

被指大规模裁员挪用用户押金 OFO 独立发展前景难测

It is alleged that OFO conducts mass layoffs and misappropriates users' deposits, and its independent development prospect is unpredictable

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资料图 原题：被指大规模裁员挪用用户押金 OFO 独立发展前景难测 ©如果 ofo 自身能够造血，控制好成本，未必要归属哪家巨头，寻求独立发展也是有可能的 ©共享单车企业在资金链方面均面临挑战，阿里作为上市公司，不会无止境地为一家人看不到盈利模式的企业烧钱 ©ofo 的处境比较复杂，投资方既有腾讯系、也有阿里系，尽管创始团队极力坚持独立发展，但迫于市场的压力最终被收购的可能性不小

Photo Original title: It is alleged that OFO conducts mass layoff and misappropriates users' deposits, and its independent development prospect is unpredictable ©If ofo can maintain its financial sustainability and control costs, it may not be necessarily affiliated to a giant company, even it is possible to seek independent development. © Bike-sharing companies face challenges in the capital chain. As a listed company, Alibaba will not endlessly invest in a company that does not have a profitable model. © The situation of ofo is relatively complicated. Its investors include both Tencent Group and Alibaba Group. Although the founding team strongly insists on independent development, the possibility of being acquired ultimately under pressure from the market is very high.

法治周末记者 平影影 继传出大规模裁员消息后，ofo 又深陷挪用押金的新闻，可谓一波未平，一波又起。此前，有媒体报道称，一名了解 ofo 财务情况的人士提供的截至 5 月中旬的 ofo 财务数据显示：ofo 对供应商欠款 12 亿元左右，城市运维欠款近 3 亿元，合计欠款 15 亿元，押金余额 35 亿元左右，账面可动用现金不足 5 亿元，粗略计算 ofo 挪用用户押金或许已经超过 100 亿元。对此，ofo 在 6 月 11 日正式回应称消息不实，已搜集材料向监管部门举报。一时间，ofo 财务状况究竟如何、其该往何处去？真相开始扑朔迷离起来。

Reporter from Legal Weekly Ping Yingying Following news of mass layoffs, ofo is deeply trapped in the news of misappropriation of deposits. It may be called one thing after another. Prior to this, some media reports said that

a person who understands the financial status of ofo provided the financial data of ofo as of mid-May, showing that: ofo owes about 1.2 billion yuan to suppliers; the city's operation and maintenance arrears amounts to nearly 300 million yuan, with the total arrears of 1.5 billion yuan; the balance of deposits amounts to nearly 3.5 billion yuan; the available book cash is less than 500 million yuan; after a rough calculation, users' deposits misappropriated by ofo may have exceeded 10 billion yuan. For this reason, ofo formally responded on June 11 that the news was false and it had collected related materials to report to the regulatory authorities. For a time, what's the financial situation of ofo, and where is it going to develop? The truth is out of focus..

被传：裁员和挪用押金

Rumor: Conduct mass layoff and misappropriate deposits

回应：否认传闻并称实现盈利

Response: It denies the rumor and claims it has realized profits

6月11日下午，ofo对外发布公开声明，称关于2018年6月11日，媒体发表的《ofo押金仅剩35亿元，挪用押金或超百亿？》一文中披露的ofo相关财务数据信息皆为不实信息。且文章中的相关数据推算，皆不符合共享单车行业基本商业逻辑。

On the afternoon of June 11th, ofo issued a public statement saying that the financial data information related to ofo disclosed in the article "Ofo's deposits only remain 3.5 billion yuan. Is it because ofo misappropriates deposits exceeding 10 billion yuan?" published by the media on June 11, 2018 is false. In addition, the relevant data in the article are not consistent with the basic business logic of the bike-sharing industry.

不仅如此，ofo还表示目前已经实现了百城盈利，同时ofo正在尝试更多元化的商业模式。目前，ofo在全球20余个国家为超过2.5亿用户提供服务，未来的目标是服务全球20亿用户。

Besides, ofo also said that it has made 100 cities profitable, while ofo is trying a more diversified business model. Currently, ofo serves more than 250 million users in more than 20 countries around the world. The future goal is to serve 2 billion users worldwide.

ofo的声明并未打消市场的疑虑，在社交媒体上，人们仍在不停质疑ofo的经营状况。之所以如此，其实与ofo近日一系列负面传闻有关。

But ofo's statement does not reassure the market. On social media, people are still constantly questioning the operating status of ofo. This is in fact related to a series of negative rumors in recent days.

6月4日，虎嗅网报道称ofo正在进行裁员，总部整体裁员比例达到50%，且存在继续扩大的可能性.....此外，海外市场主管张严琪离职，整个海外部门解散，同时离职的高管还包括负责市场公关业务的高级副总裁南楠与主管杨迅（注：ofo市场公关业务主管为杨汛）。

On June 4th, www.huxiu.com reported that ofo is conducting layoffs, and the overall layoff ratio in the headquarters has reached 50%, and there is the possibility of further expansion... In addition, Overseas Marketing & Sales Director Zhang Yanqi left the company, so the entire overseas department was dissolved, and the resigned executives also include Nan Nan, the Senior Vice President responsible for the marketing and public relations, and Yang Xun, head of the marketing and public relations department.

对此ofo小黄车联合创始人于信发朋友圈表示这些都是无稽之谈，并否认张严琪和杨汛离职。杨汛则发朋友圈调侃称，报道把他名字写错了，表示自己并未离职。不过能确认的是，ofo资深市场副总裁南楠已于上周离职，南楠本人对此也并未否认。

For this purpose, Yu Xin, the co-founder of ofo, shared a moment in his WeChat, saying that these are nonsense,

and denied Zhang Yanqi and Yang Hao left. Yang Xun also shared a moment in his WeChat, saying that the report misspelled his name and he did not leave the company. However, it can be confirmed that Nan Nan, Senior Vice President of Marketing, has left ofo last week, and he did not deny this fact.

一位互联网行业资深从业者告诉法治周末记者， ofo 公司确实在裁员，但无法得知裁员比例和规模。

An Internet industry veteran told the reporter of Legal Weekly that ofo is conducting layoffs actually, but the ratio and scale of layoffs are unclear.

新政：收缩免押金城市范围

New policy: Shrink the scope of deposit-free cities

回应：探索多样化免押金方式

Response: Explore diversified deposit waiver modes

5 月底， ofo 取消 20 个主流城市的信用免押金政策，仅保留上海、杭州、广州、深圳、厦门 5 个城市。这一有违行业趋势的变动引发了部分用户的吐槽。

At the end of May, ofo canceled the credit-based deposit waiver policy in 20 major cities, and only retained five cities including Shanghai, Hangzhou, Guangzhou, Shenzhen, and Xiamen. This change, which is against the industry trend, has triggered some users' complains.

ofo 对此回应称，一直在尝试利用技术和科学化手段，建立自己的智能信用体系。

For this, ofo responded that it has been trying to use technical and scientific methods to establish its own smart credit system.

“我们在探索多样化的免押金方式，此前与芝麻信用的合作，只是免押金方式的一种。这次我们尝试新的免押金方式，未来用户一旦产生不文明用车行为，系统都将从用户账户中扣取相应费用。相反，用户规范用车，我们不会扣费用，还会为用户累积信用分。” ofo 方面表示。

“We are exploring a variety of deposit waiver modes. Previously, the cooperation with Zhima Credit was just one type of deposit waiver modes. This time we tried a new deposit waiver mode. In the future, once the user has an uncivilized riding behavior, the system will deduct the corresponding fee from user's account. On the contrary, if the user has a civilized riding behavior, we will not deduct the fee and will accumulate credit score for the user,” said ofo.

针对此次用户吐槽的“95 元充余额免押”的情况， ofo 方面称，95 元为账户余额，用户可选择购买 95 元“福利包”，享受全国免押金服务；或直接缴纳 199 元押金。

For some users' complains about the situation of “deposit waiver by virtue of charging 95 yuan”, ofo said that 95 yuan is the account balance, and the user can choose to purchase 95 yuan “welfare package” to enjoy the nationwide deposit waiver service; or directly pay 199 yuan deposit.

有观点认为， ofo 大规模取消信用免押金并加大充值力度，目的就是为增加收入，侧面反映了其资金链紧张的状况；但也有观点认为， ofo 缩减了和芝麻信用的合作范围，逐步将免押金与自身免押政策绑定，体现了 ofo 独立发展的坚决。

Some people believe that ofo's large-scale cancellation of credit-base deposit waiver and increase of top-up efforts aim at increasing income, which reflects the tension of its capital chain from an indirect perspective; however, there are also views that ofo has reduced the scope of cooperation with Zhima Credit and gradually bonded the deposit waiver with its own deposit waiver policy, which reflects ofo's determination of independent

development.

目前来看，ofo 取消免押金政策的正面反响几乎没有，所获得的消费者反馈以吐槽居多。不仅如此，ofo 这一举动还为竞争对手助了一把力。

For the time being, there is almost no positive response to the cancellation of the deposit waiver policy from ofo, and the feedbacks from users are complains predominantly. Not only that, this move of ofo also helped the competitor.

就在 ofo 取消大部分城市免押金政策后不久，摩拜于 6 月 11 日正式宣布，在全国百城开启新老用户全面免押，而且是无任何条件限制，即不受芝麻信用分的限制。而此前 3 月，哈罗单车率先宣布在全国范围实行免押金，成为了国内首家全面支持信用替代押金的企业。

Shortly after ofo canceled the deposit waiver policy in most cities, Mobike officially announced on June 11th that all new and existing users in 100 cities nationwide would be free to ride its bikes, and there is no restrictions, i.e., without any limitation by Zhima credit score. In March of this year, Hellobike took the lead in announcing nationwide implementation of deposit waiver policy and became the first domestic company to fully support credit-based deposit waiver.

法治周末记者在采访时发现，负面新闻缠身，再加上此次 ofo 缩减免押金城市范围，使得不少用户开始担心起押金的安全，有的直接选择了退押金。

In the interview, the reporter of Legal Weekly found that negative news has plagued ofo, coupled with the shrinkage of scope of the deposit-free cities, which has caused many users to start worrying about the security of the deposit, and some to directly choose to withdraw the deposit.

“反正我看到小黄车负面的新闻，就第一时间退了押金，我还把新闻发给了家人，让他们也赶紧退。”北京用户王奇告诉法治周末记者，由于之前出现过小蓝单车等共享单车用户押金难退的情况，“真担心哪天它突然也不行了，干脆就退了，以后只用免押金的共享单车。”

“Anyway, when I saw the negative news of ofo, I immediately withdrew the deposit. I also sent the news to my family and let them withdrew deposits quickly.” Wang Qi, a user in Beijing told the reporter, because previously, some users of bike-sharing companies, such as Bluegogo, were difficult to withdraw their deposits, “I really worry about its sudden bankrupt, so simply I withdraw my deposit. I will only use a shared bicycle that does not require a deposit.”

法治周末记者在微博上看到有用户抱怨 ofo 押金难退，不过，6 月 10 日，记者亲自在 ofoApp 上体验退押金，整个过程非常流畅，不存在退押金页面消失等状况。

The reporter from Legal Weekly saw on the Weibo that some users complain it's difficult to withdraw their deposits on the ofo App. However, on June 10th, the reporter personally experienced a deposit refund on the ofo App. The whole process was very smooth, and there was no disappearing deposit refund page.

法治周末记者联系了 ofo 公关负责人，询问了近期退押金的用户数等问题。但截至发稿，对方并无回应。

The reporter from Legal Weekly contacted the principal of the Public Relations Department of ofo and asked questions such as the number of users who had recently withdrawn the deposit. However, as of press time, the principal did not make a response.

行业：新三国局面形成

Industry: The situation of the new three kingdoms has taken shape

预测：自身能造血才有未来

Forecast: The only way to further develop ofo is to maintain its financial sustainability

在资本的助推下，近两年来，共享单车上演了惨烈的市场竞争图景，小鸣、酷骑等单车企业纷纷败退出局，如今行业中规模较大的企业仅剩摩拜单车、ofo 和哈罗单车 3 家。其中，摩拜单车被腾讯系美团收购，哈罗单车则背靠阿里系的蚂蚁金服，二者皆有财力雄厚的巨头做靠山。纵使共享单车还未找到清晰的盈利模式，摩拜和哈罗单车的资金问题，已经不再是行业忧虑的对象。

Under the boost of capital, in the past two years, a fierce market competition scene was staged for the shared bikes. Bike-sharing companies such as Xiaoming and Coolqi Bike were out of the game. Nowadays, the relatively large-scale enterprises in the industry only include Mobike, ofo and Hellobike. Among them, Mobike has been acquired by Meituan of Tencent Group, and Hellobike was backed by Ant Financial of Alibaba Group, both of which have the support of financially strong giant companies. Even if the shared bikes have not yet found a clear profit model, the financial problems of Mobike and Hellobike are no longer the concerned object by the industry.

但夹在滴滴和阿里之间的 ofo，处境却颇为尴尬。

But ofo, caught between Didi and Alibaba, is quite embarrassed.

ofo 最近一次公布融资消息，是在 3 月 13 日，当时其宣布完成 E2-1 轮融资 8.66 亿美元，由阿里领投，灏峰集团、天合资本、蚂蚁金服与君理资本共同跟投；此后的 3 月 15 日，于信在接受采访时还表示，ofo 不久还将有一笔新的融资进账，“应该不会等太久。”

Ofo announced financing news on March 13th. At that time, it announced that it has completed E2-1 round financing of 866 million U.S. dollars, of which Alibaba Group took the lead in make investment, and Haofeng Group, Tianhe Capital, Ant Financial and Junli Capital followed the investment; later, on March 15th, Yu Xin said in an interview that ofo will soon have a new financing, “Ofo may not wait too long.”

但这笔计划中的融资至今还未有官方消息，不过相比上一轮融资前近 8 个月的等待期，ofo 这次等待的时间并不算长。但这 3 个月足够流言滋生以及企业重新排位。

However, there is no official news on this planned financing. But compared to the waiting period of nearly 8 months before the previous round of financing, this waiting time for ofo is not long. But these three months are enough to propagate rumors and re-rank companies.

公开信息显示，滴滴曾多次参与对 ofo 的投资，成为其第一大股东，但之后因争夺 ofo 控制权与 ofo 决裂。此后滴滴成立自有品牌青桔单车，并将小蓝单车纳入出行产业链。

According to public information, Didi has participated in the investment in ofo for many times and became the largest shareholder, but then broke with ofo due to fighting for ofo's control right. Since then, Didi has started its new bike-sharing brand, Qingju, and has included Bluegogo into the travel industry chain.

之后为了解决资金困境，今年 2 月份，ofo 创始人戴威通过动产抵押的方式，先后两次将其资产共享单车作为质押物，换取了阿里巴巴共计 17.7 亿元人民币的融资。业界一度认为阿里收购 ofo 是意料之中的事情，但目前看来却未必。6 月 1 日，蚂蚁金服子公司上海云鑫向哈罗单车增资 20.6 亿元人民币；阿里学术委员会主席、湖畔大学教育长曾鸣在 5 月底曾爆料称哈罗单车在 1 年半内逆袭摩拜和 ofo，日订单总量超过二者之和。一时之间，哈罗单车逆袭 ofo、摩拜的声音甚嚣尘上。

Later in order to solve the financial difficulties, in February of this year, Da Wei, ofo's founder, through the chattel mortgage, has twice used its assets of shared bikes as a pledge, in exchange for a total of 1.77 billion yuan of Alibaba's financing. The industry once thought that Alibaba's acquisition of ofo is hardly unexpected, but it does not seem like that at present. On June 1st, Shanghai Yunxin, a subsidiary of Ant Financial, added 2.06 billion yuan to Hellobike; Zeng Ming, chairman of the Alibaba Academic Committee and director of education at Hupan

University, revealed that at the end of May, Hellobike turned the tide and defeated Mobike and ofo in a year and a half, and the total daily orders of Hellobike exceeds the sum of the two. For a while, the news that Hellobike defeated Mobike and ofo was widely reported.

虽然外界对 ofo 的未来有着种种猜测，但 ofo 却并不在意，它一直在向外界展示着独立发展的决心，并且开始发展车身广告等业务“自救”。

Although the outside world has various speculations about the future of ofo, ofo does not care this. It has been showing the determination of independent development to the outside world, and began to develop business such as body advertising for “self-help”.

艾媒咨询 CEO 张毅告诉法治周末记者，投身阿里和滴滴或均不是 ofo 的最终归宿，如果 ofo 自身能够造血，控制好成本，未必要归属哪家巨头，寻求独立发展也是有可能的。

Zhang Yi, CEO of iiMedia Research, told the report of Legal Weekly that joining Alibaba and Didi is not the final destination of ofo. If ofo can maintain its financial sustainability and control costs, it may not be necessarily affiliated to a giant company, even it is possible to seek independent development.

张毅认为，不能认为共享单车企业投身巨头后就会获得庇佑，其发展的道路依然充满未知。

Zhang Yi believes that, it can't be considered that bike-sharing companies will be protected after joining the giant companies, and their development roads are still unknown.

“共享单车企业在资金链方面均面临挑战，阿里作为上市公司，不会无止境地为一家人看不到盈利模式的企业烧钱，美团作为一家创业公司，自身也在不断烧钱扩展业务，它能够给摩拜投入多少，也是问题。”张毅表示。

“Bike-sharing companies face challenges in the capital chain. As a listed company, Alibaba will not endlessly invest in a company that does not have a profitable model. As a startup company, Meituan is constantly investing its capital to expand its business. But how much it can invest in Mobike is also a problem,” said Zhang Yi.

不过也有观点认为，收购对于 ofo 来说其实未尝不是一个好的归宿。电子商务研究中心生活服务电商、共享经济助理分析师陈礼腾认为，ofo 的处境比较复杂，投资方既有滴滴这样的腾讯系，也有蚂蚁金服这样的阿里系，尽管创始团队极力坚持独立发展，但迫于市场的压力最终被收购的可能性不小。

However, there are also views that the acquisition is not a good destination for ofo. Chen Liteng, life service e-commerce of the E-commerce Research Center and assistant analyst of the sharing economics, believes that the situation of ofo is relatively complicated, and its investors include both Tencent Group (such as Didi) and Alibaba Group (such as Ant Financial). Although the founding team strongly insists on independent development, the possibility of being acquired ultimately under pressure from the market is very high.

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