



## 13 :

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### ❖ 학습 목표

1.

2.

### ❖ 학습 내용

2.

2-1.

2-2. SBU

2-3.

2-4.

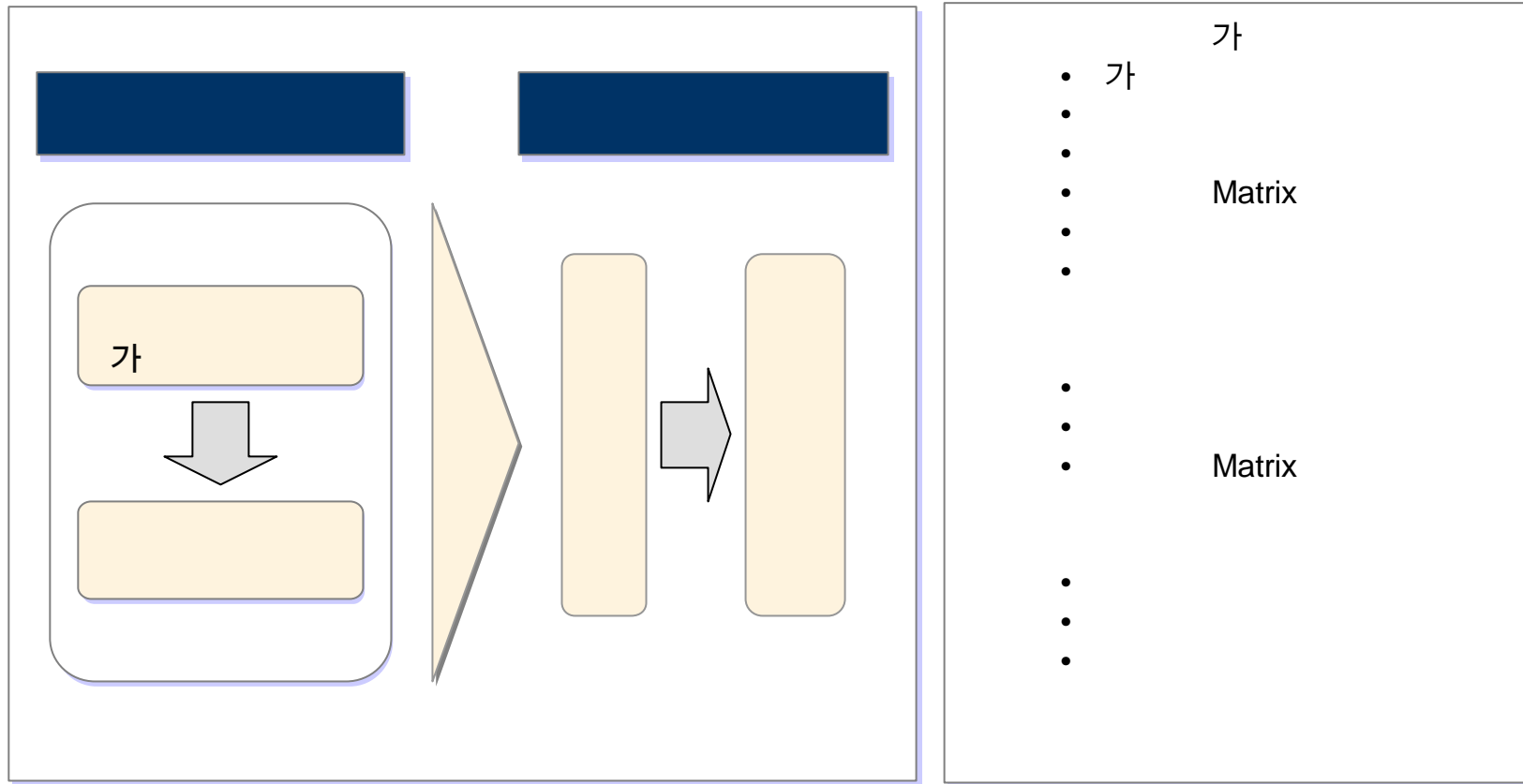
2-5.

2-6.

1)

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가가

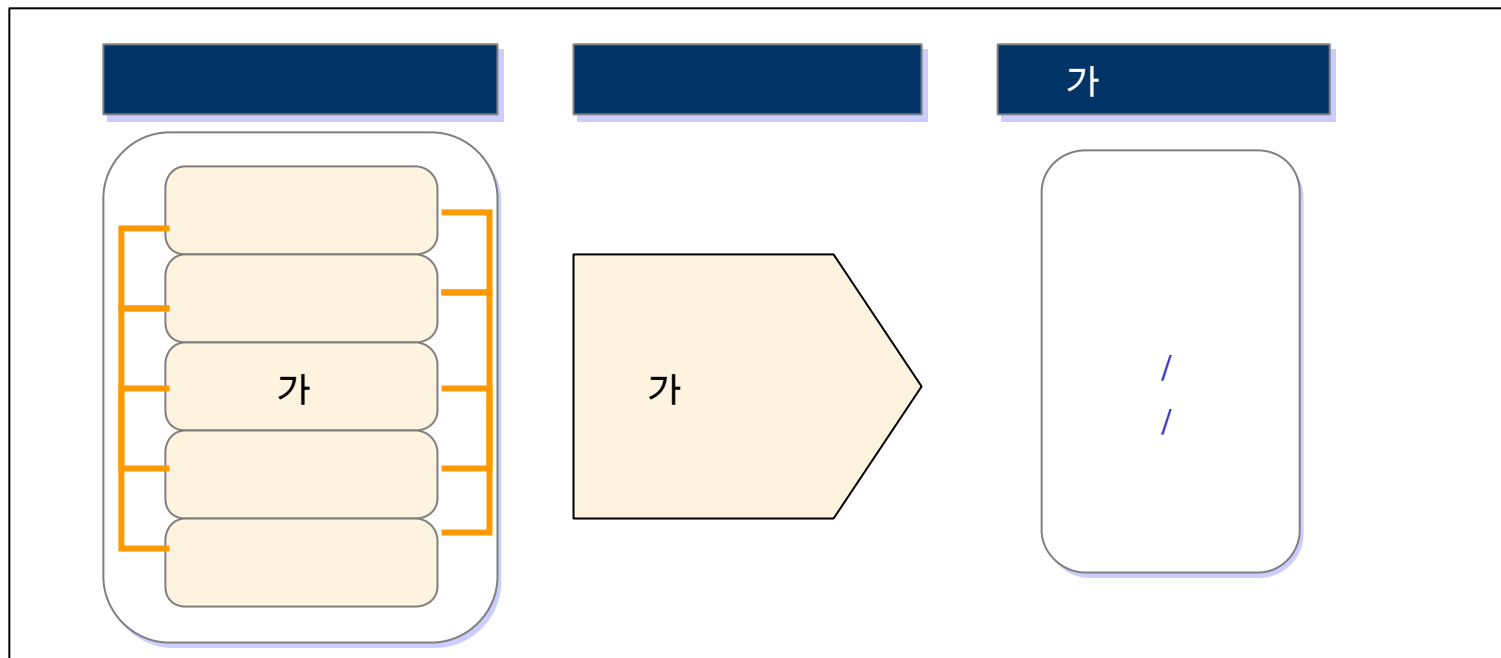


2) 가

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 -	•	•	•
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가



가

Factor

2) 가

가 (Megatrends) : Megatrends Key Issues

가	Key Issues		Implication
	•	•	•
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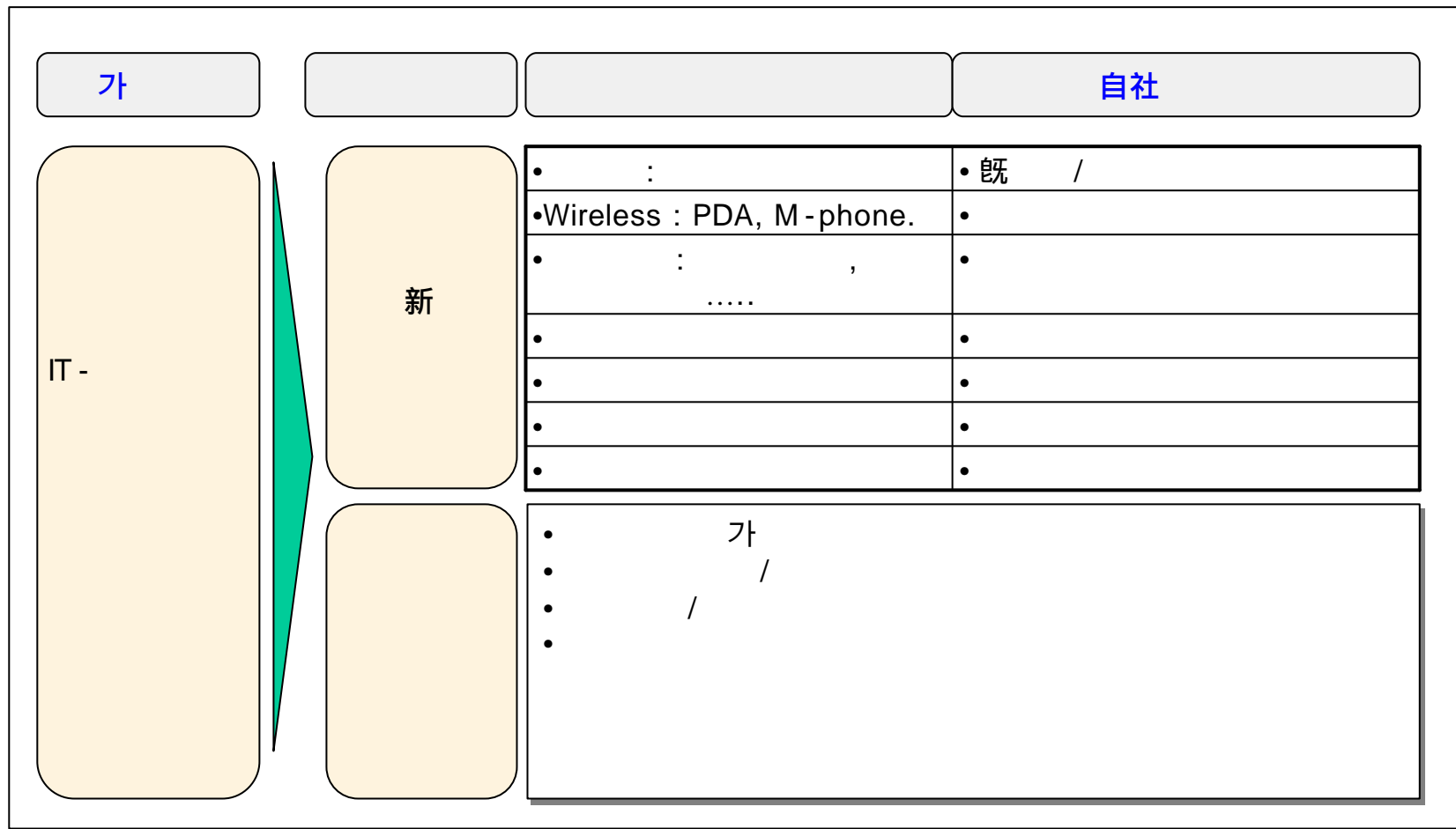


가

Factor

2) 가

가 (Megatrends) :





2) 가

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2) 가

Matrix

- 
- / / / /
- / / 自社 , : 例

				自社
	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•IT</li> <li>•.....</li> </ul>		<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
	<ul style="list-style-type: none"> <li>• / /</li> <li>•</li> <li>•.....</li> </ul>		<ul style="list-style-type: none"> <li>• /</li> </ul>	
	<ul style="list-style-type: none"> <li>•₩/\$</li> <li>•가</li> <li>•.....</li> </ul>		<ul style="list-style-type: none"> <li>•IT/</li> </ul>	
	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•.....</li> </ul>		<ul style="list-style-type: none"> <li>•</li> </ul>	
	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•가</li> <li>•.....</li> </ul>		<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>	

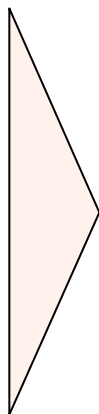
2-5.

2.

2) 가

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• 3 5  
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		1	2	3	
1					• • •
2					• • •
3					• • •



1	
2	
3	

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2)                   가


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Megatrends		
Matrix		

3)

- \_\_\_\_\_ : Matrix
- \_\_\_\_\_ KSF (KSF : Key Success Factors)
  - KSF 가 \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_ KSF 自社 \_\_\_\_\_
  - 가 ( )

		( , , - - ) ,		<ul style="list-style-type: none"> <li>• _____</li> </ul>
		( , , - - ) ,		
		, , , 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 .

.

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 .

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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

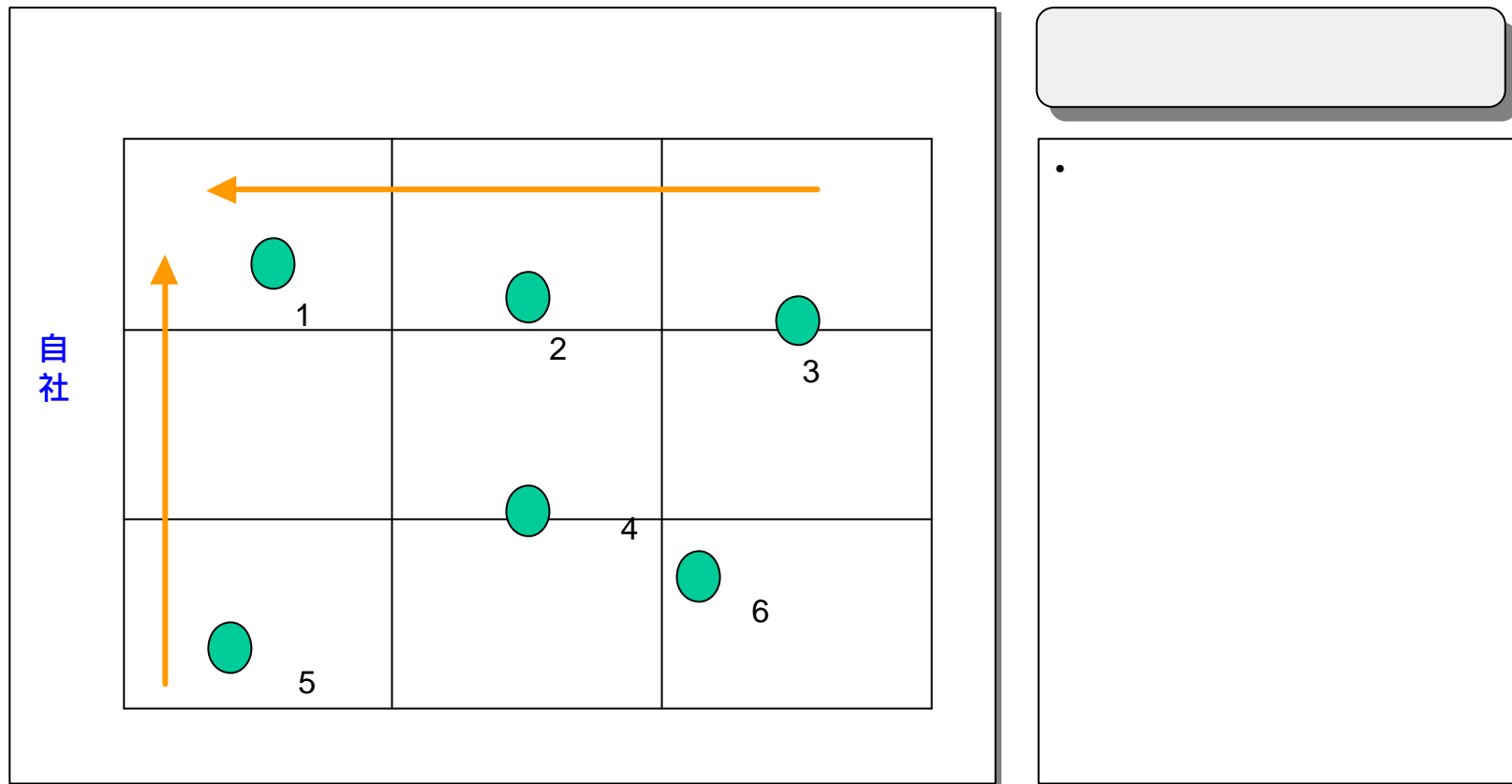
가

. TMT

3)

SBU 1 : Matrix

- 
- Matrix , 가



3)

SBU 1 : Five Forces -

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•	• - 가		
•	• 가 -		
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• 가	• 가 가		
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3)

SBU 1 : Five Forces

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3)

SBU 1 : Five Forces - \_\_\_\_\_

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

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3)

SBU 1 : Five Forces

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( )			
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•	• 가 - 가		
• 가	• 가 ( 가 )		

가 . / / /
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3)

SBU 1 : Five Forces -

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

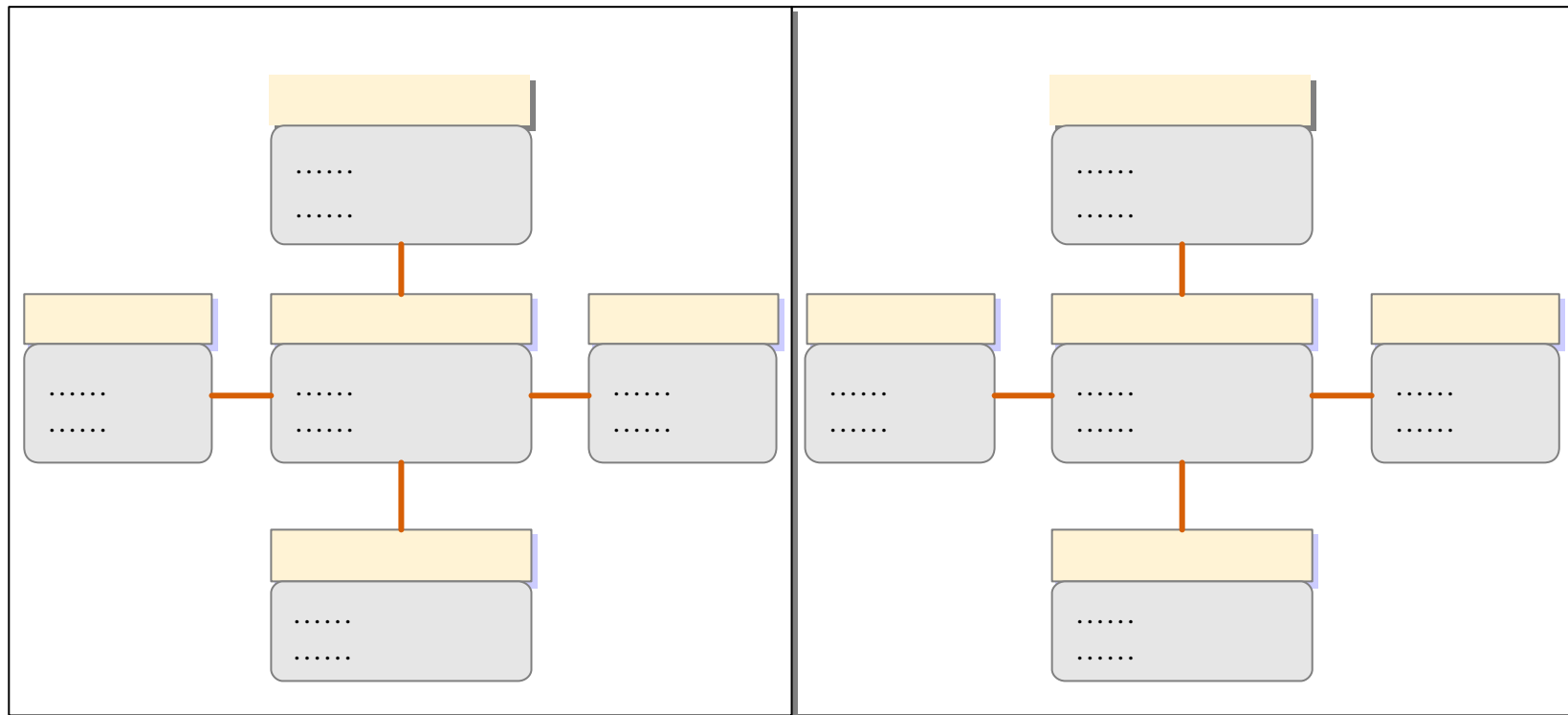
: 3 ( ) 5 ( / / / / ) ,

2-5.

2.

3)

SBU 1 : Five Forces



•5  
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2-5.

2.



3)

SBU 1 :

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

3)

— 例

			自社	
1	<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>• KSF</li></ul>	<ul style="list-style-type: none"><li>•  ,</li><li>•  3 5</li><li>•</li><li>•</li><li>•</li></ul>	<ul style="list-style-type: none"><li>• KSF</li><li>•</li><li>•</li><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li></ul>
2				
3				

4)                      -                      例

\_\_\_\_\_ :

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

(200x                      )

•

(200x                      2000x)

•

(200x                      200x)

•

		2006			
(                      )					

4)

:

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

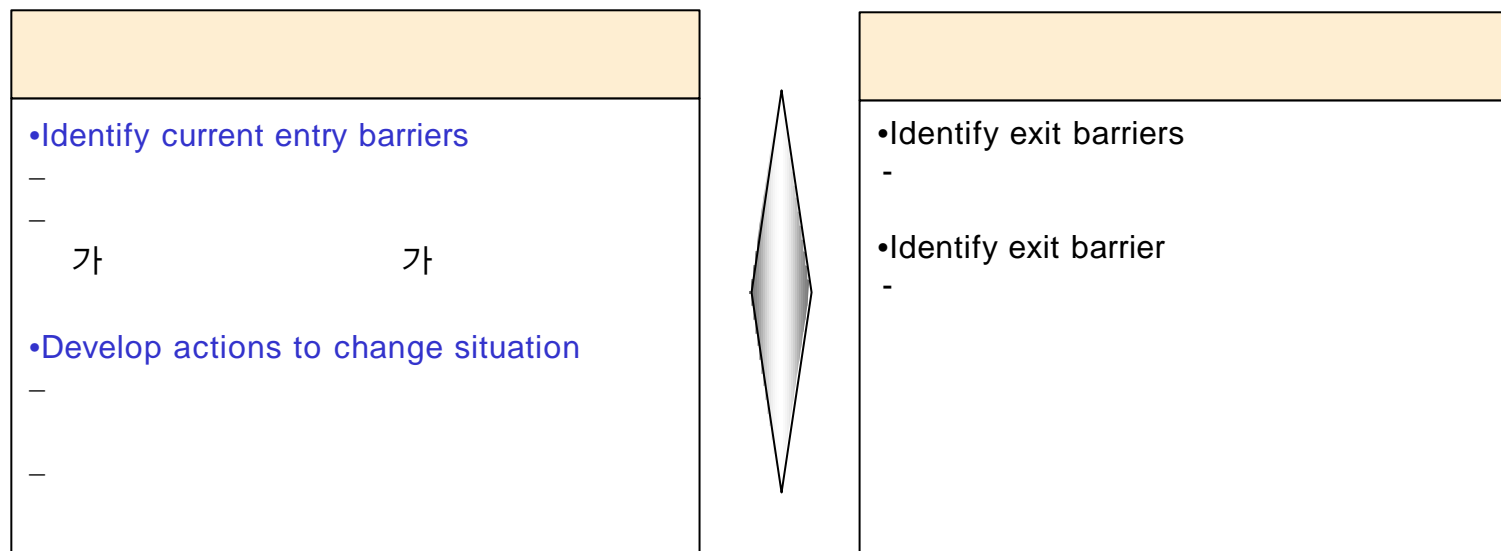
가

4)

:

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

1)





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

		가					
1	2	1	2	2	3	10	2
2	2	2	3	3	2	12	1
3	1	2	2	2	1	8	3

-

3

가 : 3

가 가

3) /

: 例

