

The Green Tree Hospitality Group: Rooted in China and Upgrading All the Time

格林酒店集团：扎根中国 不断蜕变

—— An Interview with Alex Xu, Chairman & CEO of KOSMOS GROUP and the Green Tree Hospitality Group

—— 访格美集团、格林酒店集团董事长兼 CEO 徐曙光先生

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格林酒店集团 (NYSE: GHG) 由徐曙光创立，其前身是家喻户晓的格林豪泰酒店管理集团。自 2004 年第一家格林豪泰成立以来，格林酒店集团（以下简称“格林”）开启了在中国的发展版图，经过 15 年的发展，截至 2019 年 9 月 30 日，集团已遍及全球 300+ 城市，拥有近 4000 家酒店。在中国，酒店规模排名第四。格林的快速发展不是偶然，而是基于徐曙光“选择大概率事件，做好细节，好习惯成就好性格”的处世哲学，一步一步积累而来。

2004 年，徐曙光从美国回到中国创业，第一家格林豪泰酒店在上海静安区开业，这里是格林的发轫之地，也是集团酒店版图的一个据点。当时，商务出行的住宿需求正在日益提升，在进行了充分的市场调研之后，徐曙光和团队发现，他们可以使用同样的成本，做一个品位更高、更舒适的、针对商务旅行者的酒店，并最终给酒店定下环保、绿色、欧美古典式、让人感到温暖和舒适的格调，这也是格林豪泰酒店品牌最初的设计理念。在随后的 15 年中，格林始终紧扣商旅客人的核心需求，在品质和价格之间为客人寻找最佳的平衡点。

“这是一个进入门槛不高的行业，总是想着蓝海，还不如找准在红海生存的策略。”徐曙光说。在发展策略上，格林吸取中西方



格美集团、格林酒店集团董事长兼 CEO 徐曙光先生 Alex Xu, Chairman & CEO of KOSMOS GROUP and the GreenTree Hospitality Group

精华，引进先进规范的管理经营理念。他认为，对存量单体酒店进行连锁品牌改造的关键，在于经营管理上的用心和效率。在没有投入，或者投入很少的情况下，必须要有高效的管理系统作为支持，才能提高酒店客人的满意度，从而提高出租率和收益。

在日益激烈的竞争下，始终为客户创造价值，实现共赢，才是企业的立身之本。格林围绕每个元素，注重细节，以干净舒适的环境和贴心细致的服务迎接每位宾客。另外，在会员体验方面，实现品牌焕新、品质升级，集团旗下酒店品牌与母公司旗下餐饮实现会员互通，提升会员体验。

目前，格林已拥有雅阁、格林东方、格美、格雅、格非、无眠、澳斯特、格林豪泰、格盟、格林公寓、青皮树、贝壳等 12+ 优质酒店品牌，覆盖高端、中高端、

中端以及经济型酒店市场。

格林进入中国 15 年，从一开始就扎根于中国市场。例如 2012 年推出的格林东方，就源自东方文化的思想和哲学，70% 的设计有东方元素，30% 是城市地域特色。针对国内需求日益提升的中高端人群，集团又在 2017 年推出定位于商务、时尚、休闲的格美酒店、格雅酒店和格菲酒店，一经推出便广受欢迎，目前全国已经有 100 多家酒店了。



格雅上海新华医院酒店

谈及未来发展，徐曙光表示，重点还是一如既往地打造品牌，优化智能化管理系统并加强人才培养机制，解决酒店业主的痛点。中小城市潜力特别大，因为在这些酒店集中的城市内，酒店的管理和服务参差不齐，而集团的系统和人才，对于这些城市的酒店经营和管理有着重大的帮助。不同于其他的酒店，格林发展方向一直是致力于合作发展或者加盟发展，坚持不懈地做好酒店的管理和服务，而不是全部以自己的短期盈利为导向。因此，集团会持续深耕中小城市的市场。同时也会重点布局中高端酒店品牌，12+ 品牌齐头并进。

2018 年 3 月，格林实现美股上市，从此步入发展快车道。目前，集团保持着每年 400 家新开酒店的速度。徐曙光说：“我们的加盟商重复加盟的比例较高，归根结底，是我们在想办法帮助加盟商赚钱。”格林邀加盟商参与投资管理及风险预测过程，综合收费是行业

最低；还为有需要的加盟商提供金融贷款，为其解决融资难题。作为品牌方，格林一直反复强调要为加盟商创造价值，比如已经按照酒店的总销售额向加盟商收取了品牌使用费，就不应在中央预订费上再去赚加盟商的钱。

集团母公司在餐饮、数据智造等方面的多元发展，也为酒店发展提供诸多帮助。母公司格美集团拥有大娘水饺、家有好面、避风塘、蜀江烤鱼等多个品牌，一方面，这些餐饮品牌位于交通枢纽的门店为格林提供了线下营销场景，而注册格林的会员去任一餐饮品牌的门店消费均可获得优惠，以此可实现酒店会员拉新；另一方面，格林会员的间夜消费积分可以抵扣其在餐饮门店的相应消费，也可以实现会员积分的盘活。

徐曙光表示，公司将继续加大科技、人才两大核心优势的投入，打造强大的会员系统，扎根中国、放眼全球。未来，格林酒店将一如既往深耕酒店行业，不追风口，做个“马拉松型选手”。格林会不断加强集团竞争力，为旅客和合作伙伴提供超值产品和服务，助力中国酒店行业实现更好的发展。



格林东方佛山顺德区美的总部酒店

Alex Xu established the GreenTree Hospitality Group (NYSE: GHG), whose predecessor was the well-known GreenTree Inns Hotel Management Group, Inc. Since the establishment of the first GreenTree Inn in 2004, the GreenTree Hospitality Group (hereinafter referred to as the "GreenTree") has initiated its blueprint in China. After 15 years of development, the GreenTree has had business available over 300 cities around the world with nearly 4,000 hotels by Sep 30, 2019. And the hotel size of GreenTree ranks No. 4 in China. GreenTree's rapid development is not incidental but accumulated step by step, based on Alex Xu's philosophy of "choosing most probable events, making details well and forming good habits to cultivate good character".

In 2004, Alex Xu started up business after returning to China from the United States. The first GreenTree Inn Hotel opened in Jing'an District, Shanghai, where the GreenTree originated and which is also the first stronghold of the Group's hotel landscape. At that time, the accommodation demand for business travel was increasing day by day. After conducting sufficient market research, Alex Xu and his team found that they could build a hotel with higher taste and more comfort for business travelers at the same cost, and finally set the hotel of environmentally-friendly, green as well as European and American classical style that makes people feel warm and comfortable. This is also the original design concept of GreenTree Inn Hotel brand. In the following 15 years, GreenTree has been sticking to the core needs of business travelers, seeking the best balance for customers between quality and price.

"This is an industry with low entry threshold. It is better to find a strategy to survive in the red sea (the known market) rather than always thinking about the blue sea (the to-be explored market)", said Alex Xu. In terms of development strategy, GreenTree absorbs the essence of China and the West and introduces advanced and standardized management and operation concepts. He believes that the key to the renovation of chain brands to existing single hotel depends on the dedication and efficiency of operation and management. With a little or little investment, only in the support of an efficient management system, can the satisfaction of hotel guests be improved, thus improving the occupancy rate and the earnings.

Under the increasingly fierce competition, creating value for customers and achieving win-win results are the foundation of

an enterprise. The GreenTree focuses on details based on each element, and welcomes every guest with clean and comfortable environment as well as considerate and meticulous service. In addition, in terms of member experience, brand renewal and quality upgrading have been realized. Membership exchanges have been realized between the hotel brands of the Group and the catering businesses of the parent company to improve members' experience.

At present, the GreenTree has owned more than 12 high-quality brands, including Argyle, GreenTree Eastern, Gem, Gya, Vx, Deep Sleep, Ausotel, GreenTree Inn, GreenTree Alliance, GreenTree Apartment, Vatica and Shell, etc. covering the luxury, mid-to-upscale, midscale and economical hotel market.

GreenTree has been rooted in China market from the very



格菲酒店公区

beginning of the past 15 years since established in China. For example, GreenTree Eastern Hotel, launched in 2012, is derived from the thoughts and philosophy of eastern culture. 70% of the design is of eastern elements, and 30% of the design elements are of urban regional characteristics. Aiming at the mid- and high-end groups in increasing domestic demand, the Group launched Gem hotel, Gya Hotel and Vx Hotel in 2017, whose themes are business, fashion and leisure. They have been popular among people after launching, and now there are more than 100 these hotels in China.

Talking about the future development, Alex Xu said that the key was to build the brand as before, optimize the intelligent management system and strengthen the talent cultivating mechanism to solve the pain points of hotel owners. There is great potential in the small and medium-sized cities because the management and service of hotels are uneven in these



格林豪泰福州市火车南站胪雷地铁站商务酒店

cities where hotels are intensively distributed, and the Group's systems and talents are of great help to the operation and management of hotels in these cities. Different from other hotels, the GreenTree has always been committed to cooperative development or alliance development, and has persistently done well in hotel management and service, instead of taking his short-term profits as the direction. Hence, the Group will continue to deepen the markets in the small and medium-sized cities. At the same time, it will focus on the layout of mid- to-upscale hotel brands with more than 12 brands developing at the same pace.

In March 2018, the stocks of GreenTree was listed in New York Stock Market and stepped into the rapid development stage. At present, the Group maintains the speed of opening 400 new hotels every year. Alex Xu said, "There is a high proportion of our franchisees to rejoin us. The critical reason is that we are trying to help them make money." GreenTree invites franchisees to participate in the investment management and risk prediction process, and its comprehensive charges are the lowest in the industry. It also provides financial loans to franchisees in need to solve their financing problems. As the brand party, GreenTree has repeatedly emphasized that it is necessary to create value for the franchisee. For example, if the brand royalty is paid by the franchisees according to the total sales of the hotel, GreenTree shall not earn money from the

franchisee on the central booking fee.

The diversified development of the Group's parent company in catering and data intelligence, etc. provides much help to the hotel development. KOSMOS GROUP, the parent company, has many brands such as Da Niang Dumpling, Gourmet Noodle, Bi Fengtang, Grilled Fish Style. On one hand, the stores of these catering brands located in the transportation hubs can provide GreenTree with offline marketing scenarios, while members of GreenTree can get preferential treatment when they buy food from the stores of the above catering brands, so new members will be added for the hotel due to the membership system. On the other hand, GreenTree members' room night consumption points can offset their corresponding consumption in these catering stores, and the member points can be activated.

Alex Xu said that the Company will continue to increase its investment in the two core advantages (science & technology and talents) to build a strong membership system that is rooted in China and based on global view. In the future, GreenTree Hospitality will deepen the hotel industry as before and become a "marathon runner" instead of following others. GreenTree will continue to strengthen the Group's competitiveness, provide value-for-money products and services for tourists and partners, and help Chinese hotel industry to achieve better development.



格美南京艺术学院草场门地铁站酒店