

Case Name**Oriental Venice-Wuzhen****Theory**

Public relations promotions, Pricing strategies, Differentiation

Keywords

Celebrity Effect; Free Tickets for Visitors; Product Differentiation

Background information

In recent years, a dramatic change has taken place for the tourist 'hot spot' that those artificial scenic spots are going down the drain while the precious ancient towns of Yangtze River region have become more sought-after and remarkably valuable for their uniqueness and rarity. The water-town tours before 2003 were all related to Zhouzhuang. As the earliest opened-up old town of accommodating tourists, Zhouzhuang provides high-end services that tourists can enjoy a very convenient stay here, sometimes too commercial though. In comparison to Zhouzhuang, Wuzhen has not been overly commercialized that it boasts a beautiful water-town with nice people. Wuzhen is rich in all sorts of local festivals and folk activities, which can be introduced to more people through proper marketing promotions.

Marketing Strategy

- 1.Public relations and celebrity impact strategy. The famous Chinese director Huang Lei was preparing to shoot a movie about the water towns, but the cost of rental in other water-towns were extremely high. When learned about the situation the management decided to provide accessible shooting locations and financial support instead of proposing tourism commercials as usual. In comparison to regular commercials, an intimate touch of water-town and halo of movie stars would be more appreciated by the public. For the movie's success, Wuzhen became a hot topic of the year.
- 2.Exclusively admission pricing strategy. Usually, ancient towns offer free tickets for residents who often choose not to stay overnight, and charge a pretty high entrance fee on tourists, which has resulted in complaints and controversies. However, Wuzhen offers a flat or lower admission fee to tourists so that they can choose to stay overnight after watching the evening light show since the relevant expenditures created by the staying tourists will surely exceed the money they make from selling tickets.
- 3.Launch a unique marketing strategy. When other ancient towns were focusing on tourists, Wuzhen initiated an Art Festival, hosted large-scale conventions such as the World Internet Conference to cultivate the market and stick to its differentiation strategy.

Outcomes

Wuzhen came to be a 5A National Scenic Spot and well-known town listed in the first batch of National Historical Cultural sites after a series of marketing and promotions. The 79 square kilometers Wuzhen receives 9 million visitors every year and makes a revenue of more than 2billion RMB. The success of Wuzhen proves that the marketing should not confine itself but always keep up with the times. The influence of Wuzhen has been increased by combining its advantages with the ongoing hot issues which lead to a win-win situation on both social and economic benefits. These opened a new chapter and chart a new course for the exploration of new tourist markets.

Implications & Challenges

During the process of tourism development in ancient towns, there were inevitable positive and negative impacts on the culture, economy, and life of the local community. How shall we solve this problem?

案例名称

东方威尼斯-乌镇

理论依据

公共关系促销;定价策略;差异化

关键词

名人效应;外地游客门票价格;产品差异化

背景资料

近年来，中国人的旅游热点发生了戏剧性的变化，人造景观走向没落，而江南古镇资源的日益稀缺，凸显出非凡的旅游价值。在 2003 年之前，提起水乡旅游，多数都是关于周庄的。作为最早开放并接待游客的古镇，周庄的服务水平和生活便捷性很高，但是商业化程度更严重。和周庄相比，乌镇未经大规模商业开发，民风古朴，环境优美，各种民间节日活动丰富多彩，需要通过合适的营销策略推广到市场。

营销策略

1. 公共宣传和名人效应。中国著名导演黄磊筹备拍关于中国江南水乡的电影，但是其他水乡收费很贵。乌镇提出免费提供拍摄场地和资金支持，与普通的广告相比，真实的水乡场景和名人效应更容易被当时的社会大众所接受。随着电影的热播，乌镇成为当年的热点话题。
2. 在门票定价策略上与其他景点不同。通常古镇的收费方式是对本地居民免票，因为本地居民不会选择过夜，而对外来游客的门票价格很高，由此引发的投诉和争论一直存在。乌镇反而对外地游客降价，因为他们在乌镇看完夜景灯光秀后会选择在此过夜，由此带动的相关消费已经远远超过了门票的差价。
3. 在营销策略上，与市场同质商品区别。在市场上流行做观光小镇和度假小镇时，它就举行乌镇艺术节，并承办大型会议如世界互联网大会，拓宽了市场范围，做产品差异化。

成果

经过一系列的市场营销和推广活动，乌镇成为首批中国历史文化名镇和国家 5A 级旅游景区。79 平方千米的乡镇，一年游客达到 900 万，古镇景区年收入超 20 亿元。乌镇的成功营销案例说明景区市场营销不能墨守成规，应该与时俱进。利用自身优势结合当下新热点，提升影响力，实现社会效益和经济效益双赢，为旅游景区的市场开发提供了新思路。

反思与挑战

古镇在旅游开发的过程中，不可避免的会对当地社会的文化，经济和居民的生活有积极和消极的影响。如何看待这个问题？