



FLUID HK

Submitted for The Marketing Society
Excellence Awards 2015

New Brand

ENTRY FORM

We are an insight-driven creative®
brand solutions agency

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ENTRY STATEMENT

ENTRY STATEMENT – STRUCTURE

1. Industry Context

2. Challenges

- Rebranding Objectives

3. Strategy

- Target Audience
- Approach

4. Results



Submission Video:
<http://youtu.be/7ijvway4TVQ>

ENTRY STATEMENT: INDUSTRY CONTEXT

Traders Hotels was part of the highly competitive mid-range hospitality sector currently dominated by international chains and increasingly characterised by more independent, boutique style offerings catering to the rise in importance of the “**Millennials**” market.



ENTRY STATEMENT: CHALLENGE

“**Millenials**” make up some 50% of business travellers and will comprise some 75% of hospitality staff by 2025. Traders Hotels was lagging behind in attracting this highly desirable market.

Endorsement by Shangri-La also carried the misconception that Traders provided 5-star services and amenities – an expectation the brand attempted to fulfill while maintaining 4-star rates. The result was disappointment for some guests and an unsustainable model in terms of profitability and customer expectation management.

In addition, the new brand had to incorporate the already existing Traders portfolio of hotels and facilities.



ENTRY STATEMENT: CHALLENGE

Rebranding Objectives:

FOOTPRINT

Increase FOOTPRINT internationally through enhanced developer offer

REVENUE

Drive REVENUE through expanding market share and appeal

PROFITABILITY

Drive PROFITABILITY by simplifying and innovating operations

**TRADERS
HOTELS**

POSITIONING

Create a new mid-range brand to better strengthen POSITIONING and manage expectations

CULTURE

Create fresh CULTURE that helps attract and retain the right people

ENTRY STATEMENT: STRATEGY

Approach:

Our aim was to create the ideal mid-range hotel brand, with millennials as our new starting point. Our approach was to gain a much deeper understanding of the target market and then explore if and how the existing portfolio assets could best be brought in line with their preferences.

Research included:

- Extensive market profile research, particularly digital and social media behaviour
- Comprehensive competitor and peer reviews
- Interrogation of existing client data on customer profiles and satisfaction ratings
- Interviews with internal management
- Site visits of existing properties

ENTRY STATEMENT: STRATEGY

Target audience profile:

- A “millennial mindset” regardless of age
- Looking for fuss-free simplicity without expense of perceived quality or value
- Independent and informed, looking for different, distinctive experiences
- Social media savvy, living dynamic and social lifestyles
- Frequently blending business and leisure



ENTRY STATEMENT: STRATEGY

We devised a strategy that was both straightforward and simple: create a conceptual persona as a figurehead for an industry built on people, someone who shares **Millennial values** and can relate to Millennial-minded travellers.

We then created Jen—a professional hotelier and lover of travel, adventure and the simple pleasures in life—a truly distinctive solution amid a sea of fairly generic positioning and products communicating similar messages to the same target audience.



ENTRY STATEMENT: STRATEGY

Hotel Jen Brand Values

- **Simple Pleasures:** Fuss-free simplicity delivered with Jen's signature style.
- **Easy Efficiency:** Having everything in shape and smooth-running, making life nicer for everyone.
- **InJenious Ideas:** Clever and creative details or experiences that inspire guests.
- **A Sense of Adventure:** Offering the support and encouragement guests need to try new experiences.
- **That Jen Feeling:** Creating a fun, positive environment where guests instantly feel at ease and leave feeling great.

[Simple Pleasures]

[Easy Efficiency]

[InJenious Ideas]

[A Sense of Adventure]

[That Jen Feeling]

ENTRY STATEMENT: STRATEGY

Hotel Jen Brand Values

- **Clearer brand values**, messaging and style minimise misconception of Shangri-La calibre expectations (e.g., ‘Simple Pleasures’ vs. Shangri-La luxury).
- Appeals explicitly to broader spectrum of mid-range guest profiles, focusing on the important things done well—for a night or a week, business, leisure or both.

[Simple Pleasures]

[Easy Efficiency]

[InJenious Ideas]

[A Sense of Adventure]

[That Jen Feeling]

ENTRY STATEMENT: RESULTS

Even though the Hotel Jen brand only launched in September 2014, dramatic change has already been observed across all touchpoints in line with our business objectives, including:

- **19%** increased profit within 2 weeks of launching
- **32%** increased profit during first quarter of operation

HOTEL JEN

Experience that Jen feeling.

HOTEL JEN

Simple is good.

HOTEL JEN

Explore the world.

HOTEL JEN

Be true. Be you.

ENTRY STATEMENT: RESULTS

Drive REVENUE through expanding market share and appeal

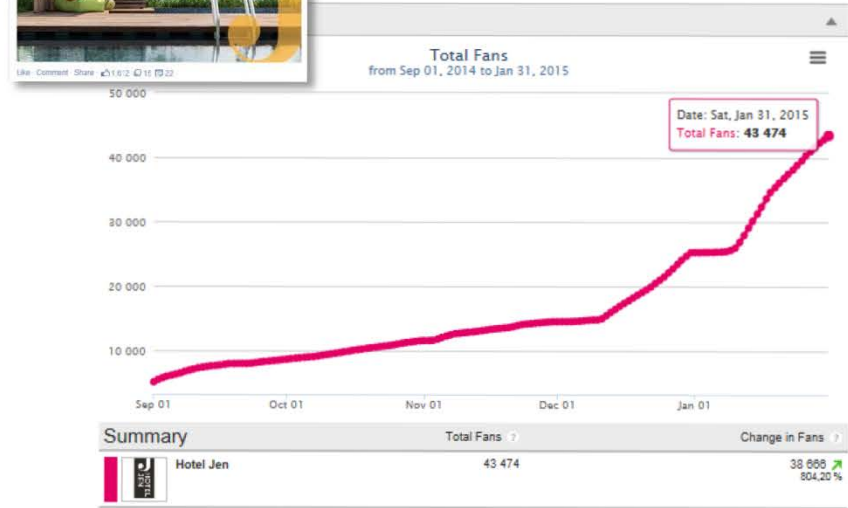
Hotel Jen Orchardgateway Singapore launched the brand on 15 Sept 2014

Immediate results:

- **84-98%** capacity bookings in Singapore during F1 weekend within 3 weeks of website launch
- **85.7%** capacity bookings by end of year 2014

Indicators of expanded market appeal:

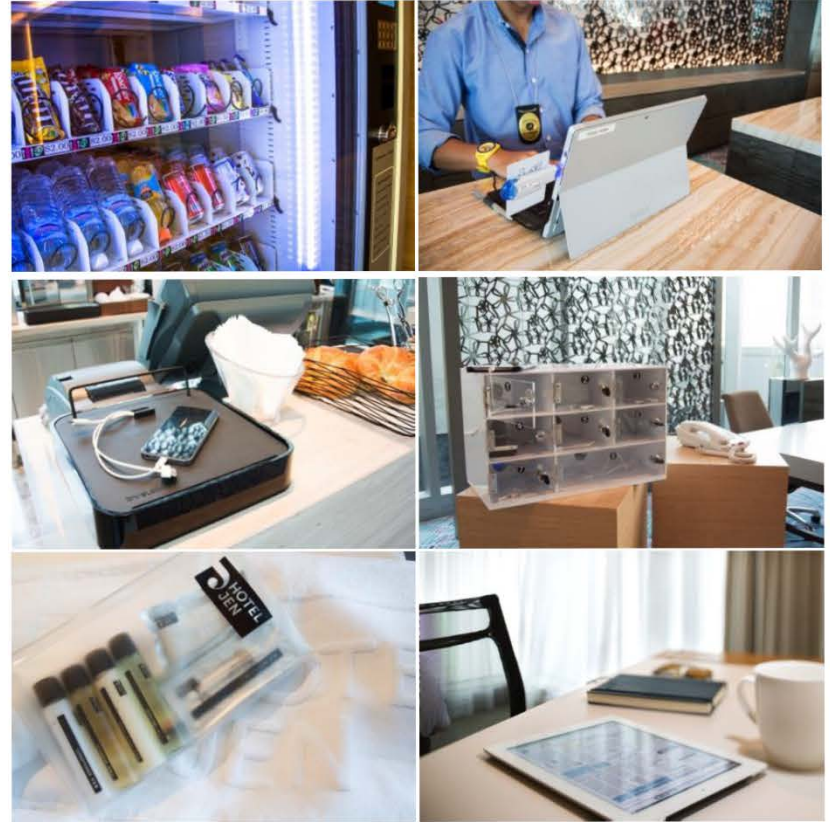
- **500%** increase in Facebook users by 31 Dec 2014 (and continuing to climb)
- **31%** of users within targeted 25-34 age range
- **USD\$40,528** revenue through Facebook campaigns



ENTRY STATEMENT: RESULTS

Drive PROFITABILITY by simplifying and innovating operations

- **15% amenities savings** achieved through new design of amenities packaging without changing suppliers or quality standards.
- **PressReader access** to far wider selection of publications yields cost savings on both resourcing and newspaper purchases. (Other streamlined services include paperless check-in/check-out.)
- **'Simple Pleasures' and 'Easy Efficiency'** are the core brand values driving profitability. Over-the-top luxury no longer fits with the new brand.



ENTRY STATEMENT: RESULTS

Increase FOOTPRINT internationally through enhanced developer offer

- Active discussions with developers in Malaysia, Thailand, Cambodia, Australia, Korea, Hong Kong, and UAE
- Development interest for projects in China, North America, Middle East, and Japan

“We’ve seen significantly increased positive feedback and interest from developers, including a few who previously wouldn’t have considered partnering with the Traders brand, and in new markets, too.”

*— Howard Ho,
Director of Development, Hotel Jen*

ENTRY STATEMENT: RESULTS

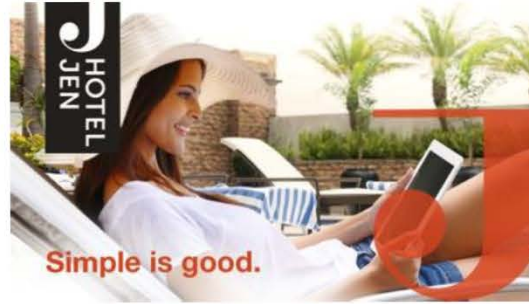
Create a new mid-range brand to better strengthen POSITIONING and manage expectations

New brand values coming to life through tangible hotel offerings

Simple Pleasures: Fuss-free simplicity delivered with Jen's signature style.

For example:

- Rooms with crisp and comfortable beds, perfect pillows, natural lighting and great showers
- A range of dining options with fresh and inexpensive food
- Complimentary fresh, local fruit cups on arrival



ENTRY STATEMENT: RESULTS

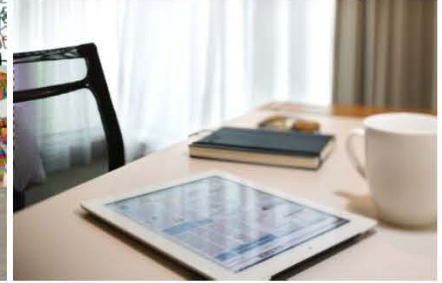
Create a new mid-range brand to better strengthen POSITIONING and manage expectations

New brand values coming to life through tangible hotel offerings

Easy Efficiency: Having everything in shape and smooth-running, making life nicer for everyone.

For example:

- Fast free WiFi everywhere, always
- Complimentary PressReader access
- Mobile charging stations
- 24-hour Order-In service and fitness centers
- To-go breakfast boxes and On-the-Go Delis



ENTRY STATEMENT: RESULTS

Create a new mid-range brand to better strengthen POSITIONING and manage expectations

New brand values coming to life through tangible hotel offerings

Injenious Ideas: Clever and creative details or experiences that inspire guests.

For example:

- Empty refrigerators instead of unused and expensive mini-bars
- Vending machines for snacks and other amenities on every floor
- Encourages staff to think of creative ideas for solving problems and making guests feel great



ENTRY STATEMENT: RESULTS

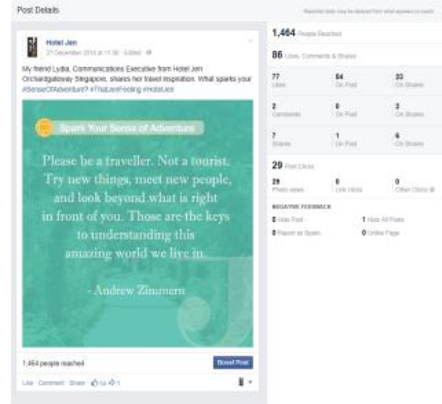
Create a new mid-range brand to better strengthen POSITIONING and manage expectations

New brand values coming to life through tangible hotel offerings

A Sense of Adventure: Offering the support and encouragement guests need to try new experiences.

For example:

- Jen's travel blog with hints, tips, tricks and recommendations for travellers
- Hotel Jen staff ready and willing to give their own favourite local recommendations on restaurants, sight-seeing and more



ENTRY STATEMENT: RESULTS

Create a new mid-range brand to better strengthen POSITIONING and manage expectations

New brand values coming to life through tangible hotel offerings

That Jen Feeling: Creating a fun, positive environment where guests instantly feel at ease and leave feeling great.

For example:

- Staff are friendly and supportive without being intrusive
- Celebrating national days from all over the world
- “The way Jen makes you feel”



ENTRY STATEMENT: RESULTS

Create fresh CULTURE that helps attract and retain the right people

Recruitment – Hotel Jen has adopted a completely different way of recruiting its staff.

- Non-traditional recruitment "parties" hosted by existing Hotel Jen staff
- Instant acceptance for low-tier roles vs. a lengthy or complex process
- Interviewees are met in the front lobby vs. through a staff entrance
- Contracts signed in colleague restaurant vs. in private office
- Recruitment about experiencing 'That Jen Feeling' even before starting
- Attracts a new, younger more brand-aligned staff capable of delivering a mid-range, personality-packed culture in line with the business model



ENTRY STATEMENT: RESULTS

Create fresh CULTURE that helps attract and retain the right people

Uniform – The new staff uniform policy has been totally transformed.

- Traders uniforms varied wildly across properties, with the entire procurement process centralised.
- Hotel Jen takes a more consistent and casual approach, giving some staff allowance to buy their own signature pieces to maximise comfort, confidence and individuality.



'Meet My Jenuine Team' video:
<http://youtu.be/qDNru84vGak>

ENTRY STATEMENT: RESULTS

Media Results

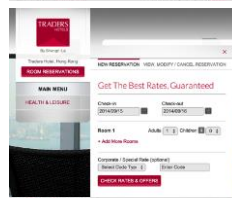
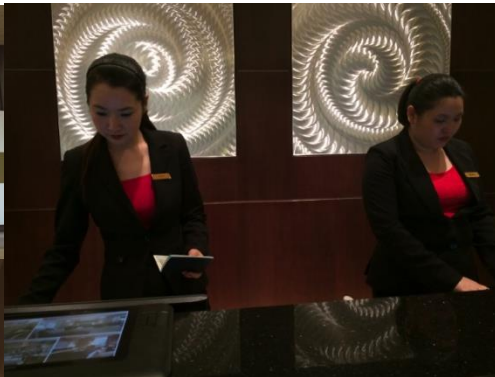
- **200+** pre-launch coverage press clippings
- **Over 80 articles** for the rebranding of Singapore and Hong Kong hotels, valued over **USD \$1,488,000***
- Campaign performance **ROI at 7.13**
- 4,130 bookings generated **USD \$3,440,995** revenue
- Affiperf delivered highest sales with **ROI of 19.82**, Trip Advisor **ROI of 9.68**

The screenshot shows a travel website page for 'traveller24'. The main article is titled 'Five ways Hotel Jen is revolutionising the hotel industry' by Carla Lewis-Balden, dated 2015-01-15 09:03. The article features a large image of a modern hotel pool with a city skyline in the background. Below the article, there are sections for 'RELATED ARTICLES' and 'MORE IN THIS CATEGORY'. The 'RELATED ARTICLES' section includes a link to 'SA lodges hotel on after flatline list' and 'Push Cape Town hotel under fire for alleged racism'. The 'MORE IN THIS CATEGORY' section includes '11 events to make you feel alive this weekend' and 'Bloubaerg - the Capital of Kitesurfing'. The page also has a search bar, navigation menu, and social media icons.



SUPPORTING MATERIAL

BEFORE



AFTER

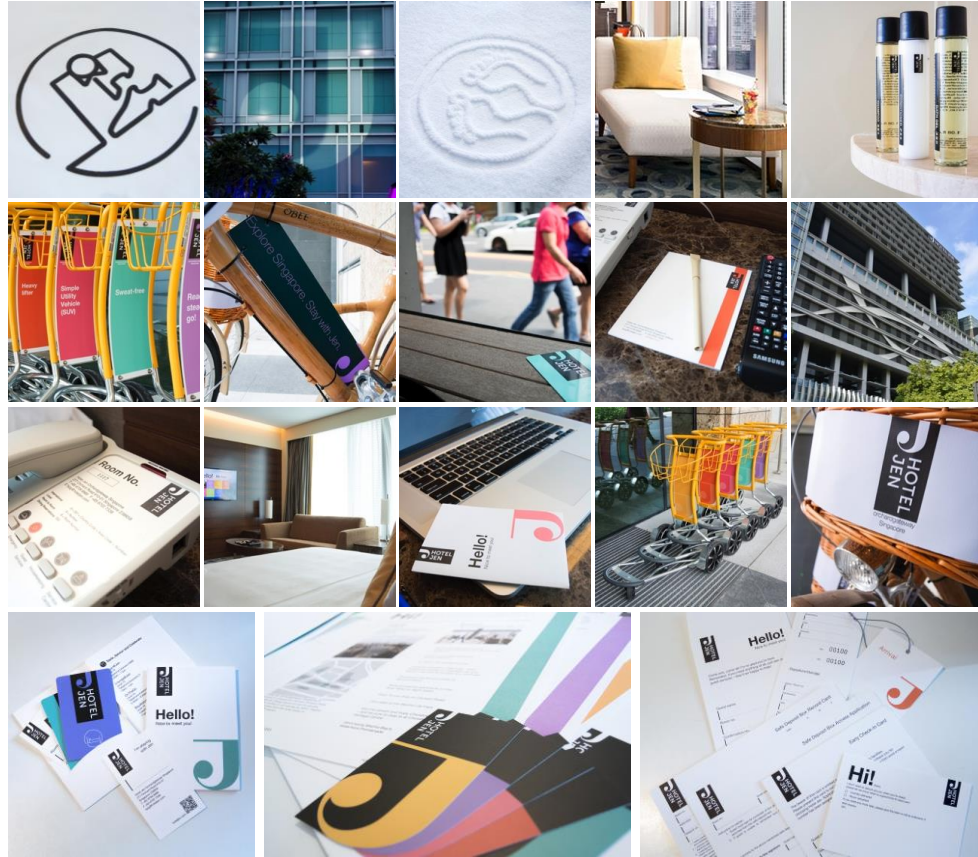


Jen's dream is for every stay to start with anticipation and end on a high.

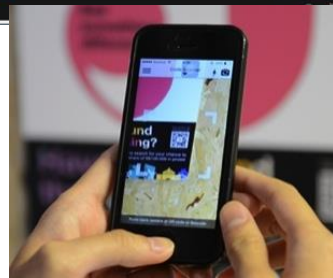
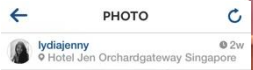
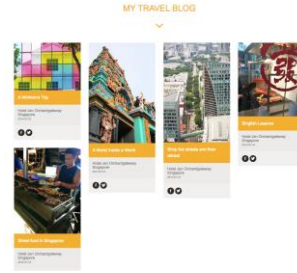
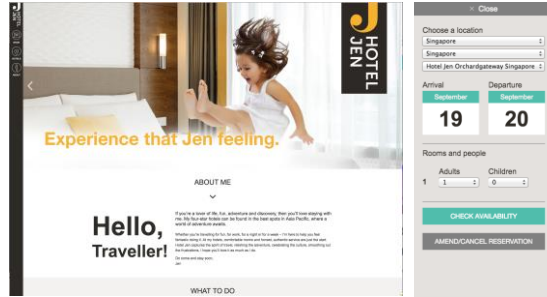
I'm a lover of life and adventure, of travel and discovery. I love meeting people, but most of all, I love hosting. A professional hotelier, I own a diverse collection of mid-range hotels in the best locations across Asia Pacific.

Hotel Jen is my inspiration, and this style guide is where I get to give you all the information you need to understand and share that inspiration.

Jen



AFTER



Find #ThatJenFeeling campaign videos:
<http://youtu.be/mHo93nOBjlg>



THANK YOU

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