

## Car-hailing apps in China

中国的打车软件

More than mobility

不只是客运

The ambitions of Didi Kuaidi, Uber's Chinese rival, go far beyond taxi-hailing

作为 Uber 的竞争对手，滴滴快的不再只限于召唤出租车。

FOREIGN internet giants often struggle in China. Facebook, Twitter and Google are largely irrelevant on the mainland. Uber, an American car-hailing app that is conquering markets everywhere else, is also finding China hard to crack. But unlike those other tech titans, the taxi disrupter is not being frozen out by unfair Chinese regulations favouring local firms. Uber's biggest problem is that it has encountered a world-class local upstart.

国际互联网巨头经常在中国栽跟头。Facebook, Twitter 和 Google 基本上都无法涉足这个市场。就连在世界其他地方都所向披靡的美国打车软件 Uber（优步），也认为中国市场难以攻克。然而，不像其他科技巨头那样，Uber 所面临的最大难题，不是中国政府对本土企业的偏袒政策，而是，它遇上了有世界级水平的本土竞争对手。

Didi Kuaidi was forged last year by the merger of rival taxi-hailing apps controlled by Alibaba and Tencent, two Chinese internet giants. It now dominates China's online market for personal transport. Last year it arranged 1.4 billion rides in China, more than Uber has done worldwide in its history. It has perhaps two-thirds of the market for private-car rides (the source of most of its revenues) and provides a taxi-hailing service in several hundred cities. Uber, with a third of the market for private-car service, this week announced plans to expand to cover 55 Chinese cities. Both have spent heavily on subsidies to lure drivers to sign up.

去年，由中国互联网两大巨头阿里巴巴和腾讯分别控制的滴滴打车和快的打车合并为滴滴快的。如今，它主导了中国线上个人交通市场，去年仅在中国就接单 14 亿次，比 Uber 过去在全球的战绩还要辉煌。滴滴快的已经占领了三分之二的私家出租车市场（也是其收入的主要来源）并为几百个城市提供了打车服务。而为剩下三分之一的私家出租车市场提供服务的 Uber，本周宣布将扩张至 55 个城市。滴滴和 Uber 都在加大补贴以吸引司机的注册。

Unlike Uber, which in China focuses on private-car services, Didi lets users select a taxi, private car, shared car, shuttle van or bus to pick them up. During next month's Chinese New Year mass migration, when millions of travellers will encounter sold-out flights and trains, Didi will help users share intercity rides at prices comparable to train fares.

不同于 Uber 在中国主要专注于私家出租车市场，滴滴让消费者有权利选择让什么车来接他们——出租、私家车、拼车、往返货车、甚至是公交车。在下个月的春运期间，数百万乘客可能买不到机票或火车票，滴滴软件则能向用户提供跨城拼车业务，价格与火车票相当。

It has also forged alliances with, and invested in, Uber's rivals elsewhere: GrabTaxi in South-East Asia, Ola in India and Lyft in America. Jean Liu, Didi's president and a former Goldman Sachs dealmaker, helped Didi raise \$3 billion to take on Uber. Soon half of the global market will be on her alliance's technology platform, Ms Liu says, which will help both Chinese people travelling abroad and foreigners visiting China.

滴滴还与 Uber 在全球的其他竞争者结成同盟或者投资他们：东南亚的 Grab 出租车，印度的 Ola 以及美国的 Lyft。柳青，滴滴的董事长也是前高盛集团投资经理人，帮助滴滴筹集 30 亿美金来与 Uber 竞争。柳青表示，很快全球一半市场都将纳入她的联盟科技技术平台上，这既有助于中国人去国外旅行又便于外国人来访中国。

But getting people from A to B is just the start of Didi's ambitions. It plans to offer a variety of other services that make the most of its huge base of users and the trove of data it holds on them. On January 26th the firm announced an agreement with China Merchants Bank (CMB). A growing number of Didi's drivers want to buy a new car, and many have a steady income thanks to the app, but often lack formal credit. Didi and CMB will start offering car loans—first to drivers, but in future perhaps to passengers as well.

但是在两地间接送乘客仅仅只是滴滴野心的开端。滴滴还计划提供其他多种服务，充分利用大规模的用户资源及其数据库。1月26日，公司宣布与中国招商银行达成合作协议。多亏了这一打的软件，许多司机都有了份稳定的收入，越来越多的滴滴司机想要买辆新车，但是常常缺乏正规信贷。滴滴与中国招商银行将开始提供汽车贷款——起初给司机，但是未来可能也会面向乘客。

Didi's app already lets passengers book test drives of new cars on behalf of several carmakers, including Mercedes and Audi. Some 1.4m customers have taken one of 92 models for a spin since this service was launched in October.

滴滴软件已经能让乘客预约多个汽车品牌的新车试驾，其中包括奔驰与奥迪。自十月提供了这项服务以来，已有大约 1400 万用户从 92 款车型中挑选其中一款进行试驾。

Perhaps Didi's quirkiest new sideline is that of matchmaker. Hitch, its ride-sharing service, will soon allow drivers and passengers to select each other based on their shared interests. It already has a deal with LinkedIn, to let people join up their accounts on the two networks. The intention of such initiatives is that white-collar workers, who often endure daily commutes of an hour or two, will have more fruitful journeys during which business, friendship and maybe even romance will develop.

也许滴滴最奇特的附加业务是做介绍人。滴滴顺风车，这一拼车服务将会允许司机与乘客基于共同的兴趣选择彼此。滴滴已经与 LinkedIn（领英）达成协议，可为用户提供两个网站的账户合并。这些举措的初衷是为每日需在上下班路上花费一两个小时的白领工作者提供更多收获的旅程，而在通勤路上，他们可以拓展商务关系、发展友谊甚至邂逅浪漫的爱情。