



旅游
让城市生活更美好
Better City Life
through Tourism

WTOT WTOT WTOT WTOT WTOT

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WTOT WTOT WTOT 市场与合作 WTOT

WTOT Market and Cooperation WTOT



2015年第一季度 WTCF会员城市活动

布鲁塞尔

蒙斯市欧洲文化之都活动
预计2015年年初举办

蒙斯欧洲文化之都活动将组织100场各种大型文化活动，涉及戏剧、音乐、文学、时尚、美术等。

洛杉矶

洛杉矶艺博会

2015年1月14日至18日

洛杉矶艺博会创办于1995年，发展至今，已成为美国西部规模最大质量最高的艺博会。

巴黎

法国巴黎家具展

2015年1月23至27日

巴黎家具展将以分设众多主题馆的形式展出。

哥本哈根

哥本哈根国际服装博览会 (CIFF)

2015年2月12至15日

CIFF现成为了第一位欧洲时装周，一年两届，分别于每年2月、8月在丹麦哥本哈根展览中心举行。

开罗

2015年埃及第55届开罗纺织展

2015年3月9日开幕

该展是埃及第一纺织业盛会，每年两届，是国际展览联盟UFI认证的國際著名展会。

日内瓦

日内瓦国际汽车展

2015年3月

该车展是欧洲唯一每年举办的车展，在位于日内瓦机场附近的巴莱斯堡国际展览中心举行。

札幌

札幌冰雪节

2015年2月

该冰雪节每年吸引200万人次前往参观。

温哥华

温哥华市拟办烟花除夕倒数活动

2015年元旦

迎接2015年的跨年倒数晚会，晚6时于市中心普尔广场举行。

莫斯科

莫斯科国际旅游观光展览会 (MITT)

2015年3月19日至22日

MITT是世界排名前列的综合性旅游展览会，每年一届，得到了旅游行业专业人士的青睐。

里加

拉脱维亚里加国际休闲及体育用品展

2015年3月

该展会自1994年开始举办，在2011年的展会上，共有19个国家的304家公司参展。

首尔

首尔国际音乐比赛

2015年3月18日至3月29日

比赛的主旨是通过音乐促进国际文化交流，2015年第11届韩国首尔国际音乐比赛的对象是小提琴。

汉堡

汉堡国际旅游及野营车展览会

2015年2月4日至8日

REISEN是德国北部的重要旅游、野营车、户外活动用品展览会议。

ACTIVITIES OF WTCF CITY MEMBERS IN THE FIRST QUARTER OF 2015

Brussels

Mons European Capital of Culture 2015

At the beginning of 2015

The "Mons European Capital of Culture 2015" will organize 100 cultural activities including art forms like drama, music, literature, fashion and painting.

Los Angeles

Art Los Angeles Contemporary

January 14th to January 18th, 2015

Art Los Angeles Contemporary has developed into an art expo of the largest scale and highest quality in West US since its foundation in 1995.

Paris

International Furniture Fair of Paris

January 23th to January 27th, 2015

International Furniture Fair of Paris will be on display in the form of many theme pavilions.

Copenhagen

Copenhagen International Fashion Fair

February 12th to February 15th, 2015

CIFF is now the first European fashion fair with two sessions a year. It is held in Copenhagen Bella Center in February and August each year.

Cairo

The 55th Cairo Fashion & Tex

Open on March 9th, 2015

Cairo Fashion and Tex is the first and the only international exhibition specialized in textile industry in Egypt and is held twice a year. It is an approved event by UFI (The Global Association of The Exhibition Industry).

Geneva

Geneva Motor Show

March 2015

Geneva Motor Show is the only annual auto show held in Europe, which is located in Palexpo International Exhibition Center near Geneva Airport.

Sapporo

Sapporo Snow Festival

February 2015

The snow festival attracts about 2 million visitors each year.

Vancouver

Vancouver plans to hold the fireworks countdown activity on New Year's Eve of 2015

New Year's Eve of 2015

The New Year countdown party to welcome the year of 2015 will be held at 18:00 at Jack Poole Plaza.

Moscow

Moscow International Exhibition Travel & Tourism (MITT)

March 19th to March 22nd, 2015

MITT is a yearly comprehensive tourism exhibition ranking top of the world. It has won the favor of the travel industry professionals.

Riga

Latvia Riga International Leisure & Sports Supplies Exhibition

March 2015

The exhibition has begun since 1994 and 304 companies from 19 countries participated in the exhibition held in 2011.

Seoul

Seoul International Music Competition

March 18th to March 29th, 2015

This competition aims at promoting international culture exchanges through music. The theme for 2015 competition is violin.

Hamburg

REISEN Hamburg International Exhibition Tourism & Caravanning 2015

February 4th to February 8th, 2015

REISEN is an important tourism, caravanning and outdoor supplies exhibition in Northern Germany.

WORLD TOURISM CITY

世界旅游城市

2014年10月 总第3期

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在波斯

— ایشهریپ —

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阳光透过彩色玻璃
遗忘了时间
清真寺前女孩戴着面纱
时光定格在波斯历1393年
踏上美索不达米亚平原
寻找最后的净土

浓墨重彩 蓝韵土耳其10/11日

11月19日 12月03/06/13/17/24/31日

马汉航空首航推广价 ¥8999起

寻访一千零一夜 波斯瑰丽伊朗12日

12月27日

马汉航空首航推广价 ¥13999起

黑纱后的色彩 波斯印记伊朗8日

12月01/08/15/22/29日

马汉航空首航推广价 ¥9999起

爱在西元前 伊朗土耳其12日

12月27日

马汉航空首航推广价 ¥11999起

玫瑰与夜莺 伊朗自由行8日

12月01/08/15/22/29日

马汉航空首航推广价 ¥4999起

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聚焦

012 WTGF助力旅游城市发展

城市是旅游业发展的重要载体，旅游业是推动城市发展的重要产业，两者相互依存、相得益彰。当今世界，一座现代化的城市不但应当是宜居之城，也应是宜游之城；不仅是当地居民的幸福家园，也应成为游客向往的旅游乐园。秉承这样的理念，世界旅游城市联合会成立两年来，努力把握新机遇、迎接新挑战、搭建新平台，在促进会员城市分享旅游发展经验、增进合作与交流等方面发挥着越来越积极的作用，为旅游城市持续发展和旅游业健康发展注入了强劲动力，受到国际旅游业界的广泛关注。



018 新媒体应用 开拓对外传播旅游文化新途径

近年来，移动互联网和社交媒体发展方兴未艾，大数据、云计算、物联网等新一代互联网技术又映入眼帘，深刻地改变着人们的生活和生活方式。作为高度依赖信息传播的产业，在新媒体时代的变革下，旅游业的竞争格局和价值流动随着信息传播形态的改变，不断向个性化、智慧化转型。而“对外文化传播”是一个国家通过文化信息的展示与交流，获取他国对本国文化的认同，争取他国配合与支持的重要途径。随着科技的发展，新媒体应用已成为开拓对外传播旅游文化的新途径。

024 入境旅游发展趋势

入境游是一个国家旅游国际竞争力的重要体现，是旅游强国建设的重要指标。我国现在已经是全球入境旅游第三位的目的地，发展到了一个关键的时刻，既有着广阔的发展空间，也面临着呈现下降走势的问题。如果我们能找出症结所在，就可望从一个更高的层面上开始新一轮的发展，开始从世界旅游大国向世界旅游强国的新里程。



特别关注

030 峰会大事记

2014年9月4日上午，世界旅游城市联合会2014北京香山旅游峰会在北京丽维赛德酒店举行峰会开幕式。来自38个国家和地区的82个城市和44个旅游相关机构，共计126个会员单位的320多名代表共聚一堂。联合国副秘书长盖图先生和世界旅游组织、亚太旅游协会等国际旅游组织的代表，以及中国外交部、国家旅游局及北京市有关部门的领导出席了峰会开幕式。

034 峰会开幕式上的讲话摘要

世界旅游城市联合会2014北京香山旅游峰会的开幕式上，各位领导的讲话对联合会今后的发展和务实工作提出了明确的要求和指南。联合会秘书处整理汇编了这些讲话内容摘要，向联合会全体会员和机构成员以及旅游界的广大同仁提供这些必要的书面材料，以便全面熟悉联合会的服务宗旨和工作内容，共同参与联合会的建设和发展。

城记

042 摩洛哥和它的历史名城

一个天久地长，让人情致遐想的异域他乡；一个多重文明和平交叠，历史传承与现代风尚，人文元素汇集纷呈，值得人们亲历毕生到访的地方。

052 重庆 魔幻多面城

它是一座江城，嘉陵江在这里汇入长江穿城而过，孕育了浓郁的三峡文化；它也是一座山城，密集的楼群成片分布在山上，公路沿着山体的坡度起伏蜿蜒而行；它还是一座古老的城市，数百年历史十八梯储存着市井的记忆；它更是一座先锋艺术之城，中国最大的涂鸦街黄桷坪向世人展示着无与伦比的现代活力与激情……它就是重庆。或许，只有来到这座城市的人才能在众多标签之间，构筑一座专属于自己的魔幻多面城。

060 波士顿 美国古老的心脏

建于17世纪初的波士顿，是美国最古老的城市之一。当然，“古老”这个词似乎用来形容任何美国的事物都是不恰当的。但是，对于只有二百多年历史的美国来说，波士顿就是这个国家的见证者，它有着美国太多的第一次，包括美国独立战争的第一枪。如果说美国其他的现代化发达城市是美国的面容，那么，波士顿则是美国古老的心脏。

068 罗马 古典而浪漫的露天历史博物馆

罗马，一个充满传奇故事的地方，一个由时间和历史堆砌而成的城市，带给人们的是无限向往。这个在7个山丘上建造的小城无法用简单的几句话来概括，因为它曾是“世界帝国首都”，是一座创造过辉煌文明的古城。

076 里加 波罗的海灵魂城市

大多数游客对拉脱维亚首都里加的印象是从道加瓦河左岸观看到的雄伟的天际线。从老城中许多教堂的哥特式尖顶，你能够感受到这座城市悠久的历史。里加的历史最早可以追溯到12世纪，这里的建筑整体上自成一章，极具美感，令人赏心悦目。此外，里加还是波罗的海文化之都、美食之都、休闲之都……众多的标签，共同勾画出里加最本真的面貌——波罗的海灵魂城市。

082 伦敦 优雅的时光之旅

“若是你厌倦了伦敦，那就是厌倦了生活。”这是伦敦地铁交通图上赫然印着的一句经典名言，出自18世纪英国著名作家塞缪尔·约翰逊。在这位英国文坛大师看来，“伦敦有人生能赋予的一切”。世界上最好的大学，闻名于世的博物馆，庄严的白金汉宫，密布全城的公园，繁华的金融中心，惬意的英式下午茶，热闹的夜生活……这一切都构成了一个活色生香的伦敦，在这里可以找到任何你想要的东西。倘若一定要用一个词来形容这座城市，那就是“优雅”。





分享

090 开发宣传旅游目的地 17项必要的资源标准

一个旅游目的地的推广和发展，无论大小市场、大小企业，是需要区域内多重产业的广泛合作。旅游业的发展需要各方互动助推，依赖产品宣传推广和质量内容的提升。旅游企业更需要重视这些企业外部的旅游目的地资源条件的形象化推广和宣传，正是这些资源条件构成了客源旅游市场的产品内容。

096 旅游与文化资源的品牌化经营

我们生产什么，如何组织生产，如何经营使用共享资源，如何创造积累，如何实现效益，如何支配和使用积累。一切工农商贸及服务业，包括旅游业，即要明确什么是我们的商业盈利模式，并由此盈利模式之下，明确自身的运行模式，两者构成社会经济的制度和发展的模式。同时必须善于利用一切社会公共资源，创造其更大的价值，懂得资源的涵义，学会使用资源和发酵各种资源的潜在价值。



案例

102 旅游媒体的网络化转型 微观新浪网旅游频道社会化营销新尝试

当今，互联网对于中国各行业的发展都起着至关重要的作用。作为近几年迅猛发展的旅游行业，如何从传统的营销模式转型到以网络作为主要媒介，同时通过网络媒介和技术的渗入，引领全新的旅游消费模式和消费理念，这是现今很多互联网企业和旅游企业都在探索的方向。而在这一网络与旅游相结合的全新模式下，新浪网旅游频道正在通过新浪微博将这个营销模式逐步兴起并开展开来，日渐发展出在网络媒体结合下的全新的本地化、社会化、移动化的旅游营销方式。

108 众信旅游 引领出境游新风尚

众信旅游于1992年成立，到今天已经有20多年，一直从事中国公民出境旅游业务。从2011年到现在，众信旅游连续三年在全国百强旅行社当中排名前五名，尤其是今年的一月二十三号，众信旅游成为国内第一家在证交所A股上市的旅游旅行社。近日，《世界旅游城市》杂志就旅行社业如何应对出境旅游市场的变化，如何提高服务并适时创新产品，走访了众信旅游副总裁张磊先生。



旅途

114 丝绸之路拾遗

一条东西方文明的纽带，永远值得前行探索和回望的神秘和财富之路。

124 世界旅游城市联合会自媒体平台

世界旅游城市联合会自媒体平台是集互联网、移动媒体、社交媒体以及平面媒体等于一体的跨媒介、多终端的综合旅游推介营销服务平台，是联合会及会员单位资讯发布、产品推介、树立品牌的重要渠道，是游客获取资讯、社交分享、消费服务的权威平台。会员单位可通过自媒体平台发布官方、权威的城市旅游资讯信息，以视频、动画等等现代信息技术，多层次、多渠道展示各城市旅游景观、文化传承、风土人情、出行指南等旅游资讯。

132 新入会会员简介





FOCUS

016 WTCF ASSISTS IN THE DEVELOPMENT OF TOURISM CITIES

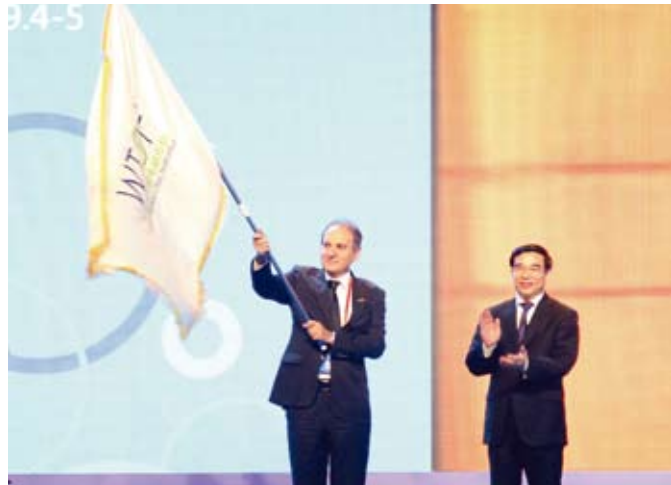
City is the important base of tourism development while tourism is an important sector that promotes the development of a city. The two are dependent on and enhance each other. Nowadays a modern city should not only be a city fit for living but also be a city fit for traveling. Aiming at making city local people's happy home and tourists' paradise, World Tourism Cities Federation has tried to take the advantage of new opportunities, meet new challenges, and build new platforms. It is playing a more and more active role in promoting experience sharing, cooperation and exchange among its members, injecting vigor into the sustainable development of tourism cities and the healthy development of tourism, and attracting great concern from international tourism circle.

020 NEW MEDIA: A NEW WAY IN THE COMMUNICATION OF TOURISM CULTURE

Recent years have witnessed the rapid development of mobile internet and social media. Words like big data, cloudcomputing and the internet of things keep jumping into our eyes and they have profound implications on the way we live and work. Under the revolution of new media and as a communication based industry, the competitive landscape and the flow of values are experiencing a shift to more individualized and intelligent model with the changes in the ways of information communication.

028 DEVELOPMENT TREND OF INBOUND TOURISM

Inbound tourism is one of the important indicators of national tourism competitiveness and capacity-building efforts. China has become the third inbound tourist destination globally and has entered a critical moment and there is enormous potential as well as challenge of a downturn in development. If the market slowdown has attracted enough attention and served as an alarm for the industry, we can take a far-reaching plan to identify the problems and initiate a new-round of development of a higher level to build China into a vibrant world tourist destination.



FEATURE

032 CHRONICLE OF WTCF

039 SPEECH EXCERPT ON THE OPENING CEREMONY OF THE SUMMIT

The remarks of the delegates on the opening ceremony of 2014 Beijing Fragrant Hills TourismSummit of World Tourism Cities Federation have put forward the concrete demands andguidelines for future development and work of the Federation.

CITIES

049 MOROCCO & ITS HISTORIC CITIES

057 CHONGQING: A CITY WITH MAGIC & MULTIPLE CHARACTERISTICS

065 BOSTON: HEART OF THE US

073 ROME: ROMANTIC OUTDOOR MUSEUM



079 RIGA: SOUL CITY OF BALTIC SEA

087 LONDON: A GRACEFUL CITY

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093 THE NECESSARY RESOURCES FOR A DESTINATION PROMOTION

100 BRAND MANAGEMENT OF TOURISM AND CULTURAL RESOURCES

What do we produce, how do we organize production, run and use shared resources, create and accumulate, and how to benefit, dominate and use the accumulations. When it comes to industry, agriculture, commerce and service, including tourism, our profit model for business must be clear, along with which it must be clear of the self-run mode, the two have constituted a social economic system and development mode. In the meantime, we should be good at using all social public resources to create more value, realize the connotation of resource and learn to make use of resources and explore the potential values of various resources.

CASE

106 THE TRANSFORMATION OF TOURISM MEDIA IN THE CONTEXT OF INTERNETITY

At present, internet is playing a vital role in various industries in China. Internet and tourism enterprises are exploring how to transform traditional marketing mode into a new one with internet as the main medium,which leads the trend of tourism consumption way and concept. With the combination of internet and tourism, Sina travel channel is creating a new marketing mode via Sina Weibo and gradually developing a brand new localized, socialized and mobile tourism marketing mode featuring network media.

112 UTOUR LEADING NEW FASHION OF OUTBOUND TOURISM

Beijing U'Tour International Travel Service Co., Ltd has been engaging in outbound tourism of Chinese citizens since its establishment in 1992. It has ranked one of the top five of one hundred travel agencies nationwide for 3 consecutive years since the year 2011. On January 23 of this year it became the first A-share listed travel agency in China. Recently, the magazine World Tourism City conducted an interview with Vice President of U'Tour Mr. Zhang Lei on how to cope with the change of the outbound tourism market and how they will improve services as well as innovate products in due time.

JOURNEY

121 THE SILK ROAD

Views along the Silk Road have been introduced a lot. The writer attempts to introduce more related contents and travel essentials at a different angle.

128 THE WORLD TOURISM CITIES FEDERATION'S WE MEDIA

134 INTRODUCTION TO NEWLY ENROLLED MEMBERS





WTCTF助力旅游城市发展

文 / 世界旅游城市联合会秘书长 宋宇

城市是旅游业发展的重要载体，旅游业是推动城市发展的重要产业，两者相互依存、相得益彰。当今世界，一座现代化的城市不但应当是宜居之城，也应是宜游之城；不仅是当地居民的幸福家园，也应成为游客向往的旅游乐园。秉承这样的理念，世界旅游城市联合会成立两年来，努力把握新机遇、迎接新挑战、搭建新平台，在促进会员城市分享旅游发展经验、增进合作与交流等方面发挥着越来越积极的作用，为旅游城市持续发展和旅游业健康发展注入了强劲动力，受到国际旅游业界的广泛关注。



联合会助力旅游城市发展

旅游业的加速发展，为联合会助力旅游城市发展创造了前所未有的重要机遇。

从世界旅游业的发展大势看，加快发展旅游业成为很多国家和地区的战略决策，特别是亚太地区旅游业保持强劲增长，旅游业发展重心逐步东移，为联合会同世界各国和地区开展旅游合作带来了新契机。

从中国旅游业的发展趋势看，中国旅游业积极应对全球经济危机的影响，出境旅游逆势大幅上扬，始终保持两位数的增长速度。2012年、2013年，中国公民出境游分别达8300万人次和9700万人次，成为世界第一大出境客源市场。2013年，中国以境外旅游消费1020亿美元超过美国和德国，成为世界第一旅游消费国，为全球旅游业的景气指数做出了贡献。预计今后5年，中国旅游市场规模将达2万亿美元，出境旅游将超过4亿人次，使全球对

中国旅游业的发展充满期待。中国国家主席习近平在2013年博鳌亚洲论坛开幕式上发表重要讲话时，郑重提出：中国将大力促进亚洲和世界发展繁荣。我们坚信，中国越发展，越能给世界旅游业带来发展机遇。

从联合会自身的发展形势看，它是世界上首个以城市为主体的国际旅游组织。我们高兴地看到，联合会的力量日益壮大，目前会员单位已经涵盖世界主要著名旅游城市，必将结出联合会自身与会员单位共同发展的“双赢”硕果。

挑战即机遇

机遇与挑战并存，希望与困难同在。我们在看到发展机遇的同时，更要看到前进道路上的挑战和困难。微博、微信、APP等新媒体的出现，使传统旅游方式受到挑战；世界旅游城市联合会的组织机构、运行机制和品牌打造，



还有待进一步完善；各会员单位特别是会员城市之间，存在的旅游业发展水平不一、执行管理标准不一等问题，已经成为加强合作交流、实现互利共赢的障碍；中国出境游市场表现出来的强劲态势，在给目的地城市带来利好经济效益的同时，也对跨越文化和习惯差异的接待服务能力提出了挑战。

中国有句俗语：“挑战即机遇，压力即动力”。意思是说，挑战和机遇、压力和动力是可以互相转化的，挑战的背后蕴藏着机遇，面临的挑战越大获得的机遇也越大。因此，只要我们团结一心、群策群力，充分尊重不同国家和地区的城市特色，不断创新交流合作机制，就没有克服不了的挑战和困难。

充分发挥平台优势

推动旅游城市建设和城市旅游发展，是联合会的使命所系、职责所在。联合会基于创立宗旨、发展定位和世界旅游业发展趋势，围绕“食、住、行、游、购、娱”旅游六要素，搭建了信息、学术、数据、活动、合作、培训“六大”新平台。我们更应抓住当下、着眼未来，立足和用好这个平台，大力推动旅游城市建设和发展。

充分发挥平台的交流合作优势。积极推进旅游国际和区

域合作，探索建立国际旅游合作机制，融入国际旅游市场体系，完善高层互访和对话机制，推进城市间经济、科技、文化、教育、体育、环境、城市管理全方位交流合作。

充分发挥平台的宣传推介优势。着力发挥联合会官方网站、移动互联客户端和微博、微信、APP等新媒体，以及《世界旅游城市》、《城市资讯》等专业性、时尚性杂志作用，推动会员城市旅游宣传向新媒体化、大数据化转变。

充分发挥平台的学术资源优势。通过发布年度《中国出境游市场分析》、创办联合会会刊、推送《会员资讯》，建立会员旅游城市数据库及世界旅游城市评价体系，制定《世界旅游城市服务标准》等途径，实现资源整合最优化、信息共享最大化。

充分发挥平台的人才培训优势。着眼培养高素质旅游从业人员，编制和落实初期、中期、远期人员培训规划，有针对性地培训各国选送的导游人员、青年学者和旅游行业高级管理人才，为世界旅游业发展提供强大的智力支持。

此次论坛以“WTCF助力旅游城市发展”为主题，聚焦旅游城市可持续发展问题，具有很强的现实意义。我相信，通过这次论坛，联合会自身的建设一定能够更进一步，世界旅游城市的发展一定能够更具活力，世界旅游业的未来一定能够更加美好！



WTCF Assists in the Development of Tourism Cities

City is the important base of tourism development while tourism is an important sector that promotes the development of a city. The two are dependent on and enhance each other. Nowadays a modern city should not only be a city fit for living but also be a city fit for traveling. Aiming at making city local people's happy home and tourists' paradise, World Tourism Cities Federation has tried to take the advantage of new opportunities, meet new challenges, and build new platforms. It is playing a more and more active role in promoting experience sharing, cooperation and exchange among its members, injecting vigor into the sustainable development of tourism cities and the healthy development of tourism, and attracting great concern from international tourism circle.



The rapid development of tourism industry has brought unprecedented opportunities for WTCF to assist in the development of tourism cities.

From the perspective of world tourism development, it has become the strategy of many countries and regions to accelerate the development of tourism. Tourism has maintained strong growth momentum especially in the Asian Pacific region and the eastward shift of the focus of tourism development has brought new opportunities for the cooperation in tourism between WTCF and different countries and regions.

From the perspective of tourism development in China, China's tourism industry has actively fought the global economic crisis and its outbound tourism has kept a

double-digit growth despite the influence of economic crisis. The number of Chinese outbound tourists in 2012 and 2013 reached 83 million and 97 million respectively, making China the largest outbound tourist market. In 2013, surpassing US and Germany, China became the largest consumer of outbound tourism with an expenditure of 102 billion US dollars and made a great contribution to global tourism industry. It is predicted that the value of Chinese tourism market will reach 2 trillion US dollars and the number of Chinese outbound tourists will surpass 400 million in the next five years, making the world filled with expectation towards China. Chinese president Xi Jinping asserted in his speech at the opening ceremony of Boao Forum in 2013: China will vigorously promote development and prosperity in both Asia and the world. The more China

grows itself, the more development opportunities it will create for the rest of Asia and the world.

From the perspective of WTCF's own development, as the first international tourism organization for cities, WTCF is growing stronger day by day and its present members cover main world famous tourism cities and a win-win situation for both WTCF and its members will be realized.

Challenge is opportunity

Opportunity and challenge coexist. So do hope and difficulty. We should not only hold out hope for development opportunities but also see the challenges and difficulties. With the availability of new media like microblog, Wechat and APP, traditional tourism mode is being challenged. The organizations, operation mechanism and brand building of WTCF need to be improved. Problems like different development levels and management standards have become barriers to the communication and mutual benefit between WTCF members, especially its city members. The rapid growth in China's outbound tourism market has brought economic benefits as well as challenges in intercultural communication to tourism cities.

A Chinese saying goes that challenge is opportunity and pressure is motivation. That is to say challenge and opportunity, and pressure and motivation are interchangeable. Challenges contain opportunities, and the greater a challenge is, the greater an opportunity is. Therefore, so long as we unite together, bring the initiative of each side into full play, respect the differences in other countries and regions, and keep on innovating new mechanism for exchange and cooperation, there is no difficulty we cannot solve.

Make full use of the platform of WTCF

To promote the construction of tourism cities and the development of urban tourism is the objective of WTCF. WTCF has built six new platforms of information, academia, data, activity, cooperation and training on eating, living, transporting, traveling, shopping and entertaining based on its targets, development orientation, and world tourism development trends. We should make full use of the platform of WTCF to propel the construction and development of tourism cities.

We should make full use of the advantage of WTCF as a promotion platform to make the tourism campaign of its city members rely more on new media and big data by using new media like WTCF's official website, mobile internet, microblog, Wechat, APP and specialized fashion magazines like World Tourism City and World Tourism Cities Monthly.

We should make full use of the advantage of WTCF as an academic platform to build the database of its city members and world tourism city evaluation system by publishing annual Market Research on Chinese Outbound Tourism, journals and Member Information, and set up World Tourism Cities Service Standards to best integrate resources and share information.

We should make full use of the advantage of WTCF as a talent training platform to cultivate high-quality tourism personnel, formulate and implement training programs of different time periods, and carry out training targeted at guides, young scholars and senior tourism management personnel selected by different countries, and provide strong intellectual support for world tourism development.

With "WTCTF Assists in the Development of Tourism Cities" as its theme, this forum focuses on the sustainable development of tourism cities and has a great realistic meaning. I believe WTCF will further improve itself, the vigor for development of world tourism cities will be enhanced, and the future of world tourism will be better through this forum.



新媒体应用 开拓对外传播旅游文化新途径

文 / WTCF副秘书长、媒体分会会长、中国日报社副总编辑 曲莹璞

近年来，移动互联网和社交媒体发展方兴未艾，大数据、云计算、物联网等新一代互联网技术又映入眼帘，深刻地改变着人们的生活和工作方式。作为高度依赖信息传播的产业，在新媒体时代的变革下，旅游业的竞争格局和价值流动随着信息传播形态的改变，不断向个性化、智慧化转型。而“对外文化传播”是一个国家通过文化信息的展示与交流，获取他国对本国文化的认同，争取他国配合与支持的重要途径。随着科技的发展，新媒体应用已成为开拓对外传播旅游文化的新途径。



对外文化传播塑造国家形象

在国际传播的发展进程中，文化交流与政治、经济互动，始终占据着重要的地位。“对外文化传播”是一个国家通过文化信息的展示与交流，获取他国对本国文化的认同，争取他国配合与支持的重要途径。文化的内涵代表了国家的软实力，随着文化因素在国际事务中影响越来越

大，通过对外文化传播来塑造国家形象备受重视。文化传播与交流虽然不能消除各种冲突和战争，但它可以像润滑剂一样有助于消除国与国之间的误读、误解与偏见。通过旅游这样一种形式，一方面民间交流增多，使民众之间加深了解与沟通，另一方面也可以缓和某些紧张的国际气氛，有助于国际事务的妥善处理。

当今世界传媒技术与手段的迅猛发展，突破了文化传播的区域性与国界性的限制，国际文化传播使各民族、各地区间的文化相互交融，相互影响，通过传播文化实现人与人和国与国之间的直接沟通，国际传播在总体上促进各民族文化，在撞击中融合，在冲突中发展，它对国际间的政治影响表现出举足轻重的作用。

新媒体新技术触发旅游业智慧转型

2014年，是中国接入国际互联网的第20个年头。20年来，以互联网为代表的信息技术日新月异，以前所未有的深度和广度推动着经济社会的发展与变革。特别是近年来，移动互联网和社交媒体发展方兴未艾，大数据、云计算、物联网等新一代互联网技术又映入眼帘，深刻地改变着人们的生活和工作方式。作为高度依赖信息传播的产业，在新媒体变革的时代背景下，旅游业的竞争格局和价值流动随着信息传播形态的改变，不断向个性化、智慧化转型。

2014年上半年，美国用户通过移动设备访问旅游网站的用户比例为58%，然而在英国这一比例高达69%，在使用智能手机预定过旅游服务的旅行者中，有十分之七的人会在未来一年内再次使用智能手机预订，23%拥有智能手机的旅行者表示可能会在接下来的一年内使用智能手机

进行预订。而在中国，已有近四成游客将在2014年使用手机客户端预订旅游服务，相比一年前增长了十倍。传统和在线旅游服务商都全面发力移动端，旅程分享、目的地导览、途中服务等移动端服务模式不断涌现。现在用户已经可以通过众多媒介平台进行旅程的规划、预定、结算及分享。从而用更低的成本获得更好的旅游体验，充分享受新媒体在旅游产业带来的变革红利。

传统旅游行业拥抱新媒体之变

在数字媒体发展的大背景下，各国家和旅游城市纷纷开始重视新媒体在旅游中的运用。2009年，澳大利亚昆士兰旅游局和YouTube合作策划的“世上最好的工作”招聘网站，在全球招聘大堡礁看护员，掀起的轰动效应成为新媒体旅游营销的一个经典案例。通过制造话题，充分调动媒体热情开展病毒式传播，在世界范围内有效推广了大堡礁的知名度与美誉度，最终促进了整个昆士兰旅游业大跨步发展。

2011年底，瑞典为了推广国家形象，吸引更多的游客，也曾发起“瑞典监护人”计划。在此次创新型活动中，每个瑞典公民都可以申请成为瑞典政府官方Twitter账号的管理员，用官方账号发表自己对于瑞典的看法，向



世界各地的网友展示自己眼中的瑞典，这极大地吸引了各国游客的关注。

洛杉矶为了开拓中国游客市场，更是推出“China-ready”（你好，中国）计划，包括搭建中文网站等一系列新媒体计划。

今年以来，许多国家的旅游局为了吸引中国游客的关注，不断突破尝试，纷纷进行“微”旅游宣传，建立官方微信、微博、Instagram账号，拍摄微电影，与视频网站及新浪微博等社交网站合作推广；同时一些国内旅游城市还开设运营了脸谱、推特官方账号，专门吸引海外用户的关注。

旅行者信息获取和消费行为发生着巨大的变化

在新的数字媒体时代，旅行者信息获取和消费行为也发生着巨大的变化。随着智能手机和平板设备的迅速普及，过去游客通过互联网主要进行的是旅游前的信息获取、在线预订和旅游后分享，而现在，只要你有一台智能手机，不仅可以随时随地了解旅游目的地的资讯、攻略、导览及用户评价，还可以通过简单的几个步骤就完成航班、酒店、门票等旅游产品的预定和支付，更可以即时租车、打车、查询最优路线，通过随身翻译应用克服语言障碍进行跨语种跨文化交流，借助智能3D导游应用，实时了解所在各景点的背景及特色，并在旅途中，随时进行分享点评互动等。

极其丰富而便捷的旅游移动应用从不同层面和维度对整个旅游产业进行服务细分和信息重组，使旅行者获取和解读旅游信息的成本大大降低，从而成为信息的整合者及创作者。UCG已经成为旅行者们最热衷的形式，而从移动产品和专业网站、社区获取的“驴友”攻略和碎片化阅读信息逐渐成为年轻一代旅行者的重要决策参考。与此同时，个性化、定制化和创新性的旅游产品和服务将逐渐成为他们的首选。

新媒体带来的旅游文化展示新途径

随着科技的发展，触摸屏、虚拟现实、幻影成像、全息影像、互动投影、互联网电视等技术及产品进一步成熟，最终成为旅游文化魅力完美呈现的物理载体。一方面它们是旅游文化的展示平台，另一方面也是游客与旅游文化深入接触、亲密互动的有效途径。

过去，一提到中国，外国游客能想到的就是“熊猫”、“功夫”、“长城”、“故宫”，对中国广袤的地理景色，博大精深的多样文化知之甚少，他们手头能拿到的宣传材料也是为数不多的几幅照片、几部宣传片。现

在，只要动一动手指，源源不断的各种信息扑面而来，除了海量的图文、音频、视频内容外，制作精美的互动产品更让人身临其境，乐在其中。通过“指尖上的中国”让海外游客充分的体验到了中国文化的魅力。这些都是新媒体带来的文化展示新契机。

新媒体展示成功提高在线交易量

与此同时，旅游产品的在线购买，支付与专业旅游资讯、服务相结合，又促进了旅游全产业链的贯通。世界旅游组织预测报告称，2014年国际游客人数将增加4%—4.5%。我们常说，“跨越国境的民众往来是国家对话的基础”，对国家如此，对城市亦是如此，如何将这部分人群转化为固定的城市文化、城市旅游的宣传大使，是保持旅游城市活力与发展的重要基础。

2013年，全球第一大旅游在线网站Priceline全年预订量为392亿美元，其中85%的预订量（333亿美元）来自国际市场，可见国际旅游市场的潜力之大。对于各个旅游城市、旅游企业来说，通过与新媒体联手开拓推广渠道，以及线上线下相结合的营销手段，有效放大了旅游产业各方环节的资源优势。



中国日报重塑新媒体传播渠道

谈到新媒体传播渠道的重塑，这里我讲个小例子。20多年前我毕业进入中国日报工作，当时做夜班编辑都是传统排版，我想开创一种全新的图文表达模式，但没有现在智能方便的编辑软件，只能一个字一个字的扒，一个模块一个模块的拼，印厂的师傅每次看我来都头疼，以至于有一次我为了排好一个版面把手掌划伤，鲜血流了一地。老报人一定都有感触，那时想做国际传播非常不容易，就在那样条件下，重要的信息、数据要在短时间内代表国家官方媒体第一时间发布到美洲、非洲、大洋洲等各国去是要花大力气的，搞国际发行十分艰难，覆盖区域非常有限。

经过三十多年的发展，现在中国日报已成为一个全媒体集团。其中国日报网是全球网民获取英文中国资讯的首选网络渠道，拥有全国最具规模的英语网络采编团队，英文网日均页面访问量和独立用户数均为全国网络媒体之最。近些年来，我们在移动新媒体领域的国际传播影响力也持续增强，中国日报网移动资讯产品注册用户超过380万，覆盖15个语种、近180个国家和地区人群，高居国内媒体之首。

经过与各国使馆及官方旅游局的密切合作，在旅游新媒体领域，中国日报网打造的旅游平台“爱出国”，专注中国出境旅游市场信息服务的精准定位；汇聚旅行社出境游精品线路以及各方出境旅游达人旅行经验，它的信息容量和规模以及信息源的权威性在目前中国境内的旅游网站

中独树一帜。“爱出国”同时采用多屏加视频为特色的全媒体内容，策划并推出《大使带你全球GO》真人旅游体验节目，由各国驻华大使亲自推荐本国行程，在各个手机、PC、Pad、电视和其他应用屏幕上均可收看。目前已有几十个国家和地区进行了深度参与合作。另外，中国日报“爱出国”还自主研发了“聚合搜索传播平台”在这里，汇集用户可以编译翻阅到中外旅行的丰富信息。今年我们将推出“中国旅行者最佳出境旅游目的地”盛大评选活动，中国日报网期待与WTCTF旅游相关机构的通力合作。

合作与共享

如今，WTCTF其它兄弟媒体单位、会员单位也都在进行着数字媒体的蜕变，在这个大潮中，新媒体赋予人们话语权、传播力，增强了公开性、透明度和创造性，文化生产与传播也从来没有像今天这样丰富、多元、及时和生动。

为了更好地迎接旅游业的时代变革，我认为传统媒体、新闻网站、旅游电商和旅行社应当携起手来，整合各方优势资源，形成产业合力，以新媒体手段为依托，利用新媒体、新技术的传播优势和形式丰富、互动性强、覆盖率高的优点，从旅游资讯生产模式、旅游文化传播模式、旅游信息共享和渠道拓展模式、旅游产品个性化模式、用户体验模式等全产业链条上进行协同，突破和创新，在全球旅游者和旅游业界之间架起全新的互动交流平台，形成全方位、多平台、立体化的旅游资源文化传播和体验格局。

New Media: A New Way in the Communication of Tourism Culture

Recent years have witnessed the rapid development of mobile internet and social media. Words like big data, cloud computing and the internet of things keep jumping into our eyes and they have profound implications on the way we live and work. Under the revolution of new media and as a communication based industry, the competitive landscape and the flow of values are experiencing a shift to more individualized and intelligent model with the changes in the ways of information communication.



The role of cultural communication in the shape of national image

Cultural exchange and its interaction with politics and economy consistently play an important role in the development of international communication. "Cultural exchange" is an important way for a country to gain other nations' identification and win their coordination and support. The dramatic development of contemporary communication technology and methods has surmounted the national boundary and enables the civilizations of

various nationalities and regions to integrate and exert influence on each other. Cultural exchange makes it possible for peoples and nations to have direct exchanges and enables their national cultures to develop through cultural conflict and it plays a significant role in international politics.

Smart shift in tourism triggered by new media and technology

2014 marks the 20th year since china has connected into the world internet. Over the past 20 years, the fast changing

information technology represented by the internet has been pushing forward the economic and social development in unprecedented scope and depth. Especially in recent years, the mobile internet and social media are in full swing and the new generation of technologies such as big data, cloud computing and the internet of things have far-reaching impact on people's lives and working styles. Under the revolution of new media and as a communication based industry, the competitive landscape and the flow of values are experiencing a shift to more individualized and intelligent model with the changes in the ways of information communication.

Traditional tourism industry facing new media changes

Under the context of digital media development, various nations and tourist destinations begin to attach great importance to the role of new media in tourism. Starting this year, tourism authorities of multiple countries have adopted new ways like Wechat, MicroBlog, Instagram, or working with video or social websites to the attract the attention of Chinese tourists. Meanwhile, some domestic tourist cities have launched Facebook or Twitter for overseas tourists.

Considerable changes in the way tourists obtain information and spend money

In this digital media age, there are significant changes in the way tourists get information and spend money. In the past, tourists logged on the internet to obtain information and had online booking before they set off and shared their experiences after the travel, however, nowadays thanks to the widespread use of smart phones and tablet devices, people can get any information about the destination at any time and can take several steps to book and pay for the flight, hotel rooms and admission tickets.

New media enabling new ways to showcase tourism culture

Thanks to the development of technology, products like touch screen, virtual reality and internet TV have served as the physical media to showcase the tourism culture. On one hand, they serve as a channel to present tourism culture; on the other hand, they become effective ways for tourists to be engaged in the culture.

New media help increase online trading volumes

At the same time, online order and pay of tourist products with professional information and services for tourists help form an entire tourism industry chain. According to

the forecast of World Tourism Organization, the number of international tourists in 2014 will increase by 4% or 4.5%. It's often said that cross border people to people exchange is the foundation for dialogue between countries. It's true to cities as well, and how to make those tourists become the ambassadors for promoting city culture and tourism is critical to maintaining the vitality and development of tourist cities.

China Daily's role in reshaping the new media

After three decades of development, China Daily has become an inclusive media corporation. The China Daily Website is the priority choice among other English websites for global netizens to read news about China and it has the largest group of English journalists and editors nationwide and its daily visits and independent users also top the national internet media. In recent years, its influence in terms of new mobile media in international communication has also improved and more than 3.8 million users have registered the mobile news of China Daily website in 15 languages and nearly 180 countries and regions have been covered which also lead the domestic media.

Coordination and sharing

To better cope with the revolution in tourism industry, traditional media, news websites, electronic business of tourism and travel agencies shall work together to integrate their respective advantages and form industrial synergy. We shall fully exploit the advantages of strong interaction capacity and broad coverage of new media so as to form a new platform to enable global tourists and tourism industry to interact by making new breakthroughs and innovations in terms of tourism information distribution and sharing, customized products for tourists and experience-oriented tourism.



入境旅游发展趋势

文 / 联合国世界旅游组织（UNWTO）旅游专家委员会委员 徐汎

入境游是一个国家旅游国际竞争力的重要体现，是旅游强国建设的重要指标。我国现在已经是全球入境旅游第三位的目的地，发展到了一个关键的时刻，既有着广阔的发展空间，也面临着呈现下降走势的问题。如果我们能找出症结所在，就可望从一个更高的层面上开始新一轮的发展，开始从世界旅游大国向世界旅游强国的新里程。



从旅游经济到访客经济

中国的入境旅游从上个世纪80年代有了一个飞速的发展，从1978年到1988年，入境游客从180万增长到3169万。上世纪90年代仍然保持着两位数的年均增长幅度。但是，进入新世纪以后，发展的速度开始放缓，尤其是近几年开始呈现下降的走势。当然，总的来说，随着市场基数的增大，市场增速放缓，是一个基本的态势。按照UNWTO的统计，中国现在已经是全球入境旅游第三位的目的地，但仍然还有发展的空间。目前这种状况，有外部的因素也有内部的因素，有长远的因素也有短期的因素，而我们能做的、可做的就是通过自身的努力来改变目前的状况。

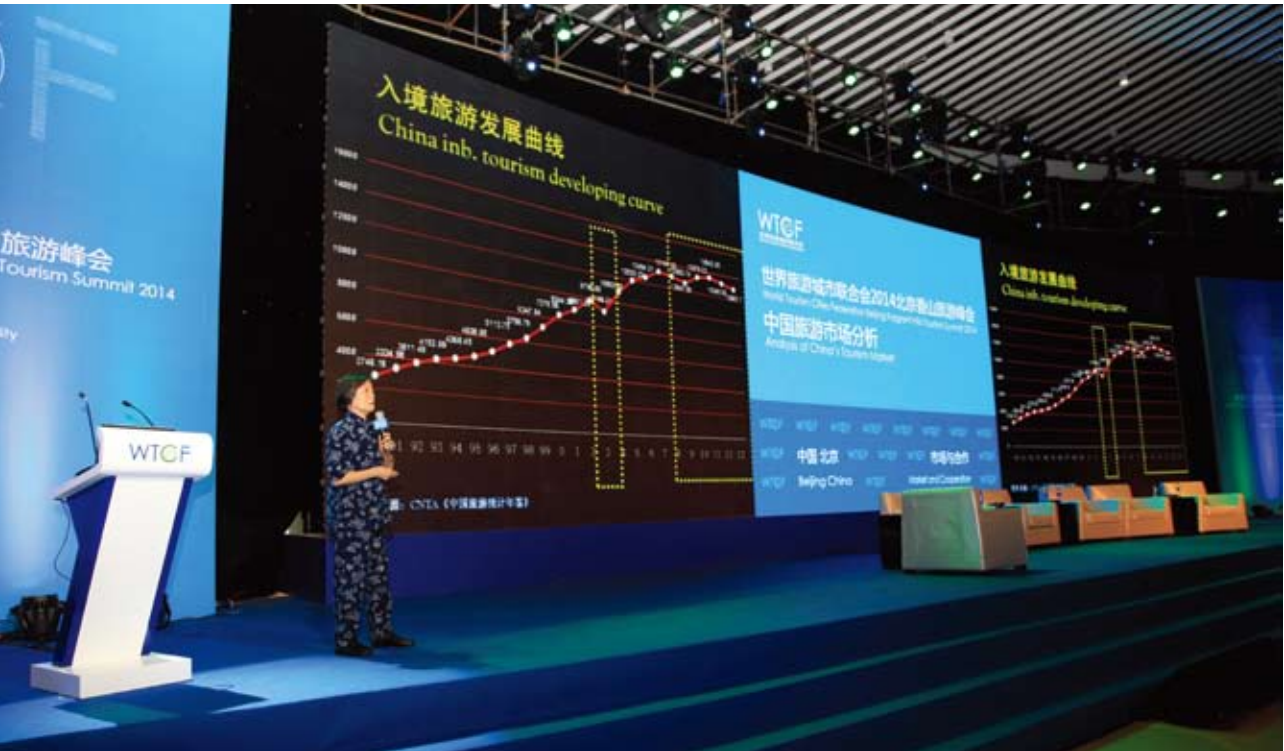
旅游经济发展到今天，已经有了更广阔的领域，从旅游经济(Tourism Economy)到访客经济(Visitor Economy)，市场更加社会化、更加宽泛化。我们所说的旅游经济，主要是观光旅游、度假旅游，当然也包括探亲访友、商务旅行。而访客经济的面更宽，商务旅行、探亲访友者、第二家园度假、康体旅游，当然也包括观光旅游、度假旅游。比较停留时间，旅游者到一个地方旅游的停留时间比较短，而作为各种目的来到这个城市的人们，停留时间可能会相对比较长；比较再放率，旅游者多是一个地方一个地方的走，再访率相对低一点，而商务旅行、

探亲访友者的再访率会比较高；比较购买方式，旅游者多为预定式的购买，而到访客的购买行为则随意性比较强，我需要去就去了；比较消费范围，旅游者到一个地方的消费，就是我们平常说的旅游的六大要素(行、游、住、食、游、购、娱)，而可能出于各种目的来到这个城市的人们，往往很快就融入到人流当中，融入整个城市的现代服务业和消费当中，所以他消费的范围比旅游消费更宽泛。从这一点来看我们熟悉的旅游市场，就会发现这个市场确实是在发生着很大的变化。

譬如体验旅游(Authentic Tourism)，英文字面是真实旅游，内涵是指体验旅游。再譬如Retail Tourism，购物旅游，为什么不是shopping。还有美食旅游，运动旅游，康体旅游，从需求到供给到整个产业的运营模式都在发生着越来越多的变化。还有一些新趋势，如祖孙一起旅游，爷爷奶奶带着孙子孙女一起去旅游，爸爸妈妈则忙于工作。还有第二家园旅游，定期到一个地方生活一段时间。这些都反映到旅游经济到访客经济转变中各个细分市场的变化。

进入体验经济的时代

我们来细看一下体验旅游。当服务经济发展到极至之后就进入了体验经济的时代。对于体验旅游者来



说，最重要的是什么？是真实，所以英文(Autheatic Tourist)直译是真实旅游。经历型旅游者的特点，他们旅游是要经历原始的，没有掺假的，没有经过中介渲染的震撼，因此真实性正在成为越来越多旅游者选择目的地时重要的甚至是首要的因素。他们会避开旅游者相对集中的地方，去那些还没有被破坏的、没有被触及的地方，他们期待新的经历，要求去掉游客的标签，别把我当游客，而是与当地人有真正的深入的接触。他们能够熟练的安排自己的旅行计划，能够预定各种服务，要求高质量的经历和服务，追求一种非物质的真实的深度的经历，比如各种各样的学习等等。他们主要是为了充实自己，丰富自己的人生经历，满足自己的心理需求。新一代旅游者的行为记忆概率是，听(譬如导游讲解)，能记住10%；看(譬如导游书、指示牌、博物馆的说明词)，能记住30%；看(视野所及看到种种)，能记住50%；做(旅游中亲身做的事情)，能记住90%。

以自己真正参与其中的经历为主的人，更要求和当地居民的一种互动。从这个角度上，旅游的主位正在发生变化。过去，旅游的主体更多是旅游者，因为旅游者花钱购买，他的游走形成客流，带动物流、信息流、资金流。今天，由于体验旅游的发展，当地的居民越来越多的进入我们旅游的范围，成为旅游的主体之一。过去，旅游者是买方，当地居民是卖方。今天，旅游者是客人，当地居民是主人。从买卖的关系到主客的关系，其中发生了很大的变化。主客互动，成为旅游的重要内容。我们再看旅游市场的主体，旅游者和当地居民应该是均衡的。我在江南的苏州古城附近很短的古老运河乘小船，没有导游，就是当地的阿婆一边摇船，一边用软软吴语唱当地的民歌，历数12个月中，一月开什么花，二月开什么花……我感觉到比导游讲解这条河的历史更有味道，更多的感受到当地的民俗、风情，一种非常贴近生活的感受。在许多旅游地，都可以看到那些退休族身上背着相机甚至长焦相机，在那里摄影、品评，这也是当地的一条风景线。在拉萨，看到藏族人民在那里默默的慢慢的非常虔诚的转经，给我们这些来自于都市的，在繁忙的世界中匆匆奔波的人带来心灵的抚慰。

我们越来越难以区别这些人是当地的居民，还是外来的游客，他是旅游的主体还是旅游的资源，我想都是。最近，有一个西安至霍尔果斯的骑自行车旅游，一队人从西安骑往霍尔果斯，到嘉峪关时，一位在上海工作的德国女教师加入车队，到乌鲁木齐，当地的市民也加入车队，车队里游客学维吾尔族语、哈萨克语，还有讲德语的，讲英

语的，我们怎么去区分这里面谁是外来游客谁是当地居民呢？从某种意义上讲，最好的境界是游客即居民，居民即游客，游客与居民和谐相处，带来一个深度体验、真实体验的社会大环境，也是旅游的大环境。

从供给管理转向需求管理

在浮躁的、匆忙的、高速旋转的社会中，人们期待着放慢速度，慢生活、慢城市、慢旅游、慢度假正在越来越多的进入更多消费者的视野。在旅游的各个环节中，我们都可以做出“慢”的文章，譬如意大利人提倡6M的慢餐文化，即精致的美食(Meal)，精美的菜单(Menu)，优美的音乐(Music)，优雅的礼仪(Manner)，温馨的气氛(Mood)，愉悦的会面(Meeting)。旅途中的用餐，不仅仅是为了吃饱，而是在这个过程中深入的了解当地的饮食文化，其背后所隐含的当地的人文环境、历史因素等，达到一种人与人的交往。美食文化，也是一种修养，是走向世

界领会世界的一部分。体验型经历者要“带着灵魂去旅游”。古老的印第安民族、犹太人，在游走的过程中，走几天后会停下来，别人说你干什么呢？他会说我在等灵魂。当下的生活太快了，人们在慢旅行的过程中，找回自己的灵魂，在发现世界的过程中，找回真实的自我。我们要给大家提供的就是这种能够带着灵魂去旅游的环境。

现在，旅游者正在掌握旅游对话的大部分。现在的消费者既是旅游者也可以是写作者，是评论者，他对有兴趣的地方做记录、审视，在微博微信上传递各种各样的信息。品牌的所有权和消费者的话语权几乎相等。因此，我们已经进入了一个用户创造内容(user-generated content)的时代，这给我们的旅游企业和旅游行业带来新的挑战 and 课题。

网络世界从以计算机为基础的互联网时代发展到以移动手机为基础的移动互联网时代，即从E时代到U时代，我们又进入一个共同组织生产的时代。现在的旅游者可以

通过手机通过网络提出对旅游产品的具体需求。原来由旅游企业制造的标准化的旅游产品，诸如多少天的行程什么样的线图，不够了。消费者更多是我要这个要那个，自己拣选产品，你给我组合，给我包装。这样，消费者和供应商双向参与旅游产品的制作过程，旅游产业正在从供给管理转向需求管理。

实际上，市场是多变的，市场的变化和消费者的变化往往会超出我们的预想。在这种情况下我们要想赢得市场，最重要的是要掌握市场。从访客经济到体验经济，到消费者制造内容，到供需双方共同组织生产，在这些趋势中，我们看到了旅游主体的社会化，看到了旅游资源的社会化，也看到了旅游服务的社会化。消费者越来越多元的需求、越来越个性的需求，期待我们的旅游企业能够提供更加宽泛的、更加灵活的、更加精准的服务。从这个意义上说，我们唯有搭住市场的脉搏、把握市场的变化、适应市场的变化，才能够赢得市场。



Development Trend of Inbound Tourism

Inbound tourism is one of the important indicators of national tourism competitiveness and capacity-building efforts. China has become the third inbound tourist destination globally and has entered a critical moment and there is enormous potential as well as challenge of a downturn in development. If the market slowdown has attracted enough attention and served as an alarm for the industry, we can take a far-reaching plan to identify the problems and initiate a new-round of development of a higher level to build China into a vibrant world tourist destination.

From tourism economy to visitor economy

The tourism economy today has transformed into visitor economy with a more socialized and extensive market. The tourism economy refers to tours for sight-seeing and vacation as well as visiting families or doing business. Whereas visitor economy has a broader scope which also covers second homeland vacation tourism or health tourism. As for the time spent in a certain city, travelers tend to

spend less time in a particular destination than people who come to the city for other purposes; as for the revisiting rate, people involved in business travel or family reunion are more likely to visit the city again than ordinary tourists who travel from one spot to another; as far as purchasing habit is concerned, travelers tend to have plans about what goods to purchase, whereas people for family reunion just buy things they need; as for money-spending habits, tourists

spend money on traffic, accommodations, admission tickets, souvenirs and entertainment, however, people for other purposes are deeply involved in the city life and thus they spend money on more things. From the above perspective, the tourism market we are familiar with is evolving in a significant way.

For example authentic tourism is actually experience-based tourism. Another example is that we use retail tourism instead of shopping tourism. There are also other examples like cuisine tourism and sports tourism which demonstrate dramatic changes in the entire industrial operation model including the demand and supply chain.

Time for authentic economy

Let us take a closer look at Authentic Tourism. Authentic economy is the most developed stage of service economy. What matters most for the authentic tourism? It's authentic. The most unusual feature in experience-oriented tourism is the original and unexploited tour spot highlighted by more and more tourists. They expect to get deeply involved with local residents to have hands-on experiences not as a tourist but as a local people. They can develop their own travelling agendas and book quality services and experiences of various kinds in pursuit of impressive, genuine and non-



material feelings. Their main goal is to gain life experiences and satisfy their spiritual needs.

It makes us more and more difficult to distinguish tourists from local residents. In my view, tourists are both the subject and object of tourism. From certain perspectives, the best way for tourists to have direct and first-hand experience is to create harmony between tourists and residents.

From supply-oriented management to demand-driven management

The world of internet is evolving from computer-based network to a mobile internet age characterized by mobile phones, meaning a transformation from E time to U time. For us, we have entered an age of collective production. Nowadays, tourists can put forward specific demands for their tours by using their mobile phones, which means that the standardized products designed by the travel agencies cannot fully meet tourists' demands. Tourists prefer products specifically designed to satisfy their needs. The engagement of tourists in the development of tour products prompts a shift from supply-oriented management to demand-driven management for the tourism industry.

In fact, the market and consumers are changing all the time which are often unpredictable for us. Under such circumstances, we need to master the market in order to stand out in the competition. From visitor economy to authentic economy, then to consumer-designed content and collective production, we find out a socialized tendency of tourists and tourism materials as well as services. There are increasingly more individualized and varied demands of consumers for more extensive, flexible and adequate services by travel corporations. In this sense, we have to master and get adapted to the changes of the market so as to win.



峰会大事记

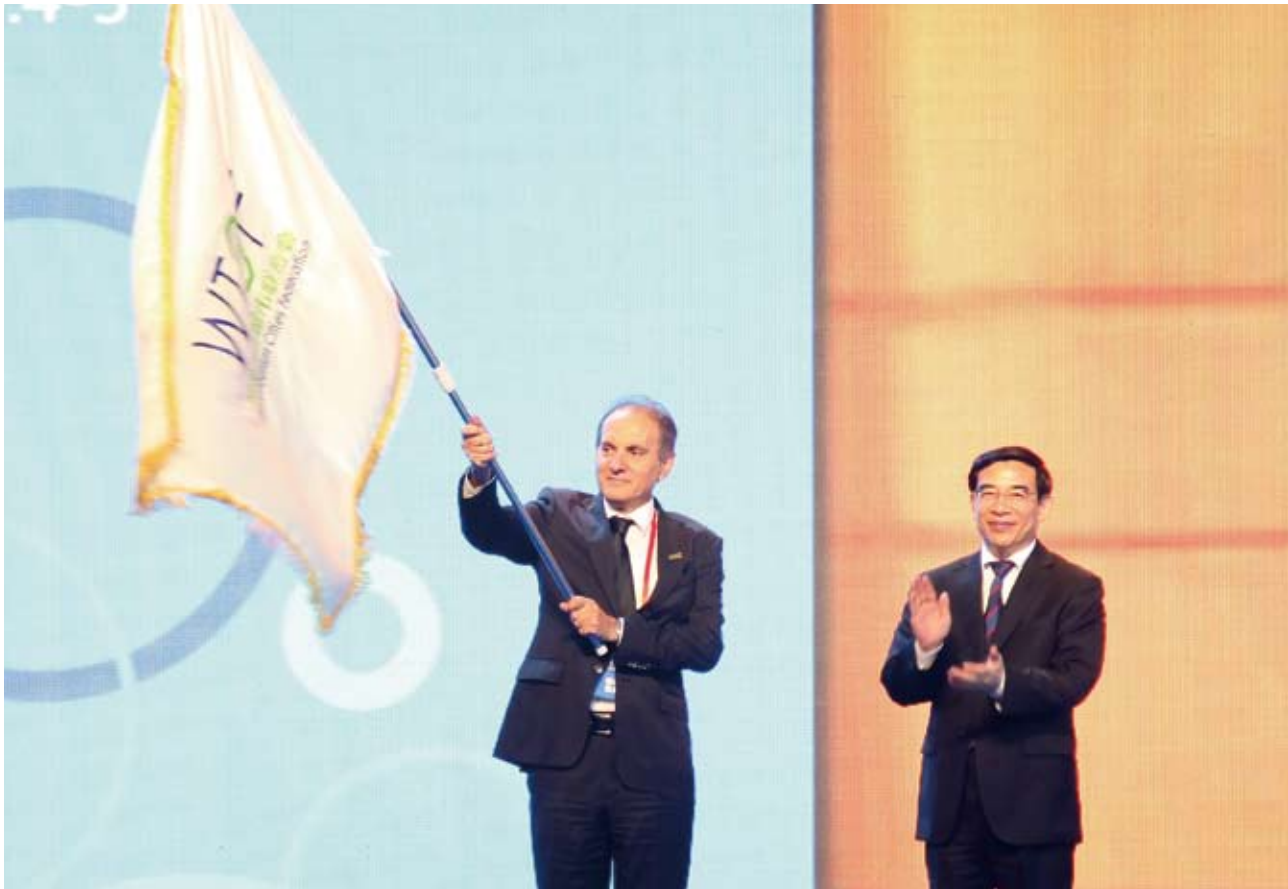
2014年9月4日上午，世界旅游城市联合会2014北京香山旅游峰会在北京丽维赛德酒店举行峰会开幕式。来自38个国家和地区的82个城市和44个旅游相关机构，共计126个会员单位的320多名代表共聚一堂。联合国副秘书长盖图先生和世界旅游组织、亚太旅游协会等国际旅游组织的代表，以及中国外交部、国家旅游局及北京市有关部门的领导出席了峰会开幕式。

峰会开幕式

开幕式由理事会副主席、北京市副市长程红主持。理事会主席、北京市市长王安顺致欢迎辞。王安顺主席回顾了联合会一年来的工作，并展望了联合会的未来发展。会上，国务院副秘书长毕井泉先生宣读了国务院副总理汪洋为大会发来的书面致辞。汪洋副总理在致辞中强调了中国政府对旅游产业发展的重视和对世界旅游城市联合会工作的支持，并预祝大会圆满成功。中国国家旅游局邵琪伟局长在致辞中介绍了中国旅游产业的发展情况及支持政策，并表示中国国家旅游局将继续支持世界旅游城市联合会的发展。外交部副部长李保东祝贺本届峰会顺利召开，并肯

定了联合会在促进国际城市交往中发挥的积极作用。联合国副秘书长盖图先生、世界旅游组织执行主任祝善忠先生、亚太旅游协会主席斯科特斯伯努先生等联合国及国际旅游组织的代表也分别在开幕式上致辞，对世界旅游城市联合会在促进全球旅游产业发展中付出的努力和作出的贡献表示赞赏。

在开幕式上，还发布了世界旅游城市联合会官方自媒体相关应用。联合会建立了包括官方网站、APP客户端、杂志资讯、微信、微博等在内的跨媒体、多终端的综合服务平台。自媒体的应用能够促进会员间的交流，推动会员城市旅游宣传向新媒体化、大数据化转变。



联合会第三届理事会

2014年9月4日上午，联合会秘书处做《2013-2014年度联合会工作报告》。经过投票确定，摩洛哥城市拉巴特和菲斯当选2015年世界旅游城市联合会旅游峰会主办地。这将是该峰会首次在海外举办，显示了香山峰会的国际影响力正逐步提升。

签署合作备忘录

2014年9月4日上午，世界旅游城市联合会分别与亚太旅游协会、摩洛哥王国旅游局、洛杉矶旅游局、波士顿旅游局、美国国际旅游公司、中国国际旅行社总社、泰康人寿保险股份有限公司签署了战略合作协议。

峰会论坛

2014年9月4日下午和9月5日全天举办峰会论坛。邀请国际知名旅游城市市长、大型旅游相关企业高管以及旅游业界知名专家学者等，围绕“市场与合作”峰会主题，结合世界旅游城市联合会助力旅游城市发展、中国旅游市场分析、数字媒体与智慧旅游、智慧城市等议题，探讨联合会在世界旅游发展的新形势下，发挥旅游城市的平台作用，推动旅游市场的合作发展，通过全媒体助力旅游产业发展等热点问题。

城市巡展

2014年9月4日至5日，举办会员城市和机构巡展活动，在前两届成功举办城市巡展的基础上，着力打造联合会这一品牌项目。通过巡展充分展示会员城市形象和旅游资源及机构会员的特色产品，促进城市和城市、机构和机构、城市与机构三个层面的合作。

城市巡展主要展示内容包括：城市旅游宣传片播放、城市标识、旅游特色产品等。通过展示旅游资源和产品等呈现出旅游城市独特性和城市文化的多样性，以及旅游目的地的独特魅力。为联合会城市会员搭建业内外宣传推广旅游目的地的展示平台。此次展览所有展位可回收再利用，推行了绿色环保的理念，践行旅游产业的可持续发展理念。

交易洽谈会

9月4日全天举办“世界旅游城市联合会交易洽谈会”。联合会将与众多国际知名旅游批发商合作，邀请全球旅游产品买家、卖家，组织会员城市、旅游相关企业参与，向来自世界各地的批发商代表推介旅游资源和产品。



为推动中国和全球旅游市场的发展，交易洽谈会积极打造旅游城市间、机构成员间、城市与机构间的交易合作平台。联合会精心挑选高质量的买家洽商交易。通过专业开发的网上预约配对系统，组织约1500组买卖家进行一对一、面对面的商务洽谈，使参会者能够精准搜寻目标客户，获取更多合作契机。

旅游推介会

9月5日全天举办“旅游资源和项目推介会”，促进会员单位旅游资源和产品的推广宣传。通过旅游推介会，会员单位有机会向旅游相关企业、海内外媒体集中展示其旅游资源、旅游产品和旅游投资合作项目。参会旅行商通过参与推介会将获取更加丰富多样的旅游资讯，有利于研发产品，建立合作关系。旅游推介会还通过多样的推介展示和激励活动，拓展商机，促进建立合作伙伴关系。

闭幕式

9月5日晚，举办峰会闭幕式。总结2014北京香山旅游峰会成果，向2015年峰会举办城市交接会旗。

Chronicle of WTCF

Opening Ceremony of the Summit

The opening ceremony was held at Riverside Hotel in Beijing on the morning of September 4 when honourable guests on behalf of the China National Tourism Administration and a few international organizations gave speeches. It was followed by the launch of the WTCF We-media platform. Later, the initiation of new members was held.

Third Meeting of WTCF Council

At the meeting, the secretariat of the WTCF gave the 2013-2014 annual report, followed by the vote for the host city of 2015 summit. Representatives involved also discussed next year's working plan.

Cooperation Memorandums are Signed between WTCF and Its Members

WTCF signed cooperation memorandums with its members including Pacific Asia Travel Association, Moroccan National Tourist Office, Los Angeles Tourism & Convention Board, Greater Boston Convention & Visitors Bureau, American Tours International, China International Travel Service Limited Head Office, and Taikang Life Insurance Co., Ltd respectively on the morning of September 4th, 2014.

Forums of the Summit

Forums themed around "market and cooperation" were held on the afternoon of September 4 and on September 5, when tourism administrators, tourism entities managers,

and industry scholars from home and abroad got together to discuss new trends in the tourism industry, particularly the role of the WTCF and the media regarding the topics of "WTCF: Driving the Development of Tourism Cities," "Analysis of China's Tourism Market," and "Digital Media and Smart Tourism, Smart City."

Expo

The Tourism Cities Expo aims to set up a platform for each member city to display its characteristics by means of tourism destination videos, logos and tourism products. The expo also promotes the notion of sustainability in the tourism industry by building up recyclable booths.

Tourism Marketplace

The "Tourism Marketplace" trade fair aims to boost Chinese and overseas tourism markets by helping member cities and institutions seek business opportunities. It also provides good services for participants involved in the search for

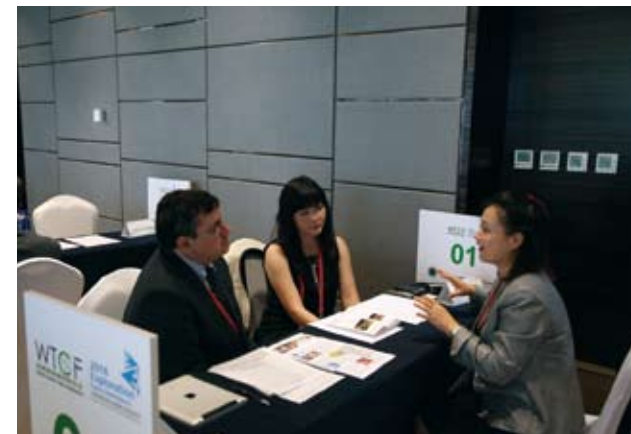
potential business as the WTCF organising committee has selected 1,500 pairs of buyers and sellers who get the chance to have face-to-face talks thanks to the online matching system.

Travel Presentation

The "Travel Presentation" trade fair offers a good opportunity for WTCF members to display their tourism resources, products and cooperative programs to potential business partners and media outlets at home and abroad. It also provides travel agents more tourism information, which in turn helps to develop new travel products and secure business partnerships.

Closing Ceremony

The summit ended on the evening of September 5 with a celebration to conclude the 2014 Beijing Fragrant Hills Tourism Summit and hand over the flag to next year's host.





峰会开幕式上的讲话摘要

世界旅游城市联合会2014北京香山旅游峰会的开幕式上，各位领导的讲话对联合会今后的发展和务实工作提出了明确的要求和指南。联合会秘书处整理汇编了这些讲话内容摘要，向联合会全体会员和机构成员以及旅游界的广大同仁提供这些必要的书面材料，以便全面熟悉联合会的服务宗旨和工作内容，共同参与联合会的建设和发展。

文 / 世界旅游城市联合会秘书处 部分图片提供 / 曹金良



国务院副总理汪洋对峰会的致辞发言

城市与旅游相辅相成、密不可分。城市集旅游目的地、客源地、集散地于一体，是旅游的支撑和动力。旅游是塑造城市品牌、优化城市经济结构的新兴产业，是城市的名片和活力之源。推动城市功能和旅游业有机融合、互促共进，既是城市未来发展的新趋势，也是旅游业未来发展的新空间。中国的城市化进程与旅游业快速发展交相辉映，成为中国发展巨变的生动写照。旅游业已成为中国提升综合实力、改善生态环境、打造城市品牌的重要抓手，有力地推动了城市文明发展和现代化进程。中国政府正在大力实施《国民旅游休闲纲要》，刚刚出台了促进旅游业改革与发展的指导意见。我们将以发展旅游业为契机，加强城市的软硬件建设，改善城市的宜居环境，调整城市产

业结构，提升城市品位和综合竞争力，增强游客和居民对城市的认同感、归属感和幸福感。

旅游业是开放的产业，合作的产业。世界各旅游城市的资源禀赋不同、特点各异，加强城市旅游合作，对繁荣国际旅游市场具有至关重要的作用。本次峰会以“市场与合作”为主题，以交易洽谈会为载体，目的就是希望加深了解，扩大合作，共同探索城市旅游发展规律，共同分享城市旅游发展经验，共同做大城市旅游市场蛋糕。

我们将进一步放宽旅游签证限制，简化出入境手续，支持更多旅游城市实行落地签、过境免签等政策，便利游客来往，延长逗留时间。

我们将加快铁路、公路、水运、航空等交通工具的互联互通，支持各国航空公司开通更多的直航城市和航班，

缩短交通时间，节约旅游成本。

我们将利用互联网、云计算、在线翻译等先进技术，建设“智慧旅游城市”，扩大旅游与金融、商务、信息、交通、餐饮等方面的融合，为游客观光、购物、度假提供更为人性化、专业化、规范化的服务。

我们将合力拓展旅游市场，鼓励开展各种形式的旅游推介和市场推广合作，联合开发新的旅游产品，打造精品旅游路线。通过开展夏令营、研学旅游、家庭互访等方式，加强青少年之间的旅游交流。

我们将进一步拓展旅游领域的投融资合作，充分利用国际国内资本，加快旅游资源开发，改善旅游景区、酒店等基础设施，提高旅游接待能力。

我们将进一步加强在领事保护、商业保险、紧急救援等方面的合作，建立健全旅游突发事件应急合作机制，切

实保障游客的人身和财产安全。

我们将共同搭建和利用世界旅游城市联合会这个重要平台，加强信息交流共享，深入开展城市旅游战略问题研究，制定城市旅游服务标准和行业公约，促进行业自律，打造一个业内公认、国际知名的旅游联盟。

北京既是一座历史文化名城，又是一座开放包容、充满活力的国际化大都市，是世人向往的旅游胜地，去年接待国内外游客超过2.5亿人次。北京市和中国其他众多的知名旅游城市一道，正在深入实施人文、科技、绿色城市战略，全面治理大气污染，改善交通基础设施，调控人口规模，努力打造国际一流和谐宜居美丽都市。中国政府大力支持这些城市努力建设世界著名的旅游城市，欢迎各国朋友来旅游观光、休闲度假！



世界旅游城市联合会主席、北京市市长王安顺先生的主持发言

世界旅游城市联合会在全体会员城市和机构成员的共同参与下，为推动世界旅游城市之间的合作，做出了大量的务实工作，发挥了积极的建设性作用。本届峰会确立了“市场与合作”主题，坚持开拓和共享旅游市场是世界旅游发展的理念，首次推出旅游项目推介会和旅游产品交易洽谈会等重要活动。为更好地优化市场环境、提高行业服务水平，以推动旅游便利化为目标，加快研究制定服务标准和评价体系，指导会员规范和改进服务设施，推动服务更加专业化、精细化。同时为更好地促进会员间和组织间的合作，加快了开发建设互惠合作平台，积极开展互惠互助式旅游产品创新和文化推广活动，降低旅游成本，消除地域和文化隔阂。还提出了加强信息化建设，实现信息的互联与共享，提供更加完善的信息服务。联合会和各分

支机构将围绕“市场与合作”，充分吸收本届峰会上各方面意见建议，研究制定更多切实可行的措施。

北京市政府将一如既往支持联合会的建设发展，并率先把联合会的倡议付诸实践。我们将按照国家关于促进旅游业改革发展的若干意见，全面深化旅游综合改革，深入推动生态环境建设，大力治理大气污染等“城市病”，推动旅游发展与新型工业化、信息化、城镇化和农业现代化相结合，与区域协同发展相结合，释放更大的活力，产生更大的经济社会效益。北京市今年将举办第22次APEC领导人非正式会议，同时积极申办2022年冬奥会，这为旅游业发展带来了新的契机。我们愿与大家加强合作，共享机遇。

联合会的事业才刚刚起步，我们将紧密地携起手来，发挥每个会员和个人的积极性，朝着目标同向、措施一体、作用互补、利益共享的方向努力，推动联合会的建设发展不断取得新的进步！



国家旅游局局长邵琪伟先生的讲话

旅游是一个综合性产业，它不仅是直接拉动经济发展的重要动力，也是显示人民生活水平 and 质量提高的一项重要指标。近年来中国旅游业表现出强劲的增长态势。2013年，国内游客32.6亿人次，比上年增长10.3%；国内旅游收入26276亿元，同比增长15.7%。中国各级政府和民间资本加大了对旅游景点建设和旅游基础设施的投资力度，2013年中国旅游直接投资达5144亿元，增长26.6%，休闲度假、文化旅游、乡村旅游、海洋旅游、在线旅游成为旅游投资新亮点。

2013年10月《中华人民共和国旅游法》正式开始实施，为规范中国旅游市场秩序、保障国内外旅游者和经营者的合法权益、促进中国旅游业持续健康发展起到了重要的作用。2013年中国出境游的人次已经达到了9818万人次，中国出境游在境外的消费规模达到1287亿美元。中国已经成为世界上第一大出境游的客源地和第一大出境消费国。越来越多的中国民众希望通过出境旅游了解外面的世界，增进各国人民的交流和友谊。中国

出境游的重心已经从东部沿海地区向内地二三线城市转移，从高收入群体向普通工薪阶层转移，越来越多的普通民众加入到出境游的行列中，实现了自己出国旅游的愿望。今后一个很长时期中国出境游发展会继续保持较高速增长。中国出境游市场的巨大潜力也受到世界旅游业的高度重视，许多中国出境游的目的地国家逐步放宽了对中国游客的签证条件，改善针对中国游客的服务设施和环境，采取多种鼓励政策吸引更多中国公民到本国旅游。这些措施推动了中国出境游的发展，也为本国经济发展和就业创造了机会和条件。

2014年世界旅游城市北京香山旅游峰会再次在北京召开，来自世界各国、各地区旅游城市和旅游业界的代表嘉宾，共同探讨“世界旅游城市：市场与合作”这一主题。这次会议不仅是全球旅游业界的高端对话和交流平台，也是中国旅游业界与国际旅游业界增进了解、相互学习借鉴的极好机会。希望通过这一平台，大家能够共同探讨全球旅游业发展面对的问题和机遇，共享旅游发展的经验和成果，加强交流合作共同拓展旅游市场的新发展。



联合国副秘书长盖图先生的讲话

世界旅游城市联合会秉承“旅游让城市生活更美好”的核心理念，致力加强会员城市之间、会员机构之间的交流合作，搭建互利共赢平台，共同促进全球旅游产业成长和旅游城市经济社会协调发展。联合会成立两年来，会员数量已经发展到88个城市和47个机构，显示了蓬勃的发展生机与活力。

近年来，随着全球化的进程和经济社会发展，旅游产业得到迅速发展，已经有越来越多的各国人民通过旅游的方式到其它国家去走一走、看一看，了解其它国家的文化、传统和艺术，增进与其它国家人民的沟通 and 交流。旅游创造更多的就业、增加贸易机会，促进基础设施建设，带动相关产业，成为当前经济增长的重要驱动力。其中亚太地区特别是中国游客数量的大量增加成为推动世界旅游产业发展的重要力量。同时我们必须清醒地意识到，在经济、社会和环境发展的层面上，实现可

持续的旅游发展的重要意义和责任。如何通过旅游业的发展，实现我们的生态系统有效保护和资源的可持续利用；尊重旅游目的地的传统和习俗，保护文化多样性；如何通过增加就业和公平分享收益，帮助当地减少贫困和促进社会发展等。

世界旅游城市联合会是全球首个以城市为主体的国际旅游组织，始终把实现可持续的旅游发展、可持续的城市发展作为自己的职责。面对城市化和旅游产业发展面临的新形势、新挑战，我希望所有世界旅游城市联合会的成员继续努力，在实现可持续旅游发展和可持续的城市发展中不断取得新进展。去年5月世界旅游城市联合会王安顺主席访问联合国期间，拜访了潘基文秘书长，讨论了双方共同关注的问题。在同年6月潘基文秘书长来中国访问期间，也回访了王安顺主席，显示了双方建立紧密合作关系的良好愿望。今后我们将共同关注的问题进一步加强合作与交流，推动全球经济社会可持续发展。

Speech Excerpts on the Opening Ceremony of the Summit

The remarks of the delegates on the opening ceremony of 2014 Beijing Fragrant Hills Tourism Summit of World Tourism Cities Federation have put forward the concrete demands and guidelines for future development and work of the Federation.

Wang Yang, the Vice Premier of the State Council

Tourism is an emerging industry in the building of city brand and optimization of its economic structure and it is the source of a city’s vitality. Chinese government is vigorously implementing National Guideline for Tourism and has just released Opinions on the Promotion of Tourism Development and Reform. With “Market and Cooperation” as its theme, the summit will take trade fair as a platform to strengthen understanding and expand cooperation in an effort to explore rules of city tourism development and share good practice and experience.

We will further lift up restrictions on visa for tourists and simplify exit and entry procedures. The connections between

trains, roads, waterways and airlines will be improved to cut tourism cost. We will exploit advanced technologies like internet, cloud computing and online translation to build “Smart Tourism Cities”. We will expand the tourism market, encourage tourism marketing and develop new tourist products. We will further finance cooperation and fully utilize international and domestic capital so as to speed up the development of tourism resources and improve tourism infrastructure and reception capacity. We will also make efforts to enhance cooperation on consular protection, commercial insurance and emergency rescue in order to ensure tourists' personal and property safety. We will build and make full use of the Federation platform to turn it into a world renowned tourism federation.





Wang Anshun, Chairman of World Tourism Cities Federation and Mayor of Beijing

The summit has focused on “Market and Cooperation”, and exploration and sharing of the tourism market is the vision of world tourism industry. The summit has launched a series of key events like tourism promotion seminars and trade fairs for tourist products and its targets are optimizing the market and services in order to facilitate tourism by mapping out service evaluation standards and membership rules as well as improving service infrastructure and initiating more specialized and customized services.

Beijing Municipal Government will always support the development of the Federation and take a leading role in implementing the initiatives of the Federation. We will follow the Opinions on the Promotion of Tourism Development and Reform and deepen the reform on tourism and ecologic environment especially on the fight against air pollution. We will promote the integration of tourism with



industrialization, information technology, urbanization and modernization of the agriculture, and improve balanced development among different regions so as to generate more vitality and economic and social benefits. Beijing will hold 22nd APEC Meeting this year and apply for the 2022 Winter Olympic Games, which will generate new opportunities for the tourism industry.

Shao Qiwei, Head of China National Tourism Administration

In recent years, tourism in China has maintained a robust growing momentum. In 2013, domestic tourists totaled 3.26 billion, up by 10.3% from last year; revenues from domestic tourism industry stood at RMB 2.6276 trillion, an increase of 15.7% year-on-year. Chinese governments of various levels and private funds have increased their investments in tourist spots and infrastructure with direct investments increasing by 26.6% to 514.4 billion in 2013. Leisure vacation, culture tourism and online



tourism have become new investment spots.

Tourism Law of People’s Republic of China, which came into effect in Oct. 2013, has played an important role in regulating tourism market and safeguarding the legitimate rights and interests of international and domestic tourists and travel agencies as well as promoting sustainable and healthy development of tourism industry in China. In 2013, outbound tourists have reached 98.18 million with consumption abroad totaling USD 128.7 billion. China has become the biggest outbound tourists’ country with the largest volumes of consumption abroad. Many nations have relaxed their restrictions on visas for Chinese tourists and adopted various policies to allure more Chinese visitors.

2014 Beijing Fragrant Hills Tourism Summit of World Tourism Cities Federation presented a great opportunity for guests from home and abroad to share their wisdom on the theme “World Tourism Cities: market and cooperation”.

Tegegnetwork Gettu, Under-Secretary-General of the United Nations

Based on the vision “Tourism: a better city life”, World Tourism Cities Federation takes efforts to enhance the exchange and cooperation between member cities and organizations. Since its inception in two years ago, its members have covered 88 cities and 47 institutions which demonstrate its vibrant development strength.

World Tourism Cities Federation is the first international tourism organization focusing on cities and it takes sustainable tourism and urban development as its responsibility. In May last year, Wang Anshun as the Chairman paid a visit to Pan Ki-moon during his visit to the United Nations and discussed issues of common concerns. And the Sectary General Pan Ki-moon visited Wang Anshun in June the same year, which showed good wishes from both sides for fostering close relationship.



MOROCCO

摩洛哥和它的历史名城

文 / 吕友仁

一个天久地长，让人情致遐想的异域他乡；一个多重文明和平交叠，历史传承与现代风尚，人文元素汇集纷呈，值得人们亲历毕生到访的地方。

因一部电影成名了一个城市，由此又知名了一个国家，非卡萨布兰卡和摩洛哥莫属。早在1944年，因英格丽·褒曼的出演以及片中委婉幽怨的《时光流转》一曲将影片《卡萨布兰卡》送上了第16届奥斯卡最佳影片、最佳导演、最佳剧本的荣誉宝座。随后在美国好莱坞编剧协会评选“史上101部最伟大的电影剧本”荣获了“第1位”的最高赞誉。

故事描述了当时人们要从二战中纳粹铁蹄下的欧洲逃往美国，必须绕道摩洛哥北部城市卡萨布兰卡。在亦真亦幻的故事中，这座城市被描绘成各种文化和背景胶着聚汇的一种社会形态，加之电影的场景，让人们对这个地方产生了各种不同的认知：亡命天涯的出逃之门、冒险之地、浪漫之都、自由之途，由此成就了这个地方永不能抹去的光影。一部电影故事让一个地方扬名天下，可以说是绝无仅有。但真的到过摩洛哥和它的城市，才会不

由地感到，正是这个地方得天独厚的环境和氛围，成就了这部电影。

摩洛哥是个人口众多的国家，境内人口达3300万，其中有着多个人口超过百万的大都市和港口城市。早在公元前九世纪，就聚集起以氏族部落群体共同相安集居的社会形态。历来手工制作和畜牧业农副产品丰富，商贸发达，与外界的文化交流频繁，人口众多，社会稳定，由此不断融入积淀和保存了众多历史文化的名胜古迹和遗产。

凡是翻开所有的世界历史书，人类最早先的文明发祥，都首先从地中海的文明开始记载的。从亚述到腓尼基，从两河文明到古埃及，从雅典到迦太基，从古罗马到高卢和欧亚，从部落到城邦，从航海到商路，从传说时代到众神时代、共和时代、英雄时代、王政时代，纷纷攘攘的历史始终与地中海沿岸和周边西亚地区互相纠缠在一起，而摩洛哥始终是地中海南北两岸间跨越直布罗陀海峡



的海陆通道和交汇点。摩洛哥位于非洲大陆的北部顶端，扼守地中海的西端狭窄的直布罗陀入口，跨过13公里就达欧洲大陆。摩洛哥在世界文明的进程中，有着深厚的历史沉淀。但它既因地域的别具一隅而具独特性，又因地处交汇点而多重融合。它地处阿拉伯世界的最西端，滨临浩瀚的大西洋，海岸线长达1700多公里，与欧洲基督教文明紧密交汇，又远离伊斯兰各教派纷争，保持伊斯兰宗教和部落状态平和稳定，形成了独特的文化传统和稳定的社会形态。其历史上长期受法国和西班牙、英国的影响，人们除说阿拉伯语外，法语和西班牙语也被同时普遍使用。可谓八面来风，四方接纳，融入贯通，博采众长，它始终中庸而不偏废，静静地接受、吸纳和融合了各种文化元素。又因境内地形复杂，中部与北部多为峻峭的连绵高山，东部与南部为高原和沙漠，生态和季候多样，在境内不同的地域保存了无数的原始氏族部落，形成许多不同的地方语言和文化。由于斜贯全境的高山阻挡了南部撒哈拉沙漠热浪的侵袭，常年气候宜人，花木繁茂，赢得了“烈日下的清凉国土”和“北非花园之国”的美称。

地域特色和人文风情，使摩洛哥成为各国游人追思慕名，重温旧日，纷沓到访度假的理想之地。南方古城马拉喀什，是摩洛哥历史上的四大皇城之一。旧城建于1062年，历史上是穿越撒哈拉沙漠的商队贸易路线起点，交通位置重要。著名古迹有库图比亚清真寺、古陵墓、古王宫和阿拉伯广场，阿克达尔橄榄园有着700多年历史，16世纪的萨阿迪王朝时代的陵墓，19世纪的巴西亚王宫和达西赛义德博物馆，东郊阿特拉斯山的雪景和瀑布壮丽动人。马拉喀什以众多保存完好的历史名胜古迹和精美幽静的园林建筑而驰名于世。它原是远古部落柏柏尔人的早期聚集地，因受撒哈拉沙漠的影响，地表经年干旱酷热，当地人自古因地制宜，居住在一种类似窑洞的房子中，清凉而可躲避烈日风沙，易于建筑，宛若天成。被誉为摩洛哥的“南方明珠”。该城的建筑全部为赭红色，也被称为“红城”，先后曾6次在全球旅游界的评选中荣获“最佳旅游目的地”称号，并战胜了最大的竞争对手南非开普敦市而被评为“非洲最佳旅游目的地”。

卡萨布兰卡是摩洛哥的第一大城市，人口300多万，濒临大西洋，树木常青，气候宜人。如同希腊的克里特岛上的建筑，古代的房屋和街道都以白色

为主色调，城市处处明亮而洁白，从海上眺望这座城市，上下是碧蓝无垠的天空和海水，中间夹着一条高高低低的白色轮廓线，突显浪漫和爱情的主题。它的倾城之色，全因当地是航海人，希望出海的亲人，能远远地看到自己的家园，喜欢将建筑刷成明艳之色，天长日久，便孕育出自己城市的颜色。早在法国保护国的时期，就被誉为是“白都”的一个庞大的现代化大都市，充分传承了摩洛哥的传统元素。城中的宗教建筑奇迹——巨大的哈桑二世清真寺，通体使用白色大理石砌成，它的宣礼塔高达200米，是仅次于麦加清真寺和埃及的阿兹哈尔清真寺的世界第三大清真寺，设备之先进在伊斯兰世界首屈一指。同时它也提醒着世人摩洛哥灿烂辉煌的往昔文明和繁荣。卡萨布兰卡也是非洲的时尚之都，沿着漫长的海岸线，各色饭店、酒廊、餐饮美食、商店、剧场娱乐和现代化公共服务设施，应有尽有，风光绮丽，各具特色。

仅距卡萨布兰卡88公里的首都拉巴特，人口200多万，也是摩洛哥四大皇城之一。该城始建于公元12世纪穆瓦希德王朝。现存老城多为18世纪所建，保存完好，多数

依然是当时的模样，具有中世纪阿拉伯式风貌。四周城墙围绕，老城内市场和清真寺比比皆是，文物古迹遍布。城东南有著名的哈桑清真寺，寺内保存着曾是西非最高的69米的哈桑宣礼塔。市内的名胜古迹，拉巴特王宫，是一座典型的阿拉伯宫殿建筑群，恢弘而精致。市内还有古物博物馆，摩洛哥艺术博物馆，考古博物馆等。老城中的街道房屋，手工作坊和商店，都是游人参观游览的好去处。城市北部有卡斯巴乌达亚古城堡。还有精致的穆罕默德五世墓，附近还有重大考古发掘的舍拉废墟等，都是追寻历史文化的好地方。城市濒临大西洋，南北拥有绵延几十公里的细沙海滩，有不少海滨浴场，是旅游、消夏的好地方。在一排排整齐而高大的棕榈树和桔子树的掩映下，是众多的旅馆、饭店和各种娱乐设施，完全可与世上最好的海滨度假胜地相媲美。

阿加迪尔是摩洛哥西南部港口城市，有近千年历史，城市面向碧波浩瀚的大西洋，背依富饶的苏斯平原，南行不远就是著名的撒哈拉大沙漠。但高耸的阿特拉斯山脉在东南两面阻隔了大漠的热浪，使得这座沙漠边缘的城市，



一年四季气候如春。阿加迪尔风景优美，气候温和，既是摩洛哥少有的天然良港，又是休闲度假的好所在，在许多摩洛哥国人心目中，它是本国最漂亮的城市。今天的阿加迪尔是具有民族风格又汇集各国建筑艺术之长的崭新城市，城市布局合理，环境优美，街道宽阔，被公认为是国际旅游胜地。

位于西北部摩洛哥历史名城得土安，公元前9世纪就有人开始聚集居住。以后设防并被建筑成军事要塞。现存古城址上，有3面城墙，7座城门、36座清真寺和礼拜堂。市内多园林，喷泉和清真寺，展现出中世纪早期阿拉伯文明通过此地向西班牙塞哥维亚、塞利维亚传播，最终造就了西班牙经典的阿拉伯文化之都科尔多瓦历史区的众多历史遗迹。

舍夫沙万是以“最为迷人的城市”而著称，位于北部里夫山宽阔的山谷之中，是最早的一批宗教避难者开创的象征故土安达卢西亚的白色和犹太教推崇的蓝色调和出别样的文化城市，清爽的空气，每一条街道，每一座房屋，每一堵围墙，都恬然矜持，井井有条，既富阿拉伯特有的魅力，又似乎刻意与外界保持着距离，数百年的时间里自成一体，隐于一隅，被誉为是“摩洛哥的闺房”。一直都是个各国游客青睐的旅游胜地。主广场是鹅卵石铺就，广场上引人注目的是红色围墙的城堡和著名的大清真寺，城堡的内部有一个安静、园林式的民俗博物馆。

梅克内斯市，也是摩洛哥的四大皇城之一，为伊斯兰教圣地。始建于10世纪，11世纪为穆拉比王朝的要塞，1673年定为摩洛哥首都。市内多古罗马时代的建筑和文物古迹、中世纪清真寺，伊斯兰教学院等。

丹吉尔是全国最大旅游和文化中心，直面直布罗陀海峡，是坐落在世界交通的十字路口的港口城市。东进地中海和西出大西洋的船只，都要从这里经过或停泊。公元前6世纪腓尼基人就因航海的需要，在此地建立要塞和城市。现在的旧城内多阿拉伯建筑，有大索科广场、卡斯巴城堡、苏丹故宫等。历来是“国际中间地带”，也曾是享乐主义、金钱和各种奇怪的事情都会发生的地方，此处的夜生活丰富多彩，闻名于世的文化氛围曾吸引了著名的滚石乐队等一大批艺术家涌入此地。

位于摩洛哥北部的非斯城也是四大古皇城之一，伊斯兰教圣地，是随着阿拉伯伊斯兰教早期西扩时，在大陆西端最早建立的阿拉伯城市。菲斯城通体为蔚蓝色，似乎是个蓝精灵的国度，像被蓝色海水久久地浸泡和染色过一样。旧城区也称麦地那，始建于公元790年，具有伊斯兰特色的古城堡，宫殿等文物古迹比比皆是，有北非最古老

的卡拉维因清真寺和伊德里斯二世陵墓。市区伊斯兰建筑艺术精湛，花木繁盛，有被称为“圣水”的清泉，是国际著名旅游胜地。

摩洛哥是一个慢慢发展，逐渐成型，几乎没有压抑、沉闷、喧嚣、浓艳、拥挤和疲惫，经过了几百年静静地积淀，如同一支春花，蔓枝散叶，持久地散发着生命的张度和活力。它在云卷云舒的天空下，清澈透明，亮丽闲逸，自然地流出淡心爽致和无须刻意张扬的美。让人感到，一个城市和地方，一旦是清新素雅、安逸爽朗、明丽闲淑，它的社会形态毕定也会是稳定安详与和谐的。

摩洛哥具有在奉行一个阿拉伯文明中最早实行君主立宪的国家。宗教信仰与文明开放、独立自主与和平共处，自由时尚与传统习俗，在这里处处得到传承彰显。它还是一个奢华的地方，即便是阿拉伯古堡或伊斯兰宗庙，其内



部的建筑也是采用很多欧洲中世纪教堂的建筑风格，高堂长厅，高柱排耸和雕塑浮画艺术。滨海大道，都冠以“迈阿密大道”等称呼，初到此地往往让人不知身在何处。摩洛哥曾是第一个承认美国独立的国家，美国前总统小布什还宣布摩洛哥是非北约成员主要盟国的地位。摩洛哥与法国有着牢固的传统关系，与西班牙有着特殊关系，同时摩洛哥王族历来与阿拉伯约旦等国的王族有着姻亲关系，与中东的阿拉伯世界也有着特殊的关系，一旦阿拉伯世界与外部或内部间发生冲突与危机，摩洛哥多次被委托为中间人发挥桥梁作用，参与向各方沟通和调解，表现出其多元文化的深厚底蕴。它与中国的关系十分友好，人员交往频繁，双方高度政治互信。国家前主席胡锦涛曾到访过摩洛哥，受到隆重的接待。2008年中摩双方共建孔子学院。摩洛哥旅游业发达，推行“天空开放”协议，年接待境外旅

游者达770万人次。随着更多的国人前往摩洛哥旅游和旅游咨询的传播，它势必是中国出境旅游的另一个热点目的地之一。

一部以永恒爱情为主题的电影成名了一个地方后，同时也给这个地方套上了一个魔咒，似乎这个地方最适合热恋中的人们，而不太适合孤独、失恋、彷徨的人们。中国台湾的著名作家“三毛”曾多次前往摩洛哥并经此去撒哈拉，以上这些城市都是她最爱和经久徘徊的地方，每次孤独失恋时虽然在这里得到很多的灵感，产生出为“爱”而创作的热情和冲动，但也是在这里因“爱”备受更折磨，成为神经质。真真切切地说，摩洛哥是最适合恋人们“泡爱”的地方。旅游，到了这个地方后即便没有目标，出门后随处都是旅游目标，放飞人们快乐心情的地方。





Morocco & Its Historic Cities

An exotic destination, an eternal attraction, a place of rich cultural ambiance where different civilizations blend peacefully, where heritage and fashion meet: Morocco is all these things and more.

The 1942 movie *Casablanca* made an unknown city and an entire country known to the world.

Today's Morocco has a population of 33 million people including cities and ports of over 1 million inhabitants. As early as the ninth century BC, people of different clans and tribes lived here. Morocco's handicrafts, agriculture, animal husbandry and trade have been well developed since ancient times, with frequent cultural exchanges with other countries, a large population and a stable society, with numerous historical and cultural sites well preserved.

Located north of the African continent, Morocco's coast stretches over 1,700 kilometers along the Atlantic Ocean and reaches past the Strait of Gibraltar into the Mediterranean Sea. Morocco is 13 kilometers from the European continent. Close to European Christian civilization, Morocco is also the westernmost country of the Arab world and avoided the disputes between different Islamic sects, developing unique cultural traditions and maintaining social stability.



Influenced by France, Spain and Great Britain for a long part of its history, Moroccans speak not only Arabic but also French and Spanish. Many primitive tribes in the country have their own dialects and cultures. Mountains run northeast to southwest forming the backbone of the country and blocking the heat of the Sahara Desert in the south. Thus the country has been labeled "a cool land under the hot sun" and a "garden country of North Africa".

A unique culture and exotic regional characteristics make Morocco an ideal tourist destination for travelers from

all over the world. Marrakesh is an ancient city in the south and one of the four former imperial cities in Moroccan history. Founded in 1062 AD, the old city was the starting point of a trade route that traversed the Sahara and occupies an important position in trade and transportation history. Famous places of interest include Koutoubia Mosque, the ancient tombs, the Royal Palace and Jemaa el-Fnaa. The Agdal Gardens were built in the 12th century, Saadian Tombs in the 16th century and Bahia Palace in the 19th century. There is also the Dar Si Said Museum, the snowy

Atlas Mountains and a magnificent waterfall. Known for its well-preserved historical sites, serene gardens and exquisite architecture, Marrakesh is nicknamed the “Red City” or “Ochre City”. Marrakesh has won the title of Best Tourist Destination six times in global competitions, beating even beautiful Cape Town to the title of Best Tourist Destination in Africa.

With a population of over 3 million, Casablanca is the largest city in Morocco. Located on the Atlantic coast, the city has a temperate climate and evergreen trees. Like Crete, Casablanca features white architecture. Under French protection, Casablanca was dubbed the “White Capital”. The huge Hassan II Mosque built of white marble is an architectural miracle. At 200 meters tall with state-of-the-art facilities, it towers over the city, the third largest mosque in the world after Mecca’s Masjid al-Haram and Egypt’s Al-Azhar Mosque. Casablanca is also a city of fashion with various modern entertainment and recreation facilities.

Eighty-eight kilometers from Casablanca lies Rabat, the capital city of Morocco. Rabat is also one of the four imperial

cities of Morocco and has a population of over 2 million. It was first built in the 12th century. Most of the old city that remains today was built in the 18th century and looks like an Arabic city of the Middle Ages. The 69-meter-high Hassan Tower in the southeast of the city is the highest minaret in West Africa. The Royal Palace, Museum of Moroccan Arts, Rabat Archaeological Museum and blocks in the old city are all good places for visitors. The Kasbah of the Udayas, Mausoleum of Mohammed V and Chellah are fine choices to appreciate the history and culture of Rabat. Rabat has a soft sandy beach stretching dozens of kilometers along the Atlantic coast.

Agadir is a port city in the southwest Morocco with a history of over 1,000 years. The city faces the Atlantic Ocean and is next to the fertile Souss Plain. The towering Atlas Mountains stand between the city and the Sahara in the south, blocking the desert heat. In Agadir, it is spring all year round. A world famous tourist destination, Agadir was selected the most beautiful city in Morocco by Moroccans themselves.

Tetouan is a historical city of northwestern Morocco.

People lived here as early as the ninth century BC when fortifications were built. The old town of Tetouan has three walls, seven city gates and 36 mosques and chapels. Gardens, fountains and mosques offer historical clues into how Arabic civilization spread to Spain from here in the early Middle Ages.

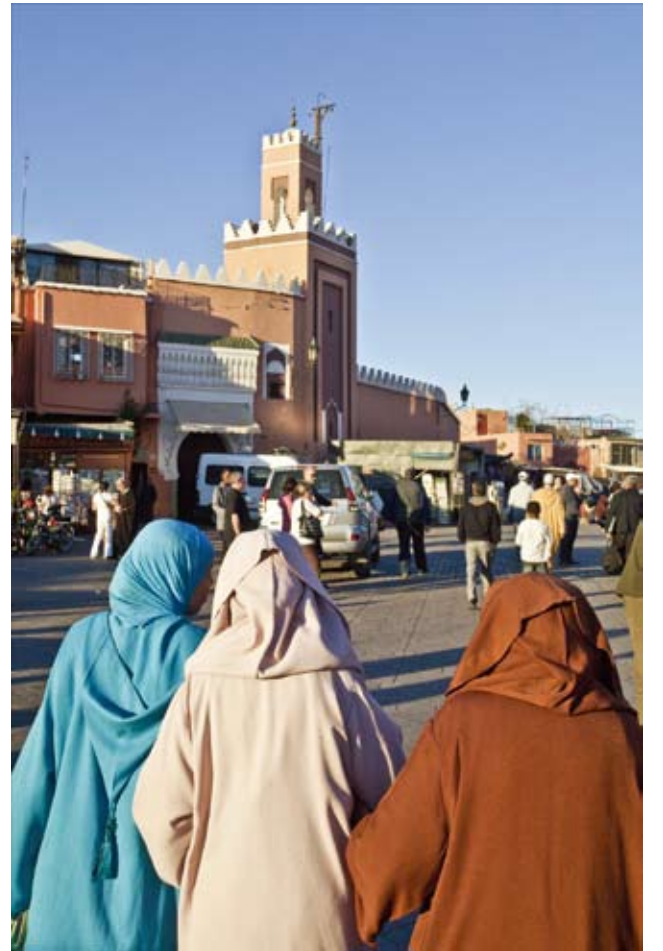
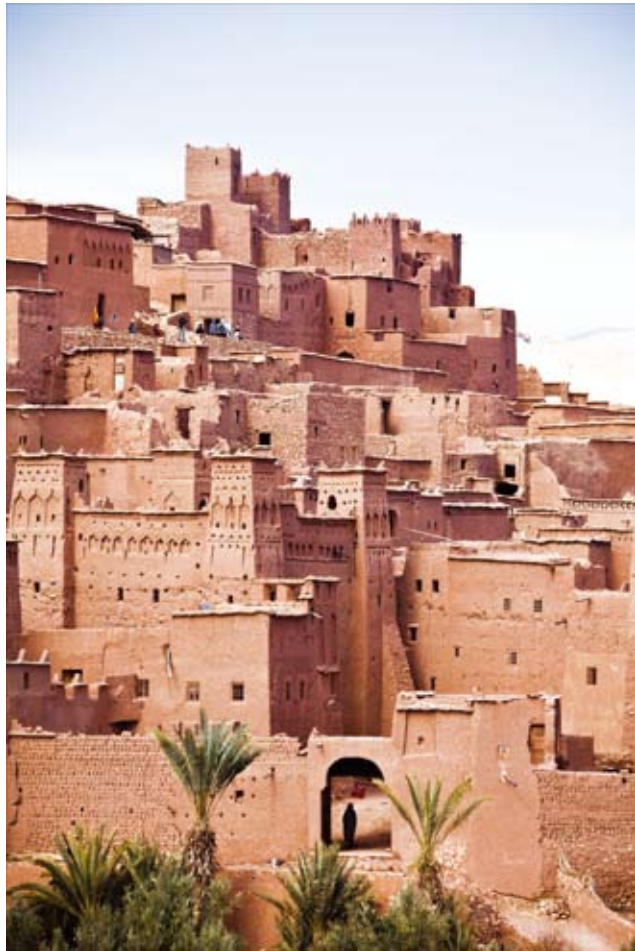
Situated in the Rif Mountains and with pristine air, Chefchaouen is known as one of Morocco’s most charming cities. It is a well-ordered Arabic city and a tourist resort favored by travelers from all over the world. The stone-paved main square, eye-catching castle enclosed in red walls and famous mosque are all attractive. Within the castle is a garden-style folk custom museum.

Meknes, one of the four Moroccan imperial cities, is a sacred place of Islam. First built in the 10th century, Meknes became a fortress in the 11th century and was made the capital of Morocco in 1673. There are many buildings, cultural sites and relics from Roman times, mosques from the Middle Ages and Islamic institutes.

Tangier is located on the North African coast at the western entrance to the Strait of Gibraltar where the Mediterranean Sea meets the Atlantic Ocean off Cape Spartel. It is the largest tourism and cultural center in Morocco. As early as the sixth century BC, Phoenicians built a city here. There is Arabic architecture, Grand Socco and Kasbah in the medina. Everything is possible in Tangier, a city that has attracted countless modern artists and musicians including the Rolling Stones.

Fes, another of the four imperial cities and also a holy place of Islam, is situated in northern Morocco. Built as Islam spread west, the city was West Africa’s first Arabic city. First built in 790 AD, Fes is a blue city. Kairaouine Mosque and Zaouia Moulay Idriss II are among the most popular tourist attractions.

Morocco is the first constitutional monarchy among Arab countries where tradition lives in harmony with fashion. Even if aimlessly wandering this country you will find every place is a destination worthy of exploration.





CHONGQING

重庆 魔幻多面城

文 / 杨浩

它是一座江城，嘉陵江在这里汇入长江穿城而过，孕育了浓郁的三峡文化；它也是一座山城，密集的楼群成片分布在山上，公路沿着山体的坡度起伏蜿蜒而行；它还是一座古老的城市，数百年历史十八梯储存着市井的记忆；它更是一座先锋艺术之城，中国最大的涂鸦街黄桷坪向世人展示着无与伦比的现代活力与激情……它就是重庆。或许，只有来到这座城市的人才能在众多标签之间，构筑一座专属于自己的魔幻多面城。

磁器口——江城的乡愁

“先有磁器口，后有重庆城。”在远古时代，没有汽车、火车，物流倚重水路。位于嘉陵江畔的磁器口码头，一点一点地运送着物资，孕育了重庆城的发展，至今已有千年的历史。

作为重庆最知名的水陆码头，磁器口可谓是繁盛一时。老重庆民谣“白天千人躬首，入夜万盏明灯”描述的就是磁器口的热闹景象。过去，在磁器口码头讨生活非常辛苦，但也有着相对可观的收益，所以磁器口的人们能吃苦，也会享受生活。白天，磁器口江边停满各式各样的船舶，人们辛勤劳作。到了傍晚，一天的劳作结束后，小街上的酒馆、茶馆灯影闪烁，久久平息不下来。

千年之后的今天，磁器口古镇早已不是曾经那个繁华的码头，但它依然是重温老重庆旧梦的好去处，是重庆著名的旅游区，被誉为“巴渝第一古镇”。磁器口并不大，共有12条街巷，全部由青石板铺成。街道两旁多是明清时期的建筑，为竹木结构，木格花窗随处可见，大红的灯

笼迎风飘摇。你可以去看看吊脚楼和四合院，还可以去宝轮寺烧一柱虔诚的香，或者什么都不做，找一家茶馆，听听当地人的“龙门阵”……古色古香的格调让人似乎穿越了时间空间。

曾经的老码头已经逐渐远去，磁器口的物流功能也早已被新兴的现代化港口取而代之。曾经的那些陈年旧事，似乎只能在记忆中，才能依稀捕捉到当年的模样。寻寻觅觅，在青瓦灰墙的磁器口中，时光变得迷离而又绚烂。嘉陵江的浪声落在历史之中，昔日的货船不再停泊于此，穿过深深浅浅的滩头，一浪一浪击打在人们心上的是悠悠的江水，更是整座城市浓浓的乡愁。

十八梯——山城的柔情

重庆渝中半岛有两条著名的步行街，其中一条为享誉中华大地的西部第一街“解放碑步行街”。这条街道大名鼎鼎，即使没有来过重庆的人们也知道这是重庆最繁华的步行街，是世界名牌的聚集地，也是重庆著名的“美女

街”。另一条步行街或许没有解放碑步行街名气大，但想要领略重庆的魅力必然不能错过它，因为它蕴含着老重庆的精华。这条街道就是十八梯。

走出较场口轻轨站，站在日月光广场前面，环顾着四周，周围一片高耸入云的摩天大厦地带，繁华程度丝毫不逊于中国任何商业区。在马路对面有着一块十八梯路牌，旁边就是一条下行的石阶。从这里开始朝下望去，眼里的景象一切不同了。一张温情的老重庆面容渐渐浮出，深邃的目光穿透重庆的灵魂。

要理解十八街首先需要理解重庆山城的“属性”。老重庆城分为上半城和下半城，十八梯就是从上半城（山顶）通到下半城（山脚）的一条老街道。走进十八梯，让人不由得惊叹，难以想象在今天的重庆，还能有如此古老的街道。这条老街全部由石阶铺成，陡陡的，弯弯的，巧妙地把山顶的繁华商业区和山下江边的老城区串连起来。一路不紧不慢地往下走去，踩在脚底下的青石板石阶上满是凹印，路两旁多是两层的木头房，很多还是用吊脚撑起

的。站在视野开阔的地方能看到不远处高耸的摩天大楼。尽管它离市内最繁华的解放碑仅是一条马路之遥，但这里却与繁华的大都市绝缘。

漫步在十八梯，老重庆市井气息迎面扑来，时光仿佛在此停驻，很多早已在大城市消失的职业依然在十八梯保留了下来。十八梯的山路就像是一条怀旧的时光之路，掏耳朵的、修脚的、做木工的、做裁缝的、卖针线的，甚至路边还有90年代风行全国的录像厅。十八梯是一条绝对典型的重庆式老街，更重要的是毫无一丝的商业气息。一路前行，伴随在耳边的是断断续续的麻将声和孩子们大闹的欢笑声。

十八梯如同一块琥珀般储存着重庆的往事，展示着传统的市井生活。不过，对于十八梯的居民来说，这或许并不文艺，也不浪漫。所以，十八梯必然要大规模的开发，慢慢消失在重庆历史之中。在高楼大厦间，十八梯成为了留给人们最后的山城柔情。





黄桷坪夜市——美食与先锋艺术的滋味

白天的重庆是一座迷雾森林，雾气缭绕的山水间托起一座座高楼大厦，人们忙碌地工作，高节奏的生活。到了夜晚，重庆的灯景、江景、山景立体交融，流光溢彩，这座城市开始了味蕾上的旅行。

说不清是重庆火锅成就了重庆美食，还是重庆火锅“害了”重庆美食。大多数人听到重庆二字之后，在脑海中首先浮现的是火辣的重庆火锅。其实，重庆美食远远不止火锅。重庆自古以来物产丰富，又是水运贸易中心，诞生了极其丰富的饮食文化，而火锅只是其中之一而已。

和其他城市不同，想要一品重庆的“原味”，并不需要去高档的酒楼，最好的选择是去夜市，因为重庆美食有两个特点，一是美味丰富，二是平民廉价。所以，经常能在某个夜市路边看到众多宝马奔驰之类的豪车。重庆的夜市众多，但要说到最有意思，最具“重庆味”的夜市当属黄桷坪夜市。

黄桷坪夜市可能是这个城市里每天最早开张的夜市。

由于临近四川美术学院，一到傍晚时分，小摊小贩就陆陆续续地把自己的摊位摆出来。学生们下了课以后，就蜂拥到黄桷坪的各个餐馆，品尝各种地道的重庆美食。黄桷坪夜市最大的特色就是学生群体众多，其实，重庆学生才是“最难伺候”的。不同于高档酒店靠装修、品味、档次吸引食客，想要在黄桷坪夜市打出名声只能靠口味和价格。黄桷坪夜市的小吃多到数不清，大部分都是正宗的重庆味。

黄桷坪夜市的美食在一届又一届四川美术学院学生的味蕾上留下了大学的滋味，大名鼎鼎的四川美术学院学生也用一种另类的方式报答着黄桷坪夜市。夜市是平民生活文化的重要代表之一，似乎和中国先锋艺术没有什么关系，但四川美术学院的学生们将黄桷坪变成了中国最大的涂鸦街。四川美术学院的学生们花费各色涂料1.25万公斤，消耗各类画笔、油刷近3万支才完成了这条涂鸦街。

在夜色朦胧的重庆吃着黄桷坪夜市的美味小吃，欣赏着各种充满创意的涂鸦作品，麻辣的滋味渐渐变得不再那么浓烈，一座城市的温情浮现舌尖。

Chongqing

A CITY WITH MAGIC & MULTIPLE CHARACTERISTICS

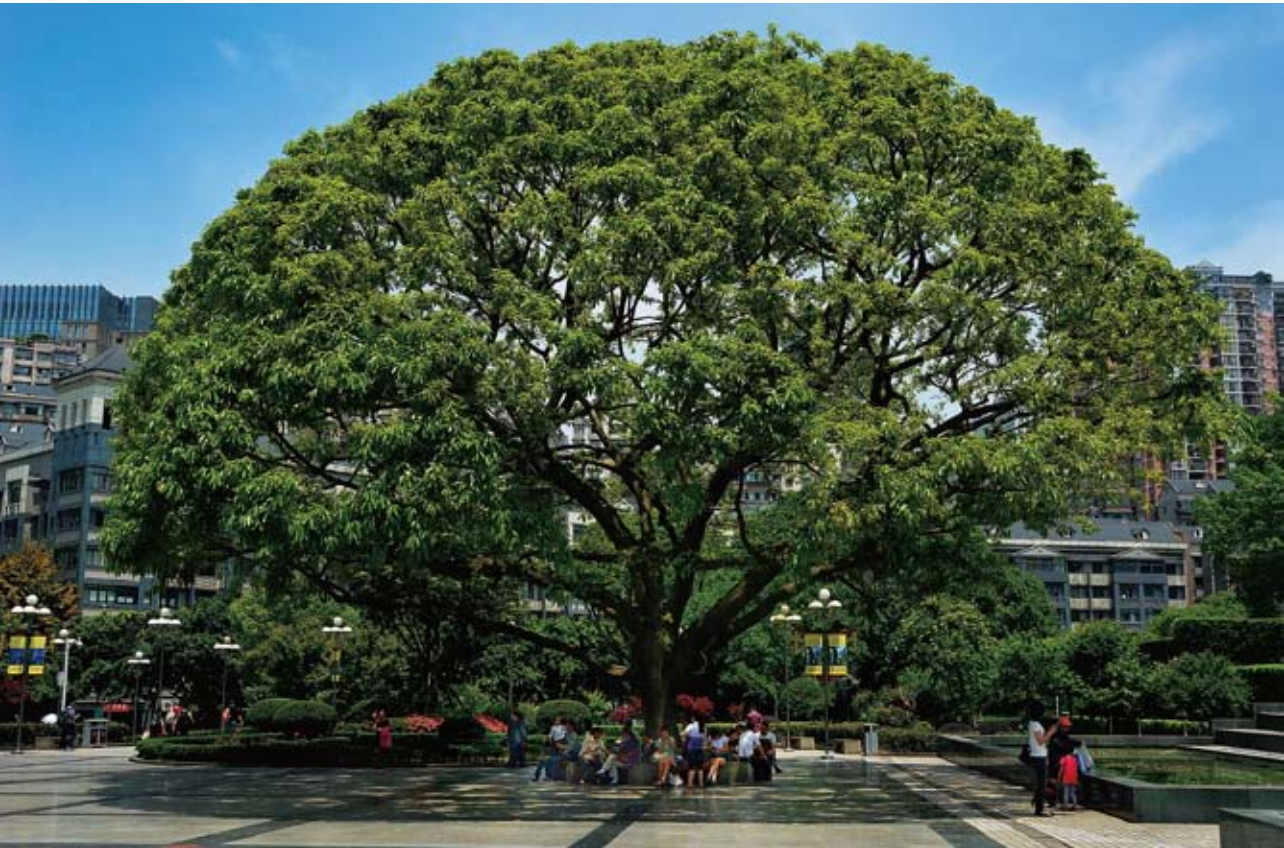
Chongqing is a city ran through by Jialing River which feeds into the Yangtze River and it's the home to the Three Gorges Culture; it is also a large and flourishing mountain city with roads winding along the mountain; it is an ancient city with Eighteen Stairs of hundreds of years' history about marketplace; it is also a city with avant garde arts represented by the largest street gallery Huangjueping which shows unrivalled modern vitality and passion. Maybe only people who come to the city can construct a magical and characteristic city of their own out of so many labels.

Ciqikou - nostalgia of the river city

There is an old saying that Ciqikou came into being before the city of Chongqing. In ancient times, there were no cars or trains and transportation through waterway was the main means. Located in Jialing River, Ciqikou dock transported the goods and facilitated the development of Chongqing tens of hundreds of years ago.

As the most well-known port, Ciqikou was prosperous

in Chongqing at one time. The old folk song which said “thousands of people working in the daytime and tens of thousands of lights at night” was about the booming business of Ciqikou. In the past, people working at the dock led a very hard life but also made a decent earning, and people were also good at entertaining themselves. In the daytime, ships of various kinds harbored and people worked very hard. And in the evening, the bistros and tea houses were full of customers until very late.





The once old dock has had its logistic function replaced by new modern port and the past history only lingers in the memory. In the gray wall and tiles, Ci Oikou looks remote and gorgeous. The waves of Jialing River lap the history and people’s mind and nostalgia floats over the whole city.

Eighteen Stairs - tenderness of mountain city

There are two popular pedestrian streets in Chongqing, one being the pedestrian street of Liberation Monument, which is known as the busiest street with many top world brands and many beautiful girls, even people who have never been to Chongqing have heard about this street. The other is The Eighteen Stairs which is not as popular but also contains profound culture of Chongqing and shall not be missed by tourists.

Walking out of the Jiaochangkou subway station and standing in the front of Sunlight and Moonlight Plaza, you can see many cloud-capped skyscrapers and it’s as bustling as other downtown districts. Across the road there is a road sign and a downward stone road lying besides the notice. Looking down here, the view is very different and a city full of charm has

surfaced with deep gaze into the soul of Chongqing.

It is important to understand the attributes of mountain Chongqing before trying to know the Eighteen Stairs which links the upper half and down half of the old Chongqing city. People walking on the stairs cannot help but wondering its antiquity in the context of modern Chongqing. These stairs are steep and built with pebbles and the stairs wind all the way through downtown district at the top of the mountain to the old district at the foot of mountain. There are many gravures on the stairs and many two-story wooden houses along the road. Although one can see a lot of high-rises here and it is only a road away from the most prosperous street of Liberation Monument, it offers the original flavor of Chongqing.

Walking along the old stairs, one can taste the sentiment of old Chongqing and see many rarely seen occupations like carpenters, tailors and vendors selling needles and threads and even the most popular video playing theaters in the 1990s can be found here. This is absolutely a typical Chongqing style street with no modern business influence and one can hear people playing mahjong and commotion of children.



It stores the past history like amber and presents an image of traditional life in Chongqing. However, for residents living here, it is not artistic and romantic. What awaits stairs is large scale renovation which will make them disappear in the history of Chongqing. Among the skyscrapers, it has become the last tenderness in mountain city for people to feel.

Huangjueping night market - taste of delicacy and avant garde arts

The foggy forest-like city in the daytime slowly settles down with the advent of the night. The night in Chongqing always reveals a charming vigor in lights, rivers and mountains and welcomes the journey of gourmets.

It is difficult to judge the role of hot pot in the Chongqing cuisine. As far as Chongqing is concerned, most people would thing about its hotpot. Actually, the food in Chongqing is more than that. Since ancient times, Chongqing was very resourceful and served as the hub of waterway trade which gave birth to a variety of gourmet culture, whereas hotpot was only part of the culture.

Unlike other cities, the best choice for people to taste original

food in Chongqing is the night market instead of high-end restaurants since the food in Chongqing is well known for its taste and low price. Luxury cars are often seen along the path of the night markets, among them Huangjueping is the most interesting one and the best representative of Chongqing food.

Huangjueping night market opens the earliest among other markets in the city. Since it is located in the neighborhood of Sichuan Fine Arts Institute, vendors usually start their business in the early evening to receive the university students who flock to the night market after class. Although students-packed is the most salient feature of Huangjueping, it is very difficult to satisfy their needs. Vendors have to compete for their taste and price instead of their decoration. The snack counters offer countless kinds of delicious food, most of which are very genuine Chongqing food.

At night, people have a taste of Huang Jueping delicacy and a view of creative paintings, and then the spicy taste on the tip of tongue is gradually replaced by the enchanting charms of the city.

BOSTON

波士顿 美国古老的心脏

文 / 小島

建于17世纪初的波士顿，是美国最古老的城市之一。当然，“古老”这个词似乎用来形容任何美国的事物都是不恰当的。但是，对于只有二百多年历史的美国来说，波士顿就是这个国家的见证者，它有着美国太多的第一次，包括美国独立战争的第一枪。如果说美国其他的现代化发达城市是美国的面容，那么，波士顿则是美国古老的心脏。



灯塔山——复古欧洲主义

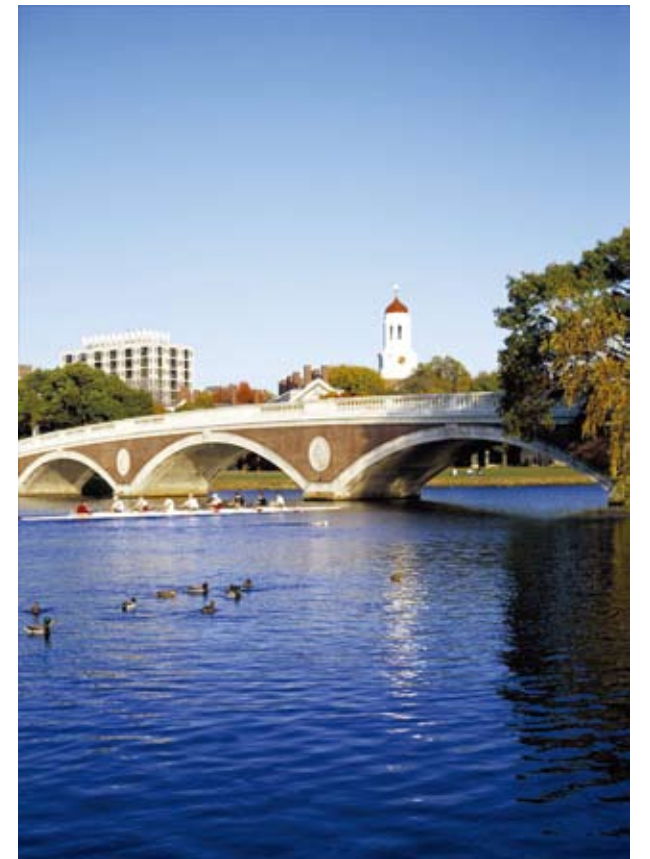
在遥远的1620年，一批英国清教徒乘坐“五月花”号船抵达这里。其中有一支在查尔斯河入海口的南部建立了定居点。因为他们大多来自英国林肯郡的波士顿镇，所以便把他们的定居点用故乡的名字命名。当时，这个籍籍无名的小镇只是“日不落帝国”的殖民地之一。然而，一百多年后，波士顿打响了独立战争的第一枪，美国从此诞生。

如果按照中国历史的标准，波士顿无异于是个婴儿，但若按照美国的历史标准，波士顿则是一位老者，它面庞的每一道皱纹都记录着这个国家的第一次。这里打响了独立战争的第一枪，生产出第一部电话，《独立宣言》在此宣读，还是美国篮球发源地……无数次象征着美国第一次的事件都在波士顿发生，但依然无法改变波士顿浓郁的欧洲气息。直到今天，这座城市的精神象征依然是灯塔山，一片古老欧洲风情的街区。

灯塔山其实并不是一座山，只是一片高地而已，是波士顿最早的街区之一，也是今天波士顿最昂贵的居所。这里有煤油路灯、充满魅力的小街和坑坑洼洼的石板路。这里还有一些豪华的别墅，上下开关的移动窗户把房子保护得严严实实，既平添了慵懒的气氛，又具有私密性。这片位于美国东海岸的街区仿佛是欧洲大陆的沧海遗珠。顺着街区再往上走，便可以看到一座建筑物金闪闪的穹顶，这便是马萨诸塞州的州府议会所在地。甚至由于马萨诸塞州政府大厦位于山顶，“灯塔山”一词也常被当地新闻媒体用作州政府的代名词。

灯塔山是波士顿最古老的城区，它的居民甚至比美国还要“老”。这里的居民主要是在美国还未成立之前，来到这片新大陆的英国人后裔。最早到达波士顿的英国人创造了惊人的财富，并将这种财富延续到今天。今天这里的居民被人称为“波士顿婆罗门”，是波士顿最富裕的阶层。他们大都毕业于哈佛大学，在上流社会人脉很深，还在文化、艺术、科学、政治和学术圈占据要职，属于城市最顶端的精英阶层。虽然如此，但他们和传统的美国文化格格不入。灯塔山的居民们依然遵循着古老的欧洲理念生活，即使身处开放的美国，他们的门第观念依然极重，甚至倾向于内部通婚。

行走在灯塔山，就仿佛置身于欧洲小镇。古老的小街有些凹凸不平，却一尘不染，落叶随风飘零，宁静的街道时而被叽叽喳喳的鸟声打破，路旁停着房屋主人的奢华汽车，房屋错落有致地相连。每一个房屋都在陈旧中透着低沉的奢华，街区中的咖啡店、餐厅、甚至小商店都



是欧洲式，精致，富有情调，而且价格昂贵。偶尔走过的青年男女也大都穿着素雅，面带克制的微笑，目光落在游人的身后。

哈佛大学——学霸的圣地

2009年，毕业于哈佛大学的奥巴马当选美国总统，美国的第一位黑人总统诞生。不过，这对于哈佛大学来说并不算什么，因为在美国短暂的历史中就有八位总统来自哈佛。波士顿是一个极富文化气息，学术风气极盛的城市，拥有五十多所大学，其中最闪耀的就是哈佛大学。

走进哈佛大学会有一种错觉，这不像一所大学，而更像一座庞大的公园，还是野生动物园。这里有砖红色的高高的教学楼，青翠的小草随处可见，上百年的大树数不胜数。可爱的小松鼠竖着毛茸茸的尾巴在树上跳来跳去，枝头不知名的小鸟吵个不停。遍布在草坪或树下的那些教学楼看起来都有着上百年历史，丝毫没有现代气息，甚至还没有国内的中学现代化。然而，这就是世界最先进技术人才的培育地之一，世界学霸的圣地，独一无二的哈佛大学。



在美国，很少能看到像哈佛大学这样成片的旧建筑群，毕竟这个国家才只有二百多年历史。哈佛大学的陈旧是有原因的，先有哈佛，后有美国。早在美国建国之前，哈佛就已存在。波士顿是英国清教徒登陆美洲大陆的登陆点，在建立这座城市之后，清教徒们创立了美国第一所大学——哈佛大学。于是，哈佛大学的传奇故事开始了。

哈佛大学最初并不叫哈佛，而是叫剑桥。这是因为建校委员会的70 名委员都在英国剑桥大学受过高等教育，所以哈佛起初被称为“剑桥”，学校所在地也被取名为“坎布里奇”。1638年，约翰·哈佛这位建校委员将其一半财产和一个图书馆捐赠给学校。为了纪念他，学校更名为

“哈佛”。至此哈佛有了自己的名字，在一百多年之后，美国才成立。

虽然哈佛大学大名鼎鼎，但一般游客很难找到学校大门。哈佛校区被古老的院墙环绕，院墙设有许多风格古朴的门，每座门的门楣都各不相同，但并没有哪座门是正门。在哈佛的游览让人仿佛回到了数百年前，一点没有现代大学的气势。不过作为世界上最负盛名的大学之一，哈佛大学有着全美最大的学术图书馆。

哈佛大学图书馆并不是一座图书馆，而是由80多座图书馆组成的一套图书馆系统。在这套图书馆系统中，藏书达到1600万册，储存着人类最宝贵的智慧。想在短暂

的旅途中游览全部的图书馆是一件几乎不可能的事，一般游客都只会去怀德纳图书馆——整个哈佛图书馆系统的中心馆，坐落在古老的哈佛园中央。如同哈佛大学的命名一样，这座图书馆的名字来自校友哈利·埃尔金斯·怀德纳。怀德纳出生于费城巨贾之家，1912年一家三口登上泰坦尼克号，中途遭遇海难，只有母亲获救。由于怀德纳生前酷爱藏书，母亲便出资捐建了这座大型图书馆。馆内有一个大厅，挂着怀德纳的肖像，四周放置了他生前的各式藏书，而大厅中央的玻璃陈列架里安放着一本珍稀罕见、保存完好的“古腾堡圣经”，极具历史价值，因为它属于历史上第一批印刷版圣经。



对于中国游客来说，还有一座图书馆值得游览，他就是燕京图书馆。穿过哈佛园来到神学院大道，可以看见一座砖红色两层建筑，门口有一对中式石狮子，就是著名的哈佛燕京研究所，也是燕京图书馆、哈佛大学东亚语言文明系的所在地。所内挂着燕京大学旧址（北京大学）的照片。这座图书馆的名字虽然不是资助人的名字，但他的资助人美国富商查尔斯·马丁·霍尔却足以在东亚研究史中被铭记。凭借查尔斯·马丁·霍尔的资助，哈佛得以成为了美国乃至世界一流的东亚研究重镇。

昆西市场——波士顿的草根味

波士顿作为美国历史最悠久的城市之一，自然有很多景点。但是如果只看那些景点，旅途也只能是浮光掠影。最能展现一座城市草根魅力的场所必然少不了市场，而像昆西市场一样从肉类市场变成旅游景点的市场更是波士顿之旅不能错过的旅游圣地。

很难说昆西市场是一个旅游景点，因为这座市场本身就是“非常实在”地为市民服务的市场，最初和旅游毫无关系。“昆西马克”最初从 1826 年开始运营，目的在于满足城市不断增长的需求，主要用于储藏农产品并作为肉制品交易市场。后来，由于该地区过于拥挤，建筑过于陈旧，它作为食品集散中心的职能逐渐丧失。1961 年，为了重新开发城市滨水地区，波士顿再次将市场列入该市的改造计划。与一般的大拆大建不同，该计划没有废弃原先的市场，而是决定对这些建筑进行改造。因为地理位置极佳，所以昆西市场总是热闹非凡。

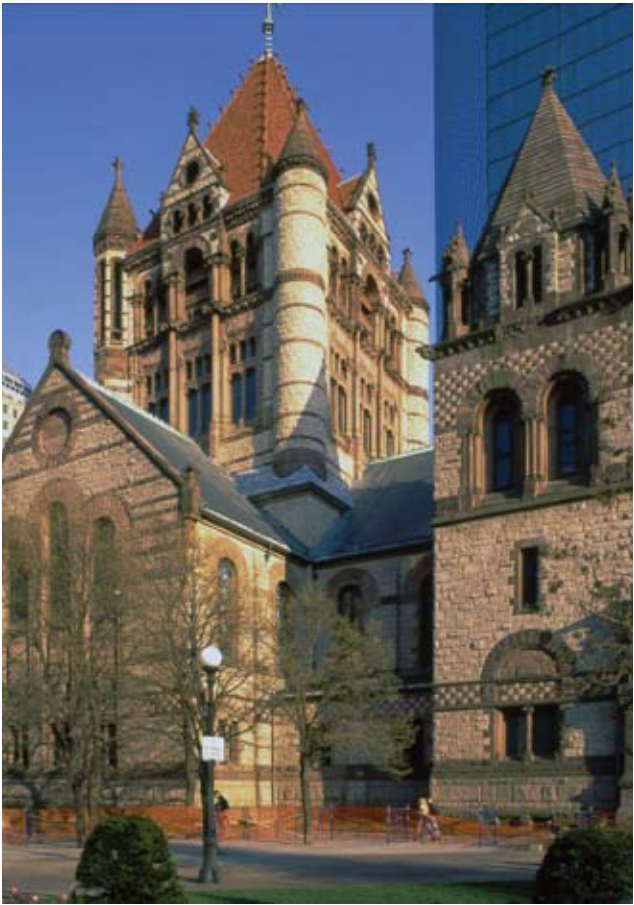
昆西市场并没有什么特别之处，它有些像中国的城隍庙，是一个包罗万象的大市场。整个昆西市场由多幢具历史价值的建筑物组而合成，最主要的建筑就是像一个小神庙一样的中楼，还有北楼和南楼。为此到昆西市场除了享受购物外，还可欣赏到典雅美丽的历史建筑。虽然昆西市场经营种类多种多样，但其中最出名的当属美食。

昆西市场汇聚了各式各样的美食，这里不仅有正式的餐厅，还有快餐小吃。人们能品尝到法国菜的高雅，也能领略世界第二大菜系土耳其菜的拜占庭风，而风靡全美的亚洲美食、中国美食、意大利美食等更是比比皆是。对于

绝大多数游客而言，尝尝波士顿当地的特色小吃是必不可少的，其中新英格兰风味的海鲜浓汤和龙虾卷最受游客欢迎。龙虾在国内是一种奢侈的美食，但在昆西市场却是最廉价的美食之一。

美国人喜食肉类，主要是牛肉、鸡肉、猪肉等，对海鲜兴趣不大。而波士顿是海滨城市，大西洋源源不断地送来各种海鲜。每年的夏末秋初是龙虾上市的时节，在波士顿流传着一种说法“穷得只能吃龙虾”。每年秋初，一船一船的龙虾像大白菜一样运到昆西市场。在龙虾上市的季节，价格便宜得让人难以置信。所以，在昆西市场的海鲜美食店中，总能看到中国游客一人抱着一只大龙虾大快朵颐。如果吃不惯美式的龙虾做法也没有关系，在昆西市场中还有一种比较中式的龙虾烹饪方法，大锅海水现煮龙虾。一般一个人把龙虾吃到饱，也就一百多人民币。

因为是市场，所以就餐环境自然不可能和星级酒店的餐厅相比。昆西市场会让中国游客产生一种奇怪的感觉，就像是在路边摊中吃大龙虾。顾客们自己找位子坐下，然后手里捧着食物就这么吃起来，不用顾及优雅与否，只管享受手中的美味，这是波士顿的草根生活方式。



Boston: Heart of the US

Founded in early 17th century, Boston is one of the ancient cities of the US. It might seem improper to describe anything as “ancient” in a country only about 200 years old. Boston witnessed many firsts in this young country like the beginning of the American War of Independence. If other modern cities are the face of the US, then Boston is the heart of the nation.

Beacon Hill

Beacon Hill is actually a high piece of land rather than a hill. It is one of the earliest and most expensive neighborhoods in Boston. There are kerosene street lamps, cobbled lanes and rough stone-paved roads. The sash windows add a lazy, private air to the luxury villas. Walking up, you will find a building with a golden dome: the Massachusetts State House. As it is in a prominent location at the top of the hill,

the term “Beacon Hill” is used by local media to refer to state government.

As one of the oldest neighborhoods in Boston, Beacon Hill was home to inhabitants even before the US was founded. Most of the early residents here were British who amassed enormous fortunes passed down to the present day. The residents of Beacon Hill are called the “Brahman of Boston,” the most affluent class of Boston. Most graduated from



Harvard University and occupy important positions in culture, art, science, politics and academia. They are closely connected with the upper class. They still stick to many old European ideas that are alien to American culture. Despite living in a country with liberal ideas, they highly value family background and tend to marry people of the same social class.

Wandering around Beacon Hill you feel as if you are in a European town. The old lanes are a little bumpy but very clean. The tranquility of the streets is occasionally broken by birdsong. The houses sit next to each other in a neat order. The European-style cafés, restaurants and shops are exquisite, romantic and expensive. Most young people passing by are dressed in a simple but elegant way.

Harvard University

Originally "New College", the college was renamed in 1639 after John Harvard who left the school half his financial estate and a library of some 400 books.

People can hardly find the main entrance to Harvard as the campus is surrounded by old walls with a variety of gates, but no main entrance. Unlike modern universities, it is as if you have transcended time to hundreds of years ago as you stroll the campus. As one of the most prestigious universities in the world, Harvard has the largest academic library in the US.

Harvard University Library is not one library but a library system that comprises over 70 libraries with nearly 17 million volumes. It is impossible to visit each of the libraries during a trip. Most travelers go to Widener Library, the center-piece of the entire Harvard Library system named after Harry Elkins Widener, an alumnus of Harvard and an avid bibliophile. Born to a wealthy Philadelphia family, Widener and his father died on the Titanic in 1912. The library was funded by his mother after his death.

At the building's heart are the Widener Memorial Rooms. They display a photo of Widener, papers and mementos recalling his life, as well as his collection. A well-preserved Gutenberg Bible donated by the Widener family is quite rare and of great historical value as one of the first published Bibles.

Quincy Market

There is nothing special about Quincy Market. It consists of central, northern and southern buildings. Besides shopping, you can also appreciate the elegant and beautiful historic architecture here.

Quincy Market sells a wide range of commodities, but the

market is best known for its delicious food. You can find both restaurants and snack bars, and enjoy elegant French, Turkish, Asian and Italian cuisine. Seafood soup and lobster roll are two of the most popular local foods favored by travelers. Lobster, a luxurious delicacy in China, is one of the cheapest gourmet foods at Quincy Market.

Americans love meat like beef, chicken and pork, but they lack interest in seafood. What's more, the Atlantic Ocean is teeming with seafood and lots of lobsters are transported to market to be sold at incredibly low prices in early fall every year. Chinese tourists are always heartily tucking into lobsters here. If you are not accustomed to the American way of cooking lobsters, try the boiled lobsters in the market.

The dining environment of Quincy Market certainly cannot compare with that of a restaurant at a star hotel. People just find seats for themselves and enjoy the delicious food regardless of whether they are eating gracefully or not. That's exactly the way the grassroots people live in Boston.





ROME

罗马

古典而浪漫的露天历史博物馆

文 / 杨丽琴

罗马，一个充满传奇故事的地方，一个由时间和历史堆砌而成的城市，带给人们的是无限向往。这个在7个山丘上建造的小城无法用简单的几句话来概括，因为它曾是“世界帝国首都”，是一座创造过辉煌文明的古城。走进罗马的大街小巷，想象着凯撒的战车曾经驶过，斯巴达克斯的起义曾经震撼过，赫本的笑声也曾荡漾过。两千多年中，几乎每个时代都争相在罗马身上留下属于自己的印记，并依附着这永恒之城获得了永生。或者说，罗马绝不仅是一座都城，而是一个古典而浪漫的露天历史博物馆。

古罗马广场——伟大归于罗马

欧洲有句谚语：光荣归于希腊，伟大归于罗马。作为四大文明古国，罗马是西方文明的发源地之一，拥有2500年历史。走进罗马老城，就如同走进了一座古建筑艺术陈列馆。那遍布全城的教堂、广场、雕塑、喷泉、废墟，无一不让人感受到罗马的大气磅礴。时光像美酒一般让今天的世人品尝着2500年前的罗马。经过漫长的岁月洗礼，罗马古城内在的魅力反而更加浓烈。即使曾经的伟大建筑已成为残墙断壁，但历史本身的力量却更能触动人心，比如古罗马广场。

罗马的广场文化是罗马文明的核心之一，古罗马广场是罗马城的中心，原为沼泽地带，大约公元前6世纪加以整修，成为市场和集会之地。罗马的历代统治者在这里修建庙宇、宫殿、会议场所、政府机构等等，为自己的时代在罗马古城写下诗篇。所以，古罗马广场更像一本“签到簿”，每一座建筑都是一位帝王曾经辉煌的见证。由于这些建筑大多数是石砌建筑，才能保留到今天，与你我在二千五百年之后相见。

古罗马广场是罗马政治、宗教、商业和公众活动的中心，对罗马的敌人而言摧毁罗马广场意味着占领罗马。除

了自然灾害之外，罗马广场也曾被哥特人、匈奴所侵占。在漫长的历史中，罗马广场经历了数次修建。到了中世纪，罗马帝国逐渐坍塌，文艺复兴与大航海时代的兴起让世界将目光转向了大海。罗马的光辉逐渐散去，广场的石块被大量地抢掠盖宫殿和教堂。最后，曾经代表着无上荣耀的罗马广场变成了废墟。

今天人们所看到的古罗马广场是十八世纪开始发掘保护的文化遗址，到了十九世纪，古罗马广场重见天日。当这座两千五百年前的广场再次出现在世人的目光之中时，历史再次展现了它无与伦比的力量。残破的罗马广场正是罗马完整历史的映照。屹立在古罗马广场的建筑物有提图斯凯旋门、奥古斯都凯旋门、塞维鲁凯旋门、凯撒神庙、灶神庙、维纳斯和罗马神庙等。它们组成了这片最美丽的废墟，向世人讲述着那个辉煌的帝国，讲述着曾经的人们是如何生活、如何改变世界……古罗马广场不仅吸引着全世界慕名而来的游客一探究竟，还吸引着众多考古工作者和历史学家，因为今天的古罗马广场依然属于历史。

历史在古罗马广场无处不在，这里随便一堵断墙很可能就是两千年前凯撒大帝在建造他的宫殿时留下来的；在草丛中随手拾起一块碎瓦，也许就是千年前的瓦罐碎片；

举脚踢出之间，那路边的碎石也许就是当年装饰神庙的石块……光阴似箭，却带不走古罗马帝国留在这里的荣耀与气息。

斗兽场——角斗士的荣耀

很多男性游人来到罗马必游景点之一就是斗兽场，一个激发男性荷尔蒙的古建筑。大多数人熟知斗兽场是因为观看过众多关于角斗士的影视作品，在影片中，那些像健美先生一样的角斗士拿着刀剑，在鲜血与公平之间寻找男人存在的意义。虽然斗兽场确实是角斗士们以生命供贵族取乐的娱乐场所，但斗兽场的意义远远不是如此简单，它是解读罗马的一把钥匙。

走进斗兽场，就进入了一座时间与空间交织成的迷宫。斗兽场是一座近两千年前的古迹，而一墙之隔的是21世纪的车马喧嚣，罗马就是这样一座充满奇异的城市。其实在两千年前，罗马是一座更奇怪的城市，一座难以用常规历史规律理解的城市。

罗马斗兽场是罗马皇帝韦帕芑于公元72年为庆祝征服

耶路撒冷的胜利，强迫沦为奴隶的八万犹太和阿拉伯俘虏修建而成的。斗兽场占地面积约2万平方米，长轴长约为188米，短轴长约156米，圆周长约527米，围墙高约57米。大斗兽场的内部被分为三部分：竞技场、观众席和指挥台。在这里，游人可以看到竞技场下层迷宫似的通道和当年把动物和角斗士从牢笼运送到竞技场的机械装置。

很多游客看到斗兽场后会有一种似曾相识的感觉，因为今天很多最先进的大型体育场都或多或少地格上了一些古罗马斗兽场的设计风格。这座庞大的、可以容纳九万观众的建筑居然不属于罗马的帝王，而是属于罗马民众。但是，属于民众的斗兽场并不代表着文明，而是代表着最原始野蛮的奴隶制。

斗兽场的角斗士是为了取悦皇帝和当地的领主或者奴隶主而搏杀的职业杀手，因此角斗士的身份是罗马最卑微的奴隶。然而，也有些角斗士，因其所向披靡的高超搏杀技巧而成为超级明星。据说当时的贵族妇女相当崇拜这些竞技场上的勇士，色雷斯角斗士塞拉蒂斯在那个时代就如同今天的贝克汉姆。角斗士既是贵族的奴隶，同时又是贵族的偶像，这种奇怪的现象让人难以理解。

比角斗士更难以理解的是斗兽场对罗马的历史影响。斗兽场不仅仅是一座壮观的建筑，它还改变着罗马的历史。罗马的历史既由伟大的凯撒大帝谱写，也由斗兽场的奴隶斯巴达克斯谱写。斯巴达克斯，一位罗马历史中的奴隶，一位可与凯撒大帝齐名的罗马英雄，马克思称他是“古代无产阶级的真正代表”。

公元前73年，斗兽场中的奴隶不满自己的命运被罗马贵族当成玩物，伟大的英雄斯巴达克斯率领斗兽场的角斗士发动了改变罗马历史进程的斯巴达克斯起义。之后的故事如同电影与电视剧中所讲述的一样精彩，动人心魄。

当然，今天的角斗场在经历了二千多年后只剩下大半个骨架，但其雄伟之气魄、磅礴之气势犹存。在斗兽场迷幻的灯光中，角斗场中央数千年前角斗士惨烈的叫声与观众席上的人声鼎沸仿佛在耳边响起。漫步在观众席中，似乎还能嗅到身着华服的夫人小姐们在男士彬彬有礼的引导下穿梭在属于他们空气中的味道。历史远





去，曾经的角斗士与观众都已成为斗兽场的一部分，在每一个深夜，讲述着曾经的罗马。

特莱维喷泉——穿越时空的爱恋

罗马就像一座露天艺术博物馆，总能让人们无法克制自己的情感。1953年，一部好莱坞电影《罗马假日》讲述了一位欧洲某国的公主与一个美国记者之间在意大利罗马一天之内发生的浪漫故事。这部半个世纪前的电影成为了电影史中永恒的经典，也为赫本获得了她一生最重要的奖项——奥斯卡最佳女主角奖。但是，赫本将这部电影的成功归结为罗马这座城市，一座让人难以克制情感的城市。

《罗马假日》中那个公主爱上贫民的故事，仿佛只能发生在千年古城罗马之中。因为罗马古朴的街道、古迹、景致、雕塑……总能将人们抽离世俗的世界，去相信一些不那么真实的美好事物。所谓美好的事物就是脱离现实，比如每天都有无数游人像《罗马假日》中赫本一样，在罗马的特莱维喷泉中投下硬币。

罗马素有喷泉之都的美称，几乎在每个大型广场或者十字路口都会有喷泉，形态不一，风格各异，其中最负盛

名的是位于威尼斯广场与西班牙广场之间的特莱维喷泉。特莱维喷泉别称“少女喷泉”，原位于三条道路的交汇处，是15世纪修建的阿格利帕水道的水源所在地。

虽然建一座喷泉并不复杂，但特莱维喷泉正式完工花了30多年时间，这30年都花在塑造海神的形象上了。海神尼普顿站在海贝上，驾驭着马车，四周环绕着西方神话中的诸神，每一个雕像神态都不一样，栩栩如生，诸神雕像的基座是一片看似零乱的海礁。泉水由各雕像之间、海礁石之间涌出，流向四面八方，最后又汇集于一处。喷泉背后是雄伟的宫殿，设计师萨维巧妙地借景，使喷泉与宫殿雕塑融为一体，更显壮观。尤其傍晚的时候来看，加上灯光和昏黄的天色，百闻不如一见的美。

几乎每一天，特莱维喷泉前都有着众多游人。因为，它还有一个名字叫“许愿泉”，传说若你能背对着喷泉，从肩上扔出第一枚硬币刚好扔进水中，就可以心想事成；投第二枚硬币，就可以重返罗马。每天都有无数游人在喷泉前投币，为此罗马政府每月定期将这些硬币清理出来，用来维护罗马城内的古建筑。

Rome

Romantic Outdoor Museum

Rome is legendary, ancient, historic ... a city people long to see. Yet simple adjectives don't do justice to the Italian capital of seven hills. Rome is much, much more than that. Rome was also the ancient capital of the western world, founder of a classical civilization. Julius Caesar's chariot rumbled in these streets. Spartacus shocked this land. Audrey Hepburn's laughter lingers. Almost every era left its mark on Rome over the last 2,000 years. Rome is not just a city but also a romantic outdoor museum of history.



Roman Forum

The Roman Forum marks the center of the city. A marshy lake was drained to build a square market and meeting place. Later rulers of Rome built temples, palaces, meeting halls and government institutions. Each building is a

witness to the glory of its builder. Most of the architecture was made of stone. That's why they remain today, 2,500 years later.

The forum was rebuilt several times in its long history. Through the decline of the Roman Empire during the Middle



Ages, the Renaissance and the era of nautical exploration, Rome's glory waned. Stones were pinched to build palaces and churches as the once-glorious forum turned to ruins.

The forum we see today began to be unearthed in the 18th century. The excavation finished in the 19th century. When the 2,500-year-old forum meets the eye, people are surprised by its beauty and glamour. The Arch of Titus, Arch of Augustus, Arch of Septimius Severus, Temple of Caesar, Temple of Vesta and the Temple of Venus & Rome are among the most famous sites at the forum, attracting tourists, archaeologists and historians from around the world.

Colosseum

The construction of the Colosseum by 800,000 Jewish and Arabic slaves began under the emperor Vespasian in 70 AD to celebrate the Roman conquest of Jerusalem. The 24,000-square-meter Colosseum is 188 meters long, 156 meters wide and 527 meters around. The wall is 57 meters tall. The Colosseum has three parts: the arena, cavea and podium. Visitors can see the mazelike hypogeum and the mechanism used to transport animals and gladiators in the past.



Many tourists feel something familiar about the Colosseum as most modern stadiums were originally inspired by its design. The Colosseum can hold around 90,000 spectators. However, it is a symbol of barbarism and slavery rather than a symbol of civilization.

The gladiators were professional killers who fought to entertain the emperor, lords and slave owners. They were the humblest slaves in Rome. However, some became superstars due to their superb fighting skills. It is said that many aristocratic women worshipped the brave fighters and the gladiator Celadus was adored like David Beckham today. It seems a paradox that gladiators were both the slaves and idols of the aristocracy.

The Colosseum was not only a magnificent building but also changed the history of Rome. The course of Roman history was changed by both Caesar and Spartacus. Spartacus was a Roman hero as famous as Caesar that Karl Marx called "the true representative of the proletariat".

Dissatisfied with the Roman aristocracy controlling their fate, the gladiators led by Spartacus staged an uprising that changed the history of Rome. The history was as thrilling as the story in movies and TV shows.

Trevi Fountain

Rome has been called "the capital of fountains". There are fountains of different styles at almost every large square or crossroad, of which Trevi between Venice Square and Spanish Square is the most famous. Also known as Virgin Waters, Trevi Fountain was built at the intersection of three roads and marked the terminus of the Acqua Vergine, the revived Aqua Virgo, one of the aqueducts that supplied water to ancient Rome.

Although it was not usually a complex task to build a fountain, Trevi took over 30 years to finish as a large amount of the time was spent on the sculptures represented by Pietro Bracci's Oceanus, the god of all water. Each sculpture has a different, vivid facial expression and the fountain is ingeniously designed. Sitting against a majestic palace, the fountain, palace and sculptures perfectly harmonize. They look particularly beautiful in twilight.

Each day Trevi Fountain attracts many visitors. The legend goes that if one throws a coin into the fountain using right hand over left shoulder, the wish will come true. If the second coin splashes, the thrower will one day return to Rome. The coins are collected and used to maintain the ancient buildings.





里加 波罗的海灵魂城市

文 / Richard Matuzevics 图 / 里加旅游局

大多数游客对拉脱维亚首都里加的印象是从道加瓦河左岸观看到的雄伟的天际线。从老城中许多教堂的哥特式尖顶，你能够感受到这座城市悠久的历史。里加的历史最早可以追溯到12世纪，这里的建筑整体上自成一章，极具美感，令人赏心悦目。此外，里加还是波罗的海文化之都、美食之都、休闲之都……众多的标签，共同勾画出里加最本真的面貌——波罗的海灵魂城市。

历史地理

里加是拉脱维亚的首都，也是波罗的海国家最大的城市。根据2004年人口统计，里加市人口为693,064人。里加古城建于十二世纪，距今已有八百余年历史。

里加是一个港口城市，历史上贸易发达，最早在此经商的是德国人。拉脱维亚最大的河流道加瓦河经由里加流向大海，其优越的地理位置曾吸引了许多国家，历史上里加曾先后被德国、波兰、瑞典、俄国所统治。

拉脱维亚是欧盟成员国，因此如果你到里加旅游并持有申根护照，你便可以去欧盟的任何国家和城市。里加的官方货币是欧元，这给同时想去欧洲其他地区旅游的游客提供了很大便利。



建筑文化

里加的建筑风格包括新艺术建筑、现代主义建筑、木质建筑和砌体结构建筑。里加老城位于城市的中心，这里有历史悠久的建筑，亲切友好的休闲场所，宽阔的广场，以及狭窄而富有浪漫情调的街道，是旅游观光者不容错过的好地方。无论你是喜欢静坐在夏日的公园或被美丽房屋所环绕的老广场，还是喜欢漫步在微风阵阵的街道上感受历史气息与现代生命的交织和碰撞，里加老城都是不二之选。

广阔的地域造就了里加丰富多彩的文化。2014年，里加作为欧洲文化之都将举办大大小小100多场特别活动。里加丰富的文化活动可以满足所有人的喜好。国家歌剧院成立于1918年，人们可以在这里欣赏到歌剧和芭蕾舞表演。里加的剧院表演以拉脱维亚语和俄语为主。这里还有拉脱维亚国家剧院、里加俄罗斯剧院、戴尔剧院和其他一些剧院。

古人云：以史为鉴，可以知兴替。要想更好地了解拉脱维亚的文化和渊源，你就得去拉脱维亚民族露天博物馆。如果对历史感兴趣，你可以去拉脱维亚被占领时期博物馆，那里将为你呈现从1940年到1991年拉脱维亚先后被德国纳粹和苏联统治时期的真实历史。

自然风光

里加大概是世界上最绿意盎然的城市之一了。从郊区到市中心，到处都可以看到枝叶繁茂的树木。有些公园很值得一游，比如位于市中心的Esplanade公园，它由Elizabetes、Kalpaka和Krisjana Valdemara三街环绕。另一个值得一看的公园是堡垒山公园，它距自由纪念碑只有几百米远，是这座城市最浪漫的去处之一。

如果你碰巧在曲棍球赛季期间来到里加，那一定不要错过通常在里加竞技场举行的Dinamo Riga游戏，这个游戏由当地的一个曲棍球俱乐部筹办。其他大型体育活动或音乐会也在这个竞技场举行。如果你是个篮球迷，那就去看一些篮球俱乐部举办的VEF里加主场比赛。喜欢户外活动的朋友则可以直接去距里加50公里的锡古尔达镇，夏天你可以在高亚河上划独木舟，而冬天你可以租个滑雪板，享受锡古尔达斜坡带给你的激情与刺激。

购物美食

在里加有许多大型商场、专卖店、生鲜超市，还有热情四溢的星期天市场。琥珀是波罗的海地区最著名的宝石，里加古城就有很多琥珀专卖店，但由于它是著名的旅游景点，这里的琥珀通常要比其他地区贵15%~20%。想经济实惠的话，你最好在里加古城外的琥珀商店购买。女士们一定会喜欢当地生产的玛德兰有机化妆品，其产品全部采用纯天然成分。

在我儿时的印象里，最好吃大概也是最健康的食物就是妈妈做的黑面包，稍微烤一下，抹上一点蜂蜜，再配上一杯鲜牛奶，很简单，却是最完美的组合。买点蜂蜜带回家或当作礼物送给家人和朋友，他们一定会非常喜欢，这可比一些象征性的冰箱贴纪念品好多了。

在里加众多的餐厅里你一定可以发现自己爱吃的食物。除了品尝一些当地特色、新鲜的食物，我建议你从路边各式各样的小餐馆到豪华的高级餐厅都尝试一遍。Lido饭店更是重中之重，在那里你可以品尝到各种典型的拉脱维亚美食。此外，你一定要去“三把刀餐厅”，那里13欧元预算内你可以品尝到含甜点的三道菜。在位于市中心的Biblioteka Nr. 1餐厅，两人用餐的花费在50到100欧元之间。

一定要去里加的十大理由

里加——2014年欧洲文化之都。100多场特别活动将在这里举行。

里加——波罗的海文化之都。国家歌剧院全年呈献世



界著名艺术家表演，音乐厅和剧院提供精彩纷呈的娱乐活动。

里加——建筑明珠。从里加老城到有800年历史的哥特式教堂，漫步在里加对每一位游客而言绝对是一次探索之旅。

里加——美食之旅。里加以其料理著称，你在享受拉脱维亚传统佳肴的同时，还能品尝到各类由顶级厨师自创的新式菜品。

里加——休闲之都。里加数目众多的公园、河流、海洋和湖泊让其成为户外休闲的理想之所。

里加——世纪相交之地。每个世纪都在里加的建筑上留下了独特的印记。

里加——美容养生之所。在里加一定要尝试一下里加桑拿和里加市中心各式各样的SPA按摩。

里加——购物天堂。从当地自产蜂蜜和有机化妆品，到世界各著名品牌，里加应有尽有。

里加——保健之都。保健旅游对于里加和它的游客来说并不陌生，里加专业的医生团队和个性化的医疗服务必让你的身体更上一层楼。

里加——商务之都。里加是团队建设、会议和论坛活动的理想场所。各种基础设施和便利条件绝不会让你失望。

如需更多最新信息，请访问里加市官方旅游门户网站www.liveriga.com。



Riga: Soul City of Baltic Sea

Most tourists' impression about Riga, the capital city of Latvia, is the magnificent skyline seen from the left bank of Daugava River. The Gothic peaks of the churches in the Old Town give you a sense of history. Actually Riga's history can be traced back to the 12th century and the architecture of the city with its own style is pleasant to the eye. Besides, Riga is also a city of culture, gourmet food and leisure. It can be said that Riga is the soul city of the Baltic Sea.

History & geographic location

Riga is the capital of Latvia and the largest city of Baltic States with a population of 693,064 inhabitants in 2014. Riga was founded in the 12th century, making it a city with more than 800 years of history.

Riga is a port city, which historically has enjoyed a lot of trade when German merchants started trading in this area. With its excellent geographic location where Latvia's biggest river "Daugava" flows out into the sea, Riga has always been a great attraction to other nations, which is to explain why it has been ruled by Germans, Polish, Swedish and Russians over the course of history.

Latvia is a part of European Union, so if you travel to Riga and have Schengen visa, you will be able to visit other

countries and cities within European Union. The official currency of Latvia is Euro, which is of great convenience for travellers wanting to visit other parts of Europe besides Riga.

Architecture & culture

Riga's architecture consists of Art Nouveau, Modernism, wooden buildings and masonry.

Old Town in Riga is the city's heart. With its historic buildings, friendly leisure venues, spacious squares and narrow and romantic streets, Old Town is the right place for sightseers. Whether you prefer sitting in a summer garden or terrace in an old square surrounded by stunning houses or strolling through the winding streets enjoying the historic atmosphere and present liveliness, Old Town of Riga is the

place to come to!

The wide range of countries which have occupied it explains Riga’s cultural variety and richness. This year, 2014, Riga is a Cultural Capital of Europe with more than 100 special events taking place. Riga offers culture activities to everyone’s taste. National Opera was founded in 1918, where opera and ballet performances are held. Theaters in Riga offer shows mostly in Latvian or Russian. There are Latvian National Theater, Riga Russian Theater, Daile Theater and others.

There is a saying if you want to predict future you must study history. To better understand Latvian culture and its roots, Latvian Ethnography Open-Air Museum will do the job. Those interested in history must visit Museum of Occupation of Latvia, which reveals Latvia’s history from 1940 until 1991, when Latvia was occupied by Nazi Germany and Soviet Union successively.

Nature & sports

Riga is probably one of the greenest cities in the world as you will find a constant presence of threes everywhere in Riga, from suburbs to city center. Here are some of the parks worth visiting in Riga. Esplanade Park, located in city center and surrounded by Elizabetes, Kalpaka, Krisjana Valdemara

streets. Another park worth seeing is Bastion Hill, located a few hundred meters from Monument of Freedom, probably one of the most romantic places in the city.

If you happen to visit Riga during the hockey season, a must see is a local hockey club “Dinamo Riga” game usually held in “Arena Riga”, where other big sports events or concerts are held. Or if you happen to be a basketball fan, visit some of basketball club “VEF Riga” home games. Those who love outdoor activities, head to city Sigulda, located 50 km from Riga. In summer time, go kayaking in the river Gauja or in winter time, rent skis and enjoy slopes of Sigulda.

Shopping & food

In Riga you can find a variety of shopping malls, boutique shops, fresh foods markets and friendly Sunday markets. Amber is the most famous gemstone in Baltic region. You will find lots of amber shops in old Riga, though, usually 15-20% percent more expensive than in other places due to high tourist traffic. If you want to save some money, look for amber shops outside old Riga. Women will love organic cosmetics “Madara”, locally produced using all natural ingredients.

In my childhood memories, the best and probably the healthiest food made by my mom was black bread, little

toasted and spread with honey together with a cup of fresh milk to enjoy, simple, but perfect combination. Buy some honey to take home with you or as a present for friends and family, they will love it more than a typical fridge magnet souvenir brought from elsewhere.

You can also find a fine selection of restaurants in Riga. Opt for the ones with local and fresh products. I suggest you try a whole variety of restaurants from road side eateries to fancy downtown restaurants. You must try “Lido”, where you will find a big variety of typical Latvian comfort food. Also aim to visit “3 knives restaurant” with 3 set lunch including des ert which will bring you back around 13 Euros. In restaurant “Biblioteka Nr. 1”, with very central location, a meal for two will cost you 50-100 euros.

10 reasons you should visit Riga

Riga - European Capital of Culture 2014, with more than 100 special events taking place.

Riga - capital of Baltic culture. National Opera offers year round world famous artists shows, concert halls and theaters offer great entertainment.

Riga - architectural pearl. Start from old Riga to 800-year-old Gothic churches. A walk through Riga will be an adventure to every visitor.

Riga - gastronomic journey. Riga is famous for its fusion cuisine. You will be able to enjoy traditional Latvian dishes as well as food newly created by some of the best chefs in the trade.

Riga - place for active rest. Its abundance of parks, rivers, sea and lakes makes Riga a perfect place for those who like outdoor sports activities.

Riga - place where centuries meet. That can be seen in Riga’s architecture, and every century has left its footprints here.

Riga - place for beauty and well-being. If in Riga, one must try Latvian Sauna as well as enjoy various SPA located in the center of Riga.

Riga - place for shopping. Starting from locally produced honey and organic cosmetics to world famous brands.

Riga - city for your health. Medical tourism is no new to Riga and its visitors. Professional doctors and medical personnel will help to boost your health.

Riga - city for your business. It is an ideal place for team building, conference and forum activities. Its infrastructure and convenience will not disappoint you.

For more and up to date information, please visit the official tourism portal of Riga City – www.liveriga.com



LONDON

伦敦 优雅的时光之旅

文 / 老铁

“若是你厌倦了伦敦，那就是厌倦了生活。”这是伦敦地铁交通图上赫然印着的一句经典名言，出自18世纪英国著名作家塞缪尔·约翰逊。在这位英国文坛大师看来，“伦敦有人生能赋予的一切”。世界上最好的大学，闻名于世的博物馆，庄严的白金汉宫，密布全城的公园，繁华的金融中心，惬意的英式下午茶，热闹的夜生活……这一切都构成了一个活色生香的伦敦，在这里可以找到任何你想要的东西。倘若一定要用一个词来形容这座城市，那就是“优雅”。



坚固的古典主义之城

在来到伦敦这座世界上最发达的都城之前我就知道，这是一座古典的城市。脑海中的伦敦好像是从徐志摩的《再别康桥》开始，然后到《哈姆雷特》、《傲慢与偏见》、《雾都孤儿》等世界名著中一点一点拼接出这座城市的缩影——古典、优雅而神秘。然而，当我来到伦敦后，还是被它的“古典”所惊讶。

下飞机后，伦敦给我的第一张笑脸来自于伦敦的传统黑色出租车——“老爷车”。这个一战时期就已经存在的老古董今天依然在伦敦招摇过市，在满城的老建筑衬托下，成为伦敦城独具特色的风景。这些如大头鞋般的“老爷车”都是复古版的，虽然外面看着很小，其实内部空间很宽敞。

和世界上其他国际化大都市如纽约、上海、东京等不一样，伦敦至少从城市外观上落后这些发达城市几百年。伦敦很多建筑几乎都具有百年历史，精美的砖墙结构或者

石头结构，令建筑古朴坚实且精美绝伦。大部分房子都已年代久远，但是维修得当。就算是新建筑，也很少有十层以上的高楼，并不损害这座城市的古老气质。如果不看伦敦的人口或者经济数据，很难想象这座城市居然是世界上经济最发达的城市之一。

在伦敦旅行像是在城市与花园之间穿行，理解伦敦必须抛开传统的思维方式。伦敦是世界上房价最贵的城市，一座寸土寸金的城市，但它同时也是一座花园城市。据统计，伦敦是人均拥有绿地面积最多的首都城市，公园大大小小就有100多个，面积都很大，风景很美，野生动物很多。比如海德公园占地142公顷，摄政公园占地160余公顷。我一路上的行程几乎都在花园中穿梭，而且这些花园野性十足，狐狸、鹿、野鸭……让人很难分清是在城市，还是在花园。

老爷车、百年建筑、密布全城的花园……这些伦敦元素虽然让我惊讶，但还勉强都在我的理解范围之内，而



伦敦的红色电话亭却超出了我的理解范围。红色电话亭是伦敦的经典文艺标志。阴暗的天空，灰色的街道，黑色大衣的行人背影，加上路边的红色电话亭就是一部英国文艺片的标配。我走进一个红色电话亭，居然发现电话真能打通。当然，这些电话亭的实用价值基本等于零。伦敦电讯公司早想拆了这些电话亭，而伦敦人说电话可以拆，电话亭不能拆。

伦敦人的皇室情怀

英国人喜欢拿女王开玩笑，但所有的玩笑必然都是善意的，因为女王是英国唯一不可取笑的人。即使在前段时间闹得沸沸扬扬的英格兰与苏格兰分家的政治事件中，独立派与统一派虽然政治思路南辕北辙，但唯一的共识是女王将永远是国家的女王。想要了解伦敦，必然要了解英国皇室。因此，我也像大多数游客一样前往白金汉宫。

1703年，白金汉宫为白金汉公爵所建而得名，最早称白金汉屋，意思是“他人的家”。1837年，维多利亚女王即位后，白金汉宫正式成为英国王宫，是英国王室的府邸，现仍是伊丽莎白女王的王室住地。女王召见首相、大臣，举行国家庆典和宴请外宾及其他重要活动，均在此举行。白金汉宫也是与故宫、白宫、凡尔赛宫、克里姆林宫齐名的世界五大名宫。

当然，想要亲眼见到女王几乎是不可能的，但隆重而繁琐的白金汉宫卫兵换岗仪式也是到伦敦旅游的必看节目。在嘹亮的鼓乐声中，新卫兵从惠灵顿兵营出发，一路行进至白金汉宫前广场，与老卫兵在这里举行换岗仪式，在军乐和口令声中做各种列队表演，并举枪互致敬礼，一派皇室气象。

白金汉宫是英国女王和英国皇室在伦敦的主要居所，从外部看就是一栋很普通的宫殿，但内部却金碧辉煌、气势非凡。白金汉宫的600多间厅室有宴会厅、音乐厅、画廊、图书室、皇家集邮室……都奢华如新，那些岁月的痕迹都被努力遮掩过。陈列的英国历代王朝帝后的100多幅画像，展示着英国历史文化底蕴的骄傲。

皇室不仅在白金汉宫中，也存在于伦敦人生活之中，伦敦人谈论最多的就是皇室与天气。从王妃戴安娜，从查尔斯到威廉和哈里，英国王室向来备受世人关注。有趣的是，皇室一定程度上代表着伦敦人的保守思想，但皇室也体现着伦敦人对自我的叛逆精神。

在伦敦的旅途中，我惊奇地发现保守的伦敦人居然更喜欢小王子哈里，而不是大王子威廉。威廉大王子完美无缺，人生的每一步都无可挑剔，从没有丑闻。而小王子哈里完全相反，丑闻都可以写本书了。但是，小王子所有的丑闻也都是那个年龄的年轻人爱犯的错误，同时他也是英国皇室历史中最另类的王子。毕竟，很少会有皇室成员身穿夹克和牛仔裤，跳到摇滚音乐会的舞台上拥抱摇滚乐手。伦敦人尊重保守，但是他们又崇尚叛逆。在伦敦民意调查中，哈里王子甚至成为英国人最喜爱的皇室成员。

英伦范儿的源头

在伦敦的旅途中我对伦敦人产生了一种奇怪的“情感”。在旅途中，无论是街边的小贩，还是出租车司机、酒店服务员，他们都有一种很绅士、很淑女的做派，礼貌



而保持着恰到好处的距离，完全没有那种“顾客就是上帝”的感觉。不过，这也是我所喜欢的英伦范儿。

英伦范儿就是伦敦的气质。在伦敦的旅途中，很难遇到穿着随便的伦敦人，即使只是出门买菜的大婶，也非常在意自己的着装。男人们清一色的西装革履、绅士十足，女人们则精致夺目、时尚高贵。人们相互交谈中很难听到粗俗的言语或者看到不雅的动作，甚至连我讨厌的男人抽烟都被伦敦男人展现得充满风度。这种英伦范儿来源于伦敦深厚的艺术气质。走在大街上，电影院、歌剧院每天上演最新作品、经典歌舞剧，伦敦人把这些视为生活的一部分。这也是为什么即使国家经历经济危机，大英博物馆依然免费开放的原因。

任何像我一样只有几天旅程时间的游客都无法完整地欣赏大英博物馆，即使是走马观花，一天的时间也不够。大英博物馆是一座始建于1753年的罗马式建筑，与纽约的大都会艺术博物馆、巴黎的卢浮宫比肩并立为世界三大博物馆。大英博物馆体现着英国的贵族精神，一位叫汉斯·斯隆爵士创建了大英博物馆。汉斯·斯隆爵士是一名

内科医生、博物学家和收藏家，他一生中共收藏了71000多件物品。汉斯·斯隆爵士去世后，按照其遗嘱将遗留下来的71000件个人藏品及大批植物标本及书籍、手稿全部捐赠给国家。1753年6月7日，在此基础上，国会法案批准建立英国国家博物馆。

大英博物馆虽然名字前面是大英，但它的展品却包罗万象。这和英国的殖民历史密不可分，馆里的大部分藏品是雨果所称“强盗”的劫获品。曾经的日不落帝国所搜罗的珍贵艺术品不计其数，来自世界各地的游人与参观者们，但凡进入大英博物馆，无不先参观自己国家的文物展。这是因为任何一位游客想要数天之内看遍展品都是不现实的，只能先从本国艺术品欣赏。

我也按照游客的惯例，先进入中国馆，吃惊地发现大英博物馆里收藏的中国流失文物竟达2.3万件，囊括了远古石器、商周青铜器、魏晋石佛经卷、唐宋书画、明清陶瓷以及45卷《永乐大典》等珍稀国宝，跨越了中国各个历史时期。这些流失的国宝与古希腊藏品、古埃及藏品等一并成为大英博物馆的馆藏珍品。



London: A Graceful City

“When a man is tired of London, he is tired of life; for there is in London all that life can afford,” said Samuel Johnson. It is indeed so. There are renowned museums, stately Buckingham Palace, parks throughout the city, a booming financial center, leisurely afternoon tea and lively nightlife. London is such a city where one can find anything he wants. If you had to describe the city in one word, it is “graceful”.

Classicism

Different from other international cities like New York, Shanghai and Tokyo, London is several hundred years behind the developed cities mentioned above seen from its exterior. Many buildings in London have a history of over 100 years. Exquisitely built of blocks or stones, these buildings are simple, stable and beautiful. Most of the houses are old, but well maintained. Few new buildings have more than 10 floors, and thus they live in harmony with this ancient city very well. You can hardly believe London is one

of the most developed cities in the world before you get to know the population and economic statistics of this city.

Traveling in London is like traveling between city and a park. London has some of the most expensive land in the world. Meanwhile, it is also a city of parks where you don't need to seek out scenic spots as scenery is everywhere. London has over 100 parks with beautiful views. For example, Hyde Park covers 142 hectares and Regent's Park covers over 160 hectares. You will know what a real garden city looks like after you come to London. You can hardly tell





whether you are in a city or in a garden here in London. You can find foxes, deer and ducks in the parks.

I was surprised to find such things in London: vintage cars, architecture over a hundred years old, and parks and gardens. What made me even more surprised was the red telephone boxes. They are still available, although few people actually use them. It is said that British Telecom wanted to dismantle them, but Londoners insisted they should be kept.

Royal family

The British people like to play jokes on the Queen, but they do this out of good will as she is the only person who should not be laughed at in the UK. During the recent Scottish independence referendum, although the pro-independence camp and the pro-union camp had different political ideas, both admitted the queen as their queen. To understand London, one has to first know about the British royal family. Like most tourists, I also went to Buckingham Palace.

Originally known as Buckingham House, the building was built by the Duke of Buckingham in 1703. Buckingham Palace became the official royal palace of the British monarch on the accession of Queen Victoria in 1837. It is the royal residence of Queen Elizabeth today where the queen meets the prime minister and other ministers, and holds national ceremonies, banquets and other important activities. Buckingham Palace, together with the Forbidden City, the White House, the Palace of Versailles and the Kremlin, is one of the five world-famous palaces.

It was impossible for me to see the Queen myself, but the changing of the guard is a must-see for visitors. A new guard marches from Wellington Barracks to Buckingham Palace to exchange duty with the old guard. The handover is accompanied by a Guards band.

The royal family plays an important role in British people's life: the most popular topics for Londoners are the royal family and the weather. From Princess Diana and Prince Charles to William and Harry, the royal family attracts great concern from people.

To some extent, London people's attitude towards the royal family represents their conservatism on the one hand and rebelliousness on the other. Londoners respect conservative values but also advocate rebelliousness and that explains why the rebellious Prince Harry is the most favored royal among Londoners in opinion polls.

British style

During my visit to London, I found whether street vendors, taxi drivers or waiters all behaved as a gentleman. They



didn't give you the feeling "customers are god," but were polite enough and that was the British style I liked.

You can hardly find Londoners dressed in a casual way. Even elderly ladies shopping in markets are well dressed. Men were often in suits, while women were dressed in a delicate, fashionable and noble way. Similarly, you seldom hear vulgar words or see rude behavior. This elegant British style is largely due to the profound art and culture of London. The latest films, operas, musicals and drama are showing every day in London and Londoners regard them as a part of their lives. That is probably why the British Museum opens for free even during an economic crisis.

A traveler like me cannot see everything in the British Museum as the museum is too large for one to go around hurriedly in one day. Built in 1753, the museum is a Roman style building and known as one of the three most famous museums worldwide.

Though the museum is called the British Museum, its exhibits are all-inclusive. This is closely related with the colonial history of Britain and most of the exhibits are "plunder" as Victor Hugo termed it. The former sun-never-sets empire has collected numerous precious artistic works from other countries.

开发宣传旅游目的地 17项必要的资源标准

文 / 长江



旅游已经成为当今世界中人们最具广泛受益，多种多样活动和形式的生活内容，是人们根据各自不同喜好，吸纳新知，展开交往，追求注重身心健康和活力的生活方式。当今世界上没有哪一个城市不具备它自身的条件开展旅游业，旅游资源和旅游方式具有多样性， 必须具备社会广泛关注和合作的基础。每一个城市只要具备以下其中旅游资源中的几项条件，充分提升这些资源条件的质量和内容空间，就可以充分发展自身的旅游业。一个旅游目的地的推广和发展，无论大小市场，大小企业，是需要区域内多重产业的广泛合作。旅游业的发展需要各方互动助推，依赖产品宣传推广和质量内容的提升。旅游企业更需要重视这些企业外部的旅游目的地资源条件的形象化推广和宣传，正是这些资源条件构成了客源旅游市场的产品内容。

大多数旅游目的地都不缺乏其优秀的人文历史资源和自然资源，并有其独特性，但很多却“天下秀色早长成”，“养在深闺人未识”。从管理学上说，或是机会方式的缺失，或是主导力和市场的市场动能还没有充分发挥出来。凡是做的比较好的，世界知名的旅游城市，都与其文化底蕴的沉淀和积累有关。文化是附着在这些旅游资源和物质条件之上的灵魂，是最需要创造提升质量和想象空

间的部分。游人是凭着想象力的翅膀，不远千里万里去到天涯海角实现自己的愿望的。旅游目的地推广自身的宣传推广，需要具备提升这些综合想象力，将自身的主导职能充分发挥出来。

以下17项旅游目的地的资源标准，是多年来各地政府主导部门和旅游企业经理人的经验总结。旅游目的地的促销宣传的关键在于：当需要顾客把我们所在的城市选择作为其旅游目的地的时候，我们首先应明确把我们的旅游城市归结于具有探索和发现如下的价值和特征，经理人要在这些方面去下功夫，营造目的地形象，给自己塑造职业形象，并同时带来产品形象升级和客源。

1. 发掘丰富的历史渊源和文化遗产，具有很好的恢复和保护，有执著的传承，而不是人为的山寨版的造假。特别是能够展示人类不同地域和民族种群之间同与异的交往渊源和多样性发展历程的认同兴趣和共同关注。
2. 发现和利用美丽的广为传播的神话和传奇故事，或其他手段来营造一个诱人的目的地形象。
3. 收集与展示历史中具有强烈事件纪念意义或奢侈安逸生活方式的最好的藏品和丰富实物，从而讲述着更多的故事。





- 4. 赋予本地丰富动人的当今时代文化特征，让客人在旅途中大有收获和有所启发。本地带有活力动感和多样性的城市生活。
- 5. 亲切的自然和人文社会环境，区域内全社会都持续关注环境保护。
- 6. 旅游目的地具有丰富多样的经验和经历可供分享，富有地域性特质，具有多样的社会庆典，世界博览或国际交流活动。
- 7. 轻松的体育活动，对放松心情和改变生活节奏有益。
- 8. 如果一个城市应知名的美食闻名，也具有不可抗拒的诱惑力，它会给顾客生活带来美好的感受和值得夸耀的生活经历。
- 9. 可以买到物廉价美，不同形制和功用的，难以抗拒的购物特产。
- 10. 友好的人际关系和备受尊重的公共服务，受到格外的尊敬和乐意互助，让旅游产生的更好的感觉。
- 11. 安全和有秩序的都市生活，具备与国际接轨的公共保障保险措施和及时有效的救助设施。
- 12. 怡人的气候。
- 13. 在旅游目的地随时有多种旅游服务可供选择，有打包旅游产品去周边或出发远程旅游可以便捷获取，旅游

- 行业有严格国际标准的资质审核和具备赔付和承担责任能力的旅游服务机构。
- 14. 地域内的交通设施完备，与外部和周边的交通便捷，国际交通衔接方便，签证便捷，容易抵达。
- 15. 币值性价比高，甚至有多种优惠。
- 16. 提供高质量或创意性艺术特色的舒适的住宿，感觉总是比呆在家里好多了。
- 17. 当地政府的重视保障和关注度，旅游有特定的优越政策，同时企业有强制的诚信责任和义务，以及政府、企业、市场、媒体的合作与互动。



The Necessary Resources for a Destination Promotion



The importance of functional roles by the tourism development has been emphasized by almost the whole humankind society. All people love to travel.

Travel provides people unlimited spiritual willingness and images to go beyond even their expectation.

Travel is always injecting the new vigor to the mind in experience or knowledge.

For many people, the life as well as the world, are in a transition, but travel is a real transition which enriches people's life with more meaningful glorious pages . A journey from home is always a new setting forth and allocates the heart flying to a new horizon.

Travel helps people to be fallen in good willingness and behaviors or even in love at first sight with a place and

people who will be easily written in the hearts.

Travel is a good beginning of meeting, party & appreciation. Obstacles have never been sufficient to remain ashore.

Travel parallels a flying dream with us on the trail along a path of flora and odes, a better choice of forgetting the world's noises, a recovery of planting flowers and love in the withered heart.

Travel is on the trail without ending, but a lightening solidity of life.

Today, almost all destinations are with their rich resources for tourism development. Due to insufficient realization of their significant values, the motivational promotions or market cooperative conduction, some destinations are still without the market attentions to lead to the significant business result.



How important are the following attributes for the customers to consider a travel destination as a real once termination they want to allocate themselves for a vacation.

1. Enrich historical heritage and culture, and rebuild the cultural intercourse across the humankind but do not copy;
2. Discover the attractive myths, beautiful legends, and stories for creating the well-known images;
3. Collection and exhibition of the lavish, luxury Arcadian life styles or eventual ruins or monuments;
4. Guide the visitors to find out that destination is rich of contemporary culture, make a traveler learn a lot or feel it a good enlightening trip. The destination is with a modern vibrant city life;
5. Environmentally friendly & sweet fresh;
6. The destination is with a rich variety of experiences, eventual ethnic celebrations & EXPO or exchange programs;
7. Good for relaxation and well being;

8. Well known for its cuisine, lavish life style and wonderful travel result;
9. Good and memorable gifts for shopping;
10. The friendly people, and helpful and efficient assistance;
11. The city is comfortable, safe, and has emergency assistance and efficient medical care system;
12. Pleasant climate;
13. Reliable package tours & optional service are available at the destination;
14. Easy to travel to, multiple transport choices, and easy visa application;
15. Highly cost effective currency or duty free;
16. Comfortable accommodation, much better than staying at home;
17. The government & society are with a strong sense for development of tourism and participation in destination promotion, qualification protection and cooperative activities.



旅游与文化资源的品牌化经营

我们生产什么，如何组织生产，如何经营使用共享资源，如何创造积累，如何实现效益，如何支配和使用积累。一切工农商贸及服务业，包括旅游业，即要明确什么是我们的商业盈利模式，并由此盈利模式之下，明确自身的运行模式，两者构成社会经济的制度和发展的模式。同时必须善于利用一切社会公共资源，创造其更大的价值，懂得资源的涵义，学会使用资源和发酵各种资源的潜在价值。

文 / 洪军



我们的核心关注点

社会的发展问题始终存在，但现代社会已经早就改变了视角，开始从社会的开放性，经济运行的实际效益和增长，市场的有效培育和保障，社会结构的有序性，资源的共享机制等等方面，着手看待社会发展问题。社会的发展必须着眼于社会群体的生活条件随着社会生产的发展和效益的提高而不断得到改善，着眼于从市场需求的不断创新，从而使社会不断得到交替的进步和发展。归根结底，我们的物质生活是在物质生产的基础上。

我们生产什么，如何组织生产，如何经营使用共享资源，如何创造积累，如何实现效益，如何支配和使用积累。积累就是发展，就是资源。一切工农商贸及服务业，包括旅游业，无非是明确两个目标：1. 即要明确什么是我们的商业盈利模式，并由此盈利模式之下，明确自身的运行模式，两者构成社会经济的制度和发展的模式。2. 同时必须善于利用一切社会公共资源，创造其更大的价值，懂得资源的涵义，学会使用资源和发酵各种资源的潜在价值。是实现经营之道的核心。

所以一个地方政府或社会化组织生产经营的企业，需要不断审视自己的关注度，需要更多地集中到如何实现经济发展的盈利模式和由此设定的运行模式，明确新的增长点。同时持续关注集合整序资源加以充分利用。通过市场化的机制有效运用，实现政府机构和经营企业的最正向的引导力。

资源，以文化营造和精神层面的提拔，创意性注入鲜活灵魂

物质产品只有注入了文化（文学优化创造），得到精神层面的提升，才具有真正的内在灵魂，才具有鲜活持久的生命力。比如我们的长城。世界很多中学历史教科书上都提到中国的文明历史和长城。但1972年前很少有外国人，更不用说外国政府的首脑去游览参观长城了。同样是那段长城，同样是当时的景观条件。1972年早春美国总统尼克松在周恩来总理陪同下登上长城向世界发出的一段感叹，让长城赋予了更加升华的精神象征和魅力。他当时是这样说的：“这是一个只有伟大民族、伟大的人民才能做出的伟大工程，它是2500年前的人类的建筑，是人类文明历史进程中，表现了人类意志、能力和一往无前的精神和勇气的最伟大最值得骄傲的丰碑。它的价值到了今天，我们再也不能在心中，把它当作是一面长长的石墙，我们应当把它当作，历史赋予我们继续能够以伟大的人类文明所传承的意志、信念、能力和一往无前的精神和勇气，在不同的多元世界上，建筑起一个我们人类共同的互相尊重、和平繁荣的理想社会。”随之，长城成为最具时空想象力的名胜古迹，世界第一吸引人们的蜂拥而往的地方。

世界上任何叹为观止的高山大川和秀丽多姿的景致，如果没有人文的故事和历史的演义，如果没有人文与它交融和钟情，如同天地造化“不惟人”，缺乏了生命感召的灵性，缺少了精神家园的追溯和依恋、毕竟都是毫无意义的空洞，是难以真实感怀的。这个世界有着太多的精彩，正是它倾注了人类曾经无限的神往和为之付出的无尽的心力，其中充满着交替演进的人物故事漫漫历程。正因为是“因人而不同，因人而精彩”，造化和承载，造就了世界缤纷炫丽，万般气象，精彩纷呈。于是乎我们心向往之，我们得以所见所闻，流连忘返，浮想联翩，感怀万千。从而使我们开拓视野，增长见识，更新认知，创想观念，思想鲜活，生命充满意义。其中，人是世界事物的一切写照。而人，恰恰是唯一最具天赋语言特性，其实，也最易为语言所惑而改变的。语言的表述有着无尽方式和创造

空间。言为心声，文为情致，心以咏弛，神以幻真，恰恰是经过以炉火纯青的故事提炼，千锤百炼的文学创造，想象力时空的极大营造和拓展，才是宣传广告发生市场有效改变最好方式，是最需要十年寒窗修道才能出类拔萃的。古往今来，这始终是最具不可替代的优势资源。也是最奢侈的资源。旅游原来本是奢侈品，现在和将来也是奢侈品。现在沦落了，没有了文化，往往以图片和口号等最简易的方式来充数。出路也是文化。

一切要归结为文化，文化本身是生活中最奢侈的必需品

什么是文化？这里仅指：文化的社会商业价值是：优雅的鉴赏，多样的休闲。这是品牌的品位。其中需要蕴藏很多表现“心声”的语言。三国之后，战乱的结束，国家的统一，社会的安定，经济的快速复兴，文化品位的跃升，社会出现了另一种奇葩。西晋的贵族，生活堕落奢侈，互相炫耀比富，暴殄天物又吝啬无耻，最典型的人物是王家叔伯子弟王恒王戎王



衍王导王澄王敦等，王恒是皇帝司马炎舅舅，他们的官位都至司马司徒太傅太尉，都是皇亲国戚，达官显贵。王戎还是竹林七贤之一。王衍更是一生博古论今，夸夸其谈；引经据典，文采飞扬；高谈阔论，空话连篇；厚颜无耻，信口开河。“自古书生空议论”，在他们身上表演到了极致。但从来不亲自做一件实践工作，不切实际，不追究实际结果，把朝堂变成了讲堂，变成文化的表演场，弄得一片乌烟瘴气。却还十分崇尚清高，其中多人一贯是冠冕堂皇，师范儒雅。一生从来不谈钱字也不碰钱，把钱贬称作“阿堵物”。但就是这样，个个每晚亲自在家里闭门用牙筹，反复计算自己的财产和进账，斤斤计较，锱铢必究。就是自家院中李子因为果实大而鲜美，将所有的李子用锥子把李子的核挖出后，再拿到市场去出售或让人实用，生怕别人得到他们家的李核做种子，种出与他们一样的果实。其家这些人的家资早就富可敌国，几辈子孙都可挥霍享用不尽，仍贪婪无比，聚敛无度。他们的老婆，更是爱钱如命，空前绝后，无疑复加。最后魏晋文采被他们一帮“闲贵族文化人”毁于一旦，西晋的繁华荣耀顷刻间灰飞烟灭。王衍本人在刚及中年，作为统帅的他，不经一战就被入侵的胡寇俘虏。胡寇对他的厌恶到了不愿用刀去杀他，当面嘲弄他们这些皇亲国戚和达官显贵，全是不



中用的废物，连人渣都不如，只是一粒草芥粪土，不配用刀；行尸走肉，只配活埋。把他压在一块大石头底下，将整堵墙推掉压在其上而了事。让他“死不得其所”，接受无尽的羞辱。文化从更大更高的层面上说，文化不能为文化而文化，文化的另一个层面就是要切忌空谈、清谈。

旅游要加大关注品牌：

1. 瞄准时尚年轻人市场，创造It is the way of life的社会生活梦想和理念.
2. 创造各种信用体系，鼓励奢侈品消费. 创造条件去满足梦想的实现.
3. 真正要打造的是企业和品牌的可信度和依赖度。
4. 人员服务的素质和知识的含量。
5. 保留旅游体验的空间余度，创造持续消费服务的空间想象和始终不渝的追随。
6. 目前旅游的增长点出现了转移，就是“自由行”普遍增长较快。部分客人已经对那种互相以零团费负团费的团队旅行厌恶了，从人格上采取了抵触，改为采取自由行。入境游的自由行网上业务增量今年基本普遍在50%以上。有些旅行社的增量超过130%。
7. 咨询与实际产品脱离，目的地很好，但不知道如何跑。



做好自由行的关键不用太多，开头只要有几个主要的城市，几个不同种类的酒店就行，其中的档次拉开，高低端的都有，产品要向这两端延伸，即体现品质，又体现价格。但情况介绍 Information 一定要做的尤其好，要做到告诉客人在这个城市自由行，游什么？怎么游？不仅仅是游览的介绍，出行的介绍，还要有吃什么最有意义。另外再作一些特色的游览介绍，从小事做起，从微小的环节做起，这些做好了。另外再同城同地和周边地区开拓出特别有价值有意义的适合自由行的原生态和历史旧貌的景区景点，客人只要旅行社安排 transfer。这些都是旅行社利润增加值，也是客人会看到价值，生意自然就回来的。关键是您如何去告诉客人这些有价值的景区景点，如何描述鼓动游客产生跟着您走的安排。自由行的内容中一定要少讲购物，甚至不讲。

8. 产品的文字和图片的质量，版面一定要简洁，篇幅要合适，内容要丰富，品味要突出。网站要不断充填更新内容图片，就是旅行社的质量，很重要。不能一张普普通通质量不高的图片，一两段粗略的文字，内容简陋的单页产品，都是劣质产品，让人生厌，还老是这番面孔。挣钱和发展哪有这番容易。

9. 告诉市场和消费者，一切要从品质化确定认知意识，It is the way of our commitment。

10. 归纳起来就是：Image，Story，Appreciation，Commitment 植入产品和消费群体中。

这里要肯定的是，社会能够有更多更大的群体去消费奢侈品是好事，社会出现尊重品牌，崇尚品质和多彩生活，体现个性魅力品位和修养，都是社会文化的进步。应

当得到充分提倡。如果社会只有极少数去消费奢侈品，而社会普罗大众不敢任何奢望，无法奢求，那才真正是社会的极大悲哀。这是两种完全不同的含义，决不能把奢侈品消费混为一谈。

每三十年都是一个社会形态和时代的终结与改变，三十年一代，铁的定律。历史的脚步不会停顿。相信，不能没有。相信，也不能太多。

应当看好中国，理由很充分。中国真的长大了，模样已经是个巨人。与十年前无法比拟，与三年前也无法比拟。自己的人才队伍也逐渐有了些，尖端人才已经出现，我们的很多认知是过去根本就不可能有的，每一年的进步都很大，很值得庆幸。只不过这部分力量还没有很好地被整合起来。一个社会始终有改革开放就好。社会没有开放性，就没有进步。改革开放性就是包含着批评和自我批评的公开性和研讨性，一个社会不怕多样性，不怕不同质。批评和自我批评、包容性、融入性，是一种协调和谐社会的目前最好的态度，除非上帝直接干预，发给“启示录”。总之，禁锢是缺乏旺盛的生命力的表现。



Brand Management of Tourism and Cultural Resources

What do we produce, how do we organize production, run and use shared resources, create and accumulate, and how to benefit, dominate and use the accumulations. When it comes to industry, agriculture, commerce and service, including tourism, our profit model for business must be clear, along with which it must be clear of the self-run mode, the two have constituted a social economic system and development mode. On the meantime, we should be good at using all social public resources to create more value, realize the connotation of resource and learn to make use of resources and explore the potential values of various resources.

Our core concern

The social development problem is always present, but modern society has long changed its perspective. It started to regard the problem from social openness; actual benefit and increase of economic operation; effective cultivation and guarantee of market; order of social structure as well as the resource sharing methods. Social development must focus on the living condition of social groups which continuously improve along with the development of social production and efficiency. Through constant innovation of market demands society can receive unceasing and alternative progress and development. In balance, our material life depends on the material production.

What do we produce, how we organize the production, run and use shared resources, create and accumulate, and how to benefit, dominate and use the accumulations? Accumulation is development and resource. There are only two objectives that need to be clear for industry, agriculture, commerce and service, including tourism: 1. our business profit model must be clear, including in having a clear self-run mode; the two have constituted a social economic system and development mode. 2. In the meantime, we should be good at using all social public resources to create more value, realize the connotation of resource and learn to make use of resource and explore the potential values of various resources. This is the core of business management.

Resource is built with culture and is advanced in spirit level, which puts the living soul at creation basis

Amazing mountains and rivers as well as beautiful landscapes around the world are difficult to be called with emotion without human histories and historical romance or harmony



with humanity, just as that creators “are not only human involved”, and it is meaningless when it is short of spirituality of impelling life, and trace and attachment for spiritual home. The world is filled with wonderfulness, into which people have forever poured infinite longing and endless effort, overflowed with long journey of alternative figure stories.

Just as “humans make it varied and wonderful”, nature has also created the colorful and dazzling world with a variety of brilliant scenes. Consequently, we have desires of our heart, so that we hang on to what we have seen and heard with our imagination and recall. Thus it opens our minds, updates our recognition and idea, and provides us with live thoughts within a meaningful life.

Put more emphasis on brand

1. Target the market of fashionable young people and create a social life and philosophy that is the way of life.

2. Create various credit systems, encourage luxury consumption, and create conditions for fulfilling dreams.

3. It should be the credibility and dependence degree that need to be made for the enterprise and brand.

4. Service quality and know-how of the staff.

5. Continue the space redundancy of the tourism experience creating space imagination for continuous consumption and an unwavering following.

6. At present, there is a transfer in the growth point of tourism, meaning “Free Tour” which is generally growing fast. Some tourists have been fed up with the free and sub-marginal package tour which collided with from personality so they chose free tour. The inbound tourism increment on line has maintained over 50% this year, and more than 130% for some travel agencies.

7. Consultation is separated from actual products, so that it is uncertain about how to run good destinations.

There are not many crucial points for a good job for free tour. To begin with, you need to aim at a couple of main cities with both high-end and low-end hotels, making products extend towards the two orientations in a bid to reflect both quality and price. In particular, the information production shall be in place, that is to say that we need to make customers understand what they can enjoy and how they will enjoy the free tour. Aside from the introduction

about tour and trip, something about food does make sense. Besides, it is better to introduce some featured tours with details from the start. In addition, it is feasible to exploit valuable and significant scenic spots with original ecology and historical appearance that are appropriate for free tour, what the customers need is transfers arranged by tour agencies. All of those can bring added value of profit to the agencies as well as visible value for customers, based on which business comes naturally. What is very important is the way you inform customers about the valuable scenic spots to encourage them to join your tour. Do involve less or nothing about shopping in the free tour.

8. For the quality of words and illustrations for products, the layout must be concise with proper space, rich contents and highlighted experience. Besides, the pictures on the website need to be updated continuously, which reveals the agency’s quality. A low-grade picture with a few abbreviated contexts and single page promotional products with crude contents is inferior, which makes it boring. Making money and development are indeed difficult.

9. We are supposed to make the market and consumers aware that perception starts with quality, and that is the way of our commitment.

10. It can be concluded with Image, Story, Appreciation, and Commitment, which are to be implanted into products and consumers.





旅游媒体的网络化转型

微观新浪网旅游频道社会化营销新尝试

当今，互联网对于中国各行业的发展都起着至关重要的作用。作为近几年迅猛发展的旅游行业，如何从传统的营销模式转型到以网络作为主要媒介，同时通过网络媒介和技术的渗入，引领全新的旅游消费模式和消费理念，这是现今很多互联网企业和旅游企业都在探索的方向。而在这一网络与旅游相结合的全新模式下，新浪网旅游频道正在通过新浪微博将这个营销模式逐步兴起并扩展开来，日渐发展出在网络媒体结合下的全新的本地化、社会化、移动化的旅游营销方式。

中国的互联网发生着什么？

随着移动互联网的普及，中国进入了名副其实的“人人都有麦克风、个个都是通讯社”的社交媒体时代。微博作为重要的社交公共传播平台，其价值和影响力越来越被企业、媒体和网友接受和重视。在这样的环境下，各种业态，无论是旅游局、旅行社、景区景点等旅游组织机构，还是酒店、餐饮、运输公司等后勤服务部门，只有坚持“顾客就是上帝”的原则，同时利用多媒体平台做好营销宣传、努力创新服务模式，才能在激烈的竞争中谋取更大的生存空间。数据显示，截止到2014年6月30日，新浪微博月活跃用户1.56亿，日均活跃用户6970万，移动端占比达78%。特别是随着新浪微博成功登陆美国纳斯达克，这个被誉为改变中国社会发展进程的互动平台，当之无愧的成为中国最大的社交媒体。

中国的在线旅游业发生着什么？

同样在2013年，对中国旅游业来说也是具有重要意义的一年，中国居民国内旅游人数突破35亿人次，同比增长10%，出境旅游总人数为9819万人次，同比增长18%。这一数字意味着中国出境游规模创下历史新高。中国的旅游市场正在快速增长，在线旅游市场的增长更加迅速。2014年，中国的旅游市场规模预计达到3.3万亿元人民币，在线旅游市场规模预计为2798亿元人民币，预计2014年至2016年，在线旅游交易规模将以22%的复合增速成长，即到2016年，国内在线旅游市场交易规模将超过4000亿元。大量的旅游者通过互联网获取、了解旅游信息，也通过互联网预订旅游路线、分享旅游心得，而社交媒体，特别是微博、微信将在其中发挥着越来越大的作用。

旅游和社会化相拥抱是顺应变革的必然

现在的游客不再满足于以往的旅游形式，一方面是更主动个性化信息的获取，另一方面也热衷于见闻的分享。微博的特点是“用户创造内容”，也就是我们常说的UGC，正好符合这样的客户需求。微博上聚集着大量热爱旅游的用户，据统计微博上有6140万人发布过与旅游相关的内容，3200万人在兴趣爱好上添加了旅游这一标签。仅“带着微博去旅行”这一主题活动上线一个多月来微博网友就分享了2000多万张旅游图片，参与人次超过8000万。

用户通过微博随时随地分享在旅行过程中的见闻，

与朋友们进行互评和转发交流，一方面增加了旅行中的乐趣，另一方面也让旅游信息更及时、丰富和准确，微博则通过微博话题、旅游机构和旅游目的地的官方微博把这些优质的UGC内容聚集起来，给旅游者以更全面的参考。这也让所有用户成为内容的创造者，降低了生产旅游攻略的门槛，同时排除了以编辑为主导的带有利益倾向的推荐，让信息更为透明、公正和有效。

随着旅游者对旅游品质更加关注，旅游者对于信息的了解也从单一的被动接受，到有选择的横向对比，再到综合参考旅游机构、景点及游客的信息，微博也让这样的信息交流变得越来越扁平化、越来越对称，这也给微博在OTA领域带来巨大的机遇。微博的数据显示，微博上81%的旅游者会受到口碑的影响，在旅游前会查找攻略，20%的用户会关注旅游机构的动态，28%的用户会在微博上搜索旅游目的地信息，另有24%的用户热爱分享旅游内容。

发现所长，找到所在，新浪网旅游频道如何适应新变化？

在旅游人群和旅游相关企业的生存状态发生改变的情况下，门户加微博双平台已经成为旅游企业开展社会化营销的标配，作为行业领先媒体，新浪网旅游频道率先拥抱变化，面对社会化营销的趋势和需求，新浪旅游敏锐的做出反应，由传统门户的旅游频道转变为旅游产业社会化解决方案的提供商，在传统门户信息集合的基础上努力构建一个集旅游资讯、社交属性、智能化推荐等为一体的一站式跨终端的旅游服务平台。为用户提供更加个性化、定制化和社交化的出行服务，为客户提供全面的营销价值。

全新定位的新浪网旅游频道，始终尝试整合旅游产业链上下游的各类资源，建立起旅行爱好者、旅行家、旅游



相关机构的社会化互动平台。激励有经验的旅行达人及资源丰富的旅行社，标准化、结构化的生产优质旅游攻略和线路玩法，以优质的攻略帮助用户在旅行期间做出决策，制定旅行计划；通过对用户习惯的精准分析，向用户智能化推荐个性化的线路定制、特价优惠的门票机票、酒店餐饮等综合性服务信息；通过微博、博客、问答等社会化产品，为旅行者与旅游机构之间创造沟通、分享的平台。

新浪旅游的转型，也在资源推广上形成一个传播矩阵，集合“门户+微博”双平台的传播优势，联合旅游频道、旅游博客、城市频道、28个主流省市地方站、无线资源，以及新浪微博，形成多平台、跨终端的推广，并优势组合线上线下跨界传播，为旅游业打造了一个影响广泛而且很接地气儿的整合营销平台。

双平台如何挖掘大数据的宝藏

在大数据的环境下，每一个媒体都在寻找如何为客户提供高效的服务。在门户媒体中，新浪网凭借10多年的精耕细作为品牌和影响力奠定了雄厚基础，而作为社交媒体的新浪微博，最有价值的资产是数亿用户和海量数据。如何更加有效的提高用户黏性，催生更多有效数据，通过大数据进行分析，并合理转化这些数据的商业价值。对于已经逐步成熟的新浪旅游来说，这是目前最重要的任务，也是新浪网+新浪微博 双平台现在正在大力推进的工作。2013年底，结合新浪龙渊这一新广告平台，新浪旅游尝

试从以下4个层面对目标人群进行精准营销。1、大数据营销，根据新浪微博和cookie进行双重定向的产品，在每一个用户背后标签化。2、跨平台，优质资源营销，随着跨屏时代的到来，新浪也成为了先驱者，利用PC资源，移动资源打通为广告主提供服务，同时，将门户，微博，视频的最核心的广告位作为基础资源池。3、实现人口属性划分，根据客户需求，可进行性别，年龄，目标人群维度进行定向投放，帮助广告主节省广告费用，更高效地覆盖目标用户。4、控频，将视频中的思维移入新浪，根据客户的需求，可实现频次控制，可以更有效均匀覆盖目标受众。

精准的大数据营销活动，给合作商家带去了以最小成本获取最大回报的销售和用户获取机遇。仅以“带着微博去旅行”这个活动而言，近万个旅游机构的微博账号都借助优惠和抽奖活动吸引到具有旅游兴趣的用户关注，通过他们的旅游信息和产品直接获取了旅游用户。一个只有3万多粉丝，500多人的小村庄@幸福双街，他们发起的一个抽奖活动，就有8万多人参与，两天就产生了1000多份的微博销售订单。在微博上的推广更是让他们在9月10日就卖完了当季的所有葡萄，这也就是小推广大收益的体现。

从更长远的发展来看，随着网络媒体本地化、社会化和移动化到来，全方位的大数据营销已成为所有企业未来的营销方向和必然争夺的阵地，新浪旅游只有更加关注用户和客户的需求，提供更全面的，更人性化的社会化营销



手段和内容。将定制化、社会化、移动化和本地化作为重要发展的四个方向，从而为网友分享，获取信息提供更多维的通道，进而协助企业迅速提升社会化营销水准，并力求不断开创营销的新模式。

案例分享

社交媒体如何影响旅行者

#带着微博去旅行#是新浪旅游和新浪微博联合打造的最大的品牌活动，每年活动都会掀起线上线下共鸣的全民旅游热。据微博数据统计显示，2013年第二季#带着微博去旅行#就推广了国内外99个目的地，超过 2370万用户参与，引发微博网友2.54亿次互动，也吸引了268家企业、机构、旅游景区和旅行社共同参与。根据微博大数据中跑出的最受关注目的地以及合作伙伴的不同，在#带着微博去旅行#这个大的话题下，同时还有以不同目的地名称来运营的子话题，其中#带着微博去美国#就是其中最受关注的一个子话题。

#带着微博去美国# 活动亮点

1、兴趣传播，参与积极

#带着微博去美国#初始传播阶段，通过#星座旅行地#这个兴趣维度的话题，吸引了众多用户的参与，我们为12个星座对应推荐了美国的12个目的地，告诉大家哪一个星座适合哪一个目的地，由于星座是一个在微博当中容易引起讨论的热词，我们的交互模块又开发得很友好和方便，用户选择后在看到推荐理由的同时也分享了一条微博，这条微博同时又会引起TA的粉丝和好友的兴趣，短期内引爆了网友对自己适合美国哪个目的地的浓厚兴趣。

2、收官之作，登陆纳斯达克大屏

#带着微博去美国#是2013年新浪#带着微博去旅行#的收官之作，@新浪旅游 通过专题搭建、话题传播、线上线下招募相结合的形式，不仅成功推广了目的地，同时成功招募了700多人的旅行团在十一期间畅游美国，引起了美国官方和民间的高度关注，美国纳斯达克大屏于10月7日当天打出“美国欢迎你，travel with weibo”的巨幅海报以示庆祝。

除了帮助各个旅游机构推广自己以外，新浪旅游还正在积极帮助已经开通微博的旅游机构实现官微升级，帮助他们从传播向服务转型。长期以来，微博一直是旅游机构宣传自己的窗口，经过多年发展，机构官微的日常运营已经趋于成熟，然而宣传自己仅仅是开始，想要更多的人了解、抓住更多的用户，还必须与服务相结合，为用户提供全方位的资讯与服务。

全新升级的旅游机构官微能够提供粉丝服务、旅游攻略、目的地推介、热门活动、优惠等12大功能和模块，让旅游机构的官微形成一整套完整的营销闭环。在旅游前满足用户获取信息的需求激发旅游兴趣，在旅游过程中通过私信、天气等服务影响用户的决策、提升口碑，在旅游后积累优质内容，让用户为自己代言。同时，微博还为旅游机构开通了微博支付功能，用户可以在官微上购买门票、纪念品和特产，让用户在官微上就能完成“浏览-兴趣-下单-支付-分享”一整套完整的行为。

The Transformation of Tourism Media in the Context of Internetity

A new marketing mode of Sina travel channel

At present, internet is playing a vital role in various industries in China. Internet and tourism enterprises are exploring how to transform traditional marketing mode into a new one with internet as the main medium, which leads the trend of tourism consumption way and concept. With the combination of internet and tourism, Sina travel channel is creating a new marketing mode via Sina Weibo and gradually developing a brand new localized, socialized and mobile tourism marketing mode featuring network media.



What's happening to China's internet?

China has entered into the era of social media with the popularization of internet. The value and influence of Weibo as an important public social media platform are being accepted and valued by more and more enterprises, media and netizens. By June 30, 2014, the number of active users of Sina Weibo had reached 156 million and the number of average daily active users had reached 69.7million of which 78% are users of portable electronic devices. As Sina Weibo got listed on Nasdaq, this interactive platform which

changed the development of Chinese society has become the largest social media in China.

What's happening to online travel industry?

2013 is of great significance for China's tourism industry: the number of inbound tourists surpassed 3.5 billion yuan, 10 percent higher than that of the previous year; the number of outbound tourists reached 98.19 million, 18 percent higher than that of the previous year. What's more, the online tourist market expanded even more rapidly. It is predicted

that Chinese tourist market value will reach 3.3 trillion yuan and its online travel industry will reach 279.8 billion yuan. It is estimated that Chinese online travel industry will increase by 22 percent yearly from 2014 to 2016 and in 2016 domestic online travel industry value will surpass 400 billion yuan.

The combination of tourism and socialization

Tourists are not satisfied with traditional travels any longer today. On the one hand they tend to actively acquire individualized information; on the other hand they love to share their travel experiences with others. Weibo is characterized with user generated content (UGC) which well meets modern people's needs. Statistics show that over 61.4 million Weibo users posted messages related with travel and 3.2 million users added travel to one of their favorites. Weibo is integrating high-quality UGCs of topics it initiated, and the official weibos of travel agencies and tourist destinations to provide more complete information for tourists.

As tourists are more concerned with the quality of their travel, they tend to make lateral comparison of different information sources rather than accepting information passively. The effort to make information exchange more directly and easily has brought great opportunities to Weibo in OTA field. According to statistics, 81 percent of Weibo users search for travel strategies before traveling, 20 percent are concerned with travel agency news, 28 percent search for information about tourist destinations, and 24 percent like to share travel information with others.

Sina travel channel's measures

As both the composition of tourists and the situation faced by tourism enterprises are changing, portal website and Weibo have become indispensable for socialized marketing of tourism enterprises. Based on the information aggregation of a traditional portal website, Sina travel channel has taken the initiative in building a one-stop travel service platform that combines tourism news, social networks, and intelligentized information recommendation.

With new orientation Sina travel channel is trying to build an interactive platform for travel enthusiasts, travelers, and travel institutions. It not only helps users make travel plans, recommends individualized information for them based on exact user habit analysis, but also offers a platform for travelers and travel agencies to interact with each other via Weibo and blog.

Sina travel channel enjoys the advantage of portal website and Weibo as media and it has built an influential integrated

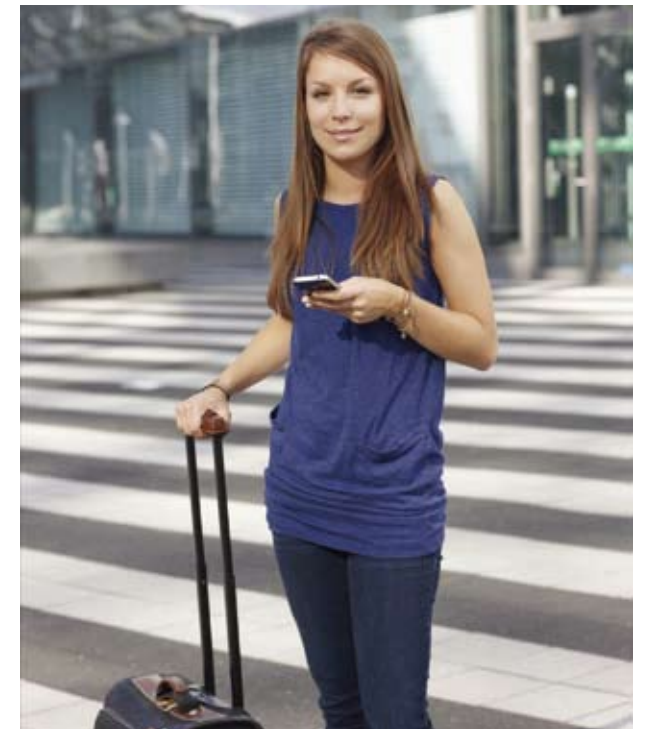
marketing platform for tourism industry by cooperation with travel channels, travel blogs, city channels, local stations in 28 provinces and cities, mobile resources and Weibo.

How to explore the value of massive data?

The greatest value of Sina Weibo is its large number of users and massive data. Sina travel channel is trying to explore the commercial value of these data in the following ways: first, massive data marketing, namely, making use of Sina Weibo and cookie to categorize each user; second, use Sina's PC and mobile resources to offer advertising service, and making portal website, Weibo and videos its resource pool; third, send advertising materials to target groups accordingly to save customers' advertising cost and cover target users effectively; fourth, control the frequency of advertising and make sure advertising only reach target people.

Case: how do social media affect travelers?

"Go on a trip with Weibo" is a brand campaign co-launched by Sina travel channel and Sina Weibo. Statistics show that the second season of this campaign in 2013 had 99 tourist destinations at home and abroad involved, over 23.7 million users participated in, 254 million times of interactions among Weibo users and attracted 268 relevant enterprises' involvement. Its sub topic "Go to the US with Weibo" also attracted great attention.





众信旅游 引领出境游新风尚

众信旅游于1992年成立，到今天已经有20多年，一直从事中国公民出境旅游业务。从2011年到现在，众信旅游连续三年在全国百强旅行社当中排名前五名，尤其是今年的一月二十三号，众信旅游成为国内第一家在证交所A股上市的旅游旅行社。近日，《世界旅游城市》杂志就旅行社业如何应对出境旅游市场的变化，如何提高服务并适时创新产品，走访了众信旅游副总裁张磊先生。

文 / 夏芝



众信旅游副总裁张磊先生

Q&A

Q=《世界旅游城市》

A=张磊

Q：面对日趋成熟的消费者，旅行社怎样向旅游者提供最佳的服务？怎样最大程度地满足旅游消费者不断变化的需求？

A：服务方式方面。传统旅行社单一的门店网络式服务或在线旅行社没有实体网络支持的服务都无法在未来的市场竞争中得到更好的发展。因此，众信旅游始终坚持“线上线下相结合”的发展方式，巩固线下实体营销网络的同时，不断构建线上网络，以多样的方式为游客提供全方位的出境旅游服务。

服务质量方面。对于游客来说，只有充分认可了旅行社的服务才会认可它的品牌。作为旅游服务行业中的一员，众信旅游以“真诚、优质”为服务宗旨，始终坚持将客户感受和体验放在第一位。众信旅游一向以为提升游客消费满意度、提升旅游产品质量为重中之重，在完善服务方面做了很多努力。比如，从游客莅临众信旅游门店开始，众信旅游就会为游客提供一条龙式贴心服务，从报

名前的体验服务到旅途中的一些细节关照再到行程结束后的满意度调查。众信旅游品牌的服务特色在于站在客户的角度上，想更多，做更多。也正是因为如此，众信旅游才能为客人提供满意的出行体验，也使公司游客的满意度一直保持在95%以上。众信旅游还会在游客出发前发送团队行程及出团通知、领队会提前致电每位游客解答问题并叮嘱游客注意事项及带好各类必需品、在机场出发前会召开临行说明会等。众信旅游相信，作为旅行社只有为游客提供满意的出行体验和优质的服务，才能实现细水长流的长远发展。

Q：旅行社普遍忽视对旅游售后服务质量的管理，事实上优良的旅游售后服务是提高游客对整体服务质量感觉的重要因素。贵社在售后服务方面是如何做的？

A：多年来，众信旅游以创新产品、诚信经营、贴心服务等赢得了消费者的高度认可。众信旅游专门成立质量控制与培训部，力求提高公司的运营效率和整体的服务质量。众信旅游还通过让每位客人填写《客人意见调查表》、领队日志、呼叫中心电话回访等方式，进行产品和服务的检测的同时，也加强与游客之间的沟通。

特别值得一提的是，众信旅游于5月1日正式启动

“质量反馈月”，用心接受广大消费者的监督，严把产品质量关。众信旅游始终秉承“以服务品质为前提，以产品为核心”的经营理念，将产品及服务质量放在企业发展的第一位。“质量反馈月”是众信旅游借助激励方式获得游客真实反馈的活动，旨在通过与游客的直接沟通，及时发现问题，解决问题，改善问题，以在今后更好地为游客服务。近年来借助畅通的游客信息反馈渠道，众信旅游的产品及服务质量得到游客的认可，希望通过本次“质量反馈月”活动真正将进一步提升产品服务质量的

工作落到实处。此外，众信旅游也加强了对公司内部员工的要求，从三方面严把出境旅游的产品服务质量关，进一步完善质量管理体系。第一，从源头开始，众信旅游坚持做到从每一位游客踏进门店、登陆网站报名的一刻开始，对游客的全方位了解其旅游需求。第二，从环节入手，众信旅游为游客提供的出境旅游相关服务，包括签证、机票、领队、地接等所有环节，均一一确认无误。第三，从心做起，众信旅游的每位员工都用心对待自己的每项工作，在团量增多、工作强度大的旺季确保每位游客的出游品质。

Q：近期，多家传统旅行社积极布局线下门店经营，门店作为服务落实的重要窗口，对服务质量和人员素质的要求更高。您认为强化门店服务对旅行社经营的意义何在？

A：与网络相比，由于旅游产品的特殊性，因此门店仍为较重要的营销方式。旅游产品是一种无形的服务体验

感。游客在选择产品时，大部分游客基本还是会选择来到众信旅游的门店，由众信旅游专业销售人员介绍、询问产品后，报名参团。

门店服务对于游客及旅游企业来讲，都有一定的优势：对于游客来说，首先，门店更加贴近广大消费者生活地或工作地，因此游客能够通过门店销售的方式更加及时的获取便利、贴心的服务。其次，游客通过门店销售的方式购买产品，游客会觉得较网络营销等更加有保障，交付款也更加安心。对于众信旅游来讲，门店的设立能够有效拓展品牌的认知度。门店旅游顾问通过与客人面对面的沟通方式，不仅能够更直接有效的传达产品相关信息，同时也能更加及时便捷地了解消费者的实际需求。

Q：您觉得众信的体验店有哪些主要的特色？

A：众信旅游始终坚持线上线下结合的方式，不断构建线下实体门店网络，其中不乏与旅游局、航空公司共同打造的具有鲜明主题特色的体验店，例如CLUB MED店中店、澳大利亚体验店、南非体验店等特色门店。

主题形象方面，众信旅游体验店不仅保留了原有的门店特色和品牌形象，还通过橱窗、照片墙和音乐等元素将门店打造为极具目的地风格的“异国国度”，让游客提前获得身临其境般的旅游体验。

特色服务方面，顾客在众信旅游体验店中将得到多元化的全方位感受。更具针对性的专业旅游咨询服务、目的地体验互动和高科技办公理念的引入都将使游客得到舒适、轻松、时尚的居家式贴心服务。

Q：旅游市场竞争日趋激烈，贵企业在产品创新上的策略和特色是什么？

A：面临旅游市场日趋激烈的竞争，众信旅游作为一家专业出境游旅行社选择了紧跟市场趋势，继续坚持创新。众信旅游拥有一支专业且年轻的团队，有着敏锐的职业神经与敏捷的行动力。在过去的几年里，众信旅游不断推陈出新，为出境旅游市场增添一抹亮色。众信旅游在2014年会继续对旅游目的地进行更加深入的挖掘与创新，推出更多更具特色的出境旅游产品，以应对这一挑战。在2014年，众信旅游还将继续从产品的操作、宣传、销售等各个环节坚持诚信经营，不断为游客提供高品质产品与贴心的服务。此外，众信旅游也将更加专注于产品的研发，继续对旅游目的地进行更加深入的挖掘，为广大消费者带来更多高品质且多元化的创新出境旅游产品，如体育赛事系列、乐活系列等。



相关链接

1、体育赛事系列

众信旅游作为“2014年仁川亚运会中国票务及接待中心”，特为本届亚运会打造了十余款、数十个团期的“助威亚运会”系列产品，产品类型包括团队游、自由行、半自由行，游客可依据自身需求选择心仪的旅行方式。在赛事方面，除田径、篮球、游泳、花样游泳等项目外，众信旅游还可以带领游客亲临跳水、羽毛球等我国健儿的热门夺金项目的决赛现场，见证夺金时刻。“助威亚运会”系列产品性价比极高，例如，于9月16、17、18日出发的“助威亚运会开幕式 首尔半自由行5日”产品仅售4999元/人起。

2、惠玩季——乐活系列（半自由行）

众信旅游“乐活系列”是针对都市时尚人群推出的旅游新概念，比传统跟团游更自由，比自由行更省心，最经济的价格给消费者最佳的旅游体验。其主要针对有个性化游览需求的时尚人群，意在为活力青春的都市白领传达全新的概念。其产品主要呈现三大特点：第一，季节正当时。乐活澳洲产品精选在每年十月中下旬季节最好的时节，深度体验澳洲魅力。第二，超高性价比。乐活美国线路不仅可以在加州最美的季节尽情享受，更可享受15%的降幅价格。第三，购物又错峰。乐活欧洲线路可在欧洲圣诞抄底时尽情扫街购物，享受血拼乐趣的同时更感受当地节日气氛。产品仅售7999元/人起。

3、伊朗

随着北半球天气转凉，伊朗也进入秋季这一最佳旅游季节。众信旅游本次选用马汉航空计划推出伊朗一地、土耳其一地、伊朗土耳其两地联线三款产品。其中，“黑纱后的色彩 波斯印记伊朗8日”首发团将于10月29日出发，产品售价仅为9999元/人起，相比于以往售价16000元/人左右的伊朗产品而言，其降幅高达40%以上。

众信旅游官方网址：<http://www.utourworld.com>

UTour Leading New Fashion of Outbound Tourism

Exclusive interview with Zhang Lei, the Vice President of UTour

Beijing UTour International Travel Service Co., Ltd has been engaging in outbound tourism of Chinese citizens since its establishment in 1992. It has ranked one of the top five of one hundred travel agencies nationwide for 3 consecutive years since the year 2011. On January 23 of this year it became the first A-share listed travel agency in China. Recently, the magazine World Tourism City conducted an interview with Vice President of UTour/Mr. Zhang Lei on how to cope with the change of the outbound tourism market and how they will improve services as well as innovate products in due time.



Q&A

Q=World Tourism City

A=Zhang Lei

Q: Faced with the consumers becoming more and more mature, how will the travel agencies provide them with optimum services? And how will you meet to the greatest extent the ever-changing demands of consumers?

A: In terms of service mode, neither the conventional service of single store network nor that of agencies without assistance of a network lead to a better development in

the future market competition. Therefore, UTour always insists on the development mode of “combining of on-line and off-line”, meaning to construct on-line network while consolidating the off-line entity sales network and providing the tourists with full outbound tourism services.

As for the service quality, UTour has placed emphasis on the promotion of tourists’ consumption satisfaction and the quality of products and service. We have made a great deal of effort improving our service. For example, UTour will offer the tourists a service package from the time when they enter our agency to the time they complete their tour. UTour provides experience service before registration some details attending and to the satisfaction survey after the tour.

UTour’s selling point lies in thinking more and doing more from the customers’ perspective.

Q: Most agencies ignore the management of after-sale service quality which in fact plays an important part in improving the feeling of tourists on overall service quality. So what about your after-sales service?

A: UTour has set up quality control and training department in particular, trying to enhance the operation efficiency and overall service quality of the company. In addition, UTour lets each customer fill in “customer opinions” coupled with tour conductor log and telephone interview of call center, which cannot only test the products and service, but also has strengthened communication with tourists.

What is particularly worth mentioning is that UTour has officially launched “Quality Feedback Month” on May 1 in a bid to better accept the consumers’ supervision and to maintain a strict standard of product and service quality. “Quality Feedback Month”, serves as a real feedback activity forgetting tourists’ feedback by means of motivation, aimed at finding problems, and then solving and improving them through direct communication, so as to provide better service for tourists.

Furthermore, UTour has intensified requirements for internal employees of the company, where it puts strict assurance on the products and service quality of outbound tourism from three aspects to further improve quality management system. First of all, UTour starts from the beginning where it shall always understand the all-around customers’ demands for tour as soon as they step into the agency or register on the website. Second, to begin with links, UTour will provide accurate services of outbound tourism including visa, airline ticket, guides, and reception. Third, start from the heart. UTour’s every staff member treats their work with concentrated attention, which can still guarantee the tour quality of all customers in peak season when the number of group increases with strengthened work.

Q: What do you think of UTour features?

A: Having always insisted on combining on-line with off-line, UTour constantly builds off-line physical stores, of which there are experience stores with distinct thematic features jointly built with Tourist Administration and airline companies, including CLUB MED store-in-store, Australia experience store and South Africa experience store.

On theme image, UTour experience store not only keeps the features and brand image of original store, but also makes it into an “exotic place” with destination style by using such elements as showcase, photo and music, enabling the tourists to have immersion experience in advance.

In terms of characteristic service, tourists can have a diversified and comprehensive feeling in the experience store. Besides, the introduction of targeted professional travel consultation, destination experience and interaction, a high-tech work ideal will ensure the tourists of a comfortable, relaxed and fashionable homelike service.

Q: As the tourism market is becoming increasingly intense, would you please let us know your strategies and features in products innovation?

A: With the increasingly fierce tourism market competition, UTour, as a professional outbound tourism travel agency, has chosen to follow closely the market trend and continue with innovation. UTour possesses a professional and young team with sharp occupational nerve and swift execution. Over the past years, UTour never stopped introducing new products, which has contributed its effort to the outbound tourism market. In addition, in 2014, it carried out deeper excavation and innovation over the travel destination and launched more and more outbound tourism products with more characteristics to approach the challenge. In 2014, UTour will continue to adhere to sincere management in terms of products operation, propaganda and sales, so as to continuously provide tourists with quality products and amiable service. Besides, it will attach more importance to the research and development of products and to deeper excavation on travel destination. That will provide consumers with more quality and diversified innovative outbound tourism products, such as sport event series and Lohas series.





丝绸之路拾遗

一条东西方文明的纽带, 永远值得前行探索和回望的神秘和财富之路。

编者按: 丝绸之路的景物介绍已经有很多, 本文作者试图从另一个拾遗的角度去告诉丝绸之路更多的内涵和旅行要点。

文 / 大河

鸟瞰丝绸之路

巍巍群山、绵延雪峰、斑斑草甸、片片绿洲、瀚海荒漠、深蓝湖泊、蜿蜒大河、历历故城、极目苍茫、长道漫漫、黄沙落日、明月空照、万籁无声、断墙残壁、尘封古窟、遥远的积淀、沉重的凝固。还有更多的景象, 都是丝绸之路的写照。特别仰望着高耸入云的极高山上千万年久封的冰雪危峰, 高高的峰尖之上, 是风是雪被扯出一道

白色云雾, 像是一面神的大旗, 悬挂在峰尖, 咧咧飘扬在高天之上, 不由人悚颤生畏, 顿生崇拜, 顶礼而膜拜。西方最高峰阿尔卑斯山上居住的是众神之父宙斯, 这些东方更高的山上将是何神所居? 夹杂着被鬼斧神工削劈出的让人毛骨悚然的如刀剑枪戟般森耸在高山之巅黝黑色狼牙巨丛, 像是神鬼的兵陈, 是山崩地摧? 天工造化? 那些丝绸之路上的盈盈绿洲、翠微牧场、河谷村落、草甸营帐、飘



香鲜果、千百物种、手工作坊、万古模样。丝绸之路是千种风情、千百物产, 翩翩歌舞, 弦音悠扬, 宏大的市场, 比比的寺庙, 高高的崇礼塔和久久回荡在空中的礼拜颂, 丝绸之路是物产丰美的多彩地方。还有万千气象和久久不变的模样。地球寒武纪留下的戈壁大漠, 其中远古记载、深深洞藏, 是丝绸之路的又一种真实写照。丝绸之路有太多的景物, 有讲不完的故事。游走在丝绸之路上, 看到的是在高天里的广阔, 朗朗的阳光和璀璨的文明绝响。

从北京乘飞机前往新疆乌鲁木齐, 笔直西行穿越的机翼下是茫茫群山, 中国第二第三大的流沙大漠: 腾格里沙漠和库不齐沙漠, 漫漫黄沙无丝毫寸草绿色。是黄河东来北上南下的两个河套大拐弯, 是漫漫流沙直抵河岸, 如带的长河与沙漠直接亲吻, 无论是河水无尽的润泽, 流沙大漠却依然一丝无改地保留着它的不变的模样, 森无生命痕迹的奇特景象。其中飞机的舷窗外一侧是一望无际的赭红色平面式倾斜的荒原, 地表上无数道北南向的印痕, 像是大风经年累月的刮过, 又像是地球的寒武纪前后, 地球因剧烈运动和火山爆发造成厚厚的灰尘包裹了整个星球, 地球进入了封冻的雪球状态, 千百年的厚厚封冻, 又促成了地球内部热能的再次聚合升温, 将地球又带回热化时代, 地表上厚厚的冰雪融化, 冰川和融雪漫天遍野地泄流而切割出的痕迹。地质知识告诉我们, 地球的地幔以下的物质94%是铁矿质物质, 似乎这里在远古时就是地球将其内部深层的物质涌翻出来的地方。感到不是飞行在人类居住的星球, 是而是在金星表面穿行。也是生成了地表内各种原始矿藏和共生性矿物质最丰富的地方。无尽的宝藏蕴藏在千难万险的艰辛和身体力行劳作之中, 似乎大地真的以最极端的方式给人类以造化和恩赐。而另一侧的舷窗外是另

一番景象, 一列绵绵无尽高耸入云的祁连山, 黝黑的大山之颠是终年不化的绵延不绝的雪岭。透出严厉冷峻的钢蓝色的漫漫雪峰, 缠挂着丝丝飘动的灰白色卷云。崇岭的谷底是苍绿绵延, 阡陌纵横。穿越了天山斜谷后, 经过近4小时飞行, 降落在新疆的乌鲁木齐。处处迎面而来的人物风俗, 使人立即感到很大的差异和不同, 立即真切地感受踏上了丝绸之路。

跨越东西方文明

丝绸之路和人类大航海时代出现是密切相关的。其实东西方人类的文明史无不与丝绸之路有着太多的纠葛, 甚至今天东西方各国的情况都与古老的丝绸之路和沿途的崇山峻岭大漠戈壁和漫漫黄沙有着太多的关联。似乎有了它, 世界才有多种多样的不同和东西方间的差别, 以及融合过程中造就的精彩纷呈。似乎没有它, 世界曾经的历史将是否会如何的静止和单调怎么样? 它是间隔, 也是跨越, 是跳板, 也是协同。历史在这里交叉叠加, 沿途散布的数量众多的族群民俗和物产创造, 也是一抹世界上明亮而神秘风景线。

无论路途是多么的艰辛和遥远, 丝绸之路始终是一条文化和物流的财富相向之路, 曾经被过截断过, 因此而发生了无数次大的征战, 征战和杀戮造成更加广阔地域内的各民族灾难和灾难下的大迁徙, 各种族群因此再次远离故土而互相混杂叠居, 在相同的空间中出现更多的互相间挤兑和冲突, 因为截断, 人类寻求去往东方的别的途径, 从而开辟了大航海时代, 发现了新大陆, 开辟了人类新纪元。

大航海代替不了的是研究人类的“古来学”。希望在人类东西方文明、最初期的印欧语系和楔形文字与东方华夏的象形文字的交织地域寻找线索。在大航海时代冒险的大航海家们发现, 凡是远隔重洋到过远悬天边海涯的世界任何可以适合人类居住的小岛, 都有当地的原住民集群部落。这种现象给世界提出了一个疑问, 世人只能认为是最早甚至是史前时期就从大陆, 用最原始的渡洋方式迁徙过去的。为此告诉了世人, 在全世界的大陆上, 人类在其最早的史前时代, 只要有能够让人类生存的资源和环境, 无论何时何地, 多么遥远和艰辛, 就开始了群体化的迁徙过程, 开始不断寻找着更大的新的生存空间。人类并无因艰辛就不可能。人类的早先时期, 正是因为不怕任何艰辛和群体性的共同行为, 才使人类能够生存和蔓延到全球每个地方和各个角落。它还告示了一个定论, 欧亚大陆的文明原本必是链接在一起的。人类学家、探险家和考古史学



家，像怀着中国屈原的《天问》中69个有关于文明起源的最根本的问题，挖掘寻找着共同的答案。但答案仍然像《天问》一样，没有结论。但他们始终相信，这个世界一定存在着被失落的地平线，或许是被割裂了这几大文明能够最终得到还原一体的最好的见证。丝绸之路这条连接着几大文明地域的漫长而艰险的道路，可能是串联文明密码的唯一的最好的见证。他们寻觅发掘考古，试图得到有力的见证。随即，在欧亚大陆东西方之间的丝绸之路，络绎不绝地出现了各种探险和考古队伍。在这条路上，凡是能够诠释和解密的一切点点滴滴，都是无价珍宝。为此，跨越东西方文明的丝绸之路，神秘是始终萦绕在世人心巾挥之不去的情结和纠结。

世界上凡是大的博物馆和历史陈列馆如果没有丝绸之路上的文物，几乎是不可想象的。他们都将这些文物都当作东方文明的象征。这些文物在那里展现出无比璀璨和神秘的氛围和特质，成就了这些博物馆历史陈列馆的博大和丰满。全世界凡是注重历史人文自然的旅行社也无不将丝绸之路作为其主要旅游路线和产品之一，全球评价毕生应

当前往的旅游目的地，无论是60个或更少更多，无不将丝绸之路作为人生必去的目的地之一。

历史将东西方的交汇点丝绸之路归纳为东方范畴的，这是毫无疑问的。中国近现代的国画大师张大千曾在扬名之后，依然只身投向敦煌莫高窟，在两年中无声无息，潜心在洞窟中静静地面壁、凝注、禅定、渐悟、临摹、遐想，最终走出洞窟后，成就了一代国画大师的超凡的新的跃升。丝绸之路是世界的，也是毫无疑问的。它自古毕竟是一段遥远的距离和畏途，是一个与东西方不能割裂的多元多彩文明，给人类历史长河中增加了浓墨重彩的神秘性，给世界带来超乎想象的丰富而博大的空间。

丝绸之路是东方的。在华夏的文化中自古就生生不息融入了丝绸之路的西域。西汉早年张骞通西域的史实告诉了我们，在他首次到达遥远的西域时，就发现东西方早有交流的实证，比如邛崃的竹杖和蜀布等等。文明的东来或西向是由来已久早就存在的。而张骞通西域所带来的种子和技术，却立即极大地丰富了我们祖先的生活物质品种和内容。

人类族群不断迁徙的走廊

其实，远早于张骞通西域之前，中国的先秦古籍《山海经》，上下十八卷，就主要记述了从陆地东端的大海边直到西端天涯的极边，横贯八万里内的山川地理、物种出产、神话宗教、历史风化、民族种群等等各方面的内容。此书虽没有作者，但与东西文明发端时共同经历的传说时代、神话时代、英雄时代别无二至，很多无可非议地描述了远古时期，东西八万里内当时当地的真实内容，是一部具有极高历史价值的著作。而《史记·夏本纪》就明确记载了远古：“夏时，公刘失稷官，变于西戎，邑于豳。其后三百余岁，豳又悉从豳夫而邑，作周。”河湟地区“马家窑文化”一次出土的窟藏2万余件距今7000年之久的彩绘纹饰陶器，可见中华文明在那里已达大规模社会形态的发端。带有印欧族群特征的古藏羌部族，与中华姬、稷、姜等古氏族的根溯，在史学界也有很大的认同。《史记》记载了丝绸之路西陲的大宛、大月氏、大夏、康居、安息、身毒、条枝等国，虽去汉数万里，自古都是农耕工商牧的城郭田园的国家。而横耽西陲与汉两者之间的西域百戎，莫能相一，逐水草迁徙，毋城郭，毋文书，无常处与耕田之业，以言为约，其俗宽则随蓄、牧猎禽兽为业侵伐掠剽为天性，利则进，不利则隐遁，有名不讳无姓字的史实。西方的考古学和人类学，也都一直想证实摩西带领着16支犹太部族出走埃及后，是否有部族远跨中亚到达了东方，以色列的历史学家一直寻求在东方的某些东方地区群体的身体骨相、语汇和习俗中寻找线索，试图从丝绸

之路的沿途在各地的民风民俗的蛛丝马迹中寻找着人类在历史迈进中的真实存在。人类的很多族群都应该在民族和文化融合的道路上留有他们的脚印。这已成为世人的定论。而随后沿着这条可以长途跋涉的远道，人员西来，物产东去，往来频频，漫道不绝。丝绸之路自古也是人类族群不断迁徙的走廊，东方的鲜卑人、靺鞨人、契丹人、羯摩人、蒙古人、东夷人等长途漫漫的不断西行，与由西往东、由南往北的各部落族群相合在这片广阔的地域，又不断的融合分支和固化，生成了各民族的多样性。正是黄沙漫漫，烈风苦寒，和终究不能抹去这些深深的脚印和遍布的痕迹。给世人增添了更多超乎寻常的想象。从而回望历史，人类是多么地珍贵这些曾经的历程。

无论是英籍匈牙利人奥利尔·斯坦因、瑞典人斯文·赫定或日本的大谷光瑞探险队，丝绸之路的考古却告诉了人们，所有在无论敦煌、楼兰、于阗、古姑默、龟兹等大漠深处发掘出的古代所有典籍木简文书，如果不是梵文经卷，就是大量的秦与汉的简牍和晋帛经文，别无他种书写文字。斯坦因就是循着中国古代史书记载的线索，首次在敦煌以北长约100多公里的长城沿线十几处烽燧遗址下发现了公元前981年至公元前75年的700多支秦篆和汉书木简，如此历史久远的史实，让其惊诧不已。距首次探险不久的他的第二次旅程，于1900年在敦煌莫高窟的藏经洞，他一次就运往伦敦总计达数万多卷汉文典籍和藏文经卷，其中7000多卷是汉文文书和卷子以及6000卷残篇散页，足足装满了24大箱，另外满满5大箱的绣画与法





器等，其后他再多次来到敦煌的大漠的遗址中，又运走单单秦汉简牍就达789枚之多。这些都是长一尺二寸木简的当时皇帝的诏书和敕令，以及书写在长二尺木简上的圣人经典文籍，其中多为用当时篆体书写和以后失传的文籍。以后以瑞典人斯文赫定和贝里曼在大漠深处居延海周边发掘出超过斯坦因数倍的近万枚汉代木简，还发现了数量众多保存完整的毛笔等书写工具。法国人保罗伯希却更加精明，以汉学家身份来华，在敦煌藏经洞中每天翻阅洞中的书卷经文，从两万多卷中精心挑选了精华与珍品孤本6000多卷被运走占有。1909年日本大谷光瑞探险队在罗布泊湖畔发现的写在用麻制作的整片纸质汉代书信“李柏文书”，内容与高昌和楼兰有关，被确定为“人类重要文化遗产”，他们还在中国境内的吐鲁番、古木萨尔、吐峪沟的石窟和交河故城等地，窃运走了600多卷写本。其中沙俄时代的俄国人也参与在大肆的骗取和盗掘之中，将更大数量的很多历史中最有价值的部分运回他们的国内。直至1923年美国华尔纳在敦煌做了最后一次搬运，将现场的2000多斤无法以卷本和张数计量的书卷古本运回了美国。

有一点是确定的，这些典籍书卷经文中，除了部分佛教经文为藏文之外，大部分都是汉字包括篆体和隶书文，其中还有《尔雅》、《玉篇》、《千字文》、《字宝碎金》、《俗用字要》、《杂辩字书》等纯语言类文字传播的古文本，特别是晋代的《玉篇》，是汉字发展到魏晋鼎盛期收集了多达两万两千个汉字的字典珍本，可见自古

汉文化在西域的传播早在2000多年前的就已是多么的普遍。相应的是“汉西域都护府使”在那里的设立，最主要的实证是中国最伟大的诗人和文学巨匠李白就是出生在西域大漠以西的伊犁府碎叶城。说明了西域自古就不是孤悬一隅的偏寓之地。继张骞后的汉代班超西行，汉书和当时汉语完全可无障碍地通行于西域，公元412前后，法显和尚西去取经和西域龟兹的鸠摩罗什东来传经，说明了当时除身毒天竺的佛教梵书经文，当时丝绸之路的两端都是通行的汉语。据有关史书记载，唐代大诗人白居易家族曾祖也是由龟兹迁徙而来。史书明确记载龟兹国的首都伊逻卢城虽然为白色雅利安种姓的居住地，但也是就是唐代“安西都护府”的治所“安西城”，生在龟兹的鸠摩罗什哲学和思想大师是古代东西方文化最早的翻译家和传导者，就是精熟汉文化。丝绸之路的异域和种族多半是高鼻耸额的早先雅利安人种发掘出的吐鲁番的阿斯塔娜古墓群确切无误地说明了这一史实。中国前秦的皇帝苻坚就是高鼻耸额的羌邸人。汉代时于阗龟兹的音乐舞蹈盛行于长安和中原的社会，盛唐时期在长安城内居住的数万龟兹于阗人，互相之间没有语言沟通的障碍。更能说明这一点。

丝绸之路在由汉而唐直至宋的千年中一直没有衰弱和淹没，而是在与中原的交往越来越密切，经济繁荣社会昌盛也与丝绸之路密切相关。丝路兴，百业兴。几千年而黄沙无奈。丝路短，百业凋敝，沿途的城市就在短时间被遗弃被黄沙淹没，很多地方立即几乎痕迹不存。丝路上的城市与商路太有关系了。有宋以后，丝路的商道逐渐被截断，被海路替代。特别是成吉思汗的三次西征，开辟了从远走杭爱山和阿尔泰山以北沿西伯利亚南麓绕过去碎叶城直走乌兹别克斯坦到达里海和西去的另一条道。东西方之间的经河西走廊和天山南北的丝绸之路被取代了。从此这条贸易往来之路变成了从中原向包头直到外贝尔加湖畔雅克萨的往西道路，由成吉思汗走出的西征之路，在短短的三百多年间，引来了沙俄帝国扩张越过雅克萨后到黑龙江，然后直抵成吉思汗故乡呼伦贝尔肥沃大草原湖的东征之路。西伯利亚大铁路也远远地按着这条路线通到了太平洋。原丝绸之路的楼兰等地都无影无踪地消失了。

孙中山的建国方略中说，五族共和的中国社会发展必须是“地尽其广，物尽其流，财尽其通，人尽其用”。丝绸之路的兴衰真正说明了这一点。和平、稳定、开放、生产是民族之福，百业生灵之本。试想“覆巢之下，安有完卵”？一切分裂动乱的妄想，如果不是愚蠢的无知，即是深害社会的别有用心地一味谋己害人。



中华文明的千古绝唱

丝绸之路也永远是风情异域和浓墨重彩的。沿途沉淀了很多特有的东西方交汇的文明和地域本身的传统习俗，漫漫黄沙，大漠戈壁，人迹罕至，酷旱爆烈、风露霜寒，日月空悬，绿洲瀛谷，到苍茫间空阔无际的地方，追寻润泽生命的涌泉，踏往历历的王城，寻找内心的回望，寻书千载的遗音。其中太多被掩埋的超过1001夜讲述不完的神秘故事，一直到涌动很多人们心中需要放逐到狂飙的情结。人类与东西方文明的文书经卷典籍、雕塑、彩绘、壁画等艺术宝藏，不仅在敦煌与莫高窟、在高昌的柏孜克里千佛洞、吐峪沟、阿斯塔娜古墓群，龟兹的克孜尔千佛洞保存了很多金箔制成的整壁的精美壁画。在许多西方国家的博物馆、艺术馆，尤其是北面半山腰上的 76号“孔雀洞”，高大的石窟里曾以绘有众多孔雀绘画而知名。不仅翎羽艳丽，还栩栩如生，仿佛只要稍的惊动，她们就会振翅飞走。洞内还曾隐藏着无数的手抄或印刷的汉文、梵文、突厥文、吐火罗文的文书，被失散到欧美各国达上百箱之多。洞窟中绘画的姿态飘逸的飞天形象，据说其中一位飞天手中还有一把玉弦琵琶，由波斯传入，后传到唐朝都城长安，然后传到日本，目前世上仅存的唯一实物琴在



日本被当作国宝。壁画中佛像线条圆润，表情生动，从衣饰徒刑上明显可以看出是凹凸晕染法的绘画艺术，表现出淋漓尽致的逼真状态，似乎画面人物的肌肤在视觉中都有弹性，是丝绸之路上东西方文化璀璨的最好见证，被誉为是第二敦煌，最富故事描述、最美的古代音乐展现之窟。

丝绸之路无论从洛阳还是西安做东端的起点，沿途人文荟萃的地方枚不可数，与西安咫尺之遥的宝鸡，就是文物众多、风物荟异，沿途西去秦安、天水、张掖、兰州（金城）、酒泉，还有沿800里黄河上游河谷从湟中到同仁、夏河和刘家峡一线，即是汉文化的发祥地，也是汉藏文化的交汇点。那里的历史陈迹遍地。沿着这些地方可以走出一部中华文明的千古绝唱和文化风情的历史遗产。尤其是青海的民丰和互助县，在那里诞生的青海民歌组成了汉民歌的重要部分。每年6月的“花儿会”，周围的远近各山头上，满山遍野的营帐和人。这是周边千里之内各族年青人一年一度的相亲聚会和赛歌节，时间长达数周。每天从早到晚，山头上歌声滚动，此起彼伏，人人都载歌载舞，欢呼雀跃，个个是真情待客，满心欢笑。年青人以歌和舞蹈选择各自相爱结亲的恋人。置身其间，让人不由地感受文化的浪漫和美好。这是世界其他地方即使有，也没

有这样的规模和场面。正是在那里诞生了中国一代情歌王子王洛宾。

吐鲁番更是另一番景象。最值得称道的是它的葡萄沟和坎儿井。尤其是坎儿井，从北部的高原大山中通过上千条地下溪流暗沟引入到吐鲁番，长者上百公里，短者也有四十公里，流到出于海平面以下的吐鲁番盆地，径流出地表成渠，水质清冽，在渠内湍激奔涌，波浪翻滚，真不知这些汇集水源的坎儿井是自然天成还是人工凿掘出来的？超乎想象。其葡萄沟的葡萄有数千年的远古历史，也不知是从此地传向了西方还是由西方传入了此地后再传向了东方。

新疆的喀什，好莱坞获奖影片《贫民窟的百万富翁》的三分之二是在那里的老城摄制的。喀什曾组织过世界热气球节，全球的来客在那天放飞了几百个热气球。一个伊朗的历史学家专程来此放飞，无论在天空中还是在走巷串街的旅行中，都无尽感叹地说，要寻找一千年前尘封的世界或伊朗，只有到喀什的老城以及它周围的山山水水和大漠去寻找。他走遍的伊朗和全中东地区，除了混乱和动荡、嘈杂和喧嚣，已经看不到任何我们记忆中传承了几千年恒久凝固和宁静平和的文明。喀什的老城，它毫无喧嚣和嘈杂的内在的宁静，才是生命延续和文明信仰的源泉。是这里把他带回了在世界任何地方都找不到了的曾经的历史，乃至他失落的迷惑和更久的远古。

各民族共融发展的和平之路

游走在一片辽阔无垠的天地间，虽然感受多半的是过于的宁静，但相继内心萌动的，恰是纵横驰骋的热望。历史终究是交织的。丝绸之路之上曾出现无数波澜壮阔的纵横驰骋，交替取代的多重融合，才构成了这片最广阔土地上的永恒的历史。我们不能失落的是，大漠海天心，远边故国情。其实，在人们的内心之中是根本没有疆界的。丝绸之路可能更多的是多重文化的销融和积淀、更替和融入。如果承认这一点，那么想寻找失落的地平线，或支离破碎历史见证，它还能见证什么？到底是想见证什么？它最真实地告诉了我，这里永远也不可能孤独地存在于昨天的世界，同样单体孤独地继续在明天的世界。为此只能认同真实的“孰予孰亲”。其中我们追随的永远是，现实生活中内心的宁静和真实平和自然的生活质量，互相之间的平和、共存、接纳、融入，任何分裂、独行、都是自我消亡的最终结局，任何逞强、耀武、欺压都是恩仇自毁。真实的，包括精神和物质高品质的生活质量，只能在宁静平和的环境中，通过有序的物质生产和广泛的流通以及积累才

能实现，任何其他的方式都是悖理之道。物质生产是一切文明社会的起码标志。不事生产是一切罪恶的源泉。地尽其广、物尽其流、财尽其通、劳动创造才是千百年丝绸之路的真实故事和旅行感受，它让我再次领悟了这些曾经被遗失的朴实浅显的道理。

其实印度《贫民窟的百万富翁》并不是反映了那里的真实，而是要营造它影片所需要的印度的极度落后和贫困、不安的躁动、无奈和动荡。其实，能真实反映那里恒久凝固和安详的文明，是我们自己的影片《达坂城的姑娘》。它是80年代末或许90年代初在那里拍摄的。那里完全不是落后和脏乱，而是恬静质朴，充满内向的劳动收获和井然的秩序。真实的喀什老城是保存最好，未经人为破坏或刻意修琢的，依然有爱着它并与它亲近生活在一起的人们的鲜活的历史古迹。

丝绸之路还有太多太多的精彩，有着太多太多与我们有关的故事，它还有我们很多深值赞叹的新的认知。丝绸之路是悠远的，也是新的亮丽的风景线。

历史已属过往，历史的回望是对今天更加真实的感受。“世界大同”和“世界全球化”的理念已经植根在所有世人的心海中，人们正以更加博大的胸怀去面对丝绸之路这片最广大的地域中最广大的各民族共融发展的和平之路，任何与此相悖的理念都是无知和无果的。



The Silk Road

The Silk Road is the link between the oriental and the occidental civilizations, and the path to mystery and treasure which is worth exploring and reviewing.

Editors' note: Views along the Silk Road have been introduced a lot. The writer attempts to introduce more related contents and travel essentials at a different angle.

Bird-view of Silk Road

Lofty peaks, snow-capped mountains, marshy grasslands, oases, vast deserts, blue lakes, meandering rivers, old cities and more other aged images paint a picture of the Silk Road. The awe-inspiring sight of the cloud-kissing snow-capped mountains and the white clouds and mist above it wins its esteem and worship from the viewers. Dwelling in the Alps, the highest mountain region of Europe is the father of gods Zeus, what gods are there in the higher oriental mountains? Were the sword-like rock walls formed by nature? Views also along the Silk Road are green meadows and camps on them, villages in the valley, fresh fruit, thousands of species and handcraft workshops. The Silk Road presents various

flavors, products, songs and dances, grand markets, temples, towers, religious service praises and its old-timed image. The Gobi desert formed in the Cambrian times is a true portrayal of Silk Road. There are so many views and endless stories. Traveling on the Silk Road, you may see vast sky, bright sunshine and brilliant civilization.

Linking oriental and occidental civilizations

The Silk Road is closely connected with the emerging great navigation era as well as the histories of oriental and occidental civilizations. With it, the world is full of diversity and differences between the east and west as well as wonders created in the intermingling process. Without it,



the world history might have been dull. The road serves as a link and a springboard. Intersected histories and numerous folk products along the way form a splendid and mysterious scenery line in the world.

No matter how hard and distant the road is, the Silk Road is a path towards cultural and material wealth. It was interrupted due to numerous wars, which caused disasters and migrations to ethnic groups. They hence left their homeland and were mixed together, leading to consequent conflicts. The interruption results in human's search for other approaches to the east. Hence the great navigation era appeared when new continents were found, ushering in a new era in the history of mankind.

The Silk Road belongs to the east. Silk road in Xiyu (the west of China) has been integrated into Chinese culture since ancient times. The history of Zhang Qian exploring Xiyu in the early years of the Western Han Dynasty reveals that he found the real evidence of the exchanges between the east and west when he first arrived in Xiyu. For example, Qionglai's bamboo canes and Shu cloth from Sichuan Province were found there. The east and west exchanges have long existed. Seeds and technology brought by Zhang

Qian from Xiyu greatly enriched species and living contents for our ancestors.

Corridor for Ethnic Group Migration

It is recorded in *Shi Ji (The Historical Records)* that countries in the west of Silk Road including Da Yuan, Da Rou Zhi, Da Xia, Kang Ju, An Xi, Shen Du and Tiao Zhi, though far from the Han regions, were countries concentrating on farming, industry, commerce and husbandry. These ethnic groups migrate according to water and grass. Western archaeology and anthropology have attempted to prove that whether or not any of the 16 Jewish tribes led by Moses have crossed Central Asia and arrived at the Orient after their exodus. Historians from Israel have tried to seek the true existence of humankind in history through clues of the body and bone, languages and customs in the oriental groups as well as folk customs along the Silk Road. Many ethnic groups should have left their traces on this road for ethnic and cultural integration. Communication of people and goods has been frequent on this distant road. The Silk Road has also been a corridor for ethnic group migration. Xianbei people, Tartars, Khitans, Mongolians, Jiemo people and Dongyi people in the east have marched towards the west, mixing together with

other ethnic groups in this vast region, forming the diversity of each ethnic group. Boundless sand, strong gales and coldness cannot get rid of these deep footmarks and traces, which enrich people's extraordinary fancies. Looking back in history, how mankind cherish these past journeys!

Gem of Chinese civilization

The Silk Road has always been full of exotic charms. Many traditions of regional characteristics and combining oriental and occidental civilizations were buried by desert and Gobi which are off the beaten tracks. Summer heat and winter cold came and went. The sun and the moon had shed light here since time immemorial. In the oases in spacious desert, life grows following the traces of water. Imperial cities thrived, declined, and were finally buried by sand. People can only get to know them from countless mysterious stories as excellent as the *One Hundred and One Nights*. A treasure trove of scriptures, classic works, sculptures, color paintings and murals has been found in Mogao Grottoes in Dunhuang, the Bezeklik Thousand Buddha Caves, Tuyugou Valley, Astana Tombs and the Kizil Caves of which the No. 76 Peacock Cave was known for vivid peacock paintings. Unfortunately, a large number of the cultural relics were plundered and scattered in the museums and galleries in many Occidental countries. It is said that a Chinese jade lute held by a flying Apsara was introduced to Chang'an, the capital of the Tang Dynasty, from Persia. Later it was sent to Japan and preserved as a national treasure. The smooth curves make the paintings of the Buddhas look quite vivid as if they are touchable. Known as the Second Dunhuang, the Kizil Caves are a proof of the brilliant culture on the Silk

Road and the murals not only tell stories but also show the scenes of musical performance in ancient times.

Joint development of all ethnic groups

Traveling across the vast desert, you first feel it is too quiet and later you are eager to gallop away. The Silk Road has witnessed numerous magnificent upsurges which formed the eternal history of this wide land. Actually, there is no boundary in people's minds and what Silk Road represented was the ebb and flow as well as the blending of different cultures. It has been proved that the present Silk Road could not be separated from its past or future. The principle we should follow is that only by peaceful coexistence can we have a peaceful mind and live a true and natural life. Any splitting and oppressive activities and show of force will lead to self-destruction. High quality material and spiritual lives can only be achieved in a peaceful environment and by orderly material production, wide circulation and accumulation and any other ways to reach the purpose are wrong. Material production is a sign of a civilized society. The true meaning of the Silk Road of hundreds of years lies in taking the advantage of production and circulation fully and creating wealth by labor.

The past has become history and one can have a better understanding of the present day by looking back at history. The ideas of "one world" and "globalization" have been widely accepted by people from all over the world. People are embracing the peaceful development of all ethnic groups in the spacious region along the Silk Road and any idea opposing it is ignorant and futile.



世界旅游城市联合会 自媒体平台

世界旅游城市联合会自媒体平台是集互联网、移动媒体、社交媒体以及平面媒体等于一体的跨媒介、多终端的综合旅游推介营销服务平台，是联合会及会员单位资讯发布、产品推介、树立品牌的重要渠道，是游客获取资讯、社交分享、消费服务的权威平台。会员单位可通过自媒体平台发布官方、权威的城市旅游资讯信息，以视频、动画等等现代信息技术，多层次、多渠道展示各城市旅游景观、文化传承、风土人情、出行指南等旅游资讯。扩大联合会及会员单位的营销推广空间，提升旅游目的地综合信息服务能力，为游客提供充分的信息服务保障，实现会员信息的有效推介和资源共享。



自媒体平台内容

旅游体验互动

由城市旅游专属频道、旅游博客、旅游攻略达人分享、旅游点评体系等四个部分组成。旨在为全球游客提供全面周到的互动分享体验，搭建会员单位和游客之间交流互动的平台。

移动客户端资讯

利用移动终端便捷性、即时性、开放性的特点，开发了世界城市旅游联合会旅游资讯推介客户端和城市会员专属客户端两大产品。结合旅途分享、翻译工具、导游工具、食宿点评以及地图工具等功能，满足游客对旅行管理智能化、服务主动化、旅游个性化和信息对等化的发展需



求，打造“揣在口袋里的贴身旅行顾问”。

城市旅游数据中心

自媒体平台的数据和内容基础，由城市旅游资源数据库、旅行者（用户）信息数据库和会员城市数据库三个子数据库组成，三个数据库高度互联，资源共享。

通过构建旅游体验互动、移动客户端资讯、城市旅游数据中心，将自媒体平台构建成为集会员单位资讯推介管理、游客用户咨询服务、旅游产品商务服务于一体的旅游信息服务平台，形成多平台互联互通、多终端发布、多形态差异化发展的资讯服务体系。该平台将实现国际高端旅游文化资源的直接对接和深度整合，平台各方在合作中找到彼此间和谐交流的契机，打造全新的国际旅游品牌；也将使各会员城市和机构及时掌握旅游客源市场变化，开展有针对性经营活动，促进世界各城市旅游经济发展。

自媒体平台介绍

官方网站

世界旅游城市联合会官方网站分中文、英文两个版本，旨在搭建会员单位信息发布和推介营销两大平台。

旅游信息发布包括两方面内容，即联合会自身以及城市会员旅游资讯。作为官方网站，它将是联合会推广品牌、发布信息的主要渠道，发布内容包括联合会介绍、最新动态、学术报告、近期活动等。同时，网站平台将设有全部会员城市的旅游信息阵群，以现代信息技术，多层次、多手段、多渠道展示各城市旅游景观、文化传承、风土人情，出行指南等旅游资讯。

推介营销平台是指网站将为会员单位提供一个全方



位、多层次的贸易营销渠道，这是一个联合会会员之间互通交流、业务洽谈对接、促成商贸合作的服务平台，也将成为“全球旅游商贸信息网上集散地”。网站将协助推广会员城市、机构产品，更好地服务于各位会员的发展，协助达成国内外旅游产业资源更高效、合理地配置，从而推动全球旅游产业发展。

服务会员的同时，网站紧跟社交化的国际新媒体发展趋势，设立社交网站分享、网友留言问答等互动功能，拉近会员单位与网友之间的距离，为网友提供便利，有效提高网站用户的黏合度。未来，待用户流量达到一定数量，网站还将建立电子商务平台，支持个性化旅游定制。电子商务平台主要包含预订服务（包含机票、火车票、酒店、餐饮等）、旅游商品销售、旅游指南销售、保险销售等。

《世界旅游城市》杂志

《世界旅游城市》杂志是联合会创办的刊物，中英文双语，发行方式为季刊。杂志设有“聚焦”、“会员活动&大事”、“城记”、“风采”、“分享”、“案例”、“旅途”、“联合会”等8个栏目。主要针对、旅游业界的最新动态、旅游目的地的建设及营销、旅游从业者的服务和发展、旅游人群的消费行为、联合会自身发展中的大事件等，进行深度有效的报道和分析。

《世界旅游城市》杂志的出版，意在对联会会本身的服务职能进行全方位介绍；多角度、多层次对联会会会员进行推介及深度报道；关注联合会学术研究成果，树立国际旅游研究和研讨标杆地位；打造旅游管理和经营的学习平台，加深联合会的旅游引导和交流互动的功效。杂志的主要读者为各城市会员和机构会员，以及潜在会员城市和会员机构、旅游业界管理者、精英商务人士、高端散客、



高端消费群体。杂志发行将涵盖以下渠道：投递至各城市会员的旅游主管单位；摆放在北京国际知名连锁酒店客房内；定向直邮给高端旅游管理者和经营者；以及在机场和高铁车站内的书店中售卖。

世界旅游城市客户端

世界旅游城市客户端致力于打造最便捷、最权威、最准确的会员旅游资讯应用程序。为游客、旅游相关企业及联合会会员城市提供高质量的信息服务。游客可以在客户端中找到旅游城市中的餐馆、酒店、景点、游乐场所、购物中心、自助游玩线路以及交通导览等信息。同时，还可以查询到众多的网友评论、经验分享、实时攻略等内容。相比较目前市场上的其他旅游客户端，世界旅游城市客户端除拥有游客自主上传和分享的攻略以外，还突出了其权威官方信息发布的主导地位。游客可通过查询，获取第一手的官方信息，如旅游目的地的最新路况、应季推荐、近期活动等等。

目前，联合会正在全面整合会员单位及旅游产业的相关信息，努力为客户打造一个集资讯发布、合作交流与旅游服务于一体的综合性媒体平台，为实现联合会社会价值与商业价值的双向提升和可持续发展奠定良好基础。

世界旅游城市联合会微信

世界旅游城市联合会微信旨在提供多层次交流平台。旅游城市和机构会员可以通过微信建立品牌知名度，推送游客关心、感兴趣的话题信息、产品信息和活动内容。并且可以通过微信平台，与游客紧密高效的互动，做到有问

必答，建立与游客一对一的沟通机制。正是因为微信的传播范围是基于强关系和主动获取的前提，所以信息到达更精准，接受程度更高。

世界旅游城市联合会微信可以通过后台的用户分组和地域控制，实现精准的信息推送。可群发文字、图片、语音等类别的内容，还可以推送专题信息。针对旅游目的地的资源与产品可做到每天推送具有吸引力的文字介绍及异彩纷呈的图片，同时配以优惠、促销活动信息，吸引游客参与。

世界旅游城市联合会微博

世界旅游城市联合会与新浪网强强联手，共同打造世界旅游城市联合会官方微博，定位为提供旅游娱乐休闲生活服务的信息分享和交流平台。信息以会员城市和机构会员的动态、活动为主，形式以文字配合图片的方式展现。基于微博的传播特点，世界旅游城市联合会与新浪网将共同举办系列推广活动、共同发起流行旅游话题讨论，与网友、粉丝一起互动，建立社区化面对面沟通渠道。同时也将借助微博意见领袖、热门网络语言，增加微博的趣味性，扩大传播力度。

自媒体平台的功能和作用

展示平台

世界旅游城市联合会自媒体平台作为游客获取资讯的重要信息来源，可以展示会员丰富的旅游资源，提高会员城市或机构的品牌知名度、树立品牌形象。可以快速、灵活的为全球会员单位发布旅游资讯；全方位展示会员城市和机构的旅游资源；以丰富翔实的资讯为城市旅游提供品牌推介；通过全面、直观的展现形式将资讯内容传递给受众，形式包括文字、图片、图集、视频、音频、flash等，全面覆盖目标受众，包括会员城市、旅游业界单位及从业人员、广大互联网和移动互联网用户；从而通过多个渠道，多层次地展示会员城市独特亮丽的旅游资源以及会员机构丰富多样的旅游产品，让游客能够更加便捷、全面地了解到会员单位的相关信息。同时，还能够通过媒体合作伙伴，对会员城市或机构进行采访、报道，展示城市风貌，增加品牌曝光度，提升品牌知名度。

推广平台

在活动推广过程中，与媒体的合作尤其重要。活动推广、宣传是否到位，直接关系到该活动所能够收到的效果。世界旅游城市联合会自媒体平台可以通过官方网站、

杂志、微信以及微博内的主题宣传和针对性的信息推送，在最快时间内最大限度捕获受众。通过亮眼的图片以及精美的视频，吸引游客们参与到活动中来。同时，举办活动的会员城市或机构可以联系到世界旅游城市联合会的媒体合作伙伴，邀请记者到现场了解活动的进展情况，以新闻报道的形式介绍、宣传活动，从而得到更广泛的宣传。

互动平台

会员单位可以通过世界旅游城市联合会自媒体平台官方网站、微信、微博等即时信息工具与游客进行交流，满足会员与游客之间互动沟通的需求：通过在线聊天、留言回复、电子邮件等交互手段，实现会员单位与消费者的即时双向沟通；游客看到信息后产生进一步洽谈的意向可即时联系，有效地网罗了潜在购买用户，增加了成功营销产品的概率；通过互动交流收集游客的意见或建议。会员城市和机构通过与游客进行沟通交流，可以获取游客需求，并且有效的促成交易，从而为会员单位提供了吸引游客的更多可能。

合作平台

借助世界旅游城市联合会自媒体平台，会员城市或机构不仅可以与游客进行沟通交流，同时也可与业内其他机构之间进行互动；通过与业内的良好交流，会员单位能够了解到业内相关单位的信息，从而得到有效的借鉴；通过业内交流与专家建议，还能够了解行业的最新信息与趋势走向。不仅如此，会员城市之间、城市与旅游机构之间以及机构与机构之间也能够通过世界旅游城市联合会媒体平台，结合各自需要，互利互惠展开合作。

数据平台

世界旅游城市联合会自媒体平台的数据和内容基础，由城市旅游资源数据库、旅行者（用户）信息数据库和会员城市数据库三个子数据库组成。会员城市与机构可以通过分析庞大而完备的数据库资料，得到于自身发展有助益的信息：可以让各会员单位及时掌握旅游客源市场变化，挖掘旅游市场走向，进而开展有针对性经营活动，开发符合市场潮流的旅游产品；为学术研究的开展、旅游业务的研究以及旅游发展规划的制定提供数据支撑。



The World Tourism Cities Federation's We Media

The WTCF's We Media is a cross-media and multi-terminal comprehensive tourism promotion and marketing-service system that integrates the Internet, mobile media, social media and print media. It's an important channel for the federation and its members to share information and promote products. We Media is also an authoritative platform for travelers to get information and consumer services. Members can access official tourism-consulting information through the We Media platform and present their own tourism attractions, cultural heritage, customs and travel tips through videos, animation and other methods. The platform will expand the marketing and promotion space of the WTCF and its members, upgrade the comprehensive information service capabilities of tourist destinations, and offer sufficient information service to tourists. It will boost effective information and resources among members as well.



The We Media platform will cover the following aspects

Travel Experience Interaction

This aspect is composed of four parts: an exclusive channel for city tourism, a travel blog, a platform for talents to share travel plans and a travel review system. It aims to provide a comprehensive and thoughtful interactive and sharing experience for travelers all over the world, creating a platform for interaction between members and travelers.

Mobile App

By making use of the convenience, immediacy and openness of mobile terminals, the WTCF has developed two major app products for the promotion of tourism information of the WTCF, as well as an app exclusively for city members. Combining functions such as journey sharing, translation, tour guides, and food and accommodation maps, these apps can satisfy tourists' need for intelligent travel management, strong service, personalized travel and prolific information, creating "an intimate travel advisor in your pocket".

City Tourism Data Center

The data and content of the We Media platform consists of three sub-databases: the city tourism resource database, the traveler (user) information database and the member city database. They are highly interconnected and share resources with each other.

By creating travel experience interaction, mobile apps and a city tourism data center, the WTCF has built We Media into a one-stop travel information service platform integrating the promotion and management of member information, consulting services for tourists and business services for tourist products. It establishes an information service system featuring multi-platform, multi-terminal and diversified development. The platform will realize direct docking and in-depth integration with high-end tourism and cultural resources in the world. Members can find precious opportunities for harmonious exchange, creating a brand new international tourism brand. This attempt will also allow the member cities and organizations to grasp the changes in the tourism markets, carry out targeted operations, and promote the development of a tourism economy of cities around the world.

Official Website

The official website of the WTCF includes both Chinese and English versions, designed to build a platform for travelers to access tourism information and for members to promote their tourism spots and products.

The website offers information about the WTCF itself and its city members. As the official website, it will be the main channel for brand promotion and information release, including an introduction to the WTCF, its latest developments, academic reports, and recent activities. Meanwhile, the website will contain all city members' tourism information, using modern information technology, multi-level and multi-channel demonstration to represent

sceneries, cultural heritage, traditions and customs, and travel guides of various cities.

World Tourism City Magazine

The World Tourism City Magazine was initiated by the federation. It is a bilingual quarterly magazine. It has eight columns, namely "Focus", "Member Activities & Events", "City Records", "Charm", "Sharing", "Cases", "Journey", and "Federation". The magazine conducts in-depth and effective reporting and analysis on the following: the latest developments in the tourism industry, the construction and marketing of tourism destinations, the services and development of those who work in the tourism industry, consumer behavior of travelers and big events of the federation.

World Tourism Cities News

As the exclusive communication channel for members of the WTCF, the World Tourism Cities News takes the purpose of better serving its members, and aims at promoting exchange and cooperation among city and institution members, sharing their experiences in the tourism industry, discussing hot topics related to the development of city tourism, and strengthening the interaction and cooperation within the tourism market so as to improve the level of the tourism industry's development. The World Tourism Cities News tries to promote the coordinated development of society and the economy of tourism cities all over the world, become a platform for win-win cooperation and mutual benefits for world tourism cities, and provide information services for existing city and institution members as well as their partners. The publication has three versions: daily, weekly and monthly. It collects the most up-to-date and most targeted moments of city members and industry-related information, providing all-round information and guidance from the policy, development, and data levels as well as cooperation information. It also offers an information exchange platform for the promotion of its members.





World Tourism Cities App

World Tourism Cities App is committed to creating the most convenient, authoritative and accurate travel information app, providing high-quality information services for tourists, tourism-related businesses and city members of the WTCF. Tourists can find in the app all kinds of information including restaurants, hotels, attractions, entertainment sites, shopping centers, DIY travel routes, and traffic navigation. Meanwhile, tourists can also find a number of user comments, experience sharing, real-time suggested travel plans and other contents. In addition to the travel plans shared by tourists, something which is common among all tourism apps, the World Tourism Cities app gives full play to its dominating position as a place to release authoritative and official information. By searching, tourists can get first-hand official information, such as the latest traffic situation in their destinations, seasonal recommendations and upcoming events.

World Tourism Cities Federation WeChat

The WeChat account of the WTCF is designed to provide a multi-level exchange platform. Through this channel, tourism cites and institution members can establish brand awareness, and post interested topics, product information and events. They can also have close and efficient interaction with tourists, answer every question posed by them, and establish a one-on-one communication mechanism with them. Since the popularity of WeChat is based on strong relationships and initiative access, the information should be better targeted and well received.

The WTCF's WeChat account can provide targeted

information through backstage user grouping and location controls. It can send mass texts, images, voice and other types of content, as well as thematic information. For resources and products of tourist destinations, the account can post texts and images on a daily basis, accompanied by information on sales and promotional activities to attract tourists.

World Tourism Cities Federation Weibo

The WTCF is cooperating with Sina.com to jointly establish the official Weibo of the WTCF. It is positioned as an information sharing and communication platform providing travel, leisure and entertainment services. Information shared on this platform mainly includes updates and events of the member cities and institution members, represented in the form of pictures and texts. Utilizing the features of a Weibo, the WTCF and Sina.com will jointly hold a series of promotional events, and initiate discussion on popular tourism topics, interacting with Internet users and Weibo fans to establish a face-to-face communication community. Meanwhile, with the help of opinion leaders on the Weibo, and using hot expressions online, the official Weibo can be more interesting and more effective in spreading information.

We Media's Function and Role in the World Tourism Cities Federation

A platform for exhibition

As an important information source for travelers, We Media of the WTCF presents the outstanding tourism resources of its members, improves the brand awareness of city members and establishes their brand images. It quickly and

flexibly releases tourism information for global member units; showcases tourism resources of city and institution members in a comprehensive manner; comprehensively provides brand suggestions for city travel with rich and detailed information; and delivers information to users in comprehensive and direct forms, including text, picture, album, video, audio and flash. Targeted users include city members, tourism agencies and personnel, and PC Internet and mobile Internet users. Through multi-channel and multi-level demonstration of the unique tourist resources and rich tourist products of its city and organization members, We Media aims to allow travelers to receive information about member units more conveniently and comprehensively.

A platform for promotion

In the event promotion process, working with the media is particularly important, since sufficient promotion and publicity is directly related to the success of the events.

We Media of the WTCF can attract users as quickly as and to the largest extent possible through themed publicity activities and targeted information on the official website, magazines, WeChat and Sina Weibo.

The We Media platform can also attract visitors to participate in activities by using eye-catching pictures and videos, effectively spreading and promoting information about the events.

A platform for interaction

We Media of the WTCF can help member units communicate instantly with travelers through the official website, WeChat and Sina Weibo to achieve interaction and communication between members and travelers.

The WTCF will carry out real-time and two-way communication between member units and consumers through online chat, message reply, email and other interactive tools.

Travelers can immediately contact the WTCF after receiving information or if they have issues they would like to discuss. The platform can effectively attract potential customers and increase the probability of successful marketing. The WTCF will collect comments or suggestions from travelers through interactive communication.

A platform for cooperation

With the WTCF's We Media platform, city members or institutions will not only communicate with travelers, but also interact with other institutions. Through good

communication within the industry, member units can effectively acquire information about tourism-related units. Through trade exchanges and expert advice, member units can also learn about the latest information and trends of the industry.

What's more, member cities, cities and tourism institutions, as well as member institutions can expand mutually beneficial cooperation combined with their needs through the WTCF media platform.

A platform for data

The data and content pool of We Media of the WTCF is composed of three sub-databases: the city tourism resources database, the travelers (users) information database and the city members database. City and institution members can obtain information that can benefit their own development by analyzing large and comprehensive resources in the databases.

The WTCF allows all member units to grasp the changes in the tourism markets in a timely manner and make use of the trends of the tourism markets to carry out targeted operations and develop tourism products in line with market trends.





新人会会员简介

曼谷（泰国）

曼谷是一个多种艺术、文化、传统、建筑和烹饪艺术相融合的城市，在曼谷，四处可见富有魅力的历史建筑以及古老艺术和传统文化的缩影，也因其充满活力的购物和餐饮街区而知名，游客涌向这座天使之城，是因为它具有几个世纪以来的文化、传统、历史遗迹和迷人老社区的独特气质。

波士顿（美国）

波士顿是美国新英格兰地区六个州的经济文化中心，也是其最大的城市。它在美国的建国史中有着举足轻重的地位，是名副其实的历史文化名城。波士顿传承“注重教育，道德正直”的文化影响，是一个很有教养的城市。这里建立了美国第一所公立中学——波士顿拉丁学校和第

一所大学——哈佛大学。作为教育枢纽，波士顿除了哈佛大学以外，还有很多名列前茅的学校。作为文化中心，波士顿有许多博物馆值得参观。

卡萨布兰卡（摩洛哥）

位于大西洋岸，是摩洛哥最大的港口城市，全国经济和交通中心，拥有全国70%的现代工业，市区和郊区有1000多座工厂，工商业、金融中心，素有“摩洛哥肺叶”的称号。城市临海，树木常青，气候宜人，风光秀丽，是非洲著名的旅游城市。整座城市的建筑大多数为白颜色，就连许多阿拉伯渔民的住宅也是在褐色峭壁的背景下呈现白颜色，与辽阔蔚蓝的大西洋交相辉映，构成一幅淡雅多姿的景象。



科伦坡（斯里兰卡）

斯里兰卡的最大城市，全国政治、经济、文化和交通中心。印度洋重要港口，世界著名的人工海港。位于斯里兰卡岛西南岸，濒临印度洋，北面以凯勒尼河为界。科伦坡在僧伽罗语为"海的天堂"之意。科伦坡是一座典型的东南亚海滨城市，有旖旎的滨海风光、喧闹的夜市赌场、欢快狂放的打击乐，虔诚笃信的宗教信徒、有巍峨耸立的摩天大厦、有金碧辉煌的寺庙厅堂……浪漫多姿的休闲氛围形成了科伦坡独特的城市魅力。

哥本哈根（丹麦）

哥本哈根是一座有着大智慧的城市。这里有独特的古韵，现代化的建筑，简约的设计，精致的北欧美食，更重要的还有北欧人的包容与随和；这些都让哥本哈根闻名于世。风格时尚，且离不开自行车的丹麦人也正式被评为了世界上最快乐的人。。

菲斯（摩洛哥）

菲斯，是北非史上第一个伊斯兰城市，也是摩洛哥一千多年来宗教、文化与艺术中心。菲斯河在此分支，适宜农耕，所以菲斯在阿拉伯语意为“金色斧子”，也有“肥美土地”之意。半山腰上的菲斯市，可俯瞰广阔的平原，是一个重要的战略重镇，依旧保存着浓郁的中世纪风采。

汉堡（德国）

汉堡位于德国北部平原是德国第二大城市，面积755平方公里人口174万。汉堡具有依河临海地处欧洲交通要道的优势。多年来凭借港口航运外贸传媒金融保险业以及飞机制造等工业的发展，成为德国重要的经济贸易中心，

在德国经济中占有显著的地位。汉堡是德国第二大金融中心，是德国第三大旅游城市。每年举办约70个博览会和专业展览会以及400个各类会议使汉堡成为世界上最重要的国际会议和博览会举办地之一。

赫尔辛基（芬兰）

芬兰首都赫尔辛基，濒临波罗的海，是一座古典美与现代文明融为一体的都市，既体现出欧洲古城的浪漫情调，又充满国际化大都市的韵味。同时，她又是一座都市建筑与自然风光巧妙结合在一起的花园城。市内建筑多用浅色花岗岩建成，有“北方洁白城市”之称。

加德满都（尼泊尔）

加德满都是尼泊尔的首都也是尼泊尔最大的城市。加德满都海拔约1350米，三面环山，市区即于山间的加德满都谷地之中，气候宜人，有“山中天堂”之美誉。加德满都气候温和，一年中的大部分时间比较舒适宜人。城内大小寺庙达2700多所，素称“寺庙之城”。占地7平方公里的市中心，庙宇、佛堂、经塔有250多座，形成庙宇多如住宅，佛像多如居民的景象。

马里戈特（圣马丁）

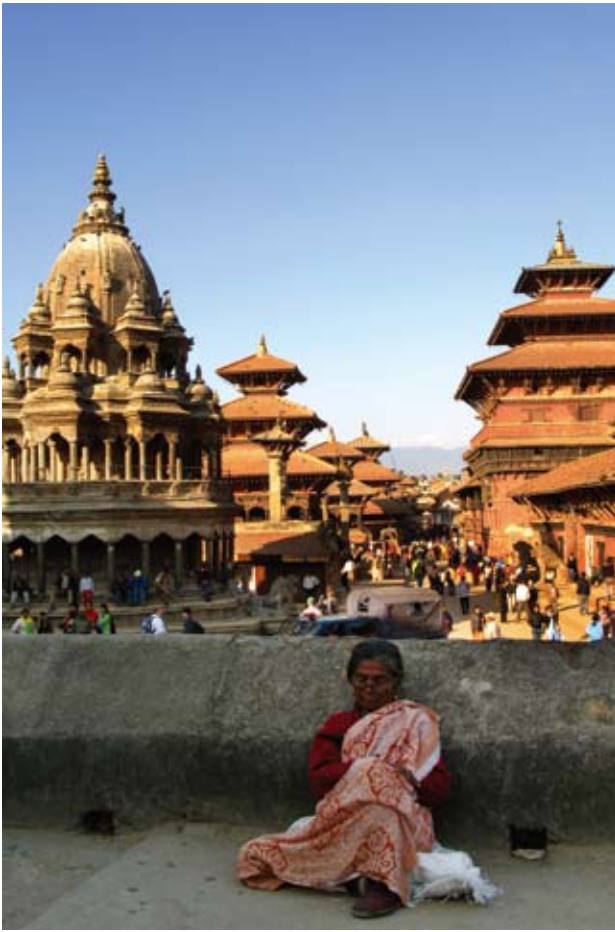
马里戈特是加勒比海法属圣马丁的首府。2006年，人口为5700。马里戈特是具有典型加勒比风格的城市，市内有許多加勒比特色的姜餅屋和街邊小酒館。每逢周三和周六上午，市內會有集市，會出售椰子，鳄梨，甘薯等产品。

米兰（意大利）

米兰，这座意大利最富有、最现代、最具创造力的城市，位于伦巴第大区北部、波河平原中部，是欧洲中部传统的商业中心之一。它一直走在意大利历史的前沿，并常能预见整个国家的发展趋势。米兰在艺术界具有相当的地位。在全市的博物馆、教堂和宫殿中随处可见众多古迹。米兰同时也是音乐之都。世界最为著名的拉斯卡拉歌剧院及众多一流的乐团使得米兰成为了欧洲音乐中心之一。

蒙特雷（墨西哥）

蒙特雷市是新莱昂州的首府，工业发达，商业环境良好，加之政府对国际贸易的扶持，使其成为墨西哥东北部地区的发展中心。在蒙特雷有超过14个自然公园，非常适宜生态旅游，还拥有10余个高尔夫球场，30座购物中



心以及41 座博物馆和文化中心。蒙特雷是儿童的乐园，也为成年人提供了丰富多彩的夜生活。

尼科西亚（塞浦路斯）

尼科西亚自11世纪起成为塞浦路斯的首都，是一座历史文化底蕴深厚的城市。16世纪，威尼斯人占据尼科西亚后，修筑了后来成为城市地标的星形城墙，将“城墙之内”的老城与现代的尼科西亚城分开。如今的尼科西亚是塞浦路斯的国际化大都市及行政、商业中心。

尼斯（法国）

尼斯，蔚蓝海岸之都
尼斯，一座值得细细体味的城市……
她充满创意、富有活力、朝气蓬勃，她用辉煌的历史和无限的创新勾勒出如今欧洲最重要的国际化城市之一。创新随处可见，涉及各个领域。

巴黎大区（法国）

巴黎大区又称法兰西岛省，包括巴黎和郊区。岛上值得看的遗迹很多,凡尔赛宫豪华与雄伟的规模，是世界上任何建筑物所无法比拟的。沃勒维孔特宫、枫丹白露等，无不使人感到迄今尚存的贵族文化气息。除此之外，还有沙特尔大教堂、波威教堂、讷夫城堡、尚蒂伊等。

布拉格（捷克）

布拉格是捷克共和国的首都和最大的城市，位于该国的中波希米亚州、伏尔塔瓦河流域。布拉格是一座著名的旅游城市，市内拥有为数众多的各个历史时期、各种风格的建筑，其中特别以巴洛克风格和哥特式更占优势。布拉格建筑给人整体上的观感是建筑顶部变化特别丰富。

拉巴特（摩洛哥）

摩洛哥首都，位于摩西北的布雷格雷格河口，濒临大西洋，与菲斯、马拉喀什、梅克内斯同是摩洛哥四大皇城之一，自1912年以来，一直是摩政治首都。拉巴特始建于公元12世纪穆瓦希德王朝。现存老城为18世纪所建，新城于1912年后兴建。拉巴特濒临大西洋，有不少海滨浴场，是旅游、消夏的好地方。拉巴特王宫、穆罕默德五世墓、乌达亚城堡和舍拉废墟等是游人参观的名胜。

三亚（中国）

三亚位于海南岛的最南端，是中国最南部的热带滨海

旅游城市，全国空气质量最好的城市，全国最长寿地区。三亚市别称鹿城，又被称为“东方夏威夷”，位居中国四大一线旅游城市之首，它拥有全海南岛最美丽的海滨风光。三亚拥有亚龙湾、天涯海角游览区、南山文化旅游区、大小洞天风景区、大东海风景区、鹿回头公园、蜈支洲岛海上乐园等著名景点。

凯撒旅游

凯撒旅游创始于1993年，经过20余年稳健发展，相继在伦敦、巴黎、汉堡、洛杉矶等全球核心城市设有分支机构，在中国北京、广州、上海、成都以及沈阳等口岸城市 and 核心商业城市设有20家分子公司。源自欧洲的凯撒旅游沿袭了国际成熟旅游市场的先进理念，充分发挥海外优势，成长为中国出境旅游市场独树一帜的商业品牌，并成为领先的出境旅游服务商。

中国股权投资基金协会

中国股权投资基金协会是由股权投资行业人士自愿联合发起成立的非盈利性社会团体法人机构，协会目前已有30名成员。中国股权投资基金协会服务于在全国注册的各类基金及管理、中介机构等，致力于建设行业自律监管机制，维护会员的合法权益，提高会员从业素质，加强会员与境内外股权投资基金界的合作与交流，促进我国股权投资基金产业健康发展。

中央电视台

中央电视台是中国国家电视台，总部设在北京。它始建于1958年，是中国最早建立的电视台。中央电视台拥有18个公共频道，覆盖全国，它的七个国际频道向海外广播。中央电视台的收视份额占全国的三分之一，有着世界最大的中文电视新闻采集队伍，也是生产纪录片、电视剧和综艺节目的世界电视大台。

携程旅游网

携程旅游网 创立于1999年，总部设在中国上海，员工20000余人，目前公司已在北京、广州、深圳、成都、杭州、南京、厦门、重庆、青岛、沈阳、武汉、三亚、丽江、香港、南通17个城市设立分支机构，在南通设立服务联络中心。2010年，携程旅游网战略投资台湾易游网和香港永安旅游，完成了两岸三地的布局。2014年，投资途风旅行网，将触角延伸及北美洲。

四季酒店集团

自1960年创立以来，四季酒始终以非凡出众的想象力，对卓越品质的极致追求以及由衷诚挚的客制化服务不断定义未来奢华酒店业的发展。四季酒店集团现已在38个国家的各主要城市中心及度假目的地筑起了92家酒店及奢华住宅， 并有超过60个发展项目正在酝酿中。在众多国际知名读者票选、旅行者评选以及业界评奖中，四季酒店始终位列全球最佳酒店及最具盛名的品牌榜单之上。

新浪网

新浪公司是一家服务于中国及全球华人社群的网络媒体公司。新浪通过门户网站新浪网、移动门户手机新浪网和社交网络服务及微博客服务新浪微博组成的数字媒体网络，帮助用户通过互联网和移动设备获得专业媒体和用户自生成的多媒体内桶并与友人进行兴趣分享。

北京众信国际旅行社股份有限公司

作为中国最大的出境游运营商之一，众信旅游是首家民营旅行社上市公司。公司坚持以服务品质为前提，以产品为核心，整合机票、酒店、签证、邮轮、境外交通、境外接待服务等出境游产业链各要素资源，其产品覆盖全球主要的目的地国家和地区。众信旅游总部设立在北京，并在上海、成都、沈阳、西安、天津等地设立分公司。

温哥华机场管理局

温哥华机场管理局管理温哥华国际机场（YVR）。2012年，YVR 旅客吞吐量、飞机起降架次及货运吞吐量分别为1760万、26.1万及22.7万吨，是加拿大第二机场。70家航空公司在YVR 经营航班，连接旅客及商业到世界120多个目的地。我们致力于创造加拿大不列颠哥伦比亚省骄傲的机场、全球首屈一指的门户、当地的经济发动机及社区贡献者。



INTRODUCTION TO NEWLY ENROLLED MEMBERS

Bangkok (Thailand)

Bangkok is a city integrating various arts, culture, traditions, architecture and cooking, where there are charming historical buildings and epitomes of ancient arts and cultural traditions here and there. The city is also famous for its vibrant shopping and dining blocks, attracting tourists from all over the world as the City of Angels for its culture, traditions, and historical sites over the countries and the uniqueness of the old but charming neighborhoods.

Boston (USA)

Boston is the economic and cultural center of the six states of New England in the United States, which is also the biggest city of the region. As a veritable historical and cultural city, it once played a significant role in the history of the USA. Boston inherits the cultural discipline of “paying high attention to education and moral integrity” from the early Puritans to become a cultivated city with the first public high school — Boston Latin School, and the first university — Harvard University in America. As an educational center, Boston also has some other top universities beside Harvard University. As a cultural center, Boston has a lot of museums worth visiting.

Casablanca (Morocco)

Located at the shore of Atlantic Ocean, Casablanca is the biggest port city of Morocco, which is the economic and transportation center of the country. The city averages about 50 meters above sea level. And the climate is mild, the average temperatures being 12℃ and 23℃ respectively in January and August, with mean annual precipitation of 400 millimeters. As a coastal city, it enjoys livable climate and beautiful scenery, with trees being green all the year round. Therefore, it is a famous tourist city in Africa. The main color for the buildings of the city is white, even the houses of those Arabic fishermen which turn out to be white with the comparison of the brown cliffs, making up an elegant and colorful picture with the vast blue Atlantic.

Colombo (Sri Lanka)

As the biggest city of Sri Lanka, Colombo is the political, economic, and cultural center as well as transportation hub of the nation. It is a significant port along the Indian Ocean and the famous artificial harbor of the world. Located at the southwest coast of Sri Lanka, the city borders on the India Ocean and is bounded in the north by Kelani Ganga. Colombo means “Paradise of Sea” in Sinhalese. As a typical coastal city of Southeast Asia, Colombo enjoys picturesque seaside scenery, boisterous night gambling houses, jubilant and wild percussion music, pious religious believers, lofty skyscrapers and glittering temples and halls, etc. The romantic recreational atmosphere gives unique charm to the city of Colombo.

Copenhagen (Denmark)

Copenhagen is a city with great wisdom. There are unique ancient atmosphere, modern architecture, simple design, delicate dishes and more importantly the tolerance and



friendliness of the northern Europeans. All these above make Copenhagen become world-famous. The fashionable Danes to whom bicycles are essential are considered as the happiest people in the world.

Fez (Morocco)

Fez is the first Islamic city in North Africa, which is also the religious, cultural and artistic center of Morocco. The Fez River has its branch here; therefore, it is suitable for agriculture, and thus coming the name of Fez, meaning “Golden Axe” in Arabic, also meaning “Fertile Land”. Located halfway up the hill and faced with vast plains, Fez is a significant strategic city with strong medieval flavor.

Hamburg (Germany)

Hamburg, located in the northern plain of Germany, is the second biggest city of the country, covering an area of 755 square kilometers and having a population of 1.74 million. The city possesses geographical advantages because a lot of rivers flow through the city and it is situated near the sea, being one of the significant traffic arteries of Europe. The city has become the economic and trade center relying on its development of such industries as port and shipping, foreign trade, media, finance, insurance and aircraft manufacturing, etc, playing an important role in Germany’s economy. Hamburg is the second financial center of Germany. It is also the third largest tourist city. Every year, the approximately 70 expositions and professional exhibitions as well as the 400 meetings held here make Hamburg one of the host cities for important international meetings and expositions.

Helsinki (Finland)

Helsinki, capital of Finland, on the verge of the Baltic Sea,

is a city with integration of classical beauty and modern civilization. It not only embodies the romantic sentiment of an old European city, but also is full of lasting appeal of an international metropolis. Meanwhile, she is also a garden city with ingenious combination of urban architecture and natural beauty. Most buildings in the city are built in tint granite, with the name of "northern white city". Helsinki is not only the political, economic, cultural and commercial center of Finland, but also Finland's largest port city.

Kathmandu (Nepal)

Kathmandu is the capital city of Nepal, which is also the biggest city of the country. The city averages about 1,350 meters above the sea level, embraced on three sides by mountains. The city center is located in the Kathmandu Valley, which is considered as “Heaven in the Mountain” because of its pleasant weather. With the mild climate, the city is livable most of the year. There are more than 2,700 large and small temples in the city, which is called as “City of Temples”. Covering an area of 7 square kilometers, the city center has more than 250 temples, Buddhist worshipping halls and towers. As a result, there seems to be as many temples as residential houses and as statues of the Buddha as citizens.

Marigot (Saint Martin, French Caribbean)

Marigot is the capital city of the French Saint Martin along the Caribbean Sea. In 2006, the city had a population of 5,700. It is a city with typical Caribbean style, where there are lots of gingerbread houses and street bistros with Caribbean characteristics. There are bazaars in the city in the morning of every Wednesday and Saturday, selling products such as coconuts, avocados and sweet potatoes, etc.

Milan (Italy)

Milan, the most wealthy, modern and creative city of Italy, is located in northern Lombardy and the middle part of the Po River Plain, which is one of the traditional business centers in central Europe. The city has always been in the leading position of the Italian history and can always anticipate the development trend of the whole country. Milan occupies an important position in the field of art. A lot of historical sites can be seen in the city museums, churches and palaces. Leonardo da Vinci spent a significant part of his life here, where he accomplished most of his artistic works and scientific explorations. Milan, at the same time, is the City of Music. The most famous opera house La Scala Opera House and the many leading bands make Milan one of the musical centers of Europe.

Monterrey (Mexico)

Monterey, the capital city of Nuevo León, has advanced industry and good business environment, which has become the development center in northeast Mexico with the support of the government for international trade. There are over 14 nature parks in Monterey, which is suitable for ecological tourism. Besides, there are also more than 10 golf courses, 30 shopping centers and 41 museums as well as cultural centers in the city. It is a paradise for the children and also provides colorful night life for the adults.

Nicosia (Cyprus)

Nicosia, a city with profound history and culture, has been the capital city of Cyprus since the 11th century. In the 16th century, the Venetians built the star-shaped city wall, urban landmark, after they occupied Nicosia, which separated the old city within the wall from the modern Nicosia city. The current Nicosia is an international metropolis, which is also the administration and business center of Cyprus.

Nice (France)

Nice is the city of azure coast. Nice is a city worth of careful appreciation. She is creative, dynamic and energetic, making herself one of the most important international cities with her brilliant history and infinite innovations.

Ile de France (France)

Ile-de-France is an administrative area including Paris and Banlieue. There are many must-see relics on Ile-de-France: the fabulous and great features presented by Versailles can hardly be surpassed by any other construction worldwide; Lingering noble & cultural ambience haunts the places such as Vaux le Vicomte, Fontainebleau; if this is not enough, here are Chartres Cathedral, Poway Church, Château de Nefu, Château de Chantilly and the like.

Prague (Czech)

Prague, located in the center of Bohemian state, in the Vltava River region, is the capital city and the biggest city of Czech Republic. Prague is a well-known tourist city with the architecture of different styles and different historical periods, among which the baroque and gothic architectures take the dominant position. The overall impression that the Prague architecture leaves on us is that the top of the buildings changes flexibly.

Rabat (Morocco)

Rabat, situated at the mouth of the Bouregreg River in the

northwestern Morocco, is the capital city of the country. It borders on the Atlantic Ocean, which has been the political capital city of Morocco since 1912 and is one of the four imperial cities in Morocco, the other three being Fez, Marrakech and Meknès. Rabat was established in the 12th century by the al-Murabitun. The current old city was founded in the 18th century and the new city was built in 1912 . As Rabat is close to the sea, there are lots of bathing beaches here, which are suitable for tourism. The Rabat Palace, the Mausoleum of Mohammed V, the Kasba des Oudaia and the La nécropole de Chella are famous scenic spots for tourists.

Sanya (China)

Sanya, located at the south most point of Hainan Province, is a tropical seaside tourist city in the southernmost China, which is also a city with the best air quality, where people's longevity is the longest in whole China. With an alternative name of “Lucheng”, Sanya is also called the “Oriental Hawaii”, which enjoys the most beautiful coastal scenery and takes a leading position among the four first-line tourist cities (Sanya, Weihai, Hangzhou and Xiamen). There are a lot of scenic spots in Sanya, such as Yalong Bay, the Tourist Area of Tian Ya Hai Jiao, Nanshan Cultural Tourism Zone, Da Xiao Dong Tian Scenic Spot, Da Dong Hai Scenic Spot, Turn Round Deer Park, Sanya Bay Scenic Spot, Luo Bi Dong Scenic Spot, Xi Dao and the marine park in Wuzhizhou Island, etc.

Caissa Touristic

Caissa Touristic was founded in 1993. Through 20 years' stable development, it has set branches in core cities all over the world including London, Paris, Hamburger, Los Angeles, etc. It has more than 20 subsidiary companies in some port cities and core cities in China such as Beijing, Guangzhou, Shanghai, Chengdu and Shenyang, etc.



China Association of Private Equity

China Association of Private Equity is a non-profit legal institution started voluntarily by people who work in equity investment industry. It offers service to the registered funds and management organizations and intermediate agencies all over the country. It aims at establishing industry self-discipline mechanism, safeguarding the legal rights of its members, improving the quality of its members and enhancing the cooperation and communication between the members and domestic and foreign agencies in the field of equity investment, so as to promote the healthy development of the equity investment industry in China.

China Central Television

China Central Television is the China state television, whose headquarters is located in Beijing. Originally founded in 1958, it was the earliest television station. There are all together 18 public channels covering the whole country, among which 7 international channels are for overseas broadcasts. The viewing share of CCTV takes up 1/3 of that of the nation. With the largest Chinese TV news gathering team in the world, CCTV is also a world TV station producing documentaries, TV series and variety shows.

Ctrip.com

Ctrip.com was founded in 1999, and its headquarters is located in Shanghai, China. With a personnel of over 20,000, the company has set branches in 17 cities including Beijing, Guangzhou, Shenzhen, Chengdu, Hangzhou, Nanjing, Xiamen, Chongqing, Qingdao, Shenyang, Wuhan, Sanya, Lijiang, Hong Kong, Nantong, etc, and established contact service center in Nantong. In 2010, Ctrip.com strategically invested in the Taiwan EZTravel and Hong Kong Wing on Travel, forming the situation of having investment in Hong Kong, Taiwan and the Mainland. In 2014, it invested on ToursForFun, extending its influence to North America.

Four Seasons Hotels

Since it was founded in 1960, Four Seasons Hotels have always been defining the development of the future luxurious hotel industry through its pursuit for excellent quality and earnest customized service with remarkable imagination. The corporate has established 92 hotels and luxurious residences in the major city centers and holiday destinations of 38 countries, and more than 60 development projects are under consideration. It has always been listed into the world's best hotel and the most prestigious brand through the world-famous readers' votes, tourists' selection and the industrial awards.



SINA.com

Sina Corporate is an Internet media company providing service for Chinese people and the global Chinese community. With the support of the digital media web which is composed of its web portal sina.com, its mobile portal sina.com and microblog service Sina Microblog, it aims at helping its users obtain information processed by professional media or themselves through the Internet and mobile devices and share the information with their friends. Sina.com provides some special and professional content based on the local users and a series of value-added service through its regional websites.

Beijing UTour International Travel Service. Co. Ltd.

As one of China's largest outbound travel operators, Utour has been successfully listed in Shenzhen stock market, as the first privately operated travel agency in A stock market. With products as core and service as orientation, Utour integrates elements and resources of the outbound travel industry chain such as air ticket, hotel, visa, cruise, overseas transportation and overseas reception. Utour is a manufacturer of outbound travel products and provider of outbound travel services, with its products covering major countries and regions. Utour is headquartered in Beijing, and branched in Shanghai, Chengdu, Shenyang, Xi'an, Tianjin and other places.

Vancouver Airport Authority

Vancouver Airport Authority manages the Vancouver International Airport (YVR). In 2012, the passenger throughput, the aircraft movements and the cargo throughput of YVR were 17.6 million, 261,000 and 227,000 ton respectively, making it the second largest airport of Canada. 70 airlines manage their flights here, connecting the passengers and business to more than 120 destinations all over the world. We aim at building a proud airport of British Columbia in Canada, which will be the top air portal in the world, the engine of the local economical development and makes contributions to the communities.

世界旅游城市联合会会员名单

Member List of World Tourism Cities Federation

城市会员 (88) City Members (88)

阿拉木图Almaty (Kazakhstan)	哈尔滨Harbin (China)	拉巴特Rabat (Morocco)
阿勒泰Altay(China)	赫尔辛基Helsinki (Finland)	里加Riga (Latvia)
阿姆斯特丹Amsterdam (Holland)	香港Hong Kong (China)	罗马Rome (Italy)
阿斯塔纳Astana (Kazakhstan)	休斯顿Houston (USA)	旧金山San Francisco (USA)
雅典Athens (Greece)	汉堡Hamburg (Germany)	三亚Sanya (中国)
曼谷Bangkok (Thailand)	雅加达Jakarta (Indonesia)	札幌Sapporo (Japan)
万隆 Bandung (Indonesia)	焦作Jiaozuo (China)	首尔Seoul (South Korea)
巴塞罗那Barcelona (Spain)	加德满都 Kathmandu (Nepal)	上海Shanghai (China)
北京Beijing (China)	昆明Kunming (China)	索菲亚Sofia (Bulgaria)
柏林Berlin (Germany)	里斯本Lisbon (Portugal)	太原Taiyuan (China)
波士顿Boston (USA)	伦敦London (UK)	特拉维夫雅法Tel Aviv-Yafo (Israel)
布鲁塞尔Brussels (Belgium)	洛杉矶Los Angeles (USA)	萨洛尼卡Thessaloniki (Greece)
布达佩斯Budapest (Hungary)	洛阳Luoyang (China)	天津Tianjin (China)
布宜诺斯艾利斯Buenos Aires (Argentina)	澳门Macau (China)	多伦多Toronto (Canada)
釜山Busan (South Korea)	马里戈特Marigot (Saint Martin)	瓦莱塔Valletta (Malta)
开罗Cairo (Egypt)	米兰Milan (Italy)	温哥华Vancouver (Canada)
卡萨布兰卡Casablanca (Morocco)	明斯克Minsk (Belarus)	维多利亚Victoria (Seychelles)
成都Chengdu (China)	蒙特雷Monterrey (Mexico)	大特尔诺沃Veliko Tarnovo (Bulgaria)
重庆Chongqing (China)	莫斯科Moscow (Russia)	维也纳Vienna (Austria)
科伦坡Colombo (Sri Lanka)	牡丹江Mudanjiang (China)	威尔士 Wales (UK)
哥本哈根Copenhagen (Denmark)	南京Nanjing (China)	华盛顿Washington DC (USA)
大连Dalian (China)	尼科西亚Nicosia (Cyprus)	惠灵顿Wellington (New Zealand)
迪拜Dubai (UAE)	尼斯Nice (France)	武汉Wuhan (China)
都柏林Dublin (Ireland)	渥太华Ottawa (Canada)	厦门Xiamen (China)
爱丁堡Edinburgh (UK)	巴黎Paris (France)	西安Xi' an (China)
菲斯Fez (Morocco)	布拉格Prague (Czech)	扬州Yangzhou (China)
日内瓦Geneva (Switzerland)	槟城Penang (Malaysia)	张家界Zhangjiajie (China)
广州Guangzhou (China)	普罗夫迪夫Plovdiv (Bulgaria)	苏黎世Zurich (Switzerland)
光州Gwangju (South Korea)	帕莫瑞Pomorie (Bulgaria)	
杭州Hangzhou (China)	青岛Qingdao (China)	