

전략TRIZ 개발 및 활용사례

POSCO, 권민경

연구 배경



TRIZ로 포스코가 어떤 방향으로 성장하고 경쟁에서 어떻게 이길까 하는 **전략적 접근도** 가능할 듯 함

기존 TRIZ

✓기술분야
속성만 커버

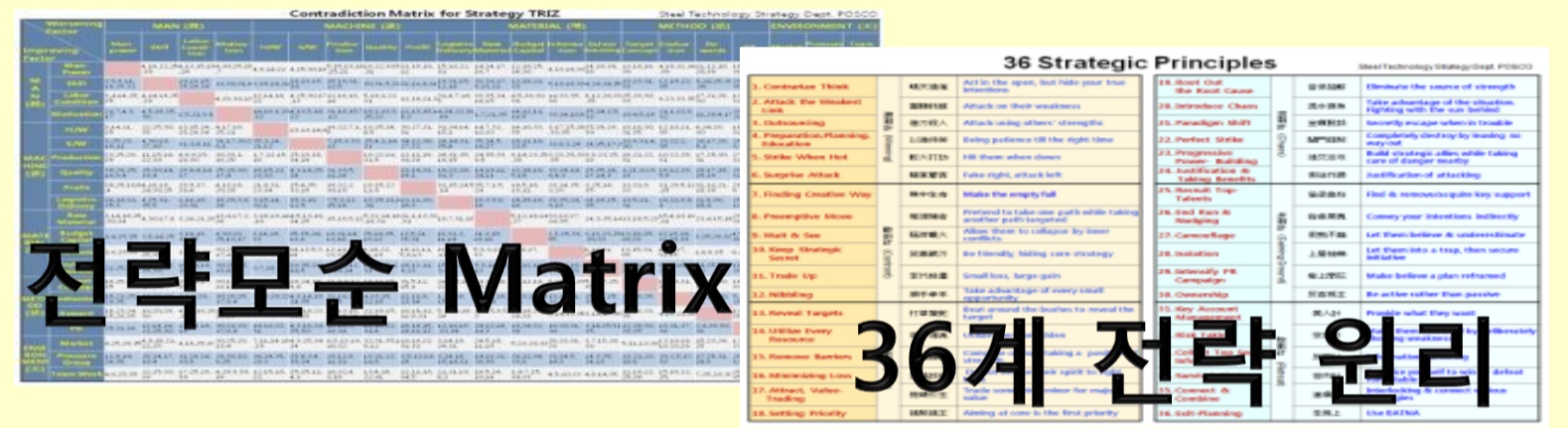
선행 전략TRIZ 연구

✓전략/비즈니스
맞춤원리가 아님

POSCO형 전략 TRIZ 개발

TRIZ + **손자병법, 36계**
포스코 전략수립 관점

✓전략 TRIZ



수행 내용



- ✓ Slag Powder 판매 전략 수립
- ✓ 신규시장 진출 희망, But, **영업인프라 부재**
- ✓ **합작 시멘트사와 판매대행 계약 체결**

전략모순 모델링



전략모순 매트릭스

Improving Factor	MAN (인)				MACHINE (기계)				MATERIAL (재료)				METHOD (방법)				ENVIRONMENT (환경)					
	인력수	속도	노동환경	사기/동기	H/W	S/W	생산량	품질	수익	유용성	원료차별	예산	정확	낭비/소실	유형/개념	결과평가	복합체계	유용	시장환경	태양기후	인위적환경	
인력수	419.22	481.95	430.25	454.22	425.90	515.11	19.22.90	13.91.65	15.60.22	14.24.17	12.10.25	4.13.18	14.16.90	13.94.18	4.10.32	11.12.14	16.24.90	9.11.74	19.13.24	2.15.24	25.29.90	
속도	5.5.94	10.11.15	13.90.91	13.11.18	18.18.18	19.19.91	10.91.5	11.11.4	10.91.15	19.26.17	12.18.21	5.13.18	4.26.94	11.23.91	12.19.22	8.24.25	29.90.94	11.1.24	24.29.15	15.17.24	18.29.90	
노동환경	14.14.25	14.14.8	4.29.90	12.14.19	4.29.90	12.14.19	5.16.1.22	12.14.21	14.17.19	19.15.24	4.26.90	14.93.15	9.12.26	25.29.90	9.23.18	17.21.29	12.24.29	14.9	29.93.15	12.14.21	14.9	
사기/동기	25.29	24	22	17.19	14	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	
H/W	14.24	22.25.90	11.15.24	4.17.19	19.18.14	19.22.7	19.25.24	19.27.21	12.24.14	14.7.12	14.10.91	5.17.25	25.29.29	13.10.18	12.14.21	4.24.25	18.22	4.16.21.17	25.12.7	9.23.29	25.29.90	
S/W	1.25.29	4.90.10	11.11.11	11.17.90	9.5.24	7.15.19	25.4.114	14.12.196	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9
생산량	12.15.29	11.15.16	4.9.15	10.29.4	1.7.12.15	25.11.14	19.22.16	12.11.19	24.11.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9
품질	10.29.29	26.90.14	29.6.14	15.29.90	18.15.22	4.14.28	11.9.15	12.10.21	19.22.20	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9
수익	10.29.10	4.14.19	29.9.17	4.11.18	21.9.14	25.4.15	10.10.2	19.15.22	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9
유용성	14.14.1	4.25.14	11.14.19	19.29.14	13.14	15.14.1	7.9.12	16.25.21	12.12.20	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9
원료차별	14.14.1	4.10.17.6	2.24.21	13.14.7	13.14.9	4.5.13.18	15.15.5	5.22.14	21.14.1	21.14.1	19.7.91	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9
예산	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9
정확	21.25.29	11.12.19	15.14.19	19.29.15	17.14.19	19.19.22	14.14.15	14.14.15	14.14.15	14.14.15	14.14.15	14.14.15	14.14.15	14.14.15	14.14.15	14.14.15	14.14.15	14.14.15	14.14.15	14.14.15	14.14.15	14.14.15
낭비/소실	1.17	25.90	20	13.4	16.5	5.14.24	31	1.29	9.6	12	14	14	14	14	14	14	14	14	14	14	14	14
유형/개념	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9
결과평가	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9
복합체계	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9
유용	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9
시장환경	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9
태양기후	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9
인위적환경	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9	14.14.9

36개 전략원리 중
9, 18, 21, 28, 34를
참고하여 해결책 발상

21. 반전추구 (金蟬脫殼) - 허상을 남기고 주력을 옮긴다



- 허상** 판매대행社들과의 현재 계약은 유지
- 주력** 전략적 연계도에 따라 제공가격 차별화

수행 결과

- ✓ 전략모순 매트릭스, 36계 전략원리를 주요 도구로 하는 전략TRIZ 개발
- ✓ 사례를 통한 전략 RIZ 방법론 검증
 - 12개 컨셉 도출, 3개 컨셉 적용
 - P사 영업구조 적자에서 흑자로 전환
- ✓ 향후계획
 - 전략모순 매트릭스 원리 배치 심화 연구 및 사례 연구