

Case Name

Marketing Strategy for Business Travelers during COVID-19

Theory

Customer profiling; 4P

Keywords

Business travelers; COVID-19; Promotional activities; Meeting facilities

Background Information

The case takes place in 2021 during the COVID-19 pandemic. The hotel is in Hangzhou, China. It does not appeal to clients from financial and consulting companies because it is outside the central business district. To ensure the hotel's regular operation during the pandemic, finding stable customers who still travel has become a top priority.

At first, the hotel launched executive lounge services to attract business guests. Although the occupancy rate has increased, the effect is not significant. Through communication with customers, the sales department learned that most colleagues in consulting companies still stay at various hotels and hold online meetings, which is not convenient. They still miss the interaction of offline meetings, and the meeting results are also more significant.

Marketing Strategy

Through customer profiling analysis from January to August 2021, the sales department identified that the financial and consulting industries were the most active business travelers among the ones who could still travel, while leisure travelers had significantly decreased. The sales department prepared several promotional activities, including additional points for cumulative stays, special treatment in the executive lounge (not a standard luxury brand feature), and complimentary weekday meeting rooms. These promotions targeted the core concerns of business travelers, including personal benefits, dining convenience, and work convenience. The sales department also identified that the Boston Consulting Group project team consisted of 3-4 people per group, with stays lasting 4-5 working days. The project lasted three months, with up to four project teams in Hangzhou.

To accurately attract business travelers, the sales department planned to reach out to project team clients through various channels:

1. Prepared promotional posters and sent them to Mr. Pan, the executive in charge of Boston Consulting's Shanghai office, to promote the hotel's special meeting room services through the company's intranet.
2. Upon arrival, The hotel's front desk staff introduced the meeting room services to all project team clients and provided sales business cards.
3. The sales department proactively contacted project team clients and arranged the meeting room layout to meet their needs, providing a venue tour to stimulate their senses.

In terms of pricing, due to the pandemic, all companies' travel budgets were being compressed. The hotel also considered the competitive market environment and provided all meeting rooms, lounges, and free laundry services to project team guests for free, making it the final promotional offer.

Outcomes

From October 2021 to May 2022, the Boston Consulting Group achieved a production volume of 869 room nights, a 7.2-fold increase compared to the entire year of 2019. During the hotel's peak period, 80 room nights were fully booked, with four project teams staying simultaneously.

Implications & Challenges

This case demonstrates the hotel's successful marketing strategy in response to the pain points of business travelers during the pandemic. By timely monitoring the market environment (PEST) and using the 4P method to customize the first version of the promotional plan quickly, the sales department was able to adjust and add promotional content based on market feedback, adjust promotional channels to achieve precise positioning, and deliver it to clients accurately and quickly, ultimately achieving sales performance.

案例名称

项目组痛点营销

理论依据

客户分析；4P 理论

关键词

商务旅行者；COVID-19；促销活动；会议设施

背景资料

今天的案例分析的时间及社会背景是在 2021 年新冠疫情的大环境下。酒店位于杭州市上城区望江东路 39 号, 距离钱江新城 CBD 核心区域车程约为 10 分钟, 却划分在核心区之外。因此, 对于商圈内的金融、咨询公司的客户来说, 酒店的吸引力骤降。在疫情环境下, 人们更加注重用餐的安全和便携性。为了在疫情期间保证酒店正常的运行, 寻找在疫情期间依然稳定出行的客户成为当务之急。

一开始, 酒店推出了为了吸引商务客人的行政酒廊服务。虽然入住率有所提升, 但是成效并不明显。销售通过与客人的沟通了解到, 咨询公司的同事们大部分还是住在各个酒店, 每天线上开会, 非常不方便。他们依然怀念线下开会的互动性, 并且会议成果也比较显著。

营销策略

通过酒店 2021 年 1-8 月份的客户画像分析, 金融行业和咨询行业是为数不多的还处于相对活跃的差旅客人; 而休闲散客大幅减少, 占比仅有 1%。根据对当下客户的画像的分析, 销售部准备了多项促销活动, 包括累计入住的额外积分、特别提供行政酒廊待遇(豪华精选品牌本身不设行政酒廊, 这是品牌标准)、工作日入住免费提供的会议室。这些促销方案针对的是商务客人的核心关注点, 包括个人入住收益、用餐的便捷性以及工作便捷性。经过情况的分析, 波士顿咨询公司项目组约有 3-4 人一组, 每次入住持续时间长达 4 至 5 个工作日。该项目持续达到 3 个月, 并且当时在杭的项目组高达 4 个之多。

为了准确吸引到商务客人, 销售部计划通过多种途径去触达项目组客户。

1. 准备了宣传海报, 发给了波士顿咨询在上海办公室的行政负责人潘先生。借以公司内网的力量宣传杭州豪华精选的特别会议室提供。
2. 所有到店项目组客人, 由酒店前台员工介绍特别提供的会议室服务, 并提供销售的名片。
3. 酒店销售, 主动联系在店项目组客人, 并将会场布置为符合会议需求的会议室布局, 并提供会场参观, 刺激客户的实际感官。

而在定价方面, 由于疫情期间, 所有公司的差旅预算都在压缩。酒店也考虑的市场竞争的环境, 所有的会场、酒廊和洗衣服务均免费提供给项目组入住客人, 以此作为最终促销方案提供给客户。

成果

最终在 2021 年 10 月-2022 年 5 月期间, 波士顿咨询达到了攻击 869 间夜的产量。与 2019 年全年对比增长了 7.2 倍。酒店最高峰时期, 共计住满了 80 个间夜, 有四个项目组同时在住。

挑战与反思

这就是此次豪华精选及时反应，针对痛点进行营销的成功案例。及时把控市场大环境（PEST），运用 4P 方法快速定制第一版促销方案。通过市场反馈，及时调整并增加促销内容，并调整促销渠道以更快、更准确的方式完成精确定位，并送达客户端，最终成果达成销售业绩。