

The Schoolhouse at Mutianyu Great Wall:
慕田峪长城脚下的小园
Engaging the Local Community
联手当地社区

Case Study 案例分析

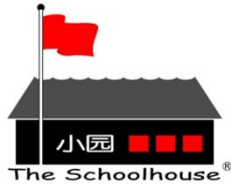
PATA China Responsible Tourism Forum

PATA中国尽责旅游论坛

16 December 2011 2011年12月16日

Jim Spear 萨洋

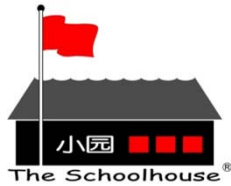
Partner, The Schoolhouse 合伙人, 小园



The Schoolhouse in a Nutshell

小园概况

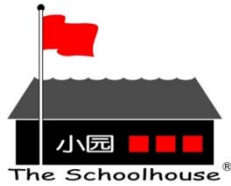
- **For profit & a social mission**
 - 营利型企业及社会责任
- **2006-2011: 3 F&B front ends, 2 lodging operations, art glass, agricultural products**
 - 2006-2011: 3个餐厅, 2家酒店, 艺术玻璃, 农产品
- **In tandem with vacation home business**
 - 同时发展商业型度假乡村别墅
- **Total investment approaching USD 15 million**
 - 总投资额近1500万美元
- **2011 business volume up 90 per cent yoy**
 - 2011年营业额年增长至90%
- **The ABC' s + S**
 - 企业宗旨+可持续发展



The Schoolhouse Propositions

小园观点

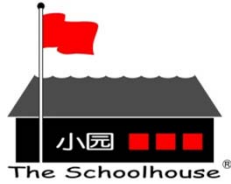
- **Business Strategy = *small scale branded front ends with a story tied together by common management systems and shared resources***
 - 商业策略=有历史故事的小型企业品牌，统一管理系统，分享资源
- **Social Context = *large scale disrupts communities and benefits of tourism don't trickle down very much to local people***
 - 社会环境=大规模企业扰乱社区，且旅游业的利益不会足够的分配给当地居民



Keys to “Schoolhouse Model”

“小园模式”要点

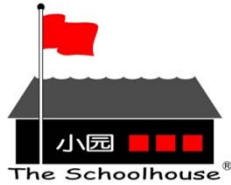
- **Engage the local community**
 - 联手当地社区
- **Construct eco-friendly**
 - 建筑应生态友好
 - **Use existing footprints & local materials**
 - 利用现有的足迹和当地建材
 - **Adopt best affordable technology**
 - 采用经济上最可承担的技术
- **Serve local foods made from scratch**
 - 选用当地食材，手工制作食品
- **Operate eco-friendly**
 - 运营应生态友好
 - **Measure**
 - 评估



Engaging the Local Community

联手当地社区

- **Lease under-utilized buildings**
 - 租用未被充分利用的建筑
- **Employ local people preferentially**
 - 优先雇佣当地居民
- **Support local businesses**
 - 支持当地商户
 - **Builders, suppliers, service providers**
建筑商，供应商，服务提供者
 - **Share a growing pie**
分享成长中的市场
- **Interface with government**
 - 与政府交流
 - **Share ideas & influence, win-win**
分享并影响，双赢



Responsible Tourism?

尽责旅游业

- **Limited capital and management resources**
 - 有限的资金和管理资源
- **Incremental, continuous improvement**
 - 递增的，持续的进步
- **Perfect is the enemy of the good enough**
 - 完美是足够好的敌人