

Case Name

Aranya

Theory

Positioning

Keywords

Real estate + tourism; Community; Art; Lifestyle

Background information

The Gold Coast Project is one of the real estate brands on the verge of failure among the tourism real estate projects in the Beijing realm. Yicheng Group, as the original holder, had the sales of just over 40 million yuan in 2012 that no one had interests in at all; the project was once identified as a "non-performing asset". Due to a lack of infrastructure, the Gold Coast project could not avoid being abandoned by the market although being located on prime beach with easy access to the Gold Coast in Changli County, Qinhuangdao City, Hebei Province. In 2013, Mr. Yin Ma took over the project and changed the name to Aranya, which means "the place of silence on earth, the place to find oneself" in Sanskrit. It advocates the core value that life can be more beautiful, emphasizes quality of life, aims to rebuild the relationships among people in the community and returns to family and true life. It attracts many new middle-class people in Beijing who pursue freedom, sentiment and literature and art with the concept of starting from vacation and returning to community.

Marketing Strategy

1. Repositioning the new middle class born after 1980 in Beijing, Tianjin, and Hebei as the target group, promoting mutual integration among owners and rebuilding relationships in the community by establishing and managing communities.
2. In 2015, the video "the Loneliest Library in China" was played 600 million times across the network. Since then, Aranya has become a popular tourist destination for people who come to Qinhuangdao.
3. To enhance the popularity of the destination, at the same time, ensure the quality of operational services, Aranya cooperated with the professional cultural tourism project operators (Qixing Camp) by marketing and improving supporting services comprehensively. In positioning the brand, it has become lifestyle providers besides being as developers. The company hosted diversified cultural and entertainment activities, including music festivals, art exhibitions and dramas, etc. to attract target consumers while giving back to the community and enriching the lives of residents.

Outcomes

Aranya found its nirvana by the ultimate cultural and aesthetic experience. Build the brand with the beauty of architecture, art and design by creating landmark buildings such as the Lonely Library, White Auditorium and Art Center. With the vacation resorts as a selling point, in 2017 Aranya achieved an impressive result of selling residential properties at prices of 2-3 times higher than neighboring properties and reached property sales of over 3 billion. In 2018, Aranya received 400,000 visitors annually and reached a revenue of over 500 million yuan on the basis of community services. Successfully Aranya strengthened the operation of the destination instead of only working in the role of the traditional real estate company. It improved the level of

development and raised the value of the local place. The barren surrounding no longer exists and is replaced by complete supporting and convenient transportation, which has significantly made the region more competitive and driven the economy of the Qinhuangdao area.

Implications & Challenges

After the success of Aranya, which combines tourism and real estates, it has attracted many real estates and tourism companies who want to duplicate its way. As a marketing manager, what should be done to successfully replicate and leverage the characteristics of a brand?

案例名称

阿那亚酒店

理论

定位

关键词

地产+旅游；社区；艺术；生活方式

背景资料

黄金海岸项目是环北京区域旅游地产项目中濒临失败的房地产品牌之一。作为原持有人的亿城集团，在 2012 年的销售额只有 4000 多万元，陷入无人问津的泥潭，一度被认定为“不良资产”。尽管位于河北省秦皇岛市昌黎县黄金海岸的一线沙滩上，交通四通八达，黄金海岸项目还是无法避免地因为缺乏配套基础设施，陷入无人问津的泥沼。在 2013 年，马寅先生接盘该项目，更名为阿那亚。阿那亚名字来自梵语阿兰若，原意为“人间寂静处，找回本我的地方”。倡导人生可以更美的核心价值观，强调有品质的生活，以重建社群中人与人之间的关系，回归家庭和本真生活为目的，以始于度假，终于社区的品牌理念吸引了大量追求自由、情怀和文艺的北京新中产群体。

营销策略

1. 将目标群体重新定位为 80 后新中产阶级，目标客群为京津冀地区的新中产群体，通过社群的培育和经营，推动业主之间的互相融合，重建社区内的人际关系；
2. 2015 年，全网高达 6 亿播放量的视频-《全中国最孤独的图书馆》。自此，阿那亚成为了来秦皇岛的人们热门旅游目的地。
3. 全面完善配套服务，通过品牌的市场营销活动，与专业的文旅项目运营商(启行营地)的合作，在提升目的地知名度的同时，保证运营服务品质；在品牌的定位上，不局限于做好传统开发商，更是生活方式的提供商。举行多元化的文化娱乐活动，引入音乐节，艺术展，话剧等，吸引目标消费群体的同时回馈社会，丰富当地居民的生活。

成果

以极致的文化与美学体验为阿那亚重焕新生。通过打造孤独的图书馆，白色礼堂，艺术中心等地标性建筑，以建筑之美，艺术之美，设计之美为特色打造阿那亚的品牌。在 2017 年，阿那亚以度假盘为卖点，取得了住宅售价高于周边楼盘 2-3 倍的骄人成绩，实现地产销售额超过 30 个亿，2018 年阿那亚年接待客流达 40 万人次，社区服务型收入超 5 亿元。成功改变传统地产的开发，反而加强对目的地的运营，进而提高当地的开发水平和价值的提升。周边荒芜的情况不复存在，取而代之的是完善的配套与便捷的交通，大幅提高了区域的竞争力，带动了秦皇岛地区的经济。

反思与挑战

在旅游和地产结合的阿那亚成功后，吸引了诸多想要学习并复制其样式的地产和旅游公司。作为一个市场营销经理，该如何做才能成功复制并发挥自己品牌的特点呢？