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硕士学位论文

标创公司印刷标签的竞争战略研究

Competitive strategy of ID-INNO Company's
printing label

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摘要

摘要

标创电子科技（苏州）有限公司是一家刚成立不满两年的初创型公司。主营面向消费电子产品的印刷标签业务，以及配套的打印和自动贴标设备等产品。然而随着消费电子产品越来越同质化，行业的竞争日趋激烈，越来越多的公司诸如华为荣耀、小米、乐视等中国互联网品牌开始向消费者提供高配低价的产品，这使得行业的整体利润率下降，成本的控制要求越来越高，给整个产业链上相关公司的盈利带来了挑战。标创公司作为产业链上的一环，为了在威胁与机遇并存的市场竞争中求得发展，而避免落入价格战泥潭，公司尽快制定有效的竞争战略显得尤为重要。

本文依据竞争战略相关理论，通过运用PEST工具对标创所处的宏观环境进行分析，运用五力模型对标签印刷的行业环境进行分析，以及运用竞争对手分析框架对标创的主要竞争对手进行分析，得出标创公司的外部环境中存在的威胁和机会；通过对消费电子产品标签市场地图的分析，确立了标创目标细分市场为锂电池标签市场，并采取聚焦差异化战略；再构建标创的价值链，设计出一条不同于竞争对手的价值链，通过绘制价值曲线，把标创公司的新价值曲线和现有竞争对手进行对比，得出标创公司差异化战略是可以执行的；最后再落实所设计的价值链。

通过分析，本文将锂电池标签作为标创公司的目标细分市场；通过对行业的竞争态势和三家主要竞争对手的分析，结合公司自身定位，得出公司应该采取聚焦差异化战略；通过对内部价值链的设计，得出公司以研发和供应链特殊资源为竞争优势，以绕过代工厂向终端客户提供销售解决方案为途径，从而达到降低成本以及提供差异化产品和服务来为客户创造价值；通过落实组建独立的锂电池标签销售开发团队、强化供应链体系、购买全自动丝印机和常规的业务外包等四点来完成价值链的锻造，以及通过“突出共鸣”的方式来传递公司的价值主张，从而保障战略实施。

本论文共包括六章，第一章，绪论；第二章，竞争战略理论综述，简述竞争战略相关理论；第三章，标创公司外部环境分析，主要分析宏观环境、行业环境、市场地图、竞争对手以及确立细分市场；第四章，标创公司竞争战略分析，主要分析锂电池标签市场价值要素、选择竞争战略和设计价值链；第五章，标创公司竞争战略实

施，主要是完成价值链的锻造和价值主张传递；第六章，研究结论与展望。

关键词：竞争战略；聚焦战略；差异化；价值链设计；印刷标签

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厦门大学博硕士论文摘要库

Abstract

Abstract

ID-INNO Electronic Technology (Suzhou) Co., Ltd is a start-up company who has just set up less than two years. So far, company mainly produces printed label of customer electronic products, as well as related supporting products including printers and automatic labeling machines. However, as the joining of more and more domestic internet brands like Huawei Honor, Mi, Letv, etc. who gained large share of market via providing customers products with high configuration but low price, the whole profit margins of this industry become decreasing because of homogenization and fierce price war and the higher cost control is required accordingly. Meanwhile, it brings challenges of profit for all companies in whole industry supply chain. During this complicated situation with co-exist of challenges and opportunities, it's important for ID-INNO to generate an effective competitive strategy as soon as possible for further development, in case to swamp a quagmire of price war.

According to some theories of competitive strategy, it understood about the threats and opportunities under external environment of ID-INNO through the analysis of macro- environment under company by PEST method, through the analysis of industry environment on label printing by The-Five Force Model, through the analysis of major competitors by Competitor Analysis Frame; It established that the targeted market segment of ID-INNO is labels on lithium battery industry and adopt focus differentiation strategy, through the analysis of market map of consumer devices' labels; Make a special value chain for ID-INNO which is different with other competitors; Compare the new Value Curve of ID-INNO with current market competitors through drawing new Chain Curve, It comes to a conclusion that ID-INNO can implement this differentiation strategy. Finally, the value chain will be practicable.

Through analysis, this article will take lithium battery labels as targeted market segment for ID-INNO. The company should take the focus differentiation strategy through the analysis of industry's competitive situation as well as three major competitors, and also combined with company's own positioning. It concluded that company should take R&D and supply chain special resources as competitive advantage, to get around the factory to end customer sales solutions as a way to reduce costs and provide differentiated products and services to create value for customers through the design of internal value chain. We will build an independent develop sales team for lithium battery labels, strengthen supply chain system, input automatic screen printing equipment and conventional outsourcing. Through these four points to finish forging of the value chain, and trough "resonating focus" to deliver value proposition, so as to ensure the strategy implementation.

The article contains six chapters. The first chapter is the introduction; The second chapter is the theory summary of competitive strategy, which briefly describe the related theories of competitive strategy; The third chapter is the external environment analysis of ID-INNO, mainly analyzes the macro environment, the industry environment, the market map, the competitors and the market segments; The fourth chapter is the analysis of the competitive strategy of ID-INNO, including the value factors of lion battery label market , the choice of the competition strategy and the design value chain; The fifth chapter is the implementation of the competition strategy of IND-INNO, which mainly completed the forging of the value chain and delivery of value proposition ; The sixth chapter is the conclusion and prospect.

Keywords: Competitive strategy; Focus strategy; Differentiation; Value chain design; Printing label

Keywords:

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