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## 4S 경제성 개념의 변화와 연결경쟁력

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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)

, , .  
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

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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)		-

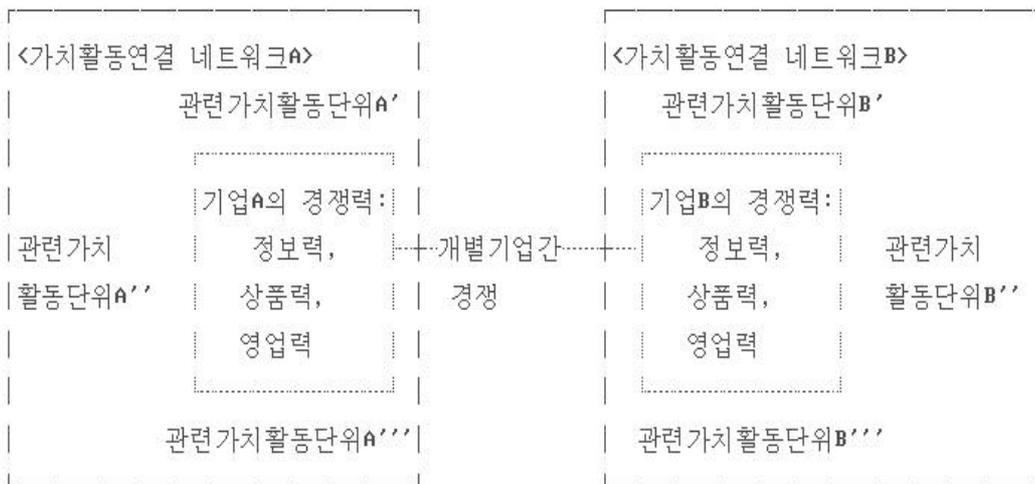
가 ,  
 가 .  
 가 .  
 가 (Reve, 1990) ,  
 3 .  
 (宮澤健一, 1989), (林紘一郎, 1989),  
 (Relationship Merit, ,1987,1992,1994,1995, Lim, 1991),  
 4S  
 4 4 .  
 가 .  
 가 .  
 SCM(supply chain management) SCD(supply chain design)(Fine, 1998)  
 가 ,  
 . SCM  
 , ,  
 工數 가

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

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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

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가

R & D

1.

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		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

(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

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가

가

가

가

가

(1992), "

"

(1987), "Relationship Marketing

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,21(2)

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

(

),352-69

(1994), "

Relationship Merit

- Supplier

Buyer

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16

2

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2

, 27-46.

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, (1990), "

Relationship Marketing

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,24(3)

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(1997), "

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(1995), "

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(1993),

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