

社群網路行銷管理

Social Media Marketing Management



Tamkang
University
淡江大學

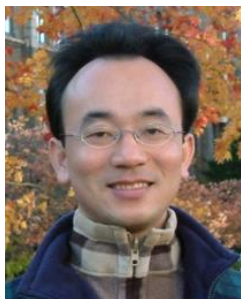
社群網路商業模式

(Business Models of Social Media)

1042SMMM02

MIS EMBA (M2200) (8615)

Thu, 12,13,14 (19:20-22:10) (D309)



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2016-02-25



課程大綱 (Syllabus)

週次 (Week)	日期 (Date)	內容 (Subject/Topics)
1	2016/02/18	社群網路行銷管理課程介紹 (Course Orientation for Social Media Marketing Management)
2	2016/02/25	社群網路商業模式 (Business Models of Social Media)
3	2016/03/03	顧客價值與品牌 (Customer Value and Branding)
4	2016/03/10	社群網路消費者心理與行為 (Consumer Psychology and Behavior on Social Media)
5	2016/03/17	社群網路行銷蜻蜓效應 (The Dragonfly Effect of Social Media Marketing)

課程大綱 (Syllabus)

週次 (Week)	日期 (Date)	內容 (Subject/Topics)
6	2016/03/24	社群網路行銷管理個案研究 I (Case Study on Social Media Marketing Management I)
7	2016/03/31	行銷傳播研究 (Marketing Communications Research)
8	2016/04/07	教學行政觀摩日 (Off-campus study)
9	2016/04/14	社群網路行銷計劃 (Social Media Marketing Plan)
10	2016/04/21	期中報告 (Midterm Presentation)
11	2016/04/28	行動 APP 行銷 (Mobile Apps Marketing)

課程大綱 (Syllabus)

週次 (Week)	日期 (Date)	內容 (Subject/Topics)
12	2016/05/05	社群口碑與社群網路探勘 (Social Word-of-Mouth and Web Mining on Social Media)
13	2016/05/12	社群網路行銷管理個案研究 II (Case Study on Social Media Marketing Management II)
14	2016/05/19	深度學習社群網路情感分析 (Deep Learning for Sentiment Analysis on Social Media)
15	2016/05/26	Google TensorFlow 深度學習 (Deep Learning with Google TensorFlow)
16	2016/06/02	期末報告 I (Term Project Presentation I)
17	2016/06/09	端午節(放假一天)
18	2016/06/16	期末報告 II (Term Project Presentation II)

Business Models of Social Media

Business Model

Business Strategy

Understanding **Business Model**

- **Business Model**
- Revenue Model

- **Business Strategy**
- Business Strategy and Information System Alignment

Types of E-Commerce

- Three major types of e-commerce
 - Business-to-Consumer (B2C)
 - Example: BarnesandNoble.com
 - Business-to-Business (B2B)
 - Example: ChemConnect
 - Consumer-to-Consumer (C2C)
 - Example: eBay
- E-commerce can be categorized by platform
 - Mobile Commerce (m-commerce)

E-commerce

Business Models

1. E-tailer
2. Transaction broker
3. Market creator
4. Content provider
5. Community provider
6. Portal
7. Service provider

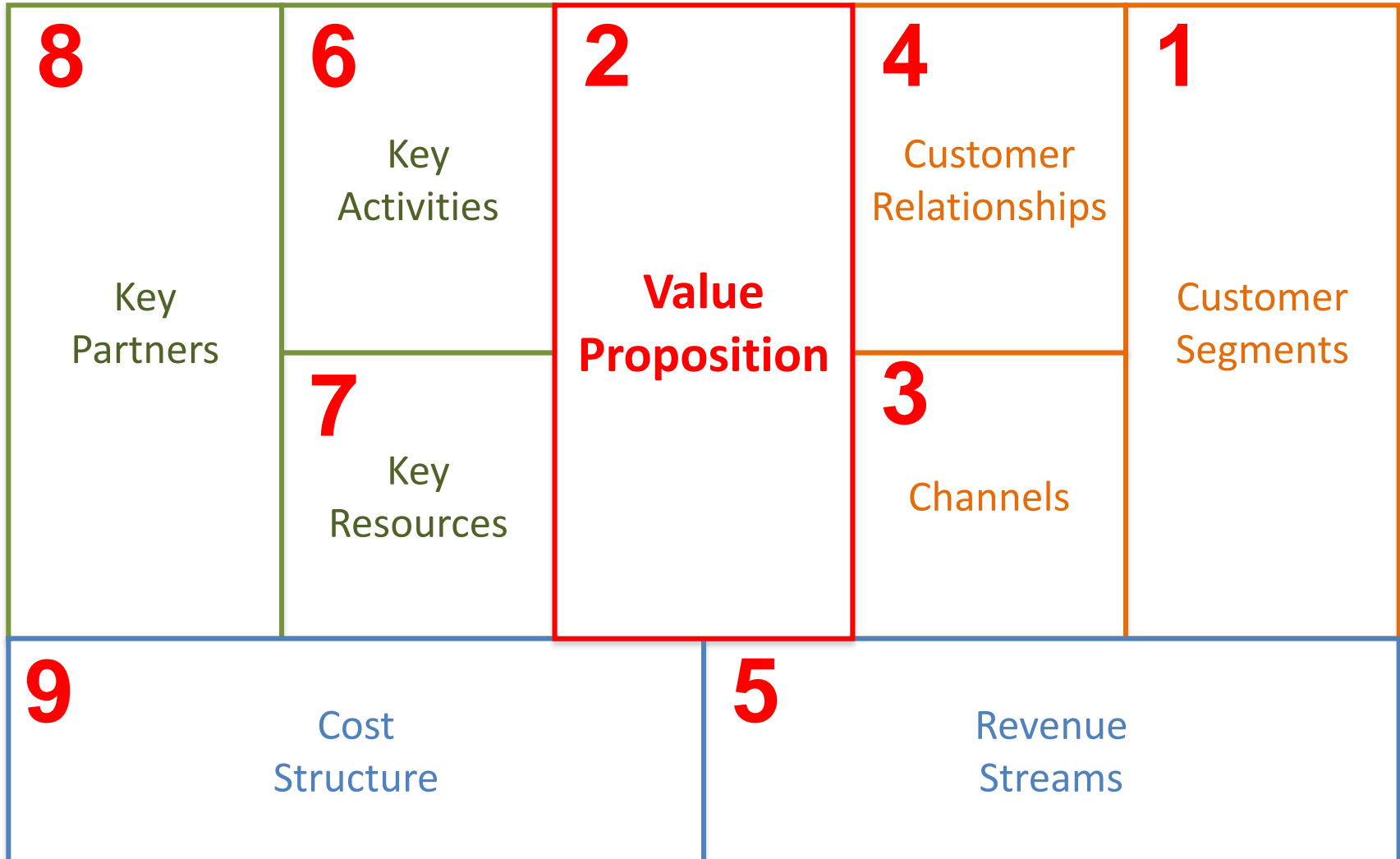
E-commerce

Revenue Models

1. Advertising
2. Sales
3. Subscription
4. Free/Freemium
5. Transaction Fee
6. Affiliate

Value

Business Model



Definition of **Business Model**

A business model
describes the rationale of
how an organization
creates, delivers, and captures
value.

Definition of Business Strategy

A business strategy
is
a long term plan of action
designed to achieve a particular goal
or set of goals or objectives.

Business

- “the activity of providing goods and services involving financial, commercial and industrial aspects.” (WordNet 2.0)

Model

- “a simplified description and representation of a complex entity or process.” (WordNet 2.0)

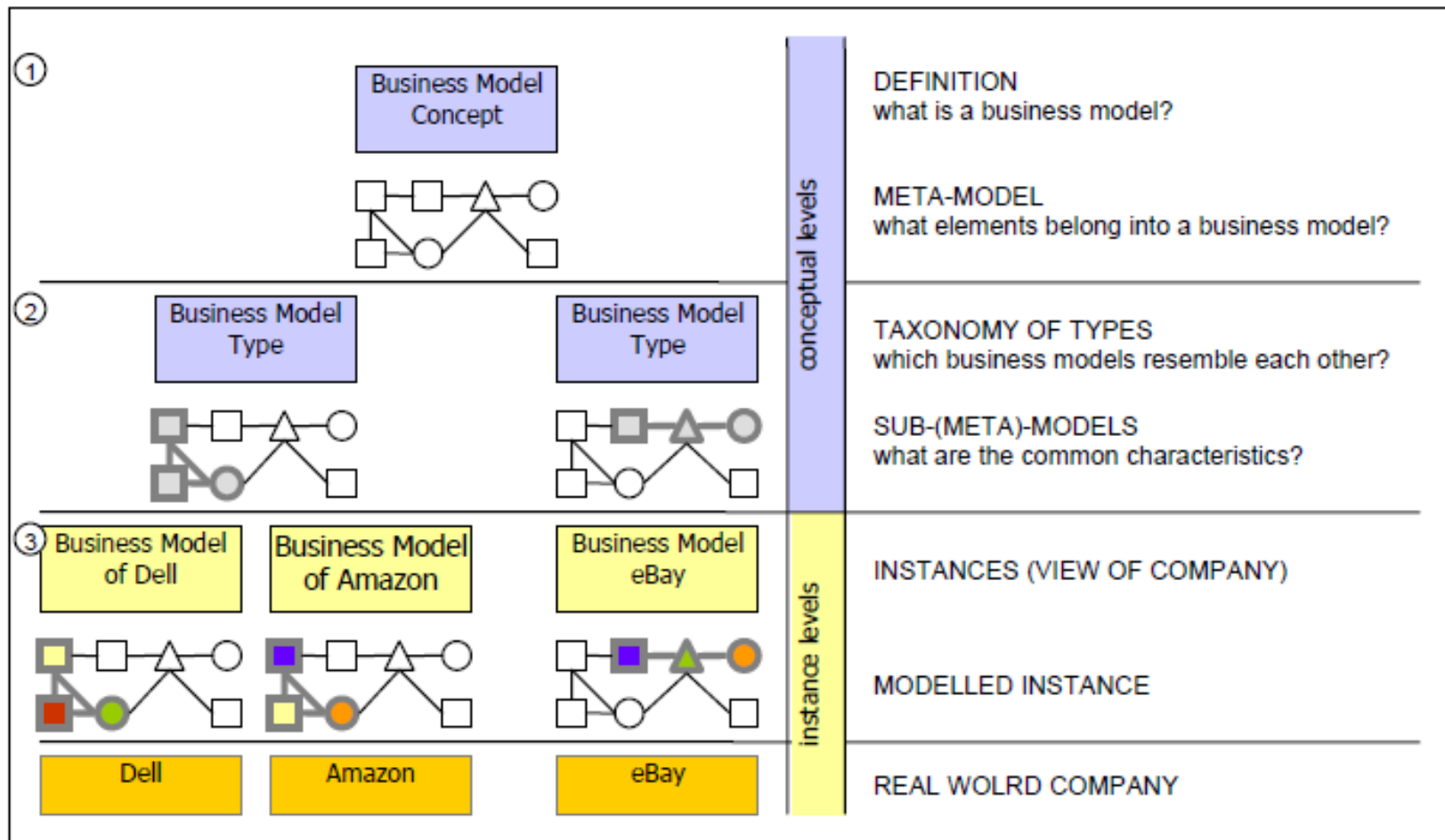
Business Model

- A business model is a **conceptual tool** containing a set of **objects, concepts and their relationships** with the objective to express the **business logic** of a specific firm.
- Therefore we must consider which **concepts and relationships** allow a simplified description and representation of **what value is provided to customers, how this is done** and with which **financial consequences**.

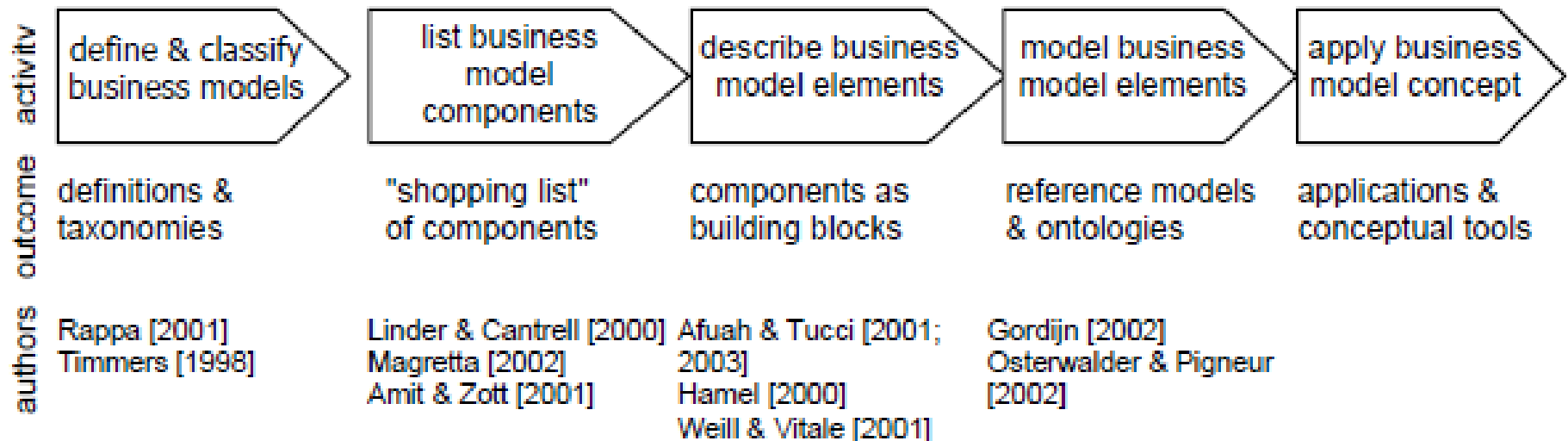
Occurrences of the Term "Business Model" in Scholarly Reviewed Journals

Year	In Title	In Abstract	In Keywords	in Full Text
2003	30	159	10	667
2002	22	109	2	617
2001	11	100	7	609
2000	16	67	1	491
1999	3	42	1	262
1998	1	19	0	128
1997	1	14	0	66
1996	0	14	0	57
1995	0	4	0	36
1994	0	2	0	18
1993	0	5	0	18
1992	0	2	0	15
1991	0	1	0	10
1990	0	4	0	7

Business Model Concept Hierarchy



Evolution of the Business Model Concept



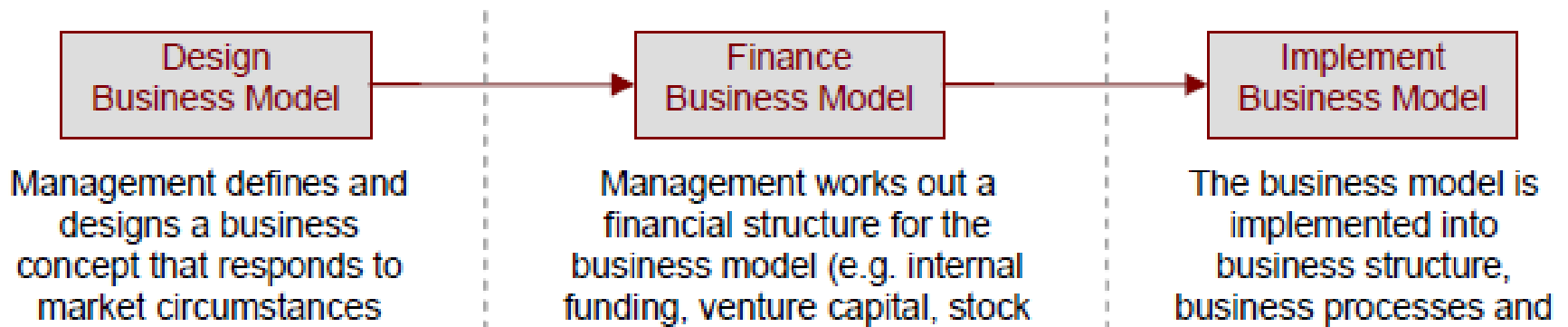
Business Model vs. Business Process Model

- Business Model
 - a view of the firm's logic for creating and commercializing value
- Business process model
 - how a business case is implemented in processes

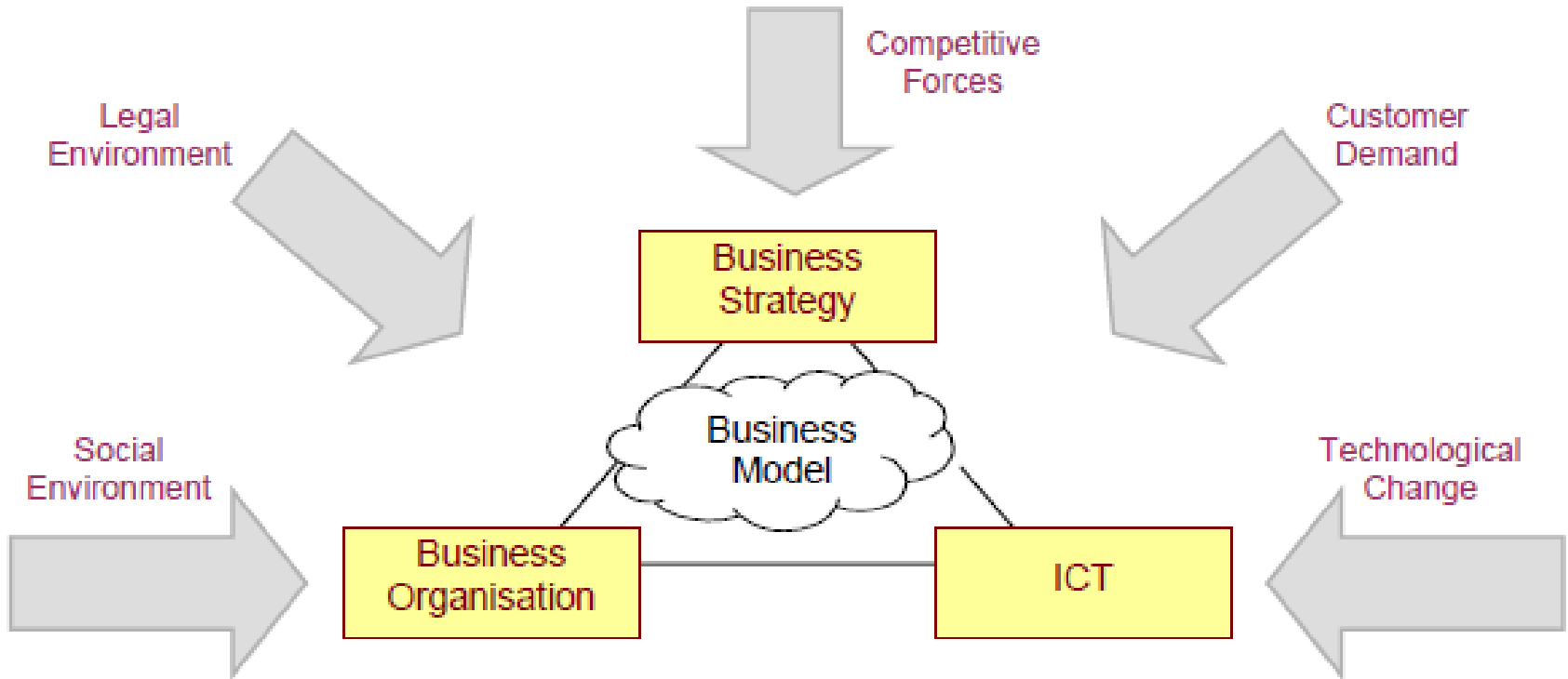
Business Model vs. Strategy

- Business Models
 - a system that shows how the pieces of a business fit together.
 - an abstraction of a firm's strategy
- Strategy
 - includes competition

Implementing Business Models



The Business Model's Place in the Firm



Nine Business Model Building Blocks

Pillar	Business Model Building Block	Description
Product	Value Proposition	Gives an overall view of a company's bundle of products and services.
Customer Interface	Target Customer	Describes the segments of customers a company wants to offer value to.
	Distribution Channel	Describes the various means of the company to get in touch with its customers.
	Relationship	Explains the kind of links a company establishes between itself and its different customer segments.
Infrastructure Management	Value Configuration	Describes the arrangement of activities and resources.
	Core Competency	Outlines the competencies necessary to execute the company's business model.
	Partner Network	Portrays the network of cooperative agreements with other companies necessary to efficiently offer and commercialize value.
Financial Aspects	Cost Structure	Sums up the monetary consequences of the means employed in the business model.
	Revenue Model	Describes the way a company makes money through a variety of revenue flows.

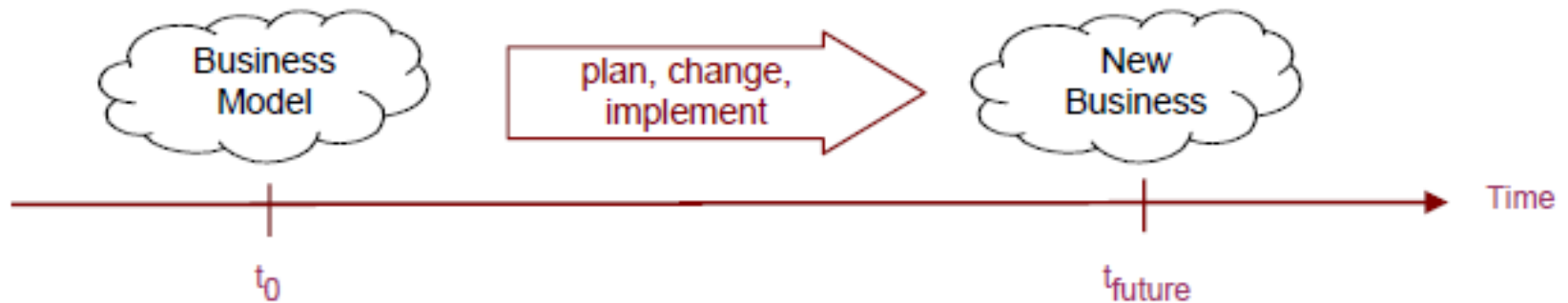
Domains Addressed in Business Models

Business model ontology	Stähler 2001	Weill and Vitale 2001	Petrovic, Kittl et al.	Gordijn 2002	Afuah and Tucci 2003	Tapscott, Ticoll et al. 2000	Linder and Cantrell 2000
Value Proposition	value proposition	Value Proposition, strategic objective	Value Model	Value offering	Customer Value		value proposition
Target Customer		Customer Segments		Market Segment	Scope		
Distribution Channel		Channels	Customer relations model				channel model
Customer Relationship			Customer relations model				commerce relationship
Value Configuration	Architecture		Production Mode	e3-value configuration	connected activities, value configuration	b-webs	commerce process model
Capability		Core competencies, CSF	Resource Model		capabilities		
Partnership	Architecture	e-business schematics		Actors	sustainability (team-up strategy)	b-webs	
Cost Structure				Value exchange	cost structure		
Revenue Model	Revenue Model	Source of revenue	Revenue Model	value exchange	pricing, revenue source		pricing model, revenue model

Domains Addressed in Business Models (cont.)

Business model ontology	Hamel 2000	Mahadevan 2000	Chesbrough and Rosenbloom 2000	Magretta 2002	Amit and Zott 2001	Applegate and Collura 2001	Maitland and Van de Kar 2002
Value Proposition	Product/market scope	Value stream	Value proposition	What does the customer value?	Transaction component	Product and Services offered	Value proposition, assumed value
Target Customer	Market scope		Market segment	Who is the customer?		Market opportunity	Market segment
Distribution Channel	Fulfillment & support, info & insight			How can we deliver value at an appropriate cost?		Marketing/sales model	
Customer Relationship	Relationship dynamics					Brand and reputation	
Value Configuration	Core processes	Logistical stream	Structure of the value chain		Architectural configuration	Operating model	
Capability	core competencies, strategic assets					Organization and culture, management model)	
Partnership	suppliers, partners, coalitions		Position in the value chain		Transaction component	Partners	Companies involved in creating value
Cost Structure			Cost structure	What is the underlying economic value?			
Revenue Model	pricing structure	Revenue stream		How do we make money in this business		Benefits to firm and stakeholders	Revenue Model

Planning, Changing and Implementing Business Models

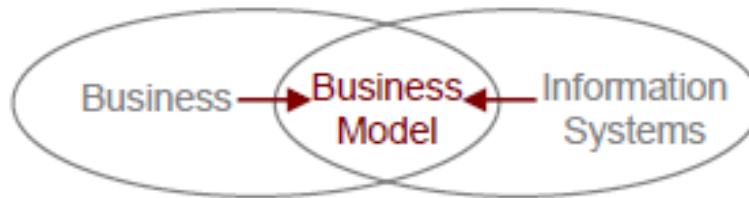


The management analyzes the current business model's adequacy to environmental pressures and designs a new business model

The new business model becomes a goal to achieve and guides planning, change and implementation

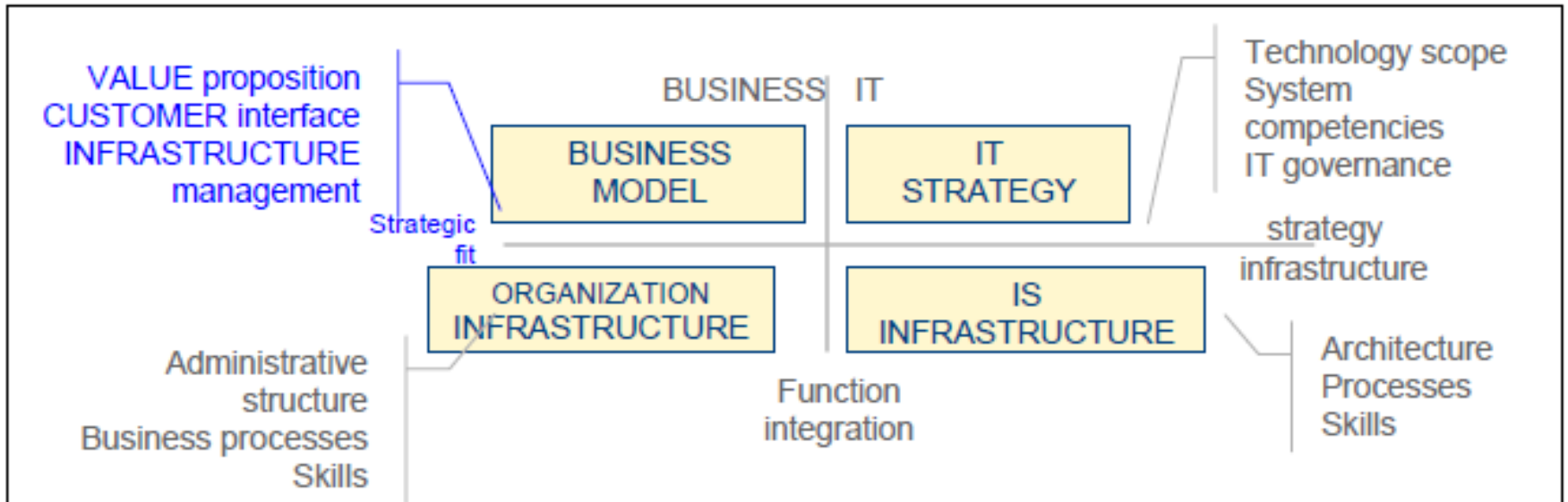
Business Strategy and Information Systems Alignment

Managers are aware of the use of Information Systems to realize goals, exploit opportunities and obtain competitive advantage



Information Systems support the company's business model and are targeted on areas that are critical to successful business performance

Business and IT/IS Alignment



Adapted from [Henderson and Venkatraman 1999]

Infrastructure Alignment

9 INFRASTRUCTURE SERVICES	Application Infrastructure	Communications Management	Data Management	IT Management	Security	Architecture and Standards	Channel Management	IT Research and Development	Training and Education in IT
9 BUSINESS MODEL BUILDING BLOCKS									
Value Proposition									
Target Customer									
Distribution Channel									
Relationship									
Value Configuration									
Capability									
Partnersh									
Cost Model									
Revenue Model									

Adapted from Weill and Vitale [2002]

Application Portfolio Management

	Strategic	Key Operational	Support	High Potential
Value Proposition				
Target Customer				
Distribution Channel				
Relationship				
Value Configuration				
Capability				
Partnersh				
Cost Model				
Revenue Model				

Adapted from Ward [1988]

Business Models and Goals for Requirements Engineering

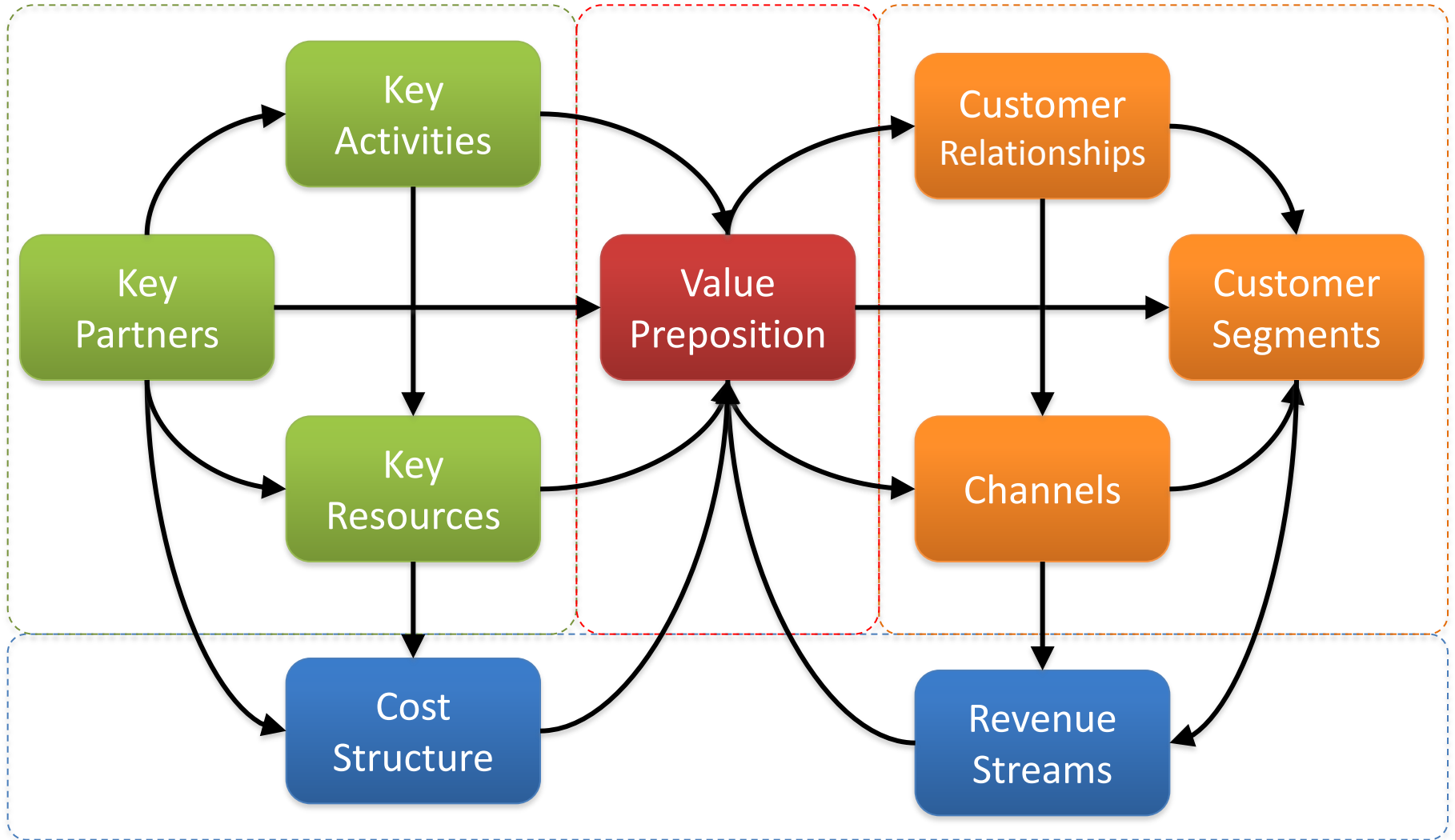
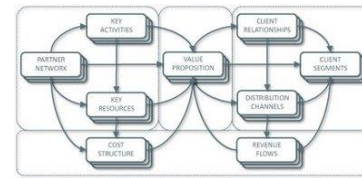
9 BUSINESS MODEL BLOCKS	Goal 1	Goal 2	Goal 3	Goal 4
Value Proposition				
Target Customer				
Distribution Channel				
Relationship				
Value Configuration				
Capability				
Partnersh				
Cost Model				
Revenue Model				

Business Model and Balanced Scorecard

9 BUSINESS MODEL BLOCKS	Indicator	current score	target score	alarm level
Value Proposition				
Target Customer				
Distribution Channel				
Relationship				
Value Configuration				
Capability				
Partnersh				
Cost Model				
Revenue Model				

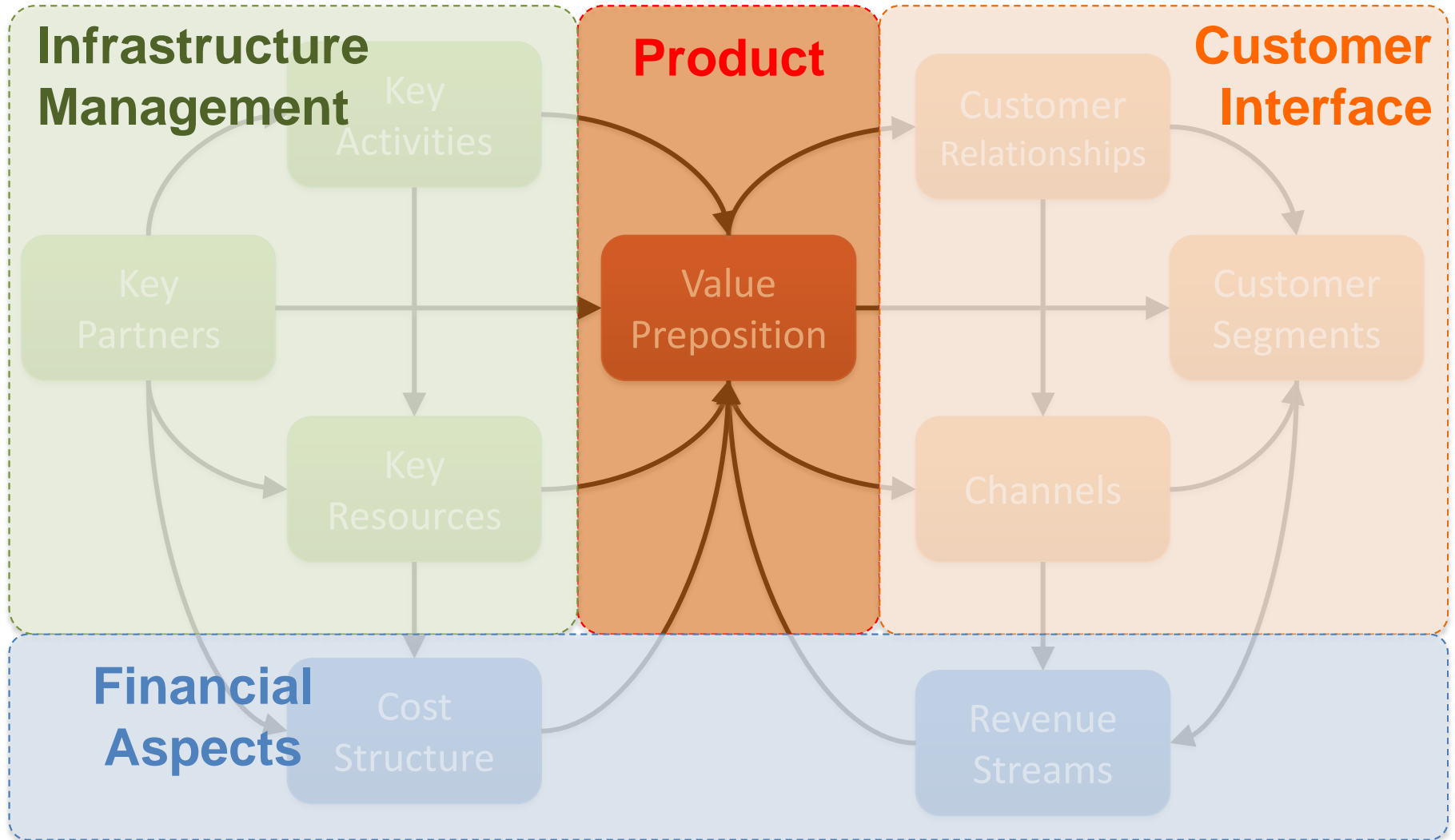
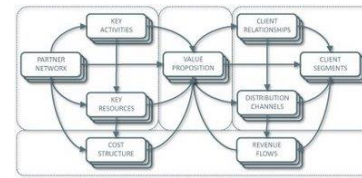
Adapted from Kaplan and Norton [1992]

Business Model Canvas



Source: http://nonlinearthinking.typepad.com/nonlinear_thinking/2008/07/the-business-model-canvas.html
<https://www.youtube.com/watch?v=QoAOzMTLP5s>

Business Model Canvas

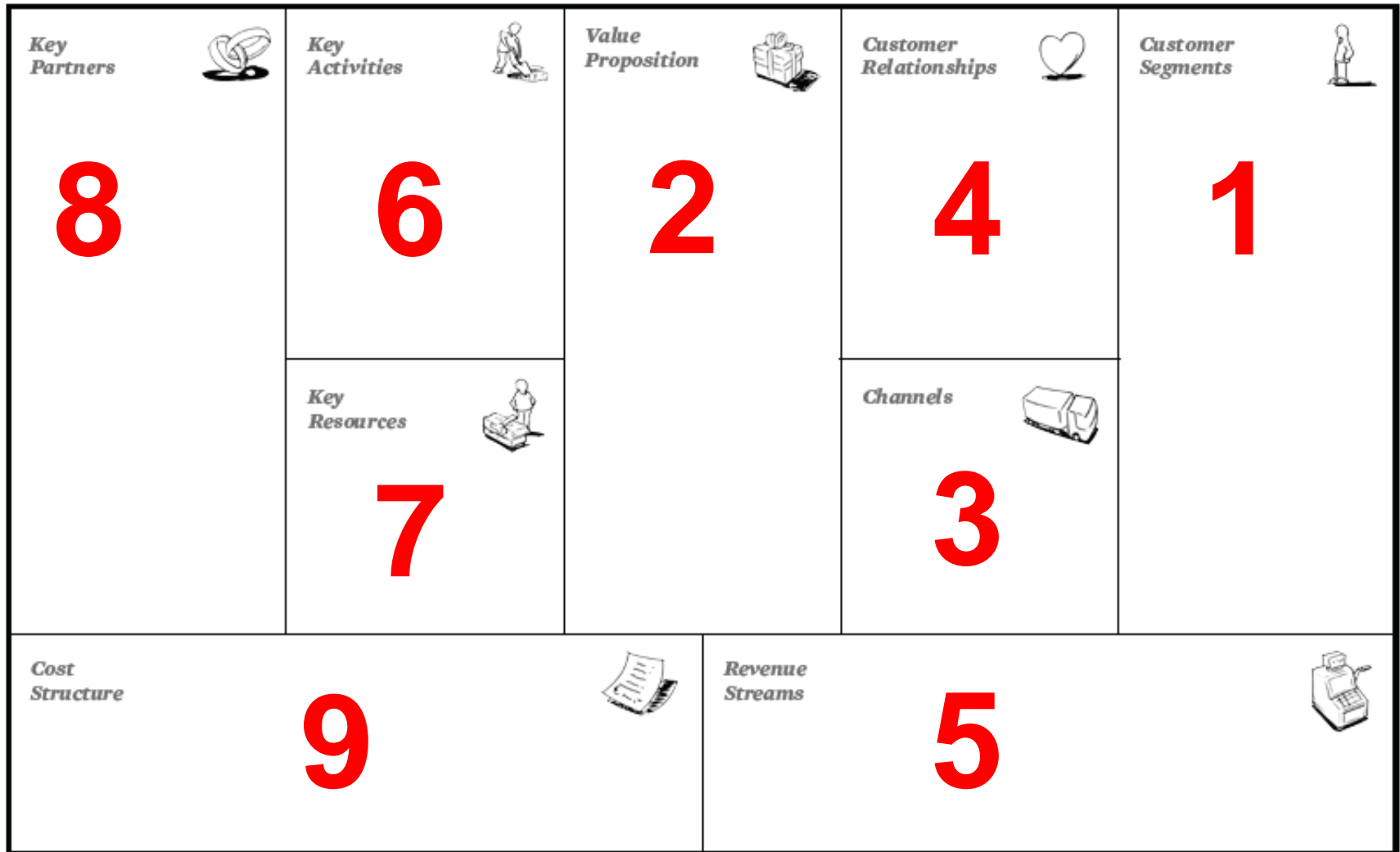


Source: http://nonlinearthinking.typepad.com/nonlinear_thinking/2008/07/the-business-model-canvas.html
<https://www.youtube.com/watch?v=QoAOzMTLP5s>

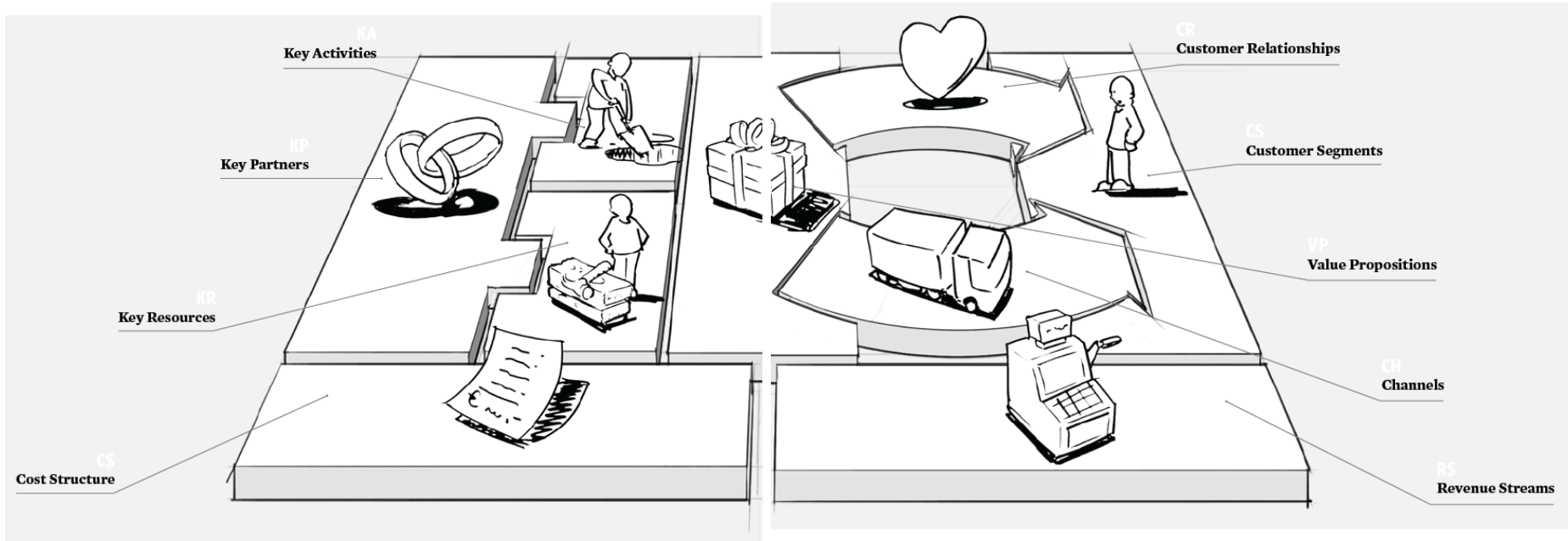
Business Model Canvas Explained



The 9 Building Blocks of Business Model

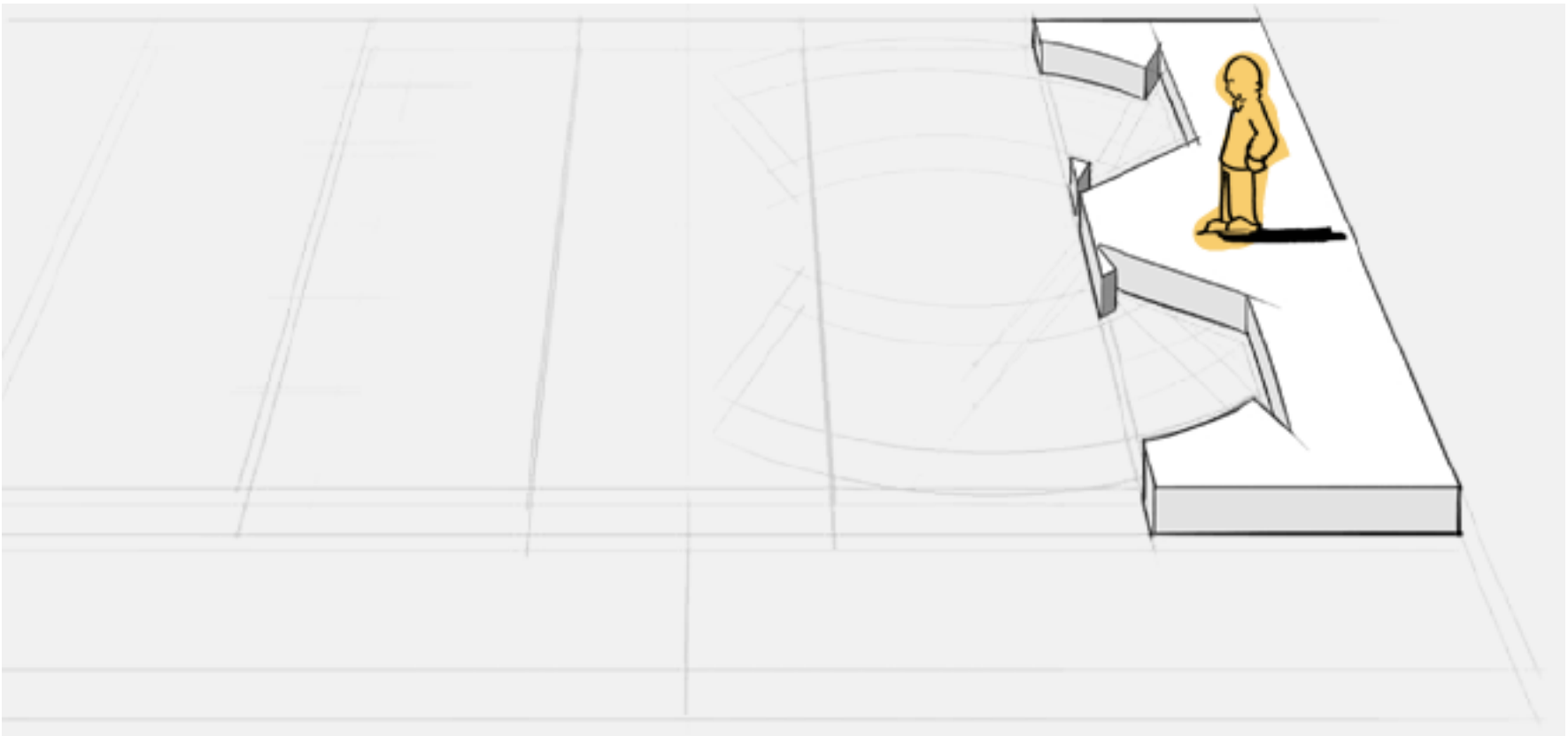


The 9 Building Blocks of Business Model



1. Customer Segments

Defines the different groups of people or organizations an enterprise aims to reach and serve



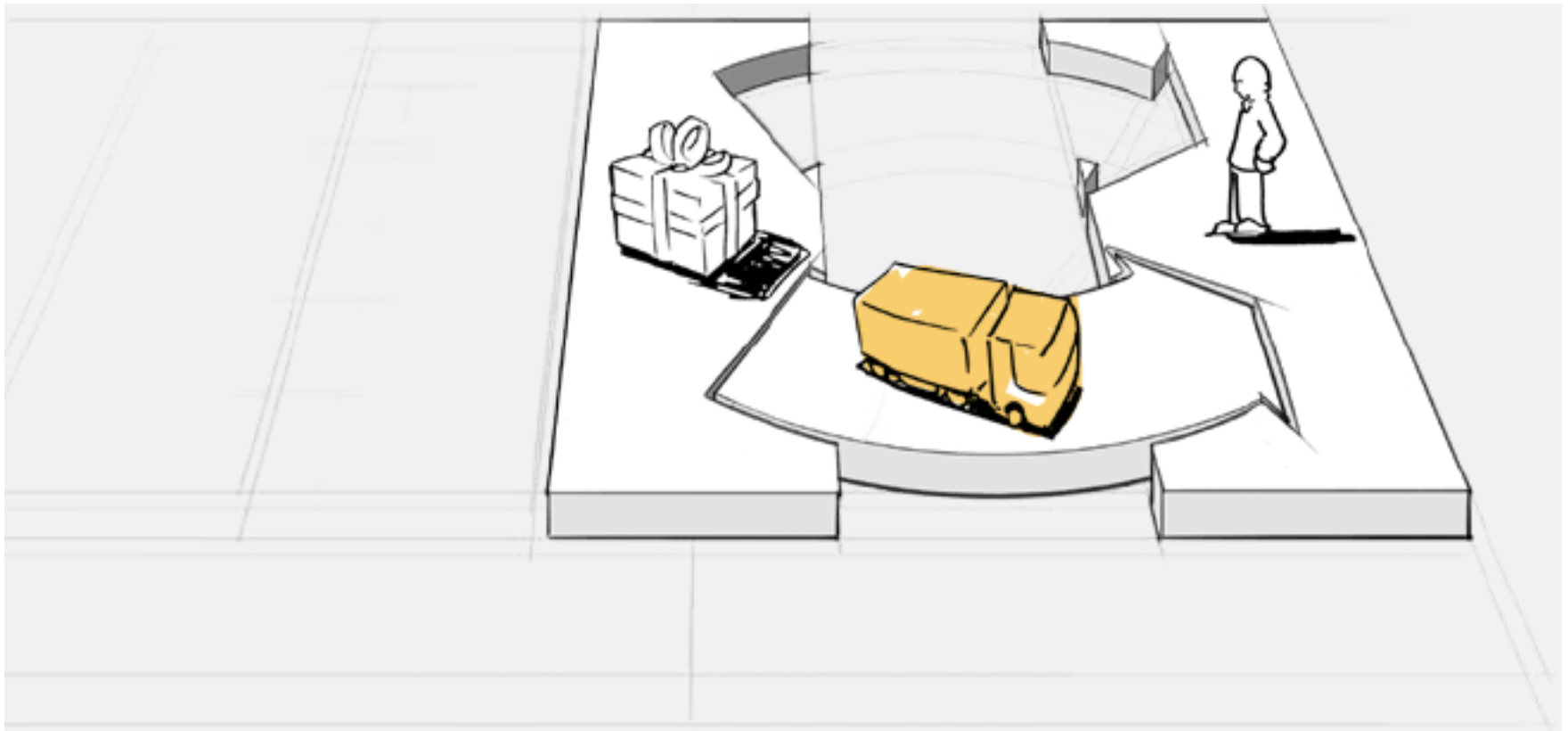
2. Value Propositions

Describes the bundle of products and services that create value for a specific Customer Segment



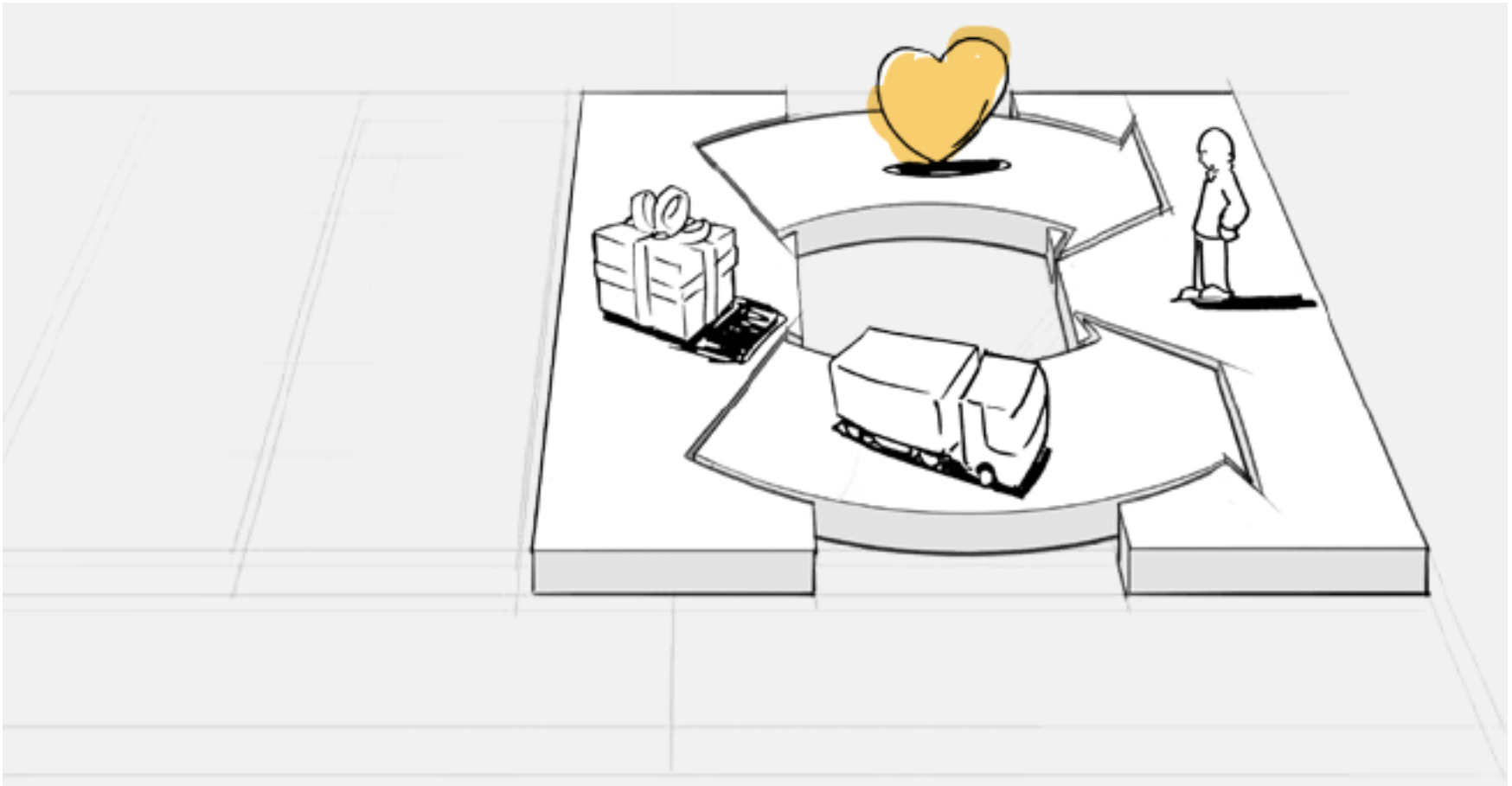
3. Channels

Describes how a company communicates with and reaches its Customer Segments to deliver a Value Proposition



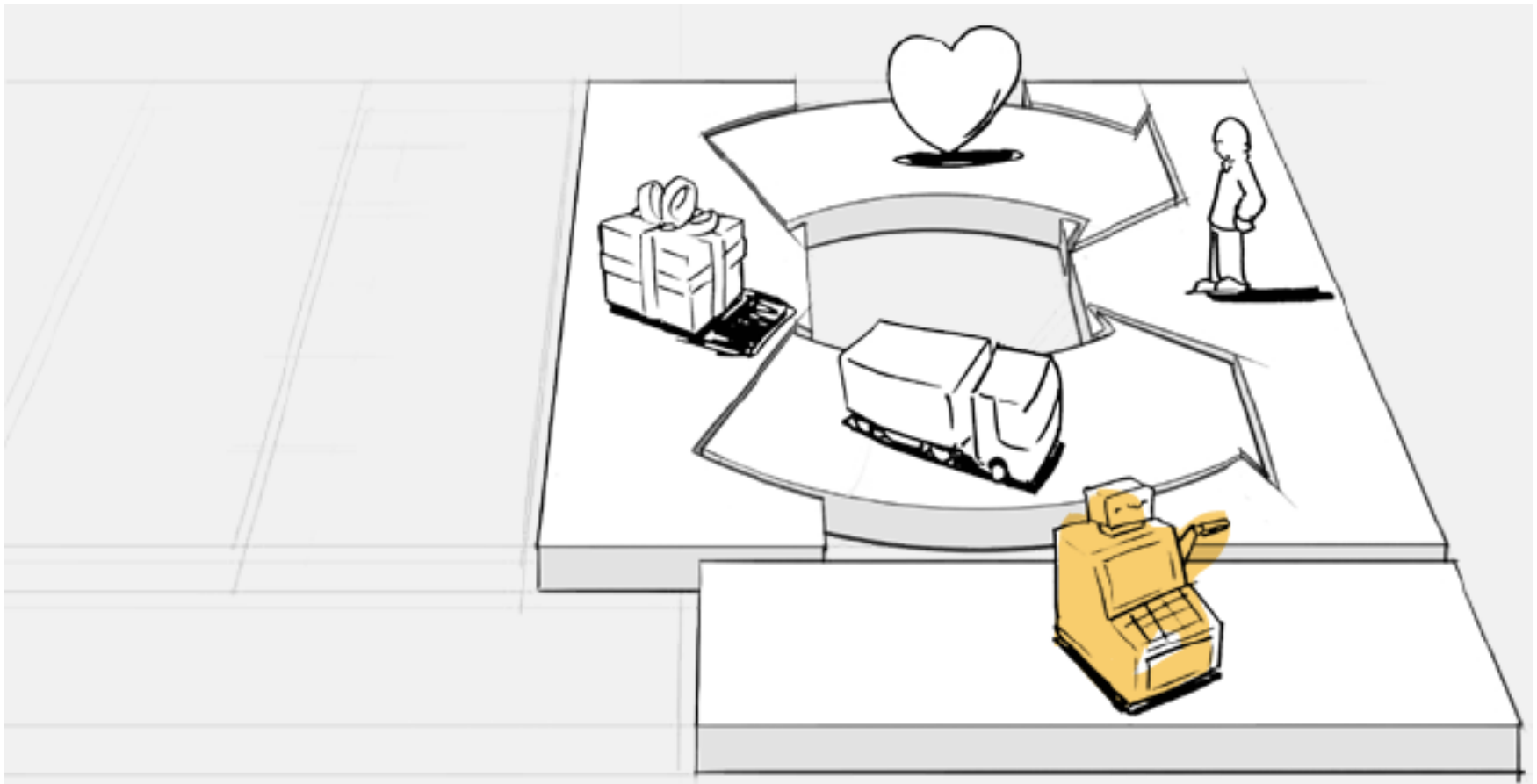
4. Customer Relationships

Describes the types of relationships a company establishes with specific Customer Segments



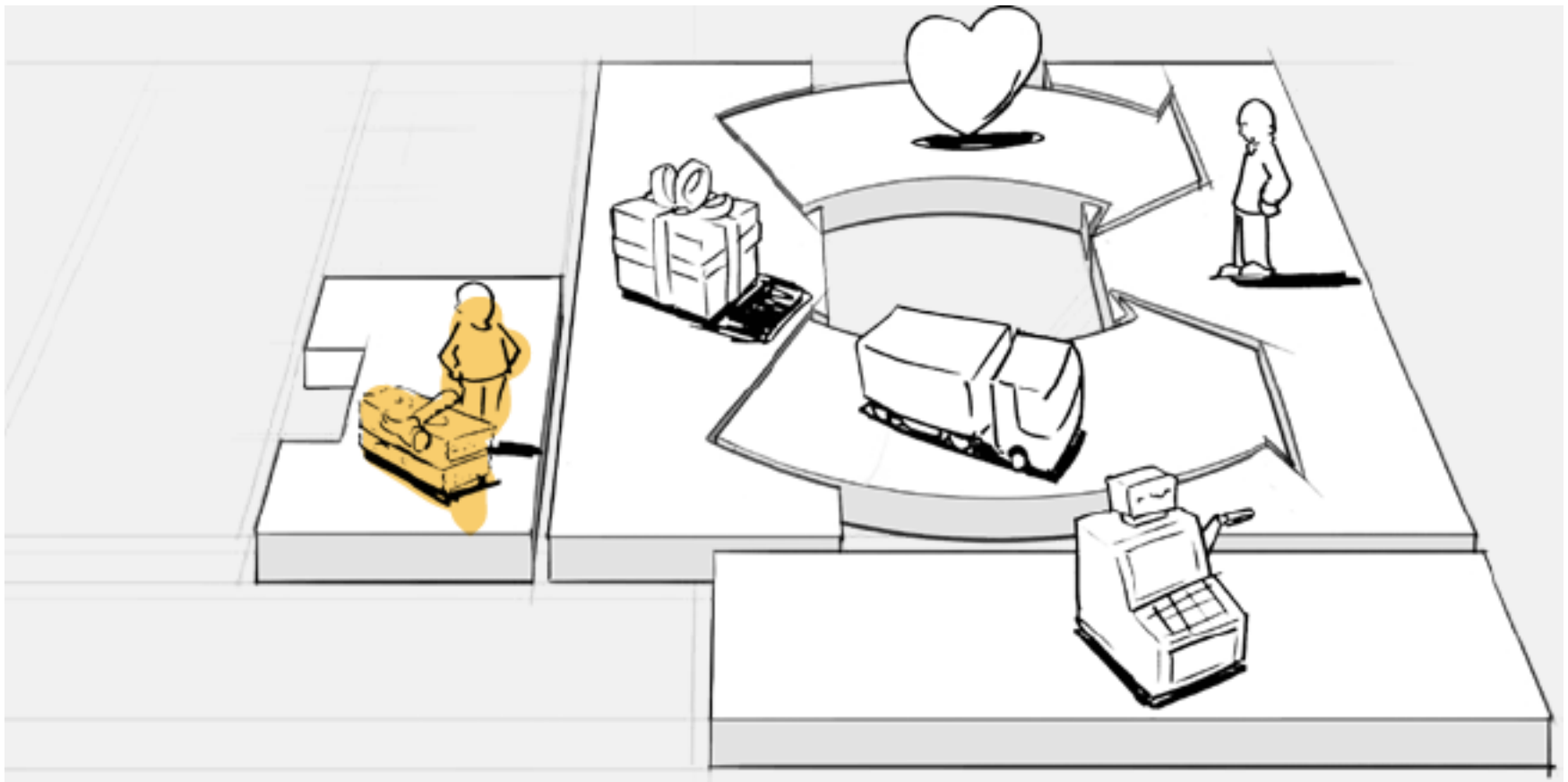
5. Revenue Streams

Represents the cash a company generates from each Customer Segment (costs must be subtracted from revenues to create earnings)



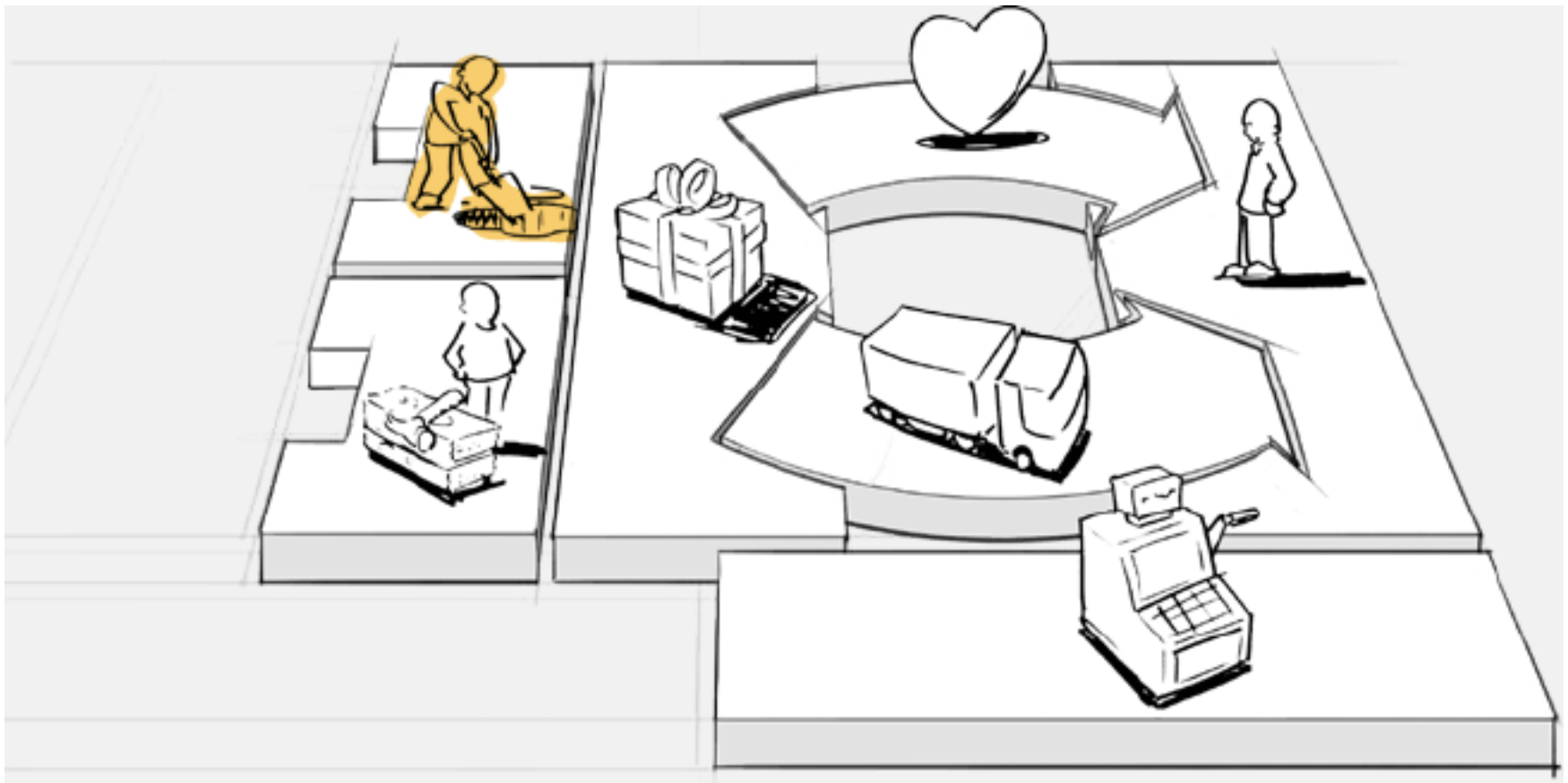
6. Key Resources

Describes the most important assets required to make a business model work



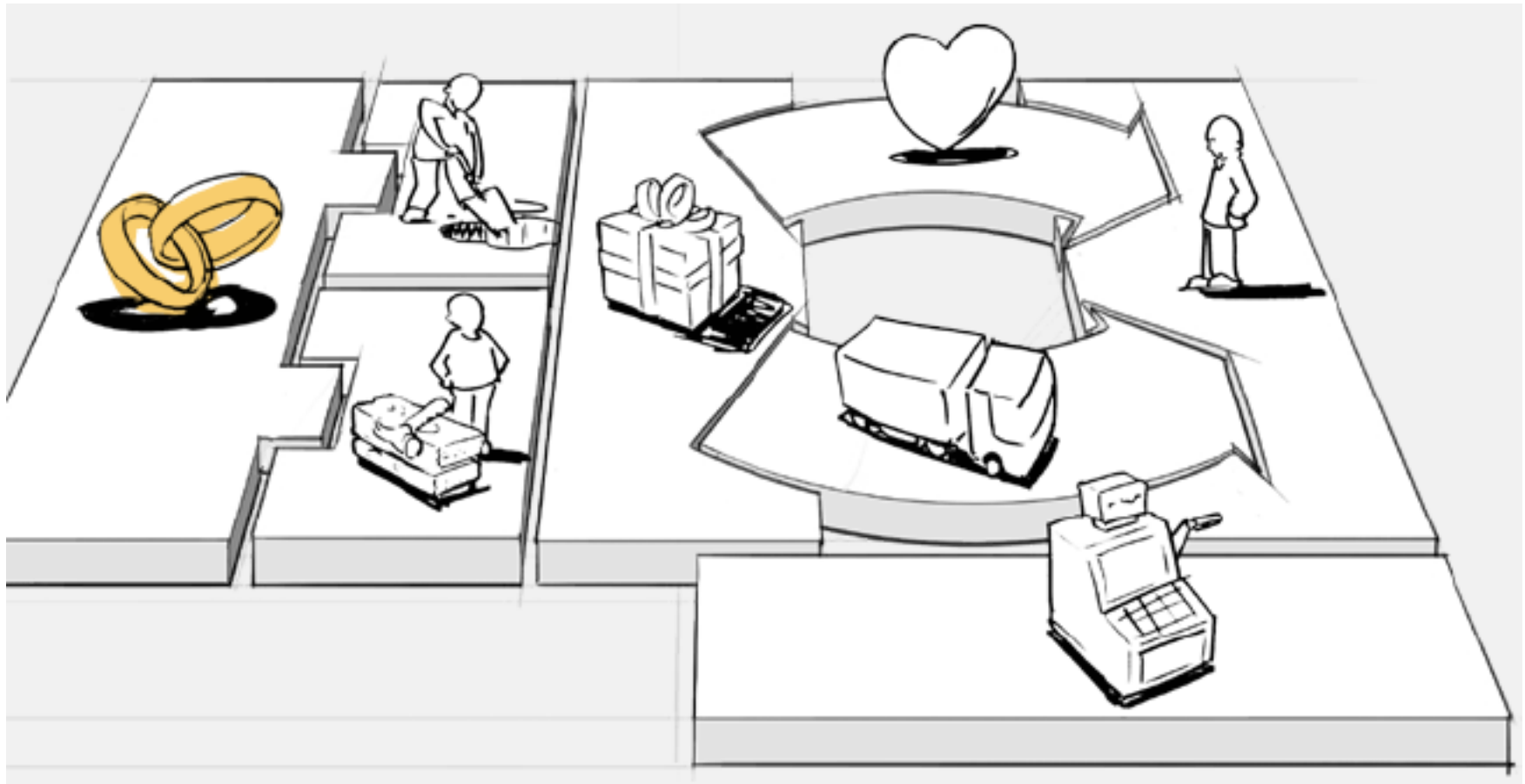
7. Key Activities

Describes the most important things a company must do to make its business model work



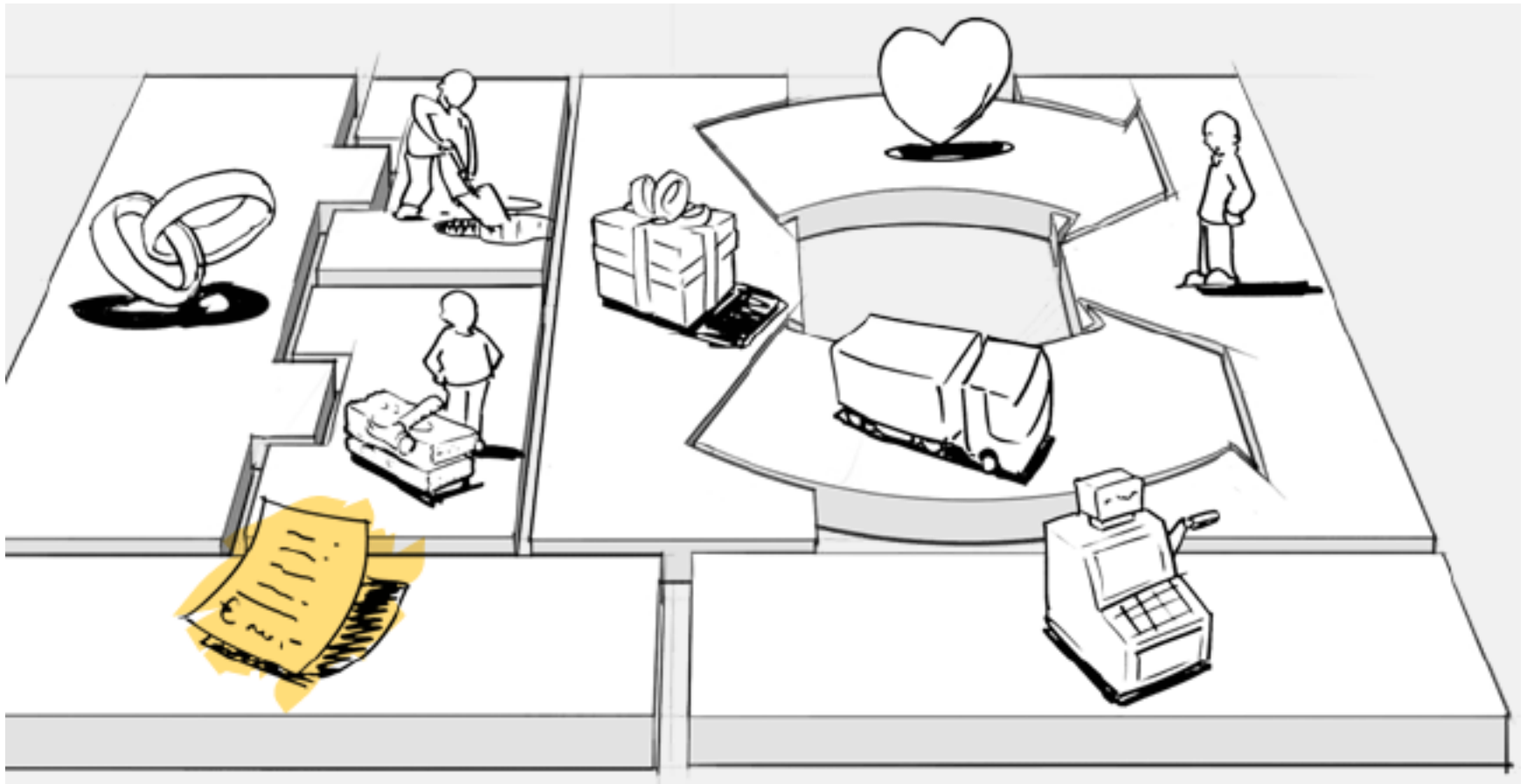
8. Key Partnerships

Describes the network of suppliers and partners that make the business model work



9. Cost Structure

Describes all costs incurred to operate a business model



The 9 Building Blocks of Business Model

1. Customer Segments

- An organization serves one or several Customer Segments.

2. Value Propositions

- It seeks to solve customer problems and satisfy customer needs with value propositions.

3. Channels

- Value propositions are delivered to customers through communication, distribution, and sales Channels.

4. Customer Relationships

- Customer relationships are established and maintained with each Customer Segment.

The 9 Building Blocks of Business Model

5. Revenue Streams

- Revenue streams result from value propositions successfully offered to customers.

6. Key Resources

- Key resources are the assets required to offer and deliver the previously described elements...

7. Key Activities

- ...by performing a number of Key Activities.

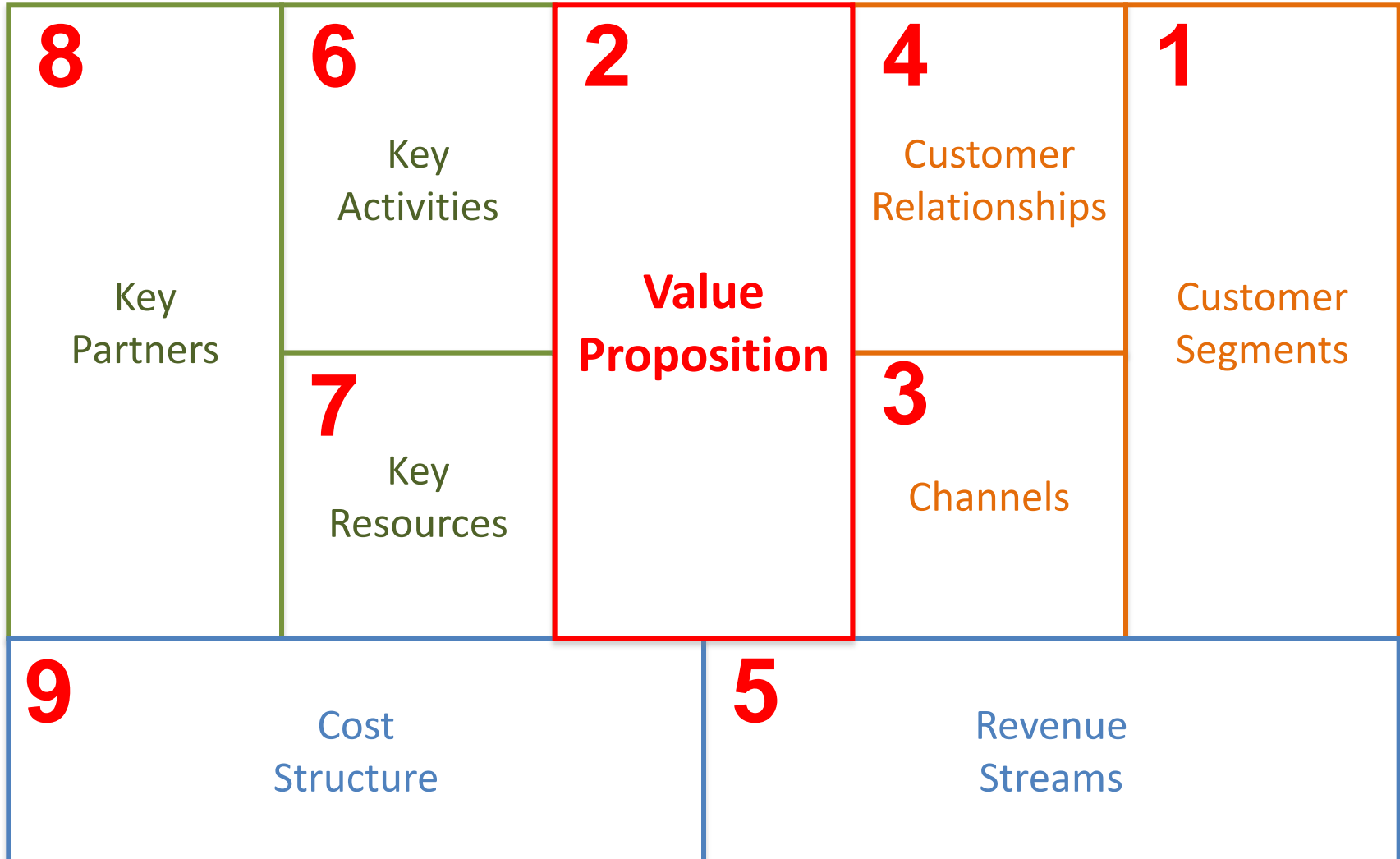
8. Key Partnerships

- Some activities are outsourced and some resources are acquired outside the enterprise.

9. Cost Structure

- The business model elements result in the cost structure.

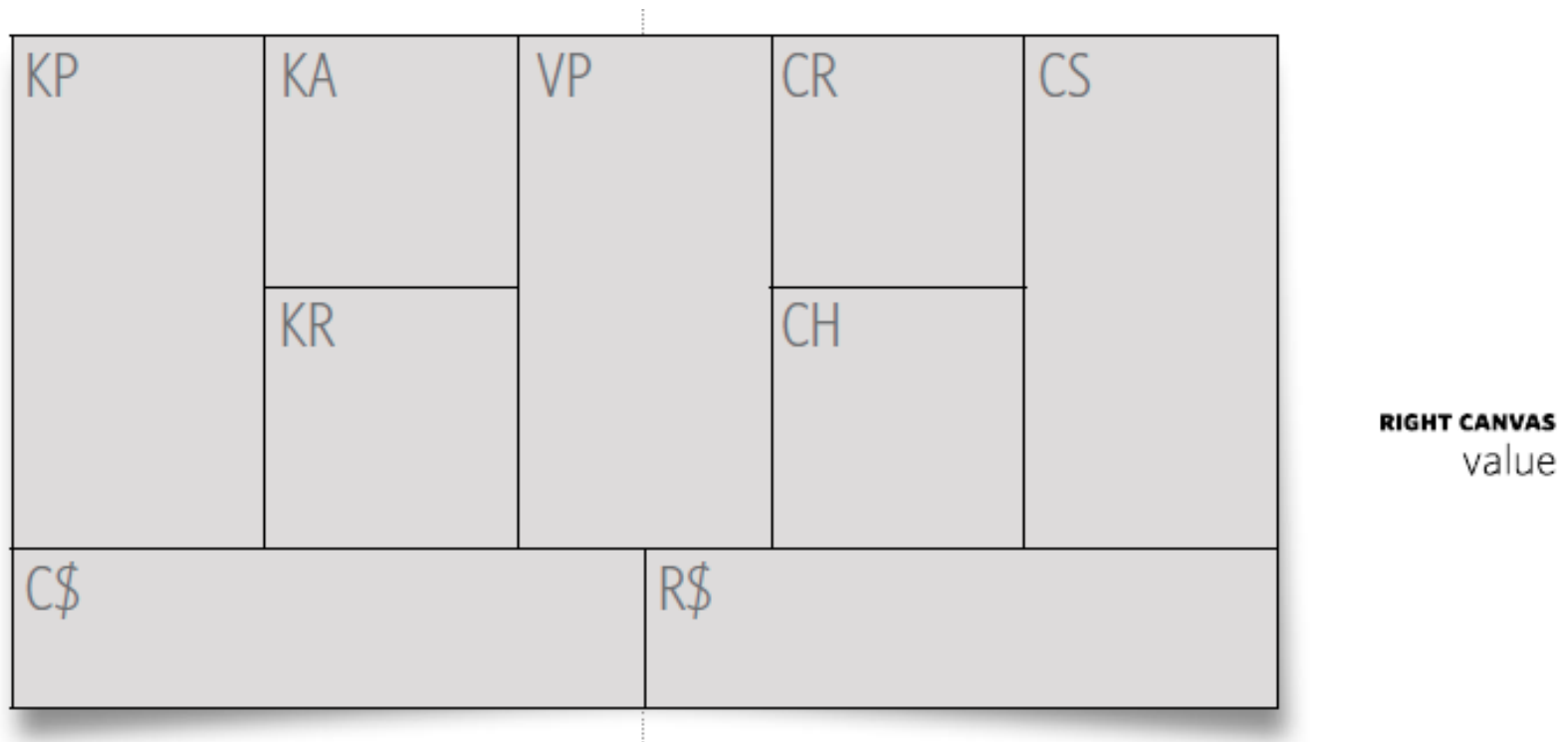
Business Model



Business Model Generation



Business Model Generation



Production and Logistics

Anything beyond content creation is outsourced to readily available service providers.

Differentiation

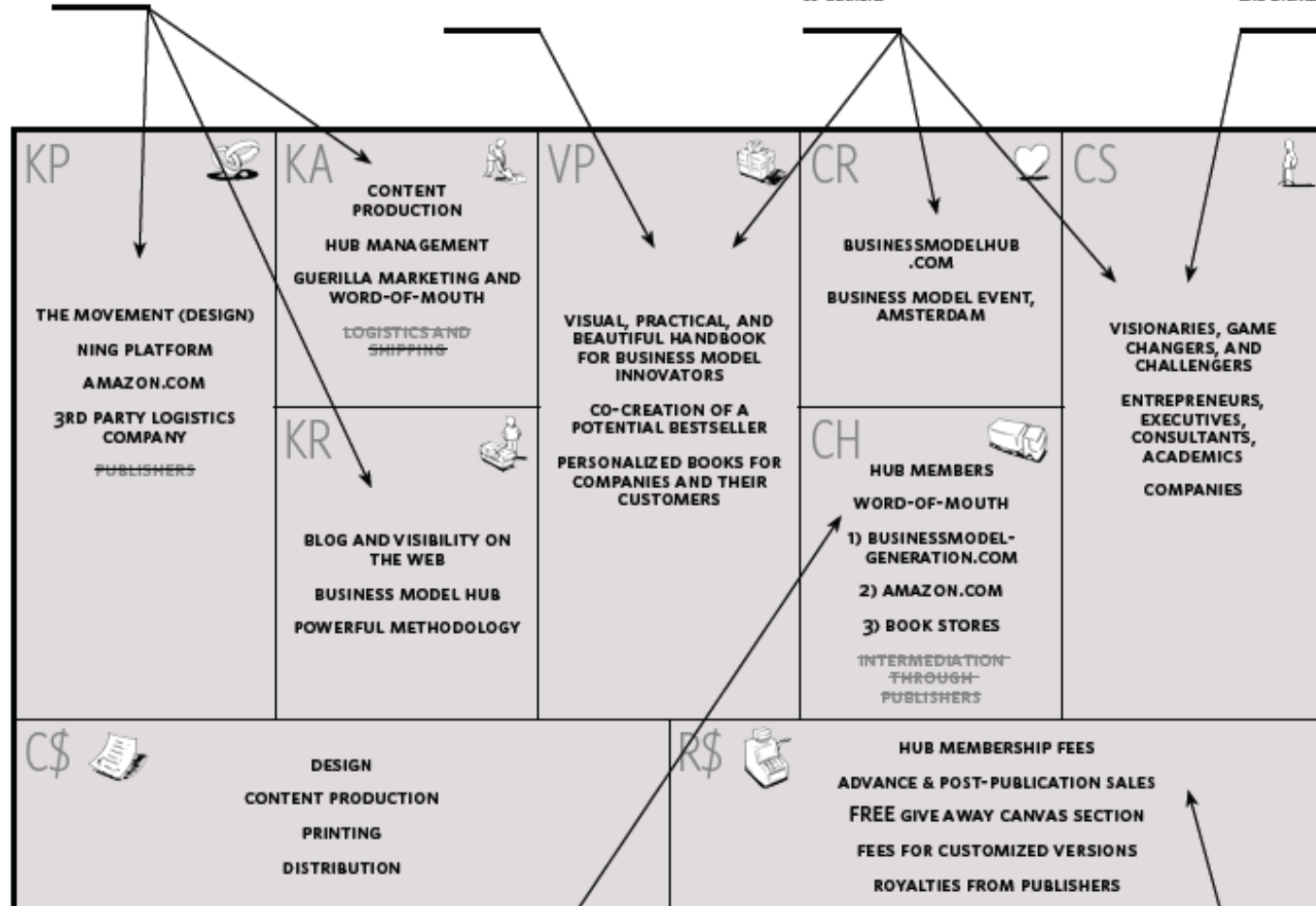
An entirely different format, business model, and story for the book makes it stand out in a crowded market.

Community

The book is co-created with practitioners from around the world who feel ownership thanks to attribution as contributing co-authors.

Buyers

Paying customers are not only readers, but co-creators and companies that want customized books for their employees and clients.



THE CANVAS OF BUSINESS MODEL GENERATION

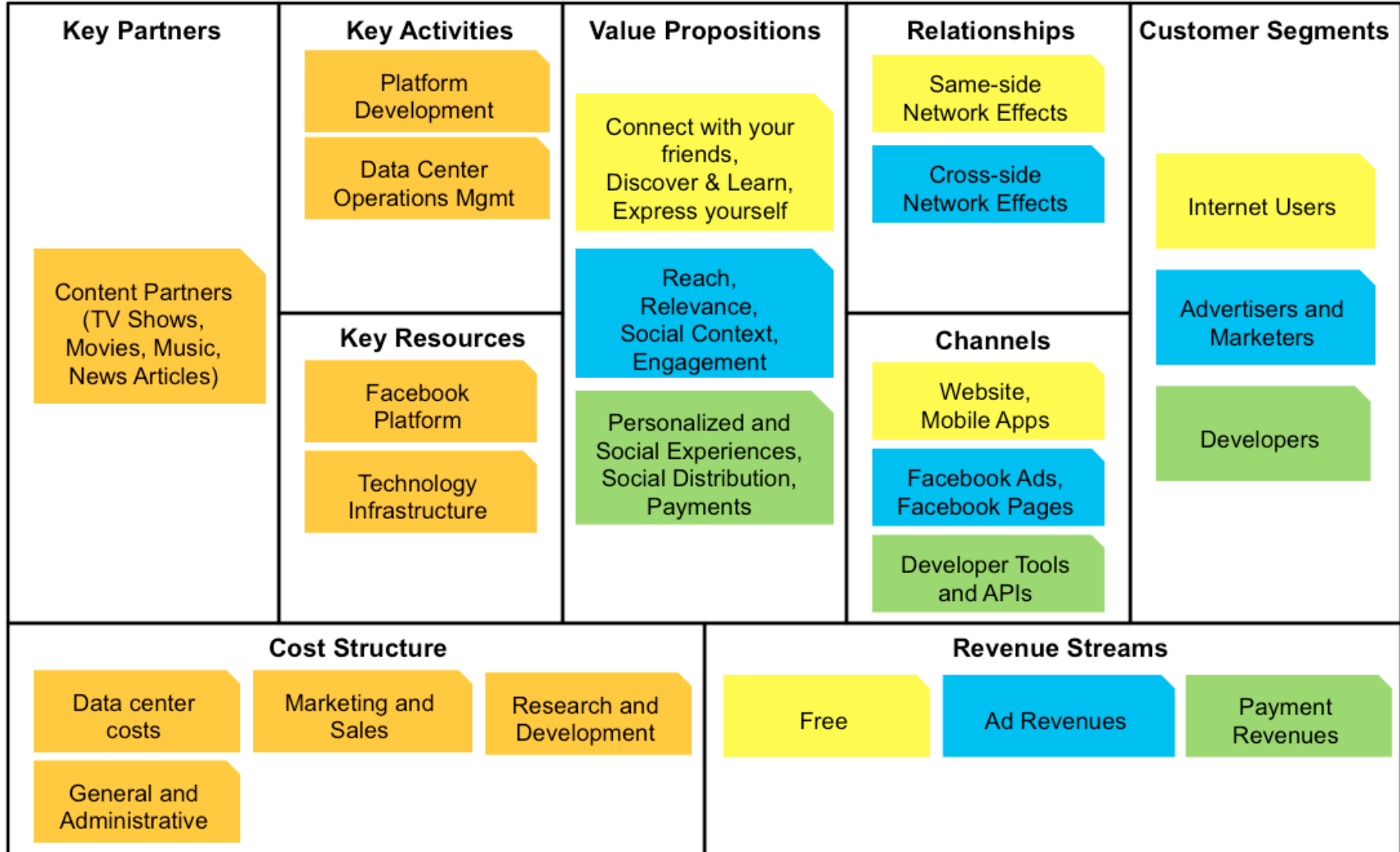
Reach

A mix of direct and indirect Channels and a phased approach optimizes reach and margins. The story of the book lends itself well to viral marketing and word-of-mouth promotion.

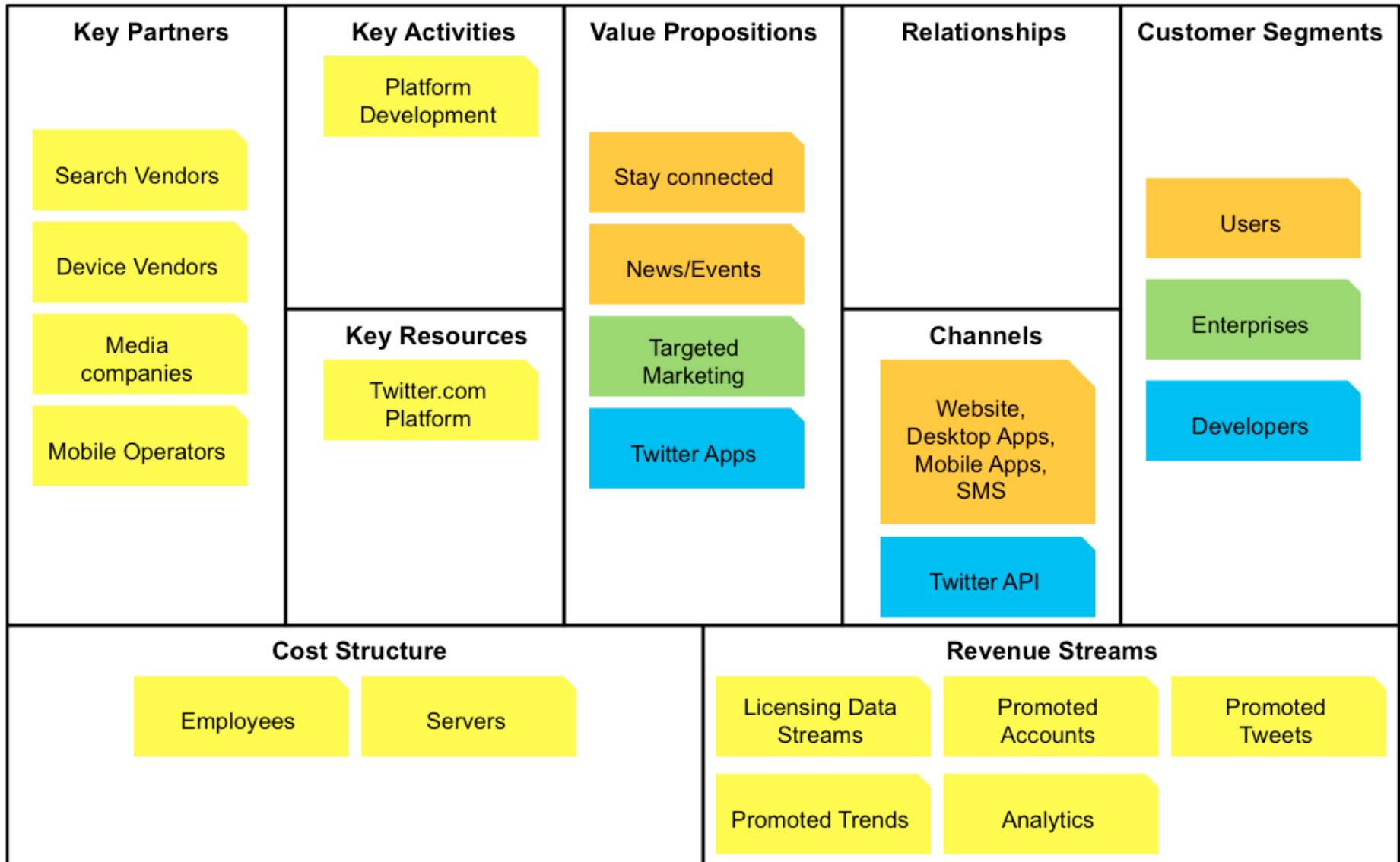
Revenues

The book was financed through advanced sales and fees paid by co-creators. Additional revenues come from customized versions for companies and their clients.

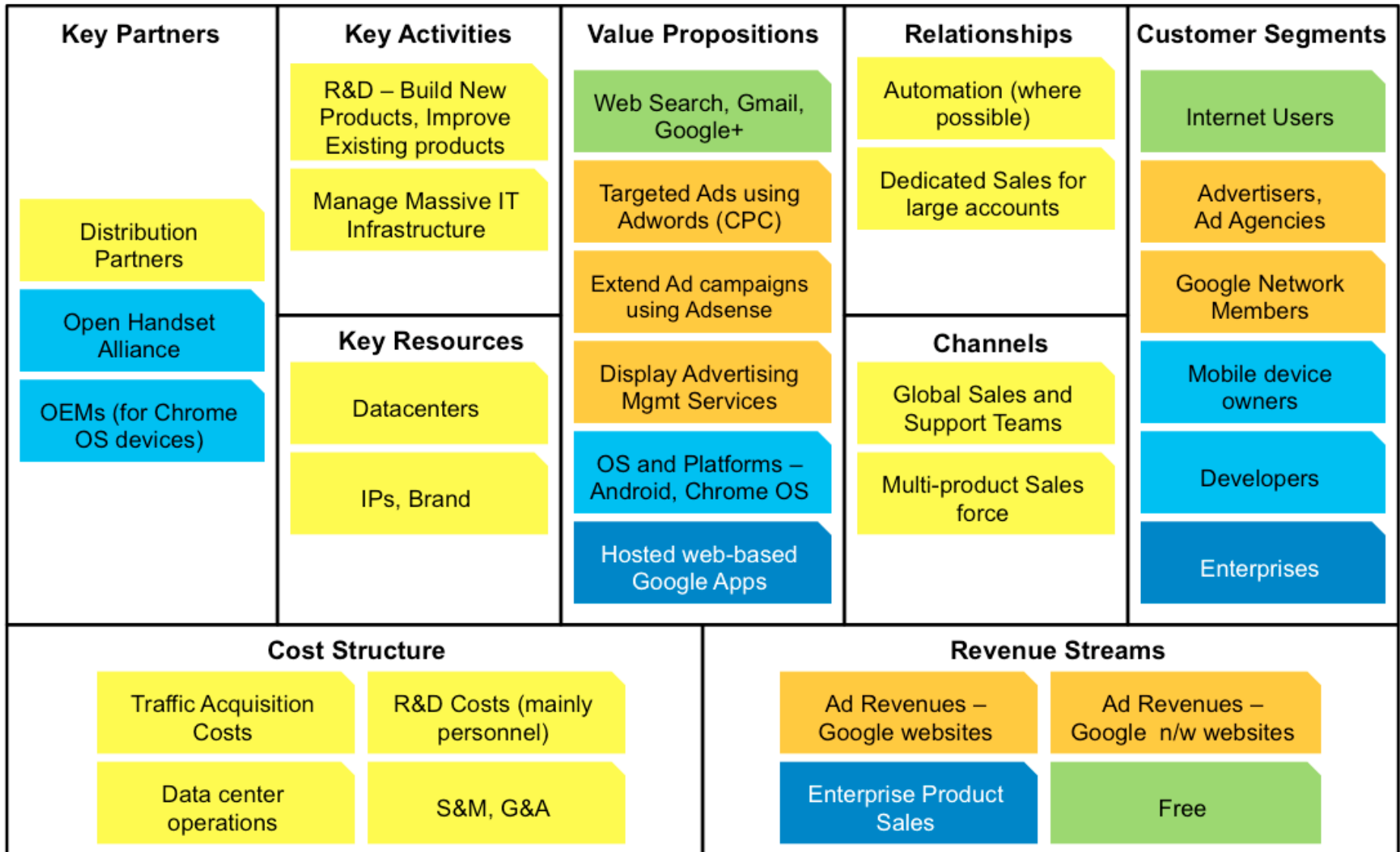
Facebook – World's leading Social Networking Site (SNS)



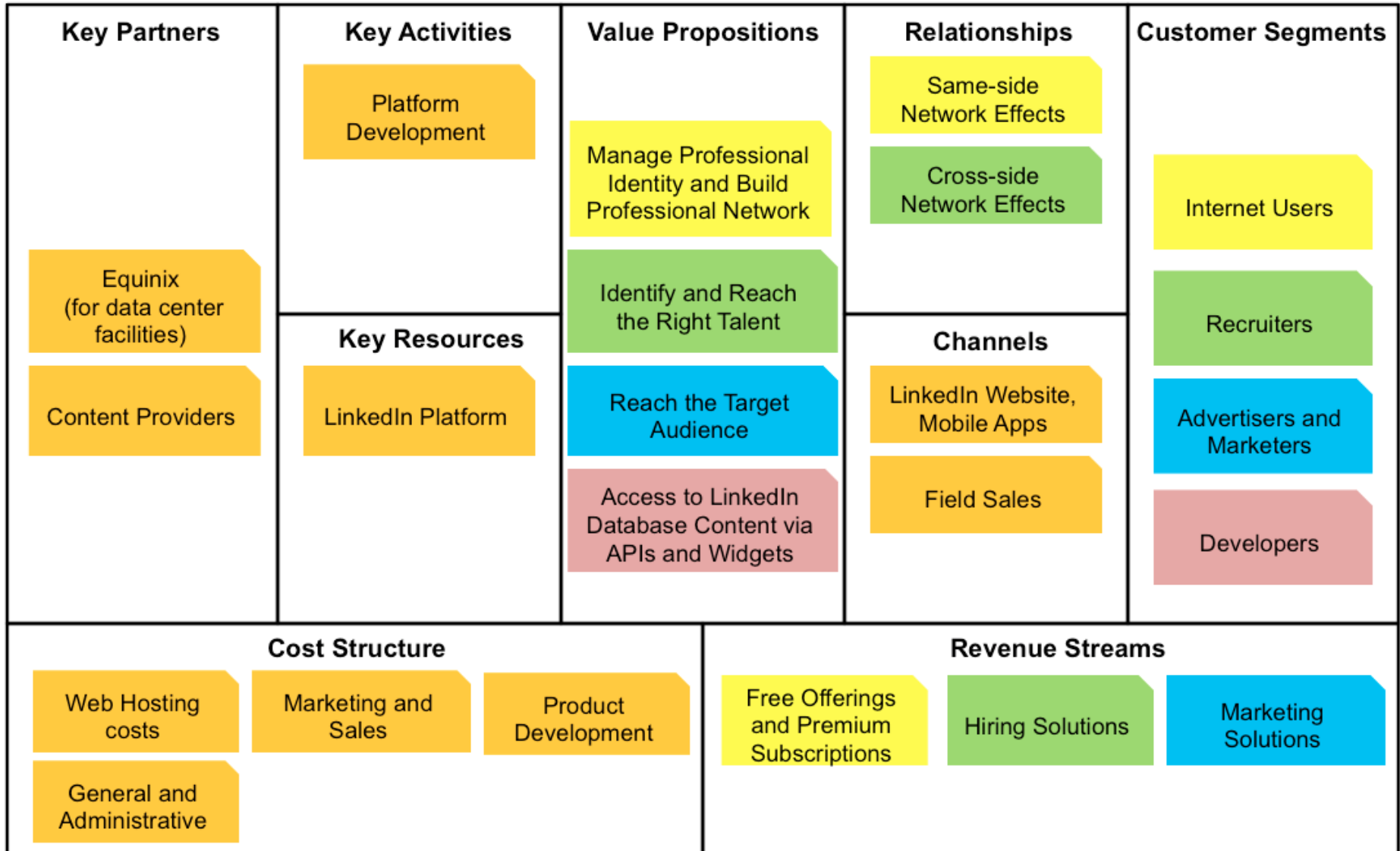
Twitter Business Model



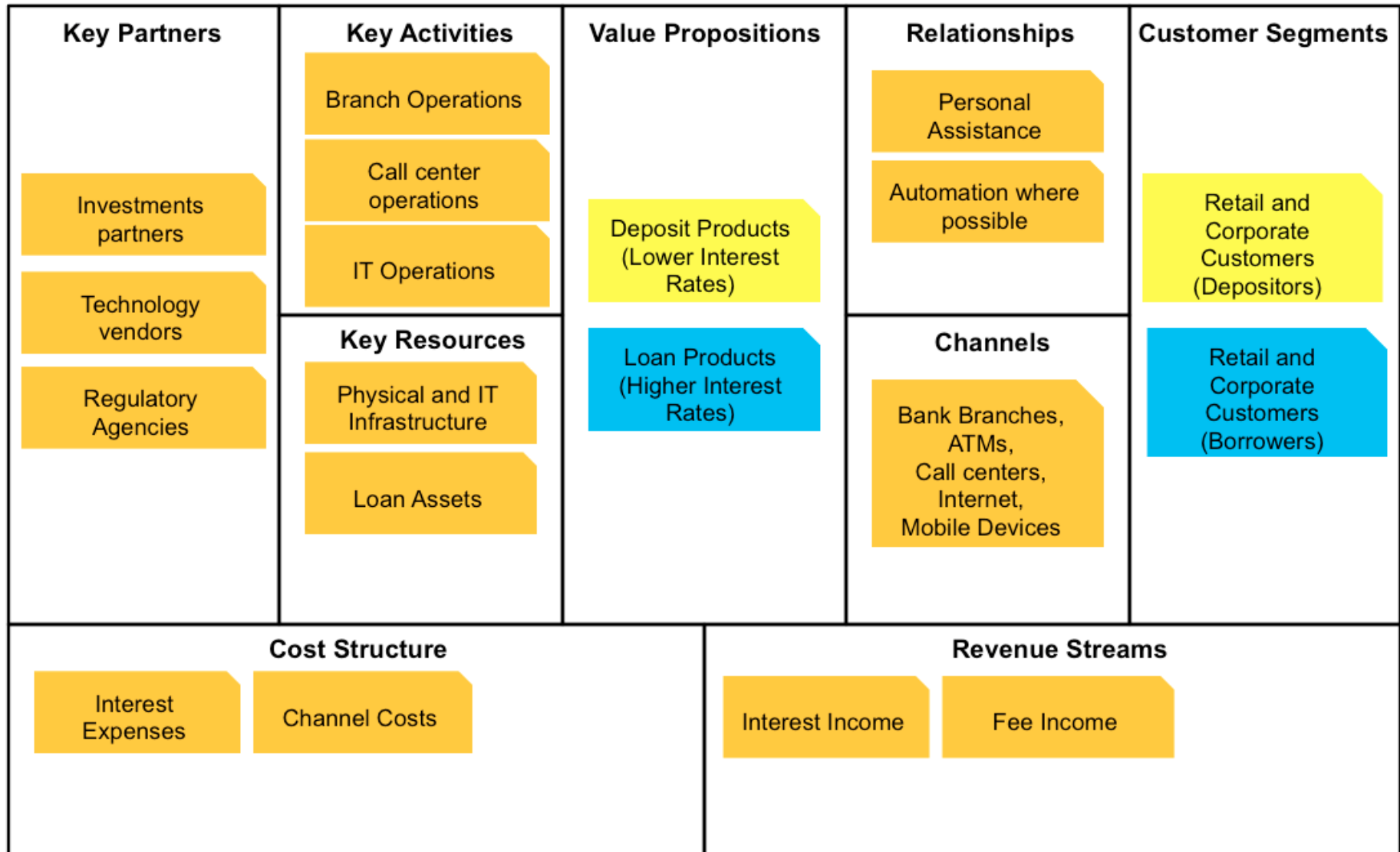
Google Business Model



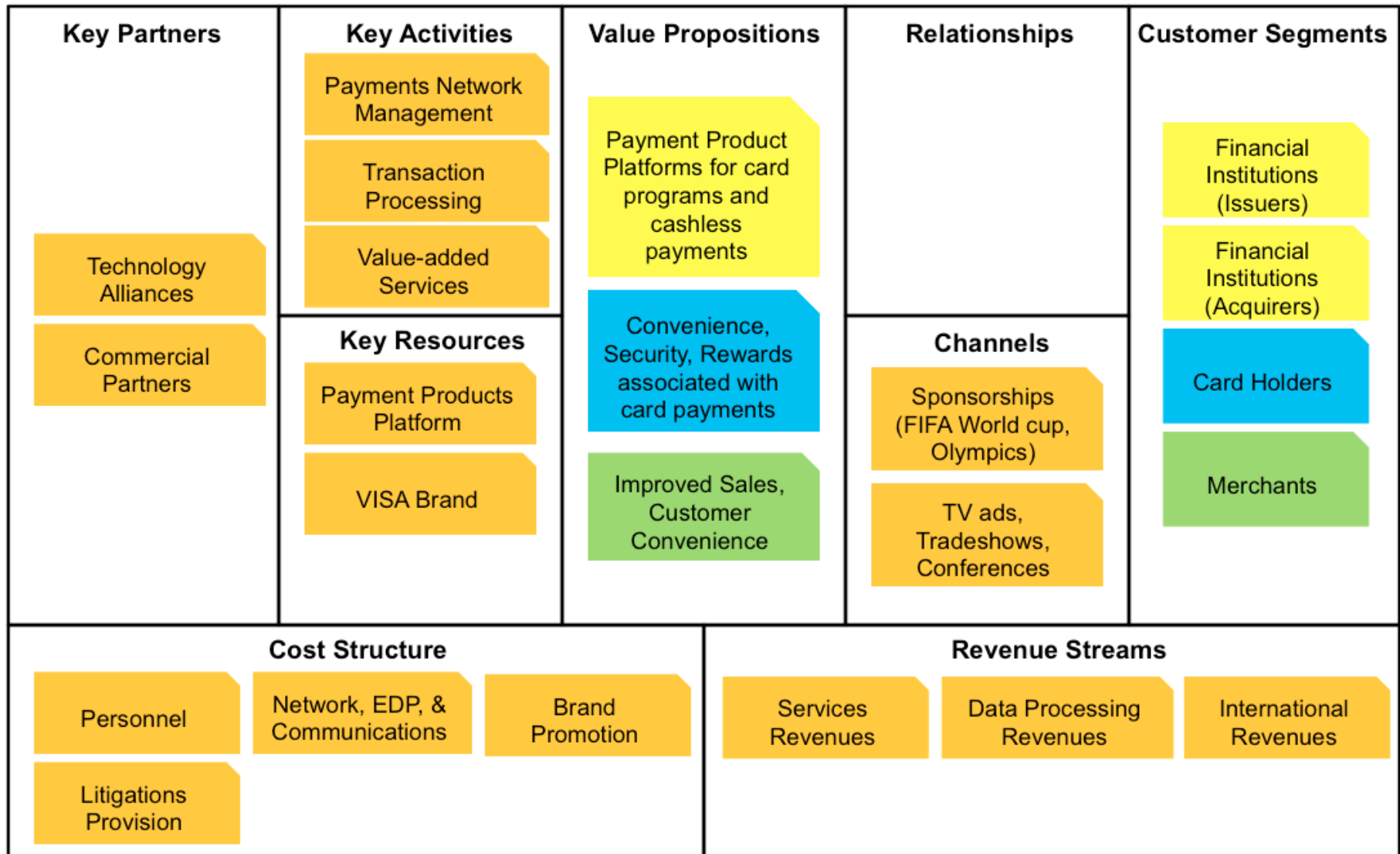
LinkedIn – World’s Largest Professional Network



Business Model of Banking companies



VISA – Leader in Global Payments Industry

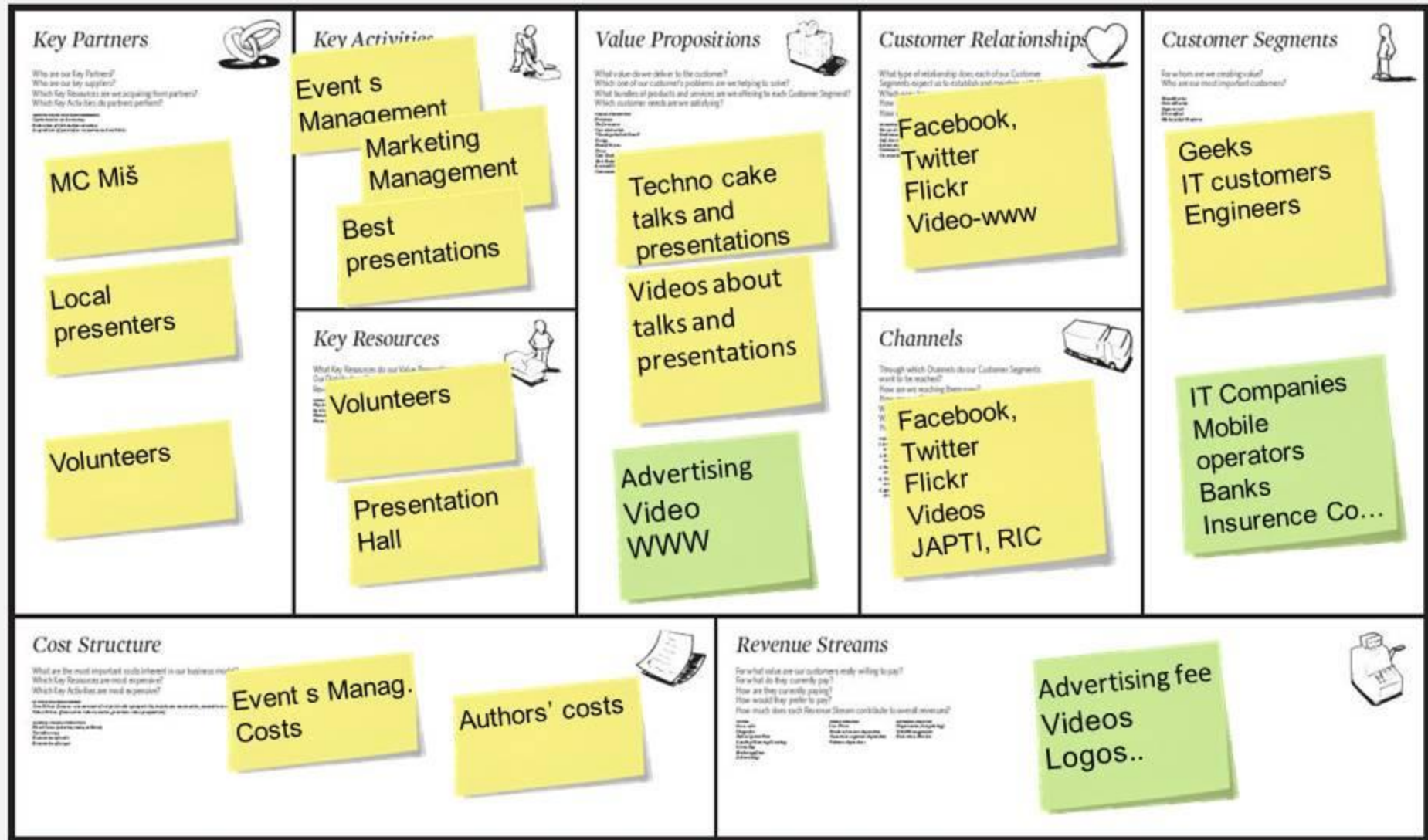


The Business Model Canvas

Designed for: Techno Cake

Designed by: Danilo Tič

On: 1.2.2011
Revision: 01



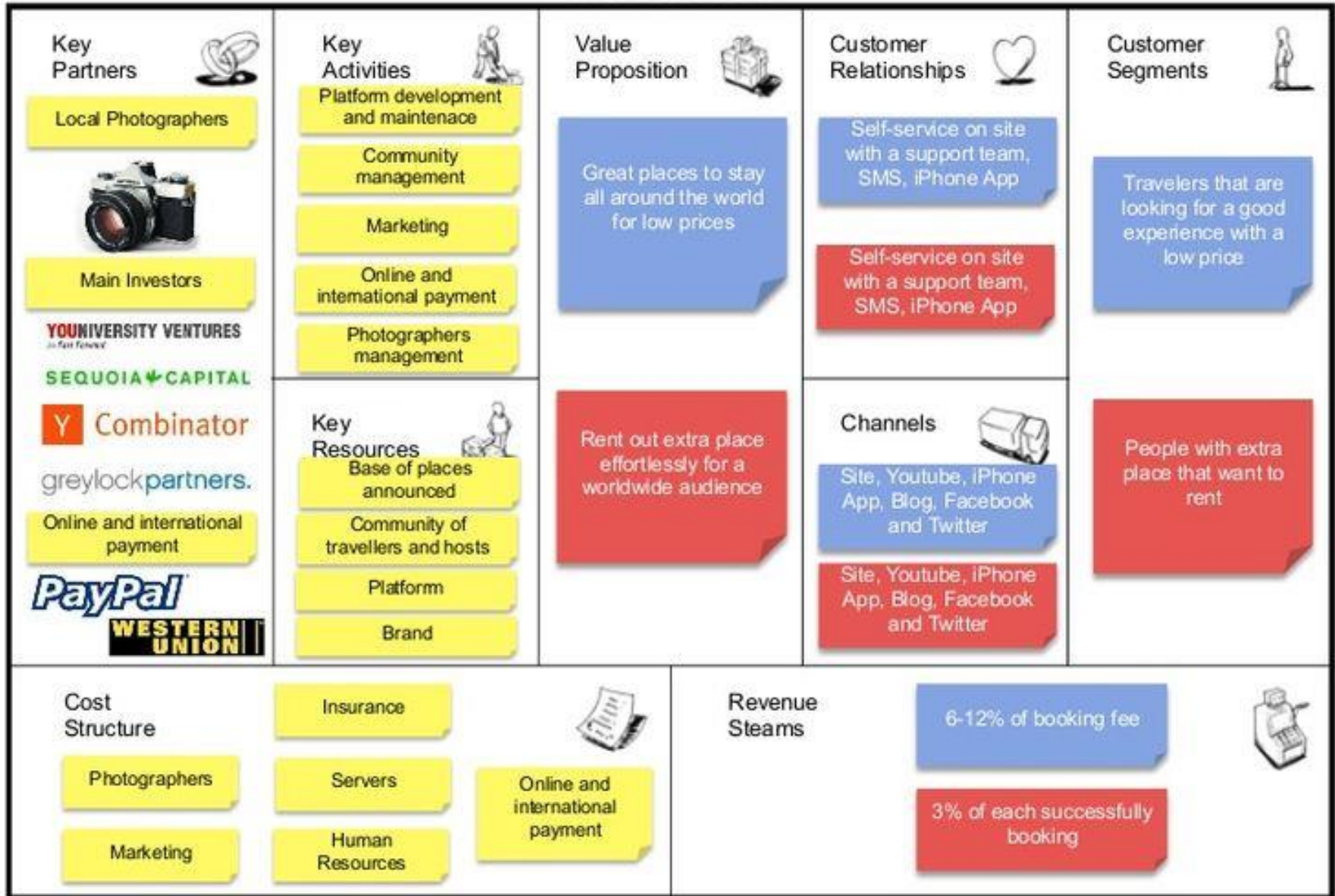
How Airbnb Works?

Insights into Business Model & Revenue Model

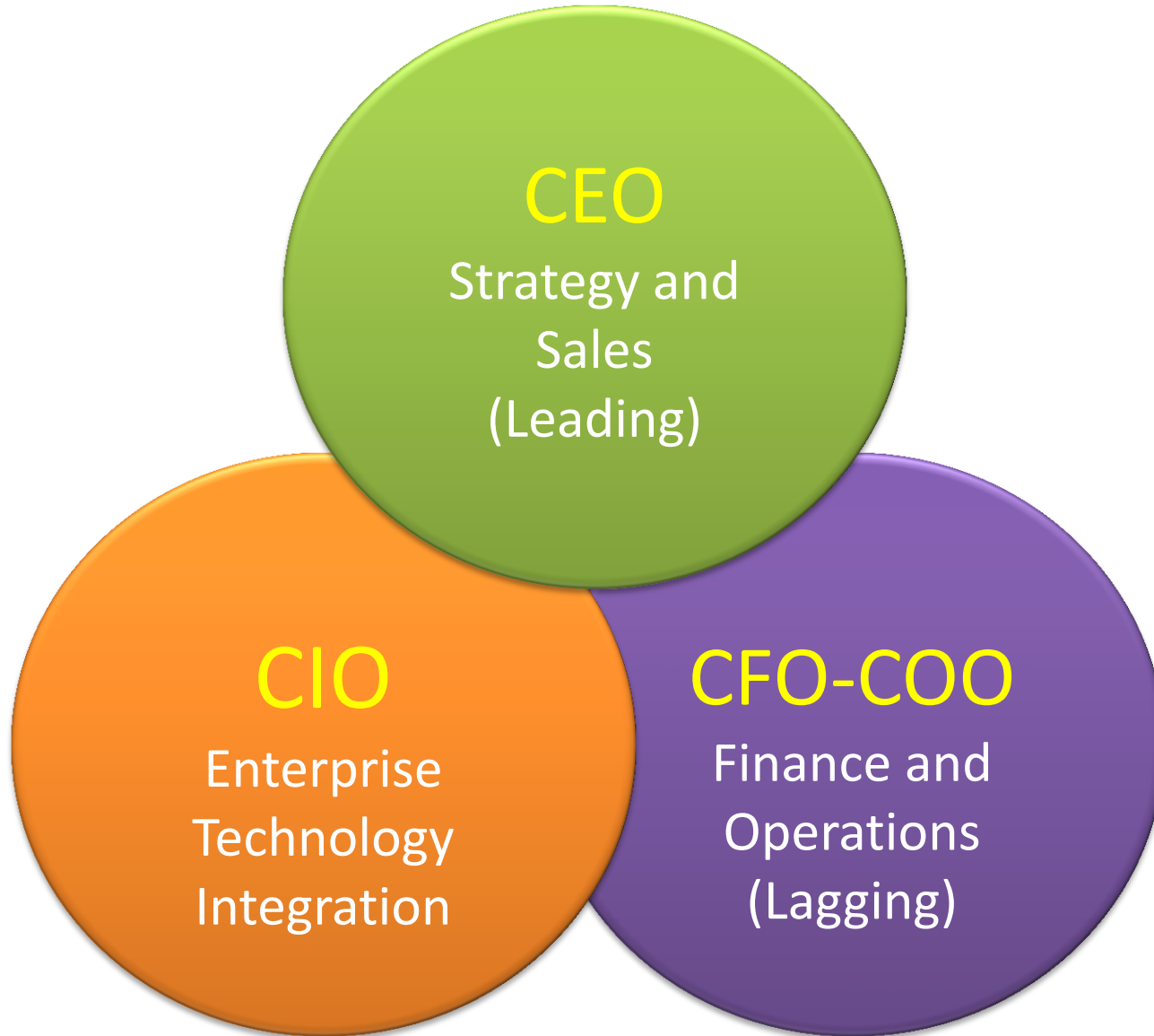


Airbnb Business Model Canvas





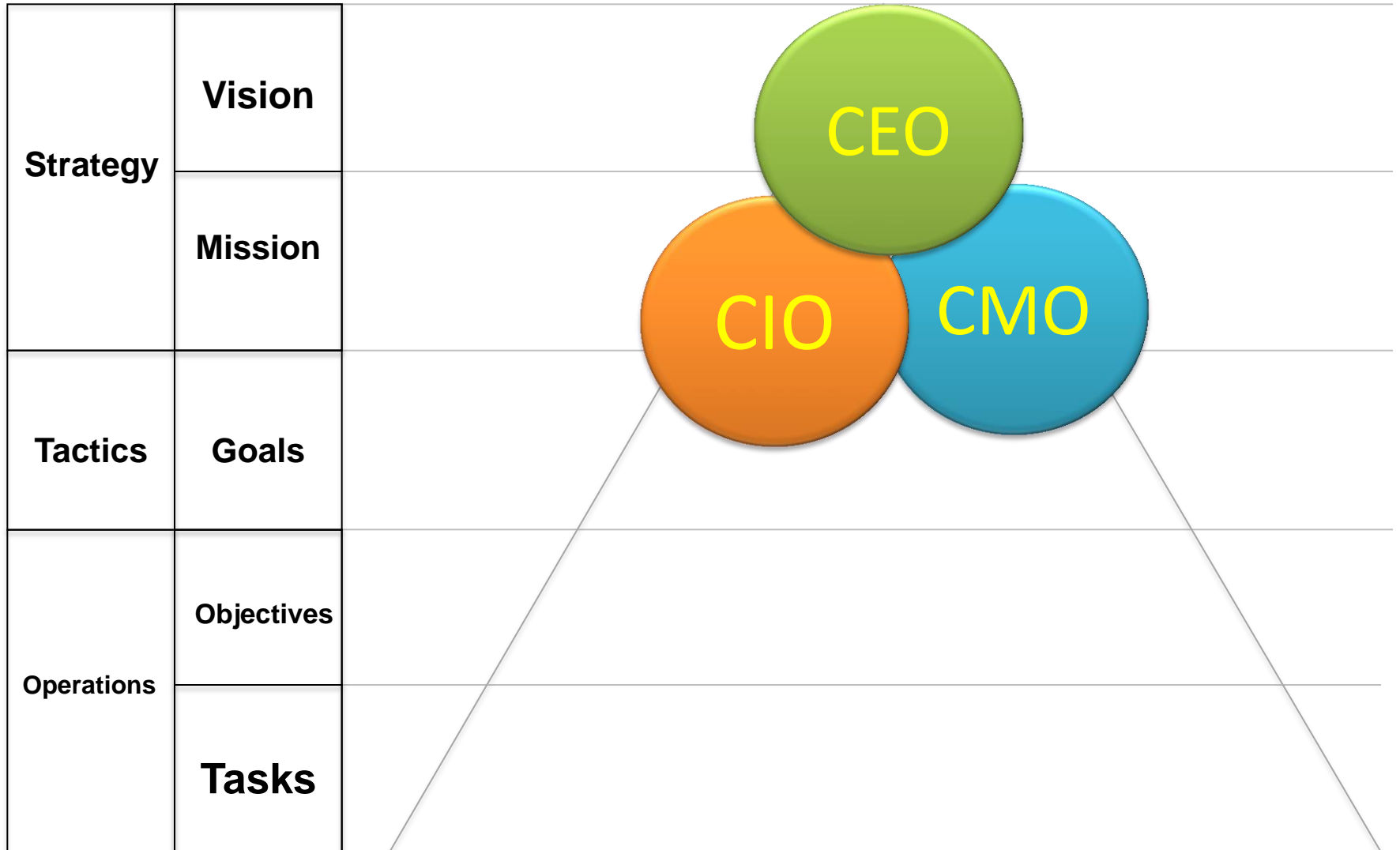
CEO CIO CFO



CEO CIO CMO

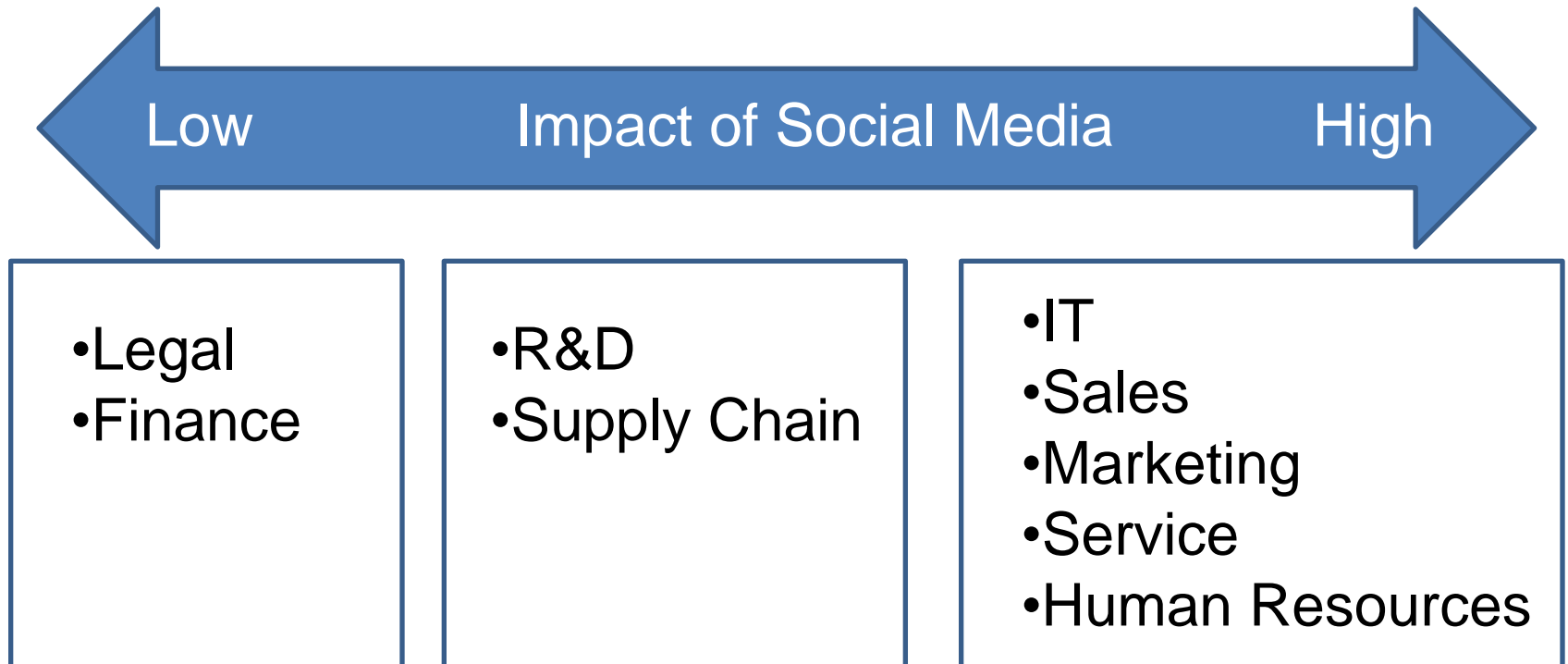


CEO CIO CMO

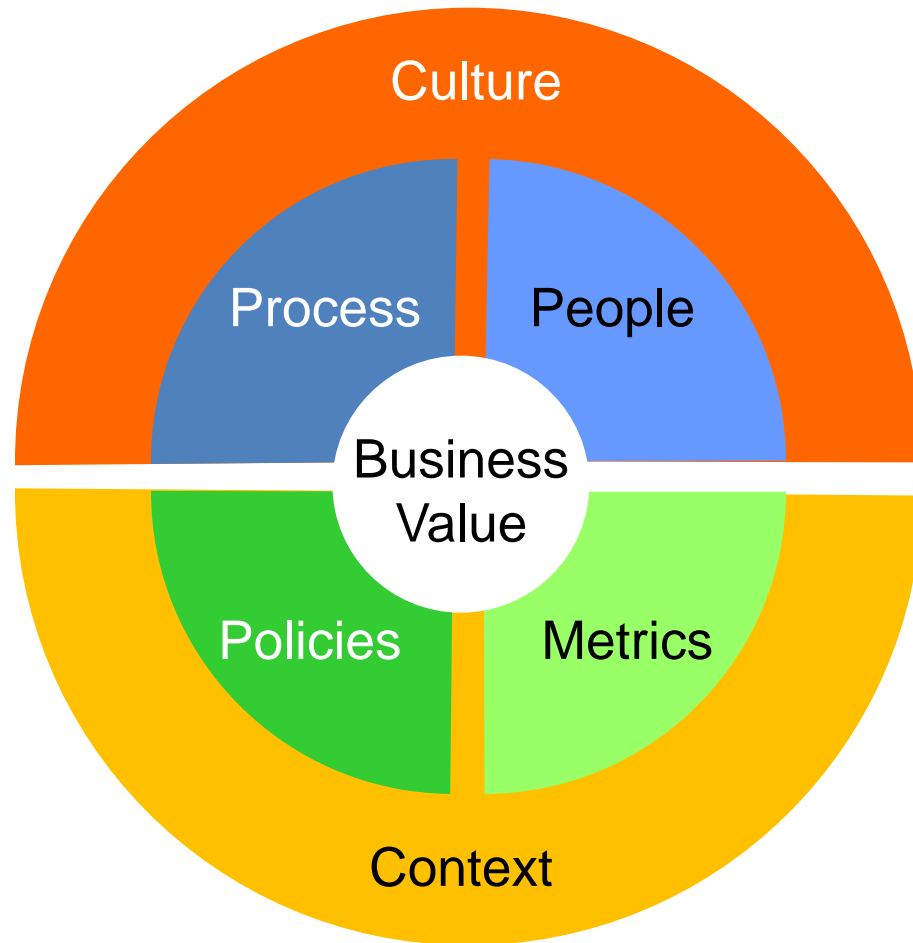


Impact of Social Media

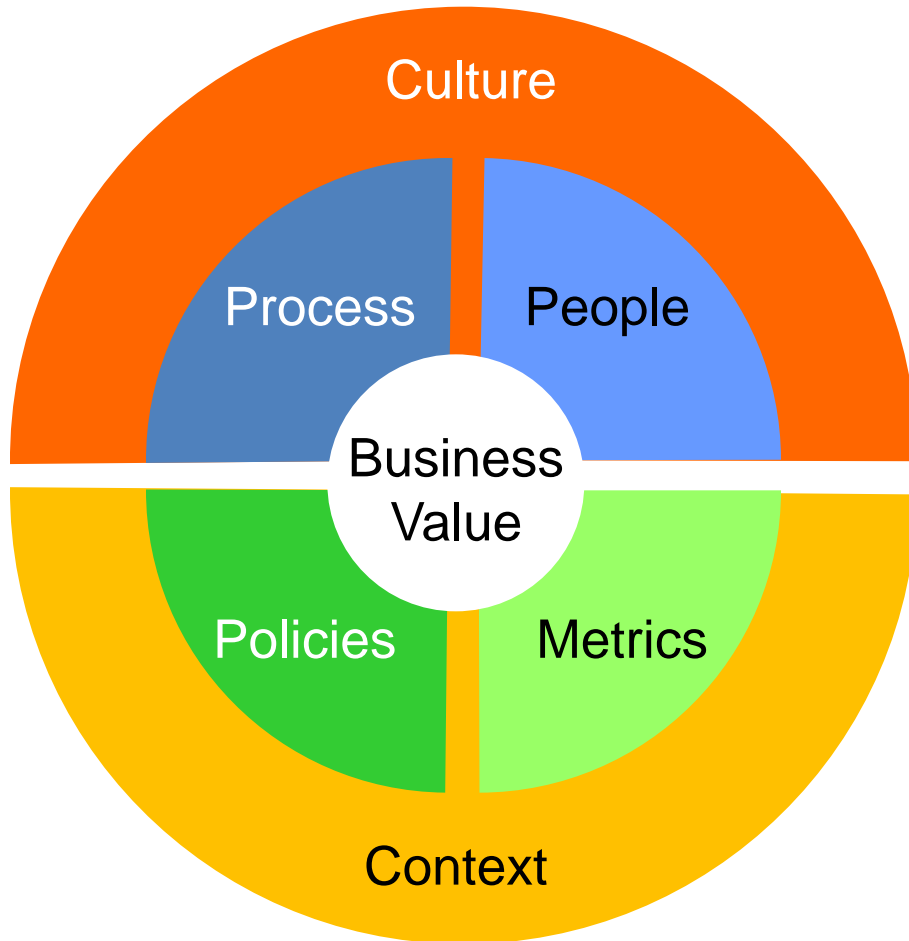
Social Media Affects Business Functions Differently



Social Media Management Framework



Social Media Management Framework



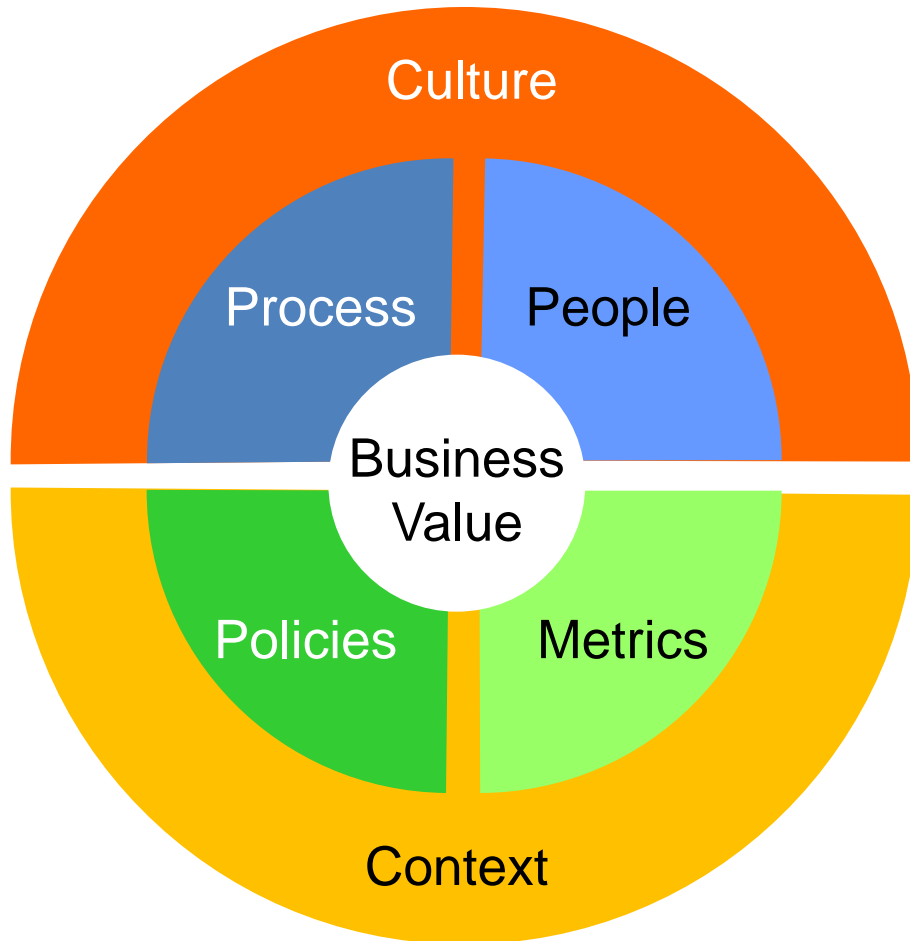
Culture

- Habits and behaviors
- Ways of working
- Subcultures

Context

- Business environment and objectives
- Regulatory environment

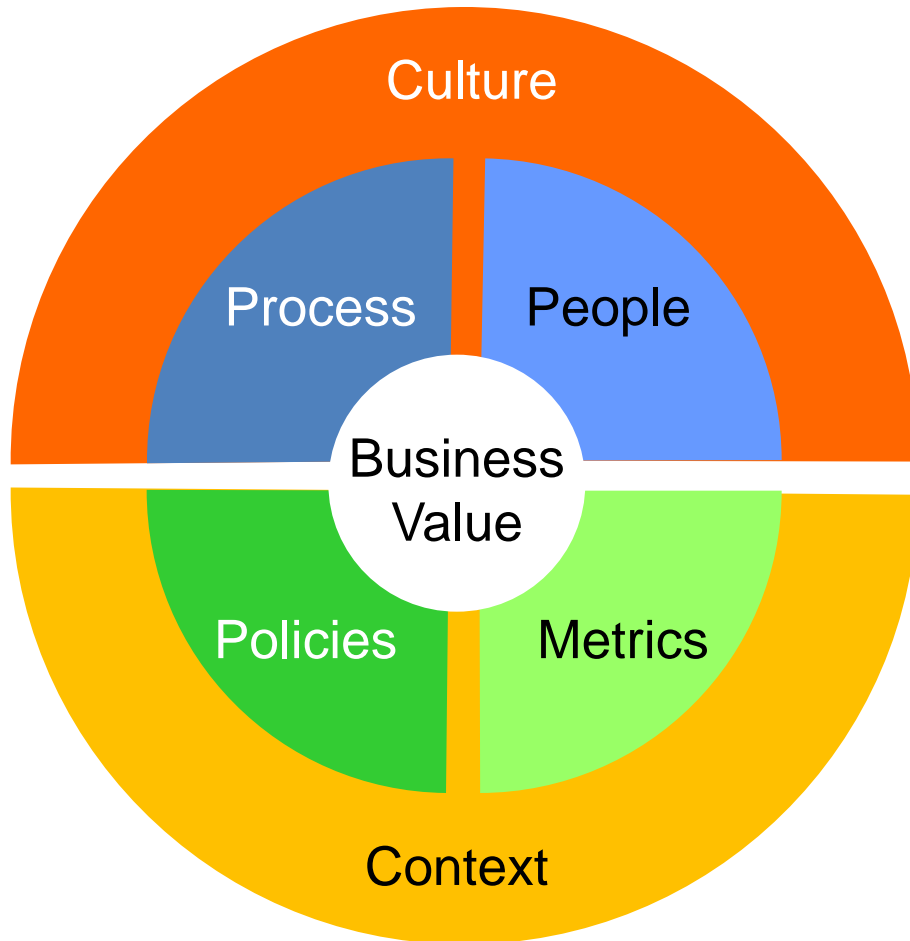
Social Media Management Framework



Process

- **Leadership:** Degree to which leadership for social media decisions is formalized and accountability for business outcomes is clear
- **Alignment:** Degree of alignment between various agendas to ensure resources and funds are appropriately allocated

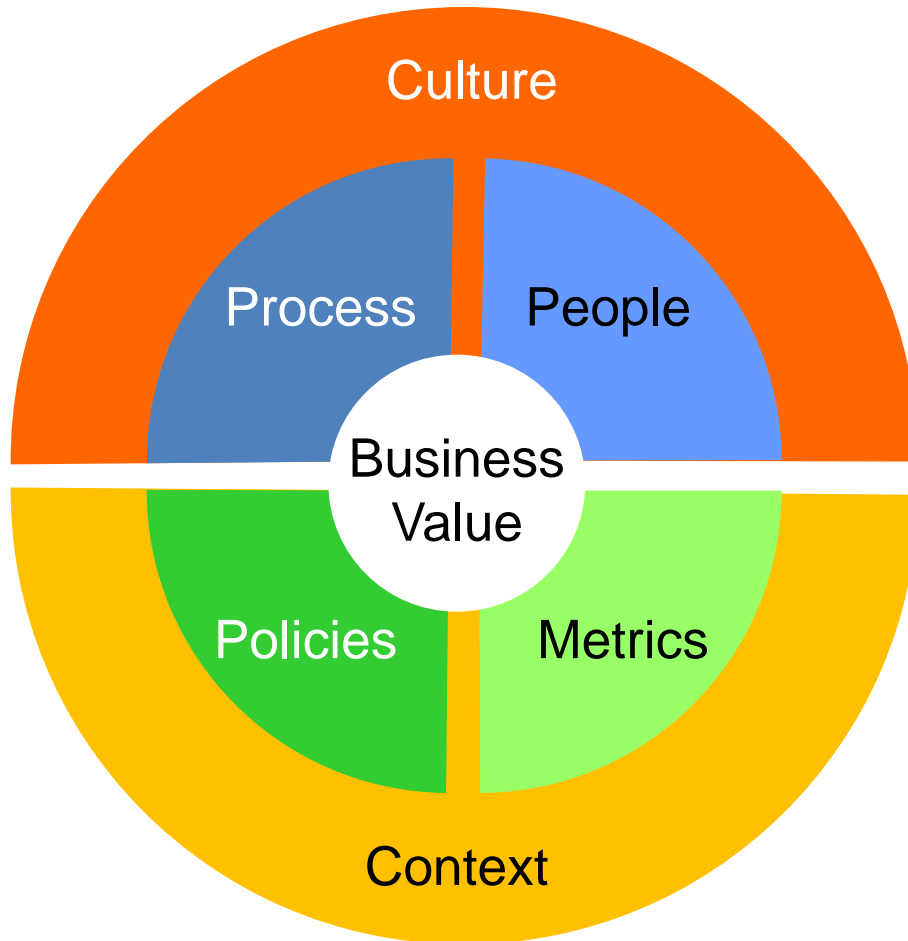
Social Media Management Framework



People

- **Training and Development:** Adequacy and accessibility of training and professional development
- **Leverage:** Extent to which best practices are identified, shared and utilized
- **Roles:** Clarity and adequacy of roles and responsibilities

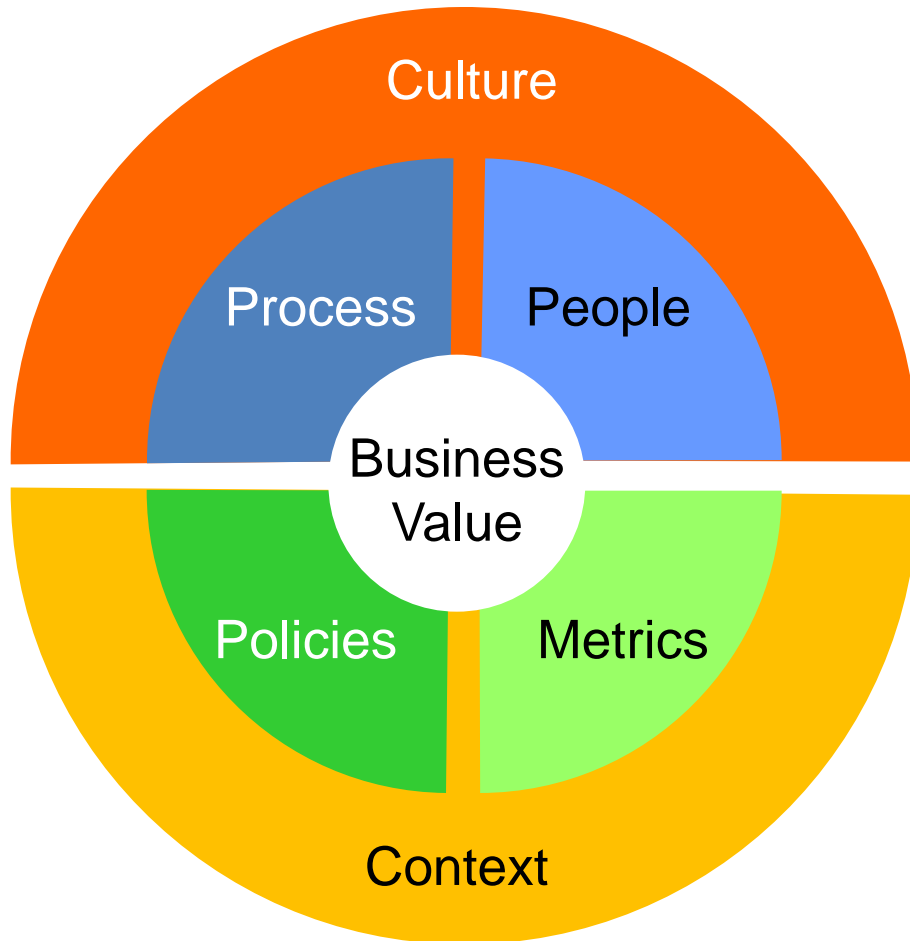
Social Media Management Framework



Policies

- **Clarity:**
Degree to which policies clarify boundaries for employees
- **Empowerment:**
Degree to which policies empower employees to achieve business outcomes, consistent with the cultural, regulatory and business realities
- **Differentiation:**
Degree to which policies support differentiation of the organization in the market

Social Media Management Framework



Metrics

- **Resource Management:**
Level of visibility into the efficient utilization of social media assets (people and technology) and level of efficiency achieved
- **Performance Management:**
Degree to which results are measured and behavior rewarded for success or failure in achieving performance targets
- **Financial Management:**
Level to which costs are tracked and controlled, and the degree of ownership by the business for social media costs

Nothing
is
so practical
as a
good theory

References

- Robert Wollan, Nick Smith, Catherine Zhou, The Social Media Management Handbook, John Wiley, 2011.
- Alexander Osterwalder, Yves Pigneur and Christopher L. Tucci, “Clarifying Business Models: Origins, Present, and Future of the Concept”, Communications of the Association for Information Systems (CAIS), Vol. 15, No. 1, May 2005, pp. 1-25.
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