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Comparative analysis of the brand strategy of Big4 5 star hotels in Vietnam

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Abstract

Today, Vietnam's stable politics and globalized economy have attracted many foreigners to invest and visit the tourism market, creating favorable conditions for the tourism industry to develop strongly. and enter a new phase. Therefore, in the Vietnamese market, there have appeared many hotels of all grades. The boom of tourism has led to an explosion of competition in the hotel business. It requires businesses that want to survive and develop in an increasingly fierce competitive environment to continuously innovate, diversify products and services, constantly develop and self-improve service types. In particular, the brand is considered a distinctive mark, it helps consumers feel secure and confident when using the product/service. Especially for hotels that have been operating for a long time, strengthening the brand is extremely important and necessary to be able to create competition with reputable businesses, new facilities, to create a value, a belief, a commitment to customers about their own brand. In the face of fierce competition like today, in order to survive and

develop, four elite 5-star hotels that have been operating for a long time in Vietnam are Vinpearl Phu Quoc, Intercontinental Danang Sun Peninsula Resort, Metropole Ha Noi and Metropole Ha Noi. JW Marriott Hotel Ha Noi has established orientations, strategies and brand development as an indispensable part to improve competitiveness, position development and facilitate sustainable development of four hotels. star so far. So, how have Vinpearl Phu Quoc, Intercontinental Danang Sun Peninsula Resort, Metropole Ha Noi and JW Marriott Hotel Ha Noi built their brand orientations and strategies to be the top 5-star hotels in Vietnam? To find the answer, our team will analyze the brand strategy of four 5-star hotels (Vinpearl Phu Quoc, Intercontinental Danang Sun Peninsula Resort, Metropole Ha Noi and JW Marriott Hotel Ha Noi) and compare the strategies. Brand strategy of hotels to clearly identify the advantages and disadvantages and propose solutions to contribute to the process of strengthening and developing the hotel's brand.

Keywords: Brand Strategy, Big4, 5 Star Hotel, Vietnam

1. Theoretical Basis

1.1 What is brand strategy?

Brand strategy is a way to build a long-term brand development plan of a business. The purpose of brand positioning is to impress potential customers and accomplish specific goals. If the business does not build a brand plan, it is easy to create conflicts in the development of the business. This makes the activities inconsistent, the image unattractive and does not leave a special impression on customers.

1.2 Why do businesses have to build a brand strategy?

Most businesses are encouraged to build their own strategy and brand plan for the following reasons.

Identify products more effectively

A business's brand is not simply a logo and characteristic colors that represent the business, but it is also the user's impression of the products that your business provides. Therefore, building a brand plan will help position the business name and create a distinctive highlight of the brand for customers.

Connect with the ultimate customer

Building an effective brand strategy will help businesses easily build trust, associate emotional values and convey those emotions to customers. When your business receives a sympathetic look from customers, you will not need to spend too much effort and money on advertising or Kols. Everything will be spread by word of mouth.

Differentiate from the competition

The highest goal that any business wants to achieve is to become a favorite brand for customers. Build a brand strategy to help

differentiate your product and drive users to your product instead of other competitor businesses.

Help customers choose products quickly

A brand plan is considered effective if the message that the business conveys has clear values and is able to work well. This helps customers to trust the brand more, from which the business will attract a large number of loyal customers. In order for customers to choose the right products and quickly, businesses need to build a positive brand experience.

1.3 Basic components of a brand strategy

A brand strategy or plan will include a multitude of different elements. Here are some basic ingredients that you can learn:

Brand personality

Brand personality consists of the distinctive personal characteristics of a brand. It will be recognized and maintained by loyal customers. This is considered a solid basis to form a long-term relationship between the brand and the customer after the experience.

Brand identity system

The images that are vivid, intuitive, attractive and show the messages in the strategy you want to convey are considered the brand identity system. This system is effective when it reflects the brand's vision, mission, personality and positioning.

Brand name and slogan

Brand name and slogan are considered to represent the business, so it must have the fullest meaning. You can create a brand name and slogan when doing in-depth market research or when starting a new start for your business. However, you need to be really serious about this and should need a professional team to own a professional brand.

Brand Compass

Brand Compass is a guide to help create inspiration for businesses in the initial introduction and setting goals for the brand. This will be an important tool in the brand strategy to help guide and direct all activities of the business in the future.

1.4 How to build a successful brand strategy

Step 1: Identify your target customers

Target customers are the group of potential customers that businesses target. You need to identify in the list of customers who really have a need to use the product or service of the business and are willing to pay to buy it. Only then can you focus on nurturing and meeting this audience in the best way.

Step 2: Determine the competitive position in the market

Next, you need to conduct an analysis of the advantages and disadvantages of your competitors and at the same time determine your competitive position in the market to be able to come up with successful brand strategies. From those analysis, you will be able to find the key to developing your brand, learning and creating your competitors' advantages to create a difference.

Step 3: Identify growth opportunities

Identifying the trends and development opportunities of the target market will help businesses easily determine the right direction and best fit with the brand strategy of the business. Besides, catching the change of the trend also helps businesses to promptly change and redirect their brand

strategy so as not to be outdated compared to other businesses.

Step 4: Identify the core value of the brand

The core values of the brand are the essential and enduring elements that help guide the behavior of each member of the business. Therefore, businesses need to identify the core values of the brand if they want your business to develop sustainably.

Step 5: Brand positioning

In the process of building a brand strategy, brand positioning is considered the most important step to help customers quickly associate your business's products. This helps your business create a unique position and stand out from other competitors.

Step 6: Brand Management

To maintain the image and position of the business in the market, you need to take the step of brand management. Because when not implementing the management, the business will quickly become blurred in the perception of customers.

1.5 Research Methods

The research methods used in this essay are the method of analysis - synthesis and the method of comparison list. Analyze the collected theories and data to perceive, discover and exploit more different aspects in order to select information and give the main ideas needed for the topic. Based on valuable and reliable sources such as journals, reports, scientific works, based on the views and perspectives of each author at home or abroad, related to the issue. It is necessary to summarize the theories learned in a concise, specific way with accurate content. In particular, it is necessary to clearly understand the notes or the meaning of the topic. Then use references and actual evidence to compare and contrast each other to find out the strengths and weaknesses of each argument to draw the most optimal choice for the essay.

2. Comparative Analysis of Big4's Brand Strategy of 5 Star Hotels in Vietnam

2.1 The current situation of the tourism - restaurant - hotel industry in our country

According to experts, Vietnam is entering the hotel boom. This is both a boost to the economy, but also brings the risk of oversupply leading to negative consequences for the tourism industry.

The tourism - restaurant - hotel industry is facing a shortage of highly qualified personnel. Especially in 4-5 star hotels, there is a serious shortage of managerial positions, personnel with professional qualifications and foreign language skills. Every year, the number of tourism - restaurant - hotel graduates is very large, but it also means that the unemployment rate in this industry increases. One of the reasons leading to this problem can be mentioned as limited soft skills. This leads to an inefficient customer service process, affecting service quality. In addition, limited foreign language ability also creates a barrier to career advancement.

At many well-known hotels and restaurants, recruiting for management positions takes months. In addition to us, to recruit an employee, that restaurant or hotel also has to spend some time training and challenging new employees. Therefore, the tourism - restaurant - hotel industry is in great demand for human resources, especially during the period of

economic recovery after the Covid-19 pandemic. While the current quantity and quality of human resources have not yet met the market demand.

Faced with this situation, many restaurants and hotels are still struggling to fill staff positions, especially senior staff.

2.2 Analyze the brand strategy of big4 of 5 star hotels in Vietnam

2.2.1 Vinpearl Phu Quoc

SWOT analysis:

a. Strength:

- Vinpearl Resort & Golf Phu Quoc is located in the northwest of Phu Quoc island, about 33km from Phu Quoc airport, 19km from Duong Dong town, 45km from star beach, 16km from Ong Lang beach, 47km from Khem beach, 37km from Ham Ninh fishing village. In addition, Vinpearl Resort Phu Quoc is only 1km from Vinpearl Land Phu Quoc, Phu Quoc Safari only 4.8km, Vinmec 1.5km, Vinpearl Phu Quoc golf course 3.2km, Ganh Dau beach 6km.
- Has favorable geographical location and weather.

b. Weakness:

- In general, Vinpearl Resort Phu Quoc is located close to the sea, has a nice view, but it is a bit far from the center of Duong Dong town and Phu Quoc night market, so if you want to go to this area, you have to spend money to take a taxi, Vinpearl Phu Quoc resort. It is also quite far from famous tourist attractions in Phu Quoc, so it is only suitable for those who do not want to move much.
- The prices of products and services are quite high compared to their quality.
- Buffet on the side of Vinpearl Resort & Golf does not have many Vietnamese dishes and less seafood. Customers often have to consider many things when choosing.
- Wait for the tram to take you to Vinpearl Land or Safari or move between areas in the resort for a long time.
- Far from the dining area and densely populated area, the evening is quite sad, eating and drinking are expensive.
- Check in - check out is sometimes slow.
- There are many construction works nearby, so the entrance is a bit dusty and noisy.
- If you go to the right holiday / New Year or summer weekend, the guests come to stay in a lot, eat breakfast quickly if the guests come down late.

c. Opportunity:

- Vietnam tourism in 2020 faces many difficulties and challenges. In the long term, the tourism industry will quickly recover and grow again when Vinpearl Resort is always rated as an attractive destination for tourists. According to the project approved by the Government, tourism is oriented to be one of the key industries of the economy by 2025, serving 30-32 million international tourists, over 130 million domestic tourists, total revenue of \$45 billion and contribute over 10% to GDP. Airports Corporation of Vietnam (ACV) plans to start many items, works to upgrade and expand airports such as building T2 terminal at Cat Bi airport, T3 terminal at Tan Son Nhat airport, renovating and expanding the domestic terminal at Tan Son Nhat airport and many other projects in 2020, attracting a large number of tourists to travel in Vietnam in general and Vinpearl in particular.

- The Entertainment system has also been repositioned to become a fast and strong development spearhead of Vinpearl. Besides the existing Vinpearl Land parks, they have been upgraded and renamed to "VinWonders".

d. Challenge:

- Since the beginning of 2020, the world and Vietnam have faced many challenges and difficulties when the acute pneumonia caused by the Covid-19 virus had a great impact on the entire economy. In the context of a complicated epidemic, economic experts fear that this dangerous virus will threaten the growth prospects of the world economy. According to a report by the Organization for Economic Co-operation and Development (OECD) published in early March, the world economic growth is expected to reach only 2.4%, of which the first quarter may have negative growth. China is the hardest hit country, with growth expected to come in at just 4.9% from 6.1% last year.
- According to the OECD, the world economy is likely to recover to 3.3% in 2021. According to the latest report of the World Bank, due to the impact of the epidemic, Vietnam's economy is forecasted to grow at 4.9% in 2020, much lower than 7.02% in 2019.
- However, growth will return to a high of 7.5% in 2021 thanks to improved demand, a strengthened service sector and a recovery in the agricultural production sector.

Market overview:

a. Target market:

The target market is a market consisting of customers with the same needs and wants that the resort is able to meet, and can create an advantage over competitors and achieve the marketing objectives. determined. On the basis of market research, establishing market needs, the resort has conducted market segmentation. Then identify the most attractive market segments, in line with business strengths and resources. Choosing this market is choosing your target market. For each appropriate market segment, the resort offers different products, services and combinations of marketing activities. The process of positioning the target market consists of two steps:

- Use criteria to segment according to that common characteristic.
- Select the target market in which to ensure the best competition and the most effective business.

On February 20, 2020, Vinpearl announced a strategy to expand the international market to many countries and regions; comprehensive cooperation with domestic airlines and provide high-class travel packages. The strategic objective is to contribute to promoting the growth of the number of domestic and international visitors to the Vinpearl system in particular and Vietnam in general. Vinpearl opens representative offices in strategic markets to promote tourism products and develop direct business. The first deployment markets of Vinpearl include: Russia, Australia, Japan, Korea and China. Potential regions such as Europe, the US, Canada and Southeast Asian countries... are also in the roadmap to diversify the tourist market and expand the influence of the Vinpearl brand to the world in 2020.

b. Market research on environmental analysis:

Located in the wild northernmost region of Phu Quoc,

Vinpearl Golf Phu Quoc offers a unique feeling of being in a tropical paradise with its dense forest canopy and peaceful beach. The beautiful natural scenery and challenges on the golf courses will give golfers surprises at first experience. The world's leading golf course design company IMG Worldwide has taken advantage of the terrain to create the first international standard 18-hole golf course on Phu Quoc island with many unexpected challenges. Each golf course brings its own mark from the area's terrain to the obstacles on the course with different levels of difficulty, providing a diverse experience for players. According to data from Phu Quoc Island Development Management Board, there are currently about 8,000 hectares of land for 202 projects approved for investment with investment capital up to 144,000 billion VND (6.3 billion USD). A series of cult projects of the big guys in the real estate industry are being built in this beautiful pearl island such as Vinpearl resort and golf Phu Quoc, Sonasea Villa and Resort, etc.

Phu Quoc fully converges the advantages to develop into the leading resort resort in Vietnam. Nature is endowed with more than 62% of the area is primeval forest, 150 km of coastline with beautiful beaches such as Bai Dai, Bai Sao, Bai Truong... With outstanding natural advantages, Phu Quoc soon received the state government. orientation and planning to become a world-class eco-resort center and a leading high-class service and trade center in Southeast Asia. With the advantage of natural conditions and supportive policies of the state, Phu Quoc increasingly asserts its great potential to attract investors. Commenting on the investment situation in Phu Quoc, Mr. Nguyen Thanh Tung, Deputy Director of the Phu Quoc Island Development Management Board said that Phu Quoc is witnessing a new wave of investment, only about 5 years from now this place will become a attractive tourist destination and especially attractive destination of investors.

It is the advantage of natural conditions and support policies of the state that have created conditions for resort real estate in Phu Quoc to develop and become more vibrant, attracting investors and tourists to come here. Resort. In the near future, Phu Quoc will become a resort paradise. Phu Quoc will be able to build on the idea with three very specific goals such as: building a financial zone, an international tourist area (with casino) and finally an international transshipment port. On that basis, the projects, which have been filled out, concurrently plan the land, propose specific institutions and administrative mechanisms. Currently, the "big guys" in the resort real estate village of our country such as VinGroup, CEO Group, BIM Group, or Sun Group, etc. are all present in Phu Quoc. Total investment capital up to this point has reached about 377 trillion VND, with about 254 projects of different sizes and different sizes. In which, there are about 22 FDI projects with a total investment capital of about 282 million USD.

Other big hits are solid growth foundation for Phu Quoc:

- Urban infrastructure: Since 2014, many new provincial roads and national highways of Phu Quoc have been invested and built. In particular, in South Phu Quoc, two provincial roads are invested, 46 and 975. Besides, An Thoi is planned to be a traffic hub area, a place to absorb investment capital flows in urban infrastructure and embellishment. urban areas, creating new urban routes, connecting the whole island, is the destination of everywhere flocking to Phu Quoc.

- Upgrading the power grid: Phu Quoc is being added an additional grid line by the 220kw grid system. Currently, this project is 90% completed, expected to be completed before the Lunar New Year 2021. This push helps to accelerate construction activities and costs in Phu Quoc. Investment attraction: In recent years, many large corporations, famous brands in the world have come to Phu Quoc - bringing financial resources, experience, as well as methodical operation and bringing customers. Traditional goods from many of their other markets come to Phu Quoc, opening Phu Quoc to a variety of investments, choices and experiences for visitors.
- Political apparatus: From the rural government apparatus, Phu Quoc upgraded its capacity to the administrative apparatus of the urban economy and urban government. The strong push of Phu Quoc's infrastructure is a big lever for the growth of Phu Quoc tourism. Five years ago, Phu Quoc in the subconscious of tourists was just an island with wild and peaceful beauty that nature bestowed. Therefore, although it is considered as the Pearl Island of Vietnam, the number of visitors to Phu Quoc only reached more than 300,000 in 2012. However, since 2014, this number has had a spectacular growth. In just 5 years from 2014, by the end of 2019, Phu Quoc's tourism growth rate has increased 10 times. From less than 1 million visitors, by 2019, Phu Quoc has welcomed more than 5 million visitors. Even in 2020, when the Covid-19 epidemic has spread around the world, causing a heavy impact on the world tourism industry, Phu Quoc is still considered a safe land, and becomes a popular destination. Many domestic tourists choose.

According to the statistics of the tourism department of Kien Giang province, in the first quarter, Phu Quoc welcomed more than 1 million visitors, compared to 644,000 visitors of "elder" Nha Trang, this number of Phu Quoc is very worthy. record. Especially, in July 2020, when the Covid epidemic re-emerged, Phu Quoc still welcomed 706,799 visitors, an increase of 29% over the same period. In total, in 2020, Phu Quoc welcomed more than 3.6 million visitors. calendar. Although the number of tourists decreased compared to 2019, this is still an impressive number in a volatile year for the world tourism industry. From 2014 to 2019, the average annual increase in Phu Quoc 35% of tourists. If calculated according to this growth rate, in 2025, Phu Quoc will welcome nearly 16 million visitors.

c. Targeted customer

Customers are always the target of each business, the determining factor for the success or failure of the business in production, business and service provision. Customers should be in the market. The needs of customers are mainly formed by the following factors: income, travel motivation, age, education level.... For each group of customers, different needs make up market segments. However, the motivation factor for travel is still the dominant factor. The customers that Vinpearl Resort Phu Quoc wants to target and enough are divided into many groups with many different factors such as vacationers, tourists those who have high incomes and want to enjoy a other life away from the center, people who like outdoor sports activities such as golf, or family, group of friends and relatives to enjoy and relax life

d. Competitors:

To compete in any field, especially in the tourism industry in general and the resort business in particular, in order to better understand competitors and their importance, we need to consider 4 levels of competition. picture as follows:

- Desired competition: The income of each individual is a certain number, with a limited amount of money people have many options to spend on many different things. Therefore, the resort needs to make accurate marketing decisions, attracting customers to accept to pay for its travel services, not other resorts.
- Use competition: is the competition between tourism products. With the same need to travel, explore, but customers can make a consideration between destinations. Clearly identify your resources and strengths to offer appropriate marketing solutions, discounts and promotions to make a difference compared to competitors in the current situation, especially during the epidemic. this covid. Typically there are competitors such as InterContinental Phu Quoc Long Beach Resort.
- Competition in the industry: The same tourism product still has many businesses offering the same. Marketing strategies that must be unique, effective are extremely important to attract customers to the business instead of other competitors. Such as Radisson Blu Resort Phu Quoc, La Veranda Resort Phu Quoc.
- Brand competition: Between many businesses providing tourism products and services for the same customers, the resort needs to build a brand and create its own place. Fierce competitors such as JW Marriott Phu Quoc, Emerald Bay Resort & Spa, Pullman Phu Quoc Beach Resort.

2.2.2 InterContinental Danang Sun Peninsula resort

Project: Intercontinental Da Nang Sun Peninsula Resort

Investor: Sun Group

Location: Bac Beach - Son Tra Peninsula - Da Nang City

Type of project: Resort real estate

Number of products: 180 rooms + 5 resort villas + 20 suites

Scale: includes Heaven subdivisions (Paradise); Sky (Sky); Earth (Ground); Sea (Sea)

Principal Design: Architect Bill Bensley

Legality: Perpetual ownership

Start time: 2007

Year of completion: 2012

Handover: Quarter II/2012

Brief introduction of InterContinental Danang Sun Peninsula resort:

InterContinental Danang Sun Peninsula Resort is invested and built by Sun Group on the North Beach of Son Tra Peninsula (Da Nang City) with a total investment of over 2,000 billion VND to date.

Luxury resort designed by famous architect Bill Bensley Design

Studios Bangkok, who have designed lavish and splendid works like no other in the tourist paradises of Bali, Maldives or Hawaii.

The hotel officially opened in June 2012 marked the birth of the first InterContinental-branded resort in Vietnam and also the first resort under the management of this IIG group that established concept of luxury in Vietnam.

January 16, 2013, The National Administration of Tourism

issued Decision 07/QD-TCDL recognizing the InterContinental Danang Sun Peninsula resort as a 5-star resort.

Geographical location:

InterContinental Danang Sun Peninsula resort owns a location located at an isolated beach right at Son Tra peninsula - Bai Bac - Tho Quang ward - Da Nang city. This luxury and class resort is located on an isolated beach, about 30 minutes by car from Da Nang airport. Nestled among the legendary hills of Son Tra Peninsula and surrounded by a magnificent backdrop of tropical forests and sweeping views of the South China Sea, InterContinental Danang Sun Peninsula Resort, known as "the place of legend and intersection level", will be the ideal choice for travelers looking for unique resort experiences in Da Nang and Vietnam.

Strategic analysis of InterContinental DaNang Sun Peninsula resort:

a. Building a hotel but hiring a foreign corporation to manage:

This group of Sun Group accepts to give a relatively large amount of money to invite an international hotel group to take over. In the InterContinental Danang Sun Peninsula Resort project, Sun Group has chosen the big man IHG. Thus, not only Sun Group, other Vietnamese "giants" also have a similar approach: Investing in infrastructure, but accepting to hire a reputable foreign corporation to manage. This can be attributed to two main reasons. Firstly, the construction of a hotel only requires investment capital, and Vietnamese enterprises can complete the work up to 80-90% already. However, hotel management is not a day or two, but a professional team and advanced management technology are trained. Areas that require high technology and skills, such as hotel management, are difficult for domestic enterprises to meet.

The second cause also derives from the first cause itself. When we do not have an advanced hotel management background, we are forced to hire a unit that owns those elements to help. And famous international hotels such as AccorHotels, IHG, etc. are the first choice of businesses.

b. Hotel management lesson on strategic handshake:

Will Vietnamese enterprises sacrifice their interests when shaking hands with foreign partners? In fact, this is a mutually beneficial partnership. Each element in this relationship will not benefit either side without it. Even; Vietnamese businesses that have invested in building hotels are likely to lose money in this field.

The top benefit of this business handshake strategy for businesses is that foreign hotel groups can ensure the source of guests for the project. Sun Group General Director Dang Minh Truong assessed that foreign hotel groups can provide regular customers for hotels. At the same time, it creates stability and sustainability for the project. Not only attracting domestic customers, but also international customers are also a target audience that businesses want to target in their development plan.

In addition to bringing benefits in hotel management technology and customer resources; Brand is also something that Vietnamese businesses have to invest in. When carrying the brand name of large hotel groups, it also means that the hotel must meet international common standards and the service quality must be commensurate. Therefore, it is not

easy for international brands to accept management because they are very strict in quality control.

c. InterContinental Danang Sun Peninsula Resort's strategy for customers to have access to:

Firstly, InterContinental Danang Sun Peninsula Resort has a marketing investment on many different channels. Businesses actively carry out marketing activities on many media, magazines, website updates, popular social networking sites today, direct marketing ... This helps the resort when giving out product launch or product promotion can reach potential customers on a large scale and quickly. In addition, businesses also invest a lot in designing images for each communication channel to make a visual impression on customers.

Second, InterContinental Danang Sun Peninsula Resort knows how to take advantage of social media effects, build appropriate product offering strategies - capture the needs of customers. After the reputation from the 2017 APEC conference, the resort received more "visits" from many famous people and successful businessmen. Therefore, the image of the resort is more luxurious, safe and secure without the need for businesses to work hard in promoting. Adding the high product pricing, the resort successfully sold the product and increased revenue.

Third, it is impossible not to mention the staff dedicated to conducting the offering - these are the staff who are trained in international standards that IHG, always professional and ready to support customers, is able to foreign language skills, knowledge and expertise to understand customer requirements.

2.2.3 Metropole Hanoi

Overview of Metropole Hotel Ha Noi:

a. About Metropole Hotel Ha Noi

Metropole Hotel Ha Noi is one of the most ancient hotels in Hanoi capital. The hotel built in 1901 is called "Grand Metropole Palace" and this project is implemented by a real estate company called Societe Francaise Immobilier led by two French investors, Gustave - Emile Dumoutier and Emile Dumoutier. Andre Ducamp founded. At that time, the hotel was rated as the most massive in Indochina.

With the rich history of the city of Hanoi and Vietnam, in 1936 - the hotel was honored to welcome the clown Charlie Chaplin and his newlywed wife, the movie star Pau Lettte Goddard, to enjoy the honeymoon after the organization. The wedding ceremony was held in Shanghai and was honored to welcome many famous people such as: Jane Fond, Stephen Hawking, Oliver Stone, a famous British novelist - Graham Greene, Danish Princess Alexandra,...

Over the years, the hotel has also been honored to welcome the Presidents of countries such as USA, France, Switzerland, Denmark, Sweden, King of Malaysia, Prince of Morocco, Duke of Gloucester, Duke and Duchess of Bedford, Prime Ministers from Australia, Japan, Singapore, Korea, Canada, Nigeria, Norway and Vietnam, important business delegations such as the President of the World Organization, the Asia Leadership Forum, the Asia-Europe Meeting 5, leaders of APEC week 2006,...

b. Introduction to Metropole Ha Noi hotel system

❖ Hotel business areas:

Registration of hotel business lines, including:

- Producing and trading food products;
- Intermediary and supplementary services;
- Full product service;

- Business travel services;
- Sports and entertainment;
- Lodging;
- Selling tours and guiding tours;
- Car for rent service;
- Service catering outside;
- Special care services;
- Expo;
- Conferences, sports fairs;
- Agents introduce and sell products.

In addition to the above-mentioned business areas, the hotel also has a number of other additional services such as food services, consumer goods services, souvenirs, communication services, shopping services, and sports, transportation services, currency exchange services, laundry, ...

Main tourism products in Metropole hotel:

- Angelina - The Italian Steak House of Metropole
- Beaulieu - French Restaurant
- Spices Garden Restaurant - Spices Garden
- Le Club bar
- Bamboo Bar
- La Terrasse

❖ Infrastructure system:

Room for rent, including:

- Metropole Wing: includes 3 floors at 15 Ngo Quyen with 109 rooms for rent, including 3 Metropole Suite, 46 Classic Deluxe and 60 Classic room.
- Opera Wing: includes 7 floors at 56 Ly Thai To with 254 rooms for rent, including 1 presidential room, 6 Club Suite rooms, 11 Opera Suite, 73 Club room, 163 Opera room.
- Rooms for rent for meetings, conferences and seminars:
- Thang Long Hall: Capacity 210 people
- Thang Long 1: Capacity 87 people
- Thang Long 2: Capacity 60 people
- La veranda: Capacity 40 people
- Dong Do Hall: Capacity 37 people
- Ha Long 2: Capacity 10 people
- Ha Long Executive: Capacity 15 people
- Spa: Capacity for 10 people

Building and developing the brand strategy of Metropole Ha Noi hotel:

a. Status of building brand strategy

❖ Name of Metropole Hanoi:

The name Metropole is the French word for capital, capital or center. The name of the hotel is associated with Vietnamese history, the only place that still exists and parallels with the capital Hanoi. Metropole Hotel is also known as Sofitel Legend Metropole Ha Noi or Metropole Vector, the name added to the generic name Metropole helps to highlight the hotel's brand position.

❖ Brand logos:

With a bold French architectural style, the logo of Metropole is the letter M and the letter H. The stylized design evokes the feeling of being both elegant, classic and romantic. But still full of modernity. The two letters M and H interlocked stand for the Metropole Hotel brand. When looking at this logo, customers will immediately know this famous 5-star hotel brand. The color of the logo with the main color tone is silver. Favorite color of luxury hotels. The more ancient beauty here, also makes the logo bring a luxurious and classy beauty.

❖ Slogan (Slogan):

“Taking customer satisfaction as the biggest reward for me”
Metropole Hanoi always exploits and promotes four great advantages, which are: prime location, history (one of the very few ancient hotels left in Asia), perfect products and services and high quality human resources. We absolutely respect our customers, which is shown through every action of service: The staff at the airport always wear polite uniforms, when the service does not accept "tips" from guests... - Deputy General Director Thanh Hai said
Metropole's slogan is unique and interesting, evoking the curiosity of customers and affirming the benefits of the hotel to customers. Slogan increases awareness, strengthens brand positioning through affirmation, puts professional honesty and customer interests first.

b. Status of strategic development of Metropole hotel brand strategy

❖ About vision, mission and brand development goals:
Metropole always upholds “The Insurgent Mission” - the mission of innovation by keeping the spirit of innovation and continuously innovating, thinking creatively in different departments. Metropole's mission is to be the best hotel in the region, aiming to differentiate itself from the competition. "We consider everything to be unlimited, constantly expanding boundaries and always questioning what to do next because investors and owners always want more," said General Director of Metropole Hanoi. emphasize.

Metropole aims to connect directly between strategy, mission, vision and customers, sets the golden rule in serving "no customer leaves unhappy", every philosophy and culture customer focus, the strongest focus on customer satisfaction score. Metropole set up a quality management board, actively taking the assessment of guests in the area. And the main motto of the hotel is excellent in service, stable and optimal quality.

To achieve these goals, Metropole pays special attention to motivating employees. They always inspire and arouse enthusiasm, set up a gratitude card system, reward excellent attitude, keep prestige and share in the meeting, always have monthly team building activities and especially pay special attention to them. focus on training.

❖ Customers:

The customer market at the Metropole hotel is mainly international guests, business people traveling on official duty or participating in cultural and political events,... of which: 50% French guests, 30% tourists European tourists, 15% Asian tourists, 5% domestic tourists.

- Phap customer market is the target market
- European market: still the main market of the hotel since opening and starting business, including the US, UK, Australia, Italy, ... are the familiar markets of customers
- Asian market: mainly Japanese customers. One of the big reasons is that Japan is investing massively in the Vietnamese market, so most of the guests are businessmen who come to work and explore the business market.
- Domestic market: The demand for travel and business in Vietnam is increasing. In addition, the hotel offers discount cards and membership cards for loyal domestic customers to attract the market.

The main purposes of tourists are:

- Pure tourist

- Guests come to work
- Guests come to sign the contract
- Visitors come to survey the market
- Guests combine work and travel

Target audience: Usually individual visitors and guests traveling in groups of travel companies.

❖ Competitors:

Competitors of Metropole Ha Noi are 5-star hotels such as Sheraton Ha Noi, Intercontinental Westlake Ha Noi or Ha Noi Hilton Opera with modern and equally professional equipment within the Ha Noi area.

❖ Brand development strategy Metropole Ha Noi:

Metropole Ha Noi is the International Brand of the luxury hotel of Accor Group, which is positioned for middle and upper-class customers, and is building a strategy independent of the type of business: accommodation, restaurant and business. Additional services such as shuttle bus, office rental, meeting room rental, tour routes for guests at the Hotel ...

In addition, Metropole is located in a golden position with a history of more than 100 years, at each stage, the hotel is always invested and upgraded from the very beginning, creating the classic of the modern mixed space of the city. utility system in the service. Therefore, the hotel chooses the strategy of always being at the forefront of the market with the secret of always harmonizing the three benefits that are customers, investors and employees. In terms of scale, the hotel had only 109 rooms in 1992 - 1996, today the number has increased to 363 rooms. Normally, large hotels that are newly built always have modern technical facilities, but the hotel cares about the quality of products and services, the hotel chooses the right quality products. combination, exquisite menu, unique layout and special menu lasting from 7-10 days. In particular, Metropole always focuses on fully grasping market needs, constantly improving the quality of products and services to adapt to customer needs in order to create the best image for customers. These Metropole Ha Noi brand orientations and strategies are always recognized by customers as the best brand in Vietnam.

Pros and cons of Metropole brand strategy

a. Advantage:

Can expand and penetrate anywhere and anytime, especially into new markets;
If a brand or project underperforms it will not threaten the main brand;
The strategy of always being at the top of the market makes other competitors dependent on Metropole in the Hanoi area, helping the hotel to control the market within Hanoi.

b. Defect:

C investment costs are not small;
Increasing the number of product brands in a market should consider the ability and speed of return on investment;
Suitable for the market with high growth rate;
There is no close relationship/link with each other, leading to difficulty in controlling the internal factors that affect the hotel's image.

2.2.4 JW Marriott Hotel Hanoi

JW Marriott Hanoi is managed by a leading hotel group in the world, Marriott International, JW Marriott is also the "child" of a Vietnamese enterprise - Bitexco Group.

With the investment and support of Bitexco Vietnam Group, JW Marriot Hanoi Hotel, branded JW Marriott International,

has been developing strongly in Vietnam. In the initial steps of building and developing the project. During the construction project, the hotel has encountered many difficulties due to the economic crisis in our country in general and worldwide in particular. The design of the hotel is inspired by the "legendary dragon" image in folklore and the beautiful coastline of Vietnam. The project started construction in 2008, right at this time the real estate market in Vietnam began to fall into crisis. In the following years, the economy stagnated, banks tightened lending, the market The quiet real estate market caused many real estate businesses to struggle, unfinished buildings appeared everywhere. In a challenging investment environment, the construction of the legendary Dragon hotel has not stopped and the luxury hotel project has been put into use in the difficult economic context.

On November 6, 2013, Marriott International Hotel Group officially introduced the first JW Marriott branded hotel in Hanoi. Along with Renaissance Riverside Hotel in Ho Chi Minh City, JW Marriott Hanoi is Marriott International's second hotel in Vietnam. The 5-star JW Marriott Hanoi Hotel with 450 rooms is located on the grounds of the National Convention Center. This is the second hotel managed by Marriott International in Vietnam after opening the Renaissance Riverside Hotel Saigon 14 years ago.

Jw Marriott Hotel is currently a hotel with the largest scale in Hanoi city, with a very favorable geographical location located in the complex of the National Convention Center and Ba Dinh Hall (new) in Hanoi. 8 Do Duc Duc Street, Tu Liem District, Hanoi.

Whether diners are tourists or business trips, JW Marriott Hotel Hanoi is a great choice to stay when coming to Hanoi. Located in Just about 10 km from the city center and can reach the airport within 25 minutes. As a resort and relaxation paradise, As the only 5-star hotel located adjacent to the National Convention center, the hotel offers a complete innovation compared to interesting points in the city such as the Convention Center. Vietnam National Conference, My Dinh National Stadium, Chua Lang. JW Marriott Hanoi is highly appreciated for its geographical location as well as its architectural beauty in the hotel service industry in Hanoi.

Up to now, Jw Marriott hotel has been in operation for 2 years and has had certain successes. The hotel has established itself as a reputable 5-star hotel as well as a name for the hotel industry in the country as well as in the Asian market and is an ideal destination for many domestic and foreign tourists. In addition, this is the choice as the venue for major national activities.

Competitive strategy according to M. Porter model for Jw Marriott hotel

According to Michael Porter, there are three basic strategies as follows:

- Cost leadership strategy.
- Differentiation strategy.
- Centralization strategy.

a. Cost leadership strategy:

When businesses apply a cost leadership strategy, their solution is to minimize costs to get a lower selling price than competitors.

Applied to the Jw Marriott hotel business, it is easy to see that this is a leading 5-star luxury hotel in the country. Compared with the big hotels in Hanoi, Jw Marriott leads in

size and facilities.

According to the hotel business, JW Marriott Hanoi exceeds the usual 5-star standard. Each 5-star hotel room usually has an area of 38-40m², but the smallest room at JW Marriott Hanoi is also 48m². The materials used are all high-quality materials such as wood, natural stone and glass walls, creating a cozy, luxurious and airy view of the surrounding lake or green garden. Therefore, the total investment capital for the project is up to 250 million USD, ie 555,000 USD/room on average, double the investment rate for each 5-star hotel room today.

Since then, Jw Marriott's orientation as well as its goal is to focus on customers with good and high income, leading to higher prices than hotels in the area. Therefore, businesses do not apply a cost leadership strategy to compete in the market.

b. Differentiation strategy:

The purpose of differentiation strategy is to create a competitive advantage by creating products/services with a difference that competitors' products do not have while customers value and are willing to pay more for it. buy.

It can be said that Jw Marriott is the pioneer hotel for the difference in the hotel market. Based on the idea of the romantic coastline of Vietnam and inspired by the image of the "legendary dragon", Under the talented hands of American architect Carlos Zapata, the author designed the Bitexco Financial Tower. Tower in the city. In Ho Chi Minh City, JW Marriott Hanoi resembles the shape of a dragon curling up on the East coast. JW Marriott Hanoi has a unique and separate architecture unlike any other hotel architecture in the world.

The hotel is structured in the style of spiral curves with the image of two dragons lying on each other, creating a unique architectural masterpiece in the world. The hotel faces the lake, representing the flourishing before the open sky, combined with the inner garden full of green nature, creating an elegant appearance.

The main entrance crosses the second floor of the courtyard formed by two parallel slabs, connected by a bridge. Guest parking is separate from the inner courtyard. Vip parking is designed in the yard, adjacent to a high-class shopping center.

The main lobby of the hotel is designed as a unique dome leading to the entertainment and shopping area by a wide staircase right by the lake. The lobby area will be equipped with a bar, a restaurant, souvenir shop, reception, shopping center, administrative office, small meeting rooms and a relaxing space with a roof overlooking out to the water.

The entertainment center is equipped with large and small restaurants, 5,000 m² for shopping area, a large hall of 1,000 m², can be divided into 4 small rooms, a smaller hall with an area of 500 m² as well. can be divided into 4 small rooms and some other smaller meeting rooms. In addition, the hotel also has dedicated areas for delivery services to and from as well as providing other services at the back of the hotel.

The second floor is the area for atriums, lobby, special restaurants and dining rooms, hotel office areas and areas for future development. The rooms are divided from the 3rd to the 8th floor. On the 7th floor there are three high-class rooms, a Vice President room and a President room. The 9th floor is equipped with an indoor swimming pool, a gym and an outdoor spa.

JW Marriott Hanoi is gradually affirming its position as the best hotel in Vietnam and the continent when it won 12 prestigious awards in 2014. In which, there are prestigious awards such as "New hotel with design" The most beautiful design and construction" in the Asia-Pacific region awarded by the International Property Awards, the "Best Hotel in Vietnam 2014" award by Robb Report Vietnam and on the list of "Top Luxury Hotels in Vietnam". Asia's top" voted by TripAdvisor readers.

With all of the above, with its product differentiation strategy, Jw Marriott has affirmed its status as a first-class hotel, surpassing all competitors in terms of uniqueness, room quality, comfort as well as quality service. That makes Jw Marriott always have a stable and loyal customer base.

c. Centralization strategy

With a centralized strategy, the company only focuses on serving a very small market segment. In this segment, the company will implement low-cost combination or differentiation.

It can be seen that the number of guests of Jw Marriott are all luxury guests with high demand for entertainment and relaxation. Besides, Jw Marriott also focuses on the market with great potential, which is MICE. With a total area of meeting and conference rooms up to 3,600 m², JW Marriott Hanoi is an ideal venue for MICE events (Conferences, seminars, events and exhibitions) in Vietnam. The hotel has a total of 17 meeting rooms, including 2 large conference rooms of 1,000 m² and 480 m² with a large lobby area. All conference services are conveniently located on one floor with separate entrance and parking. JW Marriott Hanoi has become a great venue for conferences, seminars, corporate events or wedding receptions. Many important events, conferences and seminars previously held in Thailand and Singapore have been moved to JW Marriott Hanoi. Almost all hotel meeting rooms are almost always full.

With the strategy of focusing on the high-income customer market and the MICE market, combined with the product differentiation strategy, creating a sustainable competitive strategy, Jw Marriott has defeated all major competitors. has a reputation to become the leading hotel in Vietnam.

Plan future business strategy of JW Marriott hotel by Ansoff. matrix

a. Ansoff Matrix:

Ansoff matrix is a matrix formed based on two factors, product and market. Depending on the goals of the business in the market, strategic directions will be given. Ansoff matrix includes 4 possibilities that businesses can base on to offer ways to position market targets.

- Deep penetration into the market: to achieve this goal, businesses will sell existing products into the existing market, in a deeper way. This is the most effective way for businesses to penetrate potential markets and expand their customers. Enterprises can open more stores and agents for their products, on a broader scale.
- Market expansion: when the business has a solid foothold in the existing market, the growth rate is stable, at this time they will try to develop the market. To be able to achieve this goal, enterprises will proceed to take existing products to penetrate new markets in order to explore more markets, expand production, and attract customers. In addition to expanding more stores, businesses need to identify the right customers for

themselves, deploy appropriate and effective advertising programs...

- Developing new products into the existing market: with potential businesses, exploiting the needs of the existing market, they will invest in product development, in order to exploit the needs of customers. Present. This not only helps businesses expand the current market but also enhance their position in the consumer's consciousness, meet the needs of consumers to the fullest, and take the leading edge.
- Diversification: with the goal of diversification, businesses will choose to develop new products to penetrate new markets. With this approach, businesses need to spend a lot of money to improve product quality, promote products to new potential customers, test products, etc. The initial cost is quite large like that. But if the business succeeds, it will bring great economic efficiency, not only maintaining the current market, but also being able to surpass competitors to enhance advantages in the market.

b. Future strategic planning for JW Marriott Hanoi

JW Marriott Hotel is a leading hotel business in terms of service quality, customer size and market share. As the largest hotel with the largest number of rooms as well as the most spectacular meeting and wedding service rooms in the country, JW Marriott should use a strategy to penetrate deeply into the market by taking advantage of its existing strengths. The hotels in the central area are limited in size, so the number of rooms is not large. Therefore, many large-scale delegations and businesses come to Vietnam to work but need more than 300 rooms, often divided into 2 places to stay. Meanwhile, JW Marriott can meet the large scale and that is the opportunity. In addition, the Asian tourism market in general as well as Vietnam in particular is growing day by day, this is a great opportunity for JW Marriott to expand its promotion and welcome high-class tourists from abroad as well as in the country. come to the resort with brand promotion strategies. Take advantage of being a hotel belonging to Marriott International hotel group, with a global loyal customer base of 44 million members, 4.5 million in Asia alone, with customer care programs JW Marriott restaurant always has a steady stream of business customers.

When there is a stable and loyal customer base, it is also important to develop new products into existing markets. JW Marriott hotel can expand and upgrade high-class and luxurious services for potential customers who can afford and have high entertainment and relaxation needs such as health spa services and Beauty salon, Gym club, besides high-class entertainment services such as Casino, Bar, shopping center.

3. Conclude

Most businesses are encouraged to build their own strategy, a brand plan for reasons such as: more effective product identification, optimal customer connection, differentiate from competitors, help customers choose products quickly. A brand plan is considered effective if the message that the business conveys has clear values and is able to work well. This helps customers to trust the brand more. The basic components of a brand strategy include the following elements: Brand personality, brand identity system, brand name and slogan and brand compass.

In recent years, the world economy in general and the development of Vietnam's economy in particular have been constantly changing. People's lives are getting better and better, the needs of both material and spiritual, rest and relaxation are also increasing, helping Vietnam's tourism industry in general and hotel and restaurant business in particular have improved. There are visible improvements. The number of hotels is increasing rapidly, especially international standard, 5-star restaurants, which require hotels to keep old customers and attract potential customers. Developed to meet the maximum needs of customers. To survive in that market, businesses have no choice but to improve the quality of their products and promote their brands to potential customers. Over the years, or even in the difficult situation of Covid-19 to control all staff, the resort has gradually overcome difficulties and obstacles to achieve business efficiency. The time of writing the report is very close to summer or in other words, at this time, everyone's demand for travel is very high because the weather is quite hot. Regarding the implementation of brand strategies, 5-star hotels must always be creative and come up with specific and clear strategies to advertise the resort image in a good way in the hearts of customers, so that customers can trust and feel secure when deciding to stay.

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