



A STUDY ON STAR AND BUDGET HOTELS IN CHINA

BY

WENZHENG YANG

AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF  
BUSINESS ADMINISTRATION (INTERNATIONAL PROGRAM)

SOUTHEAST ASIA UNIVERSITY

ACADEMIC YEAR 2022

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**Independent Study Title** A Study on Star and Budget Hotels in China  
**Author** Wenzheng Yang  
**Program** Master of Business Administration (International Program)  
**Advisor(s)** Parkorn Chobhan, Ph.D.

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Graduate School, Southeast Asia University, was approved as partial fulfillment of the requirements for the degree of Master of Business Administration. (International Program)

..... Dean, Graduate School

(Puttithorn Jirayus, Ph.D.)

.....Director, Master of Business Administration

(Assoc.Prof. Napaporn Khantanapha, Ph.D.) (International Program)

#### Independent Study Committees

..... Chairman, Independent Study Committees

(Assoc.Prof. Thanakorn Thanathanchuchot, Ph.D.)

..... Committee

(Assoc.Prof. Napaporn Khantanapha, Ph.D.)

..... Advisor

(Parkorn Chobhan, Ph.D.)

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### Abstract

This research aim to study on “Star and Budget Hotels in China Budget Hotel in China”, this study were qualitative methodology via in-depth interview, and content analysis. The study found that: 1) Market Segmentation were people, tourist, and youth groups that are in school or other would like to stay at budget hotel that the price is low, Target market youth groups that are in school or other financially incompetent people, and budget hotels are the first choice, Positioning the budget hotel that focuses on comfortable and affordable accommodation to meet the basic the facilities and basic conditions accommodation requirements, Product strategy to give people a warm feeling, and the hotel's products to meet the needs of consumers, Price strategy reasonable depending on the location, Place strategy sales in Omi channel, Promotions strategy online advertising to achieve the effect of publicity, and lower cost, People strategy use quality of hotel staff to paying attention to the need and want customer. Process strategy is serious in innovation technology, Physical evident strategy budget hotel not only beautiful decorate, facility complete and clean. 2) Management Plan with strong hotel team work, Production plan attention to reasonable prices, Operation plan chooses new partners to work with such as advertise on some software and form a partnership. Reach an agreement with travel software to sell the room in many aspects. 3) Financial 5 year projection, first initial investment 1,500,000 Yuan, ROI average per year = 27.27% NPV = 545,590 Yuan, IRR = 19.5% and payback period in 3 years and 3 moths.

**Key word:** Budget Hotel, China

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Wenzheng Yang

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## Section 1

### Introduction

#### 1.1 Company Description

Due to the inherent characteristics of China's hotel industry: single internal management, light investment in late capital operation, only store operation, chain and group operation, focusing on traditional experience, technological innovation and research and development, light sales channel construction. Budget hotels are part of the hotel industry, and people's understanding and experience of this industry is insufficient. Currently, it does not have a unified standard, so there are some problems.

1. The scale of our budget hotels is not perfect. Due to the low investment cost of economy hotels, the fast recovery of funds, and the current strong market demand, many investors believe that they can expand their scale by joining the brand, and they can also make themselves profitable. In this case, some budget hotel shops that do not meet the requirements will also unrealistically transform their hotels into economy hotels or follow the economy hotel model Operation. Blind expansion will bring problems in service quality, traffic conditions, etc. This is related to the quality of service and traffic conditions, one is the selection of core evaluation criteria, the other is the main evaluation criteria, which will have a great impact on the demand of hotels. If you do not build an economy hotel according to the actual situation, not only will you not get benefits and available funds, but you will not really achieve the scale and branding of the industry. Instead, it drags down its own brand and leaves the brand to bear the consequences of such a store. Make their brand cost more, have a damaged reputation, and lose the market. Excessive scale will lead to disorderly competition in the local area, with some unmet demand and some oversupply. Both are bad for the brand. Now the budget hotel industry has entered the era of micro-reviews. People check hotel services through online messages. Data shows that nearly 80% of guests refer to hotel reviews before booking a hotel. Currently, hotel reviews have impacted the entire budget hotel industry. People's reviews of this hotel will go viral soon. Good reviews can quickly establish credibility in the market, bad reviews will have an immediate impact

on the hotel market, and a person's bad reviews can lose a share of the market. 2. The brand awareness of China's economy hotels is not strong. At present, China's economy hotel market is not perfect compared with foreign countries, and there is a lack of special options for female backpackers, such as economy hotels, motels, self-driving hotels, and elderly hotels. Mainly because of our country, but it also makes many of our budget hotels stay in products and services to meet the general needs of low consumers, do not study diversified consumer needs, personalization, do not go to market segmentation. Some blindly imitate similar products and services, and even compare with each other, such as broadband, high-end equipment or decoration, resulting in serious brand homogenization. This increases pointless costs and hinders consumer identification. In today's fierce competition between domestic and foreign budget hotels, there is no branded specialty wine means to attract consumers. As consumers' perception of the brand declines, so does the effectiveness of the brand, and eventually the brand will be in trouble. Blind imitation can also lead to excessive competition, which can lead to price cuts between hotels. As a result, hotels will simultaneously reduce rates and quality of service, leading to a vicious circle of competition between budget hotels in the region. Finally, the programmes that lead to tourists' image of local tourist destinations are detrimental to the development of local tourism. 3. Hotel talent is scarce. Due to the short development cycle of economic hotels, people lack attention to the cultivation and development of their talents. As a result, budget hotels lack high-quality management talents. At present, many budget hotel management talents lack the experience of star hotels because of long-term learning experience. This is also the cause of problems with budget hotels. Budget hotels lack both hotel management knowledge and are proficient in related talents. 4. In general, our budget hotels lack complete industry specifications. At present, there is no unified industry system and management standards for the macro aspects of China's economic hotels. At the micro level, all hotels do not have a market-oriented modern enterprise system or commercial operation.

## 1.2 Current Situation

### 1) PESTEL analysis

The hospitality industry includes star hotels and budget hotels. In recent years, economy hotels have developed very rapidly in China, here we mainly analyze economy hotels. Budget hotels, also known as quick service hotels, are characterized by cheap prices and a "b&b" (bed and breakfast) service model. Budget hotels were popular in the United States in the 1980s and are known for their small size, simplicity, simplicity of facilities, and good efficiency. They are mostly open in suburban or remote areas. Now it is quite mature hotel format in Europe and the United States. In recent years, the service model has changed greatly, such as opening more in the city center or near scenic spots, and the cost of room prices is not low, which reflects some problems in China's economic hotel industry.

**(1) Political factors**

Our policy on economy hotels is always supportive, compared with star hotels, economy hotels have more advantages in price and broad development potential, which is more suitable for our contemporary basic national conditions and the needs of our economic development. In 2008, the "Economy Hotel Management Specification" drafted by the China Hotel Industry Association entered the trial stage. This is the first national industry standard for economy hotels, raising the barrier to entry for economy hotels in hardware and software, cooling down the frantic expansion of economy hotels. The introduction of the new Code has ushered in the reshuffle of the economic hotel industry, but it is more about the hope of establishing a fair competition platform and promoting the standardization and health of the industry. In terms of hardware, it will be stipulated that budget hotels must have some necessary supporting functions; In terms of software, we will propose normative standards for the services of each brand of economy winery. The Code details the minimum number of rooms, the number of rooms with separate showers, whether there is a 24-hour hot water supply, etc. These strict rules are easily eliminated by transforming guesthouses into budget hotels. At the same time, in order to fully reflect the characteristics of the economy, the hotel's ultra-luxurious facilities will not participate in the rating. Since February 1, 2007, the State Administration of Taxation has implemented a new policy of comprehensive liquidation of land value-added tax projects of real estate enterprises, which has become a favorable promotion for

economy hotels. At the China Economy Hotel Investment Annual Conference, He Yizhao, vice president of the China Hotel Industry Association, told reporters: "The seven VAT liquidation policies have caused a chain reaction, and some real estate developers have begun to circumvent the policies and consider transferring their land or properties to the economic hotel management field to avoid the impact of the excessive proportion of the ten VAT items."

## **(2) Economic factors**

Budget hotels are categorized into business economy hotels, youth hostels and motels. According to the economic development of different regions of the region, the distribution is different. Business and economy hotels are generally located in large and medium-sized cities, business and entertainment centers or prosperous areas of transportation hubs. This is the mainstream of domestic economic hotel development, such as "Jinjiang Star" and "Green Express" are such hotels. Youth hostels are generally distributed in more mature tourist attractions or large-scale cultural and educational areas and high-tech zones. The main consumer groups are aimed at young people, especially student backpackers and young people who start businesses. Motels are generally located in large and medium-sized cities, at the edge of the city and at the entrance of tourist attractions, on both sides of major traffic roads, close to bus stations, railway stations, airports, docks and other transportation hubs. The main feature is that there is a large parking lot. The main consumer groups are long-distance freight or passenger drivers and their transit passengers, family or small and medium-sized enterprise self-driving tours, business tourists, ordinary tourists with low consumption level, and tour groups with low consumption level. After the reform and opening up, the rapid economic development, the continuous increase of national income, and the increase in leisure and entertainment demand have promoted the development of tourism, which in turn has driven the development of the hotel industry. As the main force of the tourism industry, economy hotels are their first choice for travel due to the limitation of economic income. As a result, budget hotels have grown rapidly in China in recent years. According to the analysis of the "2007 China Economy Hotel Survey Report" jointly released by the Ministry of Commerce and the China Hotel Association, the

rapid development of economy hotels in recent years is obvious to all. By the end of 2006, the number of economy hotel chain brands had reached 100, and the number of stores now exceeded 1,000. Compared to 2005, the market is growing faster, with the number of brands and market supply doubling. According to the survey report of economic hotels of the National Development and Reform Commission, China's economy hotels have grown strongly. The average occupancy rate of economy hotels is as high as 89%, ranking first among all formats in China's hotel industry, while the occupancy rate of traditional hotels reaches 60%-70%. In China, budget hotels generally require an investment of 10 million to 20 million yuan, with an annual rate of return of 10%. After a few years, they can not only recoup all their investment, but also enjoy the appreciation of urban real estate. Industry insiders analyzed that if an economy chain hotel with 250 rooms can be guaranteed with an occupancy rate of 90%, the monthly turnover can exceed 1.2 million yuan, and the profit margin can reach about 50% to 60% after deducting material and labor costs. At the same time, we also need to note that at present, China's economy hotels are mainly concentrated in East China, and their share accounts for half or even more than 60% of China's economy hotels. This means that under the same level of economic development as North and South China, or even slightly less than the economic development level of Central, Southwest and Northeast China, the economic hotel industry will have a lot of market development space.

### **(3) Environmental factors**

With the rise of the tourism boom in May Day and October, as well as a series of festivals and events around the world, the development of the hotel industry has accelerated. Take Shanghai, for example. Shanghai hosts more than 20 international sporting events every year, including the F1 Grand Prix, F1 Powerboat Grand Prix, GP, Heineken Open, NBA Championship, etc. Because these events are not continuous. As a result, the days before and after the game attract sports fans from home and abroad. The Formula 1 Grand Prix alone will attract 150,000 domestic and international spectators. It is expected that domestic and foreign sports events (such as the Chinese Super League, CBA, etc.) will attract at least 1 million sports fans to

Shanghai every year. In Shanghai, there are many cultural activities. In September alone, there were more than 50 performances of various kinds, and it is estimated that more than 500 performances are performed throughout the year. Other demand includes growth in the automotive industry, which has increased the number of car owners and increased demand for motels; The exhibition economy will also drive the development of the hotel industry; Fashion and leisure are dominated by the younger generation. This has formed a huge consumer demand for economic hotels, which has greatly promoted the development of economy hotels.

According to relevant data, Shanghai's hotel industry is in short supply, especially for economy hotels, with a supply-demand ratio of 3 to 1, which is also the reason why the occupancy rate of chain economy hotels such as Jinjiang Inn, Homeinns and Motel 168 has reached more than 90%. Generally, the normal and reasonable hotel occupancy rate should be around 75%, which shows that the demand for economy hotels is strong.

#### **(4) Technological factors**

There are planes, cars. The continuous development of transportation such as trains has greatly reduced people's travel costs, and people have chosen to travel more, which has also increased the demand for budget hotels. The development of the online e-commerce environment has led to the rise of online trading platforms, people can learn more about the world, the relevant information of the hotel industry will be more open, transparent and comprehensive, so that people can book rooms directly online, and some online group buying discount websites often have some discount information of economy hotels, so that the demand for economy hotels is increasing. Budget hotels have been a good development.

#### **5. Sociological**

China's sociological transformation and rapid economic development have exacerbated social stratification and social pressure. Under the new normal of economic and social development, residents' subjective well-being has been a topic of concern for scholars. Existing studies believe that residents' subjective well-being is affected by various factors such as geographical environment and personal attributes. There are significant differences in subjective well-being among groups with

a different socio-economic status, but there is little research and few conclusions regarding the differences in influencing factors of subjective well-being among different social groups. This study believes that different social classes have different resources, different environments, different needs and different degrees of satisfaction of their needs, and their subjective well-being and influencing factors may be different.

## **6. Legal**

This policy was changed in 1979, and Deng Xiaoping and the CCP put into place an "open door" policy, which took on a utilitarian policy to the reconstruction of the social structure and legal system where the law has been used as useful tool to support economic growth. Since then, China has continued to develop a formal legal system. A huge increase in the amount of legislation passed and the increased focus on implementing and enforcing law has allowed for a more stable legal environment compared to the Maoist period. The country is currently in a period of transition as its legal system continues to develop. Scholar Daniel C.K. Chow describes the current system as following "rule by law" rather than "rule of law."

## **(2) SWOT analysis**

### **(1) Understand the development of budget hotel chains**

Economy chain hotels started late in China, but the development of such hotels in Europe and the United States has matured. Budget hotel chains have an advantage in terms of price over traditional full-service hotels. Budget hotel chains are divided into three tiers based on differences in prices and amenities. In general, economy hotel chains can be subdivided into three tiers, which are limited service hotels, budget hotels, and budget hotels. Different levels of classification can meet the consumption needs of customers at different levels. Although the economy chain hotel started late in China, the development of this type of hotel is still good. At present, the number of budget hotel chains is considerable, and the quality of service is constantly improving. However, it is undeniable that under the background of people's rising consumption level and continuous social and economic development, the development of economic chain hotels cannot effectively meet the needs of the

market. The economic chain hotel market has a large space for development, especially with the vigorous development of China's tourism industry, the supply of economic chain hotels can no longer meet the market demand, and even some tourist cities have serious economic chain hotel supply faults.

(2) Based on SWOT analysis of the business model of economic chain hotels

**a. Analysis of the Strengthens of the business model of economic chain hotels**

The business model of an economy hotel chain has certain advantages, specifically, this business model can quickly capture the market. For example, Homeinns Hotel started late, but developed into Homeinns Hotel Group due to chain operation. At present, in major cities across the country, this hotel has chain stores, and the development scale ranks among the top two in the country. The business model of economic chain hotels can quickly occupy the market and form a large-scale network pattern. In addition, the implementation of the standardized business model of economic chain hotels can effectively improve the quality and grade of service. Most of the budget chain hotels are located at the location of the company's headquarters, and adopt a unified model to train employees and carry out hotel management services. This unified business model can effectively ensure the uniformity of chain hotel services, effectively improve the service quality of hotels, and improve consumer satisfaction. Not only that, the economy hotel chain is a decentralized business model, and this decentralized management can effectively reduce investment risks. Even if the economic benefits of one hotel chain are not satisfactory, the risk can be shared by other chains, effectively reducing investment risk. In addition, the unified management model enables each chain hotel to master the standardized business model and strategy, and can also improve the management ability of new entrants, thereby effectively reducing investment and operational risks.

**b. Analysis of the competitive Weaknesses of the economic chain hotel business model.**

Budget hotel chains also have certain competitive disadvantages in operation. First of all, the standardized operation service model can easily lead to the problem of insufficient product and service functions and lack of service innovation. In this

way, it is easy to be overtaken by competitors. In addition, if the hotel management system is not perfect, there are problems in management, or the hotel management system is not perfect and the implementation is not in place, it is easy to lead to poor service quality, which will inevitably affect the hotel's revenue and affect the hotel's image and reputation. In addition, budget chain hotels have certain deficiencies in brand culture and image building. This type of hotel has a strong commercial atmosphere in operation, and the imperfect cultural construction will inevitably affect consumers' desire to consume.

#### **c. Industry opportunity analysis of budget hotel chain business model**

Budget hotel chains are currently facing good opportunities, and the external environment for development is very good. With the continuous development of China's economy, the improvement of people's consumption level, the improvement of transportation conditions, and the continuous improvement of people's enthusiasm for hotel consumption, most people will choose economic chain hotels. Even some permanent business people have begun to pay attention to the choice of some budget hotels, so that they can not only enjoy standardized services, but also effectively save travel expenses. The widespread trust people have in budget hotel chains has created the conditions for its growth. In addition, with the continuous development of tourism in China, China is welcomed by tourists from all over the world. Every year, a large number of foreign friends visit China, which not only promotes the development of China's tourism industry, but also promotes the development of China's economic chain hotels, providing important opportunities for its development. Not only that, in our hotel service industry, there is a lack of good quality and reasonable prices, although our star hotels can provide high-end services and can provide quality products, but the price is expensive, which makes ordinary consumers prohibitive. Some small hotels and small guesthouses in the hotel industry have a large number and low prices, but the quality and sanitary conditions often do not satisfy customers, and this industry pattern also provides a good opportunity for the development of economic chain hotels.

#### **d. Analysis of external threat factors of the economic chain hotel business model**

Although economic chain hotels have good development opportunities and conditions, they also face greater external threats. First of all, with the continuous improvement of the development of China's hotel industry, international chain hotel brands have entered the Chinese hotel market and seized the industry share. This poses a great threat to the development of budget hotel chains. The international hotel chain is strong. They have capital advantages and operational advantages. After entering the domestic hotel industry, it can quickly seize the market. In addition, the competition between domestic chains of the same type is also very fierce. China's hotel industry, in recent years, many economic chain hotels have emerged, forming fierce competition between each other, similar hotels often fight price wars, making it difficult to guarantee the normal profits of hotels. And vicious price wars can also have a negative impact on the entire hotel industry. This has led to a deterioration in the market environment. Not only that, economic chain hotels also have some problems in financing, many economic chain hotels in China are not very strong in financial strength, capital operation ability is not very strong, economic chain hotels as an emerging format, the development is not perfect, has not formed a perfect financial system. In this way, it is difficult to obtain financing effectively in the process of its development, and the lack of financial strength will affect the development of the hotel.

### 1.3 Feasibility analysis

To analyze China's economy hotel market, we should start by analyzing China's tourism market, understand the tourism consumption of tourists, and grasp the key factors that have an important impact on the operation and management of economic hotels, so as to accurately locate the economy hotel market and formulate feasible market strategies.

#### 1) Domestic tourism market analysis

According to the National Bureau of Statistics, China's per capita income exceeded \$2,000 by the end of last year. According to the experience of developed countries, when the per capita GDP is between 1,000 Yuan and 3,000 Yuan, it will be a period of rapid development of domestic tourism. Since 2000, China's domestic tourism industry has maintained a strong momentum of sustained growth, as shown

in Figure 1.

#### **a. Analysis of the domestic city tourism market**

Domestic tourism for Chinese urban residents is the main force in expanding the domestic tourism market. According to the analysis data released in the "China Tourism Yearbook 2006", we can know that retirees account for the largest proportion of the occupational composition of domestic tourists, followed by managers, employees, cultural and educational professionals and students of enterprises and institutions. The sum of these parts accounts for about 86% of domestic tourists. From the perspective of these people's spending power and consumption habits, except for a few managers of enterprises and institutions who will choose to stay in high-end hotels, the vast majority will choose clean, safe, convenient and affordable economy hotels. Obviously, budget hotels should make these people their primary target source market. From the perspective of the composition of domestic tourists' tourism purposes, we can know that sightseeing, visiting relatives and friends, vacation and leisure tourists account for the largest proportion, accounting for 85%, especially tourists, accounting for 41.4%. This part is basically self-expense, tourism consumption budget is limited, budget hotels are ideal for them.

#### **b. Analysis of domestic farmers' tourism market**

From the analysis of the occupational composition of domestic tourists, it can be seen that the proportion of farmers is the smallest, only 0.1%, while China has 1 billion farmers. On the one hand, there is almost no peasant tourism in China. On the other hand, the farmer tourism market space is huge. At present, the farmers who can travel are mainly concentrated in economically developed areas, and there is little difference between urban and rural areas. From a long-term strategic point of view, with the implementation of the national policy of supporting agriculture and benefiting farmers, the agricultural tourism market should also attract the attention of chain economy hotels.

#### **(2) Analysis of overseas inbound tourism market**

With the continuous increase of the number of inbound tourists in China, the composition of inbound tourists is more extensive and the consumption level is more diversified. Budget hotels will also be favored by them. Internationally renowned

budget hotel chain brands have begun to enter China, and it is precisely this development trend that has been seen. The Japanese are one of the main international tourists visiting China, spending an average of \$176 per day in China, of which \$28 is spent on accommodation; Indians, whose basic conditions are similar to China's, spend \$135 a day in China, of which \$19 is spent on housing. This shows that when it comes to accommodation, foreign tourists are not always what we think of as high consumers. Therefore, we should have hotels that cater to inbound tourists of all levels. Therefore, in cities and regions with a large number of international tourists, there should be budget hotels to meet the needs of these inbound tourists, and the price should take into account their spending on accommodation.

### **(3) Analysis of the outbound tourism market**

Outbound tourism by Chinese citizens is growing rapidly (see Figure 3). Since July 2002, when the growth market analysis and positioning research of chain economy hotels was carried out, China has approved 124 countries and regions as outbound tourist destinations for citizens, and 84 countries and regions can go to it so far. This development trend provides an opportunity for Chinese budget hotels to go global, and going abroad is a huge market. According to outbound tourism in 2005, nearly 80 percent of people went abroad for private expenses. Staying at private label budget chains is definitely ideal for Chinese, but only if these budget hotels should also be loved by customers in China. Therefore, China's economy hotels must not only develop in the domestic market, but also go abroad to explore market space.

### **(4) The product and service level of domestic economy hotels**

The products of domestic economy hotels are relatively monotonous, and the needs of check-in personnel are usually simpler, and there are no other non-essential services. As long as the basic accommodation facilities are met. Although there are no high requirements for accommodation, there are high requirements for accommodation. Even a budget hotel should be kept basic clean and welcoming. As for whether some fitness equipment is included in the hotel, or other benefits, I don't really care. In recent years, the network has developed rapidly, and the demand for budget hotel people has also increased the network demand. And basically domestic economy hotels can meet the requirements.

The service level of economy hotels is uneven, according to the survey, in the recruitment of economic hotels in China, the requirements for service personnel are not very high. Even if academic qualifications are not required at all, front-line service personnel are very important to the company's image and directly affect the company's reputation. The Internet spreads fermentation events very quickly, and can quickly damage the image of the enterprise. Domestic economic hotels do not attach great importance to the quality level of service personnel, and even blindly follow the market to make changes, but ignore the fundamental personnel service level.

#### **(5) Marketing methods of domestic economy or budget hotels**

At this stage, most of the domestic economy hotels adopt the chain operation model, and few investors will use their own brands to operate. The goal of budget hotels is also very clear, just for simple profit, but do not reflect on their own business model. Many economy hotels are similar, using online publicity, appearing in various travel software or hotel-specific software, using bundled sales to give customers priority. For example, it is recommended to use a hotel coupon for discount on the travel software, so that it can be used for publicity. Following the business model of chain hotels, but not reaching the level of chain operation, on the other hand, it also produces certain drawbacks.

#### **(6) Organization and finance of domestic economy hotels**

Domestic economy hotels do not have reliable economic capacity support, and many immature economy hotels cannot be handled well once they face an economic crisis. Independently operated budget hotels are riskier, with a fiercely competitive market and not enough money to bail out a decaying storefront.

### **1.4 Research Objectives**

To study Budget Hotel in China, the detail as follow :

Starting from the analysis of China's tourism market, we can understand the tourism consumption of tourists, and further grasp the key factors that have an important impact on the operation and management of economy hotels, so as to accurately locate the economy hotel market and formulate feasible market strategies.

## Section 2

### Marketing Plan

Budget hotel chains should first recognize the competitive advantages they can leverage. Consumers tend to choose products and services that bring them more value, depending on the ratio of the utility the product provides to the price it pays. Therefore, the competitive advantage of a product is that when your product offers the same benefits as your competitor's product, your price is bound to be lower than your competitor's price. When the price of your product is the same as that of your competitors, the benefits offered by your product must be greater than those offered by the competitor's product. Budget hotel chains need to find a competitive balance between price and product utility. Among the core competitiveness factors of economy hotels, the most important positive indicators are maintaining the quality of products and services (33%) and establishing a sound reservation and marketing system (25%). Economy hotel chains must build barriers to entry on both fronts to maintain their competitive edge.

First of all, chain economy hotels should reflect their own characteristics in the functions of facilities and equipment, which should be clearly different from high-end hotels and low-end hotels. At the same time, facilities and equipment should be configured according to the needs of target customers. For example, Super 8 is mainly targeted at business casual individual customers, and its hardware facilities are very different from family-type budget hotels. Service differentiation is also easy to achieve, because budget hotels provide limited services to guests, and if they can provide some additional services or personalized services, they can reflect the advantages of differentiation in service, of course, this must be moderate.

In the case of exactly the same products and services of the hotel, the hotel image plays a decisive role in the customer's choice. Foreign chain economy hotels attach great importance to their own image construction, while the brand image of most chain economy hotels in China is not clear, and relatively few such economy hotels are built with the overall image of "home". Through the C I plan, which reflects the characteristics of its operation, Homeinns hotels have left a deep impression on

people with its vivid image of "clean as the moon, warm as home".

In the process of positioning chain economy hotels, it is necessary not only to prevent over-positioning, but also to prevent the confusion of positioning these two mistakes. The chosen competitive advantage is important to the customer and is unique and superior to other competitors. However, not all competitive advantages over competitors are worth investing in and positioning on this basis. If these benefits are to be strengthened, it is also necessary to analyze the affordability of funds and the speed at which hotels can improve. At the same time, the ability of competitors to improve the same factors also needs to be considered.

## 2.1 Segmentation, Targeting, and Targeting

### (1) Market segmentation

1. Domestic consumers can be roughly divided into the following three types according to social class.

First of all, business people who have a certain status in the society, generally speaking, they will choose more high-end hotels, economy hotels. In the eyes of such customers, hotel facilities and personnel services do not meet their requirements, and at the same time, the non-essential products of economy hotels are not satisfied. High-class business people in society are reluctant to go to budget hotels. Therefore, the budget hotel market does not belong to business people alone.

Followed by youth groups that are in school or other financially incompetent people, for whom budget hotels are the first choice. The hotel facilities and basic conditions can meet the basic accommodation requirements, and do not require the hotel to provide too many non-essential services, such as fitness facilities. However, this group of people has their own requirements, although most budget hotels now offer WiFi and projection equipment, and some hotels do not. According to the survey, projection equipment is not installed in some first-tier cities. (Figure 2.1).

Table 2.1 Economy hotel configuration

Disposition	Beijing	Tianjin	Nanjing	Shenzhen	Wuhan
Projection	85%	65%	50%	85%	70%
WIFI	98%	90%	90%	95%	92%
Get al	35%	10%	10%	20%	15%

Figure 2.1 WiFi

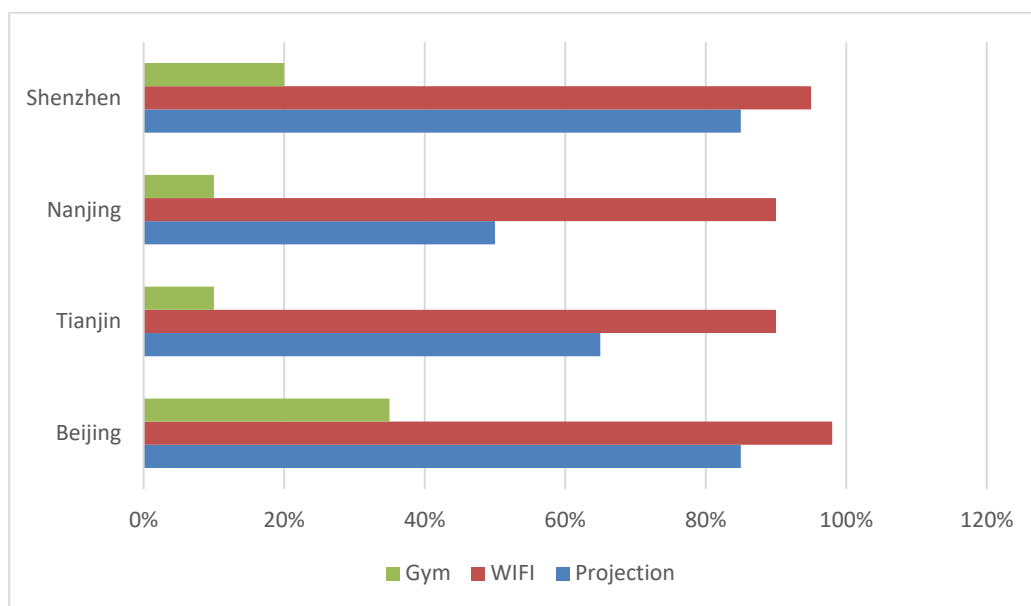


Figure 2.1 WiFi in a city

Finally, some consumers who demand a very low level of hotel consumption, their demands are simple, as long as they can provide extremely convenient transportation, as for hotel facilities do not require at all. Another of the most important points is that they require the price requirements for budget hotels to be low, so that they can be convenient and affordable.

2. Domestic hotels can be divided into the following three categories according to the location of the hotel.

The first category is cities with rapid economic development, such as Beijing and Shanghai. For the establishment of budget hotels, it is necessary to have convenient transportation, close to local tourist attractions, or in a business district that is convenient for eating, wearing, living and traveling. According to the survey, the price

of economic hotels in first-tier cities is generally high, and many students or people with insufficient financial strength will be deterred. Budget hotels in bustling locations are not a good choice for some consumers. In addition, there are more remote budget hotels. Budget hotels away from urban areas and business districts will be more suitable, and prices will fall a bit.

The second category is leisure cities, which are on the domestic happiness list, and the price of budget hotels in such cities is erratic. For example, in Qingdao, when the tourist season comes, budget hotels will rise rapidly, especially in July and August every year, which is the peak tourist season. Coastal cities attract some people to take family members on vacation during the hot summer months, when the demand for family rooms will show an upward trend. However, after the tourist season has passed, the price will fall back to its original position.

The third category is cities or counties in some backward areas. In such economically underdeveloped areas, the possibility of five-star hotels is extremely small, and even the slow development of some cities is not enough to support the operation of a chain hotel. Their tourism industry is not developed, there are no special industries in the local area to develop the economy, and there are very few tourists to visit. Only some consumers need to go for work reasons or personal reasons, so the price is also very favorable.

## (2) Market objectives

In addition to considering the positioning of the hotel, the choice of target market also needs to be determined according to the consumption level of the population and the economic development level of the city.

1According to the different levels of consumers, select the target market

First of all, for the high requirements of business people, it is necessary to recognize the fact that budget hotels cannot fully meet the needs of customers. Therefore, in some first-tier cities, we can appropriately open rooms that meet the needs of customers, in addition to some necessary living facilities, add some entertainment facilities, and provide high-quality services for this type of customers, giving customers a comfortable stay experience. Business personnel are treated as secondary marketing targets, not to say that they do not pay attention, but also to their needs, according

to their own environment and conditions, appropriate opening or not opening.

Secondly, for some students or consumers with low consumption level, it belongs to the key target market, and this type of consumer has a very large demand for budget hotels, so it is necessary to meet their requirements to a large extent. According to the research report to rectify their needs, first of all, for the overall improvement of the environment, does not require to be advanced, but must be basic cleanliness and hygiene, which is also the demand of most consumers, try to avoid some unreasonable design. For the service level of the hotel, we also need to make corrections, we need to clarify the most basic needs of consumers, so as to be polite and smiling.

Finally, some customers with a very low level of consumption, this type of customer has lower requirements, so they can make a small number of low-end rooms to attract consumers at the lowest price. Attract consumers with extremely low profits, so as to achieve profit growth. The so-called low-price strategy is not to blindly strive for low prices, but to expand the popularity of the enterprise to a certain extent in this way, and to use the development of the hotel.

2. According to the economic development level of the city, use the strong avoidance positioning method to choose

First-tier cities have a high level of consumption and tourism is very developed, it is conceivable that the economy hotel market is saturated, in order to avoid cities with fierce competition, you can temporarily abandon the idea of opening economy hotels in first-tier cities. China's economy hotels in first-tier cities, if not chain hotels, will be difficult to survive.

The main cities of budget hotels should be placed in leisure cities, that is, cities with high online voting happiness index. Although the shortcomings of off-peak season tourism cannot be ignored, the economy of these cities is developing rapidly, and in addition to tourism, there are other industrial sectors. Not only will there be accommodation needs in the designated months, some student trips will also choose the low season, and there will also be certain demand. Therefore, the main target markets should be in these cities.

Economy hotels in some cities with weak economic strength, especially chain

economy hotels, have almost no room for survival, first of all, locals have no demand for accommodation, and foreigners will not go. Even by individual needs, there are very few existing hotels, and existing hotels have met the saturated needs of the market, so setting up budget hotels in economically backward cities or counties is not a good choice.

### (3) Market positioning

After the above analysis, the market positioning of economy hotels is generally important. A hotel's market positioning can help hotels achieve their sales goals one step closer, and consumers can also choose the products that suit them. On the basis of market segmentation, the hotel can adjust the marketing strategy in a timely manner.

The market positioning of budget hotels has gradually become clear under the above environmental analysis. As a hotel that focuses on comfortable and affordable accommodation, the chosen city also lays the foundation for a favorable economy. Therefore, the goal is to strive to serve customers, make product costs as low as possible, attract some consumers at a relatively low price, and expand consumers with lower consumption levels as the main market.

The business purpose of the hotel must have a clear positioning, and in the highly competitive market, it is also necessary to avoid the emergence of homogeneous products. At this stage, the products and services of most domestic chain hotels are very similar, in addition to the similarity in price makes it difficult for consumers to choose, but also the praise of hotels is also very affected. Therefore, hotels need to do their homework in personnel service and strive to gain praise in the industry

## **2.2 Marketing strategy (7Ps,)**

### 2.2.1 7Ps analysis

#### 1. Product strategy

The door of an economy hotel needs to give people a warm feeling, and the hotel's products need to meet the needs of consumers. The hotel's products are not only visible entities, but also the hotel's service level and the intangible effect of the brand.

## 2 Price strategy

Budget hotels are positioned for customers with low spending levels, and some customers with very low spending levels. Depending on the location where the location is prosperous, the class of the room to be opened is decided. On holidays, the hotel can increase or discount the market rate.

## 3 Place strategy

The budget hotel channel also needs to be carefully studied how to make the product accurately meet the requirements of the target market and the various activities held during this period. And the hotel is also very important for the inventory control of various supplies.

## 4 Promotions strategy

For a business to grow rapidly, an indispensable part is to increase the visibility of the enterprise. Budget hotels are no exception. In the Internet era, certain online advertising methods can be used to achieve the effect of publicity. Network promotion is a good way to use a lower cost.

## 5. People strategy

Hotel personnel refers to the marketing within the hotel, and the quality of hotel staff is very important. Directly affecting the success of hotel marketing, in addition to paying attention to the type of products purchased by consumers, it is also necessary to pay more intuitive attention to the feelings of consumers themselves. For example, some service staff in budget hotels have extremely bad attitudes towards consumers. This will lead to the entire hotel will be affected, especially in the Internet era, and bad reviews will directly hit the company.

## 6. Process strategy

The homogenization of domestic economy hotels is very serious, so innovation has become an indispensable market competition factor. For budget hotels to stand out, they have to create products that are different, or ideas that are rare on the market. For example, some budget hotels will inject new young ideas into them to attract consumers.

### 7. Physical evident strategy

Hotel service is an intangible thing, but if you want to be a good budget hotel not only beautiful decorate, facility complete and clean, but also make service professionalization, let the customer have a good experience.

## Section 3

### Management and Action Plan

#### 3.1 Management Plan

Any enterprise needs rules and regulations to improve management, and hotel management is mainly the management of hotel employees. Due to the peculiarities of hotel work, the impact of employees on customers is direct and irreversible.

The lack of hotel management personnel directly leads to the reduction of the level of hotel management, most of the initiators of some hotels have low education, coupled with most schools do not open hotel management majors, even if they are opened is to learn cultural knowledge, the practice of hotel management is very little, domestic economic hotels lack a lot of professionals, especially high-level.

Secondly, attention should be paid to the mobility of personnel management in hotels. On the one hand, due to some prejudice against the work of service personnel in society, most people think that the service industry is humiliating and not a good job. Hotels will not provide good treatment to service staff, so two-way selection often leads to strong personnel mobility.

Finally, hotels also need to give employees some reward and punishment mechanisms appropriately, give employees some benefits during the festival, motivate employees to work seriously, and treat customers with a good attitude.

#### 3.2 Production planning

##### 3.2.1 Production planning

First, the key point of economy hotels is to pay attention to economic applicability, then for customers, reasonable prices are very important, but cannot disrupt the market order, according to the current season of the market price up and down.

Second, provide a unique service. Specifically, you can refer to some Internet celebrity hotels for young people to choose.

Third, we should pay attention to the quality service of the hotel, provide humanized and warm services for consumers who come to stay, and provide umbrellas or bicycles that can be borrowed when checking in. A call-in system is

installed in the room to facilitate timely service to customers.

### 3.3 Operation Plan

#### 3.2.2 Supply Chain and Operational Details

Budget hotels should have experienced hotel managers who can handle changes in the market. According to the nature of the hotel, the management chooses new partners to work with. For example, advertise on some software and form a partnership. Reach an agreement with travel software to sell the room in many aspects.

#### 3.2.3 Job scheduling

During the trial operation of the hotel, the expenses incurred should be strictly controlled, and strive to achieve efficiency with the least amount of money in the short term. In the short term, the economy hotel will be built into a comfortable and warm hotel in people's mouths, and the popularity of the enterprise will be improved from many aspects, and the publicity will be promoted by online advertising and offline advertising.

After the hotel is on track, the hotel management reaches a consensus with the local tour group and forms a cooperative relationship. At this time, the popularity of the hotel has risen, and for consumers, it is already familiar. Hotels need to improve their own requirements to meet the needs of consumers.

The future development goal of budget hotels is to be a different hotel. In the competitive market to form an irreplaceable position, in the market, there are its own characteristics others can not imitate, cannot do.

## Section 4

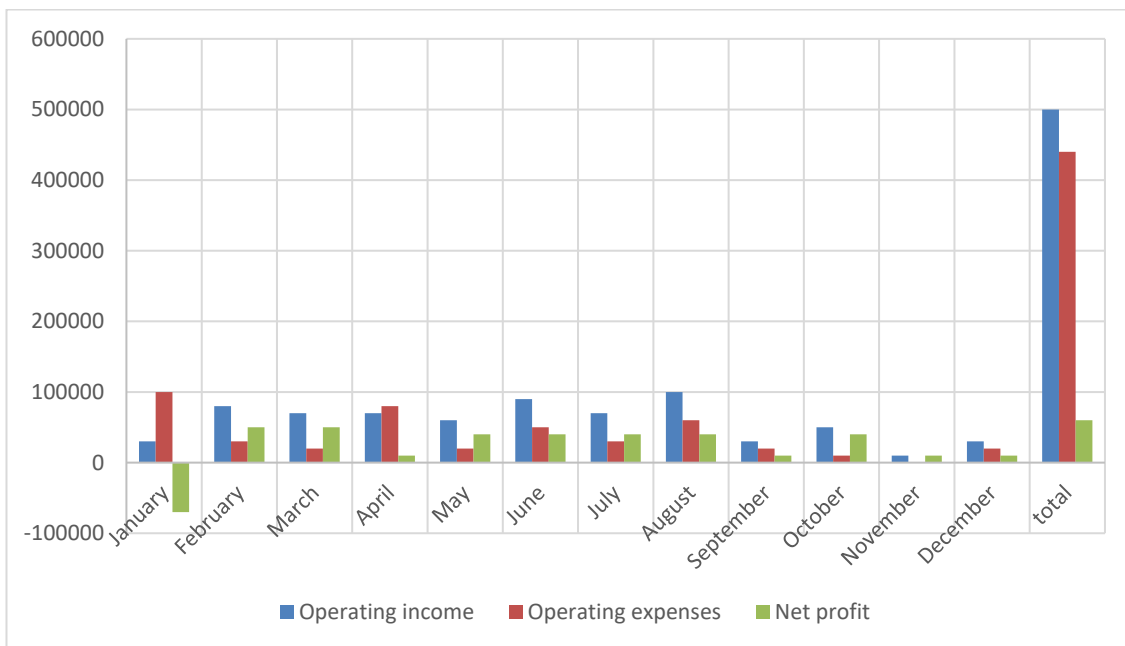
### Financial Projections

#### 4.1 Financial Statements

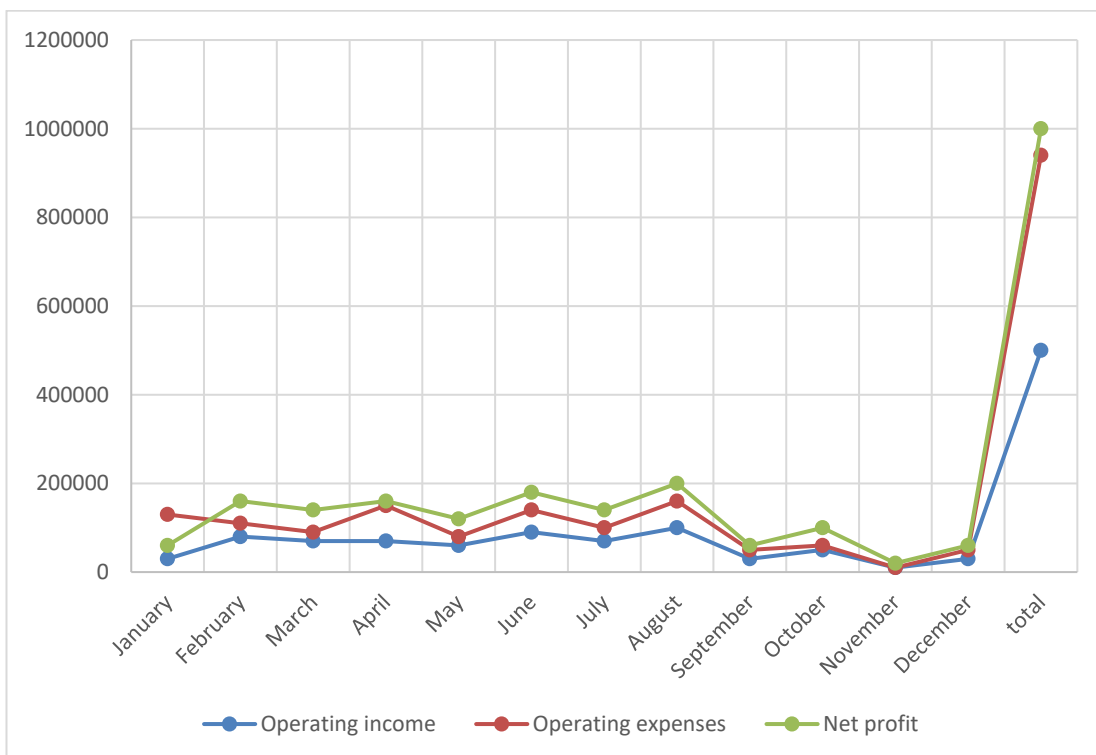
Table 4.1 Financial revenue and expenditure statistics table

department	Operating income	Operating expenses	Net profit
January	30000	100000	-70000
February	80000	30000	50000
March	70000	20000	50000
April	70000	80000	10000
May	60000	20000	40000
June	90000	50000	40000
July	70000	30000	40000
August	100000	60000	40000
September	30000	20000	10000
October	50000	10000	40000
November	10000	0	10000
December	30000	20000	10000
total	500000	440000	60000

Annual financial expenditure analysis chart



Trends in financial revenue and expenditure statistics



4.2 Table 4.2 Cash Flow Budget Hotel

	Number of rows	amount
1, Cash flows from operating activities		
Cash received from the sale of goods and the provision of services	1	30200
Other cash received in connection with operating activities	2	7000
Cash inflow subtotal	3	37200
Cash for the purchase of goods and payment for services	4	4000
Cash payments to and for employees	5	20000
Other cash paid in connection with operating activities	6	6000
Cash outflow subtotal	7	30000
Net cash flow from operating activities	8	7200
2. Cash flow from investment activities		
Get back the cash received on the investment	1	50000
Cash received for dividends or profits	2	20000
Net cash from disposal of fixed and other long-lived assets	3	7000
Cash inflow subtotal	4	77000
Cash paid for the acquisition of fixed assets	5	20000
Cash paid for equity investments	6	5000
Cash paid for debt investments	7	7000
Other cash paid in connection with investment activities	8	2000
Cash outflow subtotal	9	33000
Net cash flows from investing activities	10	44000
3. Cash flow from fundraising activities		

Cash received for borrowing	1	40000
Cash inflow subtotal	2	40000
Cash paid to pay off debts	3	29000
Cash paid for distribution profits	4	10000
Cash paid to repay interest	5	8000
Cash outflow subtotal	6	47000
Net cash flows from fund-raising activities	7	-7000

#### 4.3 NPV, IRR, ROI and Payback period Analyst

On financial and cash flow above it can projection of turnover of budget hotel for five years as the table

Table 4.3 Cash flow statement Budget Hotel in China

Turnover (Yuan)	2023	2024	2025	2026	2027
Cash flow (Yuan)	400,000	430,000	500,000	620,000	850,000
Discount factor 10%	0.909	0.826	0.751	0.683	0.621
Cash flow PV 10 %	363,600	355,180	375,500	423,460	527,850
Accumulate	363,600	718,780	1,094,280	1,517,740	2,045,590

#### According to table 4.3

First investment 1,500,000 Yuan

ROI average per year =  $409,119 / 1,500,000 \times 100 = 27.27\%$

NPV =  $2,045,590 - 1,500,000 = 545,590$  million Yuan

IRR = 19.5%

Payback period on 3 years and 3 months

#### 4.5 Interview Results\* (Structured Interview Conclusions of 6-10 Respondents)

According to a survey of consumers, there are generally the following views on budget hotels.

The first is the service staff of economy hotels, the current domestic tourism market has gradually risen, in the past few years of the epidemic, the impact of the tourism industry has gradually eased, so the probability of people going out to travel

in the next few years will be very large. Most people will choose economy hotels to live in, and high-end hotels are not suitable for large population groups, so the demand for economy hotels will be amplified in the future. Most of the respondents said that they hope that the service staff of the hotel will have a good attitude before they have the idea of continuous consumption.

Secondly, the price of economy hotels should be combined with the environment, not all economy hotels are a price point, in addition to considering market conditions, but also from their own start, do not be ambitious. Many consumers said that even if they travel in the future, they will choose affordable hotels and pay more attention to cost performance.

Finally, budget hotels need to innovate and improve. Many consumers indicated in the questionnaire that they value the innovation of the hotel, especially the young people, and pay more attention to the freshness of the hotel, even if they live in it, they have a good experience. I will buy again on my next visit. Many young people have the habit of surfing the Internet, have a strong herd mentality, and like to follow some new things on the Internet, so hotel innovation is necessary.

## Section 5

### Conclusions and Recommendations

#### 5.1 Conclusion

The future development trend of domestic economy hotels is good, and the tourism industry is also rising, although economy hotels are still leading the trend of accommodation, but as a company must also face themselves from an objective perspective. If you do not reflect on yourself in time, there will be a possibility of reshuffling in the future, and it is likely to be eliminated by the market.

For budget hotels so far, there are the following problems, the first point is the need to pay attention to the training of management personnel and the quality education of service personnel. The second point is to keep the hotel's facilities and ideas up to date. The third point is that the price setting of the hotel must also be similar to that of the market, but it must also start from itself.

#### 5.2 Recommendations

In the highly competitive market environment, how to solve the problem of hotels is divided into the following three points.

First, improve the working environment of the hotel and strive to raise the level of hotel personnel. Recruit more senior managers, play different functions, humbly learn the skills of others in hotel management, and develop different sales channels based on their own characteristics. Service personnel are regularly trained to give priority to their quality education. The personnel incentive system should also be updated in time, so that employees always maintain a positive heart when facing work.

Second, reposition the hotel's business purpose. Each business has its own business philosophy, and the main focus of economy hotels can be warm and comfortable, so that consumers will have a more warm feeling of returning home.

Third, create a humane environment. When hotels face consumers, they don't just see consumers as profits. And let the service staff hold a sincere heart and treat every customer seriously. When customers encounter difficulties that cannot be solved, actively help them and treat them as friends.

In addition, the monolithic nature of economy hotels should also be broken, and the single business style will soon be eliminated by the market, or even closed down before it is eliminated by the market. Therefore, the most important thing to find the right one for yourself is not only to learn the business philosophy of others, but also to learn to innovate yourself and learn to lead the market in the future innovation process.

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Appendix (Access Form. List of respondents).

gender	age	occupation
man	19	student
woman	19	student
woman	27	teacher
man	25	worker
woman	27	White collar
man	30	Courier
man	45	boss
woman	50	housewife
man	27	Freelancing
man	35	Factory employees

In order to ensure the authenticity of the data, select a few anonymous questionnaires to display and answer the questionnaires for the network.

Questionnaire 1:

1. Your gender

A man

B female

2. Your age

A Under 20 years old

B 21-30

C 31-40

D 41-55

E 55 or above

3. Are you studying or have obtained the highest qualification?

A Junior High School

B High school | technical secondary school

C Junior College

D Bachelor's degree

E Master's degree or above

4. What industry are you currently engaged in?

A Student

- b Media, tourism and MICE hotel industry
- C Electronics and communications industry
- D Construction and real estate industry
- E Consulting, Legal, Finance, Banking
- F Express, logistics
- G Other

5. What is your current position?

A Student

- B Organs and institutions
- C Ordinary employees of the enterprise
- D Self-employed businessmen
- E Enterprise middle management
- F Freelancers
- G Other

6, Your monthly income?

A There is no income yet

- B Less than 5000 yuan
- C 5000-10000 yuan
- D 10,000-50,000
- E More than 50,000 yuan

7. Why do you stay in a budget hotel?

A OFFICIAL BUSINESS TRIP

B Sightseeing tours

- C Visiting relatives and friends
- D Other

Multiple choice questions

1How often do you stay in budget hotels?

A 5 years next

B 5-10 next year

C 10-15 years

D 15 years or more

2What price can you accept for a budget hotel?

A Less than 100 yuan

B 100-200 yuan

C 200-300 yuan

D 300-600 元

3How did you hear about and stay in a budget hotel?

A Friend recommended

b Media outreach (network).

C Company designated

D Random selection

E Other

4What channels do you usually book budget hotels?

A Travel agency booking

B Book online

C Book directly with the hotel

D Other

5. Do you think budget hotels are best served in terms of catering?

A Breakfast and meals are available

B Breakfast only

C No catering service is required

Multiple choice questions

1What do you think budget hotels should have in terms of housekeeping?

A The room was spacious

B The room is a good size

C Luxurious and comfortable bed

D generally clean and comfortable bed

E Luxurious bathroom

F General toilet with shower facilities and disposable toiletries

G Toilets with shower facilities and elimination of disposable items

H Desks and free internet access

I have a computer

J Other

2What services do you think budget hotels offer?

A Wi-Fi

B Business telephone

C Travel consultation

D Ticket Ordering

E Specialty Catering

F Laundry washing

G Member Services

H Online Booking

I Checked baggage

J Send and receive couriers

K Other

3How do you think budget hotels are promoted?

A Points

B Breakfast is served

C Vouchers

D Discounted room rates

E One free off-site night for new members

F Online prepaid discount

G New store discounts

H Specialty services (bedtime milk, roses, etc.).

I Other

4Do you choose a branded budget hotel every time?

A Yes, you must stay in a budget hotel with a brand guarantee every time

B No, you can live in it

C doesn't matter

5Which location do you generally choose for a budget hotel?

A Downtown is bustling

B Remote development zones

C Transportation hub area (near train station, coach station, etc.).

D Near tourist attractions

E Near the Exhibition and Convention Center

F Miscellaneous

6When choosing an economy hotel, which three factors are the first to consider?

A Traffic conditions

B Security issues

C Price factor

D Hygiene factors

E Quality of Service

F Brand influence

G Food and beverage quality

H hardware facilities

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## Biography

Name-surname	Wenzheng Yang
Date of birth	
Place of birth	
Workplace	
Position	-
Education	MBA Southeast Asia University



# CERTIFICATE

Multidisciplinary Challenges in Business, Education, Innovation and Advanced Social Intelligence Forward Era 6.0 in 3rd IC-RMUTK INTERNATIONAL CONFERENCE 2023 held on 30 April – 1 May 2023 at Rajamangala University of Technology, Bangkok, Thailand.

THIS IS TO CERTIFY THAT

*Wenzheng Yang*

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TITLE OF PRESENTATION : A STUDY ON STAR AND BUDGET HOTELS IN CHINA

ASSOC.PROF.ARUS KONGRUNGCHOK, Ph.D.

Dean, International College RMUTK

SUPOT RATTANAPUN, Ph.D.

Vice Dean for Academic Affairs,  
International College, RMUTK