

GUILIN TOURISM UNIVERSITY · 桂林旅游学院

LESSON 11

Four roads to one thermos

网站 · 搜索 · 推荐 · 社交 · 四条发现路径与两个 900 亿

Textbook §3.3.1, §3.3.2, §3.3.6, §2.6, §3.5.3 · a 90-minute bilingual lesson

90 minutes

一课时

English first, Chinese support

英文在前 · 中文在后

§3.3 · §2.6 · §3.5.3

教材小节

2026 – 2027 Semester 1

2026—2027 学年第一学期

Course · 跨境电商概论 Cross-border Ecommerce

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“Same cup, four roads. Different intent, different tool, different cost per order.”

一句话先记住：同一个杯子、四条路径，意图不同、工具不同、每单成本不同。

15^{min}

Warm-up: four buyers, one cup

案例开场：四买家一杯子

Search, feed, group chat, reorder.

30^{min}

Site, search, recommendation

网站、搜索、推荐

Four functions, two legs, one pipeline.

25^{min}

Social, and two 90 billions

社交与两个 900 亿

Spend is not revenue; a coincidence is not a definition.

20^{min}

Task and close

课堂任务与收束

Rank the channels and halve the budget.

Every stage asks one question: which channel serves which decision stage, and what does it cost per order?

四个环节问同一个问题：哪条渠道服务哪个决策阶段，每单花多少？

01

Explain the four functions of a website and the four on-site capabilities that make them usable.

解释网站的四项功能，以及让它们可用的四项站内能力。

02

Distinguish paid from organic search, and compare their cost logic.

区分付费搜索与自然搜索，并比较两者的成本逻辑。

03

Describe a recommendation system as signals, candidate generation and ranking, without mystifying it.

把推荐系统描述为行为信号、候选生成与排序，不把它神化为读心术。

04

Compare social marketing with social commerce, and separate the two “90 billion dollars” by calibre.

比较社交营销与社交电商，并按口径区分两个“约 900 亿美元”。

Each objective maps to §3.3.1, §3.3.2, §3.3.6, §3.5.3 or §2.6.

BEFORE THIS LESSON · 前置知识 (第 9、10 课)

- Shopping context: device and channel conditions (Lesson 9).
购物情境：设备与渠道条件（第 9 课）。
- Decision stages and trust evidence (Lesson 10).
决策阶段与信任证据（第 10 课）。
- You know what the buyer asks; this lesson asks where she finds you.
你已知买家问什么；本课问她从哪里找到你。

Discovery is not one channel; it is a portfolio with different jobs.

WHAT THIS LESSON DOES · 本课作用

- Give each channel a job: intent, interest, trust, retention.
给每条渠道一个任务：意图、兴趣、信任、留存。
- Price the channels per order, not per click.
按每单而不是按点击给渠道算价。
- Keep the two 90 billions apart in every report.
在任何报告里把两个 900 亿分开。

A click is not a customer, and a view is not a sale.

Lesson 10 ended where the buyer trusts the offer; Lesson 11 asks how she arrived at it in the first place.

第 10 课止于买家信任报价；第 11 课问她最初怎么到达这里。

01 Searches “500ml thermos”

搜 “500ml 保温杯”

Explicit intent, ready to compare.

明确意图，已在比价。

02 Sees a short-video review

刷到短视频测评

No intent yet; interest is created.

本来没有意图，兴趣被制造。

03 Opens a group-buy link

打开拼团链接

A friend lowered the risk.

朋友降低了风险。

04 Returns to last year's shop

回到去年买过的店

Already trusts the seller.

已经信任这个卖家。

The cup is identical. The intent, the tool and the cost per order are not. Which road should a small seller buy first?

杯子完全相同，但意图、工具与每单成本不同；小卖家应先买哪条路？

THE LESSON'S PROMISE · 本课承诺

Four channels, four jobs. Search catches intent, recommendation creates it, social earns trust, direct keeps it.

KEY POINTS · 学习重点

- Discovery is a portfolio: search catches intent, recommendation creates interest, social builds trust, direct keeps it.
发现是组合：搜索承接意图、推荐制造兴趣、社交建立信任、直接访问承接留存。
- Search has two legs: paid keywords are variable and instant; organic rank is slow and compounding.
搜索有两条腿：付费关键词是变动、即时的；自然排名是缓慢、复利的。
- Social marketing spend and social commerce revenue are different constructs, even at the same 90 billion.
社交营销支出与社交电商收入是不同构念，即使都约为 900 亿。

COMMON DIFFICULTIES · 可能的难点

- Thinking SEM means only buying keywords, and forgetting organic search.
以为 SEM 只是买关键词，忽略自然搜索。
- Describing recommendation as magic or mind-reading rather than a bounded process.
把推荐描述成魔法或读心术，而不是有边界的流程。
- Treating the two 900 billions as one number, then drawing the wrong conclusion about social commerce.
把两个 900 亿当成一个数字，从而对社交电商得出错误结论。

THE ONE-LINE RULE

Ask what each channel is for, then what it costs per order. A click is not a customer.

01 Set identity and expectation

建立识别与预期

Tesla's site sells battery technology and range, so buyers imagine
特斯拉官网中电池与续航，买家据此想象体验。

02 Inform and educate

告知与教育

Specifications, comparison, guides, honest limits.
规格、对比、指南与诚实的限制。

03 Shape the customer experience

塑造客户体验

Navigation, speed, checkout steps, after-sales entry points.
导航、速度、结账步骤、售后入口。

04 Anchor and monetise

锚定与变现

Social, email and app messages all land on one promise.
社交、邮件与 App 的信息都落到同一个承诺。

FOUR ON-SITE CAPABILITIES THAT MAKE THE FUNCTIONS USABLE · 让四项功能可用的四项站内能力**Site search**

站内搜索

*Can a buyer find it in three words?***Recommendation**

推荐模块

*Does the module match the page?***Reviews**

评价

*Are they local, recent, photographed?***Social link**

社交链接

Does a share return to the same promise?

A site cannot repair a weak product or missing demand. Where platforms dominate, the site supports the brand rather than carrying the sale.

网站修不好弱产品与缺需求；在平台主导的市场，网站支撑品牌，而不是承担成交。

PAID SEARCH · 付费搜索 (PPC)

- Bid on keywords; the ad appears when the query matches.
竞价关键词；查询匹配时广告出现。
- You pay when it is clicked, not when it is shown.
被点击时付费，而不是被展示时。
- Stops the day the budget stops.
预算一停，流量即停。
- Cost rises as more sellers bid on the same words.
同一批词出价者越多，成本越高。

ORGANIC SEARCH · 自然搜索 (SEO)

- Earn rank by content, structure, speed and links.
靠内容、结构、速度与链接获得排名。
- No charge per click, but real cost in research and writing.
不按点击收费，但研究、写作与维护都是成本。
- Compounds for months and keeps working after the project ends.
按复利，项目结束后仍在工作。
- Depends on an algorithm the seller does not control.
依赖卖家无法控制的算法。

SEM is the umbrella term. SEO is one leg of it, not a synonym for free traffic.

SEM 是上位概念；SEO 是其中一条腿，不是“免费流量”的同义词。

WHAT THE TEXTBOOK REPORTS · 教材给出的数字

CTR 1% – 4%, average ≈ 2%

点击率 1%—4%，平均约 2%

4 – 10× more effective than traditional advertising

因查询暴露明确意图，比传统广告有效 4—10 倍

Dimension 维度 维度	Paid search 付费搜索 付费搜索	Organic search 自然搜索 自然搜索
Cost type 成本性质	Variable: pay per click 变动：按点击付费	Fixed and slow: content and structure 固定且缓慢：内容与结构
Speed to result 见效速度	Immediate, same day 即时，当天可见	Months, then compounding 数月后复利
Stops when 何时停止	Budget runs out 预算用尽即停	Rarely; assets keep ranking 很少停；资产持续排名
Main risk 主要风险	Bid inflation, click fraud 出价上涨、点击欺诈	Algorithm change, slow payback 算法变动、回收慢
How to judge it 如何评价	Cost per order, not cost per click 看每单成本，不看单次点击	Cost per order over a quarter 看一个季度的每单成本

Neither leg is free and neither creates demand that does not exist. The useful question is blended acquisition cost per order.
两条腿都不免费，也都不能创造不存在的需求；有用的问题是每单的混合获客成本。



FOUR BOUNDARIES INSIDE THE LOOP · 循环内部的四个边界



For the seller the practical task is to make the item legible: accurate title and attributes, a clear main image, early clicks and low returns.

对卖家而言，实用任务是让商品容易被读懂：准确标题与属性、清晰主图、早期点击与低退货。

SOCIAL MARKETING · 社交营销

A promotion method. It is a cost.

- Creators, KOLs and KOCs publish and recommend.
创作者、KOL 与 KOC 发布与推荐。
- Content seeding builds familiarity before purchase.
内容种草在购买前建立熟悉感。
- Measured as spend, reach, clicks and assisted orders.
以支出、触达、点击与辅助订单衡量。

SOCIAL COMMERCE · 社交电商

A transaction setting. It is revenue.

- Social sign-on, notifications, collaborative shopping.
社交登录、网络通知、协作购物。
- Social search and buy buttons inside the feed.
社交搜索与信息流内的购买按钮。
- Pinduoduo group buying is the textbook example.
拼多多拼团是教材例子。

2020 GLOBAL SOCIAL MARKETING AND AD SPEND · 社交营销支出

≈ US\$90 billion ≈ 26.5% of online marketing

A cost paid by advertisers.

2020 GLOBAL SOCIAL COMMERCE REVENUE · 社交电商收入

≈ US\$90 billion a small share of ecommerce

Sales value booked on social platforms.

Same magnitude, different calibre. Never add them, never compare them, and never claim marketing paid for itself with revenue. 量级相同。口径不同：不能相加、不能互比，也不能用收入声称营销自己养活了自己。

Disclosure: when money or goods change hands, the audience is entitled to know. 付费关系必须披露。

§3.3.6 · SPEND

US\$90 bn

Global social network marketing and advertising expenditure, 2020.

About 26.5% of all online marketing spending.

Question it answers: how much did brands pay to be seen?

§2.6 · REVENUE

US\$90 bn

Global social commerce revenue, 2020, cited from Business Wire.

A small share of total ecommerce; the format is still early.

*Question it answers: how much did buyers actually spend?***If a student writes “social media is a 90-billion-dollar sales channel”, two different things have been merged into one sentence.**

如果写成“社交媒体的销售规模达 900 亿”，就把两件不同的事并成了一句话。

Check 检查项 检查项	Social marketing 社交营销 社交营销	Social commerce 社交电商 社交电商
What it measures 衡量什么	Advertising expenditure 广告支出	Transaction revenue 交易收入
Who pays 谁付钱	Brands and sellers 品牌与卖家	Consumers 消费者
Can it be added to the other? 能否相加	No 不能	No 不能

- Searched “500ml thermos”
搜过 “500ml 保温杯”

Stated intent

- Watched a review to the end
看完一条测评

Interest confirmed

- Added a similar item to the cart
把相似商品加购

Close to purchase

- Returned twice without buying
两次回访未买

Price or trust barrier

WHAT THE SYSTEM DOES WITH THEM · 系统怎么用这些信号

- Signals narrow millions of items to a candidate pool.
信号把数百万商品缩到候选池。
- The ranking model scores each candidate for click or purchase probability.
排序模型为每个候选打点击或购买概率分。
- Inventory, margin and paid placements adjust the order.
库存、毛利与付费位再调整顺序。
- The display produces new behaviour, which updates the signals.
展示产生新行为，新行为更新信号。

The feed is a ranked guess, not an act of reading the buyer's mind. 信息流是有排序的猜测，不是读心。

信息流是有排序的猜测，不是读心；说出它的边界，本身就是理解的一部分。

WHAT A SELLER CAN ACTUALLY DO · 卖家真正能做的

Accurate title and attributes

准确标题与属性

A main image that reads at

thumbnail size
缩略图也读得清的主图

Early clicks and conversion

早期点击与转化

Low returns and honest stock

低退货与诚实库存

Cold start, popularity bias and paid slots are not exceptions — they are inside the loop.

BACKGROUND · 背景

A teaching case: seller, product and all performance numbers are fictional. One 22-dollar thermos, four channels, four weeks.

教学虚构案例：卖家、产品与全部表现数字均为虚构。一个 22 美元保温杯、四条渠道、四周。

Search keywords

搜索关键词

Buyer already types the need.

买家已输入需求。

Short-video creator

短视频创作者

Interest is created by demonstration.

兴趣由演示制造。

Group-buy link

社群拼团链接

A friend carries the trust.

朋友带来信任。

Repeat-buyer message

老客复购消息

The relationship already exists.

关系已经存在。

Four weeks later every channel had orders, and the seller could not decide where the next 500 dollars should go.

四周后每条渠道都有订单，卖家却不知道该怎么把下一笔 500 美元放哪里。

Channel 渠道 渠道	Job in the journey 在决策中的任务 任务	Cost unit 成本单位 成本单位	Metric 指标 指标
Search keywords 搜索关键词	Catches stated intent 承接明示意图	Cost per order 每单成本	Clicks and orders 点击与订单
Short-video creator 短视频创作者	Creates interest and explains use 制造兴趣、解释用法	Cost per new buyer 每新客成本	Views, orders, new share 播放、订单、新客占比
Group-buy link 社群拼团	Borrows a friend's trust 借用朋友的信任	Cost per participant 每参与成本	Participants, conversion 参与人数、转化
Repeat message 复购消息	Keeps an existing buyer 留住已有买家	Cost per repeat order 每复购成本	Repeat rate, 60-day 60 天复购率

The mistake is to compare all four on clicks. They are measured on different units because they do different jobs.

错误在于用点击比较四条渠道；它们单位不同，因为任务不同。

One rule for the whole table: report spend and revenue in separate columns. 支出与收入必须分列。

Search
搜索**5.00** \$/order
转化 3.5% · 点击率 2.1%Creator
创作者**16.00** \$/order
播放 80 万 · 转化 1.2%Group buy
社群拼团**2.00** \$/order
1200 人参与 · 转化 9%Repeat message
复购消息**0.67** \$/order
转化 22%

Channel 渠道 渠道	New-buyer share 新客占比 新客占比	What the number means 数字的含义 含义
Search keywords 搜索关键词	45% 新客占比 45%	Cheap and scalable 便宜且可放量
Short-video creator 短视频创作者	70% 新客占比 70%	Dear per order, rich in new buyers 每单最贵，但新客最多
Group-buy link 社群拼团	20% 新客占比 20%	Cheap, but the audience is borrowed 便宜，但受众是借的
Repeat message 复购消息	0% 新客占比 0%	Retention, not acquisition 是留存，不是获客

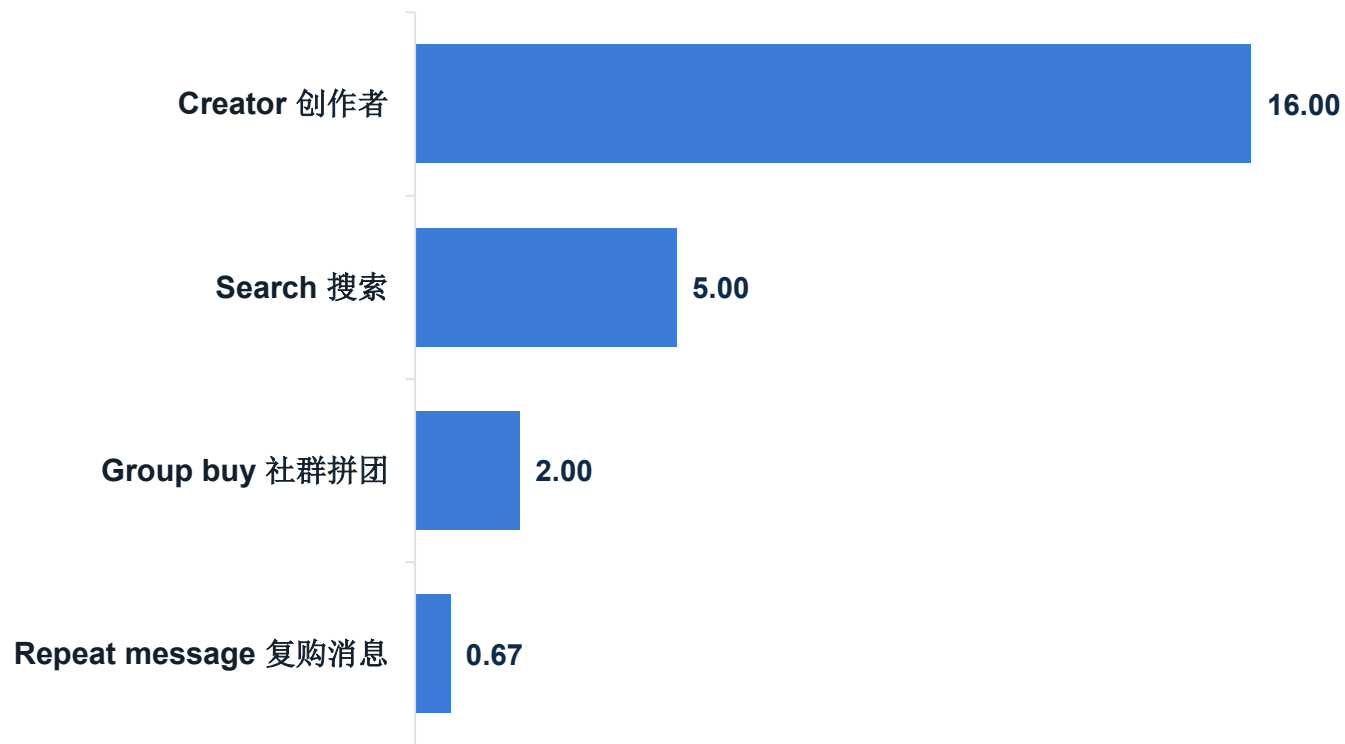
The creator has the worst cost per order and the best new-buyer share. Both facts are true, and they point in opposite directions.

创作者的每单成本最差、新客占比最高；两个事实都真，方向相反。

Simulated cost per order by channel

按渠道的模拟每单成本

Teaching simulation · not a benchmark



HOW TO READ IT · 怎样读

- Each bar is dollars per order, not per click.
每根柱是每单美元，不是每次点击。
- The cheapest bar is retention, not acquisition.
最便宜的柱是留存，不是获客。
- The dearest bar may still buy new demand.
最贵的柱仍可能买来新需求。
- Teaching simulation, not a market rate.
教学模拟，不是市场费率。

Illustrative figures for this lesson only.

A cheap order from an existing buyer does not replace a dear order from a new one. Read the two columns together.

老客的便宜订单不能替代新客的昂贵订单；两列要一起读。

这个比较说不了什么

Last-click attribution flatters search

末次点击归因美化搜索

It gives all credit to the final click and undervalues the content that created interest.

全部功劳给最后一次点击，低估制造兴趣的内容。

Channels interact

渠道会互相作用

A creator video often produces a search query a week later. Neither report shows the

pair. 创作者视频常在一周后产生搜索；两份报告都看不到这一对。

Units differ

单位不同

Cost per participant is not cost per order, and 22% repeat conversion is not a new-

customer rate. 每参与成本不是每单成本；22% 复购转化不是新客率。

One month is not a trend

一个月不是趋势

Season, stock and algorithm shifts can move any of these numbers by a wide margin.

季节、库存与算法变动都能让这些数字大幅波动。

The better test is incrementality: run one group with the channel and one without, or pause it and watch what happens to

orders. 更好的检验是增量：一组投放、一组不投，或暂停后看订单如何变化。

SAY · 常见说法

“SEM just means buying keywords.”

“SEM 就是买关键词。”

CLARIFY · 需要澄清

SEM covers paid and organic search. Buying words without content raises long-run acquisition cost.
SEM 含付费与自然搜索；只买词不做内容，长期获客成本更高。

SAY · 常见说法

“SEO is free traffic.”

“SEO 是免费流量。”

CLARIFY · 需要澄清

Ranking needs research, writing, design and maintenance, and months before it compounds.
自然排名需要研究、内容、设计与维护，且要数月才复利。

SAY · 常见说法

“Social commerce and social marketing are the same.”

“社交电商与社交营销是同一件事。”

CLARIFY · 需要澄清

One is a promotion method and a cost; the other is a transaction setting and revenue.
一个是推广方式与成本；另一个是交易场景与收入。

SAY · 常见说法

“The two 90 billions are the same number.”

“两个 900 亿是同一个数字。”

CLARIFY · 需要澄清

One is 2020 social marketing and ad spend; the other is 2020 social commerce revenue.
一个是 2020 年社交营销与广告支出；另一个是 2020 年社交电商收入。

SAY · 常见说法

“Recommendation is mind-reading, or fully objective.”

“推荐是读心术，或者完全客观。”

CLARIFY · 需要澄清

It is candidate generation, ranking and feedback, with cold start, popularity bias and paid slots inside.
它是候选生成、排序与反馈，内部有冷启动、流行度偏置与付费位。

SAY · 常见说法

“A creator’s recommendation is just a personal opinion.”

“创作者的推荐只是个人意见。”

CLARIFY · 需要澄清

Paid relationships must be disclosed; hidden advertising borrows trust and may breach platform or consumer rules.
付费关系必须披露；隐藏广告借用信任，可能违反平台规则或消费者法。

Term 术语 术语	One-line meaning 一行释义 一行释义
SEM 搜索引擎营销	Using search engines to build a brand and drive sales, paid and organic. 利用搜索引擎建品牌与促销售，含付费与自然搜索。
SEO 搜索引擎优化	Improving content and site structure to earn organic rank. 通过内容与站点结构提升自然排名。
PPC 按点击付费	Search advertising billed each time the ad is clicked. 按广告被点击次数计费的搜索广告。
CTR 点击率	Clicks divided by impressions. 点击次数占曝光次数的比例。
Recommendation system 推荐系统	A loop that generates candidates and ranks them for one user. 为单个用户生成候选并排序的循环。

Terms one to five describe the site and the search side of discovery.

前五个术语描述发现路径中的网站与搜索一侧。

Term 术语 术语	One-line meaning 一行释义 一行释义
Candidate generation 候选生成	Cutting a huge catalogue down to a pool that can be ranked. 把海量目录缩到可排序的候选池。
Social commerce 社交电商	Ecommerce driven by social networks and online relationships. 由社交网络与线上社交关系驱动的电商。
KOL 关键意见领袖	A creator with a large audience that can influence purchases. 拥有较大受众、能影响购买的人。
KOC 关键意见消费者	An ordinary buyer who influences peers or a small community. 以真实消费者身份影响身边人或小社群的人。
Disclosure 披露	Stating openly that a paid or commercial relationship exists. 公开说明存在付费或商业关系。

Terms six to ten describe the recommendation and social side, including the duty to disclose.

后五个术语描述推荐与社交一侧，包括披露义务。

Product situation 产品情形	Channel to buy first 先买哪条渠道	Reason 理由
Clear category, exact keywords 类目清晰、关键词明确	Search, paid then organic 搜索, 先付费后自然	Buyer already knows what it is 买家已知道这是什么
Visual, demonstrable, new 可视化、可演示、新品	Recommendation and creator content 推荐与创作者内容	Interest must be created 兴趣需要被制造
Needs explanation or proof 需要解释或证明	Social, with disclosure 社交, 附带披露	Trust decides the order 信任决定成交
Consumable, repeat purchase 耗材、可复购	Email and messaging list 邮件与消息名单	Retention is cheaper than reach 留存比触达便宜

A small budget should not be spread evenly across four channels. Buy the one that matches the product's intent and your ability to measure it.

小预算不应四条渠道平均撒; 买与产品意图、与你测量能力最匹配的那一条。

AND ALWAYS CLOSE THE MEASUREMENT LOOP · 一定闭合测量

Last click tells you where the order ended, not what produced it. Test incrementality before you scale.

Q1 In your country, do consumers find products more often through search or through social? Give an example and name the intent behind each.

在你的母国，消费者更常通过搜索还是社交发现商品？举例并说明各自的意图。

Q2 A new product has 500 dollars. Do you buy paid search or creator content? What would you measure?

新品只有 500 美元预算，你会投付费搜索还是创作者内容？测量什么？

Q3 Social commerce puts discovery and checkout on one screen. What does that do to impulse buying, returns and trust?

社交电商把发现与结账放在同一屏，这对冲动消费、退货与信任有什么影响？

Q4 How should a small seller disclose a paid creator relationship without losing the audience's trust?

小卖家应如何披露付费创作者关系，同时不失去受众信任？

Answer with a stage and a cost unit, not with a preference for a platform.

回答要给出决策阶段与成本单位，而不是对平台的偏好。

3

Map the four channels to the decision stage each one mainly serves.

把案例四条渠道对应到各自主要服务的决策阶段。

4

Compare cost per order, new-buyer share and repeat potential. Mark the trade-off.

比较每单成本、新客占比与复购潜力，标出取舍。

3

Cut the budget in half. Write the new allocation and one metric per channel.

预算减半，写出新分配，并为每条渠道写一个指标。

2

Check that spend and revenue are in separate columns, then defend the cut in 30 seconds.

检查支出与收入是否分列，然后用 30 秒说明理由。

OUTPUT · 学生产出

- Four-row channel table
四行渠道表
- Halved allocation
减半后的分配
- One metric per channel
每条渠道一个指标

TEACHER NOTE · 教师提示

Do not let clicks stand in for success.
Insist on cost per order plus new-buyer share.
不要让点击冒充成功；坚持每单成本加新客占比。

Check that no group added the two 90 billions, and that nobody treated creator content as free.

检查没有小组把两个 900 亿相加，也没有人把创作者内容当成免费。

- 1 Name the four functions of a website and one on-site capability for each.
说出网站的四项功能，并为每项配一项站内能力。
- 2 What are the two legs of SEM, and how does each stop working?
SEM 的两条腿是什么？各自会怎么失效？
- 3 Describe a recommendation system in five steps, then name two of its boundaries.
用五步描述推荐系统，并说出两个边界。
- 4 Why can the two 90 billions not be compared or added?
为什么两个 900 亿不能比较或相加？
- 5 Which channel would you buy first for a product that needs demonstration, and why?
对需要演示的产品，你会先买哪条渠道？为什么？

Question four is the discriminator: the first is a cost, the second is revenue, and neither is the other.

第四题是分水岭：前者是成本，后者是收入，互不替代。

THE LESSON IN THREE SENTENCES · 三句话

Discovery is a portfolio: each channel does one job in the decision.

Search catches intent, recommendation creates it, social earns trust, direct keeps it.

Measure cost per order and new-buyer share, and keep spend and revenue apart.

Four channels
四条渠道

4 jobs

搜索·推荐·社交·直接

Two legs
两条腿

2 search

付费与自然

One calibre rule
一条口径规则

≠ spend/revenue

支出不等于收入

THE PRACTICAL HABIT · 可操作习惯

- Give every channel one job and one metric.
给每条渠道一个任务与一个指标。
- Price it per order, then compare.
先按每单定价，再比较。
- Keep the calibre label on every number.
每个数字都带上口径标签。

BRIDGE TO LESSON 12 · 下一课

- Mobile, social and livestream are three dimensions, not three models.
移动、社交与直播是三个维度，不是三种模式。
- One live show, three platforms: reach, conversion, ownership.
一场直播、三个平台：触达、转化、归属。
- Public traffic is rented; private traffic costs people, not media.

公域流量是租的；私域成本是人力，不是媒体。

Source 来源 名称	Used for 用途 内容
SRC-003 教材《跨境电商概论》	§3.3.1 website functions; §3.3.2 search engine marketing; §3.3.6 social media marketing and the 2020 spend figure; §3.5.3 big data marketing. §3.3.1 网站功能; §3.3.2 搜索引擎营销; §3.3.6 社交媒体营销与 2020 年支出数字; §3.5.3 大数据营销。
SRC-002 教材《跨境电商概论》	§2.6 social commerce definition and the 2020 revenue figure cited from Business Wire. §2.6 社交电商定义, 以及转引 Business Wire 的 2020 年收入数字。
Course case 本课程教学案例	“Four weeks, four channels” — fictional seller, product and all performance numbers. “四周, 四条渠道” —— 卖家、产品与全部表现数字均为虚构。
Calibre 口径	The 90 billion for spend and the 90 billion for revenue measure different things and are never combined. 支出的 900 亿与收入的 900 亿度量不同事物, 绝不合并。

Cite the section, not the slide. If a number has no year, no calibre and no source, do not put it in a decision.

引用小节, 不要引用幻灯片; 数字没有年份、口径与出处, 就不要写进决策。

Lesson 11 · 发现渠道

Next: one live show, three platforms

第 12 课 移动·社交·直播：设备、关系与形式三个维度

- Read §2.5 to §2.6 and §3.5.1 before class.
课前读 §2.5—§2.6 与 §3.5.1。
- Bring one livestream you stayed in for ten minutes.
带一场你看了十分钟以上的直播。
- Note the four features of livestream marketing.
记下直播营销的四项特色。
- Write down whether the audience belonged to the brand.
写下观众究竟属于谁。

“A click is not a customer. A view is not a sale. Keep the calibre on the number.”

点击不是客户，观看不是销售；数字必须带着口径。