

# 高端旅游 独具资产价值的体现

## ——专访国旅总裁于宁宁

近日,《世界旅游城市》杂志就旅行社业如何创建自己的经典品牌,如何赢得市场,走访了中国国际旅行社总社有限公司总裁于宁宁女士。身着职业套装的于宁宁女士在她办公室里接待了我们。她快人快语,直截了当,简单明了,与记者分享了她对创立和经营旅游高端品牌及路线产品的经验和看法。言谈举止始终显得活力四溢和办事的高效率。

文 / 高山

### Q & A

Q=《世界旅游城市》

A=于宁宁

**Q:**高端旅游是国内近几年新的旅游关注热潮,请您向读者讲述您心中对高端旅游的定义。

**A:**随着旅游业的发展,游客群体的逐渐增量,旅行社业的成熟的旅游路线和产品被接受。很多旅行社在自己成熟的产品路线上,进一步提升游客的满意度和企业的价值,不断拓展更有魅力的市场空间,是旅游业健康有序发展的必然之路。

但我们不能错误地认为,高端旅游是专供富人享受的方式,是以价格为指标,以消费额为评价标准的旅游。我们应当首先指出,高端旅游市场不能排斥任何群体,但一定是精致化的,很有益于身心健康的旅游。

高端旅游不仅仅是豪华酒店、会所、豪华酒宴、豪华车辆的简单化的堆砌组合。它应首先直接体现在游客的旅行体验中,并向更有宽度、广度、深度的内涵的追求上,体现在旅游服务和人文交流的价值延伸上。高端旅游更多地是体现在企业为游客服务追求尽善尽臻的社会责任和义务上。

当然高端化旅游还是必须有自身明确的定义和市场定位。这是不能含混不清的,各个公司企业都会有自己的认

知和注解,其中不乏仁者见仁,智者见智。“执著”“多彩”才是我们旅游业的精彩。

国外的高端旅游有很多成功经验可供我们借鉴,比如美国两家老牌旅行社就有一条组织游客到苏格兰高地徒步的高端旅游路线。此旅行线路经过精心设计,全部旅程不坐车。人们穿戴了专业装备,背着行囊背包,拿着手杖,挎着相机,行走在高高的空旷草原上。旅行线路穿行在牧羊人和牧群中,歇息在古老宁静的庄园或村落中。游客们与村民、牧师交谈接触,在村落或庄园的大树下,品尝乡村的新鲜面包、蔬菜沙拉、三明治等健康食品。傍晚下榻在古堡中或古老的庄园里,享受宁静的夜晚。旅行持续七八天或十几天,其中服务的细节和态度,全面而周到,不乏很多精心的创意和打造。这就是很多美国富豪所热衷的高端旅游路线。

其实,高端旅游就是精心考察设计、精心配套打造、精心服务。你做到了,别人是看得见的,知道要做好这些并不容易,游客是愿意为此付出应有的价格的。因此,高端旅游决不是豪华奢侈和金钱的堆砌。

**Q:**作为高端旅游的领军人物,请您谈谈高端旅游的发展趋势与消费方式。

**A:**目前高端旅游消费的特点和趋势是这个消费群体越来越年轻化和国际化,越来越注重“最好的体验,最好的感受,最好的品质”的趋向。目前高端旅游的主要消费方式是“团体化”和“家庭化”两类。“团体化”高端旅游以商务类活动为主,团体化商务类的主要体现为活动样式多,应景场面多,聚会庆典多,要求旅游业服务类的功能要更为创新放大,各种方案齐全多样。而家庭类却更多注重意义凸显,充分享受。这两类高端旅游的消费都不会消衰,而是需求越来越旺盛。随着我们国家的建设发展和国民收入的逐年提高,高端旅游的市场潜力也越来越大。

中国作为一个经济发展型的社会,人们的消费习惯向上提升,由基本满足型向品质型转进是必然的。高端化、品牌化旅游是中国旅游业的方向,这是我们旅游业人的责任,这是毋庸置疑的。

**Q:**高端旅游在中国具有广阔的市场空间,请您谈谈旅游企业如何开拓高端旅游市场和高端旅游产品。

**A:**当然,新的旅游目的地,新的旅游路线和产品是新体验、新感受的重要载体,往往也是高端旅游产品的特点之一。但是仅仅表现在新路线、新产品上的新体验是远远不

够的。谁都可以模仿复制新产品、新路线,但真要将这些团体化和家庭化的消费者变为你的客户群体,并且是固定的忠实的客户群体,是很不容易的。这个群体一般都是事业成功人士,他们自己平日工作非常努力,对所负责工作的要求也苛刻,都是利益驱动者。我们要理解高端旅游消费者的核心需要,确定经营高端旅游的企业及员工的文化素养和特殊潜质。

所以,我们的企业不能在基础条件还不具备的情况下,就大张旗鼓地经销高端旅游市场,它即便可以做好个别高端旅游产品和服务,但企业在尚缺乏一个国际化、标准化、专业化完备体系的情况下,开展高端旅游是存在自身市场定位不确定的经营风险的行为。当然有些企业无非是概念的炒作,把一个旅游产品和路线的价格做到几十万元甚至上百万元。其实这还是一个模糊的市场和产品概念。我们不能把高端旅游仅仅定位在价格区别和路线区别上,其实我们在提倡一些特殊的产品和路线外,高端旅游的市场定位更应当注重客户群体的最好体验和感受上。特别是体现在自身服务品质上,体现在吃、住、游、行、娱、导的品质标准上。有些总体价格很小的变化,能够极大地改变游客的感受,就切实地去提升产品的品质,这是经营高端旅游市场的最实际的切入点。经营高端旅游必须坚决摒弃以价格战争夺市场的做法。



高端旅游的高端化和品牌化更多地是体现在企业为游客服务追求尽善尽美的社会责任和义务上。要打造一个企业的品牌，就必须处处体现出“我们是精华所在，我们是出类拔萃”的核心理念。

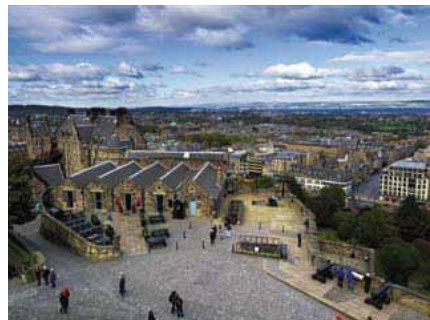
**Q:**很多国内的旅游企业也意识到想要建立企业品牌需要从大众旅游向高端旅游转型，但一个企业如何确定高端市场开发的切入点？

**A:**开拓旅游业的高端市场的策略与经销大众市场的策略有很大的不同。一般情况下，高端市场是一个企业走向成熟后的进一步拓展，逐步将自身产品根据目标市场的定位，分出产品的不同体验角度和功效，进而丰富企业自身产品的种类，形成自身独特的发展途径和品质品牌。既让自身拥有的客户群不断像滚雪球一样，变得越来越大，同时不断开发产品作为拓展市场空间的手段，赢取新的市场。这是无法被他人复制的、体现自身资产价值的企业发展之路。

旅游企业如何确定自身的品牌战略，必须清晰明确并保证十分有效，这是一门很大的学问。但有一点我们必须十分明确，在做不好大众市场的情况下，是做不好高端市场的，如果还要想从高端市场的经销中求得实际效益，几乎是不可能的。企业经营的风险性是存在的。

市场的规律也告诉我们，特别是中国市场，人们的各种尝试心理倾向很重，让自身拥有的老客户群去尝试逐步高端化的旅游产品，让他们获得新的体验和感受是推动高端化旅游产品市场的有效途径。

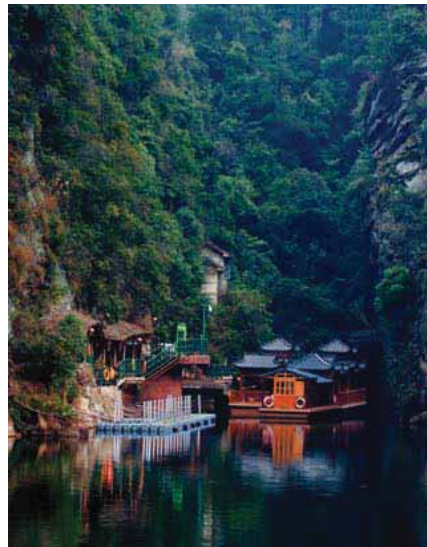
**Q:**“世界旅游城市联合会”是否具有独特的资源和市场价值，是否能成为迈向高端化旅游市场的新渠道？



**A:**“世界旅游城市联合会”的目标很明确，为促进全球旅游业的发展和各实体经济体的合作共赢搭建起一个大家共享的旅游平台。它是一个集航空、机场、金融、国际信用、保险、免税和商贸集团、国际酒店集团、国际旅行社集团、海洋游轮、铁路和联运、媒体和网络新技术企业、新闻集团等等实体经济，以及世界各城市政府资源，为全球旅游市场提供了最可靠的资讯信息的新型国际组织。同时，世界城市联合会也为旗下的城市和机构成员、企业团体的旅游资源和产品向旅游各渠道、市场消费者提供最广泛的旅游选择和比较，最具自由度的全程或部分行程的旅行服务安排。

“世界旅游城市联合会”的大平台还可为市场提供全球范围的吃、住、行、游、购、娱等旅行要素的多型式，多样化的单项化自由组合的选择旅游，是能将城市资源、企业产品、媒体功能、市场消费串联在一起的平台，本身具有很大的发展空间。“世界旅游城市联合会”创建自身品牌优势，注重高端品质品牌的旅游和服务，必然是其最重要的目标之一。

我们“世界旅游城市联合会”“旗下各大企业精英荟萃，可以共创同济，唯我善为。充分利用渠道和网络天下的优势，打造优秀的品牌和旅游业的引领地位。



# High Value of the Branding Enterprises, Up-Market Products & Service

## An exclusive interview with Yu Ningning, President of CITS

A few days ago, World Tourism City visited Madame Yu Ningning, President of CITS (China International Travel Service Limited) at her office, and interviewed her on how to build a unique tourism brand that can thrive in the marketplace. Dressed professionally in a business suit, Madame Yu impressed us as being vigorous and efficient with her quick, concise and straightforward answers. She shared her experience and opinions on how to create and manage high-end tourism brands and routes.

### Q & A

**Q= World Tourism City**

**A= Yu Ningning**

**Q:** In recent years, high-end tourism has become quite a buzzword in China, so what's your definition of high-end tourism?

**A:** With the tourism industry flourishing, the number of tourists has been on steady rise. Mature tourism routes and products of the travel agency industry have been well received. Based on existent mature products, many players of the industry are striving to improve customer satisfaction, elevate corporate value and expand market share. Such a development trend is inevitable, healthy and orderly for the industry.

We shall not mistakenly think that high-end tourism is price-and- spending-oriented and thus only suit the rich. It should be clarified from the very beginning that high-end tourism discriminates no customer group and must be refined and healthy for both the mind and the body.

High-end tourism is more than just a simple pile-up of luxurious hotels, exclusive clubs, expensive restaurants and fancy cars. Rather, it differentiates itself by pursuing more

diverse and profound customer experience. Moreover, high-end tourism focuses on better service and more cultural interaction. The most important thing that a travel agency should do is to perfect its service to the tourists.

Doubtless, every travel agency must clearly define its own high-end tourism and decide on its market positioning. Every agency may have its own definition and positioning, and there is no right or wrong answer in this regard. After all, being “perseverant” and “diverse” is a key feature of our industry.

We can draw upon the experience of high-end tourism abroad. For example, two well-established US travel agencies launched a high-end product featuring hiking in the Scottish Highlands. It is an elaborately designed route with no car-riding throughout the whole trip. Tourists, equipped with professional outdoor clothes and tools, will walk past herds of sheep and rest at ancient and peaceful Scottish countryside where they can chat with the local villagers and clergymen, and eat fresh and healthy bread, sandwiches and salad. They will sleep in ancient castles or manors, enjoying

the peace and tranquility of the rural night. The trip lasts for a week or two with creative, detailed and thoughtful services planned out throughout the whole experience. This is an exemplary high-end tourism product favored by many millionaires in the US.

As a matter of fact, high-end tourism is all about elaborate design and meticulous service, both of which are hard to achieve. However, tourists will notice your efforts and are willing to pay for such experience. This is why high-end tourism is by no means defined by extravagance and money.

**Q:** As a leader of high-end tourism, what do you think of its development trend and spending model?

**A:** At present, high-end tourism is characterized by becoming more and more internationalized with an increasingly young customer base. High-end tourism features a development trend towards “best experience and best quality”. “Group Traveling” and “Family Traveling” are the two major spending models. “Group Traveling” is often driven with a business purpose, which requires a rich and innovative portfolio of travel plans, whereas “Family Traveling” focuses on leisure and creating meaningful memory. These two models will both continue to survive and thrive in the Chinese market. As China continues to develop, the spending habits of the Chinese people will inevitably shift from meeting basic needs to pursuing quality services. Therefore, high-end and branded tourism is the way forward for the Chinese tourism industry and it is the responsibility of us tourism people to pave the way.

**Q:** High-end tourism has a huge market potential in China. How should tourism agencies tap the market and develop products?

**A:** To be sure, new destinations, routes and products are the vehicles of new experience, and thereby represent a prominent feature of high-end tourism. However, they alone are far from being enough because products and routes can be easily copied. The difficult task is to cultivate “group travellers” and “family travellers”, and make them your loyal customers. High-end tourism customers usually work hard and have a successful career. They are strict with our services. We need to fully understand their core needs, and accordingly improve the quality and competence of travel agencies and staff catering to them.

Travel agencies should not go all out to promote high-end tourism before they are well-prepared and capable. They

might get one or two products work, but they can never go far, because focusing on high-end tourism without a standardized and professionalized system will bring about just too much operational risk. There are also those agencies who hype the concept of high-end tourism and make products and routes that are priced excessively high, sometimes even over a million. This reveals that high-end tourism is still an ambiguous concept and market that need to be defined further. We should not differentiate high-end tourism from other tourisms with just pricing and routes. Rather, high-end tourism, despite some products and routes being unconventional, gives priority to creating better experiences and providing better services. Food, lodging, tours, transportation, entertainment and guiding services should all be refined so that at last a relatively small price change results in significantly improved customer experience. This is a practical way to press ahead with high-

end tourism. It is imperative to avoid fighting for market share by waging a price war.

In a word, to brand high-end tourism products pivots on fulfilling the obligation of providing the best services to tourists. A brand should be built upon the philosophy and conviction that “we are the best of the industry”.

**Q:** Many domestic travel agencies have become aware that to build a brand requires shifting from mass tourism to high-end tourism. Could you advise on an entry point into the high-end tourism market?

**A:** Strategies for developing the high-end market differ greatly from those for the mass market. Generally speaking, a travel agency will only set out to tap the high-end market after it is already a mature player. The agency will

benchmark its products in place to target market demand and categorize its own products according to experience and function. In this way, the agency can enrich its product portfolio and identify a development path for branding. Its original customer base will continue to grow and meantime its newly developed products will gain new market share. Such a development path will give full scope to the agency's own assets and therefore cannot be duplicated.

It is quite complicated when it comes to how to determine clear and effective branding strategies. But one thing beyond question is that no agency will make it in the high-end market, let alone profit from it, without a successful history in the mass market. The operational risks are too huge.

It is a pattern in the Chinese market that the Chinese consumers tend to try new products out. Therefore, with regard to promoting high-end tourism, it is advisable for the travel agencies to encourage frequent customers to try high-end products and introduce them to new experience.

**Q:** Is the World Tourism Cities Federation uniquely positioned to have resources that can provide a new channel into the high-end tourism industry?

**A:** World Tourism Cities Federation (WTCF) has a clear purpose of establishing an open tourism platform for the global tourism industry and various industries of the real economy. Its membership covers such industries as aviation, airport, finance, international credit, insurance, hospitality, travel agency, cruise, railway, media, news etc. Combined with resources from city governments across the globe, it provides the most reliable news and information on the global tourism industry. Meantime, WTCF provides a channel for its member cities, institutions, businesses and ordinary consumers to compare and select tourism products and resources, which offers tourists great flexibility in making travel arrangements.

WTCF has made flexible tourism products possible in that tourists can freely choose from and combine a wide range of food, hotel, transportation, tour, shopping and entertainment offerings. It is a platform that integrates city resources, corporate products, media functions and market spending. With a tremendous potential to unlock, it gives priority to promoting high-end tourism brands and services.

WTCF places together leaders from a diverse range of industries, whose resources complement each other and will jointly contribute to building leading brands in the tourism industry.

