



洛杉矶市是世界旅游城市联合会的会员城市，长期以来积极参加联合会的活动。2016年洛杉矶市访客总接待量实现4730万人次，连续第6年打破纪录。同时洛杉矶也是2017年世界旅游城市联合会香山旅游峰会的举办城市。为了探访洛杉矶市旅游保持持续稳定高增长的致胜秘诀，《世界旅游城市》杂志专访了洛杉矶会议及旅游局局长恩武德先生。

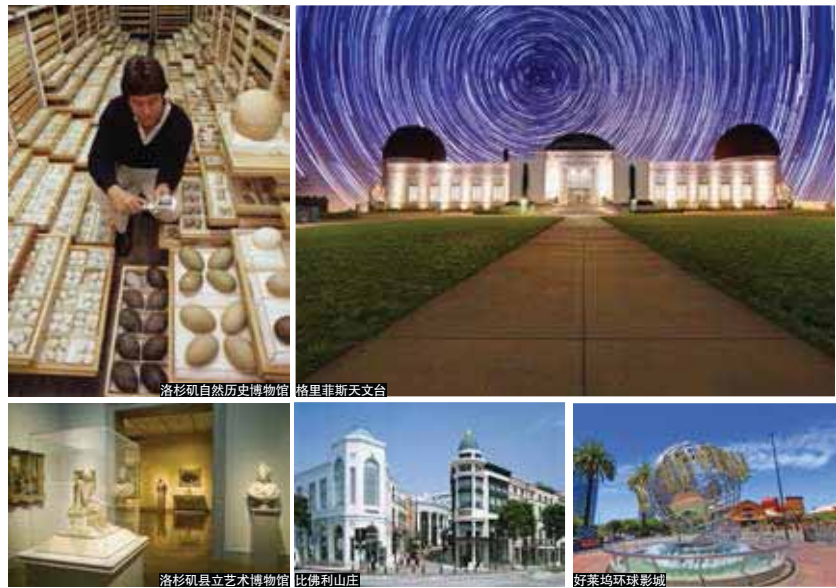
洛杉矶： 前所未有的旅游好时机

——专访洛杉矶会议及旅游局局长恩武德

图片来源 / 全景、WTCF



迪士尼乐园



洛杉矶自然历史博物馆 格里菲斯天文台

洛杉矶县立艺术博物馆

比佛利山店

好莱坞环球影城



曼哈顿海滩

Q 2016年洛杉矶接待总人数同比增长了170万,增长3.8%。其中,美国国内访客人数达4020万,同比增长3.8%;国际访客人数达710万,同比增长3.5%。您认为洛杉矶旅游保持持续稳定高增长的致胜之处在哪里?是什么不断吸引着国际访客的到访?

A: 很荣幸地说,现在正是洛杉矶的好时候。2016年,我们共接待超过4730万名游客,连续第六年打破历史记录。全球对洛杉矶体验的关注度上升到一个前所未有的新高度,很大程度上源于我市丰富多元的创意和文化氛围,从而推动餐饮、艺术和生活方式的蓬勃发展。美妙绝伦的新酒店频繁开业,获奖大厨勇于探索烹饪的新领域,知名文化机构纷纷选址洛杉矶,这里的生活方式也引得人们争相效仿。作为本地首屈一指的交通枢纽,洛杉矶国际机场(LAX)为国际旅客提供无与伦比的便捷航班服务以

及全美主要城市中性价比最高的机票选择。现在是游览洛杉矶前所未有的好时机,我们邀请全球游客来洛杉矶发现独一无二的洛城专属体验。

Q 据最新公布的数据,2016赴洛杉矶的中国游客再创新高,共有超过100万人到访,在主要海外客源市场中排名第一。中国访客增长率超过22%,这已是连续第七年保持20%的增长速度。洛杉矶新增国际访客的75%来自于中国。而洛杉矶也成为美国首个接待中国访客超过100万的城市目的地。您认为,促成这一系列令人欣喜的数据背后的原因是什么?作为洛杉矶会议及旅游局的局长,您和您的同事做了哪些卓有成效的工作?请跟我们分享一下。

A: 洛杉矶很早就预见到了入境游中国市场的巨大潜力,因此在2006年,我们成为第一个在中国(北京)组建全职办事

处的美国市级旅游推广机构。随后,我们又把足迹扩大到了上海和广州。我们在中国强势的宣传努力得到了令人欣慰的丰厚回报:在不到十年的时间里,中国一跃成为洛杉矶最大的海外客源市场,而十年前,中国甚至没有进入前十的名单。实际上,在过去的7年中,到访洛杉矶的中国游客人数一直保持着两位数的年度增长速度,远远超过其他任何一个海外市场。每周,约有70个直飞航班往返洛杉矶和五个中国主要城市,洛

杉矶成为连接中美两国的重要门户枢纽,对此我们感到非常高兴。

我们看到越来越多的散客、千禧世代旅客、团队建设、商务活动以及美食之旅等特殊主题旅行。感谢两国之间的十年签证互惠政策,赴美旅行变得前所未有的简单。为了吸引更多中国游客,我们的战略方向已经从之前的只关注B2B市场转移为B2B+C的商业模式。通过与大型在线旅行社合作,重点渗透在线预定和手机预定等目前在中国备受

欢迎的业务模式。

洛杉矶旅游局和中国的直播平台也建立了紧密的合作关系,共同创作以旅游为主题的电子传播内容,例如优酷网的《美食美酒带你去旅行》系列。同时,我们经常联合航空公司组织面向旅游记者和业内伙伴的熟悉之旅,为这些富有影响力的群体带来最新鲜的体验,提升洛杉矶的整体知名度。负责中国市场的同事不断提出文化差异和中国游客习惯等方面的建设性意见,让我们不断进步、

受益匪浅。我们的“你好中国”项目已经进入了第三个年头,它帮助洛杉矶本土旅游业者和服务人员用最高标准服务中国游客,确保他们得到最好的体验并提高重访率。我们极为重视中国游客并将携手旅游业同行不断开发新产品,力争为中国游客打造世界一流景点,无尽的娱乐活动和精致的购物环境等理想的旅游体验。

Q 2016年是“中美旅游年”,您认为这对于洛杉矶旅游是否有切实的推动作用?主要表现在哪些方面?在进一步拓展中国旅游市场方面,洛杉矶会议及旅游局还有哪些重要举措?

A: 答案是肯定的!对洛杉矶旅游局而言,2016意义非凡,因为去年不仅是官方的“中美旅游年”,也是北京办事处成立十周年,这是我们在中国成立的第一个办事处。为了庆祝这两个意义重大的里程碑,我们携手旅游业同行以及航空公司伙伴开展了一系列有力的宣传活动,并推出了一个全新的目的地营销活动。伴随着中美合作迎来又一个10年,除了现有往返中国五大城市的直飞航班,我们也在努力地增加一些地区二线城市的航空服务。我们将持续在中国投入大



盖蒂中心

量资源，包括开设新的办事处，计划于2017年6月底成立的成都办事处将成为洛杉矶旅游局在中国的第四个办公室。

Q 2016年世界旅游城市联合会重庆香山旅游峰会上，洛杉矶成功申办成为2017年峰会的举办城市，请问洛杉矶市和美国旅游业的同行如何看待这次峰会的举办？对于办好这次峰会您有何设想？

A: 作为联合会的创始成员之一，我有幸见证了世界旅游城市联合会过去五年的成长。对于WTCF选择洛杉矶举办2017年的香山旅游峰会，我们感到万分荣幸。同时，我们热切地盼望在洛杉矶见到各位代表，讨论旅游业发展的重要问题，携手共谋行业发展机会。峰会把

全球著名旅游城市的领导人和旅游机构聚集在一起，是全球协作铸就伟大事业的典范。

Q 您提出了力争在2020年吸引5,000万游客到访的目标，您能介绍一下如何达到这样的目标，并描绘一下3年后洛杉矶旅游的美好前景吗？

A: 我们紧扣2020年吸引5000万游客目标的同时，旅游基础设施的更新换代和酒店的快速发展也势在必行，这不仅展示洛杉矶作为理想旅游目的地的实力，更能满足未来不断增长的游客需求。斥资数十亿美元打造的洛杉矶国际机场现代化工程正在如火如



加州大学洛杉矶分校

荼地进行中，升级后的机场定能为我市争取更多更广泛的国际新航线，这是实现我司目标的决定性因素之一。作为一个不断变化发展的旅游目的地，洛杉矶旅游业的前景一片光明，我们也将继续为来自世界各地的游客铺好欢迎的红毯。



好莱坞环球影城



洛杉矶国际机场塔台



洛杉矶柑糖餐厅



比佛利山庄

Los Angeles:
A Travel Destination
of Unprecedented
Opportunity

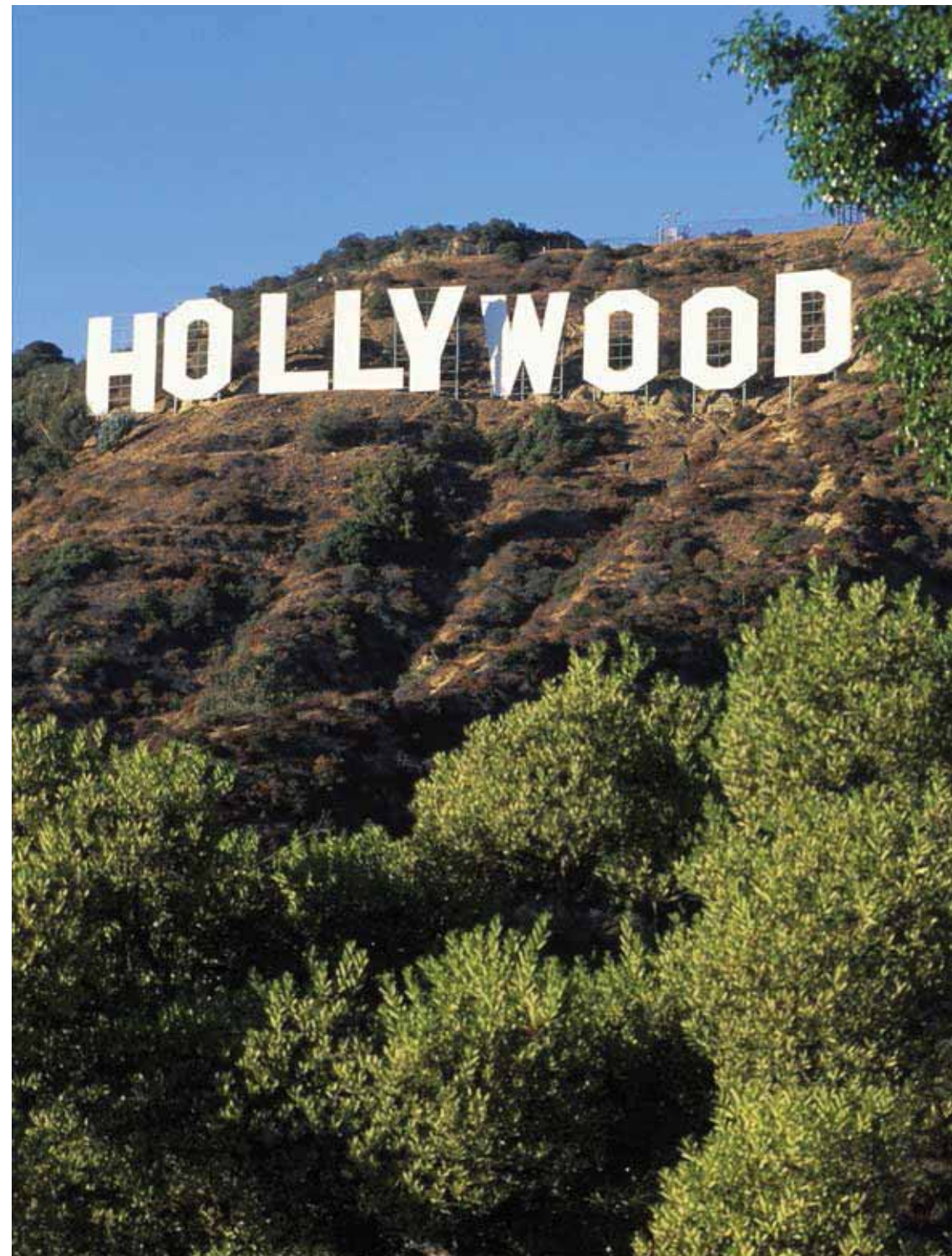
★ An Interview with Mr Ernest Wooden Jr.,
President and CEO of Los Angeles Tourism
& Convention Board



Images Provided Courtesy of: QUANJING, WTCF



As a member of the World Tourism Cities Federation (WTCF), Los Angeles always actively participates in the activities held by the Federation. In 2016, the visits made to Los Angeles reached 47.3 million, breaking the record for the sixth consecutive year. Los Angeles is also slated to host the 2017 Fragrant Hills Tourism Summit. In order to uncover the secret to Los Angeles' continuously steady tourism growth rate, *World Tourism Cities Magazine* has interviewed Ernest Wooden Jr., President and CEO of the Los Angeles Tourism & Convention Board (LATCB).



Q The number of visitors traveling to Los Angeles in 2016 is 47.3 million, an increase of 3.8% from the previous year. The total U.S. domestic visitation reached 40.2 million, a 3.8% increase over 2015; and international visitors reached 7.1 million, a 3.5% increase over the previous year. What do you think is the method of steady increase of the Los Angeles tourism industry? What is the reason that constantly draws international visitors traveling to Los Angeles?

A: I am grateful to say that Los Angeles is having a moment. 2016 was our sixth consecutive year of record breaking tourism as we welcomed more than 47.3 million visitors. Global desire for the Los Angeles experience is at an all-time high, a fact largely attributable to our city's celebration of diversity and creativity, from which thriving culinary, cultural and lifestyle scenes have emerged. Fantastic new hotels are opening their doors with frequency, chefs are exploring innovative creative territories, noteworthy cultural institutions are choosing to call L.A. home and people want to be a part of the L.A. lifestyle. As the premier gateway to the region, LAX International Airport offers unmatched lift for international visitors with convenient flights and the most economical airfares than any other major U.S. city. There's never been a better time to discover Los Angeles and we invite travelers from all over the world to immerse themselves in our celebrated only-in-L.A. attractions.

Q According to the latest data, Los Angeles welcomed even more Chinese tourists in 2016, with more than 1 million visitors coming from China. This figure has ranked top among the main overseas tourist source markets of Los Angeles. The number of Chinese visitors reached by a year-over-year growth of nearly 22%, — the seventh consecutive year of at least 20% visitation growth. China alone accounted for

75% of the destination's overall international growth, and Los Angeles became the first ever city destination to welcome more than 1 million visitors from China. So, what do you think is the reason that has contributed to such an increase? As the President & CEO of Los Angeles Tourism & Convention Board, could you please share the measures you and your colleagues took in doing this job?

A: Los Angeles recognized the vast potential of the inbound Chinese tourism market early on as we were the first municipal tourism marketing organization in the U.S. to open a full-time office in China (Beijing) in 2006. We've since expanded our footprint with two additional offices in Shanghai and Guangzhou. Our accelerated marketing efforts in China have produced remarkable results: In less than a decade, China has surged to become Los Angeles' number one overseas tourist market — from not even ranking in our top 10 international markets 10 years ago. In fact, Chinese visitation to Los Angeles has grown by double-digits annually for the last seven years, a growth that has outpaced every other international market. We are also pleased to see Los Angeles become the preeminent gateway to connect China and the United States with nearly 70 weekly nonstop flights from China's five major cities to LAX.

We have seen increases in FIT, millennial travel, group business and events as well as special-interest tours like gourmet tours. We are all grateful for the ten-year visa extension between our two countries, making the travel process much more convenient. In order to attract more Chinese visitors, L.A. Tourism shifted our strategic efforts to a B2B+C business model, after solely focusing on B2B marketing in China early on. We have cooperated with major OTAs to focus on online bookings and mobile



Universal Studios Hollywood

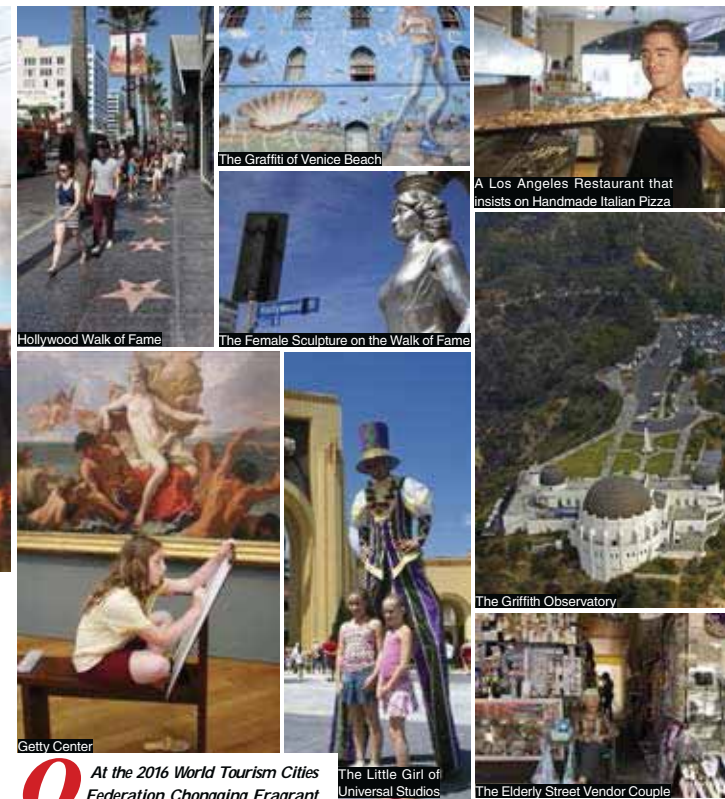
bookings, which right now are very popular in China.

L.A. Tourism has also established strong partnerships with Chinese broadcast platforms to create tourism-inspired digital content such as Youku's "Travel with Food and Wine". And, we frequently work with our airline partners to host travel journalists and trade partners for familiarization trips to drive awareness, appreciation and demand for all that Los Angeles offers the Chinese visitor by creating first-hand experiences for these influential groups. We are continuously being advised by our Chinese marketing staff to understand the nuances of the culture and the behaviors of the travel experience for the Chinese visitor, which is always evolving. We're also in the third year of our "Nihao China" program which helps prepare our L.A. tourism and hospitality businesses with best practices to welcome Chinese visitors so we can ensure they have the best possible experience in L.A., and keep coming back. We value the Chinese visitor enormously and will further develop programs with our hospitality partners so that Chinese visitors enjoy the very best travel experiences in L.A. including our world-class attractions, endless entertainment, and

premier shopping.

Q 2016 was the "China - U.S. Tourism Year". Do you think this really boosted the tourism industry of Los Angeles? Which aspects have benefited from this event? Which measures is Los Angeles Tourism & Convention Board going to take in further expanding the Chinese tourism market?

A: Absolutely. Last year (2016) was an important year for L.A. Tourism as it marked the ten-year anniversary of our Beijing office, our first in China, in addition to the official "U.S.-China Year of Tourism". We celebrated these two significant milestones with several events in-market, strengthened relationships with our travel trade and airline partners and continued to promote Los Angeles with a new marketing campaign. As we usher in a new decade of cooperation between China and the U.S., we are working diligently to increase airlift from the region's secondary cities, in addition to the direct air service currently offered from China's five major cities. We'll continue to invest considerable marketing resources in China including the expansion of our footprint. Chengdu will become our fourth L.A. Tourism office when it opens by the end of June 2017.



Hollywood Walk of Fame

The Graffiti of Venice Beach

The Female Sculpture on the Walk of Fame

A Los Angeles Restaurant that insists on Handmade Italian Pizza

The Griffith Observatory

Getty Center

The Little Girl of Universal Studios

The Elderly Street Vendor Couple

Q At the 2016 World Tourism Cities Federation Chongqing Fragrant Hills Tourism Summit, Los Angeles applied for and has successfully become the hosting city of the 2017 Summit. How do Los Angeles and the American Tourism Market think about the hosting of this summit? What do you think of the summit?

A: As a founding member of the Federation, I am honored to have witnessed the development and growth of the WTFCF in the last five years. We are honored that WTFCF selected Los Angeles as the host of the WTFCF Fragrant Hills Tourism Summit in 2017 and look forward to welcoming all the representatives with open arms to promote opportunities for tourism cooperation and discuss important tourism development issues. This Summit is unlike any other in the world as it brings together leaders together from the world's most famous tourism cities and tourism-related institutions and is a true symbol of the great work that can be achieved through collaboration and co-operation.

Q You have proposed to reach the target of attracting 50 million visitors by 2020. Could you please tell us how Los Angeles plans to achieve this target and describe the future of the Los Angeles tourism industry in three years?

A: We are firmly positioned towards reaching our goal of 50 million visitors by 2020, but it's imperative there be progress with new and updated tourism infrastructure and hotel development to showcase Los Angeles as a desirable destination to our visitors and accommodate the future growth in visitation. The on-going multi-billion dollar modernization of LAX will elevate our airport to an even more powerful position to compete for more new and expanded international air routes, which is crucial to reaching our goal. As a destination that is always evolving, the future of the Los Angeles tourism industry is bright and we will continue to roll out the red carpet for visitors from all corners of the globe.



世界最佳目的地



巴厘岛



巴黎



暹粒



布拉格



伦敦



罗马



纽约



克里特岛



巴塞罗那



普吉岛

猫途鹰： 帮助旅行者智慧旅行

——专访TripAdvisor中国首席运营官潘浩栋

TripAdvisor (猫途鹰) 是世界旅游城市联合会的机构会员。作为全球最大的旅游平台, TripAdvisor (猫途鹰) 拥有几亿条来自旅游者的真实点评, 其研发的景点排名、酒店排名等也为旅游者出行决策提供了极大的帮助。近期, 猫途鹰在大交通领域动作频频, 与滴滴合作在上百家酒店建滴滴车站, 将智能出行与旅游嫁接起来, 并且与中国地图出版社合作出版旅游地图, 这些都引起业界广泛关注,《世界旅游城市》杂志专访了TripAdvisor 中国首席运营官潘浩栋(Daniel Pan)先生。



潘浩栋

于2016年2月加入TripAdvisor 猫途鹰, 目前担任中国区首席运营官职位, 全面负责 TripAdvisor中国区业务的日常运营和市场推广。

图片来源 / 全景、猫途鹰

Q 我们注意到, 猫途鹰的 logo 是个猫头鹰的样子, 眼睛有一个红色的点, 一个绿色的点, 眼睛的颜色有什么特殊的含义么?

A: TripAdvisor 的猫头鹰 Logo 在全球旅行者中有很高的认知度。这个猫头鹰名叫“Ollie”, 象征着由 TripAdvisor 全球旅行者的旅游点评和意见带来的智慧, 可以帮助更多旅行者在搜索和计划旅程时, 更自信地做出决策。猫头鹰 logo 的眼睛代表点评的属性, 绿色象征推荐, 红色象征不推荐, 用户可以根据目的地的点评来决定哪些地方应该去, 哪些或许是他们不想去的地方。而 TripAdvisor 中国的品牌名“猫途鹰”正是融合了猫头鹰 Logo 和旅途的含义, 也是基于猫头鹰 Logo 广泛的认知度而来, 更有助于向中国旅行者传递 TripAdvisor 提

供智慧旅行建议的含义。

Q 旅行者应该怎样使用 TripAdvisor (猫途鹰) 和网站? 或者说, 怎样才是猫途鹰网站的正确打开方式?

A: TripAdvisor (猫途鹰) 是全球最大的旅游网站, 我们收录了全球超过 190 个国家的旅行目的地资讯, 包括当地酒店、餐厅、景点、当地活动等各种信息。作为一家国际化的旅游网站, 全球游客都会来 TripAdvisor 分享他们在旅途中独特的体验和见闻, 这样更多旅行者就能通过这个平台在计划旅行时获取目的地的信息。不论是热门目的地, 还是相对冷门的地方以及当地体验, 都可以在 TripAdvisor 上找到。用户到达目的地或在旅行途中, 还可以使



克里特岛

用 TripAdvisor 的发现当地值得体验的餐厅、景点以及各种活动信息。来自 TripAdvisor (猫途鹰) 的海量点评和意见能够帮助旅行者获得更好的旅行体验, 发现更多旅行中的精彩。

在中国, 猫途鹰为中国用户开发了独立的中文版, 让中国用户可以更方便地发现 TripAdvisor 的内容。中国版与国际版相同的基本功能包括了搜索、比价、预订酒店和海外目的地玩乐, 超过 300 个全球热门目的地离线数据包, 以及地图及导航功能等。此外, 我们还专门发布了热门目的地 PDF 指南, 方便中国用户快速获取当地概况和当地热门玩乐地。结构化游记也是专门为中国用户开发的产品, 可以让用户的游记以每日行程及每日造访过的地点展示, 方便更多用户快速浏览游记作者的行程。我

们还推出了以当地语言显示的商户地址问路卡功能, 减少中国旅行者在海外旅行时的语言障碍。

Q 请介绍一下猫途鹰的商业模式, 它解决了旅行者哪方面的需求?

A: TripAdvisor 在全球的收入主要包括点击付费广告 (CPC) 和展示广告 (CPM), 以及帮助业主直接获取订单的注册服务。TripAdvisor 积累的海量用户生成内容, 在为旅行者提供内容参考的同时, 提供酒店比价和预订选择, 还增加了景点和餐厅的预订服务。在中国, 我们还会利用 TripAdvisor 在海外目的地的优势, 探索更多能够解决中国出境游用户面临的痛点产品, 力求让中国用户拥有更美好的海外旅行体验。

Q 据说猫途鹰有 3 亿条来自旅行者的真实点评, 请问这些点评与其它旅游网站相比有何独特价值? 猫途鹰如何能积累到这么多有价值的用户点评呢? 如何确保这些点评来自真实的用户, 而不是商家的广告软文呢? 如何防止商家用虚假的信息误导消费者?

A: 截止 2016 年 11 月底, TripAdvisor (猫途鹰) 已经积累了超过 5 亿条来自全球游客分享的旅游点评和意见。旅行者通过 TripAdvisor 可以获得很多有参考价值的信息, 更好地做出旅行决策。正是这种分享让旅行者在预订之前就能提前了解目的地的情况。

TripAdvisor (猫途鹰) 经过 16 年度的发展, 在反虚假内容方面已经拥有非常丰富的经验。我们一直采取积极措

施打击欺诈行为。每一条点评都会自动进入我们的审核系统, 记录下点评对应的各种信息。我们在全世界有一支超过 300 名的内容团队, 7x24 小时不间断地对点评进行监测以保证点评的质量。他们会系统识别出的异常点评进行深入调查, 也会处理来自社区用户的举报信息。此外, 我们还利用与银行信用卡系统类似的技术手段, 主动对某些试图欺骗网站的极少数人群进行调查。TripAdvisor (猫途鹰) 对欺诈行为有着严厉的惩罚措施。正因为我们拥有强大的技术和手段, 对网站进行欺诈的行为极其有限。

Q 猫途鹰宣称会通过点评帮助旅行者做出选择, 猫途鹰上的景点排名和酒店排名都是如何作

出的? 是完全根据旅行者贡献的点评做出的么?

A: TripAdvisor (猫途鹰) 上的酒店、景点, 以及餐厅等商户的排名会受到一系列因素的影响, 包括用户提交的点评和评分、以及新近程度。某个商户获得的点评时间越久, 其排名越不可能提升。

Q TripAdvisor 在国外知名度很高, 从 2000 年起成立到现在有 16 年, 也是目前全球最大的旅游网站, 能否与大家一起分享一下在互联网旅游方面的经验?

A: TripAdvisor 自成立以来便一直坚持三个基本原则: 为旅行者提供发表意见的平台, 为旅游业增加透明度, 以及令不同规模的从业者同台竞争。在过去的十多年中, 我们一直坚持这些原

则, 也相信我们为整个旅游业发挥了积极的影响力。我们推动着整个行业朝着更加民主、透明的方向发展, 也帮助全球的从业者提高了服务标准。不论规模大小, 每一个旅游企业都有机会通过 TripAdvisor 展现其风采。在今天这个互联网时代, TripAdvisor 平台给了每一个消费者分享意见和观点的机会, 更重要的是, 每一个旅游企业都能通过 TripAdvisor 倾听消费者的心声, 以改善自身服务。

Q 近日, 猫途鹰宣布与中国地图出版社达成合作, 旨在依托中国地图出版社专业权威的地图出版经验, 以及猫途鹰上极具价值的海量旅行资讯和点评数据, 为中国旅行者量身打造一系列海外知名城市的旅游地图。能

最佳酒店

布达佩斯阿丽亚酒店
曼达帕丽思卡尔顿酒店
布拉格博霖酒店
曼谷皇家湾度假酒店
Tulemar Bungalows & Villas
河内喜耶恩塔酒店
都灵宫殿酒店
塞拉斯酒店
玛娜法鲁岛海滩度假屋

最受中国旅行者喜爱的品牌

飞利浦
路虎
优衣库
新秀丽
科莱丽
佳能
雷朋
亚马逊 Kindle
资生堂

否介绍一下，这些城市旅游地图与普通的地图有何区别？旅行者将获得哪些与众不同的贴心服务与便利？

A: TripAdvisor (猫途鹰) 与中国地图出版社达成合作，出版了一系列“出国游”海外城市旅游地图，将 TripAdvisor 线上的内容呈现在此系列地图中。对于还不太熟悉 TripAdvisor (猫途鹰) 的用户而言，他们也可以在地图上直观地看到当地各景点在 TripAdvisor (猫途鹰) 上的旅行者评分、点评数，以及获得“卓越奖”的高人气、高评价酒店和餐厅推荐。还可通过扫描地图封底上的二维码，下载 TripAdvisor (猫途鹰) 手机 App，便捷地查看目的地全面且最新的信息。不论在计划旅行还是在旅行途中，读者都可以同时参考 TripAdvisor (猫途鹰) 手机 App 和纸质地图，享受更便利、更美好的海外旅行。

Q 猫途鹰宣布与滴滴出行达成战略合作，双方将通过线上平台开放合作，建立线下滴滴车站，拓展“酒店+车”、“景区+车”定制产品等合作形式，打造涵盖旅游资讯、行程安排、途中用车的完整旅游生态链。请介绍一下具体的合作模式，以及将为旅游者带来哪些切实的便捷与好处？

A: TripAdvisor (猫途鹰) 与滴滴出行达成的合作致力于为中国用户提供更便捷的出行服务。双方将首先联合建立覆盖上百家五星级酒店的滴滴车站，主要集中在出行需求集中的目的地城市，并优先精选在 TripAdvisor (猫途鹰) 网站上获得高人气、高评价国际知名五星级酒店。用户通过操作滴滴车站的电子显示屏可实现快速叫车。本次合作双方力求为用户搭建完整的出行生态，让旅行

者在搜索、计划、管理行程的同时，能够更方便地享受出行用车服务，提升旅行的整体体验。

Q 请问加入 WTCF 能够为猫途鹰未来的发展提供哪方面的助力？

A: TripAdvisor (猫途鹰) 很荣幸成为 WTCF 的会员单位，并为 WTCF 所倡导的“旅游让城市生活更美好”的使命贡献我们的一份力量。TripAdvisor (猫途鹰) 致力于服务日益增长的中国出境旅游者，让他们享受更美好的海外旅行。我们相信旅行能够促进国家、地区之间积极的文化交流，并推动经济增长。我们期待与 WTCF 加强合作，探索在旅游业的深度合作机会，更好地服务中国旅行者，助力中国旅游业更加积极健康地发展。

TripAdvisor: Help Travellers to Be Well Informed in Their Travels

— an Exclusive Interview with Daniel Pan, Chief of Staff, TripAdvisor China



最佳沙滩

巴西, 费尔南多-迪诺罗尼亚群岛

阿鲁巴

厄瓜多尔, 加拉帕戈斯群岛

墨西哥, 穆赫雷斯岛

希腊, 特里克里岛

印度, 哈夫洛克岛

西班牙, 圣塞瓦斯蒂安

美国, 佛罗里达州

TripAdvisor is an institutional member of the World Tourism Cities Federation(WTCF). Hundreds of millions of verified reviews by travelers are available at TripAdvisor, making it the largest global platform for tourism. In addition, its self-developed ranking for tourist sites and hotels provides travelers with the greatest help in making trip decisions. Recently, TripAdvisor gets even more active in Integrated Transport by cooperating with DiDi in establishing DiDi stations at almost a hundred hotels. In doing so, TripAdvisor has integrated trip with travel. Other moves of the company include a travel map jointly published with SinoMaps Press. All of the efforts have drawn widespread attention in the industry. World Tourism Cities has exclusively interviewed Daniel Pan, Chief of Staff, TripAdvisor China.

Images Provided Courtesy of: QUANJING, TripAdvisor

Q We have noticed that TripAdvisor's logo is an owl, is there any specific meaning to its red and green eyes?

A: Travelers all over the world easily recognize the TripAdvisor owl logo. The TripAdvisor owl, whom we call "Ollie", represents the "wisdom" of the millions of traveler reviews and opinions that are on TripAdvisor, which travelers can consult so they can better research and plan their travel and be confident about their travel decisions. Ollie's green and red eyes can empower users on where they should go, and conversely, where they may not want to, based on the reviews they read. Our Chinese name, which is also a play on the words "owl" and "journey", was developed to build on the increasing brand recognition of the "Ollie" logo to help travelers understand that TripAdvisor provides

good advice so they are well informed for their travels.

Q How should travelers use TripAdvisor site or APP? I.e. how does TripAdvisor site or APP benefit its users?

A: TripAdvisor is the world's largest travel site, with hotels, restaurants, attractions, activities and other places of interest in over 190 countries around the world.

As a global travel site, travelers around the world come to TripAdvisor to share their opinions and details about their unique experiences so other traveler scan TripAdvisor to find information about where they are looking to visit, both when they are searching for popular destinations but also when they want to find experiences that can take them off-the-beaten path. When

they are on-the-go and on their trips, they can also use TripAdvisor to find great places to eat, things to see and activities they may want to do — The millions of reviews and opinions on TripAdvisor can help travelers unleash the full potential of their trip.

In China, we have tailored the TripAdvisor Mao Tu Ying to make it easier for the Chinese traveler to get information that can help them with their travel choices. We have thought about everything from how they navigate the app and view information to which popular destinations they can download information to prior to their travels to avoid data roaming costs. There are over 300 downloadable destinations they can put into their device to easily view reviews, photos and city maps offline.

We have also developed special PDF travel guides for Chinese travelers that sit inside our app, consolidating travel information for popular destinations, making it easy for them to go through top-rated things-to-do when they get there. Through structured travel blogs on TripAdvisor Mao Tu Ying, Chinese users have also shared some of their experiences and travel plans. We've also developed a feature that helping Chinese travelers reduce language obstacles and the anxiety associated with asking for directions when they are overseas and in a foreign country.

A: TripAdvisor makes its money through click-based & transaction and display-based advertising and subscription opportunities that drive bookings. Our rich user-generated content helps millions of users easily compare prices, find great deals and book not only hotels, but also restaurants and attractions. The features we have developed specifically for Chinese travelers also helps reduce travel anxiety or difficulty for travel overseas, so Chinese travelers can have a more enjoyable trip overall.

advertisement? How does TripAdvisor prevent business to submit fraud reviews?

A: Today, TripAdvisor has more than 500 million reviews and opinions from travelers around the globe which travelers refer to before making their travel decisions. These reviews and opinions empowers them with knowledge so they know more about the trip even before they book it.

We've been in the business for over 16 years and when it comes to fighting fraud, we are very pro-active and aggressive in our approach. Every single review goes through our tracking system, which maps the how, what, where and when of each review. This is backed up by a team of over 300 content specialists, who work 24 hours every day of the week to maintain the quality of our reviews. They

Q Can you please introduce TripAdvisor Mao Tu Ying's business model? How can Mao Tu Ying fulfill travelers' needs?

Q It is said that TripAdvisor has more than 300 million reviews, and how are these reviews differentiated with other travel sites? How can TripAdvisor accumulate so many valuable reviews? How can TripAdvisor ensure the reviews are from real travelers rather than business owners'?



Top Destinations of the World



Top Hotels



investigate every review that is flagged for inspection by our system, and act on any reports we get from our community. They also conduct proactive investigations to catch would-be fraudsters, using techniques similar to those adopted in the credit card and banking sector. We also have strong penalties in place to deter them and because of these deterrents and the detection techniques we use, the amount of fraud attempted is extremely small.

Q *TripAdvisor claims that its reviews help travelers make better choice, and how the hotel and attraction rankings have been determined? Are they completed determined by traveler's reviews?*

A: TripAdvisor has a Popularity Index which takes into account a number of factors, including the recency, quantity

and quality of reviews. As such, the older a review is the less impact it will have on a property's ranking.

Q *TripAdvisor has come to its 16th year with high popularity worldwide. It is the largest travel site in the world. Can you please share some experience for online tourism?*

A: TripAdvisor was built on three key principles: to give travelers a voice, to promote transparency in the travel industry, and to level the playing field for businesses large and small. By staying true to these principles, we believe we have had a positive impact on the travel industry over the course of the last decade. We have helped democratize the industry and made it more transparent. We have helped

to drive increasing service standards around the world. And we have given every business, no matter how small, the right to shine. Today, cultural shift with the Internet has given consumers a platform to share their voice and it is more important than ever that brands and businesses embrace these reviews and opinions as feedback they are getting, and to use this to improve.

Q *TripAdvisor Mao Tu Ying has collaborated with SinoMaps on a series of publications for overseas destinations, with TripAdvisor's content and reviews incorporated. Can you please introduce the differences with other tourists maps and how can travelers benefit from this publication?*

A: We have collaborated with Sinomaps to ensure that their new publication for

overseas destinations will incorporate TripAdvisor Mao Tu Ying content. This means travelers who perhaps aren't as familiar with using TripAdvisor online yet will also have access to rankings, review content and hospitality businesses that have been recognised with the TripAdvisor Certificate of Excellence. Travelers are able to access and use the TripAdvisor mobile app when they swipe a barcode when browsing the printed map, discovering the most updated travel information for the specific city. No matter what stage of travel planning they are in, or when they are on-the-go on their trip, both the printed maps and TripAdvisor mobile app can be a valuable reference for travelers, enabling them to unleash the full potential of their trip and have a great time!

Q *TripAdvisor Mao Tu Ying has collaborated with DidiChuxing to help enhance mobility and travel offerings for users in the country. Can you please introduce how TripAdvisor would partner with Didi and how it can help travelers?*

A: Our plan with DidiChuxing is to help enhance mobility and travel offerings for Chinese users. To start, we'll work together to build designated Didi stations at up to 100 hotels earmarked by us — this will be guided by TripAdvisor ratings, of course — to provide simple car-hailing access to travellers within China. The partnership with Didi is aimed at building a full service ecosystem of services for users, so travelers are not just able to research, plan and manage that they want to do, but also more easily get from one place to another when they

are on the go.

Q *How can WTCF help TripAdvisor Mao Tu Ying in its future development?*

A: TripAdvisor is honored to be a WTCF member and to contribute to WTCF's mission to "Better City Life through Tourism". TripAdvisor is committed to improving travel for Chinese travelers who want to go overseas and explore the world. We believe travel can facilitate positive cultural exchange and communication between countries, as well as drive economic growth. We look forward to working with WTCF to identify further opportunities in travel so we can continue doing great things for the Chinese traveler whilst having a positive impact on the industry.



不可思议的印度 不可估量的旅游

——世界旅游城市联合会副秘书长严晗印度出访随感



受印度出境旅游展(OTM)主办方及德里市分别邀请，世界旅游城市联合会副秘书长严晗带队分别访问了印度孟买市、德里市，参加了印度出境旅游展(OTM)，在论坛环节做主旨演讲，并与印度旅游界做了广泛交流。

采写/王津 图片来源/WTCF、全景



Q 严副秘书长，2017年2月，您带队访问了印度德里市，这是联合会首次到访印度，您与德里市旅游水利、文化艺术部部长卡皮尔·米斯拉(Kapil·Mishra)进行了会谈。据说当天恰好是印度重要的宗教节日，您还参与了点灯环节，可以谈谈会谈及活动的印象？

A: 由于时间紧，我们的会见错过了当地的工作日。我与卡皮尔·米斯拉部长见面是在印度的公共假期，在一个重要的宗教节日。

卡皮尔·米斯拉部长认真倾听了我对世界旅游城市联合会的介绍，对加强双方的合作非常赞同。他介绍了德里的特色

旅游资源，以及印度文化旅游的特殊性，对印度旅游的源发力、生长力、融合力充满信心。他十分看好中国出境游的广大市场。相比欧美澳等旅游目的地，目前中国到印度德里的旅游人数还并不多。他希望进一步加强对中国市场的了解，和联合会保持积极的联系和互动，并推动德里加入联合会。

节日庆典前有一个点灯仪式，点灯在印度是赐福和吉祥的象征，部长先生在活动中邀请我作为唯一嘉宾出席点灯活动，并向全场介绍了世界旅游城市联合会的情况。本次活动《印度时报》给予了详细报道。参加这次庆典活动让我们被印度的艺术深深感染，旅游能够带动文化的横向流动，人和人只有更多地去了解，去坐下来倾听，才能有更多的共鸣。



焦特布尔 梅兰加尔堡



Amer 琥珀堡



奥兰卡巴 阿旃陀石窟



拉那克普 耆那教“千柱之庙”

Q 您认为孟买举办的 OTM 与世界其他旅游展相比有何特色？

A: 我对 OTM 有几个感想：

第一，展会内容非常丰富：南亚的国家旅游局、旅行社、旅游机构很多都来参会。阿联酋专门设置了贵宾接待室，用于招待来宾。尼泊尔、不丹、缅甸等国家都搭建了宏大而且有特色的展台。这说明印度是这些国家重要的客源国，同时也是重要的旅游目的地。

第二，展会国际化程度较高。从展会的目录我们可以看到，展会吸引了全球重要的组织和旅游机构参会，这和展会的执行主席 Abraham John 先生个人影响力和组织能力是分不开的。展会上信息量非常大，何时间何地有何讲座展板上都可以看到，让旅游业内人士非常有收获。

第三，就是感觉专业度高，观众素养高。展会的日程安排也非常紧凑得当。比如说，展会每半小时有一个主题演讲（keynote speech），我们到会后，立即

参加了两点半到三点的主题演讲，我们演讲时，演讲场地是开放式的，主办方没有预先组织，听不听完全看观众兴趣。开始演讲时，有二十多观众，后来增至一百多人。一开始设备出了点问题，工作人员在调试，观众就等着。这反映出他们对演讲主题——中国公民出境消费理念及特点的兴趣。坦率地说你可以感觉到他们对中国市场的陌生，没想到中国有 1.2 亿的出境游市场，2015 年中印双向旅游交流人数达 90 万。这意味着，印度对中国来说，是极有发展潜力的旅游目的地。

在 OTM 展会上，我们着重与两家数据公司进行了深入交谈。印度的软件产业实力很强，可以通过数字化手段，利用数据库对旅游进行分析和整合规划。他们认为现在城市管理，游客接待、旅游推广都需要更精细化，需要大数据的支撑，而不是仅仅凭借一人或几人之力完成。这些都是联合会将来可以探讨合作的领域。



的不可思议体现在很多地方，比如说 OTM 展。

印度旅游资源非常丰富，体现了多宗教、多文明、多类型的文化包容。让我印象非常深刻的是德里高塔。古特伯高塔建于 1193 年，直到 14 世纪中叶才得以最终完工。它位于新德里市内，高 72.5 米，是世界上最高的砖质尖塔，也是世界上最早的有意义的印度教文化和伊斯兰教文化融合的建筑物之一。1993 年被联合国教科文组织列为世界文化遗产名录，也被称为“印度斯坦七大奇迹”之一。这座古建筑融合了五六种文明，高塔是伊斯兰风格的，但穹顶的莲花又是属于佛教的，回廊的柱子是罗马风格的，所以说这个遗迹很好地体现了文化融合。在印度，各种文化兼容并蓄，和谐相处，这也造成了印度文化古迹众多，旅游资源丰富。而且印度旅游业商机众多。目前印度的历史文化遗迹散落各处，没有专人去维护和管理。所以在印度，对历史文化遗迹的保护有很大的开放性的机遇，我认为这其中都有很多机会。

值得一提的是，印度当地的旅游从业人员素质比较高。都会自觉维护古迹，导游的讲解能力也很强。

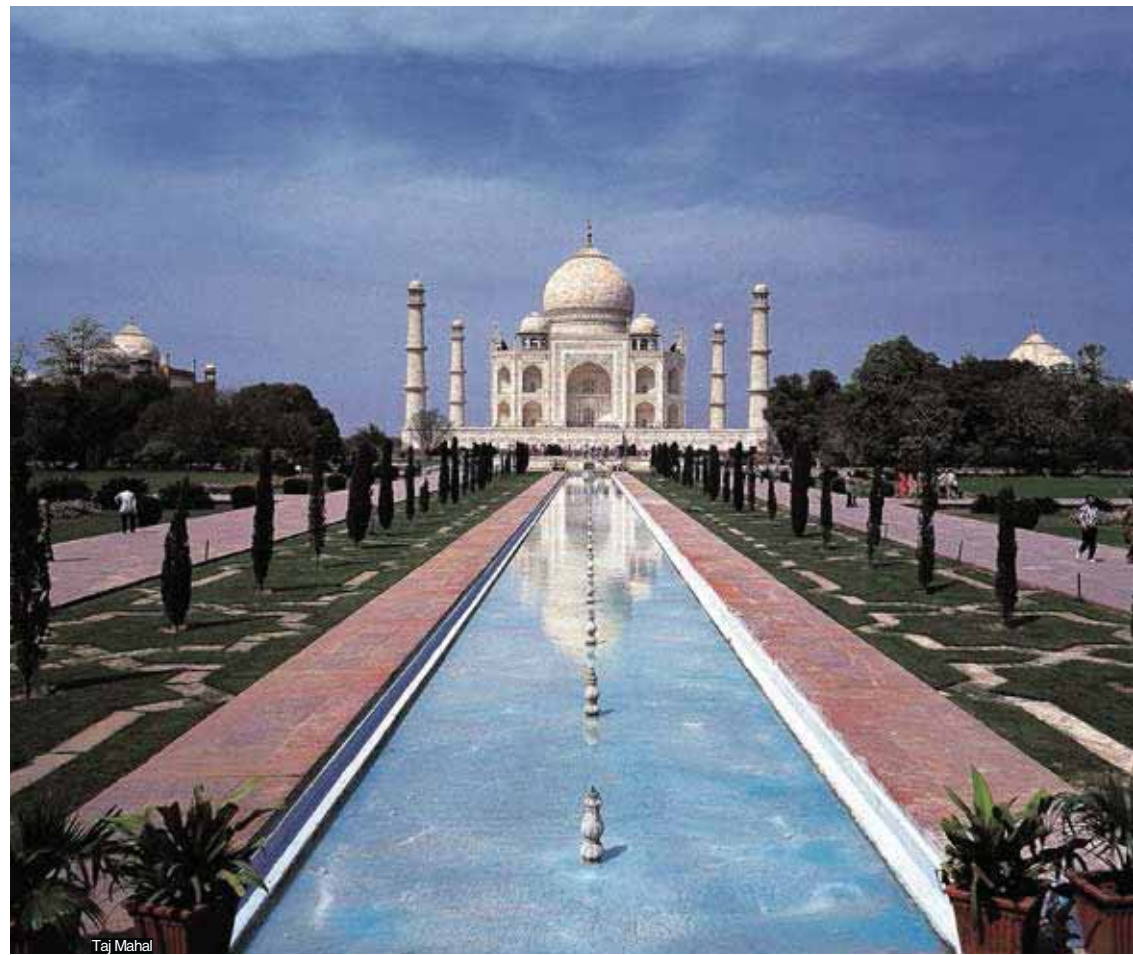
此次出访印度，打通了联合会与印度地区的联系，向印度城市及机构推介了世界旅游城市联合会的各项工作，对于我们了解印度，在南亚地区开展会员发展、旅游交流很有帮助。

Q 您先后访问了印度孟买市、德里市，请问您对印度这一国家的整体观感如何？

A: 印度总体给人感觉正如她的对外宣传语——“incredible”（不可思议），她



班戈拉·撒西比博物馆



Taj Mahal

An India Beyond Our Imaginations A Journey Beyond Measures

— World Tourism Cities Federation Deputy Secretary-General Yan Han's Impressions on India



Receiving invitations from both the Outbound Travel Market (OTM) and the City of Delhi, World Tourism Cities Federation (WTCF) Deputy Secretary-General Yan Han paid two separate visits to the Mumbai Travel Market and Delhi. Yan took part in the OTM by giving a keynote speech, vastly connecting with the Indian tourism community.

Interview and Writing: Wang Jin
Images Provided Courtesy of: WTCF, QUANJING

Q Mr. Deputy Secretary-General, in February of 2017 you paid a visit to Delhi in India. This is the first time that the WTFC has visited India. You were in talks with Kapil Mishra, the Delhi Minister for Water Conservation, Tourism, Culture, and Arts & Languages. It has been reported that the date of your meeting coincided with an important religious holiday in India, and that you took part in lantern lighting festivities. Can you tell us a little bit about the impressions you have from your talk and the festivities?

A: Due to time constraints, I could not make it to India during their working days. I met Minister Mishra on a public holiday, an important religious holiday. This religious holiday is a very important holiday for the Indian people.

Minister Mishra attentively listened to my introduction of the WTFC and strongly agreed with strengthening our partnership. He then introduced the unique tourism resources of Delhi, including the particularity of India Cultural Tours and his utter confidence in the ability of Indian tourism to expand, grow, and synthesize. He is very optimistic about the outbound travel market in China. Compared with other tourist destinations such as Europe, the United States, and Australia, the current number of Chinese tourists who visit India, and even Delhi, is relatively small. Minister Mishra hopes to further strengthen his understanding of the Chinese market and maintain a positive relationship with the WTFC. Minister Mishra also wishes to promote Delhi to join the WTFC.

Prior to the celebration of the festival there was a lantern lighting ceremony. The lights are symbols of blessings and luck in India. Minister Mishra invited me as the only guest to attend the lighting event and introduce the WTFC to the audience. The India Times gave detailed coverage



Lodi Gardens

on the event. By taking part in this festive celebration, we found ourselves deeply impressed by the ancient art and culture of India. Tourism is capable of stimulating

the flow of culture. Only when people have a deeper understanding and are willing to sit down and listen can there be more resonance.

Q What do you think the unique characteristics of the Mumbai-hosted OTM are as opposed to other travel exhibitions around the world?

A: I have a few thoughts with regards to the OTM: My first impression is that the content of the exhibition is very rich. Travel offices, travel agencies, travel salesmen, and tourism organizations from South Asia all took part in the exhibition. The United Arab Emirates even established a special VIP reception room for the guests. Countries such as Nepal, Bhutan, and Myanmar built grand and unique booths, showcasing that India is an important source of tourists for these countries and that it is also an important tourist destination.

My second impression is that the exhibi-

tion is highly internationalized. From the exhibition catalogue we can see that the exhibition attracted the world's important tourism agencies and organizations as a result of the personal influence and organizational skills of the exhibition's chairman, Abraham John. The amount of information at the exhibition was very large. The time, location, and lecture content of any speech could be seen on any of the exhibition boards, which was very beneficial for those in the tourism industry.

My third impression is that there is a high degree of professionalism and the audience members are of high caliber. The exhibition schedule was also very tight. For example, there was a keynote speech every half hour. After we arrived at the hall we immediately took



Ajanta Caves

Q Having visited both Mumbai and Delhi, what is your holistic impression of India?

A: My overall impression on India is in line with her promotional slogan—"Incredible." Her incredibility is reflected in many areas, such as the OTM exhibition.

The tourism resources of India are very rich and include many aspects such as religion, cultural heritage and art, representing the fusion of culture. What left me with the deepest impression are the towers in Delhi. The Qutab Minar was built in 1193, with the construction finally coming to an end in the middle of the 14th century. Located in the city of New Delhi



the Ganges River

120 million RMB. The number of travellers between China and India in 2015 was 900,000. This meant that India was a very promising tourist destination for China.

At the OTM, we mainly carried out in-depth discussions with two data companies. India's software industry is very strong. Through digital means and databases, people can conduct tourism analysis and integration planning. They believed that urban management, tourist reception, and tourism promotion needed to be more refined thus the demand for big data support. In other words you cannot simply rely on just one or two or several people to complete these tasks. These are all areas in which the WTFC can consider cooperation in the future.

at a height of 72.5 meters, it is the tallest brick spire tower in the world and is one of the world's earliest and most significant Hindu-Islamic cultural architectural fusions. It was listed as a UNESCO World Cultural Heritage site in 1993 and is also known as one of "India's Seven Wonders". The Qutab Minar is a fusion of five or six different cultural origins. The tower is of Islamic architectural style yet the lotus style of the dome is Buddhist and the pillars of the colonnade are of Roman architectural style; the remnants perfectly embody the concept of cultural fusion. Within India any type of culture is welcome and grows, harmoniously interacting with each other. This factor has caused India to become home to a large number of cultural relics and has contributed to its rich tourism resources. Furthermore, India's tourism business opportunities are many. Currently India's historical and cultural relics are scattered throughout the country with no designated specialist to maintain or manage them. As a result, there are many opportunities open for the protection of historical and cultural relics in India and I believe that people can seize them.

One thing worth mentioning is that the local Indian tourism employees are usually quite professional and responsible. They all take an active role in conscientiously protecting the relics and are very knowledgeable in their explanations for guided tours.

On this visit to India I have opened a line of communication between the WTFC and regions in India. I have introduced multiple projects undertaken by the WTFC, which will be very beneficial towards our knowledge of India and further carrying out membership development and tourism exchange in South Asia.