



BSC



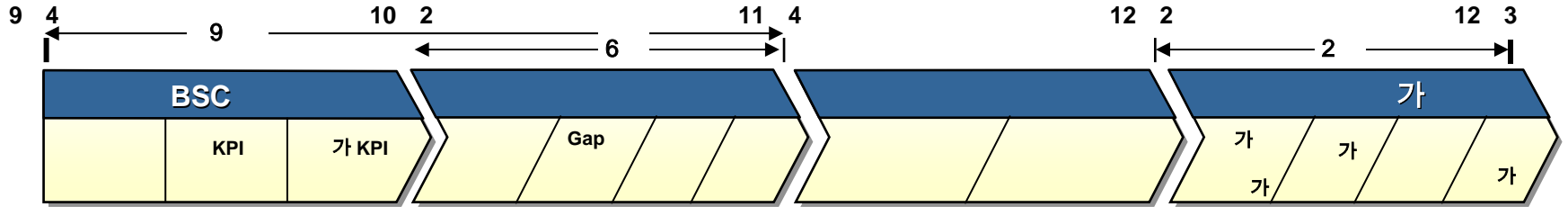
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This Document Provides an Outline of a Presentation and Is Incomplete Without the Accompanying Oral Commentary and Discussion.

- **BSC**

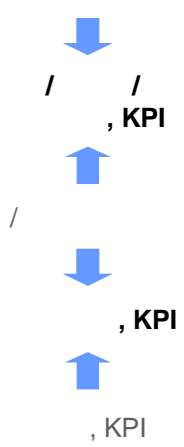
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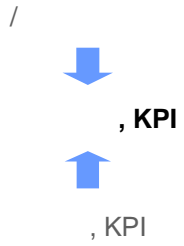
- Discussion



CEO



/



- / KPI
- 가 KPI/가

1)

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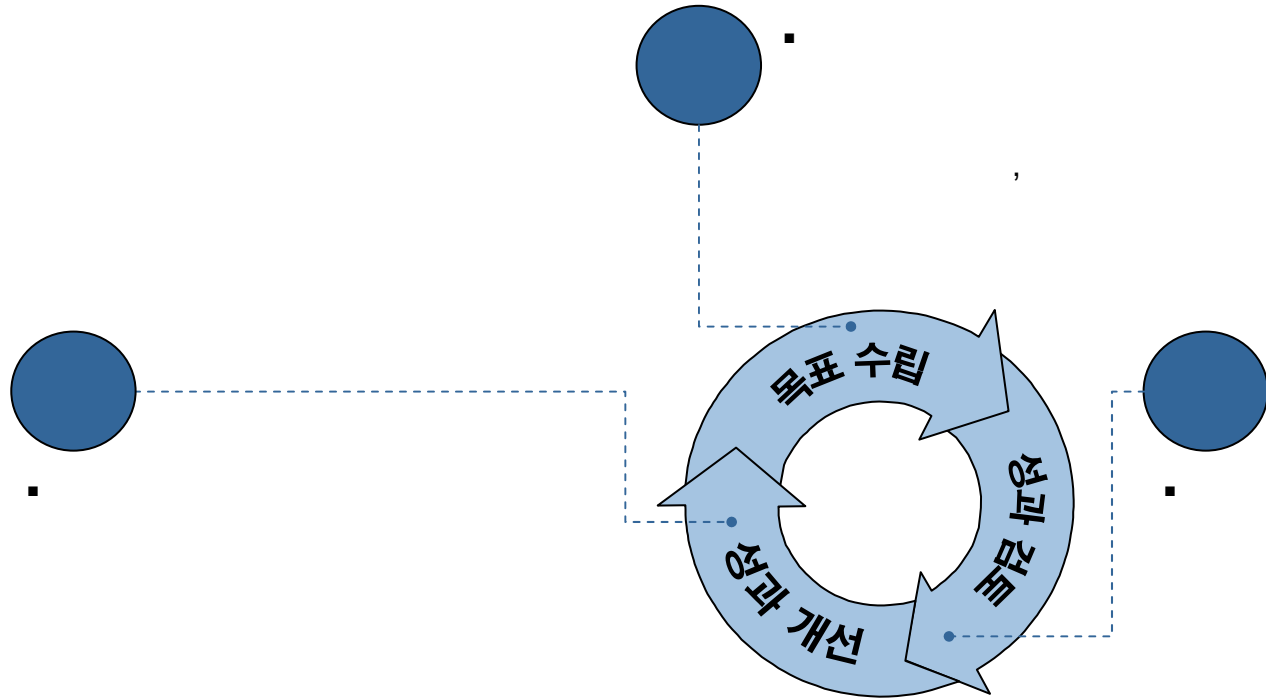
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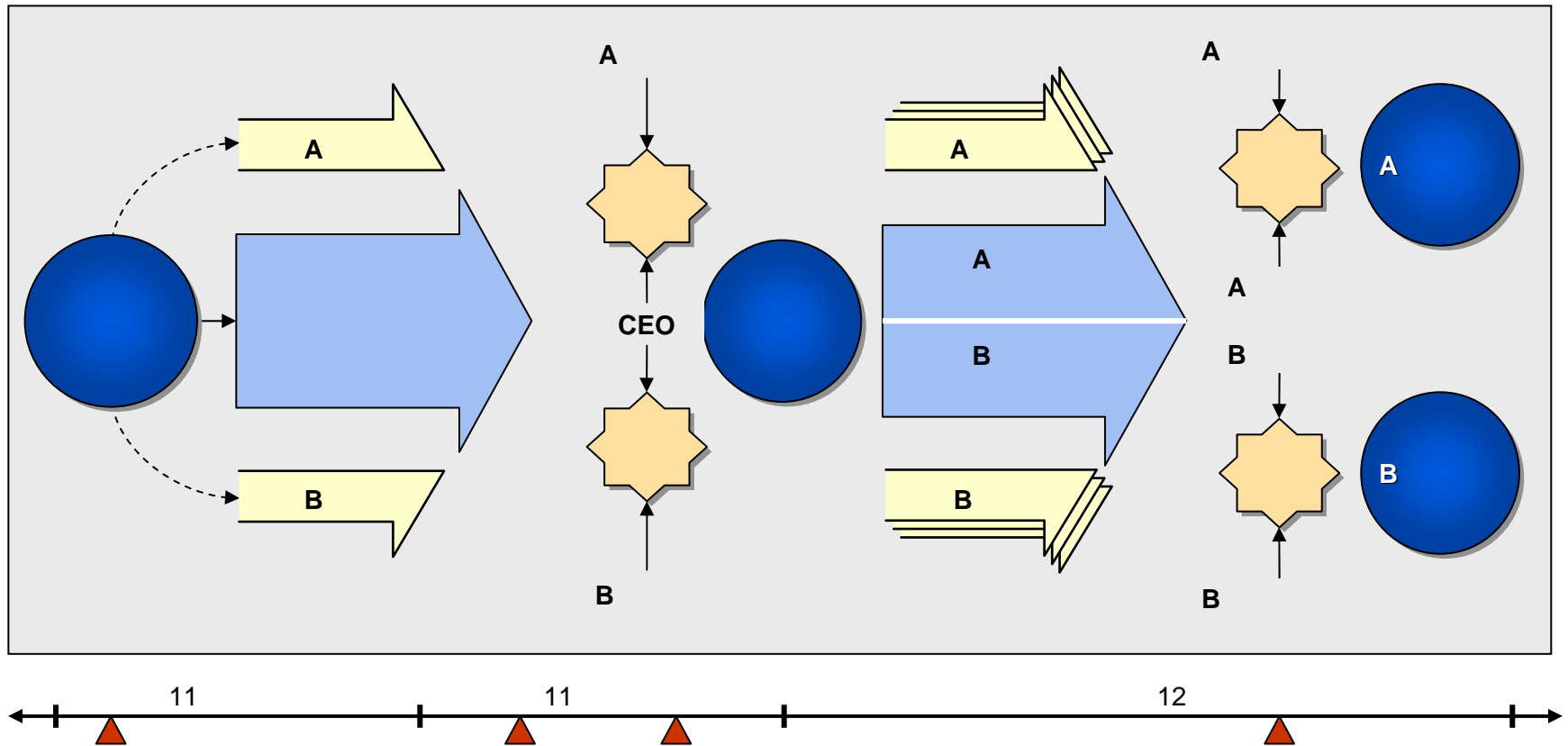
- 가





가

A B



가
MOU



MOU SAMPLE

MOU (Memorandum of Understanding)

가 가 가 가

Profit Center Value

ABSCenter

Process

ABC Profit Center MOU BSC(KPI) 가 Value Center KPI + MBO

Peer Group Gap

Peer Group

IPB/RM Gap

MOU

MOU (Memorandum Of Understanding)

(80%)

1	2001	2002	4	5	6
		Guideline	Guideline		
가					
가					
가					
Cost Ratio					
CSI					
가					
Human Capital Return On Investment					

a)

(20%)

No.	7	8	9	10
		Guideline		
1.				
2.				
3.				
4.				

b)

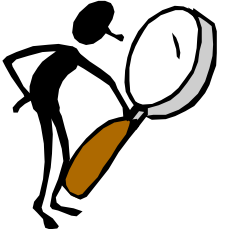

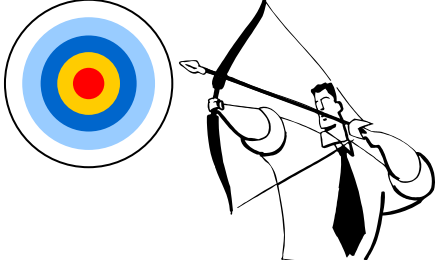
가 (100%)

POOL

Note : = a) + b)

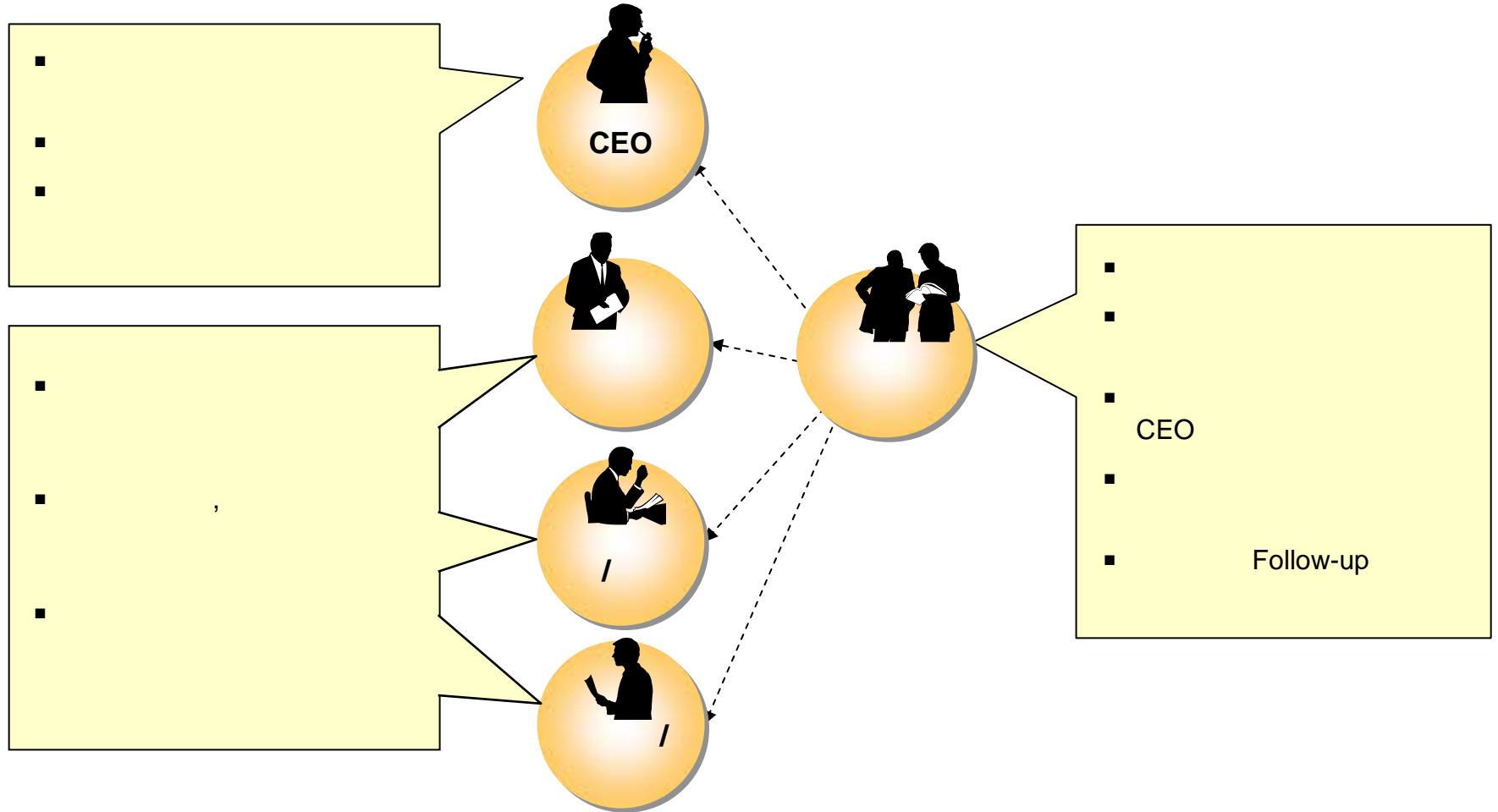
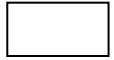
가				



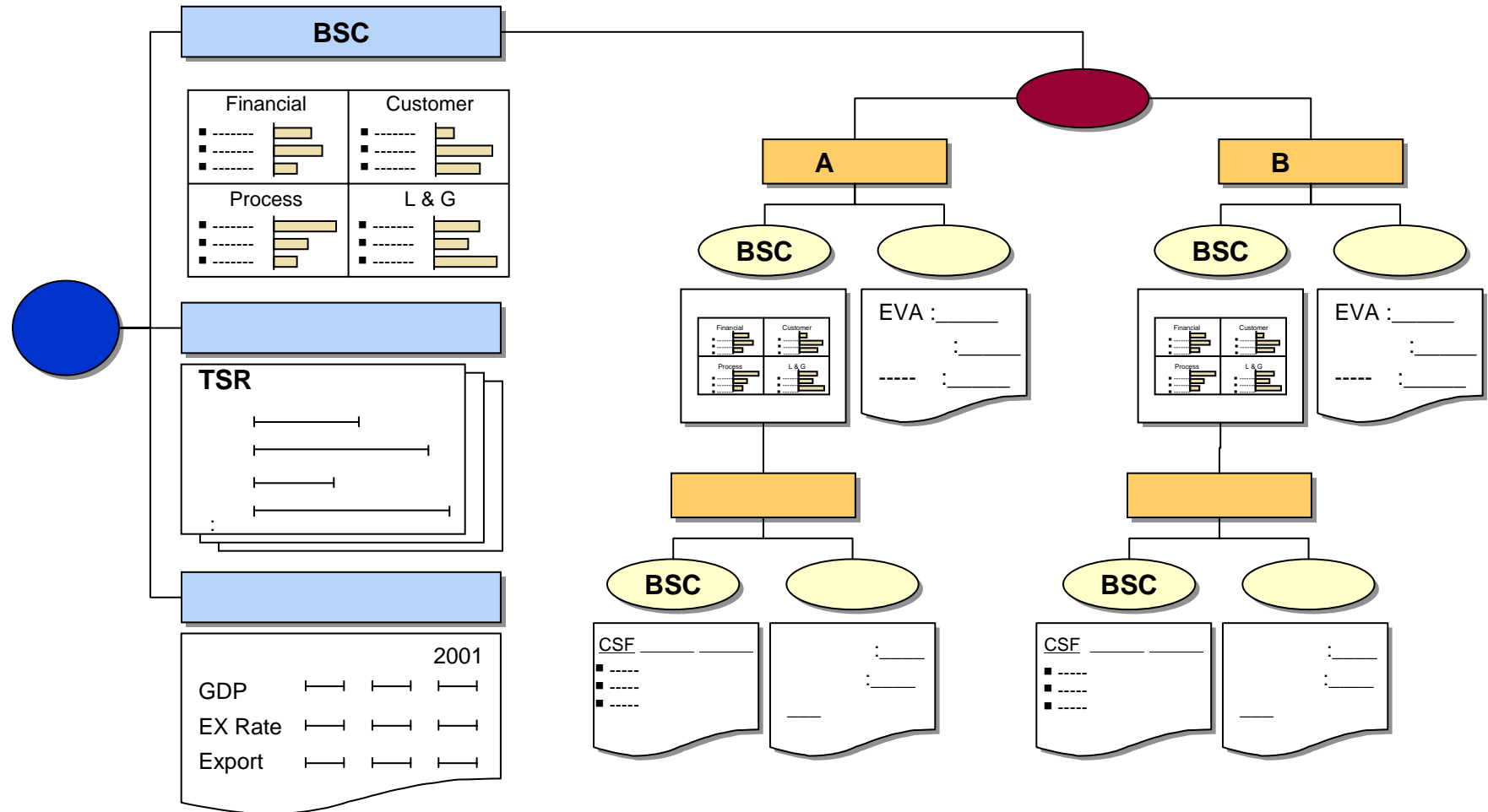
		Follow-up
 <ul style="list-style-type: none">■	<p>가 가</p>  <p>가 가</p> <ul style="list-style-type: none">■■■	 <ul style="list-style-type: none">■■
<ul style="list-style-type: none">■	<ul style="list-style-type: none">■■	<ul style="list-style-type: none">■

가

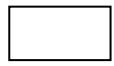
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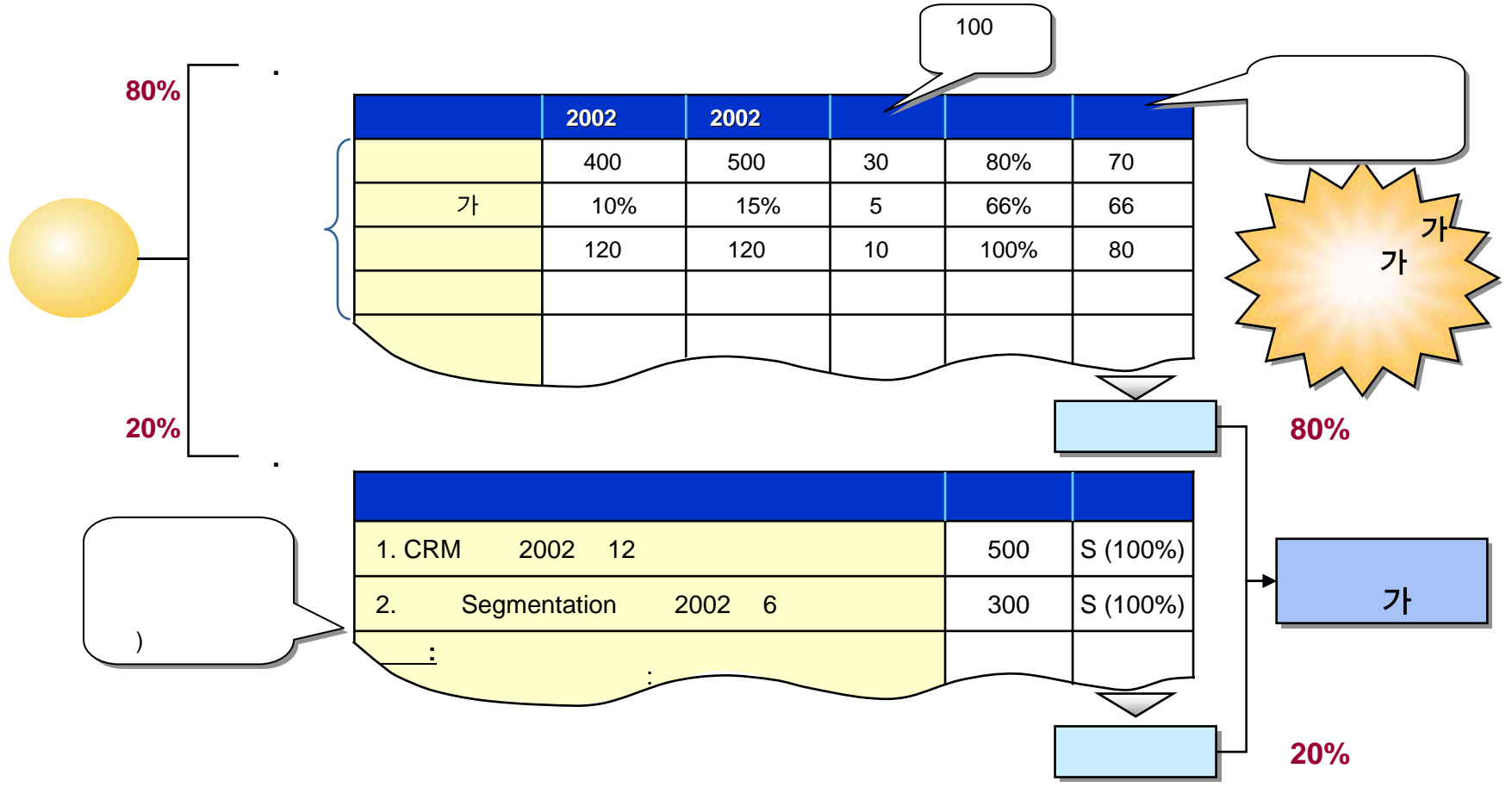
Drill Down



가 CEO MOU 가 MOU 가 가



A MOU

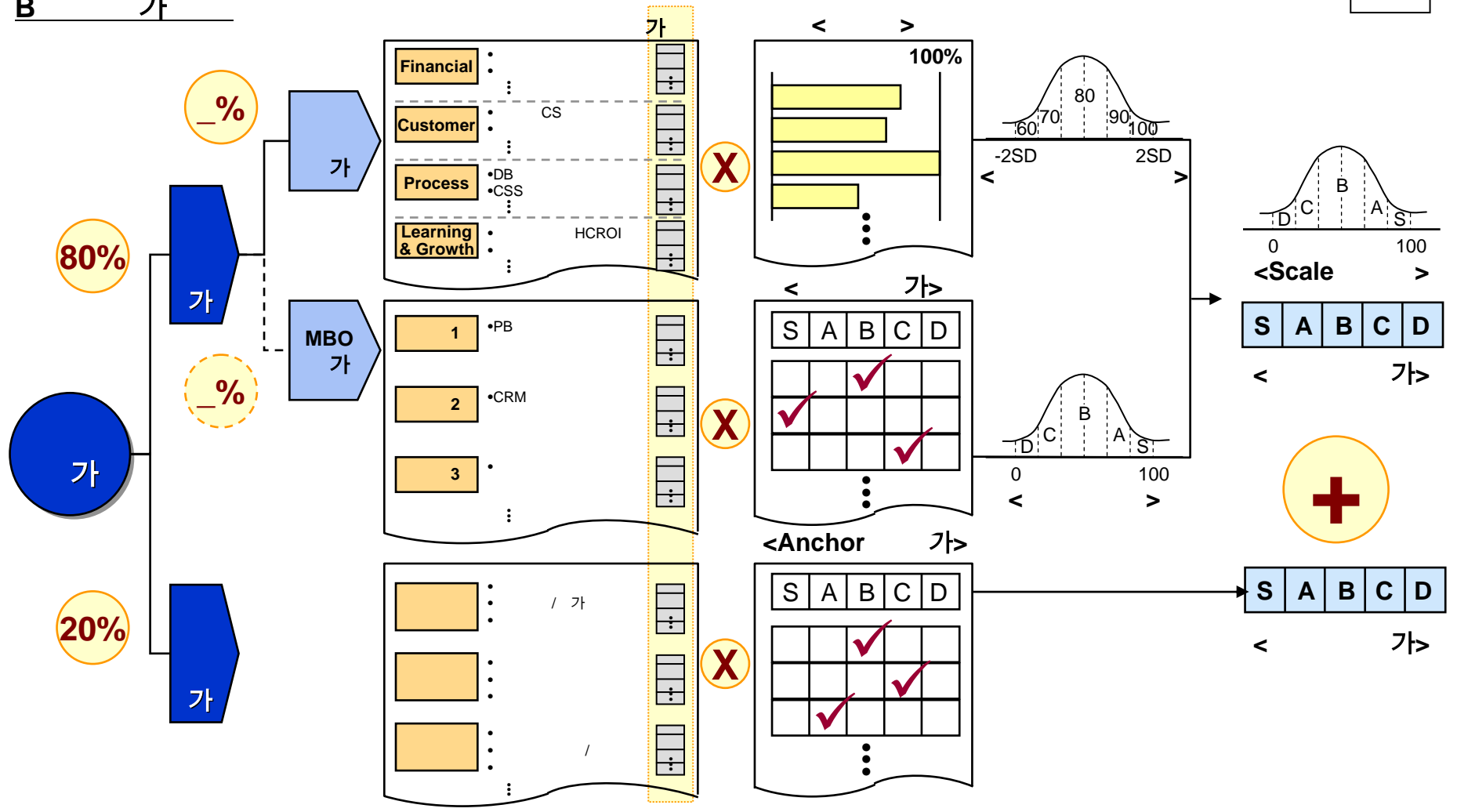


가

가

MBO 가

B 가

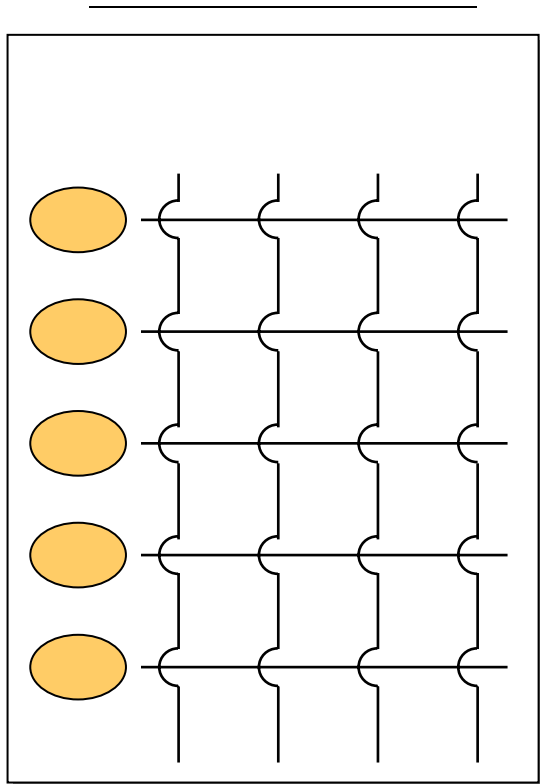


- BSC

- 가

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- Discussion



1.

가

- Line of Sight
- Performance Leadership

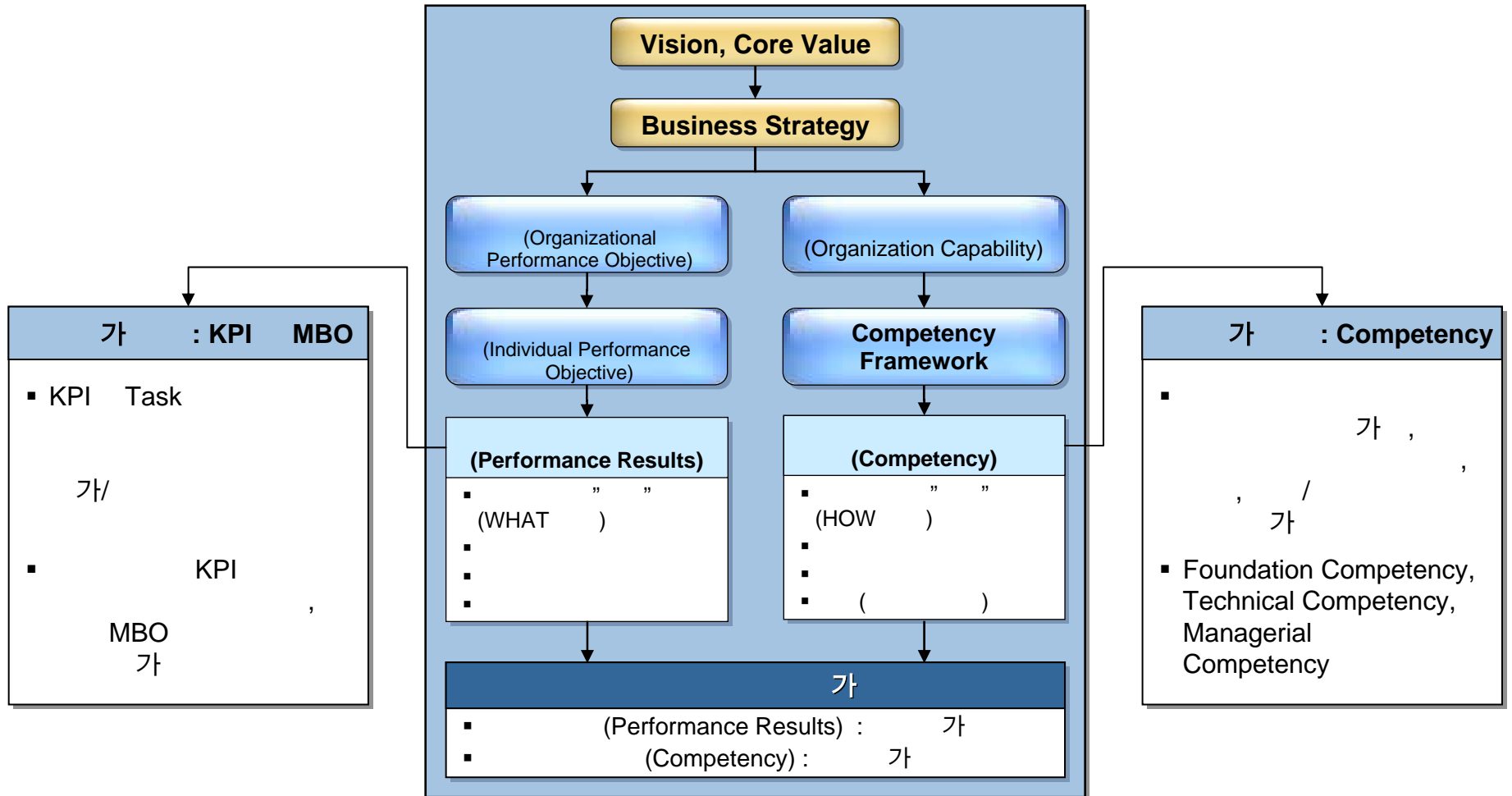
2.

-
-
-

가
(Competency) 가

(Performance)

가



가

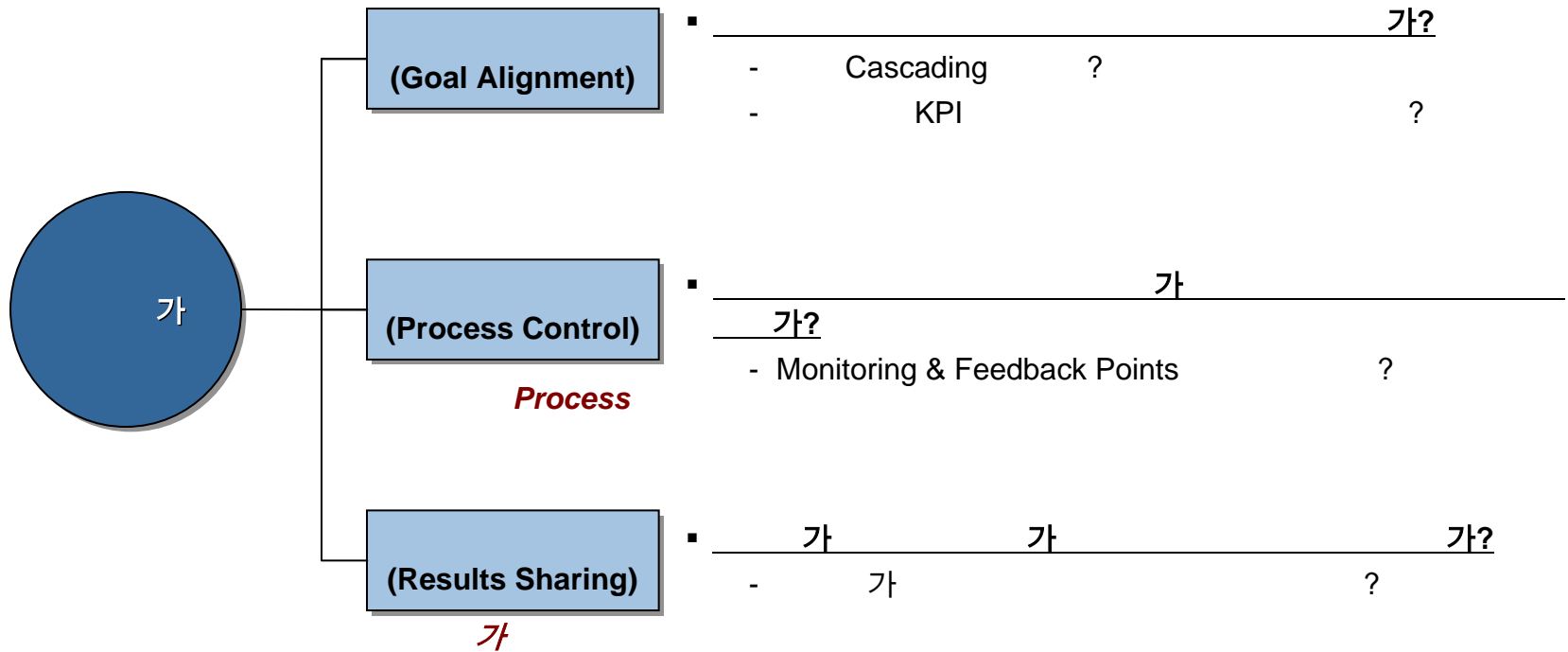
3

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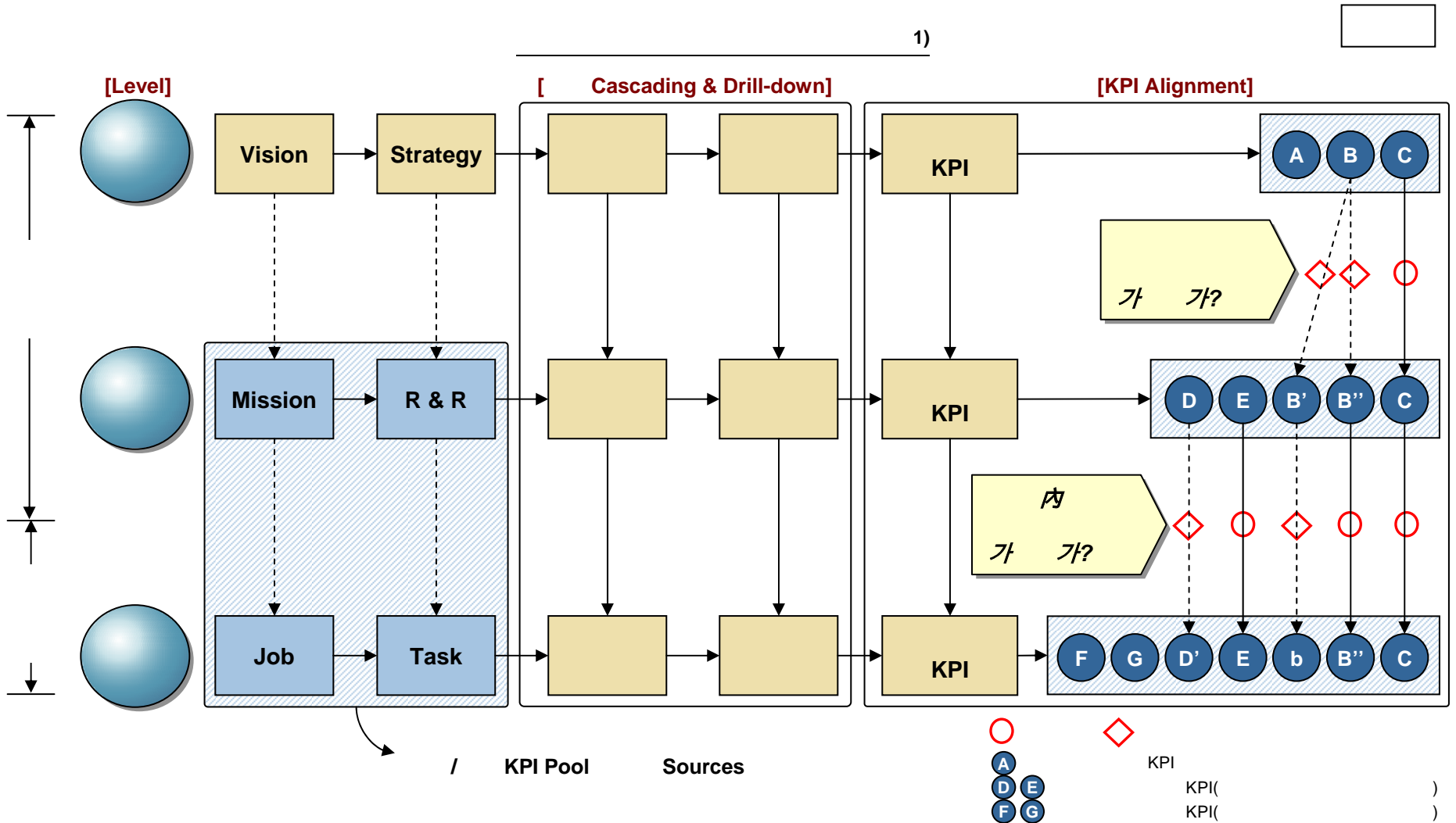
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Key Questions



Cascading

Drill-down KPI



1)

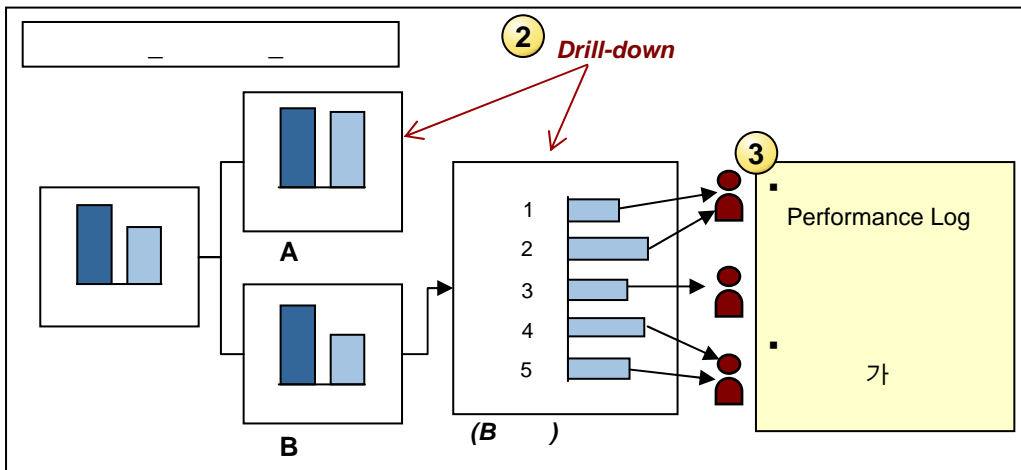
1): 가 Key Focus



ooo

KPI				1
		XXX,XXX	XXX,XXX	25%
		XXX,XXX	XXX,XXX	15%
		XXX,XXX	XXX,XXX	16.2%

(가)



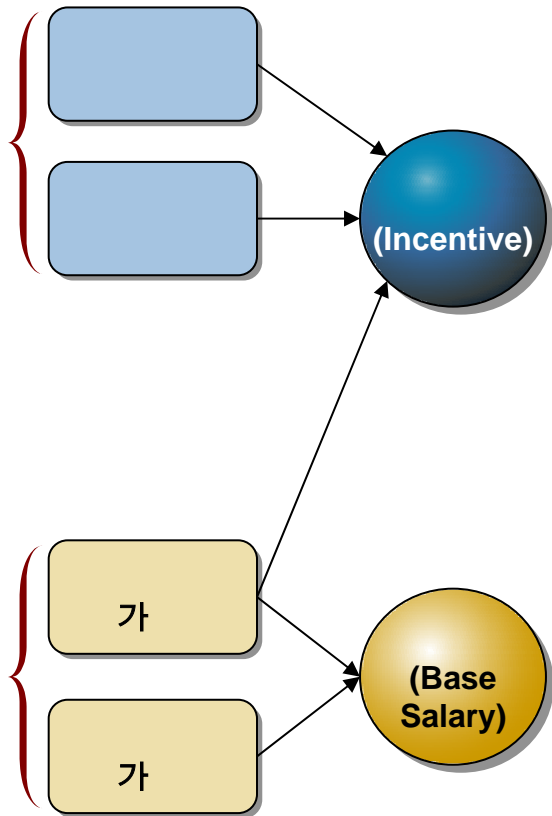
Monitoring & Feedback Points¹⁾

		Level
1	<ul style="list-style-type: none"> (/) * 100 	
2	<ul style="list-style-type: none"> KPI Drill-down 1. KPI 2. KPI (Drill-down) 3. () 	
3	<ul style="list-style-type: none"> 1. (Check) 2. Performance Log (Monitoring) 3. (Communication) 4. (Feedback) 5. (Implementation) 	
	<ul style="list-style-type: none"> Communication 	



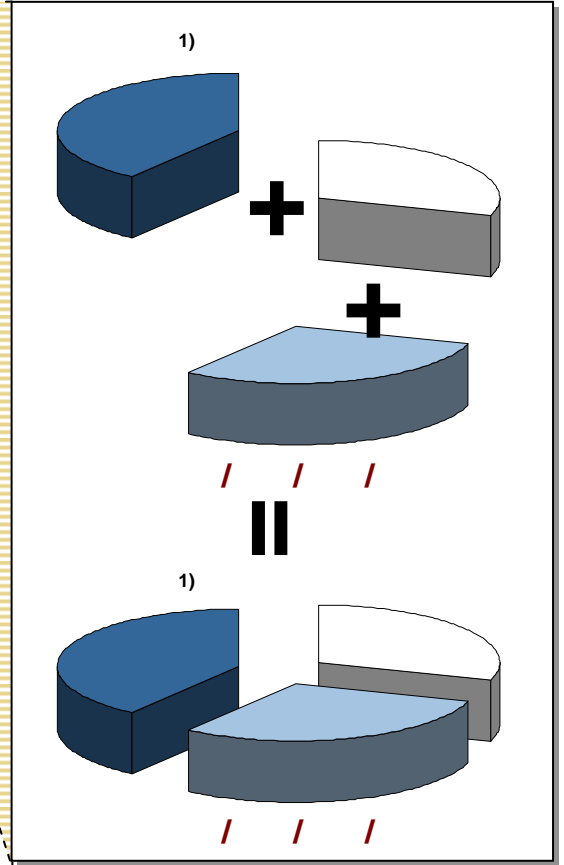
Descriptions

(Cake)



- Drive
- _____
- _____
- _____
- _____
- (At risk) : High risk, High Return, Profit

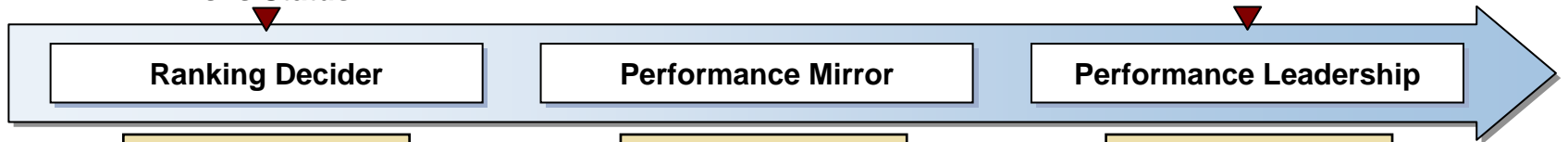
- Guaranteed Pay
- _____
- (Performance) (Contribution)
- _____
- Competency



Performance Leadership

가 - HCG's Approach

As-Is Status



Ranking Decider

Performance Mirror

Performance Leadership

가

Key
s

- 가 가 가 가?
- 가?

- 가
- 가?

- 가?

가

- 가 가

- Data

- Feedback
- Communication

가

- 가
- () 가
- / Group

- 가
- 가,
- () 가

- 가
- Communication
- 가
- 가 /

가

Police / Judge

Coach, Mentor, Counselor

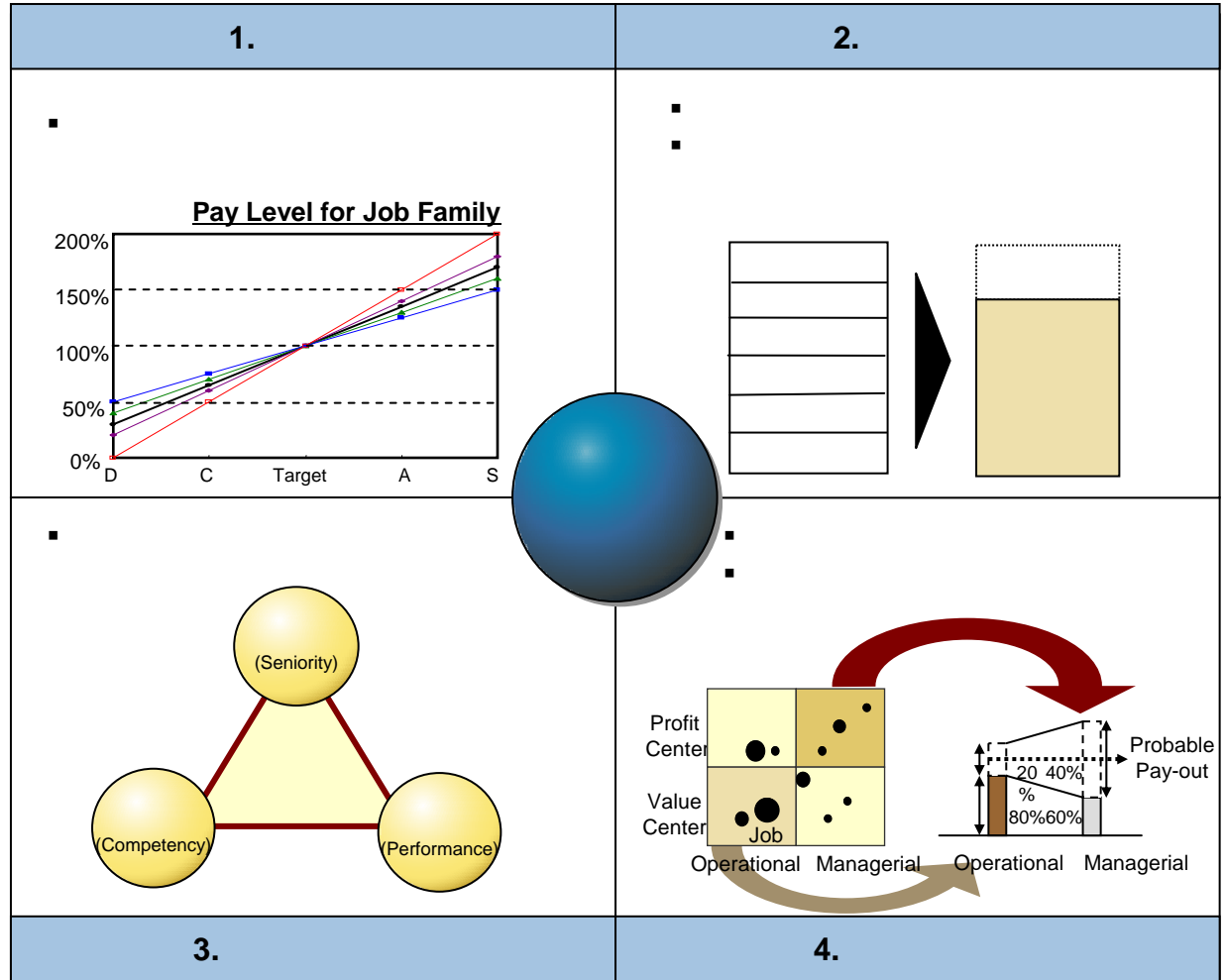
- BSC

- 가

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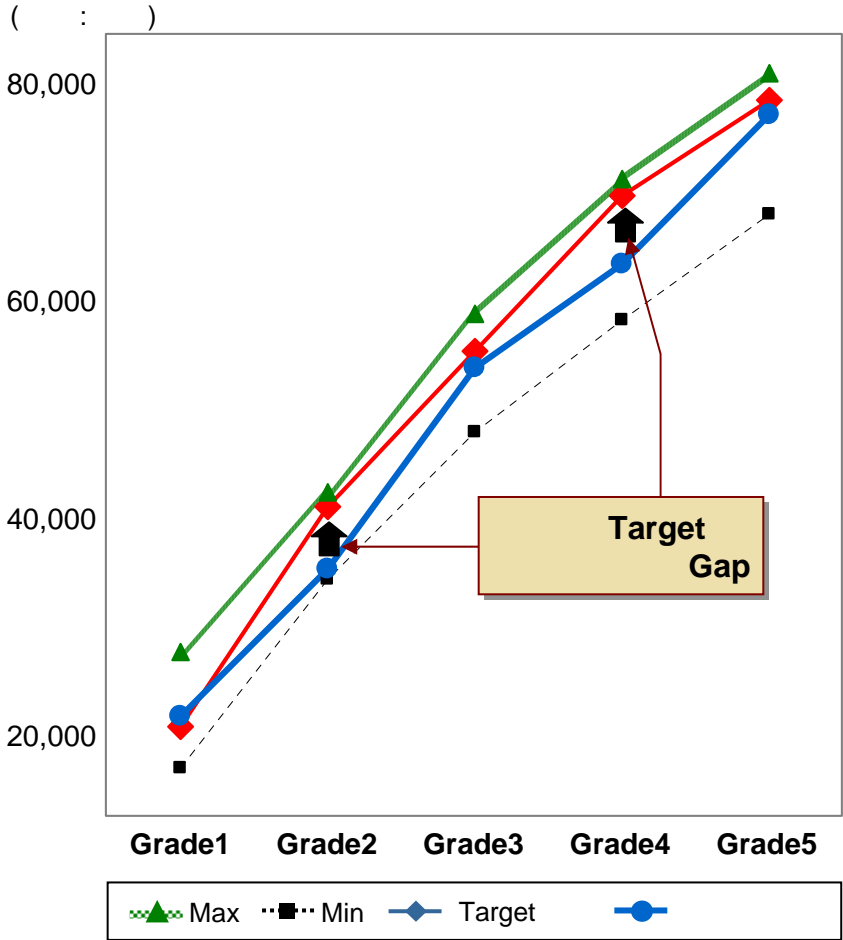
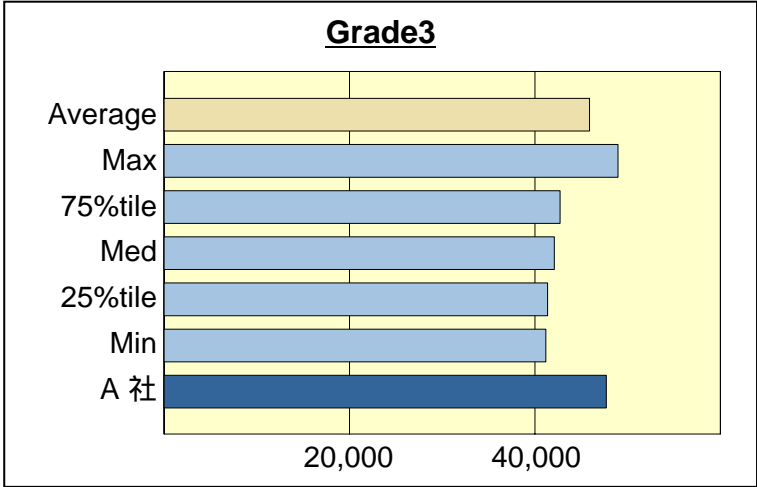
- Discussion

- 가?
- 가?
- 가?
- 가?
- 가?



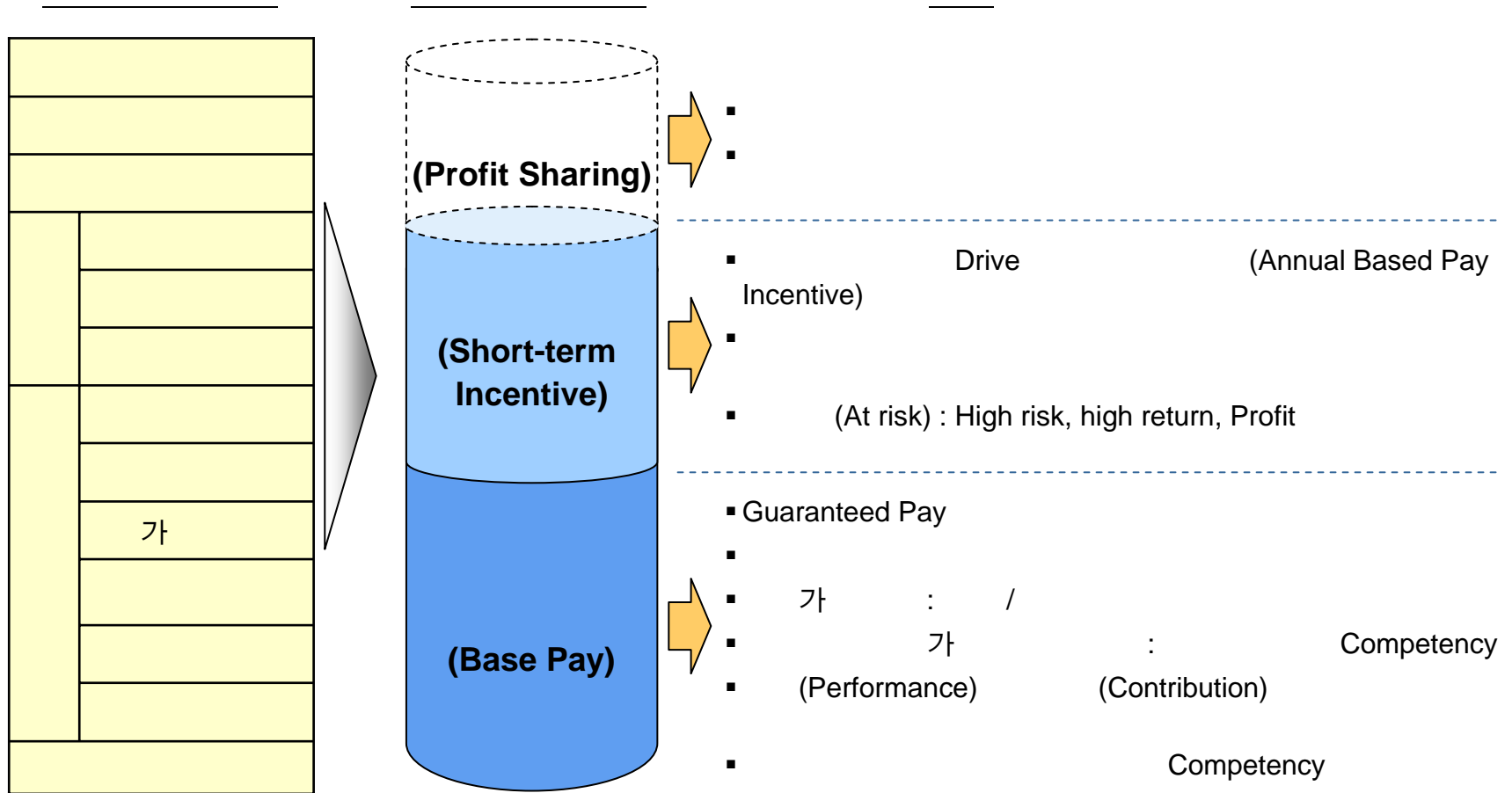


	Grade1	Grade3
Average	20,896		45,847	
Max	31,323		48,992	
75%tile	28,449		42,716	
Med	26,723	42,102
25%tile	24,327		41,331	
Min	18,620		41,174	
A社	20,896		47,716	

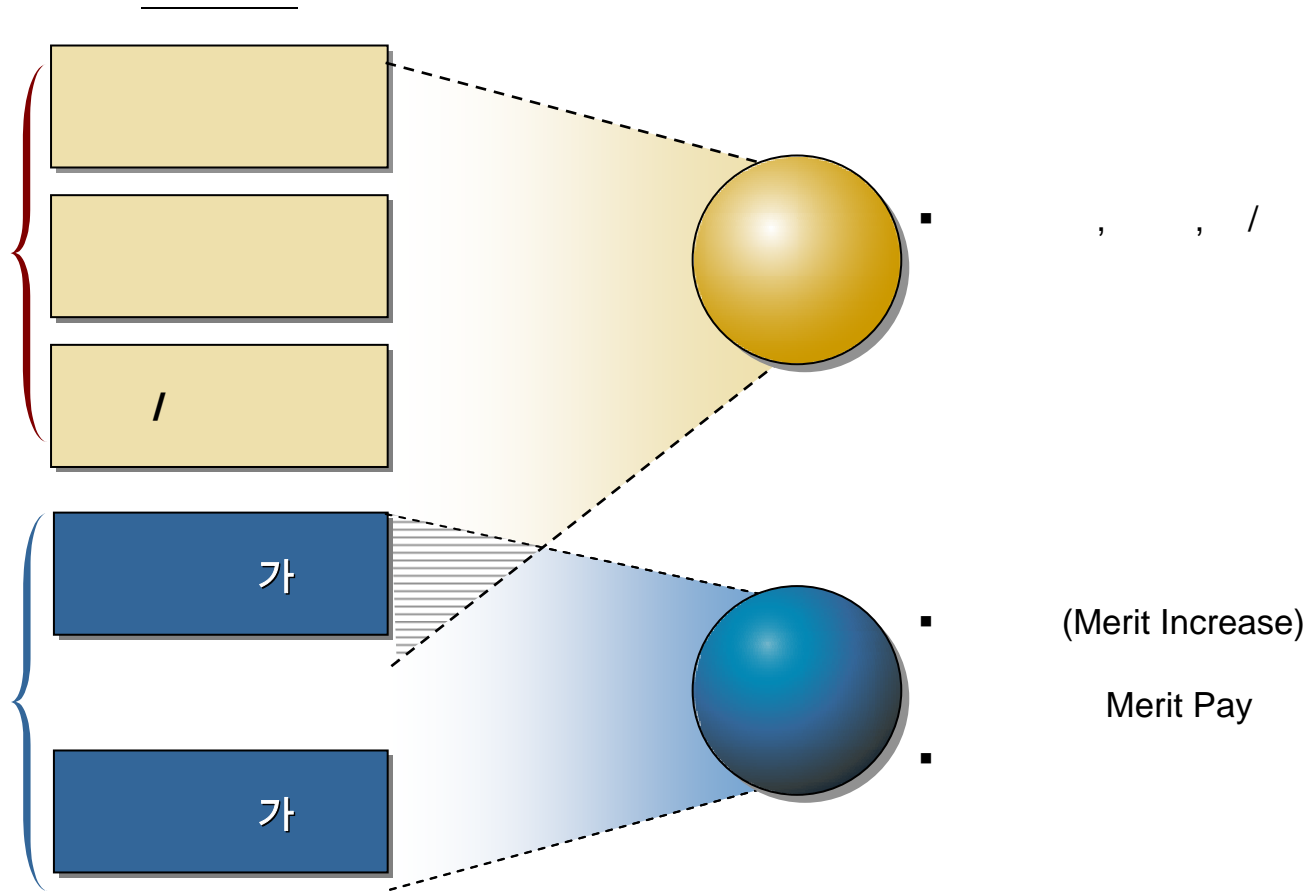


가

가



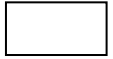
(Base Salary) , / 가 가 ,



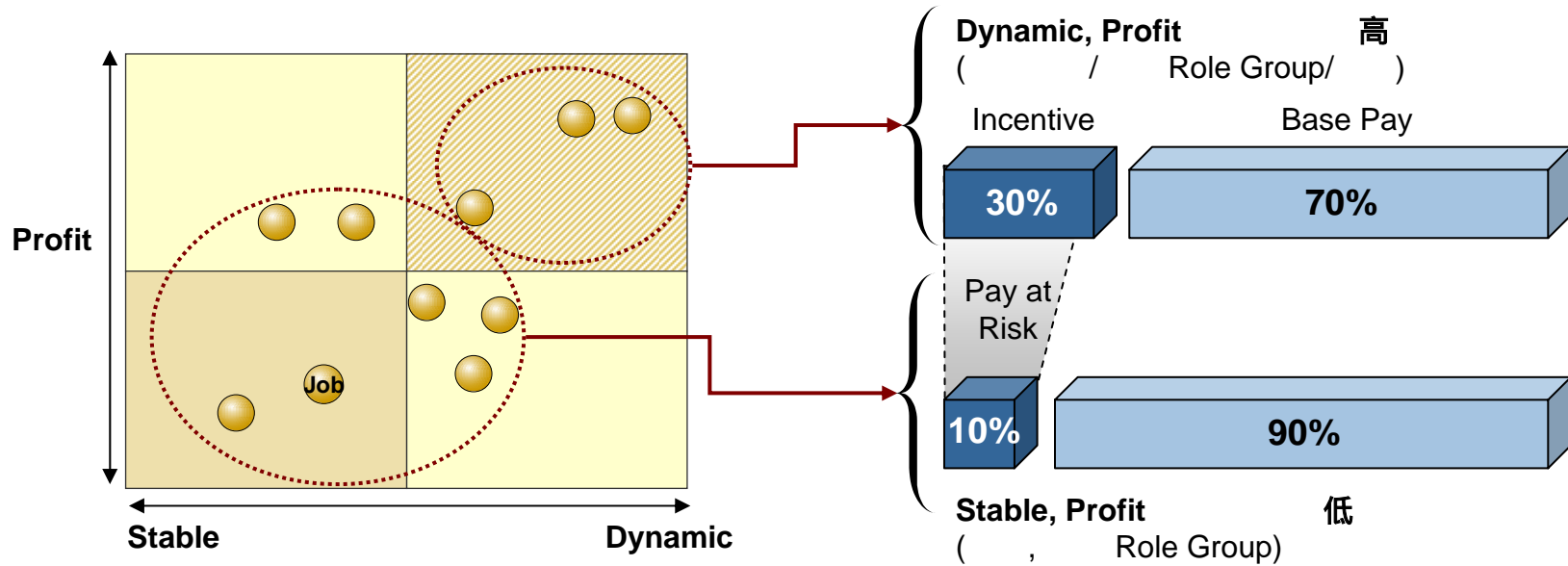
Profit

Dynamic

Pay Mix*



Pay Mix		
①	()	②
-	가	-
		가
		-

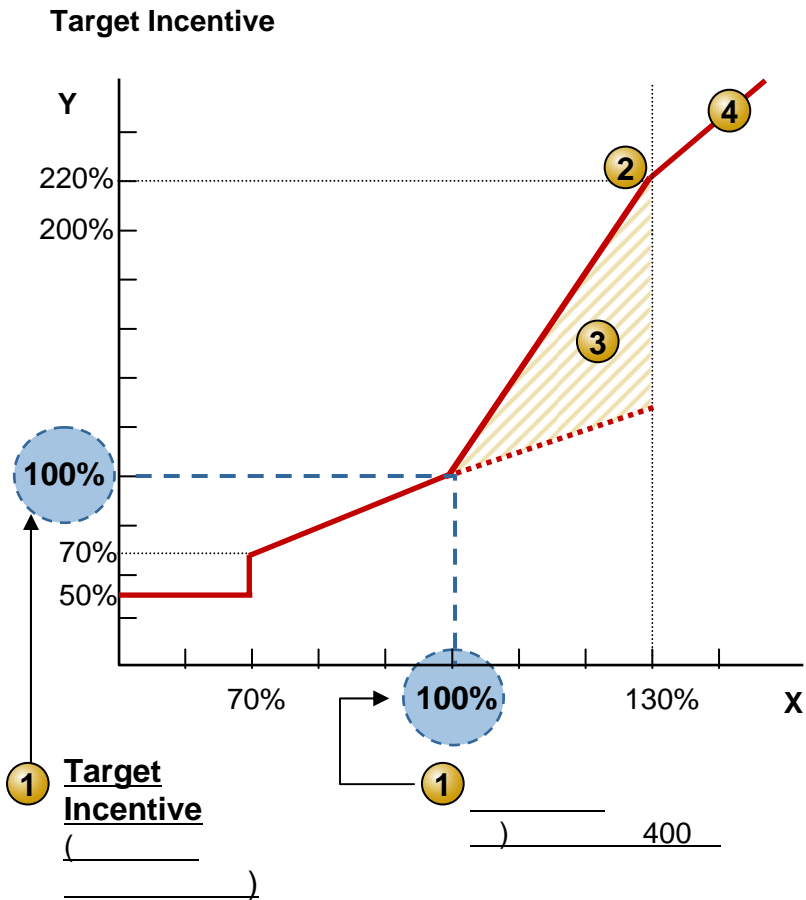


* Pay Mix:

Target Incentive

100%

Target Incentive¹⁾



①	Target Incentive	_____	Target
	-		Incentive
②	_____		
	-		
③	_____		가
	-		
④	_____		가
	-		

: 1) Target Incentive

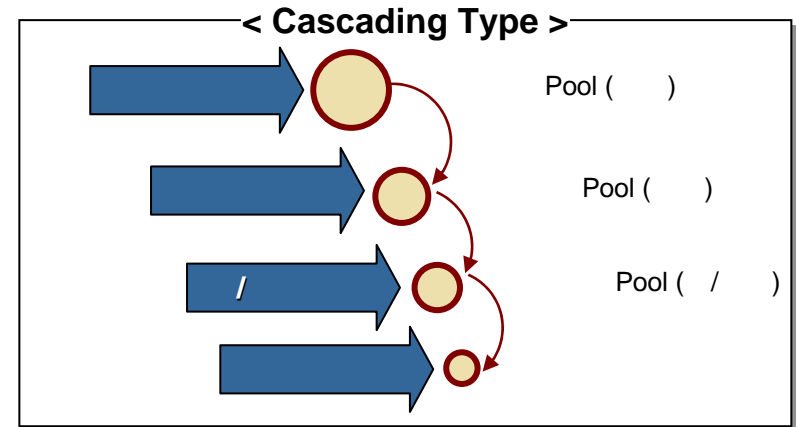
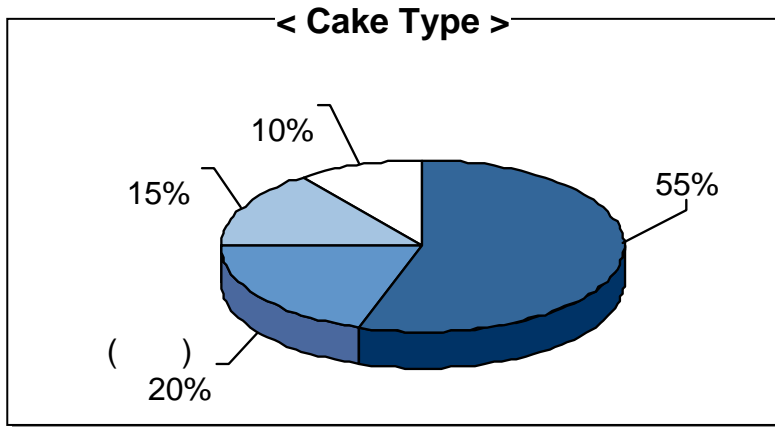
Target Incentive

Incentive

가 Type

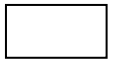


Incentive

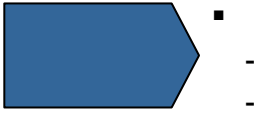


- Target Incentive Portion Portion Portion Portion ,
- Drive (Portion)

- / Pool , / ,
- Pool
- Pool 가



가



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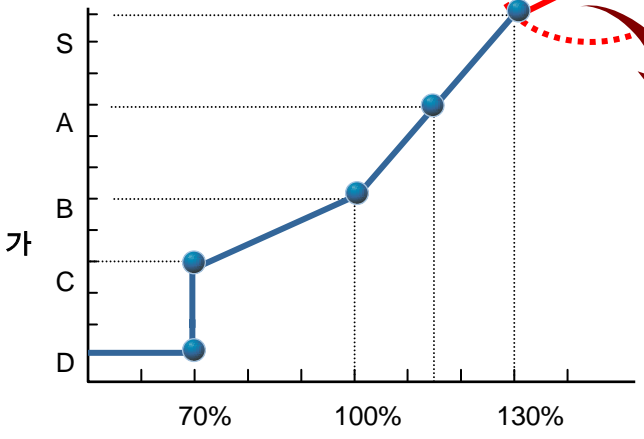


▪

,
,
,

▪ Target

가



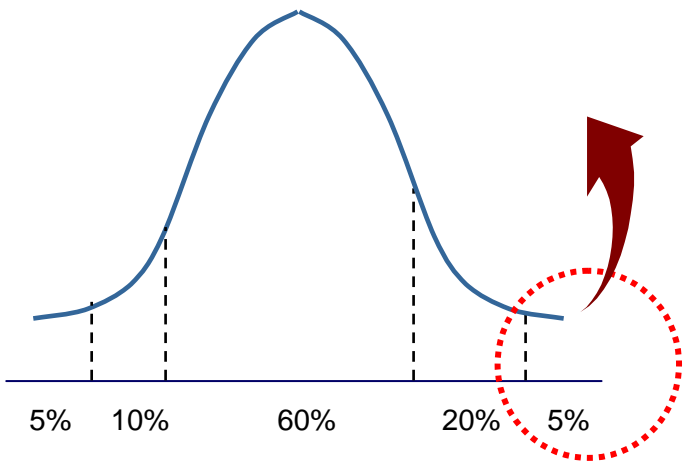
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- BSC

- 가

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- Discussion

End of Document

(uklee@e-hcg.com, 011-9230-5787)