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2005 7 21

Manager



Agenda

I. Book & Authors

II.

III.

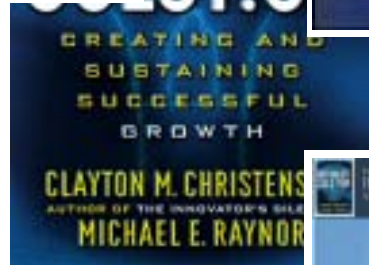
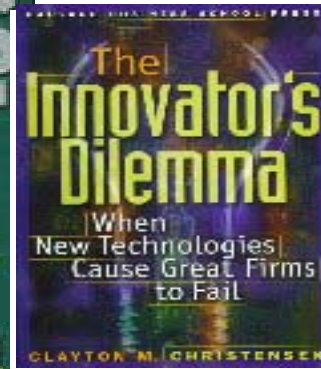
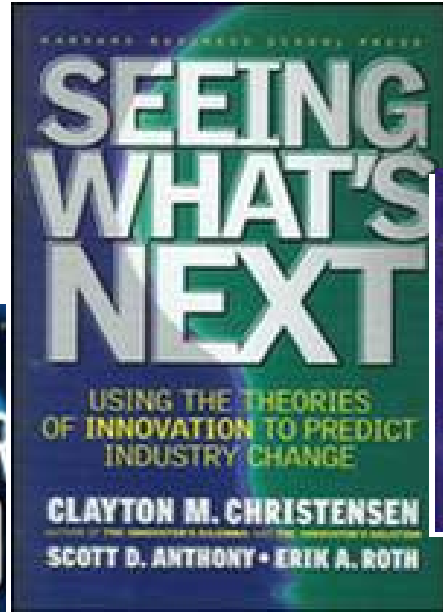
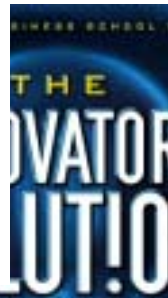
(Disruption Theory)

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Seeing What's Next
CEO

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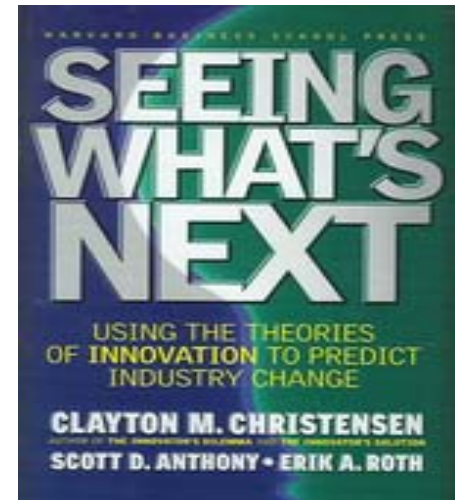
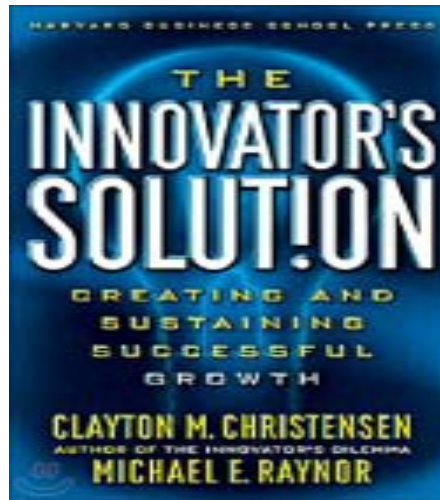
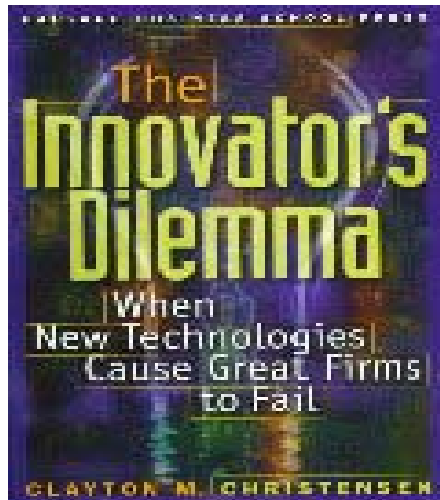
(2), 3

(3) (1)

: Paradigm
 The Innovator's Dilemma
 (1997)

: Method
 The Innovator's Solution
 (2003)

: Forecast
 Seeing What's Next
 (2004)



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Authors : Clayton M. Christensen & Michael Raynor, etc.

大 " " , 3 Guru 가

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- 現
- 3
- Technology/Operations Mgt
- MBA
- Intel, Compaq, HP, Kodak, Lucent

- 現
- 現
- Harvard Business Review

(DBA)

- 現 (Innosight)
- 가
- Strategy & Innovation >

The Innovator's Solution,

Seeing What's Next

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Seeing What's Next>

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Innovator's Solution>

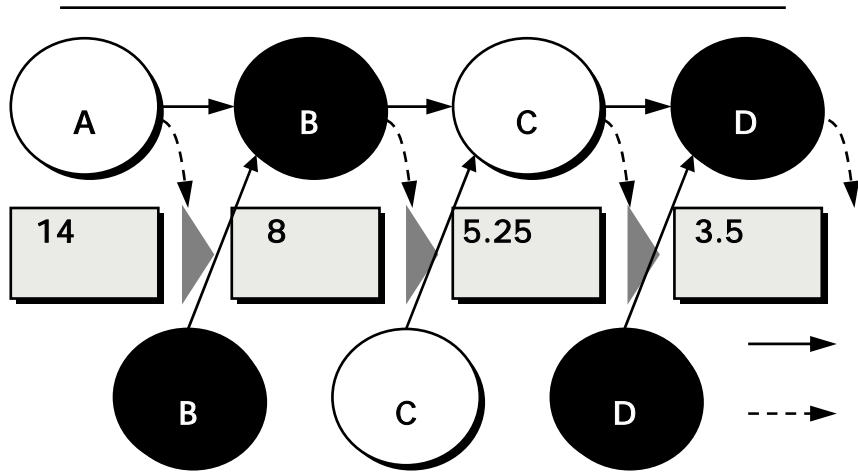


Agenda

I. Book & Authors

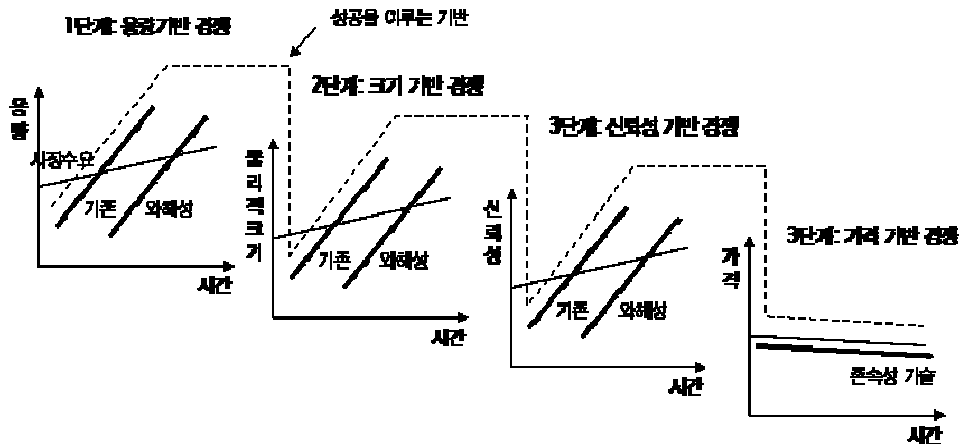
II.

III.



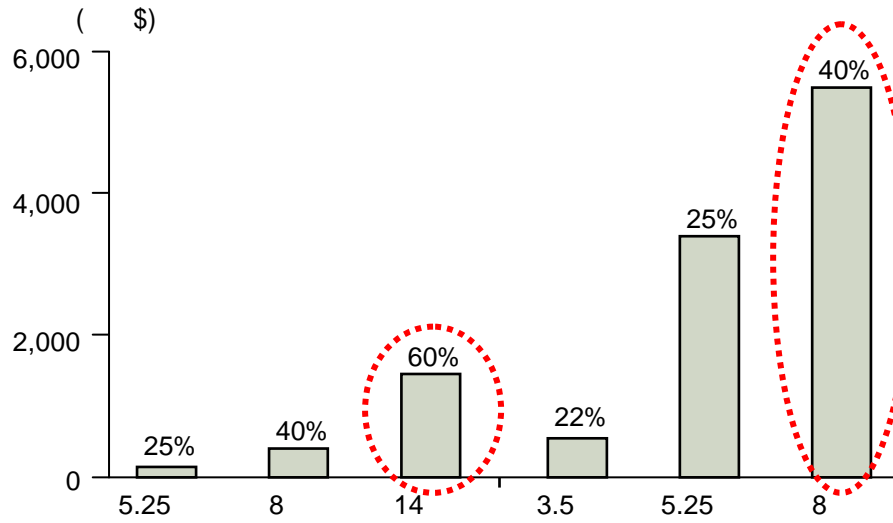
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1986 5.25

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* 가 가
Source: Various issues of Dist/Trend Report, corporate annual reports, and date provided in personal interviews

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, 10%

10%

<Good to Great>

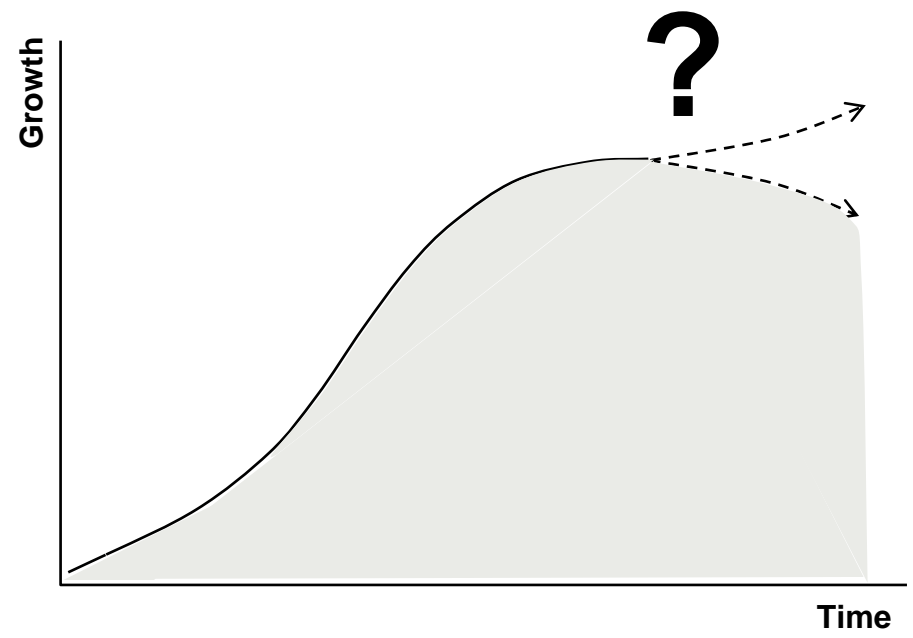
Jim Collins	2001			
1965	1995	30	1,435	
			9%	126
<hr/>				
10				

<Profit from the core>

Chris Zook	James Allen	2001	
1,854	13%	10	
<hr/>			

<Creative Destruction>

Richard Foster	Sarah Kaplan	2001	
1962	1998	1,008	
<hr/>			
160	16%		

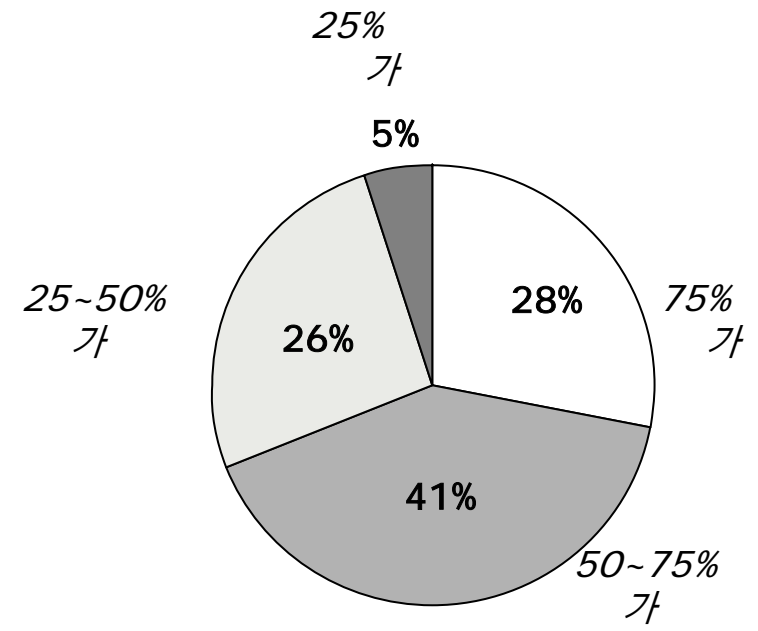


...
 Fortune誌 50 가 5% , 가 ,

'Fortune 50' " " " "

• 1955~1995 'Fortune 50'
 172 , 5%
 6% , 95% GNP

• 4% GNP 95% 1%

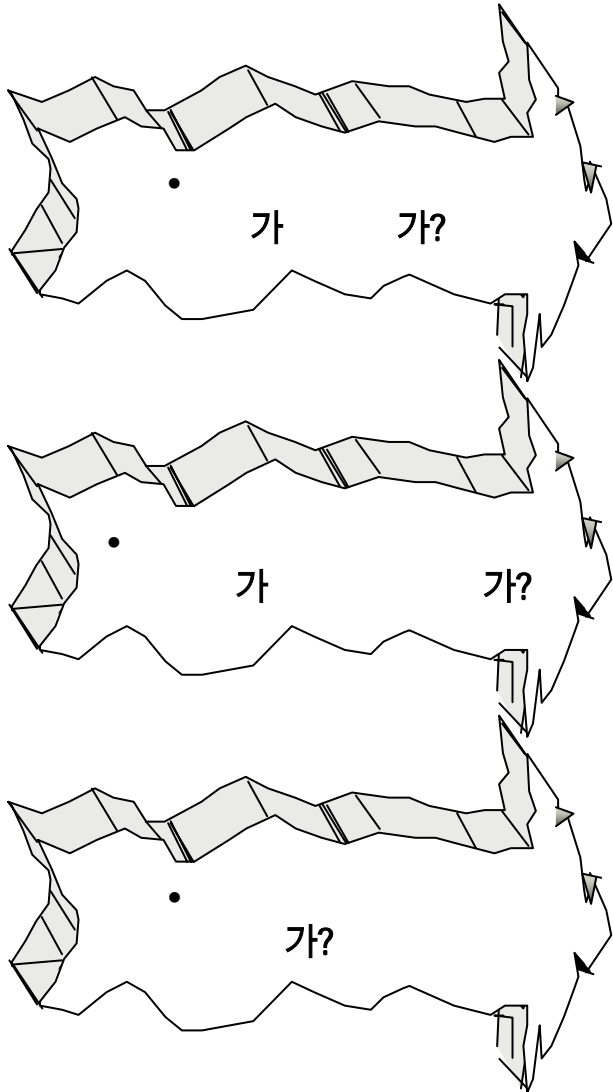


가 가



50% 가 70%가

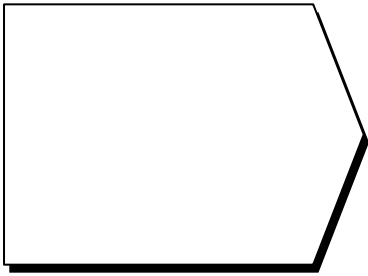
... "Black Box"



• IBM System 360
• , DuPont 4

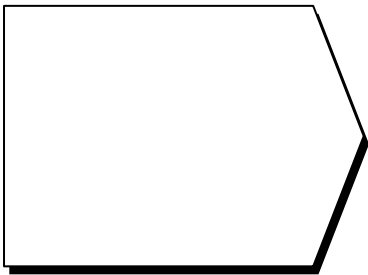
• 가 , 가
• 가 ,

• 90% 가
• 2



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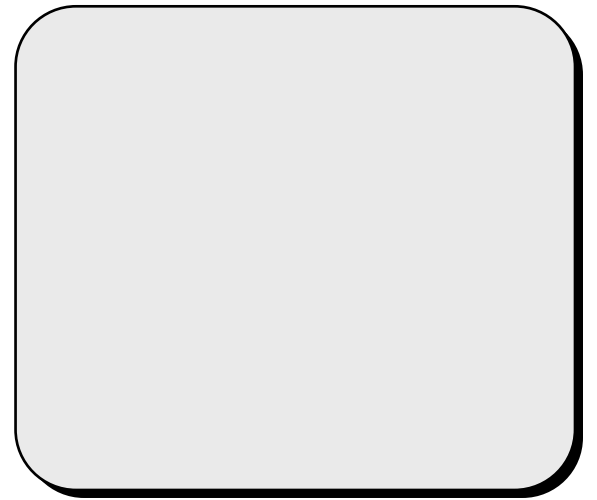
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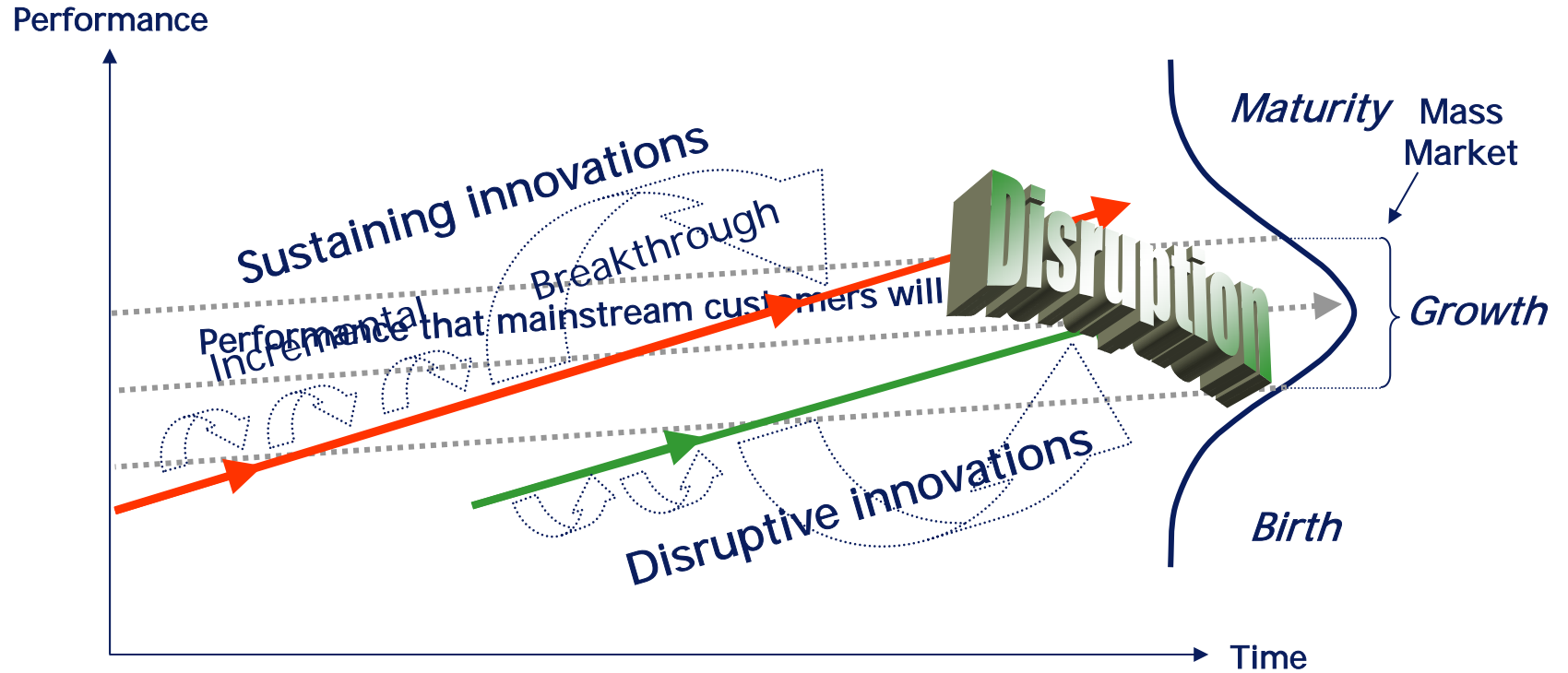
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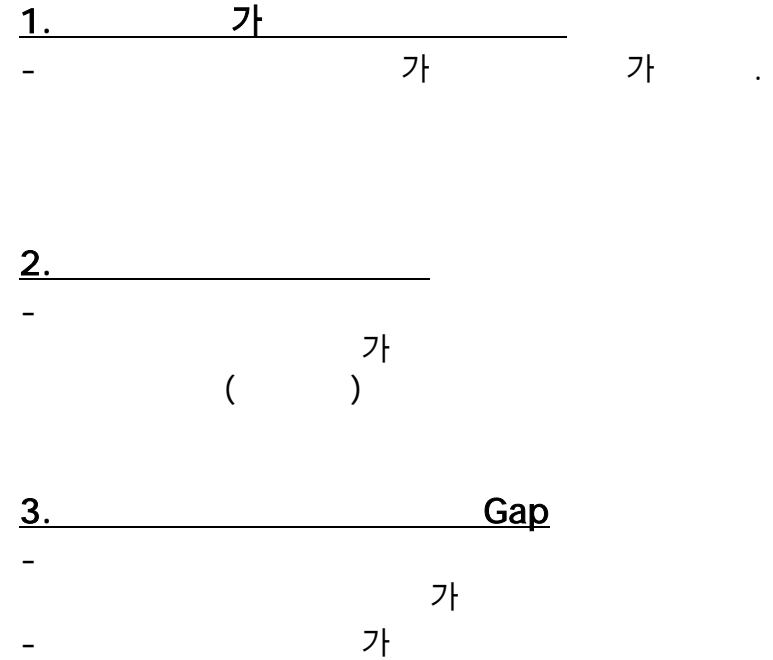
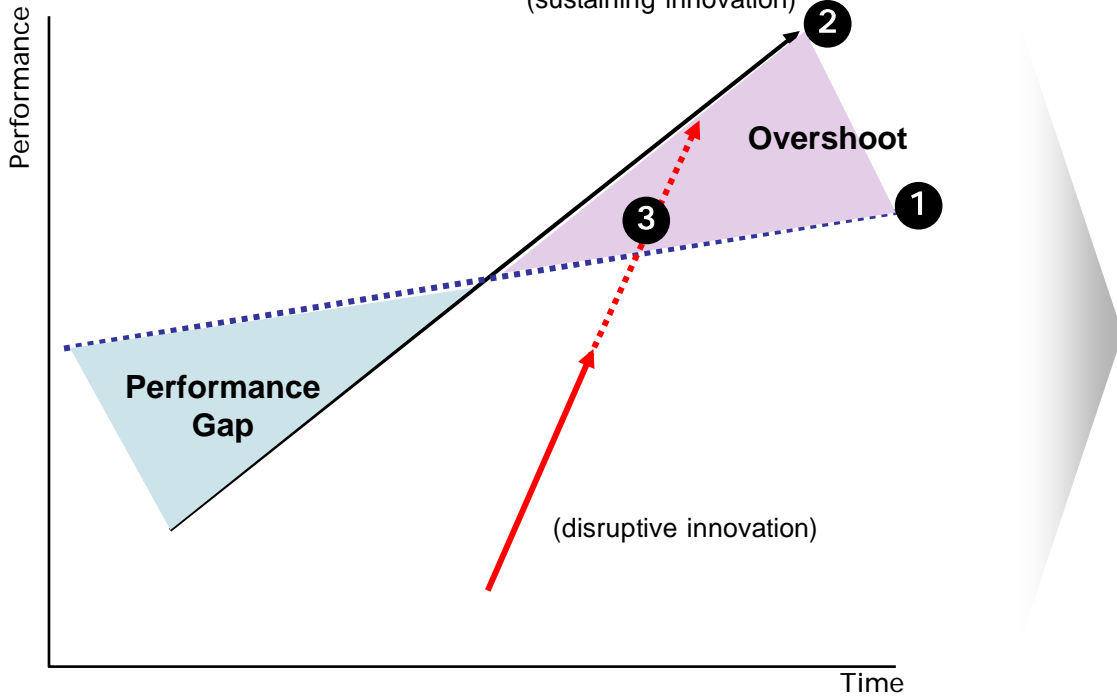
• , U.S. Steel

가?

가 (1)
Gap

(2)
(asymmetric motivation)

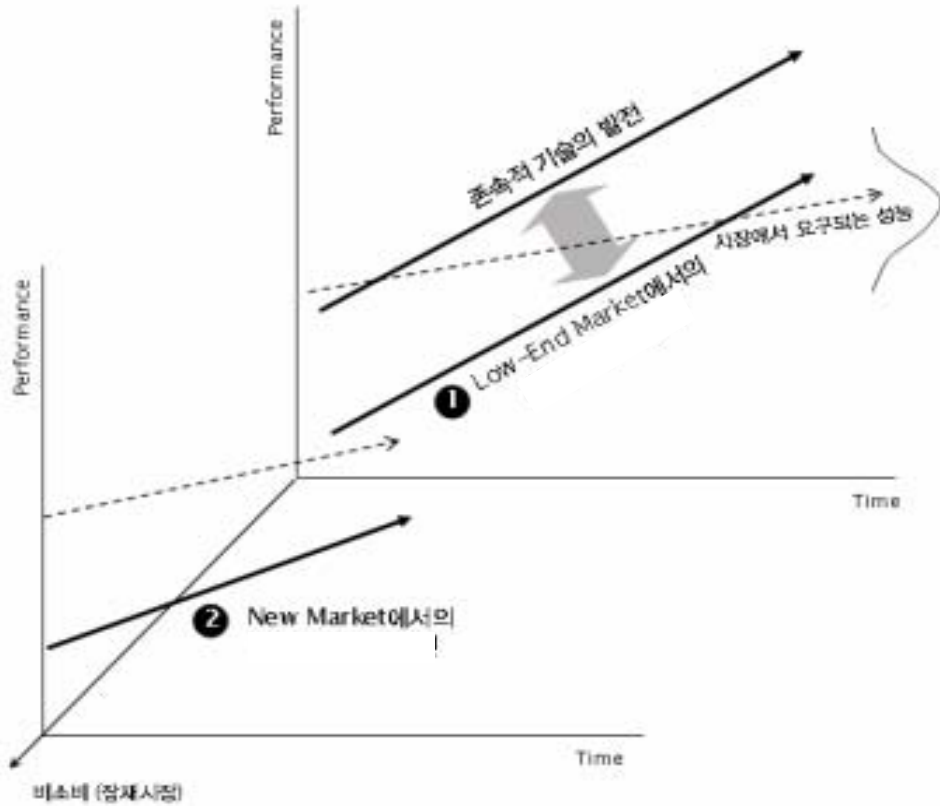
(3)
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(Asymmetric Motivation) : Gap

: ' Low - End' ' New Market'

Low End New Market



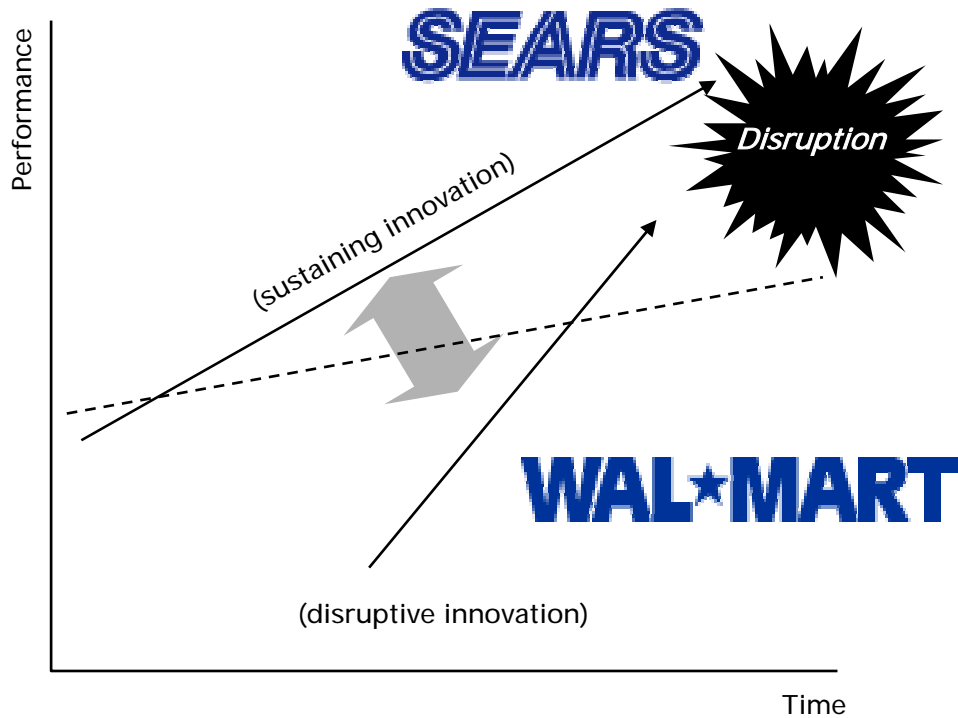
- End market 가 , Low
- :

- 가 ,
- ,
- : Desktop
- Photocopier ,

Low End Disruption :

Low End Disruption

Wal-Mart



• ' ' ' 가 '

•60 2~5

•1962 가

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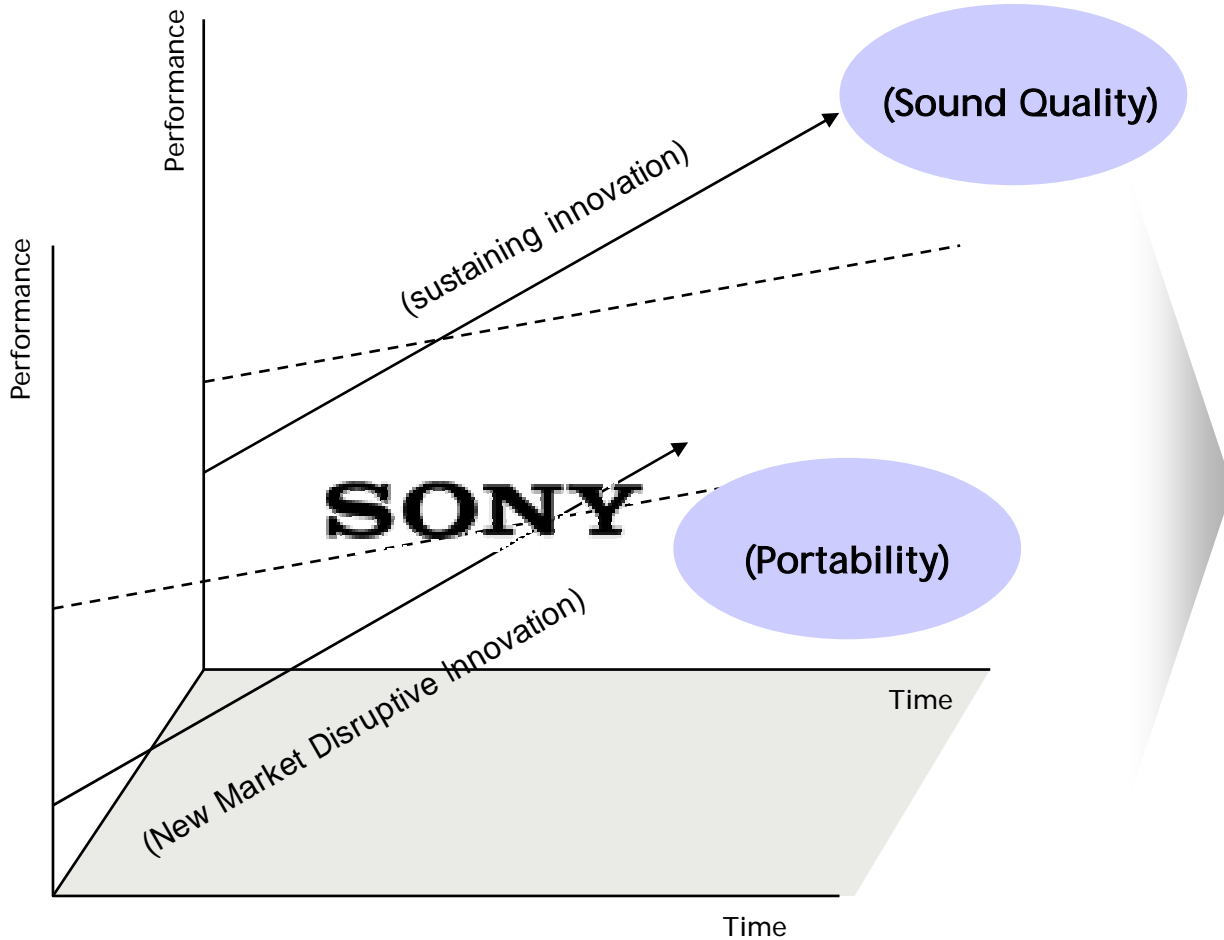
•1990 K

New Market Disruption : SONY

SONY
(Portability)

(Quality)
10

Sony

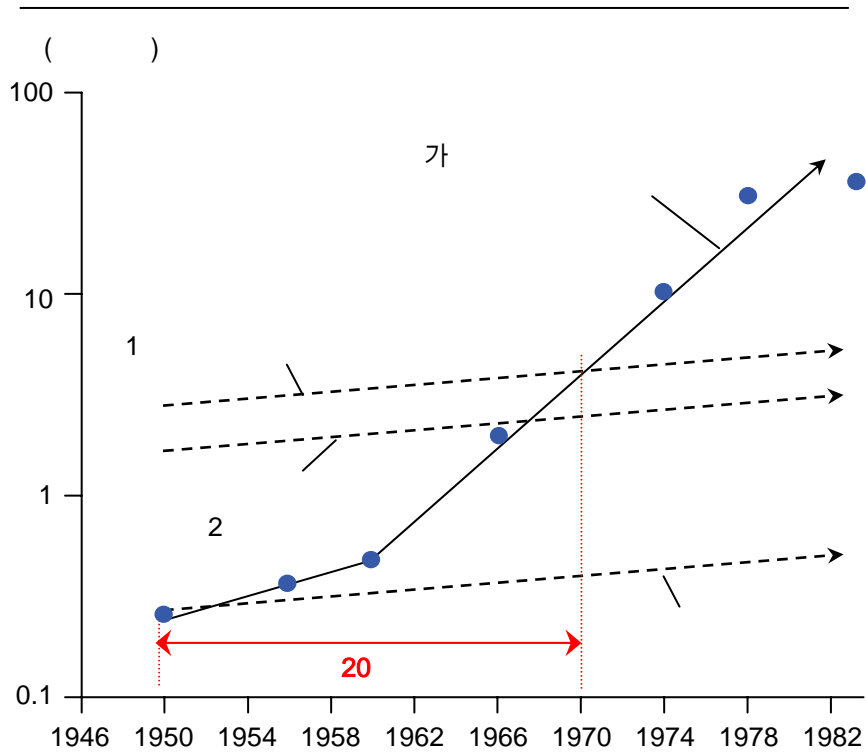


SONY 1950
1982

VTR, VCR, 3.5 12 /가

20

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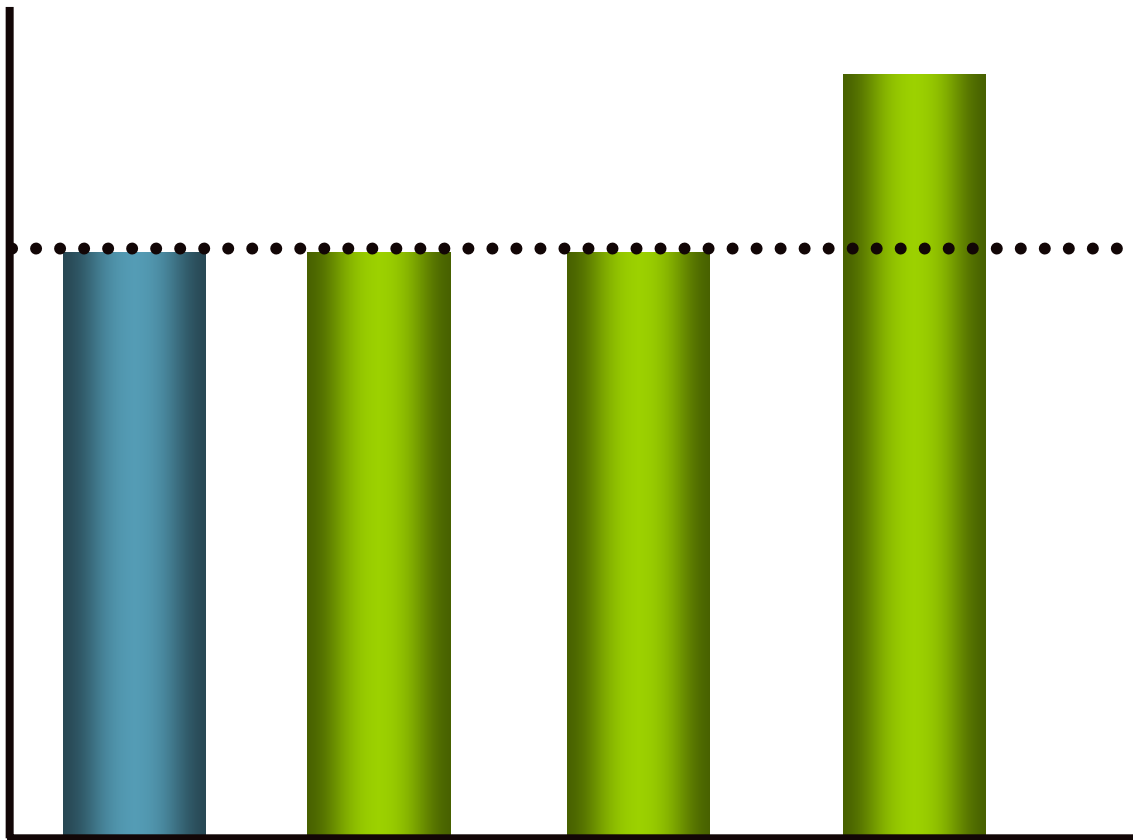
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Source: Historical Construction Equipment Association.

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Base of Competition”

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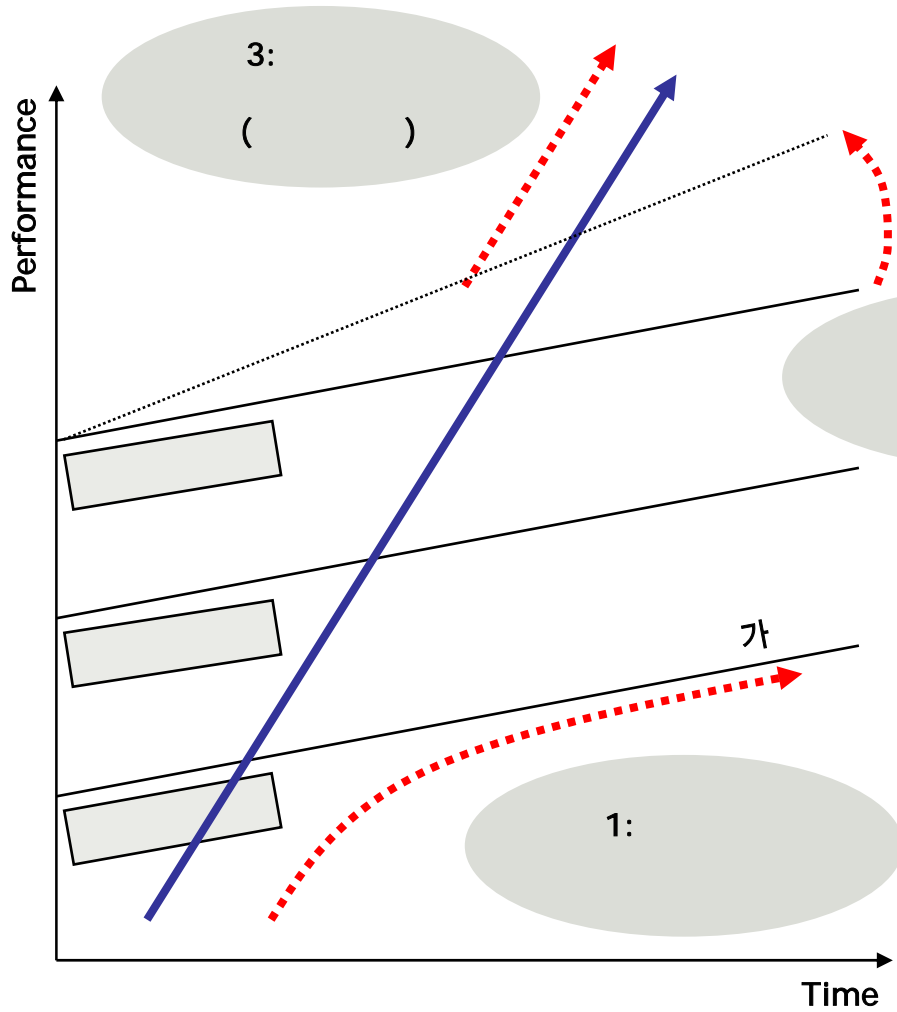


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• Performance Surplus (base of competition)

•

Base of Competition'



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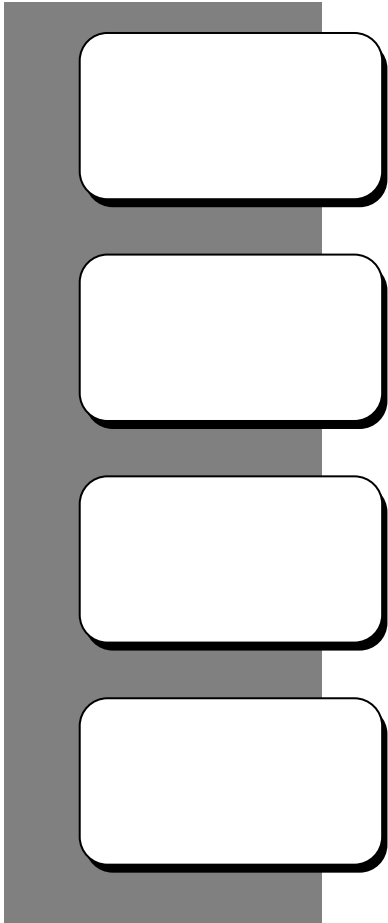
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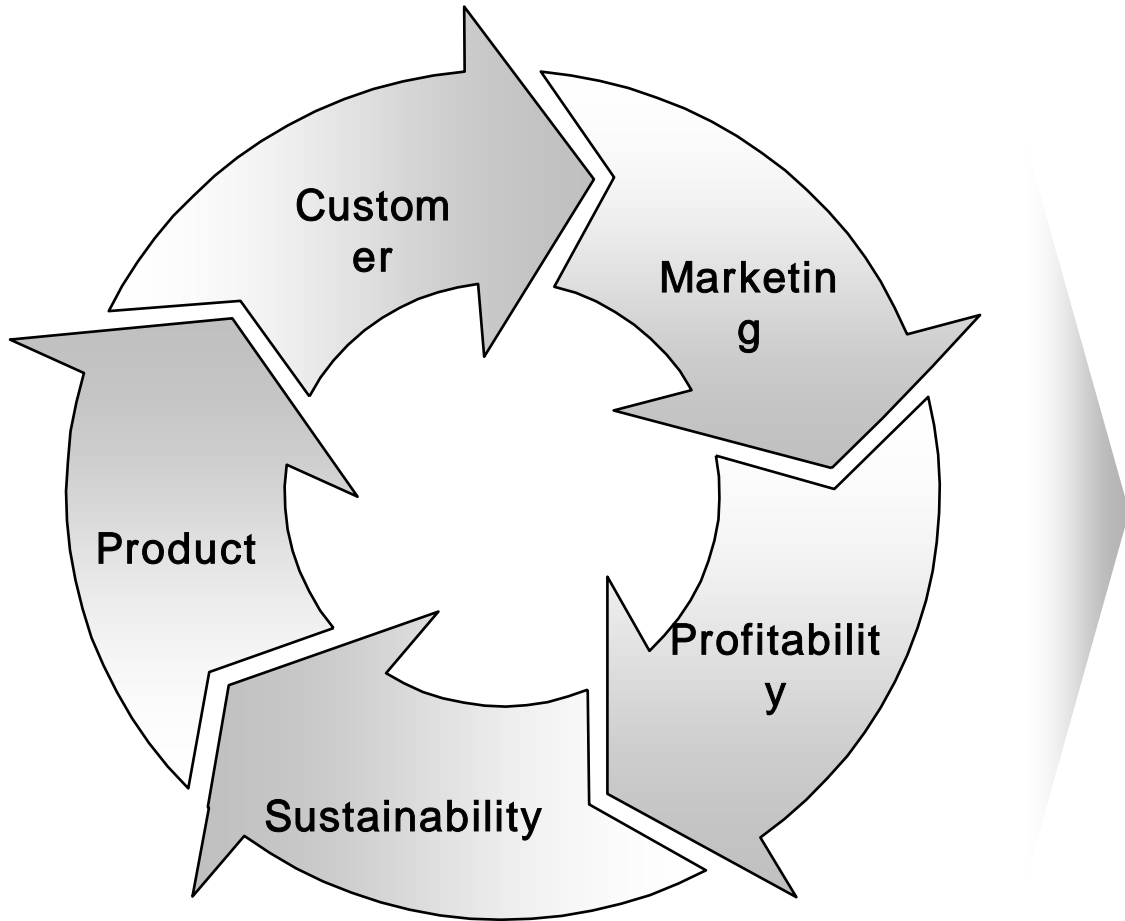
5가

5가

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1. Products : "Worse is better"

-

2. Customers : "Less is more"

-

3. Marketing : "Get a job"

-

4. Profitability : "Focus on complexity"

-


5. Sustainability : "Learn new tricks"

-

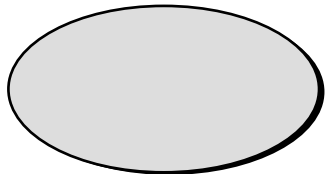
가



1. Product : "Worse is Better"

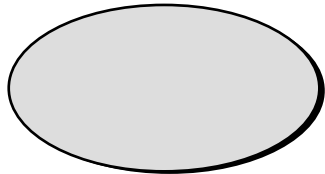


- Don't make better product than your competitor ; Make worse one



• "Change the Base of Competition"

- ("disruptive innovation") ,
"Worse Product"
가 "disrupt"



- 80 (20%) ,
(45%)



Growth Paradox

Incumbents : the "best" products

Disruptors : start with the "worst" ...and move

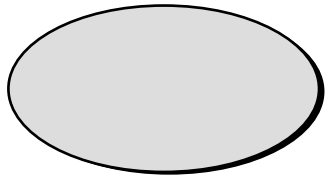
up



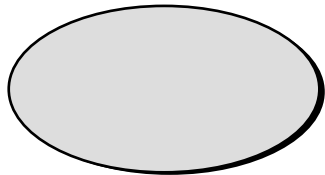
2. Customer : "Less is More"



- ;
- Don't go after the most profitable customers ; Go after those who don't buy at all



- "Compete with Non-Consumption"
- 가



- SONY " (quality)" (portability)" 가
- (



Growth Paradox

Incumbents: Follow the money (Lots of customers, Lots of money)

Disruptors: Avoid incumbents (Very few customers, Very little money)



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(Discovery-driven
planning)

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(MBO, MBE)

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(Agnostic marketing)

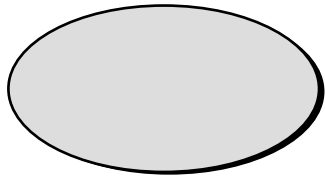
- 가 ,
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3. Marketing : "Get a Job"

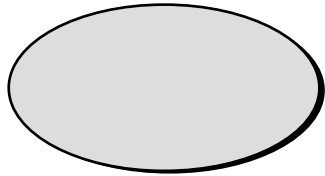


- ;
- Don't sell to demographic profiles ; Sell to the jobs people want to get done



• "Focus on the Jobs to be done"

•
/ 가 가



• RIM <Blackberry> email
가



Growth Paradox

Traditional marketing : focuses on customer attributes

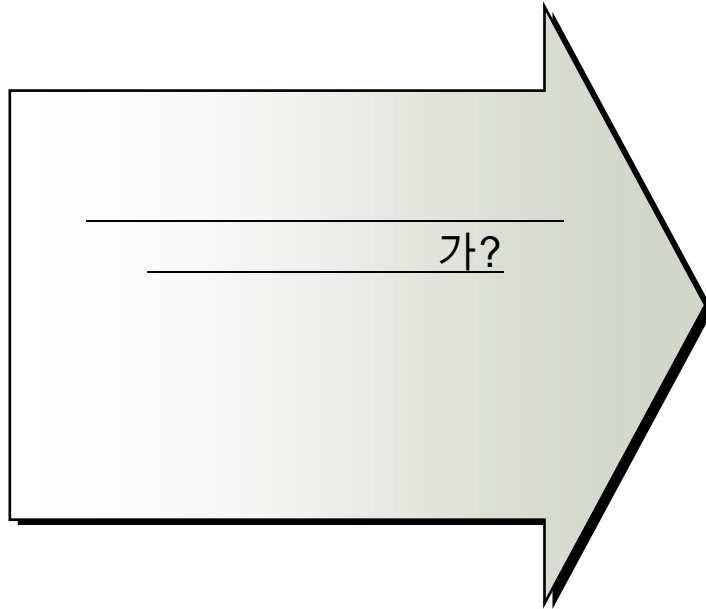
Disruptors : focus on jobs. (Help people do what they are trying to do)



가 .
(jobs to done)

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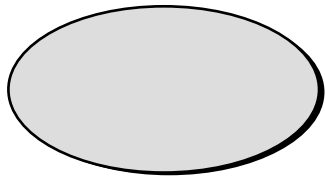
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4. Profitability (Business Scope)

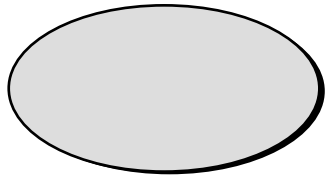


- ; 가 . 가 .
- Don't focus on your core competence ; Focus on what drives value



• "Seek Complexity"

- 가 . 가 Performance Gap
가 ,
Performance Surplus



- HP . () HP , HP
HP
Value Chain



Growth Paradox

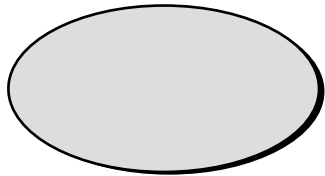
*If it's easy, don't bother (If anyone can do it, everyone will do it)
Solve the most important problems*



5. Sustainability (Anti-Commoditization)

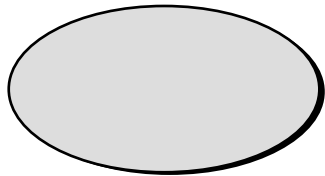


- ; 가
- Don't accept commoditization ; Follow profits along the value chain



• "Learn New Tricks"

- / (Supply Chain MS, Intel)



- Intel 가 Chip
- Intel <Pentium> 가 'speed' <Centrino> 'wireless connectivity'



Growth Paradox

Outsourcing and focus (Doing the same thing, but less of it)
Move on to the new most important problem (Reconfigure)

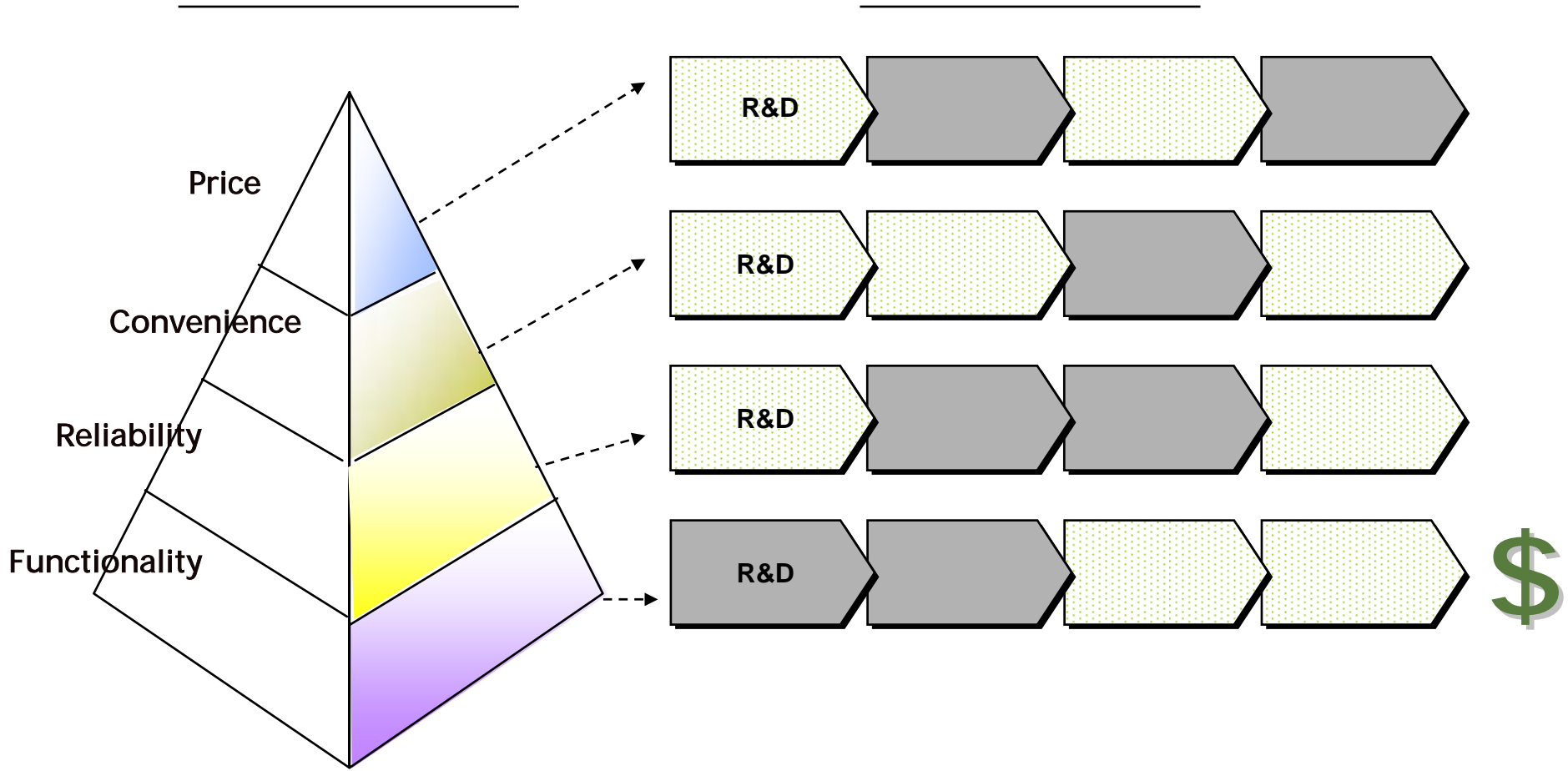


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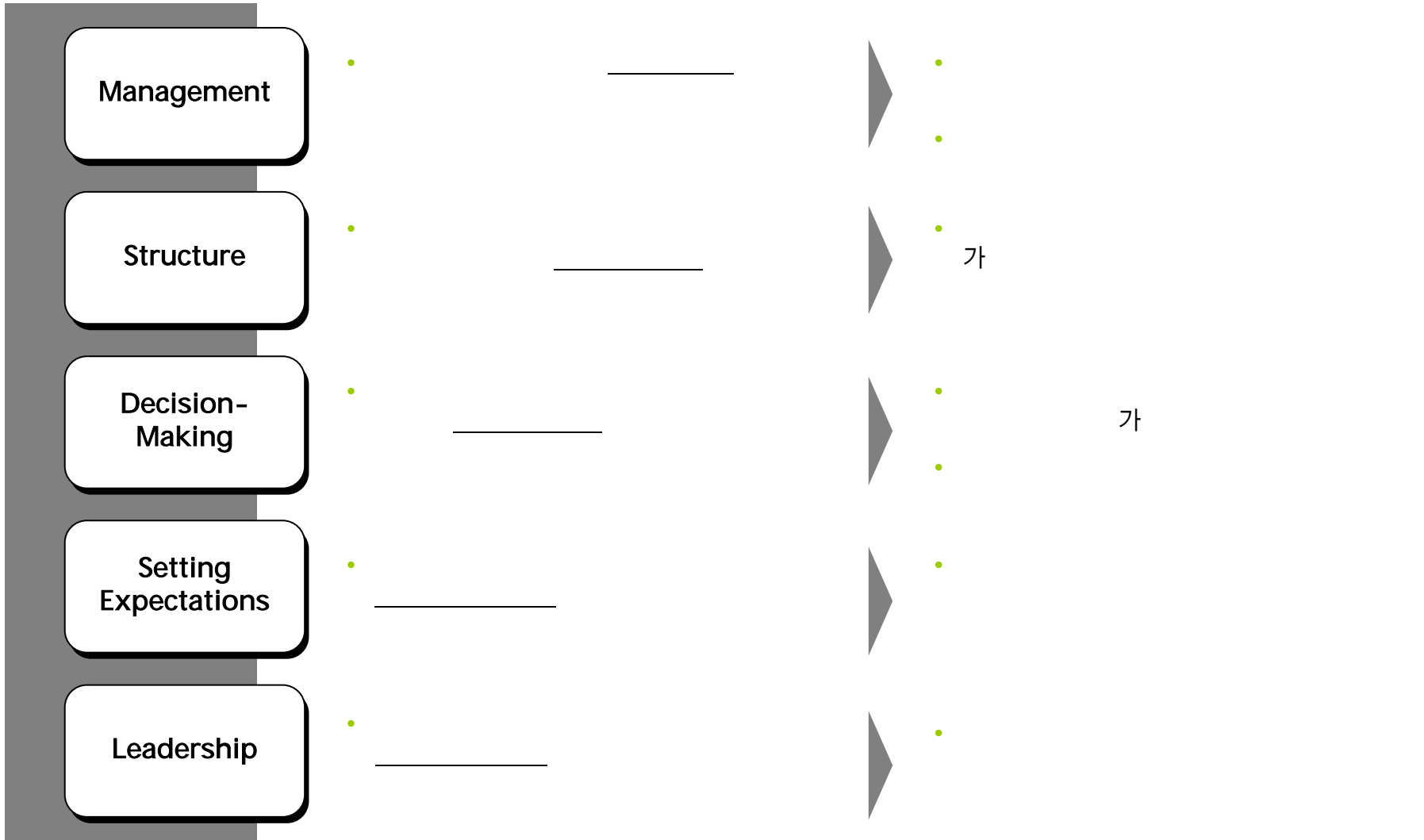
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Rationale





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