

**QR/ S CM**

**1999**

**西江大學教 大學院**

**經營學科**

**金榮鎮**

**QR/ S CM**

**指導教授**

論文 經營學碩士 學位論文 提出

**2000 1**

**西江大學教 大學院**

**經營學科**

**金榮鎮**

# 論文認准書

金榮鎮 經營學碩士學位論文 認准

2000年 1月 日

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## ABSTRACT

### -The Problems and Solutions of QR/SCM in Korean Textile Industry -

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Department of Business Administration

Graduate School

Sogang University

This study is about problems and solutions of applying supply chain management, which is effectively implemented in the US and Japan, to the Korean textile industry

The purpose of this study is to help the Korean textile industry adopt QR/SCM efficiently in a short period by informing the importance of QR/SCM and giving the foundation to prepare the implementation of QR/SCM.

Based on the current situation of domestic textile industry, this study not only suggests a direction to the company by showing desirable solutions for the present obstacles, which will reduce trial-and-errors, but also helps the industry players get general views on the domestic textile industry.

If QR/SCM were introduced to the domestic industry without getting the general concept of supply chain management, inefficiencies would come from over investment, unstandardized data, unsharable product information and so on.

The model of this study is constitute of 4 parts. First, there was survey about previous studies. The development stages and trails of SCM were examined from previous studies and literatures. after that, 10 management components of SCM was derived in order to determine the level of domestic QR/SCM implementation. Third, Real case studies about 6 domestic companies out of 8 were conducted in the perspective of SCM management components. And comparing implementation level of SCM with those of the US and Japan was followed. Forth, problems in Korean textile industry to implement QR/SCM were discovered and desirable solutions were suggested.

This study is not for testing a theory, but exploring field phenomena.

The problems are as follow .

First, there are insufficient recognition about QR/SCM.

Second, department store has not done it's role sufficiently in supply chain.

Third, starting cost is burden to many companies.

Forth, there needs collaboration between nodes.

Five, companies are conservative for sharing information.

Six, systematic management for supplier is necessary.

Seven, supply chain structure is unbalanced.

To solve the problems and improve efficiency of supply chain, companies must try to have a partnership with up and down stream companies through quality control and collaboration in developing new product.

國文抄錄

/

QR SCM

SCM

QR/SCM

QR/SCM

, QR/SCM

QR/SCM

QR/SCM

가

가

가

QR/SCM

가

가

QR/SCM

SCM

SCM

10가

QR/SCM

QR/SCM

가

SCM

, QR/SCM .

, 가 .

, .

, .

, .

, 가 .

, 가 .

SCM

, SCM .

1

1997 14.7%, 7.3% 1). 18.7%,  
가 가  
가 가

가

가,  
(product-out)  
(market-driven)

2).

가  
1985  
QR(Quick Response)  
QR

1993 가 가  
QR 가  
QR

1) , 1999, pp. 63-65

2)

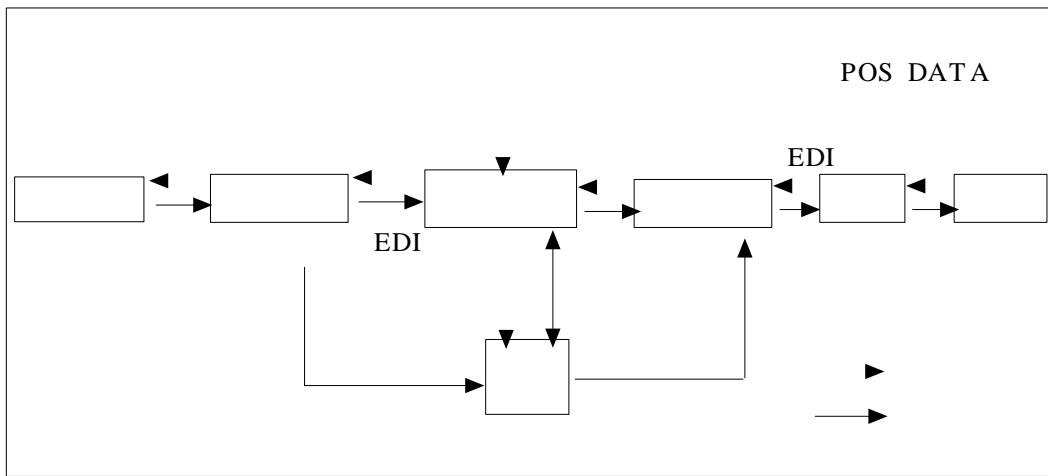
ment) . (SCM:supply chain manage-  
 . SCM  
 QR , SCM  
 SCM

QR  
 가 SCM  
 가? ' .

2

가 , ,  
 ,  
 SCM .  
 가 1-1 가 .

1-1 SCM



( : , www.kofoti.or.kr/qr)

SCM , QR  
 가 , SCM  
 가 QR 가  
 SCM  
 .  
 ,  
 . Eisenhardt(1989)<sup>3)</sup>가  
 가 . QR  
 ,  
 가 .

3

6 . 1

2 ,

3 .

4 , .

QR/SCM , SCM

---

3) Kathleen M. Eisenhardt, Building Theories from Case Study Research, "Academy of Management Review", Vol. 14, No. 4, 1989 pp. 532-550

, , , .

5

4

QR/SCM

6

# 1 QR SCM

## 1. QR

QR KSA 가 1985

4).

, QR ( , )  
10% 가

QR 1987 AAMA(American Apparel Manu-  
facturers Association) 5). 1988

, TALC(Textile Apparel Linkage Council)<sup>6)</sup> QR ‘ 가

. QR

, TQM,

7). Copacino(1997)<sup>8)</sup> QR

4) , 『SCM 』 , GPS SCM , 21  
, 1998, pp. 123- 124

5) American Apparel Manufacturers Association, *Getting Started in Quick Response*.  
Arlington, VA., 1987

6) Eunju Ko & Doris H. Kincade, “Product Line Characteristics as Determinants of  
Quick Response Implementation for U.S. Apparel Manufacturers”, *Clothing and  
Textiles Research Journal*, Vol. 16 No.1, 1998, pp. 11- 18

7) D. H. Kincade, “Quick Response management system for the apparel industry:

VICS(Voluntary Interindustry Communications Standards)<sup>9)</sup>

Lehtonen et al.(1999)<sup>10)</sup>

가 , QR

Hunter(1990)<sup>11)</sup> , 가 가 , QR , “ 가 가 ” QR

가 12),

2-1 QR

QR

---

Definition through technologies”, *Clothing and Textiles Research Journal*, Vol. 13, 1995, pp. 245-251,

8) William C. Copacino, *Supply Chain Management: the basics and beyond*, the St. Lucie Press, 1997, pp. 6-8

9) Voluntary Interindustry Communications Standards, *Quick Response: A study of costs and benefits to retailers implementing Quick Response*, NY, Anderson & Co. 1989

10) Juha-Matti Lehtonen, Jan Holmstrom, and Joans Slotte, "Constraints to Quick Response Systems in the Implosive Industry", *Supply Chain Management*, Vol. 4, No. 1, 1999, pp. 51-57

11) , '97 , p. 39

12) , '97 , p. 38

2-1 QR

QR	
	,
	가 , , , ,
	(source marking),
	,
	, , , (loss)
	.
	, , 가 .

) . 『97

』 , p.39

2. SCM

(1)

가.

Porter(1985)<sup>13)</sup>

. 가 ,

가가 .

가

가

가 .

가

(primary activity)

(support activ-

ities)

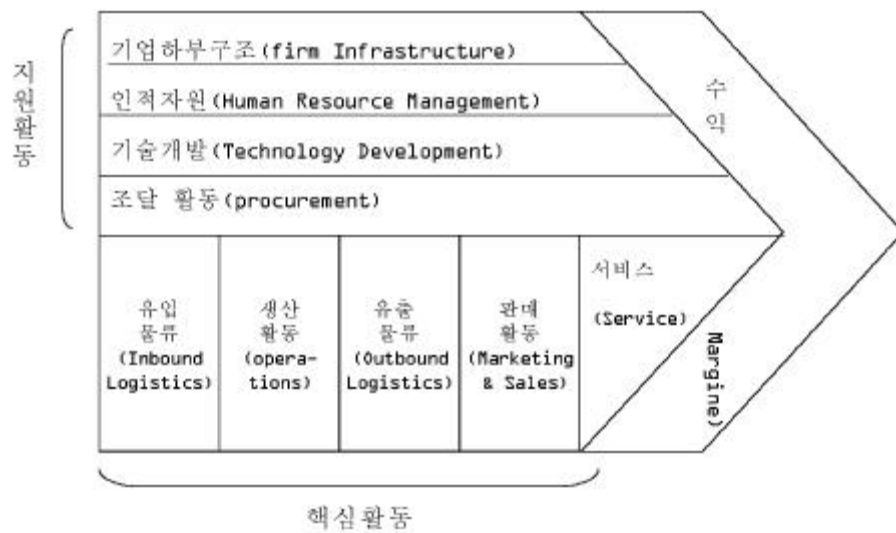
(inbound logistics),

13) Michael E. Porter, *Competitive advantage: Creating and sustaining superior performance*, The Free Press, 1985, pp. 33-61

(operations), (outbound logistics), (marketing and sales), (firm infrastructure), (human resource management), ,

2-1 Porter가 가

2-1 가 (Value Chain)



) Michael E. Porter, *Competitive advantage: Creating and sustaining superior performance*, The Free Press, 1985, p. 37

가 , 가 . , 가 가 가 14). , , , 15). . Ellram(1993)<sup>16)</sup> , Davis(1993)<sup>17)</sup> 가 , Poirier et. al.(1996)<sup>18)</sup> . (2) Lewis Naim(1995)<sup>19)</sup> Copacino(1997)<sup>20)</sup> , , , , , , , ,

- 
- 14) James Aaron Cooke, "Senior Technology Editor, Panning for gold", *Logistics*, November, 1998, pp. 59-62
- 15) Martin Christoper, *Logistics and Supply Chain Management*, Pitman Publishing, 1992, pp. 16-20
- 16) Lisa M. Ellram and Martha C. Cooper, "Characteristics of supply chain management and the implications for purchasing and logistics strategy", *International Journal of Logistics Management*, Vol. 4, No. 2, 1993, pp. 1-10
- 17) Tom Davis, "Effective supply chain management", *Sloan management Review*, Summer, 1993, pp. 35-46.
- 18) Charles C. Poirier & Stephen E. Reiter, *SC Optimization: Building the strongest total business network*. Berrett-koebler Publishers. 1996
- 19) J. C. Lewis, and M. M. Naim, "Benchmarking of aftermarket supply chains", *Production Planning & control*, Vol. 6, No. 3, 1995, pp. 258-269

가 ) ( )  
 Cooper et al. 가 , ,  
 . (lean logistics) ,  
 가 가 , 가  
 가 가  
 21). 2-2 (SCM) .

2-2 SCM

Lewis & Naim	,
William	,
Cooper et al.	가 . .

Christoper(1992)<sup>22)</sup> ,

가

가

23).

20) William C. Copacino(1997), *op. cit.*

21) Daniel T. Jones, Peter Hines and Nick Rich, "Lean Logistics", *International Journal of Physical Distribution & Logistics Management*, Vol. 27, No. 3/4, 1997, pp. 153-174

22) Martin Christoper(1992), *op. cit.*

23) John B. Houliham, "International Supply Chain Management", *International Journal of Physical Distribution and Materials Management*, Vol. 15, No. 1,

24).

가

가

2-3

1.	.
2.	가
3.	
4.	가
5.	/가
6.	가
7.	
8.	
9.	가

) (1999), ㄱ

ㅁ, p. 94

1985, pp. 22-38; Bernard La J. Londe, "A Reconfiguration of Logistics Systems in the 80's: Strategies and Challenges" *Journal of Business Logistics*, Vol. 4, No. 1, 1984, pp. 1-11

24) Ram Narasimhan and Ajay Das, "Manufacturing Agility and Supply Chain Management Practices", *Production and Inventory Management Journal*, First quarter, APICS, 1999, pp. 4-10



#### 4. QR SCM

SCM QR 가 .  
가 . QR  
SCM  
QR SCM 가 .  
1998 6 . QR VICS 98'30)  
SCM . P&G  
, , ,  
QR SCM  
가 .

#### 5. SCM

Cooper et al.<sup>31)</sup> SCM 가  
2-2 (business  
process), (management components),  
(structure of the supply chain) . 가 가  
가 .

(1)

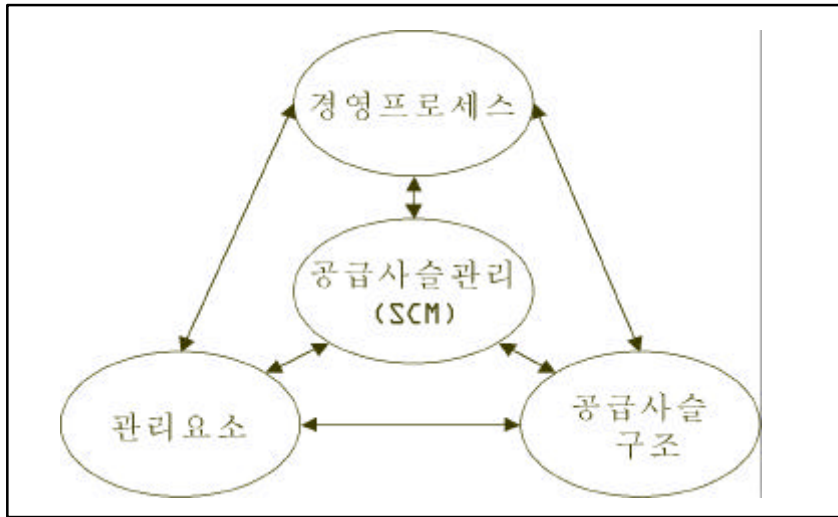
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30) (1998), 『SCM 』 , GPS SCM  
, 21 , 1998, pp. 125-127 .

31) Martha C. Cooper, Douglas M. Lambert and Janus D. Pagh(1997), *op. cit*

SCM                      7가                      가

2-2 SCM



) Martha C. Cooper, Douglas M. Lambert and Janus D. Pagh, "Supply Chain Management: More than a New Name for Logistics", *The International Journal of Logistics Management*, Vol. 8, No. 1, 1997, p. 6

, (customer relation management)

, (customer service management)가

, (demand management)

, (order fulfillment)

32).

(manufacturing flow management)

33)

34)가

(procurement)

(product development and commercialization)

SCM

(2)

. SCM

. Cooper

10가

2-4

32) M. Eric Johnson and Tom Davis, "Improving Supply Chain Performance by Using Order Fulfillment Metrics", *National Productivity Review*, summer 1998, pp. 3-16

33) , 가가 가 .(APICS Dictionary 8th edition, APICS, 1995 p. 43)

34)

(Ram Narasimhan and Ajay Das, *op. cit.*)

Houlihan(1985)	✓	✓	✓	✓	✓	✓	✓			✓
Jones and Riley(1985)	✓	✓	✓	✓	✓		✓			✓
Stevens(1989)	✓	✓	✓	✓	✓					✓
Ellram and Cooper(1990)	✓	✓		✓	✓				✓	
Lee and Billington(1992)		✓		✓	✓					
Cooper and Ellram(1993)	✓	✓	✓	✓	✓		✓	✓	✓	✓
Hewitt(1994)	✓	✓	✓	✓	✓				✓	
Scott and Westbrook(1991)		✓		✓	✓	✓				
Towil, Naim and Wikner(1992)	✓	✓		✓	✓	✓				
Hammer(1990)	✓	✓	✓	✓	✓		✓		✓	✓
Andrews and Staliks(1994)	✓	✓	✓		✓		✓	✓	✓	✓
Coopre and Gardner(1993)	✓	✓		✓	✓				✓	✓
Lambert, Emmelhainz and Gardner(1996)	✓				✓		✓		✓	✓

) Martha C. Cooper, Douglas M. Lambert and Janus D. Pagh, "Supply Chain Management: More than a New Name for Logistics", *The International Journal of Logistics Management*, Vol. 8, No. 1 1997, p. 8

(ㄱ) (planning and control of operations):

가 .

가 .

가

가 가 35). Johnson (1998)<sup>36)</sup>

,

,

,

35) Martha C. Cooper and Lisa M. Ellram(1993), *op. cit.*

36) M. Eric Johnson and Tom Davis(1998), *op. cit.*

(ㄴ) (work structure):

, 가 . 가

, CRP(Continuous Replacement

Process)<sup>37)</sup>

38).

Cambell CRP

39).

(ㄷ) (organizational structure):

(cross-functional team) TFT (Task

Force Team)

가

SCM 가

37) CRP(Continuous Replacement Process)

(VMI:

Vendor-Managed Inventory)

가

38) Theodore H. Clack and Janice H. Hammond, "Reengineering Channel Reordering Processes to Improve Total Supply-Chain Performance", *Production and Operations Management*, Vol. 6, No. 3, 1997, pp. 248-265

39) Ho Geun Lee and Kee Young Kim, "Merging EDI with BPR: An Emperical Study for the Effect of Supply Chain Management", Yonsei University Working paper pp. 1-18.

가 가 40).  
 (ㄷ) (product flow facility structure):  
 . 가 . 가  
 . cross-docking 41)  
 ,  
 가 .  
 (ㄹ) (information flow facility structure): SCM 가  
 ,  
 . 가  
 . EDI(Electronic Data Interchange)<sup>42)</sup>, POS(Point of  
 Sale)<sup>43)</sup> . EDI . EDI

---

40) Edward A. Morash, Cornelia Droge and Shawnee Vickery, "Boundary-spanning interfaces between logistics and new product development", *International Journal of Physical Distribution and Logistics Management*, Vol. 26, No. 8, 1996, pp. 43-62; Janet L. Hartley, B.J. Zirger and Rajan R. Kamath, "Managing the Buyer-supplier interface for on-time performance in product development", *Journal of Operations Management*, Vol. 15, 1997, pp. 57-70

41) . Wal-mart 가 ,  
 (George Stalk, P. Evans and L.E. Shulman, "Competing on Capabilities: The New Rules of Corporate Strategy", *Harvard Business Review*, Mar-Apr, 1992, pp. 57-69

42) . ,  
 .  
 43) . reader 가 ,

44). EDI가 (range), (width) (depth) .45)

가 46). Procter and Gamble

CRP EDI

‘ , 47). 가

가

가 48). (ㄱ) (product structure):

---

44) Elliot Maltz and Rajendra K. Srivastava, "Managing Retailer-Supplier Partnerships with EDI: Evolution and Implementation", *Long Range Planning*, Vol. 30. No. 6, 1997, pp. 862-876; Albert Tan and Wee Kwan, "The Use of Information Technology to Enhance Supply Chain Management in the Electronics and Chemical Industries", *Production and Inventory Management Journal*, Third Quarter, APICS, 1999, pp. 7-15

45) Lisa R. Williams, George D. Magee and Yoshinori Suzuki, "A Multidimensional View of EDI: Testing the Value of EDI Participation to Firms", *Journal of Business Logistics*, Vol. 19, No. 2, 1998, pp. 73-88

46) , 1998

47) Theodore H. Clack, "Procter and Gamble: Improving Consumer Value Through Process Redesign", Harvard Business School Working Paper, 1995

48) 10 , 1998, pp. 345-380

가 . 가

(入) (management methods):  
(top-down) (bottom-up)  
JIT  
JIT  
가

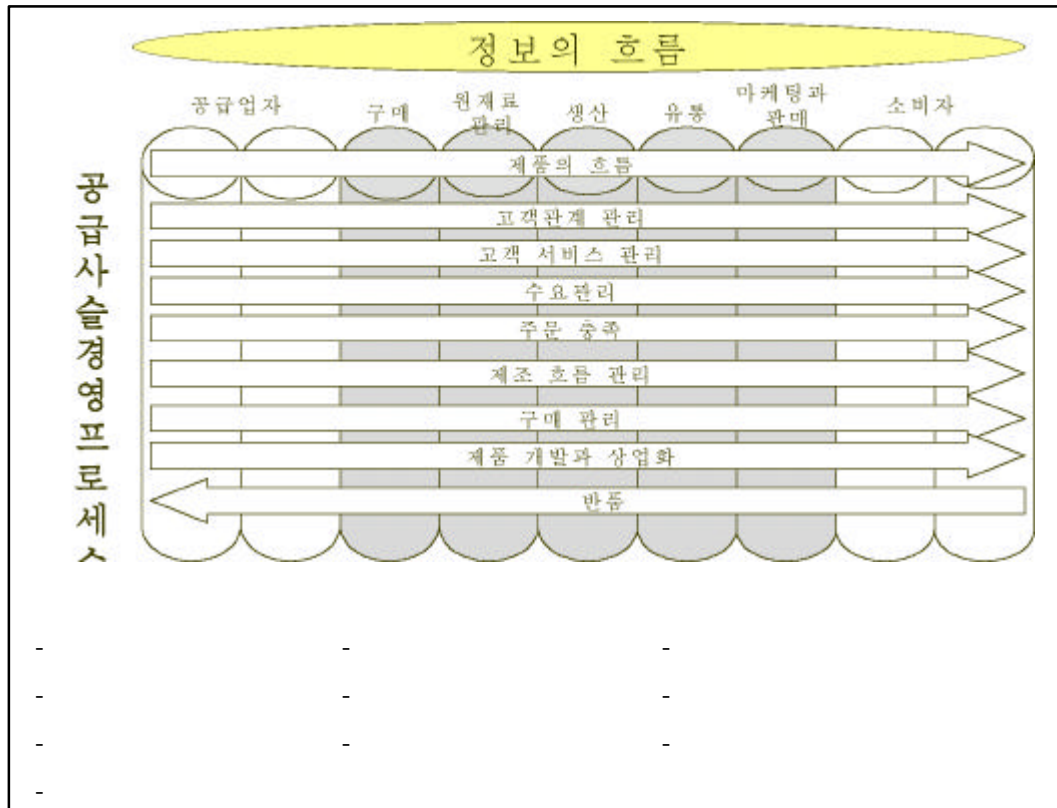
(○) (power and leadership structure):  
가

가 ,  
가가  
가 가 49).  
French and Raven(1956)<sup>50)</sup> ,  
, , , , 6가 가  
가 가  
51).

49) , “ ”, 『 Business』 , 1999.9.20, No. 198, pp. 49-51

50) John R.P. French Jr. and Bertram Raven, *The Bases of Social Power*, in *Social Power*, Dorwin Carteringt(ed.), 1959, pp. 150- 167

51) Shad Dowlatshahi, “Bargaining Power in Buyer-Supplier Relationships”, *Production and Inventory Management Journal*, First Quarter, APICS, 1999, pp. 27-35; John F. Gaski and John R. Nevin, “The Differential Effects of Exercised



) Martha C. Cooper, Douglas M. Lambert and Janus D. Pagh, "Supply Chain Management: More than a New Name for Logistics", *The International Journal of Logistics Management*, Vol. 8, No. 1 1997, p. 10

(ㄷ) (risk and reward structure):

가 .  
Quigley (1995)<sup>52)</sup>

4

가 , 3 .

and Unexercised Power Sources in a Marketing Channel", *Journal of Marketing Research*, Vol. 22, May, 1985, pp. 130-142

52) Philip E. Quigley, "Managing Your Suppliers": A Commonsense Approach, *A PICS - The Performance Advantage*, 1995, pp. 17-20

3

. 4

가

가

53).

(六)

(culture and compatability):

가

가

(3)

, 가 가

가

2-3

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53) Nirmalya Kumar, "The Power of Trust in Manufacturer-Retailer Relationship", Harvard Business Review, Nov-Dec, 1996, pp. 92-106

## 2 SCM

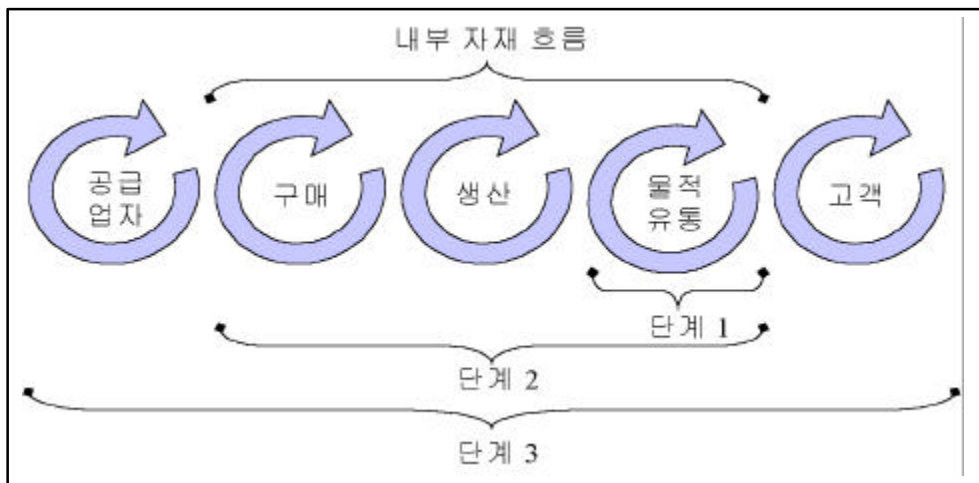
가 , Stevens (1989)<sup>54</sup>, Londe<sup>55</sup>, Poirier (1997)<sup>56</sup> .  
 . Londe 2-4 ,  
 3 4  
 1950 1960 (physical distribution)가  
 . 1960  
 .  
 , , ,  
 가 가 가 ,  
 , 가 가  
 (internal linkages)  
 100% 가  
 . 1 (procure-ment), (operations) 가

---

54) Graham C. Stevens, "Integration of the Supply Chain", *International Journal of Physical Distribution and Logistics Management*, Vol. 19, No. 8, 1989, pp. 3-8  
 55) Bernard J. La Londe, "Evolution of the Integrated Logistics Concept", *Perspectives on Logistics Management*, pp. 3-12  
 56) Charles C. Poirier, "Evolving to the Ultimate Level of Performance through Supply Chain Management", *National Productivity Review*, winter, 1997, pp. 11-23

가 (EOQ: Economic Order Quantity) 가 1980 (JIT) (TQM)가 . JIT TQM 가

2-4



)Bernard J. La Londe, "Evolution of the Integrated Logistics Concept", *Perspectives on Logistics Management*, p. 9

(external linkages)

가

(POS: Point of Sale), (EDI: Electronic Data Interchange) JIT, DRP(Distribution Resource Planning)가 SCM

57). 1990 가 (virtual integ  
-ration) 가 (virtual organization) . 가

58). 가  
(time-to market)

59). 가

60).

가

EDI POS

가

4

SCM

가가

. SCM

QR, JIT, Process Reengineering

가

SCM

. SCM

가

가

, 가

3 QR

61).

---

57) Graham C. Stevens(1989), *op. cit.*

58) Charles C. Poirier and Stephan E. Reiter(1996), *op. cit*

59) William T. Walker, "Global Teamwork: Building the Virtual Enterprise", *1995 Conference Proceeding*, American Production & inventory Control Society, H-13, 1995

60) N. Fredric Crandall & Marc J. Wallace Jr., "The Virtual Workplace: Work and Rewards in 21st Century", *A CA journal*, spring, 1995, pp. 6-23

①

, ②

, ③

62).

Porter(1980)<sup>63)</sup>

,

(optimization of effort)

64).

1.

, Copacino(1997)<sup>65)</sup>

2-5

4 , 10

10가 가

가 (value

---

61) Bernard J. La Londe and James M. Masters, "Emerging Logistics Strategies: Blueprints for the Next Century", *International Journal of Physical Distribution and Logistics Management*, Vol. 24, No. 7, 1994, pp. 35-47

62) Donald C. Hambrick, "Operationalizing the Concept of Business-Level Strategy in Research", *Academy of Management Review*, Vol. 5, No. 4, 1980, pp. 567-575

63) Micheal E. Porter, *Competitive Strategy*, A division of Macmillan Publishing Co., 1980, p. 4

64) Micheal E. Porter, "What is strategy", *Harverd Business Review*, Nov-Dec, 1996, pp. 61-78

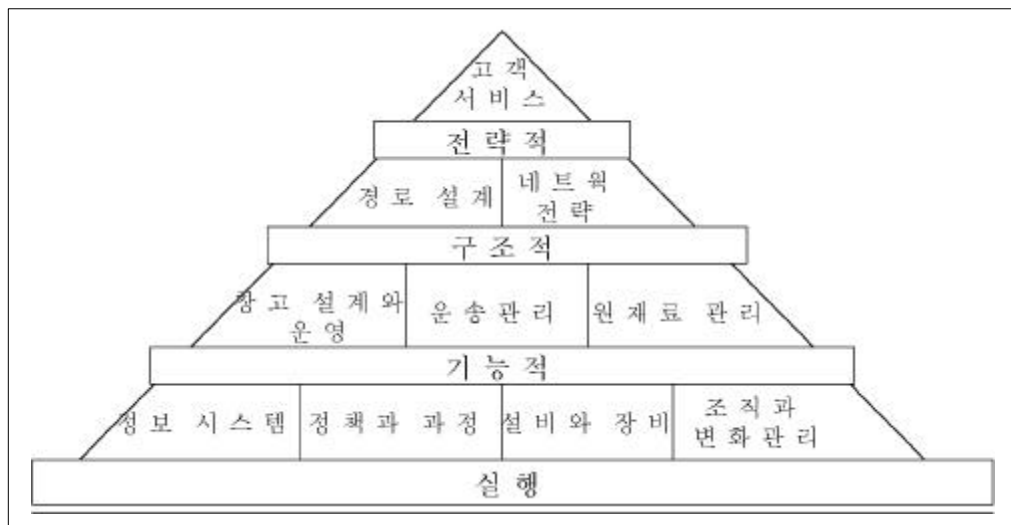
65) William C. Copacino(1997), *op. cit.*, pp. 32-34

proposition)

가

가 . 가

2-5



) William C. Copacino, Supply Chain Management: the Basics and Beyond, St. Lucie Press, 1997, p. 32

가

Scott and Westbrook<sup>66)</sup>

가 SCM

66) Charles Scott and Roy Westbrook, "New Strategic Tools for Supply Chain

가 (mapping stage) ,  
 가 ,  
 가 (positioning stage) ,  
 가 (action stage) ,  
 가 Londe Masters(1994)<sup>67)</sup>  
 가 SCM Cycle time 가

2. QR

SCM QR QR  
 Milliken industry  
 QR  
 (1996)<sup>68)</sup>  
 QR  
 가가

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Management", *International Journal of Physical Distribution and Logistics Management*, Vol. 21, No. 1, 1991, pp. 23-33  
 67) Bernard J. La Londe and James M. Masters(1994), *op. cit*  
 68) , 『 』 , 1996, pp. 200-234

QR

가

①

:

, , 가 , ,

②

: , ,

, , 가

4

, J.C

, 가, ,

가

③

:

, , , 가 , ,

④

:

(batch)

(on-line)

, ,

⑤

:

, , , ,

가 가 ,  
 .  
 Economost  
 가  
 가 , 2  
 , , .  
 ⑥ / : ,  
 (Depot) ,  
 QR .  
 , 7 2 .  
 (Cross docking)  
 69).  
 ⑦ : , , ,  
 , 가 , 가  
 (postponement<sup>70</sup>) 가 .  
 (Mass Customization)가 .

69) G. Stalk, P. Evans and L. E. Shulman, "Competing on Capabilities: The New Rules of Corporate Strategy", *Harvard Business Review*, Mar-Apr, 1992, pp. 57-69

70)

. HP Deskjet  
 (Janus D. Pagh & Martha C. Cooper, "Supply Chain Postponement and Speculation Strategies: How to Choose The Right Strategy", *Journal of Business Logistics*, Vol. 19, No. 2, 1998, pp. 13-33; Remko I. Van Hoek & Harry R. Commandeur & Bart Vos, "Reconfiguring Logistics Systems Through Postponement Strategies", *Journal of Business Logistics*, Vol. 19, No. 1, 1998, pp. 33-54; Edward Feitzinger and Hau L. Lee, "Mass Customization at Hewlett Packard: The Power of Postponement", *Harvard Business Review*, Jan-Feb, 1997, pp. 116-121

71), 가 .  
 ⑧ : QR  
 , QR  
 . Sports Overmeyer ,  
 ,  
 (accurate response) 가 72).

---

71) Suresh Kotha, "Mass Customization: Implementing the Emerging Paradigm for Competitive Advantage", *Strategic Management Journal*, 16(summer special Issue), 1995, pp. 21-42

72) Marshall L. Fisher, Janice H. Hammond, Walter R. Obermeyer, and Ananth Raman, "Making Supply Meet Demand in an Uncertain World", *Harvard Business Review*, May-June, 1994, pp. 83-94

1

SCM

Eisenhardt<sup>73)</sup> Yin<sup>74)</sup>

가

QR/SCM

가

SCM

. SCM

가

가 survey

QR/SCM

가

가

가

가

가

가

가

73) Kathleen M. Eisenhardt, "Building Theories from Case Study Research", *Academy of Management Review*, Vol. 14, No. 4, 1989, pp. 532-550

74) Robert K. Yin, *Case Study Research : Design and methods*, 2nd edition, Sage Publications 1994, pp. 147- 148

75). , ‘ 가 , , 가 76). Ellram<sup>77)</sup> Yin<sup>78)</sup> Buckley (qualitative research tool) 가

---

75) William L. Grenoble, *Managing Logistics Quality, Speed, and Complexity: Lessons from the Field Service Industry*, The Pennsylvania State University, Ph.D Dissertation, 1994, p. 68

76) , 『 』 2 , , 1998, pp. 89-96

77) Lisa M. Ellram, The Use of The Case Study Method in Logistics Research, *Journal of Business Logistics*, Vol. 17, No. 2, 1996, pp. 93-138

78) Robert K. Yin(1994), *op. cit.* pp. 1-15

(exploratory research)  
 , (descriptive research)  
 (explanatory research)

79).

2

Yin<sup>80)</sup> Eisenhart<sup>81)</sup> Ellram  
 , Ellram<sup>82)</sup> Yin  
 (logistics) ,  
 가 . Eisenhart  
 8  
 3-1 .  
 가 .  
 (getting started) .  
 가 .  
 ‘ QR  
 , 가 SCM  
 가? ’ .  
 (selecting cases) .  
 .  
 가 . 가  
 가 .

---

79) Lisa M. Ellram (1996), *opt. ibid.*  
 80) Robert K. Yin (1994), *op. cit.*  
 81) Kathleen M. Eisenhardt, *op. cit.*  
 82) Lisa M. Ellram, *op. cit.*



(crafting instrument and protocol)

QR/SCM

, QR/SCM

SCM

10가

SCM

fax

2

QR

(entering the field)

가

가 가

가

가

가

가

. (analyzing data) .  
 가 . SCM  
 . SCM  
 SCM 가  
 SCM 가 가 ,  
 가 SCM  
 83).  
 가 (shaping hypotheses) ,  
 ( ) ( )  
 ) .  
 가 ,  
 ,  
 .  
 가 .  
 ,  
 가 .  
 ,  
 가  
 가  
 ( ) .  
 가  
 84)  
 , (enfolding literature)가 .  
 가  
 가 가 ,  
 ,  
 ,

---

83) , QR

84) Robert K. Yin, *op. cit.*, p .21

가 .

. SCM QR

가

SCM

SCM

, SCM

SCM

(reaching closure) .

가

가

가

4- 10

가

. Yin<sup>85)</sup>

가

가

, LG

polo

8

6

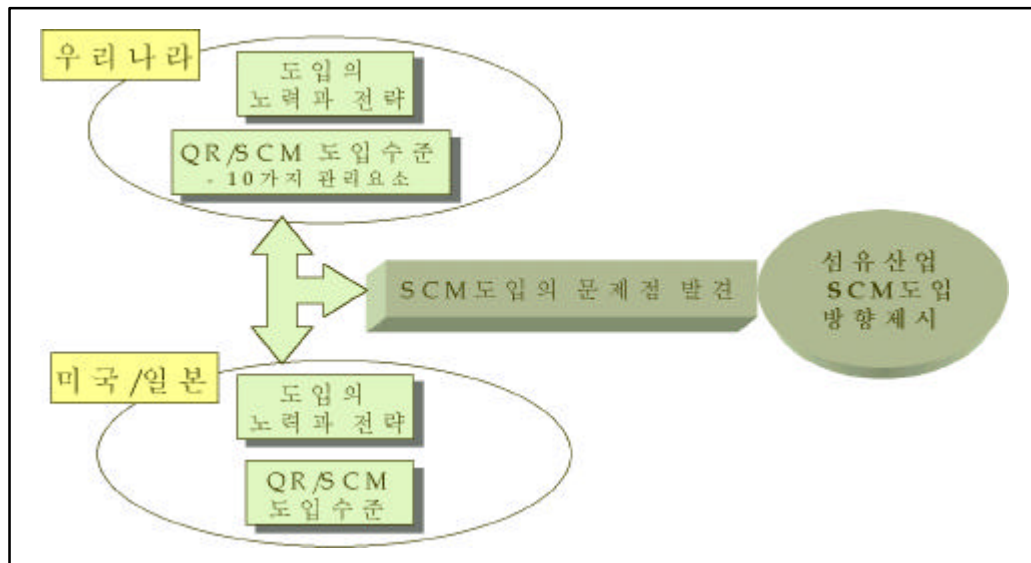
3

SCM

SCM

85) Robert K. Yin, *opt. ibid.* pp. 147- 152

3-1



SCM

SCM

가

가

가

10가

SCM

10가

SCM

5가

5

가

SCM

SCM

QR/SCM

SCM

10가

.  
, QR/SCM  
QR/SCM .  
, SCM  
.

1

가

,

,

가 가

1.

(1)

가

, 1980

1980

1990

.

,

2

1967

6 40

1980

28

,

60% 가

3

1970

가 1980

가

. 1980

1990

가 가가

가

(2)

1990

1997 11 IMF

가  
가

2.

SCM 가 , SCM

가 , SCM 가

(1)

SCM

99 3

가  
 1999 3  
 「 (Korea SCM Board)」  
 , SCM  
 SCM DB  
 SCM , SCM  
 ,  
 86).  
 DB  
 , / ,  
 87)  
 SCM , 41% , 50%  
 , 0.9% 11% 가 5.7%  
 1,240 ,  
 5,640 가 88).

SCM 가

(2)

가

86) , " SCM .  
 " , 1999.5.20

87) SCM 가

88) , " SCM  
 " , 1999.4, pp. 68-70

QR , 1998 8 ( 8 ) QR 3 benchmarking 가

QR 가 가

4-1 5 QR

제 1단계 1998~1999	QR기반 구축을 위한 표준상품코드의 제정 기업별 정보화 infra 환경조사를 통한 QR기반 기술정비 (S/W, D/B)
제 2단계 1999~2000	제정된 표준상품코드 및 정보기술의 개별기업 적용(EC의 실현)
제 3단계 2000~2001	QR시스템 조직의 중심조직인 QR 코드센터의 본격 운영으로 기업간 거래중계
제 4단계 2001~2002	생산, 판매에 대한 정확한 예측기술에 의한 기업간 협동 상품계획안, 정보의 공유 (QR코드센터의 활성화 및 섬유공용정보망운영)
제 5단계 2002~2003	업계의 자발적인 QR시스템 구축을 통해 동종업계, 이업종으로의 연계 및 확산

) , [www.kofoti.or.kr/qr](http://www.kofoti.or.kr/qr)

( ) 4-1 5

QR

, QR  
 1 (1998.8 1999.7) POS EDI 가 , 2  
 (1999.8 2000.7) . 3

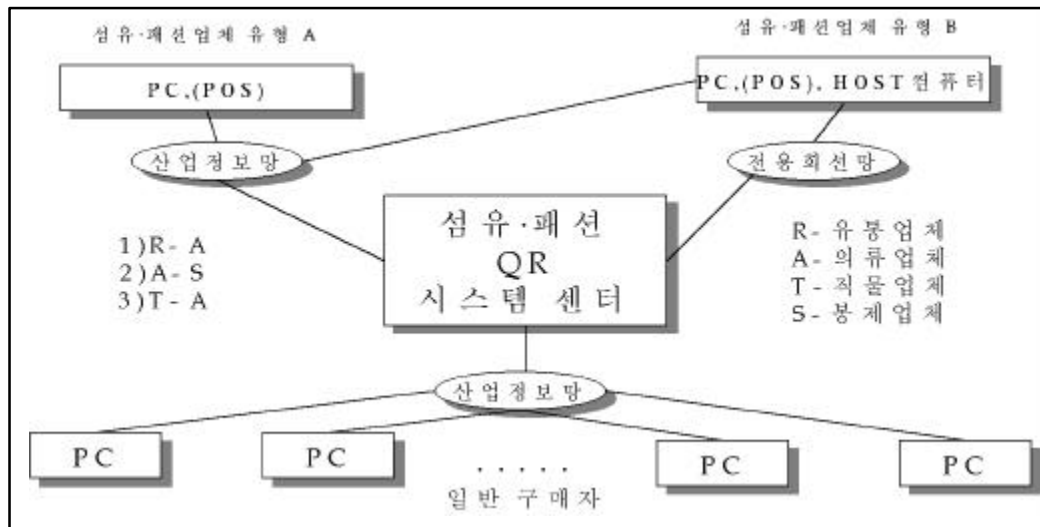
5 가

SCM

QR . 4-1  
 가 QR QR

가

4-1 QR



) , [www.kofoti.or.kr/qr](http://www.kofoti.or.kr/qr)

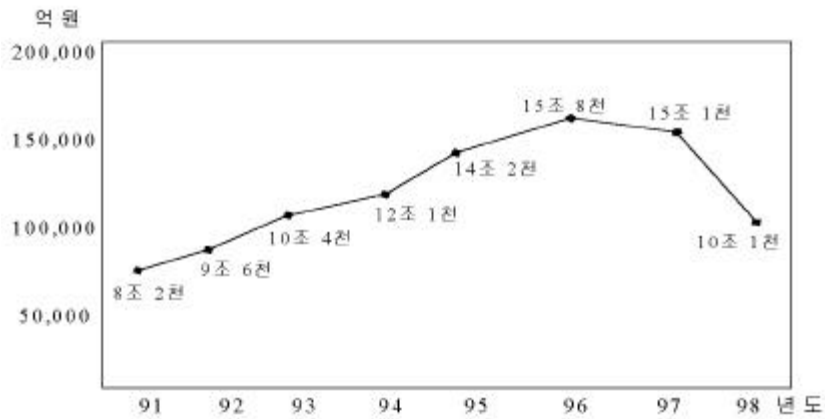
3.

(1)



가 . 가  
가 .

4-2



“ , 『Distribution Journal』 , 1999.3, pp36-39  
( 가 가 )

1997 IMF 가 .  
가 ,

. 4-2 91 .  
IMF 가  
. 99 ,  
가 가 가 ,  
가 90).

IMF 가가

, QR/SCM

90) , " '98 '99 " , 『Distribution Journal』 , 1999.1  
pp. 28-31

SCM

가 , 가 가 91).

4-2 QR

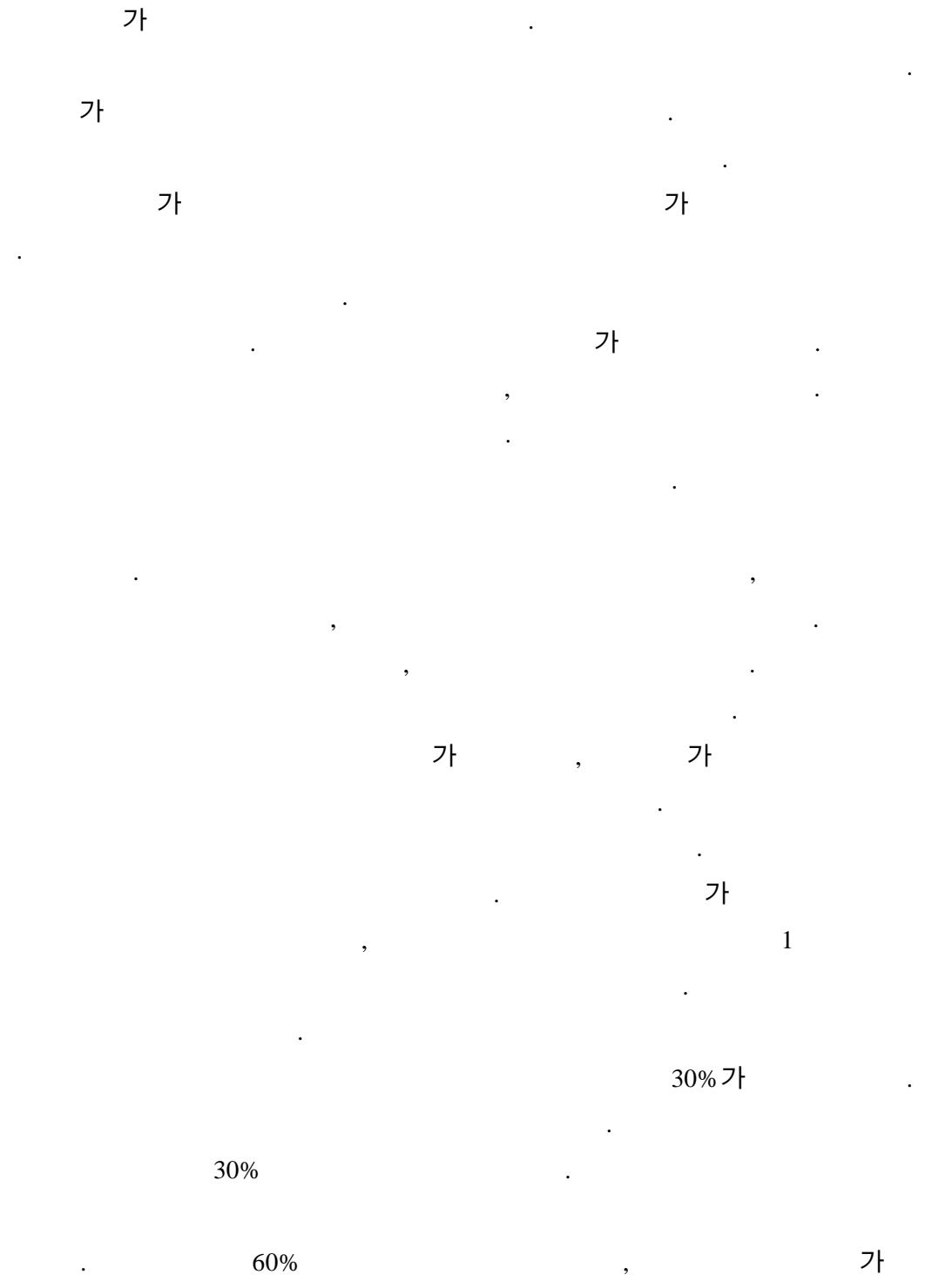
	-	QR
	-	
	-	bar-code
	-	
	- EDI	- POS tag EDI

가 QR 92) ,  
가  
4-2 QR

4.

2

91) , 『97  
92) “ ”, 『 , 1997, pp. 11-16  
』 , 1998.2, pp. 40-42



가 . 가  
QR ,  
66 . 가 11  
( 17% ) , 55 (83%) .

가  
가  
가 .

## 2 QR/SCM

### 1. QR/SCM

(1)

19

, 20

가  
, 가 1970

가

1984

40%

가

가

Buy America 93)

가 .

, 가 가  
가

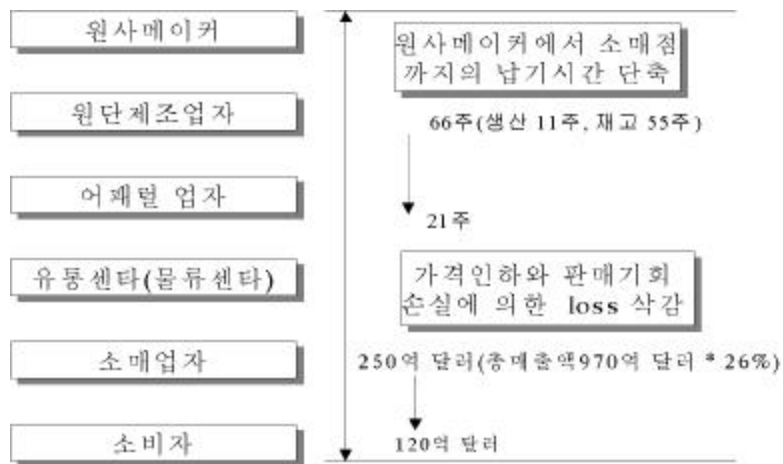
1981 MIT

, 가

가 가  
가

가

4-3 QR (1985)



) , “

QR EDI”, *Distribution Journal*, 1997.2, p. 31

93) 가

, , (QR)  
 1985 QR  
 QR 250  
 , ,  
 1/3 , 1/2  
 ,94) 4-3 4-3  
 . ( )  
 ( 160 ) 1985 QR . 1986  
 VICS (Voluntary Interindustry Communications Standars)  
 ,  
 QR .

4-3 QR ( : \$)

	3	20	50	73
	-	2	17	19
	5	13	15	33
	8	35	32	125

) , 『 QR가 』 , 1998.12, p. 11 .

(2) QR (1985- 1995)


가. QR

, , ,  
 94) , 『 SCM 』 , GPS , 21  
 , 1998, p. 124



. VICS QR ,  
QR 96).  
, UPC(universal product code)  
. UPC 1986  
가 가 UPC UPC  
가 .  
4-4 UPC . 97 4 2  
4 가 , 1 2 가  
. 34%, 21%,  
15%, 7% . UPC  
, ,  
. 가

4-4 UPC

<p>49 12345 67899 7</p> <p>국가 생산자 제품 Chech digit</p>		<p>검색시 정보데이터베이스</p> <ul style="list-style-type: none"> <li>- 제품의 명칭</li> <li>- 컬러/컬러코드번호</li> <li>- 사이즈/사이즈코드번호</li> <li>- 생산자명/ 제품번호</li> <li>- 희망소매가격</li> </ul>
--	---	--

) , 『97 』 , 1998.12, p.45

SCM(shipping container marking)<sup>97)</sup>

96) (1997), “ QR EDI”, Distribution Journal, 1997.2 pp.30- 35; (1997), “ QR ”, Distribution Journal, 1997.3 pp. 100- 105

97) SCM(Shipping Container Marking): SCM (Code128)

. SCM ASN( )98)

가

EDI

EDI

34

가

· POS

EDI

. QR

QR

99).

KSA

100)

85

가

가

350

가

가

가,

QR

가 130

10

QR

11 6

98) ASN(Advanced Shipping Notice)

99) , QR가 , pp. 21-29

100) KSA가 96 10 QR

. VICS

75 ,

2,600

가, 1, 29% 가(19  
 ), 60% , (30% ), (40%),  
 ( 30%, 40% 가), ,  
 , 가 .

4-4

QR

, ,  
 가 가 가

가

가

4-4 QR

	가			

QR

가

. QR

가

. QR/SCM  
 QR/SCM  
 QR/SCM  
 , 130  
 , QR/SCM  
 QR/SCM 3  
 1  
 (UPC) EDI QR  
 UPC , SCM , EDI  
 . QR  
 , 1996 70%  
 EDI 55%  
 2 BPR(business process  
 re-engineering)  
 ASN( ) EDI  
 가 , EDI 가  
 35%  
 3 가  
 가 , , 가  
 3 10%  
 QR/SCM 가  
 130 1 50 , 2

50 , 3 30 .  
 10 1 80 , 2 140  
 , 3 320 가 3 가  
 가 가  
 . 4-5 .

4-5 QR/SCM

1	(UPC, SCM) , EDI	50	80
2	BPR, , EDI	50	140
3	, BPR	30	320

AAMA 3 QR/SCM 3

QR/SCM

, Proactive, Active, Reactive .  
 (Proactive) 1,2 3 ,  
 가 .  
 (33%) 60%

(Active) QR/SCM EDI  
 가 40 50% .  
 가 가  
 QR/SCM

가 .  
 (Reactive) ,

EDI , QR/SCM  
가 .

가가 .

(3) SCM

가.

QR

VICS AIM(American Identification Manufacturers)

가 .

. DAMA(Demand Activated Manufacturing Architecture)

5

SCM

가

가 DAMA(

)

QR

, AMTEX (American

Textile Partnership:

)

, ,

30

가

1993

, ,

ITC(Integrated Textile

Complex :

)

가 .

DAMA

TC<sup>2</sup>(Textile/Clothing Technology

Corp)

,



가  
QR

, Product out Market in  
,

1994 QR

(2) QR

가. QR

QR QR  
가  
QR QR

가 QR QR  
가 QR  
QR 94 가 QR  
QR ( IQ  
SCM )

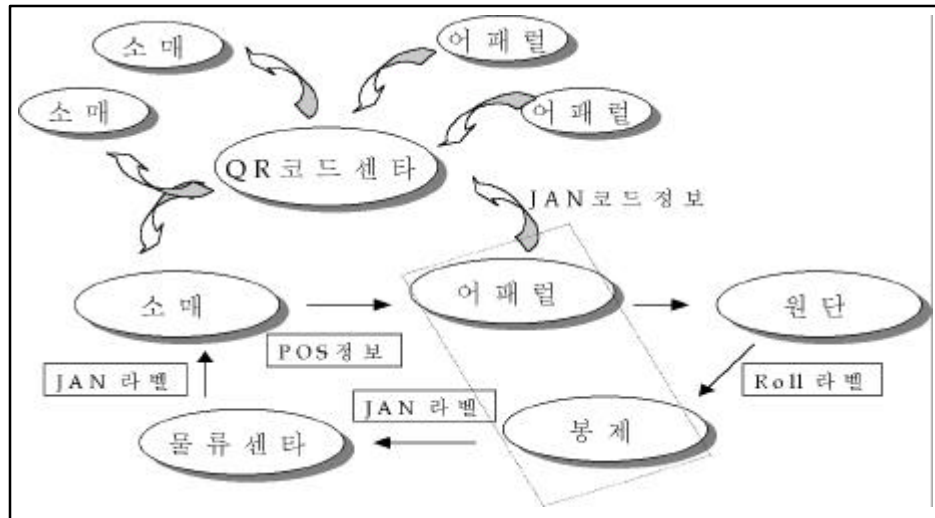
QR QR  
1998 10 QR  
EDI 가 60.4% (JAN )

159 101). QR  
 QR , lot ,  
 가 .

. QR

QR

4-5 QR



) , 『QR '97 』 , 1998.12, p. 50

가 「 」  
 . EDI , JAN , QR  
 . SCM/ASN Roll ID<sup>102)</sup> . JAN

101) , 『QR '98 』 p. 65

102) Roll , EDI



(3) QR/SCM

가. QR 가

가

QR POS 가

가 1998

9% , 46%

가 QR/SCM

BPR

· 3

· QRAI(Quick Response Architecture Initiative)

가

가

가

가 BPR QRAI

· QRAI

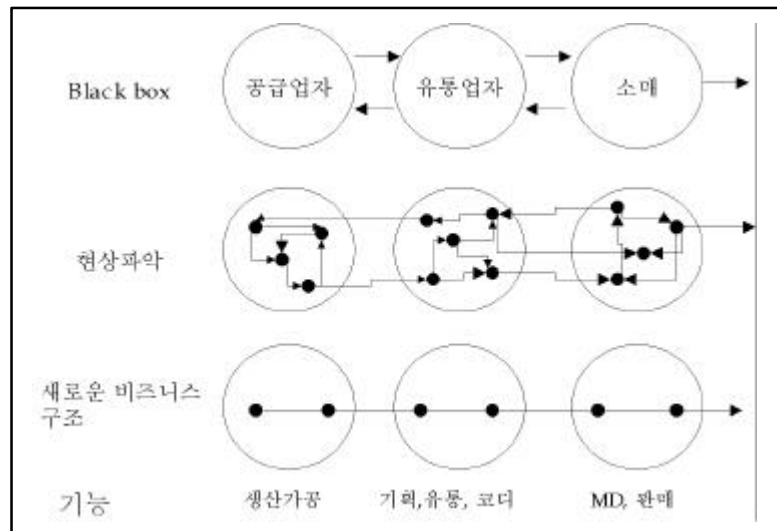
· : , 가 ,

EDI

tag,

3

#### 4-6 QRAI



) , 『QR'98

』, 1999.3, p. 47

4-6 QRAI

1999 7 가

SCM  
SCM

①

社

가

가

가

가

가

②

社

SCM

가

, SCM

EDI

가

가 가

③

SCM

가

가

④ SCM

社

60 70%

EDI QR 가

, 'T.A

EDI

' 가

가

가

3 QR/SCM

1. ( )

(1)

1954 , 1970

가  
 2 , 1  
 , , , ,  
 , ( ), ( )  
 가가 가  
 269,700 spindles worsted( ) 22,000 spindles , 1998  
 1,907 , 3,000 403 . 70%

(2) QR/SCM

, 가  
 ,  
 QR 가 QR  
 가  
 가 , 가  
 QR  
 1992 가  
 가 ,  
 가 1  
 가  
 가  
 ,  
 가

( )

가

50%

가

가

가

15~20

10 가

(3) SCM

, SCM

가

가

가

가

가

35%

가 가

가

(setup time)

가

가

6,000kg

T - shirt

12,000

가

92

10

가

4-6

SCM

	-	
	-	( )
	가	-
	-	
	-	( )
	-	(1 )
	-	

SCM

가

4- 6

가

(가 90%) 가 .

2. ( , )

(1)

1954 9 , 1981 1990 ,  
1992 , , , 95  
 , 가  
 ,  
1998 2,648 , 가 9,721 , 810

(2)QR/SCM

lead time  
( )가  
lead time . ,  
QR  
1998 .  
 ,  
 ,  
IMF , .  
 ,  
가 ,  
QR  
QR

WTO

(3)QR/SCM

가. QR

QR

30 lead time 가

lead time

100 75

. 98 QR 30

가 가

20,000

가

가 가

24

103)

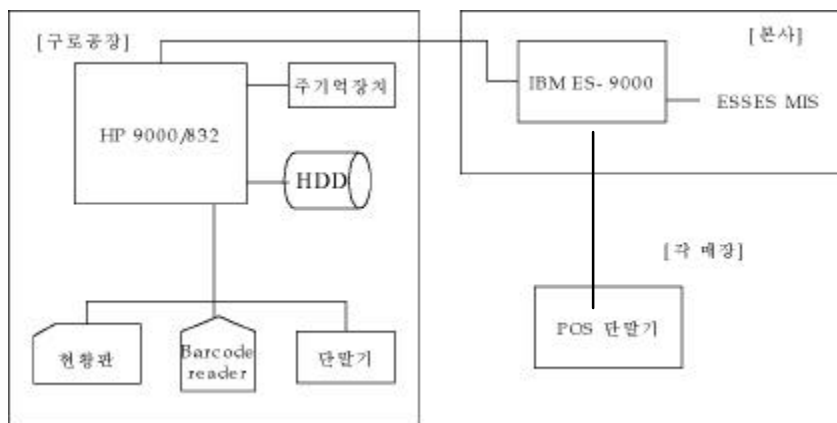
BELL

103) JIT

Pull system

QR  
 , QR  
 가  
 QR 5%  
 100%  
 가  
 1988 1 UNIX  
 4-7 FMIS  
 , FMIS  
 , QRS

4-7 FMIS



. FMIS

IBM RS6000

HP9000/832 HOST POS HOST  
 HOST

HOST 가  
 가 , HOST가  
 가 .

QR  
 QR 가  
 MAIN QR

MAIN 가 , QR

4-7 MAIN

		/	가 /
	convention	7	1
		5 8	11 2
		9 2	3 8
	convention	10	4
		8 11	2 5
		11 4	5 10

4-7 . QR

3

QR 가

가 , 가

(repeat 1, repeat2, spot) . 4-8

가

1 3 7%  
 QR Repeat 1 ,  
 가 12 17  
 가 . Repeat 2  
 ( )  
 13 47  
 QR Spot  
 , Spot 13 47  
 가 QR

4-8 - QR

	QR		
Repeat 1	, QR	convention , QR	25 30 QR
Repeat 2	/ , QR	convention , QR	51 70
Spot	QR 가 QR	spot QR	25 30 QR

QR 가,  
 가 .

(4)SCM

가.

4-9 SCM 10가

( )

가 . 가

가

가

4-9 SCM

		가	
		blanket	
		order	
	TFT		
		ASN	
		가	
		-	-
	-		
	-		
	-	(2	(1
	-	)	)
	-		

( )

가

blanket order<sup>104)</sup>가

가

가 가

가

5

SAP R/3

가

가

가

가

( ) 가

가

가

IMF

104)

가



3. ( )

(1)

1972 12 1983  
가 , ,  
 , ,  
 , ,  
 3 150 200  
300 . 98 200  
520,000 가 1/3 가

(2) QR/SCM

가 가 가  
 , ,  
 , ,  
가 , 가 . 가 4-8  
가  
 , 가

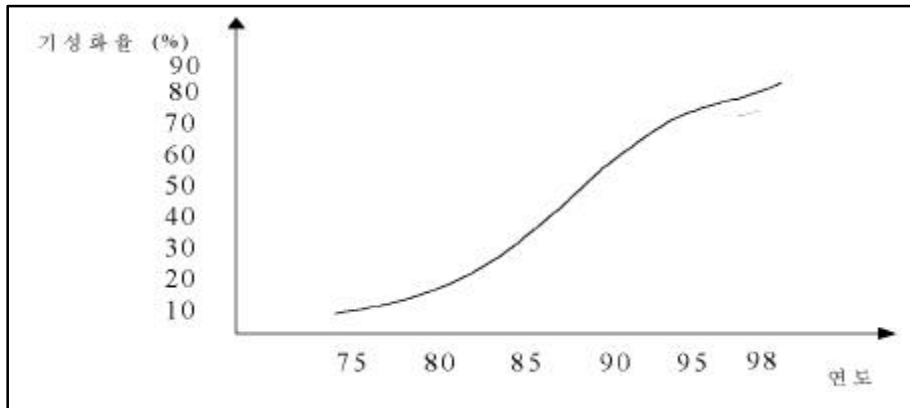
가  
가

(system order: )  
(easy order) 30

가

MTM(measure to measure)

4-8



) Boston Manor p. 3

QR

2 3  
70 80%  
가 가  
가

. IMF  
가

가

order) , 1994 QR benchmarking . 1991 (easy

CAD  
CAD

(3) QR/SCM

가.

. system order

1:1

가

1994

) 가 CAD CAM  
 CAD CAM  
 CAD, CAM  
 flow shop 가  
 ( ) 가  
 가 , 가  
 1:1 5 6  
 7  
 ,  
 ,  
 가 ,  
 10% 100%  
 가

가 . item 가  
가 item 가  
. 가  
. ,  
가 .  
(seasonality) . 4 10  
가 가 .  
가 .  
99% .  
(60size \* 15color \* ) ,  
(200color \* size  
\* \* ),  
가 .  
가가 . 가  
가 .  
. QR  
가 가 . 가  
가 ,  
. 10%  
3 5% . QRB  
(quick response balance)

가 lot 10  
1 lot 1500( ) 5 400 500, 100  
lot 가  
가 가

(4)SCM

가.

QR

SCM

가

EDI

가

가

가 가 가

가 가

agent

가

( )

가

가 가

POS

가

가

4-10

SCM

			( )
		가	가
	-	-	
			,
	-	.	POS
	가	-	-
	-		
	-	(1 )	
	-		

가

가

가

4-10

SCM

SCM

가

4. ( )

(1)

, 1973 9

가 60%, 30%, 10%

10

가 230

1979

, 1981

Arnold Palmer,

ADDENDA, Avec Le Temps, MIC MAC, NORMA KAMALI,

AD

CARTE BLANCHE, AQUASCUTUM

1998

50 ,

563

170

가 700

,

, 가

(2) QR/SCM

가

가

가

가

가

가

가 가 가 가 가

가 . 가

가 . 가

(3) QR/SCM

QR

QR

issue .

1 .

가

6

가

가 . ,

가

QR

POS system .





가

4-11

SCM

			( )
		가	
		-	-
	-		-
			POS
		가	-
	-		
	-		
	-	1	1
	-		

가

1000

가

QR

가

가

가

1/5

200

가

가

SCM

가

가

가

SCM

가

가

가

, POS

가

POS

가

가 가

가

5. LG ( , )

(1)

LG 1974 LG 가  
 . 1995 LG  
 . 22 LG  
 , , , , ,  
 17 700 .  
 20 ,  
 . 1998  
 1 .

(2) QR/SCM

LG 1990 ‘ , ‘ POS  
 , .  
 가 가  
 가 가  
 .  
 .  
 가 ,  
 가 .  
 LG LG-EDS .  
 , .

POS가

LG

POS

LG

(3) QR/SCM

가. POS

LG	POS	LG-EDS	HOST	IBM-3090
	POS			PC

POS

1994

1995

(

)

95

96 ,

99

①

가

, 가

, E-mail, POS

POS

가

②

가 가

③

(

가 가

④

가 . , , .

⑤ : DM . , , .

⑥ : 가 .

⑦ : , .

⑧ E-MAIL : , , , .  
 POS , .

⑨ : POS , 가 .  
 POS .  
 POS . 가  
 POS LG  
 , , ,  
 가 . / /  
 가 가 . POS  
 가 15-20  
 가 POS  
 . 가 가  
 가 . , .

90

40-50%

LG

POS

QR

, QR

. QR

가

3가

( 50%)

가

① Repeat: 가

Repeat

② :

가

가

가

③ spot :

가

LG

가

QR

QR

QR

(4)SCM

가.

LG

, 가

163

.

, LG

1:1

가

가

가

50% 가

가

,

,



LG

가 30%

LG

가

4-12

SCM

10가

4-12 LG

SCM

	( )		( )
		가	
	-	-	
	QR		
	POS		
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	-		

6. ( , )

(1)

1973 9 ( ) 1980 , 1984  
5  
, 1995 가 1990 가  
1998 4,890 , 1,268  
13  
, I.N.V.U., , 5  
(2) QR/SCM  
QR QR 가  
1993  
3D 가  
가  
15 20 1 2 가 가  
가

가

가

가

1992

1993

QR

94 3 96 11

가

3

가

BPR

bottom-up

가

가

(3) QR/SCM

99 3

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. 7 9 1 5  
, 120 80 .  
11 . .  
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, 1 1 20 .  
가.  
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가

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80% .

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, 3 (tag)

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가 . 가

1 2 3 1 7 가 가

가 가

가 .

가 가 10%

가 , , 가 4

3 50

가 .

(4) SCM

가.



4-13 SCM

		가	-
	BPR	-	tag
	TFT	‘ , ’	-
			’ tag
			-
	-	-	-
	-		
	-		-
	-	(2	1
	-	)	
	-		

가

가

가

가

(

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가

4- 13

SCM

10가

3 4  
 (cross-case analysis)  
 가 2  
 SCM , SCM  
 SCM  
 SCM

1

, SCM  
 , SCM  
 , SCM

5-1

		98				
		1,907	1,763	1954	403	
		9,712	2,648	1954	810	
		200	300	1972	15	
		700	563	1973	50	
LG ( )		187,583	3,381	1974	1466	
		4,890	1,268	1973	287	

(LG LG )

가 5-1  
, LG ,  
.

### 1. QR/SCM

QR 가  
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QR , 2~3 QR  
. QR  
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QR 가  
QR  
가 QR QR  
가 가 QR QR  
가 가 QR QR  
가 가 QR  
가 가  
QR 가 가  
QR 가 가  
가 가  
QR 5-2 QR

5-2 QR

	QR	QR			
	-	-	-	-	-
	1998	,		( )	가
	1994	,		( )	가
	1999	,		( )	가
LG	1994	,		( )	가
( )	1993	,	( : )	( )	가

2. QR

lot

가

가

QR

QR ( ) 가 , ( )  
 ) .  
 1:1 .

5-3 QR

		QR	QR	QR	QR
					(25%)
	,	,	,		(5%)
					(10%)
					( 50%)
LG	,			QR	( 50%)
					-

QR/SCM

. QR 가 . 가  
 , ,  
 가 . 5-3 . QR  
 ,  
 QR . ,

QR

### 3. SCM

가

가

(1)

가

가

가

가

가

(2)

가

가

BPR

(3)

가

가

(4)

SCM  
가

가

가

가

가

가

가

(5)

가

가

가

EDI

가

LG

가

가

가

POS

(6)

가

(7)

가

가

가 . 가  
가 , 가  
가

(8)

가 .  
가 .  
가 . POLO ANOLD  
PARMER 가  
가 .  
가 ,

(9)

( )

, ,

blanket order .

가 가 .

5-4

SCM

		가
	-	BPR
	-	( )
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	:	- :
	:	- : Tag
	:	.
	가	:
	( 가 )	
	-	
	-	가 ,
	-	(1 )
	-	2
	-	

(10)

가

가

가

가 가

5-4

2 가

1.

가

QR

가

가

EDI

QR

QR

QR

QR

15

가

가

QR

QR

QR

QR 가 가  
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 가  
 QR  
 QR , QR  
 QR 가  
 QR  
 가 가  
 , QR  
 QR

2. QR/SCM

QR/SCM SCM  
 QR , BPR  
 10% QR/SCM  
 가 , QR

· QRAI가  
가

QR

QR

· IMF

· 가

3

QR/SCM

1.

QR/SCM

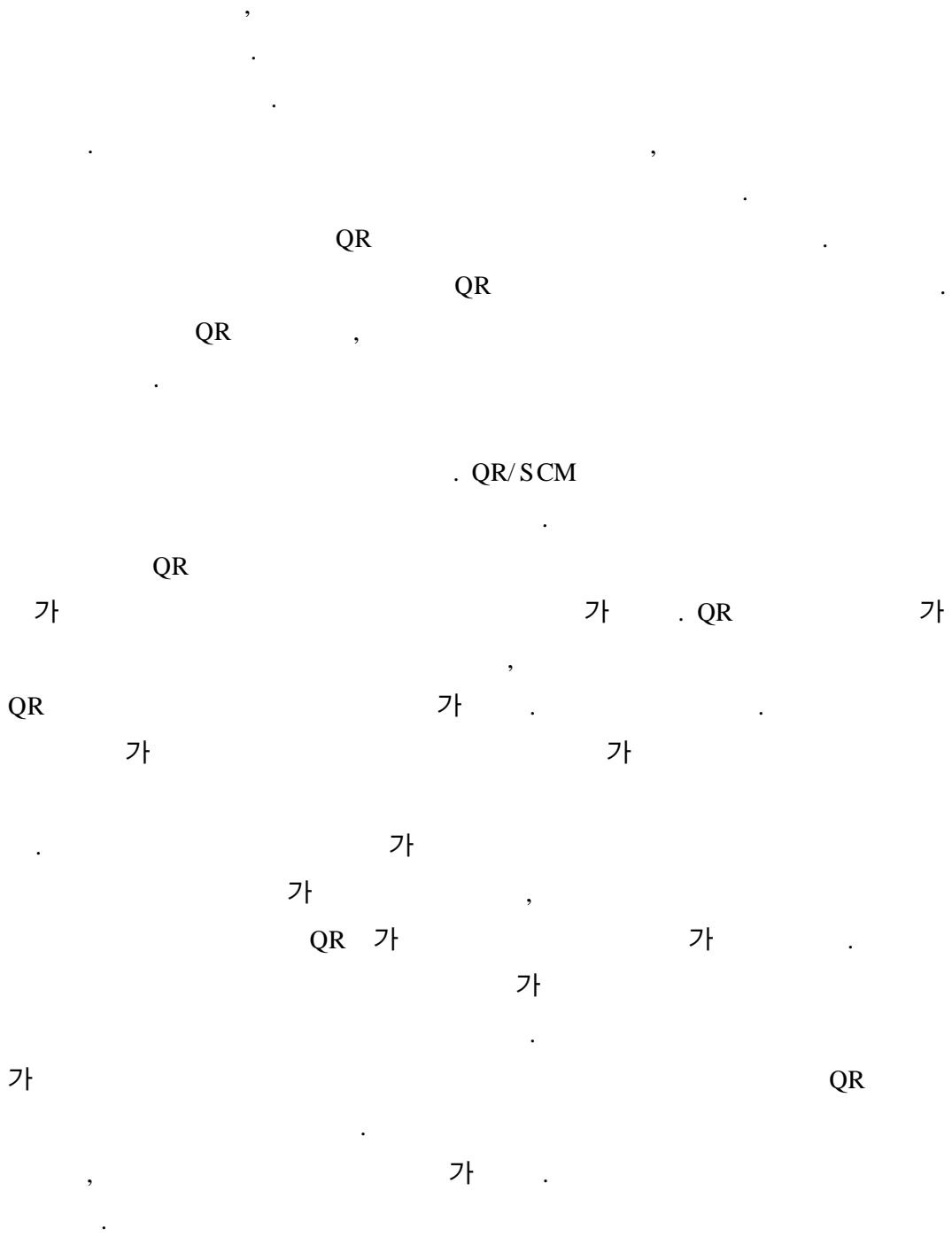
, QR/SCM

· QR/SCM

가

· 가

· QR





가 , QR .

QR . QR

QR 가

가

QR/SCM .

가

가 , QR/SCM .

가

가

가

가

QR , QR . QR

SCM .

가

LG

가

가

가

가

가

가

90%가

가

가

QR/SCM

QR/SCM

가



QR/SCM

가

## 2. SCM

가 QR/SCM

가

가

SCM

QR/SCM

QR

QR/SCM

가

QR/SCM

SCM

SCM





QR/SCM , SCM  
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SCM 1  
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QR/SCM  
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가      가      가  
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QR/SCM  
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가      가  
가      가  
가      가

가

가

2

, SCM

가

10가

가

가

가

가

가

가

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가



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SCM

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QR/SCM

QR/SCM

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1999 10

## QR/SCM

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**QR/SCM**

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49.( ) QR/SCM  
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