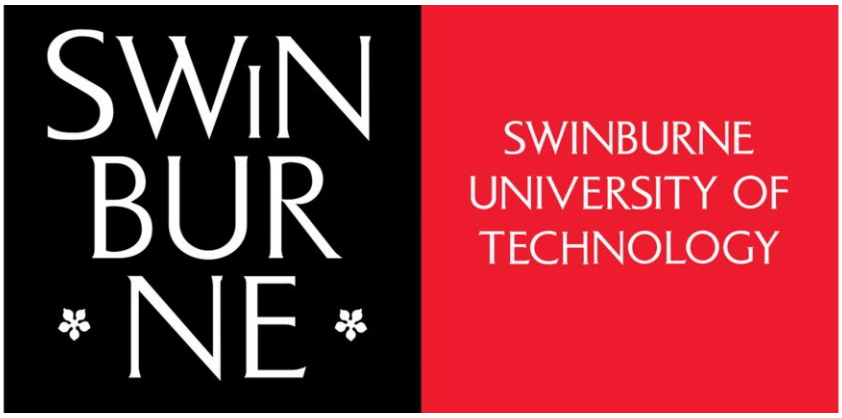

Identifying Theories or Models of Global Marketplace and Marketspace

Individual Assignment

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1.0 Introduction

In today's digital age, global business success depends on how firms navigate both physical marketplaces and virtual marketspaces. Although research on internet-driven business model evolution is still emerging, the internet is now seen as a high velocity environment requiring constant adaptation (Wirtz et al., 2007). Companies like Uber, Amazon, Netflix, Airbnb, and Tesla exemplify how Web 2.0, and increasingly Web 3.0 and 4.0 technologies, disrupt industries, enhance user engagement, and deliver personalized experiences. This report applies ten theoretical frameworks to assess their strategies, with each theory linked to a distinct business model aspect. Insights gained inform five strategic proposals for a future tech enabled business, IN ONE.

2.0 Key Aspects of the Global Business

2.1 Uber

From the perspective of users, the convenience afforded by Uber integrates structural and marketing elements orchestrated by a central actor in the ride-sharing ecosystem: Uber itself (Del Nido, 2021). Consumers can conveniently pay for ride-hailing services through a third-party entity, referred to as a Transportation Network Company (TNC), by utilizing a mobile application downloaded on their smartphones (Suhaimi et al., 2018). Uber also uses dynamic pricing, often remaining more affordable than traditional taxis. During high demand, "Surge Pricing" increases fares to attract more drivers. The app notifies users of the higher fare before booking, helping them decide whether to accept or wait. It also features "Surge Drop" alerts, which inform users when prices decrease in their area (Rempel, 2016).

2.2 Amazon

Amazon offers consumers an extensive variety of products, including clothing, groceries, household essentials, books, movies, TV shows, and virtually all items a customer might require (Althafairi et al., 2019). Althafairi et al. (2019) note that Amazon provides products across over 40 categories, comprehensively addressing the needs and preferences of its customers. Moreover, Amazon provides an extensive variety of benefits through Amazon Prime Membership, including complimentary two-day shipping, video and music streaming, gaming, photo storage, exclusive discounts, and a wide range of additional services, integrating diverse products and offerings into a single paid subscription program (Straubert et al., 2024). The primary advantage of Amazon Prime membership is Membership-based Free Shipping (MFS), whereby subscribers pay an annual fee to access unlimited free shipping on Amazon orders without incurring additional delivery costs (Straubert et al., 2014).

2.3 Netflix

Netflix sets itself apart from its rivals by providing a user-friendly and straightforward platform for its content, complete with tools to make navigating the extensive selection of content a breeze (Blair et al.,

2019). Hsiao (2024) claims that Netflix has modified its content discovery and recommendation algorithms to a level tailored to the user's preferences by utilizing modern technologies like AI (artificial intelligence) and machine learning algorithms. Furthermore, Netflix maintains low prices to attract a wide and diverse audience, ensuring its service remains accessible to individuals across various income levels and regions. For instance, Its U.S. plans include Standard with Ads ($7.99/month, 1080p, two screens), Standard ($17.99/month, ad-free 1080p, two screens), and Premium ($24.99/month, ad-free 4K+HDR, four screens), offering varying quality, ad presence, and screen access (Netflix, n.d.).

2.4 Airbnb

Airbnb provides comfortable accommodations by allowing guests to stay in well-decorated, homely spaces with personalized touches. As one host emphasized, guest rooms are carefully furnished with extra thick mattress toppers and aesthetically pleasing, practical designs to ensure a comfortable and inviting stay that attracts bookings (Chen et al., 2020). Other than that, Airbnb also acts as an intermediary platform by connecting property owners with travelers according to a specified time and location (Kölbel & Kunz, 2020). It facilitates secure transactions, communication, and booking processes between the two parties without owning any physical property itself.

2.5 Tesla

Tesla has developed and operates its own exclusive charging stations, including Supercharger stations and Destination Charging (DC) stations. According to the study, Tesla's Supercharger network delivers fast direct-current (DC) charging, providing up to 200 miles of range in about 15 minutes, while its Destination Charging stations offer slower 208-volt alternating-current (AC) charging, adding up to 44 miles of range per hour (Qian & Zhang, 2023). Tesla extensively integrates automation in its manufacturing and vehicle technologies, employing AI-driven features like Autopilot for autonomous driving and advanced robotic systems in its Gigafactories for high-precision, repetitive tasks. These robotic systems, combined with AI algorithms, optimize production workflows, increase throughput, minimize errors, and dynamically allocate resources to reduce waste (Rani, 2022).

3.0 Application of Theories

3.1 Uber

In 2019, Uber teamed up with actress Gwyneth Paltrow and her lifestyle brand Goop to promote Uber Eats. She curated healthy meal options featured in promotional videos and social media posts. This campaign aligns with the Uses and Gratifications Theory (UGT), which explains how people choose media to meet specific needs (Eighmey & McCord, 1998). By leveraging Paltrow’s influence, Uber Eats appealed to consumers seeking convenient, premium, health-conscious dining, boosting engagement and orders. Beyond that, Social Exchange Theory (SET) (Homans, 1958) explains social behavior as a cost-benefit analysis where individuals aim to maximize rewards and minimize costs. In

2023, Uber launched its global “Uber Pro” program to build stronger driver relationships. Diamond-level drivers received perks like 100% tuition at Arizona State University for themselves or a family member, free roadside assistance, and fuel or maintenance discounts. Research supports SET in workplaces, showing that rewards boost employee commitment (Cropanzano & Mitchell, 2005), reflected in Uber’s lower driver turnover that year.

3.2 Amazon

In 2015, Amazon introduced Dash Buttons, a clever way to place reorders for common household goods like snacks or detergent. Using a branded Wi-Fi button connected to their Amazon account, clients could place a new order right away without ever having to visit the website or app. This innovation enhanced the ease of use and usefulness of Amazon’s platform, encouraging quicker adoption among busy households. This embodies the central idea of the Technology Acceptance Model (TAM), which links people's attitudes toward adoption to perceived utility and ease of use of new technologies (Davis, 1989). Under Social Network Theory, Amazon launched the Amazon Influencer Program in 2017, allowing creators on Instagram, YouTube, and TikTok to build personalized storefronts and share affiliate links. Influencers like Jackie Aina (3.6M YouTube, 1.8M Instagram) and Marques Brownlee (18M YouTube, 4M Twitter) used the program to recommend products. This reflects how social ties and online communities shape purchasing behavior (Granovetter, 1983).

3.3 Netflix

Netflix’s introduction of the Standard with Ads plan applies the Theory of Planned Behavior (TPB) by targeting consumers’ attitudes, social norms, and perceived behavioral control to drive subscription intentions. The low-price addresses financial barriers, fostering positive attitudes, while social media campaigns amplify subjective norms by normalizing ad-supported streaming. The platform’s accessibility enhances perceived control, making subscription feasible. Research supports TPB’s effectiveness in predicting consumer behavior in streaming, showing that attitudes and norms significantly influence continuance intentions for SVOD platforms like Netflix (Lim et al., 2018). Furthermore, Netflix appeals to personality traits like openness and novelty-seeking by regularly adding exclusive content. This supports Personality Traits Theory, which links individual traits to future behavior (Ngai et al., 2015). For example, The Korean survival drama Squid Game, which released globally on Netflix in September 2021, received widespread praise and topped the most-watched lists in more than 90 countries showed how Netflix attracted adventurous and culturally curious viewers through targeted promotion of unique international content.

3.4 Airbnb

In December 2022, Airbnb collaborated with DJ Khaled to offer a unique two-night stay in a sneaker-themed Miami accommodation, priced at $11 per night for December 5 and 6, 2022. This exclusive

experience allowed fans to engage with the music icon's lifestyle through his renowned sneaker collection and personal memorabilia. This fostering a sense of emotional closeness and familiarity among fans, which influenced their booking decisions by capitalizing on their perceived connection with the celebrity. This is supported by Para-social Interaction (PSI) Theory, as discussed by Ngai et al. (2015). Under the Theory of Reasoned Action (TRA), people voluntarily use Airbnb to explore flexible, remote lifestyles. This is evident in the 2021 "Live Anywhere on Airbnb" program, which selected 12 individuals to live rent-free in global Airbnb listings for a year. It appealed to those with positive attitudes toward location independence and was shaped by social norms around remote work, supporting TRA (Ngai et al., 2015).

3.5 Tesla

In October 2020, Tesla released its Full Self-Driving (FSD) software to a select group of early access drivers in the U.S., chosen for being "expert and careful." These users tested features like lane changes, traffic light recognition, and city navigation. Tesla demonstrated the Diffusion of Innovation Theory (Everett Rogers et al., 2014) by focusing on innovators first, which generated excitement and viral material that influenced public perception and accelerated interest. Other than that, inspired by the Cybertruck's futuristic design, Tesla launched a limited-edition CyberBeer + CyberStein set in October 2023, sold for $150 exclusively on its website. The set included two 7% ABV Helles Lagers by Buzzrock Brewing Co. and two matte black ceramic steins shaped like the Cybertruck. It quickly sold out, becoming a collector's item. This reflects Aaker's (1997) Brand Personality Theory, where brands convey traits like excitement, competence, and ruggedness to shape loyalty and perception.

4.0 Strategic Applications for IN-ONE

4.1 IG Influencers [Note: inline with Para-social Interaction (PSI)]

IN-ONE cannot afford celebrity endorsements like BLACKPINK's Jennie or local icons. Hence, IN-ONE will collaborate with affordable micro-influencers such as @imanabdulrahim (40K followers) and @mohdjayzuan (53K followers) who regularly post café reviews and food reels on Instagram. For instance, Iman will share a video of herself savoring IN-ONE's Matcha Latte Bingsu with the description, "Perfect sunny-day treat!" This allows her followers to connect with the experience.

4.2 Sentiment Analysis [Note: inline with Theory of Planned Behavior (TPB)]

IN-ONE will track user evaluations on Google, Instagram, and TikTok using sentiment analysis driven by AI. IN-ONE can modify menu items and service quality by recognizing recurrent terms and feelings (such as "too sweet," "cozy vibe," and "worth the wait"). IN-ONE aims to predict customer behavior by understanding their attitudes and preferences in real time, which aligns with TPB.

4.3 Loyalty Tiers [Note: inline with Social Exchange Theory (SET)]

Like Uber's reward model, IN-ONE will implement a tiered loyalty system (Bronze, Silver, Gold) offering free items or deals, early access to limited menus, and exclusive seating. Customers will feel valued and rewarded for repeat visits, increasing their satisfaction and long-term commitment. This cost–benefit exchange encourages customers to return for emotional and material rewards, reinforcing SET's principles.

4.4 Seasonal Launches [Note: inline with Diffusion of Innovation Theory]

To attract early adopters, IN-ONE will introduce limited-edition dishes such as Bubble Tea Beer or Musang King Cheesecake. Promoted via countdowns on TikTok and Instagram, these seasonal launches create urgency and appeal to trendsetters. It can makes IN-ONE attract early adopters like GenZ who love novelty and also helping new ideas and products "diffuse" into the mainstream market.

4.5 Brand Personality [Note: inline with Brand Personality Theory]

IN-ONE will shape its brand using human-like traits. For example, the outlet's walls will feature QR codes linking to short videos of how dishes like *Snow Fungus Peach Tong Sui* are made, emphasizing sincerity and cultural storytelling. Meanwhile, neon signage, upbeat music, and robot servers reinforce the brand's excitement and competence. It builds emotional loyalty by acting like a "human brand" with values.

5.0 Conclusion

According to important behavioral and communication theories, this paper has looked at how top digital companies like Uber, Amazon, Netflix, Airbnb, and Tesla have used Web 2.0–4.0 technologies to revolutionize customer engagement, brand value, and business processes. With frameworks such as the Diffusion of Innovation, Social Exchange Theory, and Theory of Planned Behavior, their success techniques highlight the significance of technological innovation, trust-building, and personalization. Based on these data, IN-ONE's strategic recommendations show a thorough awareness of digital consumer behavior and platform-based value creation. These range from seasonal launches to AI-driven sentiment research and micro-influencer partnerships. All things considered, this report's fusion of theory and practice offers a solid basis for creating a customer-focused, digitally agile company in the rapidly changing global marketplace of today.

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