

Niche Marketing Approach: The Case of WM Hotel Hong Kong



Source: Unsplash (2022)

Background

Located on the outskirts of Sai Kung, the WM Hotel Hong Kong is developed by IHG Hotels & Resorts Group under the new luxury brand line Vignette Collection (WM Hotel, n.d.). As part of the Vignette Collection, the hotel is committed to offer luxury experience adhering to high standards and create a positive impact on local communities and the environment at the same time (IHG Hotels & Resorts, n.d.).

Sitting amongst the expansive seascapes and rolling mountains of Sai Kung, WM Hotel aims to provide a tranquil and relaxing retreat from the usual bustle of Hong Kong to the guests (WM Hotel, n.d.). The hotel design fully capitalizes the geographical makeup of the area, with over 70% of the balcony-equipped guestrooms overlooking the rocky coastline of Sai Kung (WM Hotel, n.d.). Taking advantage of surrounding natural environment, the hotel offers a staycation package that allows guests to glamp on the hotel's private rooftop and gaze at starry night skies and the vast sea view while enjoying a hassle-free atmosphere (WM Hotel, n.d.). The glamping package helps the hotel to further target nature lovers, which is one of the hotel's major target segments.

Another key target segment for WM Hotel is pet owners. The hotel has cultivated a strong identity as a pet-friendly luxury property, offering the "WoofCation" package. This includes pet welcome amenities, complimentary pet spa services, cash vouchers, and access to an outdoor terrace with dedicated pet facilities. This comprehensive approach has allowed the hotel to capture a growing market of guests seeking high-end experiences they can enjoy with their pets.

Challenges

Despite having well-defined market segments and creative offerings that align with it, the remote location of the hotel poses a huge challenge to the hotel's competitiveness. While WM Hotel Hong Kong might be able to attract a small niche market of nature lovers and travellers with pets, general leisure travellers are very unlikely to consider it due to its location being so far from the popular tourist attractions in the city center. Moreover, given that customers are already not quite familiar with IHG group's new brand line Vignette Collection due to its recent establishment and limited information available online, the hotel has put in very limited investment into advertising. Despite positioning itself among other luxury hotel brands in Hong Kong, VM Hotel Hong Kong did not sponsor to be within the 30 hotel results when searched about "luxury hotel". It is evidential that VM Hotel Hong Kong did not invest in search engine keywords either as they only appeared on the second page of results when searched about "pet-friendly hotel" on the internet.

Discussion Questions

1. How effective are WM Hotel Hong Kong's current market segments (nature lovers and pet owners) in driving occupancy rates?
2. What strategies can the hotel implement to minimize the impact of remote location on the hotel's attractiveness towards potential customers?
3. How does WM Hotel Hong Kong's offering compare to other luxury and pet-friendly hotels in Hong Kong in terms of price, amenities, and overall experience?
4. What digital marketing or search engine strategies can WM Hotel use to improve its online presence and increase brand visibility?
5. How can WM Hotel better communicate the Vignette Collection's unique value proposition to differentiate itself in a competitive luxury market?

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Keywords

- Niche marketing
- Pet-friendly hotel
- Staycation
- Glamping
- Digital marketing
- Brand visibility

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利基营销策略：香港 WM 酒店案例研究



Source: Unsplash (2022)

背景

香港 WM 酒店位于西贡市郊，是由洲际酒店集团（IHG Hotels & Resorts Group）旗下全新奢华品牌系列 Vignette Collection 开发（WM Hotel, n.d.）。作为 Vignette Collection 的一员，该酒店致力于提供符合高标准的高端体验，同时对当地社区和环境产生积极影响（IHG Hotels & Resorts, n.d.）。

坐拥西贡广阔的海景和连绵的山峦，WM 酒店旨在为客人提供一个远离香港日常喧嚣的宁静放松之所（WM Hotel, n.d.）。酒店设计充分利用了该地区的地理特征，超过 70% 的带阳台客房可俯瞰西贡的岩石海岸线（WM Hotel, n.d.）。酒店利用周边的自然环境，推出了“宅度假”套餐，让客人可以在酒店的私人屋顶享受豪华露营，在轻松无忧的氛围中仰望星空并饱览广阔海景（WM Hotel, n.d.）。这套豪华露营套餐有助于酒店进一步锁定其主要目标客群之一——自然爱好者。

WM 酒店的另一个关键目标客群是宠物主人。酒店已成功树立起作为宠物友好型奢华酒店的鲜明形象，提供“宠物度假”（WoofCation）套餐，包括宠物欢迎礼、免费宠物水疗服务、现金抵用券以及可进入设有专用宠物设施的户外露台。这种全面的策略使酒店得以抓住一个不断增长的市场，即那些寻求能与宠物共享高端体验的客人。

挑战

尽管酒店拥有明确的市场细分和与之匹配的创意产品，但其偏远的地理位置对其竞争力构成了巨大挑战。虽然香港 WM 酒店或许能吸引一小部分自然爱好者及携带

宠物旅行的利基市场游客，但普通的休闲旅行者因其地点远离市中心的知名旅游景点而极不可能考虑入住。此外，鉴于洲际酒店集团旗下的 Vignette Collection 品牌系列新近成立且网上信息有限，顾客对其尚不熟悉，而酒店在广告宣传上的投入非常有限。尽管 WM 酒店将自身定位为香港的奢华酒店品牌之一，但在搜索“奢华酒店”时，它并未投资出现在前 30 个搜索结果中。有证据表明，WM 酒店也未投资搜索引擎关键词优化，因为在网上搜索“宠物友好酒店”时，它仅出现在搜索结果的第二页。

讨论问题

1. WM 酒店当前的市场细分（自然爱好者与宠物主人）在提升入住率方面的效果如何？
2. 酒店可以采取哪些策略来尽量减少其偏远地理位置对潜在客户吸引力的负面影响？
3. 在价格、设施和整体体验方面，WM 酒店的住宿产品与香港其他奢华及宠物友好型酒店相比如何？
4. WM 酒店可以运用哪些数字营销或搜索引擎策略来提升其线上曝光度和品牌知名度？
5. WM 酒店应如何更好地传达 Vignette Collection 独特的价值主张，从而在竞争激烈的奢华酒店市场中脱颖而出？

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关键词

- 利基营销
- 宠物友好型酒店
- 宅度假
- 豪华露营
- 数字营销
- 品牌知名度

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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 Chan On Chih, Angie; Chan Hoi Yan, Winnie; Ho Wing Yiu, Tiffany; Lau Sui Ting, Apple; Lee Wing Yan, Jacqueline; Wong Hin Ching, Vanessa; Wong Nga Yin, Xenia 的作业。

利基行銷策略：香港 WM 酒店案例研究



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背景

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坐擁西貢廣闊的海景和連綿的山巒，WM 酒店旨在為客人提供一個遠離香港日常喧囂的寧靜放鬆之所（WM Hotel, n.d.）。酒店設計充分利用了該地區的地理特徵，超過 70% 的帶陽台客房可俯瞰西貢的岩石海岸線（WM Hotel, n.d.）。酒店利用周邊的自然環境，推出了「宅度假」套餐，讓客人可以在酒店的私人屋頂享受豪華露營，在輕鬆無擾的氛圍中仰望星空並飽覽廣闊海景（WM Hotel, n.d.）。這套豪華露營套餐有助於酒店進一步鎖定其主要目標客群之一——自然愛好者。

WM 酒店的另一個關鍵目標客群是寵物主人。酒店已成功樹立起作為寵物友好型奢華酒店的鮮明形象，提供「寵物度假」（WoofCation）套餐，包括寵物歡迎禮、免費寵物水療服務、現金抵用券以及可進入設有專用寵物設施的戶外露台。這種全面的策略使酒店得以抓住一個不斷增長的市場，即那些尋求能與寵物共享高端體驗的客人。

挑戰

儘管酒店擁有明確的市場細分和與之匹配的創意產品，但其偏遠的地理位置對其競爭力構成了巨大挑戰。雖然香港 WM 酒店或許能吸引一小部分自然愛好者及攜帶寵物旅行的利基市場遊客，但普通的休閒旅行者因其地點遠離市中心的知名旅遊景點而極不可能考慮入住。此外，鑒於洲際酒店集團旗下的 Vignette Collection 品牌系列新近成立且網上資訊有限，顧客對其尚不熟悉，而酒店在廣告宣傳上的投入非常有限。儘管 WM 酒店將自身定位為香港的奢華酒店品牌之一，但在搜索「奢華酒店」時，它並未投資出現在前 30 個搜索結果中。有證據表明，WM 酒店也未投資搜索引擎關鍵字優化，因為在網上搜索「寵物友好酒店」時，它僅出現在搜索結果的第二頁。

討論問題

1. WM 酒店當前的市場細分（自然愛好者與寵物主人）在提升入住率方面的效果如何？
2. 酒店可以採取哪些策略來盡量減少其偏遠地理位置對潛在客戶吸引力的負面影響？
3. 在價格、設施和整體體驗方面，WM 酒店的住宿產品與香港其他奢華及寵物友好型酒店相比如何？
4. WM 酒店可以運用哪些數位行銷或搜索引擎策略來提升其線上曝光度和品牌知名度？
5. WM 酒店應如何更好地傳達 Vignette Collection 獨特的價值主張，從而在競爭激烈的奢華酒店市場中脫穎而出？

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關鍵詞

- 利基行銷
- 寵物友好型酒店
- 宅度假
- 豪華露營
- 數位行銷
- 品牌知名度

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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 Chan On Chih, Angie; Chan Hoi Yan, Winnie; Ho Wing Yiu, Tiffany; Lau Sui Ting, Apple; Lee Wing Yan, Jacqueline; Wong Hin Ching, Vanessa; Wong Nga Yin, Xenia 的作業。