

# Chapter 7

# The Competitive Strategies

## 企业竞争战略



# Chapter 7 The Competitive Strategies

## 企业竞争战略

### Objectives:

1. Understand the relationship among competitive strategy, customers and competitors
2. Master the basic competitive strategy of the management
3. Master the advantages, disadvantages and applicable conditions of each strategy

- 1、了解竞争战略与顾客和竞争对手的关系
- 2、掌握经营层的基本竞争战略
- 3、掌握每种战略的优缺点和适用条件



# 本章目录

一 Review 知识回顾

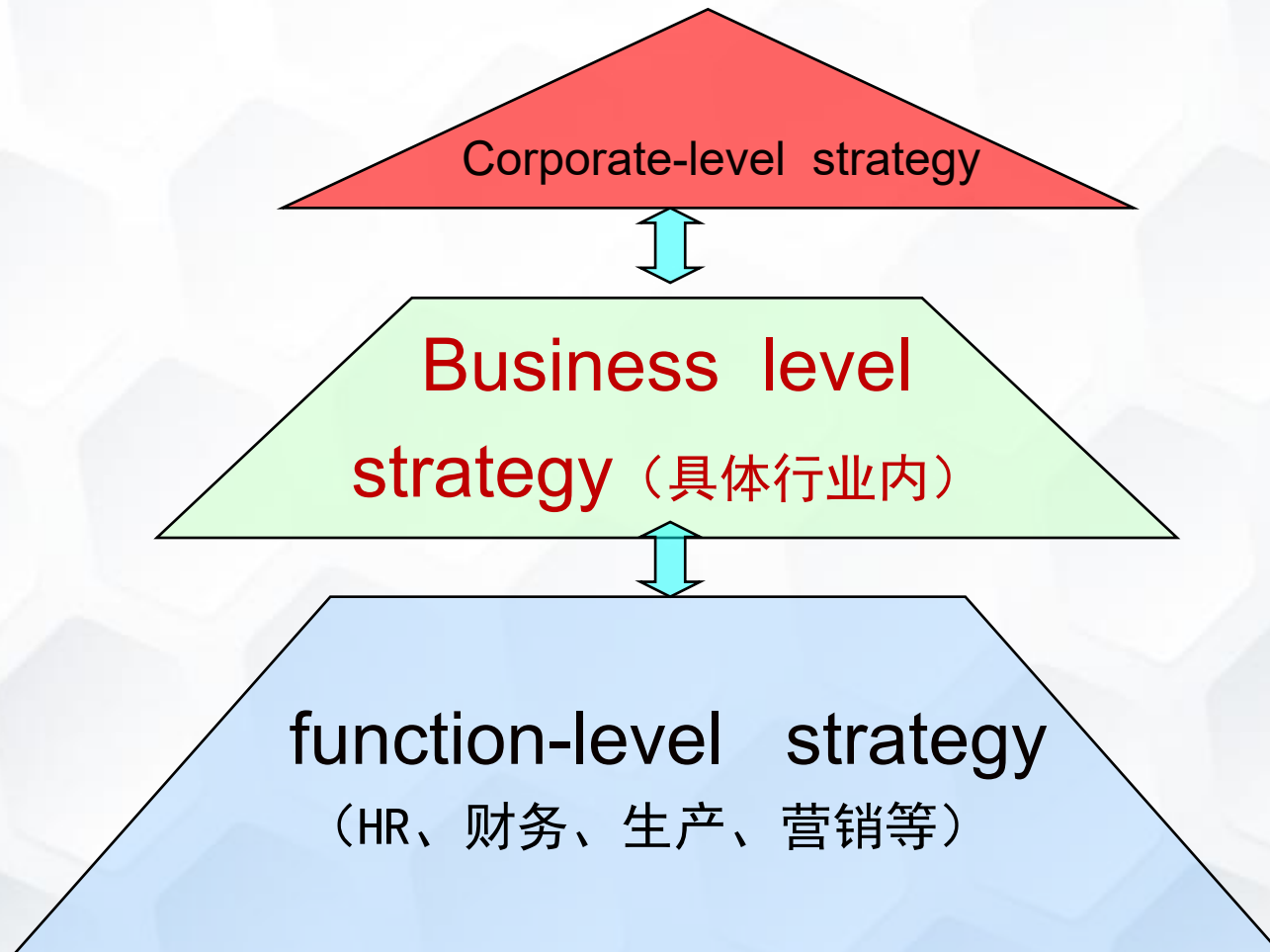
二 Related theory 相关理论

三 Generic Competitive Strategies

1 低成本、差异化、集中化

2 速度战略

# 一、Review: The level of strategic management

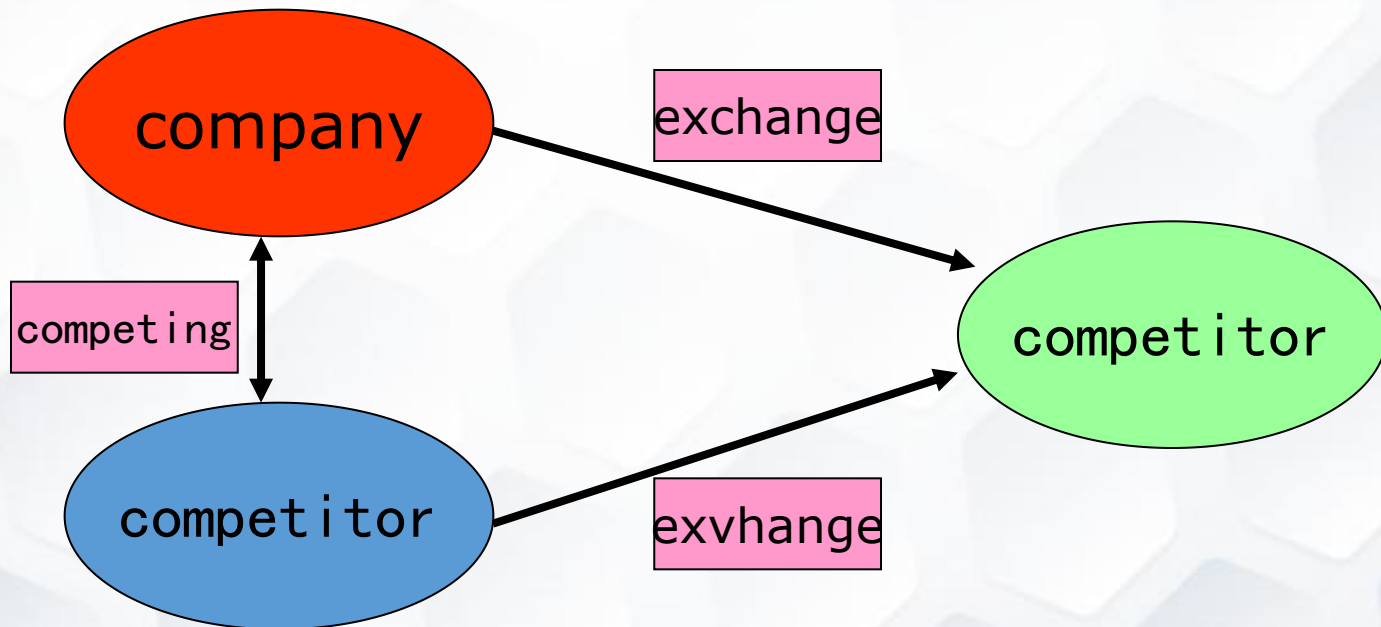


## 二、理论基础

(一) Relationships between businesses, competitors, and customers 企业、竞争者和顾客之间关系

The essence of competitive strategy is the competition to win customers and give customers' "happiness".

竞争战略的实质是赢得顾客、获取顾客“高兴”的竞争。





## 二、Basis of Theory 理论基础

### (二) Customer Delivered Value Theory

顾客让渡价值理论：

$$\text{Customer Delivered Value} = \text{Total Customer Value} \\ - \text{Total Customer Cost}$$

- 1、 Total customer value is a group of benefits that customers expect from a particular product or service, including product value, service value, personnel value and image value.

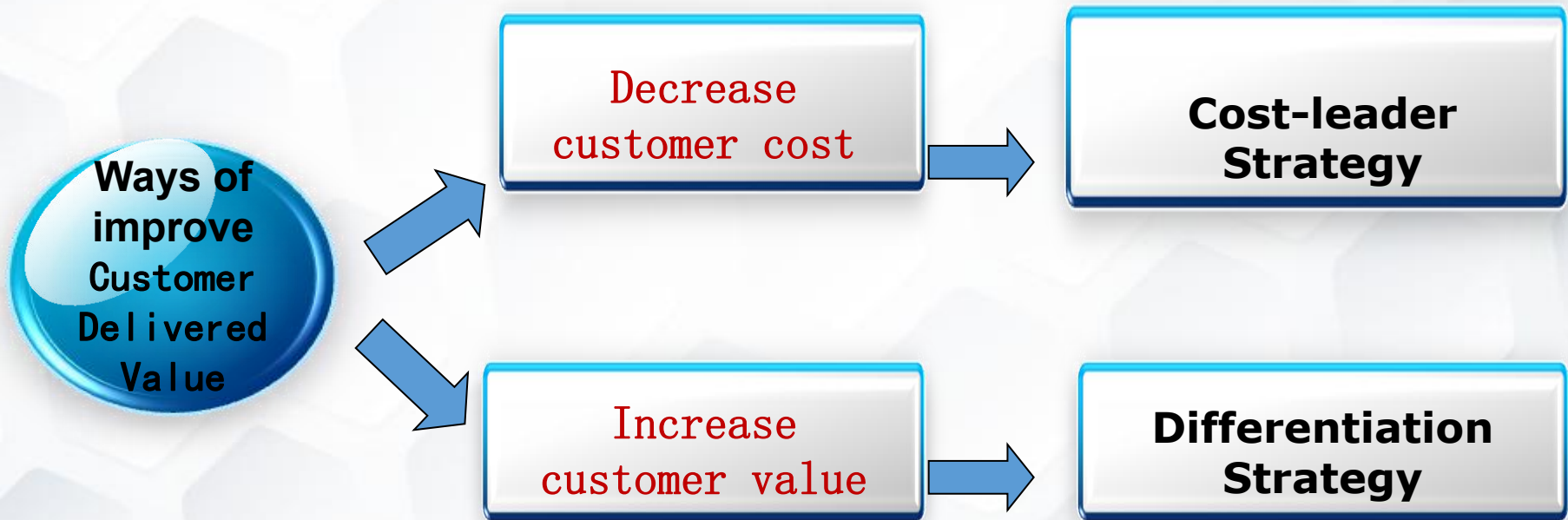
顾客总价值是顾客期望从某一特定产品或服务中获得的一组利益，包括产品价值、服务价值、人员价值和形象价值。

- 2、 The total customer cost is the customer expenses incurred in obtaining and using the product or service. These include money costs, time costs, energy costs and physical costs.

顾客总成本则是获得和使用该产品或服务时所引起的顾客费用支出。这些费用包括货币成本、时间成本、精力成本和体力成本。

### (三) Ways of improve Customer Delivered Value

提高顾客让渡价值的途径：





**What are cost-leader and  
differentiation strategies?**

什么是低成本和差异化战略呢？

# Generic Competitive Strategies

- (一) **cost-leader** strategy
- 1. What is the **cost-leader** strategy
- A competitive strategy that strives to make the total cost of the enterprise lower than the lowest cost of the competitors in the industry.
- 2. Difference between low-cost strategy and cost reduction?
- (1) the lowest cost is the goal of low-cost strategic enterprises.
- (2) cost reduction is the basic task that every enterprise must carry out.

## 三、基本竞争战略

### （一）低成本战略

#### 1、 什么是低成本战略

——努力使企业的总成本低于行业的竞争对手的最低成本的竞争战略。

#### 2、 低成本战略与降低成本的区别？

（1） 成本最低是低成本战略企业追求的目标。

（2） 而降低成本则是每个企业所必须实施的基本任务。

# Differentiation strategies

- Enterprises make their products or services different from those of competitors, so that customers can perceive the uniqueness of products and services and are willing to pay a high premium. That is to improve customer utility (product function, quality, service, packaging, corporate image of the customer's utility).
- 
- **Strategic theme:** through the company's image, product features, customer service, technical features, distribution network and other forms, efforts to form some features in the whole industry has something special, users to establish brand preference and loyalty.

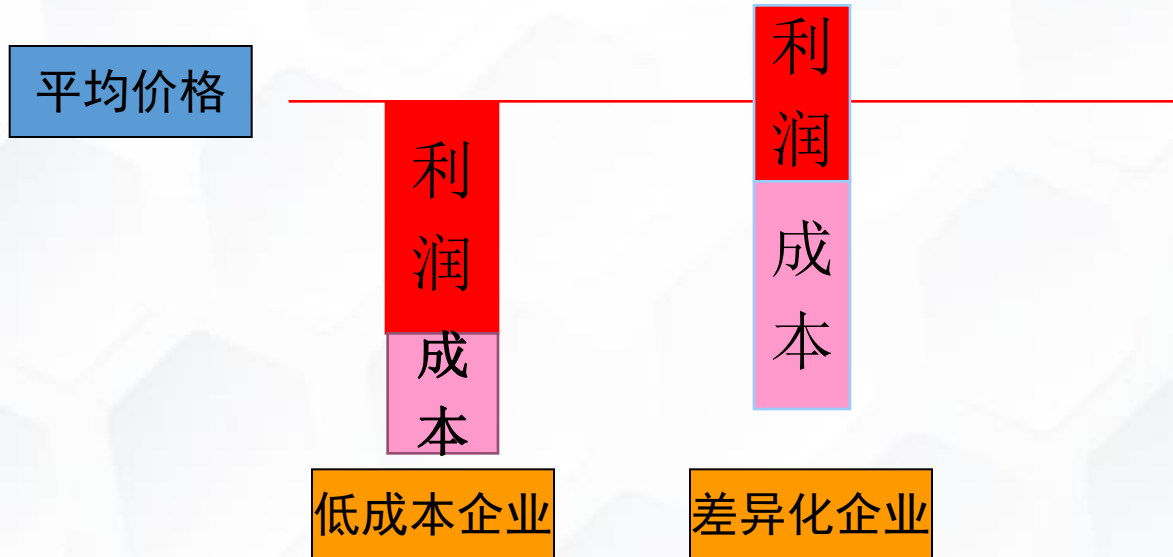
## 什么是差异化战略？



企业使自己的产品或服务区别于竞争对手的产品和服务，让顾客感知到产品与服务的独特性，愿意为此支付较高的溢价。即提高顾客效用（产品功能、质量、服务、包装、企业形象对顾客的效用）。

战略主题：通过公司形象、产品特性、客户服务、技术特点、经销网络等形式，努力形成一些在全产业范围内都具有特色的东西，使用户建立起品牌偏好与忠诚。

### 3、低成本、差异化战略的特征和优点：



(The advantages of low-cost strategy: economies of scale are not afraid of alternatives. They are not afraid of price wars. They are not afraid of buyer's bargaining)

- 案例：格兰仕

# 案例：格兰仕低成本运行——降价赢得市场

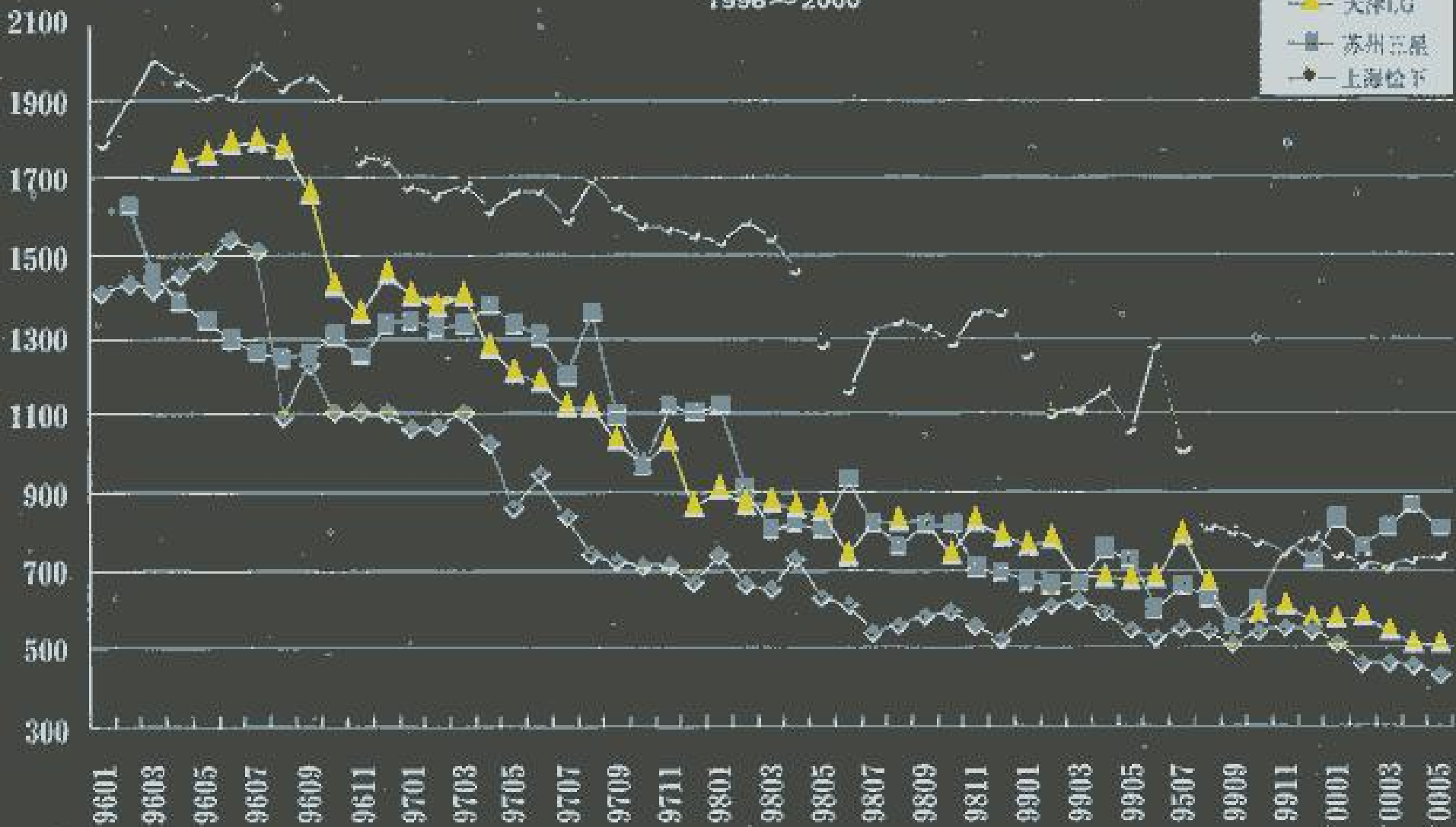
- 格兰仕，是中国微波炉市场当之无愧的龙头老大。格兰仕并不是微波炉市场的先行者。
- 1996年初，格兰仕的占有率为20%，同年8月的第一次降价使其猛升到50%，此后格兰仕不断进行市场扩张，占有率最高时曾达70%(1998年7月)。

元/台

主要品牌非烧烤型微波炉零售价格

1996~2000

- ◆ 格兰仕
- ▲ 天津LG
- 苏州三星
- ◆ 上海松下





• 从格兰仕的起家产品微波炉来看，格兰仕舞动的就是“规模——降价”：“降价——规模”的双刃剑。

• 格兰仕的低成本奥妙——无中生有

——本来格兰仕没有微波炉的变压器生产线，但格兰仕有质优价廉的生产能力

- 日本变压器价格是20多美元，美国的企业的成本是30多美元。
- 格兰仕就与美国公司谈判：以每台8美元的成本价向你供货，不过设备的使用权归我，在保证你的需求之后，其余时间任由我支配。于是美国人把生产线搬到了格兰仕。
- 我出5美元，你把变压器交给我做，于是，日本企业也把生产线搬了过来。

# Conditions for implementing a low-cost strategy

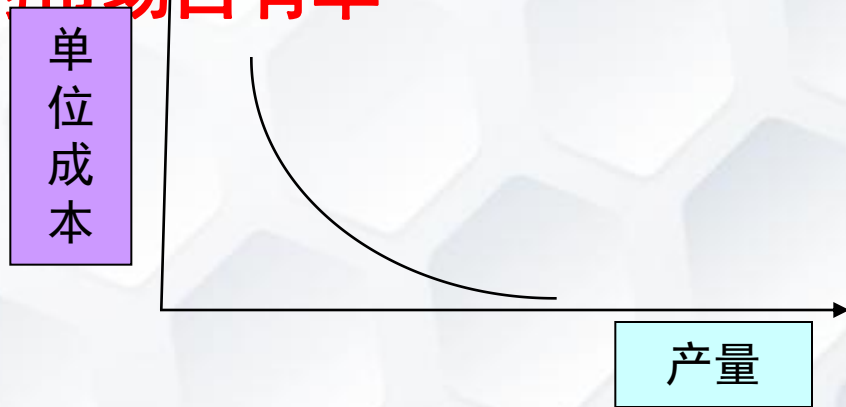
- (1) the cost leader usually only provides standardized products, rather than being the first to launch
- The new product, at the same time the market is difficult to carry on the characteristic management, the majority of customers with
- Consume products in the same way.
- (2) economies of scale and experience (learning) effect (unit product
- The cost decreases with the increase of the accumulative output and the improvement of work efficiency.
- The premise of economies of scale - higher market share
- (3) market of enterprise products Demand is price elastic.

## 4、实施低成本战略的条件

- (1) 成本领先者通常只提供**标准化产品**，而不是率先推出新产品，同时市场也难进行特色经营，多数顾客以相同的方式消费产品。
- (2) **规模经济和经验（学习）效应**（单位产品的成本随累计产量的增加、工作效率提高而成本下降）。

**规模经济的前提——较高的市场占有率**

- (3) 企业产品的市场需求具有价格弹性。



## How to achieve the low-cost strategy:

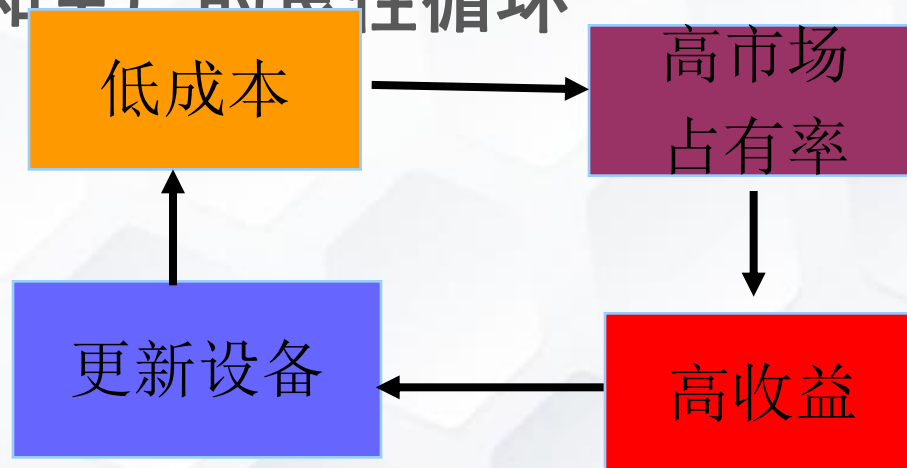
- (1) reduce the cost of raw material purchase and storage
- (2) the technical department actively improves the production process, standardizes the products, reduce manufacturing costs.
- (3) to form a virtuous cycle of equipment and production

## How to achieve the low-cost strategy:

- (4) reduce r & d, product service, personnel, advertising and other aspects of the cost.
- (5) replace dealers and agents with their own sales force.
- (6) move the production facilities close to the supplier or eliminate fee-paying places to reduce transportation costs
- (7) application of forward or backward integration.
- (8) establish the cost control system of the whole enterprise.

## 5、低成本战略如何具体实现：

- (1) 降低原材料采购和仓储的成本
- (2) 技术部门积极改进生产工艺，标准化产品，降低制造成本。
- (3) 形成设备和生产的良性循环



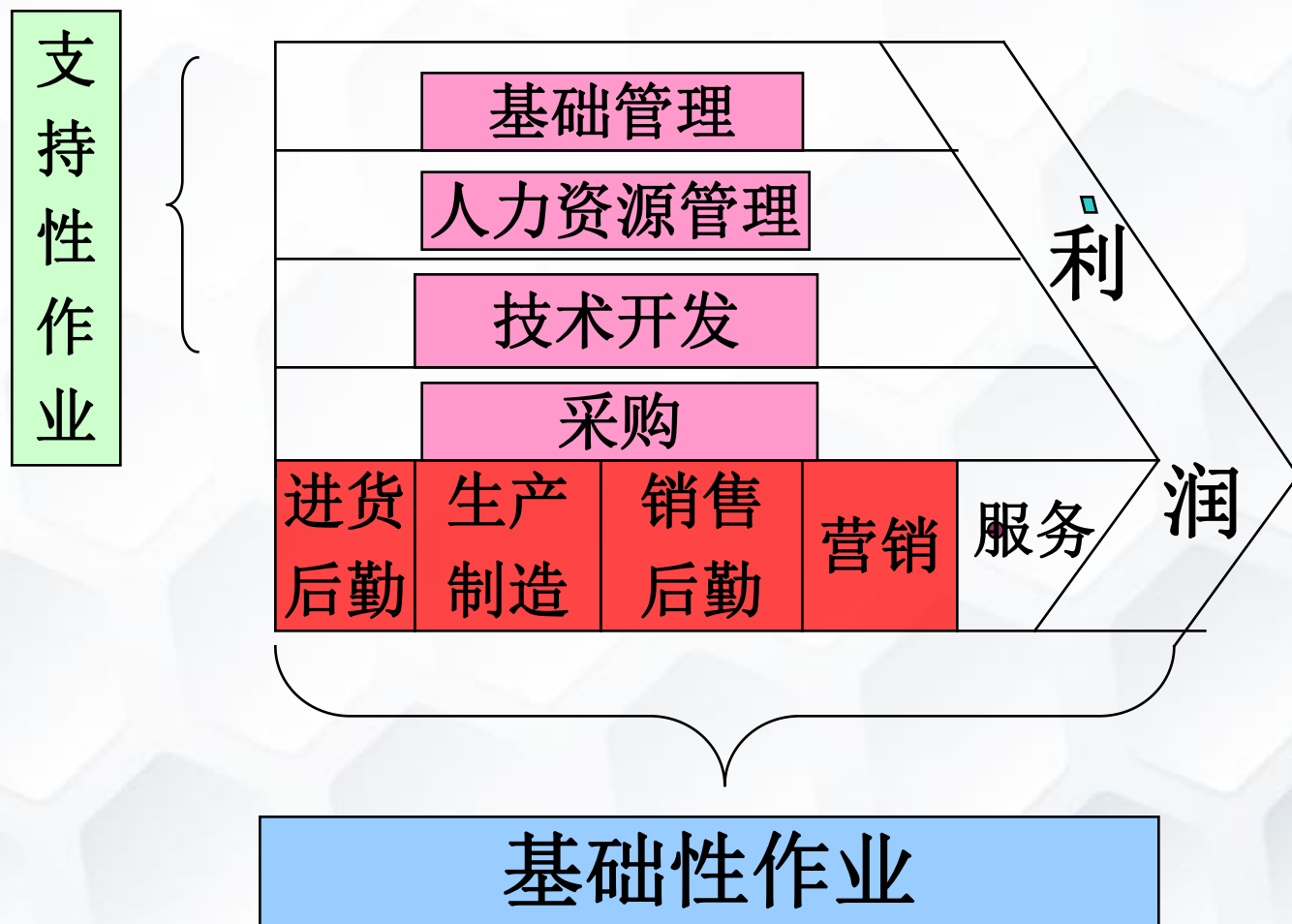
## 5、低成本战略如何具体实现：

- (4) 降低研发、产品服务、人员、广告等个方面的费用。
- (5) 用自己的销售力量取代经销商和代理商。
- (6) 将生产设施迁移至靠近供应商或消费者的地方，以降低运输成本
- (7) 运用前向或后向一体化。
- (8) 建立整个企业的成本控制体系。





## 价值链与低成本



# 案例：王永庆的成本策略

1.物美价廉——秘诀

2.单元成本最低——看家本领

3.单位成本

- 成本分析无法执行
- 分析深度不够
- 分析数字宽松，容易实现

## 6. Risks of low-cost strategy

- (1) standardized products are easy to be regarded as low-grade products, while standardized products are easy to be eliminated due to lack of innovation .
- (2) they are greatly impacted by technological changes.
- (3) they are easy to be imitated by competitors.

## 6、低成本战略的风险

- (1) 标准化产品易于被看做低档产品，标准化则创新不足，易于被淘汰。（FORT）
- (2) 受技术的变化的冲击大
- (3) 容易被竞争对手模仿
- (4) 容易忽视顾客需求变化和个性化需求。  
(汽车加装行业)

• [BACK](#)





## (二) Differential strategy

### 1、The implementation conditions of differential strategy

#### (1) basic skills and resources required:

- Strong production and marketing ability
- Strong product process design ability
- Creative vision
- Strong basic research ability
- The reputation of a leading company in quality or technology
- Have a long tradition or can draw from other business unique skills or unique corporate culture
- Strong cooperation in sales channels.

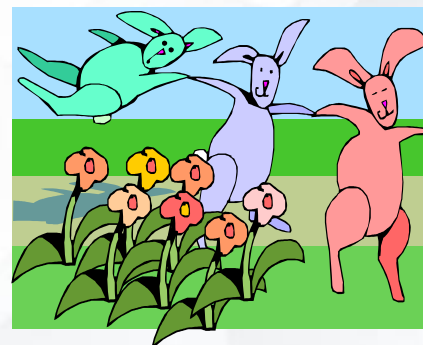
## **(2) Organizational Requirements**

- Work closely with the research and development and marketing departments
- emphasis on subjective evaluation and incentives, rather than quantitative indicators
- There is an atmosphere that attracts highly skilled workers, scientists and creative minds.

## 2、差异化战略的实施条件

(1) 需要的基本技能和资源：

- ① 强大的生产营销能力
- ② 强大的产品工艺设计能力
- ③ 创造性的眼光
- ④ 很强的基础研究能力
- ⑤ 在质量或技术上领先的公司声誉
- ⑥ 有悠久的传统或能从其他业务中吸取独特的技能或者独特的企业文化
- ⑦ 销售渠道的强有力的合作。



## (2) 基本的组织要求：

- ① 在研究与开发与市场营销部门之间密切协作
- ② 重视主观评价和激励，而不是定量指标
- ③ 有吸引高技能工人、科学家和创造性人才的气氛。





# Other Requirements

- To establish the differentiation strategy, the differentiation strategy should be carried out in all aspects of the value chain;
- To have a soft body, organizational system to retain flexibility, the use of flexible production lines, business outsourcing, improve the ability to respond quickly;
- Continue to specialize the products and services until the products die;
- Paranoid innovation in the whole system of the company's processes;
- Abandon the idea of a single price war.

### **(3) 其他要求：**

- **要确立差异化战略,这种差异化战略要贯彻到价值链所有方面;**
- **要有柔软的身段,组织系统要保留弹性,采用柔性生产线,业务外包,提高快速反应能力;**
- **对产品与服务不断特色化,直到产品死亡;**
- **对公司各流程全系统的偏执狂式的创新;**
- **抛弃单一的打价格战的念头。**

### (三) 如何实现差别化

案例：



# 案例：水井坊差异化经营策略



## 一、品质的差异化

### 1、产品创意：

- 水井坊的名字创意：开创了一个新的流派！
- 水井坊的包装创意：让它在第一印象上就占有优势！
- 五行结合一金：铜钉、瓶盖；木：基座；水、火：酒乃水之形、火之性；土：窖泥、双狮戏球白瓷片)获第30届“莫比”包装设计金奖（黑底座）和最高成就奖（全场总评，白底座）。

## • 2、品牌定位：

●**消费者定位：**水井坊的消费者定位为**商界**、政界、军界、文化艺术界等的杰出代表，他们是时代精英与**成功人士**。

### ●**价格定位：**

• 水井坊要做中国最高档的白酒，其价格要高于**五粮液**和**茅台**等传统的高档白酒品牌。。

### ●**地位定位：**

• “中国白酒第一坊”的地位定位让水井坊档白酒的头把交椅。



## ●文化定位：

- 中国文化博大精深，水井坊定位为中国的主流文化，也就是“雅文化”。
- 水井坊集传统与时尚精华于一体，演绎中国精英文化。

## ●形象定位：

- 取雄狮形象所代表的成功、豪情与王者风范，
- 取石狮形象所代表的历史、传统与尊贵，表达水井坊“承接历史与现代，沟通传统与时尚”的品牌内涵。



## 二、 历史的差异

- 水井坊是一个偶然发现的古烧酒制坊，经考古挖掘，始重见天日。
- 专家考证，水井坊上起元末明初，前后已连续使用600余年。
- “中国最古老的酒坊”
- “中国浓香型白酒的一部无字史书”
- “中国白酒行业的“秦始皇兵马俑”
- “中国白酒第一坊” 。

### 三、文化的差异化

- 1、川酒文化：。
- 2、窖址文化：“中国最古老的酒坊”、“中国白酒第一坊”。
- 3、原产地域文化

### 四、营销的差异化

广州作为市场的起动点；然后又不断地开发了北京、上海等高端市场



- 不求短期的市场效益，而是以文化诉求为市场的启动点，以长期品牌建设为市场发展目的
- 不太看重铺货率，它首先在店面装潢、菜品价格、服务上将酒店分了等级，只有高档的酒店才有资格进水井坊。
- 水井坊定价600元，突出自己是“高端品牌”的身价



## • 五、传播的差异化

### 1、传统广告

#### • 分四阶段诉求：

前两个阶段主要诉求了他的文化格调与品位。

第三阶段则侧重于诉求品牌的尊贵。

**第四阶段“奢华品牌”**

### 2、错位竞争

- 矮化和旧化五粮液、茅台的形象，将水井坊品牌定位为富有时代精神、积极进取、富有朝气，象征着现代成功的精英



### **(三) The way of Establishing differentiation advantage 建立差别化优势的途径**

- **Rebuild the value chain of the enterprise, connecting the value chain system of suppliers, enterprises and customers.**
- **Improve sales channels and add more retail outlets and service outlets**
- **Shaping the company's image and product features**
- **Expand the breadth of activities and business scope.**
- 重新构建企业的价值链，将供应商、企业与客户的价值链系统连为一体。
- 改善销售渠道，增设零售点和服务点
- 塑造公司形象和产品特色
- 扩大活动和经营范围的广度。

## (四) the application of differentiation strategy

- 1. There are many ways to make products or services different in the industry, and enterprises are likely to establish the characteristics of products or services desired by users through a variety of ways
- 2. Users' needs for products or services are diverse or change frequently.
- 3. Enterprises can implement this strategy more quickly, or competitors need to pay a high price for imitation
- 4. Only a few companies in the industry have adopted this strategy.

## （四）差异化战略的适用情况

- 1、行业内存在许多可使产品或服务出现差异的方法，企业有可能通过多种途径建立用户所希望的产品或服务特色（木梳）
- 2、用户对产品或服务的需要与用途具有多样性，或会经常变化。（衣服）
- 3、企业能够较迅速实施这一战略，或竞争者进行模仿需要付出高昂的代价
- 4、行业只有为数不多的企业采取这种战略。（汽车）



## (v) risks of differentiation strategy

### **How to stay differentiated**

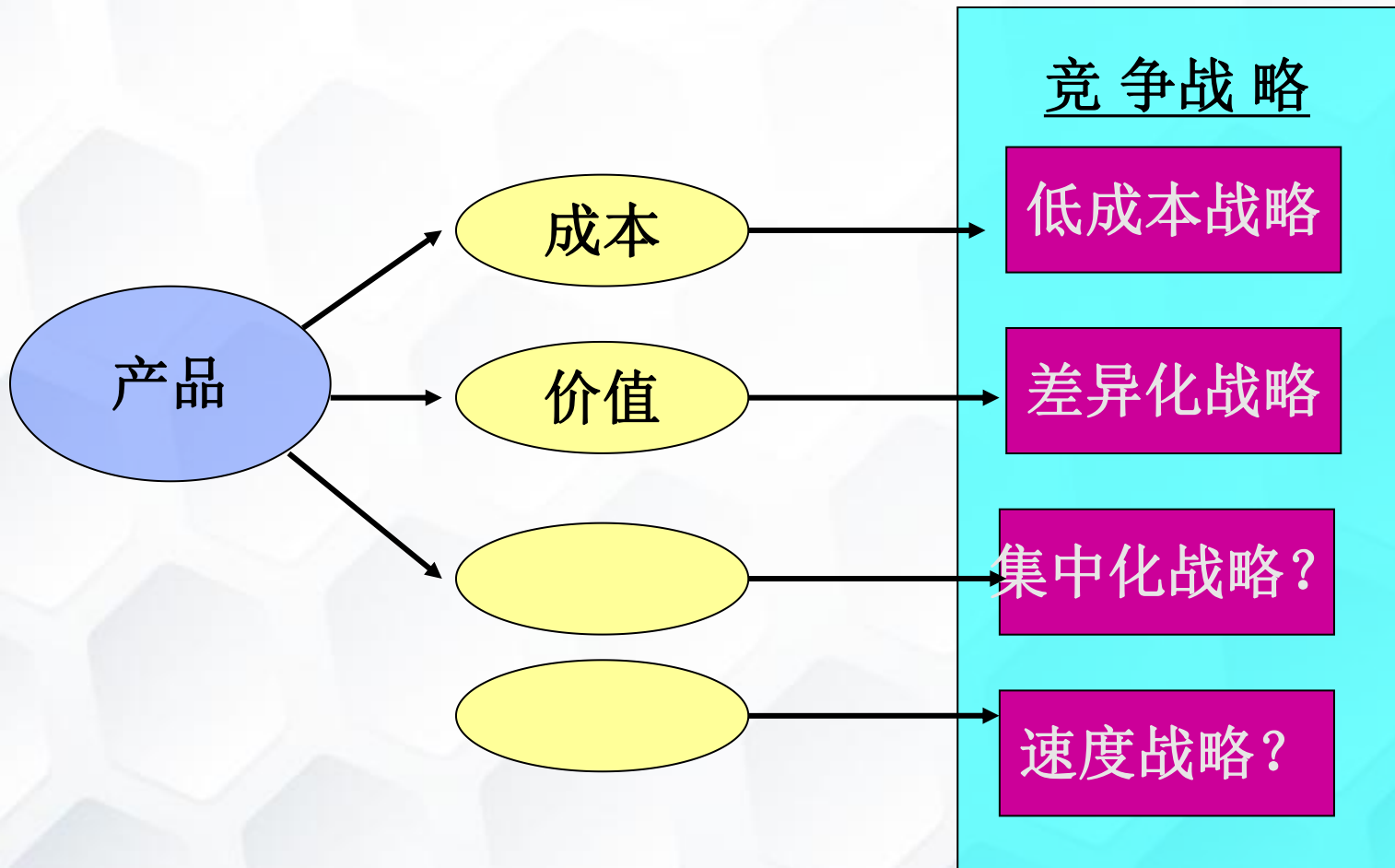
- Imitation by competitors
- Variability is undermined by changing customer needs
- Major changes in technology will also erode differential leadership
- Similar differentiation in the local market to establish a more innovative image.

## （五）差异化战略的风险

- 如何持久差异化
  1. 竞争者的模仿
  2. 顾客需要的不断变化会削弱差异性
  3. 技术的重大变革也会削弱差异领先优势
  4. 同类差异化厂商在局部市场建立更加标新立异的形象。



## (四) 其他理论观点





# Focus strategy

- Focus strategy refers to the strategy of specialized services in a specific market segment (purchasing group, regional market or product line), striving to use their own resources and capabilities to gain competitive advantages in a smaller target market.(the survival of smes)
- Cost leadership and differentiation strategy is the dominant strategy, while Focus strategy is the corner strategy.
- Resources and capabilities are the boundaries that constrain enterprise strategy.

### （三）集中化战略

- 集中化战略就是要在某一的特定细分市场（购买群体、地域市场或产品线）进行专业化服务的战略，力求利用自己的资源和能力在较小的目标市场取得竞争优势。（中小企业的生存之道）
- 成本领先和差异化战略是雄霸天下的战略，而集中化战略则是窝居一隅的战略。
- 资源和能力是约束企业战略的边界。

集中优势兵力，歼灭敌人

# **The type of Focused strategy**

- **(1) Focused Low-cost Strategy**
- **Focus on achieving cost advantage in its target market.**
  
- **(2) Focused Differentiation Strategy**
- **Focus on achieving a maverick image in its target market.**

# 1、集中化战略的形式

(1) 成本集中：

着眼与在其目标市场取得成本优势。

(2) 差异化集中：

着眼于在其目标市场取得标新立异的形象。

前提：细分市场，找到目标市场，不能全局领先，就在局部领先

## 2、Target Market目标市场：

- If the potential demand of a particular customer group or regional market is sufficient to make the enterprise profitable and is not the key market of major competitors, then this particular customer group or regional market can be the target of concentration.
- 如果某一特殊顾客群体或地区市场的潜在需求足以使企业获利，而且并不是主要竞争对手获取成功的关键因素，那么这一特殊顾客群体或地区市场就可以作为集中化的目标。



### 3、How to realize the focus strategy 如何实现集中化战略

- Professional differentiation, differentiation strategy will be used in the local market scope. Such as local product update, product function improvement, local market key marketing.
  - Target market segmentation
  - Reduce cost in target market, such as reducing transportation cost, promotion cost, etc.
- 
- 专业性的差别化，将差别化战略用在局部市场范围。如局部的产品更新、产品功能完善、局部市场重点营销等。
  - 细分目标市场
  - 在目标市场降低成本，如减少运输成本、广告促削成本等。

## 4. The application of focus strategy

- (1) There are significantly different customer groups in the market.
- (2) No other competitors focus on the same target market
- (3) The enterprise's existing resources do not allow the widest market.
- (4) The market within the industry varies in size, growth rate, profit margin, strength of the five competitive forces, etc. Heterogeneity makes certain market segments more attractive than others for certain firms.

## 4、集中战略的适用情况

- (1) 市场上有显著不同的顾客群体
- (2) 没有其它竞争者专注于相同的目标市场
- (3) 企业现有资源不允许最求较宽的市场面。
- (4) 行业内的各个市场 在规模、增长率、利润率、五种竞争力力量的强度等方面参差不齐，使得对于特定企业而言某些市场面要比另一些市场面更具有吸引力。



## 5、Risks of Focus Strategic 集中战略的风险

- **Small scale, high cost, small profit space**
- **Strategy is easy to be imitated and target market is easy to be invaded.**
- **Because of the concentration of power, the change of technology and customer preference will have a big impact on the enterprise.**
- **Always in the threat of cost and differentiation strategy of enterprises.**

- 规模小，成本较高，获利空间小
- 战略容易被模仿，目标市场市场容易被侵略。
- 由于力量集中，技术和顾客偏好的变化会对企业形成较大的冲击。
- 始终处于低成本和差异化战略企业的威胁之中。



背景资料  
Background  
Information

## 6、基本竞争战略的区别

- 在产品、市场和独特竞争优势方面的不同

	低成本	差异化	集中化
产品差异	低价格	独特性	价格或独特性
市场细分	市场巨大	多个细分市场	一个或几个细分市场
独特竞争力	制造或材料管理	R&D、市场营销	任何环节的独特优势

# Speed: strategy ?

- 1. Is speed a strategy or a tactic? Why is that?
- 2. The connection and difference between speed strategy and low cost and differentiation strategy?
- 3. Do enterprises with low cost and differentiation strategies need speed?
- 4. How should logistics enterprises pursue speed?
- 1、速度是战略还是战术？为什么？
- 2、速度战略与低成本、差异化战略的联系和区别？
- 3、低成本、差异化战略的企业要不要速度？
- 4、物流企业该怎样追求速度？



# (四) Speed strategy

## 速度战略



# 1、理论基础——顾客让渡价值理论

(1) 顾客让渡价值=顾客总价值—顾客总成本。

(2) 顾客总价值是顾客期望从某一特定产品或服务中获得的一组利益。包括产品价值、服务价值、人员价值和形象价值。

(3) 顾客总成本则是获得和使用该产品或服务时所引起的顾客费用支出。包括货币成本、**时间成本**、精力成本和体力成本。



# 1、Basis of Theory 理论基础

Customer Delivered Value Theory

顾客让渡价值理论：

$$\text{Customer Delivered Value} = \text{Total Customer Value} \\ - \text{Total Customer Cost}$$

- 1、 Total customer value is a group of benefits that customers expect from a particular product or service, including product value, service value, personnel value and image value.

顾客总价值是顾客期望从某一特定产品或服务中获得的一组利益，包括产品价值、服务价值、人员价值和形象价值。

- 2、 The total customer cost is the customer expenses incurred in obtaining and using the product or service. These include money costs, time costs, energy costs and physical costs.

顾客总成本则是获得和使用该产品或服务时所引起的顾客费用支出。这些费用包括货币成本、时间成本、精力成本和体力成本。

# Speed competitive advantage

- (1) American information technology strategist Bauer added another two strategic competitive advantages -- **speed advantage and mobility advantage** on the basis of three strategic competitive advantages (low cost, differentiation and centralization) proposed by professor porter.
- (2) speed advantage enables an enterprise to meet the needs of customers in a more timely manner than its competitors. It refers to the ability of an enterprise to quickly produce products or provide services and implement its strategic goals.
- (3) the advantage of mobility is that enterprises can adapt to the change of demand more quickly than competitors, and it is the ability to respond quickly to environmental changes.



## 2、速度竞争优势

(1) 美国信息技术战略家鲍尔在波特教授所提出的**三种企业战略竞争优势**（低成本、差异化和集中化）的基础上增加了另外两种战略竞争优势——**速度优势和机动优势**。

(2) 速度优势能够使企业比竞争对手更及时地满足顾客的需求，是指企业快速生产产品或提供服务，实施企业战略目标的能力。

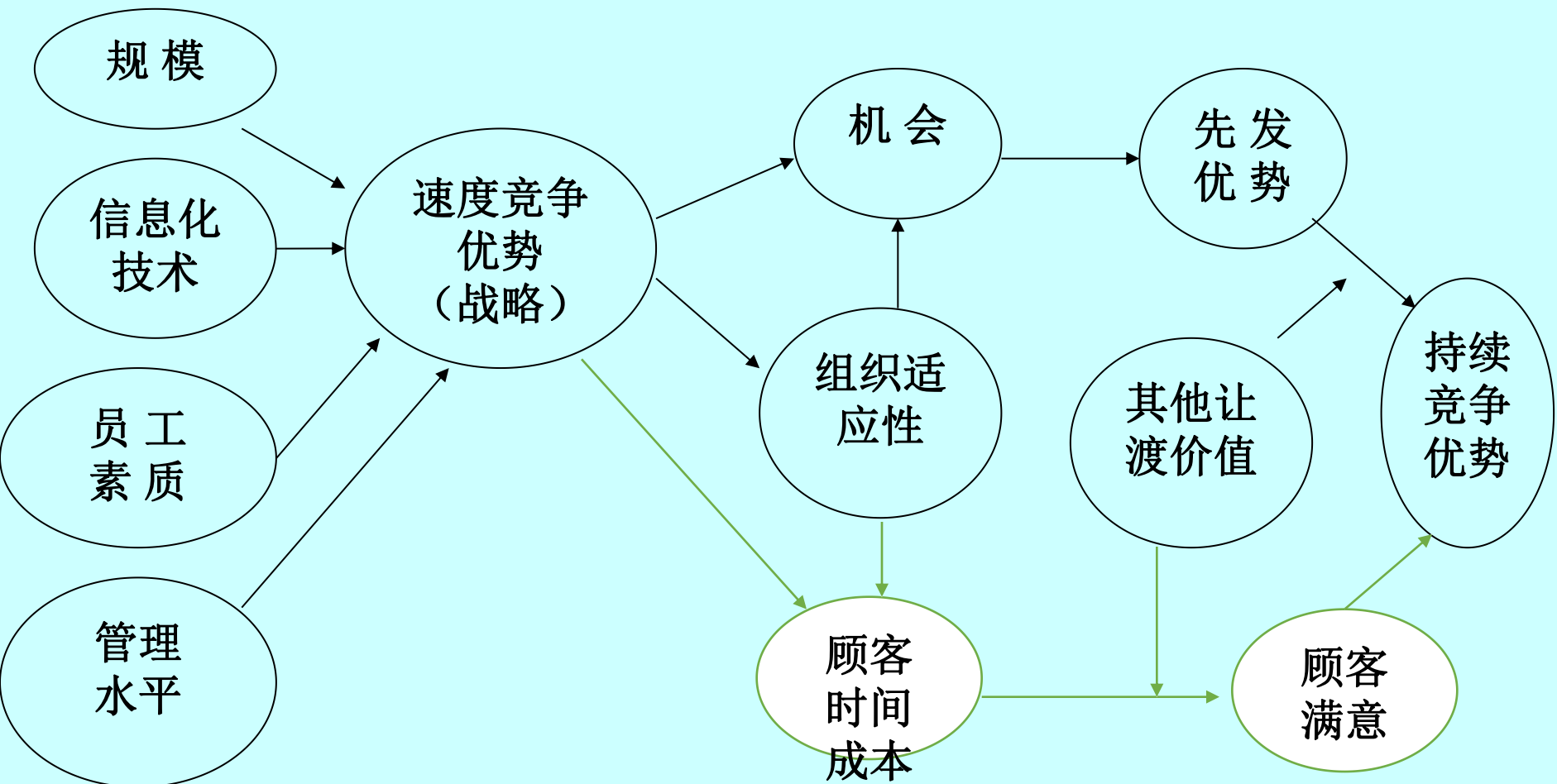
(3) 机动优势则是企业比竞争对手更快地适应需求的变化，是对环境变化的快速应变能力。

**——速度竞争优势**

### 3、竞争战略、速度战略与顾客让渡价值的关系

- (1) 企业竞争战略都致力于提高顾客的让渡价值。速度战略也是一种竞争战略。
- (2) 速度战略不直接创造产品的价值或降低顾客的价格成本，而是通过提高企业产品或服务生产以及反馈的时间来赢得顾客。  
——即通过降低顾客购买的时间成本来赢得顾客，进而提高产品的让渡价值，建立竞争优势。

# 速度竞争优势的影响因素及与顾客让渡价值关系模型（白如彬，2010）



## 4、The relationship between speed strategy and other competitive strategies 速度战略与其他竞争战略的关系

- **(1) Speed strategy is different from low cost and differentiation strategy in the pursuit of speed 速度战略与低成本、差异化战略对快速的追求不一样**
- **For speed strategy is to make the enterprise production, sales, and speed of response to environmental changes such as activity ahead of the industry competitors, strive to achieve the fastest of the industry, meet the contradiction between cost and difference value, cost and difference value is to be located in fast this time indicator, or to the products the production and the market reaction speed, can relax the cost assessment, or on the product value and homogeneity, which do not have cost and differentiation advantages.**
- 追求速度战略的企业是要让企业生产、销售和对环境变化等活动的反应速度领先于行业其他对手，力争做到行业的最快，遇到成本和差异价值的矛盾时，成本和差异价值都要让位于快速这个时间指标，或者说企业为了产品生产和市场反应的速度，可以放松成本的考核，或者在产品价值上与对手同质化，即不具备成本和差异化的优势。

## (2) The idea of speed is different 快速的理念不一样

- For enterprises implementing speed strategy, speed is an attitude, an idea and a spirit.
  - For competitors, enterprises pursue faster actions and more profits than competitors. For customers, quick response itself is a positive attitude, for the enterprise itself, fast is an enterprising spirit in pursuit of higher efficiency.
- 
- 对于实行速度战略的企业而言，速度是一种态度，一种理念和精神。
  - 对于竞争对手，企业追求比竞争对手行动更快，获利更多；对客户而言，快速反应本身就是一种积极态度，对于企业自身而言，快速就是一种追求更高效率的进取精神。

### (3) Speed strategy and speed tactics 速度战略与速度战术

The level is different

The goal is different:

The focus of the competition is different

- ① 层次不一样
- ② 目标不一样：
- ③ 竞争的重心不一样。

## 5、How to realize the enterprise's speed strategy

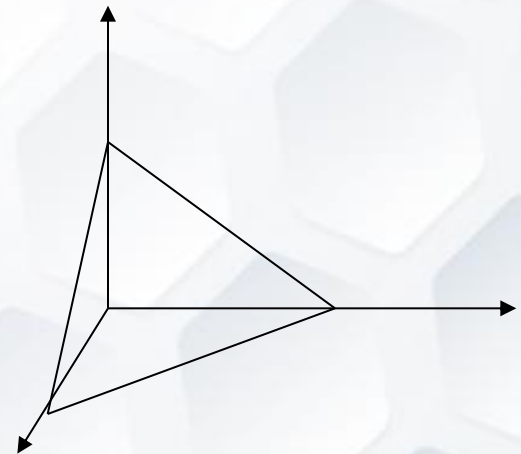
### 怎样实现企业的速度战略

(1) The contradiction between speed and scale is usually inversely proportional.

速度和规模的矛盾，通常成反比。

(2) Fast, strong, big, long relationship?

快、强、大、久的关系？



### (3) How to achieve rapid response 如何实现快速反应

- Implement ideas and concepts of speed and efficiency
- Accelerate product development and innovation time
- Reduce the production cycle during manufacturing
- Accelerate the speed of product retailing and market information feedback.
- Establish rapid response cross-functional teams
- Improve the core process of the enterprise, strengthen the link between the enterprise value chain, shorten the time of the supply chain

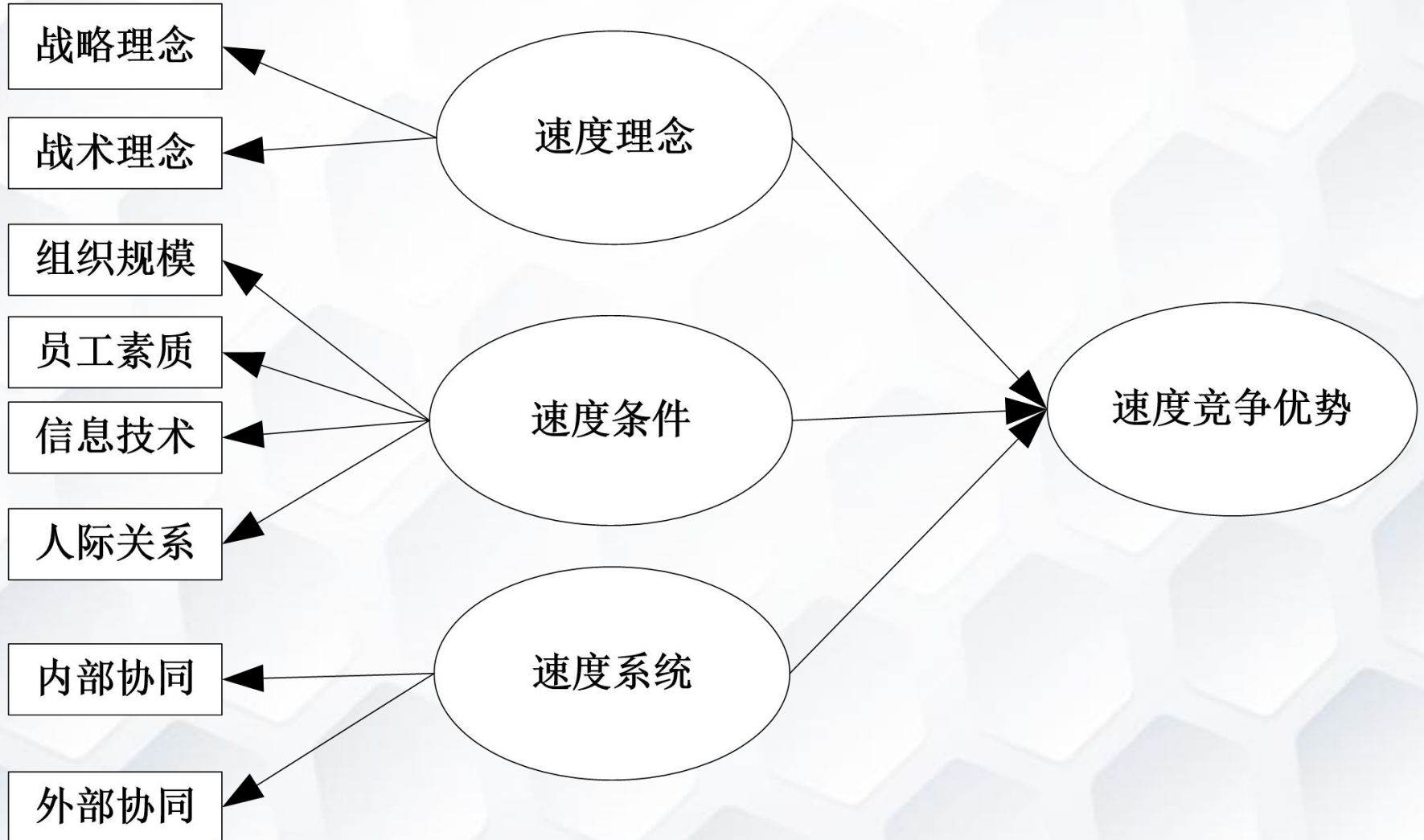


# 如何实现快速反应

- 贯彻速度和效率的思想和观念
- 加速产品的研发和创新的时间
- 在制造过程中降低产品的生产周期
- 加快产品的零售速度和市场信息反馈速度。
- 建立快速反应的跨职能小组
- 完善企业的核心流程，加强企业价值链间的联系，缩短供应链的时间

# 影响速度竞争优势的因素

(白如彬, 2012)



## 6、 Ideas and philosophies of implementation 实施思想和哲学

- (1) The philosophy of slow and fast -- haste makes waste
- (2) Pay attention to the fundamental construction
- (3) Practice slowly and use quickly.

- (1) 慢与快的哲学——欲速则不达
- (2) 注重根本的建设
- (3) 慢练而快用。

## 7、 The risks of speed strategy

### 快速战略的风险

**(1) Be quick for the sake of being quick -- don't look at the customer**

为快而快——不看顾客

**(2) Blind pursuit of speed - not looking at themselves**

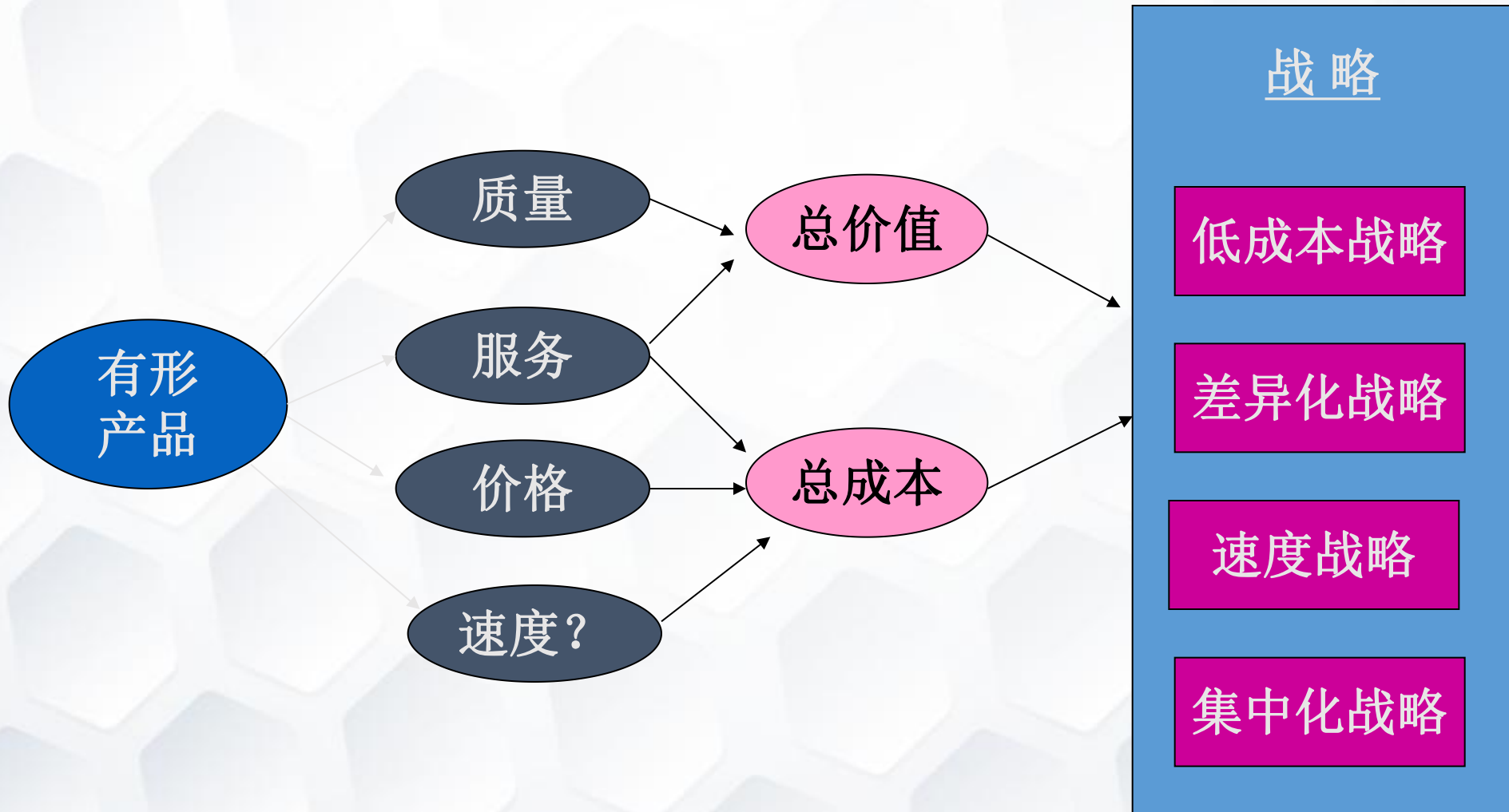
盲目求快——不看自己

**(3) Think you are fast -- don't look at your opponent**

自以为快——不看对手 (case)

## 8、Summarize strategy

### 总结——企业战略



## 五、Conclusion 总结

- Offensive strategy, defensive strategy, pursuit strategy, blue ocean strategy, gap strategy?
- Perspective: relationship dynamics
- 进攻战、防御战、追随战略、蓝海战略、缝隙战略?
- 角度：关系动态

