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中国移动的互联网战略

中国移动正在筹建一家互联网公司,前身是我们的一个互联网基地,已经运营三年多,承接了20多项业务。

在互联网领域,我公司一直在做移动MM(Mobile Market)平台。作为一站式的销售服务和支持的平台,目前累计下载量已达13亿次。最近我们还开展了“灵犀”业务,即一个语音操作系统。推出首周,下载量就在所有业务中名列前茅。

如今许多公司都在争先恐后做平台,微信在不足两年的时间里发展了近三亿用户,堪称奇迹,也让运营商倍感压力。我们为什么做互联网产品?如何打造平台?我想从客户特征和业务需求角度作简要说明,大致分为三个阶段:

首先是发起创意。我们的产品大多定位于有潜力的客户群,或者较成熟的市场。即使商业模式已有成功案例,我们也可以从中寻找差异点。以灵犀为例,国外已有语音识别软件的成功案例,但国内目前尚无,这意味着我们有发展空间。我们选择与国内语音识别领域的优秀公司合作,拥有广泛的客户群。目前已推出灵犀的测试版和车载版。

然后是在互联网用户中寻找目标客户。对中国移动来说,互联网是个难题。因为就本质而言我们并不精通该领域。但我们拥有庞大的数据资源,这让我们占尽先机:中国移动的互联

网用户超过4.5亿,139邮箱每月发送逾10亿封邮件,飞信每月发送逾30亿条信息,2012年上网流量也突破10亿GB。分析这些数据,我们可以准确锁定目标用户,对其进行电话调研和短信问答,以评估其需求。客户的建议是产品设计最根本的源头。

在第三阶段,我们会根据用户的反馈开发基础版本,并不断优化。我们的实验室会在所有产品上线之前做用户体验测试。实验室会对客户体验作长期全面的评估,以持续提升整个平台。

直面微信的挑战

微信是业界非常关注的焦点。我们的网络部门、财务部门和数据部门已经连续几个月对微信做专门分析。微信确实给运营商造成了巨大冲击。多年前我们做过飞信,但是这个免费发短信或语音的平台,对运营商不是很有利,因此没有大力宣传。

现在我们要顺应趋势,做互联网公司,用两条腿走路,一条是传统业务,一条是互联网业务。后者尚在起步阶段,希望可以做大做强。微信成功之处在于充分考虑用户需求,且将平台黏性做足。微信每个版本的不断进化,个性化的结构设计,“朋友圈”的精心安排,无一不印证了这一点。目前,我们最大的挑战在于将平台打造好,建成入口型业务。虽然说我们的用户总体规模已达4.5亿,但还是希望某个产品能有逾一亿的用户量。

On the company's Internet strategy

"China Mobile is preparing to launch an internet company. Its predecessor is a China Mobile Internet division which has been running for more than 3 years and has started more than 20 businesses.

In the Internet field, our company is also working on a platform called Mobile Market. To date, the application – which is a one-stop platform of sales service and support – has been downloaded more than 1.3 billion times. Recently we also started a new service called Lingxi which is a voice system. In the first week of its launch, the number of Lingxi downloads topped the list of all our services.

A lot of companies are now rushing to build various platforms. For example WeChat, which has amassed 300 million users in less than 2 years, has miraculously emerged and puts great pressure on operators like us. So why are we making Internet products? How do we develop these products? In terms of the process of building up a platform, from the perspective of customer characteristics and business demands, there will be three stages:

The first stage is the launch of a creative idea. Our products are mostly targeted at potential clients or established markets. We have seen other successful cases of this kind of business model, but we have our own advantages. Take our product Lingxi for example, there are other voice recognition software programmes outside of China, but within China it's a new market, which means we have an edge in doing this domestically. We work with very professional voice recognition developers within China, and we have a huge client base. Now we have already launched Lingxi's trial version and we also have a version for automobiles.

The second stage should be searching for our target audience among Internet users. The Internet had the potential to be a headache for China Mobile because we are not, by nature, experts in this area. However, we have an immense database – for example our Internet users exceed 450 million – which gives us an advantage in data resources. Our '139' mailbox sends over 1 billion mails per month, Fetion sends more than 3 billion messages per month, and the net flow has exceeded 1 billion GB in 2012. By analysing this data, we can select our target audience.

After we identify the right targets, we follow up with



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telephone surveys or message questionnaires to assess their needs. Customer input is the most fundamental source of our product design.

The third stage is to develop a basic version based on customers' needs and make improvements as needed. We also have a laboratory where all products are tested, based on user experience, before being rolled out. We also provide long-term assessment of the quality of our service to customers, and this helps us to constantly improve our platform."

On facing the WeChat challenge

"This is an issue that the entire Internet industry is focused on right now. For the last several months, the Internet, finance and data departments have been busy analysing the WeChat case. WeChat is really a big blow to operators. Several years ago, we started Fetion; but from the perspective of an operator, it is not in our interest to offer free text or voice messages, that's why we did not promote Fetion very much.

However, now the obvious trends have told us we need to set up an Internet company. We are walking with two legs – one is tradition, the other is the Internet business. The latter is now too weak, and we wish to strengthen it. I think WeChat is successful because they fully considered customers' demands and made the platform attractive enough. You can see the evolution of different versions, the customized details in its format or the personalized settings available for the "moments" section. Our biggest challenge so far is how to build up an attractive platform and develop it into an entry point to the Internet. Though our overall number of users has reached 450 million people, we are still looking forward to seeing the users of one individual service reaching over 100 million people."