

THE STRATEGIC OF LONGDALI CO. LTD

ABSTRACT

Title: The Strategic of LongDaLi Co. Ltd

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Since the accession to WTO and the opening of China's rapid growth of economy, the giant international corporations has been entering and seizing the Chinese market one after another in the form of sole investment and joint venture. The large domestic corporations of pharmaceutical intermediates also accelerated the integration of small and medium-sized enterprises, which directly resulted that the domestic market of pharmaceutical intermediates was becoming intenser and intenser. The biggest problem of intermediate corporations is how to meet challenges and how to make full use of their own advantages to expand the market. Therefore, formulating suitable strategy is the inevitable choice for the domestic corporations of pharmaceutical intermediates according to the development of internal and external environment and the capacity of resources.

This paper took the Shandong LongDaLi Co. Ltd (abbreviated as LDL) as the object and used the strategic management theory and tools to study the development strategy of LDL. Firstly, we used PEST Macro-environment and Baud's Five Solid Model Analysis approach to study LDL's external environment and to specify the opportunities and threats brought by its external environment. Secondly, we identified the advantages and

disadvantages of LDL's internal environment through analyzing its ability of production , research, market, manpower and finance. Thirdly, this paper established the SWOT Matrix of opportunities and threats from external environment, and advantages and disadvantages from internal environment with the theory of SWOT, and analyzed business with the Boston Matrix. Finally, we obtained the reasonable development strategy for LDL which was to use the differentiated competitive strategy and international competitive strategy on the basis of the total cost-preferment.

The results of this thesis not only served for the application of LDL, but also provided the important reference for the most Chinese intermediate corporations to make development strategy.

Keywords: LDL; Pharmaceutical Intermediates; Strategic Management; SWOT

摘要

题目: 龙达利有限责任公司的战略

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自二十一世纪初加入 WTO 之后,我国拉开了经济快速增长的序幕,同时在医药中间体行业,国外医药中间体大型企业采取独资、合资等各种方式与国内企业展开了激烈的竞争,而国内许多比较大的医药中间体企业也加快了整合中小企业的步伐,这加剧了国内医药中间体市场的竞争,使得竞争日趋激烈.如何发挥优势迎接挑战、稳固并开拓市场是国内许多医药中间体企业所面临的棘手问题.所以,考虑企业的内外环境并结合企业发展的实际情况设计出科学合理的战略对国内医药中间体企业来说意义重大.

本文的研究对象是山东龙达利有限责任公司(文中简称 LDL 公司),运用战略管理中的最基本的理论和方法分析 LDL 公司的现行战略的实际情况和存在的问题并设计出了适合本企业的发展战略.采用 PEST 宏观环境分析对企业的外部环境进行分析,运用波特五力模型分析工具对企业的竞争力进行分析,通过分析企业的研发创新、科研优势、渠道客户、财务状况等资源,对企业外部环境中存在的机会和威胁、内部环境中存在的优势和劣势进行了详细的分析和总结;然后运用 SWOT 理论建立了体现出机会威胁和优势劣势的 SWOT 二维矩阵,并结合波士顿矩阵对公司的业务进行具体的分析,最终制定出了以总成本领先战略,结合实行差异化竞争的战略.

本论文研究成果既可用作为对于本文的研究对象山东 LDL 公司的应用,又可作为国内广大中小医药中间体企业制定发展战略的参考.

关键词: 龙达利; 医药行业; 战略管理; SWOT