

E-commerce**Value Partners: Traffic, Insights, Effectiveness and Range, Four Key Motivations for O2O**

Caijing, 11 August

Caijing has published an article titled “Value Partners: Traffic, Insights, Effectiveness and Range, Four Key Motivations for O2O” based on Value Partners recently published whitepaper, “Online to Offline: What is In for Traditional Retailers”. The article gives an overview of the latest approaches adopted by traditional retailers while trying to integrate successfully online resources with their existing offline physical assets. It discussed that as a result of the rapid development in smartphone usage and mobile internet, O2O naturally blossoms and becomes an item on the CEO’s agenda of many traditional retailers, in particular of those who manage their own brands or assortment. This article aims at giving an overview of the latest approaches adopted by such retailers while trying to integrate successfully online resources with their existing offline physical assets. As traditional retailers evolve in the digital market, many of these players have tried developing O2O strategies to best leverage upon their current offline physical presence. In more mature markets, retailers have found success in customizing their online strategies based on their inherent and established physical retail characteristics and strengths. Their success stories have four key motivations (TIER) in common, which have led them into O2O initiatives. Online resources have always been used to attract customers and incite them into visiting the retailer’s physical stores. In China both popularity and usage of online mobile payments are growing. That’s why retailers have introduced such payment methods in a bid to steer shoppers to their physical stores. It also quoted Thomas Wu, Partner of Value Partners Hong Kong Office, that “Deeper smart phone penetration, greater adoption of social networks, an increase in the usage and advancement of QR/bar code technologies and of mobile application and payment methods have all grown to varying degrees in the various markets.”

威普咨询：流量、洞察、效率及覆盖是布局O2O指导思想

正文

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零售商在选址时可以通过挖掘顾客的在线购物行为来辅助决策，从而有效避免某个区域的门店过于集中，还能保证门店布局对消费者形成有效的覆盖。

随着智能手机和移动互联网的高速发展，线上线下整合（O2O）已经迎来了发展的黄金阶段，并成为了诸多传统零售商，尤其是自有品牌零售商管理者们所关心的重要话题。

值此之际，全球领先的咨询公司威普咨询（Value Partners）今日发布了《为什么传统零售商要布局O2O》的白皮书，旨在总结传统零售商在整合线上资源和线下实体资产过程中所进行的最新实践。

实际上，随着传统零售商在数字化平台上的发展和积累，许多企业都已展开自身的O2O战略，以更好地利用现有的线下资源。与此同时，线上零售商们也开始反向整合，进军线下的零售市场。

“我们认为O2O战略实施的背后存在着一系列的重要目标，可以概括为‘TIER’：T (Traffic) — 流量，I (Insight) — 消费者洞察，E (Effectiveness) — 效率，R (Range) — 覆盖。”威普咨询合伙人胡子聪表示，“尽管目前很难评判零售商O2O实践是否成功，但知名品牌O2O的实践仍具有借鉴意义。”

一直以来，线上资源被用来吸引消费者，并将他们引入零售商在线下的实体店。在中国，因为移动线上支付的认知度和使用率的上升，零售商们也开始通过引入移动支付工具引导消费者进入其实体店。

此外，利用线上资源还能更好地洞悉消费者需求，通过收集购物相关数据来提升消费者在实体店的购物体验。“过去，零售商一直依赖于对消费者的店内追踪等市场调研技术来更好地理解消费者的购买行为，而如今通过线上资源收集的额外数据有助于展开促销活动及制定产品组合决策，甚至还可用于实体店的选址。”胡子聪介绍。

据了解，零售商在选址时可以通过挖掘顾客的在线购物行为来辅助决策，从而有效避免某个区域的门店过于集中，还能保证门店布局对消费者形成有效的覆盖。此外，通过线上工具完善或替代实体店原有服务功能来实现销售效率的提升。

例如，宜家已经开发了一款目录类应用，消费者可以通过该应用浏览商品并进行购买，之后再前往任意一家宜家实体店提货。“该应用推出后，宜家加拿大的网站流量增加了250%，移动应用上的销售及实体店销售也均实现了增长。”胡子聪说。

实际上，线上工具还被实体销售网点用于扩大产品品类及优化产品供应，并帮助零售商在不扩张实体零售网络的同时实现更大的地理覆盖。例如优衣库就利用线上渠道来扩张在中国的地理覆盖，其2/3左右的线上销售额来自于实体店覆盖非常有限的二三线城市。

“我们看到传统零售商们已经在行动，利用其线上资源建立一个能有效提升实体店及线上渠道业绩的O2O生态圈。”胡子聪说。他认为，不同市场上的市场促进因素也增加了O2O模式的成功机会。“随着智能手机的渗透，社交网络的普及，二维码/条形码技术及移动应用和支付方式的使用在不同市场上均获得了不同程度的发展。”

What Are the Targets of Traditional Retailers Doing O2O

International Business Daily, 13 August

International Business Daily has published an article titled “What Are the Targets of Traditional Retailers Doing O2O”, authored by Gaochao Li. The article discussed that as a result of the rapid development in smartphone usage and mobile internet, O2O naturally blossoms and becomes an item on the CEO’s agenda of many traditional retailers, in particular of those who manage their own brands or assortment. This article aims at giving an overview of the latest approaches adopted by such retailers while trying to integrate successfully online resources with their exiting offline physical assets. As traditional retailers evolve in the digital market, many of these players have tried developing O2O strategies to best leverage upon their current offline physical presence. In more mature markets, retailers have found success in customizing their online strategies based on their inherent and established physical retail characteristics and strengths. Their success stories have four key motivations (TIER) in common, which have led them into O2O initiatives. Online resources have always been used to attract customers and incite them into visiting the retailer’s physical stores. In China both popularity and usage of online mobile payments are growing. That’s why retailers have introduced such payment methods in a bid to steer shoppers to their physical stores. It also quoted Thomas Wu, Partner of Value Partners Hong Kong Office, that “Deeper smart phone penetration, greater adoption of social networks, an increase in the usage and advancement of QR/bar code technologies and of mobile application and payment methods have all grown to varying degrees in the various markets.”

传统零售商布局O2O目标何在

作者：李高超

随着智能手机和移动互联网的高速发展，线上线下整合（O2O）已经迎来了发展的黄金阶段，并成为诸多传统零售商，尤其是自有品牌零售商管理者们所关心的重点话题。

统计显示，今年1~6月，全国十大城市销售额排名前100位百货商店合计销售额同比下降10.6%，其中有82家百货店同比销售呈负增长。今年上半年，商务部监测的5000家重点零售企业中，专业店、超市和百货店销售同比增幅分别为6.9%、5.3%、4.1%，而网络购物同比增长29.9%。

面对电商的冲击，传统零售业都开始着手布局O2O。咨询公司威普咨询（ValuePartners）近日发布了《为什么传统零售商要布局O2O》的白皮书，指出流量、洞察、效率及覆盖是传统零售商布局O2O的指导思想。

互为补充

“我们认为O2O战略实施的背后存在着一系列的重要目标，可以概括为‘TIER’：T（Traffic）一流量，I（Insight）一消费者洞察，E（Effectiveness）一效率，R（Range）一覆盖。”威普咨询合伙人胡子聪表示，“尽管目前很难评判零售商O2O实践是否成功，但知名品牌O2O的实践仍具有借鉴意义。”

实际上，随着传统零售商在数字化平台上的发展和积累，许多企业都已制定自身的O2O战略，以更好地利用现有的线下资源。与此同时，线上零售商们也开始反向整合，进军线下的零售市场。

一直以来，线上资源被用来吸引消费者，并将他们引入零售商在线下的实体店。在中国，因为移动线上支付的认知度和使用率的提升，零售商们也开始通过引入移动支付工具引导消费者进入其实体店。

此外，利用线上资源还能更好地洞悉消费者需求，通过收集购物相关数据来提升消费者在实体店的购物体验。“过去，零售商一直依赖于对消费者的店内追踪等市场调研技术来更好地了解消费者的购买行为，而如今通过线上资源收集的额外数据有助于展开促销活动及制定产品组合决策，甚至还可用于实体店的选址。”胡子聪介绍说。

打造O2O生态圈

据了解，零售商在选址时可以通过挖掘顾客的在线购物行为来辅助决策，从而有效避免某个区域的门店过于集中，保证门店布局对消费者形成有效的覆盖。此外，还可通过线上工具完善或替代实体店原有服务功能来实现销售效率的提升。

例如宜家已经开发了一款目录类应用，消费者可以通过该应用浏览商品并进行购买，之后再前往任意一家宜家实体店提货。“该应用推出后，宜家加拿大的网站流量增加了250%，移动应用上的销售及实体店销售也均实现了增长。”胡子聪说。

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他认为，不同市场上的市场促进因素也增加了O2O模式的成功机会。“随着智能手机的渗透，社交网络的普及，二维码、条形码技术及移动应用和支付方式的使用在不同市场上均获得了不同程度的发展。”