

学校编码: 10384

学 号: 17920101150764



分类号 _____ 密级 _____

UDC _____

廈門大學

硕 士 学 位 论 文

粉丝驱动的直销模式研究
--以小米公司为例

Research of Fans Driving Direct Sales Business Model

-- Take Xiaomi Company as Example

李 锋

指导教师姓名: 陈 闯 副教授

专 业 名 称: 工商管理 (MBA)

论文提交日期: 2014 年 04 月

论文答辩时间: 2014 年 05 月

学位授予日期: 2014 年 月

答辩委员会主席: _____

评 阅 人: _____

2014 年 5 月

厦门大学学位论文原创性声明

本人呈交的学位论文是本人在导师指导下,独立完成的研究成果。本人在论文写作中参考其他个人或集体已经发表的研究成果,均在文中以适当方式明确标明,并符合法律规范和《厦门大学研究生学术活动规范(试行)》。

另外,该学位论文为()课题(组)的研究成果,获得()课题(组)经费或实验室的资助,在()实验室完成。(请在以上括号内填写课题或课题组负责人或实验室名称,未有此项声明内容的,可以不作特别声明。)

声明人(签名):

年 月 日

厦门大学学位论文著作权使用声明

本人同意厦门大学根据《中华人民共和国学位条例暂行实施办法》等规定保留和使用此学位论文，并向主管部门或其指定机构送交学位论文（包括纸质版和电子版），允许学位论文进入厦门大学图书馆及其数据库被查阅、借阅。本人同意厦门大学将学位论文加入全国博士、硕士学位论文共建单位数据库进行检索，将学位论文的标题和摘要汇编出版，采用影印、缩印或者其它方式合理复制学位论文。

本学位论文属于：

1. 经厦门大学保密委员会审查核定的保密学位论文，
于 年 月 日解密，解密后适用上述授权。

2. 不保密，适用上述授权。

（请在以上相应括号内打“√”或填上相应内容。保密学位论文应是已经厦门大学保密委员会审定过的学位论文，未经厦门大学保密委员会审定的学位论文均为公开学位论文。此声明栏不填写的，默认为公开学位论文，均适用上述授权。）

声明人（签名）：

年 月 日

中文摘要

随着 Apple 掀起的智能终端 (iPhone/iPad) 风潮, 掀起了移动互联网的大幕, 而随后而起的 Android, 更是给更多的厂商和创业者一个在移动互联网世界里赚第一桶金的平台, 直接促使了移动互联网时代的来临。在移动互联网时代, 电子商务的模式和盈利方式也悄然改变, 这也给那些勇于创新的公司一些新的机会。比如在 Apple Store 上成长起来的游戏软件公司 (愤怒的小鸟, 西瓜忍者), 依托 Android 操作系统而发力的三星, 曾经红极一时的 HTC 等手机制造商。而在过去的三年里, 国内市场上也开始涌现出各式各样的尝试依托这波移动互联网浪潮脱颖而出的创新型公司。无论它们的创新努力最终结果如何, 无疑都将给身处这个时代中的我们以思考和启迪。

本文将从 2010 年才创立, 并在三年内广为人知的一家新公司——小米科技公司以及它的小米手机造成的抢购热潮现象出发探讨一下为何小米采用直销模式可以成功切入红海一片的智能手机市场, 成功站稳并连续创造奇迹。以及小米采取的基于用户口碑的移动互联网时代独创的粉丝驱动模式的初步研究。为身处移动互联网时代的准备创业者以及尝试转型的企业提供可参考的商业模式战略思考及设计方法。

本文采用个案研究的方法。首先通过对手机及移动互联网行业的具体分析, 揭示小米手机所处的行业特征及发展趋势。通过 PEST 模型和波特的五力模型详细分析了小米手机所处的外部环境。通过对小米的铁人三项及用 SWOT 模型分析小米手机价值创造的粉丝经济以及其优劣势所在, 也就是企业内部竞争优势。最后结合企业内、外环境分析的结论, 提出了小米的商业模式是基于口碑的, 粉丝驱动的直销的电子商务模式, 并创新性地提出了粉丝驱动的具体作用模型: 漩涡模型。并在此基础上进一步分析了小米的创新之处。

关键词: 小米模式; 创新战略; 漩涡模型; 饥饿营销

Abstract

With Apple's iPhone and iPad become popular, it brings the blooming of the intelligent terminal products. Together with Android phones and other mobile devices. They opened the curtain of the mobile Internet. More and more companies and entrepreneurs entering the world of mobile Internet; make the first bucket of gold from this amazing platform. We can say that the mobile Internet era is coming. In the era of mobile Internet, electronic commerce mode and profit mode has changed, it also gives some new opportunities for those who dare to invest and intending to innovate. For example, the game software company (Angry Birds, Fruit Ninja), grew up in Apple Store. Samsung mobile also became lead company based on the the Android operating system running on their Galaxy series mobile device. In the past three years, the domestic market also brings up many new innovative companies who rely on this wave of mobile Internet. Regardless what are their final destinies, regardless successful or not of their innovation efforts. They still give those people who are in the same ear a lot of thinking and enlightenment.

This thesis will deep looking into a new company, who created in 2010, become widely known in China in the past three years. The company named Xiaomi Technology Company. Why Xiaomi using direct sales model can successfully cut a piece of cake out from the intelligent mobile phone market which are fully competed like the Red Sea? Can Xiaomi successfully established and continuously create miracles? And, we will study more on Xiaomi's successful secret: leveraging the fans power to drive for Xiaomi's business growing and build Xiaomi brand's reputation. The author hope can give some idea to those enterprenurs who are trying to changing their business model to comply with the new requirements of mobile internet. Give them some idea on how to strategic think about the business model revelation. And

provide them a role model company as a example.

This thesis adopts the method of case study. Firstly, through the analysis of the specific mobile Internet and mobile phone industry, industry characteristics and development trend of the Xiaomi Company. Use the PEST model and the Potter's five forces model to analyze Xiaomi's external environment. Include the macro environment and micro environment. Through the analysis of Xiaomi internal strength named "3 elements of the iron man", and using SWOT model to grasp the dynamic process of Xiaomi mobile phone value creation process and their advantages and disadvantages. Understand the company's competitive advantage. Finally, through these analyses, the author summarize out the business model of Xiaomi is: Rely on brand's reputation, leverage fans driving business operation, through B2C direct sales. And the author creatively figure out a role model of fans driven: vortex model. Futhurmore, author also analysis the innovation and the competitive strengths of this innovating business model.

Keywords: Xiaomi business model; innovation strategy; vortex model; hunger marketing

目 录

1. 绪论	1
1.1 研究背景.....	1
1.2 研究的内容和意义.....	3
1.3 研究的方法和创新点.....	4
1.4 本文的结构.....	6
2 相关理论综述	7
2.1 商业模式理论	7
2.1.1 商业模式概念及定义.....	7
2.1.2 商业模式的基础理论归纳.....	10
2.1.3 商业模式的几种常用观点.....	11
2.1.4 价值链分析法.....	12
2.2 电子商务理论	14
2.2.1 电子商务的含义.....	14
2.2.2 电子商务的类型及赢利模式概述.....	15
2.2.3 电子商务模式的分类.....	16
2.3 商务模式创新理论	18
2.3.1 成功的商业模式创新的特征.....	19
2.3.2 基于价值链理论商业模式创新模式.....	20
2.4 企业战略理论	23
2.4.1 企业战略管理的概念.....	23
2.4.2 蓝海战略.....	24
2.5 研究方法的相关理论	25
2.5.1 PEST 分析模型.....	25
2.5.2 波特竞争力模型分析（五力模型）.....	25
2.5.3 SWOT 分析模型.....	27

3 移动互联网、智能手机市场分析	29
3.1 移动互联网产业背景.....	29
3.2 安卓手机和苹果手机的竞争模式对比.....	30
3.3 国内智能手机市场分析.....	31
3.4 小米公司.....	34
3.4.1 小米公司创始团队.....	34
3.4.2 小米手机的业绩表现.....	35
4 小米公司的外部发展环境分析	39
4.1 宏观环境分析.....	39
4.1.1 政治法律环境.....	39
4.1.2 经济环境.....	40
4.1.3 社会文化环境.....	41
4.1.4 技术环境.....	41
4.2 手机产业分析.....	42
4.2.1 供应商议价能力.....	42
4.2.2 购买者.....	44
4.2.3 潜在进入者.....	46
4.2.4 替代竞争者.....	47
4.2.5 现有竞争者.....	47
5 小米公司的内部竞争优势分析	50
5.1 小米手机的铁人三项.....	50
5.1.1 硬件方面.....	50
5.1.2 软件方面.....	51
5.1.3 服务方面.....	53
5.2 小米手机竞争优势 SWOT 分析.....	54
6 小米模式	56
6.1 小米商业模式的组成.....	56
6.1.1 口碑.....	56

6.1.2 粉丝	56
6.1.3 直销	57
6.2 漩涡模型	59
6.2.1 漩涡效应	60
6.2.2 粉丝驱动	62
7 小米公司的创新分析	68
7.1 小米的创新概述	68
7.2 商业模式创新	68
7.3 小米手机价值链创新分析	69
7.4 小米盈利模式创新	70
7.5 营销模式创新	71
8 启示和总结	73
参考文献	76
致 谢	78

Table of Contents

1 Research overview	1
1.1 Research background	1
1.2 Research theme and significance	3
1.3 Research ideas and innovation view	4
1.4 Framework	6
2 Summary of the theory	7
2.1 The theory of business model	7
2.1.1 The business model concept and definition	7
2.1.2 Summarizing the theory of commercial pattern	10
2.1.3 Several ideas of business mode	11
2.1.4 Value chain analysis	12
2.2 The theory of electronic commerce	14
2.2.1 The definition of electronic commerce	14
2.2.2 Overview of type and profit mode of E-business	15
2.2.3 Classification mode of electronic commerce	16
2.3 Business model innovation theory	18
2.3.1 The characteristics of success innovate a business model	19
2.3.2 Business model innovation model based on value chain theory	20
2.4 Enterprise strategy theory	23
2.4.1 The concept of enterprise strategic management	23
2.4.2 Blue Ocean Strategy	24
2.5 The related theoretical research methods	25
2.5.1 The PEST analysis model	25
2.5.2 Analysis of the Potter competition model (Five forces model)	25
2.5.3 The SWOT analysis model	27

3 Analysis of mobile Internet, intelligent mobile phone market	29
3.1 The mobile Internet industry background	29
3.2 Android mobile phone and apple mobile phone competition pattern contrast	30
3.3 Analysis of the domestic mobile phone market	31
3.4 Xiaomi company	34
3.4.1 Xiaomi company founding team	34
3.4.2 The performance of Xiaomi Company	35
4 Analysis of the company's external development environment	39
4.1 The macro environment analysis	39
4.1.1 Political and legal environment	39
4.1.2 Economic environment	40
4.1.3 Social cultural environment	41
4.1.4 Technology environment	41
4.2 Mobile phone industry analysis	42
4.2.1 The bargaining power of suppliers	42
4.2.2 Buyers	44
4.2.3 Potential entrants	46
4.2.4 Replace competitors	47
4.2.5 Existing competitors	47
5 Analysis of internal competition advantage of Xiaomi company	50
5.1 Xiaomi mobile phone three competition power	50
5.1.1 Hardware	50
5.1.2 Software	51
5.1.3 Service	53
5.2 SWOT Analysis of the competitive advantage of Xiaomi mobile phone	54
6 Xiaomi Business Model	56
6.1 Business model composed of Xiaomi	56

Degree papers are in the "[Xiamen University Electronic Theses and Dissertations Database](#)". Full texts are available in the following ways:

1. If your library is a CALIS member libraries, please log on <http://etd.calis.edu.cn/> and submit requests online, or consult the interlibrary loan department in your library.
2. For users of non-CALIS member libraries, please mail to etd@xmu.edu.cn for delivery details.

厦门大学博硕士论文摘要库