

Case Name

Expected Value Management - Customer Perspective on Accommodate Experience and Loyalty – Zhang Jun

Theory

Expectation theory

Keywords

Service exceeding expectations; Repeat stay; Customer relations; Consumer experience.

Background Information

1. From 2020 to 2022, the business travel and hotel industry was greatly affected by the pandemic. High-end hotels with mid-to-high-end business groups as their primary customer base were also seriously affected.
2. Due to the pandemic, Business travelers have a high demand for disinfection and epidemic prevention. During their travels, except for the conventional living quality and support requirements, the standard requirements for epidemic prevention and disinfection have also increased rapidly.
3. Taking consumer experience as an example, achieving consumers' expectation management experience from the consumer end.

Marketing Strategy

As a consumer, take my personal experience as an example:

1. The hotel provides disinfectant wipes in each room to facilitate secondary disinfection for guests who require it. (For example, I prefer visible disinfection, which means I will disinfect the hotel facilities I must touch).
2. The room is usually equipped with two disinfectant wipes. When I called the front desk to ask for more, the front desk was straightforward, and the room service delivered them on time. The quantity and efficiency exceeded expectations.
3. For frequent business travelers, carrying alcohol disinfection tools is inconvenient, so alcohol wipes are better. The extra wipes can be used on the next business trip.
4. Remember consumer habits.

Outcomes

1. The experience is excellent. Besides remembering the preferred room type, orientation, and floor, the hotel can promptly provide better support for necessary epidemic prevention needs.
2. Consumers do not need "cheap goods" but the feeling of "getting a bargain." Disinfectant wipes are convenient and easy to carry, which is very valuable for people who travel frequently. Things are not expensive, but they are essential.
3. Although the hotel was also sealed during the pandemic, I changed to a better hotel, but once the lockdown was exposed, I changed back without hesitation. Business travel consumers only have a little time to experience the services and equipment in five-star and

over five-star hotels. Consumers feel more directly about the service. Between 90 points and 95 points for hotel hardware, they prefer a 90-point hotel that can exceed their expectations.

Implications & Challenges

1. Disinfectant wipes have a minimally detailed design, which is easy to imitate. Many hotels I stayed in during the pandemic had similar designs, such as HUALUXE, which also had an epidemic prevention package (one mask and two wipes). Consumer satisfaction is high because of low expectations. After satisfying the expectation of exceeding consumer expectations, continuous innovation is needed, considering problems from the customer's perspective and practicing.
2. The hotel has done an excellent job of designing the expected manager of consumers, and it also needs the service staff to influence the needs of consumers promptly. When I asked if they could give more wipes at Renaissance, the service staff agreed and delivered them quickly. But once, when I asked the concierge in the HUALUXE lobby if I could have a mask, the young staff member pointed to the mask in front of him and said, "No, this is for our use." Although the manager gave me a mask, the experience was poor.
3. The hotel industry is now competitive and motivated. While pursuing challenging environments and hardware upgrades, we should also pay attention to improving consumer consumption habits and the soft environment.

案例名称

预期值管理-消费者角度谈入住体验及忠诚度 - 张军

理论依据

期望理论

关键词

超预期服务；重复入住；客户关系；消费者体验

背景资料

1. 2020-2022 期间，因为口罩问题，商务出行受到比较大的影响，酒店业受到比较大的冲击，对于以中高端商务群体为主要客群的高级酒店，也受到了相对严重的影响。
2. 因为口罩问题，商务出行旅客也有非常高的消毒防疫需求，其出行过程中，除了对常规的居住品质和配套要求外，对防疫消毒的标准要求也有快速的增长。
3. 以消费者感受为例，从消费端谈消费者的预期管理感受。

营销策略

作为消费者角度，以我个人感受为例

1. 酒店给每个房间提供消毒湿巾，方便有要求的住客进行二次消毒。（比如我更喜欢可见的消毒，就是我自己一定会在我必须触碰的酒店设施自己做一次消毒）。
2. 房间里常规配置是两片消毒湿巾，在打电话问前台需要更多消毒湿巾，前台非常爽快而且客房服务及时送到，数量和效率超出预期。
3. 针对经常飞的商务旅客，携带酒精类消毒工具不方便，酒精湿巾就比较好。多余的湿巾正好可以在接下来出差中使用。

记住消费者习惯。

成果

1. 感受非常好，除了记住喜好的房型朝向和楼层，还能及时针对必要的防疫需求给出比较好的支持。
2. 消费者不需要“便宜货”，消费者需要的是“占便宜”的感觉，消毒湿巾方便易携带，对于高频出差的人来说，非常有价值。东西不贵，但是很必要。
3. 口罩期间虽然酒店也被封控过，换到过更好的酒店，但是一旦封控接触，毫不犹豫的换回来。商旅消费者对于五星或者超五星的体验感没有那么多时间体验所谓完整的服务和设备，消费者更直接的感受服务。在硬件 90 分和 95 分之间，更愿意选择一个能超出你预期的 90 分。

挑战与反思

1. 消毒湿巾是一个非常小的细节设计，这个容易被模仿，在口罩期间，我住过的非常多的酒店都会有类似设计，比如华邑也有防疫包（一只口罩两片湿巾）。消费者的满意度高是因为期望值低，在满足消费超预期的期望后，需要的是持续的创新，站在客户角度考虑问题，并且实践。
2. 酒店做好了消费者的预期管理者设计，还需要基层的服务人员及时向影响消费者的需求，万丽我在询问是否可以多给的时候，服务人员非常爽快的答应并及时送到。但是我有次在华邑大堂问礼宾能不能给我个口罩用的时候，小伙子指着面前的一堆说“不能，这是我们自己用的”。虽然最后经理给了我口罩，但是体验感较差。
3. 现在酒店行业竞争激励，在追求硬环境和硬件升级的时候，也要关注消费者消费习惯和软环境的提升。
4. 不论是万丽的消毒湿巾还是华邑的口罩，消费者面对的都是直接服务人员，对消费者接触最多的服务人员的培训是非常重要的。直接营销消费者的体验感，影响消费者对于品牌的认知。