

# CEO Information

2005.8.31 ( 516 )

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: (3780-8085)  
limsang.gyu@samsung.com

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'6 '가 10 . 6  
 , 6  
 가 . 『 』 500 40%  
 6 .  
 가 .  
 1980 6  
 가 . 6 ' .  
 ' ' ' 가 가 .  
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 6 . 6  
 ' . 가  
 . , , 가  
 6 '가 向' 6 .  
 6 6 가  
 ' . 6 가  
 , CEO가 6  
 가 . 가  
 가 , 6

6

	6 ,
	가 , e-learning
	,
	, 가

. 6

發 6 가

Fortune 500 40%가 6

- GE 6

10

• 6

가

		6			
		(GE): '03~'04	27	('04 Annual Report)	
		(BOA): '04	20	(Times Leaders, '05.7.5.)	
3M	2004			6	

- 2000

6 가

40%

6

• 2005

『

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500

6

200

<sup>1)</sup>

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6

가

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• (Alstom), <sup>2)</sup>

(Vodafone), <sup>3)</sup>

(Schneider), <sup>4)</sup>

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<sup>1)</sup> SixSigmaCompanies.com 2005 7 , Annual Report 6

<sup>2)</sup> , ' (TGV)' ,

<sup>3)</sup> 1892

<sup>4)</sup> Schneider Electric

- 가<sup>5)</sup> 6

- 6
- 6 가

6			
: 2001	(聯想)	6	1
2,000			
TLC, Media(美的),	(海南) ,	(中远集团),	(上
海烟草), (中兴)	(金貂) ,	(哈飞),	(宝钢),
(春兰)	6		

6 가

6

- 6 ,  
(Cycle time) , 가

6)

6			
2001	(San Diego)	6	
3~5%			
6		19%	
21%		300	

6

<sup>5)</sup> 中國 『第一財經日報』, "6 가", 2005 2 1

<sup>6)</sup> Laura Smith, "Six Sigma Goes to Washington", *Quality Digest*, 2004

- 가 6 7)
- 6
- (Commonwealth Health Corporation), (Virtual Health), NS-LIJ (North Shore-Long Island Jewish Health System) 6 가
- 6
- 6 가 , 6 가
- 6
- 6 가
- 美 大, 大, 大( ), 大
- 美 ASQ(America Society of Quality) 6 가
- 6 ( 1 )
- 5 6 ( , *Six Sigma Forum Magazine*)
- 6 가
- 10 <sup>8)</sup> 6 가
- 가 6
- 가 가 6

<sup>7)</sup> SixSigmaCompanies.com, "Six Sigma in the Healthcare Industry", 2005. 8. 1.

<sup>8)</sup> 1996 SDI LG 6

- 6

• “6 ” (6 )<sup>9)</sup>

- , LG, , KT 6

• (2004 4,900 ), KT(2003 5 3,494 ), , LG 가 가 <sup>10)</sup>

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가

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, , 6

- ( , , , ) , LG

- (DFSS: Design For Six Sigma<sup>11)</sup>)

R&D 6

• , ,

- 6 <sup>12)</sup>

<sup>9)</sup> 2005. 6. 15., '2005 6 가 ' (Michael Harry)가 Six Sigma Management Institute(SSMI) .

<sup>10)</sup>

<sup>11)</sup> 6 , GE DMADOV(Define - Measure - Analyze - Design - Optimize - Verify)가 .

<sup>12)</sup>

		6 (2005 6 )	
- 18		('03)	,
- 16	2	, 2	
•	,	('05)	,
-	6	(	)
-		('00),	('04)
-		('01),	('04),
	('03),	('05)	

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SQC<sup>13)</sup>

(1950~1980 )

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(Edwards Deming),

(Joseph Juran)

SQC

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1951

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SQC

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(TQM: Total Quality Management)'

• TQM

CEO

全社

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<sup>13)</sup> Statistical Quality Control:

, 6

(1980~1990 )

- 가 1987 가  
(MB : Malcolm Baldrige National Quality Award)

- 1980 美 가
- 美 가

- 1980 6 가

• 6 TQM

"If Japan Can, Why Can't We?"

- 1980 6 24 NBC TV 70

- 가

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1 6 : ( )

1970

- 全 ,

1,000

- 1981 '5 10 '





2 6 : (GE)

1995 6 GE 6 가

- GE가 6 ,  
6

6 GE 全

- GE , 6 '

• DFSS

GE 6

(Productivity)	1995	• 6
(Product Design)	1997	• DFSS
(Customer Focus)	1999	• , 6
(The Way We Work)	2001	• 6 가
(Enabling Growth)	2003	• 'Business Process Ys' 4 , 6

: \*Ys

GE 4 (Business Process Ys)	
NPI(New Product Introduction):	가
ITO(Inquiry to Order):	
OTR(Order to Remittance):	/
ACFC(At the Customer For the Customer):	/
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代名詞

6	'	'	
-	'6	'	'
• '6	'	100	3.4
• 6	'		6
		•	'
-	GE	'6	'
•		,	R&D
-	'6	'	全
		•	'

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	1 (1980 )	2 (1990 )
		GE
	6	6
		,





• TPM(Total Prevented Maintenance) 6 , (Lean)<sup>14)</sup>  
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GE , "Lean Six Sigma"

- (가 , ) 6 가

GE ' 6 '	
"..... ' 6 ' . 6	
	. 2
2003~2004	27
	' 6 '
"	
	(GE 2004 Annual Report)

: 全 6 가化

가 가가 6

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• GE 6 GB

<sup>14)</sup> (James P. Womack) 1991  
(Harper Collins Publishers, 1991)

*The Machine that Changed the World*  
Just-In-Time (Lean)

- 6 가

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- e-Learning , 6

• 6 가 ' 가

- 3M 6 6 '

<b><u>"Six Sigma is the way we do business"</u></b>	
"6	. 6
가	가 ."
	( , 3M CEO)

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- Business Alignment Program(BAP),<sup>15)</sup> (KPI)<sup>16)</sup>

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- , 가

<sup>15)</sup> Top-down

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<sup>16)</sup> Key Performance Index:

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- BSC(Balanced Score Card), (BPM: Business Process Management)<sup>17)</sup> ,

BOA	(Hoshin Kanri)	(BPM)
-	,	'
'	(BSC)	가
-	6	
•		6

6 가

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非 6 가

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• , BOA, 6

<sup>17)</sup> 가



'가 向' 6

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- GE 'DFSS/innovation'  
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6 가

- 6 TQM

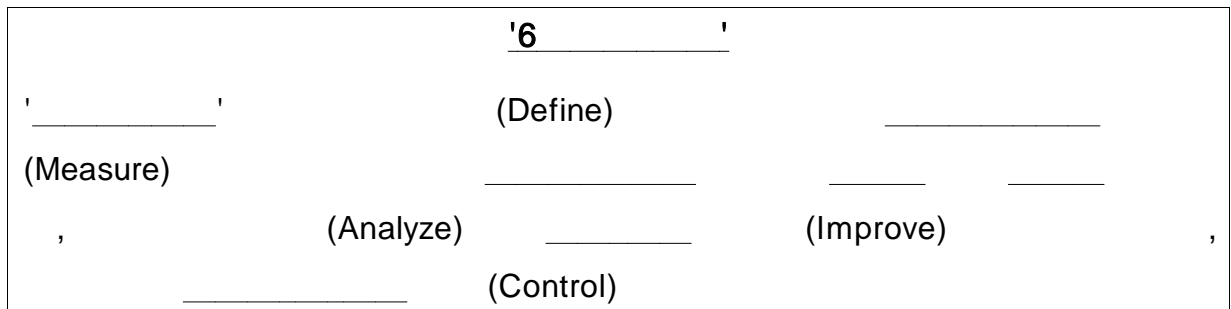
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- 6 , ' ' '

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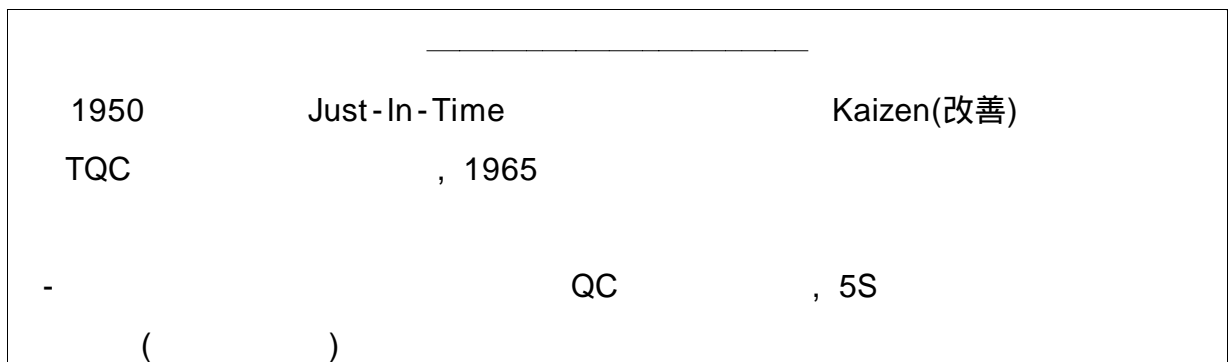
' ' ' ' 6

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6 CEO

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CEO가

- CEO가 6

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가 向 6

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• DFSS

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6 ' (Customizing)'가

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- GE 6
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- IBM 6

IBM 6

IBM 1989 , CEO (John Akers)가  
 'IBM 6 ' , CEO 4 1993  
 'IBM 6 ' ( )  
 - CEO  
 - ( " 6 " , 2000 6 23 )

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6 가 ' DNA'

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가

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가 6

- 가 6

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- '6 '

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- 가 6

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## Trend

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	8. 23	8. 24	8. 25	8. 26	8. 29
/ ( 가 )	1,027.3	1,027.9	1,024.3	1,028.7	1,031.1
/ ( )	110.00	110.52	109.89	110.06	110.36
(3 AA-, %)	4.82	4.80	4.82	4.78	4.73
(3 , %)	4.41	4.38	4.40	4.36	4.31
가 (KOSPI, 가)	1,115.84	1,094.21	1,097.29	1,086.55	1,063.16

&lt; &gt;

( ( ) , %)

	2003	2004	2005.3	4	5	6	7
GDP	3.1	4.6	2.7	..	3.3	..	..
	-1.2	-0.5	1.4	..	2.7	..	..
	-1.2	3.8	3.1	..	2.8	..	..
가	5.0	10.4	4.9	3.9	4.2	4.1	7.0
	78.3	80.3	80.9	78.8	78.0	80.1	80.5
	3.6	3.7	4.1	3.8	3.5	3.6	3.7
( )	81.8	86.0	95.6	90.4	85.2	87.8	88.8
	0.08	0.06	0.04	0.05	0.05	0.04	0.02
가	3.6	3.6	3.1	3.1	3.1	2.7	2.5
( )	1,938.2	2,538.5	2,395.7	2,287.8	2,313.5	2,374.0	2,328.9
( )	(19.3)	(31.0)	(13.1)	(6.5)	(11.0)	(9.6)	(10.9)
( )	1,788.3	2,244.6	2,274.8	2,121.6	2,113.1	2,119.8	2,148.6
( )	(17.6)	(25.5)	(19.0)	(12.7)	(18.1)	(14.3)	(16.8)
( )	119.5	276.1	11.1	-9.8	14.4	22.9	..
( )	1,553.5	1,990.7	2,054.5	2,063.8	2,061.0	2,049.9	2,056.8
( )	1,589	1,780	1,866	..	..	..	..