

Case Name

Taizhou Crowne Plaza Hotel

Theory

Experiential Marketing; Target market

Key words

Parent-child activity

Background Information

Business hotels are geared towards a fixed customer base, with long established rigid consumption patterns, hospitality patterns and invariable target customers. With the reduction in business hospitality, business hotel revenue has declined by more than 20% in first tier cities and even more in second and third tier cities, up to 30%. Another reason for the decline in revenue is the high proportion of F&B revenue in business hotels. While business hotels generally have lower occupancy rates on holidays, the opposite is true for tourist resort hotels, whose business is poorer on weekdays. The Crowne Plaza Taizhou faces the same problem as many other business hotels, with good occupancy rates on weekdays, but lower business on weekends. To increase holiday occupancy rates and improve brand awareness, the hotel needs to adjust its marketing strategy and implement new marketing tools.

Marketing Strategy

In 2018, Crowne Plaza Taizhou planned a parent-child experience "Little General Manager". The event mainly recruited children of 5-10 to experience their roles on different jobs in the hotel, allowing children to grow their knowledge in the process of hotel management. The price of the program is based on the individual cost of the child, or for families with packages that include accommodation, meals and other extra cost. In the meanwhile, the parents enjoyed discount rates for other expenditures, such as dining, which generated more revenue for the hotel during holidays.

Outcomes

Catering to the needs of young families, the event was very popular and was held three times with full houses. It also had a positive effect on the hotel's branding. Not only did the event have a positive effect on revenue and brand promotion, but its policy of offering a month's free afternoon tea for children and preferential rates for their parents also provided a temptation for repeat customers later.

Implications & Challenges

Following the decline in population mobility and business conferences, most business-oriented hotels are facing a predicament of insufficient tourists. Focusing on the clientele of local or neighboring cities is a way to increase hotel revenue.

案例名称

“小小总经理”台州皇冠假日酒店市场营销案例

理论依据

体验营销；目标市场

关键词

亲子活动

背景资料

商务酒店面向的顾客群体比较固定，长期以来形成的固定消费模式、固定接待模式、固定目标客户的商务酒店在商务接待减少的情况下，在一线城市的商务酒店收入下滑超过 20%，二三线城市下降更加明显，超过了 30%。收入下滑的另一个原因就是商务酒店餐饮收入占比过高。商务型酒店一般节假日出租率较低，旅游度假型酒店则相反，在平日生意较差。台州皇冠假日酒店面临和许多商务型酒店相同的一个问题，工作日出租率好，但周末生意比较淡。为了提高节假日的收益率创同时提高品牌知名度，需要酒店调整市场经营策略和实施新的营销方法。

营销策略

台州皇冠假日酒店在 18 年策划了一场亲子体验活动——“小小总经理”。活动主要是招募 5-10 岁的小朋友来体验酒店的不同岗位角色的工作内容，让小朋友们在参与酒店管理的过程中增长知识。活动的售价有针对儿童单飞价格，以及针对家庭的包含住宿，用餐等的套餐。同时，随行家长享受餐饮等其他娱乐活动的折扣价格，为酒店带来节假日的收益。

成果

由于迎合了年轻家庭亲子活动的需求，这项非常受欢迎，一共举办了三期，场场爆满。同时对于酒店的品牌积极的推广的作用。这次活动不止在收入和品牌推广上起到了正向作用，而且其针对参加活动的小朋友提一个月的免费下午茶，同行家长优惠价格的政策，也为后面的二次三次甚至更多消费提供了一个吸引点。

反思与挑战

人口流动性下降后，旅游客群明显下降，商务会议活动的减少是大多数商务型酒店面临的困境，增加本地服务，吸引本地或周边城市客源，是增加酒店收益的一个思路。