

INMOBI, a Bridge to Link the Friendship and Economic Intercourse between China and India

INMOBI—中印友谊与经济交往的桥梁

—— Interview with Mr. Naveen Tewari, the Founder and CEO of InMobi

—— 访 InMobi 创始人兼 CEO Naveen Tewari 先生

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改革开放以来，中国的经济建设以迅猛的速度向前发展，这为各行各业、各个领域提供了一个难得的发展机遇，特别是在人类进入电子信息时代的今天，中国市场为移动互联网领域提供了巨大的发展空间。作为全球最大的独立移动广告网络，覆盖 60% 全球移动用户的印度 InMobi 公司以其敏锐的市场洞察力和长远的战略眼光，于 2011 年率先进入中国市场，成为目前国内最为知名的独立移动广告网络、全球广告解决方案的供应商。

自 2007 年创立以来，InMobi 始终专注于移动广告领域，凭借不断创新的产品和领先的互联网广告技术制胜全球市场，并成为移动广告领域的领头羊。为进一步了解 InMobi 在中国的发展成就，在迎接中国改革开放 40 周年以及 InMobi 创立 10 周年之际，本刊记者采访了专程从印度飞到中国的 InMobi 创始人兼 CEO Naveen Tewari 先生。

Naveen Tewari 先生毕业于哈佛商学院，同所有年轻人一样，毕业后的两年多的时间里，他尝试了不同的业务领域，经历了很多次事业上的失败，在同记者的倾心交谈中，Naveen Tewari 先生告诉记者，经历的失败已经快要让他自己失去了自信，然而天道酬勤，在他决定最后一搏的尝试中，机会垂青了这个年轻人，2007 年，Naveen Tewari 先生创办了 InMobi 公司，在经过两年的积累与沉淀后，一飞冲天，如今 InMobi 已成为全球最大的独立移动广告网络，办事机构遍及全球五大洲，为全球广告商、发行商、开发商提供最前沿、最先进的全球广告解决方案。

Naveen Tewari 先生年轻有为，具有成功企业家所应有的胆识、知识和气魄，在一个小时的访谈里，为记者详细解密了 InMobi 的发展秘籍以及全球发展战略。

采访伊始，Naveen Tewari 先生的话语便直击人心，他说：“在



InMobi 创始人兼 CEO Naveen Tewari 先生
Mr. Naveen Tewari, the Founder and CEO of InMobi

全球移动广告技术领域，我们不仅和 Google、Facebook 直接竞争，也和中国伟大的公司同台竞争。在中国，我们打造了非常成功的技术平台。我认为，亚洲公司应该紧密团结，就像我们做的一样，我希望 InMobi 成为中印友谊的桥梁，我们也希望与中印公司一起合作，一起成功，因为全球的未来就在中国和印度。”

Naveen Tewari 先生的话语铿锵有力。如果我们一起来回顾一下 InMobi 的发展历程，我们就不难发现，Naveen Tewari 先生的自信与自豪正是来自于 InMobi 自身的传奇历程。对于中国市场，InMobi 可以说是外资互联网公司在华成功的典范。从

2011 年下半年进入中国开始，InMobi 一路高歌，覆盖中国智能移动网络的用户数量从当年的几千万发展到如今的 6 亿，实现了数十倍的增长。

任何品牌的核心竞争力都体现在产品迭代出新、技术领先，而不断创新、不断引领市场发展则是企业赖以持续发展的原动力。在过去的十年里，InMobi 一直坚定不移地走创新之路，不断推出适合中国市场的移动广告产品。这就意味着，InMobi 不仅要世界最好的移动广告产品和相应的技术带到中国，同时根据中国本土市场的需求，不断创新，研发出适合中国市场的产品。Naveen Tewari 先生在谈到 InMobi 缘何可以成功时，他分析说：“我们是非常专注的公司，只专注在移动互联网广告领域。我们有三点最值得引以为傲：一是我们拥有本地化团队。我们了解本地市场，了解本土文化，生产本土化产品，提供本土化服务。二是产品技术领先。我们在印度打造了一支精英型的工程团队，印度本土有最卓越的技术人员，为全球研发最先进的产品，我为拥有这样的团队感到很骄傲。三是拥有全球化的人才团队。在过去 10 年，我们在全球 20 多个国家和地区建立了我们的团队，全球化的视野让我们始终在技术上不



断创新，引领行业发展。”

中国有句古语，“逆水行舟，不进则退。”只有不断创新，才能永立潮头。成立 10 年来，InMobi 一直专注于移动广告网络业务和引领移动广告革新，先后推出了移动原生广告平台、Miip 发现平台和移动电商再营销解决方案、旋转木马广告、VR360 视频广告、移动原生视频广告等创新型产品，也实现了与小米等 OEM 厂商的创新型合作，做到了移动广告的系统级集成，在全球获得了广泛关注。2011 年进入中国市场后，InMobi 先后推动了国内移动原生广告和移动视频广告革命，填补了中国移动广告市场的诸多空白。

训练有素、技术高超的员工队伍是企业生存发展之本。有效利用本地化人才资源，培养一流的人才队伍，是 InMobi 在中国人才发展策略的重要内容。是什么样的魅力让员工可以为 InMobi 百分百投入？是什么样的企业文化如此凝聚人心？Naveen Tewari 先生举重若轻的答案给出了最好的解释，他说：“很简单，大家都很激动和骄傲，我们可以从亚洲、从印度、从中国做起，把 InMobi 做成一家全球



InMobi 10 周年庆典（总部）
The 10th Anniversary Celebration of Inmobi (The Headquarters)

伟大的公司，这本身就是一件令人激动的事情。我们吸引了很多对工作和技术有激情有理想的同事，他们对专业知识有着如饥似渴的求知欲，他们希望和公司一起成功，一起成长。同时我们也有股权激励，人人持股，倡导共享。我认为，如何打造一个百年企业，企业文化是最为重要的。在 InMobi，最重要的企业文化就是自由和信任，员工休假不需要请假，在全球没有差旅政策，如果需要，员工可以去任何想要去的国家。其次是宽容，我们允许员工失败，有失败才能找到正确的路线。第三是做到真正关心员工，关心员工家庭，我们不去排名，不给员工贴标签，大门永远为员工敞开。我们有超过 40 名员工重新回到 InMobi。我们希望和员工一起成长，InMobi 就是一个大家庭。”

Naveen Tewari 先生的分析真诚而精准，记者边听边思考，这也许就是 InMobi 非常值得尊敬的“家文化”。让



InMobi 10 周年庆典（中国） The 10th Anniversary Celebration of InMobi (in China)

每个员工找到家的感觉，安定下来并始终充满激情与 InMobi 共同发展。正如 Naveen Tewari 先生在采访中反复强调的那样：“这就是我们成为一个全球伟大公司的奥秘。”

谈到 InMobi 在中国未来的发展，Naveen Tewari 先生首先感谢了 InMobi 大中华区负责人杨娟女士，他说：“杨娟女士非常有激情，有理想。在无所畏惧、勇于挑战的杨娟女士的领导下，InMobi 的业务增加了数十倍。我相信，未来 5 年，我们非常有信心，中国移动广告领域的业务会超过美国，成为世界第一。中国市场对 InMobi 来说非常重要，我希望 InMobi 成为中印交往的桥梁，成为中印合作的典范、榜样、成功的案例。我希望让更多的人看到中国是一个开放的市场，公平的市场。我希望 InMobi 成为中印两国商业合作的成功标杆！”

Naveen Tewari 先生的话语精辟而深刻，从当年创业的艰辛到如今事业的成功，作为 InMobi 创始人，Naveen Tewari 先生已经完成了凤凰涅槃。相信，未来中国市场的飞速发展会回馈给 Naveen Tewari 先生更值得期待的成就。我们完全有理由憧憬，在 Naveen Tewari 先生的带领下，InMobi 还将实现更为宏伟的全球发展蓝图！



The reform and opening-up has led to huge growth of the economy in China, which gives precious opportunities to all kinds of fields and industries. Particularly, in the current information age, the China market extends a big development space for the mobile internet industry. The world's largest independent mobile ad network InMobi makes its service network cover 60% global mobile subscribers. With its discerning market insight and forward-looking strategic vision, InMobi advanced to the China market in 2011 and became the most well-known supplier in China holding an independent mobile ad network and delivering global advertisement solutions.

Since its establishment in 2007, InMobi has been dedicated to mobile advertisement, and by virtue of constantly innovating products and leading online advertising technology, InMobi develops to the leader in the mobile advertising field. To learn the development of InMobi in China, we interviewed with Mr. Naveen Tewari, the Founder and CEO of InMobi, who made a special trip from India to China on the special day of the 10th anniversary of InMobi's establishment.

Tewari graduated from Harvard Business School and like all young people, he made his attempts to different fields in the next two years. In this period, he experienced so many frustrations and failures that he felt hardly self-confident. However, god helps those who help themselves. Chances favored him in his last attempt. In 2007, Tewari founded InMobi and roared after two years of accumulation and preparation. Now InMobi has been the global largest independent mobile ad network with offices across the Five Continents and delivered

most leading and cutting-edge advertising solutions to advertisers, distributors and developers all over the world.

Tewari, young and promising, owns courage, judgment, knowledge and vision. He revealed InMobi's development routing and global strategy in this two-hour interview.

"In the global mobile advertising technology field, we compete directly with Google, Facebook as well Chinese great companies. We have built a successful technology platform based in China. To my thinking, Asian companies should unite closely as we own mutually. I wish InMobi become a bridge to link the friendship between China and India and the companies in these two countries cooperate closely as the global booming future starts from China and India," said Tewari firstly.

Reviewing InMobi's development process, we find that Tewari's self-confidence and pride are from the development legend of InMobi. InMobi is actually the successful model among the foreign internet companies in the Chinese market. Since its access to China in the second half of 2011, InMobi has been rising fast and extends its smart mobile network with the coverage of several ten millions users early to over 60 millions now. InMobi makes a tenfold growth.

Any brand keeps its core competence only by iterated product innovation and technology outdistancing, and continuous innovation and transcending are the motive powers for an enterprise to sustain development. In the past ten years, InMobi has been on a way of innovation unshakably and engaged in continuously delivering mobile advertising products suitable to the China market. It means that InMobi bring global best mobile advertising products and technologies to China while innovating them to the ones more suitable to the China market according to the local demands in China. "We are immensely dedicated to only mobile advertising. There are three advantages we are proud of: 1) localization team. We look into the local market and culture, and deliver localized products and services. 2) Leading product and technology. We build an elite-manned project team and employ brilliant engineers in India, who give strong supports for the research and development of



global products. And 3) globalization teams. In the past 10 years, we have set up globalization teams in over 20 countries and regions over the world, which widens our global horizon and enable us to remain leading in technology innovation and industry guidance.

As an ancient Chinese proverb goes, "a boat sailing against the current moves forward or will fall behind." Only continual innovation enables an enterprise to be on an ever-standing top position. Since its establishment, InMobi has never stopped innovation in mobile advertising network business, and successively launches innovative products like mobile native advertising platform, Miip discovery platform, mobile e-commerce re-marketing solution, carousel



中国团队与 CEO Naveen 10 周年庆典上的合影
Group Photo of the Chinese Team with CEO Naveen in the 10th Anniversary Celebration



InMobi 班加罗尔总部办公室一角
An Office in InMobi's Headquarters (Bangalore)

advertisement, VR360 video ad and mobile native video ad. It also develops innovative cooperation with OEM manufacturers like Xiaomi and makes a system-level integration of mobile advertisement, which attracts broad attention from the world. After the access to China in 2011, InMobi successively launched revolutions of domestic mobile native advertising and video advertising and spotted multiple gaps in the China mobile advertising market.

Well-trained and skilled team is the fundamentality for an enterprise to develop. To make good use of local human resources and cultivate top-grade talents are the key part of InMobi's talent strategy in China. What charms make the

staffs loyal to the enterprise? And what corporate culture forms such a strong corporate cohesion? "It is simple. We, from different countries and regions, are excited and proud of working together to make InMobi a world's great company. Its' awesome. We invite many talents with passions for

technology and business to join us, and they desire professional knowledge and hope to develop and succeed with the company. We execute the stock ownership incentive, distribute shares to all staffs, and initiate sharing. To my way of think, corporate culture is essential for company to be evergreen one. InMobi's corporate culture firstly features in freedom and trust. Any staff needs not ask for leave and can go to any country if needed. We develop no business travel policy. Secondly, tolerance. Staff's failure is allowable because he can find a correct way from failure. Thirdly, care. We care about staffs and their families. We never make listing or labeling. We are ready to embrace any staffs who desire to joint us. Over 40 former staffs return InMobi. We hope to grow along with our staffs and InMobi is a big family," said Tewari for answering the questions above.

Tewari stresses InMobi's "family culture". Such culture makes all staffs feel at home and settle them to seek communal development with InMobi. "This is our secret to be a great company," repeated Tewari in the interview.

Talking of the forthcoming development of InMobi in China, Tewari showed a great appreciation to Jessie Yang, General Manager, Greater China of InMobi. "Yang is a positive lady with passion and ideal. The business of InMobi in the Greater China Region, led by Yang, makes a tenfold growth. I believe that in five years our mobile advertising business in China will overbalance that in the United States, ranking the first in the world. The China market is very important for InMobi. I hope InMobi become a bridge to link the economic intercourse between China and India as well as a successful model in the Sino-India cooperation. More people will see China, an open and fair market. Wish InMobi be a successful benchmark in the cooperation between the two countries," said Tewari.

Tewari rises from many failures and finally develops to InMobi's founder. It is believed that the Chinese market would return Tewari more values and achievements. Led by Tewari, InMobi will create a promising and splendid future.