# 大家好，很开心今天能够和大家分享丽笙酒店的一些经营模式和经营理念,我是董事会board of directors的其中一员。今天参与分享的另外三位分别来自董事会和执行委员会。我们将分别从背景与历史，business model canvas，vision goal and requirement，和Risk Management四个方面来展开说明。

# Hello, everyone. Today, I am very happy to share with you some business models and business concepts of Radisson Hotel. I am a member of the board of directors. The other three participants today are also from the Board of Directors and the Executive Committee. We will explain from four aspects: background and history, business model canvas, vision, goal and requirement, and Risk Management.

# 首先我想要讲述丽笙酒店的历史和背景。众所周知，丽笙酒店现如今已经是提供综合服务的全球领先[酒店](https://baike.baidu.com/item/%E9%85%92%E5%BA%97/2323397)公司之一，我们是一家管理第三方拥有的酒店、品牌和资产的酒店公司，在66个国家拥有387家酒店，84800多间客房，和约44600名团队成员。

# First of all, I'd like to talk about the history and background of Radisson Hotel. Radisson Hotels is one of the world's leading integrated hospitality companies. We are a hotel company that manages third party owned hotels, brands and assets, with Three hundred and eighty-seven hotels, and Eighty-four thousand eight hundred rooms in 66 countries.

当说到丽笙酒店的历史，Radisson 的历史可追溯到 1909 年，当时在明尼苏达州的明尼阿波利斯开办了第一家 Radisson 酒店，该酒店以著名的法国探险家 Pierre Radisson 的名字命名。1962 年，Radisson 酒店被明尼阿波利斯商人和企业家 Curt Carlson 收购。在 20 世纪 40 年代和 50 年代取得了全国瞩目的突出成就，并率先提出了客户忠诚度计划这一概念。所以我们现在采用“Yes I Can!”这一服务[理念](https://baike.baidu.com/item/%E7%90%86%E5%BF%B5/1189315)，盛情款待客户，使每名员工都能确保客户拥有完全满意的住宿体验。

When it comes to the Radisson's history, it goes back to 1909, when the first Radisson Hotel opened in Minnesota, named after famed French explorer Pierre Radisson. In 1962, the Radisson Hotel was acquired by Minneapolis businessman Curt Carlson. He achieved national prominence in the 1940s and 1950s and pioneered the concept of a customer loyalty program. So we now use "Yes I Can!" This concept of service and hospitality enables every employee to ensure that guests have a completely satisfactory accommodation experience.

接下来，将由Yu He和 Dongchen Liu 讲述business model canvas

Next, Yu He and Dongchen will talk about Business Model Canvas of Radisson。

# 谢谢yuhan，接下来我想要讲一下我们的风险管理，只有正确的认识风险才可以尽量规避风险丽笙酒店在日常经营中面临运营和财务风险。运营风险主要发生在酒店的本地运营，但也包括为了获得市场份额、削减成本计划、客房增长和与现有投资组合相关的资产管理活动。财务风险的产生是因为丽笙酒店有外部融资需求，并以多种外币运营。为使本地酒店能够完全专注于其运营，财务风险管理尽可能集中于集团管理层，由Radisson的财务政策管理。从图表中我们可以看到酒店的风险管理目标。

# Thank you Yuhan. Next, I would like to talk about our risk management. Only the correct understanding of risk can avoid risk as far as possible. Radisson Hotel faces operational and financial risks in its daily operation.

# Operational risks are primarily related to the hotel's local operations, but also include asset management activities in order to gain market share, cost reduction programs, room growth and related to existing portfolios.

# Financial risks arise because Radisson Hotels has external financing needs and operates in a variety of foreign currencies. In order to enable the local hotel to fully focus on its operations, financial risk management is as centralised as possible within the group management, managed by Radisson's financial policies. From the chart we can see the risk management objectives of the hotel.

这里我想提到市场风险，是运营风险中的一种，丽笙酒店所在市场的一般市场、经济、财务状况以及每间可销售房收入的发展是影响公司收益的最重要因素。Radisson的战略是通过在投资组合中增加主要管理和特许经营酒店来实现增长。这意味着我们可以独立管理酒店，或代表业主管理酒店，或将酒店的其中一个品牌租赁给他人管理，通过控制这些业务的不同比例来控制风险

# I want to mention here is the market risk, which is one type of operational risk . The general market, economic, financial conditions and the development of revenue per saleable room in the markets where Radisson operates are the most important factors influencing the company’s earnings. Radisson’s strategy is to grow by adding mainly managed and franchised hotels to the portfolio. This means that we can manage the hotel independently, or manage the hotel on behalf of the owner, or lease one of the brands of the hotel to others to manage, controlling the risk by controlling different proportions of these businesses

当然除了市场风险，也有很多其它风险是在酒店运营过程中需要被考虑的

Of course, in addition to market risks, there are many other risks that need to be considered in the hotel operation process

好了，通过我们的介绍，希望你们对酒店已经有了一定的了解，感谢您的收听

Well, through our introduction, I hope you have a certain understanding of the hotel, thank you for listening