

学校编码: 10384

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厦 门 大 学

硕 士 学 位 论 文

饭店商务模式创新研究

Research on the Innovation of Hotel Business Model

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论文提交日期: 2 0 0 7 年 4 月

论文答辩日期: 2 0 0 7 年 月

学位授予日期: 2 0 0 7 年 月

答辩委员会主席: _____

评 阅 人: _____

2007年4月

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内容摘要

我国本土饭店企业由于相似的商务模式过剩所导致的低层次的价格竞争仍在持续，创新成为饭店提升竞争力的必然选择。但是，迄今为止饭店领域的创新理论与方法较少。商务模式理论的出现为饭店业的创新提供了一个崭新的思路。本文通过对饭店经营环境以及企业价值系统的分析，在翁君奕提出的商务模式理论框架的基础上，从系统的视角解析饭店商务模式的构成要素，提出饭店商务模式的创新动因、时机与路径。

本文第一章主要阐述选题背景、研究方法、研究思路、技术路线与研究意义。第二章对国内外商务模式的研究成果进行文献梳理与评析，并得出企业创造价值、实现价值所必需的众多要素的有机组合的商务模式概念。第三章通过对饭店企业经营环境和企业价值系统的阐释，明确饭店的企业特性以及核心价值环节，从而推导出饭店商务模式的构成要素，并结合饭店典型商务模式的分析，作为饭店商务模式创新研究之前提基础。第四章具体探究了饭店商务模式创新问题，围绕饭店商务模式的创新动因、时机与路径进行分析，并提出饭店商务模式创新在实际运作中的阻碍。第五章以如家酒店连锁作个案分析，解构如家酒店连锁商务模式的构成要素，并分析其主要创新路径，阐释研究结果。

本文研究的突出点在于用交互界面重构饭店经营环境，并分析、探讨了客户界面与饭店内部环境的关系问题；重构饭店企业的价值系统，将其划分为价值创造系统与价值实现系统；在解构饭店商务模式构成要素的基础上，确定模式的核心要素，并从核心要素创新与边缘要素创新两条路径探讨饭店商务模式的创新方法。论文的不足在于缺乏对饭店商务模式要素之间关联的具体分析，没有探析要素结构创新路径。

关键词：饭店商务模式；创新；要素

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Abstract

As the low level price competition due to an excess of similar business models continues in our domestic hotel industry, it has become more and more evident that innovation is inevitable for the market players to enhance their enterprise competitiveness. However, there are very few innovation theories and methodologies in hotel industry today, until the emergence of Business Model Theory, which sparks a brand new way of thinking for innovation. Through the analysis of hotel operating environment and enterprise value system, this paper examines the elements of the hotel business model based on Weng Yunyi's Business Model Theory, and discusses the incentives, timing and means of hotel business model innovation from the system perspective.

The first chapter of this paper describes the research background, methodology and concepts, technical structure and research significance of this study. The second chapter reviews the domestic and foreign business model theories, and introduces the concept of the business model—the organic composition of various elements to create and achieve value. The third chapter proposes the elements of hotel business model based on the analysis of operating environment and enterprise value system. This chapter also performs an analysis of the typical hotel business model, which serves as a prerequisite basis for business model innovation. The fourth chapter takes a closer look at the innovation of the business model, including incentives, timing, and means, as well as issues in actual operation. The fifth chapter presents a case study of Home Inn to further illustrate hotel business model innovation. This chapter identifies and examines the major elements of Home Inn business model, and analyzes the main innovation paths.

This paper highlights the interface remodeling of the hotel operating environment, and the examination of the relation between customer interface and hotel internal environment. It also breaks down the hotel enterprise value system, and divides it into value-creating sub-system and value-achieving sub-system. The

paper also identifies the core elements based on an analysis of hotel business model elements. Lastly, this paper discusses the ways and means for innovation through both core elements and marginal elements. However, this thesis lacks further inquiry of the association between the elements of business model innovation, as well as the ways to innovate the elements structures.

Key Words: Hotel Business Model; Innovation; Element

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