

何仁桦：悦榕集团第二代

文 / 朱琼敏

2010年，28岁的何仁桦离开了贝恩咨询公司，来到中国，正式担任悦榕集团助理副总裁兼中国区执行董事一职。作为这家新加坡家族企业的第二代领军人物，在过去3年中，何仁桦在为公司发展贡献一己之力的同时，也虚心求教于公司元老——他们长期积累而得的经营智慧与专业知识都让他受益匪浅。

何仁桦的父亲何光平于1994年创立悦榕集团、并在泰国开设了第一家“悦榕庄”度假村，现担任集团的执行主席，母亲张齐娥现任公司高级副总裁，而他的叔叔何光正则是公司的总设计师。包括他们4位家族成员在内，悦榕集团在全球共有12000多名员工。作为亚太地区顶尖的精品度假村、酒店及Spa（拉丁语Solus Par Agula，水疗服务）运营商，悦榕集团目前共拥有30家度假村及酒店、60余家Spa会所、80家精品店及3个高尔夫球场。

尽管加入悦榕集团仅有3年，何仁桦在竞争激烈的中国市场已有力地证明了自己的能力。目前他的主要职责是协助管理中国地区总部，手下共有逾120名员工，分布于运营、市场、投资和设计等部门。他曾代表悦榕集团在2011年“中国酒店开发与融资论坛”和2012年“中国酒店投资峰会”等众多行业论坛上致辞。作为一名年轻的公司领袖，何仁桦正寻求一切机会来提高自己的领导力，因此他也正在修读中欧的总经理课程。在《TheLINK》的访谈中，您将看到何仁桦作为家族企业第二代领袖的点滴感受。



Ho Renhua: Banyan Tree's Second Generation

By June Zhu

In 2010, 28-year-old Ho Renhua left his New York consulting job at Bain & Company, moved to China and took on the role of Assistant Vice President and Country Head (China) for Banyan Tree Holdings Ltd. As the eldest son in a second-generation family business, Ho has spent the last three years finding the balance between making his own mark and contributing to the company's future growth, and learning from company founders as he continues to benefit from their years of wisdom and expertise.

His father Ho Kwonping, who founded the company in Thailand in 1994, is Executive Chairman and his mother Claire Chiang is Senior Vice President while his uncle Ho Kwoncjan is Chief Designer and Architect. They are among Banyan Tree's more than 12,000 employees. The company is a leading manager and developer of premium resorts, hotels and spas in the Asia Pacific. It has close to 30 resorts

and hotels, over 60 spas and 80 galleries as well as three golf courses.

Three years into the job, 31-year-old Ho has proved himself in the highly competitive China market. His key responsibility is helping to run the country's regional headquarters in China. It has over 120 employees across various business units such as operations, marketing, investments and design. Ho has represented the group and spoken extensively at various hotel industry events including the China Hotel Development Conference 2011 and China Hotel Investment Conference 2012. He seeks out every opportunity to augment his leadership skills and is now enrolled in CEIBS Advanced Management Programme. Read on as he explains what it is like to have a key role in a second-generation family business.

《TheLINK》：在加入家族企业领导层之前，您做过哪些准备？

何仁桦（以下简称“何”）：我在2010年正式加入悦榕集团，但在此之前，我早在十几岁时就曾在集团的不同部门做过几份实习工作，涉及酒店管理、销售和前台等方面。当父亲于1994年在泰国创办第一家悦榕庄度假村时，我已经12岁，因此得以亲眼见证公司创立发展的整个过程，并从父亲和整个创业团队身上学到不少经验，从中汲取了许多管理智慧。

2005年，我曾上海的一家投资公司实习过一段时间，在那里我学到了不少投资知识。之后，我又在贝恩咨询公司正式工作了三年多，由此在私募股权投资领域的尽职调查、投资组合战略以及绩效改善等方面积累了丰富经验，提高了评估投资风险的能力。

但是，酒店业和咨询业之间的差异很大，因此我现在必须边工作边学习——向我的同行，也向开发商、政府官员和业主学习。中国市场倏忽迅变，作为一家外资企业，我们必须学会如何快速适应这些变化。在中国，除了体验式学习和踏踏实实地做事之外，我们别无选择。这是我在过去三年间学到的重要经验。

《TheLINK》：您在贝恩工作了三年有余，随后为什么选择回到家族企业，并来到中国？

何：主要原因有二。

首先，2010年，悦榕集团在中国发展势头良好，并且刚好也缺少一名中国区的负责人。那时候，我们在中国只有5家酒店，现在这个数字已经达到9家。在过去三年间，我们中国区的业务规模扩大了一倍有余，也进一步加强了法律、

金融和人力资源等关键部门的工作能力。我将来的挑战和工作重点仍是在团队建设方面。

其次，当时我认为自己在贝恩已经学得不少经验，将这些经验付诸实践的时刻已经来到。我和父亲之间感情深厚，并互相尊重和理解——他在我的职业选择上，总是给我足够的自由空间。大学毕业后，我加入贝恩，先赴纽约而后又调任香港工作。正是在香港工作期间，我对亚洲及中国市场有了一定的了解，也意识到这块市场对悦榕集团的重要性。这让我更加坚定了信念，决定加入悦榕集团。

《TheLINK》：您率领悦榕集团在中国开拓市场时，面临的最大的挑战是什么？

何：挑战一直都在，也不会转瞬消失。对我来说最艰难的时候是我来到中国的第一年——2011年。这种困难不仅在于日常经营管理方面，更多的是在于心理上的压力。那时候我很年轻，又刚来中国，所有的经验基本上都来自于之前的咨询业工作经历。这样的角色转换对我自身来说十分具有挑战性。同时，我还需要面对在中国市场上会遇到的一些具体问题：怎样和政府监管部门交流、怎样让客户满意、怎样谈判、怎样去面对人才流失和增强人才竞争力，以及如何应对不太和善的股东等。整个2011年，我都在重新学习和反思之前在咨询业和商学院里学到的东西。第二年，我开始将重心放在学习业务流程和建立公司内部的互信机制之上。今年，我将着力于建设我们公司和品牌对市场和行业的领导能力。如今，我正在更加努力、更加专注地学习。





***TheLINK:* How did you prepare yourself for a leadership position in the family business?**

Ho Renhua: I began working with Banyan Tree in 2010. But before that, I'd done several internships in different departments of the company as a teenager. This included general hotel management, sales and reception. When my father started Banyan Tree in Thailand in 1994, I was already 12 years old. So I was able to experience the company's entire start-up process as I learned from my father and other founding members. Later, I drew on those memories and lessons learned for inspiration. In addition to my internship at Banyan Tree, I also had a part-time job with an investment company in Shanghai in 2005. I learned a lot about investment while there. Prior to joining Banyan Tree in 2010, I worked full-time with the consulting firm Bain & Company in New York, then in Hong Kong where I got experience in private equity, due diligence, portfolio strategy and performance improvement. This improved my ability to assess investments. However, the hotel industry is definitely different from consulting. So I needed to learn on the job – from my counterparts, from business partners including real estate developers, government officials, and property owners. The Chinese market changes so fast; as a foreign company, we must learn how to quickly adapt to these changes. In China, there is no substitute to experiential learning and being on-the-ground – that has been my biggest takeaway from the last three years.

***TheLINK:* You worked with Bain & Company for more than three years, why did you decide to join the family business, and why choose China as the location from which to work?**

There were two main reasons why I left Bain and joined Banyan Tree. First, in 2010 Banyan Tree had been maintaining good growth momentum in China, and it needed a regional manager as even more growth was anticipated. We had five hotels in China then, and now the number has risen to nine. In the last three years our regional headquarters has almost doubled in size and we have strengthened key departments such as Legal, Finance and HR. My challenge and focus will be team building.

Second, I felt that I had learned a lot while at Bain and it was the right time to put this knowledge into practice. My relationship with my father is one of deep mutual respect and understanding and he had always promised me freedom in choosing my career. After I graduated from university I went to New York, then Hong Kong where I got to know more about Asia and China. I realized the importance of this region, then it occurred to me that maybe it was the right time to join Banyan Tree. In 2010, I finally took the plunge.

***TheLINK:* In terms of Banyan Tree's expansion in China, what's the biggest challenge you've had so far?**

There will always be challenges, they will never disappear. The most difficult time for me was 2011, my first year in China. The difficulty was more a psychological one than operational. I was so young and new in China and only had the lessons I had learned from Bain then. The transition was challenging. I also needed to face problems specific to China: how to communicate with government officials, how to woo clients, how to negotiate, how to tackle the problem of brain drain and to enhance the competitiveness of our talent, as well as how to deal with difficult stakeholders. For the entire year, I was relearning everything I had learned from the consulting industry and business school. By the second year I was focused on learning the business and developing internal credibility. This year, it is all about developing our market leadership, as a company and as a brand. Now I am still learning, more than ever, with a bit more wisdom and focus, hopefully!

《TheLINK》：除了创新和开发新产品、开拓新市场以外，您认为家族企业的基业长青还需要着重于哪些关键因素？

何：作为一个尚处于成长期的企业，悦榕集团的优势在于它的文化及人才。

我们整个集团就像是一个大家庭。相较于其他公司，尽管我们的规模可能较小，但我们更有可能持久经营发展。这种持久力源自于家族成员之间的自然联系和一脉相承的价值观。以我的母亲为例，她是一位经验丰富的商业女性，同时也是一位社会活动家，在集团的中国区业务发展中发挥着领军者的作用。通过观察和学习她平时对内对外的沟通方式，我受益颇多。我也经常陪同父亲出差，通过观察他的为人处世，学到了不少经验。

《TheLINK》：家族企业中常常需要维系“家庭”和“事业”之间的平衡。您对此有怎样的建议？

何：我们对自己所做的事业深感自豪，并希望将这种自豪之情与亲人分享。我们家庭成员人数不多（我有一个弟弟和一个妹妹），因此需要保证全家都能倾力参与公司发展过程。充分交流、互相尊重和真诚倾听，对我们来说至关重要。在这方面，我的父母非常注重倾听子女们的建议，我对此深表感激。我们希望能让我们家族的企业基业长青。

《TheLINK》：悦榕集团未来在中国市场有什么新的打算？

何：我们计划在2015年底将中国区悦榕庄酒店的总数发展到15至18家，基本覆盖每个省份。除酒店外，我们也正在成都和黄山等地开发一些住宅项目。我们希望悦榕庄能成为一个人人热爱的亲和力品牌，而不是一个遥不可及的奢侈代言词。我们会为每一位顾客尽心提供优质服务。我们希望这种体验对他们来说是独一无二、充满温馨和激情的。

《TheLINK》：您成为中国区负责人已有3年时间，有没有信心对这个集团的未来发展做出更为意义非凡的贡献？

何：时间会证明一切。在中国，我们必须有足够耐心，并勤奋工作。我相信自己有这个能力，但是归根到底，这还是要靠团队的合力。家族企业在初创期的发展往往基于最初的美好愿景。但对第二代接班人来说，将企业长久保持在快速发展的轨道上殊非易事。太多的事情需要完善，比如开拓市场、完善流程以及建设团队等等。我的父母早已用他们的智慧与勤奋为我树立了良好的榜样。对我来说，挑战在于如何继续建设、维持并发展事业团队。我们会更努力地工作，也相信事业会大有发展。我们对集团的发展前景非常乐观。





***TheLINK:* In addition to innovation and developing new products/markets, what are some key elements to keeping a family business viable and successful? Are any of these measures unique to family businesses or can they be applied to businesses in general?**

As a growing business, Banyan Tree's advantage lies in its own culture and people. We are a big family. Compared with other companies, though our scale is smaller, we are more sustainable because of family members' natural connection and shared values handed down from generation to generation. My mother, as an experienced and successful business woman as well as a social activist, spearheads our development efforts in China and I observe and learn a lot from her in the way she deals with people internally and externally. I spend a lot of time with my father on all his trips and learn through seeing and doing.

***TheLINK:* In family businesses there is often a struggle to find the right balance between 'family' and 'business'. What advice do you have to offer on this issue?**

We have pride in what we do, and we hope to share this with all our associates. We also have a small family (I have two younger siblings), so it is important to keep the entire family engaged in the growth of the business. Conversation, mutual respect and listening are of utmost importance. In this regard, my parents have placed strong emphasis on listening to us, and I respect that a lot. We hope to build this business for a long time to come.

***TheLINK:* What are Banyan Tree's future plans in the Chinese Market?**

By the end of 2015 we plan to operate 15-18 hotels in China, scattered among almost every province. In addition to hotels, we are now trying to develop real estate projects in cities including Chengdu and Huangshan. We hope Banyan Tree will be known as an aspirational brand instead of a luxury brand. We will provide the same excellent service to each client, whether he is a government official or a university student on honeymoon. We hope that the experience is distinct, intimate and inspirational

***TheLINK:* Three years into the job of heading Banyan Tree's China operations, how confident are you that you can make a significant contribution to the company's future growth?**

Only time will tell, and in China one has to be patient and diligent. I am confident in my abilities, but ultimately this is a team effort. In its early stages, a family business relies mainly on the initial vision. But by the second generation, it's harder to keep the business on a fast development track and there are many more things to be done: shaping the market, improving work flow, and building the team. My parents have set me a good example of wisdom and diligence, and for me, as the second generation leader, the challenge will be to build, sustain and grow the team. We will work hard and I am confident we can do it. We are very optimistic about our growth in the long term.