

多元化与可持续发展

Diversity and Sustainability

世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会
World Tourism Cities Federation Rabat & Fez Fragrant Hills Tourism Summit 2015

文 集



世界旅游城市联合会秘书处 编

编委会

主 编 宋 宇

副 主 编 李宝春 严 晗

编委会成员 张 楠 陈 波 才 华 张慧英

何 硕 吴美清 栗思源 王 健

王 新 赵 新 何声康 白 羽

Richard Matuzevics 刘一凯



目录

欢迎晚宴

世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会欢迎晚宴致辞	
世界旅游城市联合会秘书长、北京市旅游发展委员会主任 宋宇.....	3
世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会欢迎晚宴致辞	
摩洛哥国家旅游部部长 拉森·哈达德	4
世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会欢迎晚宴致辞	
中国驻摩洛哥大使 孙树忠.....	5
世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会欢迎晚宴致辞	
拉巴特市市长 穆罕默德·萨迪克	7

开幕式

世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会开幕式欢迎致辞	
摩洛哥国家旅游局局长 阿卜杜拉菲亚·佐伊特纳	11
世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会开幕式（视频）致辞	
世界旅游城市联合会理事会主席、北京市市长 王安顺	13

世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会开幕式致辞	
摩洛哥国家旅游部部长 拉森·哈达德	14
世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会开幕式致辞	
世界旅游城市联合会理事会副主席、北京市副市长 程红	17
世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会开幕式致辞	
联合国世界旅游组织 (UNWTO) 执行主任 马斯奥·法维拉	21
世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会开幕式致辞	
世界旅游业理事会 (WTTC) 副主席 段强	23

理事会

2015 年世界旅游城市联合会秘书处工作报告	
世界旅游城市联合会秘书长、北京市旅游发展委员会主任 宋宇	27

论坛开幕式

中摩旅游市场发展新趋势	
摩洛哥国家旅游局局长 阿卜杜拉菲亚·佐伊特纳	35
多元化旅游发展的趋势和对策	
世界旅游城市联合会秘书长、北京市旅游发展委员会主任 宋宇	36
官民协作：策动旅游业多元性持续发展	
信德集团有限公司董事总经理、世界旅游经济论坛副主席兼秘书长 何超琼	40

论坛（一）

多元化与城市旅游

主题演讲：联合会世界旅游城市发展指数研究（评价体系）

联合会专家委员会副主任 张辉45

【沙发论坛一】

讨论话题：多元化的旅游资源与营销战略

主持人：联合会专家委员会委员 卡尔·韦伯49

【沙发论坛二】

讨论话题：多样化的旅游需求和今日游客

主持人：联合会专家委员会委员 罗杰·卡特59

论坛（二）

“一带一路”旅游投资推动世界旅游经济发展

主题演讲：股权投资与旅游城市可持续发展

中国股权投资协会秘书长 李伟群71

【沙发论坛一】

讨论话题：互联互通与旅游合作

主持人：联合会专家委员会委员 吴必虎74

【沙发论坛二】

讨论话题：旅游投资与产业升级

主持人：联合会专家委员会委员 林赛·特纳81

论坛（三）

非洲和地中海地区旅游市场的多元发展

主题演讲：城市旅游新市场与新范例

联合国世界旅游组织和世界旅游城市联合会课题组专家

伊森肯·特斯巴苏哥卢89

【沙发论坛】

讨论话题：非洲和地中海地区旅游市场的多元发展

主持人：摩洛哥旅游峰会联合会主席 穆罕默德·赛德·塔希里92



CONTENTS

Welcome Dinner

Speech at Welcome Dinner of WTCF Rabat & Fez Fragrant Hills Tourism

Summit 2015

By Song Yu, Secretary General of WTCF and Director of Beijing

Municipal Commission of Tourism Development..... 103

Speech at Welcome Dinner of WTCF Rabat & Fez Fragrant Hills Tourism

Summit 2015

By Lahcen Haddad, Morocco Tourism Minister 104

Speech at Welcome Dinner of WTCF Rabat & Fez Fragrant Hills Tourism

Summit 2015

By Sun Shuzhong, Chinese Ambassador to Morocco 106

Speech at Welcome Dinner of WTCF Rabat & Fez Fragrant Hills Tourism

Summit 2015

By Mohamed Seddiki, Mayor of Rabat 109

Opening Speeches at the Summit

Opening Speech at WTCF Rabat & Fez Fragrant Hills Tourism Summit 2015	
By Abderrafie Zouiten, Director General of Moroccan National Tourism	
Office	113
Opening Speech at WTCF Rabat & Fez Fragrant Hills Tourism Summit 2015	
(Video)	
By Wang Anshun, Chairman of WTCF Council and Mayor of Beijing	
Municipality.....	115
Opening Speech at WTCF Rabat & Fez Fragrant Hills Tourism Summit 2015	
By Lahcen Haddad, Morocco Tourism Minister	116
Opening Speech at WTCF Rabat & Fez Fragrant Hills Tourism Summit 2015	
By Cheng Hong, Vice Chairman of WTCF Council and Deputy Mayor	
of Beijing Municipality.....	119
Opening Speech at WTCF Rabat & Fez Fragrant Hills Tourism Summit 2015	
By Marcio Favilla, Executive Director of UNWTO.....	124
Opening Speech at WTCF Rabat & Fez Fragrant Hills Tourism Summit 2015	
By Duan Qiang, Vice Chairman of World Travel and Tourism Council	
.....	127

The WTCF Council

Work Report of WTCF Council in 2015	
By Song Yu, Secretary General of WTCF and Director of Beijing	
Municipal Commission of Tourism Development.....	131

Opening Speeches at WTCF Forum

New Development Trend of China & Morocco Tourism Market

By Abderrafie Zouiten, Director General of Moroccan National Tourism

Office.....141

Trend and Strategy of Diversified Tourism Development

By Song Yu, Secretary General of WTCF and Director of Beijing

Municipal Commission of Tourism Development.....143

Private-Public Partnership: Driving Tourism Sustainable Diversity Developing

By Pansy Ho Chiu-king, Managing Director of Shun Tak Holdings

Limited, Vice Chairman and Secretary General of Global Tourism

Economy Forum149

Forum 1: Diversity and City Tourism

Research on the Development Index (Evaluation System) of WTCF World

Tourism City

By Zhang Hui, Deputy Director of WTCF Expert Committee.....155

【Panel Discussion 1】

Diversified Tourism Resources and Marketing Strategy

Moderator: Karl Wober, Member of WTCF Expert Committee.....160

【Panel Discussion 2】

Diversified Tourism Demand and Travelers Today

Moderator: Roger Carter, Member of WTCF Expert Committee172

Forum 2: “One Belt One Road” Tourism Investment Driving the World Tourism Economic Development

Private Equity and Sustainable Development of Tourism Cities

By Li Weiqun, Secretary General of China Association of Private Equity

.....185

【Panel Discussion 1】

Connectivity and Tourism Cooperation

Moderator: Wu Bihu, Member of WTCF Expert Committee.....189

【Panel Discussion 2】

Tourism Investment and Industrial Upgrading

Moderator: Lindsay Turner, Member of WTCF Expert Committee.....198

Forum 3: Diversified Development of Africa and Mediterranean Tourism Market

New Markets and New Cases of City Tourism

By Esencan Terzibasoglu, Expert of Topic Studies Group of UNWTO

and WTCF.....207

【Panel Discussion 】

Diversified Development of Africa and Mediterranean Tourism Market

Moderator: Mohammed Said Tahiri, General Director of Morocco

Mational Tourism Confederation.....211



世界旅游城市联合会理事会主席、北京市市长王安顺



世界旅游城市联合会理事会副主席、
北京市副市长程红



世界旅游城市联合会秘书长、北京市旅游
发展委员会主任宋宇



摩洛哥国家旅游部部长
拉森·哈达德



中国驻摩洛哥大使
孙树忠



摩洛哥国家旅游局局长
阿卜杜拉菲亚·佐伊特纳



世界旅游业理事会副主席
段强



联合国世界旅游组织执行
主任马斯奥·法维拉



信德集团有限公司董事总
经理、世界旅游经济论坛
副主席兼秘书长何超琼



联合会专家委员会副主任
张辉



联合会专家委员会委员
卡尔·韦伯



塞浦路斯尼科西亚旅游局
局长埃琳娜·塔诺



希腊塞萨洛尼基市副市长
斯皮洛思·彭加斯



联合会专家委员会主任
魏小安



联合会专家委员会委员
罗杰·卡特



维多利亚市市长
杰奎琳·贝尔



中国国际旅行社总社有限公司
董事长、总裁，世界旅游
城市联合会副秘书长，世界
旅游城市联合会旅企分会理
事会主席于宁宁



携程海外区域总监
邱炜俊



中国股权投资协会秘书长
李伟群



联合会专家委员会委员
吴必虎



联合会专家委员会委员、
美国乔治华盛顿大学教授
于良



开普敦市顾问
罗克珊·胡恩



米兰市副市长
阿方索



中国国际航空公司对外合
作部总经理彭海平



中国旅行社总社有限公司
副总裁薛晓岗



海航集团（国际）有限公司
副董事长韩立新



众信国际旅行社副总裁
王春峰



天津市旅游局副局长
佟景正



联合国世界旅游组织和联合
会课题组专家
伊森肯·特斯巴苏哥卢



科特迪瓦旅游局统计与评
估主任卡达·夸希·瑟奇·奥
利维尔









世界旅游城市联合会
2015 拉巴特非斯香山旅游峰会

欢迎晚宴



世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会欢迎晚宴致辞

世界旅游城市联合会秘书长、北京市旅游发展委员会主任 宋宇

各位朋友们

女士们、先生们：

大家晚上好。今晚，美丽的索菲特玫瑰园酒店华灯璀璨，异彩纷呈。我代表世界旅游城市联合会对出席欢迎晚宴的各位代表、嘉宾表示热烈欢迎和衷心的感谢。“有朋自远方来，不亦说乎”，在这“秋风送爽、花果飘香”美好夜晚，我们迎来了来自世界各地的各位朋友们。在我们中间，有许多熟悉的老朋友，也有初次见面的新伙伴，“旅游让城市生活更美好”的共同理念，让我们大家欢聚一堂。

即将开幕的世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会是联合会第一次在非洲举办峰会。今天有这么多的代表和嘉宾以及新闻媒体出席这次盛会，显示了大家对联合会工作的肯定，以及对推动非洲旅游产业乃至世界旅游产业发展的支持。摩洛哥国家旅游局积极争取承办此次峰会，拉巴特和非斯市等有关方面也为做好峰会各项接待工作付出了巨大努力。对此，我们表示衷心感谢。我相信，这次峰会将是一次国际旅游业界共叙友谊、共谋发展的大会。在我们大家积极支持和共同参与下，这次峰会一定能够取得丰硕成果。

现在，我提议，让我们共同举杯，为这个美好的夜晚，为这次峰会的圆满成功，为摩洛哥国家旅游局及拉巴特市对我们的热情接待，为各位贵宾、各位朋友的光临，干杯！

世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会欢迎晚宴致辞

摩洛哥国家旅游部部长 拉森·哈达德

女士们、先生们、来自世界各地的代表们：

很荣幸能代表我们的政府欢迎各位莅临我国，参与此番峰会。在此，我要感谢远道而来的世界旅游组织和世界旅游城市联合会的各位代表。非常感谢选择摩洛哥的拉巴特市和非斯市作为本届峰会的主办城市，为此，我们深感荣幸。

拉巴特和非斯都是千年古城，历史悠久，成立于 11 世纪。它们不仅是摩洛哥的文化中心，更是摩洛哥的首都。大约两年前，在世界教科文组织的评定下，拉巴特市非常荣幸地成为了世界文化遗产城市。另一个主办城市非斯市也非常有名，它不仅是穆斯林圣城，更是古代非常有名的文化中心。早在 9 世纪，它曾是摩洛哥的首都。这里有着世界上历史最悠久的大学。旅游是文化、文明和历史的交融，摩洛哥正是这样一个国家，它融合了东西方文化，实现了文化和文明的交汇。在拉巴特和非斯这两座古老的城市中，你能欣赏到景色优美、历史悠久的景点。

现代的旅游业是出现在 20 世纪的社会性运动，体现了人与人之间的交流和沟通。选择拉巴特和非斯，能够非常好地体现旅游和文化的融合。在接下来的峰会里，我们将一起讨论旅游文化的相关话题、讨论旅游城市如何合作、如何提供更好的服务和提高接待能力，以及讨论人与人的沟通和交流。

感谢来自世界各地的代表，以及从中国、东南亚及世界各地远道而来的嘉宾们。各位的光临让我们蓬荜生辉。谢谢。

世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会欢迎晚宴致辞

中国驻摩洛哥大使 孙树忠

尊敬的大臣阁下

尊敬的世界旅游城市联合会理事会副主席、北京市副市长程红女士

尊敬的各位市长

尊敬的各位使节

女士们、先生们：

大家晚上好！

明天，世界旅游城市联合会 2015 年拉巴特非斯香山旅游峰会就要在美丽的摩洛哥城市拉巴特隆重开幕，这是全球旅游业界相互交流、共谋发展的一次盛会。我谨代表中国驻摩洛哥大使馆对峰会的召开表示热烈的祝贺。

国之交在于民相亲。旅游实际上是一种文化交流，发展旅游业有利于增进各国人民的相互了解，促进不同文明、不同文化之间的相互融合。中国自古以来就崇尚“美美与共，天下大同”的哲学思想，这对发展国际旅游业也具有重要启迪。相信旅游业不仅能使各国人民共享彼此的山川之秀和文化之美，而且有助于推动建设相互包容、共同繁荣的和谐世界。

中国政府高度重视旅游业的发展，把它作为拉动经济增长、提高人民生活水平，促进各国人民交往和友谊的重要支柱产业给予支持。当前，中国旅游产业发展很快，已经成为世界最大的出境游市场、最大的国内游市场和最有吸引力的入境游市场。中国旅游市场的迅速发展也受到很多国家及全球旅游业界的关注和重视，国家之间、城市之间各种形式的交流合作日益紧密。我想这也是联合会得以在北京成立并受到广泛支持的重要原因。我相信，今后联合会各会员及会员城市之间将继续加强合作，共同推动全球旅游业和中国旅游业的发展。

旅游为各国人民架起了沟通的桥梁。在历史上，两位伟大的旅行家为中摩

人文交流做出了重要贡献。早在 1336 年，中国旅行家汪大渊就曾到达摩洛哥的丹吉尔，并写下了“梔子花尤胜于他国”的句子，他的记载丰富了中国人民对摩洛哥的认识。1346 年，摩洛哥著名的旅行家伊本·白图泰不远万里，艰难跋涉到达中国，并在中国逗留了 3 年多。他在游记中向世界尤其是摩洛哥人民介绍了中国古老文明，成为中摩两国友好交往的先驱。今天，我很高兴地看到，中国的 20 多个城市的代表和 30 余家旅游企业前来出席这次峰会。两国人民在旅游中进行“零距离”接触，既能增进彼此了解和友谊，也能切身体会各自国家的投资环境和发展潜力，从而有利于扩大两国相互投资和互利合作。希望中国的代表和朋友们借此机会，多走一走、看一看，加强与摩洛哥及世界各国城市和同业的交流合作，为促进摩洛哥和国际旅游业的发展，增进中摩、中非及世界人民的友谊做出贡献。

最后，预祝峰会在摩洛哥取得圆满成功！

谢谢大家。

世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会欢迎晚宴致辞

拉巴特市市长 穆罕默德·萨迪克

尊敬的世界旅游城市联合会理事会副主席、北京市副市长程红女士

尊敬的部长和市长

尊敬的联合会同仁

女士们、先生们：

作为继北京之后，世界旅游城市联合会第四届峰会首次在非洲举办的主办城市，摩洛哥王国首都拉巴特倍感荣幸。

摩洛哥自古以来就是好客之乡，摩洛哥人民热情好客，摩洛哥美食文化源远流长。当然，更不需提那些为来此寻找东方冒险与灵感的著名诗人和画家提供庇护的沙漠旅行客栈了。众所周知，摩洛哥有着丰富的地区多样性，它兼具地中海与大西洋风情，更融汇东西方特色。但摩洛哥首先是非洲的，这里有千年积雪、干旱荒漠、高山大岳、峡谷深渊，它为自己的多样性与灿烂历史而自豪。今天，摩洛哥已经阔步迈入现代社会。2013年，为庆祝全球市政运动100周年，拉巴特举办了城市与地方政府联盟大会第二届世界城市峰会，共有来自五大洲的3500名市长与会。由于绿地面积广阔（人均绿地面积达到20 m²，是全球平均水平的两倍），拉巴特在2010年荣幸地被华盛顿的非政府组织世界地球日评选为绿色城市，鉴于整个摩洛哥社会都投入到可持续发展与环境保护的工作当中，拉巴特也成为第一个被选为庆祝世界地球日40周年的城市。

拉巴特实施了“拉巴特：光明之城，文化之都”战略，大踏步地进入现代化进程。2014年，在国王穆罕默德六世的主持下，国家与国有的和私营的合作伙伴签署了城市改造与整治协议，其核心即文化。继2012年入选联合国教科文组织世界遗产名录后，拉巴特将于2014-2018年间实施众多文化项目。2014年，穆罕默德六世现代艺术博物馆揭幕，另外，我们将在波瑞格瑞格河岸兴建一座

前卫的剧场，与考古与地球科学博物馆隔河相对。为数众多的城市现代化项目旨在优化空间与环境，改善公民生活质量和城市交通，它们将于 2018 年完成。届时，拉巴特将实至名归地成为文明之城、文化之都。在等待这一天到来的同时，我代表拉巴特市议会祝大家生活愉快，峰会取得圆满成功。

谢谢大家。

世界旅游城市联合会
2015 拉巴特非斯香山旅游峰会

开幕式



世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会开幕式欢迎致辞

摩洛哥国家旅游局局长 阿卜杜拉菲亚·佐伊特纳

奉至仁至慈的真主之名

尊敬的各位部长和市长

尊敬的联合会成员们

女士们、先生们：

值此第四届世界旅游城市联合会召开之际，我代表摩洛哥国家旅游局并以自己的名义，向该组织所有成员及为了此次会议的成功举办辛勤工作的所有参与者表示由衷地感谢。首先，请允许我提一下，此次峰会是第一次在中华人民共和国境外城市召开，这有着重要的意义。

摩洛哥在此次会议期间将接待来自全球 42 个国家和地区的 73 个城市和 100 多家机构的近 400 位嘉宾。摩洛哥每座城市都有它独特的特点，拉巴特是一个日光之城，非斯是最老的皇城。摩洛哥作为此次会议的东道主，有幸将所有旅游城市的官员聚在一起，从国家的层面来讲，摩洛哥为此次会议的召开做了精心的准备。因此，诸位在摩洛哥的时间虽短却能领略到它特有的自然和文化风光。

在摩洛哥国王西迪·穆罕默德的领导下，摩洛哥在交流经验信息方面做出了巨大的努力，这种交流不仅体现在中央政府之间，也体现在不同旅游城市之间，它保证了相关部门的发展，也使不同地区、不同收入的人们从中获益。

值得一提的是，在旅游领域，摩洛哥是非洲和阿拉伯国家在经验交流方面的带头人，经常提倡在不同旅游城市之间的所有领域中加强合作交流。旅游部门的职能包括提供旅馆、推广和宣传。摩洛哥的经验在今天已经成了旅游业的参考书，或许它的影响力更大。摩洛哥的旅游业获得了不同国际机构和公司的赞赏。

我还想提的一点是，摩洛哥国家旅游局愿为协议的履行竭尽全力，愿与各

方加强合作，努力实现预期的目标和与会者的相关利益。

我向为此次会议的成功召开付出了巨大努力的各旅游城市、摩洛哥当地政府、中央管理局和旅游部门表示感谢，同时也向那些为了使诸位在最好的条件下参观、了解摩洛哥的多样性而付出努力的各方表示感谢。

世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会开幕式（视频）致辞

世界旅游城市联合会理事会主席、北京市市长 王安顺

尊敬的会员代表、各位嘉宾

女士们、先生们：

大家上午好！

首先，我谨代表世界旅游城市联合会理事会和北京市政府对世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会的顺利召开表示热烈的祝贺，向关心支持联合会发展的国际旅游组织、各会员单位及各界人士表示衷心的感谢。

本届香山旅游峰会是世界旅游城市联合会成立以来首次在中国境外城市举办的峰会，对于提升联合会国际影响力、扩大峰会品牌效应、推动会员之间的务实合作具有十分重要的意义。为承办好本届峰会，摩洛哥国家旅游局、拉巴特市、非斯市政府和市民付出了巨大努力，进行了周密准备。我相信，这会是一届高效、务实、令人难忘的峰会，将载入联合会的发展史册。

本次峰会因我另有重要公务安排而不能出席，对此深表遗憾，我已委托联合会副主席、北京市副市长程红女士全权代行联合会理事会主席的义务。北京市作为理事会主席单位，将一如既往地履行好全部职责和义务，加强与国际旅游组织的交流与合作，为世界旅游事业发展做出积极贡献。

世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会开幕式致辞

摩洛哥国家旅游部部长 拉森·哈达德

尊敬的各位部长和市长

尊敬的国际旅游城市的成员们

女士们、先生们：

借此机会，我谨向来到摩洛哥参加此次阿拉伯旅游城市峰会的各位贵宾表达敬意，你们选择拉巴特和非斯让我倍感骄傲与自豪。自古以来，拉巴特便是摩洛哥王国的行政首都和城市之光。

作为一种文化潮流，可持续发展正在蓬勃发展，并广受现代人们的热情支持。拉巴特这座文化历史古城最早可追溯到二十世纪的摩洛哥王国，它拥有世界上最古老的大学和学校。早在二十世纪之前，拉巴特的中心地位就在各种文化古迹和科学典籍中得以印证。这是一座科学和商业的城市，也是一座拥有摩洛哥伊斯兰文化精神的城市。在座的各位出席这次充满多样性的文化活动，更是为摩洛哥成为一个地标性的科学旅游胜地奠定了厚重的基础。

从某种程度上讲，这是摩洛哥发展的愿景，如果我们抓住旅游产业的契机，它必定会成为我们国家经济的栋梁产业。此次峰会使我们有机会从一个地方机构变成了一个具有国际视角的组织。我们不仅仅交流意见和想法，也从世界各个旅游城市学习经验。这大大帮助了摩洛哥旅游业的发展，与国王穆罕默德六世纳赛尔提到的优先发展旅游业的方针相契合。

摩洛哥把旅游业作为战略发展的先驱，是一个新的概念。这标志着摩洛哥旅游部门规模会不断扩大，我们会从投资规模和旅游人数方面，给城市和乡村提供更多不可或缺的资源，同时，我们也将肩负着可持续发展的责任。在这之前，我们还没有机会参与其中。可这次各位市长和领导选择我们来负责这个项目，并致力于可持续发展的旅游业，这使当地的居民从中获益良多。

在座的女士们、先生们，国王穆罕默德六世领导摩洛哥王国已有十五年之久。在真正的改革浪潮下，我们已经改善了基础设施建设，并且在政治、经济、社会发展中取得进步。今年的政策既不散也不集中，确保了民主治理的加强，保持了国家经济在社会各个领域的发展。新一轮的招标领域为 12 个，而非去年的 16 个，将使人力更大、更有效的集中到当地机构，从而加强地区的民主，扩大国内集团的优势，实现机制的创新，加强保障措施，制定更有效的方针。在实施这些改革之后不久，便有了明显的作用。

借此机会，我谨祝贺摩纳哥获得本次主办旅游峰会的资格，感谢在此就座的各位公民和选民、市长和领导对这些旅游城市和对旅游产业的信心。我们会对本地区的所有居民和尊贵的客人们持续提供我们最新的动态和发展。如果没有明确的政策，我们不可能实现建立文明卫生城市、保证城市交通的目标，我们还将继续向西方城市学习这些政策和规定。

除此之外，我们的城市应该富有生机，成为一个现代化的旅游目的地。因此，我们的目标就是要建立一个蓬勃发展的，并且可持续发展的城市，从而创造财富，让这些有形的和无形的财富联系起来，形成文化和物质上的资源。旅游业正是实现这些目标的重要杠杆。我们的责任就是从最好的经验和最好的实践中获益，来实现我们特定的目标。希望这次会议能够促进不同旅游城市之间的合作伙伴关系。

女士们、先生们，随着经济、社会和政治的不断发展，我们应该重新思考我们的未来，并为我们的人民创造一片新的天地。摩洛哥的旅游人数为 50 万，我们的目标是，到 2020 年时，将这个数字增加一倍。各个旅游城市应该保持联系，成功建立参与投资政策，让任何人都有可能成为旅游目的地的旅游者或投资者。本着这一精神，我们呼吁我们的合作伙伴，一起支持和鼓励对当地旅游业的开发，吸引投资，注重各个领域的协调与合作。

我们必须记住这个新的、实质性的进展，在摩洛哥的不同地区吸引投资和促进投资，特别是那些有政策照顾的地区。我们要抓住这个机会，致力于在

城市和社区发展活动，使太阳能和其他可再生资源运用到城市建设中，用现代技术来促进我们的城市发展，并在摩洛哥推广旅游。所有的这些努力将帮助我们实现可持续发展、保护当地自然资源、摆脱人道主义危机。旅游发展已成为这个时代最相关的主要资源发展，尤其是在阿拉伯世界。在巨大的经济压力和种族部落冲突、以及人道主义危机下，我们有责任努力起来。谢谢大家。

世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会开幕式致辞

世界旅游城市联合会理事会副主席、北京市副市长 程红

尊敬的摩洛哥王国的各位部长

尊敬的世界旅游组织执行主任马西奥·法维拉先生

尊敬的中国驻摩洛哥使馆孙树忠大使

尊敬的各国大使、各城市市长、国际组织代表

尊敬的各位会员、嘉宾

女士们、先生们、朋友们：

大家上午好。

因王安顺主席随中国国家主席习近平参加联合国成立 70 周年活动，特委托我向大会致辞。

今天，世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会在美丽的拉巴特市开幕。这是世界旅游城市联合会成立三年来第一次在总部城市北京之外的会员城市举办峰会，在此我谨代表联合会感谢摩洛哥政府、感谢摩洛哥国家旅游局、感谢拉巴特市政府和非斯市政府。今天出席峰会的有来自 42 个国家、地区的联合会 100 个会员单位及其他相关机构的逾 400 位代表，以及全球旅游业界嘉宾和新闻媒体的朋友们。我们还高兴的看到，摩洛哥主要旅游城市的负责人和旅游业的同仁也出席了今天的大会。我谨代表世界旅游城市联合会向来自世界各地的会员代表、嘉宾表示热烈的欢迎，向摩洛哥贵宾表达诚挚的敬意，对长期以来一直关注、支持联合会工作的各位朋友表示衷心感谢。因为联合会的官方语言是中文和英文，下面请允许我用中文介绍联合会的有关工作。

在过去的一年里，我们共同实践“旅游让城市生活更美好”的核心理念，联合会的工作也取得了新的进展，主要体现在四个方面。

一是会员队伍不断地扩大。自去年峰会以后，又有开普敦、金边等著名旅

游城市，和全日空公司、猫途鹰在线旅游社区等国际知名的旅游相关企业和媒体加入联合会。目前，我们的会员单位已经增加到 151 个，这比三年以前增长了近两倍，会员实力日益增强，为联合会的发展和会员间的相互合作奠定了更好的基础。

二是影响力不断提升。在过去一年里，联合会加强了与联合国世界旅游组织、世界旅游业理事会、PATA、澳门旅游经济论坛等国际组织之间的合作，相互支持，共同举办活动，分享完善会员服务和开拓旅游市场方面的经验。联合会还单独或者联合举办了“东北亚邮轮产业国际合作论坛”、“丝绸之路旅游合作论坛”、“中国智慧城市投融资论坛”等多场国际会议，并受邀参加了由联合国世界旅游组织、PATA 等国际旅游组织举办的多个重要旅游会议。在这些会议上，我们宣传了联合会的发展理念，推介了联合会的整体形象，加强了联合会与国际旅游业界的沟通和交流。

三是会员的服务工作进一步得到加强。在柏林旅游展、北京国际旅游博览会等多场重要的国际展会上，联合会经过会员单位的授权，代表部分未能出席的会员参展，协助会员推介优质的资源、树立品牌形象，这种新的探索受到了会员的欢迎；联合会官方网站已经全部实现了 151 个会员单位的中英文简介以及旅游资讯的全信息发布；周讯、月讯、双月刊等刊物进一步增强了针对性和时效性，发行量快速增长；今年联合会面向会员继续发布了《中国公民出境（城市）旅游消费市场调查报告（2014-2015）》，以增进会员单位，特别是中国之外的会员城市对中国出境游市场的了解，提升对旅游城市可持续发展的指导能力。

四是会员之间的合作日益紧密。在联合会框架下，会员城市之间多种形式的友好往来不断增强，并结出了丰硕成果。例如，广州市先后出访了伦敦、里斯本、都柏林等欧洲会员城市，举办了城市旅游推介会；歌诗达邮轮集团与上海、天津等市及中青旅、凯撒、国旅等合作开发中国新兴的邮轮市场；北京—布达佩斯、成都—首尔等会员城市之间开通了新的航线。这些交流合作促进了城市旅游的发展，实现了联合会会员之间的互利共赢。

回顾三年的发展，在全体会员的共同努力和旅游界各位朋友的大力支持下，联合会在引领全球旅游业发展，促进旅游城市交流合作方面发挥了积极的、建设性的作用。我们认为联合会是一个纽带，把 150 多个会员紧紧联系在一起，大家在这里可以共同探讨旅游发展的规律，交流旅游发展的成功经验。同时，联合会又是一个平台，让我们在这个平台之中优势互动，共赢发展。

近年来，在世界经济持续低迷的形势下，全球旅游业的发展一枝独秀，成为拉动经济发展和促进就业的重要动力。旅游也推动了不同文化的交融与互鉴，增进了各国民众的理解与友谊。我们这次峰会选择的主题就叫“多元化与可持续发展”，多元化就是要探讨多元化的人文元素和旅游发展方式，正像刚才摩洛哥旅游部长哈德森部长所提出的那样，我们就是要倡导会员城市保持和弘扬各自的特色，从而在全球范围内形成多元并存、相得益彰的全球旅游城市大格局。旅游的可持续发展是联合会一直关注的另外一个重要课题。我们认为，城市是旅游发展和运作的一个重要的基本单元，作为全球首个以城市为主体的国际旅游组织，我们必须清醒地意识到自己在经济、社会和环境发展方面实现旅游可持续发展的重要责任。所以去年峰会期间，联合会推出了《旅游城市优质服务指南与经验借鉴》，倡导旅游城市要更加关注公共服务体系的建设，提升城市旅游的品质和综合服务能力。在此基础上，联合会持续开展了世界旅游城市服务国际规范标准研究，在今天的峰会上，我们将发布《世界旅游城市发展报告（2015）》，旨在建立具有全球适用性的统计标准和评价指标。在今后两年里，联合会将与联合国世界旅游组织深度合作，开展“城市旅游绩效研究”，遴选优秀旅游城市案例和最佳实践方案。欢迎广大会员城市积极参与。

在本次峰会上秘书处将推出新的《世界旅游城市联合 2015-2016 服务会员项目手册》，希望各会员单位能够积极参与、充分使用。我希望联合会秘书处及 4 个分支机构，认真汲取本次峰会各方面提出的好的意见和建议，坚持以会员服务为中心，不断拓展新的服务领域，提升服务水平。

各位来宾、女士们、先生们，北京是联合会的总部所在地，北京市将一如

既往地支持联合会的建设和发展，充分依托出境游市场的强劲增长力和北京市的丰富旅游资源，加强与各会员单位之间的沟通合作，共同努力把联合会的工作提升到一个新水平。北京刚刚获得 2022 年冬奥会以及 2020 年世界休闲大会的主办权，这些都为旅游业的可持续发展提供了新动力，北京愿意与大家携手合作，共享机遇，互利共赢。

女士们、先生们，最后，我想再次感谢摩洛哥各伙伴单位为本次峰会顺利召开做出的努力；祝本次峰会取得圆满成功，祝各位会员代表和嘉宾朋友们工作顺利、身体健康。谢谢大家。

世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会开幕式致辞

联合国世界旅游组织（UNWTO）执行主任 马斯奥·法维拉

尊敬的摩洛哥王国旅游部长先生

尊敬的拉巴特市长先生

尊敬的北京市副市长女士

尊敬的世界旅游城市联合会各位会员

尊敬的中华人民共和国大使

尊敬的西班牙王国大使

尊敬的来自世界各地的城市代表

尊敬的各位部长、各位大使、各位市长

尊敬的世界旅游组织各位会员

女士们、先生们：

大家上午好。感谢世界旅游城市联合会、摩洛哥拉巴特市和非斯市、摩洛哥国家旅游局邀请联合国世界旅游组织参加此次以“多元化与可持续发展”这一重要问题为主题的2015香山旅游峰会。联合会首次在中国境外，也就是摩洛哥，举办峰会，我也对此表示祝贺。摩洛哥是非洲大陆上国际游客数量最多的旅游目的地，拥有上千年的历史积淀和文化遗产，旅游业是其发展的支柱产业，同时，摩洛哥也积极参与到各种国际论坛和活动之中，包括发展可持续旅游业。

尊敬的各位朋友，旅游业是推进全球经济和国际贸易的强大力量，在许多城市及内陆地区，旅游业是其经济、社会、文化发展中的中心部分。旅游业促进了基础设施建设，创造了新的文化设施，恢复和维持城市内的遗产建筑和资产，甚至催生了新的标志建筑物，最终将惠及当地市民，帮助这些城市塑造独一无二的城市形象。每年12亿人次的旅客量，大部分都是在城市内，或者是去往城市，或者途径城市。每年60亿人次的境内旅客量也是如此。因此，联合国世界

旅游组织十分重视以可持续方式来理解、管理、促进和发展城市旅游业，使其能真正造福当地市民及游客，通过更佳的连通性、不断发展的城市化进程以及交流工具和社交媒体的广泛使用来提供渠道和机会。在这一方面，联合国世界旅游组织一直在组织年度城市旅游业论坛，第一次于 2012 年在伊斯坦布尔举办，当时的公告通过并采纳了一项国内议程，并且呼吁在各个相关领域采取行动。巧合的是，下一届城市旅游业论坛将于明年 12 月在摩洛哥的马拉喀什举办。

尊敬的各位朋友，联合国世界旅游组织欢迎北京的这项行动，创立并发展了世界旅游城市联合会，世界上许多其他城市也参与其中。联合国世界旅游组织和联合会正在合力进行一项共同事业，即发展和促进包容性的可持续城市旅游业。在联合国世界旅游组织和联合会签署的协议下，首个合作项目就是一份关于城市旅游业绩效的研究，我们期望能在未来 11 个月的时间内发布。我要感谢联合会对此项目的关注、参与和大力支持。

在结束讲话之前，我想着重说两件这周发生的与我们息息相关的重大事件。

第一件是，世界领导人本周齐聚纽约联合国总部，通过并采纳了可持续发展目标，即 17 个计划于 2030 年前实现的包容性全球目标，涵盖发展中国家和发达国家，是未来 15 年的发展议程。旅游业对于可持续发展的潜在贡献，其政治维度已经在这些可持续发展目标中得到认可，旅游业在 17 条可持续发展目标其中的 3 条里明确被提及：目标 8——对经济增长做出贡献，因为旅游业创造就业并推广当地文化和产品；目标 12——保障可持续的消费和生产模式，因为旅游业可加速全球向可持续方向进行转变；目标 14——增加各国的经济收益，因为旅游业是对海洋资源的可持续利用。此外，目标 11 完全聚焦于那些为了使城市 and 人居环境具有包容性、安全性、适应性和可持续性的城市，而城市旅游业能够为实现该目标做出巨大贡献。

我想着重说的第二个重大事件是，在下周日，9 月 27 日，我们将迎来世界旅游日，今年的主题是“百万名游客，百万个机会”，这一主题与城市旅游业紧密关联，我想邀请大家一起庆祝世界旅游日。

祝峰会圆满成功。谢谢大家。

世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会开幕式致辞

世界旅游业理事会（WTTC）副主席 段强

尊敬的摩洛哥旅游部长

尊敬的拉巴特市长

尊敬的程红副市长

尊敬的世界旅游组织法维拉主席

尊敬的各位来宾

女士们、先生们：

大家上午好。作为世界旅游业理事会的代表，我很荣幸受邀参加世界旅游城市联合会 2015 年拉巴特非斯香山旅游峰会。首先我谨代表世界旅游业理事会并以我个人的名义对大会的召开表示热烈的祝贺。

世界旅游城市联合会秉持“旅游让城市生活更美好”的理念，致力于加强会员城市之间、会员机构之间的交流合作，搭建互利共赢平台，共同促进全球旅游业的成长和创新。我们高兴地看到，世界旅游城市联合会发展 3 年来，成员已经发展到 151 个。这反映了各个国家、城市对发展旅游产业的重视，也凸显了世界旅游城市联合会在国际上的影响力。本次峰会以“多元化与可持续发展”为主题，我们相信在东道主的精心组织和与会代表的积极参与下，大会一定能够取得丰硕成果，促进城市旅游业的持续增长和可持续发展。

摩洛哥是个美丽的国度，有着丰富的自然旅游和文化旅游资源，我们将在这几天更加深切地感受和体验它。世界旅游业理事会是全球旅游业的商业领袖论坛组织，是全球范围内唯一代表旅游业企业的机构。世界旅游业理事会致力于提高政府和公众对旅游行业重要性的认知，对全球旅游业有着独特的影响力和见解。今年在马德里召开的世界旅游业理事会峰会上，我们预测，2015 年全球旅游业的增長态势仍然强劲，对全球 GDP 的贡献将增长 3.7%，高于全球经济

增长速度，会为全球经济复苏做出进一步的贡献。我们希望世界旅游业理事会与世界旅游城市联合会能够在推动全球旅游业发展方面加强合作，为世界旅游业的发展做出更大贡献。

最后，预祝世界旅游城市联合会 2015 拉巴特非斯香山旅游峰会取得圆满成功，希望世界旅游联合会能在今后的发展中取得更卓越的成绩。

谢谢大家！

世界旅游城市联合会
2015 拉巴特非斯香山旅游峰会

理事会



2015 年世界旅游城市联合会秘书处工作报告

世界旅游城市联合会秘书长、北京市旅游发展委员会主任 宋宇

尊敬的各位副主席，各位理事：

大家上午好！现在，我受联合会理事会委托，向各位汇报联合会本年度工作情况和下一年度重点工作安排。

2014 至 2015 年度，联合会以提升国际影响力为目标，以加强会员服务工作为重点，在全体会员单位的共同努力和大力支持下，增强了与各会员单位及其它国际旅游组织的交流合作，不断提高会员服务水平，在全体会员的大力支持和共同努力下，各项工作取得新的进展，组织的凝聚力和影响力进一步提高。

首先要报告的是我们的会员队伍继续扩大。去年峰会以后，又有金边、开普敦、全日空公司、北星旅游传媒集团等著名旅游城市、国际知名企业和媒体加入了联合会，会员单位增至 151 个，比上年度增加了 16 个。其中有城市会员 100 个，非城市会员 51 个。非洲、大洋洲、拉丁美洲等地区的会员城市也在不断增加。非城市会员包括航空公司、机场、酒店集团、旅行社、传媒集团、金融企业等各旅游相关行业的重要企业，覆盖旅游产业链的各个环节。会员单位分布更加广泛、结构日趋合理，为加强会员之间交流合作，促进全球旅游产业发展奠定了良好基础。

今年，为适应邮轮旅游迅速发展的新趋势，青岛等会员城市及部分邮轮企业会员正积极倡议成立联合会邮轮分会。对此，我们表示支持。

其次，加强各种形式的交流合作，提升联合会国际影响力。去年 10 月以来，联合会先后受邀参加了由联合国世界旅游组织和亚太旅游协会举办的多个重要国际旅游论坛，并在会议上作了主旨演讲和专题发言，宣传联合会“旅游让城市生活更美好”的理念，阐述联合会对促进全球旅游发展的建议和意见。联合会的参与，受到与会代表的热烈欢迎，许多代表纷纷表示要与联合会开展交流，进一步加强合作。

联合会还主办及联合主办“东北亚邮轮产业国际合作论坛暨第三届中国（青岛）国际邮轮峰会”、“丝绸之路旅游合作论坛暨第十一届出境旅游论坛”、“中国智慧城市投融资论坛”等多场国际旅游论坛，就旅游业界共同关注的一些热点问题进行了广泛深入的讨论和交流，促进了联合会及会员单位与国际旅游业界的沟通和交流，提升了联合会的影响力。

联合会十分重视与联合国世界旅游组织、世界旅游业理事会、世界旅游经济论坛等国际旅游组织的合作。今年以来联合会多次与联合国世界旅游组织交流沟通，双方表达了加强合作的共同愿望。在刚才的开幕式上，双方已经签署了战略合作协议。我们也同亚太旅游协会和澳门旅游经济论坛等国际旅游组织加强交流合作，分享加强团队建设、开拓旅游市场的经验。联合会还与中国银联、中国携程网、中国股权投资协会等机构会员加强合作，并签订了战略合作协议。

再次，说到加强会员服务工作，创新服务方式。去年峰会以后，秘书处以加强会员服务工作为重点，拓展服务范围，创新服务方式，不断提升会员服务水平。

一是利用多种场合、多种形式，扩大对会员城市的宣传推介。去年峰会以来，联合会派团先后参加伦敦国际旅游展（WTM）、柏林旅游展（ITB）和北京国际旅游博览会（BITE）等多场重大国际展会。在柏林旅游展上，联合会携手 32 个城市会员和 4 个机构会员共同参展，集中推介会员单位的优质资源和品牌。在上海举办的 IT&CM CHINA 等展会上，联合会也采取类似办法。很多会员对这种整合资源，集中推介，扩大宣传效果的做法表示赞赏，并愿意积极参加。

二是利用自媒体平台，推介、展示联合会及会员单位形象。目前，联合会自媒体平台建设取得明显进展：联合会官方网站已实现全部 100 个会员城市和 51 个会员机构的中英文简介及旅游资讯的全信息发布，并通过网站及时发布会员单位重要资讯，如开辟专栏推介米兰世博会等。改版后的周讯、月讯每期选择全球旅游业和会员单位的重要资讯 30 条，以电邮形式发送给各会员单位的 1 000 多位相关人员和 7 000 多位中国旅游经理人。由于资讯内容丰富，发布及

时，很受客户欢迎。改版后的《世界旅游城市》双月刊从学术性的内部刊物，转为面向大众推广会员城市资源，宣传联合会品牌的开放型刊物，增强知识性、趣味性和实用性，发行量日益扩大。微信平台、移动客户端和官方微博也已开通运转。

三是以联合会为平台，推动会员之间的交流合作。随着联合会会员队伍日益扩大，会员之间的交流合作日益紧密。许多会员城市之间、机构会员之间、城市与机构之间开展多种形式的友好往来和相互合作。如米兰与北京、上海等城市合作，共同推介 2015 米兰世博会；青岛携天津、雅典、布宜诺斯艾利斯、罗马、卡萨布兰卡、大连等六个城市，经协商发起成立联合会邮轮分会；歌诗达邮轮集团与中青旅、凯撒国旅等合作，开发了多条以上海、天津为母港的国际邮轮航线；北京—布达佩斯、赫尔辛基—都柏林、成都—首尔等多条新航线开通。这些合作，促进了城市间的旅游发展和商贸往来，为联合会的发展增添了活力。

四是加强课题研究工作。联合会坚持把旅游课题研究作为增强指导能力，推动城市旅游发展的重要抓手。去年联合会开展《中国公民出境（城市）旅游消费研究课题》，通过对中国游客的客源地、旅游目的地偏好、购物及服务需求等情况的调查分析，帮助会员城市增进对中国出境游市场的了解。报告收到很好效果，波士顿咨询公司、美国驻广州代表处等许多新闻单位和驻华旅游机构纷纷向联合会了解情况，索取资料。一些目的地城市也相应改进对中国出境游市场的销售和接待服务策略。今年我们继续开展此项调查课题，并增加了调查样本量，对调查项目、手段等也进行了调整，以便更客观，更全面地反映中国出境游的发展趋势及其对全球旅游业发展的影响。世界旅游城市发展指数研究是联合会持续几年的研究项目。旨在通过对旅游城市发展各项要素的分析研究，构建一个权威性的旅游城市评价体系，增强联合会对全球旅游城市发展的引领作用。这两项研究成果都将在本次峰会上发布。

第四，与摩洛哥方面合作，努力做好 2015 年峰会筹办工作。2014 年北京香

山旅游峰会上，理事会投票决定 2015 年峰会由拉巴特与非斯两个城市共同承办。为了做好峰会筹办工作，秘书处多次与摩洛哥国家旅游局及驻京代表处，以及拉巴特与非斯市有关部门进行沟通协调，确定峰会方案及接待工作的有关事宜。秘书处还多次派出工作组赴拉巴特和非斯市实地考察了会场、住宿酒店及交通设施等，并与摩方一起研究了峰会的组织、会务实施、礼宾接待、安全保卫等工作细节，落实工作推进时间表和沟通对接机制。在双方的共同努力和紧密配合下，保障了 2015 年峰会的各项工作顺利进行。我代表秘书处对摩洛哥方面为峰会做出的努力表示赞赏和感谢。

第五，加强与理事单位沟通，鼓励会员单位积极参与联合会工作。随着联合会工作的不断拓展，秘书处注重加强与理事会各成员的沟通和联系。去年峰会以来，秘书处召开 9 次电子通讯会议，就新会员发展、峰会举办城市申办办法、联合会理事会讨论议题等有关工作事项征求意见，与理事会成员进行了充分的沟通磋商。

一些会员单位也积极参与和支持联合会的工作。在今年的柏林国际旅游展期间，联合会副秘书长拉瑞夫·欧斯顿先生受联合会委托召集工作会议，就 2015 年峰会议程安排及联合会将要开展的有关活动内容进行了通报和沟通，12 个会员城市代表出席会议，并发表了看法。来自雅典市的福蒂斯·普罗瓦塔斯先生也多次以联合会副秘书长的身份代表联合会出席各国际展会，宣传推介联合会的品牌形象，开展会员发展工作。他们的努力，大大的提高了联合会的国际影响力！

关于新年度秘书处的重点工作：

2015 至 2016 年度，我们将继续以做好会员服务工作为重点，加强联合会六个平台建设，提升联合会品牌影响力，着力做好以下几个方面工作：

（一）充分发挥自媒体平台作用

充实官网内容。扩大对会员城市和会员机构的宣传推介，增加实用性资讯发布和与游客互动的内容。进一步充实周讯、月讯和双月刊的信息量，增强针

对性，扩大发行量。

（二）进一步提升学术研究水平，加强成果利用

今年联合会将与联合国世界旅游组织联合开展城市旅游业绩效课题研究，提升联合会学术研究水平；继续深化《中国公民出境（城市）旅游消费市场调查报告》和《世界旅游城市发展报告》等课题研究，逐步形成系列报告，打出品牌。

（三）加强联合会分支机构建设

加强对旅企、民航和媒体三个分会的指导，进一步发挥联合会分支机构的作用，促进会员之间的相互合作。联合会的邮轮分会将发挥切实有效的作用，与会员单位共同拓展中国邮轮市场。

（四）扩大联合会品牌宣传

联合会将积极参加国际旅游业界的重要论坛和展会，并主办或与其他世界旅游组织合作举办各种展会和论坛，扩大联合会的影响，加强联合会品牌宣传。秘书处将通过与机构会员合作，组织并代理会员城市和机构出席这些论坛和展会，为会员城市创造更多宣传自身品牌形象的机会，加大对会员优质旅游资源和产品的推广力度。

（五）推动会员城市间的交流合作

以联合会为平台，建立有效合作机制，积极推动会员城市之间多种形式的交流合作。如，政府代表团互访、举办旅游推介会、文化交流等活动，分享发展经验，把握合作机遇，关注彼此诉求，实现互利共赢。在当前中国旅游市场快速发展的形势下，联合会还将整合中国会员的优势资源，加大中国出境游市场的推介力度。

（六）开展培训工作

根据会员城市对中国出境游市场的关注，联合会每年将举办不少于两次的中国旅游目的地营销培训课程，介绍中国旅游发展情况及中国游客出境旅游的需求和关注，以提高国外会员城市在中国进行营销推介的效果。同时，邀请国

际旅游专家学者到中国授课、交流，介绍各国旅游管理经验和先进理念，提高中国旅游管理水平和从业人员素质。

（七）鼓励会员单位积极支持和参与联合会的各项建设

目前，联合会正处于快速发展的重要时期，我们欢迎各会员单位积极支持和参与联合会的各项建设。如，为进一步发挥自媒体平台作用，希望各会员单位能够及时提供、更新有关资讯、资料和数据等；联合会正在建设自有数据库，以便开展学术研究和为会员提供服务。希望各会员单位能够及时上传、共享和更新相关数据，数据库向会员开放；希望各会员单位能够加强秘书处的交流互访，欢迎会员单位派员到秘书处短期工作交流，增进相互了解，提高秘书处工作水平。

在过去的一年里，联合会的工作取得了可喜的成绩，我们希望广大会员能够更加积极地参与和支持联合会的工作。让我们共同努力，谱写联合会发展的新篇章，为全球旅游业的发展做出更大的贡献。

谢谢大家！

世界旅游城市联合会
2015 拉巴特非斯香山旅游峰会

论坛开幕式



中摩旅游市场发展新趋势

摩洛哥国家旅游局局长 阿卜杜拉菲亚·佐伊特纳

奉至仁至慈的真主之名

尊敬的各位市长

女士们、先生们：

今天，我十分高兴能向在座各位在本次旅游论坛的开幕式中致辞。此次开幕式在古老的城市非斯举行。摩洛哥国家旅游局和当地的居民、官员们对各位的到来表示热烈的欢迎，感谢各位的参与。我十分珍惜大家聚集在一起的时刻与彼此的友谊。你们的到来是对摩洛哥的信任与支持，也将使 2015 拉巴特非斯香山旅游峰会取得圆满成功。

每年一度的联合会峰会使我们受益颇多。摩洛哥是一个文明与旅游共同发展的国度，一直为发展旅游业而不懈努力。此时此刻我们欢聚一堂，相互了解和交流经验，获益良多。非斯市文化底蕴深厚、地理位置优越，对文化交融和文明对话做出了贡献。在摩洛哥国王西迪·穆罕默德的领导下，我们满怀信心稳步向前。

非斯是一座好客古城，它历史悠久，文化古迹丰富，每条道路都诉说着曾经的光荣。热情大方的当地人民、卓越的学者和孜孜不倦的学生、活跃的市场、经久不衰的各种技艺等，都使非斯散发着闪耀的光芒。

此时此刻，我想让你们感受一下这座为全人类提供了共同文化遗产的古城。我们应该从这些文化中受益，了解这些古迹所承载的历史，促进文化交流，增进合作与发展。

女士们、先生们，在此我要对摩洛哥当地政府、国家旅游局及相关部门所做出的努力表示由衷的感谢。今后，我们将继续加强交流，为促进旅游业的发展做出力所能及的贡献。

最后，再次感谢各位的到来，希望你们在非斯过得愉快，欢迎再临非斯。
谢谢大家！

多元化旅游发展的趋势和对策

世界旅游城市联合会秘书长、北京市旅游发展委员会主任 宋宇

尊敬的各位来宾

女士们、先生们：

大家上午好。

非常高兴再次见到大家。

今天，我们来到了有丰富文化底蕴的非斯市，共同交流探讨全球旅游业及旅游城市发展问题，我今天所做报告的题目是《多元化旅游发展的趋势和对策》。

当前，全球旅游持续增长，2014 年国际游客人数达到了 11.38 亿人次，比上年增长了百分之四点七。预计未来，全球旅游业有望保持持续增长的态势，对促进世界经济增长起到了显著作用。同时，日益增长的大众化、多元化的旅游消费需求也推动着旅游业态、市场及旅游形式发生极大的变化，这将为旅游业进一步发展提供新的机遇和挑战。多元化成为旅游发展程度的标志和发展的动力。

因此，我讲的第一个问题便是多元化促进旅游业发展。

随着交通工具、互联网等科学技术的普及，出行旅游更加便捷舒适，人们对旅游的需求及期待值也在不断的提高，推动了全球旅游业加速转型升级，多元化成为旅游发展的新趋势，这主要表现在以下几个方面：

第一，旅游的需求更加多元化。目前，全球旅游业已经进入了大众化、普遍化的时代，人们不再满足于以观光购物为主的传统旅游方式，各种各样的定制旅游成为潮流，参与的广泛性与需求的多样性成为旅游发展的主要特征。

第二，旅游的产品和市场实现了多元化。各种自助游、探秘旅游、文化旅游、健身旅游、保健旅游等新的旅游产品不断推出，旅游市场也被不断细化，如，针对商务活动的会展奖励旅游、针对中小学生的游学旅游、针对老年人的银发旅游，以及针对游客特殊需求的定制旅游等等。旅游产品的推出和新的市场不

断细分是旅游产业创新发展的动力。

第三，旅游的营销手段正在多元化。为了加大旅游促销的力度，各种新的旅游营销手段和策略也在不断推出，如，借助了电子商务平台经营的网上销售、线上线下对接实现的网上销售与门店销售相结合、利用互联网技术更加迅速直接地进行旅游推介宣传，以及营销联盟直销方式等越来越成为时尚，营销手段的多元化不仅能够提高旅游企业的工作效率和经济效益，也能够为游客提供更加便利、便捷、有效的服务，满足不同游客对旅游产品个性化和多样化的选择。

第四，旅游投资主体的多元化。近年来，各地政府都在积极鼓励境内外多元投资主体参与旅游基础设施的建设，包括景区的服务设施、智慧旅游发展以及旅游上下游的建设产业投资，多元的旅游产业投资有利于旅游产业充分利用和开发我们的旅游资源，也有利于提升旅游管理和服务水平。

第五，旅游对经济社会发展的影响呈多元化。随着旅游产业规模的不断扩大，旅游业对整个经济发展的多方面的作用日益凸现出来，作为一个综合产业，旅游业不仅满足了人们的休闲娱乐、提升生活品质的需求，也对增加就业、促进消费、改善基础设施建设，乃至拉动经济增长都有着十分明显的作用。除此之外，旅游更是国家之间增进交往、传播文明、交流文化的重要桥梁。

我讲的第二大方面是，多元化促进旅游产业结构的调整升级。面对多元化发展的新形式，全球旅游业需要加快转型升级。转变发展观念和经营方式，增强旅游目的地和旅游企业的竞争力，推动旅游业实现可持续发展。

首先是加快旅游新产品的开发和资源整合，拓展旅游发展空间。游客需求多样化、个性化为旅游市场的进一步拓展提供了广阔的空间。一方面，旅游企业根据游客需求和市场细分加快开发旅游新产品，推出新线路。另一方面，旅游目的地城市也要立足本地资源优势、深入挖掘传统文化和自然景观的特色，加快旅游资源多向度的发展，推进旅游线路整合与特色产品的开发，避免旅游产品同质化、平庸化。

第二是发展智慧旅游，促进旅游产业的创新和升级。当前，互联网和大数

据技术的广泛应用正深刻地影响和改变着旅游产业的发展，同时，旅游也广泛地融合到经济社会的各个领域。通过发展智慧旅游，促进旅游产业创新升级是适应当前旅游发展多元化趋势的必然选择，旅游城市和旅游企业要加快建立智慧旅游的营销体系，推动旅游营销模式和市场推广的手段创新升级，实现旅游出行的便利化，建立智慧旅游的公共服务体系，提高旅游服务的整体水平，提升公共服务的运行效率，建立旅游数据信息平台 and 游客信息服务体系，满足游客对信息查询、旅游引导、在线交易等需求，运用新媒体技术和自媒体平台加强旅游资源和产品的宣传，拓展营销渠道，提升品牌影响力，通过发展智慧旅游全面提升旅游产业发展水平。

第三，加强多元化合作。面对新的挑战，面对旅游发展多元化的趋势，需要加强多元化的合作，包括国家之间、城市之间、企业之间多种形式的合作。例如，自 2007 年，中美签署了关于方便中国旅游团队赴美旅游的谅解备忘录后，中国赴美旅游迅速发展，据美国方面统计预测，到 2021 年，访美中国游客将达到 730 万人，为美国经济贡献 850 亿美元。今年 2 月，印度旅游年在北京开幕，印度将采取开辟面向中国游客的新旅游线路，简化签证手续，增加中文标识等措施，大力吸引中国游客。中国国家旅游局表示，到 2016 年，中印双向旅游人数每年将突破 100 万人次。旅游业作为综合性的产业，具有产业链长、产业边界模糊的特点，移动互联网技术的普遍应用，加强了旅游上下游之间相互的协作，推动了旅游产业链的延生，旅游新业态的不断涌现以及跨产业融合成为旅游业发展的新动力，比如，景区、航空公司、游轮公司、酒店的合作打造了新的旅游产业链。乡村旅游、健康旅游、在线度假租赁、旅游网络购物等新的旅游业态的出现，拓展了旅游发展的深度和广度，电子商务平台、网上支付系统的发展，促进了旅游跨产业的融合，旅游城市之间也通过共享信息资源，相互推送客人，分享旅游发展的经验，实现了合作共赢。联合会作为全球第一个以城市为主体的国际旅游组织，一直致力于会员之间的交流合作，推动旅游市场的合作开发。接下来，联合会将充分发挥资源优势，组织定期的交流合作，为促进会员之间

合作搭建平台、提供支持，共推旅游产业的发展。

第四，发展可持续旅游。发展旅游产业对促进经济发展、增加就业岗位、改善城市环境、提升城市公共服务和基础设施水平的效果，大家有目共睹。但是，随着大规模旅游潮的出现，也给一些地区和城市的生态环境、居民生活带来了一些负面影响。我们必须重视这些问题，在推动旅游产业快速发展的同时，避免因旅游资源过度开发而造成生态环境的破坏，给居民生活带来不便。联合会倡导可持续发展旅游，引导游客文明出行，在旅游产业发展过程中加强环境保护，造福当地民众，实现旅游与城市化协调发展。

第五，推动丝绸之路旅游发展，弘扬多元文化传承。丝绸之路是一条贯穿亚洲，连接世界的著名商贸通道，有两千多年的历史，但它的魅力是永恒的。近年来，中国联合丝绸之路沿线国家提出了“新丝绸之路经济带 21 世纪海上丝绸之路”的战略构想，其核心任务是发展经济，通过促进沿途国家和地区彼此开发，相互的开放，互利合作，优化经济结构，造福于沿途各国人民。同时，这一构想也为丝绸之路旅游业发展提供了新的契机。互联互通，旅游先行，一带一路，建设推动了沿线国家旅游业的发展。联合会的会员城市中有许多分布在丝绸之路沿线，包括陆上丝绸之路沿线的西安、阿拉木图、迪拜、科伦坡、雅加达、开普敦等。不久前，西安、青岛、阿拉木图等一些会员城市已经陆续推出了一些丝绸之路旅游的新产品、新线路。我们希望会员单位积极参与“一带一路”的旅游建设，努力把丝绸之路建设成独具魅力的旅游精品之路。

每个行业都是一颗珍珠，而旅游将他们串联成项链。游客对旅游的需求日益多元化，我们必须坚持以可持续发展的视角去思考和推动世界旅游业的全面发展。谢谢大家，谢谢主持人，也谢谢东道主非斯市为办好峰会做出的巨大努力，谢谢！

官民协作：策动旅游业多元性持续发展

信德集团有限公司董事总经理、世界旅游经济论坛副主席兼秘书长 何超琼

尊敬的各位来宾

女士们、先生们，

大家早上好。

很高兴来到美丽的摩洛哥非斯市。能够应联合会秘书长宋宇先生之邀，作为论坛开幕式的演讲嘉宾，我深感荣幸。作为旅游业的投资人及股东，我希望能够为此次大会贡献出私营企业的视角。在过去的 60 年里，我有幸见证并亲身体验到，健全的政策如何与竭诚努力的私营企业一起创造改变一个城市命运的奇迹，澳门便完美呈现了这一有力转变。

今天我要跟大家分享的是，我们家族的两代人如何利用自己的商业资源帮助澳门发展成为 21 世纪世界一流的旅游城市。

我的父亲，何鸿燊先生，通过早年投资一系列基础设施，为澳门日后的发展打下了基础。如今，我有幸接手这个宏伟计划，致力于通过多元化将澳门发展成世界级的旅游度假休闲中心。16 世纪，葡萄牙人占据澳门，当时的澳门是中国南方一个安静的小渔村，在海上丝绸之路占据关键的地理位置。然而，在 18 世纪，由于与中国内陆的贸易往来中断，地理位置孤立，资源匮乏加上人口较少，澳门的经济发展开始停滞不前。直到 1962 年，葡萄牙政府决定将博彩业合法化，并将接下来 40 年的博彩业垄断权授予我父亲的财团。父亲作为一名颇具远见的商人，非常清楚澳门如果想要生存并发展，仅靠博彩业是不行的，还需要建立一个全面综合的旅游经济体制。这一坚定信念使他率先、大范围地投资建设了一系列基础设施，并在日后发展成为澳门这座城市的主心骨。在最初的 30 年里，与之隔海相望，相距 50 公里的邻居香港，是澳门旅游业的主要客源，因此发展快速便捷的海上交通对促进旅游业发展至关重要。基于此认识，早在投建酒店及赌场之前，父亲便大力投资疏浚港口，建设现代化渡轮码头，购买

喷射发动机装置的高速艇，将旅途时间从4小时缩短到了50分钟。我承继父亲的事业，开始为期20年的扩大轮渡事业，开创了世界上第一个由国际航空运输协会批准的海陆、海空多模式运输系统，在整个珠江三角洲，无缝连接主要的港口和机场。

目前，我经营着世界上最大的高速轮渡事业，提供了世界上最频繁、最大海上运输能力的服务，24小时全天候运作，每年为超过一千万人次提供服务。到上世纪90年代，父亲意识到需要进一步发展澳门的国际连通性，以占据地区市场。于是投资建设了澳门自己的国际机场，澳门旗舰航空公司——澳门航空。我则再次被任命为执行董事会成员以及集团公司的副董事长。作为唯一的非政府任命的成员，20多年来参与官民协作，不仅帮助我与政府各部门发展了持久的工作关系，也培养了我强烈的社会责任感。父亲对发展持久伙伴关系的远见和坚定的信念并不局限于官民领域，同样也应用在开展商业关系等方面。作为澳门最大的地产开发商，父亲在80年代就极富远见卓识地与“怡和集团”合资，投资了澳门第一家国际豪华品牌酒店——文华东方酒店。如今，我将这30年的事业提升到一个新的高度，创建了澳门最大、最具价值的综合房地产项目，包含全新的文华酒店及服务部门和高端住宅项目，第一次将顶级奢侈品旗舰店入驻的大商场引入澳门，几乎一夜之间改变澳门的零售业格局。1999年，澳门见证了主权归还祖国的历史性时刻。为了庆祝澳门的全新身份，父亲出资建造了“澳门塔”这一地标性建筑。而我也抓住了此次机会，完成了使澳门的旅游业发展多元化的使命。我并没有按原计划加入更多的博彩业项目，而是决定将澳门塔建设为澳门第一个会展中心，并同时配备娱乐设施，包括创下了吉尼斯世界纪录的全球最高的蹦极，从2001年至今，已有累计一百万次蹦极跳。为了进一步发展澳门的会展观光旅游行业，除建造硬件设施以外，在2012年，我建立了澳门的旅游经济论坛。此论坛是官民协作的又一成功典范。2012年到2014年间，来自45个不同国家及地区、中国49个省级及市级政府代表团相聚论坛，就全球旅游事务以及其对经济发展的影响相互交流。

澳门未来的发展将取决于它是否有能力将自己转化定位成一个真正的多元化、多方位的旅游目的地。早期与 NGTO 共事，并参与他们的海外推广的经历，让我获得了宝贵的工作经验以及独特见解。建立相互信任的融洽关系，是我们能够发起创新试点项目的关键，通过这样的角度，帮助澳门重塑形象，使其从全球最大的博彩业中心转变为旅游度假休闲中心。我利用自己的资源和名人界人脉关系，在澳门组织以著名影星成龙为首的明星慈善活动，来提升该城市在大众心中的形象。450 年独特的东西方文化遗产，被联合国教科文组织列入世界遗产名录，这足以让艺术文化资源成为发展澳门旅游产业的重要资本。跟随我父亲的脚步，推动澳门文化遗产保护，我决定推广艺术和创造性体验，包括创建米高梅艺术空间，创建非传统的艺术展览和原创艺术节目来激发公众探索的兴趣和艺术鉴赏，培养本地人才，提高将澳门打造成全新创意中心的国际意识。

无论是建设基础设施、房地产、知识库或是分销体系，父亲和我一向重视积极主动地与各类机构合作。无论是政府，还是贸易和商业机构，这都不是一项义务，而是愿景和使命。每个城市都有其独特的历史故事，我相信，那些最精彩的故事一定由官民两方共同谱写，如双方都能重视长期承诺和合作，最终将实现世世代代的持续稳定发展。

谢谢大家。

世界旅游城市联合会
2015 拉巴特非斯香山旅游峰会

论坛（一）：多元化与城市旅游



联合会世界旅游城市发展指数研究（评价体系）

联合会专家委员会副主任 张辉

女士们、先生们：

大家上午好！

今天，我受联合会的委托就我们对世界旅游城市发展状况的研究，也就是评价体系，做出汇报。

世界旅游城市联合会自成立以后，就尝试对全世界旅游发展的状况特别是城市发展的水平做出全面的评价。所以，开展对世界旅游城市评价体系的研究既是一项创举也存在着很多的困难。世界旅游的发展经过了百年的历史，但是，对世界旅游城市发展的评价多数仅仅依靠单项指标。旅游城市作为一种多元化和复合性的社会经济共同碰撞的现象，建立一个综合的指数来对整个旅游城市的发展状态进行评价，无论从实践还是学术上，都具有很重要的意义。同时，这样的评价体系对于推动城市会员的发展也具有重要的意义。所以，在这样一个背景下，受世界旅游城市联合会的委托，经过了四年的研究，我们得出了一个完整的评价体系。

在这个评价体系中，一个最大的难点就是我们对发展这个非常抽象的概念如何做出科学的判断，也就是说，要通过什么维度来衡量旅游城市的发展，这就要通过变量和维度来体现这样一个城市发展的概念，其中有对方法论的研究和对理论模式构建的研究等大量工作需要完成。所以，在前期的四年研究中，我们用了三年时间对它的方法论和理论构建以及这种理论的变量进行研究。同时，世界旅游城市有多个统计体系，统计体系的统一问题又是这种评价体系落地的关键问题。在这样的背景下，我们从旅游者、旅游产业和城市管理这三个层面构建了一个具有综合指数加单项指数特征的指标，形成了六个评价指数，在六个单项指数的基础上形成一个综合评价指数。这六个单项指数分别为旅游景气指数、旅游发展潜力指数、旅游吸引力指数、旅游支持力指数、旅游经济

贡献指数和旅游满意度指数，通过这些维度来全面衡量一个城市旅游发展的状态。在衡量这六个维度时，我们利用了不同的三级指标。这些指标均符合以下两点：第一，指标能反应维度的品质特性；第二，指标的获取具有一定的通用性。在这样的情况下，我们建立了四十多个三级指标，以获取最后的排行。

关于数据来源方面，我们进行了国际合作，通过欧瑞信息咨询公司、世界旅游组织公告、世界旅游卫生组织的公告、联合会、联合国教科文组织、会员城市机场的官方网站和会员城市旅游统计的官方渠道等不同渠道获得，同时也借用了国际上大量旅游评论网站的大数据，最后形成了一个完整的数据来源。我们的评价是针对联合会的会员城市展开的。

现在具体介绍最后的评价结果。

第一个指数是旅游景气指数。这个指数反映城市旅游业总体的发展状态和发展趋势，主要说明该城市旅游业在一定时期内总体繁荣程度。本指数从旅游发展规模和增长率两个维度，通过入境旅游人次、入境旅游收入及其增长率、国内旅游人次、收入及其增长率、饭店平均客房出租率、平均房价变动率等指标进行衡量，旅游景气指数前二十位分别为：1. 香港；2. 巴黎；3. 伦敦；4. 曼谷；5. 米兰；6. 迪拜；7. 澳门；8. 首尔；9. 上海；10. 北京；11. 苏黎世；12. 重庆；13. 维也纳；14. 成都；15. 广州；16. 罗马；17. 洛杉矶；18. 旧金山；19. 巴塞罗那；20. 阿姆斯特丹。

第二个单项指数是旅游发展潜力指数。该指数反映城市促进旅游产业持续发展的潜力水平，主要说明旅游产业未来的成长空间和发展前景。通过航空客运吞吐量、城市人均 GDP、入境旅游接待人次的平均增长率、国内旅游接待人次平均增长率以及其他服务业总产值占 GDP 的比重等指标来进行衡量，旅游发展潜力指数前二十位为：1. 洛杉矶；2. 雅加达；3. 成都；4. 伦敦；5. 厦门；6. 华盛顿；7. 罗马；8. 武汉；9. 张家界；10. 迪拜；11. 波士顿；12. 莫斯科；13. 休斯敦；14. 柏林；15. 特拉维夫-雅法；16. 重庆；17. 爱丁堡；18. 北京；19. 巴黎；20. 米兰。

第三个单项指数是旅游吸引力指数。该指数反映城市旅游资源、旅游设施、旅游环境等因素对旅游者的吸引能力，主要说明一个城市自身的旅游魅力。通过世界遗产数量、国际会议会展数量、环境质量和国际航线数等指标进行衡量，旅游吸引力指数前二十名为：1. 伦敦；2. 巴黎；3. 柏林；4. 布鲁塞尔；5. 巴塞罗那；6. 阿姆斯特丹；7. 罗马；8. 都柏林；9. 北京；10. 首尔；11. 布拉格；12. 布达佩斯；13. 维也纳；14. 莫斯科；15. 雅典；16. 爱丁堡；17. 里斯本；18. 曼谷；19. 米兰；20. 日内瓦。

第四个指标是旅游支持力指数。该指数反映了城市政府对旅游业的支持与开放程度，主要说明旅游者在该城市所能享受到的便利和友好的程度。通过旅游信息服务、旅游签证便利度等指标进行衡量，旅游支持力指数前二十名分别为：1. 多伦多；2. 曼谷；3. 巴黎；4. 北京；5. 上海；6. 澳门；7. 广州；8. 特拉维夫—雅法；9. 香港；10. 阿姆斯特丹；11. 西安；12. 札幌；13. 首尔；14. 柏林；15. 哈尔滨；16. 波士顿；17. 里加；18. 杭州；19. 开普敦；20. 成都。

第五个指标是旅游经济贡献指数。该指数反映城市旅游业对城市经济以及社会就业等方面的贡献程度，主要说明城市旅游业的发展对城市经济发展的影响力和贡献度。通过入境旅游人均消费支出、国内旅游人均消费支出、旅游业产值占 GDP 的比重、旅游业从业人员占总就业人数的比重等指标进行衡量，旅游经济贡献指数前二十名分别为：1. 苏黎世；2. 日内瓦；3. 阿姆斯特丹；4. 雅典；5. 布鲁塞尔；6. 维也纳；7. 北京；8. 休斯敦；9. 特拉维夫—雅法；10. 首尔；11. 罗马；12. 香港；13. 里斯本；14. 澳门；15. 渥太华；16. 巴黎；17. 伦敦；18. 旧金山；19. 开普敦；20. 柏林。

最后一个指标为旅游满意度指数。该指数主要反映一座城市满足游客需求的程度，旅游满意程度来自游客的主观感受。本指数收集了大约七千万的数据，分别对酒店、餐馆、旅游吸引物、旅游购物、旅游娱乐、旅游活动以及旅游交通等七个维度的满意度进行评价。旅游满意度指数前二十名分别为：1. 伦敦；2. 开普敦；3. 雅典；4. 爱丁堡；5. 迪拜；6. 巴塞罗那；7. 罗马；8. 巴黎；9. 波

士顿；10. 布拉格；11. 曼谷；12. 苏黎世；13. 布宜诺斯艾利斯；14. 温哥华；15. 阿姆斯特丹；16. 北京；17. 香港；18. 华盛顿；19. 都柏林；20. 里斯本。

以上是六个单项指数。在这六个单项指数的基础上，我们采取了德尔菲法和技术评定，最后形成了一个总体的指数，即世界旅游城市发展指数，也就是综合指数。前二十名分别为：1. 巴黎；2. 伦敦；3. 香港；4. 阿姆斯特丹；5. 苏黎世；6. 北京；7. 柏林；8. 曼谷；9. 布鲁塞尔；10. 首尔；11. 罗马；12. 雅典；13. 上海；14. 维也纳；15. 迪拜；16. 巴塞罗那；17. 洛杉矶；18. 里斯本；19. 多伦多；20. 澳门。

这是我们对同一地区同类型的城市进行差距比较所形成的研究成果的运用。我们也做了一些典型研究，致力于为城市会员与机构会员提供旅游城市发展诊断与规划、旅游城市满意度评价等研究服务。所以，针对会员城市的需求，基于《世界旅游城市发展报告》，我们可以为单一会员城市提供旅游业发展的问题诊断及规划研究，又可对相似城市进行旅游业发展进行差异性分析，为世界旅游城市的发展提供基础性资料。

我们期待会员城市提供有关发展指数的相关数据，从而搭建以服务于会员城市研究为基础、统计口径相对一致、由会员城市和相关机构共同提供的世界旅游城市数据库资源。

欢迎会员团体和专家学者积极参与项目研究，为我们建立一个科学的世界旅游城市评价体系而努力。

谢谢大家！

【沙发论坛一】

多元化的旅游资源与营销战略

主持人：联合会专家委员会委员 卡尔·韦伯

卡尔·韦伯（主持人）：女士优先，今天在场的有尼科西亚旅游局局长埃琳娜·塔诺女士，你们那里的旅游多元化常被看作是成功的关键因素。互相交流和旅游产品营销在你们那里也变得愈发复杂、艰难。根据您的经验，旅游多元化的重要性如何？您有何推荐的战略来克服旅游业面临的难题？谢谢。

埃琳娜·塔诺（塞浦路斯尼科西亚旅游局局长）：非常感谢您提出的这个难题，但对于旅游业而言，这个问题也是十分必要的，我们都相信旅游是所有城市和国家经济引擎。这两天我们听了很多鼓舞人心的演讲，其中澳门的故事尤为特别。我相信，这不仅需要政府和利益相关者的努力，还需要有远见卓识的人。我认为，如果政府和利益相关者能够资助这样具有远见卓识的人，并为他们提供支持，给予奖励，一定会有很好的交流。这样的话，他们就能与其他人一起努力，引领这些城市向前。因为旅游业是一个比较脆弱，不稳定也不太完整的产物，所以一定要经常创新。我相信，最重要的是，一定要真。在旅游业中，我们应重视我们的客户，作为旅游业中的服务者，所提供的产品一定要真，一定要具备我们的城市特色。这样才可以发展我们的城市，改善我们的就业。同时也要最大程度地尊重今天的旅游者，他们也许有钱但是却没有足够的时间。我们要让他们离开我们国家、城市后，经过那段旅游、那段经历很长一段时间后，仍是我们城市和国家的大使，向他的朋友和家人介绍我们的城市和国家。

卡尔·韦伯：好的，非常感谢。现在请允许我来问下来自塞萨洛尼基市的同事一个问题，塞萨洛尼基市离塞浦路斯并不是很远。彭加斯先生，对于塔诺女士刚刚的话，你是否有不同的看法？

斯皮洛思·彭加斯（希腊塞萨洛尼基市副市长）：是的，关于远见者的特点，

我想补充一点——大胆。我认为在旅游、旅游产业方面，必须要大胆。我们在萨洛尼基的做法就是这样一个例子。有时候你确实需要解放，需要改变，需要重组，需要打乱重来，重新认识一座城市的精髓。我们在萨洛尼基市的做法就是，将它从一个单一的希腊特色城市变成了一个多元文化中心，我们发掘了这个城市多元化的特征。萨洛尼基市因为其犹太人群体，几个世纪以来一直被誉为巴塞罗那人的耶路撒冷。它有极浓厚的拜占庭历史，有 15 个纪念碑，被联合国教科文组织评定为世界文化遗产。所有这些都为这个城市树立了一个新形象，这些超级棒的小屋，新的口号，萨洛尼基市有很多故事要讲述。这当然促进了旅游业的发展，改变了其身份，同时也改变了城市发展的战略。从 2010 年，我们 130 万过夜停留游客中 75% 是希腊人，发展到 2014 年底，游客数目超过 200 万，其中半数为外国游客。

卡尔·韦伯：好的，的确如此，我觉得这是一个很好的范例，将旅游的复杂性转变为一个同游客记忆相关联的简单标识。既然我们已经讨论过所面临的困境，请允许我转向我们的第三个代表，牡丹江市旅游局局长李宝明先生。请您谈一谈，您怎么看待本地区的旅游多样性？

李宝明（中国牡丹江市旅游局长）：今天非常高兴，能参加这样一个专题讨论。牡丹江是中国黑龙江省东南部地区一个旅游资源非常丰富的城市。牡丹江在旅游多元化、可持续发展方面主要做了两个方面的工作：第一，我们的旅游资源和旅游产品是多元化的，牡丹江的旅游产品大概可以用以下七个字概况：“湖、边、俗、林、雪、特、红”。湖，牡丹江有两个百里长湖，大家比较了解的是镜泊湖。镜泊湖是一万年前火山三次爆发，堵塞了牡丹江的江道，形成的高山堰塞湖，也是世界上第一大火山堰塞湖。每年接待游客一百万人次以上，是一个避暑度假休闲观光的好景区。第二，牡丹江的冬季产品非常丰富。牡丹江是中国的雪城，主打四个雪的产品：雪乡、雪城、雪堡、雪场。应该说，中国雪乡在牡丹江，牡丹江城市周边有 13 个滑雪场，中国最早的高山越野滑雪训练基地就在牡丹江。另外，牡丹江还有很多生态旅游产品非常好的地方。我们

也是一个中国的边境城市，有 211 公里的边境线，有四个国家一类口岸，每年我们接待的俄罗斯客人九十多万人次，所以牡丹江的边境旅游产品发展得非常好。另外还有一些历史文化和生态产品。同时，我们在做旅游发展的多元化方面，在营销战略方面也做了一些多元化。比如对城市形象，特别是对冬季夏季主题的产品，包括产品设计，进行包装。我们聘请了著名的设计大师对城市形象进行了丰富的、具有个性的包装。第二就是在营销战略方面，我们在营销渠道方面也做了一些尝试。比如，我们和渠道合作，我们和一百多家旅行社合作，我们和 104 家电商合作，还有一些中央的、地方的媒体合作，这样长期的合作对牡丹江的旅游产业发展起到了非常好的作用。在这里，我非常高兴，也非常诚挚地邀请世界旅游城市会的成员单位和旅游业的各界朋友，包括媒体朋友，今后到牡丹江做客，进行交流，谢谢。

卡尔·韦伯：非常感谢。我认为这确实清楚地展示了各旅游单位在发展旅游多样性方面如何开展工作。下面有请企业代表佩利泽尔先生。您如何看待以上三个旅游地展示的活动，也就是，从企业的角度如何看待我们所做的这些努力，或者换言之，从企业的角度来说，您认为旅游多样性有什么重要性呢？

马可·佩利泽尔（美国运通公司商务旅行大中华区副总裁、总经理）：我认为你们的工作不仅诚恳，而且可观可感。从彭加斯先生刚才介绍过的塞萨洛尼基市的例子来看，我觉得这个例子体现了一个企业关注的问题——人才管理，改变或摒弃旅游中产品输出和试图出售旅游地的纪念碑、博物馆等传统方式，转向真正吸引游客的理念，这样你就建立起了长期的关联。从企业的角度来说，我们就是把旅游者从一个目的地带到另一个目的地，无论他们是否愿意，公司都会把他们送到特定城市。从这个角度来说，差异甚微。但是多元化始终是极其重要的因素。多元化这个概念一直都有，在 140 个国家中开展工作，需要多元化，以便于我们能够认识和掌握其内容及各个国家的细微差异。另一方面涉及到旅游者，旅游者的心态发生了变化，他们的行为，他们的期待都有变化。就这个层面而言，我们需要了解年轻一代，他们的目的地，他们的旅游类型。

在商业环境中，我们清楚地看到的一个事实就是，出现了新的旅游方式，即希望将商务游同个人游相结合。我们称之为“休闲商务旅行”，像这样的机会确实存在，但是商务旅行比休闲更重要。所以我认为我们刚提到的这些城市需要拿出自己最好的一面来，我们真的恰好在这些地方有商务旅行，所以他们可以把握这些机会。对于我们的商务旅行来说，另一个方面是我们确实将旅游看作促进经济体或国家商业发展的一种方式。旅游本身不是目的，旅游是为了能够让人们谈生意、见客户，通过这些会见获得成功。所以各个方面都受益。

卡尔·韦伯：这是企业方面的看法，我们还有来自学界的代表，魏小安教授今天也在这里。我相信您一定参与了很多关于这个课题的研究，那么从学界的角度出发，您如何看待旅游的多样性以及这个趋势呢？

魏小安（联合会专家委员会主任）：讨论的问题实际有两个。第一个，多样化。从第一个角度来说，现在最大的威胁就是全球一体化，因为我们现代旅游在全球一体化的背景下发展。这个发展的过程基本都是相同的，我们居住的酒店基本都是相同的。在这种情况下，如何坚持文化的多元化？这很难。但是没有多元化，就没有差异性，没有差异性就没有旅游的必要性了。旅游多元化，不意味着纽约化，不意味着巴黎化，也不意味着上海化，而意味着每个地方都必须坚持自己的文化。这是一个很大的挑战。在这个挑战面前，我觉得我们各个旅游城市，都在努力坚持，努力坚守，应该说做得很不错。第二个问题就是关于营销多样化的问题。在互联网全球席卷的今天，我们传统的参加展销会，进行电视营销等等，这些方式大体上已经过时了。但是现在，网络营销是第一位的，活动营销是第二位的。所以有一年澳大利亚引起全世界的关注，这就是一个很成功的活动营销。但是进一步如何发展？第三个难点就在于淡季的营销，我们全世界任何一个城市，旅游都有淡季和旺季。所以淡季的时候如何把自己的多元化的特质挖掘出来，应该是我们营销多样化的一个重要手段。所以总体而言，面对全球一体化的背景，这个问题给我们提出了新的挑战。如何应对这种挑战，是我们每个旅游城市下一步的重要课题。

卡尔·韦伯：是的，您的话让我们看到了我们讨论之外的一些事实，除了营销方面的多元化，还有全球化发展和增长的资源使用方面的多元化。但是很多时候，多样化常和可持续发展这个概念联系在一起，我认为我们大家都同意，多元化旅游发展不仅仅涉及到环境，还有很多别的方面。那么塔诺女士，您认为，政府在这种有责任的旅游时期中发挥什么样的作用呢？

埃琳娜·塔诺：坦白讲，政府是否应该提供这些东西？是否应该对个人、专家及他们的工作予以奖励？因为他们很了解自己的工作，可以咨询更好的机构，自己也能变得更好。在别的城市也有同样的问题。所以我们做了什么呢？我们发展了年轻的特色，年轻的城市居民。我们周围的人都是艺术家，他们在当今世界的基础上，竭尽所能地为他们的城市贡献自己的想法，政府应该支持这一类的事情。通过一个特定时期的欧洲项目，或者我举个例子，在某个国际旅游节，所有的博物馆对外开放，所有这些都是我们可以投资的领域。今天，城市不再是工业城市了，市级政府非常了解应该做什么以实现成效最大化。

卡尔·韦伯：非常好！非常好的关键词——努力的尝试。你们也有合作的例子。

斯皮洛思·彭加斯：出现经济危机时，会有一定时期的发展停滞，某种程度上，人就不愿意改变，不想创新。这也是为什么 2011 年新的领导人上台以后，就实行了新的战略，将城市对外开放。当然，你要打破内陆城市的一些模式化印象，他们的犹太传统、罗马传统、拜占庭传统、土耳其传统。所以，每个周末我们都免费提供途径使所有的市民真正了解我们正在做的工作，我们知道怎么做是正确的。所以，我们当然需要齐心协力，但是也有不同的路要走。

卡尔·韦伯：非常感谢。那么，牡丹江的旅游业方面状况如何？也有什么项目吗？

李宝明：应该说，从牡丹江的旅游发展情况来看，地方政府和旅游产业的发展，这个关系非常重要。地方政府应该对旅游产业的发展提供扶持和帮助。但是其中一个很重要的问题，希望引起大家重视，即政府在旅游发展产业当中，

一定要找好自己的角度，找准自己的位置。一个城市的发展领导说怎么做就怎么做。旅游产业的发展，更重要是专业化、市场化的发展，这样的话，它才能够可持续的发展，所以一定要处理好这种关系。牡丹江政府对旅游产业非常重视，对审批政策等做了大量的工作，这些对牡丹江旅游产业的发展起到了一个至关重要的作用。所以在不到十年的时间，我们的旅游产业发展增进 9.6%。大家知道，超过 5% 就是支柱产业。而且我们的发展时间比较短，在短短的时间取得这样好的成果，应该说政府和旅游产业、旅游部门之间的关系协调是很关键的。

马可·佩利泽尔：角度，我觉得这是当今我们生活的这一多元化全球化的世界的一个很好的范例。我觉得，从企业的角度来看，可能我们更愿意将之换成一个更加中立的词，即弱化政府的作用。我的看法是政府的作用应该是建立一个基础，在这个基础之上，商业旅游可以开展，有统一的规定，清楚的期待。这样所有的运营工作都可以明明白白地开展，无论是以什么样的形式，不管是旅游新线路，还是旅行社都有明确的规定来遵守。同时，我认为还要有关于旅游者的期待方面的规定，比如，服务标准。这样的话，我们的旅游者到任何的旅游地去，都可以期待享受相似的服务，有相似的安全保障。总体说来，差异性也应如此，也需要规则。那些处于发展初期的国家，我看到他们在门户开放和创造机会方面作用巨大。有一个比较有趣的领域，尤其是在亚洲，比如说，政府同个人身份的分离，这样能够让他们更好地理解困难的含义，方便签证的签发，以及这如何影响商业规则。所以，在开放比较大胆的领域方面，我认为一个开诚布公的交流，应是敢于把所面临的困境放在明面上讨论，这样商业才能够有一个总体的繁荣。

卡尔·韦伯：谢谢您。小安教授，关于第二个问题的讨论，你有什么要补充的？

魏小安：因为任何关系的把握都没有理想状态。也就是说，没有最好的状态，只有最合适的状态。同样，在旅游发展的方面也是如此，所以我觉得我们要把握两个方面。第一个方面，有一个高限，有一个底限。高限不是一个地方

发展的利益最大化，应该是就业的最大化。这也是我们各个国家，各个城市政府发展旅游的初衷，这是高限。底限呢，应该是文化的保护与传承。如果说为了迎合外来的旅游者，破坏了自己的文化，不能传承自己的文化，我觉得这也是不对的。必须要把握一个高限，一个底限。第二个方面需要把握的是，这个高限如何使我们的差异和文化最大化。很难完全做到这个高限。底限是什么，不能侵犯旅游者的权益。比如说，各个城市，无论是在发达国家还是在发展中国家，城市生活都有一个现象，就是乞丐，我们对乞丐采取一种什么样的态度呢？乞丐是城市生活的一个组成部分。一定意义上，他们也是城市文化的一种表现。所以我们要接受这一现象，因为他们是社会的一个弱势群体，我们能帮，我们也会帮。可是，如果乞丐侵犯到旅游者的权益了，政府就需要干涉。任何事情都有高限和底限。我们争取高限，坚守底限，就能把我们的文化多元化，旅游的多元化，和营销的多元化坚持到底。

卡尔·韦伯：非常感谢。现在我们到了第三个，也是最后一个问题了。既然今天大家都是以世界旅游城市联合会成员的身份齐聚于此，我想要借此机会问一下你们对于像联合会这样的组织应当如何积极应对这种多元化、负责任的旅游业发展趋势有何看法？基于我们不同国家、不同文化（我们在会上讨论过）、不同的社会背景，应该强调那些关键点？当今我们生活在一个竞争的社会，与此同时，我们该如何合作？我们应该如何看待在这个领域合作的重要性？请允许我先问您。

埃琳娜·塔诺：我相信，世界旅游城市联合会是一个很好的应对上述问题的平台。首先，大家一起工作，考虑那些对我们所有人来说都意义重大的议题。第二，这种协同工作能够跨越国家和城市，帮助我们理解不同的文化，帮助彼此避免错误，参与到关于城市或者特殊类型的旅游合作中，特殊的旅游诸如医疗旅游、运动旅游。只要是我们相对擅长的领域，我们就可以邀请彼此，了解这些工作。但最重要的是，我们像个大家庭，了解彼此，一起工作，从而使用我们经由联合会发展起来的这种工具，我们也见证了这些工具作用之广，数量

之多以及如何先进，尤其是在技术方面。如果所有的成员都能够好好利用这些工具，我们会受益颇多，在我们的事业就能够取得成功。

斯皮洛思·彭加斯：谢谢，我认为旅游地服务的多元化和丰富永无止境。我们总是在寻求更好的想法，更好的尝试。我们塞萨洛尼基贯彻了外交政策，像我之前跟大家解释的，我们也到别的城市去。我们介绍塞萨洛尼基，展示自己所做的工作、我们的战略，同时我们也聆听别的城市的想法。我们在希腊把我们的战略传播到别的城市，让他们发展同样的项目。这里，我其实欠在座各位一个很长的反馈。我很高兴，很荣幸，每年都能够来到这里，参与到会议中让我觉得备受鼓舞。我想要更多这样的会议，来解决地区的问题，来与更多的人交流，而不必一定等到每年的九月才能来到这里，见到在座的诸位。

卡尔·韦伯：谢谢，彭加斯先生，您说得很好。那么对于牡丹江，李宝明先生有什么要分享的内容吗？

李宝明：作为世界旅游城市联合会的会员城市单位，参加这样一个论坛非常高兴。我认为我们今天论坛的主题非常及时，因为现在全世界包括中国，现代旅游产业的发展都面临着转型升级问题。特别是在旅游发展中，不同的城市，不同的地球纬度和温度对旅游产品和季节性有一个限制的问题，这些问题将来的解决和突破可能要通过多元化，多元化的资源，多元化的产品，多元化的文化，这样的手段来解决我们旅游可持续发展的问题。作为世界旅游城市联合会的会员单位，除了这个平台，每年我们要开这样一次会议交流以外，应该说效果也非常好，但是今后我们要利用好这个平台，加强城市之间的合作，或者是叫专项合作。比方说在市场营销和推广方面、客源市场互换方面，这些方面应该有些专项的合作与交流。还有我们今后的旅游产品、旅游产业的设计开发方面。比如在理念，在设计方面，大家分享比较好的经验，也包括教训。这样的话，我们共同合作、共同联手，打造全球旅游产业的兴旺和发达。

卡尔·韦伯：非常感谢您，佩利泽尔先生。

马可·佩利泽尔：我不知道这样是否合适，但是我听澳门的故事的时候，

听到了他们的同事的一些评论。我的汉语不好，但我知道一个汉字“赢”，如果我没记错的话，赢是由几个汉字组成的。第一个就是危机感，我认为危机对我们而言意味着机遇。到处都是机遇，但是否适合我们、我们如何与之匹配，这些都取决于我们。“口”我认为意味着积累，没有什么是一夜之间发生的，这方面，我们可以听听澳门的例子，这个城市足足用了45年的时间才从一个一无所有的城市变成了如今走在旅游业前沿的城市。第三个是投资，我认为我们应该投入了时间、资源和精力来这里开展这些讨论，论坛的关注点真的很关键。我认为交流不仅仅是分享交换，还应对我们的城市有所启示。昨天我听开幕式时，我看到了像伊比利亚、内罗毕这样属于这片神奇大陆的新城市。如果你们想想非洲所能提供的东西，以及那里的大好机会，我觉得这就是我所看到的这种重要会议，给予我们的价值和益处，给我们所有人的启示。

卡尔·韦伯：非常感谢，最后我们还有学界的代表，我知道专家委员会的小安教授在推进这方面做了很多努力，在世界旅游城市联合会的工作也做得很好，您认为你们的机构能够积极发挥什么作用，促成这种合作和热烈的讨论呢？

魏小安：自联合会成立四年以来，一直在努力致力于为会员服务，所以我非常赞成刚才大家提出的概念。两个概念，第一个概念，平台，这个平台就要强调公共性。这个平台不是某个国家的，不是某个个人的，也不是某个城市的，而是大家的。大家既然愿意加入这个平台，就是希望发挥公共性。公共性更多的要靠多样化的活动来实现。第二个概念就是大家庭。这是一个大家庭，通过大家庭，我们相互沟通，就会得到更多信息，也会抓住更多的商机，来促进自己的发展。之所以专门整理一个中国公民出境旅游的这样的消费行为研究报告，目的也是给大家提供商机。因为中国的出境市场是这几年世界旅游市场上最火爆的一个现象，希望大家抓住这样一个商机来促进发展。所以总体而言，叫作旅游靠活动，朋友靠走动。没有活动，没有走动，我们的平台和大家庭都不能实现。大家的走动越来越频繁，规模越来越大，我们的目的就达到了。所以我相信，按照联合会这样的方向，这样的路径，下一步还会提供更多的

商机来满足大家的需求。

卡尔·韦伯：小安教授，谢谢您在此次讨论最后提出这些重要的建议，我受世界旅游城市联合会之托，知道各位时间有限。同时，为了使各位的贡献最大化，如果你们有更多的建议，请各位将自己关于此次议题的想法整理成文件，联合会非常乐意将之与别的成员分享。再次向各位小组讨论成员致谢，感谢你们的参与。让我们一起鼓掌表示对他们的谢意。

【沙发论坛二】

多样化的旅游需求和今日游客

主持人：联合会专家委员会委员 罗杰·卡特

罗杰·卡特（主持人）：各位部长、市长，尊敬的来宾，女士们、先生们，我是罗杰·卡特，目前在经营一家旅游咨询公司，叫 TEAM 旅游咨询。今天，我很荣幸有机会主持此次沙发论坛。沙发论坛主要有两大议题，一是探讨旅游需求变化、旅游市场发展及实现市场多样化的方式；二是讨论旅游目的地开发如何应对当下旅游需求的变化，或通过各位讨论人提供的实实在在的事例，探讨当前已经实现的旅游目的地开发应对需求变化的方法。

现在我想请我们全部五位讨论人为大家做详细介绍：第一位是塞舌尔共和国马埃岛维多利亚市（首都）市长杰奎琳·贝尔女士；第二位是马来西亚槟州旅游发展委员会主席、旅游部长罗兴强先生，他同时也是槟城旅游推动者，他将为我们讲述马来西亚第二大城市槟城的故事；第三位是猫途鹰（TripAdvisor）集团展示业务大中华区总负责人朱会泳先生，他的英文名是 Leslie Chu，欢迎；下一位是中国国际旅行社总社有限公司董事长、总裁，世界旅游城市联合会副秘书长，世界旅游城市联合会旅企分会理事会主席于宁宁女士，欢迎；最后一位是携程海外区域总监邱炜俊先生。掌声欢迎五位讨论人。

女士们、先生们，时间有些拖后了。按计划，本环节应在 15 分钟前结束，所以我尽量压缩该环节时间，直奔我刚才谈到的本次沙发论坛的主题——旅游市场变化及实现多样化的方式。我想首先请和市场打交道、致力于市场运营的讨论人进行发言，然后再听听各旅游目的地的讨论人在这方面的见解。猫途鹰是除中国之外，或许也包括中国在内，全球最大的旅游网站，稍后朱会泳先生会为我们做介绍。猫途鹰使散客可以获得更多的旅游机会信息，在促进旅游需求方面发挥了重要作用。所以我想先请出朱会泳先生，听听他关于旅游市场变化及多样化方式的看法，以及他关于旅游目的地开发如何应对市场需求的思考。

有请猫途鹰朱会泳先生。

朱会泳（猫途鹰集团展示业务大中华区总负责人）：谢谢罗杰。今天，我可能主要是使用直观的数据跟大家沟通。咱们旅游行业有一个全年最重要的奖项，叫做“旅行者之选”，根据全球旅行者在每年 12 个月时间里，对所有旅游目的地点评的总积分进行排名颁奖。摩洛哥的马拉喀什成为今年 2015 年全球最受旅行者青睐的目的地。其实，回看过去几年“旅行者之选”的改变，大家就会发现，之前最受青睐的目的地依次是纽约、伦敦和罗马。但在 2014 年，全球最受欢迎目的地是伊斯坦布尔，北京位列当年排行榜第四。但是，今年拔得头筹的却是马拉喀什。所以，纵观近些年全球旅行者在选择旅游目的地方面的变化，我们明显地看到旅行者对旅游的需求的多样化这样一个重要趋势。

另外，我们每半年会对全球超过 4 万名用户和 1 万多家酒店和相关旅游企业进行调查采访，并完成调查报告，从中也能发现一些多样化的旅游方面的需求。通过调查中发现的有趣例子来说明这一问题：比方说，日本的游客是最不喜欢去沙滩的，但如果旅游项目中同时涉及美食和烹饪，他们就会产生参加这次旅游活动的意愿。再举个例子，从全球范围讲，平均大概只有 30% 的游客希望到目的地参观景点，但中国游客在这方面的比例相当高，差别很大。另外一个就是人生所在的阶段，比如，生活中，你是已婚但没有小孩的家庭，还是退休人士。通过数据，我们能够看到一些有趣的现象，比如说，如果一名游客已结婚没有小孩，或者是有家庭的，他最想去的地方是澳大利亚；但是如果他是退休人士，这时他心仪的目的地则是意大利。第三，一些特殊原因肯定也会造成用户行为的差异。比方说，从全球的数据看，大概只有 16% 的人会在行前两周才订机票和酒店，但在中国，这一数字超过 36%。这也是我想跟大家分享的一个有意思的数据。第四，除了去新的地方，可能大家有这些数据，假设同一个地方，我第二次、第三次去，会不会也有多样化需求。猫途鹰的数据显示，其实这也是很明显的，也就是说，如果猫途鹰上的游客第三次到同一个目的地，他会愿意去比上一次去的地方在评价上多一颗星的景点，或者是多 1.5 颗星的餐厅。也就

是说，即使游客是去同一地点旅游，他也希望有不同的东西可以尝试。

数据就分享到这里。我现在来回答刚刚卡特先生关于旅游目的地如何回应全球旅游需求的问题。旅游局其实目标是很明确的，有几件事需要做。第一，介绍目的地，让游客了解它，让没来过的游客过来。当游客来了之后，其实最重要的是能不能希望让他多留一个晚上，或者说能让他多花 100 美金或者 100 欧元。我觉得，我们看到过去几年旅游局可能花的很多时间和精力都是在推介，把我的品牌带给游客，请他到这里来。但是现在我们看到一个大趋势，包括很多旅游局与猫途鹰合作中，正将资源越来越多地引向如何向人们展示多样化方面。即游客来了之后，我能不能让他多呆一个晚上，能不能让他多花 100 块钱。这个趋势很明显，因为旅游局认为，假设游客到这个旅游景点，平均花费比当地人少，那么其实他是拖累整个城市的经济的，而不是促进。所以我们相信，我们也觉得，会有越来越多的旅游局把精力放在如何提供更客制化、更有兴趣的旅游项目上，让游客呆得更久、更有深度地去旅游。

罗杰·卡特：非常感谢朱会泳先生。我从您的讲话中提炼出了两个关键点，一是旅游目的地的选择在迅速发生变化，二是你介绍了关于旅游市场细分的重要概念。应该承认，全球任何旅游市场，都有不同的游客群体和旅游需求，具体行为也各不相同，所以我们不能把所有旅游市场看作是一个同质化的整体，而应该把它看作是不同类别的细分，我们必须清楚地看到，我们所提供的旅游产品应该要契合我们瞄准的细分后的旅游目的地。好的，我们继续讨论旅游市场。下面我想请出中国国旅于宁宁女士，中国国旅是中国旅游市场的重要参与者，对旅游目的地的选择具有绝对重要的影响力。所以，我们想听听您对旅游市场的变化以及旅游目的地开发如何应对市场需求的想法。

于宁宁（中国国际旅行社总社有限公司董事长、总裁，世界旅游城市联合会副秘书长，世界旅游城市联合会旅企分会理事会主席）：谢谢。鉴于我英语水平一般，所以还是用中文来回答这些问题。再次谢谢你。

我来自于中国国际旅行社总社，我们公司应该说是中国最老的旅行社，而

且规模是比较大的。对于我们公司来说，作为公司的负责人，我关注到现在实际上旅游市场需求的多样化可能主要来自于客源的多样化。那么，我们注意到，实际上现在有四种客源可能会越来越成为旅游的主力军。我讲的主要是中国游客的出境游市场。第一个客源市场就是中国的 70 后、80 后和 90 后，这些年轻人现在已经成为中国旅游市场的主流客人。这些年轻人在旅游的时候最大的特点是喜欢自由，喜欢自助游，我觉得这是第一个多样化的特点，就是游客的一个特点。第二个特点，我想说的是这种亲子游，就是家庭旅游，可能一家三代人，爷爷、爸爸再加上儿子一块走。所以，现在不管在中国国内还是在国际市场上，这种亲子游的市场越来越大。亲子游的特点是在旅游时喜欢深度游，而且喜欢放松，就是放缓节奏，不要太快。我认为这可能是现在比较多样化的市场之一。第三个是，现在的旅游市场的高端游，游客群体可能主要是在中国的中产阶级以上，他们在旅游时比较喜欢奢侈，比较喜欢有自主特色的，或者说看到别人看不到的东西、吃到别人吃不到的、享受一般的人可能享受不到的，这种高大上的旅游是第三种多样化。第四种，我们注意到中国老龄化的到来，这种所谓夕阳红——我今天穿的也是红色的衣服——就代表的中老年市场。所以，我们国旅总社专门针对老年市场制定了多样化的夕阳红旅游产品，夕阳红的老年市场越来越大。所以我认为，面对人员的多样化，游客的多样化，我们的服务也必须要有差异化，必须要有多样化，但我们同时也应该强调服务的标准化，因为做旅游服务首先需要有一个标准，在标准的指导下对不同的游客提供不同的服务，我理解的多样化应该是这样，谢谢。

罗杰·卡特：非常感谢。我认为你介绍了几个非常关键的方面。比如我前面也说到的市场细分，这也正是你已经在做的。你通过市场变化，定义出非常重要的市场细分。接下来，我们请出携程旅行网的邱炜俊先生继续来讨论旅游市场。携程是中国旅游市场的主要参与者，也是和全球旅游市场契合度非常高的公司。邱先生，你能否继续谈谈旅游市场的变化以及旅游目的地开发如何应对市场需求？

邱炜俊（携程海外区域总监）：大家好，我是来自携程目的地营销的邱炜

俊，刚刚于总已经分析得非常好，就是关于现在中国市场的一些消费人群，70后、80后、90后确实随着中国经济的发展，成为了旅游市场消费的主力军。我们是一个OTA的企业，即在线旅行社（Online Travel Agency），它的部分受众的消费习惯以及需求可能会略有不同。携程其实从若干年以前就开始大力发展移动互联网的这样一个平台，今天我们把它称之为从OTA向MTA的一个转化，这个M代表了Mobile（移动通讯）。我可以给大家分享几个数据。先从整个中国在线旅游市场的一个数据来看，预测大概在2015年，中国市场规模将有望超过3000亿人民币。但是整个中国的在线旅游市场的市场渗透率在整个旅游市场中占了不到10%。相对于一些发达国家，包括欧美国家，中国市场仍处于一个发展中阶段，还有很大的发展潜力。但是我们发展需求的斜率仍然非常稳固。截至今日，携程累积app下载量已近8个亿，中国网民使用移动互联网接近6.5亿人次，83%以上的中国网民会将手机作为上网的主要手段。可以说，移动端已经成为中国旅游消费者的一个重要工具。携程在这一方面也是大力开发一些新的碎片化产品。针对很多自由行的客户，甚至针对一些旅行者——旅行者跟观光客其实有一些差别——产品可能更加的碎片化。比如说，我们现在去到一个陌生的城市，假设我们来到了摩洛哥，一个自由行的客人可能在前期的时候已经做了一些攻略，但他来到这个城市的时候仍然会遇到很多不可控的因素，我们如何在这方面满足他？比如，我们可以开发基于位置服务的产品去帮助这些人找到在身边周围的经过官方认证的导游，来帮助他们，回答他们一些相关的旅游中即时遇到的问题。比如，我要去买一些纪念品，我就可以用这样的方式去询问一个当地导游，了解一些情况，以避免产生一些不可预知或者令人不愉快的旅游体验。除此之外，还有接送机服务，为了更加便捷的出行，我们在app端甚至有直接扫描用户的照片、打印签证申请表格等功能。这在旅游前期准备当中是一个非常便捷的服务。另外，还有对消费者来说最快捷的服务，比如，一些简单的土耳其签证、台湾的入台证等等，用户可以利用这样的服务，在他们的app端3分钟之内完成前期准备、旅游期间事务。这是我们OTA现在过渡

到 MTA 这个过程当中所要做和增加的所谓碎片化的产品和服务。

罗杰·卡特：非常感谢。邱先生确实给我们介绍了另外一些我们不曾触及的领域。移动网络的发展绝对是一个重要因素，如你所说，移动网络在中国旅游市场的渗透率在不断增长。它在成熟的旅游市场，渗透率已经很高。而且，重要的是旅行者，或者是潜在的旅行者，不仅使用移动网络获取信息，还越来越多地通过网络进行购物，并认为这是一种舒适的体验。所以，这样一种获取信息和购物的渠道是非常重要的。第二个非常重要的因素是在旅游目的地宣传中，整个数字网络都在变化。过去，我们常常在客户的家中、公司以及办公室里进行电子营销，但现在越来越多地通过智能手机与客户进行沟通，宣介旅游目的地。因此，正如你所言，旅游产品必须越来越灵活，我们也必须掌握发布旅游目的地信息的全新方法。这是一个很好的想法。现在可以进入到旅游目的地的讨论了，让我们来听听槟州旅游部长罗兴强先生关于旅游市场需求变化及如何应对方法的见解。有请罗兴强先生。

罗兴强（马来西亚槟州旅游发展委员会主席、旅游部长）：感谢罗杰。我认为有必要借此机会和诸位分享槟城旅游发展的成功经验以及其旅游业的可持续发展经验。槟城是由英国的弗朗西斯·莱特船长创立的。我们的政府成立至今已有 230 年，槟城有马来穆斯林、中国人、印度人和其他民族居民。所以，我们是一个多元文化社会，槟城社会的多样性在此时发挥了很大作用。槟城以其食物著称，我们也可以充分利用这种多种族社会的优势。此外，槟城每年还会举办许多宗教活动。在槟城，制造业和旅游业对经济贡献率达到 90%。此外，我们新近通过允许美国跨国公司进驻槟城，发展商务旅游和投资旅游，因此我们可以称槟城为“东方硅谷”。许多美国和欧洲的商务人士都来到槟城。我们的外国游客群体主要来自印尼、新加坡、中国、日本、美国以及澳大利亚和英国。槟城旅游有丰富的多样性元素。2008 年，槟城被联合国教科文组织认定为世界文化遗产城市，也因此扬名于世界许多地方。我认为，我可以和猫途鹰分享的一点是，近期，许多旅游模式的变化都和文化遗产有关联，所以这是值得关注的焦点之一。这也是很多

媒体、电视台纷纷从欧洲、美国，还有中国、韩国、日本来到槟城的原因所在。所以，我认为文化多样性对未来旅游业发展是非常重要的。

当然，槟城并不仅仅局限于此。我们有很多优势，比如我刚才谈到的，我们有宗教活动，此外，游客也将槟城选为 2014 年度美食旅游目的地。如果你来过马来西亚或者槟城，你就会发现槟城是一个著名的美食城市。槟城还盛产香料，这点和摩洛哥类似，摩洛哥的香料也很地道。未来，我们将重点发展会议旅游。目前，我们的会议中心规模还很小，但到 2016 年，我们将扩建会议中心，届时将可容纳 1 万人。槟城未来将主要发展会议旅游以及开发文化多样性，这也是其主要魅力所在。我们推行自由表达文化。此外，医疗旅游也将是重点发展方向，周边国家的游客来槟城旅游求医，也将促进旅游业发展。此外，我们还将发展教育旅游和体育旅游。以上是我想和诸位分享的槟城经验，在此我希望向世界旅游城市联合会致以谢意，感谢组织此次论坛，让各会员得以交流分享旅游发展经验。

罗杰·卡特：感谢罗先生。我想从你的介绍中提炼一个关键点，就是多元文化社会的发展机遇。多元文化赋予槟城市场吸引力，以及为潜在游客提供各类不同旅游体验的可能。所以你的旅游发展定位是极其准确的，你们有很好的形象。我认为你发言的最后部分说明，你意识到不要把所有鸡蛋放在一个篮子里，而应寻求不同的市场发展方向，建立多样化市场。此外，吸引不同游客的一个非常重要的方面是，需要针对某一年的不同时期，甚至某个星期不同时间段，发展不同的市场，提供对应的旅游产品和服务。因此，如果有了一个市场细分结构，那么就有了一个非常好的发展基础，即便不能全年发展旅游，至少可以做到一年中几个月集中发展旅游，并可以将能够实现支出水平较高的旅游目的地作为重点营销区块。

最后一位讨论人，杰奎琳，我第一个介绍，但让您最后一个为我们做介绍。很抱歉，但是我知道您一定有很多想法要和我们分享。所以，请和我们分享关于旅游市场需求的变化的观察以及您的应对方法。

杰奎琳·贝尔（塞舌尔维多利亚市市长）：谢谢主持人。我觉得如果我在

接下来的介绍里不提生我养我的国家——塞舌尔，多少显得不合时宜。实际上，这也是每一个塞舌尔人在跟朋友介绍自己来自何地时会遇到的情况，每次都需要普及地理知识。塞舌尔是印度洋上的一个群岛，位于非洲东海岸，马达加斯加以北不远处，隶属非洲大陆。前往离我们最近的旅游目的地，需要乘坐两个半小时的飞机。塞舌尔是非常孤立的，但如果我们稍微有些贪念的话，我们可以说我们很享受这种孤立状态，因为正是孤立造就了塞舌尔的神秘色彩。塞舌尔曾是英国殖民地，我们也经常以此开玩笑，尤其是当法国人和英国人在场的时候。塞舌尔群岛以前是无人居住的，所以不存在土著种族。法国人曾决定在此定居，他们常来这里，但我猜塞舌尔的吸引力还不足以让他们前来定居。对摩洛哥和中国这些国家而言，人们可以谈论他们数千年的悠久历史，但是塞舌尔仅有 250 年历史。一些伟大的法国探险家决定和一些非洲人定居在一起。拿破仑时期，英国人对塞舌尔群岛上的法国人进行殖民统治，这也是我们的根源。塞舌尔的奴隶获得解放后，中国人和印度人开始来到这里，20 世纪 60 年代，美国人也来了，因为这里是一个非常重要的战略据点，这也是我们的根源。或许我可以给诸位举例说明塞舌尔人的民族混合性。我本人是家中的第四代，我父亲这边有中国和印度混血，我母亲这边则有法国和马达加斯加混血。你刚才谈到食物中的香料，我们塞舌尔人是人种的“混合香料”，混合程度非常非常高。这就是关于塞舌尔人的基本概括。

塞舌尔人口极少，我说出具体数字来，恐怕诸位会破口大笑。塞舌尔全国人口有 9 万人，这其中 12 000 人是外来务工人员 and 移民，因为我们劳动力不够。所以满打满算，本土塞舌尔人仅有 78 000 人。诸位可能会有意愿来保护我们，因为我们也许已经处在灭绝边缘。塞舌尔有一些本国独有的植物。如果会议厅里可以连接 WiFi 的话，你不妨搜索一下“海椰子”（coco de maire），是一种水果，是塞舌尔独有的、全世界最大的果实。所以，这也是塞舌尔独一无二的地方。

现在，我们把目光转向游客，自从塞舌尔开放旅游以来，欧洲游客一直是重要客源。1972 年，全国仅有一个机场，当时开始来塞舌尔旅游的主要是法国

人和英国人。现在，塞舌尔的第一大客源可能是德国，或者是法国，可能需要猫途鹰帮我纠正具体的统计数据。这一直是塞舌尔客源发展趋势，但最近塞舌尔还吸引了很多中国游客。他们都很喜欢塞舌尔，因为这里是热带雨林气候，来到塞舌尔就会爱上这个群岛。我们希望游客们能多呆些时日，所以给他们提供了很多地方供其参观游览。塞舌尔的 GDP 在非洲国家中相对较高，但它并不能说明全部问题。所以，一个国家经济的发展，有时与你关注经济统计数据的角度相关。旅游工业对塞舌尔 GDP 的贡献率约为四分之一，全国人均 GDP 是 11 000 美元。所以，诸位可以想象，旅游业对我们有多重要。旅游是我们的面包，旅游和渔业分别是我们的面包和黄油。

有不少航班飞往塞舌尔，实际上塞舌尔也是包括阿联酋航空在内的多家航空公司广告宣传的受益者。他们在宣传各自公司飞行航线的同时，自然而然也是在宣传塞舌尔，我们是其中的受益者。当然，我相信塞舌尔也会出现在猫途鹰的宣传广告中。游客可以通过网站下载 app 来了解塞舌尔，无需签证，可以说走就走。我想这是极少数几个采取这种做法的国家。这一决定可以追溯到我们刚开始发展旅游业时，我们有意如此的原因是我们认为：（1）不要限制任何人，只要想来塞舌尔就让他来；（2）我们也无法做到在全世界设立大使馆或领事馆来为他们办理签证；（3）游客入境塞舌尔后，他们可以通过任何方式前往任何地方。所以，我们坚持简化原则。而且，我们可以自夸的一点是，塞舌尔没有任何诸如疟疾一类的疾病。全国没有任何疾病。在野生动物和凶猛动物方面，塞舌尔全国最大的动物可能就是母牛和猫狗了，没有野生动物。有人刚问过我，塞舌尔作为旅游目的地安全吗？答案是肯定的，非常安全。在塞舌尔的唯一可能发生的事故就是偶尔有游客溺亡，溺亡的原因一般是水性不佳却仍去游泳或尝试过深潜水。总而言之，塞舌尔是个很安全的旅游目的地。

我们稍后还有一个关于多样性的问题，稍后我会讲到。主持人希望我继续讲吗？好的，我希望在场的诸位不要见怪。塞舌尔真的很小很小，全国陆地面积仅有 440 平方公里。我们是一个名副其实的小岛国，但塞舌尔拥有巨大的海

洋面积。塞舌尔的海洋面积达 130 万平方公里，但是我们并不居住在海上，所以我们还是重点关注着仅有的 440 平方公里的陆上国土。大家认为塞舌尔作为旅游目的地，消费非常高，这是事实，也是我们有意为之。但是，我们 99% 的消费品都是从国外进口，可能除了鱼和水外的一切都需要进口，包括食物、家具设备等等，因为塞舌尔没有工业。所以在这种情况下，游客来到塞舌尔就不得不为此买单。当然我们抬高价格的另一个原因是我们需要限制来塞的游客数量。我们无法成为一个大众旅游目的地，因为我相信大家都知道，人类是最恶劣的掠夺者。他们一旦来到一个地方，除了观光、感受，也会不可避免的破坏环境。当然我并不认为所有人都怀着歹意而来，但此类事情确实会发生。所以我们通过抬高价格，用稍微具有威慑力的价格来限制游客数量。游客愿意来，就接受我们的价格。塞舌尔也有一些价格低廉的东西，比如我们最便宜的酒店是 100 欧元一晚，当然最高的则可达到 5 000 欧元。所以游客可以根据自己的需要选择最中意的一款。游客若是希望到威廉王子和凯特王妃度蜜月的地方，就可以选择 5 000 欧元一晚的酒店。我的发言到此结束。

罗杰·卡特：非常感谢。我想今天通过讨论人的介绍，我们对槟城和塞舌尔这两个绝佳的旅游目的地都已有所了解。这两个目的地都是很值得一去的地方，而且作为多元文化旅游市场，他们也具备了许多巨大的优势，能够迎合不同的旅游市场。我们也对他们旅游市场多样化和发展方式有所了解。

我们这一环节的讨论马上结束。我认为这个环节的讨论非常有趣，我们也从中学到了很多重要信息，比如如何发展旅游市场、旅游市场如何变化、旅游市场如何细分等。通过主讲人的介绍，我们了解到不同旅游目的地如何迎合不同的旅游市场，也了解到移动互联网对于旅游目的地的宣介以及基于定位的游客服务的重要性，还了解到多元文化社会及其提供的旅游发展机遇。女士们、先生们，我认为讨论人的介绍内容相当丰富，请同我一起向诸位讨论人表示感谢。

女士们、先生们，请先暂短休息十分钟，厅外已备好茶歇，请享用。非常感谢。

世界旅游城市联合会
2015 拉巴特非斯香山旅游峰会

论坛（二）：“一带一路”旅游 投资推动世界旅游经济发展



股权投资与旅游城市可持续发展

中国股权投资协会秘书长 李伟群

各位女士们、先生们，大家上午好！非常高兴受邀参加今年的联合会峰会。来之前，我非常高兴地向我们在五年前发起的全球 PE 联盟主席邵秉仁先生报告了这一消息，同时我也汇报给了六年前发起成立的亚太股权投资与创业投资联合会的主席 Johnny，他们非常高兴有这样的机会让全球的股权投资和旅游城市发展进行更多的交流与合作，他们都表示对此盛会的祝贺，也特别希望我能够让大家对全球的股权投资行业有更多的了解，跟大家有更多的分享。接下来，我跟大家分享我们从股权投资行业的视角，如何看待全球旅游城市发展。

今天我会从三个方面给大家做一个简单的分享：第一个分享是我们如何理解旅游城市和可持续发展这个话题；第二个部分，我们会介绍股权投资的行业特点和它的发展趋势；第三个是介绍股权投资正在推动旅游城市的可持续发展。

那么，大家都非常熟悉城市和旅游城市，我不需要多讲。可持续发展和我们股权投资行业的特点非常契合，所以我们特别希望跟大家做一些交流。我们在每个人口密集的城市都有大量的旅游资源。我们也特别希望能够通过各个城市旅游景点、人文历史、风土人情、购物消费、现代化的旅游服务设施和接待能力，这样的一些资源进行更多分享和交流，我们也特别希望回顾可持续发展话题。大概从 1987 年以来，世界各国都在关注这个话题，都在努力地尝试创造和维持这样的多样性。就在昨天，北京时间 9 月 21 日，联合国在北京发布了《2015 年世界可持续发展年度报告》，提出了我们这样一个使命，是一个行星对于自然系统的整体关怀，是一个世界对发展道路的审慎选择，是一个时代对人类文明的伟大贡献。我们也希望围绕着自然平衡、经济平衡和社会平衡的目标，积极推进 2015 到 2030 年的可持续发展的关键生长期，同时我们看到世界旅游城市可持续发展的重点内容，有景区的开发与保护，有人类历史的发现传承，有人文风土人情的展示与传播，有购物消费，有服务设施的现代化、信息化和便

利化，还有接待能力，包括景区空间的建设和交通住宿，以及语言交流和服务便利性的改善。

第二个部分，我们非常简单的分享股权投资行业的特点。股权投资是利用专家优势来提供资金、经验和资源的组合，股权投资特别关注中长期的可持续的成长性发展。它的市场化特点和国际化特点是目前全球股权投资行业发展最突出的优势。我们看到，从 1967 年全球股权投资行业产生以来，正好经过了三个完整的周期；从 2014 年开始，全球各区域正在进入全球股权投资行业第四个周期的加速阶段；在股权投资行业的规模方面，我们看到非常快速并且保持持续增长的趋势；地域分布方面，我们看到北美是全球股权投资行业最密集的地区，包括欧洲、亚洲在最近一段时间有了快速增长；投资收益回报方面，我们看到股权投资的收益回报相对比较高，所以，正吸引越来越多的个人和企业参与到股权投资当中。

两周前，我们在中国厦门举办了国际投资论坛，其中我们还对股权投资行业、投资热点进行了分析和评估。最新结果显示，旅游业成为全球股权投资最关注的投资领域。我非常想跟大家分享一张图片，这就是两周前在国际投资论坛上的一个研究成果，旅游业正成为全球股权投资最关注的行业。另外从旅游城市投资角度来讲，我们也看到很多旅游城市正成为股权投资机构投资的重点，包括伦敦、纽约、巴黎、洛杉矶、旧金山等一些城市都成为股权投资考察和交流的对象。从并购整合的角度来看，大量的股权投资正在参与全球旅游行业的大合作、全球旅游资源的大整合，我们也希望借助全球化和“互联网+”这样一个大趋势来提供旅游品牌、旅游管理、旅游文化、旅游资源、旅游企业、旅游产业的信息的汇聚，同时为旅游企业、旅游产业基金、旅游并购基金提供大量的服务。我们看到随着世界旅游市场的快速增长，中国的旅游业也得到了较快发展，这从总量指标和投资指标都能看出；同时我们看到“一带一路”大背景下，越来越多的国家、地区参与到充分的交流和合作中。我们看到股权投资的地域正在扩展，旅游项目也正在增加，包括旅游景区、旅游产品，特别是像旅游医疗、

旅游养老这样的新兴话题，包括旅游线路、航空旅游、邮轮旅游这样的一些新的方式，还有旅游服务设施的改善和社会旅游服务的提升。那么，我们股权投资行业有天使投资、VC、PE、并购包括产业引导基金和母基金面都正好能对应这些不同类型。我们也看到中国股权投资基金协会正在和联合会进行紧密合作，我们也非常高兴加入联合会这样的大家庭，跟大家一起探讨合作机遇。对 CAPE 来说，可以非常好的利用我们已经发起成立的全球 PE 联盟和亚太创业投资与股权投资基金的联盟这样一些资源。那么我们也特别希望跟联合会所有的城市会员分享我们的信息，探讨依托全球旅游投资服务系统，全球旅游资源信息系统、全球旅游网络系统，包括全球旅游并购服务网络这样一些资源；同时我们也会在近期合作开展旅游投资培训、旅游管理培训、旅游翻译培训、旅游文化交流、旅游资产评估与优化，旅游企业的创新与拓展，包括旅游产业的升级与发展这些服务。

非常高兴，我们也特别希望跟旅游界的朋友一起分享我们的体会。现在全球进入股权投资时代，如果有先知先觉的意愿，我们愿意在 CAPE 和联合会平台上进行更好地交流，希望大家抓住机遇，先动先得，能够在全球范围内增进交流，加强合作。谢谢各位。

【沙发论坛一】

互联互通与旅游合作

主持人：联合会专家委员会委员 吴必虎

吴必虎（主持人）：下面的沙发论坛我们邀请了五位嘉宾，分别是中国国际航空公司对外合作部总经理彭海平先生、西安市政协副主席张建政先生、中国旅行社总社有限公司副总裁薛晓岗先生、开普敦市顾问罗克珊·胡恩女士、米兰市副市长阿方索先生，大家掌声有请。

本次话题是互联互通与旅游合作。以我的理解，这里的“互联”主要指的是人们之间的交流和沟通，而“互通”更多指的是硬件方面，比如航空公司和铁路。下面谈谈如何在不同目的地、不同行业以及不同文化之间达到互联互通与旅游合作的目的。这也是联合会成立的主要目的之一，增加各成员之间的互联互通，包括软件和硬件上的沟通。第一个方面是不同目的地之间的互联互通；第二个方面是不同行业之间的互联互通；第三个方面是跨文化的互联互通。五位嘉宾可以从自己感兴趣的角度进行讨论，比如从硬件角度讲讲“一带一路”的交通投资，从你所在的城市或从事的行业角度谈谈如何与客源地市场进行更好的沟通，也欢迎各位嘉宾自由发表观点。

首先，我想先邀请罗克珊·胡恩女士发表观点。

罗克珊·胡恩（开普敦市顾问）：非常感谢主持人。首先让我来简要说说开普敦。虽然开普敦地理位置较远，到开普敦去所需时间较长，但去过那里的很多人会感叹道：“开普敦真美！”。在市长和我的每一次演讲中，开场白都是开普敦风景秀丽、历史悠久，当地人热情友好。

虽然开普敦能够提供高档住宿条件，但是游客到开普敦去的旅程却要花费很长时间，因为开普敦的直飞航班有限。这是我们面临的挑战之一：大多数游客都要先在约翰内斯堡转机，经过两个小时的飞行才能抵达开普敦。市府现在正致力于减少廉价航空公司以保证更多直飞开普敦的航班。

此外,我们还面临旺淡季的挑战。夏季是旅游旺季,但一到了冬季,国际游客数量就大大下降。为了解决这一问题,我们有策略地在冬季举办各种国际活动,包括南非国际矿业大会、世界旅游非洲交易会 and 世界经济论坛,以增加开普敦冬季的游客,让开普敦全年都成为旅游目的地。

开普敦致力于互联互通,增加投资开发新邮轮设施,现处于初级阶段。开普敦位于南非最南端,是通往非洲大地的门户。新港口设施会促成印度洋新航线,并且会连接邮轮旅游至非洲陆路游猎,因为大多数国际游客都想亲眼见识一下非洲的“五大兽”(非洲象、犀牛、野牛、狮子和猎豹)。

此外,开普敦和南非希望建立人物象征——纳尔逊·曼德拉。我们想让来到南非和开普敦的人们有一种体验,就是马上能想到这里有一位象征性人物纳尔逊·曼德拉。

由于之前南非政府实施了严格的签证政策,导致国际旅游业遭遇重创。现在政府已经在全力解决。总之,南非人民是热情友好的。我们将积极开发旅游业最大的潜能,给游客真正的非洲体验。谢谢。

吴必虎:谢谢。我想在座各位能从中学习到开普敦的经验。非斯是非洲北部城市,全球的大多数客源国家在北半球。而南非在南半球,所以这是南北之间的对话。下面我们来看看东西之间的对话和交流。让我们邀请西安市政协副主席张建政先生。西安是丝绸之路的起点城市,一座闻名的古都。我们听听张主席从“一带一路”的角度谈对互联互通的理解。

张建政(西安市政协副主席):女士们、先生们,中午好!很高兴来到美丽的非斯,和世界旅游城市一起,与所有会员共同来交流旅游工作、友好交往和旅游推广。首先,我代表西安市人民政府、西安市860多万人民对世界旅游联合会的召开表示热烈的祝贺,并预祝本次会议取得圆满成功。

提到西安,大家都会想到秦始皇兵马俑,我先简要给各位介绍一下西安。西安是中国陕西省省会,既是中国版图的中心,也是中国通往西北和西南的门户城市,重要的交通枢纽。西安历史悠久,有着七千多年的文明史,3100多年

的建城史和 1 100 多年的建都史，是中华文明和中华民族重要发祥地，也是丝绸之路的起点。西安与罗马、开罗、雅典并称为世界四大历史文化名城。历史上有十三个王朝在西安（长安）建都，西安（长安）曾作为中国首都和政治、经济、文化中心长达 1 100 多年。早在一百多万年前，蓝田古人类就在西安建造了聚落；7 000 年前的仰韶文化时期，在西安出现了城垣雏形。2008 年，西安高陵杨官寨出土距今 6 000 余年的新石器时代晚期的城市遗迹，是中国目前发现的迄今最早的城市遗址。西安是中国优秀的旅游城市，也是世界旅游组织向世界各国推荐的最佳旅游目的地城市。西安的文化遗产具有资源密度大、保存好、级别高的特点。西安周围的帝王陵墓有 72 座，其中“千古一帝”秦始皇陵墓被誉为“世界第八大奇迹”，秦始皇兵马俑博物馆就坐落在西安美丽的骊山之上。位于西安南面的秦岭被誉为中国的“中央公园”，是中国地理和气候的南北分水岭。2009 年，秦岭的终南山成功通过了联合国教科文组织的评审，成为世界地质公园。2011 年，世界园艺博览会在西安成功举办。西安境内现有两项六处遗产被列入《世界遗产名录》，分别是：秦始皇陵兵马俑、大雁塔、小雁塔、唐长安城大明宫遗址、汉长安城未央宫遗址、兴教寺塔。世界上已经有 200 多位国家首脑和政要访问过西安，包括美国前总统克林顿、法国前总统萨科齐、乌兹别克斯坦总统卡里莫夫、印度总理莫迪等 179 位国家元首曾到过秦兵马俑，到过西安。随着中国“一带一路”战略的提出，作为丝绸之路起点城市的西安，期待与沿线各国旅游城市之间的新合作。

关于区域间旅游合作，我在此代表西安向与会城市提出六点倡议。一、推进“一带一路”沿线国家签证便利化，相互给予 72 小时过境免签等政策，为游客提供便捷；二、在互相尊重主权的前提下，有序推进航权开放，给予自由进入对方航权市场的权利；三、推进旅游金融市场的进一步开放，推广普及中国银联卡，增加旅游股权投资、贷款和担保等金融业务；四、加强基础设施领域建设的投资与合作，联合筹划丝路沿线的高铁建设；五、积极开展全方位市场营销与合作，联合打造国际通用的“丝绸之路”品牌、标志和形象；六、加强

对丝路沿线文物遗址的保护、利用与合作，深化联合“申遗”工作。

女士们、先生们、同志们，旅游是对美好生活的体验，也是增进友谊的纽带。我相信通过今天良好的开端，我们的联系和合作会不断增强，将会有更多非洲游客走进中国、了解西安。我们将不断丰富旅游文化的内涵，为朋友们带来更多惊喜和感动，让所有的游客高兴而来，满意而归。最后，预祝本次大会圆满成功。欢迎与会的所有组织、代表和客人到西安来参观并指导旅游工作。感谢世界旅游组织和世界旅游城市联合会，谢谢大家。

吴必虎：感谢来自东方的代表，来自西安的发言。丝绸之路一直从西安延伸至意大利的城市，例如罗马。接下来，有请米兰市副市长阿方索先生，您能站在丝绸之路西边终点城市的角度谈谈您的看法吗？

阿方索（米兰市副市长）：谢谢。“互联”在更广的范畴上来讲，是技术、物流和人力的相互联系。人们不断进行信息交换。信息交流帮助米兰提高城市水平。其实游客到了某个目的地，有机会体验其独特文化，品尝美食，结识当地人并进行交流，就是一次很好的联系。今年米兰举办世博会，超过200个国家参与其中，例如米兰馆每天会接待5万多人次。各国在世博会也展示了最新的发展，是一个交流的盛会。

可以说，米兰是南欧旅游者的聚集点。如果你在米兰下机，可以很容易前往意大利的其他城市。例如，你搭乘火车，不到两小时就可以到达罗马、威尼斯和佛罗伦萨。从米兰坐飞机或火车都能容易到达其他欧洲国家，例如法国、德国等。米兰是亚洲人通往欧洲的平台，也是通往非洲的门户。

在米兰世博会期间，我们接待了不同国家的很多游客。10月份，在米兰将会举办一个100多个城市代表参加的会议，届时会签订一份足球协议，这份协议很重要。米兰是你理想的旅游目的地。

吴必虎：感谢阿方索先生。今年，米兰是一个特别热门的旅游目的地，因为世博会今年在米兰举办。在此，我代阿方索先生邀请各位到米兰去。无论是从南到北，还是从东到西，“互联互通”或者说“移动性”都需要投入人力资

源以及大量组织工作，才能为旅游者提供服务。因此，旅行社在增强互联互通中发挥着重要作用。下面有请中国旅行社总社有限公司副总裁薛晓岗先生给我们分享，如何通过你们或者同行的努力增强“一带一路”沿线的互联互通。

薛晓岗（中国旅行社总社有限公司副总裁）：感谢吴必虎教授。结合今天的讨论主题，我会从我们行业规划的角度谈谈我们公司正在做的一些事情。之前的沙发论坛中提到，市场需求多元化使旅游企业面临着前所未有的挑战。我认为今后企业的发展要从需求出发，体现企业资源整合能力，从而满足客户的需求，实现企业价值。

我所在的企业是中国港中旅集团，是中国最大的也是产业链最全的企业之一。围绕需求的变化，近两年我们主推两个产品：房车和邮轮。经过几年的发展，房车业务现主要有两条线：一条经过内蒙古、宁夏、新疆，向中亚地区延伸；另一条经过中国西南的云南省向东南亚国家（如缅甸、泰国）延伸。我们投资打造新产品，以满足更多客户需求；另一方面，我们也注重在市场上与企业合作，例如中国国旅，还有外国航空公司。近期，在银川举行的中阿论坛上，我们就签署了一个定向包机协议，开通了从马来西亚到宁夏的直航航线。因为宁夏是中国西部拥有第五航权的机场，吸引力很大。由于这个协议的签订，使我们跟非洲，如埃塞俄比亚航空，在原有的合作基础上提升了一步。

中旅总社在组织客人到非洲旅游这方面有一定特色。在这里特别要提一下，从“互联”这个角度来说，到摩洛哥旅游的产品，我们是和非洲连起来做的，跟传统的有一些区别。这个产品近几年的推广效果非常好。很多客人不仅到了卡萨布兰卡（达尔贝达）、非斯，也去了非洲很多其他深度的目的地。刚才提到的需求变化中，其中一个很重要的变化是从传统观光到深度度假的转变。

我们会围绕客人的需求，通过不断投资、创新产品设计、加大企业间合作，在市场上取得共赢。谢谢大家。

吴必虎：谢谢。无论是南北还是东西之间的交流，在古代丝绸之路，我们都是骑着骆驼去米兰。但到了今天，估计骑骆驼或者徒步的人应该很少了，现

在更多的人选择坐飞机。因此，下面我们邀请中国国际航空公司对外合作部总经理彭海平先生分享一下他的观点。

彭海平（中国国际航空公司对外合作部总经理）：谢谢主持人。很高兴有机会和大家分享国航或者说中国民航在“一带一路”发展过程中的一些想法。无论从运输量还是从经营计划来讲，中国民航近几年的发展都是非常快的。国航现在有空客 330 宽体机 50 架，波音 777 飞机 20 架，这些飞机为我们开辟国际航线提供有力保障。目前国航有 12 条线飞欧洲，9 条线飞美洲，即将有新航线至蒙特利尔。这个论坛的召开正逢其时，我们在 11 月打算开通新航线，都是由 330 和 777 飞机执飞。

“一带一路”给国航带来新的发展机遇。国航的前身 CAC 飞到了非洲，现在的国航标志是红色的凤凰祥鸟，在中国象征着吉祥如意，也可以看作英文的 VIP。希望国航班机能给非洲朋友带去吉祥如意。我们来参加论坛，也是想通过这个平台和更多非洲的航空公司合作，我们合作的埃塞俄比亚航空、埃及航空都是星空联盟的成员。我们希望让更多中国的旅客乘着我们搭建的桥梁，前往摩纳哥和非洲各地。

我们和国内的合作也很广泛，包括产品、线路、建立全方位的合作。国航不只搭载更多中国旅客到非洲观光、交流，我们也想把中国介绍给非洲，让更多的非洲朋友到中国去，到北京去，实现互利双赢。让我们携手同行，发展中非友谊。谢谢大家。

吴必虎：谢谢彭先生。国航不仅从中国飞到非洲、欧洲、东盟国家，而且还发展了很多新的目的地。世界旅游城市联合会如何更好地加强会员城市的互联互通？各位嘉宾可以自由发表看法。

彭海平：国航希望世界旅游城市联合会能够提供更多会员交流的平台，使企业、政府更好地进行合作。

薛晓岗：这个平台已经搭建起来了。会员间应该拿出诚意，深化合作，取得实质性的进展。

罗克珊·胡恩：本次峰会和论坛的交流，已经为如何与非洲更好地互联、探索非洲打下了基础，提供了平台。未来将会有更多旅客到非洲来，从非洲去。

阿方索：我认为给旅行者提供一个更好的旅游城市环境很重要。

张建政：加强联系最为重要。我建议本次会议承办方将与会组织、人员通讯录分享。只有加强联系，才能促进合作。

吴必虎：未来城市、行业之间的合作还有很多，两天的会议时间是有限的，我们给大家提供一个交流的平台。各个旅游目的地之间不应该是竞争关系，游客可能到了一个目的地，也会想到另外的目的地。再次感谢五位嘉宾。

【沙发论坛二】

旅游投资与产业升级

主持人：联合会专家委员会委员 林赛·特纳

林赛·特纳（主持人）：欢迎各位，我是来自墨尔本维多利亚科技大学的林赛·特纳教授，从事计量经济学研究，也是国际贸易的客座教授。

下面欢迎讨论嘉宾上台，有请联合会专家会委员、美国乔治·华盛顿大学于良教授；天津市旅游局副局长佟景正先生；海航集团（国际）有限公司副董事长韩立新先生；众信国际旅行社副总裁王春峰先生；中国股权投资协会秘书长李伟群先生。

因为时间关系，我想请嘉宾们以简洁切题的方式，回答一些关于旅游投资和产业升级方面的问题。首先，我想请问韩先生，航空和酒店是我们讨论旅游投资的两大方面，韩先生在这方面经验丰富，我想请他谈一谈海外投资环境是否有一些特殊的困难，或者世界范围内的酒店投资是否有新的趋势，以及有哪些机会。

韩立新（海航集团（国际）有限公司副董事长）：谢谢主持人。非常高兴能够代表海航集团第一次参加这个旅游论坛。海航是一个比较年轻的混合所有制企业，成立于1993年。1993年5月3号，第一架飞机从美国的西雅图应运而生。仅仅通过22年的变化，海航集团从小到大、从无到有。到去年为止，海航的资产已经达到7100亿元人民币，2014年的营业收入达到2100亿人民币，2014年海航已经进入世界五百强。海航取得的这些所有成就，目标是通过航空带动整个旅游全产业链。刚才主持人提到，海航不仅是航空企业，也是集投资、金融、物流、旅游为一体的大型产业集团，特别是旅游，已经在中国行业中名列前茅。通过一系列的资本运作和资产重组，海航取得了快速的发展。这两年海航进行了一些有益的尝试，如2013年，成功收购欧洲第三大酒店集团——NH酒店集团，并作为第一大股东，完成了在整个欧洲的网络布局；2013年下半年，参股南非

Tsogo Sun 酒店娱乐集团，完成了在非洲的网络布局；今年上半年完成了对美国西海岸连锁酒店的投资。由于中国旅客出境游日益增长，2013 年，海航成功收购了总部在澳大利亚的霍克太平洋公司 67% 的股份，拥有目前最大的亚洲公共机队，我们现在有 53 架公务机，加上与澳大利亚霍克太平洋公司的合作，在东南亚特别是澳大利亚、新西兰，为出境游客提供便利。这一次来参会，我代表海航按照中国政府提出的“一带一路”的战略构想，愿意在中国和非洲搭起友谊的桥梁，如果可以，希望在非洲收购一些相关旅游项目。谢谢。

林赛·特纳：感谢韩先生。下面我想继续邀请王春峰先生谈谈旅游产品的投资问题，中国的旅游市场对旅游新产品的投资有哪些需求？

王春峰（众信国际旅行社副总裁）：谢谢主持人。大家好，我来自北京众信国际旅行社股份有限公司。众信旅游主营中国公民出境旅游业务，是第一家在中国内地深圳证券交易所挂牌上市的民营旅行社，是中国内地百强旅行社之一，同时也是中国内地名列前 20 名的旅游集团公司。中国政府提出的“一带一路”战略涉及 65 个国家，44 亿人口，这个地区的国际旅游总量占全球的 70% 以上。丝绸之路是沿线各国共同的宝贵财富，也是促进旅游发展的重要资源。无论是扩大这个地区的旅游企业规模，还是提升旅游产业发展质量，都需要加大对旅游业的投资。中国国家旅游局局长李金早先生在今年第七届联合国世界旅游组织丝绸之路旅游国际大会上致辞时指出，2014 年中国与丝路沿线各国双向旅游交流已超过 2 500 万人次，未来五年前往丝路沿线国家的中国游客有望达到 1.5 亿人次，旅游消费有望达到两千亿美元。那么，如何拥抱如此庞大的中国出境旅游市场和消费能力？我认为随着中国游客旅游需求层次的不断提高，以及新的消费偏好的产生，目的地需要大力地加强开发适合不同年龄段、不同性别的旅游新产品，比如说文化型旅游产品、健康型旅游产品、生态型旅游产品等等。由于开发这些新产品需要对原有的旅游餐饮等服务设施和服务方式进行改善，同时也需要建造新的服务设施和创新服务方式，必然产生巨大的投资需求和新的消费热点。在旅游产业转型升级的进程中，对于旅游本身所带来的效益应该

从多方面进行分析。从投资项目本身来看,投资项目的资本密集度越来越高,投资回收的长期性更加显著,同时与旅游产业相关的产业越来越多,旅游产业日益呈现出无边界特征,那么旅游投资收益将更多取决于产业之间的无缝衔接和良性互动。再有,我建议我们应该用结构主义和系统论的观点来分析和思考旅游投资问题,旅游投资属于人造系统,必须适应自然系统的特征,否则,旅游投资就会造成巨大浪费。最后,我还要说明的是,旅游产业新业态需要更多的新型旅游人才,因此,也需要投入大量资金,培养未来的旅游从业人员。谢谢大家。

林赛·特纳:非常感谢。王先生,您认为中国的旅游市场是否更关注一些尚未开发的投资方向?是否在关注某个具体的有待开发的旅游产品市场?

王春峰:我刚才简单说了一些新型旅游产品,这些产品我觉得可以举个例子,以健康型旅游新产品为例。大家知道,工业化、城市化以及现代化,虽然改善了我们的生存环境,提高了我们的生存质量,但也给人类带来了诸多生理和心理上的健康问题。当今的旅游者,特别是中国的出境游客,有相当一部分游客是为了寻求健康旅游产品而出国旅游。在众信开发的过程中,这些产品包括中国公民去日本做癌症排查、去韩国做美容,以及去欧洲一些国家修复牙齿等等,应该说未来的健康旅游具有相当大的发展空间。我只是举了一个健康旅游的例子,类似于健康旅游的很多新产品都会有巨大的市场前景和消费潜力。因为这些产品与传统的观光产品以及现在的度假产品相比,更加强调个性化,产品附加值会更高。谢谢大家。

林赛·特纳:谢谢您的发言。我觉得这是一个很有意思的现象,在亚洲,尤其是泰国、菲律宾、印度和南亚等一些地方,健康旅游增长如此迅猛,如泰国的芬芳水疗旅游。所以这个领域是有明显发展前景的。我想问一下李博士,在股权投资领域,就您的了解,中国和其他国家或机构有没有一些联合投资的机会?如果有的话,会重点关注哪些投资领域呢?

李伟群(中国股权投资协会秘书长):刚才在演讲的时候,我也介绍了我

的 PPT。我们有中国股权投资基金协会和亚太股权投资基金协会，在跨境投资方面已经进行了大量的交流，也有经验的分享和信息资源的共享，我们也特别希望中国的企业走出去，能够和世界各地的同行进行更多的交流与合作。在股权投资内部，我们有一种做法叫跟投。我们经常善意地提醒我们的会员，也就是这些投资机构，到任何一个国家和地区选择投资项目的时候，应该关注当地股权投资机构的判断，如果当地的股权投资机构已经进行了大量的投资，我们合作和跟投是没有问题的。如果当地的投资机构没有投资，或者我们通过交流，他们也认为现在的投资时机不成熟，或者风险很大，这时大家要谨慎。在投资领域的角度来看，中国企业到欧洲投资的比较多，早期投资了很多旅游资源，包括酒店、一些服务设施和景区，我们认为在亚太、在“一带一路”的沿线国家地区，将来都会有大量的投资机会。我们也特别希望借助今天的论坛，借助联合会能够获取更多的宝贵信息，也特别希望通过我们 CAPE 和联合会的合作，能够搭建和完善我们的服务平台。我刚才在 PPT 中也介绍，我们已经有全球股权投资综合服务信息系统和全球并购的服务网络系统，我们也特别希望把在股权投资行业发现的好技术、好产品，以及好的服务方式，与旅游业进行更多的结合，也特别欢迎不同国家和地区的旅游行业机构跟我们交流，分享你们的需求。我们特别希望通过 CAPE 和联合会推动不同国家和地区的项目投资，也在这个过程中实现回报，为全社会和全世界提供更多优质资源。

林赛·特纳：非常感谢李博士。据我所知，在中国，联合投资一直是外商直接投资最富成效的一种途径。对于国外的一些城市来说也是一个机会，可以通过联合投资的方式参与包括旅游经营在内的各个领域。下面我想邀请来自天津的佟先生。天津在地理上毗邻北京，因此与北京也有紧密的联系。我想了解一下对于其他机构而言，在天津有哪些机会。您认为像天津这样的城市怎样进行旅游业的投资？这样的投资是否是有益的或必要的？您怎样看待这个问题？

佟景正（天津市旅游局副局长）：我来自天津市旅游局。就天津和北京的关系而言，天津拥有雄厚的师资力量，为培养人才提供了良好的基本条件，大

约有 25 家院校设有旅游专业,为社会的人才储备奠定了良好的基础。刚才提到人才素质,这不只是教育理论的问题,还是旅游实践的问题。天津市作为一个传统的旅游城市,同时还有一些现代的旅游设施,包括邮轮旅游。天津商学院专门为邮轮旅游的人才提供支持。特别是从 2009 年以后,天津作为中国继上海之后第二个邮轮母港城市,在人才支持、邮轮物资配送方面,都要具备一定的能力。人才的培养同时也需要搭建一个很好的实习平台,在理论的支持下,在专家的指导下,天津在这方面有一些经验,同时也借助这个平台学习一些先进城市的好的经验,提升我们人才培养的平台,同时更好地满足旅游业的发展。谢谢。

林赛·特纳:谢谢佟局长。我想请问王先生,您刚才在讨论中提到人才培养的问题,您认为在中国或者其他地方,相对政府投资而言,教育培训是否需要更多私人投资?在教育投资领域,政府是否投资过多而私人投资不足,还是私人投资多于政府投资?

王春峰:刚才我提到了旅游人才培养的问题,我觉得,就目前中国旅游业的发展,谈到人才有两个问题比较突出。一是人才的知识结构和技能构成目前面临着更新的问题。这主要通过两个方法来解决,一个对于企业目前的从业人员,需要更新现有人员的知识结构,再培养他们的基本技能;第二需要政府方面的大力支持,要改善现有的教育系统和培养人才的方法,期待有更多的新型人才能够补充到旅游行业中。还有一个突出的问题,由于互联网的发展,由于信息技术的进步,企业的从业人员或者人们的就业方式可能会发生一些根本性的变化,比如,就业的组织企业化和组织社会化的问题。旅游企业中有专门的部门和人员从事产品的研发,但是我们现在发现,有更多的旅游者愿意通过分享经济的方法,分享给社会的各个层面。更多的旅游产品开发的灵感、新产品的创造,来自于人民群众当中。从这个角度来说,我们恐怕要运用范围经济和规模经济,来微观分析旅行社用工将来的方法问题和人员将来的就业方式问题。谢谢大家。

林赛·特纳:我想用最后一个问题来结束讨论。就刚刚提问的人才培养

问题，您如何看待政府培养和个人培养？

王春峰：我觉得今天讨论这个话题，非常合时宜，我们今天参加这次讨论，将对政府的投入和决策方面有很大的影响。刚才有几位嘉宾讲到，从需求方面，因为旅游业发展迅速，旅游服务需求也快速增长，且不能满足现在的快速增长。从存量的部分，可以非常好地利用培训，提高现有服务人员的素质和服务效率。另外，通过互联网和很多的软件设施搜寻信息和旅游服务匹配的速度，可以大幅改善旅游体验，进一步增进对旅游资源的了解和在全球范围内搜寻合宜的旅游资源。我们可以看到，股权投资已经在投资旅游服务机构取得了非常好的效果。两周前，我参加了一个国际论坛，主题是先进装备制造业和机器人，解放原来的劳动力。在旅游行业也一定会产生这样一个趋势，我们的很多会员也正在积极寻求这样的投资方向，我们也特别希望在世界各国找到这样的投资机会，利用先进的技术减少传统的人工劳动。我们也特别希望通过这样的技术进步和先进的服务设施，进一步改善我们的旅游服务，谢谢。

林赛·特纳：非常感谢。这次的讨论就到此结束。谢谢大家。

世界旅游城市联合会
2015 拉巴特非斯香山旅游峰会

论坛（三）：非洲和地中海地区 旅游市场的多元发展



城市旅游新市场与新范例

联合国世界旅游组织和世界旅游城市联合会课题组专家 伊森肯·特斯巴苏哥卢

大家下午好。

借此机会，首先我要向尊敬的来宾们表示感谢，此外，我也要感谢本次峰会。

有些人对世界旅游组织并不熟悉，在此，我做个简单的介绍。我们的成员里有 158 个联合国特别成员国，我们也是联合国网络中唯一一个拥有公众团体的专门机构。各级附属会员机构达 450 多个，其中包括公司、航空公司、大学。如果您对我们并不熟悉，可以借此机会多了解我们。在此，我来介绍一下世界的旅游趋势。

2015 年，尽管我们尚未达成预期数字目标，但旅游业的发展和去年仍有所不同。与 2014 年相比，游客增长有所下降。2013 年，世界各地的游客人数增长了 4 500 万，我们见证了世界旅游组织中成员旅游总收益达 12.45 亿。目前，城市旅游是我们的首要任务。早在 5、6 年前，城市旅游就纳入我们的工作计划中，我们设有城市旅游目的地管理组织。在过去的 3 年里，我们组织了全球峰会，各国城市旅游相关的代表均有参加。目前，城市旅游不断发展，城市化即是全球化。全球流动性不断增强。关于文化景点的多元化产品、购物、会议和智能城市概念日益明确。这些都是真正影响城市旅游发展的因素。首先，城市旅游明显刺激了经济增长和就业市场。城市旅游提高了当地社区的生活质量，正如之前所提到的，城市旅游创造了劳动力。对市场而言，创新和技术都是非常重要的组成部分，会带来前所未有的高品质。它改造了城市景观，将城市化、城市规划、城市地区的区域以及旅游发展都联系起来，并且必须联系恰当。它改善了公共基础设施和连接性，当然也树立了当地环境中的文化遗产保护意识。此外，此举对品牌身份的开发也有所帮助，并不仅仅有助于发展旅游业，同时还能帮助促进经济领域品牌辨识度的深化。

在上一次峰会上，我们也讨论了面临的一些挑战。如今我们也有一些新的

认识，即旅游业发展良好，但并非一帆风顺。旅游业对环境、社会及文化方面也产生了一些负面影响，并引起了一些批评。当我们规划、发展城市旅游时，也需要多一些思考。城市一方面面临犯罪、土地利用变化、建设规则、通货膨胀等诸多重要问题，另一方面还需要应对当地身份转变、建设过多、住房的商业用途等挑战。

当然，产品之间竞争很大，利润空间也很大，我们必须认识到知识管理的重要性与日俱增。在国家层面，我们有很多数据，但是对数据的开发和利用仍有难度。在专业维度、经济维度、地理维度和社会维度等方面，旅游和城市发展都在互相影响着彼此。

我们在前一次峰会上也提出了一些建议，这部分我会略过。在这个平台上，我们必须竞争，这是一个合适的平台，因为竞争往往意味着合作。我们以这种方式交换数据，交流经验、专业知识，从而再完善网络平台。

对那些城市管理者而言，城市须是宜居的、可爱的、有益的。我们必须在城市发展政策下，让城市旅游和管理策略及活动达成一致。因此，城市旅游管理机构和当地政府必须合作。我们也有其他任务，比如我们得为此建立管理框架，考虑到可持续性和质量，这些都是竞争力的重要组成部分。这也是发展的重要组成部分。我们要和城市伙伴以及当地社区合作，创造地方感，努力和新市场沟通。正如大家所知，这些经验必须是市场传递的，它必须是独特的、真实的、个性化的，必须是对环境和社会负责任的。公共或私人合作伙伴关系对创新而言是必不可少的。在城市旅游中，创新是非常重要的领域。我认为创新在城市里会有更广阔的天地，这里的城市指的是智慧城市。当然，这是不同的话题，但是它必须被包括在内。和沿海地区相比，创新对智慧城市而言更为重要。

显然，会议产业对城市旅游、经济也是有价值的，一如购物和零售业对城市非常重要。这是城市旅游的另一个产品，具有竞争优势。当城市发展零售业和购物的时候，就创造了竞争优势，当然，也为城市经济、文化和社会环境增加了价值。我们得区别对待新出现的和已经成熟的产业，不能运用相同的策略。

我们得用不同的方式处理。我们必须检测和评估对我们有所帮助的竞争指标。技术是非常重要的，必须在相关方面使用技术。

有人请我提供一些有关地中海的数据。总的来说，对于旅游和地中海，我们没有任何实际性数据。一些地中海地区其实是传统的旅游目的地。去年，29个地中海国家的旅游业收入为2 470亿欧元，占总出口额的12%。而世界平均值是6%。法国接待游客8 400万，西班牙6 500万，意大利4 900万，希腊2 200万，葡萄牙900万。一些上升的新兴国家，比如土耳其年均增长为11%，普鲁士年均增长11%，摩洛哥为8%，埃及为7%。因为时间有限，另一项研究在此不做详细解说。地中海的旅游动机基本以休闲为主。目前比例是90%，夏季旅游占62%。这些动机有所差异。但我们观察到，50%属于城市旅游，在过去的5年里，地中海地区的城市旅游增长了72%，这一点非常重要。可以说，地中海的城市旅游前景是光明的。

我也被问及非洲的情况。去年是非洲发展至关重要的一年，在此我就不详细谈论了，但我想简要地探讨非洲旅游业所面临的挑战和机遇。目前，非洲市场份额非常有限，仅占世界国家旅游收入的5%，但我们可以看到很多机会，比如多样化的自然和人文资源、价格竞争力和活力。但同时，我们也面临着挑战，规划、生产补贴和质量吸引投资的激励措施比较薄弱，旅游便利化仍是一个问题，安全、健康和营销形象的塑造，这都是我们面临的问题。因此，我们和世界旅游城市联合会联手合作，尽快展开行动。我们已经签署了谅解备忘录，目的就是在大家中间搭建平台。

我们相信大家很快就会参与到这项举措中来。之后我们会明确这些地方的负责人，勾勒出全景。请大家继续关注我们将在12月份举办的下一届城市旅游峰会。

非常感谢大家！

【 沙龙论坛 】

非洲和地中海地区旅游市场的多元发展

主持人：摩洛哥旅游峰会联合会主席 穆罕默德·赛德·塔希里

穆罕默德·赛德·塔希里(主持人): 请允许我先为大家介绍一下今天的嘉宾, 科特迪瓦旅游局统计与评估主任卡达·夸希·瑟奇·奥利维尔先生、非斯市发展与复兴机构总干事福尔德·瑟黑尼先生、非斯区域旅游中心主席德里斯·福赛先生、非斯市欧洲地中海大学校长顾问陶菲克·瓦扎尼·查迪教授, 以及摩洛哥卡萨布兰卡旅游观察总裁赛德·莫西德先生。欢迎各位。

想了解科特迪瓦吗? 这是一个 32 万多平方公里、拥有 550 多公里海岸线的国家。科特迪瓦制定了“2030 发展战略”, 卡达·夸希·瑟奇·奥利维尔先生, 您能和大家分享一下吗?

卡达·夸希·瑟奇·奥利维尔(科特迪瓦旅游局统计与评估主任): 谢谢, 我要借此机会感谢此次峰会的组织者以及世界旅游城市联合会, 是他们积极动员组织了此次峰会。这次峰会对于科特迪瓦来说是一个非常难得的机会, 各成员城市和各位旅游业相关专家都可以借此机会交流、分享观点。感谢参与组织此次峰会的摩洛哥相关主管部门, 盛情邀请我们参加这个专题讨论, 我们感到十分荣幸。

首先, 我简单地介绍一下科特迪瓦, 我想并不是所有人都了解这个国家。科特迪瓦从 60 年代独立之后到 90 年代初一直是由费利克斯·乌弗埃-博瓦尼前总统领导的; 现任总统是阿拉萨内·瓦塔拉先生, 首都亚穆苏克罗是国家的政治中心。科特迪瓦的人口总数约为 2 300 万人, 分布在 32 万平方公里的国土上。近年来, 科特迪瓦的经济增长率保持在大约 9% 的水平。同时, 科特迪瓦也是一个体育名人辈出的国度, 如亚亚·图雷、迪迪埃·德罗巴。科特迪瓦是法语国家, 它不但是法语国家和地区的一部分, 与阿拉伯马格里布国家也联系密切。非常

幸运的是，科特迪瓦在旅游业方面具有非常大的潜力，我们有 550 公里的海岸线和多样的动植物群，有大象、狮子、河马等多种珍稀动物，在动植物多样性方面极具优势。其他方面的优势，如宗教建筑方面，我们拥有亚穆苏克罗和平之后大殿，以及一些有着几百年历史的清真寺，如孔戈大清真寺，其建筑历史可以追溯到十七世纪。所以，科特迪瓦的旅游产品既包括与运动相关的旅游项目，也包括与社会生活相关的旅游项目。值得一提的是，科特迪瓦也是许多农产品的主要生产国。如可可，我们是世界排名第一的可可生产国。另外，科特迪瓦还是世界上咖啡、腰果、橡胶和其他多种农产品的主要生产国。我们就这些自然资源和农产品资源，面向国内外市场推出了一系列旅游项目。而发展科特迪瓦旅游业的困境在于，如何在保证已有的入境的国外游客数量的前提下，增加宣传和推广，促进国内旅游业的发展。说到这里，又要提到我们前面所说的发展旅游业的战略了，这个战略有若干方针，简要来说就是：一方面充分利用起我们的旅游产品；另一方面，进一步巩固已有旅游产品的竞争力；最后，要提高旅游业各个部门的职能水平。

穆罕默德·赛德·塔希里：所以，这个发展战略包括，产品方面、制度方面、还有……？

卡达·夸希·瑟奇·奥利维尔：还有推广方面。值得一提的是，通过对旅游业的宣传推广，科特迪瓦的旅游业在国民生产总值中的比重在 2011 年至 2014 年这段时间内从 0.6% 提高到了近 4.8%。在科特迪瓦，我们可以在 24 小时之内创建一家公司。

穆罕默德·赛德·塔希里：的确如此。另外，今天我们有幸邀请了福尔德·瑟黑尼先生，您是建筑师，更是一位精通于历史城市的发展管理方面的专家，希望您能够和我们分享一下您的经验，谢谢。

福尔德·瑟黑尼（非斯市发展与复兴机构总干事）：谢谢，很荣幸能够参与这次非常有意义的论坛。首先，欢迎大家来到非斯这个拥有千年历史的城市。

对于这个城市的发展，我们在很久之前，也就是自上个世纪九十年代始就制定过方案。我们需要在发挥遗产优势的基础上发展这个城市。我们不仅要考虑这些遗产，还要考虑居住在这些遗产（伊斯兰教徒区梅迪那）中的居民，而大约十五年前，居民人数大约只有 6 万多，如今居民人数已经近 10 万人。而且我们还要注意避免伊斯兰教徒区的空巢化。

梅迪那古城拥有千年的历史，几年之前刚举办了建立 1 200 年的庆典。梅迪那古城的面积约为 350 公顷，自建立之日起一直都有人居住。在那里，居民一直延续着集体式的生活方式，这也是它能够长久存在的力量所在。每一个手工艺者，每一个阿拉伯市场，都是一个活的博物馆，所有以前祖先的生活内容至今仍然在延续。这些内容是梅迪那古城的真正力量所在。

目前，我们面临着一个复杂的问题，包括文化问题、社会问题和发展问题。为了保护好这些遗产，我们不仅要保护好这座古老的城市，还要保证其发展的潜力。如今，在梅迪那古城，有 4 万名手工业工作者。旅游业是支柱产业，这也是我们今天的主题，文化保护活动也极为重要。我们的目标是要对区域空间进行更新，并让其建筑优势、环境优势发挥价值，使梅迪那古城成为一个能够吸引人们居住的区域。特别是保证其对于中产阶级的吸引力，但这并不意味着我们是在驱逐穷人们。相反地，我们正在发掘其潜力，创造相关文化遗产产业的就业机会，我们现在拥有一万多名来自于其他区域的从业者，从事着为区域居民服务的行业。而且，这些从业者是真正为这个有千年历史的城市服务的。他们为当地居民带来舒适生活，为这个地区的繁荣做出贡献。这不是一项简单的事业，吸引知识分子和富有经验的人来到这个区域生活，是需要极大的努力的。这些项目的目标不仅仅是让这个城市从废墟中复活，而且要把它建设成一个真正的生活区，必须要具备所有的城市服务设施，有着社会生活的气息，甚至把这个千年古城变成智能化的区域。智能化的措施是，诸位可以从照片中看到所有的那些正在进行的项目，就是为了修复 27 座古建筑物而进行的。每一个建筑

物都有一个历史主题。例如，我们有博物馆主题、美食中心主题，会有为年轻人设计的主题，那里可能会配置如天文望远镜之类，与天文学相关的工具。所以，我们的目标不仅仅是创建一些博物馆。

梅迪那古城申请成为世界文化遗产至今已经有 34 年了，这个项目是在世界银行的资助下开展起来的。还有另外两三张照片中展现的大型工程，是由千年挑战公司（Millennium Challenge Corporation）资助完成的。还有针对遗迹保护而进行的整治工程，是为了居民和游客能够拥有安全的环境。所以，我们的目标是要使区域内的居民过上有质量的生活，并在此基础上发展旅游业，这样才能真正凭借着千年古城的魅力吸引游客，才能在创造财富的同时保护并延续流传至今的建筑和城市遗产。在这样的区域内，我们既可以游览，又可以享受到服饰、美食以及许多文化活动等多方面的服务。

穆罕默德·赛德·塔希里：我想请大家为福尔德·瑟黑尼和其它工作者为了保护 and 传承这座千年古城所做的卓越努力鼓掌。出席此次会议的还有非斯区域旅游中心主席德里斯·福赛先生，您一直是非斯旅游业、摩洛哥旅游业和非洲旅游的大师级人物，您开创并指导了非斯旅游业发展，那么您可以和我们分享一下像非斯这样一个如此重要的千年古城的旅游业的管理经验吗？

德里斯·福赛（非斯区域旅游中心主席）：非斯是座有着悠久历史的城市，它的历史至今仍是不可估量的财富，它也被认为是摩洛哥皇家陵墓的一部分。我们希望将这座城市的定位从过去的皇家陵墓转变为现代短期城市旅游目的地。为了达到这个目标，我们必须在几个方面做出突破。首先是航空业的突破，这意味着我们要增加航班。回顾 2005 年，每周只有 18 次航班。另外，为了方便游客，我们对梅迪那古城进行了现代城市设施的改造，瑟黑尼先生刚才也讲到那些对于旧城区的改造，对一些古建筑物的翻新修复。目前大约有 10% 到 15% 的古建筑的修复工程正在进行。住宿方面，我们采取了许多鼓励措施，组织了一些节庆活动，以鼓励原住宅区改造成为有魅力的旅馆。这样的旅馆在区域内

大概有 150 多家。为了转变梅迪那古城的定位，我们还增加了文娱活动，例如，我们组织了圣歌节——在独特的城市里举办的独特的音乐节，除此之外，还有其他大概十五种文娱活动。综上所述，我们的改造重点表现为几个方面的措施：一是航空业增加航班；二是区域内城市化设施改造；三是住宿条件改造；最后是促进商品流通。

另外，我们还与旅游局合作，由他们负责广告宣传。此外，我们还有伊斯兰兄弟会，兄弟会面向非洲，面向年轻人，在西非拥有超过 3 000 万的信徒，兄弟会的创始人阿默德·提雅尼逝世之后安葬在非斯，区域内也有他的陵墓。在陵墓周边，我们还建造了 50 多座房子，为在那里瞻礼的人们提供便利。这些房子是在摩洛哥旅游理事会和维拉亚特的协助下建造的。近期，我们还降低了房间价格，只需 10 到 15 欧元就可以入住。大体上来说，这些就是我们为实现非斯梅迪那古城的转型——从原来的单一功能的古城变成城市短期旅行目的地而采取的一系列措施。总之，我们的目标正在逐步实现。

穆罕默德·赛德·塔希里：感谢德里斯·福赛主席的发言！他为我们介绍了一个在地区和国内都拥有广泛合作者的非斯市，期待你们能够继续竭尽所能，不断谱写非斯及其旅游业发展的新篇章！下面有请非斯欧洲地中海大学校长顾问 陶菲克·瓦扎尼·查迪先生发言。青年一代是未来的决策者，那么，作为教育工作者，请问您是如何向青年一代介绍旅游业多元化的重要性的呢？

陶菲克·瓦扎尼·查迪（非斯市欧洲地中海大学校长顾问）：谢谢主席。首先，我谨代表非斯欧洲地中海大学校长向各位致以歉意。校长先生十分希望能够亲自与会，借此机会与各位分享经验，但囿于公务，所以请我作为我校代表参会。

我认为，大学是经济建设的积极参与者，因为大学不仅是教育和研究的领地，更是来自五湖四海的学生们齐聚一堂的地方。我们有数千名摩洛哥学生，还有数万名来自其他国家的学生。这些年轻人不但在这里学习、培训、搞研究，也在这里度过他们的闲暇时光。因为年轻，朝气蓬勃，他们可以四处游览，故

而我们说大学是旅游业建设的参与者。

当然，大学更是旅游业发展的推动者。因为国际上或国家之间的每个合作机会都能够提供大学间交流互访的平台；每次国际研讨会、专业讨论会或大型会议的召开都会催生旅行。而非斯欧洲地中海大学由于地理位置相对特殊，所以更是名副其实的旅游业的推动者，之前各位同仁已经提供了具体的数字说明。我们必须向年轻人传达这样一种思想：我们的祖辈留下了灿烂的遗产，每个人都有责任保护这些遗产。为此，非斯欧洲地中海大学在教书育人、积极科研的基础之上，力争完成一项特殊任务：创造一片交流、分享、包容的热土，以促进文化的对话与分享。这也构成了我校的特殊教育模式：UMF（非斯欧洲地中海大学）模式。

UMF 模式的建立依托于几大理念，首先是流动性教育，我们将流动性理念贯穿于学校教育的各个阶段，鼓励学生外出交流。为此，学校还专门规定，所有学生毕业前都必须进行过几个学期的外出交流。那么为了实现这一流动性教育目标，学生们必须掌握交流技能，这就涉及到我们的第二大理念：多语言教育。现在，我校学生不仅学习法语、阿拉伯语，还学习西班牙语、英语、葡萄牙语等外语，学生在毕业时除精通母语外，还需学习两门外语并达到规定水平。第三大理念为多元文化教育，不论是理科生还是文科生，都必须学习地中海文明与文化。正是上述三大理念构成了我们独具特色的 UMF 模式。

除了完成创造交流、分享与包容的热土这一特殊任务之外，非斯欧洲地中海大学还肩负着发展非斯的使命。非斯欧洲地中海大学是属于非斯，在非斯众多高等学府中，欧洲地中海大学堪称翘楚。而对于欧洲地中海大学的参访者而言，参访之旅无疑是更好地认识非斯这座“活博物馆”的捷径。可以说，非斯欧洲地中海大学就是一个实验室，所有的学科都可以在这里共生共存。这种多学科性使信息与通信技术领域的专家甚至可以与历史学家、社会学家以及致力于遗产保护的材料学专家进行交流。当然，对我们而言，拥有这种多学科性，本身

就是一种幸运。从这个角度来说，非斯欧洲地中海大学如今不仅在开发科研产品，也在开发教育产品。

穆罕默德·赛德·塔希里：感谢陶菲克·瓦扎尼·查迪先生的精彩发言，下面有请摩洛哥旅游观察总裁赛德·莫西德先生。赛德·莫西德先生，您一直在为非斯和旅游业的发展而工作，有请您来发言，与大家分享您的经验。

赛德·莫西德（摩洛哥卡萨布兰卡旅游观察总裁）：感谢赛德·塔希里先生！首先，我想说的是，城市的发展离不开两大因素：对战略的思索、对环境分析。当今时代存在着两大前所未有的特点：其一，游客态度的转变。如今的游客不同以往，他们更具有自主性，并善于利用网络平台，因此其旅游目的及计划十分明确；其二，城市间的竞争升级。如今，所有的城市，包括拉巴特和其他城市之间不断增长的竞争关系，竞争的目的在于吸引更多的投资者。城市旅游业相对而言是一种新生事物，现在人们都不会谈及城市旅游业这一概念，为什么呢？举个例子，中国人喜欢去泰国旅游，而我们喜欢去马拉喀什、卡萨布兰卡、巴黎，由此可见，游客旅游的目的地都十分明确，从这种角度来看，各城市都面临旅游方面的竞争。

面对这种激烈的竞争，我们竭力开发城市的独特之处，使各城市都能形成自己的特色。现在，我们在卡萨布兰卡以及包括拉巴特在内的其他城市的经验指出，需要具备五大因素，才能使旅游业的发展卓有成效。实际上，目前城市旅游业发展比过去几年加速了 60%，还会持续发展，因为现在的旅游都会与各种特色紧密相连，如异国情调、海水沐浴、大漠戈壁等。而城市旅游业将会以其不同的特色吸引各式各样的旅游人群，而其发展是不受季节性限制的。

那么，到底哪五大因素能够促进城市旅游业的发展呢？第一是特色。刚刚我也讲到，城市旅游业正面临竞争，为什么呢？因为每个城市都有自己的标签，纽约、巴黎、伦敦等都有自己的鲜明特色，对于它们的游览者来说，它们就是与众不同的。所以有特色在今天来讲是很重要的，不单单要给人以特殊的视觉

体验，也要提供充满特色的产品。第二是交通。如今的游客经常会来一场说走就走的旅行，出行决定往往仓促做出。这就要求交通必须便利：可直达、价格合理、班次方便。对于经常出游者来说，交通便利的重要性也就更不需多提了。非斯现在就把交通建设当成重中之重，卡萨布兰卡也在发展海上旅行。第三是产品。旅游产品必须具备吸引力，必须有些特色。例如基础设施，城市旅游业的发展离不开交通基础设施建设：有轨电车、公共汽车、出租车，必须保证交通安全，优质服务。此外还有酒店服务，酒店必须能够提供多语言服务，包括汉语、日语、瑞典语等。所有这些要素合成了旅游产品这一整体，使旅游产品更具魅力。虽然我们到一个城市旅游的主要目的是感受其文化，但是休闲娱乐购物也必不可少，因此我们需要发展一定数量的图书馆、博物馆等设施；第四是产品的品质与完整。我们的游客希望看到具备最高国际水准的旅游城市，因为现在不是我们自己在为我们的城市打分，而是来此的游客们在为我们的城市打分，所以如果不能用过硬的品质说话，我们发展城市的蓝图也是站不住脚的。最后第五点，也是最重要的一点：市场营销。市场营销是如今激烈的竞争的必然要求，我们生活在数字化的时代、自我营销的时代，游客们带着自己的手机或其他通讯工具来到一座城市，那么这座城市理应建设智能设施、无线网络设施等。

以上就是我们想要与大家分享的城市旅游业发展的五个策略，卡萨布兰卡已经将所有这些策略应用到了其旅游业发展之中，也十分欢迎诸位来卡萨布兰卡旅游。谢谢大家。

穆罕默德·赛德·塔希里：谢谢赛德·塔希里先生的发言，感谢您与大家分享这五个重要经验。感谢大家的参与和耐心，很开心看到今天的交流如此成功。谢谢所有的与会者，特别感谢摩洛哥国家旅游局以及世界旅游城市联合会在拉巴特和非斯召开大会，我们下次会议再见。谢谢。

World Tourism Cities Federation
Rabat & Fez Fragrant Hills Tourism Summit 2015

Welcome Dinner



Speech at Welcome Dinner of WTCF Rabat & Fez Fragrant Hills Tourism Summit 2015

By Song Yu, Secretary General of WTCF and Director of Beijing Municipal
Commission of Tourism Development

Dear Friends

Ladies and Gentlemen,

Good evening. Tonight, the magnificent Sofitel Rabat Jardin Des Roses Hotel is illuminated with glittering lights. On behalf of WTCF, let me welcome and thank all the delegates and guests for coming to the dinner tonight. Confucius said, “What a delight it is to have friends coming from afar.” In this lovely evening of autumn breeze and floral fragrance, we are happy to meet with friends from all around the world. I see in the audience both familiar faces and new friends. It is the shared vision of “Better City Life through Tourism” that brings us together.

The upcoming Rabat & Fez Fragrant Hills Tourism Summit 2015 is the first WTCF Summit held in Africa. The presence of so many participants, guests and journalists at the Summit is a sign of your endorsement of the work of WTCF and support for tourism development in Africa and the world. Morocco and the Moroccan National Tourist Office have made a competitive bid for hosting the Summit. The relevant departments of Rabat and Fez have also put tremendous efforts into preparing for the Summit. We would like to express our heartfelt thanks to all of them. Meanwhile, I believe the Summit will be a good place for us to renew friendship and seek new progress in the international tourism industry. With your active support and participation, I’m sure the Summit will produce fruitful outcomes.

Now, I wish to propose a toast, to this lovely evening, to the success of the Summit, to the hospitality of the Moroccan National Tourist Office and the city of Rabat, and to all our guests and friends. Cheers!

Speech at Welcome Dinner of WTCTF Rabat & Fez Fragrant Hills Tourism Summit 2015

By Lahcen Haddad, Morocco Tourism Minister

Ladies and Gentlemen

Representatives from All over the World,

It's a pleasure for me to represent our government to welcome all of you to join this summit. And our special welcomes go to the officials from the United Nations World Tourism Organization and World Tourism Cities Federation for being here to join our events. We are very delighted and very happy that Rabat and Fez are chosen as the host cities of this great event. It's our great honor.

Rabat and Fez are both millennium famous cities built in the 11th century and act as both the culture and the country's center of Morocco. Rabat was claimed two years ago by the UNESCO as the world cultural heritage city. And this event is also organized by Fez. Fez is a special place in Morocco for the Islam world, but also of the university culture. It had been the capital city for Morocco since the 9th century. Its university is one of the oldest in the world. And this is very special for the tourism. Tourism is about culture, history and civilizations. Morocco is just the country which has mixed the east and the west. And cities like Rabat and Fez have great views and long history.

Tourism is a social movement appeared in the 20th century. It's about the exchange and communication between people and people. Rabat and Fez have great mix of tourism and culture. In the following summit, we will together talk about the relative topics and cooperation between different tourism cities and how to provide better service and improve our reception abilities, as well as the communication between people and people. We would like to invite all of you to enjoy this event.

I would like to thank all of you from all over the world, from far regions and countries

like China, Macau, Southeast Asia and other places. You honored us with your presence being here. Thank you very much.

Speech at Welcome Dinner of WTCTF Rabat & Fez Fragrant Hills Tourism Summit 2015

By Sun Shuzhong, Chinese Ambassador to Morocco

Your Excellency

Distinguished Madam Cheng Hong, Vice Chairman of the WTCTF Council and Deputy Mayor of Beijing

Distinguished Mayors and Distinguished Envoys

Ladies and Gentlemen,

Good evening.

The WTCTF Rabat & Fez Fragrant Hills Tourism Summit 2015 will open tomorrow in beautiful Rabat city of Morocco. This will be a great opportunity for the global tourism industry to communicate and explore new ways for achieving common development. On behalf of the Chinese Embassy to Morocco, let me extend my warm congratulations on the opening of the Summit.

Amity between the peoples holds the key to friendly relations between countries. Tourism is also a form of cultural exchanges. The development of tourism industries can enhance the mutual understanding between people of all countries and facilitate the integration of different civilizations and cultures. The Chinese people have cherished the philosophical wisdom of sharing the beautiful things of Nature with the world family since the ancient times. I believe tourism not only enables our people to share the beauty of each other's natural landscape and culture, but also contributes to the building of an inclusive and harmonious world of common prosperity.

The Chinese government attaches great importance to tourism development and sees tourism as an important pillar industry for driving economic growth, improving people's lives and boosting the exchanges and friendship with the rest of the world. With

the rapid growth of the tourism industry, China is already the world's largest outbound tourism market, the largest domestic tourism market and also the most appealing inbound tourism market. Given its speed of development, the Chinese tourism market has attracted wide interest and attention in other countries and the global tourism community. As a result, there have been increasingly closer country-country and city-city exchanges and cooperation between China and the rest of the world. I think that is also an important reason for the establishment of WTCF in Beijing and the extensive support it has received. I'm confident that the members of WTCF will continue to enhance cooperation and work together to drive the development of tourism industries in China and beyond.

Tourism lays a bridge of communication for people around the world. There are two great travelers in the world history that made important contributions to China-Morocco cultural exchanges. As early as in 1336, Wang Dayuan, a Chinese traveler, made a trip to Tangier of Morocco where he wrote "Gardenias here are more splendid than anywhere else". His travel notes enriched the Chinese people's understanding of Morocco. In 1346, the great Moroccan explorer Ibn Battuta, defying the challenge of distance, travelled all the way to China and stayed for more than 3 years. In his travel diaries, Ibn Battuta introduced the ancient Chinese civilization to the Moroccan people and the world, and played a pioneering role in promoting friendly exchanges between our two countries. Today, I'm pleased to see the representatives of 20 Chinese cities and over 30 Chinese tourism companies here in Morocco for the WTCF Summit. Tourism provides an opportunity for zero-distance interaction between our peoples, which increases their mutual understanding and friendship and allows them to see with their own eyes the investment climate and development potential at each other's country. This will surely benefit mutual investments and win-win cooperation between the two countries. I hope our Chinese delegates and friends will seize this opportunity to visit more places in Morocco in order to strengthen exchanges and cooperation with cities and tourism communities of Morocco as well as

other countries, support the development of tourism industries in Morocco and the world, and contribute to the friendship between Chinese and Moroccan people, Chinese and African people, and the people of all countries.

To conclude, I wish the Summit a complete success. Thank you!

Speech at Welcome Dinner of WTCF Rabat & Fez Fragrant Hills Tourism Summit 2015

By Mohamed Seddiki, Mayor of Rabat

Honorable Madam Cheng Hong, Vice Chairman of WTCF Council and Deputy Mayor of Beijing

Honorable Ministers and Mayors

Distinguished WTCF members

Ladies and Gentlemen,

It is a great honor for Rabat, the capital city of Morocco, to be the first host city in Africa of the 4th Summit of WTCF after Beijing.

Through the ages, Moroccan people show great hospitalities to the world. Moroccan cuisine and cultures have a long history, not to mention the desert taverns providing shelters for those eminent poets and painters who came here for eastern adventures and inspirations. As is well known that Morocco has a diversity of terrains, including the tastes of Mediterranean Sea and Atlantic and combining the eastern and western features. Morocco, at first, belongs to Africa and has an exuberant history and a diversity of terrains—perpetual snows, dry deserts, high mountains, canyons and valleys which makes Morocco proud. Today, Morocco strides in the modern society. In 2013, Rabat hosted the 2nd World Cities Summit of the World Organization of United Cities and Local Governments (UCLG) and met with 3500 mayors from the world. Due to extensive green areas (green area per capita reaches 20m², which is two times of the global average level), Rabat was elected as green city in 2010 by World Earth Day, a non-government organization in Washington. Provided that the whole Morocco has worked vigorously into sustainable development and environmental protection, Rabat had the honor to be elected as the first host city to celebrate the 40th anniversary of World Earth Day.

Rabat has taken the strategy of “Rabat: Bright City, Cultural City”, striving for city modernization. In 2014, presided over by King Mohammed VI, Morocco has signed an agreement of city reform and improvement with state-owned and private partners, which focus on cultures. Following the 2012 listed as World Cultural Heritage by UNESCO, Rabat will carry out multiple cultural projects from 2014 to 2018. In 2014, Modern Art Museum of King Mohammed VI officially opened. In addition, a modern theater will be established by the Bou Regreg bank, opposite to Museum of Archaeology and Earth Science. Numerous city modernization projects aiming at improving space and environment, living quality of citizens and city transportation will be completed in 2018. At that time, Rabat will truly deserve the name of Bright City and Cultural City. While waiting for that time to come, on behalf of the Rabat Council, I would like to wish you all the best and a complete success of this Summit.

Thank you.

World Tourism Cities Federation
Rabat & Fez Fragrant Hills Tourism Summit 2015

Opening Speeches at the Summit



Opening Speech at WTCF Rabat & Fez Fragrant Hills Tourism Summit 2015

By Abderrafie Zouiten, Director General of Moroccan National Tourism Office

In the Name of Almighty Allah, Most Merciful, Most Gracious

Distinguished Ministers and Mayors

Distinguished WTCF Members

Ladies and Gentlemen,

On the occasion of the 4th WTCF Summit, on behalf of Moroccan National Tourist Office and in the name of myself, I would like to extend my sincere thank and tribute to all WTCF members and all participants and those who work hard to make this summit a success. At first, please allow me to mention that this summit is hosted outside the People's Republic of China for the very first time, which sends a strong signal.

Today, Morocco will receive more than 400 representatives from 73 cities and more than 100 institutions of 42 countries and regions in this summit. Every city of Morocco possesses its own unique features. Rabat is a Bright City while Fez is the oldest imperial city. As the host, Morocco has great honor to have officials from all tourist cities gather here and has made thorough preparation for this summit at national level. Therefore, you have the opportunity to see the special nature and cultures of Morocco during the short stay here.

Under the leadership of the Moroccan King Sidi Mohammed, Morocco made great efforts in the exchange of experiences and information, which is not only between governments, but also between different tourist cities and it guaranteed the development of concerned departments and was beneficial for different regions and people with different income.

I would like to mention that Morocco is the first to exchange tourism experiences in

Africa and Arab countries and frequently encourage cooperation in all aspects among different tourist cities. The functions of tourist departments include providing hotels and tourism promotion. The Moroccan tourism industry experience, appreciated by different international organizations and companies, has set as an example in the industry today and its influence will be even greater in the future.

Moroccan National Tourist Office would like to spare no efforts in the fulfillment of the Agreement and strengthen cooperation with all parties to achieve the anticipated target and for the benefits of all participants.

Hereby, I would like to extend my gratitude to the hard work of all tourist cities, Moroccan government, central administration and tourism departments for the successful opening of this summit, and thank all those who work hard to welcome guests from afar to visit Morocco and know about its diversity.

Opening Speech at WTCF Rabat & Fez Fragrant Hills Tourism Summit 2015 (Video)

By Wang Anshun, Chairman of WTCF Council and Mayor of Beijing
Municipality

Distinguished Representatives and Guests

Ladies and Gentlemen,

Good morning.

First of all, on behalf of the WTCF Council and Beijing Municipal Government, I would like to extend my warm congratulations on the opening of the WTCF Rabat & Fez Fragrant Hills Tourism Summit 2015, and my sincere gratitude for the support of international tourism organizations, all WTCF members and people of all walks of life.

It is the first time that WTCF has held a summit outside China since its establishment, and it is of great importance to enhance the organization's international influence, its brand image and the practical cooperation among its members. Moroccan National Tourism Office, Rabat Municipality, Fez Municipality and their citizens have made great efforts and careful preparations for this summit. I believe this summit will be one that is efficient, practical and unforgettable, which will surely be marked in the history of WTCF's development.

Unfortunately, my absence is unavoidable due to some important official affairs. I have authorized Ms. Cheng Hong, vice chairman of WTCF Council and deputy mayor of Beijing, to act on my behalf as the chairman. As usual, Beijing will fulfill its duties and obligations, strengthen exchanges and cooperation with international tourism organizations, and contribute actively to the development of the world tourism industry.

Opening Speech at WTCF Rabat & Fez Fragrant Hills Tourism Summit 2015

By Lahcen Haddad, Morocco Tourism Minister

Distinguished Ministers and Mayors

Distinguished WTCF Members

Ladies and Gentlemen,

Please allow me to extend my gratitude to all the guests coming here to attend the world tourism cities summit and I am proud that you have chosen Rabat and Fez. Rabat has been the administrative capital and pride of the Kingdom of Morocco for ages.

Sustainable development as a culture grows rapidly and gains strong support from modern cities. Rabat, a historical and cultural city dates back to the Kingdom of Morocco in the 20th century. Rabat has the oldest university and schools in the world. Before the 20th century, Rabat's central position can be seen from the cultural relics and recorded by hundreds of scientists. Rabat is a city of science and commerce and a city full of Moroccan Islamic spirit and cultures. All participants here attending this summit with diversified cultures help establish Morocco's reputation as a landmark scientific tourist site.

To some extent, this is the Moroccan development vision and if we seize the opportunity, the tourism industry will become the pillar industry of national economy. This summit offers us a local organization and an opportunity to go global in the real sense. In this summit, we will not only exchange ideas and views, but also learn a lot from world tourism cities and this will help greatly to develop the tourism industry of Morocco, which echoes the strategy of tourism development as the priority put forward by King Mohamed VI.

It is a new concept that Morocco takes tourism industry as the pioneer of strategic development, which indicates the expansion of Moroccan tourism department scale,

ranging from investment to the number of tourists. All these changes will bring indispensable resources as well as the responsibility of sustainable development to our cities and countries. We could not participate in it before. However, all mayors and leaders have chosen us to develop this project and sustainable tourism, which is highly beneficial to local residents.

Ladies and gentlemen, Morocco has been under the leadership of King Mohammed VI for 15 years. In the reform bandwagon, we have improved infrastructure, and made progress in politics, economy and society. This year's new strategy is decentralized, which will strengthen democracy and maintain basic economic and social development. In the new recruitment, it contains 12 instead of 16 fields (last year), which makes human resources gather at local institutes efficiently. This will strengthen regional democracy, enlarge the advantages of national groups, ensure institution innovation, strengthen security measures and work out a more effective strategy. Soon after the reform begins, the effects are evident.

I would like to take this opportunity to extend congratulations to be elected as the host of this summit. The citizens and voters, mayors and leaders seated here have confidence in these tourism cities and tourism industry. We will keep updating the information for all local residents and distinguished guests. Without a clear policy, it is impossible to achieve the goals of creating a civilized and clean city and ensuring city transportation. We should learn more of this from our western fellows.

In addition to that, these cities should be full of vigor and try to be the tourism destinations with modern technologies. Therefore, our goal is to establish a city with rapid and sustainable development and create fortunes, and to combine the tangible and intangible fortunes and accumulate the cultural and material resources. The tourism industry is important for achieving the goals. Our responsibility is to learn from the best experiences and practices and achieve our specific goals. We hope this summit can

promote the cooperative partner relations between the tourism cities.

Ladies and gentlemen, in the development of economy, society and politics, we rethink our future and strive to reach a new high level. The tourism industry of Morocco accounts for 500,000 and the objective is to double this number to reach one million in 2020. To successfully establish investment policy, everyone can be tourists or investors in the tourism destinations. For achieving the goal, we advocate our partners to take all measures to promote and develop tourism, attract investment and cooperate in all fields.

We shall remember this substantive progress to attract and promote investment under the economic environment of Morocco and in different regions, especially under the preferable policy taken in developed regions. We shall seize this opportunity to develop projects in cities and communities, use solar energy and other renewable resources, create smart city by using modern technologies, and promote the tourism industry. All these projects guarantee sustainable development and help protect local natural resources as well as get rid of humanitarian crisis. This has been the trend of resources development in the modern world, especially in the Arab world. We shall try our best to take actions under the great economic pressure of the world cities migration, ethnic conflicts and humanitarian crisis. Thank you.

Opening Speech at WTCF Rabat & Fez Fragrant Hills Tourism Summit 2015

By Cheng Hong, Vice Chairman of WTCF Council and
Deputy Mayor of Beijing Municipality

Distinguished Ministers of Moroccan Government

Distinguished Mr. Márcio Favilla Lucca de Paula, Executive Director of the UNWTO

Distinguished Mr. Sun Shuzhong, Ambassador of China to Morocco

Distinguished Ambassadors, Mayors, Representatives of International organizations

Distinguished WTCF Members

Distinguished Guests and Friends

Ladies and Gentlemen,

Good morning.

WTCF Chairman, Wang Anshun, is now accompanying Chinese President Xi Jinping to the 70th Anniversary of the Founding of the United Nations, so he honored me to deliver an opening speech.

Today, the WTCF Rabat & Fez Fragrant Hills Tourism Summit 2015 opens in the beautiful city---Rabat. Since its establishment 3 years ago, WTCF now holds the first Summit out of its headquarter Beijing. On behalf of WTCF, I would like to express our sincere gratitude to the Government of Morocco, Moroccan National Tourism Office, Rabat Municipality and Fez Municipality. The participants of the Summit include more than 400 representatives of 100 WTCF members from 42 countries and regions, and distinguished guests of the world tourism community and friends from the media. We are also pleased to welcome officials of the major tourism cities of Morocco and our colleagues of the tourism industries to the Summit. On behalf of WTCF, let me extend a warm welcome to all the WTCF members and guests from around the world, and pay

sincere tribute to our distinguished Moroccan guests. I also want to thank our friends for their long-term support for WTCTF. As you know, both English and Chinese are the official languages of WTCTF, so I like to make the following speech in Chinese.

Over the past year, we have made new progress in delivering WTCTF vision of “Better City Life through Tourism” in four aspects.

First, our membership has further expanded. Since the Summit last year, famous tourism cities like Phnom Penh and Cape Town as well as world-renowned tourism companies and media, including ANA and the world's largest online tourism community TripAdvisor, have joined WTCTF. Currently, WTCTF has 151 members, which has nearly doubled compared to three years ago. Our growing membership has laid a sounder foundation for the development of WTCTF and cooperation among WTCTF members.

Second, WTCTF has acquired growing influence. Over the past year, WTCTF has strengthened exchanges and cooperation with UNWTO, WTTC, PATA, Global Tourism Economy Forum and other international tourism organizations. We have supported each other's work, jointly hosted tourism activities, and shared the experience in service improvement and market exploration. WTCTF has hosted or co-hosted a number of international conferences, including the Northeast Asia Cruise Industry International Cooperation Forum, the Silk Road Tourism Cooperation Forum and China Smart Cities Investment & Finance Forum. Meanwhile, we have also been invited to several important tourism conferences hosted by UNWTO, PATA and other international tourism organizations. These conferences have provided us with the opportunity to promote WTCTF's vision and overall image, and strengthen exchanges and communication with the world tourism community.

Third, services for the WTCTF members have been further strengthened. WTCTF attended ITB (Berlin), BITE (Beijing) and other major international exhibitions on behalf of the members who were unable to attend these events upon their authorization

to help the members promote their competitive resources and brands. This new form of member services is welcomed by our members. WTCF's official website now publishes the introduction and tourism information of all our 151 members in both Chinese and English. Our weekly, monthly and bi-monthly magazines, through the provision of more targeted and timely information, have witnessed a boost in circulation. This year, WTCF has published an internal report, the Market Research Report on Chinese Outbound Tourist (Cities) Consumption (2014-2015), to help WTCF members, especially those outside China, better understand China's outbound tourism market and improve the guidance for promoting sustainable development of tourism cities.

Fourth, cooperation among WTCF members has become closer. Within the framework of WTCF, the friendly exchanges among our members have been strengthened and produced fruitful results. For example, the Tourism Administration of Guangzhou Municipality has held tourism promotions and other exchange activities in London, Lisbon and Dublin. Costa Crociere has worked with Shanghai, Tianjin and other cities as well as companies such as CYTS, CAISSA Touristic and CTS to develop China's emerging cruise market. New direct flights between WTCF members, including Beijing-Budapest and Chengdu-Seoul, have been launched. All these exchanges and cooperation have contributed to tourism development in cities and delivered win-win results for all WTCF members.

For the past three years, thanks to the concerted efforts of all WTCF members and the strong support of our friends from the tourism community, WTCF has played a positive and constructive role in leading global tourism development and promoting inter-city exchanges and cooperation. We believe that WTCF has a bonding force that intertwines all its 151 members in order to discuss tourism development patterns and exchange successful experience. At the same time, WTCF acts as a platform where we can make the most of each other's advantages and achieve win-win results.

In recent years, despite the sluggish world economy, global tourism has maintained strong growth and served as an important driving force for economic growth and employment. Tourism has also contributed to the integration and mutual learning of different cultures and boosted the mutual understanding and friendship between people of all countries. Under the theme Diversity and Sustainability, the Summit aims to, on one hand, explore the diverse cultural dimensions of tourism and ways of tourism development. Just as Lahcen Hadad, the Moroccan minister of tourism, said, we should advocate the maintenance and promotion of the unique characteristics of member cities, and thus create a global atmosphere of tourism cities where diversities co-exist and benefit each other. We believe cities are a basic unit of key importance to tourism development and operation. On the other hand, WTCTF has always been concerned about the sustainable development of tourism. As the world's first international tourism organization is based on cities, we must clearly understand the economic, social and environmental benefits of sustainable tourism development and our important responsibilities in achieving sustainable tourism development. During last year's summit, WTCTF published the Guidelines and Best Practices of Quality Services in Tourism Cities, which called on the tourism cities to pay greater attention to building the network of public services and improving the provision of comprehensive tourism services while developing their tourism industries. On top of that, WTCTF has conducted a long-term research program on the international standards of the services of world tourism cities. In this year's forum, we will publish the Report of World Tourism Cities Development (2015) in order to establish globally applicable indicators and statistical standards for tourism cities evaluation. In the next two years, WTCTF will deepen its cooperation with UNWTO on a joint research project of tourism industry performance in cities, which will include case studies and best practices of tourism performance in cities. We welcome the participation of all our member cities.

I hope the members will actively participate in and make full use of the updated

WTCF Handbook of Member Services (2015-2016), which will soon be launched by the Secretariat at the Summit. I also hope the WTCF Secretariat and the four branch institutions will take stock of the suggestions and opinions put forward by the parties during the Summit, continue to focus its work on member services, and provide more and better services for the WTCF members.

Distinguished guests, ladies and gentlemen, as the location of the WTCF headquarters, Beijing will continue to support the building and development of WTCF. We will build on the strong momentum of China's outbound tourism market and Beijing's abundant tourism resources to strengthen communication and cooperation with other WTCF members and take the work of WTCF to a new level. Beijing has just won the bid for the 2022 Winter Olympics, and the World Leisure Congress will also be held in Beijing in 2020. All these will inject new impetus to the sustainable development of the tourism industry. Beijing stands ready to work with all the WTCF members to share the opportunities for common progress and win-win outcomes.

Ladies and gentlemen, to conclude, I would like to thank again our Morocco partners for their great efforts for the summit. I wish the Summit a great success and all of you happiness and health. Thank you.

Opening Speech at WTCTF Rabat & Fez Fragrant Hills Tourism Summit 2015

By Marcio Favilla, Executive Director of UNWTO

Distinguished Minister of the Moroccan Ministry of Tourism

Distinguished Mayor of Rabat

Distinguished Deputy Mayor of Beijing

Distinguished WTCTF Members

Distinguished Chinese Ambassador

Distinguished Spanish Ambassador

Distinguished Representatives of the many cities around the world

Honorable Ministers, Ambassadors and Mayors

UNWTO Affiliated Members

Ladies and Gentlemen,

Good morning. I want to thank World Tourism Cities Federation, Moroccan cities of Rabat and Fez, and Moroccan National Tourism Office for inviting UNWTO to participate in the Fragrant Hills Summit 2015 under the most relevant theme of “Diversity and Sustainability”. I also want to congratulate WTCTF on holding in Morocco its first summit outside China. Morocco, a country that is the No.1 tourism destination in Africa in terms of international arrivals, a country that has thousands of years of history and cultural heritage and has tourism as one of its development pillars, and also a country that is actively engaged in various international forums, initiatives including on sustainable tourism.

Dear friends, tourism is a major force in the global economy and international trade, and such constitutes a central component in economic, social and cultural development of many cities and their hinterlands. Tourism stimulates infrastructure development, the creation of new cultural facilities, the recovery and maintenance of heritage buildings and

assets in cities, and even the construction of new architecture icons that will ultimately benefit local citizens and help shape a unique identity for many of those cities. A large part of the almost 1 billion and 200 million tourism arrivals every year take place in cities, are bound to cities, or go through cities. And the same applies to the more than 6 billion annual domestic trips. Therefore, UNWTO attaches great importance to understanding, managing, promoting and developing sustainable city tourism so that it can really generate benefits to the local citizens and visitors in a context of channels and opportunities provided by better connectivity, growing urbanization as well as the widespread availability and use of communication devices and social media. In that regard, UNWTO has been organizing annual city tourism summits, the first one held in Istanbul in 2012 when the declaration then approved and adopted a domestic agenda and called for action in various relevant areas. Coincidentally, the next city tourism summit will take place in Morocco in Marrakesh next December.

Dear friends, UNWTO welcomes the initiative of Beijing to create and develop World Tourism Cities Federation with the participation of many other cities around the world. UNWTO and WTCF are joining forces to work together for a common cause, that of the development and promotion of inclusive sustainable city tourism. The first joint project under the agreement signed between UNWTO and WTCF is a study on city tourism performance which we expect to be ready in about 11 months' time. I want to thank WTCF for their interest and important support and engagement in this project.

Before concluding, I want to highlight two very important events taking place this week and very much related to us.

The first one is the fact that world leaders are meeting in New York this week at the United Nations to approve and adopt the sustainable development goals, a set of 17 inclusive universal goals to be achieved by 2030 encompassing both developing and developed countries, our development agenda for the next 15 years. The political

dimension of the potential contribution of tourism for sustainable development is being recognized in those sustainable development goals as tourism is explicitly part of three of those 17 SDGs, namely in Goal 8 for contributing to economic growth as it creates jobs and promotes local culture and products, in Goal 12 for ensuring sustainable consumption and production patterns by accelerating the global shift towards sustainability, and in Goal 14 for increasing the economic benefits to countries from the sustainable use of marine resources through tourism. Additionally, Goal 11 is fully dedicated to cities with the object of making cities and human settlements inclusive, safe, resilient and sustainable, and city tourism has a great contribution to the achievement of this Goal 11.

The second important issue I want to highlight is the fact that next Sunday, September 27th, we celebrate World Tourism Day this year around the theme “One billion tourists, one billion opportunities”, a theme closely connected to city tourism and I would like to invite all of you to celebrate World Tourism Day.

I wish you all a very good summit. Thank you very much for your attention.

Opening Speech at WTCF Rabat & Fez Fragrant Hills Tourism Summit 2015

By Duan Qiang, Vice Chairman of World Travel and Tourism Council

Distinguished Mr. Tourism Minister of Morocco

Distinguished Mr. Mayor of Rabat

Distinguished Ms. Cheng Hong, Deputy Mayor of Beijing

Distinguished Mr. Márcio Favilla Lucca de Paula, Executive Director of UNWTO

Distinguished Guests

Ladies and Gentlemen,

Good morning. It is my great honor to be invited to the WTCF Rabat & Fez Fragrant Hills Tourism Summit 2015 as the representative of WTTC. First of all, let me extend, on behalf of WTTC and in my own name, warm congratulations on the convening of the Summit.

Following the vision of “Better City Life through Tourism”, WTCF is committed to promoting exchanges and cooperation between its city and institutional members, building win-win platform for cooperation and driving growth and innovation of the world tourism industry. We are pleased to note that though established only three years ago, WTCF today has already boasted a total of 151 members. These figures speak to the importance attached by all countries and cities to the tourism industry, and the growing influence of WTCF in the international community. The theme of the Summit, “Diversity and Sustainability”, is highly relevant. We believe with the thoughtful arrangements of our host and the active participation of all the delegates, the Summit will produce fruitful results and contribute to the sustainable growth and development of tourism industries in cities.

Morocco is a beautiful country that enjoys abundant natural and cultural tourism resources. We will have a deeper understanding and a more personal experience during

these days. WTTC is a leading business forum in the global tourism industry and the only international institution representing tourism companies. WTTC aims to enhance the recognition of the government and public of the importance of the tourism industry, and commands a unique influence and perspective in the world tourism industry. At this year's WTTC Global Summit in Madrid, we predicted that the world tourism industry would maintain strong growth, with its contribution to global GDP increasing by 3.7%, higher than the average growth of the world economy. This will further increase tourism's contribution to global economic recovery. We wish that WTTC and WTCF could work more closely in driving world tourism development and make bigger contribution to the development of the world tourism industry.

To conclude, I wish the WTCF Rabat & Fez Fragrant Hills Tourism Summit 2015 a complete success and WTCF even greater accomplishments in its future development.

Thank you.

World Tourism Cities Federation
Rabat & Fez Fragrant Hills Tourism Summit 2015

The WTCF Council



Work Report of WTCF Council in 2015

By Song Yu, Secretary General of WTCF and Director of Beijing Municipal
Commission of Tourism Development

Honorable Vice Chairmen

Members of the Council,

Good morning. Entrusted by the Council of WTCF, I will now give you a report on the work of WTCF this year and the priority arrangements for the next year.

I. The Work of WTCF This Year

Following the goal of boosting global influence and improving member services, WTCF has strengthened exchanges and cooperation with the members and other international organizations, and provided better services for the members during 2014-2015 period. Thanks to the concerted efforts and support of all the members, WTCF has made new progress in its work, and the unity and influence of the organization has further enhanced.

1. The WTCF membership has continued to grow.

Since the Summit last year, Phnom Penh, Cape Town, ANA, Northstar Travel Media and other world-renowned tourism cities, global companies and media organizations have joined WTCF, bringing the total number of WTCF members to 151, including 100 city members and 51 non-city members, which is 16 more than the previous year. Meanwhile, member cities from Africa, Oceania and Latin America are also on the rise. Non-city members of WTCF include airline companies, airports, hotel groups, travel agencies, media groups, financial companies and other major enterprises in tourism-related industries, covering the entire tourism industrial chain. WTCF membership has thus become more broadly based and balanced, laying a sound foundation for closer exchanges and cooperation among the members, and growth of the global tourism industry.

This year, to meet the emerging trend of cruise tourism, member cities such as

Qingdao and some members from cruise companies have put forward the proposal to set up a WTCTF Committee of Cruise Industry, which we support.

2. Strengthening exchanges and cooperation in various forms and boosting the global influence of WTCTF

Since October last year, WTCTF has been invited to several important international tourism forums hosted by UNWTO or PATA, and delivered keynote speeches and presentations at these meetings to promote WTCTF's vision of "Better City Life through Tourism", and share WTCTF's views and suggestions on global tourism development. The participation of WTCTF has been warmly welcomed by the delegates. Many of them have expressed the desire to engage and enhance cooperation with WTCTF.

WTCTF has also hosted or co-hosted several international tourism forums, including the Northeast Asia Cruise Industry International Cooperation Forum 2015 & the 3rd. China International Cruise Summit (Qingdao), the Silk Road Tourism Cooperation Forum & the 11th. Forum on Chinese Outbound Tourism, and China Smart Cities Investment & Finance Forum, which have provided opportunities for extensive and in-depth discussions and exchanges on issues of interests to the tourism industry, facilitated the communication and exchanges of WTCTF and its members with the international tourism community, and enhanced the influence of WTCTF.

WTCTF attaches great importance to cooperation with UNWTO, WTTC, PATA and other international tourism organizations. Since the beginning of the year, WTCTF has communicated with UNWTO on several occasions. The two sides have both expressed the desire to enhance cooperation. Just now at the Summit, the two sides signed the agreement on strategic cooperation. Meanwhile, we have also strengthened exchanges and cooperation with PATA, the Global Tourism Economy Forum in Macao and other international tourism organizations to share experience in team building and tourism marketing. WTCTF has also enhanced cooperation with institutional members such as

China UnionPay, Ctrip and China Association of Private Equity, and signed agreements on strategic cooperation with them.

3. Improving member services and developing new forms of services

Since the Summit last year, the Secretariat has improved its services for WTCF members with expanded scope and new forms of services.

First, we have stepped up promotion of our member cities using multiple occasions and in multiple forms.

Since the Summit last year, WTCF has sent delegations to major international exhibitions such as WTM (London), ITB (Berlin) and BITE (Beijing). WTCF attended the ITB with a delegation of 32 city members and 4 institutional members, and promoted the members' competitive tourism resources and brands in a single package. During the IT&CM China in Shanghai and other exhibitions, WTCF followed a similar approach. Many of our members have endorsed this collective approach to promotion and expressed their willingness to participate in future programs.

Second, we have leveraged our we-media platform to promote and display the image of WTCF and its members.

Notable progress has been made in the building of WTCF's we-media platform: the official WTCF website now provides the introduction and tourism information of all its 100 member cities and 51 member institutions in both Chinese and English and publishes important information about the WTCF members on a timely basis. For example, a special section is opened on the website to promote Expo Milano 2015. The updated weekly and monthly bulletins, which contain 30 pieces of important information on the global tourism industry and WTCF members each time, have a reader base of over 1,000 personnel of the WTCF members and over 7,000 professional Chinese tourism managers. Because of its rich content and timely information, the bulletins have been very popular among its readers. Our bi-monthly magazine *World Tourism Cities*, which used to be a purely

academic in-house publication, is now transformed into a public magazine that promotes the tourism resources of WTCF member cities and WTCF brand. The updated magazine focuses more on practical knowledge and the fun of reading, which has contributed to an increase in circulation. Meanwhile, WTCF has also opened a link on We-chat and Weibo and launched its official mobile app.

Third, facilitating the exchanges and cooperation between WTCF members through the WTCF platform

With the expanded membership of WTCF, exchanges and cooperation among WTCF members have become closer. City members and institutional members have engaged in various forms of friendly exchanges and cooperation with each other. For example, Milan has worked with Beijing, Shanghai and other cities to promote Expo Milano 2015. Qingdao, together with Tianjin, Athens, Buenos Aires, Rome, Casablanca and Dalian, has put forward the initiative of WTCF Committee of Cruise Industry through consultation. Costa Cruise Shipping Group, together with CYTS and CAISSA Touristic, has launched several international cruise routes based on Shanghai and Tianjin ports. New direct flights, including Beijing-Budapest, Helsinki-Dublin and Chengdu-Seoul, have been launched. All these cooperation initiatives have boosted the tourism exchanges and trade between the cities involved and added new impetus to the development of WTCF.

Fourth, stepping up the research on tourism topics

WTCF sees the research on tourism topics as an important way to improve guidance on tourism development in cities. Last year, WTCF conducted a research on the overseas consumption of Chinese tourists. The surveys and analyses conducted in the research about the regional pattern of Chinese tourists, their preference of tourist designations and specific needs of shopping and services have enabled WTCF members to better understand China's outbound tourism market. The report has been so useful that many media organizations and China-based tourism institutions, including the Boston Consulting Group and the US representative office

in Guangzhou, have contacted WTCF for the materials. Some destination cities have also changed their marketing strategies and the strategies for hosting outbound Chinese tourists according to the findings of the research. This year, we have continued with the survey with a larger sample base and adjusted the items and methods of survey in the hope of offering a more objective and comprehensive picture of the development trend of outbound tourism in China and its impact on the global tourism industry. The research on the Development Index of World Tourism Cities is a research project that has been running for several years in WTCF. By analyzing the various factors affecting the development of tourism cities, the project aims to build an authoritative system for tourism cities evaluation and secure the leading role of WTCF in the development of tourism cities around the world. The outcomes of these two research programs will be published during this summit.

4. Working with Morocco to make good preparations for the 2015 Summit

During the Beijing Fragrant Hills Tourism Summit 2014, the Council voted for the co-hosting of the 2015 Summit by Rabat and Fez. To ensure good preparations for the Summit, the Secretariat has engaged in close communication and coordination with the Moroccan National Tourist Office and its representative office in Beijing as well as the relevant departments of Rabat and Fez on matters related to the work plan and logistical arrangement of the Summit. The Secretariat has sent working teams to Rabat and Fez to check the conditions of the meeting venues, hotels and transportation facilities, discuss the details of the organization, logistical services, protocol and security arrangements of the Summit with Moroccan side, move forward the preparation in keeping with the schedule and ensure the smooth functioning of the communication and liaison mechanism. Thanks to the joint efforts and close cooperation between the two sides, we have ensured smooth progress of the 2015 Summit. On behalf of the WTCF Secretariat, I want to extend our appreciation and thanks to the Moroccan side for their efforts.

5. Enhancing communication with Council members and encouraging the active

participation of the members in the work of WTCF.

With the expanded agenda of WTCF, the Secretariat has paid closer attention to increasing communication with the members of the WTCF Council. Since the Summit last year, the Secretariat has organized nine e-conferences to solicit opinions on matters related to the admission of new members, the bidding process for hosting the WTCF Summit and the issues to be discussed at the Council meetings, and had full communication and consultation with the Council members.

Some WTCF members have also taken an active part in and given active support to the work of WTCF. During the ITB this year, Deputy Secretary General Ralf Ostendorf organized a work conference upon the instruction of WTCF to brief the members about the agenda of the 2015 Summit and the planned activities of WTCF. The representatives of 12 city members attended the conference and offered their opinions. Mr. Provatas Fotios from Athens also attended several international exhibitions in the capacity of WTCF Deputy Secretary General to promote the WTCF brand and attract new members. Their efforts have greatly boosted the global influence of WTCF.

II. The key priorities of the Secretariat next year

During 2015-2016 period, we will continue to take member services as the focus of our work, strengthen the building of the six WTCF platforms and enhance the influence of the WTCF brand. To this end, we will make greater efforts in the following areas:

1. Fully leveraging the role of the we-media platform

More contents will be added to the official website. We will further promote our city and institutional members, and publish more practical information and interactive contents for the tourists. We will make available more information on our weekly, monthly and bi-monthly magazines to meet the needs of the readers and increase their circulation.

2. Improving academic studies and putting research outcomes to better use

This year, WTCF will conduct a joint study on tourism performance in cities together

with UNWTO to boost the quality of WTCF's academic studies. We will continue with the existing research programs, i.e. Market Research Report on Chinese Outbound Tourist (City) Consumption and The Report on World Tourism Cities Development, and develop a report series with a well-known brand.

3. Strengthening the branch institutions of WTCF

We will strengthen guidance on the work of the three WTCF committees of tourism-related businesses, aviation and media organizations to better leverage the role of the branch institutions and facilitate cooperation between WTCF members. The WTCF Committee of Cruise Industry will play an effective role to explore the Chinese cruise market with its members.

4. Stepping up publicity of the WTCF brand

WTCF will actively participate in major forums and exhibitions of the global tourism industry, and host or co-host exhibitions and forums together with other world tourism organizations in order to expand the influence of WTCF and promote the WTCF brand. The Secretariat will work with the institutional members to attract and organize the participation of city and institutional members in these forums and exhibitions, create more opportunities for the city members to promote their brand image, and make greater efforts to promote the competitive tourism resources and products of the WTCF members.

5. Facilitating exchanges and cooperation between the city members of WTCF

We will use the WTCF platform to build an effective cooperation mechanism, and encourage the city members to engage in various forms of exchanges and cooperation. For example, we can use the opportunities provided by mutual visits of government delegations, tourism promotion events and cultural exchange programs to share development experiences, resolve each other's concerns and carry out win-win cooperation. To seize the opportunity provided by the rapid development of the Chinese tourism market, WTCF will combine the advantageous resources of the Chinese members

to further promote China's outbound tourism market.

6. Carrying out training programs

To meet the interest of the city members in China's outbound tourism market, WTCTF will host at least two training courses every year on the marketing of tourism destinations in China to introduce the progress of China's tourism development and the specific needs and concerns of outbound Chinese tourists, thereby helping the city members of other countries to organize more effective marketing and promotion campaigns in China. At the same time, we will invite international tourism experts and scholars to teach and take part in exchange programs in China for the purpose of sharing tourism management experience and best practices of other countries, and improving the performance of tourism management and the qualifications of tourism professionals in China.

7. Encouraging the members to actively support and participate in the building of WTCTF

WTCTF is now at an important period of rapid development. We welcome all members to actively support and take part in the building of WTCTF. For instance, to further leverage the role of the We-media platform, we hope our members can provide and update the required information, materials and data on a timely basis. WTCTF is now building its own database for academic studies and member services. We hope our members can upload, share and update the relevant data on time. The database will be open to all members. We also hope the members can strengthen exchanges and mutual visits with the Secretariat. We welcome our members to send their staff to do some short-term work in the Secretariat in order to increase mutual understanding and improve the performance of the Secretariat.

The achievements of WTCTF in the past year have been truly encouraging. We hope the members will take a more active part in and support our work. Let us work together to write a new chapter of WTCTF's development and make even greater contribution to world tourism development.

Thank you.

World Tourism Cities Federation
Rabat & Fez Fragrant Hills Tourism Summit 2015

Opening Speeches at WTCF Forum



New Development Trend of China & Morocco Tourism Market

By Abderrafie Zouiten, Director General of Moroccan National Tourism Office

In the Name of Almighty Allah, Most Merciful, Most Gracious

Distinguished Mayors

Ladies and Gentlemen,

It is a great pleasure to give a speech to you at the opening session of the forum of WTCF Rabat and Fez Fragrant Hills Tourism Summit 2015 today at the ancient city—Fez. Along with locals and officials, Moroccan National Tourist Office would like to extend our warmest welcome to all participants here. I cherish the moment of gathering and the friendship among us very much. Your participation shows great support to and belief in Morocco, which also makes the summit a complete success.

The annual WTCF summit and exchanges of ideas benefit us a lot. Morocco, a country of civilization and tourism, has been making unremitting efforts in tourism development. At this moment, we learn and benefit from each other by gathering here to promote mutual understanding and exchange experiences. With a profound cultural foundation and superior geographical position, Morocco has made tremendous contributions to the cultural mixtures and dialogues. Under the leadership of the Moroccan King Sidi Mohamed, we have full confidences in making steady progress.

Fez is an ancient city with bountiful cultural historical sites and every road in Fez manifests its glorious history. Generous and hospitable local people, eminent scholars, diligent students, dynamic markets and various industrial skills and know-how etc. make Fez shine with brightness.

Right now and right here, I would like all of you to feel this city, an ancient city that leaves a common cultural heritage to all human beings. We should benefit from the

rich cultures, know about the connotation of the historical sites so as to promote cultural exchanges and develop cooperation.

Ladies and gentlemen, I would like to extend sincere thanks to the efforts made by the local government, National Tourist Office and relevant departments. In the future, we will continue to strengthen exchanges and make all possible contributions to the tourism development.

At last, thank you again for participating in this summit and wish all of you a happy stay in Fez. Welcome to Fez! Thank you!

Trend and Strategy of Diversified Tourism Development

By Song Yu, Secretary General of WTCF and Director of Beijing Municipal
Commission of Tourism Development

Distinguished Guests

Ladies and Gentlemen,

Good morning.

It's a great pleasure to meet you all again.

Today, we all gather here in Fez, a city with rich cultural heritage, to discuss and exchange ideas with each other about issues on the development of global tourism and tourism cities. Today, the title of my report is Trend and Strategy of Diversified Tourism Development.

So far, there has been a continuing growth in global tourism. In 2014, the number of international tourists has reached up to 1.138 billion, an increase of 4.7 percent compared with that of last year. The global tourism industry is expected to sustain a continuous increase in the future and significantly contributes to the world's economic growth. In the meantime, the ever-increasing demand for diversified travelling among the general public has prompted the dramatic transformation of the operational types, market and the forms of tourism, which provides both opportunities and challenges for the further development of tourism industry and makes "diversity" the measurement and the impetus of the tourism development.

Therefore, the first aspect I will talk about is that diversity facilitates the tourism development.

The popularization of the transportation means the Internet and other related scientific technology have made it more and more convenient and comfortable to travel. It has also increased people's demand and expectation for travelling. This is mainly manifested in the

following aspects.

First, the demand for tourism has become more diversified. Currently, the global tourism industry has stepped into an era of popularization. People are no longer satisfied with the traditional way of travelling, which is mainly about sightseeing and shopping. Instead, various kinds of customized tour packages have become the leading trend characteristic of broad participation and various demand.

Second, the products and markets of tourism have become more diversified. Various types of traveling products have been promoted, such as self-service travel, discovery travel, culture travel, fitness travel and health-care travel. The market has been further refined. There are also various customized tour packages that tailor to specific needs of certain groups of travelers, such as the exhibition incentive tour for businessmen, the study tour for primary and secondary school students, and “the grey-hair tour” for senior people. Various new tourism products and further refined markets are driving the tourism industry to develop innovatively.

Third, the marketing methods of tourism have become diversified. In order to step up the efforts of tourism-marketing, various kinds of marketing methods and strategies have been employed, such as the online-sales which is based on the e-commerce platform and a combination of online and offline marketing. Internet technologies have helped realize a more prompt and direct advertising and promotion of tourism. Both the marketing alliances and the direct marketing have become the leading trend. Diversified marketing strategies can not only increase the work efficiency and bring economic profits to the tourism enterprises but also provide tourists with more considerate and effective services, which can satisfy the individualized and diversified requirements for tourism products.

Fourth, the investors of tourism have become diversified. In recent years, governments of various regions are encouraging investors both at home and abroad to participate in the investment of tourism infrastructure that includes service facilities of scenic spots,

smart tourism and the construction of upstream-downstream industries. With diversified investment, our tourism resources will be better developed and utilized. And the level of our tourism management and service will also be improved.

Fifth, the social and economic influence of tourism becomes diversified. With the ever expanding of the industrial scope, the multi-facet effect of tourism on the overall economic development is emerging. Tourism, as a comprehensive industry, not only has met people's demand for improving their life quality with leisure and recreation, but also played a crucial role in aspects such as creating jobs, stimulating consumption, improving the construction of infrastructure and even fueling the overall economic growth. Tourism has functioned as a bridge, facilitating the cultural exchange between different countries.

The second aspect I will talk about is that diversity promotes the reconstruction and upgrading of the tourism industry. Confronted with the new situation of diversified development, it is imperative for the tourism industry to accelerate the transformation of the notion of developing and way of operating, strengthen the competitiveness of tourism destination and tourism enterprises and facilitate the attainment of sustainable development.

To begin with, we need to speed up the development of new tourism products and the integration of resources, thus expanding the space for tourism development. The diversified and individualized demand of tourists has further broadened the developing space of tourism. On the one hand, tourism companies quickly develop new travelling routes based on tourists' demand and further refined market. On the other hand, destination cities should fully utilize their own resources like local traditional culture and natural landscape features. Tourism resources should be developed in a multi-dimensional way. For example, we should promote the integration of similar traveling routes and develop more distinct tourism products, avoiding their homogenization.

Secondly, we should develop smart tourism, promoting the innovation and upgrading

of tourism industry. Currently, the development of tourism industry has been influenced profoundly due to the wide application of information technologies such as the Internet and big data. Meanwhile, tourism industry has been integrated with almost every sector of economic society. It is a natural choice to adapt to the diversified development trend by developing smart tourism and promoting the innovation and upgrading of tourism industry. Tourism cities and enterprises should speed up constructing the marketing system of smart tourism, advance innovative and upgraded marketing and promotion methods, make it more convenient to travel, establish the public service system, enhance the overall service quality and improve the operation efficiency. To meet the requirement for information inquiry, tourism guiding and online transaction, we should set up tourism information platform and information service system. Furthermore, we should use the new media technology and “we-media” platform to strengthen the advertising of tourism products, broaden the channel and enhance the brand influence. The development of smart tourism will improve the development tourism industry on the whole.

Third, we should tighten and diversify cooperation. Confronted with the new challenge of diversifying development, countries, cities and enterprises should develop and enhance various types of cooperation to counter new challenges. The trend of diversified tourism development requires multiple forms of cooperation between countries, cities and enterprises. For example, since 2007, the year in which China and the United States signed the Memorandum of understanding on facilitating Chinese groups’ travel to the United States of America, there has been a rapid growing number of Chinese people traveling to US. According to the statistical forecast by America, there will be 7.3 million Chinese people visiting the US by 2021, which will contribute 85 billion US dollars to American economy. In February this year, the opening ceremony of Indian Tourism Year was launched in Beijing. India will take a series of measures to vigorously attract Chinese tourists, including simplifying the visa application procedures and adding the signs with

description in Chinese. China National Tourism Administration estimates that by 2016, the number of people travelling between India and China will be over 1 million annually. As a comprehensive industry, tourism has a long industry chain and the industry boundary seems blurred. The universal application of mobile Internet technology has strengthened the cooperation between upstream and downstream of tourism industry, which has extended the industry chain. The continuous emergence of new operational types of tourism and the cross-industry integration have become the new impetus to the development of the tourism industry. For instance, scenic spots, airlines, cruise lines and hotels have cooperated with each other to build a new tourism industrial chain. The appearance of new operational types, such as village travel, health travel, online holiday rental and online travel shopping have enlarged the scope of tourism development in depth and width. The development of e-commerce and online payment has promoted the cross-industry integration. Through sharing information, introducing guests to each other and exchanging experience, tourism cities have achieved a win-win outcome. As the first international tourism organization with cities as its members, World Tourist Cities Federation has always been dedicated to promoting the cooperation between member cities and the cooperative development of tourism markets. WTCF would like to take full advantage of its resources, provide a platform and organize regular activities for member cities to exchange ideas and cooperate.

Fourth, tourism industry should develop in a sustainable way. We have all witnessed the contribution of tourism development to promoting the economic development, creating jobs, improving the urban environment and increasing the public service and infrastructure standard. However, with the advent of the large-scale tourism boom, some negative effects are exerted on the lives of the residents as well as the ecological environment of some regions and cities. We must pay attention to these issues. We must avoid the overly exploitation of tourist resources, the ecological damage to the environment, and the inconvenience caused to residents while we are promoting the rapid development of tourism industry. WTCF

advocates sustainable tourism, appeals to visitors to travel in a civilized manner, strengthens environmental protection in the development of the tourism industry to benefit local people and to achieve coordinated development of tourism and urbanization.

Fifth, promote the development of the Silk Road tourism and carry forward the multi-cultural heritage. The Silk Road is a road running through Asia, connecting the world famous trade routes with a history of more than 2,000 years. But, its charm is eternal. In recent years, China, uniting countries along the Silk Road put forward the strategic conception of “New Silk Road Economic Belt and the 21st Century Maritime Silk Road”. Its core mission is to develop economy through promoting the mutual exchange and cooperation between countries and regions along the road so as to optimize the economic structure and benefit local people. Meanwhile, the conception of “New Silk Road Economic Belt and the 21st Century Maritime Silk Road” also provides a new opportunity for tourism development. That greatly promoted the tourism development of the countries along the road by facilitating their communication with each other and prioritizing the tourism development of those areas. There are quite a few member cities of WTOTF located along the Silk Road, such as Xi’an, Alma-Ata, Dubai, Colombo, Djakarta and Cape Town. Recently, a number of member cities such as Xi’an, Qingdao and Alma-Ata have rolled out some new products of the Silk Road tourism. We hope our member cities can take an active part in the construction of the “New Silk Road Economic Belt and the 21st Century Maritime Silk Road”, endeavoring to turn the Silk Road into a unique and charming tour route.

Every economic sector is like a pearl and tourism will string them together. With tourists’ increasingly diversified demands, we must stick with the perspective of sustainable development and promote the comprehensive development of global tourism. Many thanks to everyone here, our host and the host city—Fez, for your great efforts on this forum. Thank you.

Private-Public Partnership: Driving Tourism Sustainable Diversity Developing

By Pansy Ho Chiu-king, Managing Director of Shun Tak Holdings Limited,
Vice Chairman and Secretary General of Global Tourism Economy Forum

Distinguished Guests

Ladies and Gentlemen,

Good morning.

It is my great pleasure to visit the exquisitely beautiful city Fez in Morocco. And I'm greatly honored to be speaking at this forum opening session at the invitation of secretary general Song Yu. As a tourism investor and stakeholder, I hope that I will bring to the forum the private sector perspective. Over the past 60 years, I have had the exclusive privilege to witness and learn firsthand how sound government policies materialized at the hymn of private sectors' dedicated commitment can work miracles to change a city's destiny with Macao being the perfect embodiment as this powerful transformation.

Today I will tell the Macao story and how two generations of my family have committed to harness our own business resources to serve our city through this transformation into a 21st century world-class tourism city.

My father, Doctor Stanley Ho, has laid the building blocks of Macao's development through investing in the infrastructures. I am vested with the duty to succeed his goals towards the reshaping of a new Macao as a world center of tourism and leisure through diversification. Once being a small and quiet fishing village in southern China, Macao played a key role on the maritime Silk Road when the Portuguese traders settled in the 16th century. However, after the suspension of trade relations with China in the 18th century, and due to its isolated location, scarce resources and a small population, the city's economic development was stagnant until 1962, when the Portuguese government decided

to legalize gaming and granted the monopoly right to operate casinos for the next 40 years to my father's consortium. My father was being a visionary businessman understood very well that Macao could not simply rely on a single gaming industry and that it needs a comprehensive tourism economic structure in place to survive and grow. Driven by this strong conviction, he undertook tremendous initiatives to lead investments on a whole range of infrastructures that would later become the life blood and the backbone of the city. As Hong Kong, its neighbor 50 kilometers away by sea, was the main market source for Macao's tourism industry during the first 30 years and providing effective sea connectivity was critical to the success of growing our tourism business. Before my father even started building the hotels and the casinos, he was clever enough to invest heavily in improving the harbor through extensive dredging, constructing a modern ferry terminal and acquiring high speed crafts run on jet engines that has shorten travelling time from 4 hours to 50 minutes. Continuing on my father's work, I have embarked on a 20-year journey to further expand the ferry business. I pioneered the world's first IATA-approved multimodal sea-to-land and sea-to-air transportation systems, providing seamless transit between ferries and aircrafts to connect major ports and airports in the whole Pearl River delta.

Today, I operate the world's largest fleet of high-speed ferries providing the world's largest frequency and sea-capacity carriage on a 24 hours basis and servicing over 10 million passengers annually. By the 1990s, my father saw the need to further develop Macao's international connectivity to capture regional markets. He supported and financed the construction of Macao's own international airport and the establishment of Macao's flagship airline Air Macao. Again, I was placed by him to represent our corporate interest as an executive board member and vice chairman of these companies. Being the only non-government appointee and having served at this unique private-public partnership for over 20 years has helped me develop lasting work relations with various government department as well as instilling in me a great sense of social responsibility towards

the society. The continuation of my father's vision and strong belief on crafting long-lasting partnership extends to well-beyond public and private endeavors and applies to commercial ties as well. As a major property developer in Macao, in the 80s, he had the full sight to invest in the first luxury international brand hotel, the Mandarin Oriental, through a joint venture with its parent group, the Jardine Group. Today I took this 30 years' successful venture to new horizons by creating together Macao's largest and most valuable integrated, comprehensive real-estate project comprising a new Mandarin Oriental Hotel and service apartment, a reconciling-price prime residential project, and brought to Macao its first up-scale shopping mall with top luxury brand flagship stores, changing the retail landscape for Macao overnight. In 1999, Macao witnessed a historical moment when our sovereignty returned to China. As a token to commemorate Macao's new identity, my father built the Macao Tower as an iconic landmark for the city. I seized the opportunity to fulfill a new destiny for bringing diversification to Macao's tourism fabric. Instead of adding more gaming component which was originally planned, I had decided to turn the Macao Tower into Macao's first MICE (meetings, incentives, conventions and exhibitions) center integrated with family entertainment including now a Guinness Record, the world's highest bungee jump that has registered over 1 million jumps already since 2001. Aside from building the hardware, to further develop the MICE industry for Macao, I founded Macao's global tourism economic forum in 2012. The forum is yet another resounding successful example of a pioneering private public collaboration. From 2012 to 2014, 3,000 participants from 45 different countries and regions and 49 Chinese provincial and municipal government delegations came together to exchange views on global tourism issues and their impact on economic outlook.

The future prospect of Macao is dependent on its ability to transform, diversify and reposition as a true multi-dimensional tourism destination. Having been involved since the early days of working together with the NGTO, and its overseas promotion, I have gained

special insight and work experiences. Build rapport and trust which are key to affording you the possibility to initiate innovative pilot campaigns. To help reengineer Macao's image from that of the world's largest gaming center to a world center for tourism and leisure, using my own resources and tapping into the celebrity world, I had introduced the novel concept of organizing stars' charity which is led by super star Jackie Chan to raise its profile among general mass. Four hundred and fifty years of unique east-west heritage, worthy of UNESCO heritage city class recognition, puts arts and culture at the forefront as major assets for Macao's tourism development. Following my father's footsteps and contributing towards the preservation of Macao's heritage, I choose to promote artistic and creative experiences through the creation of MGM art space which stages unconventional art exhibitions and original art programs to stimulate public interest and exploring art enjoyment and appreciation, fostering local talents and international awareness to give Macao a new identity as a creative hub.

Whether we are building infrastructures, properties, knowledge base or distribution systems, my father and I have always placed priorities in taking the initiatives to work with partners, be it the government, the trade and business counterparts, not as an obligation but as part of our vision and mission. Every city has its own unique history and distinct story. And I believe the most wonderful stories are those jointly written by the public and private sector together, with both sides cherishing the importance of lifelong commitment and cooperation that will lead to attainable goals of sustainability and constant growth generation upon generation.

Thank you.

World Tourism Cities Federation
Rabat & Fez Fragrant Hills Tourism Summit 2015

Forum 1: Diversity and City Tourism



Research on the Development Index (Evaluation System) of WTCF World Tourism City

By Zhang Hui, Deputy Director of WTCF Expert Committee

Ladies and Gentlemen,

Good morning.

On behalf of World Tourism Cities Federation (WTCF), I'd like to share with you our study on development index of world tourism cities, the tourism cities evaluation system in specific.

WTCF, as you may know, has been trying to develop a comprehensive evaluation system for the world tourism, particularly for the development of tourism cities since it was established. Research for this system stands as both a pioneering effort and a challenge with difficulties. The world tourism has been developed for more than a century; however, the evaluation of related cities was still only based on the single index. In order to conduct the overall evaluation to the tourism city, a combination of diverse and complex features due to different economic and social impact, establishing a comprehensive index plays a significant role in both practice and academic studies, and it will also accelerate the development of our member cities. Under the above background and entrusted by WTCF, our research team spent four years to work out a rounded evaluation system.

One of the biggest difficulties in building this system is how to find a scientific method to evaluate the abstract concept of development. In other words, we have to discover the dimension under which the development of tourism cities could be measured. Thus, numerous works should be done in areas such as researching the methodology and studying to build the theoretical model for displaying the concept of city's development through variables and dimensions. Due to its importance and hardship, in our previous four years' study, we spent three years to study its methodology, theoretical model and

relevant variables. Besides, as there is more than one system to evaluate the development, to find a system that shares common feature becomes another issue that needs to be solved. Based on the above requirements, we finally developed a comprehensive index to evaluate the development of a tourism city from the aspect of tourists, tourism industry and city management with research results from six single indexes. These six single indexes include the tourism prosperity index, tourism development potential index, tourism attraction index, support for tourism index, tourism's economic contribution index, and tourism satisfaction index. To evaluate these six single indexes, the team constructed different third-grade indicators with consideration that the indicator shall reflect the quality and character of the relevant dimensions and be acquired through similar approach. More than forty third-grade indicators were built to gain the final ranking.

In regard of the data source, we acquire data from different channels, mainly through international cooperation, such as our cooperation with Euromonitor International, the announcement from World Tourism Organization and World Health Organization, the reports and highlights about world traveling, WTOTF, the United Nations Educational, Scientific and Cultural Organization, the official website of airport in member cities, and the official tourism statistics from member cities. Furthermore, we also based the research on the big data of reviews for our member cities from travel review website worldwide.

I'd like to present you now the final ranking according to our index.

The first index is the tourism prosperity index which reflects the current development and development trends of the tourism industry in cities and can be used as a benchmark for the overall prosperity of tourism during a certain period. This index encompasses two perspectives: the tourism development scale and growth rate. It is measured by using industry indicators like the international tourists' arrivals, international tourism revenue and growth, volume of domestic tourists, domestic tourism revenue and growth, the hotel room occupancy rate and fluctuation ratio of average hotel rent. The rankings based on this

index are as follows: 1. Hong Kong; 2. Paris; 3. London; 4. Bangkok; 5. Milan; 6. Dubai; 7. Macau; 8. Seoul; 9. Shanghai; 10. Beijing; 11. Zurich; 12. Chongqing; 13. Vienna; 14. Chengdu; 15. Guangzhou; 16. Rome; 17. Los Angeles; 18. San Francisco; 19. Barcelona; 20. Amsterdam.

Secondly, I'd like to mention the rankings based on the tourism development potential index. This index reflects the city's potential of sustainably boosting the tourism industry's development and indicates the growth space and the prospective development of tourism. The measurement is determined by the airport's passenger throughput, urban GDP per capita, the average growth rate of the inbound tourists, the average growth rate of domestic tourism, and the ratio between the service sector output and GDP. The rankings are: 1. Los Angeles; 2. Jakarta; 3. Chengdu; 4. London; 5. Xiamen; 6. Washington D.C.; 7. Rome; 8. Wuhan; 9. Zhangjiajie; 10. Dubai; 11. Boston; 12. Moscow; 13. Huston; 14. Berlin; 15. Tel Aviv-Yafo; 16. Chongqing; 17. Edinburgh; 18. Beijing; 19. Paris; 20. Milan.

The third ranking is based on the tourism attraction index. The tourism attraction index reflects a city's attractiveness to tourists in terms of tourism resources, infrastructure and environment, all of which could express a city's tourism charm. The measurement looks at several different perspectives: the number of the world heritage sites, the number of international conventions, the environmental quality and the international air traffic routes. The top twenty cities in this ranking are: 1. London, 2. Paris, 3. Berlin, 4. Brussels, 5. Barcelona, 6. Amsterdam, 7. Rome, 8. Dublin, 9. Beijing, 10. Seoul, 11. Prague, 12. Budapest, 13. Vienna, 14. Moscow, 15. Athens, 16. Edinburg, 17. Lisbon, 18. Bangkok, 19. Milan, and 20. Geneva.

The fourth ranking that we are going to mention is about the support for tourism index. This index reflects how supportive and open the local government is for city tourism and indicates the degree of convenience and hospitality the tourists would encounter in the destination. The measurement is based on an examination of the public tourism

information service, and VISA issuance facilitation. The final rankings are: 1. Toronto; 2. Bangkok; 3. Paris; 4. Beijing; 5. Shanghai; 6. Macau; 7. Guangzhou; 8. Tel Aviv-Yafo; 9. Hong Kong; 10. Amsterdam; 11. Xi'an; 12. Sapporo; 13. Seoul; 14. Berlin; 15. Harbin; 16. Boston; 17. Riga; 18. Hangzhou; 19. Cape Town; 20. Chengdu.

The fifth index is the tourism's economic contribution index which reflects the tourism's contribution to the city's economic development and social employment, mainly explaining the influence of tourism to the development of the destination city. The measurement looks at several perspectives: per capita consumption of inbound tourism, per capita consumption of domestic tourism, the proportion of tourism industry value in GDP, and the proportion of tourism-related employee in the overall employment. The rankings are as follows: 1. Zurich; 2. Geneva; 3. Amsterdam; 4. Athens; 5. Brussels; 6. Vienna; 7. Beijing; 8. Houston; 9. Tel Aviv-Yafo; 10. Seoul; 11. Rome; 12. Hong Kong; 13. Lisbon; 14. Macau; 15. Ottawa; 16. Paris; 17. London; 18. San Francisco; 19. Cape Town; 20. Berlin.

The last index that we are going to explain is the tourism satisfaction index. This index reflects tourists' satisfaction degree which is based on their subjective feelings in available products and services that the city provides. This index measures nearly 70 million data and collects tourists' reviews towards seven files, hotels, restaurants, tourist attractions, shopping, entertainment, activities and traffic in specific. The top twenty cities are: 1. London, 2. Cape Town, 3. Athens, 4. Edinburgh, 5. Dubai, 6. Barcelona, 7. Rome, 8. Paris, 9. Boston, 10. Prague, 11. Bangkok, 12. Zurich, 13. Buenos Aires, 14. Vancouver, 15. Amsterdam, 16. Beijing, 17. Hong Kong, 18. Washington D.C., 19. Dublin, and 20. Lisbon.

On the basis of the above six indexes, the research team developed a comprehensive index named World Tourism City Development Index through Delphi technique method and technology assessment. The overall rankings of the world tourism cities based on

this index are: 1. Paris; 2. London; 3. Hong Kong; 4. Amsterdam; 5. Zurich; 6. Beijing; 7. Berlin; 8. Bangkok; 9. Brussels; 10. Seoul; 11. Rome; 12. Athens; 13. Shanghai; 14. Vienna; 15. Dubai; 16. Barcelona; 17. Los Angeles; 18. Lisbon; 19. Toronto; 20. Macau

Comparative studies have been conducted among cities sharing the same characteristics and in the same area to support the report today. In addition, we have done typical studies to provide member cities and organizations with the estimate and plan for their future development as well as the research service on tourism satisfaction based on the evaluation. By doing so, we could help our members, on the foundation of the World Tourism Cities Development Report and catering to their difference demand, to conduct both the research for their future tourism development as well as the difference analysis between them and cities which own the same characteristics and have already developed the tourism industry. The related studies could also provide fundamental data for the research of tourism development of cities around the world.

We expect that our member cities could provide us with more data to this development index for the establishment of a database which would be adopted in research conducted by them and covers the data from both our member cities and related organizations, sharing similar statistical methods.

We sincerely welcome our members, organizations, experts and scholars to be actively involved in this research program, and make an effort to establish the scientific evaluation system for the world tourism cities.

Thank you very much!

【Panel Discussion 1】

Diversified Tourism Resources and Marketing Strategy

Moderator: Karl Wober, Member of WTCTF Expert Committee

Karl Wober(Moderator): I would like to start with ladies first. We have honorable Madame Elena Tanou, director of Nicosia Tourism Bureau, Cyprus. Diversity and variety of tourism offered at your destination is often considered as a critical factor of success. Mixed communication, marketing of a tourism product at your destination is increasingly complex and difficult. According to your experience, how important is tourism diversity? What is your recommended strategy to overcome the difficulties in tourism? Thank you.

Elena Tanou(Director of Nicosia Tourism Bureau, Cyprus): Thank you for the very complicated question but very necessary for tourism today which all believe that is the economic engine for all our cities, for all our countries. We heard many inspiring speeches to weigh in two days with the highlight of the story of Macau. And it takes, I believe not just the governments, the stake holders but visioners. And I believe the excellent communication could come if the governments and stakeholders could fund these visioners and invest in them, give them incentives. Therefore together with the rest they can take these cities forward. Because tourism is a very fragile, perishable and fragmented product, you have to be always innovative. I believe above all, you have to be authentic. We should value our clients, we should be stewards as in the tourism sector, and you should give absolutely what is real, what is authentic, what is unique from our cities, in order to develop first of all, our cities, and improve jobs for our citizens, at the same time give the most respect to the traveler today who is probably rich but hasn't got enough time. Therefore, make him leave the country, leave the moment, leave the city, and leave that experience for a long time to also be an ambassador for the country, for the city to his friends, to his family.

Karl Wober: OK, thank you very much. May I pass the question to our colleague from Thessaloniki which is not far from Cyprus. Yes Mr. Pengas, do you have a different perspective, say, if you've basically stressed what has been said by Miss Tanou.

Spiros Piros Pengas(Vice Mayor of Thessaloniki, Greek): Yes, I'd like to add also to characteristics of visionary, astounding and daring. I think you have to be daring in tourism area, in business, in tourism industry. And this is what we did for example in Thessaloniki. You have really sometimes to liberate, to change, to shake up, to break upside down, and the essence of a city as a destination. And what we did for Thessaloniki is transforming it into a multicultural city from a mono-multi-Greek destination. We dug out the multicultural parts for this city. The Thessaloniki has been called for many centuries the Jerusalem of the Barcelonan because of its Jewish community. It has a strong Byzantium story, 15 monuments characterized by UNESCO as world's heritage monuments. And all that was brought up and made a new logo for the city--these wonderful huts and the new tagline. Thessaloniki has many stories to tell. And this has brought tourism development of course and this has changed their identity and this has also changed the strategy of the city. From 2010 when we had 1,300,000 overnight stays, 75% of that were Greeks, then at the end of 2014, we had over 2,000,000 tourists coming into Thessaloniki and 50% of these were foreigners.

Karl Wober: OK, Yes, I think this is a very good example in terms of how to translate the complexity of the tourism into a simple logo which is connected to the memory of the tourists. As we already described the difficulties, am I allowed to turn over to our third representative of a tourism board, the Director General of Mudanjiang, Mr. Li Baoming. Maybe you can say a little more about how you feel about the tourism diversity for your destination.

Li Baoming(Director of Mudanjiang Tourist Office, China): I am very glad to be able to join in today's discussion. Mudanjiang is located in Southeast of Heilongjiang Province

of China and is rich in tourism resources. We have made efforts on two aspects in terms of diversified tourism and sustainable development. First of all, our tourism resources and products are diversified. The following seven characteristics can be used to describe the tourism products of Mudanjiang, “lake, border, custom, forest, snow, specialness and red memory”. Regarding the first one, there are two one-hundred-mile lakes in Mudanjiang. The one we are familiar with is Jingbo Lake. It was mountainous dammed lake resulted from volcanic eruptions for three times, blocking the river course of Mudanjiang. The lake is also the largest volcanic dammed lake in the world. Every year, it receives more than one million visitors. It is a summer retreat with picturesque sightseeing. Secondly, the tourism products of Mudanjiang in winter are diversified. Mudanjiang is China’s Syracuse. There are mainly four snow products: snow hometown, snow city, snow castle and snow park. It can be said that China’s snow headquarter is in Mudanjiang. There are about 13 ski resorts around Mudanjiang. The first mountainous cross-country skiing training site in China is in Mudanjiang. In addition, there are also many good places with plenty of excellent ecological products. Mudanjiang is also a border city and the border line runs for 211km. There are four first-class national ports. Every year, we receive around 900,000 Russian visitors. So it’s clear that the border tourism products of Mudanjiang are developing very well. There are also some products with historic, cultural or ecological meaning. Our efforts in developing diversified tourism also include diversifying the marketing strategies. For example, the image design of the city and design of products with winter and summer themes. We invite some famous designers to add more unique elements to the designs. The second aspect lies in marketing strategy in which we made attempts in terms of marketing means. For instance, we collaborate with over 100 travel agencies, 104 e-businesses and some state or local media. Such long-term cooperation contributes to the tourism development of Mudanjiang. I am very glad to invite members of WTOTF and other friends from the field of tourism industry as well as media to visit Mudanjiang. Thank you very

much.

Karl Wober: Thank you very much, I think it really clearly shows in terms of how much involved of all tourism boards are, in terms of diversity and variety in development of tourism. I would allow a handover maybe, to Mr. Pellizzer, a representative of our corporate industry. What do you really perceive the activities which have been demonstrated here by the three destinations? Do you really feel, let's say, the effort which has been made in diversified tourism from a corporative perspective? Or put it this way, how important do you believe that diversified tourism development is from the corporative perspective?

Marco Pellizzer (Vice President and General Manager of Hong Kong and China Mainland American Express Global Business Travel): I think the effort is not only sincere but extremely tangible and visible. From the example that Mr. Pengas has given about Thessaloniki, I think it is an example of taking a corporate concern which is brain management in turning into, moving away from visit and delivery of product and trying to sell the destination for their monuments and museums into a concept that appeals to the heart of the travelers. So you create that bond on the longer term. From a corporate perspective, we obviously move travelers that go to the destinations whether they honestly choose to go to. The companies move them to any given city. So, from that perspective, it is slightly different. But the element of the diversity remains extremely on the forefront. The diversity of the concept never stops and as it is being a corporation that is operating in a hundred and forty countries in the world requires us to be diverse, to be able to identify and manage the content, the nuances of each of the countries. The other thing is about the travelers. The travelers are changing from their mentality, their behavior, their expectations. And in this account, with the young generations that we need to know about the destination but also about their travel patterns. One of the things that we do see in the corporate world is the emergence of the new way of travelling whereby you combine

your business travel and you are trying to link it to your personal travel. An opportunity exists like that but business travel weighs leisure. So I think cities like the one we just heard about will need to bring up the best of them. We really have corporate travel which happens to be in those destinations so that they can take up those opportunities. The other side for us as business travel is we really see travel as a way to generate business for the economies or the countries. It's not just an end to itself. So travel enables them to conduct their business, to meet with people, to succeed through those meetings. So it does have this do-all balance.

Karl Wober: This is insight from the corporate side. We also have academia representative. Mr. Professor Wei Xiaolan is here today. And since I'm pretty much sure that you're very much involved in those many studies related to the topic, what you think of the importance and the recent trends from academia related to the topic.

Wei Xiaolan (Director of WTCF Expert Committee): We are actually discussing two questions. The first one, diversity. From this perspective, the biggest threat is globalization. As modern tourism develops in the context of globalization, the process is basically the same and we are living in the same hotels. Under this circumstance, how can we stick to cultural diversity? This is very difficult. Yet without diversity and difference, there would be no need for travelling. Tourism diversity doesn't mean becoming similar to New York, Paris or Shanghai but stickiness to its own culture. This is a very big challenge for each place. I think all tourism cities are making efforts and preserve in spite of this challenge and we have done a very good job. The second problem is about marketing diversity. Nowadays, with internet available worldwide, traditional ways like attending trade fair and TV marketing are already outdated. For the moment being, internet marketing is in the first place while event marketing is the second. That Australia drew global attention is a very good example of event marketing. But how can we move forward? The third difficulty lies in marketing in slack season. All cities in the world have both peak seasons and

slack seasons in tourism development. How can we dig out our diversity in slack season? That makes an important means for our marketing diversity. So in a word, the context of globalization poses new challenges for us and it is an important subject that we need to work on for the further development of us as tourism cities.

Karl Wober: Yes. That you remind us of the fact that we are not talking about, diversity in terms of marketing diversity, but also in terms of the globalization development and the use of resources which become increasing. But there are many times, when diversity is used to get involved with the concept of sustainability and a diversified tourism development, I guess we all agree, must take not only an environmental but also new more multifaceted tourism variants. In your opinion, Miss Tanou, what is the role of the government in the world of this responsible tourism period?

Elena Tanou: Very straight. If the government should be the providers, should they be the people who give incentives, to the individuals, to the experts, to the job that they know well because they can consult better bodies and also get better? And there were the same marketers from some other cities. Therefore, what did we do? We brought young characteristics, young urbanism. People with us are artists. So they create ideas based on these worlds with their all alternative so far for their cities. Again the governments of all municipalities were there to support all those things. Through a European program that's happening during a specific time, and I can give some examples of international day of tourism that all museums will be opened. And all of that is what we should invest on. Today, cities are not industrial cities. All governments of municipalities quite understood what to be done in order to maximize results.

Karl Wober: Very good. Good keywords--the trying effort. You have also examples of collaborative.

Spiros Piros Pengas: When the economic crisis starts a period of stagnation, people are not willing to change, to be innovative in a way. That's why the new leader came into

political power in 2011 and he exercised this innovative strategy, opening up the city to the world. Of course you break down stereotypes of many indoor cities, their Jewish rule, their Roman rule, their Byzantine rule, their Ottoman rule, we offered every weekend for free to all our citizens these tools in order to get into a mentality of what we are actually doing, who know how to do in the right way. So of course you need to join forces, but there are different roads also.

Karl Wober: Thank you very much. So what is the situation in Mudanjiang in industry respect? Do you also have initiatives?

Li Baoming: According to the tourism development of Mudanjiang, the relationship between government and tourism industry is very important. Local governments should provide assistance and support to the development of tourism industry. But one key problem that I would like to draw all of your attention is that, governments must identify the right position in the process of developing tourism industry. The development of a city depends on the leader. Nonetheless, the development of tourism industry lies in professionalism and marketing. Only in this way could it be sustainable development. So we must address this relationship properly. Mudanjiang government attaches great importance to tourism industry and has made great efforts in aspects like the examination and approval procedures. All these efforts play a critical role in the tourism development of Mudanjiang. That's why in less than a decade, the tourism industry of Mudanjiang has witnessed a growth of 9.6%. We all know that one industry with an increase of over 5% could be a pillar industry. What's more, the significant increase took place in such a short time. From this perspective, it is essential to coordinate well the relationship between government, tourism industry and related departments.

Marco Pellizzer: Perspective, which I think is a very good example of the diversified globalized world we're living today. I guess on the corporate side, you would rather like to change it into a green term, which is less governmental in the same way. My view is

the role of governments should be to create a sort of ground where the business travel can grow, where there are common rules, there are clear expectations. So that all are operating clearly in whichever form of fashion, whether it is a travel new line, or a travel agency, have clear rules to respect. At the same time, I think there should be clear regulations on what the travelers should be expected such as standards of service. So once again, our travelers can go any destination and they can expect the similar type of service, safety and security. And in the full respect, those differences are also like that. I think those can read the rule. And again, countries where may be are at the earlier stage of development and I can see they are always playing a significant role in terms of opening doors and creating opportunities. The one area that I think is interesting that we've seen, especially in Asia, is for example, government parting with private identity to better understand for them the implication of the difficulty, the ease of issuing visa, and how they affect the business law. So once again, in opening some bold sides, I think for very open communication, very aspiring communication we can really put on the table what the challenges are so again the businesses can thrive as a whole.

Karl Wober: Thank you very much. Professor Xiaolan, something you want to add to the discussion of the second question?

Wei Xiaolan: There is no ideal state for any type of relation. That is to say, there is no "the best status", but there is "the most suitable status". This principle similarly applies to the development of tourism industry. So in my eyes, there are two aspects we should pay attention to. First, there should be a high limit and low limit. The former doesn't refer to the maximum interest of the local development but maximum employment, which is also the original target for each municipal government to develop its tourism. The low limit should be the protection and passing on of culture. I don't think it is proper to destroy one's own culture and fail to pass it on for the sake of catering to the travelers from outside. We must address the high limit and low limit well. The second aspect we should pay attention

to is to maximize our diversity and culture and this is a high limit hard to reach. What is the low limit then? No violation of the rights and interest of tourists. For example, all cities, be it in the developed countries or the developing countries, have one phenomenon in common, beggars. How should we respond to that? Beggars are part of the urban life and to some extent, they also reflect the city's culture. So we accept this phenomenon as it is. And beggars belong to the vulnerable group in society, we would give them a hand when we can. But if beggars violate the right or interest of the tourists, the government intervention would be necessary. So in this sense, anything has its high and low limit. We are endeavoring towards the high limit while remaining steadfast with the low limit. In this way we can see through our cultural diversity, tourism and marketing diversity.

Karl Wober: Thank you very much. Well, I would suggest that we come to our third and last question around. And since we are here all together as members of WTCF and in my last question, I would like to use this opportunity to ask you your opinion about how a network like WTCF should actively response to these trends towards more diversified, responsible tourism. What are the key points that we should emphasize on these based on the different nations, different cultures which are also expressed at this panel, and the different social backgrounds we all come from. How can we collaborate in a sense when at the same time we live in a competitive environment and how much we should actually, really consider collaboration as important in the field. And if I am allowed, can I ask you again for the first role.

Elena Tanou: I believe WTCF is a great platform to do that. First of all, to work as a lobby together to trace issues that are of paramount importance to all of us. Secondly, the synergies can work between the different countries and the different cities helping us to understand different cultures and to help each other to avoid mistakes, to engage probably in collaboration about conferences, about special kind of tourism, for example, medical tourism, sports tourism. Whatever we are better, we can invite each other to get to know

these practices. But above all, we're like a family where we understand each other and we work together in order to use the tools that they already have developed through WTCF which have seen they are huge, they are a lot and they're very advanced especially in technology. If all the members can use them in a good way, then I think we can benefit in a big way and manage to be successful in our endeavors.

Spiros Piros Pengas: Thank you. I think diversifying and enriching the destinations' service is never stopping. We are always seeking for new ideas, good practices. We have, as for the Thessaloniki we exercised the city's diplomacy, we go to other cities as I explained to you before. And we are presenting the Thessaloniki what we do, our strategy and at the same time we are also listening to the other cities' ideas. We are also in Greece transmitting our strategies to other cities to develop the same project. Here, I, a little bit, I miss here long feedback. I'm very happy and I'm very honored to be here every year and I get so inspired being part of these meetings. I would love to have it, to have it more often, to have regional work solved, to meet with people more often and not wait for every September to meet you and everybody here again.

Karl Wober: Thank you Mr. Pengas. Nice words. What's the contribution of Mudanjiang?

Li Baoming: As a member of WTCF, I am very glad to attend this forum. I think the topics at today's panel are very timely. The whole world including China today is faced with problem of transferring and upgrading in developing modern tourism. In tourism development in particular, different latitudes and temperatures of different cities might limit the seasonal products. Solving these problems and making breakthroughs might rely on diversity, diversified resources, products, cultures to achieve sustainable development of our tourism industry. WTCF serves as a platform for us to have conference communication annually and the results are excellent. Yet in the future we should make full use of this platform by strengthening the inter-city cooperation or in other words

program collaboration. For example, we should have special collaboration and exchange in aspects like marketing, promotion and exchanging of clients. Aspects like our future tourism products and design and development of tourism industry should also be included. Our experience and lessons in philosophy and design can all be shared. In this way, we are making joint efforts to usher in a thriving and advanced global tourism industry.

Karl Wober: Thank you very much. Mr. Pellizzer.

Marco Pellizzer: I'm not sure if it is appropriate, but as I was listening to the story of Macau, some comments from their colleagues came into my mind. I know very little Chinese and one character that I know is ying, which is to win. And if I was not mistaken, win's got a number of different sub-characters. And the first one is there has to be a sense of crisis. And I think for us crisis means opportunity. There are opportunity right, left and center. It's up to us how we are appropriate to them, how we are identified by them. The circle as I see it is an accumulation. Things don't happen overnight. And we hear the story of Macau in which it took fairly 45 years for the turn of the city that had very little into a city in the forefront in the entertaining industry. The third one is investment. And again, I think we should invest time, resources and energy to come together, to have this kind of discussions and the care of the forum is really key. And the last one is communication. I think communication is not just as sharing and exchanging, but really inspiring our cities. Yesterday, while I was going through the opening ceremony, you know, I saw there was Iberia, Nairobi as new cities that belong to this wonderful continent. And if you think about how much Africa has to give, and what a great opportunity there is out there, I think this is one of the value, the benefits I saw at these events, inspiring all of us.

Karl Wober: Thank you very much. So the last, we have academia. So I know that Professor Xiaolan, from the expert committee, spends a lot of effort, takes a lot of effort in order to advance. He did well in WTCF. What do you think your organization can actively do to allow this type of collaboration and intense discussion?

Wei Xiaolan: The past four years since the founding of WTCF witnessed its efforts in serving its members. So I do agree on the concepts we proposed. The first concept, platform. This platform emphasizes on publicity. It is not designed for certain country, certain individual or city but all of us. Now that we are willing to join in this platform, we are expecting it to play its role of publicity. Publicity requires diversified activities. The second concept is family. This is a big family. We communicate with each other in this family and thus get more information and grasp more opportunities to advance our development. The consumption behavior report for Chinese tourists overseas is sorted out to offer you business opportunities. The Chinese overseas tourists are most active in the world's tourism market in recent years and I hope you can seize such a business opportunity to promote development. So in a word, tourism relies on activities while friendship on interaction. Without activity and interaction, it would be impossible to play the role of platform and family. With more interaction and increasing scale, our aim shall be achieved. So I believe, following the present direction of WTCF, more business opportunities are to be offered to meet your demand.

Karl Wober: Professor Xiaolan, thank you very much for the important advice you have given us at the near end of our discussion. I've also been asked by WTCF, knowing that all of our panelists had limited time. And in order to maximize your contributions, I would like to invite the panelists, if you have more thoughts on the topic and then you summarize as more documents. WTCF would be more than happy to share them with the members. Now, for me, it's time to say thank you to panelists for their contributions and for participating in this panel. I think it's very fair to pick up applause for them if you would like to join me.

【Panel Discussion 2】**Diversified Tourism Demand and Travelers Today**

Moderator: Roger Carter, Member of WTCF Expert Committee

Roger Carter(Moderator): Ministers, mayors, distinguished guests, ladies and gentlemen, my name is Roger Carter. I run a tourism destination consultancy company called Team Tourism Consulting. It's my honor now to chair this panel which is going to have two focuses which are directly related. One is to look at the way in which the demand is changing, the way in which markets are growing and markets are diversifying. And then secondly, to look at the way in which destinations should respond to these changes in demand, or indeed examples from our panel of the way in which destinations are already responding to these changes in demand.

So I'd like now to call up the panelists—we have five panelists—and I'm going to ask them to come up.

Firstly, Ms. Jacqueline Belle, the mayor of Victoria, on the Island of Mahe, Seychelles. Jacqueline, would you like to join us?

Secondly, Mr. Danny Law Heng Kiang, the Penang State minister for Tourism Development in Malaysia who is a proud promoter of Penang city, which he is telling me is the second city in Malaysia. Danny.

Thirdly, we have Mr. Chu Wuiwing who also gets under the name of Leslie Chu, and he is head of Display Business, Greater China, TripAdvisor. Leslie, welcome.

Next, Ms. Yu Ningning, chairman and president of China International Travel Service Co., Ltd. (CITS). She is deputy secretary-general of WTCF and chairman of the Tourism and Enterprises Council of WTCF. Welcome, Yu Ningning.

And then finally, Mr. Qiu Weijun (Roger Qiu), the General Manager of Overseas Destination Marketing for Ctrip.com. Please welcome all of the speakers.

Ladies and gentlemen, we are running well behind time. This session should have been

finished 15 minutes ago, so I'm going to keep the session very short and I'm going to be about this whole topic that I described a moment ago. The focus of the session is the way in which markets are changing and diversifying. So I want to start with speakers who are working with and in the market and then to ask the destinations to give their perspective. TripAdvisor is the largest travelling tourism website in the world outside China and indeed possibly including China. Leslie can tell us. TripAdvisor has played a major role in boosting demand by enhancing the information for individual travelers that are available to them about the opportunities. So I want to start with Leslie and ask him to give his perspective on the way in which markets are changing and diversifying and to just give your thoughts on the way in which destination should be responding to these changes in demand. So, Leslie, TripAdvisor.

Leslie Chu(Head of Display Advertising Business of TripAdvisor in China): Thank you, Roger. Today I would like to mainly share some figures with you. There is an important annual award called Traveler Choice in the tourism industry which ranks and awards destinations based on the total ratings from travelers all around the world in the whole year. This year, Marrakech of Morocco won the award as travelers' favorite destination. Actually the winning destinations have been constantly changing in the past few years, from New York, London and Rome earlier to Istanbul last year—Beijing ranked fourth that year. So you can see from the changes that traveler's demands are diversifying, which is an important trend.

Moreover, every 6 months, we would conduct a global survey on over 40,000 users and over 10,000 hotels and tourism companies and produce reports, which help us to identify demands in diversified tourism. I'll continue with some interesting examples from our survey. For instance, Japanese travelers are loath to go to beaches, but they would change their mind if the beach activities involve cuisine and cooking. I'll give you another example. Globally, there is an average of 30% of travelers who wish to visit scenic spots, but the percentage is rather high among Chinese travelers. Another factor is life stage, like whether you are a married young man who doesn't have kids or you are already retired. Figures do show some interesting

facts. For a married young people who doesn't have kids or who has a family, he/she would most likely choose Australia, whereas a retired traveler would most prefer Italy. Thirdly, some special causes would definitely lead to difference in user behavior. For example, there are only 16% people globally who would book flight tickets and hotels just two weeks before their trips while in China, the figure is more than 36%. It's an interesting phenomenon and I want to share it with you all. Fourthly, would there be demands for diversification if it's not the first time travelers have visited there? It's obviously so according to statistics from TripAdvisor. That is, if it is the third time the traveler has gone there, he/she would go to scenic spots that have 1 more star in ratings or restaurants that have 1.5 more stars than the previous time. So even if travelers go to the same place, they would want to try something new.

Now I'll cut the figure-sharing part and try to answer Mr. Carter's questions of how destinations should respond to demands. In fact, tourist administrations have very clear goals and they know what they need to do. First is introduction which aims at getting travelers to know the destinations and attracting newcomers. When travelers do come over, it's very important to try and make him stay one more night or spend another 100 dollars or euros. I think in the past few years we saw tourist administrations investing much in advertising in order to bring in more travelers. But there is a growing trend that tourist administrations, a lot of which are in cooperation with TripAdvisor, are directing their resources to showcase their diversity. It means to make travelers stay longer and spend more. It's a very obvious trend because tourist administrations have this idea that if a traveler spends less than a local people, he/she is actually pulling back the economy rather than boosting it. So we believe we'll see more and more tourist administrations focusing on providing customized and intriguing tourism projects to make travelers stay longer and know the place more thoroughly.

Roger Carter: Leslie, thank you very much indeed. I think two key points that I took out of what you were saying are that destination choices are changing quite rapidly and secondly, you're introducing the very important concept of market segmentation. That's recognizing that in every tourism market around the world, there are very different

groups with different requirements, and they behave in different ways, so you can't think of markets as one homogenous whole, you have to think of them in terms of the different segments and you need to be clear as destinations which are the segments you are targeting that best meet what you can offer. So, OK, sticking to the marketplace, I want now to turn to Yu Ningning. CITS is one of the major players in the Chinese market and absolutely key influence on where people go. So I'd like to know how you see the market changing and again what your thoughts are on how destination should respond.

Yu Ningning(Chairman and President of China International Travel Service Co.,Ltd. (CITS), Deputy Secretary-general of WTCF and Chairman of the Tourism and Enterprises Council of WTCF): Thank you, sir. Since my English is so-so, I'd better answer these questions in Chinese. Thank you again.

I'm from China International Travel Service Cooperation which is possibly the most time-honored travel agency in China, and a large-scale one. From our company's perspective, I have noted that the diversifying demands in the tourism market may be a result of diversifying customers. In fact, we have noticed four kinds of customers are increasingly becoming the main force in the industry, in terms of China's outbound tourism. The first is China's so-called post-70s, post-80s and post-90s. These young generations are becoming the mainstream customers in Chinese tourism market. The most obvious characteristic of these young people is their love for freedom and DIY tour, which I think is one of the aspects of diversity. Secondly, family travel is also very hot whereby the whole family -- grandparents, parents and son or daughter -- go on the trip altogether. Family travel is getting an increasingly bigger share in China's tourism market as well as the international market. This kind of travel is all about exploring in a thorough way, and relaxing and slowing down your pace of life. I think this might be one of the diversifying markets. The third is high-end travel with customers being China's middle class and beyond. They love to enjoy luxurious and unique things during their trips. In other words, they want to see what other people can't see, eat what other people can't eat, and enjoy what other people might not be able to enjoy. The

fourth is the so-called Red Sunset marked by quinquagenarian customers. Coincidentally I'm wearing red today and might be a representative of this group. CITS has noted the upcoming aging population in China and correspondingly developed diversified Red Sunset tourism products for this growing market. I believe we should provide diversified and differentiated services to customers with diversified demands, but standards should also be emphasized. We need first to base our services on these standards and then we can talk about differentiation. That's what I think diversity should be like. Thank you.

Roger Carter: Thank you very much, Yu Ningning. Again I think you've introduced some very key points. The first one follows on from what I've said earlier about market segmentation. It's exactly what you did. You defined some really important market segments in the way in which they are changing. So I'd like again just to stay within the market and move now to Ctrip. In a different way, Ctrip is a major player in the Chinese market and it's very much integrated within the global scene. So, Roger Qiu, can you talk again about the way in which the markets are changing and the way in which you think destination should respond. Roger.

Roger Qiu(Overseas Regional Director of Ctrip): Hello everyone. I'm Roger Qiu from Overseas Destination Marketing for Ctrip.com. Ms. Yu just made a very good point in identifying China's post-70s, post-80s and post-90s as the mainstream customers in the tourism industry. It is indeed so. But as Ctrip is an OTA, namely online travel agency, its users might have slightly different consumption habits and demands. Ctrip has been devoted to the development of a platform on mobile internet since years ago. Today we see it as transformation from an OTA to a MTA, where M stands for mobile. I'll share with you a couple of figures. It is estimated that in 2015, China's entire travel market will exceed 300 billion Yuan, but the penetration rate of online travel market is less than 10%. Compared with developed countries in Europe and America, China still has great room for development and the demands are climbing steadily. So far the Ctrip app has been downloaded nearly 800 million times. Chinese netizens have accessed mobile internet

nearly 650 million times and over 83% netizens mainly use mobile phones as tools to surf the internet. It can be said that mobile terminals have been a vital tool for Chinese tourists. Ctrip has been developing small and convenient products in this regard, especially for FIT lovers and some travelers -- there are actually some difference between travelers and tourists. For example, when a FIT lover travels to an unfamiliar place, for example Morocco, he may have done his homework before his trip, but he would still face many problems caused by things that are out of his control. How can we meet he demands in this regard? We could design a LBS product with which he can find an officially verified tour guide around him to help him whenever he encounters problems. For instance, if he wants to buy some souvenirs, he can use the product to inquire a local guide in order to avoid unpredictable situations or unpleasant experiences. Moreover, we could provide transfer service, or an app that scans user's photo and prints visa application forms. It will be very convenient for travelers when they are making pre-travel preparations. Also we could help them save time by allowing them to do things in 3 minutes via our app before or during the trip, like a tourist visa to Turkey or Exit & Entry Permit to Taiwan. These kinds of small and convenient products and services will be our focus in the OTA-to-MTA transformation.

Roger Carter: Thank you very much, Roger. That's really bringing us into other dimensions that we haven't touched on. The growth of mobile is an absolutely major factor and as you say, there will be increased market penetration within your home market. There is already very large penetration within mature markets. And the critical thing is that travelers, or potential travelers, are not only using mobile to access information but more and more they are comfortable with buying through mobile. So the importance of this channel for information and for purchasing is fundamental. The second really important factor is that the whole digital world is moving within the destination. We are used to marketing electronically to people in their homes, in their companies, in their business offices, but more and more it's about communicating people with people digitally via the smart phones within the destination. So as you say there has to be more flexibility about the products that are

available and there has to be some totally new approach to information distribution within the destination. So that's a very good point. I think now to move into the destinations to get the perspective from two destinations as to how they are seeing demand changing and how their destination is responding. So we can start with Danny from Penang. Danny.

Law Heng Kiang(Chairman of Penang Tourism Development Committee and Tourism Minister, Malaysia): Thank you, Roger. I think I want to take this opportunity to share the success of our city and sustainability in tourism in Penang. Penang was founded by Captain Francis Light from England. We have a 230 years old government, and we comprise of Malay Muslim, Chinese, Indian and others. So we have a multi-culture society and it's very timing that we have this diversity. Penang is very famous for food, so we make use of the multi-racial society. We have many religious events happening in Penang and our economy is based on manufacturing and tourism sector for about 90%. We have also something new of the business and investment tourism whereby many multinational companies from US also set up in Penang, so we can call it Eastern Silicon Valley. A lot of businessmen from US and Europe come to Penang. Our foreign tourists are mainly from Indonesia, Singapore, China, Japan, US and also Australia and England. We have a very good diversity here. In 2008, we have received the recognition of the UNESCO World Cultural Heritage status, so with this, we are quite famous in many parts of the world. I think I can share with our TripAdvisor that recently many changes of patterns are associated with the cultural heritage and this is one of the focuses. That's why even media and TV stations from Europe and US are coming to Penang, including China, Korea and Japan. So I think cultural diversity is very important for future development and of course Penang not only focuses on this. We have many things, like I just said, we have religious events, and they have chosen Penang as one of the top destinations for food in 2014. So if you have been to Malaysia or Penang, you'd know Penang is very famous for food and we have a lot of spices. I think this is quite similar to Morocco where the spices are very good. For future, we are going to focus on MICE. At the moment of course, we have a small convention center, but by 2016, we'll have a bigger convention center for 10,000. Our

future grows on MICE and we have diversity and I think Penang is a main attraction for these. We are practicing freedom of art expression, and also, medical tourism is our main focus whereby people in nearby countries are coming for our medicals, helping our tourism. We also have others like education and sports tourism. This is what we want to share, and we want to thank WTCF for having this forum to let members show the tourism sector.

Roger Carter: Danny, thank you very much indeed. One key point I want to take from your presentation is the opportunities of a multicultural society. It gives you opportunities in terms of market appeal, but it also gives you many different types of experiences to offer to potential visitors, so you are extremely well-positioned. You have a good image, and I think you were saying at the end that you are recognizing the need not to have your eggs in one basket but to be looking at different market segments and building those different markets. And a really important thing about attracting different visitors is that different visitors want to come at different times of the week, different times of the year, and they require different products and services. So if you get the right mix of market segments, that's a very good basis for getting, if not all year round tourism, at least tourism for many months of the year, and you can focus your marketing to those segments which will give you really good levels of expenditure within the destination. Last but not least, Jacqueline, I introduced you first but we are coming to your contribution last. I'm sorry we've got to you last, but I know you've got some very good contributions to make. So tell us, if you will, about the changes you are seeing in demand and the way you are responding to them.

Jacqueline Belle(Mayor of Victoria, Seychelles): Thank you, Mr. Chair. I guess it'll not be appropriate if I continue without introducing my country because I've grown up in Seychelles. In fact it is more like a case for every Seychelles as well whenever we tell our friend where we are from, we have to give a geography lesson. Seychelles are a group of islands in India Ocean. We are in the east coast of Africa and we belong to the African continent, slightly north of Madagascar. The closest destination to us would be two and half hours by plane, so we are quite well isolated and if we can be a bit sort of greedy, we would

say we love being isolated because this is what makes the mystery of Seychelles. We were British colony, and we always joke about this, especially between the British and the French, I guess those are in the room. The islands were uninhabited so we have no indigenous race, and the French decided to settle. They came all the time to Seychelles but I guess they did not find it attractive enough for them to settle. For places like Morocco and China you would talking about thousands of years of history. We are only like 250 years old. So the French great adventurers decided to settle with some Africans. During the Napoleon times, the British colonized the French in Seychelles and so here we are. After the liberation of slavery, Chinese and Indians started to come to Seychelles, and then the Americans came in the 1960s because it was a very strategic point, and here we are. If I may give you an example of how mixed we are, I am the fourth generation and from my father's side, Chinese and Indian, and on my mother's side, French, African and Malagasy. When you talk about spices in food, we have spices in the people as we are very, very mixed. This is what Seychelles is all about.

Our population is quite tiny. You'll probably have a good laugh when I tell you what it is. Altogether we have 90,000 inhabitants, of which 12,000 are foreigners and expatriates working in Seychelles. That's because we do not have enough manpower. So in all we have 78,000 and it'll be in your interest to protect us because we might be at the verge of extinction. We have certain plants as well that exists only in Seychelles. If you have access to WiFi in the room and if you would like to Google "coco de maire", it is a food. In fact we have the biggest food of the world and that is coco. So this is a bit of the unique kind of place that we are.

Now with regards to who come to Seychelles, Europe has been our key market ever since we started tourism. We only had an airport in 1972 and that was when French and British started coming as tourists. Now the highest market is either German—I've got TripAdvisor probably who would correct my figure—or French. This has always been the trend but lately we have been attracting Chinese as well. They do come and they are comfortable when they come because we are tropical rainforest climate and those who come love the islands, and we like to have them along, so there are of course a lot of places

for them to come. Our GDP is relatively high for Africa but the GDP does not always tell the truth. So about the economy of the country, sometimes it depends on which angle you look at the statistics. Our tourism industry brings about a quarter of our GDP and our GDP per capita is 11,000 US dollars. So you can imagine how important tourism is to us. It's our bread and we share our bread and butter between tourism and fishery.

We have planes coming to Seychelles and in fact we benefit from the advertising capacity of Emirates and other companies. When they advertise the routes they serve, they automatically advertise us, which is of great benefit to us. And then I believe we appear on TripAdvisor of course. People can access Seychelles from apps that are available on the internet, and nobody needs a visa to come to Seychelles. I think we are one of the very few countries. This was a decision which was taken far back when we started tourism and it was done on purpose because we believe that (1) let's not give somebody a hustle, if they want to come to Seychelles, let them be able to come to Seychelles, (2) we cannot afford to have consulates or embassies all over the world for them to apply for a visa, and (3) when they can get in, they can go anywhere, anyway. So we keep it simple and we boast that we do not carry any diseases like malaria and this kind of things. We are disease-free. And with regards to wild animals and ferocious animals, the biggest we have would be a cow, a cat and a dog. We do not have wild animals. Somebody just asked me is it safe to choose Seychelles as destination. Yes it is very safe. The only mishap that would happen to tourists in Seychelles is sometimes they get drowned. They get drowned because they don't know how to swim or they are going too deep, so it is a very safe destination.

We'll have another question later on whereby I'll cover the diversity. You would like me to carry on? OK. I hope the room will not look at me in a very bad way. We are very, very tiny. We have only 440 square kilometers of land, so we are a very, very small island state, but a huge ocean state. We have 1.3 million square kilometers of ocean, but we don't live in the sea so we have to focus on the land area that we have, which is only 440 square kilometers. People think of us as a very expensive destination, which yes we are, and it is

done on purpose. But then again, we have also to import nearly 99% of what we consume, and what we do not import would be fish, of course, and water. But food, furniture...anything is imported because we do not have industries in Seychelles. So of course when these come, we have to pay for them to get to Seychelles, and we also put our prices very high because we have to cap the number of tourists that come to Seychelles. We cannot afford to be a mass destination because I'm sure we all know that human beings may be the worst predators. When we come, we see and we touch and we destroy the environment, inevitably of course, because I don't think anybody is set out to do that on purpose but it happens. So when we cap it, we use the price, the cost as a bit of deterrent, if you want to put it that way, and we have things that are cheap in Seychelles and the cheapest would be 100 Euros for just a room to sleep and the most expensive can be about 5,000 Euros a night. So you can choose your spot where you would like to be. If you want to be with Prince William and Kate where they were for the honeymoon, you can choose the 5,000 Euros a night. And this is it.

Roger Carter: Jacqueline, thank you very much indeed. I think we've heard here from two fabulous destinations, Penang and Seychelles. They are wonderful places to go to and they have tremendous advantages as multicultural destinations are able to cater for diverse markets, and we understood about how their markets are diversifying and growing.

We've come to the end of our time. I think we've had a really interesting session, picked up lots of key points about the way in which markets are growing, the way in which markets are changing, the way in which markets are segmenting. We've heard different destinations catering for different market segments. We've also heard about the importance of mobile for distributing information within the destination for delivering location-based services, and we've heard about the multi-culture society and the opportunities it offers. Ladies and gentlemen, I think there has been a lot of very rich content there and I'd like you to join me in thanking our panelists for their contributions.

Ladies and gentlemen, we are now going to take a short break of 10 minutes and refreshments are available outside. Thank you very much indeed.

World Tourism Cities Federation
Rabat & Fez Fragrant Hills Tourism Summit 2015

**Forum 2: “One Belt One
Road” Tourism Investment
Driving the World Tourism
Economic Development**



Private Equity and Sustainable Development of Tourism Cities

By Li Weiqun, Secretary General of China Association of Private Equity

Ladies and Gentlemen,

Good morning.

I am very pleased to be invited to attend this year's WTCF summit. Before today, I reported this summit arrangement to Mr. Shao Bingren, the chairman of Global PE Alliance launched five years ago, and Johnny, the chairman of the Asia VC and PE Council launched six years ago. They are both very pleased to have this opportunity to enhance exchanges and cooperation between global equity investment and tourism cities. They have expressed congratulations on this event, and expect me to get more understanding of tourism industry and to share more with you on behalf of the global equity industry. Then, I will talk about my point of view towards the development of global tourism cities from the perspective of equity investment industry.

Today, I'll share my understanding from three aspects.

Firstly, I will talk about my understanding of tourism cities and their sustainable development.

Secondly, I will introduce the characteristics and trends of equity investment industry.

At last, I will share how the equity investment is promoting the sustainable development of tourism cities.

Frankly speaking, we are all very familiar with city and tourism city, which in fact, do not need explanation. However, sustainable development and our equity investment industry share so many characteristics that I'd like to make some exchanges with you. Every densely populated city is gifted with abundant tourism resources. We sincerely hope that more shares and exchanges will be realized through various resources in those

cities, such as scenic spots, culture and history, local customs and practices, shopping, modern tourism service facilities and reception capacity. We also like to recall the topic of sustainable development started from 1987, since when all countries around the world have been concerned about this topic, and have been trying to create and maintain such diversity. Yesterday right on September 21st, the United Nations issued Annual Report on World Sustainable Development of 2015 in Beijing, which proposed that such a mission represents a planet's care for the whole natural system, a world's careful select for the path of self-development, and an era's great contribution to the human civilization. We also hope to actively promote the critical growth period for sustainable development from 2015 to 2030 abide by the targets of natural balance, economic balance, and social balance. At the same time, we also noticed the key points for the sustainable development of the world's tourism cities, which include the exploitation and protection of scenic spots, the discovery and inheritance of human history, the display and dissemination of humanities and customs, the convenience of shopping, the modernization, information and facilitation of service facilities, as well as the improvement of reception capacity, including the construction of scenic spaces, transportation and accommodation, verbal communication and the service accessibility.

For the second part, I want to simply introduce the features of equity investment industry. Equity investment fosters the combination of funds, experience and resources through specialist advantages, who is particularly concerned about the long-term sustainable growth. Its market-oriented feature and international characteristics are the most prominent advantages of the world's equity investment industry. We have witnessed three complete cycles since the birth of global equity industry from 1967. The year 2014 marks the beginning of the fourth cycle of a rapid growth of the industry in all regions. The size of the equity investment guarantees a very rapid and sustained growth trend. Regarding to the geographical distribution, equity investment industry is most densely

spread in North America, while Europe and Asia are experiencing a rapid growth in the recent years. The return on equity investment is relatively high, therefore more and more individuals and enterprises are attracted to equity investment.

Two weeks ago, we held the International Investment Forum in Xiamen, China, during which we analyzed and evaluated the equity investment industry and its hot spots. The latest results show that tourism has become the most popular concern for global equity investment. I would like to share a picture with you. This was a research at the International Investment Forum two weeks ago indicating that tourism is becoming the most attractive industry for global equity investment. From the perspective of tourism city investment, a lot of tourism cities are becoming the focus for equity investment institutions. Some cities are involved in investigation and communication as equity investment targets including London, New York, Paris, Los Angeles and San Francisco. In order to integrate tourism resources, lots of equity investments are participating in a globalized cooperation of integrating tourism industry. We also hope to combine tourism brands, management expertise, tourism cultures, resources, travel agencies, tourism industry information with the help of globalization and “Internet plus”, and to provide lots of services to tourism enterprises, industry funds and buyout funds. As the world tourism market growing rapidly, China’s tourism industry also witnesses a rapid development, which is proven by both total volume and the investment index. At the same time, a growing number of countries and regions are participating fully in the exchange and cooperation under the background of “One Belt One Road”, while the regions for equity investments are also expanding. There are appearing more and more tourism projects, including tourist attractions and tourism products. Specially, the emerging medical tourism and tourism endowment, new touring itinerary and new method of traveling by air or cruises has brought about great improvement of tourism facilities and upgraded social tourism services. On the other hand, our equity investment industry has angel investment, VC, PE, acquisitions including

industry guide funds and mother funds, which are just correspondent to those different types. Nowadays, China Association of Private Equity and WTFC are working closely. We are very pleased to explore cooperation opportunities with WTFC. As for CAPE, it can take good advantages of the resources from Global PE Alliance and Asia VC and PE Council we have initiated. We would like to share what we know with all WTFC member cities, and discuss how to take full advantages of global tourism investment service system, global tourism resources information system, global travel network systems, including resources like global travel merger service network. At the meantime, we will carry out tourism-related training concerning investment, management, translation, and enhance tourism cultural exchanges. We will also discuss evaluation and optimization of tourism assets, research on topics like innovating and expanding tourism enterprises, as well as upgrading and developing tourism industry.

It is a great pleasure for me if our friends in tourism industry can share our feelings. Nowadays, the world is entering an era of equity investment. If there is anyone enjoying the will of foresight, we are willing to communicate further on the platform of CAPE and WTFC. We hope that everyone here can seize the opportunity to get better served, and we want to promote exchanges and strengthen cooperation across the world. Thank you!

【Panel Discussion 1】

Connectivity and Tourism Cooperation

Moderator: Wu Bihu, Member of WTCF Expert Committee

Wu Bihu(Moderator): In this panel discussion, we have invited five guests to join us. They are Mr. Peng Haiping, Managing Director of International Affairs and Cooperation of Air China Limited, Mr. Zhang Jianzheng, Vice Chairman of Xi'an Municipal Committee, of CPPCC, Mr. Xue Xiaogang, Vice President of China Travel Service Head Office, Co., Ltd., Ms. Roxanne Hoorn, Councilor of Cape Town, Mr. Franco D'Alfonso, Deputy Mayor of Milan. Welcome!

We will talk about Connectivity and Tourism Cooperation. In my opinion, connectivity means both the communication between people to people and the concrete connectivity, such as, airlines and railways. In the following, we will discuss how to achieve the goal of connectivity and tourism cooperation between different destinations, different industries and different cultures. One of the main reasons of the founding of WTCF is to enhance connectivity among all member cities, including people communication and concrete networks. As I mentioned three aspects of connectivity, i.e. destination connectivity, industrial connectivity and cultural connectivity, guests can share your views on one specific aspect with us. For example, transport investment along the “One Belt One Road”, better communication with tourism markets from the view of your own cities or the industries you engaged. Free talks are also welcomed.

Ladies first, so I'd like to invite Ms. Roxanne Hoorn to give her opinion first.

Roxanne Hoorn(Councilor of Cape Town): Thank you so much. I first would like to start off by giving some background about Cape Town. Cape Town is far and travelling to Cape Town is far. But everyone I speak to always tells me: “It is such a beautiful city”. In every speech the Mayor and I made is to start off by saying that Cape Town is vibrant and

heritage, and the locals are friendly.

We have quality and luxury accommodation. But we suffer from long old travels and we have limited direct flights to Cape Town. Most tourists have to first interchange to Johannesburg before going to Cape Town and it is about a two-hour flight. This is what the challenges are and municipality's trying to lock down weekly airline companies is to have more direct flights into Cape Town.

We also face challenges of seasonality. The peak season is in summer times, and during winter times our international tourist arrivals drop substantially. This is also an aspect needed to increase. In order to remedy this, we focus on hosting events which makes Cape Town an international convention center. When we host events, we are home to Mining Indaba and we are home to the World Travel Market Africa (WTM Africa), and the World Economic Forum (WEF). These events are hosted strategically during winter seasons so that we can have more travelers and remedy the issues of seasonality, and also turn Cape Town into an all-year round destination.

Another project that Cape Town is working on in terms of connectivity is very limited at this stage, but this is such a demand for us. Cape Town works with private visitors and increases investment in establishing a new cruise liner facility. By doing so, we hope to be the home port. Cape Town is the southernmost point of Africa and it serves as the gateway to Africa. This facility will open a line through the Indian Ocean, and it will link up a cruise liner to a safari tour because most of international tourists come to experience the Big Five (elephant, rhinoceros, wild ox, lion and leopard).

Other aspects include that Cape Town and South Africa can establish an iconic symbol — Nelson Mandela. We want to collaborate and let people have an experience that every single part of South Africa and Cape Town is a symbol of Nelson Mandela.

Earlier we have a major downturn in international tourism because our government is implementing stricter rules on the visa issue. Local governments are trying to work around

those issues. All in all, South Africa is still friendly to the world. And we are positive by working to the utmost potential out of tourism, and offering international visitors a true African experience. Thank you.

Wu Bihu: Thank you. I think we all get some experience from Cape Town. Fez is a city located in the north part of Africa and most of the tourists come from the north hemisphere. South Africa is located in the south hemisphere. So this is a dialogue between the north and the south. Next, we will have dialogues between the east and the west. Let's invite Mr. Zhang Jianzheng, Vice Chairman of CPPCC of Xi'an Municipal Committee. The Silk Road starts from Xi'an, a renowned ancient city. Mr. Zhang will share his opinions on connectivity in the view of “One Belt and One Road”.

Zhang Jianzheng(Vice Chairman of CPPCC Xi'an Municipal Committee): Ladies and gentlemen, good afternoon! I am glad to be in this beautiful city of Fez and share my views on tourism, friendly intercourse and tourism promotion with all WTCF members. On behalf of Xi'an Municipal government and 8.6 million Xi'an people, I would like to extend my warm congratulations to the opening of this Summit and wish it a complete success.

People will think of the Terracotta Warriors when speaking of Xi'an. I would like to give some backgrounds about Xi'an first. Xi'an is the capital city of Shaanxi Province, China. It is located in the central point of China and is also a portal city and an important communication hub which leads China to the northwest and southwest. Xi'an has a long history of over 7,000 years of civilizations. Xi'an was founded more than 3,100 years ago and had been the capital city for over 1,100 years. Xi'an is an important place of origin for Chinese civilizations and the Chinese people, and it is the starting point of the ancient Silk Road. Xi'an, together with Rome, Cairo and Athens are known as the world's top four historical and cultural cities. Xi'an (Chang'an) served as an imperial capital for 13 dynasties in history and maintained as the capital and political, economic and cultural

center for more than 1100 years. Back to one million years ago, Homo (Lantian Man) had settled in Xi'an. During Yangshao culture period, around 7,000 years ago, city walls began to take shape in Xi'an. In 2008, late city remains in the late New Stone Age (6,000 years ago) were unearthed in Xi'an, which are the oldest city remains that China has discovered till now. Xi'an is a famous tourist city and is recommended by the World Tourism Organization as the best tourism destinations. Cultural relics in Xi'an have the features of being well-protected and of high-value. Around Xi'an, there are 72 royal tombs, including the First Emperor of the Qin Dynasty, which is hailed as the "Eighth World Wonders". The Terracotta Warriors Museum is located in the beautiful Mount Li in Xi'an. Qinling Mountains lying in the south of Xi'an is called as Chinese "Central Park" and it divides the south and the north in terms of geography and climate. In 2009, Mount Zhongnan in Qinling became national geological park which was approved by UNESCO. In 2011, Horticultural Exhibition was successfully held in Xi'an. Altogether six heritages in Xi'an were listed as World Heritages, including Terracotta Warriors, Wild Goose Pagoda, Small Wild Goose Pagoda, Daming Palace Site of Chang'an City in the Tang Dynasty, Weiyang Palace Site of Chang'an City in the Han Dynasty, Xingjiao Temple. More than 200 heads of States and leaders have visited Xi'an, and over 179 state leaders have visited the Terracotta Warriors, including Former U.S President Clinton, Former French President Sarkozy, Uzbekistan President Kasimov, and Indian Prime Minister Modi. With Chinese proposed strategy of "One Belt One Road", Xi'an, the starting point of the Silk Road, is looking forward to start new cooperation with the tourism cities along the Road.

From the view of regional tourism cooperation, on behalf of Xi'an, I would like to talk about 6 initiatives: 1. Promoting visa facilitation of the countries along the Belt and Road, granting a 72 hours transit visa-free policy to provide more convenience to visitors; 2. Granting aviation rights steadily under the premise of mutual respect of each other's sovereignty, giving free access to each other aviation rights area; 3. Promoting

tourism financial markets, popularizing China Unionpay card, increasing tourism equity investment, loans and guarantees and other financial business; 4.Strengthening the investment and cooperation in infrastructure construction, jointly planning the construction of high-speed rails along the Road; 5. Actively carrying out all-round marketing and cooperation, jointly establishing an international “Silk Road” brand, logo and image; 6.Strengthening the protection, proper utilization of cultural relics sites along the Silk Road, deepening the collaboration work of applying for “World Heritage”.

Ladies and gentlemen, travel is an experience of good life, and is a tie for enhancing friendship. I believe that through today’s good beginning, we will continue to strengthen our connectivity and cooperation. There will be more African traveling to China and Xi’an. We will continuously enrich the cultural connotation of tourism, and bring more surprises. We will attract more tourists and try to satisfy all. To conclude, I wish this summit a great success. Welcome all the participating organizations, representatives and guests to visit Xi’an and exchange tourism work. Thank you.

Wu Bihu: Thank you for the voice from the east, from Xi’an City. Next, let’s invite Mr. Franco D’Alfonso, Deputy Mayor of Milan. Silk Road connects from east to some cities in Italy, like Rome. From the view of the western end of Silk Road, would you please give your opinion?

Franco D’Alfonso(Deputy Mayor of Milan): Thank you. Connectivity, in larger terms, is the integration of networks of techniques, logistics and people. We people are exchanging information. Information flow helps improve our expo city Milan. Now more than 200 different countries are in the Milan Expo, e.g. Milan pavilion has more than 50,000 people going inside each day. Countries here in Milan display their latest development, which is amazing. Tourists go in one tourist place and have the chance to experience the special cultures, taste the foods, know the locals and exchange information.

Milan is sort of a tourist hub in South Europe. If you land in Milan, you can easily

travel to other Italian cities. For example, you can be in Rome, Venice and Florence within two hours by speed railway. Milan is connected with all European countries by flight and by railway. You can visit European countries such as France, Germany easily. Milan is the right platform or portal for people coming from Asia to visit Europe and also a platform for people to visit the north and the South Africa.

During the Expo, we meet a lot of people from different countries. In October, there will be a meeting in Milan of more than 100 cities representatives to sign a football agreement. The agreement is important and possible. Milan is a right place to visit.

Wu Bihu: Thank you, Franco. Milan is a very hot destination this year because the World Expo 2015 is held in Milan. On behalf of Mr. D'Alfonso, I would like to welcome you all to visit Milan. Actually, connectivity or mobility needs a lot of human resources investment and arrangement work so as to better serve the tourists. In this sense, travel agencies or tour operators play an important role in strengthening connectivity. Next, let's invite Mr. Xue Xiaogang, Vice President of China Travel Service to share his view on how CTS or other travel service companies strengthen connectivity among countries along "One Belt One Road".

Xue Xiaogang(Vice President of China Travel Service Head Office, Co., Ltd.): Thank you, Prof. Wu Bihu. For today's topic discussion, I would like to share with you what our company is doing in terms of connectivity. The previous panel discussion has talked about the Diversified Tourism Demands and Travelers Today, which pose an unprecedented challenge in the tourism industry. I think enterprises should proceed from demand in the future and improve their resources integration ability, so as to meet the needs of customers and realize the value of enterprises.

I work at China Travel Service Group Corporation, one of the biggest and having the most compressive industry chain companies in China. According to the change of demands, we mainly introduce two products into the market in recent years, i.e. motor homes and

cruise liners. After a few year of development, the motor homes business mainly has two routes with one route going through Inner Mongolia, Ningxia and Xinjiang and extending to the Central Asia and the other going through the southwest of China (Yunnan) and extending to the southeast countries such as Myanmar, Thailand. We have been focusing on innovated products investment to meet the increasing needs of customers. On the other hand, we attach great importance to the cooperation with enterprises, for example, China International Travel Service (CITS) and foreign airline companies. Recently, we signed an agreement on a designated route chartered plane at China-Arab Expo held in Yinchuan, Ningxia, opening a new direct flight from Malaysia to Ningxia. Ningxia airport lies in the west and owns the 5th aviation right, which is attractive. With the signing of the agreement, our cooperation with Africa, such as Ethiopian Airline has improved to a new high level.

CTS has its own unique features in organizing African tours. It is worth mentioning that in the view of connectivity, Morocco tourism product connects to Africa, which differs from traditional ones. Morocco tourism product has enjoyed excellent market performance in recent years. Quite a number of customers travel to Casablanca (Dar el Beida), Fez, and many other African in-depth destinations. Among the changes of customer needs is the change from traditional sightseeing to in-depth vocation.

We will continuously meet the needs of customers by increasing investment, innovating products, deepening cooperation with enterprises and achieve a win-win situation. Thank you.

Wu Bihu: Thank you. South or north, east or west, during the ancient Silk Road, people travelled to Milan by riding camels. Today, I assume that fewer and fewer people choose to travel by camels or by foot but by plane instead. Therefore, we will have Mr. Peng Haiping from Air China to share his opinions.

Peng Haiping(Managing Director of International Affairs and Cooperation of Air

China Limited): Thank you. It is my pleasure to share my opinions with you from the perspective of Air China or China civil aviation on the Belt and Road development. China civil aviation witnessed a rapid growth in recent years in both traffic volume and operation plans. Air China currently has 50 Airbus 330 wide body aircrafts and 20 Boeing 777 aircrafts, which provides an effective guarantee to open international flight routes. At present, Air China has 12 lines to Europe and 9 lines to Americas, and there will be a new line to Montréal soon. This is the best of the times to open this summit as we are going to have new lines this November and will be run by Airbus 330 or Boeing 777.

The Belt and Road brings new opportunities to Air China. CAC, the old name of Air China flies to Africa. Air China's logo is a red phoenix, representing auspiciousness in China, and it also shapes like the word "VIP". Air China will bring more luck and fortunes to African friends. We are here today to seek more cooperation opportunities with African airlines. Our partner airlines such Ethiopian Airline and Egypt Airline are now members of Star Alliance. We hope to let more Chinese passengers go to Morocco and to other destinations in Africa.

Besides, we have close and extensive cooperation in domestic market, including products, routes, and an all-round cooperation. Air China not only takes more Chinese passengers to travel to Africa, but also introduces China to Africa. We hope to bring more African friends to China, to Beijing, which will have mutual benefits and all-win. Let us work together to further develop China-Africa friendship. Thank you.

Wu Bihu: Thank you, Mr. Peng. Air China flies from China to Africa, to Europe, and to ASEAN countries. What can WTFC do for a better connectivity among all member cities? Free talks, please.

Peng Haiping: I hope WTFC can provide more platforms for all members to communicate with each other, and gain better cooperation among enterprises as well as governments.

Xue Xiaogang: Now that the platform has been built today, members shall have sincerity to deepen cooperation and gain practical progress.

Roxanne Hoorn: I think that the summit and panel discussion lay a foundation and platform of how to connect Africa and explore Africa. In the future, we can have more tourists coming in and out.

Franco D’Alfonso: I think it is very important that we should provide a better environment for tourist in our city.

Zhang Jianzheng: Connection is of utmost importance. I suggest that the summit organizer could share the contact information with all members and participants. Only strengthening the connection can promote cooperation.

Wu Bihu: In the future, there will be more cooperation among cities and among industries. The two-day summit conference is limited in time, but it provides a platform to communicate. The tourist destinations should not be rivals, but rather be friends. Tourists choose one destination, and they will also want to travel to other destinations. Thank you again for joining us today in the discussion.

【Panel Discussion 2】**Tourism Investment and Industrial Upgrading**

Moderator: Lindsay Turner, Member of WTCF Expert Committee

Lindsay Turner(Moderator): Welcome. I'm Professor Lindsay Turner from Melbourne and the Victoria University of Technology where I'm at econometric, and I am also a visiting professor in national trade.

Let's welcome the panel members up to the stage: Professor Larry Yu from George Washington University, who is also on WTCF Expert Committee; Mr. Tong Jingzheng, Deputy Director General of Tourism Bureau of Tianjin Municipality; Mr. Han Lixin, Vice President of HNA Group (International) Co., Ltd.; Mr. Wang Chunfeng, Vice President of Beijing U-tour International Travel Service, Co., Ltd.; and Dr. Li Weiqun, Secretary General of China Association of Private Equity.

We have a time issue here so I'll ask the panelists to keep their answers short and keep them to the point and answer questions in regard to investment and industrial upgrading. And I'll ask the first question perhaps to Mr. Han here. And I think we could say that airlines and hotel accommodation are two aspects of investment we are mainly talking about. Mr. Han has expertise in this area and I'd like to ask him whether he finds there are any special difficulties in investment environments offshore, and also whether there are any new trends in hotel investment around the world. Is there any chance?

Han Lixin(Vice President of HNA Group (International) Co., Ltd.): Thank you. I'm very glad to attend this tourism forum on behalf of HNA Group. HNA is a young enterprise with mixed ownership, established in 1993. On May 3, 1993, our first plane was born in Seattle, U.S. Only in 22 years, HNA Group has grown up from nothing. As of the last year, it had total assets of 710 billion Yuan, and the operating revenue reached RMB210 billion Yuan in 2014, making it one of Fortune 500 companies. Through all

these achievements, HNA aims to invigorate the whole tourism industry chain by virtue of aviation. Besides, as mentioned by the moderator earlier, HNA is not just engaged in aviation, but also a large industrial group integrating investment, finance, logistics and tourism. Tourism, in particular, has ranked atop nationwide. After a series of capital operation and asset reorganization, HNA has achieved rapid development and made some successful experiments in recent two years. For instance, in 2013, we acquired NH Hotel Group the third largest in Europe as the biggest shareholder and completed the layout in Europe. In the second half of 2013, we invested in South Africa-based Tsogo Sun Hotel Group and finished the layout in Africa. In the first half of this year, we invested in a chain hotel in the west coast in the U.S. Since the number of outbound tourists keeps rising, we purchased 67% of Australia-based Hawker Pacific. And now HNA has the largest public fleet in Asia and boasts 53 corporate aircrafts. The corporation with Hawker Pacific also facilitates outbound travel to Southeast Asia, Australia and New Zealand. We would also like to bridge the friendship between China and Africa in accordance with “One Belt and One Road” initiative put forward by the Chinese government, and to purchase some tourism projects in Africa if possible. Thank you.

Lindsay Turner: Thank you, Mr. Han. I might move on now and ask Mr. Wang about the investments in products and what the Chinese marketplace needs in regards to the development of new product investment.

Wang Chunfeng(Vice President of Beijing U-tour International Travel Service, Co., Ltd.): Thank you. Hello everyone. I’m from Beijing U-tour International Travel Service Co., Ltd. U-tour, engaged in outbound tourism for Chinese citizens, is China’s first private travel service company listed on Shenzhen Stock Exchange and ranks among top 100 travel agencies and top 20 tourism group companies in Chinese mainland. “One Belt One Road” initiative proposed by Chinese government involves 65 countries and 4.4 billion populations. International travel volume in this region represents over 70% of the world’s

total. The Silk Road is a treasure for all countries alongside, and also an important resource for tourism development. Whether it's for expanding the scale of tourism enterprises in this region or improving the development quality of the tourism industry, a lot of investments are needed. Mr. Li Jinzao, Director General of China National Tourism Administration, said in the convention of the 7th UNWTO International Meeting On Silk Road Tourism that in 2014, bilateral tourism exchanges between China and countries alongside the B&R exceeded 25 million persons, and in the next five years, we may see 150 million person-time Chinese tourists go to countries along the Silk Road and spend as much as 200 billion US dollars. So, how should we embrace such a huge outbound travel market and huge spending power? In my opinion, with the improvement of Chinese tourists' demands and the emergence of new consumption preferences, it is necessary for travel destinations to develop new products suitable for various age groups, such as culture-themed, health-themed and ecological travel products. Since the development requires updating former service facilities and modes of travel and accommodation, and also requires constructing new facilities and innovating in service modes, there will surely be huge investment demands and new consumption preferences. During the transformation and upgrade of the tourism industry, we should analyze the benefits from various aspects. First, in terms of the investment project, as more and more money is invested in projects, investment returns are increasingly featured with long terms. Meanwhile, as more industries are related, the tourism industry is becoming more inclusive and investment returns will depend on the seamless connection and benign interaction between industries. Second, I suggest we analyze tourism investment in the view of structuralism and system theory. Tourism investment belongs to man-made system and should adapt to the characteristics of the natural system. Otherwise, there will be gigantic waste. At last, I believe that the new-type tourism business requires new-type talents. Therefore we need to invest in large amounts of money to cultivate the future tourism industry personnel. Thank you.

Lindsay Turner: Thank you very much. Mr. Wang, do you see that China’s market is particularly interested in developing in a particular direction that isn’t currently available? Is there a particular product area that is not being developed, that China is interested in?

Wang Chunfeng: Just now I talked about the new-type tourism products. Take health-themed travel product as an example. We all know that industrialization, urbanization and modernization have improved our living environment and quality, but they also bring lots of biological and psychological health issues. As for current tourists, especially Chinese outbound tourists, a lot of them seek for medical tourism. Among those products developed by U-tour, Chinese citizens chose outbound travel to Japan for cancer screening, to Korean for cosmetology and to European countries for dental restoration. It is safe to say that medical tourism has a vast space for development. Besides health tourism, other new products also have huge market outlook and consumption potential, since they are more personalized compared with traditional sightseeing products and current vacationing ones, and have more added value. Thank you.

Lindsay Turner: Thank you very much. I think that’s very interesting finding the medical tourism is growing dramatically in Asia, particularly in Thailand, Philippines, India, South Asia and other places. And also the spa aromas tourism is growing dramatically in Thailand. So that is one area that’s obviously available. I would like to ask Doctor Li, in regard to equity investment and your knowledge of investment, are there any interesting joint investment opportunities between China and other countries or other agencies? If so, what area do you think they might focus on?

Li Weiqun(Secretary General of China Association of Private Equity): As I introduced in my PowerPoint slides in the last speech, China Association of Private Equity (CAPE) have set up the Global PE Alliance and the Asia VC and PE Council, through which a lot of communication has been made in cross-border investment, such as sharing experience, information and resources. We sincerely hope Chinese enterprises can go global and make

more contact and cooperation with peers in other countries. There is a practice called co-investment in China's VC/PE industry. We often kindly remind our members, when choosing investment projects in any other countries or regions, pay attention to the judgment of local VC/PE firms. If local VC/PE firms have made lots of investments, it is fine for us to make co-investment together with them. If not, or after we communicate they think it's not the right timing or there will be many risks, we will remind our members to be cautious. In terms of investment area, a lot of Chinese enterprises have made investments in Europe, and invested in many tourism resources in the early stage, such as hotels, service facilities and scenic spots. We believe that in Asia-Pacific as well as countries and regions along "One Belt One Road", a large amount of opportunities will emerge. It is also our sincere hope that CAPE can acquire more valuable information from the forum today and WTCTF, and also improve our service platforms through the cooperation with WTCTF. As I mentioned in my slide show before, now we have the Global Private Equity Information System, as well as the global M&A information system. We hope that the good technologies, products and service modes found in the equity investment industry can be better integrated with the tourism industry. We also welcome travel agencies in other countries and regions to communicate with us and share your demands. We also expect to promote project investment in different countries and regions together with WTCTF, to achieve returns in the process and offer more quality resources to the society and the world.

Lindsay Turner: Thank you very much, Doctor Li. For my knowledge, the joint investment path has always been most fruitful for foreign direct investment into China. And it is an opportunity for cities outside of China to look at joint investment into their activities, in tour operating area and so forth. I'd like to ask Mr. Tong from Tianjin. Tianjin is very close to Beijing, and therefore it must have a strong relationship with Beijing. I was wondering what it is here for other organizations and how you see the cities like Tianjin investing into these sorts of travel organizations. Do you see them as a good idea

or something that is essential? How do you look at that issue?

Tong Jingzheng(Deputy Director General of Tourism Bureau of Tianjin Municipality): I come from Tourism Bureau of Tianjin Municipality. As for the relationship between Tianjin and Beijing, Tianjin boasts education and teachers, offering sound and basic conditions for training talents. There are also about 25 colleges in Tianjin with the tourism major, laying good foundation for the talent pool. The talent quality issue mentioned earlier is not just related to education theories, but also depends on tourism practices. As a traditional tourist city, Tianjin also boasts modern facilities such as cruise tourism. In particular, Tianjin University of Commerce offers support for the talents needed. Since 2009 when Tianjin became the second cruise home-port city following Shanghai, it has been capable in talent support and cruise supply distribution. To cultivate personnel, a good platform for practice is needed. Tianjin has some successful experience with the support of theories and the guidance of experts, and also learned from other cities to improve the platform for better fostering talents and meeting the requirements of tourism development. Thank you.

Lindsay Turner: Thank you. I'll ask Mr. Wang, you mentioned the issue about labor in your discussion. Do you think it would be better to have, or is it necessary in China and other places to have more private investment into education training as opposite to government investment? Is it too much government investment and not enough private investment, or the other way around?

Wang Chunfeng: I talked about the cultivation of tourism industry personnel before. I think that there are two prominent issues concerning the talents in China's tourism industry development. First, the knowledge and skill structures need to be updated from two aspects. On one hand, enterprises need to update the knowledge of their current employees and reinforce their basic skills; on the other hand, strong government support is needed to improve the education system and training methods, in hope of more new-type personnel

engaging in the tourism industry. Second, with the development of Internet and information technology, the way of employment may undergo profound changes, such as enterprise-oriented and socialized organizations. There are departments and staff in tourism enterprises specializing in R&D of products. But we have found that more tourists are willing to share their experiences to the society in the way of sharing economy, and more R&D inspiration and product creation come from the public. In this respect, we may have to use economies of scope and scale in dealing with the future way of recruitment and employment. Thank you.

Lindsay Turner: I might finish with just one question. The same question I had asked you, the training issue. What is your opinion about private versus government training?

Wang Chunfeng: I think it's very appropriate to discuss this topic today. Our discussion will have great influence on government input and the decision-making competence. As the panelists mentioned earlier, the service demands have grown but cannot match with the boom of the tourism industry. As for the inventory, the training can be used to improve the quality and efficiency of the current service staff. Besides, by virtue of Internet, many software applications can rapidly search information and match travel services. It greatly improves travelling experiences, enhances the knowledge of tourism resources and seeks for proper resources worldwide. It can be seen that equity investment has achieved profitable results in investing travel service agencies. Two weeks ago, I attended an international forum on advanced equipment manufacturing and robot that can liberate original labor forces. This trend will definitely appear in the tourism industry. Our members are seeking for such investment direction. We also hope to find such investment opportunities around the world, to reduce traditional manual labor with the help of advanced technologies. Hopefully, the advanced technologies and services facilities will further improve tourism services. Thank you.

Lindsay Turner: Thank you very much. I think we are running out of time. Thank you very much.

World Tourism Cities Federation
Rabat & Fez Fragrant Hills Tourism Summit 2015

Forum 3: Diversified Development of Africa and Mediterranean Tourism Market



New Markets and New Cases of City Tourism

By Esencan Terzibasoglu, Expert of Topic Studies Group of UNWTO and WTCF

Good afternoon.

I want to extend my thanks to have this opportunity to at first distinguished audience. And I also like to extend my thanks to our forum.

For those who are not familiar with World Tourism Organization, I will just give some brief information. We are the United Nations' specialized 158 member states, and also we are the only United Nations specialized agency which embraces other civil society in the network of United Nations. So we have more than 450 affiliate members consisting of companies, airlines, universities and all these state coders I must say. If you are not familiar with this, I just want to give this information. Thus, I'd like to take this advantage of giving some information about what's happening in the world about tourism trends.

And I must say that in 2015, although we haven't got what it seems that the anticipated figures, the increase will not be the same as we had last year. So there is a little bit drop in arrival increase when we compare it with 2014. In 2013 we had more than 45 million arrivals worldwide and also witnessed the proceeds achieved \$1.245 billion. Now city tourism is our priority. Our work started since last 5 to 6 years, and thus we have set the city tourism destination management organizations. And we've organized global summit in the past 3 years, many audience and representatives attended our summit. Now city tourism is growing, and we all know that the urbanization rate is globalization. The global mobility is increasing. More focus are paid on diversified product for the cultural attractions, shopping, meeting, and smart city concept, etc. These are the components which really affect city tourism to grow. First, city tourism can obviously stimulate economic growth and job creation. It improves the quality of life for the local community. It also creates labor force which was mentioned some minutes ago. For the whole market, innovation and

technology are very important, which can bring unprecedented quality. It transforms the urban landscape, linking urbanization and urban planning, urban areas and tourism growth. These have to be linked in an appropriate manner. Public infrastructure and connectivity have been improved, and of course the awareness of cultural heritage protection in the local environment is also established. It also helps to develop a brand identity. This not only helps the tourism, but it also develops the brand identity in other sectors of economy.

There are some challenges that we also discussed during our last summit. Of course there are possibly new senses that tourism is very good, but not always good. Tourism may produce some negative environmental, social, and cultural negative impact and arouse criticisms. We should think twice when we are planning and promoting our city tourism. On the one side, we are facing crimes, land use changes, building conversions, inflation, lots of authenticity, etc., and on the other side we are dealing with a lot of local identity, excessive construction, commercial use of housing challenges.

Of course there is a great competition of products with large profit margins and also we have to be aware of the increasing importance of knowledge management. We have a lot of data at country level, but it is very difficult or rather sit the level, so we really makes it difficult to benchmark and develop indicators and also there is a mutual impact of tourism and urban development which has special dimension, economic dimension, geographical dimension and social dimension.

Now, our last summit also wrote some recommendations that I can go with it very rapidly. We have to compete on this platform. And it is an appropriate platform because competition also means cooperation. And in that way, we exchange data, experience and expertise, thus shaping the networking platforms.

This city has to be livable, loveable and profitable for those who are managing the cities. And we have to align city tourism, management strategies and activities with the urban growth policies. So the city tourism management organizations and local authorities

like municipalities we have here, they have to work together. And we have other issues like that we have to build the administer framework for this. We have to take care of the sustainability and also quality which are the very important component of competitiveness, and also the important increase of growth. We have to work with the city partners and the local communities to create a sense of place and pull our efforts to communicate with new markets. This experience must be market delivering as you all know. It has to be unique. It has to be authentic. It has to be personalized, and it has to be environmentally and socially responsible. And public-private partnership is essential for innovation. Innovation of course in city tourism is very important and I think it allows more in the cities. We talk about smart cities though it's a different topic. However it has to be included. Innovation is more important in smart cities rather than like that say in the coastal areas.

Obviously, the meeting industry is valuable to the city tourism and economy, just like shopping and retailing sectors are very important for city as well. This is another product for city tourism and it has a competitive advantage. The city creates the competitive advantage when it develops retailing and shopping industry. And of course it adds value to the economic, cultural and social environment of the city. We have to treat the mature cities differently from the new emerging cities. The strategies can't be the same. We have to deal with them differently. And also we have to monitor and evaluate competitiveness indicators which will help us. And technology is very important and it has to be relevantly used in this.

Now I was asked to give some data about Mediterranean. Totally said, we do not have any practical data on city tourism and Mediterranean. Some Mediterranean countries are old destinations actually. Last year, we have 29 Mediterranean countries, and in 2014 the Mediterranean destinations earned 247 billion euro, representing 12 percent of total exports. The world average is 6 percent. France received 84 million, Spain 65 million, Italy 49 million, Greece 22 million and Portugal 9 million. And we have some rising stars

like Turkey with 11% annual growth, Prussia with 11% annual growth, Morocco 8% and Egypt 7%. There is another research that I don't want to go into detail, because we don't have time. But the travel motivation in the Mediterranean is basically leisure. 90 percent of people come here to enjoy leisure time, and 62 percent of them come here in the summer season. And we have some dispersion of the motivation. Here we see that 50 percent goes to city tourism, but it is very important to realize that over the last 5 years city tourism in the Mediterranean zone has rolled now by 72 percent. Thus, Mediterranean city tourism is facing a good future.

And I was also asked about Africa. I don't want to go into the details as the growth of the Africa which is a little bit critical last year. I must not talk about this, but I will just go on very briefly on the challenges and opportunities of tourism in Africa. Now the market share is very limited. It's 5% of the world national tourism receipts but we see opportunities. The opportunities are there like diversified natural and cultural resources or centrality and illness, price competitiveness and dynamism, but also we witness the challenges. Planning, productive allowance and quality attracting investments incentives are a little bit weak. Travel facilitation is still a problem, as well as safety and security, health and hygiene and in-marketing image building. Thus, we have launched joint an initiative with WTCF and we will start this work as soon as possible. We have already signed a MOU with them. And the objective is to create a platform among all of you.

So we believe that you will participate in this initiative in the near future. And we'll identify some keeper from these areas and draft a sort of full map. Please look forward to the next city tourism submit which we will hold in December.

Thank you so much for your attention.

【Panel Discussion】

**Diversified Development of Africa and Mediterranean
Tourism Market**

Moderator: Mohammed Said Tahiri, General Director of Morocco National
Tourism Confederation

Mohammed Said Tahiri(Moderator): Please allow me to introduce today's guests first: Mr. Gaddah Kouassi Serge Olivier, Director of Statistics and Evaluation of Ivory Coast Tourism Bureau; Mr. Fouad Serhini, Director General of Development and Renaissance Agency of Fez; Mr. Driss Faceh, President of Regional Tourism Centre of Fez; Prof. Taoufik Ouazzani Chahdi, Advisor to the President of Euro-Mediterranean University of Fez; and Mr. Said Mouhid, President of Tourism Observatory in Morocco. Welcome!

Do you know about Ivory Coast? It is a country covering over 320,000 square kilometers and having a long coastline of more than 550 km. As Ivory Coast has put forward a "2030 Development Strategy", Mr. Gaddah Kouassi Serge Olivier could you share with us your views on that?

Gaddah Kouassi Serge Olivier(Director of Statistics and Evaluation of Ivory Coast Tourism Bureau): Thank you. I would like to take this opportunity to thank the organizer of this summit and WTCF, who actively initiated and organized the summit. It is a cherished moment for Ivory Coast and all WTCF members and experts from the tourism trade to take this opportunity to exchange and share ideas. I would also like to thank Morocco, organizer of the summit, friendly inviting us to attend this panel discussion, for which I feel such a great honor.

At first, I would like to give you some background of Ivory Coast as not everyone knows this country well. Since its independence from 1960s, Ivory Coast has been under

the leadership of former president Felix Houphouet-Boigny until the 1990s and the current president is Alassane Ouattara. The capital Yamoussoukr is the country's political center. The total population of Ivory Coast is about 23 million, living in the territory of 320,000 square kilometers. In recent years, Ivory Coast's economic growth rate maintains at about 9% annually. Meanwhile, Ivory Coast has outstanding athletes, such as Yaya Touré, Didier Drogba. Ivory Coast is a French country, which is not only part of the French countries and regions, but also closely relates to Arab Maghreb countries. Fortunately, the Ivory Coast has huge potentials in the tourism industry because we have a coastline of over 550 km, a diversity of flora and fauna, and a variety of rare animals such as elephants, lions, hippopotamus, enjoying a superior advantage in terms of animals and plants diversity. Other advantages manifest in the religious architectures, such as Basilique de Notre Dame de la Paix de Yamoussoukro and some mosques with a history of hundreds of years, for example, Kongo Mosque's history can be traced back to the 17th century. Therefore, Ivory Coast's tourism products both relate to sports and social life. It is worth mentioning that the Ivory Coast is also a main producer of a variety of agricultural products, for example we are the No.1 cocoa producer in the world. In addition to cocoa, Ivory Coast is also the main producer of coffee, cashew nuts, rubbers etc. Taking advantages of the natural and agricultural resources, we put a series of tourism products on market at home and abroad. The difficulty of developing Ivory Coast's tourism lies in how to promote domestic tourism development under the premise of ensuring inbound foreign tourists number. Speaking at this, let's talk about the above mentioned strategy of developing tourism. This strategy contains a number of policies, in short, that is on the one hand, making full use of tourism products; On the other hand, further consolidating the existing competitiveness of the tourism products; finally, improving the functions of all tourism departments.

Mohammed Said Tahiri: So, the development strategy includes products, policies and... ?

Gaddah Kouassi Serge Olivier: And promotions. It can say that through the tourism promotion, Ivory Coast's tourism industry's GDP proportion increased from 0.6% to nearly 4.8% from 2011 to 2014. In Ivory Coast, we can establish a company within 24 hours.

Mohammed Said Tahiri: Definitely. Today, we are also honored to have Mr. Fouad Serhini to join us, who is an architect and expert in development management of historical cities. Could you share your experiences? Thank you.

Fouad Serhini(Director General of Development and Renaissance Agency of Fez): Thank you. I am so honored to participate in this meaningful panel discussion. First of all, welcome all of you to Fez, a city of one thousand histories. For the development of the city, we formulated a plan long time before, that is, since the 1990s, we need to develop Fez by giving full play to the heritage advantages of the city. We have to consider not only the heritages, but also the residents of nearly 100,000 living in these heritages (Médina). Around 15 years ago, there were 60,000 residents there. And we should pay attention to avoiding empty nest phenomenon in Médina.

Médina, having more than one thousand years of histories, just held a ceremony celebrating its 1200th anniversary of establishment a few years ago. Médina covers about 350 hectares and has been inhabited ever since its founding. Residents in Médina remain and continue their traditional way of group life, which is also the reason why it can long endure. Every craftsman and every Arab market can be regarded as a living museum because the lifestyle of ancestors still continues today and from which we can discover the real strength in Médina.

Now we are confronted with a complex problem consisting of cultural problems, social problems and development problems. In order to protect the heritage, we should protect this ancient city and ensure its development potentials. Currently, 40,000 craftsmen work in Médina. Tourism industry is the pillar industry, which is also our topic today. Besides, cultural protection is also of great importance. Our goal is to renew the region and take the

architectural and environmental advantages into full play in order to turn Médina into an attractive residence region, especially for middle class. We are not attempting at dispelling the poor, on the contrary, we are exploring its development potential and aiming to create job opportunities in the cultural heritage industry. More than ten thousand workers from other fields now are engaging in the industry of service for the local residents. Furthermore, they are considered to really serve for the one thousand years old ancient city, bring comfortable life for the locals and make contributions to the flourishing of the area. This is not a simple cause and it requires a great deal of efforts to attract the intellectuals and people of rich experiences to come to this area. The project's goal is not just to revive the city from ruins, but to build it into a real residence area, which is equipped with all urban facilities, has a sense of social life, and even turns to a modern intelligent area. By saying intelligent, you can see from the photos some on-going projects to renovate 27 ancient architectures. Each building will have a historical theme, for example, museum, gourmet, and the theme designed for the young, where will be equipped with astronomy related things such as telescopes. So, we will not only create some museums.

Médina has been applying to be enlisted in the world's cultural heritage catalogue since 34 years ago under World Bank's financial support. The large project shown in the other two or three photos is subsidized by a company named Millennium Challenge Corporation. And there are renovation projects for the protection of cultural relics, which can also ensure a safe environment for residents and visitors. So to speak, our goal is to let the residents in this area live a quality life and develop tourism. Only in this way can we attract tourists to the real charming city of one thousand years old. Only in this way can we create wealth while protecting the architectural heritages and urban heritages that survive to the present. In this area, we can have a sightseeing tour and enjoy the various services, such as clothing, food, and many cultural activities.

Mohammed Said Tahiri: Let's give a big round of applause to Mr. Fouad Serini and

other personnel who have made outstanding efforts in the protection and inheritance of this ancient city. Today, we are also honored to have Mr. Driss Faceh, President of Regional Tourism Centre of Fez here. Mr. Driss Faceh is a master in developing tourism industry in Fez, Morocco and even Africa also provides guidance to the tourism development in Fez. Could you share your tourism management experience in a significant ancient city like Fez?

Driss Faceh(President of Regional Tourism Centre of Fez): Fez is a city with a long history which is still beyond the measure of wealth. Fez is also considered as part of the Moroccan royal mausoleum. We hope to change the city image from the royal mausoleum to a modern short term tourist destination (city break). In order to achieve this goal, we must make a breakthrough in several aspects. First of all, the aviation industry; this means we need to increase flights. Back in 2005, we had only 18 flights per week. In addition, for the convenience of the tourists, we renovate Médina with modern urban facilities. Mr. Serini also talked about those reconstruction projects for the old town and some ancient buildings are being renovated and restored. Currently about 10% to 15% of the reconstruction work of the ancient buildings are still underway. For accommodation, we adopted many incentives, like organizing some festivals to encourage the transformation of original residential buildings to become attractive hotels. More than 150 these kind hotels are in the area. In order to change the development position of Médina, we also increased recreational activities, such as hymn festival, a unique festival in a unique city. Besides, there are probably another 15 kinds of recreational activities. In brief, the main measures taken for the renovation include: 1. increasing flights; 2. equipping with urban facilities in the area; 3. accommodation reform; 4. facilitating the circulation of commodities.

In addition, we also cooperate with the tourism bureau, which is responsible for advertising and promotion. Furthermore, we have a Muslim fraternity, gearing to the needs of young people in Africa and the fraternity has more than 30 million followers in

West Africa. Ahmed Tijani, the founder of the fraternity, was buried in Fez after death and his tomb was also in this area. Around his tomb, we build more than 50 houses, for the convenience of veneration. Those houses are built with the assistance of Morocco Tourism Council and Wilaya. Recently, we lower room rates, charging only 10 to 15 Euros. Generally speaking, these are a series of measures that we take to transform Fez Médina area from an ancient city with single function of the city break, short-term destinations. In general, we are achieving our goals gradually.

Mohammed Said Tahiri: Thank you, Mr. Driss Faceh. He introduced Fez to us, a city having a wide cooperation within the region and in Morocco. I hope you can continue to open a new chapter in Fez and its tourism development with continuous efforts. Next, let's invite Prof. Taoufik Ouazzani Chahdi, Advisor to the President of Euro-Mediterranean University of Fez to share his opinions. The young generations are the future policy makers. As an educator, how do you introduce the importance of tourism diversity to the young people?

Taoufik Ouazzani Chahdi(Advisor to the President of Euro-Mediterranean University of Fez): Thank you. First of all, on behalf of the President of Euro-Mediterranean University of Fez, I would like to extend his apology for his absence. He hopes to attend this panel discussion in person and take this opportunity to share his views. Unfortunately, his absence is unavoidable due to some important official affairs, and he honored me to attend this panel discussion as representative of Euro-Mediterranean University of Fez.

In my opinion, universities are active participants in the economic construction because universities are not only places for education and researches, but also have students coming from all over the world. We have thousands of students coming from Morocco and tens of thousands of students from other countries. These young people study, do researches, and spend their leisure time here. Being young and energetic, they are willing to tour around. So we say that universities are the participant in the tourism construction.

Furthermore, universities are promoters of tourism development because each international or national cooperation opportunity can provide platforms to exchange and visit among universities; the opening of international symposiums, professional seminars and big conferences will promote tourism to some extent. Due to its advantageous geographical position, Euro-Mediterranean University of Fez is worthy of the name of tourism promoters which previous colleagues have explained in specific number. Here, we have to convey the idea to the young people that our ancestors left brilliant legacies till today and everyone has the responsibility to protect the heritage. Beyond teaching, educating and active scientific researches, Euro-Mediterranean University of Fez strives to accomplish a specific task: creating a piece of inclusive land to exchange and share, to promote cultural dialogues. This also constitutes a special education mode of our school: UMF (Euro-Mediterranean University of Fez) mode.

The UMF mode is put forward based on several concepts. First, the mobility education. The mobility concept is adopted throughout all stages of school education, encouraging students to go out and communicate. To this end, school has formulated special provisions to ensure all students to go out and exchange for several semesters before graduation. In order to achieve mobility education, students must learn communication skills and this involves our second concept: the multilingual education. Students learn not only French and Arabic, but also Spanish, English, Portuguese and other foreign languages. In addition to having a good command of mother tongues, students need to learn two foreign languages and reach a specified level at graduation. Third, the multicultural education. Both students of science and liberal arts must study Mediterranean civilization and cultures. These three concepts make our UMF mode unique and exceptional.

Besides the specific task mentioned above, Euro-Mediterranean University of Fez is commissioned with the mission of developing Fez. Our university belongs to Fez and it is a prominent and leading university in Fez among many other higher education institutes.

For visitors to Euro-Mediterranean University of Fez, it is undoubtedly a shortcut to better understand Fez, a “living museum”. Euro-Mediterranean University of Fez is like a big laboratory where all disciplines can coexist here. This multidisciplinary nature makes experts in the field of information and communication technologies exchange ideas even with historians, sociologists, and material experts devoted to the heritage protection. It is fortunate for us to have this multidisciplinary nature in our university. From this perspective, we can say that Euro-Mediterranean University of Fez is now exploring scientific research products, and also developing education products.

Mohammed Said Tahiri: Thank you, Prof. Taoufik Ouazzani Chahdi. Next, we will invite Mr. Said Mouhid, President of Tourism Observatory of Morocco. As Mr. Said Mouhid has been working for the tourism development of Fez, could you share some experiences with us?

Said Mouhid(President of Tourism Observatory of Casablanca, Morocco): Thank you. First of all, I want to say that city development depends on two factors: the thinking of strategies and the analysis of environment. Nowadays, there are two unprecedented features: first, the attitude shift of tourists. Different from the old times, tourists are more self-initiative and good at using network platforms, so their travel purposes and plans are very clear. Second, the increased competition between cities. All the cities, including Rabat and other cities have competitive relations more or less, aiming to attract more investors. Urban tourism is relatively new and people don’t talk about urban tourism now. Why? For example, the Chinese like to travel to Thailand and we are keen on visiting Marrakesh, Casablanca and Paris. Apparently, tourists have a clear mind of their destinations. From this perspective, all cities are confronted with competitions in the tourism field.

In response to the increased competitions, we make tremendous efforts in developing the unique features of cities. Now, we learn from the experiences in Casablanca and other cities, including Rabat that five factors are needed to make fruitful achievements in tourism

development. In fact, urban tourism development accelerated by 60% compared with last few years and will continue to develop urban tourism. Nowadays, tourism always closely relates to a variety of characteristics: exoticism, seawater bath, deserts and so on. So to speak, urban tourism will attract different tourists with its various characteristics and its development will not be affected by seasonal restrictions.

So what are the five factors that can promote the development of urban tourism? First, distinctive features. I mentioned just now that urban tourism is faced with competitions. Why? Because every city has its own label, for example, New York, Paris and London etc. have their own distinctive features. For visitors, they are in huge difference. Distinctive features are very important today, by giving tourists a special visual experience and providing them with distinctive products. Second, transportation. People are ready to travel at a moment's pleasure. The travel decisions are usually made impulsively. This requests a convenient transport system: direct, affordable and convenient. For those regular visitors, easy access to transportation is of utmost importance. Fez is now taking transportation construction as a top priority while Casablanca is also trying to develop sea travels. Third, products. Our tourism products must be attractive to tourists and have certain features. Let's take infrastructure as an example. Urban tourism development cannot be separated with transport facilities construction, such as trams, buses, taxis. We must maintain safety and ensure a high-quality service in transportation. Another example is hotel service. Hotels should be able to provide multilingual services, including Chinese, Japanese, and Swedish and so on. All of these features synthesized constitute an integrated tourism product, making it more charming and attractive. Although our main purpose is to experience the local cultures while traveling, recreational activities, leisure entertainments and shopping are also essential. Therefore, we need to build a certain number of libraries, museums, etc. Fourth, product quality and integrity. Tourists would like to see the tourist city of the highest international level. We are not the ones to rate our city, but others - our

customers who travel here rate for us. If we don't ensure a high quality of products, our blueprint to develop our city will be untenable. Finally the fifth, also the most important point: marketing; marketing is an inevitable requirement of the fierce competition nowadays. We live in a digital era and a self-marketing era, tourists travel to a city with their mobile phone or other communication tools. We have to provide tourists with smart facilities, including wireless network, etc.

Those are the five strategies that I want to share in the development of urban tourism. Casablanca has effectively adopted these strategies in its tourism development. At last, welcome all of you to visit Casablanca. Thank you.

Mohammed Said Tahiri: Mr. Said Mouhid, thank you for sharing the five strategies with us. At last, thank you all for your participation and patience. Today's panel discussion is a great success. Special thanks go to Moroccan National Tourist Office and WTCTF and may this year's Rabat and Fez Tourism Summit achieve a complete success. See you next year. Thank you.