

# China Hotel Magazine

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# 中国饭店

特辑  
ISSUE

跟着明星球员游俄罗斯

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RUSSIA WITH STAR  
PLAYERS

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ON THE TIP OF THE TONGUE



扫我吧！  
中国文旅首席新媒体



# 行千里，致广大，共赢亚太

关键词：新潜力 · 新要素 · 新动能

Theme: To Building an Inclusive and Win-Win Asia-Pacific Region  
Keywords: New Potential New Factors New Engines





# 2018 年亚太地区酒店合作论坛

2018 Asia-Pacific Hotels Cooperation Forum

中国·重庆 2018年9月26-28日





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Founding Director-General of Sun Yat-Sen University Alumni Association Golf Club  
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# EXPLORE BASHU, SEARCH NEW ENGINES OF CULTURAL TOURISIM

## 探寻巴蜀, 挖掘文旅新动能

绵绵兮五千载, 巴蜀竹海; 济济乎无数众, 华夏骚客。诚然, 巴山蜀水, 钟灵毓秀, 古往今来, 人杰地灵, 历史文化悠久且自然资源丰富, 令世界各地的游客纷至沓来, 也是文旅争相投资的热门目的地。

天府之国, “熊猫故乡”, 汇聚南北丝路的城池, 灿烂文化蕴藏精神养分, 都江堰、武侯祠、杜甫草堂、金沙遗址等众多名胜古迹引人入胜, 川剧、川菜、蜀绣琳琅满目;

山水之城, 美丽之地, 温泉之都, 地处长江三峡国际黄金旅游带, 国家区域发展和对外开放格局之扼要, 又恰逢国家政策红利, “中国(重庆)自由贸易试验区”发展新机遇。

文化与旅游的相融, 宛如诗与远方的契合。随着全域旅游时代的到来, 休闲度假、悦旅行成为人民生活方式的重要组成部分, 赋能大住宿业的持续繁荣。

数据显示, 我国文旅项目以山地、湖滨和滨海等自然资源为主, 种类占比分别为: 游艇码头 1%、文旅小镇 4%、温泉 4%、高尔夫 12%、主题公园 13%、滨海 13%、山地 24%、湖滨 29%。需要注意的是, 同质化、客户黏性不足等问题日渐凸显。近年来, 西南、两广和闽东南地区的文旅发展异常迅速, 西南地区以文化旅游为导向, 主要集中于成都、重庆、贵阳和昆明等城市, 项目注重文化特色的开发与打造。在未来, 旅游业将呈现从观光度假游向文化体验游转变、营销模式向运营模式转变、旅游地产逐渐回归旅游本质、盈利模式由“单一”向“多元化”的转变等大趋势。

在大旅游时代下, 每一个细分领域还存在哪些爆发机会, 中国住宿业的下一波投资热潮及下一个制高点又在哪里?

茫茫丝络路, 架起了中外千年经贸与文化交流之桥梁;

悠悠长江水, 承载了祖国繁荣昌盛与生生不息之精神。

应重庆市人民政府申办, 2018年亚太地区酒店合作论坛将于今年9月首度在西南地区举办, 让我们相约重庆, 论道“一带一路”和长江经济带, 挖掘亚太文旅发展新动能。

行千里, 致广大, 共赢亚太!

The sea of the bamboo in Bashu has been famous scene for 5000 years and this well-endowed region has cultivated many outstanding people.

As the land of abundance and the home of the panda, the fascinating scenic spots and historical sites, such as Dujiangyan City, Wuhou Temple, Du Fu Thatched Cottage and Jinsha Relic, as well as splendid culture like Sichuan opera, Sichuan cuisine and Shu embroidery greatly appeal to tourists. Thus, Bashu is so popular that it attracts lots of investment from cultural travel companies.

Located in The Three Gorges Dam, a globally golden tourism belt, Bashu is beautiful and famous for hot spring. Furthermore, thanks to an external environment of opening-up as well as the national dividend policy, “China (Chongqing) Pilot Free Trade Zone” embraces many new opportunities.

As we enter the age of all-for-one tourism, leisure holiday and joyful travel play significant roles in people's lifestyle, which will sustain the prosperity of the accommodation industry.

Recently, Cultural tourism grows rapidly in the whole nation, especially in southwestern area, Guangdong and Guangxi province, Southeastern Fujian. In the future, tourism in China will experience some transformation: from sightseeing tourism to the cultural tourism, running form marketing mode to the operation one, with more focus on the essence of tourism and a diversified profit model.

In the era of big tourism, what are the opportunities else for breakthroughs in every niche? Where will the next investment boom and discourse for China's accommodation lie in?

Responding to the call from Chongqing municipal government, in September 2018, it will be the first time that we will have had Asia-Pacific Hotels Cooperation Forum southwestern area. In this forum, to generate new growth momentum for cultural tourism, topics such as the Belt and Road Initiative and Yangtze Economic Belt will be discussed.

Travel thousands of miles and spread idea to peers, get win-win in the Asia-Pacific area! ☑

# THE EVOLUTIONISM OF MY “H+” LIFESTYLE

## 我的“H+”生活方式进化论

十年前，经济型酒店带动了整个中国酒店业发展与变革。下一个十年，中国酒店将更多地走向世界，面对无印良品、宜家等众多跨界选手的新挑战，我们需要思考，未来十年酒店业将以什么来持续吸引消费者？

国内经济型酒店市场迅猛发展的十年，是很多品牌以及集团经历从无到有的黄金发展期，被称为酒店业的“黄金十年”。

这过去的十年，对于2010年起步的尚客优以及今天的尚美生活集团来说既是起势也是立势，我们加速奔跑，基本完成了经济型连锁酒店在二三线城市的布局，开始进一步探索品牌和业态的多元化发展。尚美生活现在旗下已经有尚客优、骏怡、兰欧、尚客优品等10个酒店品牌，酒店数量已达3000家。

十年后的今天以及未来的十年，新中产崛起的大消费时代已经到来，消费结构和供给升级，新的消费观和消费文化在生长。对于酒店业来说，新的十年已经开启，整个行业都面临着新一轮的机遇与挑战。我们看到，酒店业向大住宿业转变，大住宿又渐渐向生活方式转变。

总之，一切都在变化。

早在2010年，我对“H+”便开始了尝试和探索。我在创立尚客优的同时，也创立了宝乐迪KTV，而后接连孵化了名麦中式快餐、澳典极致烘焙、两两书店等多个生活服务连锁品牌。2016年尚客优启用了现在的新名字“尚美生活”，今年年初我正式发布了“H+生活方式进化论”，旨在以酒店为核心，以生活方式为导向谋求新发展，重新定义生活服务店面功能和服务体验，打造一个以尚美生活集团为核心的新型生活服务连锁平台。

对于“H+”生活方式进化论，我认为H+就是要通过整合HOTEL+业态+内容，以生活方式为导向，打造集住宿、生活、社交于一体的“H+”生态圈。“业态+”是基于消费者的体验需求，内容+是为了与消费者追求精神共鸣，我们想通过品牌升级和体验升级来引领更美好的生活方式。目前，我们“H+业态”的LIPPO公社+两两书店+澳典烘焙的“综合体”已开业落地，在“H+业态”的延展、IP跨界等方面，我们也在做很多新的尝试。

下一个黄金十年，我相信酒店和生活方式之间的界线会越来越模糊，酒店将通过住宿空间和服务不断连接消费者的衣、食、娱、行、购等需求，将生活方式的元素融入到酒店的功能化设计和标准个性化服务中，令消费者有更多元的生活方式体验，在消费中感受生活的愉悦和美好。“H+”要建立的，是一个以生活方式为导向，以顾客价值为核心的开放、跨界、共享、体验的生态圈。



马英尧

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Ten years ago, economy hotels drove the development and transformation of the entire hotel industry in China; in the next ten years, how does hotel industry continue to attract consumers in the face of new challenges from cross-border competitors such as Muji and IKEA, and in the process to enter to international market?

Everything changes all the time: consumption structure and supply upgrade; new consumption concepts and consumer culture are growing; hotel industry has been transformed into big accommodation industry and now moves towards the direction of lifestyle, with the rise of new middle class.

In the last golden and changeable decade, SUNMEI Group (originally known as ThankYou Group) has basically completed the layout of economy hotel chains in the second and third tier cities and begun to explore further. Now with ten brands and more than 3,000 hotels, it becomes one of the leading tourist & hotel chain branded operators in China, covering economy hotels, mid and upscale hotels, white-collar apartments and exploration parks.

SUNMEI has been making new trials and explorations since 2010, from hotels to life services. At

the beginning of this year, “H+” strategy has been released, taking the hotel as the core, seeking lifestyle-oriented new development, and redefining the service function and service experience of life services.

In my eyes, “H+” is to create a lifestyle-oriented “H+” ecosystem that integrates accommodation, life, and socialization through the integration of “Hotel+ Business+ Content”, among which, “business+” is based on the consumer’s experience needs and “content+” is to resonate with their pursuit of spirit. We aim at leading a better lifestyle through upgrades of both brand and experience. At present, the complex of LIPPO Hotel + Liangliang Bookstore + Audian Cake, in “H+ Business”, has been launched and more new attempts are underway to extend this format and IP cross-border aspect.

In the future, as the border between hotels and lifestyles becomes increasingly blurred, what hotel should pay attention to, is enabling guests to experience diversified lifestyles and to enjoy the beautify of life by functional design integrated with lifestyle features, and customized services connecting their clothing, food, entertainment, transportation, and shopping needs. Actually, this is exactly what “H+” lifestyle of SUNMEI dedicated itself to-establish an open, cross-boundary, sharing, and experience-oriented ecosystem centered on lifestyle and customer value. ☑

# REAL ESTATE MEETS BLOCKCHAIN, BIG DATA, AND ARTIFICIAL INTELLIGENCE

## 当房地产遇上区块链、大数据与人工智能

从 1999 年到现在，这接近 20 年里，房地产市场发展得非常快。高速发展了近 20 年后，房地产市场也发生了很多变化。行业内有一个判断，房地产已经进入到后开发时代。

开发时代是以单一产品——住宅为核心，快速拿地、开发、建设、销售、交付，这是一个快速过程。开发时代的房企竞争的是三件事：规模、成本、速度。而后开发时代是全产品线、全价值链、全商业模式。首先产品不再只是住宅，而是包括住宅在内的所有房地产产品，不仅是购物中心、写字楼、医院，甚至还包括监狱、政府公共设施、体育场所、学校等，这叫全产品线。全价值链是指从拿地或者是每一个项目的开始，一直到最后的运营，每个价值环节（开发、建设、管理、财务安排、最后运营），都成为地产商关注和创新的焦点。

进入后开发时代，房地产和科技的联系越来越密切，和互联网也越来越密切，和我们日常可能接触到的技术也越来越密切。今天我谈一谈后开发时代的房地产科技，需要关注以下几个方面：

首先，投资规模。在科技领域的投资，从规模上看房地产科技肯定不是全世界增长最快的。虽然房地产科技过去经常被忽视，很多人也只注意到了 AR、VR、人工智能等的发展，但房地产科技是增长很重要的领域。

其次，房地产科技发展最快的是数据处理的智能家居这两个领域。在租房、买房的信息收集、数据整理方面，进步是最快的。买房、卖房、租房都涉及到非常多数据。目前房地产跟互联网结合最重要的进步是在买房、租房时的大数据处理，这个技术已经非常完善了。房

地产科技最重要的领域实际上是在销售、租赁数据处理方面，这个领域是最先成熟的。智能家居方面，现在房子和汽车一样已经成为互联网的终端。在这个空间里，我们集合了所有的智能家电和互联网终端应用。互联网科技产品已经进入到每一个家庭，这方面出现了很多公司，这些公司能够用最快的方法让我们在室内体验和互联网、和外部世界的联系。

再次，房地产科技的应用方面——资产管理。现在我们的资产管理主要针对投资级物业。投资级物业牵扯到资产管理，而资产管理分为硬体和软体，比如机电和设备等是硬体；服务、租赁等是软体。在开发阶段，现在也有快速建房系统，也就是说通过房地产和科技的结合来完成建设。

当然，现在房地产的投融资这块跟科技的结合也非常快，这个结合最典型的是一种特别的物业形式，即消费类的物业。比如酒店、服务公寓、餐厅、办公室这类跟客户密切联系的不动产。现在开始用的一个方法是众筹，很多项目众筹的目的不完全是为了融资，而是为了跟客户建立连接。所以我们看到很多民宿、精品酒店、度假设施都用了众筹的方式。通过这样的方式，投资人未来可以直接到这个场所去消费，在消费的过程中会受到很多照顾，这样就能吸引人既投资又消费，在融资过程把客户圈在一起。

此外，我们都知道人工智能、区块链等未来会渗透到很多领域，包括房地产领域。关于这些技术带来的变化或者挑战，最近房地产行业讨论最多的大概有这么几个方面：

第一，我们家里面以后到底请传统的保姆，

还是机器人保姆？比如如果机器保姆做错了事，你就没法生气，如果生气就会觉得自己很滑稽，也没有意思。而这亦对家政服务方面的挑战。

第二，可以用 VR 人工智能的方法，让我们在租房或者买房前尽快识别、了解室内空间，看是不是满足自己的需要。

第三，在制造领域，用 3D 技术盖房子。这项技术发展很快，速度也在提高，但目前还不能盖高层，大概 3 层以下有实验成功的，3 层以上的房子目前没有办法用 3D 打印的办法迅速盖起来。

第四，过去看地，最好的方法是坐直升机，现在看地已经不用直升机了，用无人机。平时看的范围比较窄，用无人机看的范围非常广。所以在看地方面，在观景、模拟未来景观和销售方面，无人机的应用也会越来越多。

第五，大数据的应用，对精准的资产管理也越来越有用。比如，我们通过地图搜索，就知道每天在这个商圈里活动的人群大体是什么年龄、什么样的人，几点钟人多、几点钟人少。聚焦在物业管理和出租经营上，通过这些数据，我们在做购物中心、社区商铺的时候会有更精准的定位。

第六，区块链技术现在也越来越热闹，房地产行业最近在区块链技术上也有很多讨论和研究，特别是在房地产金融服务领域。大家都认为区块链技术可以广泛应用。比如说你有一个房子，融资的时候，不需要通过现在这样一套手续，而可以通过智能合约，我们叫作分布式的，一群人直接融资。

Since 1999, the real estate market has been increasingly robust in China. Through 20 years' super-speed development, Through 20 years' super-speed development, real estate market witnessed enormous changes, and experts estimated that real estate industry entered the post-development era.

In this era, real estate is increasingly closely related to technology and Internet, enabling us to experience the connection with outside world. Today I would like to talk about real estate technology in this era and the aspects we need to pay attentions to:

First, whether will traditional housekeepers be replaced with service robots? For example, if the robot housekeepers make some mistakes, you will have no reasons to be mad.

Second, if we want to rent a house or buy a house, it's advisable to adopt AI and VR so as to visualize the inner room.

Third, nowadays, 3D Technology is available to build houses within 3 floors, which grows rapidly in manufacturing industry.

Fourth, we can have a bird's-eye view by helicopter, but today, by drones, which will be increasingly applied in the survey of landform, scenery appreciation, the simulation of future landscape and even marketing.

Fifth, big data will have great influence on accurate property management. For instance, we may search people of certain business circles from the map.

Sixth, Blockchain is so popular among many fields, especially financial services of real estate. And it's believed that Blockchain can be widely used in various fields. ☑



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万通控股董事长  
阿拉善 SEE 生态协会第四任会长  
Feng Lun  
President of Wantong Pharmacy  
The Fourth Chairman of SEE Conservation



## 尽享便捷, 重焕身心的无忧之所

1957年, 普利兹克家族在洛杉矶机场附近创立了第一家凯悦酒店, 将舒适体验与便捷服务带给宾客, 这种追求卓越的精神60年来不曾改变。在这种精神的激励下, 深圳机场凯悦酒店应运而生, 成为宾客与他人沟通的连接之所, 为凯悦的忠实宾客提供一站式服务。



深圳宝安机场是中国最为繁忙的现代化国际机场之一, 2017年接待旅客人次超过四千五百万, 是珠三角地区重要的交通枢纽。深圳机场凯悦酒店坐落于深圳宝安机场航站楼西侧, 距出发和到达大厅咫尺之遥, 通过室内通道步行可轻松往返。依托宝安国际机场联通海、陆、空的立体交通优势, 深圳机场凯悦酒店喜迎全国宾客, 加深与深圳这一中国极具活力的南方口岸城市互动互联的活力体验。

335间优雅舒适客房和套房均配备隔音设施, 尽显时尚与现代美学同时, 确保每一位客人拥有静谧空间和酣梦睡眠。4间餐厅和酒吧, 极尽所能为客人带来丰富的美食体验。1680平方米的灵活的会议和活动空间, 为客人打造非凡脱俗的会议和豪华婚礼, 营造难忘的美妙记忆, 最大限度节约客人的时间和空间成本, 为客人更好营造与世界互联互动的活力体验。并让他们无惧行程改变带来的任何不便, 悠然安享每段精彩旅程。

“深圳机场凯悦酒店从深圳的本地文化与城市崛起的历史脉络里汲取灵感, 每一个细节都旨在让为宾客在劳顿的旅途中提供一处休憩之所, 感受‘浮生偷得半日闲’的惬意, 享受便捷舒适的一站式服务。”深圳机场凯悦酒店总经理叶福南表示: “我们将以时尚现代的设计装潢、宽敞舒适的客房布置以口味正宗的餐饮选择, 诚挚恭候全球旅客前来下榻, 重蓄精力, 自信满满地再出发。”

### 深圳机场凯悦酒店

中国广东省深圳市宝安区深圳宝安国际机场 518128

电话: +86 755 2345 1234

网址: [shenzhenairport.regency.hyatt.com](http://shenzhenairport.regency.hyatt.com)



# CHARITY TOURISM IS MORE THAN A NEW POTENTIAL MARKET, AND ALSO THE RENEWED DRIVING FORCE

## 慈善旅游是市场新潜力 也是发展新动力

我国已经迎来一个大众旅游新时代，而且相当长时间里都将处于大众旅游的初级阶段，这是各地发展旅游的市场基础。

在绝大多数国人的心目中，固原是绿色的，“天高云淡，望断南飞雁”；固原是红色的，“不到长城非好汉，屈指行程二万”；固原也是苦涩的，“陇省苦瘠甲于天下”；固原还是“我们这一代人要走好的新的长征路”。值此大众旅游新时代、全域旅游新格局、优质旅游新战略、文化和旅游融合发展新时代。

### 大众旅游时代的负责任旅行与慈善旅游

以UNWTO、PATA为代表的国际组织一直在积极倡导可持续旅游和负责任的旅游。可持续旅游也称绿色旅游，早期主要是指向旅游目的地自然环境的保护，尽最大可能减少人为的干预。后来逐渐加上在旅途中最大限度地尊重企业员工的劳动和目的地居民的风俗习惯，以及社区居民生存和发展的权利。可持续旅游理念已经成为国际社会的共识，联合国将2017年确定为国际可持续旅游发展年。



戴斌  
中国旅游研究院院长  
Dai Bin  
Dean of China Tourism Academy

戴斌

经过多年的探索，世界各国各地区在慈善旅游方面已经积累了很多可借鉴、可复制、可推广的经验。柬埔寨的洞里萨湖，原本是越南难民的水上家园，通过发展旅游和政府当地人就业、教育、医疗等民生项目的支持，那里的生态环境和生活质量已经有了明显的好转。法国通过资助当地艺术教育，培养一批物质和非物质文化遗产的传承人，提高传统工艺品的文化品质，以增加旅游就业人口和居民收入。

### 新时代的企业社会责任与旅游扶贫

慈善旅游的理念倡导和实践推广，固然需要党的领导和政府推动，需要旅游者的自觉参与，更离不开各级各类市场主体的积极担当和主动作为。从调查研究和现实观察来看，成千上万的市场主体特别是投资机构和旅游集团是有这方面的积极性的，也愿意参与到旅游扶贫和慈善旅游的进程中来。

企业对欠发达地区的旅游投资是履行社会责任，构建企业形象的优先选择。由已故企业家刘晓光先生发起创立的“阿拉善SEE”，在治理沙漠、植树造林、发展绿色农业的同时，也为当地旅游业做了最好的宣传。中国旅游集团对四川凉山州雷波县和马边彝族自治县实施“五个一”旅游扶贫工程，即编制一组旅游规划，培养一支旅游管理队伍，培育一条特色旅游线路，打造一个4A级景区，推广和开发一批旅游特色产品。近期在深圳锦绣中华景区正式启动了项目成果的宣传推广工作，让贫困地区的人民切实看到了“绿水青山也是金山银山”的希望。

西部地区富集的旅游资源和广阔的市场前景对投资者和运营商具有较强的现实吸引力。从区域旅游发展格局来看，我国东中西三大区域之间旅游市场规模总体呈现“东强西弱”的格局，但是近年来情况开始有所好转。2016年中、西部地区旅游人次的增长率分别为15.1%和13.4%，超过东部地区的10.0%的增长率。中西部地区旅游收入的增长率分别为20.5%和22.9%，超过东部地区的15.6%。2017年，宁夏游客接待增幅21.73%，高出全国平均值8.93个百分点。数

据表明，西部旅游的后发优势已经显现，对投资者和运营商的吸引力将会越来越大，而日渐成熟的技术创新和商业创新为旅游扶贫和慈善旅游的开展提供了更多的动力支撑。

### 固原应当，也可以率先打出慈善旅游牌

在城市形象建设和市场推广上，不必过度包装和唯美化提炼，要告诉远方客人，一个真实、美丽而略带忧伤的固原，一个拥有丰富旅游资源而有待开发的固原。到新疆去的时候，常常有客人问，“达板城的姑娘辫子长，两只眼睛真漂亮”，多美啊，可是走遍城乡，怎么就见不到呢？导游回答得很机智，“游客来得多，都娶走了”。不必过于拉高游客的心理预期，而是以朴实的风情去打动人们心中那份真实而柔软的情感，才是旅游形象建构和市场推广之正道。

无论是慈善旅游，还是旅游扶贫，都离不开投资机构和市场主体的积极作为。在目的地发展的起步阶段，领导重视、社会动员和旅游规划固然重要，项目投资和产品化更重要。有了投资，才能将丰富的旅游资源转化为精致的旅游产品，才会吸引更多的游客到访。刚开业不久的观光夜市、建设中的六盘山国际滑雪度假区、原州区沈家河生态旅游扶贫特色小镇等项目，必将会对固原的旅游发展起到积极的推动作用。我们还要看到，旅游投资商、资源开发商需要良好的投资环境。希望“投资不过山海关”这个咒语不要在固原出现。为此，我们需要优化法治环境，让投资机构和企业放心；发展慈善事业，为企业家正名。任何时候，任何地方，为富人说话，为穷人办事，都是必须要坚持的理念。

We have ushered in a new era of mass tourism, but the development of mass tourism still be placed in the early class stage. We will analyse the "Responsibility Tourism" and "Charity Tourism" under the background of mass tourism, social responsibilities of enterprises and Pro-poor Tourism, then grope towards "Charity Tourism" by an example of Guyuan, which has accelerated development of "Charity Tourism".

UNDISCOVERED

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# BE SOCIALLY RESPONSIBLE FROM DAY ONE, NOT ONLY AFTER YOU'VE MADE MONEY

## 践行社会责任始于初心

随着全球化经济增长的步伐以及全球地缘政治紧张的局势，旅游企业应该如何应对国际问题俨然成为旅游行业人士关注的焦点。KGH 酒店集团是一家总部位于尼泊尔的连锁酒店，集团旗下有 7 家生态友好型酒店，酒店始终贯彻坚持社会公益事业，践行社会责任的理念。KGH 酒店集团的总经理 Rajan Sakya 密切关注女性和青年的赋权、健康、以及环境问题。

“Ten years ago, we started an initiative where we train these women and employ them at KGH hotel, so far we have trained and employed over 150 girls.” How travel businesses should be responding to international issues from geo-political tensions to the brittle state of the global economy? Yet often, it is easy to overlook how the companies we operate have a tangible impact on the world we inhabit.

Rajan Sakya reminded us about the kinds of impact we have in the travel industry and our collective duty to make sure that these impacts contribute positively, to trigger social change.

Sakya shared how KGH Hotels Group ( a Nepal-based hotel chain made up of seven eco-friendly hotels ) is designed to support social causes like female and youth empowerment, health, the environment and migrant labour support – without sacrificing profits but yet not totally focused on that either.

In particular, Sakya discussed how KGH Hotels works with Maiti Nepal, an organization that rescues victims of human trafficking.

“It’s a very sad truth that every year about 9,000 Nepalese girls between the ages of 8 and 14 are sold at the border of Nepal and China. The organization, Maiti Nepal, rescues these girls from the provinces and borders of India and houses.

The main ambition is to help rehabilitate the women back into society, arming them with employable skills that will help them return to and lead a normal life. On top of this, KGH has also designed an income generating and entrepreneurial project whereby the women can get jobs and be self-reliant.

Sakya essentially created a positive feedback loop where women are offered the tools, opportunities and freedom to choose the type of life they’d like to lead. In turn, KGH Hotels gains the benefit of being able to train and employ young workers, feeding back into the business in a positive way.

“As significant of an effect as the programme may have, Sakya soberly reminded the audience that significant change could only come if all businesses are willing to take part.

However, it is not as simple as adding a ‘corporate social responsibility’ (CSR) dimension to the company. In fact, Sakya found CSR to be a problematic term because it positions a business’ efforts towards doing social good as being secondary to driving profit, when it should really be integral to the business model and an equal measure of corporate success.

One way to encourage this, Sakya says, is for OTAs to use their power and influence to raise the profile of those who contribute to a clear social good in the eyes of the consumer.

“I would really love to see an OTA give a certain badge or recognition to hotels that make these initiatives, so that tomorrow, more hotels will want to do it, so that they too can be recognized.”

It could be as simple as prioritising social, sustainable enterprises on search, identifying them with a ‘badge’ of recognition for their efforts, or even simply adding an additional search criterion to the list that already exists, like price and location, to help users in their search.

Sakya hopes this will ultimately have two significant effects. First, Sakya hopes that by showcasing social enterprises more actively, it will raise public awareness and make visitors more conscientious about making better, positive choices when travelling.

Second, he hopes it will incentivise companies to incorporate stronger social initiatives into their business models, in order to stay competitive and relevant.

“The reasons for you to continue with a company, and the reasons for its success are more significant if you have some kind of social responsibility tagged to it from day one.”

### 摘要:

KGH 酒店集团与拯救人口贩卖受害者的组织 Maiti Nepal 已经达成合作，其主要目标是帮助受害者重返社会并为其提供就业机会，而 KGH 也获得了年轻的劳动力。Rajan Sakya 认为旅游业在践行社会责任旅途中，任重道远，但只要每个业内人士都积极参与，这足以引发旅游业的变革。Sakya 希望通过更积极地展示社会企业正面形象，提高公众的意识，使旅行者在旅行中更认真地做出更好、更积极的选择。



Rajan Sakya  
尼泊尔 KGH 酒店集团总经理

Rajan Sakya  
CEO, KGH Hotels Group, Nepal

# 上海欢乐谷嘉途酒店

## GLEETOUR SHANGHAI



上海欢乐谷嘉途酒店是上海华侨城继上海欢乐谷、玛雅水公园之后又斥资精心打造的西班牙风格主题度假酒店。酒店位于佘山国家旅游度假区中心区域，与上海欢乐谷、玛雅海滩水公园隔河相望，距离佘山国家森林公园、广富林遗址公园、辰山植物园、月湖雕塑公园咫尺之遥，生态环境优美。同时酒店住客享有上海欢乐谷、玛雅海滩水公园“快速通道”、“两次入园”等优享服务，让2天1夜的家庭出行欢乐无穷。



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Appointed Brand Journal for Asia-Pacific Hotel Association / 亚太酒店协会指定品牌刊物

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Hotel Investors Association of  
All-China Federation of Industry & Commerce

全联房地产商会由中国国务院批准成立，在国家民政部正式登记注册的国家一级社团法人，成立于2001年12月12日，业务主管单位为全国工商联，社团主管单位为国家民政部。商会目前拥有会员企业6000多家，其中890多家为主板上市公司，以地产开发商、文旅综合体投资商、酒店投资商及相关产业链优秀商家为主。

全联房地产商会酒店投资商分会是全联房地产商会直属机构，由投资旅游地产、商业地产或“酒店+房地产”发展模式的开发商、投资公司、投行、互联网金融机构、基金管理者及持有人，酒店及餐饮企业，上下游产业链商家，与本行业领域相关的企业、团体和个人自愿结成的行业性、全国性、非营利性社会团体。

据不完全统计，目前在中国约70%以上的文旅综合体开发商、中高端酒店业主要是酒店投资商会的会员，会员单位包括：金茂、复星、万达、富力、恒大、中粮、中信、中商、华侨城、招商、保利、鲁能、碧桂园、雅居乐、蓝光、绿地、世茂、明宇、开元、粤海、金陵、高盛、贝恩资本、美高梅、华住、瑰丽、浙旅、澳门银河集团、香港霍英东集团等。

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## 养生酒店

2018年八大旅行趋势预测显示,科技、文化、养生等元素正成为2018年旅行新趋势,跑步、SPA、水上体育活动、健身房健身、全身排毒、骑行以及瑜伽等旅行健康主题正吸引着中国旅行者整装待发。而对于酒店而言,如何为消费者提供符合期待的产品,借势占据更大的市场份额正成为当务之急。

### 75%+ 亚健康群体

据权威数据显示,中国符合世界卫生组织关于健康定义的人群只占总人口数的15%,惊人的数据显示,中国有75%的人正处于“亚健康”状态。据胡润2015年高净值人群调查报告显示,在所有健康问题中,加班熬夜和失眠是关注最多的。

### “失眠之城”TOP10

据数据算法研究发现,全国最多的失眠人群城市排行依次为上海、广州、北京、深圳、杭州、南京、武汉、成都、重庆以及苏州。

### 养生健康

全球健康研究所之前的数据就有显示,全球养生旅游收入在2015年增长至5632亿美元,全球养生经济在2015年创收3.7万亿美元。由于旅行者对养生和健身体验的需求和预期越来越高,因此越来越多的酒店开始抢占健身养生市场。

## 发现

## 在“海上头等舱”上度过大好时光!



### 歌诗达邮轮

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不仅有精彩绚丽的歌舞秀给你带来视觉上的盛宴,更有地道的那不勒斯意式pizza满足你的味觉体验,浓厚的意式气息时刻萦绕在你的身边,听意大利的浪漫情歌为你织梦,感缠绵海风吹拂耳畔,享最纯正的意式风情体验只在歌诗达邮轮。



### 维京游轮

VIKING CRUISES,是一家全球化的跨国游轮公司,旨在为来自世界各地的旅行者提供高品质的内河及海洋游轮服务。基于在俄罗斯的一次内河游轮体验,公司董事会主席Torstein Hagen在1997年创立了VIKING CRUISES。自2016年正式进入中国市场以来,维京游轮开创性地推出以莱茵河、多瑙河为主的专为中国客人量身定制的欧洲内河游轮产品。维京游轮始终秉承高度尊重中国消费者的服务理念,并聚焦对历史、艺术、音乐及美食等文化体验感兴趣且富有洞察力的游客,通过业界首创的“一价全包”及全中文服务,让客人们在旅行中不受语言障碍的困扰,轻松开启原汁原味的欧洲内河巡游。



### 公主邮轮

全球第三大邮轮品牌——公主邮轮,隶属于全球最大的度假公司嘉年华集团。从1965年首航至今,50多年来,公主邮轮一直致力于完善自我,始终以卓越的体验享誉世界。身为业内的邮轮领航者,公主邮轮拥有18艘豪华邮轮的强大阵容,超过150条特色航线,带领宾客抵达约350个遍布全球的港口和目的地;而训练有素的25000名员工来自100多个国家地区,确保每位客人都能享受到海上东道主的贴心服务。公主邮轮全新品牌定位为“全球旅行大师”,与全新定位相符,自从进入中国市场,公主邮轮就为宾客打造了全新的高端邮轮体验,包括一系列专为中国宾客量身定制的文化、美食、娱乐等激动人心的项目,比如专门配备了说普通话的船员、顶级中国娱乐演员和国内外精致美食甄选等。



### 皇家加勒比游轮

皇家加勒比游轮是皇家加勒比游轮有限公司(全球第二大邮轮运营商)旗下的度假产品,1968年成立,一个备受赞誉的全球性游轮品牌,开创了诸多行业先河。旗下的游轮船队拥有多种其他公司无可比拟的功能和设施,包括百老汇式娱乐表演、娱乐项目。皇家加勒比国际游轮连续十一年在Travel Weekly读者投票中蝉联“最佳游轮公司”大奖。

自2012年6月,皇家加勒比国际游轮将把旗下的“海洋航行者号”引入中国,并将于2012年以上海为母港开设国际游轮航线。作为全球十大游轮之一,“海洋航行者号”进入中国后将是中国乃至整个亚太地区最大的豪华游轮。“海洋航行者号”排水量高达13.8万吨、拥有15层甲板,可载客3114人。整艘游轮犹如一座海上城邦,除舒适齐全的住宿选择外,各式餐厅、酒吧、精品店、图书馆、海上历奇青少年活动中心、皇家娱乐场、电影放映厅、夜总会、健身房、室内外游泳池、运动场等设施一应俱全。



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## 迪丽热巴

1992年6月3日出生于新疆乌鲁木齐市，中国内地影视女演员

2013年，迪丽热巴因主演个人首部电视剧《阿娜尔罕》而出道。2014年，她主演了奇幻剧《逆光之恋》。2015年，迪丽热巴凭借爱情剧《克拉恋人》赢得高人气，并获得国剧盛典最受欢迎新人女演员奖。2016年，其主



演的现代剧《麻辣变形计》播出；同年，她还凭借喜剧片《傲娇与偏见》获得中英电影节最佳新人奖。2017年，迪丽热巴因在玄幻剧《三生三世十里桃花》中饰演青丘白凤九而获得白玉兰奖最佳女配角提名。2018年4月20日，主演的爱情喜剧电影《21克拉》上映。

迪丽热巴对各种小零食非常热衷，所以她的粉丝也送给她“胖迪”的昵称。作为地地道道的新疆姑娘，“胖迪”狂热喜爱的零食自然是新疆酸奶疙瘩。

### 新疆酸奶疙瘩

#### 用料：

纯牛奶、酸奶

#### 做法：

1. 将纯牛奶加热煮至微热，再加入酸奶混合搅拌，（根据自己口味加入糖调节酸甜）离火，盖上纱布，放至温度适中的地方发酵24小时——48小时。奶香味很浓，呈现不流动状，基本凝固，即可揭开纱布。
2. 进行第二遍的熬制，熬至没有水分即可关火（最好再用纱布过滤一遍完全去除水分）。
3. 取出捏成奶团子，放至架子上再晒至2-3天，美味的酸奶疙瘩就做好了，快拿给朋友们分享吧！



从2017年开始到今天为止人工智能在国内刮起一阵热潮，随着“人工智能”概念的兴起，越来越多科技公司在研究人工智能场景的深化体验。而不少人工智能专业预测：人工智能下一个方向就是落地场景的深化体验，而酒店业就是就是其中一个落地场景。现在我们来看看业内人士如何看待人工智能遇上大住宿业。

### 大理骑行客酒店管理有限公司董事长贺双全

产品本身是在使用的，而且客户反应非常好。我们有个客栈全部采用这种智能科技。门窗智能化，能用手机打开。太阳光照进来的时候，你都不用下床，窗会自动打开，客人感觉非常不错。这种人机交互真正起到实际的作用。我们做客栈的提供非常人性化的服务。我觉得人工智能最大的好处是在人和科技之间做一个非常重要的衔接工作，人机之间最重要的是由人来运作，我需要活的人来交流还是需要智能的机器来沟通，这是是由人来决定和机器交互的时间。

### 豪生集团市场运营副总裁程放

虽然整个国家政府层面都在支持AI，而对于它的受益人，AI发展到落地还需要等待，能不能在酒店行业落地还需要大环境考证实。客户入住酒店都希望有个家的感觉，这些没有标准的存在，但需要沟通，能够微笑入住，这是酒店入住体验中非常重要的。所以能否在酒店行业入驻还是有待实践考量的，因为这是虚拟的技术，还是需要将来去推广的，目前还是颇具挑战。

### 联谊（中国）企业管理咨询公司总经理贾喜兰

关于人工智能，举个例子，我接触最早的是美豪度假酒店，酒店里所有的房间里都配有人工智能。当你跟客人在交流的时候，或者跟同事在交流的时候，房间电器是开着的，比如空调声音很大，当你下指令，它房间可以立马安静下来，这非常智能。还有一个就是现在在湖北省有一家，只要客人到酒店以后，到前台办理入住手续，走出电梯的时候它就会有一个头顶灯光直接帮你引导到房间门口。它有七种颜色，做什么的时候显示什么颜色，技术非常成熟。

### 华侨城股份公司酒店事业部总裁金阳

我们作为行业人的意见，人工智能这个技术的引进在大住宿业是可以提高工作效率的。尤其到节假日的时候，很多酒店包括度假区的酒店都会忙不过来，怎么样去解决这个问题，人工智能可以先行。另外一个特色产品，搞一些趣味性的餐厅，用一些小动物或者小孩感情兴趣的东西——机器人，可以让其更加有情调。现在我们就是需要这种有情调的东西，如果能用智能产品那是最好的，让这个酒店更有意思。



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SEGO HOTEL GROUP

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STATISTICS

## 南昌酒店市场 2018 第一季度业绩展现非凡潜力!

根据 STR 最新数据显示, 南昌酒店市场在 2018 年第一季度的业绩表现较去年同期相比, 在入住率 (+6.2%) 和平均房价 (+10.1%) 的共同驱动下, 每间可售房收入的增幅取得了 16.9% 的好成绩, 在中国内地酒店业强势回暖的大环境下展现出了非凡潜力。



经历了几年的市场调整期, 南昌酒店市场自 2017 年下半年起开始发力, 主要表现在每间可售房收入的增长上——于 2017 年

第四季度赶超近五年市场获利能力最好的 2013 年, 并将此势头延续至 2018 年第一季度。

回首 2011 年的南昌, 仅一家国际高星级酒店孑然一身的场面已逐渐淡出人们的视线, 时至今日, 多家国内中高端及国际连锁品牌层出不穷。在供给量逐年提升的背景下, 2018 年第一季度入住率较近五年市场获利能力最好的 2013 年同期相比, 其间还有超过 10 个百分点的差距。



细观南昌酒店市场的供需变化, 市场供给量增幅的逐年提升主要集中在 2015 年和 2016 年, 但市场需求量增幅并不稳定。时至 2017 年, 在供给量的增长持续放缓的前提下, 随着需求量的稳定增长, 南昌酒店市场的收益也有所好转。



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新任



**Martin Brenner**  
任沈阳香格里拉大酒店总经理

Martin 先生拥有超过 20 年丰富而全面的酒店管理经验。他出生于奥地利, 最早于 1994 年开始了酒店职业生涯, 先后加入了喜达屋酒店与度假村国际集团、洲际酒店管理集团, 并于 2002 年正式加入香格里拉酒店集团, 期间先后任职于马尼拉艾莎香格里拉大酒店餐饮总监、吉隆坡香格里拉大酒店行政助理经理、香格里拉麦丹岛度假酒店驻店经理及曼谷香格里拉大酒店驻店经理。在此任命前, Martin 先生就职于大连香格里拉大酒店担任总经理一职。



**Patrick Carroll**  
任西安威斯汀大酒店总经理

Patrick Carroll 是一个充满热情的专业的酒店管理者。他于 1982 年便开始了他的酒店职业生涯, 多年来累积了丰富的酒店运营技巧和雄厚的酒店财务管理经验, 足迹遍布菲律宾、韩国、墨西哥和美国。Patrick Carroll 先生在 1989 年加入万豪国际, 深谙万豪品牌及万豪管理文化。2013 年担任菲律宾宿务万豪酒店总经理, 带领酒店多次获得荣誉奖项。西安威斯汀大酒店是他中国职业之旅的第一站。拥有 30 多年的从业经验的 Patrick Carroll 先生, 将凭借丰富的酒店管理经验和卓越的领导才能和敏锐的商业头脑, 与他的团队同心协力, 带领西安威斯汀大酒店再攀新高峰。



**Press Release**  
任广州南丰朗豪酒店总经理

Press Release 先生来自德国, 对酒店业有着与生俱来的热情, 他的国际职业生涯跨越了四大洲。曾在欧洲、中东、美国、文莱、香港和中国工作, 并对世界各地的酒店市场有着深刻的认知和了解。贺纪斯先生拥有多年的酒店管理和筹备开业经验, 并曾为众多知名国际酒店品牌服务, 如凯宾斯基、威斯汀、希尔顿、华尔道夫和马可波罗等。他在 Berufsschule Villingen Schwenningen 攻读酒店管理学士学位。毕业后, 他在德国巴登·巴登布伦纳柏水疗度假村任职管理培训生。本次入职后, 贺纪斯先生负责广州南丰朗豪酒店的运营工作, 确保团队一如既往的提供热情好客和具有品牌特色的服务。



**Vito Romeo**  
任三亚保利瑰丽酒店董事总经理

Vito Romeo 先生拥有逾 30 年的丰富酒店从业经验, 曾于全球多家酒店出任要职。加入瑰丽之前, 罗密欧先生任职成都富力丽思卡尔顿酒店总经理, 之前亦曾于加拿大温哥华香格里拉酒店及土耳其伊斯坦布尔博斯普鲁斯香格里拉大酒店出任总经理。

罗密欧先生持有法国里昂保保罗博古斯酒店与厨艺学院 (Institut Paul Bocuse) 的酒店管理学位, 并已完成美国康奈尔大学的总经理课程。罗密欧先生于蒙特卡罗的 La Coupole Hotel Mirabeau 酒店以厨师学徒的身份开启其酒店业生涯。在此后的十年里, 他在烹饪与餐饮管理领域屡获提升, 曾前往摩纳哥、巴黎、伦敦及纽约的顶级奢华酒店及米其林星级餐厅工作。他拥有丰富且全面的运营经验, 对餐饮管理领域尤为热忱。

APPOINTMENT



曙光酒店集团  
SHUGUANG HOTEL GROUP

中国·曙光



## 曙光酒店集团

曙光酒店集团成立于2008年，总部位于上海，是曙光控股集团公司下属的产业集团之一。酒店集团立足于长三角经济圈，紧抓国内商务旅游市场快速发展的机遇，充分发挥民营企业经营灵活、资金实力雄厚的特点，通过战略改组引进先进的管理理念与运营模式，凭借专业高效的精英管理团队，稳健推进酒店集团化经营发展战略。

曙光酒店集团深耕高星级酒店市场，并积极在艺术精品酒店领域探索发展，努力成为中国独具风格、品味与质量并兼的知名酒店管理品牌。

## Shuguang Hotel Group

Shuguang Hotel Group was established in 2008 and the headquarters is in Shanghai. It is one of the industrial groups under the Shuguang Holding Group Corporation. The hotel group is based on the economic circle of the Yangtze River Delta. It closely follows the opportunity of the rapid development of the domestic business travel market, giving full play to the characteristics of the private enterprises' flexible operation and strong financial strength, and introducing advanced management concepts and operating models through strategic reorganization, with professional and efficient elites. The management team steadily promoted the development strategy of hotel group management.

Shuguang Hotel Group has been deeply pursuing the high-star hotel market, and has been actively exploring and developing in the field of art boutique hotels, striving to become a famous hotel management brand with unique style, taste and quality in China.

集团官网

[www.sghotels.cn](http://www.sghotels.cn)

集团订房中心电话

400-086-1599

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安徽 Anhui: 合肥 Hefei、六安 Luan

上海 Shanghai



中国最佳新锐酒店集团  
Best Novel Hotel Group

The Magical Mumbai (Bombay) – What is There to See

Mumbai - swathes of colour as women shimmy along the pavements in their pink, red and orange saris, sometimes slipping in and out of nearby bazaars and beyond that, the contrasting grey slums of corrugated roofs surrounded by plush high rise office buildings or apartments.

Jet Airways to Launch Non-Stop Service From Manchester to Mumbai

Indian International airline, Jet Airways, is to launch a non-stop service from Manchester to Mumbai, as part of its commitment to open up travel between India and the UK. The service, which commences on November 05, 2018, will operate four days a week including Monday, Thursday, Saturday and Sunday. Passengers will benefit from the comfort of the airline's wide body Airbus A330-200, comprising 254 seats including 18 in Premiere that will operate on this service.

Robert De Niro Opens New Hotel in Tel Aviv, Israel

The Nobu Hotel Tel Aviv is the 17th hotel in the brand's expanding portfolio and will open its doors next year. With a vision crafted by Gerry Schwartz and Heather Reisman, the Nobu Hotel Tel Aviv will they say "attract tastemakers and style setters – wrapping the concept of a luxurious hotel around energised public spaces". With Nobu restaurant at its core, the new boutique hotel will be located at 55 Rothschild Boulevard and 66 Ahad Ha'am Street; one of Tel Aviv's original and most iconic neighbourhoods.

《那不勒斯的萤火》

在那不勒斯有这么一群人，他们代表着这片地区最强大的生命力，却默默无闻，被这座城市的黑暗淹没，迷失在无为的生活里。也有那么一些人，他们无视绚丽的霓虹，在这片黑暗中追寻着希望的萤火。

马尔切罗是银行职员的孩子，性格乖顺温和，一次偶然，使他的人生与黑手党的儿子利奥有了交集。利奥桀骜、叛逆、无畏而又自由，他们彼此吸引着，一起度过了美好的童年。然而在利奥十六岁那年，父亲在一次追杀中丧命，利奥和马尔切罗也开始渐行渐远。马尔切罗逐渐成长为一个优秀的少年，利奥则开始了抢劫、贩毒的浑噩生活，仿佛在一步步沿着父亲的轨迹走下去。三年后，利奥离开了那不勒斯去往美国，在那里娶妻生子，生活渐渐恢复正常。此时的马尔切罗也一步步按照计划好的人生平顺地生活着，他们的人生好似再没了交集。然而一通电话，利奥再次回到那不勒斯，并意外开始了长达十二年的囚徒生活，而马尔切罗看似风光优秀的人生也是暗潮涌动。



《死于象蹄》

“旅行的意义是什么？是活着回家。相信我，旅行没有什么意义。”

马赛马拉、锡瓦、泰德罗、恒河、科伦坡、大巴哈。六个炎热国土上发生的非典型旅行故事，六段问题重重且无法解决的孤独人生。在路上，我们遇见了形形色色的旅人，疯子、乞丐、骗子，不断地相遇，不停地告别。旅行无法解决人生的困境，多数时候毫无意义，人执着地穿越一个个边境，只是幻想能把难题远远甩在身后。

在肯尼亚马赛马拉的草原上，我女朋友许下了25岁的生日愿望，希望我死于象蹄。在撒哈拉的锡瓦绿洲，我遇见了一个身分不明的旅伴，交换了各自的秘密。在老挝泰德罗，我邂逅了一生的挚爱，却将余生交付梦境。在印度果阿海滩，我目睹了一场惊心动魄的杀戮，我想我活不过今天了。在斯里兰卡，被胆小如鼠的我举起刀子，挥向旅伴……在埃及大哈巴，我给安妮安排了上百种死法，却不知早已潜伏在身边的危机。



《现代艺术 150 年》

要掌握现代艺术的游戏规则，你需要知道些什么？——涵括近百位艺术家及其代表作，梳理二十多个现代艺术流派的渊源流变，勾勒现代艺术的发展历程。这一百五十年来艺术究竟发生了什么？为什么到了今天，一件看似五岁小孩也能捣鼓出来的东西，居然会是艺术史上的旷世之作？

这是艺术吗？这必须是艺术！——马列维奇的黑色正方形，蒙德里安的彩色格子，杜尚的小便池……艺术不再必须与美有关，它更多地关乎理念。那些光怪陆离、五花八门的艺术流派，在揭开了其中的奥秘之后，实际上简单得惊人，但又绝妙乃至伟大。

如果我们还能从一百五十多年前莫奈的《日出》、梵高的《星空》中，依稀辨认出艺术“原来”的模样，那么，一百五十年后安迪·沃霍尔的金汤宝罐头、达米恩·赫斯特的腌鲐鱼，还有翠西·艾敏乱糟糟的床，足以让我们看到艺术的其他可能。回顾现代艺术一个半世纪的反叛之路，我们见证了一代又一代人如何变得愈发反叛、大胆、混乱。这背后，是艺术家对“何为艺术”的无尽追问，是他们对周遭世界的回应与抵抗。现代艺术的故事仍在继续，也许永远不会完成。



《游隼》

从秋天到春天，在英格兰东部一片平坦的湿地上，J. A. 贝克追逐着一对游隼的身影。他沉迷其间，痴痴地追随这种鸟，观察它们——在空中，在地面上，追逐、捕杀、进食、休憩……他描述这些活动，语言精确，且带有非同寻常的诗意。

他保持这项神秘的个人追求，同时他作为人类自身的意识逐渐消融，转而被一种异己的、无法排遣的鹰的意识所取代。这种不同寻常的蜕变，不可思议又隐隐令人敬畏，使得这迷人的篇章成为经典。

这并不是一本关于观鸟的书，它是一本关于如何成为一只鹰的书。关于一个人，渴望成为人以外的存在。





南沙花园酒店坐拥优越的地理位置,2-3公里范围内,涵盖有南沙国际邮轮母港、南沙游艇会、南沙天后宫等一批著名文体旅设施。

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WHEN FEAST MEETS  
TECHNOLOGY





“南有嘉鱼，烝然罩罩。君子有酒，嘉宾式燕以乐。”游鱼、美酒、宾客“宴”遇，觥筹交错，笑语盈盈，其乐融融。而当旅游酒店业“宴”遇新科技，又将碰撞出怎样的激情火花？

回首过去十年，中国旅游酒店业最引人注目、最不容忽视的就是信息、通讯和技术的商业化应用，它们不仅改变了旅游消费方式、供给交付方式、还创新了旅游业的商业化发展模式，引发了产业组织方式的深层次变革，对未来行业发展更起到催化剂的关键作用。近来，大数据、AI、AR、区块链等新技术强劲崛起，为当代人的生活带来了创新性，甚至可能是革命性的变革。

从未来旅行者的真正需求出发，本期行业聚焦，以“‘宴’遇科技”为主题，以“住”为核心，融合“食行玩娱”等多样化的旅行场景，向大家介绍未来旅行者的美好生活方式。具体阐述了大数据、AI、AR、区块链等新技术在旅游酒店业的实际应用、前景，并结合专业人士的精彩解读。一场高科技盛宴即将揭开序幕，且看四道人气产品，有你的菜吗？

“A shoal of fish in the south is so attractive, swimming in the water with tails moving from side to side. The gentleman treats the guest with wine, pleasant and leisurely.” In this artistic conception, there are fish, wine, and guests gathered by the feast who enjoy the wine, giggling and enjoying the jolly time. However, what kind of spark will you expect when feat of tourism and hospitality meets new technology?

Reviewing the progress achieved in the past decade, the most remarkable aspect of China's tourist hotel industry is the commercial application of information, communication and technology, which not only changes the pattern of tourism and consumption as well as supply and delivery but also creates a commercial development model for tourism. This means it has triggered a deep-rooted reform of the industrial organization and played a key role in the future development of the industry. Recently, new technologies such as big data, AI, AR, and blockchain have emerged vigorously, bringing innovation to the lives of the people nowadays and even revolutionary changes.

From the real needs of future travelers, this issue “Focuses of the Industry”, with the theme “When Feast Meets Technology”, takes “living” as the core and integrates diversified travel scenarios such as “Food and Entertainment”. In this way, it reveals the fantastic lifestyles of the future travelers. Also, the specific application of the new technologies such as big data, AI, AR and blockchain in the tourist hotel industry is described in detail, combined with the wonderful interpretation by professionals. A high-tech feast will be kicked off, where four popular products will debut, so will this be your treat?

# INTEGRATED CUISINE BLENDING VALUES, DIVERSIFIED BIG DATA

## 融合菜 融汇价值，多元大数据

■ 编辑 / 袁华 Edited by Yuan Hua

融合菜，也可称作“混搭”，是将中餐中的淮扬菜、粤菜、海派菜、川菜等各大菜系，与西餐、日餐、东南亚餐等相互糅合，形成了不同的风格和流派，为中国的餐饮文化增添了不少靓丽的色彩。而大数据，作为信息时代最抢眼和最热门的词汇，也正在为各行各业创造别样的风景。



## • 小贴士 Tips

大数据是一项对数量巨大、来源分散、格式多样的数据进行采集、存储和关联性分析的新一代信息系统架构和技术。它具有“4Vs”的特点，即大量（Volume）、高速（Velocity）、多变（Variety）及真实（Veracity）。

Big data is an information system framework and technology of the new generation for the collection, storage, and correlation analysis of large numbers of distributed data. It has the characteristics of "4Vs", namely, Volume, Velocity, Variety, and Veracity.



## 本味众知，大数据的多元化味道

“融合”最重要的方法是从其他菜系挖掘新原料、新调料、新工艺、新器皿，形成自己独特的菜肴制作方式。既要坚持自己的烹饪精髓，又要放眼世界，引进、吸纳、融合异域烹饪元素，以适应市场之变。纵观国内外，大数据也已经形成产业规模，并上升到国家战略层面，并随着经济发展，不断创新、多元。面向大数据的云计算技术、大数据计算框架等不断推出，新型大数据挖掘方法和算法大量出现，大数据新模式、新业态层出不穷，传统产业开始利用大数据实现转型升级。

目前大数据应用主要已经开始改变传统运营方式和盈利模式，并取得一定成功。其一主要集中在提升用户体验，进行精细化运营，提高网络营销效率。互联网企业以及运营商拥有的数据：一是用户账号里的基础数据；二是协议类型如套餐服务得到的用户消费能力；三是业务类型数据，如用户选择的的游戏、阅读、音乐类，代表个人兴趣、爱好的数据；四是访问的 URL，用户经常看的网站、搜索关键词等；五是终端信息，每个终端能力、特征不同，最终使用的业务也会不同。

基于以上数据，通过大数据分析手段，找到最合适和满足用户需求的产品特点，从而指导产品设计开发，业务上线后持续跟踪分析用户的在线订购、使用问题等，为优化业务策略提供数据支持，提高业务质量和客户体验。最终达到精细化网络营销，提高客户满意度和销售效率。像阿里、谷歌、百度这种互联网巨头企业在这方面已经比较成熟，并且其收入很大比例也是来源于此。

其二表现在大数据助推下进行的商业模式创新及业务的延伸。大数据不仅帮助企业优化运营绩效，更重要的是，大数据给企业带来了业务创新的机遇和能力。例如：未来全球电子商务一定是社会化的，因为没有任何一家公司有能力建立一家快递公司运货到全世界各地，也没有任何一家公司能够采购到全世界的商品卖给全世界的消费者。而阿里巴巴通过打造商业的基础设施，吸引卖家、快递等各方公司参与，通过这种商业创新模式将各行业企业连接到生态圈里，进而打造全球电子商务的一体化。

此外大数据应用日益得到人们的认可，越来越多的行业开始关注、开发应用大数据。酒店住宿业、医疗保健、零售商、制造业等传统行业已开始积极挖掘互联网数据带来的商业价值。



### 去芜存菁，融合之道为王道

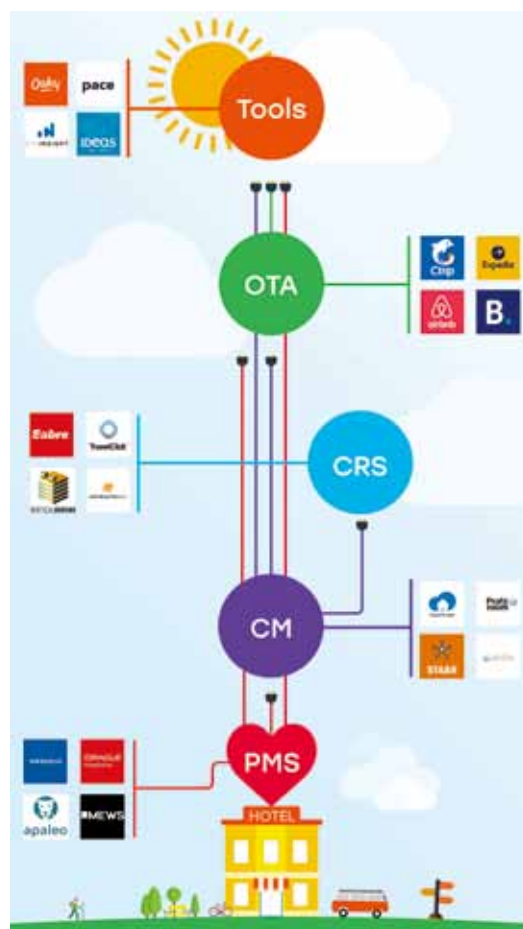
融合菜并非菜品的单纯组合，而是，需要有浓厚研发的专业厨师，在食材搭配上上下功夫，对当地的饮食文化有所了解，再加上艺术的渲染，进而在“色香味俱全”的基础上进行菜品转变，给予菜品新的生命，以达到融合的目的。众所周知，大数据已经不简简单单是数据大的事实了，而最重要的现实是对大数据进行分析，只有去芜存菁，通过专业分析和技术，才能获取很多智能的、深入的、有价值的信息，大数据技术的战略意义就在于此。

如果把大数据比作“融合菜，”那么这道“菜”实现盈利的关键，在于提高对数据的“融合能力”，通过“融合”实现数据的“增值”。

比如，大数据能够更精准、客观、全面地分析消费者行为，从而促使酒店调整策略，展开针对性更强的精准营销。精准营销可以一定程度上提升酒店顾客关系管理的有效性，增强顾客粘性。这会助力酒店实现品牌价值提升，甚至间接提升入住率、改善收益。帮助酒店了解到更加详细的市场环境信息和竞争对手信息。如消费群体行为偏好、市场容量，财务指标、市场动机、发展策略、顾客来源等。在这些信息的辅助下，酒店更有针对性地展开动态预测、制定竞争策略就成为了可能。那么，这道数据美食，又该如何渗透到酒店的每一个需求点，从而提升消费者满意度呢？

其最主要是建立客史档案，用好传统数据。而诸如，客人一到酒店后，便会在房间发现自己常用的洗浴用品、在茶几上找到自己常读的杂志、在餐厅收到定制的特殊食品，都是优秀 CRM 的案例。这些看似奇妙的故事总会让酒店管理者怦然心动，但只要做好客史档案，善用传统数据，这些事件也有可能在自己的酒店上演。

酒店的传统数据包括但不限于：出租率、平均房价、RevPAR、GOP 等。对于使用 PMS 系统的酒店而言，这类数据的归纳整理显然不是问题。因此，对这类数据展开精细分析，除了能够帮助酒店开展 CRM 外，还可以帮助酒店明确经营变动轨迹，在一定程度上总结出市场变动规律。



### 开放创新，破除孤岛困境

融合菜，融合的是理解与精神，技艺与创意，达到平衡和包容。随着数据量进一步提升，大数据本身产生壁垒，用户体验和商业化的壁垒会越来越明显，在发展过程中面临数据孤岛困境，这源于数据拥有者缺乏一种开放的心态。

中国的数据主要掌握在政府、运营商、互联网企业等三大“数据岛屿群”中，岛屿群间相互割裂，彼此孤立，甚至在岛屿群内部，或某一特定岛屿（企业）中，数据也并不是一个可方便流通的整体，而呈各自分散的“岛中岛”状态。

腾讯公司控股董事会主席兼首席执行官马化腾建议，充分利用现有数据平台，打破部门和地区壁垒，实现数字资源整合，同时，借鉴国外先进经验，制定统一的公共数据开放规则。在条件具备的部门或地区，示范建设公共数据开放平台和数据产品流转平台。可以在此基础上，进一步摸索出适合中国国情的公共数据开放战略。

对于数据平台运营，加强数据相关市场机制建设，维护健康有序的市场竞争秩序。建立健全数据市场体系和交易机制，是发挥市场在数据要素配置过程中的主导作用的前提。

未来，政府与大数据行业、企业应着重解决基础性的标准、安全和技术等问题，这样大数据产业就可以走出“孤岛”，全面提升市场流通与交易的发展前景，为我国经济领域变革提供重要动能。

The integrated dish, also known as “mix and match”, is a combination of Huaiyang cuisine, Cantonese cuisine, Shanghai cuisine, Sichuan cuisine, and Western cuisine, Japanese food, Southeast Asian cuisine, etc. It forms different styles and genres and adds a lot of brilliant colors to the Chinese food and beverage culture. Big data, as the most eye-catching and popular vocabulary in the information age, is creating unique landscapes for all walks of life.

### **The Publicly Have Known the Diversified Taste of Big Data**

The most important method of “integration” is to develop new raw materials, new seasonings, new techniques, and new utensils from other cuisines to form its own unique dishes. We must not only adhere to our own cooking essence, but also look to the world, introduce, absorb, and integrate exotic cooking elements so as to adapt to changes of the market. At home and abroad, big data has also formed its industrial scale and has been improved to be part of the national strategy. With the development of the economy, it has been continuously innovative and diversifying. As cloud computing technologies and frameworks for big data are introduced, new type of big data mining methods and algorithms emerge in large quantity. Besides, big data new models and new formats emerge in an endless stream, of which traditional industries make full use to achieve transformation and upgrading.

At present, big data applications have and achieved some success in changing traditional operating methods and profit models. One of its main focuses is to improve the user experience, conduct refined operations, and improve the efficiency of network marketing. Data owned by internet companies and operators: First, basic data in user accounts; second, user's consumption ability obtained from protocol such as package services; third, service data, such as games, reading, and music selected by users, represent users' hobbies; fourth, the visit of the URL. Users often see the website, search keywords, etc.; Fifth, terminal information, each terminal has different capabilities and features, and the final business will be different.

Based on the data above, by means of big data analysis, we can find the characteristics of the products that are most suitable and can meet the needs of the users. Thus, the product design and development can be guided. And after the business goes online, the online ordering and usage problems of the users are continuously tracked and analyzed. In this way it will provide data support for optimizing the business strategy, improving business quality and customer experience. Ultimately it will achieve refined network marketing, promote customer satisfaction and sales efficiency. Internet giants like Ali, Google and Baidu have become more mature in this area, from which a large percentage of their income is also derived.

Second, business model innovation and business expansion are promoted by big data, which not only helps

companies optimize operational performance, but more importantly, brings opportunities and power to business innovation. For example, in the future, global e-commerce must be socialized because no company has the ability to build itself to a courier one that can ship goods to all over the world. Either, no company can purchase goods from the whole world and then sell to consumers globally. Alibaba, with the commercial infrastructure improved, has attracted companies such as sellers and couriers to participate in this process. Through this new business model, companies in various industries are connected to the ecosystem, and thus global e-commerce integration can be realized.

In addition, the application of big data is increasingly recognized by people. More and more industries have begun to emphasize, develop and apply big data. Traditional industries such as hotel accommodation, healthcare, retailers and manufacturing industries also started to explore the commercial value brought by Internet data.

### **To Discuss The Dross and Assimilate The Fine Essence, The Road to Integration is the King**

The integrated cuisine is more than a simple combination of dishes. It needs to be made by professional chef who works hard on the ingredients, have a good understanding of the local food culture. Besides with art rendering added, the chef should transform the dish on the basis of “color, aroma and taste”. That means he will give birth to the cuisine, realizing the goal of integration. As we all know, big data is not simply a matter of big data. What counts greater is its analysis. Only when we discuss the dross and assimilate the fine essence through professional analysis and technology, can we get a lot of intelligent, in-depth, valuable information, at which the strategic significance of big data technology lies.

If big data is compared to a “integrated dishes,” then the key to the profitability of this “cuisine” is to improve the “capability of integration” of data, achieving “value-added” of data through “integration”.

For example, big data can analyze consumer behavior more accurately, objectively, and comprehensively, thus prompting hotels to adjust their strategies and launch more targeted accurate marketing. To a certain extent, accurate marketing can improve the effectiveness of the management of hotel customer relationship, enhancing customer loyalty. This will help the hotel achieve the improvement of brand value, and even indirectly increase occupancy, with the revenue improved. As well, more detailed information of the market and competitor information can be learned, such as consumer behavior preferences, market capacity, financial indicators, market motivation, development strategies, customer sources and so on. With the help of this information, it became possible for hotels to develop dynamic forecasts and formulate competitive strategies more specifically. Then, how can this data penetrate into the demands of the hotel so as to increase customer satisfaction?

Its main purpose is to establish a guest history file and make full use of traditional data. For instance, here are

some examples of excellent CRM. After guests arrive at the hotel, in the room they will find their usual bath products, their favorite magazines on the coffee table, and receive customized special foods in the restaurants dining hall. These seemingly wonderful stories always make the hotel manager excited. Thus, as long as the guest history files are recorded and traditional data are used well, these events may one day happen in the own hotel.

The hotel's traditional data includes but is not limited to: occupancy rate, average room rate, Rev PAR, GOP, etc. For hotels using PMS systems, the sorting of such data is obviously not a problem. Therefore, a detailed analysis of such data will not only help the hotel to develop CRM, but also help the hotel to clarify the trajectory of business changes, and to a certain extent, summarize the laws of market changes.

### **Opening and Innovative, Get Out of The “Isolated Island”**

In terms of integrated cuisine, integration means the achievement of balance and mind between understanding and spirit, between craftsmanship and creativity. With the improvement of big data, it creates barriers, among which barriers of user experience and commercialization will become more and more obvious. And it may encounter blocking in development for the lack of an open mind for data owners.

China's data is mainly controlled by three “data island groups”, respectively the government, operators, and Internet companies. The island groups are isolated from each other, even within island groups or in a particular island (enterprise). It is not an entirety that can be freely circulated, but is in a state of “island in the island”.

Ma Huateng, chairman and chief executive of Tencent's holding board of directors, proposed to make full use of the existing data platform. With departmental and regional barriers broken down, digital resources can be integrated. At the same time, drawing on foreign advanced experience, a unified set of rules for public data should be carried out. In the departments or regions where conditions are available, demonstrations will be made to establish platforms for public data and circulation platforms for data products. Based on this, we can further explore the public data opening strategy that suits China's national conditions.

For data platform operations, we will strengthen the establishment of data-related market mechanisms and maintain a healthy and well-organized market competition order. The establishment and improvement of the data market system and trading mechanism are prerequisites for the market to play a leading role in the process of the configuration data element.

In the future, the government and big data industry and enterprises should focus on solving basic standards, security and technology issues. In this way, big data industry can get out of the “isolated island”, comprehensively improve the development prospects of market circulation and transactions, providing important engine for the reform of China's economy. 

# CREATIVE CUISINE

SUBVERTING TRADITIONAL AI IS THE DYNAMIC SOURCE

## 创意菜

颠覆传统，AI 是源头活水

■ 撰文 / 王淑芹 Written by Silvia

以味为核心，以色为吸引，以意为装饰，以养为目的，为美食赋上想法，用创意惊艳味蕾。创意菜这款扎根中华美食传统烹饪技巧，糅合百家姿态，汇聚中西色彩的菜式，通过运用先进的设备和工艺将菜品的外观、口味提升到更高的境界给食客带来了无限惊喜。创意使美味更具内涵，让美充满艺术之灵动。而人工智能（Artificial Intelligence）——这一研究、开发用于模拟、延伸和扩展人的智能的理论、方法、技术及应用系统的一门新的技术科学，正是点燃全球市场的创意灵感，等待着赋予传统行业新的灵魂。



## 齿颊生香，AI 价值几何

简单的理念，深邃的主题，创意菜充分挖掘创造和提升菜品最美的部分，并糅合烹饪技巧将其表现出来供食客品鉴，用意境之美颠覆传统，带给食客最高的感受，达到心灵的愉悦。AI 这道创意菜又美在何处呢？各方食客都有着自己的品鉴。人工智能在 2017 年迎来全面爆发，从 AI phaGo 到 iPhone Face ID，在国内外的互联网和科技巨头早已开始了人工智能布局，2018 年更是被称为人工智能的元年。毋庸置疑，AI 的异军突起已经成为不争事实，其价值与前景也得到肯定与印证。

其一表现为产业政策的密集出台。党的十九大报告强调，深化供给侧结构性改革，建设现代化经济体系，必须把发展经济的着力点放在实体经济上，把提高供给体系质量作为主攻方向。加快建设制造强国，加快发展先进制造业，推动互联网、大数据、人工智能和实体经济深度融合，在中高端消费、创新引领、绿色低碳、共享经济、现代供应链、人力资本服务等领域培育新增长点、形成新动能。2018 年的政府工作报告中也提出要发展壮大新动能。做大做强新兴产业集群，实施大数据发展行动，加强新一代人工智能研发应用。密集出台的政策不仅彰显人工智能的重要性，还反映出人工智能的前景一片大好。

其二表现为百度、阿里、腾讯、联想等互联网科技巨头悉数入局，打造专属人工智能团队，李彦宏更是多次在公开场合表示，人工智能才是这个时代的“主菜”。以百度为例，早在 2016 年百度财报就显示研发支出这一项投入了 101.5 亿人民币。对此李彦宏表示，百度现有的平台产品，包括搜索引擎及资讯流，都已通过人工智能技术应用优化升级，并因内容和服务生态系统而得以丰富。在为现有平台的开放所带来巨大机遇而感到兴奋的同时也将积极打造人工智能驱动的商业新时代。这一战略目标从百度对于 AI 人才库的建立也可窥知一二，SVAIL 实验室与 IDL 研究院聘请了硅谷一流的计算机、数学、物理学等众多领域顶尖科学家和研发人员，致力于打造世界顶尖的 AI 人才库。对于一家商业化非常成熟公司，在人工智能风口到来之时，在研发上做出如此大的投入，足以证明 AI 的价值与前景未来可期。

其三则是随着大批创业公司纷纷抢滩 AI 蓝海，资本层面的推波助澜也给予了 AI 领域足够多的关注。目前在中国，智能机器人是 AI 产业中最为热门的领域，初创公司数量达到了 105 家，通用计算机视觉技术（70 家），包括了各类人脸识别、图像处理以及视频监控等技术领域细类。一时间，AI 初创公司如雨后春笋般纷纷崭露头

角，瞬间吸引了资本层面的目光。百度系 AI 创业公司 Aibee 近日宣布与 K11 达成战略合作，并获得由 K11 创始人郑志刚投资的亿元资金就是最佳印证。2017 年全年，中国以占全球数量比例 9% 的人工智能创业公司，拿到了全球接近 48% 的融资，超过美国排全球第一。

## 匠心独运，AI 应用正当时

创意菜在传统烹饪技法的基础上，将一些常用烹饪技巧的中、西烹饪技法泾渭分明的固定格局打破，并进行改良组合，加以运用借鉴，体现烹饪技法融合的魅力。AI 技术在其商业化应用之时，不再拘泥于传统“烹饪”手法，巧妙地集百家之长，开创人工智能商业化落地新格局。

智能家居正是酒店业对于 AI 商业化运用尝试的典型。电子信息通讯产品厂商 Legrand 的高级副总裁 Ken Freeman 表示，现在是互联网时代，随着人们越来越习惯于智能家居，顾客希望在酒店享受到同样的智能化住宿体验。因此酒店们必须为客房加入更多智能元素，来满足这种需求，吸引新一代的消费者。以万豪集团为例，万豪集团的智能酒店客房分为全新建造的客房与以及现有客房为基础进行改造两种类型。全新建造的客房内部的智能设施种类更多，包括智能相框，智能淋浴等。可





以调节的内容包括：光照，温度，湿度，以及内部的装饰类等，并安装了声控系统，以及可以根据室内人数自行调节空气含氧量的传感器系统。而从现有客房改造而成的智能客房内的设施种类相对较少，也没有声控系统。可以使用电视的遥控器来操纵室内的智能设施。智能客房也可以将顾客进行细致分类建立顾客档案，从而为其提供针对性服务。

此外，AI 技术给酒店业带来的可能性要比想象的多，人工智能将通过最精准的运算能力和平台优势，帮助酒店实现精准服务、精准管理、精准营销，将成为传统收益管理的核心技术支撑或者重新谱写收益管理的方法论。精准服务，酒店人工智能给客人带来全新服务体验，客人在酒店内一切需求，虚拟人像基于与酒管系统的接口，搜索引擎的互联网知识库，从海量的页面信息中搜集可能的常见问题，常见回答的组合来解答和处理客人需求；精准管理，人工智能使酒店管理者更加高效，人工智能可以通过自动化机器学习平台，场景环境识别，语者意图和情绪识别以及人机对话系统等技术手段，实现人机协助来提高酒店人员工作效率；精准营销，人工智能会给酒店营销工作带来新的机遇，使其在客人个人偏好、需求和创造力的基础上做出更精准的数据预测和分析，凭借对客户更深的了解，为其打造个性化的、有创意的更有效的营销方案，酒店运用人工智能和数据挖掘算法，实现营销的智能化和自动化，大幅提升了精准营销的效率。

### 余味回甘，AI 需“秀外慧中”

学贯中西的烹饪技巧，灵动惊艳的奇思妙想，种种技艺皆是创意菜独具特色的表现形式，而做到让食客拍手称快，仅有外在形式是远远不够的。因此创意菜往往将中国水墨绘画、诗词歌赋的意境美感以及盆景造型等技法融为一炉，使菜肴形意俱美，成为可观、可赏、可品、可尝的艺术精品。同样，在酒店业 AI 商业化运用之时，AI 不能仅仅只是成为招徕顾客的手段与噱头，仍需实质内容挖掘补充。正视其商业化应用落地的重点、难点，用灵感赋予其内涵，使新技术能真正惠及顾客，做到余味回甘，唇齿留香。

尽管酒店对于 AI 的重视程度每况愈增，但实际应用中仍存在不少问题。正如东呈国际集团副总裁苟国兴先生所言“人工智能应分为三个阶段，即弱人工智能阶段、强人工和超人工阶段”。目前人工智能技术依然处在弱人工智能阶段，酒店业只是简单采用机器、设备来取代人的行为，并未真正实现超越人类，提升效率的作用，甚至可能无法吸引消费者，被视作用于营销的噱头。然而如果酒店选择全面应用智能技术，不但需要支付额外的成本，还必须在后续投入大量资金用于技术升级和设备更新。数据与知识是发展人工智能的基础要素，依托于智能设备、物联网、移动互联网、云计算等基础应用所建立的多维度大数据知识平台，将使酒店人工智能变得越来越强大，具有感知、认知能力的酒店服务运营将变得更加精准、更具智慧。但是，目前酒店自身数据是非常有限的，甚至大部分酒店集团都没有大数据技术积累，即使有数据技术积累的酒店集团，数据维度和数据结构都缺少战略性的规划，充其量是字节性数据和策略性数据。酒店人工智能还有很长的路要走。

人工智能是比互联网大一千倍的产业，已经开始向各行业渗透，将所有社会物质的生产成本降到最低。未来是物质生活极大丰富，物质成本极大降低的时代。AI 智能从技术、硬件、行业应用上，已经开始“无孔不入”地落地到传统社会的方方面面，实打实地影响到社会生活，而 AI 技术未来的发展，将不再是转瞬即逝的灵感与创意，而将会逐渐融入到商业化中，为全球经济贡献出一道珍馐美饌。



With flavor as the core, color as the attraction, meaning as decoration, and raising for the purpose, delicacy is endowed with created ideas which while palate will be greeted with. Rooted in traditional Chinese cooking techniques, creative cuisine is a combination of Chinese and Western ones. By using advanced equipment and techniques the appearance and taste of dishes have been promoted to bring endless surprises to diners. Creativity makes food more connotative and makes beauty full of artistic agility. Artificial Intelligence is a new technical science that studies and develops the theory, methods, technologies, and application systems for simulating, extending human intelligence. That means it is a creative inspiration kindled in the global market, waiting to ensoul the traditional industry.

### **Aroma Hovering Between Tooth Cheeks, How Significant The Value of AI is**

With plain ideas, profound themes, creative cuisine fully explore beautiful parts of the dishes. These parts are revealed to be appreciated and enjoyed by diners, resorting to cooking skills and beauty of artistic conception by subverting the tradition. Where does the beauty of this creative cuisine lie in? Opinions vary from people to people. Artificial intelligence ushered in a comprehensive outbreak in 2017. From AlphaGo to iPhone Face ID, the Internet and technology giants at home and abroad have already started the layout of artificial intelligence. In 2018, it is known as the first year of artificial intelligence. There is no doubt that the sudden emergence of AI has become an indisputable fact, and its value and prospect have also been recognized and confirmed.

First, industrial policies have been intensively implemented. The report of the 19th CPC National Congress emphasized that in order to deepen structural reforms on the supply side and build a modern economic system, we must focus our efforts on developing the economy on the real economy and make the improvement of the quality of the supply system the main target. We should accelerate the construction of a manufacturing power and speed up the development of advanced manufacturing, and promote the deep integration of the Internet, big data, artificial intelligence and the real economy. In this way, we will explore new grow areas of mid-to-high-end consumption, innovation and leadership, green and low-carbon, shared economy, modern supply chain, and human capital services, cultivating new engines which is proposed in 018 government work report. To expand and strengthen emerging industrial clusters, we should implement big data development plans and strengthen the development and application of artificial intelligence of the new era. The intensive policy not only demonstrates the importance of artificial intelligence, but also reflects the promising prospect of artificial intelligence.

Second, technology giants emerge to create an

exclusive artificial intelligence team, such as Baidu, Ali, Tencent, Lenovo, etc. Li Yanhong, from Baidu, has stated multiple times in public that artificial intelligence is the main course of this era. Taking Baidu as an example, as early as 2016, based on Baidu earnings report, the company invested RMB 10.15 billion in R&D spending. He mentioned said that Baidu's present platform products have been optimized and upgraded through artificial intelligence technology applications, enriching the service ecosystem and creating a new business era. Besides, Baidu's AI talent pool, where extreme scientists and R&D personnel from Silicon Valley's have been hired by VAIL Laboratories and the IDL Research Institute, aims to cultivate new drivers. In fact, a large investment has proved that the value and prospects of AI can be expected in the future.

Third, as a large number of start-ups took over the AI Blue Ocean, the boom of capital has given enough attention to AI field. Currently, in China, intelligent robots are the most popular areas in AI industry, where there are 50 start-ups, and 70 general-purpose computer vision technologies. For a time, AI start-ups sprung up in succession, which instantly attracted capital investment. And Aibee, an AI start-up managed by Baidu, is the best evidence, which recently announced a strategic cooperation with K11, obtaining 100 million yuan invested by K11 founder Zheng Zhigang. Throughout the year 2017, accounting for 9% of the total number in the world, China's artificial intelligence startups have received almost 48% of global financing, surpassing America to rank first in the world.

### **Being Unique and Ingenious, AI Application is in The Prime**

Based on traditional cooking skills, creative cuisine reflects the combination of Chinese and western cooking techniques so as to embody the charm. When commercialized, AI technology brings the advantage of 100 companies into full play, creating a new pattern for the commercialization of artificial intelligence.

Smart home is a typical example of hospitality's attempts to commercialize AI. Ken Freeman, senior vice president of Legrand, an electronic communication product manufacturer, said that now we are in the age of the Internet. As people become more accustomed to smart homes, they expect to enjoy the same smart residential experience in the hotel. Therefore, hotels must meet the customer's demand, attracting a new generation of consumers. Taking the Marriott Group as an example, its smart hotel rooms are classified into two types, respectively newly built rooms and transformed existing rooms. The newly built rooms have more types of smart facilities, including smart photo frames and smart showers. Voice control system is also installed in the room. The smart rooms transformed from existing rooms have relatively few types of facilities and no voice-activated systems. It can also provide detailed services for customers by carefully categorizing customer profiles.


In addition, with AI, hotel will rewrite its history in service, marketing, and management. As for accurate service, hotel artificial intelligence uses virtual portraits

based on the interface with the hotel management system, in search of engine's Internet knowledge base; As for accurate management, artificial intelligence helps hotel staff to be more efficient through automated machine learning platform, scene environment recognition, language intention, etc.; As for accurate marketing, artificial intelligence drives hotel marketing to make more accurate data prediction and analysis based on the personal preferences, needs and creativity of the guests. With a deeper understanding of customers and the aim to create a personalized, creative and more effective marketing program, hotel uses artificial intelligence and data mining algorithms to achieve marketing intelligence and automation.

### **Aftertaste is Sweet, AI Needs to Stand Out**

Learning Chinese and Western cooking techniques, smart and amazing ideas as well as all kinds of craftsmanship are unique expressions of creative cuisines. However, there is still a long way to go for delighting the diners. Creative cuisine adopts techniques used in Chinese ink and wash painting, artistic conception of poetry, bonsai modeling so that the cuisine can turn into artistic products that are appreciable, rewardable, available, and tasteable. Similarly, the commercialization cannot just be used as a means and a gimmick to attract customers, but supplement the substance. Facing the key and difficult points of its commercial application, the inspiration is given to its connotation so that the new technology can truly benefit the customers, whose aftertaste can be restored and their lips and teeth can remain fragrant.

However, there are still many problems in practical application. Mr. Kuang Guoxing, Vice President of Dong Cheng International Group, stated that "artificial intelligence should be divided into three stages, namely, weak artificial intelligence stage, strong artificial and super artificial stage". To fully apply smart technologies, hotels will not only need to pay extra costs, but also must invest a lot of funds for technical and equipment updates. Data and knowledge are the basic elements for the development of artificial intelligence, relying on the multi-dimensional big data knowledge platform established by basic applications such as smart devices, the Internet of Things, mobile Internet, and cloud computing. They will help hotel artificial intelligence to be more powerful, perceptive and cognitive. Nevertheless, at present, some hotels even most hotel groups do not have big data technology accumulation. Even so, their data dimension and data structure all lack strategic planning and at best, they are byte data and just strategic data.

AI has already begun to penetrate all aspects of the traditional society in an all-encompassing manner, influencing actual life profoundly. And our future is a time when material life is extremely rich and material costs are greatly reduced. With regards to the future development of AI technology, it will no longer to be a fleeting inspiration or creativity but gradually be integrated into commercialization, contributing to the global economy. 

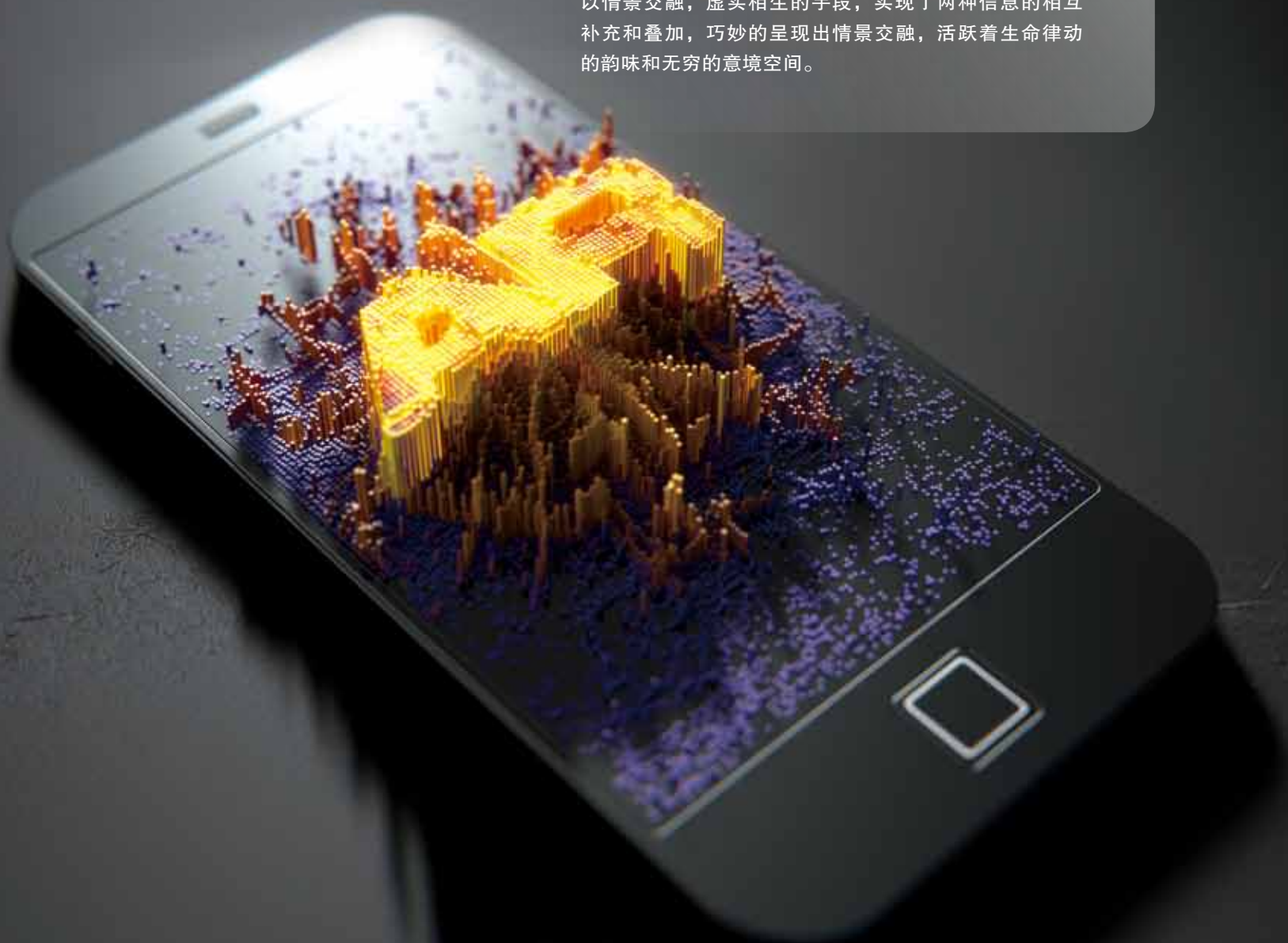
# ARTISTIC CONCEPTION CUISINE THE COMBINATION OF VIRTUALITY AND REALITY RHYTHM AR

## 意境菜

## 虚实相生 律动 AR

■ 撰文 / 王淑芹 Written by Silvia

增强现实技术（Augmented Reality，简称AR），是指在真实环境下通过计算机识别，将虚拟信息叠加于现实环境之上，从而达到真实世界环境与虚拟信息二者高度融合、超越现实的感官体验的技术。正如意境菜一般，以真实世界的信息为原材料，辅之以虚拟世界信息“无缝”集成的新技术，把原本囿于条件难以体验到的菜品，以情景交融，虚实相间的手段，实现了两种信息的相互补充和叠加，巧妙的呈现出情景交融，活跃着生命律动的韵味和无穷的意境空间。



## 雏形：雨后春笋 应运而生

工欲善其事必先利其器，一道珍馐美馔的制作对于原材料的要求极为考究。不时不食，是传统饮食留下来的良好习惯，意境菜充分利用时令地道的食材，加以名家大厨的料理技巧为创意引申。而在科技这道觥筹交错的盛宴上，AR 技术的诞生恰逢时机。

2016 年，一款名为口袋妖怪 (Pokemon Go) 的游戏横空出世，话题量、谈论度居高不下。这款由任天堂授权、Niantic 开发 AR (增强现实) 游戏，在 iOS 和 Android 平台上创造了新的下载记录，其高人气也让老迈的任天堂重新成为游戏行业的焦点，股价大涨。而这款将 AR 技术和宠物小精灵的角色设定结合起来的的游戏更深层的意义在于：AR 终于迎来了春天。

借着口袋妖怪这股东风，AR 技术的商业化应用也迎来了新的浪潮。在诸多领域，AR 已经在实践中掀起一场新的浪潮。美国播音公司早已在新员工培训上采取了 AR 技术，新员工可以带着 AR 设备接受指导，通过环境模拟在实践中完成任务、接受测评。比起耗费诸多精力效果却难以保障的传统培训项目，新的技术的运用无疑事半功倍。工程师可以带着植入 AR 技术的智能眼镜，将组装过程的效率提高三成；DHL 等物流企业的仓库调度员运用 AR 技术可以将取货时间缩短近 29%，从而大大降低了仓库运营成本。

其实，如果你足够细心就会发现，AR 对于各行各业的改变正在悄然上演。见一叶落而知岁之将暮，AR 这道色泽口感皆为上品的原材料，正在等待着能工巧匠地雕琢打磨。



## 碰撞：兼收并蓄 新硎初试

味道是一道菜的灵魂。意境菜海乃百川，将各地极具特色的烹调方法化为己用，其根本目的仍在于创作出令食客爱不释手的玉盘珍馐。当 AR 遭遇酒店行业，又会碰撞出怎样的口感？

尽管 AR 技术在诸多领域大放异彩，其在酒店行业的应用仍处于起步阶段，但是这并不意味着酒店业对于新技术的抵触与隔阂，事实上，随着日新月异的科技所带来的现代旅客的需求的改变，酒店业也在不断地进行适应与调整，抓住时代的机遇。

如果一幅图片能告诉人们一千个字，那么 AR 技术就可以告诉人们整个书的内容。位于巴厘岛的巴厘台北喜来登大饭店库塔度假

村已经开始将这项技术融入酒店工作经验中。为了让顾客在入住前更为清晰直观的了解酒店的真实情况，通过 AR 技术，顾客仿佛真实置身于此，感受酒店的餐厅、会议室、客房状况乃至每一件装饰物的摆放。海天一色，绿树婆娑，巴厘岛以其优美的景色闻名遐迩，不仅仅是旅游胜地，更是新婚燕尔首选的婚礼场所。喜来登大饭店抓住这一特有优势，通过应用程序，情侣们可以将自己的身影置于岛内任何地方，从而预览整体的婚礼效果。利用 AR 技术打造婚礼场地最好的视觉选择，让人们找到自己的婚礼现场最简单的方式，事先预定甜蜜。



### 留白：数往知来 令人深思

意境菜摆盘最为讲究的是写意，盘中留白能使菜品更加突出，通过空间疏密的安排，留以食客无尽的想象。未来酒店业将如何更好应用AR这道原材料值得关注与思考。

严格来讲，酒店并不是一个真正意义上的“技术控”行业。但是以管窥豹，将酒店业与新型理念、技术相结合，势必会为酒店行业注入新的源泉。

首先是对于消费者入住体验的颠覆，从以往被动的直观感知，变为专注于所塑造的情境下，而忘记真实世界的情境的沉浸式体验。AR技术通过塑造感官及思维、情感体验、吸引消费者的注意力，并引起其情感共鸣乃至思维认同，为酒店产品和服务创造出新的价值和生存空间。试想，餐桌可否变成一场奇幻秀的舞台，在食客等待用餐之际，利用动作捕捉和AR技术先行上演一场妙趣横生的全息餐桌秀，在满足口腹之欲同时也大饱眼福。通过AR与投影技术，消费者可将房间变幻成任意一种主题世界，通过智能手机应用对投影进行控制，同时将房间元素与投影同步，使其沉浸在自己精心打造的房间之中。

AR技术对于酒店的经营管理方式所产生的影响难以估量。当酒店礼宾员带上AR眼镜，就可以通过人脸识别每一位客人在店的全部消费记录以及需求轨迹；客房服务员运用AR设备扫一扫客房，就可

以随时查阅各房间的挂账情况、入住时间以及特殊需要，从而更高效的安排工作顺序及布置备品；酒店管理人员可以不只凭借经验，而凭借数据指引便可观察到一切有问题的环节并加以纠正；对于大型设备和能源节约方面，工程部员工的巡查与修复也不再仗仗个人的能力高低，根据增强现实数据的指导，系统可以依靠大数据统筹并指派维保及维修任务……

与此同时，新技术的发展使得管理者角色发生转变。通过数据和信息的实景投射，指令会变得更加准确、客观，这也意味着指令接收者的执行力弹性空间被大大缩小，管理者的技术权威和决策正确性权威将被削弱，因为基于数据分析、使用增强现实设备的员工在现实操作中完全可以轻而易举的做出理性、科学的决策。因此，管理者需要重新塑造自己在组织中的权威，传统管理者的角色不再仅仅是决策者，其权威性将更侧重于建立起协作能力与战略规划能力的团队。当实践层面、技能层面和技术层面的决策都由AR部署，管理者职责也会产生新的变化。

当数据变得多多益善，当移动设备、穿戴设备以及其他一切设备都变成了数据收集的接口，便可以尽可能的让数据的海洋变得浩瀚无垠。尽管仍需要诸多努力才能让这些畅想成为现实，但毫无疑问，一道饕餮盛宴正在悄然上演。



Augmented Reality (referred to as AR) technology refers to the recognition of a computer in a real environment and superimposes virtual information on the real environment, so that the real world environment and the virtual information are highly integrated and surpass the actual sensory experience. Just as in the context of food, it uses real-world information as raw materials, assisting new technology that integrates "seamless" information in the virtual world, realizing that the dishes that were originally difficult to be experienced in the conditions are blended together by means of scenarios and virtual reality. The mutual supplementation and superposition of the two kinds of information ingeniously show the blending of scenes, activating the rhythm of life and the infinite artistic conception.

### **Embryonic Shape: Springing Up and Emerging**

Workers must first sharpen their tools in order to be good at what they are doing. When making a rare and beautiful dish, the raw materials are extremely demanding. It is a good habit of traditional diets that we need to eat seasonally. The artistic cuisine makes full use of seasonal ingredients and uses the cooking techniques of famous chefs as creative ideas. At the feast of technology, the birth of AR technology coincides with the timing.

In 2016, a game named *Pokemon Go* turned out when the amount of topics and talks remained hot. This Nintendo-authorized and Niantic-developed AR (Augmented Reality) game has created new download records on the iOS and Android platforms. Its high popularity has also allowed the outdated Nintendo to once again become the focus of the game industry, so the stock price has soared. The deeper meaning of this combination of AR technology and the *Pokemon*'s character setting is that AR has finally ushered in the spring.

By making the most of *Pokemon Go*, commercialization of AR technology has ushered in a new wave in the practice of many fields. American Broadcasting Company has already adopted AR technology in training new employees who can receive guidance from the AR equipment and complete tasks and receive assessments through practice in environmental simulation. Compared to traditional training programs that are costly and difficult to safeguard, the use of this new technology is undoubtedly more effective. Engineers can use smart glasses embedded with AR technology to increase the efficiency of the assembly process by 30%. With AR, warehouse dispatchers such as DHL and logistics operators can shorten the pickup time by nearly 29%, which may greatly reduce the warehouse operation costs.

In fact, if you are careful enough, you will observe that AR changes have quietly taken place in all walks of

life. As a Chinese saying goes, See the fall and know the old man. Being the raw material, the color and taste of AR is of such top grade that it is waiting to be polished by skilled craftsmen.

### **Collision: Consolidation and Storage**

Taste is the soul of a dish. The artistic conception cuisine is like a sea refuses no rivers because it uses the unique cooking methods from everywhere as its own purpose. And the fundamental purpose of this cuisine is still to create dainty food to please the diners. However, how will it taste when AR encounters hospitality?

Although AR technology is flourishing among many areas, its application in the hotel industry is still in its infancy. And this does not mean that the hotel industry is in conflict with the new technology. In fact, as the demands of the tourist change brought by updated technology, the hotel industry is also constantly adapting and adjusting itself to seize the opportunity of the times.

If a picture can tell people a thousand words, then AR technology can tell people the contents of the entire book. In the Bali Kuta Resort at the Sheraton Bali Hotel in Bali, this new technology is started to be applied. In order to have customers understood the hotel's real situation more clearly and intuitively before their check-in, this hotel resort to AR so that customers will feel as if they are actually in the hotel, visiting the hotel's restaurant, meeting room, guest room, even the placement of each piece of its decoration. With blue sky and verdant trees, Bali is known for its beautiful scenery. It's not only a tourist attraction, but also the prior wedding venue for couples, which is the advantage that Sheraton Hotel makes full use of. Via app, couples can place their presence anywhere on the island to preview the overall wedding effect. AR technology can be used to create the best visual choices for wedding venues, which also provides the easiest way for them to find wedding scene, immersing in romantic atmosphere in advance.

### **Leave Blank Space: The Experience of Understanding The Past and Predicting the Future is Thought-Provoking**

What the cuisine stresses most is the artistic conception, which makes the dishes more prominent. Through the arrangement of space and density of the food, the diners can imagine endlessly. How future hospitality better use AR as raw materials deserves attention and great thinking.


Strictly speaking, the hotel industry is not a real "technical control" industry. However, we can observe that with the combination of hospitality and new ideas as well as new technologies, this industry will be injected with great dynamic.

The first aspect is about the subversion of the customer's occupancy experience, from the passive and intuitive perception in the past to the immersive experience

of focusing on the environment created and forgetting the real world. AR technology creates new values and living space for hotel products and services by shaping sensory and thinking, emotional experiences, attracting consumers' attention, and eliciting their emotional resonance and even their thinking. Imagine whether the dining table can become a stage for a fantasy show. That means when diners wait for a meal, with motion capture and AR technology, a fun and entertaining stage can be presented on a holographic dining table. Through AR and projection technology, consumers can transform the room into any theme world, control the projection through the smart phone application and synchronize the room elements with it. In this way, they can immerse themselves in this well-created room.

The impact of AR technology on the management and management of hotels is difficult to assess. When a hotel concierge wears the AR glasses, he can identify all the customer's consumption records and the demand track of each guest through the face; the room attendant can use the AR equipment to scan the room and check the account, check-in time and special needs of the guests, in order to arrange work orders and layouts more efficiently; hotel managers can not only rely on experience, but data guidelines to observe and correct any problematic links; for large equipment and energy conservation, inspections and repairs conducted by engineering staff will no longer depend on the individual's ability. According to the guidance of augmented reality data, the system can rely on big data for overall planning, coordination of maintenance.

At the same time, the development of new technologies has transformed the role of managers. Through the actual projection of data and information, the instructions will become more accurate and objective, which means that the execution flexibility of the command recipients will be gradually reduced, and the authority of the managers and authority for the correctness of decision-making will be weakened. This is because data-based employees who analyze and use augmented reality devices can easily make rational and scientific decisions in real operations. Therefore, managers need to reshape their own authority in the organization. The role of traditional managers is no longer merely decision-makers, whose authority will be heightened in terms of building a team with collaborative capabilities and strategic planning capabilities. When decision-making happening at the practical level, the skill level, and the technical level are deployed by AR, managerial responsibilities will produce new changes.

When the data becomes better, the mobile device, the wearable device and all other devices become the interfaces for data collection, the ocean of data can be made as vast as possible. Although many efforts are still needed to turn these imaginings into a reality, there is no doubt that a feast is being quietly staged. 

# MOLECULAR CUISINE

## CHEMICAL MODIFICATIONS BLOCKCHAIN ON THE TIP OF THE TONGUE

# 分子菜

## 化学质变 舌尖上的区块链

■ 撰文 / 江珊 Written by Rose

世间万物，分子伊始。近年来，分子菜在厨艺界掀起新热潮，它用科学的方式去理解食材分子的物理、化学特性，从质感或者形状等方面彻底颠覆，创造出精美的料理。而区块链——当下全球科技发展的热议新概念，正如分子菜，酝酿一场场受人瞩目的“化学变化”。纵观国内外，无论是互联网公司、新兴初企业，还是政府国企，都对区块链投入极大关注，比如目前微软、IBM、摩根大通、五大国有银行、阿里巴巴、腾讯、京东、网易、暴风、天涯、360、美图等均在布局区块链。它，到底是怎样的一道“科技菜式”？对旅游酒店业会产生怎样的“化学影响”呢？我们来品尝一场舌尖上的区块链盛宴。



## • 小贴士 Tips

通俗地说，区块链像一位软件工程师，10年前，在研究如何创造一种跨国界的货币，使其拥有的钱不需要经过银行的转换，就能够到其它国家使用。在这个过程中，“他”非常巧妙地把几项科技融合在一起。第一项是加密算法，通过加密保证网络上的秘密；第二项是分布式架构，去中心化，有不同的节点，同时保持着同一信息的记录；第三项是智能合约，按照大家同意的行为规则，由软件自动执行操作；第四项，共识算法，用非常复杂的数学公式告诉大家如何达到共识。

Generally speaking, a blockchain resembles a software engineer who 10 years ago studied how to create a cross-border currency that could be used in other countries without the need of the transference in the bank. In this process, "he" skillfully combines several technologies. The first is an encryption algorithm that guarantees the secrecy on the network through encryption; the second is a distributed architecture, decentralized, with different nodes, while keeping a record of the same information; the third is a smart contract, based on the rules of conduct agreed by everyone, is automatically performed by the software; the fourth item is the consensus algorithm, referring to some very complex mathematical formulas that can tell everyone how to reach a consensus.

## 饕性千娇，营养价值丰富

从营养角度来说，科学的分子烹饪方式比传统的烹饪方式，更有利于人体的营养吸收，它通过真空低温法锁住事物水分和营养，减少氧化和高温对食物营养的破坏。作为前沿技术，区块链的“营养价值”几何？

在数字经济之父 Don Tapscott、美籍华裔科学家张首晟看来，区块链是价值互联网，是互联网的第二个时代，它的价值将是互联网的十倍乃至百倍。不可否认，区块链正渗透各行各业，“营养”丰富：

价值一：建立一种低成本的信任机制。

目前产业界普遍认为在区块链中，大家迫切地需要建立一种信任的机制，信任问题是业务应用中非常重要的一环。在某些行业应用和已经突发进行的试点应用里，可以看到，像毕业证书、文件、病历等需要认证其完整性、真实性。还有精准扶贫，可通过对扶贫对象的身份认证，以及扶贫资金与被扶贫对象之间的衔接，最终适时地进行监控。

价值二：确立数权，解决数据的产权。互联网产生各种大量的行为数据被运营商、被互联网的服务商所采集，而这些被采集的数据产权没有归属，这是一个灰色地带。区块链是数字经济的基石，其最大的价值就是确立数据的产权，如果说在物质社会时代，物权法构成了整个经济发展的一个运行规则的基础的话。那么在数字经济时代，数权法会构成这个数字经济运行的整个一套经济规则。

价值三：实现业务链化，降本提效。物质社会与数字社会本质上是一种对立关系，物质社会里存在各种各样的交易行为，区块链的意义在于它会随时间的顺序把所有东西记录下来，形成了数字社会里面各种各样的区块。将物质社会的业务链形成它的数字化表达，保证了数字社会里面的区块链记录这些东西是真实可信，在此基础上实现业务链化，降本提效。



### 别有风味，重构旅游酒店业

分子菜的美妙之处在于，以全新的工具和技术，运用新式烹饪方法，以分子为单位将食材的味道进行解构，打破其原貌，重新搭配并塑形，可以创造出与之前截然不同的风味。而区块链对旅游酒店业的“化学反应”也恰恰在于此。尽管它的应用场景尚未明晰，其商业模式和商业逻辑也尚未成熟，但也正在悄然改变市场。

在长租行业，存在最大的问题之一是人和房源信息不对称。对于租房平台，可以通过区块链把房源信息、租住行为、履约行为、支付行为等记录下来，建立自治经济模型，让人们上传的房源信息真实可靠。此外，作为全球最大的旅行住宿预订平台，爱彼迎(Airbnb)的产品目前覆盖190多个国家，房源数量超过500万，也有世界成本最低的法币支付系统。它的弱点在于商业模式：第一，流量过度中心化，几乎一半员工是客服，这种生产关系处于非良性状态。随着规模不断扩大，服务必然会下降。第二，管理信息集中化管理，信息不公开，存在很多虚假房源和订单。第三，收取平台费用高达18%。第四，入住体验不佳，只能通过短信与房东进行沟通，没有下单之前，不允许交换电话号码。区块链技术带来更多的是生产关系的变革，针对以上情况，利用它可改善房源预订平台，因为去中心化的特点，每个房东是自由个体，可选择进入或离开。同时使交易数据公开，而且沟通成本低。还可采用所谓的激励机制——鼓励房东与房客为彼此做贡献。比如，离开时，房客通过打扫房间，可换来下次入住打九折的福利。当前区块链还不能自我净化，可采用“AI+区块链”的技术，进行优化、提高效率。如果跟物联网、人工智能、语音计算、大数据结合起来，将发挥更大的优势。

在消费升级时期，作为一个非常好的平台和场景，酒店不能仅仅依靠住宿及餐饮，而必须颠覆传统卖场的概念，实现价值转移和价值提升。区块链不仅能提升酒店产业模式，包括流程的优化，甚至使酒店文旅业创造更大的蓝海，提高收益和资产管理价值；打造

智慧文旅系统。过去孤立的项目节点，低效的数据中心，繁琐的版权保护，特别是想申请旅游方面的专利很难。如今区块链产生的数据，使整个价值体系发生很大的变化，包括IP的确权；促进公共服务的高效管理，实现生命周期管理，缩短价值的创造周期。以前只有星级酒店、主题酒店、民宿、客栈等实现数字的精准核算、数据的协同共享，有了区块链技术，其场景会更丰富，发展机遇会更多。

### 食之思远，工艺泡沫还是前景可期

在分子料理中，经常使用的手法之一就是，利用酱油、醋、黄瓜、西红柿、葡萄酒等材料制作泡沫，以扩大味道、口感和形态。但是，创新的食物形态、梦幻的外表并非分子菜的重点。同样地，对于区块链来说，既不能跟风炒作，助长概念泡沫，也不能视而不见其可能的应用场景和商业模式，需要考虑区块链与旅游结合的可能性与风险性。

在当前中国市场，区块链的应用与发展相对“压抑”，还没有达到供大于求的程度，很多需求尚未被挖掘，所以，尽管有炒作，但是供需泡沫和资本泡沫尚不明显。但需要注意“垃圾货币”，以及关于加密货币、Token众筹的泡沫。

“区块链旅游还会继续发酵，涉旅监管部门、行业协会和企业家对此需要保持清醒的头脑，并加以密切关注。任何时候、任何行业都不可能完全以机器信任代替人的信任，更不能因此而放弃对“游客至上，服务至诚”的旅游业核心价值观的坚守”，中国旅游研究院院长戴斌提醒道。

“耳听为虚，眼见为实”。高超的技艺、天马行空的想象、新奇的灵感，结合创意的分子料理，你的所见，也未必就是你的所感所尝。惊喜，只有让味蕾去发现。尽管区块链技术发展、成熟，成为主流还需时间，但未来充满无限可能，这种颠覆性的技术还可能走向“区块链+”，一切待时间来检验。



When everything is born in the world, it welcomes the beginning of the molecule. In recent years, molecular dishes have set off a new upsurge in the culinary arts. With scientific method, the physical and chemical properties of food ingredients can be understood, experiencing a complete subversion of the texture or shape, and the creation of exquisite cuisine. Blockchain, a new concept of global technological development, is like molecular cuisine, which is preparing a remarkable "chemical change". At home and abroad, whether Internet companies, emerging start-ups, or state-owned companies, they all have paid great attentions to blockchain. There are many enterprises in its layout, such as Microsoft, IBM, JP Morgan Chase, the five state-owned banks, Alibaba, Tencent, Jingdong, NetEase, Storm, Tianya, 360, Mito, etc. What kind of "tech dishes" is it? What kind of "chemical impact" will it have on the tourist hotel industry? Let's enjoy this a bite of this blockchain feast.

### Dainty Food With Great Nutrition

From a nutritional point of view, the scientific molecular cooking method is more conducive to the body's nutrient absorption than traditional cooking methods. It reduces oxidation and the damage to food nutrition from high temperature by vacuum cryogenic methods to keep moisture and nutrients. As a frontier technology, how significant the "nutrient value" of the blockchain is?

According to Don Tapscott, father of the digital economy, and Zhang Shouyi, a Chinese-American scientist, blockchain is value Internet and it means the second era of the Internet. Its value will be ten or even hundred times that of the Internet. It is undeniable that the "nutritious" blockchain is penetrating all walks of life.

Value One: To establish a low-cost trust mechanism. At present, it's believed by the whole industry that in the blockchain, people urgently need to establish a trust mechanism, which is a very important part of business applications. Sometimes, we can observe that graduation certificates, documents, and medical records need to be certified for their completeness and authenticity. Furthermore, accurate poverty alleviation can be monitored at the right time through the identification of the object of poverty reduction and the link between the poverty-relief fund and the target of poverty reduction.

Value two: To establish data property rights and to resolve data ownership. The Internet generates a variety of behavioral data that are collected by operators and service providers on the Internet. The property rights of the collected data have no ownership, which is a grey zone. Blockchain is the cornerstone of the digital economy, whose greatest value is the establishment of data property rights. If we say that in the material social age, the property law constitutes the basis of an operating rule for the entire economic development. In the era of digital economy, the

data property law will constitute the entire set of economic rules for the operation of this digital economy.

Value of three: to achieve business chain, reducing costs and improving efficiency. The material society and the digital society are essentially in an antagonistic relationship. Actually, there are various trading behaviors in the material society. And the significance of the blockchain is that it will record everything in the order of time and form a digital society with various blocks. The digitized expression of the business chain of the material society has ensured that the blockchain in the digital society records these things as authentic and trustworthy. Based on this, it can achieve business chain, reducing costs and improving efficiency.

### With Unique Flavor, The Reconstruction of Tourism and Hospitality

The beauty of molecular cuisine lies in the use of new tools and techniques. With the deconstruction of the taste of ingredients in molecular units, this cuisine creates a different flavor from ever before. And it shows the connotation the same with the "chemical reaction" of the blockchain to the tourist hotel industry. Although its application scenario is not yet clear, with immature business model and business logic, it is still quietly changing the market.

In the long-term rental industry, one of the biggest problems is the asymmetry between people and housing information. For the rental platform, an autonomous economic model should be established including property information, rental behavior, performance and payment being recorded through the blockchain. In addition, as the world's largest travel accommodation booking platform, Airbnb's products currently cover more than 190 countries, with over 5 million listings and a legal currency payment system that costs the least in the world. Its weaknesses are as follow. First, traffic is over-centered, and almost half of its employees are customer services, where the relationship is in a non-benign state. As it expands the business, the quality of services will inevitably decline. Second, management information is centralized to be control but not open, with many false listings and orders existing. Third, it charges up to 18% of the platform fee. Fourth, the check-in experience is poor, and tenants can only communicate with the landlord through text messages. Before the order is dealt, it is not allowed to exchange telephone numbers. Block training technology brings about more changes in the production relationship. In view of the above situation, with blockchain, the housing reservation platform can be improved. Because of being decentralized, each landlord is a free individual and can choose to enter or leave. At the same time, the transaction data is made public and the communication costs are low. A so-called incentive mechanism can also be adopted to encourage landlords and tenants to make contributions to each other. For example, when leaving, the tenants can get a 10% discount on the next stay by cleaning the room. Since the current blockchain cannot be self-purified, "AI+ blockchain" can be used to optimize and improve efficiency. If combined with the Internet of Things, artificial intelligence, voice computing, big data, the

blockchain will play a greater advantage.


During the period of consumption upgrading, the hotel cannot just rely on accommodation and catering, but msubvert the concept of a traditional store to achieve value transfer and value enhancement. The blockchain can not only strengthen the hotel industry model, including the optimization of process, but also enable the hotel industry to create a bigger blue ocean, improve the benefits and asset management value as well as create a smart travel system. Previously, it's difficult for isolated project nodes, inefficient data centers, cumbersome copyright protection to apply for a patent on tourism. Nowadays, the data generated by the blockchain makes great changes in the entire value system, including the right of IP; it promotes the efficient management of public services, realizes life cycle management, and shortens the creation cycle of value. Previously, only star hotels, themed hotels, homestays, inns, etc., have achieved accurate digital accounting and collaborative data sharing. However, with blockchain technology, the scene will be more abundant, and there will be more opportunities for development.

### With Food and Lost in Thoughts, Whether Technology Bubble or Prospects Can be Expected

One of the frequently used techniques in molecular cuisine is the use of soy sauce, vinegar, cucumbers, tomatoes, wine, etc., to make foams so as to promote taste, texture, and shape. However, forms and dreamy appearance of the innovative food are not the focus of molecular dishes. Similarly, blockchain can neither follow the hype or foment the concept bubble, nor can it ignore its potential application scenarios and business models. And possibility and risk of the combination of blockchain and tourism should be taken into consideration.

Chinese market, the application and development of the blockchain is relatively "repressing" and has not yet reached the level of supply exceeding demand, with many demands haven't yet been tapped. Therefore, despite speculation, supply and demand bubbles and capital bubbles are not yet obvious. But we need to pay attentions to "junk currency" and the bubble about cryptocurrencies and Token crowdfunding.

Block-chain tourism will continue to ferment. Brigade regulators, trade associations and entrepreneurs all need to keep a clear mind. We should know that no industry can completely replace trust between people with machine trust. In addition, it is still vital to adhere to the tourism industry's core values of "customer first, service with sincerity," Dai Bin, dean of the China Tourism Institute, mentioned.

"Seeing is believing." Superb craftsmanship, imagination, novelty inspiration, creative molecular cuisine, what you see, may not be your feelings. Surprise can only be found by palate. Now it's still a long way for blockchain technology to go to be more matured and become the mainstream. The future is still full of possibilities, where this outstanding technology may even move toward "blockchain+" and it takes time to test it. 

# TAKE DIFFERENT CONVERSATIONAL APPROACHES RESHAPE COOPERATION THINKING

SELECT MEDIATION MODEL INSTEAD OF ARBITRATION TO  
RESOLVE DISPUTES

## 采取更多对话 重塑合作思维

兼谈非仲裁纠纷解决方式

笔者多年来代表业主谈判过近 300 个国际酒店品牌管理合同，也代表很多业主通过谈判或仲裁方式解决其与管理方之间在合作当中的各种纠纷和争端包括提前解除管理合同。行走江湖既久，笔者耳闻目睹的虽然也不乏双方之间的觥筹交错，但更多是业主和管理方之间的相互抱怨。业主嘟囔管理合同不公平，其中充斥太多霸王条款；管理方嚷嚷业主不专业，更是缺乏契约精神。

但是双方还是利用一切机会寻觅对方，上演一出出恋爱结婚过日子的好戏，其间情绪跌宕、五味杂陈：期待、喜悦、失望、愤怒，或兼而有之。但从市场发展看来，双方相互依附、不忍分离。

趁着某个机会，笔者做了一个独立研究，既采访了很多业主方，也采访了很多管理方，其中有部分人在业主方和管理方都有工作经历。对双方之间的抱怨和指责，笔者有如下发现：

### 业主认为管理合同明显失衡和不公平，主要表现在（仅为示范）：

1. 管理期限过长，很多品牌都要求 20 年或以上。近几年，原来同意 10 年的几个管理公司都拉长了管理期限，10 年管理期限不再容易获得；
2. 与过长的管理期限相对应，业主在合同中缺乏有效的退出机制。通常的业绩考核条款绝大部分情况下都只是安慰性条款，精心的条款设计让管理公司通不过业绩考核的几率极低，几乎不可能发生；
3. 管理费的收取机制让管理方在业主赚不到钱的情况下还可以盈利丰厚，“旱涝保收”，双方利益从来不是同向而行；
4. 管理合同项下的责任承担机制不仅让业主对酒店的投资及可能的亏损承担所有责任和义务，而且对在运营过程中对第三方的责任也都由业主方独扛，除非有足够证据证明是管理方重大过失或故意不当；而管理方又通过精明的条款设计让所有员工和业主签署劳动合同，从而将很多管理失职或管理不善责任推卸给员工，实现金蝉脱壳；更有个别管理公司，甚至在合同中约定管理方的赔偿责任以其收到的管理费或技术服务费为限。管理方不共担任何风险，甚至转嫁风险而坐收利益，尤让业主愤愤不平；
5. 管理合同试图把业主排除在运营体系和过程之外，业主审批权限和参与权限很少，对总经理的绩效考核没有或很少有发言权；
6. 合同中没有明确约定的隐形收费过多，很多时候突如其来，仅凭一纸通知，强收硬取。

### 管理方同样有诸多委屈和抗议，主要表现在（仅为示范）：

1. 业主很少按照合同约定按期开业，很多项目或者开业遥遥无期或者干脆中途夭折；
2. 好不容易等到开业的，很多业主不仅不专业，且总试图通过各种方式干涉酒店日常经营；
3. 各种事情业主都要求审批，或者从中作梗，达到审批的目的，例如通过公章的管控或使用；
4. 寻找各种借口拖延支付管理费和其他费用；
5. 通过人员安排，达到架空管理方的目的，让合同约定形同虚设；
6. 不能维持管理方的品牌标准，侵犯管理方知识产权时有发生。总而言之，很多业主严重缺乏契约精神。



#### 项卫

大象商业谈判 CEO  
洲际中国区业主协会特聘律师  
希尔顿中国区业主协会特聘律师  
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#### Xiang Wei

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笔者发现，很多项目上，实际操作和管理合同的约定差别很大，也即很多管理合同约定虽然苛刻，但管理方在实际操作中还是做了很多对业主有利的偏离。以业主审批权为例，很多业主事实上通过各种方式实现了对酒店日常经营事项的审批，这也是导致管理方抱怨业主干涉酒店经营的一个重要原因。

笔者进一步发现，在很多纠纷案例当中，管理合同约定显失公平同时在实际操作当中又缺乏合理调整和妥协的，通常是导致双方产生纠纷最主要的原因或者主要纠纷所在，例如：

1. 业主缺乏资金或调整业务，导致酒店不能按期开业或根本不会开业；
2. 业主严重干涉酒店经营；
3. 业主严重拖欠管理费；
4. 管理方管理不力或不善，酒店业绩持续太差；
5. 管理方各方面过于强势，业主倾投诉无门。

客观地说，根据笔者的经验，很多时候，业主和管理方的抱怨及抗议都有事实依据和一定道理，有时互为因果甚至不易厘清谁对谁错。所谓“道高一丈魔高一丈”，但谁魔谁道，众说纷纭、各执一词。各种纠纷多了，对双方均有不利；当某类纠纷成为一种普遍现象，对行业发展也带来负面影响。

为了酒店行业更好的发展，笔者对业主和管理方均有建议和呼吁，如下：

**1. 在双方合作的主要思维及模式上有如下主要建议：**

- a) 管理期限适当，例如在 10 到 15 年之间；其实酒店管理得好，业绩好，双方自然都会愿意延期，何必强行捆绑在一起；
- b) 让业主有合理的参与权或审批权，至少有充分的信息知情权，这样既让业主有受尊敬的感觉，也能让管理方在有困难时可及时寻求业主理解和帮助；
- c) 业主应该确保其委派的人员有相当的酒店管理经验；
- d) 管理费的收取应该减少管理方旱涝保收的情况，尽可能减少基本费和统一营销费的收取，更多体现达到一定业绩后可以较多收取奖励管理费的模式；另外，隐形强制性收费应该大幅减少；
- e) 业绩考核应该具有可执行性和现实可能性；
- f) 各种品牌标准（尤其是硬件标准）应该在管理合同签署前即让业主了解，在操作中应给与业主充分的灵活性（最低标准除外）。
- g) 业主提前解约的赔偿金应考虑到管理方的实际投入或损失，不应过高；
- h) 不应有管理方赔偿责任限制等明显不合理条款。





## 2. 对业主方有如下呼吁：

a) 尽可能把与酒店品牌合作的目的限制在从酒店经营获利上；单纯利用酒店品牌签署一份管理合同来实现其他目标的想法和安排会给后续合作埋下隐患；

b) 对自己要签署的合同要有充分的理解，知道自己在合同中的义务和责任，能做到的就签，肯定做不到的就尽可能不签或做好承担违约责任的思想准备；

c) 尽可能信任管理方的专业，同时要做到自己尽可能专业；

d) 尽可能尊重合同的约定，一定要有履约精神。

## 3. 对管理方有如下呼吁：

a) 不要急功近利单纯以签署多少个项目为目标，而是以成功运营了多少个项目为目标，应该从全局出发，更多考虑提高品牌的市场美誉度和合作伙伴的认可度；

b) 应多想一想利益共赢和风险共担，没有风险仅有利益的合作是不会顺利和长久的；

c) 哪里有压迫哪里就有反抗。业主在合同条款上失去了应有的权利，一定会从实践操作当中想方设法寻找回来；

d) 要从制度上给业主多一些对话和沟通的机会。很多业主不满足于仅和总经理沟通，有些事情也不方便和总经理沟通，需要和管理方更高层次的沟通。管理方也不应该抗拒业主通过组成联盟或协会就一些共性问题与之沟通，而应该鼓励和欢迎。如果业主投诉无门或倾诉无门，业主就会被迫采取其他手段。

如果业主方和管理方确有纠纷或异议无法解决，笔者建议双方不要一言不合就去仲裁，毕竟仲裁费时费力费钱而且充满不确定性。业主或管理方信心满满但输了官司的先例均有发生。每一场官司可能都会对酒店品牌带来损害，而没有契约精神的业主也很难找到管理方与之合作。

作为仲裁的替代或前期努力，笔者给业界推荐一种调解模式。双方共同选定一个或两个调解人，调解人首先要保持中立，要有一颗公平心，其次要对酒店的经营具有相关经验，因此可被双方信任和接受。仲裁的目的是辩清事实依法裁决，但调解人更多的是充当和事佬，只要说服双方做一个相互可以接受的妥协即可，这样的妥协也许并不公平，但公平不是调解的目的，调解的目的就是双方妥协达成一致。调解人当然还要能说会道，能从两方的角度看待分析问题并说服一方接受另一方的观点。通常的程序是业主方和管理方在调解人的主持下相互陈述事实并提出初步诉求，调解员要控制好场面避免形成双方激烈对抗。然后将双方安置在不同的房间，调解人两边穿梭，轮流分别和其中一方沟通，并将对方的想法或要求传递给另一方。在这样的一个过程中，调解人尽力让双方达成一致意见。在这个过程中，各方均可以有律师陪伴以方便有效地表达自己的想法和诉求。一旦双方达成一致，调解人可以自己或在律师的协助下帮助双方确认和签署一份和解协议。当然，在没有调解人的情况下，如果一方借助自己的谈判顾问或律师，直接和对方沟通谈判以达成共识，也是另外一种替代途径。相对而言，业主可能更需要这样的谈判协助，因为管理方通常更专业或更占主动地位。

虽然笔者的一个身份是律师，但笔者希望天下无讼，希望酒店行业健康发展，希望业主方和管理方之间的合作更平等、更双赢。



Over the years, I have negotiated nearly 300 international hotel brand management contracts on behalf of the owners, and also represent many owners through negotiation or arbitration to resolve various disputes in cooperation between them and the manager. There are many complaints on both sides.

Therefore, I did an independent research, which not only interviewed many owners, but also many managers. My findings are as follows.

The owner thinks the management contract is obviously unfair. For example, The management period is too long and many brands require 20 years or more. Corresponding to the long administrative period, the owner lacks an effective exit mechanism in the contract. The management fee can hardly protect the owners' interests. They think the manager does not share any risks, and even accepts the benefits by shifting risks.

Meanwhile, the manager also has many grievances and protests. Owners seldom start their business on schedule according to the contract, many projects are out of sight or simply abortive. Many owners are not only unprofessional, but always try to interfere in the daily operation of the hotel through various ways. The owner cannot maintain the management's brand standard. Generally speaking, many owners are seriously lacking a contractual spirit. In my opinion, the complaints and protests of owners and managers are based on facts and certain truths. Sometimes it's not easy to clarify who is wrong or right. For the development of the hotel industry, I have some suggestions and appeals to both of them.

On the mode of cooperation between the owner and manager, I think the management period should be appropriate and allow owners to have a reasonable right to participate or approve. There are several appeals to the owner. Such as the owner must have a thorough understanding of the contract and know their obligations and responsibilities, try to trust the professional management and respect the contract, etc. There are also several appeals to the manager. For example, the manager should consider the overall situation and attach importance to improving the market reputation of the brand and the recognition of partners, and also think more about profit-sharing and risk sharing.

If the owners and the manager have disputes that cannot be resolved, I suggest choosing a mediation model before arbitration.

As a lawyer, I hope the hotel industry will develop in a healthy way and the cooperation between the two sides will be more equal. ☞

# “FOUR KEY POINTS” ANALYZES THE HOSPITALITY INDUSTRY BRAND OPERATION

## “四大关键点”剖析住宿业品牌运营

节选自《2017-2018 年度中国旅游住宿业品牌白皮书（精华版）》

数据来源：迈点旅游研究院

### 关键点一：高端酒店中突出重围的民族品牌

#### 1. 线下拓展速度 国内高端品牌首超国际高端品牌

经过 20 余年的发展，2017 年底，国内高端酒店品牌的拓展速度首次超越国际高端酒店品牌，客房增长率达到 6.6%。

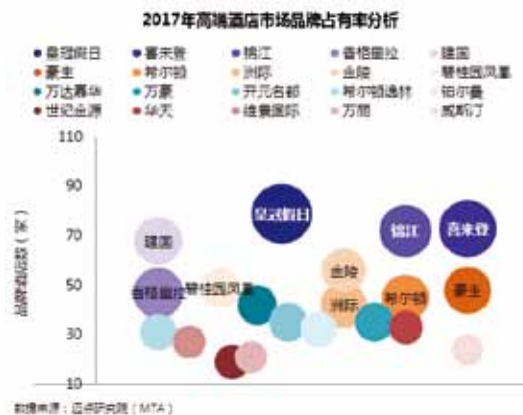
自 2008 年起，中国高端酒店市场规模始终保持在两位数以上的增长率。而在 2014 年后，受政企市场消退等因素影响，高端酒店市场增长率迅速下滑。2017 年底，国际高端酒店客房增长率仅为 6.0%。此次国内高端酒店品牌客房增长率先国际高端酒店品牌，除了印证中国民族品牌的快速发展外，也再度释放出市场回暖信号。

在整体品牌化程度不高的背景下，2017 年国内市场中近 150 家主流品牌的竞争还在继续。从已有的 1757 家品牌酒店、550561 间品牌酒店客房占有情况来看，国内、国际高端酒店品牌的市场占有率已不分上下。除领跑的皇冠假日外，喜来登、锦江、香格里拉、建国等最早一批国内外品牌均已在市场站稳脚跟。而近年来涌现的地产系品牌如碧桂园凤凰、万达嘉华等也占有一定比重。

#### 2. 国内高端与国际高端的品牌影响力逐步缩小

回顾过去三年中国高端酒店市场品牌的变化，国内高端酒店品牌与国际高端酒店品牌的差距正逐步缩小，民族品牌正在崛起。

我国民族酒店品牌发展历程只有 20 余年，相较于动辄 50、60 年发展历史的国际酒店品牌仍有一定经验积累差距。但从近三年高端酒店品牌影响力趋势来看，国际高端酒店品牌在深耕中国市场的同时，也间接催化了中国民族品牌的成长。截至 2017 年底，国内高端酒店品牌与国际高端酒店品牌的影响力差距缩减至 45.1，而三年前这一差值还是 83.8。可以说，20 多年前实现从无到有的民族品牌，近年来完成了令人惊叹的跨越式发展。



### 关键点二：精品酒店及客栈民宿的创新与恪守

#### 1. 小众市场 影响力难以突破

中国旅游住宿业发展时间才短短几十年，而精品酒店及客栈民宿更是近年来涌现的新兴市场，因此无论是在市场规模还是行业影响力方面都无法与传统中高端酒店及经济连锁酒店相抗衡。

从近三年精品酒店及客栈民宿品牌指数趋势可以看出，目前两者都还处于萌芽阶段，品牌指数平均值仅在 100 左右。而随着资本力量的介入，精品酒店与客栈民宿之间的界限变得越来越模糊，品牌影响力也逐渐拉拢。

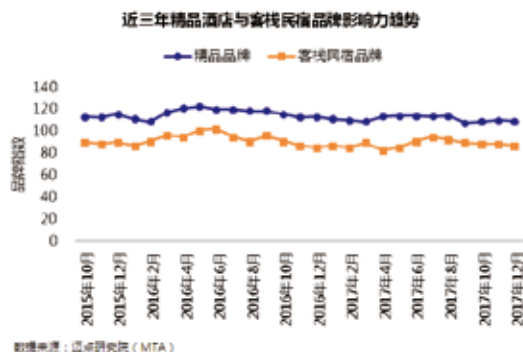
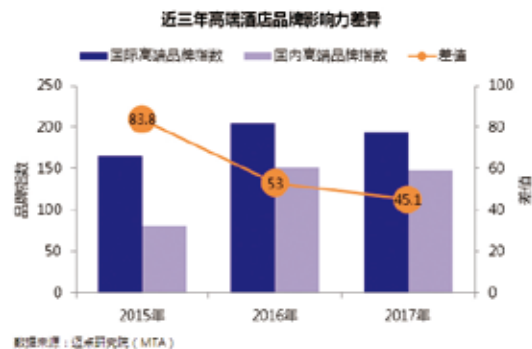
#### 2. 口碑影响力量彰显

虽然精品酒店及客栈民宿的影响力有限，但不可否认的是，两者在固有消费群体中早已树立起良好的品牌形象。在忠诚度方面，精品酒店及客栈民宿的舆情指数始终向上发展。

#### 3. 定位差异不明显 市场形象多变

当前我国的精品酒店、客栈民宿、度假酒店，三者间往往难以清晰界定。尤其是国内精品酒店与客栈民宿更难以区分。从中端到奢华、从都市时尚到自然风光，随着消费经济的不断转型升级，市场中的各品牌也在不断完善自身定位。自 2015 年起，国内逐渐流行起“生活方式”这一概念，精品酒店则抓住机遇，进行新一轮定位升级。

无论是精品酒店还是客栈民宿，亦或是近来兴起的生活方式型酒店，不断变换的概念背后，也反映出这一细分市场消费者的需求不稳定性及多样性。打造消费者心智、培养消费者对品牌的忠诚度及消费习惯，仍是精品酒店及客栈民宿发展的重点。



### 关键点三：中档酒店市场风起云涌的蓝海之争

#### 1. 繁荣市场下，扩张步伐加快

2008-2017年，中国中档酒店市场由7万间客房增长到47万间客房，10年时间，市场规模实现近7倍扩大。2015年及2016年中国中档酒店客房规模增长率超过30%，2017年客房增长率也高达27%。惊人的数字背后，是中国大众消费升级浪潮的冲击和教育，也是新一代旅游消费者对住宿品质需求提升的体现。

#### 2. 实质为“三大集团”的跑马圈地

早在2012年，三大酒店集团的中档市场竞争便已开始。2012-2018年华住先后收购星程、美林阁（后翻牌为全季）、桔子酒店，成功由经济连锁酒店集团转型为以中档酒店为布局重点的集团。而锦江直至2015年起，才开始进行大范围的收购扩张，但目前旗下汇聚“锦江都城”、“康铂”、“麗枫”、“喆·啡”、“维也纳”等中档品牌，是三大酒店集团中档酒店品牌数最多的集团。

相较于前两者的“快马加鞭”，首旅如家的动作则相对缓慢。在2015年收购前，首旅的主战场仍是高端酒店。而收购后的首旅如家，旗下也仅有“如家精选”、“和颐”等少数中档酒店品牌。但就品牌体系而言，锦江及首旅如家集团的品牌体系则相对更加多元化。

至此，以锦江、首旅如家、华住为代表的国内头部酒店集团竞争，已逐步从经济连锁板块过渡到中档版块，这也在某种程度上预示着市场竞争的主流趋势。在这一趋势下，中档酒店市场或将迎来机遇和挑战并存的“黄金发展期”。

### 关键点四：拐点后，经济连锁酒店如何重新崛起？

#### 1. 黄金十年后的拐点

经济连锁酒店，是中国品牌酒店的“始祖”之一，也是国内酒店市场的基石。它用10余年的时间发展至上万家的市场规模，将标准化、连锁化住宿的概念与产品带入国内市场，深刻改变了消费者的行为模式，推动了国内旅游住宿业的发展进程。在“黄金十年发展期”（2005-2015年前后）里，如家、锦江、7天、汉庭更是先后完成上市。

然而，随着消费经济的升级转型，提供标准化基础服务与硬件设施的经济型酒店已难以满足大众更多样化的消费需求。尽管格林豪泰2018年4月成功赴美上市，但经济连锁酒店整体下行的趋势已难瞬时扭转。2017年开始，国内经济连锁酒店大范围着手转型，整体市场增长率也首

现负增长，部分经济连锁酒店被淘汰或展开升级。昔日一往无前的行业巨头，如今正在寻求转身机会。

#### 2. 影响力持续下滑

过去三年中，经济型酒店与平价酒店的品牌影响力均呈下滑态势。截至2017年12月，经济型与平价酒店的品牌指数分别降至142.6和123.1，已低于中档酒店品牌的影响力。

#### 3. 转型升级的必经之路

面对下行环境，经济连锁酒店陆续走向转型升级之路。其实早在2011年，“三大集团”中的如家便开始布局中高端市场，推出和颐品牌。2014年，7天推出7天优品，99旅馆推出99优选，完善各自品牌体系。而在2017年，这一市场迎来了更大范围的转型升级潮。以汉庭为例，先后推出汉庭优佳、汉庭2.0、汉庭2.5等升级产品，以迎合消费者更丰富的住宿需求；锦江也在2017年对旗下白玉兰进行重新定位，主打中档市场；布丁则连推布丁严选、布丁精选，针对都市年轻、时尚客群发力。

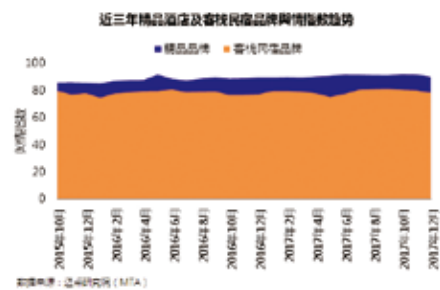
多样化的转型升级后，经济连锁酒店市场能否回暖，各大品牌能否成功撕掉“低价”、“粗糙”、“千篇一律”等标签，还有待时间检验。而能否熬过这段难以预估长度的艰难时期，各品牌都需做好心理准备。

Ethnic brands in high-end hotels: Looking back on the changes in China's high-end hotel market in the past three years, the gap between domestic high-end hotel brands and international hotel brands is gradually narrowing, and national brands are rising.

Innovation of boutique hotels and homestays: Although both boutique hotels and homestays are still in their infancy and have limited influence, it is undeniable that they have already established a good brand image among the inherent consumers.

Competition in the mid-range hotel market: The competition of domestic top hotel group has gradually shifted from economic chain plate to middle class plate, which also indicates the mainstream trend of market competition to some extent. Under this trend, the mid-range hotel market may usher in a "golden development period" with both opportunities and challenges.

After the inflection point, how does economy chain hotel rise again: With the economic upgrading and transformation, it is difficult for budget hotels to meet the diversified consumer demands of the public. Some economic chain hotels have been eliminated or upgraded. They are now looking for a turnaround.



收购方	被收购品牌	时间	金额	备注
华住	经济型酒店	2013年	7.3亿元	100%收购
	汽车酒店	2015年	1.3亿元	100%收购
	精品酒店	2015年	82.68亿元	81%收购
锦江	经济型酒店	2015年	17.49亿元	80%收购
	经济型酒店	2015年	11.01亿元	100%收购
首旅	经济型酒店	2012年	379.25亿元	15%收购
	经济型酒店	2014年	8.88亿元	100%收购
	经济型酒店	2017年	36.5亿元	100%收购
首旅如家	经济型酒店	2018年	11.8亿元	100%收购



品牌代表	转型升级品牌	升级时间	备注
如家	如家精选	2013年	11年推出品牌，开始进军中高端市场，中档市场占有率
	汉庭精选	2017年	汉庭的“豪华版”，一年内计划开业100家
汉庭	汉庭2.0	2014年	2019年9月的汉庭升级为汉庭2.0
	汉庭2.5	2017年	经济型酒店中的“高端”版
白玉兰	白玉兰	2017年	转型升级，更加个性化
	7天优品	2014年	品牌转型升级
布丁	布丁严选	2017年	个性化经济酒店
	布丁精选	2017年	轻奢经济酒店
99旅馆	99优选	2014年	品牌转型升级
	99严选	2016年	个性化产品
海友	海友4.0	2017年	工业风，品质提升



# 2017 BIG DATA REPORT ON OUTBOUND TOURISM

## 2017 出境旅游大数据报告

■ 数据来源：中国旅游研究院 & 携程旅游集团  
Data Sources: China Tourism Academy & Ctrip Tour Group

中国旅游研究院、携程旅游集团联合发布《中国游客中国名片，消费升级品质旅游——2017年中国出境旅游大数据报告》。双方专家团队基于全年旅游业数据，结合携程3亿会员以及业内规模最大的跟团游、自由行订单数据，对全年出境游情况和游客行为进行了全面监测。

报告数据显示，2017年中国公民出境旅游突破1.3亿人次，花费达1152.9亿美元，保持世界第一大出境旅游客源国地位。出境旅游呈现“消费升级、品质旅游”的特征与趋势。选择升级型、个性化的旅游产品，深度体验目的地的游客占比提升。出国目的也从观光购物转向享受海外优质生活环境和服。出境旅游已成为衡量中国城市家庭和年轻人幸福度的一大标准。

中国旅游研究院院长戴斌表示，在“一带一路”倡议、“旅游年”推动下，旅游合作更加紧密，跨越国境的旅行越来越便利。走出国门旅游，更像是“串门儿”，去别人的城市住上几天，换另一种生活方式。游客越来越强调对城市生活方式的体验，目的地则成为本地居民与游客共享的生活空间。中国游客就是行走的中国名片，丰富着世界对中国人和中国的认识。

### 1.3亿人次，花费1152.9亿美元，蝉联世界第一大出境旅游客源国

中国旅游研究院、国家旅游局数据中心发布的数据显示，2017年全年，中国公民出境旅游13051万人次，比上年同期增长7.0%。中国已连续多年保持世界第一大出境旅游客源国地位。

国人出境旅游花了多少钱？根据中国旅游研究院测算，2017年我国国际旅游支出达1152.9亿美元，相比2016年1098亿美元增长5%。



在线旅游平台和手机端成为中国旅游者的首选。我国已成为越来越多国家最大的客源国。据报告统计，中国已经成为泰国、日本、韩国、越南、柬埔寨、俄罗斯、马尔代夫、印尼、朝鲜、南非等10个国家的第

一大入境旅游客源地，中国游客在这些国家国际游客中的占比最高达30%。中国也是美国、阿联酋、英国、新西兰、菲律宾、斯里兰卡、加拿大等国家的重要客源国。2017年，中国还成为赴南极旅游的第二大客源国。

国家/地区	2017年中国游客人次	在国际游客中的排名	在国际游客中的占比
泰国	980万	第一大客源国	28%
日本	735.6万	第一大客源国	25.6%
越南	400万	第一大客源国	31%
俄罗斯	150万	第一大客源国	-
柬埔寨	120万	第一大客源国	21%
印尼	205.9万	第一大客源国	34.95%
马尔代夫	34万 (前九个月)	第一大客源国	25%
韩国	417万	第一大客源国	31.3%

根据目的地相关机构的统计，2017年到访香港的内地游客为4444.53万人次，同比增长3.9%；到澳门的内地旅客超过2219.6万人次，上升8.5%。2017年大陆游客赴台人数为273.25万人次，下降22.2%。2017年980万人次中国人赴泰国旅游，占泰国接待全球游客数的28%。同年赴日本中国游客达到735万人次，占其国际游客的25.6%。越南的国际游客约三成来自中国。

### 签证、汇率、航班三大因素推动出境游热

在收入增长和旅游消费升级推动，以及签证、汇率、航班等便利因素影响下，我国出境旅游热依然持续。特别是二三线城市新增了大量国际航线和签证服务中心，出国越来越方便。

便利待遇	国家和地区
互免签证	巴巴多斯、巴哈马、厄瓜多尔、斐济、格林纳达、毛里求斯、圣马力诺共和国、塞舌尔、塞尔维亚、汤加、越南、阿联酋
单方面允许中国公民免签入境	印度尼西亚、韩国（济州岛等地）、摩洛哥、法属留尼汪、突尼斯、安提瓜和巴布达、海地、南乔治亚和南桑威奇群岛、圣基茨和尼维斯、特克斯和凯科斯群岛（英国海外领地）、牙买加、多米尼克、美属北马里亚纳群岛（塞班岛等）、洪都拉斯、法属波利尼西亚
单方面允许中国公民办理落地签证	阿塞拜疆、巴林、东帝汶、印度尼西亚、卡塔尔、老挝、黎巴嫩、马尔代夫、缅甸、尼泊尔、斯里兰卡、泰国、土库曼斯坦、文莱、伊朗、亚美尼亚、约旦、越南、柬埔寨、孟加拉国、埃及、苏丹、佛得角、几内亚比绍、科摩罗、科特迪瓦、马达加斯加、马拉维、毛里塔尼亚、圣多美和普林西比、坦桑尼亚、乌干达、塞舌尔、苏里南、圣赫勒拿（英国海外领地）、帕劳、图瓦卢、瓦努阿图、瓦利斯

截至2018年初，持普通护照中国公民可以享受入境便利待遇的国家和地区增加到66个，其中包括12个可互免普通护照签证国家，15个单方面允许中国公民免签入境，39个单方面允许中国公民办理落地签证。

根据民航局发布的最新统计数据，2017年，国际航线旅客量达到5544.2万人次，增长7.4%。港澳台航线的旅客量达到1027

万人次，增长4.3%；合计乘坐飞机的出境旅游总人次达到6571.2万。从旅客周转量看，国际航线同比增长14.6%，高出国内航线1.4个百分点。

近五年来，我国国际航线由381条增至784条，国际定期航班通航国家由52个增至61个，通航城市由121个增至167个；国际航空旅客运输量年均增长18.8%。

中国民航2017年出境航班旅客统计		
旅客运输量	全年完成数(万人)	同比增长
港澳台航线	1027	4.3
国际航线	5544.2	7.4
旅客周转量	全年完成数(亿人公里)	同比增长
港澳台航线	148.3	2.9
国际航线	2476.2	14.6

2017年人民币持续升值，也推动了出境旅游热。报告根据截至2018年1月31日的一年内人民币汇率对各国货币汇率涨跌幅度，发布了年度“汇率涨幅十大目的地”：菲律宾、斯里兰卡、中国香港、越南、美国、日本、中国澳门、加拿大、俄罗斯、中国台湾。人民币对菲律宾比索、斯里兰卡卢比、港元以12.5%、11.4%、9.6%的升值幅度，排名前三。人民币对美元以9%的升值幅度位居第五。预计汇率的利好还将影响2018年全年的出境旅游市场。



### 中国游客画像：女性、年轻化、自由行定制游

1.3亿出境游客，这些人是谁？数据表明，女性比男性更爱走出国门。报告根据携程出境游订单的统计，2019年出境旅游者中，59%是女性，41%是男性，女性比例高18个百分点。





与其财富、体力相匹配，70，80 后依然是出境游的中坚力量，80 后占比 31%，70 后占比 17%。70 前的中老年人占比 24%。但越来越多的 90、00 后加入出境游的队伍，占比分别为 16%、13%。

出境游，跟团还是自由行？我国游客依然热衷跟团游，特别在是二三四线城市和地区。但出境自由行增长是大势所趋。除了跟团游和自由行以外，定制旅行、私家团或者通过旅游平台预订一位当地向导，成为中国游客新选择。

出行游伴方面，亲子游依旧比重最高，占比 30%。带爸妈出游逐渐成为孝亲礼，占比 10%，出游时间集中在节假日。携程数据显示，2017 年独自出游的占比为 8%，旅游成为单身男女最热衷的休闲和消费方式之一。



### 人均费用 5800 元增长 7%，16 大“新一线”城市出炉

我国旅游者出境旅游消费持续提升。根据旅游研究院测算，2017 年我国国际旅游支出达 1152.9 亿美元，同比增长 5%。从在线

预订数据看，2017 年出境游人均旅游费用达到 5800 元，同比增长 7%。

哪些城市的市民出境游平均花费最高？携程跟团游、自由行数据显示：2017 年人均花费最高的十大城市分别是：北京、上海、苏州、温州、沈阳、长春、大连、青岛、贵阳、济南。他们用于购买出境跟团游、自由行产品的花费位居全国前列。其中，北京以 6817 元位居第一，其次是上海、苏州、温州。



根据携程出境自由行、跟团游的服务人数，报告发布了 2017 年排名前 20 位的出境旅游出发城市，除北上广深之外，还包括 16 个出境游“新一线”城市。随着国际航班、签证中心的新增和加密，市民不再需要去大城市办证和出发了，这些地区出境旅游人数增长速度高于一线城市。

2017 年排名前 20 位的出境旅游出发城市为：上海、北京、成都、广州、深圳、杭州、南京、武汉、天津、西安、长沙、重庆、厦门、昆明、无锡、哈尔滨、沈阳、合肥、福州、郑州。出境旅游人数增长速度最快的前 10 个城市分别为西安、长沙、无锡、太原、武汉、合肥、成都、南京、哈尔滨、昆明。

值得注意的是，成都作为新一线城市的榜首于 2017 年超越深圳跃居出境游人数第三位。西安和长沙作为出境游黑马人数飙升，排名靠前。据携程旅游出境游数据显示，西安出境游客人数增长超过 300%，长沙出境游客人数也增长 200% 有余。

### 国家排行榜：泰国日本最受益，韩国降幅最大



报告根据携程出境游预订数据，发布了 2017 年最受中国游客欢迎的二十大目的地国家，依次是：泰国、日本、新加坡、越南、印尼、马来西亚、菲律宾、美国、韩国、马尔代夫、柬埔寨、俄罗斯、阿联酋、意大利、法国、澳大利亚、西班牙、德国、英国、斯里兰卡。

2017 年泰国、日本是前两大热门目的地，分别有 980 万、735 多万中国大陆游客前往这两个国家。从在线旅游者的搜索、预订大数据看，有 20% 出境游客选择了泰国，14% 选择日本。

韩国降幅最大，从第 2 名下降到第 9 名。韩国央行最新数据显示，受“萨德”风波影响，2017 年中国游客数为 417 万人次，锐减 48.3%。



2017年，东南亚成为中国出境游最大的受益地区。除了泰国，新加坡从去年第5上升到第3名；越南从第9上升到第4名；马来西亚、菲律宾也分别上升到第6、第7名。受亚太经合组织（APEC）领导人会议影响，越南成为我国游客增量最多的出境游国家之一。越南统计总局数据显示，2017年已接待中国游客超过400万人次，比去年同期增长48.6%。

2017年，部分目的地成为出境游黑马，对我国游客的吸引力显著提升。根据携程网上报名人数，报告发布了游客量增长快的十大“黑马”目的地，依次是：摩洛哥、土耳其、突尼斯、捷克、德国、西班牙、阿联酋、英国、荷兰、冰岛。

自摩洛哥实施免签政策以来，中国游客逐年激增，2017年通过携程旅游报名前往摩洛哥的游客同比增长超过5倍。摆脱恐怖袭击的阴影之后，2017年土耳其旅游业强劲复苏，中国游客同比增加300%多。2017年突尼斯对中国游客实施免签政策，据统计全年约有1.8万中国游客入境突尼斯，增长超过150%。

### 目的地排行榜：城市、海岛与景区

此外，根据出境跟团游、自由行的预订

数据，报告还发布了最受中国游客喜爱的十大国外城市，依次为曼谷、新加坡、大阪、东京、清迈、暹粒、迪拜、罗马、莫斯科。泰国曼谷蝉联最受中国游客青睐国外城市的冠军。

空气清新，阳光灿烂的海岛成为越来越中国游客的选择。赴海岛的游客约占到出国总人数的三分之一。2017年中国游客预订出行人数最多的十大人气海岛包括：普吉岛、巴厘岛、芽庄、长滩岛、沙巴、冲绳、马尔代夫、甲米、苏梅岛、塞班岛。

带小朋友去乐园亲子游也是出境游的一大选择。报告还根据携程海外玩乐和门票预订数据，发布了中国人最爱的全球十大热门景区，香港迪士尼乐园、新加坡环球影城等上榜。

### 出境游新姿势：个性化时代

中国游客出境游不再只是逛逛逛、买买买，传统的产品和旅游方式越来越不能满足需求，他们更希望去异地的城市住上几天，体验当地人的生活方式。

根据携程主题游、定制游、海外玩乐平台等查询、预订的大数据，报告发布了“2017年出境游十大新玩法”，包括去香港打HPV疫苗、去芬兰赏极光、在美国一号公路上骑行、去非洲打猎、在新西兰举行中土世界浪漫婚礼、体验唐顿庄园里的欧洲贵族生活等。

根据网上数以亿计的海量搜索关键词，报告发布了2017年出境休闲旅游十大主题关键词和指数：包括海岛（100）、美食（96）、自然探索（95）、户外运动（95）、家庭亲子（90）、五星酒店（81）、避寒避暑（79）、城市休闲（78）、深度体验（71）、疗休养（70）。

### 中国游客安全意识增强；最需要“行中服务”

中国旅游者越来越重视安全问题，在做旅游决策和在线预订的时候，都会把目的地安全作为一个优先的考虑因素。携程旅游根据数千份抽样调查数据统计，我国旅行者认为最安全的十个国家，中国排名第一，其他主要分布在日本、新加坡、澳洲、北欧以及中东阿联酋。



中国游客在出境旅游，特别是自由行的时候，需要哪些服务？根据携程行中服务平台“微领队”大数据，中国自由行用户咨询求助最集中的问题是：交通15.9%、景点17.0%、美食18.7%、结伴聚会13.4%、购物10.0%。其他热点问题还有：天气4.4%、出入境1.4%、外汇1.5%、行李额0.5%等。



The China Tourism Academy and Ctrip Travel Group jointly release *Chinese tourists and Chinese cards, consumption upgrading, quality tourism -- 2017* China big data report on outbound tourism. On the basis of the annual tourism data, the team of both experts combined the order data of 300 million members of Ctrip with that of the largest group tour and free travel in this industry for carrying out a comprehensive monitoring of the outbound travel and tourist behavior throughout the year.

The report shows that more than 130 million Chinese citizens chose outbound tourism in 2017 and spent up to 115.290 billion US dollars to maintain the status of the world's largest outbound tourist country. Outbound tourism presents the characteristics and trends of "consumption upgrading and quality tourism". The choice of upgraded and personalized tourism products will enhance the proportion of tourists who experience their destinations in depth. The purpose of going abroad is to shift from sightseeing shopping to enjoying better overseas living environment and service. Outbound tourism has become a standard for measuring the happiness of Chinese urban families and young people.

Dai Bin, President of the China Tourism Academy, said that with the promotion of "The Belt and Road" and "Tourism Year", tourism cooperation has become closer and national tourism has become more convenient. Tourists pay more and more attention to the experience of urban lifestyle, and the tourist destination becomes the living space of local residents and tourists. Chinese tourists are mobile cards, which enrich the world's understanding of Chinese and China.

### Visa, Exchange Rate and Flight are Three Major Factors to Promote The Heat of Outbound Travel

With the increase of income and the promotion of tourism consumption, as well as convenience factors such as visa, exchange rate and flight, China's outbound tourism continues to boom. Especially in the second and third-tier cities, a large number of international routes and visa service centers have been added.

By the beginning of 2018, Chinese citizens holding ordinary passports were able to enjoy 66 countries and regions with access to convenience, including 12 countries that could be exempt from ordinary passport visas, 15 countries that unilaterally allows Chinese citizens to be free of entry, and 39 countries that unilaterally allows Chinese citizens to handle landing visas.

According to the latest statistics released by the Civil Aviation Administration, the number of passengers on international routes reached 55.442 million in 2017, with an increase of 7.4%. The volume of passengers on Hong Kong, Macao and Taiwan routes reached 10.27 million, with an increase of 4.3%. The total number of passengers on outbound travel by air was 65.712 million. From the perspective of passenger turnover, international routes grew

by 14.6% over the same period last year, being higher 1.4 % than domestic routes.

In the past five years, China's international routes have increased from 381 to 784, and the international airlines' navigation countries have increased from 52 to 61, and the navigation cities have increased from 121 to 167, and the international air passenger transport volume increased by 18.8% annually.

### Portrait of Chinese Tourists: Women, Youthful, Custom-made Tours

who are these 130 million outbound tourists? Statistics show that the proportion of women who love to go abroad is more than men. According to the statistics of Ctrip outbound travel orders, 59% of outbound tourists in 2019 were women, 41% of that were men, and the proportion of women increase by 18%.

Matching its wealth and strength, 70s and 80s people are still the backbone of outbound travel. 80s tourists accounts for 31% and 70s tourists accounts for 17%. However, more and more 90s and 00s tourists become the body of outbound tour, accounting for 16% and 13% respectively.

Choose Outbound group travel or free travel? Chinese tourists are still keen on group tours, especially in the second, third and fourth tier cities and regions. But the growth of free travel is the trend of the times. Apart from group tours and free travel, customized travel, private groups or booking a local guide through the tourist platform have become new choices for Chinese tourists.

### National Ranking: Thailand and Japan are Most Benefited, With South Korea's the Biggest Drop

According to the travel booking data of Ctrip, the report released the most popular 20 destinations for Chinese tourists in 2017: Thailand, Japan, Singapore, Vietnam, Indonesia, Malaysia, Philippines, the United States, South Korea, Maldives, Kampuchea, Russia, the United Arab Emirates, Italy, France, Australia, Asia, Spain, Germany, the United Kingdom and Sri Lanka.

In 2017, Thailand and Japan were the top two popular destinations, with 9.8 million and about 7.35 million Chinese tourists visiting these two countries respectively. From the big data of online search and booking, 20% of outbound tourists chose Thailand and 14% of that chose Japan.

The number of South Korea tourists face the sharpest decline, down from the second to the ninth. According to the latest data from the Central Bank of Korea, the number of Chinese tourists in 2017 was 4.17 million, with a great decrease of 48.3%.

### Destination List: City, Island and Scenic Spot

In addition, according to the reservation data of

outbound tour and free travel, the report also published the ten most popular foreign cities for Chinese tourists, which are Bangkok, Singapore, Osaka, Tokyo, Chiang Mai, Siem Reap, Dubai, Rome and Moscow. Bangkok is the champion of this ranking.

The clean and sunny island has become an increasingly popular choice for Chinese tourists. Visitors travelling to the island account for about 1/3 of the total number of people going abroad. In 2017, the largest number of Chinese tourist reservations centers on those ten islands, including Phuket Island, Bali Island, Nha Trang, Boracay, Sabah, Okinawa, Maldives, Krabi, Koh Samui, Saipan.

Taking children to the park is also a great choice for outbound travel. According to the data of overseas playfulness and ticket booking in Ctrip, the report published the ten most popular scenic spots in the world, such as Hongkong Disney Park and Universal Studios in Singapore.


### The New Posture of Outbound Travel: The Age of Individualization

According to the big data of Ctrip theme tour, customized tour and overseas playground platform, the report released "ten new outbound tours in 2017", including travelling to Hong Kong for a HPV vaccine, going to Finland to enjoy the aurora, riding on the No. 1 highway in the United States, hunting in Africa, holding a romantic wedding in New Zealand, and experiencing the life of the European aristocracy in Downton Abbey.

According to hundreds of thousands of key words on the Internet, the report published ten key words and indexes of outbound leisure tourism in 2017, including islands, food, natural exploration, outdoor sports, family parents, five-star hotels, hibernation and summer, urban leisure, deep experience, treatment and rest.

### Chinese Tourists' Safety Awareness is Enhanced, and "Travel Service" is The Most Needed

Chinese tourists pay more and more attention to safety issues. When making travel decisions and online booking, they will take the safety of destinations as a priority consideration. According to thousands of sample and survey, Chinese travelers believe that China ranks the first of the safest ten countries, and other mainly in Japan, Singapore, Australia, northern Europe and the United Arab Emirates.

What services do Chinese tourists need in outbound travel, especially when they travel freely? According to the "micro leader" data of Ctrip, the most concerned problems of Chinese free travelers are traffic (15.9%), scenic spots (17%), food (18.7%), company party (13.4%), and shopping (10%). Other hot topics include weather (4.4%), entry and exit (1.4%), foreign exchange (1.5%), and baggage allowance (0.5%), etc. 

# 连接与赋能

2018 环球旅讯峰会 & 数字旅游展

9月19日-21日 上海跨国采购会展中心

“2018 数字旅游展”是唯一专注于旅游营销 & 科技产品展示的大型展览，和“2018环球旅讯峰会”同期举行，预计将有超过 3000 位来自全球及中国的航空公司、酒店、OTA、目的地及景区、旅游局、旅行社、交通出行、旅游科技&营销公司，以及投资机构的与会嘉宾和专业观众参加。

  
**3000<sup>+</sup>**  
旅游业内观众

  
**2000<sup>+</sup>**  
参会嘉宾

  
**85%**  
决策层

  
**80<sup>+</sup>**  
演讲嘉宾

  
**150<sup>+</sup>**  
展商

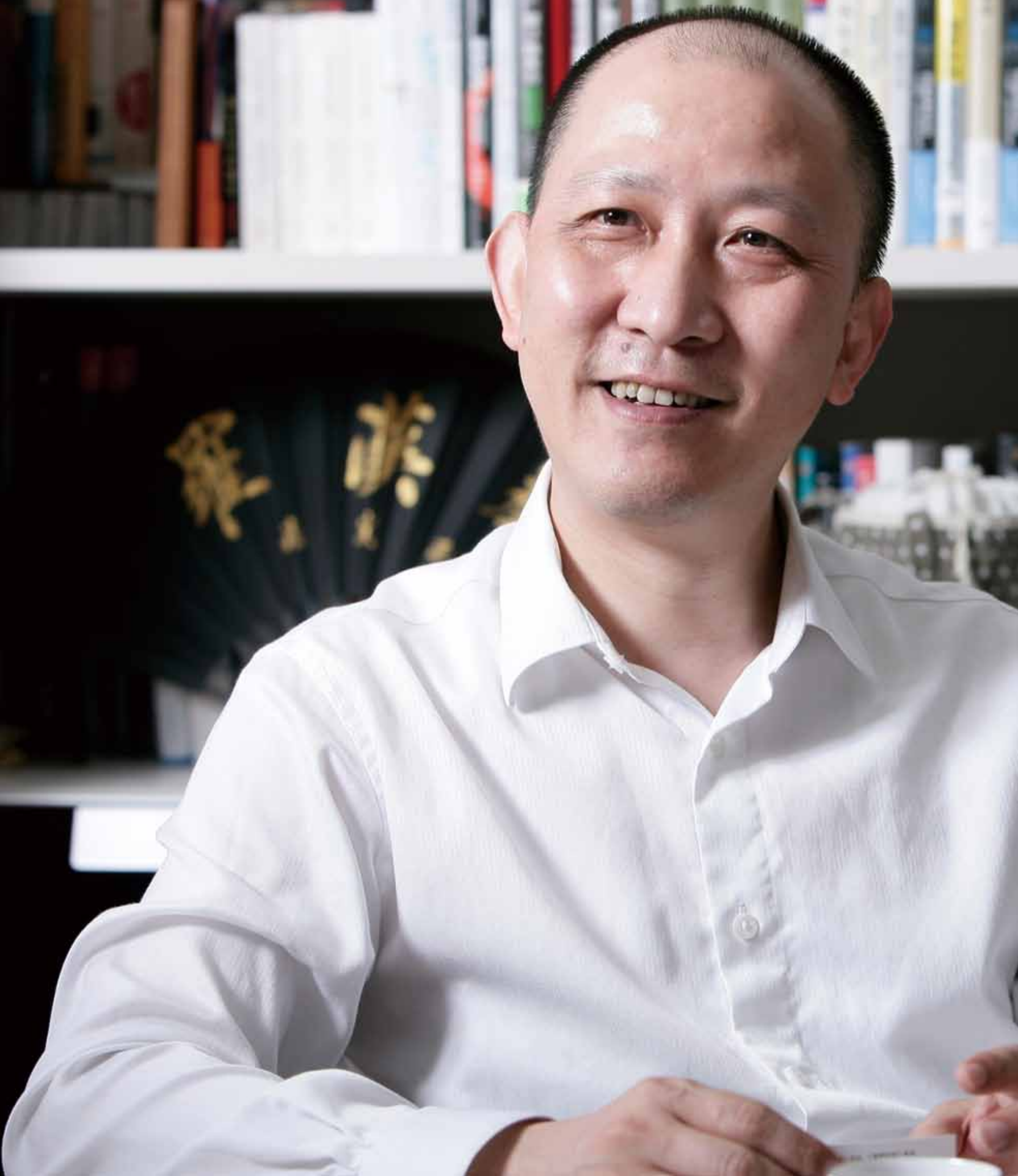
  
**70<sup>+</sup>**  
媒体



扫码即刻报名

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# JUSTIN LUO STAY TRUE TO YOURSELF

## 罗军 千帆过尽 不忘初心

■ 撰文 / 王淑芹 Written by Silvia

从 Cisco、Oracle、Avaya 诸多国际知名企业的高管，到带领新浪乐居成功上市纳斯达克，罗军将目光转向住宿业，担任途家及斯维登集团联合创始人兼 CEO，开始了他的二次创业之旅。几次跨界、数番创业，在每每觉其已功成名就过上众人艳羡的生活之际，罗军却另辟蹊径，做出了出乎意料的选择。促使他做出这些意料之外的抉择背后，除了对未来市场精准预测的敏锐眼光，更重要的是一颗致力于改变住宿业格局的初心，对美好生活、美好居所的极致追求是贯穿于罗军整个创业史的关键元素，更是他构筑起从途家到斯维登多维度、跨疆域的商业逻辑基础。

“尽量去做你喜欢的事情，哪怕失败了，你毕竟还在做一些开心的事情”，罗军坦言道。正是带着对于住宿业的热爱，罗军以其独到的商业视角、精准的战略定位、敏锐的商业嗅觉，借助消费升级的东风，拉起分享经济的风帆，乘风破浪，行稳致远。

人物档案 / Profile

罗军

途家及斯维登集团  
联合创始人兼 CEO

Justin Luo  
Founder & CEO of Tujia  
& Sweetome Group





### 扬帆启航 初露峥嵘

“创业最难的是起步”，这是罗军忆起创业旅程中的有感而发。海南是罗军所掌舵的这艘途家及斯维登集团商业巨轮的始航之地，二次创业便开始于此。

2011年，43岁的罗军从新浪乐居辞职，在海南三亚一手创立了途家（包含线上的途家网，以及线下的“途家自营”）。彼时，罗军与公司员工蜗居在一所民居里，同吃同住，开会、做饭都集中在一间小小的民宅里。罗军只是一个奔波游说于各个业主之间的普通人，无人曾识他的高管身份。面对罗军提出来的房租收益分成模式，习惯于传统包月收租模式的业主显得有些难以接受，甚至于将面前这位正口若悬河描绘着他的商业蓝图的人视为骗子、异类。时至今日，罗军仍记得第一位客户陈先生觉得这是一家皮包公司，直到上网搜索了罗军的履历，第二天才折返回来拿出两套房子与罗军签约。从一开始面对诸多业主的不信任，到第一份合同的签订，中间不知经历了多少焚膏继晷的修改策划，字字斟酌其中标点，终日奔波周旋的日月。

他带着他所构建的商业模型从2011年海南的40套房起步，带着那份致力于“让天下没有难分享的房子，让每个房子充满笑声”的真淳，

扬帆出海，开启了星辰大海的征途，展露锋芒。

### 谋而后动 锋芒尽显

回望当初，有心者不难发现罗军在海南所提出的与业主分享收益的模式，正是如今势头正盛的分享经济的雏形。当分享经济浪潮席卷而来之时，房屋分享也是时尚的弄潮儿。业主可以将闲置的资产放到线上平台上与多方分享其资源，从中获得资金收益。

纵观其履历，在他每一次做出所谓“离经叛道”的选择之时，我们都能看到极为鲜明的时代烙印：新浪乐居的房地产“白银十年”、途家的“分享经济”潮流。似乎，当初的离经叛道，现在看来是颇有几分顺势而为，先见之明之意。

其实不然，罗军的成功绝非仅仅是顺应潮流。对时代浪潮的精准预判只是这艘巨轮扬帆的先决条件，而要想乘风破浪、直济沧海，掌舵者的战略布控亦是关键所在。在途家线上已网罗大量流量，成为中国线上民宿行业最大入口之际，线下自营业务也颇具一定规模。此时身为掌舵者的罗军，并没有按部就班的沿原有轨迹航行，而是开辟了一片新天地。罗军认为，是时候将线上线下业务拆分，独立运营了。“线上和线



下其实是两种不同的创业方式”。2015年，线上线下拆分独立运营，而途家自营也逐渐更名为斯维登集团，并将斯维登集团的总部安置在上海，途家作为线上平台其本部继续留守在北京。2018年3月，经过近三年的筹备与谋划，斯维登集团正式盛大发布并登场，这个专注于不动产运营及管理的集团，在登场之际就吸引了诸多关注。

这些关注不仅是来自于斯维登集团的新颖定位，与罗军的商业魅力密不可分。根据过往的经验与客户调查，罗军将现代住宿业消费者的需求划分为“多人、多天、个性化和高性价比”，基于此，罗军顺应需求，谋而后动，将旗下的斯维登公寓品牌进行精准划分，布局“融入城市、融入社区、融入自然，同时加之别墅类产品进行补充”的产品升级策略，并坚持“体验为王”的核心观念，在斯维登的公寓、欢墅别墅，安全门锁、洗护用品、入住流程等环节都已经实现了标准化，罗军甚至亲自为斯维登的门店经理和前厅员工设计了统一的制服。采用“统一的服务策略，一致的客户体验”，这是罗军一贯坚持的主张。正如他所言：“我们希望用自己的经验和教训来指导整个住宿分享行业，去完善它的标准，让服务更规范化。”

### 紧扣节奏 步步为营

2018年，中央一号文件中提出了实施乡村振兴战略的总要求：产业兴旺、生态宜居、乡风文明、治理有效、生活富裕。乡村振兴的国家政策，带来了变革。罗军认为，“实施乡村旅游扶贫工程，加强旅游基础设施建设，大力开发乡村旅游产品”等措施，实现了从农场到农庄，再到共享农庄，最后伴随着文化娱乐农产品的服务升级到分享经济。共享农庄作为2018年斯维登集团的重点项目，对于其战略定位，罗军有着自己的想法。“乡村的过去、从前和现在变化并不大，还是那些老屋，但乡村却从原来的人丁兴旺，到现在如此之凄凉。以前乡村都在务农，而现在种地的人很少。这是一个全世界的课题，科技的进步，生产关系的改变，城乡服务的不均衡，都迫切需要我们做出改进。”

早在2016年，罗军就提出“共享农庄”的概念，随后便开始紧扣节奏，着手落地。如今，罗军脑海中昔日关于中国乡村的意象图已被打造出“农庄建造+民宿运营+农产品销售”的共享农庄模型。通过斯维登集团的共享农庄项目，拥有农庄的周边城市的人都可以投入进乡村建设的浪潮之中，多方受益：庄园主将闲置乡村别墅委托斯维登集团旗下的欢墅运营，从中获取收益分成，同时享受全国交换入住权益；共享农庄的营运需要大量的劳动力，一定程度上为当地农民创造了数量可观的就业机会，更重要的是农民可以获得共享农庄的土地租赁收益，将美好乡村建设落实到了实处；对于消费者，与传统无序混乱的农家乐乡村游比较而言，共享农庄无疑提供一种服务品质更有保障、可持续发展的消费体验。

“从乡村出发，带世界回来”一直是罗军秉持的一份真淳，斯维登集团旗下C2B装配式建筑品牌途远，通过模块化装配技术，模块化装修之后通过集装箱运到目的地，最快仅需4个小时就能组装完成。将共享农庄项目覆盖至全国20多个目的地，同时还包括了海外十个国家和地区，目前，全国有100多个共享农庄项目正在进行中。

### 科技赋能 成就未来

站在生命体验的高度，重新结构住宿业，未来其实充满无限可能。在过去把握住创新机遇，并不代表能抢占持久的先机，要想让企业不断顺风而行，就必须看清未来的风向。站在时代的风口下，罗军客观分析业界走向，屹立在风口浪尖之上，寻找下一个黄金切入点。

罗军一直以来对于斯维登的定义都是科技驱动型公司，这一定义从斯维登的员工构成比重便可窥知一二。他提到，在斯维登上海



办公室，约有三分之一的员工都是研发人员。罗军认为，科技为酒店赋能，但是科技却是分享民宿的核心。斯维登建立统一的会员管理系统和联络中心；让每个房间的客人都可以在物联网的体系下定义自己的场景；利用Bi（商务智能软件）和大数据提示游客价格的变化；用各种科技软硬件手段保证客人的人生安全、隐私等。从后台管理系统，到会员关系系统，再到智能安全软硬件设备，都是科技支撑着斯维登前行的动力。

目前住宿业已进入高速发展时期。最初单一的标准化酒店不再独占鳌头，精品酒店、民宿客栈、度假公寓、别墅、短租民宿等多元化主题都是延伸的方向。罗军认为，目前住宿业发展仍存在着诸如人才短缺、社会认知不足以及消费者对民宿业理解认知错位等问题，但是他对于住宿业的未来抱有无限的乐观期待。尽管以现今移动互联网及科技的发展速度，我们甚至不能预测5年后的业内新业态，但在仰望星空之余，只要脚踏实地乘风逐梦，为客人提供更高品质的智能化住宿体验，便可行稳致远，成就未来。

封面故事/CH  
COVER STORY



From being top executive of Cisco, Oracle and Avaya, to lead Sina Leju to be listed on NASDAQ, Justin Luo embarked on his second start-up journey in accommodation industry, as the founder and CEO of Tujia and Sweetome. For several times, when he has stood out in an industry and lived a life envied by others, he made unexpected choices, owing to his vision of the future market and more significantly, his commitments to changing the layout of accommodation industry. His pursuit of a better life and better accommodation is not only the key element of his start-up story but also lay a foundation for his multidimensional and cross-industry business logic during his establishment of Tujia and Sweetome.

"Try to make time for the things you love. Even though you fail, you are still doing what you love to do", Justin says. It's with the enthusiasm for accommodation industry that Justin Luo followed the trend of the sharing economy from a unique business perspective and accurate strategic positioning.

### Springing up, With Signs of Standing Out One Day

"The hardest thing is how to start a business." Justin Luo recalled. In 2011, 43-year-old Justin Luo resigned from Sina Leju, and founded Tujia in Hainan (includes online Tujia platform and offline Tujia self-management). At that time, Justin Luo was just an ordinary man who was busy lobbying various owners, as no one identified his identity. Every day he lived and ate with his colleagues in a small house. In the face of the rental income sharing model proposed by Luo Jun, the owners who are accustomed to the traditional monthly rent-collection model are somewhat unacceptable, and even regard him as a liar or alien. Faced with the distrust of many owners, he had gone through a lot until the first contract was signed. He started his business model from 40 apartments in Hainan in 2011 and showed his edge.

### Starting to Make a Name

Reviewing the past, it's easy for us to find that Justin Luo's proposal actually incubated the sharing economy. When sharing economy sweeps the whole nation, house sharing also become popular. That means owners can put idle assets online so as to share their resources with multiple parties and get financial benefits.

Luo's success story is more than just conforming to the trend of the times. Accurate prediction is just the prerequisite, what counts is the strategic control. Having attracted so much traffic, Tujia has become the largest entry point of China's online accommodation industry. At the same time, offline self-management business is also of a certain scale. In 2015, the online and offline business were separated and Tujia Self-Management was renamed Sweetome. In March 2018, Sweetome Group was launched after nearly three years of preparation. Focusing on real estate operation and

management, this group attracted a lot of attentions at the time of its debut.

Based on previous experience and customer survey, Justin Luo classified the demands of customers in the modern accommodation industry as "multiple people, long time, personalized and cost-effective". Based on this, Justin Luo accurately subdivided Sweetome Group, and designed the product strategy of "Being integrated into the city, the community and the nature, and supplement villa products". Meanwhile, he adhered to the concept of "experience is the king". He stated that "We want to use our own experience to guide the entire residential sharing industry to improve its standards and services."

### Keeping the Pace, Moving Forward With Strategy

The policy of revitalizing the country has brought changes. Justin Luo believes that measures such as "implementing poverty alleviation projects for rural tourism, strengthening the construction of tourism infrastructure and vigorously developing rural tourism products" can help realize the sharing economy.

As early as 2016, Justin Luo put forward the concept of "Shared farm", and then began to implement it. Now, his imagination of the Chinese countryside in his mind has been built into a Shared farm model of "farm construction, home stay operation and agricultural product sales". Through the Sweetome Group's Shared farm project, farm owners living in the surrounding cities can invest in the wave of rural construction and gain a lot of benefits. The owner of the manor entrust the idle village villas to Sweetome Group for operation, and obtain profits from it. Meanwhile, they also enjoy the right to exchange residence nationwide. Therefore, the operation of Shared farms requires a large amount of labor

force, which creates lots of employment opportunities for local farmers. Compared with traditional rural tourism, Shared farms undoubtedly provide customers with a consumption experience with service quality that is more guaranteed and sustainable.

### Technology Shapes the Future

Reconstructing the accommodation industry from the height of life experience, future is actually full of possibilities. Grasping the innovation opportunity in the past doesn't mean you can always stay ahead of the competition. To keep the enterprise developing, you must have a clear mind of the future trend. Standing in the tide of the times, Justin Luo analyzed the trend of the industry and looked for the key point.

Justin Luo has always defined Sweetome Group as a technical oriented company, which is reflected in the proportion of its employees. He noted that about one third of the R&D staff in Sweetome's Shanghai office are researchers. Sweetome establishes a unified membership management system and liaison center; allow guests in each room to define their own scenes under the IoT system; use various technological means to ensure the safety and privacy of guests, etc.

At present, accommodation has entered a period of rapid development, and the original single standard hotel is no longer the only choice for customers. Justin Luo thinks, weakness still exists in the development of accommodation industry, such as talent shortage, the lack of social cognition. However, he still holds an optimistic attitude towards its future. Though with the rapid development of technology today, we can't even predict the layouts of the industry five years later, As long as we provide our guests with a higher quality of intelligent accommodation experience, we can shape the future and make achievements. 



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