智能网络
——智能手机如何改变中国互联网商业版图

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社交、搜索、购物，这三大行为支撑着中国互联网产业不断蓬勃发展。过去十年，人们纷纷通过个人电脑涌入网络，新浪、腾讯主宰了社交领域，百度确立搜索王者地位，阿里巴巴则凭借淘宝与天猫在电子商务领域拔得头筹。但随着智能手机用户的飞速增长，互联网格局也开始改变。根据中国互联网信息中心（CNNIC）发布的最新数据，截至2013年6月底，中国手机网民数量已达4.64亿，且还在不断增长。那些历史不超过15年的中国互联网巨头，已开始争相调整商业模式，以免在竞争中陷入合围，他们的对手还包括许多刚刚步入战局的互联网新贵。移动互联网时代，群雄争霸，王者未定。

近日，阿里巴巴集团CEO陆兆禧（EMBA 2007）在接受《华尔街日报》采访时表示，手机"模糊了生活与互联网之间的界线"，将原本分散的业务结合了起来。2012年第四季度，阿里巴巴旗下淘宝与天猫的总交易额已超过美国两大电商巨头亚马逊、eBay的交易额之和。近日，阿里巴巴入股数字地图市场强者高德软件，并收购新浪微博约18%的股份。此外，阿里还联手奇虎360推出全新网购搜索引擎，试图在搜索领域叫板百度。

7月，百度宣布以19亿美元全资收购智能手机服务平台91无线。数日后，有媒体称奇虎360正在洽商收购搜狐旗下搜狗搜索引擎。截至本文撰稿时，交易尚未达成。

"谁能够整合社交、搜索和电商，谁就能统治市场，因为他将彻底了解消费者。"中欧市场营销学系主任、市场营销学教授蒋炯文解释道，"因此阿里巴巴入股新浪微博不足为奇。同样，百度也会进入交易领域，引导用户从搜索模式进入购买模式。"

论及百度、阿里和腾讯近来的战略投资，中欧战略学副教授陈威如表示："他们的投资是为了规避可能出现的利润池覆盖风险，有些投资是合理的，而有些只是提前防范。"

平台战略

这些企业都运用了一种平台商业模式，在这种模式中存在两种紧密相连的用户群，即"被补贴方"与"付费方"。例如，对搜索平台而言，搜索讯息的用户是"被补贴方"，而那些想要在搜索结果旁投放相关广告的客户则是"付费方"。陈教授认为，"当平台企业的主要利润池（或用户池）被更大的平台覆盖时，这些企业会有'被合围'的担忧。"他在与中欧校友余卓轩（MBA 2008）合著的《平台战略：正在席卷全球的商业模式革

The Smart Web
– How the Rise of the Smartphone has Opened Up New Frontiers for Internet Businesses in China

By Janine Coughlin

Socializing, searching and shopping are the daily activities that fuel China's billion dollar Internet business. During the past decade, when most people accessed the web from their personal computer, Sina and Tencent established themselves as the dominant players in the social networking space, while Baidu dominated search, and Alibaba Group, with its Taobao and T-mall, dominated e-commerce. But the number of smart phone users in China has reached a tipping point that is rapidly transforming the landscape. According to the latest data from the China Internet Network Information Centre (CNNIC), as of the end of June 2013 China had 464 million mobile Internet users, and this number is still climbing. China's established Internet giants, none of whom is more than 15 years old, are racing to retool their business models in order to avoid being enveloped by the competition, which includes many young upstarts who have only just joined the fray. It remains to be seen who will become the dominant players of the mobile Internet era.

The mobile phone "blurs the line between your life and the Internet" bringing together segments of the business that were once separate, explained new Alibaba Group CEO Jonathan Lu (CEIBS EMBA 2007) in a July *Wall Street Journal* interview. Alibaba – whose e-commerce platforms Taobao and T-mall generated more gross merchandise value during the fourth quarter of 2012 than US giants Amazon and eBay combined – recently took a stake in AutoNavi Holdings, the dominant Chinese online mapping player, as well as in Sina's popular micro blogging service Weibo (known as the Chinese Twitter). Alibaba Group also recently worked together with Qihoo 360, which competes against Baidu in search, to launch a new online shopping search service.

In July, Baidu announced it would acquire mobile app distributor 91 Wireless for US$ 1.9 billion. Days later, there were media reports that Qihoo 360 was in talks to buy Sogou, the Internet search unit of Sohu.com. As of this writing no deal had been concluded.

"Anyone who consolidates all three elements [social, search and e-commerce], would 'own' the market because they would know everything about consumers," explains CEIBS Marketing Department Chair and Professor of Marketing Chiang Jeongwen. "So it's no surprise that Alibaba has invested in Weibo. Likewise, Baidu will try to enter the transaction domain to lead consumers from searching mode to buying mode."

"Baidu, Alibaba and Tencent are all spreading out their money to prevent any possible envelopment risk," says CEIBS Associate Professor of Strategy Chen Weiru, explaining the reason for these companies' recent strategic investments. "Some of the investments can be rationalized, but some are just hedges."

Platform Strategy

These businesses all utilize a platform business model which links together different user bases where one group of users subsidizes the other. For example a search platform is free to those who want to search for information, and subsidized by the businesses and services that pay to have their related advertisements appear alongside search results. "Platform businesses worry about 'being enveloped', which happens when their revenue pool (or user pool) is covered by another, bigger, platform," Prof Chen says. As he explains in his book, *Platform Strategy: A Global Revolution of Business Model* which he co-authored with CEIBS alumnus Yu Zhuoxuan (MBA 2008), a company faces disaster (sudden death) when its sole revenue pool becomes the subsidized side of another company's platform, for example Netscape was enveloped by Microsoft. Prof

“越来越多的互联网用户从电脑端转向手机端，这对营销而言无疑开辟了许多新的途径。”

命》一书中指出，当一家企业唯一的利润池成为其他企业平台的“被补贴方”，这家企业就会迅速死亡，正如当年网景之于微软。在中欧EMBA选修课和高层经理培训公开课程中，陈威如教授均开设“平台战略”课程。

腾讯旗下移动即时通信软件——微信广受分析师和媒体好评，被视作“下一个大平台”，但微信仍不能完全算作双边平台，因为微信仍未找到其针对4亿用户（包括1.95亿月度活跃用户和7000万海外用户）的盈利模式。业内观察家相信，微信势必找到盈利模式。今年7月，腾讯进行了首款微信游戏内测，这并不奇怪，因为在个人电脑时代，腾讯在游戏盈利方面已经积攒了大量成功经验。

蒋炯文教授指出：“微信着实令人振奋，用户可以选择设定‘亲密’和‘经认证’的社交圈，而微博却没有这项功能。这让微信圈子里的交流能够更加坦诚和真实。”

“腾讯确实值得关注，它具备巨大的增长潜力。”中欧营销学教授王高表示，“现在他们所面临的挑战在于能否在用户与电商之间搭建桥梁。如今，两者之间有一堵高墙。人们在微信上花费大量时间，有自己的社团、朋友和圈子，非常活跃。但腾讯是否能够打通两者间的壁垒？如果可行，那腾讯潜力不容小觑，甚至会迅速对淘宝和天猫造成威胁。”

移动端的利与弊

越来越多的互联网用户从电脑端转向手机端，这对营销而言无疑开辟了许多新的途径。蒋炯文教授认为：“手机，特别是智能手机的优势在于它的私人性，用户身份与一串数字紧密相连。因此，营销会更有针对性，更富效率。”

通过追踪手机信号确定机主位置，使得基于位置的营销成为可能。蒋炯文教授表示，SoLoMo（社交+位置+移动）风潮席卷全球，并不局限于中国。但在中国，具有强大口碑推广功能的微博、微信的普及，以及集聚用户评价的大众点评网等平台将加速营销转向与SoLoMo相关的活动与创新。

随着手机定位功能应运而生的另一种营销模式被称之为O2O（线上到线下）。O2O模式对于传统实体企业非常有用，客户能够在线上购买甚至支付，最终在线下达成交易。大众点评

Chen also teaches Platform Strategy in an elective course in the CEIBS EMBA programme, and in an open enrolment course offered by the Executive Education programme.

Tencent's mobile instant messaging service, Weixin – also known as WeChat – has received tremendous attention from analysts and media who hail it as "the next big platform". However Weixin, at the time of writing, is technically not yet a two-sided platform as it has not yet added a mechanism to monetize it's 400 million person user base – which includes 195 million monthly active users and 70 million users outside of China. However industry watchers anticipate that it will happen in due course. In July this year Tencent began beta testing a game for Weixin, which is no surprise since games were something Tencent had great success at monetizing during the PC Internet era.

"Weixin is exciting because it allows users to create 'close' and 'identifiable' social circles, which Weibo does not yet offer. The sharing among these circles is more honest and genuine," says Prof Chiang.

"Tencent is one to observe because they have great potential for growth," says CEIBS Professor of Marketing Wang Gao. "Now the challenge for them is whether they can build a bridge to link the e-commerce with the customers. Right now there is a huge wall that separates them. On one hand people spend a lot of time on Weixin. They have their communities, friends, circles, etc… people are quite active there. Can they build a bridge or dig a hole to link these two parties together? If they can, Tencent will have great potential. They will be able to immediately challenge Taobao and T-mall."

The Pros & Cons of Mobile

As Internet users increasingly shift away from PCs to use their mobile phones to access the web, this opens up many new tools for marketers. "The biggest advantage of the mobile phone, and smartphones in particular, is that it is personal – the identity of the user is tied to a number. Marketing can therefore be done more effectively and efficiently," says Prof Chiang.

The ease in tracking a phone's signal, and therefore knowing its location, has made location-based marketing an important new tool for marketers. So-Lo-Mo (social-location-mobile) is a growing trend everywhere, not just China, Prof Chiang explains. However he says that the popularity of Weibo and Weixin, which facilitate word-of-mouth recommendations, and platforms such as the Chinese dining recommendation service Dianping.com, which collect and organize user generated ratings and reviews, will spur a major shift towards So-Lo-Mo related marketing activities and innovations, especially in China.

Another marketing model made possible by the location tracking capabilities of the mobile phone is called O2O (online-to-offline). In this model, which is particularly useful for traditional bricks-and-mortar businesses, customers make their purchase decision and sometimes even their payment online, but consumption is done offline. Dianping.com is an example of this, as is the travel booking service Ctrip, and the retailer Suning, which recently announced it was consolidating its online and offline shopping services and offering the same low prices on its merchandise regardless of where a consumer makes his purchase.

网和携程就是典型的O2O平台。近日，零售业巨头苏宁更宣布整合其线上线下业务，推出双线“同品同价”的政策。

尽管智能手机带来了许多全新营销手段，但对于运营模式深受个人电脑时代影响的企业来说，移动互联网也意味着严峻的挑战，因为他们的竞争优势与移动的特质相冲突。“手机使人们能够边行动边决定。但许多商业模式无法轻易突破屏幕尺寸的局限。”陈威如教授认为，搜索引擎正面临着前所未有的挑战，“用户无法通过手机轻松阅读广告，而百度的商业模式却有赖于点击付费广告。”

电子商务新领域

淘宝、天猫和京东商城占据了中国电商市场80%的份额。王高教授认为，京东的优势之一在于自建物流网络，而阿里巴巴集团旗下的两个网站都依靠第三方提供物流。在CEO刘强东（EMBA 2009）的领导下，京东建立了一个巨大的销售、配送网络，其规模和产能甚至可以服务于第三方，这已成为京东的又一利润平台。

王高教授认为，作为电子商务领域的另一位革新者，苏宁是少数成功地由实体转向线上的企业之一。事实上苏宁整合线上线下业务，降低实体门店零售价与线上同步的行为十分冒险，但从长远看来，这将为苏宁带来竞争优势。王教授希望苏宁能将传统店铺调整为更大规模的体验店，供客户下单前试用产品，并逐步扩大产品种类，增加服装、食品杂货等。“苏宁可以涵盖所有消费者，”王教授说，“有些公司目标客户群较为狭窄，而苏宁面向的是整个家庭。”

物流战场

王高教授认为，目前物流行业正面临电子商务的最严峻的挑战。中国电子商务兴起之初，第三方物流服务质量参差不齐，因此许多大型电商选择自建物流。事实上，过去倚赖第三方物流的阿里巴巴近日也宣布将建设中国智能物流骨干网（CSN），并由前任CEO马云亲自领导。

一些物流企业，包括顺丰速运，开始逐步发展自己的电商平台，以避免陷入大型电商的合围。“他们害怕失去对包裹的控制权，”王高教授解释道，“如果所有的电商企业都有自建的物流服务，那么将货物从供应商送至消费者手中的快递公司就会丧失业务。因此，他们不得不创造包裹以支持物流。这就是平台之争。要么赢家通吃，要么被其他行业覆盖。”

未来将会怎样？“中国消费者，尤其是年轻一代，全情接纳了互联网。”王高教授如是说，“这是他们的生活方式。电商拥有社会基础，也必将有着远大前程，这绝非一时风尚。”

蒋炯文教授表示，“这是一个拥挤、竞争激烈的市场，充斥着各种软件和手机。但是，技术会不断引入，推陈出新，我们对资讯、娱乐、社交的需求也不会改变。因此，就像所有成功的企业那样，不管科技如何发展，谁能够用最合理的价格提供最满意的用户体验，谁就会赢得胜利。”

王高教授 Prof Wang Gao

蒋炯文教授 Prof Chiang Jeongwen

陈威如教授 Prof Chen Weiru

Though smartphones have enabled new tools for marketers, the mobile web presents some steep challenges to incumbent businesses whose operational models have a deep legacy in the PC-Internet era and their competitive advantages conflict with the mobile form factor. “Mobile helps people make decisions on the go. But because the screen is small, many business models cannot easily make the shift,” says Prof Chen, explaining that search platforms are among those with the biggest challenge. “Consumers cannot easily read advertisements on their mobile. Baidu’s Internet search model, for example, relies on pay-per-click advertising.”

New Horizons in e-Commerce

About 80% of e-commerce in China occurs on three platforms – Alibaba’s Taobao, T-mall, and JD.com (formerly 360Buy.com) also known as Jingdong Mall. As Prof Wang explains, one of Jingdong’s competitive advantages is that it owns its own logistics service, unlike Alibaba which relies on third parties. Under the direction of CEO Liu Qiangdong (CEIBS EMBA 2009), Jingdong has built a large distribution and logistics network. Its scale and capacity enables the company to make it available to third parties, thus it becomes another platform that Jingdong can profitably leverage.

Suning is another innovator in e-commerce mentioned by Prof Wang, one of the few that began as a traditional bricks-and-mortar business and migrated successfully online. Its decision to combine its online and offline operations and lower the price of goods offered in its physical stores to match the price discounts offered online is a risky one, Prof Wang says. But he believes it is likely to give them a competitive advantage in the long run. He expects they will adjust their traditional stores to focus on larger, experiential retail outlets where customers can try out the goods before making their purchases. He also expects they will gradually add product categories such as clothing and groceries. “They will cover all consumers,” says Prof Wang. “Some companies only target narrow segments, Suning covers the entire family.”

> “Chinese consumers embrace online businesses, especially the younger generation.”

The Logistics Battleground

In fact Prof Wang says that the logistics business in China faces its biggest challenge from e-commerce. When e-commerce began in China the quality of existing third-party logistics services was uneven, so most of the large, incumbent e-commerce players started their own. In fact Alibaba, which has relied in the past on third-party logistics, has just launched its own new venture, the China Smart Logistic Network (CSN) which is headed by former Alibaba CEO Jack Ma.

Some Chinese logistics companies, including SF Express (Group) are also developing their own e-commerce platforms to avoid being enveloped by the big e-commerce incumbents. “They are really concerned about losing control of the package,” explains Prof Wang. “If e-commerce businesses all have their own logistics services, then companies that help get goods from suppliers to consumers will lose their business. They have to generate the packages for themselves to support their logistics. This is competition between platforms. It’s either winner takes all or you can be enveloped by another industry.”

Where do we go from here? “Chinese consumers embrace online businesses, especially the younger generation,” says Prof Wang. “It's a part of their lifestyle. The social foundation is there, so you can see a very long future for e-commerce. It’s not just a fad.”

“It is a crowded and very competitive market now with all the apps and phones,” says Prof Chiang. “But, new technologies will continue to be introduced to replace the old ones. Our need for information, entertainment, and communication will always be there. So, like any successful business, whoever can meet these demands with the most satisfactory consumer experiences at the most reasonable price will win, regardless of technological evolution.”