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❖ 학습 목표

1. .
2. .
3. BCG Matrix GE Matrix .

❖ 학습 내용

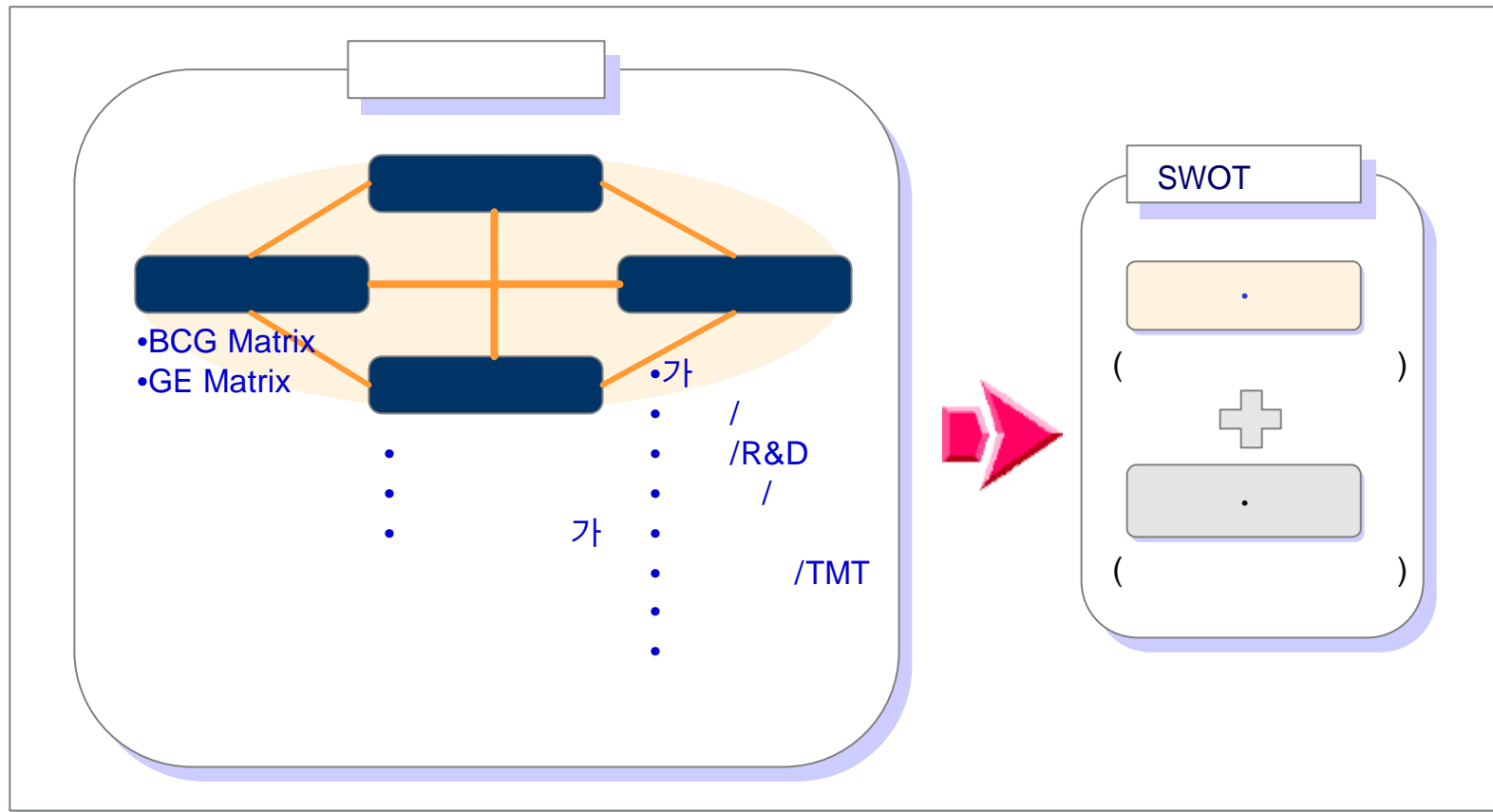
2.
 - 2-1.
 - 2-2.
 - 2-3.
 - 2-4.
 - 2-5. 7S Model
 - 2-6. 가
 - 2-7.
 - 2-8.

1)

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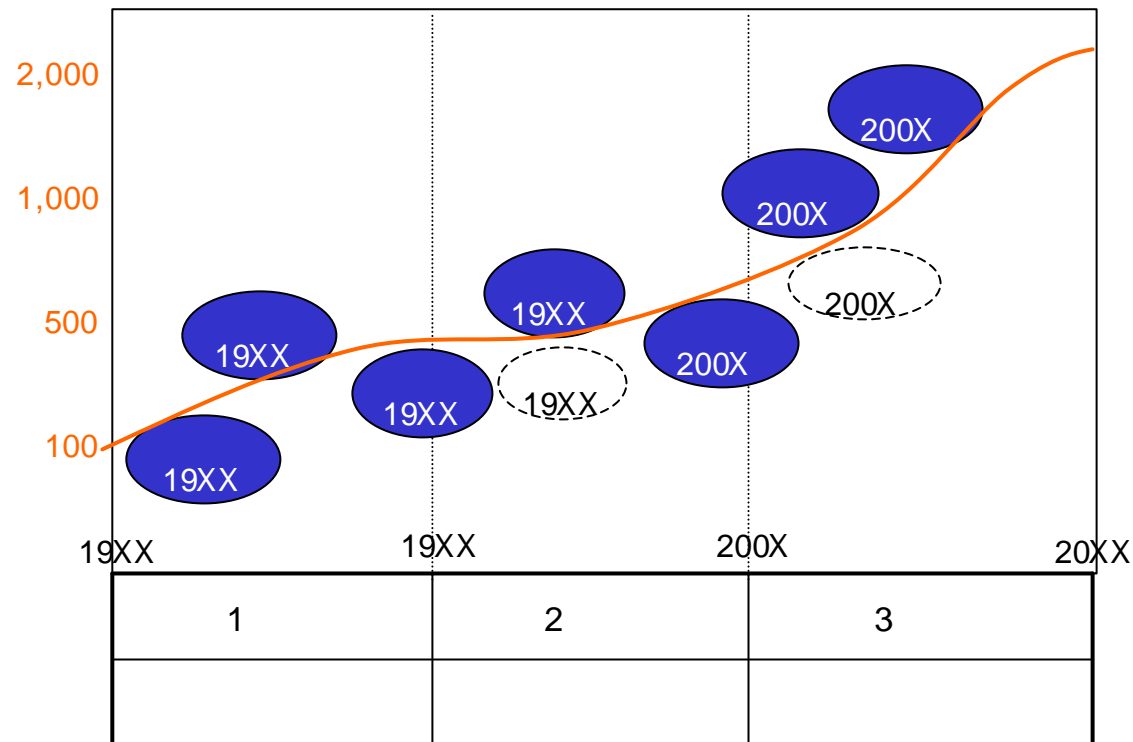


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_____ 例

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1) — 例

1 (19xx 19xx)	2 (19xx 2000)	3 (2000 20xx)
<ul style="list-style-type: none"> • : • : • Keyword - - 	<ul style="list-style-type: none"> • : • : • Keyword - - 	<ul style="list-style-type: none"> • : • : - (2002) : 00 - (2003) : 00 - • : • Keyword - -

1) BCG Growth/Share Matrix

- The BCG Growth/Share Matrix \rightarrow BPM(Business Portfolio Management), PPM(Product Portfolio Management)

- Workshop / 가

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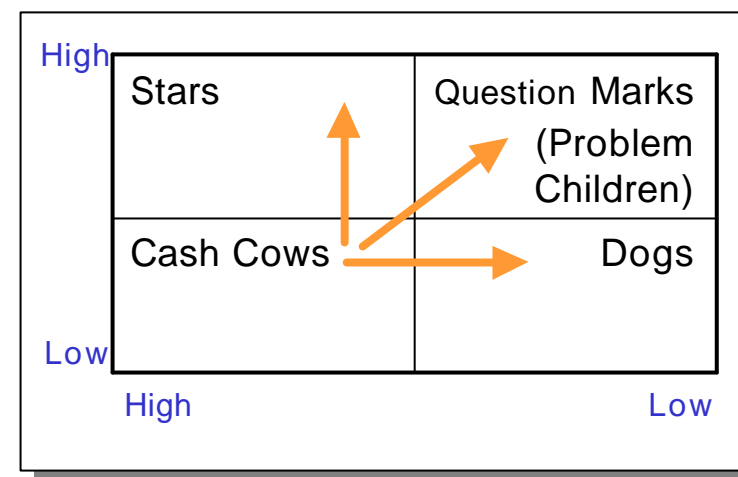
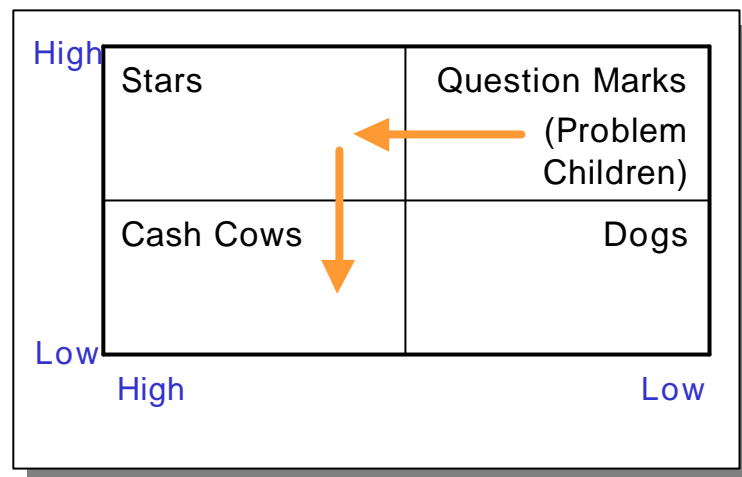
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1) BCG Growth/Share Matrix

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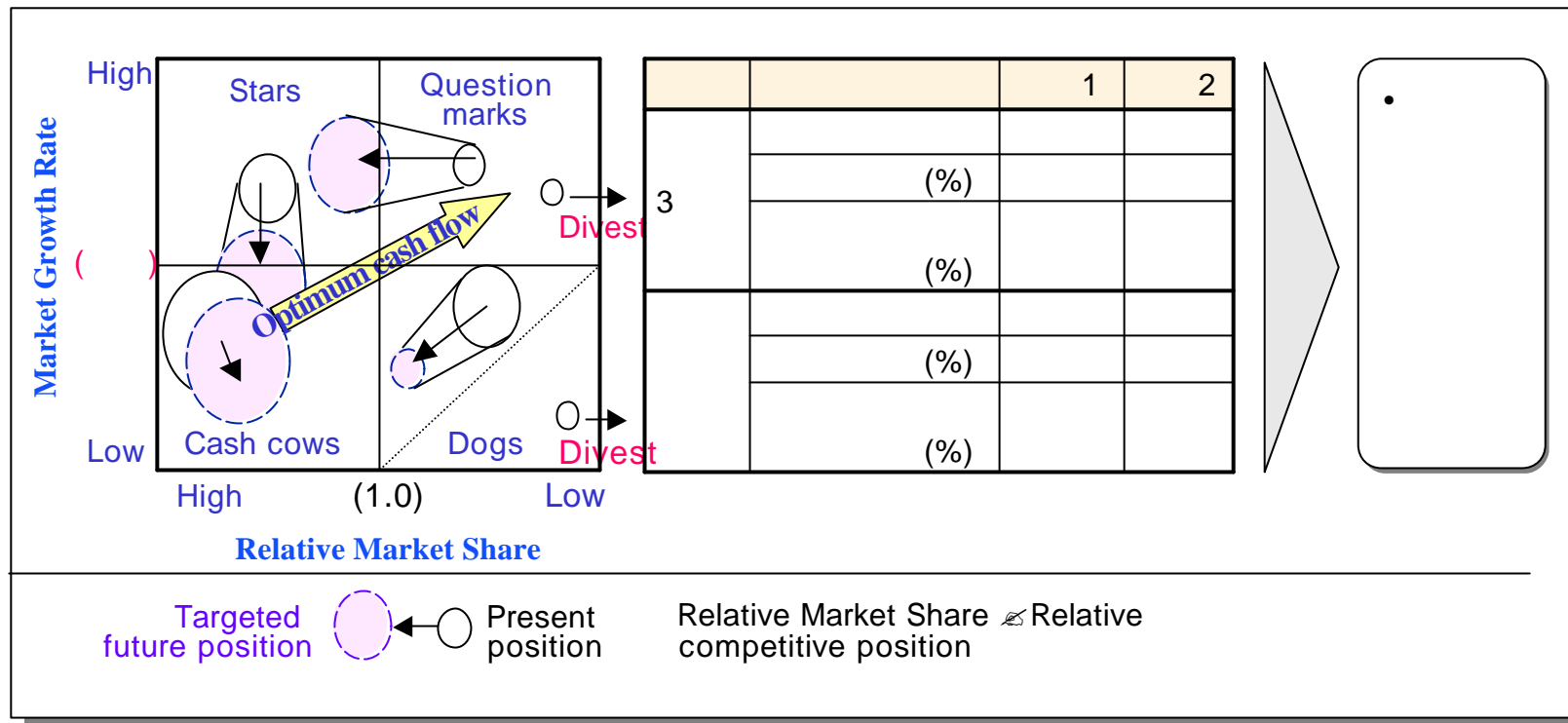
MS

自社 MS 30%

MS 15%

$30/15=2.0$

自社



1) BCG Growth/Share Matrix

4

Question Marks(Problem Children)

- 가
- 가
- Star (Divest)
- High Cash use, Low Cash generation

Stars

- ,
- (cash-in) (cash-out), 가

Cash Cows

- Cash Generation in excess of their needs
- Stars
-

Dogs

- (Divest)
- 가 ,

BCG Matrix

4Cell Matrix

- (profitability -the experience curve effect)

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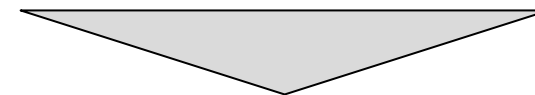
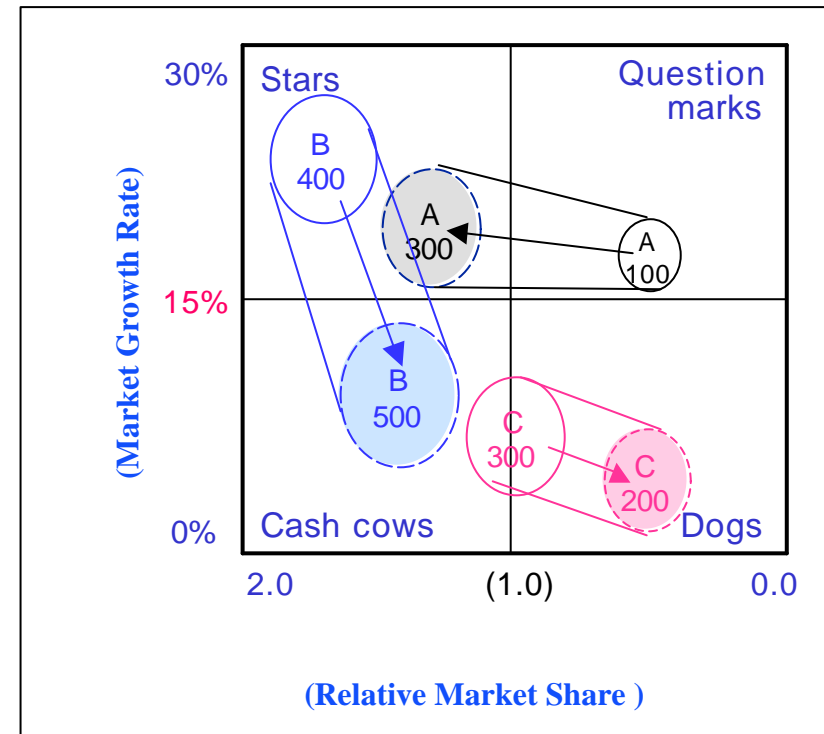
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2-3.

2.


1) BCG Growth/Share Matrix

		A	B	C
		100	400	300
		18%	25%	7%
		15%	35%	20%
		30%	20%	20%
(3)		300	500	200
		20%	10%	5%
		25%	20%	15%
		20%	15%	30%



- /
 - /
 - (Cash Cow /)
 -

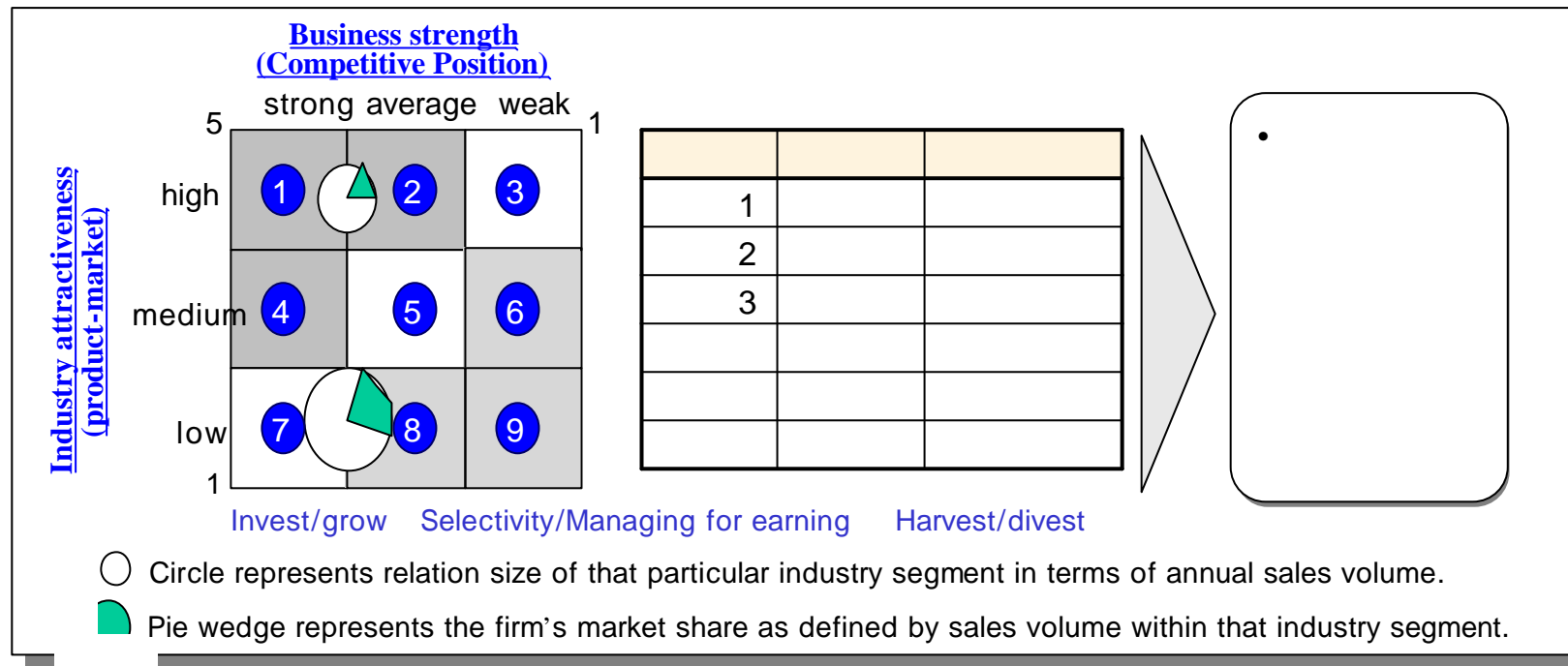
2) GE Matrix


- GE Growth  The GE Nine -Cell Planning Grid, GE/Mckinsey 9 -Box Matrix
- Workshop / 가

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• / / 가
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2) GE Matrix



/		/		/	
1	/	3	가 / /	6	/ /
2	/ /	5	/	8	/ /
4	/ /	7	/ /	9	/ / 가
					

2) GE Matrix

_____ ()

•SBU

• (factors) /

TFT

• / (Industry/Product -Market Attractiveness)

• / (Business Strength/Competitive Position)

• Matrix

•GE Matrix

TFT TFT 가 가 GE Matrix

2) GE Matrix

_____ ()

_____ 1

가		1		
		가 (Weight)	가 (Rating)	가 (Value)
		0.20	3	0.60
		0.20	3	0.60
		0.15	2	0.30
		0.15	3	0.45
		0.10	2	0.20
		0.05	2	0.10
	/	0.15	2	0.30
		1.00		2.55
		0.05	1	0.05
		0.10	2	0.20
		0.12	3	0.36
		0.13	3	0.39
		0.05	2	0.10
		0.10	3	0.30
		0.15	3	0.45
	가	0.10	3	0.30
		0.10	3	0.30
		0.10	2	0.20
		1.00		2.65

_____ 2

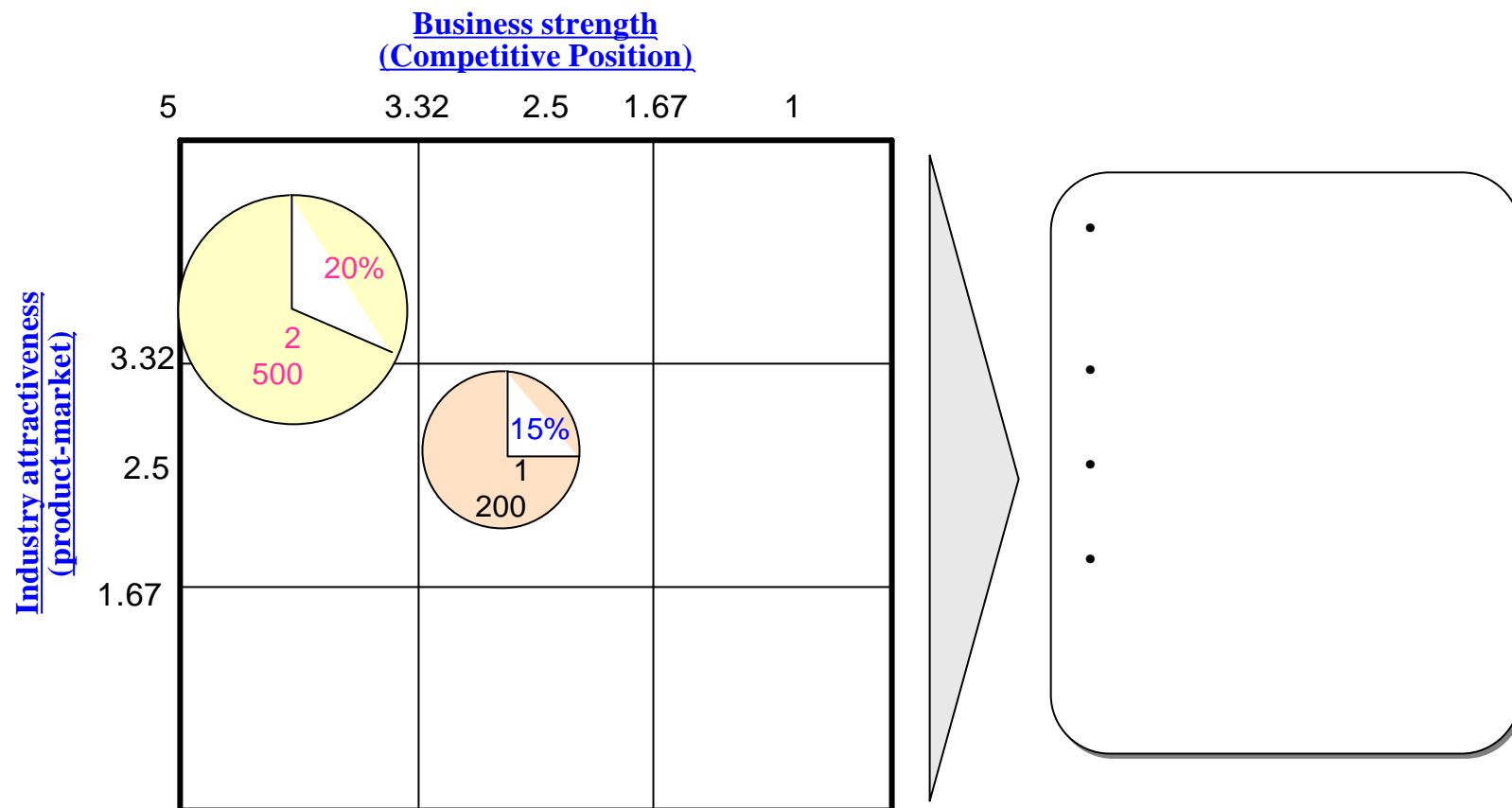
*Philip Kotler***An illustration of industry attractiveness & business strength computations**

	Weight	Rating(1-5)	value
<u>Industry Attractiveness :</u>			
Overall market size	0.20	4.00	0.80
Annual market growth rate	0.20	5.00	1.00
Historical profit margin	0.15	4.00	0.60
Competitive intensity	0.15	2.00	0.30
Technological requirements	0.15	3.00	0.45
Inflationary vulnerability	0.05	3.00	0.15
Energy requirements	0.05	2.00	0.10
Environmental impact	0.05	1.00	0.05
Social/political/legal	Must be acceptable		
	1.00		3.45
<u>Business Strength :</u>			
Market share	0.10	4.00	0.40
Share growth	0.15	4.00	0.60
Product quality	0.10	4.00	0.40
Brand reputation	0.10	5.00	0.50
Distribution network	0.05	4.00	0.20
Promotional effectiveness	0.05	5.00	0.25
Productive capacity	0.05	3.00	0.15
Productive efficiency	0.05	2.00	0.10
Unit costs	0.15	3.00	0.45
Material supplies	0.05	5.00	0.25
R&D performance	0.10	4.00	0.20
Managerial personnel	0.05	4.00	0.20
	1.00		4.30

가 : 5 가(1 5)

2) GE Matrix

1	200	15%	2.55	2.65
2	500	25%	3.45	4.30



3) - 例

