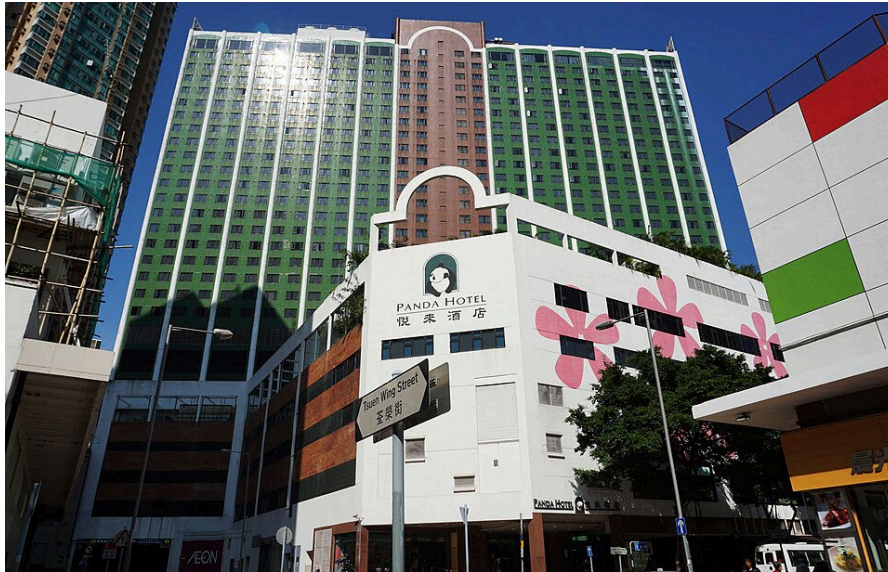


Long Stay Offerings and Guest Loyalty: A Case of Panda Hotel



Source: Wikimedia Commons (2016)

Background

With its iconic panda logo on the building's exterior, Panda Hotel has been a landmark of the Tsuen Wan District for many years (Hong Kong Business, 2017). Being just 25 minutes away from the Hong Kong International Airport and offering free shuttle service to key shopping areas including Mongkok and Tsum Sha Tsui, the hotel is a convenient choice for international travellers (Panda Hotel, n.d.). Combining friendly service with comprehensive leisure and business facilities, and offering over 900 well-appointed guest rooms and suites, the hotel aspires to be a “favourite home away from home for discerning international travellers” (Hopewell Holdings, n.d.).

Long Staying Package

In response to the significant decline in international tourism caused by the COVID-19 pandemic, Panda Hotel introduced long-stay packages in 2020 to adapt to shifting market demands (Panda Hotel Facebook, 2020). With border closures and travel restrictions reducing the number of short-term visitors, the hotel pivoted its strategy to target local residents and individuals in need of temporary accommodation—such as those undergoing home renovations, waiting for housing arrangements, or seeking a more flexible living option during uncertain times.

To promote the offering and attract this new market segment, Panda Hotel hosted a "Long Stay Open Day," showcasing exclusive on-site benefits tailored for extended guests (Panda Hotel Facebook, 2022). Current rates start at HK\$7,140 for 14 nights and HK\$13,800 for 30 nights (Panda Hotel, n.d.).

Long-stay guests receive complimentary weekly housekeeping, free local phone calls, and access to the service pantry, self-service laundry, health club, and outdoor swimming pool. The package also includes a 20% dining discount at the hotel's restaurants and a special breakfast buffet rate of HK\$85 per person (Panda Hotel, n.d.).

The More You Stay, The More You Earn

To build customer loyalty, Panda Hotel launched its own rewards program, iPanda, under the slogan “The more you stay, the more you earn.” Guests can register for a complimentary ‘iClass’ membership and start earning points by booking through the iPanda website or spending at the hotel’s restaurants to redeem a wide range of benefits, where 1 point = HK\$1 eligible spending (Panda Hotel, n.d.). For example, with 2,000 points, members can redeem HK\$100 cash coupon for AEON department stores or HK\$200 cash coupon for the hotel’s restaurants (Panda Hotel, n.d.). While there is no expiry of membership and accumulated points, guests will be promoted to a ‘pClass’ membership when they have stayed for 20 nights or earned up to 20,000 points (Panda Hotel, n.d.). For ‘pClass’ members, they can enjoy early check-in at 10am, late check-out at 4pm, free room upgrade to the next class, and receive welcome in-room amenity every time they check-in with the hotel (Panda Hotel, n.d.).

Challenges

Although providing affordable long staying packages might be a good differentiation strategy for local hotel brands, Panda Hotel faces intense competition as there are several hotels in the area also offering long staying plan at a similar or even lower rates. According to Runhotel.hk (2024), a 30-night stay at Dorsett Tsuen Wan starts from HK\$13,500, while Silka Tsuen Wan offers 30-night stay in a relatively smaller room at HK\$10,395. On the other hand, despite the hotel’s loyalty program offering a lifetime membership and loyalty points with no expiry, the rewards and member privileges offered by the hotel are no different than many other brands. As a result, Panda Hotel may need to enhance its offerings—both in terms of pricing and experience—to remain competitive and attract long-term guests.

Discussion Questions

1. Who should be the primary target audience for Panda Hotel's long-stay packages, and how can the hotel effectively reach and engage this segment?
2. In what ways can Panda Hotel enhance the customer experience for long-stay guests to ensure they feel at home and encourage repeat visits?
3. Given the competitive pricing in the area, should Panda Hotel consider revising its pricing strategy for long-stay packages, and if so, how?
4. Given that the long-stay package was introduced in response to the COVID-19 pandemic in 2020, how relevant is this offering in today’s post-pandemic hospitality market? Should Panda Hotel continue, modify, or phase out the long-stay package based on current customer needs and market trends?
5. What additional benefits or features could Panda Hotel introduce to its iPanda loyalty program to keep loyalty program members engaged and motivated to earn and redeem points regularly?

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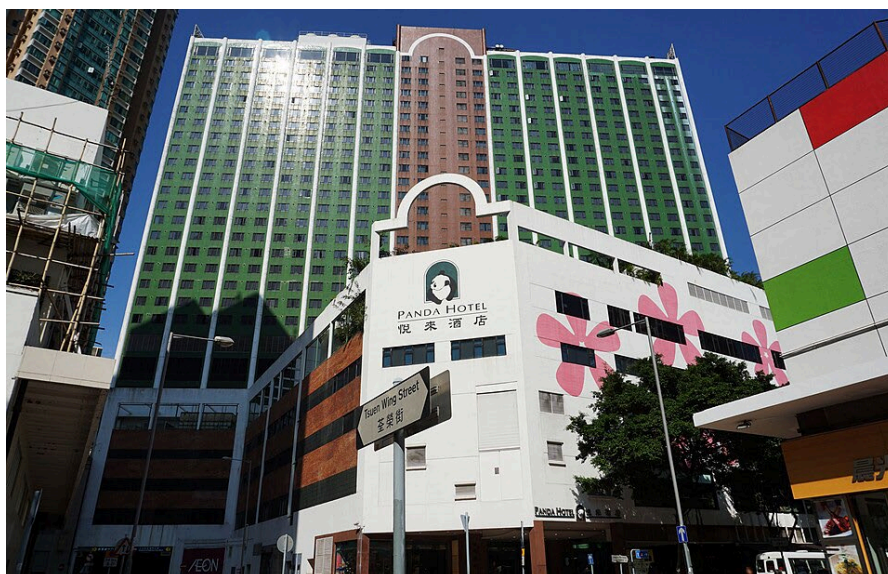
Keywords

- Hotel
- Long Stay
- Loyalty
- Packaging
- Market Position
- Differentiation

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长住套餐与客户忠诚度：熊猫酒店案例



Source: Wikimedia Commons (2016)

背景

熊猫酒店以其建筑外墙上标志性的熊猫标识，多年来一直是荃湾地区的一个地标 (Hong Kong Business, 2017)。该酒店距离香港国际机场仅 25 分钟车程，并提供前往旺角、尖沙咀等主要购物区的免费穿梭巴士服务，是国际旅客便捷的选择 (Panda Hotel, n.d.)。酒店将友好服务与完善的休闲商务设施相结合，提供超过 900 间设备齐全的客房和套房，立志成为“挑剔的国际旅客喜爱的家外之家” (Hopewell Holdings, n.d.)。

长住套餐

为应对新冠疫情导致国际旅游业大幅下滑，熊猫酒店于 2020 年推出了长住套餐，以适应变化的市场需求 (Panda Hotel Facebook, 2020)。随着边境关闭和旅行限制导致短期访客减少，酒店调整策略，转而瞄准本地居民和需要临时住宿的个人——例如正在进行家居装修、等待住房安排或在不确定时期寻求更灵活居住选择的人群。

为推广此产品并吸引这一新的细分市场，熊猫酒店举办了“长住开放日”，展示了为长住客人量身定制的专属现场福利 (Panda Hotel Facebook, 2022)。目前价格起价为住十四晚 7,140 港元，住三十晚 13,800 港元 (Panda Hotel, n.d.)。

长住客人可享免费每周客房清洁、免费本地电话，以及使用服务茶水间、自助洗衣房、健身中心和户外游泳池。该套餐还包括酒店餐厅的 20% 餐饮折扣，以及每人 85 港元的特价早餐自助 (Panda Hotel, n.d.)。

住得愈久，赚得愈多

为建立客户忠诚度，熊猫酒店推出了自己的奖励计划“iPanda”，口号是“住得愈久，赚得愈多”。客人可免费注册成为“iClass”会员，通过 iPanda 网站预订或在酒店餐厅消费开始赚取积分，以兑换各种优惠，其中 1 积分等于 1 港元合资格消费（Panda Hotel, n.d.）。例如，会员可用 2,000 积分兑换 100 港元永旺百货现金券或 200 港元酒店餐厅现金券（Panda Hotel, n.d.）。会员资格和累积积分永久有效，当客人入住满 20 晚或累积达到 20,000 积分时，将升级为“pClass”会员（Panda Hotel, n.d.）。对于“pClass”会员，他们每次入住均可享受上午 10 点提前入住、下午 4 点延迟退房、免费升级至下一级别房型，并获得欢迎房内礼品（Panda Hotel, n.d.）。

挑战

尽管提供实惠的长住套餐可能对本地酒店品牌而言是一个良好的差异化策略，但熊猫酒店面临着激烈的竞争，因为该地区有多家酒店也提供类似甚至更低价格的长住计划。根据 Runhotel.hk (2024) 的数据，荃湾帝盛酒店 30 晚住宿起价为 13,500 港元，而荃湾丝丽酒店则在相对较小的房间内提供 10,395 港元 30 晚的住宿。另一方面，尽管酒店的忠诚度计划提供终身会员资格和永不过期的积分，但其提供的奖励和会员特权与许多其他品牌相比并无不同。因此，熊猫酒店可能需要提升其产品——无论是在价格还是体验方面——以保持竞争力并吸引长期住客。

讨论问题

1. 熊猫酒店长住套餐的主要目标受众应该是谁？酒店应如何有效地触达并吸引这一细分市场？
2. 熊猫酒店可以通过哪些方式提升长住客人的客户体验，确保他们有宾至如归的感觉并鼓励其重复入住？
3. 鉴于该地区的竞争性定价，熊猫酒店是否应考虑修订其长住套餐的定价策略？如果需要，应如何进行？
4. 考虑到长住套餐是 2020 年为应对新冠疫情而推出的，这一产品在当今疫情后的酒店市场中相关性如何？根据当前客户需求和市场趋势，熊猫酒店应继续、修改还是逐步淘汰长住套餐？
5. 熊猫酒店可以为其 iPanda 忠诚度计划引入哪些额外的福利或功能，以保持忠诚度计划会员的参与度，并激励他们定期赚取和兑换积分？

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关键词

- 酒店
- 长住
- 忠诚度
- 套餐
- 市场定位
- 差异化

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本案例研究基于并改编自香港理工大学酒店及旅游业管理学院本科生 CHUNG Kai Shing Caleb; WONG King Ho Felix; CHUI Ngan Fong; BACH Pierre-Olivier; NG Wing Tung; YUEN Hoi Ching 的作品。

長住套餐與客戶忠誠度：熊貓酒店案例



Source: Wikimedia Commons (2016)

背景

熊貓酒店以其建築外牆上標誌性的熊貓標識，多年來一直是荃灣地區的一個地標（Hong Kong Business, 2017）。該酒店距離香港國際機場僅 25 分鐘車程，並提供前往旺角、尖沙咀等主要購物區的免費穿梭巴士服務，是國際旅客便捷的選擇（Panda Hotel, n.d.）。酒店將友好服務與完善的休閒商務設施相結合，提供超過 900 間設備齊全的客房和套房，立志成為「挑剔的國際旅客喜愛的家外之家」（Hopewell Holdings, n.d.）。

長住套餐

為應對新冠疫情導致國際旅遊業大幅下滑，熊貓酒店於 2020 年推出了長住套餐，以適應變化的市場需求（Panda Hotel Facebook, 2020）。隨著邊境關閉和旅行限制導致短期訪客減少，酒店調整策略，轉而瞄準本地居民和需要臨時住宿的個人——例如正在進行家居裝修、等待住房安排或不確定時期尋求更靈活居住選擇的人群。

為推廣此產品並吸引這一新的細分市場，熊貓酒店舉辦了「長住開放日」，展示了為長住客人量身定制的專屬現場福利（Panda Hotel Facebook, 2022）。目前價格起價為住十四晚 7,140 港元，住三十晚 13,800 港元（Panda Hotel, n.d.）。

長住客人可享免費每週客房清潔、免費本地電話，以及使用服務茶水間、自助洗衣房、健身中心和戶外游泳池。該套餐還包括酒店餐廳的 20% 餐飲折扣，以及每人 85 港元的特價早餐自助（Panda Hotel, n.d.）。

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挑戰

儘管提供實惠的長住套餐可能對本地酒店品牌而言是一個良好的差異化策略，但熊貓酒店面臨著激烈的競爭，因為該地區有多家酒店也提供類似甚至更低價格的長住計劃。根據 Runhotel.hk (2024) 的數據，荃灣帝盛酒店 30 晚住宿起價為 13,500 港元，而荃灣絲麗酒店則在相對較小的房間內提供 10,395 港元 30 晚的住宿。另一方面，儘管酒店的忠誠度計劃提供終身會員資格和永不過期的積分，但其提供的獎勵和會員特權與許多其他品牌相比並無不同。因此，熊貓酒店可能需要提升其產品——無論是在價格還是體驗方面——以保持競爭力並吸引長期住客。

討論問題

1. 熊貓酒店長住套餐的主要目標受眾應該是誰？酒店應如何有效地觸達並吸引這一細分市場？
2. 熊貓酒店可以透過哪些方式提升長住客人的客戶體驗，確保他們有賓至如歸的感覺並鼓勵其重複入住？
3. 鑒於該地區的競爭性定價，熊貓酒店是否應考慮修訂其長住套餐的定價策略？如果需要，應如何進行？
4. 考慮到長住套餐是 2020 年為應對新冠疫情而推出的，這一產品在當今疫情後的酒店市場中相關性如何？根據當前客戶需求和市場趨勢，熊貓酒店應繼續、修改還是逐步淘汰長住套餐？
5. 熊貓酒店可以為其 iPanda 忠誠度計劃引入哪些額外的福利或功能，以保持忠誠度計劃會員的參與度，並激勵他們定期賺取和兌換積分？

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關鍵詞

- 酒店
- 長住
- 忠誠度
- 套餐
- 市場定位
- 差異化

致謝

本案例研究基於並改編自香港理工大學酒店及旅遊業管理學院本科生 CHUNG Kai Shing Caleb; WONG King Ho Felix; CHUI Ngan Fong; BACH Pierre-Olivier; NG Wing Tung; YUEN Hoi Ching 的作品。