

Case Name

Macau Tower Convention and Entertainment Center

Theory

Market Segmentation; Online Marketing; Festival Marketing

Keywords

Product Innovation; New and Old Social Media Promotion; Internet Celebrity Influence

Background Information

1. Macau Tower Convention and Entertainment Centre are situated on the south bank of Nam Van Lake in the southwest of Macau. Standing 338 meters tall, it is the world's tenth-tallest freestanding observation tower and a core member of the World Alliance of Tall Towers. The tower offers a range of facilities for sightseeing, conventions and exhibitions, leisure and entertainment, adventure, dining, and gaming. It is also one of the most famous landmarks in Macau and has been put into operation since December 19, 2001.
2. Macau Tower boasts a variety of global cuisines for visitors to enjoy, from the 360-degree revolving restaurant on the 60th floor, which offers a buffet of international cuisine with stunning views of the sea, to Tromba Rija on the first floor, which serves a wide range of authentic Portuguese and local cuisine, or the third floor, which offers a variety of local dishes. "The South Lake Lua Azul" is one of the city's top traditional Cantonese restaurants, offering a delicious mixture of traditional and modern cuisine. "CAFE on 4" provides an unbeatable sea view, and the Patisserie offers many freshly baked French bread and pastries. Dining at specialty restaurants and cafes in Macau Tower is a treat for the senses and a must-see for every visitor. Whether it's a business dinner, lunch with friends, a family gathering, or after an enjoyable shopping day, the food and beverage offerings at Macau Tower are the perfect choice to stimulate your taste buds.
3. Visitors can take the high-speed elevator to the main observation platform at 233 meters in less than a minute and enjoy breathtaking views of Macau and Zhuhai. For the more adventurous, Macau Tower offers the world's highest bungee jump (SKYJUMP) at 233 meters in collaboration with AJ Hackett, the "highest bungee jump from a building," "world's highest commercial bungee jump facility," and the world's highest commercial speed jump. Visitors can also experience a skywalk adventure at the top of the 233-meter-high Macau Tower, walking in circles on an open-air steel frame with no handrails. Or climb down the tower on the "Stone Wall Climb" or take on the most difficult challenge of all, the "100 Steps to the Sky," and climb to the top of the world's 10th tallest freestanding tourist tower with your bare hands to feel the thrill of conquering 338 meters in the air. The tower's outstanding convention and exhibition venue can also provide various meetings, exhibitions, wedding banquets, and even the "return of the SAR" cocktail party, bringing you the highest experience and service.

Marketing Strategy

1. Combining traditional festivals, the South Lake Lua Azul restaurant has launched an exquisite Dragon Boat Festival zongzi set menu. There is a 35% discount on early bird prices and food vouchers for delivery, fully utilizing the high-quality catering and loyal local customers in Hong Kong and Macau.
2. Argentine wine and food party, as only 588 Macau dollars/person, has unlimited tasting of up to 28 selected red and white wines from well-known wineries in Argentina. The party will also serve up to 10 selected Argentine delicacies, including steak, red shrimp, beef dumplings, and other delicacies, perfectly paired with the taste and flavor of Argentine wine, allowing guests to enjoy the ultimate taste experience. In addition, guests can enjoy

passionate and romantic tango music and dance performances on site, immersed in the strong rhythm and melody, and feel the charm of Argentine culture while tasting wine.

3. Selected cake specials with free citywide delivery:
Macau Tower has specially prepared various cakes to celebrate your every highlight moment. Michelin pastry chefs make each cake with top-quality raw materials and pure hand-made; from the crispy caramel cake with a light and refreshing taste to the premium chocolate cake with a rich and smooth taste, they can bring delicious and rich happiness to customers for every vital celebration and festival. Pre-order two days in advance will enjoy discounts and other promotions.
4. Provide exquisite flower baskets and bouquet designs for Mother's Day, June college graduation ceremonies, and other events. Our floral designers from internationally certified institutions will select the freshest flowers from around the world to design exquisite and delicate bouquets and flower baskets. Our professional floral design is suitable for company openings, celebration events, private gatherings, school graduation ceremonies, and many other occasions, ensuring that the works are elegant, fashionable, and full of love, creating every sweet and touching moment for you and your loved ones with flowers that can express your feelings.

Outcomes

Through the seasonal promotional activities listed above, items 1, 3, and 4 aim to continuously expand revenue channels with targeted marketing efforts while providing more discounts and extended services to loyal customers to maintain a high-quality brand reputation. Item 2 aims to promote Macau-Portuguese culture and cuisine to new customers and tourists through events such as the Argentine wine and food party while promoting the quality of the restaurant's facilities and services. The restaurant can generate significant revenue by encouraging customers to purchase more through wine tastings and other activities. If the expected results are positive, these activities can be transformed into long-term marketing strategies for which these monthly events will make additional revenue.

Implications & Challenges

1. Affected by the pandemic in the past three years, the domestic Covid ban-lifting since December 2022 has driven the overall market recovery of the domestic tourism market, including Macau's tourism industry. As the market has shown after the Chinese New Year and May Day holidays from mid-December 2022, the overall tourism market data gained a significant upward trend compared to earlier forecasts. However, given the current tourism market is being affected by the customers with "revenge spending" and the recent international issues, such as the Russian-Ukrainian war, the European energy crisis, the risk of sudden bankruptcy of the British and U.S. banking sector, political volatility in China and South Korea and the recent Southeast Asia tourism risk. The Macau market's long-term expectations may have a positive impact if the external environment is improved.
2. The Macau market has experienced a pandemic over the past three years, resulting in many laying-offs. Re-employment now requires a more lengthy government procedure with a more extended professional training period for new employees. As a result, the current demands on service standards, efficiency, and brand operations take time and effort.
3. The current new generation of G generation is very different from the traditional one. They are more accepting of online internet celebrities, so they must combine with new media resources such as Little Red Book, TikTok, and Kuai to expand market promotion and share.
4. While joining hands with internet influencers, learn from various promotional activities of the government tourism bureau, such as Shanghai Bund tourism, Xi'an Datang Sleepless

City, and other major markets, to expand the influence and publicity through a potent combination that can actively market the brand and its venue.

5. The promotion of Macao and Hongkong local markets needs to strengthen. The resources of the local service providers, such as M, AOE, MGM, Fisherman's Wharf, and CotaiJet, should be combined. For example, an automatic promotion from these hotels by providing free drinks and taxis can create more spending opportunities on food, leisure, entertainment, and adventures.

案例名称

澳门旅游塔会展娱乐中心

理论依据

市场细分；网络营销理论；节日营销理论

关键词

产品创新；新老社交媒体宣传；网红效应

背景资料

澳门旅游塔会展娱乐中心位于澳门西南端南湾湖畔，塔高 338 米，是全球独立式观光塔第十高塔，也是世界高塔联盟核心成员。该项目集观光、会展、休闲娱乐、探险、餐饮、博彩等众多设施于一身，也是澳门的著名地标之一，自 2001 年 12 月 19 日正式启用。澳门旅游塔内开设有众多环球美食，让游客体验享受至高饮食享受。不论是位于 60 层的“360 度旋转餐厅”所提供国际美肴自助餐与绝美海景，还是位于一层的“Tromba Rija”呈现的众多原汁原味葡国及本土结合菜肴，或是位于三层“南湖明月 Lua Azul”更是城中首屈一指的传统顶级粤菜餐厅所提供揉合传统与现代的精致和美味，亦或坐拥无敌海景的 CAFE on 4，享用众多特色新鲜烘焙的法式面包、糕点的 Patisserie 等，在澳门旅游塔内众多的特色餐厅、咖啡厅享用美食，绝对是一种感官享受，也是每位游客不可错过的节目。无论是商务客晚宴、与朋友午餐或家庭聚会，或一天满足的购物之旅后，澳门旅游塔的餐饮美食是刺激您味蕾的不二之选。

游客可搭乘高速观光电梯，于一分钟内抵达 233 米的主观光平台，饱览澳门、珠海壮丽景色，尽收眼底。此外，富有冒险精神的您，可于 233 米的高空无限体验澳门旅游塔与 AJ Hackett 合作推出了全球最高的蹦极跳（SKYJUMP），并创下了“从建筑物跃下之最高蹦极跳”、“世界最高商业蹦极跳设施”、“世界最高商业减速飞降”的众多吉尼斯世界纪录。或者您可体验身处 233 米高的澳门旅游塔塔顶空中漫步探险活动，在全程没有扶手的露天钢架上绕圈步行。或者沿着塔身向下攀爬的“石墙攀爬”，以及最高难度挑战“百步登天”，徒手攀上全球第 10 高的独立式旅游塔最高塔顶，感受一下征服 338 米高空的惊险滋味。旅游塔内出众的会展场地，亦可提供多种多样的会议、展览、婚宴，乃至特区回归酒会等形式，带给您至高体验及服务。

营销策略

1. 结合传统佳节，南湖明月粤餐厅推出精美端午粽子套餐。早鸟价可享 6.5 折优惠，并有美食代金券配送，充分地利用了餐饮的优质品牌和稳定的港澳本地客源群体。
2. 阿根廷葡萄酒美食派对，仅需 588 澳门币/人，可无限畅饮品味多达 28 款来自阿根廷知名酒庄特选红、白葡萄酒。派对并将供应多达 10 款阿根廷臻选美食，包括牛扒、红虾、牛肉餡角等佳肴，以完美地搭配阿根廷葡萄酒的口感和风味，让宾客的味蕾得到极致的享受。此外，客人还可于现场欣赏到热情而浪漫的探戈音乐和舞蹈表演，沉醉于强烈的节奏和旋律之中，在品酒之余，感受阿根廷文化的魅力。
3. 精选蛋糕特惠且全城免费配送：
澳门旅游塔特意准备了多款精选蛋糕，为庆祝您的每个高光时刻。每款蛋糕以优选顶级原材料，由米其林糕饼师纯手工制作；风味由入口轻盈清爽之脆焦糖蛋糕，到浓厚细滑之特级朱古力蛋糕，都能为顾客每个重要庆典、节日带来美味浓厚的幸福感。于两天前提前预定，更可享受折上折扣等优惠。
4. 提供精美花篮、花束的设计，为母亲节、6 月高校学生毕业典礼等活动提供服务。
我们的花艺师来自国际认证机构，精选来自世界各地的最新鲜花材，设计出精致细

腻的花束和花篮。我们专业的花艺设计适用于公司开业、庆典活动、私人聚会、学校毕业典礼等众多场合，确保作品优雅、时尚且充满爱意，为你与身边挚爱创造每个甜蜜感动时刻，以花寄语，诉尽心情。

成果

通过上述季节性推广活动，

第 1、3、4 项，持续有针对性的扩大营收渠道，以提前回笼现金流量并扩大企业知名度，同时为老客户提供更多优惠和延伸服务，以保持稳定的美味品质。

第 2 项，通过举办阿根廷葡萄酒美食派对等活动，向新客户和游客推广澳葡文化和美食，并加强餐饮设施设备和 service 水准的推广活动。同时，通过美酒品鉴等方式，带动消费者后继购买消费，持续获得可观收益。如果预期效果良好，可以将这些活动转化为长期推广计划，并定期举办月度活动，以进一步扩大营收。

挑战与反思

- 1，受过往三年疫情影响，国内自 2022 年 12 月解封带动国内旅游市场包括澳门在内的旅游业整体市场复苏。经过 2022 年 12 月中至今的春节、五一假期为市场对标节点，旅游市场整体数据较早期预测获得大幅上升趋势。但鉴于旅游市场当前存在报复性消费心理的影响，且受到近期国际大环境，诸如俄乌战争、受俄乌战争影响爆发的欧洲能源危机、英美银行业突发破产风险、中韩政治波动及近期东南亚旅游风险预警的系列影响，导致的国内旅游和港澳旅游火爆，因为出境游意愿降低。如果外部环境得以改善，澳门市场的长期预期可能会受到一定影响；
- 2，澳门市场经历了过去三年的疫情，导致许多外聘离职。现在重新聘用人员需要经过较长的政府审批流程，并结合新员工入职后需要接受较长的专业培训时间。因此，目前对 service 水准、效率和品牌运营等方面的要求都很高，具有很大的挑战和难度；
- 3，当前 G 世代新生力量与传统传媒推广有很大不同。他们更容易接受线上网红现象，因此需要结合小红书、抖音、快手等新媒体资源相结合，努力扩大市场宣传和份额；
- 4，结合政府旅游局的各种推广活动，可以利用网红效应，例如上海外滩旅游、西安大唐不夜城等主要市场，通过强强结合来扩大影响力和宣传力度，主动推销品牌和场地；
- 5，对港澳本地市场的推广还有待加强。建议综合利用澳博、澳娱、MGM、渔人码头、金光飞航等综合集团整体优势资源。例如，可以对旗下酒店住客进行主动推广并提供以赠饮、报销车费等方式扩大客源到访，以获得更多餐饮、美食、娱乐、休闲、探险等消费机会。