

Case Name

Shangri-La Qiantan Shanghai

Theory

Segmentation; Differentiation

Keywords

Family customers; Children; Sesame Street; IP; Visual impact; Customer-centric thinking.

Background Information

The COVID-19 pandemic has significantly impacted the hospitality industry, shifting customer demographics toward family customers, particularly those with children. As a result, hotels are looking for ways to differentiate themselves and attract this new customer base. The challenge is creating a unique and memorable experience that appeals to parents and children while standing out from the competition.

Marketing Strategy

The marketing strategy focuses on customer segmentation and product differentiation, focusing on meeting the needs of family customers, particularly children. Shangri-La Qiantan Shanghai partnered with popular IPs, such as Sesame Street, to create a range of child-friendly activities and amenities, including themed rooms, welcome gifts, and merchandise. The goal is to create a visually appealing and memorable experience that appeals to parents and children while differentiating the hotel from its competitors. The hotel also offers a range of amenities for parents, such as a spa and fitness center, to ensure a relaxing and enjoyable stay.

Outcomes

Shangri-La Qiantan Shanghai's marketing strategy has successfully attracted family customers, particularly those with children. The hotel has seen an increase in bookings for its themed rooms and child-friendly activities, leading to higher occupancy and average daily rates. The hotel has also received positive reviews and word-of-mouth marketing from satisfied customers.

Implications & Challenges

Shangri-La Qiantan Shanghai's marketing strategy relies heavily on partnerships with popular IPs, such as Sesame Street. While this has successfully attracted customers, it also means that the hotel's product differentiation is not absolute and can be imitated by competitors. To maintain its competitive advantage, the hotel must continue innovating and updating its offerings to keep up with changing customer preferences and trends. Additionally, the initial investment in creating themed rooms and child-friendly amenities can be costly, which may be challenging for some hotels.

案例名称

上海前滩香格里拉酒店

理论依据

定位：产品差异化

关键词

家庭客户；孩子；芝麻街；IP；视觉冲击；从客户角度思维

背景资料

由于疫情的影响，酒店行业的客户组成发生了变化。人们的流动受到了阻断，航班减少，政府加强了防疫管控，线上办公逐渐普及并成为习惯，商务客人的数量明显的减少。然而人们对度假休闲娱乐的需求依然强烈，因此家庭客人成为主要消费者，通常以孩子为核心考量对象。很多原先以商务客人为主的酒店正在努力适应市场的变化，争取赢得新的客户群体的青睐。

在后疫情时代，如何找到新的生意增长点并从众多的竞争对手中脱颖而出，赢得新的家庭客人，对于任何一家酒店都是一个巨大的挑战。

营销策略

1. 客户需求分析

我们总是强调从用户的角度出发考虑问题。用户可以分为使用者和消费者。使用者是真正使用产品的人，消费者是产生购买行为的人。有时候，这两类人并不是同一个群体。在家庭客人消费这个场景中，对于亲子客人，孩子是使用者。父母既是消费者，也是使用者，因为他们是付钱决定购买的人。对于这个客户群体，我们首先要考虑的是如何吸引消费者。消费者即父母，他们在考虑付款购买的时候通常会以孩子为中心进行考量。我们需要让父母意识到孩子一定会喜欢这个产品，从而促使他们产生购买的欲望。这个购买行为是否会让孩子觉得高兴也是考虑的重要因素。通常情况下，孩子开心了，父母就开心了。这是促使消费者产生购买的首要条件。

在这个过程中，我们还需要考虑消费者的诉求。作为父母，每天带孩子也很辛苦。如果酒店能够创造一个既让孩子安全快乐地玩耍，同时又能给父母创造更多的休闲时光的场景，一定会赢得这个客户群体。另一方面，想要吸引这个群体，首先要让自己的产品不同于竞争对手的产品，通过差异化以特色脱颖而出。根据以上的分析，上海前滩香格里拉酒店做了一个成功的尝试。

2. 产品策划：

首先，上海前滩香格里拉与著名的动漫形象芝麻街建立战略合作，引进全套芝麻街主题儿童房，从房间布置到洗漱用品全部采用孩子们喜欢的卡通形象。就连房间欢迎礼品也做成卡通形象，通过视觉冲击让孩子们喜欢整个房间的环境。其次，安排一系列儿童活动，充分激发孩子们的参与感。孩子们在酒店员工的监护下参与互动游戏，同时家长有更多的休闲时光。孩子们在参与活动的同时，父母也可以在酒店其他的场所消费，例如健身中心、spa 和咖啡厅，从而增加了酒店的收益。酒店充分利用芝麻街的 IP 形象，采购了不同种类的周边产品。客房房间使用的床单、被罩、房间内摆设的欢迎礼品和伴手礼都可以作为周边产品进行销售，从而提高了酒店的收益，也提高了客人的入住体验和满意度。

成果

从客户角度思考问题才是做好产品、做好营销的前提。上海前滩香格里拉酒店通过以上产品策划，在线上渠道上成功地赢得了家庭客户的青睐。根据预定结果来看根据预定结果来看，在五一假期酒店的主题客房销售火爆，提高入住率的同时也提高了房间的平均单价 ADR。

挑战与反思

1. 产品护城河不深，无法形成绝对竞争优势。当竞争对手也采取同样的竞争手段时，酒店的优势将会被弱化。
2. 如果产品不进行更新迭代，容易造成客户审美疲劳。
3. 前期成本相对比较高。