

Case Name

Shanghai Jianye Li Capella Hotel Blind-box Promotion

Theory

Revenue Management; Promotion

Key words

Blind box

Background information

1. Shanghai Jianye Li Capella Hotel is an exclusive all-villa hotel located in the heart of the downtown. It is converted from an old Shikumen (Stone-arched) villa which remarkably boasts an authentic local character. The French restaurant of the hotel is rated as a Michelin star and Black Pearl Two Diamond restaurant. In 2021, the hotel's revenue met the goal, except for the spa, which was not as profitable as it could be.

2. A blind box is a product or service not earmarked for sale; only after purchase would guests know what is inside. It originated from the toy marketing strategy in Japan. As of its unknown nature, it became a popular marketing strategy for stimulating consumers' desire to buy and it has been gradually adopted by marketing of other industries.

Marketing Strategy

By using the famous "blind box" sales strategy, Capella hotels combines spas, rooms with food and beverage and then sell them together as a package. This approach turns the customer's purchase into a buying experience, stimulates their willingness to buy and converts it into a sale through an attractive blind box. As a result, the approach helps the "unpopular" sector like spas be pulled together to catch up with the "popular" sector. (Rooms, F&B)

Outcomes

1. For its Chinese Black Friday (November 11th) promotion, Capella would offer a "blind box deal" worth 1,180 RMB. By making the deal, guests can get a chance to win one of four prizes, like a one-night stay in Shikumen villa or a Michelin restaurant voucher. By paying 1180 RMB for the "blind box", they will have the opportunity to win a room voucher valued of more than 6,000 RMB or a meal voucher worth of several thousand RMB, which can be very attractive. The "Blind Boxes" were quickly sold out once Capella started to offer this special deal.

2. By masterminding the supply of four prizes, the Capella Hotel could use the influences of its sought-after rooms and dining to benefit the sales of spas to guarantee the overall profitability. Customers who won the favorite blind box would be surprisingly satisfied. Those who do not could choose to transfer it to others as a gift. And there is a chance that the gift receiver will forget about using it, which may bring net revenue to the hotel.

Implications & Challenges

1. The negative side of the "Blind Box" promotion is the difficulty of scheduling a chance to redeem. why so? And how to avoid being put in this situation?

2. The popularity of the "Blind Box +product" will decrease gradually as it will lose attraction to the consumers one day. How could we maintain the sustainable development of our "unpopular" products in a long run and continue to lift the influence

of the hotel?

案例名称

万物皆可盲盒-上海建业里嘉佩乐酒店

理论依据

收益管理;促销

关键词

盲盒

背景资料

1. 上海建业里嘉佩乐酒店是位于上海市中心的一家全别墅酒店，酒店由老上海的石库门别墅改建，拥有一家米其林一星，黑珍珠二钻法餐厅，可以说餐饮和客房优势明显。2021 年度酒店餐饮，客房收入均达到指标，唯独水疗中心收益不尽如人意。

2. 盲盒是指没有标注销售的内容，只有购买后才会知道里面装的是什么的物品。它起源于日本的玩具市场销售策略。由于它的未知性刺激了消费者的购买欲望而大受欢迎，逐渐发展到其他的行业中的市场营销活动中。

营销策略

为了提高水疗中心收入，酒店融入了时下流行的“盲盒”概念，将水疗与客房或者餐饮捆绑销售。以盲盒方式销售将客户的购买行为变成购买体验，通过有吸引力的盲盒礼遇刺激顾客产生购买意愿并转化为购买行为，最后再结合收益管理控制总成本及收益率，达到优势项目（客房&餐饮）拉动弱势项目（水疗）的目的。

成果

1. 在双十一的年度促销活动中，酒店推出了价值 1180 元的盲盒礼遇。客人通过购买盲盒将有机会获得四项礼遇之一，其中包含价值 6000 多元的石库门别墅一晚入住，和米其林餐厅的餐券。盲盒概念新颖有趣，通过购买价值 1180 元的盲盒将会有机会获得价值 6000 多的房券或者几千的餐券，不得不说很有吸引力。这一盲盒礼遇一经推出，很快被销售一空。

2. 酒店通过控制四种礼遇的不同数量，保证收益率，也通过盲盒方式发挥客房及餐饮的强劲优势拉动水疗销售额。客户中到心仪的盲盒能够提高客户的满意度，让他们感觉惊喜。没有中到心仪盲盒的顾客会选择将礼券送人，这其中也会存在接收者忘记持礼券来消费的情况，无异给酒店带来了纯收益。

反思与挑战

1. 酒店盲盒促销对客人的满意度的负面影响主要是兑换难。为什么？该如何去避免这个情况的发生呢？

2. 盲盒+产品的销售热度会随着消费者审美疲劳而日益减弱。该如何实现酒店弱势项目长期可持续发展并提高品牌的影响力呢？