

12-1-1998

4S 경제성 개념의 변화와 연결경쟁력

기찬 김

Follow this and additional works at: <https://amj.kma.re.kr/journal>



Part of the [Marketing Commons](#)

Recommended Citation

김, 기찬 (1998) "4S 경제성 개념의 변화와 연결경쟁력," *Asia Marketing Journal*: Vol. 1 : Iss. 1 , Article 3.
Available at: <https://doi.org/10.53728/2765-6500.1002>

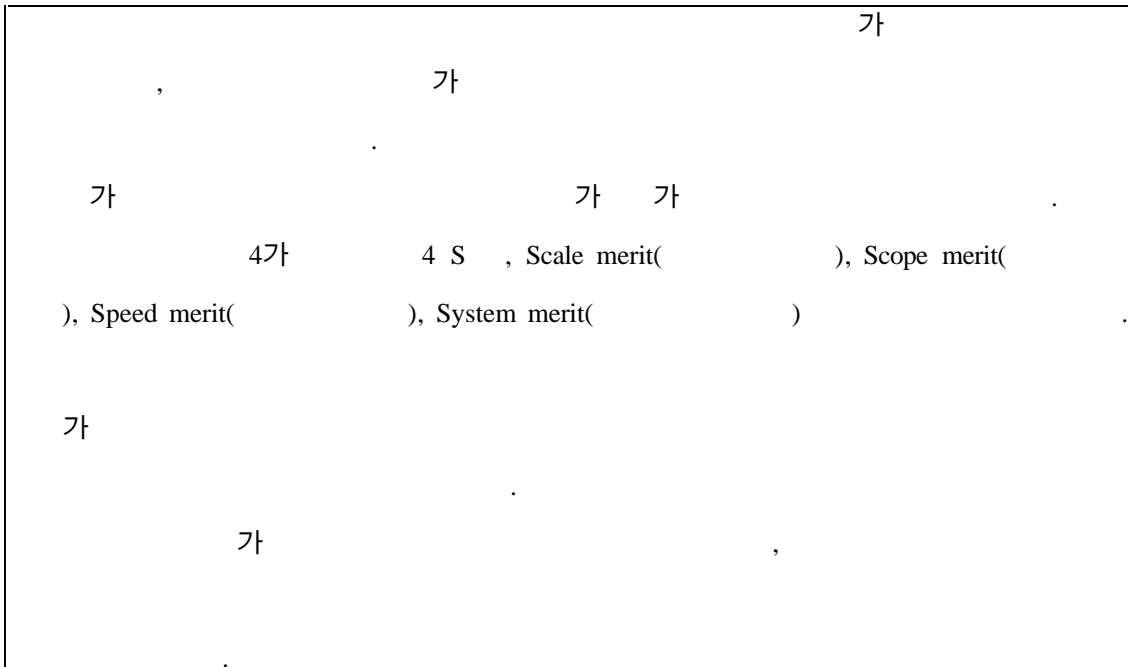
This Article is brought to you for free and open access by Asia Marketing Journal. It has been accepted for inclusion in Asia Marketing Journal by an authorized editor of Asia Marketing Journal.

4S

-

-1

(가 2)



1) 1998 가

2) kckim@www.cuk.ac.kr

. :
 , 가 가
 가
 (outsourcing)
 , , .
 (: Fabless,
 Fabrication-less)
 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

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)

(economies of knowledg)

(knowledge factory)

(economy of combination)

, , .
 , 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)		-

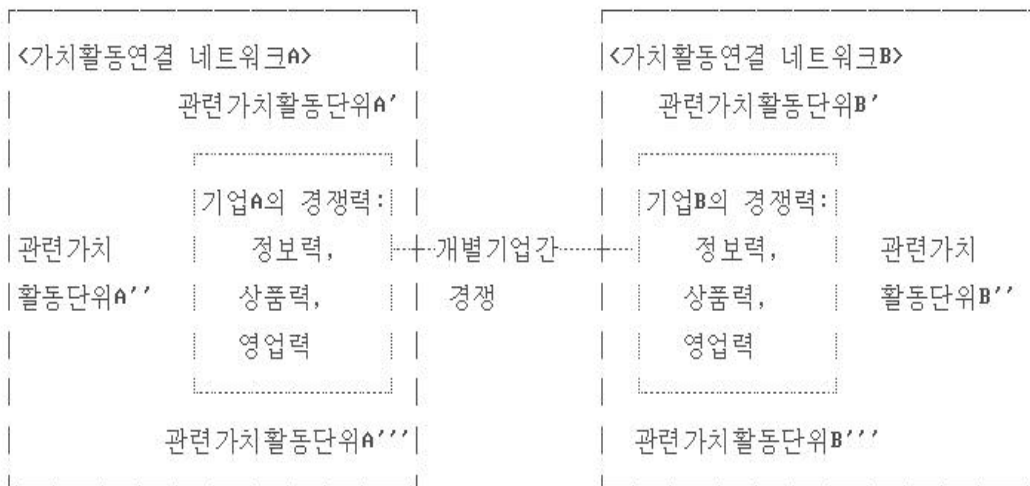
가 ,
 가 .
 가 .
 가 (Reve, 1990) ,
 3 .
 (宮澤健一, 1989), (林紘一郎, 1989),
 (Relationship Merit, ,1987,1992,1994,1995, Lim, 1991),
 4S
 4 4 .
 가 .
 가 .
 SCM(supply chain management) SCD(supply chain design)(Fine, 1998)
 가 ,
 . SCM
 , ,
 工數 가

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

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
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",

(

),352-69

(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.