



14 :

❖ 학습 목표

- 1.
- 2.

❖ 학습 내용

3.
 - 3-1.
 - 3-2.
 - 3-3.
 - 3-4.

1)

[G.Hamel/C.K.Prahalad : core competencies](#)



-
-
-



가 value creation	<ul style="list-style-type: none"> 가 가 가 ..
distinctive&superior	<ul style="list-style-type: none">
Leverageable to other businesses	<ul style="list-style-type: none"> 가
가 Scarce&difficult to imitate	<ul style="list-style-type: none"> 가 가

2) (Fit & Stretch)

Hamel & Prahalad : strategy as stretch & leverage/core competency / 80

- 90 (strategic thinking)

Traditional Approach	Hamel & Prahalad
<ul style="list-style-type: none"> •Strategy as fit •Resource allocation •Portfolio of business •Competition as confrontation 	<ul style="list-style-type: none"> •Strategy as stretch •Resource leverage •Portfolio of competences •Competition as collaboration

- : 가?
- _____
- (senior management) ...
- (the concept of stretch in strategic thinking)

2) The Core Competence Of The Corporation/C.K.Prahalad & Gary Hamel(HBS, May/June 1990)

가. Introduction

80 , · · (restructure, declutter, & delayer)

가
90 , 가 (core competencies)
가 ...

· (rethinking the corporation)

(business units) ,
가 ..
(market boundaries) , (targets)
, (emerging markets) ,

,
...

가

2) The Core Competence Of The Corporation/C.K.Prahalad & Gary Hamel(HBS, May/June 1990)

_____ (the roots of competitive advantage)

(competitiveness) _____ 가 / _____
 (the first wave) _____ 가

가 _____ - _____ , _____
 _____ 가 _____ - _____
 _____ , _____

(the real sources of advantage)

(corporate -wide technologies & production skills)
 가 (competencies) _____ (management's
ability)

/ / ...
 / / , ()

(technologies) _____, (skills) _____,
 _____ ,

, _____ (organization of work) 가 _____ (delivery of value)

-Sony (miniaturization)가 ... , Sony
 / / 가 가

-

 2) The Core Competence Of The Corporation/C.K.Prahalad & Gary Hamel(HBS, May/June 1990)

_____ (the roots of competitive advantage)

(全)

(communication, involvement, a deep commitment)

- _____ ...

- _____ , _____
 ... _____

...

- _____ ,

... _____ ,

- _____ .

- _____ (attractiveness of markets)가

) 3M...

2) The Core Competence Of The Corporation/C.K.Prahalad & Gary Hamel(HBS, May/June 1990)

_____ (identifying core competencies & losing them)

3가

가

가

_____ (embedded skills) _____ OEM(original
equipment manufacturer) ...

(cost centers)

()

/

-OEM

가

가

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/

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-

,

(people -embodied skills)

·

- _____ (competence leadership)

) 70 80

...

(video -based competencies)

TV TV

,

가

-TV

,

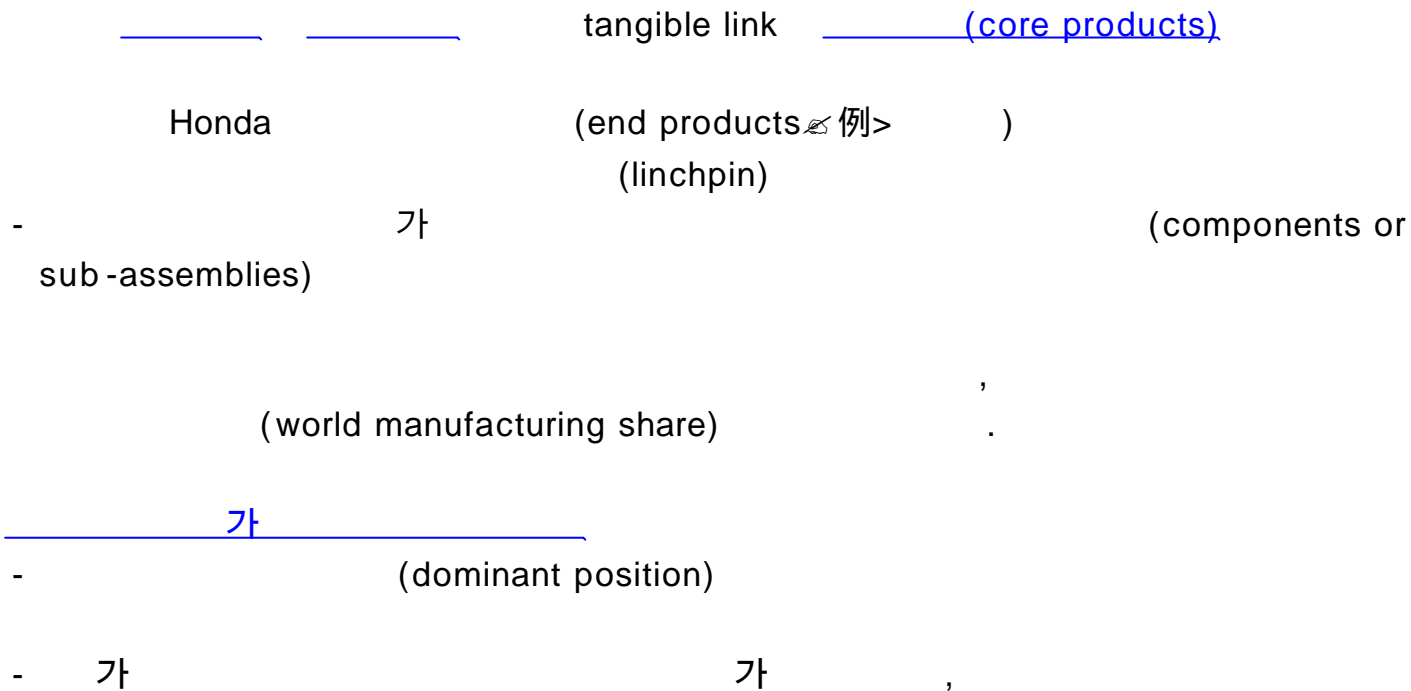
...

TV

,

2) The Core Competence Of The Corporation/C.K.Prahalad & Gary Hamel(HBS, May/June 1990)

_____ (from core competencies to core products)



2) The Core Competence Of The Corporation/C.K.Prahalad & Gary Hamel(HBS, May/June 1990)

_____ .

_____ , _____ 가

_____ , SBU's capital _____

_____ 가 _____

_____ /數/ _____ ,...

- _____ , _____

_____ (transfers) _____ 가 _____ ,...

_____ 가 _____ , _____

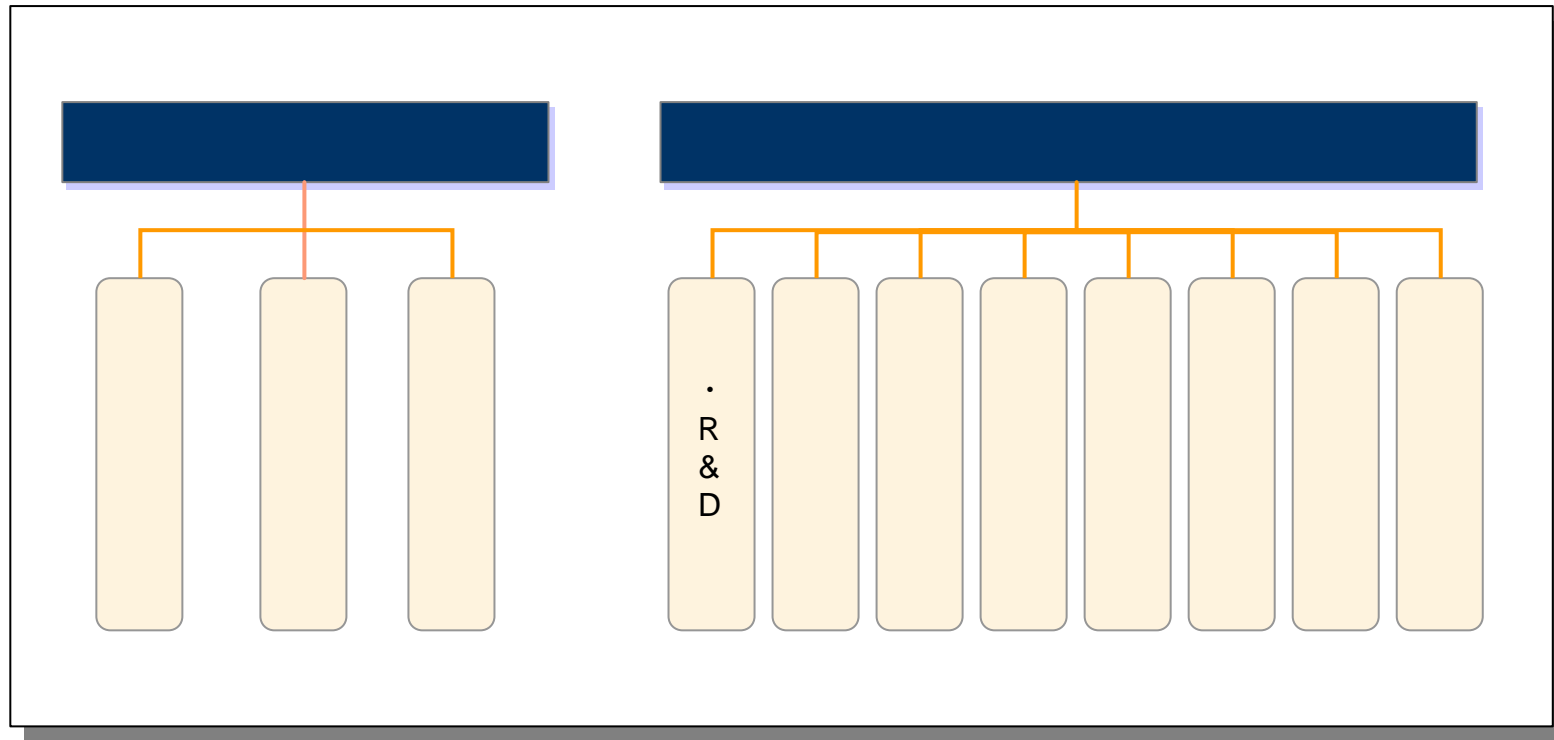
_____ , _____

_____ (wellspring) ...

...

1)

-



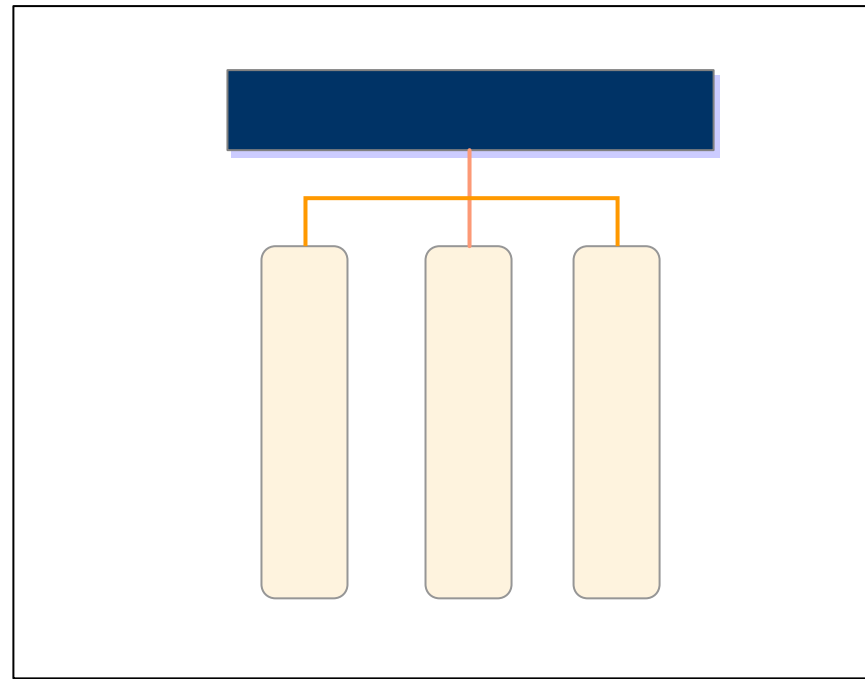
가

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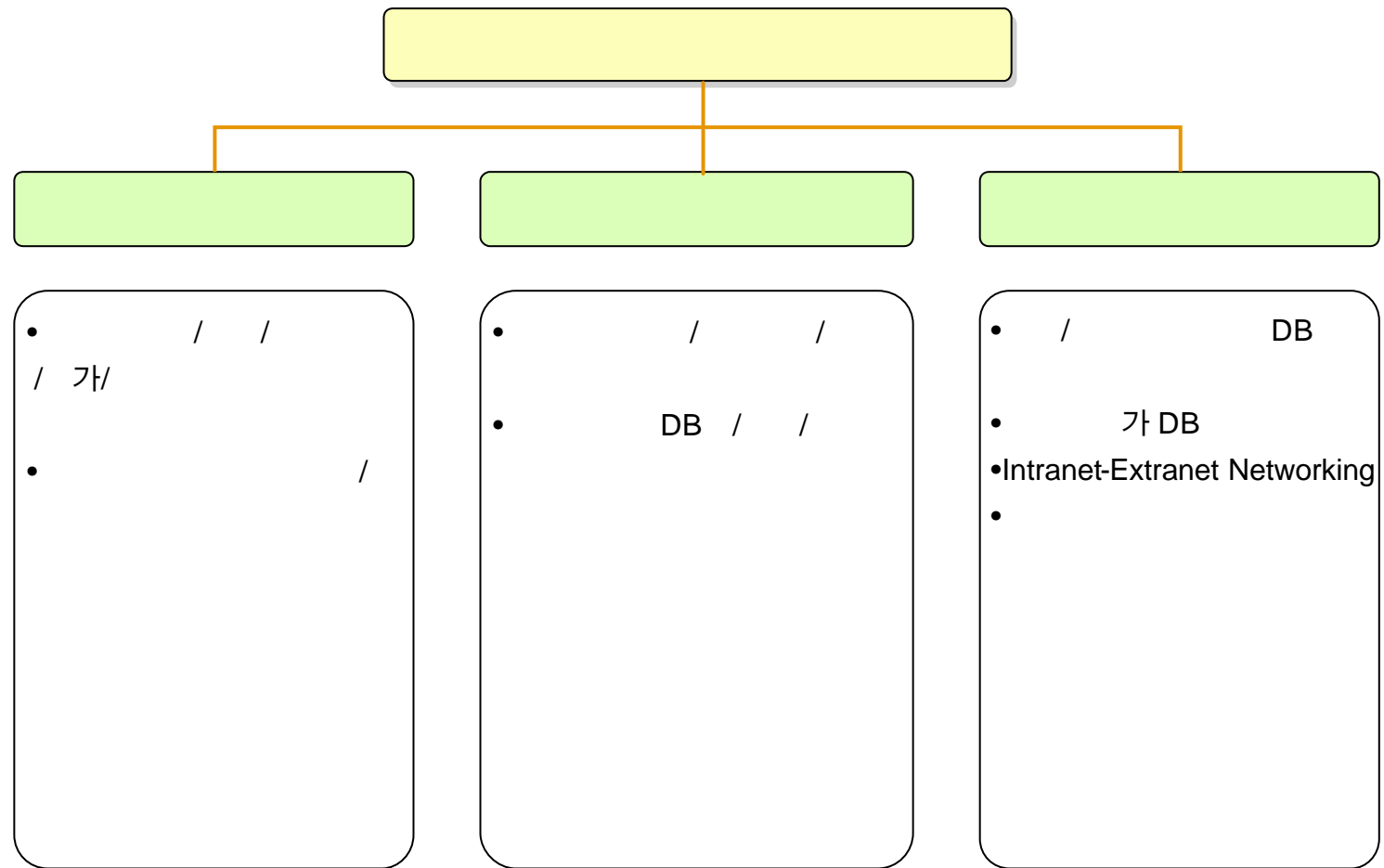
(Action Plan)

- - -BSC Action Plan

1)



2) - 例



[- -]

. 가

. Action Plan

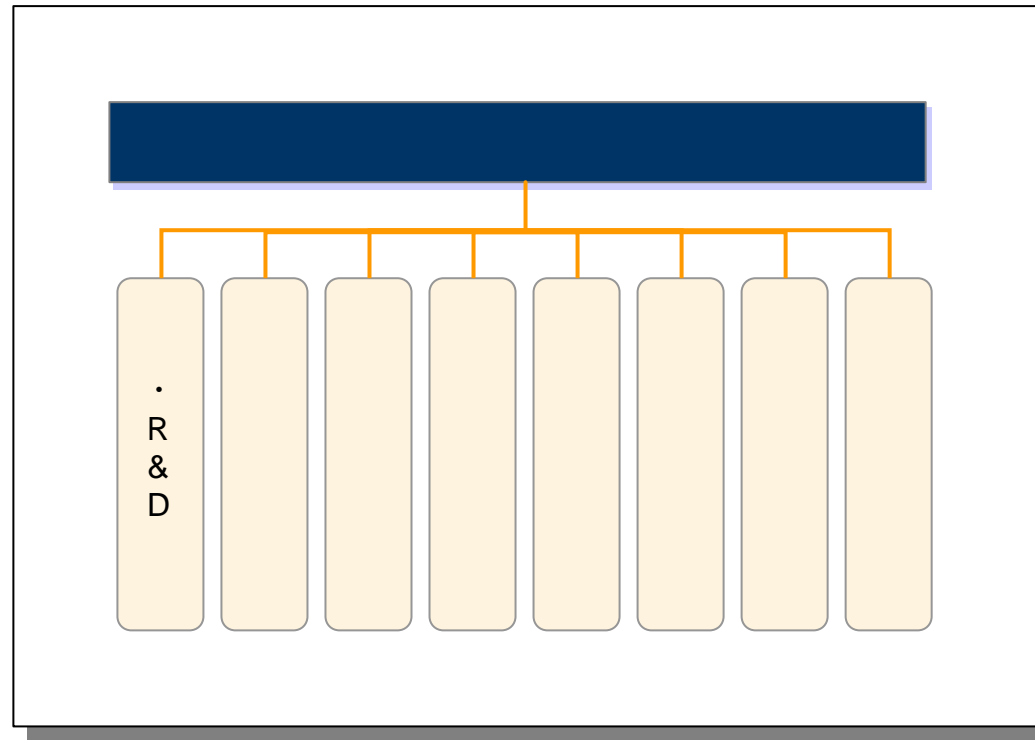
가

2) - 例

(1)

		2002	2003	2004	2005	2006		
가/								
(Staff)								

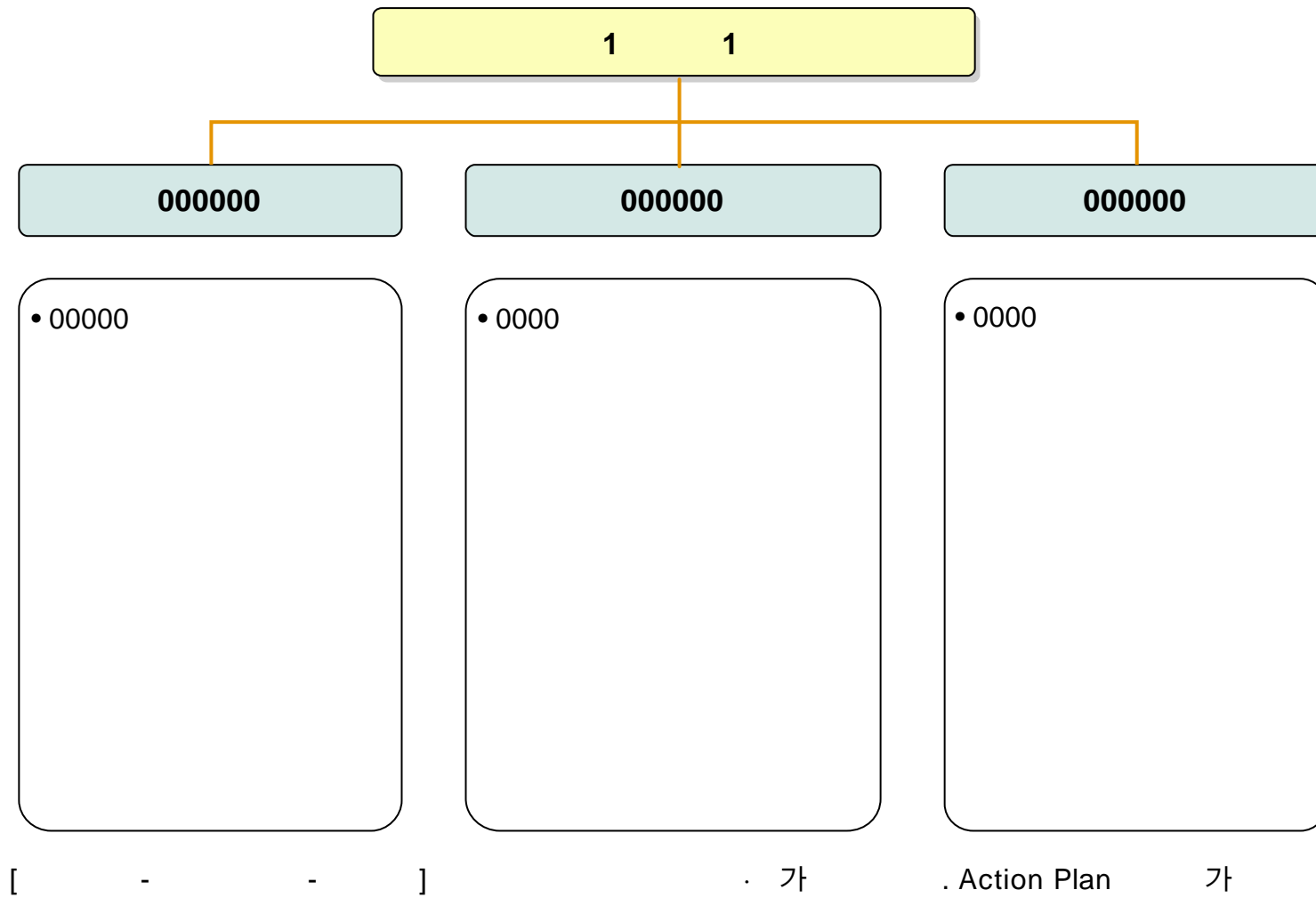
1)



3-4.

3.

2)



3.

(1) 1

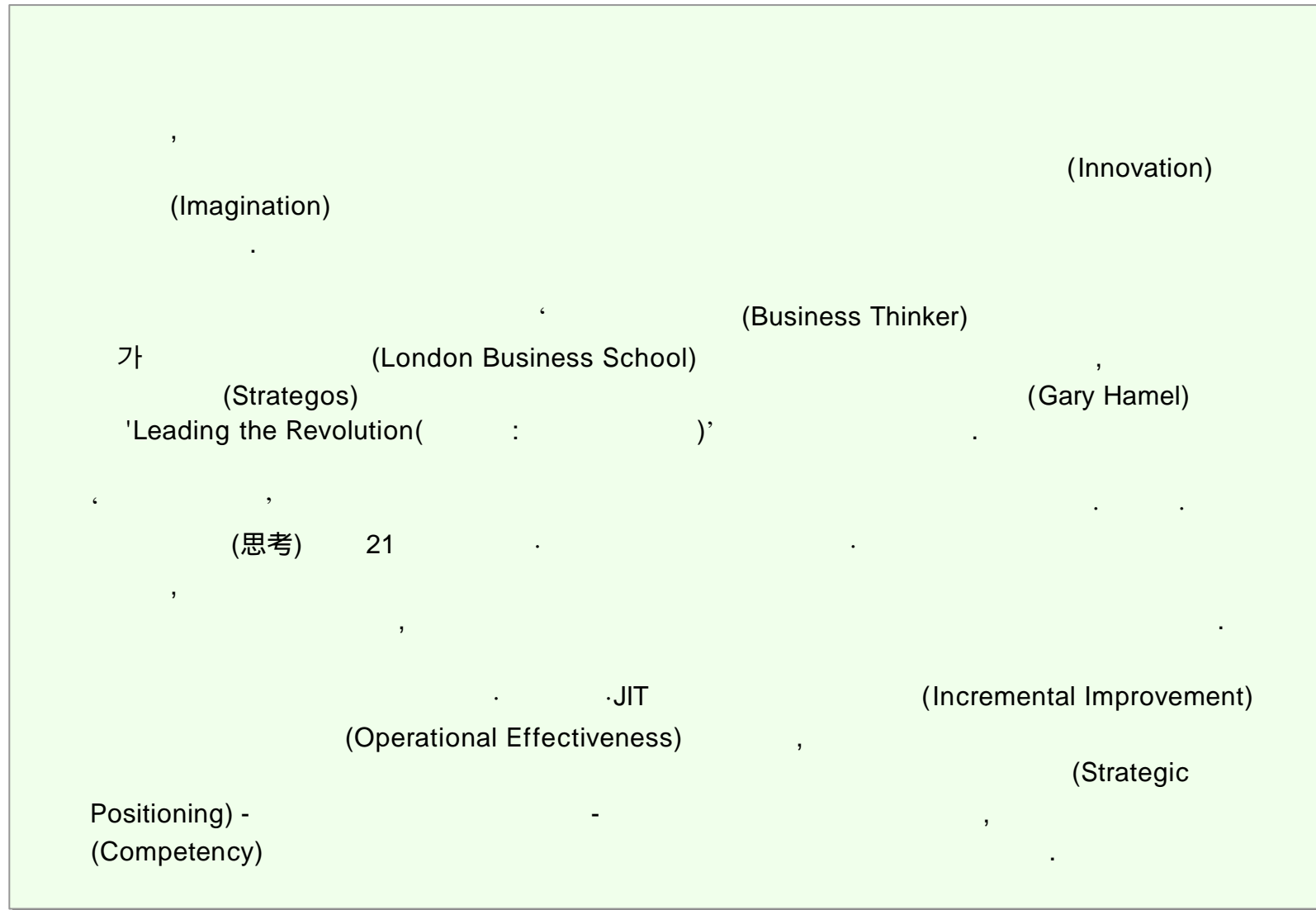
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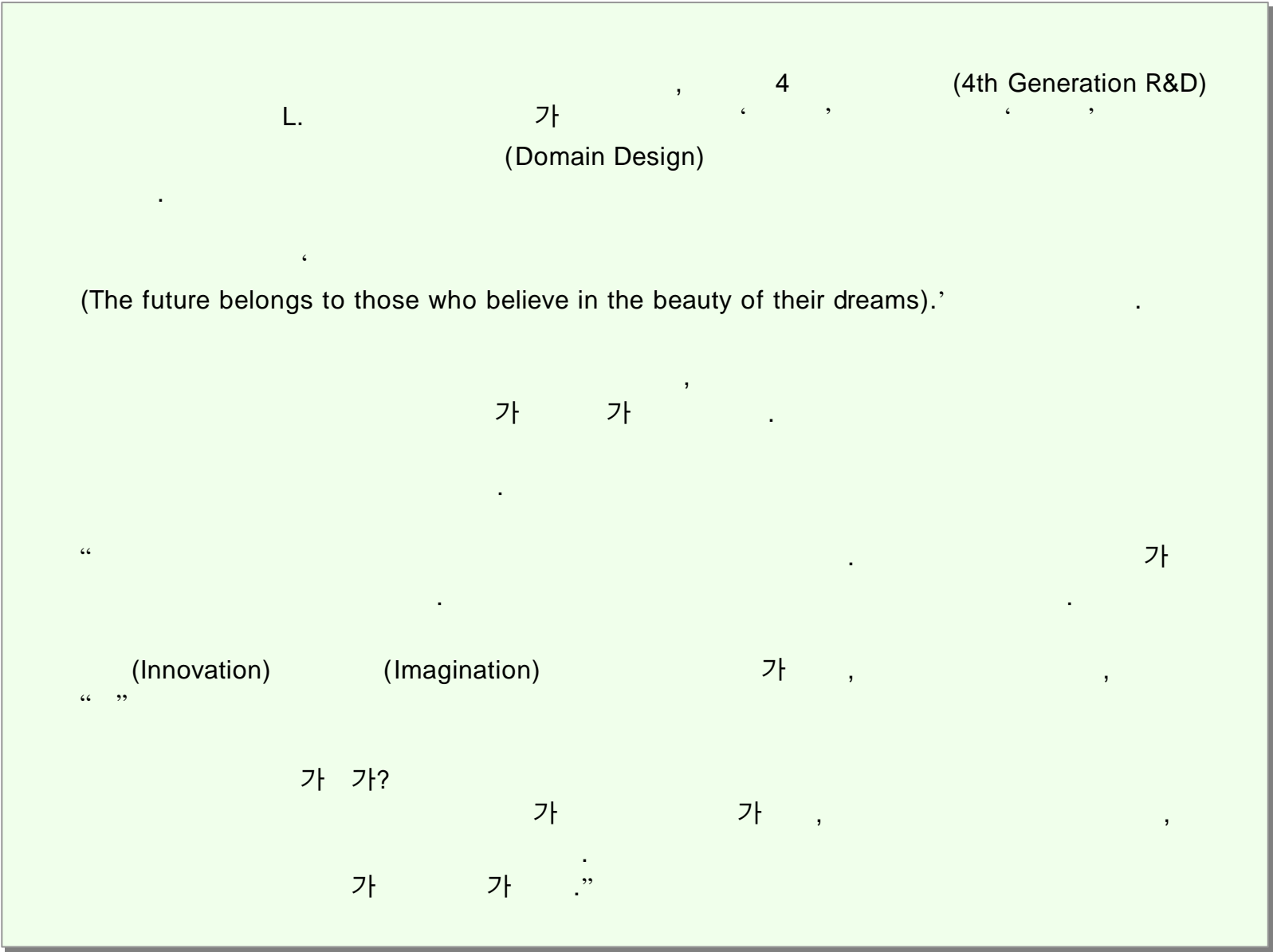
3.

(1) 1
200x

[illegible]

Break Time





Break Time

21

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21C ~~가~~

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21C ~~가~~ 가

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/

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21C ~~가~~

/

?

21C ~~가~~

?

20
1970

100
Fortune 500

10

20
1/3

: 16

Break Time

GE Jack welch가

5가



가?



3

가?



가?



가?



가

가?

RCLs relish fundamental changes for the future!!