

学校编码: 10384

分类号\_\_\_\_\_密级\_\_\_\_\_

学号: X2010156243

UDC\_\_\_\_\_

厦门大学

硕士学位论文

合生元集团奶粉业务的发展战略研究

Development Strategy Research of Biostime IMF Business

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论文提交日期: 2015年10月

论文答辩日期: 2015年月

学位授予日期: 2015年月

答辩委员会主席:

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2015年10月

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## 摘要

合生元公司成立于 2012 年，以益生菌业务起家，2008 年进入婴幼儿配方奶粉市场，在短短 5 年时间成功进入婴幼儿配方奶粉市场前五大品牌，成为中国婴幼儿配方奶粉市场备受瞩目的公司，同时也是行业学习的典范。然而自 2014 年整体宏观经济增速放缓，零售消费水平下降，婴幼儿配方奶粉市场竞争更加激烈，合生元自 2014 年以来婴幼儿奶粉业务增速也逐渐放缓，在这种环境下，合生元集团采取何种经营战略在激烈的竞争中生存并进入中国婴幼儿配方奶粉领导品牌是至关重要的。

本文基于战略分析与管理的理论，运用 PEST 外部环境分析、波特五力模型、SWOT 分析、GSM 大战略矩阵等方法，研究了合生元集团婴幼儿奶粉业务目前所面临的机会与危机，优势与问题。同时，通过大战略矩阵模型结合合生元的发展现状，提出针对合生元奶粉业务未来的企业发展战略。并以此制定出详细的五年发展计划。最后，根据具体战略的规划，制定出详细地战略管理支撑计划，保障战略规划的实施，力求达成战略目标，以期对合生元集团婴幼儿配方奶粉业务和类似企业发展战略的研究提供思路和指导。

研究显示，从外部来看，计划生育政策放开带来市场需求增加、生活水平提升带来消费者消费意愿增强、消费人群的迭代（80 后到 80 后 90 后）带来不一样的竞争机会、国际奶源降价及欧元汇率下跌带来成本下降，同时更多竞争对手进入、现有竞争对手的并购整合、价格下行压力与国家政策的不确定性威胁本公司发展；从内部来看，现有强大的品牌影响力基础、母婴渠道的运作优势、完善的产品线、优质的产品品质、独特的会员体系以及优秀的团队，均是合生元集团未来发展的坚实基础；基于以上 SWOT 分析，针对合生元的现状，积极利用市场渗透、产品开发和市场开发的战略，在业务竞争层面采取品牌差异化的竞争战略，并通过多方面措施来保障战略目标的有效达成，为未来三年及五年的战略发展目标及计划。

**关键词：**战略管理；发展战略；竞争战略

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## Abstract

Biostime Company started by probiotics business in 2002 and entered Infant Formula Milk Powder (IMF) Market in 2008. Biostime won the fifth position in IMF market after five years, had become a high-profile and model company in IMF industry. However, since the overall macro-economic slowdown and the retail spending decline in 2014, the IMF market became more competitive. The sales growth of IMF business in Biostime Company also became slowdown in 2014. Under this circumstance, Biostime group takes which business strategy to survive in the fierce competition and runs into the leading brands group of IMF market is crucial.

Based on the strategic analysis and management theory, the research uses analytical methods such as PEST analysis, Porter's five forces model, SWOT model and GSM model to analysis the opportunities and threats as well as advantages and disadvantages of Biostime IMF Business. Combined GSM model and Biostime Status analysis, the article proposes development strategies of Biostime IMF Business in the future, and makes a five-year development plan. At the end of the research, based on the strategy plan, the article suggests a series of measures to ensure strategy actualization, to make sure achieve strategic objectives. I hope the research will provide ideas and guidance to the IMF business of Biostime and similar company development.

Research shows that from an external point of view, the Birth Control Policy release brings the market demand, the level of life improve bring consumer spending will increase, the new consumer groups (80 80 to 90) bring the new competitive opportunities, the international price of milk and the euro fell bring down the cost, while more competitors enter, existing competitors mergers and acquisitions, downward pressure on prices and national policy uncertainties are a threat to the company's development. from the internal point of view, the existing brand influence foundation, strong maternal channels, the advantage of product line, product quality, unique membership system and excellent team, is a solid foundation for future development of Biostime group; based on

the above SWOT analysis, market penetration, product development and the strategy of brand differentiation in the business competition , and through various measures to ensure the effective achievement of strategic objectives, will be the next three to five years of strategic development goals and plans.

**KeyWords:** Strategy Management; Development Strategy;  
Competitive Strategy;

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