

[ ] ...

. !! [ ] .

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

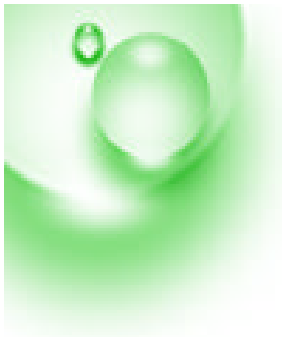
(3 )

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

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1 “ ”

1	<ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li></ol>
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❖ 학습 목표

1. 3가
- 2.
- 3.

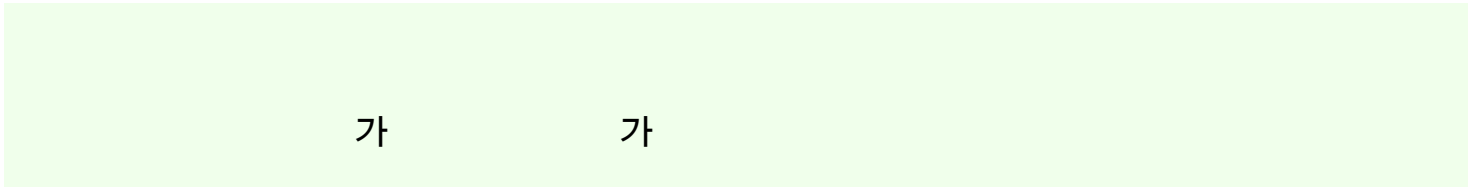
❖ 학습 내용

- 1.
- 2.
- 3.

1)

3가

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
<ul style="list-style-type: none"> <li>•Strategy as fit</li> <li>•Resource allocation</li> <li>•Portfolio of business</li> <li>•Competition as confrontation</li> </ul>	<ul style="list-style-type: none"> <li>•Strategy as stretch</li> <li>•Resource leverage</li> <li>•Portfolio of competences</li> <li>•Competition as collaboration</li> </ul>

- : ,

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	<ul style="list-style-type: none"> <li>• Akamai's Rules</li> <li>- Staff 가</li> <li>- R&amp;D Staff 가</li> </ul>
Boundary rules	• Opportunities	<ul style="list-style-type: none"> <li>• Cisco社 Rule 75</li> <li>- 75%</li> </ul>
Priority rules	• Opportunities	<ul style="list-style-type: none"> <li>• Intel社 (capacity) Rule (gross margin)</li> </ul>
Timing rules	• Opportunities	<ul style="list-style-type: none"> <li>• Nortel社 Rules</li> <li>- Leading Customer 가</li> <li>- 18</li> </ul>
Exit rules	• opportunities	<ul style="list-style-type: none"> <li>• Oticon社 Rule</li> <li>- 가</li> </ul>

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

(Competitive)

- 『 』 『 Reaction 』 『 』 『 』
- 『 』 『 』 『 』 『 』 『 』

(Integrated)

- 『 ( - - ) 』 『 ( 間/ 間) 』

(Advantages)

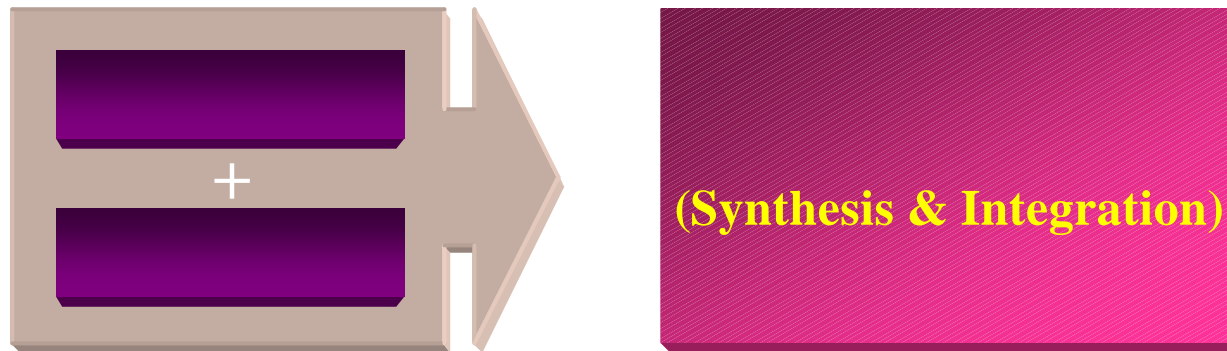
- 『 』 『 』 『 』 『 』 『 』

(sustainably)

- 『 』

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~~

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- , 가  
 Guideline -  
 가 -

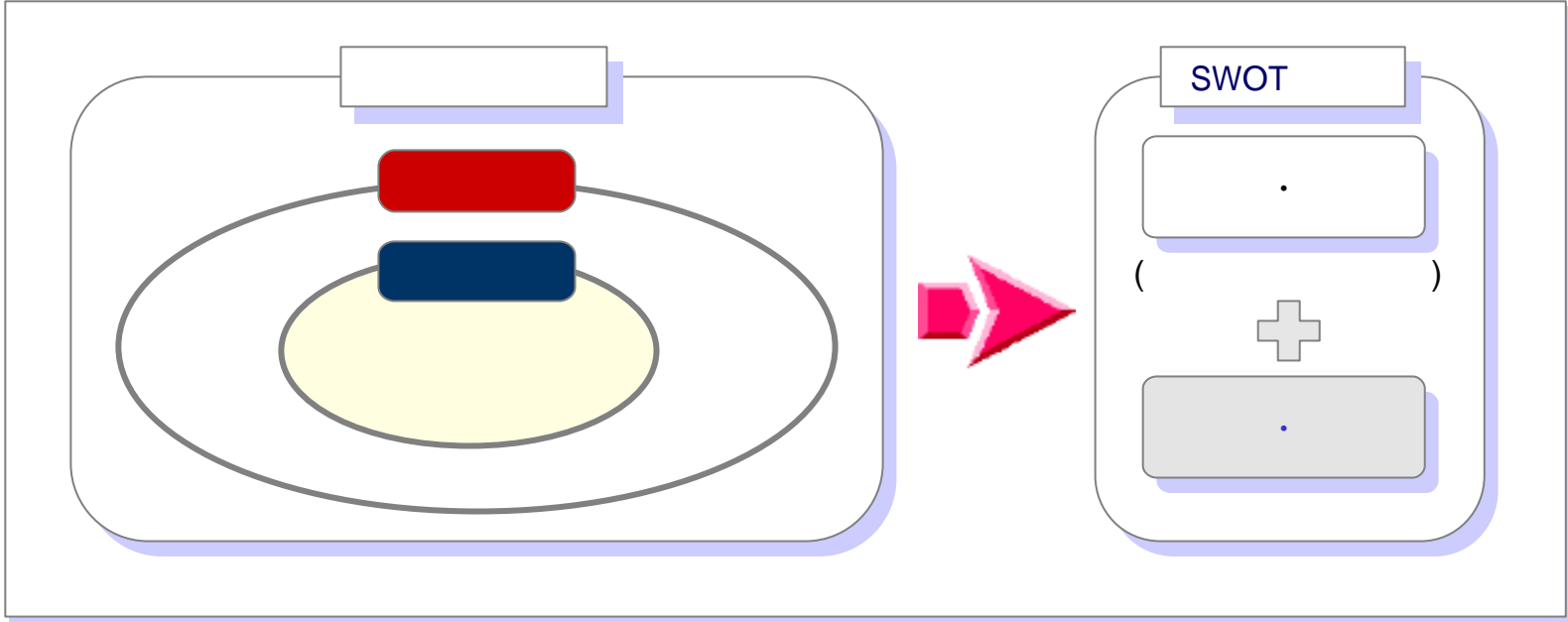
1)

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- \_\_\_\_\_ ,
- \_\_\_\_\_ . . . . .
- \_\_\_\_\_ . . . . .

\_\_\_\_\_

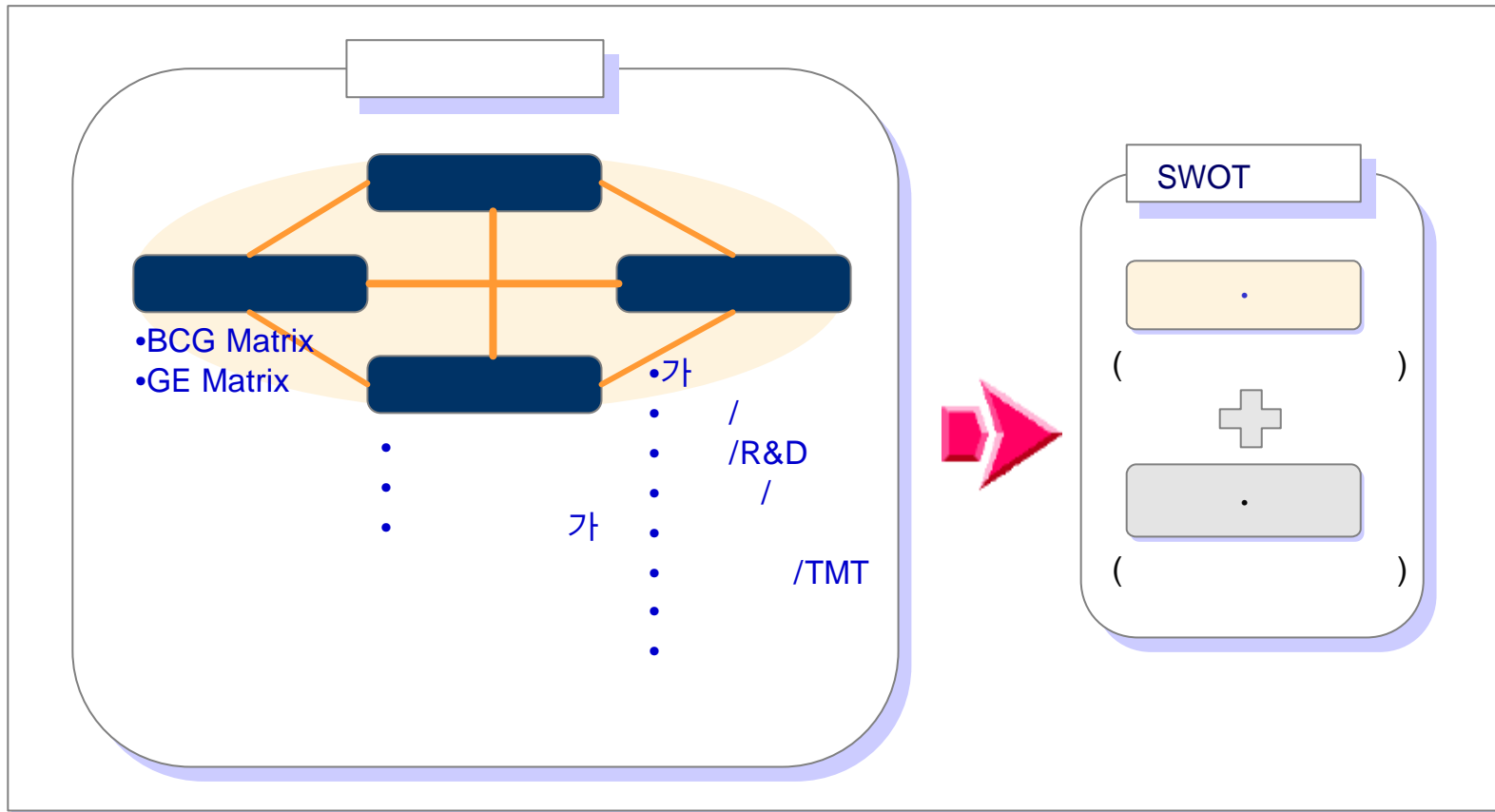
- \_\_\_\_\_ (Opportunity)      \_\_\_\_\_ (Threat)      \_\_\_\_\_ (Drivers)      \_\_\_\_\_ (Company) ,





2)

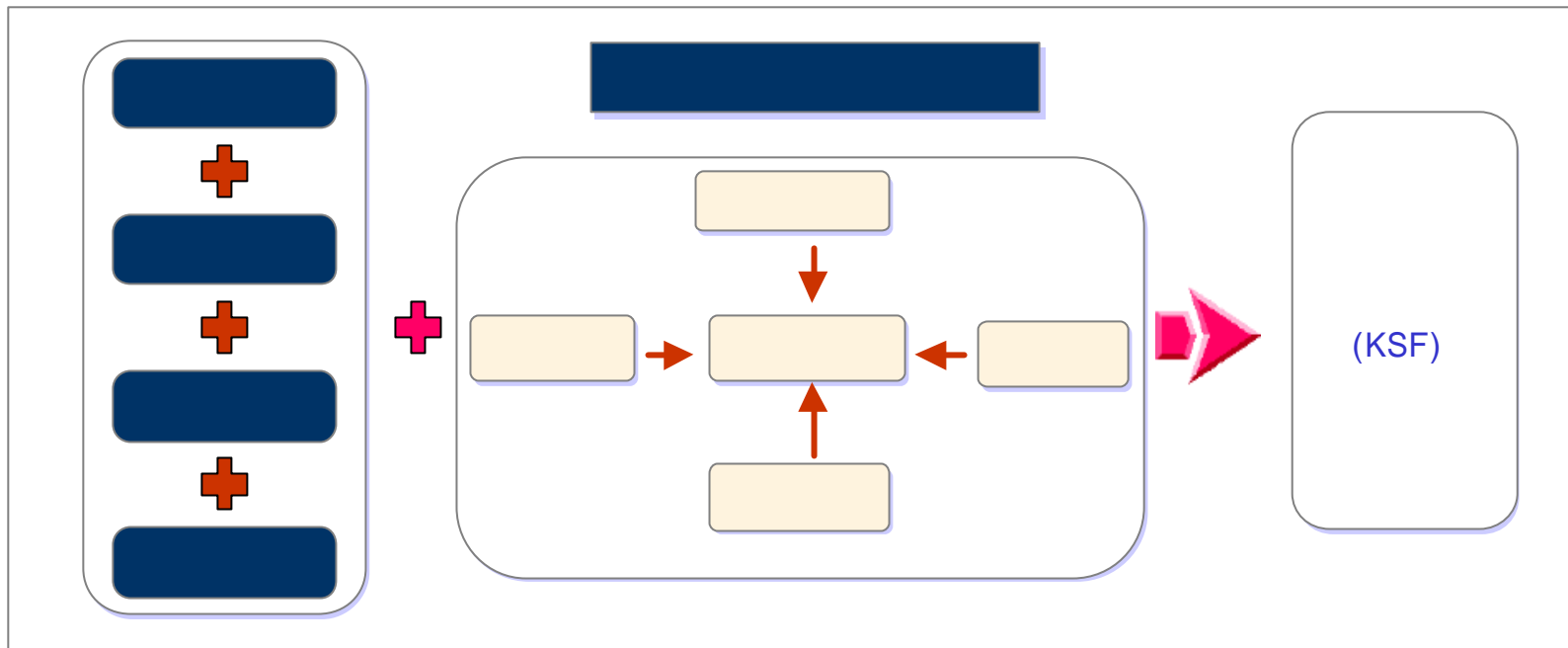
- VISION
- 



3)

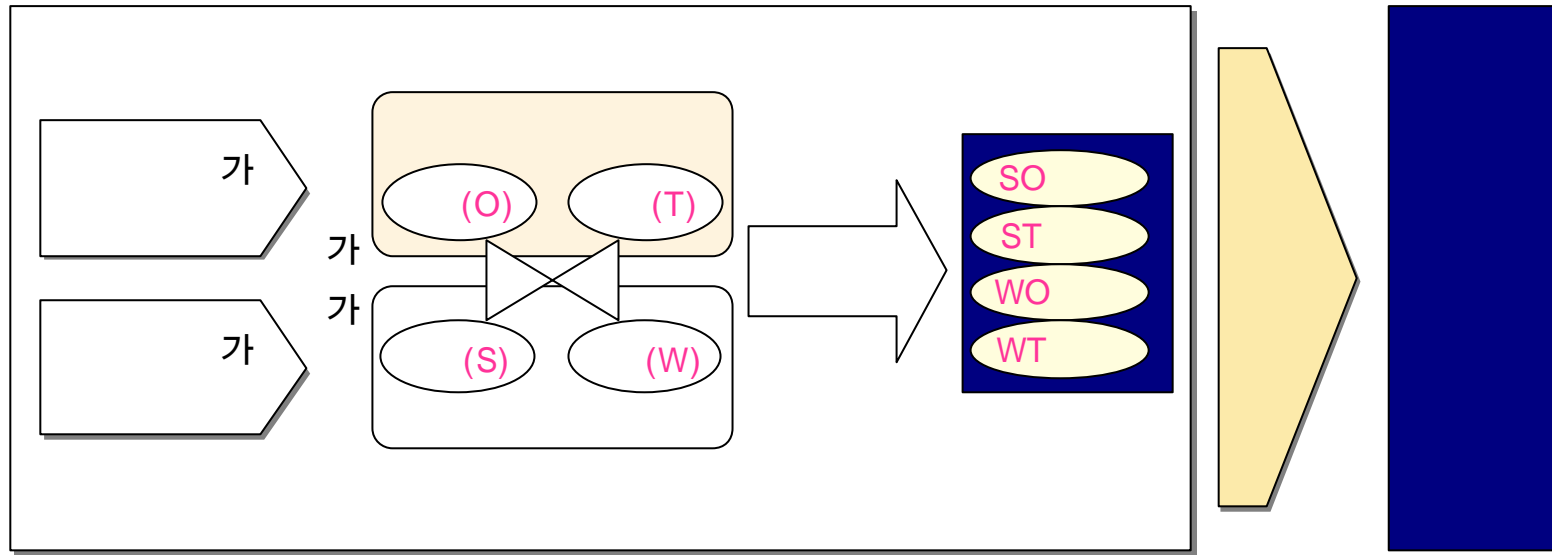
• \_\_\_\_\_, Life Cycle

• \_\_\_\_\_ (SBU, Strategic Business Unit)

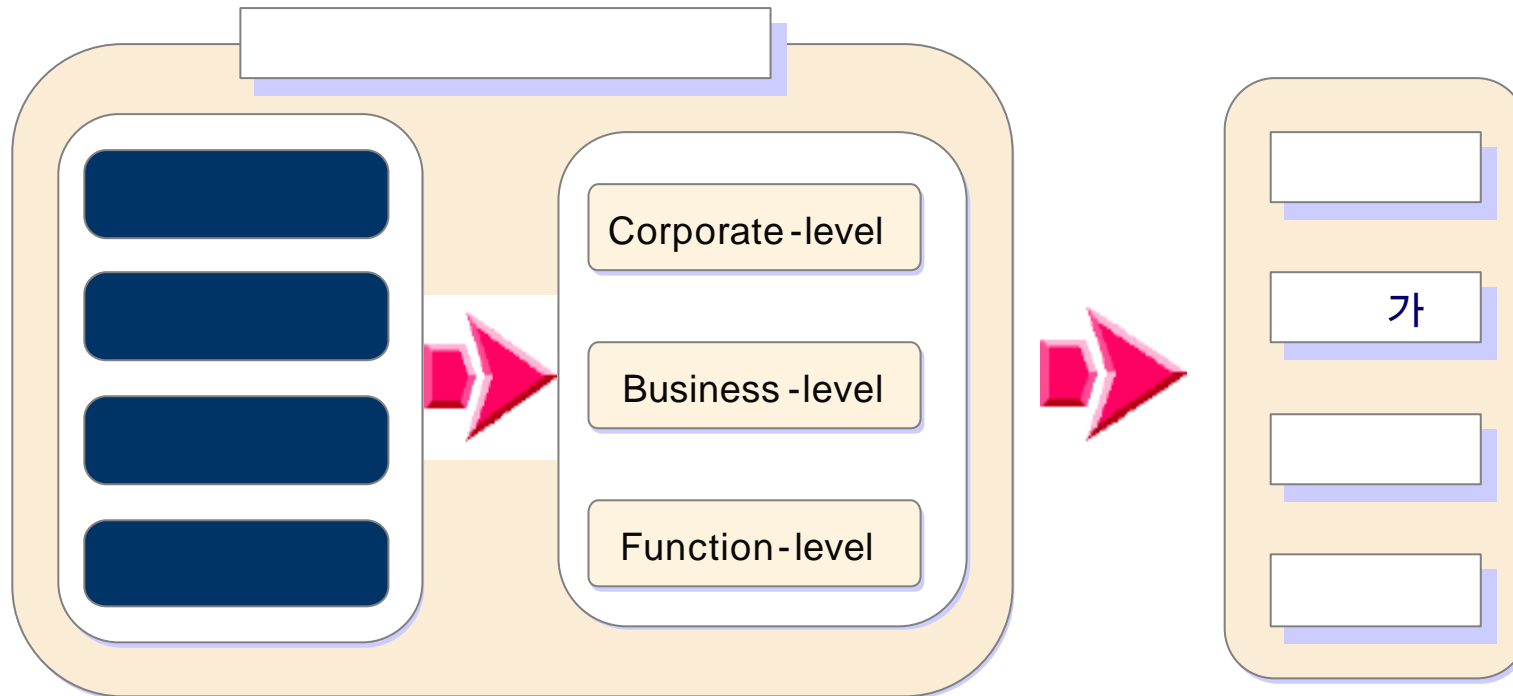


KSF = Key Success Factors

4)



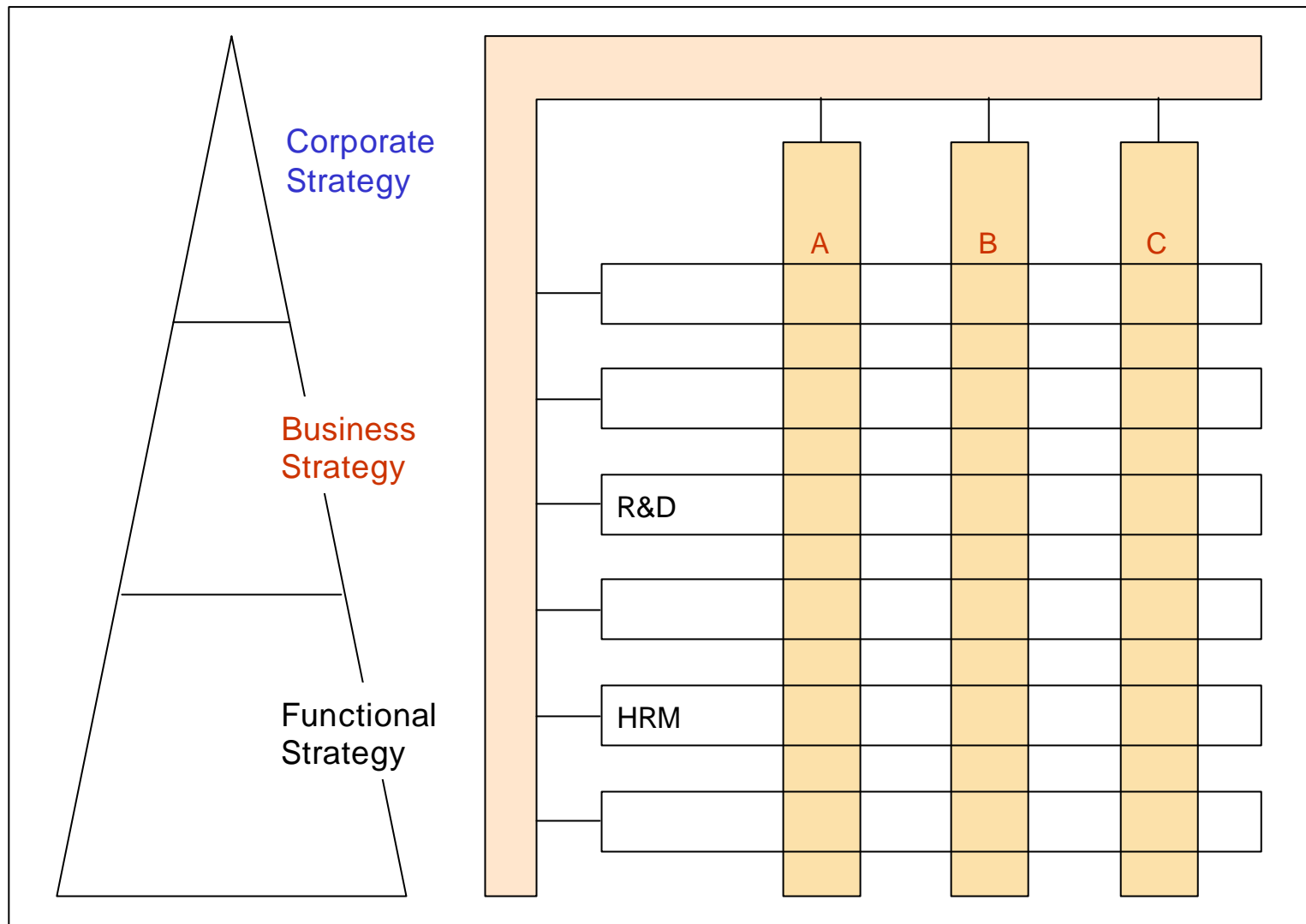
1)



- ✎ 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)

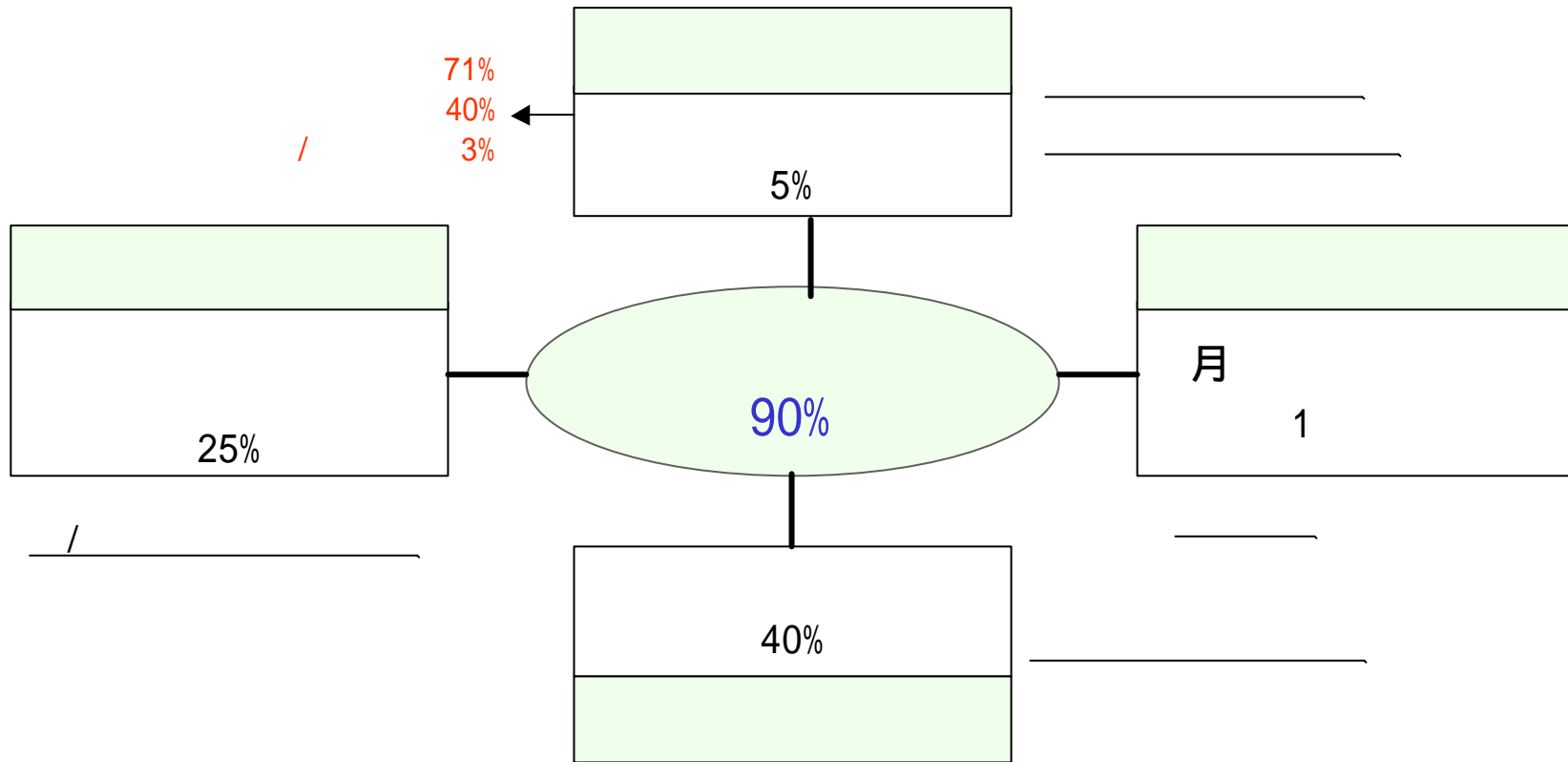


(Synergy)



(Timing)

1)

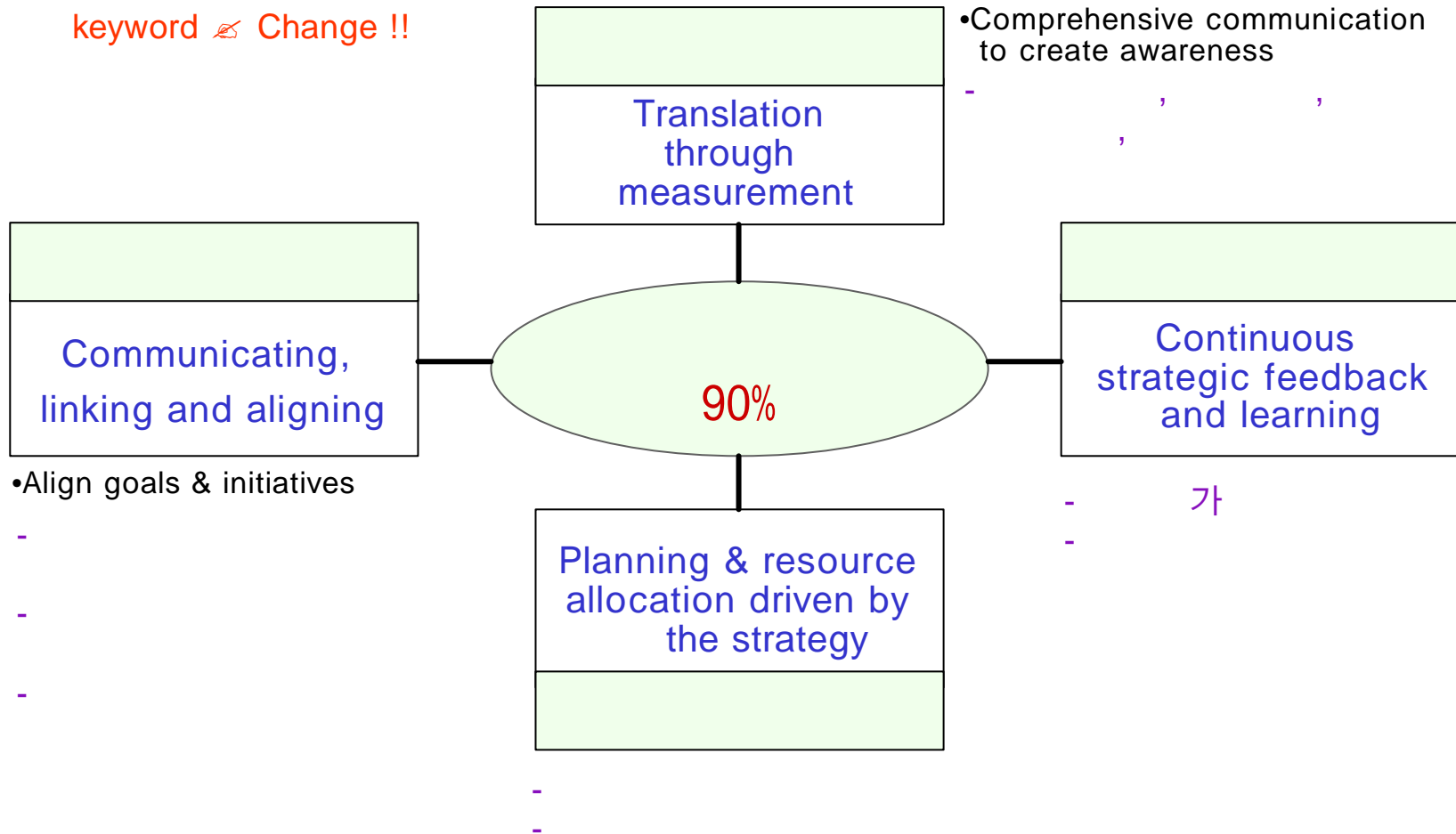


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2)

keyword ✎ Change !!



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## Break Time

... (Henley) /

⋮  
⋮  
⋮ ,  
⋮ ,  
가  
⋮