



8 : /SWOT

❖ 학습 목표

1. .
2. .
3. .
4. SWOT ,

❖ 학습 내용

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| 3. | 4. SWOT |
| 3-1. | 4-1. |
| 3-2. | 4-2. |
| 3-3. | 4-3. |
| 3-4. | |
| 3-5. | |
| 3-6. Five Forces | |
| 3-7. (KSF) | |

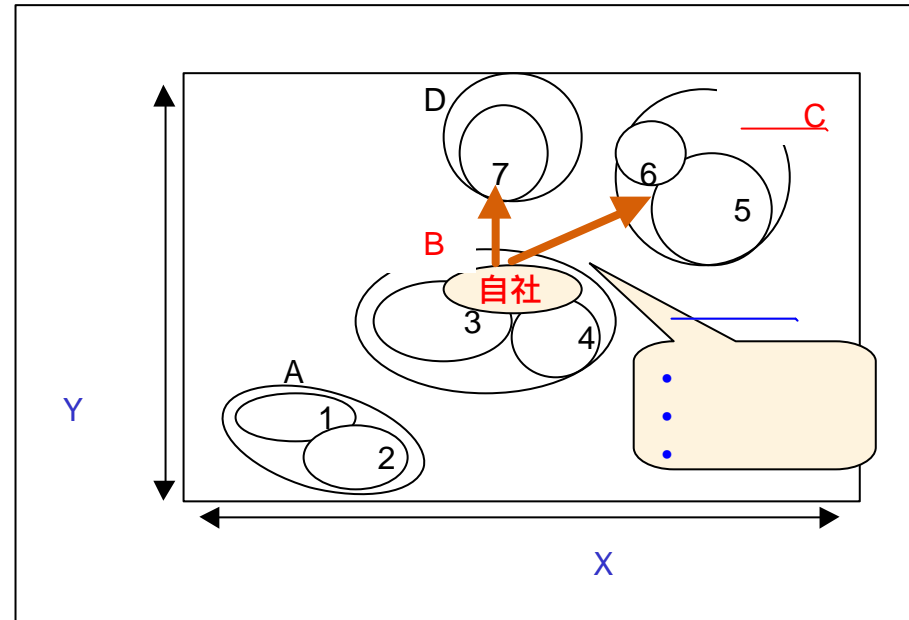
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• _____ (strategic groups) _____

• _____ :
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 _____ (_____ / _____),
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産業 _____ (reaction)

• _____ (mobility barriers) :

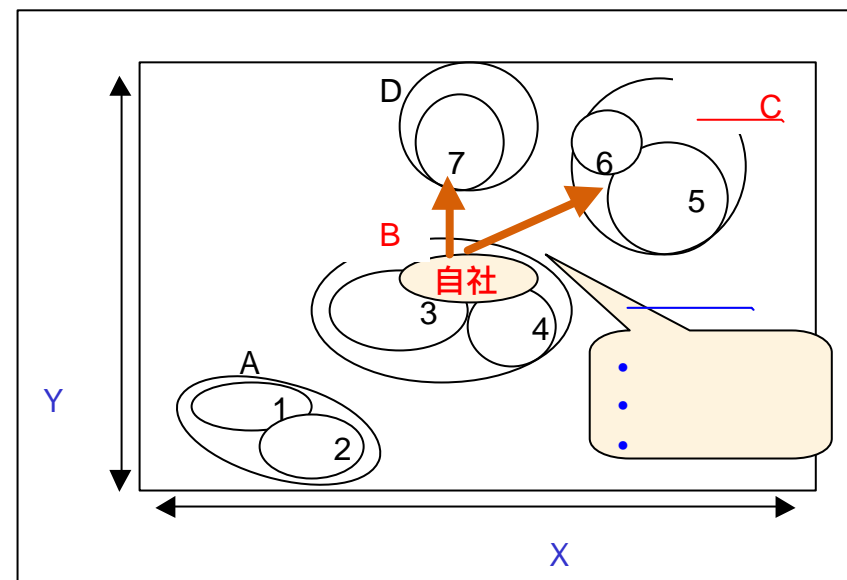


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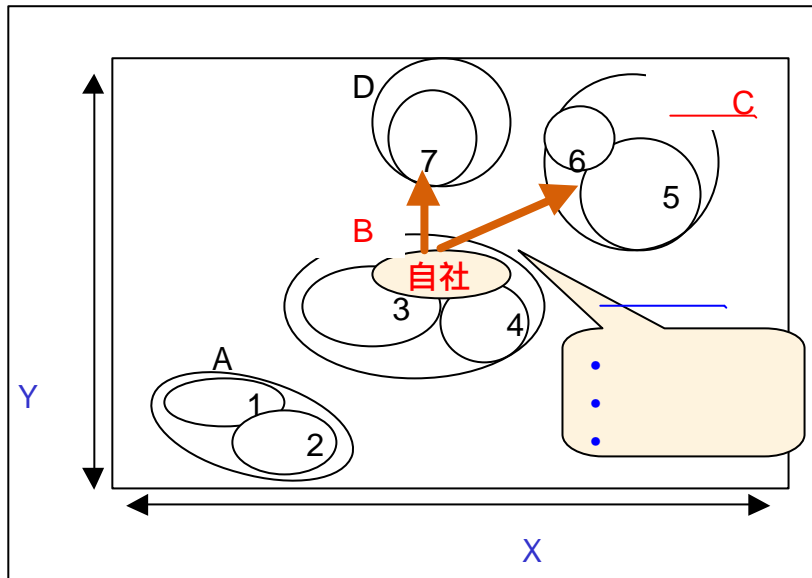
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2) 例

- , , , 가 , , , , Cost Position, 가 , , , ,



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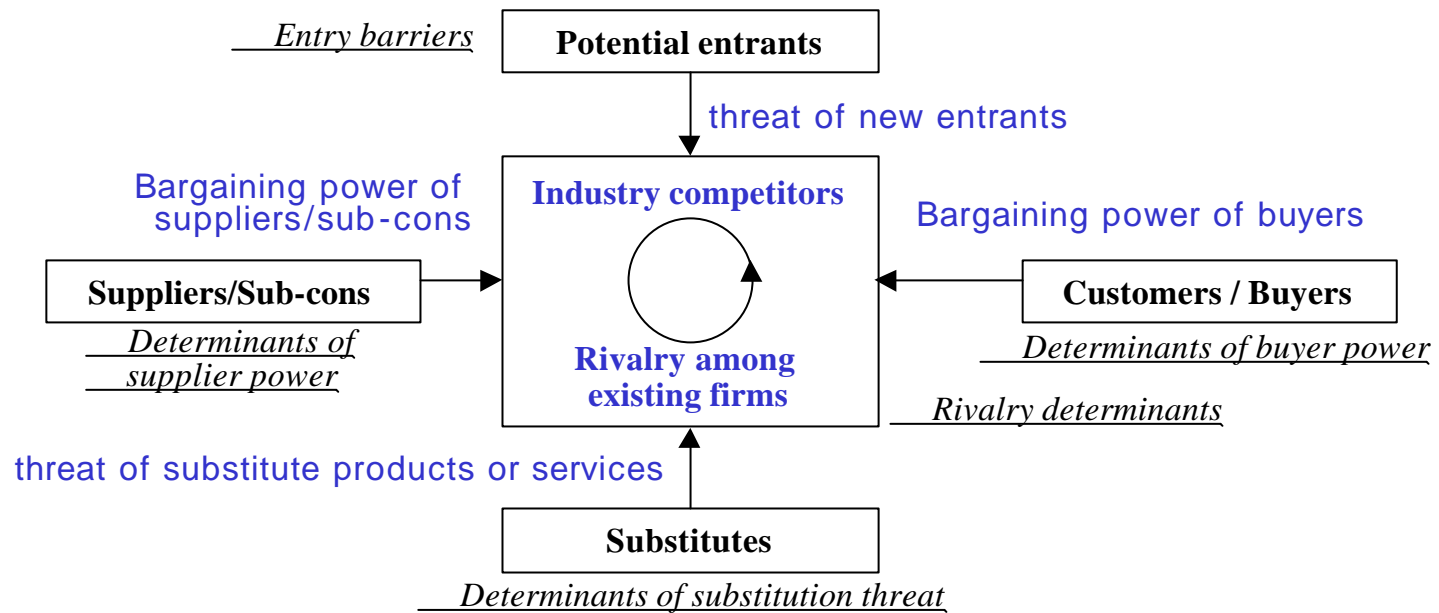
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1)

: M.E. Porter's The Five Forces

- _____ (intensity of industry competition & profitability)
_____ (industry's structural attractiveness) 5가
- 5가 가 가 , 自社
- The five forces framework / /



1)

: 5 Forces(Threat of new entrants)

- Market Share , 가
- 가 가

(Intensity of rivalry among existing competitors)

- (competitive position) ,
- 가 , / ,

(Bargaining power of suppliers)

- 가
- 가

(Bargaining power of buyers)

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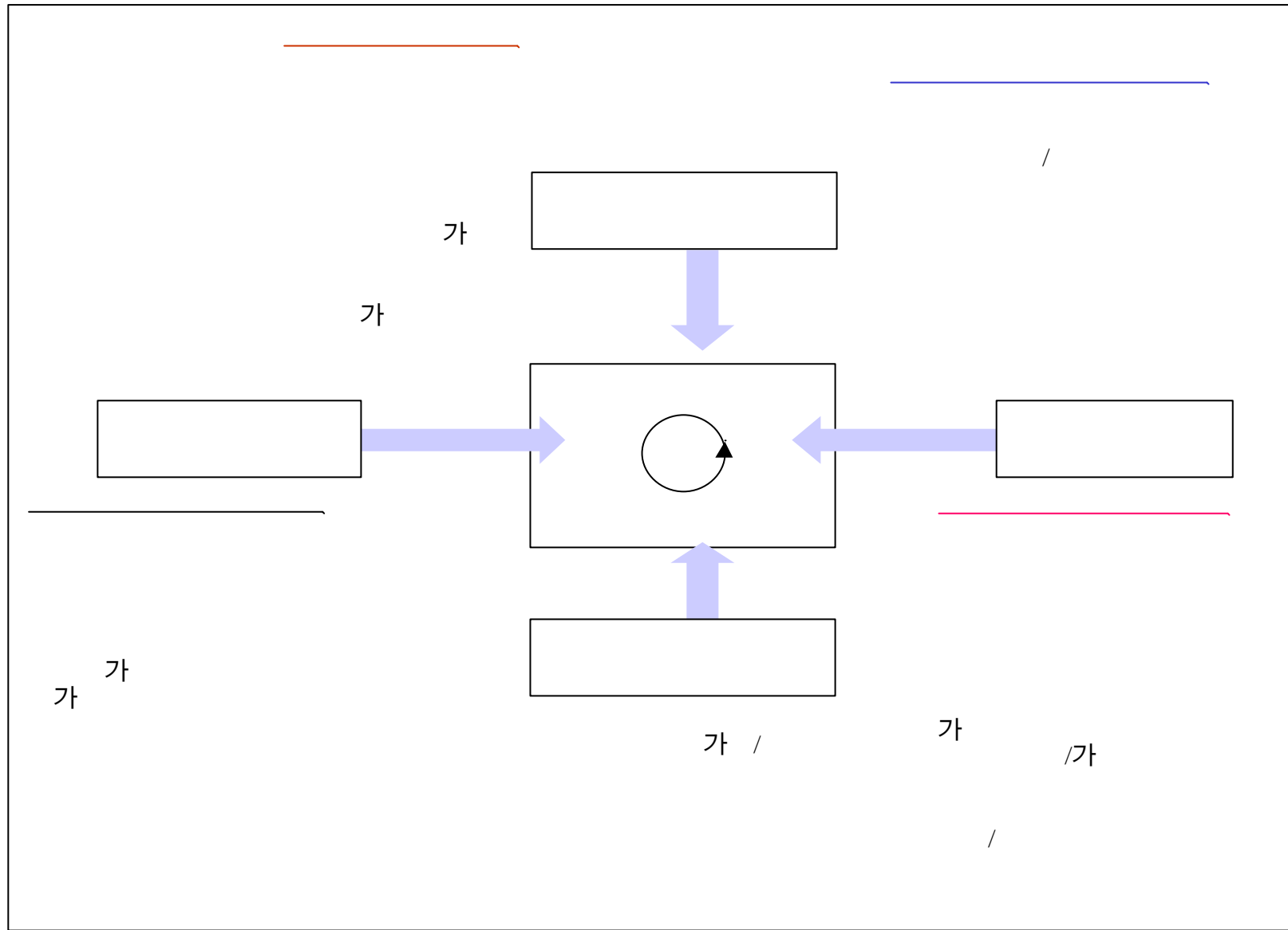
(Threat of substitute product or services)

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5Forces

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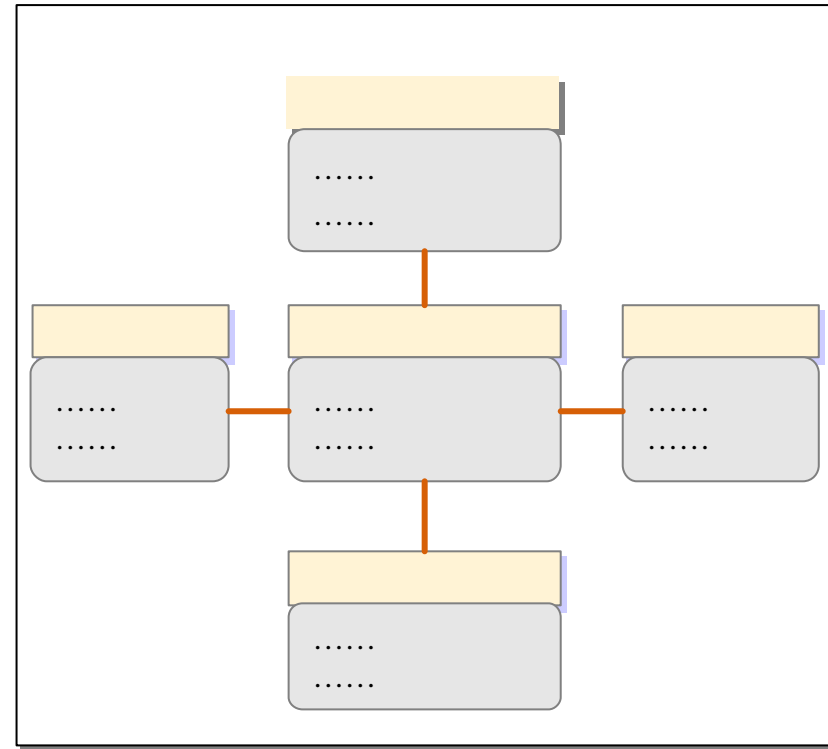
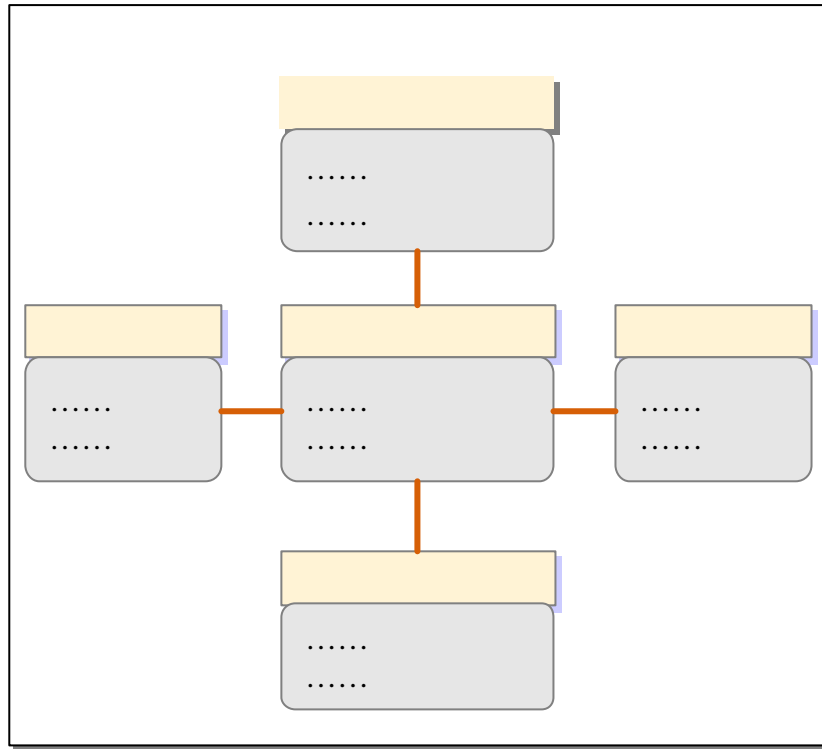
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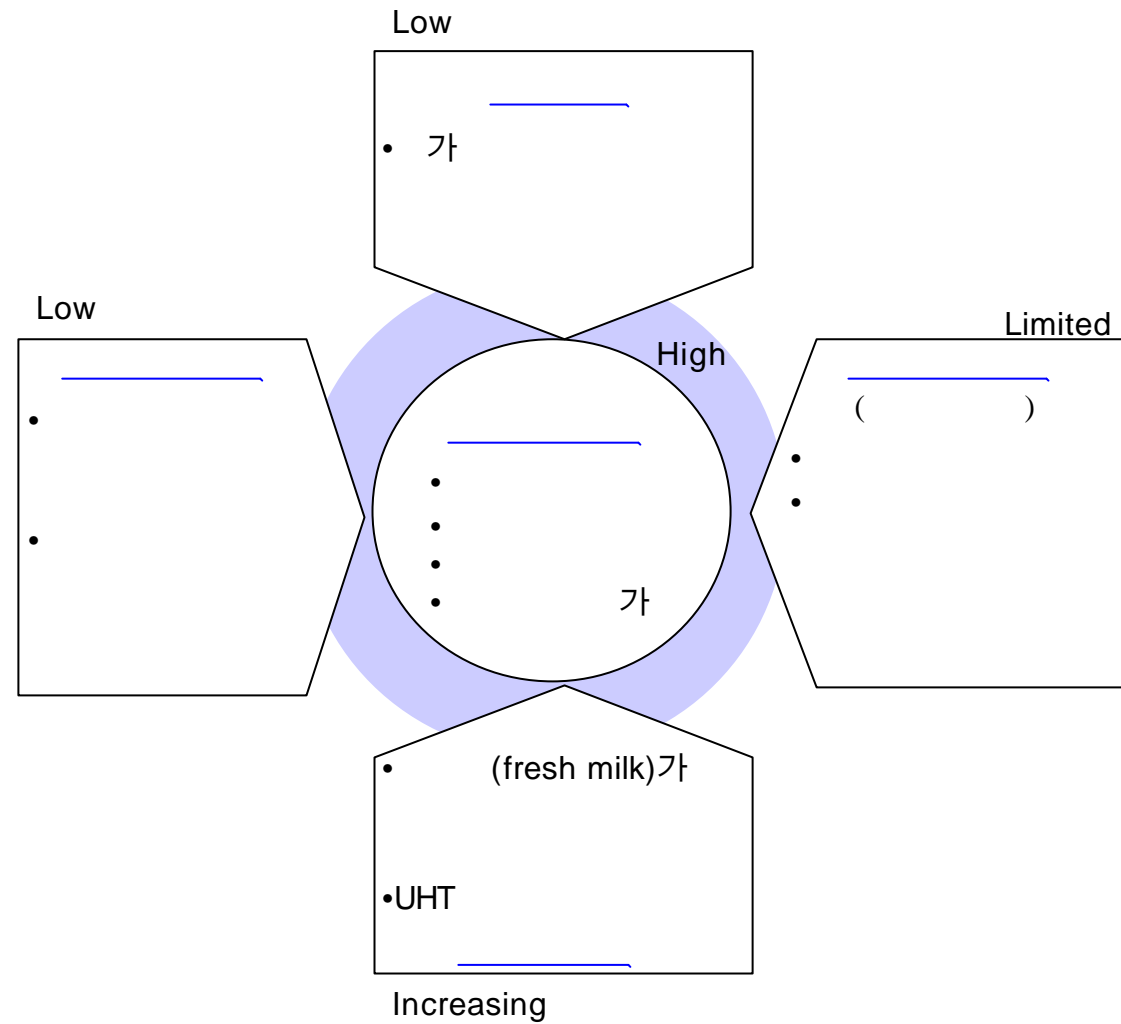
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KSF(key Success Factors)

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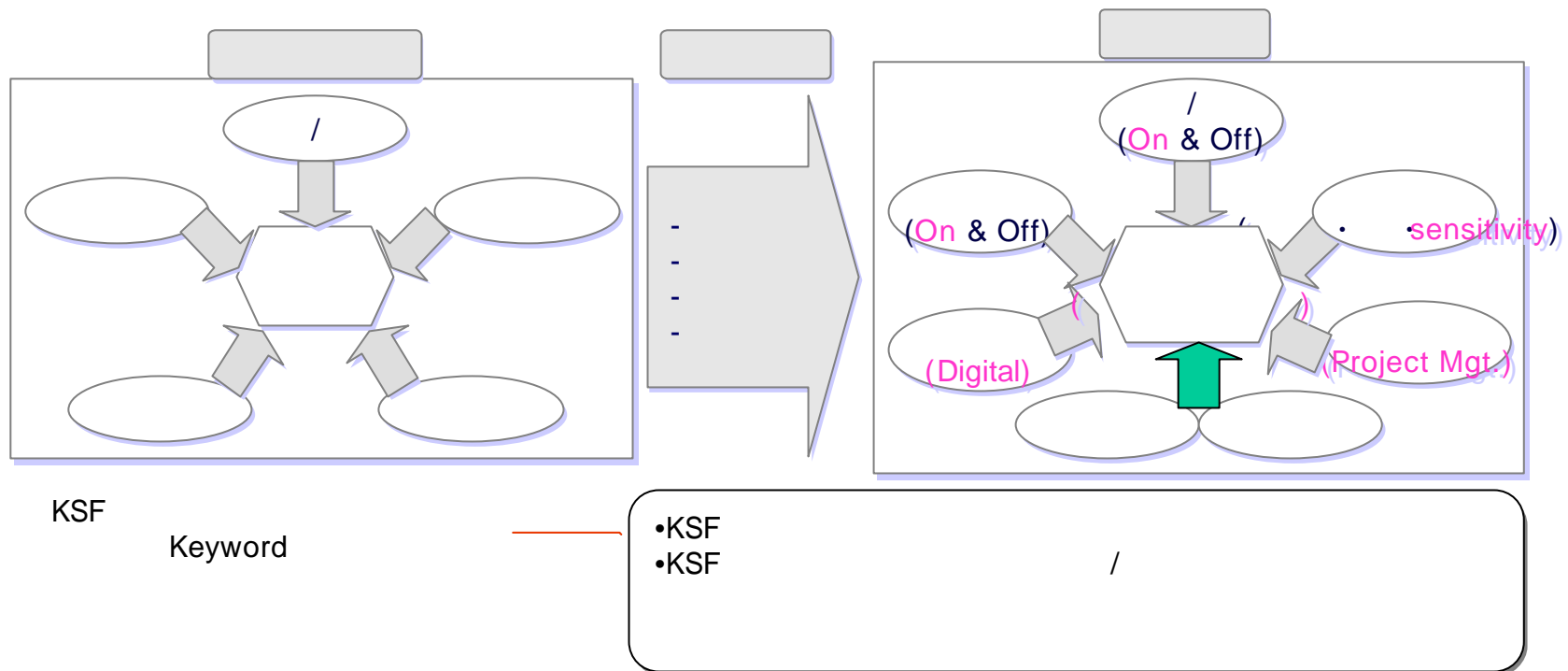
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SBU

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•KSF

例



1. 가

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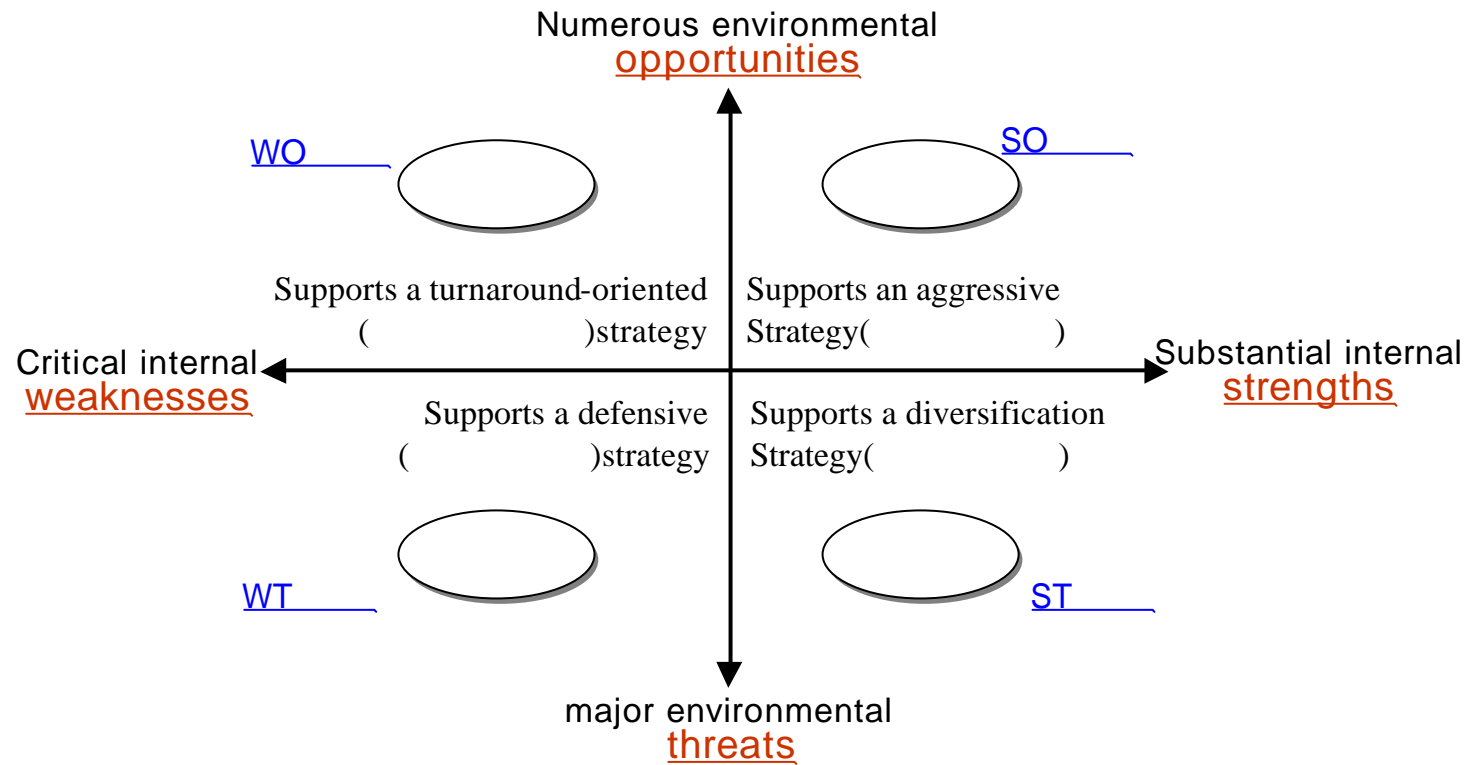
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_____ (SWOT, TOWS, WOTS -UP)



1)

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- - + (Analytical Thinking + Intuitive Thinking = Strategic Integrated Thinking)
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- 가 ,
-SO, ST, WO, WT Focusing
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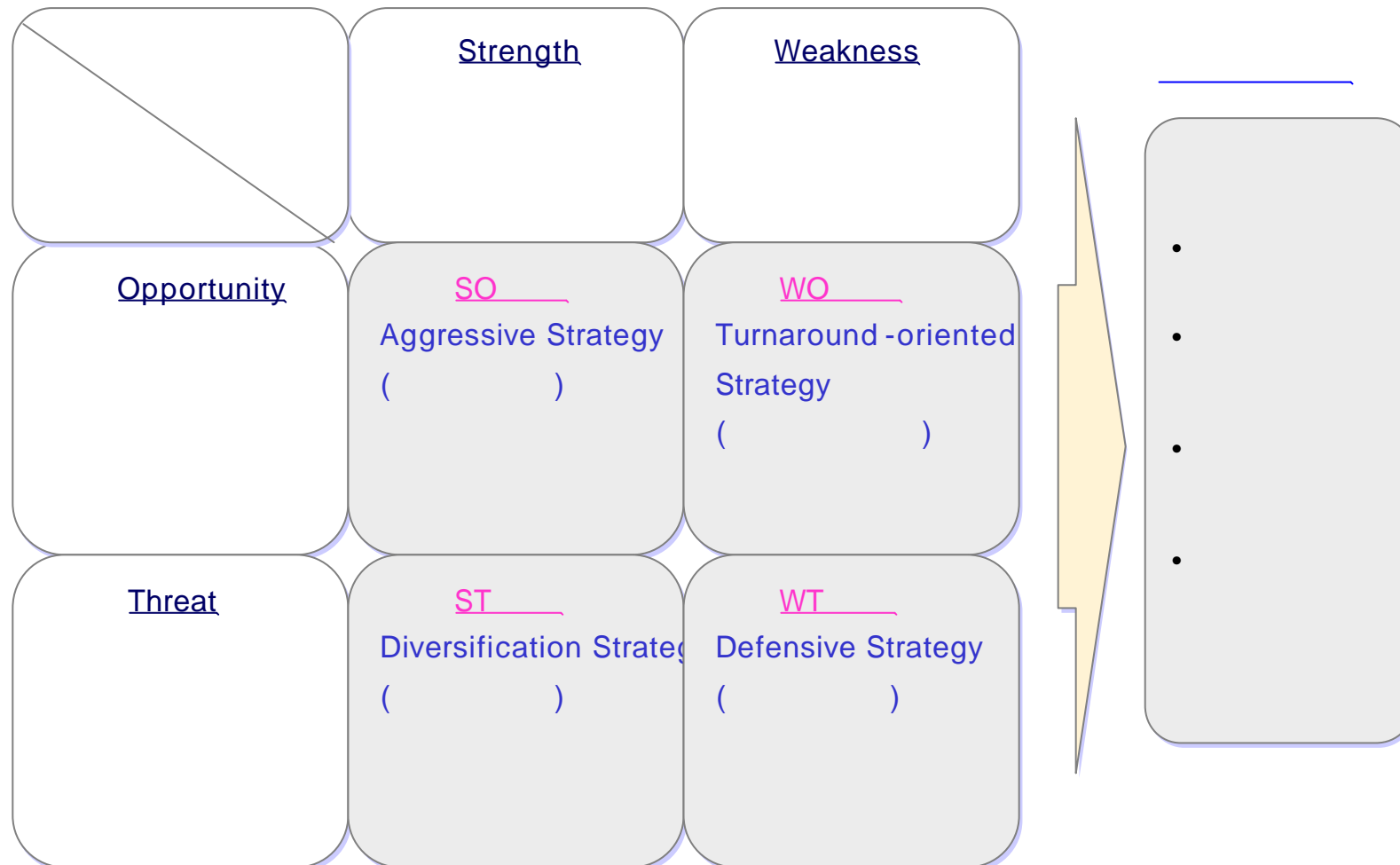
2) . . . 例

| (Strengths) | | (Weaknesses) | (Opportunities) | | (Threats) |
|--|-----|--------------|-----------------------------|--|-----------|
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| CEO | TMT | | | | / 가 |
| | | R&D | / / / / | | / |
| | | | IT/ , / | | |
| 가 | | | | | |
| TMT = Top Management Team ☞ Tangible & Intangible | | | IT = Information Technology | | |

3)

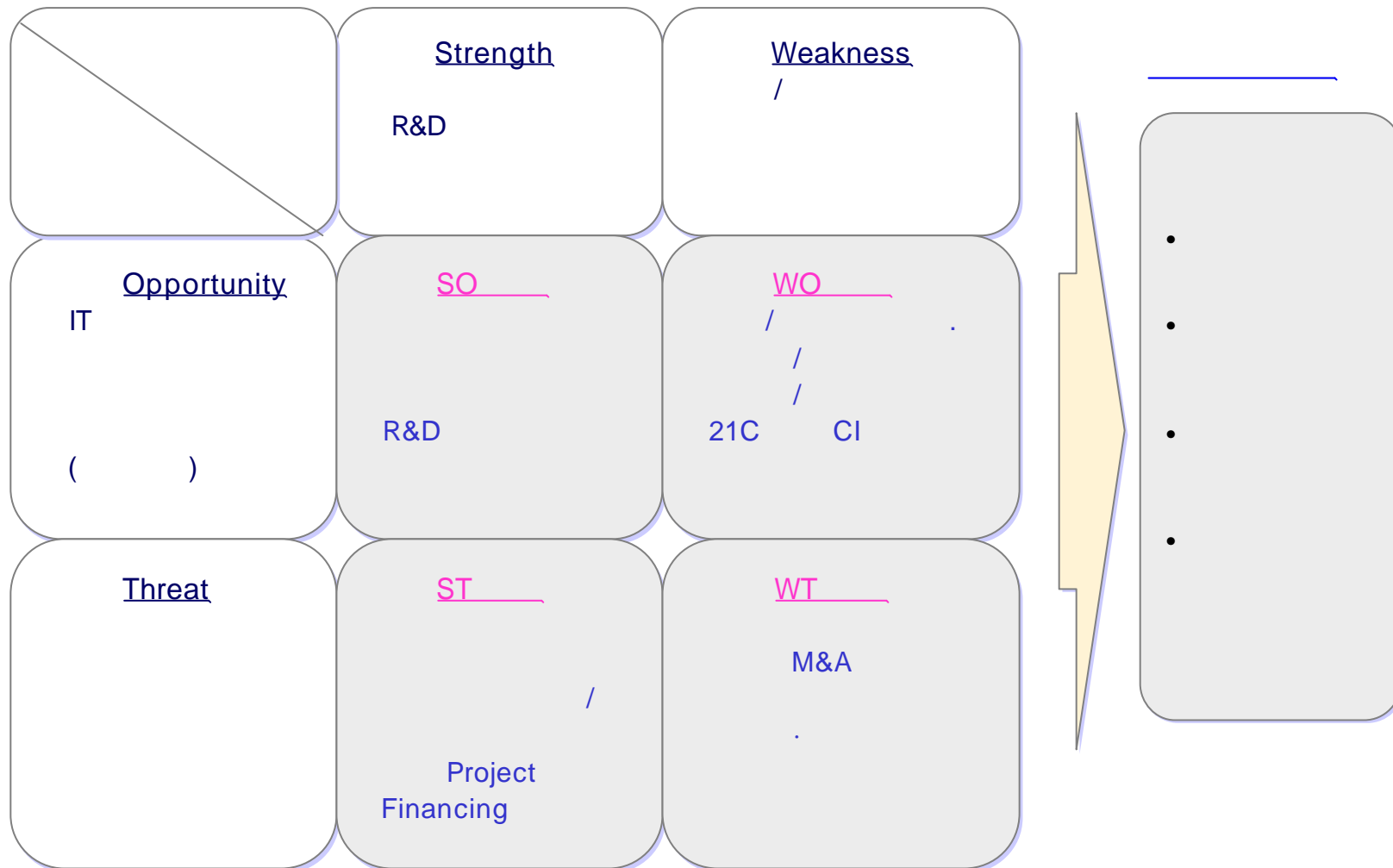
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例



3)

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1. SWOT