



唐海荣： 准备迎接移动互联网的挑战

文 / 朱琼敏

唐海荣(EMBA 2011)现任美国哥伦比亚广播公司旗下互动媒体公司 CBSi 女性时尚群组总经理,不久即将赴任CBSi集团中国区战略发展总监。2000年至2013年,唐海荣从事媒体相关行业近13年,亲历了媒体网络化改革的历史性转变。目前,她共管理三家女性网站,分别为女人志(onlylady.com)、闺蜜网(kimiss.com)及海报网(haibao.cn),其中女人志是其最早接手的网站,也是国内最优质的女性时尚生活平台之一。

2002年5月25日,女人志诞生于上海。它最初是由几位女性好友共同创办的美妆论坛,也是中国首个女性垂直论坛。从2002年到2007年,女人志逐步发展壮大,论坛汇集了华东地区最精于美妆的女性。2007年女人志被美国CNET集团收购,次年CNET又被CBS收购,女人志也因此成为CBS一员。在互联网大潮中,女人志抓住先机,积极发展,已从2007年营业额数百万元、仅20余名员工的论坛发展为年收入逾亿元、员工达240名的网络群组。

就在女人志被CNET集团收购当年,唐海荣接替朋友(女人

志的创始人)入主该网站。从2006年在桦榭菲力柏契媒体集团做时尚杂志网站,到2008年开始在女人志工作至今,她积累了丰富的互联网媒体运营经验,并对国内外互联网行业的现状、趋势及挑战形成了独到的见解。本期《TheLINK》采访唐女士,带您一探女人志的发展历程及唐女士对互联网行业的心得体会。

《TheLINK》:您与互联网有着怎样的渊源?

我一直都很看好互联网。2002年至2007年,我任职于法国桦榭菲力柏契媒体集团。在桦榭期间,我是中国公司里唯一一个不停地向老板建议做互联网的员工,但是当时杂志利润颇丰,公司并没有就此考虑太多。直到2005年法国总部下令杂志全面电子化,全球各分部才纷纷建立杂志网站,我也借此契机于当年底转到桦榭集团新媒体部门工作,之后两年,我一直在做EIIChina.com等杂志网站。但是,杂志社做网站,往往杂志才是主体,网站只是提供支持的配角。于是,在2008年CNET收购女人志之时,我离开了桦榭成为女人志的总经理。

Irene Tang: Ready for the Mobile Internet Challenge

By June Zhu

Irene Tang (CEIBS EMBA 2011) is now the General Manager of CBS Interactive China's (CBSI) Fashion Group and will soon take on the position of Strategic Development Director of the wider CBSI Group (China). A media executive since 2000, she has witnessed and experienced the historic changes brought about by the digitalization of the industry. She's currently responsible for three of the CBSI Group's fashion websites: *onlylady.com*, *kimiss.com* and *haibao.cn*. Among the three, *Onlylady* is the first one she took over and it has since become one of the top-ranked women's fashion and lifestyle platforms in China.

Onlylady began on May 25, 2002 as a beauty-product forum started by several female friends in Shanghai. It was also the first ever vertically integrated website for women in China. Over the next five years, *Onlylady* gained momentum and developed into a forum frequented by women in the South China region with an interest in beauty and makeup. In 2007, *Onlylady* was acquired by the CNET Networks, which in turn was acquired by CBS Interactive the following year. *Onlylady* successfully grasped the opportunities created by the rapid development of the Internet space in China. It grew from a

company with annual revenue of several million and a staff of just over 20 people in 2007, to an Internet group that now has annual revenue of over RMB 100 million and more than 240 employees. Today the website covers four main areas: fashion, beauty, lifestyle, and forums that facilitate user interaction.

Tang became *Onlylady*'s general manager in 2007, the same year the company was acquired by CNET. In fact from 2006 to 2008, she gained significant operational experience in Internet media, which has contributed to her wealth of knowledge about the current business environment and the future trends and challenges facing the industry. Read on as she shares her experiences at *Onlylady* and her thoughts about the Internet business.

***TheLINK:* How did you initially get into the Internet business?**

Irene Tang: I've always seen the Internet business as one that has a lot of opportunities to offer, I've always been very optimistic about it. From 2002 to 2007, I worked with Hachette Filipacchi Médias. During that time, I was the only staff member who was constantly giving the boss in the China office suggestions on starting an Internet arm of the

business. However, at that time the profit the company earned from its magazines was already quite impressive, and my suggestions were not implemented. Then in 2005, our headquarters in France decided that all its magazines should have a digital presence. This led to an overhaul of website development across all the company's offices around the world, and at the end of that year I was transferred to the new media department. Over the next two years I worked on the websites of magazines such as *ellechina.com*. However, I recognised that a magazine's website is always relegated to playing a supporting role in the company. I wanted to make a bigger contribution so when CNET acquired *Onlylady*, I took over as the company's general manager.

***TheLINK:* Based on your years of experience working on both sides of the industry, what's the difference between traditional and online media, and what advantages does online media have?**

The experience of working with a magazine still has some impact on my current job, even today. I have been trying to incorporate some advantages and characteristics of the magazine approach into the *Onlylady* website.



《TheLINK》: 就您的经历而言,相较于传统媒体,网络媒体有怎样的特色和优势?

也许是因为之前在杂志社工作的经历,在女人志网站上我还是坚持运用一些杂志的优点与特色,如内容讲求质量,要有一定专业深度,不能单靠美女照和标题来吸引人。与杂志相较而言,由于用户对新鲜度的要求,网站在内容上应更为充实,需要原创的部分也很多。在这种情形下,除了网站记者、编辑制作内容外,我们也会在各个城市发展愿意分享内容的优质用户和特派记者来撰写报道与稿件,即引入UGC(用户生成内容)的模式。

《TheLINK》:您运用什么样的战略让网站长达11年保持良好运转,又如何保留并发展网站会员?

迄今为止,女人志至少有2000万名会员。若完成基本注册,你就可以成为基础会员,如果能提供更多个人信息并积极参与网站活动,就会按照程度不同,依次升级。论坛上达到一定级别的意见领袖在其擅长的领域其实比网站编辑更为专业,他们也热衷于将自己的美妆心得公布在博客上。这是一个开放的平台,只要你写的东西获得尊重,就会有人追随,久而久之我们就形成了达人项目组。对于达人,我们会有一套尽心培养的体系。如果达人喜欢欧美系列产品,我们就会和品牌客户沟通让其亲身体验产品,然后由达人撰写文章与网友分享。我们还会赠送相关物品给达人,带他去参观化妆品牌的实验室,以加深他对品牌的理解,甚至会送他参与报道各大时装周。有些明星达人是全职的,我们包装他,让客户认知他,影响他,再让他去影响粉丝。目前这样的专家级达人已有四五位。他们对网站帮助很大,客户和用户对此都非常认可。

此外,我们还与会员保持着良好关系,拥有一批忠实用户。我们会根据用户的成长来设置网站内容。女人志面向的是对生活要求较高的都市女性,在过去11年间,我们的会员大多已从女孩成长为女人,结婚生子,除了关心自己还得照顾老公、孩子。因此,我们更多地将网站定位为生活方式的平台,除美妆、时尚之外,也加入了家庭、花嫁、亲子等内容,从而形成一个成熟女子宠爱自己的综合平台。我一直认为,网站作为媒体应该有自己的态度。

《TheLINK》:女人志与微博之类的新媒体关系如何,竞争还是合作?

我觉得女人志这样的网站非常传统,必须依靠内容来吸引客户做广告,这样的模式其实已经危机四伏,因此我们要与微博合作,而不是竞争。我们的策略是在论坛上发帖,然后转发至微博,通过微博再将粉丝吸引到网站上来。在深度上,我们超

For instance, the content must be high quality with a certain level of professionalism and adequate depth, instead of just trying to attract readers by using pictures of pretty women or sensational headlines. Compared with magazines, websites must have more substantial content because users are looking for some degree of novelty. Part of the content should be original, which means that in addition to reporters and editors creating content, we also need to adopt a “User Generated Content” (UGC) model. For this, we developed quality customers who love to share their views, and even special reporters based in different cities across China.

TheLINK: What strategies have helped you sustain growth for more than a decade, in this ever-changing environment; and how do you retain and grow website membership?

Onlylady has at least 20 million members so far. Basic membership is available through online registration; with upgrades determined by how much personal information is provided and the level of participation in online activities. On our forum, there are some opinion leaders who actually have more expertise, in some specific areas, than editors and they regularly post blogs about what they have learnt from their

daily experiences with make-up. It is an open platform. As long as your writing is good enough, there will be followers; over time, we have been able to create a project team for those “talents”. The top talents can receive many benefits. For example, if someone likes some particular American or European brands, we will ask these brands for samples of their latest products and give them to the talent to try, and ask them to share their opinion with our members. We also reward them with visits to laboratories to improve their understanding of the brands, and we send them to cover fashion shows around the world. These top talents work for us full-time. We improve their appearance, give our client brands an opportunity to get to know them and convince them of the quality of their products, and then in turn they are able to influence their fans. So far we have four or five top people working for us, and they are recognized by both clients and users and are helping to bring people to our website.

We also keep on good terms with our members and have a group of loyal users. For their benefit, we establish the website content according to their life stages. For example, over the past 11 years, Onlylady’s original target audience – urban women who have

relatively high lifestyle requirements – have become wives and mothers. So they are not only concerned about themselves but also their families. Now, we are positioning the website more as a lifestyle platform, adding elements about family life and weddings into the existing information about beauty and fashion. In this way, we are building the website into a comprehensive platform for mature females. I always think the website should have its own unique attitude.

TheLINK: What is the relationship between Onlylady and other new media such as Weibo? Are you competitors, or are there some opportunities for collaboration?

Onlylady is a traditional website which needs to attract advertising clients by the quality of its content, but actually this kind of business model is already in danger. Therefore we must collaborate with micro blogs, instead of competing with them. Our strategy is to use micro blogs to publicize articles posted on the forum, and this enables us to attract new fans to our website. We provide more depth of content than micro blogs, but are weaker than they are in terms of fragmentation and timeliness. So if micro blogs want professional knowledge, we provide them with content related to fashion. We have not been able to establish a strategic partnership with Sina Weibo as Taobao.com has, but we are trying our best to find ways to work with Weibo. For example we do micro blog interviews, which give our followers the opportunity to get to know more about





过微博,但碎片化和及时性却不如微博。微博需要内容,那么,女人志官网和达人会为微博提供很多时尚方面的专业内容,彼此共赢合作。像淘宝与微博的战略合作,我们尚无法做到,但我们会同微博合作,利用他们的媒体专区,进行嘉宾访谈直播,与受众互动,这都是我们的常规活动。

作为媒体,我们不仅要出售广告位,更要销售影响力。我们已经签约了四五十位独家达人,他们的微博都有女人志的相关认证,粉丝数量高达四五十万,我们会要求他们每天抽出一小时来回答粉丝的问题。

《TheLINK》: 女人志有没有想过加入电子商务的队伍,开发除广告以外的新盈利模式?

之前我们做过“福丽社”,淘宝卖家可以在那里付费开店,而女人志的会员可以享受折扣。但是,广告客户的利益和卖家发生了冲突。由于C2C的业务模式让我们无法保证货源正宗,降低了我们的美誉度,广告客户尤其是奢侈品牌很有意见,甚至影响了广告收入。再三权衡之下,我们意识到媒体和电子商务的不兼容之处。因此,我们关闭了福丽社,继续专注于媒体,专注于内容和用户,并靠广告盈利。

媒体和电商是两条路,商业模式迥异。媒体靠内容吸引客

户,赚取广告,它是中立的。倘若一旦脱离中立的位置,摇身变成卖东西的人,他的态度就会大相径庭——他不再关注语言优美与否,而更多地考虑如何将东西卖出去。这会让广告客户产生困惑。另一方面则是专业问题,作为媒体我们无法像电商那么专业,采购、仓储、售后服务、在线支付及物流等问题都会大大加重我们的成本负担,不如专注于自己擅长的事。

《TheLINK》: 您觉得女人志面临着哪些挑战,准备如何应对?

当初杂志受到互联网的挑战,现在是移动互联网和视频向互联网发起挑战,这更为严峻,也是为何我转而做战略的原因。我们用手机的时间越来越多,用电脑上网的时间越来越少,移动互联网的侵略性可见一斑。女人志正在做相关努力,现在我们已经有了Html5和APP两种形式。我们会定期精选女人志网站内容放到APP上,满足用户随时查看的需求。挑战同时意味着机遇,从媒体到各行各业,其实都可以因移动互联网焕发青春,关键在于你要跟上它的脚步,找到结合点。我们有很多优质的内容,但如今人们对手机应用的需求日益强烈,已不单单是了解资讯。如何根据用户习惯的改变,将时尚咨询变成解决用户日常时尚需求的工具,才是我们今后的制胜之道,这也是我在集团战略总监的位置上需要思考的问题。

us. We now do this kind of activity regularly.

We not only sell advertising space, we also sell our influence. We've already signed contracts with more than 40 talents. From their micro blog personal pages you can see that they are all verified as "Onlylady talents" and some of them have over 400,000 fans. We ask them to answer questions from fans for one hour every day.

TheLINK: Has Onlylady ever considered entering the e-commerce business to develop a new revenue source, so that you are not just reliant on selling advertising space?

We used to have a section on our website called Fuli Club where Taobao sellers could pay to open an online store, and our members could enjoy special discounts. However, there was a conflict between advertisers and sellers. It was a C2C business model, and therefore we could not guarantee the authenticity of the products, which undermined our reputation. Advertising clients had a problem with this, which threatened to reduce our earnings from ads. So we eventually closed Fuli Club and decided to focus on media, content and users, and earning revenue from ads. Media and e-commerce are two different roads with completely different business models. Media relies on content to attract clients and earn revenue from advertisements. It has a neutral point of view. However, if you are a seller, then your approach will be totally different – you are more obsessed with how to sell your product. This will

definitely cause the advertisers some concern, so we chose to be a media outlet with our own point of view. Also, we do not have the same capabilities as established e-commerce companies who can smoothly handle all aspects of purchases, storage, after-sale services, online payment and logistics, so why not concentrate on the things we are good at?

“In the past, magazines were challenged by the Internet; now we are facing even bigger challenges: mobile Internet and video websites.”

TheLINK: What are the challenges now faced by Onlylady, and how will you tackle them?

In the past, magazines were challenged by the Internet; now we are facing even bigger challenges: mobile Internet and video websites. This is why

I will focus on strategy in the future. Consumers are increasingly using their mobile phones to access the Internet and the time spent surfing the web on a personal computer is decreasing. This obviously shows the ubiquity of the mobile Internet. In response, Onlylady has already developed two mobile Internet formats – html5 and an app. From time to time, we choose content from the website to put onto the app in order to satisfy users' tastes. Challenges can also be regarded as opportunities. Other industries besides media will gain a new life by taking advantage of the mobile Internet, and the key point is that you need to follow it closely and find the best point of entry. We have a lot of high-quality content, but there is no longer a strong demand for accessing news on cell phones. Understanding how to transform fashion-related content into something that can help users solve their daily problems will be the key to media's success. This is the main issue I need to consider in my new position.

Attracting users is also one of our challenges. Media is more fragmented, young people are becoming increasingly diversified, and they are not that keen on forums anymore, so how can we attract them to our website? Websites that offer video content have huge amounts of visitors, and are attracting increasingly more advertisers who are investing a lot of money into doing video commercials. This will definitely lure away our clients; it threatens to reduce our earnings and cause a decline in our growth.



除此之外,如何吸引年轻用户也是我们的挑战之一,随着媒体内容日渐碎片化,年轻人的思想也越来越多元化——他们不再热衷于玩论坛,那我们又该如何增强黏性,吸引他们? 另外还有视频网站,虽然看上去和我们关系不大,但他们的流量巨大,很多广告客户如联合利华和宝洁等直接将电视预算投给视频广告,无形之中影响了我们的收入,造成增速放缓。

《TheLINK》: 您希望女人志在互联网之路上走多远?

希望它能够紧跟时代步伐,找准自己的位置。它现在自然有一席之地,但过去的成功可能成为未来的阻碍,因为你会沉醉于旧的成功模式。可是环境永远在变化,尤其是互联网产业,所以一定要时时适应环境,抓住用户需求,找准自身定位,调整发展战略,同时专注于自己擅长的事情,培养可持续发展的核心竞争力,才能走好每一步。

《TheLINK》: 您个人在从事这个行业多年后,对中国互联网产业有怎样的评价或感悟?

我觉得互联网越来越“落地”了,以前觉得它很酷很极客,但如今互联网改变了我们的生活,成为生命中不可或缺的部分。但我相信未来真正改变生活的一定是移动互联网——个人电脑会和平板电脑结合,手机会越来越智能化,并承载更多东西。线上可以走到线下,大众点评、高德地图等生活方式类网站

会为人们的生活带来很多便利。随着互联网行业机会不断增加,最先涉足互联网的公司未必一定是赢家,线下传统行业利用移动互联网提升运营流程,增加新的服务方式和渠道,其实可以走得更远。此外,跨界创新将越来越常见,比如互联网公司参与汽车及手机制造业,在此背景下,也会有更多小而美的机会出现在每个人眼前。

《TheLINK》: 您在中欧的学习对您在互联网领域的成功是否有所助益?

我现在是中欧校友会移动互联网协会上海分会副秘书长。这个协会是我们二三十个校友一起筹建的,并邀请朱晓明院长担任名誉会长。我参与了协会创建全过程。我们活动频繁,几乎每月都有,花费了我大量时间和精力,但非常值得,因为在与校友的交流中,我学到了许多。有困惑时,我就同校友聊天讨论,往往能柳暗花明、豁然开朗。同时我也加入了杨国安教授组建的OCLA(组织能力学习联盟)。我们会定期深入调研学习国内外优秀企业,从战略和组织能力方面探索企业的持续成功之道。比如,上周我刚刚从德国回来,从德国企业那里学到不少。OCLA是学习型组织,会员之间有很多交流和分享,个人觉得对于提升视野,高屋建瓴地管理企业很有帮助。我也正在尝试将杨教授的杨三角理论在公司内部实施,目前为止颇有收获。

TheLINK: What does the future hold for Onlylady?

I hope it will keep up with the changes over time, and retain its market position. It has its own place right now, but past success can be the barrier to your future, because you may be constrained by the old model that brought you success. However, the environment is ever-changing, so you have to adapt to it, find the right position according to users' requirements, adjust your strategy. We have to focus on what we are really good at, maintain our sustainable core competitiveness, and make every move count.

TheLINK: With so many years of experience in the industry, what's your perspective on the overall Internet business in China?

I think the Internet is becoming more and more "down to earth". In the

past IT was "geeky", but now it is changing everyone's life, and we cannot live without it. But I am more and more convinced that, in the future, the mobile Internet is what will change us the most drastically. I believe there will be something combining both PC and tablet, and mobile phones will be more intelligent and have more functions. From online-to-offline (O2O), some lifestyle websites such as the Dianping.com and amap.com will serve people in much richer ways. In my mind, with the increasing opportunities, people who first entered the Internet industry are not necessarily going to see huge growth in the coming years, but people with traditional businesses can improve their operational processes by using the Internet, and they can really accomplish a lot. Cross-border innovation will be increasingly common, for example Internet companies will be engaged in automobile and phone manufacturing.

TheLINK: How did studying at CEIBS help you achieve success in the Internet business?

I am now the Vice Secretary of the Shanghai Branch of the CEIBS Alumni Mobile Internet Association. The association is the result of the efforts of more than 20 CEIBS alumni, and President Zhu Xiaoming was invited to be the Honorary President. I was involved in the entire process of establishing the association. We frequently hold activities, almost every month. This takes a lot of time and energy, but it is worthwhile, because I can really learn a lot from the other alumni. Every time I face a challenge, I'll turn to my fellow alumni, and discussions with them are always very enlightening.

I also participated in Prof Arthur Yeung's Organizational Capability Learning Association (OCLA). It's a learning group where members often share and communicate with each other, and for me it's really helped me improve my management skills and broaden my horizons. Along with other members of the association, I regularly visit outstanding enterprises both at home and abroad to get a better understanding of how to achieve sustainable success by relying on strategies and organizational capabilities. For instance, we recently came back from Germany where we learnt a lot from the companies there. I'm also applying Prof Yeung's organizational theory to the management of Onlylady, it's been very fruitful.

