

中国电子 China (Overseas) Technology

阿里加码到店业务，高德扫街榜发布

Alibaba doubles down on offline services with Amap Street Ranking

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热点速评 Flash Analysis

(Please see APPENDIX 1 for English summary)

事件

2025 年 9 月 10 日，高德地图正式上线“高德扫街榜”，涵盖美食、酒店、景区三大类，尤其聚焦线下餐饮商家。榜单依托高德的导航、搜索、收藏、打卡等行为数据，结合复购率、专程前往、人群宽度等因子，并引入芝麻信用加权，强调“真实、不可刷分”，并承诺永不商业化。此外，高德同步推出“烟火好店支持计划”，计划投入超 10 亿元补贴，为线下商家带来日均 1000 万客流。

点评

到店战略再启，补齐本地生活生态版图。继 2024 年 Q2 淘宝闪购切入即时配送并进入外卖混战后，阿里此次以高德为抓手重启到店业务，意图打通“到家+到店”的双线布局。到店业务与外卖商家资源可复用，且履约复杂度低、利润空间更大，符合阿里“大消费平台”的战略逻辑。

高德成线下入口，流量优势突出。QuestMobile 数据显示，高德 7 月 DAU 达 1.86 亿，是大众点评的 6 倍，具备强大分发能力。通过“扫街榜”，高德不仅强化地图心智，还尝试培育“探索—决策—消费”的全链路场景，有望成为阿里线下服务的核心入口。

数据与 AI 驱动的差异化。不同于大众点评依赖评论体系，高德以真实用户行为数据为核心，结合 Qwen 大模型与 AI 地图，实现更科学的评分与推荐。这种“行为数据不可造假”的模式，具备对抗虚假评论、重塑用户信任的潜力，并与支付宝的芝麻信用体系形成差异化优势。

美团稳固领先，抖音高速扩张，阿里战略入局

当前本地生活服务的竞争格局正在演变，由美团的绝对领先逐步转向美团、抖音双寡头格局。阿里的重新入局则可能推动市场进入下一个竞争阶段：

- **美团**
 - 市场份额领先，形成到店+到家一体化生态。
 - 依托大众点评“必吃榜”“黑珍珠”建立内容权威，增强用户心智黏性。
 - 通过神会员、团购补贴、商家地推整合等手段，巩固交易环节优势。
- **抖音**
 - 借助 8 亿级 DAU 流量入口，快速导入本地生活场景。
 - 通过价格更低的团购套餐抢占用户，依靠短视频与直播种草强化转化。
 - 增速快但在中小商家渗透、服务履约及用户长期留存上仍存挑战。
- **阿里**
 - 以高德为入口切入到店，依托 1.8 亿 DAU 和行为数据构建差异化信用体系。
 - 多入口布局（高德、饿了么、淘宝、支付宝）具备跨场景协同潜力。
 - 战略起步，目标是快速培养用户心智并获得商家认可。

我们认为，高德扫街榜本质是阿里加码本地生活战略的第一阶段，短期内对美团和抖音的市场份额冲击有限，但在中长期有潜力成为阿里构建线下消费生态的核心抓手。若未来榜单与交易深度打通（如饿了么、淘宝闪购导流），有望形成从搜索导航到交易履约的闭环。

风险：1) 外卖补贴亏损超预期；2) 即时零售市场竞争加剧。

Fig.1 高德扫街榜页面展示



Source: 高德地图, HTI

Fig.2 高德指南涵盖美食、景点、酒店等多个场景



Source: 高德地图, HTI

APPENDIX 1

Event

On September 10, 2025, Amap officially launched the “Street Ranking,” covering three categories: food & beverage, hotels, and tourist attractions, with a particular focus on offline dining merchants. The ranking is built on user behavior data such as navigation, searches, bookmarks, and check-ins, combined with factors like repurchase rate, special-purpose visits, and user breadth. It also incorporates weighting from Sesame Credit, emphasizing authenticity, resistance to manipulation, and a pledge to remain non-commercialized. In parallel, Amap rolled out the “Neighborhood Gems Support Program,” committing over RMB 1bn in subsidies to drive an estimated 10mn daily visits to offline merchants.

Commentary

Reigniting offline strategy to complete local services ecosystem. Following Taobao Flash’s entry into instant delivery in 2Q24, Alibaba is now leveraging Amap to restart its offline service push, aiming to establish a dual “to-home + to-store” footprint. The offline business can reuse merchant resources from food delivery, while offering lower fulfillment complexity and higher margin potential, consistent with Alibaba’s ambition to build a comprehensive consumer platform.

Amap as the offline gateway with significant traffic advantage. QuestMobile data show Amap reached 186mn DAU in July, six times that of Dianping, providing strong distribution capability. Through “Street Ranking,” Amap is not only strengthening its brand perception as a map tool but also cultivating a full-cycle “exploration–decision–consumption” journey, positioning itself as Alibaba’s key offline entry point.

Differentiation through data and AI. Unlike Dianping’s review-centric model, Amap anchors its rankings on authentic user behavior data, supported by the Qwen LLM and AI Map for more scientific scoring and recommendations.

Competitive landscape: Meituan leads, Douyin accelerates, Alibaba enters strategically. The local services market is shifting from Meituan’s absolute dominance to a Meituan–Douyin duopoly. Alibaba’s re-entry could push the market into a new competitive phase:

- **Meituan**
 - Market leader with integrated to-store + to-home ecosystem.
 - Content authority via Dianping’s “Must-Eat List” and “Black Pearl,” reinforcing user stickiness.
 - Membership programs, group-buying subsidies, and merchant acquisition initiatives to strengthen transaction moat.
- **Douyin**
 - Leverages 800mn+ DAU traffic to rapidly expand into local services.
 - Aggressive penetration via low-priced group-buy packages, coupled with short-video and livestreaming to drive conversion.
 - Rapid growth but faces challenges in SME merchant penetration, service fulfillment, and long-term user retention.
- **Alibaba**
 - Enters via Amap, leveraging 180mn DAU and behavior-driven credit system for differentiation.
 - Multi-entry strategy (Amap, Ele.me, Taobao, Alipay) with potential for cross-scenario synergies.
 - Early-stage strategy with focus on building user mindshare and gaining merchant adoption.

We view “Street Ranking” as a first stage for Alibaba’s deeper push into local services. In the near term, the impact on Meituan and Douyin’s market share will likely be limited. However, over the medium to long term, it has the potential to evolve into a cornerstone of Alibaba’s offline consumption ecosystem. Should the ranking be integrated more tightly with transactions (e.g., linking to Ele.me or Taobao Flash), Alibaba could establish a closed loop from search and navigation to transaction and fulfillment.

Risks: (1) AI demand falling short of expectations; (2) geopolitical tensions disrupting supply chains; (3) slower-than-expected construction of AI data centers.

附录 APPENDIX

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