

汪妹玲：向善的力量

Wang Meiling: The Power of Good

文/雷娜 by Lei Na

在 创立“好屋中国”之前，汪妹玲(EMBA 2006)已经是一位成功的企业家了。她曾连续三年担任苏州青年商会会长，作为新博集团董事长，旗下拥有博思堂、博济堂等多家企业，业务的触角涉及与地产营销、产业服务相关的方方面面。但是在“大云平移(大数据、云计算、平台、移动互联网)”的时代，她依然有能力为事业注入创新的因子。创立不过两年，“好屋中国”已经以苏州和上海为中心，进入了中国40个省会及一线城市，开辟了加拿大、澳大利亚、美国和英国4个海外市场，并于今年2月与美国领先地产经纪公司瑞麦(RE/MAX)、盈泰罗(Intero)、莱纳(Lennar)等建立了合作，展现出如虹的发展势头。

Wang Meiling was a successful entrepreneur even before launching Haowu.cn, China's first nationwide real estate online-to-offline (O2O) marketing platform, in 2012. In 2007 she was named Chairwoman of Xinbo Group, the parent company for several subsidiaries linked to the real estate sector including Best-team, a real estate services provider, and Boji Park, which provides technology services to businesses and cultural enterprises. She has also served as President of the Business Association of Suzhou Youth in 2010. But Haowu.cn was a turning point in her career. It's a one-stop platform solution for homebuyers, bringing together brokers – for whom it also provides training – brokerage agencies, property managers, listings and even financing.

Within two years after Wang added Haowu.cn to Xinbo Group's portfolio, the marketing platform had expanded its base of operations from Shanghai and Suzhou into 40 cities across the country. Over the years, it expanded overseas into Canada, Australia, the US and the UK, and in February of this year it began cooperating with leading international real estate companies such as RE/MAX, Intero and Lennar.

But one thing hasn't changed. At the company's core is still Wang's business philosophy of "creating, winning and enjoying together". It's reflected in the fact that many of her competitors, who once worried they would be 'enveloped' by her platform, have now become her partners. She's also proud that her efforts to develop Haowu.cn have created jobs for many ordinary people. A big fan of the renowned Japanese entrepreneur and philanthropist Kazuo Inamori, who founded what is now the Kyocera Corporation, Wang tries to incorporate his Buddhist-oriented philosophies into her company culture. Every morning at 8 she shares a few proverbs with staff members in her WeChat Friends' Circle; they're often from Inamori. This may be the power of good that Kazuo Inamori terms "Respect for the Heavens and Love for People", and it is likely part of the reason for Wang's success.

In this exclusive interview, *TheLINK* speaks with Haowu.cn founder and Xinbo Group Chairwoman Wang Meiling about innovation, technology, the real estate sector, and her unique business philosophy.

TheLINK: What are the different business models of some of the companies that are part of Xinbo Group, in particular Haowu.cn, Best Team and Boji Park?

Wang Meiling: All three subsidiaries you mention follow the platform business model.

Best-team offers comprehensive real estate related services such as urban investment promotion, land assessment for real estate developers, and market data on residential and commercial property. Boji Park is a platform that provides comprehensive technology services, mostly in the areas of big data, cloud, and mobile Internet, to businesses and cultural enterprises. Haowu.cn is a real estate marketing platform that leverages the convenience of the mobile Internet to enable everyone to sell a house from anywhere in the world.

TheLINK: Haowu.cn is the first O2O (online-to-offline) real estate marketing platform in China built on the premise that "everyone is a broker". What exactly does that mean?

After completing a simple registration process which includes real-name verification and providing the specs of the property they want to market, visitors to our website can sell their real estate. Once the property is sold they receive our commission (normally 0.1% of the sum of the deal). We developed this business model after looking closely at international real estate trends. In the US and the UK, for example, 80% to 90% of real estate transactions are done through independent brokers. Now that we are entering the era of big data, cloud computing and mobile Internet, it is the perfect time for our business model. We want to break away from the traditional methods for selling houses through retail sales offices. We'll do this by aggregating the huge amount of available data to build a national public real estate marketing platform. The Haowu.cn O2O model uses advanced technology to promote properties, register brokers, and look for target customers. It also recruits brokers and provides offline assistance to homebuyers.

关于好屋中国

好屋中国成立于2012年,是中国国内首家全民地产O2O营销平台,通过海量真实、优惠的新房信息和覆盖全面的线下服务,为购房者提供一站式服务。目前好屋中国的产品系列包括:好屋经纪人(社会经纪人、专业经纪人和经纪机构)、云服务平台(官网、APP、微信等互联网工具)、业主管理群(为业主提供增值服务)、好屋金融(为购房者提供金融服务)、好屋学院(对地产经纪人进行培训)和好屋整合传媒(帮助开发商传播信息和购房者获取信息)。

About Haowu.cn

Founded in 2012, Haowu.cn is China's first nationwide real estate O2O marketing platform. By providing housing information and comprehensive offline services, the website offers one-stop solutions to home buyers. Haowu.cn's products currently include:-

- Haowu Brokers: social brokers, professional brokers, and brokerage agencies;
- cloud service platform: official website, an APP, WeChat public accounts;
- proprietors' management group: provides value-added service to proprietors;
- Haowu Finance: offers financing services to home buyers;
- Haowu Academy: provides training to real estate brokers;
- and Haowu Integrated Media: helps developers publicise products and provides information for home buyers.

采访汪妹玲是一件非常愉悦的事情,除了感受到她言语中的周到和热情之外,还惊讶于她的商业与人生智慧。她从好屋中国的商业模式创新,谈到了稻盛和夫的理念、商业介入文化的逻辑,以及对于中欧的期待。她思维周密、灵感时现,展现出一位女企业家的细腻与聪慧。她的创新不是那种锐利的、藏着狠劲的创新,而有一种博爱、宽厚的女性精神。通过打造好屋中国的平台,她为普通人增加了就业机会;那些曾经担心被她“围剿”的竞争对手,很多也都融入了她的平台,成为了她的合作伙伴。她正在通过“好屋中国”实践着自己“共创、共赢、共享”的商业理想。

每天早晨8点,汪妹玲会在微信中与员工分享几段人生箴言,其中有一些来自她所欣赏的稻盛和夫。从她的商业理念与实践,我们能感受到一种向善的力量,这种力量温柔、坚韧、圆融,能够在自省中保持澄澈,因此总可以迎着正道而上。这种向善的力量,也许就是稻盛和夫所说的“敬天爱人”,是商业的智慧,人生的境界,或许也是他们成功的奥秘。

下文是好屋中国董事长汪妹玲女士接受《TheLINK》杂志独家专访。

《TheLINK》:好屋中国、博思堂、博济堂都是新博集团旗下的企业,请问它们的业务范畴有什么不同?

这三家企业都属于平台经济。博思堂是做地产综合服务的,如城市产业定位、招商,开发商拿地的评估,住宅与商业地产的市场定位、广告策划、销售执行等。博济堂科技园是企业综合服务平台,专注于为科技类企业、智慧类企业(主要是指与“大云平移”相关的企业)、文化类企业提供服务。好屋中国是移动互联网时代下的全民地产营销平台,即从理论上来说,所有人都可以卖房子,所有的地方都是售楼处。

《TheLINK》:好屋中国是国内首家引入了“全民经纪人”概念的O2O地产营销平台,能否向我们具体介绍一下?

“全民经纪人”是好屋中国的主导模式。普通人登陆我们的网站后,经过简单注册成为经纪人,提供精确的购房信息,待项目成交之后,通过实名认证和审核即可获得佣金(一般为成交价的0.1%)。之所以提出“全民经纪人”模式,首先是基于对国际化趋势的观察,在美国和英国,80-90%的地产交易都是由独立经纪人完成的;而“大云平移”的时代也为发展该模



好屋中国的高管团队,前排中间为汪妹玲女士
Haowu.cn's Executive Management Team, Wang is front row centre.

式提供了契机;此外,我们希望突破传统售楼处营销模式的局限性,打造一个全民地产营销平台,通过云平台实现精准化服务,让大量碎片化的信息有价值。简而言之,好屋中国的O2O模式是在线上推广楼盘、注册经纪人、运用云服务手段精准地寻找目标顾客;同时在线下发展大批经纪人,为客户买房提供帮助,以增强线上用户的黏性。

《TheLINK》:在发展全民经纪人的同时,好屋中国如何解决民间经纪人资质不足的问题?

我们所说的“全民经纪人”,事实上可分为社会经纪人和专业经纪人两种。社会经纪人只负责提供信息,将有购买意愿的客户的准确信息提交到网上,待客户享受了“好屋中国”所提供的服务和优惠之后,就可收取佣金;但交易还是通过专业经纪人帮助客户完成的。我们也非常注重培养专业经纪人的职业道德、专业技能和综合素质,帮助他们不断提升能力,成为客户的终身“置业顾问”。

《TheLINK》:好屋中国在地产营销方面还有哪些创新之举?

好屋中国有一个涵盖全面的产品系列,除经纪人之外,还有云服务平台、业主管理群、好屋金融、好屋学院和好屋整合传媒等。例如,我们推出了“业主管理群”服务,客户在购房之后就进入了业主管理系统,通过我们的互联网技术获取后续服务。我们将与开发商共同提供购房后的增值服务,如施工进度、装修用材、房屋交付等,以增强客户对好屋中国和开发商的黏性,从而推荐更多的客户来买房。在交房之后,我们会将业主管理服务转交给物业公司,由他们以更低的成本和更高的效率为业主服务。应该说,我们提供了很多此类的创新服务。

TheLINK: How does Haowu.cn solve the problem of poorly qualified private brokers?

Our “everyone is a broker” philosophy actually divides brokers into two types: social and professional. Social brokers are responsible for providing information. For example they can submit sales leads about potential property buyers to the website, and get a commission after these customers enjoy the website’s services. Actual real estate transactions are conducted by professional brokers. We attach great importance on training our brokers in professional ethics and other skills.

TheLINK: What are some of the marketing innovations Haowu.cn has introduced into the real estate sector?

Apart from broker services, we offer a cloud service platform, a proprietors’ management group, Haowu Finance, Haowu Academy, and Haowu Integrated Media. For example, we offer the “proprietors’ management group” service, by which our customers enter the proprietor management system after the purchase, and can access our after-sales services online. We’ll provide value-added services in collaboration with developers, such as construction progress, decoration products, house delivery, etc to keep customers more closely linked to our services, and get them to recommend more customers. After the delivery of the house, we’ll hand over the proprietor management service to the property management company, which will provide efficient service at reasonable prices. We have been very innovative in the services we offer.

TheLINK: Buying a house is the biggest investment that many Chinese will make. How does Haowu.cn choose real estate developers who will help ensure the quality of the buildings you promote? How do you keep costs down so that you can provide more inexpensive options to customers?

Eighty percent of Haowu.cn’s real estate partners rank among the top 30 nationwide, which helps ensure the quality of our projects. We hope to form a mutually beneficial platform through which brokers can communicate directly with developers, which helps improve transaction efficiency (see Figure 1 below). The platform also helps developers find a way to spend significantly less money on advertising, and reduces the length of the capital-return cycle, while buyers get more and better housing information. Haowu.cn also provides customer services such as discounts on building materials and home decoration products. Broadly speaking, Haowu.cn wants everyone – customers, developers, and private brokers – to share equally in the benefits of our platform.

TheLINK: Haowu.cn has enjoyed rapid development and is now operating in 40 cities in China, plus four overseas markets. What are some of the challenges you have found in such rapid expansion?

In 2014 we opened in Canada, Australia, the US and the UK, and our efforts have been well received. Now there is a huge demand, from Chinese, for overseas real estate. This is partly due to emigration or overseas study. Our global business caters to this need. The biggest challenge in the company’s rapid growth has been how to attract and manage talents, but we have put systems in place for this.



表1: 好屋中国的经纪模式

Figure 1: Haowu.cn's brokerage model

《TheLINK》:对于大多数中国人来说,买到质优价廉的房子可能是人生中最重要事情之一。请问好屋中国如何挑选地产商,以确保所推销楼盘的质量?又如何节约成本,从而真正让利给消费者?

在好屋中国合作的房地产企业中,有80%是全国排名前30强的房企,这样就保证了我们推荐楼盘的质量。好屋中国期望打造一个共赢的平台,由经纪人通过平台直接对接开发商,提高客户的购房效率(表1:好屋中国的经纪模式)。通过好屋中国的平台,开发商大幅降低了广告成本,缩短了资金回笼周期;消费者也获得了更多、更优惠的房讯。此外,好屋中国还向客户提供试住、装修、建材优惠等一系列增值服务。从广义上来说,好屋中国是致力于推动房地产“均利时代”的到来,让消费者、开发商和来自民间的经纪人都能享受利益、得到共赢。

《TheLINK》:好屋中国的发展速度非常快,已在国内覆盖了40个城市,并开辟了4个海外市场。作为公司董事长,您觉得一个企业在快速扩张的同时,应该注意哪些问题?

今年我们开辟了加拿大、澳大利亚、美国、英国4个海外市场,并且收到了良好反响。如今中国人出于留学、移民等原因,配置海外资产的需求很大,我们的海外业务就顺应了这一趋势。在企业迅速发展过程中,如何培养和管理人才是最大的挑战,为此我们也在机制和培养方式上做了较充足的准备。

《TheLINK》:好屋中国任命了一位非常年轻的CEO,她只有28岁,是位女性,这在中国的企业中并不多见,能否谈谈您在企业经营和管理方面的心得体会?

我从事地产营销很多年了,创立好屋中国,其实是在“大云平移”的时代对地产营销进行了一次转型升级。我觉得在企业经营中,要注重商业的逻辑,因为商业的逻辑也是生命和财富的逻辑。好屋中国的理念是打造一个“共创、共赢、共享”的平台,像代理公司、中介公司等曾经将我们视为竞争对手的机构,后来都成了我们的合作伙伴,有了他们的加入,我们的发展速度自然就快了。

新博集团一直注重培养年轻的创业团队,这也是我们的企业文化。我们一直用稻盛和夫的理念

建设企业的文化体系,稻盛和夫强调企业员工一致的价值观、从事工作和渴望成功的激情,然后才是个人的能力。年轻人可能在阅历上略有不足,但只要有正确的价值观,能够对事业全情投入,大多都能取得很好的业绩。我想,未来的创业是属于85后的,我们对年轻人的培养也是为社会创造价值。

《TheLINK》:作为一位成功的职业女性,您觉得您成功的秘诀是什么?

我想,我事业的发展与身为女性乐于奉献的特质有关。2006年,我经朋友介绍到美国学习女性和儿童教育,发现女性天生很适合一些岗位,但是由于社会、文化、教育等因素,女性的潜能没有发挥到极致;但女性很有责任感,思维细致周密,最重要的是她们乐于无私奉献,发挥出这些特质,对于女性成功创业非常重要。

《TheLINK》:您在工作之余有些什么爱好?

我一直对文化艺术情有独钟,为此还创办了民间艺术品电商平台“墨意文化”。墨意致力于发掘全球民间艺术品,通过现代美学进行再创作,将深藏于民间的艺术品重新带回当代生活,让民间手工艺与文化得以传承。我想,到了人生的某个阶段,墨意会成为我生活的重心。我喜欢文化的方式,是源于民间又回归民间,将艺术变成老百姓的生活方式。就像乔布斯那样,让每个人都感受到他的艺术,这才是真正的大师所为。

《TheLINK》:您在中欧学习最大的收获和感触是什么?

在中欧学习的经历开阔了我的眼界,中欧在获取资源方面也给予了我很大的帮助。我一直认为,中欧有助于塑造一个人的企业家精神,因此一直推荐我们各个产业模块的总经理来这里就读。

如果说对中欧的未来有一些期待的话,那就是希望中欧能够增设一些人文素养和商业伦理方面的课程。其实中国传统的儒家、道家文化都是很值得学习的;现在我们采用稻盛和夫的理念建设自己的企业文化,但他的很多观念是根植于佛学的。商业伦理对于企业,乃至整个社会的发展都非常重要,如果中欧能进行一些这方面的研究和教育,就能够从本质上引导企业家和管理者去做正确的事情,则善莫大焉。



TheLINK: Haowu.cn appointed a very young CEO, a 28-year-old woman. This is very rare in Chinese companies. Can you tell us something about your ideas on corporate management?

I've been in the real estate marketing business for many years, and the founding of Haowu.cn is just an updating of the business to keep up with the era of big data, cloud computing, platform, and mobile Internet. I think we have to pay attention to business logic in operating an enterprise. This is the same as the logic of life and fortunes. Haowu.cn's philosophy is to build a platform through which people "create, win and share together". Real estate brokers and intermediary companies once regarded us as their enemy, but later became our collaborators. As they have joined with us, our pace of development has increased organically.

Xinbo Group has always focused on cultivating young entrepreneurial teams; it is part of our corporate culture, which includes the philosophy of Kazuo Inamori. Kazuo emphasizes the inherent value of the employees of an enterprise and their passion for work and success, and puts personal abilities after all these. Young people may be inexperienced, but they often do things really well as long as they have the right values and devote themselves wholeheartedly to the cause. I think the future belongs to the post-1985 generation, and our cultivation of young talents is also creating value for society.

TheLINK: As a successful career woman, what do you think is the secret to your success?

I think the development of my business is due to my willingness to contribute to society. Women are a natural fit for some roles, but because of social, cultural or educational factors their potential is not often fully tapped. Women are responsible, are capable of deep thought and, most importantly, they are willing to contribute. It is crucial to women's success to put these qualities into full play.

TheLINK: Work/life balance is important; so what are your hobbies?

I've always loved culture, and as an outlet for this, I founded an e-business platform called "Mo-Yi Culture" which deals in folk art. (Mo-Yi literally means the grace of the ink). Mo-Yi Culture is focused on the discovery of folk art around the world, and makes it accessible to modern



society by reinterpreting it with modern aesthetic philosophy and techniques. It also offers a channel for promoting and preserving folk art techniques and culture. I think Mo-Yi will become my priority in the next phase of my life. I like the way art can be derived from folkways, and become part of our modern life style. Look at Steve Jobs, whose designs can be enjoyed by everyone. This is what true masters do.

TheLINK: What did you gain the most from your studies at CEIBS?

My learning experience at CEIBS broadened my horizon, and CEIBS gave me tremendous help in securing resources. I think CEIBS helps a lot in fostering one's entrepreneurial spirit. I've been recommending CEIBS programmes to the general managers of many of our business modules.

I would love to see CEIBS add some courses in humanities and business ethics. In fact, traditional Confucian and Taoist cultures are worth studying. We have been incorporating Kazuo Inamori's philosophy into the development of our own corporate culture, and many of his ideas are rooted in Buddhism. Business ethics are very important for companies, and for the development of the whole society. I think CEIBS can help lead entrepreneurs and managers to do the right things, and that would benefit all of us.