



## 6 :

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### ❖ 학습 목표

1. .
2. , 7S Model .
3. 가 , .
4. .

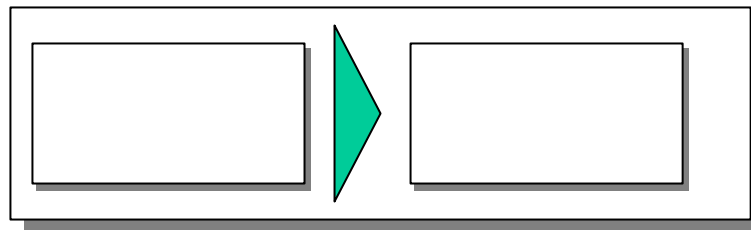
### ❖ 학습 내용

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)

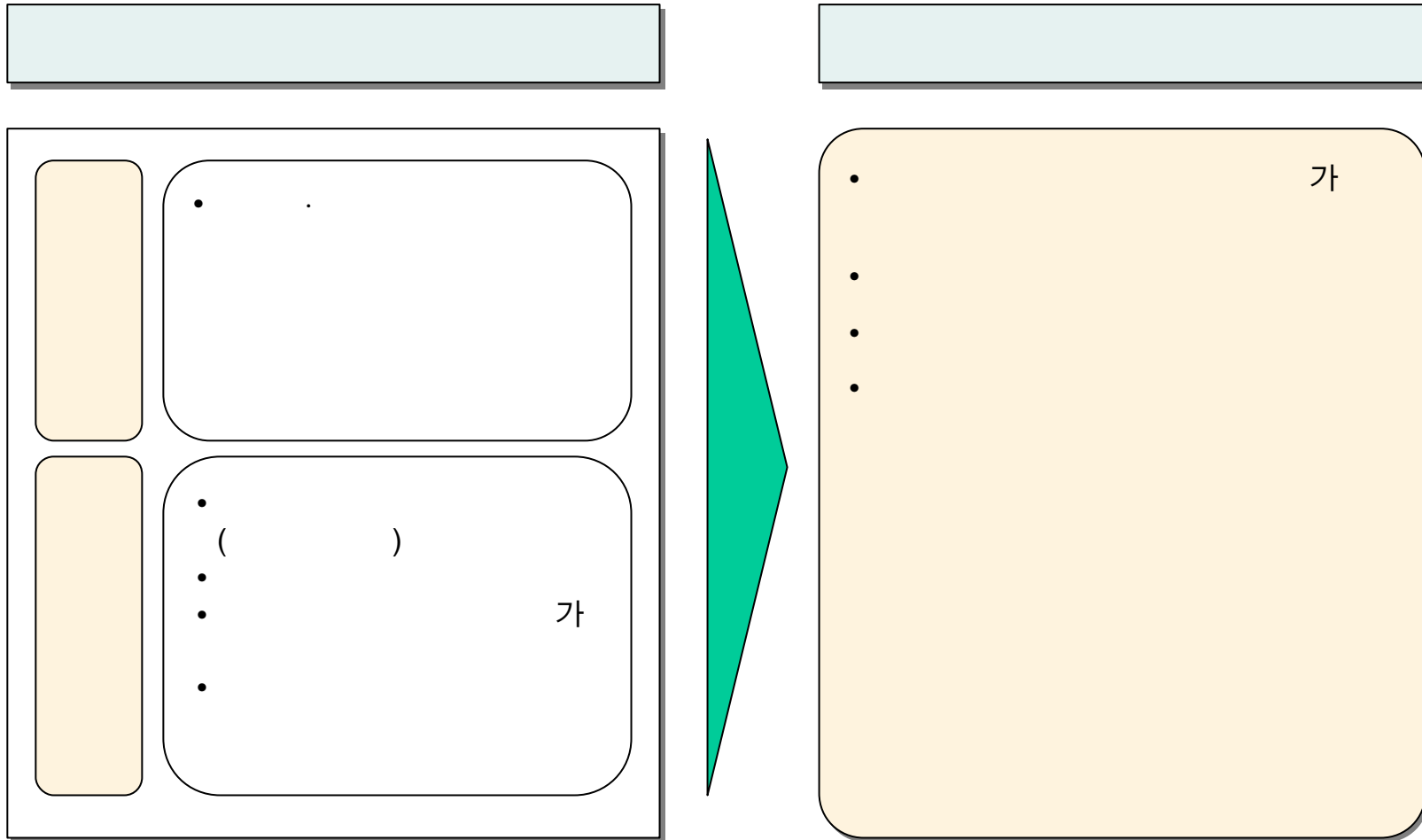
- ,
- 
- 
- , 가 , , , ,
- 가 例
- 

				가			
	1999	2001	2002	가			
1							
2							
3							
4							

/

• 가

3) - 例



1)

7S Framework

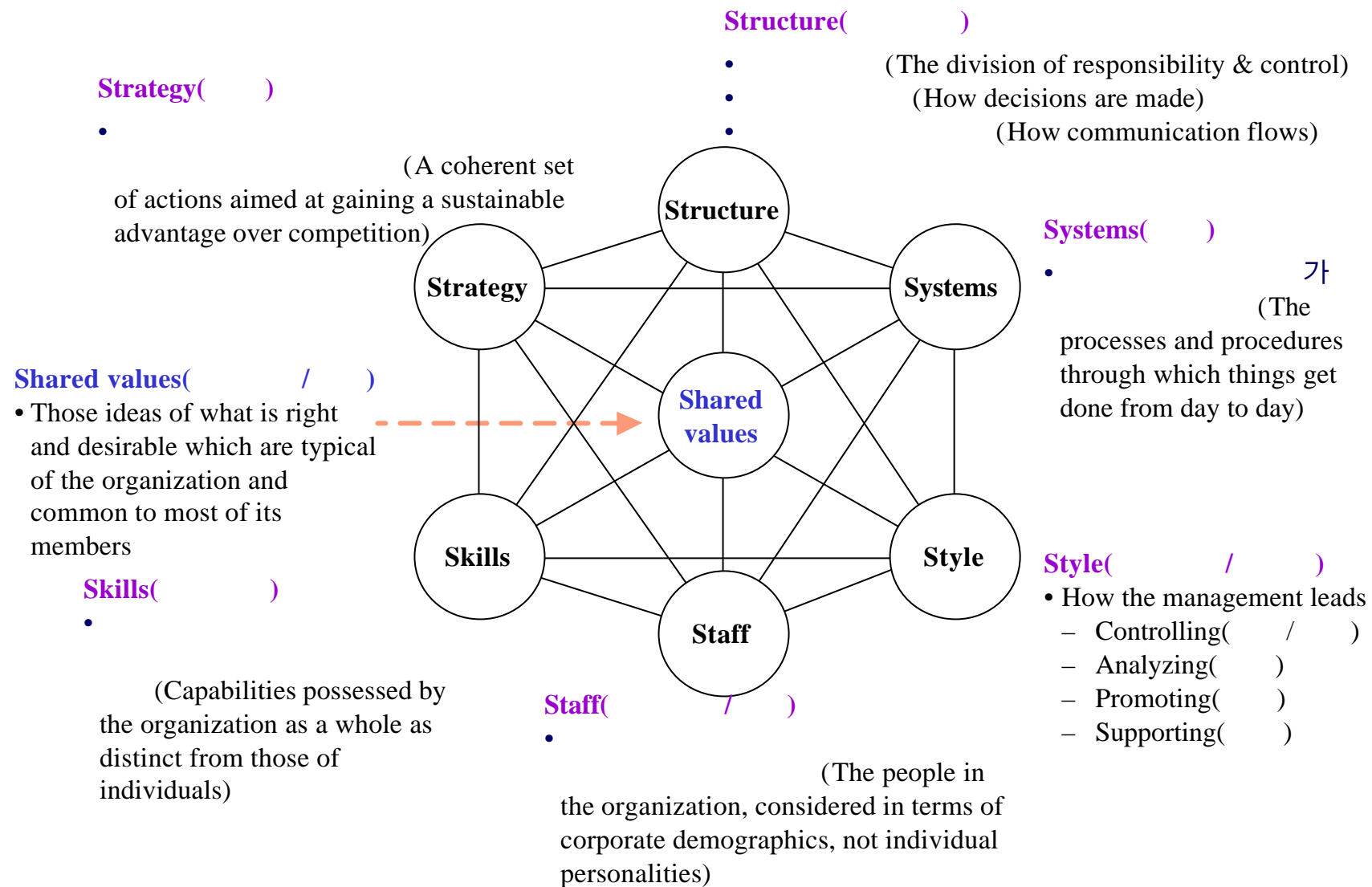
## Definition

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

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

1)

7가지 (seven factors of organizational effectiveness)

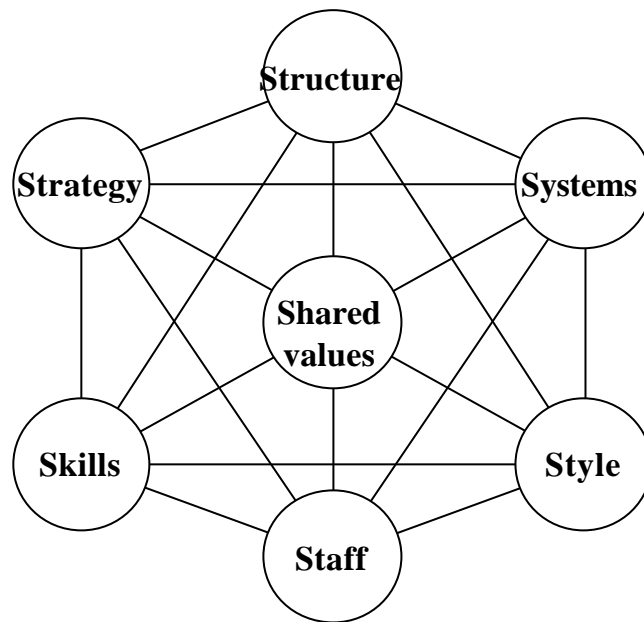


2)

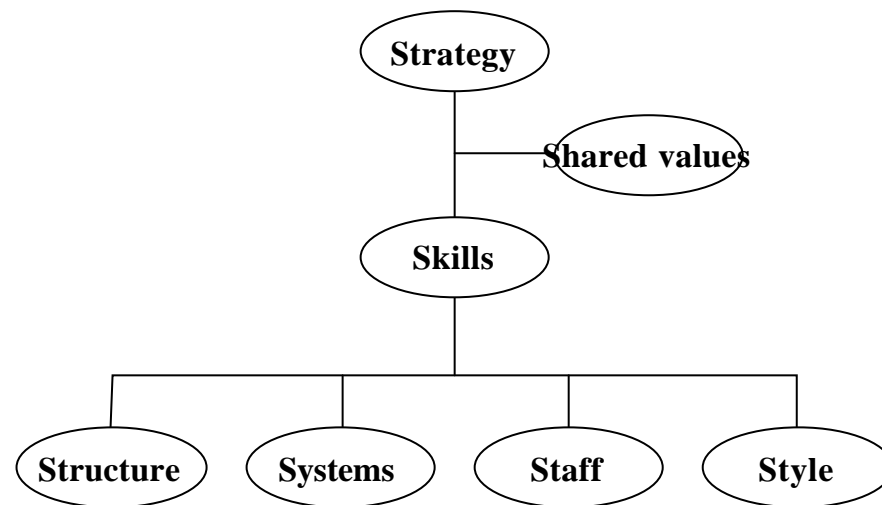
7S Framework  
(hierarchical model)

(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)

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•가

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: 가

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가

-

(Cost)

-

(Speed)

-

(Efficiency)

•

•

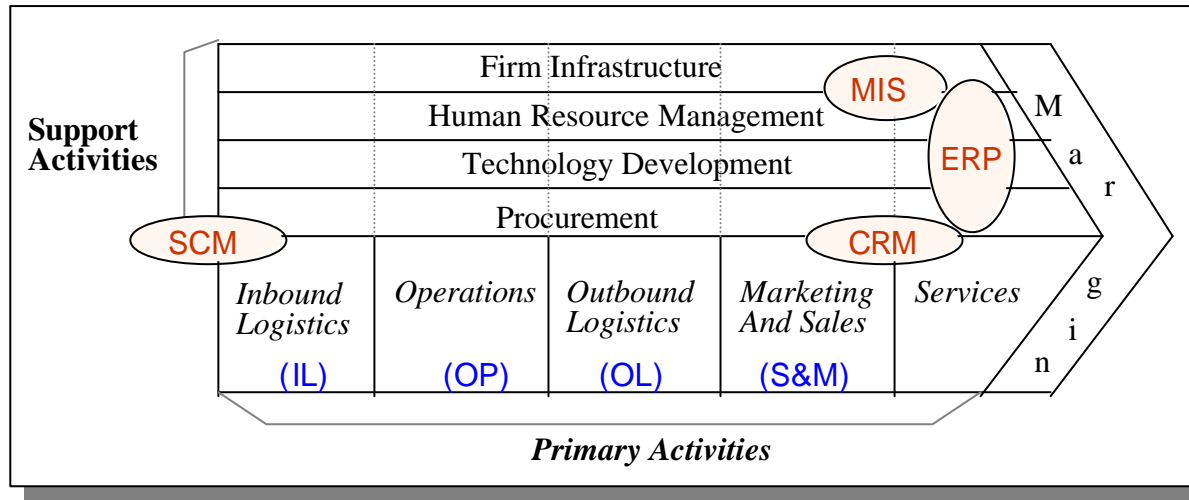
•

•

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)

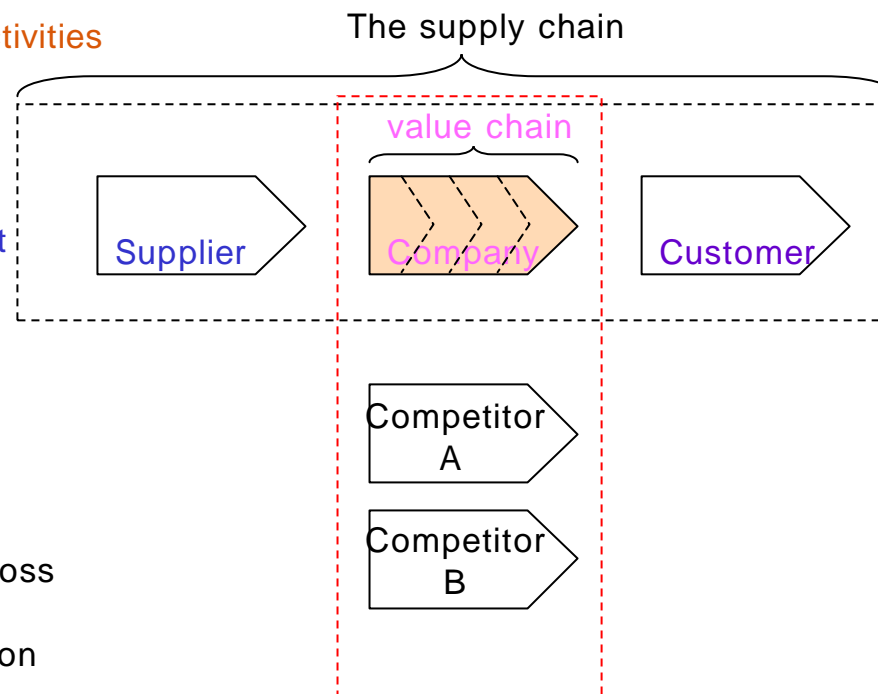
The value system

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)

\_\_\_\_\_ :

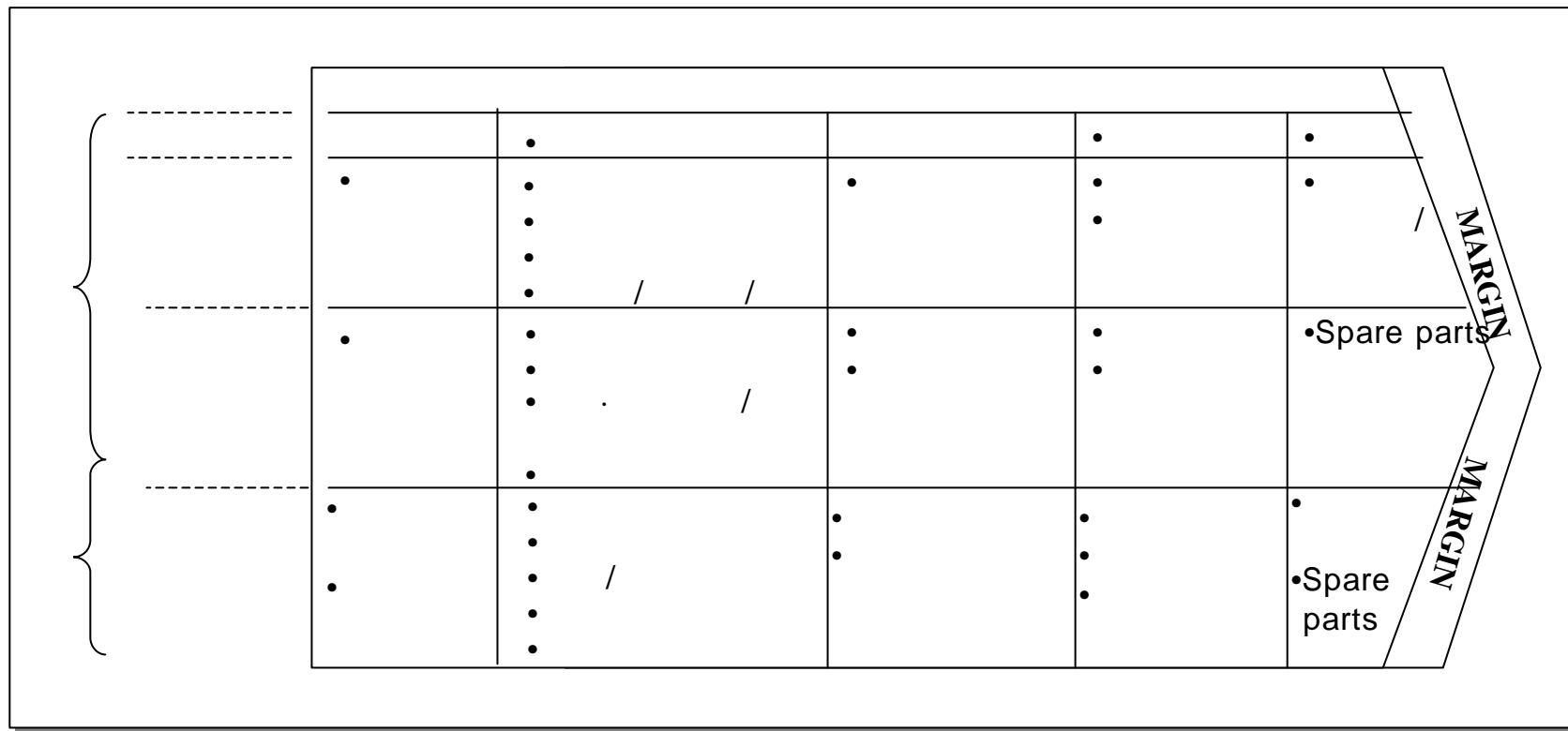
가 예

(activities)

가

, 가

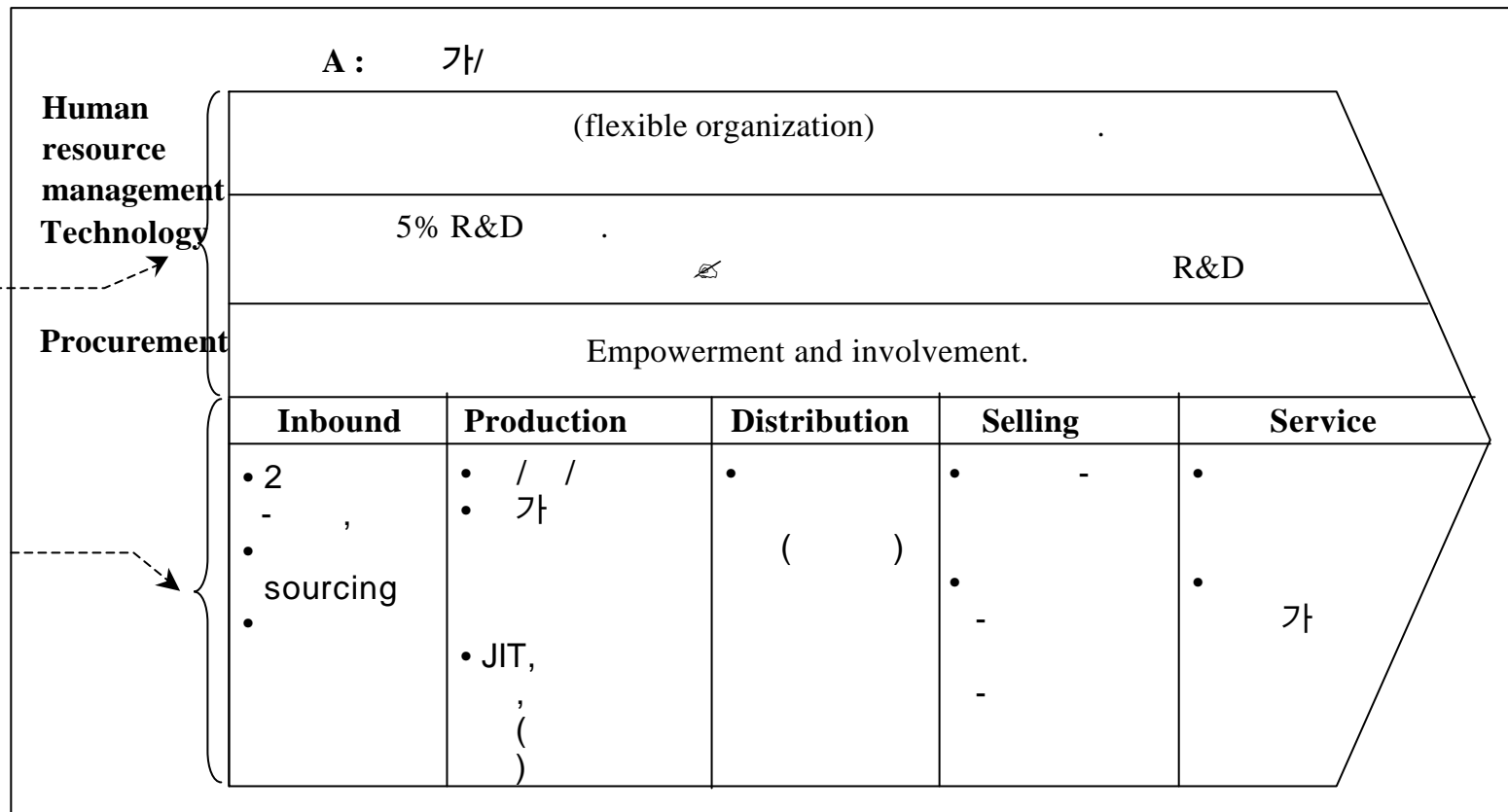
가



3)

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가 - 例

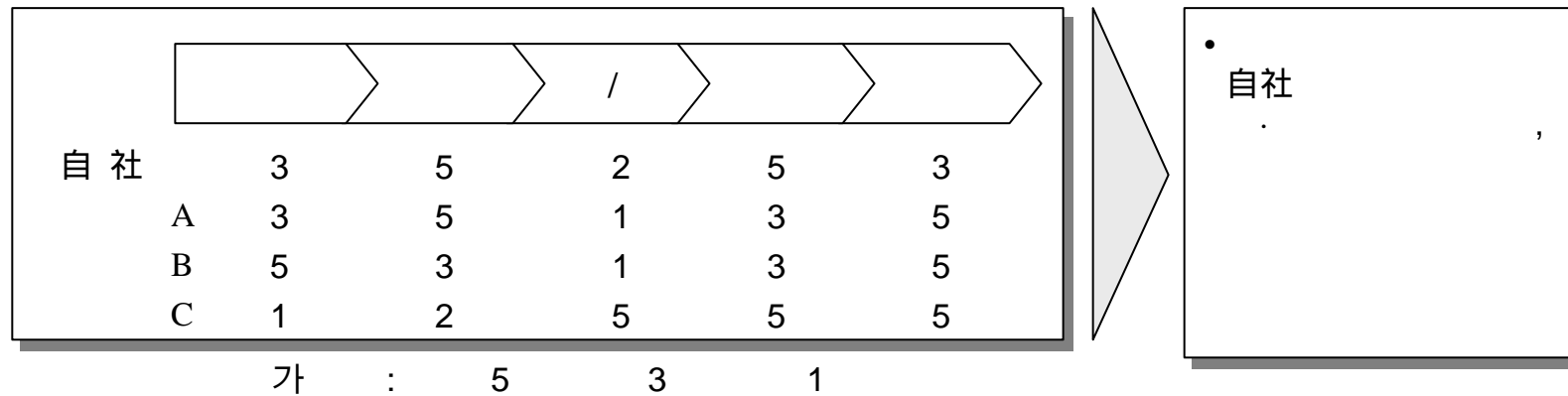


3)

:

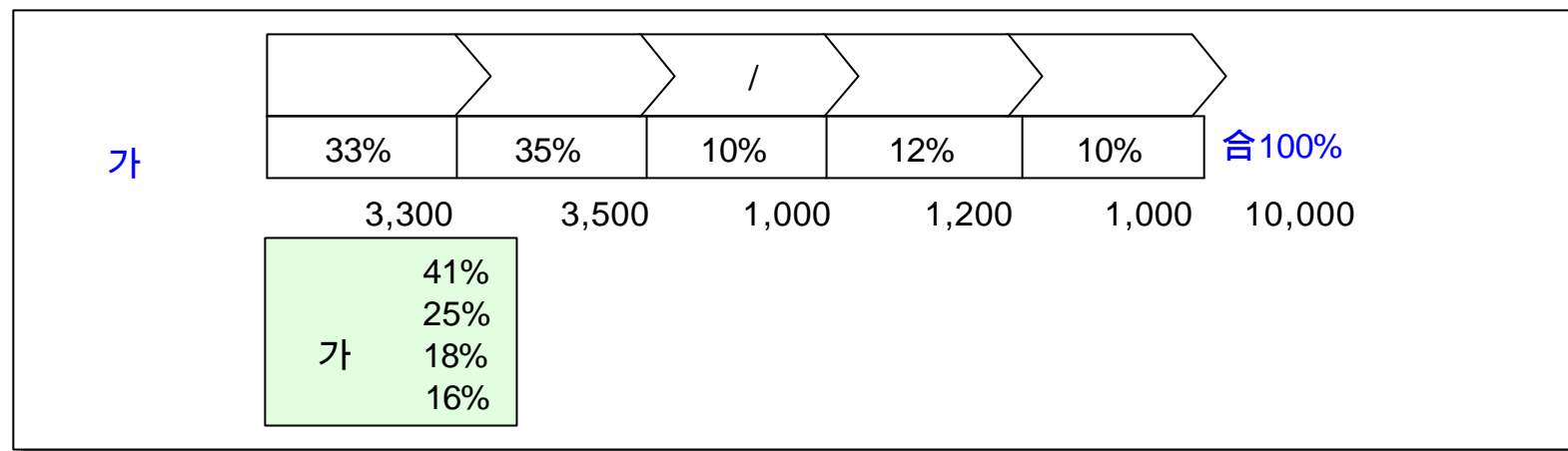
가

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가

가



3)

가 : 가

100% = 10,000		8,000		9,000	
10%		10%		10%	
12%		12%		12%	
10%		20%		20%	
35%		25%		25%	
33%		33%		33%	
自 社		A		B	

가

가

## 4) EC Value Chain

가

-Dell Computer

가가

- 가

가

가

,

-

가

-EC

가

가가

가

-

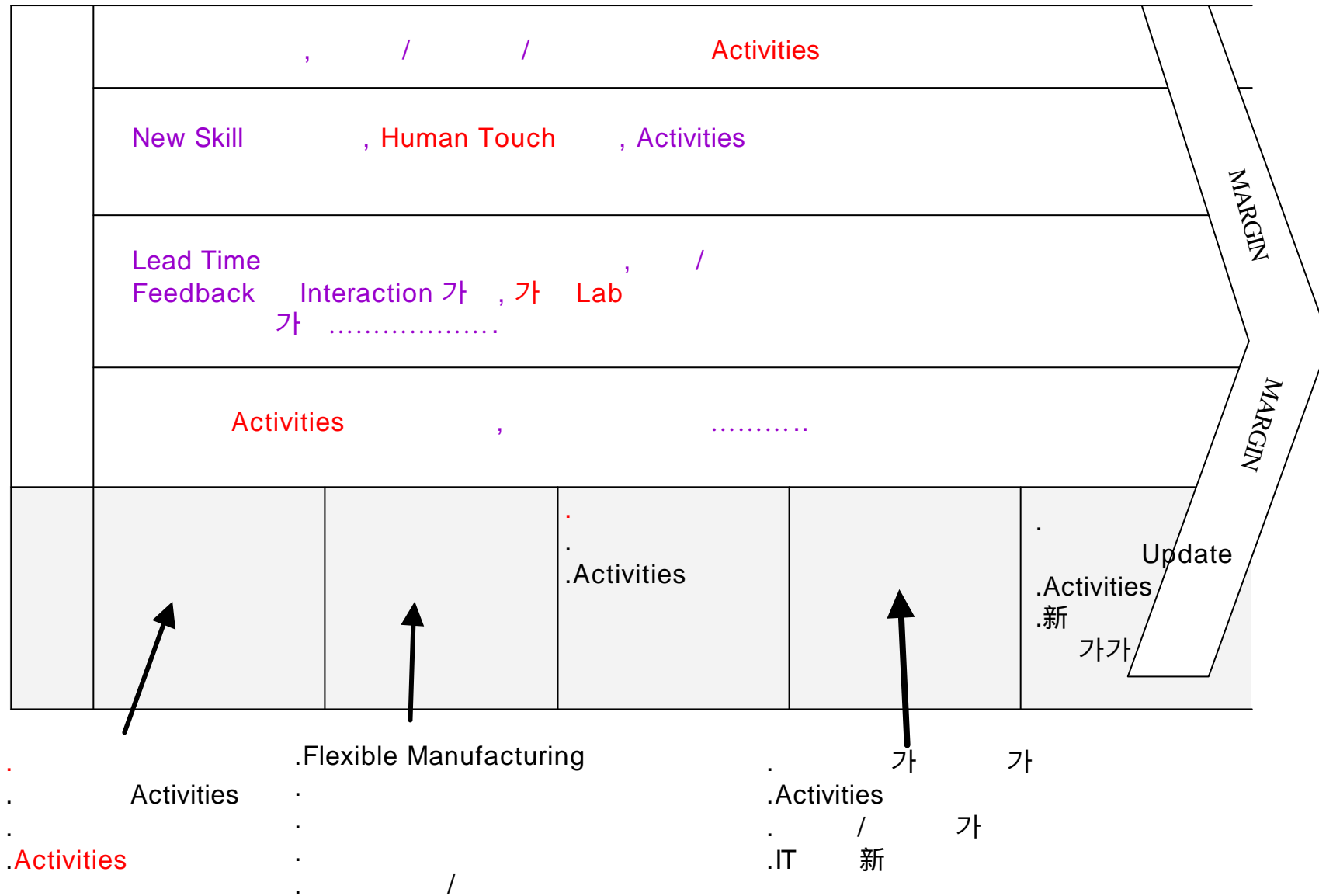
가

가

가

가

## 4) EC Value Chain

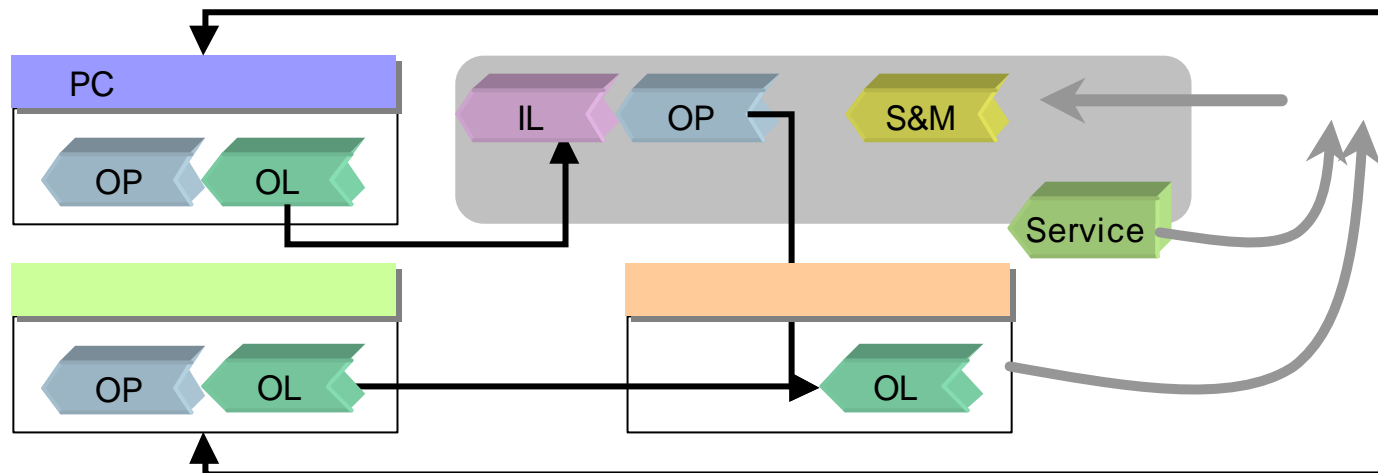


## 4) EC Value Chain

(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

?

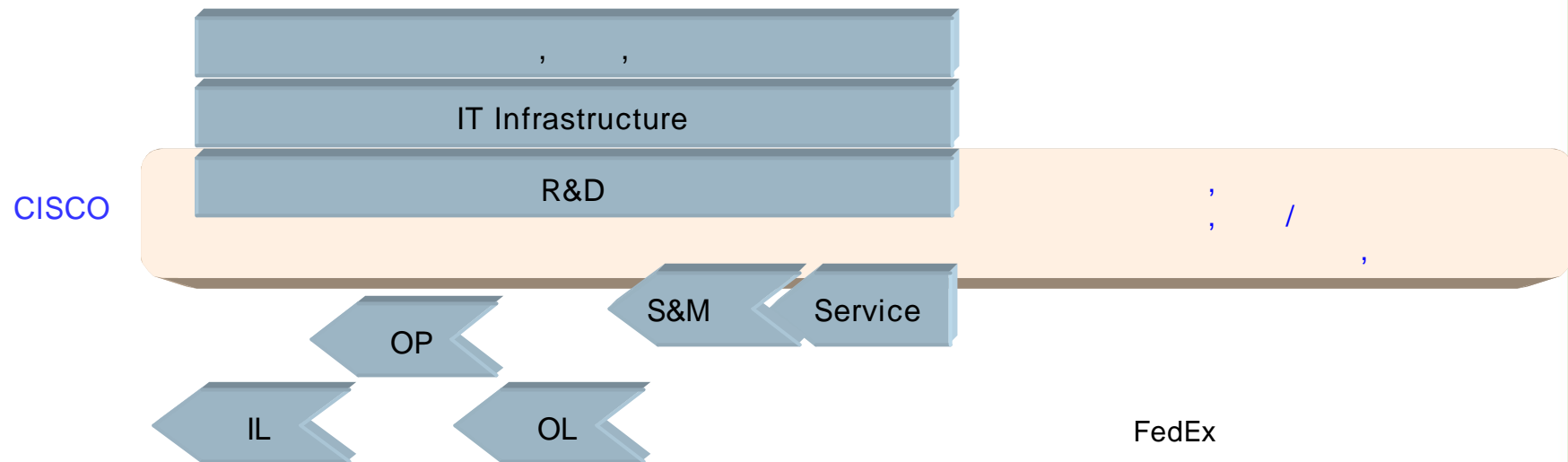
,

?

(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&amp;G

## 4) EC Value Chain

(4) 가

? 가

?

?

E - Business

가

가  
(disintermediation)

가

- Dell

- P&amp;G

(99 10 )

## 4) EC Value Chain

(5) 가

?

가

? 가가



, 가

가가

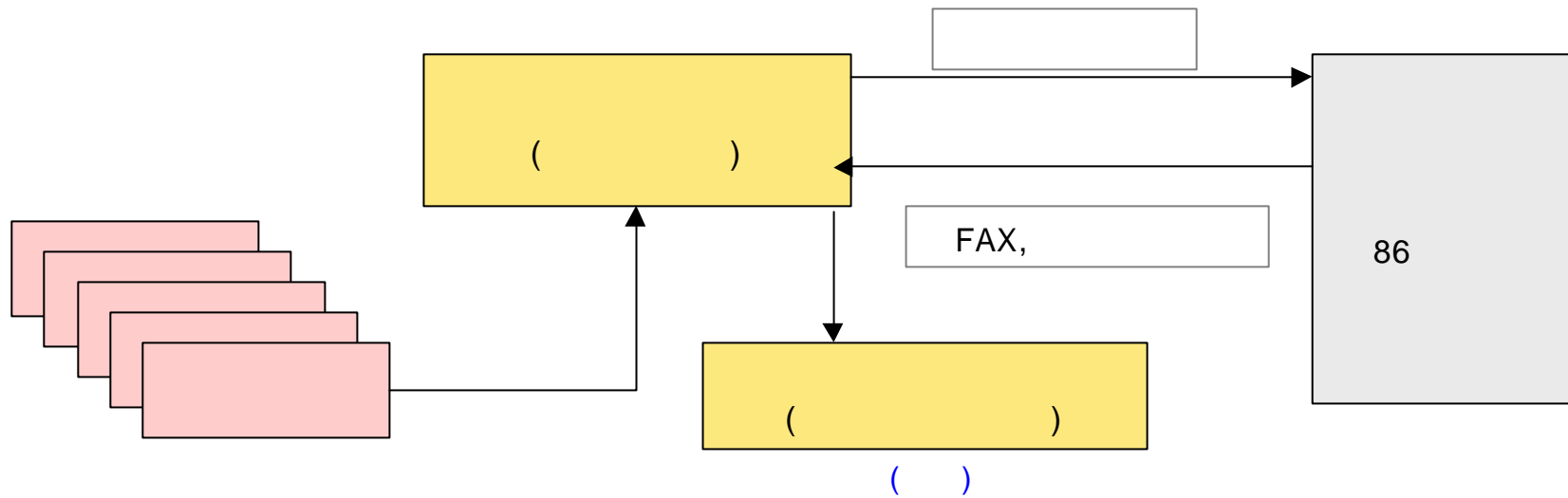
(Value Added Intermediary)

가

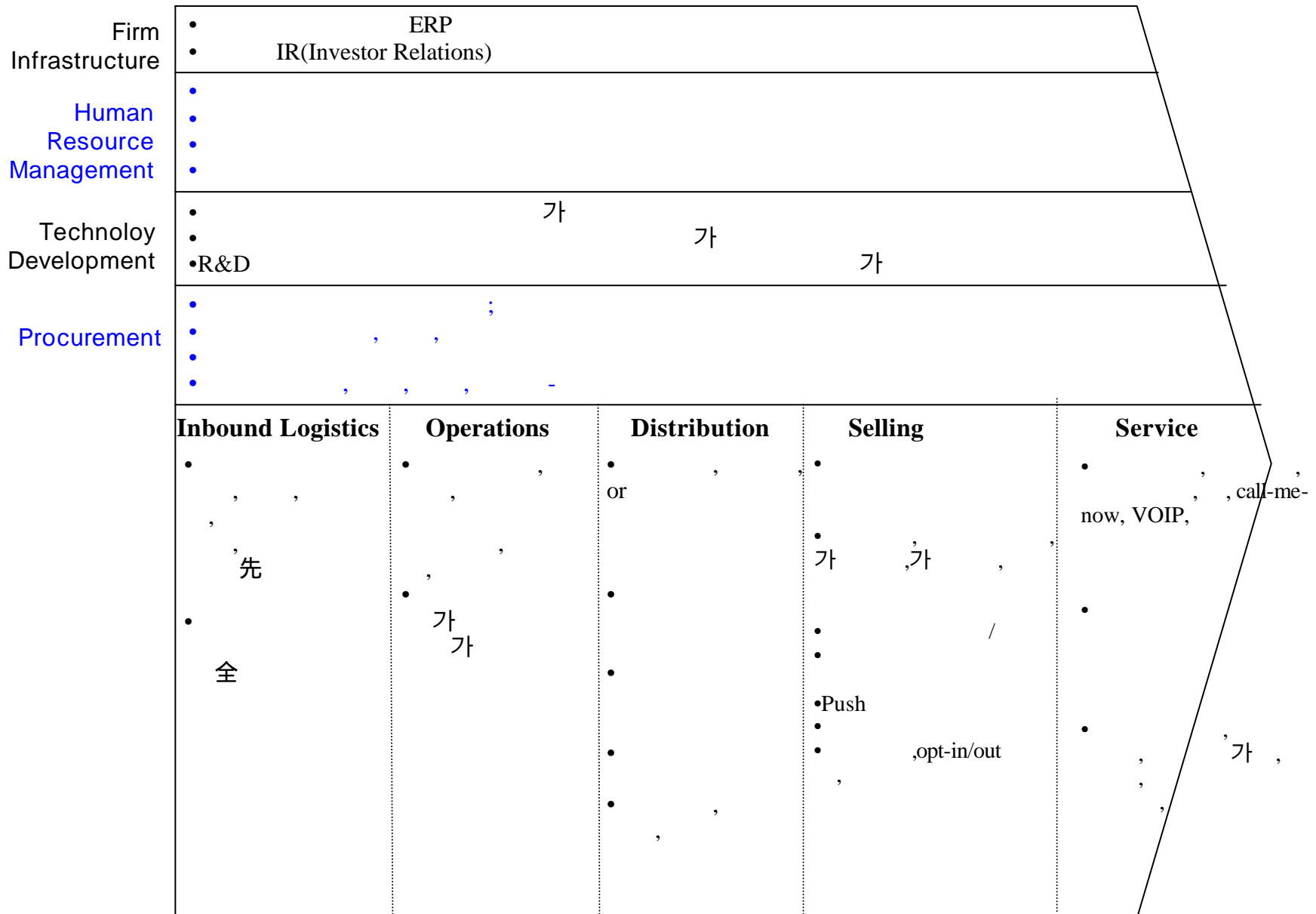
가

(Infomediary)

(日)



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



1)

— 例

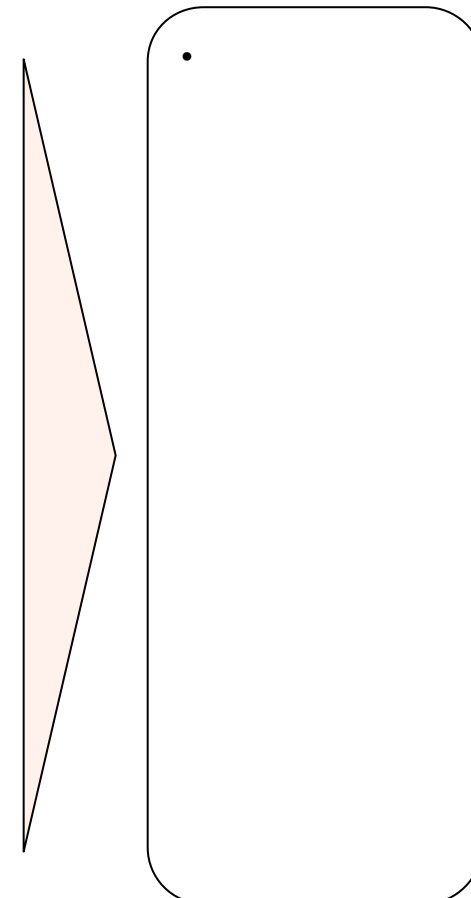
• (Strength) (Weakness)

•TFT

• TFT , 2 3

• : , , /R&D, , , ,

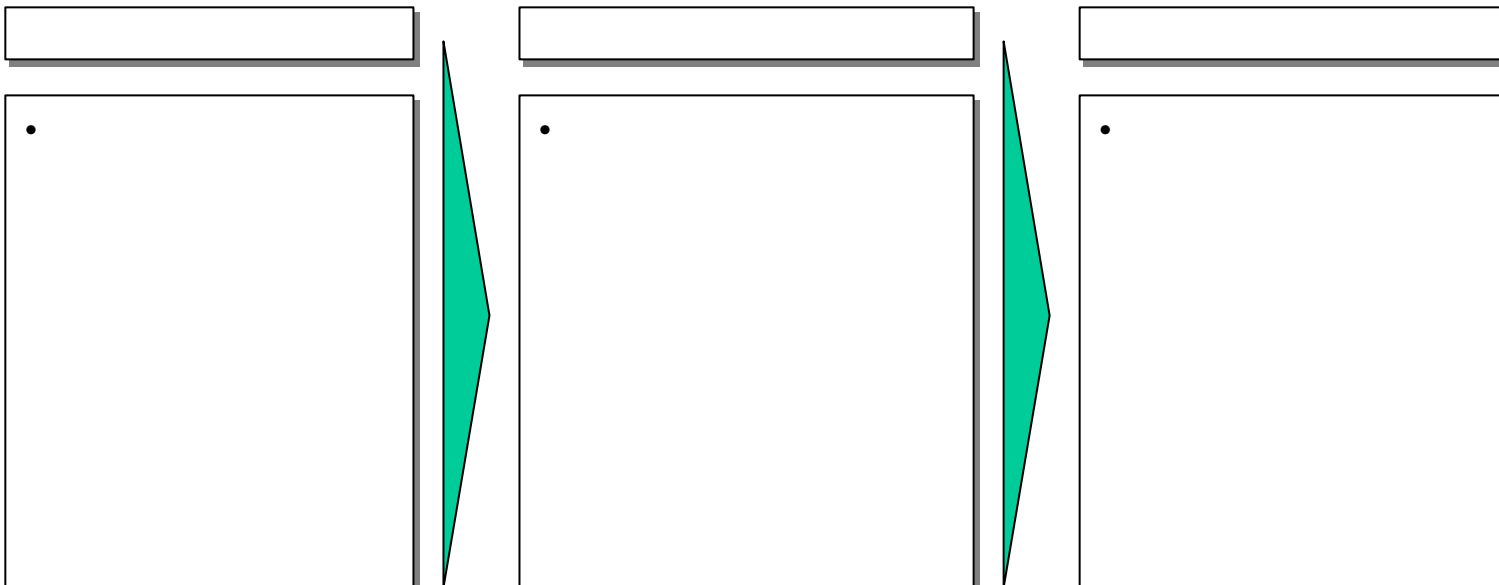
	• • •		
	• / • / •		
/R&D	• •		
	• / • / •		
	•MIS/ /ERP •		
	• • /CDP		
	•		
	•		
	•		

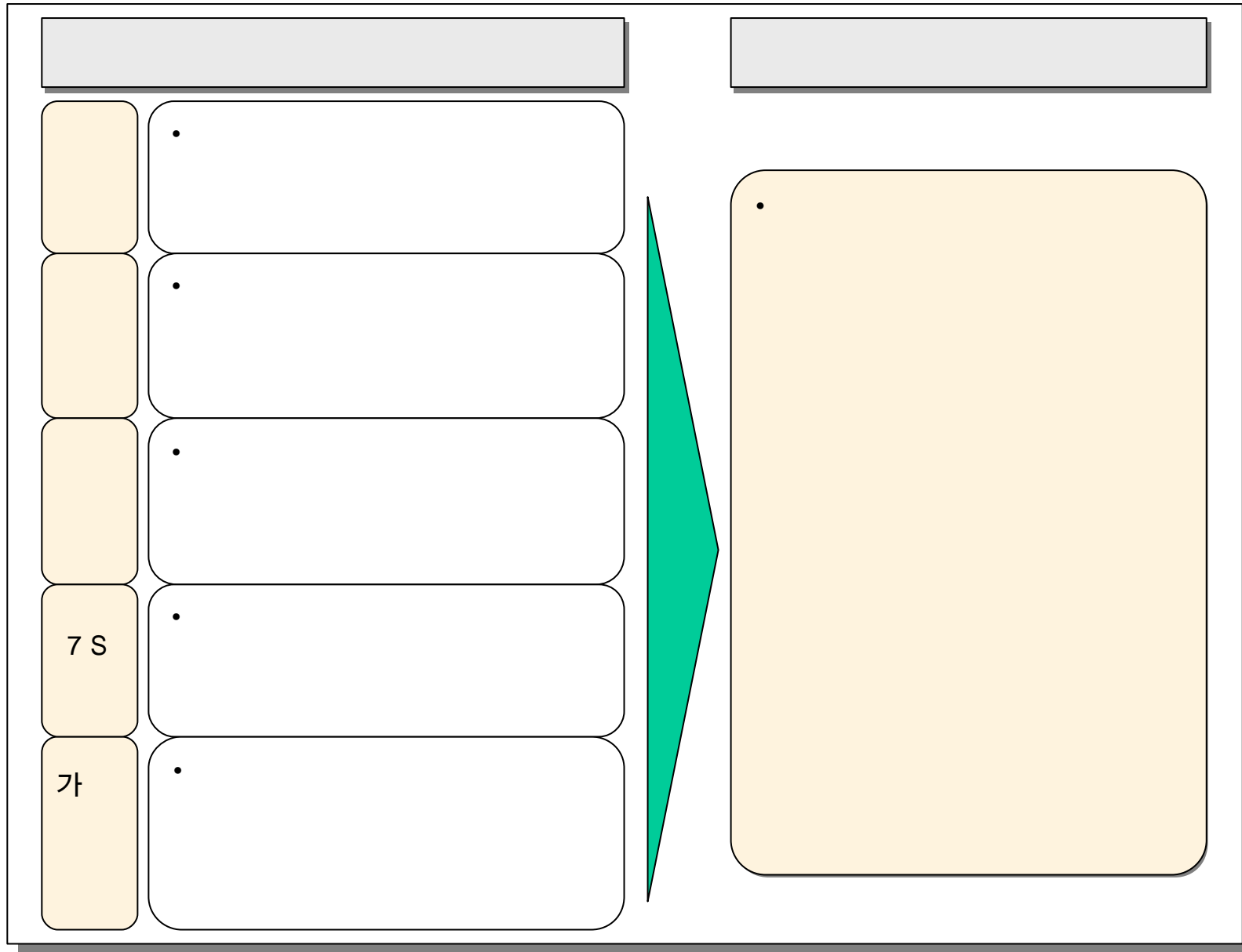


## 2) Top Management Team

例

- Top Management Team 自社 TMT  
(Change Management)
- 21
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2.

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1. ( )