

**旅游管理学院2016—2017（二）学期暑期见习课考查报告**

**课程名称：德国YHA暑期见习课程**

**院系 旅游管理学院 专业 会展经济与管理 年级 2014 级**

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**德国青年旅舍研学活动见习总结**

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**1.青年旅舍的定位**

**1.1非营利机构与社会责任**

　在我们的课堂上，几乎所有的研究对象、讨论对象都是营利机构,以各大公司为主要代表，在管理学领域，非营利机构似乎很少被提及。非营利机构是怎么运作的？它们如何盈利？它们的商业模式是什么？

　我们常常对非营利机构有一种误解，把它们等同于“公益”、“慈善”，认为它们是不赚钱的，我们更愿意花力气去研究更有意思的营利机构，并津津乐道于它们的商业模式。事实上，“非营利”的含义，并不是经济学意义上的无利润，更不是不讲经营之意，而是一个用以界定组织性质的词汇，它指这种组织的经营、运作目的不是获取利润。非营利机构是需要有剩余收益的，需要有赢利的，但是这些剩余收益是不能用来当作利润给股东分红的，只能用于机构的可持续发展、解决社会问题等方面。

　青年旅舍对自身的定位非常明确——我们的目的不是为了赚更多的钱。政府通过青年旅舍来实现社会工作、理想，解决社会问题。在德国，青年旅舍所承担的社会职能和社会责任让人印象深刻。青年旅舍在整个社会上扮演了不可或缺的角色，尤其对教育行业有突出贡献。如果说，酒店是服务于旅游而诞生的，青年旅舍则是为了服务社会而诞生的。如果说课堂是正式的教育场所，那青年旅舍则是非正式的、学校课堂以外的第二教育场所，school outside school。青年旅舍从来都是以社会利益，而不是经济利益为发展核心。

**1.2 多元社区——享受没有“围栏”的社区**

　在“Inclusion in Youth Hostels”运动中，青年旅舍提供的项目，被要求应适用于所有的顾客。从2015年至今，“Inclusion”相继成为巴州青年旅舍经理大会、巴州青年旅舍年会、青年旅舍全国大会、DJH会员大会的重要议题。主流群体和亚群体，从排斥、剥离，到包容，最后完全渗入。平等观、多元观得到倡导，无论年龄、性别、宗教、或是否有身体障碍。

　青年旅舍处处体现了对身体障碍人士的人文关怀。配备宽敞的升降电梯——哪怕旅舍也不过三四层；有通往用餐场所的专属通道，为轮椅使用者提供便利；旅舍一楼有特别设计的房间，室内空间宽敞，方便身体障碍人士行动，门边还有紧急求助按钮，等等。甚至青年旅舍里员工中有一部分就是残障人士。身体障碍人士虽然是少数派群体，但他们的诉求仍然被旅舍考虑到。除此之外，旅舍亦体现对孩童的关怀：玻璃门设计了一个低处的按钮，孩子们无需大人的帮助也能自己开门；餐厅采用轻质的椅子，幼童也能轻易挪动……人文关怀，多元社区，青年旅舍考虑到所有类型顾客的需求和利益。

**2.从产品角度看青年旅舍**

**2.1 产品研发**

　青年旅舍是怎么推出新项目的呢？青年旅舍针对不同目标群体，根据性别、年龄、受教育程度、发展阶段等因素，设计出不同的项目。首先项目从试点运营开始，逐渐发展、扩大，最后形成固定的框架、系统。1957年，第一家以自然教育为主题的青年旅舍在巴州成立，后陆续出现以文化教育为主题的青年旅舍。2003年，DJH专门成立了教育部门，完善质量管理体系。

　在青年旅舍推出项目以前，由学校的老师们自己设计课外活动，但容易导致课程质量参差不齐的状况，家长却得为此买单，而青年旅舍的活动项目都是获得质量认证的。青年旅舍把项目清单发给学校，如果学校对项目感兴趣，可以咨询并预订。

**2.2 产品设计**

　青年旅舍衍化出不同主题和特色：文化、运动、自然教育、探险、健康，等等。行程中，我们参观了历史教育主题的纽伦堡青年旅舍，运动主题的巴特尔兹青年旅舍，自然教育主题的加米施帕滕基尔辛青年旅舍……区别于酒店业同质化的现象，这些青年旅舍结合自身的区位条件，发展出特色与不同。

　每一间青年旅舍都有打动我们的地方。巴特尔兹青年旅舍以运动主题闻名，旅舍房间以不同颜色区分主题，例如蓝色象征水上运动，灰色象征攀岩运动，白色象征滑雪运动，等等。由此我们学习到：产品特色体现在建立一套完整的、相互呼应的标识系统。在纽伦堡青年旅舍，岁月沉淀的古堡外表下，竟然配备的是无比先进的教学场地和设备，青年旅舍对教育的重视和投入可见一斑。三面墙壁组成的全方位多媒体投影，放映着德国青年重访历史地点、反思二战的纪录片，向观众传递这样一个信念：铭记历史，时刻反思。参观伍思德尔青年旅舍时，我们感到旅舍各个方面已经非常优秀了，但经理告诉我们旅舍仍将不断改进，精益求精，完善更多的细节，他们已经制定了未来三年计划。若把旅舍比作一个产品，旅舍的建成不代表它的最终呈现和使命完结，产品应该是动态更新的，在这个过程中随时反馈、改进，迭代出更新一代的产品。

**2.3 产品理念灌输**

　青年旅舍向大众传递了一种可持续发展的理念。有的青年旅舍在餐饮方面会采购更贵的原材料，这些产品是由更负责任的、公平生产（不压榨、剥削雇员）的公司生产的，青年旅舍通过实际行动支持这种公平的、可持续的理念，并继续传递给顾客。青年旅舍提供新鲜、有机的食物，而非过度人为加工的食物，并尽量减少冷冻、储藏的环节。伍思德尔青年旅舍就有提供生态茶、生态果汁，肉类也是当日新鲜采购的。

　除此之外，青年旅舍还传递一种社区共享的理念。在运动、用餐、玩乐、会议、休憩等等场景中，顾客们共享经历，青年旅舍负责提供理想的空间和安全保障。德国所行之处，每个青年旅舍都精心设计和布置他们的公共空间，公共空间的意义和地位不亚于客房，是青年旅舍的重要组成部分。桌椅是室内公共空间的必备元素，旅客可以去Bistro点杯饮料聊聊天，放松放松，也可以在这里学习、小组讨论；还有适合家庭的活动室，有的摆满了儿童书籍，有的配备室内攀岩、卡拉OK等设备；室外公共空间的标配少不了绿油油的草坪，有秋千、滑梯、平衡木、跷跷板等娱乐设施。在拜罗伊特青年旅舍，我们发现客房内的设施十分“稀缺”：四人间里，除了床、置物柜，只有一套小小的桌椅，仅可供一人使用。其实房间面积不小，完全可以放置多几套桌椅，甚至摆个舒服的沙发之类。询问旅舍经理后得知，这般“吝啬”的设计是为了鼓励人们走出个人的小空间，融入集体，共享生活。

**3.小结**

　在这次研学活动中，我们对青年旅舍、非营利组织有了更深入的了解，包括实践层次的内容，比如青年旅舍如何运作，如何体现产品特色，青年旅舍怎样整合资源……以及更深层次内容，关于青年旅舍的精神、其承载的社会性意义等。

DJH（巴州青年旅舍协会）作为非营利组织，得到国家、政府的大力支持。青年旅舍作为德国教育的补充，构成整个教育体系的一环,是整个教育产业、教学结构中的一份子。

　联系当下的高等教育，我得到一个启发：把非营利机构引入课本和课堂讨论，作为教学案例的补充。社会不只有营利公司，也有很多NPO在发挥作用。去全面地认识这些机构，给过于“功利主义”的教学注入一丝清风和人文关怀。

**德国青年旅舍研学活动见习总结**

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**1 Nature of Youth Hostel**

**1.1 NPO and Corporate Social Responsibility**

In our class,almost all the research and discussion objects refer to For-Profit organizations.In management field,non-profit organizations seem to be ignored.How do these organizations operate?How do they make money?What about their business model?

We have a misunderstanding of non-profit organizations,equating them with charity.We are more willing to study from profit organizations which are “more interesting”.In fact, *non-profit* doesn’t mean no margin in economic meaning, neither means lack of operating management.It’s a noun to define the nature of an organization, which indicate that they are not aiming to make profit.A non-profit organization need margin, but the money can only be used on sustainable development and solving social problem rather than given to shareholders.

Youth hostels have a clear identification of themselves ---- making profit is not their purpose and mission.Governments realize social ideals and solve social problems via youth hostels.It impressed me a lot that youth hostels undertake so much social responsibilities.They play an irreplaceable role in the whole society, especially in education industry.If hotels are born to serve tourism industry, then youth hostels are born to serve the society. Schools are formal education venues while youth hostels are informal venues for education,as additional “schools” to youth education ---- school outside school.Social benefit is the development core of youth hostels,rather than economic benefit.

**1.2 Diversified community-- a community without *fence***

In campaign *Inclusion in Youth Hostels*,the projects youth hostels offered were required to be suitable to all kinds of customers.So far from 2015, “Inclusion” has been a significance topic in Youth Hostels Manager Convention, Annual Meeting, Membership Convention and so on.The subculture groups and mainstream groups went through a process from exclusion,separation,to inclusion.The concepts of equality and diversification are advocated,no matter the age,gender,religion or whether handicapped.

Youth hostels show the humanistic care of handicapped people.There has elevator for handicapped people,even though the youth hostel only have three or four storey.There’s special access to the restaurant, which provide convenience for wheelchair users.And the rooms on ground floor are specially designed for handicapped customers.It’s a commodious room with an emergency alarm beside the door to call for help.Additionally,youth hostels also care the needs of children.For example,there’s a lower switch on the door so that young kids can open the door on their own without help.Chairs in restaurant are made of light materials and can be easily moved by kids.Youth hostels break the barriers and deliver the idea of multicultural community.The demands and benefits of all kinds of guests have been considered.

**2 Youth Hostel in Product aspect**

**2.1 Product Design**

How do youth hostels or DJH launch a new project?Firstly,Youth hostels design different projects for target groups,depending on their age,gender,educational background,development stage and other factors.It usually starts with pilot project,then it develops in the process and ultimately become a fixed structure and system.The first youth hostels with the theme of nature education was built in 1957,and youth hostels with the theme of culture education appeared successively.In 2003,DJH established education department in order to improve quality management system.

Before youth hostels have their own projects,it’s designed by teachers themselves.Some developed good projects but some made bad ones,which made it difficult to maintain good quality,while parents had to pay for it.Nowadays, projects designed by youth hostels all have a qualification criteria.

Youth hostels with different themes and features were developed,including culture,sport,nature education,exploration,health and so forth.During the trip,we visited Nuremberg Youth Hostel(historical education),Bad Tölz Youth Hostel(sport),Garmisch partenkirchen Youth Hostel(nature education)......Differ from the homogeneous phenomenon in hotel industry,these youth hostels distinguish themselves by combining locational conditions.

Product features reflect on sign system design.Bad Tölz Youth Hostel is famous for sport.Rooms in it have different colors:blue for water sport,gray for rock sport, green for grass sport and white for snow sport.In Nuremberg Youth Hostel,archaic outside surface should equip with advanced teaching facilities and instruments.Three walls work as an all-round multimedia screen,playing a video about a group of German teenagers visit historical sites and reflect on World War Ⅱ.During our visit in Wunsiedle Youth Hostel,we felt that every aspects were excellent enough,but the hostel manager told us that they would improve more details and they have already drawn up a three-year plan.Regarding youth hostel as a product, the foundation doesn’t mean mission finished.Products should update dynamical.In this process, feedback should be collected for improvement and producing new generation.

**2.2 Product Concepts Transmission**

Youth hostels deliver and promote the concept of sustainable development.Some of them purchase more expensive food materials which are produced by more responsible and fair manufacture company.Youth hostel support this kind of fair and sustainable concept through practical action.Youth hostels provide fresh and organic food,rather than over processed one.

In addition to this,youth hostels deliver a concept of sharing community.They offer an ideal space and guarantee safety of customers so that they can share experience while eating,exercising,playing,having meetings or relaxing.Every youth hostel designs and decorates their public space elaborately.Being a significant part of youth hostel,public space is as important as guest rooms. Tables and chairs are necessary elements in public space.Customers can order some drink in bistro and relax.Also it’s an ideal choice for study or group discussion.Meanwhile,for family guests,there has special room with children books or some facilities like indoor rock climbing or karaoke.Outdoor public space is composed of green grass,usually with slide,swing,teeterboard,Ping-Pong table or others on it. In Bayreuth youth hostel,we found that the facilities inside room were rather “scarce”.Except bed,cabinet,there was only a tiny desk for one person.The manager told us that they design this to advocate guests come out and entertain with each other,not just staying in their room.

**3.Conclusions**

After the school trip,we had a better understanding of youth hostels and non-profit organization.For example,we learnt about how the youth hostel operate,how the design reveal product features,how do youth hostels intergrate social resources......Moreover,we know something deeper about spirit and social meaning.

As a non-profit organization,DJH and youth hostels receive great support from nation and governments.This brings an inspiration in higher education:introduce non-profit organizations into textbooks and curricular,as an supplement to case study.Since NPOs are also playing important role in making a better world.Probably we should have a comprehensive understanding of these organizations and inject fresh blood and humanistic care to curricular.