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## 摘 要

随着全球能源和气候环境面临的挑战愈发严峻,新能源汽车因为使用清洁能源可以有效的保护环境而受到众多国家的关注。传统燃油车因为耗能高、污染严重未来势必会被新能源汽车逐步取代。新能源汽车正在成为汽车行业转型的依托和前景,同时我国支持新能源汽车产业发展也是明确的。我国新能源汽车领域布局较早,发展新能源汽车工业有利于实现我国汽车产业的弯道超车。本文研究对象的 Z 公司作为中国唯一一家全栈自研的新能源汽车企业,在技术研发上具有独特的优势。但同时也面临成本,销量等一系列挑战。基于以上背景,本文对 Z 公司新能源汽车竞争战略进行研究,并为公司拟定适合公司的竞争战略。

本文对国内外相关新能源汽车产业的文献做了分析和综述。运用 PEST 方法、EFE 矩阵分析总结得到影响 Z 公司外部竞争战略环境的因素。对公司内部环境进行分析,运用 IFE 矩阵,得到影响公司内部的竞争战略环境因素。采用 SWOT 分析得出 Z 公司在新能源汽车领域的发展优势以及合适的竞争战略。

本文一共分为七章,第一章阐述本文选题的意义以及运用的分析方法。第二章结合国内外新能源汽车相关文献资料,探讨相关竞争战略,第三章首先介绍 Z 新能源汽车公司发展进程,通过 PEST 分析方法,波特五力模型分析 Z 公司的外部竞争环境。第四章从内部环境加以分析并且评价。第五章则是通过前四章的分析得出适合该公司的竞争战略。第六章则阐述 Z 公司采取保障竞争效果的措施。第七章是本文的研究结论以及展望。

本文通过研究发现,政府对新能源汽车行业的支持、国家经济快速发展、居民收入的增加以及绿色出行的观念等因素都为 Z 公司在竞争中创立了良好的外部环境。但同时也注意到行业内竞争者众多,传统燃油车当前仍占据主流等不利条件。本文为 Z 公司新能源汽车的发展提出了差异化竞争战略,经过研究发现区别于同类竞争的新能源其他车企,“智能化”+“本土化”一直是 Z 公司的核心竞争力,其中 XPILOT 智能系统辅助软件功能覆盖广度和操控精度都处于行业领先,针对中国用户行车习惯和中国路况特点适应性较强。Z 公司汽车软件算法自研积累深,落地领先。中国未来巨大的新能源汽车市场有利于自动驾驶数据的积累和算法迭代。

**关键词** 新能源汽车 竞争战略 竞争优势

## ABSTRACT

With the increasingly severe challenges facing the global energy and climate environment, new energy vehicles have attracted the attention of many countries because the use of clean energy can effectively protect the environment. Because of high energy consumption and serious pollution, traditional fuel vehicles will be gradually replaced by new energy vehicles in the future. New energy vehicles are becoming the support and prospect for the transformation of the automobile industry. At the same time, it is clear that China supports the development of the new energy vehicle industry. China's new energy vehicle industry has an early layout, and the development of the new energy vehicle industry is conducive to the realization of the curve overtaking of China's automobile industry. Company Z, the object of this study, is the only new energy vehicle enterprise in China that has a full stack of independent research, and has unique advantages in technology research and development. But it also faces a series of challenges such as cost and sales volume. Based on the above background, this paper studies the new energy vehicle competition strategy of Z Company, and draws up a suitable competition strategy for the company.

Through the research and analysis of domestic and foreign literature on new energy industry. Firstly, PEST method and EFE matrix are used to analyze and summarize the external competitive strategic environment that affects Z Company. Through the analysis of the company's internal environment and the use of IFE matrix, we can get the competitive strategic environment that affects the company's internal environment. Secondly, SWOT analysis is used to obtain the advantages, disadvantages, opportunities and threats of Z Company's business. Analyze the company's development advantages and appropriate competitive strategies in the field of new energy vehicles. This paper is divided into seven chapters. The first chapter describes the significance of this topic and the analysis methods used. The second chapter discusses the relevant competitive strategies based on the relevant literature of new energy vehicles at home and abroad. The third chapter first introduces the development process of Z New Energy Vehicle Company, and analyzes the

competitive environment of Z Company through PEST analysis method and Porter's Five Forces Model. The fourth chapter analyzes and evaluates the internal environment. The fifth chapter is the competitive strategy suitable for the company through the analysis of the first four chapters. The sixth chapter describes the measures taken by Z Company to ensure the effect of competition. The seventh chapter is the research conclusion and prospect of this paper.

Through research, this paper finds that the government's support for the new energy vehicle industry, the rapid development of the national economy, the increase of residents' income and the concept of green travel have all created a good external environment for Z Company in the competition. At the same time, we also noticed that there are many competitors in the industry, and traditional fuel vehicles still occupy the mainstream and other adverse conditions. This paper proposes a differentiated competition strategy for the development of new energy vehicles of Z Company. Through research, it is found that "intelligence"+"localization" has always been the core competitiveness of Z Company, which is different from other new energy vehicle enterprises of the same kind of competition. Among them, XPILOT intelligent system auxiliary software is in the leading position in the industry in terms of function coverage and control accuracy, and has strong adaptability to the driving habits of Chinese users and the characteristics of Chinese road conditions. The auto software algorithm of Company Z has accumulated a lot from its own research and implementation. China's huge new energy vehicle market in the future is conducive to the accumulation of automatic driving data and algorithm iteration

**KEY WORDS** New Energy Vehicle, Competition Strategy, Competitive advantage

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