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❖ 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 | | <ul style="list-style-type: none"> • • • • • | <ul style="list-style-type: none"> • • • • 가 |
| Differentiation | / | <ul style="list-style-type: none"> • • • • • | <ul style="list-style-type: none"> • R&D, , • • • |
| Focus | (/) , | <ul style="list-style-type: none"> • - | <ul style="list-style-type: none"> • - |

| 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

예) CASIO

- High MS

Outsourcing

()
(Part-time ,)

Differentiation

예) 花王

自社 / .

-
- Impact가 , Channel
- Speed . .

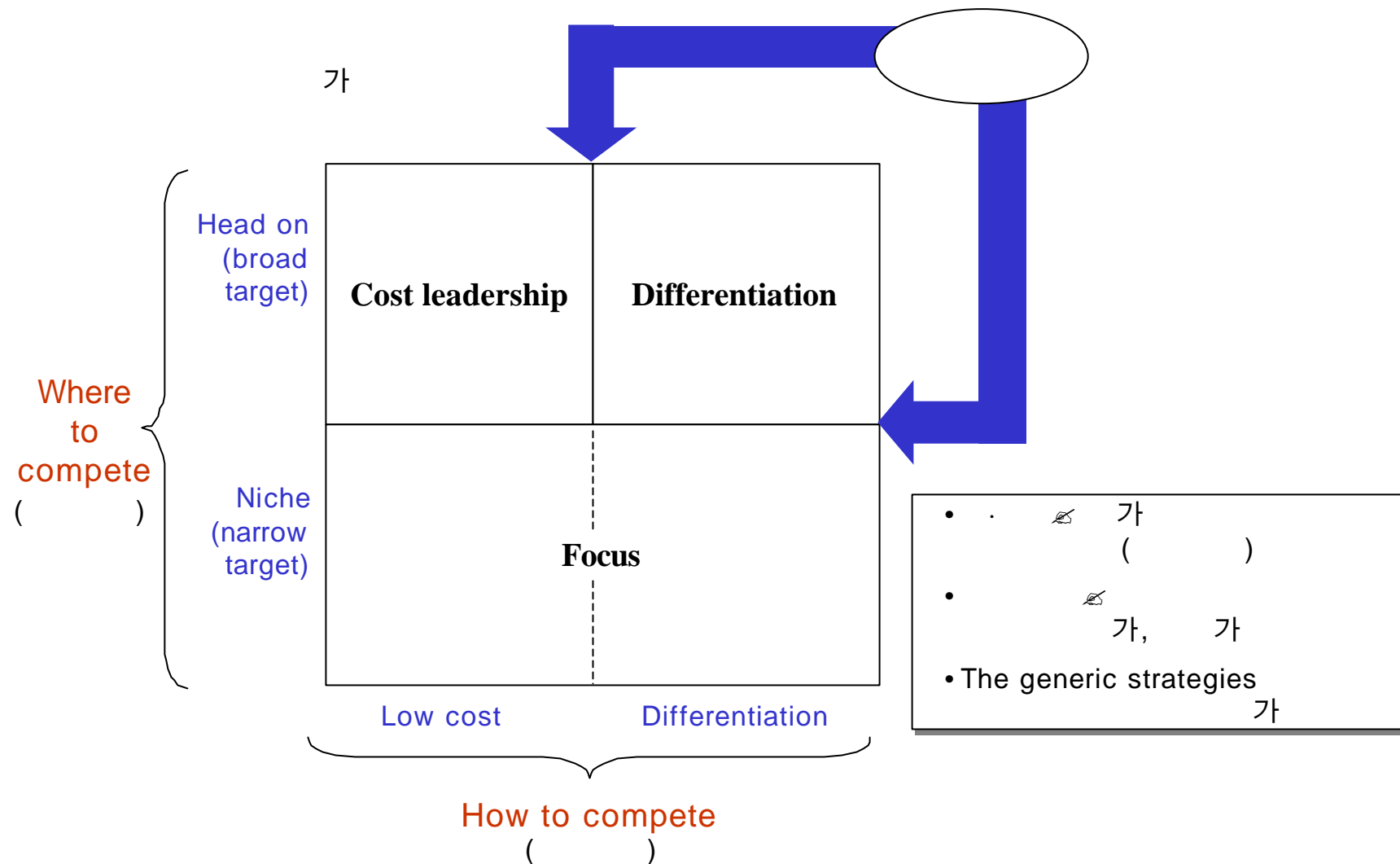
Focus

예) 大塚製薬

가

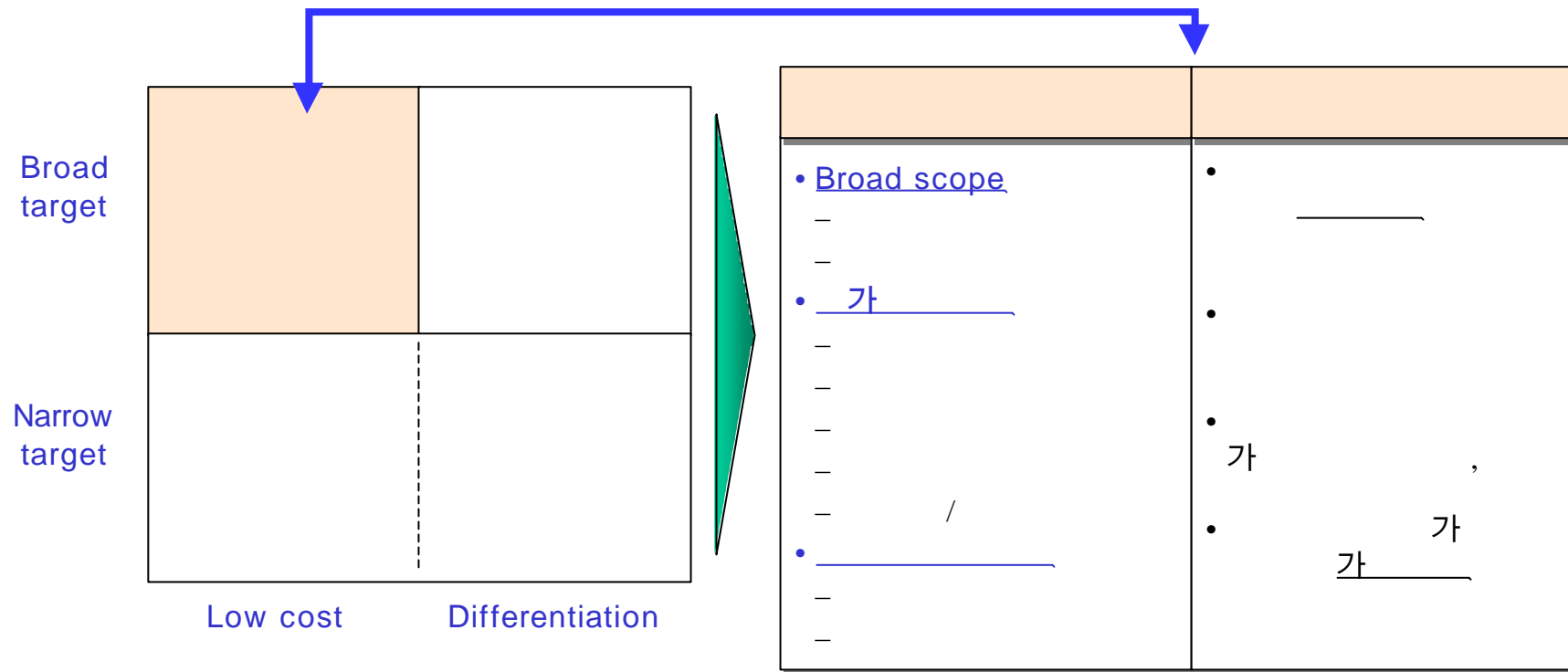
Segment,
Target Target
가가 .

- Segment Cost Performance
- Segment

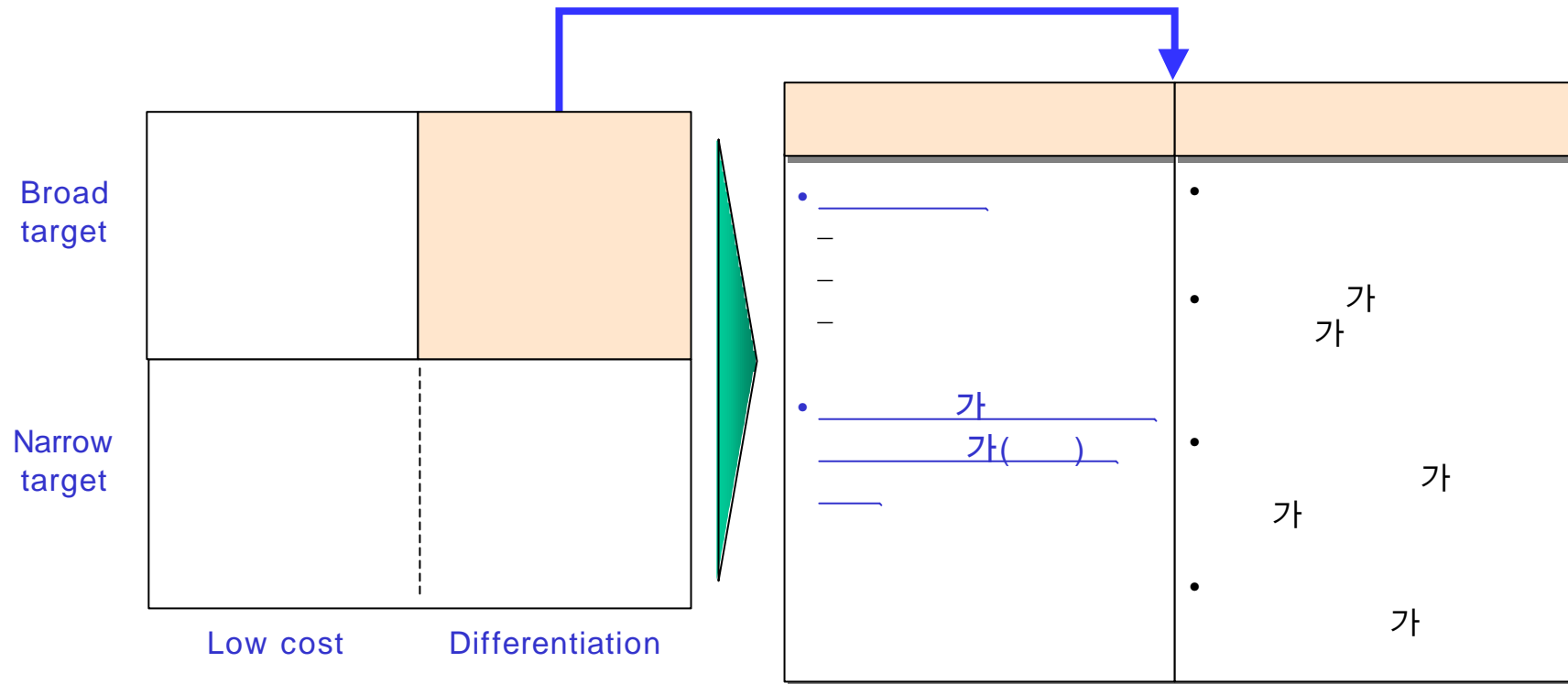


5) M.E. Porter

Three Generic Strategies

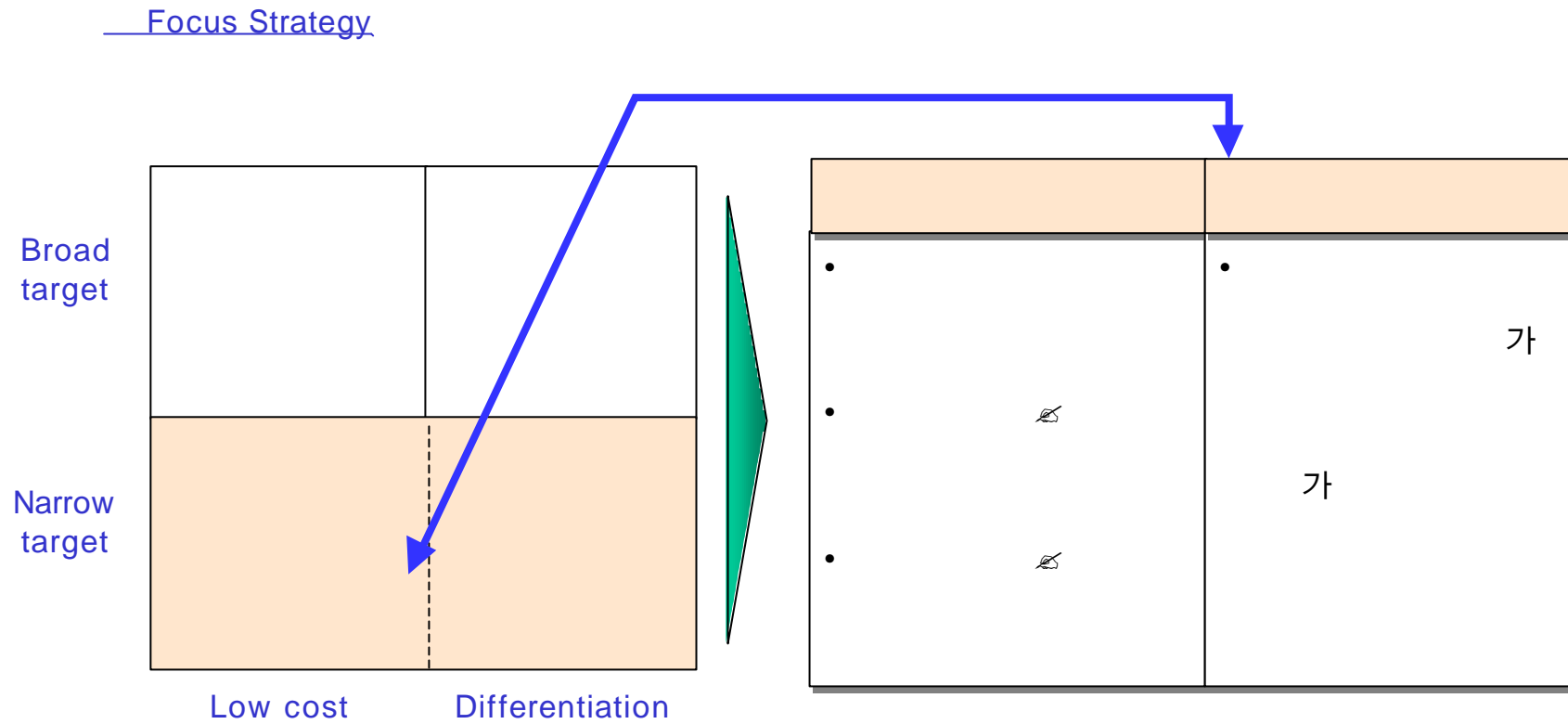
Cost Leadership Strategy

Differentiation Strategy



5) M.E. Porter

Three Generic Strategies



5) M.E. Porter

Three Generic Strategies

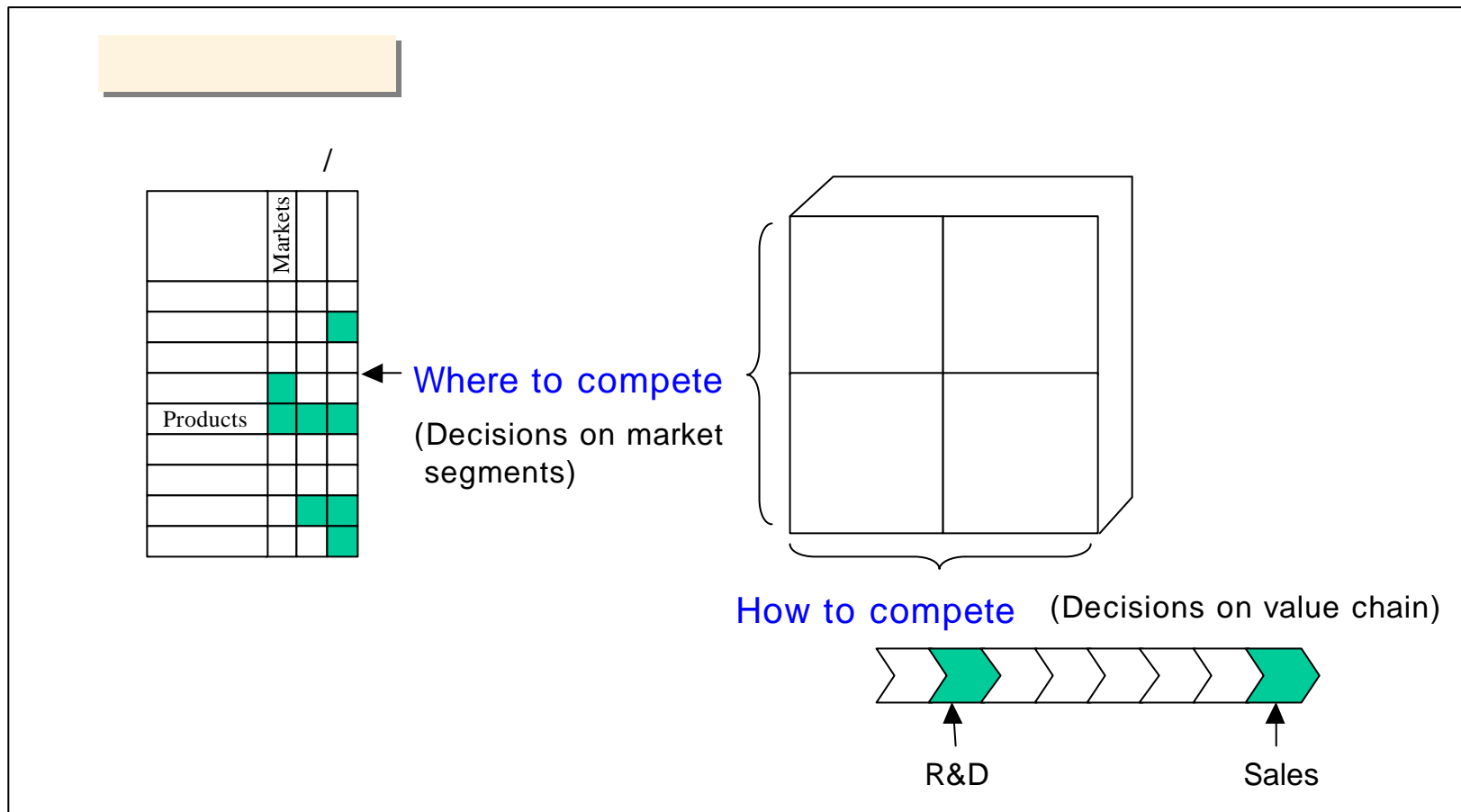
| Cost leadership | Differentiation | Focus |
|---|--|---|
| <ul style="list-style-type: none"> • - - - • <p>Lower Cost</p> | <ul style="list-style-type: none"> • - - • | <ul style="list-style-type: none"> • • - - •Broadly -targeted competitors - 가 -broad line 가 가 • 가 |

6) Gaining Strategic Advantage

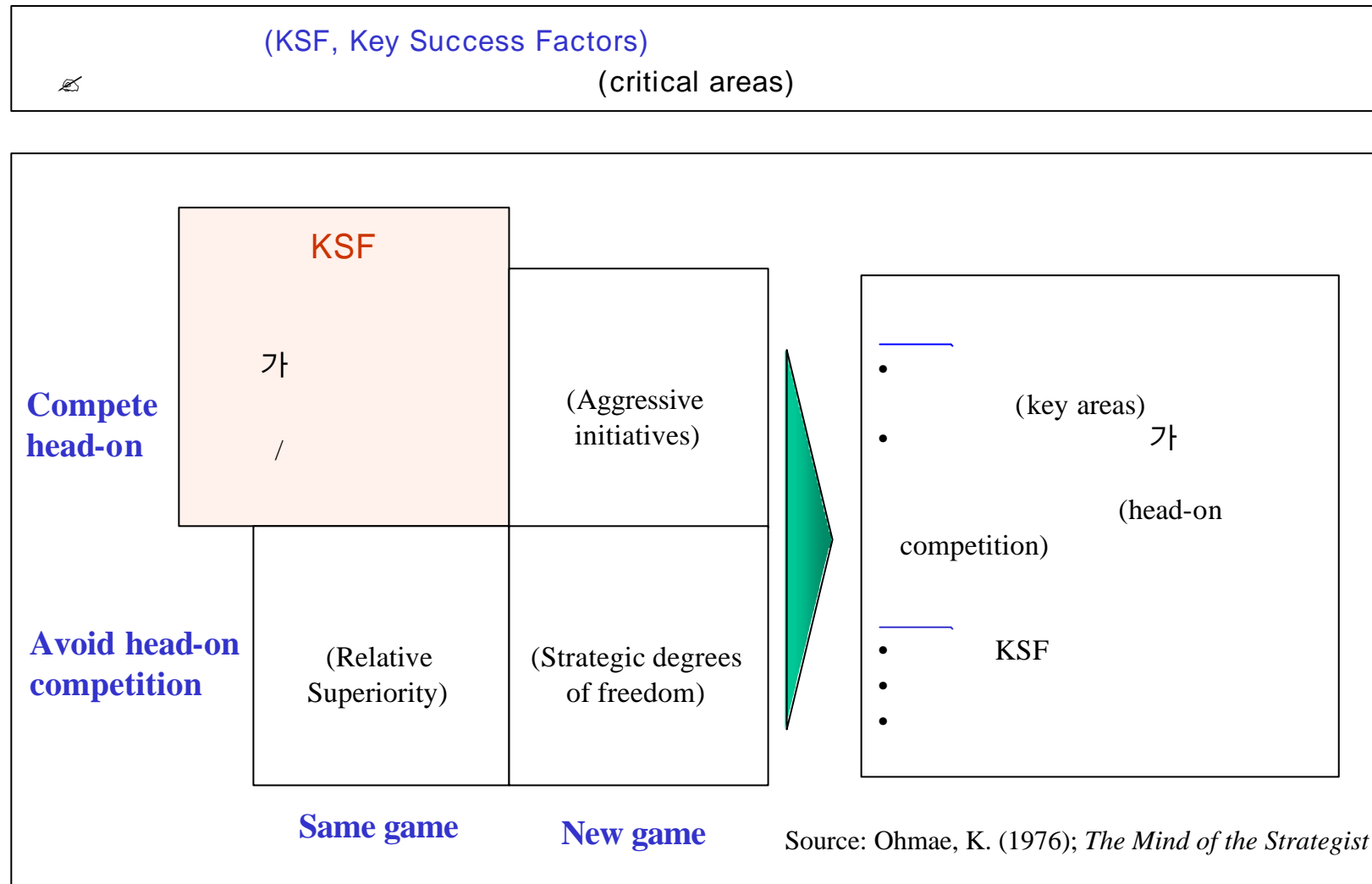


(where to compete)

(how to compete)



6) Gaining Strategic Advantage

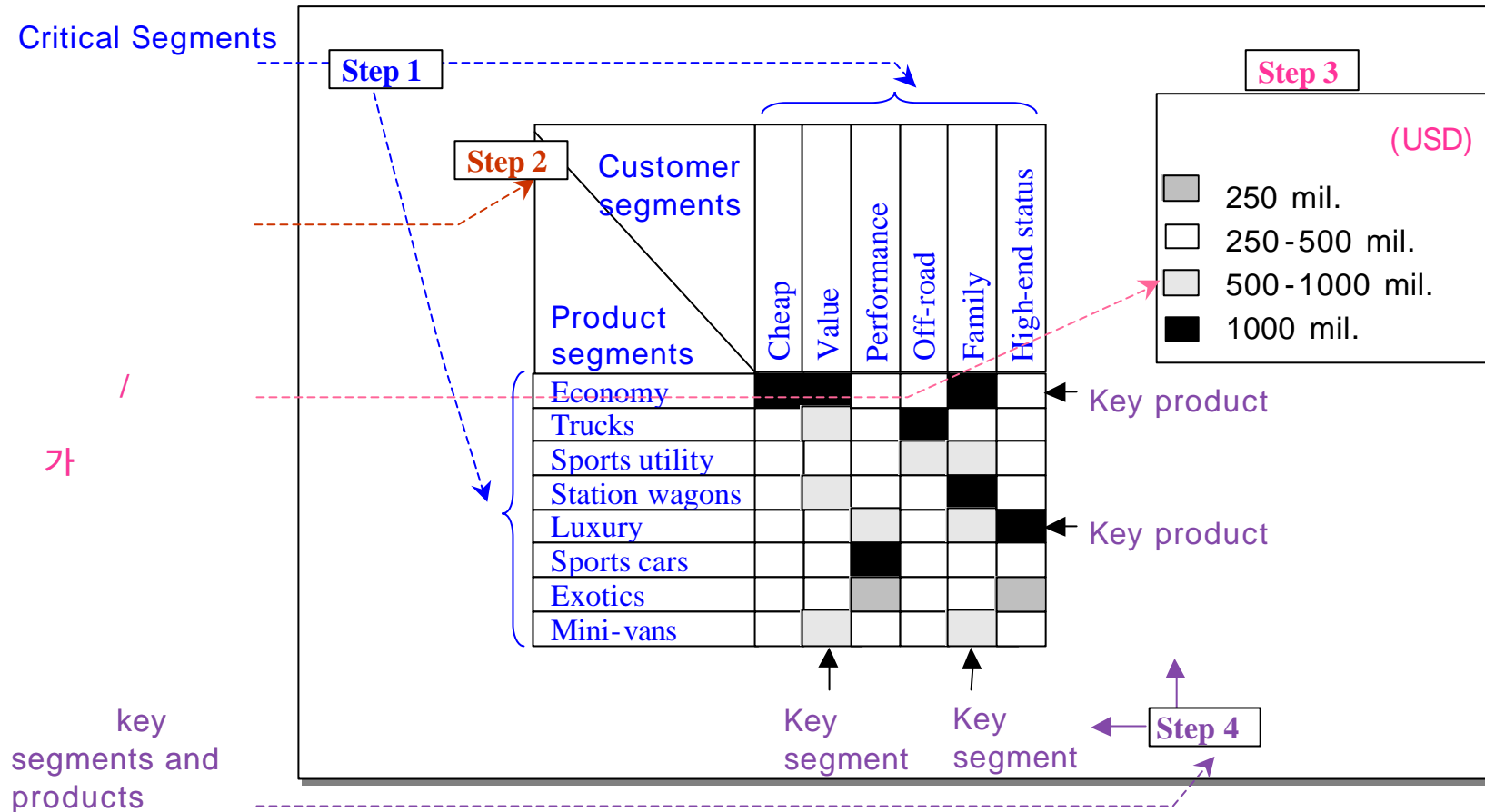


6) Gaining Strategic Advantage

(KSF, Key Success Factors)

Key Segment 4 - 예

Critical Segments

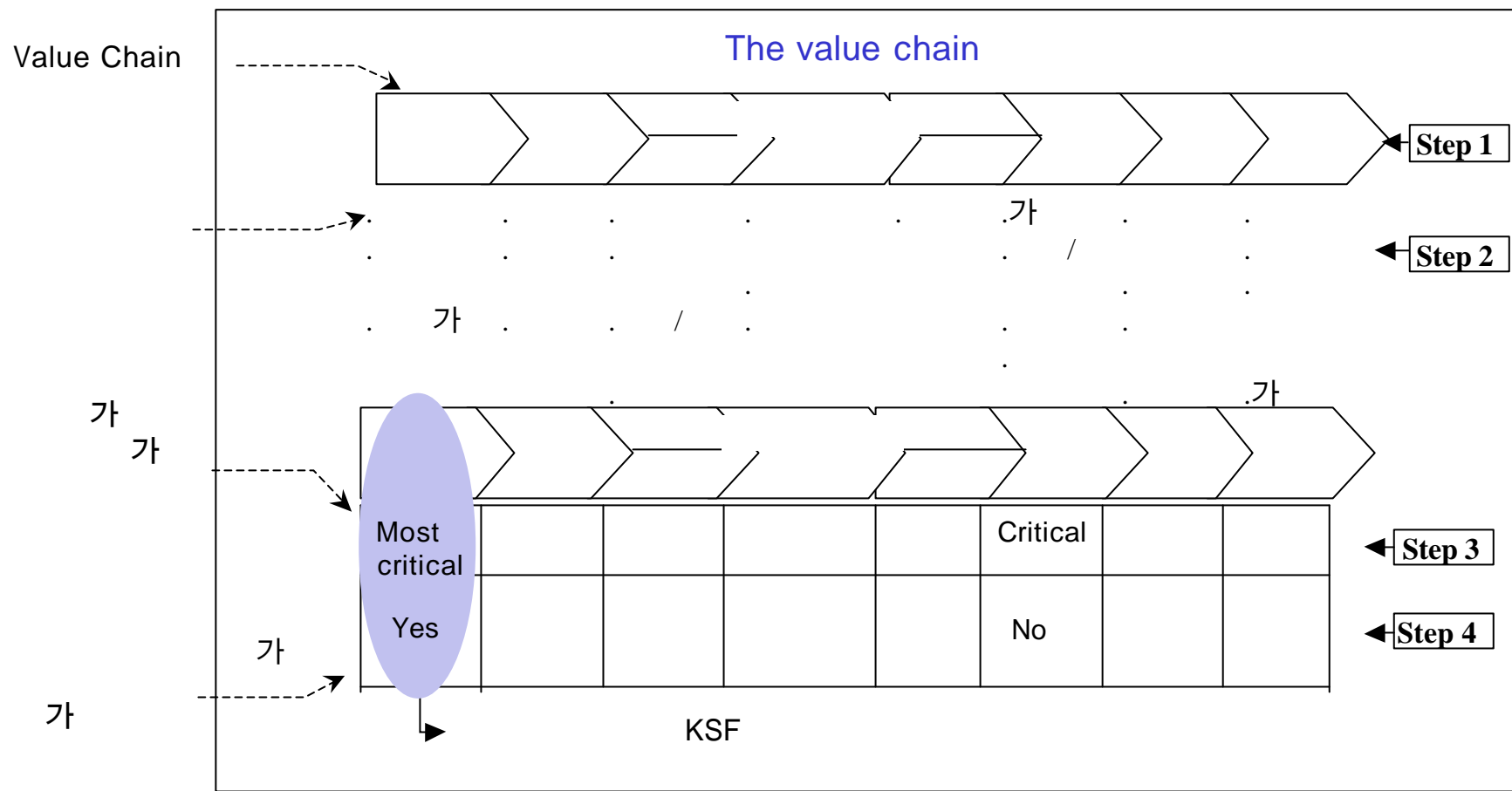


6) Gaining Strategic Advantage

(KSF, Key Success Factors)

KSF ~~가~~ 가

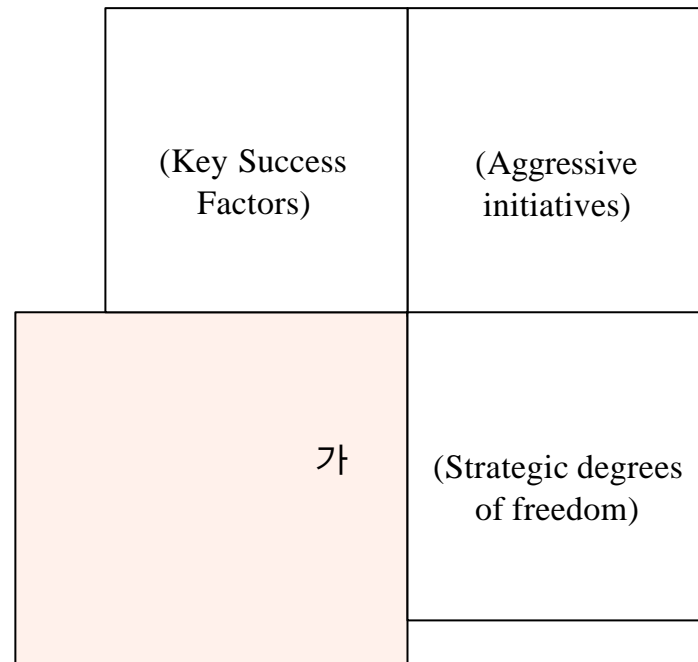
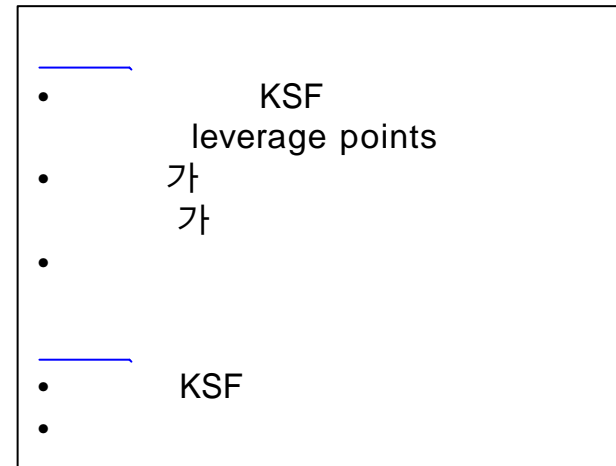
가



6) Gaining Strategic Advantage

(Relative Superiority) ✎

, (Game)

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

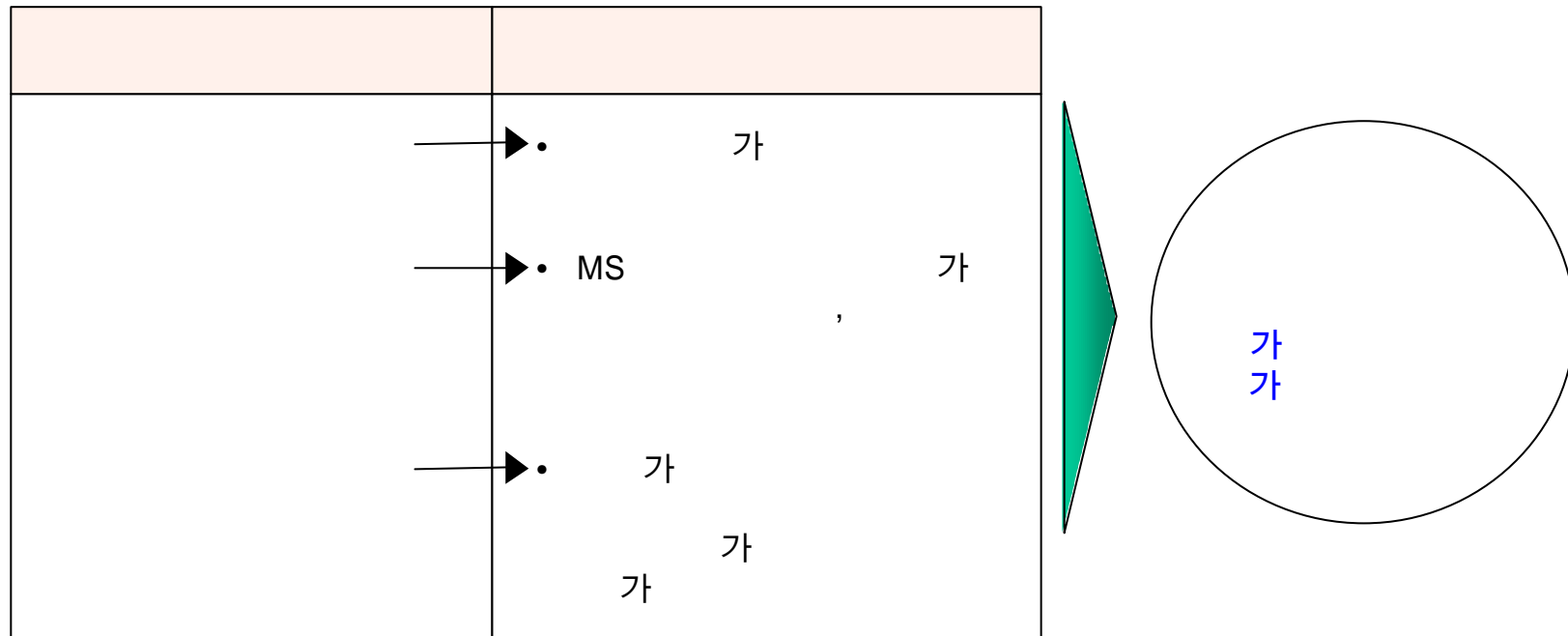
6) Gaining Strategic Advantage

(Relative Superiority) ✎

, (Game)

가

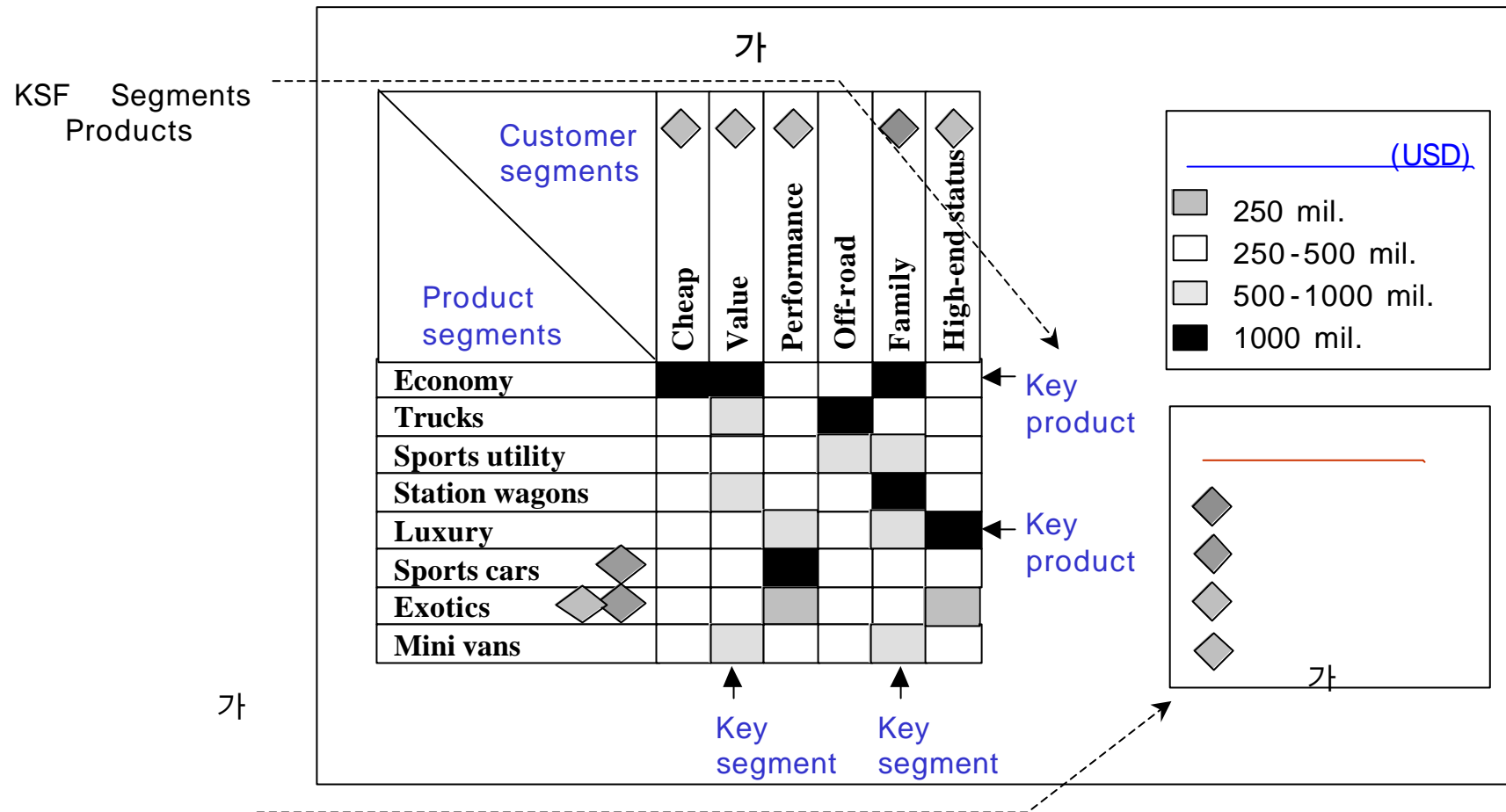
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6) Gaining Strategic Advantage

(Relative Superiority) ✎

(Game)



6) Gaining Strategic Advantage

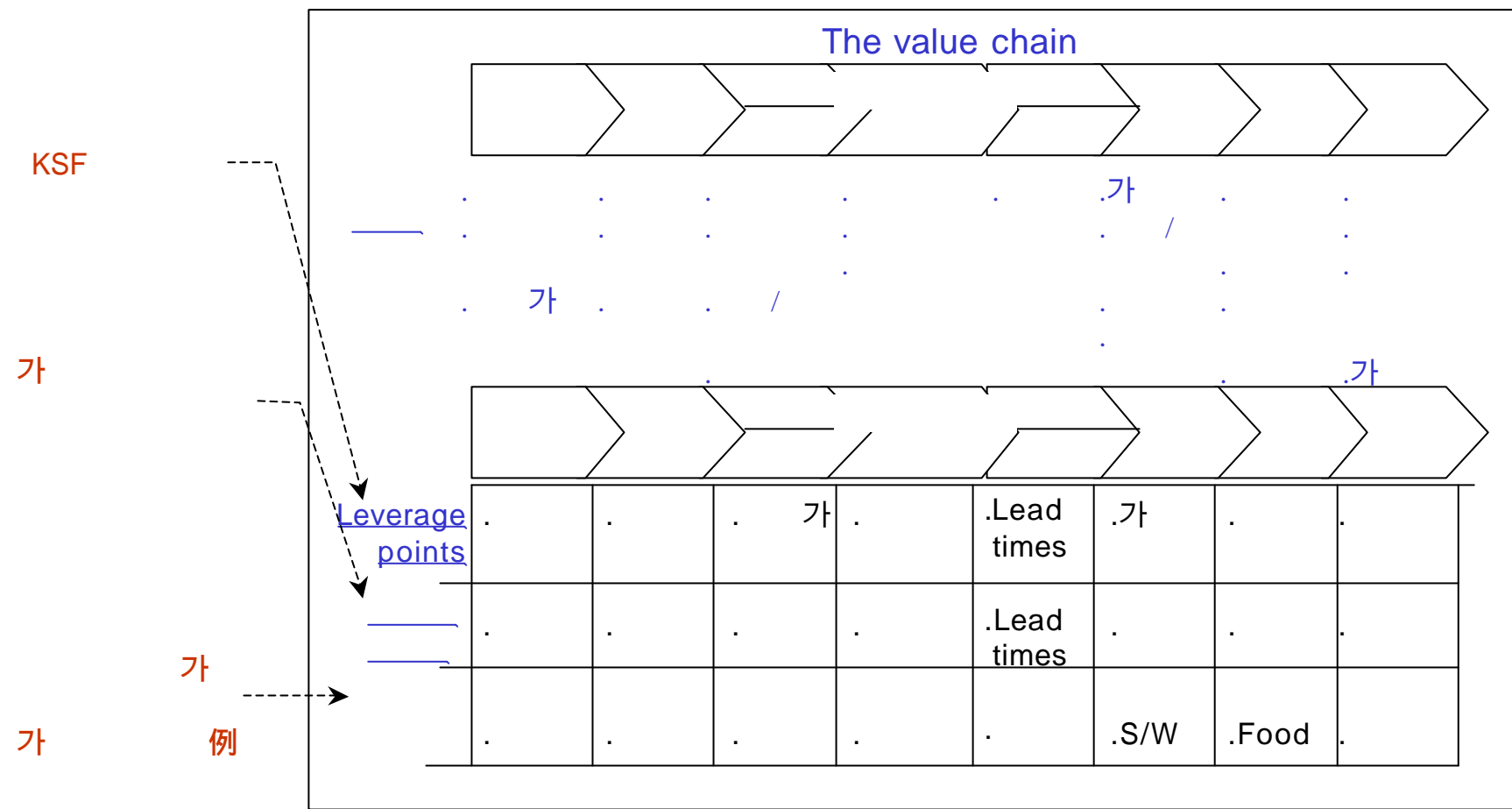
(Relative Superiority) 

(Game)

가

Leverage Points

가



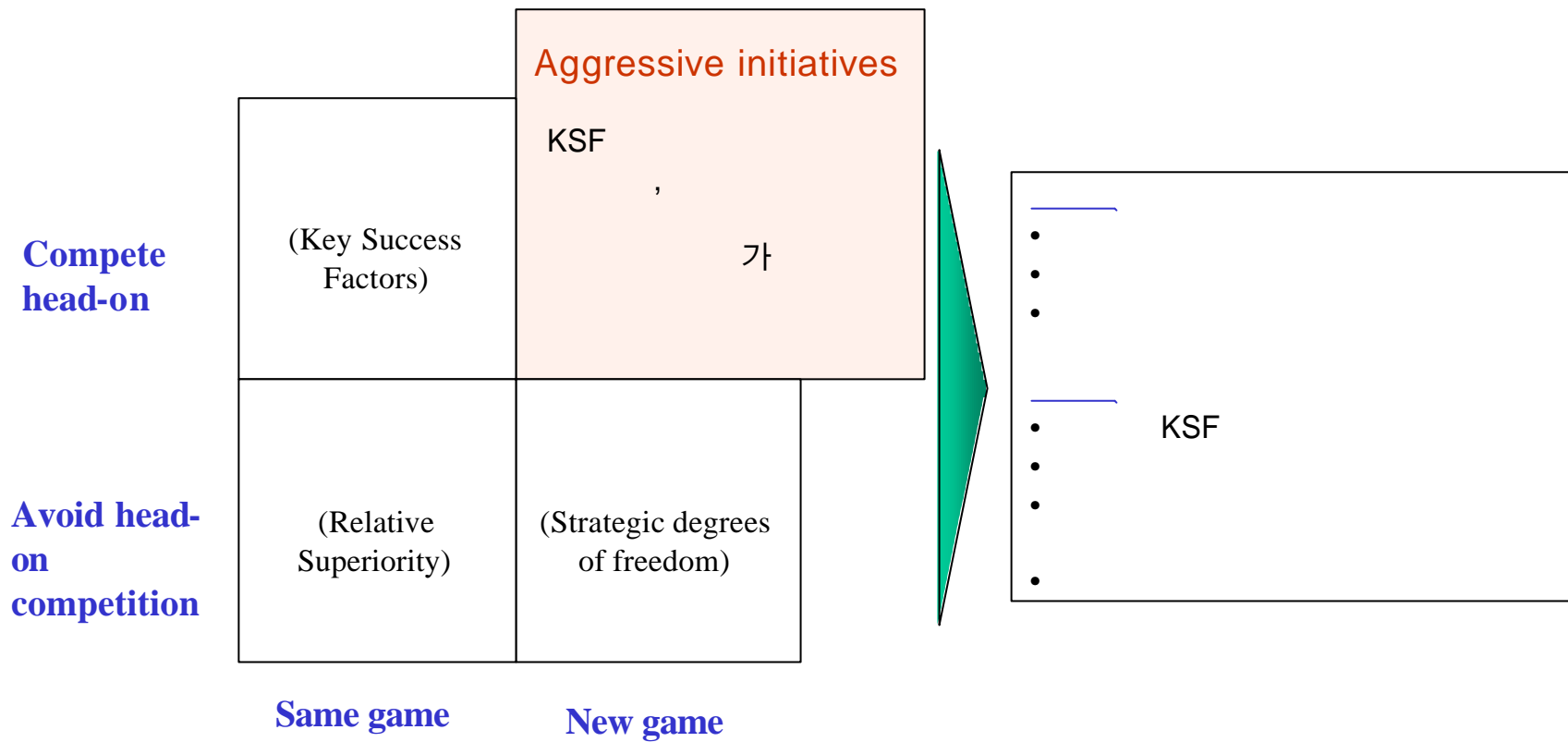
6) Gaining Strategic Advantage

(Aggressive Initiatives) ✎

(Game)

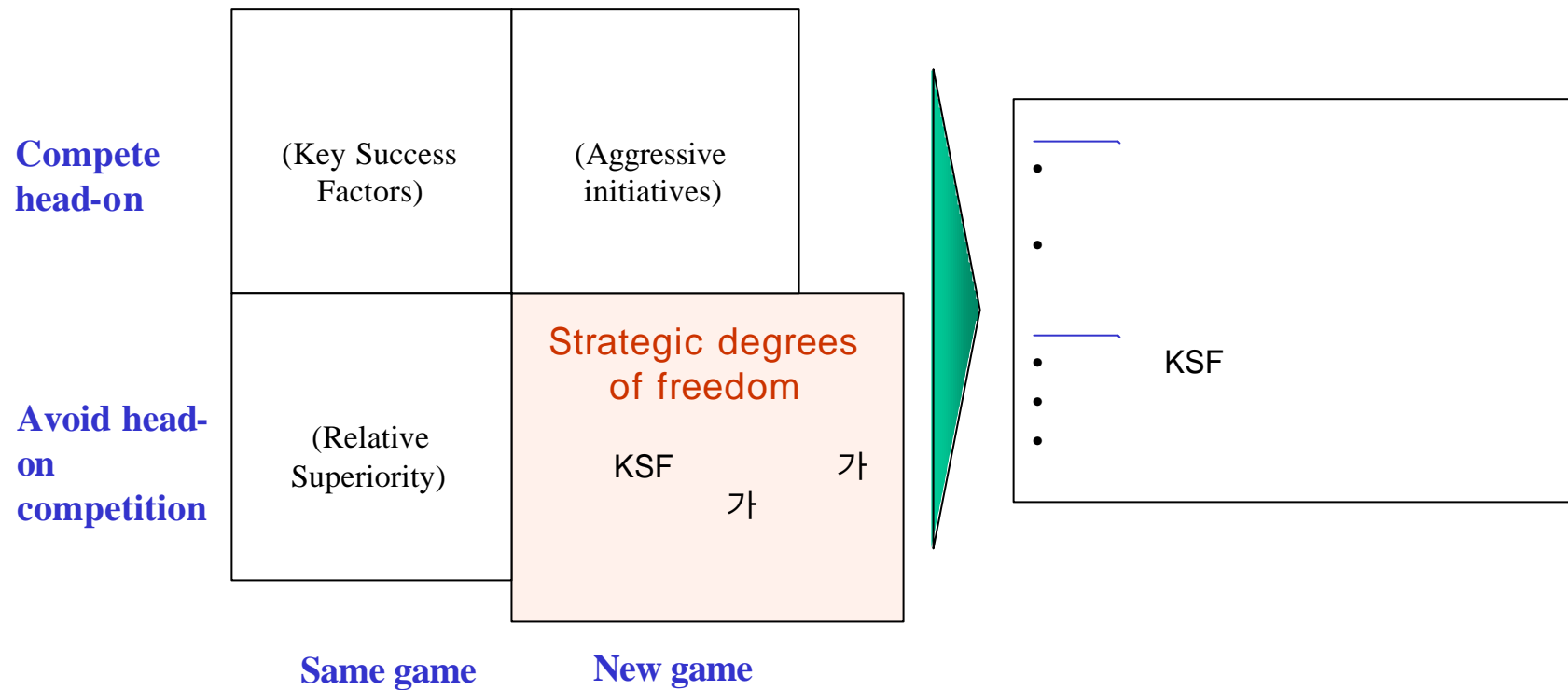
가?

가?

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

6) Gaining Strategic Advantage

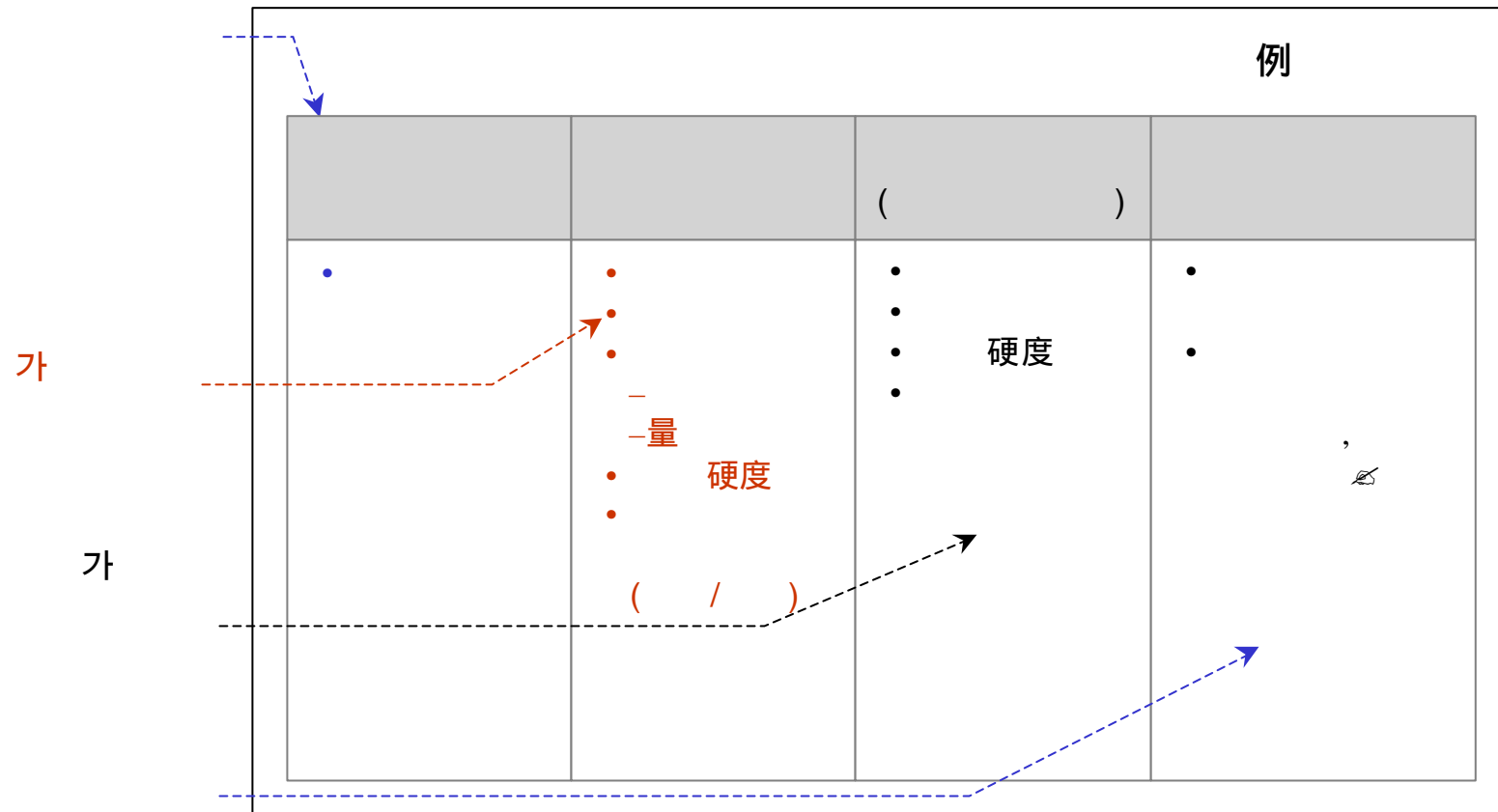
(Strategic degrees of freedom)



6) Gaining Strategic Advantage

(Strategic degrees of freedom)

Strategic degrees of freedom

KSF

Break Time

