



# 乡村旅游发展与村民培训体系 Rural Tourism Development And Employment Training System

中国地区经验分享  
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# 中国乡村旅游发展现状和就业人口

根据文化和旅游部发布的《全国乡村旅游发展监测报告（2019年上半年）》显示，截至2019年6月底

- 全国乡村旅游总人次达15.1亿次，同比增加10.2%；
- 旅游总收入0.86万亿元，同比增加11.7%；
- 乡村旅游就业总人数886万人，总比增加7.6%。
- ◆ 2019年全年乡村休闲旅游接待人数达到32亿人次。

2011-2020年中国休闲农业与乡村旅游接待人数及增长率

The number and growth rate of China's leisure agriculture and rural tourism reception from 2011 to August 2020



数据来源：中国文化和旅游部，中国农业农村部，艾媒数据中心 (data.iimedia.cn)



# The status quo of rural tourism development and the employed population in China

According to the National Rural Tourism Development Monitoring Report (first half of 2019) issued by the Ministry of Culture and Tourism, as of the end of June 2019,

- the total number of rural tourism trips nationwide reached 1.51 billion, an increase of 10.2% YoY;
- Total tourism revenue was 0.86 trillion yuan, an increase of 11.7% YoY;
- The number of rural leisure tourists will reach 3.2 billion in 2019.

2011-2020年中国休闲农业与乡村旅游接待人数及增长率

The number and growth rate of China's leisure agriculture and rural tourism reception from 2011 to August 2020



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# 乡村旅游就业人口现状

## 高学历人才匮乏

- 以山东省为例，乡村（或者农村）的工作环境和生活环境使得很多大学毕业生望而却步，即便是有些乡村旅游接待企业能够招聘到大中专毕业生，通常也很难留住这些人才。
- 对山东旅游职业学院的学生进行的调研显示：在 100 名被调研的学生中，明确表示愿意回乡村从事旅游工作的不足 10%。

## 基层从业人员水平参差不齐

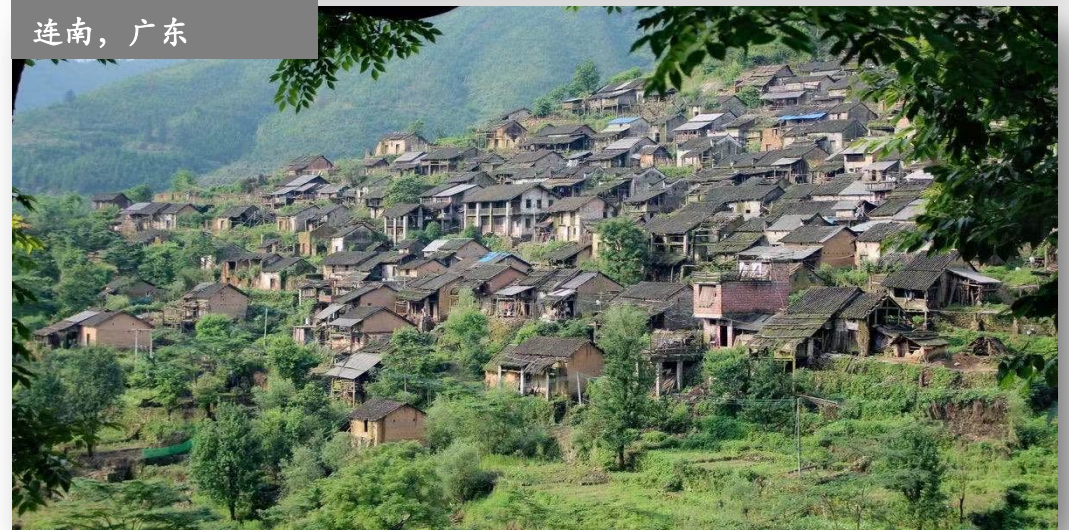
根据山东省旅游局（现更名为山东省旅游发展委员会，简称旅发委）的相关统计数字，截至 2014 年底

- 山东省建成旅游强乡镇 381 个、特色村 639 个、农业旅游示范点 663 个、星级农家乐 2133 个、精品采摘园 302 个。全省规模化开展乡村旅游的村庄达到 2800 个，经营业户 5.4 万户，从业人员 23 万人。2015 年，全省乡村旅游接待游客量达到 3.3 亿人次，收入 1806.7 亿元，增长幅度达 20% 以上。
- 就业人员主要还是以当地的农民为主，其文化层次与受教育水平普遍偏低，乡村的青壮年仍有相当一部分外出打工。
- 在从事乡村旅游经营的主要人员中，青壮年比例偏少。这也制约了对于乡村旅游发展中新理念、新知识的学习与接纳。
- 从事乡村旅游管理的行政人员大部分也缺少旅游专业背景，很多也是半路起步要改善这一问题，必须通过持续有效的乡村旅游从业人员的再教育工作的开展。

兴安岭，黑龙江



连南，广东



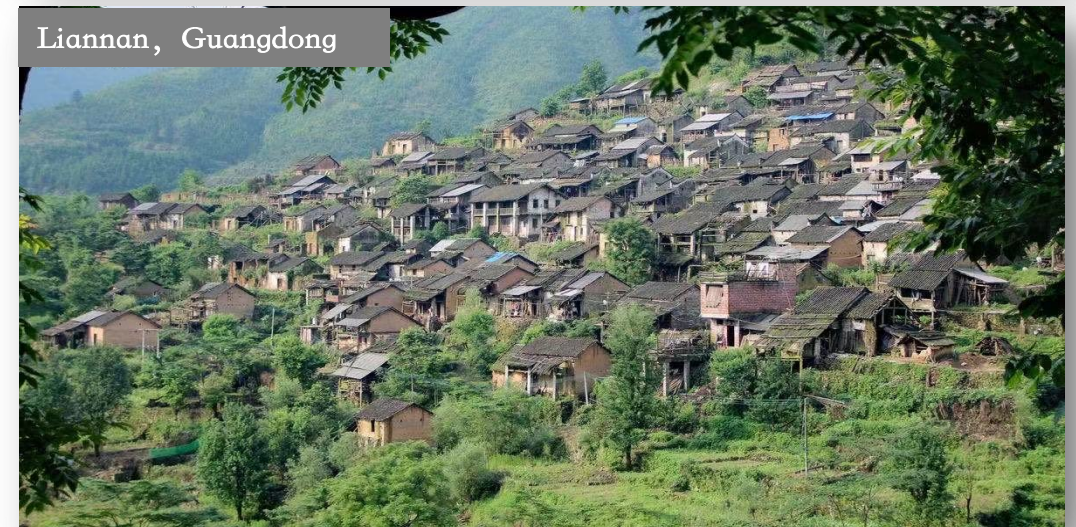
# The current picture of rural tourism employment

## Lack of highly educated people

- In Shandong Province, for example, the working and living environment in rural areas has discouraged many university students, and even if some rural tourism hospitality enterprises can recruit college graduates, it is often difficult to retain these talents for long.
- A survey of students at Shandong Tourism Vocational College showed that less than 10% of the 100 students surveyed had expressed a clear willingness to return to the countryside for tourism work.

## The skill levels of grass-roots practitioners are uneven

- According to statistics from the Shandong Provincial Tourism Bureau (now renamed Shandong Tourism Development Committee, or TOC), by the end of 2014, Shandong Province had built 381 tourism towns, 639 characteristic villages, 663 agricultural tourism demonstration points, 2133 star farmhouses and 302 boutique picking gardens. The province has 2,800 villages, 54,000 operating households and 230,000 employees. In 2015, the province's rural tourism received 330 million visitors, with revenue of 180.67 billion yuan, an increase of more than 20%.
- However, the majority tourism industry participants are local farmers. Their education level is generally low and among the main personnel engaged in rural tourism management, the proportion of young adults is low. This also restricts the learning and acceptance of new ideas and knowledge in the development of rural tourism. At the same time, most of the administrative staff engaged in rural tourism management also lack the professional background of tourism, many are also half-way start. To improve this problem, it is necessary to carry out the re-education of rural tourism practitioners through continuous and effective education.



## 国家和地方整体层面支持乡村旅游发展和人员培训

### 国家政府层面——《关于促进乡村旅游可持续发展的指导意见》

- (十九) 加强人才队伍。建将乡村旅游纳入各级乡村振兴干部培训计划，加强对县、乡镇党政领导发展乡村旅游的专题培训。
- 通过专题培训、送教上门、结对帮扶等方式，开展多层次、多渠道的乡村旅游培训。
- 各级人社、农业农村、文化和旅游、扶贫等部门要将乡村旅游人才培育纳入培训计划，加大对乡村旅游的管理人员、服务人员的技能培训，培养结构合理、素质较高的乡村旅游从业人员队伍。
- 开展乡村旅游创客行动，组织引导大学生、文化艺术人才、专业技术人员、青年创业团队等各类“创客”投身乡村旅游发展，促进人才向乡村流动，改善乡村旅游人才结构。（文化和旅游部、人力资源社会保障部、农业农村部、国务院扶贫办按职责分工负责）

### 地方政府层面——《关于促进乡村民宿发展的指导意见》

- (五) 加强人才培养。
- 开展乡村民宿培训，不断提升乡村民宿从业人员的岗位技能和服务水平。
- 支持乡村民宿发展，并按分类培训项目标准，给予培训补贴。
- 加大人才引进政策扶持力度，支持外出务工农民、高校毕业生等回乡进行乡村民宿创业，为乡村民宿持续健康发展提供人才保障。
- 加大对乡村民宿招用本区农村劳动力和失业登记人员的支持力度，乡村民宿企业招用本区农村劳动力和登记失业人员，按规定签合同、缴纳保险、保工资的，享受岗位补贴和社会保险补贴。

阿勒泰，新疆



元阳，云南



# National and local government level of support to rural tourism development and personnel training

## National Government Level – “Guidance on Promoting Sustainable Development of Rural Tourism”

- (19) Strengthen the talent pool. We will integrate rural tourism into the training programs for rural revitalization cadres at all levels and strengthen the thematic training of county and township party and government leaders in the development of rural tourism. Through thematic training, send teachers to the door, pairs of help and other ways to carry out multi-level, multi-channel rural tourism training. Different associations at all levels, agricultural rural areas, culture and tourism, poverty alleviation and other departments should incorporate the cultivation of rural tourism talents into training programs, increase the skills training of rural tourism managers and service personnel, and train a reasonable structure and high quality rural tourism workforce. To carry out rural tourism creators action, organize and guide college students, cultural and artistic talents, professional and technical personnel, youth entrepreneurship team and other types of "creators" to participate in rural tourism development, promote the flow of talent to rural areas, improve the structure of rural tourism talents. (The Ministry of Culture and Tourism, the Ministry of Human Resources and Social Security, the Ministry of Agriculture and Rural Affairs, and the Poverty Reduction Office of the State Council shall be responsible according to the division of responsibilities)

## Local Government Level - Guidance on Promoting the Development of Rural Homes

- (v) Strengthen the training of talents.
- To carry out training in rural homestays, and continuously improve the skills and service level of rural homestay practitioners.
- Support the development of rural homes and grant training subsidies
- according to the criteria of classified training projects. Increase the policy support for the introduction of talents, support migrant farmers, college graduates and other return to rural homestay entrepreneurship, for the sustained and healthy development of rural homestay to provide talent protection. We will increase support for rural homestays to recruit rural labor force and unemployment registrants in their own areas, and rural homestay enterprises shall employ rural labor force and registered unemployed persons in their areas, and those who sign contracts, pay insurance and guarantee wages in accordance with the provisions shall enjoy job subsidies and social insurance subsidies.

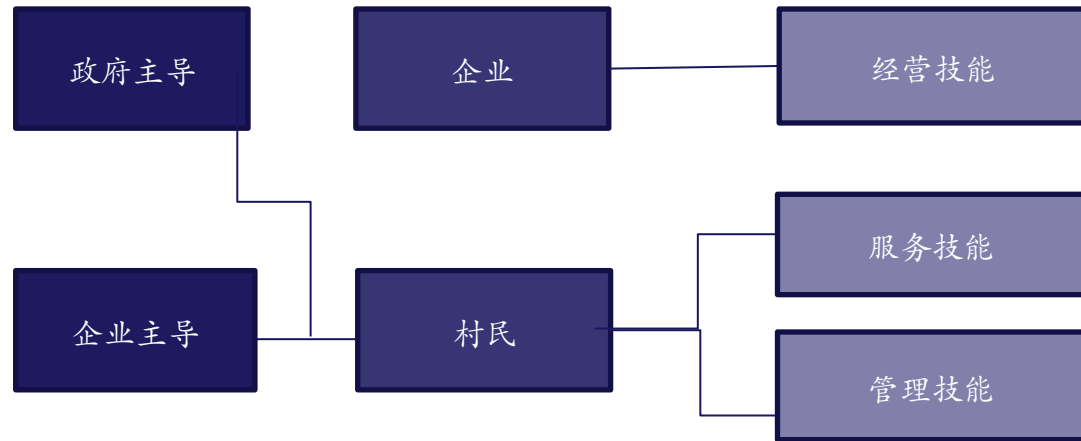
Altay, Xinjiang



Yuanyang,  
Yunnan



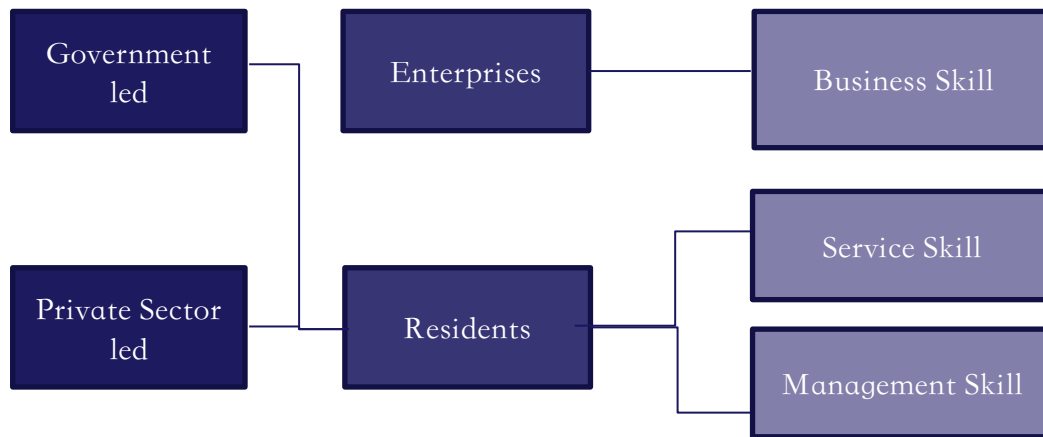
# 乡村旅游产业中人员培训模式



主导方 Leader	培训对象	培训内容
中央政府	乡村旅游监管人员、重点企业、带头人和乡村干部	旅游相关的国家宏观政策。包括数字化、金融支持、乡村扶贫等。
地方政府	旅游企业和村民	对企业管理人员进行必要的监管培训和行业先进经验学习。对普通村民展开普适性的职业技能培训，如烹饪、打扫和接待礼仪等。通常政府会委托第三方公司进行更为专业的培训，政府则提供资金和行政上的便利。
旅游行业企业	村民	大多数村民会根据企业自身的服务标准而接受技能培训，比如烹饪，清洁，按摩等技能。少数村民会得到更高级的管理和财务技能培训。



# Training approach for employee in rural tourism industry



Leader	Targets	Training Content
Central Government	Rural tourism supervisors, key enterprises, industry leaders and village administrators	National macro-policy related to tourism. Including digitalization, financial support, rural poverty alleviation etc.
Local Government	Travel Sector Corporations and residents	Conduct the necessary regulatory training and industry-advanced experience for business managers. General vocational skills training for ordinary villagers, such as cooking, cleaning and hospitality etiquette. Usually the government entrusts third-party companies with more professional training, while the government provides financial and administrative facilities.
Travel sector corporations	Residents	Most villagers receive skills training based on the company's own service standards, such as cooking, cleaning, massage and so on. A small number of villagers receive more advanced management and financial skills training.

## 政府主导人员培训——浙江丽水民宿行业（1）

浙江丽水政府培训对民宿行业一直进行扶持。在民宿人才培养方面，丽水依托市级农民学院、各县级农民学校等平台，先后开展了乡土导游、民宿管家培训，以及职业经理人、主题活动策划师、新媒体营销等分层分类培训。截至2017年底，已有407名民宿从业人员经培训获取乡土导游证，35人获取乡土宴席师证。本次问卷调查结果显示，88.89%的从业人员曾参加过政府组织的相关培训，仅11.11%的人未曾参加。

根据一项于2017年11—12月对丽水民宿从业人员展开相关调查。我们发现参加过培训的从业人员对培训成效给予肯定的同时，大多数人认为培训效果有待进一步提高，对今后的培训提出了更高要求。

- 53.21% 的人认为理论课程过多；
- 33.21% 的人认为短期培训效果不佳；
- 30.00% 的人认为培训方式方法有待改进；
- 55.00% 的人认为通过培训能真正获得专业知识与技能；
- 16.07% 的人认为通过培训管理能力有所提高

### 模式总结

浙江丽水政府在推出了多种课程的培训且覆盖面非常广。但我们可以看到依然存在问题，许多学员反应课程理论太多或者效果不佳。总的来看，政府主导的培训可以达到广覆盖的效果，但因为并非产业一手培训，容易出现实用性低的问题。



# Government-led training - zhejiang lishui homestay industry (1)

Zhejiang Lishui government training has been supporting the residential industry. In the training of homestay personnel, Lishui relies on the municipal farmers' college, county-level farmers' schools and other platforms, has carried out local guide, homestay butler training, as well as professional managers, theme event planners, new media marketing and other training. By the end of 2017, 407 homestay practitioners had been trained to obtain a local guide's certificate and 35 had obtained a local banquet master's certificate. According to the survey, 88.89 percent of employees have attended training organized by the government, and only 11.11 percent have not.

According to a survey of employees at Lishui from November to December 2017. We find that while the practitioners who have participated in the training have affirmed the effectiveness of the training, most people think that the effectiveness of the training needs to be further improved, and put forward higher requirements for future training.

- ❑ 53.21% think there are too many theoretical courses;
- ❑ 33.21% of people think that short-term training is not effective;
- ❑ 30.00% of people believe that the training method needs to be improved
- ❑ 55.00% of people believe that through training can really obtain professional knowledge and skills;
- ❑ 16.07% of people believe that management skills have improved through training.

## Summary

Zhejiang Lishui government has launched a variety of courses of training and coverage is very broad. But we can see that there are still problems, and many students respond to too many course theories or do not work well. On the whole, government-led training can achieve wide coverage, but because it is not a first-hand industrial training, it is easy to have low practicality.



### 培训开幕仪式 Training Orientation Ceremony



### 茶艺培训 Tea art training



### 培训教材 Training textbook



# 企业主导村民培训——松赞文旅 (1)

松赞是一家主要在中国西藏乡村地区开设的精品酒店集团。

- ❑ 该集团的特色之一就是90%以上的员工都来自于本地村民。这些村民之前都是从事农业和简单的手工业，因此他们都需要接受培训来确保可以服务酒店的客人。
- ❑ 松赞的客人在早期以发达国家高端游客为主，因此对服务要求较高，这也让本地村得以有机会接受更为复杂的培训机会。
- ❑ 村民除了一般的服务性技能之外，还受到酒店关于语言，礼仪，西藏本地文化等培训。

松赞酒店都建在远离现代化资源的藏区—香格里拉，尤其缺乏成熟的人力资源。然而经过多年的发展和磨练，松赞成功的将区域内有限的闲置劳动力资源培养成为高标准的酒店及旅行服务人员，在满足自己人力资源需求的同时，带动了区域内尤其是偏远山村的闲置劳动力。松赞的独特产品形态使得培训出许多独特且适合当地村民的就业岗位。

## 模式总结

松赞这种企业主导的培训体系培养出的劳动力更加符合市场需求，具有较强的竞争力。但问题在于企业的培训规模相对全社会的需求相差较大，且员工技能会被局限在该企业的服务标准之上。

人员种类	具体岗位	平均收入 (人民币)
服务人员	管家，登山向导，保洁，餐饮服务人员	4-8万/年
行政人员	酒店管理人员	6-15万/年
文化人员	手工艺艺人，表演人员	6-12万/年

## 松赞管家培养体系



松赞酒店



松赞酒店



SONGTSAM

# Enterprise-led villager training - Songtam Hotel(1)

Songtam is a boutique hotel group based mainly in rural Tibet, China. One of the group's features is that more than 90 per cent of its employees are from local villagers. These villagers used to work in agriculture and simple handicrafts, so they all needed training to ensure that they could serve the hotel's guests. Songtam's guests were mainly high-end tourists from developed countries in the early days, so the demand for services was high, which also gave the local village the opportunity to receive more complex training opportunities. In addition to their general service skills, the villagers are also trained in language, etiquette, Tibetan local culture, etc.

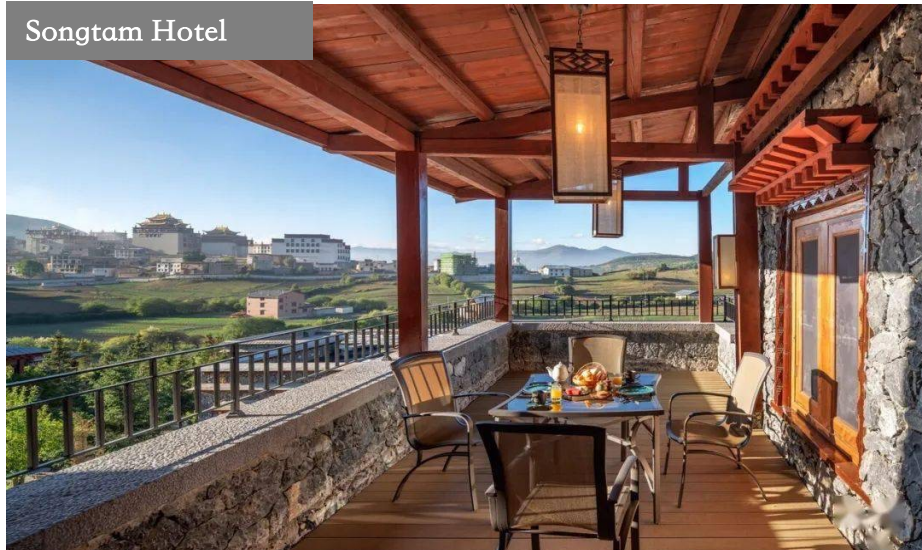
Songtam Hotels are built in a Tibetan area far from modern resources - Shangri-La, especially lack of mature human resources. However, after years of development and training, Songtam successfully trained the labor resources in the region into high standards of hotel and travel service personnel, while meeting their own human resources needs, it also mobilized idle labor forces from remote mountain villages. Songtam's unique product form has led to the training of many unique and suitable jobs for local villagers.

## Summary

Songtam-style or enterprise-led training system to train the labor force more in line with market demand, with strong competitiveness. But the problem is that the scale of training in an enterprise is quite different from the needs of the whole society, and the skills of employees are limited to the service standards of the enterprise.

Type	Specific role	Average income (RMB)
Service	Butler, mountain guide, cleaning, catering staff	40-80K/year
Administrative	Hotel management	60-150K/year
Cultural	Craftsman, performer	60-120K/year

## Songtam Guide Training



# 企业主导村民培训——松赞文旅 (2) Enterprise-led villager training - Songtam Hotel(2)

服务人员培训  
Service training



区域培训  
Regional training



山地向导人员培训  
Mountain guide training



# 政府与企业共同合作进行培训——浙江德清民宿培训（1）

浙江德清因为境内的莫干山地区而成为中国民宿行业的标杆地区。当地政府对于民宿产业的发展非常重视。考虑到当地在这一产业上已经有了相当的基础，当地的通过政府与企业合作的模式来提供培训服务，并参与到整个行业的标准制定当中。

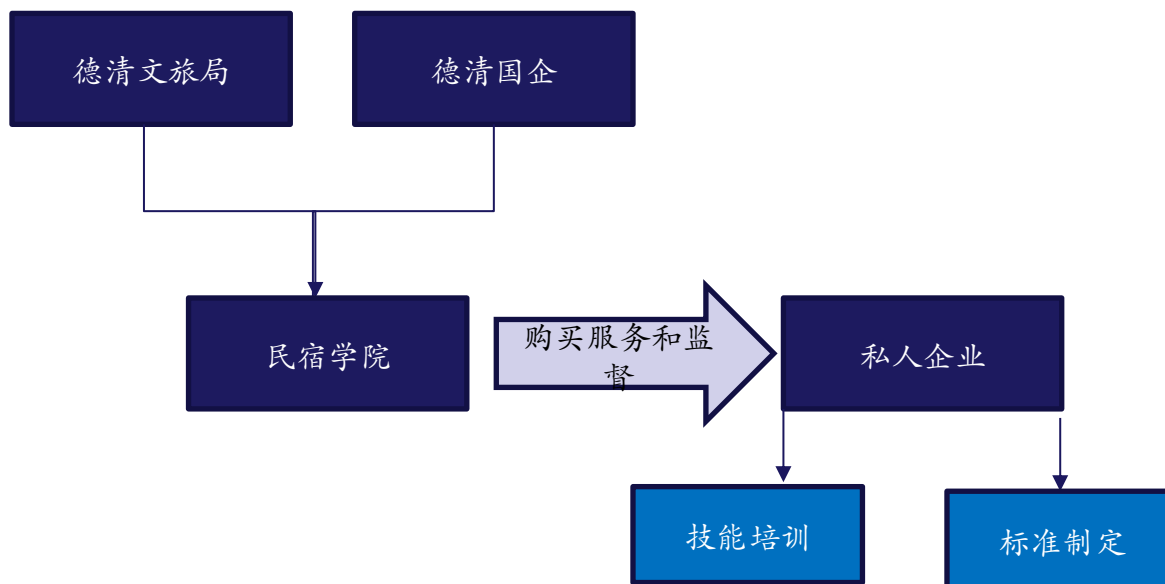
## 政府与企业共同主导

- 政府文旅局与文旅国企共同成立民宿学院
- 民宿学院通过市场竞标委托木亚文化来开展培训服务，同时对培训内容进行监督确保符合政策和规则要求
- 私人企业组织对培训内容的编写，师资建立，同时帮助政府制定行业标准
- 政府对于本地居民和企业的培训通用费用完全财政补贴
- 外地企业和居民可以付费接受通用或者定制培训内容

## 模式总结

德清的模式通过政府与企业的结合，使得对于本地从业人员的培训既做到了全面普惠性质（政府的背书提高了参与度和可信度），也做到了培训内容与市场衔接紧密（师资和课程来自于行业顶尖人士，包括顶级酒店集团Anman，裸心谷等），可以满足高层次和差异化的培训需求，并且最终还可以输出行业标准。

但该模式对于政府能力和产业发展要求较高，欠发达地区较难模仿。比较好的做法是将该地的成果和经验与国内其他地区进行分享，让其他地区能够享受到同样水准的培训教育。



## 培训课程

- 初级课程——行业知识、客人接待流程、房间检查、咖啡制作、茶艺和花艺、摆盘
- 中级课程——客房库存管理、服务标准制定和理解
- 高级课程——民宿策划和设计、开业筹备、人力资源和财务知识
- 低端服务培训——打扫清洁培训等
- 目前除了本地居民外，许多外地企业也会找民宿学院定制服务他们的服务人员和管理人员，4年时间培训了大约1000名民宿管家和几千名服务人员



# Government and private company to cooperate in training - Zhejiang Deqing homestay training (1)

Zhejiang Deqing has become the benchmark of China's homestay industry because of the Moganshan area. The local government attaches great importance to the industry. Since the sector already has a considerable foundation, local government work with private company to provide training services and are involved in the formation of industry standard.

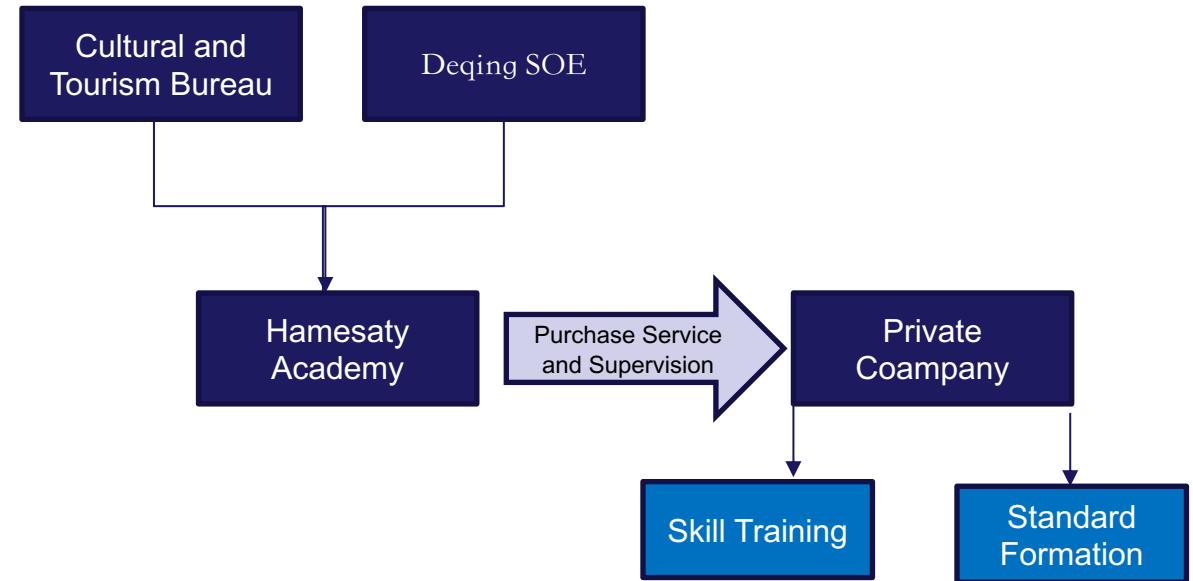
## Government and private companies jointly led

- Cultural and Tourism Bureau and the State-owned Enterprises set up the Homestay Academy
- The Homestay Academy commissions training services through market bidding, while monitoring the content of the training to ensure compliance with policy and rule requirements
- Private enterprise organizations write and recruit teachers for training, while helping governments set industry standards
- The government fully subsidizes the cost of training for local residents and businesses
- Non-local businesses and residents can pay for generic or customized training content

## Summary

Through the combination of government and enterprise, Deqing's model makes the training of local practitioners both inclusive (government endorsements increase participation and credibility) and closely connected to the market (teachers and courses come from top industry figures, including top hotel groups Anman, Naked Heart Valley, etc.), to meet high-level and differentiated training needs, and ultimately to export industry standards.

However, the model demands more for government capacity and industrial development, and it is difficult to imitate in less developed areas. It would be better to share the results and experiences with the rest of the country so that other regions can enjoy the same level of training and education.



## Training Curriculum

- Beginner - industry knowledge, guest reception process, room inspection, coffee making, tea and floral, set-up, etc
- Intermediate - room inventory management, service standard-setting and understanding
- Advanced - homestay planning and design, opening preparation, human resources and financial knowledge
- Low-end service training - cleaning training, etc

In addition to local residents, many non-local enterprises will also look for homestay academy to customize their service personnel and management staff, four years to train about 1000 housekeepers and thousands of service personnel

# 政府与企业共同合作进行培训——浙江德清民宿培训 (2)

## Government and enterprises to cooperate in training - Zhejiang Deqing homestay training (2)



# 乡村旅游与村民培训总结

## SUMMARY

- 乡村旅游的发展为中国带来了许多第三产业就业岗位，这些岗位通常需要对从事第一产业的村民进行培训。
- The development of rural tourism has brought many jobs in the tertiary industry to China, which usually require the training of villagers engaged in primary industry.
- 中国各级政府一直在政策上对村民培训进行支持。
- Governments at all levels in China have been supporting villager training in policy.
- 政府和企业都对于乡村旅游产业人员的培训有着重要影响。
- Both the government and enterprises have an important influence on the training of personnel in the rural tourism industry.
- 地方政府培训面较广既包括企业管理人员，也包括普适性的普通技能培训。
- Local government training covers both enterprise managers and general skills training.
- 企业培训虽然一般局限在自己的员工，但一些大企业可以培养出具有较复杂管理技能的村民，额外提高居民收入
- Although enterprise training is generally limited to their own employees, some large enterprises can train villagers with more complex management skills, and increase the income of residents
- 政府和企业共同合作培训，往往可以做到质量与范围同时兼顾，但对政府执政能力和产业发展水平有着较高的要求。
- Government and private companies to cooperate in training, often can achieve quality and scope of both, but the government's ability to govern and industrial development level are required..





THANK YOU!

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