



# 有远见的 差异化

专访途牛旅游网创始人兼CEO 于敦德

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途牛是世界旅游城市联合会（WTCF）的机构会员。作为在线旅游行业的领军者，途牛近期在旅游金融领域动作频频，引起业界广泛关注。《世界旅游城市》专访了途牛CEO于敦德，就商业模式、客服体系、旅游金融等内容进行了深入探讨。

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Q:《世界旅游城市》杂志

A: 途牛旅游网创始人兼CEO 于敦德

Q:途牛独特的商业模式,如何在竞争激烈的OTA市场树立自己独特的竞争优势? 如何考虑在线度假毛利过低及盈利问题?

A:今年是途牛成立十周年。在这十年的时间过程中，途牛走了一条和其他公司不太一样的道路，在十年前选择了在线休闲旅游的方向，并且一直坚持到现在。回顾这一历程，有一根主线穿插着、引领着发展，那就是“有远见的差异化”。

2003年、2004年在线机票、酒店预订领域已经比较成熟。但是，休闲旅游因为非常复杂，当时主要以线下为主。如果途牛能够解决休闲旅游预订过程中的一些麻烦事，能够通过互联网和旅游相结合，创造更好的体验，一定能够受到消费者的欢迎。于是途牛确定了专注休闲旅游的方向，确立了让旅游更简单的使命，一直到现在。

途牛赶上了中国互联网行业和休闲旅游行业爆发式的增长形势，并持续深耕在线休闲游市场，让途牛在竞争激烈的OTA市场树立了自己独特的竞争优势。截至目前，途牛旅游产品和服务交易额占中国在线休闲度假市场份额的23.1%，位居中国在线休闲度假旅游市场份额第一。目前，途牛已在品牌、区域服务网

络、系统、现金流上面逐步建立了非常高的门槛，这支撑了途牛核心竞争力的建设和在未来实现盈利能力稳步提升的方向。在核心的旅游业务之外，途牛还有金服、影视、婚庆、通信等新兴业务，这些业务能够围绕在核心业务的周围并且紧密结合，在边界上面实现创新，找到新的增长点。

在走过快速发展的十年之后，接下来途牛将集团化运作，在度假持续保持和扩大行业第一优势的基础上，带动机票、酒店、金融、影视、婚庆等新业务板块的快速增长。

**Q:随着中国游客旅游次数的增加，旅游服务质量的高低日益取代单纯的商品价格，成为消费者在旅游消费时的首要考虑因素。而对于竞争激烈的在线旅游行业，快速响应客户咨询以及出游前、出游中、出游后的任何问题无疑是提高服务质量、提升用户体验的第一道“关卡”，这也日渐成为在线旅游企业竞争的重点。请问您，途牛的客户服务体系有何特色，为何能够成为引领全行业服务标准的佼佼者？**

**A:**近年来，途牛以用户需求为导向，利用互联网技术，将客户服务延伸至PC端、APP端、微信、微博等入口全覆盖的在线服务，涵盖咨询、预订、出游前、出游中、出游后全部流程。除了传统的电话、在线、门市预订外，途牛还在致力打造“聊天”式预订模式，旅游顾问通过与会员保持朋友般的微信沟通，回复用户咨询、推荐旅游线路，在轻松的聊天氛围中完成产品预订。途牛人工智能在线服务依托强大的技术支持，将APP、微信公众号等接入客服后台，根据用户咨询问题智能分配自动回复，保证全天候在线不间断服务，满足用户最快获取信息的需求。

同时，在大数据、CRM系统、会员画像等智能化系统的支持下，途牛自2016年开始，快速推进为会员提供智能交叉推荐。用户在成为途牛会员后，会员旅游顾问通过与会员的积极沟通，可以在第一时间掌握用户信息，并通过大数据分析，对会员年龄、喜好和消费习惯等进行分类，具象出会员出游需求，如亲子游、老年游、蜜月游、高端游等。此外，通过在国内设立180家区域服务中心和在海外设立11家服务中心，途牛持续推进线上线下融合，将在线旅游和线下服务有机结合在一起，为用户提供除了电话客服、在线客服以外更为直接的面对面服务，用户体验大幅提升。

依托于庞大而精细的客户服务矩阵，途牛的客户服务体系可以用一个字来总结，那就是“快”。95%的电话可在5秒内接听、100%的在线咨询会在30秒内被响应、99%电话在30分钟内回呼、98%的售后诉求可在2日内解决等，力保客户在旅游各个环节的需求都能及时得到响应和有效帮助。



**Q:很多服务业企业实行“会员制”，途牛的会员制有何自己的特色？为何要大力发展会员制？**

**A:**2012年，途牛开始着手建设会员服务团队，为星级会员提供一对一的专属服务。2016年3月，途牛推出贵宾会员服务品牌——途致，提供全生命周期的会员服务，快速提高用户黏性和活跃度。途致会员数量正在稳步增长中，目前已超过12万，且复购率也在稳步增长中。

为了让会员享受到更极致的服务，“途致”会员权益不断升级，今年第四季度，在专属会员顾问、“牛到家”、Wifi特权、白金和钻石会员享受0元送机等特权的基础上，“途致”新推五大会员服务：“积分兑换机票快递”“国内机场贵宾室（国内长线）候机”“健康体检”“生日蛋糕券”“生日专属优惠券”。与此同时，除了消费五万以上的会员可以成为途致会员以外，途牛也开始探索付费会员服务，普通会员只需缴纳一定费用，也可升级至途致会员，轻松享受“牛到家”、Wifi特权、生日专属优惠券等会员权益。



**Q:旅游和金融的结合已经为市场充分认可，途牛在旅游金融领域有哪些布局和经验？**

**A:**作为最早将互联网、旅游与金融融合的在线旅游公司，目前途牛已拥有基金销售、保险经纪、商业保理、融资租赁等多张牌照，不仅可以为产业链合作伙伴提供丰富的供应链金融及保险经纪服务，同时能够为个人客户提供差异化的综合金融产品。途牛发力互联网旅游金融业务还对旅游主营业务起到了很好的反哺作用，促进了主营业务的发展。

以供应链金融为例，2016年，途牛供应链金融以途牛应付账款/订单的保理业务为主，新拓展了融资租赁和小额贷款业务，满足了1200余家供应商的资金需求，新增信贷支持超过10亿元，信贷服务笔数同比增长176%，笔均金额同比增长86%，为供应商平均缩短账期45天。

接下来，途牛将集团化运作，拆分为旅游度假子公司和金融科技子公司两大板块，将更好地推动包括金融在内的新业务的快速发展。

**Q:酒店客房产品、机票产品和旅游产品等逐渐同质化，途牛如何看待这种现象，应该如何解决呢？**

**A:**现在我们面临着消费者越来越多样化、个性化、差异化的需求和目前能够提供的产品相对比较同质化的矛盾。要满足消费升级的趋势，目前还有很大的空间。这是一个挑战也是一个机会。

在机票、酒店等标准化程度较高的产品方面，基于过去

十年途牛在在线休闲游方面的优势，途牛聚焦休闲旅游客群，以“机+X”“酒+X”创新产品模式走出了差异化竞争路径。“+X”打包组合产品有效促进了途牛机票、酒店业务的快速增长，同时有效提高了客户消费频次及粘性。截至2016年二季度，途牛机票交易额是去年同期的11倍，途牛酒店交易额是去年同期的8倍。目前途牛“+X”生态圈正不断快速丰富壮大。其中，“机票+酒店”产品已超60万，“机票+地接”产品已超10万，“机票+邮轮”产品已覆盖全国所有邮轮港口。与此同时，“酒店+当地玩乐”产品进一步丰富，整合到了途牛跟团、自助、自驾、定制游、婚纱、团队游等在内的多个产品品类，仅在今年9-10月，新补充“酒+X”优质产品数多达2万多条。

在旅游产品方面，途牛主要依靠建立丰富多样的产品品牌来避免同质化问题，目前途牛已有的产品品牌包括“牛人专线”“瓜果亲子游”“乐开花爸妈游”“朋派定制游”“出发吧我们”“一路之上”等。“牛人专线”作为途牛首个独立产品品牌，既满足了用户对高品质跟团游产品的消费升级需求，又有效地和其他产品进行了区分，形成了产品分层。差异化的“牛人专线”等品牌产品通过差异化定价实现毛利提升，增强盈利能力。目前，“牛人专线”占整体跟团游交易额的占比已由2012年的14%稳步提升至今今年第三季度的31%。

**Q:加入WTCTF可以为途牛未来的发展提供哪些助力？**

**A:**借助WTCTF这一国际平台，更有利于途牛及时掌握国际旅游发展动态和趋势，通过有效加强与其他会员间的国际交往及联合开展相关合作项目，为共同促进旅游行业发展做出贡献。



# A Far-Sighted Differentiation

An Exclusive Interview with Yu Dunde,  
Co-Founder and CEO of Tuniu.com.



***Q: Tuniu's business model is unique. How did it gain its competitive edge, considering the mercilessness competition of the OTA market? How will the company manage low gross profit and earning problems of its online vacation sector?***

**A:** Tuniu turns ten years old this year. In the past decade we have taken the road less traveled. Ten years ago, we chose online leisure travel, and have worked hard since. Looking back at the progress we've made, the idea of "a far-sighted differentiation" has been the main thread that leads our development.

By around 2003/2004, online booking services for flight and hotel had already reached maturity, yet leisure travel services were mainly offered offline due to their level of complexity. If Tuniu could successfully overcome potential hurdles set forth during the reservation process, combine internet and travelling into one to create a better experience, the result would be welcome by the consumers. Therefore, we decided to tackle this area, with the mission to make travelling easier for everyone. And we haven't stopped working ever since.

Tuniu came about a time when Chinese internet and leisure travel industries were experiencing a booming growth. The company dove hard into online leisure travel, eventually establishing its own competitive advantage in the aggressive OTA market. Up until now, Tuniu travel product and service transactions account for 23.1% of the entire online leisure travel market in China, ranking #1 in market share. The company also gradually set high thresholds in branding, regional service networks, systems, and cash flow. These areas not only supported the construction of Tuniu's core capabilities, but also the steady profitability growth that we wish to achieve in the future. Apart from the mainspring travel sector, Tuniu is also engaged in emerging businesses such as financial services, film and television, wedding services, and communication services. These sectors are closely incorporated into the core business, innovating on the borderline and

functioning as a new source of growth.

We have experienced rapid growth in the past decade, and now will enter an era of corporate collectivization. While making sure that we remain the front-runner in sustaining and expanding our vacation sector, the company aims to stimulate the growth of new business sectors, which include ticketing, hotel, finance, film and television, wedding services and more.

***Q: As Chinese people travel more, the quality of service has slowly taken the place of prices of goods, and tourists tend to focus on that quality when they reach for their wallets. As for the competitive online travel industry, a fast response to the customers' inquiries as well as to the problems that may arise before, during, and after travel is the "first hurdle" to boosting service quality and enhancing customers' experience. This hurdle is becoming the key point of competition amongst online travel companies. My question for you is, what are the features of Tuniu's customer service system, and how did this system become a benchmark for other companies to follow?***

**A:** In the past few years, Tuniu has been customer-oriented, using internet technology to extend our online customer services to PCs, phone applications, WeChat, Weibo, and more. Tuniu takes care of the entire travel process, assisting customers through the whole process: inquiries, reservations, pre-trip, mid-trip and post-trip questions. Aside from the traditional over-the-phone, online, or in-store reservations, Tuniu has also worked hard to create a "chat-style" reservation mode, where travel consultants communicate with customers on WeChat. Consultants reply to customers' inquiries, suggest tour routes, and reservations can be made through friendly conversation. Tuniu's online human intelligence service relies heavily on technical support: with our phone app and WeChat accounts connected to our customer service server, the intelligence service can automatically answer customers' questions per their area of inquiry. We provide constant, uninterrupted

service so that users can quickly obtain necessary information.

At the same time, with the support of intelligent systems such as big data, CRM software, and members' profiling, Tuniu has been providing intelligent cross-recommendations for its members since 2016. Travel consultants actively communicate with members to gain sufficient customer information in a small amount of time, then they categorize customers by age, hobbies, and spending habits etc., using big data analysis. Through categorization, Tuniu can recommend trips that cater to the customers' needs, which include family trips, elder trips, honeymoon trips, and luxury trips. In addition, since the establishment of the 180 domestic regional service centers and 11 overseas service centers, the company has been facilitating the fusion of online travel and offline service businesses so that customers can receive face-to-face services on top of telephone and online customer services,

maximizing their experience with us.

Supported by the matrix of an extensive number of diligent representatives, customer service here at Tuniu can be summarized in one word, "fast," meaning that, 95% of the phone calls are answered within 5 seconds, 100% of the online inquiries are answered within 30 seconds, 99% of the callers receive callback within 30 minutes, 98% of the post-sale issues can be resolved within 2 days, and the list can go on. Our staff ensure that customers receive timely responses and efficient assistance every step of the way.

**Q: Many service industry enterprises are implementing "membership systems," what features does the Tuniu membership system possess, and why is the company placing so much emphasis on it?**

**A:** Tuniu first put together a membership-service team in 2012 to provide exclusive one-on-one service for our star members. In March 2016, the company launched a VIP membership service brand called

"Tuzhi," which provides full service while increasing user stickiness and activeness. As of right now, Tuzhi has more than 120,000 members, and this number continues to expand along with a steady growth in its reenrollment rate.

Tuzhi membership benefits have been continuously upgraded to ensure that its members enjoy the upmost quality of service. Tuzhi membership services, amongst others, include exclusive consulting, "Tuniu door-to-door," as well as Wifi privileges. On top of the free airport drop-off services that platinum and diamond members receive, Tuzhi launched five new membership services in the fourth quarter of 2016: "Points for Tickets," "Domestic Airport VIP Lounging (for domestic long flights)", "Physical Examinations," "Birthday Cake Tickets," and "Exclusive Birthday Coupons." Additionally, Tuniu has been exploring the area of paid-membership services, where regular Tuniu members can become Tuzhi members with a fee instead of the automatic qualification of such memberships by spending over 50,000 yuan. This way, Tuniu members can easily enjoy Tuzhi membership benefits such as "Tuniu door-to-door," Wifi privileges and exclusive birthday coupons.

**Q: The market has shown approval towards the coming-together of tourism and finance, what plans and experiences does Tuniu have in travel financing?**

**A:** As the first online travel business to blend internet, travel, and finance into one, Tuniu has licenses in fund sales, insurance





broking, commercial factoring, financial leasing, etc. Tuniu is not only able to provide industry chain partners with abundant supply chain financing and insurance broking services, but can also present individual customers with different comprehensive financial products. The efforts put into promoting Tuniu's online travel financing business has in turn had positive effects on our main travel business, which is experiencing a growth as well.

Let's use supply chain financing as an example. In 2016, while Tuniu focused on the factoring business of accounts payable/orders, it also expanded into the financial leasing and petty loan business. Thanks to this expansion, Tuniu fulfilled the funding needs of more than 1,200 distributors and boasted more than one billion yuan in credit support. In addition, our year-on-year number of credit services provided increased by 176%, the average sum increased by 86% and finally, Tuniu succeeded in decreasing the account settlement period for our distributors by 45 days.

From now onwards, Tuniu will be working on corporate collectivization, where we split into subsidiaries, one for vacation and travel, the other for finance and technology. Through these efforts, we will better promote the fast development of new businesses, including that of the finance sector.

**Q: Hotels, plane tickets, and travel products, amongst others, are becoming more and more homogenized. What does Tuniu think of this phenomenon, and how do you think this problem should be solved?**

**A:** Customers today are increasingly diverse, individualized, and have different needs, and the limited products we can provide them is the root of our homogenization problems. Tuniu wants to follow the footsteps of consumption upgrades, which means that we have a lot of room for improvement. The company sees homogenization as a challenge as well as a great opportunity.

As for the high rate of standardization regarding the booking of planes tickets, hotels, and more, Tuniu utilized its past decade of leisure travel advantages and gathered its customers to form a series of creative product modes, including "plane tickets + X" and "hotel + X," opening a new path for competitive differentiation. The "+ X" package deals effectively accelerated the growth of Tuniu plane ticket and hotel sales, while at the

same time increasing customers' frequency of purchase as well as consumer stickiness. By the second quarter of 2016, Tuniu's plane ticket transactions was eleven times, and hotel transactions was eight times greater than that of the same period last year. Currently the ecosphere of Tuniu's "+ X" products is sustaining continuous and rapid growth, of which "plane tickets + hotel" products surpassed 600,000, "plane tickets + local pick-up" more than 100,000 in sales and "plane tickets + cruise" products have coverage at every cruise port in the country. At the same time, the company has been working to further enrich its "hotel + local play" products, integrating Tuniu group tours, individual tours, road trips, customized trips, wedding events, team-building trips, and other product categories into preexisting ones. From September to October 2016 alone, Tuniu added 20,000 top-quality products to its existing line.

With travel products, Tuniu avoids homogenization by creating a rich variation of product brands, including "Exclusive trip for the coolest people," "Family trip for fruit pick-up," "Blooming trip for mom & dad," "Customized trip for friends," "Let's go the two of us," "Let's hit the road," and more. "Exclusive trip for the coolest people," Tuniu's first independent product brand, not only satisfies customers' need for consumption upgrades in high-quality tour group products, but also distinguishes itself from other products, effectively creating different levels for different products. "Exclusive trip for the coolest people" as well as other differentiated product brands succeeded in achieving gross profits and enhancing profitability. Currently, the proportion of "Exclusive trip for the coolest people" customers in relation to overall tour group transactions has risen from 14% in 2012 to 31% by the third quarter of 2016.

**Q: How will joining the WTCF assist Tuniu in its future development?**

**A:** Cooperating with an international platform like WTCF, Tuniu will be able to stay on top of the newest trends of international tourism development. By effectively strengthening international connections with other members as well as co-sponsoring relevant projects, Tuniu wishes to contribute to the development of the travel industry along with the rest of the companies.