



# 合作共赢 把旅游业蛋糕做大

专访北星旅游传媒集团总裁  
Robert G. Sullivan

## Win-Win Cooperation to Make a Big Pie of Tourism Industry

An exclusive interview with Robert G. Sullivan,  
President of Northstar Travel Media

北星旅游传媒集团与世界城市旅游联合会 (WTCF) 签约暨《旅讯》中国版改版发行仪式于2015年3月12日下午在北京举行。《世界旅游城市》杂志采访了出席签约仪式的北星旅游传媒集团总裁Robert G. Sullivan先生。Sullivan先生就旅游行业发展和《旅讯》改版等问题和我们分享了他的看法。



### Q&A

Q=《世界城市旅游》杂志

A=Robert G. Sullivan

**Q:** 您能向我们介绍一下世界旅游业目前有哪些新趋势吗?

**A:** 整体看来,世界旅游业和旅游目的地正变得越来越容易进入。随着航空业、在线旅行以及与旅游相关的出版物的发展,今天的消费者比以往任何时候获得酒店、目的地等信息的渠道都要多,因此消费者可以通过移动电子设备很好地了解全球范围内的旅行目的地。例如,今天的中国消费者通过在移动设备上查找和比较酒店和航班等信息,可以为旅行做出更好的选择。移动设备的不断升级并从整体上作用于旅游业,这是世界旅游市场的主导潮流之一。

**Q:** 作为知名的旅游传媒集团,北星此次加入WTCF看重的是WTCF哪些方面的优势?在旅游业迅速发展的今天,WTCF这样的组织会发挥什么样的作用?

**A:** 我们看重的是WTCF是全球唯一以城市为关注点的国际旅游组织。城市是商务、会议和休闲旅游的重要目的地和组成部分。纵观旅游行业,城市旅游活力不减,依旧占据着旅游市场的核心地位。事实上,像北京、上海、巴黎、纽约和伦敦这样的世界主要旅游城市在推动着整个旅游市场的发展。北星旅游传媒和旗下的《旅讯》致力于帮助合作伙伴并改善主要旅游城市的旅游质量,这对整个旅游业和旅游者来说都大有裨益。

城市旅游是整个旅游业中的重要驱动力量。WTCF若能赢得更多旅游机构和私营部门的支持,消费者和整个旅游业都将会从中获益。城市旅游领导者协力面对挑战、共享未来发展机遇,这为城市之间相互学习借鉴从而更好地服务游客提供了机会。若全球范围内越来越多的城市能够携手合作,这将会打造一个各方共赢的局面,我们相信并支持WTCF在这方面有所作为。

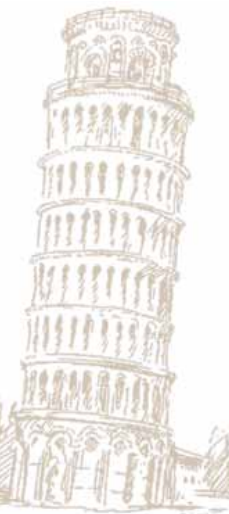
**Q:**《旅讯》的定位是什么?和改版之前相比,改版后的《旅讯》有哪些主要变化?

**A:**《旅讯》致力于通过印刷品、在线信息、活动和会议为旅游专业人士和从业人员提供独具价值的内容,服务他们的工作。我们的目标是在我们的读者

和旅游专业人士之间建立一种独特联系,从而为他们的的工作提供积极指导。

在线旅游供应商为旅行者提供从A地到B地的旅游服务方面做得非常好。随着潜在旅行复杂性的增加旅行从业者正好可以发挥的用武之地。例如,如果我要从北京到上海去看望我的祖母,我可以直接从在线旅游供应商那里预定产品。但是,我要去夏威夷度蜜月或全家一起去那里出游,我可能更倾向于求助于旅游专业人士,从他那里得到指导和帮助。旅游代理之于游客正如《旅讯》之于旅游业。旅游代理可以通过他们的目的地经验向游客提供信息,而《旅讯》向旅游代理提供独家信息和服务,从而让他们更好地服务游客。

改版后,《旅讯》的内容和形式都有所变化。新版在设计 and 内容设置上也更紧凑,增加了更多内容。因为旅游从业者要想获得成功就必须比他们的服务对象掌握更多的信息,否则消费者完全可以通过在线旅游获得产品。目前我们的新版《旅讯》在市场上的反响还不错。其实,我们想做的并不止于刊头栏目、字体版式,形式感只是改变的一部分,我们希望呈现杂志的内在变化。我们的中国版、亚洲版、美国版的内容是可以打通使用的,这有助于体现



本页图:长城上挥舞着中国国旗的年轻游客。  
左页图:熙熙攘攘的意大利罗马城市风光。



整体看来，世界旅游业和旅游目的地正变得越来越容易进入。随着航空业、在线旅行以及与旅游相关的出版物的发展，今天的消费者比以往任何时候获得酒店、目的地等信息的渠道都要多，因此消费者可以通过移动电子设备很好地了解全球范围内的旅行目的地选择。

国际刊物的国际视野。在今天，新媒体当道、纸媒唱衰声中，我们依然坚持将线上线下的内容做一定的区隔，在平衡“速度为王”还是“内容为王”中努力保持鲜度，保持广度，保持深度，保持态度。

**Q:** 目前中国旅游业有哪些新的发展趋势和特点？您对中国旅游业发展有什么建议？

**A:** 从我们得到的数据和观察来看，中国旅游业近一两年呈现高速发展，表现在以下方面：第一，中国在线旅游市场增长非常快，2014年交易规模达3077.9亿元，比2013年增长了38.9%，占中国旅游业总收入的比重为9.2%；第二，移动在线旅游优势明显，在线旅游用户逐步由PC端迁移至移

动端；第三，自助游和跟团游的需求都旺盛。从总体市场发展趋势来看，未来几年跟团游市场占比或将逐渐提升；第四，出境游市场持续火热。近几年出境游市场占比持续扩大，2014年达46.3%，预计2015年将进一步提升；第五，邮轮为出境游新增长点。

我建议中国旅游业成员，其中包括旅游城市和私营部门，一起合作，相互支持。因为每个成员都希望整个行业能够发展得更好，只有通过做大旅游业这个蛋糕，所有的成员，无论是旅游城市还是旅游供应商，都会从中获益。因此所有业内成员需要一起合作、竞争，让整个旅游业发展得更好。

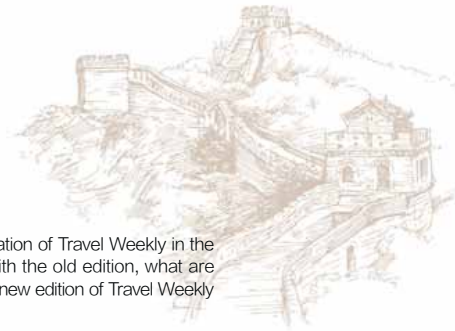
本页图：旅行随身物品，护照和地图。  
右页图：使用手机导航的德国警察；美国纽约街头的年轻人。



# Win-Win Cooperation to Make a Big Pie of Tourism Industry

An exclusive interview with Robert G. Sullivan, President of Northstar Travel Media

The contract signing ceremony between Northstar Travel Media and World Tourism Cities Federation and relaunching of Travel Weekly China were held in Beijing on the afternoon of March 12th, 2015. World Tourism City had an interview with Robert G. Sullivan, President of Northstar Travel Media, who attended the ceremony. Mr. Sullivan shared his opinions on tourism industry development with us.



## Q & A

Q = World Tourism Cities

A = Robert G. Sullivan

**Q:** What's your opinion about the new trends in world tourism?

**A:** As we look at the global tourism industry as a whole right now, the industry and the destinations are becoming more and more accessible. With air service and the advent of information on travel, be it online or through consumer publications, today's consumers have more access to information, hotels and destinations than ever before. So consumers are well informed on a global basis about what their travel options are, and picking countries and destinations from PDAs and mobiles today. We see in China consumers can go to their mobile advice to look for information about hotels and airlines so that they can make smart choices. This is one of the predominant trends in the marketplace right now. It is the continuing evolution of mobile and the impact that is having on the travel industry as a whole.

**Q:** As a famous tourism media group, why does Northstar choose to join WTTCF? What kind of role do you think WTTCF will play at a time when modern tourism is developing rapidly?

**A:** WTTCF is the only global travel organization to be focused on cities. Cities are a vital destination and component of business travel, meetings, and leisure travel. Cities are the hub of the travel universe. When you look at the travel industry, city tourism is continuing to be popular and to be the core of the travel market. Major city destinations like Beijing, Shanghai, Paris, New York and London really fuel the overall travel market as a whole. Anything Northstar Travel Media/Travel Weekly can do to help partner and to improve travel to these major cities becomes a significant benefit to the travel community and the travelers.

Cities are a driving force in the overall travel experience and the more support that WTTCF receives from the travel community and private sectors, the more the consumers and the entire travel community will benefit. By city tourism leaders being able to work together to share challenges, future opportunities and initiatives that are working well in terms of best practices, give the cities an opportunity to learn from each other and help educate themselves to build experiences for the travelers. The more our great cities around the world can work together, the more everyone wins. We are a big believer and supporter of what WTTCF stands for.

**Q:** What is the orientation of Travel Weekly in the future? Compared with the old edition, what are the differences of the new edition of Travel Weekly China?

**A:** At the core of Travel Weekly is delivering unique valuable content to travel professionals and travel agents so that they can do their jobs better. This content can be delivered in print, online or through events and conferences. Our goal is to establish a unique relationship with our audience and

This page: Travelers in the airport of Hong Kong  
Left page: A boy taking a selfie on a bridge, London





community of travel professionals so we can make a positive difference in how they do their jobs.

The OTAs and Online Travel suppliers do a superb job with the traveler who is going from point A to point B. As the complexities of a potential trip escalate, this is where the right travel agent can make a huge difference. If I'm going to visit my grandmother in Shanghai from Beijing, I can go to an OTA and I can book there with no problem. But if I'm going to Hawaii for my honeymoon or for a family vacation, I'll probably want to go to a travel professional so I can get their thoughts, recommendations and experiences about where to stay and how I can have the best vacation possible.

Travel agent to tourists is what Travel Weekly is to the travel industry. Because travel agent provides information that they have from their experiences of going to a destination. In the same way travel agent can provide information to a traveler, Travel Weekly provides that unique information and service for the travel agents, whether it's a new hotel resort opening or a cruise coming to Shanghai or a new lift to a travel destination, so that they could do their jobs better.

After reformatting, both the format and the magazine size are different. The new edition also offers more content and better packaging in design and more information for our travel agent readers. For travel agents to be successful, they need to be more informed than the consumers they are working with, because if they are not, the consumers can just go to an OTA. So far the feedback from the marketplace has been very positive. Travel Weekly China keeps paces with its American and Asian versions in format, design style, columns to some extent. Meanwhile, it also reflects some Chinese characteristics. Actually, we are not only trying to make changes in format but we hope to present changes in content and maintain the features of print media. It is worth mentioning that some contents are shared by our Chinese, Asian and American versions which can provide our readers an international perspective. Nowadays print media are waning, we lay different emphases on our online and offline contents to offer fresh, extensive, in-depth and objective information in our print weekly, trying to strike a balance between speed and content.

**Q:** Are there any new trends or features in the Chinese tourism market? Do you have any suggestion to the tourism development in China?

**A:** From our data and observation, Chinese travel industry has been developing at a high speed in the recent two years. First, Chinese online travel market increases rapidly. Its market volume in 2014 was 307,79 billion yuan, a 38.9% increase compared with that of 2013, and accounting for 9.2% of the total income of Chinese travel industry. Second, mobile travel market enjoys obvious advantages. Online travel booking users are gradually turning to mobile platforms from PC. Third, both self-help travel and group travel are in high demand. Fourth, Outbound tourism market continues to be hot. Fifth, cruise tourism becomes a new growth point in outbound tourism.

My suggestion to the tourism in China is to work together with each other in terms of cities and private sectors to build collaboration and support, because everyone wants to help make the industry better. By helping to grow the pie of the industry, all cities and suppliers within the industry will benefit together. So work together to build collaboration and competition. Even competitors can work together to ensure the industry as a whole to be successful.



This page: A girl playing the guitar by the sea  
Left page: Kelvingrove Art Gallery and Museum, Glasgow, Scotland: A bird's eye view of the night scenery of Lujiazui, Shanghai; Guangzhou Baiyun Airport



# 世博会：米兰准备好了

## 专访意大利米兰市商务、旅游、城市营销副市长Franco D'Alfonso

2015年5月1日至10月31日，世博会在米兰盛大开幕，主题为“滋养地球，生命的能源”。米兰市商务、旅游、城市营销副市长Franco D'Alfonso接受了本刊专访，就世博会的情况作了详细解答。



### Q&A

Q=《世界城市旅游》杂志  
A= Franco D'Alfonso

**Q:** 作为一项世界性的国际盛会，一届世博会的成功举办，将涉及整个城市各方面的综合实力，我们想了解：世博会即将举办之际，目前世博会的筹备工作进行得怎么样了？米兰将呈现给全球游客一个怎样的世博会、怎样的米兰、怎样的意大利？

**A:** 2015 米兰世博会的准备工作节奏很快。尽管在筹办这样一个规模宏大、众多国家参与的世界性博览会过程中我们遇到了不少困难，但我们期待到五月一日各项准备都将就绪。数月以来，工人们一直在夜以继日地工作，因此我们的准备工作进展得非常快。众所周知，“滋养地球，生命的能源”是2015年米兰世博会的主题。这一主题在今天尤为

重要，因为世界上还有相当多的一部分人口正在遭遇粮食匮乏和食品安全困境。经济发展必须面对并解决这些问题，发展必须要可持续而且全球应该公平地分享发展成果。许多国家都面临着供水问题，科技一定要帮助人们应对这些挑战。我们的目标绝不仅仅是利益而是世界上所有人未来都能过得更好。

作为这次世博会的东道主，米兰将代表意大利向世界展示它数世纪以来因健康和高品质而享誉全球的饮食文化，以及意大利研究领域在食品生产和优质营养品上的创新和发展。我们会在世博会上展示我们最好的产品和食品品牌，这些产品绝大部分都是在米兰研发或生产的。你一定了解米兰是意大利最重要的创新、商业和时尚之都，米兰确实是这些领域发展的中心，因此米兰在这些方面应该可以代表意大利。米兰也是意大利的美食之都。从另外一个角度来看，米兰也将作为一个意大利城市的个体展示给每一位游客，在这里你可以找到来自意大利各地的美食。不仅如此，

作为这次世博会的东道主，米兰将代表意大利向世界展示它数世纪以来因健康和高品质而享誉全球的饮食文化，以及意大利研究领域在食品生产和优质营养品上的创新和发展。

它还是意大利拥有外国餐厅最多的城市。因此，米兰确实是举办以营养为主题的世博会最合适的地方。我们希望米兰将向世界展示这些方面，在世博会会场之外将有 17000 多场活动在米兰举办，我们将向游客提供一些非常有吸引力的看点。

**Q:** 我们相信，米兰世博会举办时，一定会有数量众多的中国游客前来参观，领略美丽的米兰和盛大的世博会盛况。针对这些中国游客，米兰市有没有相应的接待安排？有没有预估有多少中国游客将来到这里？针对中国游客的入境，有没有考虑到一些游客语言不通的实际，在中文服务方面做相应的准备？比如有没有安排专门的中文服务志愿者？在指引游客的路牌、地图等标识方面，有没有添加中文内容？世博会全区中，有没有针对中国游客的特殊服务？

**A:** 来米兰旅游的中国游客数量一直都很多。据我们统计，2013 年到达米兰的中国游客约有 20 万人次，中国已成为继俄罗斯之后米兰最重要的客源市场。我们目前还没有得到最终的数据，估计 2014 年中国游客的到访量增长了 15%。可以肯定的是未

来到意大利和整个欧洲旅游的中国游客的数量将持续增长。作为著名的购物天堂以及优雅和时尚之都，米兰对中国游客来说极具吸引力。米兰还是意大利的设计之都和世界上最著名的两支足球队——国际米兰和 AC 米兰——的所在地。米兰还拥有许多重要的文化景点如斯卡拉歌剧院，它既是一个艺术之城（许多意大利城市都如此），又是一个现代的活力之城。同时，米兰在国际上有很高的知名度。因为上一届世博会在上海成功举办，因此许多中国人对 2015 年米兰世博会抱有浓厚的兴趣。

在帮助中国游客提升在米兰的旅游体验方面有很多工作可以做，我想我们做了最重要的事情。首先，我们在米兰的旅游官网 ([www.tourism.milan.it](http://www.tourism.milan.it)) 上做了一个中文版的米兰指南供中国游客下载。我们认为对个体旅行者来说这将是一个非常实用的工具，它可以很容易地存储在智能手机或平板电脑中。你可以看到整个城市，尤其是市中心部分，有许多暗灰色的长方形板块，上面有带城市标识的红色条纹，总共有 289 个这样的板块，每个都代表一个重要的米兰地标或旅游景点。解释性文本使用的是意大利



本页图：米兰乡村独具特色的建筑。左页图：米兰广场上雄伟的石狮；米兰乡村迷人的风景。

预计2015米兰世博会期间来自中国的游客数量将达到100万。这可能是一个非常乐观的估计,不过我们的门票目前在中国销售得非常好。

语和英语,不过如果用智能手机扫描每个板块上面的二维码,你会发现里面有中文和其他六种语言的内容介绍。这意味着任何一个中国游客都可以独自一人参观米兰并能找到他看到的绝大部分景点详细的中文介绍。我们相信通过这种新方法,米兰将变得更容易参观。基于上述板块系统,我们正在做一本关于米兰一百个最重要景点的中文电子书。我们做这件工作是为了服务世博会,但这个系统在世博会结束之后将继续存在并发挥作用,成为米兰服务游客的永久特色。

预计2015米兰世博会期间来自中国的游客数量将达到100万。这可能是一个非常乐观的估计,不过我们的门票目前在中国销售得非常好。可以肯定会有很多中国游客来米兰参观,但我们并没有采取特别的措施来区别对待中国游客和来自其他国家的游客,因为对我们目前还很难做到针对每个重要客源国分别采取不同的策略来对待。我们认为无论游客来自哪个国家,到达目的地后都要在一定程度上去适应当地的生活,对米兰来说尤其如此,毕竟这才是旅行最有意思的地方。我们了解到米兰本地的

运营商,尤其是酒店,对中国游客的预期越来越熟悉,有的还聘请了中国专家和员工,因此他们在接待中国游客方面不存在问题。

**Q:** 我们知道,米兰是意大利的重要旅游城市,也是欧洲南方的重要交通要点,素以观光、时尚、建筑闻名。此外,米兰还拥有丰富的文化古迹和遗产、传统歌剧,有着“世界时尚之都”的美誉。我们想知道:在已经取得如此多令人瞩目的成就后,米兰对今后自身的城市发展有怎样的定位?将会采取哪些新的举措?

**A:** 米兰的确是意大利重要的旅游城市,除了传统的商务旅游,休闲和会议旅游增长很快,吸引了大批旅行者。过去几年中,尽管意大利和许多国家面临较大的经济压力,但来米兰参观的游客数量仍以平均每年4%的增长速度递增。超过一半的米兰游客来自海外,这也表明米兰是个非常国际化的城市。休闲游的增长说明米兰本身是一个伟大的意大利艺术城市,在它的宫殿、教堂和博物馆里储藏大量的意大利文化艺术遗产。正如前面所言,米兰还是意大利最有活力、最重要的城市,也是新事物的诞生和发展地。因此米兰既是一个历史城市也是一个充满希望的未来之城。我们的发展目标是借世博会向世界展示米兰的真正魅力。许多人还以为米兰是一个仓储和金融中心,一个充满了繁重工作而缺乏乐趣的城市,这种看法是不对的:米兰绝不仅仅只有这些,它把意大利的传统与现代和创新结合在一起,是理想的旅行目的地。考虑到游客平均在米兰停留两晚的时间,我们当然希望他们待的时间更长些。我们希望借这次世博会让每个人了解到米兰值得他们待更长的时间。通过我们的中文快速指南,大家将了解即使只看米兰的精华部分也远不止两天时间能看完。随着越来越多的中国游客选择自助游和深度游,我们希望他们在米兰多待上一些时间以便真正地了解这座城市。对来自世界各地的旅行者来说,米兰不仅仅有米兰大教堂和达芬奇的《最后



本页图:米兰广场上的喷泉。  
左页图:米兰商业街一角。



的晚餐》(事实上要想参观这幅名画可不容易), 它还有许多重要的博物馆、壮观的大教堂、新建筑、各种展览, 以及美食和娱乐地。世博会将向世界展示米兰的热情好客和兼容并包, 以及来意大利旅游是一个多么正确的选择。米兰的确是欧洲重要的交通枢纽, 这里三个机场和几条重要的铁路线, 这意味着米兰是去意大利其他地方, 尤其是意大利北部如科莫、克内莫纳、曼图亚、贝加莫等地的理想门户。乘坐高铁可以很方便地到达都灵、佛罗伦萨、威尼斯, 甚至罗马。住在米兰让整个意大利都“触手可及”, 这是我们筹备世博会的方向, 我们为此已经做了很多准备。

**Q:** 由中国国家主席习近平提出的共建“丝绸之路经济带”和“21世纪海上丝绸之路”的重大倡议, 得到了国际社会的高度关注, “一带一路”周边的国家和城市也大力支持。意大利作为“一带一路”中的重要组成国家, 米兰市作为意大利的重要城市, 米兰市在“一带一路”的全球合作的发展中, 有着怎样的考虑? 您认为“一带一路”会带给米兰市未来怎样的发展前景?

**A:** 无论是在加强双方经济合作还是增进双方人民和文化相互理解方面, 米兰欢迎一切有助于密切亚欧关系的倡议。

**Q:** 米兰市加入了WTCF, 看重的是WTCF这个国际

性组织的哪些方面的优势? 您觉得WTCF这个平台会给米兰带来什么样的机遇和帮助? 请提出一些比较具体的希望和要求。此外, 在WTCF这个世界性的大家庭中, 您希望米兰在其中扮演什么样的角色? 为什么?

**A:** 紧随着我们的市长2013年访问中国, 米兰加入了WTCF。我们非常珍视我们和WTCF之间的合作关系。WTCF为我们提供了一个增进我们了解世界其他重要旅游城市的机会。我们认为在绝大多数领域里的真正进步可以通过拥有共同利益和目标的主要城市之间的合作来实现。和WTCF之间的合作让我们对中国和一些中国主要城市有了更多的了解。由于惊人的经济增长和人口基数, 未来中国将在旅游领域发挥关键作用。因此能够和中国的同行成为朋友对我们来说很重要, 他们可以给我们提供一些好建议。WTCF向我们提供了关于中国市场的重要信息。WTCF官网上已经有一个用中英双语介绍米兰的板块。目前我们也在提供关于米兰的资料, 让信息及时更新, 以使这个板块成为宣传米兰的重要工具。如果双方都认为实用且有益, 未来我们也可以采取其他形式的合作。我本人参加了去年九月份在北京举办的WTCF峰会, 有机会接触到其他城市的官员, 相互了解能够带来好的结果。我认为WTCF建立本身是一个很好的想法, 我们期待未来和WTCF有更多的合作。



本页图: 米兰特色美食。  
左页图: 米兰一家餐馆外黑板上介绍了店内的特色食品。

# WORLD EXPO: MILAN IS READY

## An exclusive interview with Franco D'Alfonso, Deputy Mayor for Commerce, Tourism, and City Marketing of Milan

World Expo 2015 with the theme of “Feeding the Planet – Energy for Life” is held in Milan from May 1st to October 31st. We had an exclusive interview with Franco D'Alfonso, Deputy Mayor for Commerce, Tourism, and City Marketing of Milan, who gave detailed answers to our questions on the Expo.



### Q & A

Q = *World Tourism Cities*  
A = *Franco D'Alfonso*

**Q:** As an international event, the success of World Expo is closely related with a city's comprehensive strength. As the World Expo is approaching, we would like to know how the preparation work is going on? What are the features of this Expo? What kind of Milan or Italy will Milan World Expo show to the world?

**A:** Preparation work for Expo 2015 is going on at a very fast pace. We really hope everything will

be ready for May 1st, in spite of all the difficulties associated with such a huge world exhibition size and with the number of countries involved. Workers have been doing night shifts for months now and progress is really surprising. As you know the theme of this Expo is “Feeding the Planet – Energy for life”. It is a vast theme of primary importance in today's world, where a large proportion of the global population suffers from lack of food security and of food safety. Economic development must perforce face these problems and solve them. Progress must be sustainable and shared fairly throughout the globe. Water supply is critical in many countries.



Technology must help in facing all these great challenges. The goal must not be merely profit but a new and better future for all the peoples of the world.

Milan will be on show as the place where the Expo is being held and will represent the whole of Italy. Together we will showcase both a centuries-old food culture famous throughout the world for its healthiness and quality (Chinese and Italian cuisines are probably the oldest and most celebrated in the world), and all the innovations and developments that Italian research has been able to bring both in fields of food production and of quality nutrition. Of course our best products will be on show as well as our best food brands. And much of this production is actually thought out and based in Milan which, as you certainly know, is Italy's most important city when it comes to innovation, business, and lifestyle. It is only fitting that Milan should represent Italy in these areas, as it really is the center where the greater part of these developments, even when it comes to food and nutrition, actually take place. From a different – and lighter – point of view, Milan will also be there for every visitor as the single Italian city where you can find Italian restaurants catering for all the different regional Italian cuisines (which are really different from one another, and should all be experimented

by the gourmet visitor). Not only that, it is also the Italian city with the greatest variety of restaurants from foreign countries. So it really is a fitting location for an Expo on nutrition. We hope Milan will show to the world all this and the more than 17,000 events that will be held outside the Expo site, within the City. We shall certainly provide visitors with some really significant attractions.

**Q:** We believe many Chinese tourists will come to visit Milan during the Expo. Has Milan made any preparation for the reception of Chinese tourists? For example, do you provide any language support like Chinese-speaking volunteers, Chinese signposts, maps or introductions, or any other services for them? How many Chinese tourists will visit Milan during the Expo according to prediction?

**A:** Chinese tourists have been coming to Milan in great numbers. In 2013 we counted almost 200,000 Chinese arrivals, which made China our second most important incoming market after Russia. We estimate a 15% growth in 2014, we don't have the final figures yet. We know for certain tourism from China will continue to grow in the future – not only in Italy but in the whole of Europe. Milan is a very attractive city for Chinese tourists as, obviously, it is a very famous shopping destination, famous for

This page: A statue in church in Milan  
Left page: Rails in Milan



*Milan is indeed an important tourism city in Italy, as it has been adding to its traditional business-oriented tourism a growing number of leisure visitors and an increasing number of important international congresses and conventions.*

elegance and flair. It is also the capital of Italian design and home to two of the most famous soccer teams in the world, Inter Milan and A.C. Milan. It boasts very important cultural attractions, starting from La Scala. It is both an art city (as most Italian cities are) and a modern, vibrant city that is very much alive. It has a very strong brand abroad. The Chinese are also taking a great interest in Expo 2015 as the last Expo was held in Shanghai and was a great success. So we have this link as well.

Much can be done to improve the Chinese visitor experience in Milan, but we feel we have done some important things. To begin with, we have made available on our tourist website ([www.tourism.milan.it](http://www.tourism.milan.it)) a downloadable guide to Milan in Chinese, with 13 thematic itineraries and a wealth of information about the city. We believe it is a very useful tool for the individual visitor and can be easily stored on one's smartphone or tablet. Then you will see around the city, especially in the central area, a large number of dark grey rectangular panels, with the red stripe of the city brand. There are 289 of these and each one highlights an important landmark or tourist attraction in Milan. The explanatory texts are in Italian and English, but if you point your smartphone toward the QR code each of the panels is provided with, you will discover the contents are available in Chinese as well as in other 6 languages. This means that any Chinese tourist can visit the city on his own and discover in his language detailed information on most of the meaningful sights he can come across. We believe this to be a state-of-the-art solution, making the city a lot easier to access. We are also

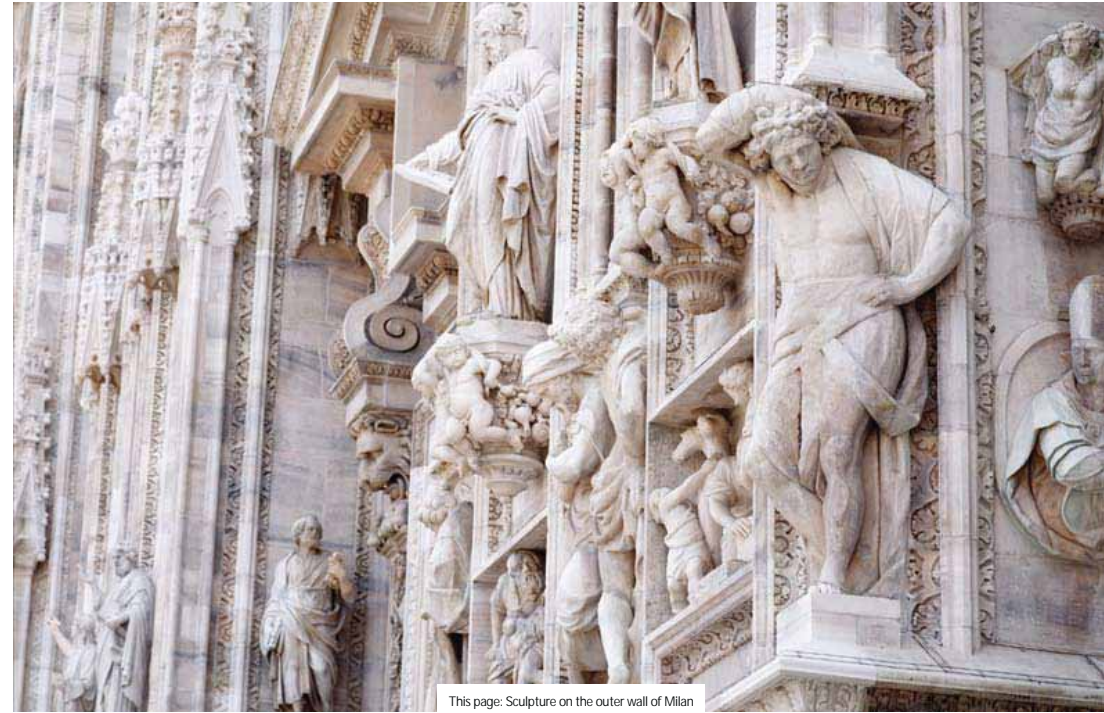


developing an e-book in Chinese on Milan's 100 most important sights, based on the panel system I have described. All this has been done with Expo in mind, but will remain after the event as a permanent feature of Milan in its relationship with tourists.

As for the number of arrivals from China during Expo 2015, this has been estimated as 1 million. This might be a very optimistic estimate, but we have been told ticket sales in China are going well. There will be many Chinese tourists, that's for sure. We have not, though, thought of specific approaches to Chinese tourists as distinct from tourists coming from other countries. We couldn't possibly – it would be beyond our means – think of different strategies for each important incoming market. We also believe that tourists, wherever they come from, should in part adapt to life as it is lived in the country of destination, especially when we are talking about Milan. After all that is what makes travelling interesting. We know that local operators, especially hotels, are more and more familiar with the expectations of Chinese visitors, sometimes have Chinese experts and personnel working for them, so we believe we'll be fine in this respect.

**Q:** It is known that Milan is an important tourism city in Italy and a key transport hub of Europe which is famous for its scenery, fashion, and architecture. Besides, Milan is also home to rich cultural relics and heritage as well as traditional opera. Since Milan has made striking achievements, what are the development goals of Milan in the future? What kind of new measures will Milan take to achieve the goals?

**A:** Milan is indeed an important tourism city in Italy, as it has been adding to its traditional business-oriented tourism a growing number of leisure visitors and an increasing number of important international congresses and conventions. The number of visitors has been growing steadily in the past few years, by an average of 4% a year, and this in times of great economic stress, for Italy as for many other areas of the world. More than a half of Milan's visitors come from abroad, which shows how international Milan's outlook is. The growth of leisure tourism points out to one basic truth. Even if Milan might not be mistaken for Rome, Venice or Florence, it is all the same a great Italian city of art, housing an impressive



This page: Sculpture on the outer wall of Milan Cathedral; Unique architecture of Milan  
Left page: Milan Cathedral



amount of Italy's cultural and artistic heritage in its palaces, churches, and museums. It is also, as I have said before, Italy's most dynamic and important city, the place where new things start and develop. So it is a city both of the past and of the future. Our development goal is to show the whole world, thanks to the Expo, the reality of Milan's attractiveness, which is not fully understood yet – especially in Italy itself. Many still see Milan as a city of warehouses, finance, hard work and no fun. It is a wrong image: Milan is a lot more, as I have been saying: it is the ideal tourist destination as it puts together Italy's tradition with its modernity and innovation. Consider that the average tourist stay in Milan is two nights. Our goal is certainly to increase this number. We would like everybody – after Expo – to understand that Milano is well deserving of longer visits. Our quick guide in Chinese will show you that it takes a lot more than two days to barely see the essential things in Milan. As Chinese tourism quickly becomes more individual and more in-depth, we hope it will choose longer stays, in order to really get to know our city. This is true for all tourists, from all countries: Milan is not just the Duomo and Leonardo da Vinci's *Last Supper* (which is actually difficult to visit): it is many important museums, a large number of spectacular churches, state-of-the-art buildings, exhibitions of all sorts and a lot of venues for good food and fun. Expo will have to show to the world how welcoming and inclusive Milan is, and how good a choice for a visit to Italy it can be. Consider that, as you recalled in your question, Milan is a key European transport hub, with three airports and very important rail links. This means that our city is the ideal gateway to the whole of Italy, and especially to its northern part, which includes a large number of stunningly beautiful cities of art – Como, Cremona, Mantua, Bergamo, to name just a few, and of the most famous. But with high speed train you can easily reach Turin, Florence, Venice – even Rome – quite easily. So really, staying in Milan puts Italy within your reach. The whole of our preparation for Expo goes in this direction. This is what we are getting ready for.

**Q:** Proposed by Chinese President Xi Jinping, the Silk Road Economic Belt and the 21st Century Maritime Silk Road initiatives, also known as "One Belt, One Road", have drawn great attention from the international society and won great support from countries and cities concerned. As an important city of Italy, which is an important country along the Belt, what does Milan think of the "One Belt, One Road" global cooperation and the role Milan plays in the cooperation? What prospects will "One Belt, One Road" initiatives bring for Milan?

**A:** Milan welcomes all initiatives promoting proximity between Asia and Europe, both for the strengthening of economic partnerships and for an improved understanding of peoples and their cultures.

**Q:** What advantages does Milan value when it joined WTFC? What kind of opportunities and benefits will WTFC as a platform bring to Milan? Could you talk about it specifically? What role will Milan play in WTFC?

**A:** Milan joined the WTFC following our Mayor's visit to China in 2013. We value our partnership with WTFC very much as it provides us with an important opportunity to increase our knowledge of other important cities throughout the world that have tourism as one of their key interests. We believe that true progress, in most fields, can be reached by cooperation between major cities that have common interests and goals. Association to the WTFC also allows for a privileged outlook on China and some of its major cities. We all know China, thanks to its impressive economic development and to the sheer number of its citizens, will play a crucial role in tourism throughout the world in the near future. So it is important to have friends there, who can give good advice. WTFC provides us with important insider knowledge. The WTFC's website already contains a section dedicated to Milan in English and in Chinese. We are now working to provide material on the city and to keep it updated in order to make it an important promotional vehicle, both in China and elsewhere. Other forms of cooperation can be worked out in the future, if these are reciprocally considered useful and profitable. I was at the WTFC's Summit in Beijing last September and it was a very positive experience. I had the chance to meet a lot of officials from other cities: out of reciprocal knowledge, good things come. So I would say that the WTFC is in itself a very good idea and that we look forward to doing things with the WTFC in the future.



This page: Trolley car in Milan  
Left page: A street corner in Milan