

Historical Building Turned 5-Star Hotel: A Case of The Murray Hong Kong



Source: Unsplash (2022)

Background

As part of the Hong Kong government's revitalization plan in 2010, the 50-year-old Murray Building was transformed into The Murray Hotel to preserve the historical and architectural significance of the former government building (Development Bureau, 2018). Towering 26 floors above the prime location in Central, the renowned 5-star hotel offers 336 guestrooms that provide sophisticated setting for luxury accommodation, alongside unique culinary presentations, wellness and celebrated events (The Murray Hong Kong, n.d.).

While the interior was renovated to accommodate a contemporary and luxurious hospitality experience, key architectural elements, such as the iconic grid façade of recessed windows, together with the signature arches at the tower base, and the elevated driveway from Cotton Tree Drive which intricately wraps around the building have been carefully preserved (Wong & Ouyang, 2018). Additionally, the revitalization project retained the century-old Pink and White Shower tree located just outside the hotel lobby. At 17 meters tall, this tree is the only one of its kind listed in the government's Register of Old and Valuable Trees, holding significant cultural, historical, and important commemorative value (Yang, 2020).

Looking out from the recessed grid façade windows, guests will find urban cityscape complimented by the lush surroundings of Hong Kong Park, providing a relaxing atmosphere and a peaceful getaway from the busy city lifestyle (The Murray Hong Kong, n.d.). To further enriched guest experience, the hotel provides "The Murray Historic Tour", an on-site guided experience that highlights the property's architectural legacy and commitment to sustainable conservation (The Murray Hong Kong, n.d.).

Challenges

Despite having such a remarkable historical background and architectural features of the hotel building, The Murray Hotel has yet to fully capitalize on these features as a core element of its brand positioning. While the Murray Historic Tour is offered to guests as a complimentary value-added service, the hotel's marketing efforts, particularly its website and promotional materials, do not effectively highlight its heritage identity. For international visitors unfamiliar with Hong Kong's urban development history, these unique aspects may go unnoticed, limiting their potential impact on booking decisions.

Discussion Questions:

1. How effective is The Murray Hotel's business model in establishing a competitive advantage through heritage positioning?
2. How can The Murray Hotel better leverage its historical and architectural significance into its marketing strategies to drive bookings?
3. What additional services or experiences could The Murray Hotel offer to educate guests about its rich cultural and architectural legacy?
4. What potential opportunities and threats exist in positioning The Murray Hotel as a heritage luxury hotel in a highly competitive market?

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Keywords

- Architectural Conservation
- Brand Positioning
- Competitive Advantage
- Experiential Marketing
- Heritage
- Hotel

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历史建筑改造的五星级酒店：以香港美利酒店为例



Source: Unsplash (2022)

背景

作为香港政府 2010 年活化计划的一部分，已有 50 年历史的美利大厦被改造为美利酒店，以保留这座前政府建筑的历史与建筑价值(Development Bureau, 2018)。这座著名的五星级酒店坐落于中环核心地段，楼高 26 层，拥有 336 间客房，为奢华住宿提供精致的环境，同时提供独特的餐饮体验、康体服务并举办知名活动(The Murray Hong Kong, n.d.)。

虽然内部经过翻新以适应现代奢华的酒店体验，但关键的建筑元素均被精心保留，例如标志性的嵌入式窗户网格立面、塔楼基座的标志性拱门，以及从花园道升起、精巧环绕建筑的专用车道(Wong & Ouyang, 2018)。此外，活化项目还保留了位于酒店大堂外那棵拥有百年历史的节果决明树。此树高达 17 米，是唯一被列入政府《古树名木册》的同种树木，具有重要的文化、历史和纪念价值(Yang, 2020)。

从嵌入式的网格立面窗户向外望去，宾客可将都市景观与香港公园的葱郁环境尽收眼底，在繁忙的城市生活中享受宁静的休憩氛围(The Murray Hong Kong, n.d.)。为了进一步丰富宾客体验，酒店提供“美利历史之旅”现场导览，重点介绍该物业的建筑遗产及其对可持续保育的承诺(The Murray Hong Kong, n.d.)。

挑战

尽管酒店建筑拥有如此卓越的历史背景和建筑特色，但美利酒店尚未能将这些特色充分转化为其品牌定位的核心要素。虽然“美利历史之旅”作为一项免费增值服务

提供给宾客，但酒店的营销活动，特别是其网站和宣传材料，并未有效突出其遗产身份。对于不熟悉香港城市发展历史的国际游客而言，这些独特之处可能被忽视，从而限制了它们对预订决策的潜在影响力。

讨论问题

1. 美利酒店通过遗产定位建立竞争优势的商业模式效果如何？
2. 美利酒店应如何更好地将其历史与建筑意义融入营销策略以促进预订？
3. 美利酒店可以提供哪些额外的服务或体验，来向宾客展示其丰富的文化和建筑遗产？
4. 在竞争激烈的市场中，将美利酒店定位为遗产豪华酒店存在哪些潜在的机遇与威胁？

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关键词

- 建筑保育
- 品牌定位
- 竞争优势
- 体验式营销
- 历史遗产
- 酒店

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歷史建築改造的五星級酒店：以香港美利酒店為例



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背景

作為香港政府 2010 年活化計劃的一部分，已有 50 年歷史的美利大廈被改造為美利酒店，以保留這座前政府建築的歷史與建築價值(Development Bureau, 2018)。這座著名的五星級酒店坐落於中環核心地段，樓高 26 層，擁有 336 間客房，為奢華住宿提供精緻的環境，同時提供獨特的餐飲體驗、康體服務並舉辦知名活動 (The Murray Hong Kong, n.d.)。

雖然內部經過翻新以適應現代奢華的酒店體驗，但關鍵的建築元素均被精心保留，例如標誌性的嵌入式窗戶網格式立面、塔樓基座的標誌性拱門，以及從花園道升起、精巧環繞建築的專用車道(Wong & Ouyang, 2018)。此外，活化項目還保留了位於酒店大堂外那棵擁有百年歷史的節果決明樹。此樹高達 17 米，是唯一被列入政府《古樹名木冊》的同種樹木，具有重要的文化、歷史和紀念價值(Yang, 2020)。

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挑戰

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務提供給賓客，但酒店的營銷活動，特別是其網站和宣傳材料，並未有效突出其遺產身份。對於不熟悉香港城市發展歷史的國際遊客而言，這些獨特之處可能被忽視，從而限制了它們對預訂決策的潛在影響力。

討論問題

1. 美利酒店通過遺產定位建立競爭優勢的商業模式效果如何？
2. 美利酒店應如何更好地將其歷史與建築意義融入營銷策略以促進預訂？
3. 美利酒店可以提供哪些額外的服務或體驗，來向賓客展示其豐富的文化和建築遺產？
4. 在競爭激烈的市場中，將美利酒店定位為遺產豪華酒店存在哪些潛在的機遇與威脅？

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關鍵詞

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- 品牌定位
- 競爭優勢
- 體驗式行銷
- 歷史遺產
- 酒店

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