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<td><strong>Author(s)</strong></td>
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Social Media Marketing Strategy in Logistics Industry
物流服务企业的社会媒体营销策略

CHIU, Chia-Hsuan – Kristin
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Acknowledgements

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- Dr. Yulin FANG 方钰麟教授
- Mr. Frank LO 罗文寰先生
- Mr. Shaowu WU 吴少武先生 (CEO of Guangzhou Neway Logistics Limited, 公司负责人)
- Miss Dongping ZENG 曾冬萍小姐 (Manager of General Office of Neway Logistics Limited, 综合管理部负责人)
- Mr. Linwu YANG 杨林武先生 (Manager of Marketing Department, 市场部负责人)
- Mr. Yukun FANG 房钰坤先生 (Manager of GZ branch office, 广州分公司负责人)

And all the Staff members of Guangzhou Neway Logistics Limited and other interviewees.
Executive Summary

The purpose of this report is to recommend strategies to improve the use of social media in order to increase its competition advantage in the China logistics market and strengthen the service and brand of GuangZhou Neway Logistics Company Limited (hereinafter referred to as ‘Neway Logistics’). We have determined the social media, like WeChat, need to be targeted towards the general customers. Our recommendations focus on implementing an integration of marketing strategy and business processes through WeChat and its certified public platform service. By aligning Neway Logistics’s social media strategy with the business culture, all the staff and its customer groups are young and active who can be highly accommodate the use of social media platform, we believe improvements may be seen through increased brand awareness and interaction with the targeted customers.

We were able to identify and verify a slight misalignment between the company’s business strategy and their current social media strategy and processes. Neway Logistics did not invest and use social media platform much before, which just focused on words of mouth “WOM” among its customers, it did not see any advantages and opportunities from social media earlier. To improve the use of social media, we recommend focusing on the integration of business processes and WeChat, like goods/order tracking, ordering, and online order management on the WeChat public platform service, which can help Neway Logistics for satisfying the customers’ expectation, maintaining a well-established customer relationship and expand into new markets.
Table of Contents

Introduction ........................................................................................................................................... 6

Project Overview .................................................................................................................................. 7
  Project Objective .................................................................................................................................. 7
  Project Scope ...................................................................................................................................... 7
  Project Methodology ............................................................................................................................ 7
    Literature reviews ............................................................................................................................... 7
    Interviews ........................................................................................................................................ 7
    Survey ................................................................................................................................................ 8
    Case Studies ..................................................................................................................................... 8

Background Research .......................................................................................................................... 9
  Industry Background ............................................................................................................................ 9
  Company Background ........................................................................................................................ 10
  Business Goals .................................................................................................................................. 10
  Social Media Goals ............................................................................................................................. 10
  Target Customers ................................................................................................................................. 11
  What Social Media Is .......................................................................................................................... 11
  Social media in China .......................................................................................................................... 11
  Why Social Media Is Important for Neway Logistics ............................................................................. 12

Current Situation .................................................................................................................................. 12
  Customer Insight ................................................................................................................................. 13

Recommendations ............................................................................................................................... 15

Suggestion of Applying WeChat Platform ............................................................................................ 16

Case Studies .......................................................................................................................................... 22
  Domestic WeChat Case Study- SF Express ........................................................................................... 22
  International Case Study ...................................................................................................................... 23

Consulting Proposal ............................................................................................................................. 27
  Application of Case Studies ................................................................................................................ 27
  Action Plan of a WeChat Campaign ................................................................................................... 27

Future Possibilities ............................................................................................................................... 30
  Search Engine Marketing .................................................................................................................... 30
  Mobile Advertising .............................................................................................................................. 32

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Introduction

The purpose of this report is to provide an implementable social media strategy for the client. The report will determine recommendations on improving the client’s current WeChat platform and also provide long term recommendations for the client. The recommendations are based on conducting a meticulous background study which focused on the logistics industry and social media in China. The recommendations are supported by four sources of data collection: literature reviews, interview, survey and case studies.

The recommendations focus on making the client aware of the different features of WeChat which the client can use and also search engine marketing and mobile advertising which deals with long term recommendations. The report also includes action plan for WeChat which will help the company to achieve the business and social media goals which are identified by the team. Based on our social media experience we firmly believe that by properly implementing the recommendations, the client can evolve in the social media environment in the logistics industry in China.
Project Overview

This section covers the project objectives as well as the methodology used to support these objectives.

Project Objective

a. To enlighten the client on the vast opportunities that social media provides.

b. Develop an efficient, effective and executable social media strategy.

Project Scope

The project focusses on social media goals which have been derived from the business goals. The information gathered from data collection sources which includes insight of the target customers’, best practice cases and action plan for WeChat campaign are equally important. The project also goes beyond social media and provides brief on the long term recommendations.

Project Methodology

The data has been collected from literature reviews, interview, survey and case studies.

Literature reviews

Literature reviews include journal articles and findings which were used at the inception stage of the project in order to gain an effective understanding of social media and logistics industry in China.

Interviews

Group interviews were used during the client R-trip in GuangZhou to gather comprehensive information about the current situation and marketing strategy of the client, the interviews were held with the company CEO, Mr. Shaowu WU. The Marketing Manager Mr. Linwu YANG, GZ branch office manager Mr. Yukun FANG, General Office Manger Miss Dongping ZENG, and other related individuals from different branches of Neway Logistics. These interviews helped us in identifying company goals, business strategy and insights, opportunities and chances for enhancing social media marketing strategy and were mainly assisted us to understand its current situation and challenges. Interview questions covered the
client’s current and future business and marketing strategies and key issues of current operation.

Two Neway’s contracted customers- Hao Lai Yun and Toyota- were also interviewed for gaining customer insight and understanding their needs.

Survey
A set of questions were sent to 15 general customers. The questions dealt with how did they get to know about the client, whether they followed the client on WeChat, the contents that they like the client to post on WeChat etcetera.

Case Studies
To provide information on how other logistics companies in China and internationally use social media, case studies were used. The purpose of this is to make the client aware of how a Chinese logistic company effectively utilized the WeChat platform and how the international companies interact with social media, the content they post and whether they are active on social media or not.
Background Research

Industry Background

China’s logistics industry growth has been accompanied by the fast economic progress. In 2011, the Chinese State Council issued new guidelines that aimed at the sustainable development of the country’s logistics industry. In addition to calling for increased investment and reallocation of logistics resources, the government ensured that logistics companies would enjoy greater tax relief and land favourability (China Daily, 2011).

According to the statistics from China Federation of Logistics & Purchasing (2012) Chinese logistics industry grew rapidly. Total logistics value reached RMB 177,300 billion which is defined as the total value of products being produced in or entering China. The logistics industry’s value-to-GDP ratio was 3.4 in 2012. Total value-added of the logistics industry reflects the size of the market, which was RMB 3,500 billion, recording a Year over Year increase of 9.1% (See Appendix 1).

On the other hand, China’s logistics industry is fragmented; with different types of logistics companies include various kinds of transport companies (rail, road, water, air and pipeline), freight forwarders, warehouse operators, and postal and express delivery companies (China General Chamber of Commerce, 2013). Most of the logistics players in China are small- and medium-size companies, like our client company, that tend to operate in single or nearby cities. They only focus on finding more business opportunities and growing larger but less focus on growing stronger. It results in costly price wars, rather than providing a good service quality.
Company Background

Neway Logistics Company was established in 2011 and funded by the first venture capital fund from the School of Entrepreneurship Education, South China University of Technology. It headquarters in Lin An International Logistics Park, Baiyun District, Guangzhou. It focuses on the Southern China market, which is a set of road transport and inter-city distribution, and mainly engages in auto parts, electronic accessories and professional logistics distribution work.

The company has been all over Southern China’s major provinces and cities, and it set up branch offices in Guangzhou, Haikou, Zhanjiang, Nanning, and Xiamen respectively. To name a few, its business network covers Guangzhou Guangyuan auto parts market and Nansha Huangge Motor City.

Business Goals

In our interviews and survey, we have identified the following business goals as the most important ones. The social media goals are derived from the business goals.

a. Increase the B2B (General Customers) by 30%

b. Enter new provinces

Social Media Goals

The social media goals need to be aligned with business goals. We have identified three main social media goals:

a. Gain new customers

b. Maintain healthy relationship with existing customers

c. Integration of WeChat functions
Target Customers

According to the company overview, Neway logistics has 2 customer groups - Contracted and General customers. We recommend focusing on General customers currently. By doing so, we believe we would be able to help Neway to achieve the business goals that they desire.

Contracted customers

Contracted customers mainly came from some enterprises, like Honda, Toyota, PGL, and so on. In year 2014-2015, 90% of its profits were came from those contracted customers, although the profits from contracted customers were high, it required a 3-4 months payment period which limited its cash flow, its new business development could not be carried out due to lack of cash flow. Moreover, it was highly dependent on the business cycles of these enterprises which hindered the long term business growth.

General customers

Neway Logistics Company would like to focus on the general customers. Although the profits from general customers are lower, these could provide more immediate cash flow as no credit terms would be offered for such customers and payments would be received upfront. This would support the Company in improving its financial management and business development. Therefore, CEO has planned to increase 30% of its profits from general customers by the year 2016. Moreover, addressing the general customers can attract more B2B customers due to WOM from social media platform.

What Social Media Is

Social media is composed of many different social network and community websites, where the content is generated by end-users in a dynamic, collaborative and interactive way (Charlesworth & Ebooks Corporation 2015; Yang & Wang 2015; Kaplan & Haenlein 2010).

Social media in China

Over six hundred million internet users, around twenty-two per cent of all users are in China in 2013. For those users in China, entertainment, social connection, information and services acquisition are the main purpose of using social media. Since the worldwide popular social
media platforms such as Facebook, Twitter, and YouTube are forbidden in China, Chinese social media platforms stand out in China market. The micro-blogs, especially Sina Weibo, have attracted ninety-seven per cent of Internet users in China. The second popular platforms, seizing seventy per cent of users, is social networking sites (SNS). Please see appendix 2 to view the table that summarizes different social media channels in China. (Yang & Wang 2015).

Why Social Media Is Important for Neway Logistics

Understanding the social media environment in China is crucial because the usage of the social media in the world and especially in China is growing. Since January 2014, the number of active internet users has increased by 9% and the number of social media accounts and mobile social accounts has increased by 1% and 26% respectively. The average time spent on using social media by the user is 1 hour and 42 minutes (Kemp 2015). A vast opportunity lies for the client to connect with its target customers through social media. It is estimated that the total number of active social networking users in China is 650 million people. The top four social networking sites along with their users are: Tencent QQ (830 Million), Qzone (755 million), Sina Weibo (600 million) and WeChat (468 million) (Spencer 2015).

According to Tom Doctoroff who is the author of “What Chinese Want”, the Chinese users have an emotional relationship with digital and social media compared to the western users. The merit of social media platforms in China is that a company can compile and also integrate large amount of data and then tailor it to the target audience that the company wants its products or services to sell to (Hall 2014). It is important for the client to be present on social media and interact with the target customers in order to increase the awareness of services that they offer.

Current Situation

Below are the challenges that Neway is currently facing, which were identified by us through research and interviews.
a. Limited budget and resources in social media marketing.
b. Rely heavily on Word-Of-Mouth for attracting new customers.
c. Customers can only place orders via phone and not through other social media channels.
d. Just using order tracking function on WeChat

Customer Insight
Based on the interview with contracted customers and the survey for general customers, we have summarized the key points below. For more survey results, please see Appendix 3.

For contracted customers, the main message and information they expect the company to provide through social media platform are

a. Creditability information
b. Operating routes
c. Statistic regarding to Neway’s service quality and performance, for example, the average rate of on time delivery
d. Price

Example:
1. Neway Logistics offers high quality service with 95% of on time delivery.
2. For the route from Guangdong to Hainan, the transportation fee is 4.5 yuan per kilogram.

For general customers, we identified the main channel of knowing the company, the key information the client should post, and the function that the client should be using on WeChat platform.

The main channel of knowing the company (Ranking from the majority to the minority)

a. Recommendations from friends (WOM)
b. Flyers
c. WeChat
d. Weibo

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What information they would like to see on WeChat

a. Goods tracking information  
b. Discount and promotion information  
c. Creditability information  
d. Operating routes  
e. Price  

The function that they desire to use on WeChat platform

a. Tracking orders  
b. Placing orders  
c. Gaining company-related information  
d. Payment system
## Recommendations

<table>
<thead>
<tr>
<th></th>
<th>WeChat</th>
<th>Video Sharing</th>
<th>SEO</th>
<th>Forum</th>
<th>Weibo</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Internal Environment analysis</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aligned with Business Goals</td>
<td>High</td>
<td>Low</td>
<td>Middle</td>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td>Capital Investment</td>
<td>Low</td>
<td>High</td>
<td>High</td>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td>Human Resource Investment</td>
<td>High</td>
<td>High</td>
<td>Low</td>
<td>Middle</td>
<td>High</td>
</tr>
<tr>
<td>Maintenance Costs</td>
<td>High</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>High</td>
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<tr>
<td><strong>External Environment analysis</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Using Frequency</td>
<td>High</td>
<td>Middle</td>
<td>High</td>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td>Customer Attrition Rate</td>
<td>Low</td>
<td>Middle</td>
<td>High</td>
<td>Middle</td>
<td>High</td>
</tr>
</tbody>
</table>

**Orders to Establish and Improve**

<table>
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<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>

We have taken into consideration the internal and external environment, based on the research, surveys and interviews, before concluding that WeChat is the most suitable platform for the client. The table above shows the score that each platform gains for different criteria. Take WeChat as an example, it aligns with Neway’s business goals most and it costs less. But the human resource and maintenance costs are pretty high because only 2 people in the IT Department are handling which makes it difficult to develop a different system at the same time. As for the external environment, the factors that matter while deciding the most suitable platform are the frequency of users’ using and the customer attrition rate. A high customer attrition rate means that the platform is not attractive enough to retain the users (loss of customers) and vice versa. WeChat has a low attrition rate which is helpful for the client in retaining the customers. Considering, Weibo as an example, although the launched time is earlier than most social media platform and the number of the users is big, but the user frequency of it is low and the attrition rate is high.
Suggestion of Applying WeChat Platform

Currently, New Way is using service account. There are two types of service account—verified and non-verified. Through verification, WeChat ensures the credibility, authority, and security of the information provided by the public account. Once the public service account has been verified, they can gain the following advantages:

I. Access to advanced interfaces and provide more valuable and customized service to users.

II. The user will see the WeChat verification icon to ensure the authority

(Fang Pei Studio 2014)

Therefore, we suggest Neway Logistics converting from service account to verified service account.

Below is the function expansion of WeChat verified service account

While developing the social media platform, the following functions are suggested (Fang Pei Studio 2014):

**Interface functions**

- Basic Functions
- Receive Customer Information
- Deliver Customer Information
- Customized Menu

**Advanced Functions**

- QR-Code Generator
- WeChat Payment

**Application Development**

- Quick Query
- Intelligent Query
- Member Card
- Product Catalogue
- Automatic Reply for Specific Keywords

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Basic Functions

Interface is an interactive way between company and its clients, which provides a diversified functions, the following table shows what functions Neway Logistics is currently using (Fang Pei Studio 2014):

<table>
<thead>
<tr>
<th>Basic Functions</th>
<th>Receiving User Information</th>
<th>Delivering and replying user information</th>
<th>Contents</th>
<th>Current Using</th>
</tr>
</thead>
<tbody>
<tr>
<td>Text</td>
<td>✓</td>
<td>✓</td>
<td>Entering text and delivering message to customers, the most important functions that WeChat public platform provides</td>
<td>✓</td>
</tr>
<tr>
<td>Image</td>
<td>✓</td>
<td>✓</td>
<td>Upload images and post on the message wall, e.g: account registration, snapshot events, event live shows on WeChat.</td>
<td>✓</td>
</tr>
<tr>
<td>Voice</td>
<td>✓</td>
<td>✓</td>
<td>Message type is voice, voice acts as a transfer media, which allows the corresponding interfaces for contents.</td>
<td></td>
</tr>
<tr>
<td>Video</td>
<td>✓</td>
<td>✓</td>
<td>Coming new function Message type is Video</td>
<td></td>
</tr>
<tr>
<td>Geographical location</td>
<td>✓</td>
<td></td>
<td>WeChat regards LBS as an interactive message, such as the WeChat would provide the location where the users were.</td>
<td></td>
</tr>
</tbody>
</table>

Customized menu

Neway Logistics current customized menu of WeChat public platform includes 5 major modules: “company network”, “service introduction”, “recruitment”, “news center” and “contract us”, its menu functions and its official web are duplicated, lack of pertinence (Fang Pei Studio 2014).
For example, Deppon Logistics Company focuses on the user demand as the main development strategy. There is monthly message push to its customers which includes the coming major activities and actively communicates with them, allows its customers knowing the latest promotion events. Moreover, the platform mainly designs for information query. In its customized menu includes payment function, existing transaction record query, and available market route query, and etc. The customized menu is same as our interview and survey analysis result which can act as a reference of new functions added to Neway Logistics’s WeChat public platform (Fang Pei Studio 2014). Please see appendix 4 for an example of customized menu of WeChat.

**Advanced Functions**

- **QR Code Generator**

  In last century in the early 90s, QR-Code has been released, but it was not popular until the Smartphone and Barcode scanning application was widely used. The customers using QR code is greatly increased. QR-Code provides the real value of the potential for consumption. WeChat platform provides more opportunities for spreading QR-Code (Fang Pei Studio 2014).

  Based on the company’s future development, QR-Code can be necessary for the marketing promotion, which can simplifying the interaction between company and its customers, customers do not need to waste time for queuing up a long line with the change, they just need to bind their prepaid card and their WeChat account which can speed up the payment process, and understand more about the company provided services or other related promotion events (Fang Pei Studio 2014).

  With the help of this function, the client can generate a QR code Vcard. This QR code can include the name, address and phone of the client. The QR code can be displayed on the bus stops, train stations, etcetera. The customer can scan the QR code through his phone and he will get access to the Vcard details of the client directly.

- **WeChat Payment**

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Function Introduction:

WeChat Payment (Merchants function), a public promotion platform faces to the customers/public and make a service/sales promotion, payment received, a set of solutions for management analysis. The companies can different ways, like design its customized menu, key words replying, to push its service message to the subscribers. Customers can complete the whole procurement, ordering, payment processes. The companies can also generate QR-Code as a direct link of its WeChat account for posting on any scenes, e.g.: magazines, posters, and leaflets. Customers just open the details after scanning the QR-Code and order its service through WeChat platform (Fang Pei Studio 2014).

Scenario:

The Companies can apply one of 2 kind payment methods from WeChat payment: public account payment or App payment (Fang Pei Studio 2014).

a. Public Account Payment: Users can use WeChat Payment in WeChat public platform, like QQ top-up.

b. Mobile APP (client side) Payment: User can use WeChat Payment in WeChat mobile app, like dianping.com.

Regarding to the current situation of Neway logistics, it limits the company size and resources, mobile app payment should put into a less priority for implementation. It should better focus on WeChat public platform which is easier to implement its payment functions.

WeChat Payment Application Requirement (Fang Pei Studio 2014):

a. Own a public account, must be a service or enterprise account

b. The public account must be verified by WeChat. For all the non-authorized user, who must apply the WeChat verification first)

c. Government and media subscriptions can also apply WeChat payment.

d. Enterprise account can also apply WeChat payment.

The Process of Applying for Payment Function (Fang Pei Studio 2014):

Step 1: Register a service account and pass the account verification

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Step 2: Fill in the application form

Step 3: Develop the payment system and pass the verification

Step 4: sign the online agreement and start to sell products and services

**Application Development**

- **Quick Query**

  Neway Logistics WeChat Account has already provided order-tracking function. However, currently, the company adopts manual searching for customers, which is inefficient. While the company promoting its WeChat account and attracting more WeChat followers, the company should also integrate its company system with WeChat system as soon as possible to turn the manual searching into automatic one (Fang Pei Studio 2014).

- **Intelligent Query**

  Based on some database and logic calculation, the WeChat chatterbot can have dialogue, provide weather information, and offer quick Q&A to users (Fang Pei Studio 2014).

- **Member Card**

  Companies can offer WeChat member card to their customers. WeChat provides membership management tools to help companies promote the brand, conduct sales activities, and manage customer relationship. The member system will also record customers’ purchasing behaviours, and companies can use the data to offer customized promotion and discounts (Fang Pei Studio 2014).

- **Product Catalogue**

  By using the function of product catalogue, Neway Logistics can show photos of their warehouse and the logistics process (Fang Pei Studio 2014).
Automatic Reply for Specific Keywords

Companies can set the automatic replay function for specific keywords. Once the follower send the message which includes the keyword that the company has set up, the system will reply the corresponding message automatically (Fang Pei Studio 2014).

Other functions that can be used are (Grata 2014):

Survey Card

Through this function, post service questions such as ‘Would you recommend our service to your friend?’ , ‘describe our service in one word’ can be asked to the customers. The feedback will help the client to strengthen its brand and maintain relationship with the customers by omitting the negatives and maximising the positives.

Promotion feature

WeChat can act as a useful promotion platform that can provide reward at a better price to those customers for next order if they make 10 orders once. Since our client is a fresh company, there is a potential to improve. Our client can also provide a digital coupon (e.g.: red pocket) on WeChat, if the customers provide feedback or suggestion to our client.

Digital coupons can be offered to the customers as a promotional tool. The coupons should be offered sporadically which gives enough time to the client to plan ahead for the next sale. The coupons should be aligned to special holidays. For example, during the Chinese New Year, the client can offer 20% discount on from Liwan to Haizhu (Powerhouse 2014).
Case Studies

Domestic WeChat Case Study- SF Express

Case Study of Social Media Practice in Logistics Industries

- Modern logistics enterprises have used social media platform, WeChat, to help business development.

WeChat is the most successful mobile application in China. Texts, images and voice messages of WeChat are more effective than traditional communication tools such as phone or SMS messages. WeChat can not only provide value to personal communications, but also can benefit the traditional logistics industry. It helps the logistic companies to reduce management and operational costs and enhance the experience of mobile interaction. (SF-Express, 2014).

Due to the rapid growth of WeChat, it can be extended to various areas in the future. However, the application of WeChat in logistics industry is low due to the competitive situation of the industry in China.

Some logistics enterprises have integrated WeChat platform into their business and customer communication processes. For instance, SF Express gets ahead in taking advantages of WeChat platform to promote their business and maintain customer relationship. Because of the vast possibility of WeChat, more and more logistics companies will gradually adopt it as an integrated communication platform to use more accurate, convenient, and advanced message communication methods, to visualize services and experiences, and to realize profit maximization. (Bjr Ztk, 2015)

SF Express is a large privately-owned Chinese enterprise. Its headquarters is located in Shenzhen City, Guangdong Province.
In recent years, SF Express has expanded its business. They not only constantly launch new service and products, but also vigorously modernize their logistics process. For example, they apply smart phone functions such as SMS and mobile application to communicate and meet the needs of their target market. In 2014, SF Express launched SF Express WeChat Account for fitting with the social media trend by offering customers some functions such as order tracking on their daily-used communication application. (Chuan Song Me, 2014)

How SF Express successfully uses their WeChat Account?

a. Use QR Code and WeChat search function to simplify the process of following SF Express on WeChat and gaining access to the self-service functions. Please see appendix 5 for SF Express’s WeChat account information and QR Code.

b. Synchronize the message and information on official website with those on WeChat platform. By doing so, customers can also use self-service functions such as placing orders, tracking orders, and managing order information on WeChat. Please see appendix 6 for the self-service system of SE Express.

c. If the shipment status has changed, SF Express WeChat Account will actively send in-time messages to customers to assist the corresponding actions.

Considering WeChat has become an indispensable communication application for Chinese social media users, SF Express can acquire as many users as possible by efficiently using the functions of WeChat. In doing so, they offer customers easier, more convenient and in-time logistics services. (SF-Express, 2014)

International Case Study

The behaviour of 8 Brisbane and Los Angeles logistics companies on social media were studied. The table below summaries the social media pattern of 6 of them. It covers what social media platforms the companies use, how active they are and what content they are posting and the reason for it (Yellow pages 2015). Please see appendix 7 for more international examples.

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<table>
<thead>
<tr>
<th>Name of the Company</th>
<th>Types of Social Media Used</th>
<th>Are they Currently Active?</th>
<th>What are they doing and why? (Purpose)</th>
</tr>
</thead>
</table>
| 1. CHESS MOVING     | - Facebook  
                     - Twitter  
                     - LinkedIn  
                     - Google+ | Yes | - Positioning them as specialized business when compared to competitors.  
                        - Sharing tips and articles on how to make the logistics process simpler.  
                        - Offering recruitment applications  
                        - **Purpose:** Showing the target market why they are the best in the industry. |
| 2. SANTA FE WRIDGWAYS | - Facebook  
                        - Twitter  
                        - YouTube  
                        - Google+ | Highly Active. (Only on Facebook) | - Wishing the fans on different occasions  
                        - Sharing articles which relate to universal issues.  
                        - Interacting with the customers and responding to their questions.  
                        - **Purpose:** To deepen the relationship between customers and the organization. |
<table>
<thead>
<tr>
<th>Name of the Company</th>
<th>Types of Social Media Used</th>
<th>Are they Currently Active?</th>
<th>What are they doing and why? (Purpose)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. MAYFLOWER MOVING</td>
<td>• Facebook</td>
<td>Only on Facebook</td>
<td>• Posting articles related to problems faced by people when moving from A to B.</td>
</tr>
<tr>
<td></td>
<td>• YouTube</td>
<td></td>
<td>• <strong>Purpose</strong>: Just to solve people’s queries. In my opinion, they weren’t doing that much effort to deepen the relationship or attract</td>
</tr>
<tr>
<td></td>
<td>• Google+</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. PACK SEND</td>
<td>• Facebook</td>
<td>Very Active. (Facebook &amp; Twitter)</td>
<td>• Using Remainder Advertising and telling the customers of their mission and slogan. (“Anytime, Anywhere. “</td>
</tr>
<tr>
<td></td>
<td>• Twitter</td>
<td></td>
<td>• Interacting with customers on Twitter</td>
</tr>
<tr>
<td></td>
<td>• LinkedIn</td>
<td></td>
<td>• <strong>Purpose</strong>: Maintaining the company’s brand equity</td>
</tr>
<tr>
<td></td>
<td>• YouTube</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Google+</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Blog</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. CARGO TRANSPORT</td>
<td>• Facebook</td>
<td>Yes</td>
<td>• Sharing photos of their new vehicles and various events held by the company.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Showing that company sponsors social events.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Offering recruitment opportunities.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• <strong>Purpose</strong>: Positioning in the minds of the consumers as an ethical logistics company.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 2. LBC EXPRESS INC. | • Facebook  
• Twitter  
• Mobile Application (Apple/Android)  
• YouTube | Yes. (Very active on Facebook and Twitter) | • Communicating with present customers to increase the relationship  
• Posting videos of sports personalities, endorsing their services (For example, Manny Pacquiao, famous boxer)  
• Giving prizes to customers to increase the conversion rate.  
• **Purpose**- Retaining present customers and attracting new potential target market. |

---

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Consulting Proposal

Application of Case Studies

In both domestic and international logistics companies’ social media case studies, we summarize the main purpose of using social media is to efficiently communicate with customers, maintain customer relationship, and enhance brand image. What these companies do to realize their purpose is to provide additional values to customers through social media platforms such as simplifying the transaction process, providing in-time information, and offering convenient and useful functions.

Therefore, we suggest Neway taking these case studies as example and focus on two key points while developing social media strategies.

a. Create extra values for customers by integrating functions which social media platforms can support.

b. Consider social media platforms as an important communication channel with customers, using it to build and maintain customer relationships.

Action Plan of a WeChat Campaign

Based on the customer insight, credibility is a key factor of choosing which logistics company to work with. The target customers also mentioned that they tend to associate big brand names with credibility. Therefore, for a young logistics company like Neway, establishing brand awareness should be the immediate priority. Besides, creating a positive brand image is necessary as well. To achieve these goals, we suggest the company launching an online campaign. The action plan with details is revealed below.

Campaign Objectives

a. Enhance brand awareness.

b. Build the convenient and efficient brand images by promoting Neway’s WeChat Account, which has integrated functions for customers’ convenience and efficiency.

Target Audience (according to our online survey result)

Age: 25-29 (73%); 30-34 (20%)
The most often used social media platform: WeChat
The time they spend on social media platform per day: more than 3 hours (80%)

่าย Social Media Selection
Considering the social media behaviour and pattern of the target audience, we suggest that WeChat will be the most suitable and effective social media channel to reach the target audience.

่าย Message Strategy
Referring back to the campaign objectives, this campaign should deliver the below message. “Neway offers reliable, convenient, and efficient service.”

่าย The Red Envelope Event
In 2014, WeChat launched a new function- red envelope- that can send virtual money to others (Global Voices 2014). The company can send the link of red envelope to its WeChat followers. By clicking the link, followers can acquire a small amount of cash voucher which can be used for online shopping (Jackman Reinvents 2015)

This function has demonstrated its success in 2015, when hundreds of millions of users participated in it (Mack 2015). Also, many companies have applied red envelope function to delivering virtual money or e-coupons to the public for brand marketing (Tikhonova 2015)

First, Neway can send the red envelope link to its followers, leveraging the online Word-Of-Mouth where followers will share the event with their friends. For non-followers, before they get the red envelope, they have to subscribe Neway’s WeChat account. Since they received the recommendation from their friends, they are more likely to trust the sources and accept the promotion messages. Moreover, the e-coupon also serves as an incentive for attracting new customers and followers.

We suggest Neway to launch the red envelope event irregularly to hold the followers’ curiosity, and therefore continually pay attention to Neway’s WeChat Account.

่าย Timeline
<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>First 3 months</td>
<td>Develop and integrate transaction as well as communication functions into WeChat platform.</td>
</tr>
<tr>
<td>2 months</td>
<td>Improve and visualize the content posted on WeChat Account. For example, use video, graphs, and colors to make the content more appealing. Please see appendix 8 for the example.</td>
</tr>
<tr>
<td>3-6 months</td>
<td>Run the red envelope events. (Please see appendix 9 for the example)</td>
</tr>
</tbody>
</table>

**Budget**

The budget can be controlled by the company. The company can decide the frequency of releasing WeChat red envelope and assign a total amount to every red envelope event as well as the number of red envelopes.

**Measurement**

a. Conduct the new customer survey, asking questions such as “How did you know Neway offers logistics services?”

b. Use analytic tools of WeChat which can track the amount of followers and the extent of engagement.
Future Possibilities

The social media environment is continuously changing. In the short term, WeChat is the most efficient social media platform for Neway. However, in the long term, there are other possibilities need to be taken into consideration.

Based on our research and analysis, we find that search engine marketing and mobile advertising may be the future trend for logistics industry implementing their social media plan.

Search Engine Marketing

Search Engine Marketing (SEM) is a form of Internet marketing that seeks to promote websites by increasing their visibility in search engine result pages (SERPs) through optimization and advertising (Sherman 2007).

Search engine optimization (SEO) is a process that "optimizes" its website content to achieve a higher ranking or visibility in search engine’s unpaid results. Search Engine Advertising (SEA) is a method of placing online advertisements on Web pages that show results from search engine queries (Shimp & Andrews 2013). The difference is shown in the appendix 10

According to the report by Incitez China 2014, Baidu accounted for 85.63% market share by revenue in Q3 2014 excluding revenue from overseas and channels, followed by Sogou including Soso.

Sogou cooperated with social platform, WeChat, provided mobile search service on WeChat official platform and had access to hundreds of WeChat official accounts to establish database. It helped Sogou to strengthen its status in Q3 2014 that accounted for 6.24% market share (Incitez China 2014)

In order to reap the benefits that SEO offers, one has to understand the different ways a website can be built so that the company gets more visitors from the organic search on Baidu.
There are different groups that the company has to be aware of when handing SEO. They are:

(Search Engine Land, 2015)

A.) On-the-page SEO- These are the factors that the owner of the website can control. The most important on the page SEO factors are:

I. **Content Quality** - the Company should post content that is relevant to the B2B customers.

   The content has to be unique, different and useful. The content can be related to the price of a route from Haizhu to Nansha. In the end, it should be the information that the customers most desire.

II. **Use of Keywords** - The website’s content, should have the keywords which the customers are typing in Baidu. There are different tools which will help the company to find out what keywords the customers are typing. Baidu offers such a tool which is known as Baidu Index. It shows the trending keywords in the search engine environment (Ryan 2015)

III. **Site Structure** - The website should have a tree-like structure. The most crucial pages should be found in the top levels of the website. Please see Appendix 11 which shows how the website structure should look like (Harris 2014).

IV. **Title Tag** - The title tag on the website should be attractive and appealing. It should contain the most important keywords. An underscore (_) should be used when splitting up the keywords. Example of this underscore in Chinese websites and recommended title tag format can be seen in the appendix 12 (Harris 2014).

B.) Off-the-page SEO- The website owner does not have a direct control on this. The most important is Engagement. The Company has to keep the visitors engaged with the content. If visitors come to the website, and spend few seconds and leave, this behavior won’t help to increase the company’s ranking in Search Engine Results Page.
The diagram below summarizes the key elements that the company should follow in order to avoid being penalized by Baidu and improving the ranking of the website.

1. Build the company website which is also mobile friendly
2. Avoid bidding too high on keywords
3. Avoid having duplicate content
4. The loading speed of the website should be fast
5. The website should be updated frequently

In conclusion, it is essential to have the site listed in the Search Engine, if Neway plans to market its logistic services directly to the corporate customers. Most of all searches in China are done through Baidu. A high ranking in search engine should become an important part of the marketing strategy.

Mobile Advertising

Through mobile marketing, the company can effectively raise awareness of its service and attract new customers. It presents a unique chance and opportunity for the company to bring its brand known and personal to the customers (Girgenti 2007). Stephane Vidailet, general manager of mobile services organization ‘Puca China’ considers mobile marketing very effective. According to him, mobile phones make traditional media engaging. He firmly believes that when a company uses traditional media (Trade Magazines for example), a consumer can’t react or take any call to action. But, with mobile marketing, one can add something personal, meaningful and this drives the customer to consider the organization’s service (Girgenti 2007). The number of smartphone users and smartphone user penetration is going to keep growing in China in the next 4 years. The number of users in China is expected to grow from 38.3% in 2014 to 51.1% by 2018. Considering the smartphone user penetration
rate, the age group, 25-34 years old is expected to grow from 74.6% in 2014 to 88.8% in 2018. Age group of 34-44 years old shows a massive growth, reaching 77.1% in 2018 from 46.2% in 2014 (Emarketer 2014). At present, 1.3 billion people in China have mobile subscriptions. 25% of China’s population bought a product using mobile phone to research. 27% of the population purchased goods online via mobile phone. There has been a strong growth in the number of mobile social accounts. It has increased by 26% since January 2014. 506 million people have active mobile social accounts (Kemp 2015). This provides vast opportunity for the client to cater its services to the target audience.

Mobile advertising can be done through Baidu. Following the guidelines that Baidu demands, the company’s ad can be displayed at top of the Search Engine Results Page. The company has to make sure that the ads are relevant to the consumers. According to PricewaterhouseCoopers (2014) report, in a survey of 1001 Chinese consumers, 78% of Chinese consumers stated that they would click on a mobile ad if the content on the ad was relevant and important to them. Also, 77% further stated that ‘Relevant Content’ is the most important criteria in mobile advertising.

The company can also select the right format in order to engage with the customers. The two most popular mobile advertising formats in China are Video (36%) and Mobile coupon (33%). The video could be put up on Youku which will keep the consumers interested. And Couponing’s success will be enhanced even more if it is combined with location-based and specified time offers. This was proved when two thirds of Chinese consumers said that they considered goods/services which were specific to their location and goods that were offered for a limited time, important attributes of mobile advertising. (PricewaterhouseCoopers2014)

The client can set up discount ads on QQ (Philip 2012) as well as in general. The ads could relate to a discount offer, for instance, 20% off from Liwan to Tianhe. Please see appendix 13 for the example. QQ is selected to be the preferred option because the total number of people, using QQ in China is 830 Million. This provides opportunity to the client to get their message across their target market (Spencer 2015).

Another possible way the company can use mobile advertising is by placing ads according to the location of the smartphone user (Philip 2012). So, for example, if a consumer, is within 1
km radius of the client’s office, the ads will be displayed to that consumer regarding the services that the client offers. The content could be a clear price information (and discount, if offered) and also the description of what service the client is offering. An example of this can be seen in appendix 14 where a company put on a special ad offer in its office buildings. It was targeted to their office workers.

Now, it is important to decide when is the best time for the ads to be targeted to the consumers. Targeting consumers in the morning will have a different reaction to the ones that are targeted in the evening. The survey conducted by PricewaterhouseCoopers, showed that the Chinese consumers said that the appropriate time when they were willing to be receptive to the ads is when they are going to work (29%) and over the weekend (24%). The targeted ads should be between 4 to 8 messages a week. If the ads exceeded beyond 8, there would be risk of annoying the customers and hence ignoring the information that the client wants to share (PricewaterhouseCoopers 2014)

Conclusion
To conclude, we have given a social media marketing plan which will help the client to achieve the business and social media goals. The recommendations include converting the WeChat service account to verified service. It focusses on additional features that the client can use to improve the communication process and effectively tailor their message to the target audience. This will help the client to improve its brand image, create awareness and maintain and increase brand loyalty of the current customers. The ‘Consulting Proposal’ section explains the action plan for the WeChat campaign. Furthermore, we recommended using search engine marketing and mobile advertising to be implemented by the client in long run. We advise being involved in the social media space, monitoring it, being active and posting content that is relevant to the needs of the target audience.
Reference


Harris, I 2014, Seven on-page SEO tips for Baidu, Viewed 9 July 2015, <https://econsultancy.com/blog/64231-seven-on-page-seo-tips-for-baidu/>

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SF Express 2015, “Use SF Express’s services and get a chance to grab a red envelope”, Viewed 8 July 2015, <http://oicweixin.com/detail/324102>


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Shimp, TA & Andrews, CJ 2013, Advertising Promotion and Other Aspects of Integrated Marketing Communications, 9th edn,


Appendix

Appendix 1

![Table showing total logistics value by category in China, 2011-2012](source)

**Fig. 1 – Total logistics value by category in China, 2011-12**

![Graph showing the logistics industry’s value-to-GDP ratio, 2008-2012](source)

**Fig. 2 - The logistics industry’s value-to-GDP ratio, 2008-12**

![Table showing the logistics industry’s total value added, 2010-2012](source)

**Fig. 3 - The logistics industry’s total value added, 2010-12**
## Appendix 2

Definitions and Examples of Different Social Media Channels

<table>
<thead>
<tr>
<th>Social Media Channels</th>
<th>Definitions (Chan &amp; Guillet, 2011; Kaplan &amp; Haenlein, 2010; Lugano, 2007)</th>
<th>Examples (Global &amp; China) (Nielsen, 2012)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Micro-blogs</td>
<td>Another form of blogging that shares the same function of blog except for mainly text-based and with a word-limit.</td>
<td>Global: Twitter, Tumblr</td>
</tr>
<tr>
<td>Blogs</td>
<td>Allows blogger(s) to keep logs, share personal experiences, as well as insights in a particular area, and to interact with readers through the posting of comments. Blog content can be text-based, image-based, audio-based, or video-based.</td>
<td>China: Sina Weibo, Tencent Weibo</td>
</tr>
<tr>
<td>Social Networking Sites (SNS)</td>
<td>Websites where people create personal profiles, virtually meet, connect, communicate, and develop relationships with other users whom they might or might not know in the real world. Features different capabilities such as photo or video-sharing capabilities.</td>
<td>Global: Facebook, My Space, LinkedIn</td>
</tr>
<tr>
<td>Virtual World</td>
<td>Includes virtual gaming worlds and virtual social world. Online applications that resemble the real world in a 3D environment. Represented by a picture or customized human-like character, users could create and have their own possessions or interact with others in the virtual worlds as long as they are not restricted by the rules of the games.</td>
<td>China: Renren, Douban</td>
</tr>
<tr>
<td>Collaborative Projects</td>
<td>Aggregates the community intelligence and highly depend on the users to work out the content. Classified into two main types: Wikis and social bookmarking sites.</td>
<td>Global: Wikipedia, Delicious</td>
</tr>
<tr>
<td>Content Communities</td>
<td>Designed for sharing of materials including text, photos, videos, and presentation slides that are modified from previous work or originated with people who upload the materials. Video and music sharing sites can be count as a type of content communities.</td>
<td>China: baidu.com</td>
</tr>
<tr>
<td>Sites Dedicated for Feedback</td>
<td>Websites that allow users to post, read, review, respond, discuss, and share experiences, opinions, and thoughts on a myriad of topics. Bulletin Board Systems and online forums are two main types.</td>
<td>Global: TripAdvisor, Yelp</td>
</tr>
<tr>
<td>Mobile Social Applications</td>
<td>An emerging paradigm which exploits the media convergence process and the increasing power of mobile devices to offer a variety of services. Mobile Social Applications support social interactions between among interconnected individuals.</td>
<td>Global: WhatsApp</td>
</tr>
<tr>
<td></td>
<td></td>
<td>China: WeChat</td>
</tr>
</tbody>
</table>

(Yang & Wang 2015)
Appendix 3

**How do the general customers get information about Xin Lu Cheng Logistics Company?**

- Friend Recommendation: 50%
- Leaflet: 14%
- Weibo: 9%
- WeChat: 9%
- Baidu: 14%
- Journal Articles: 4%
- Others: 0%

**Do you follow Xin Lu Cheng Logistics Company on WeChat?**

- Yes: 6
- No: 9
Will you search on Search Engine or on any forum before choosing a logistic company?

- 12 YES
- 3 NO

Where do you follow Xin Lu Cheng Logistics Company on Social Media Platform?

- 9 Weibo
- 4 WeChat Public Page
- 3 WeChat Friend Circle
Appendix 4

Customized Menu

Appendix 5

SF Express WeChat QR Code

SF Express WeChat Account Information

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Appendix 6
Self-service System on SE Express WeChat Account

欢迎您使用顺丰速运自助服务，当前提供的服务为自助查件。
1. 请在对话框中正确输入您所要查询的12位数字的顺丰运单编号。
2. 查询成功且在快件未签收前，将由顺丰主动为您推送快件物流信息。

您所查询的运单号：
## Appendix 7
Brisbane Logistics companies

<table>
<thead>
<tr>
<th>Name of the Company</th>
<th>Types of Social Media Used</th>
<th>Are they Currently Active?</th>
<th>What are they doing and why? (Purpose)</th>
</tr>
</thead>
</table>
| 1. BLACKS TRANSPORT (OLD) PTY LTD | Facebook | No. (Page has not been updated for more than 1.5 years) | • Informing customers about potential takeovers  
• Asking customers to call them regarding Freight rates  
• **Purpose:** Solving customers’ queries regarding freight rates |
| 2. SEQ TRANSPORT | Facebook  
• Twitter  
(They are used only on the website. Customers can share the link of the website) | No | • To increase awareness of their company and generate positive word of mouth. |
| 3. SEA ROAD | LinkedIn | No | • Mostly to connect with other Businesses.  
• **Purpose:** To partner with rival organizations in order to succeed. |
| 4. TEAM TRANSPORT LOGISTICS | Facebook  
• LinkedIn | Yes | • Mainly for recruitment purposes.  
• **Purpose:** Hiring new staff. |
Los Angeles logistics companies

<table>
<thead>
<tr>
<th>Name of the Company</th>
<th>Types of Social Media Used</th>
<th>Are they Active Currently?</th>
<th>What are they doing and why? (Purpose)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. LOAD DELIVERED</td>
<td>- Facebook</td>
<td>Yes (Only on Facebook and Blogs)</td>
<td>- Offering recruitment opportunities through career fairs.</td>
</tr>
<tr>
<td></td>
<td>- Twitter</td>
<td></td>
<td>- Mentoring students in partnership with education organizations.</td>
</tr>
<tr>
<td></td>
<td>- LinkedIn</td>
<td></td>
<td>- Showing the perks and benefits an employee receives at the company.</td>
</tr>
<tr>
<td></td>
<td>- Twitter</td>
<td></td>
<td>- Purpose- Providing opportunities to young talent to prosper.</td>
</tr>
<tr>
<td></td>
<td>- Blogs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. AMERICAN EXPORTS LINE</td>
<td>- Facebook</td>
<td>Yes</td>
<td>- Posting videos, political and economic news relating to their industry.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Purpose- Keeping the consumers’ aware of the events taking place in the macro-environment.</td>
</tr>
<tr>
<td>3. LIGHTNING MESSENGER EXPRESS</td>
<td>- Facebook</td>
<td>Yes (Only on Facebook)</td>
<td>- Engaging the interest of customers by asking questions.</td>
</tr>
<tr>
<td></td>
<td>- Twitter</td>
<td></td>
<td>- Purpose- They are basically replying to posts and clarifying doubts of the consumers’ and appreciating positive as well as negative feedback.</td>
</tr>
<tr>
<td></td>
<td>- Google+</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Pinterest</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Trans Group Worldwide Logistics</td>
<td>Facebook • LinkedIn</td>
<td>Less Active. (Only on Facebook)</td>
<td>• Posting entertaining photos in order to prevent customers from “Disliking” the page. • Showing the working condition of employees by posting pictures. • Purpose- Showing the working lifestyle in the company.</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>---------------------</td>
<td>--------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>5. Agility</td>
<td>Twitter • LinkedIn • YouTube • Mobile Application( Apple, Android and Windows)</td>
<td>Yes</td>
<td>• Seeking to hire new employees • Partnering with NGO’s for society upliftment. (Example, educating children in Columbia with ‘Caring for Columbia’) • Posting information on the performance of the company. (rewards, achievements) • Purpose- Enlightening the customers on the performance of a social responsible logistics company.</td>
</tr>
<tr>
<td>6. CEVA Logistics</td>
<td>Twitter • LinkedIn • Facebook • YouTube</td>
<td>Yes. (Except on YouTube)</td>
<td>• Showing the customers the company’s active involvement in social campaigns. • Hosting students to introduce them to their industry • Organizing various events to encourage extracurricular activities with the branch. • Purpose- customers know that their organization, apart from being socially responsible, is flexible and believes in enhancing the relationship</td>
</tr>
</tbody>
</table>
between the organization and employees.
Appendix 8
Example of visualised WeChat account
Appendix 9
Example of red envelope event

(SF express 2015)

Appendix 10
Difference between Search Engine Advertising and Search Engine Optimisation

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Appendix 11
Website structure

(Harris 2014)

Appendix 12
Sina.com

Recommended Title Tag Format

<table>
<thead>
<tr>
<th>Page Type</th>
<th>Recommended Title Tag Format</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home Page</td>
<td>Site Name OR Site_Name_Service Name OR Product Info</td>
</tr>
<tr>
<td>Category Page</td>
<td>Category Name_Site Name</td>
</tr>
<tr>
<td>Article Page</td>
<td>Article Title Tag_Category Name_Site Name</td>
</tr>
</tbody>
</table>

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Appendix 13

Discounted ads on QQ

Appendix 14

Example of Geo-targeting ad
Social Media Marketing Strategy in Logistics Industry
物流服务企业的社交媒体营销策略

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鸣谢

感谢支持和协助本课程顺利进行的各个单位和学校：广州新陆程物流有限公司、广州市好来运速递服务有限公司、广汽本田汽车有限公司、香港城市大学以及澳洲昆士兰大学。本次实践学习课程为我们提供了一个真实的学习环境和实用的学习经验。所有组员都从中受益良多，我们从各位新陆程物流有限公司员工、受访者、老师以及好来运速递服务有限公司工作人员身上学到的绝非是校园里可以体会到的。借此机会感谢以下为我们提供莫大帮助和指导的受访者、工作人员和老师：

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摘要

本报告目的是为广州新陆程物流有限公司（以下简称为新陆程物流）提供公司发展策略：「如何有效利用社交媒体平台来增加其在中国物流市场的竞争优势，并增强其服务及品牌效应。」我们小组选定微信作为 贵公司需加强利用的社交媒体平台，利用此平台来向广大普通客户推广其品牌及业务。我们建议透过微信及其认证公共服务平台来实施整合的营销战略和业务流程。 贵公司的员工及客户群体主要是年轻和有活力的一群，他们喜欢尝试新事物，对社交媒体平台接受度较高，通过调整 贵公司的社交媒体策略以符合其商业文化，我们相信可增加品牌知名度和与目标客户的互动。

在一周的项目咨询中，我们识别和验证出 贵公司的当前业务战略和其社交媒体策略稍有落差。目前， 贵公司并未投放太多资源及善用社交媒体平台，仅利用现有客户或其朋友间的”口碑”来推广其业务，对社交媒体的认识只停留在通讯应用的阶段，并未意识到社交媒体可带来发展优势及新机遇。

我们建议增加社交媒体的使用，可以把 贵公司的业务流程和微信平台加以整合，例如：商品/订单跟踪、下单、微信公众账号和在线订单管理服务，它能帮助 贵公司满足客户的期望，维护良好的客户关系并拓展新市场。
目录

1. 项目介绍 ........................................................................................................................................... 6
2. 项目概览 ........................................................................................................................................... 7
   2.1 项目目标 .................................................................................................................................... 7
   2.2 项目研究范围 .............................................................................................................................. 7
   2.3 项目研究方法 .............................................................................................................................. 7
       2.3.1 文献综述 ............................................................................................................................ 7
       2.3.2 访问 ........................................................................................................................................ 7
       2.3.3 问卷调查 ............................................................................................................................... 8
       2.3.4 案例 ....................................................................................................................................... 8
3. 背景研究 ........................................................................................................................................... 9
   3.1 产业背景 .................................................................................................................................... 9
   3.2 公司背景 ................................................................................................................................... 10
   3.3 企业目标 ................................................................................................................................... 10
   3.4 社交媒体目标 ............................................................................................................................ 10
   3.5 目标客户 ................................................................................................................................... 11
   3.6 何谓社交媒体 ............................................................................................................................. 11
   3.7 中国社交媒体现状 ..................................................................................................................... 12
   3.8 社交媒体对新陆程物流有限公司的重要性 ............................................................................... 12
4. 现状分析 ........................................................................................................................................... 13
   4.1 新陆程物流有限公司机遇与挑战分析 ..................................................................................... 13
   4.2 客户需求分析 ............................................................................................................................ 13
5. 最适社交媒体平台建议 .................................................................................................................. 15
6. 微信平台应用建议 ........................................................................................................................ 16
7. 案例 .................................................................................................................................................. 22
   7.1 国内微信案例研究-顺丰速运 ................................................................................................. 22
   7.2 国际案例研究 ............................................................................................................................ 23
8. 建议提案 .......................................................................................................................................... 26
   8.1 案例研究应用 ............................................................................................................................. 26
   8.2 微信活动执行方案 ..................................................................................................................... 26

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1. 项目介绍

这份报告的目的是为广州新陆程物流有限公司（以下简称新陆程物流）提供一个可实现的社交媒体策略。报告将为贵公司提供相关建议来改善当前使用的微信平台，同时也为其提供长期发展建议。这些建议主要是来自四个数据收集来源，包括：文献综述、访谈、调查报告和案例研究，并集中探讨在中国物流业的社交媒体营销策略。

这些建议将提升贵公司对微信多元化功能的认识，也可令贵公司善用微信的不同特性，继而向贵公司提供长期的发展建议，如：搜索引擎营销和手机行动广告。本报告还包括微信的实践计划，帮助贵公司实现与业务发展相关的社交媒体营销策略与目标。根据我们的社交媒体经验，我们确信，若能适当实施以下建议，贵公司将可发展出一套适合中国物流行业的社交媒体营销策略。
2. 项目概览

本节涵盖了项目目标，以及用于支持这些目标的方法。

2.1 项目目标
一、让贵公司了解如何透过社交媒体获得巨大商机。
二、制定一套高效、有效和可执行的社交媒体营销策略。

2.2 项目研究范围
本项目的社交媒体营销策略制定与实践都是建基于贵公司的业务发展目标。数据信息收集来源包括：目标客户需求分析、微信平台运用的最佳实践案例和项目实践计划。本项目将会提出不仅限于社交媒体本身功能的营销策略建议，以及简略地提供一些长期建议。

2.3 项目研究方法
数据信息会从文献综述、访谈、调查报告和案例研究中收集得来。

2.3.1 文献综述
在项目的开始阶段，利用文献探讨，包括：期刊文章和过往的研究结果，从而对中国物流行业和社交媒体获得有效的理解。

2.3.2 访问
在广州之行中，贵公司为我们提供不同的小组访谈机会与现场访察来收集全面的信息，例如：现时的业务发展目标和市场策略。访谈对象包括：贵公司总经理吴少武先生、综合管理部负责人曾冬萍小姐、市场部负责人杨林武先生、广州分公司负责人房钰坤先生、广州市好来运速递服务有限公司陈泽娜经理、贵公司在广汽本田，天河区和番禺区服务点的负责人。这些访谈不但帮助我们明确贵公司的发展目标、业务策略。
和见解、机遇和社交媒体营销策略，也帮助我们了解其现状和面临的挑战。访谈问题涵盖贵公司当前及未来的商业和营销战略，以及当前业务操作的关键问题。

2.3.3 问卷调查
问卷调查由10条问题组成，集中探讨客户如何获得新陆程物流有限公司的信息、是否关注新陆程物流的微信账号、客户想在微信获取什么信息内容等等。感激吴少武总经理协助发送问卷予其客户填写，最终我们共收到15份回复。

2.3.4 案例
透过其他物流企业在中国使用社交媒体作为业务发展和营销策略的案例研究，不但可提供参考信息，更可透过成功的案例让贵公司了解中国物流企业如何有效利用微信平台。另外，国际企业的案例研究则说明如何在社交媒体平台上与客户互动，以增加客户对其认识、提升企业形象并促进公司业务发展。
3. 背景研究

3.1 产业背景

中国物流业一直伴随着内地经济快速发展。2011 年，中国国务院发布了新的指导方针，旨在让中国物流产业可持续发展。除了呼吁增加投资和物流资源分配外，中央政府保证物流公司将享有更大的税务减免和土地使用权 (中国日报，2011 年)。

根据中国物流与采购联合会 2012 年进行的统计显示，中国物流行业迅速发展，在中国内地生产输出或进入中国的货物总价值高达 177.3 万亿元人民币。2012 年物流行业占国内生产总值的比率是 3.4。物流行业总值反映了市场的规模为 3.5 万亿元，比去年同期记录增长了 9.1%。(附录 1)

另一方面，中国的物流产业是杂乱零散的，当中有不同类型的物流公司经营各种与物流相关的业务，包括各种运输公司（铁路、公路、水运、气运和管道）、货运代理、仓储运营商、邮政和快递公司 (中国总商会，2013)。如同贵公司一般，在中国大部份的物流公司都属中小企业，他们只专注于在单一或附近城市寻找商机，倾向于关注业务量的增长，而非关注长期健康地发展，使公司变得强大、更具竞争力。最终，这种传统发展模式只会导致价格战，而不是为客户提供好的服务质量。
3.2 公司背景

广州市新陆程物流有限公司于2011年获得华南理工大学创业教育学院首批创业投资基金的资助而成立。总部设在广州林安国际物流园，是一家定位于华南地区专业市场的中短途高端公路运输商，集公路运输、城际配送、仓储、供应链管理于一体的多元化物流企业，主要从事汽车配件、电子配件产品的专业物流配送工作。

现今，公司的运输区域已经遍布华南各大省市，并在海口、湛江、江门、番禺、南宁、柳州、厦门等大中城市设立了分公司与办事处，业务网络覆盖广州市广园汽配城、广州永福汽配市场、新广从汽配市场、广州南沙黄阁汽车城、海口海南大道、滨海大道汽车城、南宁万里国际、东森汽配城等汽车配件、电子配件专业市场。

3.3 企业目标

通过我们的访谈和问卷调查，我们发现以下的业务目标对贵公司业务发展最为重要。

社交媒体的目标是源自配合业务目标的发展。

一、在2016年中，B2B(普通客户)占总营收比例达到30%
二、进入新的省份，开拓市场

3.4 社交媒体目标

社交媒体营销策略需要与业务目标保持一致。我们辨别出以下三个主要的社交媒体目标：

一、增加新客户
二、与现有客户保持良好的关系
三、整合微信功能
3.5 目标客群

根据贵公司的简述，主要分为 2 类客户群—“合同客户”和“普通客户”。我们建议贵公司应集中资源发展普通客户的业务，如此一来，能够帮助贵公司实现其业务目标及期望。

合同客户

合同客户主要来自一些大型企业，如广州本田、广气丰田、PGL 等等。2014 年至 2015 年间，90%的利润均来自这些合同客户，虽然合同客户的利润很高，但贵公司需给予这些合同客户 3 至 4 个月的付款期间，导致其现金流受限。而缺乏充足现金流将影响贵公司的发展，令其无法开展新业务。此外，现时贵公司高度依赖于这些企业，一旦这些企业的商业周期受阻，将严重影响贵公司，不利贵公司的长期业务发展。

普通客户

新陆程物流计划将发展重心转移至普通客户。虽然普通客户的利润较低，但却可以提供更实时的现金流，因贵公司不会提供信用证条款予普通客户，普通客户需事先以现金支付费用。这将改善贵公司的财务管理并支持其业务发展。因此，总经理吴少武先生计划在未来 1 年将来自普通客户的利润由现在的 10%增至 30%。此外，为了调整社交媒体发展策略，加强社交媒体平台的功能，透过网上口碑营销，将可以吸引更多的 B2B 客户。

3.6 何谓社交媒体

定义：社交媒体包含许多不同的社交网络和社区网站，内容主要是透过用户间的互动、合作来产生 (Charlesworth & Ebooks Corporation 2015; Yang & Wang 2015; Kaplan & Haenlein 2010)。
3.7 中国社交媒体现状

2013年，全球具有超过60亿的互联网用户，其中22%的用户来自中国。中国用户使用社交媒体的主要目的包含娱乐，社交联络，获取相关信息及服务。由于世界范围内流行的社交媒体平台，如Facebook，Twitter和YouTube上被禁止在中国，中国市场具有其独立的社交媒体平台。微博，尤其是新浪微博，吸引了97%的中国网民。第二流行的平台是社交网站(SNS)占中国用户的百分之七十（请参阅附录2，总结中国不同的社交媒体渠道）(Yang & Wang 2015)。

3.8 社交媒体对新陆程物流有限公司的重要性

了解中国的社交媒体环境是至关重要的，因为全球的社交媒体使用量不断增长，尤其是在中国。自2014年1月起，活跃的互联网用户数量已经增长了9%，同时社交媒体账户和手机社交账户的数量分别增长1%和26%。每位用户使用社交媒体平台的平均时间为1小时42分钟（Kemp 2015）。通过社交媒体平台与目标客户进行连接成为一个巨大商机。据估计，中国活跃的社交网络用户总人数为650万人。其中前四名的社交网站分别是：腾讯QQ（830万美元）、QQ空间（7.55亿）、新浪微博（600万美元）和微信（4.68亿）(Spencer 2015)。

据《What Chinese Want》的作者Tom Doctoroff表示，中国用户较西方用户而言，对数位社交媒体有情感关系。中国的社交媒体平台的优点是公司可以编译和集成大量的数据，并以此数据为其销售产品或提供服务的目标受众量身打造信息内容（Hall 2014）。为了提升贵公司的物流服务知名度，利用社交媒体平台与客户进行交流是十分重要的。

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4. 现状分析

4.1 新陆程物流有限公司机遇与挑战分析
通过相关的调查问卷及访谈，归纳出新陆程物流有限公司在社交媒体营销上面临的机遇与挑战：

a. 社交媒体营销预算和资源有限
b. 过分依赖线下“口碑营销”
c. 客户仅可通过公司电话渠道下单，未善用社交媒体管道
d. 微信平台仅提供订单追踪功能

4.2 客户需求分析
基于对合同客户的访谈和普通客户的调查问卷，总结出以下几个方面。

对于合同客户，其期望通过社交媒体平台获取的资讯与信息包含：

a. 诚信保障
b. 营运路线
c. 服务品质相关数据（准点率、货物损坏率）
d. 报价

例如：
1. 新陆程物流有限公司提供您95%货物运送准点率
2. 广东至海南每公斤4.5元

对于普通客户，我们总结出其得知新陆程物流有限公司的主要途径、期望通过微信平台获取的主要信息以及希望在微信平台上使用的功能：

得知公司的主要途径：
1) 口碑营销
2) 传单

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3) 微信/微博
4) 百度
5) 物流行业相关论坛

信息关注排名：
1) 货物追踪
2) 诚信信息
3) 折扣信息
4) 路线报价
5) 新线路信息

希望在微信平台上使用的功能：
1) 货物追踪
2) 货物下单
3) 公司相关信息
4) 支付
5. 最适社交媒体平台建议

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</tbody>
</table>

在向贵公司提出最适合的社交媒体平台建议前，基于研究成果并结合调查问卷与访谈结果，我们整理了需考虑的各项内、外部环境影响因素。上表显示各平台在各项影响因素的得分。以微信为例，该平台与贵公司商业目标最为切合，同时也所需资金投入成本亦较低。但鉴于公司 IT 部门只有 2 人，很难在同一时间开发不同的系统，故人力资源和维护成本是偏高的。在外部环境方面，决定一个社交媒体平台是否适用的主要因素是用户使用频率和用户流失率。高用户流失率意味着该平台不具备足够的吸引力以留住用户，反之亦然。微信具有较低的用户流失率，可帮助贵公司在社交媒体平台上留住客户。另以微博为例，虽然其上线时间早于大多数社交媒体平台且用户数量巨大，但其用户使用频率较低，用户流失率也高。
6. 微信平台应用建议

新陆程物流有限公司现有的公共平台为服务号，其功能与公司平台设计初衷基本一致。其中公共平台又分为微信官方认证过以及未认证。微信认证是微信公众平台为了确保公众帐号的信息的真实性、安全性，目前对微信公众服务号进行的认证服务。

1. 微信认证后，将获得更丰富的高级接口，可向用户提供更有价值的客制化服务。

2. 微信认证后，用户将在微信中看到微信特有的认证标识。

微信认证成功后，公众帐号资料中“认证详情”中会展示认证资料，以及微信认证特有的标识，暂不支持取消 (Fang Pei Studio 2014)。

因此，我们建议新陆程物流有限公司从普通服务帐户更新升级为验证服务帐户。

以下是验证后微信服务帐户的拓展功能 (Fang Pei Studio 2014)：

在发展公司社交媒体平台以替公司带来利益时，建议提升与完善以下功能。
接口功能

基本接口功能

接口为公司与用户之间的交户方式，其种类多样化，各项功能以及新陆程物流有限公司使用情况列表如下(Fang Pei Studio 2014):

<table>
<thead>
<tr>
<th>接收用户消息</th>
<th>向用户发送及回复消息</th>
<th>内容</th>
<th>公司使用情况</th>
</tr>
</thead>
<tbody>
<tr>
<td>文本消息</td>
<td>✓</td>
<td>即输入文本发送消息，是公众平台接收到最多的消息，也是最重要的搜索、互动请求</td>
<td>✓</td>
</tr>
<tr>
<td>图片消息</td>
<td>✓</td>
<td>使用图片上传发送消息，应用场景：账号注册、随手拍活动征集、现场微信照片墙</td>
<td>✓</td>
</tr>
<tr>
<td>语音消息</td>
<td>✓</td>
<td>信息类型为语音，可以调用相应接口获取内容</td>
<td>✓</td>
</tr>
<tr>
<td>视频消息</td>
<td>✓</td>
<td>即将开放功能，信息类型为视频</td>
<td>✓</td>
</tr>
<tr>
<td>地理位置消息</td>
<td>✓</td>
<td>微信将 LBS 当作一个交互信息进行传递，比较常见的微信用户之间发送地理位置告知目的地所在</td>
<td>✓</td>
</tr>
</tbody>
</table>

自定义菜单

新陆程物流有限公司现有的自定义菜单包含公司网络、精英产品、新闻中心、人才招聘以及联系我们等几个模块，其菜单功能与微官网功能重复且缺少针对性 (Fang Pei Studio 2014)。

以德邦物流公共账号为例，可看出德邦物流以用户需求为主要出发点。在每月推送的粉丝信息中包含了主要的活动信息，合理利用每月推送与在用户端及时相应的机会。底端的设计以用户最需要的查询功能为主 (用户需求分析请参考问卷调查结果与访谈记录)，在自定义菜单中包含支付功能、已有交易记录查询、已开拓市场线路查询等信息介绍 (Fang Pei Studio 2014)。其自定义菜单的排列与问卷调查结果、访谈记录总结的客户需求分析结果基本一致，可作为新陆程物流有限公司菜单等设计的重要参考。微信自定义菜单范例请参阅附录4。
完善功能

二维码推广

二维码在上个世纪 90 年代初已出现，但直到智能手机和条形码扫描应用被广泛采用后，利用二维码的消费者才大大增加。二维码能丰富产品体验并有潜力为消费带来实在的价值。微信平台为二维码的传播提供更大的可能性，基于公司未来发展需求，二维码功能可作为其需要完善功能的备选之一。

例如，二维码可用于简化与顾客互动的方式，公司可利用二维码使顾客不用再大排长龙或者手持零钱等待付款，而只需把预付费卡和微信账户绑定，便可更快捷地完成支付，还能更多地了解产品和商店的信息 (Fang Pei Studio 2014)。

另一方面，贵公司可产生二维码电子名片。此二维码可包括公司名称、地址和联络电话等数据，并可十分弹性地张贴在公共汽车、火车站、地铁站等广告海报上。客户可利用手上的智慧手机来扫瞄二维码以直接获得贵公司的电子名片，并将其储存在手机上，方便与贵公司联系。

微信支付

微信支付(商户功能)介绍

微信支付（商户功能）是公众平台向有出售物品需求的公众号提供推广销售、支付收款、经营分析的整套解决方案：商户通过自定义菜单、关键字回复等方式向订阅用户推送商品消息，用户可在微信公众号中完成选购支付的流程；商户也可以把商品网页生成二维码，张贴在线下的场景，如车站和广告海报。用户扫描后可打开商品详情，在微信中直接购买 (Fang Pei Studio 2014)。

场景及类型介绍
商家可以申请公众账号支付和手机应用程序支付两种接入微信支付的方式（Fang Pei Studio 2014）。

a. 公众账号支付：用户在微信公众帐号内使用微信支付消费，如 QQ 充值。
b. 手机应用程序支付：用户在手机应用程序内使用微信支付消费，如大众点评。

以新陆程物流有限公司为例，由于其企业规模及公司资源等限制，手机应用程序支付可在公司发展后期需要进行顾客手机应用程序设计时进行参考。现阶段可将人力及财力用于公共账号支付功能的完善上。

微信支付申请条件（Fang Pei Studio 2014）：

1、拥有公众帐号，且为服务号或企业号
2、公众帐号须通过微信认证
3、政府、媒体两大类型的订阅号支持申请微信支付
4、企业号也支持申请微信支付，请在企业号管理平台发起申请

接入步骤流程（Fang Pei Studio 2014）：

1、申请服务号以及微信认证
2、填写申请资料
3、开发技术并通过商户验证
4、签署在线协议并开始售卖产品

应用开发

快递查询

新陆程物流有限公司现有的微信平台已支持快递查询功能，现阶段公司快递查询是输入订单号由运营人员手动人工查询，效率较为低下。在公司实现其公共账号的大范围
推广后，应尽快实现与公司内部系统的有效对接，进而成功实现高效且精确的查询功能 (Fang Pei Studio 2014)。

智能查询智能聊天机器人

微信聊天机器人指通过微信公众平台提供的接口通过一定的数据逻辑和数据库实现微信平台上的智能对话。其主要功能包含：智能对话，及时问答，百科信息，天气，生活小知识，聊天调侃 (Fang Pei Studio 2014)。

会员卡

微信会员卡是基于腾讯公司的各种产品延伸出来的一个全新专注生活电子商务与 O2O 的最新产品，依靠腾讯亿级的用户群体，通过微信、微博、手机 QQ 等手机产品，成为了时下主流的线上线下 O2O 会员营销模式之一。微信会员卡通过在微信内植入会员卡，基于全国 4 亿微信用户，帮助企业建立集品牌推广、会员管理、营销活动、统计报表于一体的微信会员管理平台。清晰记录企业用户的消费行为并进行数据分析；还可根据用户特征进行精细分类，从而实现各种模式的精准营销。通过微信会员卡让更多线下与线上用户享受移动互联网的便捷，获得生活实惠和特权，同时帮助新陆程物流有限公司建立泛用户体系，搭建富媒体的互联网信息通道，打造微信会员卡生态平台 (Fang Pei Studio 2014)。

产品相册

照片展现，让商品一览无余。微相册作为微信平台的一项基本功能，可以帮助新陆程物流有限公司向顾客提供图片的存储和展示服务，是基于图片兴趣分享的社区型产品。在相册里，可以方便的创建相册，轻松地发布公司需要展示的照片，还可以拓展为商家开展活动的一种展现方式 (Fang Pei Studio 2014)。
关键词回复

微信公众平台设置关键词自动回复，可以通过添加规则（规则名最多为 60 字数），订阅用户发送的消息内如果有您设置的关键字（关键字不超过 30 字数，可选择是否全匹配如设置了全匹配则必须关键字全部匹配才生效），即设置在此规则名中回复的内容自动发送给订阅用户 (Fang Pei Studio 2014)。

其他功能 (Grata 2014):

问卷调查

通过微信平台所提供的调查显示卡功能，可以提出简短的相关问题给客户，例如：「是否会推荐我们的服务给你的朋友？」、「请为我们的服务评分」等。此类简短的调查反馈可用来加强客户对公司品牌的认知，并与客户保持良好的关系。

促销功能

微信可以作为一个行之有效的推广平台可用于公司不同阶段推广促销，如顾客一次性下单超过 10 单可获取相应的折扣。我们的客户端也可以提供一个数字优惠卷（例如：红包袋），如果客户提供相应信息的反馈或者建议。

数字优惠券可以提供给顾客的一种促销手段。当新陆程物流有限公司为其客户发放零星的优惠券，可给公司未来的销售计划带来足够的时间。该优惠券应于特殊的节假日例如，在暑假（公司运输淡季）提供，简单的例子为客户端下单可以提供 20%的折扣 (Powerhouse 2014)。
7. 案例

7.1 国内微信案例研究-顺丰速运

物流企业社交媒体应用案例

现代物流企业利用社交媒体—微信，作为业务发展

近年，最成功的手机应用程序无疑当属”微信”。微信中的文字、图片、语音等传播能力比传统的电话、短信等更具表现力，微信的商业价值不仅在于个人与个人的沟通，完全可以渗透到传统的物流行业，不但可以大大地降低物流管理和物流运营成本，更可实现彻底的移动互联体验方式 (SF-Express, 2014)。

微信在当今社会将有着广阔的发展空间，随着微信的不断发展，未来延伸的地方还有很多。可能由于现今中国的物流业现状比较复杂，物流企业众多、物流行业分散、物流企业竞争激烈、物流企业利润空间变窄。所以目前微信应用普遍偏低，主要集中在一些区域物流企业，例如：顺丰速运，便率先利用微信这个社交媒体平台去推广业务、维护客户、接收投诉等。微信的发展空间将会无限大，相信更多的现代物流企业也会逐渐应用这个社交媒体作为一个整合的信息沟通平台，利用更精准、更便捷的先进信息沟通模式，感受服务可视化体验，实现企业利润最大化 (Bjr Ztk, 2015)。

顺丰速运是中国一家大型民间营运的独资速递公司，总部位于广东省深圳市。近年，顺丰速运加大其企业发展，在不断开发出新的服务产品的同事，也在大力开发现代化物流快递方式。例如推出的物流短信服务、APP 手机客户端都是通过智慧手机，来满足现代年轻人的物流快递服务需求。于 2014 年更推出“顺丰速运微信”服务，顺应潮流，让客户通过平时常用的通讯软件，就可以完成自己的物流快递查询等需要 (Chuan Song Me，2014)。

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顺丰速运如何成功运用其“顺丰物流微信”服务

a. “顺丰物流微信”服务使用方式非常便捷，手机微信搜索“顺丰速运自助服务”，或扫描顺丰速运微信二维码，即可添加顺丰速运官方微信号，从而可使用自助服务。

b. 相关信息与顺丰速运官网同步，让客户可以轻松便捷地追踪快件状态，快速下单，在线订单管理和地址簿维护。

c. 如果查询的快件状态发生变化，“顺丰速运微信”将主动推送物流信息至客户，为客户提供全方位的自助服务。

微信已经成为了很多年轻人生活中必不可少的通讯软件，顺丰物流速运与微信的合作，可以最大限度保证顺丰速运的微信服务人群数量。实现了通过微信查询快件运单号，方便客户实时追踪快件状态，为客户提供更加轻松便捷的物流服务 (SF-Express, 2014)。

7.2 国际案例研究

研讨布里斯班与洛杉矶各八间物流企业的社交媒体应用行为，下方表格节录其中六间公司，探讨其应用的社交媒体平台、使用的积极度、展示的内容，以及应用的理由 (Yellow pages 2015)。完整的国际案例研究请见附录 7。

<table>
<thead>
<tr>
<th>公司名称</th>
<th>使用的社交媒体</th>
<th>现在是否仍在积极使用?</th>
<th>在社交媒体上采取的行动以及理由 (目的)</th>
</tr>
</thead>
</table>
| CHESS MOVING | • Facebook 脸书  
• Twitter 推特  
• LinkedIn 领英 | 是 | • 相较于其他竞争者，该公司将自己定位为提供专业化业务的公司  
• 分享如何让物流流程简洁化 |
<table>
<thead>
<tr>
<th>公司</th>
<th>社交媒体平台</th>
<th>合作目的</th>
<th>说明</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. SANTA FE WRIDGWAYS</td>
<td>Google+谷歌+</td>
<td>提供招聘申请信息</td>
<td>向目标市场展示为何该公司是业界翘楚。</td>
</tr>
<tr>
<td></td>
<td>Facebook脸书</td>
<td>配合不同场合，对支持者献上祝福</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Twitter推特</td>
<td>分享与国际议题相关的文章</td>
<td></td>
</tr>
<tr>
<td></td>
<td>YouTube</td>
<td>和客户互动并回复他们的提问</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Google+谷歌+</td>
<td>目的:深化客户与公司间的关系</td>
<td></td>
</tr>
<tr>
<td>3. PACK SEND</td>
<td>Facebook脸书</td>
<td>运用提醒式广告，告知客户该公司的使命与宣传口号（随时随地）</td>
<td>非常积极使用脸书和推特。</td>
</tr>
<tr>
<td></td>
<td>Twitter推特</td>
<td>在推特上与客户互动</td>
<td></td>
</tr>
<tr>
<td></td>
<td>LinkedIn领英</td>
<td>目的:维护公司的品牌资产</td>
<td></td>
</tr>
<tr>
<td></td>
<td>YouTube</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Google+谷歌+</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Blog博客</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. CARGO TRANSPORT</td>
<td>Facebook脸书</td>
<td>分享该公司新运输车辆的照片以及公司举办的活动</td>
<td>是</td>
</tr>
<tr>
<td></td>
<td></td>
<td>展示公司赞助的社会活动</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>提供招聘信息</td>
<td></td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
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<th>在社交媒体上采取的行动以及理由(目的)</th>
</tr>
</thead>
</table>
| 1. Mayflower Moving | Facebook 脸书  
|                  | YouTube  
|                  | Google+谷歌+ | 只积极使用脸书平台 | • 发布搬迁时会遇到的问题的相关文章
• 目的- 仅为了解决、回复客户的询问，并未在深化客户关系或吸引新客户方面多加着墨 |
| 2. LBC Express Inc. | Facebook 脸书  
|                  | Twitter 推特  
|                  | 手机应用程序（Apple 或 Android 系统）| 是 (特别积极使用脸书跟推特) | • 与现有客户沟通并增进客户关系
• 发布体育名人代言该公司服务的影片(例如有名的拳击手 Manny Pacquiao)
• 赠送礼物给客户以提高转化率
• 目的- 保留现有客户并吸引新的潜力目标市场 |
8. 建议提案

8.1 案例研究应用

汇总国内、国际物流企业的社交媒体应用案例研究，我们归结出主要使用社交媒体之目的为有效地与客户沟通、维护客户关系、提升品牌形象。为了达成以上目的，企业利用社交媒体提供客户附加价值，例如：简化交易流程、提供实时信息以及便利且有益的功能。

因此，我们建议 贵公司以上述案例研究为模板，并将下列两要点作为社交媒体策略发展的重点

a. 透过整合社交媒体支持的功能，为客户创造附加价值。

b. 将社交媒体平台视为与客户沟通的重要渠道，善用此平台来建立并维护客户关系。

8.2 微信活动执行方案

根据客户需求分析，诚信度是影响客户选择物流公司的关键因素之一。目标客户也表示，他们倾向将大品牌(品牌知名度)与高诚信度做正向连结。因此，如 贵公司一般年轻的公司，建立品牌知名度应为立即且最优先需考虑的事项。此外，建立正面的品牌形象也是必要的。为了达成以上目标，我们建议 贵公司进行在线推广活动，详细的执行计划如下所述。

 zonder目标

a. 提升品牌知名度。

b. 透过推介整合电子商务功能且能为客户带来便利与效率的微信公共账号，为 贵公司建立便捷、高效率的品牌形象。

目oram受众(依据我们的在线问卷调查结果)

年龄：25-29 岁(73%); 30-34 岁(20%)

惯用社交媒体平台：微信

每日使用社交媒体平台的时间：超过 3 小时(80%)
社交媒体平台选择

考虑受众的社交媒体行为与模式，我们认为微信是最合适且最能有效接触到目标受众的平台。

讯息策略

为与活动目标相应，此活动应传递下列讯息给受众：「新陆程公司提供可靠、便捷且高效的服务。」

抢红包活动

2014年微信推出了能赠送虚拟货币给他人的新功能「抢红包」(Global Voices 2014)。公司行号可发送抢红包活动的链接予其公共号关注者，透过点击链结，关注者可获得能在在线购物使用的小额现金券(Jackman Reinvents 2015)。

此新功能在2015年吸引了数以亿计的用户参与使用，成功获得回响(Mack 2015)。此外，许多公司运用抢红包功能发送虚拟货币或电子礼券给大众，以进行品牌营销推广。

首先，贵公司可以发送抢红包活动的链接给其公共号关注者，并利用在线口碑传播鼓励关注者将此活动讯息与朋友分享。非公司公共号关注者在参加抢红包活动前必须关注贵公司的公共号。因为他们是透过朋友推荐得知新陆程物流的活动讯息，他们较信赖消息来源且对此营销推广讯息的接受度较高。此外，电子礼券亦可作为吸引新客户与关注者的诱因。

我们建议贵公司不定期举办抢红包活动，以此保持关注者的好奇心，使他们持续关注贵公司的微信公共号信息。
时间表

<table>
<thead>
<tr>
<th>运行时间</th>
<th>行动</th>
</tr>
</thead>
<tbody>
<tr>
<td>前3个月</td>
<td>开发交易、沟通功能，并将其整合入微信平台</td>
</tr>
<tr>
<td>2个月</td>
<td>改善并可视化贵公司微信公共账号平台上的内容，例如：运用视频、图表、色彩以提升吸引力。范例请见附录8。</td>
</tr>
<tr>
<td>3-6个月</td>
<td>举办抢红包活动（范例请见附录9）。</td>
</tr>
</tbody>
</table>

预算

此活动预算可由贵公司自行调拨。贵公司可决定举办抢红包活动的频率，以及设定每次抢红包活动的奖金上限、红包个数。

评估方法

a. 进行客户调查—例如询问客户以下问题：「从哪得知新陆程物流有限公司的信息？」

b. 使用微信分析工具，该工具可提供相关数据，例如：微信关注人数、与关注平台的互动程度。
9. 未来发展方向

社交媒体环境是持续不断变化的。对贵公司而言，短期内微信是最有效的社交媒体平台。然而，长远来看，仍需考虑其他发展可能。

根据我们的调研与分析，我们发现未来物流产业施行社交媒体的趋势可能在于搜索引擎营销以及手机行动广告。

9.1 搜索引擎营销

搜索引擎营销属网络营销的一种，透过搜索引擎优化与搜索引擎广告，提升网站在搜寻结果页面的能见度，进而达到宣传的目的(Sherman 2007)。

搜索引擎优化是将网站内容优化以达到提高搜寻结果页面排名或能见度的过程。搜索引擎广告则是一种在搜寻结果页面投放广告的方式(Shimp & Andrews 2013)。详见附录10 比较两者的差异。

根据 2014 年 Incitez China 的报告，在 2014 年第三季，不包含海外收入及齐下频道，百度达到 85.63%的市占率，其次是搜狗(包含搜搜)。

搜狗与微信合作，在微信官方平台上提供行动通讯搜索服务，并可读取数百个微信官方账号数据以建立数据库。此合作帮助搜狗提升其在 2014 年第三季度的地位，达到 6.24%的市占率 (Incitez China 2014)。

为了获得搜索引擎优化的好处，公司必须了解能让公司透过百度搜索，获得更多访客的不同的网页建构方法。当公司进行搜索引擎优化时，须留心以下要点(Search Engine Land，2015)：

A.) 官方页面的搜索引擎优化-以下要素是网页所有者可掌控的，重点如下：

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I. **内容质量** - 贵公司应张贴与 B2B 客户相关的内容，该内容应是独特与有益的，例如从海珠到南沙的路线报价。概括而言，应提供客户最需要的内容。

II. **使用关键词** - 网页的内容应包含客户会在百度上搜索的关键词。有多种工具能帮助公司找出客户会搜索的关键词，像是由百度官方提供的百度指数可显示搜索引擎环境中的关键词趋势 (Ryan 2015)

III. **网站架构** - 网站应采用树状结构，最重要的页面应在网站架构的最顶层，请见附录 11 网站架构图解 (Harris 2014)

IV. **标题标签** - 网站的标题应具吸引力与感染力，并包含最重要的关键词。应在关键词之间运用底线(_)划分，例如附录 12 的中文网站标题范例 (Harris 2014)。

B.) **非官方页面的搜索引擎优化** - 网站所有者无法直接掌控。参与度是关键，公司应维持网页访客与网页内容互动，假若访客仅访问网页几秒便离开，将不利于公司网页于搜索引擎结果页面的排名

下图总结 贵公司应留意以避免受到百度搜索引擎惩处，与可提升网页排名的关键要素：

1. 建立公司官方网页，且该网页也能适用于行动手机网页版本
2. 避免关键词竞标出价过高
3. 避免内容重复
4. 网页加载速度要快速
5. 网页应频繁地更新
总言之，若贵公司计划直接向企业客户推销其物流服务，建立能透过搜索引擎显示的官方网站是必须的。在中国，多数的搜索都是经由百度搜索引擎。如何在搜索引擎中获得高排名应成为营销策略中重要的一部分。

9.2 手机行动广告
透过手机行动营销，公司可有效地提高其服务知名度，以及吸引新客户。手机行动营销为公司提供了一个独特的机会来提升品牌知名度和进行客户个人化营销 (Girgenti 2007)。行动服务机构 Puca China 的总经理 Stephane Vidalet 认为行动营销是非常有效的。据他表示，手机能提升传统媒体的参与度。他坚信，当公司运用传统媒体（例如：商业杂志），消费者无法直接采取任何反应或行动，但是，若运用行动营销，可增加些有意义的个人化内容，驱使客户直接考虑该机构的服务 (Girgenti 2007)。在未来 4 年，中国智能手机的使用人数以及智能手机的使用渗透率将不断地增长。中国智能手机的使用人数预计从 2014 年的 38.3%于 2018 年增长到 51.1%。而 25 到 34 岁的智能手机使用渗透率预计从 2014 年的 74.6%于 2018 年增长到 88.8%；34 到 44 岁则将从 2014 年的 46.2%于 2018 年增长到 77.1% (Emarketer 2014)。在中国，目前有 13 亿人拥有手机。中国人口的 25%在购物前使用手机进行在线搜索，人口的 27%通过手机在网上购买商品。手机行动社交账户数量目前正强劲增长，自 2014 年一月以来已增长了 26%，5.06 亿人积极使用手机行动社交账户 (Kemp 2015)。这提供了贵公司广大的机会，透过调整提供服务的方式，以迎合目标受众。

手机行动广告可透过百度投放。遵循以下百度的指示与要求，公司可投放广告于搜索引擎结果页面的顶部。公司应确保投放的广告与消费者是相关的。据 2014 年 PricewaterhouseCoopers 的报告，在一份包含 1001 位中国消费者的调查问卷中显示，如果广告的内容与之相关且重要，78%的中国消费者将会点击该手机行动广告。此外，77%的消费者进一步表示，「内容的相关性」是衡量手机行动广告的最重要标准。

公司还可以选取适当的广告呈现形式以提升客户的参与度。在中国，两种最盛行的手机行动广告形式是视频（36%）和手机行动优惠券（33%）。该视频可以上载至优酷
以维持消费者的兴趣。而优惠券若是结合特定地理位置和时间，将提高其成功率，三分之二的中国消费者表示，他们认为手机行动广告的重要特性是结合特定地理位置和时间 (PricewaterhouseCoopers2014)。贵公司可在 QQ 或其他平台投放折扣广告 (Philip 2012)，例如：荔湾到天河区的路线打 8 折，范例请见附录 13。因在中国使用 QQ 的总人数达 830 万，故其被选为优先考虑的投放平台，可为贵公司提供传达讯息予目标市场的机会(Spencer 2015)。

公司也可以根据智能手机用户的位置进行广告投放(Philip 2012)。例如，若消费者位于公司办公室的 1 公里半径内，则该公司的服务宣传广告将出现在消费者的智能手机上。广告内容可以是明确的价格信息，或折扣(假若适用)，也可以包含提供哪些服务的说明信息。范例请见附录 14，某公司针对办公大楼的上班族投放特定的广告优惠。

重要的是，决定何时为广告投放的最佳时机。早上投放广告与傍晚投放广告，目标受众会有不同的反应。PricewaterhouseCoopers 进行的问卷调查显示，中国消费者认为，在他们前往工作的途中（29%）以及周末（24%）是他们愿意收到广告的适当时机。针对目标受众，每周应发送 4 到 8 则广告讯息，若广告诉息超过 8 则，有可能滋扰受众，导致受众无视讯息(PricewaterhouseCoopers 2014)。
10. 结论
该项目为新陆程物流有限公司实现其商业目标和社交媒体目标提供了切实可行的营销计划。该营销计划中的主要建议包括：转换升级微信公共账户验证的相关服务。主要集中在有效地调整给目标客户的附加功能，提升在客户端的交互过程。该计划有助于帮助新陆程物流有限公司提高其品牌形象，创新意识，保持和提高现有客户对公司的忠诚度。其中“建议咨询”部分解释了微信活动的行动计划。此外，我们建议长期来看，新陆程物流有限公司可使用搜索引擎营销和移动广告营销来更进一步实现其商业目标。在该项目集中讨论的社交媒体平台，可通过监控，活跃和发布相关的内容给目标客户以完成新陆程物流有限公司的需求。
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附录

附录 1

<table>
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<th>2011</th>
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<th>2012</th>
<th></th>
</tr>
</thead>
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<tr>
<td></td>
<td>十亿（元）</td>
<td>增长率</td>
<td>总份额 %</td>
<td>十亿（元）</td>
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<tr>
<td>物流总值</td>
<td>158,400</td>
<td>12.3</td>
<td>100</td>
<td>177,300</td>
</tr>
<tr>
<td>包括：</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>农产品</td>
<td>2,600</td>
<td>4.5</td>
<td>1.6</td>
<td>2,900</td>
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<td>工业产品</td>
<td>143,600</td>
<td>13.1</td>
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<td>进口产品</td>
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<td>4.3</td>
<td>7.0</td>
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</tr>
<tr>
<td>回收原料</td>
<td>600</td>
<td>20.4</td>
<td>0.4</td>
<td>700</td>
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<tr>
<td>商业和个人用品</td>
<td>200</td>
<td>18.3</td>
<td>0.1</td>
<td>200</td>
</tr>
</tbody>
</table>

图.1 – 中国物流总额（按类别），2011–12年，资料源自中国物流与采购联合会

图.2 – 中国物流行业占国内生产总值比率，2008-12年，资料源自中国物流与采购联合会

<table>
<thead>
<tr>
<th>单位</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>十亿（元）</td>
<td>2,700</td>
<td>3,200</td>
<td>3,500</td>
</tr>
<tr>
<td>按年度计增长率 %</td>
<td>13.1</td>
<td>13.9</td>
<td>9.1</td>
</tr>
<tr>
<td>占国内生产总值份额 %</td>
<td>6.9</td>
<td>6.8</td>
<td>6.8</td>
</tr>
<tr>
<td>占第三产业份额 %</td>
<td>16.0</td>
<td>15.7</td>
<td>15.3</td>
</tr>
</tbody>
</table>

图.3 – 中国物流行业的总增值，2010-12年，资料源自中国物流与采购联合会

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中国社交媒体平台的定义和范例 (Yang & Wang 2015)

<table>
<thead>
<tr>
<th>社交媒体平台</th>
<th>定义</th>
<th>举例</th>
</tr>
</thead>
<tbody>
<tr>
<td>微博</td>
<td>具有相同功能的博客的一种形式，主要是文字叙述且具有一定字数限制</td>
<td>全球：Twitter, Tumbler  中国：新浪微博，腾讯微博</td>
</tr>
<tr>
<td>博客</td>
<td>博主可更新日志，分享个人经验以及在某一领域的特殊观点，还可以与发布评论的读者进行互动；博客可以有文字，图片音频和视频等格式。</td>
<td>全球：blogger  中国：新浪博客，blog bus</td>
</tr>
<tr>
<td>虚拟世界</td>
<td>包括虚拟博弈世界和社交世界，一个可以将真实世界呈在一个 3D 环境下的在线应用程序；以图片和自定义的角色为代表，使用者可以创造并拥有自己的角色，并在不违反规则的情况下，与其他人于虚拟环境中交流。</td>
<td>全球：second life, world of war craft  中国：51 同城</td>
</tr>
<tr>
<td>协作项目</td>
<td>集成的智能社区，很大程度上需要使用者合作解决问题。主要分成两类：维基类，和社交书籍市场网站</td>
<td>全球：维基百科  中国：百度百科</td>
</tr>
<tr>
<td>内容社区</td>
<td>设计用于分享相关资源包括文字，照片，视频和报告文件；视频分享网站可以作为内容社区的一种格式。</td>
<td>全球：YouTube  中国：优酷，土豆</td>
</tr>
<tr>
<td>用于反馈信息的网站</td>
<td>这一类型的网页允许使用者提交，阅读，复习，反馈，讨论和分享关于特定主题的个人经验，观点以及想法。</td>
<td>全球：Trip Advisor, Yelp  中国：天涯论坛，点评网，马蜂窝</td>
</tr>
<tr>
<td>手机社交应用</td>
<td>一种新型利用媒体融合的过程和移动设备的增加，以提供多样的服务，手机社交应用支持无法直接联系的个人之间的交互。</td>
<td>全球：Whatsapp  中国：微信</td>
</tr>
</tbody>
</table>
附录3

获取新陆程物流有限公司的途径

- 朋友推荐: 50%
- 宣传册: 14%
- 微博: 9%
- 微信: 9%
- 百度: 0%
- 物流行业相关杂志: 4%
- 其他: 14%

年龄分布:
- 25-29岁: 73%
- 30-34岁: 20%
- 40-44岁: 0%
- 45-50岁: 0%
- 35-39岁: 7%
是否关注新陆程公司
社交媒体平台

客户关注新陆程公司社交媒体平台上的哪些信息

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期望新陆程物流有限公司于社交媒体整合哪些功能

- 下单：31%
- 支付：13%
- 订单追踪：31%
- 相关信息搜索：22%
- 其他：3%

客户在选择物流公司前会否在相关论坛或网站查询已有客户的反馈信息

- 会：80%
- 不会：20%

关注新陆程公司的社交平台是

- 微信朋友圈：56%
- 微信公众号：25%
- 微信：19%
- 微博：其他
附录 4
自定义菜单范例

附录 5
顺风速运微信二维码

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附录 6
顺风速运微信公众号的自助服务系统

欢迎您使用顺丰速运自助服务，当前提供的服务为自助查件。
1. 请在对话框中正确输入您所要查询的12位数字的顺丰运单编号。
2. 查询成功且在快件未签收前，将由顺丰主动为您推送快件物流信息。

您所查询的运单号：

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## 附录 7
布里斯班物流企业

<table>
<thead>
<tr>
<th>公司名称</th>
<th>使用的社交媒体</th>
<th>现在是否仍积极使用?</th>
<th>在社交媒体上采取的行动以及理由(目的)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. BLACKS TRANSPORT (OLD) PTY LTD</td>
<td>Facebook 脸书</td>
<td>否 (已超过1.5年未更新其脸书页面)</td>
<td>• 告知客户潜在的收购&lt;br&gt;• 要求客户打电话至该公司询问货运报价&lt;br&gt;• 目的-解决客户关于货运报价方面的询问</td>
</tr>
<tr>
<td>2. SEQ TRANSPORT</td>
<td>Facebook 脸书，Twitter 推特 (该公司仅用于网址宣传，客户可以分享网址的链结)</td>
<td>否</td>
<td>• 为了提升公司的知名度以及产生正向的口碑传播</td>
</tr>
<tr>
<td>3. SEA ROAD</td>
<td>LinkedIn 领英</td>
<td>否</td>
<td>• 多半与其他企业连线&lt;br&gt;• 目的-与竞争组织合伙以获得成功</td>
</tr>
<tr>
<td>4. TEAM TRANSPORT LOGISTICS</td>
<td>Facebook 脸书，LinkedIn 领英</td>
<td>是</td>
<td>• 主要用于招聘目的&lt;br&gt;• 目的-招募新员工</td>
</tr>
</tbody>
</table>
洛杉矶物流企业

<table>
<thead>
<tr>
<th>公司名称</th>
<th>使用的社交媒体</th>
<th>现在是否仍积极使用?</th>
<th>在社交媒体上采取的行动以及理由（目的）</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. LOAD DELIVERED</td>
<td>• Facebook 脸书 • Twitter 推特 • LinkedIn 领英 • Blogs 博客</td>
<td>是 (仅限脸书跟部落格)</td>
<td>• 透过职业博览会提供招聘消息 • 与教育机构合作，提供学生相关指导 • 展示员工在公司收到的津贴与福利 • 目的-提供有才华的年轻人发展、成功的机会</td>
</tr>
<tr>
<td>2. AMERICAN EXPORTS LINE</td>
<td>• Facebook 脸书</td>
<td>是</td>
<td>• 发布影片、与其产业相关的政经新闻 • 目的-保持客户对宏观的产业环境的了解与认识</td>
</tr>
<tr>
<td>3. LIGHTNING MESSENGER EXPRESS</td>
<td>• Facebook 脸书 • Twitter 推特 • Google+ 谷歌+ • Pinterest</td>
<td>是 (仅限脸书)</td>
<td>• 透过提问来吸引客户的兴趣 • 目的-回复客户的贴文并厘清客户的疑问，同时感谢正反面的意见回馈</td>
</tr>
<tr>
<td>4. Trans Group WORLDWIDE LOGISTICS</td>
<td>• Facebook 脸书 • LinkedIn 领英</td>
<td>较不积极(现阶段)</td>
<td>• 为了防范客户不喜欢该公司的社交媒体页面，该公司张贴了娱乐性的照片在其页面上 • 透过张贴照面来展示员工的工作环境 • 目的-展示该公司的工作生活方式</td>
</tr>
</tbody>
</table>
5. AGILITY

- Twitter 推特
- LinkedIn 领英
- YouTube
- 手机应用程序 (Apple、Android 和 Windows 系统)

是

- 招聘新的员工
- 与非营利组织合作提供社会生活水平 (例如与“关爱哥伦比亚”的组织合作，教育哥伦比亚的孩童)
- 张贴与公司表现相关的信息 (获奖或成就信息)
- 目的-告知客户作为一间具备社会责任的物流公司的表现

6. CEVA LOGISTICS

- Twitter 推特
- LinkedIn 领英
- Facebook 脸书
- YouTube

是(除了 YouTube 较不积极使用)

- 向客户展示该公司积极参与社交活动
- 招待学生进行公司参访并介绍该产业
- 举办多种活动以鼓励分公司间的业外活动
- employees. 目的-让客户了解该公司不只是担负企业社会责任，也是具弹性、灵活的组织，并且努力提升组织与员工间的关系
附录 8
微信公共账号可视化的范例
附录 9
抢红包活动讯息范例

(SF express 2015)

附录 10
搜索引擎广告 (SEA)和搜索引擎优化 (SEO)的差异

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附录 11
网站架构

(Harris 2014)

附录 12

中文网站标题范例

新浪网 (Sina.com)

标题标签建议形式

<table>
<thead>
<tr>
<th>页面类型</th>
<th>标题标签建议形式</th>
</tr>
</thead>
<tbody>
<tr>
<td>首页</td>
<td>网站名称、网站名称_服务名称、产品信息</td>
</tr>
<tr>
<td>分类页面</td>
<td>分类名称_网站名称</td>
</tr>
<tr>
<td>文章页面</td>
<td>文章标题标签_分类名称_网站名称</td>
</tr>
</tbody>
</table>

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附录 13

QQ 上的折扣广告

附录 14

根据用户位置投放广告的范例