



## 17 : 가 BSC

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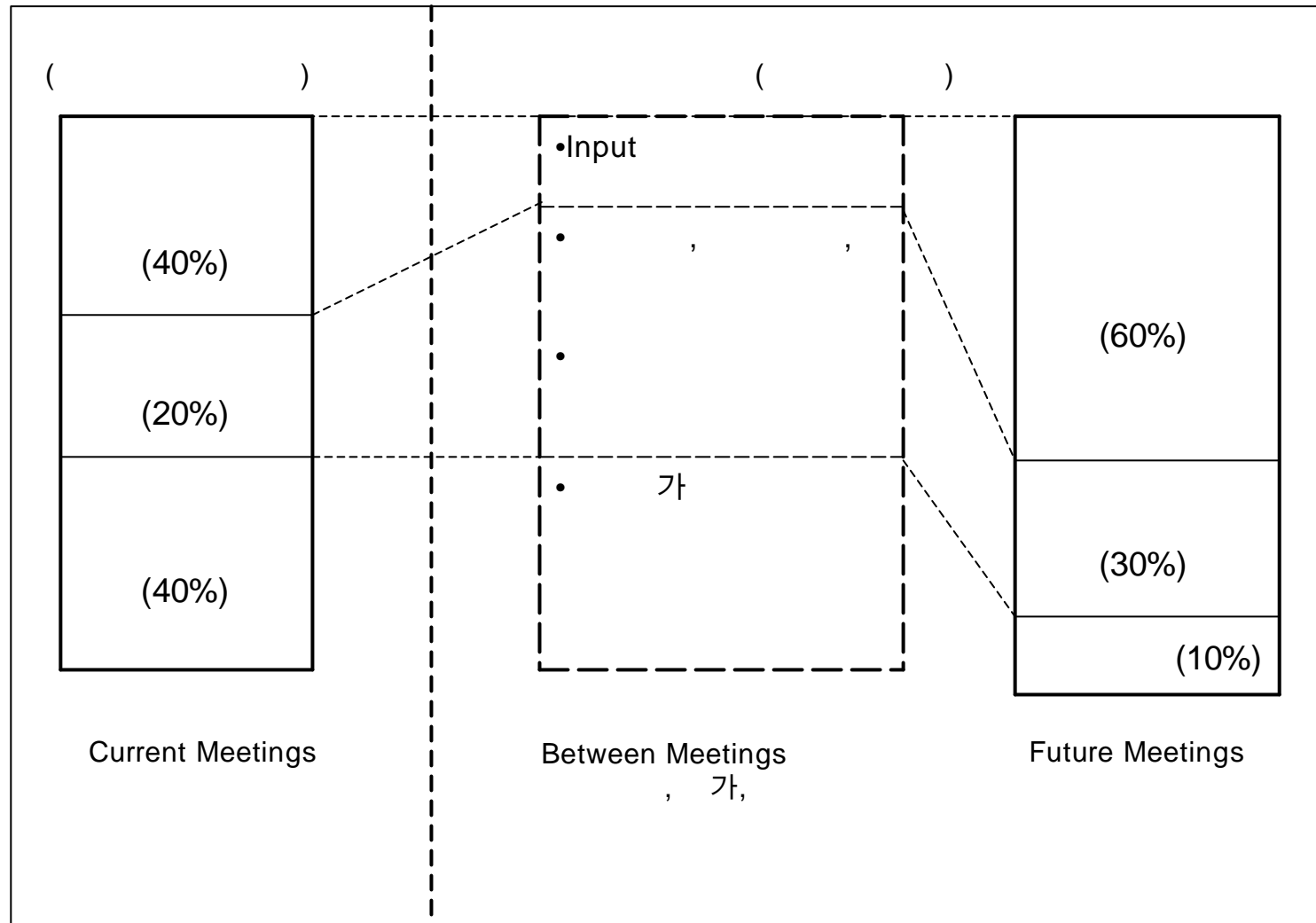
### ❖ 학습 목표

- 1.
2. BSC
3. BSC

### ❖ 학습 내용

- 1.
- 2.
- 3.
4. BSC
5. BSC
- 6.
- 7.

## 1) ? SFO : Strategy-Focused Organization

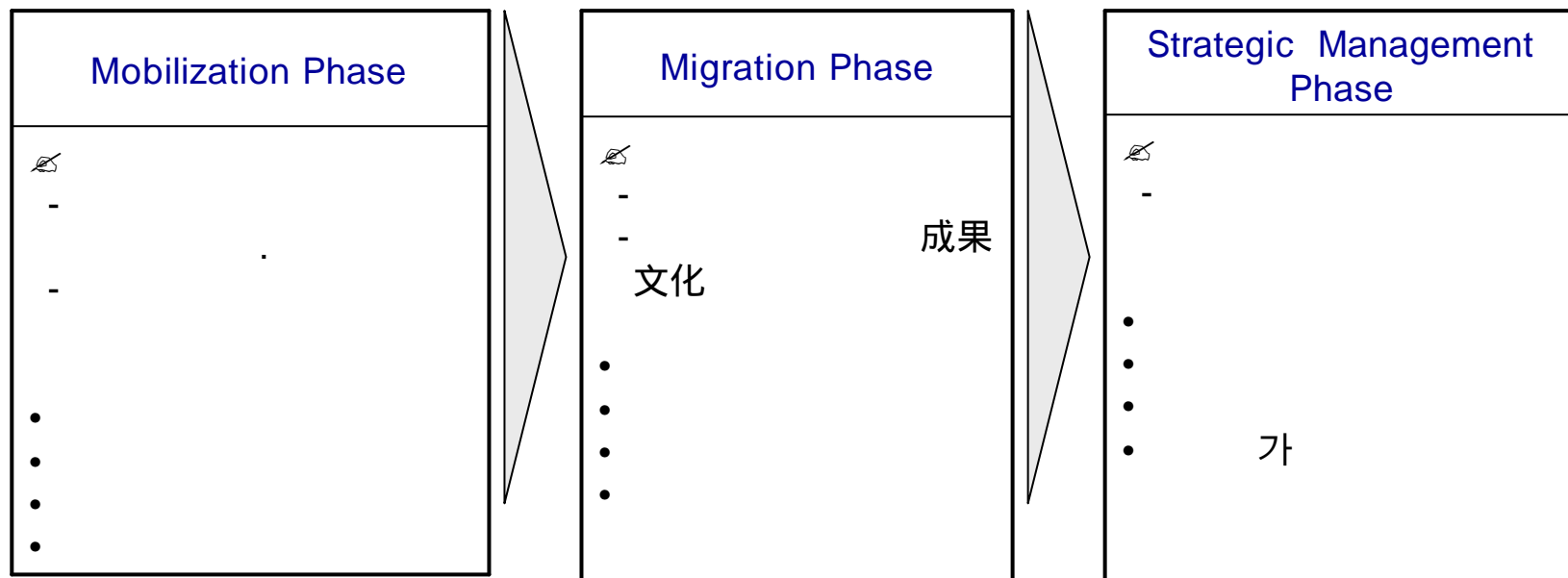
SFO BSC

## 2) SFO(Strategy -Focused Organization)

3

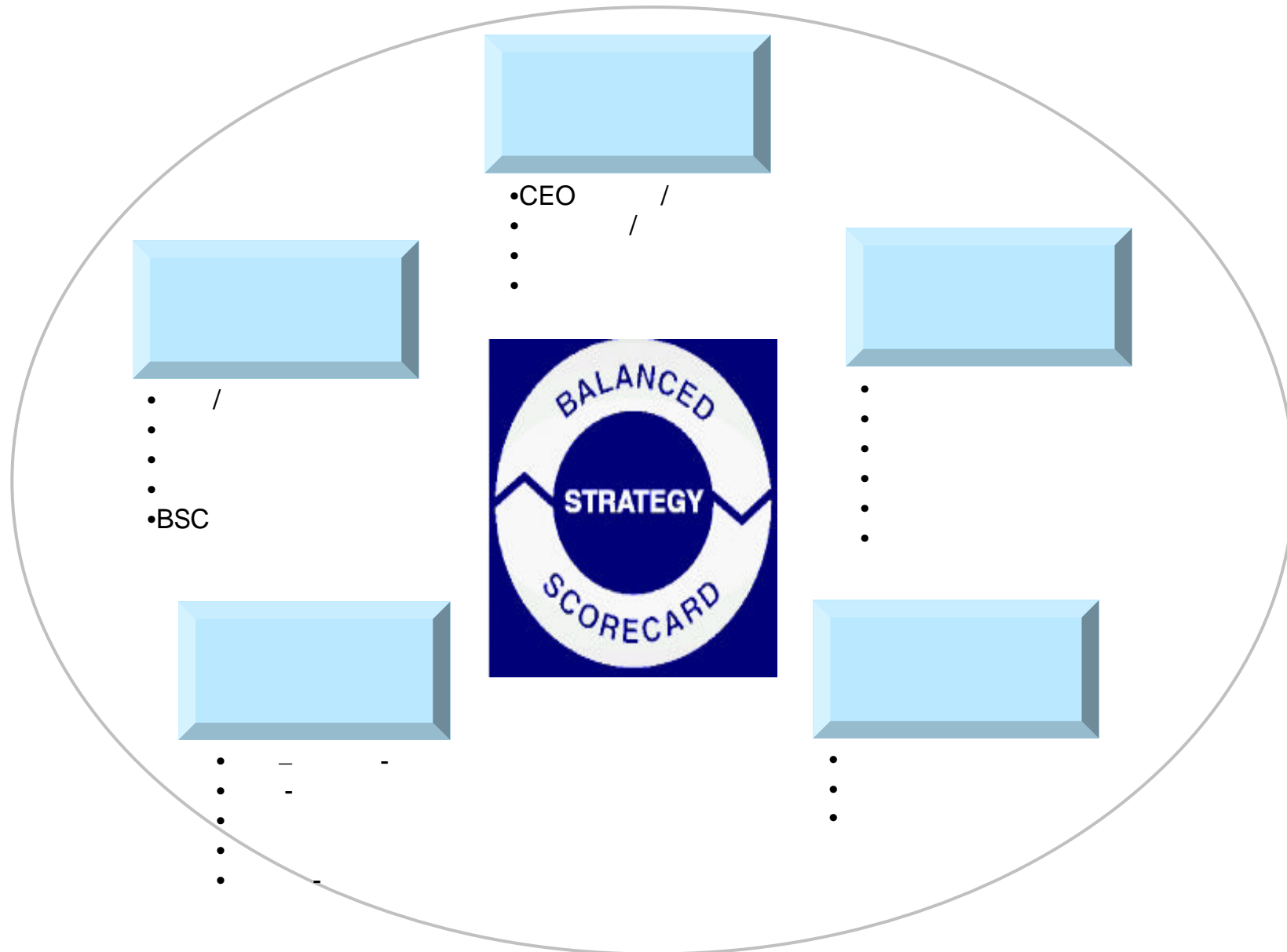
SFO

BSC



SEM(Strategic Enterprise Management)

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- / - -

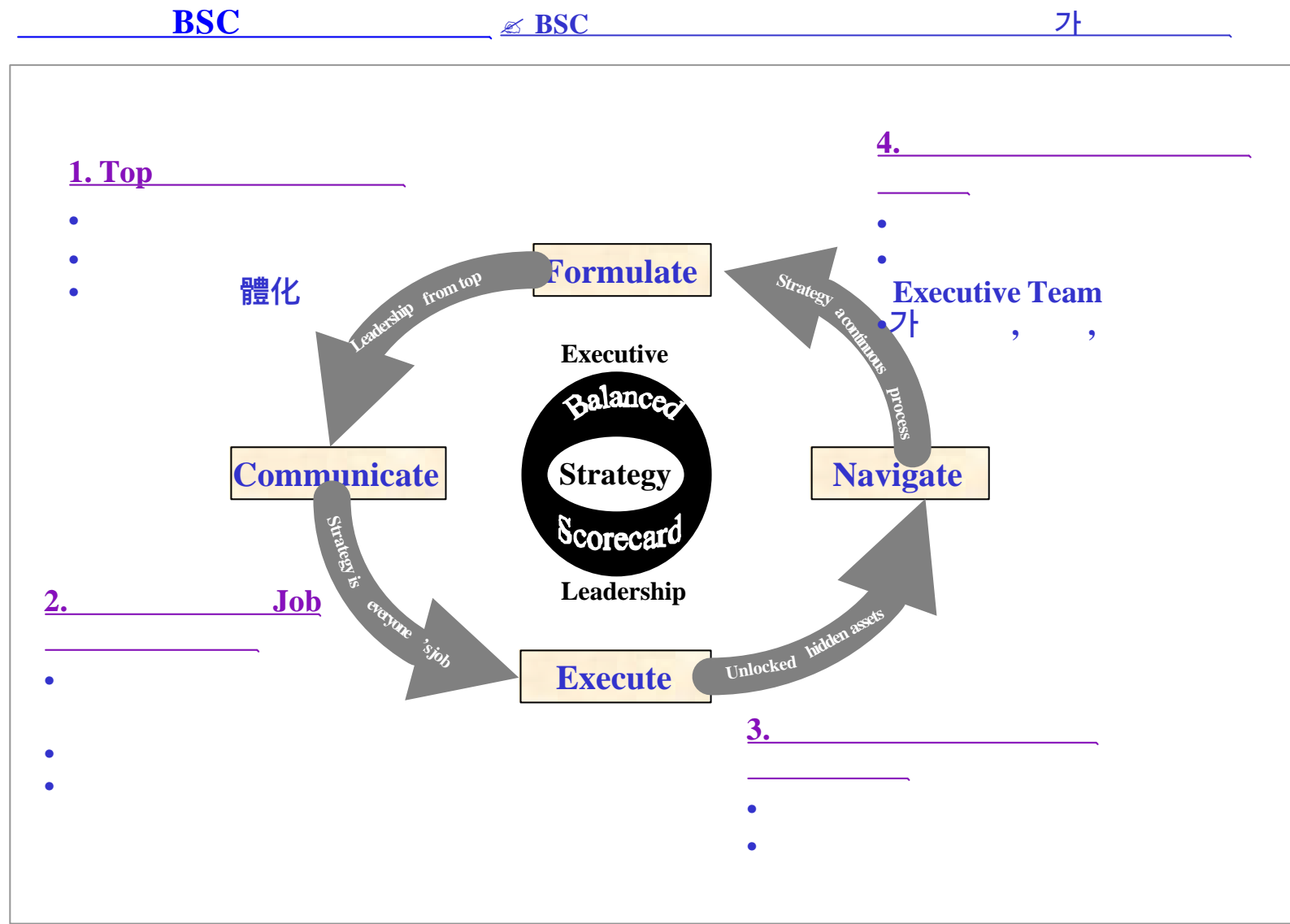


## 4) SFO

John Kotter : Eight Stage Process for Creating Major Change

1. ( ) (Establishing a sense of urgency)
  - . /
2. / (Creating the guiding coalition)
  - 가
  -
3. (Developing a vision & strategy)
  - ✍
4. (Communicating the change vision)
  -
5. (Empowering broad-based action)
  - /
  - Risk-taking,
6. (Generating short-term wins)
  - (win) 가 ✍
  -
7. (Consolidating gains and producing more change)
  - ,
  - - -
  - Change Agents
8. (Anchoring new approaches in the culture)

5)

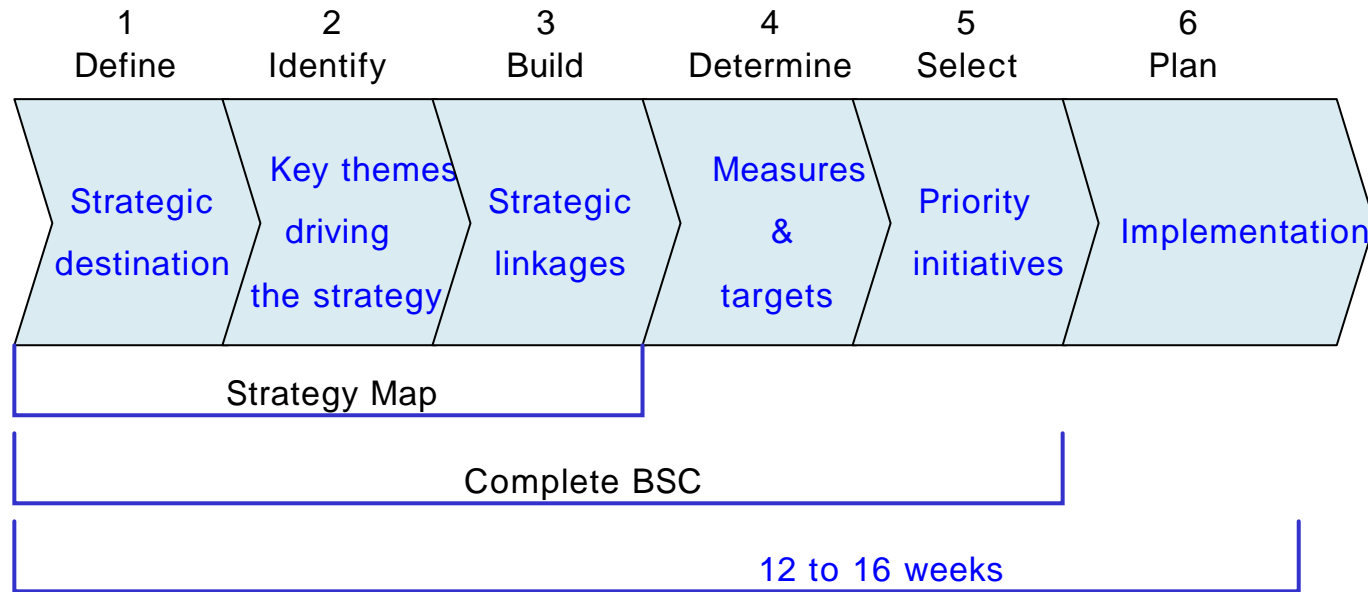


5)

- : /
- 
- : - -BSC
- 
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- :
- 
- BSC
- IT BSC
- 가

1) BSC

SFO

Phase 1 : BSC design & mobilizationPhase 2 : Build the SFO(Strategy - Focused Organization)1 2 Years  
(Phase + )

- Rapid BSC cascading & development
- Planning & budgeting
- Governance
- Feedback & learning
- Performance management

## 2) BSC

1.

2. / 가/

3.

4. ( )

5. / / ( )

-  
 ( / / Facts / )  
 -1. 4. Facts ( )  
 -Value Chain,  
 -BSC

6.

-Core competencies  
 -Functional & technical requirements/  
 Competency  
 -

7. 가

-[ - - - ]  
 -Value Chain  
 - 가 / (1 )  
 가 Core Activities  
 가 (objectives) CSF/KSF  
 (measures) KPI  
 (cause-&-effect relationships)

8. - - -( ) BSC

- : 가 / / /  
 /가 ( - - )  
 - -  
 - , ,

-BSC , Action Plan

9.

- 가 : 가, 가  
 -IT  
 -  
 - ,OA  
 - ,  
 - /

10. Feedback &amp; Learning

1)

(                    가                    )  
 ,                    /                    BSC  
 '6.                    ,

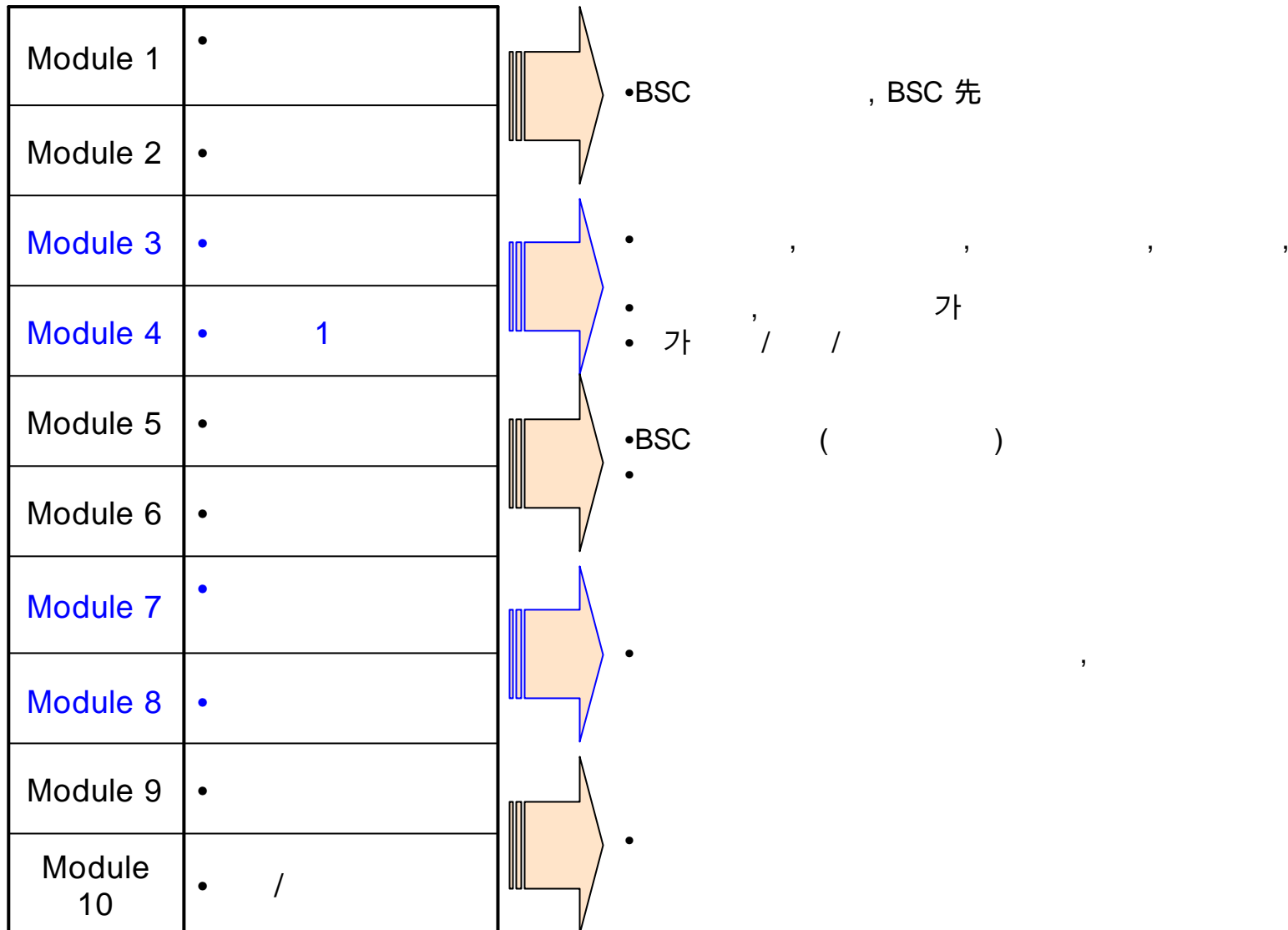
(Executives)/ : BSC                    가

(Senior managers)/ : BSC

**TFT(Internal consulting teams) : BSC**

(Functional leaders) : TFT                    BSC

1) ?



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2)       /       /       ? 例

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\_\_\_\_\_

**Stage 1 :** \_\_\_\_\_ **(Strategy Review/Preparation)**

**Stage 2 : BSC** \_\_\_\_\_ **(Fast Track Development Workshop)**

**Stage 3 :**       •       **(Review and Revision)**

**Stage 4 : BSC** \_\_\_\_\_ **(Fast Track Implementation Workshop)**

3-2.

3.

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2)       /       /       ? 例

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**Stage 1 : (Strategy Review/Preparation)**

/       /

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- 
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- /
- 가

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_:

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2)        /        /        ? 例

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## Stage 2 : BSC                      (The Fast Track Development Workshop)

1) \_\_\_\_\_

-  
-  
-

動因(drivers)

2) BSC 4 \_\_\_\_\_ (cause-and-effect)

-  
-  
-

가

.        가

3) \_\_\_\_\_ :

4) \_\_\_\_\_

5) \_\_\_\_\_ :

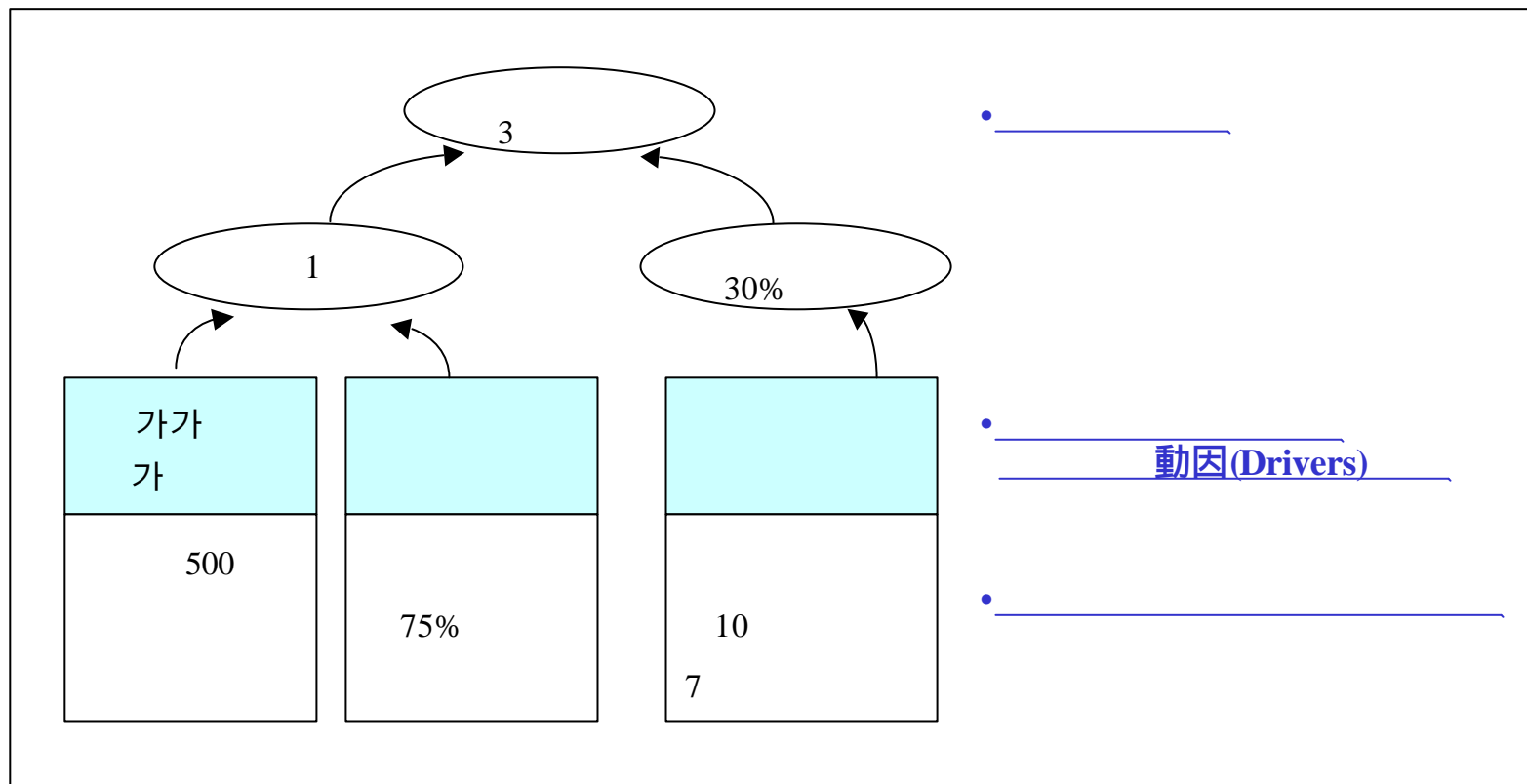
3-2.

3.

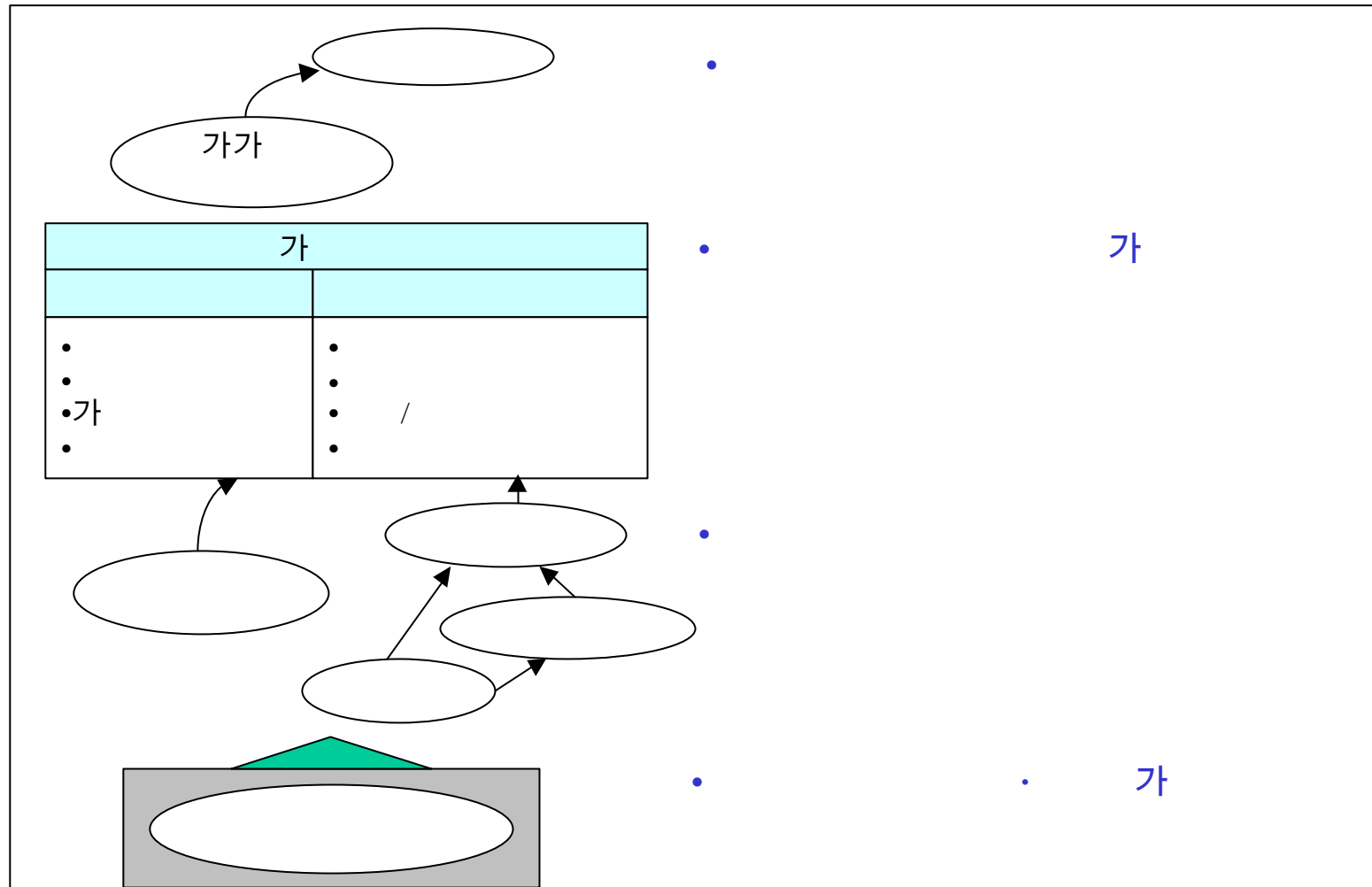
2)     /     /     ? 例

## Stage 2 : BSC                      (The Fast Track Development Workshop)

1) \_\_\_\_\_



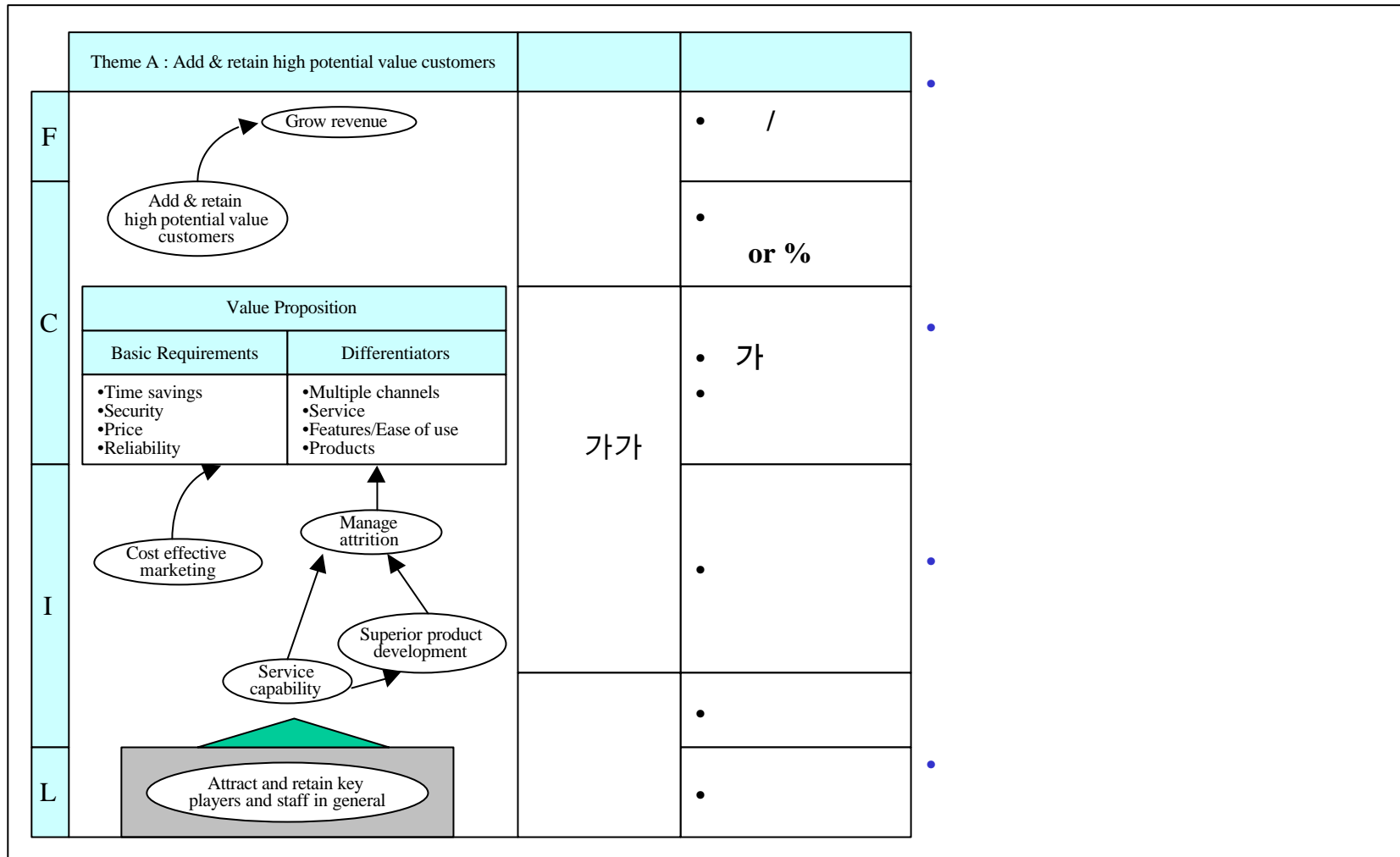
2) / / ? 例

**Stage 2 : BSC****(The Fast Track Development Workshop)****2) BSC 4****(cause-and-effect)**

2)        /        /        ? 例

**Stage 2 : BSC****(The Fast Track Development Workshop)**

3) \_\_\_\_\_











2) / / ? 例

### Stage 3 : (Review and Revision Process)

Stage 2. 1 BSC

1)

2) - - - .

-  (objectives)
-  (measures)
-  (cause-&-effect relationships),
-  / (leading/lagging indicators), / (outcome/performance drivers)
-  (targets)
-  , (initiatives, priority)
-  (data collection)
-  (communication)

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2)       /       /       ? 例

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**Stage 4 : BSC**                      **(Fast Track Implementation Workshop)**

1) **BSC**

- -                      BSC
- 

2) \_\_\_\_\_

- BSC
- 

- Education and communication strategy
  - Plan for cascading to lower levels
  - Integration into the existing planning and management process

2) / / ? 例

**Stage 4 : BSC****(Fast Track Implementation Workshop)**

|   | Theme A : Add & retain high potential value customers | Strategic objectives                                     | Measure                                   | 2001 Baseline                                | 2002 Targets      | Related Strategic Initiative(s) |
|---|-------------------------------------------------------|----------------------------------------------------------|-------------------------------------------|----------------------------------------------|-------------------|---------------------------------|
| F |                                                       | Grow revenue                                             | 1.Revenue by product/service              | \$39,774                                     | \$111,482         | TBD                             |
|   |                                                       |                                                          | 2.Number & percent of active customers    | 151,903                                      | 329,437           | Customer Contact Program        |
| C |                                                       | Add & retain high value & high potential value customers | 3.Number of incremental & total customers | 215,000<br>10%                               | 297,000<br>15%    | Customer Acquisition Database   |
| I |                                                       |                                                          | 4.Profit(value) per customer & portfolio  | Existing :<br>197.00<br>Existing :<br>137.90 | 197.00<br>137.90  | Cross-Selling Program           |
|   |                                                       | Maximize reliability                                     | 5.Weighted availability                   | 84%                                          | 99%               | TBD                             |
| L |                                                       |                                                          | 6.Response time                           | 80%<br>Acceptable                            | 99%<br>Acceptable | Responsibility Monitoring       |

1)

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•BSC

- , (Objectives) (Measures) ,
- BSC

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- : - - -
  - - - , BSC
  - : - - - 가
  - ✍ /
  - BSC
  - 
  - BSC Automation Monitoring
  - / / /
  - , S/W Monitoring 가
  - , S/W BSC
  - - 月 ,
  - 가.

S/W , BSC ,

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S/W

2) BSC

- - - ( B4 or A3, ..
- 1 )
- : , ,
- 
- BSC
- , ,

200x BSC

|  |     |  | 가 |  | 200x | 200x |  |  |
|--|-----|--|---|--|------|------|--|--|
|  | F1- |  |   |  |      |      |  |  |
|  | F2- |  |   |  |      |      |  |  |
|  | F3- |  |   |  |      |      |  |  |
|  | F4- |  |   |  |      |      |  |  |
|  | C1- |  |   |  |      |      |  |  |
|  | C2- |  |   |  |      |      |  |  |
|  | C3- |  |   |  |      |      |  |  |
|  | C4- |  |   |  |      |      |  |  |
|  | I1- |  |   |  |      |      |  |  |
|  | I2- |  |   |  |      |      |  |  |
|  | I3- |  |   |  |      |      |  |  |
|  | I4- |  |   |  |      |      |  |  |
|  | L1- |  |   |  |      |      |  |  |
|  | L2- |  |   |  |      |      |  |  |
|  | L3- |  |   |  |      |      |  |  |
|  | L4- |  |   |  |      |      |  |  |

- (B4 or A3) (objectives), (measures), (initiatives)
- -4, Strategy Map
- 
- BSC 가
- - - BSC ( )

[illegible]

1)

## •BSC

- - - -
- 
- :

가

## •BSC

- /
- BSC : ( - - ), ( )
- 1 / (CEO )
- BSC Action Plan
- BSC CEO -
- BSC

## •BSC

- BSC : ✍ ✍
- BSC : BSC ✍
- BSC : ✍ ✍ ( !!)
- BSC : ✍ ...

1)

- BSC 가  
- : - -  
-  
-4 가 : 가 / /  
-4 가 가 40-50% ...  
4 가 가 10%  
- : - - 15-20 , 10 가
- BSC 가 , 가 , 가 ( )  
- - - - BSC 가 가  
- 가 - - BSC 가 / .  
- / 가  
)  
가 가/ 가/ 가  
가 例) : : = 15 : 20 : 65  
가 例) : BSC 70% + BSC 30%  
가 例) : BSC 70% + BSC 30%  
가 例) : BSC 70% + BSC 30%  
- / 가 : ( 가) / / /
- BSC 2 3 , - - - BSC  
... / Pool