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## Luxury Hotel Brand as the Contributor to the Place Marketing

**Purpose:** The luxury segment plays a significant role in the tourism industry in general and in the hotel business in particular. The paper is devoted to the review of the trends determining the development of the top hotel segment in aspects of place marketing.

**Design/methodology/approach** is a combination of interviews to elicit responses from the selected luxury hotels. A typology of different hotel brands' approaches to place branding was prepared on the basis of the survey data.

**Findings:** The main findings are that the luxury hotel brands are on the cutting edge of taking into account place marketing items in the brand strategy framework; luxury segment remains the most stable part of hospitality industry; qualitative increase of tourist flow could contribute to GDP more than quantitative growth.

**Social implications:** The article shows the evolution from separate promotion of the hotels' and place brands to their natural win-win co-branding; traces effects of such long-life cross-promotion.

**Originality/value:** The paper shows different points of coincidence of business (hotels' brands) and non-profit/state (place brands) strategies at the area of destination promotion.

**Key words:** sub-branding, tourism, place marketing, luxury.

**JEL codes:** D91, D47, O30

### Introduction

Transformation of luxury brand segment in the late 1990s into a consolidated economic sector led by powerful brand-driven luxury corporations (Jackson 2002) was accompanied by increasing international travel (Nueno, Quelch 1988). Now luxury segment (traditionally characterized by low price elasticity of demand) demonstrates a stable revenue growth at different industries including hospitality one. According to Bain & Company, the global luxury consumer market grew 4% in 2016, reaching an estimated US \$1.06 trillion (€1.08 trillion) in retail sales value.

Luxury consumption is floating from goods toward experiences. It confirmed by the fact that hospitality become the top-performing industry in luxury market (edged out by only cars industry): luxury hospitality (up 4%), luxury cruises (up 5%) and fine restaurants all benefited from growth in luxury travel (Luxury Goods Worldwide Market Study 2016). According to Deloitte, in 2017 travel/tourism remains the great growth opportunity: 31% of luxury purchases are made by consumers who are travelling, either abroad or while at the airport (16%) (Global Powers of Luxury Goods 2017, pp. 5-6).

The strategy of transnational hotel chains reveals the thesis about the stability of the luxury as a productive business segment. At the end of 2016 Marriott International allocated eight luxury brands to a separate cluster; one year later company announced to open nearly 40 more hi-end hotels during 2018 (Marriott International Set to Debut... 2018). At the end of 2016 Accor Hotels strengthened its luxury portfolio with the acquisition of three luxury brands and during 2017 promote its new six-brand luxury cluster (AccorHotels luxury brands). At the March of 2018 InterContinental Hotels Group released acquisition of the Regent (luxury hotel chain) strengthening the position as a global leader in the luxury segment with the world's largest luxury brand (InterContinental Hotels & Resorts). The new IHG's strategic initiatives focused on continuing to expand its footprint in the fast-growing \$60 billion luxury segment (IHG expands 2018).

It is significant that some of these changes were made only at b2b level. The consumer do not notice them, but at the level of global management this cluster is recognized as a strategic one.

Nowadays the period of coexistence of different national hotel ratings and classification criteria has been replaced by world wide spread and recognized of 1-5 stars framework for the hotel classification (the precise criterias for every star category still could differ depending on state). The most common criteria ranking based on the classification system of the Hotelstars Union. The criteria of 5\* hotel proposed by this organization refers to the «luxury» segment; in addition the classification includes the supplement «Superior» to every stars» position «indicating excellent hotels having acquired considerable points beyond the threshold points of their category» (Hotelstars Union 2015, p. 70). In our study, under the «luxury hotel brand» definition we understood: the hotels classified as 5\* («luxury»); 5\* Superior («superior luxury»); so-called «7-stars» hotels (advertising self-name of the top 5\* hotels considering themselves higher than traditional luxury category), boutique hotels – members of the «Leading Hotels of the World» alliance (worldwide inspection service and hotel collection).

### ***«New luxury» trends: demand on visiting authentic place***

According the Skift Trends Report, the main luxury travel trends in 2017 were mindfulness («people don't just buy what a company sells, but why they sell it»), simplicity (digital detox during voyage), and transformation (self-actualization and life-changing moments during the trip). These «new luxury» items unveil the new significance of place immersion to the hi-end hotel brands. Brand loyalty programmes of the top hotels become connected with the projects of place marketing to be more relevant to the consumers' needs.

One of the quite new feature of the top segment is the consumer's demand on deep immersion into life practices of the visiting place. According research, 60.1% of respondents (high value visitors) confirmed that they are more interested in travel experiences that give them a new perspective on the world than they were previously (Bringing Brand Love... 2017, p. 7). According to the Skift and Marriott survey, luxury brands are considered as the

«portals to one-off experiences». Access to them leading hotels' brands to the new activities: «Evolving into lifestyle platforms, the variety and quality of immersive experiences they can provide helps to separate and identify their particular take on the world» (Global Luxury Traveler Survey, 26).

Driving for meeting the consumers' needs hotels try to become the best delivers of authentic travel experience through different practices: developing sustainable tourism, integrating into local traditions, etc. The top hospitality segment and its actors re-think themselves as the tool for facilitation between locals and guests in a most effective (and exemplary for other tourism segments) way. E.g., in 2017 Hyatt launched its newest ad campaign «For a World of Understanding» positioning itself as the mediator between West and East culture (Hyatt Launched... 2017).

### ***«New luxury» trends: bringling closer hotels' and places' brands***

The majority of researchers of luxury segment mention that the particular symbolic meaning – «a story behind the product» (Seo, Buchanan-Oliver, p. 84) justifies the specific investment in luxury brand image. Strength of «brand symbolism» (O'Cass, Frost 2002) is considered as the core value for the luxury market.

Strong symbol frame is also the basement of the place marketing and place branding. Place marketing is considered as a multimodal and multiactors' activity delivering place as a marketing product to the target audience – residents, stakeholders, tourists, investors etc. We precisely focused on the destination marketing as the part of place marketing. Destination is a geographic space in which a cluster of tourism resources exist (Pike, Page 2014, p. 6). Destination marketing focused on the travellers as the consumers of the place and stakeholders associated with the tourism industries. The actors of destinations marketing are DMO, local authorities and business (local; branches of international companies, including hotel chains).

The role of symbolism in destination branding underlined by its definition as «the set of marketing activities that (1) support the creation of a name, symbol, logo, word mark or other graphic that readily identifies and differentiates a destination; (2) consistently convey the expectation of a memorable travel experience; (3) serve to consolidate and reinforce the emotional connection between the visitor and the destination; (4) reduce consumer search costs and perceived risk» (Blain, Levy, Ritchie 2005). All these points working with symbols of the place (re-thinking existing ones during brand identification process; creating new ones during positioning) and simultaneously form the destination image.

Destinations are reviewed as the biggest and most fast growing brands in the travel industry (Morgan, Pritchard, Pride 2002). We trace the ways of place brands' (and destination brands as the part of it) collaboration with the hotel brands (independent hotels and chains).

It's argued that the destination decision of the traveller could be induced by brand(-s)' promise(-s). Place promise may conclude promises of different brands complementing the «main» promise. It's quite hard to identify which brand's promise pricesely become the final, more reliable and attractive reason to consume. The hotel brand plays role in delivering

place brand's messages in two ways. It could be the part of *induced* efforts to attract tourists (on a par with marketing communication activities' of other travel intermediaries, DMO, etc); the part of shaping *organic* image of the place (mix of associations to the place from the different sources – from historic literature mentions to digital media buzz, feedback from the guests, etc). The last one is strictly related to the top segment hotels who often became the legend of the place itself and act as the main reason to consume it. The top segment audience quite sensitive to the personal recommendations from opinion leaders – that's why luxury hotels are often promoted by «natural brand ambassadors» - dead (Rocco Forte Brown's Hotel «by» R. Kipling, Pera Palace Hotel Jumeirah «by» A. Christie) or alive (Balmoral Hotel «by» J.K. Rowling). In such case personal brand complements and provides the cross-promotion of place brand and hotel brand.

Clear brand identity of the place has essential significance for its promotion. Taking into account the global changes in contemporary luxury in general, the strategies for hi-end hotel brands could be enlarged and rethought in the context of place brands. Now luxury hotel chain across all its geographies has added reason to collaborate with programmes/institutions of place management – it helps to deliver the requested travel expectations to their clients. That's why the most cases of such collaborations pointed at preserving the main place tourist anchors and facilitation of tourist-locals interactions. Nowadays there are at least three main vectors there interests of both stakeholders (government, DMO, local communities' projects – and hotel business) coincide. The evidence of the process is how hotels (in frames of their CSR projects) adopt marketing strategies to the places' marketing goals:

1. supporting the core place resources (e.g., Belmond Hotel in Brazil's National Park has several projects for preserving biodiversity of Iguassu Falls);
2. developing the local communities (to compensate the tourist pressure on the place and to prevent migration: e.g., Belmond's river cruisers in Myanmar invest in more than 20 schools and clinics along their routes);
3. inspiring residents to host the tourists and proceed with authentic style of living (e.g., Belmond Hotels in Cusco work with local farmers as constant suppliers) [Belmond Corporate Social Responsibility].

These activities naturally co-brand with the place – hotel brand became associated with the main sight seeings brands of the destination, authentic community (organic ethnic place brand); authentic traditions (artcrafts brands). By reserving and supporting authenticity of the region of its presence hotel protects the tourist USP of the place, proactively prevent overtourism negative sides and facilitate tourist-residents interaction.

Previously the top hotel brand was welcomed by the territory per se (and almost do not adopt the chain standart to the place); now the place are waiting and watching flexibility from the hotel brand. The main goal of DMO is now considered as the «sustained destination competitiveness» requiring effective representation of (re-)sources of comparative advantage (internal and market opportunities), and effective destination management [Pike, Page, 17]. In both items hotel brand is a productive partner for DMO in terms of collaborative marketing. Decision to invest in the place launching the new hotel there is based on deep analysis of potential (tourist) resources of the place and evaluation of strategic plans

of the place to develop tourism. Sometimes it's the hotelier of the top segment who could help place to turn the existing resources (the comparative advantage) the marketing product (a competitive advantage). E.g., establishing the first 5\* hotel at Sharm El Sheikh in 1990s (Domina Coral Bay) started the new stage in the history of the place [Tamburini].

Today it's quite hard to decide who (place or the hotel) needs co-branding and partnership more. Branded places can generate the luxury tourism flow – modern high value visitors searching the new destinations and emotions – and need the reliable brand partner to distribute the idea (message) of the place in a most effective way. So hotel brands and place brands have mutual reasons for marketing partnership.

### **Tourism revenue and increasing tourist flow: Russia's challenges**

Luxury is the stable growing segment of hospitality industry in Russia. For example, the ADR (average hotel rate) in the top hotels of Moscow and St. Petersburg in 2017 for the first time crossed the border 18 000 rubles (\$310) per night (2017 год на гостиничных рынках... 2018).

But the tourism revenue in the structure of Russia's gross national product is still much lower than in the countries also included in the TOP-10 tourist destinations (according to the UNWTO "World Tourism Barometer"). Despite the fact that in 2017 the inbound tourist flow to Russia increased by 14% (the number of foreign tourists was record for the last 8 years, primarily due to tourists from Southeast Asia), the contribution of tourism to the national economy has not changed. At the end of 2017, tourism revenue amounted to about 3.4% in the structure of Russia's GDP (world average - 10%; e.g. Italy – 12%).

The situation in the main tourist centers demonstrates a similar trend. Thus, in the structure of the GRP of St. Petersburg - the second largest city in Russia, where the tourist flow in 2017 grew by 500 thousand people and amounted to 7.5 million tourists – the share of tourism revenues by the end of the year was 2.2%, practically unchanged from 2016.

The growth of the tourist flow is achieved primarily through extensive expansion – hosting budget group tours. The increased burden on the infrastructure of accommodation, as well as on the «must visit» spots, is not compensated by the revenue received from mass market. The tourist of lower segment leaves small amount of money in the country; usually visits it once; travel along the country about a week, staying for 2-3 days in the main tourist centers. Diversification of tourist routes, selling additional services, increasing the length of stay – all these options are poorly demanded by the mass segment.

The achievement of the strategic goal to increase the profitability of the tourism industry (in 2017 tourism for the first time entered the list of priority export sectors of the Russian national economy) depend on structural change of the tourist flow. As the practice of the past few years has shown, increasing tourist flow does not guarantee an increase of the tourism income in the economy of the city, region or country. It's the same logic that increasing hotel's occupancy is not a leading factor to its profit.

Luxury segment allows to increase the tourism income significantly. Russian DMOs («Visit Russia» offices, National Congress Bureau, etc) have all reasons to benchmark the best world practices of collaboration (cobranding) between the place and the hotel following them in systematic way. Now such collaborations exist (e.g., promotion of future event activities of the St. Petersburg (presented by DMO) through the Domina Hotels Group b2c e-mail digest), but they seem to be more structural and overwhelming. There is an obvious trend that world luxury hotels are starting projects at the fast growing Russian hospitality market (e.g. in the 2017 St. Petersburg hosts Lotte and Sofitel brands; Jumeirah announced its plan to open first hotel in Russia). The process of finding points for co- and cross promotion between destination and top hotels' brands provoke the win win marketing. Russia needs more high estimated ambassadors to promote itself like destination for luxury tourism (supporting the other activities of national and regional DMO – opening the tourist offices in the Arabian tourism marketplace, roadshows, b2b tourist exhibition, etc). Luxury hotels could be such ambassadors: they are also interested in active sales of the resourceful, but in some ways hard-to-promote tourist destination (difficulties with visas, lots of historic-rooted stereotypes regarding the state, depending on current political agenda). The united efforts seem to be able to facilitate the rethinking Russia as luxury tourism destination.

### Luxury hotel brand in the context of place marketing

The hotel brands play a significant role for sub-positioning place as the luxury tourism destination. For the top segment tourists presence of luxury brand they are familiar with is an important characteristic of the place.

Using focus interview method we highlight several factors of the luxury tourism development, unveiling new demand for the hotels. Some of them are fundamentally new for the luxury segment. The stronghold of conservatism in the past, nowadays luxury is dynamically transformed. The change concerns the inclusion of luxury hotel brand into place branding. Even hotel chains' brands make attempt to integrate into place marketing process. Hotels become brand ambassadors of the place. From the external homage to the «locality» (elements of local architecture, familiarity with the national cuisine in the hotel restaurants, etc.), the hotels move on to a flexible strategy of market presence, the conjugation of the hotel brand's interests with the tasks of the place. The hotel brand gradually floats to the functionality of sub-brand of the place.

The meeting point in this process is DMO programs and other local initiatives from the «place side» and responsible business approach from the hotels' side. The main attractors of top hotels' CSR strategy are:

- responsible procurement and ethical sourcing («we encourage our hotels to use environmentally friendly products and to source goods and services locally wherever possible; reducing our carbon footprint and minimise waste in our hotels and corporate offices» (ICG Corporate Social Responsibility 2018);



- maintaining local communities and contributing to local development by long-term alliances («We are active in the communities where we live. We maximise our positive impact and generate shared value with initiatives that are adapted to the local needs of each Business Unit, by creating responsible alliances with NGOs and with the collaboration of our employee volunteers») (NH Hotels Corporate Social Responsibility 2018);
- environmental, social and cultural conservation («in-depth policies, procedures and initiatives with respect to: water conservation, energy conservation, waste management, health and safety, quality, social culture... Brand operates amidst many different cultures, wildlife species and environments. One thing that all of these places have in common, however, is the need to ensure that tourism is operated in a way that is sustainable for the people that live there and for future generations of residents and travellers» [Anantara Corporate Social Responsibility]).

### ***The hotel as the place brand ambassador***

The first step of any destination, claiming a qualitative change of the tourist flow, usually connected with attraction of famous hotel brands. Sometimes the creation of such brands became the part of state policy. The United Arab Emirates has started a long-term tourism development campaign (as an alternative to the commodity economy) with the construction of several so called 6\* hotels – tourist magnets, visualizing a new strategic vector of national policy. «The record-breakers» hotels position the UAE as the luxury tourism destination. The hotels actively participate in a series of promo events (world tourism exhibitions, road shows, etc.)

However, today it is not enough to be a “luxury” brand in the region of presence. The interaction between the brand of destination and the hotel brand has become more wide and multifaceted: more often tourist chooses a destination per se, and the well-known hotel brand becomes an added advantage, but no more. This circumstance leads hoteliers to the new task of integrating into the place branding, adapting corporate values and goals to those that place has already pitch to residents and guests. The hotel becomes the partner of the destination promotion along with the DMO and other market actors.

In particular, New Zealand, recognized by the end of 2016 as the TOP-luxury destination of the world, has been hosting tourists under the motto “Perfection in every perspective” and considers the top segment as priority area for tourism development. The brand message “100% Pure New Zealand”, created to overcome the image of the country as one of the beach destinations, is revealed in “green” hotels practices «reuse – reduce – recycle». The hotels translate the core values of the place.

### ***Evolution of the «hotel – place» interaction and branding practices***

It is noteworthy that the pioneers in the area of «rooting» the brand to the place were the hotels of exotic destinations where luxury segment traditionally prevails. The hotels,

due to specifics of the place, were the natural center of tourist attractions, the «city-forming enterprises», the stakeholders and the key employers (the lodges of Africa, hotels-islands of the Maldives Republic, the Bali retreat hotels, etc.). Their brands gradually included local traditions in the activities. Now they are more deep integrated into place marketing initiatives participating them in the strategic and collaborative way. E.g., ongoing sustainability projects «Anantara’s 365 Days of Good Deed» include several activities in every region of presence: island cheetah breeding programme in the UAE, mangrove planting in the UAE and Thailand, the establishment of an eye clinic in the Maldives, coral adoption programmes in the Maldives, rare turtle release programmes in Thailand, elephant Autism Therapy Project in Thailand. All projects are long-term activities – e.g., the King’s Cup Elephant Polo Tournament in Thailand (the charity event attracting tourist as well) is supported since 2001 (Anantara CSR... 2018).

**Table 1****The following stages of local integration of the hotel brand into the region of presence**

Stage of evolution «hotel – place»	Character of interaction	Branding practices
1. Situational hotel involvement in the local practices 1960s – 1990s	Contacts of the hotel with the locals are sporadic and utilitarian; focused on hotel’s operational needs for serving tourists (involving local nationalities for organizing hotel’s cultural programs, etc.).	The hotel brand prevails the place brand. During development new destination brand of the wide-spread hotel chain could replace (substitute) weak place brand. The tourist interested in a new destination through the hotel clients’ loyalty program. The hotel opening gave an excuse for traveling.
2. Long-term collaboration between the hotel and the region 2000s – 2010s	Planned development of the brand presence in the region. It is implemented into CSR, HR hotels’ programs (educational programs for schoolchildren, career guidance for residents, cooperation with local producers for sales their products, support of craft traditions, etc.).	The hotel brand and the place brand use each other to achieve their own goals (image positioning for the hotel; destination promotion for the place). Projecting business activities in the region, hotel takes into account the tasks of the place as well (preservation of cultural identity, environmental protection, etc.)
3. Joint partnership of the hotel and the region since 2010s	Simultaneous promotion place to international market; the hotel receives an expanded «corporate right» to take part in the local life (participative approach to the place management, etc.)	The hotel brand and the place brand sub-brand each other; the strategic umbrella place brand (the same for tourist and locals) positioning becomes a priority for the both sides

Source: own preparation.

***The hotel as a connecting hub for residents and tourists***

Traditionally the invariable part of luxury hotel services was the guarantee for the guest of being “in his own circle”. Now this task has modified under the new approach to travel



impressions. The request for privacy exist, but the consumers aspires to become a part of the environment for receiving a unique experience and personal contact with another culture. So hotels are in demand as a guide to an authentic immersion.

E.g., hotels are becoming a part of city street retail in prestigious areas. The well-known concept of smart lobby, whose philosophy originally has been formed in hostels, reaches today a top segment. The lobby attracts both residents and guests; visitors can find activities also interesting for high value locals. Most of the new hotels today envisage public spaces as the places of communication between guests and locals. If previously it was assumed that the voyager want completely change the circle or vice versa communicate only to the family, now hotels reorganize the public space to stimulate interaction.

Event activity in the hotel's outlets (working both for locals and guests) also unites residents and guests around the same reason. For example, Domina St. Petersburg (TOP-10 luxury hotels in Russia according to TripAdvisor) hosts regular art-shows, meetings with city historians and other activities equally welcoming to residents and guests.

### ***The hotel as a guide to the world of authentic place experience***

Many places today base their tourist positioning on the promise of «authentic experience». A striking example is Bangladesh with its slogan: «Visit Bangladesh before the tourists come!». The same idea translates by hotel chains as well, and the top segment is on the cutting edge. The task to provide the guest with a pure (or invisibly adapted for the tourist) idea of the place meets two conditions. First is the ultimate safety of any experience. Second is the availability of it while maintaining exclusivity.

The «new luxury» factor implies an organizationally easy and at the same time limited access to it. Thus, the State Hermitage Museum introduced the service of night VIP excursions; priority access to them is given to the high value visitors approved by the museum management.

### ***The hotel's collaborations for the best place presentation***

Hoteliers learn to make packages of unique immersive place experience for one person. Providing it hotel accompanies the guest not only at the moment of his stay – pre-/post-sale services have no less importance and can extend far beyond the boundaries of the hotel stay. Prelevance of such resumptive approach (hoteliers partly takes the functions of global concierge services) rootes at the new era of global competition: top segment hotels try to give their guests all preferences of Airbnb (authentic experience) combining them with advantage of the hotel industry – outstanding personal service.

The request for homogeneous in quality and impressive at every point of travel product (over “transfer+accommodation+concierge services” package) inspires collaboration inside

the luxury segment. Collaborations are also beyond the hospitality industry. Hotels enter into long-term alliances with companies serving the same segment.

The other side of demand on alliances is collaboration hotels with wide range of local organizations supporting and developing the place in terms of marketing. E.g., Belmond improves long-term partnership with waterside communities in Maryland within «Marylanders Grow Oysters» program to save the precious oysters crucial to the eco-system of the Chesapeake Bay. The program unites 1,500 waterfront properties banding together to reverse the oysters' decline (Belmond CSR... 2018). Environmental management of the territory has lots in common with eco CSR of the hotel. Participating in local initiatives, hotel gradually develops its marketplace (preserving authenticity and diversity) and enforces its customer reputation. It was noted that reducing pollution and other proactive eco-responsible initiatives may increase demand from environmentally sensitive consumers; benefit from higher prices and increased sales thanks to their greater market legitimacy and social approval (Molina-Azorín et al. 2015, p. 430).

## Conclusions

Summarizing, we note the following challenges for the marketing of the luxury hotels.

### - Influence marketing

The hotel takes an active part in the place marketing, positioning and promoting it as positive region of sustainable development and tourism destination as well. The hotel contributes its brand reputation capital for the place branding.

### - Inbound marketing

In the era of diversity of assortment matrices the concept of the USP gave way to the concept of «temporary monopoly» on human attention. For prolonged communication consumers are invited co-create the product. To achieve this goal the luxury brand should be integrative and adaptive, providing the guest with the opportunity to influence on it himself. The new challenge for the hotel is to form the guest's idea of the travel, in which connection the idea would be relevant to the strategic goals of the place development.

### - Marketing 360

The modern luxury brand is multidimensional: it is functional, social, and emotionally extended concept. It is relevant to target audiences that have become dynamic: in addition to the standard socio-demographic characteristics, now the consumer's avatar depends on localization, time, etc. A luxury hotel brand should be actual to the *digital natives* who soon will be active consumers, *young oldies* who revise their leisure practices, and *slashers-millennials* who are open to experimental consumption. For each of them luxury hotel makes the tailored value proposition preserving clear and indivisible image of general brand. The tool for it and new unifying point for positioning is the affinity hotel's brand to the place brand in all its vital complexity.

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## Marka hoteli luksusowych jako przyczynek do marketingu miejsca

### Streszczenie

**Cel:** segment luksusowy odgrywa istotną rolę w branży turystycznej w ogóle i w hotelarstwie w szczególności. Artykuł stanowi przegląd trendów determinujących rozwój segmentu najwyższej plasujących się hoteli w aspektach marketingu miejsca.

**Projekt/metodologia/podejście** stanowi kombinację wywiadów w celu uzyskania odpowiedzi wybranych luksusowych hoteli. Typologię podejść cechujących różne marki hoteli do brandingów miejsc przygotowano na podstawie danych z wywiadów.

**Wyniki badań:** główne wyniki wskazują, że marki hoteli luksusowych znajdują się w czołówce z punktu widzenia uwzględniania elementów marketingu miejsca w ramach strategii marki; segment marek luksusowych pozostaje najbardziej stabilną częścią hotelarstwa; wzrost jakościowy przepływów turystów mógłby wnieść większy wkład do PKB niż wzrost ilościowy.

**Implikacje społeczne:** artykuł przedstawia ewolucję od pojedynczych promocji marek hoteli i marek miejsc do ich naturalnego kobrandingu, w którym nie ma przegranych, oraz śledzi efekty takiej długotrwałej promocji krzyżowej.

**Oryginalność/wartość:** opracowanie ukazuje różne punkty zbieżności biznesu (marki hoteli) i strategii non-profit/państwa (marki miejsc) w obszarze promocji miejsca przeznaczenia.

**Słowa kluczowe:** *sub-branding*, turystyka, marketing miejsca, luksus.

**Kody JEL:** D91, D47, O30

## Бренд роскошной гостиницы как фактор маркетинга мест

### Резюме

**Цель:** роскошный сегмент играет существенную роль в индустрии туризма в общем и в гостиничном хозяйстве в частности. Статья посвящена обзору

трендов, определяющих развитие сегмента гостиниц высшего класса в аспекте маркетинга мест.

**План/методика/подход** – интервью для выявления ответов от избранных роскошных гостиниц. Типологию подходов к брендингу мест разными брендами гостиниц подготовили на основе данных опросов.

**Результаты изучения:** основные результаты изучения указывают, что бренды роскошных гостиниц находятся в авангарде с точки зрения учета элементов маркетинга мест в рамках стратегии бренда; роскошный сегмент остается наиболее стабильной частью гостиничной индустрии; качественный рост потока туристов мог бы внести больший вклад в ВВП, нежели количественный рост.

**Социальные импликации:** статья показывает эволюцию от единичного продвижения брендов гостиниц и мест до их естественного бесприоритетного ко-брендинга, а также прослеживает эффекты такого длительного перекрестного продвижения (кросс-промоушина).

**Оригинальность/ценность:** статья показывает разные точки совпадения стратегий бизнеса (бренды гостиниц) и стратегий благотворительных/государственных заведений (бренды мест) в области продвижения мест назначения.

**Ключевые слова:** суббрендинг, туризм, маркетинг мест, роскошь.

**Коды JEL:** D91, D47, O30

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