

Virgin ' sEntryintotheNewMillennium PDF转换可能丢失图片或格式，建议阅读原文

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前言这篇文章是我在攻读MBA时写的，关于英国VIRGIN 公司的新世纪的发展战略的文章，VIRGIN 公司最早是通过在音乐行业里赚取了第一桶金，然后又分别在许多领域里取得了不俗的成绩，它的最大的成功经验就是采用了无关多元化的战略，在很多在我们看来根本不相关的行业了投资并取得成绩，而不像我们通常所采取的相关多元化的战略方针。在这个意义上说，VIRGIN 公司的总

裁RICHARD BRANSON 在进行战略决策时，把他投资的每个并不相关的行业看做一个单独的项目，进行管理，也就是极好地运用了项目管理的理念进行管理，可以说其总裁是项目管理的高手，因此，在这里研究其成功经验和其管理方法具有特别重要的意义，文章最后还提出了一些建议和看法。

Part One Strategy Analysis1.history review1968-1983/4Virgin went through the development stage of its founding, with its operations in music producing, issuing and the related fields. During this period, virgin had shown its insight in market opportunities, established its brand, style and market position by a series of unconventional operation acts.In 1984, Virgin Atlantic was founded. This seemingly risky strategic decision was made after Branson realized the possible threats and positioned better and fresher service VA could provide. Behind this lies Virgin ' s business idea of “ never let the facts get in the way of a good idea ” and providing value-for money service.1985-1992In this period Virgin went through the process of

float and management buyout. Meanwhile, it went through entertainment, airway, retailing business through a series of reconstructing such as selling, founding joint venture and launching, among with entertainment and retailing all entered international market successfully. Its airline won good reputation and greeted new developing opportunities in 1991. Virgin showed its ability to expand as a conglomerate and reconstruct its resource. 1992-1998 In 1992 the sale of Virgin music was a milestone event in Virgin ' s history. It transformed Virgin ' s financial situation, provided support for the development of Virgin Atlantic, kept and upgrade V ' s brand image. After that, V came into the period of rapid diversification expansion ____ VA opened up new routes, its retail business was developed overseas, it began to operate in finance in 1995, V Rail was founded, V-Net was formed to enter internet market in 1996, V Express which was renamed from Euro Belgium Airlines floated in 1997 and started flights from Stansted to continental Europe in 1998. V maintained its diversification in business, investing in games, TV, computer, soft drinks, hotels, trade, consultancy, cosmetics, bridal service and re-entered music market with V2 Music in 1996. V ' s investment and operation in this period embodied the following characteristics: It usually chose a market of poor service and development opportunities to start a new venture. Reasonably set up V ' s market position. It usually creates competitive advantage and promotes its brand image through providing value service and being best, fun, competing on quality as well as price. Make use of its brand, work together with established partners, share the resource

and develop new business. Flexible, unconventional HRM and discrete, open, independent organisation structure guarantee the safe of its operation and the effectiveness of expansion. 1999-2000 Facing new millennium, V pushes its development in e-commerce, mobiles as well as consolidates and reconstructs its old core business such as VA, V retail.

2. five forces analysis

3. PEST Analysis (current time)

P: Politically stable in Britain. Competitive Tendering is carried out in public service sector including railway. Worldwide peace and development have been commonly recognized. Terrorist Attack on 11th Sept impacted on some industries, esp. airlines.

E: The issue of Euro will push the development of European economy. China ' s entry into WTO provides opportunities for world. Many markets remain stable. Globalisation will speed up the flow of capital among the nations. The collapse of NASDAQ had a negative effect on global e-commerce.

S: Globally, there is a trend of consumer ' s requirement for higher service quality and more service types. Cultural differences among nations increases the requirements for service localization.

T: IT ' s development provides opportunities for delivering " old " products and service in new ways. Increased regulation concerning product safety, ecology, etc. affect technological changes.

In summary V is in a macro environment with relatively stable politics, both diversified and consistent economic development, increasing and changing social needs and rapidly developing technology.

4. SWOT Analysis (current time)

S: Good brand image: value- for- money, quality, innovation, fun and a sense of competitive challenge. Branson ' s ability and publicity. Unique

management structure and style, open, independent SUB around a centre, more like a family than a hierarchy, suitable people for suitable position. Unrelated diversification. Reduces risks and changes flexibly with the market. Meanwhile it provides room for reconstructing organisational resources and exerting the advantages of resources configuration. Good relationship with public, partners and government. W: The decision process is over-depend on Brason. Loose and independent organisational structure is not beneficial for playing integrated advantage. O: International markets including China provide extensive space for V ' s business, esp. Airline and Retail. IT ' s development and net user ' s increase provide support for E-commerce T: Rival from competitors in main industries. Main industries face recession, esp. Airline 100Test 下载频道开通 , 各类考试题目直接下载。详细请访问 www.100test.com