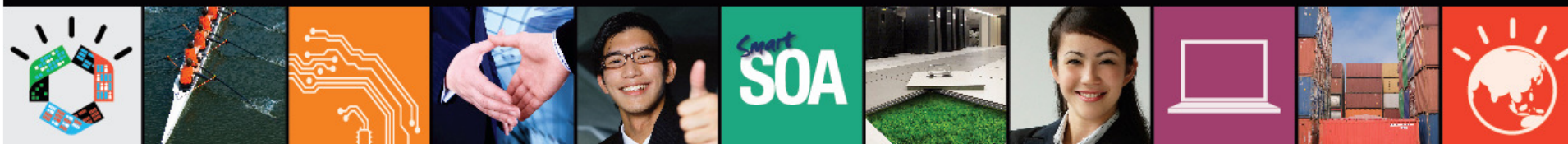


2009 **IMPACT**  
IBM SMART SOA 高峰论坛 6.10 · 北京



WebSphere®

Smart Work for Smarter Planet



智慧运作 · 赢未来



2009 **IMPACT**  
IBM SMART SOA 高峰论坛 6.10 · 北京

**IBM**

WebSphere

电子商务发展的新趋势

应对危机的创新

毛春景

智慧运作 · 赢未来  
Smart Work for Smarter Planet

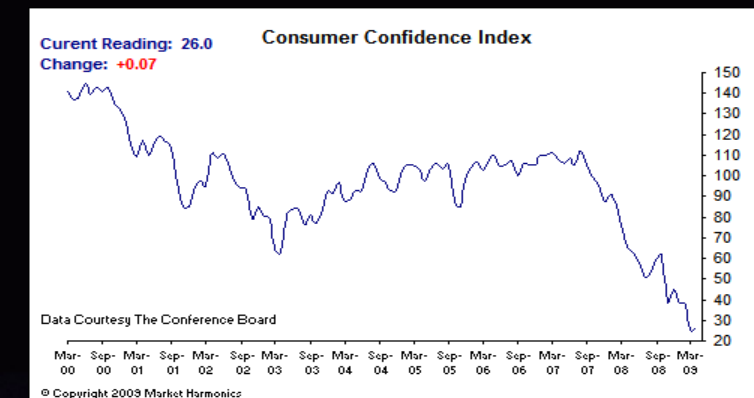
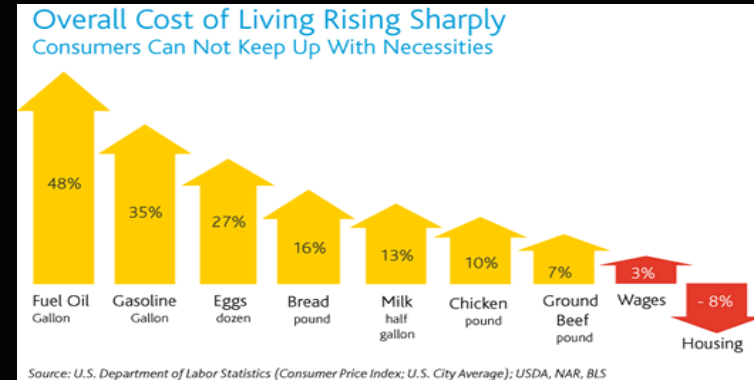


# 日程

- 塑造消费者及其体验需求的关键市场因素
- 危机下快速成长的最佳实践 – 电子商务新趋势
  - 运营创新
  - 跨渠道
  - 以客户为中心
  - 显著的用户体验
  - 业务模式创新



- 消费者听到的都是负面的经济新闻和KPI
- 全球的在线消费者都意识到自己国家的经济处于衰退中
- 美国消费者的信心创新低





.....这不是一个短期的趋势。零售商必须准备好服务这些新的消费者。



Given an average household debt in the US of **130 per cent of annual household income**, it was inevitable that a downturn in consumer confidence would follow, along with a substantial reduction in consumer spending, which accounts for 72 per cent of US gross domestic product.



Retail Forward ShopperScape™ survey findings reveal that 75% of shoppers have changed their shopping behaviors because of the economy. The majority of shoppers who have shifted their shopping behaviors say they are **likely to retain many of these habits even after the economy improves**

Sources: Financial Times "Keeping a keen eye on consumer behaviour" 2/5/2009, Retail Forward 2009



- 根据TIME的一个调查, 38% 的消费者预期2010年四月经济会复苏, 但44% 说需要两年或更长的时间, 并且14%的人宣称这是一个长期的经济下行过程
- 37% 的消费者使用更多的购物券
- 61%的消费者指出在经济复苏前会消费更少





# 购物者转向网络....

FORRESTER®

*Although US consumers are pessimistic about the health of the economy, they expressed a marked interest in the ability of the Web to save them money. Forty-eight percent of consumers surveyed, compared with 41 percent in 2007, said that they can find the best values and deals online.*



Deal-seeking behaviors	
Taking advantage of good sales/deals	65%
Doing more price comparison shopping before making a purchase	52%
Using more coupons	47%
Doing more shopping at discount and value retailers	37%
Buying in bulk quantities	23%

Internet日益增长的重要性意味着每一个依赖它进行销售的零售商将面临更多的线上竞争

2009 **IMPACT**

IBM SMART SOA 高峰论坛 6.10 · 北京

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WebSphere.

Source: Forrester 2008 "Economy To Significantly Slow US Online Shopping"



# 在线零售业的应对



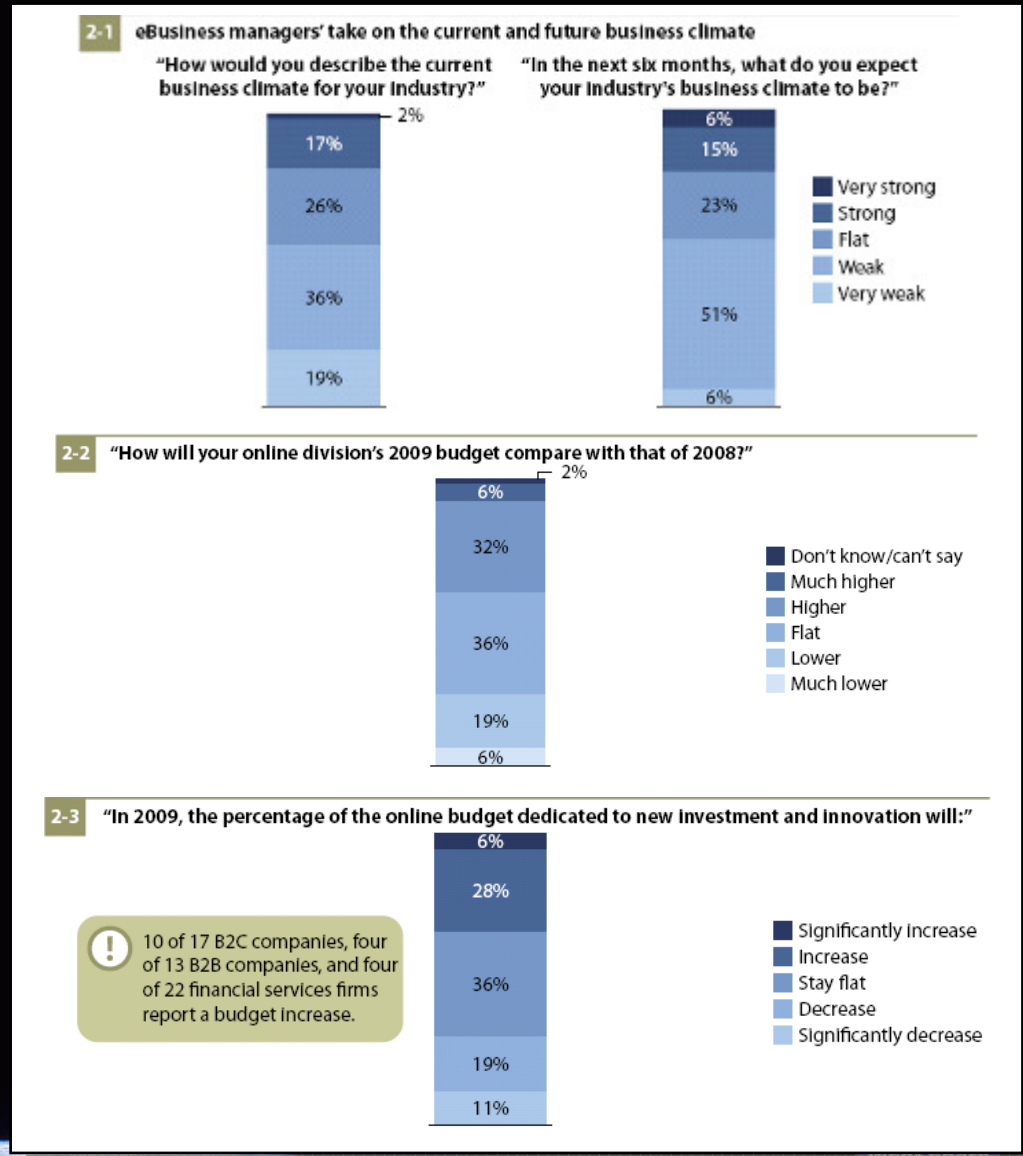
81% 的电子商务领导者宣称其所在行业的经济环境走弱或持平

然而...

74% 的电子商务领导者宣称他们2009 在线部门的预算与2008年持平或更多

并且...

超过 1/3 回应者将增加新投资和创新的预算







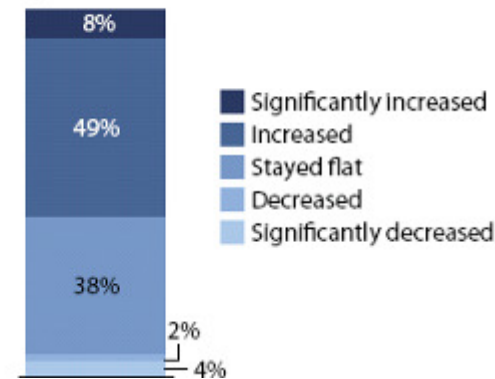
# 在线零售业的应对



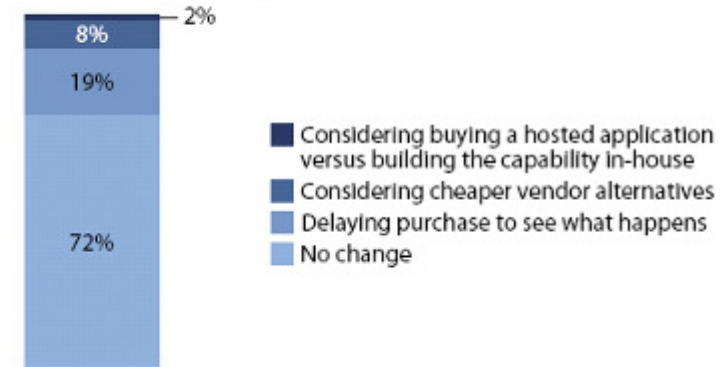
57% 的电子商务领导者宣称他们的电子商务渠道在2009年变得更加重要

只有 19% 的公司推迟了投资计划，72% 的公司宣称投资计划没有变化

"With the economy deteriorating in the past three months, how has the importance of the eCommerce/eBusiness channel changed for 2009?"



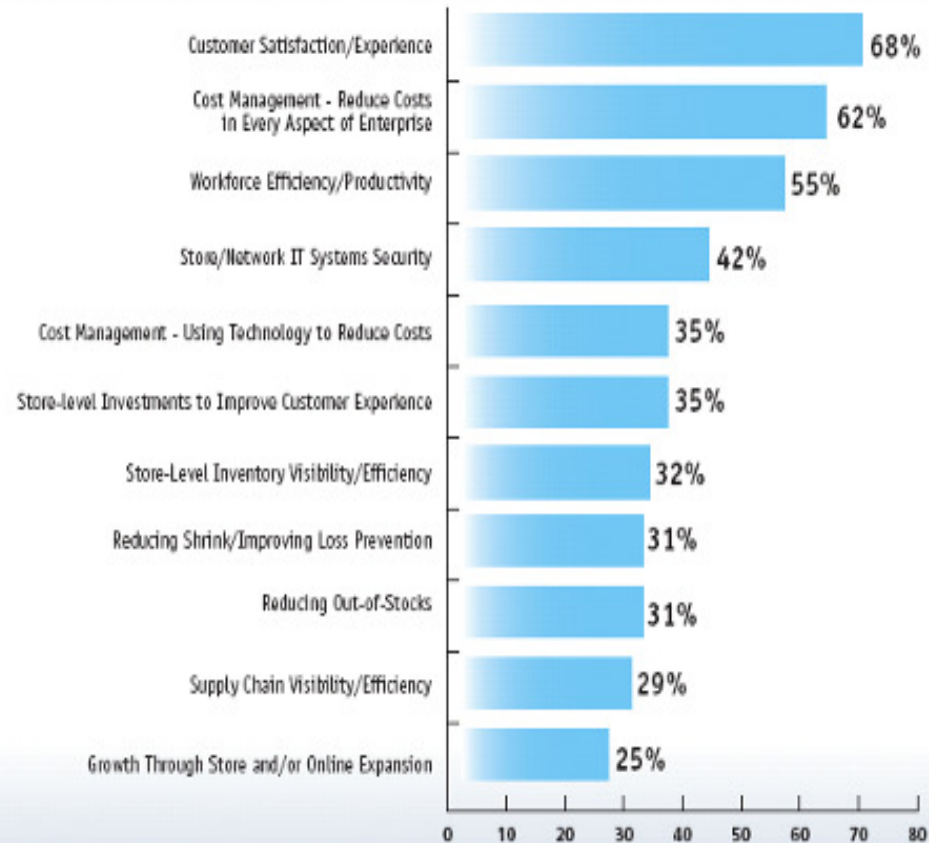
"How have your plans for investment in technology changed as a result of the downturn in the economy?"





“以客户为中心  
仍旧是零售业  
占主导地位的战略”

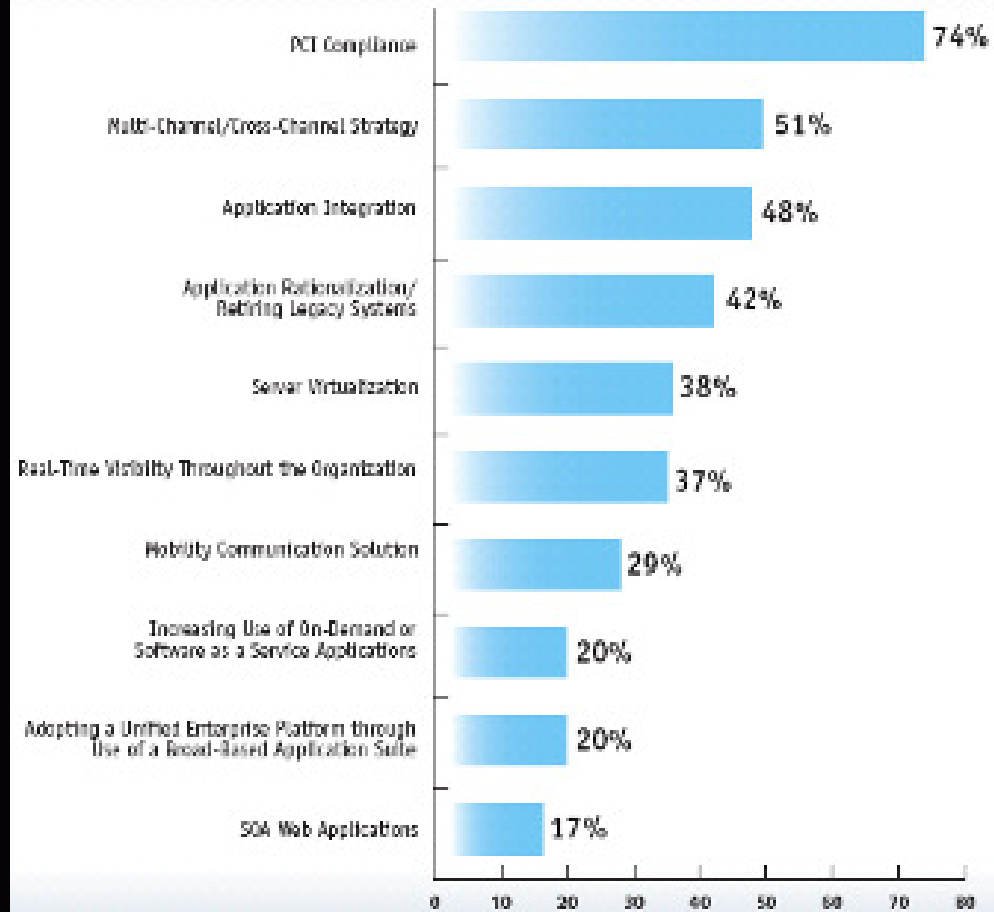
### Key Business and IT Strategies for Next 18 Months





“尽管经济形势严峻，然而作为零售业正在进行的变革 - 多渠道化未见丝毫的减速。”

### What Concerns/Challenges Will You Devote Significant Resources to in the Next 3 Years





网上零售业在当前的  
经济环境下如何有更  
好的业务表现呢？



# 在任何经济环境下都有机会 – 公司必须改变运营的模式, 必须专注于客户

- 今天被充分授权的消费者要求比以往更多
  - 一刀切的方法不灵了
  - 传统的市场方法日益变得没有效率
- 聆听, 理解, 并对每一个独特的细分市场作出反应
- 对用户直接和扩展的体验进行创新
- 提高交互的门槛, 创造更好的交互手段
- 支持消费者想与你交互的方式... 在所有的渠道中保持一致



时髦少女



足球妈妈



步行勇士

经济形势变坏消费者交易会下降... 然而他们对购物体验的期望依旧很高.



# 线上零售商的最佳实践

- 你引人注目吗？
- 你以客户为中心吗？
- 你拥抱跨渠道的购物者及相应的业务模式吗？
- 你在演变你的运营模式了吗？
- 你正在创新你的业务模式吗？



你在创新运营  
吗？

你跨渠道了  
吗？

你以客户为中  
心了吗？

你引人注目  
吗？

你在创新业务  
模式吗？



---

运营

战略



非常显著

业务转型计划: 显著的投入; 一般需要公司高层的支持和更多的跨组织协作

关键业务计划: 中等投入; 一般需要跨组织的协作

运营

战略

低悬的果实: 较少投入, 容易 & 战术性的

投入水平

低





非常显著

集中 DOM

业务转型计划: 显著的投入; 一般需要 公司高层的支持 和更多的跨组织协作

新业务或市场扩张

在线下单  
店内提货

关键业务计划: 中等投入; 一般需要跨组织的协作

种类  
扩张

商店定位器

低悬的果实: 较少投入, 容易 & 战术性的

POC Widgets & 移  
动

投入水平

低



毫无异议，创建和部署执行基本业务流程的新方法带来的好处是巨大的，它是每个行业内领先公司走向成功的跳板



# 运营创新

- 精简和增强订单管理能力以确保在任何时间任何地点的配送
- 结帐流程
- 精益库存模式
  - 将独特的和有风险的库存从商店转移到WEB或中心分销渠道中
- Drop Shipping
  - 打制新的 drop shipping 合作伙伴关系
  - 充分利用 WC 的开放Web Services
- 定位于没有商店或商店已经关闭的地区

显著



低



# 运营创新: Moosejaw





# 运营创新: Cheesecake Factory



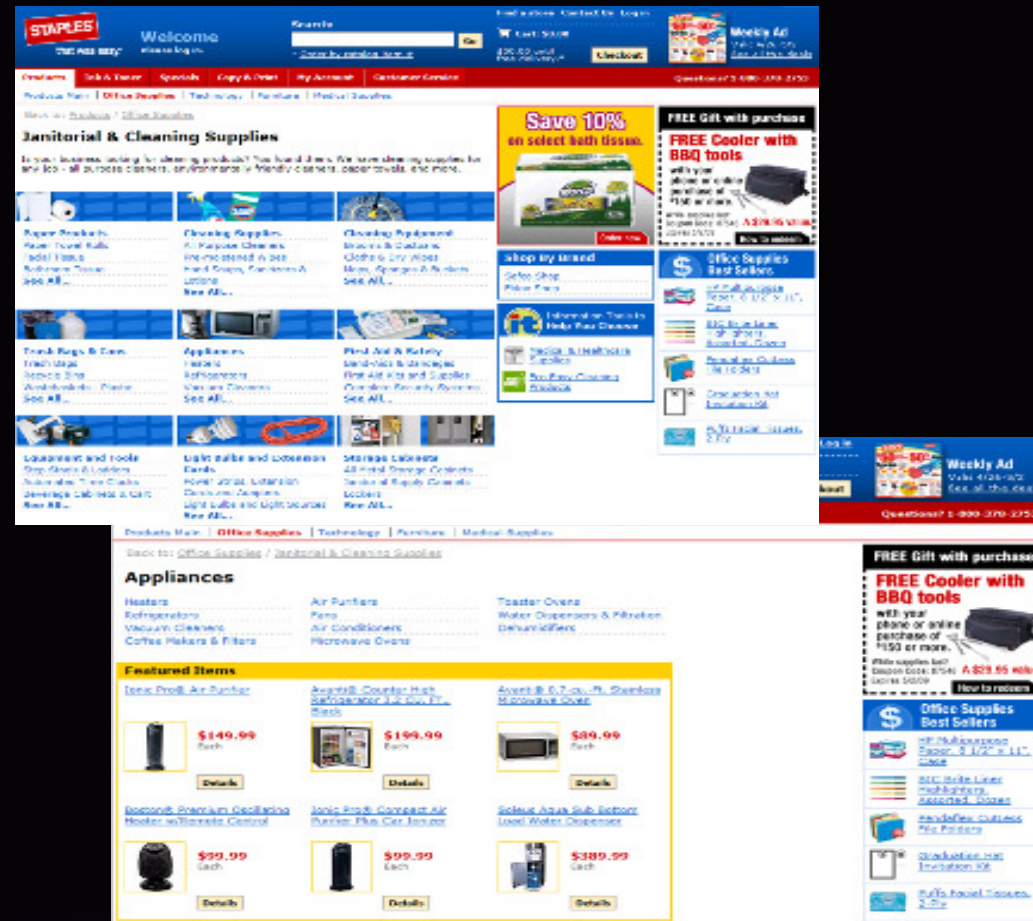
The collage displays various parts of the Cheesecake Factory e-commerce interface. The top-left screenshot shows the homepage with a search bar and navigation links. The bottom-left screenshot shows the checkout process, including a shipping information form. The central screenshot shows a date selection calendar for April and May 2006, with shipping options like '2nd Day Air' and 'Overnight'. The bottom-right screenshot shows the order summary, including item details, shipping costs, and a total of \$88.00.

Cheesecake Factory 使用 WebSphere Commerce 建立新的销售渠道并服务于新的目标市场



# 运营创新

利用 Drop Shipping 降低风险和成本，高效地扩展销售组合





# DAVID'S BRIDAL

渠道为中心	·迁移	·客户为中心
<p><b>运营</b></p> <p>单一渠道 assortment, DC, &amp; echelon 补货 流程</p>	<ul style="list-style-type: none"> <li>为跨渠道的战略, 流程</li> <li>和技术奠定基础</li> </ul>	<ul style="list-style-type: none"> <li>运营于单一的客户视图</li> <li>任何时间任何地点</li> <li>进行配送</li> </ul>
<p><b>系统</b></p> <p>自建 &amp; legacy</p>	<ul style="list-style-type: none"> <li>实施了新的电子商务,</li> <li>OMS(Order Management System)和补货系统</li> </ul>	<ul style="list-style-type: none"> <li>充分利用新系统的 灵活性和系统</li> </ul>





# IBM

主要的在线消费者是跨渠道的购物者

- 53 % 使用Internet比较产品特性和价格
- 25 % 在商店里从移动设备上进行上述比较
- 10个购物者至少中会有一个人在购物过程中会给朋友和家人发送短信

问题是其中的46%在渠道间切换时更换了零售商

Sources: IBM "2007 Was the Year of the 'Omni Consumer'"; 2008 IBM Retail Multi-channel Study;  
Chart 1: n=2900 all U.S. respondents





# 跨渠道体验

- 完全集成的跨渠道体验
  - 集成的定价, 单一视图, BOPIS/BORIS, 统一的促销
- 部分集成的跨渠道体验
  - BOPIS
- Web to 商店: 非交易
- 无尽的过道
- 库存定位器
- 商店定位器

显著的



低



# 跨渠道体验: Moosejaw



**Main Menu**

- Sales Order
- Find Order
- List Orders
- Sales Return
- Customer
- Find Product
- Administration
- Logout

**Welcome** Moosejaw

Hello, Drake

**WHAT'S NEW ABOUT THIS THING:**

- ◆ TOUCH SCREEN. BIG DEAL.
- ◆ REAL-TIME INVENTORY ACROSS ALL STORES/WAREHOUSE. NO POLLING, NO MORE UPLOADS, NO MORE DOS
- ◆ ALL MOOSEJAW.COM PROMOTION CODES WILL WORK.
- ◆ CUSTOMER AUTOMATICALLY GETS MOOSEJAW.COM PRICING IF IT'S LOWER
- ◆ MOST SUPPLIER INVENTORY IS IN THE POS
- ◆ THEY'VE DONE STUDIES. YOU KNOW. 60% OF THE TIME IT WORKS. EVERY TIME. BRIAN FONTANA

**Moosejaw SUPER NEW POS**

POWERED BY **CROSSVIEW**

Jun 24, 2008 10:05:31 AM Online Clerk: Drake

**Moosejaw** Free Shipping on orders over \$49

20% OFF GEAR SALE USE CODE 777

**120% OFF GEAR**

YENTS SLEEPING BAGS PACKS STOVES MACES SWORDS FILTERS FLAILS

GET 10% BACK ON EVERY PURCHASE

SEARCH BY GOOGLE

SALE & CLEARANCE

WOMEN'S JACKETS WOMEN'S CLOTHING WOMEN'S CLOTHING HATS & GLOVES

POWERED BY **CROSSVIEW**

No SIM 3:04 PM

Apple

http://www.apple.com/

**Moosejaw**

Search **GO**

**Moosejaw Men's Saul Silver Jacket**  
MJK0322  
\$125.00  
Free Shipping on this item  
Read All 100 Reviews

Large - Black: \$125.00 **BUY**

Or Call Moosejaw Customer Service to Order

**Product Info**

Customer Reviews (100 Reviews)

09/16/08  
"Softshell that sheds water and makes you look good while doing it!"  
We have no lack of rain in Seattle, but the Saul Silver keeps it off my head and shoulders. Very fashion right too! Finally ...  
by Rob from Seattle



# 跨渠道体验: 商店定位器

**PEARLE VISION** STORE LOCATOR

**Store Locator**

Please enter your address and let the Locator find the Pearle Vision Store nearest you.

**Smart Search**

Address:

City:

State:

Country:

Distance from address:

OR

**Quick Search**

Zip or Postal Code:

Distance from center of Zip or Postal Code:

Let the Sun Shine in.  
Keep the UV Rays out

**THE CHILDREN'S PLACE**

SWIM SHOP NEWBORN BABY GIRLS BIG GIRLS BABY BOYS BIG BOYS SHOES

everyday \$5 shipping on every order, big or small.

**COMPANY INFO**

about us store locator careers investor relations social responsibility privacy site map

It's easy to find The Children's Place nearest you.

Your Nearest Neighbors (see all stores)

<b>The Children's Place Palisades Center</b> 2751 Palisades Center Dr. West Nyack, NY 10994 US 845 353 8888	<b>The Children's Place Staten Island</b> 2022 Richmond Avenue Staten Island, NY 10314 US (718) 404-7488 this store now carries our newly expanded shoe collection.
<b>The Children's Place New Town</b> 285 01 Bankway Blvd. Roseton, NY 11422 US 516-696-9272	<b>The Children's Place Smith Haven</b> ROUTE 22 - 347 Lafayette, NY 11764 US (516) 724-8970 this store now carries our newly expanded shoe collection.
<b>The Children's Place Brickner Boulevard</b> 2827 Tamboir Ave. Roseton, NY 10976 US 716 862 8929	<b>The Children's Place Sunrise Mall</b> 214 Sunrise Mall Roseton, NY 11766 US (516) 705-0429 this store now carries our newly expanded shoe collection.
<b>The Children's Place Outlet Woodbury Commons</b> 632 Blue Bird Court Central Valley, NY 10917 US 845-404-3333	<b>The Children's Place Green Acres</b> 2072 Green Acres Mall

Search by Zip Code

Store Type:

Radius to Search:

Zip Code:



# 跨渠道体验: Wegmans



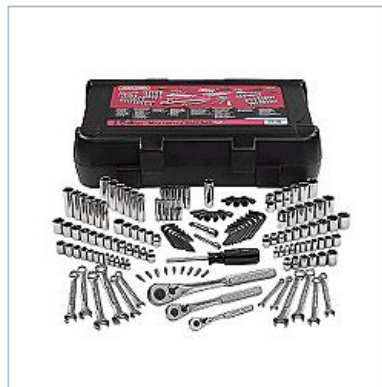
试新食谱

创建食品列表

优化访问的商店



# 运营创新: Sears 库存定位器 & BOPIS



## Craftsman 154 pc. Mechanics Tool Set

★★★★☆ Rating 4 (23 Customer Ratings And Reviews)

Item# 00935154000 Model# 35154

A set with all the sockets, wrenches and specialty tools a mechanic needs. This set includes 93 sockets, 5 drive tools, 12 combination wrenches and ... [Read Full Item Description](#)

Reg Price: \$149.99  
Savings: \$50.00  
\$99.99

Temporarily out of stock for Shipping  
[E-mail me](#) when it's available

Eligible For Store Pick Up

When will it arrive? Please allow 2 business days plus shipping time. Shipping varies by location

[Price Match Policy](#)

### Special Offers

#### Pick Up ?

Pick Up

Nearest Available For Store Pick Up:  
CHERRY CREEK NORTH  
DENVER, CO  
Only 5 Left!

[Enter another ZIP code](#)

[Check Availability](#)

[Shipping Calculator](#)

[Add to Cart](#)

[Save To List](#)

You've chosen to pick up your order at the store listed below:  
CHERRY CREEK NORTH  
Once your order is complete, it should be ready for pickup:  
Later Today

**Next Steps**  
After Checkout is complete, you'll receive an e-mail confirmation for your Store Pickup order.  
When your order arrives at the chosen location and is ready for pickup, you'll receive a second e-mail with detailed information on the Store Pickup process  
To claim your order, bring your Ready for Pickup e-mail and take it - along with the credit card used - to the selected store.  
For more information, see [Store Pickup Help](#).

[Back to Previous Page](#) OR [Add to Cart](#)

Item will not be added to your cart

# 跨渠道 BOPIS: Halfords



halfords  
We go the extra mile

Keyword(s), Product code  Search

My Shopping Basket  
0 items £0.00

Sat Nav & GPS In-Car Tech Bikes Baby & Child Camping & Caravanning Travel & Touring Car Maintenance Car Styling Toys & Games Advice Centre

**UP TO 50% OFF ALL RALEIGH BIKES**

Raleigh Glide Mens Bike  
Was: £319.99 Now: £159.99  
Plus Many More

Want It Now? Reserve your item online and collect & pay for it in-store

reserve & collect

**UP TO 50% OFF SELECTED SAT NAV**

**HALFORDS FAMILY TENT PACK ONLY £99.87**

**ALL Carrera MOUNTAIN BIKES**

halfords

Keyword(s), Product code  Search

My Shopping Basket  
0 items £0.00

Sat Nav & GPS In-Car Tech Bikes Baby & Child Camping & Caravanning Travel & Touring Car Maintenance Car Styling Toys & Games Advice Centre

Stock Checker

New Code:  Qty:  From:  To:

Item	Qty	Price	Nearest stores for Reserve & Collect	Home/Work Delivery
Raleigh Glide Mens Mountain Bike	1	£159.99	11 Herts (20019) 1 Herts (20019) 1 Herts (20019) 1 Herts (20019) 1 Herts (20019)	99 99 99 99 99

halfords

Keyword(s), Product code  Search

My Shopping Basket  
0 items £0.00

Sat Nav & GPS In-Car Tech Bikes Baby & Child Camping & Caravanning Travel & Touring Car Maintenance Car Styling Toys & Games Advice Centre

Your search results: We found 4 items

Category:

Price:  -

View more results

**Raleigh Glide Mens Mountain Bike**  
£159.99

Halfords.com 同步了在线订单和线下履行系统，并将通过遍布全国的商店网络推出的预订和回款系统。实施结果表明该计划非常成功，令人印象深刻。

渠道开发经理



# Harvard Business Review

“研究客户，而不是削减市场研究预算。你需要比过去知道得更多客户如何重新定义价值和**对衰退作出的反应**。价格弹性曲线在变化。消费者花费更多的时间在搜寻耐用消费品并在成交前进行更强硬的谈判。他们更愿意延迟购买，价格低一些，或少买些。”



# 以客户为中心

- 以客户为中心
- 社会化电子商务体验
- 根据客户需求调整产品
- 内容
- 以客户为中心的市场营销
  - 重新检验你的 客户分群 和细分战略
  - 促销和价格
  - 你提供了触发点?
  - 使用多变量测试
  - SEM/SEO
    - 更有针对的花销
  - 礼品中心, 希望列表, 收藏夹

Significant





# 客户为中心: 产生行动的促销

**Moosejaw** Free Shipping on orders over \$49  
Free 2-Day Shipping on orders over \$179

Sign in to Moosejaw | New Customer? | My Cart (0 items)

MOOSEJAW NEW GIFTS BRANDS CLOTHING GEAR FOOTWEAR SALE **MADNESS**

20% OFF **Staying Stylish** | roxy | billabong | rejean | element | o'Neill | Use code 741

Search for product or item number  **GO**

**SALE & CLEARANCE**

- MEN'S JACKETS
- WOMEN'S JACKETS
- MEN'S CLOTHING
- WOMEN'S CLOTHING
- KIDS & BABY BAGS
- SNOWBOARDING

**GET FREE 2-DAY SHIPPING ON ORDERS OVER \$179 USE CODE 823**

**SALE & CLEARANCE**

**1 2 3 4**  
Super Great Gifts For Momma

**AND SOME FREE TATTOOS ALL IN TIME FOR MOTHER'S DAY.**

**MORE UNDER \$25**

MOOSEJAW STRETCH KNEE TOP \$15.99

**MORE UNDER \$50**

POSSUMNER VERSATILITY SWEAT \$35.00

**MORE UNDER \$99**

THE NORTH FACE T&E MAGNOLIA HEBBY TEE \$69.00

**MORE \$99+**

FOR REVOLUTION QUALITY STEEL LIKE \$199.00

**STUFF NOT GOOD FOR MOMS**

MOOSEJAW MENS MOTOR KRAMER TEE \$19.99

**SIGN UP FOR EMAIL:** Get a list of the best movies in Portland plus 397 Moosejaw Rewards Points

**GET 10% BACK ON EVERY PURCHASE**

**Moosejaw** Free Shipping on orders over \$49  
Free 2-Day Shipping on orders over \$179

Sign in to Moosejaw | New Customer? | My Cart (0 items)

MOOSEJAW NEW GIFTS BRANDS CLOTHING GEAR FOOTWEAR SALE **MADNESS**

WOODEN SQUIRREL CLEARANCE SALE | 40% - 60% OFF WINTER OUTERWEAR & CLOTHING

Search for product or item number  **GO**

**SALE & CLEARANCE**

- MEN'S JACKETS
- WOMEN'S JACKETS
- MEN'S CLOTHING
- WOMEN'S CLOTHING
- KIDS & BABY BAGS
- SNOWBOARDING
- FOOTWEAR
- GEAR

**WOODEN SQUIRREL CLEARANCE SALE**

**40% - 60% OFF**

**WINTER OUTERWEAR & CLOTHING**

**1 2**  
Wooden Squirrel Clearance Sale  
PLAY SLIDESHOW

(MEN'S) (WOMEN'S) (KIDS) (SNOWBOARDING)

**SIGN UP FOR EMAIL:** Get a list of the best movies in Portland plus 397 Moosejaw Rewards Points

**THE BEST CUSTOMER REVIEWS. 751,901 AND COUNTING.**  
That's 55 more than any apparel retailer to date. See all the reviews.

CONTACT US | FAQ | MOOSE TRACKING | RETURNS | PRIVACY | CATALOG BROWSER | MOOSEJAW REWARDS | LOVE THE MADNESS



# 客户为中心: 产生行动的促销

**Moosejaw** Free Shipping on orders over \$49 or any order w/purchase of Moosejaw Apparel

Moosejaw NEW GIFTS BRANDS CLOTHING BEAR FOOTWEAR SALE MADNESS

## FREE CHINESE FOOD

生意興隆  
COURTESY OF MOOSEJAW

I'm recommending Sizzling Rice Soup, Chicken and Broccoli with Black Bean Sauce, Vegetable Mushu and Extra White Rice.

Scroll down to see how it works.

1. Roast  
2. Spring  
3. Shrimp  
4. Bon-B  
5. Bone  
6. Bon-B  
7. Teriy  
8. Roast  
9. Roast  
10. Shrim  
11. Fried  
12. Crab  
13. Fanta  
14. Fried  
15. Fried  
16. Steam  
17. Fried  
18. Dom  
19. Sesan  
20. Pu Pu  
21. Woon  
22. Woon  
23. Egg  
24. Chick  
25. Pork  
26. Hous  
27. Vegg  
28. Hot  
29. Chick  
30. Beef  
31. Hous  
32. Seaf  
33. Lob

..... 1.05	
..... 2.25	
..... 1.10	
4.95 (lg) 9.25	
4.95 (lg) 9.25	
..... (S) 5.25	
..... 3.95	
4.75 (lg) 8.75	
4.75 (lg) 8.75	
..... 3.25	
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..... 3.75	
..... 3.75	
..... 3.50	
..... 9.00	

..... 1.35	2.45
..... 1.60	3.00
..... 1.10	1.95
..... 1.10	1.95
..... 1.85	3.00
..... 5.75	
..... 1.50	2.75
..... 2.25	3.50
..... 3.00	
..... 3.95	
..... 5.50	
..... 5.95	



# 客户为中心: 产生行动的促销

The screenshot shows the Halfords website homepage with the following elements:

- Header:** "halfords We go the extra mile" logo on the left. Navigation links: "Stock Checker", "Quick Shop", "Register or Log In", "Track My Order", "Customer Services", "Store Locator". A search bar with "Keyword(s), Product code" and a "Search" button. A shopping basket icon showing "0 items £0.00".
- Category Navigation:** "Sat Nav & GPS", "In-Car Tech", "Bikes", "Baby & Child", "Camping & Caravanning", "Travel & Touring", "Car Maintenance", "Car Styling", "Toys & Games", "Advice Centre".
- Main Promotional Banners:**
  - Raleigh Bikes:** "UP TO 50% OFF ALL RALEIGH BIKES". Includes a "reserve & collect" button. Text: "Want It Now? Reserve your item online and collect & pay for it in-store". Product example: "Raleigh Glide Mens Bike" (Was: £319.99, Now: £159.99). Link: "All Raleigh Bikes".
  - Sat Nav:** "UP TO 50% OFF SELECTED SAT NAV". Link: "Sat Nav".
  - Family Tent Pack:** "HALFORDS FAMILY TENT PACK ONLY £99.87". "SAVE OVER 50%". Link: "Family Tent Pack".
  - Carrera Bikes:** "ALL Carrera MOUNTAIN BIKES". "EXTRA 20% OFF". Link: "Carrera Bikes".



**Advance Auto Parts**  
Keep the wheels turning.

Replacement Parts Accessories Tools Perform

Now Shopping » 2006 Honda Odyssey EX 3.5L ... [Change Vehicle](#)

My Vehicle Choices [Shop All Parts](#)

Current Vehicle

2006 Honda Odyssey EX 3.5L 3471CC V6 FI VIN:  
J35A6

My Garage

2006 Honda Odyssey EX [REMOVE](#)

1999 Nissan/Datsun Maxima [REMOVE](#)

[Shop All Parts](#)

[Log in or register](#) to maintain your garage

Add a Vehicle

Choose your Vehicle

Choose Year

Choose Make

Choose Model

Choose Engine

Add to My Garage

Check the check box and click on the 'Start' button to add a vehicle to my garage.

Vehicle added

# 以客户为中心

Advance Auto Parts  
Keep the wheels turning.

Sign in to Advance Auto Parts / New Customer?

Home | My Garage

Replacement Parts Accessories Tools Performance Books Truck Accessories Chemicals & Fluids Shop by brand

Now Shopping » 1999 Nissan/Datsun Maxima ... [Change Vehicle](#)

[Find a Store](#)

## OIL CHANGE SPECIAL

**14.99**

5 Quarts of PENNZOIL OR QUAKER STATE Conventional Motor Oil AND a PUROLATOR Premium Plus L Series Oil Filter.

**Our most popular parts**

1. Battery
2. Alternators
3. Starters
4. Fuel Pumps
5. Brakes
6. Spark Plugs
7. Wiper Blades
8. Headlights

**Check Availability on All Products!** See it online Buy it in the store

Advance Auto Parts invites you to check out all products online BEFORE you visit your local Advance Auto Parts store to make your purchase!

**399.99** AUTONET WIFI  **THREE MONTHS FREE SERVICES**  **BUY ANY 2 save \$5** ALL TURTLE WAX Ice Chemicals  **WEAREVER** Starting at **24.99**  **25% OFF Brake Hardware** when you purchase any set of Brake Pads or Shoes

Locate a store  In-store specials  Shop by brand  **Advance Know-How**

Sign up For Special Email Offers   [About Us](#) [Privacy Policy](#) [Contact Us](#) [Help](#)

© 2009 Advance Auto Parts | Powered by CrossView™



# 客户为中心

**NORTHERN TOOL + EQUIPMENT**  
Where Workers Prepare For Better

NorthernTool.com + 1-800-221-0516

SEARCH [ ] GO CATEGORIES BRANDS SALE CATALOG STORES

**TOP RATED PRODUCTS ON SALE**  
40,000 REVIEWS BY DO-IT-YOURSELFERS LIKE YOU

★★★★★  
"Very pleased with ease of operation with these units. Very easy to start, very easy to adjust. Machine is in use almost daily, no issues."  
- MIDUN, LYNCHBURG, VA

See Customer Favorites >>

**ORDER FROM A CATALOG**

Item	Catalog#	Qty

+ ADD TO CART  
ADD MORE ITEMS

**FREE CATALOG**  
GET YOURS

OVER 65 STORE LOCATIONS  
FIND ONE NEAR YOU

**NORTHERN TOOL + EQUIPMENT**  
Where Workers Prepare For Better

NorthernTool.com + 1-800-221-0516

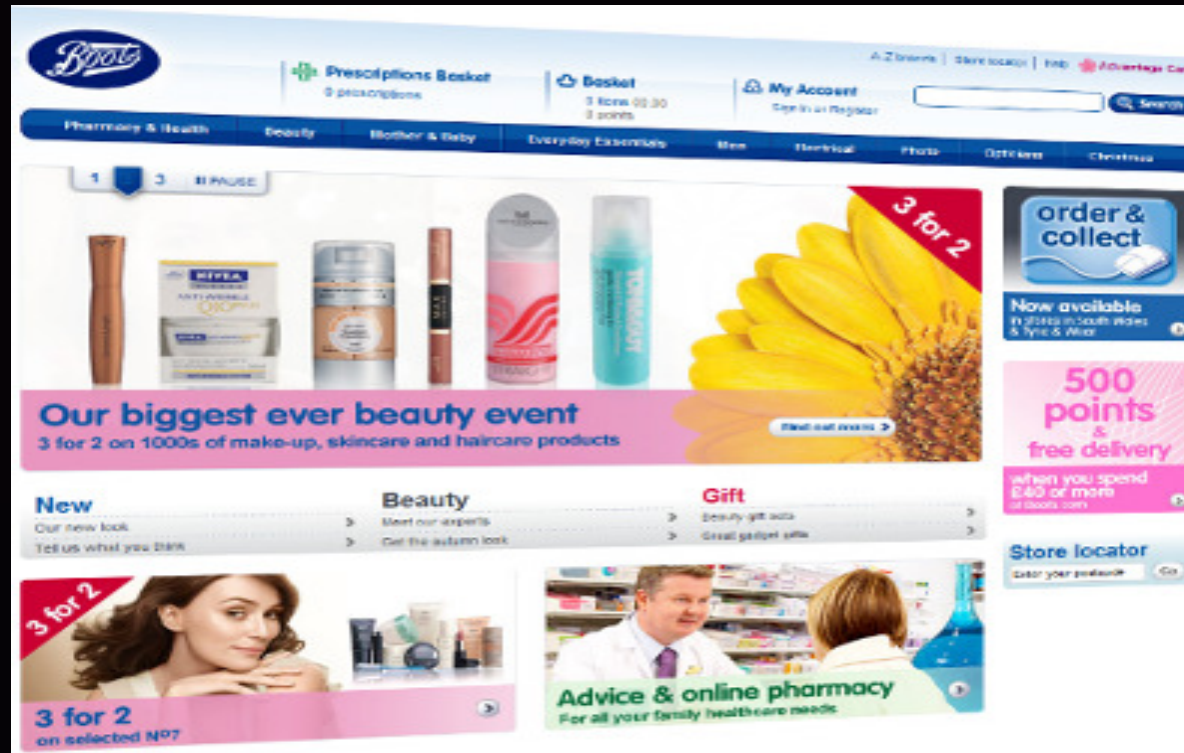
SEARCH [ ] GO CATEGORIES BRANDS SALE CATALOG STORES

**TOP RATED PRODUCTS ON SALE** OVER 40,000 REVIEWS BY DO-IT-YOURSELFERS LIKE YOU

 ★★★★★ 4.9/5 <b>High Speed Air Tool</b> Model: 115 VOLT 1/4" AIR Was \$450.00 <b>Sale \$479.99</b>	 ★★★★★ 4.8/5 <b>Linear Angle Grinder</b> 14.4 VOLT Was \$211.00 <b>Sale \$189.99</b>	 ★★★★★ 4.7/5 <b>Nylon Industrial Air Hose</b> 250 FT Was \$99.99 <b>Sale \$79.99</b>	 ★★★★★ 4.8/5 <b>High Speed Air Tool</b> 1/4" AIR Was \$54.00 <b>Sale \$39.99</b>	 ★★★★★ 4.8/5 <b>Nylon Industrial Air Hose</b> 250 FT Was \$129.00 <b>Sale \$109.99</b>
 ★★★★★ 4.8/5 <b>Nylon Industrial Air Hose</b> 250 FT Was \$33.00 <b>Sale \$29.99</b>	 ★★★★★ 4.7/5 <b>Nylon Industrial Air Hose</b> 250 FT Was \$279.00 <b>Sale \$249.99</b>	 ★★★★★ 4.5/5 <b>Nylon Industrial Air Hose</b> 250 FT Was \$110.00 <b>Sale \$89.99</b>	 ★★★★★ 4.8/5 <b>Nylon Industrial Air Hose</b> 250 FT Was \$170.00 <b>Sale \$159.99</b>	 ★★★★★ 4.7/5 <b>Nylon Industrial Air Hose</b> 250 FT Was \$400.00 <b>Sale \$349.99</b>



# 客户为中心的电子商务: Boots



我们知道我们的客户需要一个迅速和简单的结账流程, 适合他们的配送选择和属于在线社区一部分的感觉。这是Boots'在线展现开发过程中的第一部分。我们已经承诺给我们的客户多渠道的购物体验。在接下来的几个月中, 我们已经计划更令人激动人心的开发, 它包括提供'在线购买, 店内取货'服务, 在健康建议和信息方面的开发, 和我们客户的在线社区

开发总监 Boots.com



# 客户为中心的电子商务: Staples



## Easy Reorder



记录器聚集并提供一个预先组装好的列表, 该列表根据每个订单进行更新。

## Easy Rebate



Easy Rebate 自动化了折扣 流程

## Easy Desktop Button



桌面按钮把 Staples.com的影响力带到了桌面

Staples体验的每一个部分都是围绕客户来设计的。



*研究表明典型的网站用户决定网站的信誉和价值是在看见网站的最初7到10秒内*

*现在很多公司75%的初次客户接触点是Web站点*





显得与众不同，你是一头紫色的奶牛吗？



值得讨论的是 异乎寻常的事物 - 值得注意的！优秀的！新的！有趣的！它是一头紫色的牛！ 枯燥无味的东西是不可见的，它是一头灰色的牛！

-- Seth Godin



# 显得与众不同

- 设计 & 内容
  - 设计, 可用性, 内容, 图片, 搜索 和 交互性
  - 无缝集成 Web 2.0
- 拓展你的品牌体验在Web站点之外
- 集成社会化电子商务作为完整体验的一部分
  - 加入社区和UGC: Blog/twit/review和促进口碑营销
  - 促进品牌倡导 (推介项目)
- 更好的视觉化技术
- 体验

显著



低



# 与众不同

Moosejaw Free Shipping on orders over \$49

MOOSEJAW NEW GIFTS BRANDS CLOTHING GEAR FOOTWEAR SALE MADNESS

WOODEN SQUIRREL CLEARANCE SALE 40% - 60% OFF WINTER OUTERWEAR & CLOTHING

Search for product or item number GO

Hank's Meats

Moosejaw Lunchmeat Throw

Moosejaw Free Shipping on orders over \$49

MOOSEJAW NEW GIFTS BRANDS CLOTHING GEAR FOOTWEAR SALE MADNESS

Breakers Best Brands Sale up to 50% off

Search for product or item number GO

WHAT'S NEW

Palace: Historically, many internet retailers and outdoor...

DON'T READ

Dating Girl  
Q: So I'm with this girl for almost three years...

READ IF YOU'RE BORED

In Case You're Bored  
Emergency - The Girl is making me go to an...

DON'T READ

In Case You're Bored  
In "Magic" everybody's gotta walk everybody else...

READ

RANDOM FLICKER

THE SECTIONS

WHAT'S NEW

MONTHLY CONTEST

In Case You're Bored

Dating Girl

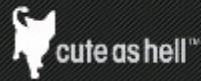
Customers Who Love Moosejaw

Lunchmeat Throw

MOOSEJAW YEARS



EMAIL:  PASSWORD:  SIGN IN FORGOT PASSWORD? | NOT A MEMBER? SIGN UP TODAY!



**Pet Contest**  
Meet A Cute Pet, Make A  
Win Amazing Prizes!  
[www.Compete.com](http://www.Compete.com)

**Deny Pet Grooming**  
Keep Your Pet Looking  
Beautiful. Call Now For Pet  
Grooming Services.  
[www.PetGrooming.com](http://www.PetGrooming.com)

**Think Your Dog is Cute?**  
See how your dog stands up  
against these super cute  
puppies!  
[www.hugobully.com/](http://www.hugobully.com/)

**Deny Pet Services**  
Need local pet care &  
grooming? Call for pet  
accommodations.  
[www.karsumma.com](http://www.karsumma.com)

Ads by Google

HOME COMMUNITY SHOPPING CUTEWARS LEARN  SEARCH



# CUTE AS HELL.

## CUTE AS WHAT?

### PET COMMUNITY

Create a Profile for Your Pets With Photos, Friends, and More!

### SHOPPING

Get Quality Product Recommendations From Fellow Pet People

### CUTEWARS

Pick the Cutest Pet in the 24/7 **Battlezone** | Win Prizes in the **Thunderdome**

### LEARN

Find Pet Services From Animal Shelters to Veterinarians

JOIN CUTE AS HELL TODAY!

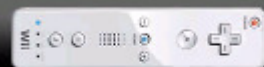
## SIGN IN

EMAIL:  PASSWORD:  SIGN IN

Remember Me

Forgot Password? | Not a Member? SIGN UP Today! It's Free!

ENTER FOR A CHANCE  
TO WIN A NINTENDO Wii  
IN THE THUNDERDOME!



## POPULAR PETS

See: All | Birds | Cats | Dogs | Fish | Reptiles | Other



82 Cuteness Rating



68 Cuteness Rating



138 Cuteness Rating



77 Cuteness Rating



84 Cuteness Rating

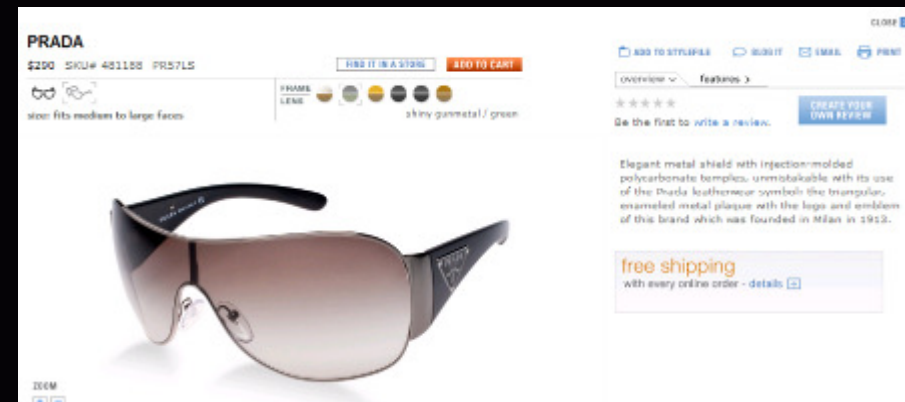
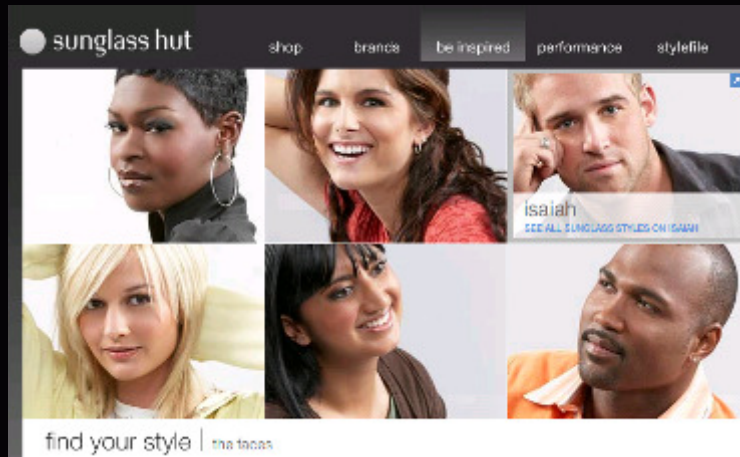
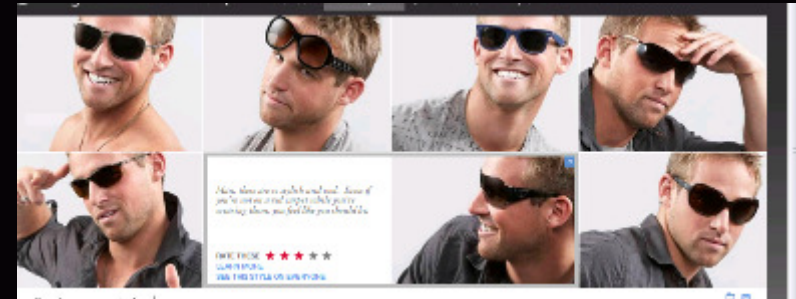
2009 **IMPACT**  
IBM SMART SOA 高峰论坛 6.10 · 北京



WebSphere



# 与众不同的体验: Sunglass Hut





# 与众不同的体验: Cub Cadet

**Cub Cadet**  
YOU CAN'T GET ANY BETTER™

Cub Cadet® LTX 1040 Lawn Tractor

Features Accessories Video Specs

**42" Heavy-Duty Twin Blade Mowing Deck**  
Thick blades stay sharp longer.  
4 anti-scalp deck wheels ensure even cutting and less scalping.  
Overlapping blades ensure that no grass is left uncut, and a wide discharge chute spreads grass clippings evenly.

◀ Prev ▲ Menu 2 of 7 ▶ Next ▶

**Cub Cadet**  
YOU CAN'T GET ANY BETTER™

Cub Cadet® LTX 1040 Lawn Tractor

Features Accessories Video Specs

**POWERED BY KOHLER**  
19 HP\* Professional-Grade Cub Cadet OHV Engine by Kohler®  
Twin-CAM design for peak performance.  
Full-pressure lubrication gives you reliability and smooth operation.

Includes "PowerShot"™ Fuelion Package\* for

◀ Prev ▲ Menu 1 of 7 ▶ Next ▶

**Cub Cadet**  
YOU CAN'T GET ANY BETTER™

Cub Cadet® LTX 1040 Lawn Tractor

Features Accessories Video Specs

- 19 HP\* Professional-Grade Cub Cadet OHV Engine by Kohler®
- 42" Heavy-Duty Twin Blade Mowing Deck
- Automatic CVT with Cruise Control
- Comfort
- Convenience
- Cast-Iron Front Axle
- Patented Smart Jet™ Deck Wash System

# 与众不同的体验: The North Face

NEVER STOP EXPLORING

GET THE GEAR TO GET YOUR GOAL

M TRAJECTORY HYBRID JACKET

NEW FALL PRODUCTS ARE HERE!

GO EXPLORE

facebook

Are You On Facebook? We ARE! Join our community by becoming a fan today for exclusive access to the latest news on athletes, achievements, events, and more.

BUY NOW

FEATURED TRAIL RUNNING SHOE: ULTRA 104 GTX XCR™

WRITE A PRODUCT REVIEW: LEAVE A TRAIL

NEW REVERSIBLE SUMMIT SERIES™ JACKET: SEE IN ACTION

NEVER STOP EXPLORING

NEW FALL PRODUCTS ARE HERE!

GO EXPLORE

facebook

Are You On Facebook? We ARE! Join our community by becoming a fan today for exclusive access to the latest news on athletes, achievements, events, and more.

MEET THE TEAM

PERFECT MOMENTS

MEN'S » JACKETS & VESTS

MEN'S

M DENALI HOODIE

OPTIONS

FEATURES

SPECIFICATIONS

\$179.00

Style AEUU

A classic fleece among outdoor enthusiasts, the Denali Hoodie has been revamped for 2009 to mirror your passion for eco-friendly products. Made from recycled Polarfleece 300 series...

Colors

INDIAN CLAY RED

Size

S M L XL XXL

Quantity

1

ADD TO CART

VIEW DETAILS



# 与众不同的体验: Burt's Bees

Building In-store Display Over the Web

Shelf 4 Length 2'2", Used 0'0"

Shelf 3 Length 2'2", Used 0'0"

Shelf 2 Length 2'2", Used 0'0"

Shelf 1 Length 2'2", Used 0'0"

Order Total: \$56.10

- Item Number: 05499-30  
Width: 0'1.88"  
Price per Case: \$14.85
- Body Lotion - Honey & Orange Wax (8 fl oz)  
Item Number: 04399-30  
Width: 0'1.88"  
Price per Case: \$14.85
- Body Lotion - Milk & Honey (8 fl oz)  
Item Number: 05399-30  
Width: 0'1.88"  
Price per Case: \$14.85
- Body Lotion - Radiance w/ Royal Jelly (8 fl oz)  
Item Number: 19099-30  
Width: 0'2.9"  
Price per Case: \$14.85
- Foot Lotion - Peppermint (3.38 oz)  
Item Number: 09599-30  
Width: 0'2.1"  
Price per Case: \$14.85
- Naturally Ageless Day Lotion (2 oz)  
Item Number: 32099-10  
Width: 0'1.75"  
Price per Case: \$41.25







# 业务模式创新

- 创新你的业务模式
- 多元化收入来源
  - 市场扩张: 国家
  - 总类 & 品牌 扩张
  - 在新的业务模式下销售: B2B/B2C
- 新品牌启用
- 私有品牌
- 打造新的战略和联盟合作伙伴
  - 交付端到端的解决方案
  - 发现新的分销商
- 使用 web 发现新趋势和微细分

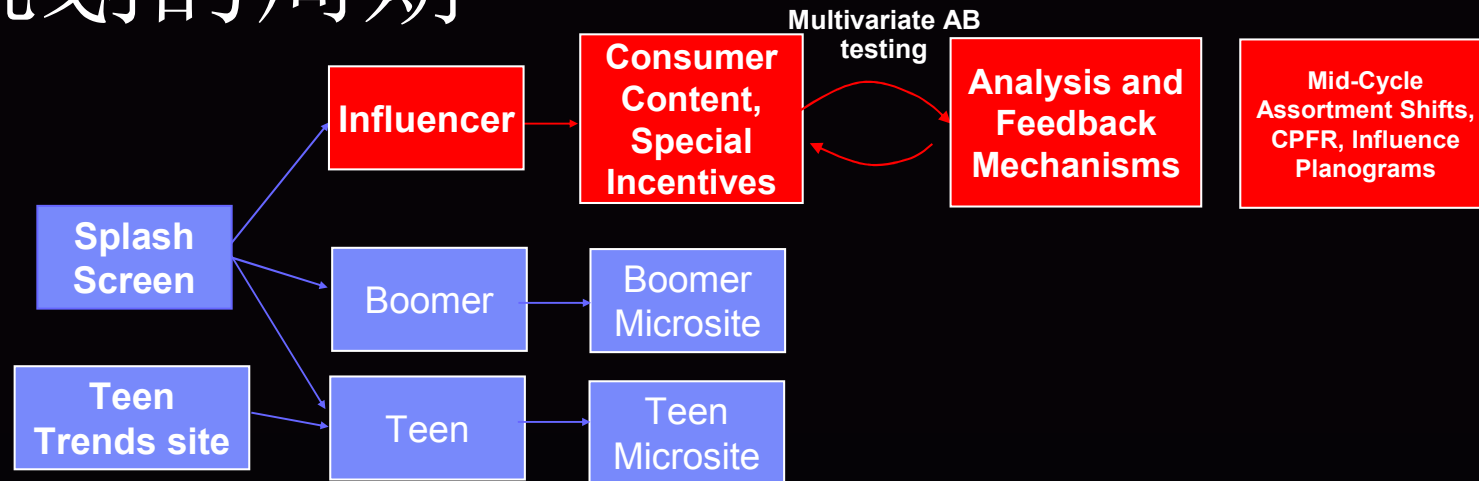
显著



低



# 业务模式创新: 把网上渠道纳入战略规划的周期



- 使用 **web**和 电子商务来立即发现支撑微细分中的下一代的趋势, 响应 补货和中期周期组合转变
  - 把影响者作为目标, **UGC, ID** 新的市场细分
- 响应价值链



# 业务模式创新: Ritz Interactive



通过合作伙伴拓展渠道



# 业务模式创新: Sears 战略合作伙伴



文艺



娱乐音乐  
和电影



书

**CELEBRATE MOTHER'S DAY ON MAY 12TH!**

**AN A-TO-Z GUIDE WITH ENDLESS INSPIRATION**

**NEW RELEASES & BESTSELLERS**

The 8th Confession	\$27.00	\$18.19
Just Take My Heart	\$25.95	\$16.77
Look Again	\$26.95	\$17.41
Home Safe	\$25.00	\$16.25
Tea Time for the Traditionally Built	\$23.95	\$14.62
The Geometry of Sisters	\$25.00	\$16.18
Turn Coat	\$25.95	\$15.82
First Family	\$27.99	\$17.04



# 业务模式创新: Threadless

The screenshot shows the Threadless website interface. At the top left is the Threadless logo with the tagline "Nude No More" and a "Tees" label. Navigation links include "Guys", "Girls", "Participate", and "Info". A shopping cart icon shows "0 Items in your cart" with a "CHECKOUT" button. Below the cart are links for "ORDER STATUS" and "SERVICE & HELP". A search bar with "Google Custom Search" and a "Search" button is present, along with a link to "Search options".

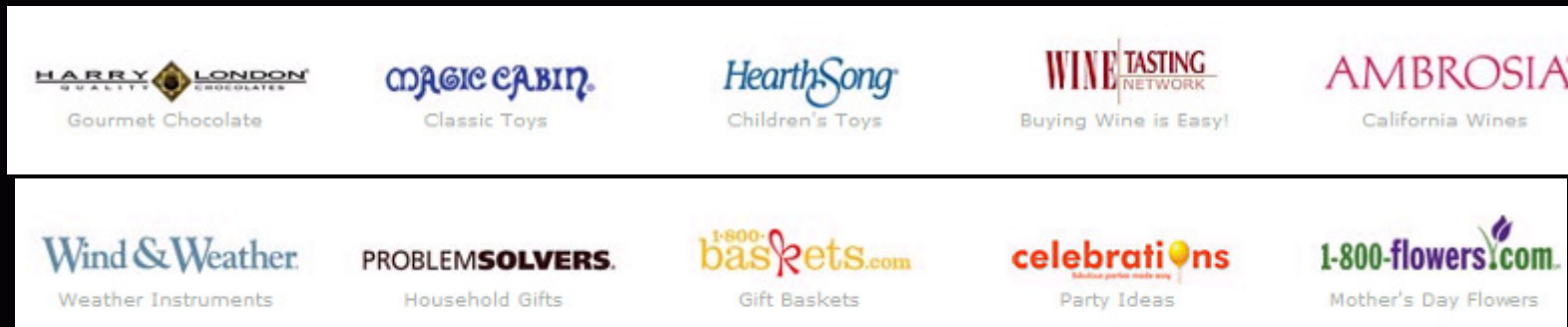
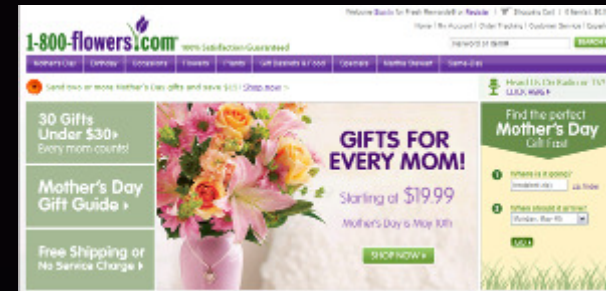
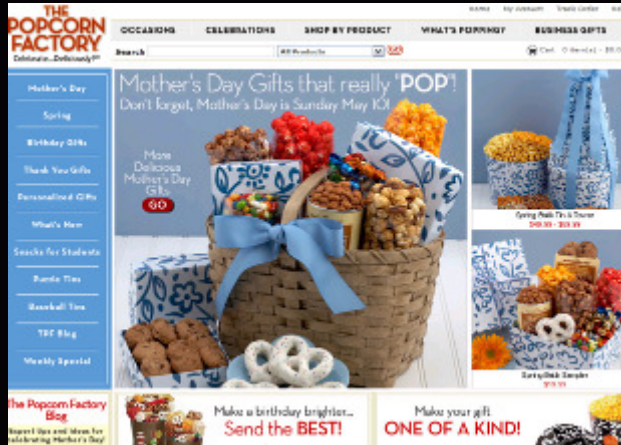
The main content area features a section titled "New tees for MONDAY, APRIL 27" with a grid of t-shirt designs:

- A large image of a woman wearing a white t-shirt with a blue and green graphic of a man's face and a beard, priced at \$20.
- A man wearing a black t-shirt with a white graphic of a person's face, priced at \$18. Caption: "Up the Down Escalator by Randy Aquilizan".
- A woman wearing a yellow t-shirt with a black graphic of a dog and the word "LOL", priced at \$18. Caption: "LOL by Amy Midkiff and Eric Fan".
- A man wearing a blue t-shirt with a colorful, abstract graphic, priced at \$20.
- A woman wearing a black t-shirt with a blue graphic of a hand holding a globe, priced at \$18.

On the right side, there is a promotional banner for "Select" featuring "Now showcasing 2 artists every week + Faesthetic #11!". Below this is a section titled "HUH? THREADLESS?" with the text: "Threadless is a community-based tee shirt company with an ongoing, open call for design submissions." Below that is a graphic of a smiling face with dollar signs and the text: "IF YOUR DESIGN IS CHOSEN FOR PRINT, GET PAID UP TO \$2,500+ \$500 PER REPRINT". At the bottom of this section is the text: "With a chance to win over \$22,500 in our Annual Bestee awards!" and a link: "LEARN HOW TO GET STARTED!".



# 业务模式创新: 1-800-FLOWERS.COM



“这个平台让单个品牌可以去做以前由于成本太高无法去做的事情。它给了我们无与伦比的灵活性”

— Steve Bozzo, CIO, 1-800-FLOWERS.COM



# 业务模式创新: *Market Expansion*



通过使产品, 语言, 货币, 配送 和 税收规则适应不同国家的特殊需求同时通过共享业务和IT资产来保持品牌的一致性, **IKEA** 在全球**25+** 国家开展了卓有成效的在线销售。



# 业务模式创新: Changing.Inc

制造商

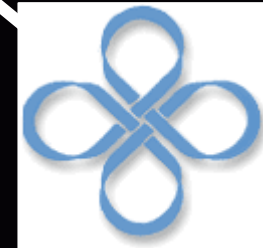
CHANGING.INC



分销商



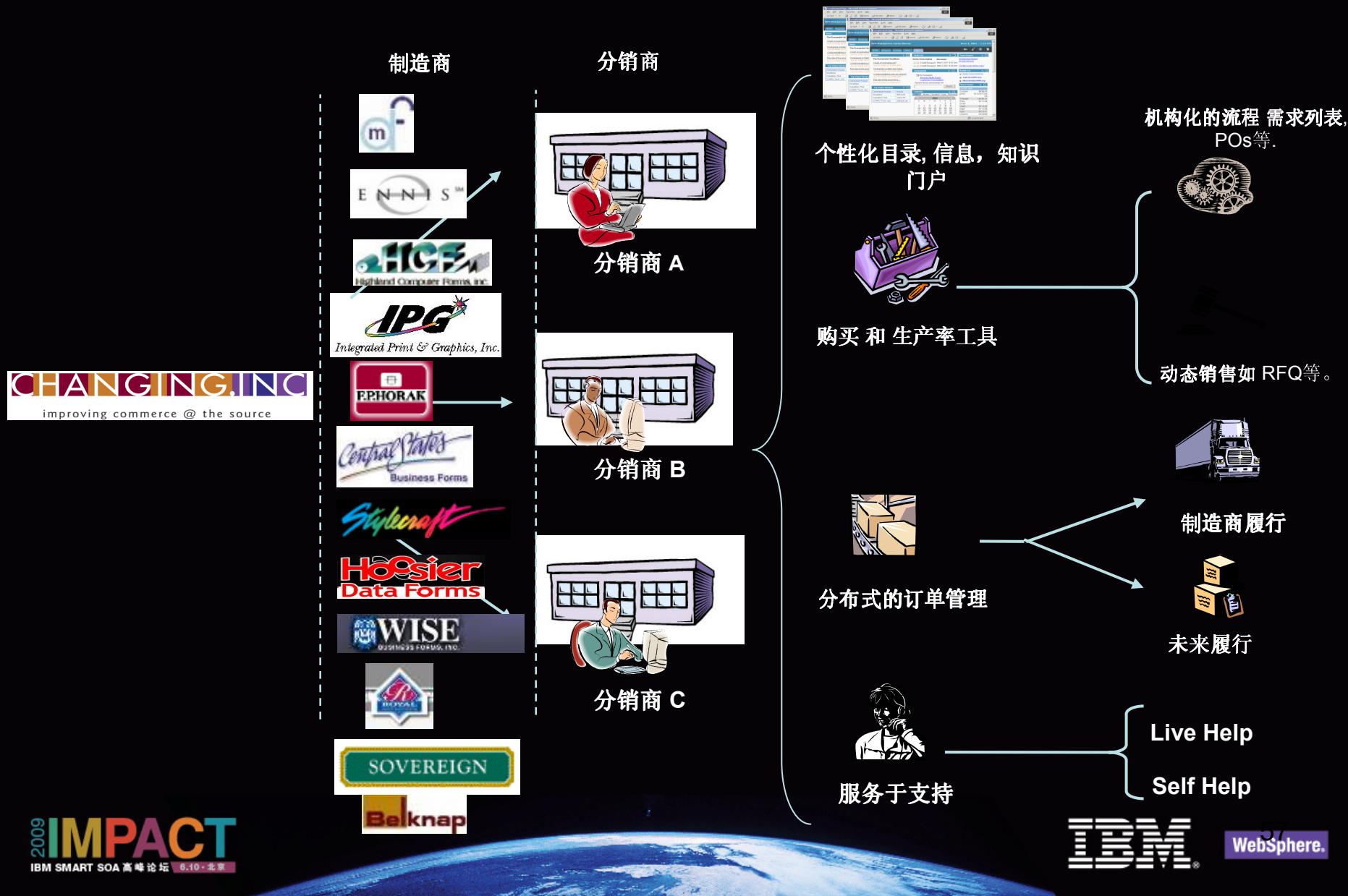
最终用户







# 业务模式创新：优化的需求链





# How do you drive results in today's challenging climate?

- **Are you Notable**
- **Are you Customer Centric**
- **Have you embraced the Cross Channel shopper and business model**
- **Have you evolved your operational models?**
- **Are you innovating your Business Model?**