

7Ps theory of service marketing innovation: A survival strategy for hotel sector post Covid-19 in China

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Yang Peng*

Graduate School of Tourism Management,
National Institute of Development Administration (NIDA), Thailand
1134410179@qq.com

Watsida Boonyanmethaporn

Graduate School of Tourism Management,
National Institute of Development Administration (NIDA), Thailand
worarak.suc@nida.ac.th

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Abstract

Significant impact of COVID-19; reducing demand from hotels, shifting customer needs, and increasing costs of prevention, have all intensified competition in the hotel industry. China, as one of the best countries in the world in terms of COVID-19 prevention and control, has taken the lead in the post-COVID-19 era. The service marketing strategy has become a key element in the full range of corporate services to seize the opportunities by enhancing the culture of corporate personnel, personalization of products and construction of environmental facilities. This paper examines the current marketing situation and problems in the hotel industry by conducting a SWOT analysis, PEST analysis and local market segmentation analysis using China as an example. It then applies the 7P theory of service marketing to make recommendations from seven aspects: product, price, channel, promotion, personnel management, tangible display and service process. The 7PS practices are of great practical importance to the long-term development of enterprises and helps hotel brands to develop better. Guiding enterprises to explore its application on a theoretical basis, while testing its effects would be good for further research.

Keywords:

Service Marketing Innovation, 7Ps Theory, Survival Strategy, Hotel Sector, COVID-19

1 Introduction

As of 28 July 2021, more than 600,000 new people are being infected with the New Coronavirus every day in the world, and the New Coronavirus vaccine has limited ability to prevent the virus; over 100 people have also been infected with the delta virus in China in a matter of days. The post-COVID-19 period will be difficult to return to the pre-COVID-19 period in a short time. The hotel industry is a relatively vulnerable industry, which is sensitive to the emergence of major political, economic, military, public health and natural disaster emergencies in a country or region (Xia & Wang, 2021). Hence, the hotel industry will need to be prepared to live with the New Coronavirus for the long term, even though the industry's average profit margin is only about 2%, generally well below the cost of capital with a huge investment but the profitability is weak; a hotel has to have a room occupancy rate of 60% to be self-balancing in terms of cash flow (Dong & Li, 2020).

Hotels are also labor and energy-intensive enterprises, contributing a large number of jobs, and the industry pays an average of around 30% of revenue for labor costs and 8%-12% for energy costs. With large hotel assets, low returns on investment, a large number of employees in post, and many fixed expenses, the hotel industry itself is not very resilient to market risks, and under the impact of the COVID-19, the fragile hotel industry will be vulnerable to huge reductions in revenue or even to zero in a largely shutdown situation. Even after the COVID-19, uncertainty about the COVID-19 in outbound destinations led people to travel less and get more work done locally (Xian, 2020).

For the world, China is one of the best countries in controlling the COVID-19, with only imported cases from outside the country and sporadic cases in isolated areas (Ma, 2020). It is already considered to be in the post-COVID-19 era, but after the COVID-19, the restrictions on entry and exit, the fact that people are getting used to and relying on online study and work, and the existence of concerns about travel destinations, these factors have led to a reduction in demand for hotels for a long time (Cao, 2020). And how can hotels develop better in a way that the market becomes smaller, only by accepting this new era, catering to the new needs of the crowd, developing more new industries besides accommodation and applying new technologies that are effective in preventing the COVID-19 in order to enhance their competitiveness and compress the operating costs of hotels (Cheng, 2020).

Pointed out here; the impact of COVID-19 on the rejuvenation of hotel sector is highly significant as stated aforementioned, service marketing strategies are traceable. The indispensability and importance of service in research maybe needed especially in the entire service process accompanying marketing; functional services and value services are considered from the beginning of product design (Gao, 2019). When the product is transferred, the service will be considered in maintaining customer relationships and will run through the entire customer life cycle (Mo, 2021). This study focuses mainly on the marketing activities of hotel sector, service should occupy a major position in marketing activities, and hotel enterprises should be committed to providing customers with effective service (Yuan, 2016).

In addition, service marketing is the key to the promotion of brand value; the analysis points out that compared with traditional marketing concepts, service

marketing has more advantages in value chain construction and resource allocation (Fan, 2019). At the same time, marketing strategy are put forward to provide reference for the marketing management in the hotel sector, so the service marketing is very effective for the expansion of the value chain and the ultimate value creation during disruption. This paper aims to investigate the service marketing strategies, especially 7P's which is an essential tool for industrial survival to raise customer's awareness as the essence of reality during COVID-19 outbreak. Meticulous and in-depth documentary research on hotel service marketing, and published relevant research area are conducted. The study not only include marketing theories, methods and marketing approaches, but also the measures to improve hospitality's marketing management.

Combining the related theories of service marketing, this article firstly studies the marketing status and problems of hotel sector, with SWOT analysis, the advantages and disadvantages of the COVID-19 outbreak, and the local market segmentation. Then apply the 7P's theory of service marketing to provide suggestions from seven aspects: product, price, channel, promotion, personnel management, tangible display and service process. The finding will expand the research aims on service marketing strategy of hotel sector from the theory to practical implication, which can find its service marketing improvement counter measures while providing some feasibility theory reference for related researchers in this field. Many hotels have not systematically used theories for reference in the selection of marketing strategies. Most of them rely on the early experience of marketing directors, management teams and even peers to formulate marketing strategies.

2 Current Hotel Situation under COVID-19 Pandemic in China

The outbreak of the New Crown COVID-19 in early 2020 has brought the world economy to its knees, with the tourism and hotel sectors, which are highly trafficked and crowded, bearing the brunt. With the exception of China and a few other countries, where the outbreak is better controlled and re gradually recovering (Wang, 2020). However, most countries are still struggling in the hotel sector although the global outbreak has improved compared to 2020, vaccination levels are also increasing. The United Nations World Tourism Organization (UNWTO) estimates that the global tourism and hotel industry will not return to normal until 2024; in the aftermath of the COVID-19, people have shifted their consumption philosophy, demand and behavior (Cao, 2020).

In China, for example, the China Hotel Association (2020) released an analysis report on the impact of the COVID-19 on the national hotel market in the first half of 2020. The report states that during the Chinese New Year in 2020, hotels nationwide lost an average of 67.81% of their business revenue compared to 2019, with 2.5% of hotels losing more than 90% of their business revenue. Occupancy rates decreased by 46.24% year-on-year. Large international hotel management companies suffered smaller losses compared to smaller hotels, reflecting the fact that mature management systems and proven marketing strategies are better able to withstand the risks posed by the COVID-19.

The current state of the hotel industry is characterized by three main features: (1) Hotel closures are widespread, with the COVID-19 causing a total of around 2% of hotels worldwide to close permanently. The New Crown COVID-19 caused a sharp decline in hotel customers and many hotels were left without customers for long periods of time, which led to the closure of some smaller hotels because they could not make ends meet (Cameron, 2020). Even if they survived until after the COVID-19, many hoteliers were unable to continue their operations due to their own financial strength and the hotels eventually had to close down. There were also some hotel operators who knew that the development of the hotel industry would be very difficult in the post-COVID-19 era and therefore voluntarily chose to close down, which made hotel closures common (Yang, 2020).

(2) Before the COVID-19, the hotel industry had a very large footfall, but after the COVID-19 people avoided going out as much as possible with a significant reduction in the consumer base due to the COVID-19 prevention requirements and their own fear to go to a densely populated place like a hotel (Yuan, Li, & Wang, 2020). Even in the post-COVID-19 era, when the world's new crown COVID-19 as a whole is under control, there will still be places where there will be sporadic cases. It will take a long time before the last case is eliminated, so hoteliers have to be prepared to live with the virus for a long time.

(3) The development of the hotel industry is limited by the requirements of regular prevention and control of the COVID-19. As the COVID-19 has not been completely eliminated, the hotel industry still needs to implement some basic requirements for prevention and control of the COVID-19, such as the need for wider spacing distance between restaurant tables and regular disinfection of the overall environment, etc. While these requirements must be implemented, from the perspective of the hotel industry, nearly half of its internal business resources are not available and will remain idle for a long time in the post-COVID-19 era (Huang & Tian, 2020).

3 Research Background of Hotel Service Marketing

The hotel industry research started early, and after a period of development, the hotel service marketing system has been relatively mature. The research on service marketing is mostly qualitative research; in 1974, the service research was conducted by Stanton and Lowenha with an in-depth analysis. Services can not only bring consumer satisfaction in using goods, but more importantly, they can meet certain additional needs of consumers (Mischel, 2016). Services are intangible and mostly occurs between consumers and enterprises, people form the memories, judgments, preferences and prejudices in the course of interaction so service marketing strategies are traceable. With the prosperity and development of service industries such as tourism and hotels, service marketing theory has been paid more attention (Sun et al., 2018).

Improving customer satisfaction and loyalty is the prerequisite for company development, services should occupy a major position in marketing activities. Companies should be committed to providing customers with effective service (He, 2019). In the service process, the customer's awareness is the essence of reality and service; customer satisfaction is the top priority of service. However, companies are

divided into two types; the first type, called “product advantage” companies, is mainly rely on the production and distribution of products’ quality. It does not pay much attention to the impact of services on companies and the needs of customers for services. On the contrary, the second type, “service-oriented” companies, for long-term development. The companies pay attention to service marketing, which response services to the needs of customers, they use services to drive production (Ban, 2021).

In addition to Merz, He and Vargo (2009), service marketing is the key to the promotion of brand value by building a strong brand effect, the companies must first recognize the importance of service marketing. If comparing the service marketing with traditional marketing concepts, it has more advantages in value chain construction and resource allocation. At the same time, service marketing is very effective for the expansion of the supply chain as the entry point and the ultimate value creation (Fan, 2019). Increasing customer satisfaction and customer loyalty, and realizing the value growth of the company, the hotels must establish good service marketing (He, 2019), to fully meets the needs of customers, attract and retain consumers as well as enhance brand competitiveness (Ban, 2021).

In the entire service process, accompanying marketing, functional and value services, which run through the life cycle of the product, are considered from the beginning of product design. When the product is transferred, the service is essential in maintaining customer relationships (Sun, et al., 2018). Moreover, now social media is influential and has a strong impact on the improvement of the hotel’s service marketing level by making full use of consumers’ social media, including mobile phone devices or other digital media, to share hotel products or Service, in order to expand the popularity of the hotel (Quach, 2017).

3.1 Development of Service Marketing Concepts

In the 1960s, service-marketing theory began studying, which has a long history of more than 50 years, and traced the earliest scholars who put forward the concept of service marketing. Professor John Rathmall is the first one proposing the concept of service marketing in 1974, and focusing on distinguishing the intangible and tangible products from a non-traditional perspective. His first monograph on service marketing came out in the same year; he intensively sorted out the connotation of service, which gave a basic service-marketing research paradigm. Later in 1983, Husky James Heskett carried out extensive research on service marketing, such as the impact of service quality on the satisfaction of ordinary consumers. The use of empirical analysis has proved that service quality factors play a huge positive role in influencing customer satisfaction, which has greatly promoted the development of service-marketing theory in applying to European and American context (Gao, 2019).

Since entering the 21st century, the theory and independent discipline of service marketing has blossomed; summarizing the process of service marketing from germination to development to maturity, it roughly experienced the following three stages; First, the initial stage during the 1960s and 1970s, service marketing was separated from marketing. Many concepts are still inseparable from the shadow

of marketing, as always emphasizing the satisfaction of market needs, and no essence of service (Lu, 2013).

Exploration stage was the second stage in the 1980s, the service-marketing research in this stage has its own research paradigm and core research content. It has completely got rid of the constraints of marketing, while scholars have continued to make theoretical achievements in many aspects of service marketing; e.g. the impact of customer evaluation on service marketing, the classification of different types of service marketing according to the characteristics of the service, the level of service quality that customers can perceive, the degree of customer participation in the process of service marketing, etc., in the top international publications (Chen, 2015).

From the 1990s to the present, it is the third stage, namely breakthrough stage. The service-marketing research in this stage has reached its climax, which is reflected in a theoretical breakthrough and practical innovation of service marketing. The shortcomings of the traditional 4P-marketing mix are becoming more and more obvious. Scholars are beginning to think about which factors can be added to the service-marketing category, such as cost, convenience, and communication. At the same time, people as carriers, service processes and related tangible displays in the service process are included in forming the current 7P combination of service marketing (Yao, 2020).

3.2 The Extension of Service Marketing to 7Ps Theory in the Hotel Industry

Marketing efforts in the hotel industry are typically service marketing efforts; a service provided by the hotel. The 7Ps theory of service marketing is based on the 4Ps (product, price, place and promotion) theory of Booms and Bitner (1981), with the addition of the three 'service P's', namely: people, process and physical evidence, which were introduced in 1981. A more generally accepted definition is now given by marketing guru Carl. Albright suggests that "The core of service marketing management is service quality." As services vary greatly, there are differences in the perceptions of the service provider and the service recipient, which directly lead to differences in service quality. At the same time, more methods can be found in the service process strategy. In terms of tangible display, it also provides differentiated marketing strategies. Therefore, it is necessary to implement service quality management in order to improve customer satisfaction and reduce the complaint rate. Based on this view, service quality and consumer relations were first interpreted as objects of management (Mischel, 2016).

In contrast, others argue that the original definition of service marketing management was based on a service management perspective, but that definition did not actually reflect the commonalities in market theory research and consideration of business management strategies, nor does it distinguish between management science and service management (Cao, 2020). Philip Kotler defines a service as follows: "A service is any essentially intangible activity or operation that one party can provide to another party. The result does not lead to any ownership. In addition, a service may or may not be associated with a tangible product." Whereas service marketing defined by Kristin Gronroos as, "Service marketing is the concept of customer orientation, based on a full understanding of customer needs,

and the satisfaction of customer demand for the consumption of service processes through mutual exchange and commitment and the establishment of interactive relationships with customers.”



Figure 1: 7Ps theory

Service marketing in the hotel industry is really not limited to the points covered by the 4P theory, it is more about the development of personnel strategies. The ownership of the hotel has not been transferred to consumers, but has provided consumers with a series of services such as accommodation, catering, and entertainment. At the same time, more approaches can be found in service process strategy; differentiated marketing is also offered in terms of tangible presentation (Chen, 2015). The marketing mix of the 7Ps is product, price, channel, promotion, personnel, service process, tangible display as illustrated in Figure 1. The 7PS theory of service marketing strategy must be analyzed for the long-term development of hotel sector which has a very important practical significance (Gao, 2019). With the continuous improvement of people’s living standards, higher requirements for service companies, a class of companies will have many well-known brands. However, how should most companies seize the opportunity in the fierce market competition, by improving the culture of corporate personnel, product personalization, environmental facilities construction to improve service details, has become a key element of a company’s full-service marketing strategy (Lu, 2013).

4 Environmental Analysis: Post-COVID-19 Period in China

China, one of the best countries controlling COVID-19, has entered the post-COVID-19 period in most areas, except for a few coastal and border cities where there are sporadic cases, and the hotel industry in China has gradually returned to normal since Labor Day on 1 May 2020 (Xian, 2020). This paper uses Chinese hotel

industry as examples to show the situation of the post-COVID-19 era; a combination of SWOT and PEST analysis are employed to constitute service marketing strategies for post-COVID-19 period, also comparing the post-COVID-19 period with the period before 2019 when there was no COVID-19.

4.1 PEST Analysis: Hotel Industry in China

Politics: as a result of the new crown COVID-19, the governments of various countries enacted a series of policies to help the hotel industry and other sectors to overcome the difficulties, aiding in terms of taxation and COVID-19 prevention materials (Ifeng News, 2020). In China, the government introduced a series of policies and measures to resume work and production to ensure economic recovery, explicitly proposed various policy measures to reduce fees and taxes to help enterprises resolve their difficulties, and actively advocated various policies to stimulate consumption to promote consumption (Wang, 2020). Various cities in China have introduced various consumption promotion programs in order to actively cope with the impact of the COVID-19, stimulate residents' consumption potential and expand the scale of the consumer market, focusing on key consumption areas such as shopping consumption, food and beverage consumption, cultural tourism consumption, industrial products consumption, household services consumption, automobile consumption, exhibition consumption and digital economy consumption (Wang, Liu, & Hong, 2020). The relevant state departments have introduced relevant policies specifically for the hotel and tourism industry, which has been heavily affected by the COVID-19. Hotels should make good use of these policies and measures in conjunction with their own reality, and should also conduct comprehensive analysis of these policies and measures to fully grasp the policy direction, improve their own service marketing in a targeted manner, better meet the needs of various target consumer markets, and find business opportunities while coping with the crisis (Cao, 2020).

Economy: this year's Chinese government work report did not include a specific target for the annual economic growth rate, and also clearly stated that the central government at all levels should take the lead in leading a tighter life. All sectors have been hit to some extent in terms of production and operation, and China's economic development is facing unprecedented challenges (Zhang, 2021). However, China's market has huge potential and strong development momentum. Measures to protect people's livelihood, promote consumption and boost the market are strong, and some of the industries affected by the COVID-19 are recovering at a faster pace (Yuan et al., 2020). Therefore, hotels, as service-oriented enterprises, should, while striving to save themselves, be more responsive to the new external market environment and pay full attention to the recovery situation and changes in the consumer market in the various industries affected by the COVID-19 (Zheng, 2020).

Society: the new crown COVID-19 has changed people's production and life, people's consumer psychology has changed considerably, with more concern for safety and hygiene, more respect for a healthy lifestyle, and people who like to gather outside have adapted to living at home (Xia & Wang, 2021). Online ordering, community e-commerce and home-based services have become mainstream consumption methods. People used to like to show hotel through handshakes and

hugs, and people also prefer intimate services. In the post-COVID-19 period, contactless services will replace intimate ones. Cloud conference, cloud office and cloud classroom become people's brand-new way of life (Zhang, 2021). Faced with the new consumer demand and consumption habits, hotels, as service-oriented enterprises, need to adjust their products, services and marketing strategies in accordance with these changes to cater for the new customer consumption demand after the COVID-19 (Wu, 2020).

Technology: with the use of 5G technology and the continuous progress of the information technology industry, new technologies such as the Internet of Things, big data and artificial intelligence have gradually entered people's lives. The emergence of new technologies such as contactless service, contactless delivery and new media marketing has made the use of high-tech products in hotels an inevitable trend, with intelligence, convenience and scenarios becoming the new choices for consumers (Jiang & Wen, 2020). Big data analysis has become an important tool for revenue management and accurate marketing. The development of self-media has made the phenomenon of net celebrities and celebrity live-streamers gradually become a new consumer fad. New media has added more possibilities to broaden hotel marketing channels. It is expected that in the near future, contactless services such as robot receptionists, facial scanning check-in and robot concierges will replace human contact services (Cheng, 2020).

4.2 SWOT Analysis: Hotel Industry in China

Strengths: the COVID-19 has accelerated the intelligence and technology of hotels. With the development of new technologies such as the Internet of Things, big data and artificial intelligence. Hotels have introduced intelligent check-in and robotic delivery. This not only reduces the risk of infection, but also reduces the hotel's manpower costs (Jiang & Wen, 2020). In addition, there is still a lot of room for private domain traffic to be tapped. Kang Wei, CMO of Shang Mei life Group, reminded that, in his opinion, the most valuable traffic for hotels is the hotel members. Some hotels in China have done very well with regional traffic this year in response to the impact of the COVID-19, such as some of Kaiyuan's resorts, which have made the most of the peripheral travel market, allowing the hotels to recover quickly. The large platforms in China need to focus on national traffic, a large number of companies should still be positioned in the region so that they can more easily operate well with private traffic. People are starting to get used to holidaying within a 300 - 500 km radius from home (Hai Bao News, 2020).

Weaknesses: the COVID-19 has caused severe damage to the hotel industry and capital has reduced investment in the hotel industry. Many hotel brands originally planned to go public in 2020 had to be postponed due to the reduction in investment. This added to the already cash flow shortage of hotels (Ma, 2020). As an investor, Zhu Min, deputy general manager of Fuli Group's Asset Management Centre, believes that they will now become more cautious in investing in a hotel. From the perspective of hotel assets, they will consider how to "exit" when they "invest" and how to close the loop of "investment, financing, management and exit". Over the past five years, F&B revenue growth has been sluggish, but food and beverage costs and labor costs have risen, resulting in a steady decline in F&B

operating margins. So, F&B efficiency still needs to be actively optimized in terms of average daily attendance per meal at the hotel's food and beverage facilities over the past five years, the Chinese Restaurant and the Specialty Restaurant, with the exception of the All Day Dining Restaurant, have remained at a low level for many years (Zhang, 2021).

Moreover, the hotel industry in China is facing increasing pressure; there is a need to think about how to achieve better profitability through a more effective approach to revenue expansion and cost control. In the post-COVID-19 period, hotels have to incur additional costs for COVID-19 prevention materials and manpower, such as taking the temperature of people entering and leaving the hotel, daily masks for staff, disinfection of all areas of the hotel including rooms, and disinfection of the hands of people entering and leaving the hotel (Xia & Wang, 2021). The increased spacing of tables and chairs in the hotel restaurant and the reduction in the maximum number of people that can be accommodated at a safe social distance have led to a reduction in hotel revenue, due to the control of entry and exit, at present there is almost no reception of foreign tourists, international business activities (Yang, 2020).

Opportunities: as a result of the impact of the COVID-19, the state has introduced a number of supportive policies to help hotels tide over the difficult times. For example, the announcement on taxation policies related to supporting the prevention and control of the new coronavirus COVID-19 issued by the Chinese Ministry of Finance mentions that the carry-over time for losses incurred by enterprises in the hotel industry, that has been increased from five years to eight years (Wang, 2020). The government and industry organizations stimulated consumption by giving vouchers and coupons to people in badly damaged industries and to boost the frequency of people's spending. It is difficult for outbound travel to recover in the short term, and people who originally planned to travel outbound can only choose domestic travel (Dong & Li, 2020).

China's domestic market has huge potential and strong development momentum, with strong measures to protect people's livelihoods and promote consumption, and to boost the market, and some industries affected by the COVID-19 are recovering faster (Yuan, et al, 2020). Therefore, as a service-oriented enterprise, hotels, while striving to save themselves, should be more responsive to the new external market environment and pay full attention to the recovery situation of various industries affected by the COVID-19 and changes in the consumer market (Cao, 2020). Using the communication channels of the new media to market the hotel; as young people who like to use mobile internet products become the main consumers of hotels, the publicity mode of traditional media is greatly reduced. It is very important for hoteliers to use new media as a communication channel (Ma, 2020).

However, it is important not to blindly follow the trend and blindly imitate another hotels' publicity. In this era where content is king, the only way is to study the characteristics of the hotel and tell the hotel story. Choosing the most appropriate entry point for publicity can only enhance the hotel's publicity. Yang Shibing believes that hotels should quietly and carefully study the new media on the market, as each medium corresponds to a different audience. Hotels themselves are

a low-frequency consumer product, and the likelihood of impulse spending by audiences watching live streams is relatively low. And although the new traffic seems to be rampant, it is actually directed at some head enterprises, and it is very difficult for some new brand hotels to capture this wave of dividends immediately as latecomers (Yang, 2020).

Threats: the impacts of the COVID-19 has reduced the demand for hotel consumption and revenue compared to the previous period. For this major global public health event, the safety uncertainty of going out will force some people to cancel long-planned trips, and even for local consumption, mass gatherings of people in public places are still a risk. Consumers' perception that travel-related products are not a necessity, and that travel and leisure are only one of the activities to enhance their well-being (Dong & Li, 2020). Health and safety of life come first, therefore, reducing unnecessary consumption outside the home has become a rational choice for people during the COVID-19. The proliferation of cloud living and cloud conferencing has made it possible for people to fulfil their needs online, which was previously only possible offline (Pang, 2013).

Further reducing the need for out-of-home travel and hotel accommodation. Online ordering, community e-commerce and home-based services are becoming mainstream consumption methods. As a service-oriented business, hotels need to adapt their products, services and marketing strategies to meet the new customer consumption needs in the wake of the COVID-19 (Cao, 2020). However, there are still sporadic cases in some areas, and people are too uncertain about their destinations to travel long distances. The target market for the hotel industry is limited to the local and surrounding areas (Hai Bao News, 2020). As the market segmentation of the hotel industry becomes more and more detailed, the corresponding segmented consumer groups have higher and higher requirements for quality (Wang, 2020).

In addition to hardware facilities and prices, people attach more importance to experiential consumption. After the outbreak of the New Crown COVID-19, consumers have a lot of new demands for hotels in terms of current consumption trends (Yuan, et al, 2020). Based on SWOT analysis aforementioned, the new crown COVID-19 has hit the hotel industry hard, even in the post-COVID-19 period. However, there are greater more challenges with increased competition and operational pressure. To improve service marketing, hotels need to re-start with the 7Ps theory to develop their strengths, improve their weaknesses, seize opportunities and avoid external threats, which will help them to cope with new normal of services and demands in the post-COVID-19 era.

5 Adaptability of Hotel Sector in China: Post-COVID-19 Survival Service Marketing Strategy

Product Strategy: customers are more concerned about safety and hygiene; *guest room product innovation* is considered, (1) in accordance with the requirements of the "China Hotel Room COVID-19 Prevention Self-Regulation Convention" and the "Code of Practice for Service and Safety Management in the

Hotel Industry during the Period of New Coronavirus Pneumonia” and other documents, systems, plans, operating procedures and other technical specifications are formulated for customers from check-in to check-out, dining and conference services to meet the requirements of COVID-19 prevention, and safety and hygiene service standards are upgraded (Zhang, 2021); (2) in accordance with customer demand after the COVID-19, on the basis of providing “peace of mind” packages of COVID-19 prevention supplies such as masks and alcohol, the “mini bar” has expanded its own purchase channels and introduced quality business kits such as towels and cups to increase the added value of products. Hotels have made great efforts in enriching the connotation and extension of products (Dong & Li, 2020).

In regards to *catering product innovation* as customers are more concerned about hygiene, health and wellness; the dining style is changing from congregate dining to meal sharing, (1) give full play to the “White Lily” restaurant certification standard and the “White Glove Project” kitchen advantage, with the dining environment in the visualization of the kitchen, to convey to customers the “food safety kitchen” business concept; (2) in accordance with the COVID-19 prevention requirements, firmly to “raw seafood not to be eaten,” and to “no raw seafood and no poultry and game are served on the table”, so as to ensure that the food is green, safe and hygienic; (3) optimize the dining style of customers after the COVID-19, adopt the “meal sharing system” and “double chopsticks” service for banquet boxes, adjust the distance between the dining tables in the main hall and the dining tables. The service standards of “table setting” and “communal spooning” are clarified to ensure a safe and hygienic dining environment (Wu, 2020).

In the post-COVID-19 period, it will be difficult for the hotel’s traditional main business income to return to the pre-COVID-19 level for a long period of time. It is necessary to develop new products of non-main business with “*a non-main product innovation*,” around the hotel’s characteristics in order to increase income, (1) the hotel should combine its own resource advantages by taking its main business as the basis, analyzing the hot social demands such as takeaway catering and online cars after the COVID-19, studying and launching new service products of quality such as door-to-door banquets, school meal preparation, property cleaning, laundry and concierge cars, etc., relying on the hotel’s professional services, providing services that are not limited to traditional hotels such as hotel catering, accommodation and hotel conference service, and providing customers with competitive services and products (Dong & Li, 2020).

(2) make full use of local tourism and cultural features, relying on the hotel’s professional chef team to produce local specialties to be sold in the hotel and on takeaway platforms with a combination of the hotel brand and local cultural features to produce cultural and creative products for sale; (3) In the post-COVID-19 period, management and service marketing strategies suitable for hotel development have become more important. Star-rated hotels should bring into play the advantages of their professional management over the years and carry out export management business for private single-unit hotels that are having difficulties in their operation, so as to supplement their main business income and add new profit points (Zhang, 2021).

Price strategy: price is one of the elements that customers are most concerned about for determining whether they would buy products and services. The hotel should develop a price system, that is in line with the supply and demand after the COVID-19, and initiate the reasonable relationship between cost and profit, which is important to grasp the market consumption situation of the hotel and achieve high quality and good price. Do not drink hemlock and blindly lower prices to survive. (1) according to the market segmentation, target market selection and market positioning of hotels after the COVID-19; a comprehensive analysis of the needs of the various types of consumer markets as well as scientific division of the price system of the various types of guest structure are essential to consider and re-design the entire price strategic system (Hao, 2019).

(2) analysis and research of the local hotel market competition pattern after the COVID-19 combined with the feedback of the post-COVID-19 consumer survey on prices, respectively, for agreement customers, casual customers, conferences, online booking platforms and other guest channels, to develop a competitive price system; (3) with the help of big data analysis and other revenue management software, combined with the development trend of the COVID-19, the collection of local meetings, exhibitions, festivals and other information, the use of good booking management regulation and price flexibility range to maximize hotel revenue (Xian, 2020).

Place strategy: the marketing channels for hotels have changed since the COVID-19; hotels typically used more traditional offline sales staff to develop new customers and maintain existing customers through offline visits. In the post-COVID-19 period, the marketing channels should be more inclined towards online marketing from traditional hotel booking systems and online travel agents (OTAs) to self-operated direct marketing platforms under the role of new media; self-marketing is less costly, more sticky and easier to operate (Cao, 2020). Online marketing has less contact between hotel sales staff and outside personnel, effectively reducing the risk of infection among staff. Therefore, hotels should take full advantage of the new media trend to create their own self-marketing channels, prioritize the improvement of self-marketing promotions with concessions, timely use thematic promotional activities, invite weblebrities and live broadcasters for customer attraction and promotion of the hotel brand in order to improve the conversion rate of private domain traffic (Ma, 2020).

Promotion strategy: media publicity channels combined with promotional strategies can increase the exposure in the hotel market, which will not only enhance the competitiveness of the hotel, but also face greater competitive pressure in the post-COVID-19 period. It will bring more added value and will accelerate the impact of customer spending in the normal operation of the hotel (Wu, 2020). In addition, the hotel's cash flow problem caused by the COVID-19 in China has been solved to a certain extent through the "buy first, spend later" promotion strategy of pre-sale packages, meal tokens and room tokens. The bundling of non-main businesses with meal and room vouchers can expand the hotel's non-main businesses and increase customer spending. Therefore, hotels should make full use of product mix promotions, precision customer promotions, seasonal promotions and thematic promotion to increase their share of the market (Wan, 2019).

People strategy: the occurrence of the COVID-19, some hotels actively assume social responsibility to fulfill the social image of a responsible industry, as being the government's new crown pneumonia COVID-19 isolation hotel. It establishes a better brand value and has positive effect on customers through the difficulties of the COVID-19 at the same time. Under perspectives of humanistic care, guiding the hotel staff to provide better service to customers in order to achieve internal customers to external customers value transfer and enhance the value chain of the hotel. Therefore, hotels need to fully recognize the importance of staff behavior and create a corporate culture that belongs to the hotel itself (Cheng, 2020).

Physical evidence strategy: The hotel's products are more in the environment and services; which consumers cannot directly perceive before purchasing the hotel's products. Therefore, hotels need to use a variety of media to convey the value of the hotel's products, to produce an effective impact on consumers and to realize consumers' desire to buy (Xia & Wang, 2021). In the marketing efforts of hotels in the aftermath of the COVID-19, various effective vehicles need to be used to fully demonstrate the safety, hygiene and health of hotel products. With the popularity of new media, hotels have richer channels to transmit information to the outside world, from traditional hotel web pages, OTAs and other picture displays, to short video displays. Therefore, full use of the new media platform is hotel advantage, with the help of public figures; hotel general managers and others to carry out live broadcasts or image promotion to enhance the credibility of hotel products and put the focus on the perceived experience for customers (Ma, 2020).

Process strategy: the outbreaks of the COVID-19 has changed the psychology and behavior of many customers receiving services; with warm and attentive intimate services being replaced by no-touch services. As customers are demanding higher quality and safety of services, hotels should (1) make corresponding adjustments to their service standards and revise their service systems and processes, so as to bring customers' service perceptions closer while appropriately achieving "concern without disturbance, affection without closeness" (Cao, 2020); (2) make full use of technology to provide a new service model that is contactless, fast and safe, with additional human infrared imaging detection equipment in the front lobby, self-service check-in machines, online smart hotel service mini-programs, restaurants providing online ordering and offline dining services, guest rooms equipped with intelligent robots for food delivery and delivery of goods, and conference rooms introducing cloud conferencing systems, etc., to accelerate the high-tech wisdom transformation and upgrading of hotels (Jiang & Wen, 2020).

6 Discussion and Conclusion

The service marketing is a series of activities taken by companies in the marketing process to fully understand and meet the needs of consumers on the premise of marketing mix elements. Services really attract the attention of customers and not only bring consumers the satisfaction of using goods, but also more importantly, they meet certain additional needs (Ma, 2020). What really matters is the customer's perception and evaluation of the entire service process, hence, customer satisfaction is the top priority of service (H. Y. Wu, 2020). How

should most hotel enterprises seize the opportunity in the fierce market competition to improve their service details and the culture of corporate personnel, product personalization, environmental facilities construction, etc.? Which has become a key element of a company's full-service marketing strategy in the post-COVID-19 period?

The new crown COVID-19 has had a huge impact on the hotel industry; to make the hotel recover as soon as possible, after the COVID-19 requires the hotel to develop a suitable service marketing strategy and make good use of technology innovation (i.e. short videos, live streaming and other promotional media) in order to provide quality contactless services and become an intelligent quality hotel (Zhang, 2021). To adjust a service marketing strategy and to improve the 7P theory's 7 aspects for hotels in the post-COVID-19 era; (1) hotel products, pay more attention to the first safety by developing online and door-to-door services and carrying out local special products sales business; (2) price, grasp the market consumption situation of the hotel after the COVID-19 and achieve high quality and good price; do not drink hemlock and blindly lower prices to survive; (3) channels, gradually shift from offline marketing to online marketing e.g. making full use of short video platforms, live streaming platforms and other channels to promote marketing etc.

(4) promotions, make full use of product mix promotions, precise customer promotions, seasonal and seasonal promotions and thematic promotion promotions to increase their share of the market; (5) personnel, fully recognize the importance of staff behavior and create a corporate culture that belongs to the hotel itself; (6) tangible display, make full use of the new media platform, with the help of public figures, carry out and live broadcast with goods or image promotion, to improve the credibility of the hotel's products and put the focus on the perceived experience for customers; (7) service process, be more rigorous in grasping the proportion of service, so as to "pay attention but not disturb, affection but not close".

The finding of this study will expand the research aims on service marketing strategy of hotel sector from the theory to practical implication, which can find its service marketing improvement counter measures while providing some feasibility theory reference for related researchers in this field. If the actual situation of the hotel sector post COVID-19 is organically combined with the marketing strategy theory, the enterprises will be guided to explore its application on the basis of theory, and its effect will be also tested at the same time would be good for further research. It can form a systematic research on hotel service marketing, which is an extended research on the application of marketing theory in specific industries and companies. It has certain research significance and value.

Many hotels have not systematically used theories for reference in the selection of marketing strategies. Most of them rely on the early experience of marketing directors, management teams and even peers to formulate marketing strategies. Though this finding of this study, the 7PS theory has very important practical significance for the long-term development of enterprises. With the continuous improvement of people's living standards and affected of COVID-19 regulations, higher requirements are placed on service companies, and a type of company will have many well-known brands. In the post-COVID-19 period, with the improvement of people's requirements for hotels and the intensification of competition among hotels, mature and suitable hotel marketing strategies are becoming more and more

important. Hotels which can do well in-service marketing and improve in seven aspects of 7Ps theory can develop better in the post-COVID-19 period. People will research on the field of hotel service marketing more and more.

7 About the authors

Yang Peng, he is a graduate student at Graduate School of Tourism Management, National Institute of Development Administration (NIDA), Thailand. Her research interest focuses on service marketing, service behavior, customer service quality, and customer experience.

Watsida Boonyanmethaporn, she is an Assistant Professor in Tourism and Hotel Management and Associate Dean for Planning and development at Graduate School of Tourism Management (GSTM), National Institute of Development Administration (NIDA). Her research interest focuses on service marketing, service behavior, customer service quality, and customer experience.

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