

E-commerce**Value partners issued a white paper on e-commerce strategy**

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With e-commerce continuing to penetrate consumers' daily lives and drawing attention from investors in the capital markets, brands are reacting differently to the digital trends. Despite representing a relatively small portion of retail sales, e-commerce has been growing quickly, especially across consumer goods categories, and is expected to continue expanding.

Recently, Value Partners, the world's leading consulting firm issued a paper on integrated e-commerce strategy, to analyze how to make sure that your consumers stay with you both online and offline. The paper said that driven by the rapid adoption of mobile technologies, brands should take a consumer oriented approach, following key elements along the purchasing cycle, which are insights, design, engagement, activation, evaluation and organization.

However, integrating online media and channels into the conventional thinking of each step of the process is something that most brands often overlook. Many of them run their internet business as a small standalone unit within commercial functions, or even under the disguise of an innovation team, rather than as everyday business.

The white paper explained that though insights, design, engagement, activation, evaluation and organization, a fully integrated approach, the new e-cosystem is moving from a controlled push system to an uncontrolled interactive one.

Successful brands need to know well who their target customers are and are able to understand their needs and motivations. How can you obtain and extract understanding of consumers' behaviour, both online and offline? After gaining comprehensive customer insights, brands should design or tailor their value propositions to best meet customer requirements. To integrate digital and conventional marketing, brands need to establish a bi-directional marketing strategy between online and offline, integrating then social media and mobile as a mean to acquire and engage targeted customers.

The white paper also suggested that besides getting the product propositions and the prices right, brands should seek to maximize their presence across online and offline to convert the liking of their brands into real sales. There are two ways to achieve that: either improving the shopping experience or extending it. It is by evaluating the effectiveness of today's strategy that brands can continue to go back to step 1 and revisit how to better align their strategies with consumers.

A consistent organization to execute the multichannel approach is most essential. "It is not advisable to change a decentralized matrix organization into a centralized one, purely because of

multichannel. However, by integrating the multichannel approach, companies need to build on existing organizations and identify which parts of the approach present gaps and disconnections such that adjustments can be made in organization, KPIs and processes.” The paper noted.

威普咨询发布电商战略白皮书

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——洞察、设计、获取、销售、评估和组织六个方面来实现线上线下全面融合

本报记者 于南

当前电子商务不断深入消费者的日常生活，并引起资本市场愈来愈多的关注。尽管目前在社会零售总额中所占的比例还不高，但电子商务尤其是消费类产品的线上零售额，一直以来增长迅速，未来这种高速增长还将延续，并将不断提高线上销售在社会零售总额中的占比。

近日，全球领先的咨询公司威普咨询（Value Partners）发布了如何制定整合电商策略的白皮书，线上线下绑定消费者。白皮书认为，在数字化的浪潮下，消费品牌及厂商应该坚持以消费者为中心合理分配投资，按照洞察、设计、获取、销售、评估和组织六个方面来实现线上线下全面融合的方法论，贯穿消费者的整个购买流程。

然而，将线上媒体及渠道完全整合到业务的每一个关键步骤中，是品牌及厂商常常忽略的问题。很多企业都是将他们的在线业务作为一个小而独立的单元，或者通过一个所谓的“创新”团队来管理，而并没有将线上业务真正融入到其日常经营当中。

白皮书解释，洞察、设计、获取、销售、评估和组织者这六个方面组成了线上线下完全整合的方法论，因为新的商业生态系统已经从一个可控且依靠品牌推力的系统转变成一个不可控的交互式系统。

具体而言，品牌需要了解哪些是他们的目标客户，并清楚客户的需求及动机，同时在线上及线下获得并萃取对消费者行为的深入理解，并利用数字渠道平台与消费者互动。在对其需求足够了解的前提下，设计或定制价值主张，以最大程度的满足消费者需求。此外，为了确保在线上和线下同时绑定消费

者，品牌及厂商需要制定一个线上线下双向的营销战略，然后充分利用社交媒体及移动互联网获取目标客户。

白皮书还建议，除了制定合适的产品及价格，品牌及厂商还应该在线上及线下谋求最大化的覆盖，以将品牌的吸引力转换成真正的销售量，如改进和延伸消费体验。同时，品牌还需应用数字化渠道对营销效果进行追踪观察，通过评估效果来寻求更有的提升方案。

白皮书最后指出，开展电子商务更为重要的还是通过一个有效的组织去执行全渠道战略。“我们并不建议为了实施全渠道战略，而将矩阵式的组织架构转变为集中式的架构。为了更好的融入全渠道战略，企业应该认真评估现有组织架构，并在此基础上找到差距或断层，从而有针对性的制定组织、考核指标及流程的调整方案。”白皮书表示。

(于南)