

# 中国一流饭店 珍藏版

## China's First Class Hotels

Collection Edition

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中国一流饭店  
(珍藏版)

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## 中国饭店三十年 (1979—2009): 见证、融合与引领

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尽管中国饭店产业的发展历史可以上溯到商朝时期，但是现代意义上的饭店产业则源于20世纪70年代末期的改革开放。在入境旅游市场需求累积释放效应的影响下，一方面包括北京友谊宾馆在内的国宾接待机构开始进入市场，形成了面向高端市场的初始供给主体；另一方面则是以建国饭店为代表的城市高端饭店，以接近国际主流运营模式的姿态进入商业接待市场。前者实质上是在转型的进程中去学习市场经济与商业知识，历经变革、重组、管理、竞争和创新，边学习、边成长、边竞争，基本上实现了从内部接待到面向市场的完美转身。可以说，它们在自身的艰难成长中，也实时见证了中国的社会演化进程。后者对于中国饭店产业而言，则是一种外生的变量。它们的进入，不仅仅给中国饭店业带来了建筑与空间意义上的亮丽，而且完全以欧美主流商业模式和管理范式为导向的运营体制，更是让中国的同行近在身边地感受了市场经济和商业模式双重推动下，制度创新意义上的震撼与冲击。在30年的历史进程中，越来越多的国际饭店品牌进入了中国市场，在导入新的理念、服务标准和管理制度的同时，也在潜移默化地接受中国市场和中国文化的影响。从这个意义上说，国际高端饭店品牌在中国的发展，既是一个导入的过程，也是一个融入的过程。放长历史的视野，来自于传统国宾接待机构转型而来的内生性饭店存量和国际高端品牌推动的外生性饭店增量，分别在见证和融入中国饭店产业，特别是高端饭店产业变迁的同时，还在更大范围内引领了中国经济社会很多方面的发展步伐。

### 一、中国住宿接待产业转型、变革与重组的历史见证者

中国一流饭店的历史至少可以上溯到商周时期。自那时开始，服务于国宾的“诸侯馆”、“迎宾馆”，服务于某一区域以工商人士以及各领域精英人士为主要目标的“会馆”，一直以来，都是构成我国一流饭店发展历史的供给主体。这些机构的存在与发展都是为特定人群，以非商业化的方式提供服务的。尽管在个性化服务方面积淀了大量的经验，但是在消费主体还需要依靠社会阶层进行身份识别，而不是依靠货币选票进行自由交易的情形下，这些接待场所只可能是现代饭店产业生长的基础，却不是现代饭店产业本身。

20世纪80年代以来，两个方面的原因导致了这批饭店开始了市场化和产业化进程。一方面，市场化取向的改革开放基本国策的确定与实施，使得包括政府接待型饭店在内的各级各类机构很快萌发了市场意识；另一方面，大量国际旅游者到访中国，导致高端饭店短期内严重供不应求。在政府主管部门的推动下，大批

原来用于内部接待的高端饭店被要求按商业规则去接待国际旅游者。事实上，当进入旅游市场的饭店获得了相应商业利益的同时，源于政府主导的强制型变迁就自然而然转化为利益导向的诱致型变迁。在相当长的历史时期内，源于市场演化的企业化变革已经成为一个不可逆转的过程。

随着早期进入旅游市场的饭店示范作用下，更多隶属于地方政府和国有企事业单位的饭店纷纷进入商业领域。1993年，为应对市场疲软，刺激国内需求，加上入境旅游消费的引导，国民旅游进入一个政府有意识引导的新时期。1999年以后，随着中央政府主导的节假日制度的调整，特别是“黄金周”的出现，中国旅游经济逐渐进入了一个大众旅游主导的新阶段。市场范围的扩大带来的需求同质化，必然导致供给方式的批量化和服务流程的标准化。正是在大众旅游住宿需求的深刻影响下，更多的中高端饭店开始改变自己过去面向小众市场的组织与管理方式，自觉不自觉地采用了工业化大生产的方式向客人提供服务。

由于员工与客人直接接触的服务可控性远比物化商品要难得多，所以完成了市场化和企业化改造后的传统饭店为了获得更多的规模经济优势，走向技术理性就是一种必然。表现在现实中就是20世纪90年代中后期的饭店装修改造更加倾向于使用一些标准化的技术和品牌化的设施设备。这些技术标准和设施品牌在为中国饭店经营管理带来更多便利的同时，也悄然失去了基于小众服务的精益求精的传统和员工直面客人需求的温情。好在市场经济内在的竞争规律对大规模的工业化生产方式也有着纠正机制，当饭店经营者认识到同质化的弊端以后，业界就开始在差异化方面寻求突破。近年来，度假饭店、温泉SPA饭店、会议饭店、主题饭店、机场饭店等不断涌现的新业态，商务楼层、数字客房、管家式服务等新型服务项目，以及不同程度地导入环境保护、社会责任、社区和谐等企业公民理念，都可以看作饭店产业在历经多年的市场经济洗礼以后，走上非竞争的蓝海领域的努力，也是当代饭店产业群体向传统服务理念和管理方式的致敬。

在这一大转折的历史时期，我们还需要关注饭店运营体系的深层次变化：在从政务接待到商务转型的过程中，饭店员工的服务理念和行为方式也在发生着剧烈的变革，并面临着精神支撑或者说价值取向层面的重大考验。市场化之前的饭店员工，可能以工资为主的物质报酬并不丰富，但是自我认同感还是比较高的。因为由于服务对象的特殊性，他们觉得是为政治或者事业服务，而且稳定的就业预期和相对统一的单位福利让员工对所在单位和所从事的工作都容易产生归

属感。市场化以后，员工的薪酬固然在一定程度上得到了提高，但是服务的对象越来越泛化，只要拥有足够的货币选票，消费者就不再需要国籍、身份和地位的识别了。另外，在市场经济条件下，有限的薪酬增量同时还伴随着高度的不稳定性。在我们这样一个商业服务传统一直没有稳定的国度里，员工的职业认同感和服务意识的缺位确是一个极需重视的大问题。正是在深层次传统文化与现实中商业价值观的互动与耦合的过程中，那些有先觉意识的饭店企业家和经理人员开始重视饭店文化的建设。金陵饭店集团甚至把文化建设提升到了公司软实力的战略高度，锦江酒店集团新版的LOGO则试图回到传统文化的深层意味中去寻找商业的灵感。无论如何，这些领袖级的本土饭店在文化建设上的努力，都意味着一个基于价值观和文化底蕴的产业升级的新时代正在到来。

从更为宽广的视野而言，发生在住宿接待领域的这些变革与发展，也是30年来共和国改革开放的缩影。由此出发，我们也可以说，类似北京友谊宾馆这样的国宾接待机构，在30年的变迁进程中，不仅仅见证了旅游住宿产业的市场化改革和企业化发展的历史进程，而且也承载了整个国家制度变迁和社会发展的样本与要素。

## 二、国际化导向与本土化取向的双向融合

始建于1982年的北京建国饭店在中国现代饭店发展史上无疑具有举足轻重的地位。作为第一家中外合资饭店，也是第一家引进境外饭店管理集团管理的饭店，开启了本土饭店学习国际饭店服务标准和管理体系的先河。由于植入了西方商业饭店的运营模式，建国饭店在很短的时间里就积累了很高的商业声誉。1984年，由中央政府旅游行政主管部门主导的“学建国”运动，即号召全国旅游住宿接待机构全面学习由香港半岛酒店管理集团管理的北京建国饭店，可以视为国际饭店业界向中国输入现代饭店服务标准、管理模式和商业文化的战略转折点。自那时起，不管业主是哪级政府，或者是何种类型的商业机构，是否贴上了某一跨国公司的品牌，往往成为衡量饭店等级和品质的标准。加上早期由这些机构培养出来的职业经理人员，还有政府部门和深入欧美模式影响的学术群体的共同推动，客观上把市场上的饭店品牌区分为国际品牌和国内品牌。再加上跨国管理集团的商业化运作，直到目前为止，人们还是把国际饭店管理集团所拥有的品牌与一流、豪华、高端、品质等同起来。

从20世纪80年代中期开始，国际饭店管理集团从一线城市的高端商务饭店，

到二、三线城市的中端和经济型饭店，展开了全国范围内的多品牌布局。从产业运营的效果而言，由于国际饭店运营商广泛拥有品牌、研究与开发、人力资源、营销网络及文化软实力等多方面的竞争优势，国内的饭店运营商除了近年来在经济型饭店领域有所突破以外，绝大多数的市场空间都显得日渐逼仄。撇开商业竞争层面不谈，我们不得不承认这些进入中国市场的国际品牌在商业规则的确立、市场体系的构建、企业文化的建设和国际视野的拓展方面确实对中国旅游住宿产业的国际化起到了积极的促进作用。正是这些近在眼前的标杆的存在，到访中国的国际旅游者，以及国内游客才能够在广泛的选择中持续提升自己的消费福利，我们的服务理念和管理水平才有可能在阵痛中完成转型与升级的战略目标。

随着国内市场基础的扩大和消费能力的提高，单向的输入和学习逐渐演化为双向的融合与交流。从国际饭店品牌运营商的角度而言，无论是人力资源、产品设计，还是企业文化建设都在逐渐适应中国市场的特殊性，同时也在从中国传统的历史文化资源和当代日渐变化的消费市场上积极主动地获取可持续发展的运营资源。从产品和服务的创新，到管理模式的变革，甚至发展战略体系的演化，国际饭店品牌都在不同程度地显示了本土化的色彩。可以预期的是，随着中国公民出境旅游市场的持续繁荣和本土饭店运营商的成熟，在不远的将来，会有一些源于国内的饭店资本和管理要素走出国门，在更大的范围内与国际品牌运营商一起，为饭店产业的繁荣与发展，为世界人民的旅行福利和社会发展贡献自己的力量。

### 三、在见证与融合的进程中传承文明，并引领社会发展

1988年，在充分借鉴国际经验的基础上，旅游行政主管部门制订并颁布实施了《旅游涉外饭店星级划分与评定标准》（以下简称《星评标准》）。可以说，这套标准也是影响中国饭店业最有力量的标准。正是由于《星评标准》实施过程所累积的广泛的社会影响力，更多的旅游接待设施，例如内河游船、旅游厕所、旅游景区、旅行社都采用了星级或者类似的等级方式进行分等定级。事实上，不仅在旅游业内部，而且在民用航空服务、高速公路服务、铁路服务，甚至包括农村居民户的社会管理都在借鉴和引用《星评标准》的概念和体系。在推动产业发展标准化进程的同时，饭店企业，特别是一流饭店的服务标准和管理模式在相当长的时间里成为服务品质的象征。

在很长一段时间内，国内对一流饭店的形象认知都是神秘的，至少是高高在

上的。早期进入市场的五星级饭店在开业时曾经吸引了大量的客人来到大堂，只是为了感知那里的非日常生活场景。偶尔有人到四、五星级饭店消费一次，往往会成为炫耀的资本或者难忘的回忆。30年时间过去了，高端饭店已经走入了社会的日常生活。“旧时王谢堂前燕，飞入寻常百姓家”。今天，人们外出旅行、餐饮消费、商务会议，甚至节假日聚会、结婚典礼和年轻人的约会选择在高端甚至豪华饭店作为消费场所正在变成日常的生活场景。源于饭店的礼仪与文化也是自然而然地向社会大众渗透，在消费和交往的过程中一点一滴地提升国民的生活品质。正如英国的福特爵士所说的那样：“一座好的饭店和餐馆能够改善所在国家和地区的人民生活水准”。

在自身发展的同时，饭店还对就业、教育和文化等社会事业作出了自己的贡献。今天，数以百万计的人口在星级饭店和旅游住宿机构中就业，数以十万计的大学生在一千余所高等院校中接受饭店管理的专业教育。受市场竞争、技术进步、可持续发展和产品创新等多重因素的影响，一批有着长期发展历史的高端饭店对积淀下来的历史文化价值进行了挖掘和开发。天津利顺德、北京饭店、东方饭店、上海老锦江等一批见证了百年社会变迁，承载了历史足迹的饭店开始有意识地保护和整合自身的文化资源，以期延续中国饭店接待的渊源，找回自己应有的自信。2008年的北京奥运会、2010年的上海世博会和广州亚运会，以及整个社会日新月异的发展都为当代饭店业的演化带来了难得的历史机遇。正是在与整个社会的互动中，中国饭店业呈现出旺盛的活力和勃勃的生机。

中国饭店业的发展进程与整个国家的发展和社会的进步息息相关，国家兴，则饭店兴。正如温家宝总理在英国剑桥大学演讲中所指出的那样：“我们的国家古老而又年轻，历经磨难而坚强不息，珍视传统而又开放兼容”。在这样一个伟大的国度里，在中华民族伟大复兴的历史进程中，中国饭店人已经见证了30年的改革与发展，已经学习了30年的开放与融合，已经引领了30年的品质与生活，我们同样有理由相信：一个更加繁荣、更加开放、更加融合，也更加自信的30年正在等待着我们。

业界内外的同志们团结起来，为建设一流的中国饭店而努力奋斗！

2009年7月31日

## **Witness, Integrate and Lead: Chinese Hotels (1979–2009)**

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Although Chinese Hotels can be dated back to Shang Dynasty, modern hotel industry is actually originated from the reform and opening-up in the late 1970s. With the influence of cumulative request of incoming travelers, State reception institutions including Beijing Friendship Hotel have entered the tourism market, accommodating the high-end customers. On the other hand, city hotels like Jianguo Hotel, adjusting them to international mainstream business, step into commercial accommodation market. The former is essentially to study the market economy and business knowledge during the process of transformation. It has endured changing, restructuring, management, competition and innovation while learning and growing, which basically realizes the perfect transition from internal accommodation to facing the market. It can be said that the difficulties of their own growth have also real-time witnessed the process of China's social evolution. In terms of Chinese hotel industry, the latter is an exogenous variable. Their entry has not only brought the sparkling architecture space to the Chinese hotel industry, their operation system fully oriented by European and American's mainstream paradigm of business models and management also make the other Chinese competitors feel vividly the institutional innovation impact and shock driven by the market economy and business model. In three decades of the historical process, an increasing number of international hotel brands have entered the Chinese market. It introduces the new concepts, service standards and management system, and correspondently, is also influenced subtly by the Chinese market and Chinese culture. In this sense, the development of international high-end hotel brand in China is a process of importation, in the mean time a process of integration. Viewed from a historical perspective, the domestic hotel stock transited from the traditional state reception institutions and increase of foreign hotels driven by international high-end brand have witnessed and integrated into the Chinese hotel industry, and especially when high-end hotel industry changes, led China's economic development in the wider scope.

### **1. The historical witness of Chinese accommodation industry's transition, transformation and restructuring**

First-class hotels in Chinese history can be traced back at least to the Shang and Zhou dynasties. Since then, "Lords House" ("Zhu Hou Guan") and "Guest House" serving state guests, as well as "Assembly Hall" serving the merchants of a particular region and elite in various fields, has long been the main characters in Chinese first-class hotel development history. The existence and development of these institutions are supposed to provide service to specific groups, in a non-commercial way. Despite they might have accumulated of a lot of experience in personalized service, the reception institutions still need to rely on the social class identification instead of free currency trade. That explains why these institutions are maybe only the foundation of modern hotel industry growth, but not the modern hotel industry itself.

Since the 1980s, two reasons led to the marketization and industrialization process of these hotels. On the one hand, the settlement and implementation of market-oriented reform and opening-up policy stimulate the market awareness of various types of institutions including the state reception-type hotel. On the other hand, a large number of international tourists visiting China leads to a serious shortage of high-end hotels. Under the impetus of

government authorities, a lot of high-end hotels used to serve domestically were required to accommodate international tourists by business rules. In fact, when the hotels entering the tourism market have obtained the corresponding commercial benefits, they naturally transit from the mandatory government-led change to the profit-oriented induced change. In a fairly long historical period, the evolution of enterprises originated from the market reform has become an irreversible process.

With the demonstration effect of the hotels entering tourism market earlier, more and more hotels subordinate to local governments and state-owned enterprises have entered the business. In 1993, in response to the weak market and to stimulate domestic demand, coupled with the guidance of incoming tourism consumption, the national tourism enters into a government-led new era. After 1999, with adjustment of national holidays determined by the central government, especially the birth of “Golden Weeks”, Chinese tourism economy has stepped into a mass-led new stage. The expansion of market area brings demand homogenization, which is bound to lead to the batch supply ways and standardization of service process. It is under the deep influence of the public demand for tourist accommodation, that a growing number of high-end hotels have changed their former organization and management methods facing the minority markets, consciously or unconsciously adopted the commercial process way to serve the guests.

Since it's much more difficult to control the service quality of direct contact between staff and guests than the objective goods, in order to obtain more scale economic advantages for the traditional hotels which have accomplished the marketization and transform, it is inevitable to head toward technical ration. What is shown in reality is in the late 1990s the renovation of the hotels are more inclined to use some standardized technique and famous-brand facilities. Technical standards and brand of those facilities have brought convenience to the hotel operation and management, but lost the tradition of perfection based on minority service and the warmth of staff facing the guests directly. Fortunately, the inherent competition rules of market economy somehow rectify the large-scale industrialization. When the hotel operators recognized the drawbacks of homogenization, the industry began to seek breakthrough in differentiation. In recent years, the Resort Hotel, SPA Hotel, conference hotels, theme hotels, airport hotels, and other new formats emerging; business floors, digital rooms, butler service and other new types of services; and concept of corporate citizenship such as environmental protection, social responsibility, community harmony etc. being introduced; those can all be seen as the hotel industry striking for the uncompetitive area of Blue Ocean after many years of market economy baptism. Meanwhile, they are contemporary hotel industry's tribute to the traditional service concepts and management methods.

At the turning point in this historical period, we also need to pay attention to the deep-rooted changes of the hotel operating system: dramatic changes of the hotel staff's service concept and behavior patterns taking place during the transition process from political reception to business accommodation, and them facing the significant test of beliefs or spiritual values. Hotel staff before marketization may not get a high pay, but their self-identity is still relatively high. Because of the specialty of the customers, they think they're

serving for political or career. And, the stable employment and relatively same welfare make the staff feel belonged to the hotel and their work. After marketization, the employee got paid more to a certain extent, but the service target is more and more generalized. As long as the customer has enough money, he or she no longer needs to be labeled with the nationality, identity or social status. In addition, under the conditions of market economy, limited salary increment is also accompanied by a high degree of instability. In such a country of no stable business service tradition, the staff's professional identity and the lack of service awareness are quite noticeable problems. It is during the interaction and coupling process of deep-rooted traditional culture and actual business values when the prerequisite hotel entrepreneurs and managers started to pay attention to corporate culture construction. Jinling Hotel Group even raises the culture construction to part of the soft power criterion. Jin Jiang Hotels Group's new LOGO is trying to find the inspiration from the traditional culture. Anyway, these leading local hotels' efforts in cultural construction indicate a new updating era based on values and cultural meanings is approaching.

Talking of a broader perspective, the reformation and development taking place in reception business are also a microcosm of three decades of Chinese reform and opening-up. Based on this, we can also say that in three decades of reformation, state reception institutions like Beijing Friendship Hotel have not only witnessed the tourist accommodation industry's market-oriented reform and enterprise development in the historical process, but also born samples and elements of the entire country's system reform and social development.

## 2. The two-way integration of international orientation and localization

Founded in 1982, Jianguo Hotel Beijing in China's modern history of hotel development plays an undoubted decisive role. As the first Sino-foreign joint venture hotel and the first hotel managed by foreign hotel group, it sets up an example of a local hotel implanting international service standards and management system. Following the Western hotels' operation mode, Jianguo Hotel has accumulated high reputation in the business within a very short period of time. In 1984, the central government administrative departments of tourism started the "Learning from Jianguo Hotel" campaign, which was to call on the national tourism accommodation institutions to study the successful mode of Jianguo Hotel managed by the Hong Kong Peninsula Hotel Management Group. This can be regarded as the strategic turning point of international hotel industry importing modern hotel service standards, management modes and the commercial culture. Since then, no matter which level of government property owners are, or what type of commercial entity is, whether or not to affix a certain brand of transnational corporation, is often seen as a measuring criterion of hotel grading and quality. With the promotion of professional managers trained by these institutions, as well as the government and academic groups deeply influenced by European and American paradigm, the hotel brands in the market are divided into two categories: international brands and domestic brands. So far, together with the business operation of transnational management group, people are more intended to think of the brand owned by international hotel management group as first-class, luxurious, high-end and high quality.

Since the mid-1980s, international hotel management group has launched a nationwide

multi-brand distribution, from the high-end business hotels of first-line city to the mid-end and economic hotels of second and third line cities. Talking of the effects of industrial operations, international hotel operators usually have many competitive advantages such as famous brand, research and development, human resources, marketing network and cultural soft power, while domestic hotel operators only have made progress in the field of economic-type hotels, so most of the market seems to appear increasingly cramped. Leaving aside the level of business competitions, we must admit that these international brands having entered the Chinese market do have played a positive role for the establishment of business rules, the construction of market system, the building of corporate culture and the development of a global vision, all aspects of the internationalization of China's tourism accommodation industry. It is for the existence of those examples that the international tourists visiting China as well as domestic visitors are able to continuously upgrade their benefits within a wide range of options. Therefore, our service concepts and management level can reach the goal of transition and upgrading.

With the expansion of domestic market foundation and increase of consumer-based capability, one-way input and learning have gradually evolved into a two-way integration and exchange. International hotel operators are learning to adapt to the specificity of the Chinese market, e.g. human resources, product design, or construction of corporate culture. Meanwhile, they have also actively obtained sustainable operation resource from Chinese traditional history and culture, as well as contemporary evolving consumption market. From innovation of products and services, to the transformation of management modes, and even the evolution of development strategy system, the international hotel brands are in varying degrees painted with local colors. What can be expected is, with the continuous prosperous market of Chinese citizens traveling abroad and the growth of local hotel operators, in the near future, some of the domestic elements of hotel capital and management are to go out of the country. In a larger scope, along with international hotel operators, they are capable to contribute to the prosperity and development of hotel industry, the welfare and social development for the tourists around the world.

### 3. Inheriting civilization in the process of witness and integration, and lead the social development

In 1988, on the basis of international experience, the administrative departments of tourism promulgated and implemented the "Star rating and assessment standards of foreign-related tourism hotels" (hereinafter referred to as "Star rating standards"). It can be said that this set of standards are most powerful hotel industry standards of China. Star rating standards' implementation process leads to the result of a wide range of cumulative social influence. Following that, more and more tourism facilities such as river cruise, tourism toilets, tourism attractions and travel agencies have adopted the star rating standards or similar approaches to classification. In fact, not only in the tourism industry itself, but also in the civil aviation service, highway service, railway service, even social management of rural households are learning from the concept and system of Star rating standards. In the promoting process of industrial development standardization, the service standards and management modes of hotel business especially first-class hotel are the symbol of quality

service for quite a long time.

The first-class hotels' image seems quite mysterious for a long period of time, or at least superior. When earlier the five-star hotel first entered Chinese market, the opening ceremony has attracted a lot of market to the lobby, only to sense the unusual life scene. Occasionally, when some people have consumed at a four-star or five-star hotel, they would often like to boast about the experience. Three decades have passed, and high-end hotels have entered people's daily life. "Swallow which used to stay in front of emir's house, now flew into the homes of ordinary people". Nowadays, when people plan to travel, have dinner, date, attend business meetings, hold holiday gathering and wedding ceremony, they prefer to choose high-end or even luxury hotels. The etiquette and culture originated from the hotel have also penetrated into the public naturally, and gradually enhance the life quality of citizens through consumption and communication. As Sir Ford of the United Kingdom said, a good hotel and restaurant can improve the living standard of its country and region.

While developing themselves, the hotels also make contributions to employment, education, culture and other social careers. Today, millions of people are working in star-rated hotels and tourism accommodation institutions; hundreds of thousands of students are taking professional education of hotel management in over a thousand universities and colleges. Influenced by market competition, technological improvement, sustainable development and product innovation and other factors, a group of high-end restaurants with a long history have excavated and developed the accumulative historical and cultural value. Tianjin Lishunde Hotel, Beijing Hotel, Oriental Hotel, Shanghai old Jin Jiang Hotel have witnessed the social transition of a century. Those hotels carrying the historical footprints began to intentionally reserve and integrate their cultural resources, in order to inherit and renew the reception tradition and find back their self-confidence. 2008' Beijing Olympic Games, World Expo 2010 Shanghai China and Guangzhou Asian Games, and the rapid social development as a whole, have brought precious historical opportunity for the evolution of contemporary hotel industry. It is for the interaction with society that Chinese hotel industry has shown strong vigor and exuberant vitality.

The development process of Chinese hotel industry is closely related with development and improvement of the entire nation and society. The nation is prosperous, thus is the hotel industry. As Premier Wen Jiabao's speech at the University of Cambridge said: "My beloved motherland is a country both old and young... China is a country that stood numerous vicissitudes but never gave up... China is a country that values her traditions while opening her arms to the outside world." In such a great country where the great rejuvenation of Chinese nation is taking place, Chinese hotel professionals have witnessed three decades of reform and development, have studied three decades of opening up and integration, have led three decades of quality and life. We also have reasons to believe that a more prosperous, open, integrated and confident 30 years are expecting us in the future.

I'm here to call on people who care about the industry—let's get together, strive for the first-class hotels in China!

31<sup>st</sup> July, 2009

## 酒店的看与读

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现代的酒店作为一种普遍生活设施，丰富着我们生活的内容，同时也改善着都市或者郊野环境的空间品质。这个对于中国内地不过30年发展历史的建筑类型，由于受民族习性以及中国多元而丰富的地域文化影响，在未来的时间和空间内依然保持着旺盛的发展态势。而在已经建立的相对丰实的物质积累的基础之上，回顾并思考我们过去对待酒店态度的变化，将有益于未来的设计和建造。

改革开放伊始，酒店作为一种和现代化社会相接轨的必要设施，对当时的中国城市提出了新的要求。这种有现代化特征的“新生事物”，在管理、卫生、设施配置和形象上都建立了一种新的范式。同时作为一种先进模式，现代化酒店对中国人民生活的居住品质提升也起到了促进作用。然而对于中国设计界而言，对其认识是一个充满艰辛和愉悦的复杂过程。眼睛的观赏、注视、浏览、窥视是表现于不同阶段的特征。依据这多种多样“看”的方式，设计界完成了对现代酒店学习的第一个阶段。

“看酒店”贯穿在自20世纪80年代至21世纪初长达20多年的时间里，从国营的大型甲级设计院到个体的初出茅庐的小设计师都依靠这种方法，笨拙地踏上了现代酒店设计之路。20世纪80年代初建立于北京、上海、广州几个中心或者口岸性城市的酒店是庞大的，它们如同城市中的城市。酒店的内容组成丰富多样、全面到位，从各种规格的餐饮，到满足商务需求的各种设施，还有娱乐和康体空间，它们的完整度和都市化程度俨然成为承载它的那些都市的榜样。其客房中的设备、设施也是人们热议的焦点。精致、整洁、自动化程度，都使得正处于半工业半农业社会转型之中的都市人羡慕不已。然而那个时期的酒店几乎无一例外都是封闭式的。门口站着时而威严、时而殷勤的门童。大堂中的服务人员或经理会察言观色，一旦发现异样的情况立刻会像传统机关大院中的门卫一般盘问那些闯入的不速之客。

那时的不速之客基本上没有真正意义上的坏人，更没有当代一些地区频频袭击五星级酒店的恐怖分子。他们中的绝大多数只是对这个封闭之中的世界充满好奇而已，他们想跻身于此，感受不抽象的现代化。设计师也是这些被阻挡和防卫的对象之一，原因之一在于那时候的室内设计师境遇不佳，混迹于都市的平民之中难以辨识；原因之二在于酒店经营机构对抄袭的防范。然而，对酒店这个堡垒最有求知欲望的也正是这些设计师。那时中国的设计教育之中几乎没有完整的室内设计教育的体系，也没有成熟的现代酒店样本，因而能身临其境地“看”，既

是唯一的，也是最佳的学习方式。然而威严的门童阻隔了大多数人便捷的感受现代化的途径。于是中国特色的介绍信就成为一种有效的媒介，这种始于红军苏维埃根据地时建立起来的凭证和信息传达方法，在中国现代化酒店和保守的公共社会之间搭建了一些类似浮桥式的临时性途径。因为那时的现代化酒店业都是中外合资的产物，红色的介绍信所代表的权威性在此依然有效。一些国有设计机构或者院校的人员在介绍信的指引下较为全面地对酒店外在的一些规矩、模式、形式进行了初步的参观学习。

在介绍信发挥积极作用的10年左右的时间里，我本人亦是受益者之一。20世纪80年代中期，大学三年级的我在暑假实习时期登上了北京西苑饭店的顶层旋转餐厅。在装修一新的那个会微微转动的空间中环顾四周时心旷神怡的心境，情境至今记忆清晰。在那张小纸片的护佑之下，“看”变得肆无忌惮，可以大胆地提出各种要求，从材料性能到设备配置，这种看的方式如饥似渴，不愿遗漏任何细节。但参观的时间往往是有限定的，因此那时的参观多停留在对空间格局、设备体系配置的了解上。比如，酒店垂直和水平方向的功能安排、流线设计、电梯厅的位置、设备层位置、防火分区等，这些都属于建筑中的技术问题。而对于建筑中的室内设计专业问题，在那个时代尚不十分清晰。更为普遍的认识是建筑设计涵盖一切，室内设计工作只是建筑设计的工作延伸而没有其独立的意义。但那时一些酒店中的细节元素还是极大地刺激了我们空白的大脑。北京长城饭店大堂中的那些尺度巨大、以镜面不锈钢装饰的柱子，为我们创造出生动的视觉感受，在那种迷乱的镜像复合的视景中，我们无穷地想象着现代化的中国未来。西苑饭店的顶棚呈现出的几何形体富于韵律感的变化，其柔和多变的色彩组合令人从传统欧几里得几何学的立场透视宇宙奥妙的变相背后的真理。其实，酒店对学习者真正的诱惑正在其内部。这些有逻辑性或没有逻辑性的细节组合，完成了对商务和旅游活动的全部功能，风格和设施相互融合，最大限度地挖掘着客人们的消费潜力。它是一个既复杂又由多样的行为模式、多样的景观、多样的细节组合而成的世界。酒店设计的学习初级阶段，每一个学习者就如同潜入体内的内窥镜头，瞪大的眼睛即是学习的全部。

当没有任何有力的凭证能令门童们开恩时，学习者就聚集在酒店附近梭巡以寻找适当的机会。那时许多渴望学习的年青学子如同围绕在餐馆周围乞食的丐帮，顽强、坚韧，有时也闪现智慧的灵光。比如有衣着整齐、相貌姣好的女同学