

Case name

Mandarin Oriental Hotel Pudong Shanghai- Book a Distraction-free Space for Your Kids (Student Package)

Theory

SWOT Analysis

Key words

Studycation; Luxury hotel; Pandemic; Urban leisure.

Background information

1. Since the pandemic outbreak, the hotel industry, one of the most affected industries, has experienced a sharp decline in operating revenue. In particular, the hotel industry is characterized by high investment but a long return cycle. Some hotels even cannot survive the pandemic and declare bankruptcy. The sharp decline in occupancy rate can be considered one of the main reasons for the decrease in revenue of most hotels.

2. According to the epidemic prevention and control plans, all primary and secondary schools in Shanghai will switch to online teaching from March 12, 2022. After the announcement, some hotels sensed a business opportunity. On March 16, Mandarin Oriental Hotel Pudong Shanghai (MO SH) launched a Studycation package. While it is not the first hotel to offer a studycation package, it is the first hotel in Shanghai to do so. MO SH's commercial sales director, Ms.Ma, said the package took only six hours from conception to launch, making it the fastest product the hotel has ever designed, which attracted the attention of many parents as soon as it went online.

Marketing Plan

The studycation package costs RMB5,900 and includes the below service:

1. Four-night stay at deluxe river view room (check in on Monday with a late check out at 6 pm on Friday)
2. In-room online schooling for one student aged 7 to 16
3. Three meals per day for the student
4. Daily supervision from the hotel-designated butler

Once parents check in the room for their kids, hotel staff will take care of them, and they will give feedback to parents on their kids' performance while having online classes study or doing some leisure activities.

Outcomes**1.Strength:**

It relieves pressure on families where both parents work. For such families, the package provides a comfortable and reliable environment for their children to study and avoids the situation where parents work during the day and leave their children alone at home. Mandarin Oriental has professional chefs to design balanced and nutritious daily meals for kids, further ensuring children's health and safety. The need for urban leisure has been met. Due to the epidemics, travel is still restricted, which means consumer's demand for urban leisure is more significant when they pursue relaxation. Increase brand awareness and other revenue. As a product that has never

been promoted in the market before, the many page views at the launch of the studycation package greatly enhanced the brand awareness of Mandarin Oriental. Besides the room income, it may also attract customers to spend on other items in the hotel, including spa, fitness, catering, etc.

2.Weakness:

The risk is high, and the cost is difficult to control. Although this package has increased hotel occupancy to some extent, many hotels still do not adopt such marketing strategies, mainly because of the high risk and difficulty calculating the input and output. For parents with special requirements, such as needing employees who speak fluent Shanghainese or English to accompany their kids, hotels need to mobilize resources to meet customers' requirements, which may affect the everyday work of these employees. The package is suitable for a small group of target customers. Even if the package price is lower than the regular room price sales, there are still many families who cannot afford to pay it, and for the family can afford it; considering the hotel is a closed space and personnel flow more frequently, they may be more inclined to hire people with professional education at home to take care of their kid's study. Regarding the age of kids, children under the age of 10 may be more likely to need an adult to accompany them to study, while children over the age of 10, most of them can study independently, so the studycation package is not so attractive to them.

In the two days after Mandarin Oriental launched this package, the consulting volume of this package reached more than 200. Still, as of March 18, the actual transaction volume was only 8, which means the product conversion rate was only about 4%. Despite the considerable market response, considering the data, the development of this package is still oversupplied. The chances are slim if hotels want to use this to generate pre-pandemic revenue.

3.Opportunities

As an urban leisure hotel, Mandarin Oriental is relatively flexible regarding target customers. It can serve business customers, leisure customers or local customers, and Bleisure, Staycation or Studycation all at ease. The studycation package design is a flexible transformation from the concept of hotel+X to the idea of X+vacation, which is also a transformation of the parent-child vacation package. This concept is not uncommon in the previous marketing, such as the hotel's different cultural customs or animation image of the theme room, accommodation, and scenic spots of the combined package, which are based on the above concept transformation. However, the main reasons why Mandarin Oriental's studycation package can bring great response this time are that the new products stimulate the development of the market, and because of the epidemic, the emphasis on city vacations and the needs of local consumer groups. No matter how high the conversion rate of a new product is, promoting a product is an excellent opportunity for the hotel industry to try and win a response.

The average OTA price of Mandarin Oriental is RMB1,400 per night, compared with a five-day, four-night package with three meals per day for kids is RMB5,900, which is relatively cost-effective. The package includes many fringe benefits, such as 30%

off spa service and adjusting the menu according to the kid's flavor. The target customers for this product are not necessarily kids and their parents but consumers who want to experience high-end city resorts at a reasonable price and discount.

4. Threaten

In recent years, the topic of the epidemic cannot be avoided. Although Mandarin Oriental provides another option for parents to take care of their kids, it also increases the risk of parents and kids getting infected by the virus when they gather in hotels. Besides, the hotel also has the chance of being included in the lockdown zone, so it is worth thinking about how to take care of the kids who have been checked in and their parents are not present to accompany them. While the studycation package brings opportunities, it also brings challenges. In addition, compared with regular schoolteachers or educational institutions, whether the hotel staff has professional education certification to accompany the kid's study, whether the mental health of the staff has been correctly assessed, and whether the criminal record of the team has been investigated and assessed are all possible reasons for the accident of the kids during the study in the hotel.

Challenges/Reflection

In the long term, MO's Student Package marketing has little chance of long-term application. Schools will not stop offline teaching all the time, and most people's income is more likely to be reduced due to the epidemic's impact. Therefore, it remains to be observed whether parents will be willing to invest in this product in the future. And under the premise that the government strongly advocates stress reduction for students, hotel staffs lack the qualification assessment as professional educators, so it is hard to evaluate whether the guidance they provide is correct and effective. Although the studycation package has caused a great response in the society, it still needs to be improved.

案例名称

上海浦东文华东方酒店 -- 为您的孩子预订一个无干扰的空间（学习套餐）

理论依据

SWOT 分析（优势、劣势、机会和威胁）

关键字

学习度假，豪华酒店，大流行，城市休闲

背景资料

1. 自新冠爆发以来，酒店业作为受影响最大的行业之一，其营业收入急剧下降。特别是，酒店业的特点是投资大但回报周期长。一些酒店甚至无法生存，宣布破产。入住率的急剧减少可以说是大多数酒店收益降低的主要原因之一。
2. 根据疫情防控计划，从 2022 年 3 月 12 日起，上海所有中小学将转为网络教学。这一消息公布后，一些酒店感受到了商机。3 月 16 日，上海浦东文华东方酒店（MO SH）推出了留学套餐。虽然它不是第一家提供学习度假套餐的酒店，但它是上海第一家这样做的酒店。上海文华的商业销售总监马女士说，这个套餐从构思到推出只用了 6 个小时，是酒店有史以来设计的最快的产品，一上线就吸引了很多家长的关注。

营销策划

该学习度假套餐价格为 5900 元人民币，包括以下服务。

1. 四晚豪华江景房住宿（周一入住，周五晚 6 点退房）
2. 为一名 7 至 16 岁的学生提供室内在线教育
3. 学生的一日三餐
4. 酒店指定管家的日常监督

一旦家长为他们的孩子入住房间，酒店工作人员将照顾他们，他们将向家长反馈孩子在网上学习或做一些休闲活动时的表现。

成果

1.优势

它减轻了父母都工作的家庭的压力。对于这样的家庭，该方案为他们的孩子提供了一个舒适可靠的学习环境，避免了父母白天去工作而把孩子单独留在家里的情况。文华东方有专业厨师为孩子设计每日膳食，营养均衡，进一步保证孩子的健康和安全。城市休闲的需求得到了满足。由于流行病的影响，旅游仍然受到限制，这意味着消费者在追求放松的时候，对城市休闲的需求更加明显。提高品牌知名度和其他收入。作为一个从未在市场上推广过的产品，学习度假套餐推出时可观的页面浏览量大大提升了文华东方的品牌知名度。除了客房收入，还可以吸引顾客在酒店的其他项目消费，包括水疗、健身、餐饮等。

2.弱点

风险高，成本难以控制。虽然这种套餐在一定程度上提高了酒店的入住率，但很多酒店仍然没有采用这种营销策略，主要原因是风险高，投入和产出难以计算。对于那些有特殊要求的家长，比如他们需要会说流利上海话或英语的员工来陪同孩子，酒店需要调动资源来满足顾客的要求，这可能会影响这些员工的正常工作。该套餐适合于小范围的目标客户。即使套餐价格低于正常的房价销售，但仍有很多家庭无法承受，而对于有能力承受的家庭，考虑到酒店一直是一个封闭的空间，

人员流动比较频繁，他们可能更倾向于聘请有专业学历的人在家里照顾孩子的学习。从孩子的年龄来看，10 岁以下的孩子可能更需要大人陪读，而 10 岁以上的孩子，大多能独立学习，所以游学套餐对他们的吸引力不大。在文华东方推出该套餐后的两天内，该套餐的咨询量达到 200 多个，但截至 3 月 18 日，实际成交量只有 8 个，也就是说该产品的实际转化率只有 4% 左右。尽管市场反响巨大，但考虑到实际数据，这个套餐的开发仍然是供不应求。如果酒店想借此获得大流行前的收入，机会是很渺茫的。

3. 机会

作为一家城市休闲酒店，文华东方在目标客户方面相对灵活。它可以为商务客户、休闲客户或本地客户提供服务，也可以轻松地提供休闲、住宿或学习的服务。Studycation 套餐设计是从酒店+X 的概念到 X+vacation 的概念的灵活转变，这也是亲子度假套餐的一个转变。其实，这种概念在以往的营销中并不少见，如酒店不同的文化习俗或动漫形象的主题房，住宿与景区相结合的套餐，都是在上述概念基础上的转化。不过，文华东方此次推出的修学旅行套餐能够带来巨大反响的主要原因是，新产品刺激了市场的发展，针对疫情，强调了城市度假和当地消费群体的需求。无论新产品的转化率有多高，推广产品的过程都是酒店业尝试赢得响应的好机会。

文华东方酒店的平均 OTA 价格为每晚 1400 元，相比之下，一个五天四夜的套餐，包括儿童一日三餐的价格为 5900 元，相当划算。该套餐还包括许多附带福利，如水疗服务打 7 折，以及根据孩子的口味调整菜单。该产品的目标客户不一定是孩子和他们的父母，而是希望以优惠的价格和折扣体验高端城市度假村的消费者。

4. 威胁

近年来，新冠的话题无法回避。虽然文华东方为家长提供了照顾孩子的另一种选择，但也增加了家长和孩子在酒店聚集时感染病毒的风险。此外，酒店也有被列入封锁区的风险，所以如何照顾已经入住而父母不在身边的孩子是值得思考的问题。学习度假套餐在带来机遇的同时，也带来了挑战。此外，与正规的学校老师或教育机构相比，酒店工作人员是否有专业的教育认证来陪伴孩子学习，工作人员的心理健康是否经过正确的评估，工作人员的犯罪记录是否经过调查和评估，都是孩子在酒店学习期间发生意外的可能原因。

反思与挑战

从长远来看，MO 的学习度假套餐营销长期应用的机会不大。学校不会一直停止线下教学，而大多数人的收入更有可能因为疫情的影响而减少。因此，未来是否会有家长愿意投资这个产品，还有待观察。而在政府大力提倡为学生减压的前提下，酒店工作人员缺乏专业教育工作者的资质考核，所以很难评价他们提供的指导是否正确有效。虽然在社会上引起了很大的反响，但在未来仍需改进。