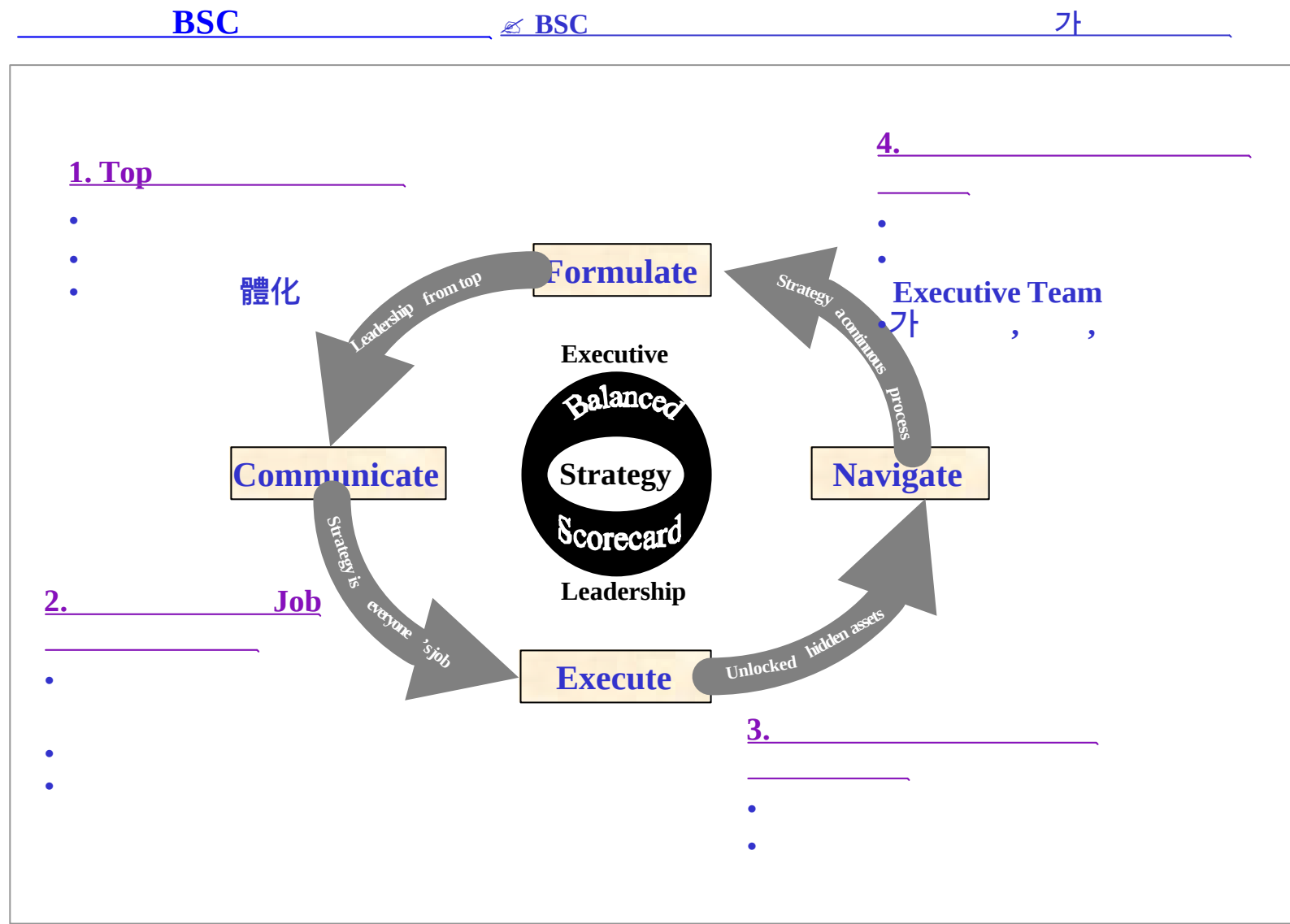


4) SFO

John Kotter : Eight Stage Process for Creating Major Change

1. () (Establishing a sense of urgency)
 - /
2. / (Creating the guiding coalition)
 - 가
 -
3. (Developing a vision & strategy)
 -
4. (Communicating the change vision)
 -
5. (Empowering broad-based action)
 - /
 - Risk-taking,
6. (Generating short-term wins)
 - (win) 가
 -
7. (Consolidating gains and producing more change)
 - ,
 - - -
 - Change Agents
8. (Anchoring new approaches in the culture)

5)

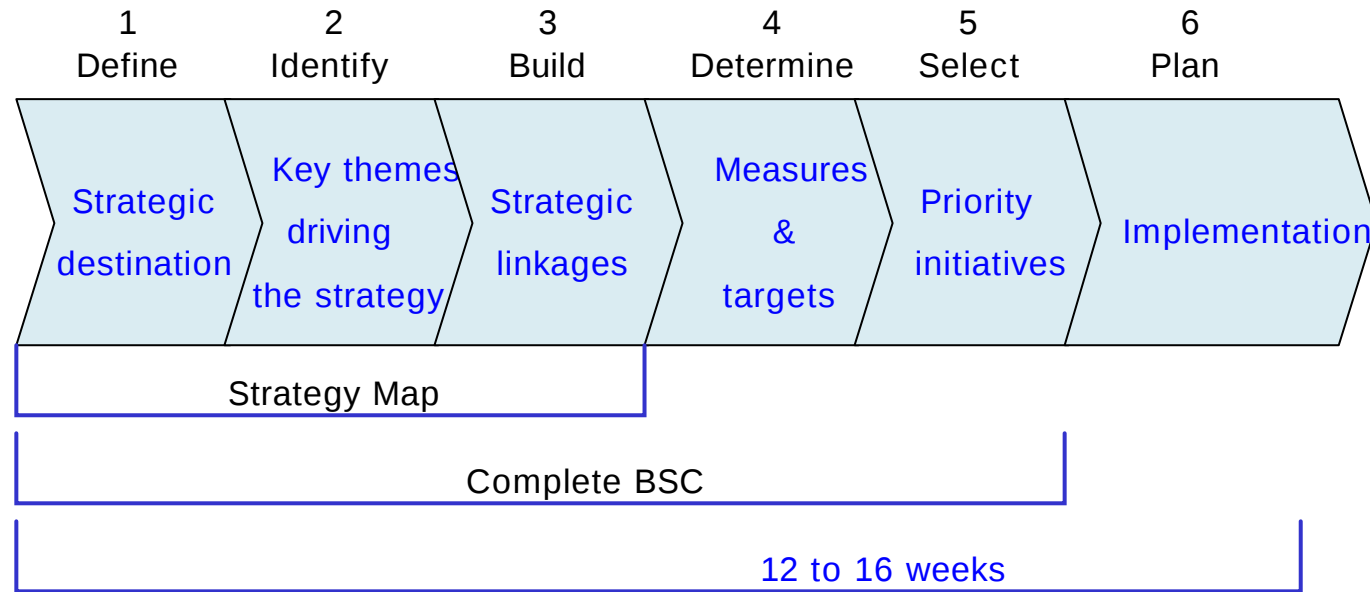


5)

- : /
-
- : - -BSC
-
-
-
-
- :
-
- BSC
- IT BSC
- 가

1) BSC

SFO

Phase 1 : BSC design & mobilizationPhase 2 : Build the SFO(Strategy - Focused Organization)1 2 Years
(Phase +)

- Rapid BSC cascading & development
- Planning & budgeting
- Governance
- Feedback & learning
- Performance management

2) BSC

1.

2. / 가/

3.

4. ()

5. / / ()

-
 (/ / Facts /)
 -1. 4. Facts ()
 -Value Chain,
 -BSC

6.

-Core competencies
 -Functional & technical requirements/
 Competency
 -

7. 가

-[- - -]
 -Value Chain
 - 가 / (1)
 가 Core Activities
 가 (objectives) CSF/KSF
 (measures) KPI
 (cause-&-effect relationships)

8. - - -() BSC

- : 가 / / /
 /가 (- -)
 - -
 - , ,

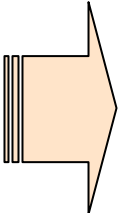
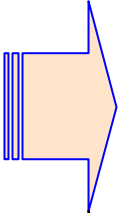
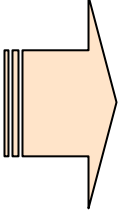
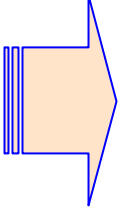
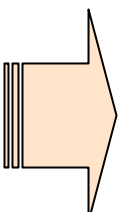
-BSC , Action Plan

9.

- 가 : 가, 가
 -IT
 -
 - ,OA
 - ,
 - /

10. Feedback & Learning

1) ?

Module 1	•		•BSC , BSC 先
Module 2	•		
Module 3	•		• , , , ,
Module 4	• 1		• 가 , / / 가 • 가 / /
Module 5	•		•BSC () •
Module 6	•		
Module 7	•		• ,
Module 8	•		
Module 9	•		•
Module 10	• /		

3-2.

3.

2) / / ? 例

Stage 1 : (Strategy Review/Preparation)

Stage 2 : BSC (Fast Track Development Workshop)

Stage 3 : · (Review and Revision)

Stage 4 : BSC (Fast Track Implementation Workshop)

3-2.

3.

2) / / ? 例

Stage 1 : (Strategy Review/Preparation)

/ /

- _____ :

- /

-

-

- /

- 가

- _____

- _____

_____ :

2) / / ? 例

Stage 2 : BSC (The Fast Track Development Workshop)

1) _____

-
-
-

動因(drivers)

2) BSC 4 _____ (cause-and -effect)

-
-
-

가

· 가

3) _____ :

4) _____

5) _____ :

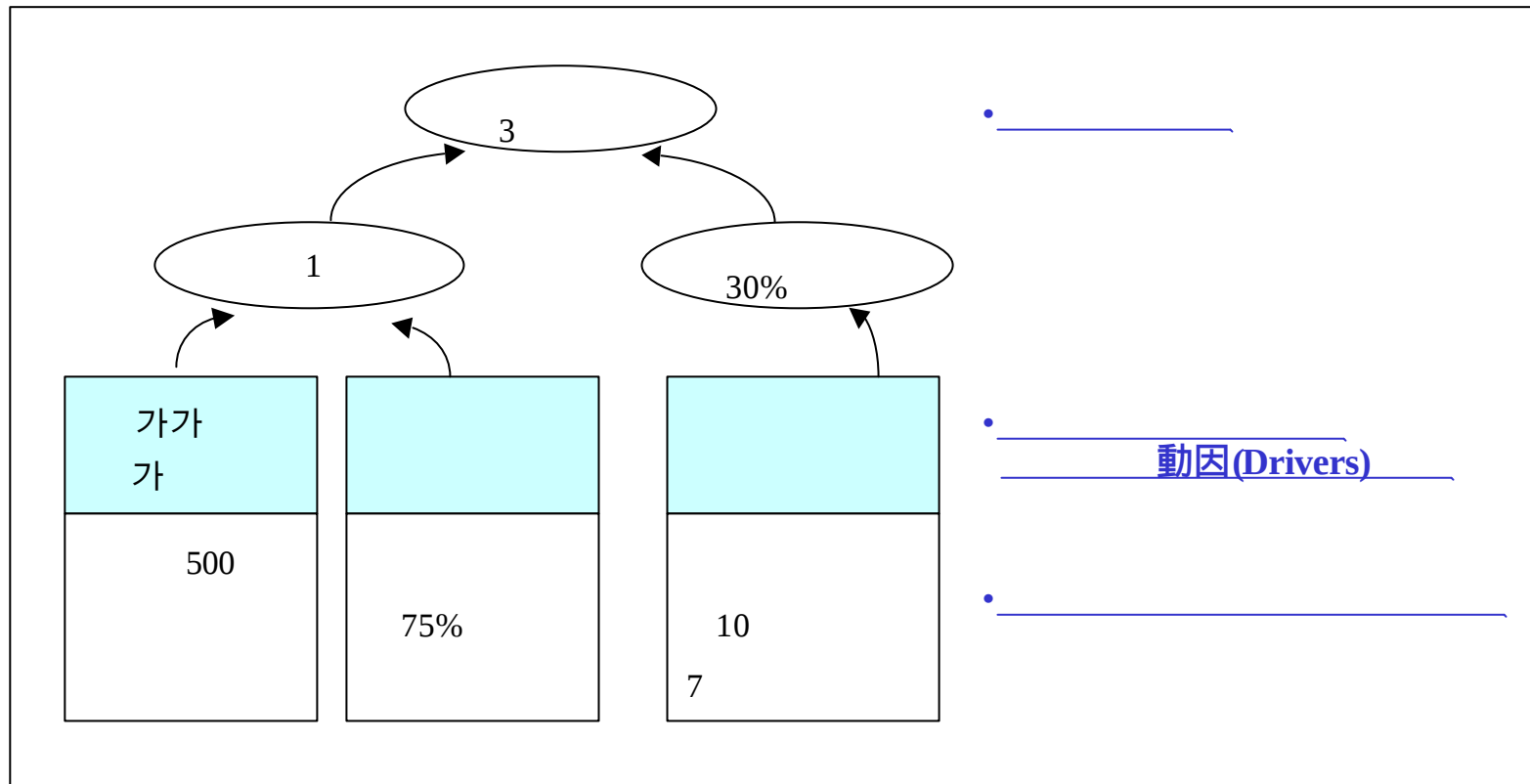
3-2.

3.

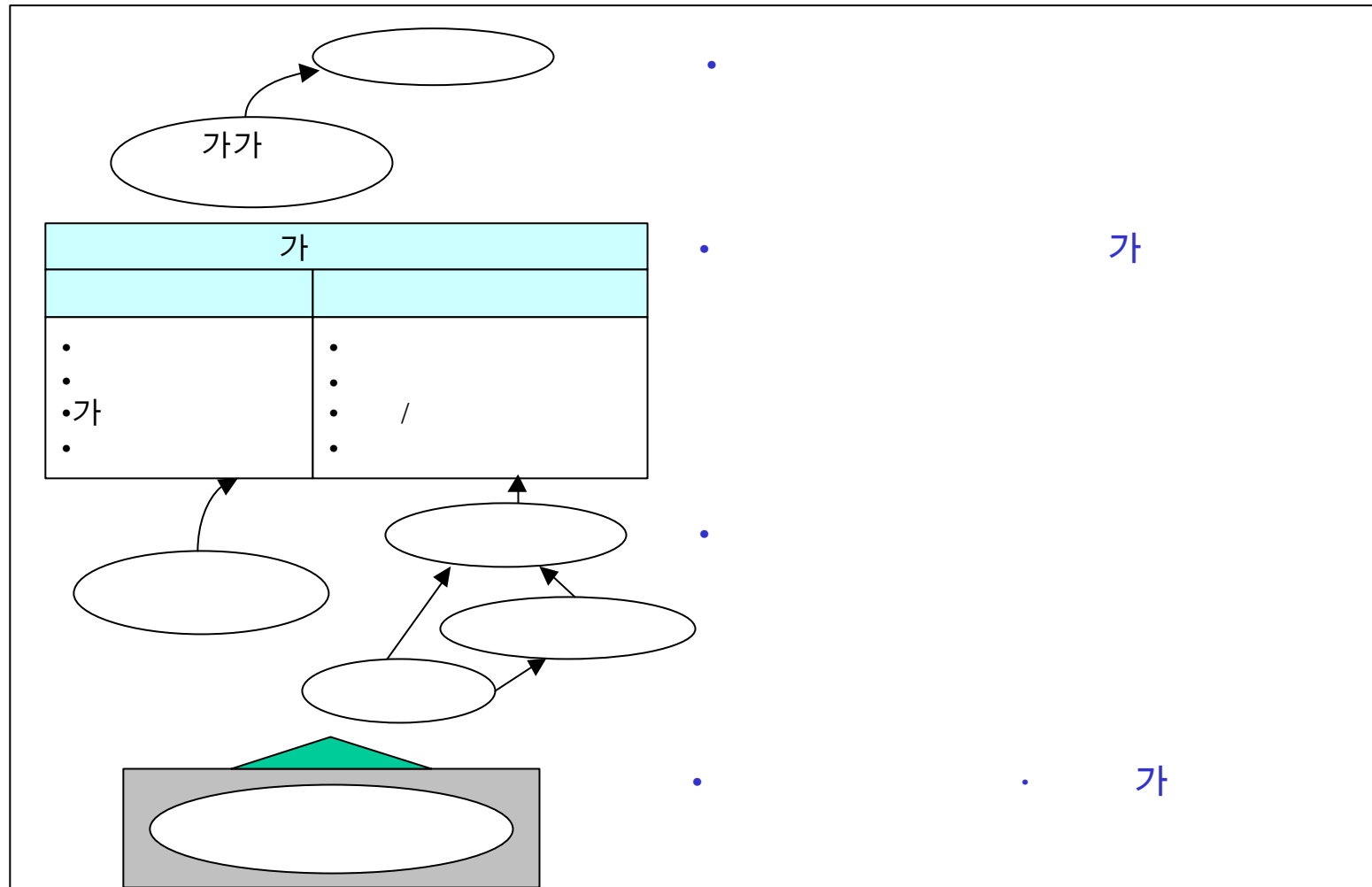
2) / / ? 例

Stage 2 : BSC (The Fast Track Development Workshop)

1) _____



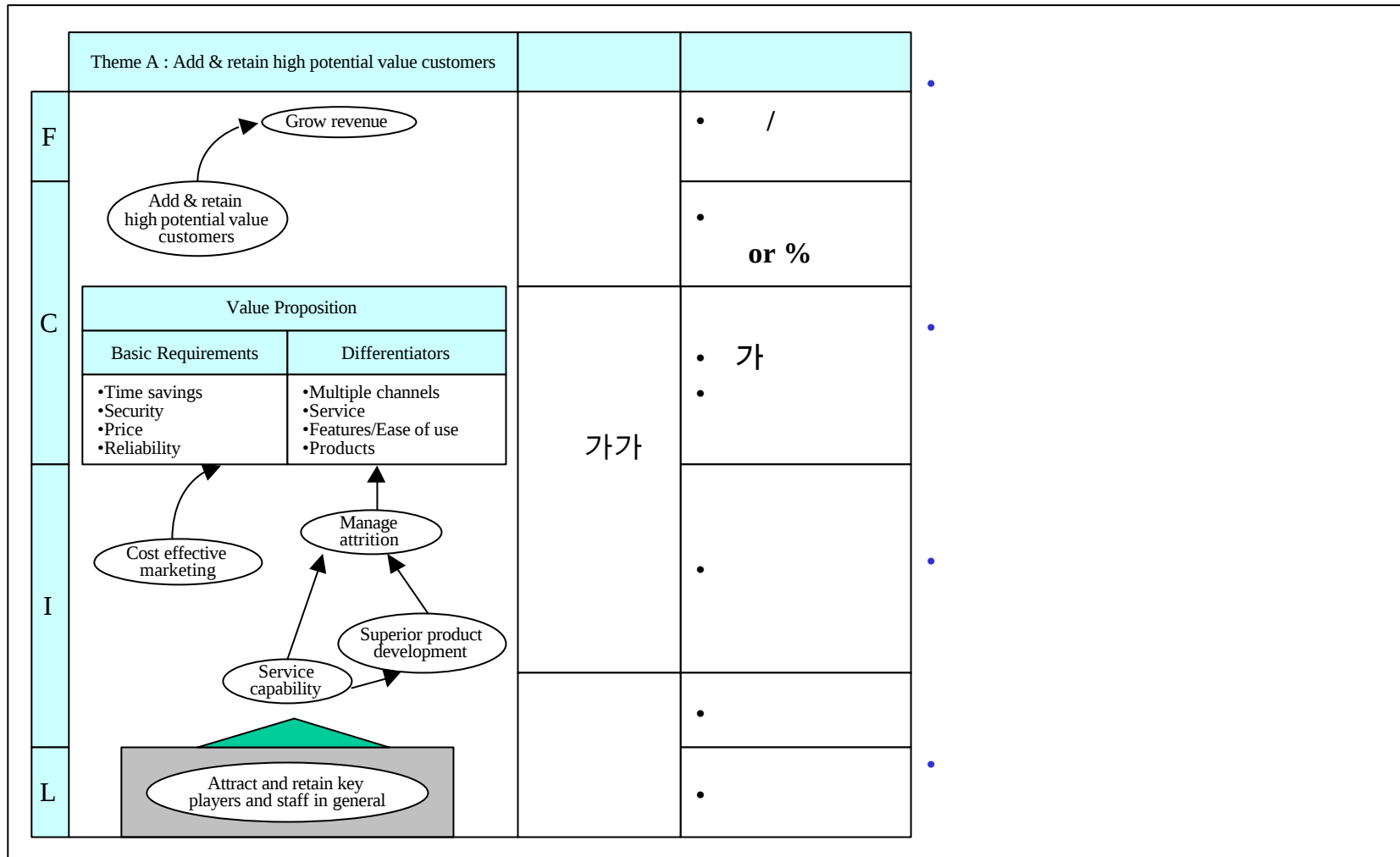
2) / / ? 例

Stage 2 : BSC (The Fast Track Development Workshop)2) BSC 4 (cause-and-effect)

2) / / ? 例

Stage 2 : BSC (The Fast Track Development Workshop)

3) _____



2) / / ? 例

Stage 3 : (Review and Revision Process)

Stage 2. 1 BSC

1)

2) - - -

	(objectives)
	(measures)
	(cause-&-effect relationships),
	/ (leading/lagging indicators), / (outcome/performance drivers)
	(targets)
	, (initiatives, priority)
	(data collection)
	(communication)

2) / / ? 例

Stage 4 : BSC (Fast Track Implementation Workshop)

1) BSC

- - BSC
-

2) _____

- BSC
-

- Education and communication strategy
 - Plan for cascading to lower levels
 - Integration into the existing planning and management process

2) / / ? 例

Stage 4 : BSC (Fast Track Implementation Workshop)

	Theme A : Add & retain high potential value customers	Strategic objectives	Measure	2001 Baseline	2002 Targets	Related Strategic Initiative(s)
F		Grow revenue	1.Revenue by product/service	\$39,774	\$111,482	TBD
			2.Number & percent of active customers	151,903	329,437	Customer Contact Program
C		Add & retain high value & high potential value customers	3.Number of incremental & total customers	215,000 10%	297,000 15%	Customer Acquisition Database
I			4.Profit(value) per customer & portfolio	Existing : 197.00 Existing : 137.90	197.00 137.90	Cross-Selling Program
		Maximize reliability	5.Weighted availability	84%	99%	TBD
L			6.Response time	80% Acceptable	99% Acceptable	Responsibility Monitoring

1)

•BSC

- , (Objectives) (Measures) ,
- BSC

- : - - -
- - - , BSC
- : - - - 가
- /
- BSC
-
- BSC Automation Monitoring
- / / /
- , S/W Monitoring 가
- , S/W BSC
- - 月 ,
- 가

S/W , BSC ,

S/W

2) BSC

- - - (B4 or A3, ..
- 1)
- : , ,
-
- BSC
- , ,

200x BSC

			가		200x	200x		
	F1-							
	F2-							
	F3-							
	F4-							
	C1-							
	C2-							
	C3-							
	C4-							
	I1-							
	I2-							
	I3-							
	I4-							
	L1-							
	L2-							
	L3-							
	L4-							

- (B4 or A3)
- (objectives), (measures), (initiatives)
-4 , Strategy Map
-
- BSC 가
- - - BSC ()

[illegible]

1)

•BSC

- - - -
-
- :

가

•BSC

- /
- BSC : (- -), ()
- 1 / (CEO)
- BSC Action Plan
- BSC CEO -
- BSC

•BSC

- BSC : ✍ ✍
- BSC : BSC ✍
- BSC : ✍ ✍ (!!)
- BSC : ✍ ...

1)

- BSC 가
 - : - -
 -
 -4 가 : 가 / /
 -4 가 가 40-50% ...
 4 가 가 10%
 - : - - 15-20 , 10 가
- BSC 가 , 가 , 가 ()
 - - - - BSC 가 가
 - 가 - - BSC 가 / .
 - / 가
) 가/ 가/ 가
 가 例) : : = 15 : 20 : 65
 가 例) : BSC 70% + BSC 30%
 가 例) : BSC 70% + BSC 30%
 가 例) : BSC 70% + BSC 30%
 - / 가 : (가) / / /
- BSC 2 3 , - - - BSC
 ... / Pool



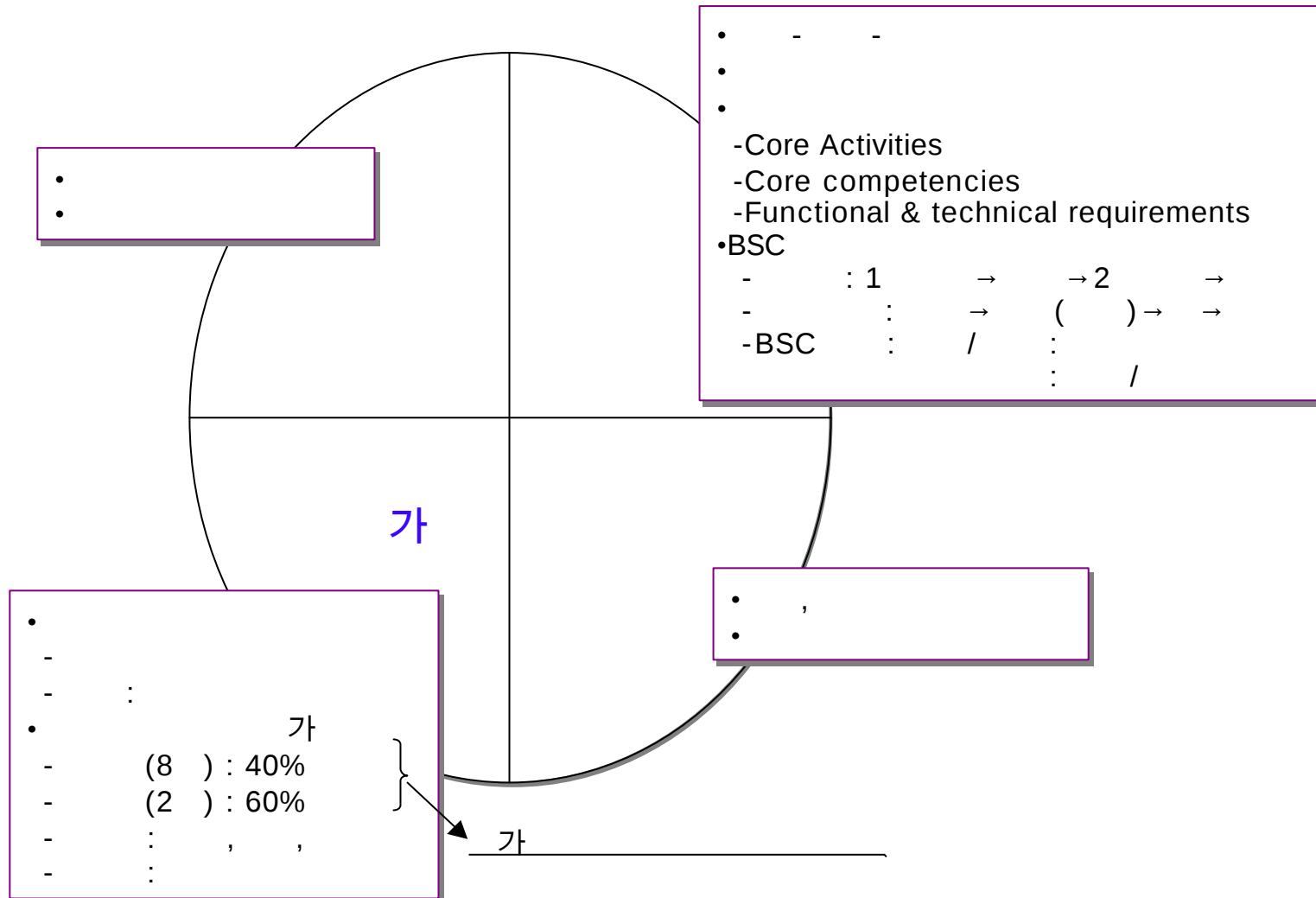
18 : 가 BSC

❖ 학습 목표

1. BSC
2. BSC (measures) 4 .

❖ 학습 내용

- 1.
- 2.
- 3.
4. BSC
5. BSC
- 6.
- 7.



1) #1 :



,

		F1 F11		F1 F11	
		F2 F21		F2 F21	
		C1 C11		C1 C11	
		l1 l11		l1 l11	
		L1 L11		L1 L11	
200x					
()			()		

1) #1 :

✍ : . . ,

✍ : BSC4 ()

✍ (core activities) : →

✍ 가 가가

✍

✍ : (competency)

✍ , / , , IT , /

✍ :

2) #2 : BSC

1

 1

BSC

,

1

BSC



,

CEO

BSC

.



#3 #8

200x	  		200x	  	
					.
BSC 4 ()	  	  	  	  	
(Objectives)	  	  	  	  	
(Measures)	  	  	  	  	
	  	  	  	  	
200x					
:					
()					

2) #3 :

~~4~~~~4~~

가

Top

(Objectives)	(Measures)	
	/ (Lagging indicators)	/ (Leading indicators)
<u> </u> F1 F2 F3		
<u> </u> C1 C2 C3		
<u> </u> I1 I2 I3		
<u> </u> L1 L2 L3		

2) #4 :



Action Plan

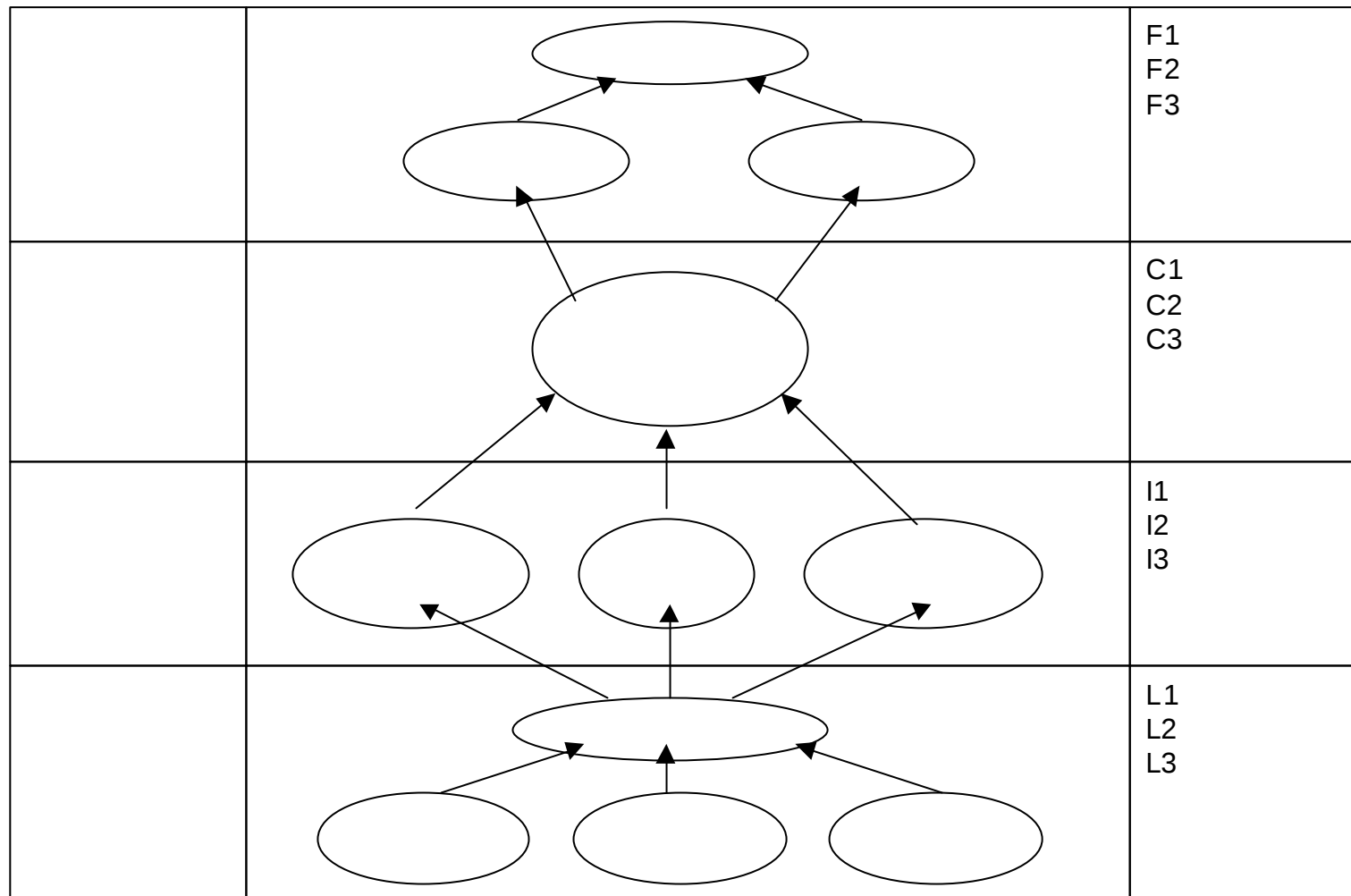
가

(perspective)	(Measures)	(Initiative)
.		

2) #5 : (Strategy Map)



#2 4

Strategy MapMeasures

2) #6 : BSC

~~☞~~ #1 5 , - - , BSC
~~☞~~ Action Plan , BSC Action Plan BSC (/
) 1 , 가

:	:	:	:	:						
				가 (%)	200x	200x				

2) #8 : Action Plan

✎ Action Plan #4,6,7

✎ Action Plan

Action Plan									
: ()									
: ()									
4	가		(Core Activities)			가		2	

1) - . Action plan

2) 00. 00 00.00(.)

2) #9 : Action Plan



,

Back Data

BSC													
							:						
							:	()					
:	:	:	:	:	:	:	:	()					
4	가			가		2001	(/)						

가 - - 15 20 , 10

(1)

가

가

a) (Growth Stage) : , , ,
- , , ,
- , ,
- , ,

b) (Sustain Stage) : (, Gross Margin), ROIC(return on invested capital)
-Discounted CF, Capital Budgeting , EVA, Shareholder Value

c) (Harvest Stage) : (operating CF before depreciation), Reduction in Working Capital
-ROI, EVA, Operating Income

(1)

動因

		/ (Revenue Growth & Mix)	가 /	/
		• 新 / /	• 1	• •
		• (Cross-selling) • 新 •	• 가 • 가 •	• ROE () •
		• •	• 가	• •

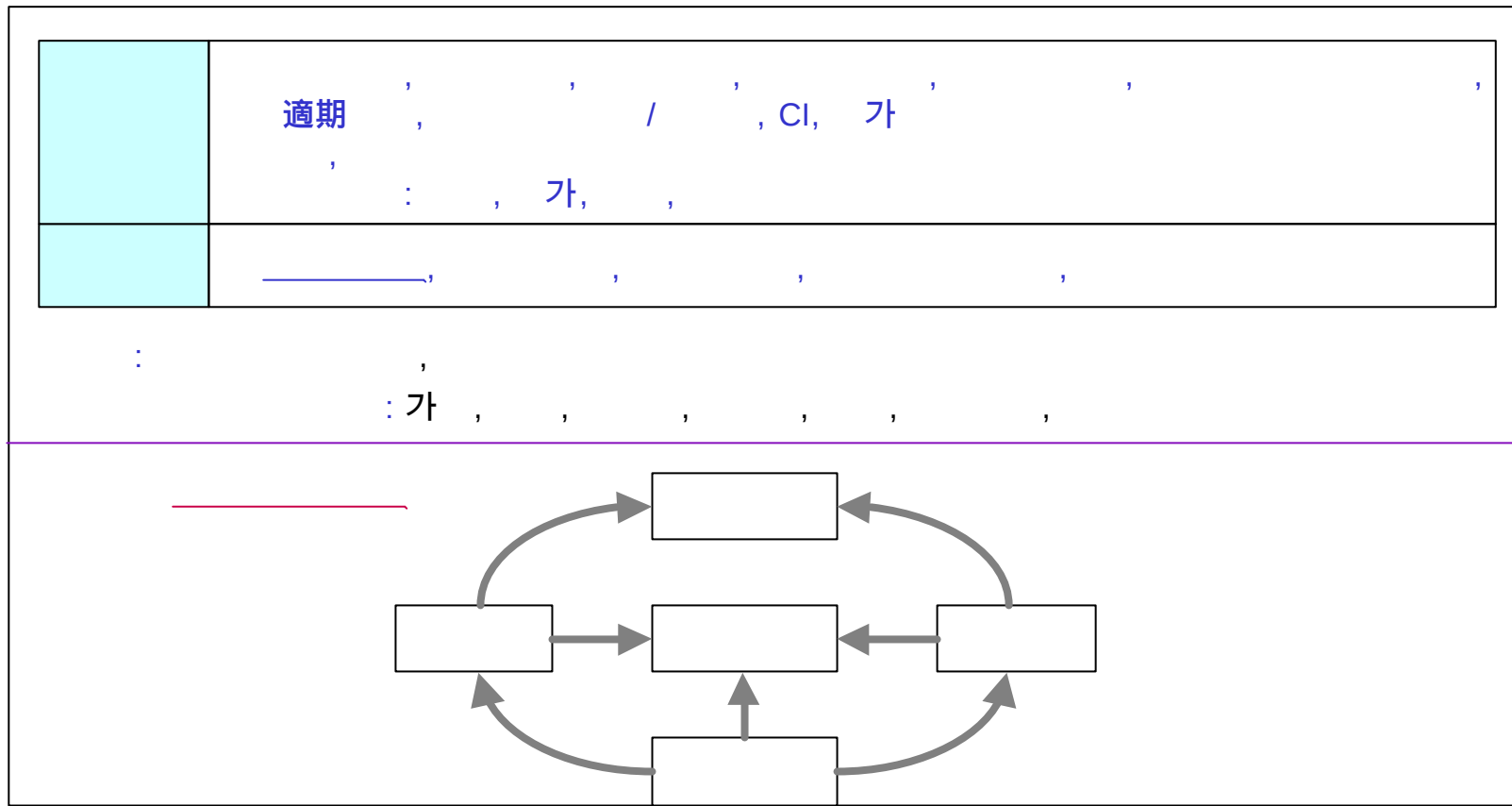
Cross-selling : selling by a salesperson of some part of the company's total product range for which another division or salesperson has prime responsibility.

(1)

가

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- /
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- 가가 /
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- ROI
- 가(), ()

(2)



(2)

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	1 1
	가
	1 ABC system : : → → → →

가 , , , (20% , , ,) , 5

(2)

가 - (/ , ,)

/	/ (Functionality), 가 (price), (quality), (Time)
	/ M - : , - : 24 - :
(, /)	: > , , (), K 會社 (Target Customers) -Range : 20 40 - -Full-time - - ,

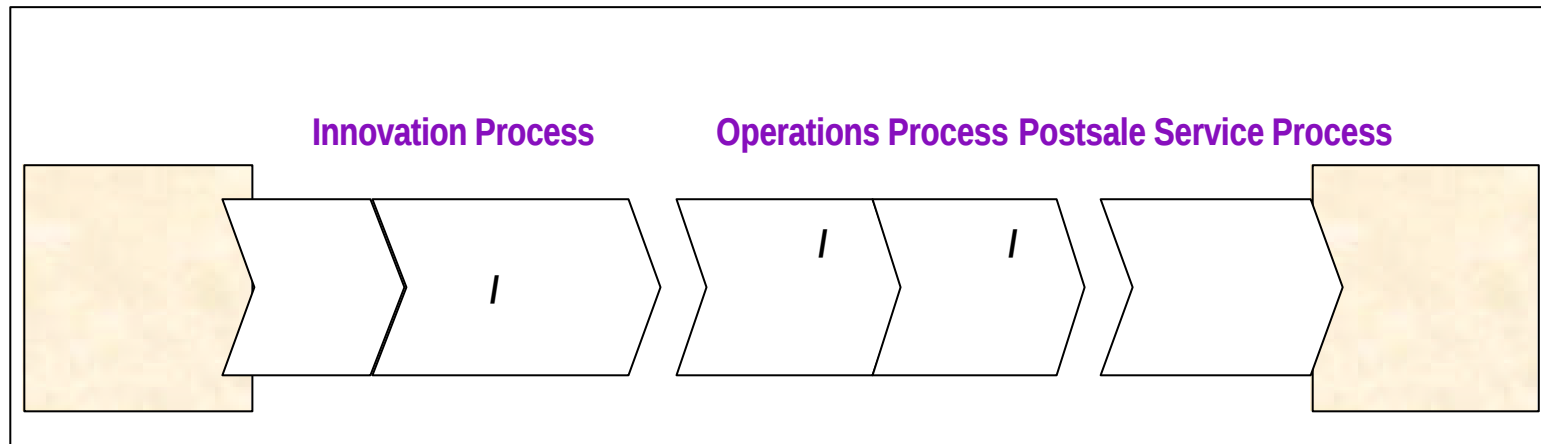
(2)

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(3)

: 가 (The generic Value Chain Model)



: ,

(3)

가

(The generic Value Chain Model)

		가 , , / 가 가 , 가 <u> </u> (, or), (capabilities), R&D () <u> </u> or 全 → (Yield), Cycle Time, Cost BET=Break-Even Time → (=) → (+ + +)
	↔ , ,	가 (Yield), Cycle time, Cost, 가, 가 (, , ,)
	, , ,	가 -A/S (↔), A/S , A/S ,

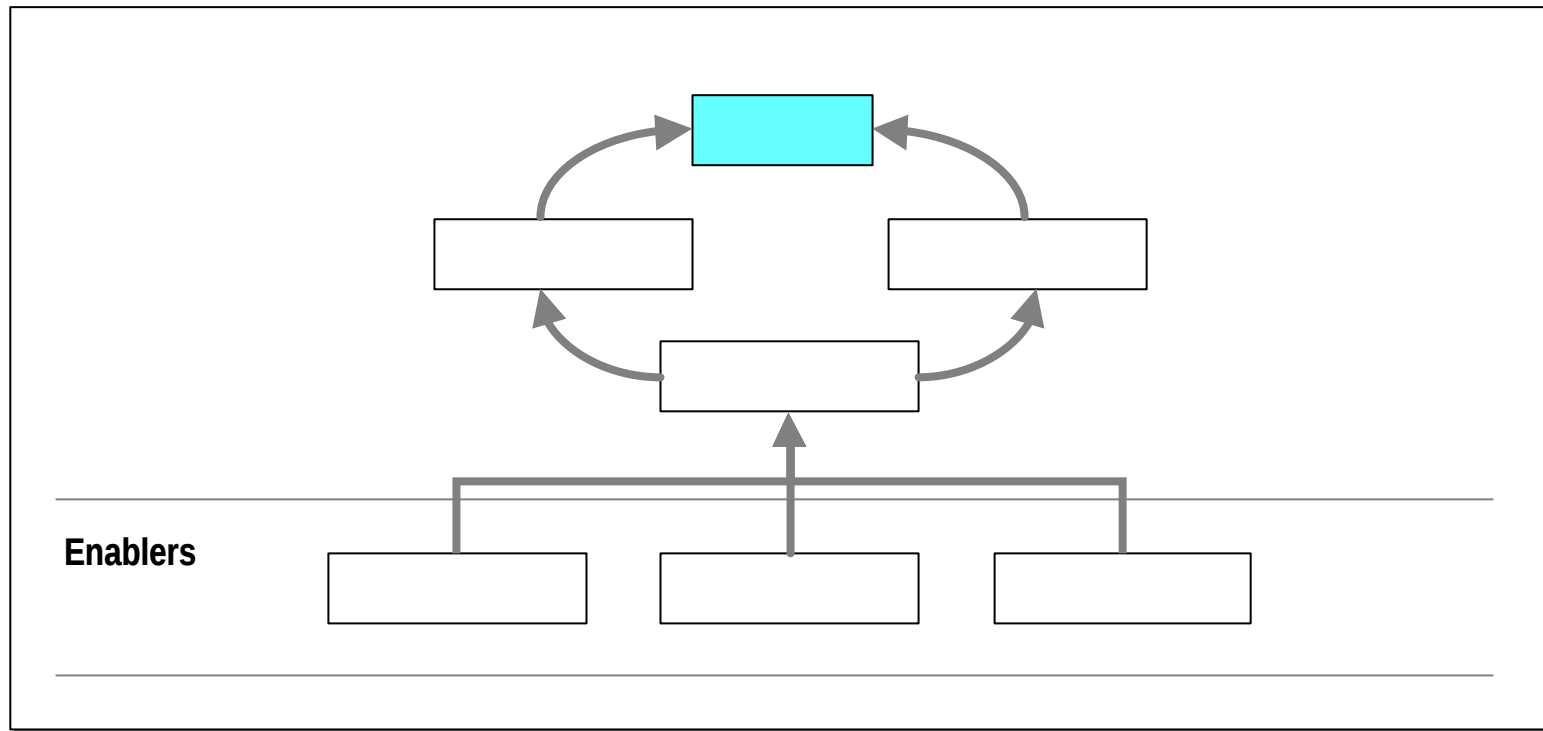
(3)

가

- /
- , Outpayment
- ()
- Lead Time
- ↔
- Lead Time
-
-
-
- IT (CPU and DASD)
- IT /
- IT /
- / 가
-
-
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- /

(4) .

:



(4) .

3가

	(Survey)	• , → , , , • → , , ,
		• → , , , • , , ,
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		• - , , or • , ,
		• MIS , . . • , , , • - , (... ..) • , (... ..)
()		• 1 , . / • : , •
		• or ,
		• R&D , , , ... Cl... ... / ..

(4) .

가

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- 40
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- R&D
- R&D /
- IT / IT
- R&D /
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- (DM)
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- ()
- ()
- /
-

2) IT : (Objectives)

-
- 가
 - mainframe, midrange, desktop
 - MAC(move-add-change)
 - per desktop or voice handset MAC
 - -

-
- 가
 - mean time between failure,
 - mean time to repair
 - - mainframe, midrange, desktop
 - -
 - -
 -
 -
 - IT strategic role
 -

IT

-
- - MIPS, servers, network location per FTE
 - end-users per support FTE
 - MAC (move-add-change throughput)
 - share completed in one or three days,
 - end-to-end view, desktop & voice handsets
 - -
-
- - FTE , IT
 -
 - (contractor ratio)
 - 全 FTE
 - - by platform & employee status

3)

-

<PRICEWATERHOUSECOOPERS>

ConsumerEconomical & financial

- ROIC (return on invested capital)
- Economic profit
- Value contribution

Customer & market

- Market share (volume & profitability)
- Brand name recognition
- Number of countries
- Complaint volume
- Industry recognition & awards

Employee & innovation

- Revenue per employee
- Employee satisfaction survey rating
- Management effectiveness rating
- Executive support rating
- Employee recognition
- Reward rating

Operations

- Supplier loyalty
- Internal hire rate
- % of revenue from new vs. old business

3)

-

<PRICEWATERHOUSECOOPERS>

TelecommunicationFinancial

- (,)
- EVA
- EBIT
- EPS

Productivity

- 가
- 가

Customer

- 가가
-
- 가

Market

-

Employee & innovation

- Revenue per employee
- Employee satisfaction survey rating
- Management effectiveness rating
- Executive support rating
- Employee recognition
- Reward rating

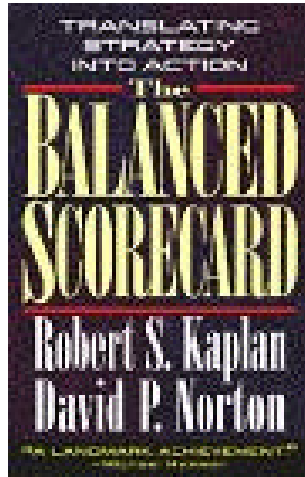
Operations

- Supplier loyalty
- Internal hire rate
- % of revenue from new vs. old business

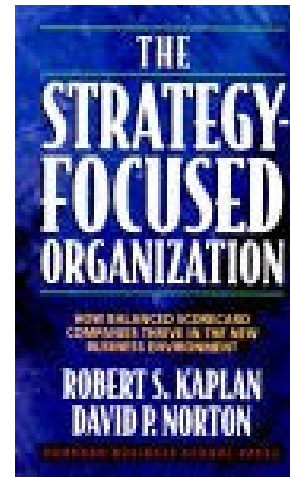
4) BSC

1.		가?	
2.	2. BSC		?
3.			가?
4.		가?	
5.	BSC	?	
6.	BSC		?
7.		?	

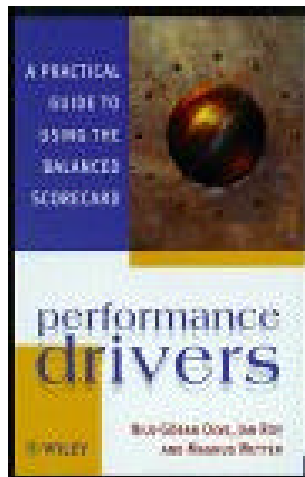
BSC



The Balanced Scorecard
by Robert S. Kaplan,
David P. Norton
(HBS - 1996)



The Strategy-Focused Organization:
by Robert S. Kaplan,
David P. Norton
(HBS - 2000)



Performance Drivers:
by Nils-Göran Olve,
Jan Roy,
Magnus Wetter
(WILEY - 1999)



The HR Scorecard
by Brian E. Becker,
Mark A. Huselid,
Dave Ulrich
(HBS - 2001)

BSC

<http://www.bscol.com/>

<http://www.balancedscorecard.com/index.asp>

<http://www.hbsp.harvard.edu/products/bsr/>

<http://bas.berkeley.edu/balancedscorecard/>

<http://www.bsc4gov.com/Entry1.htm>

<http://www.bettermanagement.com/default.asp?a=11>

<http://www.balancedscorecard.org/>

<http://www.bscnews.com/>

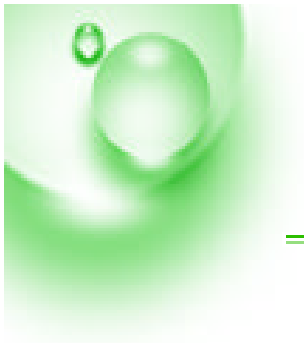
<http://www.sas.com/solutions/bsc/>

<http://www.openratings.com/solutions/spi.html>

<http://www.dialogsoftware.com/>

<http://www.pwcglobal.com/>

<http://www.pwcglobal.com/>



1	1. 2. 3. Brainstorming 4. 5. 1) Storyboarding
2	5. 2) process Map 3) 4) 5) 5Why's 6) 7) Point Score System 8) 9)



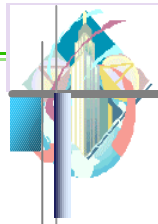
19 :

❖ 학습 목표

- 1.
- 2.

❖ 학습 내용

- | | |
|------------------|-----------------------|
| 1. | 5. |
| 2. | 2) process Map |
| 3. Brainstorming | 3) |
| 4. | 4) |
| 5. | 5) 5Why's |
| | 6) |
| 1) Storyboarding | 7) Point Score System |
| | 8) |
| | 9) |



1.



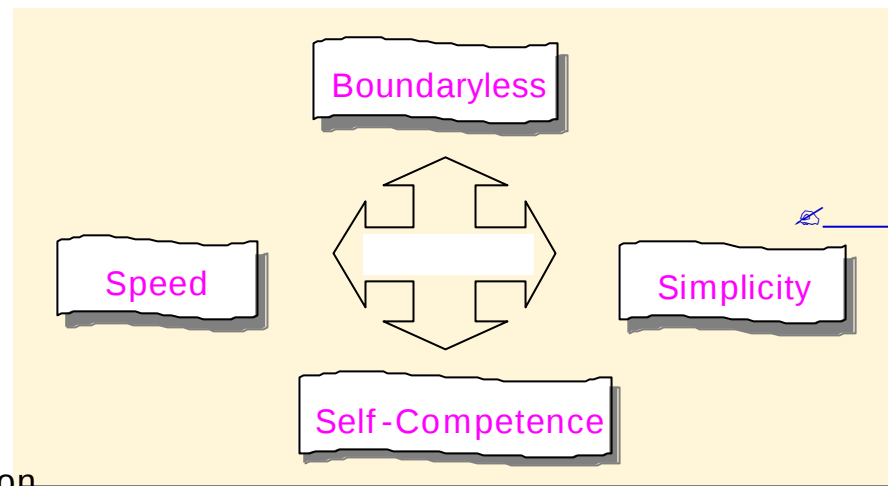
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, WS

(

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Action



가

Products/Services



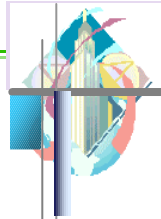
1.

Best Practices 10

- 1)
- 2)
- 3)
- 4) Flip Chart White Board 가
- 5)
- 6) (Table Facilitator)
- 7) 가 Table Facilitator
- 8) Table Facilitator
- 9) 가 ,
Facilitator
- 10) Ice Breaking

Ice Breaking :

10 30



2.

1) 가

2)

3) 가

4) Session 가

1) 가

2) FT가 2 .



2.

	(A4 ¼),
	• • , 1 ✎ • , • • • 1 • - / / - ,

- 가 가 ,
- ...
- ...
- ...



	• • - / / , . . -10 (5) . . • 2 .
	• • - / / , . . - 가 , • 2 .
	• • - / / , . . - , 1 ? • 2 .



2.

	• • - / / , - () 2 가 - 가 ? ? • 2
	• • - / / , - , CEO가 가 3가 • 2
	• • - / / , - 가 , • 2



3. Brainstorming

1) _____

2) _____ : FT(Facilitator)가 _____

(1) Session

. . .

(2) Warm-up

.5 10

(3) Brainstorming

.

.가 가

.

(4)

.

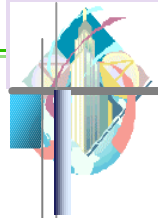
.

.

가

(5) Consensus

. 15 20



3. Brainstorming

3) _____ :

(1)

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(2)

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. . (/ FT)
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(3) 質

. 가 量 高見
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全 .

(4)

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(5)

. 가 가 .
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(6)

. ((○) (×)
: Pay-off Matrix, Dotting)



3. Brainstorming

4) _____

(1) Free Wheeling

.

(2) Round Robin

.

가

(3) Slip Method

.

,

가

가

.

[post it]

Brainwriting :

()

,

. Slip Method

5) Round

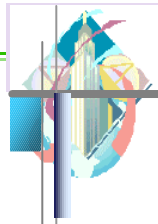
Round 1	Round 2	Round 3
(15 30) (1-3)	(1) (15 30) (1 3)	(1 3)



3. Brainstorming

()	()	()
0 : 가.	0 : 가.	0 : 가.
:	: 000	: 000
:	:	: 000
.	.	.
.	.	.
.	.	.
.	.	.
.	.	.





4.

1) Dotting



Dot(/ ●)



,

Dot



1 4 5

Dot

2

Dot

,

.

가

Dotting

.



(

가

/

)

0

: 가.

: 000

Dotting



.



.

가

.

3가

,

Dotting
1,2,3

가

가

, Round



4.

2) Pay -Off Matrix

Pay-off ()	High	GS (Grand Slam) /	EI (Extra Inning) /
	Low	SB (Stolen Base) /	SO (Strike-out) /
		Low	High
		Effort()	

•Pay -Off Matrix

- 20 30
Pay-off Matrix
- SB
- GS
- 가
- Matrix
- 가

0

: 가.

: 000

.

.

SB

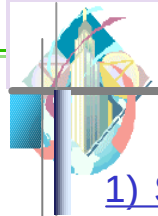
4

GS

()가
가



- 1 :
- 2 :
- 3 :
- 4 :

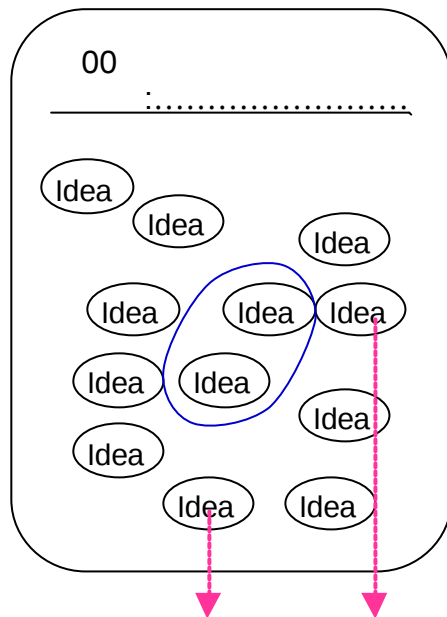


5. Tools

1) Storyboarding

(storyboarding 前)

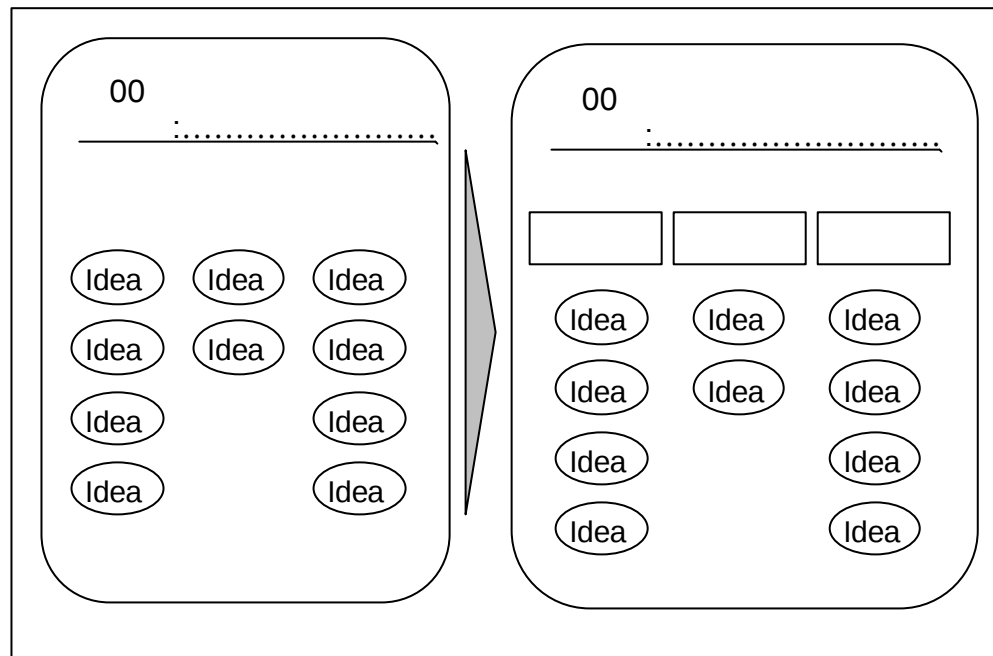
- Collecting ideas



()

(storyboarding 後)

- Structurizing ideas



()

()



❖ 학습 목표

1.

❖ 학습 내용

1.

2.

3. Brainstorming

4.

5.

1) Storyboarding

5.

2) process Map

3)

4)

5) 5Why's

6)

7) Point Score System

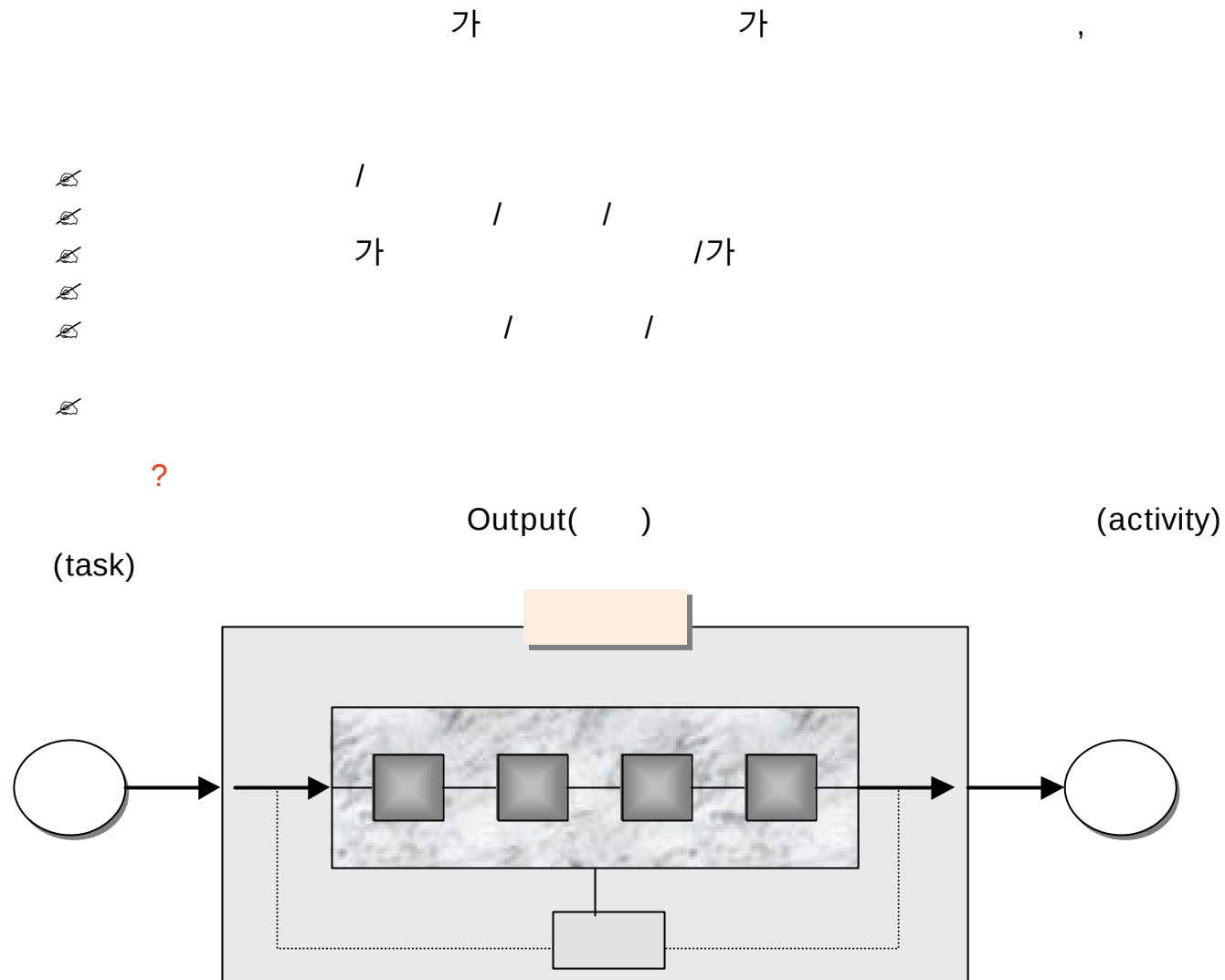
8)

9)



5. Tools

2) Process Map

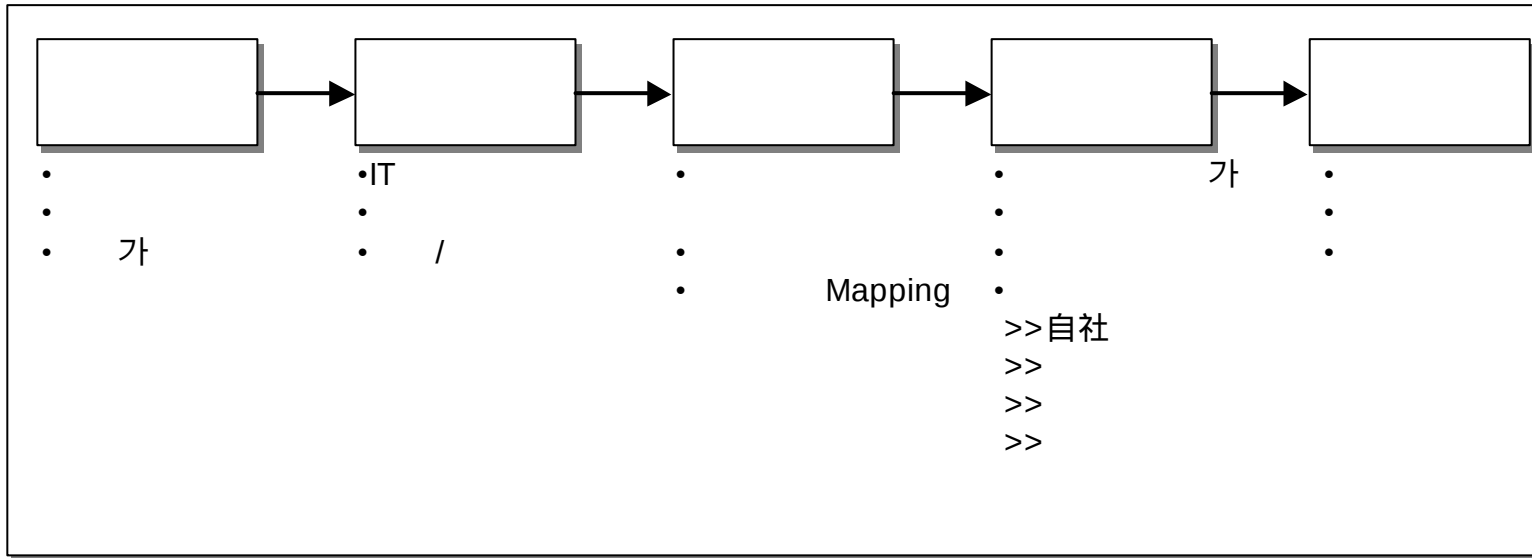


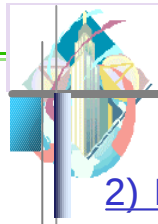


5. Tools

2) Process Map

/



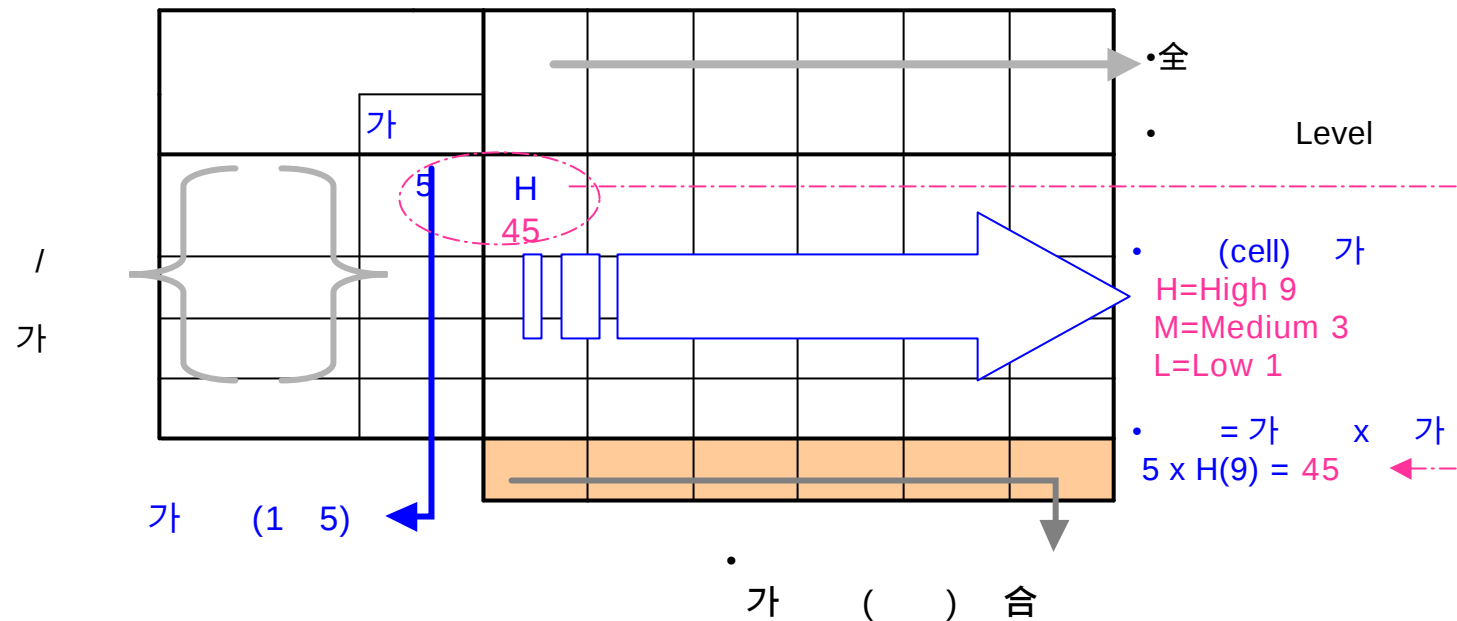


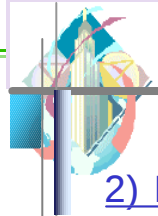
5. Tools

2) Process Map

全 / 가 ,
/ .
(activities) (tasks) /
Output Cycle Time

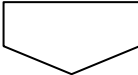
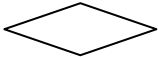
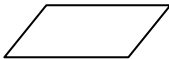
例 :





5. Tools

2) Process Map

					
		• ?			• ,
	(,)			()	
					

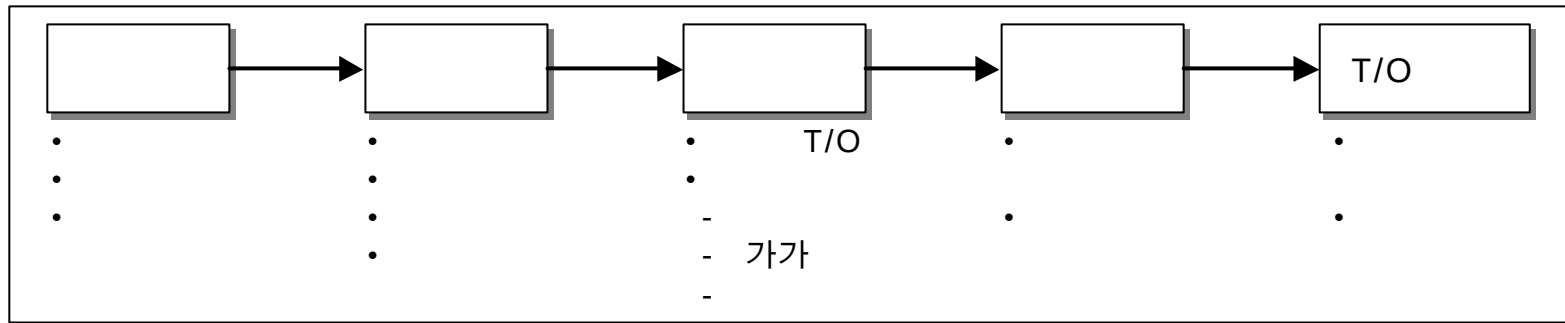


5. Tools

2) Process Map

(1) (Top-down Map)

가
() 가
/ 7
... 6 7



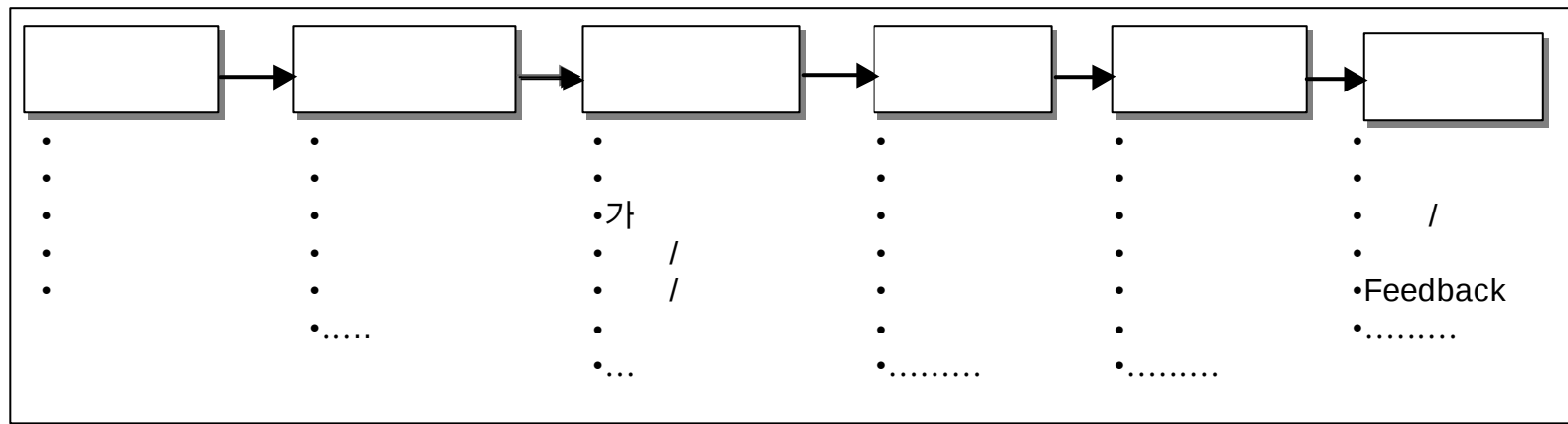


5. Tools

2) Process Map

(1) (Top-down Map)

:



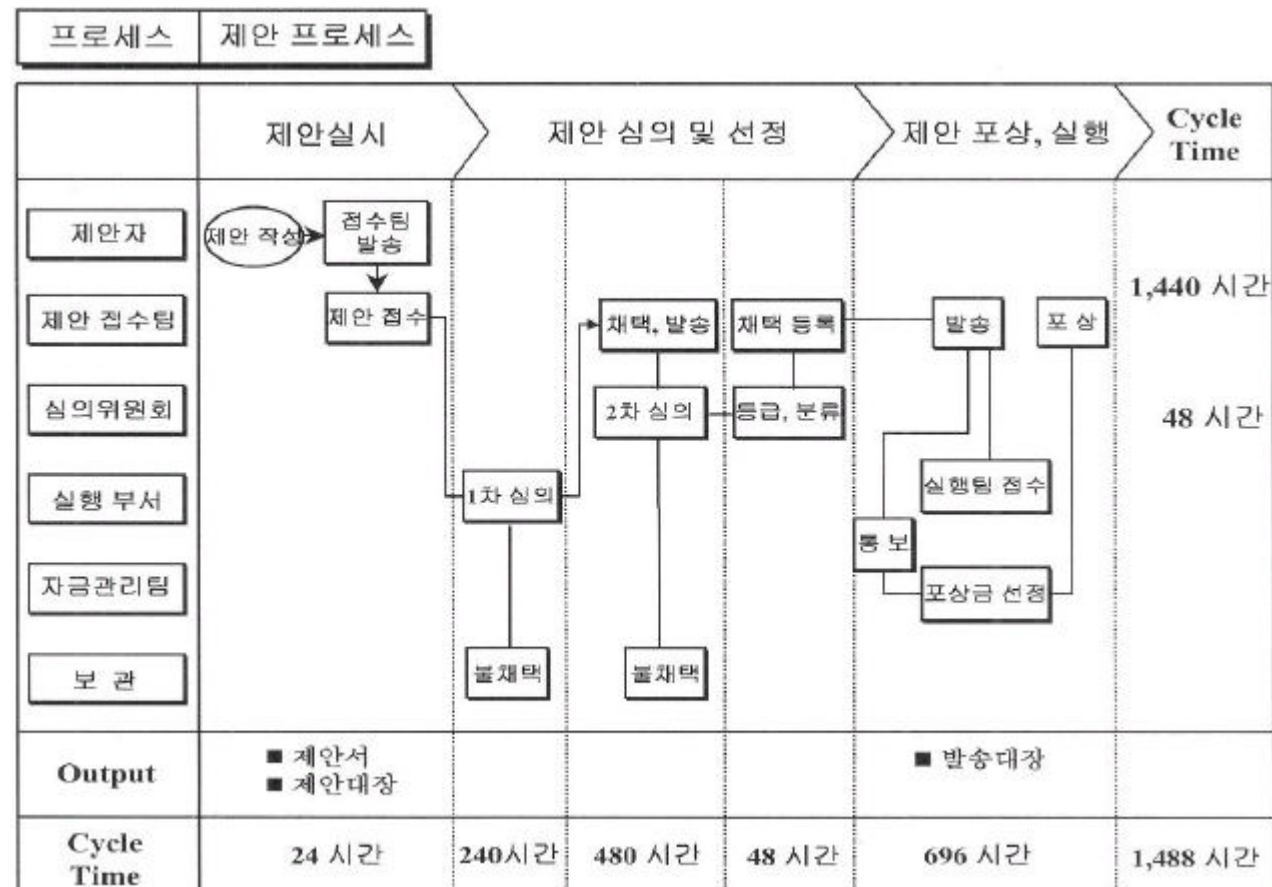


5. Tools

2) Process Map

(2) (Cross Functional Process Map)

/ ()
 가 (,)
 (input), (output) (activity)
 Flow



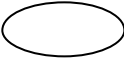
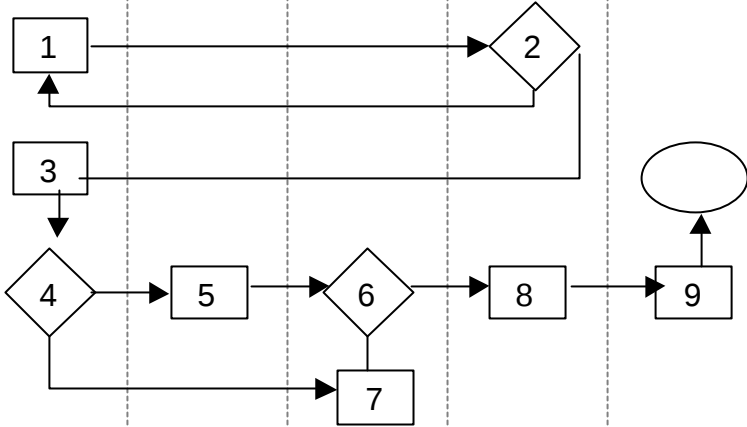


5. Tools

2) Process Map

(2) (Cross Functional Process Map)

○ (Processing Time)
-
○ (Cycle Time)
-
合, 前

							(H)	(H)
								
						1	0.3	1
						2	2.2	52
						3	1.3	300
						4	1.4	16
						5	0.5	123
						6	6.5	8
						7	1.7	50
						8	0.3	39
						9	3.2	2
						合(H)	17.4	591
						(%)	(2.9%)	(100%)



5. Tools

2) Process Map

(3)

(Detailed Process Map)

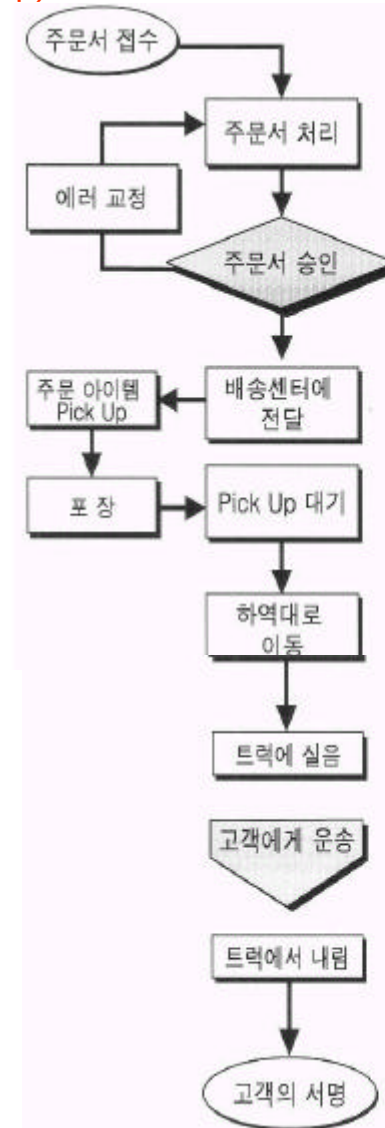


가

가



(,)



- 프로세스: 주문이행
- 시작 : 고객의 주문 접수
- 끝 : 고객이 인수증에 서명

활동	시간(분)			비용 (백만/년)
	RVA	BVA	NVA	
주문서 처리	15			65
주문서 승인		20		
에러 교정			110	
배송센터에 전달			100	15
주문 아이템 Pick Up	10			25
포장	5			25
Pick Up 대기			35	3
하역대로 옮김			15	5
트럭에 실음	5			30
고객에게 운송	75			250
트럭에서 내림	5			34
고객의 서명		5		30
합 계	115	25	260	482

사이클타임 계산
 $115\text{분(RVA)} \div 400\text{분(총)} = 0.3 \text{ 효율}$

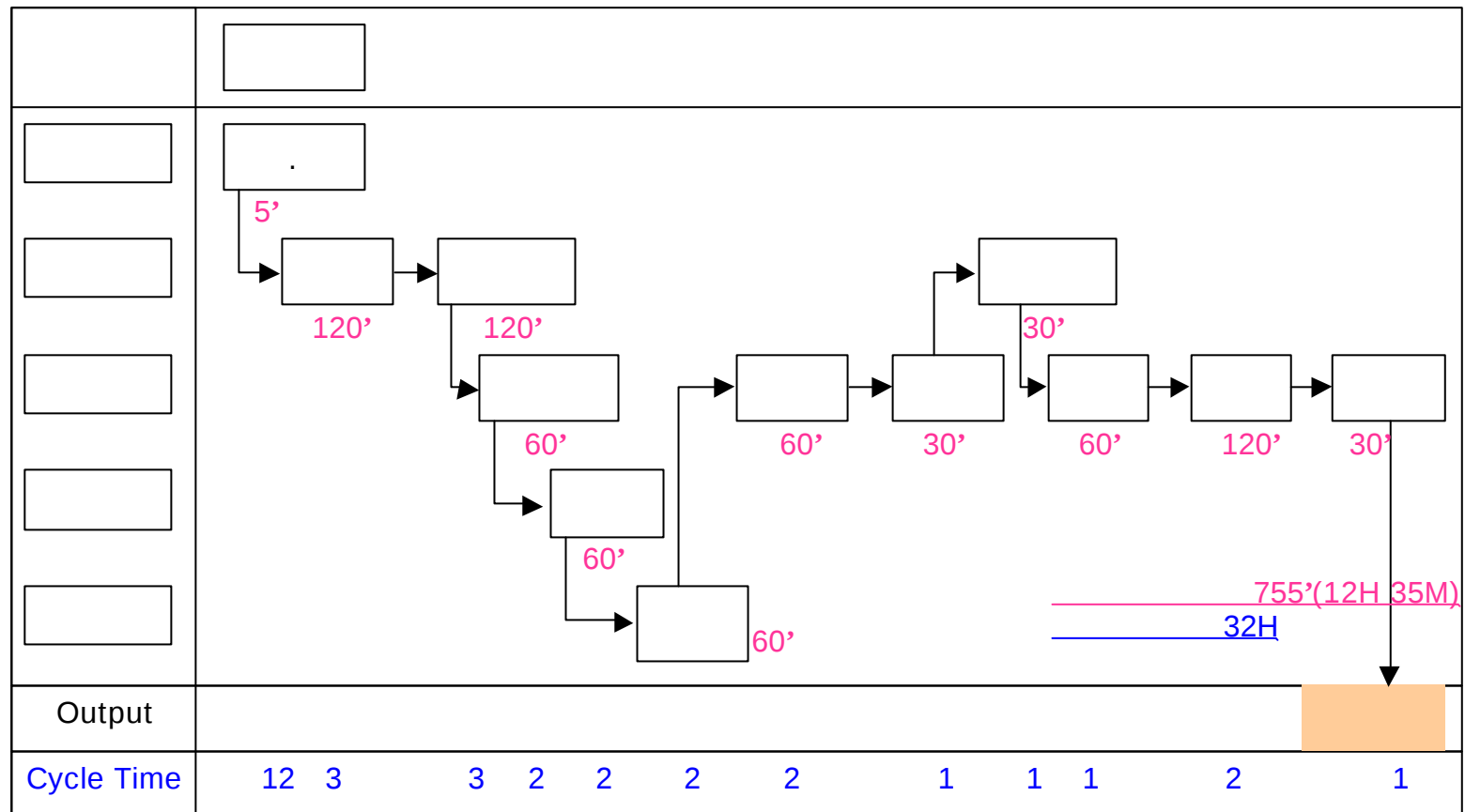
◆ 시간(사이클타임)

범 주	예
• RVA (Real Value-Added)	고객의 기대를 만족시키기 위해 꼭 필요 (사후 서비스, 상품개발)
• BVA (Business Value-Added)	관리지원 프로세스로 고객에 가치를 제공해주지 못함 (기록, 영수증 송부)
• NVA (Non Value-Added)	고객에게 가치를 증대시키는 것보다 시간이나 비용을 증가 (재작업, 대기, 보관)

$$\text{사이클타임 효율성} = \frac{\text{RVA}}{\text{RVA} + \text{BVA} + \text{NVA}} \times 100(\%)$$

(3) (Detailed Process Map)

•예) _____ : 가 _____ A/S





5. Tools

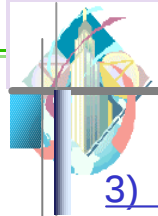
2) Process Map

(3) (Detailed Process Map)

PT = Process Time
CT = Cycle Time

•예) : 가 A/S...

N O	(sub-process)		Time			Input		Output				
			PT	CT		File		File				
1	/		5'	12h	500 /							
2			120'	3								
3		"	120'	3								
4			60'	2								
5			60'	2								
6			60'	2							가	
7			60'	2								↓
8			30'	1								
9		"	30'	1								
10			60'	1								
11			120'	2								
12		"	30'	1								
		"										
			75 5'	32 h								



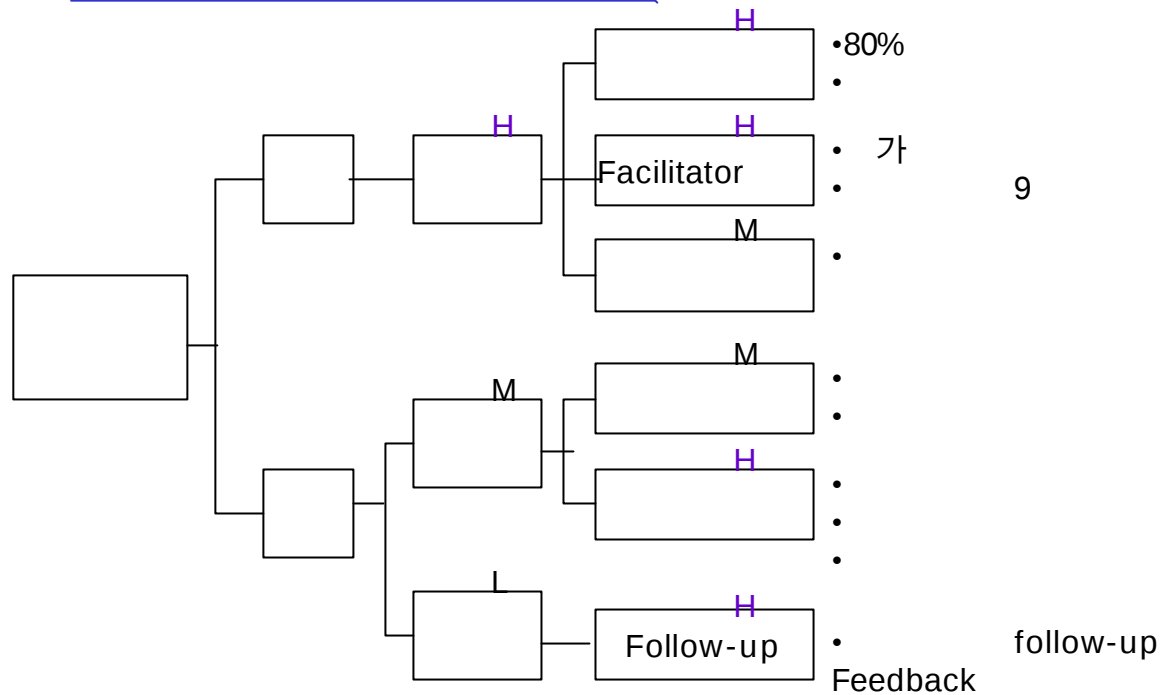
5. Tools

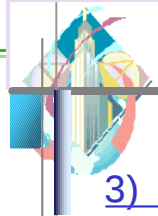
3) (Structure Tree, Logic Tree, Systemic Diagram)

가

✍ () /
✍ / , 가 1 2 .
(: Pay-off Matrix / Dotting / H(high), M(medium), L(low)
✍ 가 / ()

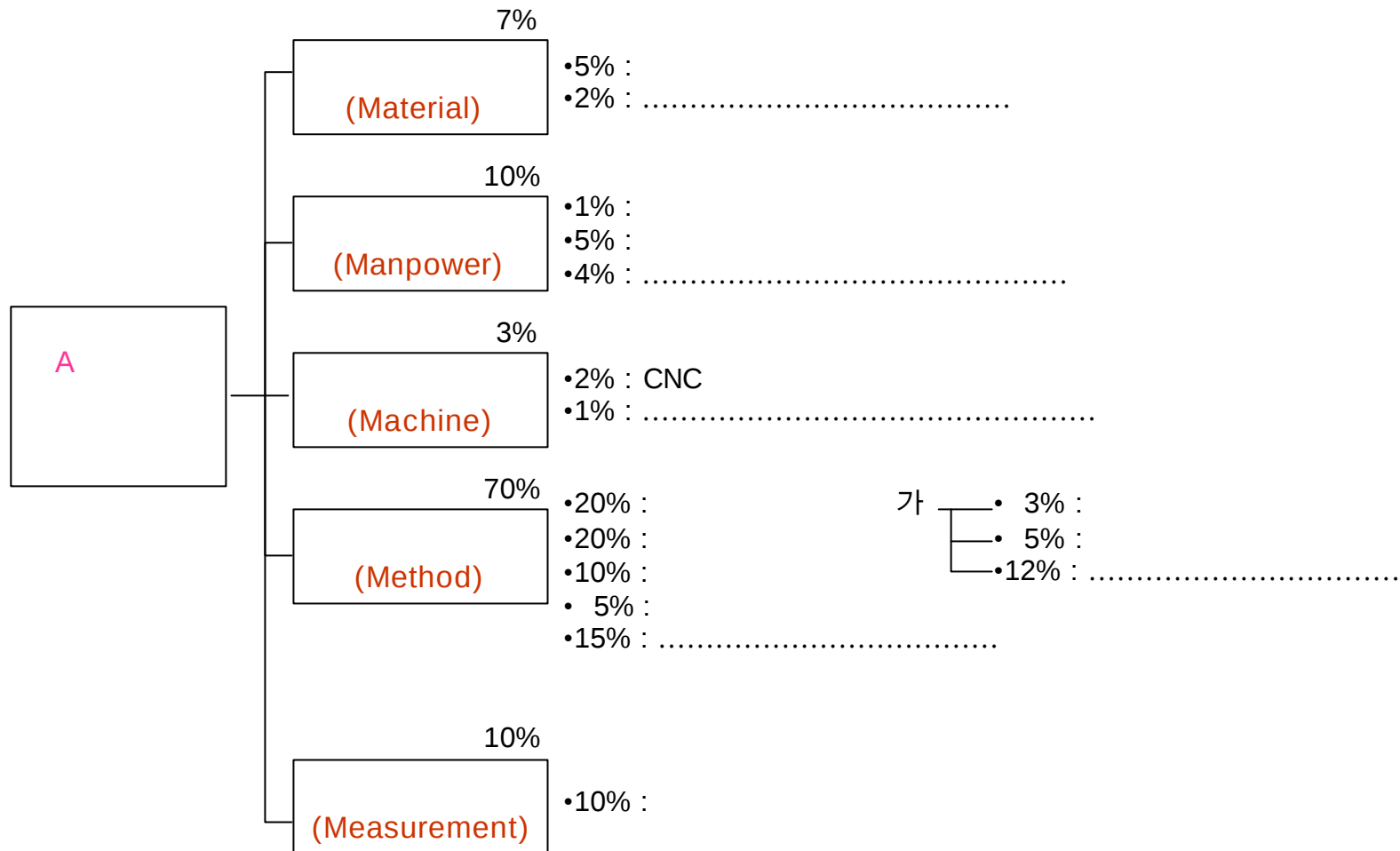
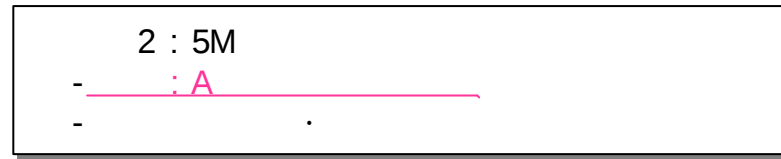
1 :

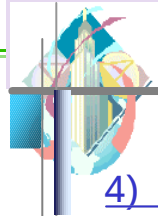




5. Tools

3) (Structure Tree, Logic Tree, Systemic Diagram)



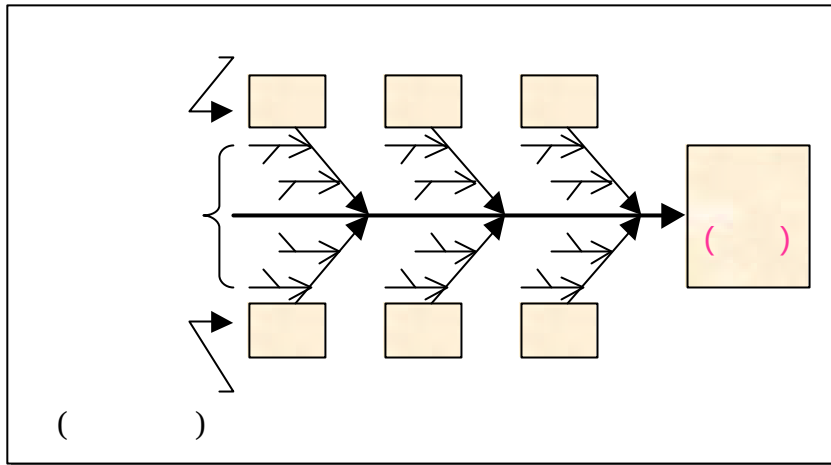


5. Tools

4) (Fishbone Diagram, Ishikawa Diagram)

() () 가 () ,
() ()

()		() , 가 , ,
()		()



• ()

-
- (Man), (Machine), (Material),
(Method), (Money), (Environment),
(Technology), (Structure), (Process),
(Policy),
4P(Product/Price/Place/Promotion)

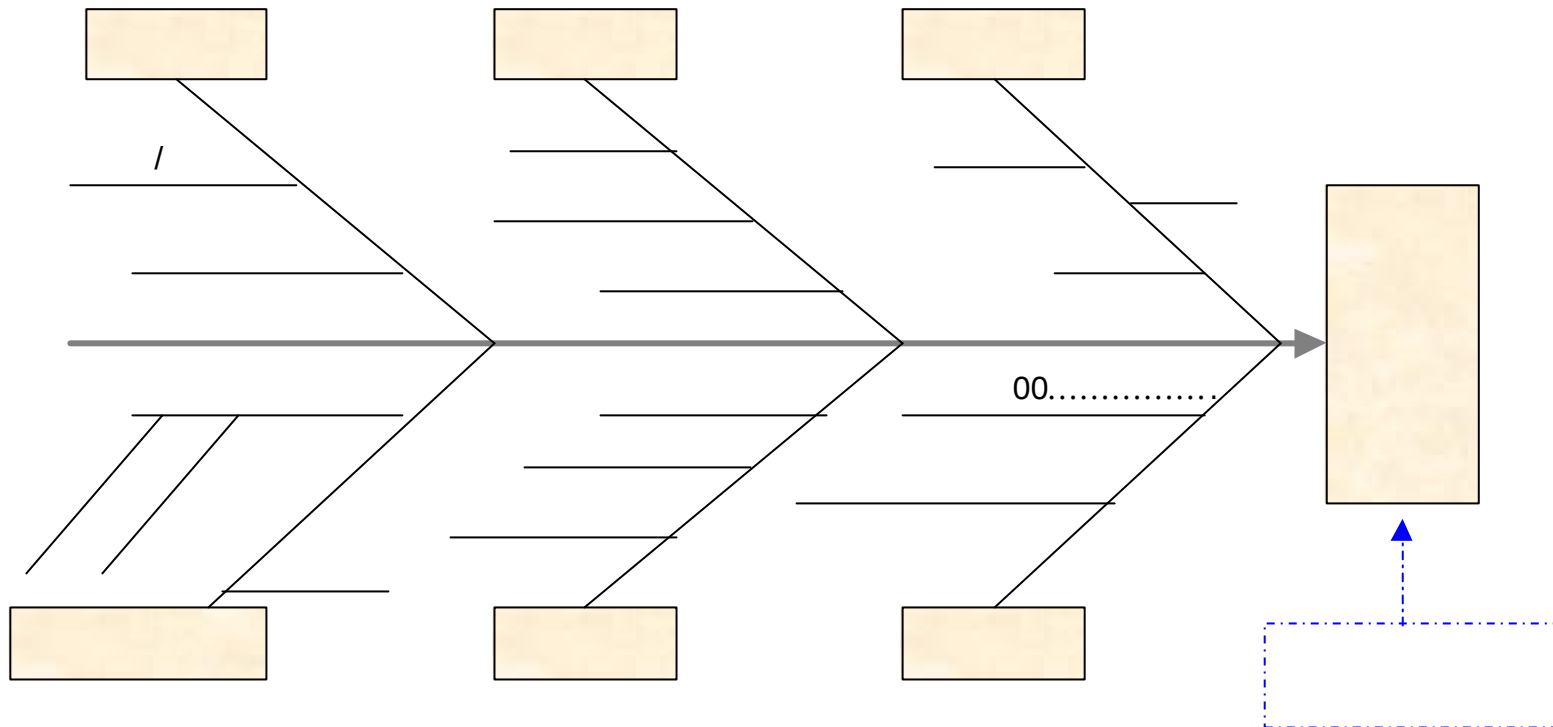


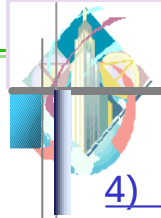
5. Tools

4) (Fishbone Diagram, Ishikawa Diagram)

1 :

((/) : positive)

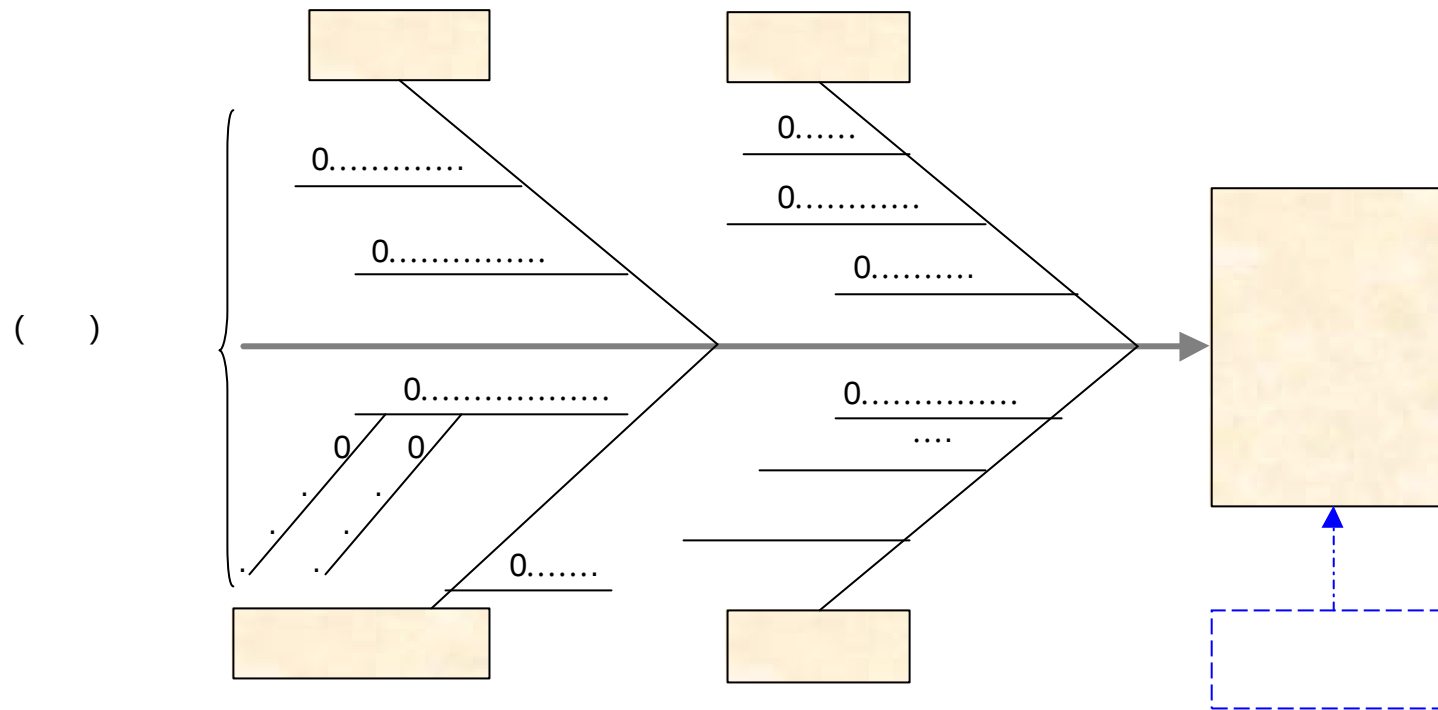




5. Tools

4) (Fishbone Diagram, Ishikawa Diagram)

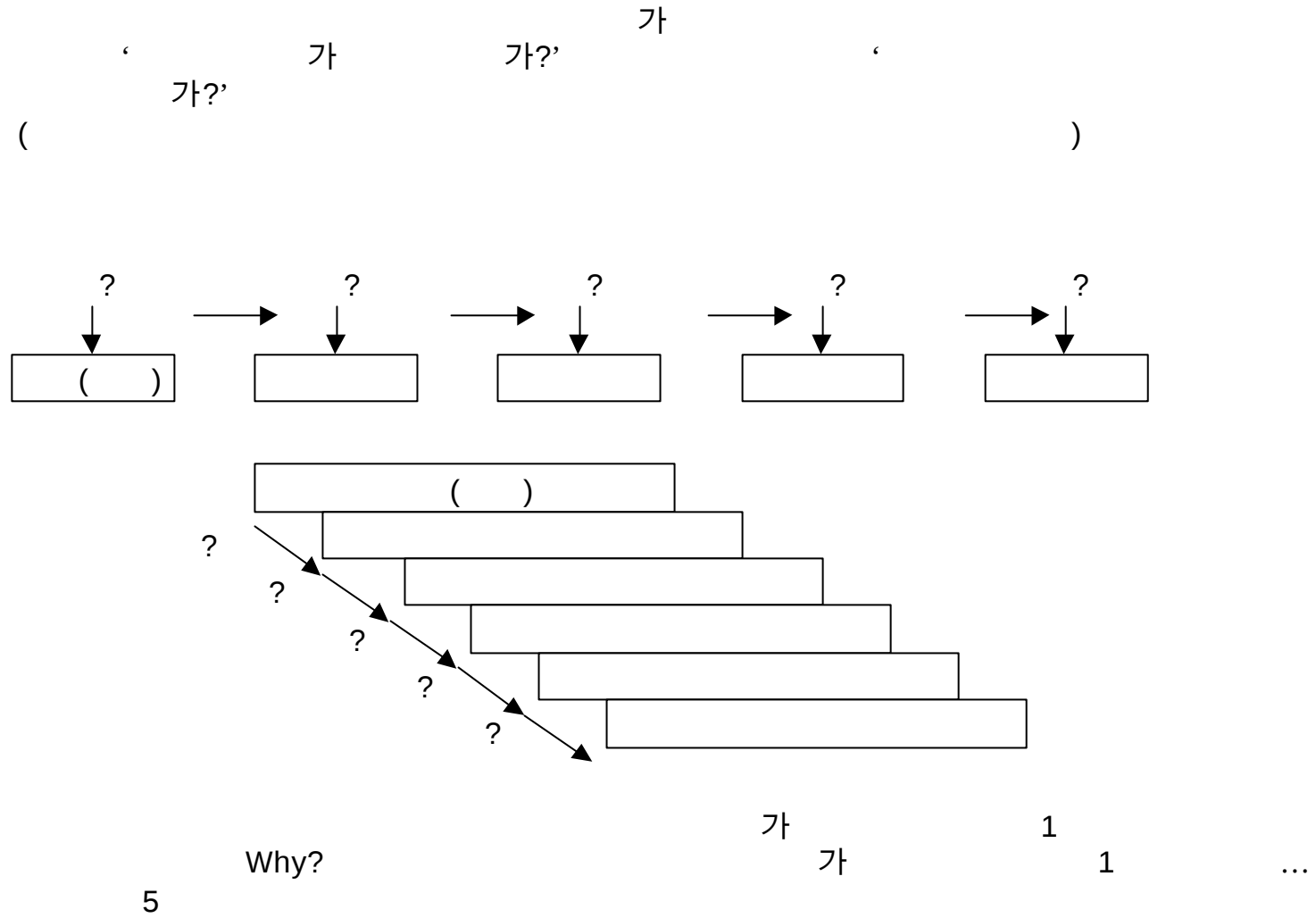
2 : Fishbone(negative)





5. Tools

5) 5 Why's





5. Tools

6) (Decision-Making Matrix, Criteria Rating)

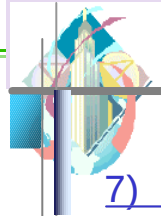
가 / 가

가 : 3 5 (가 1 100%가)
가 5 () 3 ()
가 (Action Plan)

: 가 가

	가					
					가 합	
	30%	40%	20%	10%	100%	
가	1.2	0.8	0.6	0.2	2.8	
가						

5 가 (: 가 30% X 가 = 30% X 4 = 1.2



5. Tools

7) (Point Score System)

가

가

가

가

:

가가

가가

100
가 가

합

	1	2	3
30	15	10	5
20	10	5	5
50	10	30	10
100	35	45	20



5. Tools

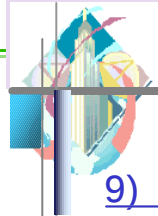
8) (Paired Comparison)

2

2
가

	1	2	3	4
1				
2	1			
3	1	2		
4	4	4	4	

1 = 2	2
2 = 1	3
3 = 0	4
4 = 3	1



5. Tools

9) (Force Field Analysis)



/



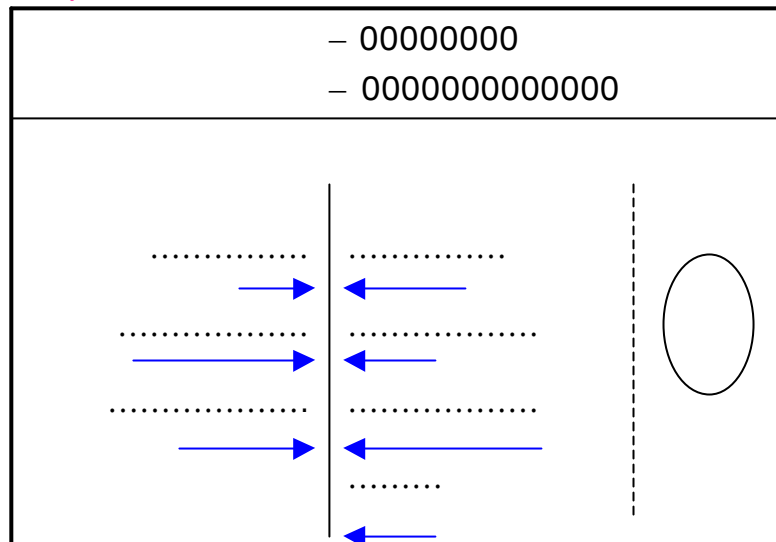
(as is)

()

(to be,)

가

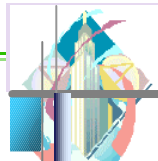
1)



2)

: 00000000000000000000000000000000			
	가		가
1. 000000000	30	1. 000000	10
2. 0000000	20	2. 00000000000	30
3. 0000000	50	3. 00000000	20
		4. 000000000000	40
	100		100

Or



5. Tools

9) (Force Field Analysis)

) : (7 2)
: 6 6 13

