

Case Name

Longfor Group's Membership System - Longzhu – Yang Yi

Theory

Digital marketing theory

Keywords

Private domain traffic; Membership system; VIP system; User portrait

Background Information

1. Longfor Group was founded in Chongqing in 1993 and has developed across the country, covering real estate development, commercial investment, house rental, property services, and many other businesses. It has also actively tested innovative fields such as medical care and new-industry city development. It has accomplished a comprehensive business in China's first—and second-tier high-energy cities.
2. With the continuing development of new media platforms, the cost and barrier to acquiring online attention are gradually increasing. Meanwhile, customers' loyalty to brands is slowly declining. Hot issues are fleeting, and customers are always jumping ship, which has made the trend hard to follow.
3. The monotonous membership system could hardly capture the accurate picture of customers. Despite the large number of consuming records, the information could be more consistent and cohesive, which is challenging for enterprises with business modes on various platforms.

Marketing Strategy

1. Longzhu -Longhu's membership card can be used for all the consumption of the company's businesses, including renting and housing. The credit can be used for all the consumption by different companies, which can forge customers' shopping habits within the Longhu Group.
2. The entire membership system ranges from V1 to V5, and members are respectfully called "Long Citizens," which enhances consumers' recognition of membership and the sense of connection between members.
3. Consumers can earn Longzhu mainly through six ways: consumption in Tianjie shopping mall, online purchasing on Longhu's platform, buying houses, long-term renting of apartments, and payment of utility fees. In return, after conductivities after the pandemic, they can use it to offset shopping mall consumption, house payments, property rentals, etc. The so-called nine channels for internal deductions of Longzhu are all related channels from its six significant businesses. This way, the incoming and outgoing credits can be managed straightforwardly under this system. Customers would love to earn more Longzhu credit, which will achieve high efficiency in the consumption closed loop.
4. With the help of the Longzhu Life Platform, consumers can use Longzhu credit to exchange, deduct, and consume other APP goods and services, such as membership and gift cards of Tuhu, Meituan, Members of various video Apps, Starbucks, Naixue, Apple, Fresh Hippo,

etc., covering more than 80% daily-life consumption. In accumulating credit, customers no longer need to worry about how to spend but are sure they can realize the card's value quickly on the phone. That is to say, the credit system has successfully removed the obstacles for customers to cash the points they accumulated.

Outcomes

1. Up to now, the number of Longfor memberships has exceeded 40 million.
2. Longfor Group's sales and expense rate in 2022 is 2.13%, a decrease of 0.32 percentage points year over year and 0.60 percentage points compared to 2020.
3. Credit points can gradually form a virtual currency system to reduce tax expenditures.
4. By integrating the membership data, credits, and benefits.

Implications & Challenges

- Challenge:
When visualizing user portraits to obtain consumption models in multiple scenarios, attention should be paid to the risk of privacy infringing.
- Reflection:
After years of data accumulation, the group has transformed data into digital assets, which helps the group conduct digital marketing better. This has provided a foundation for drawing customers' attention and subsequent promotion.

案例名称

龙湖集团的会员体系—珑珠 - 杨轶

理论依据

数字营销理论

关键词

私域流量；会员积分体系；大会员体系；用户画像

背景资料

1. 龙湖集团于 1993 年创建于重庆,发展于全国,涵盖地产开发、商业投资、租赁房屋、物业服务等多航道业务,并积极试水医养、产城等创新领域,实现全国一二线高能级城市的全面布局。
2. 当前随着新媒体渠道的不断发展,对于公域流量的价格和获取难度逐渐提升;同时消费者对于品牌的忠诚度也在逐步下降;热点的转瞬即逝和高频跳跃,让流量的风向逐渐飘忽不定。
3. 单一业态的会员体系对于消费者的画像略显单薄,虽然拥有庞大的消费记录,但是都是碎片化和无序化,难以为一些多业态的企业实现多平台打通。

营销策略

1. 龙湖的珑珠会员,覆盖了集团所有商业项目,还包含了住宅、租赁等业态的消费。业态间的积分是通用的,更刺激消费者养成在集团项目内消费的习惯。
2. 整个会员体系从 V1 到 V5,同时对于会员,尊称为“龙民”,提升消费者对会员身份的认同、会员和会员之间的联结感。
3. 消费者赚取珑珠,主要是可以通过六种途径,比如在天街系列项目消费,在龙湖的线上渠道网购,进行不动产类业态进行购买,长租公寓的租赁,以及物业费的缴纳等等。那么同样的,消费者在赚取珑珠后,就可以使用这些珑珠去抵商场消费、抵房款、抵房租、抵物业费等等,其所谓的珑珠内部抵扣的 9 大渠道,都是龙湖 6 大主营业务的关联渠道。这样一来,消费者的进账和消耗就会非常便捷,通道非常直观。在这种情况下,消费者的赚珑珠就会更强烈,实现高效闭环的结果。
4. 借助珑珠生活平台,消费者可以用珑珠兑换、抵扣和消费我们生活中常用的 APP 内容,如日常主流的途虎养车、美团外卖、多视频会员、星巴克、奈雪、苹果、盒马等店铺的会员及礼品卡都可以兑换,囊括了日常生活 80%以上的场景。消费者在累计积分的过程中,不会经常思考积分要怎么去花,而是内心笃定在手机上轻松就能花掉并且获得相对划算的价值,也就是积分体系为消费者扫除了“变现”的障碍。

成果

1. 当前龙湖的会员数量已经突破 4000 万。
2. 龙湖集团 2022 年的销售费用率各为 2.13%，同比降低 0.32 个百分点，对比 2020 年费用率，降低 0.60 个百分点。
3. 逐步利用积分形成虚拟货币体系，减少税费支出。
4. 通过核心入口搭建大会员系统，整合集团内部的多个业态的会员数据、账号、积分、权益，实现会员 One ID 管理，串联起跨业态运营的机制。借助实现“多个前端、统一后台”，集团可以通过统一后台实现会员画像、供应商管理等功能。

挑战与反思

- 挑战：
在具象化用户画像的时候，为了获取多场景下的消费模型，需要注意用户隐私的保护风险。
- 反思：
集团经过多年的数据沉淀，将数据转化为数字资产，帮助集团更好地进行数字化营销，同时也为前端流量的获取和后续的推广增幅提供了基础。