



7 :

❖ 학습 목표

- 1.
2. 가
- 3.

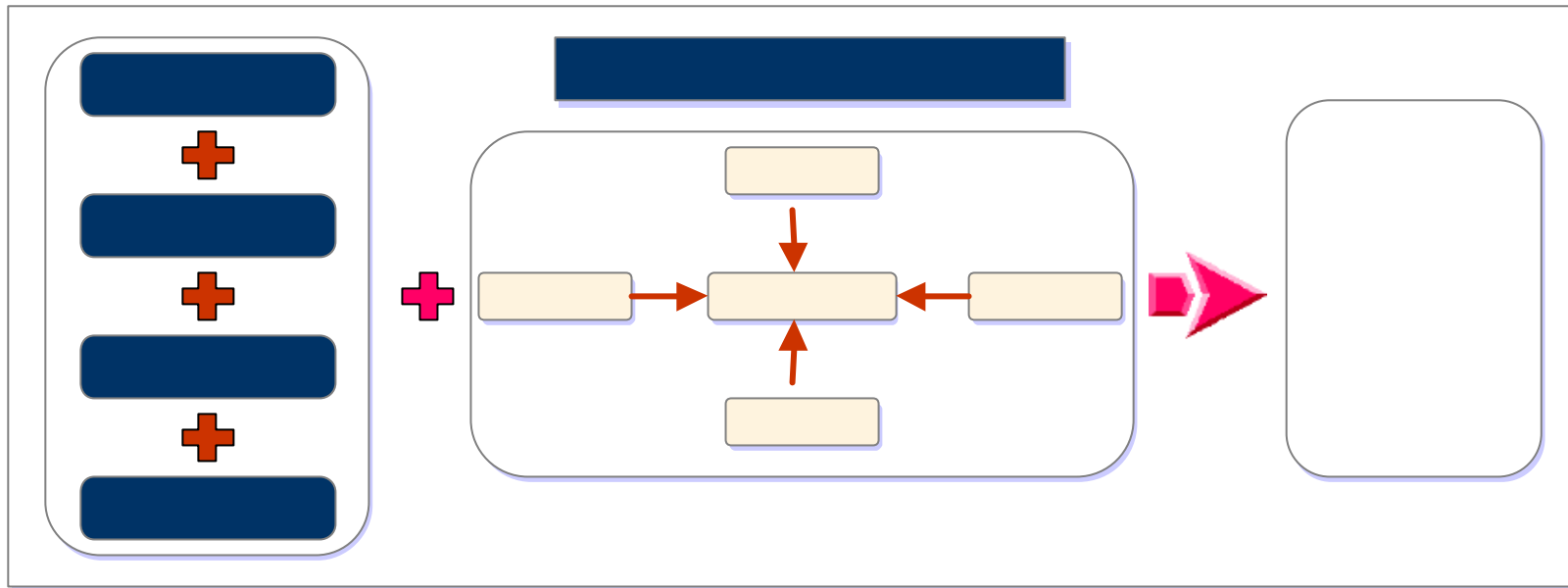
❖ 학습 내용

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)

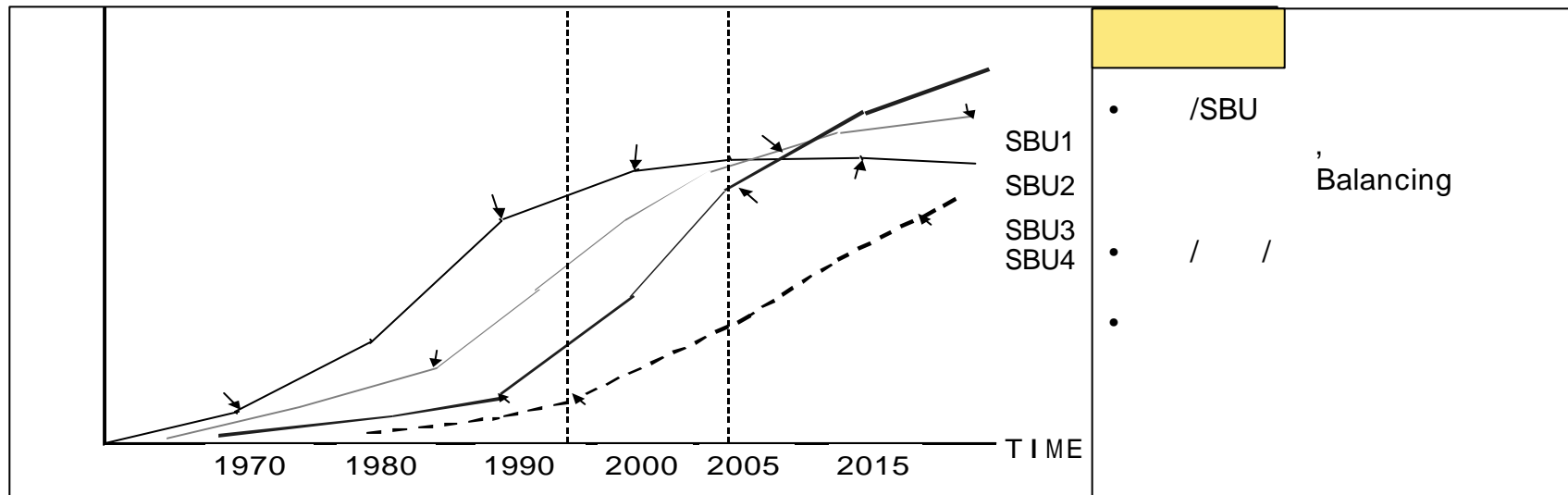


1)

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

例

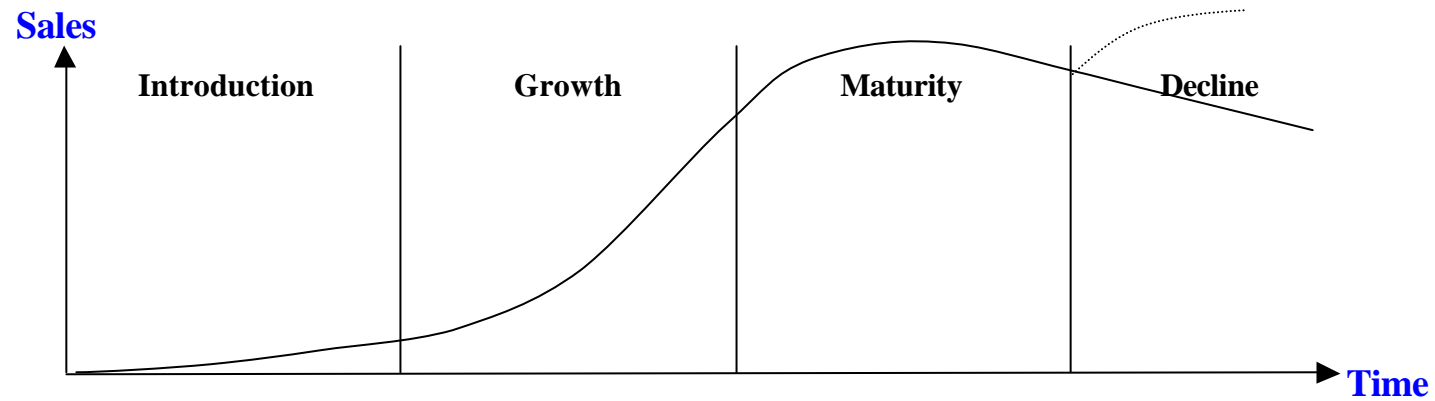
- : , /SBU, ()
- : - - 5 10
- , ,



3-2.

3.

2)



	• • Slow	•	•	•
	• •	• 自社 • • Market Share	• •	• / • •
(Sales)	• Low	• 가	•	•
가(Costs)	• High	• 가	• Low	• 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%(-02 10,795 () : 11 2
		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

가

* 2

* 가

*

* Free Lancer 가

가

가

20

-

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)

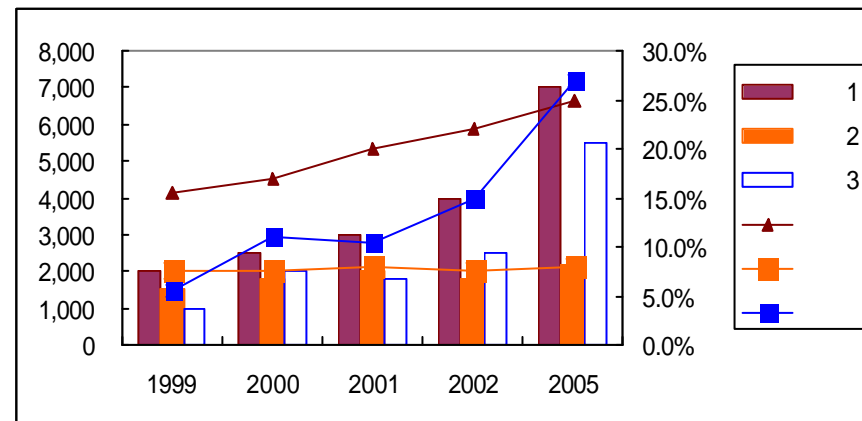
- _____
- 3 5 ~~3~~ ~~5~~ 3 5
- 가

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%

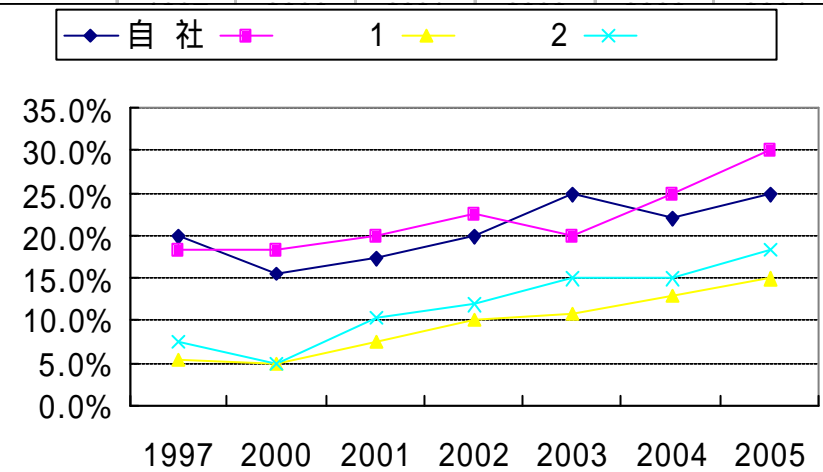


4)

- - -
- 3 5 ✎ ✎ 3 5
- ,
- 가

例 : SBU 1

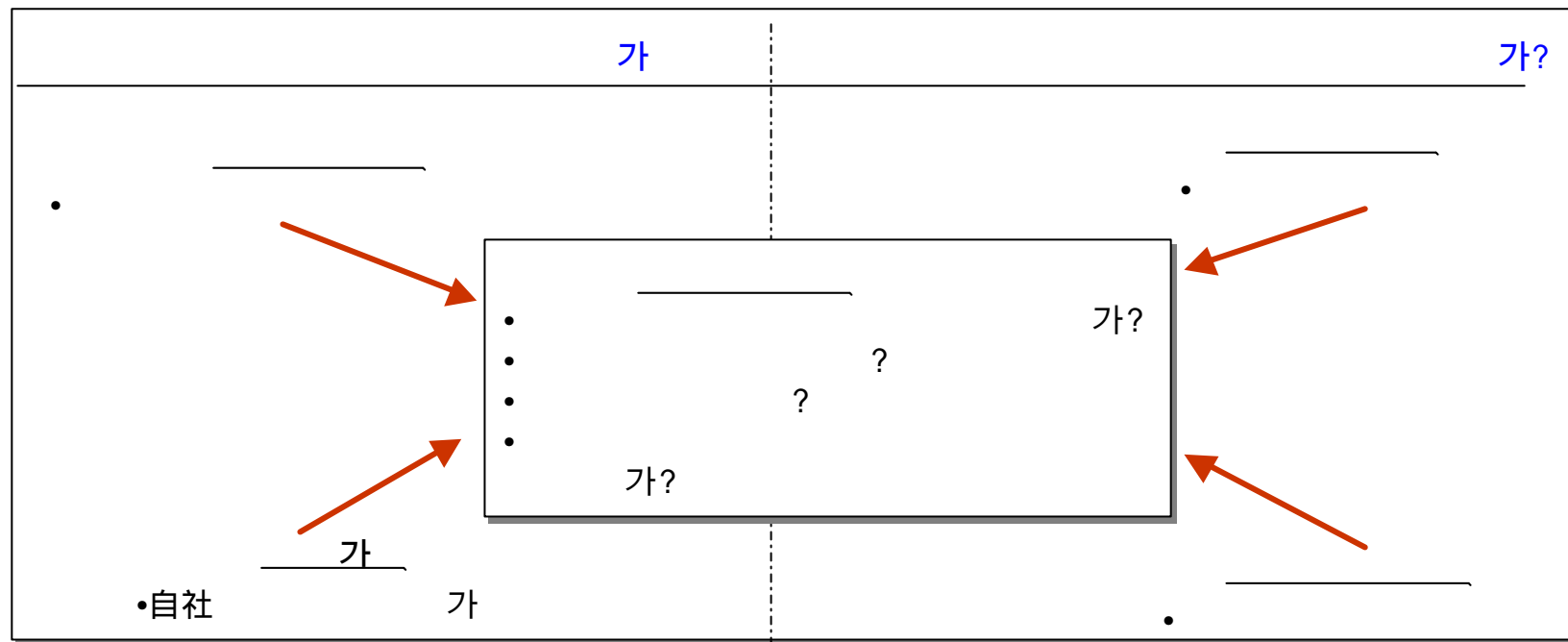
	自 社	1	2	
1997	20.0	18.5	5.5	7.5
2000	15.5	18.35	5.0	5.0
2001	17.5	20.0	7.5	10.5
2002	20.0	22.5	10.0	12.0
2003	25.0	20.0	11.0	15.0
2004	22.0	25.0	13.0	15.0
2005	25.0	30.0	15.0	18.5



-
-
-

1)

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

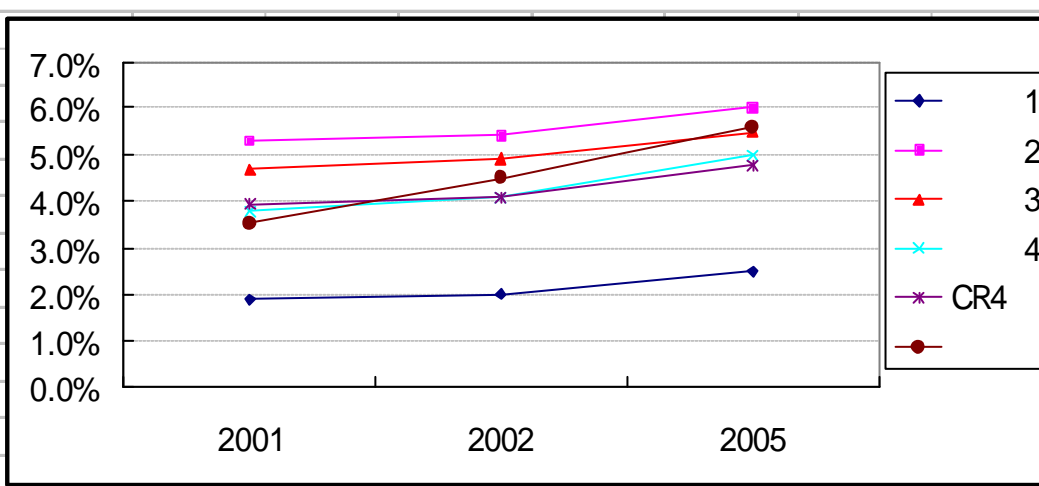


2)

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

例 : SBU/ 1

	2001	2002	2005
1	1.9%	2.0%	2.5%
2	5.3%	5.4%	6.0%
3	4.7%	4.9%	5.5%
4	3.8%	4.1%	5.0%
CR4	3.9%	4.1%	4.8%
	3.5%	4.5%	5.6%



•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)

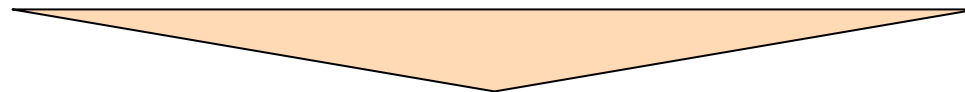
	自 社	1	2	3
	•가	• 가/	• /	•
	• • NO1.	• 가/	• / •	• •
	•Top Brand • / 가	• 가	• •Niche Market •	• •Low-tech
	• •	• •	• •	• • dealer
	• •	• •	• •	• / • •

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 .