

**Globalized and Localized Marketing Approach for Hospitality Industry: Case Study of  
Sands Resorts Macao**

**Jyväskylä University  
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Abstract	
<p>The hospitality industry is usually regarded in the centre of the globalization of international business. As hotels or resorts increasingly extend their properties in multicultural markets, in which China is perceived as one of the most potential markets, this study will learn how the globalized and localized marketing approach should be pursued, which is needed for multinational hotels chains to gain more market share in China. The aim of the study is to explore the marketing promotion campaigns of an American resort in China to understand the approaches the organisation utilises to succeed on the Chinese market. An in-depth case study of Sands Resorts Macao's marketing campaigns in Chinese market will be conducted in the light of Segmentation, Targeting and Positioning (STP) theory. The case study will try to present the practical and empirical insights for researchers and marketers. This study revealed that international hospitality brands could leverage globalized marketing strategy to make its brand easily recognized, and use localized marketing strategy to do concrete emotion driven among mainland Chinese tourists and raise brand awareness in Chinese market. The findings will provide significant insight and implications for multinational hotels and resorts brands which are ambitious to extend Chinese market or improve brand awareness in Chinese market.</p>	
Key words	

Globalized, localized, social media marketing strategy, hospitality industry
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## Table of Contents

1	INTRODUCTION .....	5
	1.1 Background of the Study .....	5
	1.2 Aim of the Study .....	6
	1.3 Sturcutre of the Study .....	10
2	THEORETICAL FRAMEWORK .....	11
	2.1 Segmentation, Targeting and Positioning (STP) Theory .....	11
	2.2 Social Media Marketing .....	15
3	METHODOLOGY .....	17
	3.1 Methodology Design .....	17
	3.2 Examination of Globalized Approach .....	18
	3.3 Examination of Localized Approach.....	18
	3.3.1 20 <sup>th</sup> Anniversary of the Return of Macao to the Country campaign .....	21
	3.3.2 Celebrity endorsement campaign .....	27
	3.3.3 UNESCO creative city of gastronomy .....	33
4	FINDINGS.....	37
5	DISCUSSION .....	48
	REFERENCES.....	51
	APPENDIX .....	56

## 1 INTRODUCTION

### 1.1 Background of the Study

The hospitality industry is usually perceived as one of the most globalized industry. The well-known international hotel brands such as Accor (headquarters in Issy-les-Moulineaux, France), Hilton Hotels Corporation (headquarters in Virginia, U.S.), Intercontinental Hotels Group (headquarters in Buckinghamshire, United Kingdom), Marriott International, Inc. Hotels (headquarters in Maryland, U.S.) own and operate properties in over one hundred countries worldwide. It is pointed out by Whitla et al. (2007) and Yu et al. (2013) that the hospitality industry is in the centre of the globalization of international business.

For the global hospitality industry, the contribution of China is significant. Travel & Tourism Global Economy Impact & Trends 2019 from The World Travel & Tourism Council (WTTC), a forum for the travel and tourism industry indicated that China contributed a quarter of global tourism growth and occupied 35.2% of worldwide tourism GDP. With its potential market size, Daye and VanAuken (2010) acknowledged China's strong economic growth by calling China a magnet for multinational companies. As hotels or resorts increasingly extend their properties in multicultural markets, in which China is perceived as one of the most potential markets, a study to understand the approaches multinational hotel brands utilise to succeed on the Chinese market is worth pursuing.

As an Assistant Manager in the Digital Marketing department of a multinational hotel, I have been chasing my career in the hospitality industry in China for more than five years. In my career, I have learnt about the significant discrepancy of marketing practice different multinational hotel brands executed in Chinese market. However, I've never tried to understand the marketing approaches hotel brands utilise to succeed on the Chinese market from

academic aspect. I believe that this research topic would also help me develop my career path in the hospitality industry in my hometown country, China.

## **1.2 Aim of the Study**

Overall, the purpose of this study is twofold. On one hand, it helps management in the multinational hotel brands plan strategic marketing approaches to expand Chinese market; On the other hand, it also helps Chinese marketers like me to develop career in the hospitality industry after understanding more successful marketing approaches.

From previous studies (Fung, 1994; Jansen-Verbeke, 1996; Kitchen, 2004; Liu, 2014; Quelch & Hoff, 1986; Wills et al., 1991; Whitla et al., 2007;), it is found out that “globalized” and “localized” approach are the most commonly utilised marketing approaches by multinational hotel brands. Liu (2014) indicated that international hotel brands must consider their business strategies in a global context. The international hotel chains adopt globalized marketing elements including brand name, logo, slogan and even design to make global customers easily recognize their brands (Fung, 1994; Whitla et al., 2007) and maintain consumer loyalty no matter where the global customers are travelling or staying. The globalized strategy is verified to maintain consumer loyalty and repeat business successfully. Jansen-Verbeke (1996) found out that homogeneity between Accor and Hilton affiliated hotels is considered an essential element for achieving overall guest satisfaction. Ramarapu (1999) also indicated that the result of appropriate and well-executed globalized strategy can be an upward spiralling of market share, leading to an ability to generate even greater economies of scale.

However, does the globalized strategy always apply in Chinese market? Actually, the globalized strategy has faced much criticism in many markets. Kitchen (2004) suggested that understanding cultural diversity of each country is necessary for service organizations to

avoid marketing blunders. From Kitchen (2004)'s empirical findings, it was found out that the majority of the respondent executives tend to follow a localized rather than a standardized advertising approach in marketing. Advocates of localized approaches pointed out that adaptation to local needs is necessary to win market share (Quelch & Hoff, 1986; Wills et al., 1991). Since the cultural diversity and local needs should be understood in marketing, this study will focus on Chinese hotel market context only in order to summarise the feasible marketing approaches for hospitality industry in Chinese market. In fact, studies (Spear, 2009; George, 2014) also indicated that even though China presents an appealing market opportunity for multinational companies, unique challenges in Chinese market cannot be ignored. Marquis and Yang (2014) found out that about 48% foreign companies failed and quit Chinese market in the first two years of operation in Chinese market. Therefore, understanding the feasible marketing approaches which multinational organisations could utilise to succeed on the Chinese market will be worth studying.

Above all, the purpose of this study is to understand the approaches the case study sample utilises to succeed on the Chinese market by reviewing its marketing campaigns. The case study will be reviewed in the light of Segmentation, Targeting and Positioning (STP) theory. Segmentation is to segment the market. Targeting is to choose the market to serve and positioning is to choose the market to succeed on. While studying the marketing approaches the case study sample utilises to succeed, we will review how it segments the market, which market it chooses to serve and succeed on. Since the marketing campaigns could be executed in different channels, this study will focus on one of the most significant channels, social media. The reason of choosing social media channels for this research is also because 94% marketers admitted that the social media campaigns are significant for their business operations based on the report of Hubspot.com in 2014.

The case study sample is Sands Resorts Macao, which is an affiliated hotel chain of Las Vegas Sands, a pre-eminent developer and operator of world-class integrated resorts that feature luxury hotels (Las Vegas Sands). Sands Resorts Macao is picked as the research sample due to its outstanding market performance in Chinese market as an American corporate. One of its properties, the Venetian Macao Hotel, is awarded as “The Best Hotel In Macao” by DestinAsian Magazine Readers Choice Awards 2016 (The Venetian Macao Hotel). Another property, the Parisian Macao, is awarded as the “The Best New Hotel In Macau” by The 10th Annual TTG China Travel Awards 2017 (The Parisian Macao Hotel).

The reason for choosing the resorts in Macao as the research sample is out of this city’s diverse cultural background and tourism development data. Macao, officially the Macao Special Administrative Region of the People's Republic of China, is a city and special administrative region in southern China. As formerly a colony of the Portuguese Empire, Macau has a diverse culture firmly rooted in Cantonese culture, with a mix of influences from East Asia and Western Europe. Macao is also known for being a major resort city in China. Because of the convenient transportation ways between Macao and mainland China especially Guangdong province, the tourists visiting Macao are mainly from mainland China, while the rest are probably from Hong Kong, South Eastern countries and United States of America. According to Macao Government Tourism Office (2020, January), over 27 million tourists visiting Macao in 2019 are from mainland China, occupying 70 percent of overall visitor source market in Macao. Therefore, the resort brand attracting most mainland Chinese tourists almost means gaining the most market share in the Macao resort market. All in all, the findings will provide significant insight and implications for multinational hotel and resort brands which are ambitious to extend Chinese market or improve hotel occupancy in Chinese market by choosing resorts in Macao as research sample based on its overwhelming mainland Chinese visitor source data and diverse cultural background.



This study will review the social media marketing promotion campaigns of Sands Resorts Macao in China and try to analyse what approaches it adopts to succeed on the Chinese market. However, what is the metric to evaluate whether the brand is doing successfully in the Chinese market except the awards Sands Resort Macao were awarded as mentioned above? According to Park's studies in 2017, the social media campaign performance has emerged as a significant metric for hotel brands evaluation as the performance is affecting travellers' decision and hotels' business. Therefore, comparative analysis will be applied to study the social media marketing performance of Sands Resorts Macao and its competitors in Macao resorts industry. By the comparative analysis, this study will try to understand whether Sands Resorts Macao is doing better than other competitors in the area. This study is also to fill the gap that only few studies executed empirical experiment on globalized and localized marketing strategy for hospitality industry.

The research questions can be specified as:

RQ1: What marketing approaches does Sands Resorts Macao use on social media platforms to succeed on the Chinese market?

RQ 2: How does the social media marketing performance of Sands Resorts Macao compare with its competitors in the area?

In order to answer these research questions, a case study approach will be used in this research. The case study will be examined by Segmentation, Targeting and Positioning model (STP), one of the most commonly applied marketing models in practice. In order to compare the social media marketing performance of Sands Resorts Macao with other competitors, the data will be collected from Sands Resorts Macao and other competitors' social media accounts, where the Macao resorts leveraged to launch marketing campaigns in Chinese market. Meanwhile, content analysis methodology will be adopted to deeply analyse the reaction of users towards the social media marketing campaigns.

### **1.3 Structure of the Study**

This master thesis is structured with five major sections: introduction, theoretical framework, methodology, findings and discussion. The theoretical framework will introduce STP marketing models from Segmentation, Targeting to Positioning as well as the social media marketing literature review. The methodology chapter will present research approach, data, the method used to analyse the data, and the analysis itself. Findings are concluded and the research questions are answered in the findings chapter. The last section will conclude the evaluation of this study including the insight provided to academic research, limitations of this study and suggest avenues for further research.

## 2 THEORETICAL FRAMEWORK

As the most commonly applied marketing models in practice, the localized and globalized marketing strategy can be viewed in the light of Segmentation, Targeting and Positioning (STP) theory.

### 2.1 Segmentation, Targeting and Positioning (STP) Theory

According to Khan (2013), Marketing Segmentation is the attempt to break down the market into manageable parts of customer groups based on similar characteristics. Brassington and Pettit (1997) indicated that the different preferences and characteristics are defined as variables in Marketing Segmentation. Marketing Segmentation is the process of identifying all clusters of potential customers by group them according to similar characteristics, similar needs, similar requirements or similar preferences. Types of Marketing Segmentation can be divided into three basic parts based on Khan (2013), which can be simply referred to Figure 1.

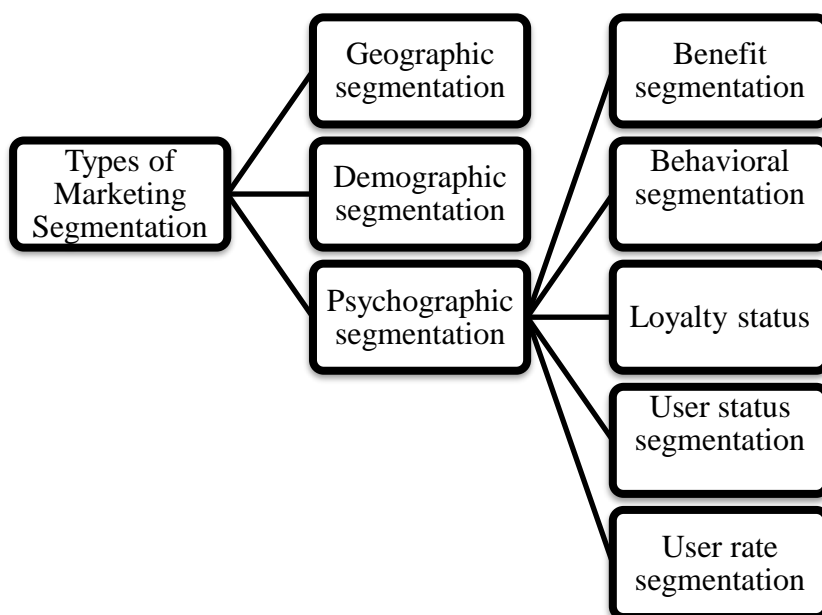


Figure 1: Types of Marketing Segmentation

Geographic segmentation is to define customers according to where the customers are based. Location is the only factor for geographic segmentation. Liu (2014) implemented a study to learn differences in attitudes between Chinese and Western tourists towards various hotel room reservation policies. In this study, Liu (2014) segmented the tourists by locations. Demographic segmentation is a deeper approach by concentrating on age, gender, race, income, occupation, etc. The study on seniors tourist market segmented elders by several variables (Chao et al., 2017, p. 574):

“By age: the elderly (75 years old), middle-aged (67-75 years old), Old age (60-66 years old);

By occupation (before retirement): teachers, doctors, civil servants, employees, individual operators, etc.;

By sex: elderly male and elderly female;

By pension: high-income elderly, middle-income elderly and low-income elderly.”

Geoff Lancaster et al. (2002) indicated that psychographic segmentation is to divide customers according to their personality, attitudes, education, cultural and social background. To be specific, psychographic segmentation can be divided into five parts according to Khan (2013). The first type of psychographic segmentation is behavioural segmentation, which considers the variables as knowledge, attitudes and responses of the customers. The second type of psychographic segmentation is benefit segmentation. In a nutshell, benefit segmentation divides customers into two clusters of individuals, customers who care more about the results rather than the side effects and customers who pay attention to avoid side effects even though the results might not be significantly effective. The third type of psychographic segmentation is user status segmentation, which can be divided into nonusers, ex-users, potential users, first-

time users and regular users. User rate segmentation, as the fourth type of psychographic segmentation, means the frequency of usage of a product or service. Basically, they are light, medium and heavy users. The fifth type of psychographic segmentation is loyalty status segmentation, which is usually divided into two categories: brand loyals and swithers. Since this segmentation is defined by the degree of loyalty from customers towards brands, brand loyals are the clusters of customers who have strong loyalty towards brands while the swithers represent the partial loyal or potential loyal customers who can be taken from competitive brands.

As mentioned above, over 27 million tourists visiting Macao in 2019 are from mainland China while the rest are probably from Hong Kong, South Eastern countries and United States of America according to Macao Government Tourism Office (2020, January), occupying 70 percent of overall visitor source market in Macao. Therefore, geographic segmentation should be executed by resorts brands in Macao so as to fulfil different needs of customers from different locations.

After defining customers into different segments by similar variables, targeting is the convenient technique to choose specific segment of market to serve (Jobber, 2001; Khan, 2013). There are three types of targeting strategies according to Cheverton (2004). As per Figure 2, the market is identified and segmented into five parts: A, B, C, D, and E and brands or companies can adopt different targeting strategies. The strategy 1 neglects the segmentation of the market and adopt same or similar marketing strategy to all segments. This marketing strategy is usually adopted when customer from different segments pursue the same perceptions and expectations. A same marketing strategy can lead to many advantages. Mace (1995) indicated that the globalized approach adopted by multinational hotel chains can lead to a well-known brand name, a central reservation system and common standards for marketing support. Strategy 2 refers to differentiated marketing strategy by covering different needs and demands of different segments. This strategy is more tailor-made and can easily raise the degree of customer

loyalty or satisfaction. Strategy 3 is the way to concentrate on specific marketing segments by considering about brands or companies' specialisation in the industry. This is also called niche marketing strategy which is adopted by companies to offer highly specialized products or service to customers (Cheverton, 2004).

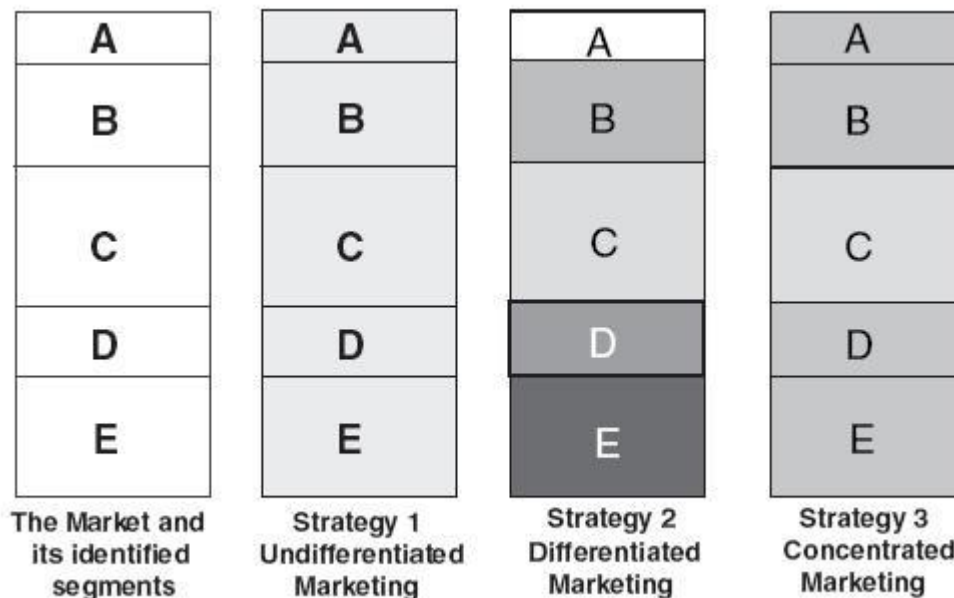


Figure 2: The Targeting Strategies (Cheverton, 2004, P. 60)

Since targeting is the technique to choose specific segment of market to serve, the globalized and localized marketing approach is actually choosing different segment of market to target and serve. The globalized marketing approach is to adopt same or similar marketing strategy to all segments as its approach is more standard. Instead, the localized approach is to leverage differentiated marketing strategy by covering different needs and demands of different segments in different markets. While 70 percent of overall visitor source market in Macao is from mainland China, localized marketing approach should be adopted to cover the needs and demands of mainland Chinese travellers.

Jobber (2001) indicated that positioning is the target market which brands or companies choose to succeed. As also defined by Zikmund and Amico (1996), positioning is to

identify a brand or a product's competitive advantage and differentiate a brand or a product from that of competitors. Khan (2013) agreed that the significant value of positioning is to make products or services different or distinguishable comparing with competitors.

Jain (1999) proposed different ways of brand positioning, which is strongly related to segmentation strategy. A single brand can be placed in one or more segments of market while multiple brands can be put in different segments of market. Dutka (2008) indicated the importance of positioning by lower the significance of mass market and emphasized that promoting a brand to unidentified clusters of customers does not work anymore. There are two aspects to verify whether the positioning is successful. One is whether the positioning of a brand stands the competition of industry rival. The other one is whether the brand create or maintain its uniqueness and distinguishability by positioning. Brown and Ragsdale (2002) analysed brand positioning of hotel brands and found that inefficient brand positioning tend to result in lower customer satisfaction and value perceptions. In order to verify whether Sands Resorts Macao's positioning is successful, comparative analysis between Sands Resorts Macao and its competitors will be applied to see whether Sands Resorts Macao stands the competition of industry rival.

## **2.2 Social Media Marketing**

Social media is one of the most popular and efficient online channels for communication. Nowadays, the communication occurs between the company and the customers. As Kaplan & Haenlein disclosed in 2011 that the marketing message related to a company or a brand is often transmitted through the use of social media applications. Companies usually choose social media channels to deliver marketing message such as brand information, discount offers and product introduction.

Meanwhile, as indicated by Hridoy et al. (2015), social network data is one of the most effective and accurate indicators of public sentiment. Park (2017) suggested that using social media network is benefit for increasing brand recognition. Especially for experience goods like hotel services, the impact of social media network is more significant. Social media network help travellers or customers to share their travel experience. As the quality of hotel services is usually uncertain prior to checking in or offline experiencing, the role of customers' comments or feedback on social media is significant for travellers to make the decision. Park (2017) presented that social media campaign performance have emerged as a significant metric because the performance is affecting travellers' decision and hotels' business indirectly.

Chan & Guillet (2011) evaluated marketing performance of 67 hotels in Hong Kong on 23 social media sites and found out that the poor performance on hotels' social media sites could lead to several problems: lack of interaction between hotels and customers, inability to disclose the organization identity and difficulty to sustain customer loyalty. In summary, social media channels are one of the most efficient ways for multinational brands to communicate with customers and the performance on social media channels is an important metric to evaluate hotels' brand recognition.



### 3 METHODOLOGY

#### 3.1 Methodology design

The STP models well illustrate the marketing process of a brand entering a market, respectively segmenting the market, choosing segments to target and standing the competition in the target market. While analysing the resorts brand Sands Resorts Macao, STP models suggest that Sands Resorts Macao segment the market by geography and target mainland Chinese market to attract mainland Chinese tourists. And the literature review on the social media marketing also tell us that social media network is one of the most effective and accurate indicators of public sentiment. In order to answer the first research question - “What marketing approaches does Sands Resorts Macao use on social media platforms to succeed on the Chinese market”, which methodology should be given in the following section? Feagin et al. (1991) suggested that case study is the most ideal methodology when in-depth investigation is needed for research. A case study is actually a research method involving an up-close and detailed examination of a particular case. Perry (1998) also introduced the case study methodology for research in marketing and highlighted its benefits on researchers or marketers’ current or future careers. Since the aim of the study is to help management in the multinational hotel brands plan strategic marketing approaches to expand Chinese market and help marketers develop career in the hospitality industry, an in-depth case study of Sands Resorts Macao’s social media marketing campaigns in Chinese market will be conducted. The case study will try to present the practical and empirical insights for researchers and marketers.

After doing case study of social media marketing campaigns, the next step is to draw data set and try to do data analysis. Researchers or companies often use surveys to collect customers comments or feedback regarding the marketing campaigns or products. However,

the data source might not be adequate to draw complete conclusion. Regarding the experiment in the hospitality researches, Oh et al. (2004) implicated that primary cross-sectional field surveys were the dominant study design for data gathering. However, the data gathered from surveys are seriously limited for testing various marketing phenomena that are often structured in dynamic processes. Hriday et al. (2015) also pointed out that the survey methodology could only reach a small number of customers and the honesty of answers on the survey could not be guaranteed. Nowadays, due to the popularity of social media network, customers' comments about brands or services they use are easily can be found online. Even though marketing phenomena is often structured in dynamic processes, data on social media is the real-time source to capture dynamic marketing phenomena. Therefore, drawing data from social media will be a more efficient way to collect adequate amount of comments or feedback. In this research, our approach is to draw a large data set and do content analysis from social media which we tried to determine the talking angles of a given social media marketing campaign.

### **3.2 Examination of globalized approach**

Fung (1994) and Whitla et al. (2007) indicated that the international hotel chains adopt globalized marketing elements including brand name, logo, slogan and even design to make global customers easily recognize their brands. In this section, a review on brand name, logo, and design of Sands Resorts Macao will be executed to reveal whether it adopted globalized marketing elements to make its brand easily recognized as suggested by Fung (1994) and Whitla et al. (2007).

This study analyses Sands Resorts Macao logo with Las Vegas Sands logo (based in the United States) and Marina Bay Sands logo (based in Singapore). It is found out that they

use the same “Sands” design on the logos and the composition of logos is “Sands” plus “locations” such as Macao, Las Vegas, and Singapore as displayed in Figure 3, Figure 4 and Figure 5. The globalized elements on the logo designs make the marketing material in different properties aligned. The significant difference on “Sands Resorts Macao” logo is that it adds Chinese brand name on the design to help Chinese customers whom do not read English easily define its brand.



Figure 3: Sands Resorts Macao Logo



Figure 4: Las Vegas Sands Logo



Figure 5: Marina Bay Sands Singapore Logo

Aside from the globalized elements on the brand logo designs, the construction design of properties in Las Vegas and Macao is also aligned. As shown on Figure 6 and Figure 7, the façade of the Venetian Macao (one hotel property under Sands Resorts Macao) and the Venetian Las Vegas (one hotel property under Las Vegas Sands) is quite similar. As both of the

Venetian properties highlight a tribute to the Italian opulence, warmth and lust-for-life, the facades are in Italian style and well-known Venice landmarks are also imitated in the properties like Doge's Palace and Saint Mark's Bell Tower.



Figure 6: The Venetian Macao



Figure 7: The Venetian Las Vegas

By comparing three subsidiary resorts of Sands, it implies that globalized marketing elements are adopted. The review on Sands Resorts Macao brand logos and construction design proves Mace's viewpoint in 1995 that the globalized approach of multinational hotel chains can lead to common standards of marketing. However, as reported by studies about multinational brands in Chinese market (Spear, 2009; George, 2014; Marquis & Yang, 2014), brand standardization strategy does not always apply, particularly in Chinese market in which the challenges cannot be ignored. The following study will be focus on case study of Sands Resorts Macao well-known marketing campaigns in 2019 and examine whether it adopted localized approach.

### **3.3 Examination of localized approach**

Based on Kitchen (2004)'s claim, understanding cultural diversity of each country is necessary for service organizations to avoid marketing blunders. In this chapter, we will do case study on Sands Resorts Macao's social media marketing campaigns and examine whether it adopted localized marketing approach.

#### **3.3.1 The 20th Anniversary of the Return of Macao to the Country campaign**

The year 2019 is significantly meaningful to Macao as it is the 20th Anniversary of the Return of Macao to the Country. Under the context of anniversary, which got the extensive attention of the Chinese society and community, Sands Resorts Macao well leveraged the theme of the times and launched a marketing campaign in mainland Chinese market to raise brand awareness and drive visitation to Sands Resorts Macao.

The Parisian Macao Hotel is a French style and romance theme luxury property under Sands Resorts Macao. The hotel has a half-sized replica of the iconic Eiffel Tower and

the slogan is “Become Part of Paris at The Parisian Macao”, which emphasizes “love” and “romance” on its marketing message. Sands Resorts Macao chose The Parisian Macao Hotel as the promotion subject and leveraged the 20<sup>th</sup> Anniversary of the Return of Macao to the Country to launch a social media campaign. The Parisian Macao launched the campaign on December 16, 2019, four days before the 20<sup>th</sup> Anniversary of the Return of Macao to the Country (December 20, 2019). At the time, the cohesiveness of the Chinese nation was a topic that was being discussed a lot.

The Parisian Macao Hotel cooperated with The Beijing News, one of the most influential newspaper media in China, to launch a promotional video on Weibo. Weibo is a microblogging platform in China and regarded as Chinese version of Twitter. It is one of the most popular social media platforms in China. The content of the promotional video is a flash mob show. And The Beijing News used the Weibo hashtag #MacaoFlashMobCelebrateTheTwentiethAnniversaryofTheReturnofMacaoToTheCountry while releasing the promotional video on Weibo. After analysing the content of the video, it is found out that the core of the creative idea is “fusion” and “union”. The flash mob was a cross-strait cooperation between Macao and mainland China. The Parisian Macao Hotel chose Chinese National Orchestra from mainland China and Youth Chinese Orchestra from Macao to perform a flash mob show at the hotel, which was recorded and reported by The Beijing News. The orchestra performed a well-known traditional Chinese music “The Butterfly Lovers” in the flash mob show. During the instrumental performance, two French-style buskers from the Parisian Macao Hotel joined the flash mob show to perform dance. According to Figure 8 The Parisian Macao Hotel flash mob poster, the performance location was the 35-metre-high rotunda at the hotel, reminiscent of the Galeries Lafayette, which is one of the must visit spots of Sands Resorts Macao. The orchestras wore traditional Chinese outfit in red colour, which represented “luck” in China. The performers who wore western style dress-up represented the daily “street” entertainment of artists, opera singers,

caricaturists, mimes and buskers from the French-themed Streetmosphere at the Parisian Macao Hotel.



Figure 8: The Parisian Macao Hotel Flash Mob Poster

The flash mob show was a fusion of Chinese and western culture. A few Chinese and western elements are shown in the promotional video. On one hand, the instrument performance is a fusion. As per Figure 9, Figure 10 and Figure 11 promotional video screenshot, orchestra played classical Chinese instrument such as Erhu or Pipa while the busker from the Parisian Macao Hotel played accordion. On the other hand, the dress-up is a fusion. The orchestra dressed traditional Chinese red dress while the busker from the Parisian Macao Hotel

dressed swallow tail coat. The fusion is well explained at the end of the promotional video by interviewing with the orchestra. As indicated by the conductor of Youth Chinese Orchestra from Macao in the interview, the flash mob show is a special gift to mainland China and Macao to celebrate the 20<sup>th</sup> Anniversary by cross-strait cooperation. Macao is a city where Chinese culture and western culture integrates. “Fusion” is the word which most represents Macao. Therefore, the flash mob show blend western culture elements into Chinese culture elements to celebrate the 20<sup>th</sup> Anniversary. For the full version video, see Appendix A.



Figure 9: Promotional Video Screenshot: Pipa Instrument



Figure 10: Promotional Video Screenshot: Erhu Instrument





Figure 11: Promotional Video Screenshot: Accordion Instrument

By separating the content of the promotional video, the brand of the Parisian Macao Hotel is actually placed from the beginning to the end. In the beginning of the promotional video, the exterior of the Parisian Macao Hotel (Figure 12) and a group of Chinese visitors with China national flag in front of Ruins of St. Paul - the most famous tourist attraction in Macao (Figure 13) were shown. The beginning showcased the location where the story happened, Macao. To be more specific, it was at the Parisian Macao.

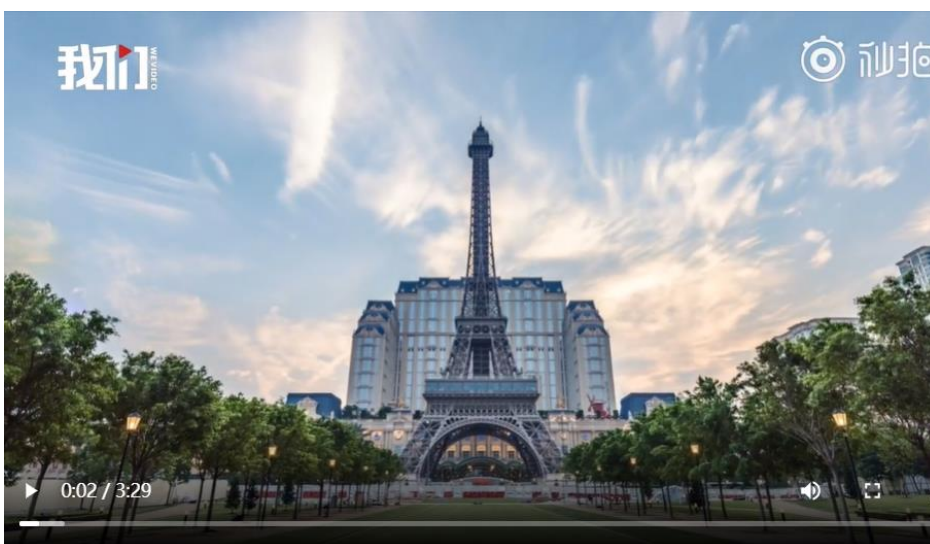


Figure 12: Promotional Video Screenshot: Exterior of the Parisian Macao Hotel

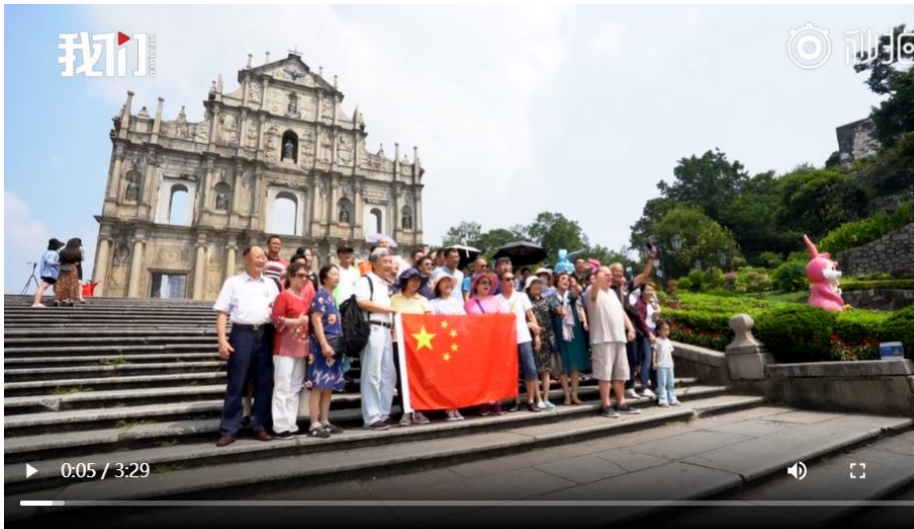


Figure 13: Promotional Video Screenshot: China National Flag in Front of Ruins of St. Paul

After showing the story background, the video showcased a group of orchestra performers walked from some must-visit spots at the Parisian Macao to gather at the flash mob show location. For example, as per Figure 14, two orchestra performers walked by the Love Lock Bridge at the Parisian Macao Hotel, one of the must-visit and romantic spots at the hotel. The transition from the must-visit spots to the 35-metre-high rotunda at the hotel lobby all showcased the different spots at the Parisian Macao. In some extend, the background attracts audience's attention on the Parisian Macao Hotel.

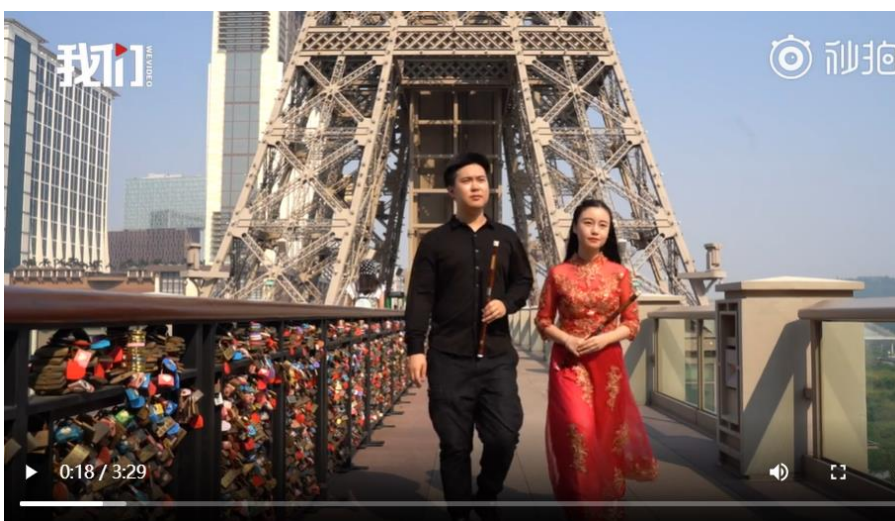


Figure 14: Promotional Video Screenshot: The Love Lock Bridge

At the end of the promotional video, the interviewees gave audience the reason why the flash mob show was occurred at the Parisian Macao. Macao is the city where Chinese culture and western culture integrates and the Parisian Macao is the miniature of Macao after Macao returned to the Country. The interview at the end of the promotional video sublimated the flash mob show and helped audience understand more about the video.

### 3.3.2 Celebrity endorsement campaign

The cooperation between celebrity and brand is significant to construct and communicate brand message. As indicated by Escalas (2009), consumers self-enhance by building connections to favourable celebrity images or distancing themselves from unfavourable celebrity images. The following section will reveal what approach Sands Resorts Macao leveraged for celebrity endorsement campaign.

As mentioned in last section, the Parisian Macao Hotel is a French style and romance theme luxury property under Sands Resorts Macao. As per Figure 15, The Parisian Macao Hotel invited famed French actress and director Sophie Marceau as the ambassador. Her gracious and elegant personality was chosen as the perfect match for the property, which like Sophie, effortlessly blends classic styling with contemporary French flair. The selection of Sophie Marceau as the ambassador successfully position the Parisian Macao Hotel with French flair.



Figure 15: Sophie Marceau at the Parisian Macao Hotel

However, the selection of Sophie Marceau as the ambassador does not mean that it is adequate to attract attention from mainland Chinese while some of them may not watch French movies or know about French celebrities. In 2019 summer, Sands Resort Macao leveraged well-known Chinese celebrity Theo Zhu to hold a summer campaign in order to attract visitors from mainland China during summer period. As per Figure 16 Sophie Marceau Weibo homepage and Figure 17 Theo Zhu Weibo homepage, it is shown that Sophie Marceau only has 231 thousand followers while Theo Zhu has 14 million followers on Weibo. Obviously, Theo Zhu is more influential than Sophie Marceau on top China social media platform by owning 60 times more followers than Sophie Marceau.



Figure 16: Sophie Marceau Weibo Homepage

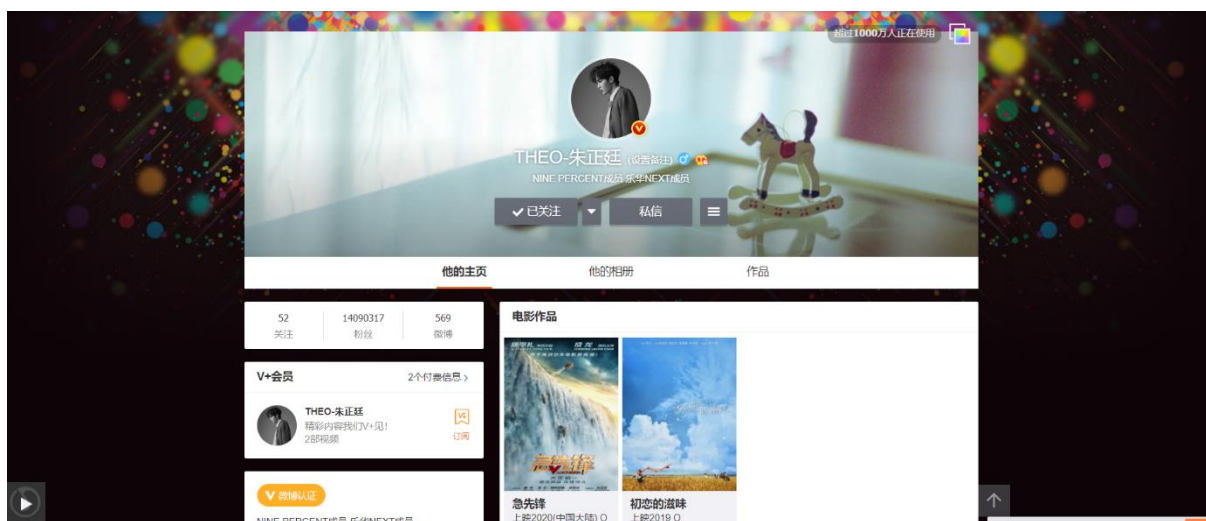


Figure 17: Theo Zhu Weibo Homepage

Theo Zhu is a pop singer, actor and dancer in mainland China. As a member of popular idol group “NINE PERCENT”, he is popular among youngsters in mainland China. From July to September every year, it is summer holiday for students in mainland China. Sands Resorts Macao leveraged Theo Zhu who has a huge amount of young Chinese fans to drive visitation to the Parisian Macao Hotel during summer holiday when students try to get away from heavy homework and enjoy trips. According to Theo Zhu summer campaign poster (Figure 18) released by the Parisian Macao Hotel, Theo Zhu is invited as the Parisian Macao Hotel summer campaign ambassador. In this case study, it is found out that Sophie Marceau is leveraged to position the overall hotel brand and Theo Zhu is invited as the localized celebrity endorsement approach.



Figure 18: Theo Zhu Summer Campaign Poster

The review on Sophie Marceau as The Parisian Macao Hotel ambassador and Theo Zhu summer campaign implied that Sands Resorts Macao leveraged French actress to position the brand and invited Chinese top idol to raise brand awareness in mainland China. This approach of celebrity endorsement is not only applied by Sands Resorts Macao in a single case.

The following study will review the similar approach of celebrity endorsement applied by The Londoner Macao Hotel, another property under Sands Resorts Macao. The Londoner Macao promotes that it is a celebration of timeless British design with the exterior façade, modelled on the iconic Palace of Westminster, Houses of Parliament and the 96-metre Elizabeth Tower and spectacular clock face.

Referring to Figure 19, the Londoner Macao Hotel invited David Beckham, an English former professional footballer, as the hotel brand ambassador. As per Figure 20 the Londoner Macao Hotel teaser video with David Beckham, it showcased the slogan of the hotel – bringing the Best of London to Macao. For the full version video, see Appendix B. It is obvious that Sands Resorts Macao leveraged well-known British figure to position the British style hotel brand, the Londoner Macao Hotel, which is a similar practice of the Parisian Macao Hotel.



Figure 19: David Beckham at the Londoner Macao Press Release Conference



Figure 20: The Londoner Macao Hotel Teaser Video

As per Figure 21 David Beckham Weibo homepage, David Beckham on China social media is influential, who owns 6 million followers. However, based on 14 billion population in China, “6 million” is losing its conviction. In this case, the Londoner Macao Hotel showcases the rule that one plus one is more than two. In 2019 September, the Londoner Macao invited David Beckham and Chinese model Angelababy to cooperate in television commercial (TVC) shooting. As per Figure 22 Angelababy Weibo homepage, Angelababy owns 101 million followers on Weibo as a well-known Chinese model and actress.



Figure 21: David Beckham Weibo Homepage

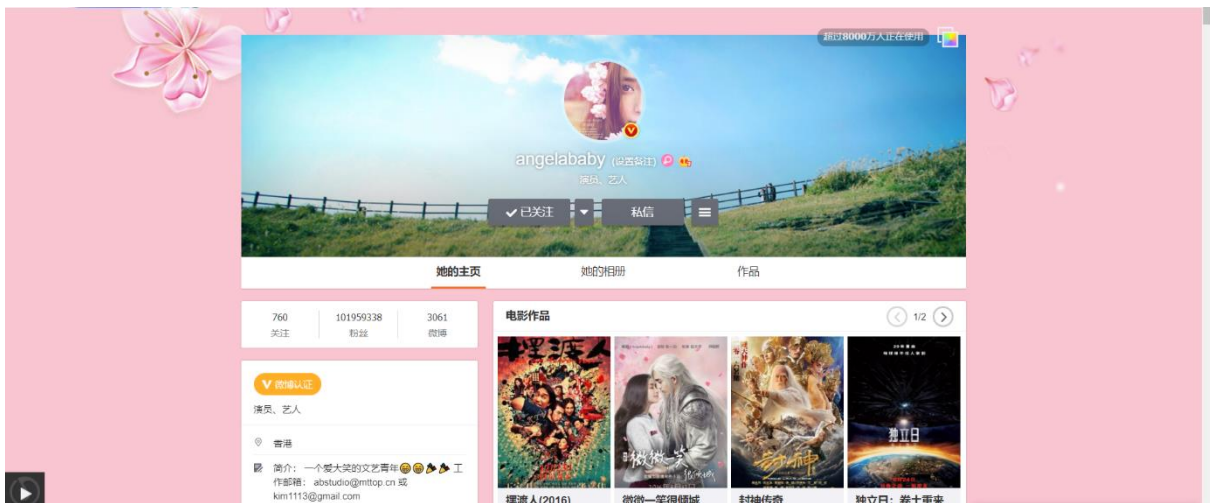


Figure 22: Angelababy Weibo Homepage

The case study of above celebrity endorsement campaign implies the practice usually applied by Sands Resorts Macao that it leveraged representative foreign celebrities to position its French or British style hotels and invited top Chinese celebrities to maximize brand awareness in Chinese market. Imagine if a global hotel chain sustained to invite foreign celebrities instead of thinking about leveraging Chinese celebrity endorsement, it might raise brand awareness in some way but would fail to connect the global brand with Chinese customers in Chinese market.



### **3.3.3 UNESCO creative city of gastronomy**

Macao was officially designated a creative city of gastronomy by UNESCO for its 400-plus-year-old Macanese culinary legacy. The city is well-known as one of Asia's leading culinary destinations. Therefore, Food and Beverage (F&B) outlets are also an important pillar of Macao integrated resorts. In order to coincide with Macao tourism philosophy to promote Macao as the city of gastronomy, the integrated resorts in Macao execute marketing strategy to attract tourists from mainland China to taste Macanese cuisine. In this case study, it is found out that Sands Resorts Macao cooperated with China top F&B ranking platform Meituan-Dianping to leverage The Black Pearl Restaurant Guide, the competitor of Michelin Guide in China, to promote its own Black Pearl Guide rated restaurants. Based on Meituan-Dianping's already incredibly popular restaurant review and rating platform in China, The Black Pearl Restaurant Guide aims to be a "China's own Michelin". The Black Pearl Restaurant Guide is becoming Chinese's reference to select culinary outlets to dine in while travelling as it is meant to be "a Chinese restaurant guide for Chinese people".

The case study will examine the cooperation mode between Sands Resorts Macao and The Black Pearl Restaurant Guide from offline events to online marketing promotion. As per Figure 23, The 2020 Black Pearl Restaurant Guide awards ceremony was held at Sands Resorts Macao. The offline awards ceremony is significant and meaningful for the integrated resorts to deepen the impression that Macao is the city of gastronomy and the integrated resorts is the place to supply gourmet cuisines. During the awards ceremony, there were hundreds of chefs or restaurant owners from 21 cities in China to gather at Sands Resorts Macao and delivered the message that Sands Resorts Macao is the place where the great event of gastronomy happened. Besides the awards ceremony, Sands Resorts Macao also held a luncheon event on The Grand Canal, a must-visit spot at the Venetian Macao Hotel. As per Figure 24, the luncheon

event was constructed by transparent glass on the Grand Canal. The luncheon construction implied that Sands Resorts Macao leveraged the cooperation with The Black Pearl Restaurant Guide to do product placement of its must-visit spot.



Figure 23: The 2020 Black Pearl Restaurant Guide awards ceremony at Sands Resorts Macao



Figure 24: The Luncheon event at the Venetian Macao Hotel

On online marketing promotion, Sands Resorts Macao also leveraged The Black Pearl Restaurant Guide to promote its own Black Pearl Guide rated restaurants. As per Figure 25, total 4 restaurants from Sands Resorts Macao were awarded by Meituan-Dianping and rated on the 2020 Black Pearl Restaurant Guide. After review on Sands Resorts Macao official social media accounts, it was found out that Sands Resorts Macao highlighted the Black Pearl award of one of its restaurants, Zi Yat Heen, though it was also rated as Michelin restaurants. As per Figure 26 and Figure 27 Zi Yat Heen promotional posters, it highlighted that Zi Yat Heen served traditional Cantonese cuisine and its chef is a native Cantonese who possesses more than 40 years of experience with Chinese cuisine. On the bottom of the posters, the Black Pearl restaurant guide logo is shown instead of Michelin logo. The logo on the promotional posters implied that Sands Resorts Macao focused more in mainland Chinese market and adopted localized marketing strategy as it leveraged “a Chinese restaurant guide for Chinese people” to promote its F&B outlets.



Figure 25: Sands Resorts Macao awarded restaurants received trophies



Figure 26: Zi Yat Heen Promotional Poster - Dishes



Figure 27: Zi Yat Heen Promotional Poster - Chef

## 4 FINDINGS

After review on marketing campaigns and marketing strategy held by Sands Resorts Macao, it is found out that the resorts leverage globalized as well as well as localized marketing strategy on social media channels.

In very early studies, Jansen-Verbeke (1996) found out that homogeneity between Accor and Hilton affiliated hotels is considered an essential element for achieving overall guest satisfaction. This study about the globalized marketing strategy adopted by Sands Resorts Macao including its logo design and property exterior construction verify Jansen-Verbeke's viewpoint to be true. And the findings also verify Fung (1994) and Whitla et al. (2007)'s indication that the international hotel chains adopted globalized marketing elements to make global customers easily recognize their brands. From the prospective of customers, the aligned marketing material make the brand be easily recognized and slight difference on the locations make the properties be easily defined.

While the globalized marketing strategy is adopted to make its brand easily recognized no matter which city the travellers are staying in, the localized marketing strategy is to do concrete emotion driven among mainland Chinese tourists and raise brand awareness in Chinese market. The case study revealed that Sands Resorts Macao focused on localized marketing strategy and globalized marketing strategy is more likely to be a common practice in well-known international hotel brands. However, how is the performance of Sands Resorts Macao's localized marketing campaigns on social media?

The following section will try to analyse the social media marketing campaign performance as social media performance is an important metric for hotel brands evaluation. It is worth mentioning that Weibo and WeChat index are also important to be referred when we

need to study whether the brand has been mentioned, searched or discussed on mainland Chinese top social media platforms.

First of all, we will analyse the marketing performance of the flash mob show. Actually, the flash mob show promotional video soon went viral after The Beijing News released it on Weibo. Total 23 key Chinese national media accounts reposted the video to celebrate the 20<sup>th</sup> Anniversary of the Return of Macao to the Country. Among the 23 key Chinese media accounts, People's Daily is the most influential and largest newspaper group in China and an official newspaper of the Central Committee of the Communist Party of China which announces that it never does commercial content. The video reposted by People's Daily meant the success of the campaign held by the Parisian Macao Hotel. Moreover, the Weibo hashtag #MacaoFlashMobCelebrateTheTwentiethAnniversaryofTheReturnofMacaoToTheCountry was soon spread out and reached 100 million impression on Weibo. On the date when the video was released by The Beijing News, it had ranked top two on Weibo trending topics, an index to indicate whether the content is trending or not. Obviously, from the original repost by official newspaper of the Central Committee of the Communist Party of China to the ranking on Weibo trending topics, The 20th Anniversary of the Return of Macao to the Country campaign held by Sands Resorts Macao attracted the attention of Chinese community and helped The Parisian Macao Hotel raise brand awareness among Chinese audience.

When we talk about localized approach of hotel chains, the selection of celebrity endorsement is also worth exploring by hotel brands. By reviewing the celebrity endorsement campaigns held by Sands Resorts Macao, it is interesting to find out that the brand usually leverages foreign celebrities to position its brand and invite Chinese celebrities to raise brand awareness in mainland China. The following section will also analyse the social media performance of celebrity endorsement campaigns.

The localized celebrity endorsement approach also gain success in mainland China. According to Figure 28 Weibo hashtag page #TheoZhuwithLoveLock to promote the Love Lock Bridge at the Parisian Macao Hotel, following in the famous Parisian tourist attraction originating from the Pont du Arts bridge, it gained 170 million impression on Weibo. As mentioned before, Weibo and WeChat index are also important to be referred when we need to study whether the brand has been mentioned, searched or discussed on mainland Chinese top social media platforms. Based on Figure 29 and Figure 30, the WeChat and Weibo index about the Parisian Macao reached peak on July 22 when Theo Zhu summer campaign is released by the Parisian Macao Hotel.



Figure 28: #TheoZhuwithLoveLock Weibo Hashtag Page

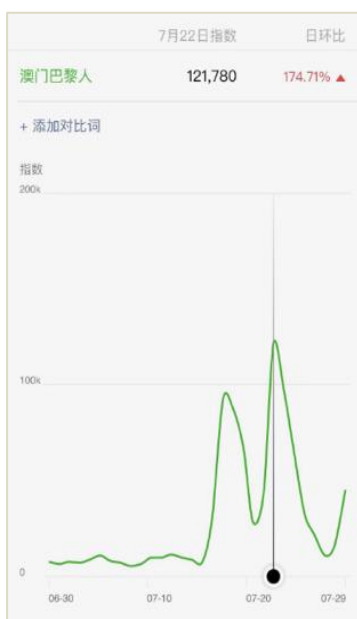


Figure 29: The Parisian Macao Hotel WeChat Index

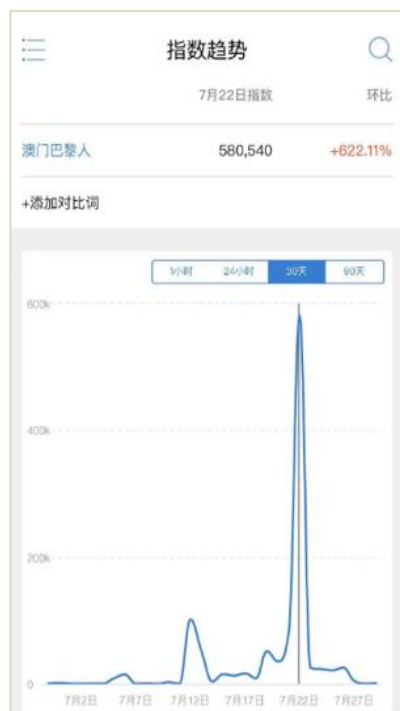


Figure 30: The Parisian Macao Hotel Weibo Index

In order to prove whether the localized approach of celebrity endorsement has positive impact on the hotel brand, content analysis methodology is used to analyse the content about Theo Zhu summer campaign on top China social media platforms. Total 22,465 posts are withdrawn about Theo Zhu summer campaign on top China social media platforms Weibo and WeChat. About 43.29% content expressed the interest in the brand and willing to visit the Parisian Macao Hotel (see Figure 31). About 42.07% talked about the admiration for the celebrity Theo Zhu. The remaining content are about the lucky draw game released by the hotel to promote Theo Zhu summer campaign, neutral comments about the campaign or official articles posted by the hotel brand or KOLs (Key Opinion Leaders) related content to promote the campaign. The significant percentage of brand related content indicates that the localized approach of celebrity endorsement successfully raised the brand awareness of the Parisian Macao Hotel and increased audience's willingness and interest to visit the hotel brand.



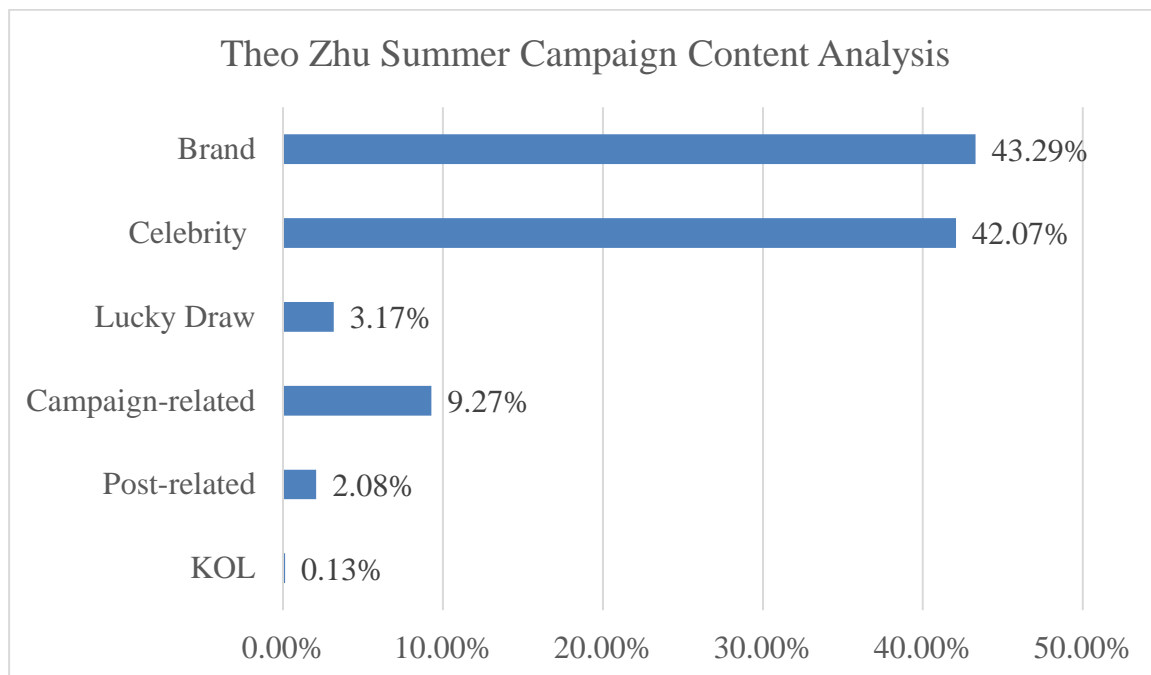


Figure 31: Theo Zhu Summer Campaign Content Analysis

The cooperation between David Beckham and Angelababy attracted attention from Chinese media as well. It is widely broadcasted by Chinese entertainment media and soon became trending topic on social media. The behind-the-scene photos released by Angelababy (see Figure 32) gained 776 thousand engagement on Weibo in a single post as per Figure 33. The discussion about the cooperation between David Beckham and Angelababy among audience on top China social media platform soon made the Londoner Macao Hotel TVC behind-the-scene shooting virally spread on social media. As a new hotel which is still under construction and renovation and will open progressively over 2020 and 2021, its “coming soon” message already attracted attention from mainland Chinese tourists. The viewership of its Weibo hashtag #the-LondonerMacao already proved its popularity. As of 2020 March, #theLondonerMacao on Weibo already gained 200 million view by leveraging the celebrity endorsement. The review on the celebrity endorsement campaign held by Sands Resorts Macao proved the power of multiplying effect and the importance of localized approach of celebrity endorsement in Chinese market.



Figure 32: David Beckham and Angelababy TVC Shooting



angelababy 

今天在#澳门伦敦人#和@DavidBeckham 一起拍摄~午餐小贝特意为我们准备了伦敦正宗的 Fish and Chips, 超级美味! 下次有机会来中国, 我请你吃大闸蟹呀~



2019-09-03 22:52 @林凡Freya 赞过 来自 美图T9我的智能摄影师

收藏

转发 122934

评论 73483

 579864

Figure 33: Angelababy Weibo Post about the Londoner Macao Hotel

Regarding the F&B pillar promotion, how is Sands Resorts Macao's performance on social media? Meituan-Dianping is an incredibly popular restaurant review and rating platform in China. After review on Sands Resorts Macao marketing strategy to promote its F&B pillar, it is revealed that Sands Resorts Macao chose to cooperate with top Chinese F&B rating platform instead of Michelin. According to Figure 34, the Weibo hashtag #MacaoBlackPearlRestaurants# reached 920 million views. The Weibo hashtag view is the highest for Sands Resorts Macao social media marketing campaigns. The number also indicated that cooperation with top Chinese platforms is an efficient way to drive traffic and raise brand awareness in Chinese market.



Figure 34: #MacaoBlackPearlRestaurants#

The performance of Sands Resorts Macao's marketing campaigns are revealed to be succeed on social media channels. However, how is the performance of Sands Resorts Macao comparing with the competitors on social media channels and whether Sands Resorts Macao is leading the resorts market in Macao? In the following section, the study will answer the research question which was raised in the introduction part and try to define whether Sands Resorts Macao is dominating resorts market in Macao by well adopting the globalized and localized marketing strategy.

RQ 2: How does the social media marketing performance of Sands Resorts Macao compare with its competitors in the area?

Social media is the main channels for international companies to raise brand awareness and drive conversion. Therefore, this paper will analyse the performance of Sands Resorts Macao and its competitors in Macao on top China social media platforms. As the localized marketing strategy is adopted to get a foothold in the Chinese market, the performance on top China social media platforms is a significant index to indicate whether Chinese audience are interested in engaging with the resorts in Macao and interested in visiting it.

The viewership on top China social media platforms are collected to compare Sands Resorts Macao performance and other competitors. The competitors are Wynn Palace (originated from Nevada, the United States), City of Dreams (local company), Studio City (jointly developed by U.S. investment firms and local company), Galaxy (local company), MGM (joint venture between American company and Macao local magnet). Figure 36 presented the cumulative viewership of WeChat posts blasted out by Sands Resorts Macao, Wynn Palace, City of Dreams, Studio City, Galaxy and MGM in 2019. From Figure 35, it indicates that the viewership of Sands Resorts Macao is listed Top 1 on WeChat, which is regarded the Super APP in China. The top 2 cumulative view is 3,354,236 by Galaxy (local company). Sands Resorts Macao has 44% more WeChat post view than Galaxy in 2019.

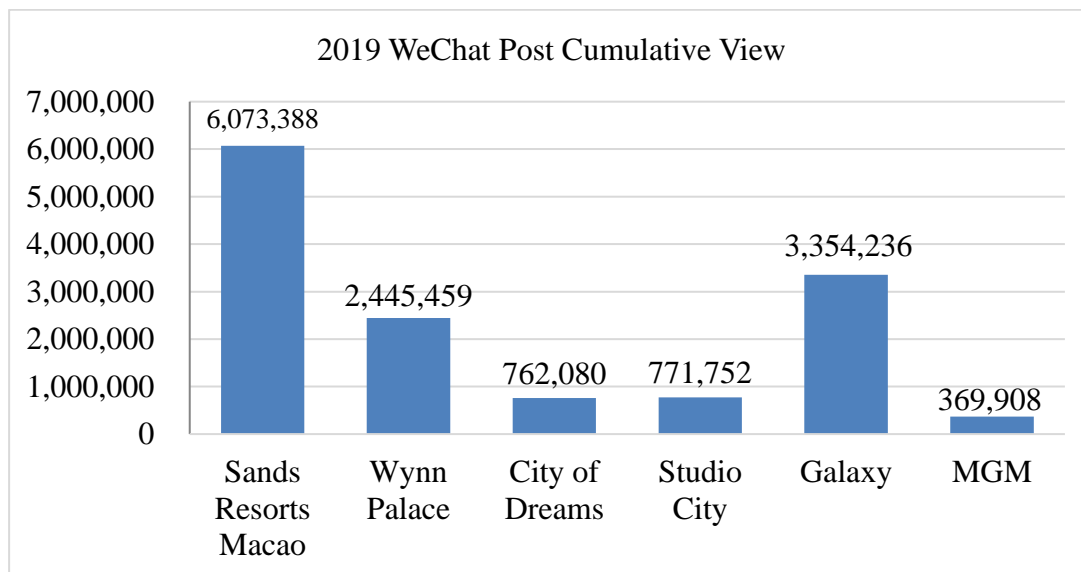


Figure 35: 2019 WeChat Post Cumulative View

Figure 36 presents the impression of Weibo hashtag, which indicates the reach of audience of specific Weibo hashtags. It is a common practice for enterprises social media accounts to blast out Weibo posts with brand hashtags. Also, it is popular for individual social media accounts to post with location hashtags in order to check in. Top 7 Weibo hashtags that are mostly viewed are listed on Figure 37. The hashtags of three properties under Sands Resorts Macao dominate top 3 of the rank, respectively are #VenetianMacao, #ParisianMacao and #Londoner Macao. The statistics implies that the Weibo hashtags owned by Sands Resorts Macao are most used and viewed by Weibo users among the Macao resorts branding Weibo hashtags. According to Weibo Data Centre, the Weibo users who are interested in Sands Resorts Macao are mostly from tier 2 mainland China cities (28.49%) and tier 3 mainland China cities (27.00%), while only 2.45% are from overseas. Overall, the Weibo users whom used Sands Resorts Macao branding Weibo hashtags to discuss about the destination or check in are mostly from mainland China.

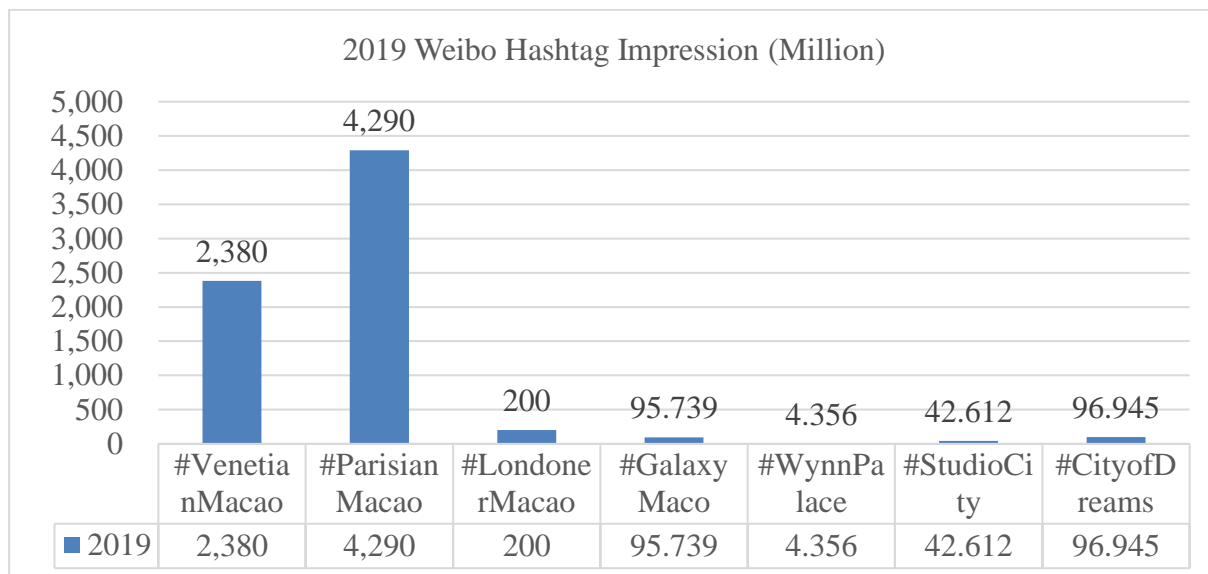


Figure 36: 2019 Weibo Hashtag Impression

The statistics implies that Sands Resorts Macao has the best performance on top China social media platforms including Weibo and WeChat. It also suggests that mainland Chinese audience pay the highest attention to the properties under Sands Resorts Macao and mostly discuss Sands Resorts Macao on social media instead of other resorts in Macao. However, discussion could be negative or positive. In order to deeply understand what Chinese audience are discussing about Sands Resorts Macao on social media, this study also extracts 100,000 UGC (User Generated Content) posted by individual social media accounts with #ParisianMacao, the critical product promoted by Sands Resorts Macao and ranks top 1 on 2019 Weibo hashtag impression among Macao resorts. The content analysis methodology will be adopted to understand the topics about The Parisian Macao Hotel which are mostly discussed about. Figure 38 indicates the related topics that are mostly discussed about The Parisian Macao, respectively are recommendation to others (66.1%), gourmet (36.9%), check-in photos (29.4%), shopping experience (8.9%), travel guide (7.5%) and celebrity related content (2.6%). What calls for special attention is that the topics might be overlapped in one UGC post. For example, one user shared her shopping experience and also recommended The Parisian Macao Shoppes to others.

From Figure 37, “recommendation to others” occupies the most discussed topics in the UGC posts, which indicates that the mostly discussed topic about The Parisian Macao is positive.

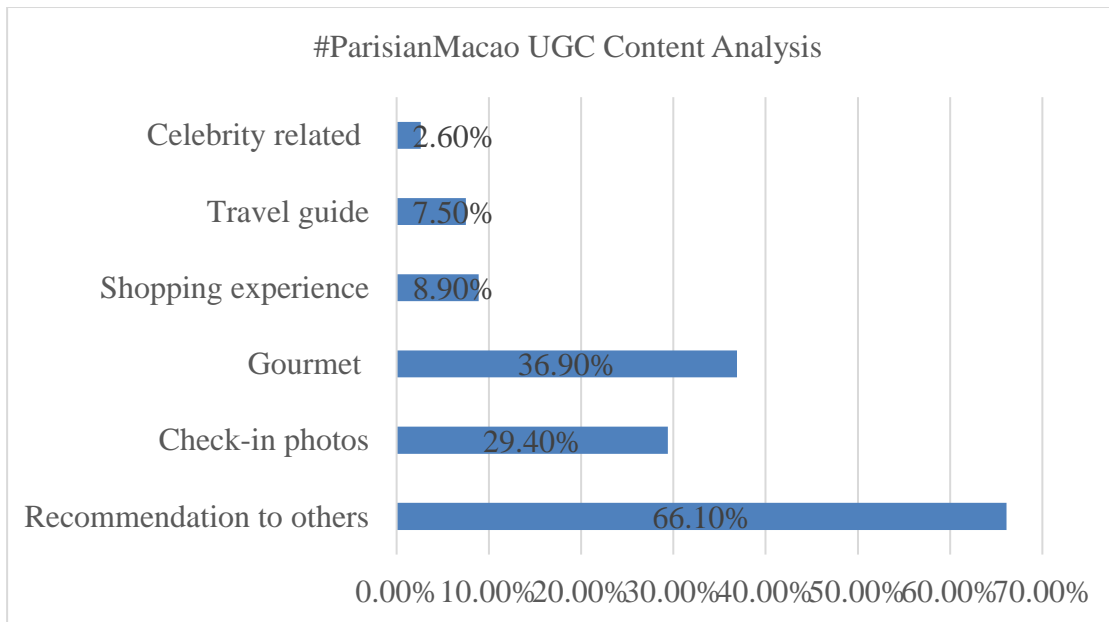


Figure 37: #ParisianMacao UGC Content Analysis

Overall, the analysis of social media performance of Sands Resorts Macao and other competitors answered the research question and revealed that Sands Resorts Macao performed best on top China social media platforms. When it comes to the discussion topics by users, the emotion is mostly positive and most audience would like to recommend the hotel brand to others.

## 5 DISCUSSION

In Oh et al.'s studies in 2004, 223 marketing articles in selected hospitality and tourism journals were reviewed and it were found out that a third of the reviewed studies (35.3%) dealt with marketing's management, planning, and/or strategy functions. The findings tell us that marketing research topics are viable in the discipline. However, few studies executed empirical experiment on globalized and localized marketing strategy for hospitality industry. In this master's thesis the focus was on the globalized and localized approach of global hotels and resorts in Chinese market from marketing promotion aspect to fill the gap that previous studies analysed the approaches by focusing on management, hotel room reservation policy or revenue aspects. Adopting adequate globalized and localized approach is the important factors for international hotels and resorts to get a foothold in Chinese market. After doing the case study of Sands Resorts Macao, it is found out that the resorts adopted the globalized marketing strategy to make its brand easily recognized, which is a common practice used by well-known international hotel brands (Jansen-Verbeke, 1996). And Sands Resorts Macao used the localized marketing strategy to do concrete emotion driven among mainland Chinese tourists and raise brand awareness in Chinese market. While digging the marketing campaigns cases released by Sands Resorts Macao to implement this study, it is actually found out that Sands Resorts Macao focused on the localized marketing campaigns. Therefore, in the chapter 3, this study showcased 3 localized approach cases which could best elaborate the localized marketing strategy adopted by Sands Resorts Macao.

After presenting the case studies, the data analysed in chapter 4 suggested that Sands Resorts Macao surpassed other competitors including local companies. It is difficult to directly point out that the globalized and localized marketing strategies are the core of its business success because it is affected by different factors such as service, product positioning and



management. However, this study tries to summarize the rules for multinational companies to execute successful localized marketing campaigns. The findings provide significant insight, reference and implications for multinational hotel and resort brands which are ambitious to extend Chinese market or improve brand awareness in Chinese market. By reviewing the 20th Anniversary of the Return of Macao to the Country campaign, it is revealed the significance for international brands to catch the theme of times to do viral marketing content. With the support from official channels of Central Committee of the Communist Party of China, the brand will get more attention from Chinese social community. By reviewing the celebrity endorsement campaigns held by Sands Resorts Macao, it is interesting to find out that the brand usually leverages foreign celebrities to position its brand and invite Chinese celebrities to raise brand awareness in mainland China. The case study on the celebrity endorsement campaign held by Sands Resorts Macao proved the power of multiplying effect and the importance of localized approach of celebrity endorsement in Chinese market. The international hotel brands could learn from this practice to leverage representative celebrity or figure to do brand positioning and invite Chinese celebrity to target Chinese market. The cooperation between Sands Resorts Macao and The Black Pearl Restaurant Guide to promote Macao as an UNESCO creative city of gastronomy and F&B pillars in the resorts implied the possibilities for international hotel brands to do cooperation with local Chinese platforms and channels due to the industrial diversification in China. The marketing campaigns should be reviewed in the light of STP model so as to clearly understand the marketing objective and target. Multinational companies should segment the market, choose the target market and position the brand while planning the marketing campaigns.

There are several limitations in this study. Firstly, even though an in-depth case study is used, only one resort's social media campaigns are revealed. If possible, the future research could adopt a more comprehensive case study on different social media marketing

campaigns launched by different multinational hotel resorts to present more possible ways for multinational hospitality brands to succeed on the Chinese market. Secondly, even though the comparative analysis is applied to Sands Resorts Macao and its competitors to compare the social media performance, the reasons for other competitors not performing well are not revealed. If possible, future research could conduct a more in-depth review on the competitors to reveal the reasons. Lastly, the study does not learn the marketing approaches adopted by the global hotel brands from execution practice. Future research could deep dive into how the global hotel brands execute or implement the globalized or localized marketing campaigns for international hospitality brands to learn about the process.

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## Appendix

### Appendix A

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