



# COM5940: NEW MEDIA BUSINESS MODEL & INNOVATION BUSINESS STRATEGY AND CONVERSION FUNNEL DESIGN

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Center for  
Entrepreneurship

# **Today's Agenda**

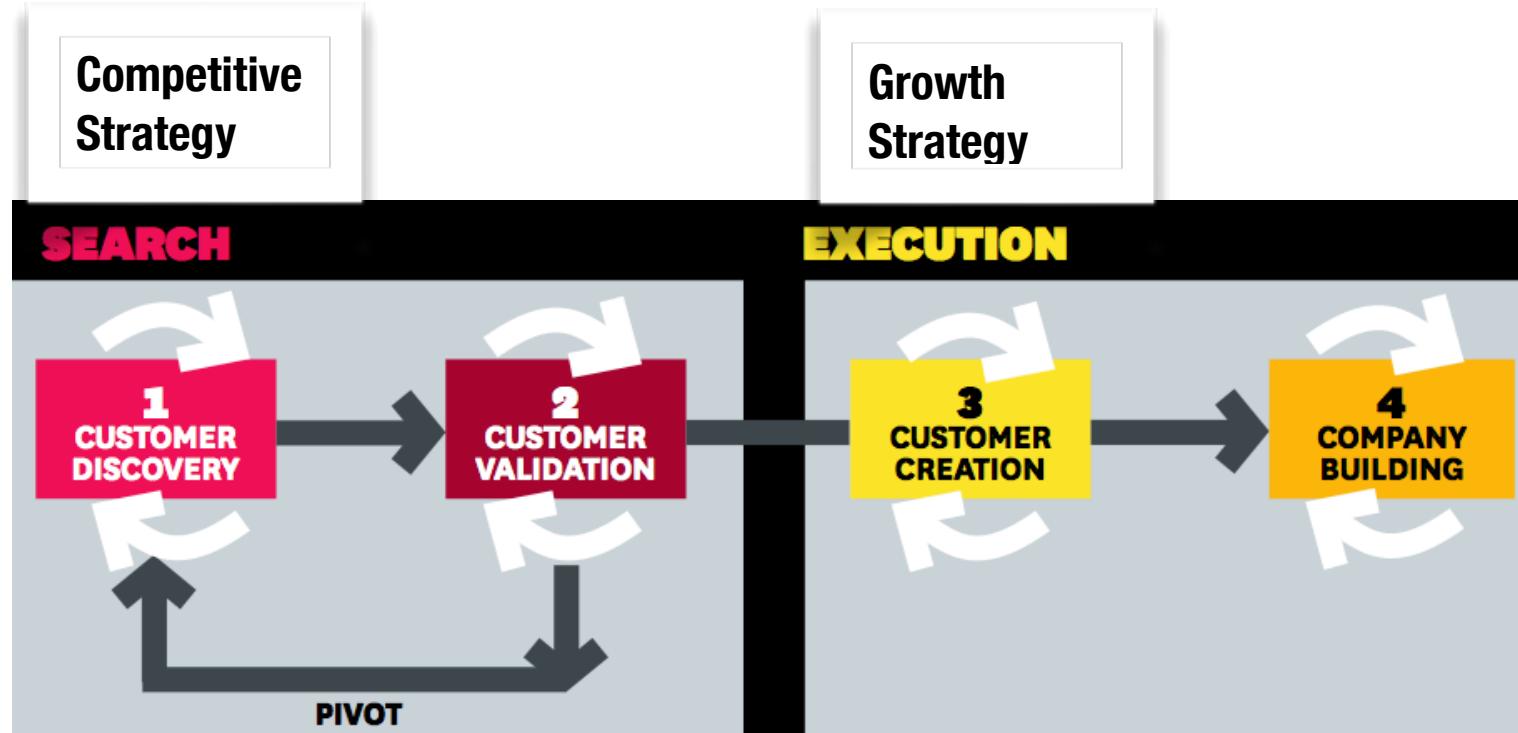
1. From **strategy** to **implementation**
2. **Conversion funnel**: keep a customer for life and beyond
3. **Growth hacking**: the digital marketing dream
4. From **3Cs (Content, Community, Conversion)** to **2A3R (Acquisition, Activation, Retention, Referral, Revenue)**
5. **Marketing automation**: Linking all the **touch-points**

**From Strategy  
to  
Implementation**

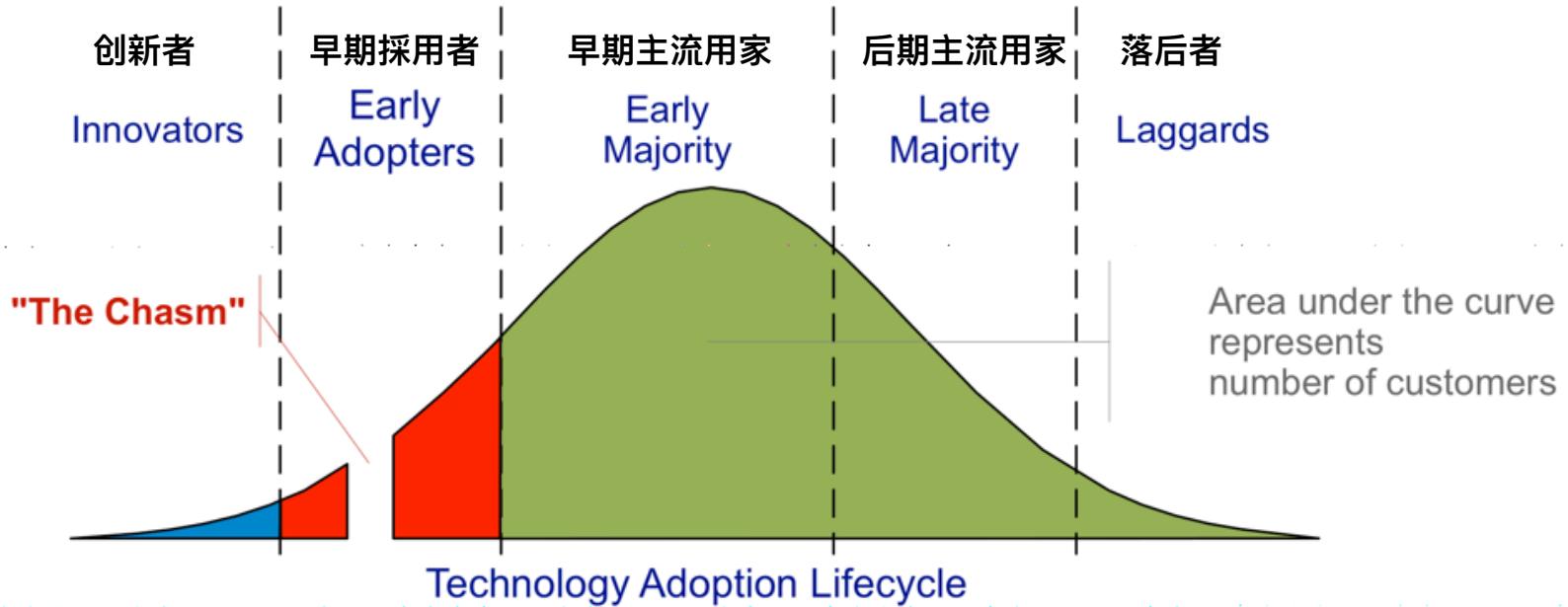
**Conversion  
Funnel &  
Growth Hack**

**Tracking by  
Marketing  
Automation**

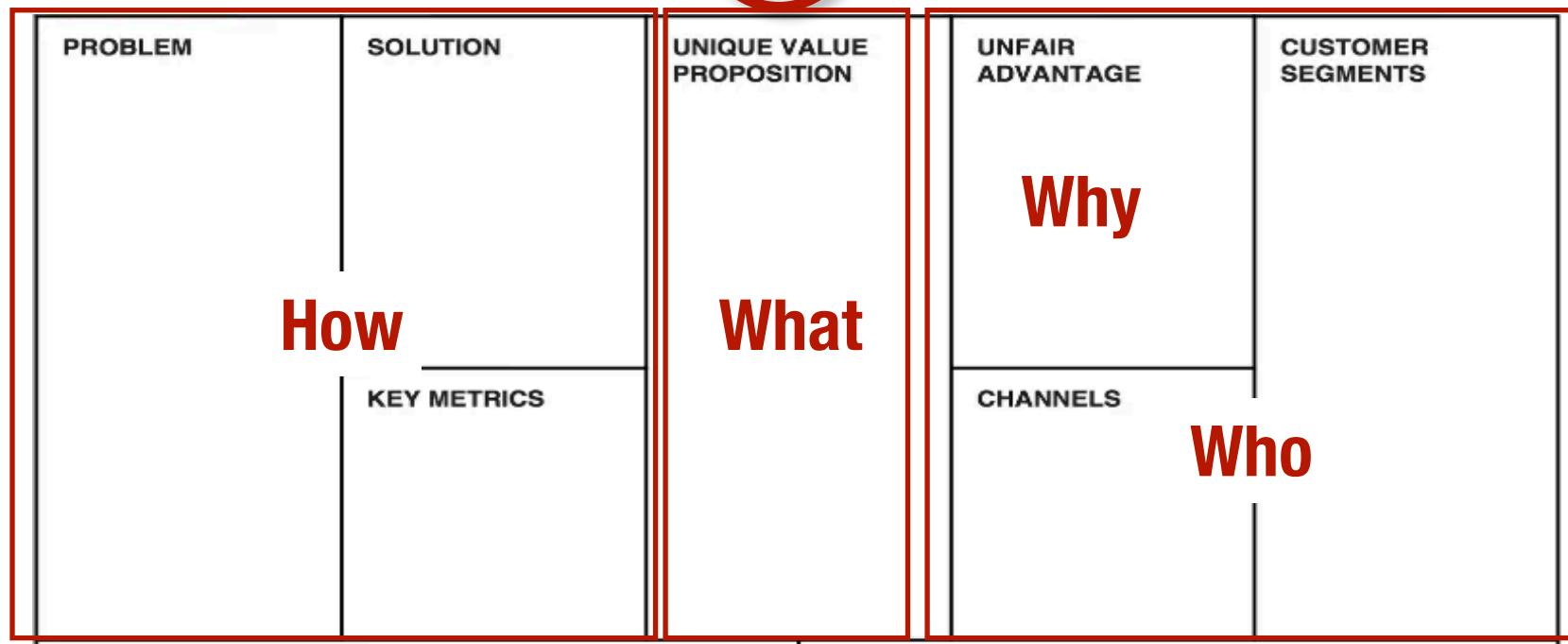
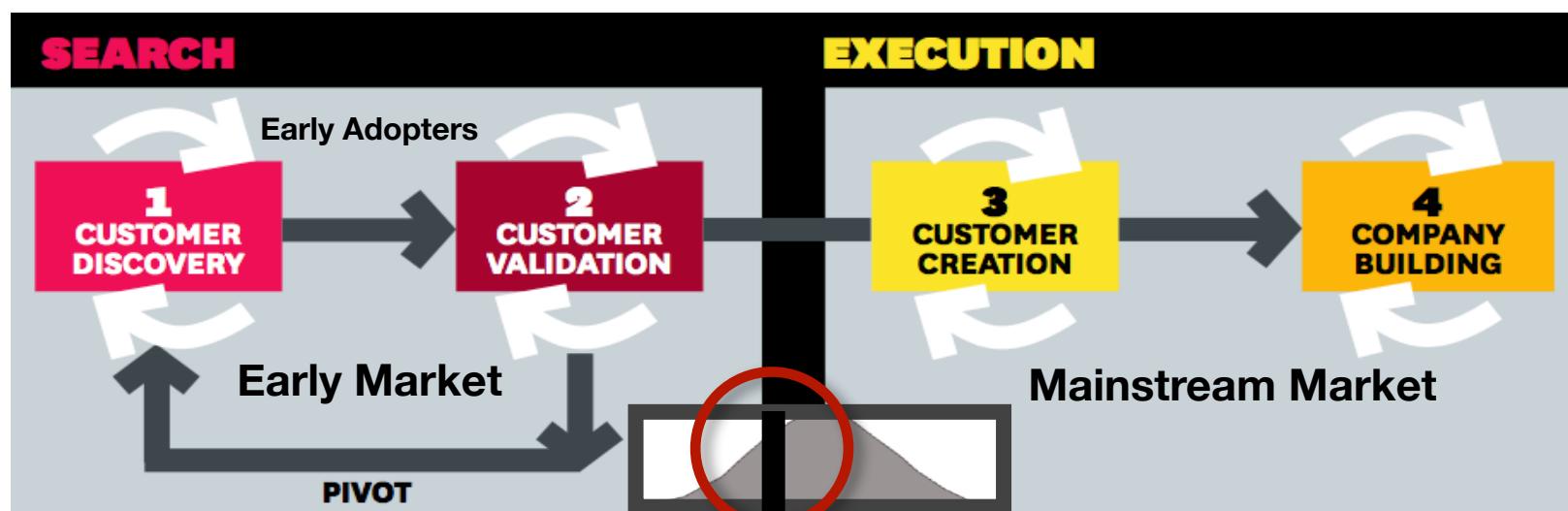
**From Strategy to Implementation**



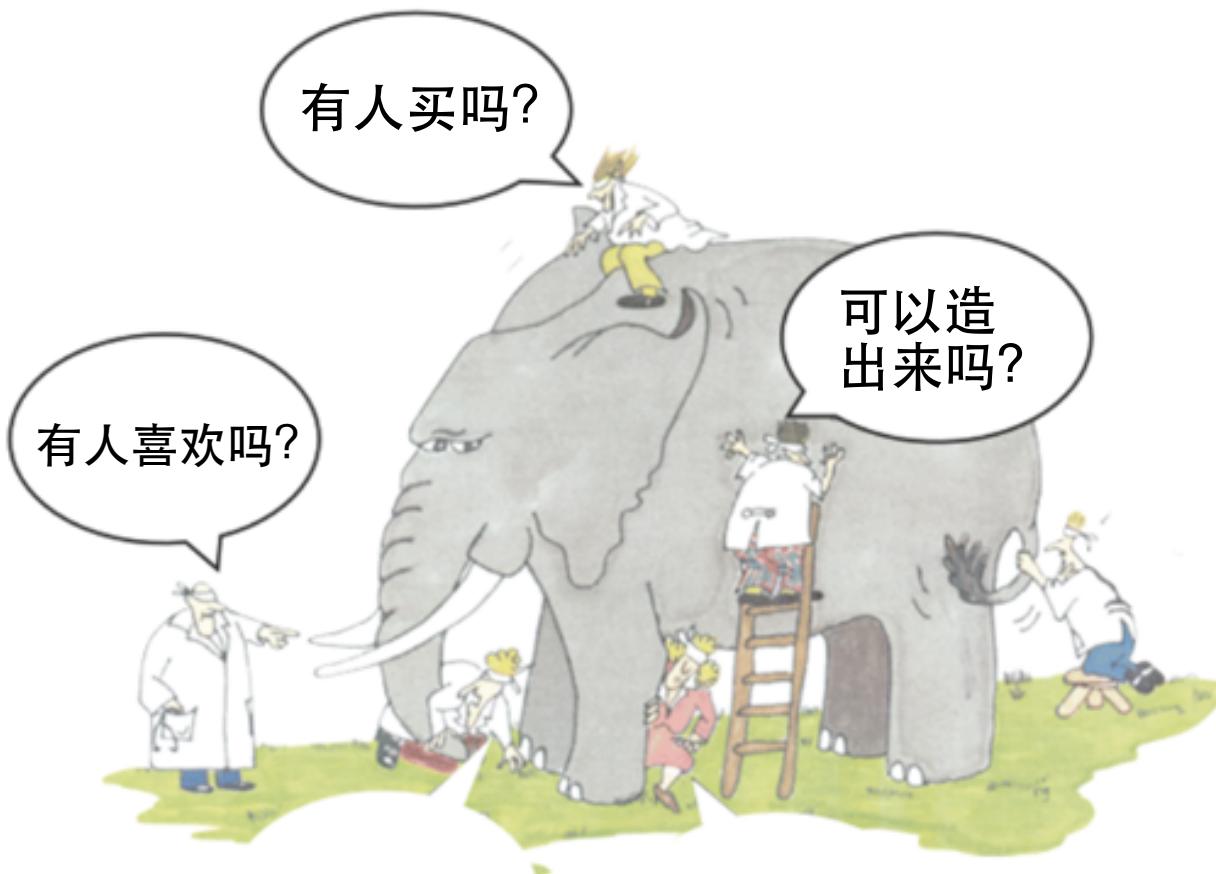
Source: "Why Lean Start-up Changes Everything" by Steve Blank, Harvard Business Review May 2013

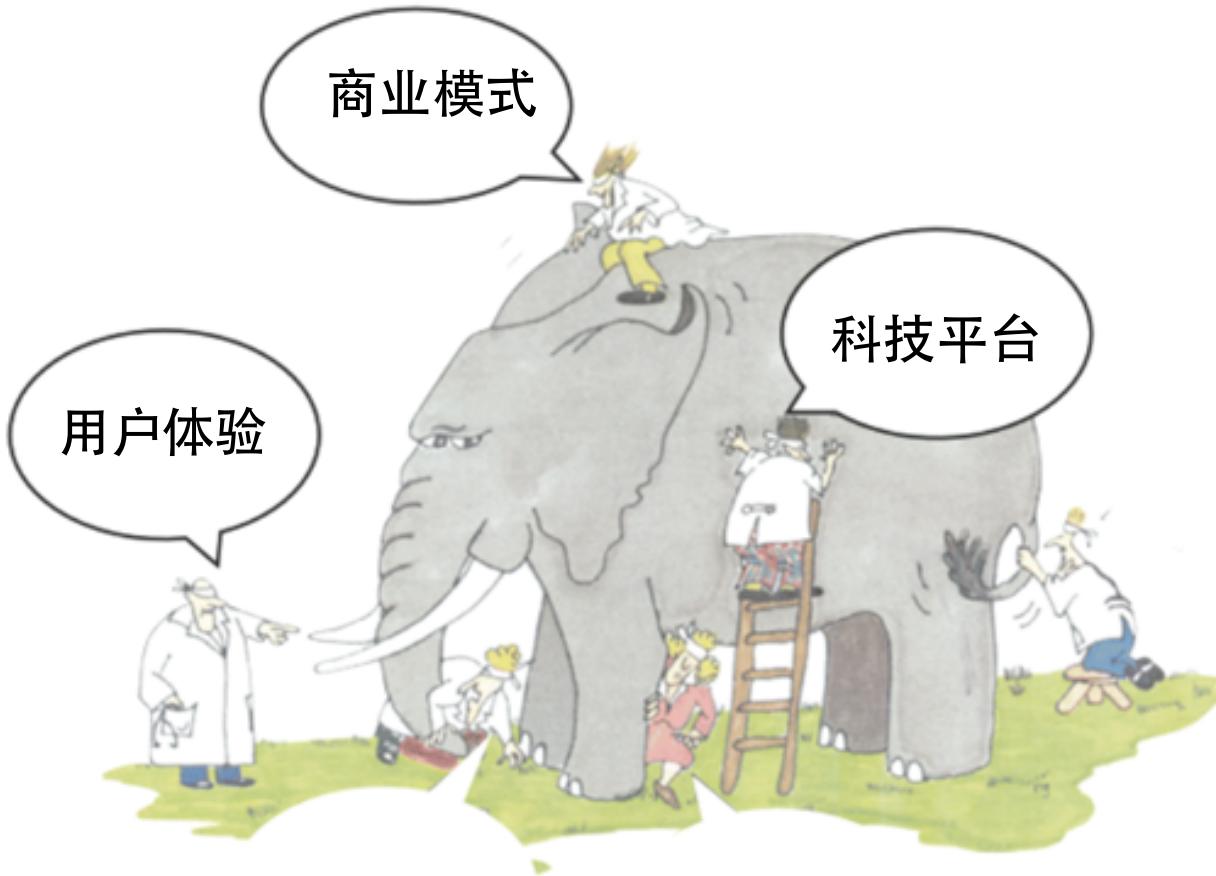


Source: From Wikimedia Commons, the free media repository  
“Crossing the Chasm” is the book title by the author **Geoffrey Moore**



# **The Three Imperatives of Innovation**





# **The Process**

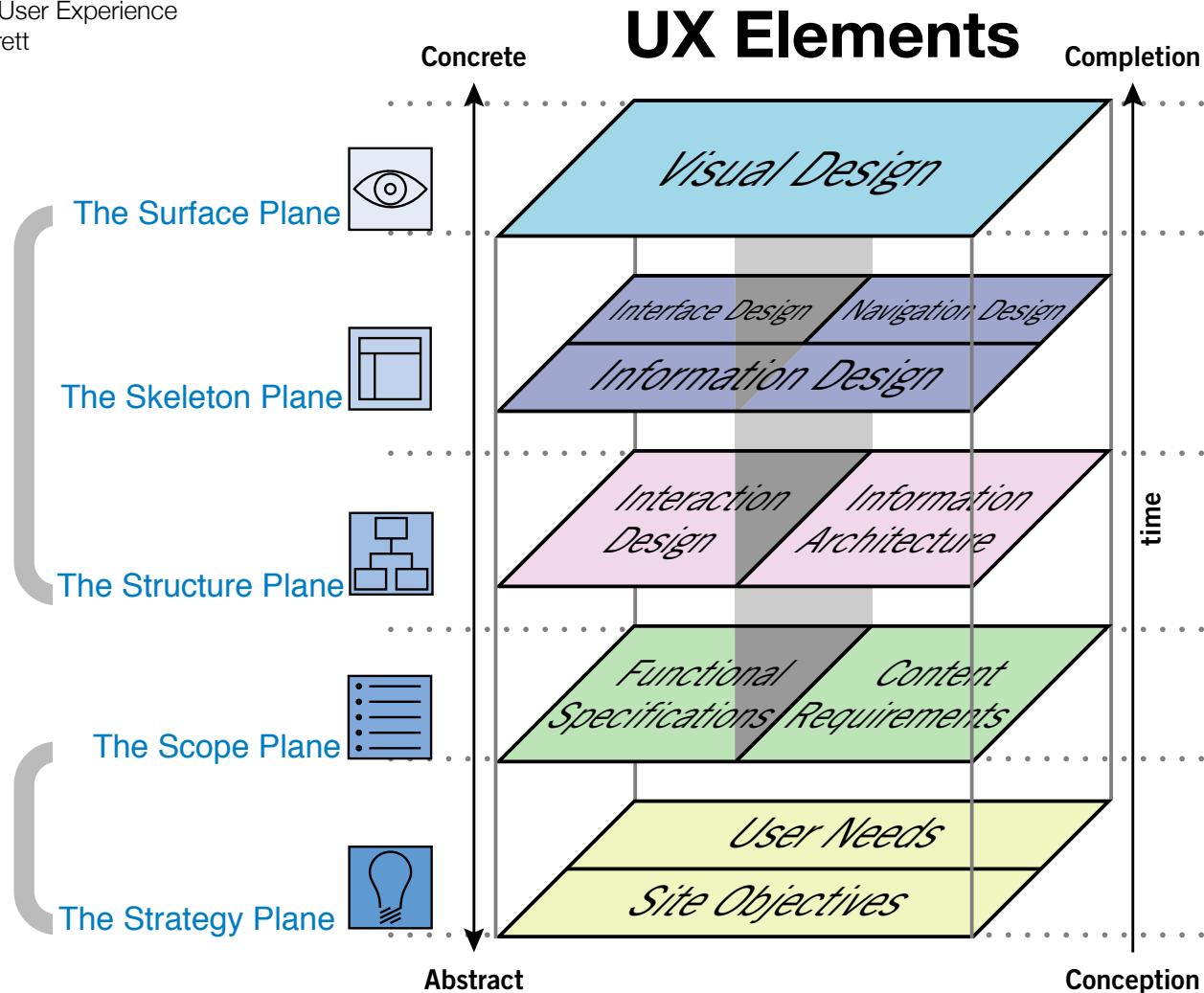
Source: Elements of User Experience  
by Jesse James Garrett

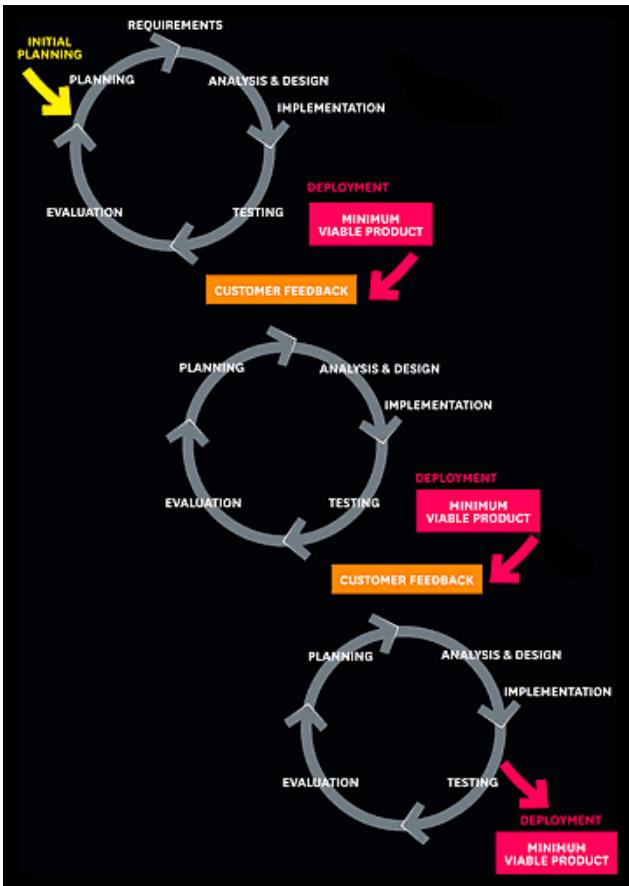
## Solution Space

how and how much

## Problem Space

who, what, and why





## Sprint Planning (Release Planning)



## Sprint Review (Release Review)

## Daily Scrum (Daily Meeting)

Each build-measure-learn cycle (ends with a review) is called a “sprint” usually measured in 1 to 3 weeks.

Source: “Why Lean Start-up Changes Everything”  
by Steve Blank

**No business strategy exists in a vacuum.**



Source: Pixel Bay

# SWOT ANALYSIS



## PEST Analysis

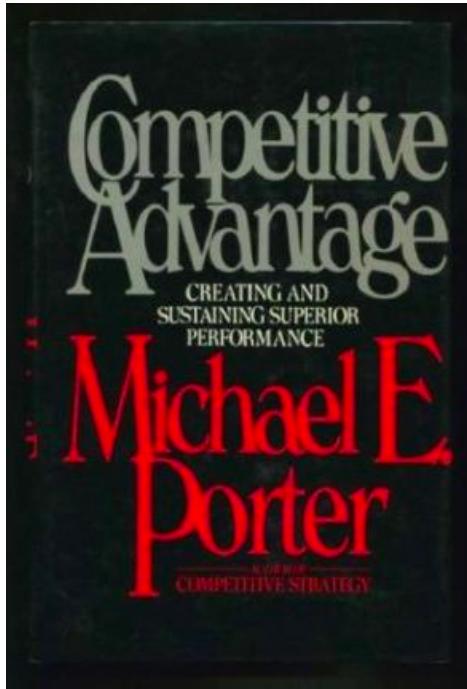


Source: Wikipedia

**We need a more specific framework.**

## **But first of all, what is a “business strategy”?**

**“A business strategy is a plan to create  
sustainable advantages over the competitors  
to deliver unique values to customers”.**



## The **3** Generic Strategy

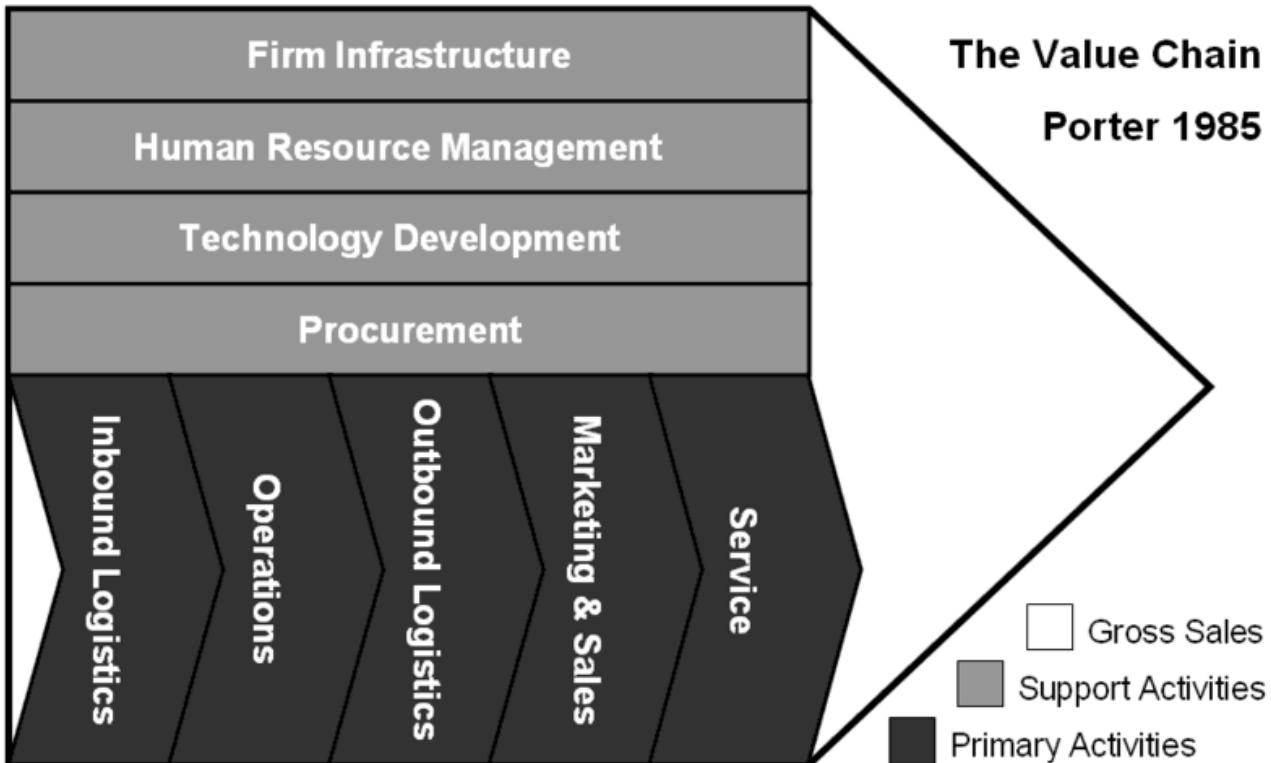
- 1. Cost**
- 2. Differentiation**
- 3. Focus**

## Implementation

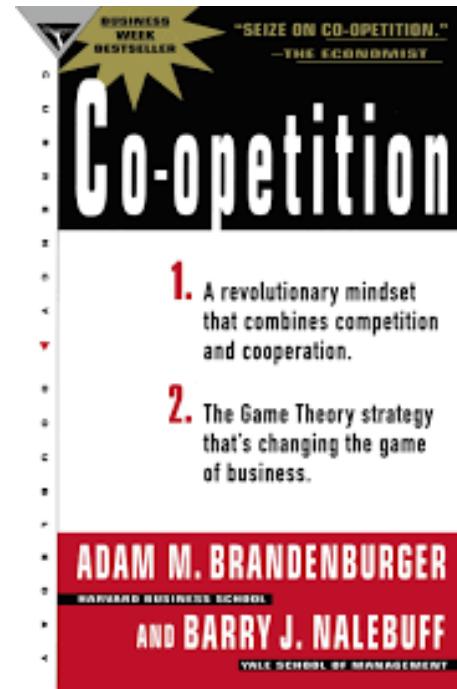
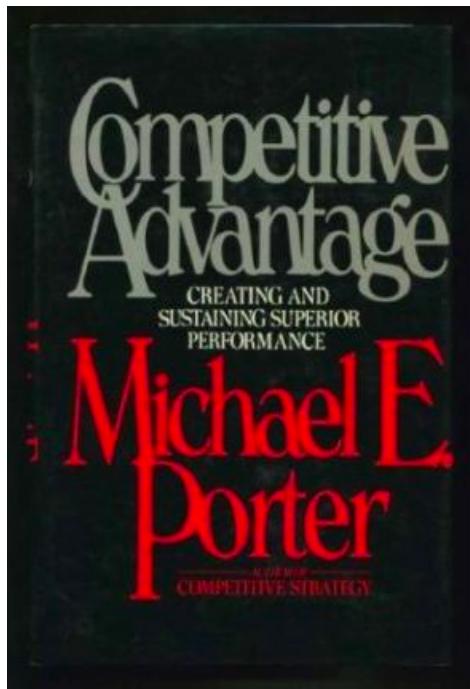
- **Value Chain**

**“Competitive advantage: Creating and sustaining superior performance**

PROBLEM	SOLUTION	UNIQUE VALUE PROPOSITION	UNFAIR ADVANTAGE	CUSTOMER SEGMENTS
KEY METRICS		CHANNELS		
COST STRUCTURE		REVENUE STREAMS		



Source: Wikipedia



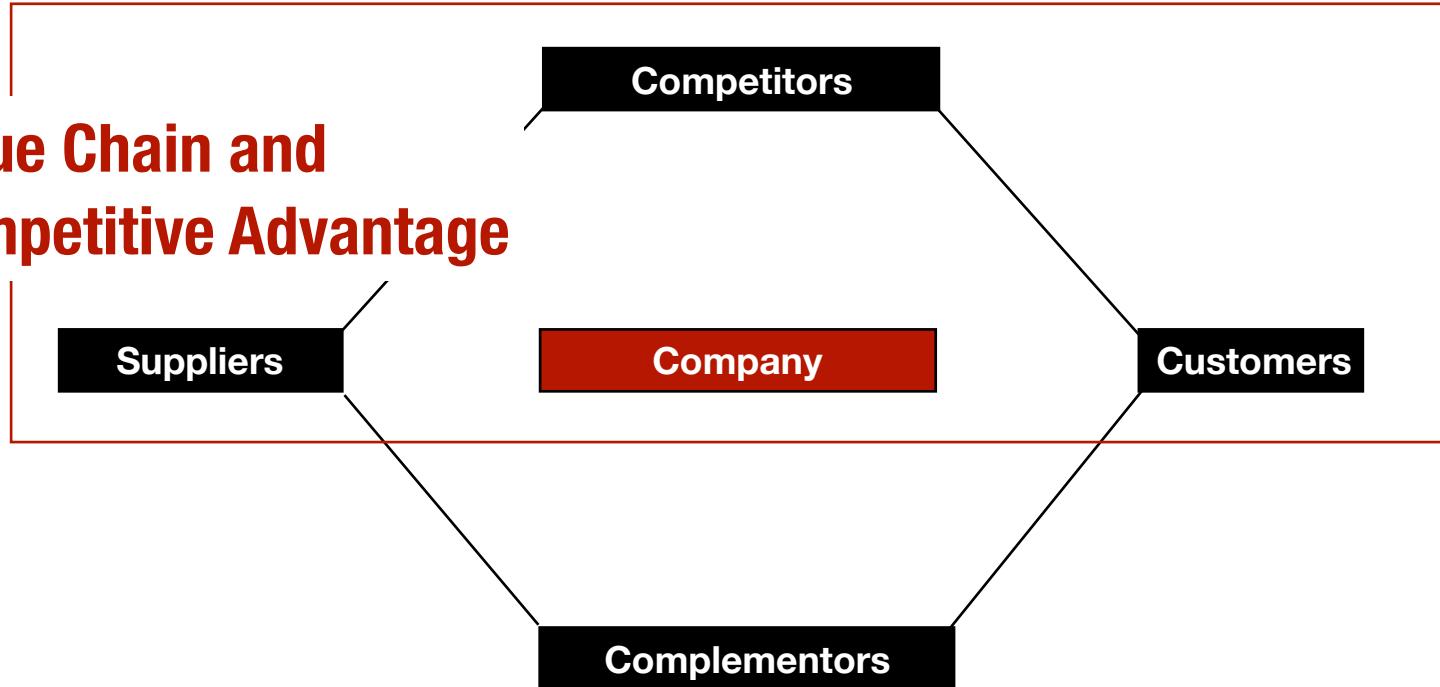
## Value Chain

Source: The Free Press  
Published in 1985

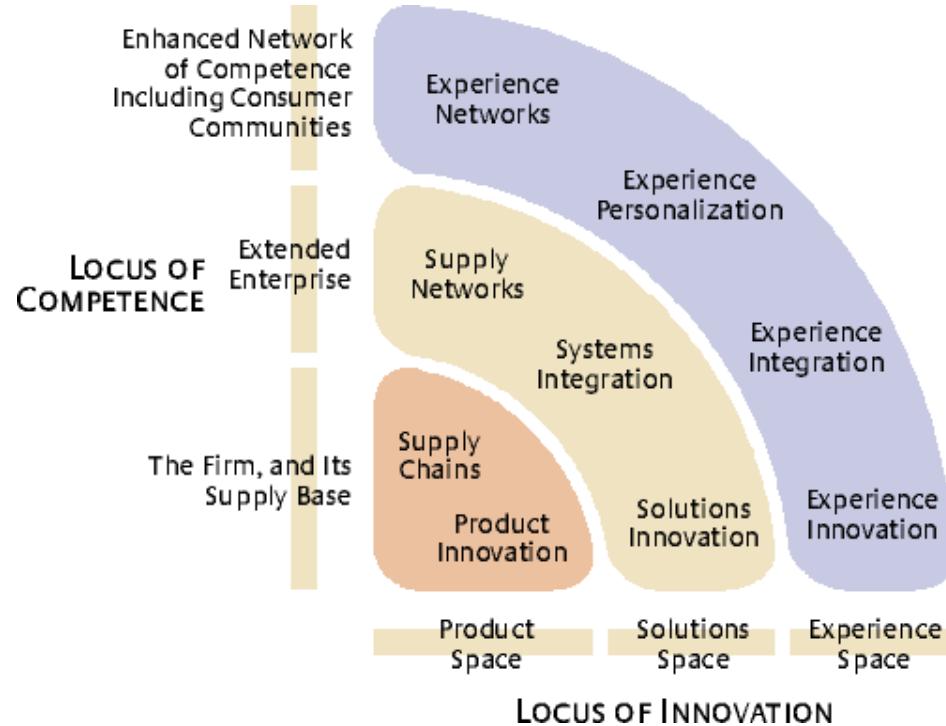
## Value Network

Source: Doubleday  
Published in 1996

## **Value Chain and Competitive Advantage**



**“All platforms are value networks.”**

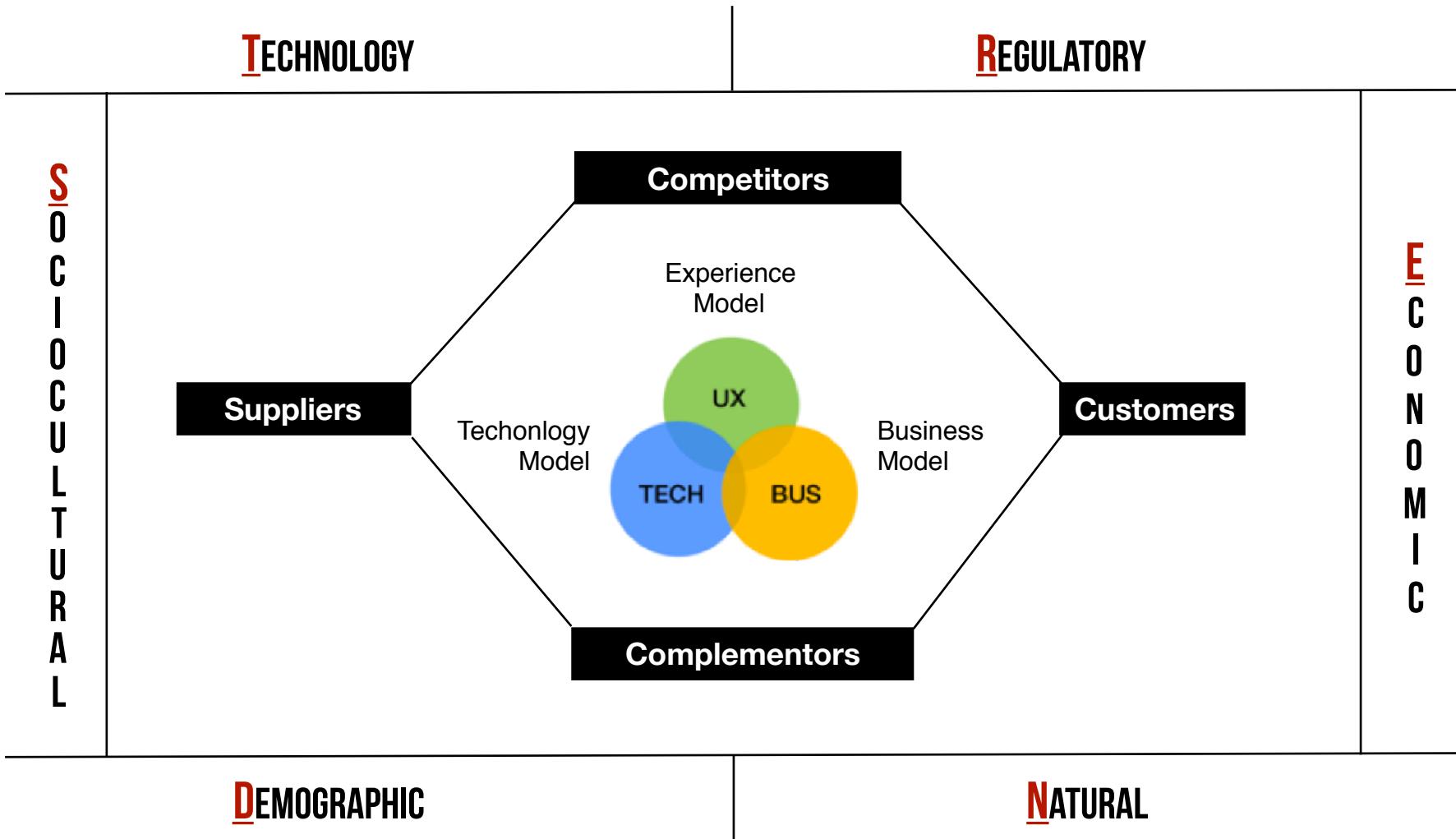


Source: C.K. Prahalad and Venkatram Ramaswamy, The New Frontier of Experience Innovation, MIT Sloan Review, Summer 2003

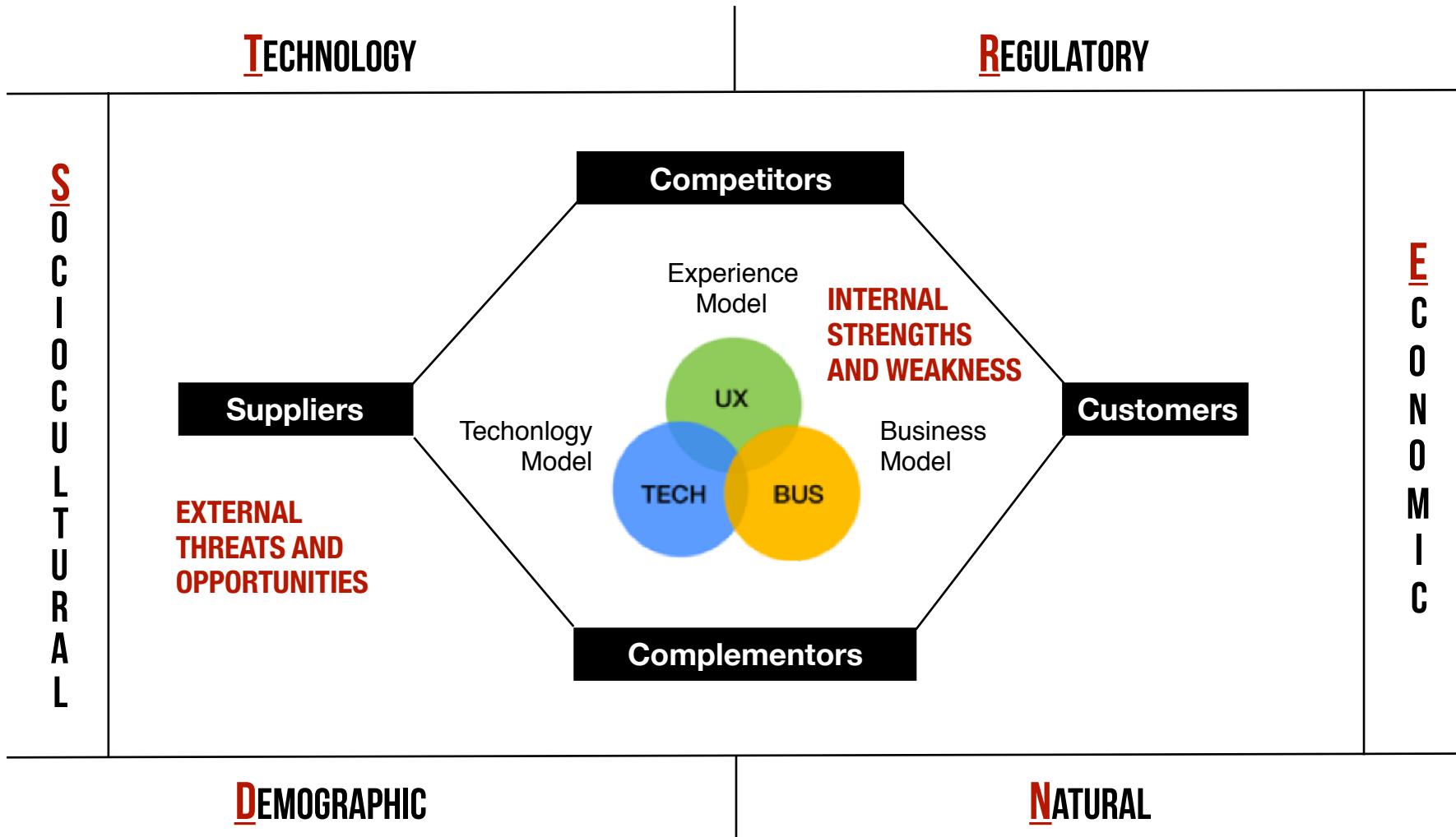
**TRENDS + Value Network:**

**A Framework for Understanding the**

**Business Environment**



Adapted From Co-opetition, Adam Brandenburger & Barry Nalebuff



Adapted From Co-opetition, Adam Brandenburger & Barry Nalebuff

# SOCIOCULTURAL

## TECHNOLOGY

社會行為、組織、文化影響銷費和生產行為

科技改變生產力及銷費模式，影響社會及經濟發展

## Suppliers

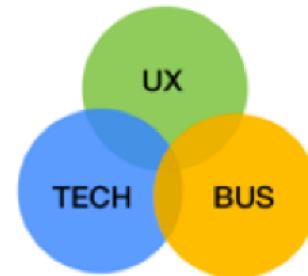
了解社會行為、組織、文化如何建構及傳播有助開拓業務

人口變化會直接及間接影響勞動力及各種市場的供求情況

Techonlogy Model

## Competitors

Experience Model



## Complementors

## REGULATORY

產業及市場的運作有賴政府立法，司法及行政的表現。了解政策有助掌握業務發展方向

Business Model

地球資源有限，無節制的消耗不但會使資源短缺，更會使生態失衡，導至各種惡果，也會影響供求價格

## Customers

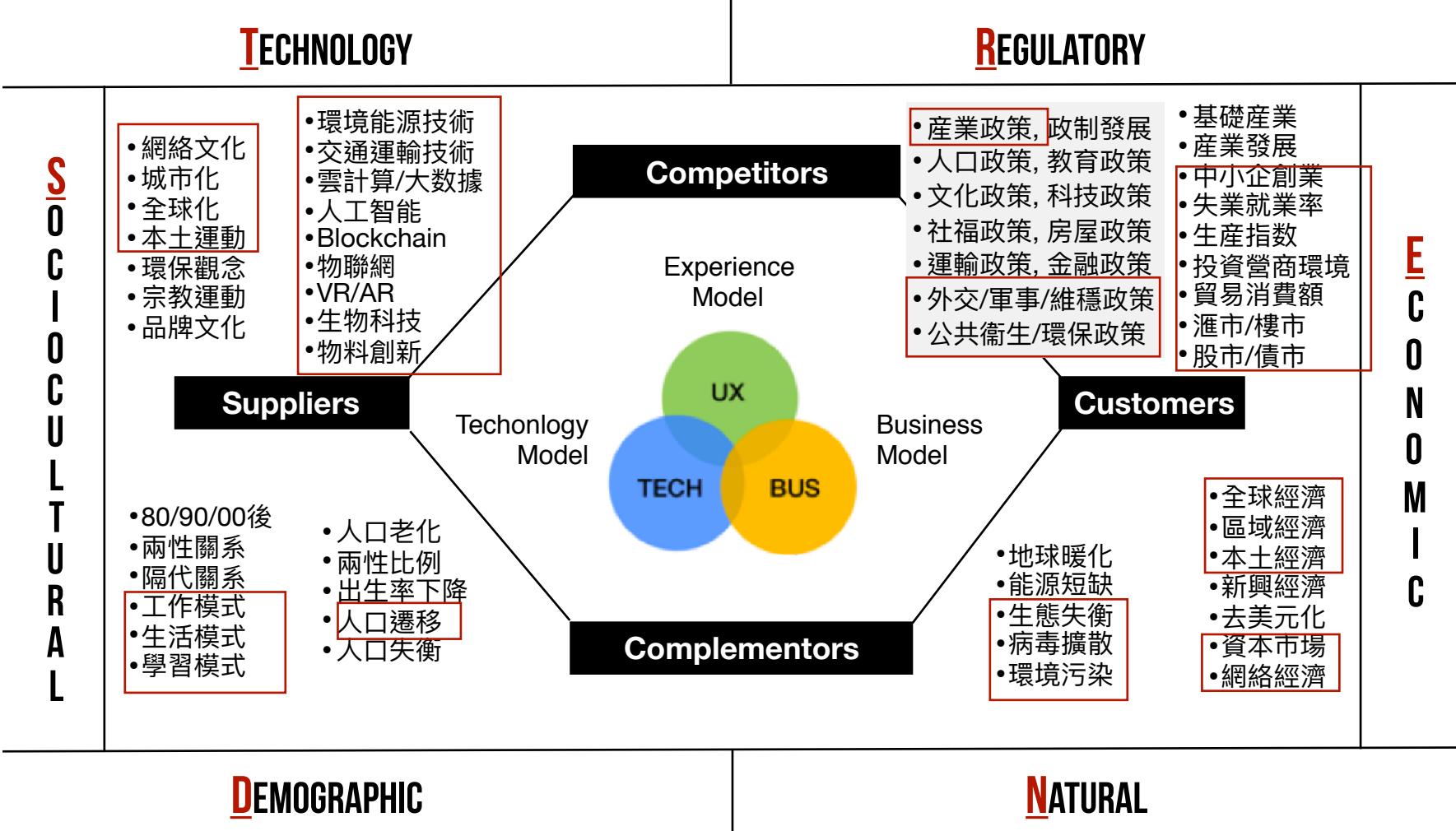
任何經濟體的表現都會受到外圍及內部因素影響包括市場供應和需求條件的變化

## NATURAL

## ECONOMIC

## DEMOGRAPHIC

Adapted From Co-opetition, Adam Brandenburger & Barry Nalebuff



Source: Elements of User Experience  
by Jesse James Garrett

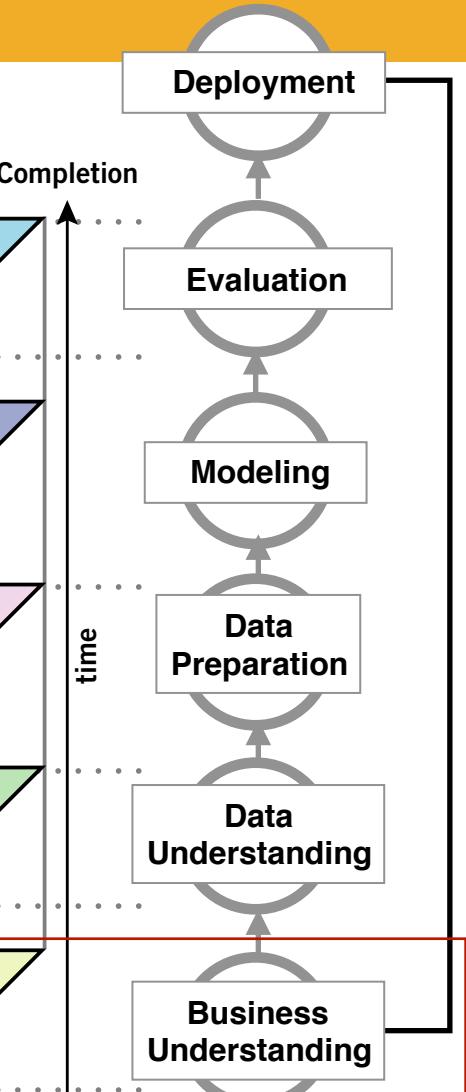
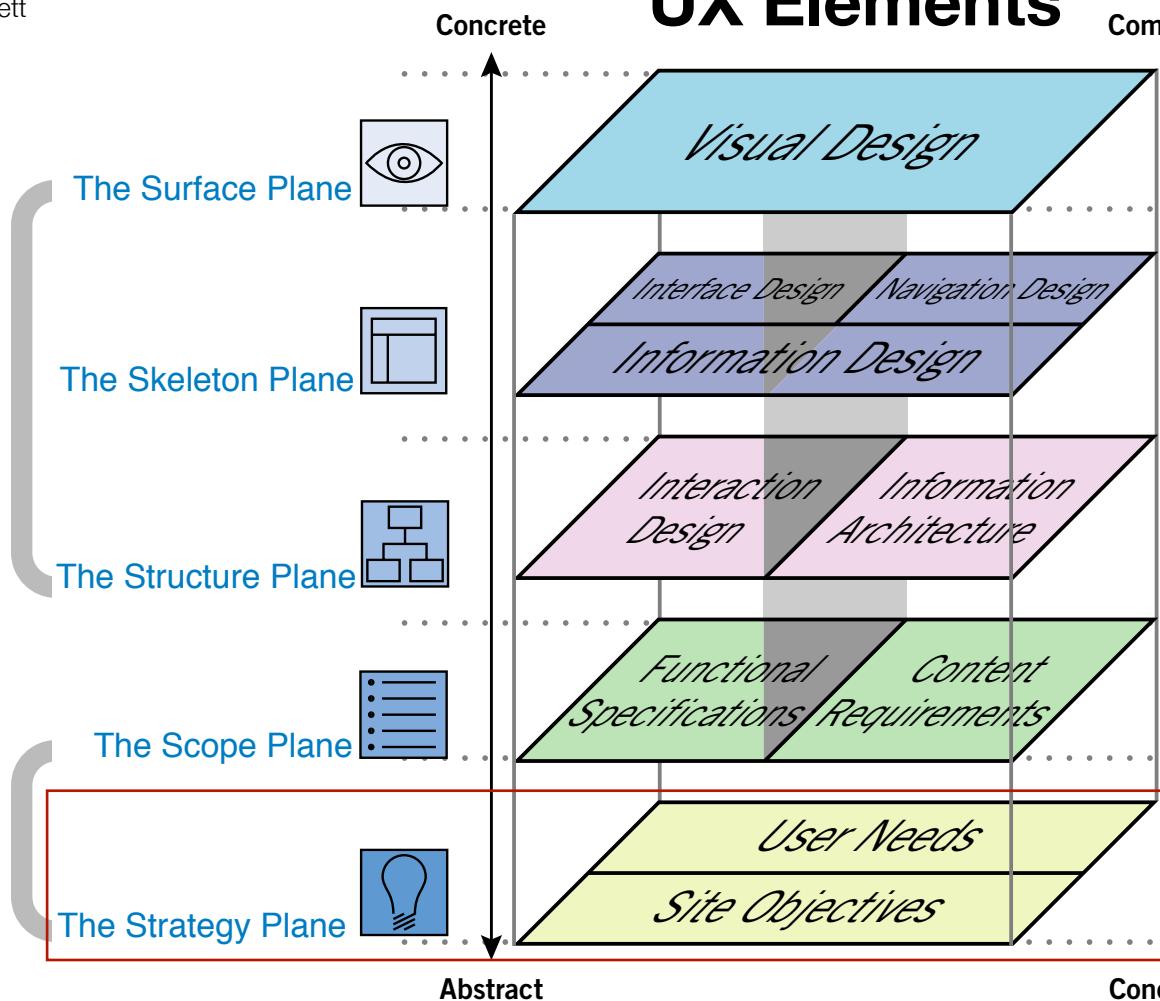
## Solution Space

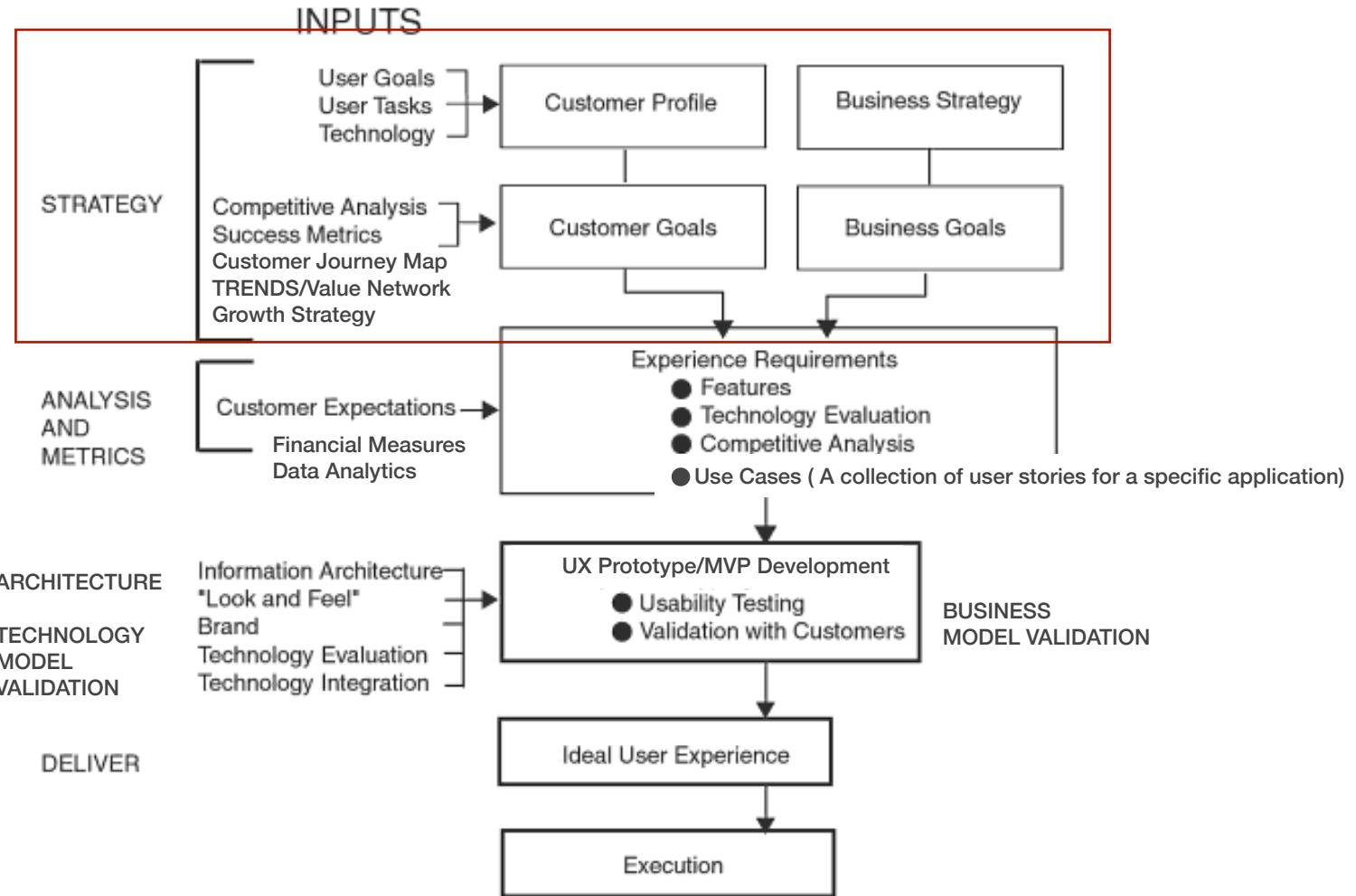
how and  
how much

## Problem Space

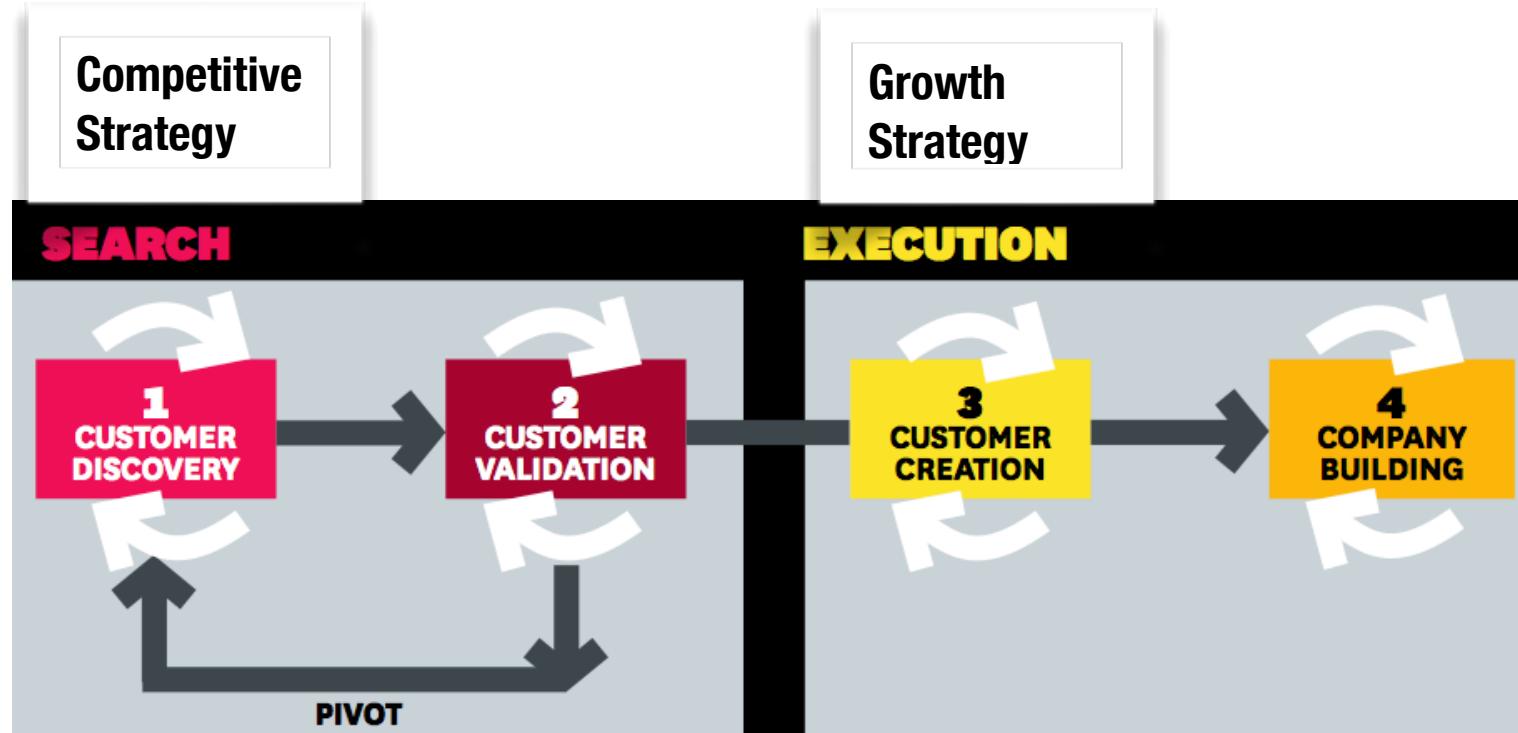
who, what,  
and why

# UX Elements

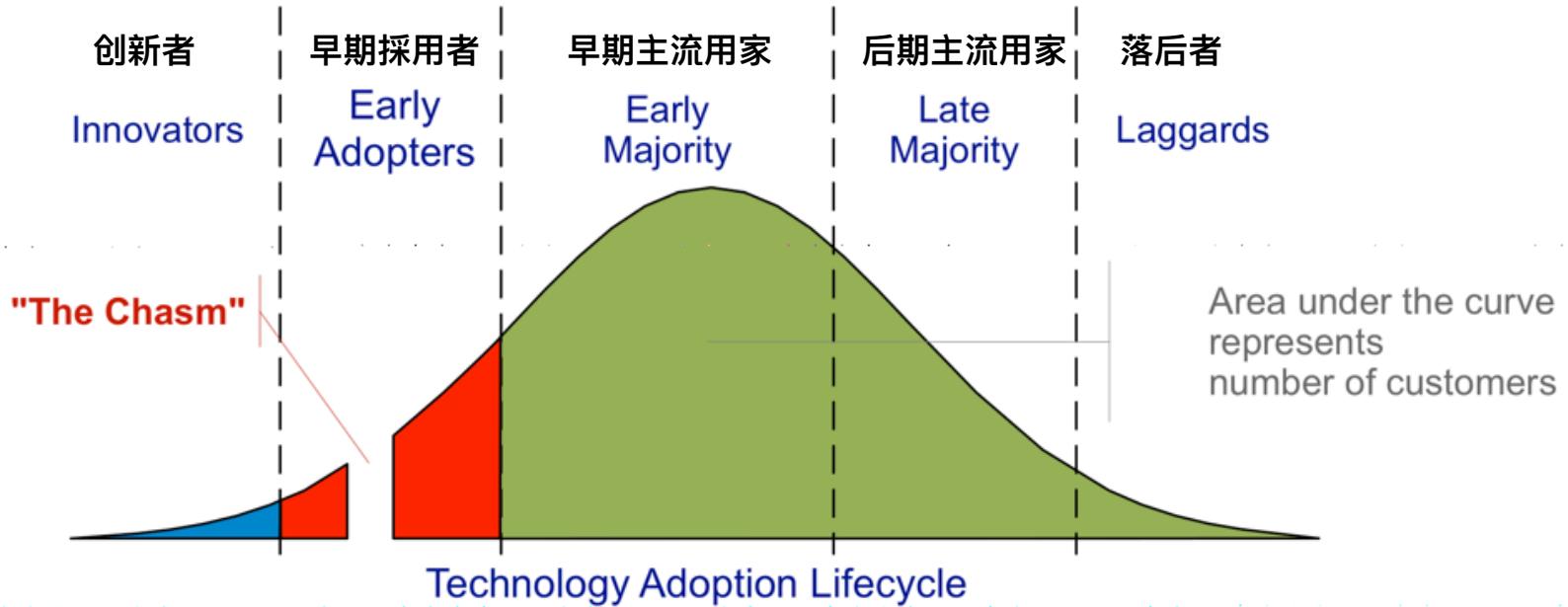




Adapted from: Karen Donoghue, "Built for Use:Driving Profitability Through the User Experience"

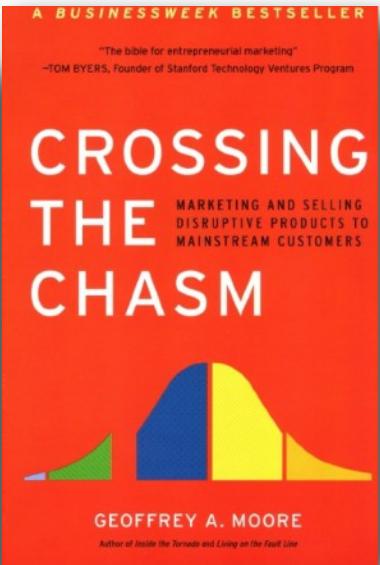
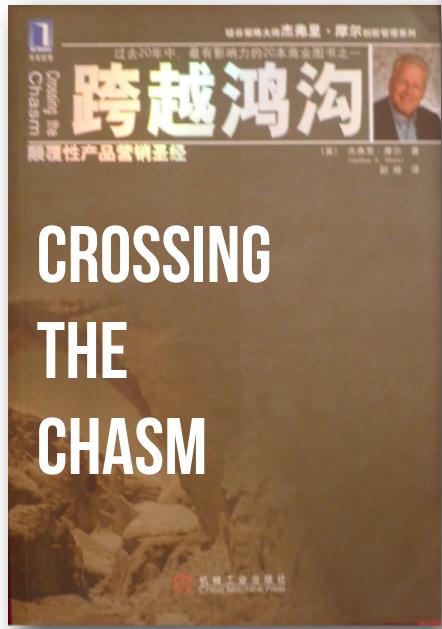


Source: "Why Lean Start-up Changes Everything" by Steve Blank, Harvard Business Review May 2013

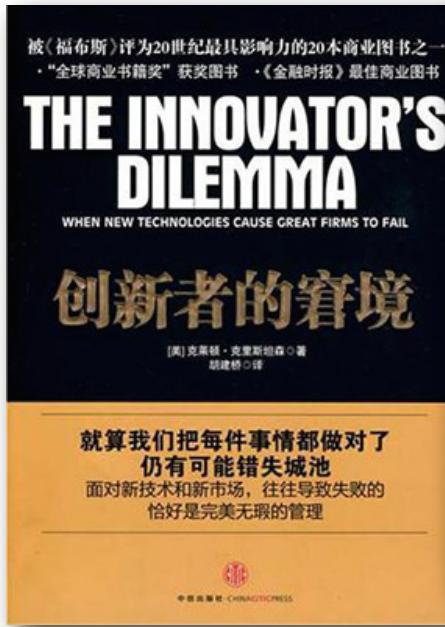


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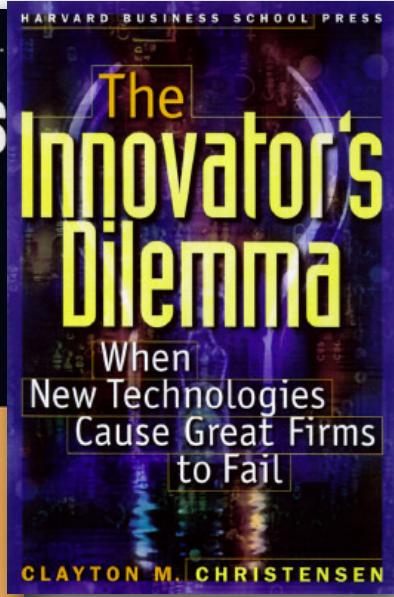
# **The Innovation Dilemma after Cross the Chasm**



杰弗里·摩尔  
Geoffrey Moore

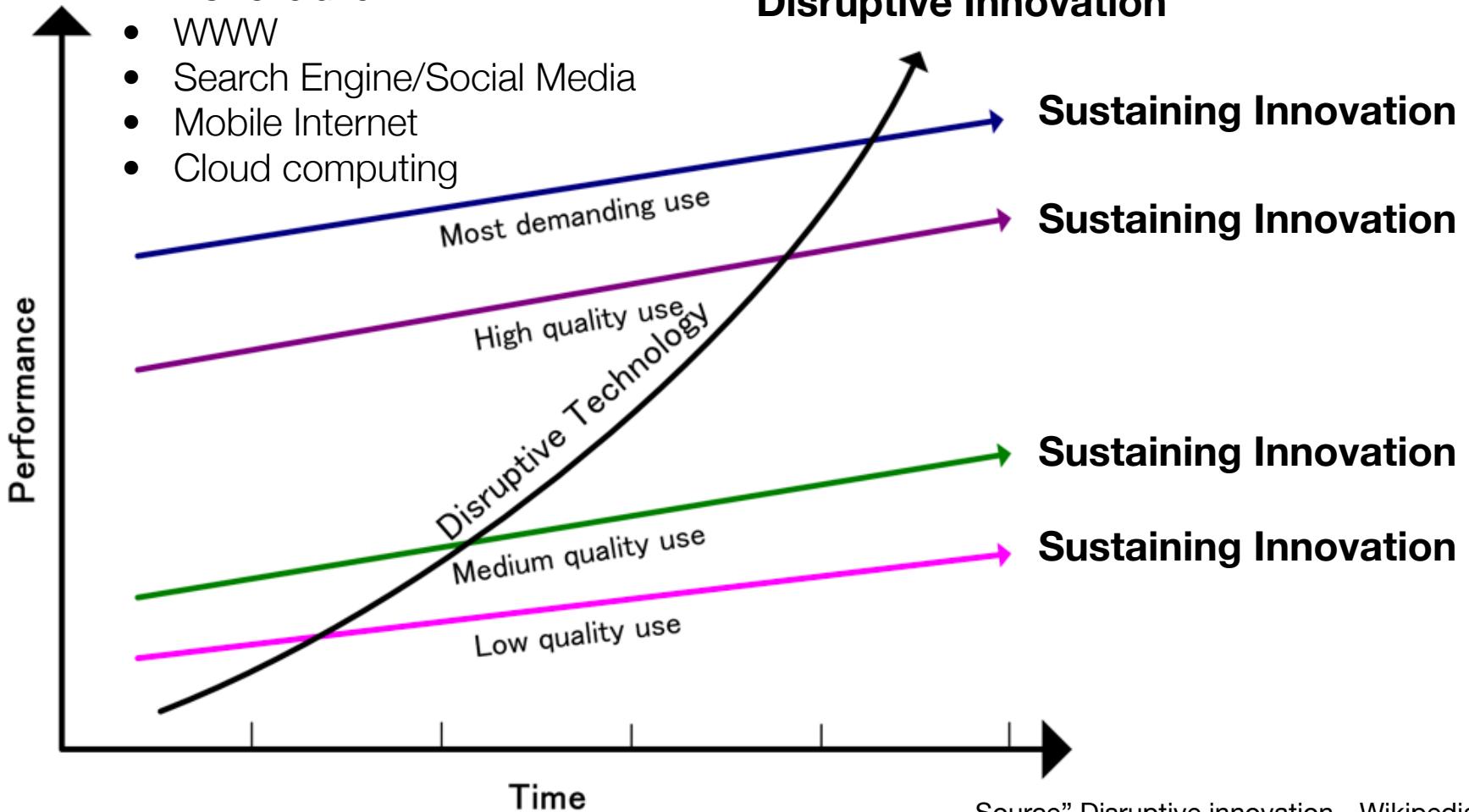


克莱顿·克裡斯坦森  
Clayton Christensen



## Examples:

- PC revolution
- WWW
- Search Engine/Social Media
- Mobile Internet
- Cloud computing



Source " Disruptive innovation - Wikipedia

# **Customer Discovery Begins with Segmentation**









**From Strategy  
to  
Implementation**

**Conversion  
Funnel &  
Growth Hack**

**Tracking by  
Marketing  
Automation**

## Marketing Strategy as

- **Communication** — **omni-channels** integration
- **Content driven** — engaging UX (**experiential retail** to **live stream**)
- **Customer Development** — conversion funnel design (**2A3R**)
- **Community building** — forming social networks
- **Commerce** — **Point of touch becomes point of sales**

# THE CUSTOMER JOURNEY



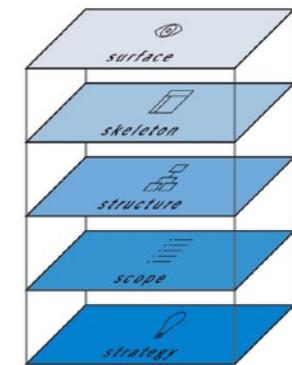
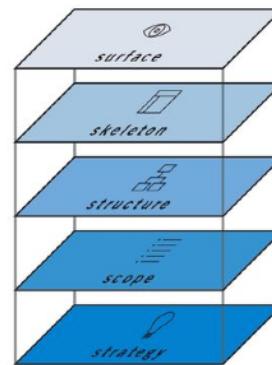
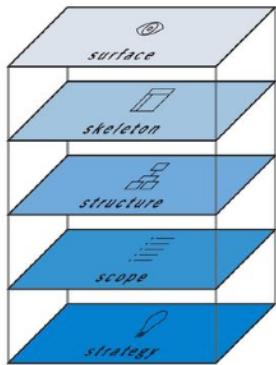
PRE-SHOPPING



DURING-SHOPPING



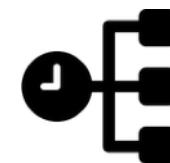
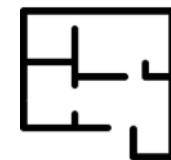
POST-SHOPPING



Throughout the journey, the customers will be exposed to brand “touch-points”!

# **INTEGRATED ADVERTISING/INTEGRATED MARKET COMMUNICATION**

## **CONNECTING THE BRAND TOUCH-POINTS**



source: Freepik

## 360 Degree Branding™ Every point of contact builds the brand.

Imagine all communications reflecting the same deep insight.

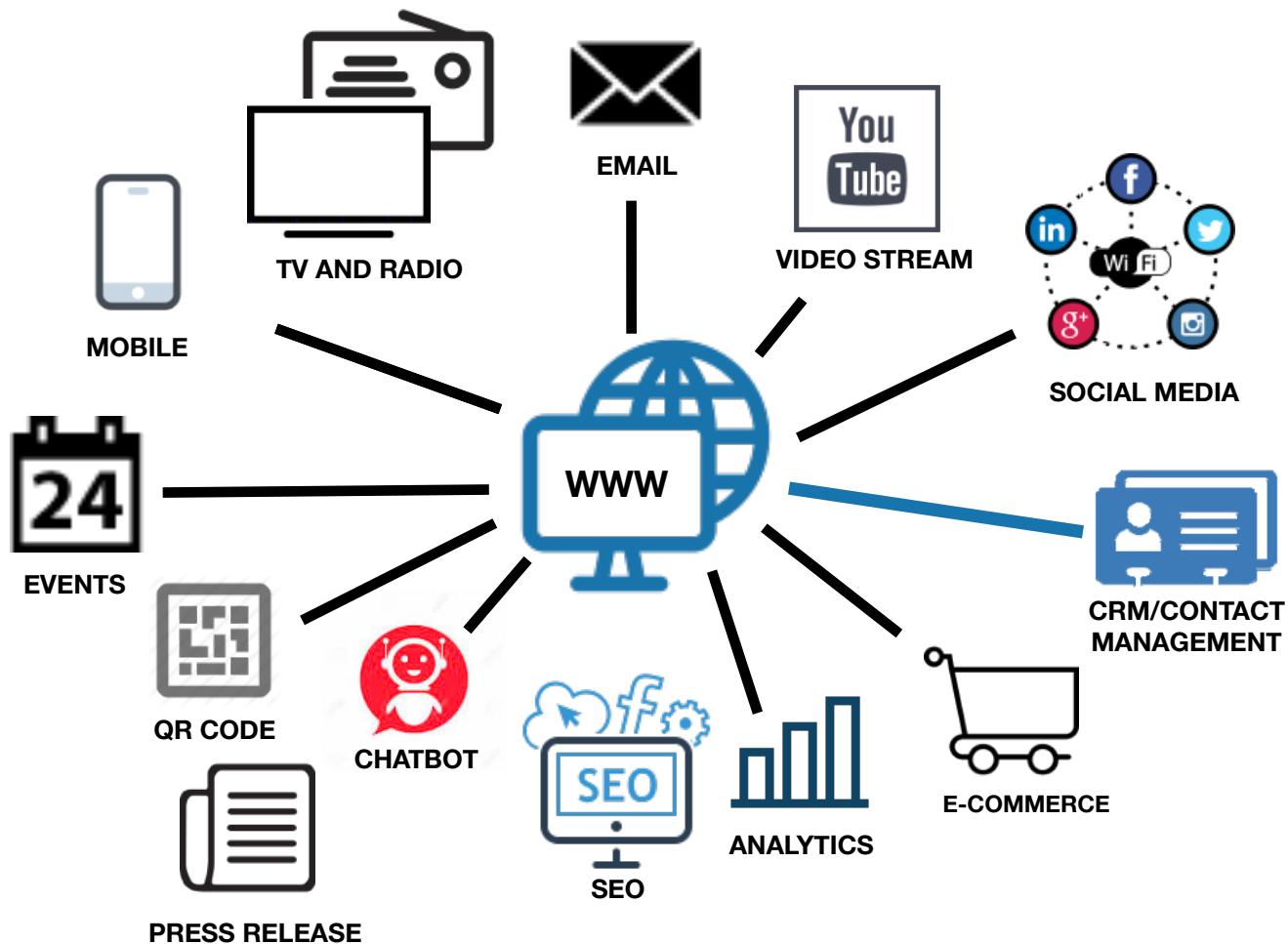
Imagine all media contributing to a campaign as a whole.



At Ogilvy, we take a holistic look at communications and use what is necessary from each discipline to build a brand.

“360 Degree Branding: *Every point of contact builds the brand.*” - Ogilvy

Source: Ogilvy



# **How to Ensure the touch-points are not “fragmented”!**

**Branding is about “Positioning” a message  
about your offering in the mind of the  
target customers with the objective of  
converting them into loyal fans!**

**Fragmentation distracts the delivery of  
brand message!**

**How to use “content“ to drive adoption,  
retention and monetisation?**

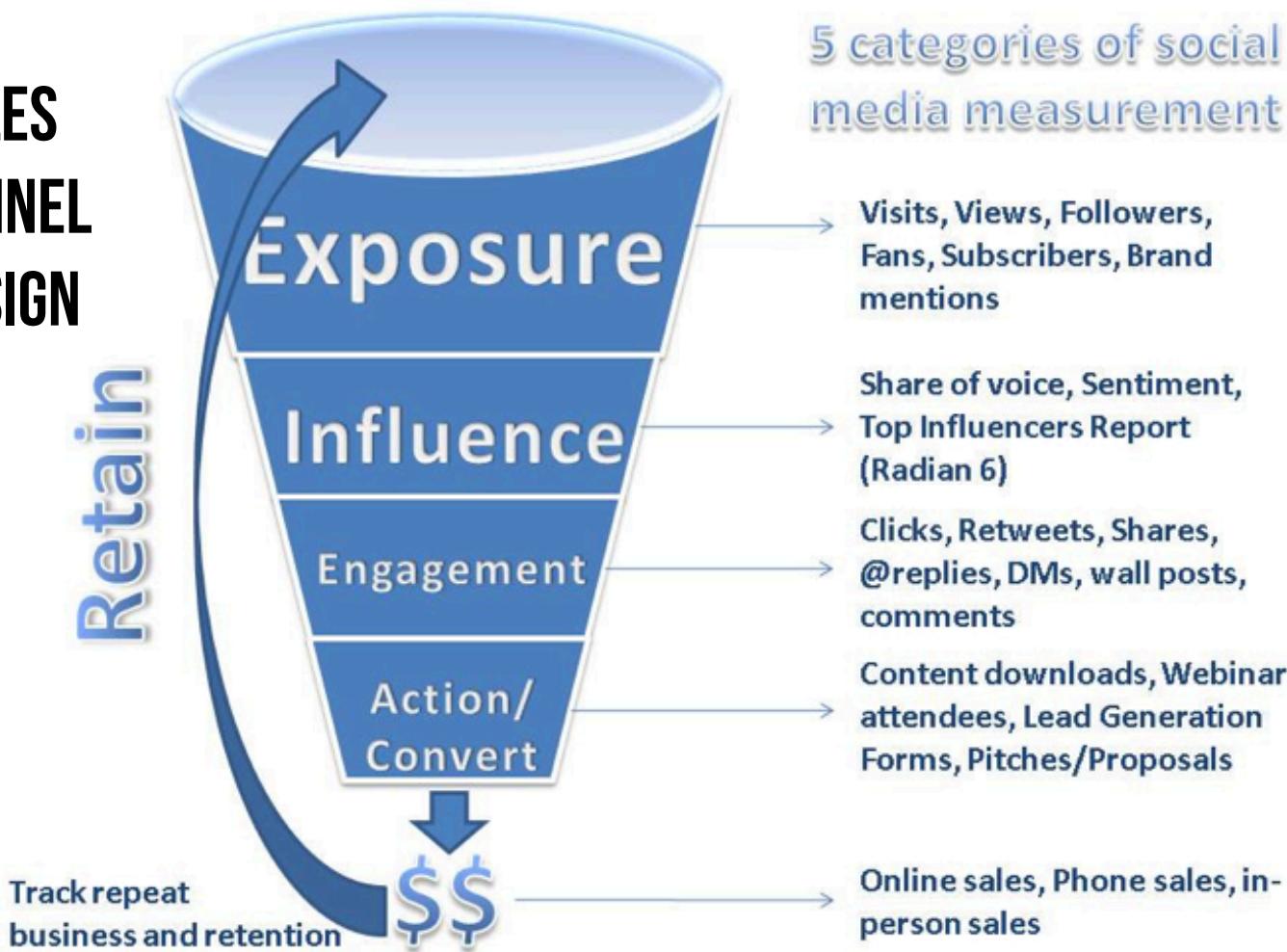
# **Content Strategy as “Integrated Marketing Communications Strategy”**



<https://www.youtube.com/watch?v=QPr0iRKQ7IM>

# SALES FUNNEL DESIGN

Retain



## 5 categories of social media measurement

Visits, Views, Followers,  
Fans, Subscribers, Brand  
mentions

Share of voice, Sentiment,  
Top Influencers Report  
(Radian 6)

Clicks, Retweets, Shares,  
@replies, DMs, wall posts,  
comments

Content downloads, Webinar  
attendees, Lead Generation  
Forms, Pitches/Proposals

Online sales, Phone sales, in-  
person sales

Source:Flickr.com

**Content Strategy as  
“Customer Development Strategy”  
From Customer Journey Mapping to 2A3R**

# CONTENT STRATEGY TO DRIVE CUSTOMER DEVELOPMENT (2A3R)

- 1. Acquisition**
- 2. Activation**
- 3. Retention**
- 4. Revenue**
- 5. Referral**



Source: "Why Lean Start-up Changes Everything" by Steve Blank,  
Harvard Business Review May 2013

Source: Dave McClure 《Startup Metrics for Pirates》

**Digital marketers call this:  
“Growth Hacking”**



## **CONTENT STRATEGY TO DRIVE CUSTOMER DEVELOPMENT (2A3R)**

- 1. Acquisition** – Website stories, viral videos, KOL, FB Ads, SEO/SEM, events, media, etc.
- 2. Activation** – Free offer for becoming member
- 3. Retention** – Email subscription marketing and retargeting
- 4. Revenue** – Personalised products and services
- 5. Referral** – Social media sharing, affiliation, recommendations, events, etc.

# **KEY METRICS (Quantifiable Measures)**

## **FOR EACH STAGE (2A3R)**

- 1. Acquisition** – # of returned site visits, FB Ads counts, Email opt-in, Google AdWord search counts...
- 2. Activation** – # of sign-up for offerings, qualified leads  
– percentage of user profile completion
- 3. Retention** – # of returns from profiled users
- 4. Revenue** – # and values of transactions
- 5. Referral** – # of sharing of social media contents and offerings, referred leads, etc.

**From 2A3R to 3C**

## LEAN STARTUP 的3C法則

流量增加有助促成网下销售(e.g. 展销会trade-fair)和网上订购交易(e.g. 电子商贸e-commerce)。收入所得可再投放在内容及社群发展

### 促成交易 Conversion

利用社交媒体、视频、电邮推广，连接公司网站和网下活动，把用户流量由网上推往网下，再由网下活动、单张、QR Code，把用户流量推回网上

### 开发内容 Content



开发產品/服务及相关的包装和传播内容(e.g.文字、图片、动画及影片)，针对目标社群上载内容互联网，引发别人欣赏、分享和赞助(e.g. Kickstarter)

### 建立社群 Community

## Conversion Cycle

- Visitor (Adoption)
- Member (Retention)
- Customer (Monetization)



# The 3C Strategy of Airbnb

- Location/city search
- Date/number of guests
- host info/amenities
- Guest info (Very little under new policy)
- Pics/price
- Digital marketing (email, social media, video, etc)

- Evaluation/comment system
- Experience provider (photographer)
- Detailed info to complete booking
- Referral service

- Host insurance
- Photo-shooting expenses
- Content production/promotion costs
- Receipt of an average of 10% service commission from guests
- Receipt of 3% transaction fee from the host

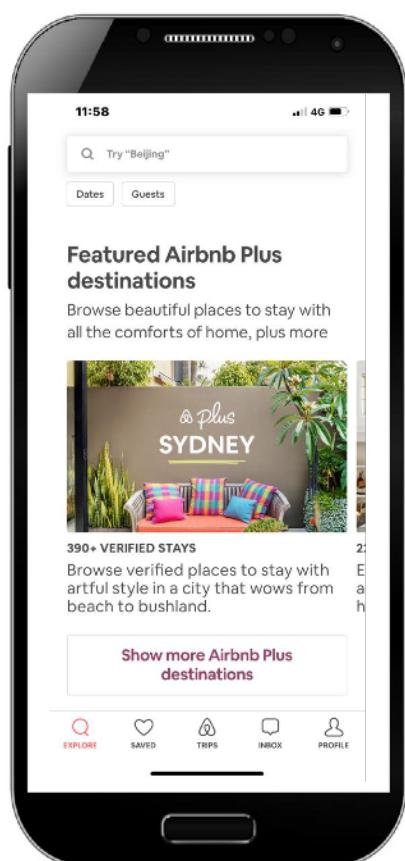
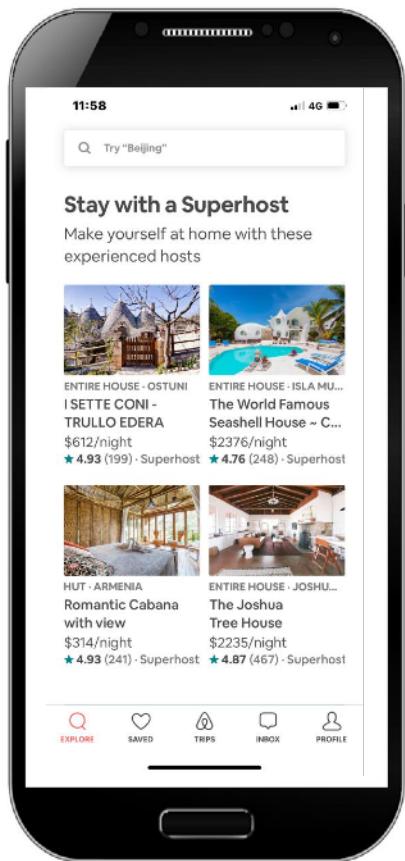
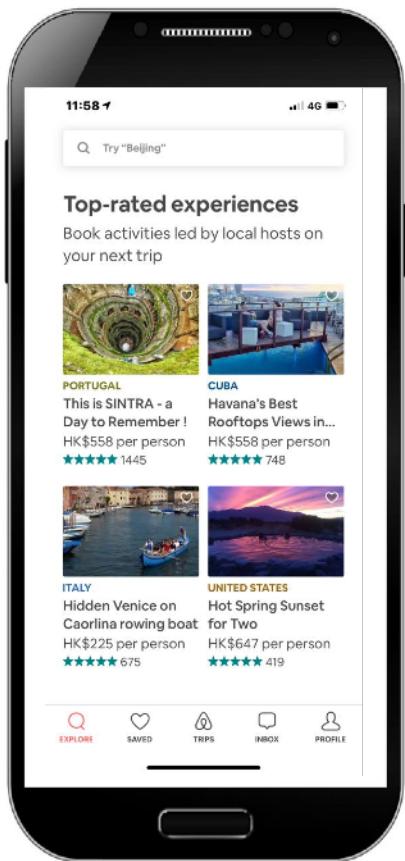
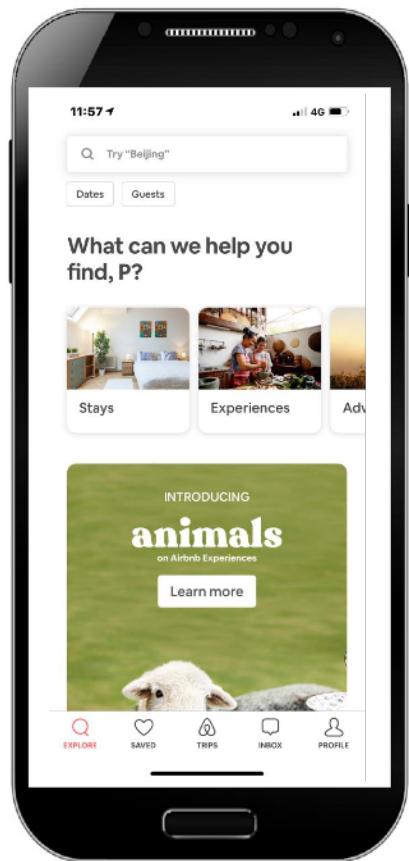
Content(內容及數據) Community(社群及數據) Conversion (交易及數據)

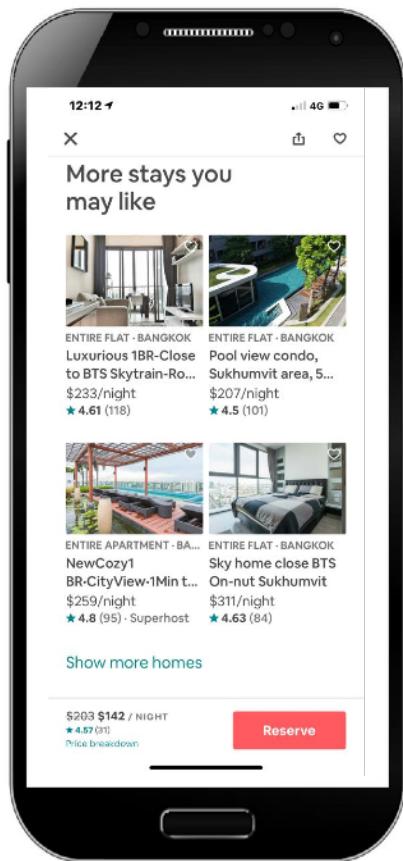
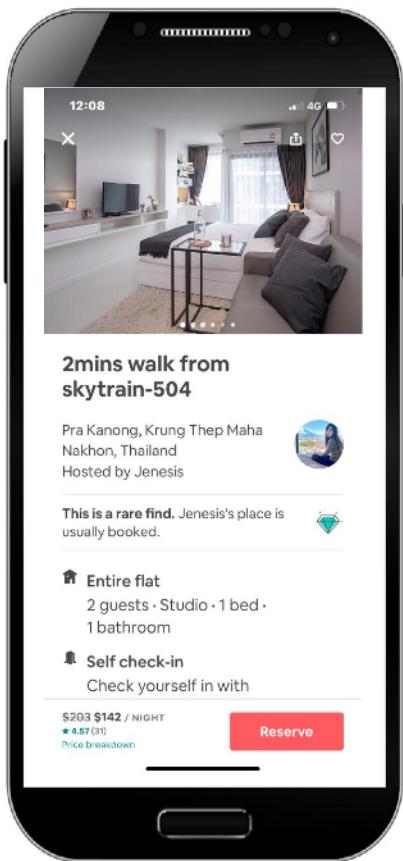
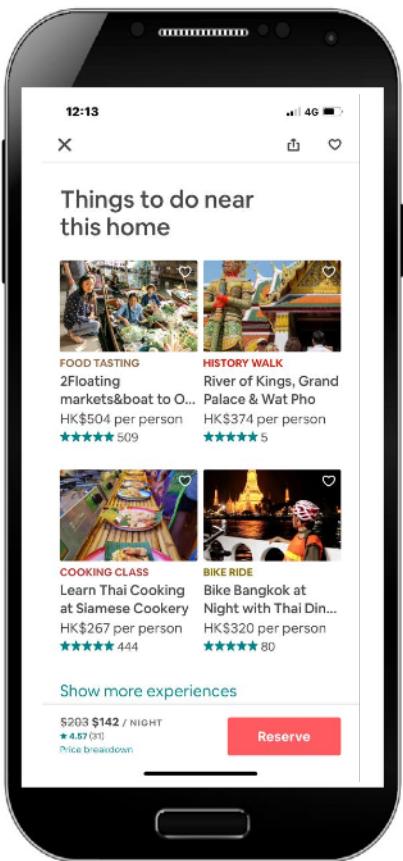
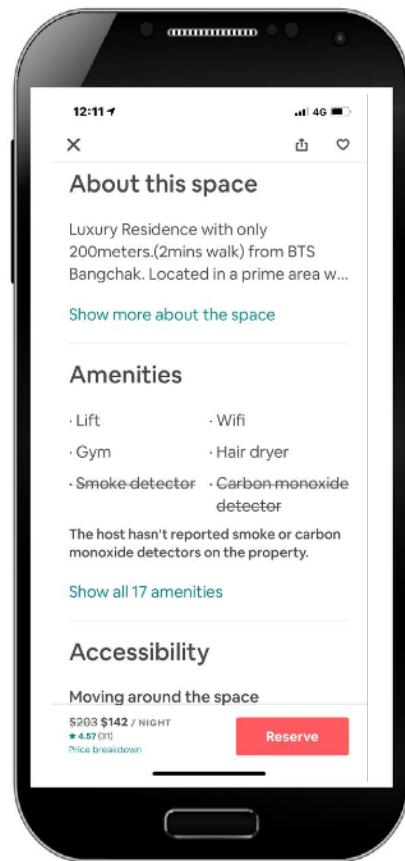
## Key Problem and Solution

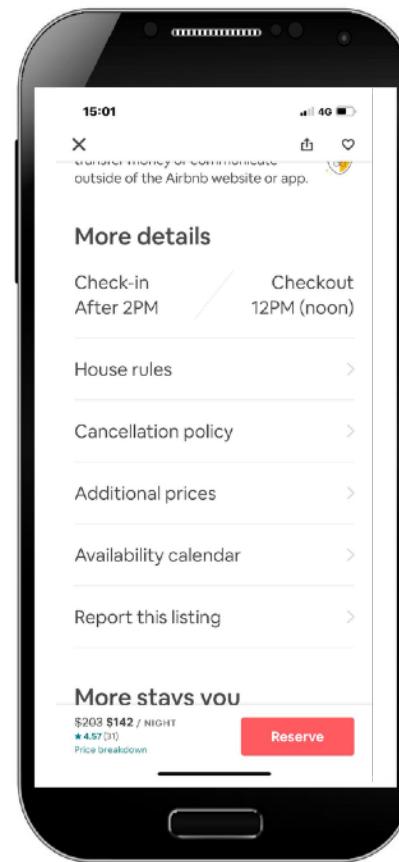
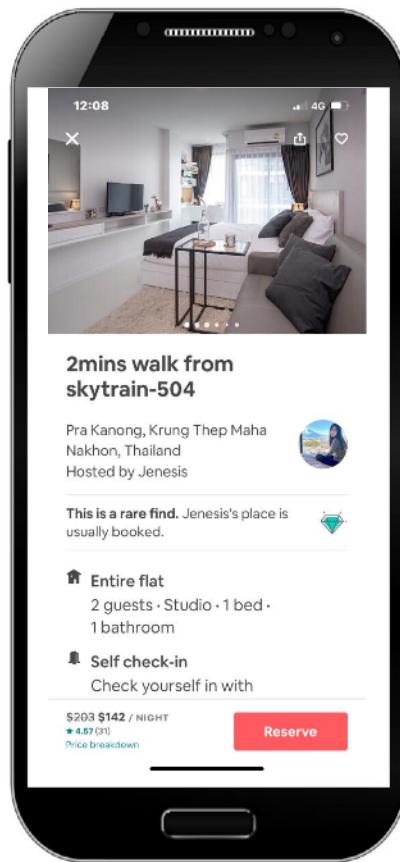
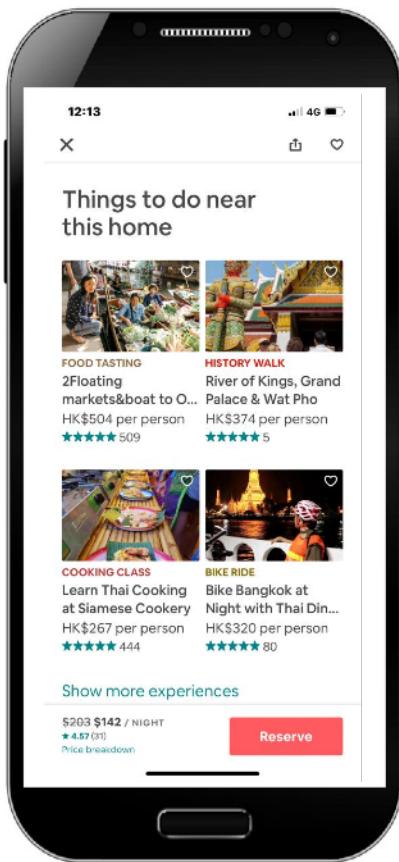
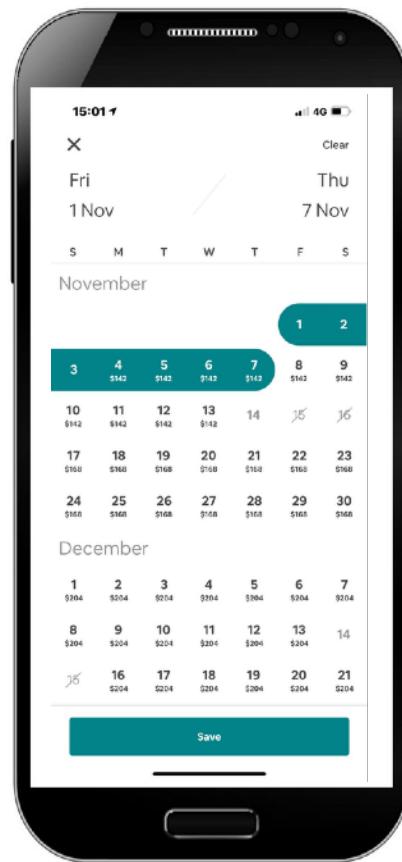
- Trust issues between hosts and guests
- Retaining guests, long-term growth problems

# **Content**

## **内容生産和使用**

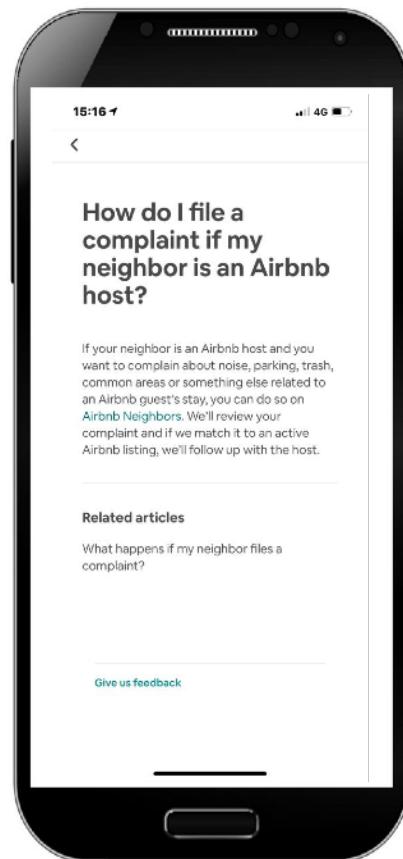
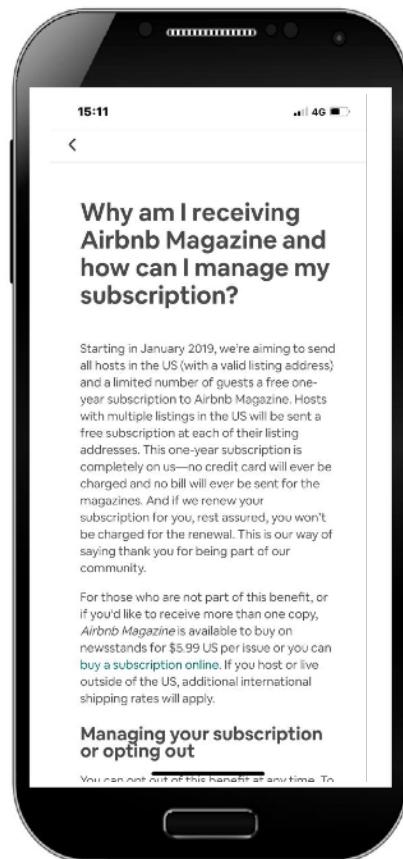
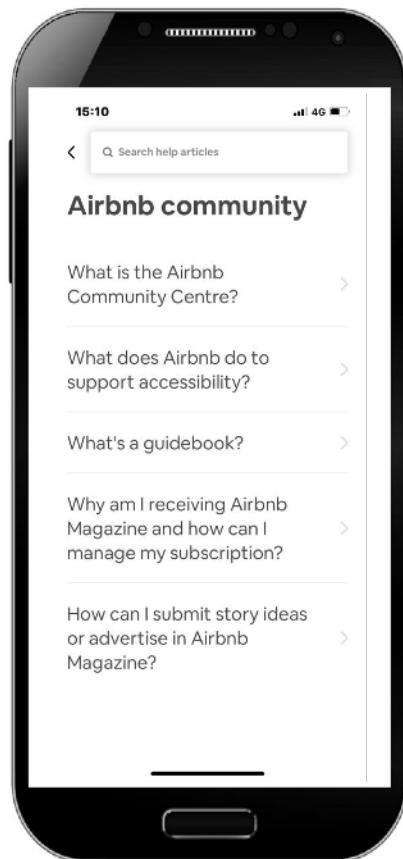
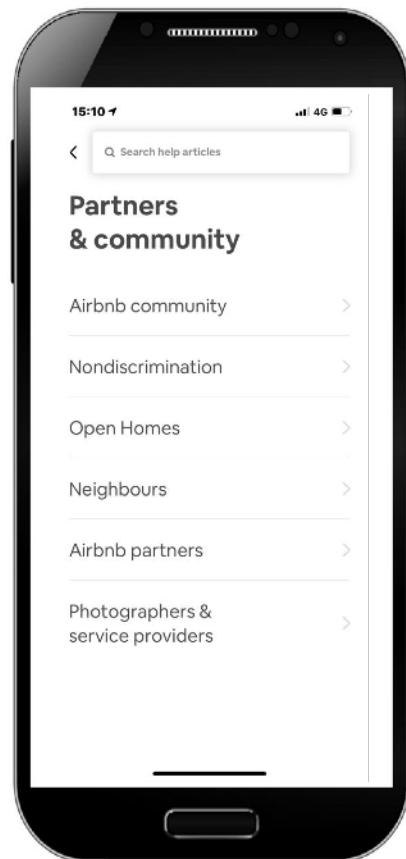


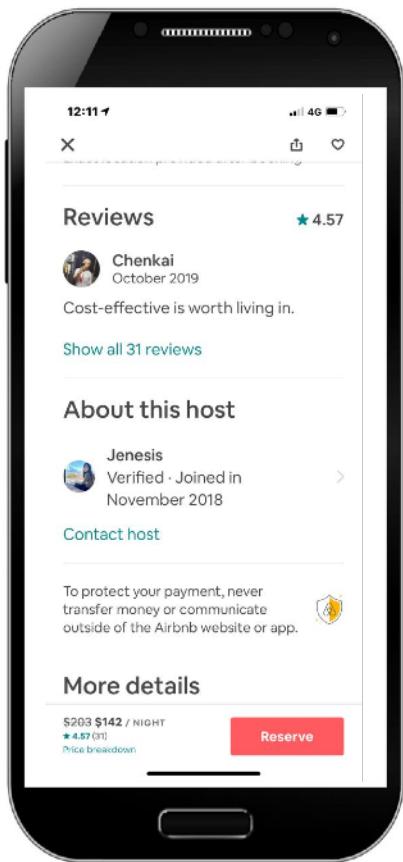
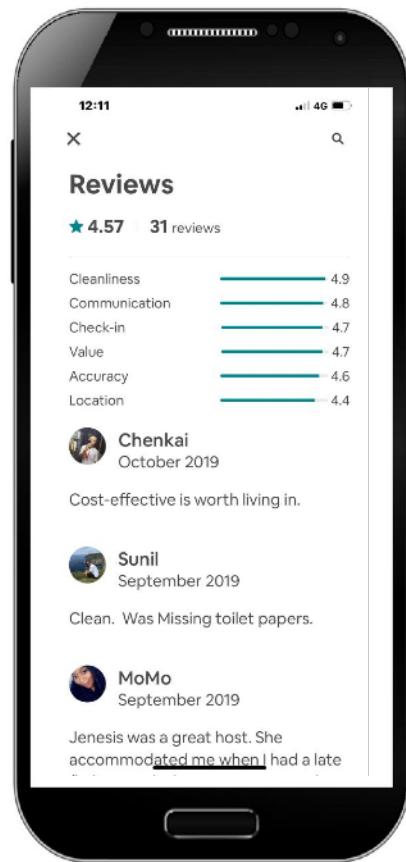




# **Community**

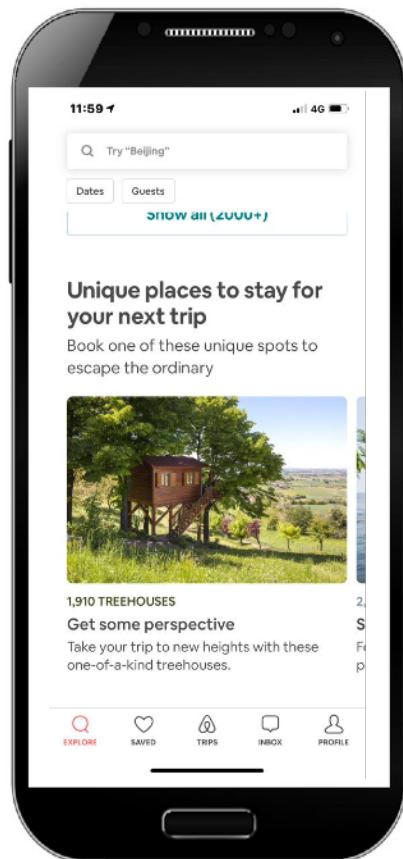
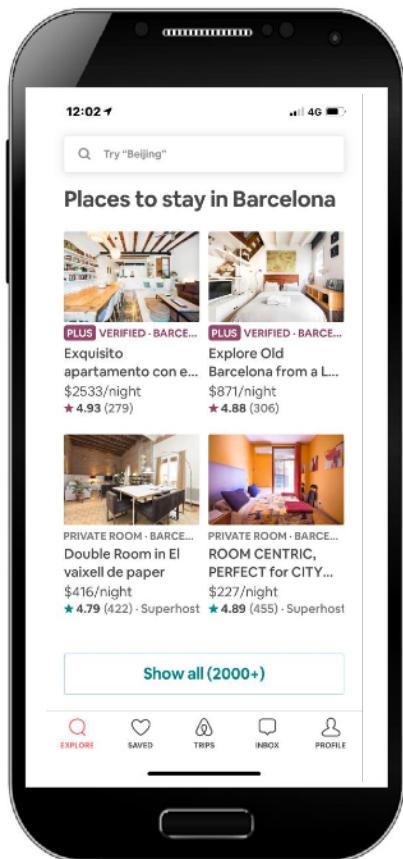
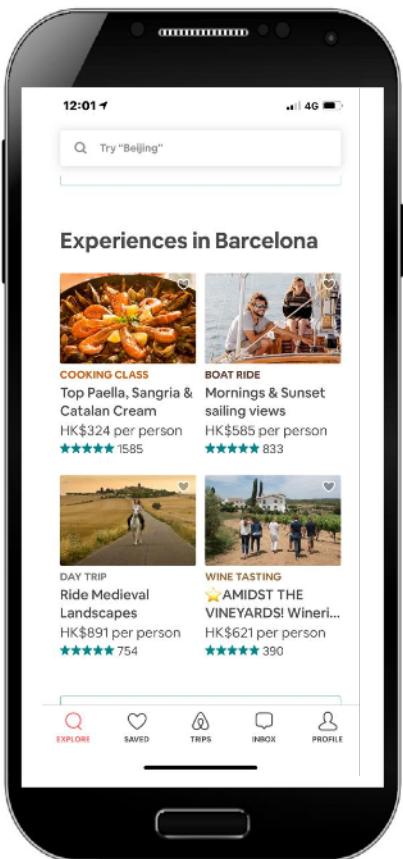
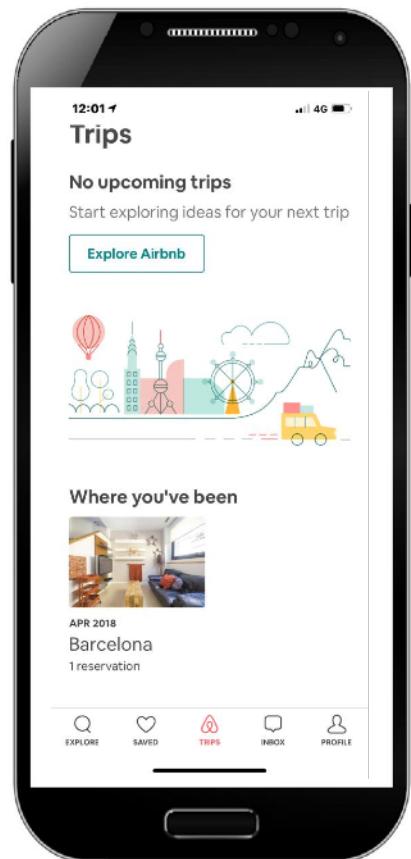
## **社羣參與和互動**

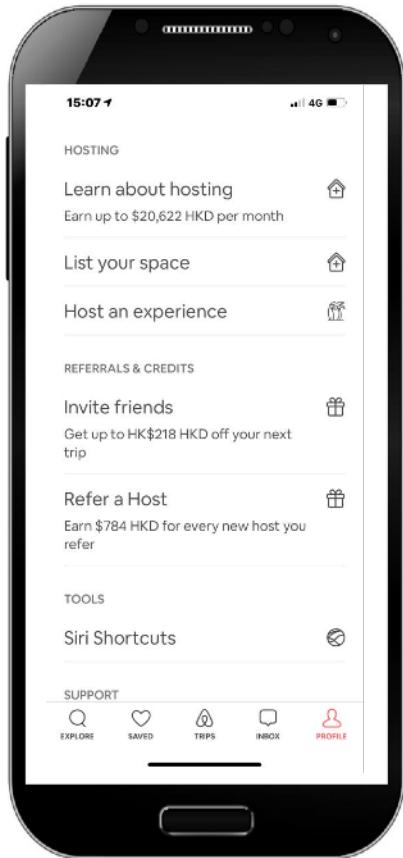
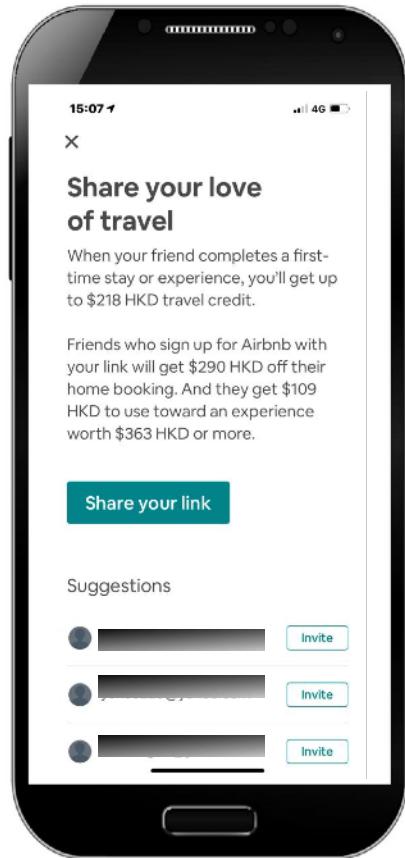




# **Conversion**

## **客戶轉化和推介**





# Airbnb as a Data Company

## 數據型公司



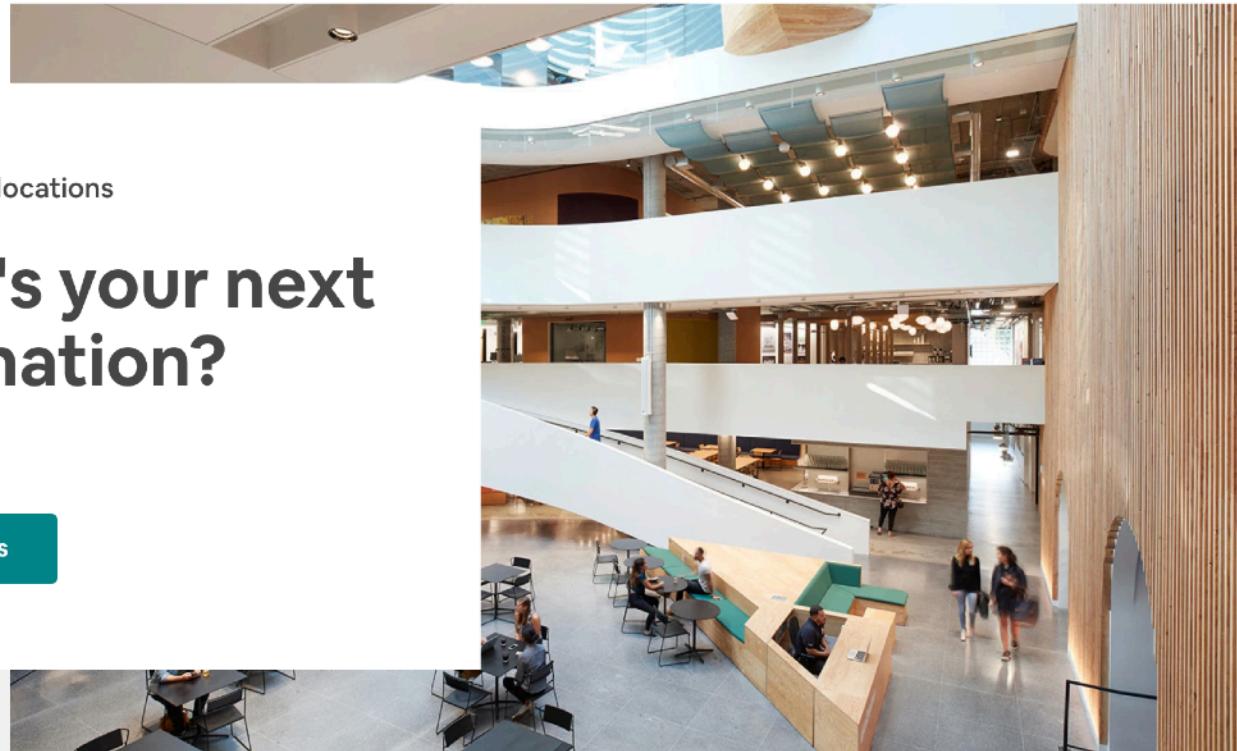
Careers at Airbnb

Welcome

University

Contract/Freelance work

All jobs



370 roles in 57 locations

# What's your next destination?

Explore roles



<https://careers.airbnb.com/?department=data-science-analytics#jobs>

OPPORTUNITIES

# Small teams, global mission

Select location

All Locations



DEPARTMENTS

All Departments (370)



Business Development (7)



Community Support (26)



Contingent Work (84)

Data Science/Analytics (22)

## Data Scientist - Analytics, China

Beijing, China

## Data Scientist Internship, France

Paris, France

## Data Scientist, Intern 2020

## Accelerate your business using AirDNA's **powerful** **Airbnb API**

Target the right customers and uncover actionable business insights with our industry-leading short-term rental data.



We Help Empower

<https://www.airdna.co/airbnb-api>



MarketMinder Investment Explorer

Enterprise Services

Pricing

Resources

LOGIN

### We Help Empower



Property Managers and  
PMSs



MLS and Proptech SaaS  
Companies



Hospitality and REITs



Revenue Managers

## Which Short-Term Rental Data Is Right for You?

AirDNA offers a variety of short-term rental data via our easy-to-use Airbnb API to power your business intelligence.

# Which Short-Term Rental Data Is Right for You?

AirDNA offers a variety of short-term rental data via our easy-to-use Airbnb API to power your business intelligence.

## Property Valuation Data

## Detailed Listing Data

## Market Performance Data

## Dynamic Pricing Data



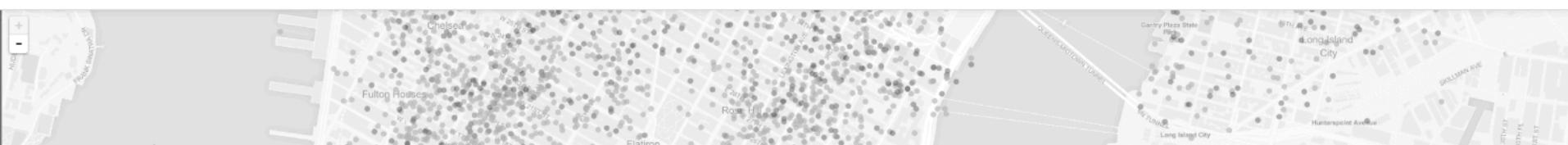
Evaluate the short-term rental revenue potential of any property anywhere in the world on Airbnb and HomeAway.

## Rentalizer

Includes annual and monthly ADR, Occupancy, and Revenue predictions along with the rental performance of up to 10 of the most comparable properties on Airbnb (min. 60 days available with reservation in last 12 months), with a potential redirect into MarketMinder.

- Required: Address
- Optional: # Bedrooms, # Bathrooms, # Guests, \$ Currency

[Read Technical API Documentation](#)



## Get the Data

The data behind the Inside Airbnb site is sourced from publicly available information from the Airbnb site.

The data has been analyzed, cleansed and aggregated where appropriate to facilitate public discussion. Read more [disclaimers here](#).



If you would like to do further analysis or produce alternate visualisations of the data, it is available below under a [Creative Commons CC0 1.0 Universal \(CC0 1.0\) "Public Domain Dedication"](#) license.

## Amsterdam, North Holland, The Netherlands

See [Amsterdam data visually here](#).

Date Compiled	Country/City	File Name	Description
14 September, 2019	Amsterdam	<a href="#">listings.csv.gz</a>	Detailed Listings data for Amsterdam

<http://insideairbnb.com/get-the-data.html>

[Upgrade](#)

Towards  
Data Science

[DATA SCIENCE](#)[MACHINE LEARNING](#)[PROGRAMMING](#)[VISUALIZATION](#)

# Airbnb Rental Listings Dataset Mining

An Exploratory Analysis of Airbnb's Data to understand the rental landscape in New York City



Sarang Gupta

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Jan 5 · 11 min read

<https://towardsdatascience.com/airbnb-rental-listings-dataset-mining-f972ed08ddec>

**From Strategy  
to  
Implementation**

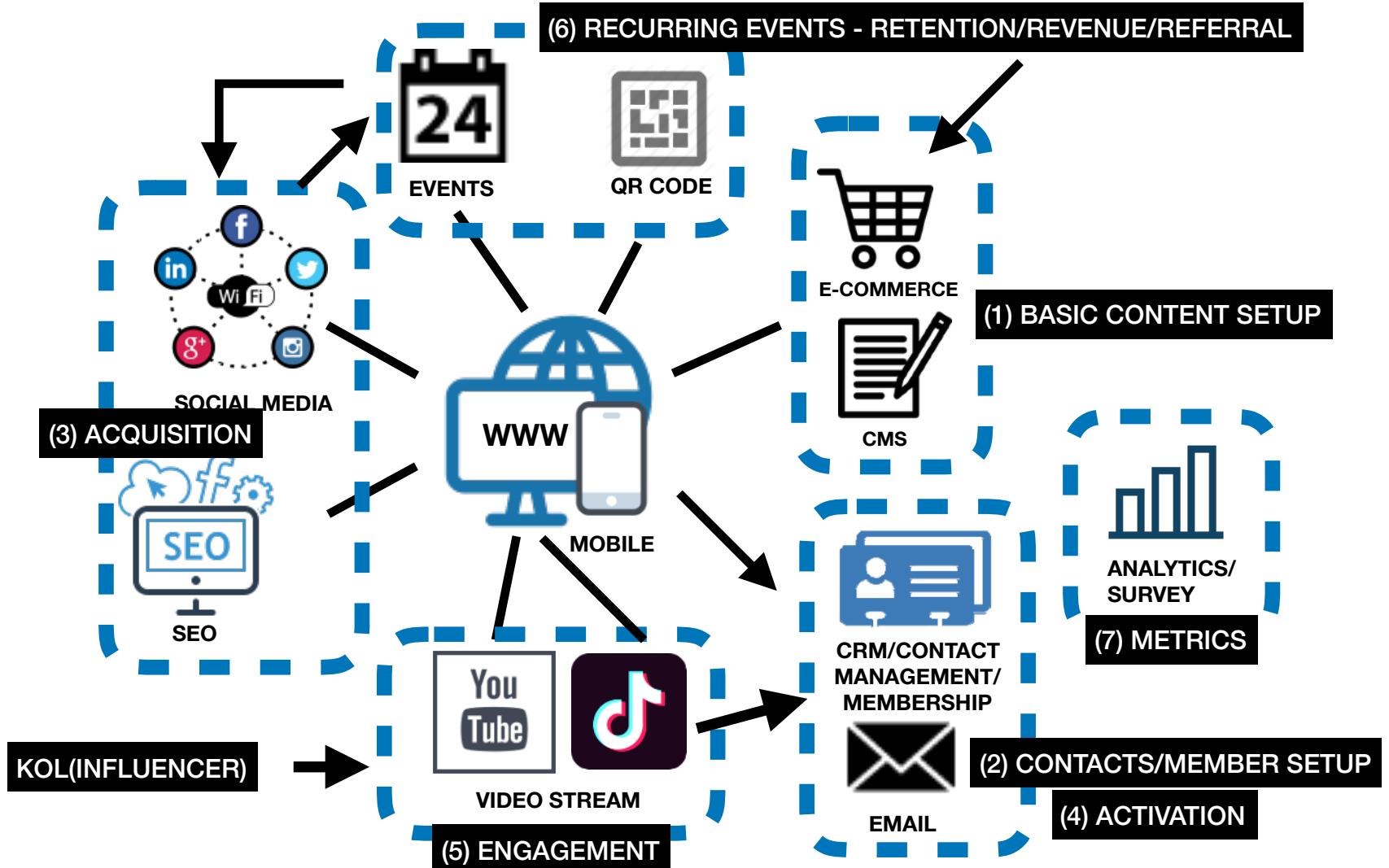
**Conversion  
Funnel &  
Growth Hack**

**Tracking by  
Marketing  
Automation**

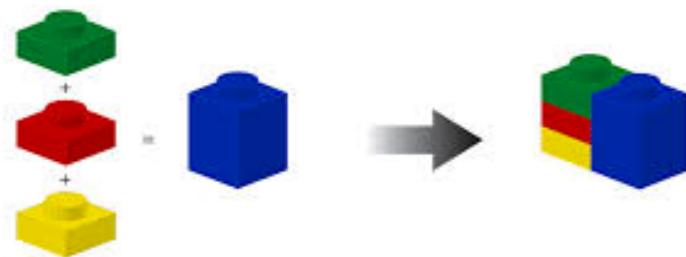
# **KEY METRICS (Quantifiable Measures)**

## **FOR EACH STAGE (2A3R)**

- 1. Acquisition** – # of returned site visits, FB Ads counts, Email opt-in, Google AdWord search counts...
- 2. Activation** – # of sign-up for offerings, qualified leads  
– percentage of user profile completion
- 3. Retention** – # of returns from profiled users
- 4. Revenue** – # and values of transactions
- 5. Referral** – # of sharing of social media contents and offerings, referred leads, etc.



**How to integrate all the  
pieces into a highly  
streamlined process....**





# **Digital Marketing Imperatives**

- 1. Prediction**
- 2. Personalization**
- 3. Omni-channels automation**
- 4. Data driven customer life cycle management**

**Content, Community, and Commerce**

**Project Automation Demonstration Using**

**Open Source Technology**



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Pull requests Issues Marketplace Explore



lingthio / Flask-User

Watch 40

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Code

Issues 79

Pull requests 14

Actions

Projects 0

Wiki

Security

Insights

Customizable User Authorization & User Management: Register, Confirm, Login, Change username/password, Forgot password and more. <http://flask-user.readthedocs.io/>

666 commits

5 branches

0 packages

33 releases

35 contributors

MIT

Branch: master ▾

New pull request

Create new file

Upload files

Find file

Clone or download ▾



and-semakin Merge pull request #288 from justinmoon/master ...

Latest commit 5c652e6 on 18 Dec 2019

docs/source

Fix typo in README and docs

3 months ago

example\_apps

Docs: Corrected Highlighted lines in example applications.

2 years ago

flask\_user

Bump version to 1.0.2.3

4 months ago

.gitignore

Remove duplicate `local\_settings.py` from .gitignore

4 months ago

.pypirc

Worked on docs.

3 years ago

.travis.yml

Add user to .travis.yml

4 months ago

AUTHORS.rst

Merged roles\_required\_app into basic\_app. Made translations work with...

3 years ago

<https://github.com/lingthio/Flask-User>

# Flask-User v1.0

**Customizable User Authentication, User Management, and more.**

So, you're writing a Flask web application and would like to authenticate your users. You start with a simple **Login** page, but soon enough you'll need to handle:

- **Registrations and Email Confirmations**
- **Change Usernames, Change Passwords, and Forgotten Passwords**

And wouldn't it be nice to also offer:

- **Added Security**
- **Increased Reliability**
- **Role-based Authorization**
- **Internationalization** (Chinese, Dutch, English, Farsi, Finnish, French, German, Italian, Russian, Slovak, Spanish, Swedish, and Turkish)

 v: latest ▾

<https://github.com/lingthio/Flask-User>

# Login

Username or Email

New here? [Register.](#)

bsysin

Password

[Forgot your Password?](#)

.....

Remember me

[Sign in](#)

# Register

**Username**[Already registered? Sign in.](#)**Email****Password****Retype Password****Register**

Class Demo

Home

Profile

Album

Dashboard

Admin ▾

Logout

Login

# COM5940

bsysin | Sign out

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Branch: master ▾

[code\\_snippets / Python / Flask\\_Blog /](#)[Create new file](#)[Find file](#)[History](#)

CoreyMSchafer Apache and Nginx Let's Encrypt Commands

Latest commit 60d2584 on 25 Jan 2019

..

<a href="#">01-Getting-Started</a>	Flask Series Code	2 years ago
<a href="#">02-Templates</a>	Flask Series Code	2 years ago
<a href="#">03-Forms-and-Validation</a>	Flask Series Code	2 years ago
<a href="#">04-Database</a>	Flask Series Code	2 years ago
<a href="#">05-Package-Structure</a>	Flask Series Code	2 years ago
<a href="#">06-Login-Auth</a>	Flask Series Code	2 years ago
<a href="#">07-User-Account-Profile-Pic</a>	Flask Series Code	2 years ago
<a href="#">08-Posts</a>	Flask Series Code	2 years ago
<a href="#">09-Pagination</a>	Flask Series Code	2 years ago

[https://github.com/CoreyMSchafer/code\\_snippets/tree/master/Python/Flask\\_Blog](https://github.com/CoreyMSchafer/code_snippets/tree/master/Python/Flask_Blog)



CoreyMS 2018-05-02

## My Latest Post

Congue salutandi ex eam! Mei an prima consulatu, erat detracto eu quo? Vim ea esse utinam efficiantur, at noster dicunt.



CoreyMS 2018-05-02

## Do You Need To Go To College To Be A Programmer?

Erat expetenda definitionem id eos. Semper suscipit eum ut, eum ex nemore copiosae. Nam probatus pertinacia eu! No alii voluptua abhorreant nec, te pro impedit concludaturque, in sea malis torquatos disputationi! Nam te alii nobis ponderum, ei fugit accusamus pro.

Congue salutandi ex eam! Mei an prima consulatu, erat detracto eu

Et dico audire cotidieque sed, cibo latine ut has, an case magna alienum.



CoreyMS 2018-05-02

## Top 10 Python Tips and Tricks

Pro minim iuvaret ad. No nam ornatus principes euripidis, at sale vituperatoribus eos, eros regione scripsiterit id mea. Has ne inermis nostrum, quo tantas melius dissentias at! Ut vim tibique omnesque. An mel modo ponderum, eum at probo appetere imperdiet? Natum quaeque intellegebat per ex. Cu viris clita sit?

Reque menandi dissentias sed ne, no tota nonumes eos, vix in tempor maiestatis erant.

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**Flask Tutorials**

Corey Schafer - 1/15

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- 2 FLASK SERIES TEMPLATES 31:42
- 3 FLASK SERIES FORMS AND VALIDATION 48:16
- 4 FLASK SERIES DATABASE 29:58
- 5 FLASK SERIES PACKAGE STRUCTURE 20:38

Python Flask Tutorial: Full-Featured Web App Part 1 - Getting Started  
Corey Schafer

Python Flask Tutorial: Full-Featured Web App Part 2 - Templates  
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Python Flask Tutorial: Full-Featured Web App Part 3 - Forms and User Input  
Corey Schafer

Python Flask Tutorial: Full-Featured Web App Part 4 - Database with Flask-...  
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Python Flask Tutorial: Full-Featured Web App Part 5 - Package Structure  
Corey Schafer

Python Flask Tutorial: Full-Featured Web App Part 2 -...

**comment construire une application web**

Top 10 Python Tips and Tricks

CoreyMS 2018-04-22

0:03 / 17:08

comment construire une application web

Top 5 YouTube Channels For Learning Programming

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My Latest Update

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My 3 Favorite Programming Books

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Flask Blog Home About Login Register

#Python #Flask

Python Flask Tutorial: Full-Featured Web App Part 1 - Getting Started



Python Flask Tutorial: Full-Featured Web App Part 2 -...

<https://www.youtube.com/watch?v=MwZwr5Tvyxo&list=PL-osiE80TeTs4UjLw5MM6OjkjFeUxCYH>



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Pull requests Issues Marketplace Explore



mariobox / flask-ecomm



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2



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2



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3

Code

Issues 0

Pull requests 0

Actions

Projects 0

Wiki

Security

Insights

An eCommerce App built with Flask, Jinja, SQLite, jQuery and Bootstrap

python

flask

bootstrap

jinja

ecommerce

shopping-cart

3 commits

1 branch

0 packages

0 releases

1 contributor

Branch: master ▾

New pull request

Create new file

Upload files

Find file

Clone or download ▾



mariobox Update application.py

Latest commit 5c11d61 on 18 Aug 2019



static

initial commit

15 months ago



templates

initial commit

15 months ago



README.md

initial commit

15 months ago



application.py

Update application.py

7 months ago



data.db

initial commit

15 months ago



README.md

<https://github.com/mariobox/flask-ecomm>

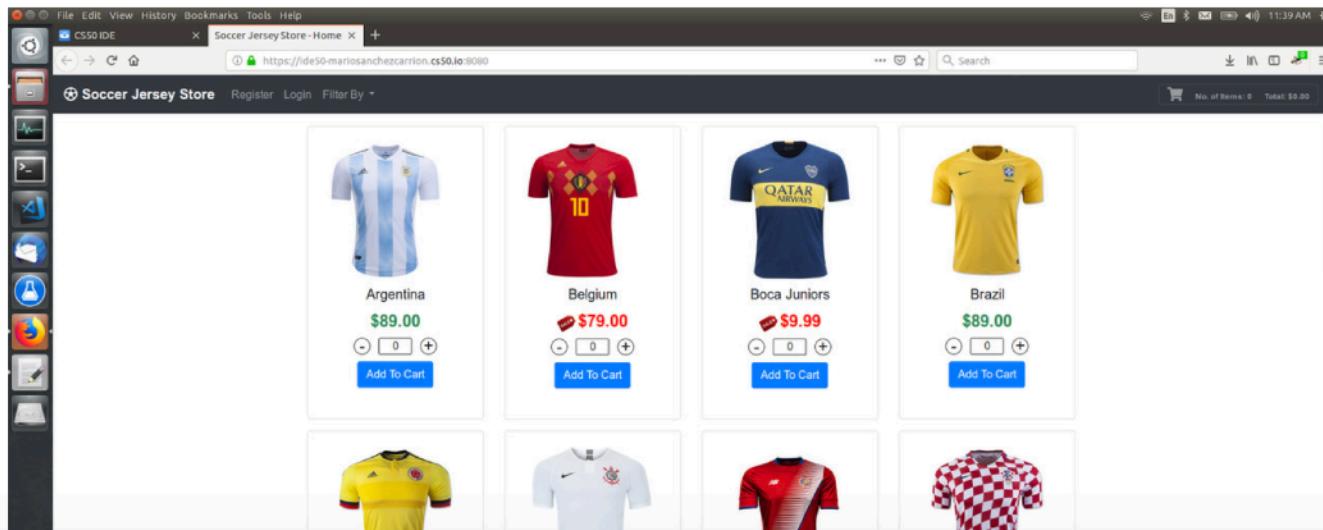
[README.md](#)

# flask-ecomm

An eCommerce App built with Flask, Jinja, SQLite, jQuery and Bootstrap

This app was my CS50x final project.

The app loads a gallery of soccer shirts that includes: image, description, price, and a small form to add item to cart. The shirt info is stored in a SQLite database and is displayed using Bootstrap's card class.





Argentina

\$89.00

(-)  (+)

Add To Cart



Belgium

\$79.00

(-)  (+)

Add To Cart



Boca Juniors

\$9.99

(-)  (+)

Add To Cart



Brazil

\$89.00

(-)  (+)

Add To Cart





## Shopping Cart



#	Item	Team	Quantity	Unit Price	Sub-Total
1		Belgium	1	\$79.00	\$79.00
2		Brazil	2	\$89.00	\$178.00

Total: \$257.00

[MAKE CHANGES](#)[CONTINUE SHOPPING](#)[QUICK CHECKOUT](#)

**THANK YOU FOR YOUR TIME!**