Case Name
MGM Grand Sanya
Theory
Brand Communication; Digital Marketing
Keywords
Visitor flow; Popularity; Conversion; Segmented Market; Brand Cross-border; Optimizing Space Scene; Sharing Information Resources

Background Information
Since the beginning of 2023, the hotel market demand has rebounded. With 676 rooms, the MGM Grand Sanya has operated for 12 years. Compared to the other new luxury hotels in Sanya, this hotel has a significant shortcoming in hardware. MGM Grand Sanya faces ample opportunities and challenges in the current market situation. How to maintain market vitality in fierce market competition and achieve annual revenue growth is a challenge that the hotel needs to face.

Marketing Strategy
MGM Grand Sanya focuses on accurately segmenting customer groups, such as parent-child groups, ladybros' trips, pet-friendly trips, high-end vacations for young generations, and small-scale wedding groups. For different customer groups, the hotel proactively develops resource combination products and accurately promotes products, increasing visibility and having a reasonable conversion rate. For example, the demand for small-scale outdoor weddings is growing in the wedding market. The hotel has created a Suite Terrace Wedding Scene to meet the new demand.

MGM Grand Sanya carries out practical brand cross-border cooperation, joining forces to activate potential user demand and improve conversion rate. By introducing cooperation brands that align with the hotel, a unique joint product is formed, injecting new elements into the hotel's different segmented market products and bringing more customer flow exposures and popularities to the brands, finally achieving a win-win result. For example, the hotel has created a Corona Sunset Sea View Suite joint product for young customers.

The hotel continuously optimizes its existing space and scenes, building landscapes to attract customer flow, creating more and better materials and scenes for guests to take and share their pictures, and maintaining its popularity. The hotel has set up Corona Swings, Corona Food Trucks, and Harley motorcycles at the sunlight pool party lawn area, occupying 80% of the photo hotspots on Little Red Book.

To break through the constraints of traditional thinking and improve operational efficiency and revenue, MGM Grand Sanya has established a "product team," which is mainly responsible for information collection and sorting, product process sorting, product quality monitoring, and market information sharing and updating. It has formed a closed-loop process from product demand mining and sharing, product production, product promotion, product launching, product feedback, and finally, returning to product demand exploring and sharing.

Outcomes
MGM Grand Sanya's performance in the first quarter of 2023 broke the quarterly revenue record since its opening. It has kept first place for searching on Ctrip Travel Network in Yalong Bay, Sanya, and once surpassed Shanghai Disneyland Hotel. At the same time, the hotel's total revenue has stably been in the top place of the Yalong Bay industry for many years.

Implications & Challenges

With the aging facilities every year, the hotel must continuously innovate in entertainment activities and service experiences to maintain hotel's popularity and attractiveness. Constantly launching new products and services, it is easy to be imitated and copied by other hotels, and gradually, the hotel loses its characteristics and advantages. This requires the hotel's entertainment services and products to maintain unique brand charm and features as much as possible, creating outstanding value. At the same time, the hotel must maintain market sensitivity and insight into the development trends of segmented customer groups, IP cross-border, and famous scenes to retain its market-leading position.

案例名称

三亚美高梅度假酒店

理论依据

品牌传播；数字营销

关键词

流量；热度；转化；细分客群市场；品牌跨界；优化空间场景；信息资源分享

背景资料

自 2023 年开年以来，酒店市场需求回暖，再次掀出游热潮。三亚美高梅已经开业 12 年，拥有 676 间客房，与三亚酒店业的后起之秀们相比，酒店在硬件方面存在较大的短板。在当前市场形势下，三亚美高梅度假酒店面临着市场复苏窗口期的机遇和挑战。如何在激烈的市场竞争中持续保有市场活力，实现收益逐年增长，是酒店需要解决的问题。。

营销策略

1. 三亚美高梅着重精准细分客群，例如亲子、闺蜜出行、携宠出行、年轻高端度假、小规模婚礼客群等。针对不同客群，主动开发资源组合产品，精准投放产品，既吸引流量和提高知名度，也有很好得转化率。以婚礼市场为例，户外小型规模婚礼的需求不断增加，为满足新的需求，酒店打造了套房露台婚礼的场景。

2. 酒店通过开展有效的品牌跨界合作，强强联手，激活潜在的用户需求，从而提升需求的转化。通过引入与酒店契合的合作品牌，形成极具特色的联名产品，为酒店不同细分市场的产品注入了新的元素，也为品牌方带来更多的客流曝光和热度，实现双赢，例如，针对年轻客群酒店打造了"科罗娜日落海景套房"联名产品。

3. 持续优化酒店现有的空间场景并造景引流，为客人拍照分享创造了更多更好的素材和场景，持续保持酒店热度。目前酒店在日光泳池派对草坪区域上设立了科罗娜秋千、科罗娜餐车、哈雷机车等打卡场景，占据了客人小红书 80%的拍照热点。

4. 为突破传统思维制约，提高运营效率与销售效果，酒店成立了「产品小组」，主要负责信息的收集和整理、产品流程的梳理、产品质量的监控以及市场信息的分享和更新等。形成一个从产品需求挖掘和分享、产品制作、产品营销推广、产品上线、产品结果反馈，最终回到产品需求再次挖掘和分享的闭环流程。

成果

2023 年酒店第一季度的业绩创开业以来的新高，刷新了季度收入纪录。酒店长期雄踞携程旅行网三亚亚龙湾搜索热度第一，全国搜索热度曾一度超越上海迪士尼乐园酒店，同时酒店的营收总额连续多年稳居亚龙湾同业榜首。

挑战与反思

酒店的硬件设施逐年老化，这要求酒店在娱乐活动及服务体验上不断持续推陈出新，保持酒店的热度和吸引力。目前，酒店不断推出新的产品和服务，但是容易被其他酒店模仿和学习，导致产品会逐渐失去特色和优势。这要求酒店推出的娱乐服务及产品尽可能保持独有的品牌魅力及特色，创造独特的价值。同时酒店需要时刻保持市场的敏锐度，洞察细分客群，IP 联名以及热门场景的发展趋势，以保持市场领先地位。