

# 凯宾斯基 打造欧式奢华酒店品牌

文/王煌 鲁青 图/凯宾斯基友情提供 Peter Pan

作为世界上最古老的豪华酒店集团之一，在1897年创建于德国的凯宾斯基酒店集团已有117年历史。在这一百多年中，凯宾斯基旗下酒店遍布欧洲、中东、非洲、南美和亚洲。同其他酒店信奉标准化不同，凯宾斯基信奉独特性和差异性，致力于打造欧式奢华酒店品牌。无论是历史悠久的地标性豪华饭店，还是屡获殊荣的城市生活酒店，抑或是声名显赫的度假村，凯宾斯基始终坚持自己的特色，关注细节，让自己成为品质的代名词。近日，《世界旅游城市》杂志就如何打造高端酒店品牌采访了凯宾斯基中国区总裁汉思乐。



## Q & A

Q=《世界旅游城市》

A= 凯宾斯基中国区总裁汉思乐

Q: 凯宾斯基最大的特色是什么?

A: 每家凯宾斯基酒店都很奢华，但它们又各有特色。一些酒店品牌宣称他们提供宾至如归的服务，而凯宾斯基想为顾客提供的是一种体验。我们认为顾客住酒店会希望得到和家不一样的感受，如果不是那样的话，待在家里就好了，为什么要旅行呢？因此，凯宾斯基的服务不是一种商品，而是一种奢华的体验。每家凯宾斯基酒店都各不相同，比如阿布扎比皇宫酒店、北京燕莎中心凯宾斯基饭店和北京日出东方凯宾斯基酒店，它们都非常不一样。其他酒店信奉标准化，而我们信奉独特性和差异。凯宾斯基在每个城市要么是市场领导者，要么是最独特的酒店。北京燕莎中心凯宾斯基饭店曾是北京第一家高端酒店，直到今天它依然是一家高端酒店，是这座城市的一个地标。差异性、非标准化和独特性就是凯宾斯基最大的特色。

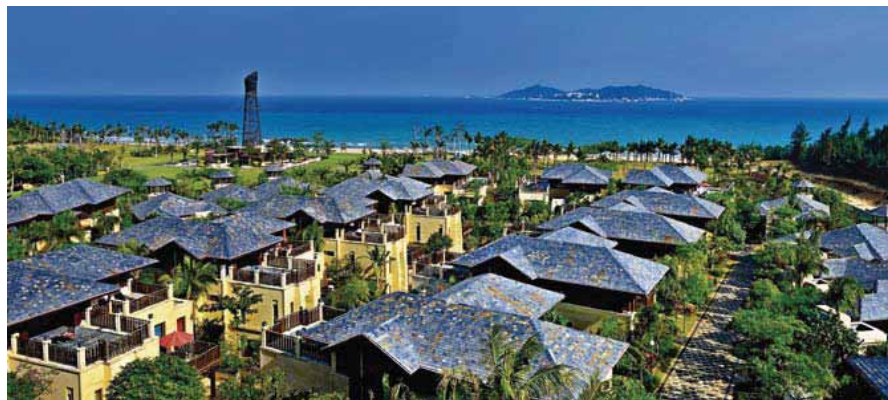
Q: 上个世纪九十年代，凯宾斯基集团进入中国，请问凯宾斯基作为一个德国品牌酒店是如何在中国实现产品的本土化？

A: 说实话，凯宾斯基之所以有今天的成就就是因为我们在坚持做我们自己。以燕莎中心凯宾斯基为例，它的成功一方面得益于我们是合资公司。凯宾斯基和首旅集团各持有50%的股份，我们之间是完全平等的关系，我们已经合作走



过25年了。这就像婚姻，25年后的今天，我们依然彼此忠诚，我对此感到非常骄傲，这是我们成功的基础。

我们联合的优势在于：作为一个国有单位，首旅集团有良好的信誉和无可比拟的优势。而凯宾斯基作为一个私营公司有其灵活性、成长迅速及100多年的豪华酒店管理经验。在25年前合作之初，我们就彼此理解并尊重对





方，我们合作的目的是打造真正奢华的欧式酒店。

我们并没有为了迎合中国市场而去不断改变自己，因为如果我们不断改变去迎合中国市场的话，那我们就不是纯正的凯宾斯基了。我们认为在高端领域必须要保持自己的特色，因为市场会有这部分需求。当然我们尊重中国文化及本土习惯、遵守当地的法律法规。

经过二十多年的合作，首旅和凯宾斯基又联手创立了中国本土化的诺金酒店品牌，凯宾斯基在人力上为诺金提供帮助，但这一个“中国制造”的高端奢华酒店，品牌完全由首旅所有。为什么要这么做呢？第一，我们想建立另外一个成长平台；第二，我们为了保护凯宾斯基这个品牌。凯宾斯基并不想盲目地在数量上扩张，我们想保持少而精的原则，因为真正的奢华只是小众而有限的。在高端行业，市场是并存关系而不是竞争关系。这正是我们联手打造诺金的发展战略中最有意思的地方。没有顾客会只来凯宾斯基而不去诺金，或者只去诺金而不来凯宾斯基。因为我们彼此有各自的特色，正好可以互补。我们的顾客并不会厚此薄彼，他们会根据其不同的需求而做出不同的选择。你的独特性和首创性就是你自身的优势，必须保持下去。

**Q:** 在中国酒店市场中，凯宾斯基酒店的服务享有盛名，比如今年的APEC会议的服务工作就由贵集团提供，请问凯宾斯基是如何实现如此优质的服务？

**A:** 追求优质的服务是所有高端酒店都在做的事情。其实酒店在硬件上的差距很容易看到，也很容易被补足。对于凯宾斯基来说，我们更重视的是软件。服务是由人提供的，因此这个问题就变成了我们的用人标准，我们和员工的关系，如何培训员工以及如何同学校合作参与到人才培



养中去。说到这里，我不得不提一下我们非常好的合作伙伴之一北京第二外国语学院中瑞酒店管理学院。我们很早就开始和他们合作，去学校做宣讲、帮学校做培训并录用了许多那里的毕业生。

凯宾斯基向来重视员工团队的建设，在凯宾斯基没有人力资源部，我们把它称为人才服务部。我们尊重人才，用人慎重，诚心诚意为员工着想，给员工提供适当的培训，为他们提供合适的职位并且给他们对未来发展的自主选择权。我们招聘的每位员工都是经过总经理亲自面试上岗的，即使我们招聘的是一个洗碗工，这也是我们对经理人的考核项目之一。

我们之所以这么做就是想让每一位员工都意识到我们很重视他的工作，使他对自己的工作有自豪感。我们还为员工提供了各种发展空间，让他们在服务凯宾斯基的同时也能获得自身更好的发展，结果就是凯宾斯基的员工流动率非常低。凯宾斯基的指导原则是管理者必须尊重员工，如果你不尊重员工，无论能力再高，你也不能留在凯宾斯基，我们曾有过这方面的先例。

以这次服务APEC为例，凯宾斯基在中国有21家酒

店，正是因为凯宾斯基和酒店所有者与员工的良好关系，使得我们能够从中国各地如银川、三亚调遣一个由400名优秀员工组成的团队到北京来，能够做到这点的企业并不多。这次会议也为我们的员工提供了一次很好的学习机会。我想我们的优质服务正是我们用人得当的最好证明。

**Q:** 作为世界知名的高端酒店品牌，凯宾斯基如何理解高端酒店品牌的打造？

**A:** 说到品牌打造，我认为首先应该弄清楚的一个问题就是：什么构成了品牌的要素。对凯宾斯基来说，品牌的要素包括我们提供的服务质量和人们对我们服务的感受和评价。目前，品牌打造是一个长期而复杂的过程，涉及很多要素。在中国，人们会看微博、微信以及搜索引擎中的排名和关联度。如今信息通过互联网传播的速度非常快，这让人很容易意识到自身做得是否到位。因此品牌打造还是要坚持自己的特色，让自己成为品质的代表词。对品牌内涵有清晰的定位，然后把它传递给顾客、员工和大众。凯宾斯基的品牌理念就是关注细节、打造欧式奢华酒店。

至于品牌打造成功与否，顾客、员工和大众的评价

和反应最能说明问题。某个品牌的知名度怎么样，大众在谈到这个品牌时，是否联想到的都是正面信息。当大家都在谈论你，说你好的时候，品牌打造就成功了。

**Q:** 请问您如何看待中国经济的腾飞与酒店产业之间的关系？未来几年内，凯宾斯基在中国发展计划是怎样的？

**A:** 中国经济的高速发展为酒店行业提供了很好的发展机会，让酒店业在短期内收获了丰厚的利润。随着人们在经济上越来越富裕以及消费能力的持续提高，高档酒店在数量上

不断增长，几十年前人们心目中的奢华酒店如希尔顿和丽思卡尔顿飞速发展和扩张，这也是成功的商业化范例。同时，一部分消费者也在追求个性化消费，他们有自己的品味和需求，这也为酒店行业提出了更高的要求。只重视量的发展是不可持续的，酒店行业如何实现可持续发展是我们应该思考的问题。我想未来很多酒店会更换他们的经营者，转向质的改善。

从创办至今，凯宾斯基一直恪守一个原则，那就是旗下酒店数量不能超过品牌自身的年龄。凯宾斯基已走过了117年，因此我们管理的酒店数量不能多于117家。凯宾斯基不像一些酒店比较注重规模的扩张，我们只选择符合我们标准的酒店，而不会为了追求数量而降低自身的标准。我们一直严守我们要打造欧洲标准的奢华酒店这一准则。在此基础上，我们会制定发展计划，但与其他酒店不同的是，我们的计划没有规定明确的日期。我们只会在各方面条件都成熟的情况下才让新成员加入。比如在巴黎我们一直没有酒店，我们会一直等待直到合适的酒店出现。我们在不断接纳新成员加入的同时，也会不断淘汰掉那些不再满足我们标准或与我们理念不一致的酒店，以此来保证酒店的品质始终处于高水准。

**Q:** 请问您认为凯宾斯基需要再次克服的问题是什么？目



前面临的最大的挑战是什么？

**A:** 目前酒店市场正在经历很大变化，我们现在面临的最大挑战不在于跟同行的竞争。由于我们特殊的发展战略，近几年我们并没有遇到很多同行经历的问题，我们的盈利一直都很好。对我们来说最大的挑战在于如何吸引更多有才华的年轻人加入我们的团队。

由于时代和观念原因，现在中国的年轻人面临着各种各样的机会，他们可以选择从事IT行业、做研究或者去银行工作等等。许多接受过良好教育、有才华的年轻人在找工作过程中并不会优先考虑服务行业，他们没有看到我们这个行提供的各种机会。我们的工作不仅仅是把咖啡端到顾客前面，而是让喝咖啡成为一种生活体验。

在一些旅游业发达的国家和地区如土耳其、南欧、北美等，服务他人被视为一种荣誉，招待客人是人们的天性。但在中国，人们对服务业的传统观念使我们在吸纳优秀人才方面面临着很大挑战。我们在努力打造自身形象吸引人才，同时我们也在开展一些人才培养项目如领导力课程、MBA、网络学习等，为优秀的年轻人提供各种交流、学习和深造的机会。我们希望未来能够吸收最优秀的人才，为他们提供得当的培训，为我们的顾客提供最优质的服务，从而进一步提升我们的品牌形象。

# Kempinski: A European Luxury Hotel Brand

Kempinski, the oldest luxury hotel brand, was founded in Germany in 1897. In the past 117 years, Kempinski hotels have spread across Europe, Middle East, Africa, South America and Asia. Different from other hotels which advocate standardization, Kempinski believes in uniqueness and difference and has been committed to building a European luxury hotel brand. Whether it is an old luxury hotel, an award winning hotel, or a prestigious resort, Kempinski has been sticking to the principle of uniqueness and attention to detail and made itself a synonym of quality. Recently, World Tourism City magazine had an interview with Michael Henssler, President of Kempinski China, on how to build luxury hotel brands.

**Q & A**

**Q = World Tourism City**

**A = Michael Henssler,  
President of Kempinski China**

**Q:** What are Kempinski's unique characteristics?

**A:** The various Kempinski hotels are all luxury but different. Other brands say we offer a homestay from home, but we want to offer experience. We don't think customers want to have the same experience as somebody who stays at home. If they want something like home, why don't they just stay at home and stop traveling?

It's a luxury experience rather than a commodity Kempinski offers. Every time you go into a Kempinski, it's different. For example, if you look at Abu Dhabi Palace, Kempinski at Beijing Lufthansa Center or Sunrise at Yanqi Lake, they are all fundamentally different. Other hotels believe more in standardization, but we believe more in uniqueness and difference. Kempinski in each city is either the market leader or the most unique hotel. Kempinski at Beijing Lufthansa Center was the first very high end hotel in Beijing and it is still a landmark of the city today. Being different, not standardized and unique, and that is Kempinski all about.

**Q:** How did Kempinski adapted itself to the Chinese market after it entered into China in 1980s?

**A:** To tell the truth, the success of Kempinski is because it is true to itself. Take Kempinski at Beijing Lufthansa Center for example, our success here is because we are a joint venture. We are fifty-fifty, not fifty one and forty nine, therefore, we

are equal. It's like in a wedding. We both have married for almost 25 years and after 25 years we still look fresh, love each other and share a great vision. I'm very proud of that and I think that is the base of our success.

The beauty of us as a joint venture is that as a Chinese government organization, Beijing Tourism Group has the depth, the access to project and credibility, while as a privately-owned very fast-growing company, Kempinski has the agility, the speed and the luxury experience. We had adapted to each other 25 years ago, so when we started making hotels, we were making true luxury European hotels.



## CASE 案例

Did we adapt to the Chinese market? No, we didn't. Because if we adapt too much we go away from what makes ourselves and what is our DNA and then we are not true to ourselves. I think in luxury business we need to be true to ourselves. It is the market that looks for something. Kempinski values Chinese culture and custom and respects Chinese laws and regulations, but it sticks to its European tradition.

Recently, Kempinski and BTG created NUO, a high end luxury made-in-China brand which is owned by BTG and well adapts the Chinese market. Why did we develop this new brand together? First, we want to have another growth platform. Second, we want to protect Kempinski. Otherwise, we will have to have too many Kempinski hotels or adapt too much to the Chinese market. That's not what we want to do and we believe luxury should be limited and we want to be small and selective. The initial markets are very inclusive rather than competing. That's exactly the interesting part of our developing strategy with NUO. Nobody will come only to Kempinski or NUO and customers choose one or the other on different occasions as each has its own characteristics. Thus they are complementary instead of competitive with each other.

**Q:** Kempinski has been known for its excellent service. For example, Sunrise Kempinski Hotel catered for this year's APEC Summit. How can Kempinski ensure its high quality service?

**A:** In the upper end, all hotels strive for excellent and unique service. I think that's what we have in common. The difference is made by people, so the question is really about how we employ people, how we engage with them, train them and how early we start to work with schools. One of our best cooperating partners is Beijing Hospitality Institute. We have been there as speakers, teachers and we have taken the biggest number of trainees and worked in close cooperation with the institute for a long time. That means we start very early with the future talents. Kempinski has no HR department and we call it People Service Department. We carefully select our employees, make sure we engage with them from heart, train them properly, keep them on board and always give them the choice for the future. At Kempinski, even a dishwasher is interviewed by the general manager.

It's a global rule for Kempinski: If we want to hire someone, the general manager has to meet him. We want to let each of our employees know we value his work and feel proud of his work. We once had a general manager who didn't share the same values, and he had to leave even if the hotel was running perfectly like a machine under his management.



The quality of our service and the low turn over rates speak for themselves.

Take the catering for APEC summit for example, Kempinski has 21 hotels in China, and we built up a group of 400 of our best trained people from all over China including Yinchuan and Sanya and brought them to Beijing, which is a good opportunity for the staff to travel around, see things and improve themselves. That's another advantage of us because we have good relations with our staff and owners. Not many other companies can do this.

**Q:** What does brand building mean for high-end hotels like Kempinski?

**A:** One must be clear what makes his brand. For Kempinski, it's about how we serve people, the quality of our service, and how people feel and talk about our service. By now brand building is really a very complicated process. In China, it is related with how many people talk about you on Weibo and what are in Wechat and how good you are in search engine. Today news goes out quickly through the internet, and you can easily see whether you are doing the right thing.

Brand building is to be true to yourself and stand for something, be it quality, price, or luxury. Unique European luxury and obsession to detail are what Kempinski stands for. Whatever your brand stands for, deliver it to the public. When you are the most desired partners for the guests, the employees and the investors, then your brand is built.

**Q:** What's your opinion about the relationship between the rapid economic development of China and hotel industry? Does Kempinski have any development plan in China in the coming years?

**A:** The rapid economic growth is probably interesting

for a short term and an opportunity to make a lot of money quickly, but that's not sustainable. Some luxury and desirable hotels like Hilton and Ritz -Carlton scores of years ago are expanding massively and become very successful business models. Too many hotels are becoming standardized. Meanwhile, the Chinese market is also looking for uniqueness and individuality.

Kempinski has been following a principle that we will never have more hotels than the years of our age. Now we are 117 years old so we cannot have more than 117 hotels. We can still open new hotels in China. The point is how many hotels have come to the end of a contract and how many hotels we terminate. We have terminated quite a few hotels because they didn't meet our standards any more. If we want to sign new ones, the weakest link has to go. We are selective and we want hotels with proper locations and we want to go to the right city and be the market leader of that city. We would rather have no hotel than the wrong hotel. It's our strategy. Based on the strategy we work out the actual plan. For instance, you will see our plan we want to have a hotel in Paris but you will not see a date. It may take ten years but it has no problem since we have been in the business for 117 years without a hotel in Paris.

**Q:** What are the challenges for Kempinski at present and how to meet these challenges?

**A:** The market is permanently changing. With our portfolio and special strategy, we don't share the same challenges like other hotels. This year and the last two to three years are profitable years for us. The biggest challenge for us is to work with people and to make sure we are the most attractive employer.



The young Chinese talents have a lot of opportunities and choices like IT industry, research institutions and banks. Going into the service industry is not their first choice today. We don't have the right image to attract the young people and they don't see the opportunities of our industry like traveling to other places, and meeting interesting people. I think it is a specific big challenge in China to create the right image and desirability for the young talents to prepare ourselves for the future development. It is not only about bringing the coffee but to make it an experience.

In areas where tourism is well developed like in Turkey, South Europe and North America, hosting and welcoming people is an honor. In fact, hotel industry has an enormous number of interesting jobs for both low-skilled people and an MBA. We have people with university degrees doing public relations and working in IT business etc. We are working to promote the industry as a very important economic factor

where people meet and make peace and young people get careers and get educated. We have training programs, exchange programs and e-learning and offer permanent opportunities for our staff to develop themselves. It starts with the leadership courses, and when one becomes a general manager the company will put him or her through the MBA program and pay for it. If one wants to develop himself within Kempinski, the only thing he needs to do is to set up his own time and show his interest and he will get everything. We want to make sure we will attract the best people and offer the best service to polish and raise our image.