

Case Study

Creating a Taste of Hangzhou - West Lake State Guesthouse

Theory

Sensory Marketing; Emotion Marketing

Key words

Anchoring Effect

Background information

1. The anchoring effect refers to the fact that when people judge someone or something, they are easily dominated by the first impression or the first information, just like an anchor that sinks to the bottom of the sea and fixes people's thoughts in a particular place. For the hotel, breakfast is the first impression it gives the guests about the quality of hotel dining. However, most Chinese hotels still follow the continental style of breakfast, which looks like a wide range of varieties, but all the same. Today's travelers are more and more critical of the quality of their breakfasts: they are not excited about smoked salmon on the table but want to taste the local flavor of the breakfast. In terms of improving the quality of hotel food and service, if it can be combined with local characteristics, guests will likely experience the local history and culture more deeply, and the perception of the hotel brand will also be enhanced.

2. West Lake State Hotel is located nearby the west of West Lake, with a courtyard area of 360,000 square meters. It is the most famous garden of West Lake because of its beautiful environment, exquisite architecture, and elegant furnishings. As an essential government reception hotel, it has been in operation since the 1970s. Facing the fierce market competition of local high-end resort hotels, West Lake State Hotel needs to explore its advantages and consider how to integrate history and culture into the hotel products and brand building.

Marketing strategy

It will be an incredible memory for the customers if the breakfast is varied and delicious. West Lake State Hotel hired a unique chef, a local from Hangzhou, to make Hangzhou-style breakfast. It successfully attracted guests' emotions with taste buds and instantly brought the magnificent State Guesthouse closer to the guests. Combining national breakfasts such as Chinese pancakes, soybean milk, fried dough, scallion noodles, Ding Sheng Cake, and zongzi with Hangzhou elements, the various breakfast pictures vividly showed the Hangzhou-style breakfast to the guests. They created a more emotional connection with the hotel.

Outcome

West Lake State Guesthouse perfectly integrates "luxury hotel" and "local flavor" and strictly follows the standard of "making breakfast into a formal meal, a big meal, and a banquet." The product is high-end and friendly, successfully anchored in the bottom of guests' hearts, and thus widely praised. By carefully analyzing the composition and needs of the guests, we optimized the breakfast-categories. It emphasized the local breakfast on its types and varieties to enrich the guests' overall dining experience.

Implications & Challenges

For a long time, state-owned hotels have been okay with profitability, no matter how poorly they were run. Inevitably, they must compete with hotels of international chain brands. What should be done to build a brand image and improve its competitiveness?

Reference list:

West Lake State Guesthouse (2022). Retrieved 18 March 2023 from <http://www.xihusgh.com/>.

案例名称

打造杭州味道-西湖国宾馆

理论依据

感官营销;乡愁营销

关键词

锚定效应

背景资料

1. 锚定效应的概念，指的是人们在对某人某事做出判断时，易受第一印象或第一信息支配，就像沉入海底的锚一样把人们的思想固定在某处。而对于酒店来说，早餐是它带给住店客人关于酒店餐饮质量的第一个印象。但绝大多数中国酒店的早餐，都还是沿袭了欧陆式的配备，看起来品种琳琅满目，却千篇一律。如今旅行者们越来越挑剔早餐的品质：他们不会因为餐台上有一道烟熏三文鱼而激动，反而想尝到早餐的地方味道。在提高酒店餐饮质量和服务水平方面，如果可以与当地特色相结合，是能够使客人对当地的历史文化体验更加深刻，对酒店品牌的认知也会提升。

2. 西湖国宾馆坐落在西湖的西面，三面临湖、一面靠山，庭院面积 36 万平方米，因环境优美，建筑精巧，陈设典雅而冠居西湖第一名园。它作为是重要的政府接待型酒店，从 70 年代开始经营。面对本地高端度假型酒店激烈的市场竞争，西湖国宾馆需要挖掘自身的优势，考虑如何把历史和文化融入到酒店产品和品牌建设中。

营销策略

早餐真正做到“好吃”、品种丰富且让客户能够有记忆点是一件很难得的事情。西湖国宾馆从杭州本地聘请了一位独具匠心的厨师，专门来制作杭州风味的早餐。成功地吸引了宾客的情感与味蕾，瞬间拉近了恢弘大气的国宾馆与宾客之间的距离。将烧饼、豆浆、油条、葱油拌面、定胜糕、粽子等国民早餐与杭州元素相结合。各式早餐图在滤镜的加持下，生动地向宾客展现了杭州风味的早餐，与酒店产生更多的情感联动。

成果

西湖国宾馆将“豪华酒店”与“地方味道”完美融合，同时也严格遵循“把早餐做成正餐、大餐及宴请”的标准，产品高端大气又不失亲和力，成功地在宾客的心理扎下了锚，广受好评。通过仔细分析客人的组成与需求，层层甄选过后，优化了早餐产品品类并强调了本地早餐种类和特色早餐品种，以丰富客人早餐的整体体验。

反思与挑战

长期以来，国有的国宾馆，无论经营好坏，都不需要担心盈利问题。无可避免地要与国际连锁品牌的酒店竞争。该如何树立品牌形象，提高竞争力？