THE IMPACT OF HOTEL ONLINE REVIEWS ON POTENTIAL CONSUMERS' BOOKING INTENTIONS USING CRITICAL INCIDENT TECHNIQUE: A CASE STUDY OF HOTELS IN CHINA

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Abstract

With the rapid development of internet technology, online platforms have become the primary channel for consumers to book hotels. Online reviews play a crucial role in this process and have a significant impact on potential consumers' booking intentions. This study, from the consumer's perspective, uses the critical incident technique to collect key incidents of satisfaction and dissatisfaction from consumers while browsing hotel online reviews. The collected key incidents are categorized and analyzed to gain an in-depth understanding of the reasons behind consumers' satisfaction and dissatisfaction. Through analysis, the final research results aim to provide a reference for hotels in formulating sustainable development strategies and offer constructive measures for the future development of the hotel industry.

Keywords: Hotel Online Platforms, Hotel Service Quality, Online Reviews, Consumer Booking Intentions, Critical Incident Technique

INTRODUCTION

Hotel booking is an indispensable part of activities such as travel, business trips, and hosting friends and family. In recent years, with the emergence and popularization of internet technology, the online travel industry has rapidly developed. The shift in consumption methods from offline to online has provided consumers with more convenient services, and an increasing number of consumers prefer to purchase their needs such as food, accommodation, and transportation through online platforms. When choosing hotels, consumers no longer rely on traditional advertising and travel agency recommendations but are more inclined to refer to online reviews posted by other consumers on online platforms. These online reviews are based on the personal experiences of consumers, making them more trustworthy. This makes online reviews an important source of information for consumers and online platforms a crucial channel for hotel booking sales.At the same time, consumers are more rational and comparison-driven when making purchase decisions. They will spend time in advance browsing online reviews of various hotels on major platforms, comparing multiple options to choose hotels with good reviews and high cost performance for their stay. Therefore, the impact of online reviews on hotel online platforms on consumer intentions is increasing. Consumers will gather information from online reviews, such as hotel hygiene, room service, and facility accessories, to decide whether to make a purchase. They hope to reduce their purchasing risk through this method to meet their hotel selection expectations.

In summary, the impact of online reviews on hotel online platforms on consumer intentions is increasing, and it also affects the sales volume of hotel bookings. Positive online reviews can promote the development of a hotel, while negative online reviews can hinder it. This study takes the online reviews of Chinese hotel online platforms as an example to explore the impact of online reviews on these platforms on potential consumers' booking intentions. The goal is to propose constructive suggestions for hotels to utilize online reviews to formulate sustainable development strategies and promote positive development in the hotel industry.

LITERATURE REVIEW

Hotel Online Platforms

Figure 1 shows that the relationship between online platforms, hotels, and consumers is very close. In the current digital age, online platforms have become a novel business element that benefits both platform operators and consumers (Mazalov & Konovalchikova, 2020). Nowadays, most hotels have established online platforms, and the majority of consumer purchase decisions are made on these platforms (Ruytenbeek, Verschraegen, & Decock, 2021).

An increasing number of hotels use the internet as a marketing tool to attract consumers (Akincilar & Dagdeviren, 2014).
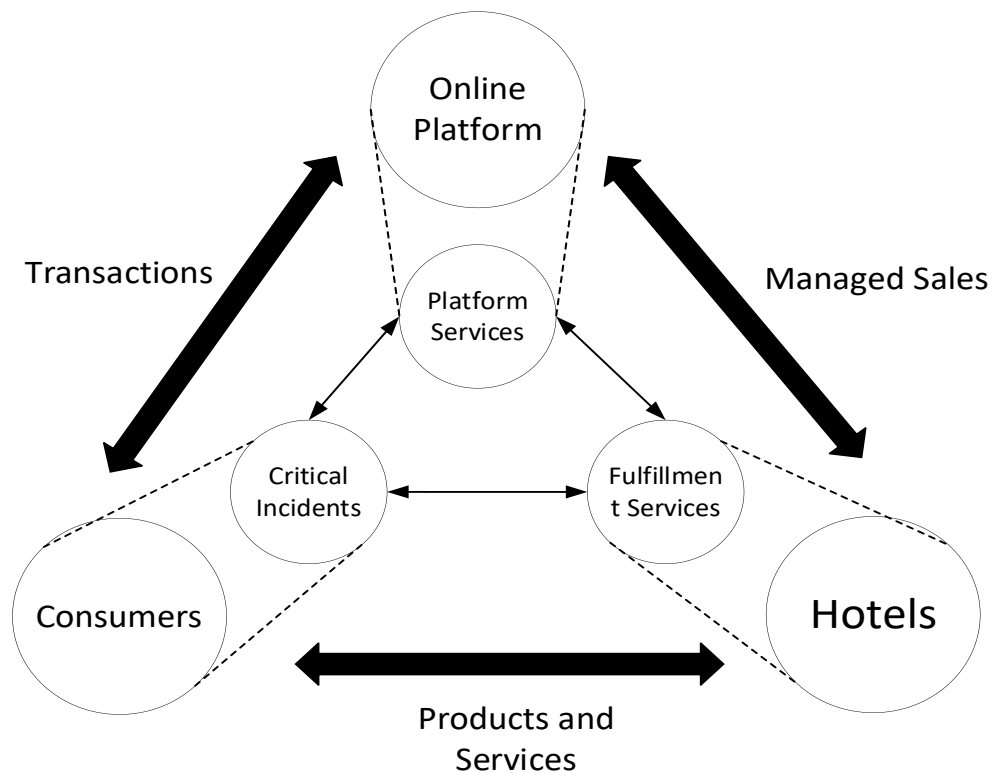

Figure 1: Hotel Online Platform Interaction Diagram

However, choosing the right hotel is a risky decision for millions of consumers, as they fear that the images on the hotel platforms may not match reality (Peng, Zhang, & Wang, 2017).To reduce uncertainty and the possibility of regret, consumers often check hotel platforms before making a purchase to understand the product or service information (Xiang, Du, Ma, & Fan, 2016). However, it is common for the product to be inconsistent with the description provided by the merchant, causing consumers to gradually lose trust in online purchases, which greatly hinders the development of the hotel industry (Hamari, Sjöklint, & Ukkonen, 2015). Therefore, the operation of hotel online platforms is very important. As the hotel industry increasingly focuses on sustainable development, more and more hotels are implementing related strategies, extending this trend to online platforms. Studies have shown that the sustainable development of hotels is closely related to the operational status of their online platforms (Lv, Liu, Zhou, & Yu, 2024). Many hotels have innovated by allowing guests to share their feedback on their stay with other consumers in the form of online reviews on the platform (Ruytenbeek et al.). This approach can enhance potential consumers' trust in the hotel, and

trust plays a key role in the online shopping of travel products and services. The higher the level of trust, the more likely consumers are to achieve their purchase intentions (Kim & McElvaney, 2010).

Online Reviews

With the rapid development of hotel online business in recent years, booking hotels through online platforms has become the primary choice for consumers. Online reviews on these platforms are a crucial component of hotel online business as they provide valuable insights into consumers' observations of hotel products and service characteristics (Ahani et al., 2019). The influence of online reviews is growing and has become one of the main factors affecting consumers' purchase decisions (Antonio, de Almeida, & Nunes, 2018). These reviews reflect consumers' preferences on various aspects of hotels, influencing not only their booking decisions but also hotel managers' management decisions (Bian, Ye, Zhang, & Yan, 2022). With the rise of the internet and e-commerce, it has become increasingly common for consumers to share their service experiences in online reviews. Different types of online reviews and opinions are considered the most influential communication channels between service providers and consumers, as well as among consumers themselves (Casaló, Flavián, & Guinalíu, 2010).Therefore, hotel managers also rely on online reviews to understand consumer satisfaction and hotel preferences, which helps improve their marketing strategies and management decisions (Ahani et al.) to drive the upward development of the hotel.

In summary, online reviews on hotel platforms influence consumers' purchase decisions, thereby affecting the sustainable development of hotels. This study gathers information from consumer reviews on hotel platforms to explore the impact of different online reviews on consumers' willingness to purchase, helping hotel managers better understand the importance of online reviews in the sustainable development of hotels and providing targeted suggestions.

RESEARCH METHODOLOGY

Critical Incident Technique

This study adopts the Critical Incident Technique (CIT), which was proposed by Flanagan in 1954. CIT is used to collect direct observations of human behavior, playing a potential role in solving practical problems and developing broad psychological principles (Flanagan, 1954). Flanagan pointed out that CIT is based on two fundamental principles: (1) Reporting factual behaviors is more preferable than collecting interpretations, ratings, and opinions based on general impressions. (2) The categories of reports should be limited to behaviors that significantly contribute to the activity as determined by qualified observers.

Furthermore, research has found that CIT is a well-established qualitative research tool that is widely applied across various fields. It is a flexible set of principles that can be adjusted and adapted according to specific situations. This maximizes the utilization of positive factors and effectively transforms incidents into data (Kerins, & McElvaney, 2008).

Flanagan outlined five steps in the Critical Incident Technique: (1) Determine the overall objectives of the activity. (2) Develop plans and standards for collecting factual examples related to the activity. (3) Data collection can be presented through interviews or written reports by observers. (4) Data analysis stage. This analysis aims to summarize and describe the data efficiently to serve various practical applications. (5) Interpret and report the requirements of the activity (Flanagan, 1954).

The Critical Incident Technique (CIT) method has been widely used in research both domestically and internationally. For example, it has been applied in the study of approaches in the discontinuation process of will information systems (Dhir, Nijjer, Luo, & Kaur, 2024), feminist perspectives on gender in incidents (de Brito, 2022), a Swedish critical incident technique study on family involvement in elective open-heart surgery from the patients' perspective (Drakenberg, Sundqvist, Fridlund, & Ericsson, 2024), the determination of healthcare professionals' actions involving children with autism spectrum disorder during surgery in high-tech environments (Pettersson, Christensen, Berglund, & Huus, 2024), the development and validation of a personal teamwork behavior questionnaire (Michel, & Luvison, 2024), and the exploration of senior management teams' intuition in strategic decision-making (Shepherd, Lou, & Rudd, 2024), among others.This demonstrates that CIT has deeply penetrated various research fields and has now established a very mature and stable methodology. Therefore, CIT is undoubtedly suitable for this study, which will use this technique to explore the impact of hotel online reviews on potential consumers' booking intentions..

Research Design

In the context of consumer scenarios on hotel online platforms, consumers often do not have only a single consumption experience. Therefore, this study focuses on the impact of online reviews on hotel platforms on potential consumers' booking intentions. The study uses the Critical Incident Technique within qualitative research methods, taking the consumer perspective as the entry point. It broadly collects key incidents of satisfaction and dissatisfaction that consumers encounter while browsing online reviews on hotel platforms. These key incidents will serve as an important basis for analyzing the impact of online reviews on potential consumers' booking intentions (Bitner, Booms, & Tetreault, 1990). Accordingly, the study will carefully design the necessary questionnaire questions: (1) Please describe what kind of key

review would make you willing to book a room when browsing the hotel platform's review section. (2) Please describe what kind of key review would make you unwilling to book a room when browsing the hotel platform's review section. (3) Which has a greater impact on your decision-making, positive or negative reviews?

Data Collection

This study employed an online questionnaire collection method, targeting consumers who frequently browse hotel online reviews. Consumers were asked to complete the questionnaire based on their personal experiences, meticulously recording the most satisfying and the most dissatisfying key events during the process. The questionnaire distribution period lasted for two weeks, during which a total of 120 questionnaires were distributed. Ultimately, 102 valid responses were collected and received. After the collection, a rigorous integration and sorting process was conducted to provide concrete data for the study on the impact of hotel online reviews on potential consumers' booking intentions.

DATA ANALYSIS

Basic Information

This study uses online questionnaires as a key data collection method. To ensure the reliability and scientific validity of the research results, a stringent evaluation and screening process was conducted on the collected questionnaires. Specifically, any questionnaire that showed missing key research questions, content that deviated from the established topics, or statements too brief to constitute a key event was deemed invalid. This approach fully guarantees the quality and value of the data for the subsequent stages of the research.

A total of 102 questionnaires were collected in this study. After the rigorous evaluation and screening mentioned above, 6 invalid questionnaires were excluded, resulting in a final count of 96 valid questionnaires. Among the events covered by these valid questionnaires, there were 152 "satisfactory" events and 144 "unsatisfactory" events. In Flanagan's literature on the Critical Incident Technique, it is emphasized that for activities that can be simply defined, only 50 to 100 incidents need to be analyzed; whereas for more complex activities, thousands of incidents may need to be described (Flanagan, 1954). Given the simplicity and clarity of both the target audience and the activities themselves in this study, the sample size meets the requirements of this research method. Regarding the gender ratio of valid respondents, females accounted for 61.5% (59 individuals) and males accounted for 38.5% (37 individuals), indicating a slightly higher number of female participants compared to males.

Classification Principles

In the effective questionnaire collection results of this study, there were 152 satisfaction critical incidents and 144 dissatisfaction critical incidents. After obtaining these data, researchers conducted a preliminary detailed review of each critical incident, categorizing them scientifically and reasonably and assigning corresponding names. In the satisfaction incident section, they were divided into seven categories: "Hygiene Environment," "Quality Assurance," "Service Attitude," "Location," "Cost Performance," "Personal Privacy," and "Infrastructure." In the dissatisfaction incident section, the categories were also "Hygiene Environment," "Quality Assurance," "Service Attitude," "Location," "Cost Performance," "Personal Privacy," and "Infrastructure." These 7 themes have consistent attributes in both satisfaction and dissatisfaction critical incidents, hence the use of the same names. Table 1 clearly shows the classification names and detailed explanations of satisfaction and dissatisfaction critical incidents.

Table 1: Classification Names and Detailed Explanations of
Satisfaction and Dissatisfaction Critical Incidents

Event Classification	Classification Description
Hygiene Environment	Generally refers to the cleanliness of the guest rooms, as well as the hygiene conditions of public areas such as the lobby, corridors, restaurant, etc.
Quality Assurance	Generally refers to the soundproofing of the rooms, the quality of the room facilities, and the products provided, etc.
Service Attitude	Generally refers to whether the hotel staff treat customers warmly and politely, and whether they can respond to guests' needs timely and efficiently, etc.
Location	Generally refers to whether there are transportation hubs around the hotel, and whether it is close to shopping centers, attractions, business districts, etc.
Cost Performance	Generally refers to the measure of the relationship between the services and products provided by the hotel and their prices, etc.
Personal Privacy	Generally refers to the protection of guests' personal information by the hotel, whether there is surveillance in public areas, etc.
Infrastructure	Generally refers to the supporting facilities of the hotel, such as restaurants, children's playgrounds, network facilities, etc.

Regarding the background of the classifiers, Classifier 1 is a hotel front desk employee, Classifier 2 is a hotel consulting advisor, and Classifier 3 is a hotel management professor. All three classifiers are from China, have a thorough understanding of hotel online platforms, and have been closely following online reviews on these platforms. Therefore, this study specifically invited these three classifiers to confirm the classification of satisfaction and dissatisfaction critical incidents proposed in the research to check for any deviation from the theme. Only after

all three classifiers acknowledged the seven classifications of satisfaction and dissatisfaction critical incidents did the subsequent classification work begin.

Reliability and Validity Analysis

The reliability analysis of critical incident technique classifications can generally be divided into "individual classification consistency" and "inter-classifier consistency" (Flanagan, 1954), analyzed as follows.

Individual Classification Consistency

When the degree of agreement among the classification results of two or more classifiers is higher than 0.8, the classification is considered consistent and reliable. This study conducted the first classification work after all three classifiers agreed on the seven categories of satisfaction and dissatisfaction critical incidents. After a 30-day interval, the three classifiers were asked to perform a second classification work. After collecting the classification data from both times, this study compared the classification results of the three classifiers and found that the degree of agreement among two or more classifiers exceeded 0.8, thus meeting the requirements for individual classification consistency.

Inter-Classifier Consistency

This study compared the classification results of the three classifiers from both classification works, as shown in Table 2 for the number of inter-classifier consistent cases - satisfaction incidents, and Table 3 for the number of inter-classifier consistent cases - dissatisfaction incidents.

Table 2: Number of Inter-Classifier Consistent Cases - Satisfaction Incidents

Number of Consistent Cases	Classifier 1	Classifier 2	Classifier 3
Classifier 1	138	—	—
Classifier 2	118	146	—
Classifier 3	107	121	137

Table 3: Number of Inter-Classifier Consistent Cases - Dissatisfaction Incidents

Number of Consistent Cases	Classifier 1	Classifier 2	Classifier 3
Classifier 1	124	—	—
Classifier 2	108	138	—
Classifier 3	113	105	141

Based on the data from Table 2 and Table 3, this study verifies the degree of classification consistency among the three classifiers. The formula is as follows:

$$A = \frac{\frac{2M_{12}}{n_1+n_2} + \frac{2M_{23}}{n_2+n_{23}} + \frac{2M_{13}}{n_1+n_3}}{N}$$

$$R = \frac{(\text{N x A})}{1 + [(\text{N} - 1)\text{ x A}]}$$

Where,

- R=Reliability $R = \text{Reliability}$
- N=Number of classifiers $N = \text{Number of classifiers}$
- A=Average interjudge agreement $A = \text{Average interjudge agreement}$
- M=Number of cases with consistent classification between classifiers $M = \text{Number of cases with consistent classification between classifiers}$ (e.g., M12M_{12} is the number of samples classified the same by the first and second classifiers)
- n=Number of samples classified by each classifier $n = \text{Number of samples classified by each classifier}$ (e.g., n1n_1 is the number of samples classified by the first classifier)

By using the aforementioned formulas for detailed calculations, we successfully obtained Table 4, the Classification Reliability Table. This table is presented based on a series of rigorous calculation steps and will serve as a key reference for subsequent in-depth analysis and research discussions.

Table 4: Classification Reliability Table

BBT Classification	Average Interjudge Agreement (A)	Reliability (R)
Satisfaction	0.821	0.932
Dissatisfaction	0.810	0.924

From Table 4, it can be seen that in this study, the average interjudge agreement among the three classifiers exceeds 0.8, and the reliability is also greater than 0.8. This situation fully demonstrates that the classification process of satisfaction and dissatisfaction critical incidents in this study shows a high degree of reliability among different classifiers. Therefore, the classification results of this study meet the requirements for inter-classifier consistency and have passed the reliability test, providing a solid data foundation and reliable classification basis for subsequent research.

Validity

Validity analysis includes content validity, face validity, and expert validity. To ensure validity, this study invited senior experts in hotel management to participate in all stages of the Critical Incident Technique: when designing the questionnaire, it was marked with "please describe the critical incidents in detail," and the experts helped to define the standards and scope for critical incidents. During the data collection stage, a wide range of consumers' satisfaction and dissatisfaction online reviews on hotel platforms were collected. Experts assisted in the initial screening and categorization. During the classification stage, three classifiers with hotel industry knowledge conducted the work, and they all felt that the critical incidents were closely related to consumers' browsing behaviors. After classification, the results of the three classifiers were compared, and individual and inter-classifier consistency were calculated to ensure they met the reliability requirements. In summary, this study performed well in all aspects of validity, meeting the testing standards, and strongly supporting the scientific and reliable nature of the findings, providing valuable references for subsequent research and applications.

Classification Results

After completing a comprehensive collection and detailed analysis of the critical incidents, the obtained critical incidents were given to three classifiers for classification based on the seven categories. Two typical incidents from each category were introduced to illustrate the specifics of each category, and the proportion of each of the seven categories was calculated based on the classification results of the three classifiers.

Table 5: Examples and Explanations for Each Category - Satisfaction Incidents

Event Classification	Typical Incident
Hygiene Environment	The bed is neatly made, the bathroom is very clean with no odor.
	The elevator and corridors are smoke-free, and the floors are clean without any trash.
Quality Assurance	The room has good soundproofing, and there is no noise while sleeping.
	The air conditioner cools quickly, the water heater provides hot water 24 hours a day, and the projector works well.
Service Attitude	The front desk staff warmly welcomed me and even provided a local travel guide.
	Called room service, they arrived quickly and handled everything efficiently.

Location	The hotel is located in the city's main commercial area, making it convenient for shopping.	
	The hotel is very close to famous local tourist attractions.	
Cost Performance	The hotel offers great value for money and provides free breakfast.	
	This hotel occasionally offers promotional activities with affordable prices.	
Personal Privacy	During check-in at the front desk, staff takes measures to prevent others from peeking at the computer screen.	
	When cleaning the room, staff rings the doorbell first and ask if it's convenient before entering.	
Infrastructure	The hotel has a children's playground where kids can play for free.	
	There is a gym and an outdoor swimming pool.	

Table 6: Summary Table of Satisfaction Classification in This Study

Seven Categories	Satisfaction						Total	
	Classifier 1		Classifier 2		Classifier 3			
	Count	%	Count	%	Count	%	Average	%
Hygiene Environment	66	43.4	69	45.4	61	40.1	65	42.8
Quality Assurance	23	15.1	12	7.9	18	11.8	18	11.8
Service Attitude	20	13.2	25	16.5	27	17.8	24	15.8
Location	14	9.2	12	7.9	11	7.2	12	7.9
Cost Performance	14	9.2	15	9.9	15	9.9	15	9.9
Personal Privacy	7	4.6	16	10.5	12	7.9	12	7.9
Infrastructure	8	5.3	3	2.0	8	5.3	6	3.9
Total	152	100	152	100	152	100	152	100

Based on Table 6, in terms of satisfaction critical incidents, the ranking of the seven categories by proportion is as follows: "Hygiene Environment," "Service Attitude," "Quality Assurance," "Cost Performance," "Location," "Personal Privacy," and "Infrastructure. "42.8% of consumers' core focus is on cleanliness, indicating that potential consumers have very high expectations for the cleanliness of rooms, lobbies, and other areas when booking hotels. Service attitude ranks second with 15.8%, showing that consumers are quite sensitive to the quality of service provided by hotel staff. Quality assurance, at 11.8%, ranks third. The majority of consumers in the collected questionnaires mentioned noise issues, which may involve the quality of materials used in hotel construction. Consumers expect hotels to provide products and services that meet certain standards. 9.9% of consumers consider the cost performance, weighing the relationship between the price and the services and products received when choosing a hotel. Location, at 7.9%, is relatively secondary, suggesting that while consumers are satisfied, the location is not the primary factor, but it still has some influence on booking

decisions for potential consumers. Personal privacy also stands at 7.9%, and infrastructure at 3.9%, ranked last. This indicates that these two aspects are relatively less significant in satisfaction incidents. However, this does not mean they are unimportant, just that they are mentioned less frequently in online reviews.

Table 7: Examples and Explanations for Each Category - Dissatisfaction Incidents

Event Classification	Typical Incident
Hygiene Environment	There are obvious stains in the room that have not been cleaned.
	As soon as you enter the room, you notice an unpleasant smell.
Quality Assurance	The room's cooling effect is poor, and the air conditioner makes a loud noise quickly.
	The room is not soundproof, and there is always noise from the surroundings.
Service Attitude	While dining in the restaurant, it took a long time for the waiter to take the order.
	Room service was slow; it took half an hour to get a towel.
Location	The hotel is located in a remote area, with poor transportation conditions nearby.
	There are no good restaurants around the hotel, and it takes a long walk to find food.
Cost Performance	The hotel room rates are high, but the facilities are old and not worth the price.
	Compared to other hotels near attractions, this hotel's prices are higher.
Personal Privacy	The room curtains are see-through, making it feel like people outside can see in.
	There are no security cameras in the corridors, so it feels unsafe.
Infrastructure	The room lighting is dim, and some light bulbs are broken and not replaced.
	The hotel elevator shakes when going up, making it feel unsafe.

Table 8: Summary Table of Dissatisfaction Classification in This Study

Seven Categories	Dissatisfaction						Total	
	Classifier 1		Classifier 2		Classifier 3			
	Count	%	Count	%	Count	%	Average	%
Hygiene Environment	72	50.0	71	49.3	66	45.8	70	48.6
Quality Assurance	9	6.3	13	9.0	16	11.1	13	9.0
Service Attitude	28	19.4	25	17.4	29	20.1	27	18.8
Location	4	2.8	5	3.5	7	4.9	5	3.5
Cost Performance	11	7.6	10	6.9	9	6.3	10	6.9
Personal Privacy	4	2.8	14	9.7	6	4.2	8	5.6
Infrastructure	16	11.1	6	4.2	11	7.6	11	7.6
Total	144	100	144	100	144	100	144	100

Based on Table 8, in terms of dissatisfaction critical incidents, the ranking of the seven categories by proportion is as follows: "Hygiene Environment," "Service Attitude," "Quality Assurance," "Infrastructure," "Cost Performance," "Personal Privacy," and "Location."Hygiene environment ranks first with 48.6%, indicating that for consumers, the cleanliness of the hotel is the most concerning dissatisfaction factor. Service attitude ranks second with 18.8%, showing that consumers care greatly about the quality of service provided by hotel staff. Unfriendly or unprofessional service attitudes can easily lead to dissatisfaction. Quality assurance ranks third with 9.0%, indicating that the quality of materials and services provided by the hotel significantly affects consumers' stay experiences and booking choices. Infrastructure ranks fourth with 7.6%, showing that consumers have certain expectations regarding the hotel's basic facilities, such as restaurants and elevators. Cost performance, at 6.9%, reflects that consumers compare prices with the services and products they receive when booking, indicating that hotels need to price reasonably to meet consumer expectations. Personal privacy, at 5.6%, though not the primary dissatisfaction factor currently, indicates that its impact on booking intentions will gradually increase as consumers become more concerned about privacy and security. Location, at 3.5%, ranks seventh. This may be because consumers have already set expectations regarding location when booking, but this does not mean that location is unimportant. For consumers with specific travel convenience requirements, location remains a critical factor.

Through the exploration of the third question in the questionnaire of this study—Which has a greater impact on your decision, positive reviews or negative reviews?—the data shows that negative reviews have a greater impact on consumers' choices. Among the 96 valid questionnaires, 85.29% of respondents indicated that negative reviews had a greater impact on their decision-making, while only 14.71% believed that positive reviews influenced their choices more. From the consumer's perspective, negative reviews easily cause concerns about the stay experience, leading them to avoid hotels with negative feedback. This indicates that when browsing online reviews on hotel platforms, consumers pay more attention to dissatisfaction critical incidents than to satisfaction critical incidents.

SUMMARY

Results and Suggestions

Through an in-depth analysis and comprehensive study of the critical incidents affecting potential consumers' booking intentions via online reviews on hotel platforms, this study provides targeted and forward-looking suggestions for hotel management based on the results obtained. The aim is to provide a solid foundation for sustainable development strategies in hotels. As both satisfaction and dissatisfaction critical incidents encompass seven categories,

the analysis results indicate that consumers pay more attention to dissatisfaction critical incidents when browsing online reviews on hotel platforms. Therefore, the following suggestions are based on the seven categorized proportions of dissatisfaction critical incidents: "Hygiene Environment," "Service Attitude," "Quality Assurance," "Infrastructure," "Cost Performance," "Personal Privacy," and "Location."

1. **Hygiene Environment**

   o Implement a color-coded cloth system: Use different colored cloths in different areas based on their functions to prevent cross-contamination.

   o Adopt a one-guest-one-change policy: Strictly enforce the one-guest-one-change policy for items directly contacting guests. Thoroughly clean and disinfect them according to hygiene standards using professional cleaning processes and equipment.

   o Install fresh air systems: Build air circulation and renewal systems to ensure effective air flow in all areas. Establish a strict regular cleaning management system to maintain good operation.

   o Detailed cleaning plans and hygiene standards: Develop detailed regular cleaning and disinfection plans for non-disposable room items and ensure visible cleanliness to maintain a neat and clean room environment.

2. **Service Attitude**

   o Ongoing staff training and management: Regularly provide professional training for employees to enhance their service skills and knowledge.

   o Establish a service feedback mechanism: Set up a meticulous service feedback mechanism on the hotel's online platform and closely monitor every piece of feedback from guests. Continuously improve overall service levels by learning from guest feedback.

   o Use personalized smart tags: Add smart tags to guest information, such as consumption habits and stay preferences, to provide personalized services.

3. **Quality Assurance**

   o Develop and improve quality inspection mechanisms: Establish and continuously improve quality inspection mechanisms for comprehensive and detailed checks of the hotel's various aspects.

   o Implement intelligent management systems: Introduce advanced intelligent management systems to equip the hotel with comprehensive safety facilities. Precisely set usage cycles and inspection frequencies for various facilities to enhance maintenance management efficiency.

○ Optimize soundproofing: Based on feedback, many guests have been troubled by noise. During construction or subsequent renovations, carefully select materials with good soundproofing to effectively soundproof rooms from the start.

4. **Infrastructure**

○ Equip comprehensive infrastructure: Equip appropriate infrastructure based on the hotel's positioning and regularly maintain and update it to ensure normal use and good performance.

○ Establish facility archives: Record the installation time, maintenance, repair, and replacement records of facilities to promptly identify and solve equipment issues.

○ Set up a maintenance team: Form a professional maintenance team to ensure normal operation of facilities and promptly repair them when faults occur.

5. **Cost Performance**

○ Develop reasonable pricing strategies: Carefully craft reasonable pricing strategies while ensuring high-quality service for guests.

○ Implement dynamic pricing: Flexibly adjust hotel prices based on market demand fluctuations, holidays, and seasonal changes.

○ Create high-value room types: Offer a variety of room choices with a focus on high-value options to meet different guest needs, such as standard and budget rooms.

6. **Personal Privacy**

○ Establish information management systems: Develop appropriate information management policies, use encryption technology to protect guest privacy, restrict employee access to guest information, and record authorization processes.

○ Consider privacy in room design: Focus on privacy protection in room design by using curtains with good shielding effects and reasonably arranging room facilities.

○ Equip safety facilities: Install monitoring equipment to oversee various hotel areas and promptly identify safety hazards.

7. **Location**

○ Choose superior locations: Fully consider the advantages of geographical location during the hotel site selection process.

○ Improve transportation convenience: If the hotel is in a relatively remote location, enhance its transportation convenience by offering shuttle services and providing ample free parking.

○ Create local maps: Provide detailed introductions of the hotel's geographical advantages on the online platform and other channels, including links to maps and navigation.

Research Limitations

During data collection, not all regions of China were included in the survey. Considering factors like regions and demographics that may influence the critical incident samples, the study may not fully reflect the impact of online hotel reviews on potential consumers' intentions across all of China. Despite these limitations, the research results present opportunities for future studies in this field, providing further information for research development.

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