

将困难转化成机遇，重新出发

——专访中国旅游集团旅行服务有限公司董事长雷海粟

W 世界旅游城市杂志 L 雷海粟



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中国旅游集团旅行服务有限公司
董事长

Lei Haisu

Chairman of CTG Travel

中国旅游集团是世界旅游城市联合会副秘书长单位、理事单位、旅企分会会长单位，作为中国旅游集团旗下负责旅行服务业务的全资子公司，中国旅游集团旅行服务有限公司（以下简称“中旅旅行”）经营入境游、出境游、国内游、定制游、会奖业务、商旅业务、签证及证件业务等。会展业务目前行业排名第一；在全球 26 个国家和地区运营中国签证申请中心，市场份额常年保持业内第一。受中华人民共和国出入境管理局（国家移民管理局）委托，为香港地区受理《港澳居民来往内地通行证》（俗称“回乡证”）和《台湾居民来往大陆通行证》（俗称“台胞证”）的唯一指定机构。

中旅旅行在新冠疫情对世界旅游业产生巨大冲击的时期采取了哪些应对举措？有何经验和建议分享？为此我们专访了中旅旅行董事长雷海粟先生。

W 2016 年，中国港中旅集团公司与中国国旅集团有

限公司实施战略重组，组建中国旅游集团公司。作为中国旅游界的航空母舰，中国旅游集团是唯一一家以旅游为核心主业、发展历史最长、产业链条较全、经营规模较大、品牌价值较高的中国旅游龙头企业。中旅旅行是中国旅游集团七大业务单元之一，有着举足轻重的作用，请您介绍一下目前中旅旅行的主要业务。

L 中旅旅行是中国旅游集团旗下负责旅行服务业务的全资子公司，重组后的中旅旅行旅游产业要素更加齐全，是集旅行社业务（包括入境业务、出境业务、国内业务、定制业务、创新业务等）、会展业务、商旅及航票业务、签证及证件业务等综合业务于一体的大型旅游企业，也是国内最具规模实力和行业影响力的旅行社企业。

中旅旅行在全球 29 个国家和地区拥有 60 家分支机构，年均接待旅游者超过 2000 万人次，形成了立足国内、放眼全球的现代化经营网络。

W 新冠疫情在全球肆虐，旅游业是受到巨大冲击的一个行业。请问中旅旅行是如何应对疫情冲击并进行积极转型的？有哪些转型案例可以与我们分享吗？

L 新冠肺炎疫情防控常态化背景下，旅行社企业的确对着不小的冲击，中旅旅行积极推进业务转型和产品创新。2020 年，出入境旅游按下了暂停键，基于多年来从事入境游和目的地推广业务的经验，中旅旅行敏锐地发现了潜在市场，从资源整合视角尝试创新，首推“在华外国人游中国”业务，为使领馆工作人员、企业外籍员工、高校留学生、外籍教师、外籍媒体、外籍旅行社人员提供旅行服务；持续开发新的线路和产品，产品内容丰富，亮点突出，且所有产品均配备中英文双语导游或者外籍专家，这些独家资源和特色使得中旅旅行的产品在市场上脱颖而出，成为市场上独树一帜的特色产品，客源覆盖了 50 多个国家。目前在中旅旅行线上平台已经上线了百余条产品，面向国际市场打造了国际文旅市场新媒体矩阵，如“Travellearn”“文旅国际动态”“有方之旅”“CTGTravelSolution”等中英文公众号，积极拓展客源。

为进一步促进中国入境旅游发展，中旅旅行与中国文化

和旅游部于 2021 年开启“中国旅游培训项目”合作，推出了“中国旅游课程”线上培训平台。该平台由中国文化和旅游部国际交流与合作局主办、中旅旅行承办，旨在为世界各国从事来华旅游业务的旅行商和海外游客提供有关中国目的地的信息和旅游线路。课程内容紧扣境外游客需求和消费习惯，发布国际化程度高、适合境外主流市场的优质旅游产品，进一步增强中国旅游品牌的吸引力、影响力。项目一期已于 2022 年年初交付上线，包含英语和法语两个语言版本，并首先在欧洲地区广泛推广，收到了来自驻欧洲各国文化中心和旅游办事处、欧洲各国旅游运营商、当地居民和海外华人的积极反馈。目前项目二期合作正全面推进，除了将上线新课程外，还将增加德语和西班牙语两个语言版本，进一步扩大课程的受众范围。

此外，中旅旅行在国内旅游市场上推出了一系列新颖独特的个性化旅游产品，如房车露营产品、蕴含文化教育内涵的亲子及研学文化体验产品、户外体育旅游产品等，推出的亲子游产品含 8 大类、106 款线路，其中“故宫里的小怪兽”“紫禁城的智慧之光”“天坛里的声学奇迹”“国宝会说话之故宫珍宝”等产品受到了广大消费者的喜爱，年接待亲子家庭客户 20,000 名，为超过 5000 个以上家庭提供了优





质的文化与旅行产品。2021年11月，“中旅亲子游及研学旅行服务项目”成功入选2022年北京文旅投融资重点项目。

W 中旅旅行在全球中国签证中心中占比超过半数，市场份额稳居首位。在海外，中旅旅行共运营着50家签证申请中心，目前是否已经恢复工作？您能介绍下目前的主要工作内容和工作情况，以及未来来华的签证情况吗？

L 境外签证中心是中旅旅行国际化业务的四大业务板块之一，目前一共有50家境外签证中心，分布在26个国家和地区，占全球93家中国签证中心数量的54%，市场份额第一。新冠疫情在全球范围内的爆发，使我们签证中心的工作遇到了前所未有的困难和挑战。一方面，我们配合中国驻外使领馆落实好“严防输入”的防疫政策，并确保服务窗口的防疫安全；另一方面为有紧急赴华需求人员、商务包机和留学生搭建签证服务的“绿色通道”。今年冬奥会、冬残奥会期间，境外签证中心共服务了25个国家和地区的1944位运动员和赛事相关人员，圆满完成了冬奥保障服务任务，获得了来自中国驻外使领



馆和申请人的一致好评，展现了中旅旅行作为龙头企业的责任与担当。

目前，受全球疫情传播、国际航班熔断的影响，大部分签证中心仍采取线上预约、弹性营业的方式，为符合政策要求的申请人办理来华签证。同时，配合中国驻外使领馆，积极探索“互联网+领事+公证”的创新服务模式，并于2022年5月起正式在海外推广。运用线上手段进行远程视频公证试点，解决海外中国公民无法回国办证的难题。

W 中旅旅行在持续创新发展、为客户提供更加优质的服务方面有什么更高的展望和更好的举措？

L 中旅旅行努力将自身打造成为以产品和服务为核心竞争力的旅游综合服务运营商。重点发展疫情后恢复较好的国内业务和B端业务，整合国际业务，孵化创新业务，全面发挥旅游业综合功能、整体实力和竞争力。

一是将业务开拓重点转向国内游、商旅、会展和重点区域、重点领域的细分市场，积极探索打造融入日常生活、提高消费频次、沉浸互动体验、商业价值分享的“旅游体验店服务

综合体”的新场景新模式。

二是加快国际业务布局，依托海外旅行社和境外签证中心，着手整合并购线上线下资源，进军国际跨境旅游市场，为疫后出境游、入境游恢复做准备。

三是培育针对中高端客源需求、掌控中高端稀缺资源、提供中高端产品服务的细分化差异化、定制化专属型的太空旅游、体育旅游、研学、文化和教育交流、乡村振兴、康养、医疗等新业务新领域，逐步形成新的业务和利润增长点。

四是充分补齐传统旅行社的能力短板，大力开展数字化转型，运用数字化、网络化、智能化科技创新成果，升级传统旅游业态，创新产品和服务方式。

W 您认为疫情后的旅游市场会发生哪些变化？您对未来旅游市场有怎样的预期？

L 今后的旅游市场，无论是景区、酒店、餐厅，或是其他旅游从业人员，均应提升安全服务的意识。例如，大量智慧旅游平台的建立，景区在线购票系统不断提升和完善，酒店的无接触入住和机器人服务等，创新会体现在未来旅游市场的方



方面。以休闲度假旅游为例，随着旅游者对文化要素需求的不断提升，旅游业界应积极探寻产业链各环节衔接点，随着“云旅游”“VR全景”等新型旅游场景的出现，电竞酒店、旅行盲盒等新产品不断涌现，“文化+”“旅游+”等新业态蓬勃发展，旅游业界要加快智慧化数字化转型的步伐，加大跨界融合创新力度，永葆快速应变能力和持续发展动力。

W 中旅旅行与世界旅游城市联合会目前有哪些方面的合作呢？

L 中旅旅行与世界旅游城市联合会一直保持着友好往来，我们非常感谢联合会作为一个旅游业的国际组织，始终关注旅企发展，为众多中国、国际企业、旅游城市提供了大力支持和帮助。

中旅旅行是国内最具规模实力和行业影响力的旅行社企业，世界旅游城市联合会是世界首个以城市为主体的全球性国际旅游组织，中旅旅行期待与联合会深入探讨新的合作机会，探寻新的合作模式，共同推动世界旅游行业复苏和疫情常态化下旅游产业的变革和创新，希望能够共同携手为世界旅游城市营销推广贡献力量。中旅旅行愿通过联合会的平台与国际旅游城市、机构、组织、旅游企业建立联系，强化沟通，协助其在中国境内拓展市场，进一步发挥中旅旅行的示范引领作用及联合会的国际化平台优势，共同提振旅游行业信心，为带动旅游消费积蓄力量。

Endeavors to Create New Opportunities amid Difficulties

— An Exclusive Interview with Lei Haisu, Chairman of CTG Travel Services Corporation Limited

W WTCF L Lei Haisu



China Tourism Group (CTG) has a directorship and the position of Vice Secretary-General within the World Tourism Cities Federation (WTCF), and it chairs WTCF's Committee of Tourism-related Businesses. Being CTG's wholly-owned subsidiary CTG Travel Services Corporation Limited (herein after CTG Travel) provides travel services to customers, with its products and services covering inbound tourism, outbound tourism, domestic tourism, customized tourism, MICE tourism, business travel, and visa and certificate business. At present, CTG Travel's exhibition business ranks first in the industry. It operates China visa application centers in 26 countries and regions around the world, consistently occupying the largest market share in the industry. Entrusted by China's National Immigration Administration (NIA), it is the only agency designated to handle the renewal or reissuance

of the Mainland Travel Permit for Hong Kong and Macao Residents (commonly known as the "Home Visit Permit") and the Mainland Travel Permit for Taiwan Residents (commonly known as the "Taiwan Compatriot Permit") in Hong Kong.

What measures has CTG Travel taken to cope with the huge impact brought by the COVID-19 on the world tourism industry? What are CTG Travel's experience and suggestions? In order to find out the answers to these questions, we had an exclusive interview with CTG Travel Chairman Lei Haisu.

W China Tourism Group was formed in 2016 through the strategic merger of China Travel Service (HK) Group Corporation (HKCTS) and China International Travel Service (CITS) Group Co., Ltd.. As the flagship of China's tourism industry, CTG

is the only Chinese tourism enterprise with tourism as its core business, and also a leading tourism enterprise with the longest history, a complete industrial chain, a large business scale and high brand value. CTG Travel, as one of CTG's seven business units, plays an important role in the development of the group. Please give us an idea of CTG Travel's main lines of business.

L CTG Travel is CTG's wholly-owned subsidiary providing travel services. After the restructuring, CTG Travel provides a wider range of tourism products and services. It is now a large tourism enterprise integrating travel agency business (including inbound tourism, outbound tourism, domestic tourism, customized tourism, and innovative tourism, etc.), exhibitions, business travel, air ticket business, and

visa and certificate business. It is also the travel service enterprise with the largest scale and the greatest influence in China's tourism industry.

CTG Travel has 60 branches in 29 countries and regions around the world, serving more than 20 million tourists per year, and it has formed a modern business network covering both domestic and global markets.

W The COVID-19 raging around the world has exerted a huge impact on the tourism industry. How has CTG Travel responded to the impact of the pandemic by actively transforming itself? Would you please share with us some of the cases?

L Indeed, normalized COVID-19 pandemic prevention and control has brought huge impact on travel service enterprises. In that light, CTG Travel has been actively promoting its business transformation and product innovation. In 2020, the operations of inbound and outbound tourism were brought to a halt due to the pandemic. With years of experience in inbound tourism and destination promotion, CTG Travel keenly discovered this potential market, and tried to innovate its business model through resource integration. It took the lead to launch the business model of "foreigners in China touring China", providing travel services for embassy staff, foreign employees of enterprises, overseas students in colleges and universities, foreign teachers, foreign media and foreign travel agents. CTG Travel continues to develop new lines of business and products. All our products, with rich content and distinct features, provide services from bilingual guides or foreign experts. With these exclusive resources and features, our



products have stood out in the market, attracting customers from more than 50 countries. So far, CTG Travel has launched more than 100 products on its B2B platform, and created for the international cultural tourism market a new media matrix consisting of such Chinese and English official accounts as "Travelearn", "International Trends of Cultural Tourism", "Global Tour Expert", and "CTGTravelSolution", in an effort to reach new customers.

In order to further promote the development of inbound tourism in China, CTG Travel cooperated with China's Ministry of Culture and Tourism (MCT) to launch the "China Travel Course" in 2021, and built an online training platform for the "China Travel Course". Hosted by MCT's Bureau of International Exchange and Cooperation and undertaken by CTG Travel, the platform aims to provide information about the tourist destinations and routes in China for overseas tourists and foreign travel agents engaged in tourism business in the country. The content of the online course caters to overseas tourists by taking their needs and consumption habits into consideration, and high-quality tourism products targeting

overseas mainstream markets have been released to enhance the attraction and influence of Chinese tourism brands. Phase I of the project, including English and French versions, was delivered online in early 2022. The project was first widely promoted in Europe and received positive feedback from cultural centers, tourism offices and operators in European countries, local residents and overseas Chinese. At present, we are vigorously promoting Phase II of the project. New courses will be provided, and German and Spanish versions will be added to attract more customers.

CTG Travel has also launched a series of novel and unique personalized tourism products in the domestic tourism market, such as RV camping, parent-child and study tours with cultural and educational connotations, and outdoor sports tourism. Up to 106 routes under 8 categories have been developed for parent-child tourism alone, among which products such as "Little Monster in the Forbidden City", "Wisdom of the Forbidden City", "Acoustic Miracles in the Temple of Heaven" and "Stories behind the National Treasures in the Forbidden City" are very popular with the majority of consumers, attracting 20,000 family customers every year, and providing high-quality and wonderful cultural and travel products for more than 5000 families. In November, 2021, "CTG Travel Parent-child and Study Tours Service Project" was selected as one of the key culture and tourism investment and financing projects (2022) rolled out by Beijing Municipality.

W CTG Travel operates more than half of the China visa centers globally and a total of 50 visa application centers in other countries and regions, and its market share has always been ranking first. Has CTG



Travel resumed its services? Could you tell us something about the main services and work at present, as well as the China visa service in the future?

L The overseas visa service is one of the four segments of CTG Travel's international business. At present, the company operates 50 overseas visa centers in 26 countries and regions, accounting for 54% of the 93 China visa centers in the world, and CTG Travel's visa centers has top market share. The global outbreak of the COVID-19 has brought unprecedented difficulties and challenges to our visa centers. In response, we have cooperated with Chinese embassies and consulates abroad to implement the pandemic prevention policy of "strictly preventing inbound cases" and ensure the epidemic

prevention safety of the service windows. In addition, we have set up "green channels" for visa services targeting personnel on urgent business trips to China, business personnel chartering flights and international students. During the 2022 Beijing Winter Olympics and Paralympic Games, the overseas visa centers did a great job providing support services to 1,944 athletes and personnel from 25 countries and regions. CTG Travel's outstanding performance won unanimous praise from overseas Chinese embassies and consulates and applicants, and demonstrated the strong sense of responsibility of CTG Travel as a leading enterprise in the industry.

At present, due to COVID-19 and the interruption of international flights, most of CTG Travel's visa centers are still providing China visa services by



means of online reservation and flexible application. Meanwhile, CTG Travel cooperated with Chinese embassies and consulates abroad to promote the innovative service mode of "Internet + Consulate + Notarization", which has been promoted overseas since May 2022. We have also launched the remote video notarization service system to provide overseas Chinese citizens with easier access to notarizations.

W What are CTG Travel's vision and upcoming measures for continuous innovation-driven development and better customer services?

L CTG Travel strives to build itself into a competitive one-stop tourism service operator with a wide range of quality products and services as its core

competencies. We will focus on developing domestic businesses and providing business-end services once these businesses show good signs of recovery after the pandemic. And we will integrate international businesses and incubate innovative businesses, so as to fully tap into the integrated functions, overall strength and competitiveness of the tourism industry.

Firstly, CTG Travel will shift the focus of business development to domestic tourism, business travel, exhibitions, and sub-markets in key regions and fields, and actively explore the new business model of "tourism experience store service complex" featuring services in daily life, higher consumption frequency, immersive and interactive experience, and business value sharing.

Secondly, CTG Travel will accelerate the layout of international business. Relying on overseas travel

agencies and visa centers, the company will integrate and acquire online and offline resources, and enter the international cross-border tourism market, preparing for the recovery of outbound and inbound tourism after the pandemic.

Thirdly, CTG Travel will cultivate new business areas such as differentiated and customized space tourism, sports tourism, study tours, cultural and educational exchanges, rural revitalization activities, health care and medical treatment programs, to meet the needs of medium and high-end tourist sources with its medium and high-end scarce resources, products and services, so as to gradually form new lines of business and profit growth points.

Finally, CTG Travel will compensate for the traditional weaknesses of travel agencies and vigorously carry out digital transformation. We will upgrade business models, and innovate products and services by making use of digital, web and AI technologies.

W What do you think will happen to the tourism market after the pandemic? What are your expectations for the future tourism market?

L In the future, scenic spots, hotels, restaurants or other tourism operators in the industry should greatly enhance their awareness of safety services. Thanks to the numerous smart tourism platforms, the scenic spots have been constantly improving their online ticket purchasing systems, and the hotels are able to provide contactless check-in and robot services. Innovation will be seen everywhere in the future tourism market. Take leisure tourism as an example. With tourists' increasing demand for cultural elements, the tourism industry should actively explore the connection points of various links in the industrial chain. New tourism scenarios such

as "cloud tourism" and "VR panorama" emerged, new products such as E-sports hotels and travel mystery boxes appeared on the market, and new business forms such as "culture+" and "tourism+" are booming. Under this backdrop, the tourism industry should accelerate intelligent digital transformation, and strengthen cross-boundary integration and innovation, so as to bolster its capability of quick response and drive sustainable development.

W What projects has CTG Travel carried out in cooperation with WTTCF?

L CTG Travel has been maintaining friendly exchanges with WTTCF. We are very grateful to this international organization in the tourism industry for its constant attention to the development of tourism enterprises and strong support to many Chinese and international enterprises and tourism cities.

As mentioned before, CTG Travel is the travel service enterprise with the largest scale and the greatest influence in China's tourism industry. And WTTCF is the world's first international tourism organization focusing on cities. CTG Travel is looking forward to exploring new cooperation opportunities and models with WTTCF, so as to jointly reform and innovate the tourism industry under the backdrop of recovering world tourism industry and normalizing pandemic prevention and control. We are looking forward to cooperating with WTTCF on the marketing and promotion of world tourism cities. We hope to establish contacts and strengthen communication with international tourism cities, institutions, organizations and tourism enterprises through the platform of WTTCF, and assist them to expand the market in China. With CTG Travel's model role in the industry and WTTCF's international platform, we will be able to jointly boost the confidence of the tourism industry and create new impetus to drive tourism consumption.