



# 张强：蜻蜓成为时

文/雷娜

## 打造蜻蜓

在创办蜻蜓之前,张强(EMBA 2002)已经见惯了互联网江湖的传奇。1997年,他在上海电信参与了名噪一时的门户网站“上海热线”的创建;他也是后来在美国纳斯达克上市的游戏网站“第九城市”的创始人之一。成功对于他来说并不陌生。“我觉得声音会有机会。传统媒体中的文字、视频和音频三大板块,前两者已经得到了很好的开发,但音频却一直停滞不前。我觉得在移动互联网时代,声音伴随性很强的特质能够发挥出优势来。”谈及创业初衷,张强显得很平淡,但言语中有一种让人信服的力量。

于是就有了蜻蜓的诞生。这款音频APP于2011年10月正式上线,经过两年多的发展,目前已在国内同类市场上处于领先地位,拥有8000万用户。在这个移动音频平台上,汇集了3000多家电台,以及海量的各类有声内容。不仅如此,蜻蜓还拥有自己的录音棚,与百家唱片公司共同录制节目,也与千所高校的校园广播建立了合作。

“创造一个好的APP,要遵循几个要点,即操作简单、极致体验、个性化和社交化,为此我们不断地在界面上做减法,使之简洁;在内容上做加法,使之丰富。”张强说道。蜻蜓的方法论是先以优质的产品体验聚集用户、形成平台,再通过用户的力量产生更加丰富多彩的内容和互动,最终成为移动端音频内容和娱乐的入口。

## 结缘成为

完善的商业计划让蜻蜓赢得了“中欧成为创业基金”的青睐。与其他世界领先的商学院一样,中欧国际工商学院也一直与创业活动保持着紧密联系,学院从学员和校友的创业实践中汲取知识养分,也通过自身的优质师资为创业者提供帮助。目前,中欧的创业学课程在全部课程中所占比例已达到十分之一。

2012年“中欧成为创业基金”正式成立,该基金由中欧国际工商学院和成为资本共同发起,旨在为中欧学员和校友中的优秀创业者提供融资帮助。中欧国际工商学院中方院长朱晓明教授、欧方院长佩德罗·雷诺(Pedro Nueno)教授、中欧名誉院长刘吉教授、中欧副院长兼中方教务长张维炯教授、成为资本联合创始人李世默先生组成了该创业基金的顾问和投资委员会。雷诺教授曾经表示,商学院成立一支创业基金,不仅能让年轻的创业者直接从学院拿到创业资本,而且有着丰富理论知识和案例分析经验的教授也可以全程追踪创业过程,帮助创业者取得成功。

在中欧求学的经历,让张强与中欧成为创业基金结缘。“他们有着完善的商业计划,因此能够成功融资。”雷诺教授表示。实力雄厚的员工团队也为他们赢得加分。“这是

# Qingting.fm Gets Vote of Confidence from CEIBS-Chengwei Venture Capital Fund

By Lei Na

Zhang Qiang (CEIBS EMBA 2002) is no stranger to success in the Internet Age. In 1997 he was among the co-founders of online.sh.cn, one of China's first websites to offer news and local services, then went on to found the gaming site the9.com; both listed in the US on the Nasdaq stock exchange. He then turned his attention to developing a Chinese audio streaming service, and it seems that his skill at creating successful start-ups has produced yet another winner.

Launched in October 2011, Qingting.fm provides a platform that pulls together a wide variety of audio content from around the world, including broadcasts from more than 3,000 radio stations, audio books, magazines and newspapers, as well as some original programming. Besides making its App available on multiple digital devices, the company is now working with leading automakers to take its service into passenger cars.

"Among traditional media, print and video have been very well developed for digital," said Zhang, President of Qingting.fm, explaining how the idea for the platform came about. "I thought there was still a lot of room left to develop audio, particularly as we move into the mobile Internet era, as mobile offers many unique advantages for audio platforms."

The aim of providing the best user experience guided development of the App. "We believe the ideal App combines simplicity and personalisation with a wide range of functions, including a way for users to interact with one another," he said. "We aim to develop an integrated audio platform for mobile phones, automobiles, wearable devices and so on. We are devoted to providing the best voice to our users."

Zhang's philosophy has paid off so far; the company says it currently has 80 million users, making Qingting.fm China's largest audio streaming platform. That's twice the user base of Spotify, the globally popular music streaming service that was launched by a Swedish start-up in 2008 and is now estimated to be worth around US\$ 4 billion. It's also significantly more users than Beats Music, a streaming music service created by



## 中欧成为创业基金

2012年6月28日,“中欧成为创业基金”由中欧国际工商学院和成为资本共同发起。该基金的成立旨在鼓励中欧学员和校友中的创业者,并为他们的创业和发展提供融资帮助,第一期基金规模达一亿美元,专注于投资中欧校友创建或管理的初期及成长期企业,单笔投资最高可达1500万美元,基金所获得的部分财务收益亦将与中欧教育发展基金分享,以支持中欧开展日常教学科研运作,不断提高研究和教育质量,以此形成良性循环促进中欧的资源优势得到最大限度的发挥。

有融资意向的中欧学员和校友创业者可将商业计划书发送至lamanda@ceibs.edu,或致电+86 21 2890 5269咨询,有关中欧成为创业基金的更多信息可参阅网页<http://www.ceibs.edu/fund/>。

## CEIBS-CHENGWEI Venture Capital

The first tranche of the CEIBS-Chengwei Venture Capital Fund has US\$ 100 million available to invest in early or growth stage businesses founded or managed by CEIBS alumni. The size of each investment can range from a minimum of US\$ 500,000 to a maximum of US\$ 15 million.

Any CEIBS students and alumni entrepreneurs who are looking to raise investment funds for their start-up can submit a copy of their business plan to lamanda@ceibs.edu, or call +86 21 2890 5269 for a consultation. For more information about the CEIBS-Chengwei Venture Capital Fund visit the school website at: <http://www.ceibs.edu/fund/>

一个有着知识、技术、经验和快速学习能力的精英团队。”成为资本的投资经理王昊说，“在几乎没有花费一分钱宣传费的情况下，蜻蜓赢得了500万日活跃用户，并在同类产品中处于领先地位。”

### 放眼未来

蜻蜓的首席执行官杨廷皓曾是美国著名视频网站HULU的首席技术官，在仅仅与张强见了两面之后，他便卖掉了北京的别墅，带着妻子和三个孩子搬到了上海。“只能说是缘分吧。”张强笑道，“我们现在的团队比较多元化，有海龟也有土鳖，团队信任度很高，大家都不计个人得失，只想着将一个设想变成现实，将一个行业发展起来。”

如今蜻蜓的员工们在浦东陆家嘴软件园的一幢办公楼中工作，近百位员工分别负责内容、技术、运营和市场等方面，在为这款精益求精的APP而努力着。在蜻蜓的办公室，除了设备先进的直播间是单独隔开的，所有员工都在一间大办公室中工作，包括董事长张强和首席执行官杨廷皓。“我们公司的结构是很扁平的，不设立复杂的结构，公司整体团队都很优秀，有名校毕业生，也有百度、谷歌过来的人才，无论有没有经验，每个人都有展示才华的机会，都有可能成为一个Leader（领导者）。”

当穿着T恤衫和牛仔裤的张强从员工身旁走过，却没有在工作氛围中激成任何波澜时，他的身上也显露出一种硅谷客的感觉，曾经的国企背景似乎已经很淡了，只有多年浸淫于互联网行业在一个人身上留下的痕迹，心无旁骛，专注于事，世界是平等而广阔的，时时刻刻在酝酿奇迹，“目前我们已经8000万用户，未来，我们的目标是在移动互联网时代成为手机、汽车、可穿戴式设备等的跨平台综合音频入口，把最优质的声音传递给用户。”

但愿蜻蜓可以携手中欧成为创业基金飞得更高更远。

#### 什么是蜻蜓？

蜻蜓是目前中国排名第一的音频APP，致力于融合创新、媒体和科技，为用户带来最佳听觉体验。

#### 蜻蜓在内容上有什么特点？

蜻蜓的内容大致可以分为电台直播、有声内容、自制节目和校园广播。

电台直播：打开蜻蜓，可以任意选择收听3000多个电台。蜻蜓打破了传统电台的时效性，提供48小时回听功能，并增强了主播和听友间的互动功能。

有声内容：蜻蜓提供海量的新闻、娱乐、小说、财经、科技、曲艺等有声内容，并将音频内容进行细分，用户可以方便地找到自己感兴趣的内容，并进行收藏。对于收听小说的用户来说，智能的断点续听功能尤为方便，这使得人们可以利用碎片时间听完音频内容。

自制节目：蜻蜓有先进的录音棚来制作节目。蜻蜓与近百家唱片、演艺公司进行合作，已与近200位明星携手制作节目。蜻蜓还与《彭博商业周刊》等纸媒进行合作，让用户可以收听报纸和杂志。

校园广播：蜻蜓已与近千所高校签订协议，将校园广播引向更广阔的平台。

#### 蜻蜓耗流量吗？耗电吗？蜻蜓播放广播的音效如何？

蜻蜓的技术团队一直致力于为用户节省流量。点播的内容可以下载，就直播内容而言，最值得一提的是蜻蜓采用了先进的音频压缩技术，帮助实时收听的用户大幅节省流量。目前，使用蜻蜓收听一小时，所需流量不足12M，相当于在线收听两首歌。此外，蜻蜓还与一些运营商合作推出定向的流量套餐，如每月花5-10元畅听蜻蜓的所有内容。

蜻蜓不是很耗电，因为收听的时候手机屏幕是暗的。蜻蜓的技术团队也针对不同机型做了省电的优化处理。

手机收听广播时的音效可能更多取决于手机本身，但蜻蜓在对音频进行压缩时并没有损伤它的音效。

#### 目前蜻蜓在车载方面有哪些应用？

蜻蜓已经率先进入了车载音频领域，是与新浪、百度等一同首批进入福特车载的品牌，并与沃尔沃等八家车厂建立了合作。在未来车联网时代来临之时，也许蜻蜓会在所有车系上出现。此外，可穿戴设备也是蜻蜓的研究重点。

#### 蜻蜓有着怎样的市场机会和合作方向？

基于互联网的移动性和音频的伴随性，目前音频媒体的渗透率高且用户质量佳。随着智能手机、车载和可穿戴设备的进一步发展，音频媒体在广告方面将会产生不菲的收入。当大数据日趋完善，蜻蜓的广告投放也会更加精准。

除了现有的与汽车厂商、传统电台、演艺公司的合作之外，蜻蜓未来还会为品牌打造具有专属DNA的电台，根据用户大数据制作更优质的内容，颠覆传统电台广告的旧形式，并结合LBS（Location Based Services，即定位服务）进行更精准的投放。结合语言识别技术打造无缝听觉生活。所谓“无缝听觉生活”，就是在任何时间、任何场景，面对任何听友，蜻蜓都能提供合适的内容。



**They have the perfect business plan, so they can raise funds successfully.”**



Beats Electronics which drew a US \$3 billion buyout offer from Apple in a deal announced this May.

The platform also caught the attention of the CEIBS-Chengwei Venture Capital Fund. Established in 2012, the fund aims to help CEIBS students and alumni with early-stage start-up companies to raise funds. It has three primary aims: providing equity financing for CEIBS students and alumni, promoting student and alumni entrepreneurial activities by leveraging business resources inside and outside of the CEIBS community, and supporting the school's teaching and research by investing in projects that will deliver a return on capital invested. The Fund's investment committee includes CEIBS Executive President Prof Zhu Xiaoming, President Prof Pedro Nueno, Honorary President and Chairman of the CEIBS Education Foundation Liu Ji, Vice President and Co-Dean Prof Zhang Weijiong and the co-founder of Chengwei Venture Capital Fund Mr Li Shimo.

“They have the perfect business plan, so they can raise funds successfully,” President Nueno said of Qingting.fm. When asked to explain what factors influenced the fund's decision to invest in the company Wang Hao the investment manager for Chengwei Venture Capital Fund said, “When it launched, Qingting.fm quickly managed to attract 5 million active users without spending a jiao on advertising.” They were also impressed by the fledgling venture's knowledgeable staff,

technological expertise, wealth of experience and penchant for quickly picking up new skills. Headquartered in the Pudong Lujiazui Software Park, the company now has hundreds of employees working on content and technology development, operations and marketing. Everyone sits together in a large open-plan office, including Zhang and company CEO Yang Tinghao. The only private space in the office is the broadcasting studio, where the company produces original programming for the platform, often with well-known Chinese personalities. “Qingting.fm has a flat and horizontal management structure,” explains Zhang. “Some of the staff studied at top universities. Some have previous experience at companies such as Baidu and Google. No matter what their prior experience is, all have an equal chance to showcase their talents and leadership skills here.”

Yang previously worked as Chief Technology Officer (CTO) of the US-based online video platform Hulu. After just two meetings with Zhang he sold his house in Beijing and moved his wife and three children to Shanghai to be CEO of Qingting.fm. “It was destiny that enabled Yang to make such a decision,” Zhang said with a smile. “Our team members are quite diverse: some of them have returned from studying and working overseas, while others graduated from top domestic universities. We trust each other and are not concerned about individual, personal gain. We share one common goal: to bring our vision into reality, and enhance the audio industry!”