CHAPTER I: INTRODUCTION

1.1 Research Background

1.1.1 Environmental background

Faced with changes in the global economy , consumers are increasingly demanding high-quality services and diversified, differentiated, and personalized emotional experiences ; traditional business models are gradually unable to meet customer needs, and various industries are gradually moving towards personalized and immersive services . Fierce market competition has also prompted companies to begin to respond to market changes through innovative service marketing strategies. In addition, the continuous optimization of the economic structure has led to an increase in the proportion of the tertiary industry, which has also provided a foundation for the development of personalized services .

This trend is particularly evident in China. As the second largest economy, the contribution rate of the tertiary industry has steadily increased in recent years and has become an important driving force for national economic growth. In 2024, China's gross domestic product (GDP) exceeded 130 trillion yuan for the first time, an increase of 5.0% over last year (China Economic Network, 2025) ; the contribution rates of the three industries to economic growth were 5.2%, 38.6% and 56.2% respectively (China Economic Network, 2025) . It can be seen that the tertiary industry leads the primary and secondary industries in the 2024 data. China's service industry has become more and more prominent in the national economic development,

and has gradually developed into an important force and pillar industry to promote the national economy .

The hotel industry occupies an important position in both the service industry and the tertiary industry . With the improvement of people's consumption level and the increase in travel frequency, this trend is particularly evident in the hotel industry . Since the outbreak of the COVID-19 epidemic, the number of domestic tourists in China in 2023 increased by 93.3 % over the previous year , and the total travel expenditure of domestic tourists also increased by 140.3 % . The number of tourists reached a new high in 2024, reaching 5.62 million (National Bureau of Statistics, 2025) .

Figure 1.1 Number of domestic tourists in China and their growth rate from 2016 to 2024

Faced with the gradual increase in the number of consumers, the needs of consumers of all ages and industries are becoming increasingly diversified and personalized ; the document released by the Ministry of Culture and Tourism of the People's Republic of China (2023) mentioned that the current domestic tourism

market is gradually showing a trend of diversified, personalized and high-quality development, and expressed the importance of optimizing customer experience and satisfaction. It can be seen that consumers' expectations for hotel services are no longer limited to basic functions, but they pay more attention to emotional interaction and personalized service experience. Under this trend, traditional standardized processes alone are obviously unable to fully meet market demand, and personalized services have therefore become a key strategy to improve customer satisfaction and hotel competitive advantage.

1.1.2 Case Background

In the context of development , more and more hotel brands have begun to adjust their service models to meet customer needs and find competitive advantages that are different from other hotels in the new economic era ; for example, after customers enter the hotel, from the interior decoration style they see to the impact of the incense smell to the warm reception of the staff, as well as the comfort of the room environment and hardware facilities, hotel experience courses, etc., all of these are related to improving customer satisfaction and the overall experience during the stay. Among them, Shanghai World Expo Savhe Hotel under Atour Group is a typical example. Atour Group was founded in 2013. Although it has a limited development history, it has rapidly grown into a well-known mid-to-high-end hotel group in China . The development background and concepts behind it have distinct characteristics of the times; as consumers begin to pursue the experience, cultural atmosphere and personalized services

during the accommodation process, this coincides with the Atour Group's concept

of "humanity, warmth and fun". The group is committed to providing customers

with services beyond the scope of traditional accommodation and creating a

"fourth space" so that customers can relax and enjoy life in addition to their

homes, workplaces and social places; in the group, employees are called

"neighbors", which also shortens the distance between the group and customers,

creating a cordial and friendly atmosphere, allowing customers to feel the

warmth of home in the hotel.

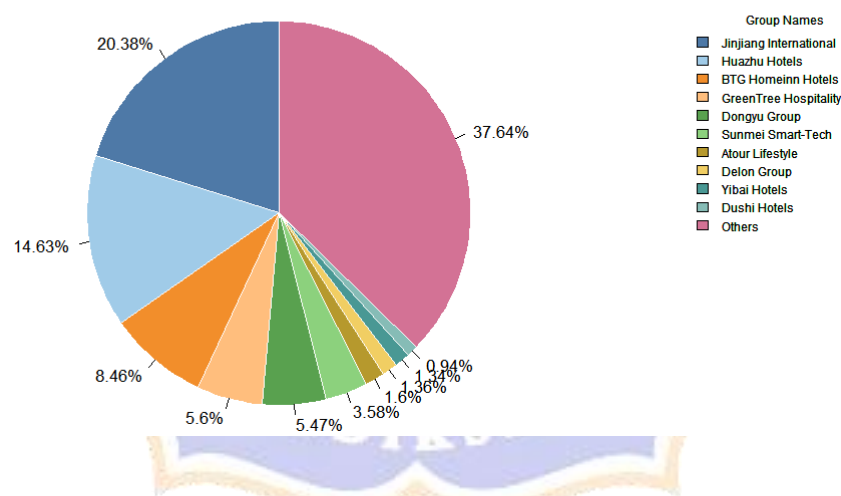**Market Share of Top 10 Hotel Groups in China**

Figure 1.2 Source: China Hotel Association (2022)

The group's marketing strategies that are in line with the economic

development of the times are also reflected in the data ; according to the industry

report released by the China Hotel Association (2022), by the end of 2022, Atour

Group ranked in the top ten in the national hotel market , and the number of

rooms increased by 8.27% compared with the top ten hotel groups in 2021.

Overall, the top ten hotel groups accounted for 69.5% of the chain hotel market, which not only shows the strength of Atour Group, but also shows that the leading role of large hotel groups in market development has been further enhanced .

As an experiential hotel under the Atour Group, Shanghai World Expo Savhe Hotel opened in 2021. It is inspired by Jiangnan gardens and creates a unique Chinese space atmosphere. The hotel also incorporates personalized elements in its services, allowing customers to experience the naturally lit yoga room equipped by the hotel, and regularly provides relaxation courses such as meditation and singing bowls; in addition, in order to enhance the customer experience, the hotel uses a consumption scene that integrates spatial layout and personalized Chinese dining , and combines it with personalized special services such as "Sahe Butler" to achieve the purpose of enhancing the customer's immersive experience; starting from the booking stage, the butler will establish contact with the customer to understand the itinerary and special needs; for example, for business travel For traveling customers, the butler will assist in planning the best travel route and arrange vehicles in advance; for traveling tourists, the butler will recommend niche attractions and special foods based on the customer's interests; and during the stay, the butler will actively pay attention to customer needs and provide timely assistance, such as helping with ironing clothes, preparing emergency medicines, etc., to enhance customer experience and enhance emotional connection; on the technical level, the hotel has also introduced service robots, which use intelligent and automated technologies to improve service operation efficiency

and convenience for customers , so as to better meet the differentiated needs of different customers; the relevant measures taken by Shanghai World Expo Savhe Hotel to improve customer satisfaction also provide a typical sample case for exploring the practical path of personalized service in the hotel industry .

1.1.3 Platform Background

Online Travel Agencies (OTA) are third-party platforms for booking travel products and services provided by Internet platforms, such as Ctrip, Meituan, Booking.com, Expedia and TripAdvisor. These platforms bring together information on hotels, flights, travel routes and other information from around the world, and provide booking services to consumers through digital means. In the hotel service industry, OTA not only has a booking channel for related travel , but is also an important platform for customers to obtain hotel information, compare prices and share accommodation experiences. Online reviews posted by customers on OTA platforms have become a key influencing factor in consumers' hotel stay decision-making process, and are also an important source of data for studying hotel service quality, customer satisfaction and personalized services .In August 2023, the China Internet Network Information Center (CNNIC) released its 52nd "Statistical Report on the Development of the Internet in China", which indicated that as of June 2023, the number of online travel booking users in China had increased by approximately 30.91 million compared to December 2022. This made online travel services one of the fastest-growing segments among internet-based services in the country (CNNIC , 2023) . Among them, "Ctrip.com" was founded in 1999. Since

2000, it has rapidly risen among many travel websites. As of March 2020, it has become the top of China's three major OTAs. In 2020, although the overall environment was affected by the epidemic, Ctrip.com quickly adjusted its industry layout and broadcast 118 live broadcasts online. 200 million consumers booked travel in the live broadcast room, making the total pre-sale GMV of "Ctrip.com" exceed 5 billion (Yang , 2021) . In 2021, "Ctrip.com" began to pay attention to marketing revenue and wanted to get rid of the restrictions of traditional OTA . Therefore , "Ctrip.com" is currently the largest travel transaction platform in China. Most users are accustomed to writing real travel experience reviews on the website to express their satisfaction with the hotel.

1.2 Problem Identification

1.2.1 Changes in the hotel industry

With the changes in economic forms, the hotel industry is undergoing a transformation, starting to shift from a service model centered on "accommodation" to a service model centered on "customer experience". This change is not only reflected in the mid- to high-end hotel market, but also in other types of hotels such as chain economy hotels, which are beginning to focus on differentiated services to cope with increasingly fierce market competition. For example, some hotel brands have gradually integrated local cultural elements, such as Atour Hotel Group's creation of a 24-hour library to increase the cultural atmosphere, Hilton Group's launch of intangible cultural heritage projects, and the selection of 130 hotels under its umbrella

to carry out nearly 50 intangible cultural heritage experience activities; in addition, the development of science and technology is also promoting the digital upgrade of the hotel industry, such as Huazhu Hotel Group's provision of "Huazhanggui" self-service check-in equipment, Yunji Technology's cooperation with Baidu, the launch of hotel service robots, and the provision of mobile contactless services, are all changing the traditional service model. These changes have not only enhanced customers' recognition of hotel brands, but also improved the market competitiveness of hotels.

However, although the industry is moving towards experience and personalization, many hotels still rely mainly on standardized service processes and lack the ability to deeply explore customer needs and long-term value; this business model causes some customers to lack emotional connection during the consumption process, which in turn affects customer satisfaction and brand loyalty; in addition, the intensification of market competition also requires hotels to continuously innovate service models to meet the diverse needs of customers.

1.2.2 The connotation of personalized service

As consumer demands continue to upgrade, customers are increasingly paying attention to personalization, interactivity, and emotional connection. However, current research, when exploring personalized services, often focuses on technology empowerment or a single service element, lacks a systematic analysis of the overall composition and influencing mechanism. In addition, whether different dimensions of personalized services have different degrees of impact on customer satisfaction still

lacks a complete research conclusion.

On the basis of clarifying these issues, we first need to clearly define the connotation and clarify the research scope. At the theoretical construction level, personalized service is not a single concept, but a systematic practice composed of multiple different dimensions. Service quality can be evaluated from five dimensions, among which "tangibles" and "reliability" (Parasuraman et al., 1988) are the representatives ; the former refers to the customer's perception of the physical environment, facilities and equipment, and the external image of employees, while the latter measures the stability and credibility of the services provided by the enterprise; these two dimensions are closely related to the customer's intuitive perception of personalized services. Therefore, in this study, they are divided into the perceptual attributes of personalized services. For example, when hotels provide personalized services, comfortable environmental design, intelligent facilities and the professional image of service personnel can enhance customers' perceived experience, while efficient and accurate services will enhance customers' trust and satisfaction with hotel services; in addition, social exchange theory believes that individuals will evaluate the value of interactive relationships based on the input and return of resources in social interactions (Blau, 1964). In the context of personalized service, the interaction between customers and service personnel is also a kind of social exchange, and customers will judge the value of the service they receive based on the quality of interaction. This process emphasizes the interactive value in personalized service , that is, how the relationship between service personnel and customers affects

customer experience and satisfaction , so this part is divided into interactive attributes .

However, in terms of conceptual definition, existing research rarely involves the mechanism of how different dimensions affect customer satisfaction under their respective effects; the ambiguity of this theoretical cognition can easily lead to the practical misunderstanding of "heavy hardware investment and light soft service" in resource allocation. Therefore, this study is based on the theoretical analysis framework of "attribute dimension-action path-satisfaction output" to explore how different attributes of hotel personalized services affect customers' overall experience and satisfaction, and through dimensional division and in-depth analysis, explain the mechanism of action, and provide reference for subsequent research and industry practice.

1.2.3 Limitations of existing research

Although the academic community has made some progress and achievements in the study of personalized services and customer satisfaction, a review of the literature found that the current research still has the following three deficiencies. First, there is still room for research on segmented dimensions : According to the content mentioned in the previous section, most current studies regard personalized services as a holistic concept or a single-angle analysis , such as (Yang , 2021), etc. These studies ignore the independence and differentiated effects that attributes of different dimensions may have, resulting in insufficient in-depth research results on the mechanism by which personalized services affect customer satisfaction, and it is impossible to fully

interpret the role of these different attributes in different situations, and it is difficult to provide specific guidance for service optimization . Secondly, the data collection and methodology are mostly concentrated on traditional survey methods, and the data mining of the real emotional manifestations of customer experience is insufficient . Questionnaire surveys (such as Likert five-level scale) are generally chosen for data collection. Although this research method can show the basic influencing factors of customer satisfaction, it has a weaker performance ability for complex variables such as emotional experience; and it may have certain limitations in terms of questionnaire design issues, data authenticity, recall bias, etc.; therefore, this study mainly adopts data-driven quantitative research, combined with natural language processing technologies such as text analysis and sentiment analysis, which can collect a large number of customer online comments on the network platform, capture metaphorical emotional keywords, and collect unstructured data with flexibility, traceability and transparency, so as to more efficiently reveal more valuable information. However, although text analysis has advantages in processing unstructured data and mining customer feedback, it still has certain limitations. First, it mainly relies on natural language processing technology (NLP), which is good at revealing the semantic associations between data and intuitively seeing the displayed content, but it is difficult to directly deduce causal relationships, so it is impossible to accurately quantify the degree to which personalized services improve customer satisfaction. In addition, customer comments are expressed in a variety of ways, which may contain metaphors, irony or exaggeration, which makes the sentiment analysis model have

certain deviations in understanding semantics. Text analysis results are also easily affected by factors such as data sources, analysis tools, and parameter settings. Different methods may draw slightly different conclusions, affecting the stability and generalizability of the research. In order to make up for the shortcomings of text analysis in relational inference and improve the accuracy of semantic understanding, this study will combine sentiment analysis methods to enhance the reliability and applicability of the research conclusions, and use regression analysis to verify trends, thereby improving its extrapolation value . Third, there is a lack of industry case support: Although there have been relevant explorations on the application of personalized services in the hotel industry, there is still a lack of in-depth discussion on the practice of different attributes of personalized services in a specific industry context in existing research, and a personalized service system that adapts to China's consumption characteristics has not yet been established, especially how to combine the characteristics of the mid- to high-end hotel industry to carry out practical research, which still needs to be improved.

1.3 Problem Limitations

In the process of research, many factors such as research methods, data acquisition, variable measurement, and external environment may affect the research results, thereby bringing certain limitations. In order to improve the objectivity, scientificity, rigor and effectiveness of the research, in the problem limitation part, this study will carefully analyze the problem limitations of this study from the aspects of

research methods (limitations of data collection methods, limitations of data analysis methods, limitations of variable selection), research scope (industry scope, service type scope, customer group scope), and provide a reference basis for subsequent research.

1.3.1 Limitations of the research scope

When studying the impact of personalized service on customer satisfaction, we need to determine the limitations of the research. The main scope limitations of this study are:

1.3.1.1 Industry Scope

With the intensification of market competition and the enrichment of customer consumption experience, the demand for personalized services by guests of high-star hotels has become increasingly prominent, and standardized services have been unable to improve their satisfaction and loyalty (Peng , 2007) ; therefore, according to the content of this study, it mainly focuses on the mid-to-high-end hotel industry, and selects Shanghai as the research area. As an international metropolis, Shanghai's hotel service industry is mature, the mid-to-high-end hotel market is huge, and the competition is fierce. Compared with other types of hotels, the mid-to-high-end hotel industry has a more prominent demand for personalized services and has a higher research value. Shanghai's rich industry data and practical cases provide sufficient samples for the study; in addition, Shanghai's tourism industry and international business activities are relatively active, and the hotel service standards are relatively high, especially the demand for personalized services. However, this industry and

regional lock-in also means that the research conclusions may not be directly promoted and applied to other service industries or regions, but this limitation can make the research more focused on the impact mechanism under a specific market environment, so as to better explore the key characteristics of the industry and provide more targeted reference value for the same type of market.

1.3.1.2 Service Type Range

The manifestations of personalized services have diverse characteristics, covering multiple levels such as design, interactive experience, and data technology. This study will focus on the perceptual attributes and interactive attributes of personalized services. The main limitation is that the perceptual attributes and interactive attributes have a key impact on shaping customer experience and improving satisfaction, and can be deeply analyzed through existing research methods ; in addition, limiting the scope of the research helps to improve the pertinence of the research, so that the analysis is more focused on the customer's perceived experience of hotel services and the interactive relationship between the hotel and the hotel, so as to more systematically reveal how personalized services affect customer satisfaction. Although the limitation of service types may not cover all forms of personalized services, it helps to ensure the systematicity and operability of the research, making the conclusions more practical.

1.3.1.3 Customer Group Scope

This study mainly focuses on the in-depth exploration of the mid- to high-end hotel customer group, which has distinct consumption characteristics: generally has

high service quality expectations and is significantly sensitive to differentiated service items ; choosing this type of customer group as the research object can not only effectively observe the dynamic path of personalized service on customer satisfaction, but also more accurately analyze the coupling relationship between service elements ; more importantly, the consumption behavior of the mid- to high-end customer group has the characteristics of continuous stability , and the tendency of active feedback is significantly higher than that of the mass consumer group, which provides high-reliability empirical data support for the study and ensures that the research results have theoretical adaptability in the mid- to high-end consumption scenarios. Although the universality of the research conclusions when migrating to the generalized consumer group needs to be carefully evaluated, it is precisely this precise customer group restriction that enables this study to more systematically reveal the value of personalized services in the high-end market and provide more operational guidance for hotels to accurately optimize service strategies .

1.3.2 Limitations of the research method

1.3.2.1 Limitations on data collection methods

In this study, we mainly rely on the Chinese OTA platform to collect online review data of Shanghai Expo Sahe Hotel customers (Ctrip.com) from 2022 to 2024. The limitation of this collection method is more conducive to exploring the real experience of customers, which can more comprehensively and intuitively reflect the subjective feelings of the hotel experience, and can effectively avoid the guiding influence of the questionnaire design; OTA platforms can also provide rich data

information, and the comments cover a wide range of customers with different travel

backgrounds, making the research conclusions more representative in specific hotel

markets; in addition, the platform comment data is readily available, with lower

collection costs and shorter time, which is suitable for large-scale research. However,

since the comments usually lack detailed background information of users, such as

age, gender, consumption ability, etc., it is inconvenient for the study to explore the

personalized service effects in different market segments. Although there are some

shortcomings in the limitation of data collection methods , this limitation helps to

focus on the real experience of customers and enables the study to more accurately

analyze the core influencing factors of personalized services on satisfaction.

1.3.2.2 Restrictions on variable selection:

Reasonable restrictions on variables in this study can ensure the rigor of the

research, enhance the ability to infer between variables, and improve the research

conclusions. In terms of operability, the core purpose of the study is to explore the

impact of personalized services (divided into perceived attributes and interactive

attributes) on customer satisfaction. The dimensions of personalized services are

wide-ranging, and the factors affecting customer satisfaction are also complex.

Therefore, by controlling or excluding other possible influencing factors in the study,

it can be ensured that the study actually measures the impact of personalized services

on satisfaction, rather than the effects of other variables. Therefore, limiting the

variables and clarifying the scope of the variables can improve the internal validity of

the study, making the data collection and analysis and measurement indicators of the

study more operational, and more targeted, and providing more direct management practice suggestions for the hotel industry.

In addition, text data has the characteristics of being unstructured and highly subjective. In the data collection part, if the range of variables is too large, the difficulty of data processing will increase significantly, which may lead to a decrease in the accuracy of text analysis results. By limiting the range of variables, the research can choose text analysis methods more specifically, thereby improving the accuracy and reliability of the analysis. In the data analysis part, if the range of variables is too broad, the research results may only be superficial correlations. By clarifying the independent variables (personalized services) and the dependent variables (customer satisfaction), the explanatory power of the relationship between variables can be enhanced. For example, if the study finds that personalized services with interactive attributes significantly improve customer satisfaction, the credibility of this conclusion will be enhanced due to the clarity of variable restrictions. In terms of research conclusions, if there are too many research variables or the range is too wide, it will easily lead to a lack of focus in the research conclusions, the core content is not focused enough, and the theoretical framework may be overly expanded. It is difficult for the experimental conclusions to clarify the research deficiencies that need to be filled. In addition, for applications, it may also lead to a decrease in the practical guidance of the conclusions, affecting the actual application value; therefore, limiting the range of variables can ensure the coherence of the research conclusions, thereby enhancing the practical guidance significance of the conclusions. In this study, the

main purpose of limiting variables is to ensure the scientificity and operability of the research, reduce confounding factors, and enhance the industry guidance value of the research results; by reasonably limiting the scope of personalized services (perceived attributes and interactive attributes) and clarifying the measurement methods of customer satisfaction, the research can be more focused and the conclusions more accurate.

However, there are still some potential interference factors in this study. Perceptual attributes are easily affected by individual cognition and external factors, while interactive attributes are easily affected by customer emotions and service scenarios, which may lead to measurement fluctuations. In addition, customer satisfaction is not only determined by personalized services, but also affected by factors such as price and brand awareness, making it difficult to completely isolate the independent role of personalized services. However, these variables are still the core factors affecting customer satisfaction. Therefore, in the study, we try to minimize interference by controlling variables and cross-analysis to ensure the accuracy of the research.

In summary, the purpose of clarifying the limitations of the research questions is to clearly define the boundaries of the research and ensure the logic and rigor of the research. By focusing on the perceived and interactive attributes of personalized services and limiting the research background to the high-end hotel industry, this study can explore the actual impact of personalized services in more depth. At the same time, the problem limitations also provide directions for the expansion of future

research, such as how to expand the scope of research to other industries, or how to overcome existing limitations by introducing new research methods.

1.4 Problem Statement

- **RQ1 :**What aspects of personalized services do existing studies focus on? Are there any research gaps or deficiencies?

- **RQ2 :**Personalized services are divided into perceptual attributes and interactive attributes. Where are these two attributes reflected? Are there significant differences in their impact on customer satisfaction?

- **RQ3 :**How do different types of personalized practices affect customer satisfaction?

- **RQ4 :**What aspects are personalized services in the hotel industry mainly reflected in? And how do they affect customer satisfaction?

- **RQ5 :**In the context of increasingly fierce market competition, how can hotel personalized services optimize customer experience and enhance hotel market competitiveness?

1.5 Research objectives

1.5.1 Theoretical objectives

The theoretical objectives of this study are mainly divided into two parts. First , it explores how different attributes of personalized services affect customer

satisfaction and constructs the internal relationship mechanism between them. Although the mid- to-high-end hotel industry has become an important practice scenario for personalized services , current research focuses more on the application of service quality in the industry. For the hotel industry, which is highly dependent on experience , existing research is still relatively limited. This study hopes to expand this research perspective, sort out the perceived attributes and interactive attributes of personalized services, and explore their specific impact paths on customer satisfaction ; secondly, this study hopes to further clarify the specific role mechanism of personalized services with different attributes in the formation of customer satisfaction. When explaining personalized services, existing studies usually focus on the impact of a single factor or the whole on satisfaction, but ignore the mechanisms under different dimensions. Therefore, the study will further explore the interaction between different attributes and clarify how personalized services play a role in the formation of customer satisfaction .

1.5.2 Practice Objectives

   operational optimization strategy for the hotel industry to improve customer satisfaction , and to help hotel managers integrate personalized services more effectively into operational management , thereby improving customer experience, enhancing customer loyalty and brand competitiveness . At the same time, as the demand for personalized services in the hotel market grows, managers face challenges in resource allocation and service design . In the specific implementation process, the weight of different types of services on customer satisfaction is still unclear. Therefore,

this study will use data analysis to identify the degree of influence of personalized services of different attributes on customer satisfaction formation , and combine the research results to propose optimization suggestions to help the mid- to high-end hotel industry provide personalized service quality under limited resource conditions , and also provide practical references for a wider range of service industries .

1.5.3 Research chapter

In order to systematically study and explore the above issues, the content structure of the paper is divided into five chapters:

Chapter 1, a brief introduction, the study will sort out the background of the hotel service industry, the theoretical basis of hotel personalized services, customer satisfaction, etc., and clarify the definition, characteristics and development trends in the modern hotel industry.

Chapter 2, Literature Review, organizes and reviews relevant research literature, and combines the current research status to explain previous research and innovations on the impact of different dimensions of hotel personalized services on customer satisfaction.

Chapter 3, in the research methods section, introduces relevant analysis methods, describes data sources, data collection procedures, and analysis design processes, etc. , to ensure the scientificity and operability of the research.

Chapter 4, in the research results section, mainly organizes and displays the research data , explores the impact of hotel personalized services on customer satisfaction through cross-validation of multiple analysis techniques , and discusses the significant

relationship between the variables.

Chapter 5, Conclusion, summarizes the main findings of the study, discusses the contribution of the research conclusions to theory and practice, and proposes corresponding room for management improvement; at the same time, it also provides suggestions for future research directions by reflecting on the limitations of the study.
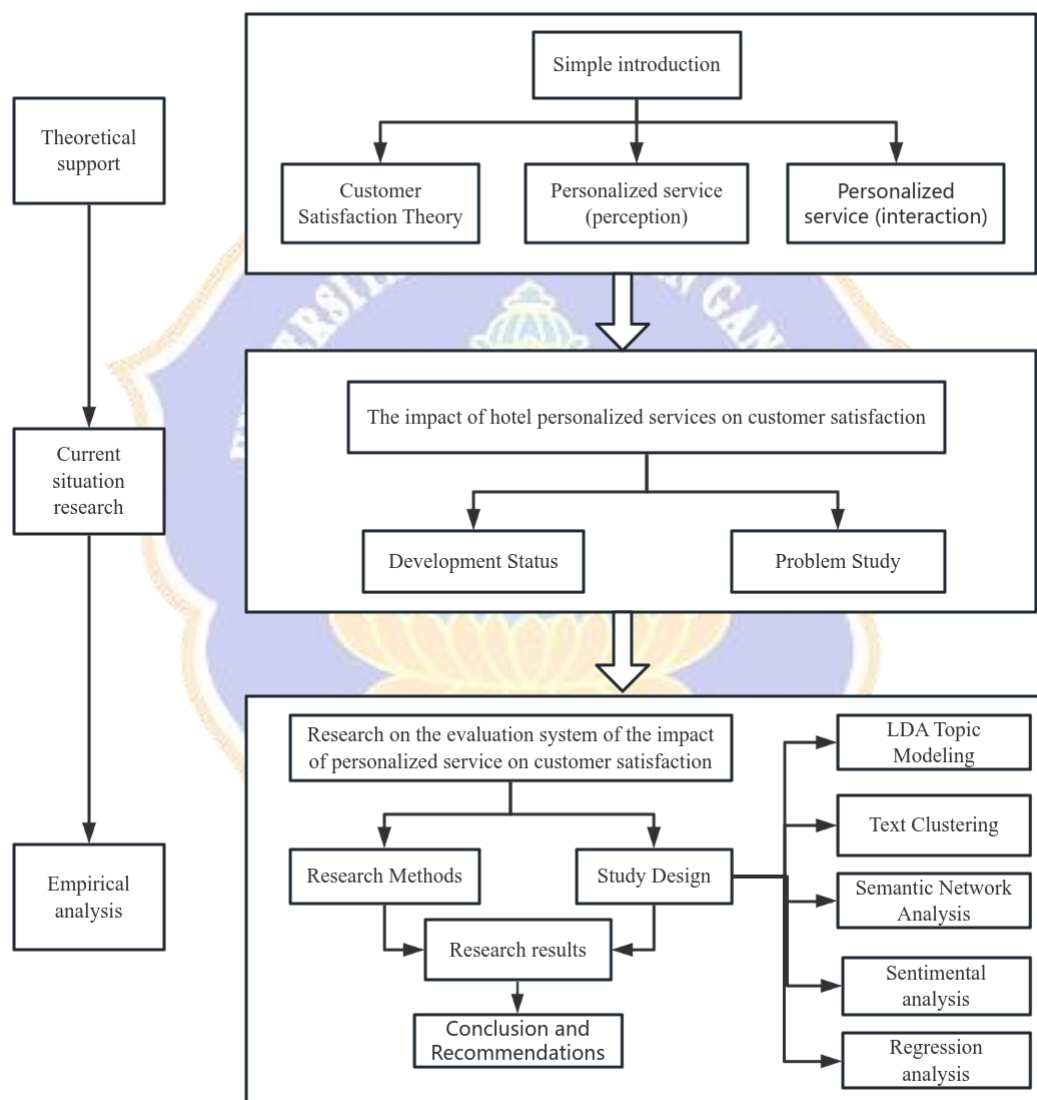

Figure 1.3 Technical roadmap

1.6 Research significance

On the theoretical level, by analyzing the mechanism of personalized service in the hotel industry from multiple dimensions, the theoretical framework of customer satisfaction is expanded. Most existing studies focus on the impact of service quality or overall or single dimension on satisfaction. Therefore, this study proposes an existing theoretical framework based on perceived attributes and interactive attributes, analyzes from a more refined perspective, and explores potential boundary conditions. Secondly, in terms of methodological innovation, the methodological level breaks through the limitations of traditional questionnaire surveys, adopts the analysis method of natural language processing (NLP) technology , combined with regression analysis research methods, collects online comments from the Ctrip platform and extracts customers' emotional tendencies , etc. In practice, this study focuses on the mid-to-high-end hotel industry. Through in-depth analysis of industry cases, it explores the practical application of hotel personalized services in the industry and proposes optimization strategies suitable for the Chinese market. At the same time, the practical results of this study can not only be applied in the hotel industry, but also provide reference and reference for other service industries . Although the research object is mid-to -high-end hotels, personalized service is a concept that is widely applicable to various service industries, and the research results have strong external applicability . For example, in the medical industry, the impact of personalized medical services (such as precise health management and personalized care plans) on patient satisfaction deserves attention; in the retail industry, how intelligent recommendation systems and personalized shopping experiences enhance customer

loyalty is also a hot topic in current business management research; in the catering industry, personalized menu recommendations and customized service models are also of great significance to the improvement of customer experience .

1.7 Glossary

1.7.1 Customer Satisfaction

Customer satisfaction refers to the overall evaluation of the degree of match between customers' expectations and actual experience after purchasing or using a product or service. Expectation Confirmation Theory believes that customer satisfaction comes from the comparison between customer expectations and actual perceptions: when perception exceeds expectations, customers will feel satisfied, otherwise they will be dissatisfied (Oliver , 1980) . Kotler (1997) further emphasized that customer satisfaction depends not only on the functional satisfaction of products or services, but also on emotional experience and environmental factors.

This study adopts Oliver's expectation confirmation theory as one of the core definitions , and combined with Kotler's views, defines customer satisfaction as the customer's overall experience evaluation in hotel services, including the satisfaction of perceptual and functional needs, the pleasure of emotional interaction , and the psychological feelings brought by the environment. This concept helps to more comprehensively analyze the multi-dimensional impact of the experience economy on customer satisfaction.

1.7.2 Optimization Strategies

Optimization strategy refers to a management method that improves service quality and customer experience through systematic analysis and improvement. The balanced scorecard theory believes that optimization strategy should be based on the strategic goals of the enterprise and adjusted from four dimensions: customers, internal processes, finance, and learning and growth (Kaplan & Norton , 1996) . In the service industry, optimization strategy mainly focuses on improving service quality and maintaining customer relationships, especially in a highly competitive market, winning customer loyalty through personalized and emotional services (Grönroos, 2007) . This study defines optimization strategy as adjusting different aspects of the hotel through the application of personalized services to improve the overall customer satisfaction. Specifically, the study will combine the theoretical framework of Kaplan and Norton to explore the optimization strategy of the customer dimension, and at the same time draw on Grönroos's views on service quality to propose personalized service solutions for the differences in customer group needs . This definition provides a clear direction and tool support for the practical goals of this study.

1.7.3 Personalized Service

The concept of personalized service originated in the mid-to-late 20th century and was first used in marketing and customer relationship management (CRM). Its theoretical basis can be traced back to the Service Marketing Theory in the 1960s and 1970s. With the development of information technology and consumer behavior research, personalized service has gradually become an important concept in the fields

of experience economy, e-commerce and intelligent services.

In the origin and development of the term, in the 1960s and 1970s: the rise of modern service marketing theory, Kotler (1967) proposed in "Marketing Management", enterprises began to realize the importance of "customer-centricity" and emphasized the matching of service quality with customer needs; in the 1980s and 1990s: the experience economy theory emphasized that enterprises need to create personalized and unforgettable experiences for consumers (Pine & Gilmore , 1999); in the early 21st century: the rapid development of the Internet and e-commerce, data mining, recommendation systems and other technologies have promoted the widespread application of personalized services in e-commerce, retail, hotels and other industries (Adomavicius & Tuzhilin, 2005); in recent years (2010 to present): the development of technologies such as big data, artificial intelligence (AI), and the Internet of Things (IoT) has made personalized services more accurate, such as the intelligent recommendations of OTA (online travel agency) platforms and the personalized check-in experience of hotels (Huang & Rust, 2018) .

1.8 Publishing Plan

After the completion of this research plan, it will be submitted to relevant journals in the fields of service management and hotel management. The research results will be presented in the form of combining theory and practice, including empirical analysis of the impact of personalized services on customer satisfaction, and a series of practical and feasible practical strategies for optimizing hotel service

quality. Through this comprehensive research, this study not only hopes to contribute new theoretical perspectives to the academic community , but also hopes to provide practical references for industry practitioners.