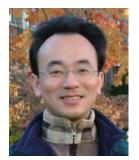
社群網路行銷管理 Social Media Marketing Management



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)



Min-Yuh Day 戴敏育 Assistant Professor 專任助理教授

Dept. of Information Management, Tamkang University

淡江大學 資訊管理學系



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

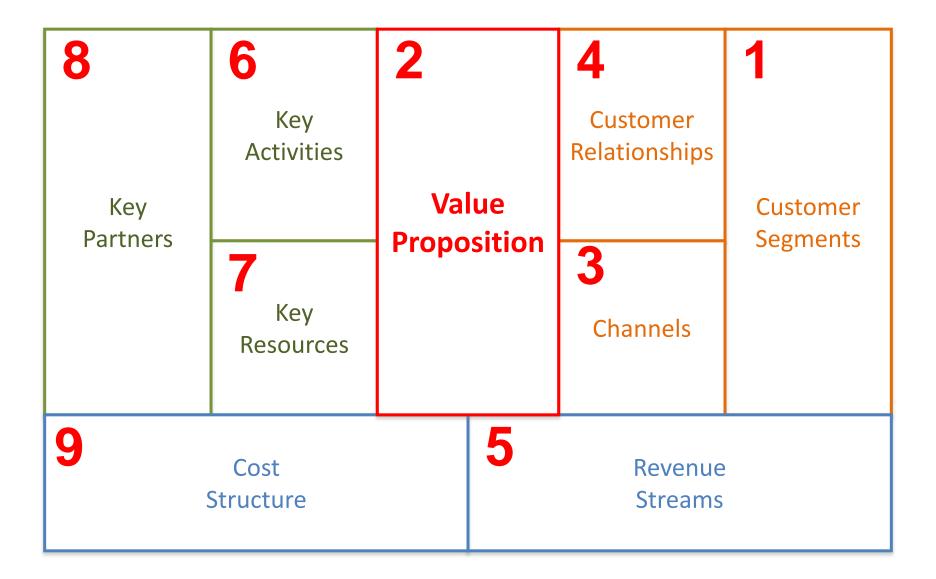
- 1. E-tailer
- 2. Transaction broker
- 3. Market creator
- 4. Content provider
- 5. Community provider
- 6. Portal
- 7. Service provider

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)

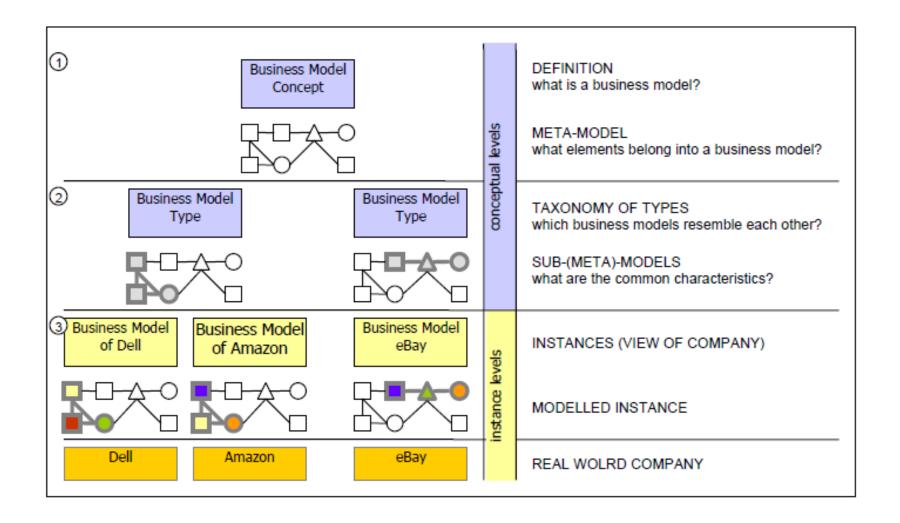
Business Model

- 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

activity list business. describe business model business define & classify apply business model model elements model elements model concept business models components outcome reference models applications & definitions & "shopping list" components as taxonomies of components building blocks & ontologies conceptual tools Rappa [2001] Linder & Cantrell [2000] Afuah & Tucci [2001; Gordijn [2002] Timmers [1998] Magretta [2002] Osterwalder & Pigneur 20031 Amit & Zott [2001] Hamel [2000] [2002] Weill & Vitale [2001]

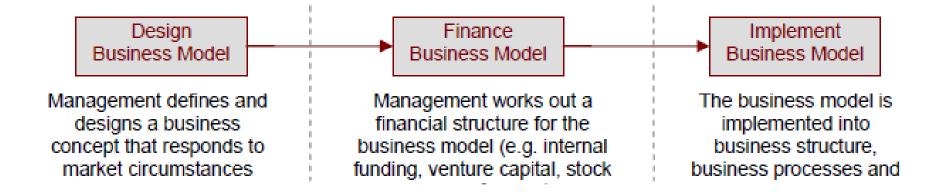
Business Model vs. Business Process Model

- 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

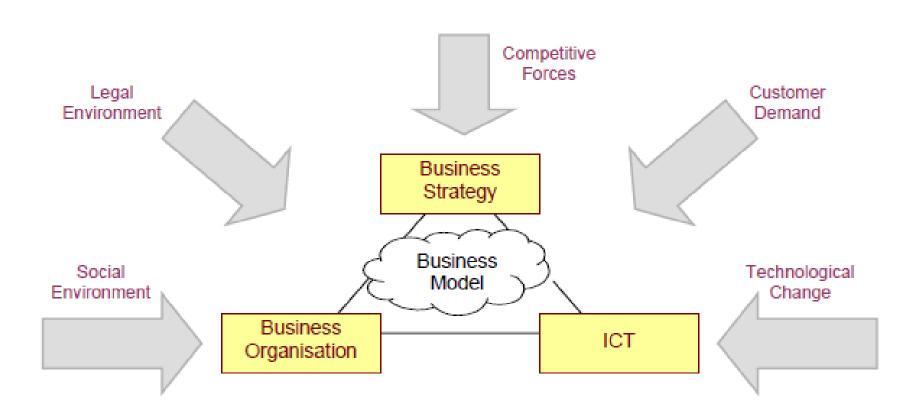
Business Model vs. Strategy

- 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.
	Target Customer	Describes the segments of customers a company wants to offer value to.
Customer Interface	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.
	Value Configuration	Describes the arrangement of activities and resources.
Infrastructure	Core Competency	Outlines the competencies necessary to execute the company's business model.
Management	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.
i ilialiciai Aspects	Revenue Model	Describes the way a company makes money through a variety of revenue flows.

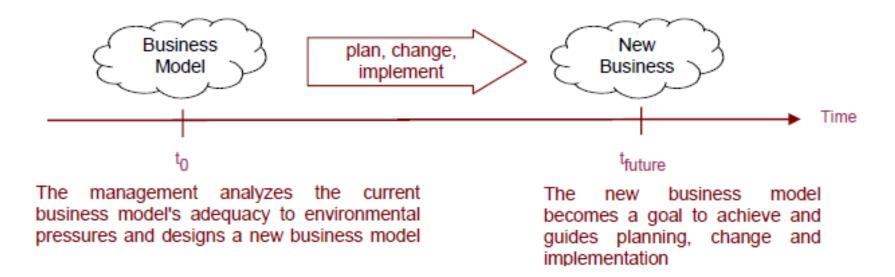
Domains Addressed in Business Models

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.)

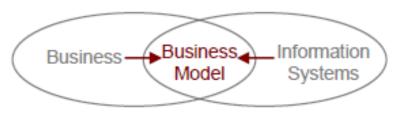
Business model ontology	Hamel 2000	Mahadevan 2000	Chesbrough and Rosenbloom 2000	Magretta 2002	Amit and Zott 2001	Applegate and Collura 2001	Maitland and Van de Kar 2002
Value Proposition	Product/market scope	Value stream	Value proposition	What does the customer value?	Transaction component	Product and 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 vale?			
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



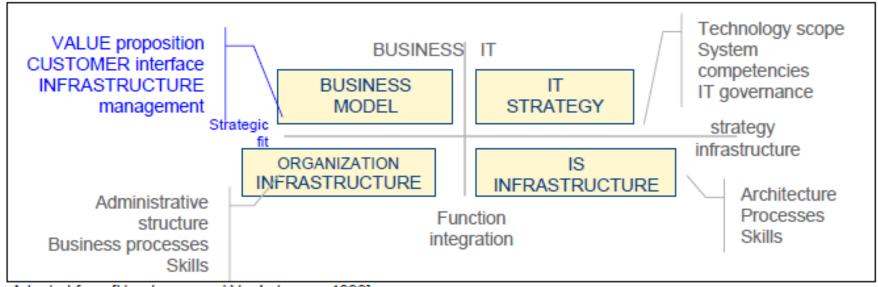
Business Strategy and Information Systems Alignment

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 9 BUSINESS MODEL BUILDING BLOCKS	Application Infrastructure	Communications Management	Data Management	IT Management	Security	Architecture and Standards	Channel Management	IT Research and Development	Training and Education in IT
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				
				l

Adapted from Ward [1988]

Business Models and Goals for Requirements Engineering

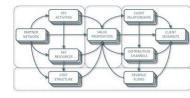
9 BUSINESS MODEL BLOCKS	Goal 1	Goal 2	Goal 3	Goal 4
Value Proposition				
Target Customer				
Distribution Channel				
Relationship				
Value Configuration				
Capability				
Partnersh				
Cost Model				
Revenue Model				

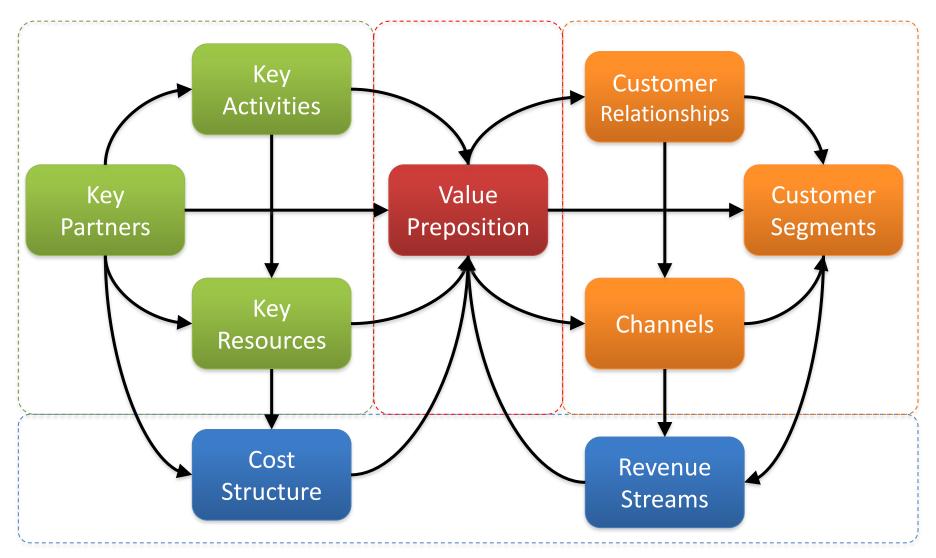
Business Model and Balanced Scorecard

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]

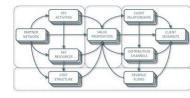
Business Model Canvas

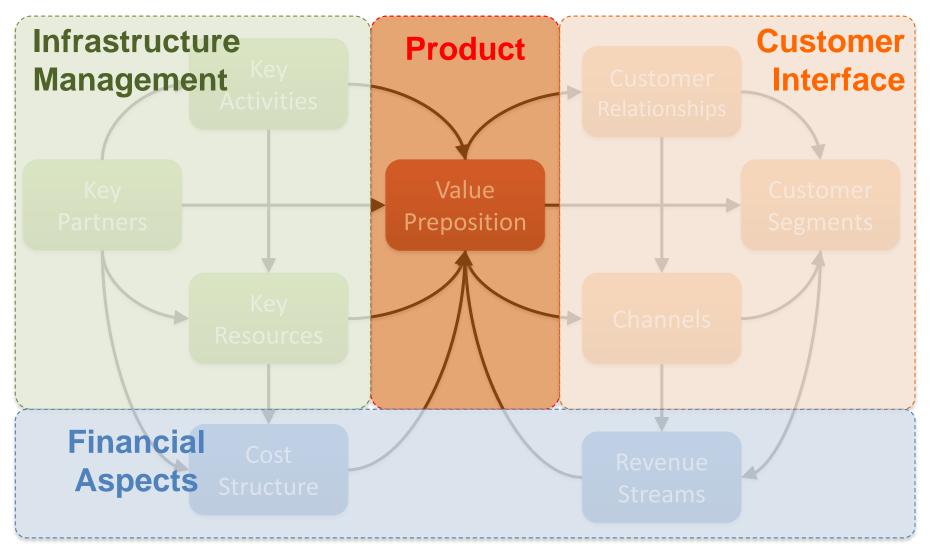




Source: https://nonlinearthinking.typepad.com/nonlinear_thinking/2008/07/the-business-model-canvas.html
https://www.youtube.com/watch?v=QoAOzMTLP5s

Business Model Canvas





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

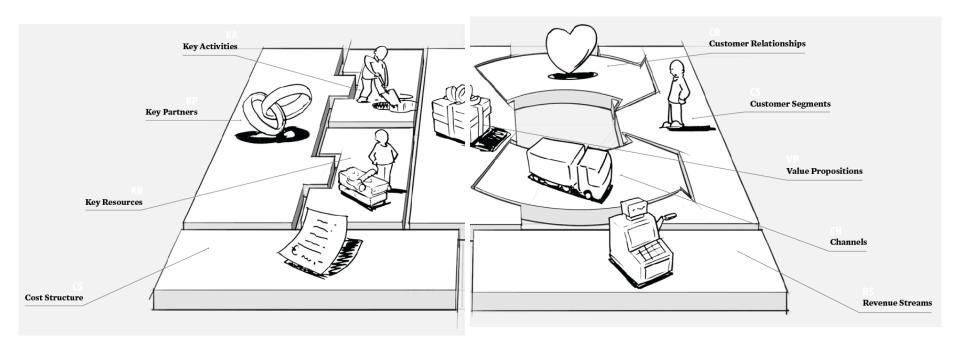
Business Model Canvas Explained



The 9 Building Blocks of Business Model

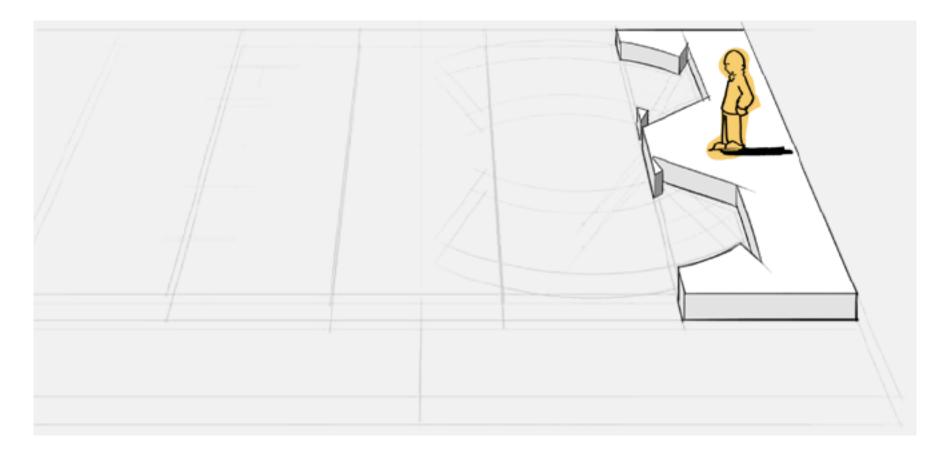
Key Partners	W.	Key Activities	N.	Value Proposition		Customer Relationships	\bigcirc	Customer Segments	3
8		6		2		1		4	
					•	_		•	
		Key Resources				Channels			
		7	~			3			
Cost Structure		9			Revenue Streams	5			
		3				J			

The 9 Building Blocks of Business Model



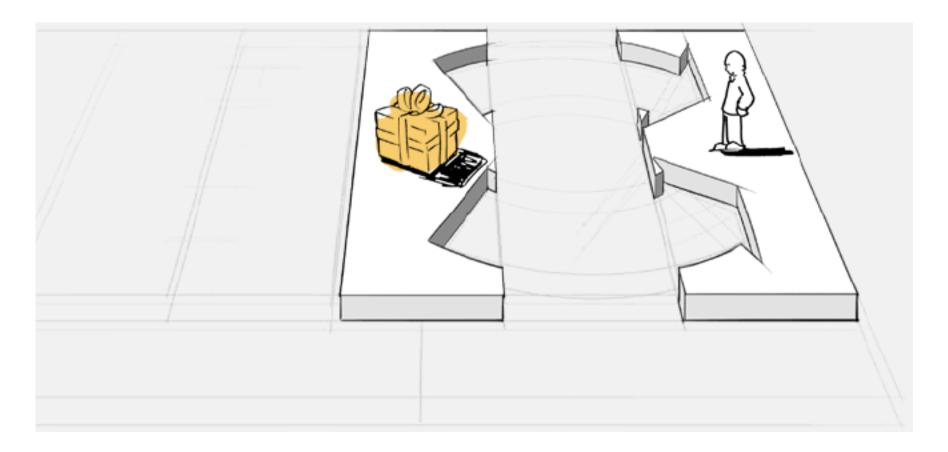
1. Customer Segments

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



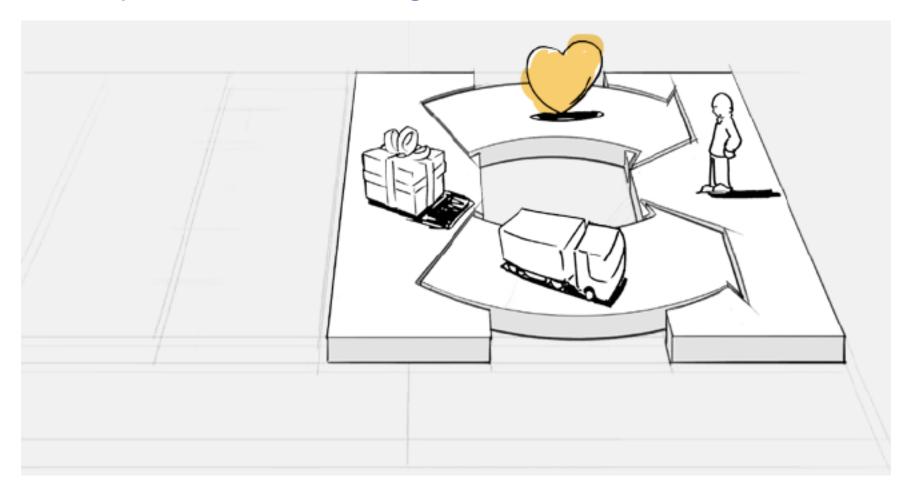
3. Channels

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



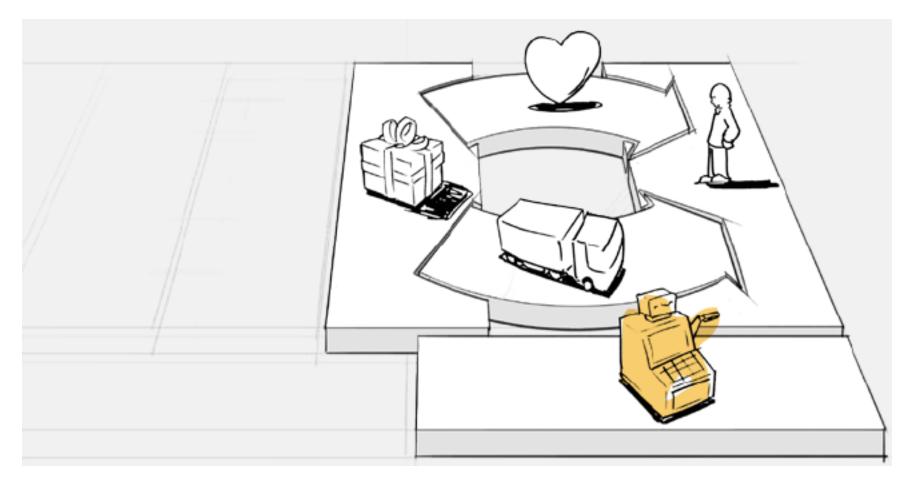
4. Customer Relationships

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



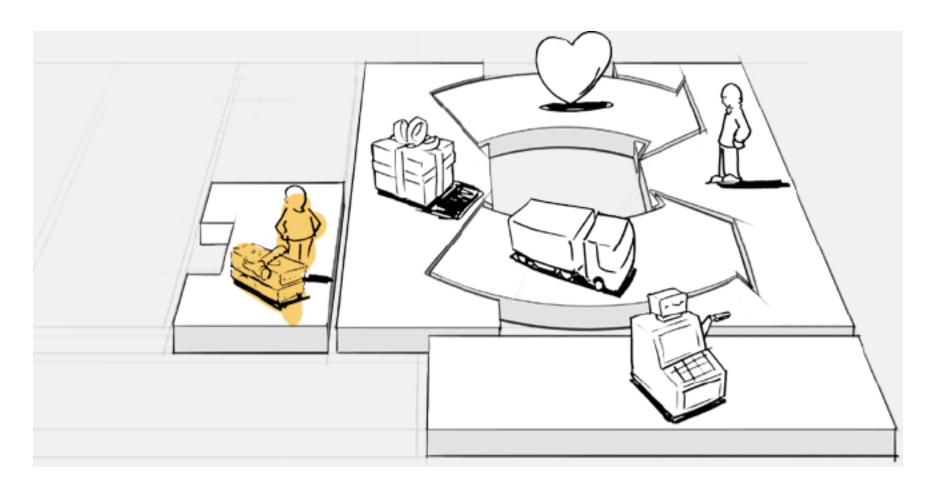
5. Revenue Streams

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



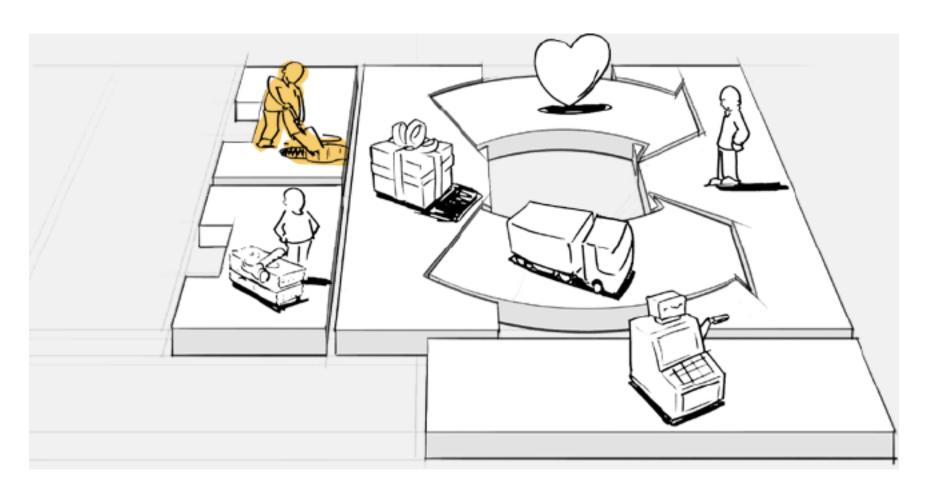
6. Key Resources

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



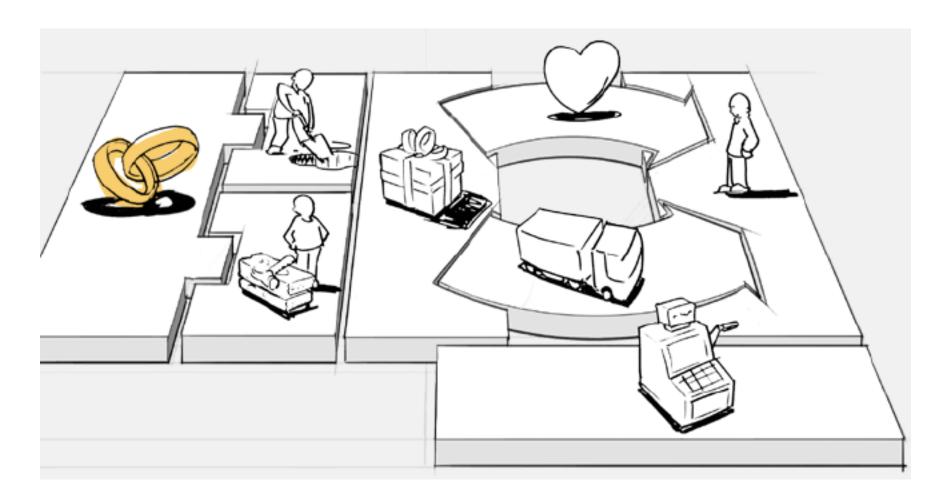
7. Key Activities

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



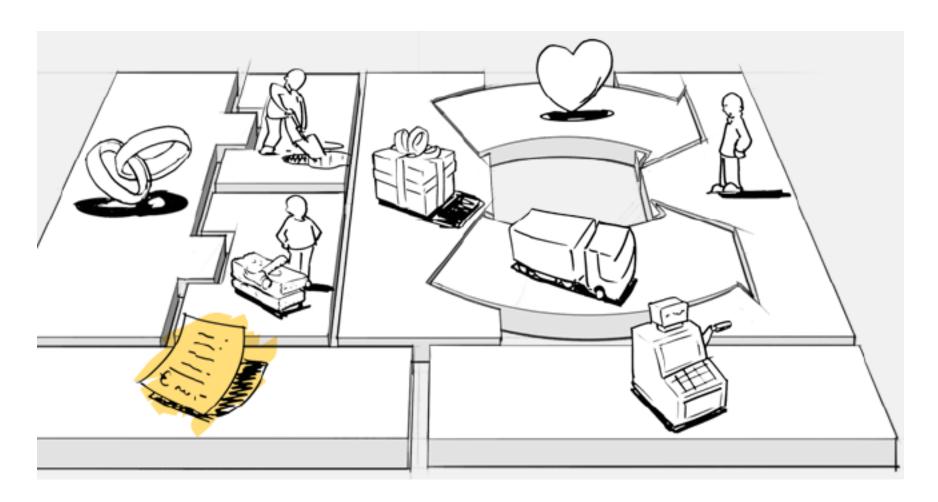
8. Key Partnerships

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.

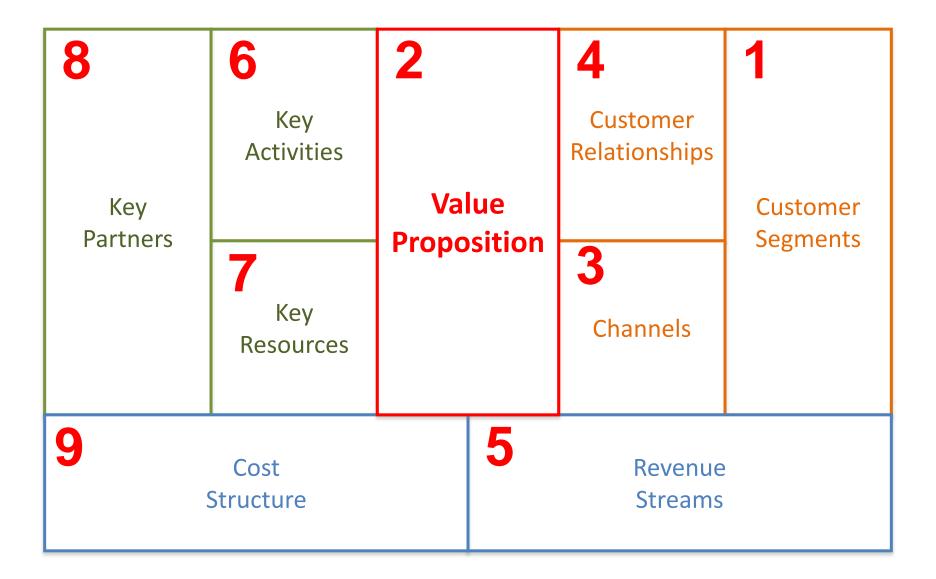
8. Key Partnerships

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

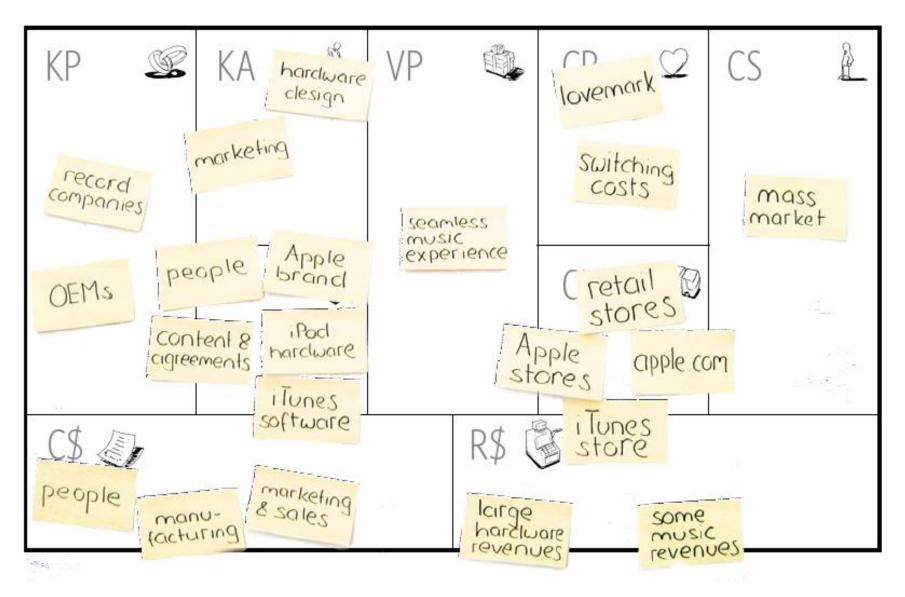
9. Cost Structure

The business model elements result in the cost structure.

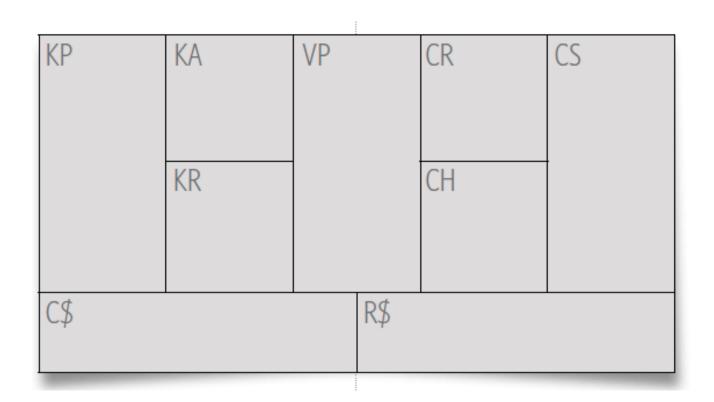
Business Model



Business Model Generation



Business Model Generation

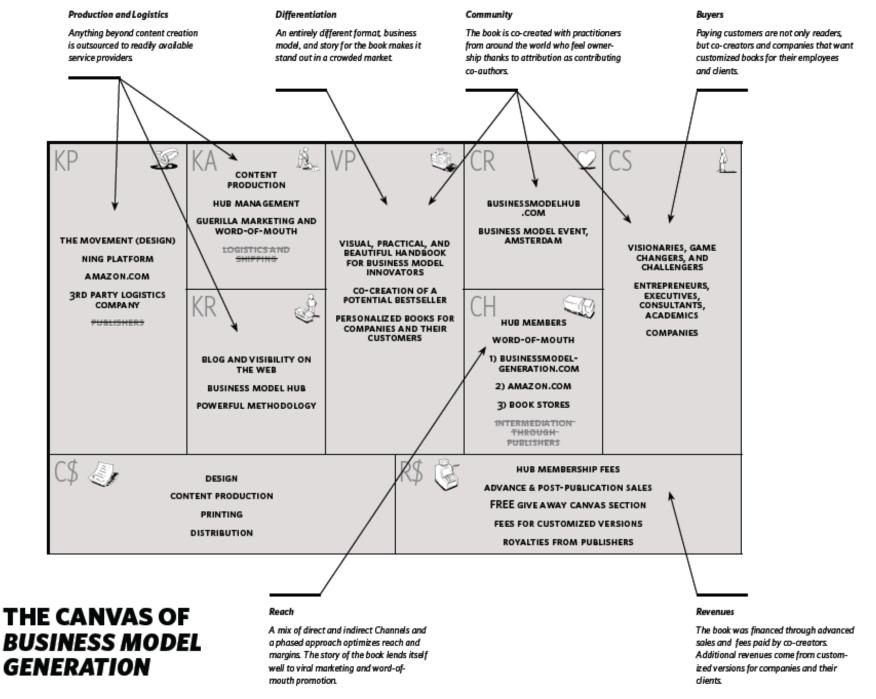


efficiency

54

RIGHT CANVAS

value



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

Key Partners	Key Activiti	ies	Value Pro	positions	R	elationships	Cus	tomer Segments	
	Platform Development Data Center Operations Mgmt		Connect with your friends, Discover & Learn, Express yourself		Same-side Network Effects Cross-side Network Effects		Internet Users		
Content Partners (TV Shows, Movies, Music, News Articles)	Facebook Platform Technology	Platform		Reach, Relevance, Social Context, Engagement Personalized and Social Experiences, Social Distribution, Payments		Channels Website, Mobile Apps Facebook Ads, Facebook Pages Developer Tools and APIs		Advertisers and Marketers Developers	
	Cost Structure		Revenue Stro			ams			
Data center costs	Marketing and Sales		earch and elopment	Free		Ad Revenues		Payment Revenues	
General and Administrative									

Twitter Business Model

Key Pa	rtners	Key Activities	Value Pro	positions	Rel	ationships	Customer Segments			
		Platform Development								
Search Ve	endors		Stay con	nected			Users			
Device Ve	endors		News/E	vents			Users			
Medi		Key Resources		geted		Channels	Enterprises			
compar	nies	Twitter.com	Marke	ting	,	Website,				
Mobile Ope	erators	Platform	Twitter	Twitter Apps		sktop Apps, obile Apps, SMS	Developers			
					Т	witter API				
	Cost Structure					Revenue Streams				
	Employees Servers			Licensing Stream			Promoted Tweets			
				Promoted ⁻	Trends	Analytics				

Google Business Model

Key Partners	к	Key Activities		positions	Relationshi	ps	Customer Segments	
	R&D – Build New Products, Improve Existing products		Web Sear Goo		Automation (where possible) Dedicated Sales for large accounts		Internet Users	
Distribution		Manage Massive IT Infrastructure		Ads using s (CPC)			Advertisers, Ad Agencies	
Partners			Extend Ad using A				Google Network Members	
Open Handset Alliance	K	ey Resources			Channels	8		
OEMs (for Chrome	Datacenters		Display A Mgmt S		Global Sales and Support Teams		Mobile device owners	
OS devices)		IPs, Brand	OS and P Android, C	latforms – hrome OS	Multi-product Sales force		Developers	
			Hosted web-based Google Apps				Enterprises	
	Cost St	ructure	<u> </u>	Revenue Streams				
Traffic Acquis Costs	The state of the s		R&D Costs (mainly personnel)		Ad Revenues – Google websites G		d Revenues – gle n/w websites	
Data center operations		S&M, G&A		Enterprise Product Sales			Free	

LinkedIn – World's Largest Professional Network

Key Partners	Key Activiti	es	Value Pro	positions	R	elationships	T	Customer Segments		
	Platform				Same-side Network Effects					
	Development		Manage Pr Identity a Profession	nd Build	Ne	Cross-side etwork Effects		Internet Users		
Equinix (for data center			Identify and Reach							
facilities)	Key Resour	Key Resources		the Right Talent		Channels		Recruiters		
Content Providers	LinkedIn Platfor	LinkedIn Platform		LinkedIn Platform		ne Target ence		LinkedIn Website, Mobile Apps		Advertisers and Marketers
			Access to Database (APIs and	Content via		Field Sales		Developers		
	Cost Structure				Revenue Streams					
Web Hosting costs			roduct elopment	Free Offerings and Premium Subscriptions Hiring Solution		Hiring Solution	ıs	Marketing Solutions		
General and Administrative				Julian						

Business Model of Banking companies

Key Partners	Key Activities	Value Pro	positions	Rela	ationships	Customer Segments
	Branch Operations				ersonal esistance	
Investments	Call center operations			Autom	nation where	Retail and
partners Technology	IT Operations	Deposit Products (Lower Interest Rates)		possible		Corporate Customers (Depositors)
vendors	Key Resources	Loan Pr	oducts	Channels		Retail and
Regulatory Agencies	Physical and IT Infrastructure	(Higher Interest Rates)		Bank Branches, ATMs,		Corporate Customers (Borrowers)
	Loan Assets			Call Ir	I centers, nternet, le Devices	
C	Cost Structure				Revenue Strea	ams
Interest Expenses	Channel Costs			Interest Income Fee Income		

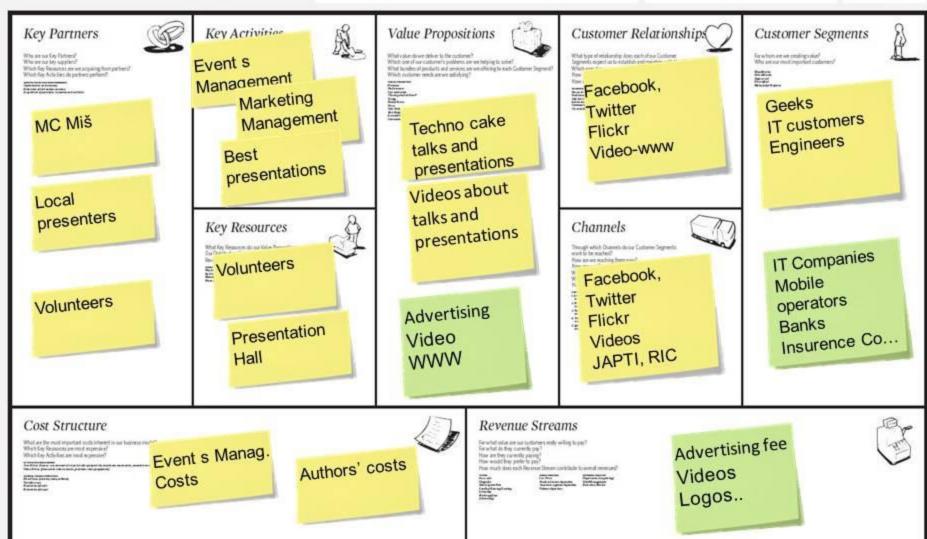
VISA – Leader in Global Payments Industry

Key Partners	T	Key Activiti	es	Value Pro	positions	Re	Relationships		ustomer Segments
		Payments Netw Managemen		Daymant	Donadorat				
		Transaction Processing		Payment Platforms progran	for card ns and				Financial Institutions (Issuers)
Technology Alliances		Value-added Services		paym	cashless payments				Financial Institutions (Acquirers)
Commercial	١ſ	Key Resour	esources Conven			I Channa			
Partners	1	Payment Produ Platform	cts	associat card pay		(FIF	onsorships A World cup, Olympics)		Card Holders
		VISA Brand		Improved Custo	omer	TV ads,			Merchants
				Convenience		Tradeshows, Conferences			
	Cost Structure						Revenue Strea	ams	s
Personnel			rand Servic motion Revenu				ng	International Revenues	
Litigations Provision									

The Business Model Canvas

Designed for: Techno Cake Designed by: Danilo Tič





www.businessmodelgeneration.com

How Airbnb Works? Insights into **Business Model**

Revenue Model



Airbnb Business Model Canvas

Key Partners

- Hosts (People who rent their space)
- Guests (People who book spaces)
- Photographers (Freelance)
- Investors
- Payment Processors

Key Activities

- Product Development & Management
- Building Host network and Managing hosts
- Building travelers network and managing guests

Key Resources

- Local Hosts
- Skilled Employees
- Technology

Value Propositions

Hosts

- Hosts can earn money by renting their space.
- Airbnb offers insurance to house owners.
- Free photo shoots for property listings through photographers.

Guests

- Guests can book a homestay instead of hotel.
- Prices are often less as compared to hotels.

Customer Relationships

- Customer Service
- Social Media
- Promostional Offers
- Home Insurance

Channels · · ·

- Website
- Mobile App for Android
- Mobile App for iOS

Customer Segments

Hosts

- People who own a house and want to earn extra money.
- People who want to meet new people.

Guests

- People who love to travel.
- People who want to stay comfortably at a cheap price.

Cost Structure



- Technological Set up & running costs
- Salaries to permanent employees
- Payments to freelance photographers

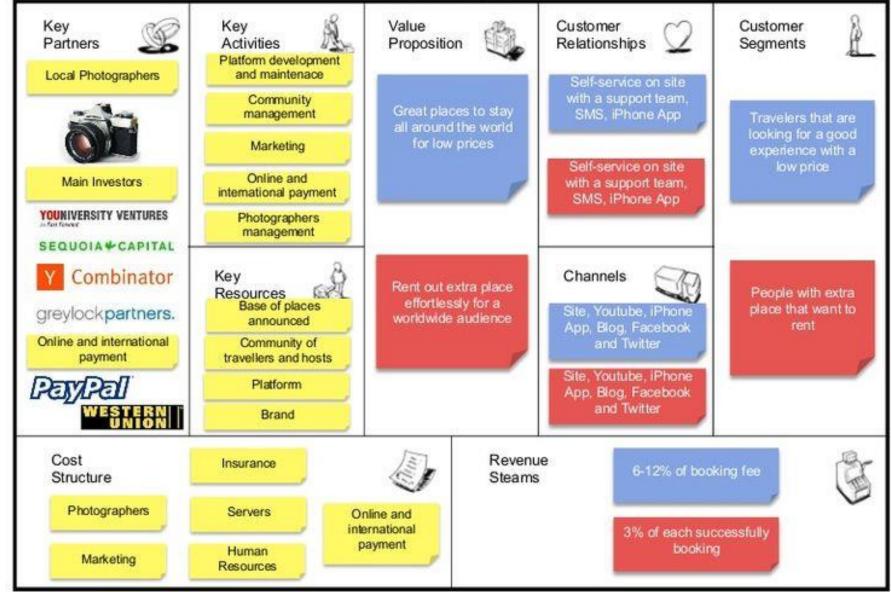
Revenue Streams



- Commission from Hosts upon every booking
- Commission from Guests upon every booking







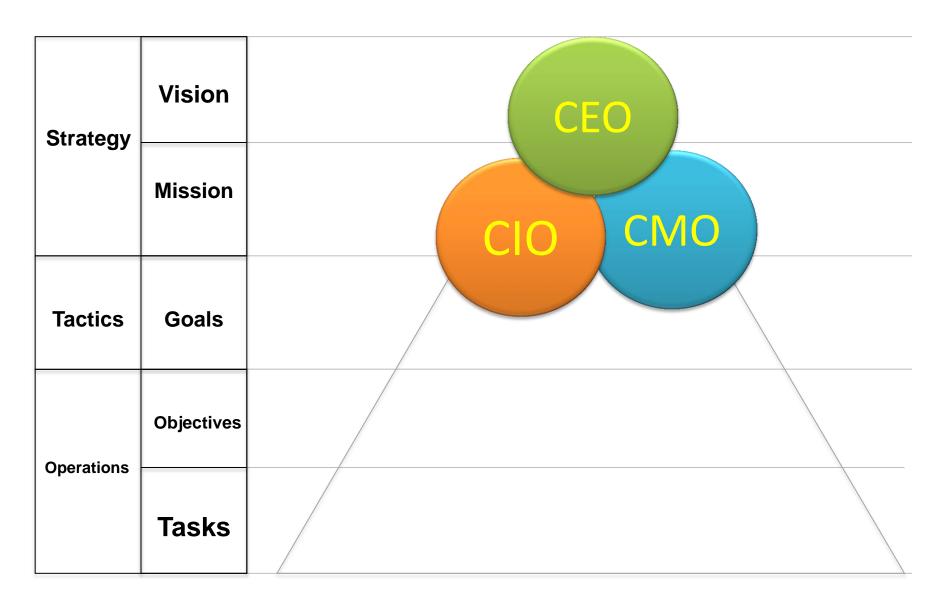
CEO CIO CFO



CEO CIO CMO



CEO CIO CMO

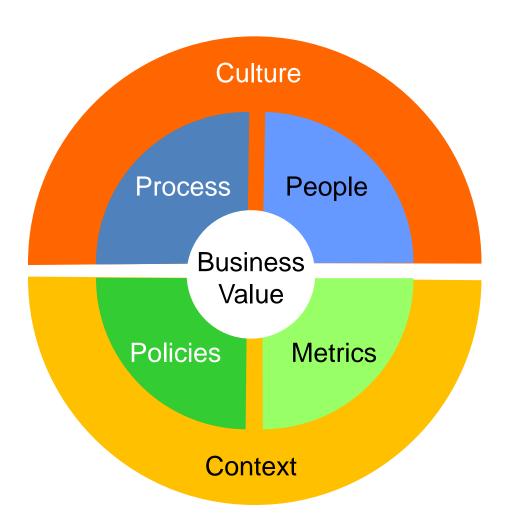


Impact of Social Media

Social Media Affects Business Functions Differently

Low Impact of Social Media High •IT Legal •R&D Sales Finance Supply Chain Marketing Service Human Resources



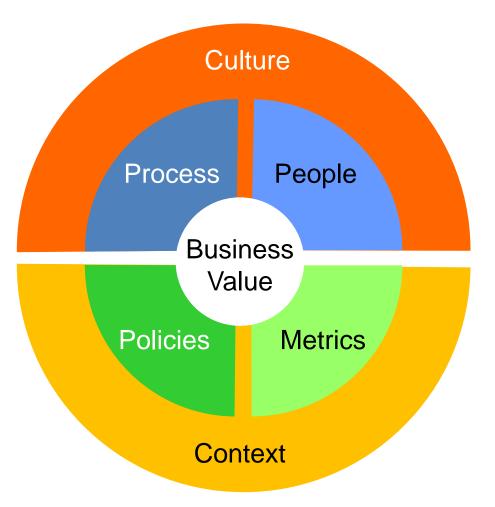


Culture

- Habits and behaviors
- Ways of working
- Subcultures

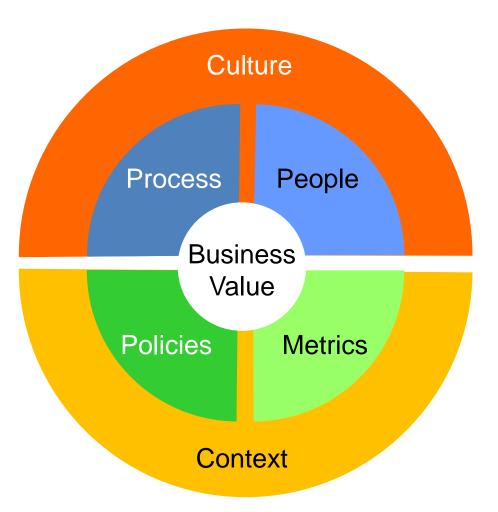
Context

- Business environment and objectives
- Regulatory environment



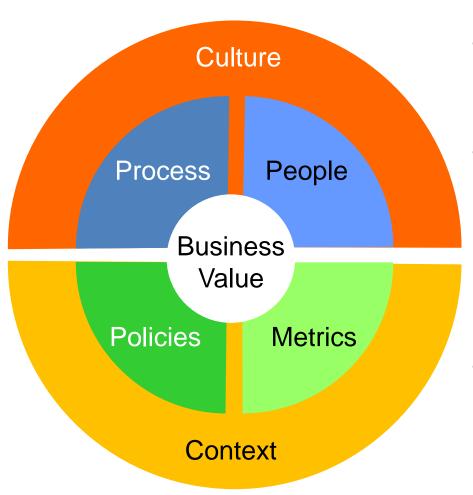
Process

- 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



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



Policies

Clarity:

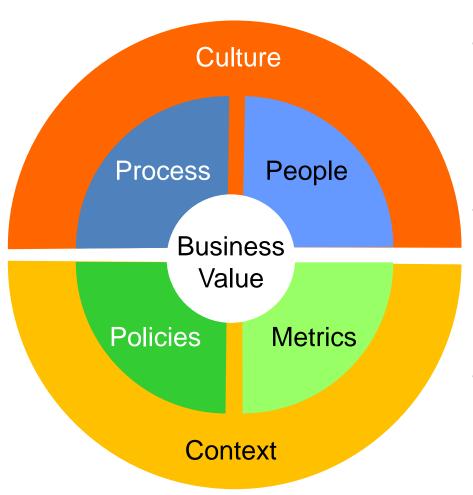
Degree to which policies clarify boundaries for employees

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



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 Ostenwalder, 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.
- Alexander Osterwalder & Yves Pigneur, Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, Wiley, 2010.
- Bernd W. Wirtz, Oliver Schilke and Sebastian Ullrich, "Strategic Development of Business Models: Implications of the Web 2.0 for Creating Value on the Internet", Long Range Planning, Volume 43, Issues 2-3, April-June 2010, pp. 272-290.
- Kenneth C. Laudon & Jane P. Laudon,
 Management Information Systems: Managing the Digital Firm, Twelfth Edition, Pearson, 2012.