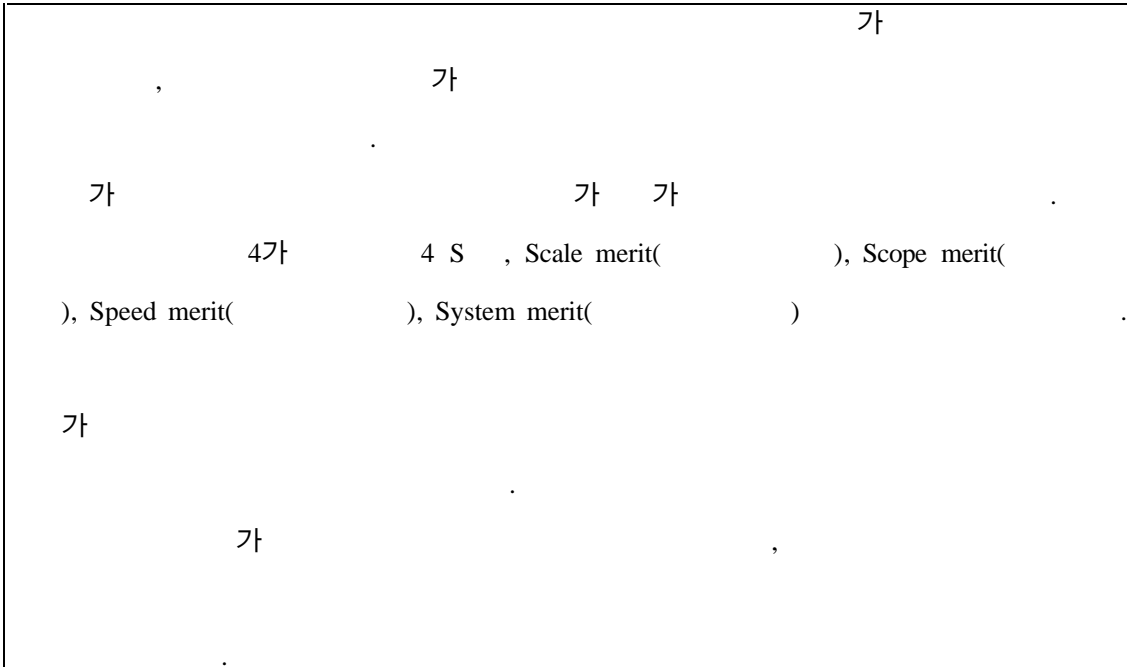


4S

-

-1

(가 3)



1) 1998 가

2) kckim@www.cuk.ac.kr

. :
 , 가 가
 가
 (outsourcing)
 , , .
 (: Fabless,
 Fabrication-less)
 가 .
 , 가
 가
 가
 가
 가
 가 25%
 가
 가 가?
 가?
 (car maker) (assembler)
 가
 가
 가
 가
 가 가
 가 가
 가 가
 가 가

가

가

4S

가

가

"(economies of scale)

, 가

가

integrated manufacturing)

FMS(flexible manufacturing system)

CIM(computer

가

1980

"

"

가

가

JIT

가

"

"

"

"

4S, Scale merit(), Scope merit(

), Speed merit(), System merit()

4S

1, 2, 3, 4

3.

3)

4S 4

1. 1 :

가

가
(Jones & Hill, 1988)

가

(Reve, 1990).

가

2

가

가

(Hergert & Morris, 1989).

가

(trade-off)

4S

1

2. 2 :

(Jones & Hill, 1988).

가

가

가

가

(

).

()

4

2

4) 4S Roth(1996)
(knowledge factory)

(economies of knowledg)

(economy of combination)

, , .
가 , FMS
가 , CAD, CAM
가 (Hutt & Speh, 1984).

4S

2

3. 3

:

가

3

가 1990

(BCG)

Stalk Jr.가

1988

「

」

(Stalk Jr., 1988)

(economies of speed)

Chandler(1977)가

가

(Harrigan, 1983a)

. 1980

1990

JIT

(Kaisen),

(Roth, 1996).

가

가

(Harrigan, 1983a)

가

가

QR(quick response system), ECR(efficient

consumer response),

(concurrent engineering, simultaneous, overlapping

parallel

engineering)

. QR, ECR

가

生販

가 .

P&G QR

, 1/3 ,

6 36 3

2-5 .

13 가

2 6 .

(concurrent engineering) ,

Be-1 가 . 1986 (Nissan)

26 Be-1 ,

Be-1 가 Be-1 .

가

Be-1 ,

Be-1

1987 .

(ROI)

5.

(10 1), (1 1) 가

(Time-based Competition) . 4S

3 .

가

製販同盟 .

(, , , ,)

가 (phased sequential engineering)

가

5) , $ROI = \frac{\text{Profit}}{\text{Sales}} \times \frac{\text{Sales}}{\text{Investment}}$

$\frac{\text{Profit}}{\text{Sales}} = \frac{\text{Sales}}{\text{Investment}} = ()$

·
, (IT) ·

가

·
, , , , , ,
가

가

가

4. 4 :

가

가

(outsourcing)

< 1> 4S

4S						
(Scale Merit)	가 ,	가 () :	가			-
(Scope Merit)	,	() :	,			-
(Speed Merit)	,	JIT, (QR,ECR)	:			-
(System Merit)	,	가 (가)	SCM, SCD	(CAL/EC)		-

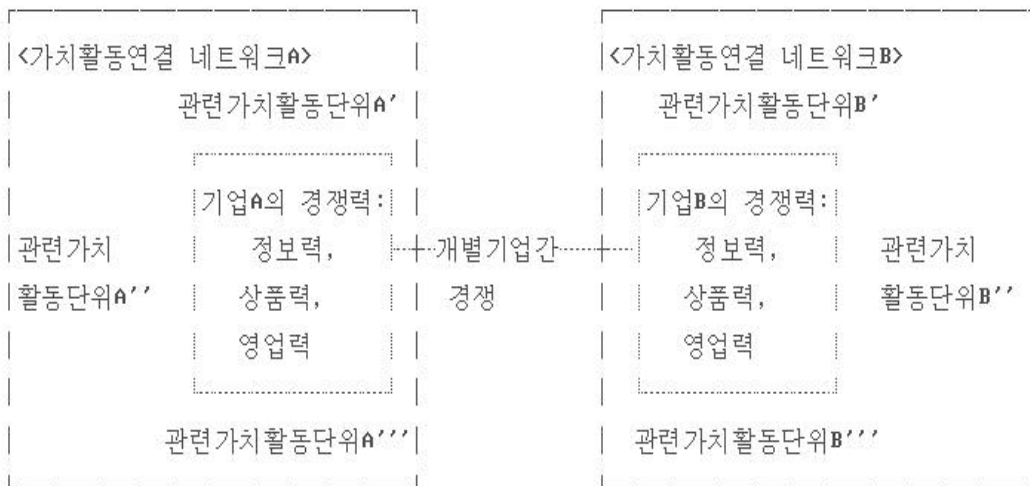
가 ,
 가 .
 가 .
 가 (Reve, 1990) ,
 3 .
 (宮澤健一, 1989), (林紘一郎, 1989),
 (Relationship Merit, ,1987,1992,1994,1995, Lim, 1991),
 4S
 4 4 .
 가 .
 가 .
 SCM(supply chain management) SCD(supply chain design)(Fine, 1998)
 가 ,
 . SCM
 , ,
 工數 가

1.

가
 가
 (,1992). 가
 가
 가
 가
 가
 가
 가
 가
 가

[1]

<시스템 A>----- 시스템간 경쟁 -----<시스템 B>



2.

가

, 가

" " "

가

3.

4S

가 (cost leadership)

(restructuring, reengineering)

가 (value chain) QR

(downstream) 가

(upstream)

가

가

가

6.

가

4.

1

가

가

6)

25%

(內製率 25%),

가 가?

가?

(assembler)

가

() 7.

1990

(MIT IMVP)

(Supply Chain System; SCM)

CALS/EC

CALS/EC 가

가 . SCM

가

가

가

1.

가

가

(Williamson, 1975, 1985)

가

가 (Arndt,

1979, pp.70-71). "

"(Frazier et al. 1988, p.55)

7)

가

(Walker & Poppo, 1991, p.71).

. 가 () ,
, , , , .

2. 가

. 가 가
가 가 (林紘一郎, 1989, pp.72-73).

, 가 가 가
, , , 가 가 가
, , , 가 가 가

3. 正

業際化 가 (宮澤健一, 1989, pp.71-73). 가 (network externalities) (林紘一郎, 1989).
正 가 가 가 가
8. 가

8) 가
가
가 가 가

正

(congestion)

4.

가

(1939)

(トヨタ自動車工業株式會社, 1967),

가

가

(band wagon)

(Katz and Shapiro, 1985)가

(pooling)

9.

가

(林

紘一郎, 1989, pp.72-73).

가

가

(Johnston and Lawrence, 1988).

가

가

5.

가

外部經濟, 外部非經濟

(林紘一郎, 1989, pp.177).

9)

가

(Reve, 1990).

가
Reve(1990)

(宮澤健一, 1989, pp.68).

가 . 가

가 . 가

(cannibalization) .

가 . 가

가 . 가

가 . 가

(committment) (trust) .

6.

가

(asymmetric) 가

(Pfeffer and Salancik, 1978).

(Heide 1994).

() .

()

(中田善啓, 1986, pp.156-159).

R&D

가 (Contractor & Lorange, 1988, pp. 9-19).

, 가

가 가 . 가 (portfolio) 가

가 . 가 , , , , ,

7.

가 . (宮澤健一, 1989).

가 . 가

GM

GM

(Hamel, 1991).

가

(Aaker, 1984).

8.

가 . 가 .

가 , 가

가 . Roth(1996) (economies of knowledge)

가 , Contractor & Lorange(1988,p.21) (, ,)

가 , 가

가 Axelsson &

Hakansson(1986)

. 가

, ,

가

R & D

1.

< 2>

< 2> ,

		가	()

(2)

			()
		()	, ()
			()
			()
			.
	(,)	(Input)	- , -
	1960	1970	1980
		分衆.小衆	가 ()
			.
			가
			-

				-
	-		/ /	- /
				-
				()
				- - 가
	가			, ,
				/
		, 가		/
			/ /	-
				()
				-
				-
		1 , (가)	1 , ()	/ (.)
		Marketing Mix		()
				/ /

(2)

가 가

가

가

(transaction-cost compression)

가 가

(rebalancing supply and demand)가

가

, , , ,

가

3.

가

, , , ,

(mass personalization)

(knowledge factory)

가

가

(thoughtware)

(Roth, 1996).

가

()

가

(Pfeffer & Salancik, 1978, p.40).

가

. 가

가

가

가

가

가

가

가

가

가

가

가

가

(林紘一郎, 1989 p.177).

가

가,

가

(Fabless: Fabrication-less)

(

1993).

10.

가

가

가

가

가

가

가

가

10)

가

" "

가

가

가

가

가

(1992), "

"

(1987), "Relationship Marketing

,

,21(2)

(1992), "Relationship Marketing and Relationship Merit",

(

),3,52-69

(1994), "

Relationship Merit

- Supplier

Buyer

,

,

,

16

2

,

2

,

27-46.

(1995), "Identification of Market Assets and Relationship Merits as Major of Sources of Sustainable Competitive Advantage in the Pacific Market," *Seoul Journal of Business*, Fall, vol.1

, (1990), "

Relationship Marketing

,

,24(3)

, (1997), "

"

(1995), "

-

-",

(1993),

トヨタ自動車工業株式會社(1967), トヨタ自動車三十年史.

- 西口敏宏(1997),二重らせんの 組織間関係と共進化, 組織科学,Vol.30.no.3. pp.62-78
- 宮澤健一(1989), 制度と情報の 経済学 ,有斐閣, p.67.
- 橋本壽朗(1993),日本型分業システムの形成: たくまざる `柔らかな'企業/作業場内分業と 意圖された計画的な'企業間 分業, ビジネス レビュー-,VOL,40 No.2,
- 今井賢一(1986), "日本の 企業ネットワーク", *Economics Today*, Autumn, 180-203.
- 林紘一郎(1989), ネットワ-キングの 経済学 , NTT出版株式会社.
- 中田善啓(1986), マ-ケティングと組織間関係 ,同文館,pp.156-159.
- Aaker, D. A. (1984), *Strategic Market Management*, John Willey & Sons, Inc.,pp.252-257.
- Achrol, Ravi S., Lisa K Scheer, and Louis W. Stern(1990), "Designing Successful Transorganizational Alliances". Report No. 90-118. Cambridge, MA:Marketing Science Institute.
- Adler, Lee(1966), "Symbiotic Marketing." *Harvard Business Review* 44(Nov-Dec):59-71.
- Arndt, Johan(1979), "Toward a Concept of Domesticated Markets", *Journal of Marketing*, Vol.43.,(Fall), pp.70-71.
- Arndt, Johan(1979), "Toward a Concept of Domesticated Markets." *Journal of Marketing* 43(Fall):69-75.
- Axelsson, Bjorn & Hakan Hakansson(1986), "The Development Role of Purchasing in an Internationally Oriented Company", in Peter W. Turnbull & Stanley J. Paliwoda(eds), *Research in International Marketing*, London, Sydney, Dover, New Hampshire : Croom Helm, 1986, pp.299-325.
- Booz, Allen & Hamilton.(1992), "New Product Management for the 1980s," N. Y
- Chandler, A. D. Jr. (1977), *The Visible Hand: The Managerial Revolution in American Business*, Cambridge, Mass. University Press, p. 245 , p.287.
- Contractor, Farok F. & Peter Lorange(1988), "Why Should Firms Cooperate ? The Strategy and Economics Basis for Cooperative Ventures", in Contractor Farok F. & Peter Lorange(ed.), *Cooperative Strategies in International Business*, Lexington Books, pp.9-19.
- Fine, C.H.(1998) *Benchmarking the Fruit Flies: Clockspeed-based Strategy for Supply Chain Design*, Addison-Wesley to appear.
- Fine, C.H.(1997), *Power Diffusion In Automotive Supply Chains*, MIT IMVP
- Frazier, Gary L., Robert E. Speckman, and Charles R. O'Neal(1988), "Just-In-Time Exchange Relationships in Industrial Markets," *Journal of Marketing*, 52(October), 52 67.
- Ghemawat, Pankaj, Michael E. Porter, and Richard A. Rawlinson(1986), "Patterns of International Coalition Activity." In *Competition in Global Industries*. Ed. Michael E. Porter. Boston, MA: *Harvard Business School Press*, 315-43.
- Hagedoorn, John and Jos Schakenraad (1994), "The Effect of Strategic Technology Alliances on Company Performance." *Strategic Management Journal* 15 :291-309.
- Hamel, Gary. (1991), "Competition for Competence and Inter-Partner Learning Within International Strategic Alliances." *Strategic Management Journal* 12(Jan.-Feb.):83-103.
- Harrigan, K. R. (1983a), *Strategies for Vertical Integration*, Lexington Books,佐伯光彌・平形芳郎 譯, アメリカ・ハイテク企業の 成功と 失敗 , 白桃書房,1985, p.5.
- Harrigan, Kathryn Rudie (1983), "Entry Barriers in Mature Manufacturing Industries," in Robert

- Lamb(ed.), *Advances in Strategic Management*, Vol.2., London : JAI Press Inc., p.68
- Heide,Jan B. (1994), "Interorganizational Governance in Marketing Channels." *Journal of Marketing* 58 (Jan.):71-85.
- Hennart, Jean-Francois(1988), "A Transaction Cost Theory of Equity Joint Ventures." *Strategic Management Journal* 9 (July-Aug.):361-374.
- Hergert, Michael & Deigan Morris(1989), "Accounting Data for Value Chain Analysis", *Strategic Management Journal*, Vol.10, pp.175-188.
- Hopkins, David S. and Earl L. Bailey(1971), "New Product Pressure," *Conference Board Record*, June 1971, pp.16-24
- Hutt, Michael D. & Thomas W. Speh(1984), "The Marketing Strategy Center : Diagnosing the Industrial Marketer's Interdisciplinary Role", *Journal of Marketing*, Vol.48., Fall, p.54.
- Johnston,Russell and Paul R. Lawrence(1988), "Beyond Vertical Integration:The Rise of the Value-Adding Partnership." *Harvard Business Review* 66(July-Aug.):94-101
- Jones, Gareth R. & Charles W. L. Hill(1988), "Transaction Cost Analysis of Strategy - Structure Choice", *Strategic Management Journal*, Vol.9., p.161.
- Katz, Michael L., and Carl Shapiro(1985), "Network Externalities Competition and Compatibility", *The American Economic Review*, June ,pp.424-440.
- Kogut,Bruce(1988), "Joint Ventures:Theoretical and Empirical Perspectives." *Strategic Management Journal* 9 (July-Aug.):319-332.
- Lim, Jong Won(1991),"Competitive Strength and Relationship Marketing",in *The 4th Japan-Korea Marketing Seminar*, Japan Society of Commercial Science, November 26, 1991.
- Morgan,Robert M. and Shelby D. Hunt(1994), "The Commitment-Trust Theory of Relationship Marketing." *Journal of Marketing* 58 (July):20-38.
- Parkhe, Arvind(1993), "Strategic Alliance Structuring: A Game Theoretic and Transaction Cost Examination of Interfirm Cooperation." *Academy of Management Journal* 36(Aug.):794-829.
- Peffer,Jeffery and General Salancik(1978), *The External Control of Organitions:A Resouce Perspectives*. New York:Harper & Row.
- Porter, Michael E.(1979) ,"How Competitive Forces Shape Strategy," *Harvard Business Review*,57, (March-April),pp.137-145.
- Rayport, Jeffrey F. and John J. Sviokla(1995), "Exploiting the Virtual Value Chain," *Harvard Business Review*, November-December.
- Reve, Torger(1990) "The Firm as a Nexus of Internal and External Contracts", in Masahiko Aoki, Bo Gustafsson and Oliver E. Williamson(eds.), *The Firm as a Nexus of Treaties*, London, Newbury Park : Sage Publications Ltd. p.147.
- Roth, Aleda V.(1996), Achieving Strategic Agility through Economies of Knowledge, Strategy & Leadership, *The International Society for Strategic Management*, 1996(March-April)
- Sheth, Jagdish N. and Atul Parvatiyar(1992), "Towards a Theory of Business Alliance Formation." *Scandinavian International Business Review* 1 (3):71-87.
- Spekman, Robert E. and Kirti Sawhney(1990), Toward a Conceptual Understanding of the Antecedents of Strategic Alliances. Report No. 90-114. Cambridge, MA: *Marketing Science Institute*.

- Stalk Jr., George (1988), "Time-The Next Source of Competitive Advantage", *Harvard Business Review*, July-August, 88 No.4
- Varadarajan, P. Rajan and Margaret H. Cunningham (1995), "Strategic Alliances: A Synthesis of Conceptual Foundations." *Journal of the Academy of Marketing Science*. vol 23, No.4, 282-296.
- Walker, Gordon & Laura Poppo (1991), "Profit Centers, Single-Source Suppliers, and Transaction Costs", *Administrative Science Quarterly*, Vol.36., pp.66-87.
- Williamson, Oliver E. (1975), *Markets and Hierarchies : Analysis and Antitrust Implications*, New York : Free Press .
- Williamson, Oliver E. (1985), *The Economic Institutions of Capitalism-Firms, Markets, Relational Contracting*. New York: Free Press.