



2021  
世界旅游联盟  
WORLD TOURISM ALLIANCE

## 世界旅游联盟·北大湖对话 WTA • Beidahu Dialogue

主题:推动冰雪旅游高质量发展  
打造世界级滑雪度假目的地

Theme: Promoting High-quality Ice-snow Tourism Development  
Building World-class Ski Resort Destination



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# 关于北大湖对话

## Introduction to Beidahu Dialogue

中国是人类滑雪的起源地，也是全球范围内对冰雪产业投入最大的国家。习近平总书记“带动3亿人参与冰雪运动”的美好愿景不仅引领着我国冰雪运动迈上新的台阶，也为冰雪运动在世界范围内的发展版图增添了亮色。随着北京2022年冬奥会的临近，我国冰雪运动、冰雪旅游持续升温，吸引着全世界的目光，冰雪产业迎来前所未有的发展机遇。

北大湖对话以推动冰雪旅游高质量发展，打造世界级滑雪度假目的地为主题，立足国际视野，以世界滑雪度假发达地区经验赋能吉林冰雪旅游高质量发展，为建立世界知名国际冰雪旅游胜地建言献策。

北大湖对话将聚焦冰雪旅游服务升级，探讨大型滑雪度假综合体提升服务效率和服务品质的路径，更好地满足冰雪消费群体的多样化需求，以优质的产品和服务，打造冰雪风情浓郁的高品质冰雪旅游度假区。

北大湖对话将聚焦冰雪旅游科技创新，重点对智能化数据、智能化服务平台等方面进行探索，将人工智能与冰雪旅游深度融合，为冰雪旅游的发展安装新引擎。

北大湖对话将聚焦冰雪旅游场景革新，探寻如何更好地将文化、艺术、信息技术等元素融入冰雪场景建设、冰雪产品设计中，重视品质化、品牌化、差异化发展，打造独具特色、丰富多彩和全季全时的冰雪旅游新场景。

北大湖对话，向中国冰雪旅游致敬，向更美好的生活致敬！

As one of the birthplaces of skiing, China is among those around the globe who invest the most in the "ice & snow industry". Under the vision of Chinese President Xi Jinping to "bring the ice & snow sports population to 300 million", the ice & snow sports will soon usher in a new phase in China, which will also add on its rapid development in many other places in the world. As the Beijing 2022 Olympic Winter Games approach, the ice & snow sports and tourism in China is becoming increasingly popular, gaining attention worldwide and bringing unprecedented opportunities for the "ice & snow" industry.

The Dialogue, with an international perspective to promote quality development of ice & snow tourism for the building of a world-class destination for skiing, will empower the ice & snow tourism in Jilin through sharing of best practices by well-developed ski resorts in the world, pooling ideas and suggestions for the establishment of a renowned international ice & snow resort.

The Dialogue, with a focus on the upgrading of ice & snow tourism service, will hold discussions on the efficiency and quality of service at large ski resort complexes, revealing pathways to better meeting the diverse demands by consumers and forging first-chop ice & snow tourist resorts through quality products and services.

The Dialogue, centered on technological innovation for ice & snow tourism, will look into the functions of intelligent platforms for data and service, providing impetus for the development of ice & snow tourism through the application of artificial intelligence.

The Dialogue, with its attempts to create new scenarios for ice & snow tourism and bring such elements as culture, art and information technology into the product design in such regard, will pay particular attention to the quality, brand-building and differentiation of development, aiming at creating new forms of unique, diversified and year-round all-season ice & snow tourism activities.

WTA • Beidahu Dialogue is intended not only for a better ice & snow tourism industry in China, but also for our shared pursuit of a better life.

致辞  
Remarks► 段强 世界旅游联盟主席  
Duan Qiang Chairman of World Tourism Alliance

尊敬的阿东省长, 各位嘉宾, 女士们、先生们:

大家下午好! 今天上午, 2021中国冰雪经济高质量发展大会暨首届世界滑雪度假·吉林北大湖峰会盛大开幕。世界旅游联盟·北大湖对话作为本届峰会主要论坛之一, 将继续围绕冰雪旅游话题, 与大家共同探讨全球冰雪经济高质量发展路径, 推动国际间冰雪经济交流合作。首先, 我代表世界旅游联盟对各位嘉宾、各位会员和朋友们莅临本次活动表示热烈欢迎! 向为本次论坛顺利举办付出辛勤努力的吉林市委市政府、吉林省文化和旅游厅表示衷心的感谢!

吉林素有“北国江城”、“雾凇之都”的美誉, 独特的地理位置赋予其发展冰雪旅游的天然优势。我们这次来到美丽的吉林, 互相交流冰雪运动与冰雪产业的最新进展和发展趋势, 展望冰雪旅游发展的美好前景, 相信大家一定会有新的收获。随着北京2022年冬奥会的临近, 我国冰雪运动、冰雪旅游持续升温, 带动3亿人参与冰雪运动的愿景, 不仅引领着我国冰雪运动迈上新的台阶, 也为冰雪运动在世界范围内的发展版图增添了亮色。本届北大湖对话以“推动冰雪旅游高质量发展, 打造世界级滑雪度假目的地”为主题, 立足国际视野, 以世界滑雪度假发达地区经验赋能冰雪旅游发展, 诠释了冰雪旅游发展的重要使命和美好愿景。我们希望通过此次北大湖对话活动深入探讨冰雪经济高质量发展新路径, 深化冰雪经济交流合作, 促进冰雪旅游发展进入“滑雪度假新时代”。

世界旅游联盟是经国务院批准, 由中国发起成立的国际旅游组织, 以“旅游让世界和生活更美好”为宗旨, 目前共有来自40个国家和地区的222个会员。近年来, 联盟通过举办以“世界旅游联盟·湘湖对话”为代表的对话系列活动, 搭建了全球旅游业界共商、共建、共享的平台。世界旅游联盟·北大湖对话也将作为一项常设性活动, 为世界冰雪旅游的可持续、包容性发展贡献力量!

各位嘉宾, 女士们、先生们, 从“不出山海关”到“南展西扩东进”, 冰雪运动正在打破时空局限, 开拓出更广阔的发展疆域, 唱响春夏秋冬的“四季歌”。世界旅游联盟愿与全世界旅游业界一道, 加强交流、深化合作、共同勾勒冰雪运动发展的大坐标和新蓝图, 推动冰雪旅游实现跨越式发展!

最后, 祝本次北大湖对话活动圆满成功, 祝大家工作顺利, 生活愉快。谢谢大家!

Vice governor A Dong, distinguished guests, ladies and gentlemen:

Good afternoon! In the morning, we had the opening ceremony of 2021 Ice and Snow Economy High-quality Development Conference and the First World Skiing Vacation · Jilin Beidahu Summit. The World Tourism Alliance (WTA) · Beidahu Dialogue is the main session of the conference. We will discuss with all of you the pathways towards high-quality development of the ice and snow economy. We will facilitate the communication and cooperation in this field. Firstly, I would like to extend, on behalf of WTA, my warmest welcome to all of you. And I want to thank all those who have made contributions to this event, and especially the Jilin Municipal Committee of the CPC, People's Government of Jilin City, and Jilin Province Department of Culture and Tourism.

Known as the riverside city in North China and the capital of rhyme, Jilin has a unique geographical location and thus enjoys exceptional advantages in developing the ice and snow tourism. Today we are here in Jilin to share the latest developments and development trends of winter sports and the ice and snow industry, look forward to the bright prospects of the ice and snow tourism development. I believe that you will go back home with new ideas. As the 2022 Beijing Olympic Winter Games is around the corner, there is a growing attention towards ice and snow sports and the ice and snow tourism. The vision of engaging 300 million people in winter sports not only leads the ice and snow sports in China to scale a new height, but also adds color to the worldwide development of the ice and snow sports. The Beidahu Dialogue, with the theme of Promoting High-Quality Ice-Snow Tourism Development, Building World-class Ski Resort Destination, has international horizons. We draw upon the experiences of the countries with developed ice and snow economy to promote the development of the ice and snow tourism, and interpret the significant mission and beautiful vision of advancing the ice and snow tourism. So here we are going to discuss the new pathways for high quality development of the ice and snow economy, deepen communication and cooperation on ice and snow economy, and push the ice and snow tourism into the new era for skiing vacation.

WTA is a world's global, comprehensive, non-government, nonprofit tourism organization founded in Chin. Upholding the vision of "Better Tourism, Better Life, Better World" as its ultimate goal. Currently, WTA has 211 members from 40 countries and regions. In recent years, the WTA organized a series of dialogues represented by the Xianghu Dialogue and put in place a great platform jointly built through consultation by the tourism stakeholders to meet the interests of all. So the WTA · Beidahu Dialogue, as a regular event, will keep contributing to the sustained and inclusive development of the world ice and snow tourism!

Dear guests, ladies and gentlemen, from "developing within the Shanhai Pass" to "expanding in all directions", ice and snow sports are breaking the limitations of time and space to embrace a vast space of development around the year. The WTA is willing to work with the world tourism community to strengthen exchanges, deepen cooperation, jointly outline the general coordinates and new blueprint for the development of winter sports, and promote the leapfrogging development of ice and snow tourism.

Last, but not least, I wish this Beidahu Dialogue a complete success. I hope you enjoy your stay here in Jilin. Thank you very much!

## ► 阿东 吉林省政府副省长 A Dong Vice Governor of Jilin Province

尊敬的段强主席，各位嘉宾、各位朋友：

“温暖相约·冬季到吉林来玩雪”。欢迎大家来到冬日的吉林，相聚在琼林玉雪的北大湖，共同探讨“推动冰雪旅游高质量发展，打造世界级滑雪度假目的地”。

吉林地处世界冰雪黄金纬度带，东部地区降雪量大、雪期长、海拔高、落差大、坡度多样、气候适宜，具备国际级滑雪场深度开发潜力，被滑雪发烧友推崇为与欧洲阿尔卑斯山脉、北美洛基山脉并称的世界三大“粉雪基地”之一。随着北京冬奥会日益临近，全球冰雪市场进一步东移，我国成为全球唯一快速增长的冰雪市场，成为冰雪产业转移的需求中心和供给重地，正处在冰雪产业发展的黄金周期。我省一直是我国滑雪度假的引领者，吉林北大湖、万科松花湖、万达长白山滑雪度假区的综合品质、游客接待量全国领先，万峰通化滑雪度假区也于12月18日正式运营，成为我省引领滑雪度假发展新的重要力量。

习近平主席指出，“冰天雪地也是金山银山。要推动冰雪旅游、冰雪运动、冰雪文化、冰雪装备等加快发展”“北京冬奥会、冬残奥会就像是一个弹射器，可以推动我国冰雪运动和冰雪产业飞跃式发展”“举办北京冬奥会、冬残奥会不是一锤子买卖，不能办过之后就成了‘寂静的山林’”。我们发展冰雪旅游，要着重聚焦后冬奥时代，在维护好冰雪生态价值的同时，挖掘好冰雪经济价值，打造朝阳产业。这对吉林加快融入新发展格局、推进新时代东北振兴具有重要意义。

当前，我国人均地区生产总值已经超过1万美元，居民消费结构优化升级，旅游需求日益个性化、多样化、品质化，成为人们追求美好生活过程中不可或缺的一部分。我省紧紧抓住北京冬奥机遇，顺应这一需求变化，编制了全国第一个省级《冰雪产业高质量发展规划》，努力为北方寒地探索发挥冰雪资源优势的绿色发展之路，探索将冰天雪地转化为金山银山的实践路径。我们深刻认识到，冰雪旅游是冰雪产业发展的总牵引、冰雪运动是重要驱动力，我省将坚持中国特色，提升服务质量和国际化水平，建设一批交通便利、基础设施完善、冰雪景观独特、产品服务优质、冰雪风情浓郁的高品质冰雪主题旅游度假区，培育世界级滑雪度假区，打造世界知名的国际冰雪旅游胜地，成为国际冰雪旅游消费中心。希望各位专家朋友为我省、我国“推动冰雪旅游高质量发展，打造世界级滑雪度假目的地”带来新的借鉴、新的经验、新的启发，促进冰雪旅游与文化、教育、体育、装备、科技等相融合，推动建设健身休闲、竞赛表演、运动培训、文化体验一体化的滑雪旅游度假地，提高全产业链发展水平，推进“带动三亿人参与冰雪运动”。

各位嘉宾，各位朋友！乐享吉林、助力冬奥，最美雪花飘落在吉林，最佳品质滑雪在吉林，最好冰雪故事在吉林。希望大家感受大美吉林冰雪风光，挑战冰雪运动无限激情，共同培育扩大冰雪旅游消费人口，做大冰雪市场，推进冰雪产品体系不断完善升级，让吉林冰雪、中国冰雪走进世界大舞台，成长为世界冰雪经济版图的重要一极。

最后，祝本次世界旅游联盟·北大湖对话圆满成功！谢谢大家！

Chairman Duan Qiang, distinguished guests, dear friends:

Joyful Rendezvous: Come to Jilin to Play with Snow in Winter! Welcome to Jilin in winter and gather at the snow-covered Beidahu, to discuss about Promoting High-Quality Ice-Snow Tourism Development, Building World-class Ski Resort Destination.

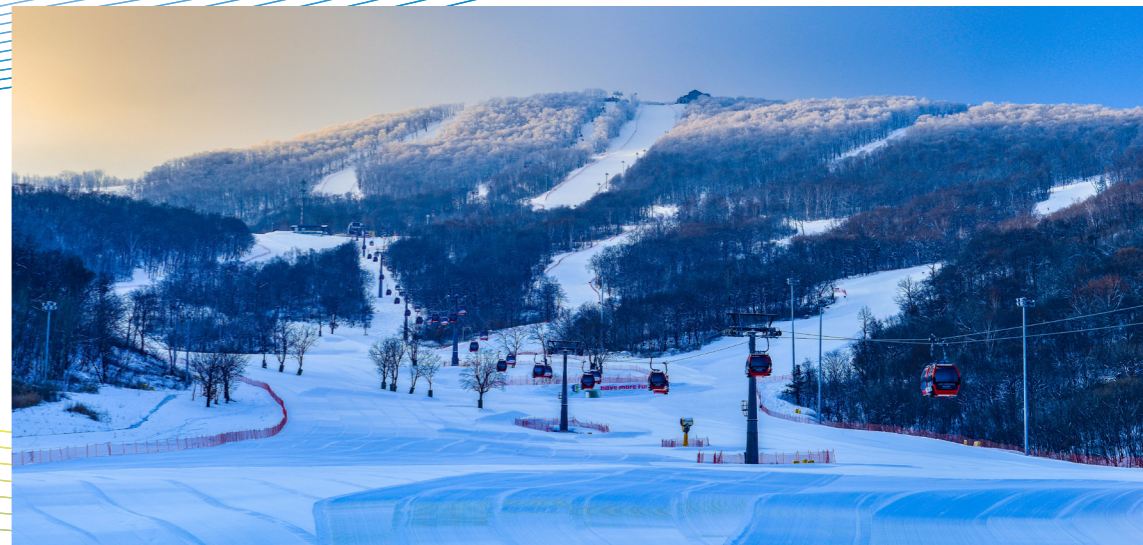
Located in the golden latitude belt of snow and ice in the world, Jilin sees it snows heavily for a long period in the eastern part of the province that has a high altitude, big slopes and suitable climate, which makes the province have the potential for in-depth development of international ski resorts. Jilin is hailed by ski fans as one of the world's three "powder snow bases", with the other two being the Alps in Europe and the Rocky Mountains in North America. With the approach of the 2022 Beijing Olympic Winter Games and the further eastward shift of the global ice and snow market, China has become the only fast-growing ice and snow market in the world and a demand center and a key supply center for the transfer of ice and snow industries, embracing the golden period of the development of ice and snow industries. Jilin Province has always been a leading skiing vacation destination in China, with Jilin Beidahu, Vanke Songhuahu and Wanda Changbai Mountains ski resorts leading the country in terms of comprehensive strength and tourist reception. Wanfeng Tonghua Ski Resort was also officially put into operation on December 18, becoming a new major force leading the development of skiing tourism in the province.

President Xi Jinping pointed out, "Ice and snow worlds are also invaluable assets. We should accelerate the development of ice and snow tourism, sports, culture and equipment". "The 2022 Beijing Olympic Winter Games and Winter Paralympic Games is like a catapult promoting the leapfrogging development of China's ice and snow sports and industries". "Hosting the 2022 Beijing Olympic Winter Games and Winter Paralympic Games is not a one-time deal, and the venues for the Games cannot be left silent after the Games". The development of the ice and snow tourism should focus on the post-Games era. We should explore the economic value of ice and snow and create a sunrise industry while maintaining the ecological value of ice and snow. It holds great significance to accelerate Jilin's integration into the new development landscape and promote the revitalization of Northeast China in the new era.

At present, China's per capita GDP has exceeded USD 10,000, residents' consumption structure has been optimized and upgraded, and tourism demand has become increasingly personalized, diversified and quality-oriented, becoming an integral part of people's pursuit of a better life. Our province seized the opportunity brought along by the 2022 Beijing Olympic Winter Games, adapted to the demand change, and formulated the first provincial-level High-quality Development Plan of the Ice and Snow Industries in China, striving to blaze a green development path for the cold regions in north China so as to give full play to the advantages of the ice and snow resources and seek the way to transform the ice and snow resources into invaluable assets. We are deeply aware that ice and snow tourism is the main driving force for the development of the ice and snow industries and that ice and snow sports constitutes an important driving force. We will stick to maintaining Chinese characteristics, upgrading services and making our work dovetail with the international standards, to build up a number of high-quality ice and snow-themed tourist resorts with convenient transportation, sound infrastructure, unique ice and snow landscapes, high-quality products and services and rich ice and snow flavor; foster world-class ski resorts; and build world-renowned ice and snow tourist destinations to make an international ice and snow tourism consumption center. It is hoped that the experts will bring new experiences and inspirations to our province and China to promote high-quality ice-snow tourism development, building world-class ski resort destination, to advance the integration of ice and snow tourism with culture, education, sports, equipment and science and technology, and to build ski resorts integrating fitness and leisure, competition and performance, sports training and cultural experience. We will advance the whole industrial chain and promote the campaign of engaging 300 million people in winter sports.

Distinguished guests and dear friends, please enjoy your stay in Jilin to contribute to the 2022 Beijing Olympic Winter Games! You can enjoy the most beautiful snowflakes in Jilin, the best skiing experience in Jilin, the best ice and snow story in Jilin. I hope you can enjoy the ice and snow scenery of Jilin, have endless passion for ice and snow sports, jointly cultivate and expand the ice and snow tourist population, expand the ice and snow market, and continuously push for the improvement and upgrading of the ice and snow product system. Let the ice and snow of Jilin and China at large enter the world stage and grow into an important pole of the world's ice and snow economy.

Finally, I would like wish this World Tourism Alliance • Beidahu Dialogue a complete success! Thank you!



## 主题演讲 Keynote Speeches



### ► 中国滑雪市场的演变与客户体验 Evolution of Ski Market China and Customer Experience

**大卫·甘加兹 David Guigaz**  
地中海俱乐部亚太区山地项目总监  
Mountain Project Director APAC, Club Med

很高兴能够参加今天的北大湖对话。再过几周，北京冬奥会就要开幕了，这对中国来说也是一项体育盛事。在这里，我想跟大家分享一下关于中国滑雪市场发展和客户体验。

冬季运动在中国正在不断发展，中国政府制订了《2016-2025年冰雪运动发展规划》，这对于中国来说是一个非常强有力的助推力量，目标是到2025年让三亿人上冰雪。

地中海俱乐部也开展了一系列冰雪进校园的活动，未来的滑雪者属于年轻一代，我们会为学生组织一些特殊的冬令营或者培训活动。这方面的业务我们在法国开展的非常多，但中国更具有规模优势，我相信未来20年里中国在冰雪方面大有可为。中国现在正在大城市积极的发展一些滑雪运动，在过去的5年中，有很多的城市开办了一些模拟滑雪场，在他们有了这样的体验之后他们会更愿意参与户外滑雪活动。

根据市场数据分析，50%的滑雪者都是年轻人。年轻人也是数字化的一代，他们采用一些数字化的方式参与滑雪活动。中国现在大约有5000万滑雪者，有300万以上都是资深的滑雪者，他们平均每天至少会滑雪1-2次。70%的用户都是回头客，他们每年会滑雪10次以上，而且他们也很舍得投资，其中有50%以上每次滑雪花费会超过1万元。30%的人会选择一些俱乐部进行滑雪，在很多的城市，滑雪俱乐部不断的开展业务。在滑雪过程中，大家也是一个社交的过程，互相学习，今天我们成立滑雪学院，都是为了吸引年轻人。

中国是一个很大的市场，而且也是我们的重点领域，65%的初学者都希望能够有一个很好的滑雪教练，他们希望得到教练的指导。未来中国会有越来越多滑雪者希望进行学习，越来越多的外国人也愿意在中国担任滑雪教练，滑雪教练变得越来越专业化，国际化。

我们发现回头客意味着他们的期待值也会越来越高，为了满足更高的期待值，滑雪场必须要提高服务质量，实现产品多样化。要满足人们不断增长的需求，比如产品服务的质量、多样化、专业性。我们要做的事情就是不断提高我们的服务质量，提供多样化的教学和教练的服务。

亲子产品是我们的一个亮点，在2018年我们就决定成立一个精品滑雪项目，为客户做一些定制化的服务。ESS已经有75年的品牌历史，它主要是教小孩子进行滑雪，我们希望打造这样的一个精品滑雪教学产品，我们划分了15个层次的学习水平，到今天为止100%的消费者和客户都非常满意，所以在中国我们回头客的比例也是越来越高。我们希望给初学者不管是单板还是双板让他们学到专业的滑雪技巧和知识，我们也希望能够有一些中国的滑雪教练，在他们希望提升自己的专业水平时，我们可以有针对性的提供相应的滑雪产品。

当人们来到高山进行滑雪的时候，他们可能期待多样化的一些活动，当一家人来到度假村度假，很多时候是为了孩子，但家长也可以来进行一些体验，这就是为什么我们有一些其它的活动，比如说在长白山我们搭配了一些辅助的活动，除了滑雪你还可以体验其他的冰上活动。我们在中国业务发展非常迅猛，我们今年就新增了两个度假村，希望在未来可以发展的更好。

谢谢大家的聆听。



It is my pleasure to participate in today's summit in Beidahu. In a few weeks, the 2022 Beijing Olympic Winter Games, a great sporting event for China, will open. Here I would like to share with you the vision of Club Med in terms of its development in China and customer experience.

Winter sports is in constant progression in China. Chinese government has formulated the Winter Sports Development Plan for 2016-2025, which is definitely a very powerful boost for China and sets the goal of having 300 million winter enthusiasts by 2025.

Club Med has launched a series of activities to promote snow and ice sports on campus. The future skiers are the young generation, and we will organize some special winter camps or training activities for the students. We have carried out a lot of such business in France, but China enjoys the advantage of development on scale all the more. I believe China can make headway in developing the ice and snow industries in the next 20 years. China is now proactively developing skiing sports the big cities. Over the past five years, many cities have opened simulation ski resorts. After having skiing experience in this way, people will be more willing to participate in outdoor skiing.

According to market data analysis, 50% of skiers are young people, the generation living in the digital age who engage in skiing through digital means. China now has about 50 million skiers, including 3 million very experienced ones, who ski at least 1-2 times a day on average. About 70% of the skiers are repeating customers, who will ski more than 10 times a year, and who are also very willing to invest; over 50% spend more than RMB10,000 per year on ski equipment; 30% of them travel to ski clubs for practice. And this is a growing trend in China. In the process of skiing, people socialize and learn from each other. Today the ski academy is established to attract young people.

China is a big ski market which needs qualified ski instructors, and here is our point. We check 65% of the beginners want to use the service of the ski instructor. In future more and more skier in China want instructions, and more and more international personnel will work as ski instructors in China. The work of ski instructors will become more and more professional and international.

We have found that repeating customers expect more and more, and in order to meet their growing expectations, ski resorts must improve service and diversify their products. To meet the growing needs of people regarding the product variety, service quality and professionalism, we must continuously improve our quality of service by providing a wide range of teaching and coaching services.

We are positioned as a family oriented brand. In 2018 we decided to launch a premium ski project to provide customized services. ESS is a 75 years old brand, committed to teaching the kids. We have delivered a quality ski teaching product which comes in 15 levels. Up to now, all the consumers and customers are very satisfied with the product, so we see the rates of returning customers in China also keep going up. We want to give the beginners, whether they are snowboarders or skiers, professional skiing skills and knowledge, and we also want to have some Chinese ski instructors who while improving their professional skills can use corresponding ski products provided by us in a targeted way.

When people come to the mountains for skiing, they may expect a variety of activities. When the family comes to a hotel for a ski vacation, we can see that mostly they come for the kids, but parents can experience some activities as well. So this is why we are trying to develop other on-the-side activities like what we do at Changbai Mountains, where in addition to skiing tourists can experience other activities on the ice. Our business in China is growing very fast; we have opened two new resorts this year and hope to develop even better in the future.

Thank you!



## ► 发展冰雪旅游:一些需要考虑的参数 Developing Ice and Snow Tourism: Some Parameters to Consider

张科德 John Koldowski

亚太旅游协会首席执行官特别顾问  
Special Advisor to CEO of Pacific Asia Travel Association

今天我想跟大家讨论一下发展冰雪旅游需要考虑的参数和因素。

中国的冰雪产业其实已经是一个发展很好的产业,在未来这个产业会继续蓬勃发展,虽然有新冠疫情的影响,但是中国的冰雪产业依然火热。清华大学的一个研究表明,从2013-2019年的产业规模对比来看,总增长达到了259.8%,年均增长率是23.8%,比2013的数值高好几倍,增长非常迅速。另外在2019年,滑雪旅游人次接近2100万,也是让人非常惊讶的数字,在北京2022年冬奥会之后会更加激起大家的滑雪热情。

现在国家已经为此制定相关规划,预计到2025年冰雪旅游收入将达到1万亿元,滑雪领域本身滑雪产业收入将达到260亿元,比2015年增长500%。

在中国有很多成功的故事,其实需求本身并不是问题,我们需要特别关注的是管理的问题,现在消费者对于环保的意识越来越强,国家的政策也开始越来越重视环境的保护。从供给方的角度看,我们要考虑到社会文化、经济和环境的影响,要提供实实在在的支持,减少人为活动产生长期的影响;从需求方的角度看,我们需要将游客的需求作为我们的重点考虑,不断关注风险因素和管理,以及要提升适应能力。

游客都希望有地地道道的体验,不管是产品开发还是在培训中,地道的体验都应该成为非常重要的考量。地道的体验也应该纳入到冰雪旅游中,让我们在淡季和旺季都能有地道的体验,无论在大城市、小城市都是这样。对于冬天来说,冰雪旅游有非常多的机会,滑雪胜地在夏天是不是可能成为理想的避暑胜地,要让这些旅客和当地的人在旅游的过程中确保他们的健康和安全,这是非常重要的一个考量。

在社会和文化变革的过程中,社区社会也在不断的发生改变,随着人们生活水平的提高,行为也会发生变化。冰雪旅游冰雪资源需要得到保护和管理,我们要合理的管理资源。

我们的滑雪是有季节性的,在淡季是不是可以给这些人群提供一些就业的机会、服务的项目保证这些人全年都能够有收入,可以考虑开发一些附加性或者支持性的商业机会,和本地社区发展结合起来,比如说零售终端、咖啡馆、酒店、茶馆等等,这些都是让游客地地道道体验当地文化非常好的一些渠道,当然也能够给本地的劳动力提供更好的就业机会。

本地人和游客之间的互动能够增加游客对于一个地方的亲近感。

从环境的角度来看,我们是不是有效的保护了生物多样性,生物多样性的保护是不是纳入了我们的体验。某一个度假村要用电用水,这些电和水是不是可再生能源,如果不是可再生它会有哪些不利的影响。

如果我们能够持续监测市场,市场就能够给我们提供有益的信息,我们需要提供一些独特、高品质的服务,让游客成为我们产品的最佳推销者。很多时候我们注重吸引新的游客而没有想到要为回头客创造更好的体验和服务,技术可以发挥非常重要的作用,不仅仅是能够吸引游客,同时也能够为本地社区提供很好的服务。现在这种技术应用已经遍及各个领域,我们要成功发展冰雪经济,技术必然要发挥不可替代的作用。

在中国冰雪装备的市场到2022年会达到200亿的市值,要把握这些商机和机遇,我们需要更高层级的思维模式,也就是说,我们要考虑到上游和下游的影响,我们是不是可以认真深入思考,之前都是短视的行为,只是针对问题解决问题,未来我们要有长远的考虑,在这个过程中我们共同制订了可持续利益旅游倡议。我们希望能够更好去应对旅游业,让旅游业重新恢复到新常态,现在的新常态不可能是坦途的发展路径,在新的场景下,我们的市场环境会有起伏、会有波折,所以我们需要有韧性。

在冰雪旅游方面的问题是要保持长期的吸引力,同时要减少对自然资源的影响,所以我们需要创新性的管理方法。在整个的过程中,非常重要的一点是服务的提供和服务的质量。我们要努力实现中国冰雪旅游的可持续发展。

感谢大家的聆听。



Today, I would like to discuss with you the parameters and factors that need to be considered in the development of ice and snow tourism.

In fact, ice and snow tourism in China is already a winner. And the outlook for the continued successful development of the sector remains strongly positive despite the recent impacts of the COVID-19 pandemic. Despite the impact of COVID-19, China's ice and snow industry is still hot. According to a study conducted by Tsinghua University, from 2013 to 2019, the total industrial growth reached 259.8%, with an average annual growth rate of 23.8%, several times higher than the figure in 2013, and the growth was very rapid. In addition, in 2019, the number of ski trips was close to 21 million, which is also a very surprising number, and things will be even more exciting after the 2022 Beijing Olympic Winter Games.

The state has made relevant plans for this purpose, and it is estimated that by 2025 the revenue from snow and ice tourism will reach RMB1 trillion, and the revenue from the ski sector will reach RMB26 billion, an increase of 500% over 2015.

Now, like many success stories in China, demand does not seem to be that much of an issue. Rather, it's the management of that demand that requires special and careful consideration, especially now as consumers are becoming increasingly environmentally conscious and aware and as policy developments begin to address those very same issues. It is essential that on the supply side, various sociocultural, economic and environmental impacts are considered with tangible and visible support being given to offset any human impacts that might be included in any long term development plans. The key words there must be tangible, must be visible. On the demand side, of course, the different needs and wants of the visitor must take a priority position. All of these require a sustained focus on risk assessment and management, as well as on adaptive capacity.

More and more visitors want to be a part of authentic experiences. And local communities with proper training and skills development can become an integral part of those experiences. Such authentic experiences need to be integrated into the ice and snow tourism in order to extend the product's experiences across the low and the high seasons alike, in both big and small cities. Opportunities exist for winter; and ice and snow that offer cooler and natural environments for otherwise urbanized areas during the summer months. It needs to be considered that visitors and locals alike are properly protected against disease and infectious outbreaks as we have recently seen.

Amid social and cultural change, neighborhoods and communities are transformed accordingly. With the improvement of people's living standards, their behavior will also change. Ice and snow tourism resources need to be protected and managed, and we should manage the resources properly.

While skiing is seasonal, employment itself does not have to be seasonal. Resorts can move to a summer season suite of products and services, thereby maintaining full local employment throughout the year. Is it possible and feasible for local ancillary business opportunities to be developed and supported with direct and indirect benefits flowing through the local community? From tea houses and coffee shops to restaurants and retail outlets, local businesses can offer services and experiences with that authentic flavor. These are very good channels for visitors to experience the local culture, and of course they can provide even job opportunities for the local labor force.

The interactions between locals and visitors will add to or subtract from the brand and identity of the place.

At the environmental level, questions of note include is there a significant and protected biodiversity? And is it well integrated into the overall experience? Also is the power and or water available? Does it come from renewable sources? If not, are the negative aspects properly offset?

To understand the market properly there must be contact with it, and the more continuous the better. The core objective should be to deliver such a unique and high level of service that visitors themselves become positive advocates or ambassadors for the product and themselves return each season. In many cases, we make a point of attracting new visitors but making light of creating better experiences and services for repeating customers. Technology can play a very important role, not only in attracting tourists, but also in providing good services to the local community. At present, the application of this technology has spread all fields. If we want to develop the ice and snow economy successfully, the technology must play an irreplaceable role.

In China, winter sports equipment alone is likely to be worth more than RMB20 billion annually by 2022, and to grasp these business opportunities, we need higher-level thinking, that is, we need to take into account the upstream and downstream influences. We can think seriously and deeply. What we have done before is one step thinking to seek a solution to the problem at sight; we should have long-term consideration in the future. We have jointly developed the sustainable benefits tourism initiative. We hope to better address tourism in "the new normal world" which is not going to be a straight and constant pathway, and under the new scenario, there are going to be ups and downs. So we need to be resilient.

Overall, with ice and snow tourism the issue will be how to maintain appropriate growth over a long term without reducing the natural and social assets of the sector. That is a job for strong, innovative and dedicated management. The one major differentiator in all of this, however, is service quality and service delivery. We should strive to realize the sustainable development of ice and snow tourism in China.

Thank you!



► 科技打造冰雪之美, 让世界看见美丽中国  
Technology Creates the Beauty of  
Ice and Snow,  
Let the World See a Beautiful China

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谷歌中国旅游及公共行业总经理

Head of Industry, Travel & Public Sectors, Google China

非常高兴今天能够受邀来到美丽的吉林, 来到世界旅游联盟北大湖对话, 给大家分享科技打造冰雪之美, 让世界看见美丽中国这个话题。

作为国际文化旅游产业的重要组成部分, 入境游都是让世界认识和感受美丽中国体验中国文化和生活的重要窗口和载体。我们需要了解海外用户对来自中国旅行考虑因素和偏好, 并且能够有针对性开发我们的冰雪旅游的产品和项目, 从而提升中国旅行对于国外游客的吸引力。

我们认为有三个方向可以帮助我们目的地政府更好更高效地吸引外国游客。

第一个数据洞察, 在疫情期间为了能够帮助广大的旅游从业者更加及时更加高效关注到旅游趋势, 掌握旅游的最新动态, 谷歌在全球范围内推出了旅游目的地洞察, 并且在全球范围内免费对公众开放, 大家可以通过我们网站非常简单和便捷了解到全球增长最快的目的地, 入境游热度最高的目的地包括国内需求量最大的城市等实时的信息。此外我们合作开发了全球旅行数据发掘仪表盘, 可以进一步帮助我们分析城市维度的航线和住宿的需求变化, 提升旅游从业者、目的地以及政府对于需求量变化的洞察的需求。对于我们目的地来讲可以针对不同客群定制冰雪相关的旅游资源 and 元素, 提升我们国内目的地在海外游客当中的吸引力。

在谷歌最近发布的《2021年中国入境游游客意向与态度的研究报告》中提到, 亚太的游客更加重视安全条件和, 欧美的游客更加重视人文体验和自然景观, 对于我们目的地来讲可以针对不同客群定制冰雪相关的旅游资源 and 元素, 把握未来两年海外游客对国际旅游复苏的信心是一个绝佳的时机, 让他们种草中国冰雪之旅, 提升我们国内目的地在海外游客当中的吸引力。

第二个科技赋能文化, 在2020年新冠疫情爆发以来, 世界各地的旅游景点以及博物馆都受到了巨大的冲击, 但是正能量与信心依旧无处不在, 谷歌一直坚信艺术当中蕴含伟大的力量, 我们希望通过谷歌艺术于文华项目, 创建一个世界认识中国的奇迹, 帮助世界了解中国文化和历史遗产的重要性, 促进海外对中国更多的理解和认可, 帮助国人加强中华民族的认同感和凝聚力。

自2011年上线以来, 谷歌艺术与文化已与来自80多个国家和地区超过2000家博物馆、艺术机构进行了合作, 展示了超过700万件艺术品, 举办了1万多个线上的数字展览, 并且非常重要的一点, 谷歌艺术与文化是完全公益性的, 我们不向和机构收取任何的费用。

我们相信目的地政府可以利用好谷歌艺术与文化平台以友好、高效、可扩展的方式继续扩大我们的文化覆盖面, 通过技术传播新故事, 从而使人们能够更好更便捷了解到我们的文化, 了解到我们的历史, 了解到我们的冰雪景观, 最终达到民族的认同感和自豪感的增强。

第三点, 智慧营销, 让世界看见美丽中国。线上的渠道仍然是计划来中国的外国游客当中最重要的信息获取来源, 近九成的潜在外国游客通过网络获取海外旅游的相关信息, 其中搜索引擎、评论网站和线上平台是最重要的咨询频道。利用有价值的媒体提供让人身临其境的信息服务, 有助于帮助我们抢占后疫情环境下的旅游市场。游客希望能够搜索到更丰富的内容, 搜索到更多来华的旅游信息, 文化习俗与竞技各种的交通方式, 当地的美食等等, 近年来中国相关内容的全球关注度也在逐年的升温, 涌现出了一批关注用户达到百万级的优秀创作者, 比如说李子柒等等, 他们的作品具有深厚的中国特色, 深受全球观众的喜爱, 他们在利用强大的内容实力推广中国文旅的同时也成功吸引了全世界的关注。

我们由衷地希望能够与在座的各位, 文旅界的朋友一道将更多更好的中国文旅内容带到线上, 用科技打造冰雪之美, 让世界看见美丽中国。

谢谢大家。

I am very honored to be invited here today and to join this Beidahu Dialogue organized by WTA. My topic is "Technology Creates the Beauty of Ice and Snow, Let the World See a Beautiful China".

As an important part of the international cultural tourism industry, inbound tourism has been a major tool instrumental for other countries to enjoy the charm of China. We need to understand the considerations and preferences of overseas users for travel in China, and accordingly develop our products and programs for snow and ice tourism to enhance the appeal of the tour in China to foreign tourists.

We think there are three directions which can help our destination governments better attract foreign tourists.

First, we need to use data. During the pandemic, in order to help the tourism industry, Google has released a series of apps free of charge for the perception of tourism destinations. Through the apps you can actually know the fastest growing destination and you can know the destination with the largest amount of inbound tourism as well as the city with the largest tourism demand. In addition, we have, through joint efforts, developed the Global Travel Data Mining Dashboard, which can further help us analyze the changing needs for routes and accommodation in the cities, and better meet the needs of those engaging in tourism, destinations, and governments to have an insight into the changing demand. For our destinations, we can customize tourism resources and elements related to snow and ice for different customer groups, so as to enhance the attraction of our domestic destinations among overseas tourists.

According to the 2021 China Inbound Tourism Industry Report released by Google, tourists from the Asia-Pacific region care more about safety and travelling conditions while the European and US guests focus more on the cultural aspects of the tourism industry in China. For the destinations, we can customize tourism resources and elements related to snow and ice for different customer groups, leverage the confidence of overseas tourists in the recovery of international tourism in the next two years, make them yearn for a ice and snow tour to China, and enhance the appeal of our domestic destinations among overseas tourists.

Second, it is about culture empowered by science and technology. Since the outbreak of the COVID-19 epidemic in

2020, a lot of the museums and other destinations have taken a toll from the pandemic. Google always thinks that art has great power. So we have this Google Arts & Culture. This project would help the world understand China's cultural heritage, promote the understanding of foreign guests of China's art, and enhance the Chinese nation's sense of identity and cohesion.

Since Google Arts & Culture was launched online in 2011, We have collaborated with over 2,000 museums and art institutions from more than 80 countries and regions across the world and held 10,000-plus online exhibitions. These are all free of charge. We have not collected any fee from any organization.

We believe that destination governments can leverage the Google Arts & Culture platform to continue to expand our cultural reach in a friendly, efficient, and scalable way, and to spread new stories through technology so that people can better understand our culture, our history, and our ice and snow landscape, and finally achieve a greater sense of national identity and pride.

Third, it is about smart marketing. A beautiful China is bound to be seen by the outside world. Online channels remain the most important sources of information for foreign tourists planning to visit China, with nearly 90% of potential foreign tourists accessing information related to overseas tourism via the Internet. Among them, the search engine, review website and online platform are the most important consultation channels. Leveraging influential media to provide immersive information services will help us gain the tourism market in the post-epidemic era. The tourists hope to find more content, more information about tourism, culture, customs, various modes of transportation, local delicacies and so on in a certain place. In recent years, the global attention to China has been increasing year by year, and a group of excellent creators with millions of followers have emerged, such as Li Ziqi, whose works have remarkable Chinese characteristics. Very popular among the audiences at home and abroad, their video clips have managed to attract worldwide attention while trying to promote Chinese cultural tourism.

We sincerely hope that we can work with all of you present and fellow friends in the cultural tourism industry to launch online more and better content on Chinese cultural tourism, to make technology create the beauty of ice and snow and let the world see a beautiful China.

Thank you all!



## ► “后冬奥时代： 期待中国滑雪产业的“黄金二十年” Post-Olympic Era: Golden Decades of China's Ice and Snow Industry

**丁长峰 Charles Ding**  
万科集团副总裁  
Vice President of Vanke Group

谢谢大会的邀请，给我这个机会给大家汇报一下万科做的一些事情。今天我想讲两个问题，第一个问题万科跟冬奥会的关系，第二个万科怎么看冬奥会之后整个的市场。

万科比较深度的参与了冬奥会，万科在北京有一个石京龙滑雪场，一直为国家残障人士运动会的集训提供了所有的保障，这个滑雪场也是北京和中残联残疾人上冰雪的一个基地，在过去的3年的时间里面，我们一直为单板的国家集训队提供所有的保障工作。

万科做了另外一件非常重要的事情，我们是小海坨这个项目的第二大股东，我们跟北控一起参与了项目的建设，万科将承担在冬奥比赛之后整个的度假区运营的任务。

我们都知道北京的冬奥会是从根本上改变了中国的滑雪的产业，从来没有一项运动像冬奥会这样，从2015年到今天，从中央到地方政府出台了如此多的政策推动冰雪产业的发展，今天大家来到了吉林北大湖参加冰雪经济高质量发展大会其实都是在这样的政策背景下的一个产物。同样中国的滑雪人次、滑雪场的数量和索道的数量从2015年之后得到了非常高的增长，当然疫情是一个非常大的打击，我们可以看到2019、2020年实际上是一个下降的数字，2021年虽然整个的势头不错，也是受到疫情非常严重的打击和影响。

三亿人上冰雪，特别是中小学上冰雪，我觉得对于中国滑雪产业的改变是根本性的，我们可以看到吉林、北京等等所有的冬天中小学的孩子都要去上冰雪课，中小学上冰雪从根本上改变了中国的未来。

疫情之后一个特别有趣的变化就是年轻人的增加，跟雪二代、雪三代今天开始拥有了经济能力是密切相关，中国毫无疑问成为了全球最大的初级的滑雪市场。

接下来我们看看万科怎么看未来，万科是一个以地产为主业大型的公司，除了传统的住宅业务之外，万科也投资了物业、长租公寓、购物中心、教育、酒店和文旅度假等等不同的围绕着主业相关的多元化的布局，冰雪是酒店和文旅之间非常重要的板块，我们要看看这个行业在冬奥会如何进一步的投资和发展。

有三个问题，第一个问题我们都知道开完奥运之后开始下降了，北京冬奥会之后我们到底是看好还是看

衰?第二件事情,消费者有什么变化,根据消费者去进行你的产品和服务的调整,第三,你有哪些赛道可以去投?

如果我们同时参考国际上发达国家走过的路线,我们同时看美国跟日本滑雪产业的进程,在美国1960年的冬奥会和日本1972年的冬奥会之后都引领了一个黄金20年的发展的时间。滑雪场的数量在大幅度的增加,滑雪者的数量是滞后在滑雪场之后,先有了硬件,然后才有了滑雪人数的递增。

我们同时类比中国的发展阶段,我们也可以看到中国应该也会拥有黄金20年的发展。

中国的滑雪差不多也已经走过了20年,我们可以看到2009年刘小山买了北大湖,2014年万科建了松花湖,但是真正大型集团和资本进入到这个产业都是从2010年之后的事情,这里面实际上无论是万达也好,万科也好,云顶也好,在投资冰雪产业的时候都还没有冬奥会这一件事。万科投这个项目也不知道,恰好我们生逢盛世,赶上了最好的发展时间。刚才我们有嘉宾说这是一个万亿的市场,实际上我们如果放在大旅游的背景下,本身体育健康跟旅游市场的整合就代表了中国未来万亿市场的规模。

所以我们回头看北京冬奥会会给这门行业留下什么样的遗产,首先第一个是庞大硬件的投入和基础设施建设,没有高铁,没有新增加的两个高速,没有张家口机场的扩建不可能有崇礼,如果没有政府对于这几个滑雪大区所有的道路基建的投入,没有大型资本的进入,同时引进世界上最好的硬件设施,我们也无法看到这个行业的未来。

第二,在中国离不开政府从中央到地方政策的支持。

第三,三亿人上冰雪愿景。第四,年轻人未来会成为一个主要的消费的力量。

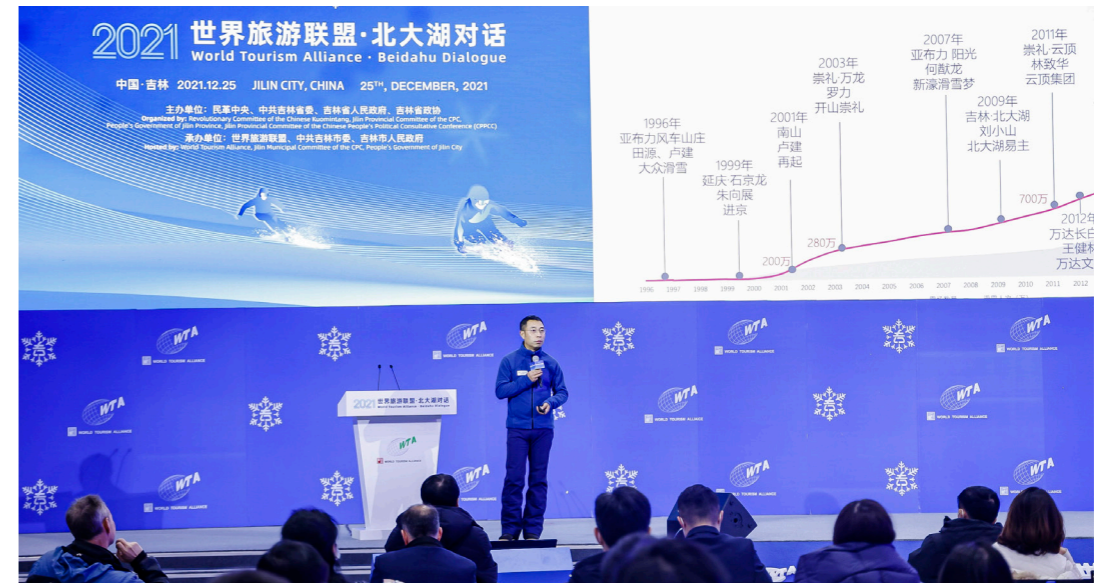
Z世代敢消费,因为他们不像我们这代人,我们为了生存而去打拼,我们从农村到城市,从小城市到大城市,我们希望买房子、结婚、生孩子,今天他们的基础条件比较好,所以他们比较敢消费,他们也相比我们更能够去表现出他们的个性。

Z世代也是在互联网一代,打卡、分享,一定要跟他们创造很多的机会,所以我们今天是跟小红书合作,有松花湖BOGNER的快闪店。BMW昨天在整个的雪道上搞了一个圣诞的活动,天猫31号会在松花湖做一个冰雪节和跨年直播的活动。在这个问题里面,我们可以看到如果你不懂年轻人根本不行。

我们认为在冬奥之后市场竞争会加剧,资本在里面会扮演重要的角色,滑雪产业在整个的冬奥之后一定会经历过一轮的整合,而且一定会出现以上市为目的大型的滑雪集团。当然我们认为线上线下的融合是最关键的,包括APP平台都是可以投资的对象。

当然,装备的零售、滑雪教育的培训都是非常受欢迎的赛道,大家都可以去投资这方面的生意。

冬奥之后,万科比较看好这个市场,相信今天在座的嘉宾们也比较看好,让我们一起努力为接下来的黄金20年一起奋斗,谢谢大家。



Thank you for your invitation! I'm glad to have this opportunity to share with you some of the things Vanke has done. Today I would like to talk about the following aspects. First, the relationship between Vanke Ski Resorts and the 2022 Beijing Olympic Winter Games, and the second is about the post-Olympic era.

Vanke has participated in the 2022 Beijing Olympic Winter Games in a deep-going way. Vanke has the Shijinglong Ski Resort in Beijing, which has always provided all the support for the training of the national games for the people with disabilities. The ski resort is also a base of ice and snow sports for the people with disabilities of Beijing and China Disabled Persons' Federation, and we have been providing all the support for the national snowboarding team over the past three years.

Vanke has done another very important thing. We are the second largest shareholder of Xiaohaituo, and we have participated in the construction of this project together with BG. Vanke is positioned to run the resort after the 2022 Beijing Olympic Winter Games.

We all know that the 2022 Beijing Olympic Winter Games has fundamentally changed the ski industry in China. There has never been Games as influential as the Winter Olympics, as evidenced by the fact that since 2015 the central government and local governments have issued so many policies to promote the development of the ice and snow industry. Today we are here in Beidahu to attend this ice and snow economy high quality development conference. It is actually a result of such policies. And we can see that after 2015 we see a significant increase in the number of ski resorts, skiers and cableways. Of course we saw a major setback over the past 2 years in 2019 and 2020 because of the COVID 19 pandemic. In 2021, although the general momentum was good, the sector was hit very hard by the epidemic.

To engage 300 million people and especially primary and secondary school students in winter sports is a fundamental reform of China's ski industry. We can see in Jilin and Beijing a lot of students have these sports or ice sports classes. In the future they will become the next generation of skiers in China. So I believe this program has fundamentally changed the landscape of ice and snow sports in China.

One particularly interesting change after the epidemic is the increase in young skiers. I believe that these young children will become the second or third generation of skiers when they grow up in the future. And China has undoubtedly become the largest market for beginning skiers.

Next, I want to look forward into the future to see how we will address the challenges in the post-Olympic era. So Vanke is a

real assets company, but besides that we have also invested in the rental apartments, departmental stores, education, hotels as well as vacations. Of course ice and snow is a very important sector in our culture of tourism and vacation businesses. So, in this sector, how are we going to invest and grow our businesses in the field?

There are three questions. We know that history repeats itself. That the enthusiasm or the interest in the sector may decline instead of growing out, so the first question is whether the momentum will keep or decline on the ice and snow industry after the 2022 Beijing Olympic Winter Games? Second, see what changes the consumers are experiencing and then work to adjust the products and services? And third, how do we excel in the context after the Games?

We can now look back into the history of the ski industry in Japan and in the United States. In fact you can see that the US held the Winter Olympics in the 1960s and Japan held the Winter Olympics in the 1970s. And they both harvested a two-decade building period of the ski industry after the Winter Olympics. The growth in terms of skiers has been lagging behind that of the ski resorts. So in the first place, you need to have the hardware and the infrastructure ready, then you will see the growth in the number of skiers.

Comparatively speaking, we can also expect that China will have a two-decade building period of the ski industry.

In China we have seen the development of the skiing industry for over 20 years. We could see Beidahu purchased by Liu Xiaoshan in 2009 and Songhuahu Resort built by Vanke in 2014. But for the major capitals, they have started to invest in the ice and snow industries only after 2010. So major investors, be they Wanda, Vanke or Genting, when they invested in ice and snow, they did not know about the winter Olympics. But I think it is fortunate that we are now in the best period of development for the ice and snow industry and economy. Someone was saying that the ice and snow industry could become a trillion yuan class industry. Well, I believe that the integration of sports and tourism represent a major trend for China in the next stage.

Regarding the question of what legacy will the Olympic Winter Games leave to the industry, first, huge investments were made in the infrastructure and hardware. If not for the newly built two high-speed railways and if not for the expansion of Zhangjiakou Airport, there would be no Chongli. If the government did not invest substantially in roads and airports in the infrastructure of the major ski areas, and if there was no involvement of major investors, and if we did not introduce this most sophisticated equipment, we will not be able to see this booming development of the ice and snow industry in China.

The second legacy is the supportive policy by the government on ice and snow.

The third legacy is the vision of engaging 300 million people in ice and snow sports. Fourth, young people will become a major consumer force in the future.

Generation Z are very generous in their consumption. They are different from current generations because when we were young we were under a lot of pressure as we wanted to buy a house, get married and have children and we were not affluent. But for the younger generations today, because they are more affluent and they are very generous in their consumption and they also demonstrate a higher level of brand loyalty.

And these are a group of people who were born in the age of the Internet. We must create many opportunities for them. So we collaborate with "the little red book", and this is the BOGNER store. And in the Songhua resort, Burberry has transformed the pub into Burberry Cafe. And BMW is also having this Christmas event. And on December 31 Tmall will have a live broadcasting event. All in all, I want to say that we need to know the young people to understand our customers.

I think that in the post-Olympic era, competition will be more fierce, and the Ice and Snow industry will attract more capital. And the concentration ratio in this market will be bigger. Of course, we believe that online and offline integration is the most critical, and the APP platform is worth investing in.

I think the potential is huge to develop the clothing of ice and snow sports. And the training, education about skiing is also a popular aspect of the business.

After the Games, Vanke Group also thinks we will have a promising future. Let's work together for the next two golden decades of the ice and snow industry. Thank you!



## ► 从滑雪场到山地度假目的地 ——打造DMO平台的重要性 From Ski Resort to Mountain Holiday Destination --The Importance of DMO

法比奥·里斯 Fabio Ries

鲲鹏汇(北京)体育发展有限公司联合创始人  
Co-founder of RockRoc (Beijing) Sports and  
Outdoor Development Co., Ltd.

我的话题分成两个部分，第一个是山地旅游发展历程，大家都说滑雪，我叫做山地旅游，因为它其实是一个可以四季旅游的方式。第二部分，借助DMO，即旅游目的地管理机构。我认为DMO的建立和发挥DMO的作用对于旅游业，特别是山地旅游这一块是一个非常关键的措施。

山地旅游源自欧洲的阿尔卑斯山，其周围的地区经济比较发达，人口密集，交通和基础设施比较完备，加上山形、地貌、气候等条件都非常适合开展山地旅游。于是越来越多人开始对山区进行资源的开发和利用，慢慢就变成旅游度假的胜地。之后就开始出现了一些有组织、有规模的活动，例如冬奥会。第一个专门为滑雪规划的度假胜地是意大利的杜林，1932年专门为滑雪度假建的一个区域。

二战以后，法国政府对滑雪度假区的发展也有很大助力，主要原因之一就是要避免山区的人口流失，法国政府跟地方政府和地方企业合作，开发了大型或者超大型的滑雪度假的区域，帮助相关的地产等等。

随着滑雪产业经历了技术上的改进，装备上的提升等等，同时也有了一个越来越明显的趋势，原来的滑雪场又回到了四季运营的方式，更加重视夏季的运营，包括通过一些特殊活动、赛事提升四季度假旅游目的地概念。

原来以滑雪为基础的山地旅游目的地很多都通过各种各样的方式打造了非常响亮的IP。这个是我今天探讨的第一个话题，怎么能够把滑雪场转变和提升为一个全年的旅游目的地。

首先看中国滑雪产业的现状，中国的市场潜力非常大，也有自己非常独特的优势，而且正处于非常有利于发展滑雪和度假的阶段。中国主要滑雪的目的地有三个，实际上真正来说是两个，一个是华北地区如北京崇礼等，还有一个是东北地区，以吉林为主，但我们的客源主要是来自于发达繁华的沿海地区，这就是现在的一个矛盾点。实际上我们在世界其他地方看到滑雪大规模跃进式发展时，一般都是处于滑雪场跟客源市场比较近的区域，不管是在欧洲还是后来的北美，特别是再往后的日本都是一些典型的例子，大部分的客源其实来自于就近的区域，这跟中国不一样。

旅游是一个可持续性的阳光产业,而且能够保持社会和地方健康稳定发展。旅游给游客带来的是各种快乐、积极的感觉,特别是我们提到的滑雪和山地旅游,是一个全家能够参与的一种活动。同时对于山地的区域来说是一个脱贫的途径,能够解决就业等各种困境,对环境的保护也能起到决定性的作用。如果按现在的开发模式能够起到保护环境、延续和保护传统生活方式和生产方式、维持它的社会基础和环境的可持续性、保持收入稳定等作用,就能够建设美丽的家园。

我们需要评估每一个地方的自然环境和思考这样环境到底适合开展什么样的运动和适用什么样的开发模式。旅游的目的就是为给客人打造独一无二不可复制的体验、打造一个独一无二的IP。

我认为DMO的作用就是将资源全部整合到一起。目的地需要一个宏观统一的规划,对游客来说流程、动线都必须是明确的,政策和文化的传播要尽可能统一,这些最合适DMO发挥其作用。

刚才很多嘉宾介绍了数据的重要性,我们可以采集很多的数据,把它们分类成各种不同的类型,通过整理和解读,最后以故事的形式完整的讲出来,这就是DMO的作用。

还有通过形象代言人带动滑雪,这个方式在国外非常常见。各种各样不同的文化和自然的故事都可以被挖掘出来、整合出来、讲出来。同时将除了技术产品以外的非技术产品整合起来,例如一些特色的网红打卡地,利用建筑物来表达一些东西,跟当地的文化和环境相吻合。还可以利用各种各样的民俗活动、赛事、演出来带动发展。

时间有限,我的主要观点是我们需要一个整合资源的平台,谢谢大家的聆听。

I will talk about two aspects. The first part is about ice and snow tourism development and I would like to review the history of this. A lot of people mentioned the ice and snow industry, but actually I do not think it is only about winter time. It is more about the mountains. And my second part is about DMO, which stands for destination management organization. This is very important because we need to have DMO, and also to have an effective DMO, so as to promote the upgrading of the tourism industry and especially the mountain tourism industry.

The ice and snow industry originated from the Alps in Europe. Why is that? Because the Alps are located in the very center of Europe. It is surrounded by well-developed areas and regions with highly dense populations. And all the elements, including climate, geography, are perfect for the ice and snow industry, so more and more people have explored into these regions. Gradually the tourist resorts have taken shape. Then there emerged organized, large-scale events, such as the Winter Olympics. And the first famous ski resort was taking its shape in Turin, Italy in 1932. And it was specially built up for the ice and snow industry.

Since World War II, France witnessed great development in the ice and snow industry mainly driven by the government policies. Because the government would like to attract more people to stay in the mountainous areas, the government also worked with local enterprises to develop large-scale and even super large-scale ski resorts, including some real estate companies and big hotels.

With the improvement of skiing technology and equipment, there is an increasingly prominent trend that ski resorts have returned to the old model of year-through operation. That is to say, the ski resorts also placed emphasis on the operation in the non-skiing, non-winter period, so they organized events and activities in summer time.

Successful mountain vacation destinations have built their own IP through various means. That is the main theme I wish to discuss with you. How to transform and upgrade skiing resorts and how we can change skiing resorts into year-round destinations for various events.

I would like to talk about the current situation of the ice and snow industry in China. China has a huge potential in the

ice and snow market and China has its own advantages. Now, China enjoys a very favorable period for ice and snow sports. We need to seize this opportunity to grow our business. We all know that there are three major destinations in China. Or actually there are two. One is Beijing Chongli and Hebei and the other is Northeast China and especially Jilin. The visitors are mostly from the economically developed coastal regions. So that is kind of a contradiction. In other countries we can see that in the period of leapfrogging development of the ice and snow industry, ski resorts are located in the regions where there are a lot of skiers. That is the case for Europe and the United States and also for Japan. Most of the visitors are actually from the nearby regions. But China is different.

I think that in general tourism is a sustainable industry. It contributes to social stability as well as the sustainable economic growth of the region. The traveling brings good memories and good experiences for travelers. When we talk about skiing and mountain tourism, they involve a lot of sports of the whole family. Of course sports make people happy. For some mountainous communities at the base it is a way of poverty reduction as it provides local people with job opportunities. In fact, it can play an important role in environmental conservation. If we follow the current model which will protect instead of destroying the environment, it will protect and carry forward traditional living styles, it will be socially and economically sustainable, and it will contribute to the social stability for skiing.

We need to evaluate each destination, the natural conditions, the overall conditions, and the facilities, and we need to evaluate which model or which sports are the most appropriate in certain destinations. But the purpose is to provide unique and non-replicable experiences for the visitors. Through various means we can foster this IP and you can only have this experience in this destination. That is something we wish to achieve.

I think the DMO is to put all the resources together. The destination needs macroscopically unified planning; for visitors, the flow and the travel line must be clear; the policy and the culture dissemination must be as unified as possible so that we can bring the DMO to play its role.

And just now, a number of speakers shared with us the importance of data, so we can collect a lot of data and put it into different categories, and we can present and interpret the data. But ultimately, we need to tell a very good story on the basis of that data. That is the role of DMO.

There are spokespeople of skiing to drive related business, which is very common in foreign countries. When it comes to culture and nature, there are a lot of really good stories to explore. Besides the technical products we can also incorporate the non-technical considerations, like the internet-famous photogenetic spots and some architectural features which well fit the local culture and local context. We can also involve a variety of activities, local folk customs, competitions and performances to drive the development of the skiing industry.

Time is limited, and my point is that we need a platform to integrate resources. Thank you!



# 圆桌论坛 Panel Discussion

## 主题:新旅游与世界级滑雪度假目的地构建

Topic: New Form of Tourism and the Building of a World-class Ski Resort Destination

### 主持人 Moderator



**葛磊**  
中青旅联科公关顾问有限公司  
执行总经理

**Ge Lei**  
Executive General Manager of  
CYTS Linkage

### 福尔科·亚历山大

俄罗斯世界无国界  
旅游协会驻华首席代表

**Folko Alexander**  
Representative of the Russian Tourism  
Association World  
Without Borders in China



### 崔莉

最世界旅行联合创始人  
穷游网联合创始人

**Mika Cui**  
Co-founder, JNE Group



### 安丽

Airbnb爱彼迎中国副总裁  
公共政策负责人

**An Li**  
VP & Head of Public Policy,  
Airbnb China



### 嘉宾 Panelists

### 刘小山

桥山集团董事长

**Liu Xiaoshan**  
Chairman of Qiaoshan Group



### 侯明晖

冰雪头条创始人

**Hou Minghui**  
Founder of BingXueTouTiao  
(Ice and Snow Headlines)





主持人 Moderator:

吉林省提出打造六新产业,其中一个就是包括新旅游,这次北大湖对话围绕“推动冰雪旅游高质量发展打造世界级滑雪度假目的地”为吉林打造世界级滑雪度假目的地建言献策,特邀来自国内外旅游行业的专家学者给我们带来一场思想盛宴。下面我们就“新旅游与世界级滑雪度假目的地构建”在这里做一些探讨。

俄罗斯索契曾经举办了2014年的冬奥会,它的冰雪资源丰富,而且有极光等很棒的冬季旅游体验项目。我们想请教福尔科先生,俄罗斯索契的滑雪度假是如何成为国际化滑雪度假目的地的?

Jilin Province has proposed to build six new industries, one of which is new form of tourism. The Beidahu Dialogue with a theme of "Promoting High-quality Ice-snow Tourism Development and Building World-class Ski Resort Destination" offered suggestions on how to build Jilin into a world-class skiing vacation destination. Today we have invited tourism scholars and experts from home and abroad and they will contribute their wisdom to the development of the ice and snow industry in Jilin. Now we come to the topic of "New Form of Tourism and the Building of a World-class Ski Resort Destination".

Sochi, Russia, hosted the 2014 Winter Olympics. It is rich in snow and ice, and offers great winter tourism experiences like that with the Aurora Borealis. I have a question for Mr. Folko. How did you develop your ski resort destinations in Sochi and in Russia? Thank you!



福尔科·亚历山大 Folko Alexander:

2014年索契举办的冬季奥运会给这座城市做了一个世界级的广告。冬奥会引来了包括国有企业、民营企业等到索契投资滑雪基础设施,投资规模超过10亿美元。另外,索契拥有山、海等优秀的旅游资源,良好的区位优势。人们冬天可以去山上滑雪,夏天可以去海边度假,一年四季索契的旅游都很有特色。

Firstly, the 2014 Winter Olympics in Sochi was a big advertisement for Sochi. And secondly, there are number of investments in the Sochi's skiing infrastructure from state-owned enterprises and private companies. Total investment exceeded USD1 billion. The third reason is that Sochi has a very unique geographical location. It has mountains and it is also a coastal city. I think Sochi offers rich experiences. People can go to the beach in the summer time and they can go skiing in the winter time.



主持人 Moderator:

福尔科先生的观点对吉林发展四季冰雪旅游很有启发。第一,真正有国际影响力的城市需要一个大型活动驱动,吉林市可以申办大型国际冬季运动会,提升国际影响力。第二,吉林市需要政府和市场联合起来,去打造一个整体投资环境。第三,吉林有500平方公里的松花湖,可以借助夏季玩水+冬季滑雪,给游客营造一个非常棒的四季旅游度假新格局。

最近爱彼迎做了一个2022年旅游市场趋势报告,报告显示85%的受访者不惧疫情继续旅行,73%的受访者将在冬季开始旅行计划,请安丽女士谈一谈,如何看待国际旅游市场趋势包括冬季旅游的趋势发展?

I think this is kind of an inspiration to Jilin City. A world-class city needs to have large resorts. I think Jilin City should be thinking of applying or bidding for the next Winter Olympics. And the other thing is that, you know, we need the investment from the government and private sector to create a favorable environment. We said that Sochi is a coastal city but in Jilin we have a very big lake covering 500 square kilometers. So in Jilin we can have year-round vacation activities.

I know Airbnb has developed the 2022 report on tourism. According to the report, 85% of the respondents plan to travel despite the pandemic and 73% will start their travel in winter. I wish to ask An Li how do you envision the world tourism momentum and especially the winter tourism?



安丽 An Li:

尽管疫情的反复让旅游行业艰难前行。但爱彼迎前段时间做了一个市场调研报告,出现了一些积极的信号。如国内的调研结果显示,疫情的限制激发了大家对于旅游的渴望。国内游方面,85%的受访者都表示疫情对大家未来一年的出行计划并没有太多的影响。这些受访者大多生活在一线和二线城市,他们计划未来一年的平均出行次数是2.5次。国际出境游方面,游客的消费信心也逐步在恢复。前不久爱彼迎发布2021年第三季度财报,我们比2019年同期增长了38%,比2020年同期增长了70%,这个数字还是很能代表大家对未来出行或者对旅游逐渐恢复的信号。

冰雪旅游毋庸置疑是冬季旅游的亮点,以往冬季热带海岛游是游客的首选,这一两年冬季冰雪旅游成为热门。我们的报告显示92%的受访者今年将会参与冰雪运动,其中有一半的人是他们首次尝试。北京冬奥会带动冰雪旅游持续

升温。从爱彼迎平台的预定数据来看,冰雪旅游聚焦区大致可分为以下三大类:第一类是以张家口为代表的城市周边滑雪场目的地,例如河北张家口、四川成都、浙江湖州;第二类是以长白山为代表的高质量独家胜地;第三类是拥有冰雪资源的山地运动目的地,例如四川阿坝、吉林延边、黑龙江牡丹江等。活动形式包括登山、徒步、自驾、露营等比较丰富的冰雪体验。

最后,疫情发生以来,多国在安全的前提下鼓励长假出游、周末调休。这给冬季冰雪旅游带来更多的机会。大家要对旅游有信心,旅居时代的到来让大家有更多的休闲时间去体验高质量的旅游。

Not long ago we issued a report and there are several highlights. The past 2 years has been a challenging period for people in the tourism industry. But with this report we have also seen some good signals. For instance, the COVID-19 has actually boosted people's mood for traveling because people have been holed up in their own apartments too long. Also COVID-19 is not going to impact people's traveling very much because our respondents are mainly in tier-1 and tier-2 cities and they plan to have 2.5 travels on average in the following year. And the outbound tourism industry is actually also promising because people's confidence in tourism is also rebounding. Just the other day we released Q3 fiscal and financial statements of 2021. And according to the statements compared with the same period in 2019, we had a 38% YOY rise and a 70% YOY rise compared with 2020. This is a rebounding in terms of statistics.

Ice and snow tourism is undoubtedly the highlight of winter tourism. In the past, tropical island tour was the first choice for tourists in winter, but ice and snow tourism has become popular over recent years. Our report shows that 92% of our respondents say that with the Beijing 2022 Games around the corner, more and more people would like to try ice and snow tourism and half of them will be trying it for the first time. According to the reservation data of Airbnb, the major snow and ice tourism areas can be roughly divided into three categories: The first category is represented by Zhangjiakou and the areas adjacent to Beijing, and also includes Chengdu, Sichuan and Huzhou, Zhejiang. The second category is represented by Changbai Mountains and it involves the high-level and remote ski resorts. The third category is represented by Aba in Sichuan, Yanbian in Jilin, and Mudanjiang in Heilongjiang, where there are diverse activities including mountain climbing, hiking, self-driving, camping apart from skiing.

Since the outbreak of the epidemic, many countries have encouraged people to have long holidays and work at staggered shifts on the premise of ensuring safety. This brings more opportunities for ice and snow tourism. We should have confidence in tourism, and with the arrival of the sojourn era, we have more leisure time to enjoy high-quality tourism.



主持人 Moderator:

北大湖是中国近代滑雪的发祥地,2009年桥山集团就下注北大湖,经过多年的打造,它已经变成了综合性的滑雪度假目的地。今年与融创战略合作,我们相信北大湖会有一个更大的飞跃。请刘小山先生谈一谈对未来北大湖的期待?

China's modern skiing originated from Beidahu. In 2009, Qiaoshan Group made a heavy investment in Beidahu. After years of construction, a comprehensive skiing vacation destination has taken shape. The strategic cooperation with Sunac as of this year will make Beidahu take a bigger leap forward. What are your expectations for the future of the Beidahu?



刘小山 Liu Xiaoshan:

法国6800万人口中有6500万的滑雪人次。中国有14亿人口,有众多冰雪资源,一定会成为世界第一大滑雪国家。

北大湖具有成为世界一流滑雪度假区所有必要的条件。它同阿尔卑斯山、落基山脉都是在北纬41-45度,在这个纬度上有足够的雪期;举办冬奥会、世界锦标赛、世界杯都需要至少800米的落差。北大湖有870米的落差。全球超过800米落差,并适合做滑雪场的地方不超过50座;北大湖有非常好的地理位置,350公里范围覆盖了3000万的城市人口;北大湖交通便利,它距离长春机场只有一个半小时的车程。

未来五年内,北大湖将开发出200公里雪道,26条高速缆车,12000个床位。2025年预计接待300万人次,有望成为世界第一大单体雪场。

夏季旅游一直是北大湖的一个短板,与融创战略合作之后,我们将打造夏季旅游。依托北大湖山水自然资源,投资建设田园综合体、山地滑车、飞索、航空基地、魔法森林等10几个大型项目。补短夏季旅游,打造四季北大湖。

France has 65 million ski lovers out of a population of 68 million. With a population of 1.4 billion and abundant ice and snow resources, China is bound to become the world's biggest country in snow and ice sports.

For Beidahu, I think it has the qualities to become the top-notch ski resort. It has to be located in a perfect latitude. So similar to Rocky Mountains and also the Alps, Beidahu is located in a golden boat of ice and snow. In Beidahu we can have a relatively long period of snow season and we have slopes of 870 meters in elevation. Slope of at least 800 meters in elevation are essential for hosting the Winter Olympics, the World Championships and the World Cup Competitions. Across the world, there are only less than 50 ski resorts with slopes of more than 800 meters in elevation. Beidahu has a very good geographical location, and it is close to a city with a population of 30 million. It also enjoys good transportation as it is only one and a half hours car drive away from the Changchun International Airport.

In the next five years, we're going to have 200 kilometers of snow trails, 26 cable car routes, and 12 thousand beds. By 2025, we're going to have the receiving capacity of 3 million people. And also by 2025, we're going to be the biggest ski resort in the world.

Summer tourism used to be a short board of Beidahu, and through the strategic cooperation with Sunac, we will build up summer tourism. Relying on the natural resources of Beidahu, we have invested in advancing more than 10 large projects such as the pastoral complex, mountain pulley, zipline, aviation base and magic forest so as to attract tourists here around the year.



主持人 Moderator:

穷游网是年轻一代的旅游社区网站,它代表着年轻人的个性和自我表达。滑雪爱好者中有70%是年轻人,请崔莉女士谈一谈年轻一代冰雪旅游的消费趋势?

Qyer is the travel community website of the younger generation, which represents the individuality and self-expression of the young people. Seventy percent of the skiing fans are young people. Could you talk about the consumption trend of the younger generation regarding ice and snow sports?



崔莉 Mika Cui:

Z世代的年轻人，他们旅行的特点第一个是自由，冰雪旅游也具备自由的特点。第二个关键点个性化和兴趣化，他们选择旅行目的地都是基于自己的兴趣和爱好。第三个关键点是体验，他们非常注重文化内核的体验。

滑雪是冰雪旅游的内核，需要通过更多元更丰富的体验去吸引年轻一代。同时要重视冰雪旅游的国际化特色、注重专业服务人才的培养、整合传播资源，加强宣传效果。

First, the Z Generation want freedom most in their travel and the ice and snow tourism offers them freedom. Second, they value personal experiences and interests and they choose the destination of travel out of their own interest. Third, the experience is the most important. They put a premium on experiencing with the cultural kernel of the activity.

Skiing is the core of ice and snow tourism, and it is necessary to attract the younger generation through more diversified experiences. At the same time, we should accentuate the international characteristics of ice and snow tourism, put a premium on the training of professional service personnel and integrate communication resources, to strengthen the publicity effect.



主持人 Moderator:

侯明晖先生是一位非常资深的冰雪旅游观察者和实践者，他是冰雪头条创始人。我们想请您从整个冰雪产业发展的新动向、新趋势角度给我们分享一下后冬奥时代将发生哪些改变？

Mr. Hou Minghui is a very experienced observer and participant of ice and snow tourism, and he is the founder of Ice and Snow Headline. We would like to invite you to talk about the changes that will take place in the post-Winter Olympics era from the perspective of new trends in the development of the ice and snow industry.



侯明晖 Hou Minghui:

今天中国的冰雪经济适逢新时代，越来越多的投资都参与到了冰雪产业；总书记提出的三亿人参与冰雪运动，也让冰雪消费人群规模不断扩大，夯实了冰雪产业高质量发展的市场基础；冰雪运动、冰雪竞技能磨炼出更多优秀的运动员，他们具有一定的榜样和带动作用，能吸引更多的群众参与其中。

狭义上的冰雪产业是指压雪车、造雪机等冰雪装备器材、冰雪设施，产业规模小。广义上的冰雪产业包括冰雪旅游、冰雪基建配套等，产业规模大。国家层面上，发改委、工信部等都对冰雪产业提出新要求新期望。冰雪产业规模不断突破，到2025年产业规模将达到万亿级。吉林省以此为契机，大力发展冰雪产业，目前吉林省冰雪产业规模达千亿级，目标2025年是2500亿。

冬奥会让政府政策和产业投资都向冰雪产业倾斜。现在又有一两千所冰雪特色学校培养青少年。可以看到冰雪产业基础在慢慢夯实，未来不管是10年还是20年都将是冰雪产业的黄金期。

Today, China's ice and snow economy is in a new era, and more and more investment goes to the ice and snow industry. President Xi Jinping said that we shall engage 300 million people in winter sports, which has also expanded the number

of participants in ice and snow tourism, and cemented the market foundation for the high-quality development of the ice and snow industry. So we have great sports events, we have charming athletes, and then they can be role models.

In the narrow sense, the ice and snow industry covers a small scale, including some specialized equipment, like the snowgroomers and snow-making equipment. In the broad sense, the ice and snow industry covers a large scale, including the ice and snow tourism and supporting facilities for ice and snow infrastructure. At the national level, the National Development and Reform Commission and the Ministry of Industry and Information Technology have all put forward new requirements and expectations for the ice and snow industry. The development of the ice and snow industry keeps making breakthroughs, and the value of the industry will reach RMB1 trillion by 2025. Jilin Province shall seize the opportunity to vigorously develop the ice and snow industry. Currently, the value of the ice and snow industry in Jilin Province reaches RMB100 billion, and the goal is to reach RMB250 billion by 2025.

In the process of preparing for the Beijing 2022 Games, the government policy and industrial investment tilt toward the ice and snow industry. Now there are one to two thousand featured schools offering snow and ice sports classes to teenagers. It can be seen that the foundation of the ice and snow industry is being slowly consolidated, and the next 10 or 20 years will be a golden period for the development of the ice and snow industry.



主持人 Moderator:

下面请各位嘉宾对吉林市打造世界级的滑雪度假城市提一点建议。

Now, please give us some suggestions on how to build Jilin into a world-class ski resort city.



安丽 An Li:

世界级的滑雪度假城市首先要注重交通便利性，城市和景区之间的交通接驳要更顺畅；在目标消费人群上，要重视细分人群的消费需求，尤其是亲子方面的消费需要；在品牌打造上，要重视独特的网红爆款或者IP的打造。

A world-class ski resort city should first have the convenience of transportation. It should be easy to travel between the downtown area and the scenic spot. In terms of the target consumers, we should differentiate the consumption demand of different groups of people, and we could put the focus on different families. In brand building, we should try to come up with unique hits on the Internet or popular IP.



崔莉 Mika Cui:

吉林有这么大的决心来做滑雪产业，一定有很大的群众基础。热爱就是坚持，希望大家不断坚持，吉林一定能打造成为世界级的滑雪度假城市。

As Jilin has such determination to build up the ski industry, it must have a great mass basis. Love sustains the endeavor. As long as we keep up our efforts, I'm confident that Jilin will become a world-class ski resort city.



福尔科·亚历山大 Folko Alexander:

疫情缓和之后,我们可以与其它国家的滑雪场建立合作关系。通过广告等形式互相推动,吸引国外游客来吉林滑雪。

When the epidemic eases, we can build partnerships with ski resorts in other countries. Through advertising and other forms of mutual promotion, we can attract foreign tourists to Jilin for skiing.



刘小山 Liu Xiaoshan:

建设世界级的滑雪度假目的地,首先要树立典型,集中打造。北大湖和松花湖具备成为世界级滑雪度假目的地优良基因,可以重点打造;引入世界级的设备制造商到吉林来,给他们政策和市场支持;在做好市内交通接驳的同时,可以考虑优化大交通,建议在北大湖和松花湖的东南部山区建一个冰雪机场。现在雪场每年有上千万的人次来消费,来度假,必然带来500万级的吞吐量,机场客运量也将会有保障。

To build a world-class ski holiday destination, we should first concentrate efforts on setting up a model. Beidahu and Songhuahu both have the good genes to become world-class skiing vacation destinations and should get prioritized treatment. We are going to attract world-class equipment manufacturers to Jilin by giving them policy and market support. While doing a good job in traffic support within the city, we consider improving the traffic of a wider scope, and propose to build an airport in the mountains southeast of the Beidahu and the Songhuahu. At present, tens of millions of people come to the ski resorts every year; the ice and snow tourism will bring 5 million passengers to the airport which will surely have a high throughput.



侯明晖 Hou Minghui:

打响冬奥在北京,体验在吉林的宣传口号。吉林是三亿人参与冰雪运动的重要承载区,这为打造世界级的冰雪旅游度假区更进了一步;同时要把握好政策支持,包括新的发展规划,新的布局。我们要把国际资源、国际城市、国际人才汇集到吉林来,助力吉林发展成为世界级的滑雪度假区。

Let's make known the slogan of "enjoying Beijing Olympic Winter Games and experiencing winter sports in Jilin". Jilin is an important area for engaging a big proportion of the 300 million people in ice and snow sports. As thus, it makes a step forward in building a world-class ice and snow tourist resort. Besides, we should properly handle policy support, including the new development planning and new layout. We will bring together international resources, international cities and international talents to help Jilin grow into a world-class ski resort.



世界旅游联盟微信公众号  
WTA WeChat Official Account



“北大湖对话”云摄影  
Vphoto of "Beidahu Dialogue"