

Hotel and Restaurant Gift Cards: A Case of Lan Kwai Fong Group



Source: Pexels (2020)

Background

Established in 1983, the Lan Kwai Fong (LKF) Group is an award-winning business in lifestyle and property development across Asia (LKF Group, n.d.). With key properties like California Tower, The Plaza, and 1 Lan Kwai Fong, the group offers a diverse portfolio encompassing high-end dining, entertainment, and commercial spaces (LKF Group, n.d.).

In 2021, eyeing a rebound in local consumption, the group introduced gift cards entitling unlimited visits to all six of the group's restaurants over a six-month validity period (Porterhouse Seafood & Steak, 2021). Based on the occasion and recipient, customers can tailor each gift card with a deposit ranging from HKD\$500 to \$20000, which can be used for dine-in and delivery orders (LKF Concepts, n.d.). Available both physically and digitally, recipients enjoy a seamless dining experience with easy checkout by simply scanning the QR code on each gift card (LKF Concepts, n.d.).

Essentially, gift cards have become a useful tool for the business to connect with existing customers and reach new ones. However, with widespread adoption among hotels and restaurants, simple depository gift cards no longer surprise customers and are less effective in helping businesses establish a competitive advantage.

To differentiate their offerings, businesses have innovated the use of gift cards in various ways. For example, hotels like Rosewood offer gift cards that include specific experiences such as afternoon tea, cocktail making, and overnight stays (Rosewood, n.d.). Bundling unique experiences makes the gift more meaningful as it goes beyond monetary value, and also allows businesses to charge a premium compared to standard gift cards.

Many businesses have also attracted customers with unique gift card designs. Utilizing their intellectual property characters, Disney offers over 60 collectible gift cards for guests to choose from (Disney, n.d.). Similarly, Starbucks has featured seasonal gift cards with festive designs and even limited editions over the years (Starbucks, n.d.). By using special designs, businesses can create a sense of urgency that attracts customers, particularly collectors or fans of the brand.

Additionally, to drive quick sales and incentivize purchasing, some businesses provide tangible rewards. In 2024, The Cheesecake Factory launched a special gift card promotion that offers a US\$15 return for every US\$50 worth of gift cards purchased (The Cheesecake Factory, 2024). This approach not only helped the restaurant attract both new and returning customers but also maximized the benefits of their gift card investments.

Challenges

As the landscape of gift card offerings continues to evolve, businesses like the Lan Kwai Fong Group face several challenges. The increasing prevalence of gift cards in the hospitality industry has led to market saturation, making it difficult for standard gift cards to stand out. Customers now expect more than just monetary value—they seek unique experiences, attractive designs, and added incentives. Additionally, the cost and complexity of developing innovative gift card programs, such as bundling experiences or offering tangible rewards, can be significant. There is also the risk that competitors will quickly replicate successful ideas, reducing their effectiveness as a differentiator. To remain competitive, the LKF Group must continuously innovate and adapt their gift card offerings to meet changing consumer expectations and preferences.

As the landscape of gift card offerings continues to evolve, businesses like the Lan Kwai Fong Group must adapt to meet changing consumer expectations. By exploring innovative approaches such as experience bundling or introducing incentives, the LKF Group can differentiate their gift cards from standard options and leverage them as a powerful tool for growth in the future.

Discussion Questions

1. What current trends in the gift card market could the Lan Kwai Fong Group capitalize on to enhance their offerings?
2. What are the advantages and disadvantages of offering digital gift cards compared to physical ones? How can the Lan Kwai Fong Group balance these options to cater to different customer preferences?
3. How can the Lan Kwai Fong Group leverage gift cards as a tool for long-term growth and customer retention? What strategies should they consider to ensure sustained success in this area?
4. What future adaptation in gift card offerings can you foresee that would impact the hospitality industry?

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Keywords

- Hotel
- Food and Beverage
- Gift card
- Customer Relationship Management (CRM)
- Experience Bundling
- Guest experience

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酒店与餐厅礼品卡：兰桂坊集团案例



Source: Pexels (2020)

背景

兰桂坊集团成立于 1983 年，是亚洲屡获殊荣的生活时尚及地产发展企业（LKF Group, n.d.）。集团拥有加州大厦、The Plaza 及兰桂坊 1 号等核心物业，业务组合涵盖高端餐饮、娱乐及商业空间（LKF Group, n.d.）。

2021 年，随着本地消费呈现复苏迹象，集团推出了可在六个月内无限次到访旗下所有六家餐厅的礼品卡（Porterhouse Seafood & Steak, 2021）。顾客可根据不同场合和收礼人，定制每张面值介于港币 500 元至 20,000 元之间的礼品卡，适用于堂食及外卖订单（LKF Concepts, n.d.）。礼品卡提供实体和数字两种形式，收礼人只需扫描每张礼品卡上的二维码即可轻松结账，享受无缝的用餐体验（LKF Concepts, n.d.）。

本质上，礼品卡已成为企业与现有客户建立联系并触达新客户的有效工具。然而，随着礼品卡在酒店和餐厅中的广泛应用，简单的储值型礼品卡已不再能带给顾客惊喜，也难以帮助企业建立竞争优势。

为了使其产品差异化，各企业以各种方式创新了礼品卡的使用。例如，瑰丽酒店等提供的礼品卡包含下午茶、鸡尾酒调制课程及住宿等特定体验（Rosewood, n.d.）。捆绑独特体验使得礼物超越了金钱价值，更具意义，同时也让企业能够相对于标准礼品卡收取溢价。

许多企业也通过独特的礼品卡设计吸引顾客。迪士尼利用其知识产权角色，提供了超过 60 种可供收藏的礼品卡供客人选择（Disney, n.d.）。同样，星巴克多年来也推出了具有节日设计甚至限量版的季节性礼品卡（Starbucks, n.d.）。通过使用特殊设计，企业可以营造紧迫感，吸引顾客，尤其是收藏家或品牌爱好者。

此外，为了促进快速销售并激励购买，一些企业提供有形的奖励。2024 年，The Cheesecake Factory 推出了一项特别的礼品卡促销活动，每购买价值 50 美元的礼品卡即可获得 15 美元的返还（The Cheesecake Factory, 2024）。这种方式不仅帮助该餐厅吸引了新老顾客，也最大限度地发挥了其礼品卡投资的效益。

挑战

随着礼品卡产品格局的不断演变，像兰桂坊集团这样的企业面临着若干挑战。礼品卡在酒店业的日益普及导致了市场饱和，使得标准礼品卡难以脱颖而出。顾客现在的期望已超越单纯的金钱价值——他们寻求独特的体验、吸引人的设计和额外的激励。此外，开发创新的礼品卡计划（如捆绑体验或提供有形奖励）可能成本高昂且复杂。竞争对手也可能迅速复制成功的创意，从而削弱其作为差异化因素的有效性。为了保持竞争力，兰桂坊集团必须不断创新和调整其礼品卡产品，以满足消费者不断变化的期望和偏好。

随着礼品卡产品格局的不断演变，像兰桂坊集团这样的企业必须适应消费者不断变化的期望。通过探索体验捆绑或引入激励措施等创新方法，兰桂坊集团可以使其礼品卡与标准选项区分开来，并将其作为未来增长的有力工具。

讨论问题

1. 兰桂坊集团可以利用当前礼品卡市场的哪些趋势来增强其产品？
2. 与实体礼品卡相比，提供数字礼品卡有哪些优势和劣势？兰桂坊集团应如何平衡这两种选择以满足不同顾客的偏好？
3. 兰桂坊集团如何将礼品卡作为长期增长和客户保留的工具加以利用？他们应考虑哪些策略以确保在这一领域取得持续成功？
4. 您预见礼品卡产品未来会有哪些适应性的变化，将对酒店业产生影响？

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关键词

- 酒店
- 餐饮
- 礼品卡
- 客户关系管理
- 体验捆绑
- 宾客体验

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酒店與餐廳禮品卡：蘭桂坊集團案例



Source: Pexels (2020)

背景

蘭桂坊集團成立於 1983 年，是亞洲屢獲殊榮的生活時尚及地產發展企業（LKF Group, n.d.）。集團擁有加州大廈、The Plaza 及蘭桂坊 1 號等核心物業，業務組合涵蓋高端餐飲、娛樂及商業空間（LKF Group, n.d.）。

2021 年，隨著本地消費呈現復甦跡象，集團推出了可在六個月內無限次到訪旗下所有六家餐廳的禮品卡（Porterhouse Seafood & Steak, 2021）。顧客可根據不同場合和收禮人，定制每張面值介於港幣 500 元至 20,000 元之間的禮品卡，適用於堂食及外賣訂單（LKF Concepts, n.d.）。禮品卡提供實體和數位兩種形式，收禮人只需掃描每張禮品卡上的二維碼即可輕鬆結賬，享受無縫的用餐體驗（LKF Concepts, n.d.）。

本質上，禮品卡已成為企業與現有客戶建立聯繫並觸達新客戶的有效工具。然而，隨著禮品卡在酒店和餐廳中的廣泛應用，簡單的儲值型禮品卡已不再能帶給顧客驚喜，也難以幫助企業建立競爭優勢。

為了使其產品差異化，各企業以各種方式創新了禮品卡的使用。例如，瑰麗酒店等提供的禮品卡包含下午茶、雞尾酒調製課程及住宿等特定體驗（Rosewood, n.d.）。捆綁獨特體驗使得禮物超越了金錢價值，更具意義，同時也讓企業能夠相對於標準禮品卡收取溢價。

許多企業也通過獨特的禮品卡設計吸引顧客。迪士尼利用其知識產權角色，提供了超過 60 種可供收藏的禮品卡供客人選擇（Disney, n.d.）。同樣，星巴克多年來也推出了具有節日設計甚至限量版的季節性禮品卡（Starbucks, n.d.）。通過使用特殊設計，企業可以營造緊迫感，吸引顧客，尤其是收藏家或品牌愛好者。

此外，為了促進快速銷售並激勵購買，一些企業提供有形的獎勵。2024 年，The Cheesecake Factory 推出了一項特別的禮品卡促銷活動，每購買價值 50 美元的禮品卡即可獲得 15 美元的返還（The Cheesecake Factory, 2024）。這種方式不僅幫助該餐廳吸引了新老顧客，也最大限度地發揮了其禮品卡投資的效益。

挑戰

隨著禮品卡產品格局的不斷演變，像蘭桂坊集團這樣的企業面臨著若干挑戰。禮品卡在酒店業的日益普及導致了市場飽和，使得標準禮品卡難以脫穎而出。顧客現在的期望已超越單純的金錢價值——他們尋求獨特的體驗、吸引人的設計和額外的激勵。此外，開發創新的禮品卡計劃（如捆綁體驗或提供有形獎勵）可能成本高昂且複雜。競爭對手也可能迅速複製成功的創意，從而削弱其作為差異化因素的有效性。為了保持競爭力，蘭桂坊集團必須不斷創新和調整其禮品卡產品，以滿足消費者不斷變化的期望和偏好。

隨著禮品卡產品格局的不斷演變，像蘭桂坊集團這樣的企業必須適應消費者不斷變化的期望。通過探索體驗捆綁或引入激勵措施等創新方法，蘭桂坊集團可以使其禮品卡與標準選項區分開來，並將其作為未來增長的有力工具。

討論問題

1. 蘭桂坊集團可以利用當前禮品卡市場的哪些趨勢來增強其產品？
2. 與實體禮品卡相比，提供數位禮品卡有哪些優勢和劣勢？蘭桂坊集團應如何平衡這兩種選擇以滿足不同顧客的偏好？
3. 蘭桂坊集團如何將禮品卡作為長期增長和客戶保留的工具加以利用？他們應考慮哪些策略以確保在這一領域取得持續成功？
4. 您預見禮品卡產品未來會有哪些適應性的變化，將對酒店業產生影響？

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關鍵詞

- 酒店
- 餐飲
- 禮品卡
- 客戶關係管理
- 體驗捆綁
- 賓客體驗

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