

讨论问题

- 1.拼多多所在的电商行业的存在哪些行业红利？
- 2.拼多多为何能在竞争激烈的电商行业异军突起，其商业模式有何特点？
- 3.拼多多当前用户增长速度已经逐渐放缓，哪些因素阻碍了拼多多进一步地快速增长？
- 4.如何看待拼多多未来的发展前景和发展方向？

1.拼多多所在的电商行业的存在哪些行业红利？

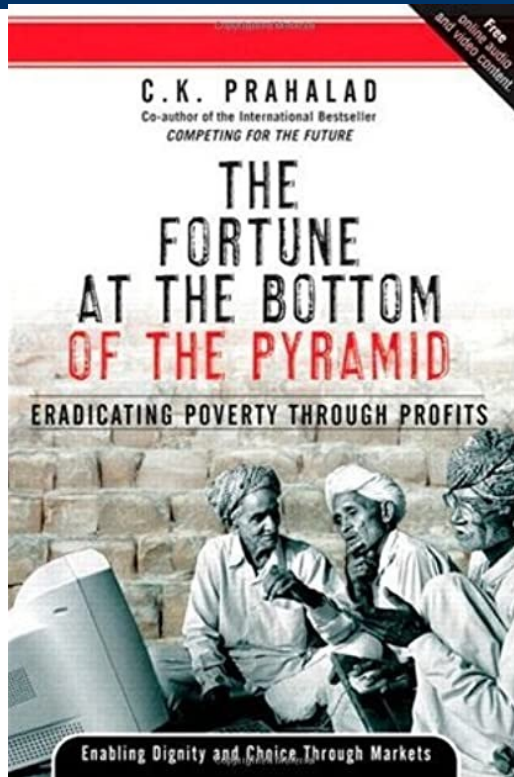


Table 1.1 Changing Dominant Logic of Public Policymakers in India

From	To
The poor are a problem.	The poor represent a market. The private sector can and should participate effectively in this process. (A very selected subset of policy-makers goes one step further and recognizes that if large firms can service this Indian market, they could also access a global opportunity to serve 4–5 billion other people who are in a similar situation.)
Poor as wards of the state.	Poor as active consumers/entrepreneurs.
The poor do not appreciate new technology. Old technology solutions are acceptable.	Creative bundling of the most advanced technology with a local flavor.
Follow the Western model of development.	Selectively “leap-frog” and innovate.
Focus on resource constraints.	Focus on creativity and entrepreneurship.
Capital limitations.	Limitations of information and access. Imagination constraints.
Efficiency in a known model.	Innovation to develop a new model.

Adapted from C. K. Prahalad, Strategies for the Bottom of the Pyramid: India as a Source of Innovations, *Reflections*, Volume 3, Number 4, 2002.

Prahalad (2004) *The Fortune at the Bottom of the Pyramid*

The dominant logic

C. K. Prahalad, Richard A. Bettis (1986) “The **dominant logic**: A new linkage between diversity and performance” *Strategic Management Journal*



赋能中小企业

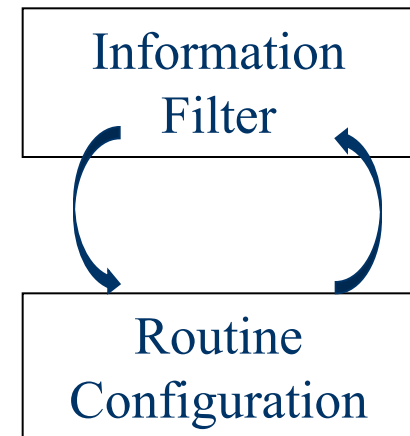


连接和流量

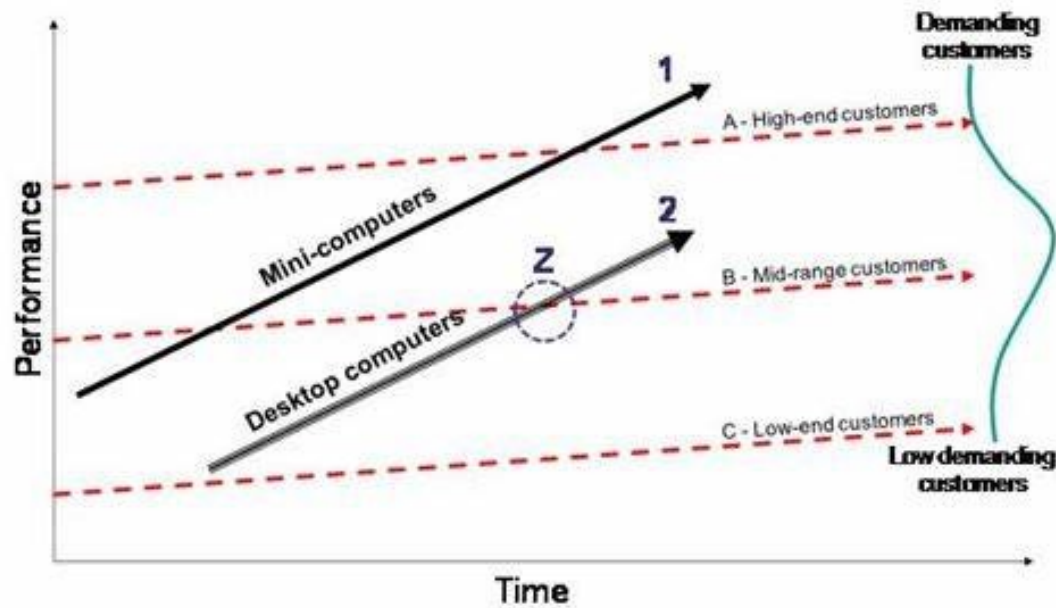


百度一下，你就知道！

？ ？ ？



颠覆式创新

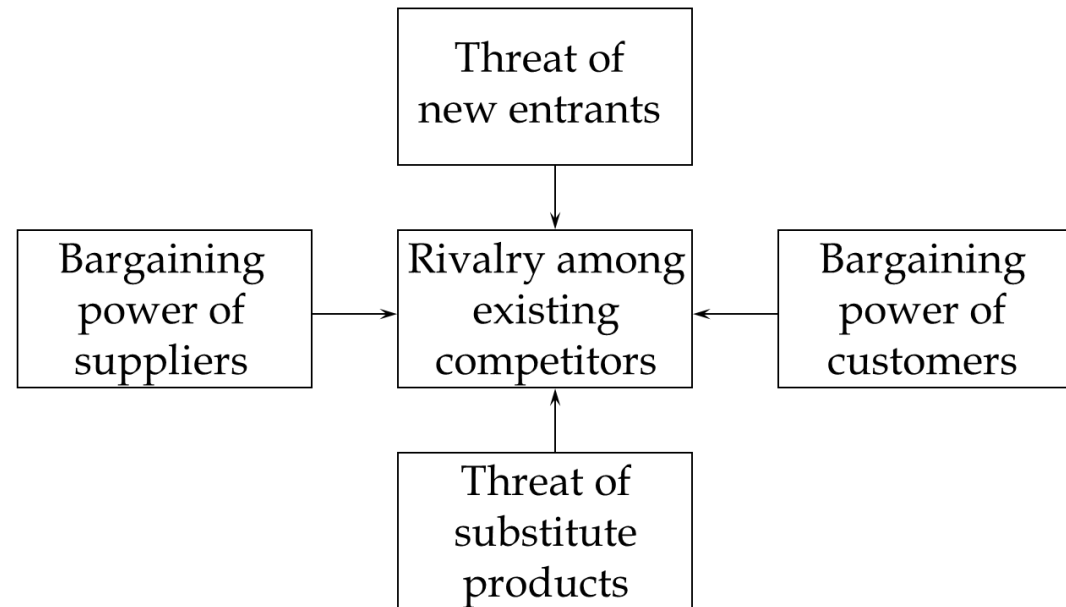
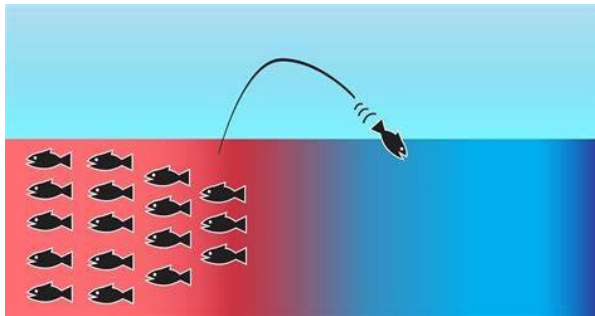


Content from Clayton M. Christensen's "Disruptive Innovation"
Picture source: Clevertogogether.com, What-is-disruptive-innovation

2.拼多多为何能在竞争激烈的电商行业异军突起，其商业模式有何特点？

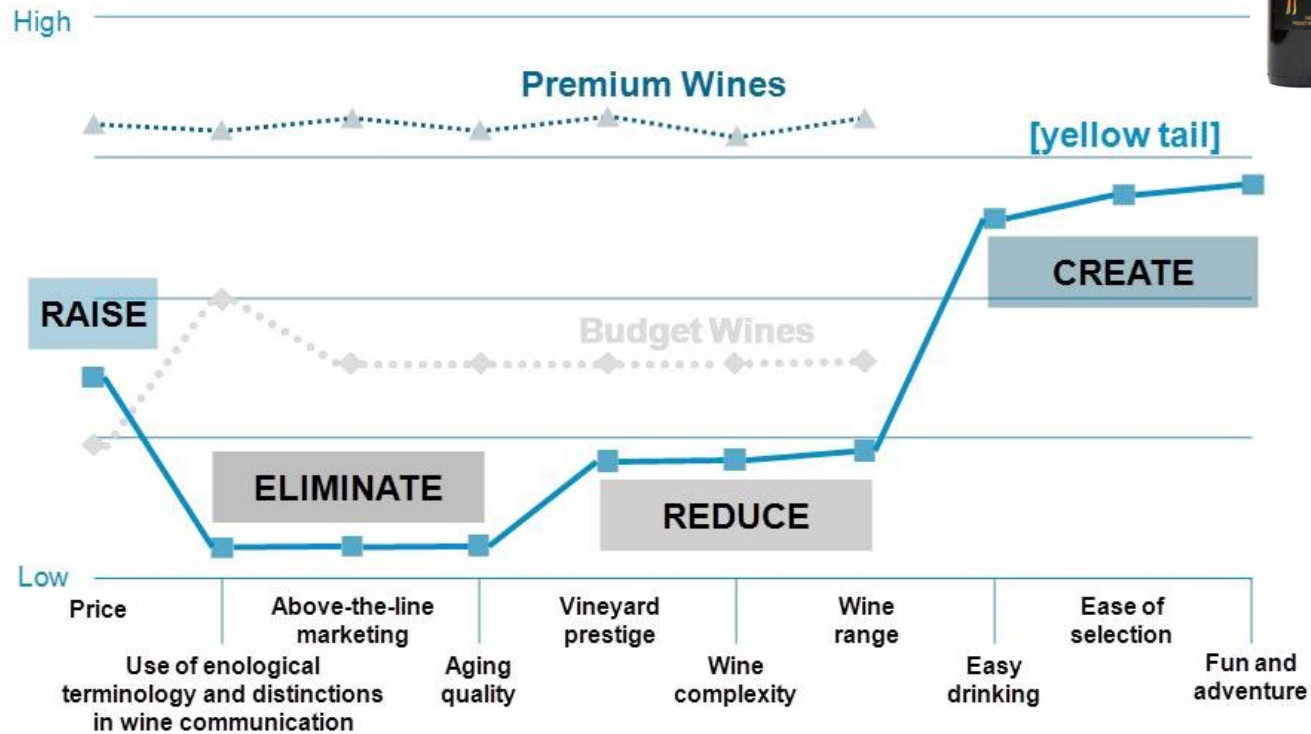
- C2M: 生意 “无头无尾 ”
- 长尾效应
- 社群营销（众包）-获客成本低

蓝海战略



Competitive Forces Analysis

蓝海战略：价值曲线

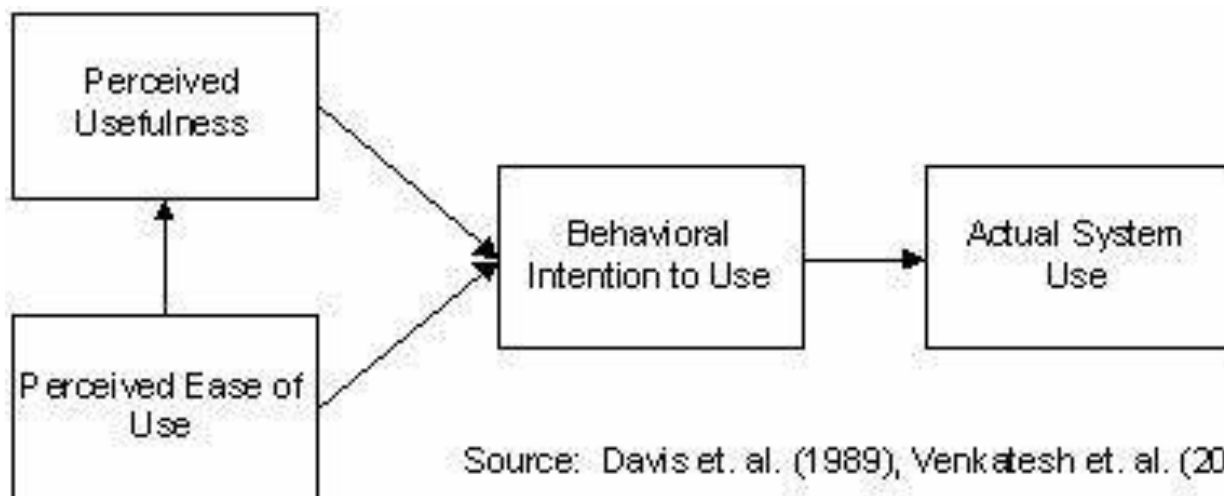


Kim, W. Chan & Mauborgne, Renée (2004) “Blue Ocean Strategy”

蓝海战略：价值曲线

“拼多多的价值曲线长什么样子？”

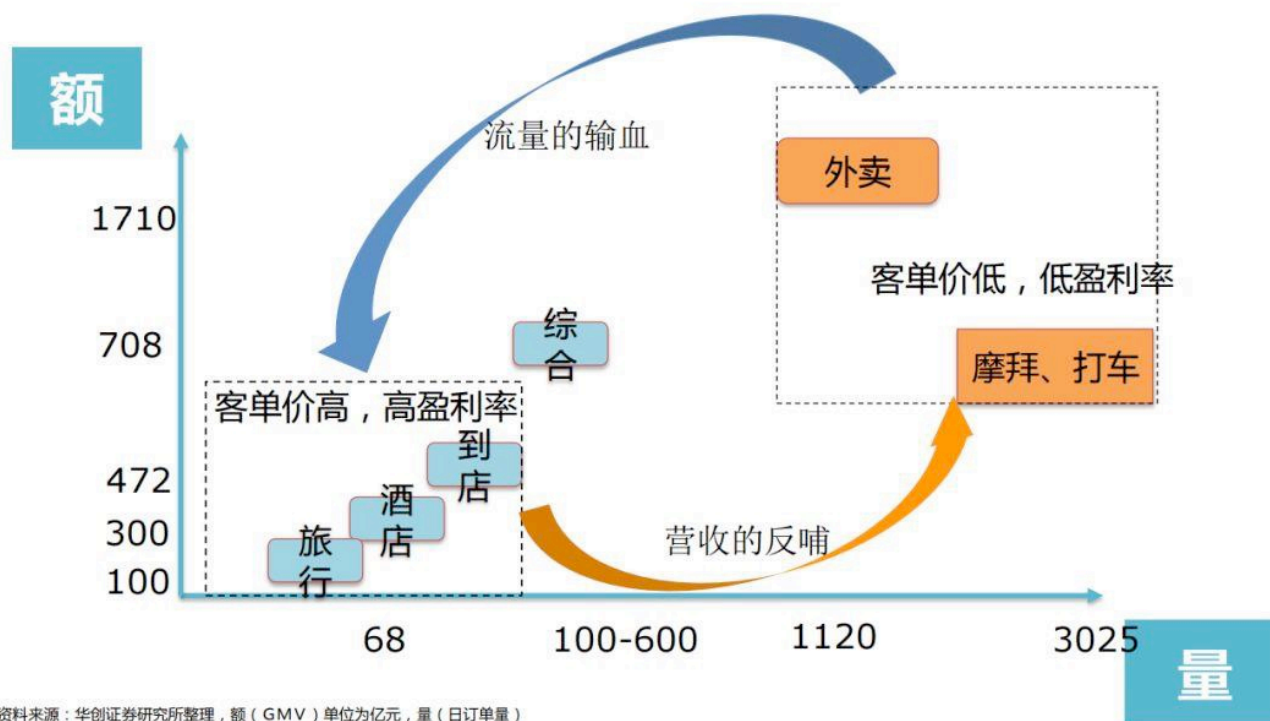
技术采纳模型



Source: Davis et. al. (1989), Venkatesh et. al. (2003)



游戏化和流量



流量形成Need-solution pair



Psychological Distance

Small (temporal, spacial, social...) Large

Low

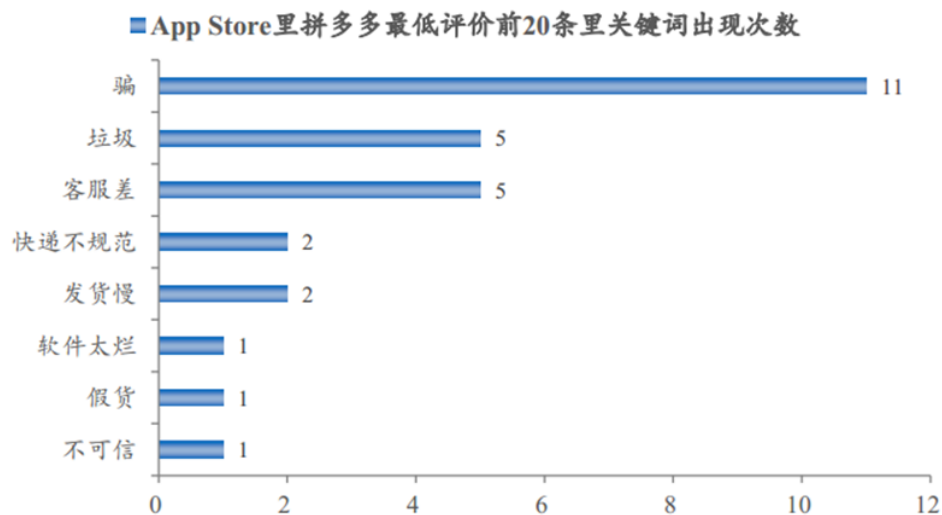
Construal Level

High

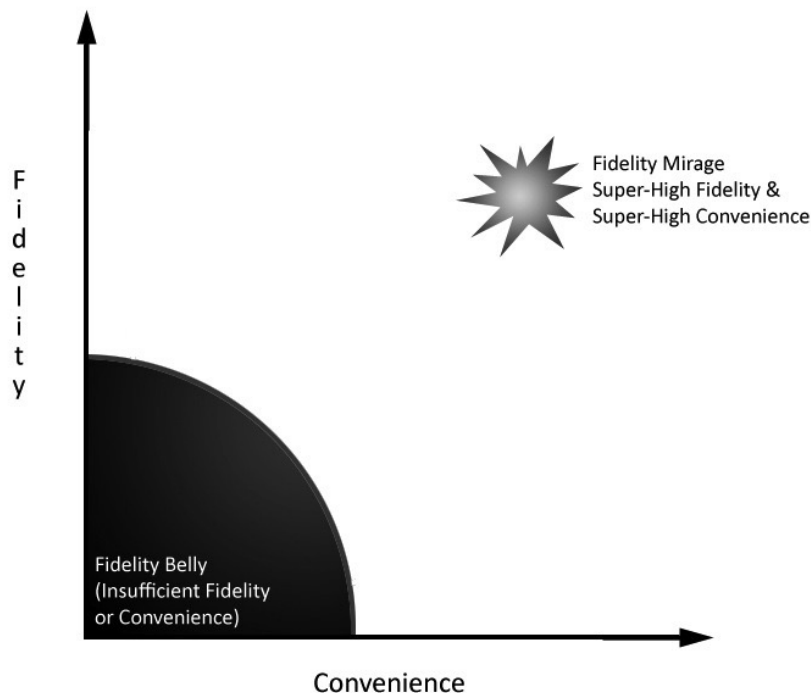
concrete, complicated, unstructured, not integrated, contextual, secondary, superficial, low, unrelated to goals, corresponds to "how" questions

Abstract, simple, structured, integrated, out of context, primary, neutral, related to high goals, corresponds to "why" questions

3. 哪些因素阻碍了拼多多进一步地快速增长？



4.如何看待拼多多未来的发展前景和发展方向？



相关概念：

-The trade-off

高端体验和优惠价格
难以兼顾

-Budget of the wallet

顾客的购买潜力还可以
进一步提升

Kevin Maney (2009)

“Trade-Off: Why Some Things Catch On, and Others Don’t”