

## Hotel Food & Beverage Membership: A Case of Mandarin Oriental Hong Kong



Source: Unsplash (2014)

### Background

Hong Kong's culinary landscape is adorned with a constellation of Michelin-starred restaurants—79 in 2024—offering a dazzling array of dining experiences worth traveling for (The Globe and Mail, 2024). Among these, the Mandarin Oriental stands out with nine unique bars and restaurants, including beloved classics and two Michelin-starred venues, providing guests with an array of unforgettable dining experiences (Mandarin Oriental Hong Kong, n.d.).

Recognizing the city's vibrant food scene and the discerning tastes of local residents, Mandarin Oriental Hong Kong launched a mobile application named “Central” in 2021. This private lifestyle membership program features special wine and dine offers tailored specifically for Hong Kong residents (Mandarin Oriental Hong Kong, n.d.). What distinguishes “Central” from Mandarin Oriental's existing loyalty program “Fans of M.O.” and other hotel brands' loyalty applications is its focus on enabling locals to explore and enjoy the gastronomic delights offered by the group.

The app provides users with access to in-app dining reservations, online shopping, and the latest promotions. Complimentary users can earn 1 reward point for every HKD100 spent on dining. Additionally, users have the option to upgrade to a “Central+” membership for HKD2,488, which includes benefits such as a 10% year-round dining discount and exclusive introductory offers valued at HKD4,000. These offers encompass dining credits at various outlets, a bottle of Champagne, and discounts on guest rooms and spa treatments (Mandarin Oriental Hong Kong, n.d.). Overall, the app is designed to enhance the user experience and foster loyalty through valuable rewards and convenient features.

## **Challenges**

While there are many affluent and price-insensitive Hongkongers, Mandarin Oriental faces the challenge of maintaining the loyalty of this niche market. Although the app is designed to enhance customer experience with features like in-app dining reservations, online shopping, and exclusive promotions, it falls short in fostering long-term loyalty among these high-end customers. The affluent segment often seeks unique and personalized experiences that go beyond standard rewards, and the current app offerings may not sufficiently address these expectations. Consequently, the hotel must find innovative ways to engage this niche group and build lasting loyalty.

## **Discussion Questions**

1. How can Mandarin Oriental better segment the Hong Kong market to identify and target customers who are more likely to appreciate and utilize the "Central" app?
2. Apart from convincing guests to download the app, what other challenges might be faced by Mandarin Oriental Hong Kong when promoting the "Central" app?
3. What marketing strategies could be employed to effectively promote the "Central" app and its offerings to local residents, particularly those who may not typically dine at hotel restaurants?
4. What future developments or features could be added to the "Central" app to keep it relevant and attractive to users?

## **References**

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## **Keywords**

- Loyalty program
- Customer engagement
- Mobile app
- Personalization
- Marketing
- Hotel

## **Acknowledgement**

This case study is based on and adapted from the work of Master's student Alicia BLOMME from the School of Hotel and Tourism Management at The Hong Kong Polytechnic University

## 酒店餐饮会员制计划：香港文华东方酒店案例



Source: Unsplash (2014)

### 背景

香港的餐饮版图点缀着众多米其林星级餐厅——2024 年达 79 家——提供了一系列令人眼花缭乱、值得专程前往的餐饮体验（The Globe and Mail, 2024）。其中，文华东方酒店以其九家风格迥异的酒吧和餐厅而尤为突出，这包括了备受喜爱的经典场所和两家米其林星级餐厅，为宾客呈现了一系列难以忘怀的用餐选择（Mandarin Oriental Hong Kong, n.d.）。

基于对香港充满活力的餐饮环境以及本地居民挑剔品味的洞察，香港文华东方酒店于 2021 年推出了一款名为“Central”的移动应用程序。这是一项私享生活方式会员计划，专门为香港本地居民定制了特别的餐饮与品酒优惠（Mandarin Oriental Hong Kong, n.d.）。“Central”的独特之处在于，它与文华东方的既有忠诚度计划“Fans of M.O.”及其他酒店品牌的忠诚度应用不同，其核心聚焦于让本地客人探索并享受集团旗下提供的美食佳肴。

该应用为用户提供了应用内餐饮预订、在线购物及最新促销信息获取功能。免费会员在餐饮消费每满 100 港币可获得 1 个奖励积分。此外，用户可选择以 2,488 港币升级为“Central+”会员，尊享全年餐饮九折优惠以及价值高达 4,000 港币的专属迎新礼遇。

礼遇内容包括旗下各餐厅的餐饮礼券、一瓶香槟，以及客房与水疗护理的折扣（Mandarin Oriental Hong Kong, n.d.）。总体而言，该应用旨在通过丰厚的奖励与便捷的功能提升用户体验，并培养客户忠诚度。

## **挑战**

尽管香港拥有众多富裕且对价格不敏感的消费者，文华东方仍面临着如何维系这一细分市场忠诚度的挑战。虽然该应用通过应用内餐饮预订、在线购物和独家促销等功能设计旨在提升客户体验，但在培养这些高端客户的长期忠诚度方面仍有不足。富裕客群通常寻求超越标准化奖励的独特且个性化体验，而当前应用所提供的服务可能未能充分满足其期望。因此，酒店必须寻求创新方式来吸引这一特定群体，并建立起持久的忠诚关系。

## **讨论问题**

1. 文华东方应如何更有效地细分香港市场，以识别并定位那些更可能欣赏并使用“Central”应用程序的客户？
2. 除了说服客人下载应用之外，香港文华东方在推广“Central”应用时还可能面临哪些其他挑战？
3. 可采用哪些营销策略来有效地向本地居民（尤其是那些通常不在酒店餐厅用餐的群体）推广“Central”应用及其优惠？
4. 未来可为“Central”应用添加哪些新功能或发展方向，以保持其对用户的相关性和吸引力？

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## 关键词

- 忠诚度计划
- 客户参与
- 移动应用
- 个性化
- 营销
- 酒店

## 致谢

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## 酒店餐飲會員制計劃：香港文華東方酒店案例



Source: Unsplash (2014)

### 背景

香港的餐飲版圖點綴著眾多米其林星級餐廳——2024年達79家——提供了一系列令人眼花繚亂、值得專程前往的餐飲體驗（The Globe and Mail, 2024）。其中，文華東方酒店以其九家風格迥異的酒吧和餐廳而尤為突出，這包括了備受喜愛的經典場所和兩家米其林星級餐廳，為賓客呈現了一系列難以忘懷的用餐選擇（Mandarin Oriental Hong Kong, n.d.）。

基於對香港充滿活力的餐飲環境以及本地居民挑剔品味的洞察，香港文華東方酒店於2021年推出了一款名為「Central」的行動應用程式。這是一項私享生活方式會員計劃，專門為香港本地居民定制了特別的餐飲與品酒優惠（Mandarin Oriental Hong Kong, n.d.）。「Central」的獨特之處在於，它與文華東方的既有忠誠度計劃「Fans of M.O.」及其他酒店品牌的忠誠度應用不同，其核心聚焦於讓本地客人探索並享受集團旗下提供的美食佳餚。

該應用為用戶提供了應用內餐飲預訂、線上購物及最新促銷訊息獲取功能。免費會員在餐飲消費每滿100港幣可獲得1個獎勵積分。此外，用戶可選擇以2,488港幣升級為「Central+」會員，尊享全年餐飲九折優惠以及價值高達4,000港幣的專屬迎新禮遇。

禮遇內容包括旗下各餐廳的餐飲禮券、一瓶香檳，以及客房與水療護理的折扣（Mandarin Oriental Hong Kong, n.d.）。總體而言，該應用旨在透過豐厚的獎勵與便捷的功能提升用戶體驗，並培養客戶忠誠度。

## **挑戰**

儘管香港擁有眾多富裕且對價格不敏感的消費者，文華東方仍面臨著如何維繫這一細分市場忠誠度的挑戰。雖然該應用透過應用內餐飲預訂、線上購物和獨家促銷等功能設計旨在提升客戶體驗，但在培養這些高端客戶的長期忠誠度方面仍有不足。富裕客群通常尋求超越標準化獎勵的獨特且個性化體驗，而當前應用所提供的服務可能未能充分滿足其期望。因此，酒店必須尋求創新方式來吸引這一特定群體，並建立起持久的忠誠關係。

## **討論問題**

1. 文華東方應如何更有效地細分香港市場，以識別並定位那些更可能欣賞並使用「Central」應用程式的客戶？
2. 除了說服客人下載應用之外，香港文華東方在推廣「Central」應用時還可能面臨哪些其他挑戰？
3. 可採用哪些行銷策略來有效地向本地居民（尤其是那些通常不在酒店餐廳用餐的群體）推廣「Central」應用及其優惠？
4. 未來可為「Central」應用添加哪些新功能或發展方向，以保持其對用戶的相關性和吸引力？

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## **關鍵字**

- 忠誠度計劃
- 客戶參與度
- 行動應用
- 個性化
- 行銷
- 酒店

## **致謝**

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