

Unit 1

Tourism Development

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Learning Objectives:

After learning this unit students will be able to

- describe the current development of tourism generally;
- predict the trend of future tourism around the world;
- grasp the useful words and expressions related to the topic;
- talk about the issue of tourism development.

Text A

China's Travel and Tourism Market Takes Off

Vincent Lui, Youchi Kuo, Justin Fung, Waldemar Jap, Hubert Hsu

Not long ago, most Asian tourists were from Japan, South Korea, or Hong Kong—the region's more affluent markets—but that trend is rapidly changing. The World Tourism and Trade Council estimates that China in 2011 surpassed Japan to become the second-largest travel and tourism market in the world in terms of contribution to gross domestic product. Travel within China, which currently accounts for most Chinese travel and travel spending, is projected to increase by 16 percent per year and to be worth ¥3.9 trillion (\$615 billion) by 2020. Meanwhile, the country's outbound travel market will likely expand to triple the size of Japan's by 2020.

Yet China's travel industry is still in its infancy. It is also a highly regulated sector and a challenging one for foreign players. Intense competition with little innovation or differentiation is typically found in China's travel agencies, hotels, and airlines. Few domestic or foreign companies understand the needs of Chinese travelers, 95 percent of whom claim they are poorly served on

both the domestic and international fronts.

In a recent survey, the Boston Consulting Group (BCG) found that the rapidly rising demand for travel in China, together with the lack of offerings for Chinese tourists within China and abroad, present a rare opportunity for travel-related companies to gain a first-mover advantage. This advantage can be enormously valuable in a market where consumers are desperate for brands that meet their needs. Travel providers who are equipped with insight into targeted segments could develop differentiated products for affluent travelers as well as for the burgeoning segment of middle-class tourists emerging throughout China.

Demand for Travel Services

In another BCG survey of more than 4,000 consumers in seven countries, only about one-quarter of US and European respondents said that they planned to trade up—to increase spending in a particular category or service—on vacations, whereas more than one-third of Chinese intended to do so. Indeed, vacations were the highest-rated category for trading up among Chinese respondents, compared to other categories such as food and beverages and personal care.

Travel and lodging companies should prepare for a big change in China. BCG expects the market value of leisure trips to more than quadruple by 2020 and the demand for domestic accommodations—for business and leisure travelers—to double. Business travel accounts for fewer trips, but spending per trip is higher. BCG estimates that business travel within China will remain stable at about 10 percent annual growth over the next decade. The overnight leisure market will likely surpass that of the business segment, accounting for nearly half the market for domestic travel by 2020.

Compared with the already significant domestic travel market, the Chinese market for international travel is still young. According to BCG, Chinese international travel will likely increase by 17 percent per year between 2010 and 2020, driven by rising incomes and aspirations. Slightly more than two-thirds of all international travel today is to Hong Kong or Macao, but Chinese tourists are increasingly venturing to other parts of Asia and even to “long haul” destinations such as Europe, Australia, and New Zealand that require more than six hours of flying time.

Chinese international travel will become a major source of growth for travel providers in destination countries. BCG's findings show that by 2020, 25 percent of international travelers arriving in Japan and South Korea will come from China, while arrivals in Europe from China will quadruple. China will become one of the largest sources of growth for Europe's travel market, accounting for more than half of the increase in international arrivals between 2010 and 2020 from countries outside the EU region. In North America, travelers from China will rank third in number, after travelers from the United Kingdom and Japan.

The Chinese Traveler

Chinese travelers differ from their Western counterparts in ways that are significant for the

companies that serve them. For instance, demand for travel in China comes mostly from active younger people eager to visit new places, whereas demand in the West is driven by senior citizens, who tend to have more time and money for travel.

First-time travelers

According to BCG, fewer than 200 million urban Chinese consumers today have taken an overnight leisure trip. With an average of 25 million Chinese taking their first overnight leisure trip every year, however, that number will at least double by 2020. Middle-class and affluent consumers are spearheading this explosion in travel. Over the next decade, this population will increase from 150 million to more than 400 million travelers, and two-thirds of these people will come from smaller cities, where disposable incomes are projected to rise rapidly. By 2020, there will be more than 650 urban areas in China where real disposable income per capita is greater than Shanghai's today.

Longer trips and larger groups

Whether traveling domestically or overseas, Chinese travelers are more likely to take longer trips than Westerners and tend to travel with large groups of friends. BCG's surveys show that about twice as many Chinese as US domestic leisure travelers take trips longer than six days in duration. In addition, 26 percent of Chinese travel with more than five people, whereas only 13 percent of US travelers do so. Of the Chinese who travel in groups, nearly half said that they travel with friends rather than family members. Only 12 percent of US group travelers made that claim.

The Chinese propensity for longer trips may partly be a result of holidays that occur consecutively. But because the PRC government in 2008 shortened the one-week Labor Day holiday to one day and added three traditional Chinese holidays to other months, the holiday schedule may become less of a factor. The preference for traveling in large groups reflects the age of the market—most Chinese travelers are under 40—as young people prefer to travel with friends, and even with parents and children.

Short planning cycle

Many Chinese also take less time to plan a trip. Thirty-nine percent of US travelers said they started planning more than three months ahead for their last domestic leisure trip of five or more days. Only four percent of Chinese travelers begin that early. Of course, the larger the travel group, the more difficult it is to co-ordinate schedules months ahead of time. But the Chinese also love a good deal, and travel agents often do not announce bargains until one or two months before the departure date. Yet another factor may be force of habit. In the past, travelers from China's big cities could buy train or bus tickets no more than four days in advance; in smaller cities, travelers often had to wait until the day of the trip. Finally, it is still somewhat frowned upon in China for employees to tell their bosses six months in advance that they plan to take a vacation.

Travel planning

China already has nearly 400 million Internet users, so it is not surprising that Chinese travelers are embracing do-it-yourself travel arrangements for domestic leisure trips. Most Chinese have had little experience with leisure travel, so they seek out online travel sites for recommendations, information, and reservations. More than half of BCG's survey participants ranked online information as their most trusted source for travel planning, while only one-third favored word of mouth. This is probably because not everyone knows someone who has been to the places they want to visit.

For travel outside of China, however, people prefer to rely on travel agents, not only for the convenience of handling any visa requirements, but also because agents help bridge cultural differences and language barriers.

Transportation modes

In contrast to the United States, where most travelers either fly or drive, trains and buses remain the most popular modes of transportation within China. The dominance of bus and rail means that being located close to train and bus terminals, city centers, and tourist attractions is an important factor for tour operators and hotels.

Automobile travel is increasing in China, especially for shorter trips, but it is unlikely to become the dominant form of travel in the near future. Roadside facilities are still sparse, accident insurance protection is inadequate, and driving itself can be less than relaxing because of pollution and reckless drivers.

Travel and shopping

On international trips, most Chinese are willing to spend much more than they do on their domestic travels, even excluding transportation costs. They also allocate their spending differently than US travelers. While US travelers prefer to spend the lion's share of their travel budget on accommodations and meals, the Chinese devote nearly half of their budget to shopping. China's strong gift-buying culture stimulates some of this spending. As one consumer told BCG, "I travel overseas only once a year, so my family and friends all know when I go. If I don't buy gifts for everyone, I feel very embarrassed." Chinese tourists purchase luxury items mainly overseas and in Hong Kong and Macao, rather than in duty-free shops in Chinese airports, where there is less variety. Apparel retailer Burberry claims that one-third of the sales in its London stores are made by Chinese shoppers. In Hong Kong, the Louis Vuitton and Chanel stores also have long queues of Chinese tourists.

Valued services

Companies that offer premium services to Chinese travelers should realize that Chinese and US views on value can differ. For example, Chinese travelers rank baggage delivery between

airport and hotel second among desired premium services, while US travelers do not even consider it a top-ten demanded service. This is probably because auto travel including car hire, which essentially eliminates the need for separate baggage delivery, is more common in the United States than in China. Furthermore, since Chinese travelers often travel in groups with a full schedule of activities, they appreciate not having to deal with their baggage. Chinese travelers are also more likely to prefer special treatment at airports and the sense of exclusivity conferred by access to priority lounges, security lines, and seating.

All Segments are Underserved

Many of these preferences, however, are often unmet by China's emerging travel and tourism industry. Many domestic companies serving tourists remain state-owned, and they are just learning how to serve consumers in a competitive environment. Foreign companies in China have focused largely on expatriate customers or on the affluent domestic segment. As a result, a huge portion of the travel market has been underserved.

Troubles on the domestic front

Middle-class domestic travelers typically care more about basic services, such as the price and cleanliness of their accommodations, than they do about value-added extras. This is only a little less true for the affluent segment, which ranks price below a hotel's amenities and cleanliness. Such basic requirements are taken for granted by Western travelers, but Chinese travelers in the BCG survey said these needs were going unfulfilled, particularly on the domestic front. Most of the complaints about hotels in China concerned a lack of cleanliness and basic comforts.

Challenges for international travel

Chinese travelers in all segments are more willing to trade up when they travel abroad. They believe that they need a higher level of service to deal with language barriers and unfamiliar cultures, and they view international travel as a special treat—an occasion to splurge. The luxury end of the consumer retail industry has already begun to invest in serving this expanding market by hiring Mandarin speakers in their global stores and providing language lessons and exchange programs in China for local staff. Some retailers have VIP programs that require specific customers to be greeted by their first name at any of the company's locations around the world.

Though some casinos in Las Vegas or Macao have become sophisticated in serving Chinese high rollers, BCG research shows that the travel sector has not paid as much attention to affluent travelers as the retail sector. Few hotels at popular destinations for Chinese tourists in the United States and Europe provide tailored services for Chinese travelers, although some are beginning to offer Chinese language services and other amenities. For example, most foreign airlines lack Chinese websites or signs, and restaurants overseas rarely offer menus in Chinese.

Differentiated premium services

Currently, most offerings—in foreign countries and in China—are either undifferentiated and targeted at the mass market or they lack sufficient quality to appeal to affluent travelers. For example, the affluent travelers in BCG's survey were less satisfied than those in other income segments with packaged tours offered by travel agencies. Affluent travelers frequently complained about the poor quality of the guides and the lack of diversity in the tours available. BCG survey participants noted that they could detect little difference between two European tour packages—one priced almost twice as much as the other.

Online travel planning

While many consumers in China are already planning their travel online, downloading and interpreting the complex information that appears on the Web, comparing prices, and determining reliable reviews can consume hours and even days for most Chinese. The experience of one Shanghai traveler interviewed is typical: she visited 10 travel websites when planning her most recent trip to Xiamen, Fujian, a major city just an hour's flight away. There is a rising market in China for one-stop, user-friendly travel sites that provide trusted information and services.

Few Clear Winners in the Market

Because the travel and tourism sector in China is still relatively undeveloped, it offers some of the best opportunities in the consumer industry. Companies entering now will be able to set standards and guide consumers in their shopping behavior. So far, few companies are fully serving the needs of Chinese travelers. That window will not remain open forever. Therefore, it is important for players to act now. Companies that wish to tap into the China travel and tourism market should:

- invest in consumer insight to develop different products and services for mass-market and affluent consumers, as well as for consumers with different levels of travel experience;
- identify opportunities to develop a trusted umbrella brand that will attract the loyalty of consumers new to the travel market;
- consider opportunities for acquisitions in new, fragmented sectors where the company may not have an established operation; and
- design a well-timed, cost-effective, and innovative expansion into lower-tier cities to capture this rapidly growing and underserved market.

China's speedy development in the world's travel and tourism sector presents an unprecedented opportunity for growth at a time when most mature markets remain sluggish. Considering the huge advantage to be gained by innovative first-movers in a market desperately seeking trusted brands, companies in China and abroad must take up the challenge of meeting the needs of Chinese travelers.

文章选自:

<http://www.chinabusinessreview.com/chinas-travel-and-tourism-market-takes-off/>。

Words and Expressions

access	<i>n.</i>	进入, 进入权; 接近
accommodation	<i>n.</i>	住宿; 住所; 食宿
account for		(数量、比例上) 占
affluent	<i>adj.</i>	富裕的, 富有的
amenity	<i>n.</i>	便利设施; 舒适; 礼仪; 愉快
announce	<i>v.</i>	宣布; 声明
apparel	<i>n.</i>	服装; 衣服
appeal	<i>v.</i>	有吸引力; 迎合爱好
arrangement	<i>n.</i>	安排
aspiration	<i>n.</i>	渴望, 愿望
available	<i>adj.</i>	可利用的; 可得的
baggage	<i>n.</i>	行李
bargain	<i>n.</i>	物美价廉的商品; 特价品
barrier	<i>n.</i>	障碍, 阻碍
beverage	<i>n.</i>	饮料
bridge	<i>v.</i>	作为(连接的)桥梁越过、跨过(障碍等)
burgeoning	<i>adj.</i>	增长迅速的
capture	<i>vt.</i>	夺得; 捕捉
casino	<i>n.</i>	赌场; 娱乐场
category	<i>n.</i>	种类; 范畴
claim	<i>v./n.</i>	要求; 声称
comfort	<i>n.</i>	舒服, 舒适
complex	<i>adj.</i>	复杂的
confer	<i>v.</i>	授予; 给予
consecutively	<i>adv.</i>	连续地
co-ordinate	<i>v.</i>	协调; 调整
cost-effective	<i>adj.</i>	划算的; 成本效益好的
counterpart	<i>n.</i>	对应的人或物
cycle	<i>n.</i>	周期; 循环
departure	<i>n.</i>	离开; 出发
desperate	<i>adj.</i>	令人绝望的, 不顾一切的
destination	<i>n.</i>	目的地
detect	<i>vt.</i>	察觉; 发现

differ	v.	不同, 有区别
differentiate	vt.	区分, 区别
differentiation	n.	区别, 区分
disposable	adj.	可自由使用的; 可任意处理的
diversity	n.	多样性; 差异
domestic	adj.	国内的
dominance	n.	优势; 统治; 支配
dominant	adj.	占优势的; 统治的; 支配的
drive	vt.	迫使; 驱使
duration	n.	持续时间
eager	adj.	渴望的, 热切的
eliminate	vt.	消除; 排除
embarrassed	adj.	尴尬的; 窘迫的
embrace	v.	拥抱; 欣然接受
emerging	adj.	出现的; 新兴的
enormously	adv.	巨大地, 庞大地, 极大地
estimate	vt.	估计, 评价, 判断
exchange	n.	交换; 交流
exclude	v.	排除; 除外
exclusivity	n.	专有权, 独占权
expanding	adj.	扩大的; 扩展的
expansion	n.	扩张; 发展
expatriate	adj.	移居国外的, 侨居的
explosion	n.	激增; 爆发; 爆炸
facility	n.	设施; 设备
first mover		先动者; 先驱者
fragmented	adj.	片段的; 成碎片的
frown	v.	皱眉; 不同意
haul	n.	拖运距离; 拖, 拉
high roller		肆意挥霍的人; 挥金如土者; 狂赌者
hire	n.	雇佣, 租用
identify	v.	确定; 识别, 辨认出
in terms of		在……方面, 就……来说
inadequate	adj.	不充分的; 不适当的
infancy	n.	婴儿期, 幼年
innovation	n.	创新, 革新
innovative	adj.	革新的, 创新的
insight	n.	深入了解, 深刻见解; 洞察力
insurance	n.	保险; 保险费

lion's share		大部分; 最好或最大的部分
lodging	<i>n.</i>	住宿; 出租的住房
long haul		长途运输; 长距离
lounge	<i>n.</i>	休息厅; 娱乐室; 酒吧间; 沙发
lower-tier	<i>adj.</i>	较低层次的
loyalty	<i>n.</i>	忠诚; 忠实
luxury	<i>adj.</i>	奢侈的; 豪华的
Mandarin	<i>n.</i>	[中] 普通话; 国语
mature	<i>adj.</i>	成熟的
outbound	<i>adj.</i>	向国外的, 出境的
participant	<i>n.</i>	参与者, 参加者
per capita		[统] 人均; 按人口计算
portion	<i>n.</i>	部分
preference	<i>n.</i>	偏爱, 倾向
premium	<i>adj.</i>	高端的; 优质的
priority	<i>n.</i>	优先, 优先权
project	<i>vt.</i>	计划, 预计
propensity	<i>n.</i>	倾向; 偏爱
quadruple	<i>v.</i>	(使) 成为四倍
queue	<i>n.</i>	排队; 长队
reckless	<i>adj.</i>	鲁莽的; 粗心大意的
recommendation	<i>n.</i>	推荐; 建议
regulate	<i>vt.</i>	调节, 规定; 控制
reservation	<i>n.</i>	预订, 预约
respondent	<i>n.</i>	调查对象, 被调查人
retail	<i>n.</i>	零售
retailer	<i>n.</i>	零售商; 销售商
security	<i>n.</i>	安全; 保安措施
seek out		找出; 搜出; 想获得
segment	<i>n.</i>	部分; 段
separate	<i>adj.</i>	分开的; 单独的
slightly	<i>adv.</i>	稍稍, 略微
sluggish	<i>adj.</i>	萧条的; 迟钝的; 行动迟缓的
sophisticated	<i>adj.</i>	富有经验的; 老练的
sparse	<i>adj.</i>	稀疏的; 稀少的
spearhead	<i>vt.</i>	带头; 做先锋
splurge	<i>v.</i>	挥霍; 炫耀
stable	<i>adj.</i>	稳定的
stimulate	<i>v.</i>	刺激; 鼓舞, 激励

surpass	vt.	超过, 胜过
survey	n.	调查
tailored	adj.	量身定做的
take up		接受; 开始从事
target	vt.	把……作为目标
terminal	n.	终点站
trade up		买更高价的东西
trillion	n.	万亿
triple	v.	使成三倍; 增至三倍
underserved	adj.	服务不周到的; 服务水平低下的
undifferentiated	adj.	无差别的; 一致的
unfulfilled	adj.	未得到满足的; 没有成就感的
unmet	adj.	未满足的; 未应付的; 未相遇的
unprecedented	adj.	空前的; 史无前例的
venture	v.	冒险去(某地)
well-timed	adj.	及时的; 正合时宜的

Key Concepts

business travel	商务旅游
domestic travel	国内旅行
duty-free shop	免税商店
gross domestic product	国内生产总值
international trip	国际旅行
leisure trip	休闲游
mass-market	大众市场
packaged tour	包办旅游; 跟团旅游; 旅行社代办的旅游
tour operator	旅游经营者; 旅游组织者
tourist attraction	旅游胜地
travel agency	旅行社; 旅行代理商
travel agent	旅行社; 旅行代理商
travel budget	旅游预算
travel provider	旅游服务提供商
travel service	旅游服务
travel site	旅游网站
umbrella brand	主品牌
value-added extras	增值的额外服务

Notes

The World Tourism and Trade Council 世界旅游和贸易委员会

the Boston Consulting Group (BCG) 波士顿咨询公司

波士顿咨询公司（BCG）是一家全球性管理咨询公司，成立于 1963 年，是世界领先的商业战略咨询机构，客户遍及所有行业和地区。BCG 帮助客户辨别最具价值的发展机会，应对至关重要的挑战并协助他们进行业务转型。

Burberry 博柏利（品牌名），巴宝莉

它是极具英国传统风格的世界知名奢侈品牌，主要经营男女装、配饰、手袋鞋履、香水。

Exercises

I. Reading Comprehension

1. Answer the following questions after reading the text.

- 1) What is the main idea of the text?
- 2) Why do the authors say that China's travel industry is still in its infancy in spite of its rapid development?
- 3) What are the main reasons for the possible increase of Chinese international travel in the near future?
- 4) What are the major differences between Chinese travelers and their Western counterparts?
- 5) Why do Chinese people prefer to depend on travel agents to make travel arrangements when planning to travel abroad?
- 6) Will automobile travel soon become the dominant form of travel in China in the near future? Why or why not?
- 7) What do Chinese tourists spend most of their travel budget on? Why?
- 8) What are the suggestions for companies aiming at the China travel and tourism market given by the authors?

2. Choose the best answer to the following questions or finishing the following statements.

- 1) Not long ago, most Asian travelers came from the following countries or areas EXCEPT _____.

A) China B) Japan C) Hong Kong D) South Korea

- 2) Chinese travelers are most willing to trade up in the category of _____.

A) eating B) drinking C) personal care D) vacation

- 9) s _____ not united or joint
 10) e _____ the act of changing one thing for another thing

2. Fill in each blank with a suitable word or phrase chosen from the box below. Change its form when necessary.

account for	differentiate	disposable	exclude	first mover
frown	in terms of	lion's share	take up	trade up

- 1) Gerald had little _____ income, for his wife used to control the purse strings.
 2) Even though divorce is legal, it is still _____ upon by most of the people.
 3) Computers _____ 5% of the country's commercial electricity consumption.
 4) In the 1940s, a small group of the nation's biggest corporations received the _____ of military contracts.
 5) There are significant difficulties and risks in being a _____.
 6) We have to define professionalism _____ basic supply and demand.
 7) Gas prices are discouraging small car owners from _____ to SUVs.
 8) Last week she _____ my offer of a ride into town.
 9) The judges have _____ evidence which had been unfairly attained.
 10) A child may not _____ between his imagination and the real world.

III. Translation

1. Translate the following sentences into Chinese.

- 1) Ever since the policy of opening and reform was adopted, the tourism industry in China, thanks to the great importance attached by the government, has become a most dynamic and most potentially strong sector in China's tertiary industry.
 2) In many parts of the country, tourism has been regarded as a pillar, superior or priority industry in promoting local economic development. The position of tourism in the national economy continues to be enhanced and upgraded.
 3) The tourism development of China has played an active role in increasing internal demand and employment, in enhancing the structural readjustment and inter-regional economic link, and in assisting people in the poor areas to get rid of poverty and live a better life.
 4) From 1996 to 2002, the total receipts of China's tourism has been growing by an annual average of 2-digit numbers for seven consecutive years, which is far above the average GDP growth rate of the same period, and has thus become a new growth point in the national economy of the country.
 5) We shall actively promote the setting up of foreign share-holding joint ventures or wholly foreign-owned travel services in the places where market economy and tourism are relatively advanced.

2. Translate the following sentences into English.

- 1) 旅游的发展极大地促进了中国的经济繁荣和社会发展, 以及中国人民和世界人民的友好交流。
- 2) 我们希望越来越多的国外大型旅游企业来中国投资发展。同时, 我们也鼓励中国的大型旅游企业在全世界扩展业务。
- 3) 许多刚刚退休的中国老年公民进入旅游市场并成为旅行社的潜在目标, 因为他们有充足的时间和经济支持, 更重要的是, 他们的健康状况允许他们进行短期和相对长期的旅行。
- 4) 乡村旅游已成为农业结构调整的重要途径, 并且也有助于扩大城市与农村地区之间的交流, 缩小城乡差距。
- 5) 中国的森林旅游, 主要以森林公园为中心, 在过去 30 年发展十分迅速。到目前为止, 全国各地已有上千个森林公园、自然保护区和湿地公园。

Text B

Tour Operators Gaze into their Crystal Balls

David Cogswell

Tour operators have to plan their tours years in advance, with everything set to go off at its appointed moment. But no one knows better than these professionals how confounding and hard it can be to predict the future even one day ahead.

Many unexpected happenings can have dire consequences. Tour operators are always on the alert. They have to be. Their reputations—their most valued business asset—can be wrecked by an error at a high-stakes moment.

Handling problems that emerge suddenly is one of the most important skills required to be a tour operator.

But if you want to get a bead on where things are going in the travel industry, tour operators are good ones to approach as they are nestled in its core.

Every tour operator is at the center of a network of travel industry that includes everything required to operate tours: lodging, destinations, transportation, activities and events.

Though the future of the travel industry cannot be prognosticated with fine detail, some general tendencies and trends have established themselves and will likely hold true. And given their position at the center of it all, tour operators can come the closest to providing an accurate picture of the tour industry's next decade.

Here are some leading tour operators talking about the industry's future:

Jennifer Tombaugh, President of Tauck

I think we'll just have to see how people evolve. But I think that while technology in many ways has allowed us more freedom to make personal choices, it also has made us a little crazy, now that you can get everything on your wrist.

To have pause, to break away and be with the people you love and you care about in a community where you can discover and be present and be awed by the world around us, that will continue to be very important to people.

It could be space. There could be a lot of different ways that we're doing that. I don't know what it's going to look like. But I think the fundamentals will hold true. I know four things to be true. People will travel, they will travel in groups, they will always want to see something special as an insider and they will want to be pampered.

So it's our job to figure out how to serve those needs as other parts of our world evolve and create different needs and opportunities.

John Stachnik, President of Mayflower Tours

Changes we see happening now, or will be seeing in the next ten years:

Great destinations will not change—the way we make reservations, whom we travel with and how we travel is what will change.

Experienced travel professionals will be in greater demand than ever. People's leisure time will be more limited and these travelers will be willing to pay for travel professionals to deliver the travel experience with ease. The respect that travelers have for travel agents will grow over the coming years.

Private jets will become more of a lure for leisure travelers. Traveler service from the existing, traditional airlines will continue to decrease, therefore encouraging those travelers to spend more for private jets to get them from place to place. And they are finding out that a private jet for three or four couples isn't that much more expensive than first class air tickets.

Family travel as part of a group experience will become more commonplace. Families are moving to the hosted experience rather than navigating a vacation by themselves.

Loyalty programs will continue to increase. Once a traveler finds a brand that matches his or her travel personality, they will use that brand exclusively. The brand will cater to that traveler's needs more and more.

Use of Airbnb, Uber and the like will only increase. Demand for staying in centrally-located places will help this phenomenon greatly. Also, car rental companies will need to reinvent themselves.

OTAs (online travel agencies) will diminish in terms of their importance in the industry. If you live by discounting, your days are numbered.

"Value" is slowly outdistancing "Price" as the main motivator to select one product over another.

Jeff Clarke, President of Travel Impressions

It doesn't take a crystal ball to predict that all-inclusives will remain dominant in terms of wholesale vacation packages, but I think we're going to continue to see an evolution in terms of the variety of culinary experiences offered.

A number of mega-resort complexes have already opened in key destinations throughout Mexico and the Caribbean, battling to one-up one another to great benefit to our travelers. We're definitely going to see more competition in this arena over the next 5-10 years, which should keep rates competitive for travel agents and their clients.

As for Travel Impressions in particular, we've recently placed an increased focus on groups, which is paying off in a big way. This reinforces my belief that there is significant growth potential in destination weddings, family reunions, "friendcations" and special interest groups. We're leveraging the success of our Groups Department to negotiate even more advantageous rates, value-adds and incentives that will help our agent partners maximize their piece of this lucrative business over the next several years.

Gianni Miradoli, CEO of Central Holidays

We do indeed need a couple of crystal balls to foretell what will be happening...ten years from now in our industry...

There is absolutely no doubt that our industry—as viewed from the travel agency/tour operator side—will go through very hard and difficult challenges.

The outlook is complicated and somewhat "dark" shaded.

The ever-increasing presence of travel products via the Internet, the globalization of offerings (today you see offerings coming from operators located all over the world into our market), and the competition that you must face even with your own suppliers like hotel, cruise lines, airlines and other service providers, are tending to go directly to the general public.

And the new generation of travelers being more computer and Internet savvy (and using mobile devices too)—will certainly not facilitate the work of the travel agencies and consequently also our task as wholesalers for the travel industry.

Politically and safety-wise, the worldwide situation is a major factor influencing the decisions of travelers. The world is unfortunately not at peace. This is the biggest challenge that our industry has to face.

What to do to survive? Suggestions from the tour operator side are as follows:

1. First of all, get out from the single item sale (hotel only, car only, cruise only...) where the margins will be reduced practically to zero but specialize in the "packaging" where expertise, perfect knowledge of the destination and know-how are key factors in offering to travelers the necessary help to build their ideal itinerary and deliver the experiences they want to accomplish. These packaging capabilities are practically impossible to be performed by a typical traveler.

2. More and more, specialize in "family and friends" types of offerings. Today we are seeing more and more developments on this kind of travel request ... in particular small-group travel.

3. Niche market: Develop offers to many different group travel interests and affinity groups. Alumni associations, the religious market, schools, and any other type of associations and similar travel interest groups do not have the possibility or the expertise to “do-it-yourself.” For example, some groups are interested in such things as cycling, running, trekking, food and wine.

4. Continuously enlarge your range of travel products with new destinations and new features. The cookie-cutter type of itineraries (e.g. mass market “Rome-Florence-Venice”) will little-by-little disappear and be replaced by other interests and destinations in each specific country. Our industry has to become an “industry in movement,” not a static and repetitive one.

5. Diversification of offerings: Do not place all your eggs in one basket. Diversify your product types and destinations. As I said, the safety of the travelers is the main concern and offering only one destination or only one region of the world can be really very critical and dangerous. We had a lot of examples in the recent months and years where reduction of travelers has been seen. In some cases destinations bounce back quickly, for others it can take years, so having a range of specialty destinations is also an invaluable key to success in the tour operation arena.

Steve Born, Vice President of Marketing for the Globus Family of Brands

Consulting my crystal ball, here’s what the tour category will be looking back at in 2025:

“I can’t believe I did that!” inclusions:

Tour operators are specialists at creating unique local experiences that just can’t be replicated traveling on your own. These will continue to evolve and accent itineraries to the world’s best-loved destinations. For Globus, these are Local Favorites, and we’ll see local suppliers become even better at delivering these amazing moments.

Increased flexibility:

Options will continue to grow, putting even more control in the hands of the traveler. This includes longer stays in destinations and increased options to match the traveler’s style.

Personalization:

Touring travelers will be able to easily personalize their experience with pre-booked excursions and a host of on-, pre-, and post-tour choices. For the Globus family of brands, the future is here, with MyGlobus options and the ability to combine a tour with a Monograms city stay or even an Avalon cruise.

Access:

Crowding of the “regular” (non-tour) tourist load will limit access to attractions—but not for touring. Pre-arranged VIP group entry will provide travelers with access to popular sights and attractions that will be limited to “on your own” travelers.

Specialization:

Themed and specialty tours will continue to grow, as travelers seek out like-minded travelers who also enjoy their chosen pastimes. Think food & wine, active trips and religious tours.

Growth of a “tour” that’s not a “tour”:

We will see Monograms expand—a hybrid product that combines the best of touring (great

hotels, VIP sightseeing, transportation), with the freedom of independent travel. All with the services of a professional Local Host. This travel style will soon become its own segment of the category.

文章选自:

<http://www.travelpulse.com/news/tour-operators/tour-operators-gaze-into-their-crystal-balls-7.html>.

Words and Expressions

accent	vt.	强调, 注重; 使突出, 使特别显著
accomplish	vt.	完成; 实现
accurate	adj.	精确的, 准确的
affinity	n.	密切关系; 吸引力
all-inclusives	n.	包括一切的服务; 全包式服务
alumni	n.	校友 (alumnus 的复数)
appointed	adj.	约定的, 指定的
approach	v.	接近, 靠近
arena	n.	舞台; 竞技场
asset	n.	资本; 优点; 有利条件
association	n.	协会, 联盟, 社团
awe	v.	使……敬畏; 使……惊叹
bead	n.	珠子; 念珠
bounce	v.	反弹; 弹回
break away		突然离开; 脱离
cater to		迎合; 为……服务
commonplace	n./ adj.	老生常谈; 司空见惯的事; 平凡的
community	n.	社区; 团体
competitive	adj.	竞争的; 有竞争性的
confounding	adj.	令人困惑的
consequently	adv.	因此; 结果; 所以
consult	v.	请教; 咨询
cookie cutter	n./adj.	饼干模具; 千篇一律的
crowding	n.	拥挤, 聚集
culinary	adj.	厨房的; 烹饪的
diminish	v.	减少, 缩小; 变小
dire	adj.	可怕的; 悲惨的
discount	v.	折扣; 打折出售

diversification	<i>n.</i>	多样化; 变化
diversify	<i>vt.</i>	使多样化, 使变化
enlarge	<i>v.</i>	扩大; 扩展
entry	<i>n.</i>	进入许可; 进入
evolution	<i>n.</i>	演变; 进化
evolve	<i>v.</i>	发展, 进化
exclusively	<i>adv.</i>	唯一地; 专门地; 排他地
excursion	<i>n.</i>	远足; 短途旅游
expertise	<i>n.</i>	专门知识; 专门技术
figure out		想出; 弄明白
flexibility	<i>n.</i>	灵活性; 适应性
foretell	<i>v.</i>	预言; 预示
fundamental	<i>n.</i>	基本原理; 基本原则
gaze	<i>v.</i>	凝视, 注视
given	<i>prep.</i>	考虑到
globalization	<i>n.</i>	全球化
go off		离开; 进行
high-stakes	<i>adj.</i>	高风险
hybrid	<i>adj.</i>	混合的
in advance		提前, 预先
inclusion	<i>n.</i>	包含, 包括
insider	<i>n.</i>	内部人; 业内人士
invaluable	<i>adj.</i>	无价的; 非常贵重的
itinerary	<i>n.</i>	旅程; 路线; 旅行日程
jet	<i>n.</i>	喷气式飞机
leverage	<i>v.</i>	利用; 举债经营
like-minded	<i>adj.</i>	志趣相投的; 具有相似意向或目的的
lucrative	<i>adj.</i>	有利可图的, 赚钱的
lure	<i>n.</i>	诱惑; 引诱
margin	<i>n.</i>	利润; 余地; 幅度
maximize	<i>v.</i>	最大化
motivator	<i>n.</i>	动力; 激励因素
navigate	<i>v.</i>	操纵; 指导
negotiate	<i>v.</i>	谈判, 商议
nestle	<i>v.</i>	坐落; 安置
on the alert		警惕着; 提防着; 随时准备着
one-up	<i>vt.</i>	领先于, 胜过
outdistance	<i>vt.</i>	超越, 大大超过
pamper	<i>vt.</i>	纵容; 溺爱; 细心照顾

pastime	<i>n.</i>	娱乐, 消遣
pay off		有报偿; 得到好处; 收到效果
prognosticate	<i>vt.</i>	预言, 预测
reduction	<i>n.</i>	减少; 下降; 缩小
regular	<i>adj.</i>	经常的; 普通的
reinforce	<i>v.</i>	加强; 强化
reinvent	<i>vt.</i>	革新, 彻底改变
rental	<i>n.</i>	租赁; 出租
repetitive	<i>adj.</i>	重复的
replace	<i>vt.</i>	取代, 代替; 更换
replicate	<i>v.</i>	复制; 重复
reputation	<i>n.</i>	名声, 名誉; 声望
savvy	<i>n.</i>	悟性; 精通
specialize	<i>v.</i>	[美] 专门从事; 使专门化 (specialise)
static	<i>adj.</i>	静态的; 静止不变的
trekking	<i>n.</i>	艰苦跋涉, 徒步旅行
wholesaler	<i>n.</i>	批发商
with ease		熟练地; 不费力地
wreck	<i>v.</i>	破坏, 摧毁

Key Concepts

CEO (Chief Executive Officer)	首席执行官; 执行总裁
mega resort	大型娱乐场
niche market	缝隙市场; 瞄准机会的市场
OTA (Online Travel Agency)	在线旅行社
vacation package	旅游度假套餐

Notes

Tauck 塔克旅游

1925 年在美国康乃迪克州成立, 至今已有 86 年历史, 获奖无数, 成为旅游品质口碑极佳的世界最佳旅游公司。

Mayflower Tours 五月花旅游

一家美国旅游公司, 成立于 1979 年, 主要经营全球范围的豪华旅游度假业务, 一直以优质的服务、敬业的员工、专业的旅游经理、奢华舒适的交通方式、独一无二的美食体验、

精选豪华的住宿和观光旅游而闻名。

Airbnb 空中食宿

全称是 Air Bed and Breakfast, 中文名为“空中食宿”, 是一家联系旅游人士和家有空房出租的房主的服务型网站, 提供各式各样的住宿信息。用户可通过网络或手机应用程序发布、搜索度假房屋租赁信息并完成在线预订程序。

Uber 优步

Uber 是一款美国打车移动应用程序, 已经进入亚太地区的 25 座城市, 并在全球范围内覆盖了 121 座城市。

Travel Impressions 旅游印象

美国最大的一家休闲旅游公司, 成立于 1974 年, 提供遍布全球 200 多个目的地的旅游度假服务。该公司以其优质的服务、领先的技术、知识渊博的员工以及备受赞誉的营销策略, 获得众多业内荣誉和奖项。

Central Holidays 中央假期旅游

中央假期是一家专门经营欧洲和地中海范围的旅游公司, 成立于 1972 年。

the Globus 环球旅游

环球旅游是一家世界领先的旅游公司, 于 1928 年创立于瑞士的卢加诺。

Monograms 莫纳格姆 (旅游套餐)

环球旅游公司旗下的一个旅游品牌, 专门为旅行者提供全方位一体化的旅游套餐, 包括酒店、交通、观光以及专业的当地导游全程陪同, 提供游客所需的各种服务。

Avalon 阿瓦隆

环球旅游公司旗下的一个邮轮公司, 即阿瓦隆内河邮轮公司 (Avalon Waterways), 是豪华内河航运领域的领导者。公司一共拥有 28 艘邮轮, 内河航线遍布欧洲、亚洲、埃及和加拉帕戈斯群岛, 服务亲切周到, 深受乘客的喜爱。

Exercises

I. Reading Comprehension

1. Answer the following questions after reading the text.

- 1) What is the article mainly talking about?
- 2) What do “crystal balls” mean in the article?
- 3) What is the key message conveyed by Jennifer Tombaugh?
- 4) What will be the major changes of the travel industry in the next ten years according to

John Stachnik?

- 5) What is the major information given by Jeff Clarke?
- 6) Why does Gianni Miradoli describe the future of the travel industry as dark?
- 7) From the perspective of the experienced tour operators, what should travel service providers do to face the future challenge?
- 8) What does Steve Born actually intend to tell the reader?

2. Decide whether the following statements are true or false according to the information given in the text. Write T for true and F for false.

- 1) As tour operators know the travel industry very well, they are able to predict the future of the travel industry with great details.
- 2) Since people will have more limited time for leisure travel, the demand for travel professionals will decrease.
- 3) If one travel agent can satisfy the need of a traveler, it is very likely that he or she will continue to choose this agent afterwards.
- 4) Price, instead of value, is becoming the main factor to influence a traveler's selection of travel products.
- 5) There will be more and more mega resorts opening in the next ten years.
- 6) Travel Impressions have paid great efforts to develop group travel.
- 7) The improvement of young travelers' ability of using computers and the Internet is helpful for travel agencies to deal with their work.
- 8) Travelers will gradually lose interests in the same type of tour arrangements.

II. Word Study

1. Match the following words with their meanings.

- | | |
|----------------|--|
| 1) gaze | A. having incalculable monetary, intellectual, or spiritual worth |
| 2) margin | B. to make someone feel comfortable by doing things for him or giving him expensive or luxurious things |
| 3) invaluable | C. an attractive quality that something has |
| 4) wholesaler | D. to become reduced in size, importance, or intensity |
| 5) outdistance | E. to look steadily at someone or something for a long time |
| 6) awe | F. to know a lot about something and concentrate a lot of time and energy on it, especially in work or study |
| 7) lure | H. to be a lot better and more successful than the others |
| 8) pamper | K. to feel respectful and amazed, though often rather frightened |
| 9) specialize | M. the net sales minus the cost of goods and services sold |
| 10) diminish | P. someone who buys large quantities of goods and resells to merchants rather than to the ultimate customers |

2. Fill in each blank with a suitable word or phrase chosen from the box below. Change its form when necessary.

break away	cater to	commonplace	enlarge	figure out
go off	in advance	on the alert	pay off	with ease

- 1) He _____ to work as usual, though he caught a serious cold.
- 2) It took them about one month to _____ how to start the equipment.
- 3) If there is any change about the time of the meeting, please notify us _____.
- 4) The girls were able to manage all three tasks _____, matching the performance of the boys in similar tests.
- 5) It has become _____ that college students start their own businesses.
- 6) Passengers are asked to be _____ for theft when taking buses or subways.
- 7) TV programs should _____ all tastes.
- 8) It has been rather costly to install the machinery, but it should _____ in the long run.
- 9) A good way to _____ your vocabulary is to read a daily newspaper.
- 10) They _____ from the national union and set up their own local organization.

III. Translation

1. Translate the following sentences into Chinese.

- 1) Most people know that Travel and Tourism ranks among the most exciting and dynamic economic sectors on the planet. In 2014, the industry accounted for \$7.6 trillion in revenues or 9.8% of the world's gross domestic product and was responsible for providing 105 million jobs, according to statistics.
- 2) Over the next 10 years, the World Travel & Tourism Council predicts global Travel and Tourism GDP will grow an average of 3.8% a year, directly and indirectly. Its GDP contribution to the world's economy will rise to 10.5% and by 2025 it will account for 10.7% of the world's employment.
- 3) Since the 10-year visa policy between China and the United States has triggered a boom in Sino-US travel, more Chinese travelers are planning their own trips to the US instead of joining group tours for sightseeing.
- 4) The tourism industry was among the earliest opened to the outside world and has been enjoying the highest level of opening up. With good investment and development environment, it is also an advantageous field designated by the government for foreign investment.

2. Translate the following sentences into English.

- 1) 发展森林旅游业帮助农村居民不用离开家乡来维持生计，同时可以提高他们在家乡的生活质量。

- 2) 今天的乡村旅游不再处于初始阶段。它已经发展成为一种集观光游览、民俗文化、保健养生和休闲娱乐为一体的旅游类型。
- 3) 中国的国内旅游是世界上最大的、发展最快的且最具潜力的市场之一，同时，中国的出境旅游也在逐年稳步增长。
- 4) 中国的签证便利化政策的实施以及基础设施的改善，有助于促进入境游客的增加。

Case Study

The Future of the Travel Industry Unquestionably is a Connected One

The role of the smartphone in helping to redefine the passenger experience cannot be underestimated, and touches almost every aspect of the travel process, whether through app-based booking, mobile boarding passes, airport way-finding, or inflight entertainment consumption.

Hilton Worldwide is itself embracing mobile technology to ensure that the end-to-end journey, and the hotel experience in particular, is as simple and seamless as possible for travellers. It has made a significant investment in exploring how smartphones can positively impact the guest experience, and the results are impressive. As well as enabling guests to make bookings via their smartphone, members of the Hilton HHonors rewards programme can check-in and choose their exact room from digital floor plans, and customise their stay by purchasing their upgrades and making special requests for items to be delivered to their room, all using their mobile device. There are also plans to enable guests to check-out using their personal device, and they will even be able to use their smartphone as their room key at the majority of Hilton hotels by 2016.

“The future of the travel industry unquestionably is a connected one,” explained Josh Weiss, Hilton Worldwide’s VP Brand and Guest Technology. “At Hilton, we’re investing in and delivering on a more mobile future with our recently redesigned Hilton HHonors app. With the launch of an industry-first digital check-in and room selection, we are changing how guests engage with our brand by empowering them to dream, book, stay, check-out and follow up with us right from their smartphone.”

Importantly, he also recognises the value of collaborating with other key stakeholders in the travel chain to ensure that the benefits extend beyond the walls of the hotel. “There are a number of opportunities for digital collaboration between the airport, airline and hotel industries—including leveraging iBeacons and other location services and capabilities to push relevant information to travellers,” he commented. “One example of where we already see this alignment is with Hilton’s paid search strategy. By showing nearby hotels to customers affected by a specific flight cancellation, we make their experience easier and also drive business to our properties.”

He continued: “The reality is that connectivity between various parts of our lives is becoming the expectation. This isn’t just about being able to manage my entire trip conveniently from whatever device I choose, but also having consistent, convenient, location-aware access to relevant

entertainment, communications, fitness, news and information, and pretty much everything else.”

Hilton’s approach to its smartphone-based strategy has common elements with airports’ and airlines’ moves towards passenger empowerment through mobile technology. “The check-in and room selection tools we recently launched provide guests with comparable capabilities to the mobile experience offered by the aviation industry,” he said.

A ‘Remote Control’ throughout the Travel Process

Looking further ahead, Weiss explained that there are far more opportunities to be exploited through mobile technology, suggesting even that “we’re moving towards a future where smartphones and other mobile devices will become guests’ remote controls throughout their entire travel experience”.

At the hotel, this could mean enabling guests to prioritise their television channels, connect with the concierge in real-time, or access on-property amenities and events using their smartphone.

What is abundantly clear is that the end-to-end travel experience can be truly enhanced and redefined through technology and collaboration. “Looking ahead, there will be many differences in how we bring all of this to life for our guests in the hospitality industry, but across the board this technology is rooted in delivering a seamless and easy travel experience.” Weiss concluded.

文章选自：

<http://www.airport-business.com/2014/11/outside/>。

Questions for Discussion:

- 1) What is the role of smartphones in one’s traveling? Can you give more similar examples besides what is mentioned in the article?
- 2) Why is the future of the travel industry a connected one?
- 3) What is the possible digital cooperation between the hotel, airline and airport industries?
- 4) Could you describe the future travel experience with the mobile technology in your imagination?