

Hotel Positioning: A Case of Hong Kong Ocean Park Marriott Hotel



Source: Unsplash (2021)

Background

Opened in 2018, the Hong Kong Ocean Park Marriott Hotel is a 4-star hotel comprises 471 guestrooms and suites that blend contemporary design with nature-inspired décor. The hotel also offers versatile event facilities, including a spacious pillar-free ballroom (Ocean Park Hong Kong, n.d.). Catering to both local residents and international travelers, the hotel provides a variety of services and stay packages tailored to different guest needs.

To appeal to visitors of Ocean Park and its adjacent water park, the hotel offers themed accommodation packages such as the “Ocean Park Experience Package” and the “Water World Experience Package.” These include one night of hotel accommodation, breakfast for two, and two admission tickets to either Ocean Park Hong Kong or Ocean Park Water World (Hong Kong Ocean Park Marriott Hotel, n.d.). The hotel’s convenient location, connected to Ocean Park Hong Kong by a foot bridge and offering complimentary shuttle service to the water park, makes it an ideal base for theme park visitors.

As part of its differentiation strategy, the hotel features specially themed guestrooms, including Whiskers Submarine, Redd Forest, and Bao Bao Paradise. These rooms incorporate design elements inspired by Ocean Park attractions, creating a more immersive and cohesive experience for park-goers. The hotel further enhances its appeal by collaborating with popular anime series to launch limited-time themed packages. A notable example is the Father of Gundam’s World package, celebrating the 50th anniversary of Mobile Suit Gundam creator Mr. Kunio Okawara (Geek Culture, 2023).

The hotel also emphasizes festive experiences and seasonal programming. In addition to themed decorations, special menus, and celebratory activities, it creatively utilizes its signature 50-foot-tall aquarium in the hotel lobby. For instance, during Easter, divers dressed in bunny costumes swim among the fish, offering a memorable visual experience for guests (Hong Kong Ocean Park Marriott Hotel Instagram, 2024).

In addition, the hotel capitalizes on major local events by launching timely promotions. During the annual Hong Kong Sevens, one of city's largest sporting events, the hotel introduced the *Rugby Greatest Hits Room Package*, which included accommodation, buffet breakfast, and a one-day ticket to the event (Hong Kong Ocean Park Marriott Hotel Instagram, 2024). These targeted packages allow the hotel to reach niche markets and distinguish itself from competitors through strategic product design and timely marketing.

Challenges

Despite being positioned as a theme park hotel and targeting Ocean Park visitors, the Hong Kong Ocean Park Marriott Hotel operates independently from Ocean Park Hong Kong. This has led to guest dissatisfaction stemming from a perceived disconnect between the hotel experience and the park itself. Inconsistent branding and limited integration with Ocean Park's offerings have contributed to unmet guest expectations.

Moreover, the hotel's current business model is easy to replicate. Competing properties, such as the Hong Kong Disneyland Resorts, charge higher rates but offer more luxurious and immersive experiences featuring globally recognized Disney characters. This gives them a competitive edge in attracting families, the same demographic targeted by Ocean Park Marriott's themed rooms. Since developing time-sensitive packages for niche markets involves minimal investment, the barriers to entry for similar offerings are low, potentially intensifying competition from new entrants in the future.

Discussion Questions

1. What strategies can the hotel implement to create a stronger sense of connection to Ocean Park for its guests?
2. What additional marketing tactics could the hotel explore to attract guests who are not visiting Ocean Park?
3. How can the hotel innovate or modify its business model to protect itself from being imitated by new competitors?

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Keywords

- Hotel Positioning Strategy
- Brand Alignment
- Competitive Positioning
- Theme Park
- Hotel Packages
- Experiential Marketing

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酒店定位策略：以香港海洋公园万豪酒店为例



Source: Unsplash (2021)

背景

香港海洋公园万豪酒店于 2018 年开业，是一家四星级酒店，拥有 471 间融合现代设计与自然灵感的客房及套房。酒店还提供多功能的宴会设施，包括一间宽敞的无柱宴会厅 (Ocean Park Hong Kong, n.d.)。酒店旨在同时满足本地居民和国际旅客的需求，提供一系列针对不同宾客需求的服务和住宿套餐。

为吸引海洋公园及其相邻水上乐园的游客，酒店推出了主题住宿套餐，如“海洋公园体验套餐”和“水上乐园体验套餐”。这些套餐包括一晚酒店住宿、双人早餐以及两张香港海洋公园或水上乐园的门票 (Hong Kong Ocean Park Marriott Hotel, n.d.)。酒店地理位置便利，通过人行天桥与香港海洋公园相连，并提供前往水上乐园的免费穿梭巴士服务，使其成为主题公园游客的理想下榻之所。

作为其差异化策略的一部分，酒店设有特别主题客房，包括“胡子潜艇”、“Redd 森林”和“宝宝乐园”等。这些房间的设计灵感源自海洋公园的景点元素，为游客创造更具沉浸感和连贯性的体验。酒店还通过与热门动漫系列合作推出限时主题套餐来进一步提升吸引力。一个显著的例子是“高达之父的世界”套餐，旨在庆祝《机动战士高达》创作者大河原邦男先生的 50 周年纪念 (Geek Culture, 2023)。

酒店亦注重营造节庆体验和季节性活动。除了主题装饰、特别菜单和庆祝活动外，酒店还创造性地利用其大堂内标志性的 50 英尺高水族馆。例如，在复活节期间，身着兔子服装的潜水员会在鱼群中游泳，为宾客带来难忘的视觉体验 (Hong Kong Ocean Park Marriott Hotel Instagram, 2024)。

此外，酒店善于利用本地大型活动推出适时促销。在一年一度的香港国际七人榄球赛期间——这是香港最大的体育赛事之一，酒店推出了“榄球精选住宿套餐”，包含住宿、自助早餐以及一张赛事单日门票(Hong Kong Ocean Park Marriott Hotel Instagram, 2024)。这些有针对性的套餐使酒店能够触及利基市场，并通过策略性的产品设计和及时的营销活动，在竞争中脱颖而出。

挑战

尽管定位为主题公园酒店并以海洋公园游客为目标客群，但香港海洋公园万豪酒店是独立于香港海洋公园运营的。这导致了宾客的不满，源于他们感知到的酒店体验与公园本身之间存在脱节。品牌形象不一致以及与海洋公园产品整合有限，都导致了宾客期望未能得到满足。

此外，酒店当前的商业模式易于被复制。竞争对手，如香港迪士尼乐园度假区，虽然收费更高，但能提供更奢华、更具沉浸感且以全球知名迪士尼角色为特色的体验。这使它们在吸引家庭客群——同样是海洋公园万豪酒店主题客房的目标客群——时更具竞争优势。由于为利基市场开发时效性套餐的投资成本较低，推出类似产品的准入门槛不高，未来可能会加剧来自新进入者的竞争。

讨论问题

1. 酒店可以实施哪些策略，为其宾客营造与海洋公园更紧密的连接感？
2. 酒店可以探索哪些额外的营销策略，以吸引非海洋公园游客的宾客？
3. 酒店应如何创新或调整其商业模式，以防范被新的竞争者模仿？

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关键词

- 酒店定位策略
- 品牌一致性
- 竞争定位
- 主题公园
- 酒店套餐
- 体验式营销

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背景

香港海洋公園萬豪酒店於 2018 年開業，是一家四星級酒店，擁有 471 間融合現代設計與自然靈感的客房及套房。酒店還提供多功能的宴會設施，包括一間寬敞的無柱宴會廳 (Ocean Park Hong Kong, n.d.)。酒店旨在同時滿足本地居民和國際旅客的需求，提供一系列針對不同賓客需求的服務和住宿套餐。

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作為其差異化策略的一部分，酒店設有特別主題客房，包括「鬍子潛艇」、「Redd 森林」和「寶寶樂園」等。這些房間的設計靈感源自海洋公園的景點元素，為遊客創造更具沉浸感和連貫性的體驗。酒店還通過與熱門動漫系列合作推出限時主題套餐來進一步提升吸引力。一個顯著的例子是「高達之父的世界」套餐，旨在慶祝《機動戰士高達》創作者大河原邦男先生的 50 周年紀念 (Geek Culture, 2023)。

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挑戰

儘管定位為主題公園酒店並以海洋公園遊客為目標客群，但香港海洋公園萬豪酒店是獨立於香港海洋公園營運的。這導致了賓客的不滿，源於他們感知到的酒店體驗與公園本身之間存在脫節。品牌形象不一致以及與海洋公園產品整合有限，都導致了賓客期望未能得到滿足。

此外，酒店當前的商業模式易於被複製。競爭對手，如香港迪士尼樂園度假區，雖然收費更高，但能提供更奢華、更具沉浸感且以全球知名迪士尼角色為特色的體驗。這使它們在吸引家庭客群——同樣是海洋公園萬豪酒店主題客房的目標客群——時更具競爭優勢。由於為利基市場開發時效性套餐的投資成本較低，推出類似產品的準入門檻不高，未來可能會加劇來自新進入者的競爭。

討論問題

1. 酒店可以實施哪些策略，為其賓客營造與海洋公園更緊密的連接感？
2. 酒店可以探索哪些額外的營銷策略，以吸引非海洋公園遊客的賓客？
3. 酒店應如何創新或調整其商業模式，以防範被新的競爭者模仿？

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關鍵詞

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- 品牌一致性
- 競爭定位
- 主題公園
- 酒店套餐
- 體驗式行銷

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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 Sze Ngar, Michaela; CHEUNG Yat Hei, Jason; LAI Ka Yan, Yvonne; LAM Ka Ying; LEE Wai Tsun, Ryan; LEUNG Chun Yin, Jacky; SO Sik Ken 的作品。