

**IMPROVING SALES PERFORMANCE BY ENHANCE SERVICE
MARKETING AT XIANGTIANXIA HOTPOT RESTAURANT**

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**A thesis submitted in fulfilment of the requirements for the award of the degree
of Master of Business Administration**

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DEDICATION

This thesis is dedicated to Mrs. Xiao Zhu, who gave me help for my thesis topic and accompanied me through my whole master's career.

ACKNOWLEDGEMENT

It took more than a year from the beginning to the end of the thesis. During this period, I consulted a large number of documents, books, cases, and at the same time, I did questionnaires, interviews, etc. This was a journey full of struggle, and it was also an unforgettable journey of doing my best to do one thing. Great memories in my life. In the process of writing the thesis, I also encountered many difficulties and setbacks. I would like to thank my supervisor for providing me with various support and help. During the more than a year of studying at UTM, I have gained friendship, knowledge, and many excellent teachers. Here, I would like to express my sincere thanks to my thesis supervisor Dr. Norhalimah Bt. Idris. My supervisor gave me careful guidance in my thesis writing. Here, I would also like to thank the scholars who provided references for this paper. Without your inspiration and sharing of research results, I would not be able to complete the final writing of this paper on time. It is such a group of people with the spirit of scientific research that promotes the development of science and the exchange of knowledge. At the same time, I would also like to thank my friends and classmates, who have given me a lot of useful advice in the process of writing my thesis, as well as their enthusiastic help in the typesetting and writing process of my thesis! Finally, I am very fortunate to be a student of UTM and hope to be an excellent person, Thanks again for the cultivation of UTM here, Thanks to my supervisor Dr. Norhalimah Bt. Idris.

ABSTRACT

With China's economy growing at a breakneck pace in recent years, the proportion of service industry as the tertiary industry is gradually rising, and service marketing, as a new marketing mode, slowly exists in our life. Previous studies believe that customer satisfaction is an important factor in testing service marketing. Xiangtianxia's standard service process makes some customers feel dissatisfied, and some even feel disturbed. This study aims to investigate and understand problems existing in Xiangtianxia, then proposes intervention to solve this problem, and finally evaluates the effectiveness of the entire intervention through the collected data.

This study mainly discusses how Xiangtianxia improves its service marketing to improve its sales performance. This study uses personalized service as intervention to improve the service marketing level of Xiangtianxia. To evaluate the effectiveness of the Personalized Service, improving the service marketing level of Xiangtianxia through data collection.

Service marketing theory and customer satisfaction theory are the theoretical models of this study. This study would be use mix method, which are quantitative analysis through survey questionnaire and qualitative analysis through interview. In addition, quantitative analysis will use SPSS software to help analyze data and qualitative analysis will use Nvivo Software to analyze the content of the interview. Data analysis results show that Xiangtianxia has a significant effect on improving sales performance in the implementation of Personalized Service and Wechat marketing as Intervention. This provides a direction for future researchers.

Through subsequent rounds of interventions, the data collected is analyzed to discover and reflect on the interventions in each round to assess the effectiveness of the interventions.

ABSTRAK

Dengan ekonomi China berkembang pesat dalam beberapa tahun kebelakangan ini, perkadaran industri perkhidmatan sebagai industri tertiar semakin meningkat secara beransur-ansur, dan pemasaran perkhidmatan, sebagai mod pemasaran baharu, perlahan-lahan wujud dalam kehidupan kita. Kajian terdahulu percaya bahawa kepuasan pelanggan adalah faktor penting dalam menguji pemasaran perkhidmatan.

Proses perkhidmatan standard Xiangtianxia membuatkan sesetengah pelanggan berasa tidak puas hati, malah ada yang merasa terganggu. Kajian ini bertujuan untuk melabur dan memahami masalah yang wujud di Xiangtianxia, kemudian mencadangkan intervensi untuk menyelesaikan masalah ini, dan akhirnya menilai keberkesanan keseluruhan intervensi melalui data yang dikumpul.

Kajian ini terutamanya membincangkan bagaimana Xiangtianxia meningkatkan pemasaran perkhidmatannya untuk meningkatkan prestasi jualan. Kajian ini menggunakan perkhidmatan peribadi sebagai intervensi untuk meningkatkan tahap pemasaran perkhidmatan Xiangtianxia. Untuk menilai keberkesanan Perkhidmatan Peribadi, meningkatkan tahap pemasaran perkhidmatan Xiangtianxia melalui pengumpulan data.

Teori pemasaran perkhidmatan dan teori kepuasan pelanggan merupakan model teori kajian ini. Kajian ini akan menggunakan kaedah campuran, iaitu analisis kuantitatif melalui soal selidik tinjauan dan analisis kualitatif melalui temu bual. Selain itu, analisis kuantitatif akan menggunakan perisian SPSS untuk membantu menganalisis data dan analisis kualitatif akan menggunakan Perisian Nvivo untuk menganalisis kandungan temu bual.

Keputusan analisis data menunjukkan Xiangtianxia mempunyai kesan yang

signifikan terhadap peningkatan prestasi jualan dalam pelaksanaan Perkhidmatan Peribadi dan pemasaran Wechat sebagai Intervensi. Ini memberikan hala tuju kepada penyelidik akan datang.

Melalui pusingan intervensi seterusnya, data yang dikumpul dianalisis untuk menemui dan merenung intervensi dalam setiap pusingan untuk menilai keberkesanan intervensi.

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LIST OF ABBREVIATIONS

PS	-	Personalized Service
Covid-19	-	Coronavirus Disease 2019
PEST	-	Political, Economic, Social, Technology
SS	-	Standardized Service
CSM	-	Customer Satisfaction Model
SM	-	Service Marketing
NM	-	Network Marketing

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CHAPTER 1

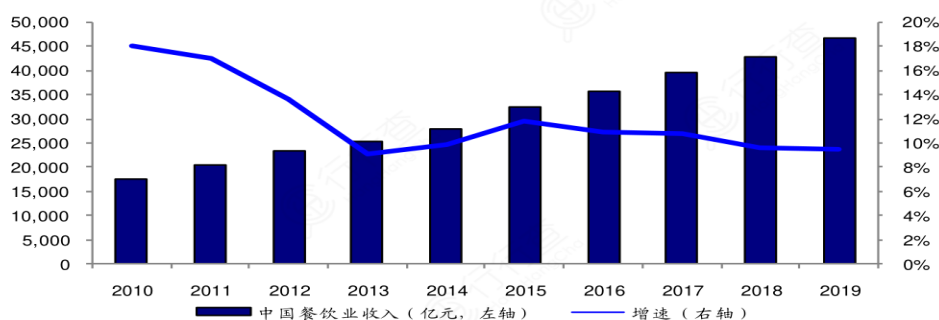
INTRODUCTION

1.0 INTRODUCTION

As an important industry that meets the four basic living needs of residents "clothing, food, housing, and transportation", the catering industry can more intuitively reflect the economic and social development status. With the continuous progress of society, people's lives have undergone tremendous changes, and the public's dining needs have become more diversified. In China's consumer sector, food and beverage consumption has grown significantly. The 2010-2019 national catering revenue data released by the China Catering Association shows that the scale of China's catering revenue has gradually expanded in the past 10 years. It took China's catering business 28 years to surpass RMB 1 trillion in sales in 2006, after the country's reform and opening up in 1978. However, it exceeded RMB 2 trillion in 5 years, and exceeded RMB 3 trillion in 4 years. It took 3 years. Today, the entire catering industry is no longer an industry with a weak foundation and extremely low barriers to entry. It has grown into a significant industry that contributes to increasing domestic demand, stimulating consumption, stabilizing growth, and improving people's lives. Its contribution to economic development is obvious to all.

Figure 1.0: China's Catering Industry Revenue and Growth

图43 中国餐饮行业收入及增速（2010-2019）



资料来源: wind, 海通证券研究所

With the growth of the hotpot market in recent years, an increasing number of businesses have grasped the value of service marketing. A large number of catering companies have begun to learn about service marketing and promote the development of catering by improving service quality. For example: providing rubber bands for the ladies in the meal, distributing hot towels, distributing waterproof cases for mobile phones, and giving birthday gifts to customers on their birthdays. As the consumer market changes, consumer demand is also changing. Some customers like the taste of Xiangtianxia hotpot, but don't like Xiangtianxia's over-enthusiastic service. Some customers just want to taste the food quietly, but they are constantly disturbed by the warm service. An introverted customer responded that he would feel restless and unable to eat at ease when he saw the service staff walking around. Customers have different perceptions, personalities, and identities, but the services they face are the same. Although the service is intended to improve customers' dining experiences, Xiangtianxia service has been known to cause customers more problems. The competition of service marketing is also the competitiveness of brands in the catering sector, which is based on services.

A US consulting company once concluded through an investigation: "In the focus of competition, service factors have gradually replaced product quality and price, and the world economy has entered the era of service economy." In the perspective of

clients, service has become an unseen badge of the brand. The ruler has also become a symbol of the company's image. This article will analyze the micro-environment and macro-environment of Xiangtianxia's service marketing, make a thorough examination of the current issues and reasons in Xiangtianxia's service marketing through the theory of service marketing, and combine the actual survey results to propose an optimized plan design for its service marketing.

1.1 INFORMATION ABOUT THE CASE COMPANY

Xiangtianxia was founded in Chengdu, China. It is a small hotpot restaurant that mainly sells Sichuan-style hotpot. With the subsequent development, different tastes have been integrated, and it has become a hotpot brand loved by consumer in Chengdu. The flavor of Xiangtianxia hotpot is mainly spicy, because Chengdu people prefer spicy, so in order to cater to the taste of customers, it provides super spicy hotpot condiment. For customers who can't eat spicy food, Xiangtianxia also provides light hotpot condiment. In addition to providing hotpot, Xiangtianxia also provides pre-dinner snacks, mainly including Yangzhou fried rice, Features cool cake, green bean cake, Pumpkin pie, Sichuan bean jelly and Brown sugar zi ba.

Xiangtianxia's slogan is "We are the porters of Chengdu food". In addition, Xiangtianxia also has professional chefs, each of chefs has been put through a rigorous test and every chef has a hand in Chinese specials.

Xiangtianxia is very strict in the selection of ingredients and provides healthy vegetables and meat. Moreover, we attach great importance to the selection of condiments, and have long-term cooperation with condiment suppliers to provide the freshest and most spicy condiments.

Xiangtianxia has always followed the marketing philosophy of service first and

customer first. In recent years, the taste has been continuously adjusted and new dishes have been introduced. Xiangtianxia is committed to bringing new experiences to customers in terms of service.

1.2 PROBLEM STATEMENT

With the constant changes of the times, the catering industry is also constantly changing, and customers' requirements for food are also changing. After these years of development, Xiangtianxia still has some problems. According to the interview with manager, Xiangtianxia mainly there is the problem of uneven service quality. Although Xiangtianxia has a standardized service process, Xiangtianxia's service level is still uneven. Many customers feedback that Xiangtianxia's service is too rigid and mechanized. From entering the door, the attitude of the waiter, the way of speaking, the face full of smiles, and the "positive and enthusiastic" greeting, to sitting at the table, sending towels, aprons, and mobile phone protective covers. Not doped with on-site observation and adaptation. Some customers reported that within 5 minutes before sitting at the table, the waiter gave out three towels, and they were taken away for another towel before they were used. During the customer's meal, the waiter rushed to order dishes into the hotpot for the customer. Customers made it clear that they wanted to come by themselves, and the waiter still enthusiastically said that it was their job and they did it. This type of mechanical service makes people feel clumsy and unsettled, rather than passionate and caring. If this mechanical service marketing strategy is not adjusted to meet changing consumer psychological needs, it will undoubtedly become a major roadblock to Xiangtianxia's progress.

Secondly, the service is not in place. Under normal circumstances, the catering sector, particularly the hotpot sector, has a high flow of people. The increase in the flow of people into the Xiangtianxia during mealtime increases the workload of the service employees. Furthermore, some service personnel have a low level of service awareness. Customers' requirements are sometimes not satisfied in a timely manner,

and they are sometimes forgotten after a busy schedule. Customer dissatisfaction is a common occurrence. This situation often occurs in Xiangtianxia. The flow of people is very large after work hours, and the number of people visiting the restaurant is really large. Customers who are waiting in line are in addition to those who are dining. Sometimes even the easiest thing to add water to customers and hotpot soup is not taken care of. Sometimes, because of being busy, problems such as ordering mistakes, dishes on the wrong table, etc. This situation does not happen by accident, but often happens when busy. For Xiangtianxia, which regards service as a feature, the existence of such a problem is a significant issue.

There is an overabundance of service. Many individuals think Xiangtianxia's service is a little too much. I want to have a calm conversation with friends, eat, discuss life, and have some privacy during the dinner. The waiter, on the other hand, is continually hovering around, coming up from time to time to inquire if there is anything else that needs to be done, if the taste is okay, if he need assistance and so on. This type of excessively enthusiastic service irritates customers. Some waiters even stand near the dining table and come over to chat from time to time in order to engage with clients and chat more.

Consumers' wants and mentalities are different in today's culture than they were in the past. People's education levels have substantially improved as the material level has improved. Consumers now have shifted away from the attentive service of the past. Customers will feel awkward and ashamed if you provide them with excessive service. Although Xiangtianxia's service is still its key selling point for luring customers to eat, such services are increasingly repulsing and repelling customers.

1.2.1 PEST Analysis

Political Environment

1. Improving legislation: The development of the economic legal system is given a high priority by the Chinese government; vital legislation and regulations are regularly enacted and updated. In order to support the development of different types of small and medium sized enterprises, the Chinese government strengthened its efforts to build the laws and regulations and has issued and applied "company legislation" several times; "Interim Regulations on Private Enterprises", "Regarding the Development of Urban Joint-Stock Cooperative Enterprises", and "Small and Medium-sized Enterprises". For example, The Enterprise Promotion Act ensures the existence and growth of Xiangtianxia.

2. Opportunities for growth: As China's domestic tourism grows and consumer awareness grows, the holiday and leisure market become more active for the consumption of the working class. According to the country's national tourist plan. Simultaneously, increasing domestic demand has become a key strategic choice for the country. The execution of this legislation will open up a lot of potential for consumption and help catering enterprises like Xiangtianxia grow.

3. Units and individuals applying for catering services must obtain a "Catering Service License" in accordance with laws and regulations, as well as food safety standards and related requirements, engage in catering service activities, be responsible to society and the public, ensure food safety, and accept social supervision, according to the "Measures for the Administration of Catering Service Licenses." Catering operations are expanding, which is not just good for the industry's long-term health, but it also has the potential to lessen the resistance of Xiangtianxia, a well-regulated firm to future growth.

Economic Environment

1. Economic stability and growth: The existence and expansion of the industry are intimately linked to the promotion of a good macro-economic environment.

Sustainable external economic growth, adequate prices and continuous coordination of many economic indicators will all help to stable the hot pot business. All this will help to improve the economy. Fast growth generates a positive macro environment.

2. Shifting focus of competition: As the international economy has developed, the global economy has switched its focus from production to service industries, and competition has switched from production of commodities to production of services. Xiangtianxia, whose tagline is "Service First," will embrace the opportunity.

Social Environment

1. The new catering pattern: China's catering sector has developed a modern diverse business model and a reasonable pattern after years of expansion and competition. The national, scientific, and popular ones, as well as Chinese catering, form the center and mainstream of this pattern. Xiangtianxia has maintained the course of time by inheriting the culture of hotpot, adapting to the trend and keeping time according to tradition.

2. Diverse demand: vast population in China is in high demand and consumption levels of residents are increasing. So does their desire for branded catering, specialty catering, and well-known brand catering services. It's impossible to overestimate the value of specialized and unique operations. Look for the bright side. New sorts of catering will become more common in people's lives, such as natural, green, and healthy catering, and the catering industry's diversification process will continue to speed.

Technology Environment

In the store, Xiangtianxia has a variety of modern technology, and personnel process orders using fully automated touch screen machines to ensure simple labor and high operability, allowing employees to devote more attention to serving clients.

1.2.2 Analysis of Core Competence

To ensure Xiangtianxia's competitive advantages in service, Xiangtianxia has used its resource advantages in all parts of service, thus service is one of Xiangtianxia's core competitiveness.

1. Process of providing service. Xiangtianxia has a structured and comprehensive service process. Greet customers at the hotpot restaurant's door, assist them in parking their cars, take orders and serve them during the dining process, collect payment, say goodbye, and even provide follow-up service after the customer has left, all while maintaining a unified, high-quality service from start to finish.

2. Content of the service. The service concept of Xiangtianxia can be summarized as follows: excitement, efficiency, meticulousness, and care. When Xiangtianxia is in line, for example, you can take advantage of Xiangtianxia's distinctive value-added services; for those who compete, Xiangtianxia will work more methodically for services that can be supplied by hand.

3. The worth of service. Consumers can get a true feeling of God at Xiangtianxia. Xiangtianxia cannot only deliver psychological experiences beyond their expectations by virtue of the company's deep-rooted service idea and vast service contents but also by implementing the service. The following characteristics contribute to Xiangtianxia's capacity to provide a value-added service experience, which exceeds expectations: a pleasant mood among the service personnel; quick response times and a uniform quality of service.

1.3 RESEARCH QUESTIONS

1. What are the problem and factors that influence sales performance in Xiangtianxia?

2. What is intervention proposed in order to improve sales performance in Xiangtianxia?
3. What is the impact of intervention proposed in order to improve sales performance in Xiangtianxia?

1.3.1 RESEARCH OBJECTIVES

1. To investigate and understand Problems and factors existing in Xiangtianxia's service marketing.
2. To Propose personalized service and Wechat Marketing as intervention in order to improve sales performance in Xiangtianxia.
3. To evaluate the outcome of personalized service and Wechat marketing as intervention in order to improve sales performance in Xiangtianxia.

1.4 RESEARCH ROLES

The strength of the catering industry is the dishes, and the selling point is the service. The latter is more important than the former. The success or failure of marketing revolves around these two key nodes. The goal of this study is to create and implement a marketing plan for Xiangtianxia and explore the mystery behind its success. Although Xiangtianxia cannot be compared with world catering giants such as McDonald's, KFC, Pizza Hut, etc., Xiangtianxia's continuous improvement in performance in recent years is inseparable from the restaurant's leader's superb marketing strategy. Therefore, the analysis and research on Xiangtianxia marketing can discover the true meaning of the practical application of marketing theory from the intricate catering market chaos. Through theoretical research and on-site investigation of Xiangtianxia, we can discover the problems and potential marketing

hazards in the new situation, help them find the crux of the problem, find the strategies and measures to solve them, and can also use experience summaries and results display Bring samples that can be used for reference for catering companies, for the catering industry to refer to when formulating corporate marketing strategies, bring inspiration to the operation and service to the whole catering business, and to contribute to the sector's healthy development in China.

1.5 RESEARCH ETHICS

The ethical principle by which a researcher is required to conduct research in a particular area, in any case, and in which failure to do so can seriously harm the research as a whole. Research ethics ensures no unreasonable, unsafe or thoughts demands are made by researchers ensure that adequate knowledge is used. When I was doing my research on Xiangtianxia, I needed to follow the following guidelines:

1. Comply with the authenticity of every data, process and result collected.
 2. Abide by the company's policy and never give away my data to others.
 3. Data collection and research should never be done without the permission of the company.
 4. When collecting data, ensure accurate records and avoid mistakes as far as possible.
- No matter what research I do, I must abide by the local laws.

1.6 IMPORTANCE OF PROPOSED RESEARCH

1.6.1 Theoretical

The “service” element in the marketing mix gradually attracted attention in the late 1880s. During this period, social productivity and scientific and technological progress accelerated, and industrial upgrading in different industries accelerated,

which led to increasing product and service intensity; on the other hand, labor productivity continued to increase, the buyer's market received more attention, and customer demand constantly changing with the increase in income, the level of demand has gradually shifted towards diversification. After the enterprise fully understands the needs of customers, a series of activities launched to meet customer service needs in the marketing process is service marketing. Service marketing is different from traditional marketing methods. It is more of a marketing concept. Traditional marketing methods are only a concrete manifestation of sales methods. The sale of a certain product by a company to customer represents the completion of the transaction. Although the company provides after-sales service, it only stays at the level of product after-sales maintenance. When companies implement service marketing, they are more concerned about product sales, and pay more attention to the feelings customer get during the product sales process. With the improvement of living standards, customers pay more attention to personalized and specific services, pursue self-worth and gain a sense of being respected. Service marketing is the future development trend of various industries and a manifestation of the continuous progress of society.

1.6.2 Practical

With the decline in the quality of Xiangtianxia's service marketing, sales performance has also declined. Customer satisfaction has also become an important factor affecting sales performance. This study is mainly to analyze the problems of Xiangtianxia's service marketing and find out the reasons. Based on the results collected by interview and questionnaire, the study found that the uneven service quality has led to Xiangtianxia's poor service marketing.

The purpose of this research is to help Xiangtianxia improve the level of service marketing to achieve sales growth. The intervention of this study can be used as a

reference to provide ideas for future researchers.

Personalized services will be presented as an intervention in Xiangtianxia. The specific details will be discussed in detail in the next chapter.

1.7 DEFINITION OF TERM

Standardized Service and Personalized Service

Standardized and Personalized services complement each other, although there are certain distinctions between them. They begin at different points, perform distinct service tasks, and have distinct outcomes.

Personalized service stresses service flexibility over standardized service, which focuses on conventions and processes. Hotel standardization is a well-organized endeavor that includes each link. Service professionals must have excellent customer service abilities, which are demonstrated throughout the greeting process. The commencement of service in a restaurant begins with the acquisition, acceptance, and storage of raw supplies. Then there's the cooking, and lastly there's the serving. This includes things like service etiquette, meal service, and so on. Personalized service is demonstrated in the service staff's ability to respond to situations in a timely manner, master the uniqueness of each customer, and use flexible service abilities when dealing with various sorts of clients at various times and on various occasions.

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