

"Lausanne Model": Dedicated to Output Intelligence for Chinese Hospitality Industry

“洛桑模式”——专注中国酒店及泛服务业智慧输出

Interview with Bao Chen, the Director and Country Head of China of Lausanne Hospitality Consulting

—— 访洛桑酒店管理集团咨询公司中国区首席董事鲍琛先生

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2017年，正值我国改革开放40周年之际，也是洛桑酒店咨询（后文简称LHC）正式进入中国的第三个年头。根据总部的战略部署，LHC在中国实施了一系列战略举措，分别在北京、桂林、扬州、三亚开发并认证了4所国内领先的酒店管理院校。如今，部分院校的毕业生已经在酒店、餐饮、金融服务、邮轮航空、奢侈品、房地产、互联网、咨询等泛服务业领域从事着中、高级管理工作。

享誉全球的洛桑酒店管理集团（后文简称EHL），在百年长河的积淀与发展中已经成为国际上声誉最高的酒店及泛服务业人才高等教育院校。作为世界上第一所酒店管理院校，瑞士洛桑酒店管理集团的人才培养模式和不断革新的教育理念已经成为国际公认的培养酒店及泛服务业人才的成功标杆——“洛桑模式”。如今，“洛桑模式”也走进了中国，成功培养出与中国经济快速发展相匹配的酒店及泛服务业领导型人才。

2017年5月，有瑞士总统出席的中瑞商业大奖在北京圆满落幕，在华成立仅三年的洛桑宝丰酒店管理咨询（北京）有限公司（LHC在中国注册名称）在大奖中脱颖而出，获得“中小企业杰出成就奖”提名，这份殊荣着实让人兴奋不已。为此，我们有幸约访到LHC中国区首席董事鲍琛先生。

年轻有为、知识丰富的鲍琛先生还未满40周岁，他于2004年从洛桑酒店管理集团毕业，是名副其实的“学霸”：在毕业前就被四季集团总部选拔并派驻加拿大。2014年，鲍琛先生受洛桑酒店管理集团重托，在北京和香港建立了LHC大中华区分公司。这是洛桑酒店管理集团自创立至



今在海外的第一笔投资，证明中国市场已经受到世界最好的酒店培训管理学院的重视。同时，正在高速发展的中国市场也急需引入最先进的酒店及泛服务人才培育和项目全周期开发的宝贵知识和经验，毫无疑问这是一个双方受益的双赢之路。

“LHC成立于1976年，是一家秉承瑞士价值观理念的知识型公司。2014年，LHC在大中华区设立子公司；2015年，LHC在印度设立子公司。40多年来LHC为全球超过两万名行业中高层管理者提供过培训服务。我们还引入了双元制

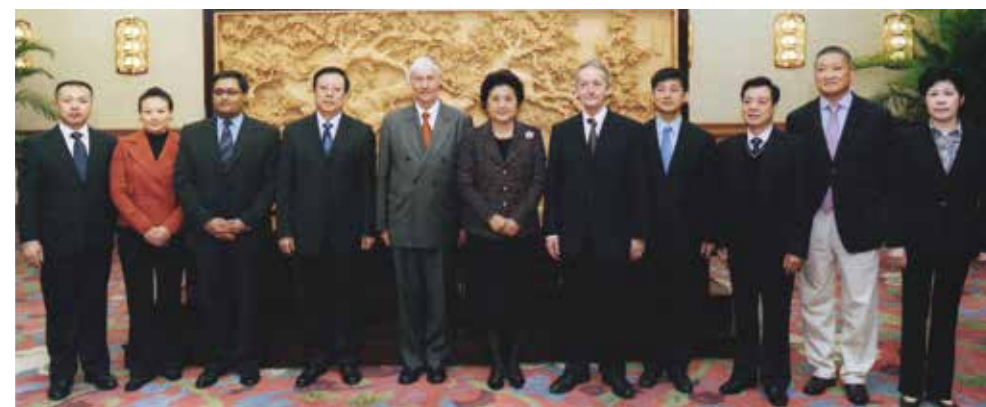
的教育体系，将现代学徒制和职业教育相结合，和全球合作伙伴共同开发当地领先的学校和教育机构。我们的定位是知识型公司，业务范围主要包括顾问咨询、高级培训、学校开发和管理及人力支持四项业务。我们最大的资产就是人和100多年以来不断革新的智慧和知识。”LHC中国区首席董事鲍琛先生为记者阐述了洛桑酒店咨询的发展脉络。

提到酒店教育，人们就会想到瑞士洛桑酒店管理集团。这家有一百多年历史的学校曾多次被评为世界上最好的酒店管理院校；如今，如果提起酒店及泛服务业知识开发的咨询公司，那一定就是脱胎于洛桑酒店管理集团的LHC。凭借全球泛服务业百余年的深厚积淀，通过视角多样、阅历丰富的国际团队与洛桑酒店管理集团的紧密协作，LHC为全球领先的合作伙伴提供可持续、落地性强的全方位解决方案，在市场与环境研究、可行性评估、商业理据分析、战略顾问、项目管理、质量审查、智慧结晶顾问（项目全周期开发和可持续发展）、卓越服务、空间基数等领域提供专业服务。

改革开放近40年来，国民生产总值



LHC为上海机场集团提供国际酒店品牌运营方猎寻服务 International Hotel Operator Search for Shanghai Airport



刘延东副总理与EHL董事长合影 Liu Yandong (Vice Premier of PRC, centre), President of EHL (5th from left) and CEO of LHC (3rd from left)

增长超过了10倍的中国已经占据了世界经济舞台的重要地位，成为全球经济增长的发动机。谈到LHC与中国市场的结缘，鲍琛先生分析说：“其实在十多年前，洛桑酒店管理集团在中国就有业务往来，但一直没有成立公司。洛桑比较保守，从未在海外投资过，但由于来自中国的业务需求不断攀升，且目前正处于现代服务业转型升级的关键时期，洛桑的知识、品牌价值与中国经济高速增长的需求二者相呼应，为LHC提供了智慧输出的机会与舞台。我全程参与了LHC大中华区分公司从注册、发展壮大到今天的过程，见证了公司一步步的发展。这次能获得中瑞商业大奖提名，我们也感到很光荣，在众多实力强劲的国际企业中脱颖而出，说明我们的影响力还是不小的。”

创新能力是企业长久发展的根本保证。据鲍琛先生介绍，EHL设有研发中心，一般人印象中，很少有酒店管理集团设有研发中心的。然而EHL独辟蹊径，不仅有研发中心还有研发团队。我们开展的不是书



LHC为中国丽江大研安缦提供业主代表和资产管理服务 Asset Management and Owner Representative Service for Aman Dayan

本或纯理论型研发，而是贴近行业、贴近市场的实践应用型研发。LHC通过概念设计、商业模型建设、服务流程再造、人才架构搭建到可持续运营等各阶段重要节点提供专业咨询服务。LHC参与过的项目包括安缦酒店资产管理、上海机场集团酒店品牌猎寻及合同谈判和张家界天门山、国际奥林匹克委员会、中东最大的罗塔纳酒店集团、保乐力加集团、雀巢集团的智慧结晶顾问模块服务等……洛桑的品牌、洛桑的知识、洛桑的创新让LHC获得全球合作伙伴的一致好评。

逆水行舟，不进则退。一个企业只有不断超越自己才能发展壮大，正如在采访中鲍琛先生所讲的那样：“知识型公司的最大竞争对手就是自己。我们要研发、要革新、要保持领先性和前瞻性。下一步，我们希望在职业教育双元制和现代学徒制的升级和优化方面继续深挖，这个行业需要大量的有职业技能的生力军。此外，我们会在上海设立办事处，覆盖长三角地区，在团队方面也会不断招募人才，进一步拓展业务范围。”

洛桑酒店管理集团有着124年的历史积淀，LHC也有42年的成长历程，在中国，酒店及泛服务业的转型升级还处于新生儿阶段。鲍琛先生对记者表示：“我们承载着历史责任，特别是在中国服务业升级换代之际，这份责任就是我们中国团队不断进取的动力之源。”我们相信，LHC在中国崛起之路，一定会更加光彩夺目，愿LHC“享百年积淀，助中华腾飞！”

2017 is the 40th anniversary of China's reform and opening-up year and also the 3rd year of LHC in China. According to the strategy of the headquarter, LHC has taken a series of strategic moves in China, including 4 certified leading hospitality management schools in Beijing, Guilin, Yangzhou and Sanya. Graduates from these schools are now engaged in middle and senior management in luxury hotel, restaurant, financial service, cruise, aviation, luxury, real estate, Internet, consulting industries.

Through more than a hundred years' growth and development, the world-renowned Ecole hôtelière de Lausanne becomes the best-known school for hospitality education. The



中国区创始成员：鲍琛和封官禄 Founders of LHC China: Bao Chen and Feng Guanlu

talent education model and continuously innovative educational concept of Ecole hôtelière de Lausanne, the first hospitality management school in the world, has become an internationally recognized successful model in developing talents for hospitality industry - "Lausanne Model", which has also been introduced to China, and successfully educated thousands of hospitality leaders to facilitate the rapid economy development of China.

SINO-SWISS Business Awards, which was attended by the president of Switzerland, was successfully held on May 2017. Lausanne Hospitality Consulting (Beijing) Co., Ltd., a Swiss company registered only 3 years in

China, stood out in the competition and was nominated as "Outstanding Achievement Award in Small and Medium-sized Enterprises", it was very exciting. *Multinationals in China* has a chance to interview Mr. Bao Chen, Director and Country Head of LHC China.

Nearly 40, Bao Chen, a young and knowledgeable gentleman, was graduated from Ecole hôtelière de Lausanne in 2004 as a straight A student, and has been employed by Four Seasons Hotel Headquarter located in Canada as a management trainee. And since this very first job, he is closely tied to hospitality all along the career path. Entrusted by EHL, Bao Chen established the Greater China branch of LHC in Beijing and Hong Kong in 2014. It was the EHL's very first overseas investment since 1893, which is enough to show that the Chinese market has caught



LHC 中国区首席董事鲍琛先生与霍英东集团主席霍震霆先生合作合影 Fok Tsun-Ting (Chairman of Fok Ying Tung Group & Member of IOC, rightside) and Bao Chen (Director and Country Head of LHC China)

integrates modern apprenticeship and vocational education, besides, we developed regional leading schools and educational institutions together with

global partners. We position ourselves as a knowledge company with business mainly covering Advisory Service, Executive Education, Learning Centres and People and Management Support. Our biggest assets are people and innovative intelligence and knowledge accumulated through

more than 100 years," Bao Chen shared the history of LHC with Multinationals in China.

While talking about hospitality education, EHL is the very first name emerging in people's mind. With more than a hundred years' history, it was rated as the best hospitality management school in the world consistently; now when we talk about hospitality and consulting company, people will definitely

think of LHC under EHL first. With growth of more than a hundred years in hospitality industry in the world, and through close cooperation between EHL and international teams with diverse perspectives and abundant experience, LHC provides its leading global partners with sustainable all-round solutions, its professional services include market and environmental scan, feasibility study, business case, strategic consulting, project management, quality audit, Crystallization®, Service Excellence Evaluation® and space base®, etc.

In nearly 40 years of reform and opening-up, China, with GNP increased by more than 10 times, has rapidly become a significant economy entity in the world and a key drive for the global economic growth. "Ecole hôtelière de Lausanne, in fact, started its intelligence output for China over ten years ago, but it did not register any legal entity. Lausanne was conservative, it had never made overseas investment before 2014, however, as the business demands are increasing in China, the transformation and upgrade of modern service industry is at a critical stage, and Lausanne's knowledge and brand value match the demand of China's economy, the opportunity is ready for LHC to output intelligence. From registration till today, I took part in the whole process of establishment of the Greater China branch of LHC, and witnessed every step of the company growth. We are so honored to be nominated for SINO-SWISS Business Awards, and standing



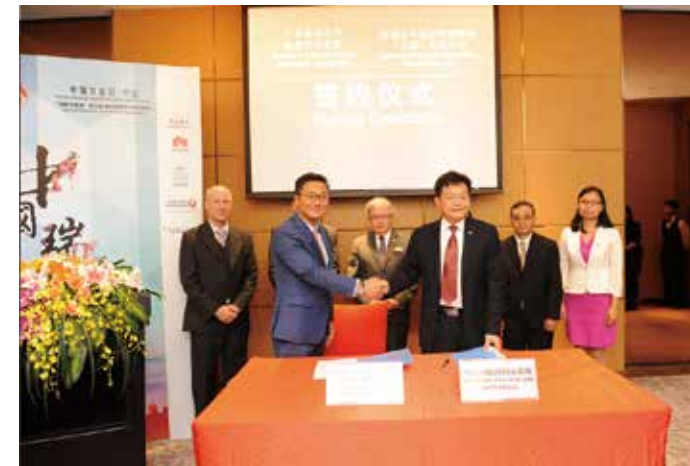
LHC 团队合影 国际视野 多元化履历 LHC Global Team - Multicultural Backgrounds & International Experience



桂林旅游学院签约仪式合影 Signing Ceremony at Guilin Tourism University

high attention from the best hospitality school in the world. Meanwhile, the Chinese economy as well as hospitality industry, which is under high speed development, was in great need of hospitality talents and expertise for developing hospitality projects, which makes LHC and Chinese hospitality industry a win-win relationship.

"LHC, established in 1976, is a Swiss knowledge company, and established a branch in Greater China and India in 2014 and 2015 respectively. In the past 40 years, LHC had provided executive education for more than 20,000 middle/senior management worldwide. We have introduced the dual education system to China, which



LHC 与中山市合作签约仪式合影 Signing Ceremony of LHC's partnership at Zhongshan City, Guangdong

out from many influential international enterprises, which means that our influence is something," Bao Chen said, while speaking of the connection between LHC and China.

Innovation is the guarantee for long-term development of an enterprise. According to Bao Chen, EHL has a R&D Center with a strong team. The R&D is not purely theoretical, but application-oriented and close to industry and market practice. LHC provides advisory service in concept design, business model conceptualization, service experience mapping, HR Cycle establishment, sustainable management and other important activities at each stage of the development of a business, as such, LHC helps clients to succeed. We used to provide assets management service for Aman Resorts, operator



LHC 与正大集团创始人谢国民先生合作合影 LHC and Chairman of CP Group Mr. Dhanin Chearavanont

search and contract negotiation service for hotel operator of Shanghai Airport Group, Crystallization® Service for Tianmen Mountain, Zhangjiajie, International Olympic Committee, Rotana Hotels (the largest hotel group in Middle East), Pernod Ricard and Nestle, etc.

A boat sailing against the current must forge ahead or it will be driven back. An enterprise can grow only through continuous self-transcendence. "The biggest competitor of a knowledge company is itself. We need to keep making breakthroughs and be innovative in order to maintain our leadership position. Next step, we hope to further upgrade and optimize the dual system and modern apprenticeship of vocational education, as this industry needs a large number of fresh talents

with vocational skills. In addition, we will also set up an office in Shanghai to cover Yangtze River Delta region, as well as continuously recruit colleagues for our team and further expand our business scope," Bao Chen said.

Ecole hôtelière de Lausanne is a school with 124 years' history and LHC is now 42 years, but in China, the transformation and upgrade of hospitality industry just begin. "We carry the historical responsibility, which is the drive for our Chinese teams to keep making progresses, especially for upgrading service industry of China", Bao Chen told *Multinationals in China*. We believe that LHC will definitely continue its success and glory in China, and also helps China grow with LHC's unparalleled knowledge tank and true global expertise.

● 洛桑酒店管理学院: Ecole hôtelière de Lausanne, 缩写为 EHL

成立于 1893 年, 世界上第一所酒店管理学院, 同时也是唯一获得瑞士联邦政府、中国教育部和美国 NEASC 学术认证的酒店管理学院, 在 2013 年被国际机构 TNS Sofres 评定为世界排名第一的酒店管理学院, 同样隶属于瑞士洛桑酒店管理学院集团 (EHL Group)。学院使用法、英双语授课, 目前主要开设大学本科学士、酒店工商管理硕士和 EMBA 等课程项目。

● 洛桑酒店咨询公司: Lausanne Hospitality Consulting, 缩写为 LHC

洛桑酒店管理学院集团旗下咨询公司, 秉承瑞士价值理念的全球知识型公司, 酒店及泛服务业体验铸造者。在泛服务业咨询、高级培训和人才培养方面有着丰富的项目经

验和一流的知识储备。总部位于瑞士洛桑, 在印度和中国设有分公司, 中国分公司注册名为洛桑宝丰酒店管理咨询(北京)有限公司。

Ecole hôtelière de Lausanne (EHL), established in 1893, is the world's first hospitality management school in the world, and is also the only hospitality management school certified by the Swiss Government, the Chinese Ministry of Education, and the New England Association of Schools and Colleges (NEASC). In 2013, EHL was rated by TNS Sofres as the No. 1 hospitality management school in the world. You can find Bachelor's Programme (in French and English), Master's Programme

in Global Hospitality Business, MBA, EMBA and other executive education programmes in EHL.

Lausanne Hospitality Consulting (LHC) is a Swiss knowledge development and management advisory company with global relevance. From its birth in 1976, as the internal training department of Ecole hôtelière de Lausanne, to its grown-up avatar as an independent company, the primary focus of LHC has been to source the best available subject experts and employ them to provide innovative, and often revolutionary solutions for our clients. With the headquarters located in Lausanne, Switzerland, LHC has registered branches in both India and China.