



# 杨浩涌：复制之路

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2004年圣诞节，硅谷工程师杨浩涌(EMBA 2012)怀揣10万美元和打造中国的Craigslist的梦想，放弃了报酬优渥的工作和申领绿卡的机会，来到北京，迅即创办了一家信息分类网站——赶集网。

时隔九年，许多网站在昙花一现之后匿迹销声，但这位毕业即出国，对中国国情似乎不够了解的年轻人的企业却留存、发展、壮大起来。在复制Craigslist的过程中，他说过一句颇具哲理的话，“学Craigslist者生，像Craigslist者死。”其中的寓意也许是：不要因复制Craigslist而遗忘了初衷，被别人的成功束缚住手脚，作为一家互联网公司，心随用户而动才是王道。当年的硅谷青年正是参透了这一点，才能将领先的一小步，一直保持到现在。

## 专注于用户体验

2013年，赶集网做了一件务实且可贵的事，发布了《2013年应届生就业报告》和《2013年新蓝领职场薪情报告》。虽然不事张扬，但报告中的数据还是广为征引。“截至2013年5月31日，83.2%的应届生尚未找到工作，应届生平均起薪为2119元

/月，而期望薪资为2510元/月。”赶集网的数据来源于自身招聘版块，本着纯粹的服务精神，揽了资讯公司的活，他们提供的数据似乎更加引人深思。

窥斑见豹，赶集网的用户体验确实做得真诚而用心。虽说“顾客是上帝”，但能够真正为家境平平的应届大学生和蓝领工人服务，想他们之所想，且不流俗，也着实不易。在杨浩涌的眼中，好的用户体验能带来流量，稳步增加的流量会产生商业利益。逻辑是必然的，只是路程可长可短，崎岖或者平坦。杨浩涌一直不缓不疾地在这条路上走着，“作为企业的创始人，你必须学会享受过程。不断改进、不断学习的过程本身就是一种乐趣。如果你的目标是上市，也许会比较急躁，如果是想做影响中国老百姓生活的互联网公司，则路漫漫其修远兮。过程很重要，结果是附属品。”

“完善用户体验，并非灵光一闪，想个创新，就能够实现的。虽然创新是题中应有之意，但更多的是一些扎实功夫，需要不断地研究数据，分析用户行为，征询意见，修改产品，提供更好的服务。”

# Mark Yang: A Fresh Spin on Old Ideas

By Lei Na

It was Christmas 2004 when Mark Yang (EMBA 2012, BJ), a Silicon Valley engineer, arrived in Beijing with US\$100,000 and his dream of creating the Chinese version of Craigslist, a dream for which he had given up a high-paying job and the opportunity to obtain an often-coveted US green card. A week later, he launched Ganji.com, a Chinese language website dedicated to localised classified ads for the domestic market.

Now, after nine years, many similar websites that were launched with much fanfare have disappeared without a whimper while Ganji.com has survived and prospered. Yang's success is all the more impressive because he went abroad immediately after graduating from university and Ganji.com was his first foray into the complex Chinese business world. He had enough insight, though, to learn from Craigslist's success and tailor Ganji.com to specifically meet the needs of Chinese clients. He was able to find the fine line between simply copying, versus creating a new product by improving on an existing idea. He explains, "You live through learning, but perish through copying." This philosophical comment is how he sums up his mantra that visionaries should not become confined by the success of others and forget their own dreams. This is useful advice, especially for

an Internet company whose winning formula is based on meeting users' needs. Silicon Valley icons of the past have managed to keep their competitive edge – that small step that they have always been ahead of others – because of their deep understanding of precisely this point.



## It's all About the User

Two surveys launched by Ganji.com earlier this year – "Employment of 2013's Fresh Graduates" and "Salary for 2013's New Blue Collars" – show the company's practical application of its drive to focus on the needs of their clients. There wasn't much publicity surrounding the surveys but the data in the reports has been widely cited: "Up to May 31st, more than 83% of

2013's fresh graduates had not yet found employment, and the starting salary averages RMB 2,119 per month for the employed, against an expected salary of RMB 2,510." The thought-provoking data was mined from activities and information on the recruitment section of Ganji.com's own website. The surveys stemmed from the company's commitment to refining the user experience.

Ganji.com has bought into the "customer is king" approach to business, but it's not easy to meet the needs of fresh graduates and new blue-collar workers who don't have prominent family backgrounds to help pave their way. It's a challenge, as well, to lure new clients with innovative products without becoming glib in product development. And while it is logical to assume that good user experience will help generate traffic, which can in turn drive new business, in reality there is often a lot less clear-cut correlation between these events. Yang has been patient on his not-hurried-not-slow journey that has brought him so much joy. "As the founder of the company, you have to learn to enjoy the process," he says. "It's been a source of great pleasure trying to improve and learn continually. If your aim is simply to go public, you may be allowed the luxury of impatience, but if you want to create an Internet company that is influential in the daily life of the Chinese, you have a long way to go and have to be patient.



## 蚂蚁短租

蚂蚁短租是赶集网在O2O领域的一次尝试。所谓O2O,即Online to Offline,是将线下商务机会与互联网结合起来,让互联网成为线下交易的前台。

蚂蚁短租的概念也脱胎于美国的Airbnb(空中食宿)。对于这次复制,杨浩涌的团队显得更为审慎。因为早已了解,即使是相同的种子,在中美不同的世情土壤中,也会开出迥然相异的花。

如果说Airbnb是租房的eBay,那么蚂蚁短租就是租房的淘宝。不像赶集网页面简单清爽,蚂蚁短租网站给人的感觉很温馨,宛如一幅幅家居图片展,房东和顾客之前的信任是通过实实在在的点评建立的,态度真诚、口碑良好的房东能够得到青睐。谈及蚂蚁短租,杨浩涌保持着适度的距离,因为蚂蚁短租今年年初已正式从赶集网拆分。“我们选择了正确的CEO,过去半年的数据增长还是令人满意的。我们起步较早,目前在行业处于领先。究竟成功与否,还有待时间验证。”

## 移动互联网是决战场

创业至今,当年成百上千的信息分类网站大多风流散尽,只留下赶集网、百姓网和58同城三分天下的格局。对于竞争对

手,杨浩涌不愿多谈,仿佛在这个赛场上待得太久,如入无物之阵。但他早已将决战之场,定在移动互联网领域。

他认为,移动电商的发展有三个阶段,起初是传统电商在移动上的简单延伸,移动是具体而微的PC;此后,传统电商结合移动的特点,根据客户的需求做些设计,让客户能够放心地将钱存在移动端;第三阶段则要抓住手机的特性,做PC上无法完成的事,运用创新满足用户实施周边查找的需求。

这就是他眼中的决战场。一台电脑也许可以打开几个差不多的网站,但一部手机也许容纳不下两个同质的APP。无论得到和失去,影响都会存在得更加长久。认清了这一现实,赶集网的选择,只能是更加专注于自身,专注于用户体验,对于杨浩涌的企业而言,这便是道路、真理及生命。

### 《TheLINK》:最近赶集网发布了《2013年应届生就业报告》和《2013年新蓝领职场薪情报告》,请问您做这类报告的初衷是什么?

我们在招聘领域做用户拓展和商业尝试的时候,发现这个品类的市场很大。许多中小企业还在通过橱窗告示和老乡介绍来招人,现有招聘网站收取年套餐的模式不适合他们。新蓝领,即收入在4000元钱以下的工人,是中国工作需求最大的群体,而他们的工作状况、保险情况、生活处境并没有得到第三方

The process is so important that the result becomes secondary.”

He adds, “Optimizing user experience requires not just inspirational innovation, which of course should be included, but more importantly it also requires leg-work, such as the analysis of data and user behaviour, collection of user advice, product modification and providing better services.”

### Mayi.com: Short-term Rentals

It is the company’s strong data analytics that has alerted Yang to other opportunities. One of these is Mayi.com, Ganji.com’s foray into the online-to-offline (O2O) niche that combines offline business opportunities with Internet technology by making the web the front desk for offline transactions.

Mayi.com has a similar concept to the US-based Airbnb (Air, Bed & Breakfast), with adjustments made to factor in the peculiarities of the China market. This is because Yang and his team learnt, from early on, that even the same seeds will produce different flowers in the different soils of the two countries.

If Airbnb is the eBay of online home rental, Mayi.com can be said to be the Taobao. Unlike the simple pages of Ganji.com, Mayi.com has vivid webpages, with eye-catching photographs of the properties on offer. Trust is established between landlords and tenants through frank comments, while honest landlords who receive many favourable comments are highlighted. During his interview with *TheLINK*, Yang keeps his comments about Mayi.com to a minimum as the company has been spun off as an

independent entity in which Ganji.com holds majority shares. “We found the right CEO who brought satisfying data growth during the first half of 2013,” explains Yang. “We started early in this line of business and are now leading it. We still need time to prove whether Mayi.com’s business model will be successful in the long run.”

“He is convinced that mobile Internet will be the decisive battleground.”

### Mobile Internet: Winner Takes All

Today, the bulk of the thousands of local-classifieds websites that sprung up during Ganji.com’s early years have faded away, leaving only Ganji.com, Baixing.com and 58.com – a triumvirate in the market. Exuding the aura of one who has been engaged in a race too long to think of the things and people around, Yang would say little about his competitors. Now, he has his eyes firmly fixed on the mobile Internet field.

In his opinion, mobile e-Business has been through three stages of development. First, it was the simple extension of traditional e-Business onto mobile devices, the micro version of PC e-Commerce. Then, traditional e-Business began to

customize designs based on mobile features, making sure customers felt safe putting money in mobile terminals. In the on-going third stage, service providers have to make full use of mobile devices’ features to accomplish things that cannot be done on PCs, meeting users’ demands for location-based searches with innovative features.

He is convinced that mobile Internet will be the decisive battleground. Pointing out that a PC can be used to access several similar websites at the same time while it is sometimes a challenge for a smartphone to run two similar apps, Yang predicts that successes and failures in the mobile arena will be magnified in the coming years – and will have more lasting consequences. This is why Ganji.com has chosen to focus on its products and on optimizing the user experience. For Yang and his team, this is their commitment, their path to survival.

***TheLINK: Ganji.com recently released the reports “Employment of 2013’s Fresh Graduates” and “Salary for 2013’s New Blue Collars”. Could you tell us what you had in mind when you decided to issue these reports?***

**Mark Yang:** In trying to expand our user base and generate recruitment-related business, we found that this market was huge. Many medium-sized and small enterprises are still recruiting people through ads posted on windows, or referrals by relatives. As a result, the current yearly-service-fee-model adopted by recruitment websites does not meet their needs. New blue-collar workers, those who earn less

# “我们希望做人简单,沟通真诚,做事用心。”



的足够关注。赶集网恰巧了解这些打工人群,既拥有用户的数据,也拥有企业的数据,让我觉得有义务发布这个报告。报告中还涉及打工者的收入分配情况,一个打工者的工资多少花在租房上,多少寄回家里,多少花在衣食上,多少花在娱乐上。发布这些信息,是为了让中国媒体多去关注这些人群,因为他们是中国经济发展的主要动力,支撑着中国的未来,他们的薪水增长也决定着中国的消费。做这样的事,一方面是个人和企业的需求,另一方面是它有社会价值。

## 《TheLINK》:同时也能完善赶集网的用户体验,为提升流量做贡献?

是的,二者并不相悖。做互联网产品,最重要的是站在用户的角度考虑问题。对于我们来说,用户就是小企业主和求职者,满足了他们的需求,对企业的流量和品牌就有推动。

## 《TheLINK》:赶集网是业内最早发布移动客户端的公司之一,你也多次提出“信息分类网站的决战场是移动互联网”,请问您为了这次“决战”会做哪些布局?

布局一直在有条不紊地进行。两年前我们已经在开发移动客户端,是业内最早关注移动互联网的一批人,团队也搭建得较早。我们一直非常坚定地在该领域的研发和创新上投入人力、物力。移动和PC特质不同,因此需要在创新上多作尝试。总的来说,赶集网在移动方面发展良好。预估到明年,移动流量比PC还要大,这和早前规划相一致。我们希望用三年时间打造一个移动互联网公司。

## 《TheLINK》:曾经见您说过这样的话,“赶集网的价值在于实实在在地为用户解决生活中的问题,一个想闯荡北京的人,出火车站之后,余下的一切都可以交给赶集网。”这个目前真的可以实现吗?

应该说是阶段性实现,做得还不够。我们解决了出火车站之后的一部分问题,比如租房,找工作,安家之后的生活服务,但还有很多事是正在解决,或亟待解决的。未来还有很长的路要走,我们希望提供更多更好的服务。在当今中国,越来越多的人在城镇中生活,对生活便利服务的需求与日俱增。城镇化的脚步无法阻止,如果能在历史进程中,找准自己的位置,帮助到一些人,那么我们的网站就有价值。

## 《TheLINK》:能谈谈赶集网的公司文化吗?

非常简单,就三个字——“正,传奇”,“正”是指我们希望做人简单,沟通真诚,做事用心。“传奇”就是尽自己的最大努力。公司的经历和文化都是朝这个方向努力,希望够真诚,够简单,够努力。我们愿意做这样的人。

## 《TheLINK》:您游学过海内外知名学府,有着良好的学历背景,是什么促使您继续来中欧学习?您觉得中欧带给您最大的收获是什么?

我希望自己在每一年,每个阶段都有不小的进步。对我来说,从管理几十、几百人,到领导上千人的团队,本身就是一个挑战。在自己摸索的同时,我觉得最重要的就是遇到好老师,向你传授优秀的管理方法,教导你如何避免犯错误。对我来说,中欧是个很好的平台。最大的收获是我学到了知识,读了将近一年书,每门课都受益匪浅。无论是书本上写的,还是老师讲的,我都能在实际管理中得到一些反思和印证。

than RMB 4,000 per month, are the largest job-hunting group in China; but third parties have not prioritized their working conditions, insurance coverage, and living conditions. Ganji.com has keen insight into the needs of these worker groups, because we own both users' and enterprises' data, and I felt an obligation to publish the report. It also includes information on the expenditure of these workers' income: how much of their salaries is spent on housing, on clothing and food, and on entertainment, etc. We published this information as a way to get the Chinese media to pay more attention to these groups, because these workers are the main drivers of China's economy, supporting China's future, and their level of disposable income has an impact on domestic demand. On one hand, publishing the study meets the needs of individuals and enterprises, and on the other hand it also provides value to the society.

Also our users are small entrepreneurs and job seekers, and meeting their needs helps to increase the company's traffic and boost our brand.

***TheLINK: Ganji.com is among the first companies in its field to release a mobile app, and you have made the point that the decisive battle for local-classifieds websites will be fought on the mobile Internet. What measures have you taken to win this final battle?***

The steps we have taken are in line with our own specific strategic plans. Two years ago we were developing our mobile app, and we were among the

earliest to focus on mobile Internet – we had set up our team earlier on. We've been steadfastly investing in R&D and innovation in this area, both in terms of talent and in capital. Mobile service has different features than PC, so we need to make multiple attempts at innovation. Generally speaking, Ganji.com has enjoyed steady development in mobile service. We expect that by next year, traffic from the mobile end will be larger than that from PCs, and this is an outcome for which we have planned. We hope to complete creating a mobile Internet company within three years.

***TheLINK: You have been quoted as saying, "The value of Ganji.com lies in solving users' real life problems. When one comes to find life in the city, one can leave everything to Ganji.com after exiting Beijing Railway Station." Is this really the case now?***

It's partly so, but we can still work on making improvements to our product. We have solved some of the problems after the railway exit, such as finding housing, job hunting, general lifestyle needs after settling down, but there are still many things to be coped with. There's still a long way to go, as we hope to provide more and better services. More and more people are now coming to live in China's urban areas, and their demand for convenience services is growing by the day. The move towards urbanization cannot be stopped. If we can carve out a niche as history is being made, and can provide help to at least some of the people, our website is valuable.

***TheLINK: Could you tell us something about Ganji.com's corporate culture?***

It can be summed up in just two words: "Simple", and "Diligent". "Simple" refers to our wish to be simple people, to communicate with honesty, and do things with all our heart. Diligent means doing things with the maximum effort one can muster. Our company's history and culture show that we have made every effort to move in this direction, hoping to be honest, simple and diligent enough. That's our goal.

***TheLINK: You studied at renowned universities both in China and abroad, and have a strong educational background. What brought you to CEIBS for an EMBA education? What has been your biggest gain from studying at CEIBS?***

I hope to make progress each year, and at each stage of my life. For me, it is a challenge to make my way up from managing tens and hundreds of people to the management of thousands. As I was groping for the way, I thought it most important to have good teachers providing me with excellent management methods, and teaching me how to avoid making mistakes. For me, CEIBS is a very good platform. The biggest gain is the knowledge I gained from studying at CEIBS. After nearly a year of learning, I have benefited remarkably from every course. I have been able to apply the theory I learn at CEIBS, whether from books or from professors, in managing my employees and ensuring that my business has long-term success.