

# 去哪儿网： 中国旅游网站翘楚

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2005年以来,去哪儿网一直在为不知“去哪儿”的中国消费者提供旅行信息,网站也由此得名。去哪儿网的手机APP(应用程序)和网站让消费者弹指之间就能浏览到几百家旅行社、数以万计的旅馆和航班,还可以团购每日特惠。截至6月底,去哪儿网月访问量达7500万次,手机APP用户量逾4300万,已赢得中国旅游业手机APP市场的最大份额。

2011年,在成功进行三轮融资之后,去哪儿网签署了一份至关重要的协议:百度斥资3.06亿美元,成为去哪儿网的最大股东。这是当时百度最大手笔的一次投资,也是中国在线旅游行业最高规模的投资。过去8年,去哪儿网一直酣战在高速发展的中国在线旅游业。自从成为中国第一家旅游搜索引擎,公司便好评如潮。2011年11月,去哪儿网是中国访问率最高的旅行网站(为42%),其手机APP被苹果中国公司誉为中国最佳原创类旅行APP。2010年同样是好年景:去哪儿网成为全球最大的中文版酒店点评平台,用户提交的酒店评论数突破100万条。在Google DoubleClick AdPlanner 选出的全球十大最受欢迎旅行网站之中,去哪儿网是唯一一家非上市企业。

如今,去哪儿网专注于自身成长与服务拓展。为此,他们以开放的姿态与其他旅游相关企业合作,以期整合资源。根据世界旅行和旅游理事会数据,过去十年,中国是世界上增速最快的旅客资源市场,这意味着去哪儿网未来有大量商机。去年,去哪儿网进行了重大重组,希望进入高速增长轨道。公司筛选出并专注于三个业务单元(即航班、旅馆和手机三个增长迅速的核心版块)和五个种子计划,作为颇具潜力的领域,后者将由公司CEO庄辰超亲自监管。

一众高管之中,彭笑玫(EMBA 2012,北京)作为执行副总裁,是去哪儿网向长期目标迈进的关键人物。她负责销售、市场营销和商业拓展,也是公司创始人之一。在此次《TheLINK》高管专访中,彭笑玫阐述了去哪儿网在中国在线旅游业中发挥的作用。



# Qunar's Travel Plans

By Charmaine N Clarke

Since 2005, Qunar has been providing travel information for Chinese consumers wrestling with the question inherent in the company's name which loosely translates to "where to go". Its mobile app and website provide fingertip access to hundreds of travel agencies, hundreds of thousands of hotels and flight routes, plus daily deals for group buys. The website has 75 million visits a month while the app had more than 43 million users at the end of this June, giving Qunar the largest share of China's travel mobile app market.

In 2011, with three successful rounds of financing already under its belt, Qunar inked the deal of a lifetime: with a US\$306 million stake, Baidu became the company's largest stakeholder. It was the biggest investment ever for Baidu, and the largest in China's online travel industry. Over the past eight years, Qunar has been in the thick of China's fast-paced online travel industry. The company has racked up an impressive list of accolades since it became the country's first ever travel search engine. One month after it grabbed the largest share of traffic (42%) among Chinese

travel websites in November 2011, its mobile app was named the best original Chinese travel app of 2011 by Apple China. 2010 was also a good year for Qunar: it became the largest Chinese-language hotel review platform in the world with over one million user generated hotel reviews, and was the only private company to make Google DoubleClick Ad Planner's Top 10 list of most popular travel websites.

Now, Qunar has its sights set on growth, and expanding its range of services. To do this, it is open to partnering with other travel industry-related players in order to leverage resources. With China's position, in the last decade, as the fastest-growing tourism source market in the world (based on World Travel & Tourism Council data), there is every indication that there are enormous opportunities ahead for Qunar. Last year, the company did a major re-organisation to position itself for maximum growth. It identified and will focus on three business units (its core high-growth segments of air, hotel and mobile) and five seed initiatives – high-potential areas that the company's CEO CC Zhuang will oversee directly.

Among the company executives who will have a major role



**《TheLINK》:在线旅游预订是一个竞争非常激烈的行当,请问去哪儿网有什么战略优势,以及如何应对竞争对手?**

我们的企业就是为实现消费者的旅游选择而诞生的。只需轻轻一点,我们就能向中国消费者提供最为广泛的旅行产品和最为优惠的价格幅度。我们必须精准,因为去哪儿网是中国最早的,就用户数量而言也是最大的旅游搜索平台。行业数据显示,无论是个人电脑还是手机平台,我们的中文在线旅游服务均处于领先地位。根据艾瑞咨询的数据,2013年1月,去哪儿网的月点击量约为7500万次。截至2013年6月底,我们可实时搜索约1250家旅游供应商网站,搜索范围覆盖全球范围内超过468000家酒店、约125000条机票航线、186000条度假线路,并且每日提供逾16400种旅游团购产品。去哪儿网移动客户端“去哪儿旅行”是中国最受欢迎的旅行类APP,拥有约4300万激活用户。根据中国互联网络信息中心(CNNIC)发布的《2012年中国网民在线旅行预订行为调查报告》,去哪儿旅行是手机用户安装且使用最多的旅行信息查询移动客户端。

**《TheLINK》:就在线旅游预订服务的使用情况而言,中国网络用户与美国用户相比有何不同?中国在线旅游行业的发展潜力如何?**

2012年,中国互联网用户数量(5.64亿)是美国(2.47亿)的两倍有余。然而,2011年中国在线旅游的渗透率仅6%,美国的在线渗透率为40%。未来数年,中国在线旅游市场有望赶上欧美同行。

去哪儿网将成为中国在线旅游市场增长的最大推动者和受益者。2012年第四季度,为了推动发展,我们对公司结构进行了重大调整,将公司的传统功能结构转换成业务事业部。目前有三个核心事业部和五个种子计划。机票、酒店和无线三大事业部

为发展相对成熟、商业模式较清晰的业务,均已具备主导性市场份额且增速较快。种子计划是我们觉得有发展潜力的项目,如度假目的地服务、景区门票、旅行图片拍摄及分享工具等。我们的CEO庄辰超正在培植这些尚处于起步阶段的业务。我们希望通过这种结构安排,让自己更富创新性,能够快速适应市场变化,把握潜在的发展机遇。

其次,我们对于良好的并购机会持开放态度,前提是有助于我们加速成长,并且能更好地整合行业资源。最后,我们坚持聘用最好的技术人员和旅游行业专家,以帮助我们开发产品,与业内同行保持良好合作。

**《TheLINK》:2011年,百度投资3.06亿美元,成为去哪儿网的最大股东,与百度的合作对于去哪儿网的成长和发展有何帮助?**

百度是中国最大的通用搜索引擎,去哪儿网是中国最大的旅游垂直搜索平台,这就不难理解为何两家公司在业务模型上能产生不少协同效应。我们与百度的战略联盟推动了两家公司的产品发展与研发合作,也巩固了去哪儿网的市场领先地位。

我们与百度合作的方式之一是在旅游产品中应用“框计算”技术。当人们通过百度搜索旅游信息时,在展示结果中,由于去哪儿网的旅游信息相关性和质量最高,因而会享有一定程度的优先权。举例来说,有人搜索“北京到上海”,去哪儿网提供的票价、日程等相关信息就会即刻展现,方便有需要的消费者进行“一站式”信息查询和预订。我们也与百度的LBS(基于位置的服务)产品开展合作,提供酒店、景点的位置信息、价格、图片和评论等,使得百度用户可以迅速完成酒店预订。去哪儿网也相应地从百度那里获得了更多的访问量。

“We are positioning ourselves to tap into this expected growth.”

to play as Qunar moves ahead to meet its long-term goals is Executive VP Denise Peng (EMBA 2012, BJ). She is responsible for sales, marketing, and business development. She is also part of the team that launched the company. In this exclusive interview with *TheLINK*, Peng shares her thoughts on the role Qunar is playing in China's online travel industry.

***TheLINK:* The online travel booking industry is very competitive. What is Qunar's strategic advantage and how has it fared against competitors?**

**Denise Peng:** Our business is designed to enable consumers' travel choices. With a single click, we provide Chinese consumers with the broadest coverage of travel products and the lowest price range. We must be doing something right because Qunar is China's first and largest travel search platform by user volume. Industry data shows that the company leads in Chinese online travel space on both PC and mobile platforms. According to iResearch, as of January 2013 our

website had around 75 million monthly visits. As of June 2013, Qunar's search scope covers around 1,250 travel agencies, 125,000 flight routes, over 468,000 hotels, 186,000 vacation routes, 16,400 daily group-buying deals, and provides much more travel related information. Qunar Travel mobile app is the most popular travel app in China, with more than 43 million activated users by the end of June 2013. According to the China Internet Network Information Centre's "2012 Chinese Online Travel Consumption Report," Qunar has the largest market share of travel mobile app users in China.

***TheLINK:* In terms of their use of online travel booking services, how do China's internet users compare to those in the US, for example? What is the growth potential for China's online travel industry?**

In 2012, the number of Chinese internet users (564 million) more than doubled the number of US internet users (247 million). However, in 2011 the online travel penetration in China was only 6%. The US has 40% online penetration. The Chinese online travel market is expected to catch up to its US and European counterparts in the coming years.

We are positioning ourselves to tap into this expected growth. In the last quarter of 2012, we did a major re-organisation of the company's structure to drive growth. We changed from the traditional function structure to business units. We have three major business units and five seed initiatives. The business units are in areas in which we already have a big market share

and enjoy relatively high growth – air, hotel and mobile. The seed initiatives are businesses that we see as being promising and having the potential to grow in the future: vacation destination services, tickets for scenic areas, travel photography, etc. Our CEO CC Zhang is now incubating these initiatives as start-ups. We hope this kind of structural arrangement of the organization will make us more innovative and able to adapt quickly to market changes to realize potential growth opportunities.

Second, we are open to M&A initiatives that will allow us to accelerate our growth and better leverage industry resources. The third component is to continue recruiting the best technical talents, and those with expertise in the travel industry, to help develop our product and build up networking relationships within the industry.

***TheLINK:* Baidu, with its US\$306 million investment in 2011, is Qunar's majority shareholder. How has this collaboration helped with Qunar's growth and development since then?**

Baidu is China's largest general search engine while Qunar is China's largest travel vertical search platform. So it is understandable that the two companies have a lot of synergy in their business models. Our strategic alliance with Baidu has facilitated product and R&D cooperation between the two companies, and also strengthened Qunar's market leader position.

One of the ways in which we collaborate with Baidu is on their box computing technology. When someone

## 去哪儿网大事记

- 2011年12月,去哪儿网手机客户端荣膺苹果公司评选的2011年中国最佳原创旅游类应用。
- 2011年11月,根据Experian Hitwise发布的月度流量报告,去哪儿网的访问量居中国旅游类网站之首,为42%。
- 2011年6月,百度公开承诺投资去哪儿网3.06亿美元,但去哪儿网仍然保持独立运营。
- 2011年5月,去哪儿网与中国旅游研究院建立战略合作伙伴关系。
- 2010年8月,去哪儿网成功打造全球最大的中文版酒店点评平台,用户酒店评论量突破100万条。
- 2010年7月,去哪儿网荣登AlwaysOn评选的全球250强之列,是唯一获此殊荣的旅游网站。
- 2010年4月,去哪儿网被Google DoubleClick AdPlanner评为全球十大最受欢迎旅行网站之一,是其中唯一一家非上市企业。

## Qunar Milestones

- December 2011:  
Mobile application named the best Chinese original travel app of 2011 by Apple China
- November 2011:  
Had the largest share of traffic (42%) among Chinese travel websites (according to Experian Hitwise's monthly user traffic report)
- June 2011:  
Announces Baidu's commitment to a US\$306 million investment, while Qunar continues to operate independently
- May 2011:  
Established strategic partnership with China Tourism Academy
- August 2010:  
Became the world's largest Chinese-language hotel review platform with more than 1 million user-generated hotel reviews
- July 2010:  
Honoured by AlwaysOn as one of the AlwaysOn Global 250 winners, the only travel website to win this award
- April 2010:  
Among the Top 10 most popular travel websites and the only private company on the list, according to Google DoubleClick Ad Planner



彭笑玫和公司员工 Denise Peng and her staff

### 《TheLINK》:谈一谈去哪儿网的未来发展计划?

我们正在移动端积极地打造旅游产品的开放平台。除了目前提供的旅游产品,我们还期待与更多伙伴密切合作,推出涵盖旅行各环节,包括旅行前、旅途中和结束行程后的相关咨询和即时服务产品。我们移动端策略的核心就是向合作伙伴开放。例如,5月份我们向机场出租车服务提供商开放了移动平台,其中包括“嘀嘀打车”、“快的打车”和“摇摇招车”,允许他们将信息嵌入我们的手机应用中。目前去哪儿网已经是中国城市覆盖面最广的出租车服务移动平台。我们有6家合作伙伴,服务遍及20个城市。合作开展了一个月,数据已经很鼓舞人心:每三位使用去哪儿网预订机票的旅客中,就有一位选择上述出租车服务去往或离开机场。所有的机票购买者(包括不通过去哪儿网预订机票的旅客)中,40%使用的是我们的机场出租车服务。相信这个数字未来还会增长。

### 《TheLINK》:您是否会调整商业模式,以推动公司进军国际旅游市场?

我们会继续沿用这种平台模式,秉持开放态度与各界伙伴展开合作。我们的业务模式被形容为“百度加淘宝”。我们会继续向消费者提供全面而优惠的旅游资讯,向供应商提供免费交易平台,让消费者获得更好的用户体验,供应商也能通过与去哪儿网的合作,获得更高的投资回报率。

### 《TheLINK》:放眼中国更为广阔的互联网和线上产业,您如何看待其发展潜力和创新需求,中国如何在这方面蓄积实力,与世界各国一较高低?

如今是中国互联网行业的黄金时代。除了旅游在线服务,我们也看到了其他颇具吸引力的种类,如在线教育和消费金融。阿里巴巴和支付宝正在涉足消费金融领域。比如,去年阿里巴巴已在推广阿里贷款和个人理财产品。我想,这对中国的银行系统将有非同寻常的意义。

### 《TheLINK》:在中欧EMBA的学习经历,对于您在去哪儿网的管理工作有哪些帮助?

金融和战略性思考是我最大的收获。例如,在聆听了陈威如教授的平台战略课程之后,我便能够从理论角度总结出去哪儿网的发展历程,并且分享给我的同事们。

我也从同学们多种多样的行业经历中获益良多。我们来自不同的行业,我有创业背景和网络行业经验,对其他行业涉猎不多。EMBA课程让我有机会与各行各业的人交流想法。我相信,新获取的跨行业知识会助我拓展视野,无论是对于去哪儿网的未来成长,还是就自身事业发展而言。

searches for travel information on Baidu, information provided by Qunar will be given some level of priority in the displayed search result. For example is someone searches for flights, there will be Qunar-provided information about prices, scheduling, and more – all accessed without going to our website. This is a very efficient way to provide enhanced travel-specific search results to Baidu's users. We are also working with Baidu on their LBS products by providing hotel POIs (points of interest), price, pictures, reviews, etc. to allow Baidu users to instantly make hotel reservations. In exchange Qunar attracts more traffic from Baidu.

***TheLINK: What's next for Qunar?***

We have always been an open platform for online travel products on mobile devices. In addition to the travel products we now provide, we plan to work closely with our partners to offer other services that will help our users to conveniently get travel information and instant service before, during and after their trip. In our mobile strategy we are open to partners who can provide search content. For example in May we opened our app interface to airport taxi service providers, including Di Di Da Che, Kuai Di Da Che, and Yao Yao Zhao Che. We allow them to integrate their information into our mobile applications. Qunar now provides the widest city coverage, in terms of geographic area, among taxi app services in China. There are six partners now working with us and we provide coverage in 20 cities. One month after the collaboration began, the numbers are encouraging: one out of every three

travellers who use Qunar to book flights use a taxi to get to and/or from the airport. Among all airline tickets buyers (including those who do not use Qunar to book flights), 40% of them are using our airport taxi service app. We believe that this number will grow in the future.

***TheLINK: Will you adjust your business model to accommodate your push to***

“ Finance and strategic thinking are the biggest takeaways for me. ”

***expand into international travel?***

We will continue to use the platform model and it will remain open to the various partners with whom we collaborate. Our business model could be described as Baidu plus Taobao. We will continue to provide very comprehensive and low-priced travel information for our customers and provide a free transaction platform for our vendors. This provides our customers with a better user experience and our vendor partners have better ROI by partnering with Qunar.

***TheLINK: Looking at the wider internet/online industry in China, what***

***are your views on growth potential, the need for innovation and creativity, and how China stacks up against other countries around the world?***

China's internet industry is experiencing its golden age. Apart from online travel, we are seeing other categories that are very attractive such as online education and consumer finance. Alibaba and Alipay are taking steps in the area of consumer finance. In the last year, for example, Alibaba has been promoting their Aliloan and also some personal consumer investment products. I think this will have significant implications for China's banking system.

***TheLINK: How has your CEIBS EMBA enhanced your role at Qunar?***

Finance and strategic thinking are the biggest takeaways for me. For example, after taking Prof Chen Weiru's platform strategy class, I was able to summarize Qunar's entire growth history in a theoretical way and share it with my colleagues.

I also benefited from the diversity of my classmates' career profiles; we had participants from very different industries. I have an entrepreneurial background and I'm experienced in the internet industry, but outside of the industry I had very little knowledge. With the EMBA programme I had an opportunity to exchange ideas with people from various industries. I believe my newly-developed cross-industry knowledge will broaden my view on how to grow Qunar and also on my career development in the future.