

World Tourism Destination Potential Competitive Index Report (2025)

世界旅游目的地竞争潜力指数报告 (2025)



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Preface

前言

As the world continues to experience rapid urbanisation, economic growth, and evolving travel trends, a new generation of potential competitive cities is reshaping the global tourism landscape. These cities—ranging from established hubs to rising stars—are demonstrating remarkable potential to lead in tourism, business, and cultural innovation. This report, *the World Tourism Destination Potential Competitive Index*, serves as a comprehensive analysis of these globally competitive urban destinations, providing a structured framework to assess their strengths, opportunities, and pathways for sustainable growth.

In an era where tourism plays a crucial role in urban development, the ability of competitive cities to strategically position themselves on the global stage has never been more important. By evaluating key factors such as cultural and natural attractions, strategy, infrastructure, accessibility, cultural appeal, marketing, sustainability, business environment, and governance, this report offers valuable insights for city tourism boards, policymakers, investors, and stakeholders seeking to enhance competitiveness and create tourism ecosystems that benefit residents, visitors, businesses, and the environment alike.

在全球快速城市化、经济增长和旅行趋势演变的背景下，新一代具有竞争力的城市正在重塑全球旅游业的格局。无论是成熟的枢纽中心，还是冉冉升起的后起之秀，这些城市都在旅游、商业和文化创新方面展现出卓越的引领潜力。《世界旅游目的地竞争潜力指数报告》旨在对这些具有全球竞争力的城市目的地进行全面分析，构建结构化评估框架，评价其优势、机遇和可持续发展的路径。

当前，旅游业已成为城市发展的关键驱动力，城市在全球舞台的战略定位能力对其竞争力至关重要。通过评估文化与自然景点、发展战略、基础设施、交通便捷度、文化吸引力、营销、可持续性、商业环境和治理等关键因素，本报告为城市旅游管理部门、政策制定者、投资者及其他利益相关者提供了重要参考。其目的在于帮助城市提升竞争力，打造一个惠及居民、游客、企业和环境的全方位旅游生态系统。

The report is structured to provide both a data-driven assessment and strategic recommendations. It begins with a clear definition of what constitutes a potential competitive city, followed by an in-depth exploration of the methodology and scoring criteria used in the ranking. The Matrix Summary visualizes how each of the Top 20 Competitive Cities performs across key selection criteria, offering a comparative perspective. The detailed case studies of the Top 10 cities highlight good practices, showcasing successful models in areas such as digital innovation, sustainability, MICE (Meetings, Incentives, Conferences, and Exhibitions), and cultural tourism.

Beyond ranking and analysis, the report explores the policy implications that arise from these findings, offering city governments and tourism boards a roadmap for improving their destination's global appeal. The KPI Framework outlines key performance indicators that can help track progress over time, while the Rapid Assessment Opportunities, in collaboration with organizations like the World Tourism Cities Federation (WTCTF) can provide a structured mechanism for cities to receive expert guidance and accelerate development strategies.

The insights presented in this report emphasise that successful tourism growth must go hand in hand with urban liveability. A good place to live is a good place to visit, and the most successful cities are those that prioritise a balanced approach—ensuring that tourism brings economic and cultural benefits while enhancing the quality of life for residents.

With the right policies, investments, and strategic partnerships, the cities highlighted in this report have the potential to shape the future of global tourism. It is our hope that this research provides both inspiration and practical guidance for destinations seeking to thrive in an increasingly competitive tourism environment and position themselves for long-term success.

本报告的结构兼具数据评估与战略指导两大功能。报告开篇首先清晰定义了“竞争潜力城市”的概念，进而深入阐述了研究方法 with 评分体系。矩阵汇总直观展示了入选全球前20强城市在各关键评选指标上的表现，提供了一个清晰的横向对比视角。此外，报告还对排名前十的城市进行了深度案例剖析，重点展示了它们在数字创新、可持续发展、MICE（会议、奖励旅游、大会与展览）及文化旅游等方面的良好实践与成功范例。

除了排名和分析外，报告还就研究发现总结了政策启示，为城市政府和旅游管理部门提供了一份旨在提升其旅游目的地对全球吸引力的路线图。其中的“关键绩效指标（KPI）框架”列出了衡量城市长期发展的核心指标；同时，世界旅游城市联合会（WTCTF）还将和亚太旅游协会（PATA）携手为会员和有期待的城市提供快速评估的项目机会，为各城市提供了一个获取专家指导、加快实施发展战略的系统化渠道。

这份报告指出，旅游业的成功发展离不开城市宜居性的提升。宜居之地往往也是宜游之处。那些取得卓越成就的城市往往是那些注重平衡发展的城市——即既确保旅游业能带来经济与文化收益，又能提升当地居民的生活品质。

凭借得当的政策、投资和战略合作，这份报告重点介绍的城市有望引领全球旅游业的发展方向。我们希望这项研究既能为那些希望在竞争日益激烈的旅游市场中取得成功并实现可持续发展的目的地提供借鉴，也能提供切实可行的建议。

Definition of Potential Competitive Cities for the Report

报告中“竞争潜力城市”的定义

Potential competitive cities are leading or fast-advancing urban destinations that have demonstrated exceptional capacity to attract and manage tourism sustainably while fostering long-term economic resilience, innovation, and quality of life. These cities distinguish themselves through a strategic blend of world-class infrastructure, cultural and natural appeal, progressive governance, and a clear destination identity. They are capable not only of attracting high volumes of international visitors but also of delivering meaningful, high-quality experiences that benefit both tourists and local communities.

本报告中的“竞争潜力城市”是指那些处于领先地位或快速发展的都市旅游目的地，它们展现出卓越的能力，能够可持续地吸引和管理旅游业，同时促进长期经济韧性、创新和生活质量的提升。这些城市凭借世界一流的基础设施、独特的文化和自然资源、先进的治理模式以及鲜明的城市形象而脱颖而出。它们不仅能吸引大量国际游客，还能为游客和当地居民提供优质且有意义的旅游体验。



Unlike cities that are simply experiencing rapid tourism growth, potential competitive cities exhibit a mature, integrated approach to destination development—prioritising tourism as a strategic pillar of urban policy. They understand that tourism is not an isolated sector, but one deeply connected to liveability, investment, social equity, sustainability, and global positioning. Leading cities such as Singapore, Tokyo, Dubai, and Beijing exemplify this integrated model, investing in seamless transport, green urban planning, digital readiness, and culturally rich experiences, while maintaining a strong commitment to inclusivity and international connectivity.

与那些仅仅依靠旅游业快速增长的城市不同，“竞争潜力城市”采取了一种成熟且综合的目的地发展策略，并将旅游业置于城市发展政策的核心地位。它们深知旅游业并非孤立存在，而是与城市宜居性、投资环境、社会公平、可持续发展和国际影响力息息相关。新加坡、东京、迪拜和北京等领先城市便是采用这种综合模式的优秀范例。这些城市在便捷交通、绿色城市规划、数字化水平和文化体验方面持续投入，同时致力于推动包容发展和加强国际联系。

A key feature of a potential competitive cities is its ability to balance visitor economy growth with resident wellbeing. The guiding principle that "a good place to live is a good place to visit" remains central. Cities that offer clean, safe, and attractive environments—with efficient public services, well-maintained infrastructure, and access to culture and green spaces—become more desirable not just to tourists, but also to expatriates, students, investors, and talent. Potential competitive cities actively ensure that tourism does not displace residents or overwhelm resources, but instead contributes positively to the broader urban ecosystem.

Moreover, potential competitive cities recognise that success depends on aligning policy, planning, and partnerships. Tourism boards, city planners, business leaders, and communities must work in concert to design and deliver tourism strategies that are responsive to global shifts—whether in climate, demographics, technology, or consumer behaviour. In cities like Barcelona, Melbourne, and Vancouver, local governments are rethinking how tourism contributes to environmental goals, economic diversification, and quality of life for all stakeholders.

These cities also embrace the importance of diverse tourism markets—combining leisure, MICE, business travel, and long-stay segments. For example, Beijing's leadership in cultural heritage tourism, with eight UNESCO World Heritage Sites including the recently designated Central Axis, is complemented by its MICE credentials, digital transformation, and visa liberalisation efforts—ensuring it remains globally relevant across visitor types.

“竞争潜力城市”的一个关键特征是平衡游客经济增长与居民福祉的能力。“宜居之地亦宜游”的理念始终是其指导原则。那些拥有清洁、安全、舒适环境——配备高效的公共服务、完善的基础设施以及多样的文化体验和绿色空间——的城市，不仅能吸引游客，更能吸引外籍人士、学生、投资者和优秀人才。“竞争潜力城市”积极采取措施，确保旅游业不会影响居民生活或过度消耗资源而是能够为整个城市生态系统带来积极影响。

更重要的是，“竞争潜力城市”深知，成功离不开政策、规划和合作关系的协同推进。旅游管理部门、城市规划者、商界领袖和社区居民需要通力合作，共同制定和实施能够适应全球趋势的旅游战略，这些趋势包括气候变化、游客类型变化、技术进步和消费者行为转变。以巴塞罗那、墨尔本和温哥华为例，这些城市的政府正在积极探索如何利用旅游业促进环境保护、增强经济多元化以及提升所有利益相关者的生活品质。

这些城市同样注重发展多元化的旅游市场，涵盖休闲度假、会展旅游、商务出行和长住旅游等多个领域。例如，北京凭借八处联合国教科文组织世界遗产（包括新近认定的中轴线）在文化遗产旅游方面独树一帜，同时也在会展旅游、数字化转型和签证便利化方面不断发力，从而确保其在全球范围内持续吸引各类游客。

City Potential Competitiveness in Context

城市竞争潜力的背景分析

In an increasingly interconnected and dynamic global environment, the concept of city competitiveness has emerged as a critical framework for understanding how urban centres attract and retain visitors, talent, and investment. In the context of international tourism, competitiveness refers not only to a destination's ability to offer compelling travel experiences but also to its broader capacity to foster sustainable economic growth, improve the quality of life for residents, and build long-term resilience.

A competitive city is one that actively leverages its unique assets—cultural heritage, infrastructure, environment, innovation, and economic base—to create value that benefits both its citizens and international stakeholders. This value is not limited to the tourism sector alone, but extends to a city's global positioning, reputation, and economic health. As tourism becomes more experience-driven and sustainability-focused, cities must constantly evolve to meet changing visitor preferences while safeguarding their long-term attractiveness.

According to the United Nations World Tourism Organization (UN Tourism), tourism competitiveness is defined as "the ability of the destination to use its natural, cultural, human, man-made, and capital resources efficiently to develop and deliver quality, innovative, ethical, and attractive tourism products and services in order to achieve sustainable growth within its overall vision and strategic goals, increase the added value of the tourism sector, improve and diversify its market components, and optimize its attractiveness and benefits both for visitors and the local community in a sustainable perspective." This definition highlights how competitiveness is closely tied to the efficient and ethical use of a destination's resources, as well as its alignment with the principles of sustainability and shared benefit.

在全球联系日益紧密且变化迅速的时代，城市竞争力成为衡量一个城市如何吸引游客、人才和投资的重要标准。就国际旅游领域而言，竞争力不仅体现在一个城市能否提供优质的旅游体验，还包括它是否能推动经济可持续发展、提高居民生活水平，并增强长期抗风险能力。

一个充满竞争力的城市，能够充分发挥自身独特优势——如文化底蕴、基础设施、自然环境、创新能力和经济实力——为广大市民和国际合作伙伴创造共赢价值。这种价值不仅体现在旅游业，还可提升城市的全球影响力、业界口碑和经济健康。随着旅游业越来越注重体验和可持续发展，城市必须持续创新，满足游客不断变化的需求，同时保持长期吸引力。

根据联合国世界旅游组织（UN Tourism）的定义，旅游竞争力是指“一个旅游目的地能否有效利用自然资源、文化特色、人力资源、基础设施和资金投入，打造既优质又创新、符合伦理标准且具有吸引力的旅游产品和服务。其目的是在总体愿景和战略目标框架下实现可持续增长，提升旅游业的附加值，优化市场结构多样性，并在可持续发展前提下实现对游客和本地社区的吸引力与收益的最大化。”这一定义表明，真正有竞争力的旅游目的地，必须做到高效利用资源、遵守伦理规范，并始终贯彻可持续发展和共同受益的理念。

Expanding the lens further, the Organisation for Economic Co-operation and Development (OECD) frames city competitiveness in terms of productivity and economic wellbeing. It defines a competitive city as one that can produce goods and services that meet the demands of international markets, while at the same time ensuring that the real incomes of its people grow over time. This broader economic view reinforces the importance of integration between tourism and wider economic development strategies, positioning tourism as both an economic driver and a contributor to inclusive urban prosperity.

The World Travel & Tourism Council (WTTC) provides a tourism-specific perspective, identifying key enablers of competitiveness such as infrastructure, digital readiness, environmental sustainability, marketing capability, and supportive policy frameworks. WTTC emphasizes that to remain competitive, cities must invest in long-term tourism strategies that build resilience, encourage innovation, and generate shared value for travellers, businesses, and local communities.

Taken together, these perspectives reveal that city potential competitiveness is a multidimensional concept. It is defined not only by a city's capacity to attract tourists but by its ability to maintain economic strength, promote social equity, ensure environmental stewardship, and adapt to changing global dynamics. A truly competitive city is one that balances ambition with accountability—delivering high-quality tourism experiences while fostering a thriving, liveable, and sustainable urban environment for the future.

经济合作与发展组织（OECD）进一步拓展了城市竞争力的分析维度，将其定义为基于生产率与经济福祉的系统性框架。根据该框架，一个具有竞争力的城市应能够提供满足国际市场需求的各种商品和服务，同时还确保其居民的实际收入随时间持续增长。这种更宏观的经济视角凸显了旅游业与整体经济发展战略相结合的重要性，既将旅游业视为经济增长的引擎，也强调其在促进城市共同繁荣方面的作用。

世界旅游及旅行理事会（WTTC）从旅游业的角度出发，指出了提升竞争力的关键要素，如基础设施、数字化水平、环境保护、营销能力和有利的政策环境。该机构认为，为了保持竞争优势，城市需要制定长远旅游战略来增强韧性并促进创新，从而为游客、企业和当地社区创造共享价值。

综上所述，这些观点揭示了城市竞争潜力是一个多维概念。它不仅体现在城市吸引游客的能力方面，更取决于其维持经济实力、促进社会公平、增强保护环境以及应对全球变局的能力。真正有竞争力的城市，必然是既能大胆开拓又要勇于担当——既要提供优质的旅游体验，又要为子孙后代打造繁荣、宜居且可持续发展的城市环境。

Methodology

研究方法

This report ranking emerging cities was developed through a comprehensive research and analysis process, combining multiple data sources, expert insights, and industry best practices. The ranking and evaluation of cities was based on a structured framework incorporating quantitative data, qualitative assessments, and benchmarking against global tourism standards.

Key inputs included existing tourism and economic reports such as *the World Economic Forum's Travel & Tourism Development Index*, UN Tourism reports, and industry insights from PATA - Pacific Asia Travel Association and WTCF - World Tourism Cities Federation. Surveys and expert consultations with destination marketing organizations (DMOs), tourism boards, and policymakers provided further insights into real-world challenges and opportunities. Additionally, tourism performance data—including visitor arrivals, MICE sector growth, infrastructure development, and visa policies—were analysed alongside global and regional best practices.

本报告对新兴城市进行排名，采用了一套全面的研究和分析方法，综合运用了多种数据来源、专家意见和行业最佳实践。城市的排名和评估基于一个结构化的框架，该框架融合了定量数据、定性评估以及与全球旅游标准的对比。

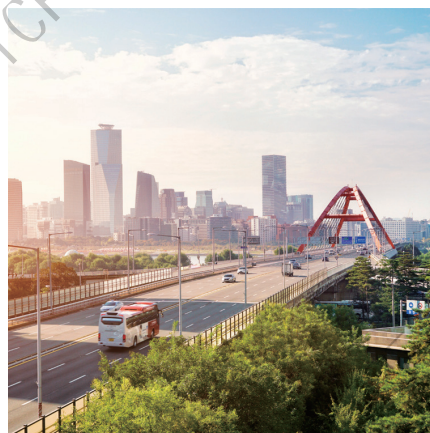
本报告的关键数据来源包括世界经济论坛发布的《旅游业发展指数》、联合国旅游组织（UN Tourism）的相关报告，以及亚太旅游协会（PATA）和世界旅游城市联合会（WTCF）提供的行业趋势分析。此外，研究团队还对目的地营销组织（DMO）、旅游局和政策制定者进行了调查和专家访谈，以更深入了解所面临的现实挑战和机遇。同时，团队还分析了游客数量、会展业发展、基础设施建设以及签证政策等旅游业绩数据，并将其与全球和区域的最佳实践进行对比。



Each city was assessed using a refined selection framework based on 10 key criteria, covering aspects such as infrastructure, sustainability, digital transformation, cultural and natural assets, and tourism policy effectiveness. A weighted scoring system determined the final ranking, ensuring a data-driven, transparent approach. Special attention was given to cities demonstrating rich cultural and natural attractions such as UNESCO and cities that clearly demonstrate the significance of tourism to its overall economy. Strong investment in tourism infrastructure, smart sustainable development strategies and liveability and safety are also key.

本研究采用涵盖十大核心指标的精细化评估模型，全面衡量新兴城市竞争力，涵盖基础设施建设、可持续性发展、数字化转型、文化与自然资源利用以及旅游政策有效性等维度。我们通过加权评分体系确定最终排名，确保评估方法以数据为依据且透明度高。本研究尤其重视两类城市：一是文化底蕴深厚或自然景观出众（如联合国教科文组织认证城市）的城市，二是旅游业对整体经济贡献显著的城市。此外，对旅游基础设施的大力投入，推动智能化和可持续发展战略的制定，以及城市宜居性和安全性也是关键考量因素。

To validate the findings, the methodology underwent a peer review process involving tourism experts, urban planners, and city branding experts, with additional input from PATA and WTCF. This ensures that the index on emerging Asia cities serves as a valuable strategic tool for policymakers, city tourism boards, and industry stakeholders looking to enhance their destinations in a competitive global market.



为了确保研究结果的可靠性，亚太旅游协会（PATA）和世界旅游城市联合会（WTCF）还邀请旅游专家、城市规划师、城市品牌专家，共同对研究方法进行了严格的同行评审。评审结果表明，本指数可以成为政策制定者、旅游局和行业决策者的宝贵战略依据，帮助他们在全球竞争中打造更具吸引力的旅游目的地。

Scoring Criteria

评分标准

Scoring Criteria 评分标准	Destination Readiness (Supply-Side Factors) 目的地准备度（供给因素）	Visitor Preferences (Demand-Side Factors) 游客偏好（需求因素）	Score Allocation 权重分配
Cultural, Natural, City Tourism Attractions 文化、自然和城市景点	<p>Effective conservation, sustainable tourism planning, and interactive digital storytelling maximise a city's cultural and environmental appeal.</p> <p>通过科学保护、绿色旅游规划和数字化互动营销,全面提升城市的文化和环境吸引力。</p>	<p>Tourists seek immersive and authentic experiences, from UNESCO sites to gastronomy and local traditions.</p> <p>游客寻求沉浸式和真实的体验,如联合国教科文组织遗产、当地美食和传统文化。</p>	15
Significance of Tourism to the city economy 旅游业对城市经济的重要性	<p>International tourism plays a critical role in GDP contribution, employment, and attracting foreign investment. Domestic tourism complements this by boosting year-round stability and regional dispersal.</p> <p>国际旅游是拉动 GDP 增长、创造就业岗位、吸引外资的关键力量。国内旅游则有助于保持全年经济稳定和促进区域发展。</p>	<p>International visitors seek cities that are globally visible and economically vibrant, offering quality and value and a high reputation. Domestic markets often provide a stable foundation but international flows drive long-term growth.</p> <p>国际游客倾向于选择知名度高、经济活跃、服务质量好、口碑佳的城市。国内市场往往提供稳定的游客基础,而国际客流可推动长期增长。</p>	12

Scoring Criteria 评分标准	Destination Readiness (Supply-Side Factors) 目的地准备度（供给因素）	Visitor Preferences (Demand-Side Factors) 游客偏好（需求因素）	Score Allocation 权重分配
Smart and Sustainable tourism 智慧与可持续旅游	<p>AI-driven tourism apps, smart transport systems, and real-time crowd management improve the visitor experience.</p> <p>基于 AI 的旅游应用、智能交通和实时人流管理可提升游客体验。</p>	<p>Tourists expect digital convenience, sustainable urban planning, and cashless transactions.</p> <p>游客看重便捷的数字化服务、可持续的城市规划和非现金支付。</p>	10
Liveability and Safety 宜居性和安全性	<p>High safety standards, urban cleanliness, healthcare access, and general quality of life enhance the tourism experience.</p> <p>良好的安全标准、城市清洁度、医疗保健服务以及总体生活质量可提升旅游体验。</p>	<p>Tourists prioritise safety, hygiene, and overall comfort when choosing a destination.</p> <p>游客选择目的地时，安全、卫生和舒适度是首要考虑因素。</p>	10
Tourism Infrastructure and accessibility 旅游基础设施和交通便捷度	<p>Investment in airports, public transport, roads, hotels, convention centres, and digital platforms ensures seamless travel and prevents tourism strain.</p> <p>投资机场、公共交通、道路、酒店、会议中心和数字化平台，可确保游客便捷出行并避免旅游业带来的压力。</p>	<p>Visitors expect easy accessibility, efficient transit, and a variety of lodging options, from budget stays to luxury resorts.</p> <p>游客期待高效便捷的交通方式，并有从经济型酒店到豪华度假村等多种住宿可供选择。</p>	10

Scoring Criteria 评分标准	Destination Readiness (Supply-Side Factors) 目的地准备度（供给因素）	Visitor Preferences (Demand-Side Factors) 游客偏好（需求因素）	Score Allocation 权重分配
Affordability and demographics 消费水平与游客类型	<p>Cities must balance pricing strategies to attract budget, mid-range, and high-end visitors.</p> <p>城市需要采取灵活的定价策略，吸引不同消费水平的游客，包括经济型、中等型和高端游客。</p>	<p>Tourists look for cost-effective experiences that align with their spending power while ensuring high quality.</p> <p>游客希望获得物超所值的体验，既要符合自己的预算，又要保证旅游体验的品质。</p>	10
Tourism Board Structure, Brand and Marketing 旅游局架构、品牌和营销推广	<p>A strong tourism board, coordinated branding, and digital marketing efforts ensure global visibility.</p> <p>运作良好的旅游局、统一的品牌形象和高效的数字营销能让旅游目的地在全球范围内获得更高的知名度。</p>	<p>Travelers are drawn to destinations with a strong brand and compelling narratives and strong presence in international travel media backed by excellent planning material and ease of booking and efficient visitor services.</p> <p>游客会被鲜明的品牌形象以及引人入胜的故事所吸引，并倾向于选择在国际旅游媒体上拥有良好口碑，且提供完善规划资料、便捷预订和高效游客服务的目的地。</p>	10
Tourism Policy Environment 旅游政策环境	<p>Pro-tourism government policies, strategic urban planning, and incentives for investment strengthen the destination's appeal.</p> <p>政府出台支持旅游业的政策、制定前瞻性城市规划、提供投资激励，可提升旅游目的地的竞争力。</p>	<p>Visitors prefer economically stable destinations with reliable services and strong governance and tourism growth.</p> <p>游客更青睐经济稳健、服务体系完善、治理高效且旅游业持续发展的目的地。</p>	10

Scoring Criteria 评分标准	Destination Readiness (Supply-Side Factors) 目的地准备度（供给因素）	Visitor Preferences (Demand-Side Factors) 游客偏好（需求因素）	Score Allocation 权重分配
MICE and Business Tourism 会展旅游与商务旅游	<p>Development of world-class convention centres and business-friendly policies fosters a strong MICE sector.</p> <p>打造国际级会议中心并制定亲商政策，可助力打造强大的会展业。</p>	<p>Business visitors and event planners seek modern venues, seamless logistics, and networking opportunities.</p> <p>商务群体与会议组织者关注现代化设施、高效后勤保障及行业资源对接平台。</p>	8
Sustainability and Innovation 可持续发展与创新	<p>Green energy initiatives, low-carbon transport, waste management, and AI-powered tourism solutions enhance sustainability.</p> <p>通过绿色能源项目、低碳交通体系、废物管理实践以及人工智能赋能的智慧旅游方案，实现旅游业的可持续发展。</p>	<p>Growing demand for responsible travel, eco-friendly tourism, and smart solutions like digital payments and virtual guides.</p> <p>对负责任旅游、生态友好型旅游以及智能解决方案（如数字支付和虚拟导游）的需求不断增长。</p>	5
MAXIMUM SCORE 最高分			100

Top 20 Potential Competitive Cities Matrix

全球前 20 名竞争潜力城市矩阵

The World Tourism Destination Potential Competitive Index ranks emerging global cities based on their performance across ten key criteria that reflect both supply-side readiness and demand-side visitor preferences. Each criterion—ranging from cultural and natural attractions to infrastructure, affordability, sustainability, policy environment, and the strength of the tourism board—was carefully weighted and scored on a comparative scale. Scores were informed by a combination of qualitative assessment, destination benchmarking, expert input, and reference to global best practices in tourism planning and city competitiveness. The final ranking reflects a holistic view of how well cities are positioned to attract and manage tourism in a sustainable, strategic, and globally relevant manner. While international tourism performance was the primary focus, domestic tourism and long-term liveability were also considered as supporting factors. The table highlights the Top 20 most competitive cities in 2025, with Singapore ranked first, Beijing in fifth, Shanghai 9th and Rabat completing the list at twentieth.

《世界旅游目的地竞争潜力指数报告》根据全球新兴城市在十个关键指标上的表现进行排名，这些指标综合考量了旅游业的供给能力和游客的需求偏好。从文化与自然景点到基础设施、可负担性、可持续性、政策环境及旅游局实力等各项指标，均经过精心权重并采用比较量表进行评分。评分综合了定性评估、目的地对标分析、专家意见以及对全球旅游规划和城市竞争力最佳实践的借鉴。最终排名全面反映了城市如何通过可持续且有策略性并与全球趋势接轨的方式来吸引并管理旅游业。尽管报告主要关注国际旅游表现，但国内旅游和城市的长期宜居性也被纳入考量，作为辅助性因素。下表列出了 2025 年竞争力最强的 20 个城市，其中新加坡位居榜首，北京排名第五，上海排名第九，拉巴特则排名第二十。

Rank 排名	City 城市	Total Score 总分	
1	Singapore 新加坡	86	
2	Dubai 迪拜	82	
3	Tokyo 东京	81	
4	Barcelona 巴塞罗那	81	
5	Beijing 北京	79	
6	Bangkok 曼谷	77	
7	Seoul 首尔	72	
8	Istanbul 伊斯坦布尔	72	
9	Shanghai 上海	65	
10	Vancouver 温哥华	65	
11	Ho Chi Minh 胡志明市	63	
12	Sao Paulo 圣保罗	63	
13	Doha 多哈	62	
14	Melbourne 墨尔本	61	
15	Cape Town 开普敦	59	
16	Reykjavik 雷克雅未克	59	
17	Mexico City 墨西哥城	58	
18	Budapest 布达佩斯	58	
19	Colombo 科伦坡	55	
20	Rabat 拉巴特	52	

	culture 文化	economy 经济	smart 智能化 水平	liveable 宜居性	infra 基础设施	afford 消费水平	tourism board 旅游局	policy 政策	mice 会展	sustainabi- lity 可持续性
	8	12	10	10	10	4	10	10	8	4
	9	12	9	7	10	6	9	8	8	4
	12	11	8	8	10	4	7	10	7	4
	13	12	8	8	8	6	7	8	6	4
	15	11	10	9	8	8	6	6	3	3
	13	12	7	8	7	10	7	6	4	3
	10	11	9	8	7	6	6	6	4	5
	15	11	6	8	7	7	6	5	4	3
	6	7	8	9	6	6	5	5	8	5
	4	9	8	9	7	6	6	6	5	5
	12	6	5	6	7	10	5	5	4	3
	8	7	6	6	7	9	6	6	5	3
	10	6	6	7	6	8	6	6	4	3
	10	6	6	9	6	4	5	5	5	5
	6	6	6	8	7	8	5	5	4	4
	8	6	6	9	6	5	5	6	3	5
	6	7	6	7	6	7	6	5	5	3
	6	7	6	7	6	7	5	5	4	5
	5	7	7	4	8	6	6	6	3	3
	6	5	5	6	6	10	4	4	3	3

Detailed Case Studies from the Top Ten Potential Competitive Cities

全球前十名竞争潜力城市的详细案例研究

Singapore: A Model for Integrated Urban Tourism

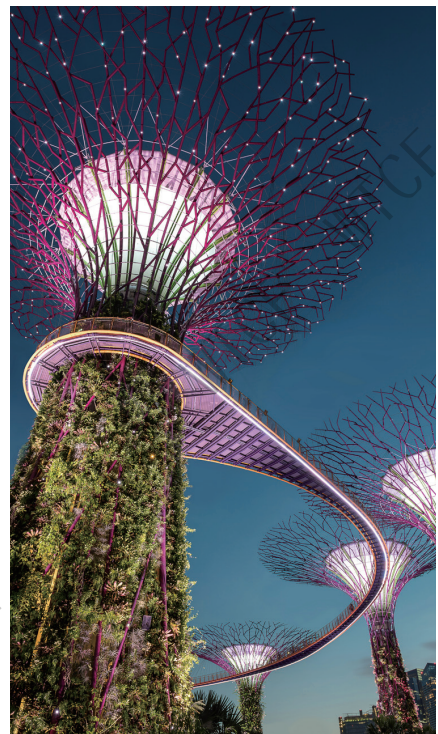
新加坡：一体化城市旅游的典范

Singapore is widely regarded as a global benchmark for tourism planning and destination readiness. Its compact geography is maximized through exceptional tourism infrastructure, with Changi Airport consistently ranked as one of the best in the world and a seamlessly connected public transportation system that allows visitors to navigate the city with ease. The country's liberal visa policies and connectivity to over 100 countries further enhance accessibility, making it a natural hub for Southeast Asia-bound travellers.

Singapore's inbound tourism growth has remained strong due to its strategic branding, international events calendar, and innovative tourism board strategies. The Singapore Tourism Board (STB) plays a central role in marketing the island state, implementing smart tourism tools and using data analytics to personalize and improve the visitor journey. Cultural and natural attractions are carefully curated—from heritage districts like Kampong Glam and Chinatown to integrated urban green spaces like Gardens by the Bay, offering both authenticity and innovation.

新加坡的入境游客数量一直保持强劲增长，主要归功于他们有策略性的品牌宣传、密集的国际活动安排，以及旅游局的各种创新举措。新加坡旅游局（STB）在该国市场推广中扮演核心角色，采用智慧旅游工具，并通过数据分析来实现游客旅程的个性定制和优化。岛内的文化和自然景点都经过精心打造，既保留了像甘榜格南和牛车水这样的传统街区，也有像滨海湾花园这样融合了现代创意的城市绿地，完美结合了“原汁原味”和“新意十足”。

新加坡被广泛认为是全球旅游规划与目的地准备度的标杆。尽管国土面积不大，但凭借一流的旅游基础设施，其潜力得以充分释放。樟宜机场一直名列世界最佳机场之一，而四通八达的公共交通系统让游客能轻松游览全城。新加坡宽松的签证政策和通往100多个国家的航线极大地提升了交通便利性，使其自然而然地成为前往东南亚的游客集散中心。



Sustainability and innovation are central to Singapore's tourism vision. Its "Green Plan 2030" includes decarbonization of the tourism sector and eco-certifications for hotels and tour operators. As one of Asia's leading MICE destinations, Singapore offers world-class venues such as Marina Bay Sands Expo and Suntec Singapore Convention Centre, drawing corporate travellers year-round.



Singapore's affordability is positioned at the premium end, but its emphasis on quality and value attracts a diverse demographic, including luxury travellers, families, and digital nomads. Liveability and safety remain exceptionally high, contributing to a welcoming and secure environment for all visitors. With one of the most proactive and globally connected tourism boards, Singapore continues to set the standard for destination marketing, aligning national goals with tourism development to remain globally competitive.

Looking ahead, Singapore is poised for long-term tourism success through its unwavering focus on sustainability, digital innovation, and regional leadership. As Asia continues to be a driver of global travel demand, Singapore's agility, smart city infrastructure, and commitment to quality experiences will keep it at the forefront of future-ready destinations.

可持续发展和创新是新加坡旅游业核心理念。新加坡推出的“2030 年绿色发展蓝图”旨在推动旅游业实现脱碳，并为酒店和旅行社提供生态认证。新加坡是亚洲重要的会展（MICE）中心之一，拥有像滨海湾金沙会展中心、新加坡新达城会展中心这样的世界级场馆，常年吸引着大量的商务旅客。



虽然新加坡的消费水平较高，但它强调高品质和高价值，因此吸引了各种各样的游客，包括高端旅行者、家庭游客和数字游民。城市的高度宜居和安全也为所有游客提供了一个安心又友好的旅行环境。凭借全球最具前瞻性且与全球联系最为紧密的旅游局之一，新加坡旅游局将国家的发展目标和旅游业的发展紧密结合，持续为旅游目的地营销树立标准，在全球旅游市场中保持着强大的竞争力。

展望未来，新加坡将持续以可持续发展、数字创新和区域领导力为核心，为旅游业的长期成功奠定坚实基础。随着亚洲不断成为全球旅游消费的主力军，新加坡的灵活应变能力、先进的智慧城市基础设施，以及对提供优质体验的坚持，将使其在面向未来的旅游目的地竞争中始终保持领先。

Dubai: A Future-Focused Hub of Experiential Tourism

迪拜：面向未来的体验式旅游中心

Dubai has transformed from a desert trading post into a global tourism powerhouse in just a few decades, showcasing a bold, visionary approach to tourism management. Its infrastructure is among the most advanced in the world, with Dubai International Airport ranking among the busiest for international passengers and a skyline built for iconic tourism. Hotels range from ultra-luxurious resorts like the Burj Al Arab to affordable yet modern business accommodation, catering to a wide spectrum of visitors.

The UAE's visa policies are designed to encourage travel, with visa-on-arrival arrangements for many nationalities and swift, digital entry processes. Dubai's status as a geographic crossroads between Europe, Asia, and Africa allows for unmatched connectivity, making it a strategic layover and travel destination.

短短几十年间，迪拜就从一个沙漠贸易站蜕变为全球热门旅游目的地，这得益于其大胆且极富远见的旅游管理策略。它的基础设施堪称世界顶尖，迪拜国际机场是全球最繁忙的国际机场之一，城市天际线更以打造标志性旅游景观为目标。这里的酒店选择多样，从像阿拉伯塔酒店这样的顶级奢华度假村，到价格亲民却又现代化的商务酒店，能满足各类游客的住宿需求。

阿联酋的签证政策旨在推动国际旅行，对多国公民实行落地签政策，并实现快速、数字化的入境流程。迪拜地处欧洲、亚洲和非洲的交汇点，交通非常便利，因此它不仅是一个重要的旅行中转站，也是一个热门的旅游目的地。



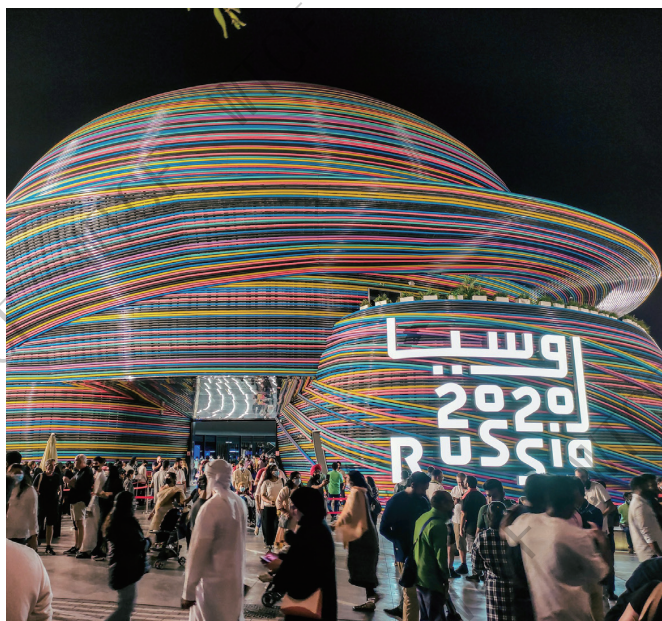
Inbound tourism to Dubai has seen sustained growth, supported by major events such as Expo 2020 and the long-term vision set by the Department of Economy and Tourism (DET). The city capitalizes on its man-made attractions—like The Palm, Dubai Mall, and Burj Khalifa—while also investing in cultural authenticity through museums, heritage villages, and regional festivals.

迪拜的入境旅游持续增长，主要得益于2020年世博会等大型活动的成功举办，以及迪拜经济和旅游部（DET）的长远规划。这座城市一方面积极利用像棕榈岛、迪拜购物中心和哈利法塔这样的人工奇观来吸引游客，另一方面也通过投资建设博物馆、保护传统村落和举办地方节庆活动来发掘和传承其文化底蕴。

Sustainability, once a challenge, has become a policy priority, with initiatives including solar-powered hotels, smart mobility, and the Dubai Sustainable Tourism (DST) program. The city is also a MICE leader in the Middle East, hosting major international expos, trade shows, and innovation summits in venues like Dubai World Trade Centre.

Dubai's cost structure skews premium, but its appeal spans demographics due to its excellent service standards, safety, and reputation as a family-friendly destination. The city's tourism board has built a globally recognizable brand through bold campaigns and strategic international partnerships. Dubai's digital-first, ambitious approach to tourism positions it as a future-ready, high-performance destination that continues to redefine what is possible in urban tourism.

Over the next 10-20 years, Dubai's relentless drive for reinvention, infrastructure expansion, and digital excellence will keep it among the world's top urban tourism brands. Its government's vision-led approach ensures Dubai will remain both a trendsetter and benchmark for future tourism cities.



可持续发展曾经是迪拜面临的一个挑战，但现在已经成为他们的一个政策重点。相关举措包括太阳能酒店、智慧出行以及迪拜可持续旅游倡议（DST）。迪拜也是中东地区举办会展（MICE）的领军城市，在迪拜世界贸易中心等场馆里，常年举办着各种大型国际博览会、贸易展和创新峰会。

迪拜的成本定位偏高端，但凭借卓越的服务标准、安全性，以及被视为家庭友好目的地的声誉，吸引了全世界的各类游客。迪拜的旅游局通过大胆的营销活动和富有远见的国际合作，成功打造了一个享誉全球的品牌。迪拜在旅游业上采取了“数字优先”和雄心勃勃的策略，这让它成为一个准备充足、表现出色的未来型旅游目的地，并持续重新定义城市旅游的可能性。

展望未来 10 到 20 年，迪拜将凭借其持续不断的自我创新、基础设施扩张以及卓越的数字化发展，继续保持在全球顶级城市旅游品牌的地位。迪拜政府富有远见的规划，确保了这座城市将持续引领潮流，并成为未来旅游城市的典范。

Tokyo: Where Tradition Meets Technological Precision

东京：传统与现代科技的完美融合

Tokyo represents the pinnacle of urban sophistication while preserving deep cultural heritage, positioning itself as one of the world's most unique and desirable tourist destinations. Its tourism infrastructure is world-class, featuring efficient public transit networks, modern airports, and a wide range of accommodation options. The city is extremely well-prepared for large-scale tourism flows, with extensive signage and systems translated for international visitors.

Visa accessibility has improved significantly in recent years, particularly for regional travellers, and Tokyo's status as a global aviation and rail hub makes it a top choice for multi-stop Asian itineraries. Inbound tourism surged prior to the pandemic and has resumed strongly, thanks in part to effective digital marketing by the Japan National Tourism Organization (JNTO) and the visibility gained from global events like the Tokyo Olympics.

Tokyo's cultural appeal is unparalleled, offering everything from ancient temples and traditional theatre to futuristic tech experiences and world-renowned cuisine. Attractions like Tsukiji Market, Meiji Shrine, and Akihabara reflect the city's layered identity. Innovation in tourism is evident through AI-powered hotel services, mobile translation apps, and robot-staffed facilities, while sustainability is increasingly emphasized through green hotel initiatives and expanded bike-sharing schemes.

东京在展现极致的都市繁华的同时，也很好地保留了深厚的文化底蕴，这让它成为全球最独特、最吸引人的旅游目的地之一。其旅游基础设施堪称世界级，拥有高效的公共交通网络、现代化机场，以及多样化的住宿选择。为了迎接大量的国际游客，东京做足了准备，随处可见为外国游客提供的多语种指示牌和配套服务。

近年来，东京的签证政策对周边国家的游客越来越友好，加上它作为全球重要的航空和铁路枢纽，自然成为亚洲多地旅行的首选城市。东京的入境游客数量在疫情前就曾大幅增长，疫情后也强劲回升。这主要得益于日本国家旅游局（JNTO）成功的数字营销，以及像东京奥运会这样的全球盛事为它带来的巨大知名度。

东京的文化魅力无与伦比，游客在这里既能体验古老的寺庙和传统戏剧，也能感受充满未来感的科技体验，并品尝世界顶级美食。像筑地市场、明治神宫和秋叶原这样的地方，都充分展示了这座城市兼容并蓄的独特魅力。东京的旅游业创新随处可见，比如由人工智能提供服务的酒店、便捷的手机翻译软件，以及机器人提供服务的设施。同时该城市也越来越重视可持续发展，积极推行绿色酒店项目，并扩大了共享单车的覆盖范围。



Japan's stable economic environment and high quality of life support robust tourism policy-making and visitor confidence. While Tokyo is generally considered a mid- to high-cost destination, the value offered in hospitality, cultural depth, and infrastructure appeals across multiple market segments. The city has been growing its MICE appeal, hosting international expos and conventions, and its safety and cleanliness earn constant praise from travellers.



In the coming decades, Tokyo's blend of heritage, high-tech infrastructure, and deep-rooted hospitality culture will ensure it remains a magnet for global tourism. The city's resilience, innovation mindset, and ability to evolve with traveller expectations position it to lead Asia's tourism resurgence through 2040 and beyond.

日本以稳定的经济环境和高品质的生活水平著称，为东京制定强大的旅游政策并赢得游客信任提供了坚实基础。虽然东京的消费水平偏中高，但它在酒店服务、文化内涵和基础设施上提供的超高性价比，依然吸引了全球各种各样的游客。该城市的会展（MICE）旅游也在不断发展，举办了许多国际博览会和大会。此外，这座城市的极高安全性和整洁度也一直备受游客好评。

展望未来几十年，东京将传统文化、高科技基础设施和骨子里的热情好客完美结合，这确保了它将持续吸引着世界各地的游客。这座城市强大的应变能力、创新精神以及持续满足游客需求的能力，使它能够在 2040 年乃至更远的未来，引领亚洲旅游业的全面复兴。



Barcelona: Navigating Growth Through Cultural Identity and Tourism Management

巴塞罗那：通过文化特色与旅游管理推动行业增长

Barcelona has long been a global tourism magnet thanks to its fusion of rich cultural heritage, Mediterranean lifestyle, and architectural marvels. Its tourism infrastructure is well-established, with a highly walkable city layout, an extensive metro network, and efficient airport connectivity. The range of accommodation—from boutique hotels to international chains—is supported by a thriving hospitality industry that serves millions of annual visitors.

Spain's Schengen membership ensures broad accessibility, and Barcelona benefits from strong connectivity to Europe and beyond, with high-speed rail links and frequent low-cost flights. The city's inbound tourism has historically been strong, but local governance has had to manage overtourism carefully. In response, the city council and the Catalonia Tourism Agency have implemented policies to spread tourism across districts and limit the concentration of visitors in central hotspots.



Culturally, Barcelona offers one of the most unique portfolios in Europe: from Gaudí's architectural masterpieces like Sagrada Família and Park Güell to the Gothic Quarter and the vibrant La Boqueria market. Festivals, art museums, and culinary tourism are core to its international brand. Sustainability efforts have

巴塞罗那将深厚的文化底蕴、悠闲的地中海生活方式和独具匠心的建筑艺术完美融合，使其长期以来都是吸引全球游客的热门城市。它的旅游基础设施非常成熟，城市布局很适合徒步游览，地铁网络四通八达，机场交通也十分便利。得益于蓬勃发展的酒店业，这里提供从精品酒店到国际连锁酒店等各种住宿选择，每年服务着数百万游客。



西班牙作为申根区成员国，可方便游客入境。巴塞罗那的交通网络也非常发达，不仅有高铁，还有很多往返欧洲各地的廉价航班。虽然入境旅游长期以来保持强劲，但当地政府也开始谨慎地处理“过度旅游”的问题。为了解决这个难题，巴塞罗那市议会和加泰罗尼亚旅游局采取了措施，鼓励游客分散到不同的区域，避免大量游客集中在市中心的热门景点。

巴塞罗那的文化魅力在欧洲独树一帜：这里不仅有高迪（Gaudí）的建筑杰作，比如圣家堂（Sagrada Família）和古埃尔公园（Park Güell），还有历史悠久的哥特区，以及热闹非凡的波盖利亚市场。节日庆典、艺术博物馆和美食旅游是其国际品牌的重要组成部分

accelerated in recent years, including the promotion of green mobility, regulated holiday rentals, and urban decarbonization strategies aligned with the city's climate goals.

Barcelona is also a leading MICE destination in Europe, regularly hosting international congresses such as the Mobile World Congress. The city is highly liveable and safe, ranking well in global indices, although managing the balance between resident satisfaction and tourist volume remains a challenge.

Its tourism board has shifted focus toward high-value tourism, promoting responsible travel and cultural engagement. The city has embraced digital tools for visitor guidance and crowd management, ensuring it remains innovative and competitive. Barcelona's case demonstrates the complexities of tourism maturity and the importance of adaptive management to preserve quality while maintaining global appeal.

Looking forward, Barcelona's ability to embrace regenerative tourism models, distribute visitor flows, and lead in urban sustainability will keep it relevant in the future of global travel. Its fusion of creativity, resilience, and Mediterranean vibrancy will continue to attract travellers for decades to come.



分。近年来,巴塞罗那大力推进可持续发展,包括鼓励绿色出行、规范短租市场,以及制定符合城市气候目标的城市脱碳战略。

巴塞罗那还是欧洲最重要的会展中心之一,常年举办像世界移动通信大会(Mobile World Congress)这样的国际盛会。这座城市非常宜居且安全,在全球各项榜单上排名靠前。不过,如何平衡好本地居民的生活感受和不断增长的游客数量,对它来说依然是一个不小的挑战。

巴塞罗那的旅游局已经把工作重点转向了高端旅游,积极推广负责任的旅行和深度文化体验。该市积极运用数字技术来引导游客、疏导人流,以此保持自身的创新活力与竞争优势。巴塞罗那的例子充分说明,一个成熟的旅游目的地会面临诸多复杂挑战,而灵活应变的策略管理,对于保障其旅游品质并维持全球吸引力而言至关重要。

展望未来,巴塞罗那将通过采用再生旅游模式、优化客流分布,以及率先推行城市可持续发展,进而确保它在未来的全球旅游市场中继续保持领先地位。这座城市将创意、韧性与地中海的热情活力融为一体,这种独特的魅力必将在未来数十年里持续吸引着八方来客。

Beijing: Cultural Depth and Strategic Vision in a Global Tourism Capital

北京：世界旅游之都的文化底蕴与战略眼光

Beijing stands as one of the world's most culturally rich and historically significant tourism destinations. As the capital of China and a city with over three millennia of recorded history, Beijing combines monumental heritage with modern infrastructure to offer visitors an immersive and multidimensional experience. Its tourism infrastructure is comprehensive, with two major international airports—including the cutting-edge Daxing International Airport—alongside a sophisticated subway network, a wealth of hotels, and a growing ecosystem of digital tourism tools.

China's increasingly accessible visa policies, including transit visa exemptions and expanded e-visa options, have improved international entry points, while high-speed rail connections position Beijing as the central node in China's broader tourism landscape. The city's inbound tourism continues to recover and expand, buoyed by strategic efforts from the Beijing Municipal Bureau of Culture and Tourism, which has prioritized quality over volume and is integrating digital platforms for smart visitor management.

中国的签证政策日益放宽，包括过境免签和更多电子签证选择，从而提升了入境游的便利化水平。同时，四通八达的高铁网络也让北京成为中国整个旅游版图的中心。在北京市文化和旅游局的战略推动下，北京入境旅游市场持续复苏并稳步拓展。旅游局将游客体验的质量放在首位，而不是一味追求数量，并且利用数字化平台来实现更智能的游客管理。

Culturally, Beijing offers a concentration of world-renowned attractions that few cities can rival. It is home to eight UNESCO World Heritage Sites, including the Forbidden City, the Temple of Heaven, the Summer Palace, and parts of the Great Wall of China—all impeccably preserved and interpreted for international audiences. These sites are deeply woven into the city's identity, representing dynastic power, imperial design, and enduring Chinese philosophical thought. Beyond

北京是世界上文化底蕴最深厚、历史意义最重大的旅游城市之一。作为中国的首都，这座有着三千多年悠久历史的古都将宏伟的历史遗迹与现代化的城市设施完美结合，为游客带来了沉浸式、多方位的旅游体验。北京拥有完备的旅游基础设施，不仅有两座大型国际机场（包括最先进的大兴国际机场），还有四通八达的地铁网络、众多的酒店选择，以及一个日趋成熟的数字旅游服务生态系统。



在文化方面，北京汇聚了世界级的名胜古迹，鲜有城市能与之比肩。该城市拥有八处联合国教科文组织世界遗产，包括故宫、天坛、颐和园以及长城等——这些景点不仅保存完好，更向世界诉说着中华文明的辉煌。这些景点深深融入了北京的城市特质，体现了王朝的权力、皇家建筑的匠心以及中国哲学思想的永恒魅力。除了这

UNESCO landmarks, Beijing's hutongs (historic alleyways), tea houses, and local markets provide opportunities for authentic cultural encounters that reflect the living heritage of the city.



些世界遗产外，北京的胡同（老街小巷）、茶馆和当地市场也为游客提供了地道的文化体验，展现了这座城市鲜活的历史传承。



Beijing has also made notable strides in developing itself as a capital of performing arts. The city has launched a range of interactive and distinctive tourism performance products that blend traditional Chinese art forms with modern theatrical innovation. These efforts not only enhance the city's cultural appeal but also offer visitors a dynamic and participatory way to engage with Beijing's rich artistic legacy. In parallel, shared cultural and tourism consumption spaces are being created to better serve both residents and tourists. Venues such as Universal Beijing Resort, Shougang Park, and Huaxi Live have emerged as multifunctional hubs that combine entertainment, leisure, and culture, allowing locals to fully experience the revitalization and upgrading of the tourism sector.

北京在发展成为“演艺之都”方面也取得显著进展。这座城市推出了一系列互动性强、特色鲜明的旅游演出产品，巧妙地将传统中国艺术形式与现代剧场创新融为一体。这些举措不仅显著提升了城市的文化魅力，也为游客提供了更生动、更具参与感的体验方式来感受北京深厚的艺术遗产。与此同时，为了更好地服务市民和游客，北京正在打造更多共享的文化和旅游消费空间。像北京环球度假区、首钢园、华熙 LIVE 等场馆已成为集娱乐、休闲与文化于一体的多功能中心，让本地居民也能亲身感受到旅游业所带来的活力和升级。

Sustainability is an increasing priority in Beijing's tourism strategy. Investments in green mobility, energy-efficient public buildings, and the integration of low-carbon tourism options—like cycling networks and green hotels—have started to reshape the city's tourism footprint. Innovation is also emerging through

可持续发展也越来越成为北京旅游战略的重点。城市持续投资发展绿色出行、节能公共建筑，并推广低碳旅游方式，比如建设自行车网络和绿色酒店，这些都在悄然改变着北京的旅游面貌。同时，科技创新正在深刻改变

the use of AI-guided museum tours, WeChat-based visitor engagement, and immersive AR experiences in historical sites, blending tradition with cutting-edge tech.

Economically, Beijing offers a stable and policy-driven environment that supports tourism investment. The city also serves as a leading MICE destination in China, hosting major events, expos, and high-level summits at venues such as the China National Convention Centre. While Beijing spans the mid- to premium pricing range, it offers a high value-to-cost ratio, particularly for travellers interested in history, architecture, and cultural depth.

Beijing is also the only city in the world to have hosted both the Summer (2008) and Winter (2022) Olympic Games, a rare distinction that has dramatically enhanced its international visibility, boosted its sporting and hospitality infrastructure, and demonstrated its capacity to host mega-events across seasons. This has reinforced Beijing's MICE tourism credentials and broadened its appeal as a year-round destination.

Safety, healthcare standards, and urban services are strong, while recent urban renewal projects have improved the quality of life for both residents and visitors. The Beijing tourism board has continued to invest in international branding efforts, promoting the city as a gateway to China's historical heart and as a rising destination for slow, meaningful travel.

Looking ahead, Beijing's unmatched concentration of heritage sites, combined with its strategic digital transformation and growing commitment to sustainable tourism, will keep it at the forefront of global cultural travel. As global interest in authentic, educational, and heritage-driven experiences grows, Beijing is poised to attract new generations of visitors seeking depth, legacy, and transformation through travel.

旅游体验。比如，博物馆有了人工智能导览，游客可以通过微信进行互动，一些历史景点也提供了沉浸式增强现实（AR）体验，让传统文化和前沿科技完美结合。

此外，北京经济环境稳定，政策支持力度大，为旅游投资提供了有力保障。作为中国最重要的会展（MICE）中心之一，这里常年在中国国家会议中心等场馆举办各种大型活动、博览会和高级别峰会。尽管北京的消费水平处于中高端区间，但其性价比极高，尤其适合对历史、建筑和文化底蕴感兴趣的游客。

北京是世界上唯一一个同时举办过夏季奥运会（2008年）和冬季奥运会（2022年）的城市。这不仅大幅提升了北京的国际影响力，更完善了其体育及文旅配套设施，并向世界展示了它在不同季节举办大型活动的 ability。这一独特优势，既强化了北京在会展旅游领域的竞争力，也使其成为四季皆宜的全球旅游胜地。

北京的安全保障、医疗体系和城市服务均属一流，而近期的城市更新项目则进一步提升了居民和游客的生活品质。北京市文化和旅游局一直在努力打造城市品牌，将北京宣传为了解中国历史文化的核心旅游城市以及适合“慢旅行”和深度体验的新兴目的地。

展望未来，凭借密集的世界级文化遗产、前瞻性的数字化布局及绿色旅游理念的深化，北京将持续占据全球文化旅行的高地。随着越来越多的人想通过旅行去寻找真实、有教育意义和充满历史感的体验，北京已经准备好迎接新一代游客，为他们带来一次次能够深入内心、传承历史和自我蜕变的旅程。

Bangkok : A Regional Powerhouse of Affordable, High-Impact Tourism

曼谷：经济实惠且颇具影响力的区域旅游中心



Bangkok is one of the most visited cities in the world, known for its vibrant street life, rich cultural heritage, and dynamic urban experiences. Its tourism infrastructure is extensive, featuring two major international airports (Suvarnabhumi and Don Mueang), a fast-growing metro system, and a wide range of accommodations that serve all budgets. The city excels in visa accessibility, with Thailand's visa-on-arrival and e-visa systems making it a convenient destination for global travellers.

In terms of inbound tourism growth, Bangkok consistently ranks among the top destinations for international arrivals. Its cultural appeal—from the Grand Palace and ancient temples to floating markets and street food culture—is a major draw, supported by a strong tourism board presence through the Tourism Authority of Thailand (TAT), which runs well-funded and innovative global marketing campaigns.

曼谷是全球游客最多的城市之一，以其热闹的街头生活、深厚的文化底蕴和丰富多彩的城市体验而闻名。城市的旅游设施非常完善，不仅有素万那普机场和廊曼国际机场这两大国际机场，还有快速发展的地铁系统和各种价位的住宿选择。曼谷的签证政策也很方便，泰国的落地签和电子签证让来自世界各地的游客都能轻松入境。

从入境游客数量上看，曼谷一直是全球最受欢迎的旅游目的地之一。独特的文化魅力是曼谷的最大亮点，从气势恢宏的大皇宫、古老的寺庙，到独特的水上市场和地道的街头美食，都让游客流连忘返。这背后离不开泰国国家旅游局（TAT）的大力推广，他们投入了大量资金，推出了许多富有创意的全球营销活动。



On sustainability and innovation, Bangkok has made strides through its "smart city" efforts and green tourism zones, although challenges remain due to congestion and pollution. The city's economic and policy environment supports tourism with strong public-private collaboration, while affordability ensures broad demographic appeal across backpackers, regional visitors, and luxury tourists.

Bangkok's MICE capabilities are growing, with large-scale venues like Queen Sirikit Convention Centre and international event hosting. It offers increasingly smart tourism services, including QR-coded cultural sites and digital travel guides, while its high liveability and safety scores are bolstered by improving healthcare and transit systems.

Looking ahead : Bangkok's continued success will hinge on its ability to balance volume with sustainability, digitize the visitor journey, and position itself as both a leisure and business destination across Asia.

在可持续发展和创新方面，曼谷依托“智慧城市”建设和绿色旅游区项目取得进展。不过,交通拥堵和环境污染等问题依然是挑战。在政府和私营企业的紧密合作下，曼谷的经济和政策环境为旅游业提供了有力的保障。同时，曼谷的旅游价格亲民，吸引了背包客、区域游客及高端游客等多元化客群。

曼谷举办会展（MICE）的能力也在不断提升，这里拥有像诗丽吉王后国家会议中心这样的大型场馆，常年承办各种国际盛会。这里的旅游服务越来越智能化，比如文化景点都有二维码，旅客可使用数字导览。同时,随着医疗和交通系统的持续改善，曼谷的宜居度和安全评分也不断提升。

展望未来，曼谷要想持续保持成功，关键在于如何平衡游客数量和可持续发展，提升游客的数字化体验，并将其打造成为一个既适合休闲度假，也适合商务旅行的亚洲中心。

Seoul: A Smart Cultural Capital Leading the Way in Urban Tourism Innovation

首尔：引领城市旅游创新的智慧文化之都

Seoul stands at the intersection of deep historical legacy and cutting-edge digital transformation, positioning itself as a leading global city for culture, innovation, and sustainable tourism. The South Korean capital has developed one of Asia's most efficient tourism infrastructures, supported by Incheon International Airport—consistently ranked among the best globally—and a highly integrated urban transit system of subways, buses, and digital wayfinding. The city's connectivity and urban planning ensure that both international and domestic visitors can explore its diverse neighbourhoods—from the modern retail hubs of Gangnam to the historic palaces of Jongno—with ease and comfort.



首尔将深厚的历史底蕴和尖端的数字化转型完美结合，成为全球文化、创新和可持续旅游的领先城市。作为韩国首都，首尔依托世界一流的仁川国际机场和高度整合的地铁、公交以及数字导航系统，从而拥有亚洲最高效的旅游设施之一。得益于城市的便捷交通和高效规划，国内外游客都能轻松舒适地穿梭于首尔的各个街区，从现代化的江南购物区，到历史悠久的景福宫，游览体验非常顺畅。

South Korea's visa policy has become increasingly accessible, with e-visa options and short-term visa waivers for key inbound markets, especially in East and Southeast Asia. Inbound tourism to Seoul has rebounded strongly, buoyed by the global popularity of Korean culture (Hallyu), K-pop, fashion, and food. The Korea Tourism Organization (KTO), along with the Seoul Tourism Organization, plays a central role in international branding and promotion, leveraging powerful digital campaigns and influencer marketing to reach next-generation travellers.

韩国的签证政策日益宽松，尤其对东亚和东南亚的主要入境市场提供电子签证和短期免签政策。由于韩流文化、韩国流行音乐、时尚和美食在全球的火爆，首尔的入境游客数量强劲回升。韩国旅游发展局（KTO）和首尔旅游局在城市国际品牌化推广方面起到了关键作用，他们通过利用强有力的数字化宣传与网红营销，成功吸引了新一代的年轻游客。

Seoul's cultural portfolio is both wide and layered, featuring UNESCO-recognized sites such as Changdeokgung Palace, bustling traditional markets like Gwangjang, and contemporary cultural zones including Dongdaemun Design Plaza. Seoul has also created new tourism products around Korean pop culture, with attractions like K-Star Road, BTS-themed walking tours, and Hallyu experience centres. The city has pioneered "smart tourism" through AI-powered guides, real-time crowd management tools, digital passes, and interactive museum technologies that enhance the visitor journey and reduce urban congestion.

On sustainability, Seoul is steadily integrating green mobility and climate-conscious urban design into its tourism strategy. Initiatives include electric buses, urban forest corridors, smart waste management, and public campaigns encouraging low-impact travel. Its "2030 Seoul Vision" includes making tourism more inclusive, environmentally sound, and tech-enabled. These measures align with Seoul's broader goals of liveability, which already place it high on regional quality-of-life indices thanks to its cleanliness, safety, healthcare system, and strong civic infrastructure.

首尔的文化底蕴丰富且多元，拥有联合国教科文组织认定的景点，如昌德宫，还有充满活力的传统市场，例如广藏市场，以及现代化的文化区，如东大门设计广场。首尔还围绕韩国流行文化开发了新的旅游产品，包括韩流明星街、BTS 主题徒步旅行和韩流体验中心等。此外，首尔在“智慧旅游”方面也走在前沿，通过人工智能导游、实时人群管理工具、电子通行证以及互动式博物馆技术来提升游客体验，并缓解城市拥堵情况。

在可持续发展方面，首尔正逐步把绿色交通和环保规划融入到旅游发展策略中。相关举措包括电动巴士、城市森林走廊、智能垃圾管理以及鼓励低碳出行的公共宣传活动。其“2030 年首尔愿景”旨在让旅游更具包容性、环保性，并通过科技赋能旅游体验。这些措施与首尔更广泛的宜居目标相契合，凭借其整洁、安全、医疗体系完备以及强大的市政基础设施，首尔已在区域生活质量指数中名列前茅。



Seoul is also gaining traction as a global MICE destination, regularly hosting technology summits, medical conferences, and cultural expos at venues like COEX Convention Centre and Dongdaemun Digital Complex. With strong public-private coordination, the city continues to build competitiveness in the business travel sector, which contributes to its year-round visitor economy.

Affordability varies, but Seoul is generally seen as offering high value for money, with options that cater to budget travellers, families, digital nomads, and high-end visitors alike. Its diverse culinary scene, widespread free Wi-Fi, and efficient transport add to its reputation as an accessible and traveller-friendly city. Tourism policies are backed by strategic investment, data analytics, and integrated marketing, all reinforcing Seoul's emergence as a smart, sustainable, and culturally rich city of the future.

Looking ahead, Seoul's ability to fuse heritage with high-tech solutions, and its leadership in pop culture, innovation, and urban design, will keep it at the forefront of global tourism. As cities around the world look for inspiration in smart planning and experiential tourism, Seoul will serve as a model for how digital infrastructure and deep cultural roots can work hand in hand to shape the next era of urban travel.

展望未来，首尔将传统文化和高科技完美结合，加上它在流行文化、创新和城市设计领域的领先地位，将确保该城市继续走在全球旅游业的最前端。随着世界各地的城市探索智能规划和沉浸式旅游，首尔将成为一个典范，展示如何通过数字基础设施和深厚的文化根基来共同开创城市旅行的新纪元。

首尔正逐渐崭露头角，成为全球会展 (MICE) 旅游目的地。该城市定期在韩国 COEX 首尔会议中心和东大门数字广场等场馆举办科技峰会、医疗会议和文化展览。在政府和企业的紧密合作下，首尔在商务旅行市场的竞争力不断增强，这也为其全年旅游经济做出了重要贡献。

尽管消费水平因人而异，但首尔普遍被认为具有较高的性价比，可提供多样的选择，满足经济型旅游者、家庭游客、数字游民以及追求高端体验访客的各类需求。这里丰富的美食、随处可见的免费 Wi-Fi 和便捷的交通，巩固了首尔作为交通便利、旅客友好的城市形象。旅游政策依托战略性投资、数据分析和整合营销策略，不断强化首尔作为未来智能、可持续发展以及文化底蕴深厚的城市地位。



Istanbul: A Crossroads of Continents and Civilisations

伊斯坦布尔：连接欧亚大陆和不同文明的十字路口

Istanbul uniquely straddles two continents and civilizations, making it a cultural and historical magnet. Its infrastructure readiness is anchored by the world-class Istanbul Airport, one of the largest globally, and a comprehensive urban rail and ferry network. Visa policy reforms, including e-visas, and direct global flight connections have improved accessibility.

The city's tourism growth is driven by its geopolitical positioning and deep-rooted cultural wealth. From Hagia Sophia and the Blue Mosque to the Grand Bazaar and Bosphorus cruises, heritage tourism is a major strength. Istanbul has recently modernized its tourism governance, with Go Türkiye elevating the nation's strategic branding and digital marketing efforts.

Istanbul is working on sustainability through heritage conservation, traffic decongestion, and urban greening, while smart tourism initiatives like digital wayfinding and contactless payments are scaling. The economic and policy environment has shown resilience despite regional instabilities, and the city maintains a high level of investment appeal.



伊斯坦布尔的独特之处在于它横跨欧亚两大洲，融合了东西方两大文明，使其成为一个充满文化和历史魅力的旅游中心。该市的基础设施非常先进，其中世界级的伊斯坦布尔机场是全球最大的机场之一，城市内部的铁路和渡轮网络也四通八达。此外，电子签证等政策改革和直飞全球各地的航班，都让来这里旅行变得更加方便。



伊斯坦布尔的旅游业之所以能持续增长，主要得益于它独特的地理位置和深厚的文化底蕴。从圣索菲亚教堂的宗教史诗、蓝色清真寺的伊斯兰瑰宝，到喧嚣百年的大巴扎市集与浪漫的博斯普鲁斯海峡游轮，这座城市以遗产旅游为核心优势。伊斯坦布尔最近还对旅游管理进行了现代化升级，并通过“Go Türkiye”项目推动国家旅游战略品牌建设和数字化营销。

在可持续发展方面，伊斯坦布尔正通过文化遗产保护、交通拥堵改善和城市绿化行动推进转型。同时数字导航和非接触支付等智慧旅游服务也正在普及。即便周边局势动荡，其稳健的经济政策与营商环境仍持续吸引全球投资者的目光。

With a wide range of offerings from budget travel to five-star luxury, Istanbul appeals to diverse demographics. Its role as a regional MICE hub is growing rapidly with facilities like the Istanbul Congress Centre. Safety, healthcare, and infrastructure quality continue to improve year-on-year, enhancing its liveability.

Looking forward : Istanbul's position as a bridge between East and West will keep it geopolitically and culturally relevant, with long-term potential for year-round tourism and international event hosting.

伊斯坦布尔的旅游选择非常丰富，从平价旅行到五星级奢华体验应有尽有，因此吸引了各类人群。它作为地区会展（MICE）中心的作用也发展迅速，拥有像伊斯坦布尔会议中心这样的大型设施。城市的治安保障、医疗水平与基建质量年年跃升，宜居指数也稳步攀升。

展望未来，伊斯坦布尔作为连接东方和西方的桥梁，将继续保持其重要的地缘政治和文化地位，并且在开展全年旅游和举办国际活动方面拥有巨大的发展潜力。



Shanghai: China's Global Gateway for Business and Cultural Exchange

上海：中国通向世界的商业与文化交流枢纽

Shanghai exemplifies China's emergence as a tourism and economic powerhouse. The city boasts world-leading tourism infrastructure, from Pudong International Airport to a fast, clean metro network and an iconic skyline that mixes tradition with innovation. Liberalization of visa policies—such as 144-hour visa-free transit—has improved short-term visitor access.

Inbound tourism has seen steady growth, driven by events, commerce, and its positioning as a global gateway to China. Shanghai's robust economic prowess continues to attract a high volume of business travellers, thanks to its role as a leading financial centre and a magnet for multinational enterprises. The city also serves as a platform for international trade fairs, expos, and high-level economic dialogues, reinforcing its appeal to corporate and MICE segments.



Shanghai's cultural offerings span the traditional (Yuyuan Garden, Longhua Temple) to the contemporary (the Bund, Power Station of Art), and it is increasingly using digital platforms and apps to promote these assets. Meanwhile, Shanghai is actively developing its cruise tourism industry, positioning itself as a key port of call in Asia. The Wusongkou International Cruise Terminal has expanded capacity and upgraded

上海是中国作为旅游和经济强国崛起的缩影。这座城市的旅游设施堪称世界一流，不仅有浦东国际机场，还有快速而整洁的地铁网络，以及将传统和创新融为一体的标志性城市天际线。同时签证政策也变得更加宽松，比如144小时过境免签政策，让短期游客来这里变得更加方便。



上海的入境游客数量持续增长，这主要归功于这里丰富多样的活动、高度发达的商业，以及它作为中国重要门户城市的独特地位。上海强大的经济实力使它成为了一个重要的金融中心和跨国企业的集聚地，从而不断吸引着大量的商务旅客。这座城市还经常举办国际贸易展览、大型博览会和高级别的经济对话，使其进一步巩固对企业与会展市场的吸引力。

上海的文化资源非常丰富，既有传统的豫园和龙华寺，也有现代的外滩和上海当代艺术博物馆，而且城市正越来越多地利用数字化平台和手机应用来推广这些景点。上海也在积极推进邮轮旅游，成为亚洲重要的停靠港之一。吴淞口国际邮轮港扩容升级，便于迎接大型国际邮轮，提升全球游客的多日游览体验。

services, enabling the city to welcome large international cruise liners and enhance multi-day shore excursions for global tourists.

Sustainability and innovation are central to the city's tourism strategy, with smart city initiatives, electric transport adoption, and green building standards being actively promoted. The economic policy environment is stable and strongly pro-investment, particularly in the hospitality and cultural sectors.



Shanghai appeals to both premium travellers and business tourists, supported by its international image and status as a financial hub. Its MICE infrastructure is highly advanced, including the Shanghai World Expo Exhibition & Convention Centre. With strong governance, low crime, and world-class amenities, the city scores well on liveability and safety.

Looking forward: Shanghai is expected to lead East Asia in tourism innovation, combining world-class infrastructure, cultural rebranding, and smart governance to attract both leisure and business travellers for decades ahead.

可持续发展和创新是上海旅游策略的核心。城市正在积极推动智慧城市建设、普及电动交通和推广绿色建筑标准。此外，上海的经济政策环境稳定，尤其鼓励在酒店和文化领域进行投资。

上海既吸引高端游客，也深受商务旅行者青睐，这主要得益于它的国际形象和金融中心地位。上海的会展设施非常先进，比如上海世博展览馆。城市治理良好，犯罪率低，配套设施一流，使得上海在宜居性和安全性方面表现突出。

展望未来，上海预计将在东亚旅游创新方面保持领先，凭借顶级的基础设施、文化形象和智慧治理，未来几十年将持续吸引休闲和商务游客。



Vancouver: A Sustainable City of Nature, Innovation, and Inclusion

温哥华：自然、创新与包容并举的可持续发展城市



Vancouver blends natural beauty with sophisticated urban experiences, offering a highly competitive tourism profile. Its tourism infrastructure is anchored by Vancouver International Airport and efficient city transport, including ferries, SkyTrain, and buses. Visa facilitation through Canada's eTA program supports strong accessibility, especially from Asia-Pacific and North America.

The city has witnessed steady tourism growth, particularly in nature-based and adventure tourism, film-related travel, and cruise ship traffic. Vancouver's cultural and natural attractions are unique: it is one of the few major cities offering access to beaches, mountains, indigenous heritage, and cutting-edge urban culture in one trip.

温哥华完美地融合了自然美景和精致的城市体验，使其成为一个极具竞争力的旅游城市。这里的旅游基础设施以温哥华国际机场为中心，城市交通便捷，包括渡轮、空中列车和公交车。加拿大的电子旅行授权（eTA）政策让签证更加便捷，特别是来自亚太和北美地区的游客更易入境。

温哥华的旅游业一直稳步增长，尤其是在自然生态游、探险游、影视主题游和邮轮旅行方面。温哥华的文化和自然景点独具特色：它是少数几个能在一次旅行中同时提供海滩、山脉、原住民遗产和前沿城市文化体验的大城市之一。

Vancouver is a leader in sustainable tourism, from bike-sharing to LEED-certified hotels and marine protection initiatives. The local tourism board, Destination Vancouver, is strategic and data-led in promoting the city's brand globally.

The city is especially attractive to eco-conscious and high-spending travellers. Its affordability is a challenge, but this is partially offset by its high perceived value. Vancouver's MICE infrastructure is strong, particularly with the Vancouver Convention Centre's iconic waterfront location.

Consistently ranked among the world's most liveable cities, Vancouver scores high for public safety, urban cleanliness, and healthcare. It also benefits from political stability and a globally attractive immigration policy, which adds to its economic competitiveness.

Looking forward: Given its strategic West Coast location, commitment to climate action, and appeal across both leisure and business segments, and appeal across leisure and business segments, Vancouver is set to thrive as a sustainable tourism leader over the next 10-20 years.



温哥华在可持续旅游业方面处于领先地位，从共享单车到 LEED 认证的酒店，再到海洋保护倡议，无不体现其先进理念。温哥华旅游局（Destination Vancouver）以策略性、数据化的方法在全球推广城市品牌。

该城市对环保意识强烈和消费能力高的旅行者尤其具有吸引力。虽然消费水平有点高，但高品质的旅游体验让游客觉得物有所值。温哥华的会展（MICE）设施也很完善，尤其值得一提的是位于海滨的温哥华会展中心，地理位置非常优越。

温哥华长期被评为全球最宜居城市之一，在公共安全、城市清洁和医疗保健方面表现出色。同时，稳定的政治环境和极具吸引力的移民政策，也进一步提升了温哥华的经济竞争力。

展望未来，考虑到它优越的西海岸地理位置、在气候环保方面的积极行动，以及对休闲和商务旅游市场的双重吸引力，温哥华完全有潜力在未来 10 到 20 年内成为可持续旅游领域的领军城市。



Key Insight and Trends from the 20 Potential Competitive Cities

前 20 名竞争潜力城市的核心洞察与发展趋势

The 2025 Potential competitive Index reveals a dynamic and diverse group of global cities that are redefining the future of urban tourism. From advanced Asian metropolises and sustainable Nordic capitals to culturally rich heritage cities in Latin America and Africa, this year's top 20 destinations illustrate the multifaceted nature of city competitiveness in tourism. The cities were selected based on ten integrated criteria that assess both destination readiness (supply-side) and visitor preferences (demand-side), covering aspects such as infrastructure, cultural appeal, visa access, digital innovation, sustainability, liveability, and marketing capability.

The following are key insights and trends observed from the performance of the top 20 cities in the 2025 ranking:

2025 年竞争潜力指数分析了一批充满活力和多元化的全球城市，这些城市正在重新定义城市旅游的未来。从先进的亚洲大都市、践行可持续发展的北欧首都，到拉丁美洲和非洲那些文化底蕴深厚的历史名城，今年的前 20 名城市充分展现了城市旅游竞争力的多面性。这些城市的选择基于十项综合标准，兼顾准备度（供给端）与游客偏好（需求端），涵盖基础设施、文化吸引力、签证便利性、数字创新、可持续性、宜居性和营销能力等方面。

以下是根据 2025 年竞争力排名前 20 的城市表现，我们总结出的几点核心洞察和趋势：

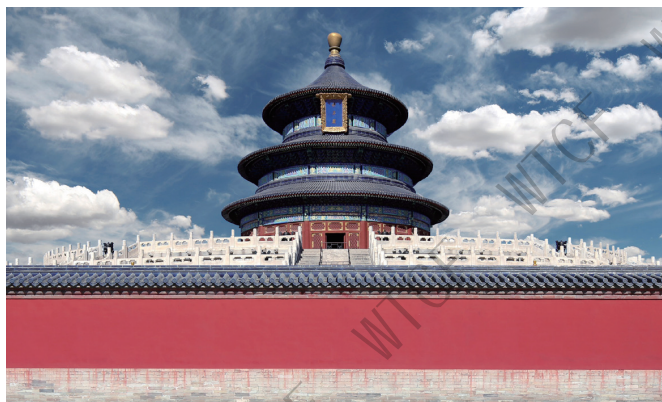
Infrastructure Excellence Remains the Foundation of Competitiveness. 一流的基础设施依然是竞争力的基石。

Cities such as Singapore, Dubai, Tokyo, and Shanghai rank highly due to their world-class tourism infrastructure, including major international airports, efficient public transport, and accommodation capacity. Infrastructure investment not only supports visitor flow but also strengthens resilience and experience quality. In many cases, infrastructure extends beyond physical assets to include digital connectivity, with cities like Seoul and Vancouver incorporating smart mobility and urban innovation into their tourism ecosystems.

新加坡、迪拜、东京和上海等城市之所以能名列前茅，是因为它们拥有世界级的旅游基础设施，包括大型国际机场、高效的公共交通网络和充足的住宿接待能力。对基础设施的投入，不仅能保障游客的顺畅出行，还能提升城市的应变能力 and 旅行体验的质量。而且现在的基础设施已经不只局限于硬件设施，也包含了数字化应用，像首尔和温哥华这样的城市，就把智慧交通和城市创新融入了它们的旅游生态中。

Cultural and Natural Appeal Continues to Drive Global Demand. 文化和自然风光依然是吸引全球游客的关键。

Heritage and cultural identity remain central to city attractiveness. Beijing, with its eight UNESCO World Heritage sites including the newly designated Central Axis, exemplifies how deeply embedded cultural value contributes to global appeal. Similarly, cities like Istanbul, Barcelona, and Cape Town stand out for leveraging their historical and natural landscapes to attract international visitors. Even emerging destinations such as Colombo and Rabat demonstrate how preserving authenticity while enhancing accessibility can drive growth.



城市的文化遗产和独特身份始终是其魅力的核心所在。北京就是最好的例子，它拥有八处联合国教科文组织世界遗产，包括新申遗成功的中轴线，这证明了深厚的文化底蕴能为城市带来巨大的国际吸引力。同样，伊斯坦布尔、巴塞罗那和开普敦等城市也因为很好地利用了自身的历史和自然风光而备受国际游客青睐。而科伦坡、拉巴特等新兴旅游目的地的成功也表明，在保留原生态风貌的同时优化交通与服务设施，正是实现可持续增长的关键。



Sustainability is Moving from Value-Add to Necessity. 可持续发展正从“增值项”转变为“必需项”。

Top-performing cities such as Reykjavik, Vancouver, and Melbourne are not only investing in environmental sustainability but positioning it at the heart of their tourism value proposition. These cities emphasize green transport, climate-responsive planning, and eco-certifications in their tourism strategies. The Index shows that cities embedding sustainability into governance, product development, and infrastructure are outperforming competitors in long-term visitor engagement and resilience.

像雷克雅未克、温哥华和墨尔本这样的优秀城市，已经不仅限于投资环保，更是把可持续发展放到了旅游宣传的核心位置。这些城市在旅游策略中强调绿色交通、气候响应型规划和生态认证等要素。该指数表明，那些将可持续发展融入城市管理、旅游产品开发和基础设施建设的城市，在吸引长期游客和提升城市应变能力方面比其他竞争对手做得更好。

Visa Accessibility and Policy Reform are Key Enablers. 签证便利性和政策改革是关键推动因素。

A common thread among the top cities is proactive visa and entry policy. Singapore, Dubai, and Bangkok have liberal visa regimes or regional agreements that make them more accessible. Beijing's expanding visa-free entry and new digital border procedures signal a growing trend toward frictionless travel experiences. This insight reinforces the importance for tourism boards to work in tandem with national authorities to prioritize international openness and travel facilitation.

榜单上的顶尖城市都有一个共同点，即都采取了积极的签证和入境政策。新加坡、迪拜和曼谷实行宽松的签证制度或区域协议，让旅客更容易出行。北京不断扩大的免签范围和全新的数字化通关流程，也预示着未来的旅行体验将变得更加顺畅。该洞察进一步表明，旅游部门必须与国家相关部门紧密合作，将国际开放和旅行便利性作为首要任务。

MICE and Business Tourism Elevate Year-Round Demand. 会展与商务旅游提升全年需求。

Cities with established MICE (Meetings, Incentives, Conferences, and Exhibitions) infrastructure such as Tokyo, Dubai, Barcelona, and Doha have proven that business tourism enhances destination resilience, especially during low seasons. Investment in convention centres, international events, and connectivity to global business hubs correlates strongly with broader tourism success. For mid-ranked cities like Cape Town and Budapest, scaling up MICE potential remains a strategic growth opportunity.

东京、迪拜、巴塞罗那和多哈等城市，因为拥有成熟的会展（MICE）旅游设施，所以能很好地利用商务旅行来增强城市的应变能力，特别是在旅游淡季。投资建设会议中心、举办国际活动以及加强与全球商业中心的联系，都与城市旅游业的整体成功紧密相关。对于排名中等的城市，比如开普敦和布达佩斯，发展会展旅游依然是它们实现战略性增长的好机会。



Tourism Boards and Brand Governance Matter. 旅游局的运营和品牌管理至关重要。

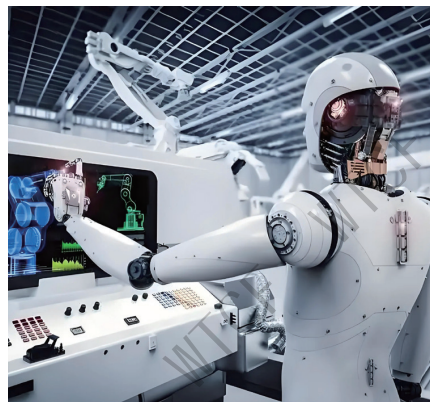
Strategic destination branding and proactive tourism board governance are strong predictors of competitiveness. Visit Singapore, Go Tokyo, Dubai Tourism, and Tourism Australia (Melbourne) are prime examples of organizations that excel in storytelling, global partnerships, and digital-first campaigns. Meanwhile, cities like Ho Chi Minh and Mexico City are increasingly investing in destination marketing strategies that highlight their unique value while appealing to broader international audiences.

一个城市是否有战略性的品牌推广和积极主动的旅游局管理，是其竞争力的重要体现。像 Visit Singapore、Go Tokyo、Dubai Tourism、Tourism Australia (Melbourne) 等机构，既擅长讲好目的地故事、拓展全球合作，也以数字化为先导开展营销。与此同时，像胡志明市和墨西哥城这样的城市，也正在加大力度进行城市品牌推广，在突出自己独特魅力的同时，努力吸引更多的国际游客。

Digital and Smart Tourism are Reshaping the Experience. 数字化与智慧旅游正在重塑旅游体验。

Cities that integrate smart city features into tourism—such as Seoul, Shanghai, and Tokyo—are leading the way in future-proofing their visitor experience. Tools like AI-powered city guides, real-time crowd monitoring, and multilingual digital platforms are becoming the new standard. For emerging cities in the list, such as Sao Paulo or Colombo, building digital capability offers a significant opportunity to leapfrog traditional barriers and improve service quality.

那些将智慧城市功能融入旅游服务的城市，比如首尔、上海和东京，正在引领未来旅游体验的发展趋势。像人工智能导游、实时人流监控和多语种数字平台这样的工具，正在逐渐成为新的标配。对于榜单中的新兴城市，如圣保罗或科伦坡，构建数字化能力提供了超越传统障碍并提升服务质量的重要机遇。



Affordability and Demographic Flexibility Strengthen Appeal.

物价合理和选择多样化可增强目的地吸引力。

Several cities, including Bangkok, Ho Chi Minh City, and Mexico City, stand out for their ability to attract diverse visitor profiles due to competitive pricing structures and product variety. These cities provide valuable lessons in how to balance cost-efficiency with experience quality, catering to both value-driven and premium travellers. As global travel becomes more segmented, cities that can accommodate varied preferences and budgets will be more resilient and inclusive.

曼谷、胡志明市和墨西哥城等城市，凭借实惠的价格和丰富的旅游产品，在吸引各种类型的游客方面表现亮眼。这些城市提供了宝贵的经验，告诉我们如何在控制成本的同时保证体验的品质，从而既能满足追求性价比的游客，也能服务好高端旅客。随着全球旅游变得更加细分，那些能满足不同需求和预算的城市将变得更具竞争力和包容性。



Liveability and Safety Enhance Long-Term Competitiveness.

宜居和安全让城市更具长期竞争力。

The Index finds a strong correlation between liveability for residents and attractiveness to tourists. Cities like Vancouver, Reykjavik, and Melbourne score highly on safety, urban cleanliness, healthcare, and environmental quality—factors that not only influence visitor experience but also contribute to broader investment and talent attraction. Tourism boards should increasingly view urban wellbeing as a tourism asset.

该指数表明，居民的生活宜居度与旅游目的地对游客的吸引力高度相关。温哥华、雷克雅未克和墨尔本在城市安全、卫生清洁、医疗保健和环境品质方面表现突出，这些因素不仅提升游客体验，也促进更广泛的投资与人才吸引。因此，旅游部门应该把城市的宜居性也看作是发展旅游业的一大优势。

Emerging Cities Can Compete Through Focused Strategy. 新兴城市也能靠精准策略脱颖而出。

While the top cities benefit from global recognition and scale, destinations such as Colombo, Rabat, and Budapest illustrate that competitiveness is not reserved for megacities. By prioritising investment in specific areas—like branding, air connectivity, sustainable development, or heritage packaging—emerging destinations can quickly climb in competitiveness rankings. Tailored strategies based on local strengths, supported by clear governance and international partnerships, are essential.

虽然那些排名靠前的城市有全球知名度和规模的优势，但像科伦坡、拉巴特和布达佩斯这样的城市证明，竞争优势不是大城市的专利。通过优先投资特定领域——如品牌建设、航线网络布局、可持续发展或文化遗产包装——新兴目的地可以迅速提升竞争力排名。因此，基于自身优势量身定制发展策略，再辅以清晰的治理框架和国际合作支撑是制胜关键。

Implications for City Tourism Boards 对城市旅游局的启示

These insights suggest that future-ready cities will be those that balance investment in infrastructure and digital transformation with authenticity, sustainability, and inclusivity. As urban tourism becomes more competitive, city tourism organizations must act more strategically, coordinating policy, branding, product development, and partnerships in an integrated way.

The Index reinforces that city competitiveness in tourism is not only about attracting visitors—it is about delivering long-term value for residents, businesses, and the global community through meaningful, resilient, and forward-thinking urban tourism strategies.

这些研究发现未来的领先旅游城市将是那些能够在投资基础设施和数字化转型的同时兼顾原创性、可持续性和包容性的城市。随着城市旅游竞争越来越激烈，城市旅游机构必须采取更有策略的行动，将政策制定、品牌推广、产品开发和合作关系等各方面有机结合起来。

该指数再次证明，一个城市在旅游上的竞争力不仅仅是看它吸引了多少游客，更重要的是，它能否通过一系列有意义、有韧性和前瞻性的城市旅游策略来为本地居民、企业和整个国际社会创造长远的价值。

Tourism Policy Implications for Potential Competitive Cities

面向竞争潜力城市的旅游政策启示

As the global tourism landscape continues to evolve, the findings from the 2025 potential competitive Index offer critical lessons for municipal policymakers, urban planners, and city tourism organizations. The top 20 cities identified in the index—ranging from mature global destinations like Singapore, Dubai, and Tokyo to rapidly advancing cities such as Colombo, Rabat, and Ho Chi Minh City—demonstrate that tourism success is not based solely on size or wealth, but on the clarity, integration, and adaptability of urban tourism policy.

Several core policy implications emerge for cities aspiring to rise in future rankings or maintain leadership in an increasingly competitive environment:

Elevating Culture and Heritage in Urban Policy. 把文化和遗产放在城市政策的核心位置。

As demonstrated by Beijing, a strong commitment to preserving and showcasing cultural assets can be a cornerstone of tourism leadership. In 2024, Beijing's Central Axis was inscribed on the UNESCO World Heritage List, making it the city with the most World Heritage sites in the world. This achievement is not just symbolic—it reflects deliberate national and municipal policy aimed at integrating cultural conservation with tourism development, positioning Beijing as a global capital of cultural tourism.

Cities aiming to enhance their competitiveness must prioritize cultural heritage in their tourism strategies, ensuring that UNESCO-recognized landmarks and intangible heritage—such as local arts, crafts, and culinary traditions—are protected, interpreted, and promoted in a sustainable way. Investments in museum modernization, cultural districts, and festivals that link heritage to contemporary visitor interests will continue to yield dividends.

随着全球旅游格局不断演进，2025 年竞争潜力指数可为市政决策者、城市规划者与城市旅游机构提供重要参考。榜单上的前 20 名城市，从新加坡、迪拜、东京这样成熟的国际大都市，到科伦坡、拉巴特、胡志明市等正在快速崛起的新兴城市，都表明旅游业的成功不只靠城市的大小和财富，更取决于其旅游政策是否足够清晰、协调和灵活。

对于那些希望在未来提升排名或保持领先地位的城市来说，以下是几点关键的政策建议：

北京的经验表明，坚定地保护和展示文化遗产是成为旅游业领导者的关键。2024 年，“北京中轴线”成功列入联合国教科文组织世界遗产名录，这也让北京成为全球拥有世界遗产数量最多的城市。这不只是荣誉，更是国家与城市两级协同施策将文化保护与旅游发展深度融合的结果，进一步塑造北京的“全球文化旅游之都”形象。

若要强化竞争力，城市应在旅游战略中把文化遗产放在优先级前列，确保经联合国教科文组织认定的地标与非遗（如地方艺术、手工艺以及饮食传统）得到可持续的保护、诠释与传播。对博物馆进行现代化改造、打造特色文化街区，以及举办能将传统文化和现代游客兴趣结合起来的节庆活动，这些投入都将持续带来丰厚的回报。



Making Tourism a Whole-of-City Strategy. 将旅游提升为城市整体战略。

Successful cities are moving beyond siloed tourism departments to embed tourism across broader urban development, transport, environmental, and economic planning. In Dubai, tourism strategy is deeply integrated with national economic diversification goals, supported by clear leadership and cross-sector investment in infrastructure and marketing. Melbourne and Vancouver also illustrate how cities can position tourism within broader urban liveability frameworks—ensuring that tourism growth enhances public spaces, community pride, and social equity.

Future leading cities must adopt tourism governance models that include cross-agency collaboration, regular stakeholder consultation, and integrated destination planning that balances short-term gains with long-term resilience.

头部城市已告别单一部门作战，把旅游作为全城协同的系统工程，深度嵌入城市发展、交通体系、生态环保与经济布局的总体规划。以迪拜为例，旅游策略与国家经济多元化的大目标高度契合，这得益于政府的高效领导和各部门对基础设施及营销的大力投入。墨尔本与温哥华则将旅游置于“宜居城市”框架中，确保旅游增长切实带动公共空间品质、社区荣誉感与社会公平的提升。

未来领先的城市必须建立起一种新的旅游管理模式，这种模式要包含跨部门的紧密合作、定期听取各方意见，并制定一个能兼顾短期收益和长期可持续性的整体规划。

Institutionalising Smart and Sustainable Tourism.

将智慧旅游和可持续发展融入城市制度。

As cities like Seoul, Shanghai, and Reykjavik have demonstrated, smart city tools and sustainability policies are no longer optional—they are essential components of tourism competitiveness. Policy frameworks must support the integration of digital tourism tools (e.g. AI-powered guides, real-time mobility apps), climate-adaptive infrastructure, low-carbon transport systems, and regulations that support sustainable accommodation and attractions.

Beijing's post-Olympic sustainability legacy, which includes improved air quality standards and expanded green mobility, offers a valuable model for cities seeking to transition toward more environmentally responsible tourism models without compromising global appeal.

首尔、上海和雷克雅未克等城市的经验告诉我们，智慧城市工具和可持续发展政策不再是可有可无的，而是城市旅游竞争力的核心要素。城市需要制定政策，鼓励整合各种数字化旅游工具（比如人工智能导游、实时交通应用）、建设适应气候变化的基础设施、发展低碳交通系统，并出台法规来支持可持续发展的酒店和景点。

北京在奥运会后留下的可持续发展遗产，比如空气质量标准的提升和绿色交通网络的扩展，为那些既想转型到更环保的旅游模式、又不想降低国际吸引力的城市提供了一个宝贵范例。



Designing Inclusive and Resilient Tourism Economies. 打造包容又具韧性的旅游经济。

Tourism policy must focus not only on attracting visitors, but on distributing benefits equitably among residents, businesses, and neighbourhoods. Cities like Bangkok, Ho Chi Minh City, and Mexico City show how affordable, grassroots, and culturally immersive experiences can support local livelihoods and diversify the urban economy.

For future leaders, this means developing tourism zones beyond central areas, promoting local entrepreneurship, and protecting residential liveability from overtourism. Support for community-based tourism, digital skills training, and inclusive marketing can ensure tourism is a tool for social inclusion and economic empowerment.

制定旅游政策时，决策者不能只想着怎么吸引游客，更要考虑怎么让旅游带来的好处能公平地惠及当地居民、商家和社区。像曼谷、胡志明市和墨西哥城这些城市就做了一个很好的示范，它们通过提供价格实惠、充满本土特色和沉浸式体验的旅游项目来帮助当地人增加收入，并让城市经济更加多元化。

对未来的领军城市而言，这意味着需要发展中心区域以外的旅游区域，促进本地创业精神，并保护居民生活环境免受过度旅游影响。同时，加大对社区型旅游、数字化技能培训与包容性营销的支持，让旅游真正成为促进社会融入与经济赋能的抓手。

Future-Proofing Through Flexibility and International Cooperation. 通过灵活举措和国际合作让城市旅游永葆活力。

The experience of the past five years has underscored the vulnerability of urban tourism to global shocks—from pandemics to climate events to geopolitical disruptions. Cities must build adaptive policy frameworks that anticipate risk and encourage innovation. This includes diversifying source markets, strengthening MICE tourism for off-season stability, and embedding scenario planning into tourism strategies.

Membership in international networks such as the World Tourism Cities Federation (WTOTF) provides access to peer learning, research, and capacity-building that help cities benchmark performance and adopt best practices. Beijing's leadership role within WTOTF underscores how major cities can also act as conveners and mentors for others on the global stage.

过去五年的经验表明，城市旅游业非常容易受到各种全球性冲击的影响，比如疫情、气候变化和地缘政治冲突。因此，城市必须建立一套灵活应变、能够预见风险并鼓励创新的政策体系。这包括多元化客源市场，加强会展旅游以托底淡季旅游市场，并将情景规划纳入到旅游战略中。

加入像世界旅游城市联合会（WTOTF）这样的国际组织，能让城市有机会向同行学习、开展研究、提升自身能力，帮助城市了解自身定位，并学习其他城市的成功经验。北京在WTOTF中扮演领导角色，这也说明了主要城市可以作为组织者和引导者，在全球舞台上帮助和引导其他城市共同发展。



Conclusion: From Tourism Growth to Tourism Leadership

结语：从数量增长到旅游领导力

The cities that lead in the next decade will not be those that simply grow tourism numbers, but those that govern tourism as a strategic, inclusive, and future-focused sector. The transition from visitor volume to visitor value will require nuanced policymaking, strong institutions, and a commitment to quality, authenticity, and long-term sustainability. Understanding that a *good place to live is a great place to visit* is a central ethos for meaningful tourism development.

Beijing, with its deep cultural roots, global connectivity, and evolving digital and sustainability policies, is well-positioned to remain among the world's most influential tourism cities. Its journey offers a blueprint for others: blend heritage with innovation, and manage growth with vision.

未来十年能脱颖而出的城市，不会单单只是游客数量多的城市，而是懂得把旅游业当作一个有战略性、有包容性且面向未来的产业来管理的城市。从追求游客数量到追求游客价值的转变，需要更精细的政策、更强大的管理体系，以及对高品质、原创性和长期可持续发展的坚持。“宜居之地亦宜游”应成为高质量旅游发展的核心信念。

凭借其深厚的文化底蕴、全球通达的交通网络以及不断更新的数字化水平和可持续发展政策，北京有望长期位列全球最具影响力的旅游城市。北京的发展历程为其他城市提供了很好的借鉴：在传承与创新之间取得平衡，从长远视角实现增长。

A Roadmap for Future Potential Competitive Cities

未来竞争潜力城市的发展路线图

Analysis of the top-ranked destinations in *the World Tourism Destination Potential Competitive Cities Index 2025* reveals a number of good practices that successful cities tend to follow, including possessing a structured and strategic approach to tourism development. This road map is reflected across seven key steps, each supported by case examples from the current Top 20 cities—places that demonstrate both leadership and innovation in how they manage tourism for long-term competitiveness.

通过对《世界旅游目的地竞争潜力指数报告（2025）》中那些名列前茅的城市进行分析，我们发现了一些共同的成功经验，那就是它们都采用一套系统化、有远见的策略来发展旅游业。这份路线图总结了七个关键步骤，并引用了榜单前20名城市的成功案例来作为佐证——在如何管理旅游业从而获得长远竞争力方面，这些城市都展现出了非凡的领导力和创新精神。

1 Step One: Policy and Governance to Establish a Strong Tourism Framework 步骤一：借助政策与治理建立强大旅游框架

At the foundation of every competitive tourism city lies a robust policy and governance framework. Leading cities such as Singapore, Dubai, and Beijing have placed tourism at the heart of their urban development agendas, ensuring that it aligns with national economic goals, environmental planning, and infrastructure investment. Singapore's tourism strategy is closely integrated with its innovation agenda, while Dubai maintains clear alignment between tourism, business, and real estate development. Beijing has taken a cultural leadership role, combining heritage preservation with international outreach, exemplified by its recent UNESCO recognition of the Central Axis. These cities illustrate the importance of tourism-friendly visa policies, coordinated public-private investment, and engagement in international networks like the World Tourism Cities Federation (WTCTF), which provides knowledge-sharing platforms and policy benchmarking that support continuous improvement.

凡能在旅游竞争中脱颖而出的城市，背后都有强韧的政策与治理框架做支撑。新加坡、迪拜和北京等领先城市已将旅游置于城市发展议程的核心位置，确保其与国家经济目标、环境规划和基础设施投资保持步调一致。新加坡将旅游战略与其创新议程紧密结合，而迪拜则保持旅游、商业和房地产开发之间的高度一致性。北京则扮演了一个文化领导者的角色，它将文化遗产的保护与国际推广结合起来，最近北京中轴线成功申遗就是最好的例子。由此可见，友好便捷的签证政策、公私协同的投资布局，以及主动加入世界旅游城市联合会（WTCTF）等国际组织对持续提升城市竞争力至关重要。这些平台能够提供经验共享与政策对标，助力城市不断迭代优化。

2 Step Two: Tourism Product Development to Create Competitive Offerings

步骤二：开发有竞争力的旅游产品



Cities that rise in global competitiveness have developed tourism offerings that reflect their identity, history, and environment while appealing to evolving visitor expectations. Beijing, with its extraordinary portfolio of UNESCO sites, continues to lead in cultural tourism, offering immersive heritage experiences that are increasingly enhanced through digital interpretation and smart visitor services. In Bangkok, the combination of local street culture, food, spiritual heritage, and hospitality forms a vibrant, accessible product that appeals across demographics. Istanbul leverages its position as a cultural and geographic crossroads to offer layered experiences that blend ancient history with modern urban energy. Meanwhile, cities like Vancouver and Reykjavik have capitalised on their natural assets to build successful models of eco and adventure tourism, while Melbourne and Ho Chi Minh City continue to grow their creative, culinary, and events-led offerings. Across all these examples, product differentiation, investment in local identity, and focus on quality and sustainability remain central to long-term appeal.

全球领先城市的旅游产品往往反映其独特身份、历史与环境，同时能满足现代游客不断变化的需求。凭借其数量惊人的联合国教科文组织世界遗产，北京在文化旅游方面保持领先。该城市还可提供身临其境的遗产体验，并通过数字解读与智能游客服务以提升体验。在曼谷，当地的街头文化、美味佳肴、传统遗产和好客氛围共同构成了一个充满活力又平易近人的旅游产业，从而吸引了各类游客纷至沓来。伊斯坦布尔则利用其连接欧亚大陆的独特地理位置，提供融合了古老历史和现代城市活力的多层次旅游体验。同时，像温哥华和雷克雅未克这样的城市，则充分利用了它们的自然资源，成功发展了生态和探险旅游。而墨尔本和胡志明市则继续深耕创意、美食和各类活动。通过这些案例可见，产品差异化、对本土特色的投入，以及对品质和可持续发展的重视才是城市长期保持吸引力的关键。



3 Step Three: Marketing and Branding to Position the City Effectively 步骤三：通过营销和品牌塑造打造城市定位



A clear, compelling brand and coordinated marketing strategy are essential components of tourism competitiveness. Singapore has successfully positioned itself as a smart, modern, and welcoming city through global campaigns that highlight its fusion of innovation and multiculturalism. Dubai's brand showcases its bold architecture, lifestyle experiences, and vision of future-forward luxury, while Tokyo promotes its precision, creativity, and unique blend of tradition and modernity. Beijing has increasingly promoted its cultural capital through storytelling and strategic international engagement, supported by high-profile events and digital outreach. In all cases, destination marketing organisations play a key role in shaping perception and attracting targeted visitor segments. These cities combine strong visual identity with data-driven campaigns, seasonal initiatives, and partnerships with global platforms and airlines to extend reach and drive inbound growth.

要想在旅游竞争中胜出，离不开清晰有力的品牌定位与协同高效的营销体系。新加坡通过一系列全球宣传活动，成功树立起一个智慧、现代、友好的城市形象，这些宣传都突出了它的创新能力和多元文化融合。迪拜的城市品牌着重展现其大胆的建筑、奢华的生活方式以及对未来的远见。而东京主打将其精细的城市管理、无尽的创意以及传统与现代的完美结合。北京则越来越多地通过讲好中国故事、开展国际合作、举办各种高规格活动和进行数字推广来宣传其文化之都的形象。在这些城市中，目的地营销机构都扮演着关键角色，负责塑造城市形象和吸引特定的游客群体。这些城市都把独特的视觉设计、基于数据的营销策略、季节性活动以及与国际平台和航空公司的合作紧密相连，从而扩大影响力并带动游客数量的增长。

4 Step Four: Sustainability and Resilience to Build a Responsible Tourism Model

步骤四：打造可持续、有韧性的负责任旅游模式

As urban tourism volumes grow, leading cities are embedding sustainability into every level of tourism planning and management. Vancouver is a global leader in urban sustainability, with carbon-neutral goals, clean transport, and green city design that appeal to both residents and visitors. Reykjavik has become synonymous with renewable energy, clean air, and sustainable travel. Melbourne's commitment to liveability and environmental resilience is reflected in policies supporting green transport, eco-certification, and climate adaptation. Even larger cities like Tokyo and Seoul have implemented innovative systems to manage urban density, reduce waste, and encourage environmentally responsible behaviour among tourists. In Beijing, environmental improvements and green infrastructure investments following the Olympic Games have contributed to a more sustainable tourism environment. These examples underline the importance of long-term planning, environmental stewardship, and inclusive policies that ensure tourism enhances rather than disrupts the urban ecosystem.

随着城市游客数量的不断增加，全球领先城市正将可持续性纳入旅游规划与管理的各个环节。温哥华是城市可持续发展的全球榜样，它的碳中和目标、清洁交通和绿色城市设计，都让市民和游客受益匪浅。雷克雅未克因其可再生能源、清洁空气与可持续旅行而成为标杆。墨尔本则通过支持绿色交通、生态认证和应对气候变化的政策，展现了它对城市宜居性和环境韧性的承诺。即便是像东京和首尔这样的大城市，也通过创新举措来控制城市密度、减少废弃物，并引导游客践行更环保的行为。北京在奥运会后通过环境改善与绿色基础设施投资，也让城市旅游变得更加可持续。这些例子表明，要实现旅游业的长期发展，既需要长远规划性与环境责任感，也需要包容性政策，以确保旅游活动提升而非削弱城市生态系统的质量与韧性。



5 Step Five: Competitiveness and Learning from Best Practices through Benchmarking

步骤五：对比学习最佳实践以提升竞争力

Competitive cities learn from each other, adapting international best practices to fit local contexts. Singapore's leadership in infrastructure and visitor experience has become a benchmark for many aspiring destinations. Dubai's integration of tourism with economic diversification has created a scalable model for mixed-use development. Cities such as Tokyo and Barcelona are regularly referenced for their innovation in smart tourism and visitor management. Beijing, with its blend of cultural authority and strategic branding, is emerging as a global reference point in heritage-led urban tourism. Benchmarking enables cities to assess their position, identify areas for improvement, and adopt new tools and technologies to stay ahead. International events and summits hosted by organisations such as WTCTF provide valuable opportunities for peer learning, partnership building, and strategy refinement.



有竞争力的城市懂得相互学习，并把国际上的最佳实践结合自身实际情况加以利用。新加坡在基础设施和游客体验方面的领先地位，已经成为很多城市学习的榜样。迪拜将旅游业和经济多元化相结合，进而打造出一个可供推广的多功能发展模式。东京与巴塞罗那在智慧旅游与游客管理方面的创新也常被借鉴。北京以文化领导力叠加战略品牌，正成为“遗产引领型”城市旅游的全球标杆。对比学习能帮助城市认清自己的位置，找出需要改进的地方，并采用新的工具和技术来保持领先。由世界旅游城市联合会（WTCTF）等组织主办的国际活动和峰会为同行学习、建立伙伴关系和战略完善提供了宝贵机会。

6

Step Six: Partnerships and Regional Integration

步骤六：建立伙伴关系并融入区域发展



One of the strongest drivers of tourism growth and competitiveness is a city's ability to form partnerships that extend its reach and deepen its offerings. Singapore, Bangkok, and Ho Chi Minh City benefit significantly from being part of multi-country travel corridors in Southeast Asia, offering seamless connections and multi-stop itineraries. Istanbul functions as a major hub between Europe and Asia, and its growing partnerships with airline networks and cruise operators have opened new markets and expanded visitor flows. Dubai's role as a regional aviation and trade centre reinforces its tourism strategy, while cities like Colombo and Mexico City are increasingly positioning themselves as gateways to regional travel experiences. These partnerships also extend to knowledge sharing, with cities working together through federations such as WTCF to access shared research, branding expertise, and strategic collaboration. Regional integration creates resilience, promotes balanced development, and helps cities scale their visibility and value proposition.

一个城市旅游业能否发展得好、有没有竞争力，很大程度上取决于它能否建立起能扩大影响力和丰富旅游产品的合作关系。新加坡、曼谷和胡志明市是东南亚多国旅行线路上的重要站点，游客可以轻松地进行串联旅行。伊斯坦布尔利用其连接欧亚大陆的枢纽地位与航空公司和邮轮公司加强合作，成功打开了新市场并吸引了更多游客。迪拜凭借区域航空与贸易中枢纽地位，为其旅游战略强势加码。同时，像科伦坡和墨西哥城这样的城市，也正在努力将自己打造成通往周边区域的旅行门户。这种合作不仅限于商业，还包括知识共享，比如旅游城市可通过世界旅游城市联合会（WTCF）这样的组织进行合作，分享研究成果、品牌推广经验和战略规划。这种区域整合不仅能提升城市的应变能力，促进均衡发展，还能帮助城市扩大知名度，提升吸引力。

7 Step Seven: A Good Place to Live Is a Good Place to Visit 步骤七：宜居之地亦宜游

The cities that score highest in tourism competitiveness are also those that offer a high quality of life to their residents. Urban safety, cleanliness, connectivity, healthcare, green space, and cultural vibrancy all influence how both residents and visitors perceive a city. Cities such as Vancouver, Melbourne, and Tokyo consistently perform well in global liveability rankings and have successfully used these attributes to attract tourism, talent, and investment. Beijing is actively transforming its public realm with clean transport, cultural programming, and liveability-focused urban design, reinforcing the link between resident wellbeing and visitor experience. In these cities, tourism is viewed not as an extractive industry but as an extension of local identity and pride. The presence of thriving neighbourhoods, accessible culture, safe public spaces, and responsive governance makes these destinations not only more appealing to tourists but also more sustainable over time.

旅游竞争力指数得分最高的城市通常也是那些生活质量很高的城市。城市安全、干净整洁、交通便利、医疗保障、绿色空间和丰富的文化生活，都决定了市民和游客对这座城市的印象。温哥华、墨尔本和东京等城市在全球最宜居城市榜单上一直名列前茅，并成功地利用这些优势吸引了游客、人才和投资。北京也正在积极改善城市公共环境，推行清洁交通、举办各类文化活动，并进行以提升宜居性为核心的城市设计，这进一步证明了居民生活质量和游客体验是密切相关的。在这些城市，旅游业不被看作是“只求索取”的产业，而是城市本地特色和自豪感的体现。充满活力的社区生活、随处可见的文化体验、安全的公共空间和高效的城市管理，这些都让这些城市不仅对游客更有吸引力，也更有能力实现可持续发展。



KPI's for Potential Competitive Cities

竞争潜力城市的关键绩效指标（KPI）

To ensure that city tourism boards can effectively measure progress and competitiveness, the following Key Performance Indicators (KPIs) have been refined based on the ten selection criteria in this report. These KPIs provide actionable metrics that municipal governments, tourism organizations, and policymakers can track over time to improve their tourism strategy.

为了帮助城市旅游部门更好地衡量所在城市的发展水平和竞争力，我们根据这份报告里的十大评选标准，提炼出了一套关键绩效指标（KPI）。这组指标具有可执行性，便于市政府、城市旅游机构与相关决策者持续跟踪评估，从而优化目的地的整体旅游战略。

KPI's for Potential Competitive Cities	竞争潜力城市的关键绩效指标（KPI）
Cultural, Natural and City Tourism Attractiveness KPI's <ul style="list-style-type: none">• Annual visitor numbers to key heritage and natural sites (including UNESCO and museums).• New tourism experiences developed per year (e.g., festivals, cultural routes, museum upgrades).• Cultural experience satisfaction score from visitor surveys and reviews.• Investment in conservation and cultural site maintenance (as a percentage of total tourism budget).• Use of interactive/immersive storytelling tools (e.g., AR/VR installations in cultural sites).	文化、自然和城市旅游吸引力的关键绩效指标（KPI） <ul style="list-style-type: none">• 主要历史文化和自然景点（比如世界遗产和博物馆）的年度游客总数。• 每年新增的旅游体验项目数量（比如新的节日、文化线路、博物馆升级项目）。• 游客对文化体验的满意度评分（基于游客问卷和在线评论）。• 文物保护和文化遗址维护方面的投入（占旅游总预算的百分比）。• 互动式或沉浸式叙事工具的应用情况（比如在历史景点使用 AR/VR 技术）。
Significance of Tourism to the City Economy KPI's <ul style="list-style-type: none">• Tourism sector's contribution to city GDP (annual %).• Tourism-related employment as a % of total city employment.• Foreign direct investment (FDI) in the tourism and hospitality sectors.	旅游业对城市经济重要性的关键绩效指标（KPI） <ul style="list-style-type: none">• 旅游业对城市经济总产值（GDP）的贡献百分比。• 旅游业提供的就业岗位占城市总就业人口的比例。• 旅游业和酒店服务业吸引的外国直接投资。

KPI's for Potential Competitive Cities

竞争潜力城市的关键绩效指标 (KPI)

- Balance between international and domestic arrivals (% split).
- Annual growth in tourism-related business registrations (e.g., hotels, agencies, experiences).
- Average length of stay: Increase or decrease in the number of nights tourists stay in the city.
- Tourism revenue per visitor: Economic impact of each tourist, including average spending per day.

- 国际游客和国内游客的比例。
- 每年新增的旅游相关企业数量（比如酒店、旅行社、体验活动）。
- 游客平均停留天数：游客在城市过夜天数的增减变化。
- 人均旅游消费：每位游客带来的经济效益，包括每天的平均消费。

Smart and Sustainable Tourism KPI's

智慧旅游与可持续旅游的关键绩效指标 (KPI)

- Speed of adoption of smart tourism tools deployed (apps, digital maps, AI guides).
- Smart mobility coverage (e.g., % of transport integrated with real-time data).
- Visitor use of digital tools (% uptake of apps, e-payment).
- Sustainable tourism certifications (hotels, operators, destinations).
- Real-time crowd management or environmental monitoring systems implemented or planned.

- 智慧旅游工具的普及速度（比如：手机应用、数字地图、AI 导游等）。
- 智慧交通的覆盖程度（比如：接入实时数据的交通工具比例）。
- 游客使用数字工具的比例（比如：使用 App、移动支付 的游客占比）。
- 获得可持续旅游认证的机构数量（比如：酒店、旅行社、景点）。
- 实时人流管理或环境监测系统的建设情况（已实施或计划中）。

Liveability and Safety KPI's

宜居性与安全性的关键绩效指标 (KPI)

- Tourist safety perception index (survey-based).
- Urban cleanliness rating (e.g., public space cleanliness metrics).
- Health emergency response readiness (e.g., access to multilingual emergency services).

- 游客的安全感指数（基于问卷调查）。
- 城市清洁度评分（比如公共区域的清洁度）。
- 公共卫生事件的应急响应能力（比如是否提供多语言紧急服务）。

KPI's for Potential Competitive Cities 竞争潜力城市的关键绩效指标 (KPI)	
Liveability and Safety KPI's <ul style="list-style-type: none"> • Air and noise pollution levels (PM2.5, dB in major tourist areas). • Urban green space per capita accessible to both residents and tourists. • City satisfaction score: Overall happiness ratings from both tourists and residents (Good place to live in/Visit) 	宜居性与安全性的关键绩效指标 (KPI) <ul style="list-style-type: none"> • 主要旅游区的空气污染和噪音水平 (PM2.5 数值、噪音分贝)。 • 面向居民和游客的人均绿地面积。 • 城市满意度评分：游客和居民对城市总体幸福感的 评价 (宜居 / 宜游)。
Tourism Infrastructure and Accessibility KPI's <ul style="list-style-type: none"> • Airport connectivity index (growth in international routes, hubs served). • Public transport coverage for tourist areas (% coverage and usage). • Growth in Hotel room supply by segment (budget, mid-range, luxury). • Average accessibility score (ease of reaching top 10 attractions). • Digital connectivity score (Wi-Fi availability, coverage, speed). 	旅游基础设施和交通便利性的关键绩效指标 (KPI) <ul style="list-style-type: none"> • 机场的连通性指数 (国际航线和航点数量的增长情况)。 • 旅游景区的公共交通覆盖率 (覆盖范围和使用人数的百分比)。 • 不同档次酒店客房 (经济型、中档型、豪华型) 的供应增长情况。 • 景点交通便利性的平均评分 (去排名前 10 的景点是否方便)。 • 数字化水平评分 (Wi-Fi 的普及率、覆盖范围和速度)。
Affordability and Demographics KPI's <ul style="list-style-type: none"> • Average daily spend by international visitors by segment. • Increase in diversity of tourist demographics: Breakdown of visitor types (e.g., solo visitors, families, business, luxury, budget). • Comparative cost of key tourism services (meals, transport, tickets). • Visitor demographic diversity (age, income group, purpose of visit). • Visitor value-for-money satisfaction score. • Off-peak travel incentive uptake (promo codes, discounts, shoulder season traffic). 	消费水平和游客类型的 关键绩效指标 (KPI) <ul style="list-style-type: none"> • 按细分市场划分的国际游客日均消费额。 • 游客人群多样性的提升：游客类型细分 (例如独自旅行者、家庭游客、商务游客、高端游客、经济型游客)。 • 主要旅游服务 (餐饮、交通、门票) 的价格对比。 • 游客人群的多样性 (年龄、收入群体、旅行目的)。 • 游客的性价比满意度评分。 • 淡季旅游激励措施的采纳率 (优惠码、折扣、淡季客流量)。

KPI's for Potential Competitive Cities	竞争潜力城市的关键绩效指标 (KPI)
Tourism Board, Brand and Marketing KPI's <ul style="list-style-type: none"> Brand awareness index in key source markets. Digital marketing effectiveness (CTR, engagement, ROI). Presence in international travel media and ranking platforms. Visitor information effectiveness score (ease of booking, multilingual material). DMO organisational capacity (staff trained in data, marketing, partnerships) 	旅游部门、品牌与营销的关键绩效指标 (KPI) <ul style="list-style-type: none"> 在主要游客来源国的品牌知名度排名。 数字营销的效果（点击率、互动率、投资回报率）。 在国际旅游媒体和各大榜单上的曝光度。 游客信息服务的有效性得分（预订是否方便、多语言资料是否齐全）。 目的地营销组织（DMO）的专业能力（数据、营销、合作关系方面的人员培训与能力建设）。
Tourism Policy Environment KPI's <ul style="list-style-type: none"> Ease of doing business score for tourism investors. Clarity and implementation of tourism strategy/policy (yes/no; updated regularly). Number of pro-tourism legislative acts or reforms per year. Increase in the number of countries eligible for visa-free entry, visa-on-arrival, and e-visa options. Stakeholder satisfaction with governance and regulatory support. Participation in international tourism bodies/networks (e.g., WTOTF). 	旅游政策环境的关键绩效指标 (KPI) <ul style="list-style-type: none"> 旅游投资者营商便利度评分。 旅游战略 / 政策的清晰度和实施情况（以及是否定期更新）。 每年出台的支持旅游业的立法或改革法案数量。 符合免签入境、落地签和电子签证条件国家的增加数量。 利益相关者对治理和监管支持的满意度。 参与国际旅游组织 / 网络的情况（例如 WTOTF）。
MICE and Business Tourism KPI's <ul style="list-style-type: none"> Number of international MICE events hosted annually. Total MICE visitors per year and average delegate spend. MICE venue capacity utilisation rate (%). Quality score for MICE infrastructure and logistics (survey or third-party audit). Global ranking in MICE competitiveness indices (e.g., ICCA, UIA). 	会展旅游和商务旅游的关键绩效指标 (KPI) <ul style="list-style-type: none"> 每年举办的国际会展活动的数量。 每年会展游客总人数及代表平均消费额。 会展场馆的利用率（百分比）。 会展基础设施和后勤服务质量评分（基于调查或第三方审计）。 在全球会展的竞争力指数（如 ICCA、UIA）中的排名。

KPI's for Potential Competitive Cities	竞争潜力城市的关键绩效指标（KPI）
Sustainability and Innovation KPI's	可持续发展和创新的关键绩效指标（KPI）
<ul style="list-style-type: none"> • Tourism dispersal rate: Percentage of visitors traveling beyond the main tourist hotspots. • Overtourism management effectiveness: Growth in controlled visitor flow initiatives (e.g., timed entry, tourism taxes). • Carbon emissions per tourist (city-level calculation or proxy). • Adoption of low-carbon transport by tourists (e.g., % using green mobility). • Tourism-related waste recycling rate. • Innovation index in tourism services (new digital tools, pilot programs). • Community tourism participation rate (number of local businesses and communities benefiting from tourism). 	<ul style="list-style-type: none"> • 旅游分流率：前往主要旅游热点以外地区的游客比例。 • 过度旅游管理效果：客流控制措施的实施情况（如限时入场、旅游税等）。 • 人均旅游碳排放量（城市层面的估算）。 • 游客选择低碳交通的比例（比如使用绿色出行方式的游客占比）。 • 旅游相关废弃物的回收比例。 • 旅游服务创新指数（新数字工具和试点项目的数量）。 • 社区旅游参与度（从旅游业中受益的本地企业和社区数量）。

The Key Performance Indicator (KPI) framework presented above is intended to serve as a practical, strategic tool for city tourism boards seeking to measure, benchmark, and improve their destination's competitiveness. It translates the ten scoring criteria from the World Tourism Destination Competitive Index into measurable, actionable indicators that reflect both supply-side readiness and demand-side performance.

Tourism boards should begin by establishing baseline values for each KPI, using available data sources such as national tourism statistics, municipal records, private sector surveys, and digital analytics tools. Where data is currently lacking, proxies or stakeholder interviews can be used to estimate performance levels and identify urgent data gaps. This initial diagnostic phase is critical for understanding the current position of the destination and for setting priorities.

上述关键绩效指标（KPI）框架旨在作为一套实用且具战略价值的工具，面向有意开展指标测量、基准对照并提升目的地竞争力的城市旅游管理机构使用。该框架将《世界旅游目的地竞争力指数》的十个评分维度落地为可量化、可执行的指标体系，既反映了城市自身的准备程度，也反映了游客的真实需求。

旅游部门应该首先利用现有的数据源，比如国家旅游统计资料、市政记录、私营企业调查和数字分析工具等，为每一个KPI建立一个基准值。如果数据不足，也可以通过一些替代指标或与相关人员进行访谈来评估表现，并找出最需要弥补的数据缺口。这个初期的评估工作非常关键，它能帮助城市清楚地了解自身的现状，并确定未来的工作重点。

Once baselines are established, tourism boards should work with policymakers, private sector partners, and civil society to define annual or multi-year targets. These targets should align with broader urban development goals and reflect the city's ambition to improve in areas such as sustainability, visitor experience, infrastructure, and inclusivity. For example, a city aiming to attract more high-spending international travellers might focus on improving its air connectivity score, increasing MICE event capacity, and raising visitor value-for-money satisfaction ratings.

The KPIs should also be fully integrated into a destination's strategic planning cycle, serving as performance metrics within tourism development plans, investment frameworks, and marketing strategies. Regular monitoring, ideally on a quarterly or annual basis, allows tourism boards to evaluate progress and adjust tactics as necessary. Performance trends should be communicated clearly through scorecards, dashboards, or annual reports, enabling transparency and accountability to both government stakeholders and the public.

当确定了基准值之后，旅游局应当和政策制定者、私营企业伙伴以及社会各界共同来制定年度或多年的具体目标。这些目标应与城市发展愿景保持一致，聚焦可持续发展、游客旅游体验、基础设施建设与城市包容性等重点方向。例如，若要吸引更多高消费国际客源，可优先提升航空连通性得分、增强举办会展（MICE）的能力，并提高游客性价比满意度评级。

这些 KPI 还应该被全面融入到城市的战略规划中，作为旅游发展计划、投资方案和营销策略中的具体考核标准。理想情况下，应每季度或每年进行定期监测，确保旅游管理机构能够评估进展并在必要时调整策略。通过记分卡、数据看板或年度报告等方式，清晰地向政府和公众汇报业绩变化，从而实现工作的透明化和责任的明确化。



In addition, the KPI framework encourages comparative benchmarking. By referencing performance data from other competitive or aspirational cities, tourism boards can identify areas of relative strength and weakness. This international benchmarking can also support applications for funding, partnerships, or recognition within global tourism networks.

Importantly, the framework is designed to be adaptable. Cities can add locally relevant indicators or modify existing ones to better reflect their unique context—whether that involves a greater focus on creative industries, rural tourism, diaspora markets, or climate adaptation. It is also important that KPIs not only reflect economic performance but also promote inclusive growth, ensuring that tourism development delivers social, cultural, and environmental value for local communities.

Ultimately, the use of this KPI framework will enable tourism boards to move beyond descriptive statistics and marketing slogans toward a more data-informed, outcome-oriented approach. By linking performance measurement with strategic action, cities can enhance their global competitiveness while delivering more sustainable and meaningful experiences for residents and visitors alike.

此外，这套 KPI 框架鼓励城市进行横向比较。旅游部门可以通过参考其他优秀城市的表现数据，来找出自身的优势和不足。这种与国际机构的横向比较同样有助于争取资金支持、拓展合作伙伴，并在全球旅游网络中获得认可。

更重要的是，这套框架本身非常灵活。城市可以根据自己的实际情况，增加或修改一些指标，比如更关注创意产业、乡村旅游、海外华人市场，或者气候适应情况。此外，这些指标不仅要反映经济效益，还要促进包容性增长，确保旅游发展能给当地社区带来实实在在的社会、文化和环境价值。

最后，使用这套 KPI 框架能帮助旅游部门摆脱那些空洞的数据和口号，转向一种以数据为基础、以结果为导向的工作方式。通过把绩效评估和战略行动结合起来，城市不仅能提升自身的全球竞争力，还能为市民和游客带来更具持续性、更有意义感的体验。

Rapid Assessment for Potential Competitive Cities

竞争潜力城市的快速评估框架



As global competition in tourism intensifies, cities aspiring to enhance or sustain their tourism leadership must regularly assess their strengths, weaknesses, and future potential. A Rapid Assessment Framework offers a structured and efficient approach to help cities evaluate their tourism ecosystems and align their strategies with international best practices. This kind of assessment is particularly valuable for competitive cities operating in dynamic and fast-changing environments, where the ability to identify and respond to performance gaps early can significantly influence long-term success.

A Rapid Assessment enables city governments, tourism boards, and stakeholders to focus on priority areas that will most effectively boost their competitive positioning. It is both a diagnostic and a strategic tool, helping destinations refine their tourism policies, optimise investment planning, and build toward sustainable and inclusive growth. By examining key drivers of competitiveness, the framework supports faster progress toward becoming more attractive, resilient, and future-ready.

随着全球旅游业的竞争越来越激烈，那些想提升或保持旅游业领先地位的城市就必须定期评估其优势、短板与未来潜力。快速评估框架是一套简明高效、结构化的工具，既帮助城市全面了解旅游生态，也让战略与国际最佳实践对齐。对于处于快速演变环境中的竞争力城市而言，此类评估尤为重要。在这种情况下，如果能早点发现问题并及时解决，就能大大增加长期成功的几率。

这种快速评估框架使城市政府、旅游局和利益相关者能够重点关注最能提升竞争力的领域。这一工具兼具诊断性，也具战略性，可帮助目的地完善旅游政策、优化投资框架，并推动向可持续与包容性增长迈进。通过分析影响竞争力的几个关键因素，这套评估框架能帮助城市更快地变得更具吸引力、更有应变能力，并为未来做好充分准备。

The assessment centres around seven core focus areas that shape a city's tourism competitiveness. First, tourism infrastructure is evaluated, including the quality and accessibility of airports, public transportation, hotel supply, and digital connectivity—all of which are essential to delivering a seamless visitor experience. The second focus is destination appeal, where the strength and distinctiveness of a city's cultural, natural, and urban attractions are analysed to determine their ability to attract diverse visitor markets. The third area is branding, marketing and positioning, which assesses the clarity of the city's tourism identity, the effectiveness of its promotional campaigns, and its alignment with global travel trends. Fourth, the visitor experience is reviewed by examining hospitality standards, digital readiness, and the overall satisfaction of tourists, reflecting how well a city delivers on its promise as a destination. A fifth component is policy and governance, where cities are assessed on visa regulations, investment climate, regulatory efficiency, and institutional support—factors that directly influence tourism growth and investor confidence. The sixth area, sustainability and resilience, considers how well a city integrates environmental responsibility, community engagement, and long-term planning into its tourism model. Finally, MICE and business events are reviewed to understand the city's capacity to attract conferences, exhibitions, and corporate travellers—an increasingly vital segment for year-round tourism activity.



评估围绕七个核心关注领域展开, 这些领域塑造了城市的旅游竞争力。首先是旅游基础设施。评估内容包括机场、公共交通、酒店供应和数字连通性, 因为这些都是提供顺畅旅行体验的基础。第二个方面是目的地的吸引力, 主要分析一个城市的文化、自然和城市景点的独特性和优势, 看它们是否能吸引不同类型的游客。第三个方面是品牌、营销和定位, 主要评估城市旅游形象是否清晰, 宣传活动是否有效, 以及是否紧跟全球旅游潮流。第四个方面是游客体验。通过考察酒店服务水平、数字服务的完善程度以及游客的总体满意度, 来评估城市是否兑现了其作为旅游目的地的承诺。第五个方面是政策和管理, 主要评估城市的签证政策、投资环境、监管效率和机构支持, 因为这些因素直接影响旅游业的发展和投资者的信心。第六个方面是可持续发展和韧性, 主要评估城市是否将环境保护、社区参与和长期规划融入旅游发展模式。最后是会展和商务活动, 主要评估城市是否有能力吸引会议、展览和商务游客, 因为这是一个对全年旅游业来说越来越重要的细分市场。



The Rapid Assessment is typically implemented across five core phases. It begins with a situation analysis and benchmarking exercise, where the city's current tourism performance is reviewed in relation to global and regional peers. This provides an objective understanding of competitiveness gaps and strengths. This is followed by stakeholder engagement, which involves consultations with local authorities, tourism businesses, residents, and community groups to gather diverse insights into challenges and aspirations. Next is the tourism readiness evaluation, which acts as a comprehensive diagnostic of the city's infrastructure, branding, sustainability, marketing strategy, and visitor services. Based on these findings, the assessment offers strategic recommendations—a mix of short- and long-term actions tailored to the local context. These may cover destination planning, investment priorities, policy reform, or partnership opportunities. Finally, an implementation roadmap and capacity-building plan is developed, offering guidance on institutional strengthening, training, and performance monitoring to support long-term tourism competitiveness.

这套快速评估工具主要包含五个核心步骤。第一个步骤是分析现状和对标学习，评估城市目前的旅游表现，并与全球和周边地区的同类城市进行比较。这能帮助城市客观地找出自身的优劣势。第二个步骤是征求各方意见，与当地政府、旅游企业、居民以及社区代表们进行沟通，听取他们对城市面临的挑战和未来期望的不同看法。第三个步骤是评估城市的旅游业准备度，对城市的基础设施、品牌、可持续发展、营销策略和游客服务进行一次全面分析。第四个步骤是基于分析结果，提出战略建议以及一套根据当地特点量身定制的短期和长期行动计划。相关内容涵盖目的地规划、投资优先级、政策改革或伙伴关系机会。第五个步骤是制定一个行动路线图和能力提升计划，指导城市如何加强管理体系、进行员工培训和持续跟踪绩效，从而确保城市旅游的长期竞争力。

Cities that undertake such a Rapid Assessment benefit in the following ways:

通过快速评估，城市可获得以下好处：

- They receive a clear and actionable roadmap for growth, tailored to their specific assets, challenges, and positioning in the global market.
- They gain stronger decision-making capabilities informed by international benchmarking and proven practices.
- Their visibility and appeal to international investors and operators increases, driven by strategic clarity, improved brand, marketing, positioning and competitive ambition.
- They enhance their sustainability and resilience, ensuring tourism contributes long-term value for residents, local businesses, and the environment.
- They strengthen their global connections through collaboration with networks such as the World Tourism Cities Federation (WTCF), allowing for shared learning, innovation, and policy alignment with leading global cities.
- 能获得一份清晰、可执行的成长指南，这份指南是根据城市自身的优势、挑战和在全球市场中的位置量身定制的。
- 借助国际对标与成熟范式，显著提升决策力。
- 凭借清晰的策略、品牌升级、营销和市场定位，以及积极的竞争心态，增强对国际投资者和运营商的吸引力。
- 提升城市的可持续发展能力和应变能力，确保旅游业能为市民、本地商家和环境带来长期好处。
- 通过与世界旅游城市联合会（WTCF）等组织的合作，加强与世界的联系，并能和全球领先城市一起学习、创新和优化政策。

Expert Contributors

专家团队

This report was researched, written, and compiled by World Tourism Cities Federation (WTOTF), Peter Semone, Chairman of the Pacific Asia Travel Association (PATA) and Garry White, former CEO of European Cities Marketing, drawing on decades of experience in city tourism strategy, international travel trends, and destination competitiveness, the authors have brought together global insights and practical frameworks to support urban tourism leaders, policymakers, and practitioners in navigating the future of competitive destination development.

本报告由世界旅游城市联合会 (WTOTF) 和亚太旅游协会 (PATA) 主席 Peter Semone 及欧洲城市营销组织 (European Cities Marketing) 前首席执行官 Garry White 共同研究、撰写并汇编完成。基于两个组织在城市旅游战略、国际旅行趋势及目的地竞争力领域数十年的实践经验，本报告整合全球视野与实用框架，旨在为城市旅游管理者、政策制定者及从业者提供战略指引，助力其把握竞争性旅游目的地发展的未来方向。



Abbreviations

术语解释

Brand – The unique identity, values, and image of a destination as perceived by tourists and stakeholders, used to differentiate it in the marketplace.

Potential Competitiveness – The ability of a city or destination to attract and satisfy visitors sustainably while fostering economic growth and improving quality of life.

CTO – City Tourist Organisation

DMO – Destination Marketing Organisation

DMP – Destination Marketing Plan

GDP – Gross Domestic Product

HSR – High-Speed Rail

KOL – Key Opinion Leader (important in China's influencer marketing)

LCC – Low-Cost Carrier (budget airline)

Logo – A visual symbol or design used to represent a destination's brand identity and promote recognition.

MICE – Meetings, Incentives, Conferences, and Exhibitions

PATA – Pacific Asia Travel Association

Positioning – Defining and communicating how a destination is perceived in relation to competitors

PPP – Public-Private Partnership

UN-Tourism – United Nations World Tourism Organization

USP – Unique Selling Proposition

VFR – Visiting Friends and Relatives

WTCF – World Tourism Cities Federation

品牌 – 在游客与利益相关者眼中的独特身份、价值与形象，可帮助其在旅游市场中脱颖而出。

竞争潜力 – 城市或目的地在长期吸引和满足游客的同时推动经济增长、提升生活质量的潜力。

CTO – 城市旅游组织

DMO – 目的地营销组织

DMP – 目的地营销计划

GDP – 国内生产总值

HSR – 高速铁路

KOL – 关键意见领袖（在中国的网红营销中尤为重要）

LCC – 低成本航空公司

Logo – 代表目的地品牌身份、提升识别度的视觉符号或设计

MICE – 会议、奖励旅游、大会与展览

PATA – 亚太旅游协会

定位 – 定义并传达城市在游客心中的形象，可将其与竞争对手区分开来

PPP – 公私合营伙伴关系模式。

UN-Tourism – 联合国世界旅游组织

USP – 独特卖点

VFR – 探访亲友的游客

WTCF – 世界旅游城市联合会