COVID-19後疫情時代
遠距行銷
(Social Distancing Marketing Beyond COVID-19 Pandemic)

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Publications Co-Chairs, IEEE/ACM International Conference on Advances in Social Networks Analysis and Mining (ASONAM 2013- )

Program Co-Chair, IEEE International Workshop on Empirical Methods for Recognizing Inference in TExt (IEEE EM-RITE 2012- )

Publications Chair, The IEEE International Conference on Information Reuse and Integration (IEEE IRI)
Outline

• Case Study on Marketing Beyond COVID-19 Pandemic
• Marketing Management
• IT Enabled Digital Transformation
• Business Model and Marketing Strategy
Case Study on Marketing Beyond COVID-19 Pandemic

• Background Introduction

• SWOT
  – Strengths, Weaknesses, Opportunities, Threats
  – PESTLE, Five Forces, Value Chain Analysis
  – TOWS

• STP
  – Segmentation, Targeting, Positioning

• 4P
  – Product, Price, Place, Promotion

• Business Model
Marketing Management

1. Understanding Marketing Management
2. Capturing Marketing Insights
3. Connecting with Customers
4. Building Strong Brands
5. Creating Value
6. Delivering Value
7. Communicating Value
8. Conducting Marketing Responsibly for Long-term Success

Part 1. Understanding Marketing Management

1. Defining Marketing for the New Realities
2. Developing Marketing Strategies and Plans

Part 2. Capturing Marketing Insights

3. Collecting Information and Forecasting Demand

4. Conducting Marketing Research

Part 3. Connecting with Customers

5. Creating Long-term Loyalty Relationships
6. Analyzing Consumer Markets
7. Analyzing Business Markets
8. Tapping into Global Markets

Part 4. Building Strong Brands

9. Identifying Market Segments and Targets
10. Crafting the Brand Positioning
11. Creating Brand Equity
12. Addressing Competition and Driving Growth

Part 5. Shaping the Market Offerings

13. Setting Product Strategy
14. Designing and Managing Services
15. Introducing New Market Offerings
16. Developing Pricing Strategies and Programs

Part 6. Delivering Value

17. Designing and Managing Integrated Marketing Channels

18. Managing Retailing, Wholesaling, and Logistics

Part 7. Communicating Value

19. Designing and Managing Integrated Marketing Communications
21. Managing Digital Communications: Online, Social Media, and Mobile
22. Managing Personal Communications: Direct and Database Marketing and Personal Selling

Part 8. Conducting Marketing Responsibly for Long-term Success

23. Managing a Holistic Marketing Organization for the Long Run

IT Enabled Digital Transformation
Marketing Management
and
Information Systems
Information Management (MIS) Information Systems

Fundamental MIS Concepts

Business Challenges

Management

Organization

Information System

Business Solutions

Technology

Marketing
Marketing
“Meeting needs profitably”

“Marketing is an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.”

Marketing Management
Marketing Management

“Marketing management is the art and science of choosing target markets and getting, keeping, and growing customers through creating, delivering, and communicating superior customer value.”

Marketing Management Tasks

1. Developing market strategies and plans
2. Capturing marketing insights
3. Connecting with customers
4. Building strong brands
5. Creating value
6. Delivering value
7. Communicating value
8. Creating successful long-term growth

The Essence of Strategic Marketing (STP)

Segmentation
Targeting
Positioning

Customer Value

Value the sum of the tangible and intangible benefits and costs

Value

Total customer benefit

Customer perceived value

Total customer cost

Customer Perceived Value

Product benefit
Services benefit
Personnel benefit
Image benefit

Total customer benefit

Monetary cost
Time cost
Energy cost
Psychological cost

Total customer cost

Customer perceived value

Customer Value Triad

Quality, Service, and Price (qsp)

Value and Satisfaction

• **Marketing**
  – identification, creation, communication, delivery, and monitoring of *customer value*.

• **Satisfaction**
  – a person’s judgment of a product’s *perceived performance* in relationship to *expectations*.

Building Customer Value, Satisfaction, and Loyalty

Satisfaction

“a person’s feelings of pleasure or disappointment that result from comparing a product’s perceived performance (or outcome) to expectations”

Loyalty

“a deeply held commitment to rebuy or repatronize a preferred product or service in the future despite situational influences and marketing efforts having the potential to cause switching behavior.”

Customer Perceived Value, Customer Satisfaction, and Loyalty

CEO CIO CFO

CEO
Strategy and Sales (Leading)

CIO
Enterprise Technology Integration

CFO-COO
Finance and Operations (Lagging)

Source: http://www.r3now.com/what-is-the-proper-relationship-for-the-cio-ceo-and-cfo/
Adapted from: http://www.r3now.com/what-is-the-proper-relationship-for-the-cio-ceo-and-cfo/
Business Model and Strategy
Business Model
Business Model

- Key Partners
- Key Activities
- Key Resources
- Value Proposition
- Customer Relationships
- Channels
- Customer Segments
- Cost Structure
- Revenue Streams

Definition of Business Model

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

Business Model Canvas

https://www.youtube.com/watch?v=QoAOzMTLP5s
Business Model Canvas

https://www.youtube.com/watch?v=QoAOzMTLP5s
# The 9 Building Blocks of Business Model

<table>
<thead>
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<th>Key Resources</th>
<th>Channels</th>
<th>Cost Structure</th>
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The 9 Building Blocks of Business Model

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<tr>
<td>6</td>
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<td>Why?</td>
<td>What?</td>
<td>How?</td>
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Marketing Strategy

Marketing Plan

Strategy vs. Tactics

Strategy vs. Tactics

Policy

Procedure

Execution

Strategic

Tactical

Operational

Strategy vs. Tactics

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Tactics</th>
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<tbody>
<tr>
<td>Planning</td>
<td>Doing</td>
</tr>
<tr>
<td>Large Scale</td>
<td>Smaller Scale</td>
</tr>
<tr>
<td>Why</td>
<td>How</td>
</tr>
<tr>
<td>Difficult to Copy</td>
<td>Easy to Copy</td>
</tr>
<tr>
<td>Long Time Frame</td>
<td>Short Time Frame</td>
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</table>

Strategy → Plans → Tactics

Strategy > Plans > Tactics

• **Strategy** involves a **blueprint** for gaining a **competitive advantage**.

• **Plans** are the second-level **goals** in the hierarchy.
  – A complex strategy may contain many plans.

• **Tactics** are the **step-by-step methods** you use to accomplish a plan.

Marketing Planning Process

1. Analyzing marketing opportunities
2. Selecting target markets
3. Designing marketing strategies
4. Developing marketing programs
5. Managing the marketing effort

The Strategic Planning, Implementation, and Control Processes

Planning
- Corporate Planning
  - Division Planning
    - Business Planning
      - Product Planning

Implementing
- Organizing
  - Implementing

Controlling
- Measuring Results
  - Diagnosing Results
    - Taking corrective action

Marketing Plan

• The **strategic marketing plan** lays out the **target markets** and the firm’s **value proposition**, based on an analysis of the best market opportunities.

The tactical marketing plan specifies the marketing tactics, including product features, promotion, merchandising, pricing, sales channels, and service.
Business Unit Strategic-Planning Process

- **Business Mission**
- **External environment (Opportunity & Threat analysis)**
- **Internal environment (Strengths & weakness analysis)**
- **SWOT analysis**
- **Goal formulation**
- **Strategy formulation**
- **Program formulation**
- **Implementation**
- **Feedback and Control**

Business Unit Strategic-Planning Process

1

Business Mission

- External environment (Opportunity & Threat analysis)
- Internal environment (Strengths & weakness analysis)

SWOT analysis

- Goal formulation
- Strategy formulation
- Program formulation
- Implementation
- Feedback and Control

Business Unit Strategic-Planning Process

- External environment (Opportunity & Threat analysis)
- Internal environment (Strengths & weakness analysis)

SWOT analysis

- Goal formulation
- Strategy formulation
- Program formulation
- Implementation
- Feedback and Control

2

External environment (Opportunity & Threat analysis)

SWOT analysis

Internal environment (Strengths & weakness analysis)

Business Unit Strategic-Planning Process

Business Mission

External environment (Opportunity & Threat analysis)

Internal environment (Strengths & weakness analysis)

SWOT analysis

Goal formulation

Strategy formulation

Program formulation

Implementation

Feedback and Control

3

Goal formulation

Business Unit Strategic-Planning Process

- External environment (Opportunity & Threat analysis)
- Internal environment (Strengths & weakness analysis)

SWOT analysis

- Goal formulation
- Strategy formulation
- Program formulation
- Implementation
- Feedback and Control

4

Strategy formulation

Business Unit Strategic-Planning Process

Business Mission

External environment (Opportunity & Threat analysis)

Internal environment (Strengths & weakness analysis)

SWOT analysis

Goal formulation

Strategy formulation

Program formulation

Implementation

Feedback and Control

5

Program formulation

Business Unit Strategic-Planning Process

- External environment (Opportunity & Threat analysis)
- Internal environment (Strengths & weakness analysis)
- SWOT analysis
- Goal formulation
- Strategy formulation
- Program formulation
- Implementation
- Feedback and Control

Business Unit Strategic-Planning Process

Business Mission

External environment (Opportunity & Threat analysis)

Internal environment (Strengths & weakness analysis)

SWOT analysis

Goal formulation

Strategy formulation

Program formulation

Implementation

Feedback and Control

Marketing Plan Contents

1. Executive summary (1.0)
2. Table of contents
3. Situation analysis (2.0) (Ch1)
4. Marketing strategy (3.0) (Ch2)
5. Marketing tactics (4.0) (Ch3)
6. Financial projections (5.0) (Ch4)
7. Implementation controls (6.0) (Ch5)

Sample Marketing Plan

• 1.0 Executive Summary
• 2.0 Situation Analysis
• 3.0 Marketing Strategy
• 4.0 Marketing Tactics
• 5.0 Financials
• 6.0 Controls

Sample Marketing Plan

2.0 Situation Analysis

- 2.1 Market Summary
- 2.2 SWOT Analysis
- 2.3 Competition
- 2.4 Product Offering
- 2.5 Keys to Success
- 2.6 Critical Issues

2.1 Market Summary

- 2.1.1 Market Demographics
  - Geographics
  - Demographics
  - Behavior Factors
- 2.1.2 Market Needs
- 2.1.3 Market Trends
- 2.1.4 Market Growth
3.0 Marketing Strategy

• 3.1 Mission
• 3.2 Marketing Objectives
• 3.3 Financial Objectives
• 3.4 Target Markets
• 3.5 Positioning

Sample Marketing Plan

4.0 Marketing Tactics

- 4.1 Product
- 4.2 Pricing
- 4.3 Distribution (Place)
- 4.4 Communications (Promotion)
- 4.5 Marketing Research

# Sample Marketing Plan

## 5.0 Financials

- 5.1 Break-Even Analysis
- 5.2 Sales Forecast
- 5.3 Expense Forecast

6.0 Controls

• 6.1 Implementation
• 6.2 Marketing Organization
• 6.3 Contingency Planning

Evaluating a Marketing Plan

• Is the plan simple/succinct?
• Is the plan complete?
• Is the plan specific?
• Is the plan realistic?

Summary

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