摘 要

自从发生毒奶粉事件后，中国乳制品行业陷入低迷，对中小型乳制品企业的发展制造了巨大的挑战。目前由于政府对乳制品企业采取的各种支持政策，还有人们日渐增加的收入水平和市场需求，给乳制品企业带来了新的发展机遇，也导致了乳制品企业的竞争日益激烈。乳制品企业想要生存发展，利润最大化就必须选择合适的商业模式，结合市场需求与自身发展，形成独特的核心竞争力。

本文以君乐宝乳业集团为研究对象，探究其商业模式，主要用的研究方法有文献研究法，通过文献资料库，对文献资料进行整合分析，运用了商业模式的概念，从价值主张、运营模式、界面模式、盈利模式四个方面分析，得出君乐宝以全产业链的模式发展，通过产品技术的创新，提高产品质量，对市场的准确判断，但是也会受到地域的限制，导致品牌体系扁平化，品牌形象需要提升等问题的出现，针对这些问题提出了如下建议：首先优化产品结构，其次需要承担更多社会责任，然后加强企业文化的建设，最后利用媒体组合宣传。

关键词：君乐宝；商业模式；乳制品；全产业链

ABSTRACT

Since the occurrence of the toxic milk powder incident, China's dairy industry has fallen into a downturn, creating a huge challenge for the development of small and medium-sized dairy enterprises. Currently, due to various support policies adopted by the government for dairy enterprises, as well as the increasing income level and market demand of people, new development opportunities have been brought to dairy enterprises, which has also led to increasingly fierce competition among dairy enterprises. To survive and develop, dairy companies must choose appropriate business models to maximize profits, combine market demand with their own development, and form unique core competitiveness.

This article takes Junlebao Dairy Group as the research object to explore its business model. The main research method used is literature research. Through literature databases, the literature is integrated and analyzed, and the concept of business model is applied to analyze from four aspects: value proposition, operation mode, interface mode, and profit mode. Junlebao develops in a full industry chain mode, and improves product quality through innovation in product technology, Accurate judgment of the market may also be limited by geographical factors, leading to the emergence of flat brand systems and the need to improve brand image. In response to these issues, the following suggestions are proposed: first, optimize product structure, secondly, take on more social responsibility, then strengthen the construction of corporate culture, and finally use media combination for promotion.

Key words: Junlebao; Business model; Dairy; Whole industry chain

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Chapter One Introduction

Junlebao Dairy Group was founded in 1995 and has been focusing on the development of the dairy industry for 28 years, providing consumers with healthy, nutritious, and safe dairy products. This chapter will introduce Junlebao Company.

With the development of society and economy, business model has become an important factor that cannot be ignored in the development of enterprises.It is a part of the enterprise's strategy. Only by establishing a robust and reliable business model can an enterprise obtain sustained revenue and long-term market competitiveness, thereby maintaining its sustainable development.

China's dairy industry spans agriculture, animal husbandry, industry, and service industries, with a long and relatively complete industrial chain. The effective connection of various value activities on the dairy industry chain forms the dairy industry chain.

The consumption of dairy products has always been dominated by milk powder and liquid milk.The structure of demand for pre dairy products is changing, and the consumption demand for solid milk is rising rapidly. In recent years, with the vigorous promotion of enterprises, solid dairy products have gradually become known to consumers due to their high added value and high nutritional value.

> *"The consumption of deeply processed solid dairy products, represented by chees e and cream, has increased significantly. According to Chinese customs statistics, Chi na imported 108000 tons of cheese in 2017, an increase of 11.1% year-on-year; Impor ted butter reached 91600 tons, up 11.9% year-on-year. China's dairy industry has gra dually entered the 3.0 era represented by cheese and cream. With the continuous impr ovement of residents' recognition of solid dairy products and nutritional awareness, m ore and more households tend to consume solid dairy.products with high-quality protei n, and residents' consumption of dairy products has begun to shift from drinking dairy products to eating dairy products. In July 2017, Hebei Junlebao Dairy Industry devel oped and launched the "Rising Cheese" product nationwide, which obtained good mar ket feedback."*[1]485

The Chinese dairy market has become one of the largest consumer markets in the world and has considerable growth potential. Junlebao Dairy Group, as a member of the Chinese dairy market, has become one of the leading enterprises in the industry. The company's mission is to "share health with the world", adhering to the core values of "innovation, focus, and sharing", and continuously promoting higher quality products and services, creating outstanding business success. With the intensification of market competition, enterprises need to continuously adjust their business models and absorb innovative points in order to win more market share. Junlebao Dairy Group is one of the leading enterprises in China's dairy industry, with a rich product range and customer base. Junlebao Dairy Group focuses on the nutritional value of its products, and has launched a series of low-fat, low-sugar, and high-protein products, adapting to the growing health awareness and lifestyle of consumers. However, due to fierce market competition, how to stand out in this industry has become a difficult problem for enterprises. The establishment and development of business models is the key to obtaining competitive advantages for enterprises.

From a private enterprise to the largest dairy processing enterprise in Hebei Province, a national key leading enterprise in agricultural industrialization, and a national high-tech enterprise; From its initial sales revenue of 100 million yuan to 8 billion yuan in 2016, Junlebao Dairy Group has established 16 factories, 9 farms, and more than 9000 employees throughout the country. The reason why Junlebao Dairy Group has achieved extraordinary development is due to the company's party committee playing a political core role, and the majority of Communist Party members playing a pioneering and exemplary role. In particular, enterprise party organizations have implemented the concept of comprehensive and strict party governance throughout the entire process of enterprise management, strengthened internal supervision, and strengthened efforts to rectify the conduct and discipline, setting a benchmark for non-public enterprises to promote enterprise development through party building.This paper aims to explore the business model of Junlebao Dairy Group and propose corresponding development suggestions.

Chapter Two Overview of Business Model Theory

This chapter will introduce the theory of business models, including concepts ,basic features and overview of the business model of Junlebao Group.

2.1 Concept of Business Model

> *"Business model refers to a series of core strategies adopted by an enterprise to create, deliver, and capture value for profit. Including enterprise value propositions, operational models, interface models, and profit models. Value proposition refers to the characteristics and advantages of products or services provided by an enterprise to customers. Operation mode refers to how an enterprise operates to achieve its value proposition and profitability. Interface mode refers to the interaction and communication between enterprises and customers. Profit model refers to how an enterprise obtains profits."*[2]10

The representation of business models has been recently widespread, especially in the pursuit of innovation.

2.2 Basic Characteristics of Business Model

> *"The White Paper on Business Model Innovation, co authored by Harvard University professors Mark Johnson, Clayton Christensen, and SAP CEO Henning Kagermann, summarizes these three elements as follows:"Customer Value Proposition" refers to the tasks that a company needs to complete when providing services or products to its customers or consumers at a given price."Resources and production processes" are specific business models that support customer value propositions and profit models."Profit formula" refers to the process used by enterprises to achieve economic value for their shareholders."*[3]

> *"First, a successful business model needs to provide unique value. Sometimes this unique value may be new ideas; More often than not, it is a unique combination of products and services. This combination can either provide additional value to customers; Either make it possible for customers to obtain the same benefits at a lower price, or obtain more benefits at the same price.Secondly, business models are difficult to imitate. Enterprises improve the entry threshold of the industry by establishing their own uniqueness, such as careful care for customers, and unparalleled implementation*

capabilities, to ensure that profit sources are not violated.Third, successful business models are grounded. Enterprises should achieve a balance between income and expenditure within their means. This seemingly self-evident truth is not easy to achieve year after year, day after day. In reality, many enterprises, whether traditional or new, have little understanding of key issues such as where their money comes from, why customers value their products and services, and even how many customers actually cannot bring profits to the enterprise, but rather erode its revenue."[3]

Because there are many different businesses, the list of business model types is constantly changing. Here are a few business model options, all of which can be customized for a specific company or industry.

A "disruptive business model" innovates on these basic structures. And lots of businesses earn money from multiple revenue streams, meaning their business models include several of these types. 1.Retailer model, A retailer is the last link in the supply chain. These businesses purchase goods from manufacturers or distributors and then sell them to customers for a price that will both cover expenses and turn a profit. Retailers may specialize in a particular niche or carry a range of products. 2.Manufacturer model, A manufacturer converts raw materials into products. Then, they sell those products to distributors, retailers or directly to consumers. 3.Subscription model, A subscription business model can be applied to both traditional brick-and-mortar stores and e-commerce businesses alike. Essentially, the customer makes a recurring payment for ongoing access to a service or product. A company may directly ship its product in the mail, or you may pay a fee to use its services. 4. Franchise model, A franchise is an established business blueprint that a franchisee purchases and reproduces. The franchiser, or original owner, works with the franchisee to help them with financing, marketing and other business operations to ensure the business functions as it should. In return, the franchisee pays the franchiser a percentage of the profits.

2.3 Junlebao Dairy Group Whole Industry Chain Model

Junlebao's full industry chain model introduces high-quality foreign cows from the source of production, scientific management, and ensures the safety of raw milk. In terms of transportation, the entire process is refrigerated and transported. In terms of production technology, we have introduced world-class production and filling equipment, established a seamless process control system, and increased research and development in yogurt. In terms of tourism resources, the first yogurt cultural center in China has been established, and the Luquan Ecological Ranch has been opened to create an ecological circular green industry chain, allowing consumers to experience the diverse culture of the dairy industry.

Chapter Three Analysis of Business Model Advantages of Junlebao Dairy Group

The reason why Junlebao Group is successful is because it fully utilizes the advantages of its business model, so it is necessary to analyze its advantages.

3.1 Value Proposition

This section will analyze the advantages of the enterprise from two aspects: target customers and value content.

3.1.1 Wide Range of Target Customer Groups

Per capita consumption of dairy products including ice cream and cream will reach 33.98 in 2018.The kilogram, after the 1980s and 1990s, has become the main consumer of dairy products, with strong demand for functional dairy products. According to consumer surveys, with the continuous development of the times, young people pay more attention to body management and skin maintenance. Young people under 30 years old meet the needs of sports, fitness, weight loss, and shaping by taking health dairy products. Young people have become emerging consumers of health food, with a clear trend towards functionalization of dairy products.

The target customers are mainly the “90”, “95”, and “00” generation, as well as the milk powder series for infants and young children.

Junlebao Group is committed to taking the revitalization of the dairy industry as its mission, implementing the industry vision of "good milk powder, made in China", so that the next generation of the motherland can drink good milk powder, and use world-class process equipment to make infant milk powder

3.1.2 Diversify of Value Content

The value proposition of Junlebao Dairy Group is competitive in the dairy industry. Its main product is various types of infant formula milk powder, with reasonable composition and rich nutrition, which is deeply trusted by consumers. In addition, Junlebao has also launched many products such as various drinks such as yogurt, fruit juice, and beverages, to comply with the trend of consumption upgrading and meet the needs of different consumer groups. Junlebao Dairy Group is committed to providing consumers with high-quality, nutritious dairy products to ensure their health and well-being. This value proposition has been widely recognized, and Junlebao Dairy Group has become one of the brands trusted by consumers.

Junlebao Dairy fully combines traditional yogurt industry with modern tourism industry, allowing consumers to witness the entire production process and experience the diverse culture of the dairy industry up close.

Junlebao Dairy Group has always adhered to the principles of pure nature, health, and delicacy, focusing on the quality and nutritional value of products, and aiming to create high-quality, safe, and healthy products. The enterprise insists on using fresh and natural milk sources, and adopts high standard production processes and technologies to ensure product quality. At the same time, the company also pays attention to the nutritional value of its products, and has launched a series of low-fat, low-sugar, and high-protein products, adapting to the growing health awareness and lifestyle of consumers.

The core value proposition of Junlebao Dairy Group is to provide consumers with high-quality, nutritious and healthy dairy products and services. The company pays attention to the balance of nutrition, safety, and taste in product development and production. It advocates making the best use of things, resource conservation, and environmental protection, and is committed to creating high value-added brands.

3.2 Operation Mode

This section will analyze how enterprises achieve value propositions from both business processes and core competencies.

3.2.1 Specialization of Operation Flow

Fresh milk supply - sterilization - processing - filling - finished product storage - customers.

Junlebao Dairy Group has strong production and supply chain management capabilities to ensure high-quality, efficient production and timely supply of products. At the same time, the enterprise pays attention to technological innovation, builds advanced production lines and laboratories, absorbs rich talent resources, and promotes the progress of production technology and R&D innovation. Junlebao Dairy Group adopts a vertically integrated operation mode, realizing closed-loop control of the entire industrial chain from milk collection, production, to sales. This operation mode ensures the quality and stability of products, and can control costs.

3.2.2 Excellence of Core Competence Technology

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