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台灣飯店產業的社群媒體行銷研究：

以台北 W 飯店為例

Social Media Marketing in Taiwan's Hotel Industry:

A Case Study of W Taipei

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A Case Study of W Taipei

本論文係 林能鼎 君 (R00749002) 在國立臺灣大學企業管理碩士專班完成之碩士學位論文，於民國 105 年 11 月 09 日承下列考試委員審查通過及口試及格，特此證明

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Abstract



Thanks to warming of cross-strait ties, Taiwan's tourism saw an unprecedented boom due to rapid growth of inbound Mainland Chinese tourists; this also attracted many international hotel brands to enter and/or re-evaluate the Taiwan market. Meanwhile, along with the spread of social media, Facebook and Instagram become the new battlefields for all brands to fight for their potential customers. In regards of today's definition of hotel marketing, it is no longer just to sell a pure sleep in a guestroom like past times, but to promote a unique stay experience from check-in to check-out. Hence, many hotel brands take social media platforms as their key channels for advocate its uniqueness on. This research takes W Taipei as the case. W Taipei is opened in 2011, and it has continuously achieved the **highest ADR** (Average Room Rate) and **RevPAR** (Revenue Per Available Room) among all Taipei's city hotels since 2012. The higher RevPAR a hotel accomplishes; the more efficient managing performance it achieves. Moreover, in terms of social media management, W Taipei's performance is also the best among all its local competitors. Not only its fan base on both Facebook page and Instagram account are the highest in Taipei's hotel industry, but the engagement rate is even the best-in-class in the world. This case study research aims to list out W Taipei's social media marketing strategies on Facebook, LINE@ and Instagram systematically; accompanied by introducing its online and offline marketing activities and Public Relationship management, this case study research intends to discover the reason why W Taipei has such a high engagement on social media.

Keywords: hotel marketing; social media marketing; brand positioning; Facebook; LINE@; Instagram

中文摘要



由於兩岸關係的緩和，陸客來台觀光成為台灣觀光業近年來的**主要成長動力**，也吸引許多新品牌加入台灣飯店市場。而同時，隨著社群網站的普及，Facebook、Instagram 等知名社群媒體更是成為所有品牌的兵家必爭之地。由於現今飯店行銷，有別於過去僅是單純銷售硬體住宿，而是更進一步將飯店住宿定義為一種獨特體驗，不僅硬體設備及軟體服務，從 Check-in 到 Check-out 的每分每秒都是飯店可用來行銷其獨特體驗的素材及工具。也因此，各大飯店品牌皆在社群網站上具有一定程度的曝光量及網路聲量。

本研究以台北 W 飯店作為個案分析。個案於 2011 在台北開幕，並自 2012 年至今，每年均為台北地區都會型國際觀光飯店平均房價（ADR）及平均客房收益（RevPAR）冠軍，也意味著個案為台北地區經營績效最佳飯店品牌。在社群媒體經營上，個案更為台灣飯店品牌中的佼佼者，不僅在 Facebook 粉絲頁及 Instagram 官方帳號上的粉絲數皆較競爭品牌高，在互動率（Engagement Rate）的表現上，台北 W 飯店與世界級品牌相比更是毫不遜色。本研究透過訪談等資料蒐集方式，系統化整理出個案在 Facebook、LINE@ 及 Instagram 等台灣時下使用率最高之社群媒體平台之內容行銷策略，輔以介紹個案其他線上、線下行銷活動及公共關係之經營，目的為分析該個案之所以在社群媒體中享有高互動率之原因，並與其他競品比較社群媒體內容策略之異同，並分析 W 飯店之優勢。

關鍵字：飯店行銷;社群行銷;品牌定位;臉書;LINE 在地生活

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CHAPTER I INTRODUCTION

1.1 Research Background

Taipei's hotel industry has one of the lowest rate of return in Asia Pacific in the past decades, due to its weak tourism market which resulted the lack of growth prospect. Since 2008, tourism started to rank in one of the most prospect industries after Taiwan and Mainland China government began high level talks and started to repair its relationships, the open of Taiwan's tourism market towards Chinese tourists has tempted newcomers to become the players and taking risks in Taiwan's tourism market and the competition of Taipei's hotel industry has begun a whole new chapter.

W Taipei (台北 W 飯店) entered to the market in February 2011, along with Le Meridien Taipei's (台北寒舍艾美酒店) grand opening in December 2010¹, which are the only two international chain hotel brands entering to Taipei's hotel market in more than 10 years, after the open of The Westin Taipei (台北威斯汀六福皇宮) in 1999. Since its opening, W Taipei has built its reputation on both branding and managing performance. Regarding to the RevPAR (Revenue Per Available Room), one of the most crucial index to determine the performance of a hotel property, W Taipei has the highest RevPAR as well as the highest YoY RevPAR growth rate, compares to its local competitors since 2012, one year after its opening. See table below, detailed story to be shared in Chapter 4.

Table 1.1 Top 5 Performing City Hotels in Taipei in terms of RevPAR, 2010 ~ 2016

RevPAR (TWD)	TOP 1	TOP 2	TOP 3	TOP 4	TOP 5
2010	Shangri-La \$4,589	Westin \$4,183	Regent \$4,107	Grand Hyatt \$3,790	Sheraton \$3,508
2011	Le Meridien \$5,338	Shangri-La \$4,324	W \$4,322	Westin \$4,116	Hotel Royal \$3,763
2012	W \$6,394	Le Meridien \$6,315	Shangri-La \$4,508	Grand Hyatt \$4,388	Sheraton \$4,217
2013	W \$7,657	Le Meridien \$7,481	Grand Hyatt \$4,842	Regent \$4,346	Westin \$4,288
2014	W \$8,059	Le Meridien \$7,668	Regent \$5,931	Sheraton \$4,500	Westin \$4,392
2015	W \$7,641	Le Meridien \$7,088	Westin \$4,844	Regent \$4,501	Hotel Royal \$4,330
2016 Jan-Jun	W \$7,274	Le Meridien \$6,938	Humble House \$4,889	Westin \$4,655	Regent \$4,384

Source: Monthly Report on Tourist Hotel Operations in Taiwan, Tourism Bureau of Taiwan
Collated by Julian Lin

The great RevPAR index that W Taipei has achieved is reflecting not only the efficiency of its management but also its strong market positioning and the strategic location. On the other hand, along with the rapid growth² of the social media platform such as Facebook, W Taipei also put lots of efforts on the social media marketing management. The efforts did pay off - W Taipei's Facebook page is consistently the largest one in terms of fan base, compares to its competitors in the city center of Taipei, see table below.



Table 1.2 Ranking of Taipei International Chain Hotels' Facebook Page Fan Base

Rank	Hotel Name	Fan Base (as of 2016/10/11)
1	W Taipei	136,539
2	Regent Taipei	130,575
3	Shangri-La Taipei	102,589
4	Mandarin Oriental Taipei	94,361
5	Palais de Chine Taipei	37,436
6	Marriott Taipei	35,908
7	Grand Hyatt Taipei	31,507
8	Sheraton Taipei	27,337
9	The Westin Taipei	24,445
10	Le Meridien Taipei	23,967

Source: Facebook, Collated by Julian Lin

The ranking is followed by Regent Taipei (台北晶華酒店), Shangri-La Taipei (香格里拉台北遠東國際大飯店), Mandarin Oriental Taipei (台北東方文華酒店), Palais de Chine Taipei (台北君品酒店), Marriott Taipei (台北萬豪酒店), Grand Hyatt Taipei (台北君悅大飯店), Sheraton Taipei (台北喜來登大飯店), The Westin Taipei and Le Meridien Taipei.



1.2 Research Motivation and Objectives

W Taipei not only has the largest amount of fans among Taipei's hotels but also one of the most popular Facebook page globally. According to the research by Locowise³, the average monthly engagement rate of Facebook pages in August 2016 is 4.69% (See **Figure 1.1**). However, W Taipei's page's average engagement rate in the same month is 12%, around 2.5 times higher than other pages.



Figure 1.1 Facebook Pages Average Performance in Aug 2016

Source: Locowise.com

By the definition on trackmaven.com,⁴ engagement rate is “a metric that measures the level of engagement that a piece of created content is receiving from an audience”. It shows how much people interact with the content. “Factors that influence engagement rate include users’ comments, shares, and likes”.⁵ Engagement rate is an effective way to measure the popularity of a Facebook page. The high engagement rate of W Taipei’s Facebook page indicated the fact that the content provided from W Taipei is the best suited to its fans and caused its high fan base in a direct or indirect way.

Since the booming of social media from 2011, it is always a big question that whether social media marketing could actually contribute to a brand's business. And W Taipei is a very good case to inspect and verify the relevancy - since it is the best-in-class in Taipei's hotel industry on either hotel management and social media management.

As the result, this case study research aims to sort out the strategy of W Taipei's social media marketing and its content management in a systematic way, and how this brand differentiates itself from its local competitors on social media to achieve the high engagement rate. On the other hand, this case study will also try to find out the link between how other marketing activities co-works with social media marketing activities to contribute this hotel's business, as what W Taipei's Marketing Communication team's main task.



1.3 Research Flows

Figure 1.2 demonstrates the research structure of this case study. The first part of the thesis will describe the background of this research as well as the motivation and the objective of this case study in **Chapter 1**. Follow by literature review in regards of the traditional hotel marketing, the definition of social media and the social media marketing in hotel industry in **Chapter 2**. The case study methodology and the framework will be illustrated in **Chapter 3**, and followed by **Chapter 4**, the background of the global and local hotel industry, followed by the entry of W Hotels and the introduction of the USP (unique selling points) of the W brand.

In **Chapter 5**, W Taipei's three main social media platforms and its social marketing strategy will be introduced, the outcome of selected campaigns and the limitation of the use of each social media platform will be analyzed. Other from social media marketing activities, digital marketing and Public Relations also play important roles on the branding and revenue generating in marketing communications. Therefore, the strategies of these two parts will also be introduced in the same chapter. Finally, the conclusion, research contribution and limitation will be illustrated in **Chapter 6** as a final chapter.

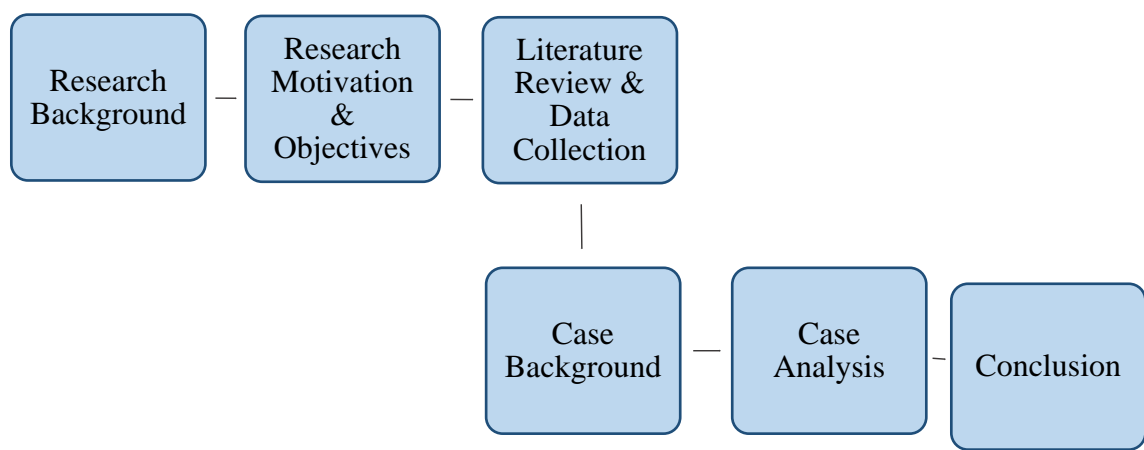


Figure 1.2 Research Flow

CHAPTER II LITERATURE REVIEW



2.1 Hotel Marketing in a Traditional Point of View

Hotel marketing, as known as Hospitality Marketing, is defined as the marketing efforts directed towards the increase of revenue in the hospitality industry⁶. Marketing is the process for getting a company's product or service out to consumers. Hospitality marketing takes a look at how segments of the hospitality industry, such as hotels, restaurants, resorts and amusement parks, utilize marketing techniques to promote their products or services.

Marketing plays a crucial role in the process of the development in most of the industries. Well planned and structured marketing promotion is the key to the business success. On the other hand, lack of marketing awareness can lead to the company's failure.⁷ According to Morrison, hospitality services marketing in contrast to other sectors has several features that are unique for this industry⁸. Which are:

1. Shorter experience with the services,
2. Easier copying of services and more emphasis on off-peak promotion,
3. Better emphasis on structure and imagery and
4. More emotional buying appeals.

Sautter and Leisen mention that tourist does not expect “how the service is delivered” but “what is delivered”.⁹ Hence management should focus on the outcomes of the service process, rather than on the interdependent exchanges.¹⁰ Alistair Williams states that marketing in the hospitality and tourism sector differs from that of other businesses since purchase decision are based on perceptions and projected images rather than prior experience.¹¹ Which

means, the hospitality marketing goods are no longer related only with conveying an image of a place, but more with the experience associated with visiting the place through linking it to the lifestyle of the buyer.



In order to determine precise marketing goals, hotel marketers should already have formulated a clear business strategy. To do so, it is crucial to observe the hotel from a bird's-eye view and to ask himself/herself the following questions:¹²

- Who are our guests / our target audiences?
- Why should guests come to our place, rather than go to other hotels? What advantages do we offer our customers?
- Who are our competitors?
- What are we specialized in? How are we differentiating ourselves from our competitors? In which fields are we better?
- What are our products and services – and for which of them did we receive positive or negative feedback?
- What are some weaknesses of our hotel?
- What is our philosophy/ our vision?




2.2 Social Media Definition

The studies of social media are just like a hundred of flowers bloom nowadays; there are many different definitions of social media. The simplified definition is that social media is forms of electronic communication (such as Web sites) through which people create online communities to share information, ideas, personal messages¹³; a new tool used by companies to communicate with customers who have adopted the interactive media into their user behavior; the computer-mediated tools that allow people, companies, and other organizations to create, share, or exchange information, career interests ideas, and picture/video in virtual communities and networks.¹⁴

On the other hand, there are also studies related social media with Web 2.0, such as Social Media is user-generated content (UGC) such as text, digital photo or digital video posts are the lifeblood of the social media organism¹⁵, which depend on mobile and web-based technologies to create highly interactive platforms through which individuals, communities and organizations can share, co-create, discuss, and modify user-generated content. They introduce substantial and pervasive changes to communication between businesses, organizations, communities, and individuals.¹⁶

In 2015, Jonathan Obar and Steve Wildman's paper has reviewed the prominent literature in the area of the definition of social media and identified four commonalities unique of nowadays social media services:

1. Social media are Web 2.0 Internet-based applications¹⁷
2. User-Generated Content (UGC) is the lifeblood of the social media organism¹⁸

- 
3. Users create service-specific profiles for the site or app that are designed and maintained by the social media organization¹⁹ and
 4. Social media facilitate the development of online social networks by connecting a user's profile with those of other individuals and/or groups.²⁰

Furthermore, the idea that social media are defined by their ability to bring people together provides too broad a definition. Such a broad definition would suggest that the telegraph and telephone were social media – not the technologies scholars are intending to describe.²¹

In 2016, Merriam-Webster defines social media as "Forms of electronic communication (such as Web sites) through which people create online communities to share information, ideas, personal messages, etc., as we could regard as the latest definition of social media.



2.3 Hotel Social Media Marketing

The objective of hotel marketing is to create better travel experiences for hotel guests and driving revenue growth for hotel owners²². Social media is the natural extension of the hotel's website, keeping its web content fresh and original for search positioning and connecting its target audience. By tapping into social signals and engaging with the hotel's target audience, it brings the potential businesses into the conversation to inspire real-life conversion.²³

In UP Hotel Agency's report, social media strategy is essential for hotels and carries the reach of a "word of mouth" recommendation to millions of potential guests. By aligning social media marketing with all other marketing efforts so that they combine for best results.²⁴ The power of a hotel to getting social is,

1. Interactive instant communication

The more a hotel interacts with its guests, the stronger brand loyalty the hotel becomes. Not only the hotel could instantly update guests on the latest offers, but it is also a forum provided for the guests to supply the hotel with valuable feedback and connect with fellow customers.

2. Relevant website traffic

Social marketing is the latest tool for hotels to complete a dynamic online marketing strategy. The presence on the hotel guest's favorite social media websites firmly entrenches the hotel's brand and drives relevant and fresh traffic through to the hotels' websites.



While online review websites like TripAdvisor have become one of the major parts of the marketing process for a lot of hotels, along with the official website, social media marketing can generate highly targeted traffic while enabling the hotel to communicate with and engage fans and visitors.²⁵ Social media is a huge topic. It can help to deliver one of the most powerful marketing campaigns available and it can engage with the customers so that they become even more loyal to the brand and the hotels.

In one of Hootsuite blog's post, it is addressed three social marketing strategies for hotels:

1. Take customer service to the next level, by listening to online conversations, then being proactive.

Since customer service is an integral factor for success in the hospitality industry, using a good online tool to listen carefully to online conversations mentioning their brand is the key. Then, actively reach out and respond to people, whether it's a user complaining on a specialist forum or a group of people on a popular social network like Twitter exchanging information on the latest offers. Hotels should try to address them through personalized and helpful messages.

2. Offer clients value and engagement, and see your sales grow. Become a thought-leader in your industry by using social media.

Taking full advantage of social media could be very likely to generate revenues from it. By chatting with customer in a direct and personal way and doing it all on a public forum such as Facebook page, it has become a valuable resource for people online, who are looking for advice on planning trips and therefore become the trigger on their decision making process.

3. Use social media for targeted marketing and building new business relationships.²⁶

It is another effective way by embracing social media is through targeted marketing. Determine the target audience by the hotel's positioning and look closely at the specific site and traffic statistics, and then recognize it as a high-profile site to partner with for displaying advertising and other marketing initiatives. The outcome could deliver relevant and targeted traffic to the hotels' official website.

CHAPTER III RESEARCH METHODOLOGY



3.1 Research Framework and Measurement

This research is a case study that is focusing on three social media platforms that W Taipei adopts: Facebook page, LINE@ official account and Instagram official account, and introducing other activities including digital marketing, PR and offline events (as known as “W Happenings”) that are conducted by W Taipei’s Marketing Communication team, where delivers the hotel’s messages and information to external parties. By analyzing its social media marketing strategies and content management, the output of its campaigns as well as the limitation of each social media platform, this case study aims to discover the core reasons that led W Taipei’s social media engagement higher than its local competitors. See **Figure 3.1** below.

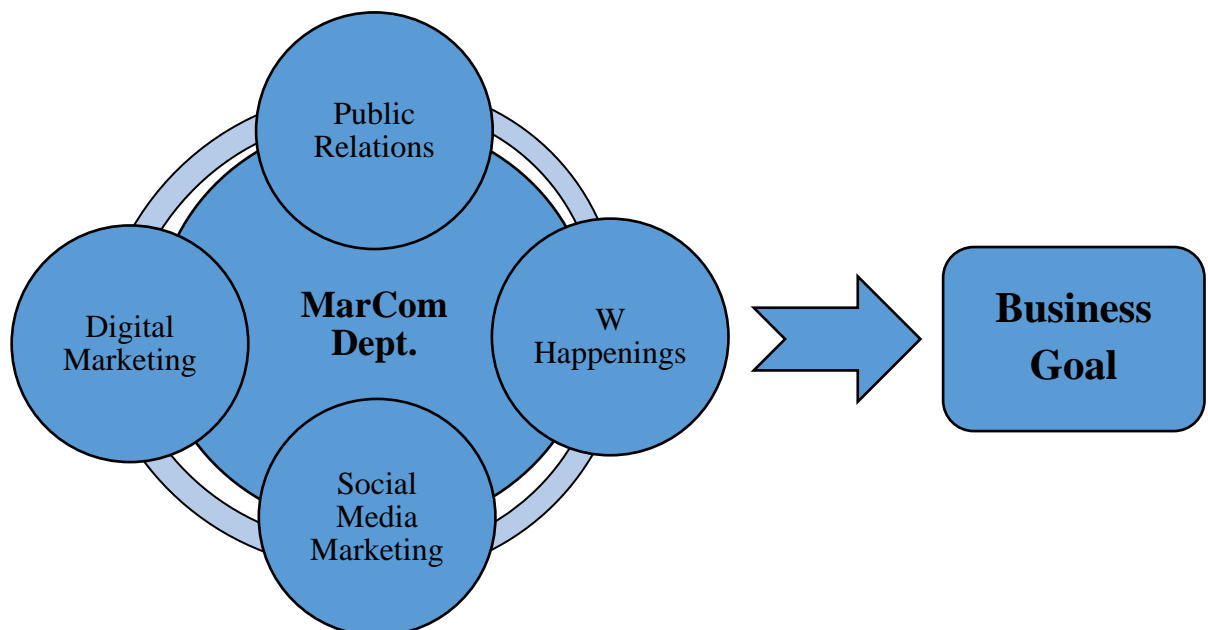
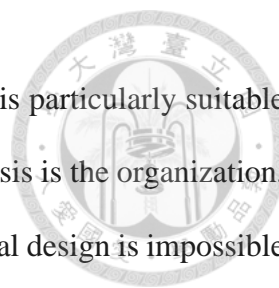


Figure 3.1 Research Framework



According to the definition from Richard Larsson, a case study is particularly suitable “when case studies dominate an area of research, when the unit of analysis is the organization, when a broad range of conditions is of interest, and when an experimental design is impossible or otherwise fails to capture situations relevant to, managerial practice²⁷. Robert Yin also states that a case study is “an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident.²⁸”

Due to the comparative weakness of case study lies in its shortfall in its representativeness²⁹, the fundamental of this research is discovering the strategy behind the specific company’s marketing strategy, rather than confirming or disconfirming a theory. This case study is mainly focused on W Taipei (Hotel), an international chain hotel under Starwood Hotels and Resorts Group located in Taipei Xinyi District. This research study embraces a single case presented in narrative form which relies on both quantitative and qualitative data through data collection process, and accomplished by using qualitative methodology.

This research evaluates W Taipei’s marketing activities on social media and other online/offline marketing and PR activities. The research framework will be focused on resource based considerations and the related advantages, which firms originated capabilities and competencies that could set its competitive advantages will be examined, based on both quantitative and qualitative research methods.

3.2 Data collection

The data collected for this case study is the combination of primary data and secondary data sources which include published statistical numbers from public and private organizations. Large portion of the secondary data are obtained from reliable internet and websites.

Moreover, the primary data is collected with personal interview method with the E-Marketing Manager and Marketing Communication Manager. Under the purpose of confidentiality, name will not be revealed within this case study research. While related expense and the operational and financial data are acquired from company's confidential business activities and statement combining sale, operating expense and revenue expense reports, these data are reliable and definitely no forge has been applied.

CHAPTER IV RESEARCH BACKGROUND



4.1 Global Hotel Industry

The global hotel industry revenue experienced strong growth over the past five years and is predicted to reach US\$550bn in 2016 with Europe and Asia to be key drivers of growth.³⁰ A steady rise in global travel rates due to growing real purchasing power and disposable income of emerging economies - mainly Mainland China - have boosted international tourism over the period. According to Ernst and Young³¹, despite geopolitical instability, health concerns and stagnant economic growth in some regions, the travel and tourism industry remains to play an integral role in the global economy, encompassing 266 million jobs and contributes 9.5% of gross domestic product globally.

The world's hotel industry is dominated by several large hotel groups - which are mostly US based hotels. According to Hotel Industry Research "Hotel 365" conducted by Hotel Magazine and published in its October 2015 issue, Starwood Hotels & Resorts Worldwide, where W Hotels & Resort is under, ranked 8th in the world. For the full world top 10 hotel Group ranking, see the table below.

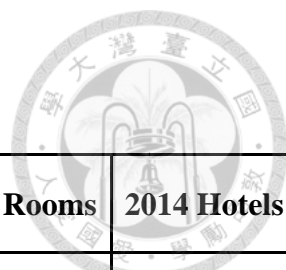


Table 4.1 World's Top 10 Hotel Group

Rank	Company	Location	2014 Rooms	2014 Hotels
1	Hilton Worldwide	USA	715,062	4,322
2	Marriott International	USA	714,765	4,175
3	IHG	England	710,295	4,840
4	Wyndham Hotel Group	USA	660,826	7,645
5	Choice Hotels International	USA	500,000	6,300
6	Accor Hotels	France	482,296	3,717
7	Plateno Hotel Groups	China	442,490	3,023
8	Starwood Hotels & Resorts Worldwide	USA	354,225	1,222
9	Shanghai Jin Jiang International Hotel Group Co.	China	303,522	2,910
10	Best Western International	USA	296,075	3,931

Source: Wikipedia & Hotel Magazine, collated by Julian Lin

Among Starwood's properties, W Taipei is one of its most successful hotels on social media with its more than 130,000 Facebook fans. We will use W Taipei as a case study; in spite of the challenges that a moderated economic growth of Taiwan poses, the hotel proves to be a success story in beating this cyclical economy. Its ability to gain traction of its targeted travelers is grounded in its deep online platform reach and digital marketing philosophy.



4.2 Taipei's hotel industry: Pre-2010

In 2007, Taiwan only had 3.7 million visitors, with a growth rate of 5.6% compared to the previous year. Half of them were tourists, and the other half were mostly business travelers or people visiting relatives in Taiwan. In comparison to its neighboring Asian peer, Hong Kong, it received a whopping 28 million visitors with growth rate of 11.6% compared to the previous year. More than half of the visitors to HK were comprised of Mainland Chinese. Another powerhouse for tourism in Asia, Thailand even surpassed Taiwan with more than 15 million visitors in 2007. ³²

Japanese tourists had the largest share in the years prior to 2010, followed by tourists from Southeast Asian countries and Hong Kong and Macao Special Administrative Regions. See chart below.



Figure 4.1 Tourist arrivals from 2006 to 2015
Source: Executive Information System, Tourism Bureau of Taiwan

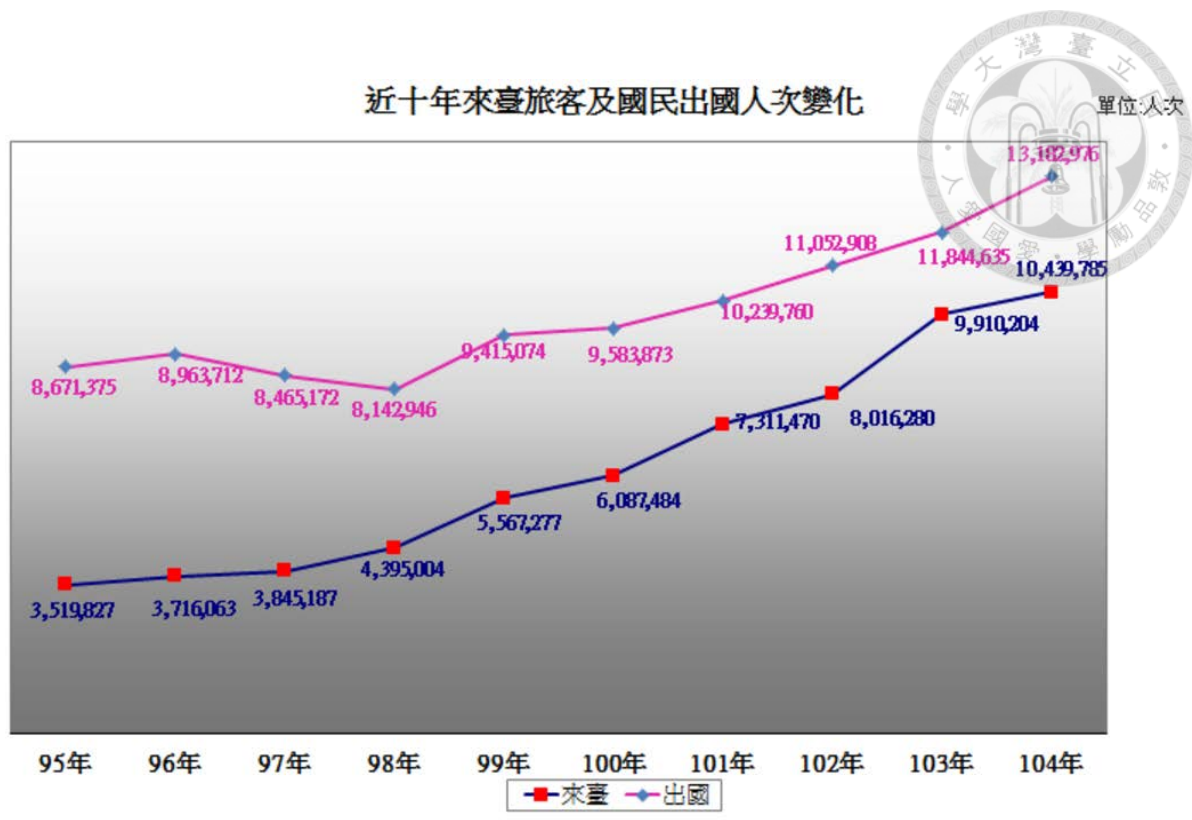


Figure 4.2 Outbound R.O.C. Nationals vs. Inbound tourists from 2006 to 2015

Source: Executive Information System, Tourism Bureau of Taiwan

Taiwan’s tourism industry looked bleak in 2007, with flat growth in tourist arrival rates. Many of the large hotel conglomerates did not see any potential for Taiwan market to growth and avoided investing in the market. Despite being a developed economy, Taiwan’s occupancy rate was only 60-70%, and hotels suffer from one of the lowest rates in Asia. The average room rate was NT\$3,200 (US\$105) compared to that of Hong Kong with average room rate of US\$156.³³ Data of the Taiwan’s Tourism Board showed that there was a decade of stagnant growth in 2000-2010. There were no new hotel brands in the market prior to 2011.

Because of low returns, given low occupancy rates and cheap hotel prices, it made no sense for these large hotel brands to enter the market. According to Stanley Yen, president of Landis Hotels and Resorts back in 2008, “Taiwan now has the cheapest hotel rates among all the cities in Asia; it is difficult for hotel operators here, because it doesn’t give you enough

return to justify the investment.”³⁴ This is precisely the sentiment of all the large hotel conglomerates. Without enough investment returns to justify, Taiwan’s tourism industry outlook was bearish.



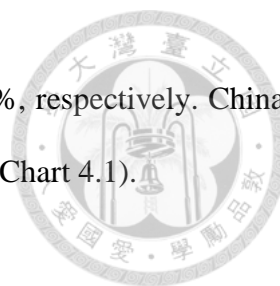


4.3 Revival of Taiwan's Tourism

Taiwan's tourism outlook took a 180 degree turn in 2008. In June 2008, Taiwan and Mainland China began high level talks across the Formosa Strait, repairing almost a decade of strained relationship. One of the main topics for discussion was opening up Taiwan for tourism. The landmark event resulted to opening of at least 36 chartered flights between Taiwan and Mainland China.³⁵ This reconnection of direct flights consequently dropped the travelling time required to and from Mainland China and Taiwan. Previously, travelers would need to connect through Hong Kong in order to go to Mainland and vice versa, cutting the flight time from average of 7 hour to a mere 80 minute flight time.³⁶

The first wave of Chinese tourists arrived Taiwan in July 2008 reaching less 200,000 people, when the ban on group trips was lifted. China began allowing group tours, starting with 1,000 tourists a day, and eventually growing to 5,000 a day.

In 2008, the Global Financial Crisis hit several developed markets hard, including Japan, Hong Kong and Taiwan, which in turn also affected the tourism industry globally. In Taiwan, the hotel and restaurants saw a decline of 4.75% during the crisis in total expenditures, according to data from Taiwan's National Statistics. This was mainly on the drop in Japanese tourists in that year. This was reversed in the following year. There was a momentum for growth from the Mainland Chinese tourists; expenditure in restaurants and hotels grew by 1.5% in 2009. Taiwan also lifted the ban on Chinese independent travelers in June 2011. Tourism industry has boomed with the influx of Chinese tourists with annual growth rate of 60% from 2008-2014. In line with the growth in Chinese tourists, expenditure of tourists in restaurants



and hotels also picked up in 2010 and 2011 at rate of 9.79% and 8.75%, respectively. China has surpassed Japan to have the largest number of tourists in 2010 (See Chart 4.1).

Alongside with the growth of Chinese tourists, Taiwan's tourism industry began to boom, which gained interests of many large hotel conglomerates. Analysts during that time were forecasting huge revenues for Taiwan; with 3,000 expected Mainland Chinese tourists a day, it was forecasted to generate US\$2billion in revenues, boost occupancy rates by 22% to operate around 80-90%, grew hotel rates by 15% and add 0.5% points to GDP of Taiwan's economy.³⁷ As a percentage of GDP, the hotel and restaurants industry did contribute more to Taiwan's economy, as shown in the table below.

Table 4.2 GDP and % of Hotel Expenditure to GDP

Year	GDP (Nominal)	GDP (Hotel, etc.)	%GDP
2005	12,092,254	448,214	3.56%
2006	12,640,803	475,459	3.71%
2007	13,407,062	506,024	3.76%
2008	13,150,950	524,884	3.77%
2009	12,961,656	534,462	3.99%
2010	14,119,213	588,796	4.12%
2011	14,312,200	651,555	4.17%
2012	14,686,917	679,215	4.55%
2013	15,230,739	697,823	4.62%
2014	16,097,400	734,740	4.58%

Source: National Statistics³⁸

Part of the reason for the improved expenditure was driven by the increased investments in Taiwan's hotel industry. Taiwan's Tourism Bureau showed that during 2011 to 2013, Taiwan had more than 20 large investments, valued at greater than NT\$1 billion each. W Taipei opened in February 2011 and started the trend for more international hotel brands to enter the Taiwan market.





4.4 Profiling of Inbound Taiwan Tourists

In 2014, most of the inbound visitors to Taiwan were for sightseeing or leisure comprising of 73% of total visitors; this is followed by for business purpose 8%. The average length of stay for all inbound visitors have declined slightly from 6.87 nights in 2012 to 6.65 nights in 2014. Moreover, the average per capita inbound spending was actually declining from US\$1,610 to US\$1,475, indicating increased price competition in the industry. This can be mainly attributed to lower cost housing and hotels available in the market with the booming tourism industry. Similar patterns in average daily expenditure per visitor with sightseeing purpose were seen to dropping from US\$256.87 in 2012 to US\$228.95 in 2014.

On the contrary, travelers with business purpose had increased their average daily expenditure from US\$217.48 in 2012 to US\$260.16 in 2014. This was mainly on the increase in room rates charge to business clients, following entry of new modern hotels, such as Le Meridien and W Taipei, offering premium rates.

According to the survey conducted by Taiwan's Tourism Board, most of the inbound visitors indicated that their vacation travel planning was primarily done through the internet, followed by word-of-mouth recommendations from friends and relatives, TV, newspapers or magazines and through travel agencies. Most of those who used the internet went through public web pages (73 per hundred persons), social networking services (36 per hundred persons) and forums/blogs (22 per hundred persons).³⁹



Table 4.3 Indices of Inbound Tourists in Taiwan from 2012 to 2014

Index/Year	2014	2013	2012
<i>Number of inbound visitors (persons)</i>	9,910,204	8,016,280	7,311,470
<i>Total annual amount in visitor expenditures in tourism</i>	US\$14,615 million	US\$12,322 million	US\$11,769 million
<i>Per capita inbound visitor spending</i>	US\$1,475	US\$1,537	US\$1,610
<i>Average length of stay for all inbound visitors</i>	6.65 nights	6.86 nights	6.87 nights
<i>Average daily expenditures per visitor</i>	US\$221.76	US\$224.07	US\$234.31
<i>Number of inbound visitors with sightseeing purpose (persons)</i>	7,192,095	5,479,099	4,677,330
<i>Average daily expenditures per visitor with sightseeing purpose</i>	US\$228.95	US\$235.76	US\$256.87
<i>Number of inbound visitors with business purpose (persons)</i>	769,665	927,262	893,767
<i>Average daily expenditures per visitor with business purpose</i>	US\$260.16	US\$252.02	US\$217.48
<i>Overall satisfaction of inbound visitors as a percentage of the total</i>			
<i>Overall satisfaction of inbound visitors as a percentage of the total</i>	96%	95%	95%
<i>Percentage of inbound visitors that had revisited Taiwan</i>	34%	35%	31%

Source: Taiwan Tourism Board.



In terms of satisfaction, the survey conducted by Taiwan's Tourism Board showed a very high satisfaction rate of 96%. The survey was conducted by the Tourism Bureau, Ministry of Transportation and Communication at Taiwan's international airports (Taoyuan, Kaohsiung and Songshan), interviewing inbound visitors as they are about to leave the country. The objects of the survey were foreigners and Mainland Chinese inbound visitors in 2014, adopting a random sampling method with 6,033 persons in total.⁴⁰

The survey also revealed that most of the visitors came to Taipei for scenery/sightseeing, food and shopping. Sightseeing was the top priority of most visitors having 64 persons out of a hundred answering this as their main reason. Do note however that for inbound visitor for Japan, the main reason for coming to Taiwan was food, while inbound visitor from other countries followed the majority.⁴¹

Table 4.4 Top 5 reason for coming to Taiwan

Unit: person per hundred persons

Item	Scenery	Food	Shopping	Taiwan's customs and culture	Friendliness of people
Relative Frequency	64.31	39.67	28.56	24.85	22.36

Source: Taiwan Tourism Board.⁴²

The major scenic spots of inbound visitors were night markets, Taipei 101, National Palace Museum, Chiang Kai Shek Memorial and Sun Moon Lake. The most visited night markets were Shilin (43 persons per hundred) and Kaohsiung Liouhe Night markets (13 persons per hundred).⁴³ See Table 4.5. However, in terms of favorites, Sun Moon Lake topped the list, followed by Jiufen and Kenting National Park.⁴⁴ See Table 4.6.

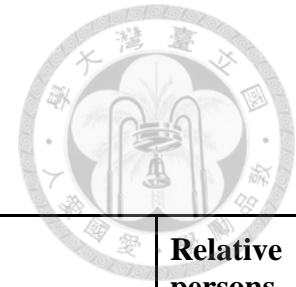


Table 4.5 Ranking of the major scenic spots visitors visited in 2014

Unit: person per hundred persons

Rank	Spot	Relative persons	Rank	Spot	Relative persons
1	Night Markets	79.00	6	Jiufen	30.47
2	Taipei 101	57.95	7	Kenting National Park	29.72
3	National Palace Museum	49.03	8	Dr Sun Yat Sen Memorial Hall	28.16
4	Chiang Kai Shek Memorial Hall	37.94	9	Taroko, Tienhsiang	26.22
5	Sun Moon Lake	31.97	10	Ximending	24.80

Source: Taiwan Tourism Board.

Table 4.6 Ranking of the favorite scenic spots the visitors visited in 2014

Unit: person per hundred persons

Rank	Spot	Relative persons	%Favorite	Rank	Spot	Relative persons	%Favorite
1	Sun Moon Lake	31.97	26.28%	6	Yehliu	24.25	17.09%
2	Jiufen	30.47	25.79%	7	National Palace Museum	49.03	14.44%
3	Kenting National Park	29.72	24.04%	8	Tamsui	24.76	14.12%
4	Taroko, Tienhsiang	26.22	23.77%	9	Ximending	24.80	12.43%
5	Alishan	23.32	22.10%	10	Taipei 101	57.95	11.61%

Source: Taiwan Tourism Board.

4.5 The Introduction of Starwood Group



Starwood Hotels and Resorts Worldwide, Inc. is an American hotel and leisure company, headquartered in Stamford, Connecticut. Starwood is one of the world's largest hotel companies, it owns, operates, franchises and manages more than 1,300 hotels and resorts in over 100 countries.

11 brands are owned by Starwood. From Luxury brands with bespoke and superb amenities and services like St. Regis, The Luxury Collection and W Hotels; Premium brands with sophisticated and thoughtful amenities and services such as Le Meridien, Westin, Sheraton, Design Hotels and Tribute Portfolio to Select brands with smart and easy amenities and services like Aloft, Element, Four Points, Starwood has created a complete and various brand portfolio and aims satisfy all kinds business and leisure needs.

W Hotels and Resorts is a contemporary, design-led lifestyle brand and the industry innovator with 47 hotels and retreats, including 15 W-branded residences, in the most vibrant cities and exotic destinations around the world. First open in the New York City in 1999, W Hotel's inspiring, iconic, innovative and influential brand character provides the ultimate insider access, offering a unique mix of cutting-edge design and passions around fashion, music, design and fuel. W Hotels offers a holistic lifestyle experience that is integrated into the brand's sensibility through contemporary restaurant concepts, glamorous entertainment experiences, stylish retail concepts, signature spas and inspiring residences.

W Taipei is the third W Hotel opened in Asia Pacific, followed by W Seoul and W Hong Kong. W Bangkok, W Singapore, W Guangzhou and W Beijing are opened afterwards, and W Shanghai is scheduled to be opened in the mid of 2017.



SPG (Starwood Preferred Guest) is the reward program specially designed for people who stay at Starwood Hotels and Resorts Worldwide. SPG has three member statuses: Preferred, Gold and Platinum. Every eligible 1 U.S. dollar a Preferred guest spent in the hotel could earn 2 Starpoints; for a Gold member is 3 Starpoints and for a Platinum member is 3 or 4 Starpoints depending on nights. The accumulated Starpoints could be redeemed on free room nights or room upgrade at all 1,300 Starwood Hotels and Resorts, or redeem free flights, air miles and other travel-related products or services. s

On November 16, 2015, **Marriott International** announced it would purchase Starwood Hotels and Resorts Worldwide for \$13.6 billion, creating the world's largest hotel chain once the deal closed. The merger was finalized on September 23, 2016 after gaining the final approval from the American authorities. There are currently 29 hotel brands in Marriot's portfolio. After the acquisition by Marriott was approved, the Starwood Preferred Guest program announced it would provide reciprocal benefits with Marriott's guest reward program. The two programs will be merged under a single brand in the future.



4.6 The Introduction of W Taipei

W Hotel is a well renowned international brand with the first hotel opening its doors in New York back in 1998, redefining the services of the hotel industry. Its modern approach to design and emphasis on comfort, attentive service and exceptional amenities became an instant phenomenon; new W Hotels were quickly populated, opening up in Los Angeles, Chicago, Seattle and Seoul, South Korea - spanning just two years. Each of the hotel offers signature restaurant and bar areas - in collaboration with renowned chefs - quickly extended W Hotel's reach from the hospitality industry to the culinary world.⁴⁵

More than a decade after W's doors opened in New York, Taipei became a hotspot, full of growth opportunities with Mainland Chinese travelers, successfully penetrating Taiwan's tourism industry in 2008. W quickly grabbed this opportunity and became the talk of the town in 2010.

Prompting W and Starwood's entry into the Taiwan market is driven by the accelerated growth of foreign tourists to Taiwan. Before W Taipei and Le Meridien Taipei opened in 2011, there was more than 10 years of stagnant growth in Taiwan's hotel industry with no international brands entering the market. Lack of growth prospects was the main reason for this stagnation. However, due to the liberalization of Taiwan to Mainland Chinese travelers, Taipei's tourism gained significant boost. During the 2011 to 2013, data of Taiwan's Tourism Board showed that the last international brand was Westin, which opened in 1999. See Table 4.7.

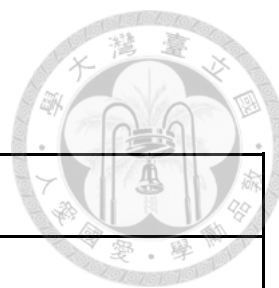


Table 4.7 Entry of International Hotel Brands in Taiwan by Year

Hotel Name	Year of Entry
Sheraton Taipei	1981
Regent Taipei	1990
Grand Hyatt Taipei	1990
Shangri-La Taipei	1993
Westin Taipei	1999
Le Meridien Taipei	2010
W Taipei	2011
Mandarin Oriental Taipei	2014
Marriott Taipei	2015

Source: Each hotel's official website, data collated by Julian Lin

W Taipei is situated at the heart of Taipei's new central business district, just a few hundred meters away from the iconic Taipei 101. Its excellent location, combined with its renowned services, quickly became many of local hoteliers' dream company to be in. With just estimated of 400 open positions for hire, W garnered more than 1,500 applicants, giving W Taipei enough human capital to select for qualified personnel for the job. Moreover, its entry to Taiwan's market, W Taipei successfully improved the ADR. In 2012, together with Le Meridien Taipei, its sister property, both achieved an ADR of NT\$9,000 (US\$282), rivaling that of ADRs in Hong Kong, Singapore and Seoul and reaching a new high for the local hotel industry.



4.7 Property Performance

In appraising the hotel industry's performance, the following main metrics are looked at: **Occupancy Rate (OCC)**, **Average Daily Rate (ADR)**, **Revenue Per Available Room (RevPAR)** and the overall revenue performance (including revenue contribution from rooms, food and beverages, and other segments). According to the 2014 business and financial performances of the hotels in Taiwan, W Taipei's ADR was NT\$10,786 (US\$337), being Taipei's most expensive hotel.

Since opening its doors in 2011, W Taipei had the highest OCC and ADR, reflecting its strong market positioning. While W Taipei's OCC was one of the lowest in the first two years of business, growth gradually picked up. On its third year of operations, it began to surpass market average rates, becoming the most preferred choice of business travelers. Despite having the highest ADR, W Taipei distinguished itself with local peers by having the highest occupancy rates as well, which is a remarkable feat on its own. Logically speaking, a higher ADR would mean lower OCC; however, W Taipei was able to beat the odds, and because of that, its RevPAR CAGR grew by 24.3% in four years. The growth was surprising as it even surpassed the average international tourist arrival rate of 6.5%, roughly four times this rate. As such, we could see W Taipei's effective management in bringing these exceptional performances.



Table 4.8 W Taipei's Operational Performance Indicators

	OCC	ADR (TWD)	RevPAR
2011	60%	7,246	4,322.96
2012	74%	8,591	6,394.28
2013	80%	9,539	7,657.91
2014	82%	9,851	8,059.10

Source: Monthly Report on Tourist Hotel Operations in Taiwan, Tourism Bureau of Taiwan

Table 4.9 Data on International Tourists Arrival Rates (Taipei)

	OCC	ADR (TWD)	RevPAR
2011	75%	4,107	3,096.68
2012	78%	4,394	3,415.02
2013	76%	4,713	3,577.17
2014	77%	4,831	3,740.16

Source: Monthly Report on Tourist Hotel Operations in Taiwan, Tourism Bureau of Taiwan

The case study will deeply explore the multimedia strategy employed by W Taipei and gauge their effectiveness in bringing the results. We will analyze the branding strategy in their online platforms, and more so, find correlation between the different social/online platforms and the financial performance of the company.



4.8 W Lingual and Design Narrative

One of W Taipei's former General Manager has indicated the meaning behind the [W] brand and its value propositioning. Established back in 1998, W symbolizes six different values: Warm, Witty, Welcoming, Whimsical, Wonderful and lastly, WOW.

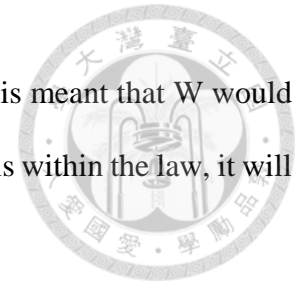
In implementing the value propositioning, it also synchronizes its products and services and made it distinguishable W. For example, front desk was changed to [W]elcome desk; doorman to [W]elcome ambassador, etc. Below are some of the other examples on how W changed the common names of products and services.

Table 4.10 Synchronizing [W] brand

Common Name	[W] Brand Name
Front desk	Welcome Desk
Doorman	Welcome Ambassador
Pool	WET
Gym	Sweat (obsolete)
Business Center	Wired
Concierge	Welcome
Call Center	Whatever/Whenever

Collated by Julian Lin

Embedded deep in [W] values are Whatever and Whenever. This meant that W would bring whatever the customer wants and whenever it wants, as long as it is within the law, it will come to fulfill the wishes of the customer (of course, with a price).

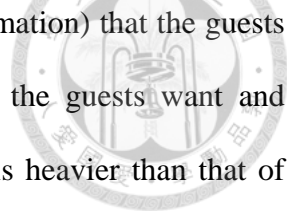


These former value propositions separated it from the rest of the flock. [W] certainly embedded these values on its customers, and these were not easily replicated by its competitors.

Although W Taipei is a global hotel chain with 47 different hotels and resorts worldwide, but it employs unique strategies in each city that it is located in, embodying the local taste and culture and deeply reflecting it in its design and architecture. W Taipei's design and concept is Naturally Electrified. Using a combination of metal and wood, it depicted of Taipei's natural geography, a natural basis that is surrounded by green mountains and lush trees. All the walls of W Taipei were made from recycled woods and its ceilings were decorated by interwoven bamboo with metal installation arts.

Situated at the heart of the new central business and commercial district, Xinyi District, W Taipei also localized its culinary experience with ingredients that are locally produced. For example, at the top of W Taipei's is YEN Chinese Restaurant (“紫艷中餐廳”), a Guangdong cuisine restaurant, which serves crispy mullet rolls that uses traditional techniques and adds local Taiwanese flavors into it (such as horseradish and apple slices). These localized food distinguishes the culinary experience of W versus other hotels.

In W, the concierge is branded as Welcome/W Insider, assisting guests not only in making restaurant reservations and tour bookings. One difference in W Taipei is that W Insider also provides timely and useful information regarding any queries (regarding local news,



recommended places that locals go, secret restaurants, sights and information) that the guests may have, adhering to its value proposition of providing whatever the guests want and whenever the guest wants. In this regard, W Insiders responsibility is heavier than that of regular concierge personnel in other hotels. Tying up with its social media platform, W Taipei used #taipeiinsider in Facebook and Instagram as a strategy to provide guests and W Insider employees alike with use tips and information regarding the latest offerings in Taipei.

CHAPTER V RESEARCH ANALYSIS AND RESULTS



5.1 W Taipei's Mainly Used Social Media Platforms

W Taipei is mainly using **Facebook, Line@ Official Account and Instagram** as its primary social media platforms. Below are the details and the operating details, marketing strategies, output and the limitation of these three main social media accounts.

5.1.1 Facebook

Start date: 2010/11

Fans: 136,539 (as of 2016/10/11)

URL: www.facebook.com/wtaipei

Background:

Facebook is the largest and most influential social media platform in the world so far, with more than 8 billion registered users globally. It's also the main social platform for brands, media, celebrities and other well-known people to do marketing activities.

Since 2010 W Taipei opened its Facebook Page, it has earned the largest amount of fans in Taiwan's hotel industry as well as the No.1 in 48 W Hotels & Resorts globally.

Among Starwood Hotels and Resorts' more-than-one-thousand properties, W Taipei has the second highest fans, just behind Sheraton Macao Hotel's approximately 186,000 fans. It is given the fact that W Taipei is indeed doing very well on social media marketing and has a bound of loyalty fans on the social media.



Role:

Just like most of the brands in today's world, W Taipei uses Facebook as its most information social media and its information hub to deliver and share all its latest promotions, offers and information to public. Therefore, all its Facebook posts are written bilingually in Traditional Chinese and English to serve both domestic and international guests.

Post Frequency:

W Taipei arranges at least one post per day and maximum to two posts per day. Based on the research conducted by Buddy Media, one or two brand posts receive 32% higher "like" rates and 73% comment rates compared to posting 3 or more times a day⁴⁶. (See the figure below) By this daily post frequency, W Taipei could gain the minimum social media exposures while not disturbing fans' user experience. W Taipei always confirm its Facebook post schedule and the contents on week ahead.

Posting one to two times per day produces **40% higher** user engagement.

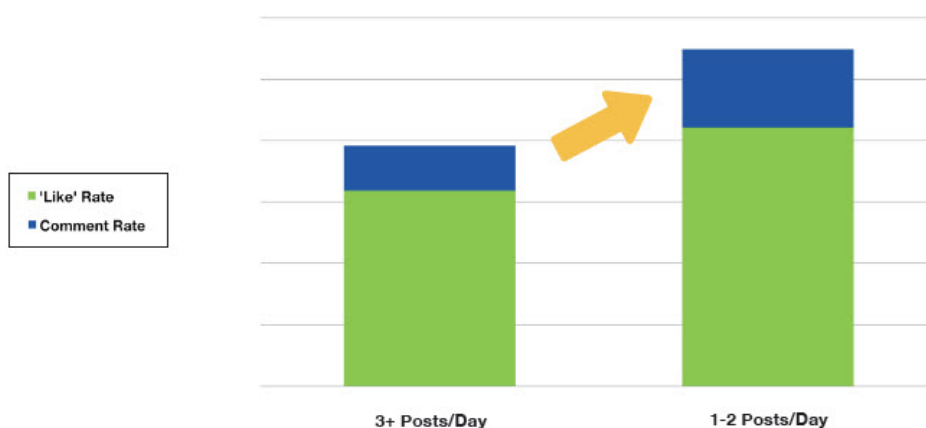


Figure 5.1 Research of Facebook Post Frequency

Source: Buddy Media



Strategy of Content Management:

W Taipei's posts contains below nine dimensions, and with its all-included strategy, W Taipei's Facebook page becomes one of the most popular and highest engagement rate Facebook page in Taiwan's hospitality industry.

a. Promotional Individual Post

W Taipei's business is divided by two parts: Rooms and B&F (beverage and food). Business under rooms is also including its spa (AWAY SPA) and fitness center (FIT gym) revenue. On the other hand, B&F-related businesses includes two restaurants (the kitchen table restaurant & YEN Chinese Restaurant) and three Bars (WOOBAR, WET Bar & YEN Bar) in the property. Generally speaking, most of the posts on Facebook pages belong to this category, that is, with no correlations between each post. See examples below.



Figure 5.2 Example of Room offer post

Source: W Taipei's Facebook page



Figure 5.3 Example of B&F offer post



b. Promotional Themed Series Posts

A series posts in the same theme reflects how serious a social media marketer takes on its social media and his/her mindset to build his/her page in consistency. It can also provide a continuous feeling for the fans while reading the series posts on the page constantly. W Taipei creates two long-term series since 2013, which is “I Love TKT (the kitchen table)” and “I Love YEN”, to market its buffet restaurant and the fine dining restaurant by attaching the “I Love TKT/YEN” logo on the picture and sort them into one album for easily sourcing.



Figure 5.4 One of I Love TKT Series posts

On the other hand, as a strategy to respond the competition in Taipei city after its five-year-opening, from 2016, W Taipei launched a new series campaign called “**You Think You Have Known W Taipei**” on Facebook, selecting twelve in-house installation designs and introducing one by one in a weekly basis, as a “Brand Rejuvenation” campaign for not only refreshing old fans’ memory but introducing W

Taipei beautiful interior designs to new fan. End up this campaign is aiming to re-attract fans and end users to come to the hotel for staying or dining and then to experience the uniqueness of the hotel in an indirect way.



Figure 5.5 One of “You Think You Know W Taipei” series posts



c. Non-Promotional Posts - W's Four Passion Points

Each brand has its brand character and USP (unique selling points). W Taipei thinks Facebook page is a channel not only for sharing its business offers and promotions but also a portal to share other information that is related to its brand character and to differentiate its page from its competitors.

Music, fashion, design and fuel and W's four passion points and the lifestyle what W the brand is advocating of. Therefore, how to utilize these passion points is the key to drive the engagement with fans on Social Media. Not only things that happened in the property could be shared on W Taipei's Facebook page, but news related to W's passion point in Taipei/Taiwan would be the materials to be chosen as the contents to be shared.



Figure 5.6 Example of passion points post



d. Non-Promotional Posts - W Insider Tips of Taipei

As mentioned in the previous chapter, W Insider is a unique role in W Hotels that aims to introduce the latest happenings and hot spots in the city of the property located, to differentiate and distinguish the value from other local competitors. Only of W Insider's job it to issue monthly "Cool Hunter" flyers, which are placed in all W Taipei's guestrooms from the beginning of each month, introducing the latest restaurants, attractions and spots that must visit and must-do's in Taipei for all visitors. This is also one of the strategy to keep W Brand fresh and young and connecting to the city.

On Facebook, each week W Taipei features one spot, sourced from "Cool Hunter" as W Insider's recommendation and travel tips, to promote not only W Insider, strengthen the mindset that W Taipei is always bringing the latest local cool news towards guests, but also to promote Taipei as an attractive and energetic destination for overseas guests to visit.



Figure 5.7 Example of W Insider Tips post



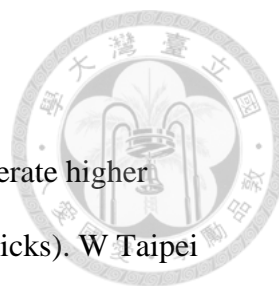
e. Non-Promotional Posts - W Music Curator's Tips

“Music Curator” is one of W Hotels’ unique position, who is responsible to the music styling and sourcing in the property. Music Curator is also the key role for the property to connect itself with local DJ community. As for the monthly DJ Parties at WOOBAR is one of the most important revenue resource for W Taipei, to establish the professionalism and knowledge regarding to EDM (Electronic Dance Music) and to develop a good taste on the social media towards local party-goers became another crucial task for W Taipei’s social media strategy.

Every two weeks, W Taipei arranges one post relates to the following topics: popular music remix, up-coming DJ party introduction or the brief of the latest music style on Facebook as W Taipei Music Curator’s recommendation, to build up the loyalty of local EDM-lovers towards W Taipei.



Figure 5.8 Example of W Music Curator's Tips



f. Non-Promotional Mood Photo

Non-promotional and non-commercial posts usually generate higher engagements (i.e. results more likes, comments, shares and/or clicks). W Taipei selects UGC (user generated content) through social media platforms such as Facebook and Instagram and scheduled to W Taipei's Facebook page after receiving the owners' consents. W Taipei usually post mood photos on Friday, Saturday and Sunday as its fans are more into soft contents in the weekends.

Mood pictures are including the following scenes: Taipei 101, W Taipei's WET swimming pool, W Taipei's rooms, in house installation arts and other public areas, cuisines, cocktails and celebrities/public figures who stayed or visited W Taipei.



Figure 5.9 Example of mood photo post



g. Cross Promotion - Starwood or SPG-related Offers

As an international brand hotel, W Taipei benefits from its mother group's international exposure and worldwide marketing campaigns, such as discounted offers like **Red Hot Deal** or **Hot Escape** and/or points offers like **SPG Twice as Nice** or **SPG Triple Up**. During the campaign period, W Taipei arranges one or two posts to encourage its fans to participate and then to enlarge its revenue.



Figure 5.10 Example of SPG offer post



h. Cross Promotion - Sister Properties

As Facebook page is becoming the mainstream and the must-use tool for all hotels globally, it is beneficial to work with overseas sister properties to gain fans and business each other by sharing post or holding cross-property campaigns with feeder markets', such as W Hong Kong, W Singapore, W Seoul and W Bangkok. For Japan market, since there is not yet a W Hotel opened, W Taipei works with Westin Tokyo or Sheraton Grande Tokyo Bay Hotel who's under Starwood Hotels and Resorts Group.

On the other hand, for properties that are not active on Facebook but WeChat, for example Chinese properties like W Beijing and W Guangzhou, or Instagram, for example island resorts like W Maldives and W Bali, W Taipei usually uses its Facebook page to exchange for the post on those properties' WeChat or Instagram official account to maximize each property's social media exposure.



Figure 5.11 Cross-property promotion post with W Hong Kong



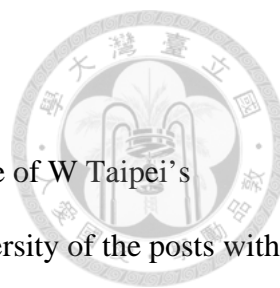
i. CSR

As the leading hotel in Taiwan, W Taipei also takes CSR (Corporate Social Responsibility) seriously, as it believes a successful brand should stand on a specific point of view firmly to speak for something. This concept is also aligning with its global branding, as W Hotels Worldwide is a long-term advocator of the equal rights for LGBT community.

Besides equal rights, W Taipei also constantly holds charity events such as "A Time for Yoga" event (see below example) that all admission fee will be donated to a non-profit organization after deducting the necessary cost.



Figure 5.12 Example of CSR event post



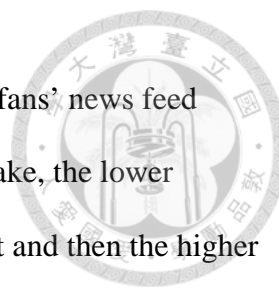
Output:

Two dimensions will be analyzed for reviewing the performance of W Taipei's Facebook page management. The first dimension is to compare the diversity of the posts with W Taipei's local competitors. The second part is to compare W Taipei fan page's monthly engagement rate and the average engagement rate among all Facebook pages. Due to the confidential concern, the actual result on how Facebook page benefits the business will not be revealed in this case study.

a. Comparison of Diversity

Facebook's organic reach has drastically declined since 2014.⁴⁷ When reach declines, the difficulty to get fans to engage on Facebook Page increases. Engagement is determined while fans seeing the posts and taking actions (like, comment, share and/or click the post). According to Facebook's algorithms, when a Facebook page's engagement is high, Facebook puts its posts out into the news feed more often and vice versa. Low engagement means less people are interested in the posts, and then caused the low reach of the posts as the result. The effect becomes a vicious circle and leads that specific page less and less likely to be seen by its fans.

One of the effective way to avoid the vicious circle mentioned in the previous paragraph is to shift the way of viewing Facebook by increasing the diversity of the posts. When a Facebook page administrator increases the engagement by creating posts that get more engagement, the chance for the brand to successfully promote and sell on Facebook organically increases at the same time. Meaning, the more posts created that elicit actions (more likes, comments, shares and/or clicks), the higher



possibility that specific Facebook page's posts are shown on its fans' news feed organically. The higher organic reach a Facebook page could make, the lower marketing budget is needed to be allocated for the advertisement and then the higher managing efficiency is achieved.

It is a common sense that posts that are promotional or selling something won't get much engagement⁴⁸. However, if people make an effort to build up the engagement and reach with the non-promotional posts, when doing promotional posts, those posts would get a free ride into the news feed, based on Facebook's algorithm.

In the table below, the diversity of the posts from July to August 2016 of the top 3 Taipei international five-star hotel's Facebook page (based on the fan base) is compared. The main reason that the time period is chosen is because July and August is the highest season for leisure guests in hotel industry every year, thanks to the summer vacation. Lots of domestic traveler from Central and Southern Taiwan as well as overseas Taiwanese visit Taipei and lead the city-wide hotel room demand strong. On the other hand, the F&B revenue is also highly contributed by the visitors mentioned above, plus local students who are enjoying their summer vacations. In other words, hotels tend to plan lots of promotions during this time period to achieved higher sales revenue and makes the amount of the Facebook page posts larger than any other time in a year.

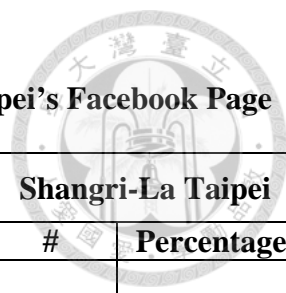


Table 5.1 Diversity of W Taipei, Regent Taipei and Shangri-La Taipei’s Facebook Page
Time period: July to August 2016

	W Taipei		Regent Taipei		Shangri-La Taipei	
	#	Percentage	#	Percentage	#	Percentage
Promotional – Individual Post	24	26%	24	47%	39	64%
Promotional – Series Posts	25	27%	9	18%	7	11%
Promotional – Cross Promotion Posts	9	10%	7	14%	4	7%
Sub Total	58	63%	40	78%	50	82%
Non-Promotional – USP Posts	14	15%	1	2%	1	2%
Non-Promotional – Mood Photos	16	18%	9	18%	10	16%
Non-Promotional – CSR Posts	3	3%	1	2%	0	0%
Sub Total	33	37%	11	22%	11	18%

Source: Facebook, collated by Julian Lin

As we can see, W Taipei’s Facebook page created the most non-promotional posts (37%) in the selected time period, follow by Regent Taipei’s 22% and Shangri-La Taipei’s 18%. By the theory indicated in the previous paragraphs, by knowing the percentage between the promotional and non-promotional posts in a Facebook page, this is an efficient way to evaluate the engagement of these three Facebook page without getting the actual figure.

Even in the promotional post category, W Taipei still arranged much more posts (27%) that are under a specific series, follow by Regent Taipei’s 18% and



Shangri-La Taipei's 11%. This fact to be considered that the strategy W Taipei's social media marketing on Facebook page is comparatively systematic and conscientious than its two local competitors.

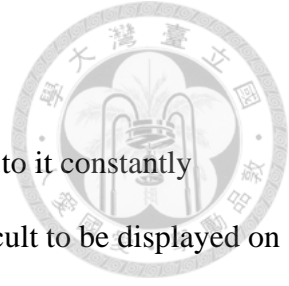
b. Comparison of Engagement Rate

In regard of engagement, comparing the monthly engagement of W Taipei's Facebook page with the average from September 2015 to August 2016, W Taipei surpassed the average of all Facebook pages from 5% to 9%, indicating the content provided by W Taipei is exactly well-received by its fans.

Table 5.2 Facebook Page Monthly Engagement Rate
Time period: September 2015 to August 2016

	W Taipei	Average
Sep'15	12.43%	6.15%
Oct	14.30%	5.87%
Nov	12.97%	5.77%
Dec	12.31%	5.01%
Jan'16	9.62%	4.40%
Feb	13.88%	4.51%
Mar	10.30%	4.92%
Apr	9.92%	4.86%
May	10.78%	5.23%
Jun	11.21%	5.60%
Jul	14.10%	5.09%
Aug	10.59%	4.58%
Total	11.7%	5.17%

Source: Facebook & Locowise, collated by Julian Lin



Limitation:

Although Facebook is the most popular social media so far, due to it constantly changes its algorithm that makes brands' posts are more and more difficult to be displayed on its followers' news feed organically. That means, the brands need to place its marketing budget to boost their Facebook posts to ensure the exposures are as much as past times. As the result, in many marketers' Facebook is no longer an "Earned Media" but rather a "Paid Media" which is highly raised the cost to manage a Facebook page.

At this moment, there is yet no social media could replace Facebook's primary position for social media marketing, yet it is precisely crucial for brands to consider and develop other social media platforms with lower maintenance cost as the secondary channels to deliver its offers and other intangible brand values in a more efficient way.



5.1.2 LINE@ Official Account

Started date: 2014.08

Fans: 16,670 (as of 2016/10/11)

Account ID: @wtaipei

Background:

LINE app is the most popular IM (Instant Messaging) service in Taiwan. According to one of the marketing survey conducted by LINE Corp. in 2014, LINE app has been installed in more than 90% of smartphones in Taiwan. According to Nielson Taiwan⁴⁹, 91% of Taiwan internet users are using LINE in a weekly basis. (See **Figure 5.12**) From August 2014, after Japan market, LINE launched “LINE@ (在地生活)” service in Taiwan and targeted to local businesses like restaurants, stores and hotels. With limited message type options and extreme low monthly service fee (TWD 798/month) to differentiate its “LINE Official Account” service, LINE@ became one of the most widely used secondary social media platform for local businesses in Taiwan.

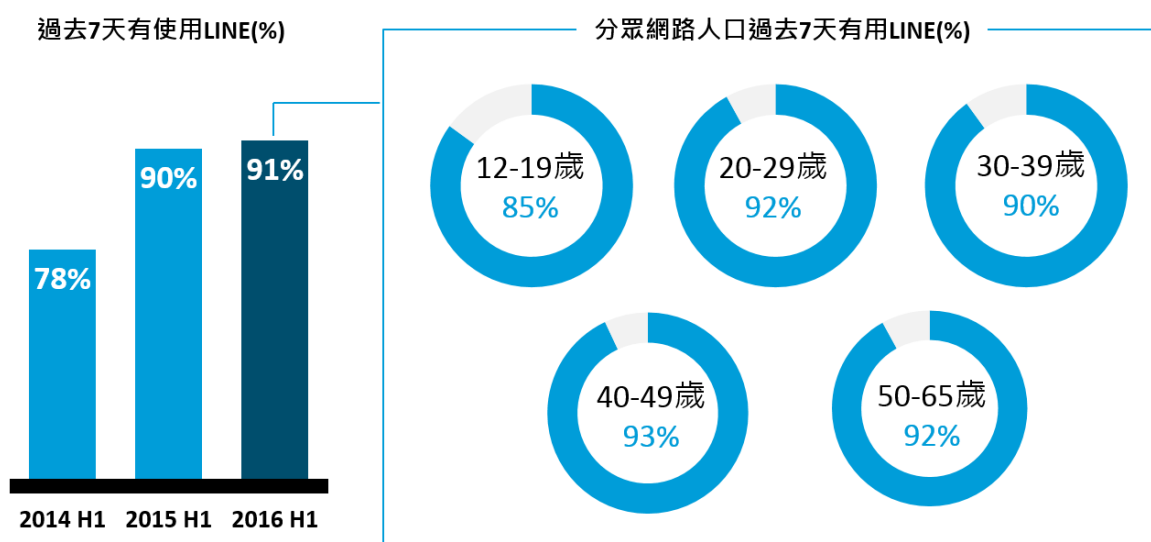


Figure 5.13 LINE Use Rate in Taiwan's Internet Users

Source: Nielson Taiwan & LINE Corp.



Role:

LINE@ is positioned itself as a hub for local SMB businesses to deliver promotional offers instantly and directly into LINE users' smart phones, which is reflected on its Chinese name "LINE@在地生活". This positioning is also proved by Nielson Taiwan's study. That is, 34% of LINE users are using LINE to acquire product information or offers⁵⁰. (See Figure 5.13 below) As the results, different from the bilingual post and multiple topics that W Taipei put on its Facebook fan, W Taipei only uses Traditional Chinese as the only language to draft the post on LINE@ message with selecting offers that are suitable to local guests.

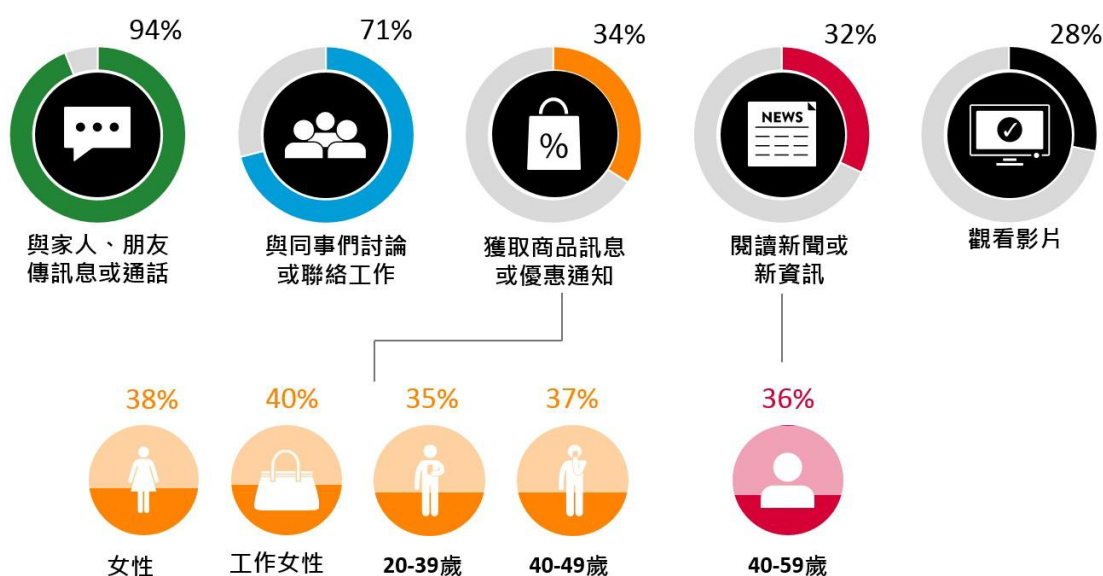


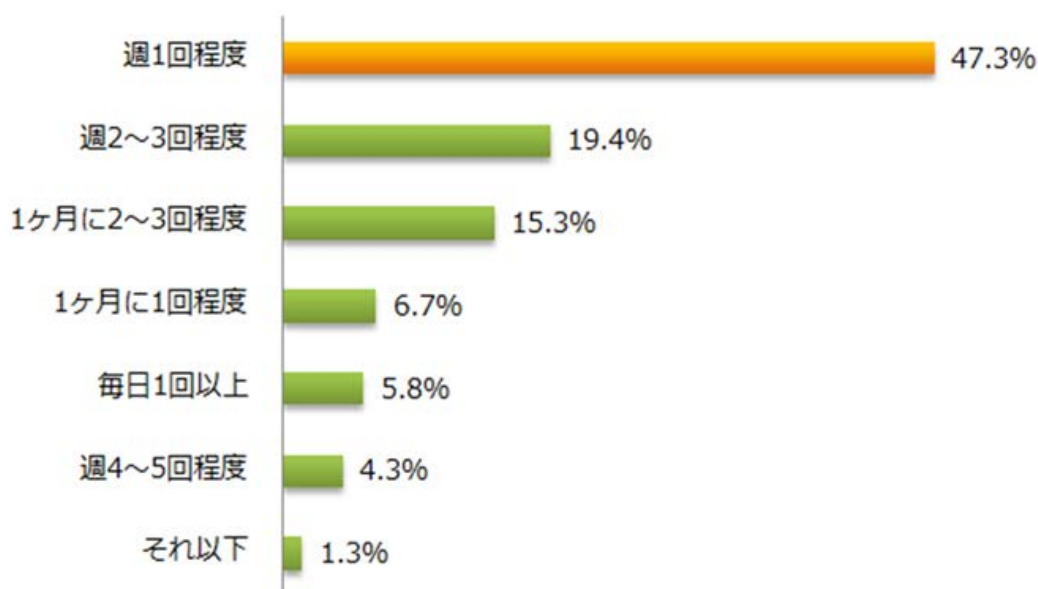
Figure 5.13 The Purpose of Taiwan Line Users Using LINE App

Source: Nielson Taiwan & LINE Corp.



Message Frequency:

Although LINE@ provides unlimited monthly messages to its paid clients, W Taipei usually blast one message per week on every Friday 6 pm. The benefit of scheduling messages in a fixed time is to trigger the followers' desire on waiting for W Taipei's messages, when is also the official weekly off time for most of Taiwanese workers. According to the survey conducted by Japanese marketing research company MACROMILL (2013), in regards of the message frequency of Japanese LINE@ accounts, the majority of the accounts (47.3%, see the figure below for more details.) are sending messages once a week⁵¹, meaning the strategy W Taipei takes on message frequency is reasonable.



出典元：マクロミル社・インターネット調査（2013年9月実施/サンプル数1,036）

Figure 5.14 Japanese LINE@ Accounts Message Frequency Survey



Strategy of Content Management:

a. Generic Message

As explained previously, except in house guests, the target audience of W Taipei's food and beverage business are mainly local end users. As the result, most of W Taipei's messages on LINE@ are designed to be related to its Food and Beverage offers, "W the Store" souvenir store discount, WOOBAR DJ party info or Room offers that for locals. See examples in Figure 5.13 & 5.14 below.

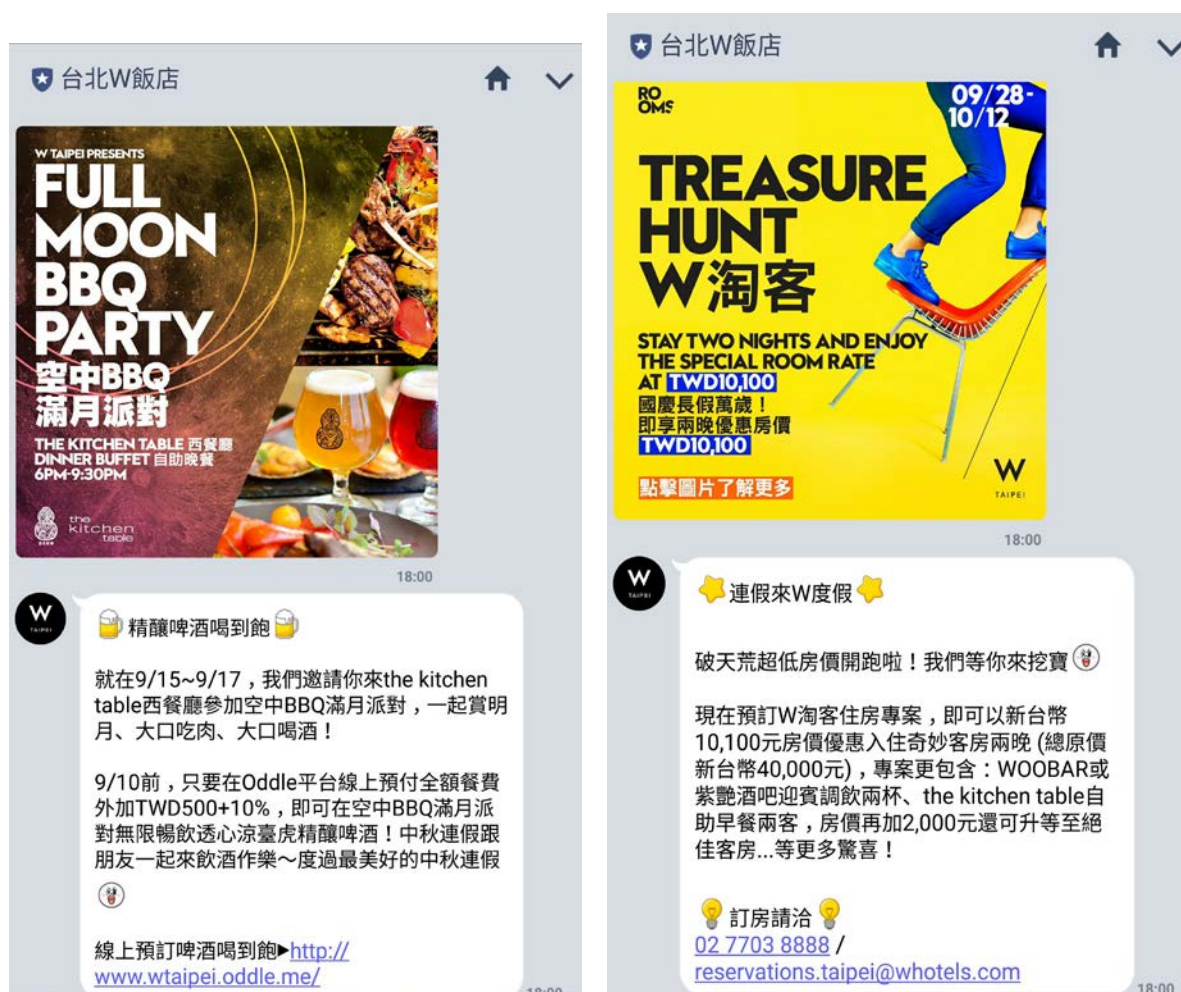


Figure 5.15 Examples of W Taipei's LINE@ Messages



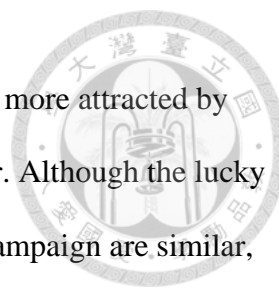
b. Lucky Draw

LINE@ provides several useful modules in its back end system for administrators to deploy interactive posts after simple steps. Administrators could create a lucky draw campaign just in minutes, the flexibility of setting up the number of the winners, the winning percentage, campaign period as well as the terms and conditions makes Lucky Draw module one of the most popular tools.

W Taipei usually holds lucky draw campaigns to promote its B&F and party offers on LINE@. By providing a several amount of free vouchers to attract its fans to stay in LINE@ official account.



Figure 5.16 Example of Lucky Draw Campaign on LINE@



As for the results, it is found that Taiwan's end users are more attracted by free meal voucher lucky draw than free party admission voucher. Although the lucky draw participation rate of the meal voucher and party voucher campaign are similar, the redeem rate has a significant difference.

Although the winner of each meal voucher lucky draw is one person only, the redeem rate is always 100 percent. On the other hand, even though the winners of party admission lucky draw are always from 5 sets to 10 sets, the winners don't keen to attend to the party, meaning the redeem rate is always or almost close to 0 percent.

One of the reasons might contribute to the fact that the **perceived value** of a meal voucher towards Taiwan's end users is much higher than a party admission that it could trigger end users to go to the hotel to redeem their prizes. This reason could also be applied to other social promotions that the B&F promotions are always the most popular ones. See table below.

Table 5.3 Redeem Rate Comparison - Meal E-voucher vs. Party Admission E-voucher

	Winner	Subscriber	Lucky Draw Participant	Participation Rate	Redeem Rate
the kitchen table meal e-voucher	1	5,094	1,299	25.5%	100%
WOOBAR party admission e-voucher	5	5,016	1,174	23.4%	0%

Source: W Taipei



c. E-voucher

E-voucher is another frequently-used module on LINE@. It provides a various types of e-vouchers: free, discount, giveaway and cash rebate. Brands can also determine the eligibility period of each e-voucher, how many times an e-voucher could be redeemed, and whether recipients could share the e-voucher with his or her friends. E-voucher is also a useful tool to acquire new fans.

In March 2016, Shangri-La Taipei blessed weekday 50% off e-voucher for its high tea set to all its LINE@ fans and successfully triggered a viral effect on the social media and earned almost 100,000 newly acquired fans in just one week, which is 1,000 times higher than average (i.e. 100 fans per week). Soon, this great campaign result was widely spread among Taipei's hotels and became one of the successful practices.

As of W Taipei, since it is positioned itself as one of the top level hotel brand in Taipei hotel industry. To maintain its brand position, W Taipei is comparatively conservative on providing aggressive discounts and high frequency as what Shangri-La Taipei has done on social media. As the result, the e-voucher promotions held by W Taipei didn't bring out significant results. Nevertheless, LINE@ is still an effective channel to quickly spread offerings to local guests as demonstrated in the "output" section in the following paragraph. Find Figure 5.15 below as the sample of W Taipei's LINE@ e-voucher.



台北W飯店

[好友專屬] 紫艷平日雙人消費滿額贈煲湯
2015-10-15 ~ 2015-11-12

@wtaipei

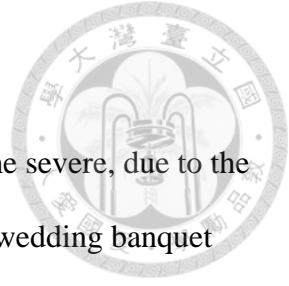
本優惠券的效期已過



天氣漸漸轉涼，台北W飯店要用料足實在的港式煲湯，提前幫您補補身子！

2015年10月15日起至11月12日止，只要憑本張LINE好友專屬之優待券，於週一至週五午餐、或週一至週四晚餐時段來頂樓紫艷中餐廳用餐，雙人消費滿TWD1,800，即贈送價值TWD700的足料老火例湯二碗！

Figure 5.17 Example of W Taipei's LINE@ E-voucher



Output:

Since 2016, the competition of buffet restaurant in Taipei became severe, due to the increase of market players not only from hotel industries but also from wedding banquet vendors and restaurant groups. Furthermore, the weak economy growth in Taiwan makes end users hesitate to spend such a huge amount of money in high-end buffet restaurants as frequent as before. The conservative social climate impacted W Taipei's the kitchen table restaurant in the end and led the revenue dropped 20% comparing to previous year.

The food cost of a buffet restaurant is much higher than any other type of restaurant, for the kitchen needs to prepare a certain amount of food in advanced on the food station for guests before the meal starts. Normally, the food cost for a regular restaurant is around 20%~30%, however for a high-end buffet restaurant, the food cost could be higher than 50%, as high food cost ingredients such as lobster, king crab or sashimi are provided in the meal. Therefore, the cover of each dining period is the key to drive revenue for a buffet restaurant.

In July 2016, W Taipei utilized LINE@'s popular e-voucher module and sent its buffet restaurant - the kitchen table restaurant – weekday afternoon tea buffet buy one get one free on offer to its existing fans and new fans. Within two weeks, more than 1,500 of W Taipei LINE@ account's followers shared this offer to their friends and final e-voucher redeem rate 7.18%, much higher than the average (3%~5%) of the e-voucher redeem rate in Taiwan market.⁵² According to the interview with the hostess of the kitchen table restaurant, this e-voucher campaign indeed contributed at least 30% increase in covers during the promotion period. See table 5.4 for more details.

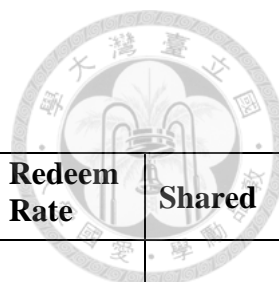


Table 5.4 Performance of W Taipei's E-Voucher

E-Voucher Name	Eligible Period	Viewed	Redeemed	Redeem Rate	Shared
the kitchen table restaurant weekday afternoon tea buffet buy 1 get 1 free	2016/07/01 – 2016/08/31	6657	478	7.18%	1,627

Source: W Taipei



Figure 5.18 the kitchen table Buy 1 Get 1 Free E-voucher

**Limitation:**

Indeed, LINE@ is a costs-efficient service for brands. The overall cost to manage a LINE@ official account is very low, comparing to SMS push message service which costs around TWD1 per recipient. However, since LINE@ is positioned itself as offer delivery center and it is certainly not enough for the variety of social media marketing activities.

Followers on LINE@ are tend to seek for discounts or free meal vouchers and intend to take advantages on the brands. For a brand that has a strong brand character, such as W Taipei and its four passion points, cannot be featured throughout this platform. LINE@ could only be one of the secondary platform to support W Taipei's social media strategy when they want to spread its promotional offers efficiently.



5.1.3 Instagram

Start date: 2012/08

Fans: 10,010 (until 2016/09/30)

URL: www.instagram.com/wtaipei

Background:

Instagram is one of the largest social media platform in the current world. Unlike Facebook, Instagram is mainly designed for sharing photos and videos with friends and families. There are only five tabs on Instagram - **Home, Explore, Post, Notification and My Profile** - and makes it is very easy to use. Started from North America, the simplicity of Instagram's layout has quickly dragged many of teenagers' attention, and then spread to the mainstream.

According to 2016 Connected Life Survey conducted by Kantar TNS, one of the largest global research agencies, which is covering 70,000 people across 57 markets, active Instagram users has grown almost 200%, compared to 2014.⁵³ The popularity of mobile device is no doubt the key role to drive the boom of Instagram usage.

In Taiwan, so far Instagram is not as popular as its South Eastern neighbors such as Malaysia (73%) Hong Kong (70%) and Singapore (63%) and led W Taipei the only international hotel in Taiwan who's putting efforts on managing its Instagram account. The opportunity might come now. According to 2016 survey (ibid), 51% of internet users in Taiwan are using Instagram, which significantly grew more than twice than 2014's usage rate (23%). W Taipei could benefit by its first-mover advantage on Instagram account

management and influence the decision making process on selecting hotels of both domestic and overseas leisure travelers when they plan to visiting Taipei.



Role:

Compare to Facebook and LINE@, Instagram is much less commercial for its users. Which is said that posts with promotional wordings and advertising always earn less likes than a pure image. As the result, it is very challenging for brands to do brandings and promotions on Instagram – end users are not expected or even not willing to see advertisement during their Instagram using experience. According to 2016 survey (ibid), 23% of internet users in Asia Pacific tend to ignore any post or content on social media that is provided by brands.

Meanwhile, 40% of 16 to 24-year-old internet users are more likely to believe the options from online WOM (word-of-mouth) and KOLs (key opinion leaders), rather than brands. Hence, the strategy of W Taipei’s Instagram content management is more soft and non-promotional, rather than providing offers like what it has done through LINE@. W Taipei uses Instagram to introduce nice scenes and cultural spots in Taipei, beautiful interior designs to showcase its followers that Taipei is an amazing destination to visit.

Post Frequency:

W Taipei arranges four posts per week, when is every Wednesday, Friday, Saturday and Sunday. The schedule is confirmed after a trial-and-error process - the fans engagement during weekends is much higher than weekdays. It also proves that Instagram is more for leisure purpose in its users’ mind.



Strategy of Content Management:

There are four main strategies of W Taipei's Instagram content management,

a. Local Scenes and Spots with #taipeiinsider

To be in line with W global brand team's social strategy, which is aiming to link the property with local culture and the latest activities and happenings, the social marketing team works with "W Insider" to introduce the latest events, activities, signs and restaurants in Taipei on its Instagram account.

Starts from 2014, W Taipei also works with local Instagram influencers on the hashtag #taipeiinsider and builds up a local ecosystem to discover more "What's New and Next" that only "insiders" know. Until the date 2016/09/30, there are already more than 3,700 quality pictures with #taipeiinsider are posted on Instagram.

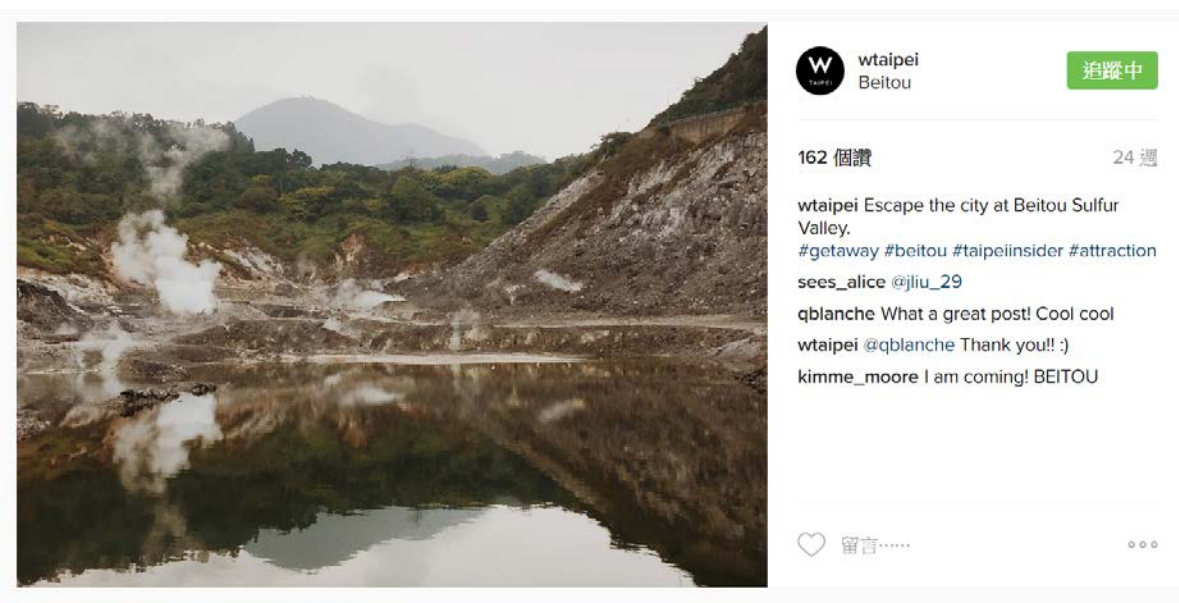
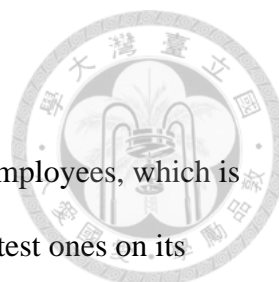


Figure 5.19 Example of W Taipei's #taipeiinsider post



b. Mood Photos

W Taipei also collect mood photos taken by its fans or employees, which is known as **UGC (User-Generated Content)** and shares the greatest ones on its Instagram account and Facebook page. The topic is including everything related to W Taipei, including the spectacular Taipei 101 tower which is very popular among all W Taipei's fans, no matter he or she is a Taiwanese citizen or a foreigner. To know more details, including the definition and of mood photos, please find “Mood Photo” section in “5.1.1 Facebook – Strategy of Content Management” above.

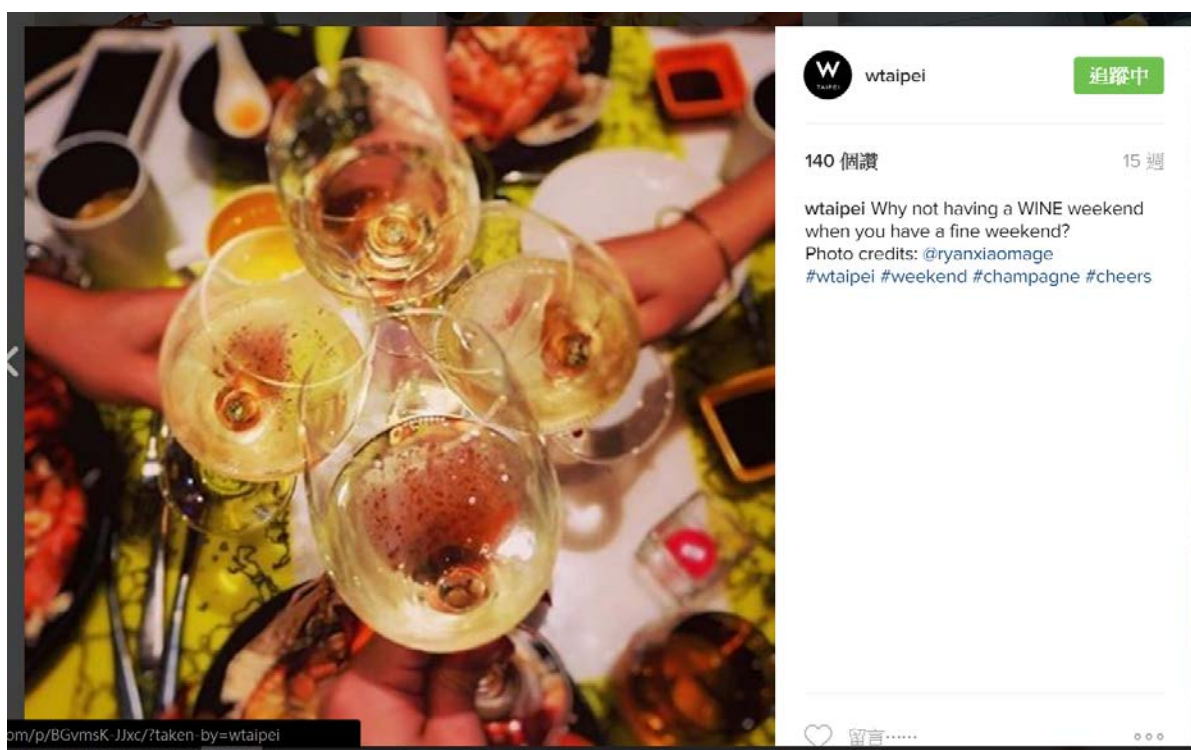


Figure 5.20 Example of W Taipei's Mood Photos (cocktail related)



c. Promotions

Different from Facebook where W Taipei is posting all its latest promotions and offers, since Instagram is a platform sharing beautiful pictures, food and beverage campaigns like below four topics are more appropriate to be shared on this platform,

1) New menu launch campaign

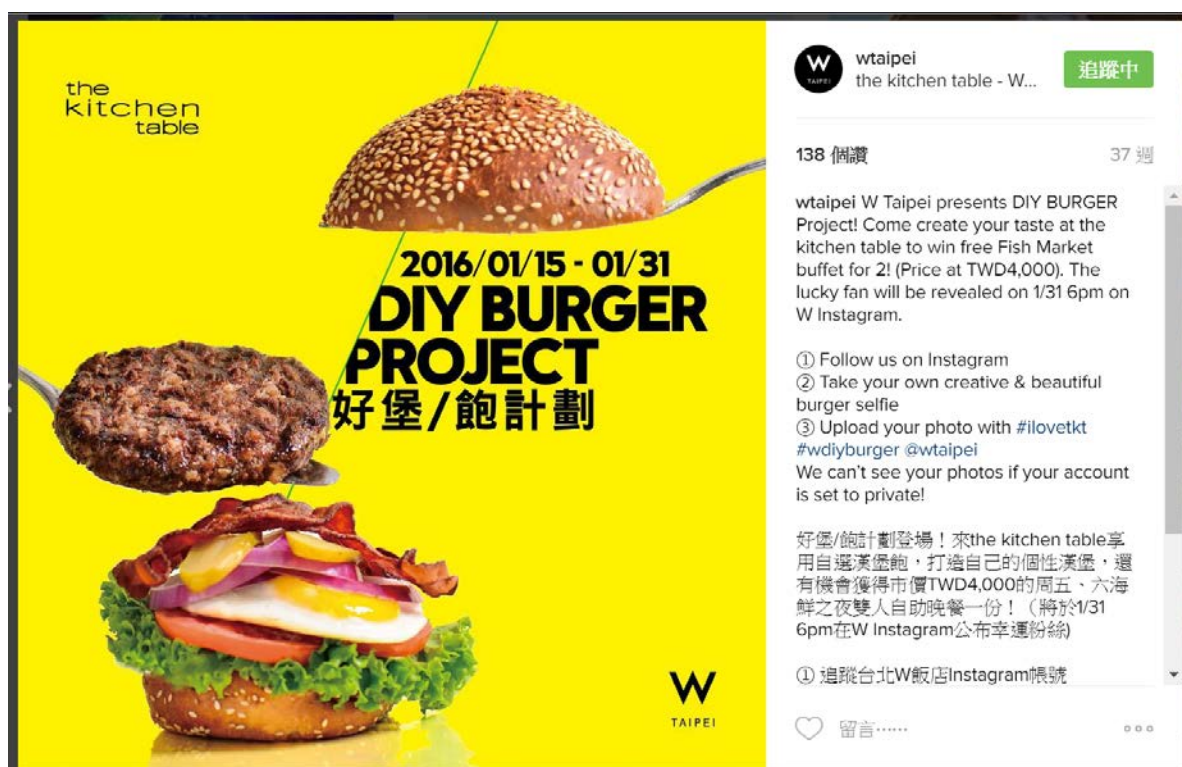


Figure 5.21 “DIY Burger” New Menu Launch Campaign



2) Restaurant's new themed night



Figure 5.22 the kitchen table's Tuesday BBQ Night Launch posts

3) Foreign cousin festival

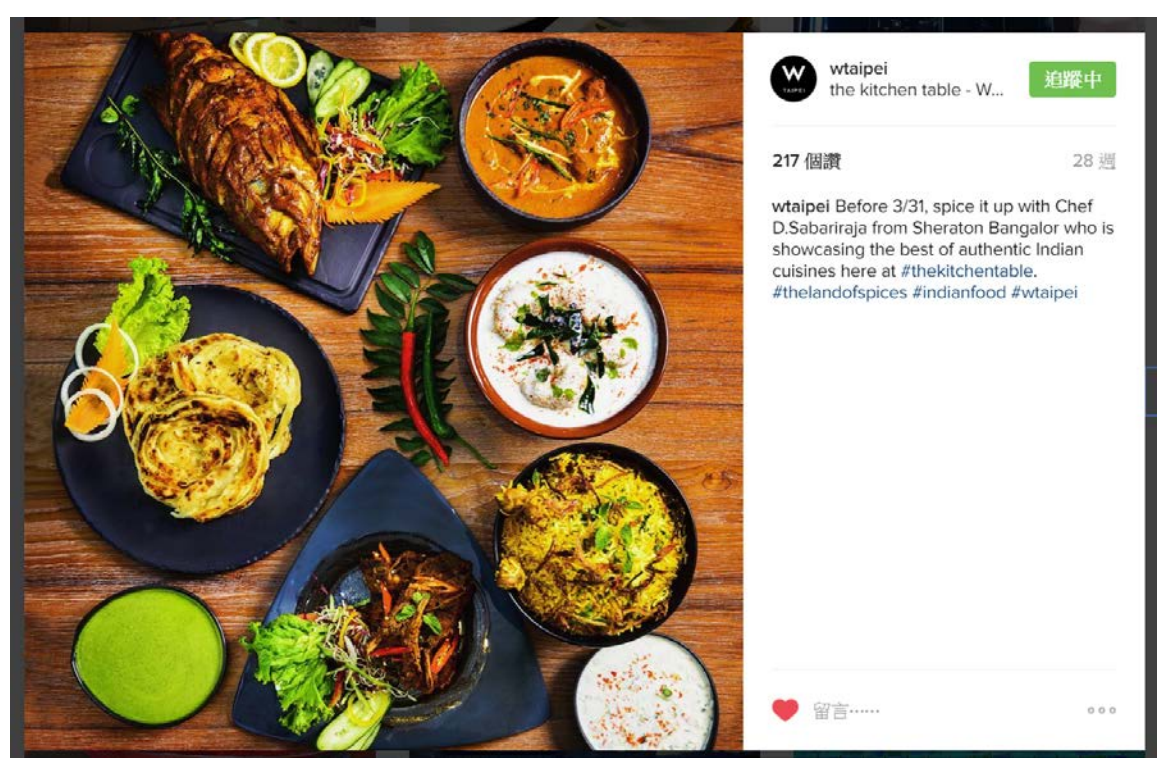


Figure 5.23 the kitchen table's Indian Festival Campaign post

4) New afternoon tea set launch

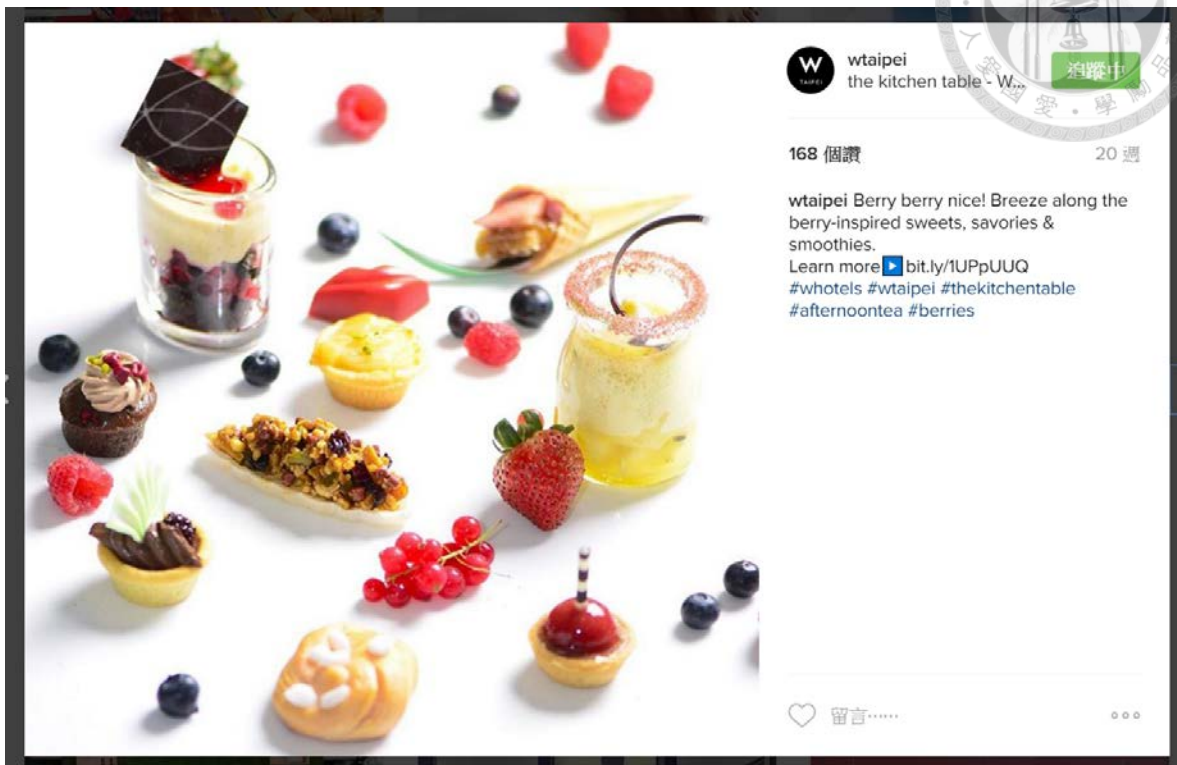


Figure 5.24 the kitchen table “Berry Berry Me” Afternoon Tea Buffet Launch Post



d. Features: Hashtag (#) and At (@)

Similar with Twitter, the use of hashtag (#) and at (@) is very common on Instagram.

1) Hashtag (#)

Hashtag (#) ecosystem provides Instagram users an unique and efficient way to source posts with the same topic just by one click. When users click a specific hashtag, the app would be linked to a page including all posts that have the same hashtag. It is said, using hashtag wisely could highly increase the possibility of post exposure from a non-fans and ultimately convert the user to be a fan.

In W Taipei, the most common-used hashtag is,

- a. **Venue**, e.g. #thekicthentable, #woobar
- b. **Themed Campaign**, e.g. #ilovetkt, #wdiyburger
- c. **Scene or spot**, e.g. #taipei101
- d. **Popular hashtag**, e.g. #cuisine, #cocktail
- e. **W Insider related**, e.g. #taipeiinsider

2) At (@)

Unlike hashtag that is used for sourcing similar posts together, at (@) is for tagging another accounts in the post. When users click a @, the app would be linked to that account's profile page.

W Taipei usually use @ in following conditions,

- a. **Tag sister properties in a cross promotion**, e.g. @whongkong
- b. **Tag a specific DJ who is scheduled to perform in-house**, e.g.
@djcookie
- c. **Tag a specific celebrity who visited or stayed in the property
by receiving their consents**, e.g. @richiehawtin
- d. **Tag a specific partner for a joint promotion**, e.g.
@chiaraferragni



In practice, W Taipei also encourages external partners to tag W Taipei's account (@wtaipei) instead of hashtag (#wtaipei) in its posts, in order to increase the possibility to win new fans from those partners.



Output:

As illustrated in previous section, Instagram user are not into promotional contents while browsing Instagram, and the conversion rate of Instagram advertisement is significantly much lower than Facebook. As the result, for most of the brands, Instagram is mainly used for promoting a lifestyle that is match with the brands' position rather than selling its goods or services. Especially in hotel marketing nowadays, hotels are aiming to provide the unique stay experiences rather than just a place to sleep over, and Instagram is indeed becoming a crucial tool for hotels to market its uniqueness.

This case study is taking engagement rate to evaluate the managing performance of W Taipei's Instagram account. Engagement rate for Instagram is the number of the total engagement received by an Instagram account over a time period as a percentage of followers, the equation is **Engagement Rate = Engagement / Followers**. Engagement is anytime a user likes or comments one of the posts. Engagement rate defines how Instagram users like the brand's contents and whether the contents is truly suitable to the brand image.

According to Locowise's **Instagram Growth and Engagement: 2015 in Review**,⁵⁴ Instagram's average engagement rate from April 2015 to December 2015 has **declined 61.43%**. From the 2.8% engagement high in April to the 1.08% engagement low in December. The annual engagement rate in above time period is **1.92%**. See Figure 5.23 below.

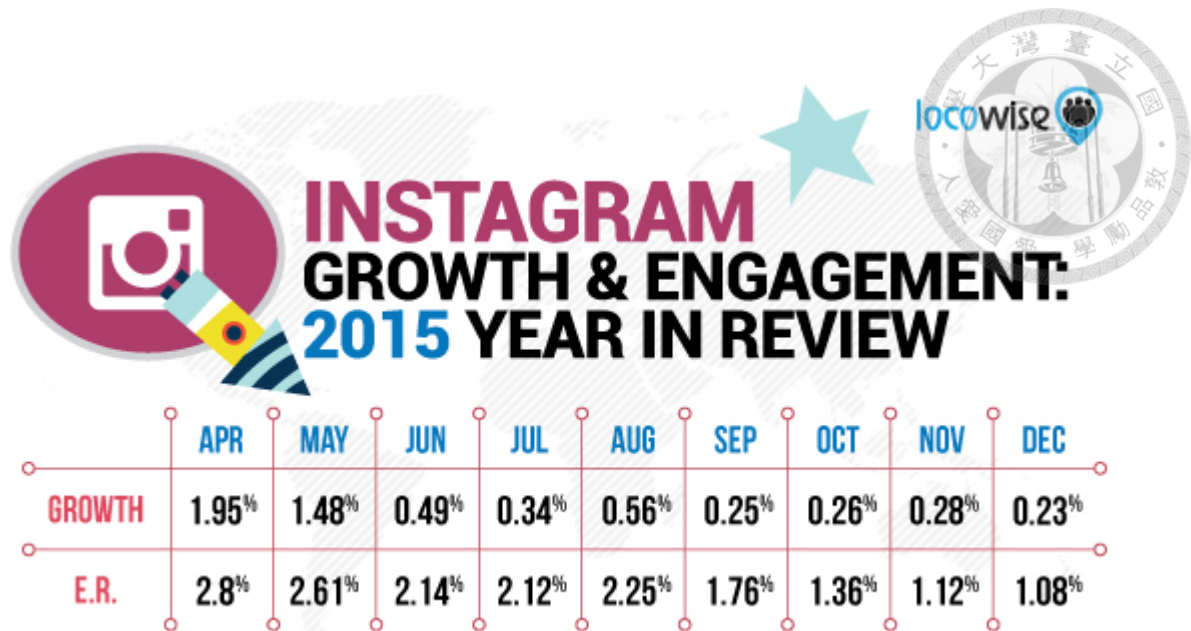


Figure 5.25 Instagram 2015 Growth and Engagement

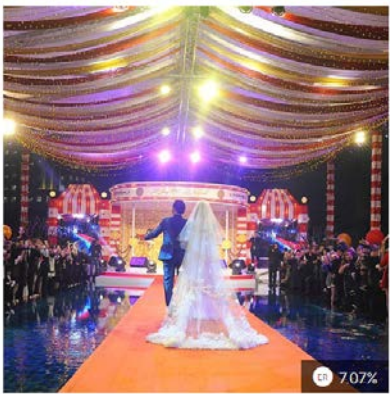




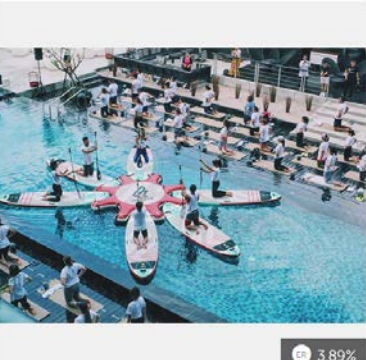
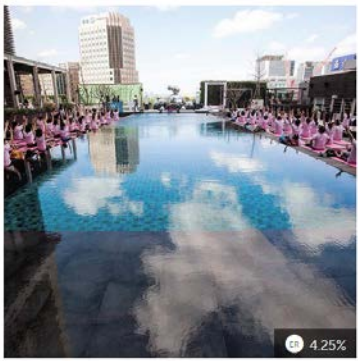
Source: Locowise

W Taipei's Instagram 2015 annual engagement rate is **2.12%**, 10.4% higher than the average. As a brand in Taiwan, where Instagram usage is still not that popular, W Taipei's engagement rate could be seen as the best-in-class among Taiwan's official accounts. While comparing to the top engagement post in each quarter between 2015 and 2016, the decline of the engagement rate in each quarter is remarkable. See Table 5.5.

Nevertheless, the decrease of W Taipei's YoY engagement rate in each quarter is not as large as the average reduction rate stated in Locowise' 2015 report above (61.43%). Moreover, the level of quarterly decrease is minimizing from Q1's -48.37% to Q3's -14.13%, it is still affirmative that W Taipei's tactics on engagement rate maintenance is above the average.



Table 5.5 W Taipei's Top Engagement Post: 2015 vs. 2016

	2015	2016	Variance
Q1	 <p>7.07%</p>	 <p>3.65%</p>	-48.37%
Q2	 <p>5.65%</p>	 <p>4.34%</p>	-23.19%
Q3	 <p>4.53%</p>	 <p>3.89%</p>	-14.13%
Q4	 <p>4.25%</p>		N/A

Source: W Taipei



Limitation:

The contents on Instagram are built by images - people present their lives and connect with each other through sharing beautiful pictures on Instagram. Furthermore, unlike Facebook, there is no political posts and merely no advertisement to disturb user's experience while using Instagram. This user experience has led the user's mindset on using Instagram differs from either using Facebook or LINE@, which is also stated in the beginning of this section. The difference between Instagram and Facebook makes Instagram much difficult to convert businesses, even by advertisement posts.

W Taipei tried to deploy Instagram advertisement for promoting its newly launched "DIY Burger" menu in Dec 2015. However, not only the click through rate (**CTR**) but also the actual online booking number (**Conversions**) is far lower than Facebook advertisement and keywords search advertisement (**SEO**) - the ROI is close to zero. After half a year, W Taipei stopped to put any advertisement on Instagram and transferred its marketing fund from Instagram to Facebook. Since it's hard to generate revenues from regular posts and advertisement on Instagram, there is still a debate regarding to the necessity of brands to manage an Instagram account. Nevertheless, as more and more internet users start to be an "Instagramer" globally, it is still beneficial for brands to maintain an Instagram account as their secondary social media platform.




5.2 Other Digital Marketing Tools

Digital marketing is not only about social media marketing. To achieve the annual goal set by the management, W Taipei's Marketing Communication team is utilizing many of the digital marketing tools, along with its Public Relations activities and offline events to support the hotel's branding and makes W Taipei the highest RevPAR in a consecutive four years in Taipei. In this section, two of W Taipei's most used digital marketing tools will be introduced: Keyword Search Advertising and Banner Ads.

5.2.1 Keyword Search Advertising

Keyword search advertising is an effective tool of placing online advertisements on webpages that show results from search engine queries, such as Google, Baidu or Yahoo. Through the same search-engine advertising services, ads can also be placed on Web pages with other published content.⁵⁵

Search advertisements are targeted to match a specific term that users entered on search engines, which is called keywords. Before making a purchasing decision, consumers tend to search related information on search engines to identify, compare and decide their purchasing options in the end. For search engine users, the sponsored search advertisement (as known as keyword search advertising) often offers comparatively higher relevance, against to those unpaid organic search results and reduce consumer's time on searching for their actual needs. Consequently, keywords search advertising has become an important element for both digital marketers and online users for their experience on the internet.



Keywords search advertisement is provided by search engine companies. In Taiwan, since the largest two search engines are Google and Yahoo, which contributes almost 100% of market share in the local market. Hence, W Taipei only allocate keywords search advertising budget on these two portal sites. In W Taipei's two main businesses: Rooms and F&B, since room revenue is mainly generated from foreigners yet F&B's target audience is more likely to be local guests, W Taipei only deploys F&B keywords search in local market, which is to promote its buffet restaurant: the kitchen table and its top floor fine dining restaurant: YEN Chinese Restaurant.

Keywords Category - the kitchen table restaurant

W Taipei sorts it's keywords advertisements by below categories,

- a. Brand-related keywords
- b. Restaurant-related keywords
- c. USP (unique selling point) related keywords
- d. Special theme / special menu related keywords
- e. Purpose related keywords

In the kitchen table restaurant, beside the generic brand and restaurant-related keywords, W Taipei also arranges keywords for promoting its themed night, including Tuesday BBQ night on every Tuesday, Wednesday American night, Friday and Saturday Seafood and its Weekend Brunch "Bubblissimo" with sparkling wine free flow. when are providing premium dishes on its buffet stations with a higher price.

For the special time-limited festival such as India food festival or Singaporean food festival in June 2016, W Taipei also prepares foreign cuisine related keywords as another



channel for promotion exposure. For example, while end users searched “Hainan’s Chicken Rice (海南雞飯)”, “sate (沙嗲)” or “Bak Kut Teh (肉骨茶)”, W Taipei’s sponsored search advertisement will be displayed on the search result page and lead users to find out more details of W Taipei’s time-limited Singaporean Festival information at the kitchen table restaurant, and attract users to book a table in the end.

As for long-term ongoing promotions such as SPG member’s exclusive 15% off on weekday meal as the kitchen table, to keep reminding end users this promotion, W Taipei also arrange this promotion information onto the description of the sponsored keywords advertisement. For more details, see table below.

Table 5.6 the kitchen table restaurant Keywords Search Advertisement Category

Category	Key Words Example
Brand-related	W Hotels, W Taipei, Taipei five star hotels
Restaurant type related	Buffet restaurants, hotel restaurant, good restaurant in Taipei, restaurant discount, restaurant offers
USP related	Pool view restaurant, stylish restaurant, fashion restaurant
Special theme / special menu related	BBQ nights, Seafood nights, Weekend brunch, Afternoon tea buffet, DIY Burger menu
Purpose related	Birthday celebration, reunion, graduation celebration,
Promotional keywords	Indian food, Singaporean Food, Thai food, Fusion

Source: W Taipei



Keywords Category - YEN Chinese Restaurant

In YEN Chinese Restaurant, though it is positioned as a fine dining restaurant, which is different from its all-day dining buffet restaurant, as known as the kitchen table restaurant at 10th floor, the logic of deploying keywords is generally the same. What is different is mainly because of the different types of these two restaurants that influence the mindset during the end user's decision making process of deciding the restaurant.

In YEN, as it is positioned as a high-end fine dining restaurant at the top floor of a five-star hotel, the premium dining experience is needed to be strengthened. As the result, the gorgeous high floor view of Xinyi District's high buildings became one of its USP (Unique Selling Point), which is included in YEN's keywords advertisement list.

According to the data provided by Google, YEN's signature Cantonese dishes such as the roasted duck (烤鴨) and Cantonese double-boiled soup (廣式煲湯) are also popular keywords by Taiwanese end users. On the other hand, W Taipei also leverages the dim sum boom, thanks to Hong Kong's dim sum restaurant Tim Ho Wan (添好運) and Dimdimsum (點點心) and promotes its dim sum menu at lunchtime on keywords search advertisement.

In purpose-related keywords category, keywords such as "birthday celebration", "business dinner" and "marriage proposal" are included, as these activities are often observed at YEN. These keywords are also a way to respond to the intense competition of Xinyi District's fine dining restaurants nowadays. On the other hand, because of YEN's Executive Chef, Chef Wo Ho Ming has ever won Michelin one star in Ritz-Carlton Hotel Osaka, W

Taipei also sponsor keywords advertisements related to the topic “Michelin star-rated”. See table below for more details.



Table 5.7 the kitchen table restaurant Keywords Search Advertisement Category

Category	Example
Brand-related	W Hotels, W Taipei, Taipei five star hotels
Restaurant type related	Chinese Restaurant, Cantonese Restaurant, Fine Dining Restaurant, Five Star Hotel Restaurant
USP related	Restaurant with a view, Peking Duck, Dim Sum, Cantonese double-boiled Soup
Special theme / special menu related	Spring Exclusive Mushroom Menu, Winter Exclusive Double-Boiled Soup Menu, Dim Sum menu
Purpose related	Business dinner, Birthday Dinner, marriage proposal
Promotional keywords	Michelin star rated, Dim Sum

Source: W Taipei



5.2.2 Banner ADs

A banner AD is a form of advertising on the website, it is managed under an AD server, such as GDN (Google Display Network) service. The banner ADs is an efficient way to attract traffic to a website by linking to the website of the advertiser. The purpose of a banner AD is to notify consumers of the product or service. The most common size of the banner ADs is 468x60 and 468x80, but W Taipei usually choose 250x200, 729x90 and 120x600 as the performance of these three banner sizes are the best after the trial-and-error process. Regarding to the type of the banner ADs, it could be an image (.jpeg), an animation (.gif) or a flash file (.swf).

Campaign Frequency

As for the frequency of each Banner ADs campaign, before a new campaign is kicked-off, W Taipei's design team would design two to three versions for digital marketing team to use. These three versions of banner ADs materials would be launched at the same time and adjust the budget based on the click performance in a weekly basis. Each campaign period is usually around 3 weeks. See the sample of the banner ADs below.

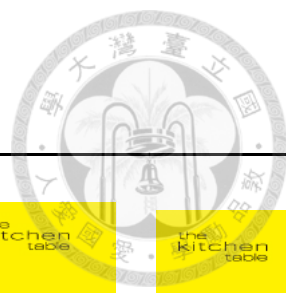









Table 5.8 Banner Ads Material in Different Sizes

 <p>200x200</p>	 <p>120x600</p>  <p>160x600</p>
 <p>250x250</p>  <p>300x250</p>  <p>336x280</p>	
 <p>468x60</p>  <p>729x90</p>	

Source: W Taipei



5.3 PR & Offline Marketing Activities

Beside digital marketing, the relationship management with mass media is also an essential way to deliver hotel's news, activities and promotions to the public. There are four main offline activities W Taipei maintains its relationships with the media: (1) press release, (2) media gatherings, (3) seasonal gifts and (4) invitation-only VIP events.

5.3.1 Public Relations

Press Release

A press release is a written for the specific purpose of announcing something ostensibly newsworthy. Typically, the press releases are mailed, faxed, or e-mailed to assignment editors and journalists at newspapers, magazines, online media, TV stations or TV networks. W Taipei always prepares press release bilingually in Chinese and English. See Appendix 1 & 2 as an example of W Taipei's press release in Traditional Chinese and English.

Media Gathering

a. The venue, the scale and the topic

The scale of media gathering at the kitchen table restaurant is generally large, with 20~30 pax. As the kitchen table is a buffet restaurant and is capable to accommodate a large amount of group guests at the same time. Meanwhile, the media gathering at YEN Chinese Restaurant is relatively smaller, with no more than 4~8 pax, so the media partners could enjoy the refined dishes without hassle. Besides the

service power, the delicacies in YEN Restaurant are also required more comprehensive time to introduce, comparing to the dishes in a buffet restaurant.



The scale is also influenced by whether the topic would be attracted by media. For example, the quarterly renewing the kitchen table's afternoon tea buffet would generally attract less attention due to it has less value to be reported, and as the result the media gathering would be limited to monthly magazines and less than 15 pax per media gathering event.

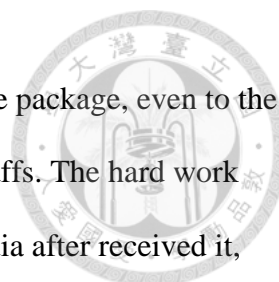
On the other hand, for the large events such as the official introduction of the newly appointment executive chef, the media gathering could be held in multiple days to digest the huge needs of the media exposure from print media to electronic ones.

b. The frequency of the media gathering

The frequency of the media gathering is also influenced by its scale. W Taipei usually holds media gathering once a month, but if there are more than one new promotion in a month, each media gathering would be hold in a relatively scale and target to different media so that the reporters wouldn't be bothered by too many invitations and then could optimize W Taipei's media exposure.

Seasonal gifts

A well-prepared and exclusive gift are always a good gesture not only to appreciate the long-term supports from the reporters but also to promote the hotel's uniqueness at the same time. As for a U.S. company, Christmas is the most important holiday for W. W Taipei starts to design its Christmas gift for selected VIPs and media partners every year in



November. From the production of the gift inclusion to the design of the package, even to the assembly of the gift box and delivery are all executed by W Taipei's staffs. The hard work does pay off – almost all media reporters posted their gift on social media after received it, which it benefits W Taipei more exposures on social media.



Figure 5.26 A Facebook post from a media reporter after received W Taipei's Christmas Gift

The other holiday gift is given out during the Mid-Autumn Festival. Unlike other five star hotels that is selling Chinese New Year Dish package, Rice Dumpling gift box and Mother's Day cakes, the only seasonal gift box that W Taipei sells within the whole year is the mooncakes gift box.

The design concept is under W Taipei's four passion points: Music, Fashion, Design and Fuel, and eternally brings out the most unique and creative mooncake gift box design to the market. For example, the 2015 mooncake box is bundled with a 100% recycled paper

made Bluetooth portable speak. The unique music-concept gift box that is barely to be found in the market led the total 5,000 boxes was quickly sold out one month ahead the Autumn Festival, and therefore one of the most favorable seasonal gift box for the media reporters.



Figure 5.27 W Taipei’s 2015 Mooncakes Gift Box Facebook Post



5.3.2 Offline Marketing Activities

W Taipei held the invitation-only VIP parties twice a year to appreciate its 1) high-spending VIP guests 2) Frequent stay guests 3) key corporate clients 4) important stakeholders 5) key partners and 6) online KOLs (Key Opinion Leaders)

The first time is the Summer Launch Party in the end of every May, before W Taipei starts its summer series campaigns like summer pool party in every sunny Sunday afternoon and summer special room package. The second one is in late of November, the Launch of CHILL Party, before the opening of its winter-exclusive outdoor ice skating rink where is transformed from the outdoor pool during December to January as well as its winter special room package. Finger food, canapé and free cocktails are served on the party; fashion show and DJ live gigs are performed to entertain the invited guests.



Figure 5.28 Facebook Live stream of W Taipei's 2016 Summer Launch Party

Since the parties are invitation-only with limited invitees for each segment, every year W Taipei's Marketing Communication team is required to filter out the most contributed

media in the year and invites them to the party. W Taipei also invites influential local fashion bloggers (as known as online KOLs) to the party to maximize the party's social media exposure.





5.4 Summary

Table 5.9 summarized the details, including the type, role, content, limitation and suggestion of three W Taipei's mainly using social media platforms, i.e. Facebook, LINE@ and Instagram as illustrated in previous sections.

Table 5.9 Summary of W Taipei's Three Main Social Media Platforms

	Facebook	LINE@	Instagram
Type	Multiple media (text, image, video)	Text and/or Image	Image or Video
User Profile	Globally	Taiwanese only	Globally
Follower Profile	80% Taiwan 15% Asia Pacific 5% Other Countries	100% Taiwan	40% Taiwan 40% Asia Pacific 10% USA 10% Other Countries
Role	Information hub	Deliver local offers	Mainly on non-promotional materials
Post Frequency	Up to two posts per day	One message per week	Every Wed, Fri, Sat & Sun
Content	1. Promotional post 2. Themed series 3. Cross-property offer 4. USP 5. Mood/UGC photo 6. CSR	Local offers, including 1. B&F offers 2. Party info 3. Room packages targeting domestic guests	1. Branding contents 2. Taipei tourism info
Limitation	The organic reach keeps decreasing due to the change of Facebook algorithm.	LINE@ followers are only seeking for offers/discounts.	Promotional materials are not appreciated by Instagram followers.
Suggestion	Need to develop other social media platforms to enlarge brand's exposure.	Treat LINE@ as one of the secondary platforms which focuses on local offers' delivery.	Treat Instagram as one of the secondary platforms which focuses on branding.

Source: W Taipei, Collated by Julian Lin



Figure 5.29 illustrated how W Taipei’s social media marketing and digital marketing activities benefit the property’s revenue and increase the brand value. As shown below, the purpose of all promotional posts and online advertisements are to attract internet users click the link and visit the brand’s website for achieving certain goals, such as reserve a room, a restaurant seat, a table for an upcoming DJ Party or an admission ticket for a W Happenings event. On the other hand, since part of W Taipei Facebook page’s posts are not for promotional purposes, together with Instagram, the branding is improved through these activities.

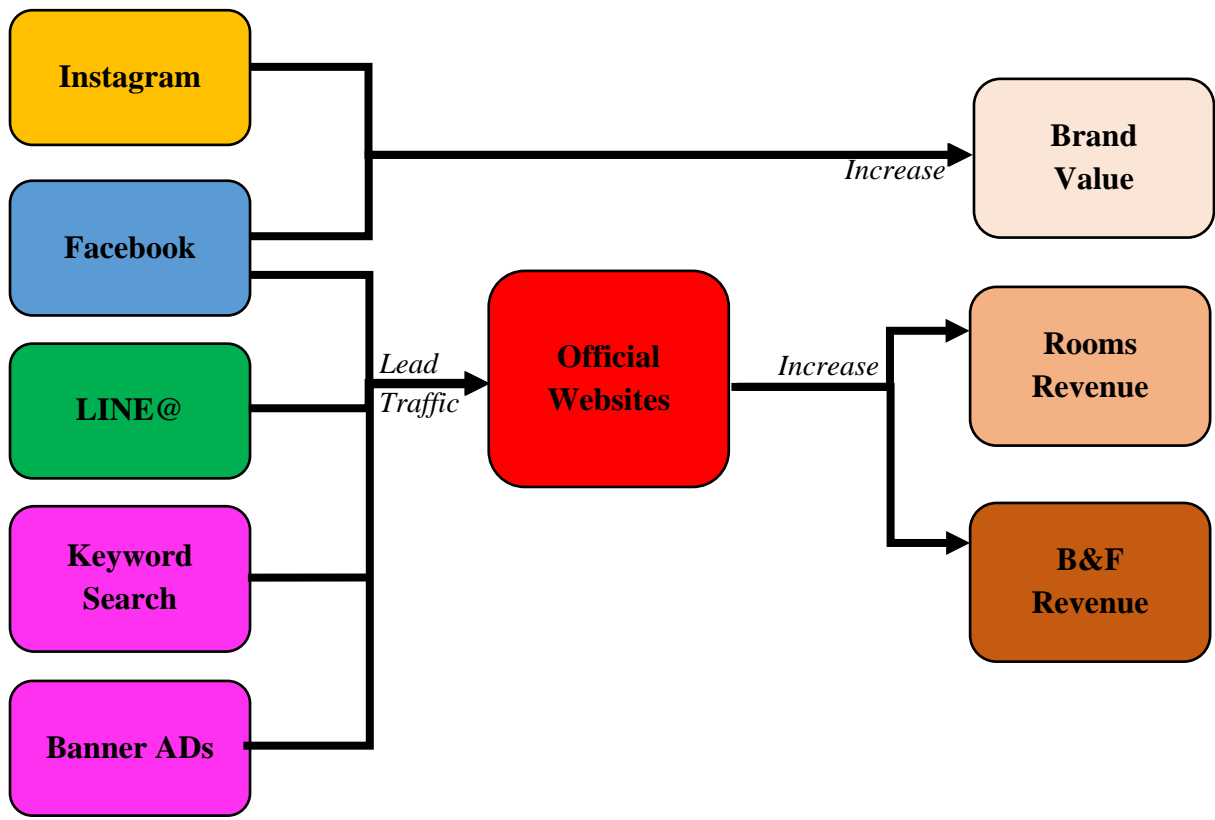


Figure 5.29 The Correlations of W Taipei’s Social and Digital Marketing Activities
Source: W Taipei, collated by Julian Lin

CHAPTER VI CONCLUSIONS



6.1 Research Conclusions and Suggestions

W Taipei is always a shiny star in Taiwan since his debut to the stage. Thanks to its unique brand image and strong brand characteristic, even after the following five years, W Taipei has earned a huge amount of exposures on both traditional media and social media. However, it is not enough to maintain the high level buzzes on the internet for such a long time just because this brand is cool, fashion or target to younger generations. There shall be some useful tactics that W Hotels and W Taipei is adopting to become “forever young and chic” for its lovers.

W Taipei utilized its successful brand positioning and Target Audience setup, and the younger-generation-oriental four passion points (i.e. music, fashion, design and fuel) as the main theme to create lots of non-promotional lifestyle contents on social media to differentiate with what its competitors are doing, which are mainly delivering promotional contents that led low social engagement. We could say that content management wise, W Taipei is indeed outstanding.

By its sophisticated content strategy, W Taipei balanced the proportion of promotional posts and non-promotional posts and provides various topics and contents for its Facebook fans, which then create high engagement rate and continuously stay in a high level. By Facebook’s algorithm, the high engagement then enlarges W Taipei’s social marketing influences by enlarging its Facebook page’s organic reach so that its posts could be shown on more Facebook page followers’ newsfeed than others. Therefore, W Taipei could save its marketing budget for other purposes.



In regards of the secondary social media platforms such as LINE@ and Instagram, W Taipei also framed its content strategies by finding out the different user preferences and behaviors on LINE@ and Instagram, and provides suitable contents to achieve the great social marketing results in multiple dimensions.

Along with the contentiously user growth on a photo-sharing platform like Instagram, brands need to be aware of that end users prefer to use a more visionary way to present their lives nowadays. Moreover, brands have to adjust its social media marketing strategy accordingly to communicate and influence its consumers deeply and effectively.

More importantly is that brands need to stop regard social media platforms as media channels to deliver promotions and/or advertisements purely. What contents that consumers really need and want to read on the social media are the deep combination of a brand's marketing contents with character of that platform to maximize the use value of that specific social media, but to disturb their original user experience by excessive promotional messages.

Here are five suggestions that a brand shall consider while doing social media marketing from now on,

a. Uniqueness

Sometimes, to achieve high Click-Through Rate, brands tend to use popular talking points or Click-Baiting headlines but neglect building the uniqueness of the brand. While a brand's characteristic is too vague, it might lose customer engagement in a long-term perspective.



Take W Taipei and its competitor's Facebook pages' comparison as an example, we can see that W Taipei utilized its very unique four passion points and creates a series of post with soft contents, and that indeed lifted up its fans stickiness. It doesn't mean that brand that is not younger generation oriental cannot achieve high social engagement, just they need to think from the beginning and find out its unique brand positioning that could be talked about in the first stage.

b. Diversity

Just like what W Taipei is doing on its social media content management, a brand shall overlook the proportion of its promotional posts and non-promotional posts and try to make as many non-promotional ones as possible to drive the engagement of its social media account. No one wants to follow an account that is full of advertising posts only.

c. Visibility

It's true that to compete with hundreds of thousands of brands on social media is more and more challenging nowadays. That is why a brand shall non-stop sharpening its social media strategy to increase the engagement and earn sufficient visibility on its target audiences, so it could achieve the business goal in the end.

In the past, post-game (i.e. to encourage fans to like, comment or share the post by sending out certain giveaway or holding a lucky draw) is very efficient to achieve high organic reach and makes the Facebook page looks popular. However, frequently conducting post-game activities would only attract "Facebook zombies"



into the page, who has no loyalty toward the brand at all but the giveaway. One of the useful suggestions for social media marketers is to follow as many as Facebook pages you can and absorb their strategies into yours.

d. Communication Points

The most difficult part for social media marketing is to mapping out the content strategy that matches with what end users really need. However, before this, a brand shall think about what are the points that it wants to communicate with end users, based on its brand spirit and value.

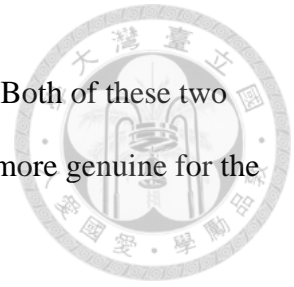
For W Taipei, to speed up its fans' awareness onto a post, the series posts such as *I Love TKT*, *I Love YEN* or *You Think You've Known W Taipei* series are served for this purpose. By the specific themed title, users could understand the point that the brand is communicating easily and decide if he or she is interested in this topic.

e. Credibility

Credibility is the key to build long-term customer loyalty. If social media become a tool for a brand to brag about itself, it would lower down the trust of the brand towards end users and led social media becoming pure advertising channels.

For the actual practice, a testimony post would be a useful consideration. W Taipei once conducted two testimony campaigns on Facebook, one is for its buffet restaurant the kitchen table by inviting guests to leave their comments on a card and share the best ones on Facebook; and another is for its talent recruitment campaign by

sharing employees' words to this company on the social media. Both of these two campaigns have created great engagement, since it looks much more genuine for the readers.





6.2 Limitation

In this case study research, the question about why and how W Taipei does well on social media marketing is answered in the previous chapters. However, it might be a question that how other brands, especially hotel brands could adopt these strategies.

One of the feedback regarding to my research above is that what I'm pointing out in my previous chapters seems like common sense for marketers. However, the fact is there are still tons of promotional posts on each brand's Facebook pages and Instagram official accounts – the balance of promotional and non-promotional contents is not considered at all in the real practice.

One of the blames for this phenomenon is the brand has a common brand image that makes it unable to initiate so many unique topics to be communicated on social media just like what W Taipei is doing. In that case, I would suggest the brand shall think about something higher, that is to re-consider its brand positioning before forming its social media marketing strategy. As long as the brand's positioning is correct, the following social media marketing activities are more likely to be succeeded.

All in all, I sincerely wish that based on the introduction, research analysis, conclusions and suggestions in this case study research, individuals who are interested in this topic could furthermore find it useful for his or her future research and study.

Appendix I

W Taipei's DIY Burger Press Release in Traditional Chinese



台北 W 飯店

全新推出 你的漢堡、你的風格 自選漢堡飽

台灣／台北（2015年12月29日）台北 W 飯店繼宣佈成立調癮實驗室、三明治俱樂部之後，再度推出你的漢堡、你的風格由你決定的「自選漢堡飽」套餐，提供給漢堡迷們更多有趣的選擇。自選漢堡飽套餐是由台北 W 飯店行政總主廚佛博立

（Bradley Froehlich）與廚師團隊討論，共同研究出有在地風味的台灣手撕黑毛豬肉堡，創意美味的三杯雞堡、臭豆腐堡、香料大蒜羊肉及經典口味的美國牛肉、挪威鮭魚、亞洲風味鴨肉、綠色蔬食堡等好口味，同時可自由選擇自己喜愛的配料及附餐。每份售價 385+10%，內容皆含 W 招牌附餐及精選飲品；自選漢堡飽提供的餐點，均為新鮮食材現點現做，歡迎來品嚐一層一層自己妝點的幸福滋味。台北 W 飯店 10 樓 the kitchen table 每日早上六點至晚上十點提供。詳情請見：

wtaipei.com/diyburger 或致電 +886 2 7703 8887。

「漢堡在美國不止是指標，更是無可取代的靈魂食物！」台北 W 飯店行政總主廚佛博立（Bradley Froehlich）表示：「除了經典口味之外，我們特別推出我們對台灣的第一口印象—三杯雞堡和臭豆腐堡，我相信這兩款漢堡，絕對能賦予您有趣的味蕾



體驗，重新詮釋美式漢堡不受限的獨特風格。」

台北 W 飯店自選漢堡飽，主打自選專屬口味，漢堡風格自己決定：

第一步，先選個主角吧！共有八種口味可挑選，喜歡經典傳統口味的饕客們，可以選擇**美國牛肉漢堡**或**挪威鮭魚**；想品嚐台灣黑毛豬的甘甜、結實口感者，可以選擇有行政總主廚佛博立的**BBQ 家鄉記憶味—台灣手撕黑毛豬肉堡**，主廚選用黑毛豬的後腿肉，並以煙燻辣椒粉、蒜粉、黑胡椒、茴香、黑糖等食材入味 12 小時後，以 180 度煙燻，再將豬肉和大蒜、百里香、辣椒一起低溫烘烤 48 小時，上桌前以手撕方式增加口感，建議可選主廚特製 BBQ 醬料，體驗台灣黑毛豬的美式風格！不能錯過的還有台灣人最愛的**三杯雞堡**，主廚將雞腿肉與醬油、芝麻油、紹興酒、辣椒片、薑、九層塔等食材一同拌炒後，再製作成肉排，美味程度令人驚豔，一口接一口！必嚐的還有**臭豆腐堡**，以豆腐、腰果、香菇、芥末、小茴香、蛋、煙燻辣椒及臭豆腐一同做成的肉排，想要更有味，建議您可選擇有獨特香味的藍紋起司及泡菜，層層的口感及濃郁香味絕對能征服您挑剔的味蕾；還有**亞洲風味鴨肉及綠色蔬食堡！**

第二步，選三種配料！十九種配料展現各式風格—牛番茄啤酒洋蔥圈、義大利黑醋、焦糖洋蔥、老奶奶的涼拌生菜、羅馬番茄、煎蛋、甜菜根、西班牙洋蔥、水田芥、蘿蔓生菜、醃黃瓜、美生菜、煙燻培根、波特菇、豆苗、泡菜、綠色辣椒、酪梨醬、菠菜及碳烤甜椒。



第三步，搭一種起士！讓漢堡更美味的秘方，就是起士不可少，七種獨具風味的起士—藍紋、菲達、瑞士、帕芙隆、美式切達、水牛莫札瑞拉、辣傑克及布里。

第四步，哪一種麵包是您的風格？主廚每日新鮮現做手工麵包，讓自選漢堡更有特色，共八種造型給您八種不同口感—風乾番茄、蘿勒籽、布里歐、餐包/竹炭、五穀雜糧、辮子麵包及酸麵包。

第五步，選一種醬料更豐富！十三種醬料是主廚旅行中的記憶，原汁原味呈現各國風情—風乾番茄青醬、香菜萊姆辣醬、哈里薩蛋黃醬、墨西哥風味辣醬、鷹嘴豆泥醬、茄子沾醬、香蒜蛋黃醬、法式芥末醬、芥茉籽醬、松露蛋黃醬、黃瓜優格醬、日式照燒醬、酸豆橄欖醬、主廚特製 BBQ 醬。

第六步，還可以選一項附餐！九種小點絕對讓您滿意—墨西哥玉米片、松露薯條、洋蔥圈、凱薩沙拉、田園沙拉、蔬菜天婦羅、黑醋風味炭烤蔬菜、捲捲薯條、特製洋芋片。

第七步，炫 Food 配件，加點價更有味！五種配料讓您的自選漢堡飽更奢華，TWD—香煎鴨肝 TWD400、慢燉牛骨髓 TWD60、伊比利火腿 TWD130、西班牙臘腸 TWD280、牛肝菌 TWD150、楓糖培根 TWD60。

第八步，對了，喝個飲料！自選漢堡飽套餐貼心準備四種飲品可選擇—可口可樂、雪碧、橘子芬達、零熱量可樂，可另自費 TWD150 升等漂浮氣水(含三球冰淇淋)。



詳情及訂位請洽台北 W 飯店 WOOBAR 官方網站

<http://www.wtaipei.com.tw/diybuger>、電郵 bf.taipei@whotels.com 或來電 +886-2-7703-8887。台北 W 飯店臉書粉絲頁 [facebook.com/wtaipei](https://www.facebook.com/wtaipei)，或關注台北 W 飯店 LINE、Instagram 及 Twitter 官方帳號 @WTaipei #WTaipei。

Appendix II

W Taipei's DIY Burger Press Release in English



BUILD YOUR OWN TAIWANESE-FLAVORED BURGER

AT W TAIPEI'S THE KITCHEN TABLE RESTAURANT

Taipei, Taiwan – (December 22nd, 2015) W Taipei launches “DIY Burger” at the kitchen table restaurant from Dec. 21st, 2015. The unique burger menu offers a wide range of choices from home-made patties, fresh toppings, selections of cheeses, handmade buns, secret recipes sauces, to interesting side dishes and so on. “Made in Taiwan” burgers are definitely the most exotic and extraordinary ones, e.g. “3-cup Chicken Burger” and “Stinky Tofu Burger.” Guests are encouraged to build their own burger and explore the adventure of the world of burger. “DIY Burger” is available at the kitchen table restaurant and WOOBAR at TWD 385+10%. For reservations or more information, please call W Taipei at +886 2 7703 8887 or visit wtaipei.com/diyburger.

“Burger is one of the most popular and iconic food from U.S.” said W Taipei Executive Chef, Bradley Froehlich. “Besides the signature “Ground American Choice Chunk Burger,” I would like to play with local flavors and to create a “Palate Shock” to both our international and local Taiwanese guests. “3-cup Chicken” is the first Taiwanese entrée come up to my mind for this experimentation. You can taste each authentic flavor of this traditional dish from the tailor-made burger patty; a mix savor of ground chicken with Chinese basil, ginger, soy sauce, sesame oil and Shaoshing wine.”



“DIY Burger” comprises 8 steps and offers more than 6 million of combinations of burger style, from 8 meat, 20 toppings (choose 3 for each), 8 cheeses, 7 buns, 14 sauces, 9 side dishes, 6 enhancement and 7 drinks (with additional charges). Chef Bradley’s favorite burger with his recommended items are “BBQ Pulled Taiwan Black Pork Burger” with sliced beefsteak tomatoes, beer battered onion rings, Grandma’s slaw, American cheddar, charcoal bun, Josh’s homemade BBQ sauce, and curly fries.

Bradley Froehlich, the Executive Chef of W Taipei, possess over 20 years of working experience in the hotel industry from North America, Down Under, to Asia Pacific. Chef Bradley demonstrated his culinary skills in several prestigious fine dining restaurants, hotels and resorts around the world. In addition, he has received numerous accolades, including 2012 Australian Good Food & Travel Guide – Origins Restaurant, Pan Pacific Perth Hotel. At W Taipei, he is in charge for the overall management of the kitchen table all-day-dining restaurant, In Room Dining, and the banquet kitchen. Chef Bradley has introduced his unique point of view with the freshest local-inspired ingredients to Taiwan’s market.

For reservations and more information, please contact the Woobar at W Taipei +886 2 7703 8887, email to bf.taipei@whotels.com, or visit wtaipei.com/diyburger.

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