

Livestreaming Sensation: A Case of Meituan Live



Source: Pexels (2021)

Background

The food delivery sector in China is undergoing rapid expansion, driven by a combination of market demand, technological innovation, and changing consumer behavior. Consequently, competition has become more intense, with many companies such as Douyin (抖音) and Ele.me (饿了么) (backed by Alibaba) entering the market to take advantage of these growth opportunities.

In response to the rising competition in the food delivery business, Meituan (美团), a tech-driven retail company, also the leader in China's food delivery sector, introduced a new function called Meituan Live on its app in July 2023. By tapping into the Meituan Live aggregate page, users will gain access to livestreams from restaurants, travel businesses, and other local merchants (TechNode, 2023). Livestreaming seamlessly infiltrates Meituan's core business segments like delivery, group-buying, travel, and groceries, constituting a pivotal response to the competition.

In the context of hospitality and tourism, the integration of Meituan's livestreaming platform aligns seamlessly with industry trends. As online retailers, travel agencies, and fintech companies actively engage customers seeking for both money-saving deals and entertainment, in March 2023 Meituan takes a leap with events like "Shen Qiang Shou" (神抢手 means "Fast Grab") in Beijing and Shenzhen (Jiang, 2023). "Shen Qiang Shou" was simultaneously launched in five cities - Shanghai, Chengdu, Suzhou, Xi'an, and Changsha - in late July. "Shen Qiang Shou" differs from the traditional food delivery operation model by incorporating three content sections: flash sales, live streaming, and information flow. It allows merchants to showcase their "signature dishes" through live streaming, videos, and images, enabling customers to order food while watching live broadcasts (Sina, 2023). To ensure a high conversion rate, monetary incentives such as cash reward and shopping vouchers are given to

the viewers. On the other hand, the company also recognizes the importance of quality content and actively search for creative content creators to keep the viewers engaged.

According to data provided by Meituan, brands like Starbucks and Haidilao are already having substantial success with the livestreaming initiatives. Starbucks experienced a 370% increased year-on-year national sales in a week with selling its Frappuccino drinks through Meituan livestreaming, while Haidilao also saw its weekly sales up by 51% over the same period (Jiang, 2023). This has also brought new vitality to over 30 time-honored brands such as Xinghualou (杏花楼), Dafugui Restaurant (大富贵酒楼), Laodafang (老大房), Xinya Cantonese Restaurant (新雅粤菜馆), Quanjude (全聚德), and Emei Restaurant (峨嵋酒家). In September 2023, on the day of the live broadcast by the general manager of the 142-year-old Shanghai brand Dafugui Restaurant (大富贵酒楼), sales revenue from Dafugui's delivery voucher packs increased by 246% year-on-year, and the number of orders increased by 215% year-on-year (Sina, 2023). All these show a promising potential of livestream marketing for retailers.

Challenges

Given that information and trends on social media and the internet are very fast-paced and easily outdated, the production of time-sensitive content demands a consistent and significant investment of time and resources. The high requirement of resources and manpower, as well as the equipment to sustain the bandwidth for a high-quality transmission, makes livestreaming unfavourable to small and mid-sized business and a luxury to the well-established brands (Mac, 2023).

Moreover, brands entrusting third-party streamers with their promotions risk damaging their reputation since it is not possible to oversee livestreams, unlike pre-recorded advertisements. It also raises the question of who should be responsible when the viewers are misled by the information given by the streamer.

Discussion Questions

1. What metrics should be used to measure the success and effectiveness of livestreaming campaigns?
2. What regulatory challenges might Meituan face with its livestreaming platform, especially concerning advertising standards and consumer protection?
3. How can Meituan Live position itself against competitors like Douyin in the livestreaming market?
4. What measures can brands take to mitigate the risks associated with entrusting third-party streamers for their promotions?
5. What future trends do you foresee in the integration of livestreaming with hospitality and tourism industries?

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Keywords

- Livestream marketing
- Customer engagement
- Influencer marketing
- Digital marketing
- Trust
- Hospitality
- Tourism

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This case study is based on and adapted from the work of Master's student Elizaveta Petrova from the School of Hotel and Tourism Management at The Hong Kong Polytechnic University.

直播热潮: 美团直播案例



Source: Pexels (2021)

背景

中国的外卖行业正经历快速扩张，其驱动力来自市场需求、技术创新以及消费者行为的改变。随之而来的是日益激烈的竞争，抖音、饿了么（由阿里巴巴支持）等众多公司纷纷进入市场，以利用这一增长机遇。

为应对外卖业务日益加剧的竞争，美团——一家科技驱动的零售公司，也是中国外卖行业的领导者——于 2023 年 7 月在其应用内推出了名为"美团直播"的新功能。通过访问美团直播聚合页面，用户可以观看来自餐厅、旅游企业及其他本地商家的直播（TechNode, 2023）。直播无缝地融入了美团的核心业务板块，如外卖、团购、旅游和生鲜，构成了对市场竞争的关键回应。

在酒店及旅游业背景下，美团直播平台的整合与行业趋势高度契合。随着在线零售商、旅行社和金融科技公司积极吸引既寻求省钱优惠又注重娱乐体验的客户，美团于 2023 年 3 月在北京和深圳推出了“神抢手”等活动，迈出了重要一步（Jiang, 2023）。"神抢手"于 7 月底在上海、成都、苏州、西安和长沙五个城市同步上线。该模式有别于传统外卖运营，融合了三个内容板块：闪购、直播和信息流。它允许商家通过直播、视频和图片展示其"招牌菜"，使客户能在观看直播的同时下单（Sina, 2023）。为确保高转化率，平台向观众提供现金奖励和购物券等货币激励。另一方面，公司也认识到优质内容的重要性，并积极寻找富有创意的内容创作者，以保持观众的参与度。

根据美团提供的数据，星巴克和海底捞等品牌通过直播活动已取得显著成功。星巴克通过美团直播销售其星冰乐饮品，一周内全国销售额同比增长 370%；同期，海底捞的周销售额也增长了 51%（Jiang, 2023）。此举还为杏花楼、大富贵酒楼、老大房、新雅粤菜馆、全聚德、峨嵋酒家等 30 多家老字号品牌注入了新活力。2023 年 9 月，拥有

142 年历史的上海品牌“大富贵酒楼”总经理直播当天，其外卖优惠券套餐销售额同比增长 246%，订单量同比增长 215%（Sina, 2023）。这些都显示出直播营销对零售商的巨大潜力。

挑战

鉴于社交媒体和互联网上的信息与趋势更迭迅速且极易过时，制作具有时效性的内容需要持续投入大量时间和资源。维持高质量直播传输对带宽设备、资源及人力的高要求，使得直播对中小企业而言构成较大负担，对成熟品牌来说亦需谨慎评估（Mac, 2023）。

此外，品牌若将推广委托给第三方主播，存在损害声誉的风险，因为无法像监管预录广告那样实时监督直播内容。这也引出一个问题：当观众被主播提供的信息误导时，责任应由谁承担。

讨论问题

1. 应采用哪些指标来衡量直播活动的成功与效果？
2. 美团直播平台可能面临哪些监管挑战，尤其是在广告标准与消费者保护方面？
3. 在直播市场中，美团直播应如何定位以应对抖音等竞争对手？
4. 品牌可采取哪些措施来降低委托第三方主播进行推广所伴随的风险？
5. 您预见直播与酒店及旅游业融合的未来趋势有哪些？

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关键词

- 直播营销
- 客户参与度
- 网红营销
- 数字营销
- 信任
- 酒店业
- 旅游业

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直播熱潮: 美團直播案例



Source: Pexels (2021)

背景

中國的外賣行業正經歷快速擴張，其驅動力來自市場需求、技術創新以及消費者行為的改變。隨之而來的是日益激烈的競爭，抖音、餓了麼（由阿里巴巴支持）等眾多公司紛紛進入市場，以利用這一增長機遇。

為應對外賣業務日益加劇的競爭，美團——一家科技驅動的零售公司，也是中國外賣行業的領導者——於 2023 年 7 月在其應用內推出了名為「美團直播」的新功能。通過訪問美團直播聚合頁面，用戶可以觀看來自餐廳、旅遊企業及其他本地商家的直播（TechNode, 2023）。直播無縫地融入了美團的核心業務板塊，如外賣、團購、旅遊和生鮮，構成了對市場競爭的關鍵回應。

在酒店及旅遊業背景下，美團直播平台的整合與行業趨勢高度契合。隨著線上零售商、旅行社和金融科技公司積極吸引既尋求省錢優惠又重視娛樂體驗的客戶，美團於 2023 年 3 月在北京和深圳推出了「神搶手」等活動，邁出了重要一步（Jiang, 2023）。

「神搶手」於 7 月底在上海、成都、蘇州、西安和長沙五個城市同步上線。該模式有別於傳統外賣運營，融合了三個內容板塊：閃購、直播和信息流。它允許商家通過直播、影片和圖片展示其「招牌菜」，使客戶能在觀看直播的同時下單（Sina, 2023）。為確保高轉化率，平台向觀眾提供現金獎勵和購物券等貨幣激勵。另一方面，公司亦認識到優質內容的重要性，並積極尋找富有創意的內容創作者，以維持觀眾的參與度。

根據美團提供的數據，星巴克和海底撈等品牌通過直播活動已取得顯著成功。星巴客通過美團直播銷售其星冰樂飲品，一週內全國銷售額同比增長 370%；同期，海底撈的週銷售額也增長了 51%（Jiang, 2023）。此舉還為杏花樓、大富貴酒樓、老大房、新雅粵菜館、全聚德、峨嵋酒家等 30 多家老字號品牌注入了新活力。2023 年 9 月，擁有

142 年歷史的上海品牌「大富貴酒樓」總經理直播當天，其外賣優惠券套餐銷售額同比增長 246%，訂單量同比增長 215%（Sina，2023）。這些都顯示出直播營銷對零售商的巨大潛力。

挑戰

鑒於社交媒體和互聯網上的資訊與趨勢更迭迅速且極易過時，製作具有時效性的內容需要持續投入大量時間和資源。維持高質量直播傳輸對頻寬設備、資源及人力的高要求，使得直播對中小企業而言構成較大負擔，對成熟品牌而言亦需謹慎評估（Mac，2023）。

此外，品牌若將推廣委託給第三方主播，存在損害聲譽的風險，因為無法像監管預錄廣告那樣實時監督直播內容。這也引出一個問題：當觀眾被主播提供的資訊誤導時，責任應由誰承擔。

討論問題

1. 應採用哪些指標來衡量直播活動的成功與效果？
2. 美團直播平台可能面臨哪些監管挑戰，尤其是在廣告標準與消費者保護方面？
3. 在直播市場中，美團直播應如何定位以應對抖音等競爭對手？
4. 品牌可採取哪些措施來降低委託第三方主播進行推廣所伴隨的風險？
5. 您預見直播與酒店及旅遊業融合的未來趨勢有哪些？

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關鍵字

- 直播營銷
- 客戶參與度
- 網紅營銷
- 數位營銷
- 信任
- 酒店業
- 旅遊業

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