
1. BSC

,

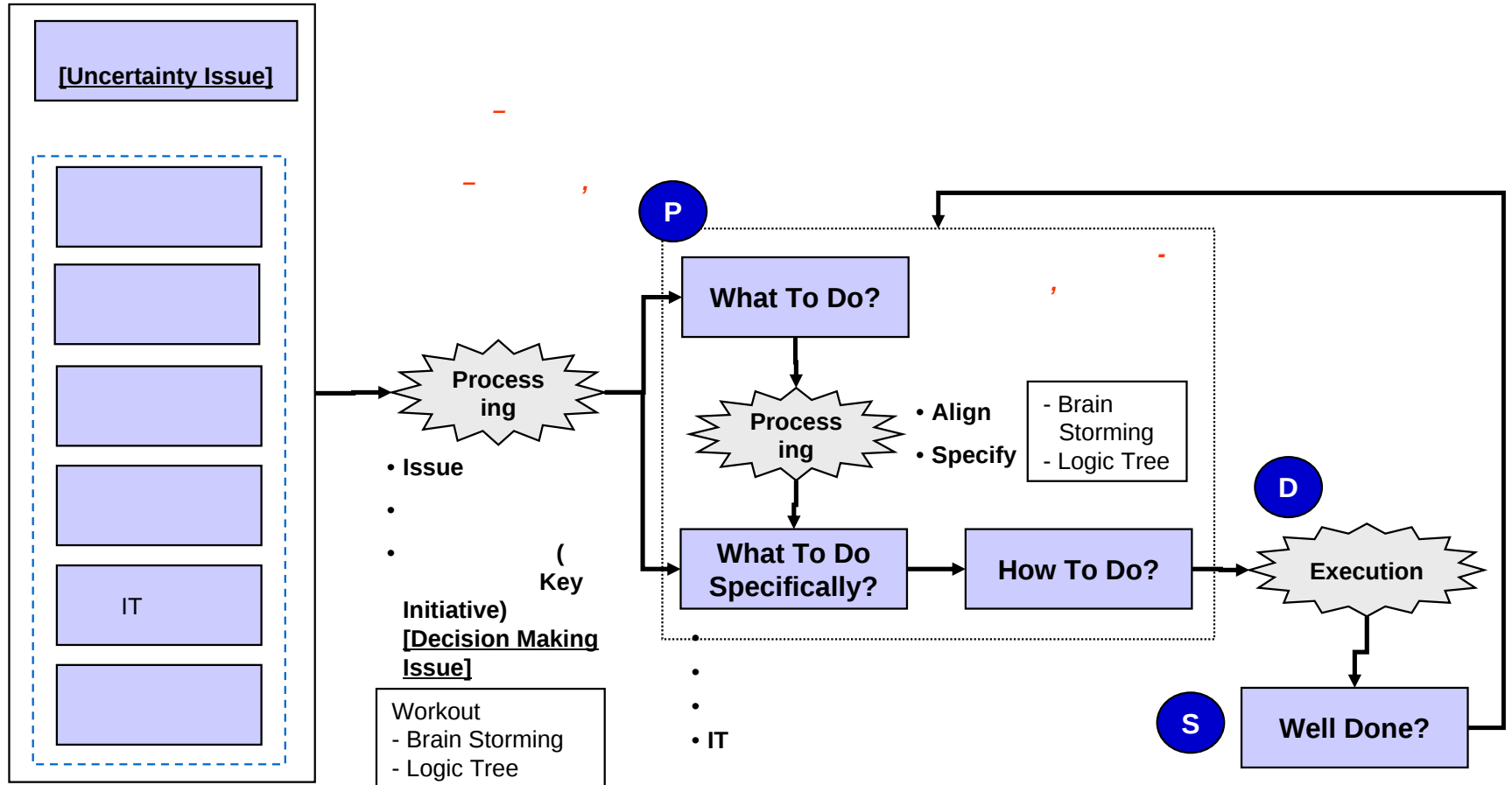
2. BSC

3.

4. CSF

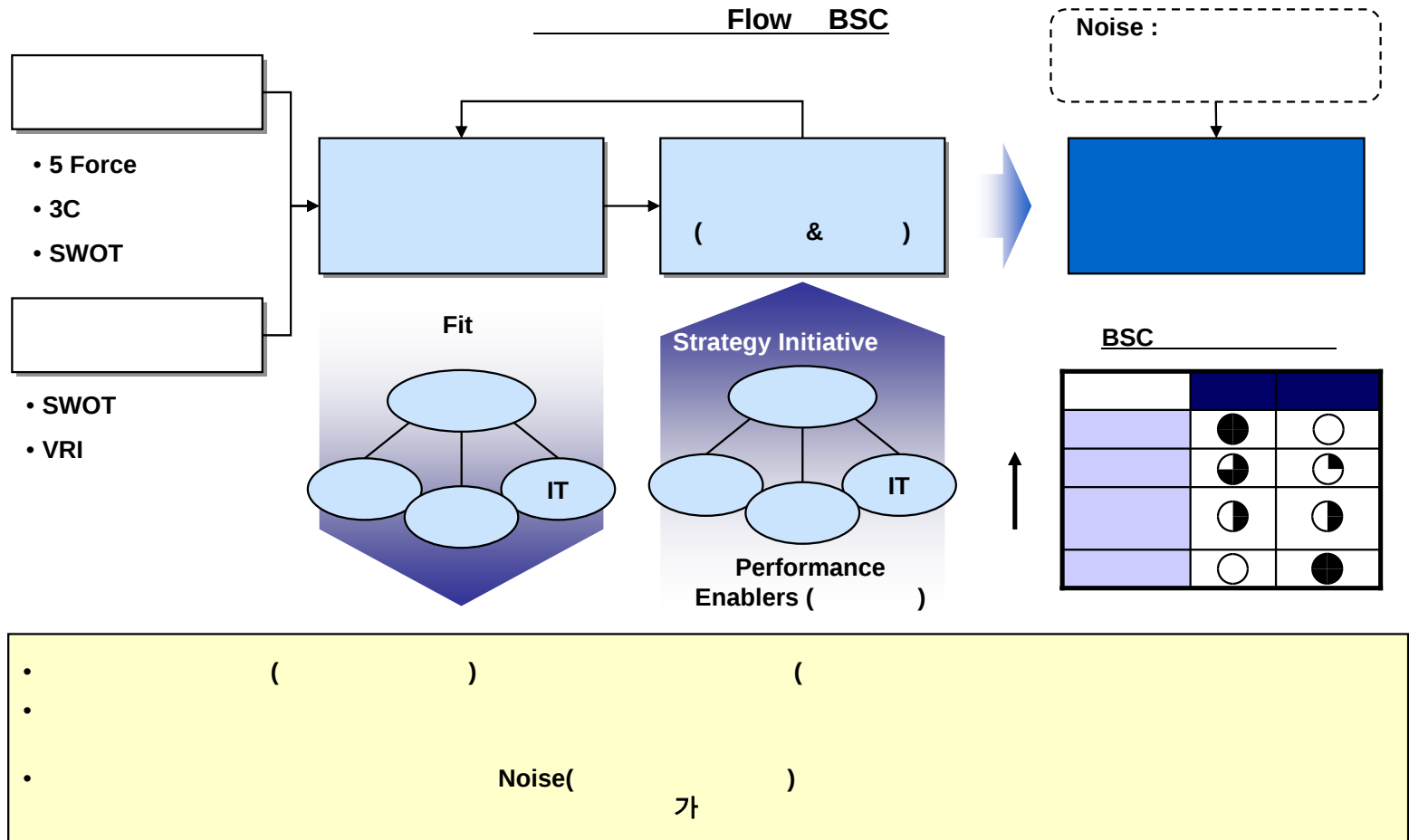
5.

Cycle



1. BSC

BSC(Balanced Scorecard)



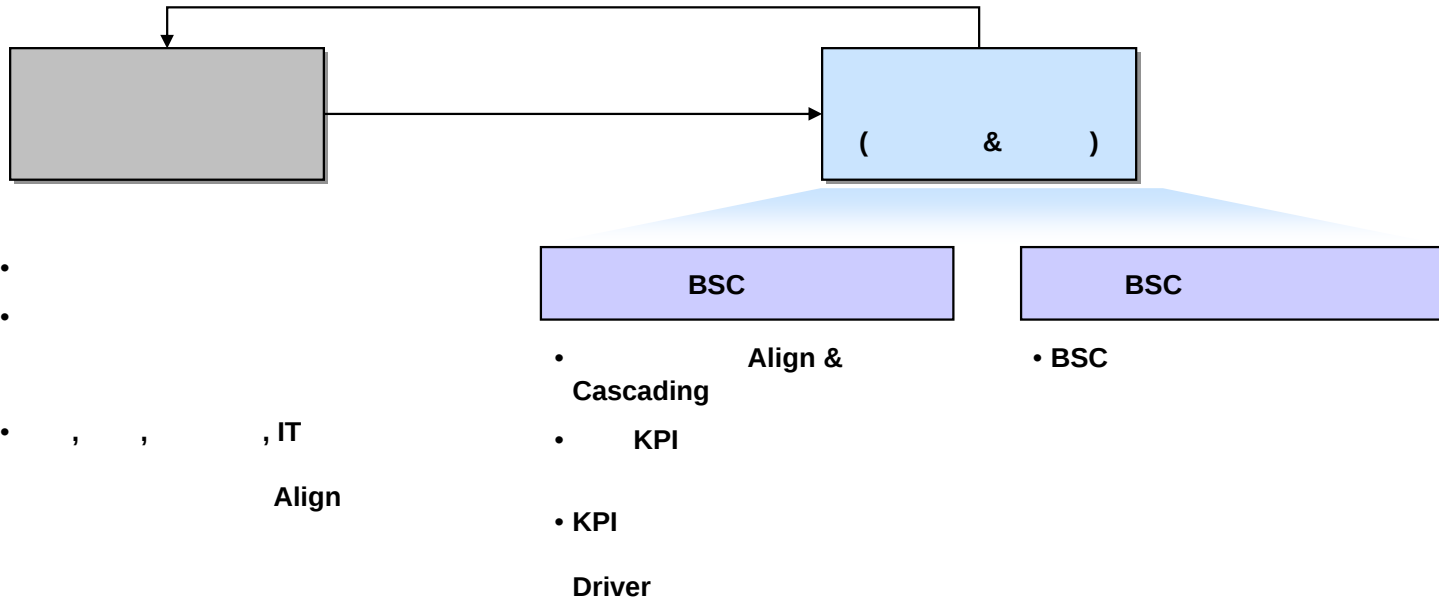
1. BSC

BSC

BSC

가

BSC



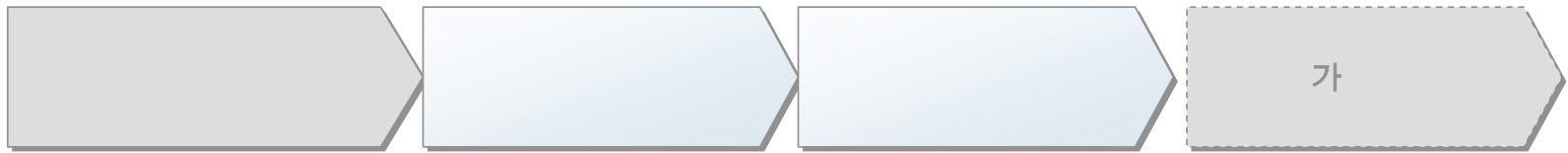
Still Hard!, So Let's Do and Feedback!!

1. BSC

, BSC(Balanced Scorecard)

가

BSC



-
- BSC 가 가
- BSC CSF()
- Alignment
 -
 - Roadmap
- Cascading
 -
 -
 - Ownership
-
-

1. BSC

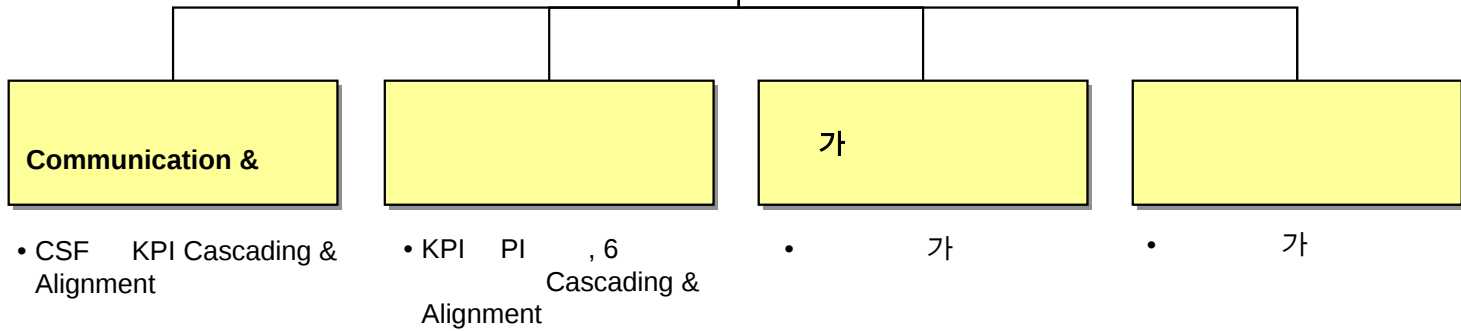
가 (BSC)
가

,

, 가

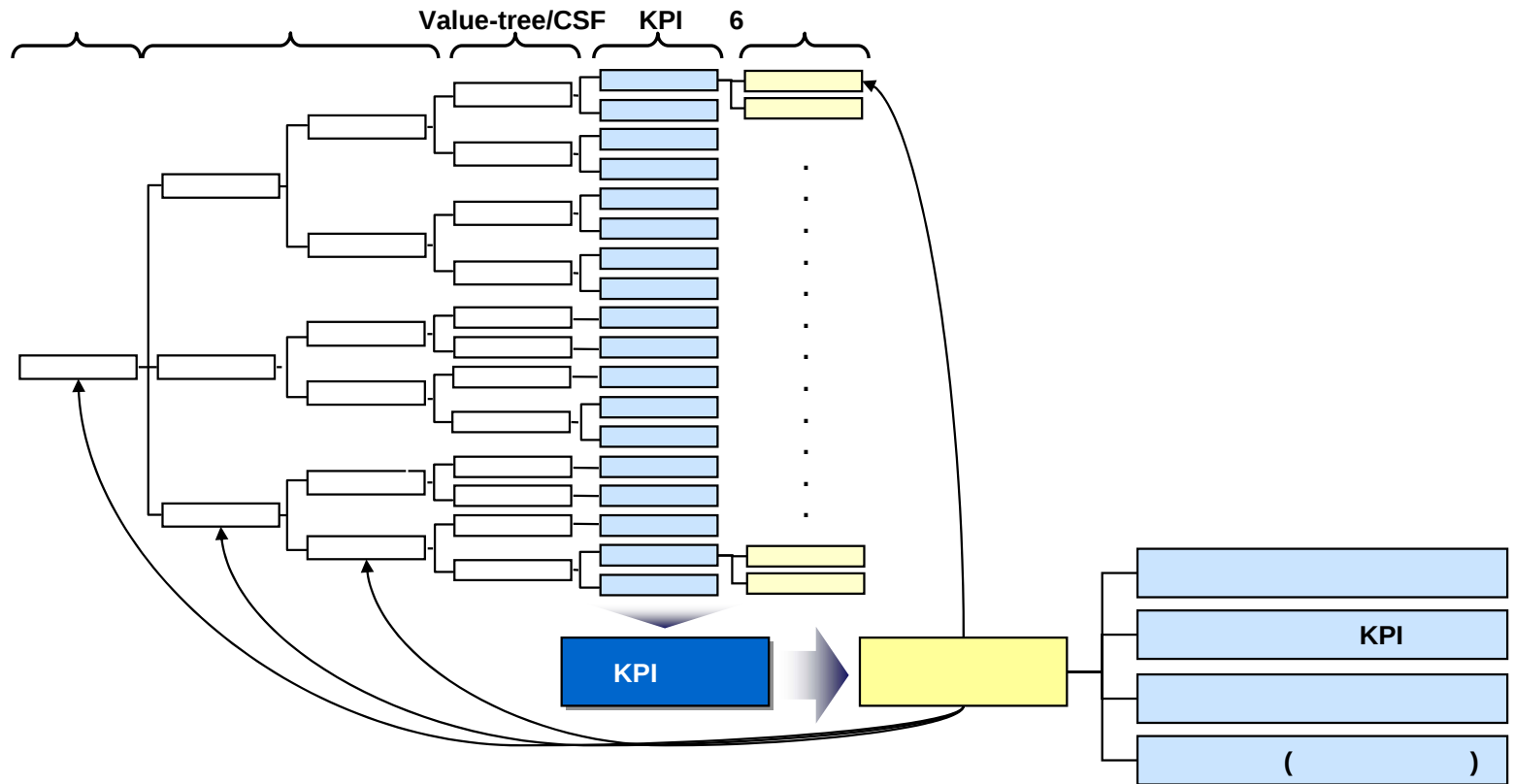
BSC

가
(BSC)



BSC

6



1. BSC ,

2. BSC

3.

4. CSF

5.

2. BSC

BSC Section

Domain

Domain	Area	Section	
Capability		• • • • / (Alignment, Cascading) • (Initiative) •	• CEO • •
		• (, ,) • •	
		• KPI () • KPI • • • 가	
Necessity	/	• • / (Alignment, Cascading) • • • • •	
System Capability		• DW, EIS	•
		• (가,)	
		• ERP Extended ERP ()	
		• ,	

2. BSC

BSC 3 , 6 27

Focusing

Illustrative

Domain: Capability													
Area:			Section :										
1				?	n/a	1	2	3	4	5	6	7	
< 가 >	1												
	3	(1~2)											
	5	(SWOT, 5 Force, Positioning, canvas)											
	7	(SWOT, 5 Force, Positioning, canvas) 가											
Domain: Capability													
Area:			Section :										
2				/	?	n/a	1	2	3	4	5	6	7
< 가 >	1												
	3												
	5												
	7	R&R											
Domain: Capability													
Area:			Section :										
3				가	?	n/a	1	2	3	4	5	6	7
< 가 >	1	가											
	3	informal 가											
	5	, 가											
	7	가											
Domain: Capability													
Area:			Section : /										
4				가	?	n/a	1	2	3	4	5	6	7
< 가 >	1												
	3												
	5	가											
	7	가											

2. BSC

Quick

Illustrative

Domain	Area	Section	
Capability		_____ _____ _____ _____ / _____ (Alignment, Cascading) _____ (Initiative) _____	3.3 →
		_____ (_____ , _____ , _____) _____ _____ _____	4.5 →
		_____ _____ KPI (_____) • KPI _____ _____ _____ 가	4.3 →
Necessity	/	_____ _____ / _____ (Alignment, Cascading) _____ _____ _____ _____ _____	6.4 →
Availability	가	_____ 가	5 →
	가	_____ 가	5 →

2. BSC

Quick ()

Illustrative

Domain	Area	Section	
System Capability		- DW, EIS (가, 가) - ERP Extended ERP ()	3 →
		,	7 →

2. BSC

Quick ()

Illustrative

Domain	Area	
Capability		• 1, 2 Alignment가 Cascading 가 - →
		• () (Staff) 가 • 3 () KPI 가 가 - 가 MBO가 - 6
		• (4)
Necessity	/	• 가 • BSC 가 Leadership,
Availability	가	• 가 가
	가	
System Capability		• 가 가
		• 가 가 가

2. BSC

A

1)

, 3)

, 2)

가가

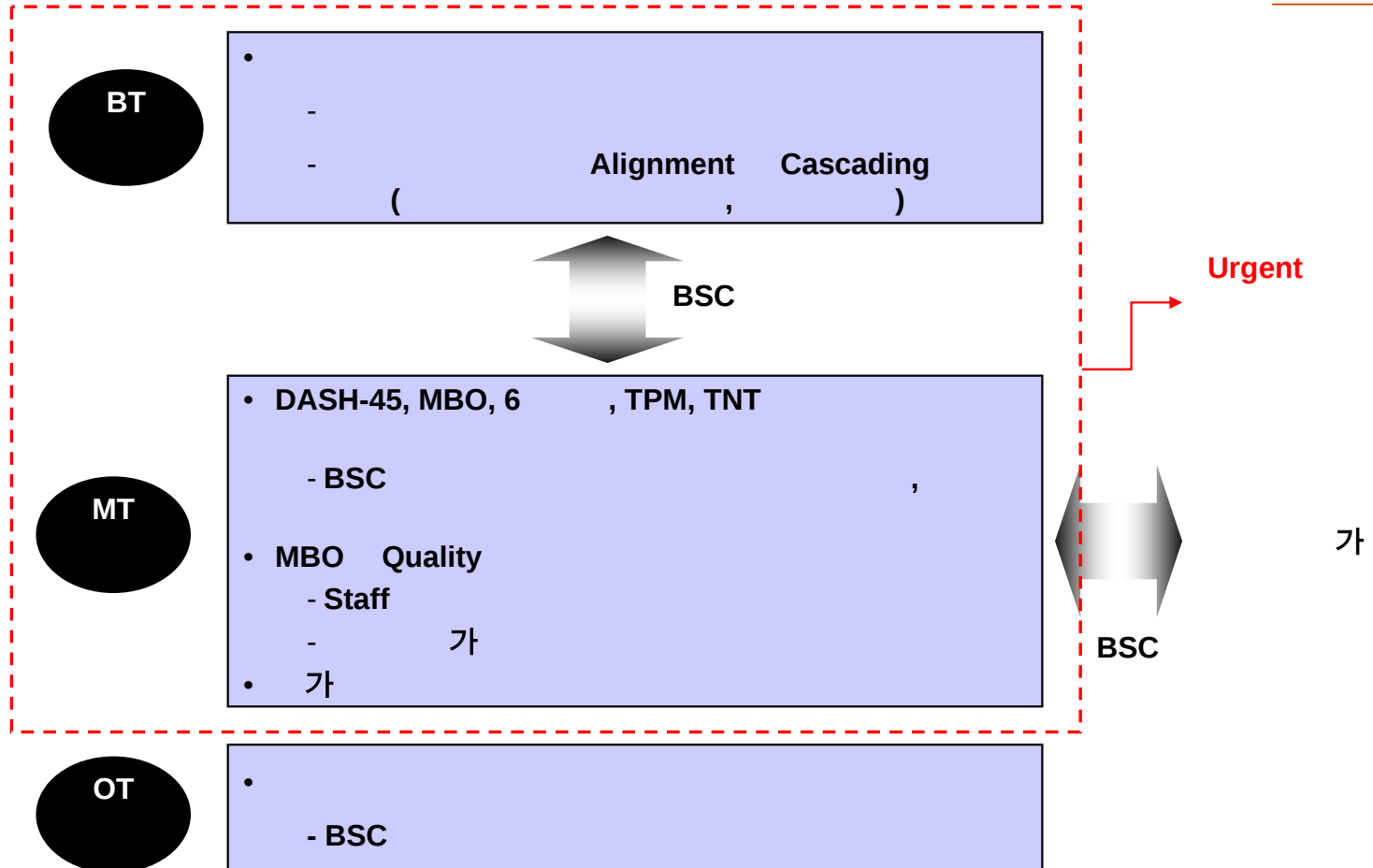
Illustrative

	• 2000 MBO가 - 가 • 2003 10 CEO가 - 가 - DASH-45 가 • DASH-45 6 , - TNT, TPM	• 가 MBO - DASH-45 - DASH-45 () - 가, MBO () - 가 • DASH-45, MBO, 6 , - TNT, TPM	•
가	• 가	• 가 , - 가 , - 가 ,	• 가
	• 가 • DASH-45 MBO 6 , - TPM, TNT (Tool)	• 가 (A) , - Alignment - Cascading	•

Total Enterprise Transformation

Business Transformation, Management Transformation, Operation Transformation

Illustrative



가

Illustrative

Business Transformation	- Alignment Cascading (,)	• 2 • 3
Management Transformation	• DASH-45, MBO, 6 , TPM, TNT - BSC , • MBO Quality - Staff - 가 • 가	• 3 • 3
Operation Transformation	- BSC	• 4~5 • 1 , : 4

- 1 : BT, MT, OT
- 2 : BT, MT OT
- 3 : BT → MT OT

1. BSC ,

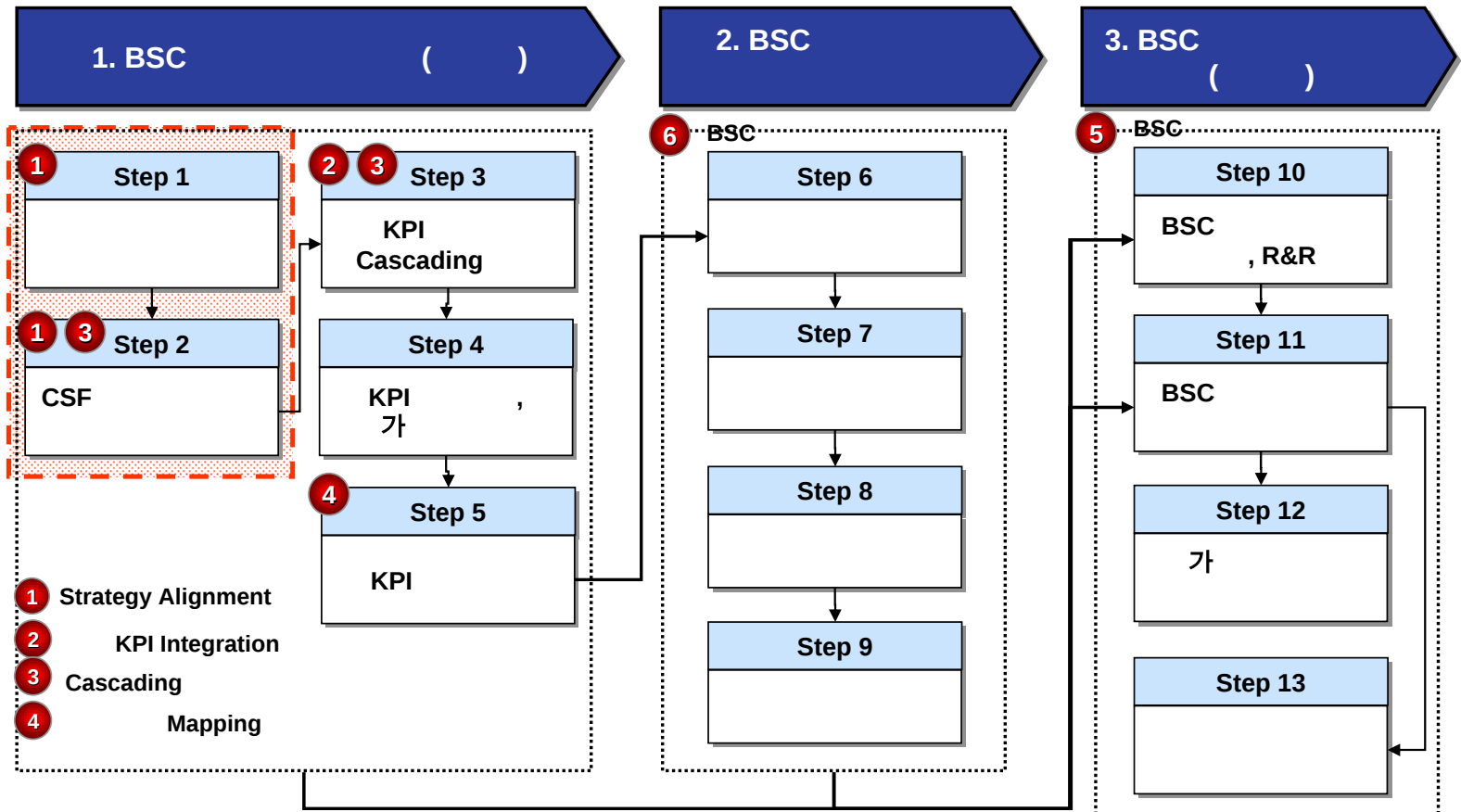
2. BSC

3.

4. CSF

5.

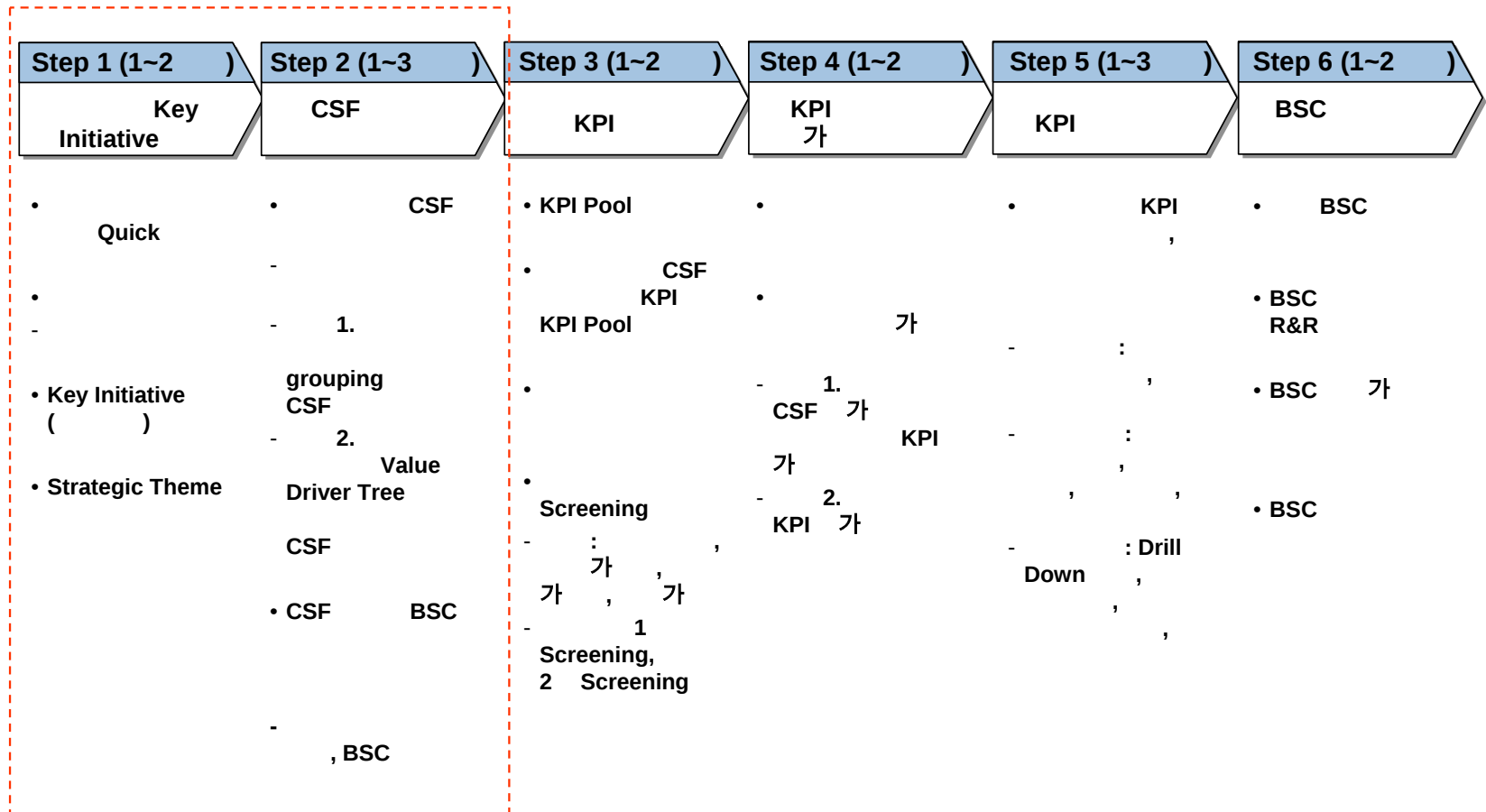
가



BSC

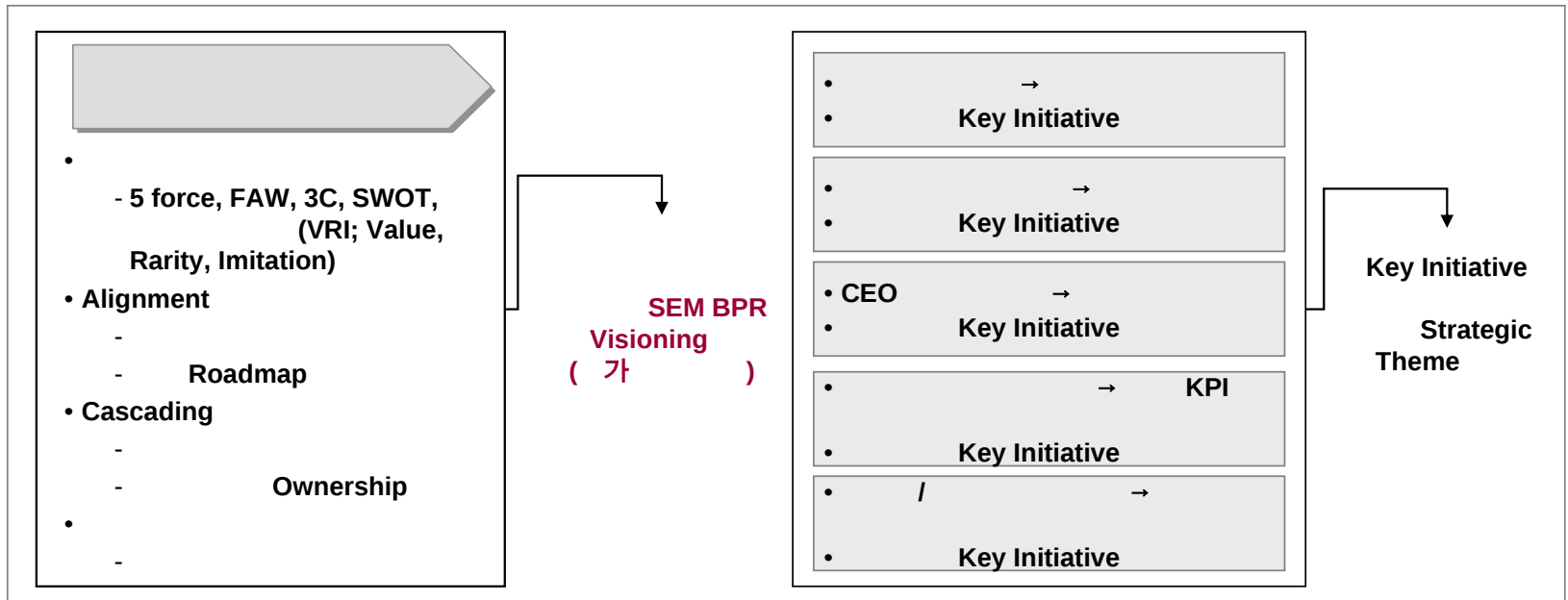
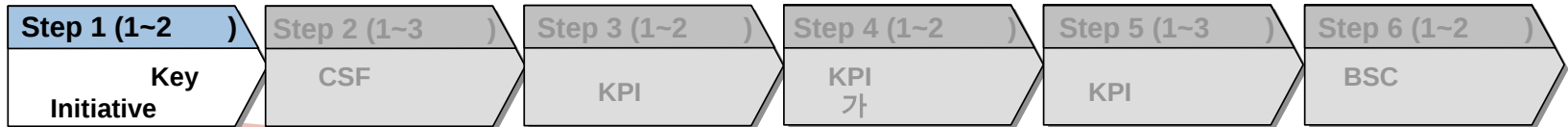
6

Step 5



3.

Step 1 , Alignment , Cascading As-Is , key Initiative ,



Illustrative

	'01	'02	'03
Market Leader	- MMA : 5 / → 10 / (7) - M/S : 65 %('01) → 74 %('04)	- MMA / PMMA - M/S : MMA 65%, PMMA 55%	- PMMA - : 5 / → 9 / - : 408 , NPV : 150 , IRR:15.7% - LCD, - 50%(2)
가/	- 가 - LCD PMMA Product Shift	LCD PMMA Product Shift	
IT	- ERP - System	BW, CRM, EIS	

☐ Market Leader☐ LCD PMMA 가☐ 가가 Product Shift☐ ITKey Initiative

Market Leader

IT /

PMMA
PMMA /

CEO

Illustrative

00	01	02	03
☐ • / •	☐ World Best • / •	☐	☐
☐ • •	☐ e-Biz • e-Biz	☐ Market Leader • Value •	☐ Marketing • 가 •
☐ EVA • 가 • •	☐ ERP	☐ 6 • / •	☐ 가/ • R&D • PMMA Bulk
		☐ ERP • e-Biz. •	☐ 6 • /
			ERP /

☐ , IT
 가 ,
☐
☐ R&D , 가

Key Initiative

6

R&D
 가/
 IT

Marketing

EVA

Key Initiative

Key Initiative

A.

Market Leader

가가

B. CM

Market Leader

IT

PMMA
PMMA

C.

6

R&D

가/

IT

Marketing

EVA

Key Initiative

D. CEO/CIO/

TS&D

가가

R&D

IT

E.

가가

Capa

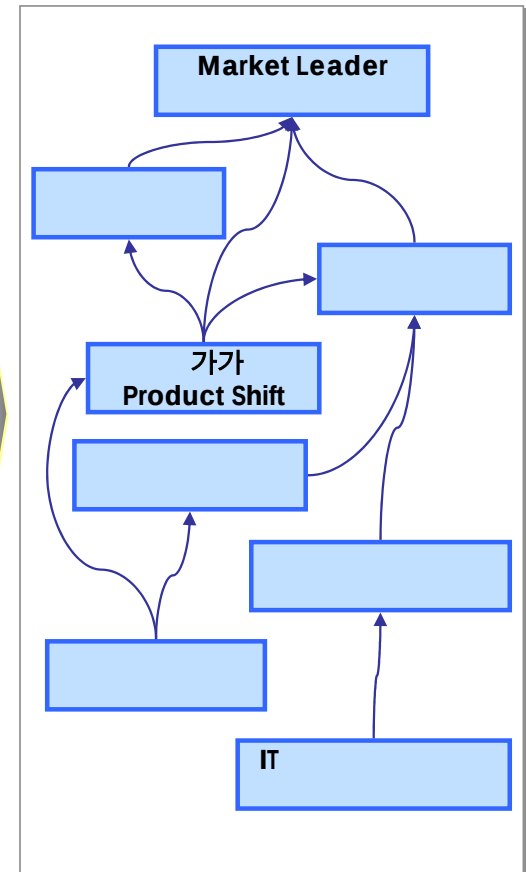
Globalization

R&D

Captive

IT

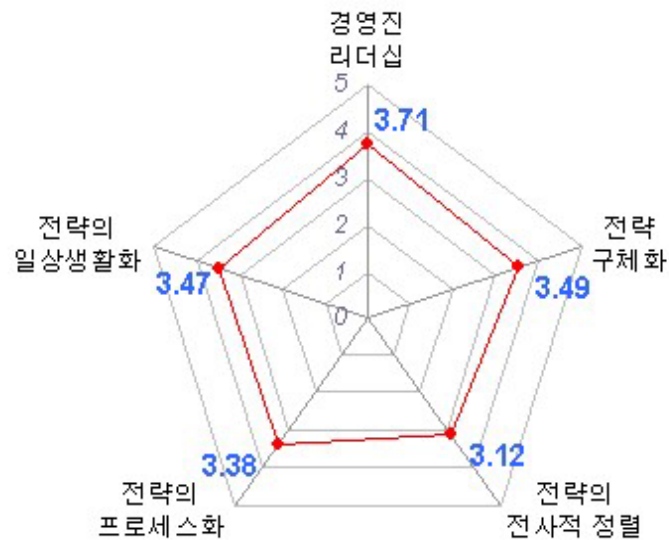
Illustrative



BSC 5가

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

- BSC (BSCol)
30
- :
- : 30
- : 3~5
-
- BSC 5가
가

Illustrative

	Y's	Baseline		Target	
			σ		σ
	Executive Leadership	3.71	2.88 σ	4	4.00 σ
	Strategy Translation	3.49	2.66 σ	4	4.00 σ
	Organization Alignment	3.12	2.35 σ	4	4.00 σ
	Everyone's Job	3.38	2.55 σ	4	4.00 σ
	Continual Process	3.47	2.71 σ	4	4.00 σ
		3.48	2.65 σ	4	4.00 σ

▪ Target : BSCol Global Best Practice

5 Forces Model (Forces)

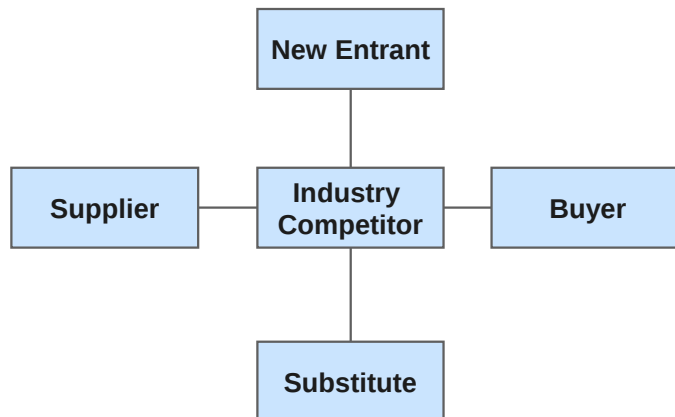
(Competitive

5 Forces

1

1

1



	가
	가
	가
	가
	가

- BCG Matrix

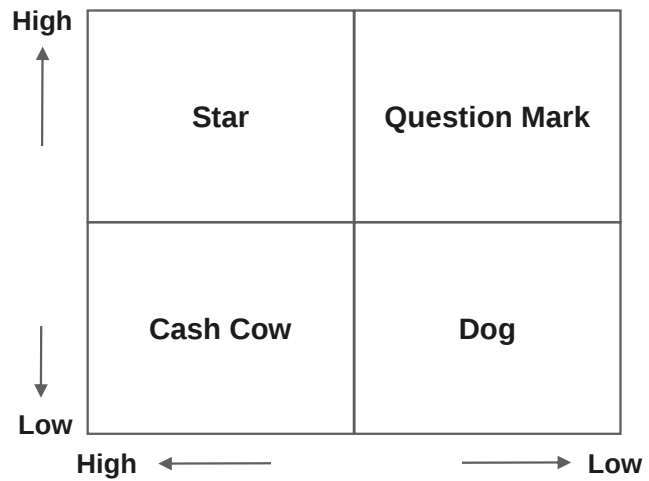
Matrix

가

BCG Matrix

□ Boston Consulting Group

□ Matrix
가



BCG Matrix

Question Mark	•	가
Star	•	가
Cash Cow	•	가
Dog	•	

,

A diagram showing a square with a small square inside it, and a line segment labeled "Tool".

	Strength	Weakness
Opportunity	SO	WO
Threat	ST	OT

	Strengths	• •
	Weaknesses	• •
	Opportunities	• •
	Treats	• •



-

Matrix

Matrix

Matrix

☐ 1994 Hamel & Prahalad

☐ Matrix

/	

Matrix (Proposition)

/	• 가 가?
	• 가 가?
	• 가?
	• , / 가?

- GE Matrix

Matrix

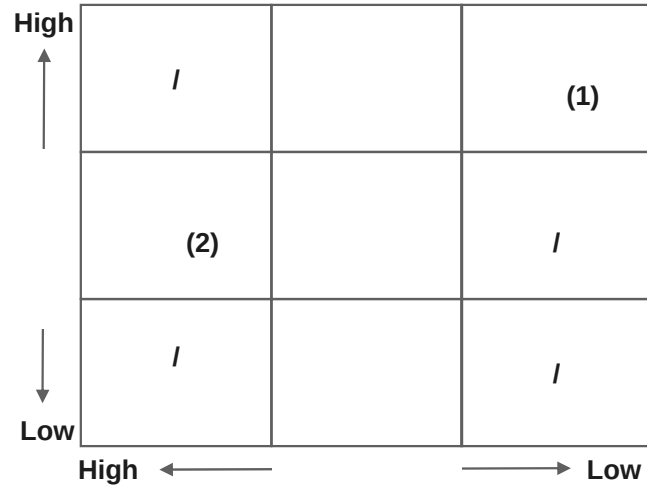
/ 가

GE Matrix

☐ General Electric社


Matrix

/ 가



GE Matrix

/	•	
	•	
	•	,
(1)	•	, 가
(2)	•	
	•	
/	•	
/	•	,
	•	
	•	,
/	•	가
	•	가



- McKinsey's 7S

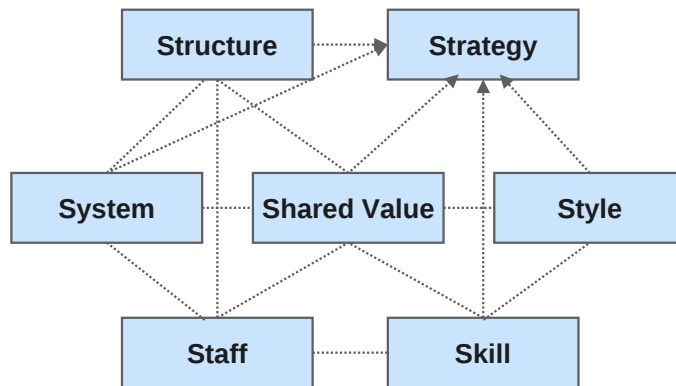
McKinsey

Tool , 7가
/

McKinsey's 7S

□ McKinsey

□ 7가
/



7S

Shared Value	• 가
Strategy	• 가 ,
Skill	• ,
Structure	• 가 , ,
System	• 가 , ,
Staff	•
Style	• 가

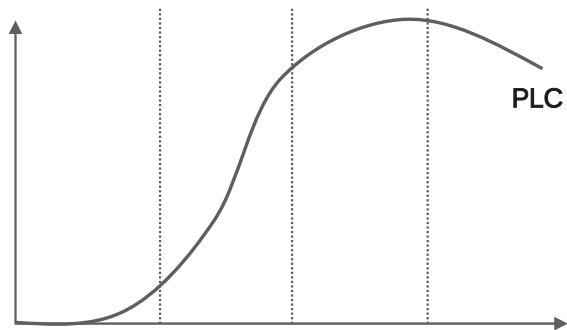
- Product Life Cycle

/

Product Life Cycle

Product Life Cycle

- , , 가
- PLC ,



PLC

		가		
		가		
	GNP	- GNP -	GNP	,
		가		- 가 -
		가	가	가
M/S				
			,	

1. BSC ,

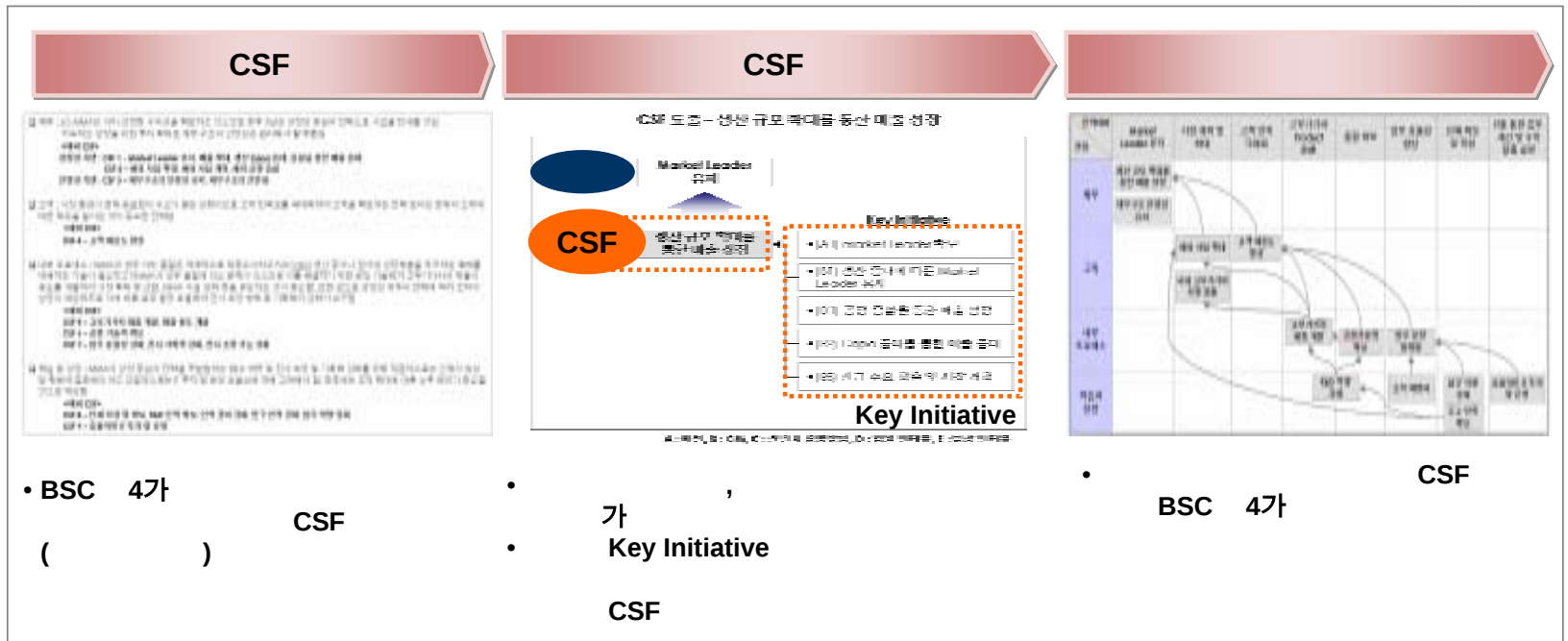
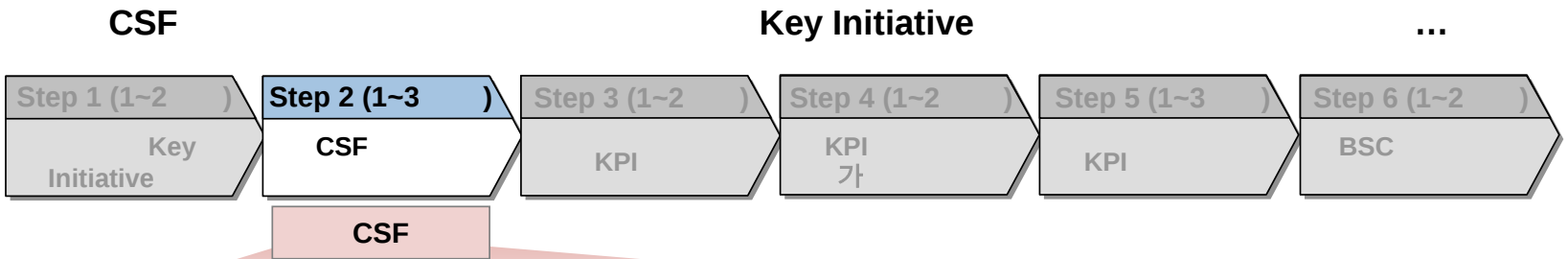
2. BSC

3.

4. CSF

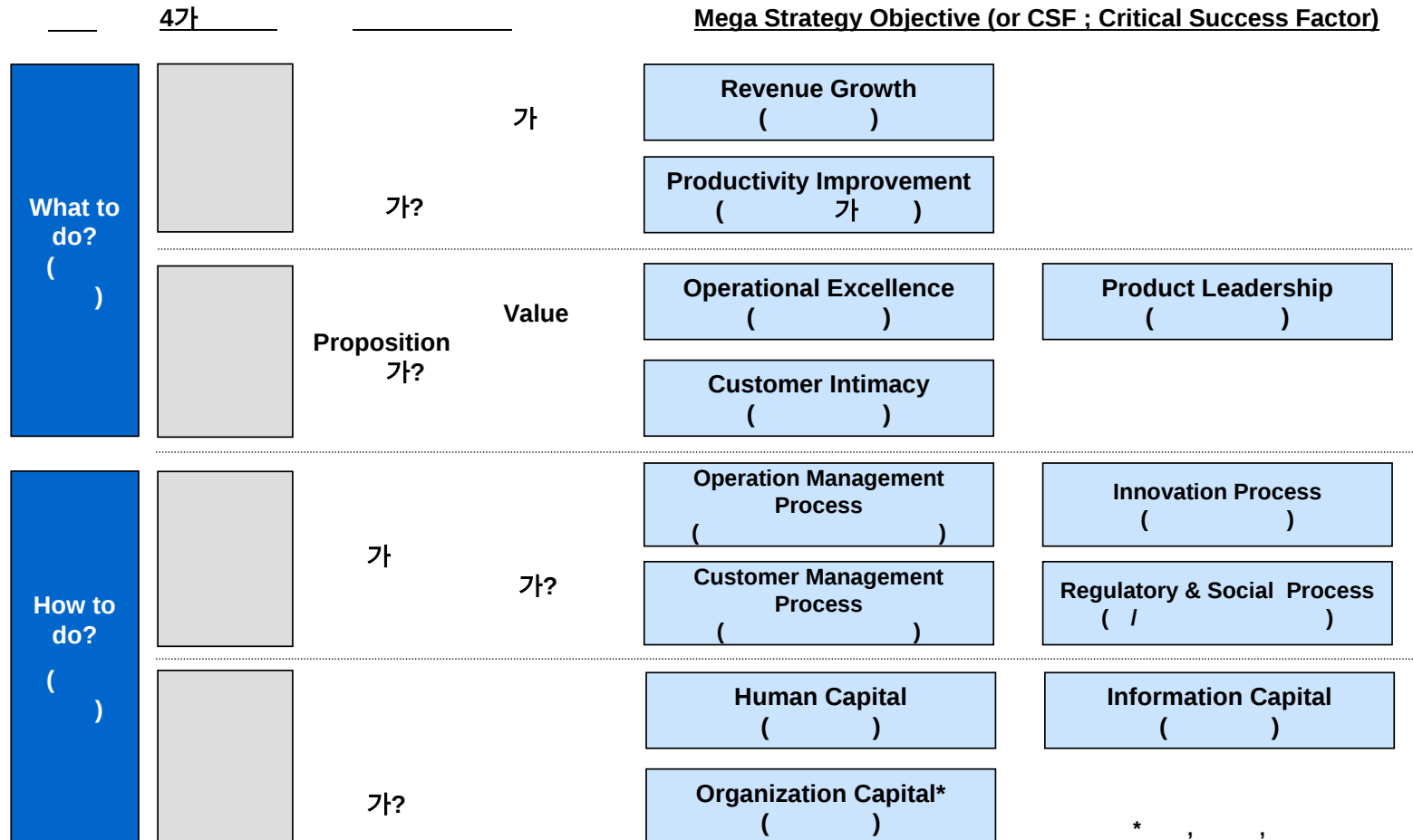
- 1. 가 Key Initiative Grouping
- 2. Value Driver Tree

5.



CSF

Mega Strategy Objective



* , ,

BSC 4 CSF 가

CSF 가

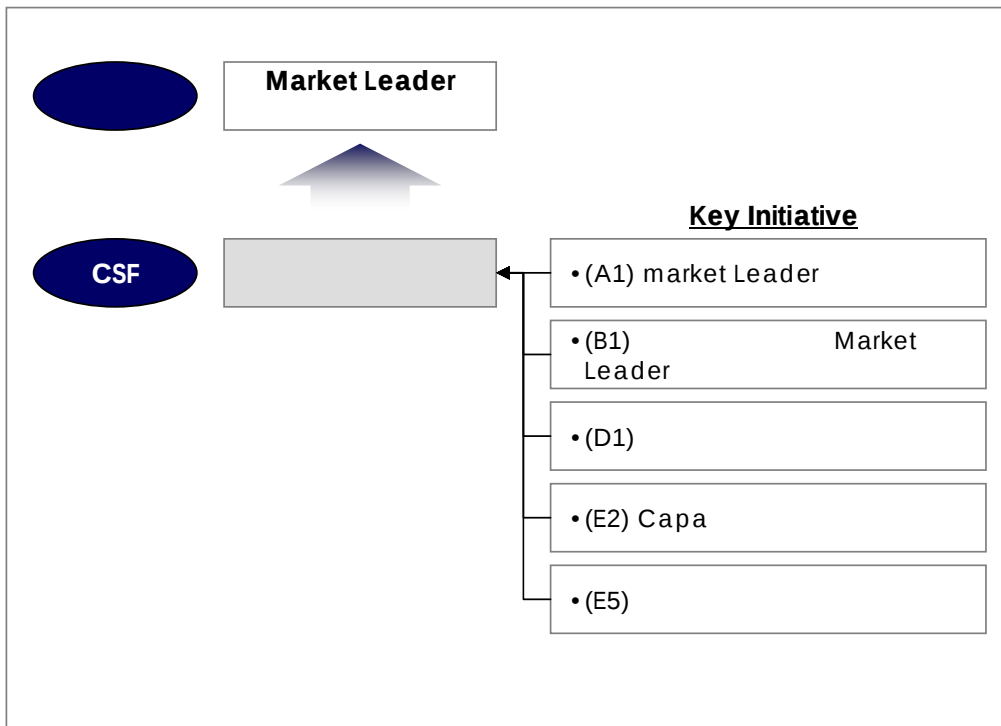
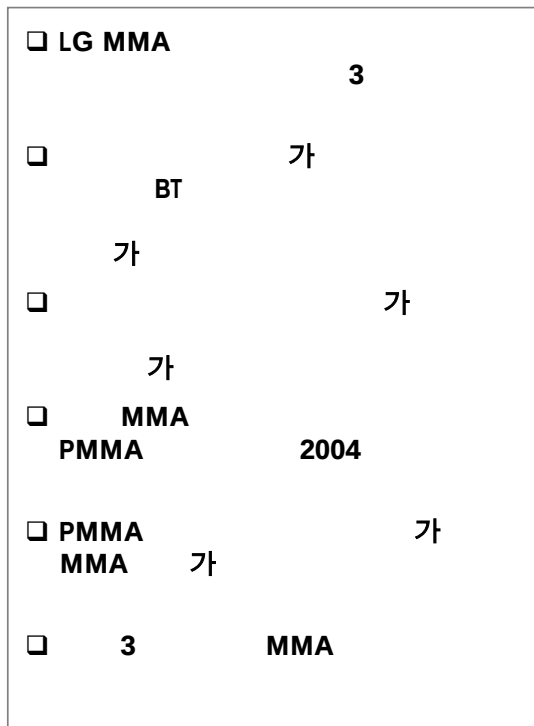
Illustrative

- : L 3
 - < CSF>
 - : CSF 1 - Market Leader , , Capa ,
 - : CSF 2 - , ,
- : 가
 - < CSF>
 - CSF 3 - , ,
 - CSF 4 - , ,
 - CSF 5 - 가가
- : MMA
 - PMMA , MMA 가 Full Capa 가 가가
 - 가
- < CSF>
 - CSF 5 - 가가 ,
 - CSF 6 - , ,
 - CSF 7 - , , Green
 - CSF 8 - , ,
- : MMA
 - IT R&D 가
- < CSF>
 - CSF 8 - , R&D , , ,
 - CSF 9 - IT , , ,

CSF

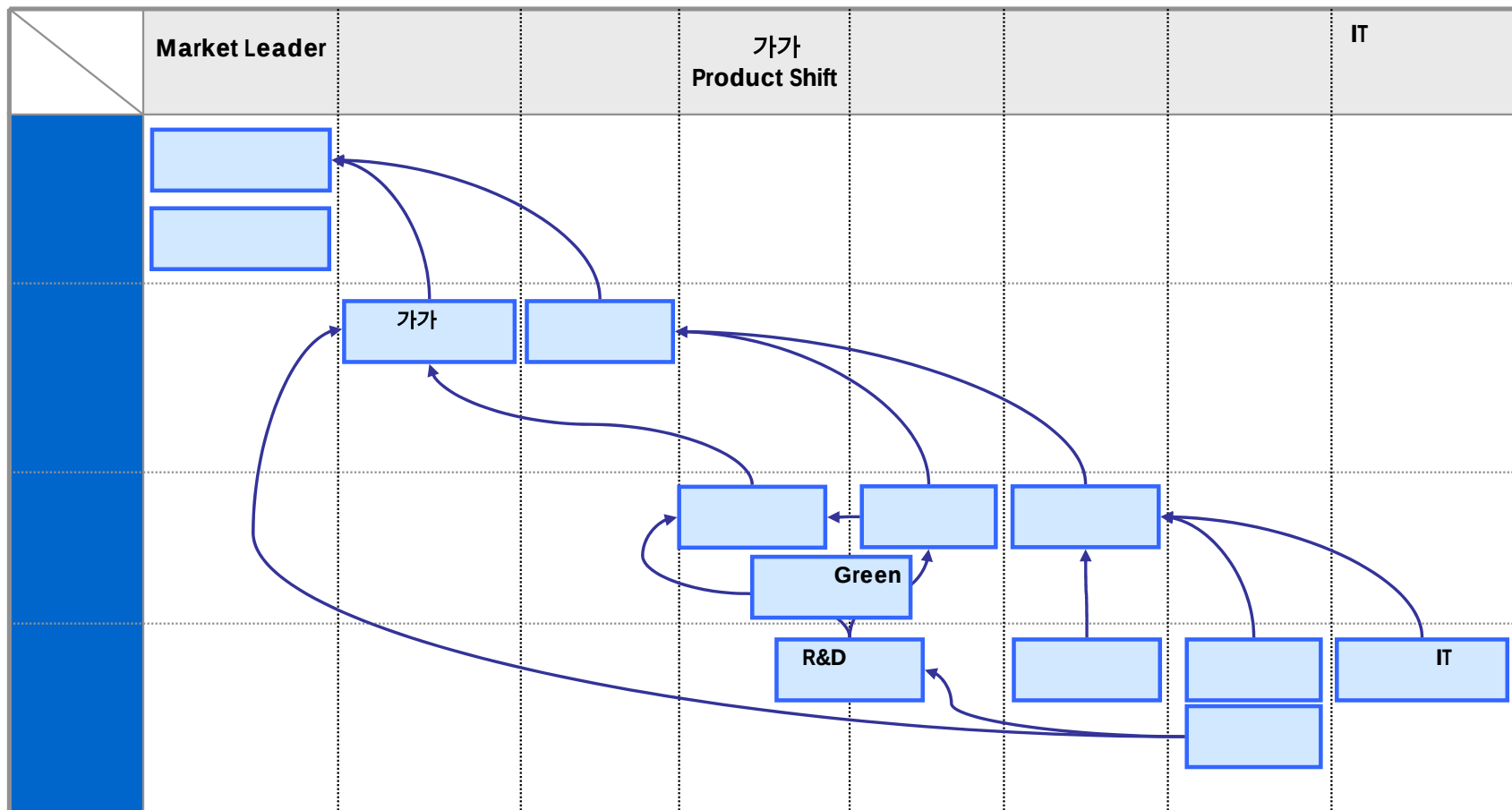
Illustrative

CSF -



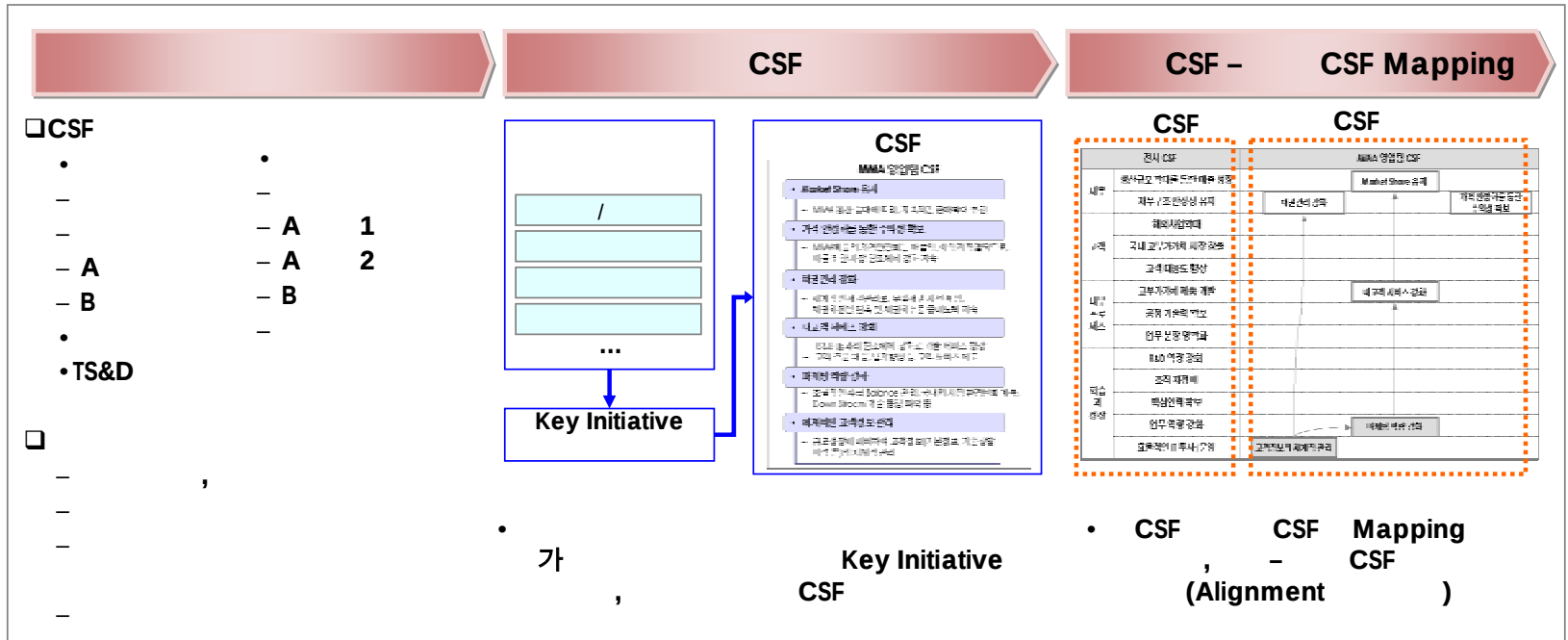
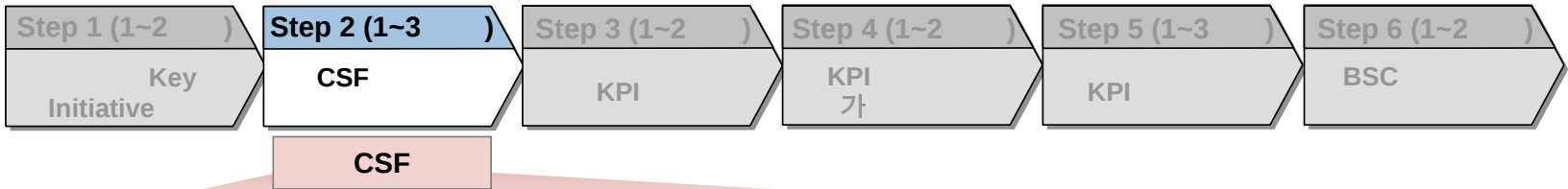
A : , B : CM, C : , D : , E :

CSF

Illustrative

CSF
CSF

Key Initiative



Illustrative

- PMMA
- 가

가	
	30%
	30%
	30%
ERP	10%

가		
		M/S
		ΣLCD,
		Σ
		Σ
		Σ
Skill Up	/	1 1 1 1

- M/S
- PMMA ,
- LCD , (Beader) 가
-

Key Initiative

Market Share

CSF

Illustrative

CSF

- PMMA 가 ,
- , ,
- MMA/PMMA /
- Balance
- , , , TS&D ,
- 가 ,

Key Initiative

Market Share

PMMA/MMA /

• Market Share

- PMMA
- Market Share

•

-

•

- LCD , 가가
- 가

•

- , ,
- PMMA 가

•

- TS&D
- ,

•

- , Down Stream
-

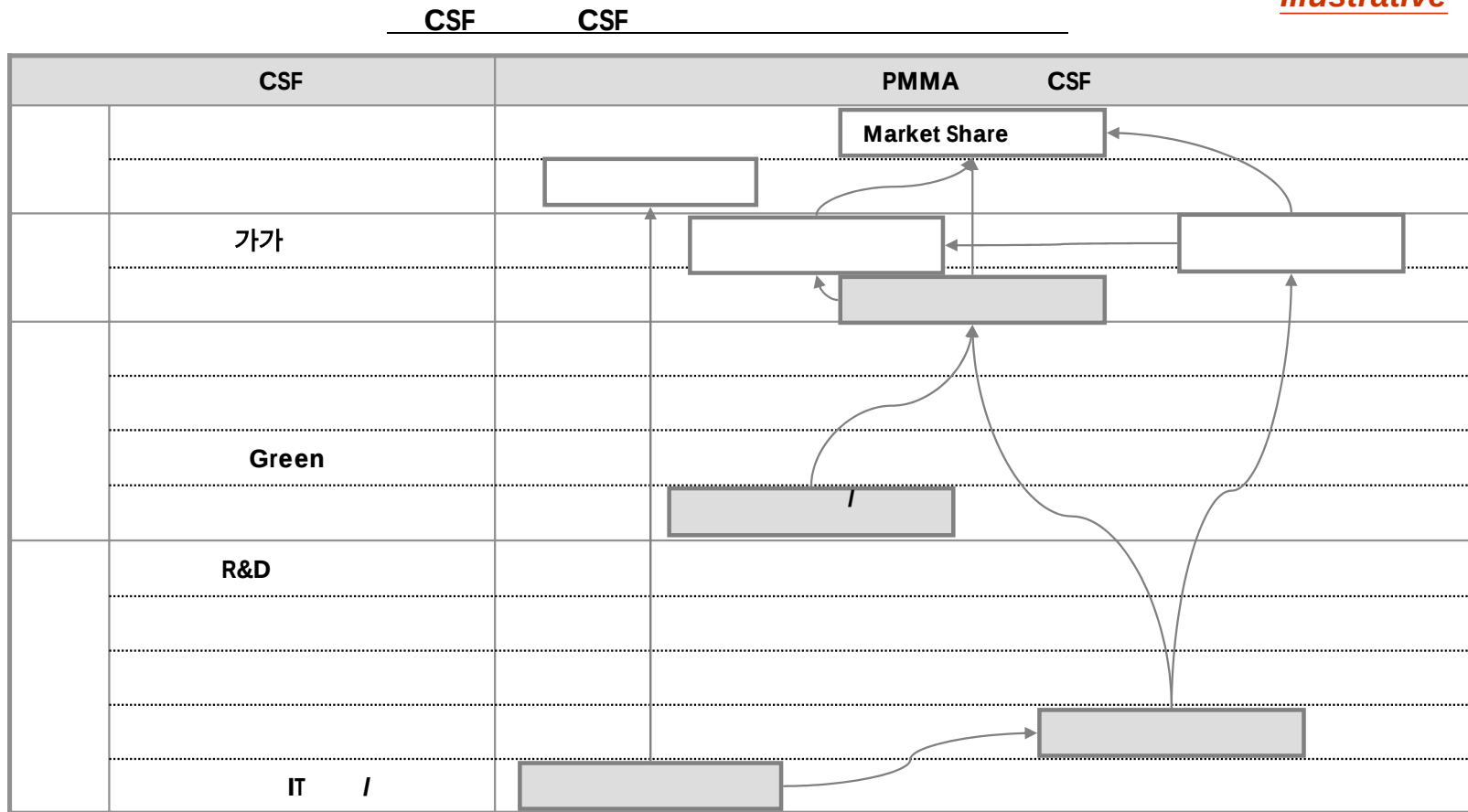
•

- /
- MMA/PMMA /

•

- , , R&D

Illustrative

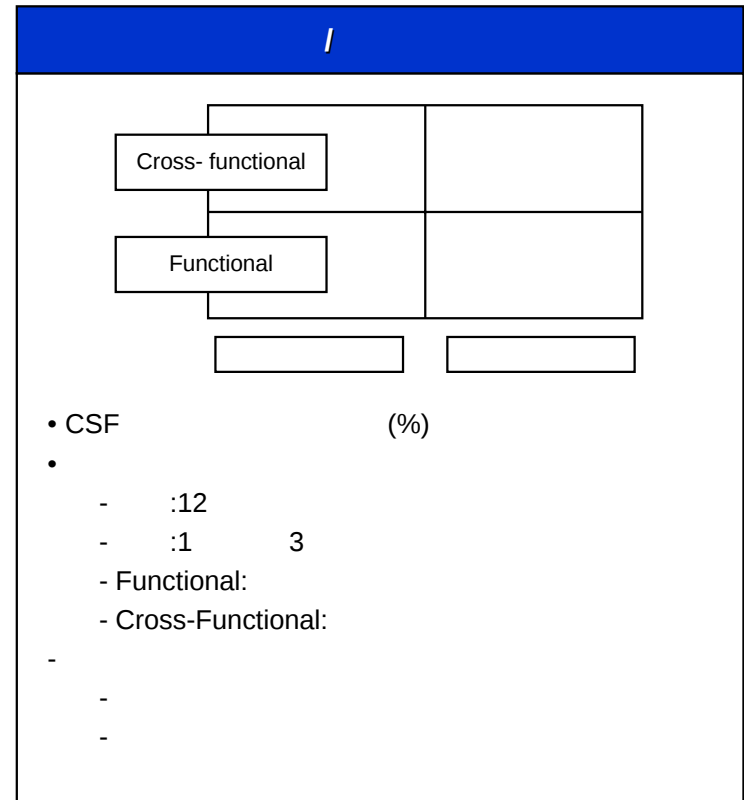
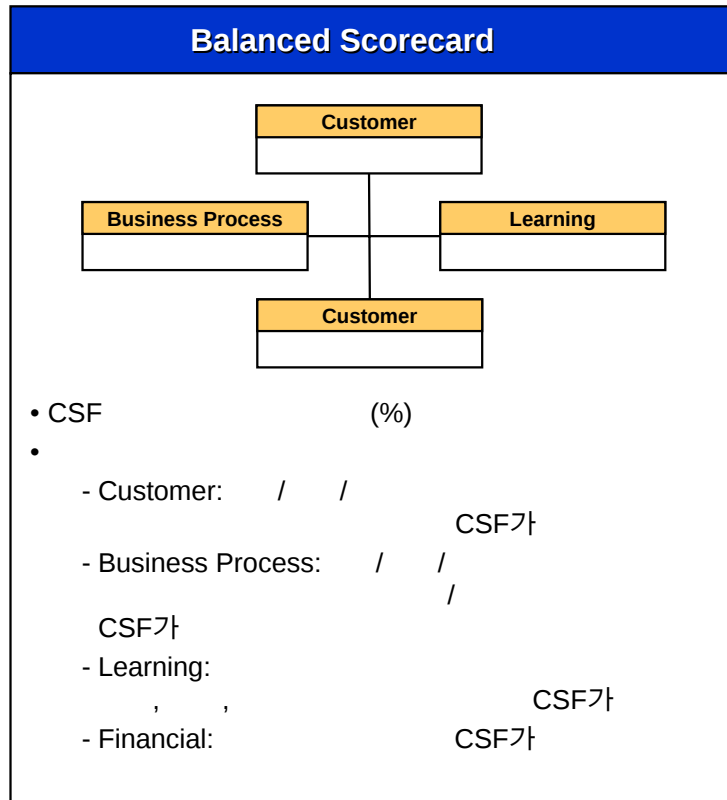


CSF

BSC

가 ,

CSF



1. BSC ,

2. BSC

3.

4. CSF

- 1. 가 Key Initiative Grouping
- 2. Value Driver Tree

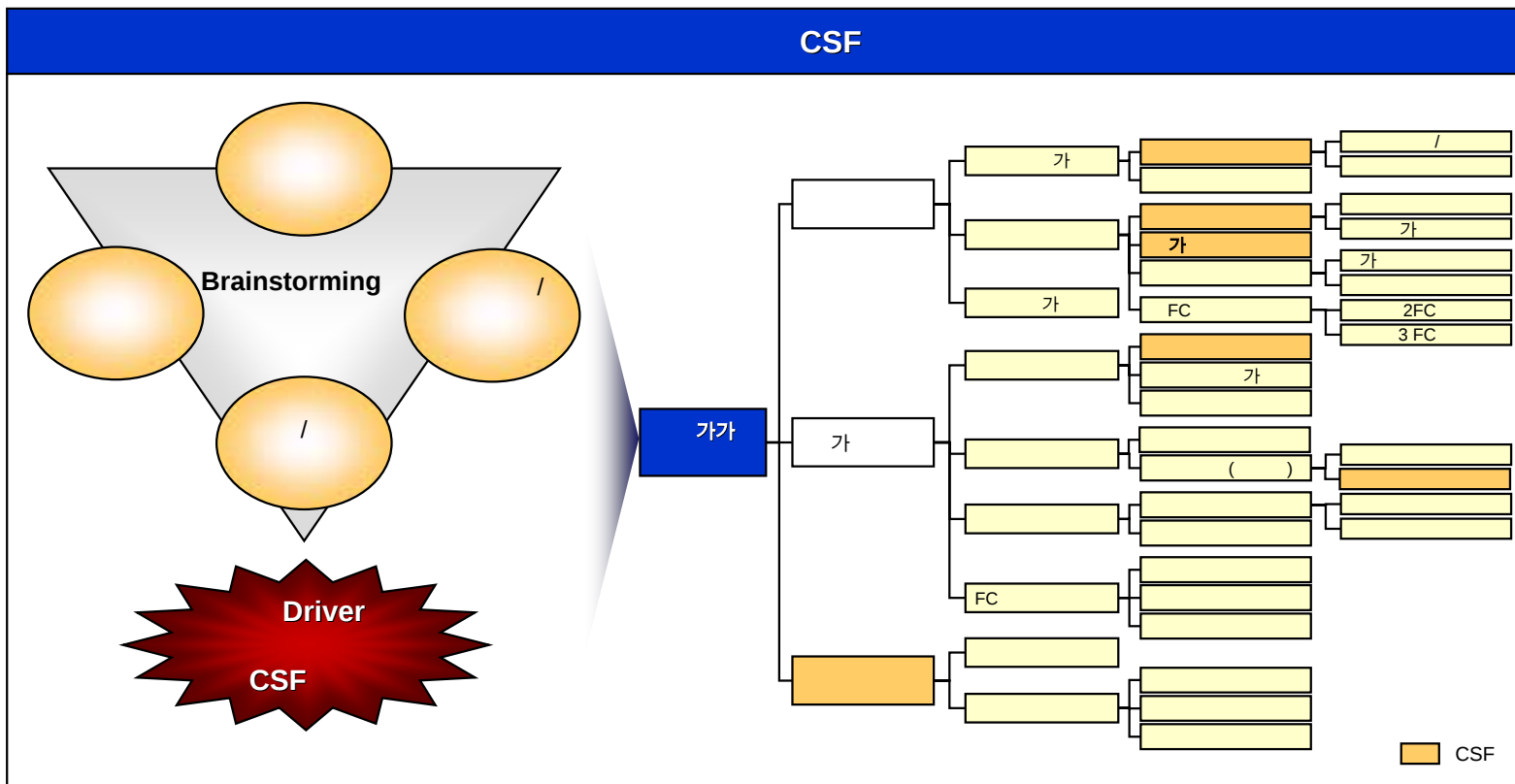
5.

Key Initiative
(

Logic Tree (MECE)
Brainstorming)

Value Drive Tree

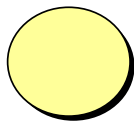
CSF



VDT 가

VDT “ ” ,

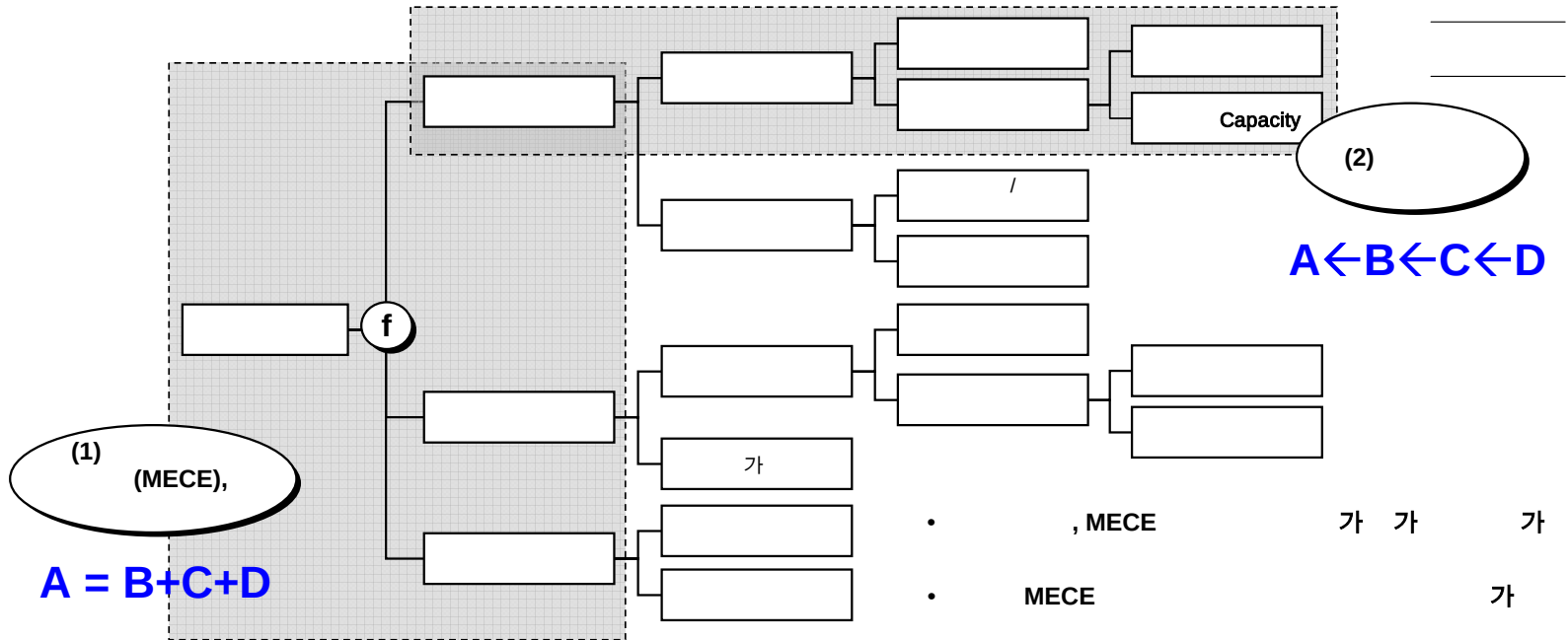
(Performance Driver)
“ (Genome) ”



(1)
(2)

(Cause & Effect)

(MECE)



Value Driver(가) Assessment

Value Driver Assessment

. Value Driver 1)

가) 2)

가/

(

Value Driver

(Value Driver가 VDT

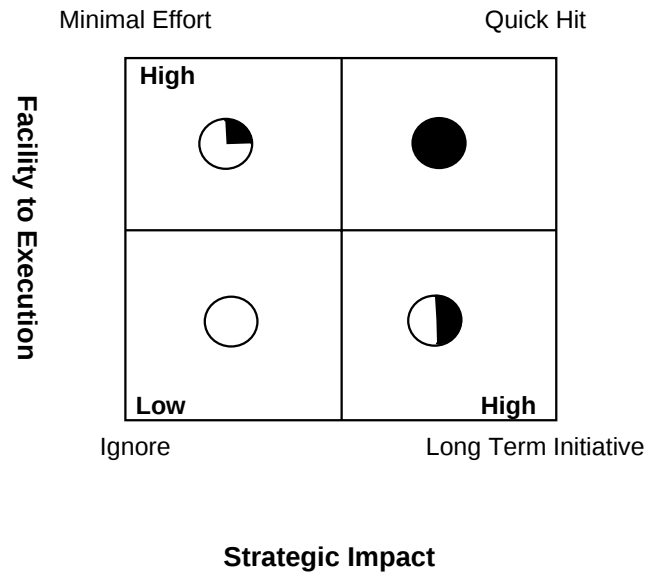
Driver

Driver

Driver

가)

Value Driver Assessment Framework

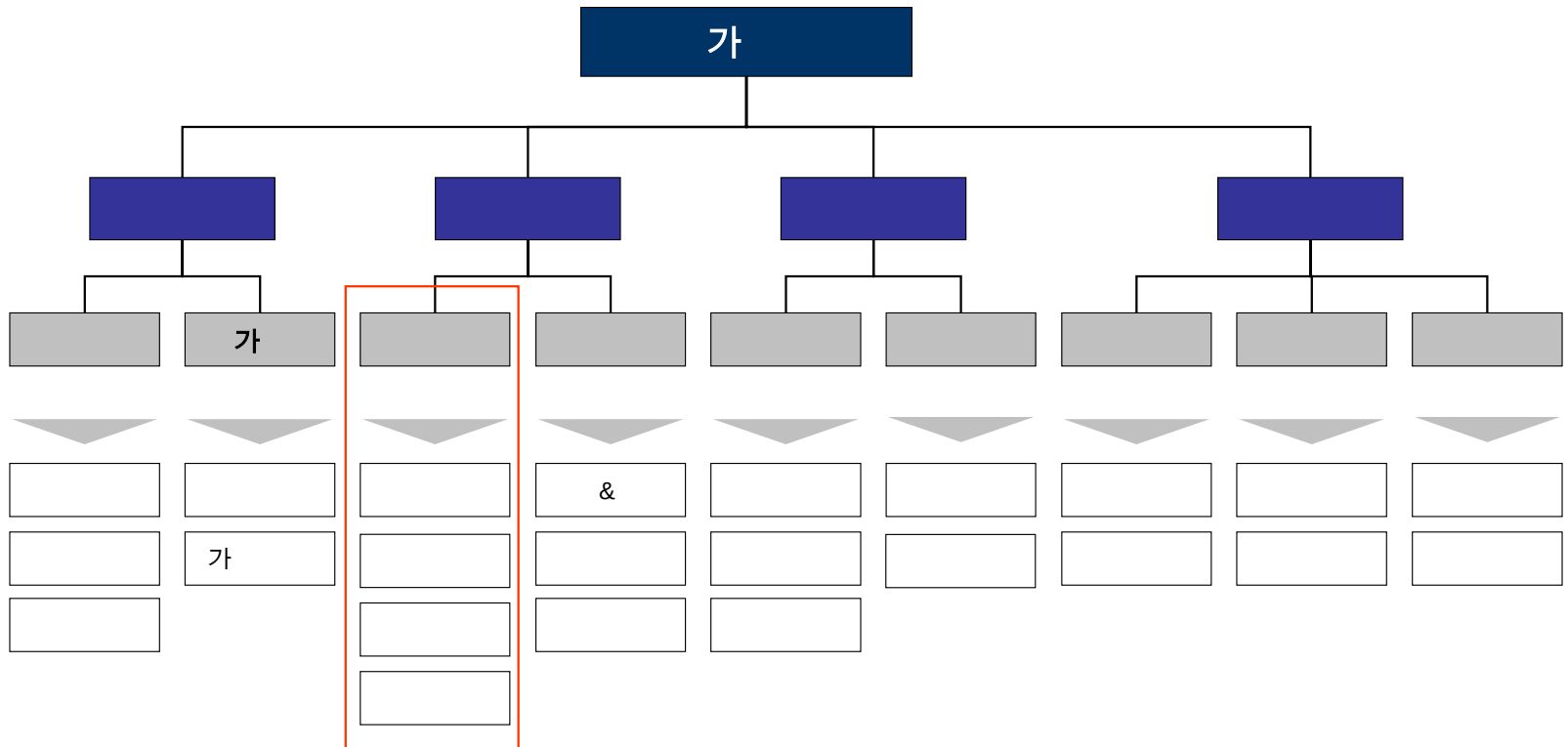


VDT(Value Driver Tree)

가

Break-down , Node

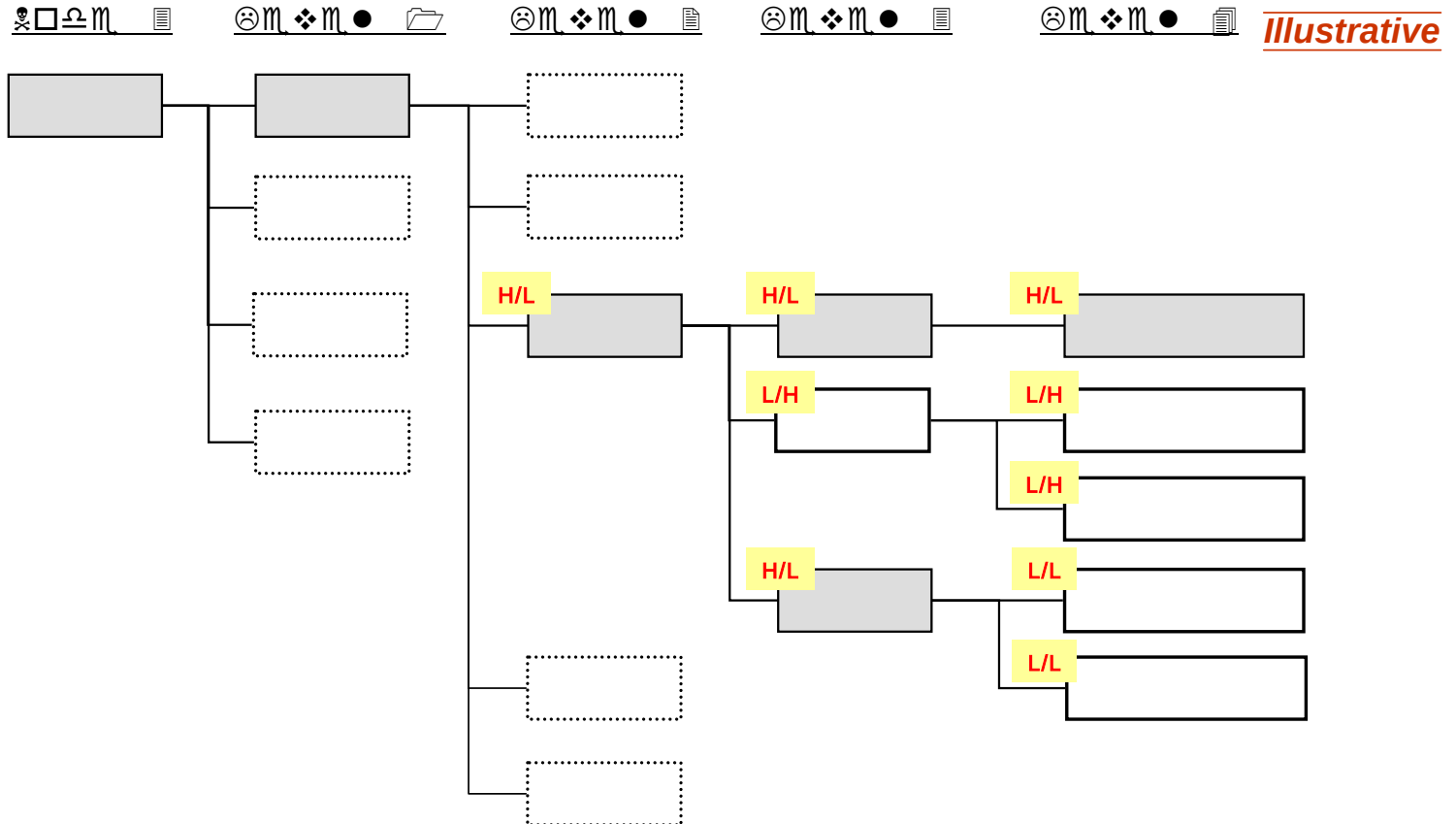
H 가 VDT



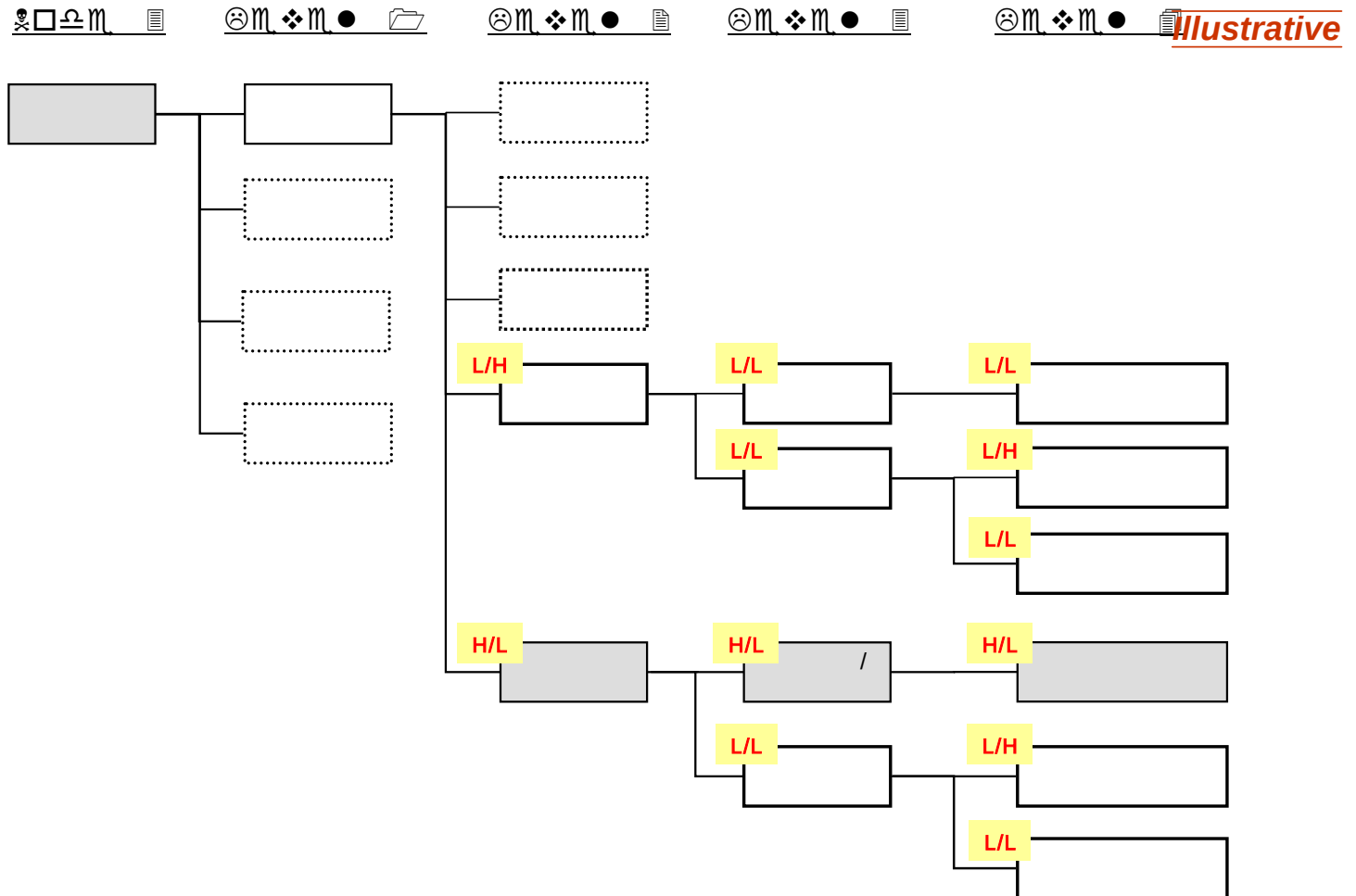
Value Driver Tree –



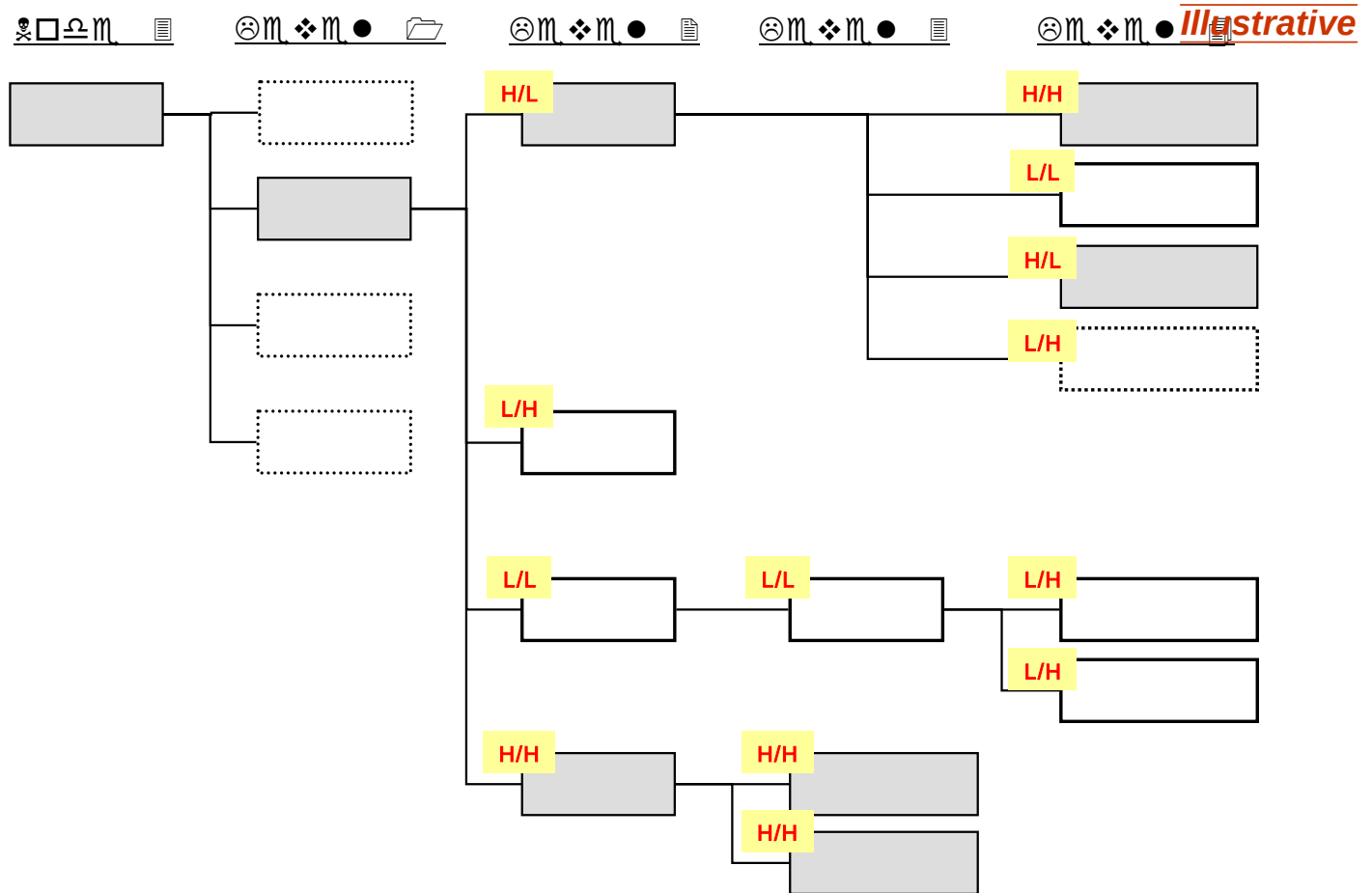
Value Driver Tree –



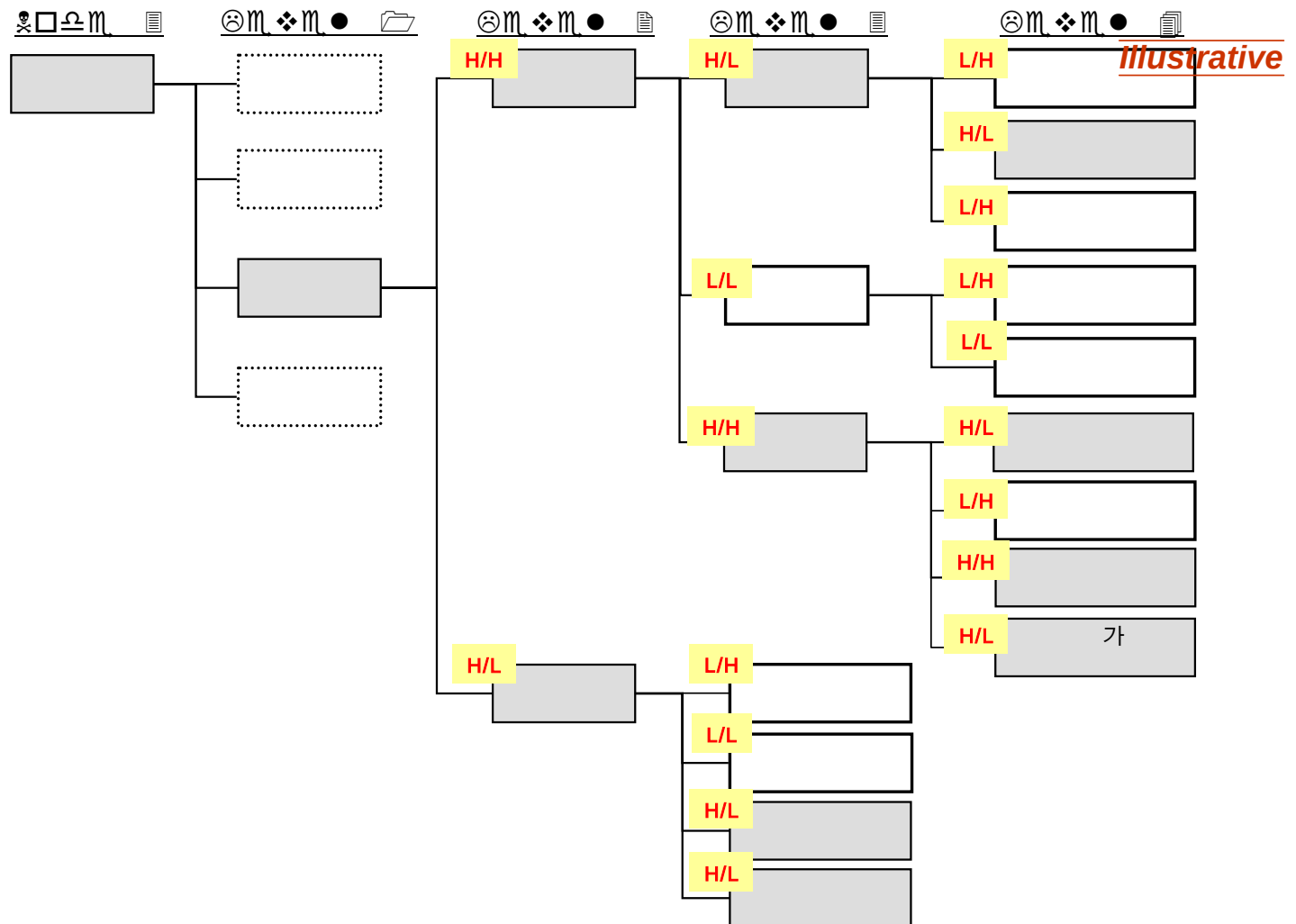
Value Driver Tree –



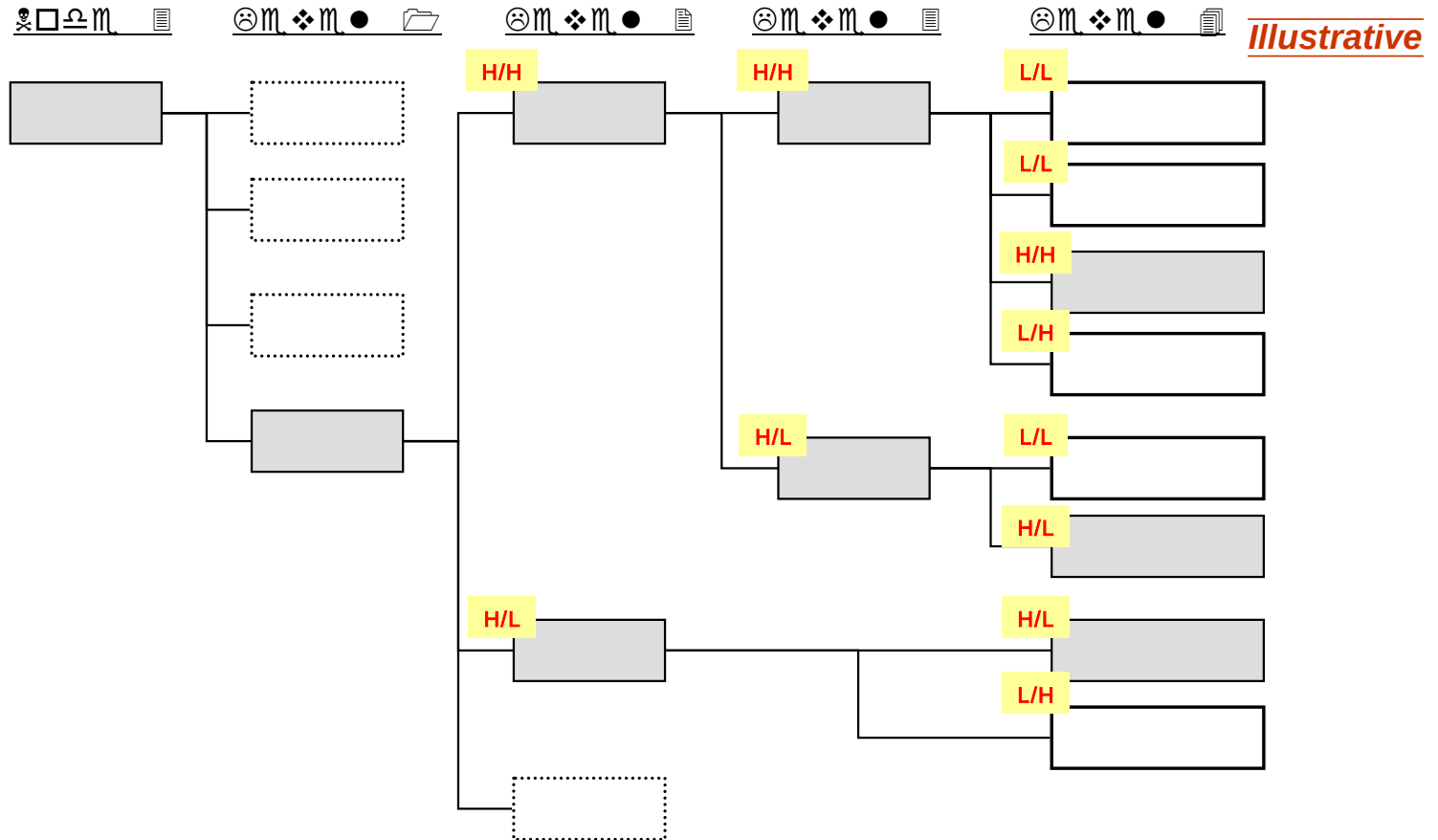
Value Driver Tree –



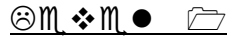
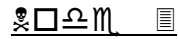
Value Driver Tree –



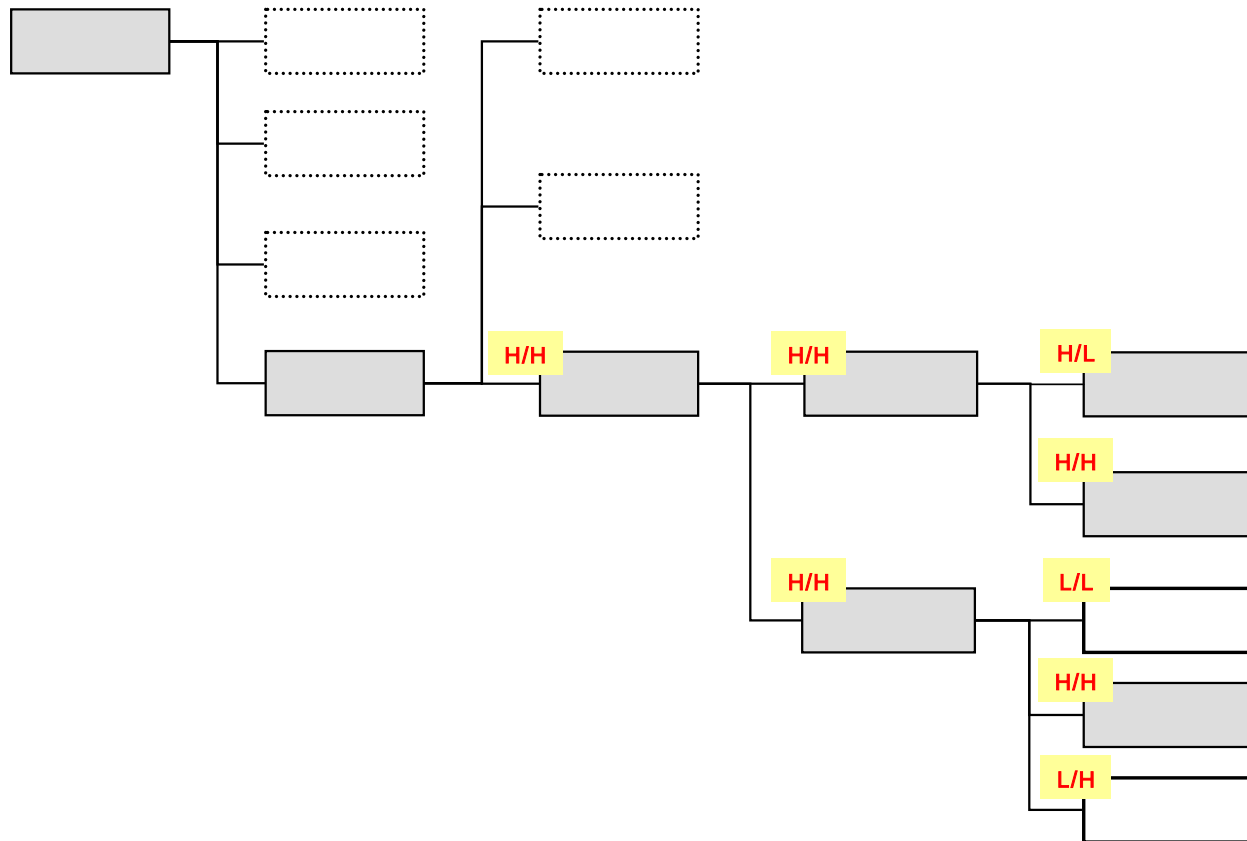
Value Driver Tree –



Value Driver Tree –



Illustrative



1. BSC

,

2. BSC

3.

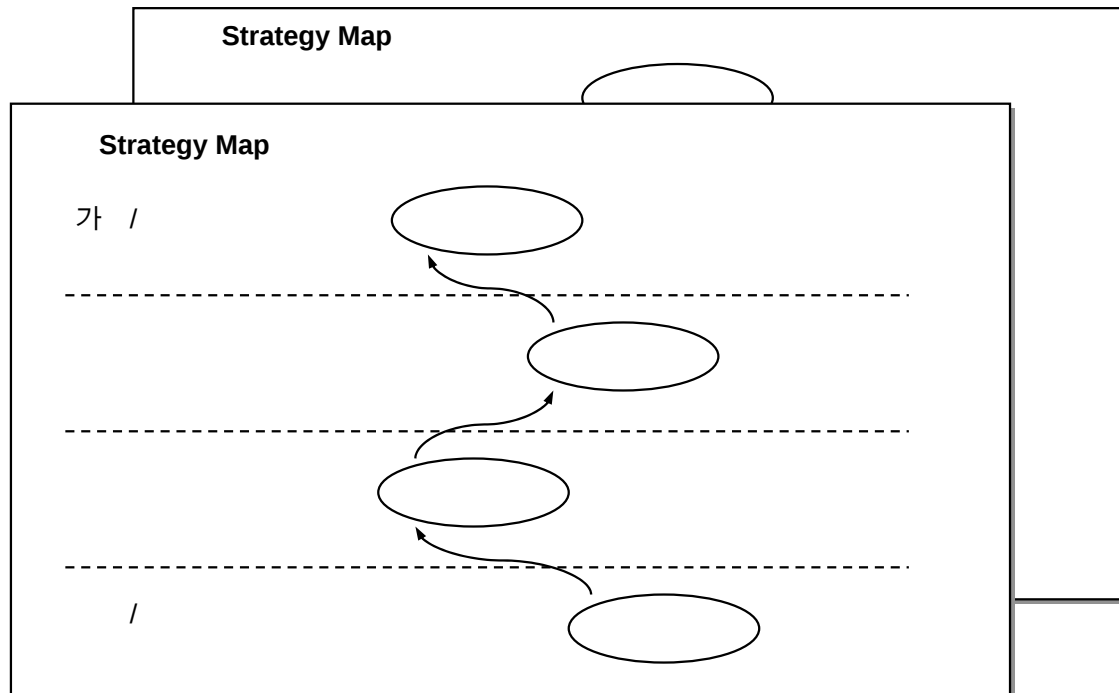
4. CSF

- 1. 가 Key Initiative Grouping
- 2. Value Driver Tree

5.

Strategy Map

Strategy Map BSC 4가 (Strategy Map) (description) , (communication) (implementation) .



Strategy Map

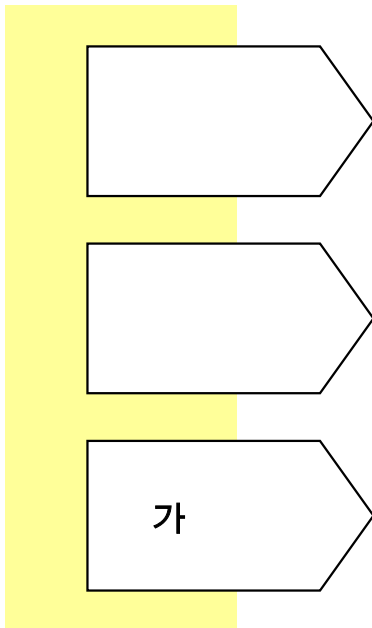
Strategy Map

3가

.

Strategy Map

3가



/

.

, ,
.

가

가

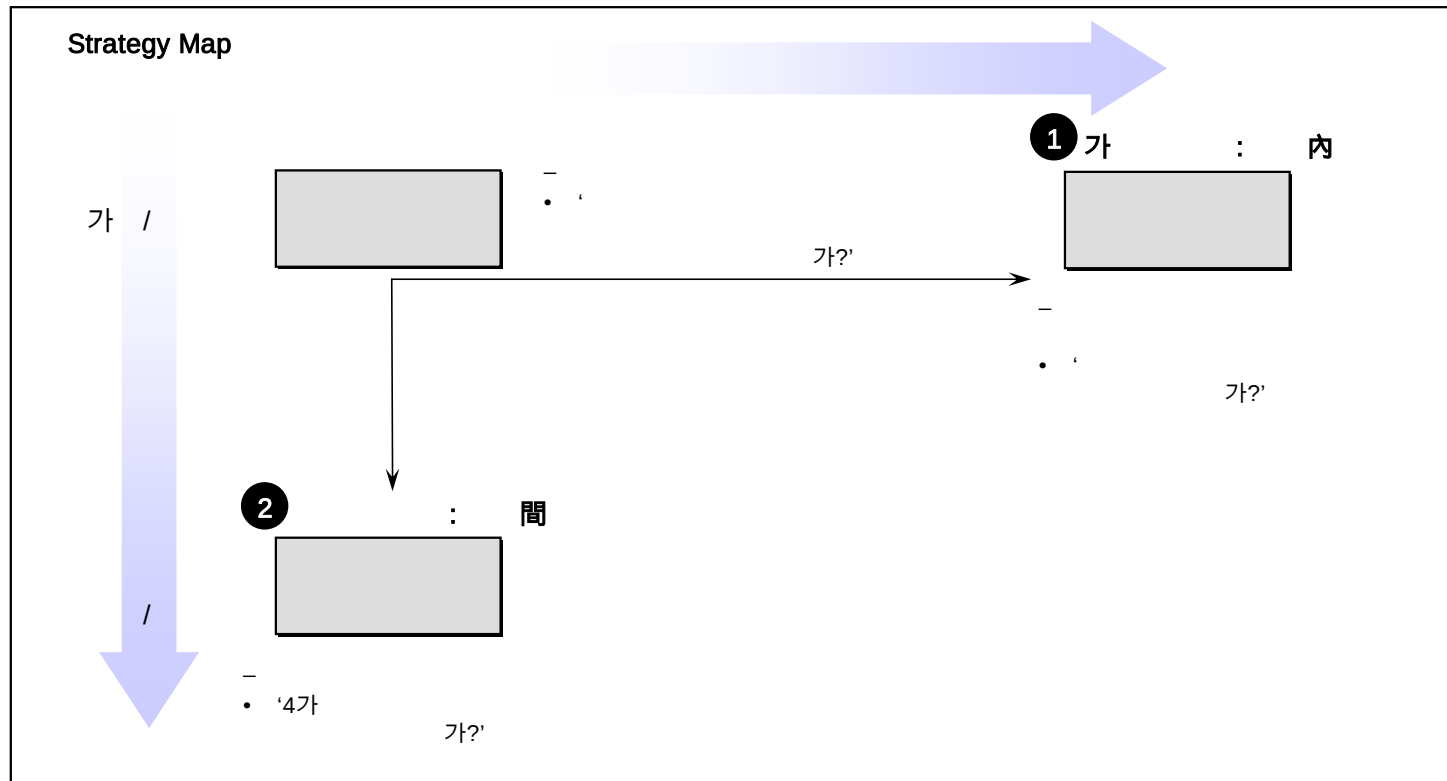
4가
focus

.

Strategy Map

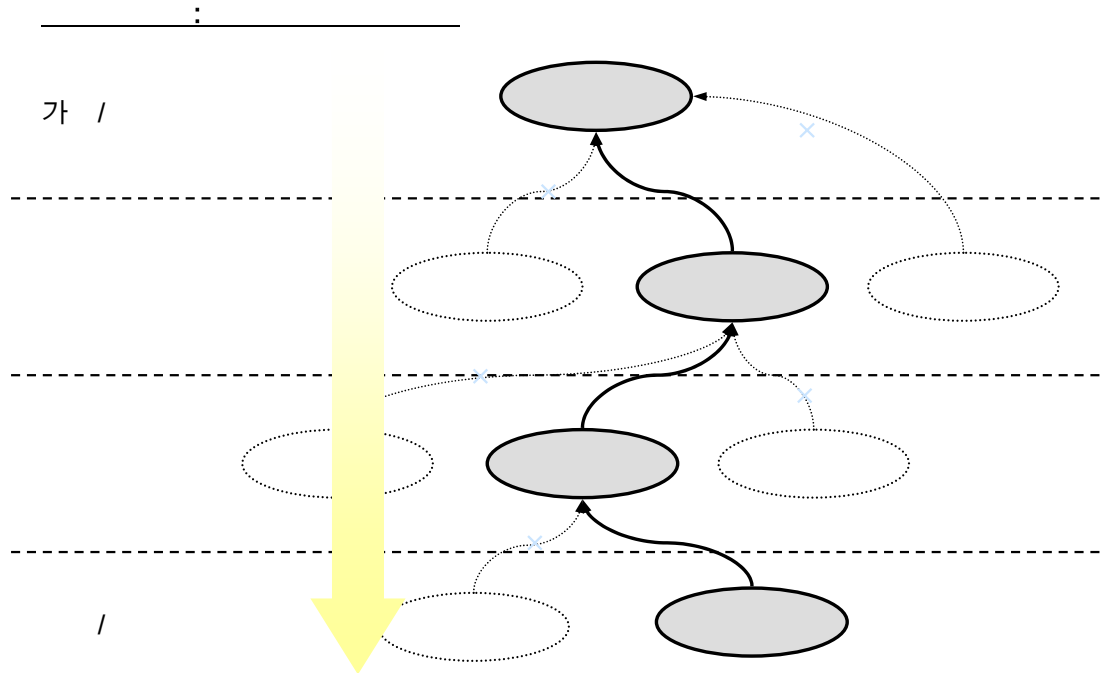
Strategy Map

Strategy Map

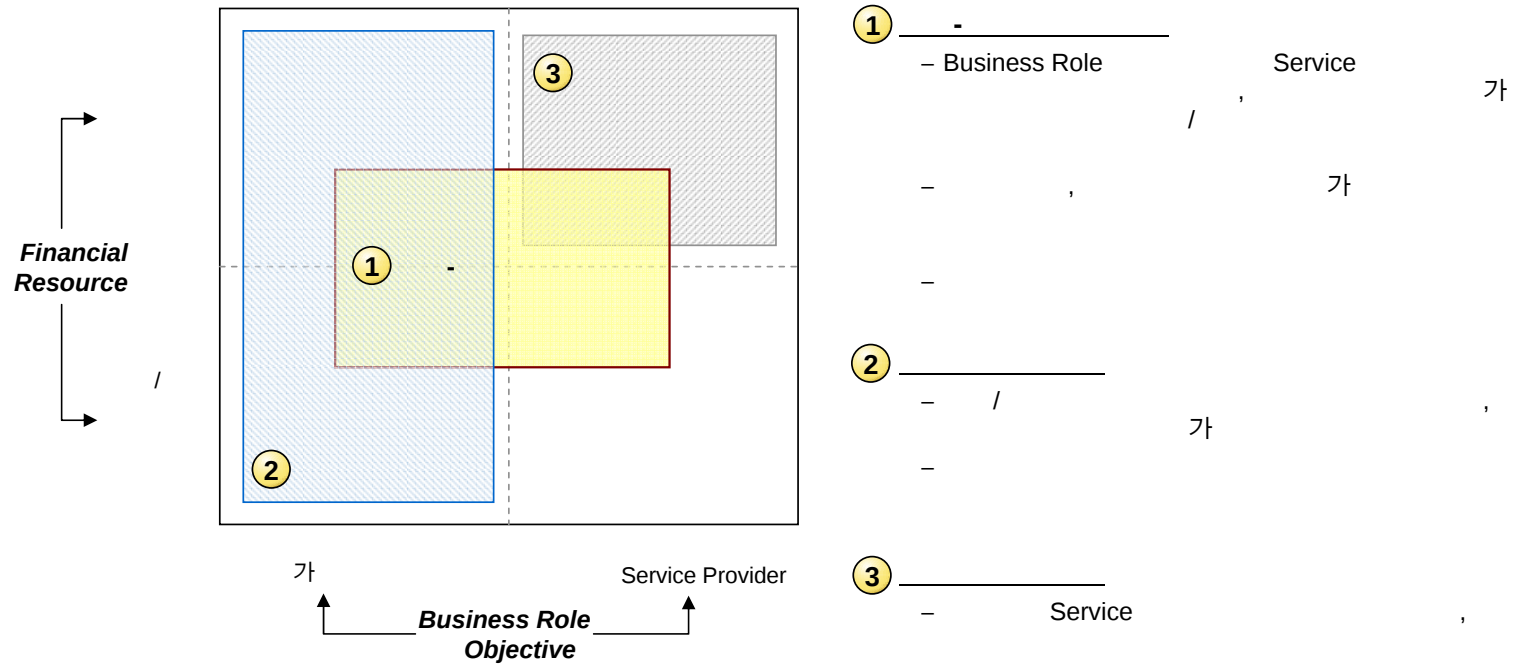


Strategy Map

가 ()
가 , “If-then()”
가 ,
가 .



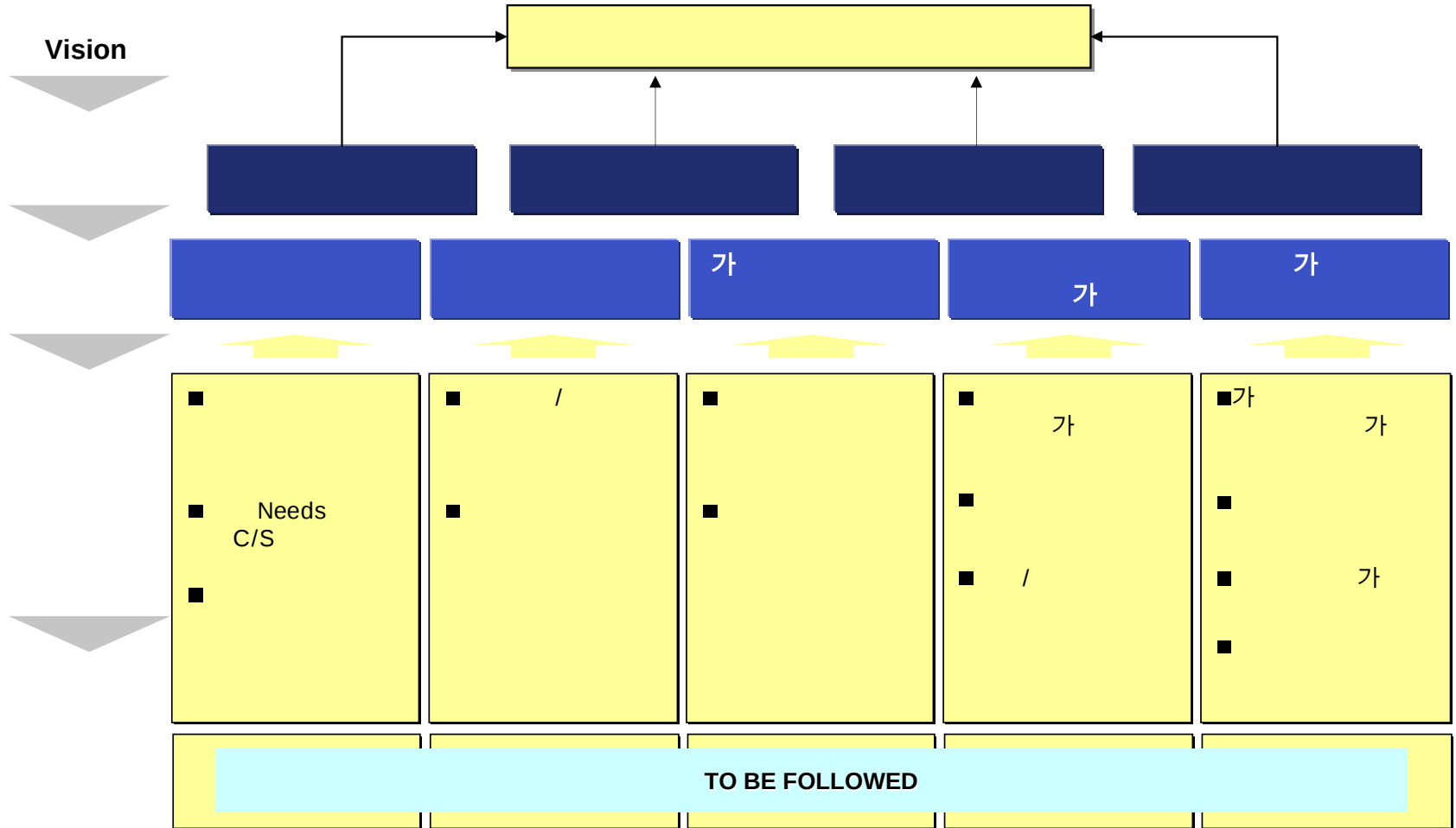
3가 BSC 가

BSC FrameworkBSC

5.

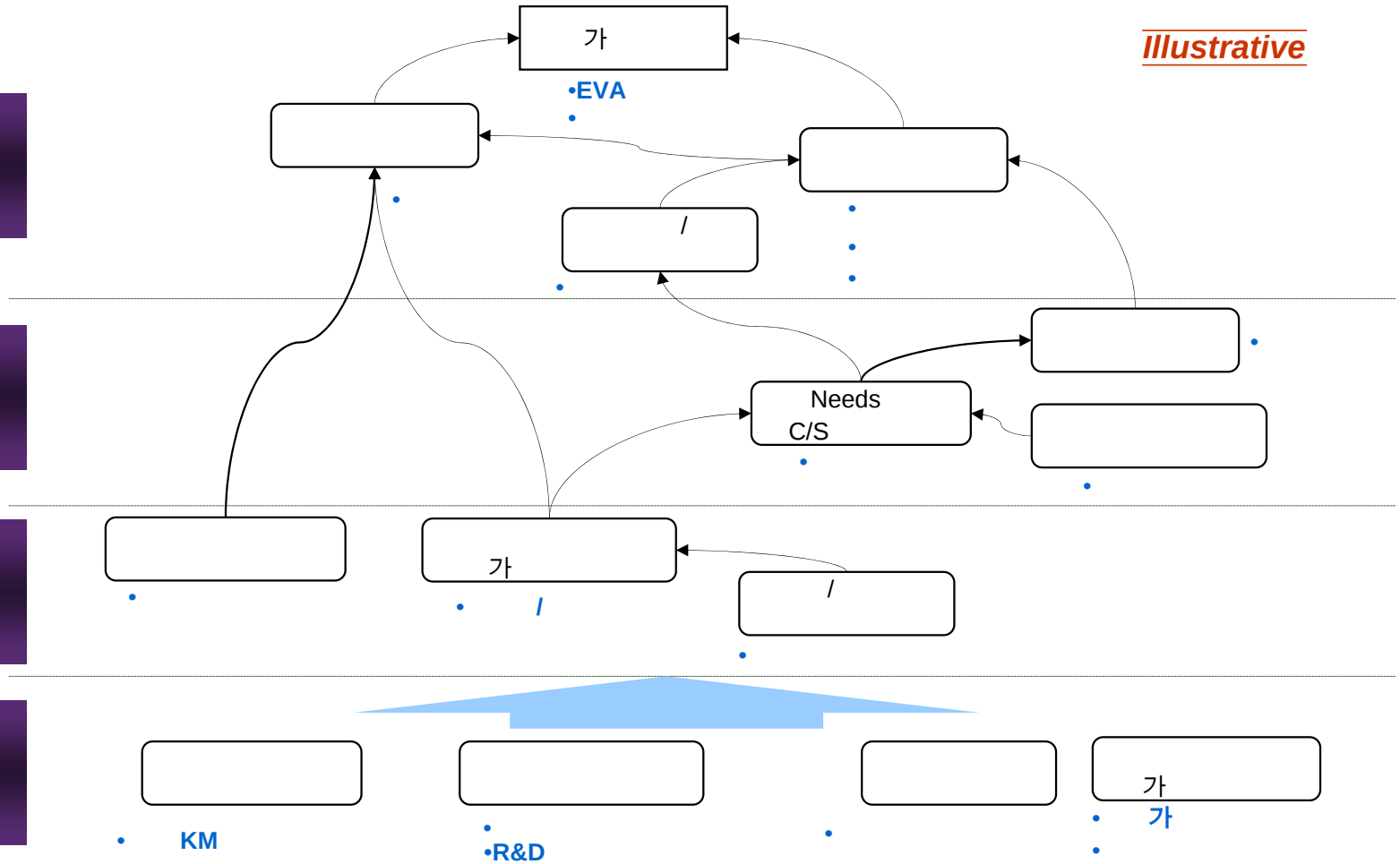
Illustrative

Vision

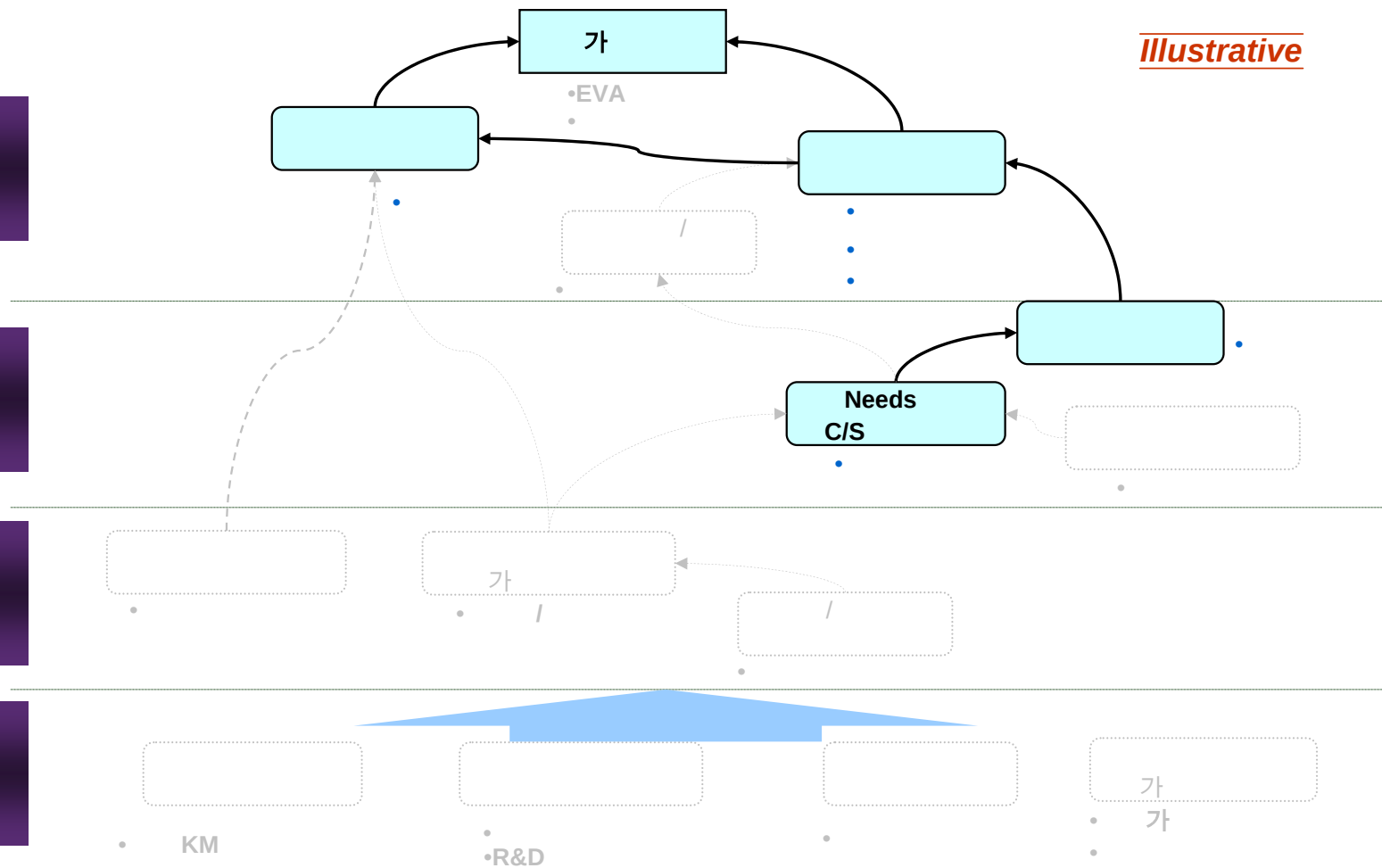


Strategy Map & KPIs

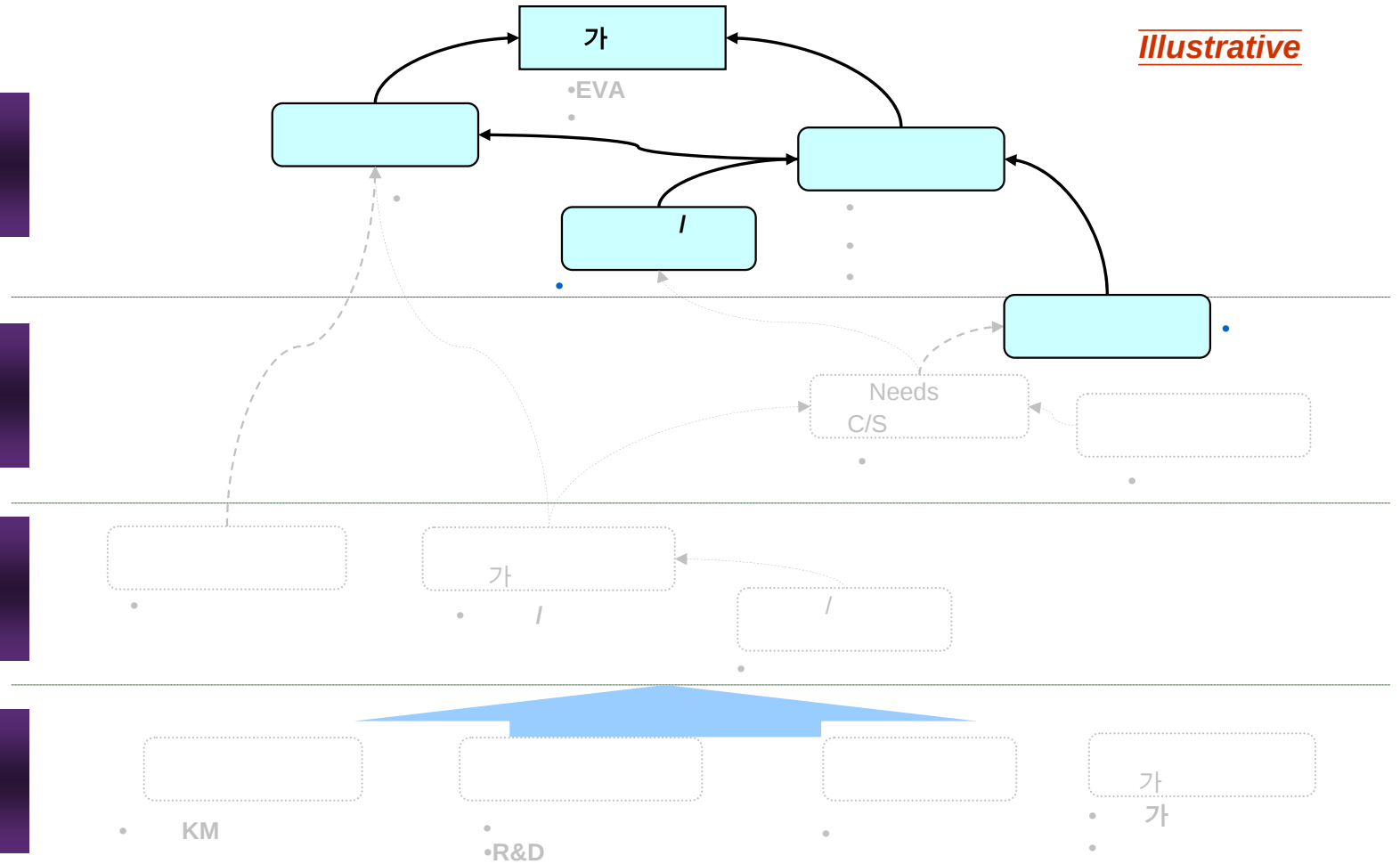
Illustrative



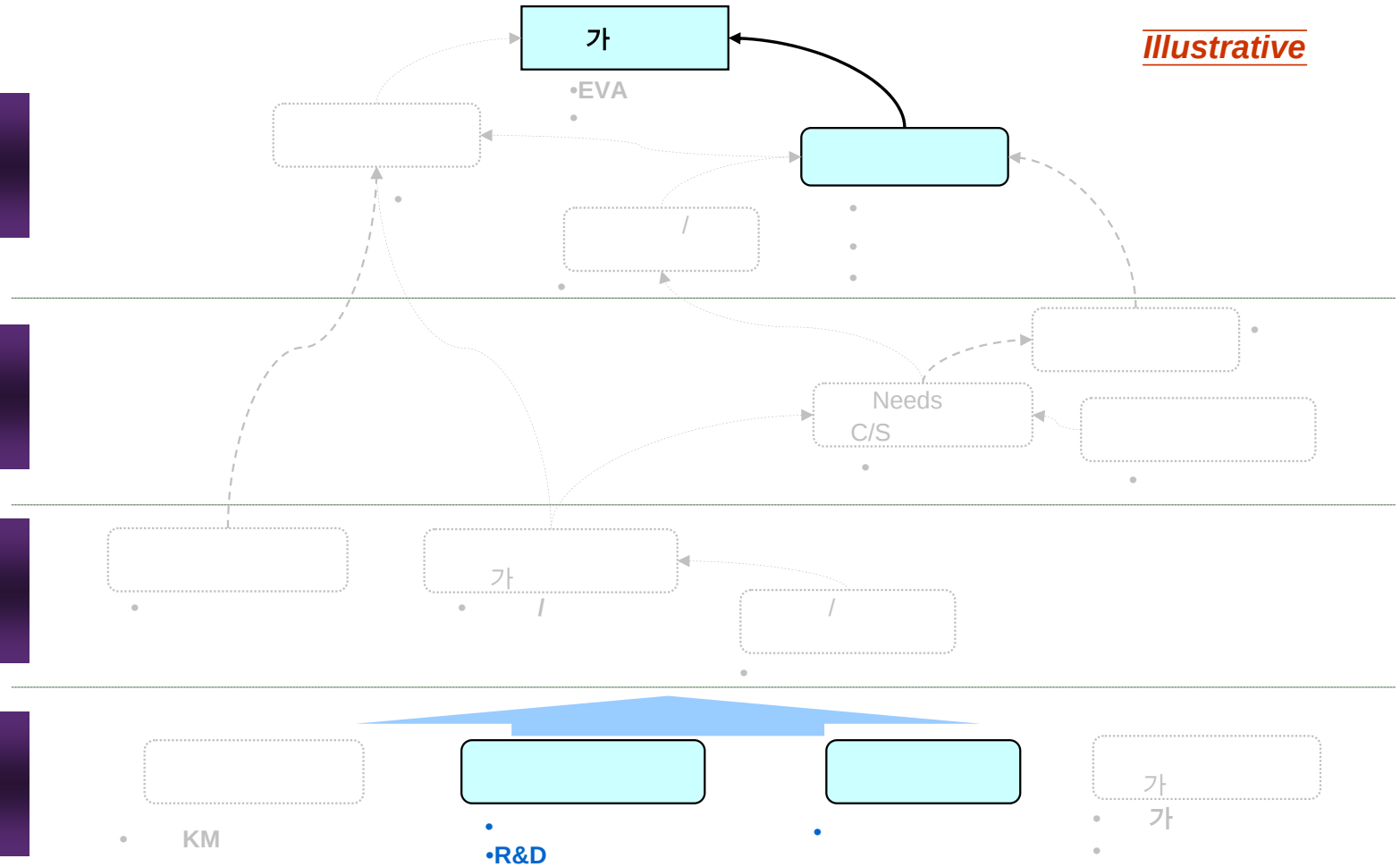
Strategy 1:

Illustrative

Strategy 2:

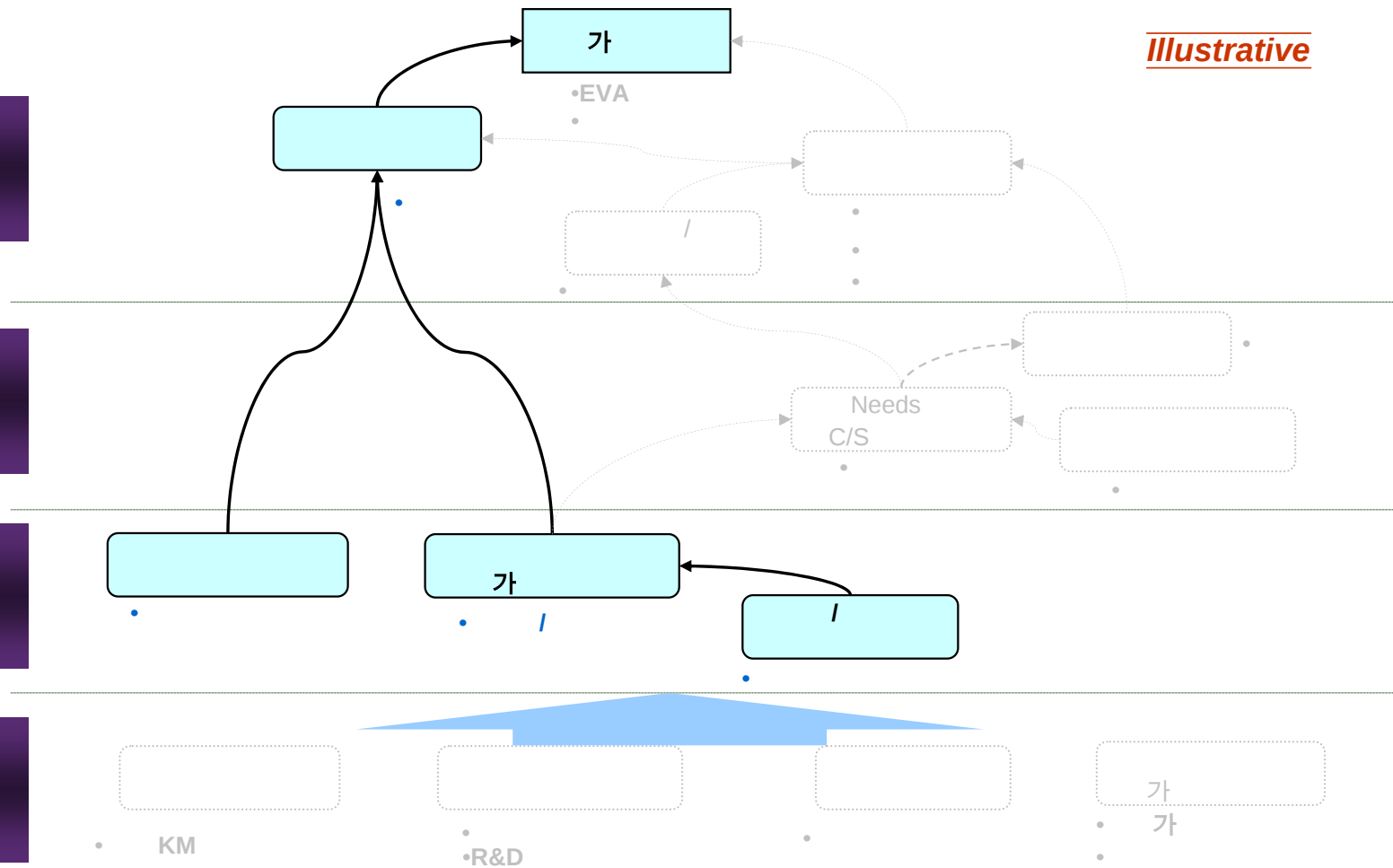
Illustrative

Strategy 3: 가

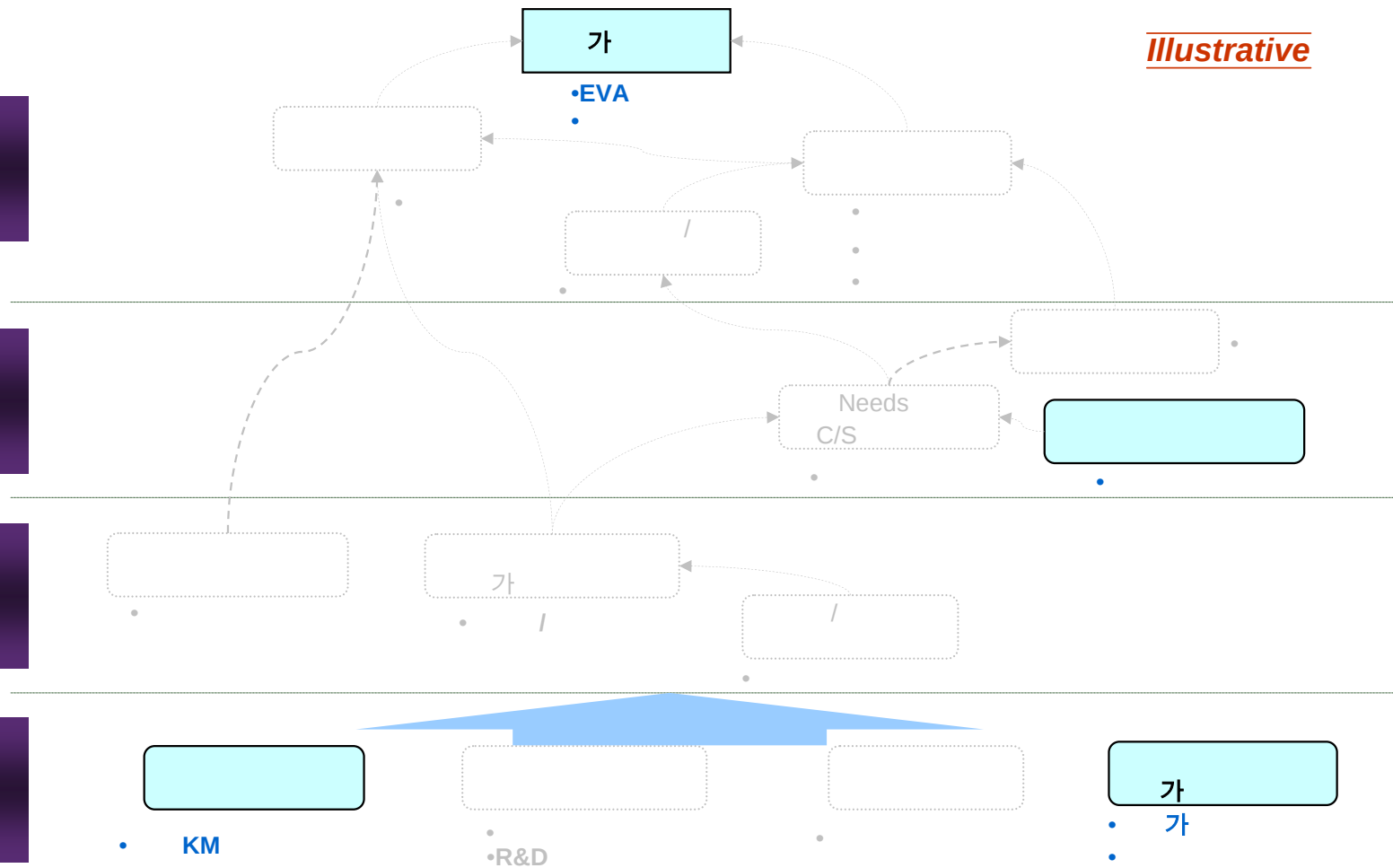
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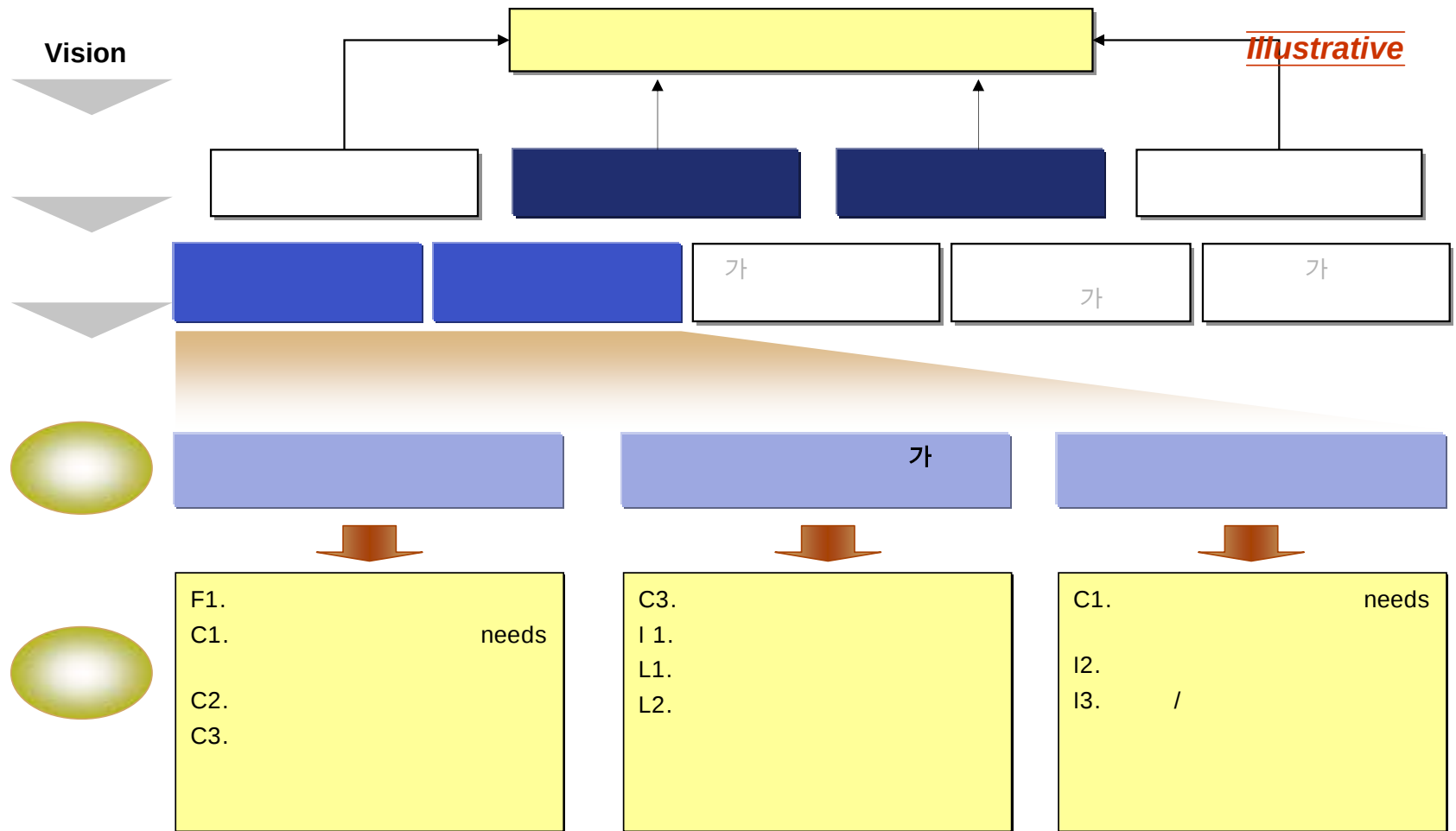
Strategy 4:

가

Illustrative

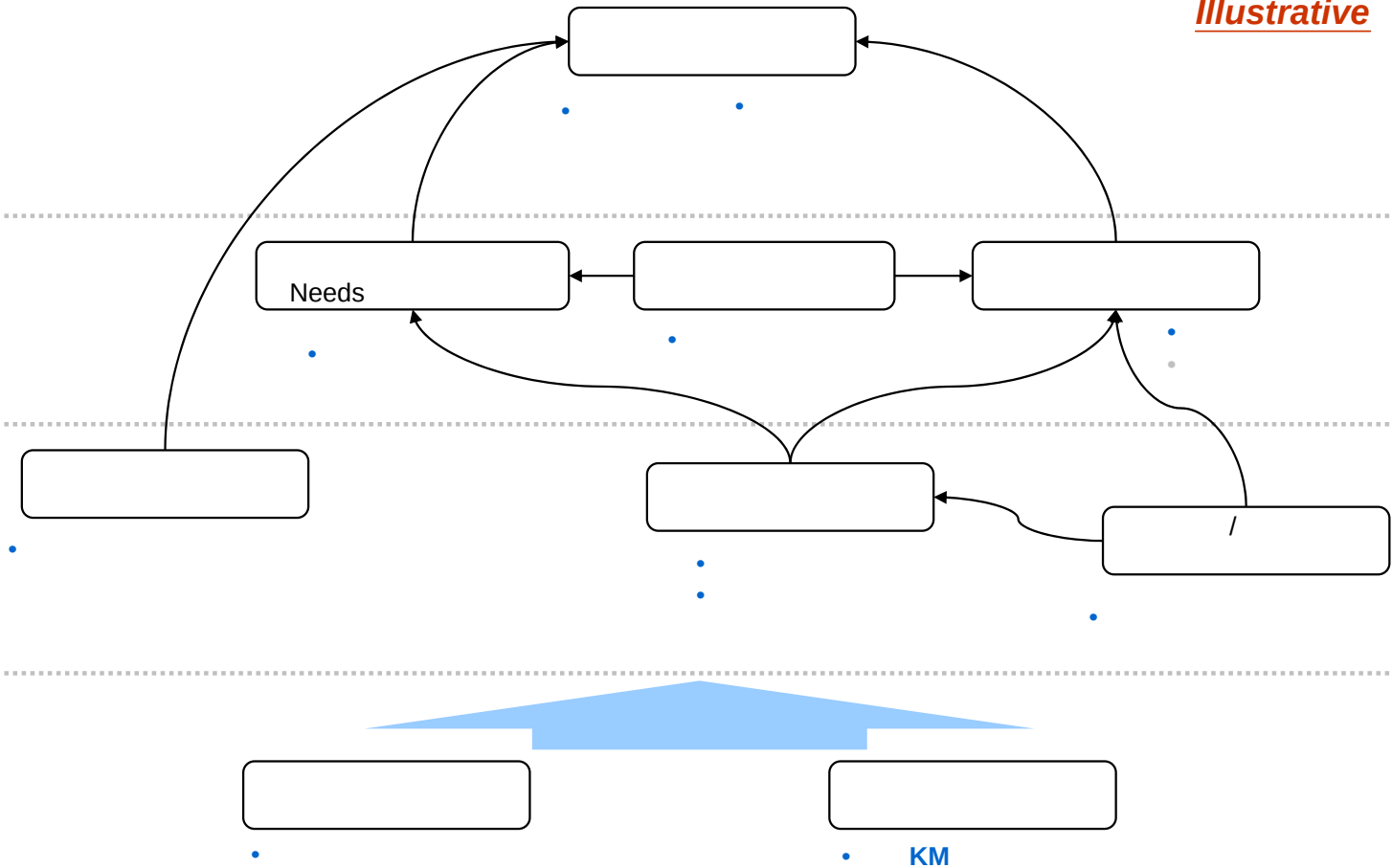
Strategy 5: 가

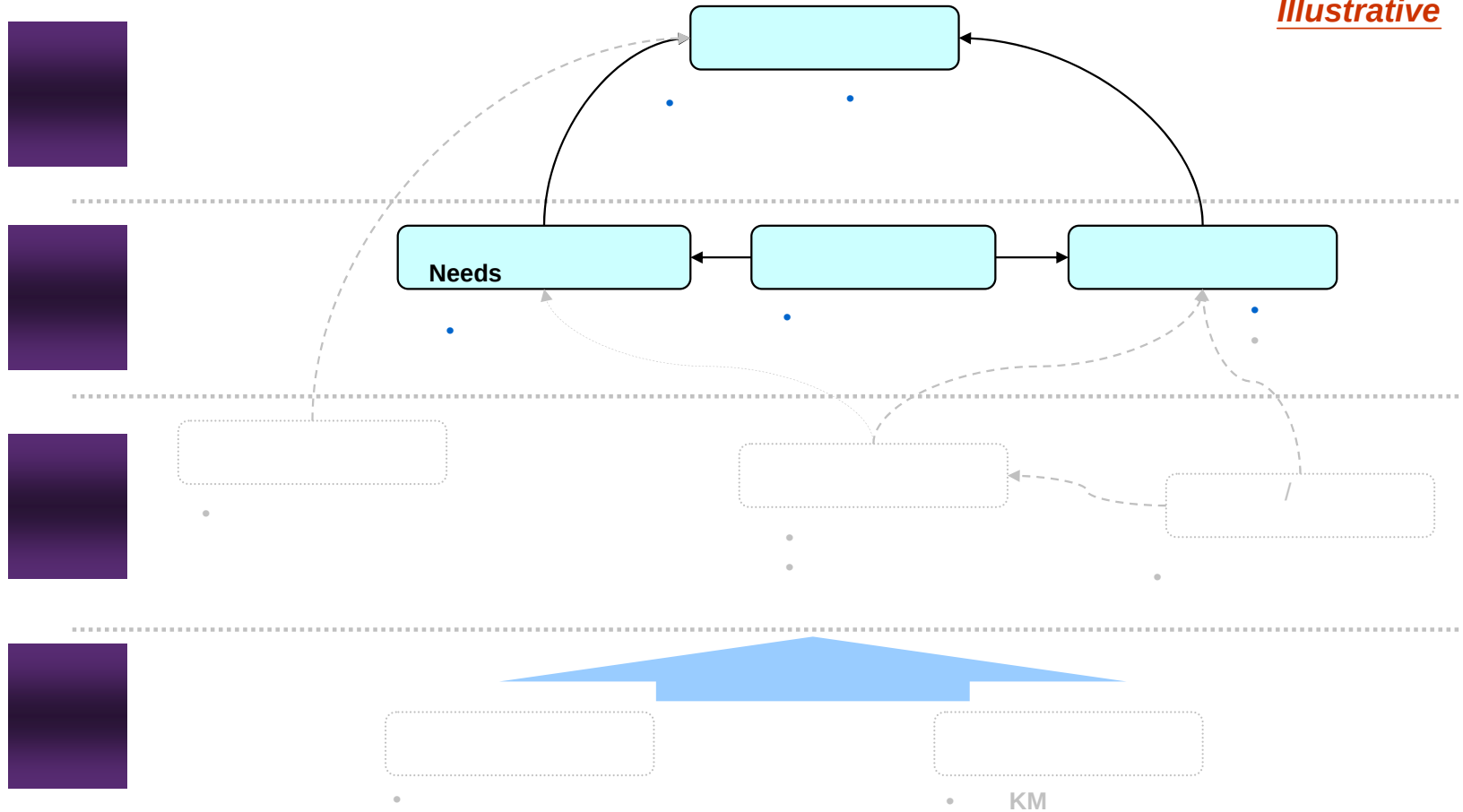
Illustrative



Strategy Map & KPIs

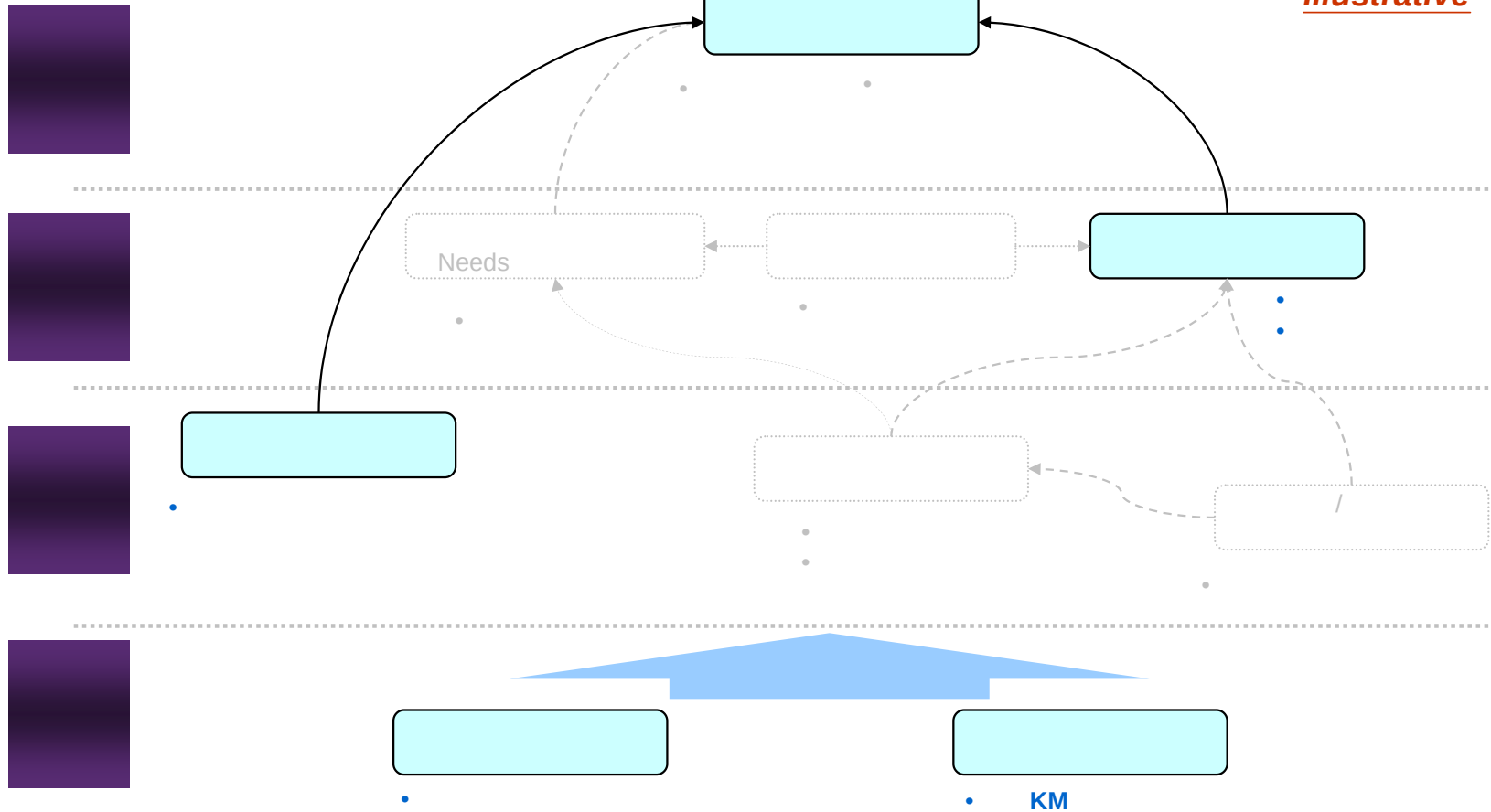
Illustrative



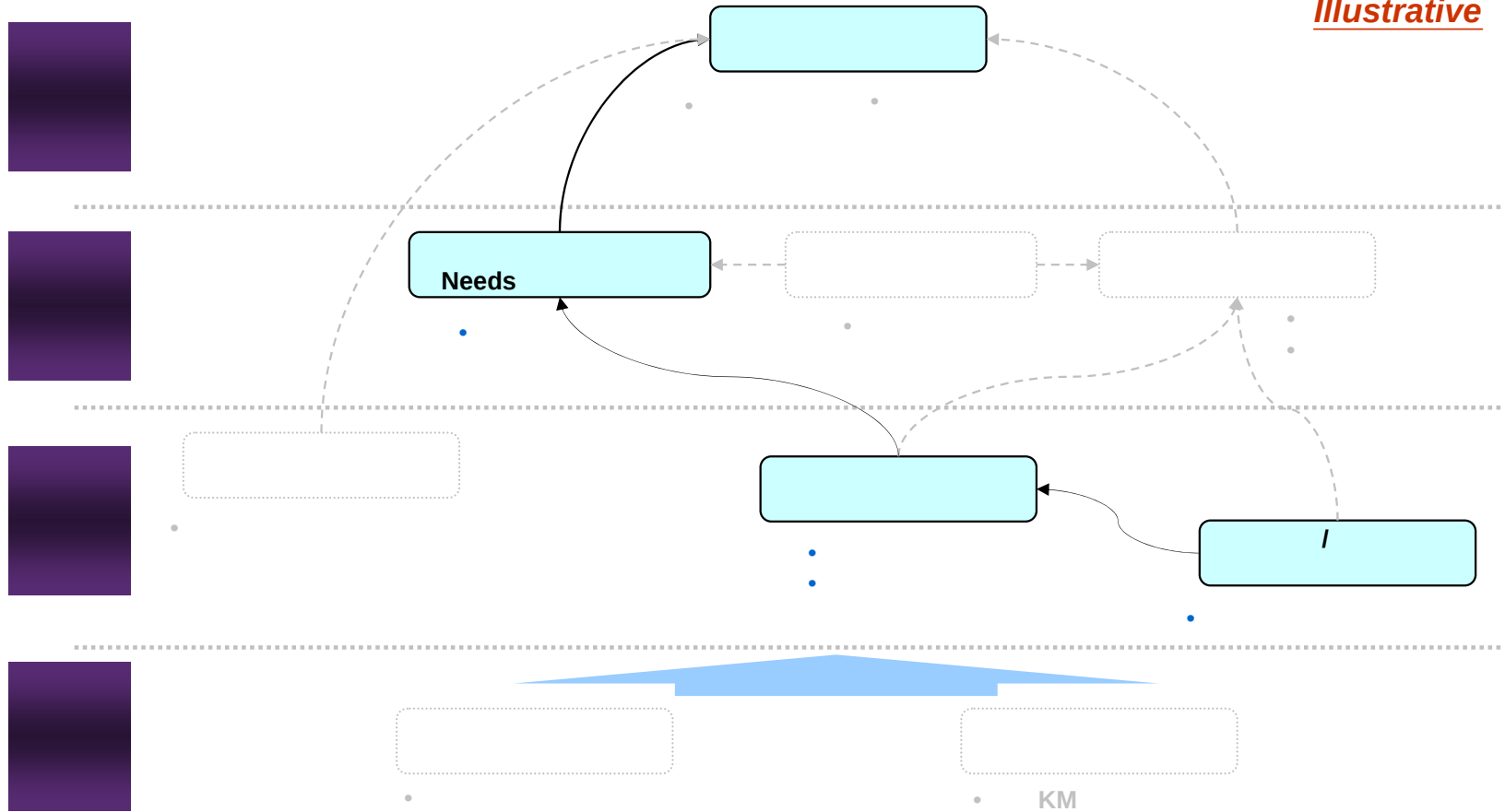
Strategy 1:**Illustrative**

Strategy 2:

가

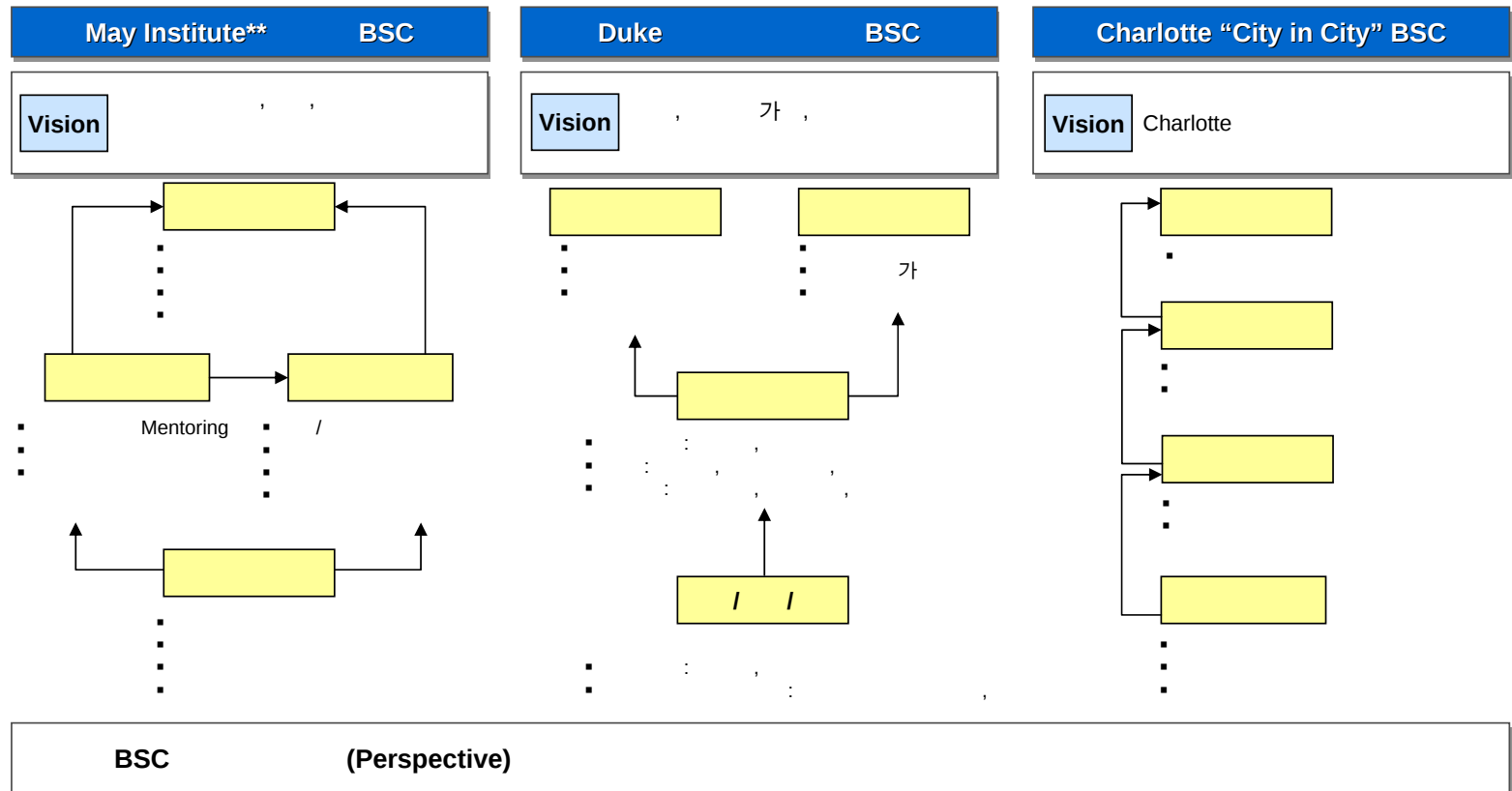
Illustrative

Strategy 3:

Illustrative

NPO* BSC (Perspective)

NPO BSC



*NPO : Non-for-profit organization

**May Institute : 가

. Massachusetts

- BSC (BSC) 가
- BSC (BSC)

CSF Cascading & Alignment

