

Title: Operation Strategy Of M Hotel Under The Covid-19 Pandemic
By: Hu Nan **Identification** 64AB986014
Degree: Master of Business Administration

ABSTRACT

In 2020, a sudden outbreak of COVID-19 brought huge impact to all walks of life, especially the hotel industry. Due to the impact of COVID-19, the General Office of the Ministry of Culture and Tourism issued the Urgent Notice on Suspending the business activities of Tourism Enterprise in the Prevention and control of Novel Coronavirus Pneumonia outbreak, requiring travel agencies and online tourism enterprises across the country to temporarily stop the operation of group Tours and related tourism products. The suspension of tourism projects caused a snowstorm of impact on the domestic hotel industry, the entire industry once fell to the freezing point. Therefore, how hotels to resume work and production under the continuing impact of the epidemic has become the focus of the entire industry. In the context of continuous downturn in the whole industry, the M hotels rose to the fore, took active measures to develop and innovate, and became a brand the bucked the trend of growth during the epidemic. This paper analyzes the changes of business model innovation paths of hotels during the epidemic period in the M hotel, and obtains the reasons for their excellent performance and countertrend growth according to the changes of business model innovation paths.

This paper selects the M hotels as the research object, using interview method, case analysis method and literature method to analyze the change of its operation strategies innovation. Firstly, the paper uses literature method to sort out the definition of mid-end hotel and operation strategies innovation in relevant literature. Then, we select the operation strategies canvas theory, value chain theory as the theoretical basis of the paper, sorting out the background of the hotel industry and the general situation of the company. We also describe the original business model of the hotel with the business model canvas theory, and sort out the limitations of the original business model, paving the way for the necessity of its operation strategy innovation; this paper uses PEST and five analysis model to analysis the M hotel external environment, industry environment change based on theory of business model canvas. From the perspective of value chain theory, we draw the innovation point of M Hotel's operation strategy. Finally, through the evaluation of the operational strategy effect of M Hotel, we have gained valuable experience and thinking.

The conclusion of this paper is that the changes in the epidemic have led to a sluggish hotel industry market, and the value proposition of M Hotels has also changed at various stages. M Hotel not only invests a lot of money in online marketing, but also continues to promote intelligent and unmanned services. M Hotel has continuously improved its ability to respond to emergencies through digital transformation. In the context of the normalization of the epidemic, the needs of customers have changed significantly. Customers attach great importance to hotel

hygiene and safety. At the same time, with the expansion of consumer groups, the hotel industry can only improve the sustainability of its own development by accelerating its digital transformation and providing customers with more personalized services and products. Only through operating model innovation can we continue to maintain profitability in the fierce market competition.

Keywords: Operation Strategy, Hotel Industry, COVID-19 Pandemic

