
BSC

2005.10.15

-
- BSC
 - :
 - vs.
 - BSC SEM
 - Managing Strategy SFO
 - BSC HR

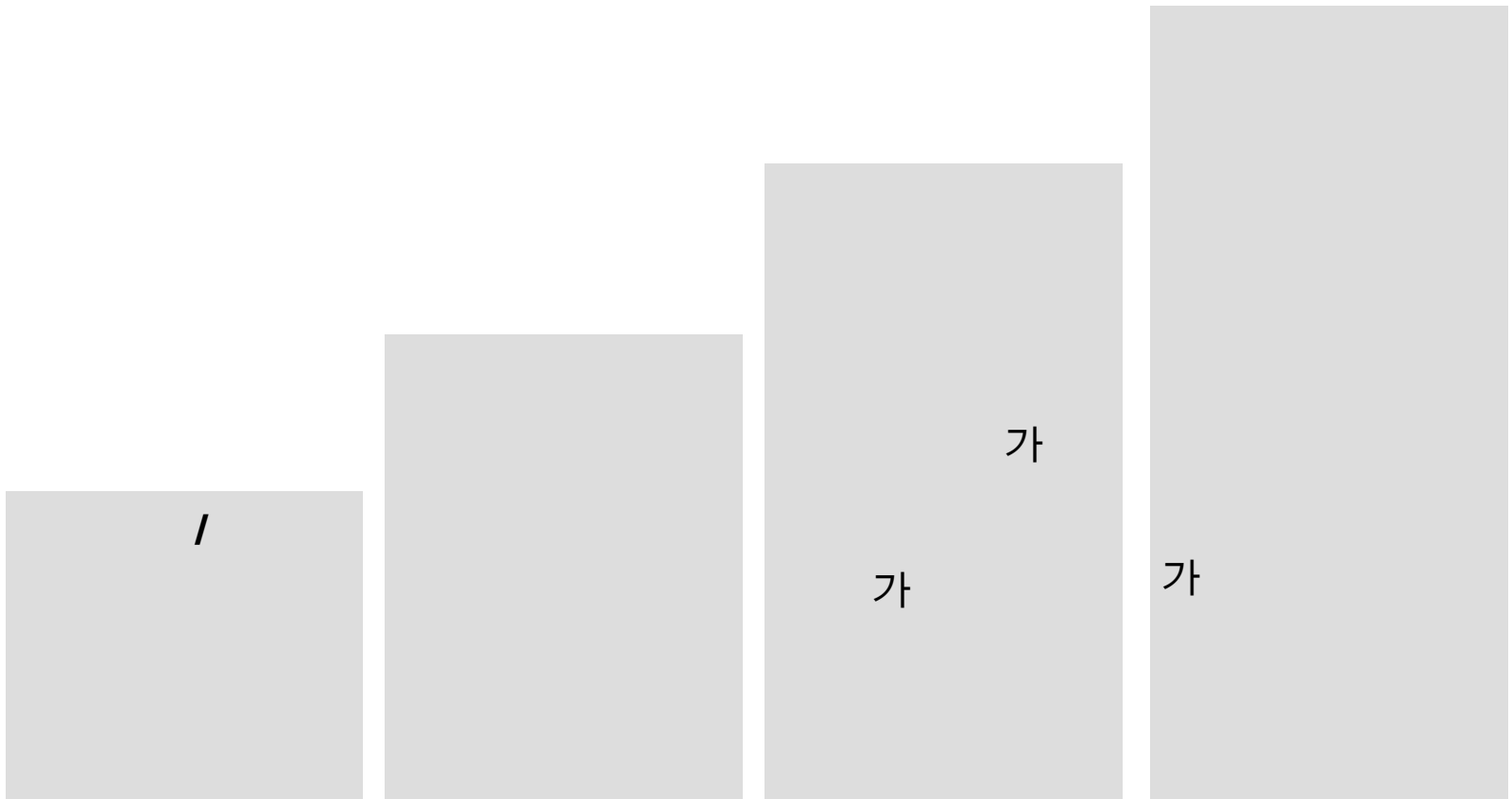
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1. , , .
 2. .
 3. .
 4. , , / . .
 5. , , .
 6. , .
 7. (strategic intent) .
 8. .
 9. .

1

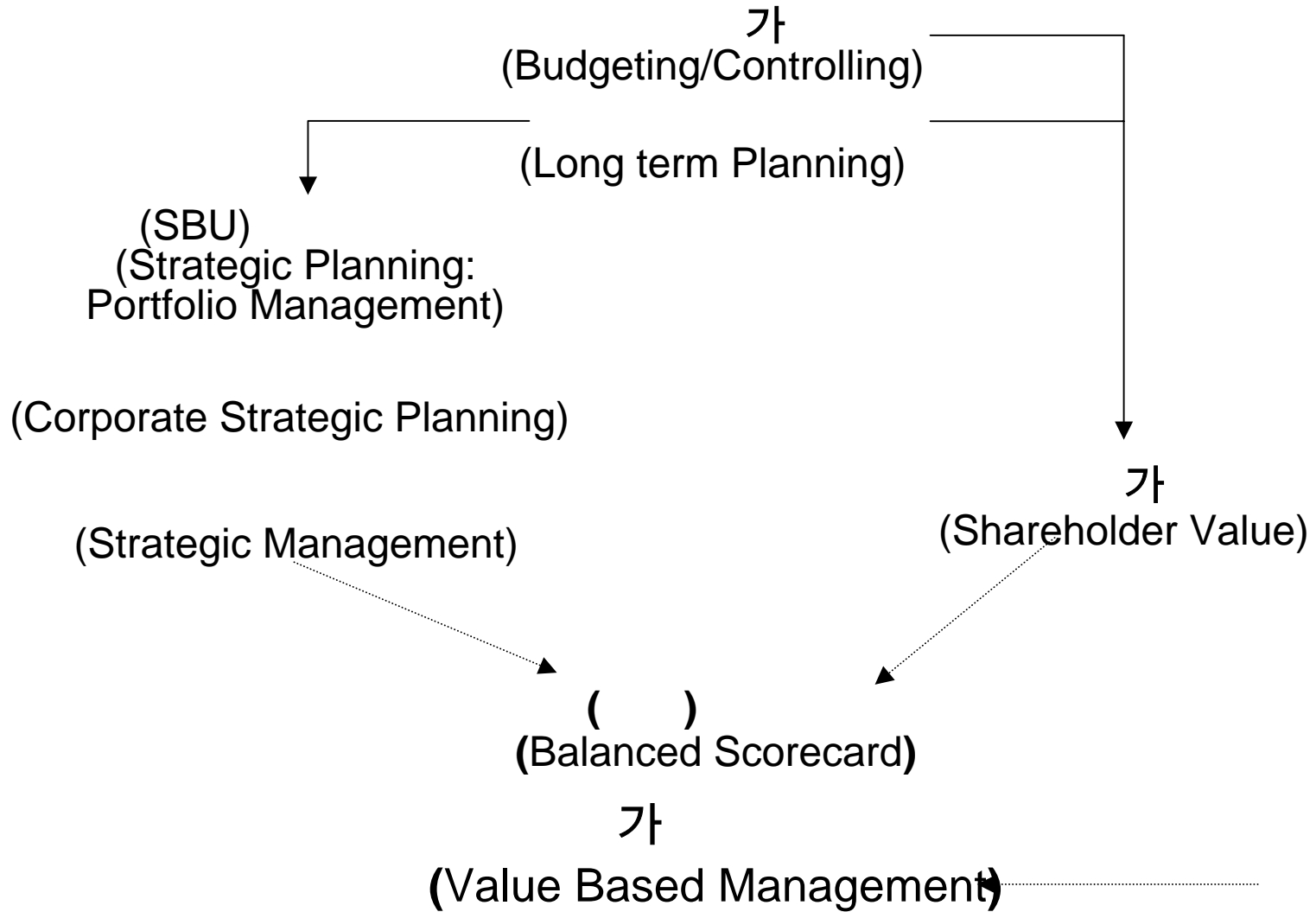
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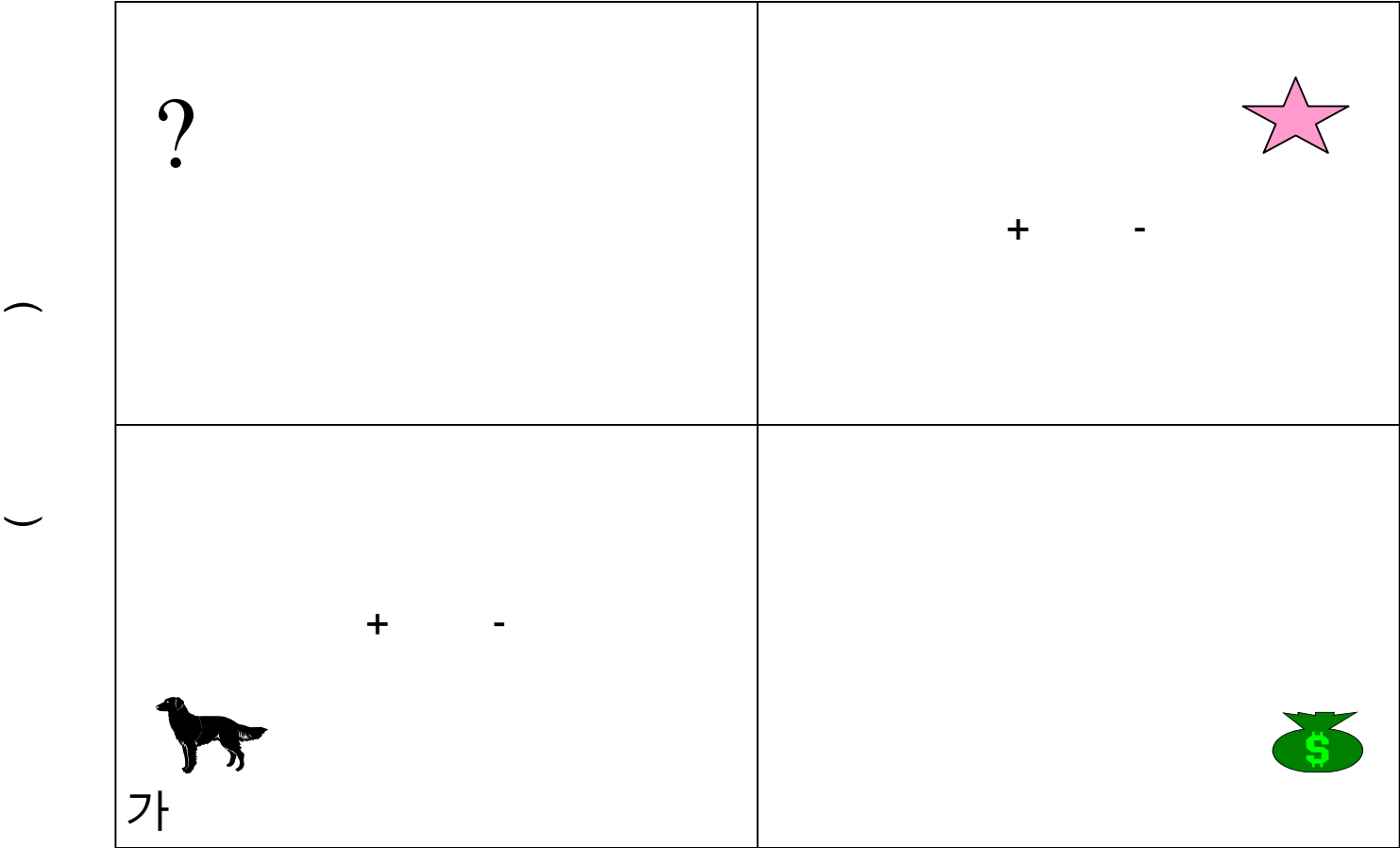
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가



BCG Matrix



(

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BCG Matrix

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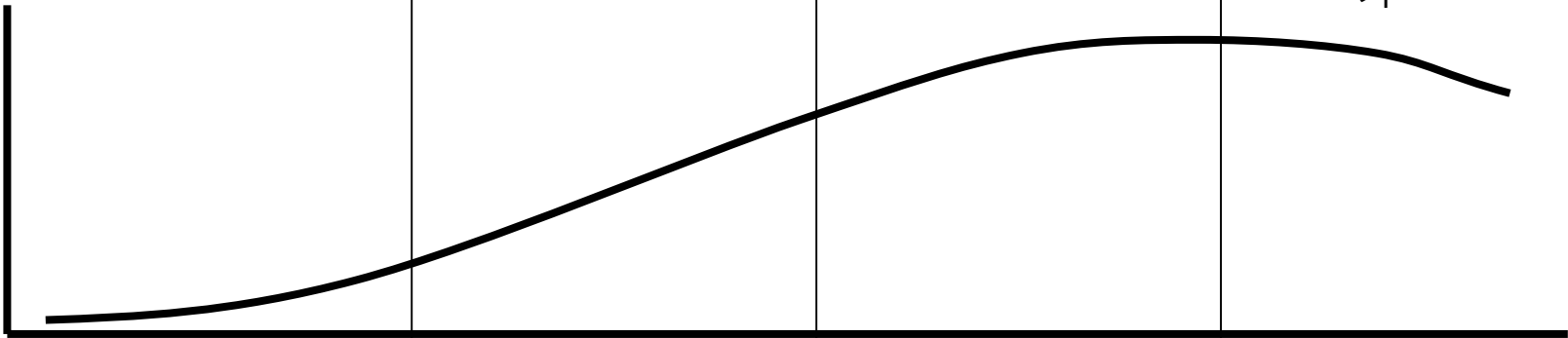
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 가	+ - 

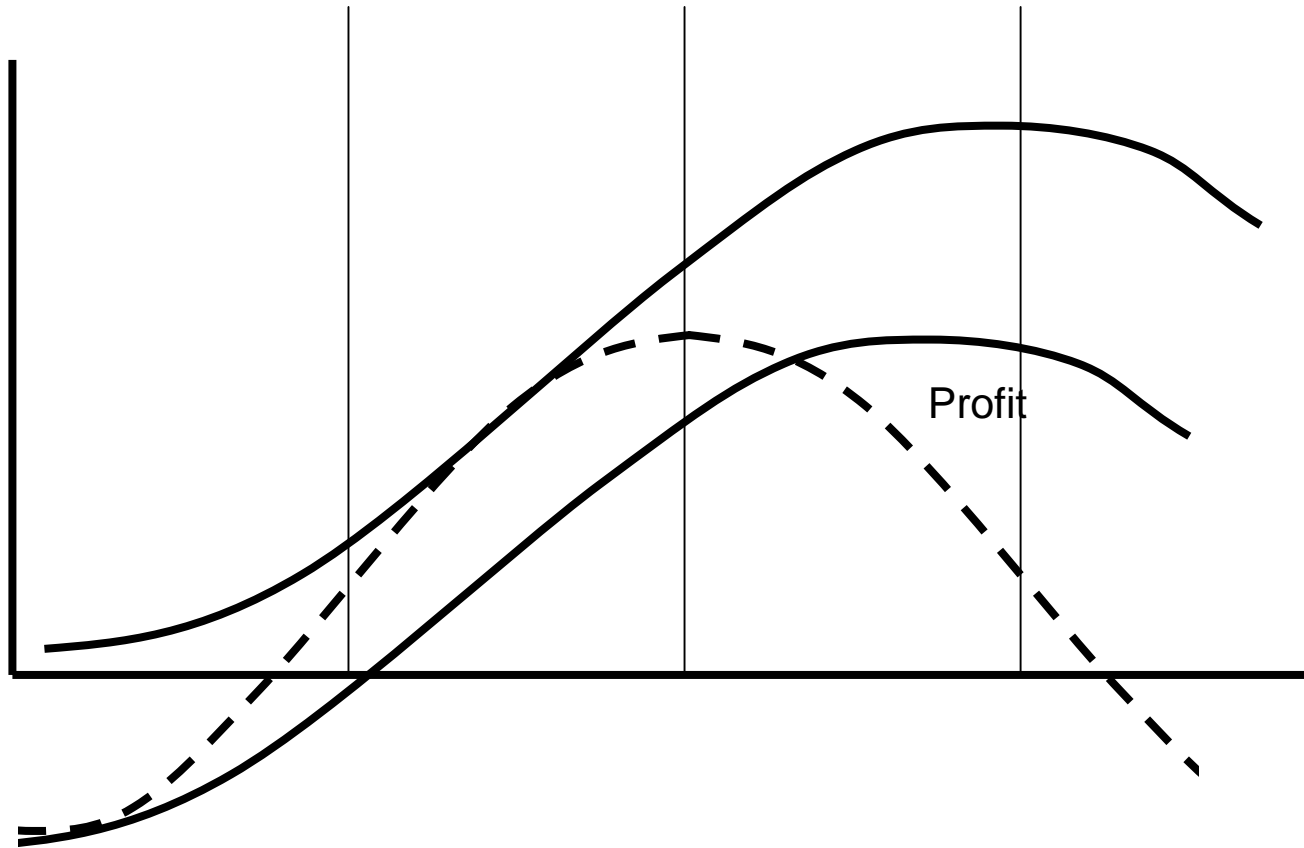
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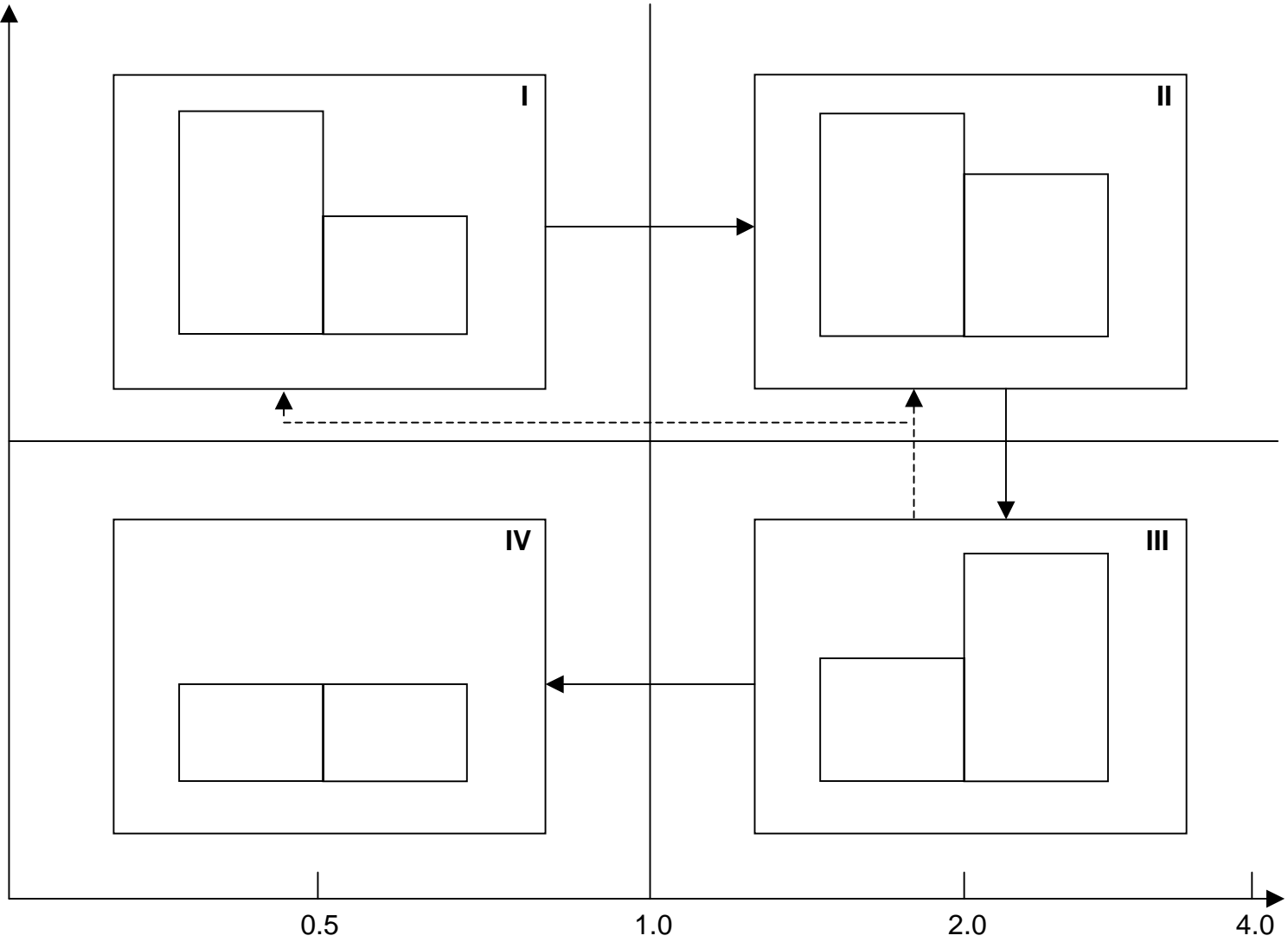


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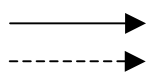
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Portfolio

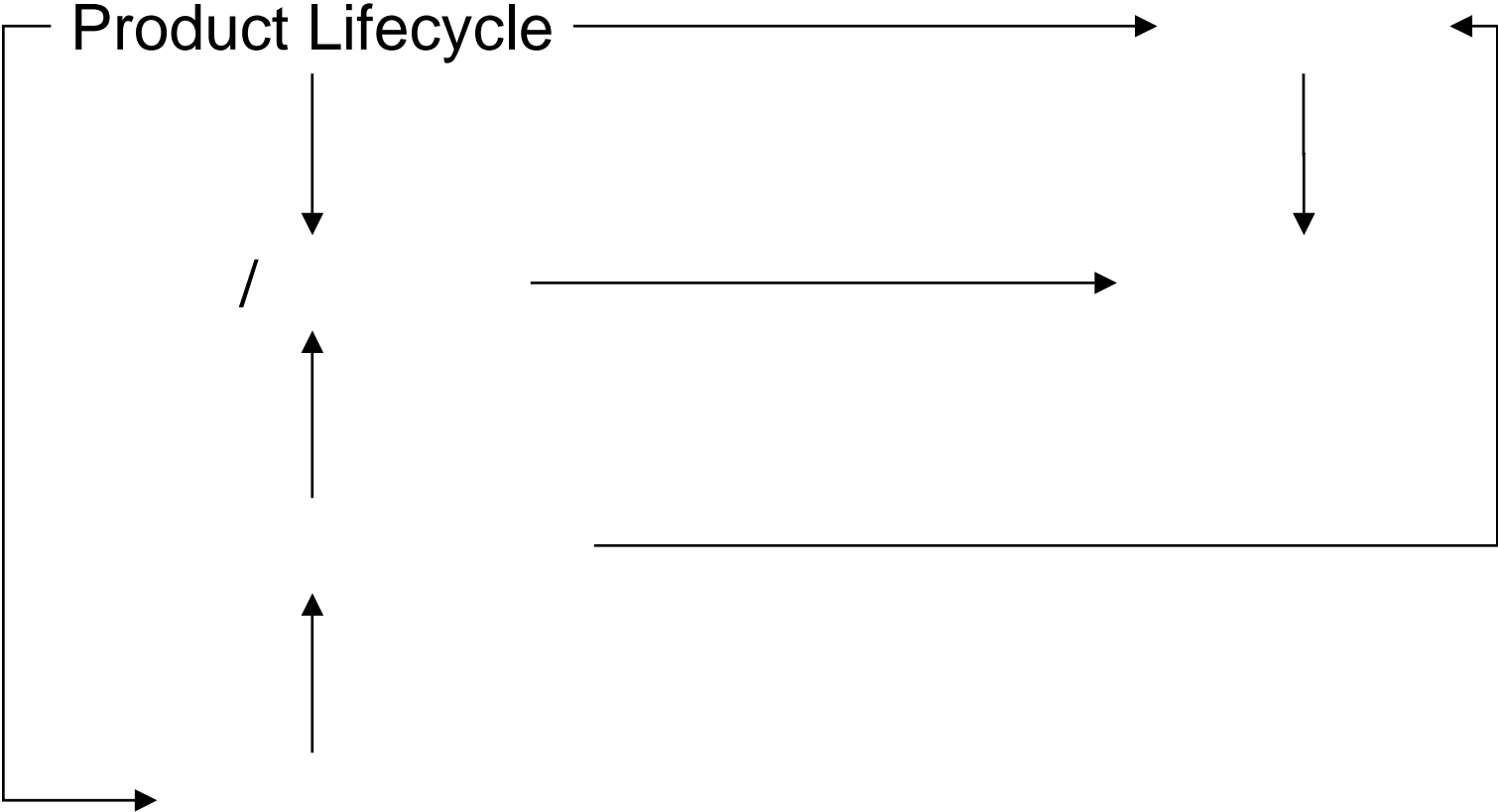


Horvath (2002) 396

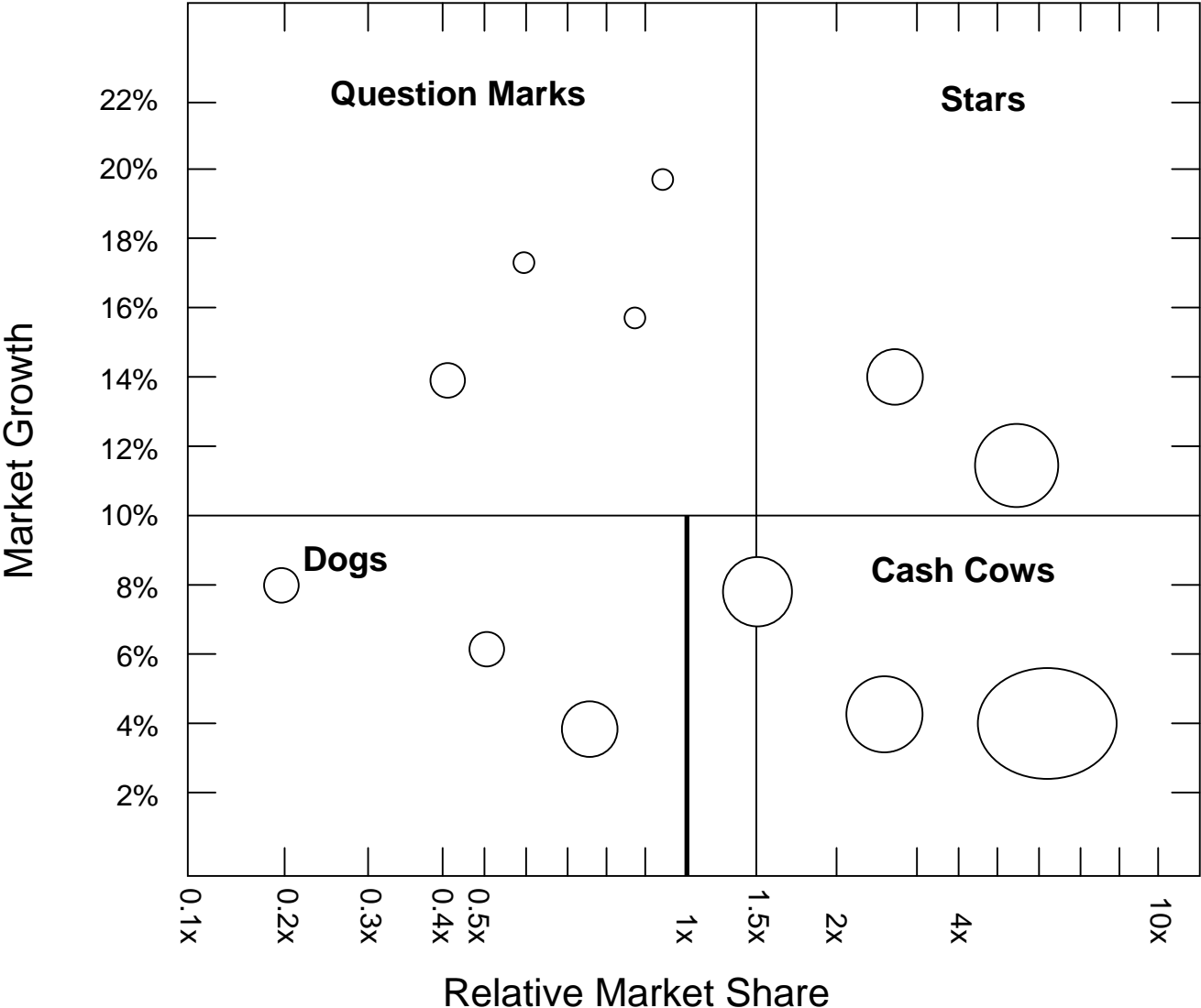


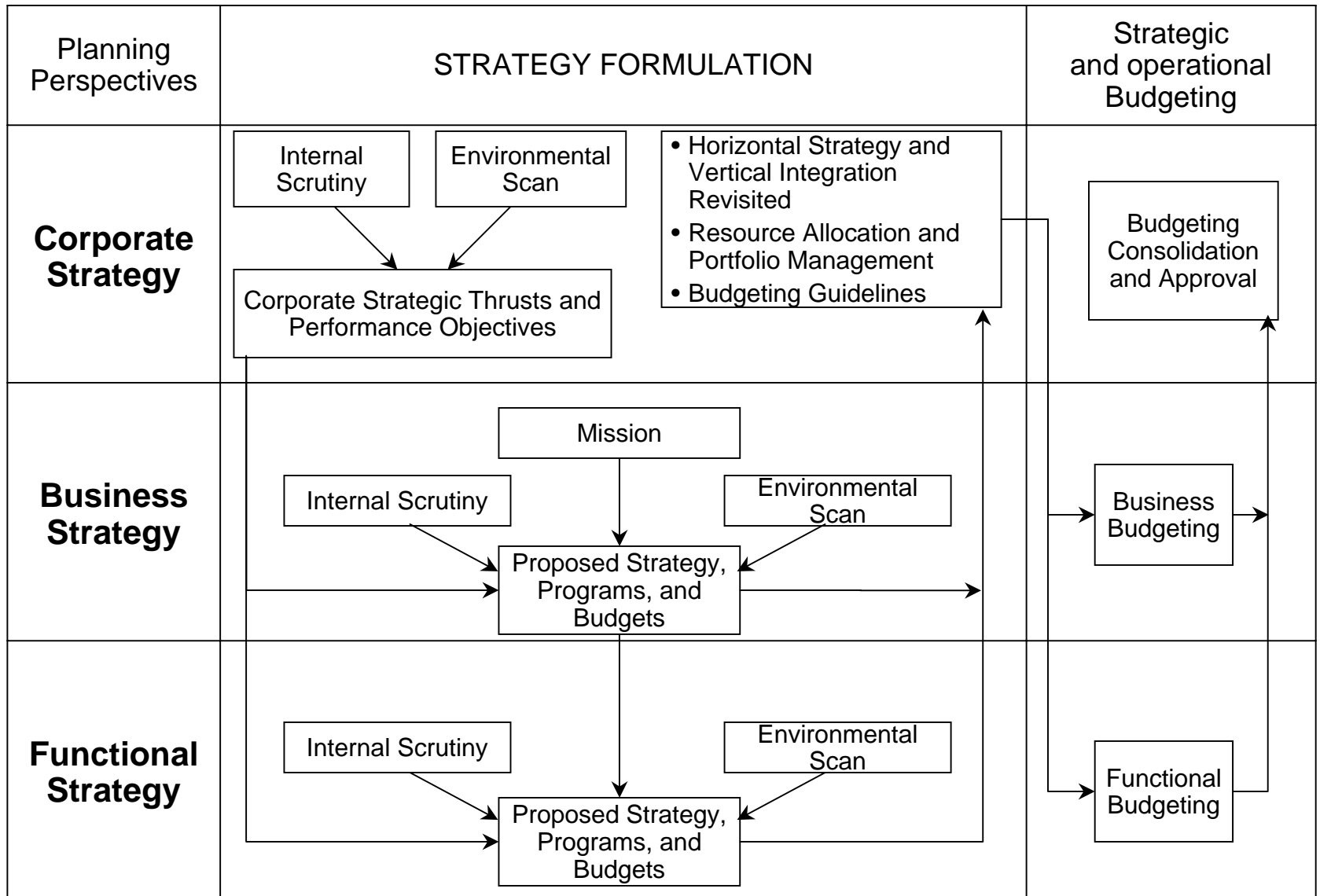
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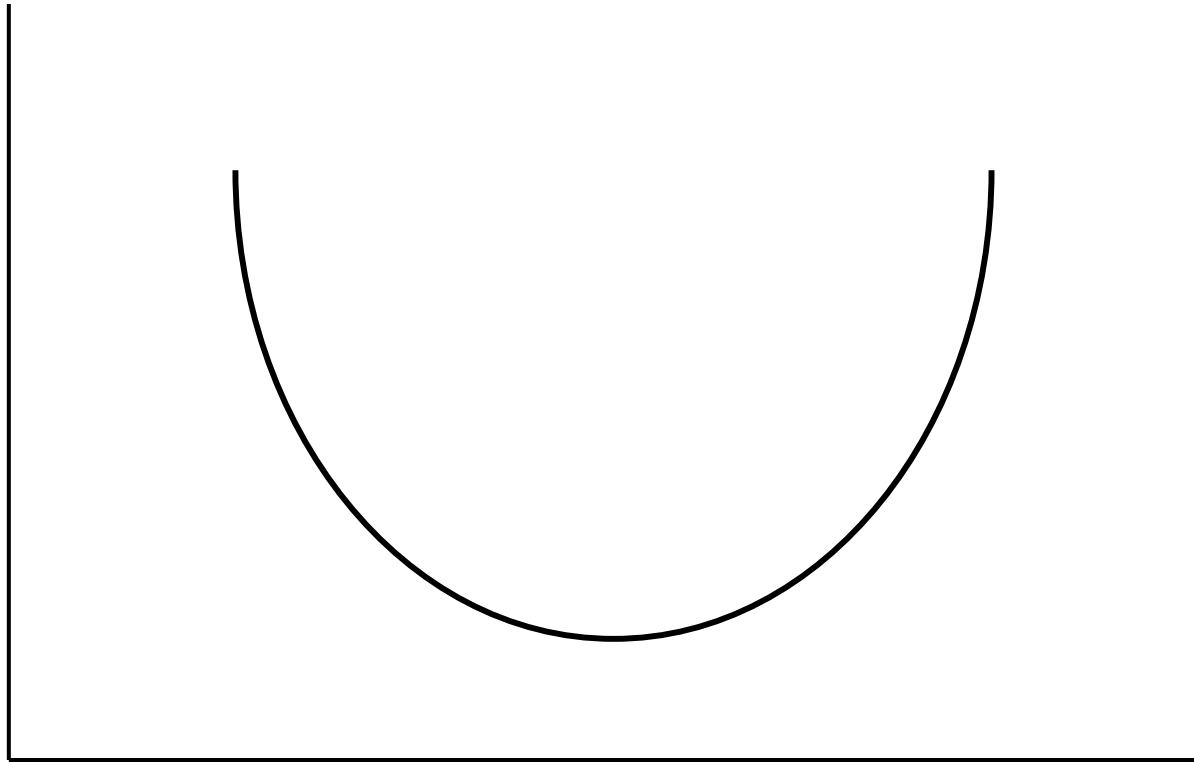


BCG Portfolio





Source: Hax/Majluf (1998)

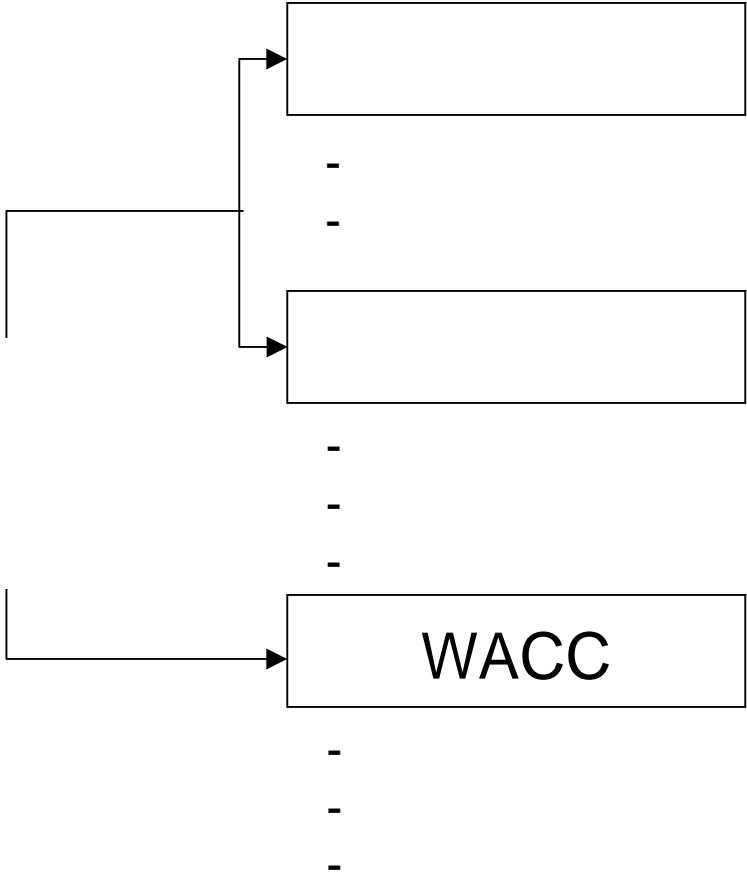


FCF

가

$$\text{가} = \text{가} -$$

$$\text{가} = \text{가} \text{ (WACC)}$$



가 ()

	2005	2006	2007	2008	2009	2010	2011	2012
	8,518	9,908	11,263	12,878	14,438	16,248	16,416	19,341
EBITDA	2,459	2,919	3,416	4,001	4,662	5,454	6,351	7,175
Cash Tax	567	1,150	1,331	1,544	1,763	2,023	2,304	2,538
가	510	535	532	590	620	651	683	717
	366	300	315	331	347	365	383	402
	256-	98	95	113	109	127	133	84
WACC %	8	8	8	8	8	8	8	8

WACC (Weighted Average Capital Costs): 가

	2005	2006	2007	2008	2009	2010	2011	2012	Term Value
Free Chas Flow	1,272	836	1,113	1,423	1,823	2,298	2,748	3,434	44,396
Discounted FCF	1,272	776	959	1,138	1,353	1,583	1,821	2,039	18,530

Details	Percentage
=	* EBITDA-Margin -
	- Cash Tax
가	28,027 USD
	529 USD
가	27,498 USD

EBITDA: Earning before interest, taxes, and depreciation and amortization
 (, , 가)

Resource Based View of the firm

- :
(sustainable abnormal return)
- =
- : (SWOT)
- Porter
- ?
- / (physical
and intangible assets and capability)
- =
- , Knowledge, Teamwork (
)

- (Core Competencies)

, 가

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1:

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2:

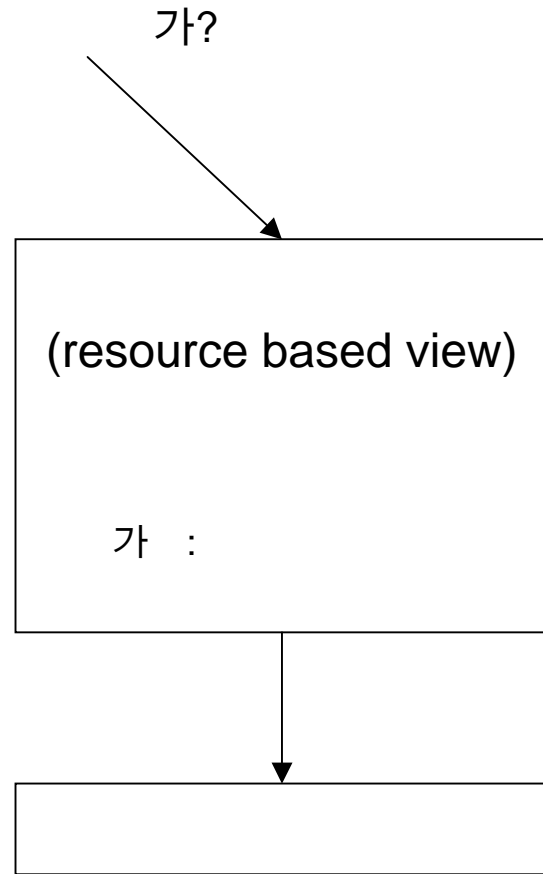
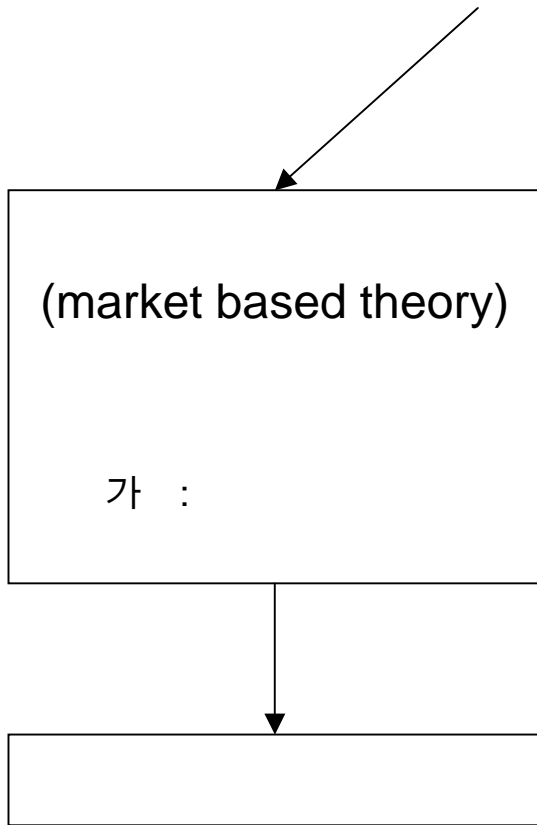
3:

가

4:

5:

6:

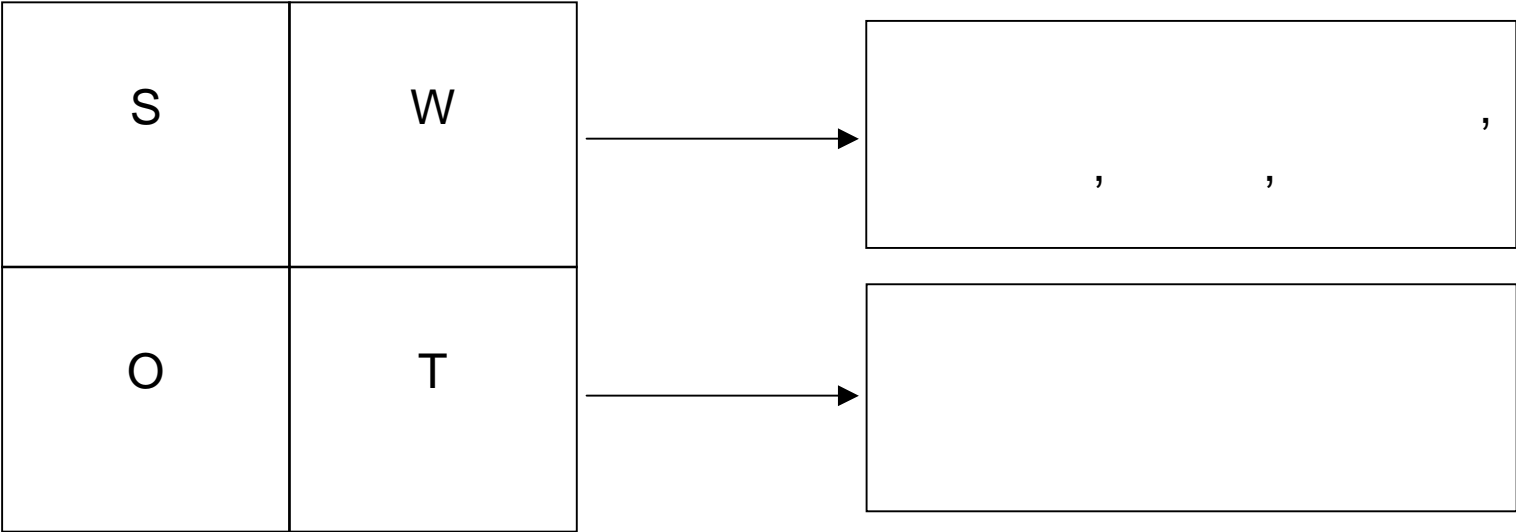


SWOT

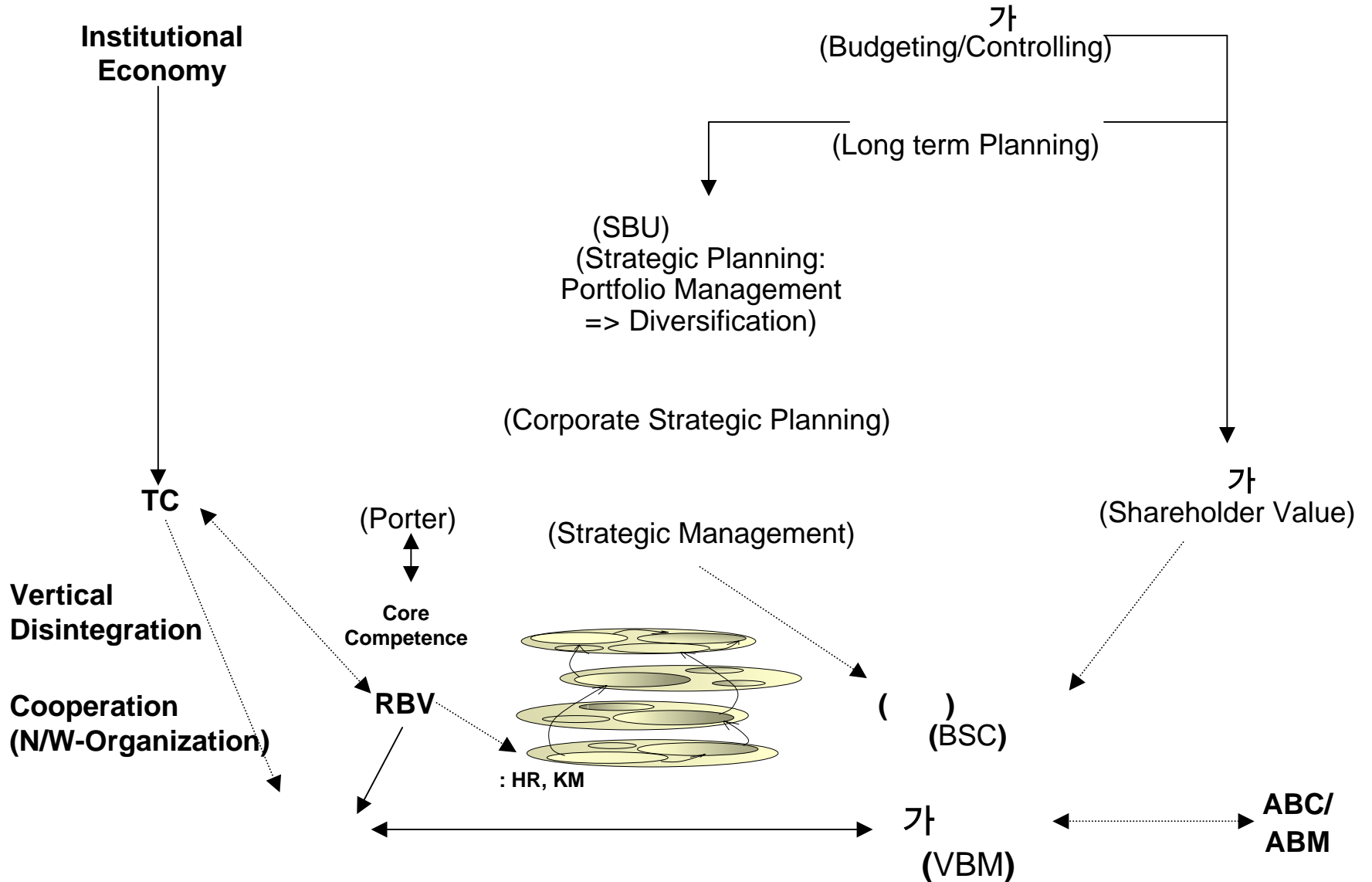
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1960/70

SWOT



Cf. Andrews (1971)
Hax/Majluf (1988) 17
(2000) 41, 180



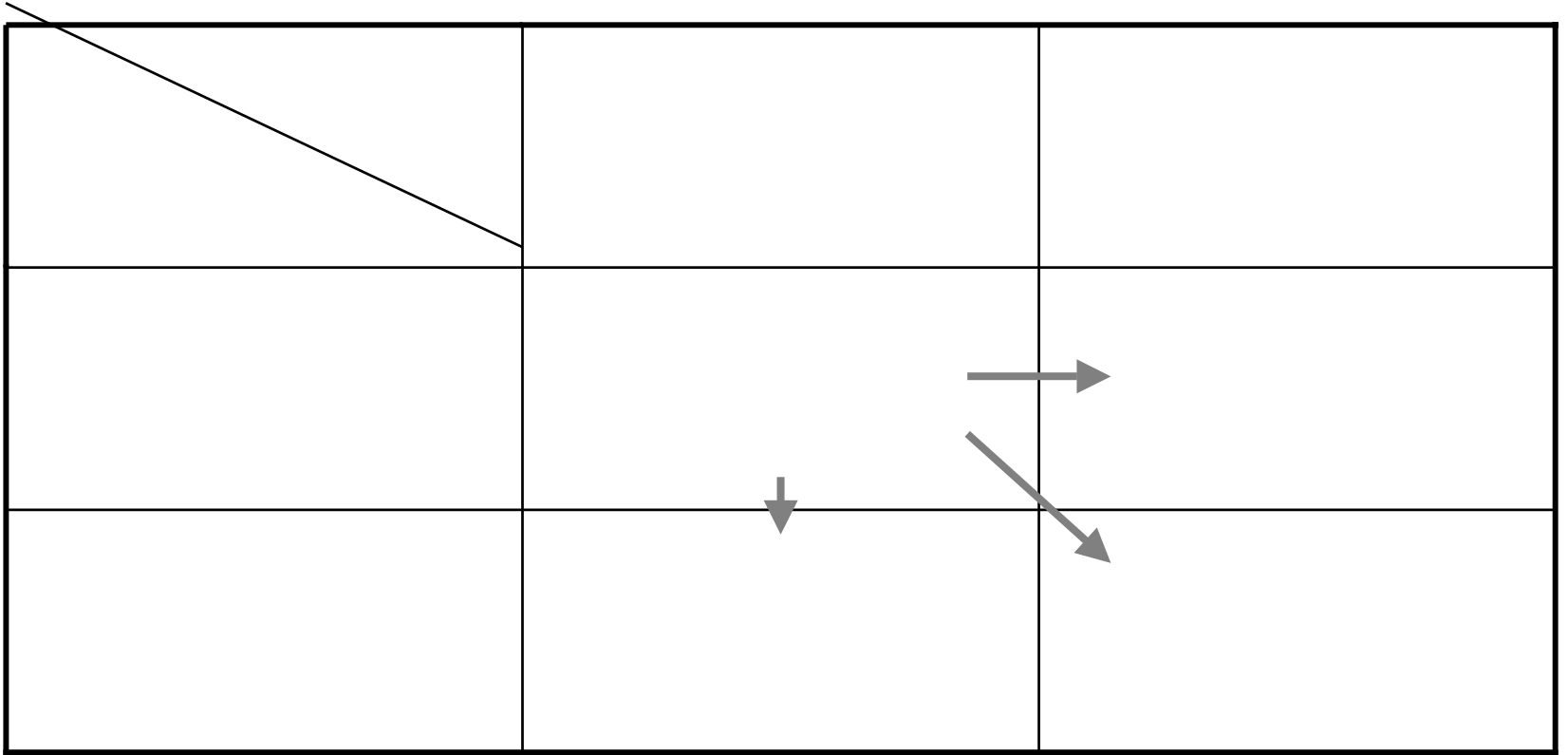
(Profit)= (revenue)- (cost)

: (Profit)= → Max

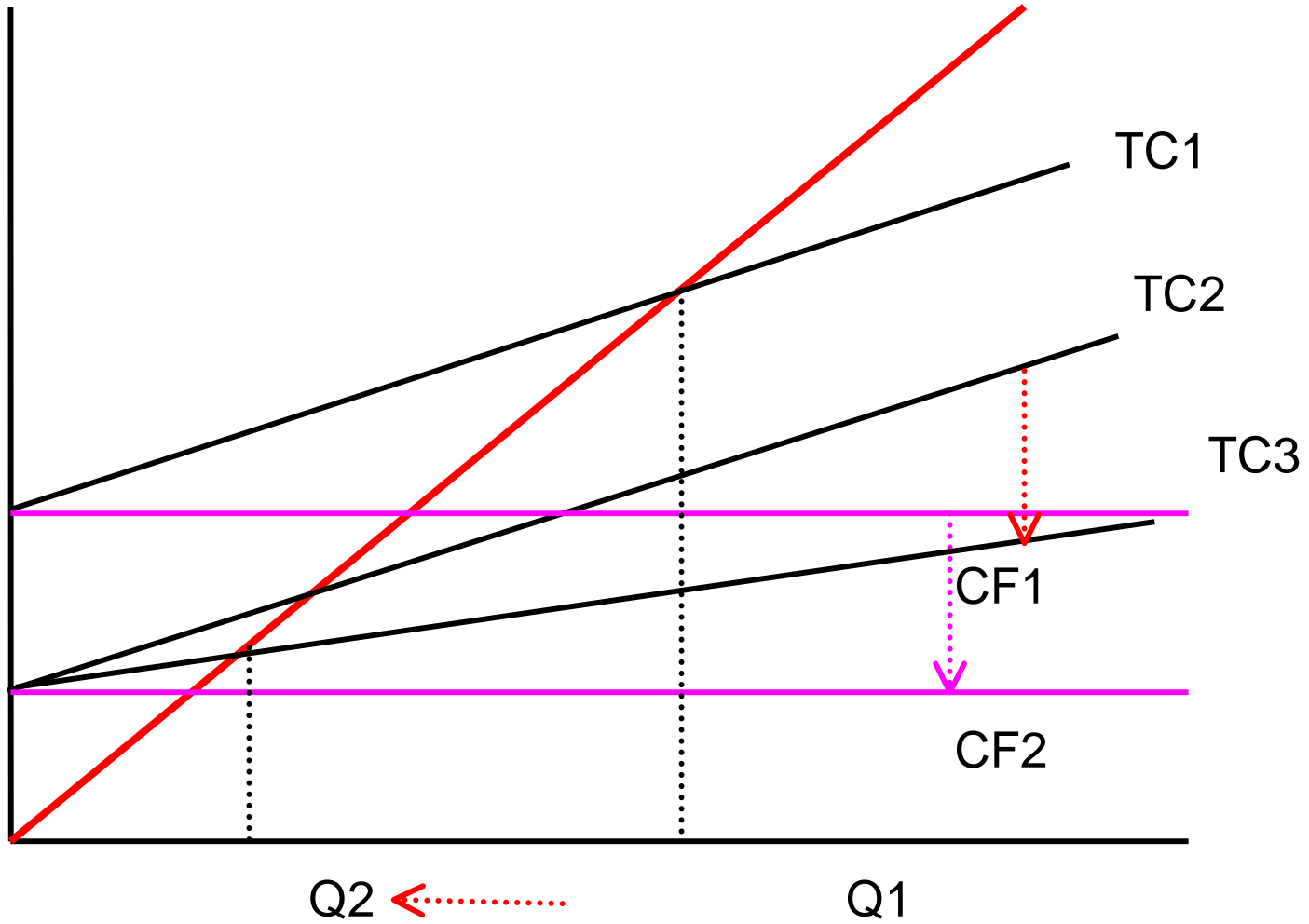
Max = Max - Min !

1. Max →

2. Min →

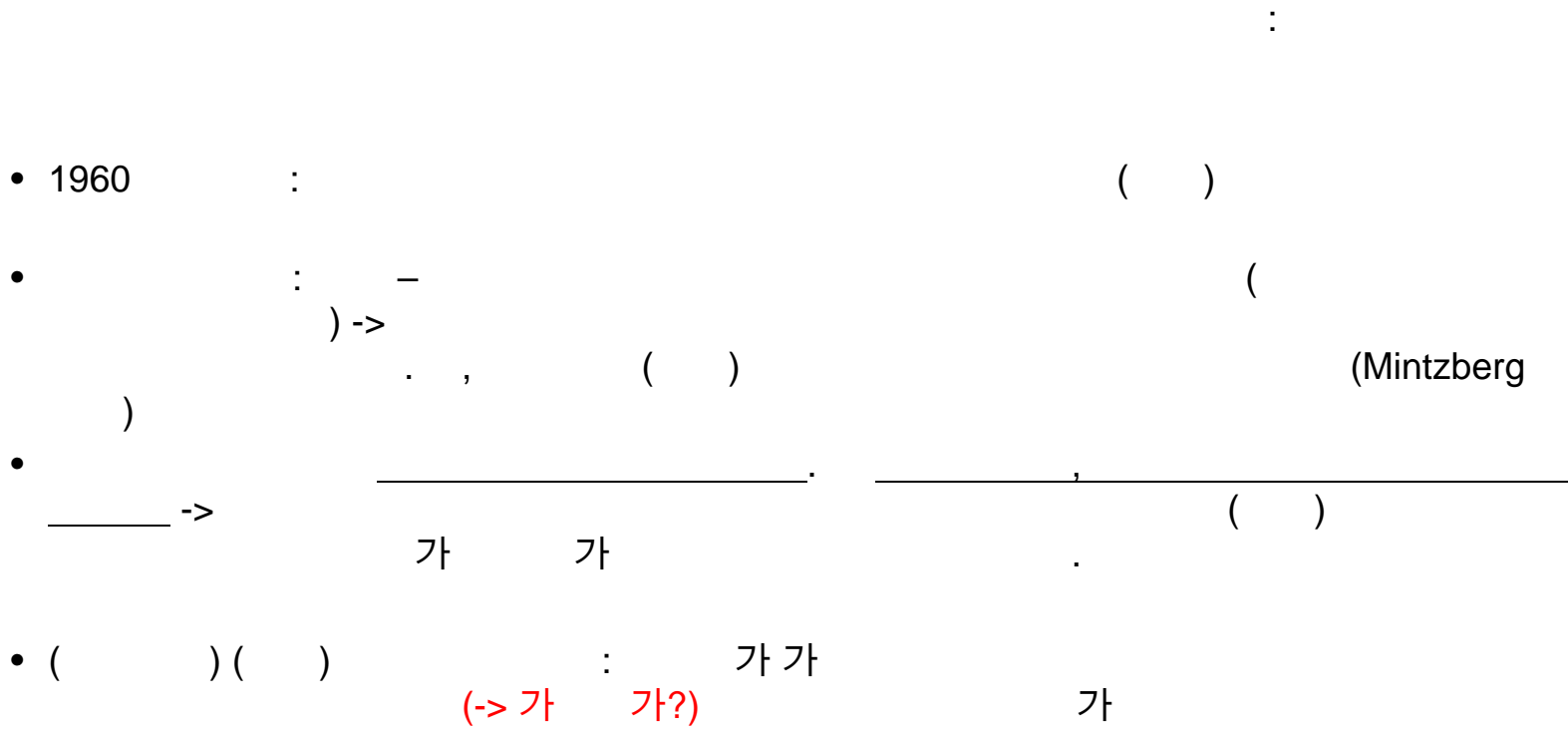


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Mintzberg (1994) The Fall and Rise of Strategic Planning (HBR, 1994 Jan.-Feb.)

- “ (strategic planning)” “ (strategic thinking)”
- “ (strategic management)” (strategy as a coherent, unifying, and integrative pattern of decisions)



	/(()
<p>(:) -> / (: -> 가 -></p> <p>5</p> <p>)</p>	<p>?) . (-> 가 => =></p>
<p>(,) , -></p> <p>가</p>	<p>,</p> <p>.</p>

• ()

•



가 가

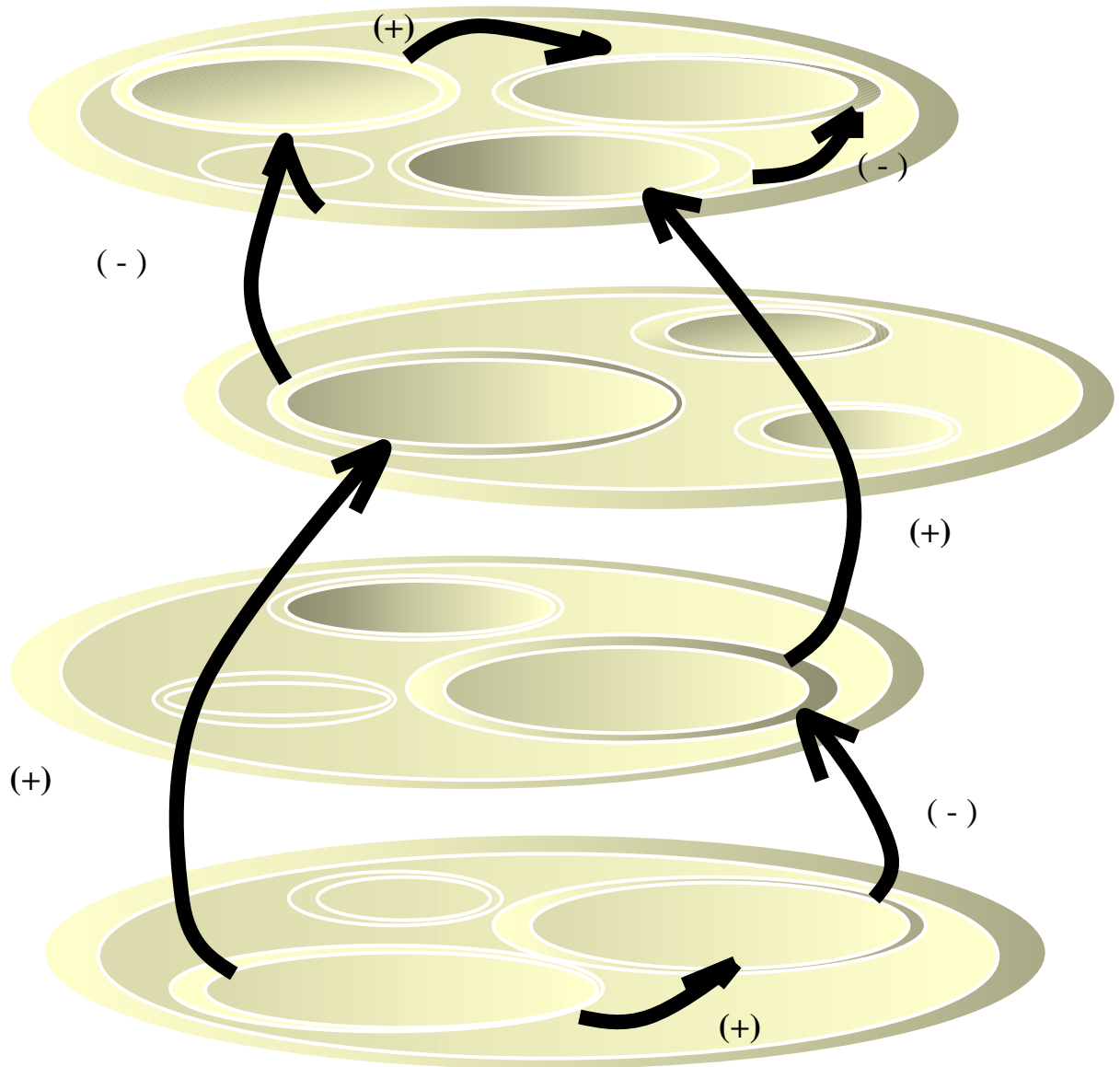
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BSC

/		가
1992 (HBR)	BSC	, 4 Perspective , Innovation & Learning
1993 (HBR)		, Growth
1996 (HBR)	Using BSC as Strategic Management System	Learning & Growth , Managing Process, Project
1996 (CBR)	Linking BSC to Strategy	,
1996 ()	BSC	
2000 (HBR)	Strategy Maps	Treasy/Weaserma concept
2000 ()	SFO	5 , Strategy Maps
2001 (IBJ)	SFO	5
2004 ()	Strategy Maps	(, ,)
2004 (HBR)	Intangible Asset	

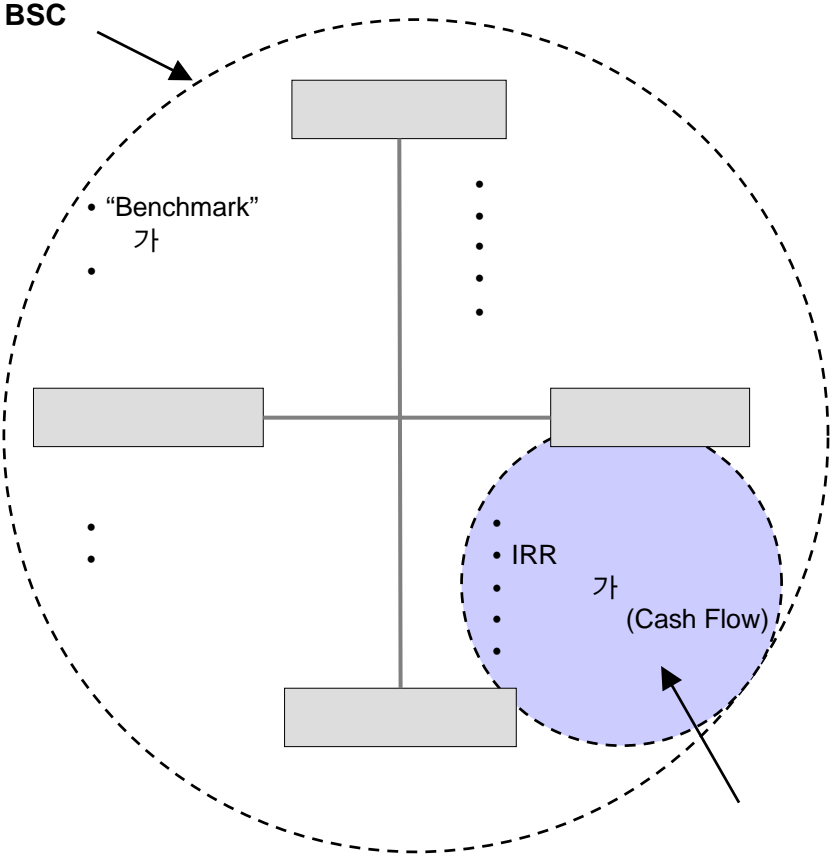
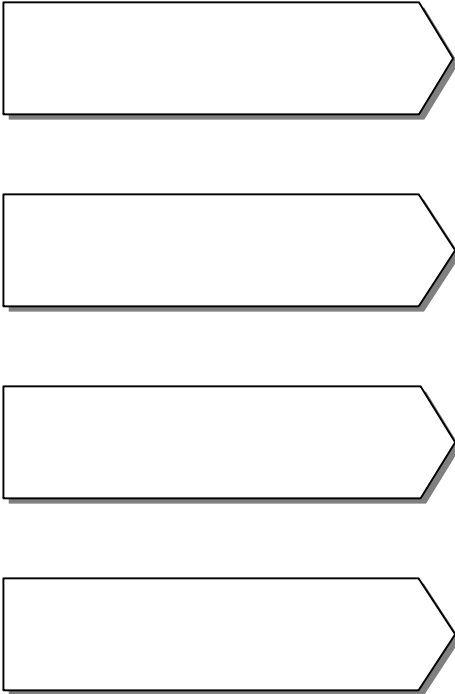


Source: Kaplan/Norton

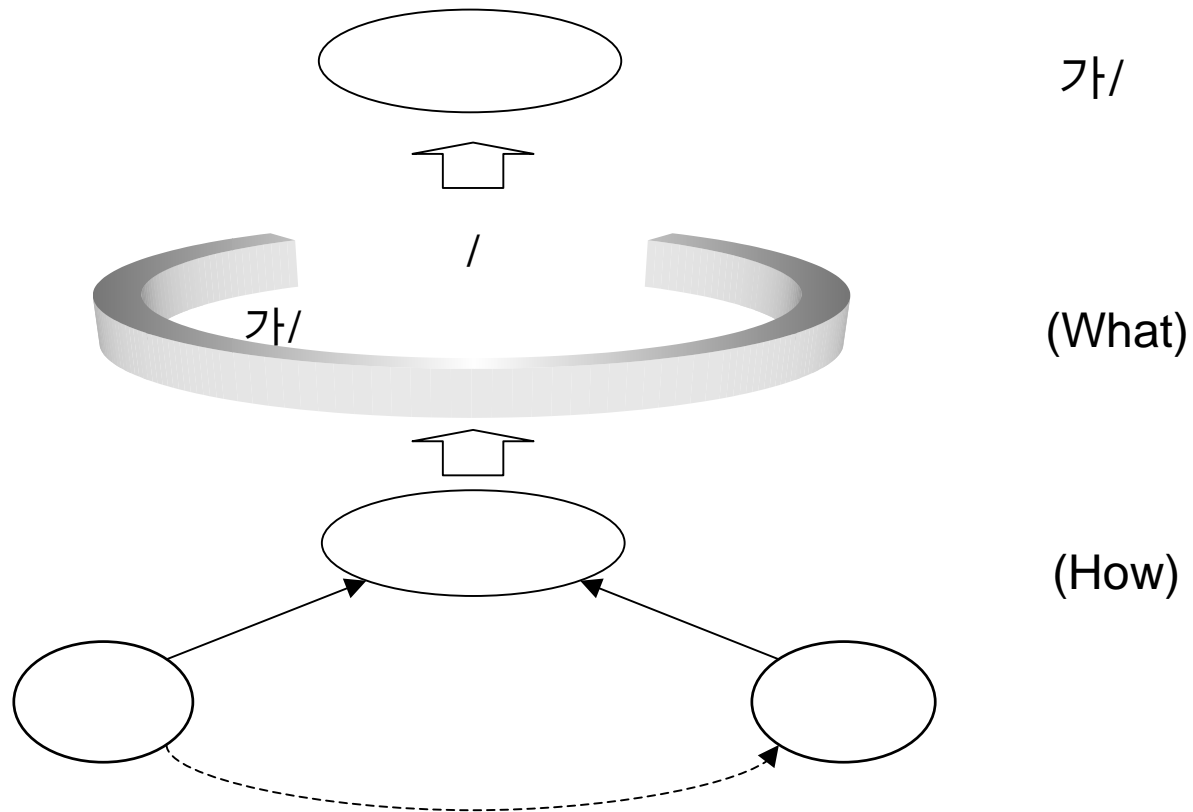
BSC

BSC

가



- () 가 ,
- ' 가 .
- (what) (how)

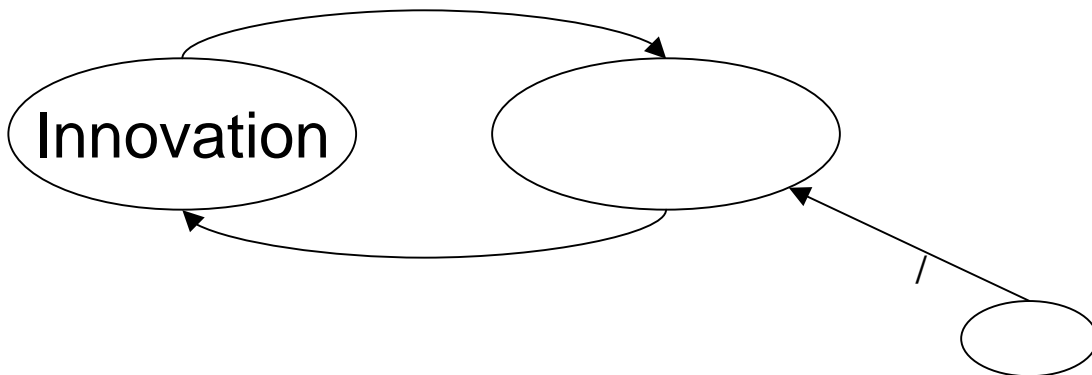


Innovation 가

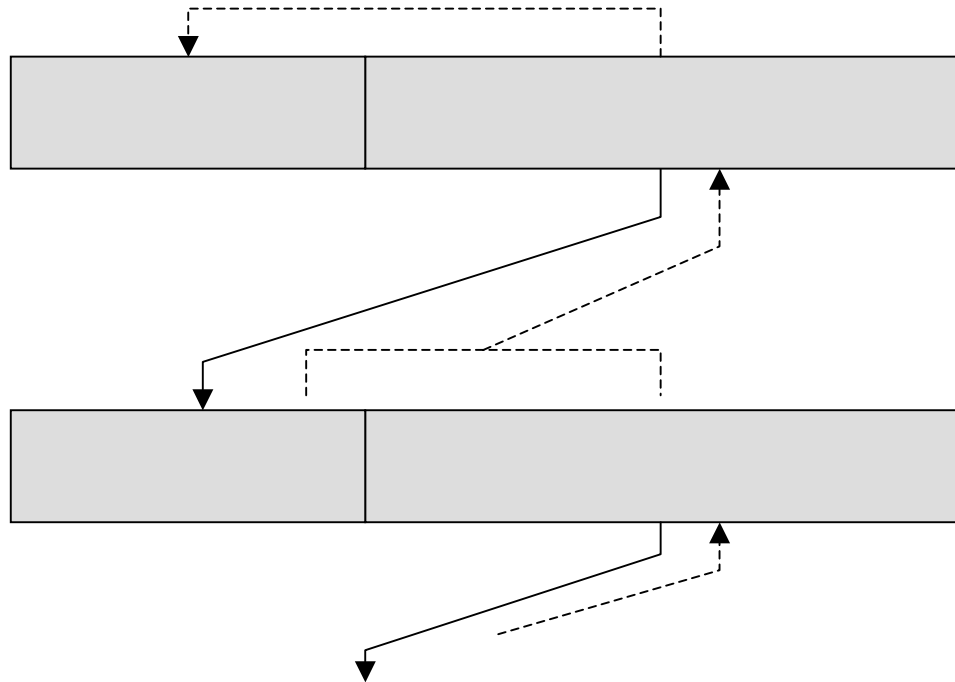


Innovation

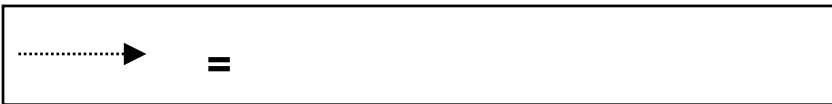
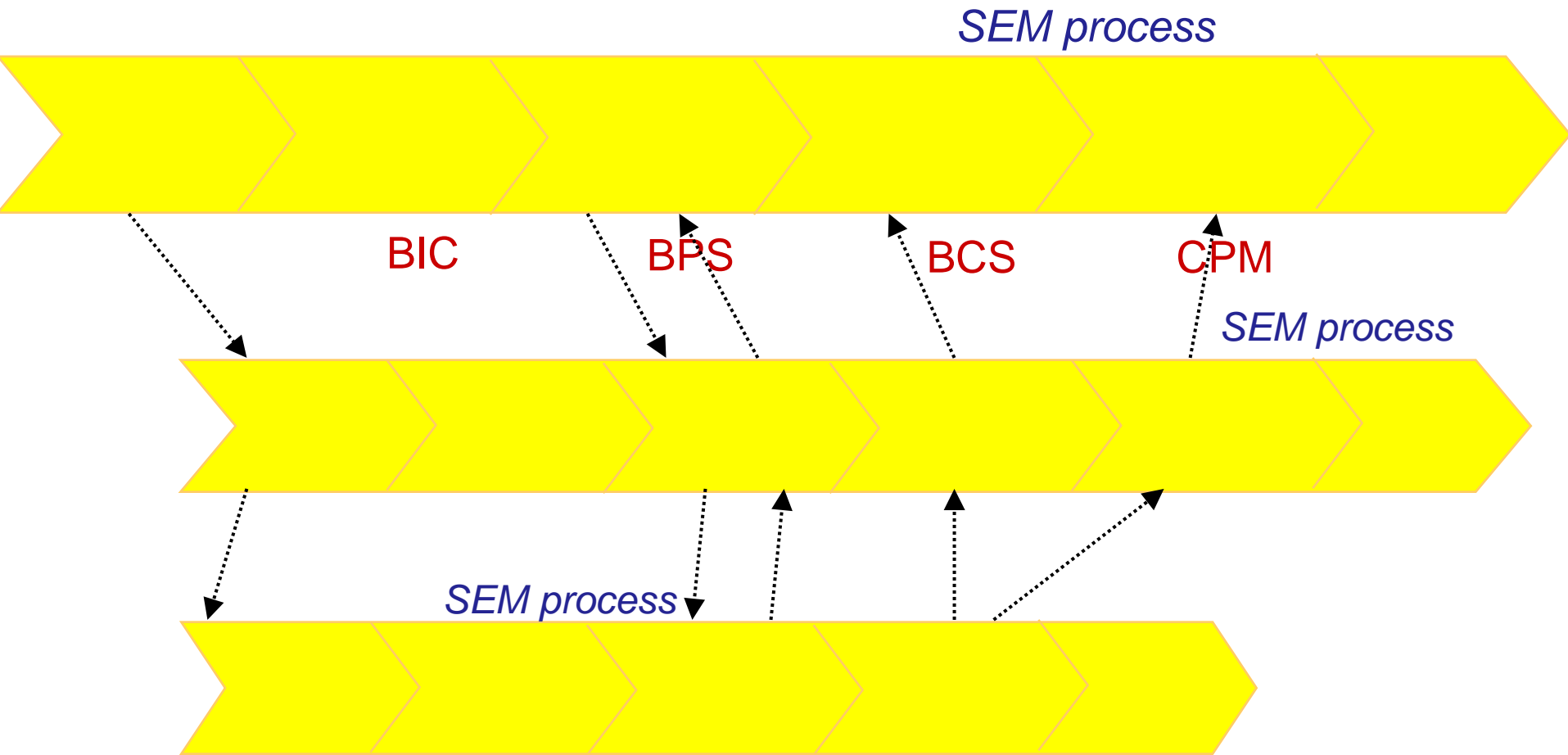
Temporary Monopoly
(가 ,)



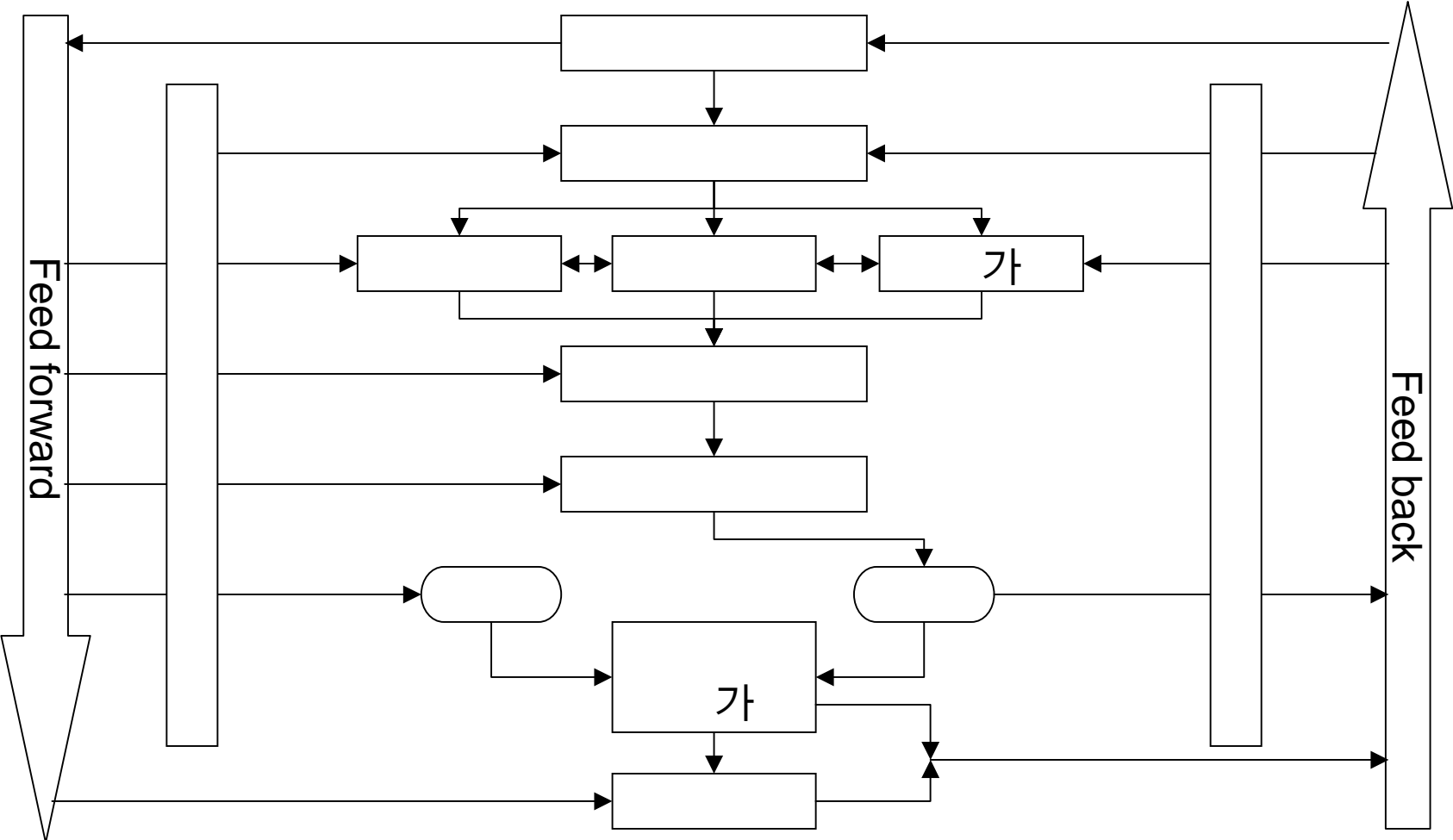
Process



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Management Cycle



SEM Business Analytics

Strategic Enterprise Management



- Manage strategy of Enterprise / Business Units (BU) to create long-term value
- Manage performance of BU to improve short-term results

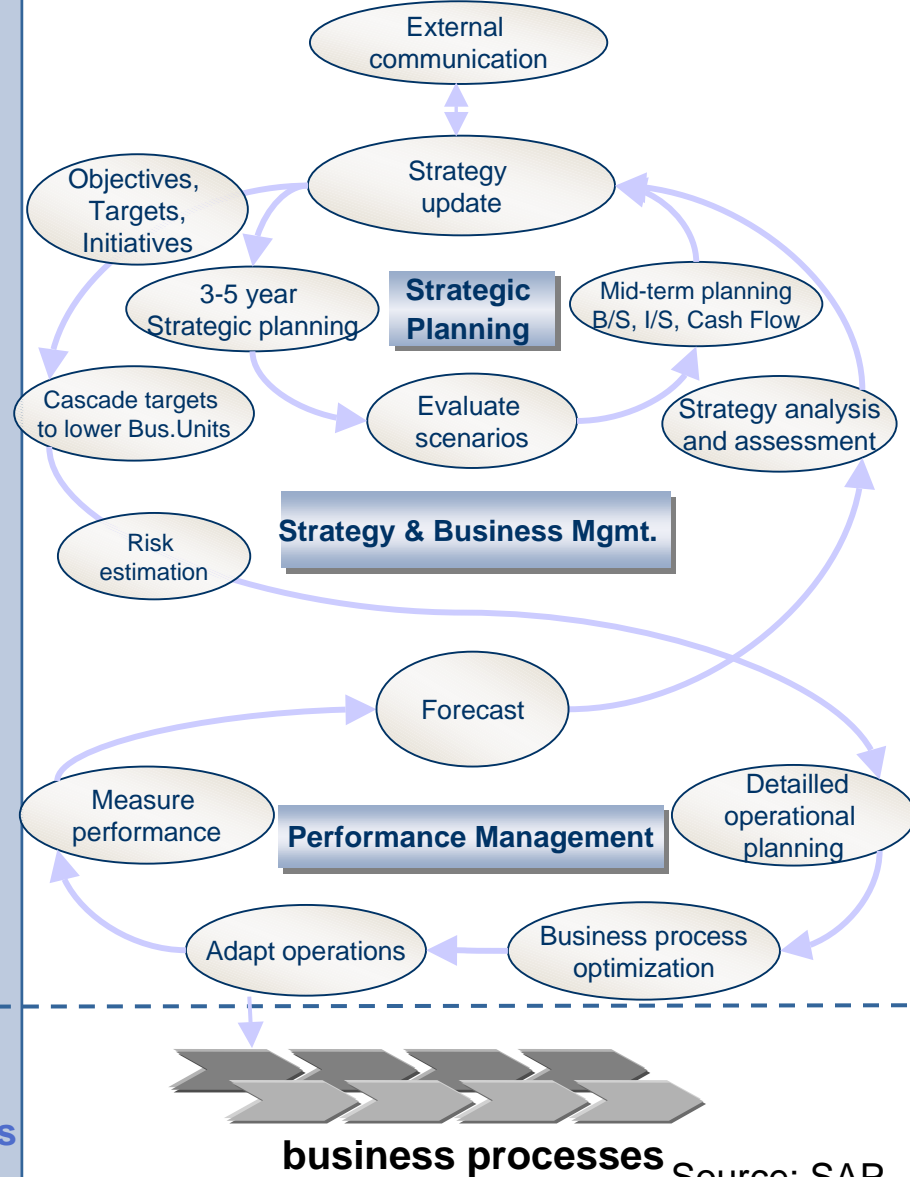
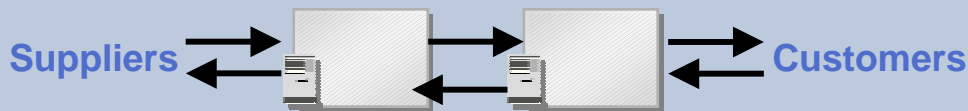


Business Analytics

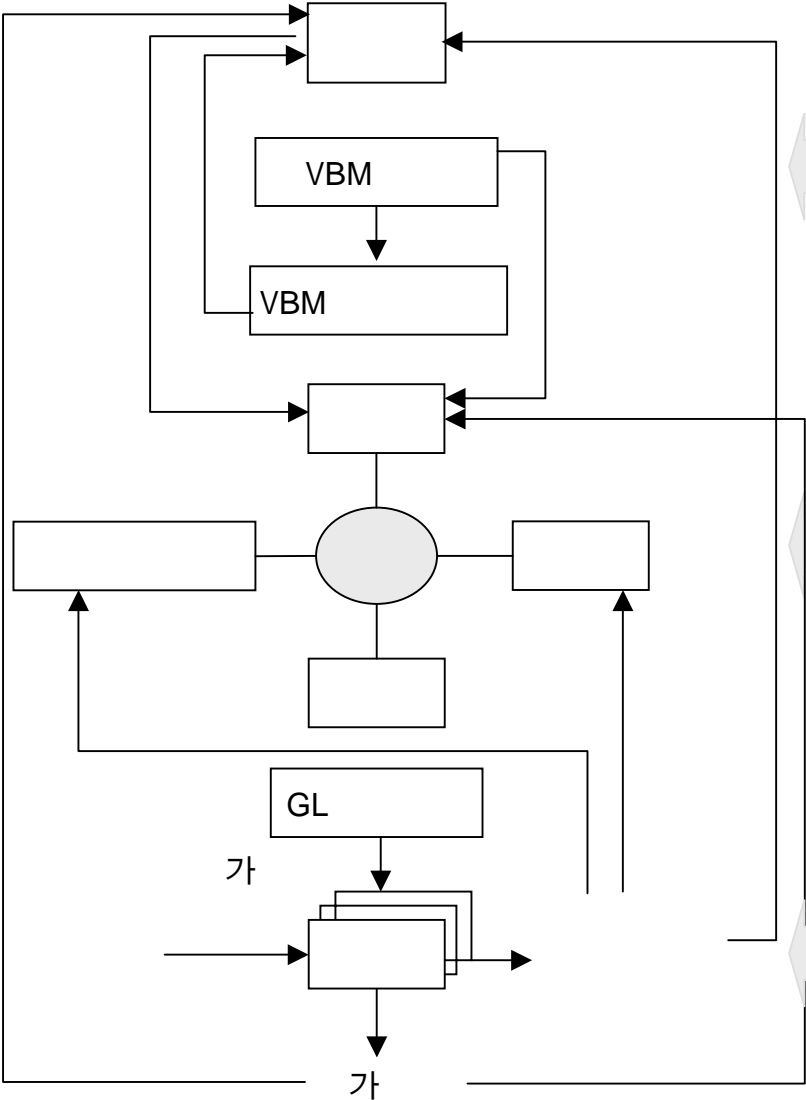


- Adapt business operations based on results from Business Analytics
- Optimize business processes across functions to improve overall business performance

Transactional processing (R/3, CRM, SCM, ...)



VBM-BCS-ABM



(/ /)

VBM

1. , , 가 가
2. 가 가 가
3. 가 가 ,가
4. 가

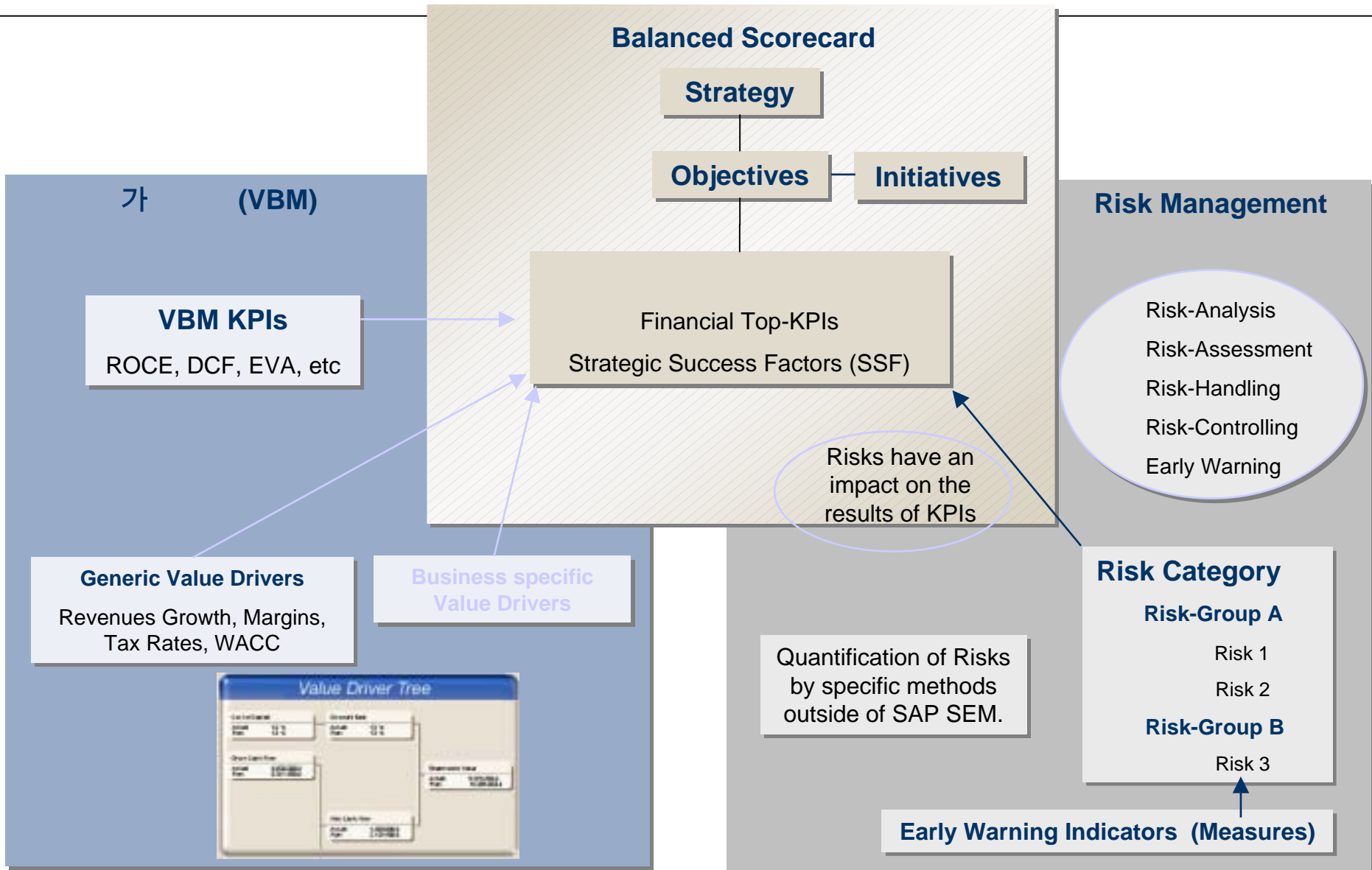
BSC

1. 가
2. 4가 (KPI)
- 3.
- 4.

ABM

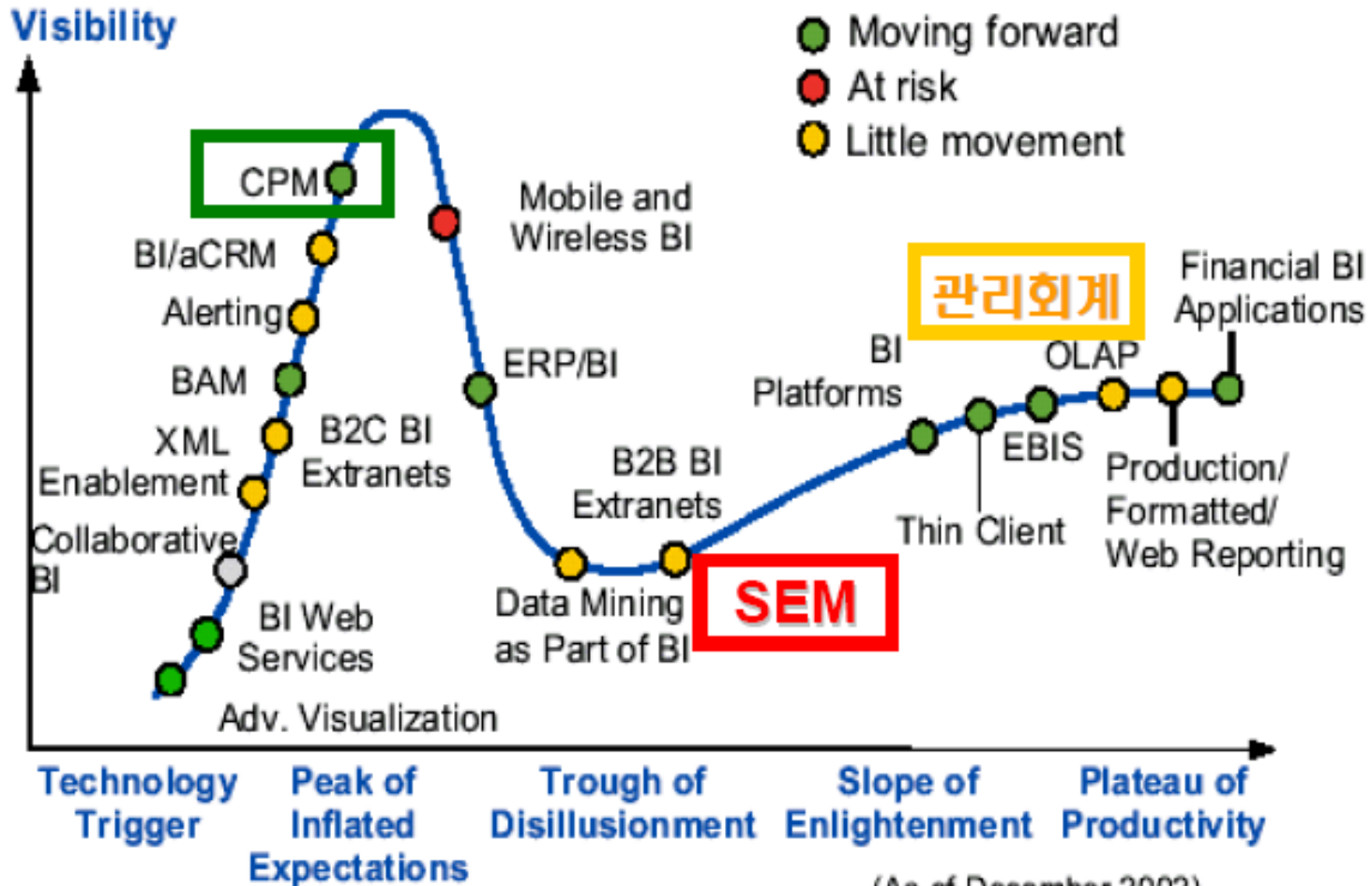
1. 가 가 가
2. 가
3. , 가
4. , 가가 가

BSC: VBM Risk Management

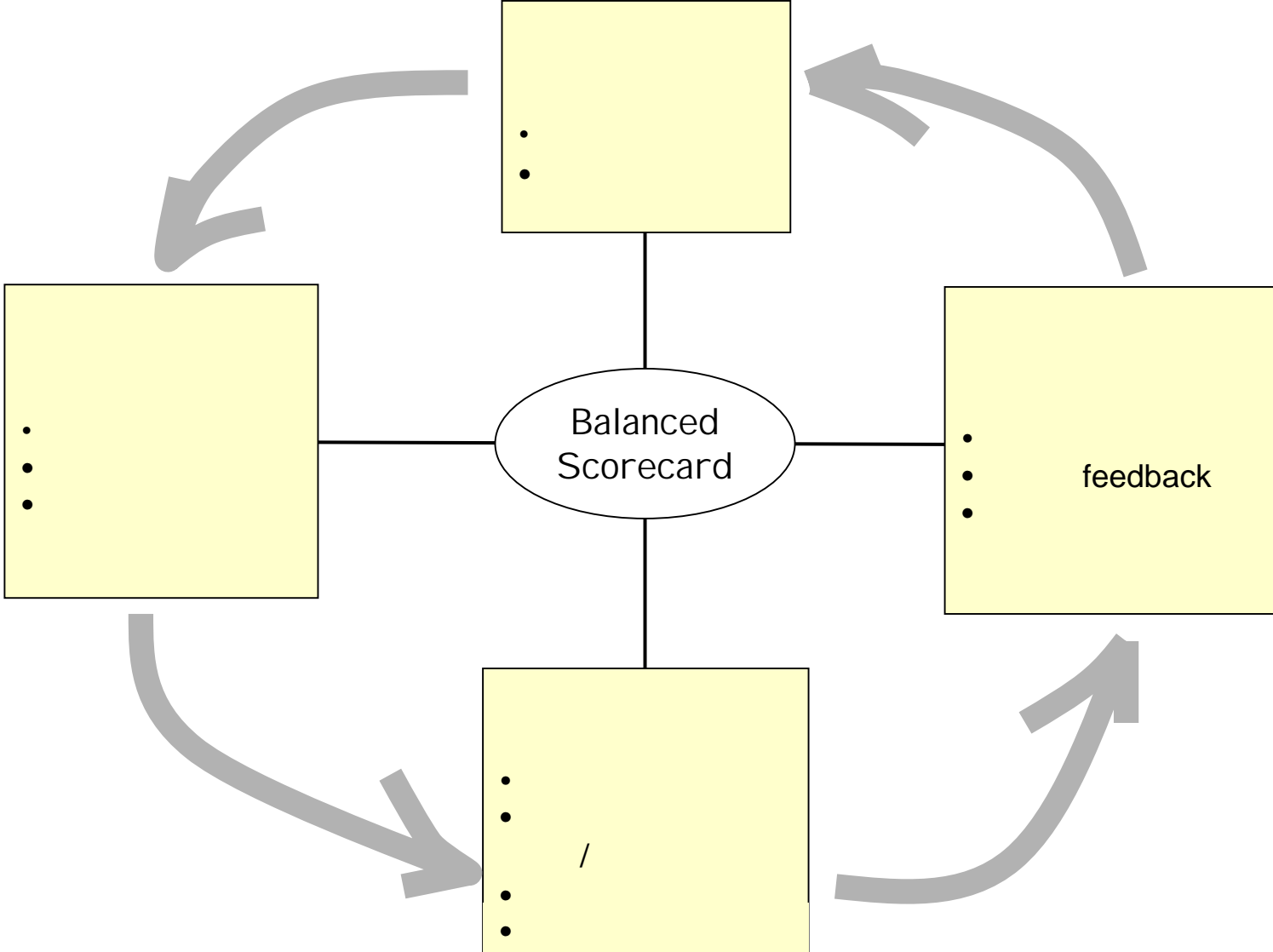


SEM CPM

Emerging Pattern

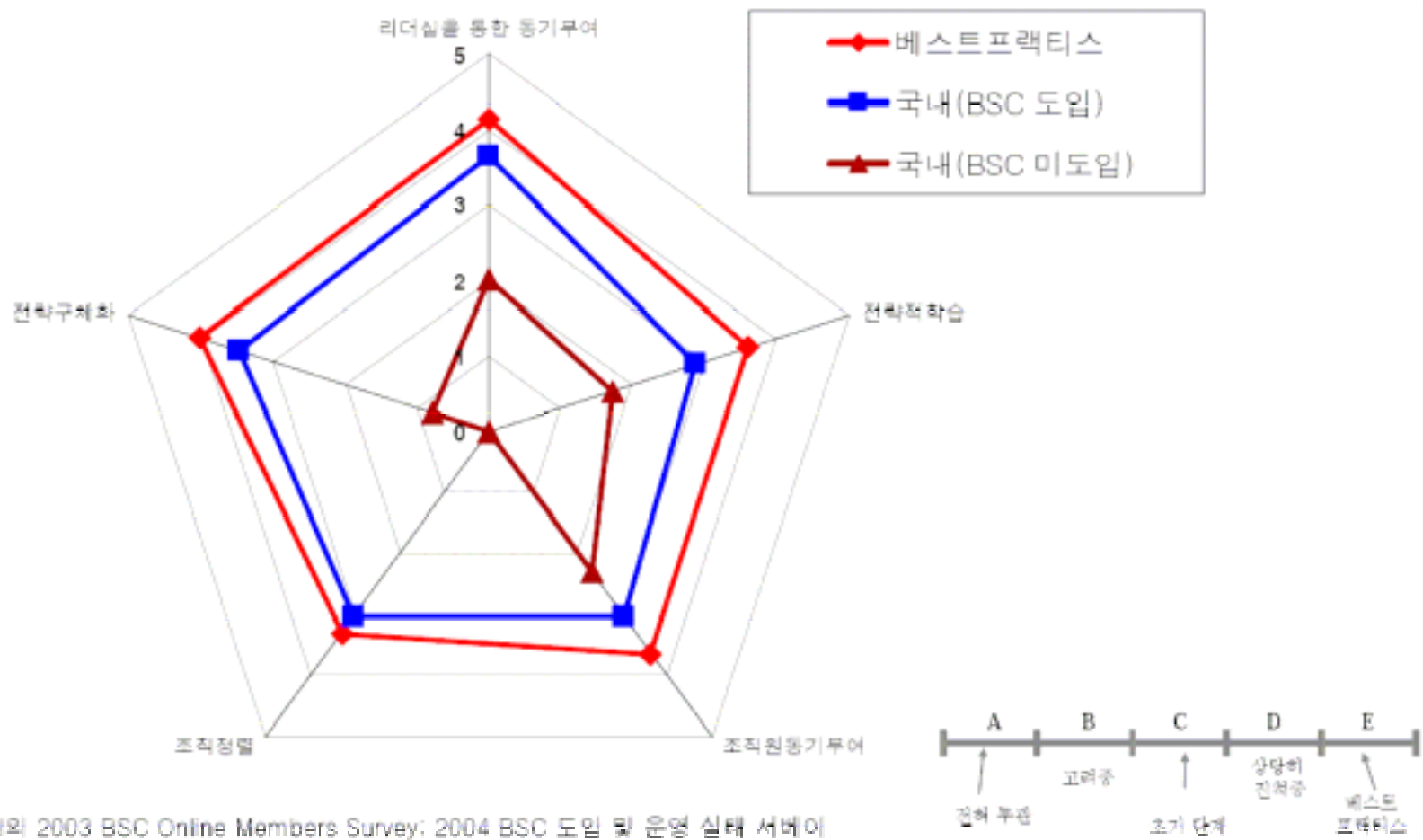


Managing Strategy: Four Process



Source: Kaplan/Norton (1996)

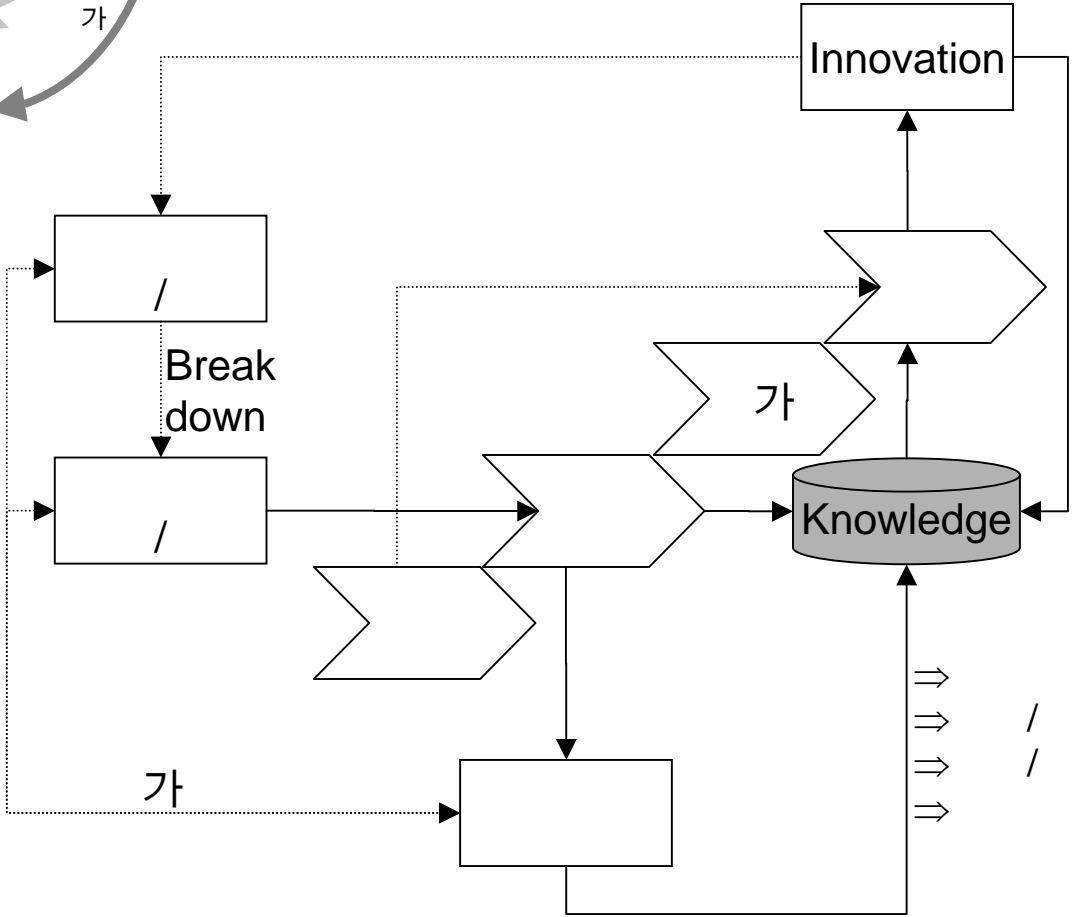
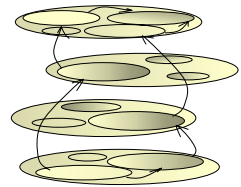
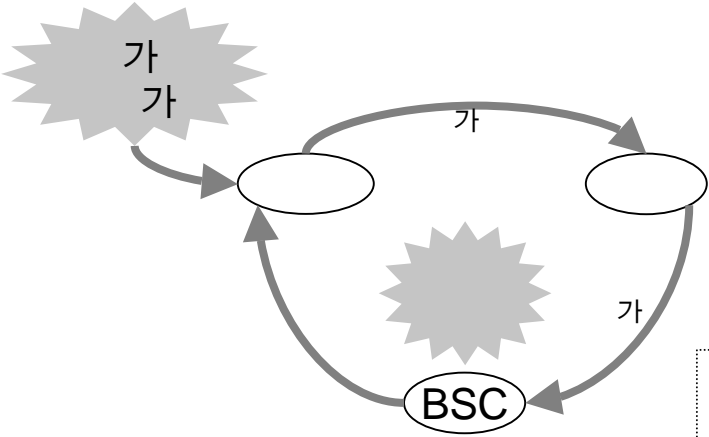




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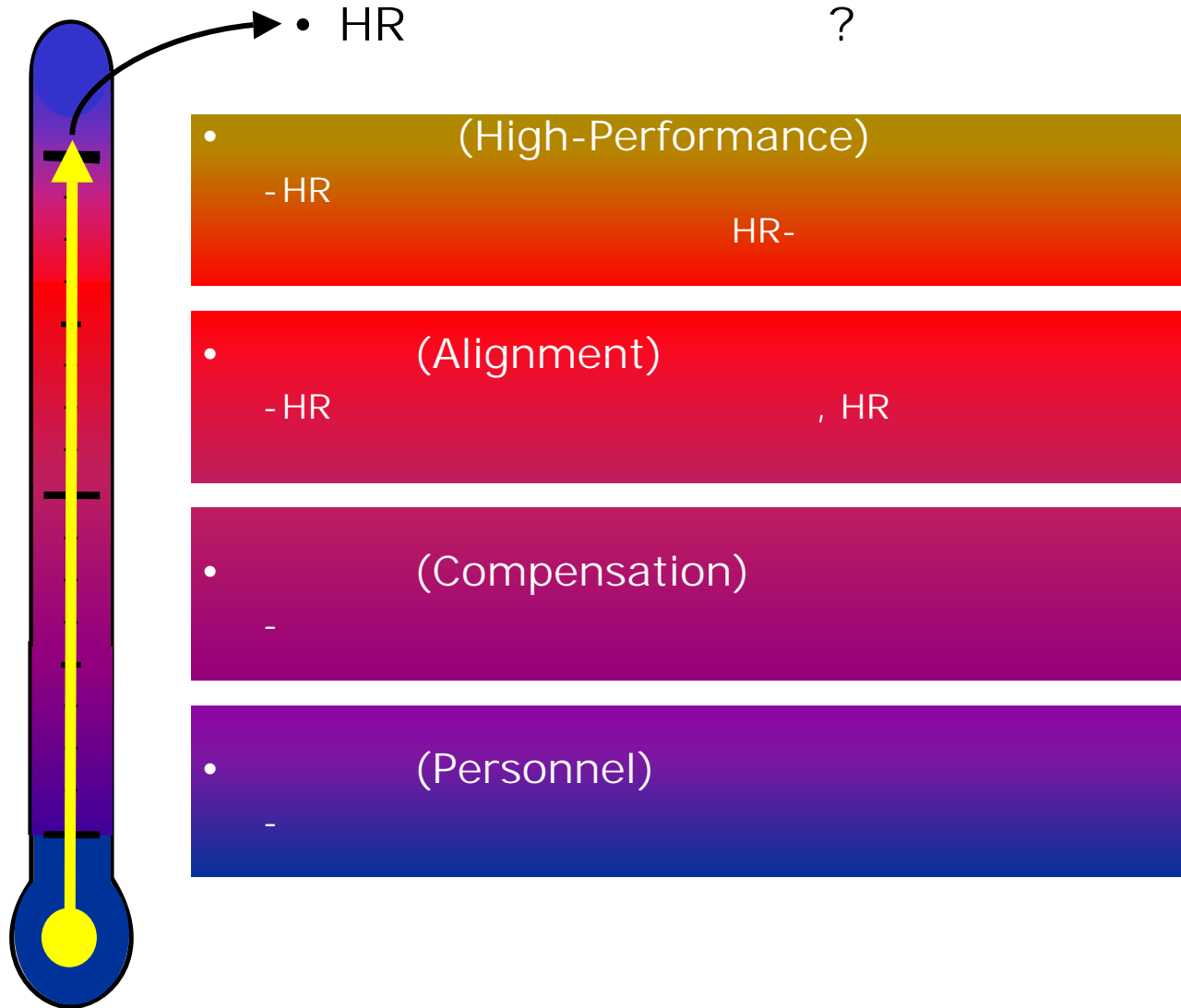
BSC

	도입회사	비도입회사
고위 경영층들간 전략에 대한 합의	90%	47%
관리자들간의 협조와 팀워크 수준	85%	38%
개방적인 공유와 커뮤니케이션	71%	30%
전략에 대한 효과적인 커뮤니케이션	60%	8%
종업원들의 높은 수준의 자가(self) 모니터링	42%	16%



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HR

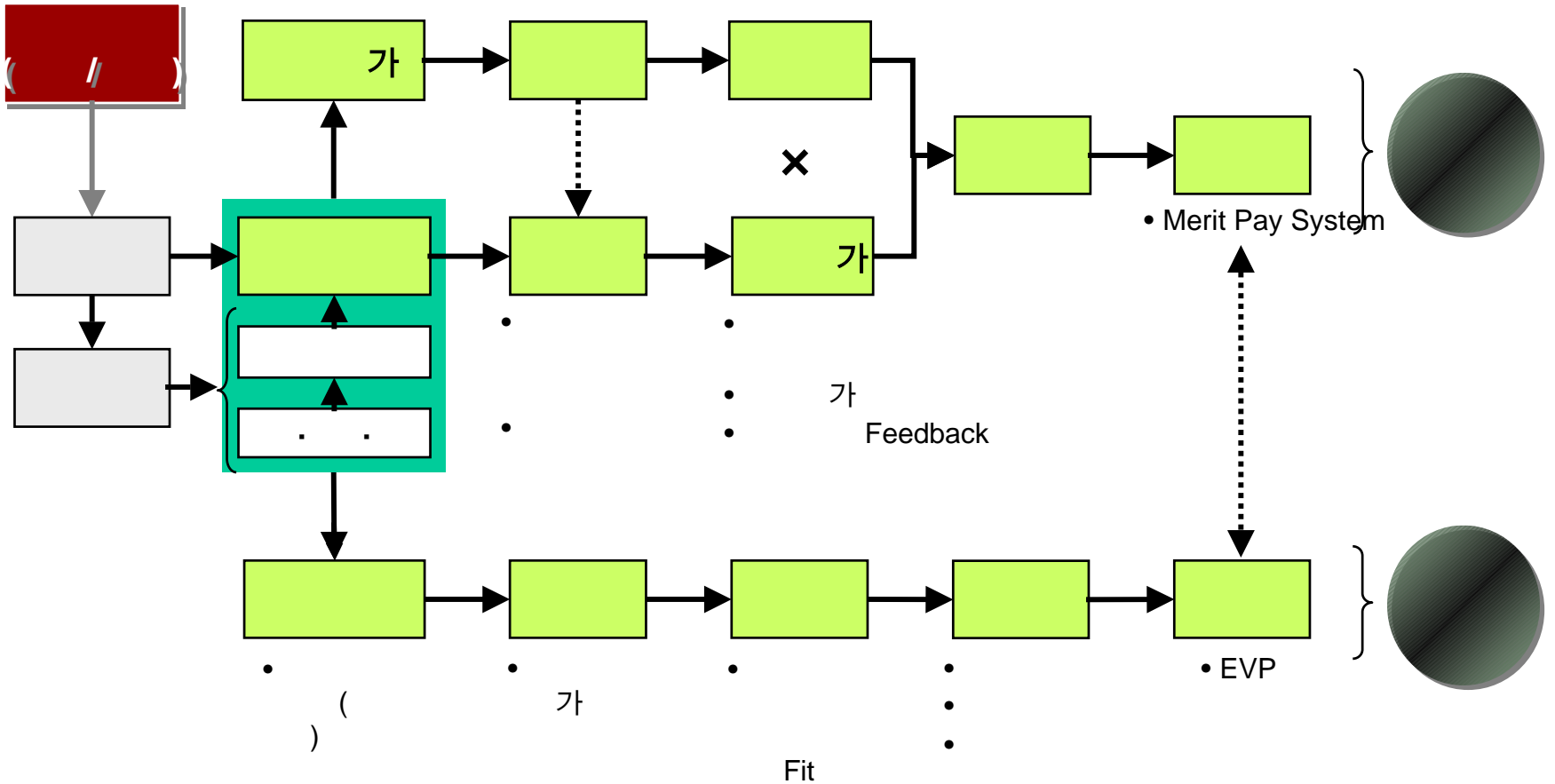


HR

□ HR

(PMS)

(CMS)



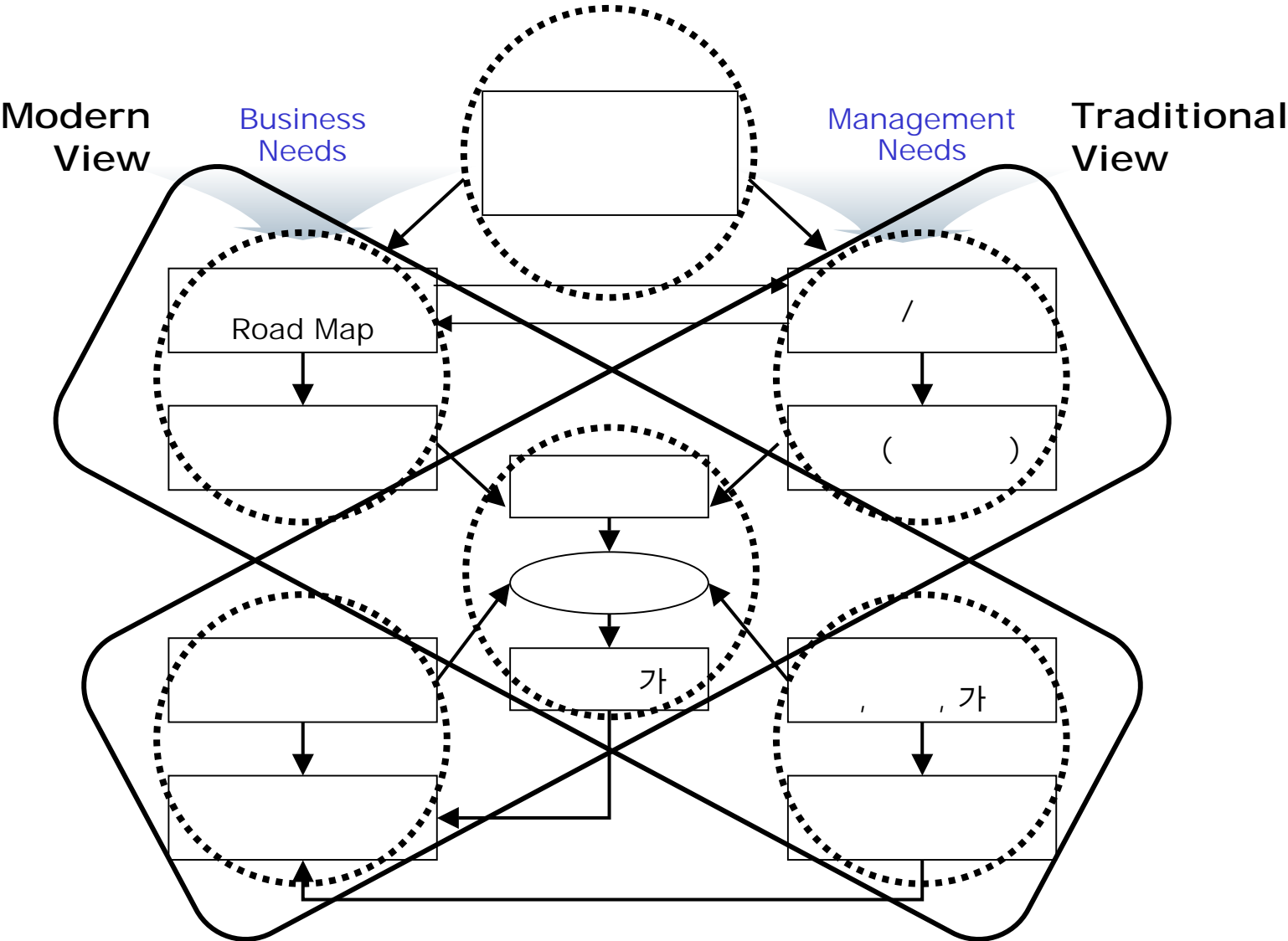
□ “

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Source:

(High Performance Work System: HPWS)



From Strategy to Process Performance – What comes after Business Intelligence? - Helge Hess (IDS Scheer AG)

1. Process

2. Monitoring, Analysis and Optimization of Process
 - 2.1 CPM Business Intelligence
 - 2.2 Corporate Governance CPM
 - 2.3 Process Performance
 - 2.4 Six Sigma
 - 2.5 Outsourcing Service Level Agreements
 - 2.6 Process

3. CPM
 - 3.1 Process Mining
 - 3.2 Reactive Proactive: Right-Time-Monitoring
 - 3.2.1 (Organigramm) Dynamic Organization Analysis

4. Business Process Portal (Integration)

가 Portfolio

