

UNWTO/WTOTF City Tourism Performance Research

Report for Case Study: “Hangzhou, China”



Note: This document is a working paper

Contents

Background	4
1 Hangzhou-the City.....	5
2 Tourism in Hangzhou	7
2.1 Tourism Revenue and Tourist Numbers	7
2.2 Tourism Inbound Market	8
2.3 Tourism Domestic Market	10
2.4 Tourist Attractions and Facilities	11
3 Social and Cultural Perspective	12
3.1 Attractions	12
3.2 Events	15
3.2.1 New Focus of Event Development at the City Level	15
3.2.2 Whole-year Tourist Festival	19
3.3 Community Attitude	21
3.4 Community Engagement	22
3.5 Gender Equality	22
3.6 Inclusion	22
3.7 Safety & Security	23
3.8 Authenticity	25
4 Showcase: Best Practice Examples	27
4.1 UNESCO Heritage Site---West Lake	27
4.1.1 West Lake: The World Cultural Landscape Heritage (UNESCO Heritage)	27
4.1.2 Unique Management System Endows West Lake with Different Vitality	27
4.1.3 West Lake: A Full Expression of Oriental Culture	29
4.1.4 Adhere to Public Participation: University Culture Envoy (UCE) project	30
4.1.5 Night Tour: A Large-Scale Open-Air Urban Landscape Performance	32
4.1.6 Creative Activation of The Tea Culture	32
4.2 Intangible Cultural Assets: the Grand Canal Hangzhou	36
4.2.1 The Grand Canal Hangzhou : A Destination to Immerse with Locals	36
4.2.2 Flexible Management System	37
4.2.3 Culture DNA	38
4.2.4 From Old Workshop to the Largest Museum Cluster in China	40
4.2.5 From Old Workshop to Creative Office	42
4.2.6 From Old Workshop to Creative B&B	44
4.3 Tourism Development of the Post G20 Era	45

4.3.1 G20 and Spouse Travel Line	45
4.3.2 Impacts of Post G20 on Tourism: Pass-on and Study of Needlework Culture in Hangzhou	46
4.3.3 Impacts of Post G20 on Tourism: Exhibit the Deepest Chinese Culture with the Most Beautiful International Language	47
4.3.4 Impacts of Post G20 on Tourism: from Culinary Culture to Catering Experience	48
4.3.5 Impacts of Post G20 on Tourism: G 20 Coupon Tourist Tickets	50
4.3.6 Impacts of Post G20 on Tourism: 'F' plan as new round of global tourism marketing	52

CONFIDENTIAL

Background

As part of the UNWTO-WTCF City Tourism Performance Research Survey, an instrument for collecting data that allows evaluating city tourism performance in cities worldwide, data was collected and interviews were conducted in Hangzhou, one of the cities worldwide participating in this exercise.

The UNWTO-WTCF City Tourism Performance Research Survey includes five key performance areas: Destination Management, Economic Perspective, Social and Cultural, Environmental Perspective and Technology & New Business Models. Based on initial desk-based research, and in consultation with Hangzhou Tourism Committee, one key performance area was identified for further investigation – Cultural and Social Perspective.

Data on the performance indicators under each performance criteria were collected from official data sources at the city level. In addition, on-site interviews were conducted with *Hangzhou Tourism Committee, Hangzhou Cultural and News Committee, Hangzhou Municipal Bureau of Culture, Radio, TV, Film Press and Publication, Hangzhou West Lake Management Committee, Hangzhou Grand Canal Group, China Tea Museum*, and other tourism stakeholders to gain further understanding of the city.

This report presents the findings from the survey undertaken in the month of May 2017.

1 Hangzhou-the City

Center of the Yangtze river delta region and capital of the Zhejiang Province, Hangzhou, located in the southern wing of the delta and the west head of the Hangzhou Bay, is a major scenic-tourist city in China. Renowned as one of China's seven Ancient Capitals, Hangzhou has a history of over 2200 years from 222 B.C. The city also served as the capital of the kingdom of Wuyue (907-978) during the Five Dynasties and the capital of the Southern Song Dynasty (1138-1279). Marco Polo, the Italian traveler of the 13th century, lauded Hangzhou as 'the world's most magnificent and noble city'.

With a permanent population of 9.19 million by the end of 2016, Hangzhou is spread over an area of 16,596 square kilometers with the central area accounting for 4,876 square kilometers. As an important and easily accessible transportation hub of southeastern China, Hangzhou has one international airport, four railway stations and six long-distance bus stations. Xiaoshan International Airport ranks as one of four major international airports in China¹ with 240 airlines by the end of 2016 among which are 38 international routes and 7 routes to Hong Kong, Macao and Taiwan. Every year, around 250,000 flights are flown with an average annual increase by 8.2%².

In 2016, the city's GDP was over RMB 1.1 trillion, 2.8% higher than the national average. Its per capita GDP reached RMB 121,394, ranking fourth among the country's provincial capital cities³. So far, Hangzhou has been awarded as the *'Top Ten Cities with International Influence'*, *'Top Ten Innovative Cities of China'*, *'Top Ten Vibrant Cities of China'*, *'Top Ten Smart Cities of China'*, *'Top Hundred Destinations of International Conference'*, *'First Pilot City for Sustainable Development in the World'* and *'One of the 52 Global Cities to Visit'*, etc. Notably, the city has been listed continuously as the *'Top 1 City of Happiness in China'* for the past 10 years. Recently, this metropolis

¹ Following Shanghai, Beijing and Guangzhou.

² Source: Hangzhou City Overview, 2017.

³ Following Guangzhou, Chengdu and Wuhan

gains much of global media attention because of the Alibaba Group, which is incubated and headquartered there.



CONFIDENTIAL

2 Tourism in Hangzhou

Not like other cities in the world where tourism and leisure industry faces lower political position, Hangzhou firmly puts ‘tourism and leisure industry’ under its major spot light. In the 13th City Five Year Development Plan (2016-2020), Hangzhou municipal government initiated ‘Four International Centers’ as the future five-year vision. Among them, three are related with tourism⁴, namely, ‘*Tourism and Leisure Center of Global Significance*’, ‘*International Conference Destination*’, and ‘*Important City of International Exchange in Oriental Culture*’.

2.1 Tourism Revenue and Tourist Numbers

In 2016, the number of domestic and foreign tourists rose by 13.54% to 140.59 million on a year-on-year basis and the gross revenue of tourism industry reached 257.184 billion yuan, up 16.87% from a year earlier. It has been calculated that the added value of the city’s tourism and leisure industry experienced a 13.3% increase to 80.889 billion yuan, taking up 7.30% of the city’s GDP.

Table 2.1 Total Number of Tourist and Gross Tourism Revenue of Hangzhou in 2000-2016

Year	Total number (ten thousand person)	Year-on-year (%)	Total income (hundred million)	Year-on-year (%)
2000	2376.10	4.9	214.00	15.0
2001	2591.94	9.1	249.76	16.7
2002	2757.98	6.4	294.00	17.6
2003	2862.12	3.8	326.00	7.3
2004	3139.41	9.7	410.73	26.0
2005	3417.36	8.9	465.07	13.2
2006	3864.16	13.1	544.00	16.9
2007	4320.49	11.8	630.06	15.9
2008	4773.00	10.5	707.22	12.2
2009	5324.12	11.5	803.12	13.6
2010	6580.60	23.6	1025.70	27.7
2011	7487.27	13.8	1191.00	16.1
2012	8568.00	14.43	1392.25	16.9

⁴ The other international center is International ‘Internet+’ Innovation & Entrepreneurship Center’

2013	9725.15	13.51	1603.67	15.19
2014	10932.56	12.42	1886.33	17.63
2015	12381.97	13.26	2200.67	16.66
2016	14059.08	13.54	2571.84	16.87

Source: Hangzhou Tourism Overview, 2016

2.2 Tourism Inbound Market

In 2016, Hangzhou received 3.6323 million international inbound tourists, with a 6.34% increase of last year. Tourism Foreign Exchange Income was 3.149 billion US dollars, with a 7.47% increase of last year. Among China's 15 city sub-provinces, both of its inbound tourist numbers and foreign exchange income are ranked No. 3, following Shenzhen and Guangzhou.

Table 2.2 International Inbound Tourists of Hangzhou in 2000-2016

Year	Total Number (ten thousand person)	Year-on-year (%)	Tourism Foreign Exchange Earnings (hundred million)	Year-on-year (%)
2000	70.70	19.5	2.92	23.4
2001	81.94	15.8	3.73	27.7
2002	105.62	28.9	4.77	27.9
2003	86.12	-18.5	4.22	-11.5
2004	123.41	43.3	5.97	41.5
2005	151.36	22.6	7.58	26.8
2006	182.02	20.3	9.09	19.9
2007	208.60	14.6	11.19	23.1
2008	221.33	6.1	12.96	15.8
2009	230.40	4.1	13.80	6.5
2010	275.71	19.7	16.90	22.5
2011	306.31	11.1	19.57	15.8
2012	331.12	8.1	22.02	12.5
2013	316.01	-4.57	21.60	-1.87
2014	326.13	3.2	23.18	7.3
2015	341.56	4.73	29.31	7.03
2016	363.23	6.34	31.49	7.47

Source: Hangzhou Tourism Overview, 2016

In 2016, 2.5562 million foreigners visited Hangzhou, an annual increase of 7.47%, accounting for 70.37% of the total number of inbound tourists among which 40.56% (1.4734 million) were from Asia, 12.83% (466.2 thousand) were from Europe, 10.44% (379.2 thousand) were from America, 2.54% (92100) were from Oceania and 4.0% (145300) were from Africa and other regions. Also in 2016, 409700 Hong Kong citizens (up 4.99% annually), 605500 Taiwanese (up 2.95%) and 60800 (up 3.48%) Macanese visited Hangzhou,

taking up 11.28%, 16.37% and 1.67% of the total number of inbound tourists respectively.

Table 2.3 Constitution of Hangzhou Inbound Tourists in 2016

Area	Number of people (ten thousand person)	Year-on-year (%)
Total	363.23	6.34
Asia	147.34	3.68
Europe	46.62	10.17
America	37.92	11.0
Oceania	9.21	9.84
Africa & other regions	14.53	4.0
Hong Kong	40.97	4.99
Macao	6.08	3.48

Source: Hangzhou Tourism Overview, 2016

In 2016, the top ten source countries to Hangzhou, same with the last year, are Korea, the United States, Japan, Malaysia, Singapore, Thailand, Germany, the UK, France and Australia. The number of visitors from countries above accounted for 67.14% of the total number of foreigners received throughout the year and equaled 46.42% of the total number of inbound tourists.

Table 2.4 Top 20 Source Countries in 2016

Country	Reception (number of tourists)	Year-on-year (%)
Korea	649096	3.55
United States of America	243223	8.28
Japan	206004	-2.25
Malaysia	106738	6.54
Singapore	103915	5.5
Thailand	96103	7.14
Germany	80463	8.31
United Kingdom	69216	10.67
France	63951	11.97
Canada	49906	13.32
Australia	49705	10.45
Italy	31834	8.71
India	31786	8.02
Russia	29626	16.72
Netherlands	26047	7.57
Indonesia	24665	-8.27
Spanish	21274	2.54
Philippine	16138	-5.87
New Zealand	13759	12.42
Vietnam	10585	41.72

Source: Hangzhou Tourism Overview, 2016

2.3 Tourism Domestic Market

In 2016, Hangzhou received 136,958,500 domestic tourists, an increase of 13.75%. The city also gained 236.264 billion yuan of tourism income, with 16.98% increase of the last year.

Table 2.5 Number of Domestic Tourist Numbers and Income of Hangzhou in 2000-2016

Year	Number of people (ten thousand person)	Year-on-year (%)	Income (hundred million yuan)	Year-on-year (%)
2000	2305.40	4.1	190.00	14.0
2001	2510.00	4.4	218.88	15.2
2002	2652.36	5.7	254.81	16.4
2003	2776.00	4.7	290.90	10.1
2004	3016.00	8.7	361.18	24.1
2005	3266.00	8.3	403.60	11.8
2006	3682.14	12.7	471.24	16.8
2007	4111.89	11.7	548.60	16.4
2008	4551.67	10.7	617.21	12.5
2009	5093.72	11.9	708.85	14.8
2010	6304.89	23.8	910.85	28.5
2011	7180.96	13.9	1063.84	16.8
2012	8236.88	14.7	1253.17	17.8
2013	9409.14	14.23	1469.88	17.29
2014	10606.43	12.72	1743.88	18.64
2015	12040.41	13.52	2019.74	15.82
2016	13695.85	13.75	2362.64	16.98

Source: Hangzhou Tourism Overview, 2016

Surveys revealed that in 2016, each domestic tourist spent an average of 2.3 days in Hangzhou, with an increase of 0.1 days compared with last year. The average length of stay in the accommodations were 2.3 days, including 2.2 days in star hotels, 2.7 days in non-star hotels, 3.7 days with 'relatives and friends', and 3.7 days in self holiday homes.

Table 2.6 Duration of Stay of Hangzhou Domestic Tourists Per Capita (by types of accommodation)

Area	time of stay per capita (day)	Accommodation facilities			Family's and friends'	Leisur e house
		Average	Non-star accommodation	Star rated hotel		
Hangzhou City	2.3	2.3	2.7	2.2	3.7	3.7
Urban area	2.5	2.5	3.1	2.5	4.0	4.6
Xiaoshan Strict	2.6	2.6	3.3	2.7	4.3	4.9

Yuhang District	2.3	2.3	2.7	2.4	3.3	3.5
Fuyang District	1.3	1.3	1.9	1.2	1.6	1.5
Tonglu County	1.6	1.6	1.8	1.6	2.8	2.2
Chun'an County	1.7	1.7	2.3	1.7	2.7	3.1
Jiande City	1.9	1.8	2.1	1.8	3.3	3.7
Lin'an City	1.6	1.6	1.8	1.6	2.9	2.4

Source: Hangzhou Tourism Overview, 2016

2.4 Tourist Attractions and Facilities

By the end of December 2016, Hangzhou has 70 A-level scenic spots, including 3 AAAAA-level scenic spots, 34 AAAA-level scenic spots, 24 AAA-level ones and 9 AAs in Hangzhou. There are 717 travel agencies, among which 86 agencies are running outbound tourism business, 103 agencies are labeled as 'quality-proved travel agencies' by Hangzhou Tourism Committee⁵. The annual operating income of city's travel agencies reached 18.823 billion yuan, an increase of 22.35% of 2015⁶.

A total of 173 star-rated hotels has settled in Hangzhou, including 24 five-star hotels, 46 four-star hotels, 59 three-star hotels, 42 two star hotels and 2 two star hotels, with 30,720 bed rooms and 51783 beds. The average room occupancy rate was 57.62%, down by 1.45% from 2015. However, the average price of each room reached 393.96 yuan, up by 0.95% from 2015. The overall hotel operating income increased by 0.44% to 14.55 billion yuan.

⁵ Including 15 five star agencies, 38 four star agencies, 42 three star agencies, 5 two star ones and 3 one star agencies.

⁶ Source: Hangzhou Tourism Overview, 2016.

3 Social and Cultural Perspective

The city's unique quality is centered with, not like Beijing, Xi'an or other ancient Chinese cities with heavy historical cultural DNA, 'relaxing life' atmosphere, such as *'poetic leisureliness', 'slow life', 'peacefulness' and 'southern femi-beauty'*. Following this line, with years of research and studies, in 2014 *'the culture of living'* was identified as the city's cultural DNA, the

Hangzhou IP. 'Hangzhou, Living Poetry' was created as the English promotional slogan of Hangzhou tourism accordingly.



In 2016, 'the storytelling of living culture to international tourists' is elaborated as the main strategy in the '4th Round of Hangzhou Tourism International Action Plan' issued by Hangzhou municipal government. International tourists' travelling experience in Hangzhou will be designed around 9 key sub-sessions of 'Hangzhou's living culture', including 'southern China leisure', 'oriental slow life', 'Longjing green tea', 'ancient elegant royal life', 'quiet place for meditation', 'silk house', 'Chinese medicine', 'royal ware', 'relaxing atmosphere in nature'.

3.1 Attractions

Table 3.1 Attractions in Hangzhou (in the UNWTO format)

Performance criteria	Value	Year of analysis	Source
Number of cultural resources/attractions (i.e. theme parks, museums, operas, theatres, fairs & local traditions)	Refer to Table 3.2	2016	Hangzhou Tourism Overview, 2016; Internal Data Gathered from Culture & Radio & Film & Television Press & Publication Bureau, city of Hangzhou during the onsite interviews in May 2017.
% of municipal budget allocated to culture	NA		
Conservation/enhancement of the cultural infrastructure (investment into refurbishing and/or building new attractions)	NA		
% of local heritage in need of improvement	NA		

Table 3.2 statistics on tourist attractions in Hangzhou

Type of attraction	Classification		Quantity	Total
UNESCO heritage site	West Lake		1	3
	Grand Canal		1	
	Liangzhu Culture （under application）		1	
Scenic spots	5A level scenic spots		3	70
	4A level scenic spots		34	
	3A level scenic spots		24	
	2A level scenic spots		9	
Festivals			NA	
Theme Park			NA	
Intangible Cultural Heritage	World Intangible Cultural Heritage		4	601
	National intangible cultural heritage		44	
	Provincial intangible cultural heritage		185	
	Hangzhou Intangible Cultural Heritage		368	
Galleries (art gallerie)	Gallery		110	120
	Art museum		10	
Museums	Zhejiang Provincial Museum	National Grade 1 Museum	2	87
	Hangzhou Museum			
	China Tea Museum	National Grade 2 Museum	4	
	Hangzhou Southern Museum			
	Song Dynasty Officeware Museum			
	Huqingyu Tang Chinese Medicine Museum			
	Hangzhou Yuhang Museum			
Other categories of museums		81		

Source: Hangzhou Tourism Overview, 2016.

New Definition of Hangzhou on 'Tourism Attractions'

"As long as it can attract visitors, that is tourism attraction". In 2017, the Hangzhou Tourism Committee applied a new broader definition of tourism attraction, extending from traditional sightseeing to every single city element that can attract tourists' attention. 15 categories of tourism attractions were identified accordingly to show tourists a comprehensive city with multi-faces: a convergence of history and future where tourists can not only see tradition and culture, but also experience creativity and new economy.

Table 3.2 15 Categories of Hangzhou Tourism Attraction in 2017

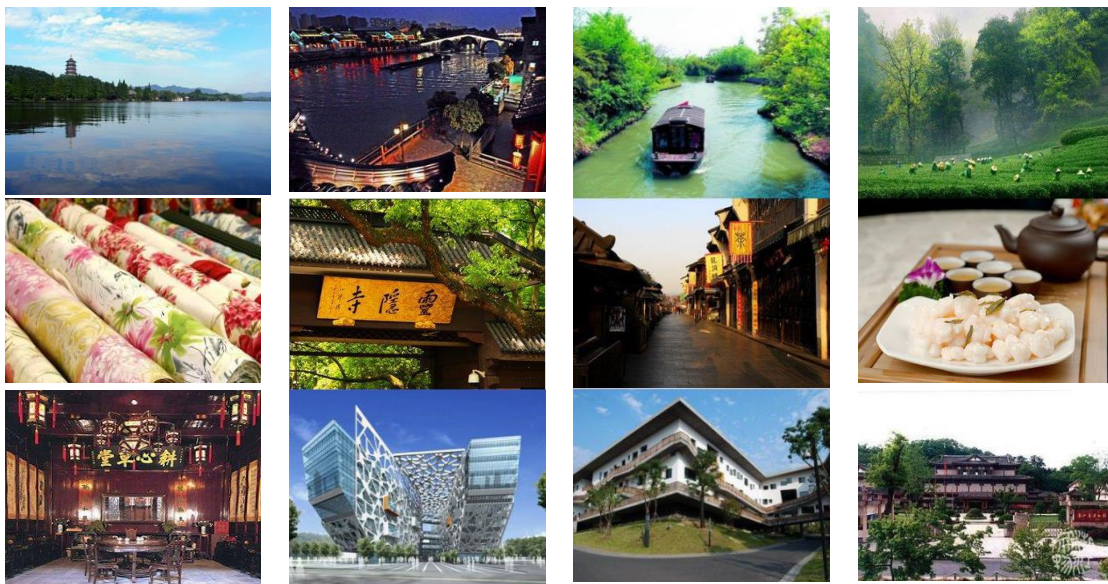
Traditional sightseeing categories	UNESCO heritage
	Chinese green tea capital
	Silk capital
	Southeast Buddha country
	ancient capital of Southern Song Dynasty
	food capital
	cultural treasures
	wonderful suburbs.

New city elements	Greenness everywhere
	Chinese medicine capital
	E-business capital
	Fine arts capital
	'Hang-style' private garden
	Capital of Love
	Capital of quality local life

As we can see from table 3.2, in addition to eight traditional sightseeing categories, the city adds 7 new categories of tourism attractions with city elements. These 7 'non'-traditional tourist attractions include '*greenness everywhere*', '*Chinese medicine capital*', '*E-business capital*', '*fine arts capital*', '*Hang-style private garden*', '*capital of love*' and '*capital of quality local life*'. Tourist programs have been developed accordingly (examples see figure 3.1).



Figure 3.1 'Non'-traditional attractions (examples)



3.2 Events

Table 3.3 Events in Hangzhou (in the UNWTO format)

Performance criteria	Value/Response	Year of analysis	Source
Emphasis-more on business or leisure events?	Both, with an emphasis on maximizing economic development and social benefits	—	Concluded based on the onsite interview with marketing department of Hangzhou Tourism Committee, 2017.
National vs international events?	Both	2016-17	As above
Stability, growth or decline in terms of interest for hosting the events in the city-trend over the past 5 years?	growth	2016-17	As above
Event visitation trend	Year-on-year growth	2017	As above
% of the events that are focused on traditional/local culture and heritage	NA		

3.2.1 New Focus of Event Development at the City Level

Hangzhou, as the capital of Zhejiang province, has always been sites of transnational fairs, events and gatherings; however, in the face of the economic transitions, Hangzhou municipal authorities became increasingly interested in hosting events on a regular basis. The capacity to host events is now seen as an indicator of city competitiveness in many rankings. Notwithstanding its organization costs, events are often praised by creating a considerable number of low and medium paid service jobs, while improving Hangzhou's external image and attractiveness. In 2017, Hangzhou Municipal People's Congress proposed that Hangzhou should be made as a 'city of conferences' and 'city of events'. Cultural festivals, sports events and business conferences are three major kinds of events Hangzhou plans to develop in the future.

Sports Event

Concerning sports event, Hangzhou will host several large scale international

sports events including the *13th National University Student Games* (2017), the *World Short Course Swimming Championship* (2018) and the *19th Asia Game* (2022).

Cultural Event

Regarding cultural event, there are three city hallmark cultural events including *Hangzhou West Lake International Fair*, *China International Cartoon & Animation Festival* and *Hangzhou Tea Culture Expo*.

■ **Hangzhou West Lake International Fair (referred to as ‘West Fair’)**

It is a comprehensive exhibition organized by a series of professional exhibitions, conferences and events. It has been held since 1999, once a year, beginning in mid to late October and ending in early November for 22 days. The arrangement of the project will focus on the city brand of ‘Living in Hangzhou’, ‘Tour in Hangzhou’, ‘Learning in Hangzhou’, and ‘Entrepreneurship in Hangzhou’ and the requirements of globalization and new economy, trying to be refining and professional and forming brand series. Today, West Fair has become the ‘golden name card’ of Hangzhou.



■ China International Cartoon & Animation Festival

Sponsored by the State Administration of Radio and Television and the Zhejiang Provincial People's Government, is the only national animation exhibition, is currently the largest, most popular, most influential animation professional event, listed as key supporting cultural exhibition projects, an important platform for 'Chinese culture to go out' by 'national' second five 'cultural reform and development plan'. Since 2005, China International Cartoon & Animation Festival has been held in Hangzhou every spring. It starts every year in April 28th and ends in May 3rd. It lasts for six days. It aims at 'the grand festival of animation and the festival of people'. It aims at 'specialization, internationalization, production and branding', and takes 'animation, my city, animation, my life' as the theme.



■ Hangzhou Tea Culture Expo (referred to as 'Tea Expo')

Created in 2005, once a year, this year is the thirteenth session. Tea Expo has played a positive role in the integration of the city's tea culture resources, the development of tea economy, promotion of tea culture, promotion of tea tourism, access to fruitful results, become the 'gold card' of 'Chinese tea capital' brand. Tea Expo's principle is "closing to people and benefiting people, cultural heritage, safety and thrift", hosts "people's festival shared by host and guest", spreads tea culture, promotes tea brand, builds tea capital, does tea tourism, highlights city brand, creates 'Oriental quality city, happy and harmonious Hangzhou'.



Business Conference

In terms of business conference, Hangzhou has won several important awards, including the *'Most Popular International Award-winning tourist destination - China Conference Industry Conference China Table Award'*, *'China's top ten charm conference destination - China Conference Seagull Award'*, *'Best MICE city - China MICE Industry Gold Chair Award'*, *'Best brand MICE destination city - brand China MICE industry gold spectrum award'*, *'Best domestic MICE city'*, *'2015 China's most concerned MICE city'*, etc. In 2016, Hangzhou was at the 100th in the ICCA ranking. It is the first time that the city is among the world's top 100 international conference destinations.

Government support and organizational innovations in Hangzhou do play a very important role in developing business conference industry so quickly. Hangzhou is the first Chinese city to attach importance to the conference industry at the government level. As early as 2009, Hangzhou Tourism Committee is the first one in China to set up a MICE department ('Hangzhou Business Exhibition Tourism Promotion Center') within the governance framework. The department has three divisions, namely, MICE division (3 staff), planning division (3 staff) and communication division (4 staff). Meanwhile, in 2014, Hangzhou launched a special MICE policy. That is, conferences organized by organizations outside Hangzhou will be subsidized 8% of the total cost by city government (the max. subsidy one conference is 200,000 RMB). In 2016, to establish 'international conference destination' became Hangzhou's development vision for the next five years. In addition, *'Hangzhou International Conference Bidding Service Center'* will be set up in the second half of 2017. The center is fully managed by the MICE department of Hangzhou Tourism Committee, with the support of relevant tourism and conference stakeholders. It aims to establish international conference database, sort out conference information global wise, screen target audience, search for concrete contacts, participate in global conference biddings and finally, enhance Hangzhou's opportunities to become international conference destination.

3.2.2 Whole-year Tourist Festival

In addition, it is worth mentioning a city hallmark tourist festival organized by Hangzhou Tourism Committee every year. To fasten the transformation of non-traditional tourism elements to tourism products, since 2013, Hangzhou Tourism Committee has launched the annual whole-year event---‘*Four Season Leisure IN Hangzhou*’ festival, including four themed sub-festivals named ‘Beautiful Spring’, ‘Colorful Summer Night’, ‘Romantic Autumn’, and ‘Warm Winter’.

The main vision to organize such festival is to promote industrial integration, and actively guide social capital through title sponsorship, resource replacement, cooperation and other forms of promotion to build large platform for all types of tourism-related industry enterprises, associations and media.

In the course of organizing such festival, Hangzhou Tourism Committee has always docked government resources with enterprise resources from the market, and leverage enormous financial strength of the market with limited financial resources. In the past three years, besides traditional tourism companies, 20 types of non-tourism enterprises like automobiles, clothing, jewelry, FMCG, Internet have participated and converged with tourism industry. In this sense, Hangzhou’s tourism chain got continuously extended by the ‘tourism+’ effect, which promotes comprehensive consumption level of tourism and leisure.

The ‘*Four Season Leisure IN Hangzhou*’ festival is managed by the MICE department of Hangzhou Tourism Committee. The ‘entrepreneur’ spirit with ‘market-oriented’ innovative way of thinking do set up a remarkable standard for other city tourism authorities in China. During the managing and organizing process, Hangzhou Tourism Committee learns from its industry partners how to grasp the pulse of the market, and how to launch activities favored by consumers. More importantly, it explores the way to set up KPI in government activities so that every government funds can be traced to have a good

performance appraisal. With the stimulation of participation of various stakeholders, the role of Hangzhou tourism committee in this festival gradually changed from *‘project leader’* into *‘platform builder’*.

Beautiful Spring: family festival

‘Beautiful Spring’ festival stresses *‘outdoor leisure’* and is held every year from March to May. Through the project open bidding, the festival’s organizing committee cooperates with Hangzhou TV, Qianjiang Evening News, Radio FM93 and 104.5 to create a *‘Where to Go in Spring’ Family Outdoor Leisure Programs*. Annually 20 family outdoor leisure bases/locations are introduced, with over 1 million RMB revenue if taking relevant derivative consumption into consideration.



Colorful Summer Night: carnival festival

‘Colorful night · Non-stop music’ festival emphasizes *‘night entertainment’*. It is held every year from June to September. The annual festival, with the theme of *‘night leisure and non-stop music’*, shows a *‘different kind of wonderful carnival’* to tourists and residents of Hangzhou. Programs include performing arts, delicacy wine, fashion, tourism and leisure experience, etc.



Romantic Autumn: love festival

‘Romantic Autumn Hangzhou Love Festival’ stresses *‘love memory’*. It is held every year from September to November and intends to polish Hangzhou’s love capital gold card. Activities include *‘Hangzhou wedding*



photography tour', 'love memory hunting', 'promoting tourism products into B&B', 'introducing Hangzhou love bus', etc.

Warm Winter: health festival

The winter leisure health season with 'vigor of winter' as the theme emphasis on 'health and leisure'. It cooperates with Zhejiang newspaper media, Wasu media, LY.com, Tuniu.com and other units, deeply implements 'Travel + Internet' methodology, and develops 'modular products'



with characteristics of '*leisure + tourism + health*' for the Hangzhou market. The festival achieves bundled sales of Hangzhou premier health resources (e.g., hot springs, Chinese medicine health care) and traditional tourism industry (e.g., hotels, attractions), and strengthens Hangzhou's position as top healthy destination in China.

3.3 Community Attitude

Table3.4 Community Attitude in Hangzhou (in the UNWTO format)

Performance criteria	Value/Response	Year of analysis	Source
Analysis of community attitudes towards tourism	NA		
% of residents that are satisfied with the impact of tourism on the destination's identity	NA		
Number of tourists/visitors per 100 residents	15.2	2016	Hangzhou Tourism Overview, 2016
Number of beds available in commercial accommodation establishments per 100 residents	5.6 (only graded hotels)	2016	Hangzhou Tourism Overview, 2016

Although there is no specific introduction of community attitude towards tourism, in the process of research and visits to local residents, it was found that community as a whole or residents in community are supportive for the development of tourism in Hangzhou.

3.4 Community Engagement

Table3.5 Community Engagement in Hangzhou (in the UNWTO format)

Performance criteria	Value/Response	Year of analysis	Source
% of population that participates in community engagement programmes	82.35%	2016	Hangzhou Tourism Overview, 2016
% of the employees in direct tourism employment who are local	61.72%	2016	Hangzhou Tourism Overview, 2016

The information provided by Hangzhou Tourism Committee shows that there are 571 volunteers in the Hangzhou Tourism Volunteer Corps in 2016, of which 473 are local residents, accounting for 82.85% of volunteers. This indicates that Hangzhou locals support the development of tourism industry. Meanwhile, Hangzhou locals account for a high proportion in the number of tourism employment, indicating that tourism industry does bring a lot of employment opportunities in Hangzhou locally so that local people can enjoy tourism benefits.

3.5 Gender Equality

Table3.6 Gender Equality in Hangzhou (in the UNWTO format)

Performance criteria	Value/Response	Year of analysis	Source
% of men and women employed in the tourism sector	37.6% of men and 62.4% of women employed in the tourism sector	2016	Hangzhou Tourism Overview, 2016
% of tourism enterprises where the general manager position is held by a woman	39.6%	2016	Hangzhou Tourism Overview, 2016

Data shows that in the tourism industry, in general, the proportion of women is far more than men, but in the executive positions, the tourism industry is still inclined to choose a male, this situation is widespread in China.

3.6 Inclusion

Table3.7 Inclusion in Hangzhou (in the UNWTO format)

Performance criteria	Value/Response	Year of analysis	Source
% of business that have a budget for accessibility improvements	NA		
% of rooms in the commercial accommodation establishments accessible	46%of total graded rooms	2016	Hangzhou Tourism

for people with disabilities			Overview, 2016
% of commercial accommodation establishments participating in recognized accessibility information schemes	3% of total graded establishments	2016	Hangzhou Tourism Overview, 2016
% of public transport that is accessible to people with disabilities and specific access requirements	NA		
% of tourist attractions that are accessible to people with disabilities and/or participating in recognized accessibility information schemes	50% of tourist attractions that are accessible to people with disabilities, but none recognized accessibility information schemes	2016	Hangzhou Tourism Overview, 2016

In general, Hangzhou's care for the disabled is still weak. This situation is widespread in China. The construction of barrier free facilities in Hangzhou needs further attention. Currently less than 50% of city's scenic spots are equipped with barrier free facilities. The same for hotels. In addition, although there is no specific data, in the 11th Four Session Congress of CPPCC Zhejiang Province, the strengthening of construction of barrier free facilities in public transport were highly stressed.

3.7 Safety & Security

Table3.8 Safety & Security in Hangzhou (in the UNWTO format)

Performance criteria	Value/Response	Year of analysis	Source
Comparison of the crime rates between the high and the low season periods	Higher incidence in high season; but data not available	2017	Concluded based on the interviews with Hangzhou Quality Supervision Office in May 2017
Comparison of the crime rates between the tourist centers and remaining parts of the city	Tourism centers well protected, with lower crime rates, but specific data not available	2017	As above
% of tourists who register a complaint with the police	0.00113%	2016	Hangzhou Tourism Overview, 2016

Channels of tourism complaints in Hangzhou are complete. Phone call is the main channel to make tourism complaints. There are five telephone hotlines including 'travel hotline complaints' (i.e., four hotline numbers 96123, 12301, 96118 and 12345) and 'authority working hotline'. In addition, official website of

Hangzhou Tourism Committee is another channel to make an online complaint.

In 2016 Hangzhou city received a total of 1847 cases of various types of complaints. Among them, the Tourism Quality Supervision received a total of 1589 cases, the district and county tourism authorities received 258 complaints. Only 210 cases are valid complaints.

According to the object of complaints, 1125 cases reflecting travel agency problems, 305 reflecting scenic spots cases, 127 cases reflecting hotel problems and 32 cases reflecting other problems. Within 210 valid complaints, 150 complaints are for travel agencies (the proportion of 72%), 32 complaints are for scenic spots (the proportion is 15%), and 28 cases are for hotels (the proportion is 13%).

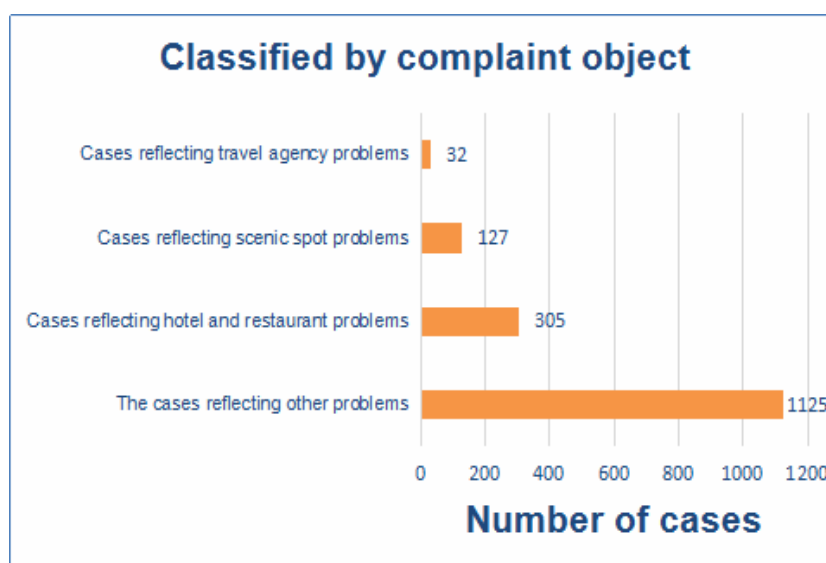


Figure 3.2 Classification of complaints object

Source: Hangzhou Tourism Committee, 2016.



Figure3.3 Proportion of each responsible department

Source: Hangzhou Tourism Committee, 2016.

In general, compared with 2015, in 2016 the number of cases has been increased but the number of valid complaints has been reduced. Travel agency is still the main object of tourism complaints. Online business complaints show an increasing trend. In the case of travel agencies, quality of outbound travel services has become the focus of travel complaints. On the scenic spots cases, 5A-level attractions have more cases and ticket disputes are prominent. On the hotel cases, middle and high-end Star Hotel get more complaints. Mostly in the field of booking and canceling hotel rooms.

3.8 Authenticity

Table3.9 Authenticity in Hangzhou (in the UNWTO format)

Performance criteria	Value/Response	Year of analysis	Source
Is the destination leaning towards neighborhood tourism or built artificial tourist quarters "touristification" ?	Yes, neighborhood tourism	2017	Concluded based on the interviews with Hangzhou Tourism Committee in May 2017
Tourism product authenticity at the destination (e.g. gastronomy, local culture & traditions)	Natural and cultural heritage, gastronomy provide for authentic tourist experiences	2017	As above

Hangzhou cultural authenticity is well preserved. From the UNESCO world cultural landscape heritage site to intangible cultural heritages, authenticity of

local culture and living experiences are well preserved and developed.
Detailed elaboration can be found in the following section 4.1.

4 Showcase: Best Practice Examples

4.1 UNESCO Heritage Site - West Lake

4.1.1 West Lake: The World Cultural Landscape Heritage (UNESCO Heritage)

Locating in the city center area, west Lake is the root and soul of Hangzhou. It is the first batch of national key scenic spots announced by the State Council, the first national 5A-level scenic spot, and the 41st UNESCO heritage site in China⁷. The total scenic area of the West Lake is about 60 square kilometers, including core UNESCO heritage area of 3322.88 hectares. In 2002, Hangzhou was the first city in China to introduce the ‘free-ticket’ policy. All attractions, museums and parks along the west lake have been free of charge since then. Because of this policy, the whole tourist area is integrated, tourists choose to stay in Hangzhou for more days because of the ‘free ticket’ policy and thus brings more consumptions in hotel and catering industries which in turn contributes to the city’s overall economy at the end.



4.1.2 Unique Management System Endows West Lake with Different Vitality

In 2002 the Hangzhou city government decided to set up Hangzhou West Lake Administrative Committee (hereafter WLAC), and merged with Hangzhou Municipal Garden and Relics Bureau. In 2015 Hangzhou Municipal

⁷ In 2011, the West Lake was included in the UNESCO world cultural heritage list.

Government decided to merge one more organization to the WLAC, that is, Comprehensive Protection Committee of Beijing-Hangzhou Grand Canal (Hangzhou section). So far, the main function of the WLAC is, firstly, responsible for the protection, management, research and utilization of the West Lake Scenic Area; secondly, responsible for the work of the city's landscaping, cultural relics and world cultural heritage protection; thirdly, responsible for the protection, monitoring, research, publicity of Beijing-Hangzhou Grand Canal (Hangzhou section). In total, there are 12 departments, 3 vertical institutions and 1 stationed office inside the structure of the WLAC (see figure 4.1).

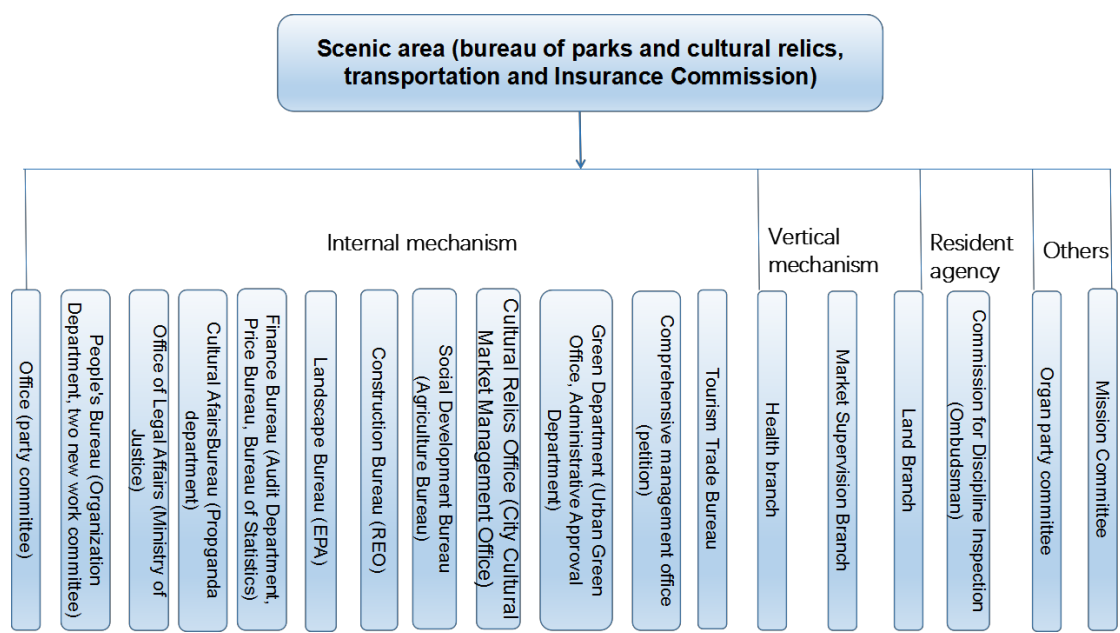


Figure 4.1 Distribution of administrative agencies in the West Lake Scenic Area

So far, the WLAC attaches great importance to the inherit and development of cultural heritages in Hangzhou. It has launched several initiatives to protect and develop Hangzhou culture in an authentic way. Firstly, it pays attention to the excavation and utilization of historical and cultural resources, and adheres to the principles of authenticity and integrity. Since 2002, more than 180 cultural relics have been restored, rebuilt, renovated and opened to tourists. Secondly, it introduces various regulations to provide an effective legal basis for the protection of the West Lake World Cultural Heritages. Regulations include ‘West Lake Scenic Area Protection and Management Regulations’,

'West Lake Water Management Regulations', 'West Lake Longjing Tea Protection and Management Regulations', 'Hangzhou West Lake Cultural Landscape Management Regulations', etc. Thirdly, it develops various types of tourism plans to give the operation more horizontal and vertical vision. Examples include 'West Lake Scenic Area Master Plan', 'Detailed Plan of Nine Major Scenic Spots of the West Lake', 'Hangzhou Historical and Cultural City Protection Plan', 'Hangzhou Cultural Relics Units Land Usage Plan', 'Hangzhou West Lake Cultural Landscape Protection and Management Plan', etc. Fourthly, it focuses on further enhance public service capabilities of museums along the West Lake. West Lake heritage area has a large number of public and private museums. To a certain extent, the West Lake itself is a large and profound open-air museum. Since 2002, various interactive activities have been carried out to greatly stimulate and encourage tourists as well as local residents to experience rich historical and cultural heritages of Hangzhou.

4.1.3 West Lake: A Full Expression of Oriental Culture

West Lake world cultural landscape heritage consists of six elements, including 'natural landscape', 'city lake characteristics', 'two-bank-three-island landscape', 'ten ancient spots', 'cultural relics' and 'unique plants'. The lake began in the 9th century, formed in the 13th century and flourished in the 18th century. The natural and cultural landscape continues to evolve and form the 'Oriental Culture Lake' with rich landscape elements, unique design technique, long development history and rich cultural content. For more than ten centuries, it has been the spiritual home of traditional Chinese culture elites. It is the outstanding Chinese landscape elite in adhering to the theory of 'harmony between man and nature' and 'sentimental landscape'. It shows the typical 'poetic' artistic landscape design style of oriental culture since the Southern Song Dynasty.

In general, the West Lake is a full expression of Oriental culture. It has an important position in proving the importance of China in the world history of inheriting and developing Buddhist culture, Taoist culture, loyalty filial piety, seclusion, and other traditional local heritages. It contains almost all elements

of Chinese culture, such as literature, painting, architecture, legends, drama and so on. These cultural connotations accumulate into the cultural quality of the West Lake, making it different from other natural lakes in the world. This culture context has never stopped, until today, tourists can easily read the continuation of thousands of years of traditional Chinese culture.

4.1.4 Adhere to Public Participation: University Culture Envoy (UCE) project

In July 2012, Hangzhou West Lake Administrative Committee (WLAC) officially launched the first 'University Cultural Envoy' (UCE) project, to select outstanding university students from global applications via internet. *"From the international perspective, spread West Lake culture", "West Lake Cultural Envoy, work together for the future of West Lake"* are two main advertising slogans of the UCE project. By the end of 2016, over 120 West Lake cultural envoys had come from home and abroad. Among them, 50% are local university students, 15% are coming from other domestic universities, 30% are Hangzhou locals who are studying abroad, 3% are local outstanding high school students, and 2% are foreign students who are studying in China.

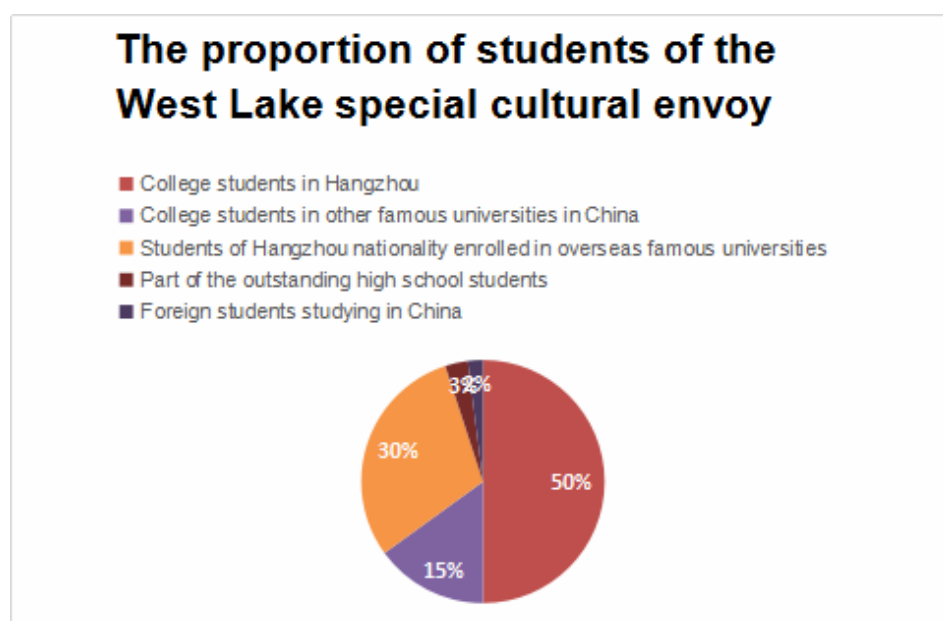


Figure4.2 The proportion of students of the West Lake special cultural envoy
Source: Hangzhou West Lake Administrative Committee (WLAC), 2016.

After systematic professional training, travel education and face-to-face communication, the selected representatives can fully interpret the rich cultural connotation of West Lake, participate in broadcasting West Lake's culture and heritages and protect the lake's environment. *Firstly*, the project invites well-known scholars and experts to train the envoys, let them re-understand West Lake, love West Lake, and thus burst out the impulse and passion to protect West Lake. *Secondly*, envoys are guided by locals and experts to experience the cultural value of the lake on site, and understand its unique beauty. *Thirdly*, envoys are responsible to design and carry out social practice activities. Some of them chose to be a high school part-time teacher to set up "West Lake world heritage protection" as the theme of elective courses and created a new heritage education model. Some served as a part-time senior tour guide during various kinds of Hangzhou festival and events. *Fourthly*, as a UCE studying abroad, they are encouraged to publicity the World Heritage West Lake globally via organizing West Lake cultural salon, speech, etc. For example, UCEs at the University of Toronto in Canada initiated the WePArTea community to promote the charm of the West Lake world cultural heritage to young Canadians. *Fifthly*, envoys are encouraged to promote the West Lake via their creativity and young vigor. Some envoys shoot and clip West Lake promos, some integrate the cultural elements of the West Lake into their own product designs, some launched the 'UCE WeChat' (Chinese-version of twitter) to promote the young living style of the West Lake. Some designed, created and operated 'special travel route' to the West Lake through identifying and connecting cultural elements lost in prose, poetry, and novels of celebrities at home and abroad. "To travel around the lake by following 'classic' literary works" is one of those creative travel routes.



4.1.5 Night Tour: A Large-Scale Open-Air Urban Landscape

Performance

'West Lake Impression' is a large-scale open-air urban landscape performance created by China domestic first-class top famous creative team in China. The show was officially announced in July 2008. Since then it performs one time per night, with 1 hour length. The lake water, which at the daytime is the main attraction, becomes the unique stage background in the evening. The performance itself becomes the attraction. Tourists can see the water of the West Lake during the day and could not see any stage facilities. At night, what presented in front of the audience is a full of natural flavor and high-end professional standards of the performance environment. The water stage, with a total area of about 5000 square meters, is the largest water stage in Asia. The whole performance is carried out around the 'water' theme, reflecting the essence and charm of West Lake with 'water' for thousands of years.

By the end of 2016, the 'West Lake Impression' had more than 2600 performances, receiving over 2.7 million visitors, and achieved sales revenue of 360 million yuan. Together with West Lake and Lingyin temple, it is named as 'top Hangzhou attractions favored by international tourists' by the world's largest travel review platform TripAdvisor. The overseas tourists accounted for nearly 40% of the overall visitors. 'West Lake Impression' album was also nominated by Grammy Award as 'New Century Music' in the United States.



4.1.6 Creative Activation of The Tea Culture

China National Tea Museum

Located in the West Lake Longjing tea producing areas, Chinese National Tea Museum, made a lot of very interesting creative initiatives in the activation of Hangzhou 'tea' culture. It is the only national theme museum in China that takes tea and tea culture as the theme. The old museum (first phase) officially opened in 1991, and the new museum (second phase) opened in 2015 which is 3km from the old one. In total, nearly 4000 pieces (sets) of cultural relics related to tea and tea culture are exhibited there.



The museum is very famous in carrying out cultural experience activities. For example, in 2017, a total of 74 events are held throughout the year. Concerning the content, some of them are monthly regular activities, such as 'tea tree adoption', 'niuniu tea workshop', 'tea arts weekend class', 'Chinese tea seminar', 'celebrity dialogue', etc. Some are specially designed for a typical month, such as 'Chinese knot hand woven activity', 'International seminar on Chinese tea culture', 'international tea culture exchange festival', 'experiencing tea like literati in the Ming and Qing Dynasties', 'oriental aesthetic cultural tours', etc. Regarding types of activities, among the 74 events, 8 are exhibitions, 14 are tea festivals, 21 are tea training programs, 24 are tea experience activities and 7 are other types of activities.

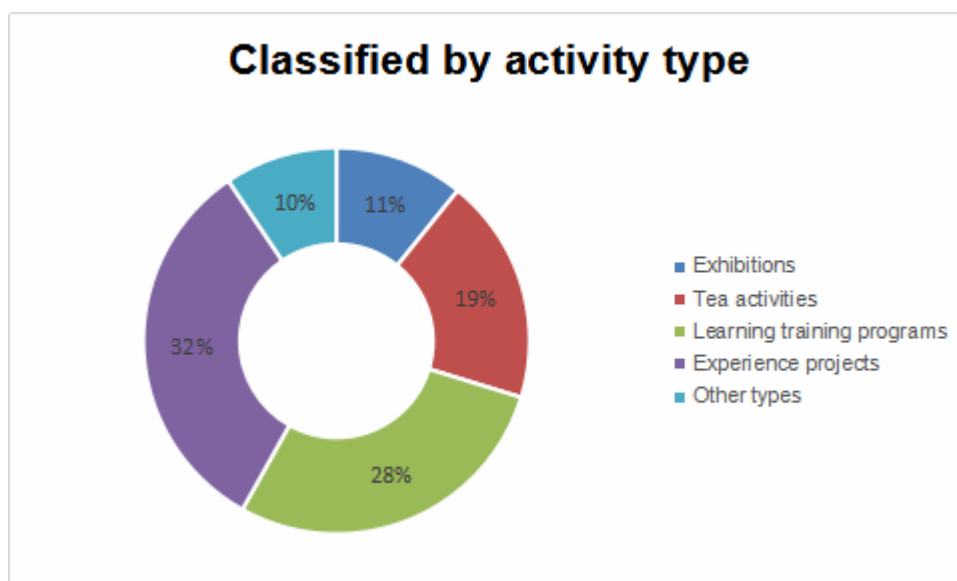


Figure 4.3 Percentage of various types of activities in the tea museum

Obviously, as we can see from figure 4.4, experiencing activities account for the largest proportion of all events organized by the tea museum. Among them, two activities are mostly successful and get lots of social and media attention.

Firstly, tea tree adoption series. Through tea tree adoption, participants can understand different types of tea trees, their shapes and various components, observe growth cycles of tea trees, make tea specimens, and based on the understanding of the production recipes of tea drinks, make their own tea-flavored drinks.

Secondly, 'tea + N' series of activities. These activities operate throughout the whole year, including: '6 +1' Chinese tea experience courses, special tea experience courses, green tea experience courses, Pu'er tea cake experience course, leisure afternoon tea experience, West Lake Longjing tea experience course, DIY black tea experience course, DIY sweet-scented osmanthus Longjing experience course, DIY sweet-scented osmanthus experience course, DIY brome tea, Sanqing tea experience course, etc.



China (Hangzhou) West Lake International Tea Culture Expo (referred to as "Tea Expo")

Besides interactive experience activities in China National Tea Museum, China (Hangzhou) West Lake International Tea Culture Expo (Tea Expo) is another good example to elaborate how Hangzhou develop the authenticity of tea culture. The Tea Expo is held every year in late March to May, divided into four sessions including 'main projects, tea culture, county projects, and tea tourism experience'. Every year there are 22 fixed activities in the Tea EXPO (see table 4.1).

Table 4.1 Tea Expo 22 fixed project categories

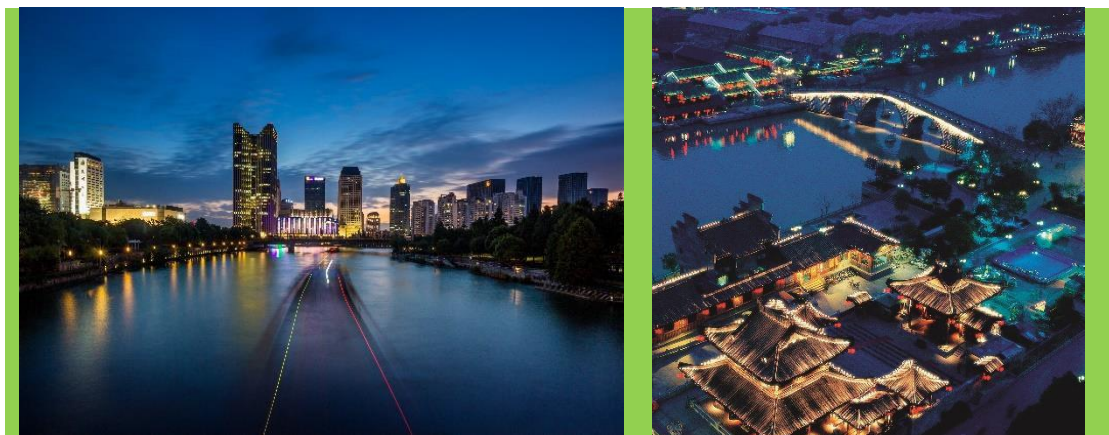
Category	Quantity	Specific explanation
Tea tourism experience	5	International Travel Media Expo, Chinese and foreign tea exchange activities, Chinese tea experiencing series, tea culture tour, 'tea culture and diet' promotion activities
Competition	2	Tea Fried Contest, Tea House Selection
Festivals	6	Tea Expo Opening Ceremony and West Lake Longjing Tea Festival, Chinese Tea Festival, Qiandao Lake Tea Culture Experience Festival, Xiaoshan District Tea Festival, Tea Expo Closing Ceremony, West Lake Double Top Festival
Learning & training program	1	Tea Artist Series Training
Exhibition items	2	China (Hangzhou) International Tea Expo, China Tea Industry Expo
Meeting items	6	Qinghefang folk tea party, Tea Drinking Crowds Festival, National Tea House Manager Annual Meeting, West Lake International Tea Party, Yunlin Tea Party, Folk Tea Poems Party

In addition to the fixed projects, every year the Tea Expo adds some new cultural activities. In 2015, the focus is on the relationship between 'tea' and 'health'. New media and arts were used in 2016 to promote the tea culture of Hangzhou. 'Tea and love' micro-film international exhibition events were organized accordingly. Since the beginning of 2017, the emphasis has been on the internationalization of Chinese tea culture followed by the organization of several events, including Hangzhou tea culture Global Confucius Institute Tea Festival, G20 International Tea Culture Experience Activity, 'Tea with Lunar Calendar' International Tea Party, etc. Among them, the G20 international tea culture experience activity develops the understanding of Hangzhou's tea culture to the extreme: various cultural experiencing tourism activities have been organized to promote tea culture of Hangzhou to the rest of the world.

4.2 Intangible Cultural Assets: the Grand Canal Hangzhou

4.2.1 The Grand Canal Hangzhou: A Destination to Immerse with Locals

The Grand Canal from Beijing to Hangzhou has a history of over 2400 years, which is the oldest artificial grand canal that was dug at the earliest, with the longest mileage and has the largest project amount. Together with the Great Wall, the Egyptian pyramids, the Indian Buddha and the Pagoda, they are called as the ‘most majestic ancient projects in the world’, which have been the living, flowing and important human civilization heritages that are still alive today. The Grand Canal from Beijing to Hangzhou not only shows the world leading outstanding achievements of shipping engineering technologies in ancient China, connects the political, economic and cultural communications between the north and the south and makes contributions to the national fusion and reunification, but also remains abundant historical and cultural relics, generating numerous famous cities and towns, accumulating a profound and long-standing cultural deposits and condensing the vast information in many fields including the politics, economy, culture and society, etc. of China, thus it is called the ‘Ancient Cultural Corridor’ and ‘Show Room of Folkways’.



The overall length of Hangzhou section of the canal is 39 km, which is the southernmost point of the Grand Canal from Beijing to Hangzhou. In the history of over thousands of years, it has taken in the characteristic products, foods, clothes, styles and folkways and etiquettes, etc. of the regions in the

south and north China, and has formed a colorful Hangzhou Canal Culture remaining with numerous historical and human landscapes and the gathering of complete historical and human venations. In 2014, the Grand Canal of China was listed into the *World Cultural Heritage List* by the UNESCO, among which there are 11 world heritage points and sections on the Hangzhou Section of the Grand Canal.



4.2.2 Flexible Management System

Polyphyletic management system produced a flexible market operational mode, and thus brought up the cultural leisure experiencing gallery and water tourism golden line with natural ecological landscapes as the *principal axis* and with the historical blocks, cultural parks, museum groups, temples and abbeys and heritages as the *important nodes*.

The Hangzhou Section of Grand Canal is taken charge and managed by the Hangzhou Canal Group, among which, the unit responsible for the management of traveling is Cultural Tourism Co., Ltd. of Hangzhou Canal Group. Cultural Tourism Co., Ltd. of Hangzhou Canal Group was established on Apr. 1, 2015, which is a wholly-owned subsidy invested and constructed by Hangzhou Canal Comprehensive Protection, Development and Construction Group, Co., Ltd., The main duties of such tourism company are: one is to promote the cultural tourism brand of Hangzhou Canal vigorously through

providing all kinds of integrated tourism products with cultural characters of the canal; the second is to provide comprehensive services in the scenic spots like “eating, living, traveling, playing and purchasing” etc. through integrating the resources of society, market and all parties of the company, and forge a tourism complex with rich functions; third is to actively launch the investments for tertiary industries with travel and leisure on the canal and culture creativities as the principal things, and meanwhile operate all kinds of the possessed capitals and make efforts to realize the capital operation and maximization of benefits in assets operation.

4.2.3 Culture DNA

The styles particular in Hangzhou Canal like white walls and black tiles, simple and unsophisticated poetic quality or flavors, ancient bridges, hooter, river side, slow life in the south of Yangtze River, ‘the world’s granary’, elegant feelings, technological plots and intangible Chinese folk art forms, etc. are the most fresh and flexible memories of Hangzhou.

Hangzhou Canal culture can be divided into 6 categories, namely the resident culture, the historical culture, the Buddhist culture, the business culture, the Kaibu culture and the emperor culture. In details, the *Xiaohe St. Historical Block* and *Dadou Rd. Historical Block* are the concentration places of the resident culture of Hangzhou Canal. The *Important Historical Monuments under Special Preservation* like the Deep Arch Bridge, the Gao Garden, the Fuyi Granary, the Guangji Bridge, the Tangxi Ancient Town, the Xixing Ancient Town, the Fengshanshui Gate, the White Tower and Xixing Guotangxing Wharf, etc. are the sedimentations of the long-standing history of Hangzhou Canal. The *Xiangji Temple* with the good reputation as the ‘first fragrant building in Hangzhou through the canal’ is the carrier of the Buddhist culture of Hangzhou Canal. The *Hexi historical block* is the witness of development and changes in the business culture of Hangzhou Canal. The *Sanbao Ship Lock* is the representative of the ‘open-door’ trade culture of Hangzhou. And the ‘Gate of receiving’—the *Wulin Gate* is the reflection of emperor culture on Hangzhou Canal.

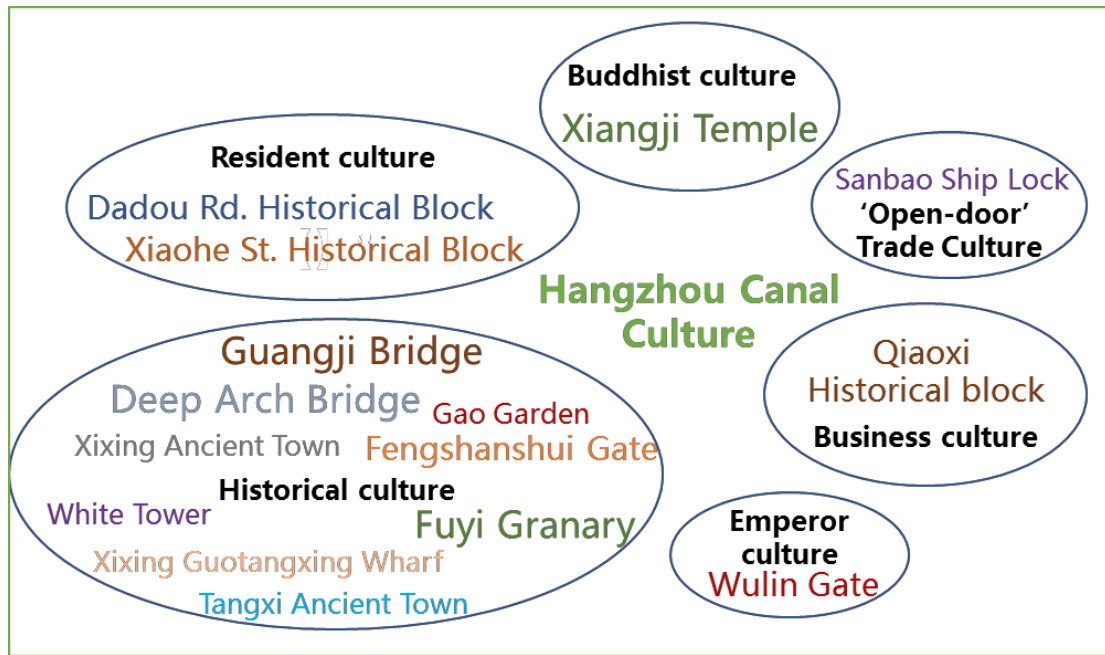


Figure 4.4 Culture Key Word Cloud of Hangzhou Canal

Table 4.2 Culture Introduction of scenic spot of Hangzhou Section of Grand Canal

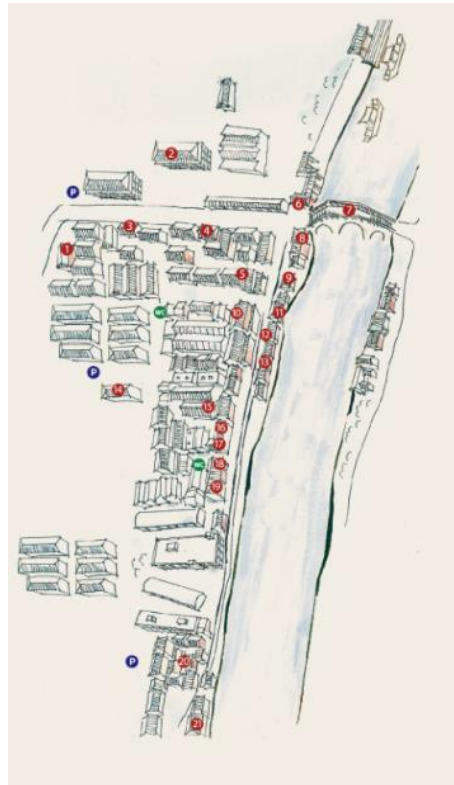
Cultural Type	Name of scenic spot	Brief introduction of scenic spot
Resident culture	Xiaohe St. Historical Block	It truly shows the surroundings of roughscuff along the canal in the late Qing Dynasty and early republic of China, and a number of historical constructions are remained here.
	Dadou Rd. Historical Block	It is one of the old streets with style and features of Hangzhou, and a large amount of residential constructions with the style in the late Qing Dynasty and early Republic of China were remained in the block.
Historical culture	Deep Arch Bridge	It is the Important Historical Monuments under Special Preservation, which was constructed in Chongzhen Fourth Year (1631), and the bridge today was rebuilt in Guangxu Eleventh Year of Qing Dynasty (1885).
	Gao Garden	It is the Important Historical Monuments under Special Preservation, and it is a Chinese Style Garden Villa built in early Republic of China. It is the only construction and private garden in Qing Dynasty that has been completely preserved in Hangzhou.
	Fuyi Granary	It is the Important Historical Monuments under Special Preservation, which was built in Guangxu sixteenth year of Qing Dynasty (1880), and it has been called as the 'world's gramary' together with the Nan Xin Granary in Beijing.
	Guangji Bridge	It is the Important Historical Monuments under Special Preservation, which is the only seven-hole stone arch bridge remained on the ancient canal, it was rebuilt in Hongzhi second year of Ming Dynasty (1489), and it is the oldest bridge on the canal.
	Tangxi Ancient Town	It is an ancient town with a history of over a thousand years. It was first built in the Northern Song Dynasty, and it was the 'head of the 10 famous towns in the south of Yangtze River' in Ming and Qing Dynasty.
	Xixing Ancient Town	Source of the Zhedong Canal, it is a place with time and tide, and each scenic spot has its own story.
	Fengshanshui Gate	It is the Important Historical Monuments under Special Preservation, which was first built in the end of Yuan Dynasty, it is the only ancient gate with a history of over 600 years remained in Hangzhou.
	White Tower	It is the Important Historical Monuments under Special Preservation, which has been the "first tower of ancient canal" built in Wu and Yue Periods.
	Xixing Guotangxing Wharf	It is the Important Historical Monuments under Special Preservation, and the important witness of the first transportation junction in the East Zhejiang.

Buddhist culture	Xiangji Temple	First built in the third year of Taipingxingguo Period of Northern Song Dynasty (978 AD), and it has the good reputation as “the first fragrant place of the canal entering Hangzhou and the stylish place with lakes and villas in the metropolis”.
Business culture	Qiaoxi Historical block	It witnessed the surging of industry and commerce of modern nations of Hangzhou.
Kaibu culture	Sanbao Ship Lock	It was formally built in 1988, which is the origin of the south end of Grand Canal as well as the junction of communications between the Grand Canal and Qiantang River.
Emperor culture	Wulin Gate	It was called Tianzong Gate in Southern Song Dynasty, which was one of the 13 gates in Southern Song Dynasty, and Kangxi and Qianlong both entered the city from this gate through the canal.

4.2.4 From Old Workshop to the Largest Museum Cluster in China

Historical block in the west of the bridge is the one of the few historical cultural blocks that integrally reflect the historical styles of the Grand Canal in Hangzhou. Its earliest formation can be traced back to the Ming Dynasty, and it was in the period of great prosperity in the culture in the late Qing Dynasty and early Republic of China.

In 1896, the Qiaoxi historical block witnessed the surging of industry and commerce of modern nations of Hangzhou: all kinds of stores are distributed along the river to south; the opera and temple fair culture is prevailing; and common people live their lives here. Up to now, a large batch of precious industrial remains of the modern times have been remained in the Qiaoxi historical block with the form of preservation of cultural relics. The traditional commerce, industry, factories of residents, storehouses, shops, quays, wharfs, dorms and all kinds of production and living tools can be clearly shown.



In 2007, the protection and repairing works of historical block in the west of the bridge was completely started. In 2010, the Qiaoxi historical block was smoothly opened, the factories, storehouses and old constructions of the past were changed into the national-level museum groups; the simple and unsophisticated traditional Chinese medicine street harmoniously merges with the elegant canteens, cafes and bookshops. The Qiaoxi historical block perfectly shows the zoological and humanity characteristic block that ‘resides, merges and travels along the river’, which has become the dynamic book for people to know about the canal cultures, histories of Hangzhou and historical block in the west of the bridge.

The 5 topic museums, namely the *China Hangzhou Museum of Applied Arts*, the *China Knife, Scissors and Sword Museum*, the *China Fan Museum*, the *China Umbrella Museum* and the *Handicraft Dynamic Exhibition Museum* repaired and rebuilt on the industrial remains of the canal are the largest museum cluster in China at present, taking an area of 47309 sqm, with an overall construction area of 37862 sqm, and the area of exhibition room is 14264 sqm. Among which the *China Knife, Scissors and Sword Museum* and the *China Fan Museum* was built in Sep. 2009, the *China Hangzhou Museum of Applied Arts* was built in Sep. 2011, and the *Handicraft Dynamic Exhibition Museum* was formally opened to the public in May 2011.

As the industrial artistic museums, the 5 museums respectively regard the industrial art, knife, scissors and swords, umbrellas, fans and dynamic exhibition of intangible cultural heritages as the topics with the combination of historical cultures and industrial remains protection, and they are professional museums integrated with the functions including collections, researches, exhibitions, education, publicity, entertainment, shopping and culture creativities, etc. When going through them, visitors can not only see the charm exhibition of folk handicrafts like knives, scissors and swords, umbrellas and fans, etc., they can also take part in the characteristic handicraft dynamic experiencing items like manufacturing of leatherware, woodcarving creations, producing of polymer clay, cloth handicrafts and creative freehand sketching, etc. and obtain a unique “intangible heritage” styled experience. This national

level museum cluster with professional characters and Hangzhou and Canal features not only becomes the after-school class juniors and university hall for people to know about the canal, Hangzhou and folk techniques in southern China, it even becomes the important base to protect the national handicraft and to inherit material and intangible cultural heritages.



4.2.5 From Old Workshop to Creative Office

The truthfulness and completeness of historical heritage protection in Hangzhou section of the Grand Canal is paid full attention to, and the Xiaohe St. Historical Block, Silian 166 Creative Garden and Fuyi Granary are successful examples. Conduct creative remodeling for them on the basis of protection of original appearances of historical heritages, which shows the historical styles of the ancient constructions as well as the modern comforting senses, increasing the creativity inspiration, and meanwhile they are excellent places to advertise and experience the canal cultures including the metropolis culture, the storage culture and water transportation culture, etc. The stylish life with 'bridge, flowing water and house' can be truly tasted here.



The predecessor of *Silian 166* was the Hangzhou Silk United Factory of Textile Printing. It was the first sawtooth shaped workshop in Hangzhou that was designed by Soviet experts and supervised and built by the Germans in the 50s of the 20th century, and many old machines have been remained up to now. Under the preconditions of no damage and reasonable use at the same time, ‘*Silian 166*’ was born at the right moment. There are mainly 4 functional zones in the creative park: the creative working area, the creative exhibition area, the central square and the leisure entertainment area. The creative working area is a special area opened for the creative enterprises and individuals, in which they can conduct individual fitment according to their own thoughts; the creative exhibition area is mainly used for creation, exhibition and trade; the central square is a place full of artistic conception and feelings, tourists and creators can talk and communicate with each other when they are viewing the fish and bamboos; the leisure entertainment area is a region with café and tea-tasting as the principal things, aiming at providing a leisure, entertainment and communication space for the creators.

The name of *Fuyi Granary* has the meaning of ‘becoming rich by benevolence and the relationship will be good with harmony’, which was built in Guangxu Sixth Year (1880) of Qing Dynasty. It has been called as the ‘world’s granary’ together with the Nan Xin Granary in Beijing, which is the Important Historical

Monuments under Special Preservation. Over a hundred years ago, it has witnessed the historical rise and decline of economic commercial activities like rice market, storage and wharfs, etc. At present, Fuyi Granary has introduced the cultural creativity industries like granary coffee, Chinese ancient classical learning academy, cartoon creativity and Shaoxing Opera workshop, etc., which has become the ‘spiritual granary’ of modern life in metropolis.



4.2.6 From Old Workshop to Creative B&B

The Dadou Rd. Historical Block with rich historical and cultural atmosphere keeps quiet in a noisy neighborhood, it is the gathering of the creative accommodation of Hangzhou Canal, among which over 15 hotels and B&B not only follow the styles of ancient construction groups of the canal and have important historical values, but they are also the truthful witness of canal cultures. The grey buildings full of the style of the Republic of China are originally the filature silk storehouse of the country in good keep, and now it is the representative of the creative B&B of the canal – the Chefle Hotel of Hangzhou Canal. This hotel started its business in Dec. 2015, the whole hotel belongs to a historical cultural protection construction group, which is designed and remolded from 11 original filature silk storehouses of the country. The special open design well combines the bright human landscapes and beautiful natural sceneries.



4.3 Tourism Development of the Post G20 Era

4.3.1 G20 and Spouse Travel Line

The G20 Group was proposed and established by the meeting of finance minister of G7 in 1999. The 11th Summit Meeting of G20 was held in Hangzhou from Sep. 4 to 5, 2016. The G20 Hangzhou Summit Meeting was the international



meeting with the highest standard that has been hosted in China throughout the history, which brought far-reaching influences for the city pattern and travel internationalization of Hangzhou.

During the G20 period, the main function of Hangzhou Tourism Committee is the traveling reception of the first lady. On Sep. 5, 2016, the ‘most beautiful scenery in the summit meeting’—Spouse Activity for Heads of the State was opened. China’s first lady Mrs. Peng Liyuan led the madam group to attend the public benefit activities successively in Zhejiang University, the hundred-year university of China and the China Academy of Art—the palace of oriental arts, and viewed the theme exhibition of ‘Life Aesthetics of Chinese People’ (including the Celadon Art Show of ‘After A Storm Comes a Calm’, ‘Image of China’ Painting and Calligraphy Exhibition and ‘Silk Road and Garment’ Chinese Silk Clothes Exhibition), then they came to the ‘first building of southern China’, the ‘Building Beyond Building’ Canteen to have dinner.

After the G20, Hangzhou grasped the chance of such big event and launched all kinds of ‘post G20’ activities to conduct effective transformation of cultural remains of G20. Best practices are elaborated as follows.

4.3.2 Impacts of Post G20 on Tourism: Pass-on and Study of Needlework Culture in Hangzhou

The *China Silk Museum* is a country-level museum integrated with collection, exhibition, inheriting and creation of textile cultural relics with the Chinese silk as the core. Due to G20, the museum was remodeled, and after it was reopened, the museum consisted of 6 parts, the 'road of silk—the Chinese silk and the silk road', 'the brainwave of wild silkworm – the exhibition of intangible cultural relics of Chinese silk textile technology', 'exhibition room of repaired textile cultural relics', 'Chinese model Dress Art Show', 'Western model dress museum' and 'temporary exhibition room'. After G20, the remolded products and activities in the museum obtained sediments and development: the production of silk and needlework becomes the art that is enjoyed by the public, regular theme activities and special creative gifts, etc. The museum also opened a traveling route of manufacturing of silk: tourists can experience the processes like cloth dyeing and weaving, etc. and hand-make a unique silk; the needlework pass-on museum not only opened needlework courses in the museum for the visitors to experience the needlework, it also established bases in Daguan Primary School of Hangzhou for the children to experience the traditional Chinese handicraft since they are young; characteristic theme activities are held at night of each week, e.g. the collection exhibition, the night of silk and the friend of silk, etc.; the museum also sells unique gifts, e.g. the cultural products with Hangzhou features like silk, etc.



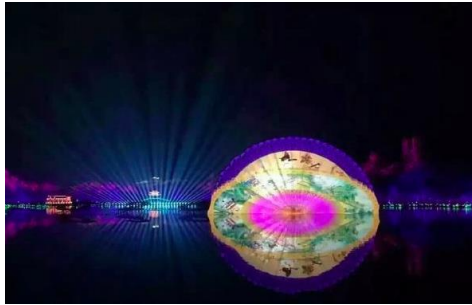
4.3.3 Impacts of Post G20 on Tourism: Exhibit the Deepest Chinese Culture with the Most Beautiful International Language

The landscape live-action performance *'Impressions of the West Lake'* regards the rich historical civilization and beautiful natural sceneries of the West Lake as the source of creations, deeply explores the ancient folklores and myths of Hangzhou, reemerge the representative elements of humanity history of the West Lake, and meanwhile remakes the "rain of the West Lake" with high-tech measures, reflecting the natural romantic charms of the West Lake in the rain and the rain of the West Lake. However, the *'Impressions of the West Lake'* simply explores the ancient legends and myths of Hangzhou, it only shows the representative elements of the West Lake most, but there is no representative cultural element of Hangzhou that is comprehensively exhibited.

After the G20, the *'Impressions of the West Lake'* was renamed as *'Hangzhou, the Best Memory'*. The new performance remains 80% of the opening performance of G20 event. Besides the elements of the West Lake, the revised performance adds in the elements of *'Hangzhou features, lingering charm of southern China, Chinese manner and world commonwealth'*, the holographic shadow casting technique was used on the water outdoors in the whole performance, and the scientific measures and natural environment is perfectly combined through multiple artistic forms including music, dance and vision, etc. The original performance is the opening welcome performance of G20, which has been perfectly shown in the site of impression of the West Lake, and has obtained high evaluations from the honored guests home and abroad and all sectors of society.

Nowadays, there are 2 performances of *'Hangzhou, the Best Memory'* each night. The overall duration is 50 min, the stage is set 3 cm below the water, and the performance programs include symphonies, dances, Shaoxing Operas, concert of Chinese zither and violoncello and piano solo, etc., the

elements of Hangzhou and China including *'A Night of Flowers and Moonlight by the Spring River'*, the *'Tea Leaf Picking Dance'*, the *'Butterfly Lovers'*, the *'Lofty Mountains and Flowing Water'*, the *'Colorful Clouds Chasing the Moon'* and the *'Unforgettable Jasmine'*, etc. are perfectly explained in the whole performance.



4.3.4 Impacts of Post G20 on Tourism: from Culinary Culture to Catering Experience

The food culture of Hangzhou is long standing. During the G20 grand meeting, the food culture in Hangzhou was even one of the bright spots which showed the abundant humanistic accumulations of Hangzhou. After the G20, the catering of Hangzhou further grasped the chances and advertising point and conducted accumulations and developments.

Hangzhou Style Canteen: the 'Building Beyond Building' Canteen

The *'Building Beyond Building' Canteen* is located at the southern foothill of Gushan Mountain, the West Lake with beautiful sceneries, it was founded during the Dao-guang Period of Qing Dynasty, which is an old and famous canteen with a long history. During the hundreds of years, the *'Building Beyond Building Canteen'* has become the gold-lettered signboard of Hangzhou, which has been attracting guests home and abroad. After the



G20, the Building Beyond Building provided characteristic Hangzhou cuisines that the chief executives have tasted for the guests and residents, e.g. the Song Dynasty City Fish Soup and Story of Hangzhou, etc. During the G20 period, Master Lu Guangzheng carved the large wood carving work Looking Over the Sea Tides for the Building Beyond Building, the peony work ‘*Perfect Spring Equinox*’ created by famous Chinese flower and bird painter He Fashui specially for the G20 and the lady porcelain beset with ‘*Blue Kit Peony of the West Lake*’ are both open for Hangzhou residents and tourists, among which the *lady porcelain* even can be ordered and bought.



International Brand Hotel: Sofitel West Lake

The tea break for the ladies in G20 period was provided by the *Sofitel West Lake*, tea cakes with the topic of ‘lingering charm of Hangzhou and element of West Lake’ showed the inside information of China and the lingering charm of Hangzhou in



ingenious combination with the western measures. ‘Lotus come from clear water, the natural things do not need any decoration’, the decoration of fresh lotus picked by Jiande Liye Village, together with the green seedpod of lotus, brings out the best in each other with the glazing color. To put the tea cakes in the teal break of the ladies into the celadon with the artistic conception of ‘after

a storm comes a calm’ can manifest the combination of Chinese and western elements and couple hardness with softness. After G20, the *ladies tea break in Hangzhou Sofitel West Lake* has been open to Hangzhou residents and tourists. Residents and tourists can not only taste the ladies’ tea break in the Hangzhou Sofitel West Lake, they can also take them away or give them to others as a gift, and the ladies’ tea break after G20 provides gift box and ordering services. And the celadon of ‘after a storm comes a calm’ used in the ladies’ tea break also cooperates with the Wensli Group, which combines the porcelain with silk scarves and becomes the characteristic gifts of Hangzhou.

4.3.5 Impacts of Post G20 on Tourism: G 20 Coupon Tourist

Tickets

During the G20 summit meeting, the sceneries, cultures, food and high-quality services of Hangzhou were praised by the heads and ladies from many countries and regions. After the G20, Hangzhou Tourism Committee jointed hands in strength with Municipal Post Company, Alibaba Group and Koubei Network (Social Media), connected the typical sceneries and foods of Hangzhou, and promoted the “travelling passport of Hangzhou, the favorable coupon tickets for G20 route”.

The ‘book’ edition of travelling coupon tickets issued for the 1st time adopted the elegant album-type design, the only code was marked on the cover, there was dedicated pages for the introduction of each appointed commercial



tenant inside the manual, including 20 items and 5 categories of overbalance discounts provided by appointed commercial tenants including the ‘*Building Beyond Building*’ Canteen, ‘*Hangzhou, the Best Memory*’ performance and *Wensli Silk Gift*, etc., and the discounts in the tickets for scenic spots could be

120 yuan, and a commemorative stamped postcard issued by the China Post was attached to it. From May 1 to Dec. 31, 2017, when the users consume with the 'book' edition of the travelling coupon tickets, they can enjoy the relevant discounts



provided by the appointed commercial tenants, the commercial tenants will remain relevant tearing tickets, and only one discount coupon can be used in a single consumption. There will also be an 'awarded poke collection' activity promoted during the activity, appointed commercial tenants will seal the relevant commemorative pokes at the back of the paper postcard of the coupon ticket, after collecting the 7 different commemorative pokes, the users can take a photo and upload it to the life account of 'Hangzhou travelling passport' to attend the lottery drawing.

The contents in the 'book' coupon tickets almost cover the 6 elements of "eating, living, activity, traveling, purchasing and entertainment" when travelling in Hangzhou. Concerning the detailed content, there are 5 scenic commercial tenants, 3 museums, 4 commercial-category tenants, 4 catering tenants and 4 hotels. The heads and their madams have all been accepted by the spots inside, which have the quality and experience of G20, and concentrate the essences of traveling in Hangzhou. Details of these attractions are as follows,

Table 4.3 Hangzhou Culture listed on G20 Hangzhou Travelling Passport

Types	Name	Hangzhou characteristic culture
Attractions	Hangzhou International Expo Center	Modern Hangzhou, Metropolis Atmosphere, High Technology, E-Commerce Headquarter
	West Lake Impression Performance	Hangzhou Living Culture, China Southern Beauty Style, Chinese Quality, and World Harmony
	Hangzhou Xixi National Wetland	Greenness, Water Dame Residence, Local Farming Culture, Chinese Ecological Culture, Ancient Chinese Poems
	Lake Boat	Beauty of the West Lake, Lake Boat

	Grand Canal	Canal Living Culture
Museum	China Silk Museum	Silk Culture
	Chinese Tea Museum	Tea Culture
	Handicraft Dynamic Museum	Intangible Heritage
Gifts	Wensli G20 Silk Culture Experiencing Museum	Combining silk texture with hand-made porcelain
	Wangxingji Fan Industry ⁹	The arts of making fan
	Weiyun cheongsam ¹⁰	Combining Chinese traditional Oriental culture with modern fashion elements, Eastern Beauty
Restaurants and Caterings	Hangzhou 'Building Beyond Building' Restaurant	Authentic Hangzhou Cuisine
	China Hangzhou Cuisine Museum	Hangzhou Cuisine ¹¹
	Hangzhou Sofitel West Lake	G20 lady afternoon tea,
Hotels	Intercontinental Hotel	Magic of Chinese words
	Xizi hotel	Celebrity stories
	Dragon hotel	Smart Technology
	Hangzhou Diaoyutai Hotel	Communion of tradition and contemporary arts, of Hangzhou and the world. Highest courtesy (service standard) of China
	The Azure Qiantang Boutique Hotel	European lineage in Hangzhou

4.3.6 Impacts of Post G20 on Tourism: 'F' plan as new round of global tourism marketing

The host of G20 Hangzhou Summit Meeting infinitely promoted the popularity of Hangzhou in the international society. In the 'post summit' period, Hangzhou continued quicken the construction of a world famous city with 'special



charm and splendiddness', to better introduce Hangzhou to the world, the Hangzhou Tourism Committee started a new round of global marketing campaigns aiming at oversea tourism markets.

Hangzhou Tourism Committee declared that it will host the 'F Plan', the Global Cheongsam Festival Domestic Activity on May 26 2017. The 'F Plan' is an global marketing project of Hangzhou Tourism Committee to deeply promote

⁸ The corporate group was established in 1975. It is the largest silk production group in Hangzhou.

⁹ Wangxingji Fan Industry was established in the first year of Qing emperor Guangxu (1875). It is an old and famous brand in china.

¹⁰ The brand is 80 years old.

¹¹ Hangzhou Cuisine is one of the eight national cuisine schools in China.

Hangzhou tourism brand in European and North American source market. The word 'F' stands for 'Face to Face: Hangzhou @ your service', 'Fans', 'Fashion', 'Friendship', 'Female', 'Fine arts', 'Folk customs', 'Flights' and 'Fairs'. The global tourism campaign will last for a year.

As one of the significant contents of the "F Plan", the sponsor of Hangzhou Cheongsam Festival will promote the on-line and off-line activities at the same time, launch the international marketing with cultural transmission as the breakthrough point, hoping to show the special styles of southern China in Hangzhou to the world with the element of cheongsam. The on-line activities will mainly be the interesting interactions including the H5 page games to attract the market audiences from Europe and America to involve in the emperor shadow and leisure atmosphere in the travel to Hangzhou, gain a perceptual awareness of the excellent traditional cultures of China like the silk culture and cheongsam culture, etc., and combine the publicity and promotion of Hangzhou travelling cultures unconsciously during the processes. The off-line activities will be comprehensively launched in 10 landmark sceneries totally, including the 5 scenic spots of Hangzhou and 5 cities, namely New York, Madrid, London, Hamburg and Sydney. At that time, the off-line activities in Hangzhou will be launched in the Hangzhou Section of Grand Canal from Beijing to Hangzhou, in the longjing tea field with an area of thousands mu, over a thousand females from different countries with a life span of over half a century will perform programs with Hangzhou cultural features including music, dances and poems, etc. in cheongsams.

