

Case Name

International Youth Culture Center Live Show Marketing

Theory

Cross-border cooperation, Co-branding, Event marketing

Keywords

Live show; Visiting flow strategy; Commercial complex marketing strategy.

Background Information

1. The competition in commercial real estate is exceptionally fierce, whether in development or investment, and new ideas are constantly being explored and improved. Traditional businesses, department stores, and other retail formats may be significantly impacted by e-commerce. In recent years, facing market changes, commercial real estate has continuously emerged new ideas and methods in investment and operation, especially in marketing and promotion. Commercial complexes need more support than a single business. As the hotel management company of the owner, we are responsible for the early research, preparation, and operation of the entire complex, which includes an international luxury brand hotel, a high-star hotel, a high-end serviced apartment, an international conference center, office buildings, commercial areas, and a Poly theater. The owner has a state-owned background, and the project's architectural design is by Zaha Hadid. The market must learn about the project's functions, facilities, and business distribution. Establishing market awareness for the entire complex project quickly is the first major challenge in marketing and promotion.
2. The marketing challenge for hotel projects in the early stages: Establishing market awareness and reputation quickly in the local market after the hotel project opens is a marketing challenge for every hotel operator. Our project targets a more professional and precise conference center market, and the hotel section is too large (over 1000 rooms) and needs to open gradually after the conference center opens. Quickly establishing market awareness for this particular market segment is the second major challenge in marketing and promotion.
3. Hot topic of the season- Live TV shows: Live TV shows refer to "TV programs made by ordinary people (non-actors) in a predetermined situation, following predetermined game rules, for a clear purpose, while being recorded and made into a TV program." Nowadays, Live TV shows often feature actors or singers to attract viewers. In 2014, Live TV shows almost dominated the weekend and weekday prime time slots in China, from singing dreams to backpacking trips, from finding true love to battles between mothers-in-law and daughters-in-law, to spicy teachers fighting naughty students and wilderness survival adventures. Live TV shows have become a national hot topic. The "Running Man Brothers" Live TV show has become a hot focus among them.
4. Marketing objectives: a. Increase market awareness of the integrated complex and conference center; b. Use marketing and promotion to attract and warm up other projects in the integrated complex.

Marketing Strategy

1. Marketing research for integrated complex projects - precise positioning: Due to the different market positioning of different business formats in the integrated complex, the target audience of the international conference center is a professional MICE group. Still, the target audience of other business formats in the integrated complex is different. Through market research, we have summarized two marketing challenges: The inherent impression of the market on the conference center is business-like and formal. At the same time, our product has no such image. The project name is "International Youth Culture Center," and the project itself shows more youthfulness and design sense to the

market. The conference center is more promoted to professional clients. Still, we want to let more clients understand the conference center, break the traditional impression, and let the marketing and promotion of the conference center extend beyond professional clients and channels.

The second marketing challenge is how to cover different target audiences of various business formats in the integrated complex through marketing.

We answered three questions by ourselves: 1. Through research, what marketing and promotion methods can cover different target audiences of varying business formats in the integrated complex? 2. Where are the market hotspots and strong IPs in 2014? 3. How to attract market hotspots to the project itself? Finally, through the research of the above questions, we concluded that the hottest trend in the market in 2014 was live TV shows, and the most popular one at that time was "Running Man Brothers." Combining the advantages of the project with the show is the most significant event marketing opportunity.

2. Confirm channels and showcase our advantages:

Although the conclusion has been drawn, it takes work to implement it. First, the program team needs to choose Nanjing as the filming location. We contacted the program team on January 20, 2015, and detailed Nanjing and the project highlights. We deeply understood the program's needs, made filming ideas in advance, and combined them with the project highlights.

Co-brand cooperation and brand implantation:

As non-sponsors, we cannot display our logo or advertise in the reality TV show. To undertake the activity, we hope to showcase the highlights through the program. The conference center has 60 meeting rooms, banquet halls of various sizes, and a unique interior design. We will combine these two highlights to promote the image of the integrated complex to the maximum extent.

Outcomes

1. The successful process of event marketing case:
Through our efforts and program design, after five months of preparation, Nanjing was finally confirmed as the shooting location for Running Man. From the first email to the program recording, it took 323 days.
2. City-wide hotspot, achieving expected targets:
After the program was broadcasted on New Year's Day in 2016, the project site became a hot topic among residents. Through this marketing, the overall popularity of the integrated complex reached the expected marketing goals while also achieving the established budget targets for that year.
3. Continuous fermentation of hotspots, IP promotion:
After the broadcast, we hoped to continue to ferment this IP and heat while using the program's promotion to turn the integrated complex into a popular spot for Nanjing's internet celebrities. We will also combine the marketing of the conference center's products to continue promoting them.

Implications & Challenges

"Sitting in the office, all you encounter are problems, but when you go out for research, all you see are solutions."

Hotels should borrow thinking dimensions from other industries regarding marketing depth and breadth as a single and traditional industry. Standing at the center of the industry, standing in the hotel lobby, it can be challenging to understand the changing needs of the market and customers. Therefore, going out and understanding the operation of different commercial

formats, standing from the perspective of other formats and investors rather than just an operator's perspective, will lead to different marketing strategies.

案例名称

国际青年文化中心真人秀营销案例分享

理论依据

跨界合作；品牌合作；事件营销

关键词

真人秀；流量思维；商业综合体营销思维

背景资料

1. 商业综合体营销推广难点：商业地产本身的竞争非常激烈，无论是商业地产的开发还是投资，都在新思路下不断进行着新的探索和改进。在传统商业中，百货及其他零售业态可能受到电商的冲击较大，而近两年来，面对市场变化，商业地产在招商以及运营过程中，特别是营销推广中不断涌现新的思路和方式，与酒店类业态的单一商业模式相比，商业综合体所面临的难点更多。作为业主方酒店管理公司，我们负责整个综合的前期调研、筹备以及运营，综合体包括一家国际奢华品牌酒店、一家高星级酒店、一家高端服务式公寓、国际会议中心、写字楼、商业及保利大剧院，七种不同业态，业主为国资背景，项目建筑设计有扎哈哈迪德设计，整个市场对项目的功能情况、设施构成、业态分布一无所知。如何迅速建立市场对整个综合体项目的知名度是营销推广工作的第一大难题。
2. 酒店项目初期一炮打响营销挑战：酒店项目开业后如何能在当地市场打开知名度，并迅速建立美誉度，是每个酒店运营者所面临的营销难点。而我们面对的项目是目标客群更专业的更精准的会议中心项目，酒店部分由于体量过于庞大（超过 1000 间房）需要在会议中心开业后再陆续开业，如何迅速建立市场对会议中心这个特殊市场业态知名度是营销推广工作的第二大难题。
3. 当季热点：真人秀节目：所谓真人秀，是指“由普通人（非演员）在规定的情景中，按照预定的游戏规则，为了一个明确的目的，做出自己的行动，同时被记录下来而做成电视节目”。如今，电视台的真人秀节目为吸引观众眼球，节目多由演员或歌手参演。2014 年，中国国内电视荧屏上，电视真人秀节目几乎占据了各大上星卫视的周末黄金档及次黄金档，从歌唱梦想到背着背包开启一场说走就走的旅行，从寻找真爱到婆媳关系大作战，再至麻辣鲜师智斗顽劣学童、野外生存大冒险等。真人秀节目成为全民热点。其中，《奔跑吧 兄弟》真人秀节目成为热点聚焦。
4. 营销目标： 1)提升全市场对综合体和会议中心的认知度； 2)通过营销推广作为综合体其他业态项目做引流和预热；

营销策略

1. 综 合 体 项 目 营 销 调 研 — 明 确 定 位
由于综合体不同业态的不同市场定位，国际会议中心的目标人群是专业的 MICE 客群，但是综合体其他业态的目标客群则不同。通过市场调研，我们总结出两个面临的营销难点：1. 市场对会议中心的固有观念印象是商务、正式，而我们自身产品无所从项目。从项目名称“国际青年文化中心”和项目来看，更多展现给市场的是年轻和设计感。会议中心更多宣传推广的对象是专业客群，但我们希望能够让更多的客群了解会议中心，打破传统印象，让会议中心的营销传播不局限在专业的客群和渠道中。

第二个营销难点是如何通过市场营销覆盖综合体众多业态的不同目标客群。我们通过自问自答三个问题：1. 通过调研，什么样的营销推广方式能够覆盖综合体内不同业态的不同目标客群？2. 2014 年市场热点、市场强 IP 在哪里？3. 如何将市场热点引流到项目本身？最终通过上述问题的研究，我们得出结论：2014 年市场最火热的是真人秀类节目，而当时最火就是《奔跑吧，兄弟》。如何将项目优势与节目结合是最大事件营销。

2. 明确渠道、展示自身亮点：虽然上面结论出来了，实际落地困难非常难。首先节目组需要选择在南京作为拍摄地点。我们在 2015 年 1 月 20 日与节目组联系，详细介绍了南京，介绍了项目亮点。我们深入了解了节目的需求，提前制作了拍摄想法，并将项目亮点与之结合。
3. 跨界合作，品牌植入：我们在真人秀节目中，作为非赞助商无法展示我们的 logo 或做广告嫁接。为了能够承接下活动，我们希望通过节目展示项目的亮点。会议中心拥有 60 间大小会议室和宴会厅，以及独特的内部设计。我们将结合这两个亮点，最大程度宣传综合体形象。

成果

1. 事件营销案例成功的过程：通过我们的努力和方案设计，历时 5 个月的准备工作后，终于确定南京为跑男的拍摄目的地。从第一份邮件到节目录制，共计花费了 323 天。
2. 全城热点，完成预计指标：节目在 2016 年元旦节播放后，项目地成为本地市民的口口相传的热点。通过这次营销，综合体整体知名度达到预期营销目的，同时也完成当年的既定预算指标。
3. 热点持续发酵，IP 借助宣传播放后，我们希望将这个 IP 以及热度持续发酵，同时借助节目的宣传将综合打造成南京网红打卡点，并将会议中心的产品营销与相结合，持续推广。

挑战与反思

“坐在办公室遇到的全是问题，下去调研看到的全是办法”酒店作为产品单一且传统的行业，市场营销方面的思维深度和广度应该从其他行业借鉴思考的维度。站在行业的中心，站在酒店的大堂是很难了解市场客群需求的变化。因此，走出去，对不同商业业态运营了解，站在不同业态的角度下，站在投资人角度下，而不是一个运营者的角度下，会有不一样的营销思考方法。