

Case Name

Wynn Palace Michelin Journey

Theory

Marketing Advantage

Key words

Oriental Las Vegas; Transformation; Michelin Restaurants.

Background information

1.The development of the hotel industry in Macau is closely related to the history of the casino industry. In 1961, Macao was officially approved as a "permanent casino zone" by the Portuguese government. The first one was the Casino in Lisboa, and the Hotel Lisboa was built accordingly to fulfill relevant services. With a land area of merely 30 square kilometers and a total population of less than 700,000, and dozens of famous luxury hotels, such as Galaxy Hotel, Star World Macau, Banyan Tree Macau, etc., Macao has been made as a place of the most five-star hotels and known as the Oriental Las Vegas.

2.Nevertheless, the casino industry has seen a decline in revenue in recent years, and as of 2019, the average rate of staying visitors is only 0.7 nights that most of them came to visit but not staying. This situation is not only harmful to the development of the hotel industry but also detrimental to the sustainable development of the local economy. More and more hotels in Macau are looking for new transformation opportunities, and as a result, new hotels are being built and designed in the exclusive resort segment. Opened in 2016, Wynn Palace is the second luxury resort besides Wynn Macau. As the first resort in the world that's been awarded five stars by Forbes Travel Guide, it is also the first Las Vegas-style resort in Asia. In addition to the romantic hotel design, meticulous service, and delightful shopping environment, Wynn Palace should also consider winning guests' hearts, who may extend their stay if possible, which can increase the hotel's revenue.

Marketing Strategy

The hotel is designed with a color scheme of gold, yellow, orange, and blue, creating a Chinese palace of western aesthetics combined with oriental style. Regarding food and beverage, Wynn Palace has the only Michelin two-star Japanese restaurant and a two-star Chinese restaurant in Macau. Chef Tam Kwok Fung has been appointed to take care of the restaurant. The customized menu for Wynn Palace guests is created according to the seasonal combination of Chinese and Western. In addition, Wynn Palace has launched the slogan "Stay at the Palace, Enjoy Michelin Dining " and provided the venue for the Michelin restaurant competition for two consecutive years, dramatically boosting the hotel's influence.

Outcomes

With the incorporation of celebrity chefs, Wynn Palace's Chinese restaurant has won Asia's 50 Best Restaurants award. It has established a unique status among Macao's luxury casino hotels with a reputation as the " Macau Chinese Restaurant Palace." At the same time, it has charted a new course for Macau tourism, which is no longer limited to casinos but also a culinary journey with a peculiar flavor.

Implications & Challenges

How to maintain the original attributes of the product when integrating cultural tourism for product innovation? What are the opportunities and challenges enterprises face in the macro environment of transforming Macau's gaming industry into a leisure industry?

案例名称

澳门永利皇宫美食之旅

理论依据

营销优势

关键词

东方拉斯维加斯;转型;米其林餐厅,

背景资料

1. 澳门酒店业的发展,和博彩业的历史息息相关。在 1961 年,澳门被当时的葡萄牙政府批准为“恒久性的博彩区”,为服务澳娱的旗舰赌场葡京娱乐场,葡京酒店应运而生。伴随着澳门博彩业及旅游业的发展,澳门的酒店不断扩张。在这个陆地面积仅有 30 多平方公里、总人口不到 70 万的小城,遍及银河酒店、澳门星际酒店、澳门悦榕庄、澳门大仓酒店、澳门 JW 万豪酒店、澳门美高梅酒店等几十家知名高星级酒店,成为世界上五星级酒店最多的地区之一,被誉为东方拉斯维加斯。

2. 虽然如此,近年来博彩业的收入下滑,截止到 2019 年澳门游客的平均留宿率只有 0.7 个晚上,大部分游客是过而不留。这不仅不利于酒店业的发展,更无法持续拉动当地经济的持续发展。越来越多的澳门酒店业者开始寻找新的转型机会,因此新的酒店建造和设计都倾向纯度假酒店领域。于 2016 年开业的澳门永利皇宫是继永利澳门之后第二所豪华综合度假村,作为全球首个获《福布斯旅游指南》颁授五星美誉的度假村,也是亚洲首个拉斯维加斯式综合度假酒店。除了浪漫又现代的酒店设计,细致入微的服务,令人愉悦购物环境外,永利皇宫还应该考虑如何留住客人的心,尽可能的延长停留时间,提高酒店的收益。

营销策略

在酒店的设计上,主色调使用金、黄、橘、蓝的配色将酒店塑造成一座既符合西方审美又蕴含东方风情的中国宫殿。在餐饮上,永利皇宫拥有澳门唯一米其林二星日料餐厅泓以及二星中餐厅。聘请谭国锋师傅执掌,并根据时令来设计中西合璧的永利住客专享菜单。同时,永利皇宫酒店推出“住皇宫,享米其林大餐”的口号,并为米其林餐厅的比赛及颁奖连续两年提供场地,提升品牌的影响力。

成果

通过明星厨师的加盟,永利皇宫的中餐厅获得来亚洲 50 佳餐厅的奖项并以“澳门中餐殿堂”的声望,奠定了在澳门奢华赌场酒店业的独特定位。同时给澳门旅游业开辟了一条新路,澳门旅游不再局限于博彩,美食之旅也是别有风情。

反思与挑战

文旅融合进行产品创新的时候,如何保持产品原本的属性?澳门博彩业向休闲业的转型这一宏观环境,企业都面临到哪些机遇和挑战?