

BSC

- BSC

-

2007 8 17

申 洪 哲

(BSC)

< 가 > BSC ()

<Part 1> BSC :

<Part 2> BSC

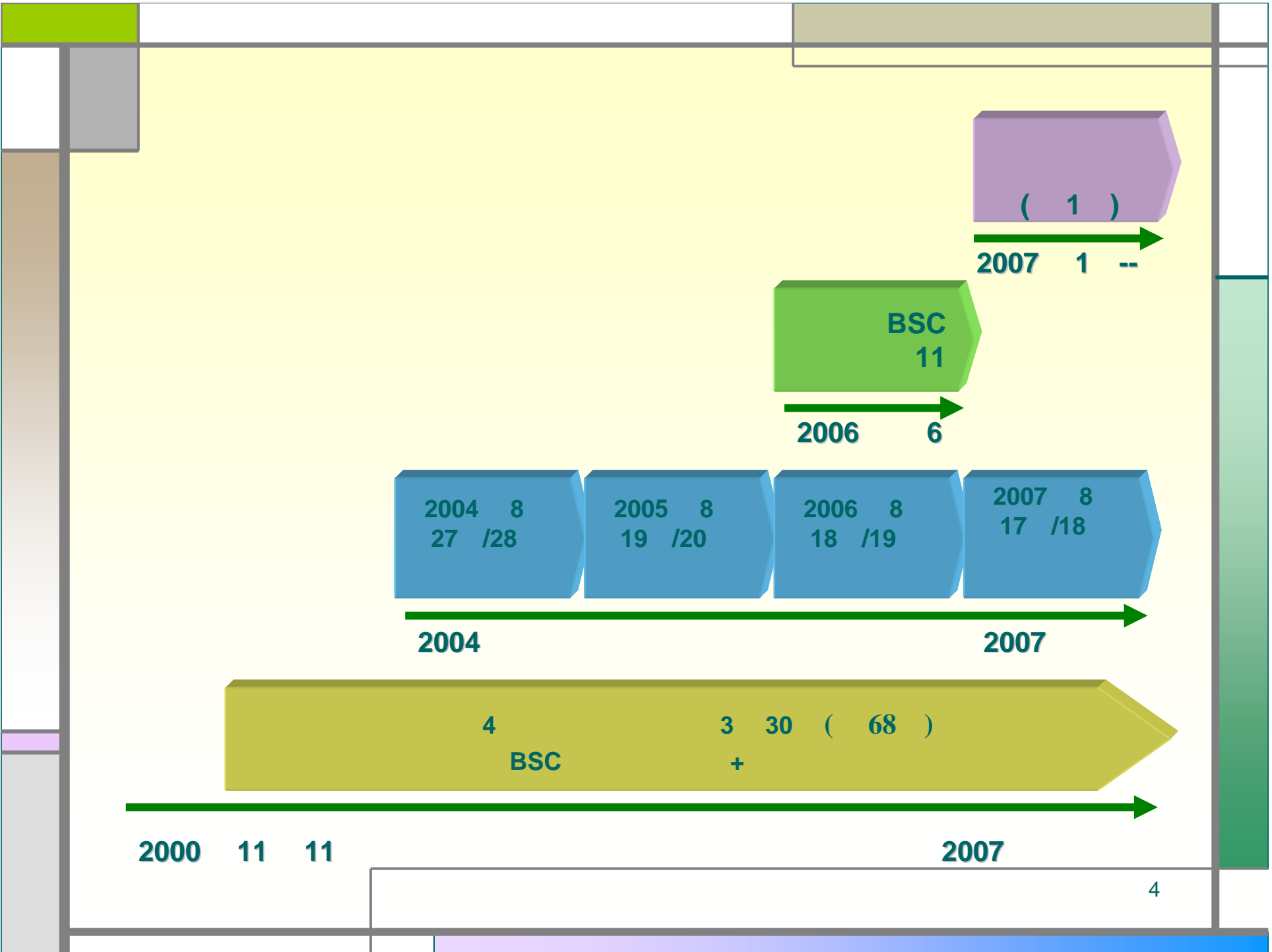
<Part 3> BSC

<Part 4> BSC

<Part 5> Q&A

BSC

< 가 >
()





BSC

/

<Part 1> BSC

-

-

BSC

가?

- **Balanced Scorecard(BSC)**
 - TWA
- Performance, strategy, measurement
Communication, monitoring(control)
- B
- S
- C
- < > : performance measurement,
performance management, **BSC**
 - 116MM(), 678MM(), 2.3MM()

BSC



- KPI(,) : (< A>)
- Balanced set of measures! + KPI



- : KPI
- BET 1 100%()



- (alignment)
- + Cascading()
- (initiative) (:)



- (Trade - off):
- Sony time-to-market ; vs



- (Cause & Effect)
- KAL(1983), , ,

<

A> KPI

■

KPI

■

()

■

BSC

/

(impact)

■

/

(accountability)

■

KPI

가

■

KPI

■

Balanced set of measures

■

()

■

: 87%

■

■

<

>

■

:



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가 .

...
?

가 “ ”

BSC ()

■ ()
■ : 5가 ()
■ 2 8

BSC

(8)

■ ()
■
■
■
■
■

■ (ROI) 3 2.3

<Q>

-

가

?

(1) -



Bilingual



가



() VS
 () 가
 DB : →
 vs Unilingual
 (KPI) 가 : /
 () VS /
 가 +
 VS

<Q>

?

-

가

(2) -

■

가

vs

가

■

:

→

■ “A

A

A

가/

”

■

Focused HR

vs

Diffused HR

■

()

:

■ HR Scorecard

■

vs

■

<Part 2> BSC

BSC

■ : (, ,) + +

■

-
-
-
-
-
-
-

■

-
-
-

■

() : 35/189(18%) (55%), (39%), : ?
■ : 2003 -> 81/189(24%): 2006

BSC

가

-
-
- (IPM)
- ABC/M, CRM analytics
- 6, TOC
- KPI
- Board BSC
- Corporate Governance

<Part 3>

BSC

BSC

■ Misdirected effort

■ BSC

■ _____ BSC

■

■

■

■

■

■ BSC

missing

/

■

가

<Part 4> BSC

BSC



CEO

()



(가)
가



가



BSC

가

BSC

CSF(1)



(level 1)

- BSC
- CEO
- BSC

가



(level 2)

- , 가 ,
-
-
-
- KPIs
-
- BSC

, 가 ,

BSC

CSF(2)

BSC

/

가

BSC

CSF(3)



(supporting factors): level 3



(integration)



+ 가



가

(self assessment)



BSC



cost



가

가

BSC

/



■ BSC



CEO

study group



BSC



BSC help - desk



가



+

(1)

KPI

■ Alignment

■ KPI

:

(3/30)

■ activity map

+ moving target

(IT)

(HR Scorecard)

■ 'Right' KPI

■ cascading

■ Human behavior

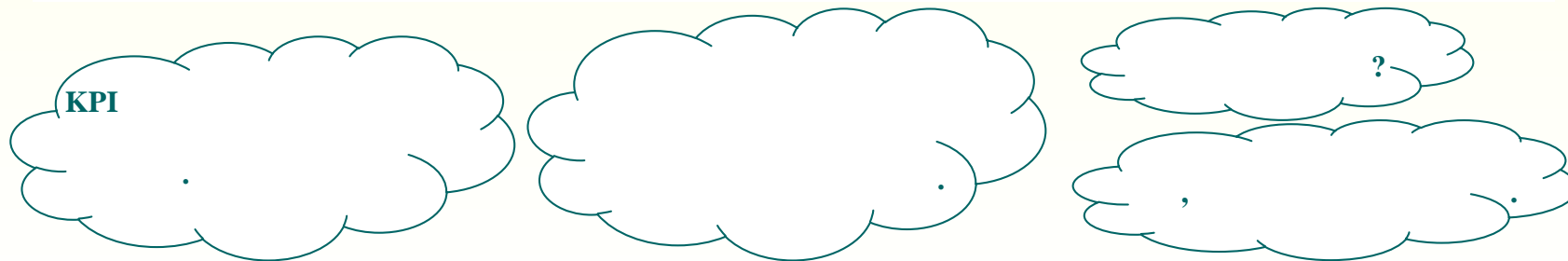
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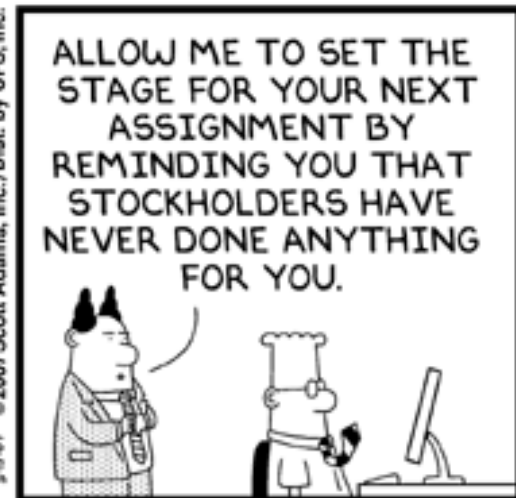
■ 가
■ 가
■ 가

: KPI

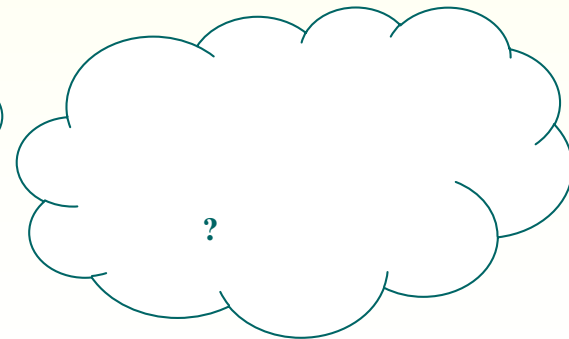
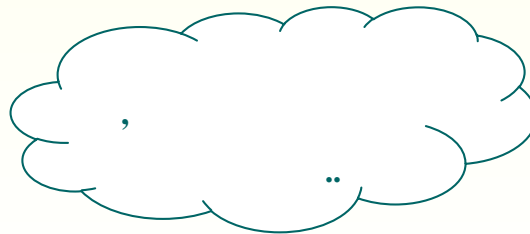
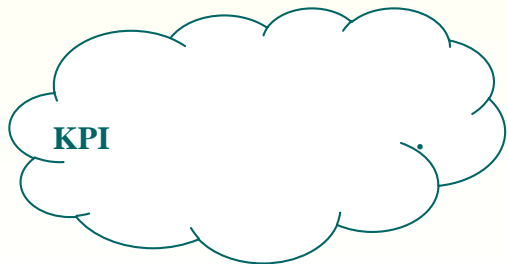
/ CPI

KPI





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(2)

KPI

KPI

DB

Lack of Insight

가

(vs

(<

1>)

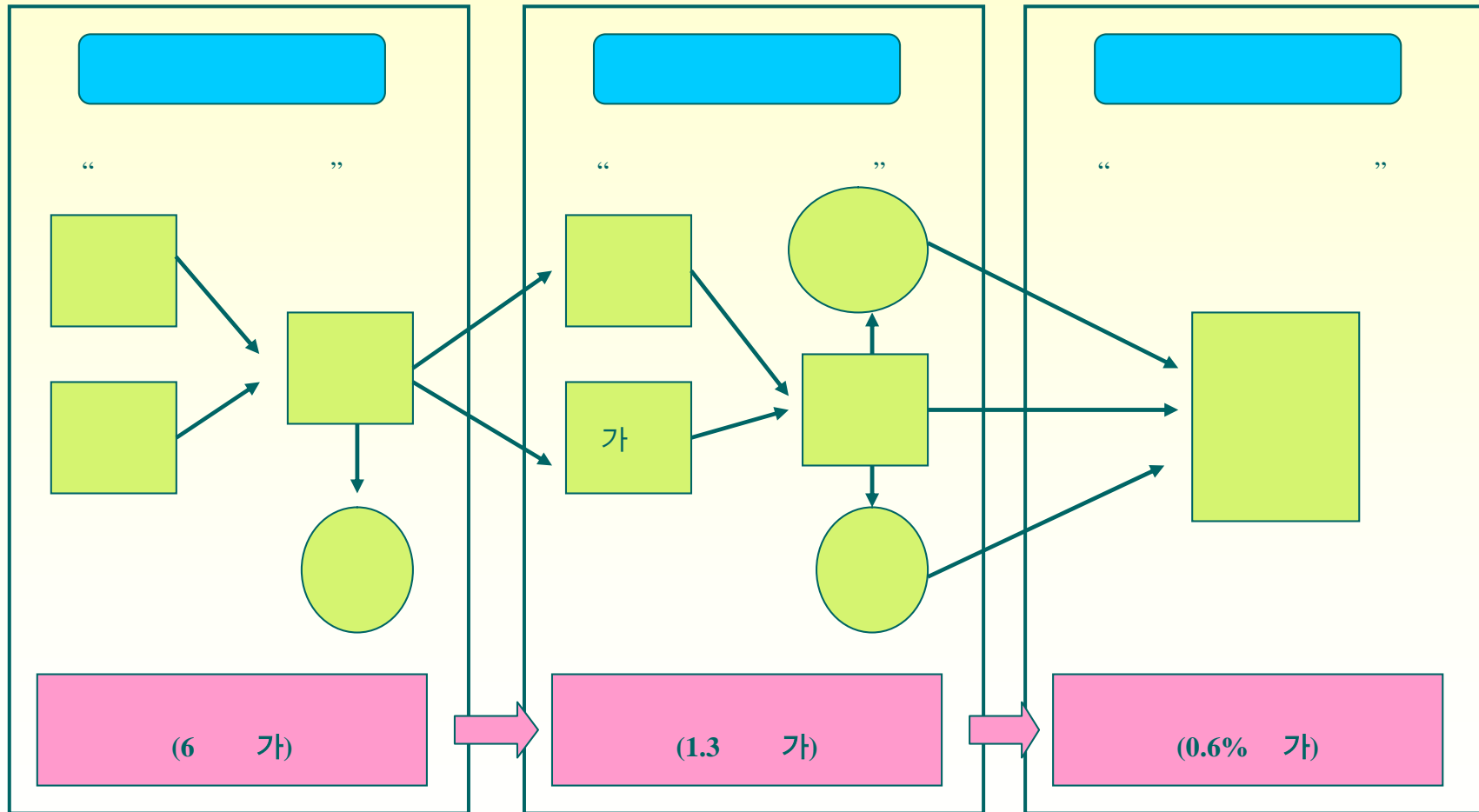
)

synchronized



< 1 >

: Sears



(3)

- ()
- *Single version of the truth* :
- Driver KPI ABC/ABM 가
- : + 가
- synchronized ()
- 가 +
- : emergent strategy
- ()

BSC

- : BSC
- 'Right' KPI
- key language (balanced)
- tool
- BSC 가
- T/F
- BSC
- PDCA

<Part 5> Q&A