



INSTITUTO
UNIVERSITÁRIO
DE LISBOA

Commercial Development Plan of Hotel G

Xiuqin Guo

MSc in Business Administration

Supervisor:
PhD, Sofia Lopes Portela, Assistant Professor
ISCTE - Instituto Universitário de Lisboa

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Department of Marketing, Operations and General Management

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Resumo

O Hotel G é um hotel low cost em Shangai, estabelecido em 2019. A principal fonte de receita do Hotel G são de pessoas que vêm a Shangai para exposições e concertos num raio de cerca de 3 quilómetros ao redor do hotel. Com 7 anos de existência, o maior desafio do hotel G foi a sua antiga decoração e equipamento. Como os fundos são limitados, o hotel G não pretende remodelar. Em vez disso, o programa de desenvolvimento operacional é projetado em torno das características de um hotel econômico para atrair clientes com serviço e preço.

O objetivo deste projeto é desenhar o plano de desenvolvimento comercial do Hotel G para 2025, propondo uma política de marketing e aquisição e retenção de clientes. Os principais objetivos deste plano são melhorar a qualidade do serviço, aumentar a satisfação e lealdade do cliente, procurar aumentar a receita de clientes antigos, adquirir novos clientes, expandir o âmbito dos negócios e aumentar a receita marginal, com o objetivo de melhor lidar com o período de receitas reduzidas durante a época em que não existem exposições e concertos. Com o objetivo de desenvolver o plano, foi realizada uma análise aprofundada do ambiente interno, do ambiente externo e da competitividade do mercado, com base nos quais foram definidos os objectivos do plano e desenhadas as políticas de marketing-mix.

Palavras-chave: Plano comercial, Hotel, Satisfação do cliente, Lealdade, Vendas

JEL Classification: M31

Abstract

Hotel G is a commercial economy hotel in Shanghai, established in 2019. The main income of Hotel G is from people coming to Shanghai for exhibitions and concerts within 3 kilometres around the hotel. As a 7-year-old hotel, the biggest challenge facing Hotel G is the aging renovation and equipment. Due to limited funds, Hotel G does not plan to renovate, but to design business development plans around the characteristics of economy hotel, attracting customers with service and price.

The aim of this project is to design the 2025 commercial development plan of Hotel G by proposing the policies of marketing and customer acquisition and retention. Its main objectives are to improve service quality, increase customer satisfaction and loyalty, dig deep into old customers, acquire new customers, expand business scope and increase marginal revenue in order to cope with the low income period during non-exhibition and industry off-season. After an in-depth analysis of the internal, external and competitive environment, the objectives are defined and the commercial development plan is designed.

Keywords: Commercial plan, Hotel, Customer satisfaction, loyalty, sales

JEL Classification: M31

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Glossary

4P - Product, Price, Place, Promotion

AI - Artificial Intelligence

CLV - Customer Lifetime Value

CRM - Customer Relationship Management

GDP - Gross Domestic Product

IoT - Internet of Things

KPI - Key Performance Indicator

MICE - Meetings, Incentives, Conventions, Exhibitions

OTA - Online Travel Agency

PEST - Political, Economic, Social, Technological

QR - Quick Response

ROI - Return on Investment

SPSS - Statistical Package for the Social Sciences

SWOT - Strengths, Weaknesses, Opportunities, Threats

1. Introduction

Hotel G is a commercial economy hotel in Shanghai, established in 2019. The main income of Hotel G is from people coming to Shanghai for exhibitions and concerts within 3 kilometers around the hotel.

After the end of epidemic control in 2023, the rapid increase of business contacts and the frequent holding of exhibitions and concerts promote the rapid development of the hotel industry. In 2024, the Chinese government introduced a series of policies conducive to tourism, and the number of overseas tourists surged. Hotel G also ushered in new development opportunities. The project is to design the 2025 commercial development plan of Hotel G to face the market changes.

Currently Hotel G mainly faces three challenges. First is the most majority of Hotel G customers came from exhibitions and concerts nearby, which results in obvious off-season and peak season. Second is there are other competitor hotels with similar functions within a radius of 3 kilometers. Third is as a 7-year-old hotel, its renovation and equipment are aging. So, the hotel needs to find its competitive advantage to attract customers and further expand the market.

How to make good use of the flow of people during the peak season of the exhibition to increase more marginal revenue for Hotel G, and how to improve the quality of service, increase customer satisfaction and loyalty are the main goals of Hotel G to develop commercial plans.

In this project, literature review and questionnaire survey are used as the basis of theory and data sources, and then PEST analysis and Five Forces analysis are used to analyze the macro environment and industry competition environment, SWOT analysis is used to analyze the strengths and weaknesses of the project as well as external opportunities and threats, and commercial objectives are formulated. Then, the commercial strategies of the Hotel G are defined, in order to achieve the defined objectives of the commercial plan.

This project is divided into four chapters. In the first chapter is presented the introduction of the project. The second chapter presents the literature review. The methodology used in this projected is presented in chapter 3. The fourth chapter presented the 2025 commercial development plan for Hotel G. Finally, it is presented the conclusion in chapter 5.

2. Literature Review

This chapter will briefly introduce the theory of marketing as well as the process of its evolution and development, and make a brief introduction to the theory of marketing according to the viewpoints of different authors, emphasizing the market-oriented and purpose-oriented marketing concepts, and subdividing and positioning customers and markets according to different customer needs, proposing that meeting customer needs is the goal of enterprises. And according to product positioning and customer needs to develop strategic marketing. A literature review about customer acquisition and retention is also presented.

2.1. Marketing

According to Kotler (1967), marketing is to manage the needs of consumers and effectively control and guide their demand and uncertainty. The author confirmed 4P as a core method for marketing plan, which is still widely used in marketing strategies to this day.

In the 1990s, the world's economy and politics underwent major changes. With the arrival of a new era of global economic integration, the theory of global marketing was born, which no longer emphasizes the marketing of enterprises in a certain region, but should comprehensively consider the marketing strategy of enterprises. It can be said that its development makes marketing more mature and diversified in theory. In practice, it is also more in line with the development of the new era.

Kohli and Jaworski (1990) put forward a precise definition of market orientation and summarized three core concepts: customer focus, coordinated marketing, and profitability. It includes the collection of relevant information about customers, competitors and technologies, and finding suitable products to meet the needs of customers, which also shows that information collection has guiding significance for enterprises.

Greg (2013) argued target market selection and market positioning run through the whole process of enterprise value delivery. In essence, the core of marketing is to create excellent value for customers, and fulfill the value of the company on the basis of customer value. To accurately serve the market demand of customers, the focus is to meet the demand.

Kotler (2016) concluded that marketing has gone through a cycle, from the earliest production era "short supply", to the seller's market in the product era, to the buyer's market in the user era, and then to the consumers themselves. From paying attention to consumers themselves to paying attention to products, to constantly paying attention to competitors, consumers, and products in the era of competition, in order to communicate and transmit customer value, bring useful economic value to customers, partners and even society, and be alert to competitors. At the same time, the interests of businesses, consumers and customers must be balanced.

2.2. Marketing Plan

Kotler (1967) proposed that in order that a company may obtain long-term survival and development under specific environment, opportunities, goals and resources, enterprises must make marketing plans, and the correct marketing plans will bring a lot of benefits to enterprises. He also believes that a complete marketing plan should also have the following six elements: market analysis, market positioning, choose target market, pricing strategy, product strategy, and monitoring measures.

According to Porter (1979), it is important to know the customers of the company, the core business of the company and its competitors. On the whole, the marketing plan should be customer and market oriented.

The marketing plan mainly studies the potential of the industry, the marketing situation, analyzes the opportunities, threats, strengths and weaknesses faced by the enterprise, and effectively controls the financial objectives and marketing objectives, marketing strategies and marketing action plans.

2.3. Structure of a marketing plan

Kotler and Keller (2006) proposed the marketing plan structure mainly consists of the following parts: executive summary, external situational analysis, internal situational analysis, SWOT analysis, segmentation, targeting and positioning, and marketing-mix.

Executive summary and introduction

An Executive Summary must be presented at the beginning of a marketing plan, which summarizes the main points of the plan, followed by the overall business strategy, including the company mission, its main business objectives, and what should be done to reach these objectives.

External Situational Analysis

Aguilar (1967) proposed the PEST analysis, which mainly includes:

- **Political Factors:** consider the government's influence on businesses and industries. This includes factors such as government policies, laws and regulations, government stability, political system, and political climate.
- **Economic Factors:** consider the impact of the macroeconomic environment on enterprises and industries. This includes factors such as economic growth rate, interest rates, inflation, unemployment rate, currency exchange rate, tax policies, etc.

- **Social Factors:** consider the impact of demographic characteristics, cultural values, lifestyle, consumption habits, and other factors on businesses and industries. This includes factors such as population structure, education level, social attitude, health awareness, and consumption behavior.

- **Technology Factors:** consider the impact of technological development on enterprises and industries. This includes factors such as technological innovation, digital trends, information technology, research and development investment, and production processes.

The next step is the market analysis. It intends to get information about the competitive situation, market size, growth trends, entry barriers, etc. of the industry where the company operates.

Then, the company' competitors should be analysed.

Finally, consumer analysis aims to understand consumers' psychology, behavior, and preferences, so that enterprises can better meet their needs and develop effective marketing strategies. It includes analysis of the following aspects:

- **Consumer behavior:** The process of studying and analyzing consumer purchasing decisions, including steps such as demand identification, information search, evaluation, and decision-making. This helps businesses understand consumers' decision-making motivations, behavioral patterns, and purchasing intentions, providing guidance for product development and market positioning.

- **Consumer characteristics:** Analysis of the personal characteristics of consumers, including age, gender, income, education level, occupation, etc. This can help companies understand the differences and needs of different consumer groups, and develop differentiated marketing strategies.

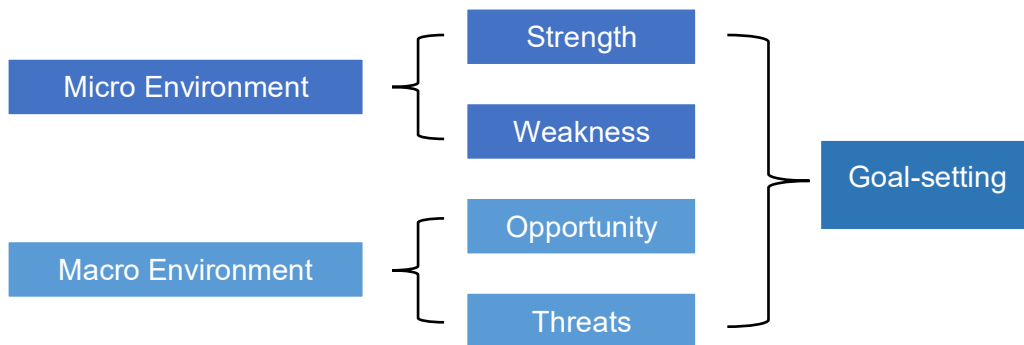
- **Consumer needs:** Analysis of the consumer needs and preferences, including product functionality, quality, price, brand image, shopping experience, and other aspects. This helps enterprises understand the trends and changes in market demand, providing a basis for product innovation and market positioning.

- **Consumer feedback:** Analysis of the consumer feedback and opinions, including satisfaction surveys, market research, social media reviews, etc. This can help enterprises evaluate the quality of products and services, identify problems and make improvements, and enhance consumer loyalty.

SWOT Analysis

Taking into consideration the external and internal analysis, SWOT analysis is used to systematized the internal strengths and weaknesses and external opportunities and threats, which can help the enterprise to formulate a more comprehensive development strategy and improve its competitiveness (see Figure 2.1).

Figure 2.1 - SWOT Model



Source: Kotler (2016)

Segmentation, Targeting and Positioning

Kotler (1967) introduced segmented markets, differentiation, and market positioning, and provides customers with differentiated products that best meet their needs, forming a product positioning in their hearts (see Figure 2.2).

Figure 2.2 - Steps of Marketing Strategy



Source: Kotler (2010)

Ries and Trout (1981) emphasized the importance of market positioning and proposed the concept of "positioning" as a strategic thinking and competitive strategy. They proposed the concept of "positioning trilogy", which includes selecting appropriate market targets, determining differentiated competitive advantages, and establishing and consolidating this position through effective communication and dissemination.

Marketing Mix

McCarthy (1960) firstly proposed the marketing mix concept. The author focuses on analyzing the problems faced by marketing managers through the 4P model, rather than focusing on the characteristics and functions of the marketing system.

4P model is a set of controllable tactical marketing tools, including Products (which refers to the provision of products and services to the target market, Price (which is the money paid by the consumer to obtain the product), Channel (that is, the various activities carried out by the enterprise to make the target customer contact and get the product), and Promotion (which includes various activities carried out by enterprises in order to spread the advantages of their products and persuade target customers to buy them. (see Figure 2.3).

Figure 2.3 - Strategy Decision Areas Organized by the Four Ps

Product	Place	Promotion	Price
Physical good Service Features Benefits Quality level Accessories Installation Instructions Warranty Product lines Packaging Branding	Objectives Channel type Market exposure Kinds of middlemen Kinds and locations of stores How to handle transporting and storing Service levels Recruiting middlemen Managing channels	Objectives Promotion blend Salespeople Kind Number Selection Training Motivation Advertising Targets Kinds of ads Media type Copy thrust Prepared by whom Sales promotion Publicity	Objectives Flexibility Level over product life cycle Geographic terms Discounts Allowances

Source: McCarthy (1960)

Kotler (1986) proposed the concept of "Mega Marketing" in response to the trend of regionalization and globalization in the modern world economy, the scope of competition between enterprises has long surpassed that of the local market, forming a trend of borderless competition. Mega-marketing strategy further expands marketing theory by adding 2P: Power and Public Relations on top of 4P.

2.4. Customer Acquisition and Retention

2.4.1. Customer Segmentation and Lifecycle Management

Loyalty Ladder Theory is proposed by Kotler (2018) which conceptualizes customer-company relationships as a progressive journey, emphasizing the strategic cultivation of loyalty across distinct stages. This model, rooted in marketing and customer relationship management (CRM), posits that customers evolve from passive observers to active brand advocates, requiring tailored interventions at each step to maximize lifetime value.

The theory categorizes customers into five hierarchical tiers:

- Suspects: Individuals with minimal brand awareness. Marketing efforts here focus on broad outreach (e.g., ads, social media) to convert them into prospects.
- Prospects: Those expressing interest (e.g., website visits, inquiries) but not yet purchasing. Tactics like free trials or personalized content aim to drive initial conversions.
- Customers: First-time buyers with transactional engagement. Post-purchase follow-ups and satisfaction surveys help solidify trust and encourage repeat purchases.
- Clients: Repeat purchasers exhibiting brand preference. Loyalty programs, exclusive offers, and tailored services deepen emotional and functional ties.
- Advocates: Passionate supporters who voluntarily promote the brand. Strategies include referral incentives, user-generated content campaigns, and community-building initiatives.

Kotler's theory emphasizes that segmentation of customers by loyalty level can be used to allocate resources efficiently. For example, cultivating prospects can reduce acquisition costs, and developing advocates can increase good reputation. In addition, the model emphasizes the need for continuous engagement. Customers may drop out because of a bad experience, and advocates may drop out without recognition.

2.4.2. Customer Lifecycle Value Model

Customer Lifecycle Value (CLV) has emerged as a cornerstone of customer acquisition and retention strategy, reflecting the long-term profitability of customer relationships.

Blattberg and Deighton (1996) framed CLV as a balance between customer acquisition costs and retention economics, emphasizing the need to optimize spending across lifecycle stages.

Gupta and Lehmann (2003) advanced quantitative models, demonstrating how CLV integrates revenue streams, retention rates, and discounting to estimate net present value, thereby guiding resource allocation.

Venkatesan and Kumar (2004) introduced dynamic segmentation, advocating tailored strategies for customers at different lifecycle phases (e.g., acquisition, growth, maturity).

Fader and Hardie (2005) developed probabilistic models to predict future purchase behavior, enhancing CLV's predictive accuracy. Kumar et al. (2010) highlighted the role of brand advocacy in amplifying CLV, as loyal customers reduce acquisition costs via referrals.

Rust et al. (2020) emphasize AI-driven personalization and Omni channel engagement to maximize CLV, while privacy concerns challenge data-dependent models. Critiques note CLV's reliance on historical data, which may underestimate disruptive market shifts or non-transactional customer contributions (e.g., social media influence).

2.4.3. Data analytics and CRM in Customer Loyalty

Kumar et al. (2010) demonstrated that leveraging transactional and behavioral data to calculate CLV allows businesses to prioritize high-potential customers, thereby enhancing loyalty program efficiency. Their work highlighted the shift from broad demographic segmentation to dynamic, data-driven micro-segmentation.

Recent advancements in AI and IoT have further revolutionized CRM. Nguyen and Malik (2022) demonstrated that machine learning models could reduce churn rates by 18% in the hospitality sector through predictive analytics. Machine learning enable hotels to predict customer attrition risks with 89% accuracy (Huang et al., 2021).

Meanwhile, Katragadda (2022) emphasized the role of real-time IoT data in enabling dynamic customer segmentation, which significantly enhances the relevance of personalized offers. Emerging technologies like block chain are also reshaping CRM. Wu et al. (2019) proposed a decentralized CRM architecture where IoT-generated data enables proactive loyalty nurturing, while block chain ensures transparent reward systems.

Combining CLV models with real-time demand data, hotels improve pricing strategies to balance revenue and loyalty. Gallego and Van Ryzin's (1994) foundational work on yield management has evolved into AI-powered systems that adjust room rates based on individual customer profiles.

Kumari (2023) pilot program used booking history and competitor pricing data to offer personalized dynamic rates, increasing repeat bookings by 14% without cannibalizing premium pricing tiers.

3. Methodology

The objective of this project is to design the commercial development plan of Hotel G. To do so, a literature review was conducted, and an external and internal situational analysis of this hotel was done. Based on that, a SWOT analysis was presented. Then, the strategy of the hotel was defined, as well as its marketing mix, the implementation schedule, and budget. Finally, it is presented the monitoring and control measures of this commercial development plan.

In order to better know the customers of the hotel, and their preferences, a survey was conducted. To design the survey, some interviews were previously conducted.

Questionnaire survey and SPSS analysis method:

(a) Questionnaire survey content design

Before designing the questionnaire survey, the general manager, store manager, employees and old customers of Hotel G were interviewed first to understand the key information and existing problems among various departments, and then the specific questionnaire design stage was entered.

The questionnaire consists of two parts. The first part is the basic information of the consumers and the second part is about the consumer satisfaction of Hotel G. Respondents were asked to state their satisfaction level in a 5-point scale about 12 variables (see Appendix A).

(b) The questionnaire survey period is from September1, 2024 to December 31, 2024. Questionnaire design is mainly based on the 4P model, based on the four dimensions of customer, price, channel and promotion, and combined with customer satisfaction, preference, opinions and research purposes. That is, the preferences and needs of customers are analysed through the survey. Questionnaires are carried out through on-site paper questionnaires and online questionnaires, and the collected data are analysed to develop the commercial development plan.

(c) The object selection and implementation of questionnaire

Mobile phone scanning QR code and paper questionnaire are used to answer questions. First, the QR code is distributed at the front desk of Hotel G, and the front desk staff can scan and fill in the QR code when guests check out and leave the hotel, or they can directly fill in face-to-face inquiries, and old guests who have stayed in the hotel before can fill in the email or telephone inquiries, etc. The electronic questionnaire is produced on the questionnaire star platform. The second is to put paper questionnaire cards on the desk in the room for check-in staff to fill in.

(d) A total of 500 questionnaires were sent out, and 484 were answered, with a response rate of 96.8%. Under the limitation of questionnaire setting conditions, a total of 460 valid questionnaires were got, with a valid response rate accounting for 92% of the total.

4. Commercial Development Plan

4.1. Executive Summary

This commercial development plan mainly includes the current problems faced by Hotel G, the objectives of commercial development plan, the proposals derived through methodology, and the budget.

Due to market changes during the post pandemic period, Hotel G is currently facing challenges in off-season and peak season sales, as well as competitors with similar functions.

The main purpose of Hotel G's commercial development plan for 2025 is to improve customer satisfaction and loyalty, deeply explore old customers, acquire new customers, expand business scope, and increase marginal income to cope with the low income period of non-exhibition and off-season.

This commercial development plan uses satisfaction survey to analyse consumer needs and proposes adjustments to Hotel G's marketing content using a 4P model. Through research, it was found that consumers are more concerned about promotion factors when choosing hotels, followed by product, place, and price. Therefore, the plan is to focus mainly on promotion, and then propose adjustment suggestions for the other three contents.

Each action is assigned a schedule, budget, and KPI. After calculation, the budget for the entire year of 2025 is €120,625. Through one year of implementation and adjustment, all costs will be ultimately recovered and all marketing goals will be achieved.

4.2. External Situational Analysis

4.2.1. PEST Analysis

Political and Legal Context

In order to properly assess the political risks that investment markets may face, the following aspects should be considered:

(a) Whether China's political environment in recent years is stable and whether it is supported by good policies.

China's political environment has remained stable, with continued policy support for tourism and hospitality industries. The government has prioritized tourism as a strategic pillar for economic revitalization in the post-pandemic era. New visa-free entry policies for travellers from 54 countries (effective 2024) have accelerated the recovery of international tourism, while domestic consumption incentives continue to drive demand for hotel services. The centralized hosting of major exhibitions and cultural events in Shanghai reflects the government's commitment to integrating tourism with urban development goals.

Tourism is a strategic industry supported by the Chinese government, and hotels, as the core supporting industry of tourism, with the economic recovery, the surge in the number of domestic and foreign tourists, coupled with the three-year control of the epidemic in China, so that the exhibition in 2025 will held intensively, leading to an explosion in market demand, which greatly promoted the development of the hotel industry.

(b) Has the Government adopted proactive and prudent fiscal and tax policies?

The Government has supported small and medium-sized enterprises, namely by reducing taxes, reducing the pressure on enterprises, stimulating domestic demand, and trying to solve the employment problem.

(c) Is the legal system sound?

China has a well-established legal system and an increasing emphasis on protecting intellectual property and commercial contracts.

Economic Context

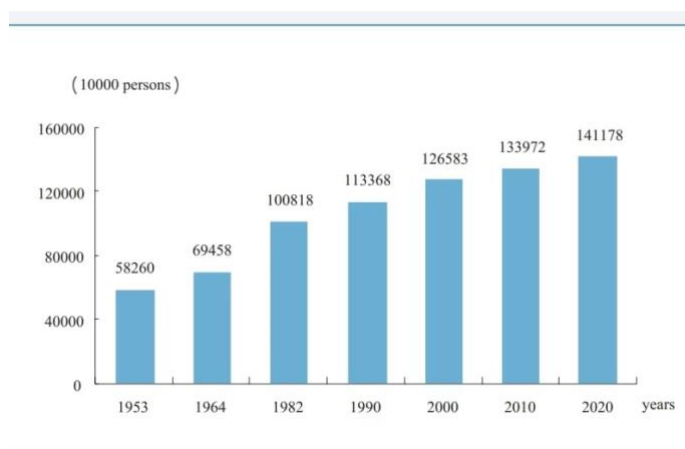
With the deepening of economic globalization in the 21st century, Shanghai has become a national metropolis. Since 2023, China resumed its opening policy to the other countries which further expanded its tourism market. The increasing frequency of business trips by business travellers and the consumption of consumers have improved the development prospects of the hotel industry. Shanghai's GDP grew 5.8% in 2024, driven by a 40% YoY increase in MICE events post-pandemic. (Source: Shanghai Municipal Statistics Bureau, 2024). International tourist arrivals reached 85% of 2019 levels in Q1 2025, with Asia visitors surging 62% under new visa policies (Source: Ctrip Group, 2024).

In addition, the Shanghai Municipal Government has introduced a variety of preferential investment policies, attracting a large amount of capital to invest, which has well driven the rapid economic development of Shanghai. Concurrently, a € 25 billion national tourism voucher program (2024-2025) targets urban middle-class consumers, directly increasing hotel occupancy rates by 11% in pilot cities (China Hospitality Association, 2024). The good and free business environment and the vigorous development of tourism have promoted the development of the hotel industry. Shanghai Government has given great importance to the development of tourism, which will promote the rapid development of the hotel industry in Shanghai to a certain extent. However, in the process of development, it is greatly affected by the macro economy, residents' disposable income and the development of tourism.

Socio-cultural Context

China has a large population and the number is increasing year by year. According to the results of the seventh national population census, the total population of China in 2020 is 1,411.78 million, an increase of 72.06 million over 2010 (see Figure 4.1) .

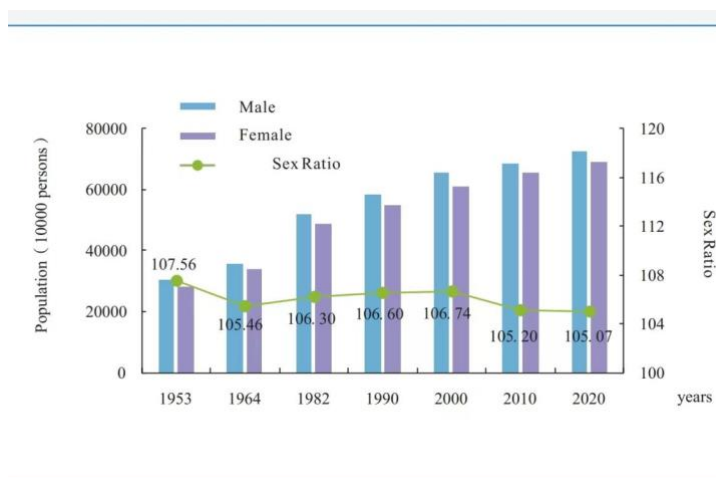
Figure 4.1 - China Population



Source: National Bureau of Statistics (stats.gov.cn)

In terms of gender, there were 723.34 million men, accounting for 51.24%, and 688.44 million women, accounting for 48.76%, with the number of men higher than that of women (see Figure 4.2).

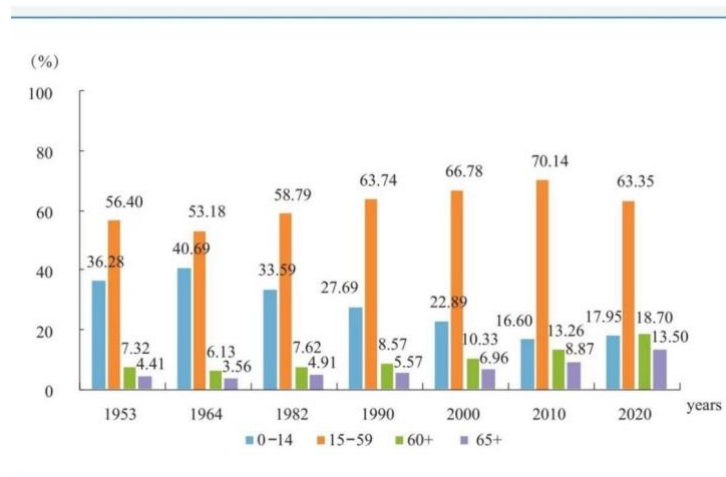
Figure 4.2 - Sex Composition from Population Censuses



Source: National Bureau of Statistics (stats.gov.cn)

From the perspective of age, the number of people aged 15-59 is the largest, accounting for the largest proportion, and the consumption power is the strongest at this stage, which is basically the post-80s, post-90s and post-00s. The character, demand characteristics and cultural concepts of this group have changed compared to the past consumers, paying more attention to the diversification and individuation of demand. Traditional hotel products have been unable to meet the increasingly personalized needs of consumers, therefore, hotels need to combine the needs of consumers to position their own products and services (see Figure 4.3) .

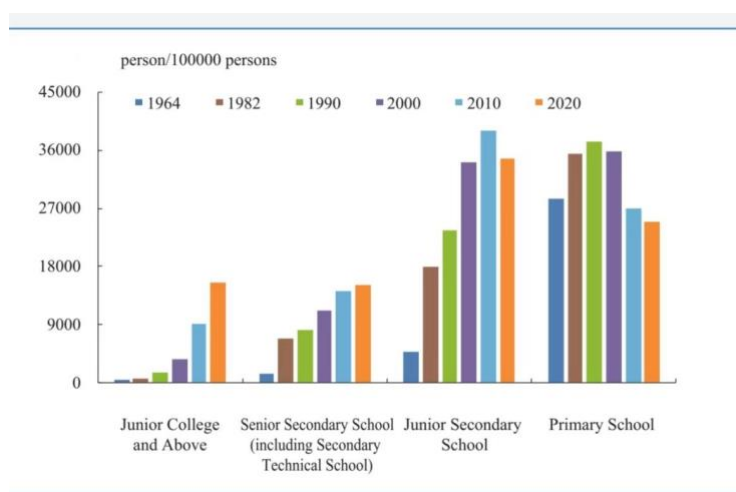
Figure 4.3- Age Composition of Chinese Population



Source: National Bureau of Statistics (stats.gov.cn)

From the perspective of education level, the number of educated people is rising year by year. The higher the level of education, the more willing to consume when buying goods, the higher the requirements (see Figure 4.4).

Figure 4.4 – Education of the Chinese population, per 100 000 people



Source: National Bureau of Statistics (stats.gov.cn)

Technological Context

For labour-intensive enterprises, technological change may have a significant impact and bring opportunities and challenges to enterprises.

In the past, the marketing strategy of China's hotel industry relied on traditional media advertising and attracting passenger flow. It also relies heavily on the group booking of traditional travel agencies to ensure the occupancy rate or to maintain a stable source of customers by signing several corporate customers.

In recent years, with the development of the Internet industry, the marketing methods and marketing strategies of the hotel industry have undergone radical changes. As a service industry, the hotel industry has inevitably been impacted by the development of the Internet and digitalization, and the marketing system and marketing methods of the entire hotel industry have undergone tremendous changes. A large number of business travel customers no longer rely on traditional channels to find hotels, and only use Ctrip, Meituan, Feizhu and other apps to achieve convenient room booking. These Internet booking platforms and its accurate information and detailed steps, transparent prices, perfect evaluation system, greatly meet the needs of business travel customers. With the rise of the Internet platforms, travel customers no longer rely on tour groups to travel, and they are more choosing to plan their own routes, book their own air tickets and hotel. As a consequence, the number of tour groups, a major customer of many hotels, has also dropped sharply.

At the same time, the construction and development of the network platforms is conducive to improving work efficiency and service quality, so that customers truly realize that customers come first. The development of the technical environment enables enterprises to analyze, summarize and make statistics based on the collected information, providing customers with

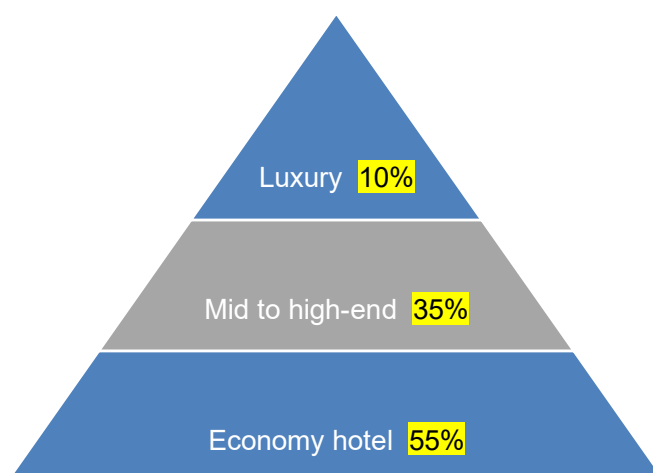
better products and services. The development of network marketing is closely related to the change of technological environment, the change of technological environment is accelerating, and the development of network marketing model is becoming more and more rapid. The publicity effect of hotels depends on the update of technological environment showing explosive growth. With the advantage of low cost of network marketing, the marketing cost of enterprises is greatly reduced, and both enterprises and consumers benefit from the updated iteration of technological environment.

Therefore, the development of the hotel industry needs to cater to the development of the Internet tide, change business ideas and strategies to seek innovation and development. In particular, the marketing strategy of the hotel industry should find a marketing strategy that adapts to the development of the Internet and integrates Internet thinking.

4.2.2. Sector Analysis

According to Chinairn (2024), hotels in China are divided into three types, luxury, mid to high-end, and economy hotels (see Figure 4.5). Among them, the number of economy hotels accounts for up to 55%, because most business people or families choose hotels with higher cost-effectiveness based on their budget when traveling. Therefore, economy hotels will have the largest user base and also face more competition and challenges.

Figure 4.5 - China Hotel Market Share Pyramid



Good economic development trend and strong demand for exhibition will attract more and more Hotel Soups or foreign capital to invest in the exhibition hotel. Although the exhibition economy hotel in China has already begun to take shape, there are still many places to continue to work hard on the road of specialization and internationalization. It is predicted that

the potential consumer group of China's exhibition hotel market is expected to grow at an annual rate of 10%. From a macro perspective, exhibition hotels must move towards an international development model in the context of economic globalization.

With the development of Shanghai, a large number of new budget hotels have been attracted to the city. With the saturation of hotels in these areas, the optional opening areas for new hotels are gradually reduced. Meanwhile, with the continuous rise of urban land prices, the operating costs of new budget hotels will also gradually increase in the future. In the past, the payback period of general economy hotels took about three years, and now, the recovery investment cost of hotels of the same size takes three to five years, so it is more difficult for new entrants to develop in the hotel industry.

In addition, budget hotels mainly take low-price marketing strategies, resulting in a decrease in the profits of the entire industry year by year. In the process of operation and development, product homogeneity is serious, which is bound to make the competition of the same type of budget hotels in the market become fiercer. In order to alleviate this competitive situation, hotels must develop their unique competitive advantages.

In the future development of economy hotels, it is likely to experience a reshuffle in the industry, and traditional small hotels and low-star hotels are bound to be replaced by economy hotels. The well-known economy hotels will also experience a great industry reshuffle, they may be merged by large groups and large hotel chains, and the competitive situation will gradually increase.

4.2.3. Competitor Analysis

In order to better develop and execute the commercial development plan, the company needs to analyse the main competitors. For Hotel G, the main competitors are budget hotels within 3 kilometers from Shanghai Expo Park Exhibition Center. A comparative analysis of the main competitors of Hotel G are presented below, mainly based on the product, technology, management, financial status and other aspects, so that Hotel G can find its potential competitive advantages and disadvantages in the industry. The following will take Jitai, Home Inn, Jinjiang Star, Yibai as main competitors of the Hotel G.

Product

Jitai, Rujia, Jinjiang Star, and Yibai are all economic chain hotels, and there is not much difference in their products and services. For the convenience of management, these hotels choose to use white bedding (see Figure 4.6), which looks cleaner and more hygienic, but the same bed shape and colour will lose its distinctive features in the minds of consumers.

Meanwhile, as they are chain hotels, they have the ability to open new stores faster. Through rapid iteration, the decoration style is innovative, the room layout is more reasonable, and the equipment is more complete.

Figure 4.6 - Room Furnishings of Competitors



Comparatively, the decoration style of Hotel G is warmer, with rich and bright colours in the rooms (see Figure 4.7). In terms of room type, Hotel G provides customers with the Chinese people's favourite loft. The Loft room type can meet the needs of families with multiple children who need more beds and is also the most trendy choice for couples to travel nowadays.

The bedrooms of Hotel G have projection equipment that young people love, rather than a simple TV, making the overall service more user-friendly. The projector not only meets the needs of young people for relaxation and leisure, but also allows travellers in need of work to easily place power points.

The biggest product advantage of Hotel G is that the bed shape can be changed according to demand, flexibly responding to the needs of different customers during exhibitions and non-exhibition periods, reduced vacancy rates under special circumstances.

Figure 4.7 - Room Furnishings of Hotel G



Technology

Jitai, Rujia, Jinjiang Star, and Yibai introduced AI robot equipment in the service, attracted the love of a large number of young people (see Figure 4.8). The built-in voice recognition technology and hotel navigation system of AI robots can help customers pick up and place their luggage on their own, and transport it to designated rooms or luggage storage areas. In addition, after customers order food on the APP, AI robots can deliver the food to the room, eliminating the need for them to go downstairs to pick up.

The combination of digital intelligent equipment in the reception hall and the design of the room type, only need to brush the face to check in and control the smart equipment in the room, which greatly facilitates customers and saves customers' time.

However, due to the addition of a large number of intelligent control equipment, high maintenance costs in the later period, coupled with the continuous upgrading of technology, most hotels lack of matching technical personnel. Meanwhile the AI technology is not mature, there are some security risks and instability.

Figure 4.8 - Hotel AI Robot



Considering that Hotel G is currently not a chain hotel, there is no need to spend a lot of money to maintain AI robots. All services are still performed by more traditional real person, although sacrificing some efficiency, it can allow travellers to experience the butler style service and leave a thoughtful impression on them.

Management

Jitai, Home Inn, Jinjiang Star, Yibai have more advantages than Hotel G in terms of staffing and recruitment. The head office provides management and front-line staff for each hotel, which ensures high stability staff, avoids unnecessary repeated training and reduces staff turnover rate. The operation mode of brand chain greatly reduces the cost of customer acquisition, reduces the dependence of OTA intermediary platform, and continuously delivers a large number of VIP customers for each brand chain hotel. At the same time, the standardized and professional management has greatly reduced the operating costs of brand hotels.

On the other hand, because they are chain brands, their daily prices and promotion plans will be uniformly formulated by their headquarters. The advantage of doing so is that it saves management costs, and the heads of each branch do not need to develop their own commercial development plans. But there is also a drawback to doing so, which is that due to differences in regions and customer groups, the promotion plan developed by the headquarters may not necessarily be suitable for all branches.

Most of the time, the operation of a single hotel like Hotel G is more flexible and changeable to a certain extent.

Finance

In terms of financial status, chain brand hotels like Jitai, Home Inn, Jinjiang Star, Yibai have mature management system, standard handling of tax issues, low risk, stable capital, and more advantages than independent hotels. With the support of the head office, it is easier to borrow money from banks than independent hotels. Besides, team cooperation can better predict market risks and trends, and provides strong anti-risk ability.

4.2.4. Porter's Five Forces

Porter's Five Forces is a powerful tool to analyze the attractiveness of an industry and will be used to analyse the industry where Hotel G operates.

Rivalry among existing competitors

The number of hotels in the industry has increased. With the economic recovery, more and more business activities have been opening in Shanghai, attracting more and more capital to enter the Shanghai economy hotel market. Such as Jitai, Home Inns, Hanting, Yibai, Budin and other chain hotels and other single economy hotels have entered, and these economy hotels are still expanding, occupying an increasing market share.

Home Inns, for example, relied on the brand recognition it had built to expand rapidly, while hotels such as Yibai and Budin opened quietly and entered the market at low prices. Hantin Hotel is also expanding very fast, and constantly strengthening brand influence and customer relations, and plans to further expand the market scale in the second half of the year. The continuous development and expansion of these budget hotels will inevitably increase the competition in the market. At the same time, the low-price marketing strategy of some hotels is far lower than the average level of budget hotels (with the consequent impact on the industry), and some hotels are gradually strengthening their brand and marketing, which is a great threat to the development of Hotel G.

Hotel G is located near the Shanghai Pudong World Expo Exhibition Center, where there are a growing number of similar alternatives available nearby. Among them, the two newly opened budget hotels nearby are very similar to Hotel G in terms of customer source structure, business plans and customer acquisition channels, which has caused a certain diversion of Hotel G's existing customer groups.

Bargaining power of suppliers

Unlike chain brand hotels, Hotel G does not have a long-term supply chain strategic partner. Therefore, compared to chain hotels, the relationship between Hotel G and its suppliers is more unstable, and the suppliers have stronger bargaining power.

In addition, due to Hotel G customizing detachable bed boards and entertainment equipment for customers that are different from other chain brand hotels, corresponding suppliers are also more difficult to find. This reason also increases the bargaining power of suppliers.

Bargaining power of buyers

With the continuous maturity of consumers' consumption experience and the development of the Internet, the prices of various merchants are becoming more and more transparent. Consumers will compare different budget hotels and choose the best ones before making the purchasing decision. The continuous expansion of budget hotels in the market and the gradual increase in the types of consumers' choices make consumers' bargaining power stronger and stronger.

However, for hotel businesses, this will inevitably increase the difficulty of operation, and the intensification of competition leads to all hotel businesses being forced to continuously improve product and service standards. All these will reduce the profit level of the hotels that operate in this industry, which may be a threat to their long-term stable development.

Threat of substitute products/ services

The construction of inter-city transportation, such as the emergence of high-speed rail, has greatly shortened the travel time between cities, making it possible to return on the same day. The phenomenon of one-day travel has gradually increased, and some tourists or business people participating in activities can achieve same-day return, and the demand for accommodation has gradually decreased. In addition, with the rapid development of high and new technology, as well as the gradual rise and maturity of motels, this will disperse part of the tourist source of economy hotels to a certain extent, and will inevitably affect the stable tourist source of the economy hotels.

Threat of new entrants

The threat of new entrants may come from star rated hotels and B&B.

The reason why our consumers choose star rated hotels is that there are now more diverse locations for business meetings. Previously, business travelers usually visited their clients' offices or other fixed locations. But now business talks may briefly take place in the hotel lobby. In order to appear more dignified, business travelers will be willing to pay higher prices to choose star rated hotels.

Choosing business travelers for B&B is for different reasons. In the past, they chose economy hotels not only because of their high cost-effectiveness, but also because economy hotels can issue invoices for them to reimbursement when they back to their company. But

now many B&B have added the function of issuing invoices, so they can attract these consumers at lower prices.

In summary, as consumers have more and more choices, the threat of new entrants to Hotel G has also increased.

4.3. Internal Situational Analysis

4.3.1. Characterization of the company

Hotel G is a limited liability company jointly established by two investors in a ratio of 7:3. The establishment of hotels is for the purpose of profit, which reflects that investors have a certain pursuit of interests in investing in the company and hope to obtain profits from the company.

Hotel G implements a merger of ownership and management rights, which means that the hotel owner personally manages their own business without entrusting it to others.

4.3.2. Business Strategy and Positioning

Shanghai's economy has rebounded robustly, driven by resurgent demand for MICE (Meetings, Incentives, Conventions, and Exhibitions) activities and leisure tourism. The city's status as a global business hub has attracted renewed investment in hospitality infrastructure, particularly around key exhibition zones like the Shanghai Expo Park. Domestic travel enthusiasm remains high, with urban middle-class consumers prioritizing experiential stays that blend work and leisure. While commercial rents in prime locations continue to rise, hotels benefit from increased corporate travel budgets and diversified revenue streams through partnerships with cultural and entertainment venues.

Since 2024, Hotel G changed its business strategy and positioning in time. When the two categories of single economy hotel and chain economy hotel were in fierce competition, Hotel G found its own market positioning, mainly serving middle and low-end exhibition customers and fans during concerts. Hotel G can not only meet the sudden increase of customers during the exhibition period, but also reduce the inventory rate of rooms that are not easy to sell, such as the high inventory rate of double-bed rooms (because all business customers during the exhibition period need twin rooms and cost-effective 4-5 family rooms). At the same time, by changing the room type, it can also meet the needs of ordinary business customers and tourist customers during the non-exhibition period. By providing cost-effective room types and continuously improving service system, Hotel G not only benefits customers, but also reduces the inventory of some of the unfavourable room types in Hotel G, and can also improve the occupancy rate and increase the turnover.

4.3.3. Mission, vision and values

Mission: To create the head economy hotel with visionary commercial strategy.

Vision: To deliver exceptional value-driven hospitality experiences for customers.

Values: Customer-oriented; Excellence Innovation; Keep up with the Trend

4.3.4. Customer analysis

Profile of the respondents

The gender, age, education level, career, region, number of exhibitions attended, trip purpose and monthly income of the respondents who stayed in Hotel G were shown in Table 4.1.

The results of the questionnaire showed that among the respondents, the proportion of males was higher than that of females, accounting for 50.65% of males and 49.35% of females. The majority of respondents are young and middle-aged people aged 18-40 years old, with a relatively high educational level, with junior college education or above accounting for 99.57%. The majority of respondents have an income between 5000-8000yuan or between 8000-10000yuan, accounting for 30.87% and 46.96%, respectively. In terms of regions, about 65.87% of the respondents live in the East China area and South China area around Shanghai (accounting for 37.39% and 24.57%, respectively). Most of the respondents are business travellers, accounting for 53.48%. The respondents who attend the exhibition 4-5 times a year are the most, accounting for 45.87%, followed by 6-7 times accounting for 22.61%.

According to the results, Hotel G needs to provide the quality and service that match the needs of its consumers. Since the consumer group is mainly male, and mainly employees and managers, the comprehensive quality of the consumer group is good, so the design of products and functions is mainly practical, and the brand image is mainly simple, recognizable and easy to spread.

Business travelers were the largest group of whole trip purpose, accounting for 50% and the guests who attend the exhibition over 4 times a year accounting for 82.83%. Therefore, we will analyze business travelers who participate in multiple exhibitions every year as our main consumers.

Business travelers often have the following four characteristics:

- Strong adaptability: They often need to adapt to different cultures, languages, and work methods. So, they can quickly adapt to new environments, flexibly respond to various situations, and establish good cooperative relationships with people in different cultural backgrounds.

●Meticulous and organized: They usually need to handle various work details and documents, arrange meetings and schedules, etc. They pay attention to details, have good organizational and planning abilities, can efficiently complete work, and ensure that everything is orderly.

●Decision making ability and logical thinking: They often need to make decisions in complex business environments. They possess good logical thinking skills, able to analyze problems, weigh pros and cons, and make wise decisions.

●High sense of responsibility and loyalty: Their usual work needs to be completed under significant pressure and responsibility. Therefore, they have a high sense of responsibility, are responsible for everything, and once they make decisions, they will be loyal to their own decisions.

Table 4.1 - Basic Information about the respondents

		Customer Characteristics	Number of people	Proportion (%)			Customer Characteristics	Number of people	Proportion (%)
Gender		Male	233	50.65%	Region		North China	113	24.57%
		Female	227	49.35%			East China	172	37.39%
Age		Under 18 years old	3	0.65%			Central China	34	7.39%
		18-30 years old	192	41.74%			South China	131	28.48%
		30-40 years old	213	46.30%			Southwest China	10	2.17%
Education level		40-50 years old	44	9.57%	Number of Exhibitions Attended		Less than 3 times	79	17.17%
		40-50 years old	8	1.74%			4-5 times	211	45.87%
		Below High School	2	0.43%			6-7 times	104	22.61%
		Junior college	174	37.83%			8-10 times	66	14.35%
		Undergraduate course	178	38.70%	Trip Purpose		Emergencies	15	3.26%
Career		Master's degree or above	99	21.52%			Business travel	230	50.00%
		Doctor	7	1.52%			Tourism	125	27.17%
		Student	33	7.17%			Visiting relatives and friends	90	19.57%
		Ordinary employees	246	53.48%	Monthly income		Less than 5000	34	7.39%
		Housewife	18	3.91%			5000-8000	142	30.87%
		Enterprise management personnel	147	31.96%			8000-10000	216	46.96%
		Teachers or government personnel	16	3.48%			Over 10000	68	14.78%

Source: Author (2025)

Satisfaction survey

According to the data analysis results, the respondents are very satisfied with all the 12 variables. The three variables that respondents are more satisfied with the Hotel G are Price Rationality, Hotel Room Conditions, and Hotel Location and the variable that respondents are less satisfied is Advertising Promotion (see Table 4.2). Therefore, the most attractive factor for

G Hotel at present is Price, and Promotion is the weakest one. The next step in improving respondents 'satisfaction is expanding Promotion.

Table 4.2 – Respondents' Satisfaction with Hotel G

Factor	Variable	Mean Value	Standard Deviation	Rank
Price	Price rationality	4.81	0.636	1
	Customer Loyalty Program	4.78	0.67	4
	Cross-Industry Collaboration	4.76	0.646	6
Product	Hotel Room Conditions	4.80	0.638	2
	Security Facility	4.71	0.646	8
	Service efficiency	4.77	0.694	5
	Intelligent Services	4.72	0.734	7
Place	Hotel Location	4.80	0.652	3
	Reservation channels	4.70	0.766	9
	Local Experience Partnerships	4.69	0.778	10
Promotion	Hotel brand image	4.66	0.79	11
	Advertising Promotion	4.61	0.941	12

Source: Author (2025)

Influenced by work habits, business travellers tend to view social media platforms and news websites to obtain the latest industry trends, market trends, and competitor information. These platforms provide a wide range of information sources that can help business people maintain market sensitivity. Therefore, when choosing a hotel, they will also be firstly influenced by advertising promotion, rather than the family tourism group being influenced by brand reputation.

Next step for business travelers is to check whether the booking channel of the hotel is convenient and if are they in line with their daily payment preferences. Therefore, it is important for Hotel G to set the payment method as commercial and convenient as possible.

Finally, the actual experience during check-in will affect whether consumers will choose Hotel G next time. So the higher consumer satisfaction with the hotel's place and product, the higher the repurchase rate will be.

Therefore, in the next 4P solution, Hotel G will focus on developing a promotion plan and then provide some suggestions for price, place, and product plans.

4.4 SWOT Analysis

4.4.1. Strengths

1. The hardware facilities are complete, and there are various room and bed types to choose from.
2. Provide value-added services, such as breakfast, conference rooms, projectors, and various entertainment facilities.
3. With bright colours and a warm environment, it has its own characteristics among many interlocking hotels.
4. The geographical location is good.
5. The hotel adopts a typical pyramid style organizational management structure, with clear division of labor among departments for easy management.

4.4.2. Weaknesses

1. As business hotel, it is hard to capture non exhibition and off-season customers, resulting in high room vacancy rates.
2. Due to the high turnover rate of personnel in the hotel industry, the execution of standard service processes is ineffective, and training costs increase.
3. The marketing methods are outdated and still adopt the most traditional telephone marketing and WeChat marketing models.
4. The training costs of Hotel G's staff are high. The mobility of the staff like receptionists, waitresses and cleaners increase the labour costs.

4.4.3. Opportunities

1. The government has implemented policies of opening up and encouraging tourism. On December 17, 2024, the National Immigration Administration announced that the stay time of visa-free transit foreigners in China extended from 72 hours and 144 hours to 240 hours (10 days), and 21 new ports will be added to 60 entry and exit ports for transit visa-free foreigners.
2. Application of the AI and big data technology in the hotel industry.
3. People's consumption mindset in post-COVID period has shifted to being more self-pleasing and willing to spend money in hotels.

4.4.4. Threats

1. Intensification of the competition in the area, with a clear tendency towards homogenization of information dissemination.
2. Government oversight is growing, with dozens of inspection standards for health and safety. If the standards are not met, there is a risk of closure.
3. The expansion of the accommodation industry boundary has led consumers to choose not only hotels but also homestays, vacation villas, and motels.
4. The development of internet technology has made information dissemination faster and more transparent, thereby amplifying the influence of user evaluations.

4.5 Objectives of this plan

With this commercial development plan, Hotel G intends to reach the following objectives:

1. Enhance brand awareness;
2. Increase the number of new customers;
3. Establish better customer relationships;
4. Increase customer loyalty;
5. Improve customer satisfaction;
6. Increase operating revenue.

4.6 Commercial Strategy: Marketing, Sales, and Business Development

4.6.1. Segmentation, Targeting and Positioning

From the beginning of its opening, Hotel G has taken business guests and exhibition guests as its main target source market, supplemented by surrounding office buildings, individual residents and tourism customers. In order to make customers more recognized and trusted by the hotel, it is necessary to strengthen training so that each employee can clearly grasp the consumption characteristics of these customer groups in order to provide more intimate services.

When the market becomes more and more saturated with economy hotels and the market competition becomes more and more fierce, Hotel G develops variable room types in terms of product segmentation positioning in order to stand out from many similar enterprises. The beds can be combined and split according to different market demands, because of the superiority of its variable room types. Let Hotel G well take into account the needs of business exhibition customers and non-exhibition customers for room types.

The brand positioning of Hotel G is "Your personal butler on business trips".

On business trips, our consumers often face time constraints and high work pressure. They may need to travel frequently, attend meetings, and handle business affairs, which often leaves them with little time and energy to handle tedious affairs and details. At this point, they will hope to have a close butler who can help them focus more and complete their work with confidence.

Hotel G will play the role of close butler. Firstly, close butlers can provide personalized services, allowing business people to feel valued and cared for. Whether understanding the preferences of business people or meeting their needs, close butlers can make personalized arrangements according to customer requirements, allowing business people to enjoy comfort and convenience in their busy work.

Secondly, close butlers can assist business people in handling various affairs and problems. Whether it's scheduling, booking a restaurant, or resolving unexpected situations during a trip, the butler can quickly respond and provide assistance. This allows business people to focus more on their work without worrying too much about trivial matters.

In addition, close butlers can also provide support and peace of mind for business people. They can provide emergency support when business people need it, solve problems, and provide some care and care to business people in a tense work environment. This kind of care and personal protection can make business people feel valued and cared for, thereby reducing some work pressure and psychological burden.

4.6.2. Customer Retention Strategies

To enhance customer retention, Hotel G should adopt a tiered strategy aligned with Kotler's Loyalty Ladder, focusing on elevating guests from first-time buyers to loyal advocates.

- CLV-driven resource allocation

Use predictive analytics to classify guests by CLV, identifying high-value customers (e.g., frequent business travelers) and tailoring rewards. Machine learning models can forecast preferences (e.g., room type, dining habits) from historical data, enabling hyper-personalized offers via CRM platforms.

- Loyalty ladder tactics

1. Suspects: Target ads to past website visitors with dynamic discounts.
2. First time Guests: Post-stay surveys and AI-driven feedback analysis trigger personalized follow-ups (e.g., birthday rewards).
3. Clients: Launch a tiered loyalty program (Silver/Gold/Platinum) with escalating perks (late checkout, free upgrades). Advocates earn referral bonuses and exclusive event access.

- Real-time CRM analytics

Integrate IoT (e.g., smart room preferences) and CRM data to deliver seamless experiences. For example, a guest's past spa booking triggers a pre-arrival email with curated wellness packages. Post-stay, CRM automation sends personalized thank-you notes and re-engagement offers based on stay frequency.

By aligning CLV-driven resource allocation, loyalty ladder tactics, and real-time CRM analytics, Hotel G can foster emotional loyalty, reduce attrition by 20–30%, and convert 15% of clients into vocal advocates.

4.6.3. Sales Strategies

In the competitive hospitality landscape, a well-defined sales strategy is critical to maximizing occupancy and revenue. Our hotel will adopt a multi-faceted approach by leveraging five key sales methods.

- Direct Selling

Direct selling is the primary method to build guest loyalty and reduce third-party commission costs. Our website will serve as the primary booking platform, optimized with real-time availability, personalized packages and a loyalty program offering tiered rewards. Front desk staff will be trained in upselling techniques, such as promoting room upgrades during check-in or dining experiences at the hotel's restaurant. By fostering direct relationships, we gain valuable guest data to refine future sales strategies.

- Inbound Selling

To attract spontaneous bookings and digitally customers, we will implement inbound strategies like search engine optimization for keywords and targeted Ads during peak seasons. Blog content and virtual tours will also exist on social media. A 24/7 chat feature on our website will instantly convert inquiries into reservations, while limited-time offers will create urgency.

- Outbound Selling

Our sales team will actively pursue corporate accounts and event planners through personalized outreach. For example, tailored email campaigns will highlight meeting room capacities and catering services for meetings, incentives, conventions and exhibitions clients. We will also participate in travel trade shows to network with tour operators and negotiate

group rates. Additionally, win-back campaigns using CRM data will target past guests with special reactivation discounts.

- **Partner Selling**

Collaborations with OTAs will ensure visibility among global travelers, but we will balance this with "Book Direct" perks to incentivize lower-cost channels. Strategic partnerships with airlines and local attractions will add value. A dedicated affiliate program will reward travel bloggers who drive bookings through referral links.

- **Account-based Selling**

We will identify 50 key corporate accounts for tailored service. Dedicated account managers will conduct quarterly reviews to adjust room blocks, pricing, and amenities based on client feedback. Exclusive benefits like priority check-in, flexible cancellation policies, and quarterly performance rebates will strengthen long-term contracts.

All sales strategies will be supported by a centralized CRM system to track guest preferences and campaign ROI. Monthly sales reviews will assess channel performance, ensuring agility to shift budgets toward high-yield methods.

4.7 Marketing-Mix

4.7.1 Product

In order to better attract the business crowd and improve customer loyalty, Hotel G has to improve the products and services according to the following aspect:

- **Provide butler style services**

On business trips, our consumers often face time constraints and high work pressure. They may need to travel frequently, attend meetings, and handle business affairs, which often leaves them with little time and energy to handle tedious affairs and details. At this point, they will hope to have a close butler who can help them focus more and complete their work with confidence.

Hotel G will play the role of close butler. Firstly, close butlers can provide personalized services, allowing business people to feel valued and cared for. Whether understanding the preferences of business people or meeting their needs, close butlers can make personalized arrangements according to customer requirements, allowing business people to enjoy comfort and convenience in their busy work.

Secondly, close butlers can assist business people in handling various affairs and problems. Whether it's scheduling, booking a restaurant, or resolving unexpected situations during a trip, the butler can quickly respond and provide assistance. This allows business people to focus more on their work without worrying too much about trivial matters.

In addition, close butlers can also provide support and peace of mind for business people. They can provide emergency support when business people need it, solve problems, and provide some care and care to business people in a tense work environment. This kind of care and personal protection can make business people feel valued and cared for, thereby reducing some work pressure and psychological burden.

- Update the accommodation facilities

Strengthening the construction of hotel rooms and service facilities is the key to enhance the competitiveness of accommodation products.

As some equipment has been aging, the carpet is dirty, the toilet is moldy, there is water leakage, the image of the projectors is not as good as expected (due to their age), and other serious problems, the renovation of these aspects needs to be developed.

- Provide delicious food and beverage products

Through the questionnaire, it is found that most customers are from East China and South China. Therefore, in terms of diet, the Hotel G needs to take more care of their taste habits, provide breakfast, consider the dining time and habits of the team, change dishes frequently, and enrich the diversity of breakfast.

- Provide leisure and entertainment items that business travel customers like

Business customers who stay for a long time are not familiar with the surrounding environment of the hotel; so, they hope that the hotel can arrange weekend Tours and introduce attractive attractions and food nearby. As such, Hotel G must provide these services to their customers.

- Add print function

Business clients often print documents. Currently, Hotel G has only one printer, which sometimes cannot meet the needs of clients. Therefore, it is necessary to purchase a printer with more functions to meet the needs of business clients.

- Add a small discussion room

Most team customers are about 6-15 people. After returning to the hotel every day, they need to organize a quick discussion to adjust the next day work plan, etc.. So, Hotel G must provide small and private space where these needs may be accommodated.

4.7.2 Price

Hotel G has a variety of price options, and the price fluctuation is large. During the exhibitions' period, the market demand surge and the supply is short. So, in this period, Hotel G applies a higher price (380-850 yuan). Thus, during the exhibition period, the Hotel G is basically full room, and the profit margin is high.

However, due to the small number of people during the non-exhibition period, the surrounding competitors will rapidly reduce the price to attract guests at a low price. So, in this period, the price is basically around 180-350 yuan. As such, the profit margin is low, and the vacancy rate is high, which requires Hotel G to apply some pricing strategies during the non-exhibition period in order to better attract customers to stay and reduce the vacancy rate of rooms. It can be seen below the actual pricing strategies, which is proposed to continue being applied.

- Discount pricing strategy

Hotel G adopts the method of discount and price concession, which has achieved a more competitive advantage in the market, so as to win more customer groups and expand sales. For example, during the exhibition, we will establish contact with the participating customers and negotiate group prices. During the non-exhibition period, the price war of surrounding competitors is obvious, and Hotel G can only get reservations of customers groups by reducing the price. Every night, after 10 p.m., Hotel G conducts discount promotion according to the number of rooms in stock. For customers who come to the hotel or book by phone, 10% discount will be given.

- Long-term rent pricing strategy

During the peak season, the rental rate remains at about 100%, while during the off-season (during the non-exhibition period - especially from December every year to March next year), the housing price drops to less than 50%. During this period, the rental rate only remains at about 40%, and the price is low. Long rent monthly room, occupy part of the market in a low-cost way, which increase business income.

During the off-season, Hotel G should launch low-price long-term lease monthly promotion activities. This may help Hotel G reducing the inventory rate during this season, and is expected to increase the operating income of about 13%. In addition, we will identify 50 key

corporate accounts to build long-term relationships by offering them tailored services such as priority check-in, flexible cancellation policies, and quarterly performance rebates.

- Third-party pricing strategy

Although the third-party OTA online platform accounts for 60% of the total turnover, the commission ratio is high, which is acceptable when the profit margin is high (during the exhibition period). However, during the off-season, the platform commission is not a small expense, which requires Hotel G to strengthen customer loyalty, reduce dependence on OTA platform and improve profit margin.

In order to increase the occupancy rate, Hotel G will sign long-term cooperation agreements with agents, travel agencies and other intermediary platforms to give them certain discounts and concessions; although it can bring long-term stable income for the hotel, but the profit is thin. Real-time availability, personalized packages and a loyalty program offering tiered rewards will be available on the platform.

4.7.3 Place

Currently, the Hotel G's sales channels include: OTA intermediary platform, telephone reservation and surrounding doorsteps, old customers, travel agency customers, etc. However, with the intensification of market competition, Hotel G needs to better strengthen cooperation with various channels. As such, it is proposed the following actions:

- Continue to strengthen the sales through online channels

Although Ctrip, Meituan, Feizhu and other OTA online platforms have high commissions, several online booking platforms, which almost integrate the upstream and downstream channels of the entire tourism industry chain, have an extremely large user base, accounting for 60% of Hotel G's sales, which cannot be ignored.

- Strengthen cooperation with traditional marketing channels

Main customers of the Hotel G are travel agencies, exhibition companies and exhibition organizers. By signing long-term agreements, these large customers become loyal, process management and service process management may be strengthened, which are reflected in the service details of the hotel, so that customers can feel intimate, thoughtful and enthusiastic service. Signing these long-term agreements may be important to strengthen the services, increase repeat consumption and loyalty of old customers, and reduce dependence on OTA intermediary channels.

4.7.4 Promotion

Hotel G will combine its own product advantages and market opportunities brought by location advantage to create brand positioning and communication information, while maintaining the loyalty of business travellers and continuing to expand its audience. In 2024, Hotel G will adopt the O2O (Online to Offline) promotion strategy and continue to speak on different platforms.

- **Build new media channels**

With the rise of new media and live broadcasting platforms, Hotel G must attach importance to Internet marketing in the future, strengthen and build a new media team as soon as possible, and formulate a marketing strategy based on new media platforms. The following aspects of work need to be done:

Build own Internet platform channels, establish own customer relationship management system, set up an Internet marketing team of 2-3 people, do a good job in Internet marketing, and take charge of the daily operation and maintenance of Ctrip, Feizhu, Meituan and other platforms, as well as the operation of wechat public accounts and other platforms. Responsible for coordinating and managing online marketing affairs, implementing and executing online marketing strategies. Establish cooperative relations with several well-known domestic websites, travel forums, microblog V, tourism wechat public accounts, travel agencies, etc. Establish the membership system. Use the Internet to sort out the customer information with consumption records in Hotel G and establish the membership system of the hotel. Use consumption points, special discounts, free upgrades, small gifts and other marketing means to promote customer repeat consumption.

- **Online Social Seeding**

Hotel G's must have an official website with a dedicated page or blog that introduces the services, facilities, features, and customer experience of business hotels. It is important to attract the attention of target customers through high-quality content. Simultaneously, the Hotel should post images, short videos, and customer stories on social media platforms such as Weibo and WeChat to showcase the hotel's strengths and characteristics.

The content to be published may include real customer reviews and stories, sharing their pleasant experiences and successful cases in business hotels. This can establish a reputation for the Hotel, and attract more attention from target customers. The content may also include the latest developments in the industry, trends in business travel, important conferences and exhibitions, and other information. This may help enhancing the professional image of the hotel.

Finally, Hotel G should invite users who are interested in these contents to join Hotel G's WeChat group to distribute coupons and redirect them to offline activities.

- Business Magazine Co-branding Campaign

Global Entrepreneur is a well-known business magazine in China with a history of 30 years. Businessmen like to browse this magazine during their travels and leisure time to obtain the latest business information. Hotel G should collaborate with *Global Entrepreneurs* to jointly create a series of elite interview events. Through this collaboration, Hotel G has the opportunity to showcase professional services and product facilities, and attract target customers. At the same time, the magazine can expand their readership and provide high-quality content through this collaboration.

The founder of Hotel G will be interviewed, and the hotel provides exclusive venues and facilities. Global Entrepreneur dispatched professional journalists for interviews, as well as photography and video filming. Activities can include one-on-one interviews, roundtable dialogues, or symposiums.

Besides, both parties may carry out a series of marketing activities in collaboration, such as celebration receptions after exclusive interviews, reader activities, and subscription discounts. These activities not only increase the exposure of Hotel G, but also increase the readership of the magazine and enhance brand influence.

- Offline theme gathering

Hotel G will regularly organize offline themed gatherings with the may theme of "3 hours after work, come here to rest effectively". It allows to make full use of hotel discussion rooms, conference rooms, and lawns, as well as to mobilize the interests of WeChat group members, while connecting with surrounding communities and exhibition organizers. These activities should take place every two weeks.

The topic of the gathering will involve over 60 elites from different career, inviting elites from various industries to make friends, chat, and engage in cross industry communication at Hotel G within 3 hours after work. Here, people may have novel experiences, including releasing work pressure through painting and receiving healing, or organize mini theatrical performances and city walks based on interests and hobbies.

Members of the WeChat group can also choose the theme of the next gathering through voting, such as financial investment, home buying guides, psychological counselling, entrepreneurial sharing, and so on. Ultimately, it allows to achieve online and offline linkage to improve consumer loyalty.

4.8 Schedule

Considering various factors, the proposed actions is planned to be implemented during 2025 (see Table 4.3).

Table 4.3 - Implementation schedule of the proposed actions

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Project initiation												
Preliminary research												
Hotel products and equipments update												
Brand equity update												
Hotel service update												
Hotel official online channel complete												
Launch discount policy												
Launch pricing policy												
Online Social Seeding												
Business Magazine Co-branding Campaign												
Offline theme gathering												
Market feedback and adjustment												

4.9 Budget

2025 is the first year for Hotel G to have a commercial development plan. Table 4.4 shows the detailed costs associated with each proposed action.

Table 4.4 - Budget for the implementation of the commercial development plan

No.	Action	Description	Budget
1	Project initiation	Project kickoff meeting	€ 1,250.00
2	Preliminary research	Including reading research reports and conducting more in-depth market and consumer research	€ 2,500.00
3	Hotel products and equipment update	Build discussion room	€ 10,000.00
		Purchase printers	€ 2,500.00
4	Brand equity update	Brand and slogan related poster and material production	€ 6,250.00
5	Hotel service update	Employee monthly training and assessment	€ 3,750.00
		Gifts for customers	€ 2,500.00

6	Hotel official online channel complete	Build own website and maintain website platform	€ 2,500.00
		Collaborate with new media and open new account	€ 6,250.00
7	Launch discount policy	Low price discounts attract low-price customers during non exhibition periods	€ 2,500.00
8	Launch pricing policy	OTA cooperate price	€ 2,500.00
		Long-term rent price	€ 1,875.00
9	Online Social Seeding	Including Wechat and Weibo platform	€ 31,250.00
10	Business Magazine Co-branding Campaign	Including cooperation, travel, arranging interviews, and other expenses	€ 25,000.00
11	Offline theme gathering	Offline campaign and gathering	€ 12,500.00
12	Market feedback and adjustment	Always-on market tracking	€ 1,250.00
13	CLV-driven resource allocation	Membership System	€ 1,250.00
14	Loyalty ladder tactics	Member benefits	€ 2,500.00
15	Real-time CRM analytics	Data analysis system	€ 2,500.00
Total			€120,625.00

4.10 Control and Assessment

While the outcome is important, the process is just as important. If we cannot effectively supervise the implementation process of each plan and find problems and correct them in time, there will be deviations or work overtime (see Table 4.5).

Table 4.5 - Hotel G Action Plan KPI

Goals		KPI	Target	Evaluation Frequency
1	Enhance brand awareness	Brand and Slogan's notoriety, measure through quest	50%	Per Quarter
		Number of posts on WeChat	4 per month	
		Number of posts on Weibo	5 per week	
		Number of followers on WeChat	15%	
		Number of followers on Weibo	15%	
2	Establish better customer relationships	% Retention	40%	
		Number of customers in WeChat Group	1000	

3	Increase customer loyalty	Number of vip customers	20%	
4	Expand new customer	Number of new customers	20%	
5	Improve customer satisfaction	Customers' satisfaction, measure through quest	OTA rating reached 4.5	Per Year
6	Increase operating revenue	Turnover	10%	
		% Vacancy of hotel room	-10%	

5. Conclusions

Hotel G is a commercial economy hotel in Shanghai, established in 2019. The main income of Hotel G is from people coming to Shanghai for exhibitions and concerts within 3 kilometres around the hotel.

The main challenges of Hotel G are from obvious off-season and peak season sales and competitor hotels with similar functions within a radius of 3 kilometres.

Then, with this commercial development plan, it is proposed the following goals for Hotel G:

- Enhance brand awareness;
- Increase the number of new customers;
- Establish better customer relationships;
- Increase customer loyalty and retention;
- Improve customer satisfaction;
- Increase operating revenue.

The project presented a literature review, analysed the internal and external environment of Hotel G. A customer satisfaction questionnaire was conducted to get insights to design a commercial development plan that better solve the current problems of the hotels and that allows to propose actions that are according to the customers' desires. Taking all this information into consideration, it was proposed a set of actions to marketing mix for Hotel G, including the following actions:

- Project initiation
- Preliminary research
- Hotel products and equipment update
- Brand equity update
- Hotel service update
- Hotel official online channel complete
- Launch discount policy
- Launch pricing policy
- Online Social Seeding
- Business Magazine Co-branding Campaign
- Offline theme gathering
- Market feedback and adjustment
- CLV-driven resource allocation
- Loyalty ladder tactics
- Real-time CRM analytics

According to calculations, Hotel G will spend €120,625 to implement this commercial development plan in 2025. After a year of continuous market tracking and adjustment, it is expected to recover all costs by 2025 and achieve the target of $ROI > 2$ within three years

While the commercial development plan aims to increase revenues and guest engagement, several limitations must be acknowledged. First, the effectiveness of these methods relies on accurate market data and customer behaviour insights, which may be constrained by the changing political and economic environment. Second, the success of sale strategies depends on the reliability and long-term commitment of third-party collaborators, which may alter terms or priorities unexpectedly. Additionally, the study assumes seamless integration of CRM systems and staff training, while challenges, such as technology adoption delays or workforce turnover, could hinder implementation. Finally, the strategies prioritize short to medium-term revenue goals, potentially overlooking emerging trends like sustainability-driven travel preferences, which may require future adjustments.

Future research could address these gaps by exploring long-term business development plans that combine digital and human-centered approaches. For example, research could assess how AI-driven dynamic pricing tools can increase sales, or measure the return on investment of packages in attracting travellers. And to increase the sales strategy of different consumer groups comparative analysis. In addition, studying the role of generative AI in personalizing marketing content can redefine customer acquisition costs. Such research will enable hotels to develop future-oriented sales strategies in the midst of rapid industry transformation.

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Appendices

Appendix A – Hotel G customer satisfaction questionnaire

1: What is your gender?

A: Male B: female

2: What is your age?

A: Under 18 years old B: 18-30 years old C: 30-40 years old D: 40-50 years old E: over 50 years old

3: What is your education level?

A: High school, secondary school below B: junior college C: bachelor D: master E: doctor or above

4: What is your occupation?

A: Students B: ordinary employees C: housewives D: business managers E: teachers or government workers

5: Your monthly income?

A: 5000-8000 B: 8000-10000 C: more than 10000

6: Which part of China are you from?

A: North China B: East China C: Central China D: South China

7: How many times do you attend exhibitions each year?

A: <3 times B: 4-5 times C: 6-7 times D: 8-10 times

8: What is the most common purpose of your trip to the hotel?

A: Emergency B: Business trip C: travel D: visiting friends and family

9: If the hotel introduces family-friendly themed rooms, what do you think?

A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it

10: If the hotel does NOT introduce family-friendly themed rooms, what do you think?

A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it

11: If the hotel installs smart self-check-in devices, what do you think?

A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it

12: If the hotel continues to rely on traditional front-desk check-in procedures, what do you think?

A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it

13: If the hotel collaborates with other businesses, what do you think?

A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it

14: If the hotel does NOT collaborate with other businesses to offer bundled services, what do you think?

A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it

15. If the hotel launches a loyalty points program, what do you think?
A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it
16. If the hotel does NOT offer any loyalty program, what do you think?
A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it
17. If the hotel offers low-price promotions during non-exhibition seasons, what do you think?
A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it
18. If the hotel maintains standard pricing with no promotions during non-exhibition seasons, what do you think?
A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it
19. If the hotel expands its services, what do you think?
A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it
20. If the hotel only provides basic accommodation services, what do you think?
A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it
21. If the hotel implements environmental measures, what do you think?
A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it
22. If the hotel does NOT implement any environmental measures, what do you think?
A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it
23. If the hotel enables multi-channel booking, what do you think?
A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it
24. If the hotel only accepts bookings via a single channel, what do you think?
A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it
25. If the hotel provides customized services, what do you think?
A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it
26. If the hotel only offers standardized rooms, what do you think?
A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it
27. If the hotel invests in upgraded security facilities, what do you think?
A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it
28. If the hotel does NOT upgrade its security facilities, what do you think?
A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it
29. If the hotel partners with local travel agencies to offer curated travel packages, what do you think?
A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it
30. If the hotel does NOT partner with any travel agencies, what do you think?
A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it
31. If the hotel adopts digital services, what do you think?
A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it
32. If the hotel does NOT adopt any smart devices, what do you think?

A: Don't like it B: can tolerate it C: doesn't matter D: deserves it E: likes it

33. Are you willing to choose our hotel again within the next year?

A: Very unwilling B: Slightly unwilling C: Neutral D: Slightly willing E: Very willing

34. Are you willing to recommend our hotel to friends, family, or colleagues?

A: Very unwilling B: Slightly unwilling C: Neutral D: Slightly willing E: Very willing