

碧山

WILDCHINA

*Mei Zhang, CEO, WildChina
Creating Experiences that Inspire*

WHO IS WILDCHINA?

Yushu Horse Festival



WHO IS WILDCHINA?

Luxury camps on the grasslands



WHO IS WILDCHINA?

Live as a nomad, except w luxury



WHO IS WILDCHINA?

Hike



WHO IS WILDCHINA?

Join the fun



WHO IS WILDCHINA?

*Dine under the
moon*



HOW WE INNOVATE

Dominant Travelers Experience



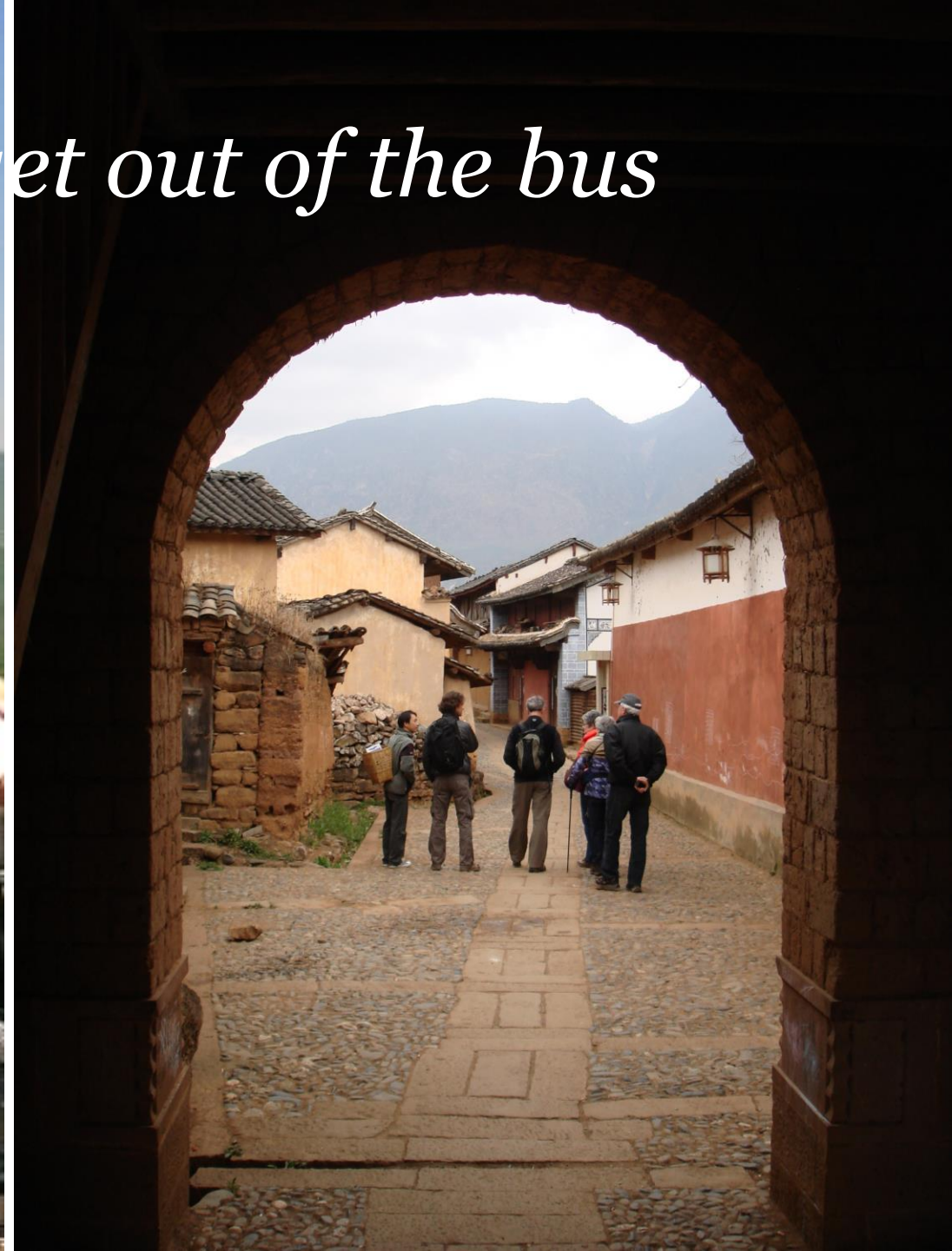
HOW WE INNOVATE

Travelers want Experience not another Tourist site



HOW WE INNOVATE

They want to get out of the bus





HOW WE INNOVATE

*They want skip the trinket shops and
tourist restaurants*





HOW WE INNOVATE

*WildChina screens, trains
and pays our Guides*

“We got along so well with our guide. He was amazing. He was so flexible and tailored the days to meet our interests and needs...We felt very well taken care of.”

– *Mary D., WildChina traveler*

HOW WE INNOVATE

We charge for our services



Sample CITS Tour

- Best Yangtze Tour Series
- 10 days
- \$1,185, including domestic air

Sample WildChina Trip

- Chinese Treasure, Yunnan
- 13 days
- \$4500, including domestic air



HOW WE INNOVATE

*For WOW services, clients will
pay*





DANIEL ISENBERG

SHIRLEY SPENCE

WildChina (A)

May 2005: The CEO Offers to Resign

Mei Zhang (HBS 1996), chairperson of WildChina, was smiling as she hung up the phone from a call to her husband and their young son in Los Angeles. The smile quickly faded though as her gaze returned to the smoggy Beijing skyline outside WildChina offices and her thoughts turned to the future of the company she had founded to share her passion for travel and fulfill her dream of starting a business. With \$100,000, she had launched WildChina in the summer of 2000.

The company had overcome a major challenge in 2001 when the 9/11 terrorist attacks in the US resulted in many cancellations. WildChina turned profitable in 2002 but Zhang was not satisfied with growth rates and decided that new leadership was needed to “get to the next level.” She recruited Jim Stent, an ex-patriated American and senior executive at a Thai bank with strong China connections, as COO in March 2003 just as another business crisis was building: the Severe Acute Respiratory Syndrome (SARS) epidemic.

By the end of 2004 business was again booming. Zhang appointed Stent CEO and moved to Los Angeles with her family. In May 2005 she returned to China to lead a tour at the insistence of a concerned client. She was dismayed that WildChina had recently lost some major accounts and asked Stent to get more involved in client work. His reaction: “Perhaps it would be better for you and WildChina if I left in September.”

Zhang protested and Stent agreed to stay until year end. Zhang wondered whether she should try to repair the relationship. Perhaps Stent was not serious about leaving and just wanted her to back off a little. She had, she reflected, been putting a lot of pressure on him recently about financial performance. But maybe she had to accept that things were not going to improve. The prospect of recruiting and bringing in yet another CEO was daunting though and time was short. She began to consider all her options.

Mei Zhang: Path to Entrepreneurship

Zhang was born in 1971 in the town of Dali in Yunnan Province. At the time, this southwestern corner of China was considered “backward” compared to coastal areas and was essentially closed to foreigners. Zhang described her childhood in socialist China:

Senior Lecturer Daniel Isenberg and Research Associate Shirley Spence prepared this case. HBS cases are developed solely as the basis of class discussion. Cases are not intended to serve as endorsements, sources of primary data, or illustrations of effective or ineffective management.

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An aerial photograph of a lush green valley with terraced fields and karst mountains. The mountains are steep and rocky, with patches of green vegetation. The valley floor is filled with a patchwork of green and brown fields, some of which are terraced. A small river or stream flows through the valley. The sky is overcast and hazy.

HOW WE INNOVATE

Become a catalyst for change

*National Geographic
“Best Travel Company
on Earth”
for China*

*Condé Nast Traveler
Top Travel Specialist*

*Travel + Leisure
A-List Travel Agent
Trips of a Lifetime*

29 REASONS
GOOGLE IS NO. 1

THE TESLA GUIDE
TO TALKING SMACK

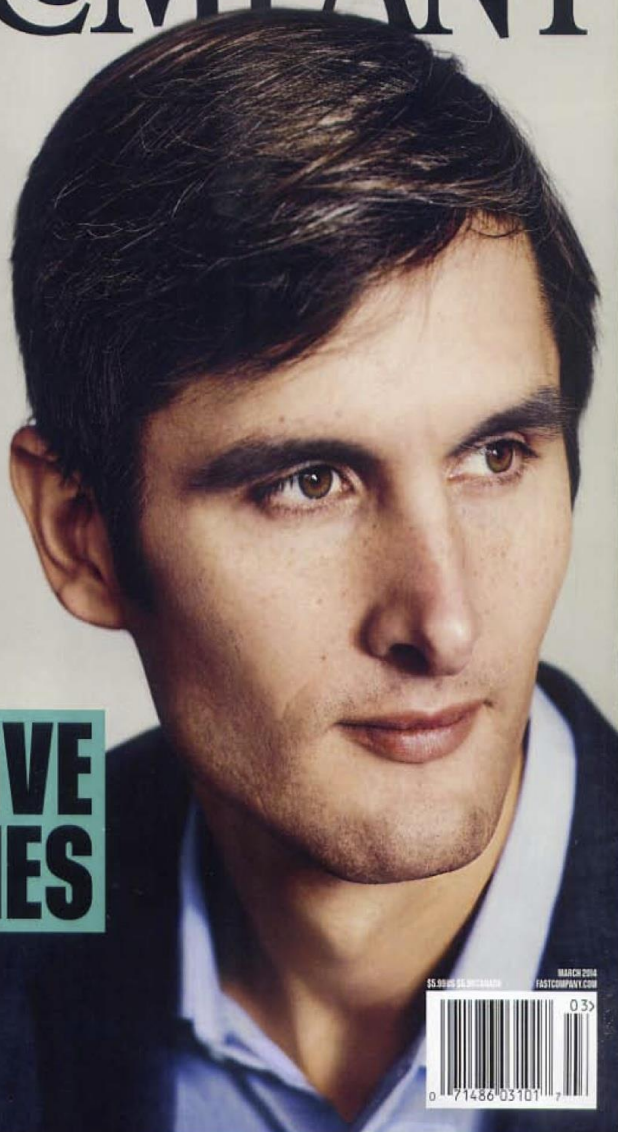
WHAT YELP CAN
TEACH UBER

THE RAP ON
TWITTER

APPLE'S SOFT TOUCH VS.
AMAZON'S HARD SELL

FAST COMPANY

THE WORLD'S 50 MOST INNOVATIVE COMPANIES



NO. 9
DONORSCHOOSE:
Why Stephen
Colbert, Sheryl
Sandberg, and
10 million kids love
CEO Charles Best



WILD CHINA

FOR MAKING REMOTE CORNERS OF CHINA ACCESSIBLE

China's tourism market is booming, generating more than \$500 billion last year and poised to more than double, to \$1.2 trillion, by 2023. Mei Zhang's Wild China caters to China's new class of high-end domestic tourists, bringing to life previously inaccessible parts of the vast country. Instead of large-group packaged tours that, Mei says, "overwhelm the destination rather than letting the traveler be overwhelmed by the destination,"

Wild China takes small groups on highly customized adventures with knowledgeable guides. Trips include retracing trade routes on the Ancient Tea and Horse Caravan Road and hiking through bamboo forests with park rangers to understand giant pandas' habitat. The Western-educated Mei has expanded internationally along with her customers' tastes, bringing Chinese tourists to 18 countries last year, including Bhutan, Costa Rica, and Italy.

Mei in Beijing's Ritan Park



PHOTOGRAPH BY MATJAZ TANCIC

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去法国旅行作家Gil的白族老院子...
¥288 | 云南 大理

去云南火腿村吃百桌婚宴
¥100 | 云南 大理

去大理劳模程阿姨家吃饭，最地...
¥200 | 云南 大理

湖南妹子和奎果仁带你山海攀岩
¥380 | 云南 大理

跟云龙大叔在千年白族古村里...
¥970 | 云南 大理

洱海板娘乡野全程跟拍让你过足...
¥3000 | 云南 大理



- 1. DOMESTIC TRAVEL HAS GONE A LA CARTE















Possibilities are endless...

Thank you

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