

Case Name

Event Marketing Strategy – Miao Jian

Theory

Theory of product differentiation

Keywords

Introduce event activities; Create regional traffic; Regular cooperation with professional media.

Background Information

Diaoyutai MGM Hospitality is a joint venture between Diaoyutai State Guesthouse and MGM of the United States. DNA (MGM's brand) is an entertainment product portfolio. As Louis Mayer, the founder of MGM, said, "MGM is not a hotel industry, but a model of the world's entertainment industry." In addition to its gambling attributes, MGM is also a platform for global entertainment. National laws restrict MGM in China, and its gambling products cannot be implemented. Still, its entertainment attributes are ideally implanted in MGM hotel products. MGM hotels that have opened in China are the leaders of regional events and activities. The hotel revenue corresponding to each event activity has created the most significant regional traffic and the highest average room rate.

Marketing Strategy

Event traffic

1. Target market: MGM China is positioned as a gathering center for regional international industry exhibitions, global luxury new product releases, and global entertainment dynamic displays.
2. Unique supporting facilities: MGM hotels are equipped with professional performance stages (professional T-stages), special-shaped swimming pools, and experienced water system designs to meet the needs of various types of performances worldwide.
3. Global directional sales: MGM's global professional customized sales team sends entertainment, luxury releases + art performances, and other needs to MGM China hotels through multi-channel brokerage companies for docking, process tracking, and follow-up arrangements.
4. Create label products: MGM is not just a standard hotel but a carrier of global entertainment, fashion, luxury goods, and art displays. Its attributes are unique and label-based. It is the preferred platform for global entertainment, art, and luxury product displays. Therefore, it is the main venue for various large-scale art events. The hotel product prices corresponding to each event are not set according to the regional off-season prices, so it is also the leader of regional prices.

Media Cooperation

1. Each brokerage company and the hotel strategically cooperate to introduce large-scale events continuously.
2. Sign a contract with self-media (social media influencers) to promote the event and attract traffic through a third-party platform.

3. Sign a contract with upstream and downstream business chain merchants to participate jointly in the event and design a business model.

Label products

The hotel industry was the earliest to mark China's reform and opening up. After 45 years of continuous and rapid development, most global hotel brands have landed in China. In the past 30 years, with the increase in the number of hotels in various places and the intensification of homogeneous products, the development of China's hotel industry has reached the stage of optimizing inventory, highlighting product content, and creating label products. The current situation of traditional marketing methods, strategies, intelligence, and digital sales methods being copied is the main reason for the final price war of regional products. Hotel products need to be labeled, which is also the core competitiveness of hotels to operate stably and benignly in the long term, and it is also the future development trend of China's hotel industry.

Outcomes

Analysis of successful cases of MGM Shanghai West Bund and Bellagio by MGM Shanghai:

1. Since its opening, MGM Shanghai West Bund has adhered to MGM's core and has successfully undertaken large-scale international business and show exhibitions (such as the GUCCI Global New Product Exhibition and Michelin Global Tasting). During the event period, ADR and OCC ranked first in the region. GOP has been positive (net profit has been generated) 6 months after opening. There are no competitors in the area.
2. The market positioning of Bellagio by MGM Shanghai, the second hotel in the world, is more precise. It is Shanghai, China's designated luxury reception hotel for large-scale global events. The hotel has a core product design that standard brand hotels do not have, a standard performance stage, and the banquet hall has the second auto-stereoscopy display screen in the Asia-Pacific region. It is the designated reception hotel for large-scale art performances worldwide and the first-ranked ADD hotel in Shanghai. Their high-end customer base has absolute loyalty to the hotel. The various marketing strategies of competing hotels in the surrounding area cannot attract their customer base. This is why label hotel products can permanently occupy the market share.

Implications & Challenges

Although the marketing strategy of event activities has a strong ability to attract traffic, it conflicts with the consumption patterns of guests from different markets in the same period. The parent-child market prefers living environments, while young holiday guests prefer a relaxing and quiet atmosphere. How do we integrate guests with various holiday styles in the same period? It does not affect the room rates and traffic of multiple channels, poses a particular challenge to the long-term stable income of label hotels, and requires in-depth research on marketing methods and product design such as services, entertainment, and venue facilities.

案例名称

事件活动营销策略 - 苗健

理论依据

产品差异化理论

关键词

引进事件活动；打造区域流量；专业媒体常态化合作

背景资料

钓鱼台美高梅酒店管理集团是北京钓鱼台国宾馆与美国美高梅合资成立的美高梅中国酒店管理集团，美高梅品牌 DNA 是娱乐型产品组合，正如美高梅创始人路易斯·梅耶所说“美高梅并不是酒店行业，而是世界娱乐业汇聚之典范”，美高梅除了博彩属性，它更是全球娱乐汇聚的平台，中国区美高梅受国家法律限制，博彩产品暂无法落地，但娱乐属性被完美植入美高梅酒店产品中，在中国区已开业的美高梅酒店是所属区域事件活动的引领者，每次事件活动对应的酒店收益都创造了区域最大流量及最高的平均房价。

营销策略

事件活动流量

1. 目标市场：美高梅中国区酒店定位区域国际产业会展、全球奢侈品新品发布、全球娱乐动态展示的汇聚中心。
2. 独特配套设施：美高梅酒店配有专业表演舞台（专业 T 台），异型泳池及水系专业设计，满足全球各种类型演艺需求。
3. 全球定向销售：美高梅全球专业定制销售团队将娱乐、奢侈品发布+艺术表演等需求通过多渠道经纪公司发给美高梅中国区酒店进行对接、过程跟踪及后续安排。
4. 创造标签产品：美高梅代表全球娱乐、时尚、奢侈品、艺术类展示的载体，而不仅仅是一个标准酒店，它的超强属性更具独特性、标签性，它是全球娱乐、艺术、奢华产品展示的首选平台，因此它是各类大型艺术类活动事件的主要场所，每次事件活动所对应的酒店产品价格并不按区域淡旺季价格设定，因此也是区域价格的引领者。

媒体合作

1. 各经纪公司与酒店战略合作不断引进大型活动；
2. 签约自媒体（大 V）对活动通过第三方平台进行推广及导流；
3. 签约上下产业链商家共同参与活动、设计商业模式。

标签产品

标志中国改革开放最早的行业是饭店业，中国饭店业经过 45 年的持续高速发展，全球酒店品牌大部分已落地中国，过去 30 多年随着各地酒店数量的增加和同质化

产品的加剧，中国酒店业发展已到了优化存量，突出产品内容，创造标签产品的阶段。传统的营销方法、策略、智能、数字化销售手段被复制的现状是区域产品最终价格战的主要原因，酒店产品需要标签化，这也是酒店能长期稳定良性运营最核心的竞争力，也是中国酒店业未来发展的趋势。

成果

上海西岸美高梅、宝丽嘉成功案例分析：

1. 上海西岸美高梅自开业就秉承美高梅 DNA 基因，先后承接 GUCCI 全球新品展、米其林全球品鉴等大型国际商务+秀会展，在活动期，ADR、OCC 在区域排名第一，开业 6 个月 GOP 已达到正数（已产生净利），在区域没有竞争对手，酒店也不看竞争对手数据。
2. 全球第二家宝丽嘉酒店的市场定位更精确，它是全球大型活动中国上海指定的奢华接待酒店，酒店具有标准品牌酒店所不具备的核心产品设计，标准的演艺舞台，宴会厅拥有亚太区第二块裸眼 3D 超大立体展示屏，它是全球大型艺术类演艺指定接待酒店，ADD 是全上海排名第一的酒店，他们的高端客户群对该酒店具有绝对的忠诚度，周边竞争酒店的各种营销策略根本无法撼动他们的客户群，这就是标签酒店产品能始终占有市场份额的根本原因。

挑战与反思

事件活动的营销策略虽具有很强的引流能力，但在同一时间段与不同市场的客人有消费方式的冲突，亲子市场客源喜欢热闹、年轻度假客人更愿意休闲静怡的环境，如何将各种度假方式的客人在一个同期融合？不影响各渠道房价及流量，这对标签酒店长期稳定收益有一定挑战，需要深入研究服务、娱乐、场地设施等营销手段及产品设计。