



**STUDY ON THE IMPACT OF FINE MANAGEMENT ON  
COMPREHENSIVE MANAGEMENT OF KUNMING  
INTERCONTINENTAL HOTEL**



**MA HAIPENG  
6217195438**

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE MASTER'S DEGREE OF BUSINESS  
ADMINISTRATION GRADUATE SCHOOL OF BUSINESS  
SIAM UNIVERSITY**

**2023**



**STUDY ON THE IMPACT OF FINE MANAGEMENT ON  
COMPREHENSIVE MANAGEMENT OF KUNMING  
INTERCONTINENTAL HOTEL**

**MA HAIPENG**

This Independent Study has been approved as a Partial Fulfillment of the Requirement  
of International Master of Business Administration in International  
Business Management

Advisor: .....  
(Dr. Zhang Li)

Date: 6, 2, 2024

.....  
(Associate Professor Dr. Jomphang Mongkhonuanit)  
Graduate School of Business Administration

Date: 7, 2, 2024

**Title:** Study on the Impact of Fine Management on Comprehensive Management of Kunming Intercontinental Hotel  
**By:** Ma Haipeng  
**Degree:** Master of Business Administration  
**Major:** International Business Management

**Advisor:**

.....  
(Dr. Zhang Li)  
..... 6 / 2 ..... 2024

### ABSTRACT

In recent years, tourism and hotel market had flourished, and fine management had been paid more and more attention in the hotel industry. However, the intensification of market competition and the change of consumer demand made it face new challenges and problems. To meet the requirements of market development and further increase the market share, Kunming Intercontinental Hotel needed fine management to promote the comprehensive management level of hotels. Therefore, the research objectives of this study were: 1) To explore whether the service quality had a positive impact on the comprehensive management of Kunming Intercontinental Hotel; 2) To explore whether the cost control had a positive impact on the comprehensive management of Kunming Intercontinental Hotel; 3) To explore whether the customer satisfaction had a positive impact on the comprehensive management of Kunming Intercontinental Hotel; 4) To explore whether the application of management technology had a positive impact on the comprehensive management of Kunming Intercontinental Hotel.

Based on fine management theory, this study used quantitative research method to analyze the influence of fine management on comprehensive management of Intercontinental Kunming Hotel. A total of 300 questionnaires were distributed in this survey, and 280 valid questionnaires were recovered. The final conclusions were: 1) The service quality had a positive impact on the comprehensive management of Kunming Intercontinental Hotel; 2) The cost control had a positive impact on the comprehensive management of Kunming Intercontinental Hotel; 3) The customer satisfaction had a positive impact on the comprehensive management of Kunming Intercontinental Hotel; 4) The application of management technology had a positive impact on the comprehensive management of Kunming Intercontinental Hotel.

**Keywords:** fine management; comprehensive management; Kunming Intercontinental Hotel; impact mechanism

## ACKNOWLEDGEMENT

I would like to express my deepest gratitude to my advisor, for her invaluable guidance, support, and encouragement throughout my independent study. Her insightful comments and constructive criticism have significantly improved the quality of my work.

Additionally, I am grateful to Associate Professor Dr. Jomphong Mongkhonvanit, Dean, Graduate College of Business, for his support and encouragement throughout my studies. His dedication to the graduate program and commitment to excellence have inspired me to strive for academic excellence.

Finally, I would like to extend my appreciation to all the faculty members and staff of the Siam University who have contributed to my growth and development as a student. Their unwavering support and encouragement have been a source of inspiration and motivation to me.



## Declaration

*I, Haipeng Ma, at this moment certify that the work embodied in this independent study entitled 'Study on the Impact of Fine Management on Comprehensive Management of Kunming Intercontinental Hotel' is a result of original research and has not been submitted for a higher degree to any other university or institution.*

*Ma Hai Peng* .....

Ma Haipeng



# CONTENTS

ABSTRACT.....	I
ACKNOWLEDGEMENT .....	II
CONTENTS.....	IV
TABLE CONTENTS .....	VI
FIGURE CONTENTS .....	VII
Chapter 1 Introduction .....	1
1.1 Background of Study .....	1
1.2 Research Questions .....	2
1.3 Objectives of Study.....	2
1.4 Significance of Study.....	3
1.5 Limitations of Study .....	4
1.6 Scope of Research.....	5
Chapter 2 Literature Review .....	6
2.1 Introduction.....	6
2.2 Literature Reviews .....	6
2.2.1 Fine Management Theory .....	6
2.2.2 Fine Management.....	7
2.2.3 Comprehensive Management.....	12
2.3 Company Introduction .....	15
2.4 Conceptual Framework.....	16
Chapter 3 Research Methodology.....	17
3.1 Introduction.....	17
3.2 Research Design.....	17
3.3 Population and Sample Size.....	20
3.4 Data Collection .....	20
3.5 Data Analysis .....	21
3.6 Hypothesis.....	22
3.7 Reliability and Validity Analysis of the Scale.....	22
3.7.1 Reliability Analysis of the Questionnaire .....	22
3.7.2 Questionnaire Validity Analysis.....	23

Chapter 4 Finding .....	24
4.1 Introduction.....	24
4.2 Descriptive Statistical Analysis of Variables .....	24
4.2.1 Sample Size.....	24
4.2.2 Descriptive Statistic .....	25
4.3 The Impact of the Service Quality on Comprehensive Management of Kunming Intercontinental Hotel .....	27
4.4 The Impact of the Cost Control on Comprehensive Management of Kunming Intercontinental Hotel .....	28
4.5 The Impact of the Customer Satisfaction on Comprehensive Management of Kunming Intercontinental Hotel .....	29
4.6 The Impact of the Application of Management Technology on Comprehensive Management of Kunming Intercontinental Hotel .....	31
Chapter 5 Conclusion and Recommendations .....	33
5.1 Conclusion .....	33
5.1.1 The Service Quality has a Positive Impact on the Comprehensive Management of Kunming Intercontinental Hotel .....	33
5.1.2 The Cost Control has a Positive Impact on the Comprehensive Management of Kunming Intercontinental Hotel .....	33
5.1.3 The Customer Satisfaction has a Positive Impact on the Comprehensive Management of Kunming Intercontinental Hotel .....	34
5.1.4 The Application of Management Technology has a Positive Impact on the Comprehensive Management of Kunming Intercontinental Hotel .....	35
5.2 Recommendation .....	36
References.....	38
Appendix.....	41

## TABLE CONTENTS

Table 3.1	Fine Management Evaluation Indicators .....	18
Table 3.2	Comprehensive Management Evaluation Indicators .....	20
Table 3.3	Reliability Analysis of Overall Questionnaire.....	22
Table 3.4	Validity Test Results of the Overall Questionnaire .....	23
Table 4.1	Sample Basic Information Table (N=280).....	24
Table 4.2	Descriptive analysis of the Scales.....	25
Table 4.3	Correlation Analysis of Service Quality on Comprehensive Management of Kunming Intercontinental Hotel .....	27
Table 4.4	Regression Analysis of Service Quality on Comprehensive Management of Kunming Intercontinental Hotel .....	27
Table 4.5	Correlation Analysis of the Cost Control on Comprehensive Management of Kunming Intercontinental Hotel.....	28
Table 4.6	Regression Analysis of the Cost Control on Comprehensive Management of Kunming Intercontinental Hotel .....	29
Table 4.7	Correlation Analysis of the Customer Satisfaction on Comprehensive Management of Kunming Intercontinental Hotel .....	29
Table 4.8	Regression Analysis of the Customer Satisfaction on Comprehensive Management of Kunming Intercontinental Hotel .....	30
Table 4.9	Correlation Analysis of the Application of Management Technology on Comprehensive Management of Kunming Intercontinental Hotel.....	31
Table 4.10	Regression Analysis of the Application of Management Technology on Comprehensive Management of Kunming Intercontinental Hotel.....	31



## FIGURE CONTENTS

Figure 2.1 Conceptual Framework .....	16
---------------------------------------	----



# Chapter 1 Introduction

## 1.1 Background of Study

With the rapid prosperity of the hotel industry, the market competition is becoming increasingly fierce. The continuous growth of the number of hotels has intensified the competition of brands, prices and services. To occupy a place in such an environment, hotels must explore and adopt innovative management methods and concepts. Fine management, focusing on details and pursuing efficiency as the core, has gradually been recognized and applied by the industry (Li,2015). The aim is to comprehensively improve service quality and operational efficiency by thoroughly investigating and optimizing every link and process. Kunming Intercontinental Hotel, as a leader in the industry, has long recognized the value of fine management and integrated it into the daily operation of the hotel, thus stabilizing its leading position in the fierce market competition.

Today's consumers' demands and expectations for hotel services have far exceeded the basic accommodation and catering. They pursue more personalized, convenient and comfortable service experience. To meet these upgrading needs of consumers, hotels need to understand them deeply and provide tailor-made services for them. Fine management emphasizes deep interaction and communication with consumers and helps hotels to grasp consumers' preferences and needs more accurately through data collection and analysis. Kunming Intercontinental Hotel uses fine management methods to dig deep into the needs of consumers, thus providing them with more accurate and personalized services and winning the deep trust and loyalty of consumers (Chung, 2020).

The rising prices and labour costs are driving up the cost of operating hotels. However, traditional management methods are often ineffective in achieving cost control. A more assertive approach is needed to address these challenges. Fine management pays attention to the optimal allocation and utilization of resources and is committed to reducing costs by reducing waste and improving efficiency. Kunming Intercontinental Hotel has successfully implemented effective management principles and techniques, conducting a thorough analysis of operating costs. As a result, the hotel has been able to maintain high-quality service standards while achieving effective cost control, ultimately enhancing its profitability.

In addition, with the rapid development of information technology, such as big data and artificial intelligence, fine management has received strong technical solid. Using these technical means, hotels can gain a more accurate insight into consumer demand and market dynamics, thus improving management efficiency and service quality. Kunming Intercontinental Hotel is dedicated to exploring and implementing new technologies. They utilize big data to analyze consumer profiles and artificial

intelligence to provide intelligent customer service. This approach guarantees that consumers will enjoy a more convenient and efficient service experience. (Meira et al. 2019).

Fine management is crucial for the Kunming Intercontinental Hotel to enhance its overall performance. This not only distinguishes the hotel from intense competition in the market and meets the evolving needs of consumers, but also enables efficient control of operating costs and improved profitability. Information technology enables fine management to accurately grasp market changes and consumer demand, providing a powerful decision-making basis for hotels. Therefore, to maintain its leading position and achieve sustainable development, Kunming Intercontinental Hotel must continuously deepen its fine management.

## **1.2 Research Questions**

In recent years, the hotel industry is facing unprecedented challenges and opportunities. On the one hand, the rapid development of tourism and the constant change of consumer demand have brought huge market potential to the hotel industry; On the other hand, the increasing number of hotels and fierce competition have also brought pressure to hotel management. In such a market environment, fine management has become a key means for hotels to enhance their competitiveness. As a well-known high-end hotel in Kunming, Kunming Intercontinental Hotel has been committed to improving service quality and customer satisfaction. However, in the face of fierce market competition and changing customer needs, the hotel faces enormous challenges. To better meet the market demand and enhance competitiveness, Kunming Intercontinental Hotel introduced the concept of fine management. This study puts forward the following research questions:

1. Whether the service quality has a positive impact on the comprehensive management of Kunming Intercontinental Hotel?
2. Whether the cost control has a positive impact on the comprehensive management of Kunming Intercontinental Hotel?
3. Whether the customer satisfaction has a positive impact on the comprehensive management of Kunming Intercontinental Hotel?
4. Whether the application of management technology has a positive impact on the comprehensive management of Kunming Intercontinental Hotel?

## **1.3 Objectives of Study**

As a prestigious five-star hotel, Intercontinental Kunming has been committed to providing high-quality accommodation services and excellent customer experience. However, in practice, hotel managers find that the fine management mode only pays attention to the management of a single link, and the potential comprehensive management problems may ignore, which will affect the overall management level and performance of the hotel. Therefore, the purpose of this study is to explore the influence

of the fine management of Kunming Intercontinental Hotel on comprehensive hotel management. The main research objectives are as follows:

1. To explore whether the service quality has a positive impact on the comprehensive management of Kunming Intercontinental Hotel.
2. To explore whether the cost control has a positive impact on the comprehensive management of Kunming Intercontinental Hotel.
3. To explore whether the customer satisfaction has a positive impact on the comprehensive management of Kunming Intercontinental Hotel.
4. To explore whether the application of management technology has a positive impact on the comprehensive management of Kunming Intercontinental Hotel.

## **1.4 Significance of Study**

### **(1) Theoretical significance**

Fine management is not only a management tool or method, and it represents a change of culture and way of thinking. The hotel industry often prioritizes macro strategic planning and operational processes, while neglecting details and execution. It is important to recognize the value of paying attention to the finer points and ensuring successful implementation in order to achieve overall success (Gao & Liu, 2016). However, the fine management practice of Kunming Intercontinental Hotel provides us with a brand-new perspective. Through the in-depth practice, this study will further enrich and develop the existing hotel management theory. Effective management in the hotel industry requires meticulous attention to every aspect, with a focus on excellence and customer satisfaction. This involves careful design and management of every link in the chain, from room cleaning and front desk service to catering experience. The application of this management method has introduced new ideas and perspectives to hotel management theory (Zhu,2015).

Although more and more attention has been paid to the application of fine management in the hotel industry, the research on its influence on comprehensive hotel management is still insufficient. Especially in a rapidly developing and changing market environment like China, many hotels are trying to introduce fine management, but how to ensure its implementation effect, overcome the difficulties in the implementation process, and its strategic significance for the long-term development of hotels have not been deeply discussed.

Kunming Intercontinental Hotel was chosen as the case study because of its popularity, market influence, and consistent investment and implementation of effective management practices. Through the in-depth study of Kunming Intercontinental Hotel, it can systematically discuss how fine management affects the comprehensive management of the hotel, including how it affects the hotel's service quality, customer satisfaction, staff efficiency and cost control. Such research can not only provide

targeted suggestions and feedback for Kunming Intercontinental Hotel, but also provide valuable reference for other hotels that are introducing or planning to introduce fine management.

## (2) Practical significance

In today's highly competitive hotel market, the market competitiveness of a hotel no longer depends only on its geographical location, hardware facilities or brand awareness. The optimization of the service process, the improvement of service quality and the reduction of operating costs have become the keys for hotels to win in the competition (Hui, 2021). Kunming Intercontinental Hotel has carried out in-depth analysis and improvement on all aspects of the hotel through the implementation of fine management, thus realizing the optimization of service process, the improvement of service quality and the reduction of operating costs. This management method ensures that every service and operation of the hotel meets the highest standards, brings excellent experience to customers and wins a good reputation and market share for the hotel (Gan, 2017). This study provides valuable insights into the fine management practices of Kunming Intercontinental Hotel, offering guidance for other hotels to achieve better practical results in fine management and enhance their market competitiveness.

Hotel managers frequently face challenges when implementing and improving management practices. This study confidently discusses the application of fine management in comprehensive hotel management and its influencing mechanism through empirical research and analysis. It assertively provides specific guidance and practical suggestions on how to choose appropriate fine management tools, cultivate employees' fine awareness, and evaluate and improve management effects. These suggestions offer a clear implementation path for hotel managers, enabling them to improve their fine management skills and enhance the overall management level of hotels.

## 1.5 Limitations of Study

This study focuses on the specific case of Intercontinental Hotel in Kunming. Although the hotel has certain representativeness and practical experience in fine management, it still cannot cover all types, scales and regions of hotels. Therefore, there may be some limitations in the universality and generalization of the research results.

This study mainly relies on the data and information provided by Kunming Intercontinental Hotel, and may not be able to obtain enough external data, especially the data related to competitors and the overall situation of the industry, thus limiting the comparison and reference of the study. In addition, due to data confidentiality and privacy issues, some vital operational data may not be available, which will also affect the depth and accuracy of the research.

As a new management concept and method, fine management may have a certain gap between theoretical research and practical application. This study is mainly based on the existing theoretical framework for analysis and discussion, but it may not fully reflect the new problems and challenges in practice. In addition, because the application of fine management in the hotel industry is still in continuous development and improvement, some new practical experiences and innovative models may not be included in the research scope.

Fine management may present different characteristics and practical effects in different cultural and geographical backgrounds. Taking Kunming Intercontinental Hotel as an example, this study may not fully reflect the influence mechanism and impact of fine management on hotel comprehensive management under different cultural and geographical backgrounds. In addition, as a tourist city in China, Kunming's hotel market has specific particularity and complexity, which may also increase the limitations and uncertainties of the research results.

## **1.6 Scope of Research**

This study focuses on the analysis of the impact of fine management of Kunming Intercontinental Hotel on comprehensive hotel management. To deeply understand this theme, based on fine management theory, this study will review the relevant primary documents at home and abroad to understand the specific practice, challenges and achievements of Kunming Intercontinental Hotel in implementing fine management. In addition, this study will deeply analyze how fine management affects the comprehensive management level of Kunming Intercontinental Hotel, including management efficiency, service quality, cost control and other related aspects. This study provides valuable reference for Intercontinental Hotel Kunming and other similar hotels to promote the hotel industry to achieve a more refined and efficient management upgrade.

## **Chapter 2 Literature Review**

### **2.1 Introduction**

This chapter mainly discusses the theory and concept of hotel management, including the fine management theory, the concepts and main influencing factors of fine management and comprehensive management. Then it puts forward the conceptual framework of this study.

### **2.2 Literature Reviews**

#### **2.2.1 Fine Management Theory**

Fine management is a management concept deeply rooted in Japanese culture that emphasizes executive power and responsibility. It was developed in the 1950s to respond to the refinement of the social division of labor and the improvement of service quality. This approach showcases the competence and expertise of Japanese executives in managing complex systems. Clear and specific management responsibility is essential. Every manager must perform their due diligence, complete the job accurately on the first attempt, and continuously improve their work (Zhou, 2008).

Fine management is a basic idea and management mode in modern management. Its goal is to achieve the efficiency and accuracy of management by minimizing the resources occupied by management and reducing the management cost (Sun & Luo, 2015). In modern management, scientific management divides into three levels: standardization, refinement and individuation. Fine management is based on conventional management, through the conventional management to the depth, to achieve the upgrade and optimization of management.

The core project of fine management lies in the operation of the entire enterprise. The development of enterprises needs to effectively use the essence of culture, technology, wisdom and other resources to guide. The essence of fine management is to grasp the characteristics of product quality, deal with the relationship between quality and zero defects, and establish a system to ensure the formation of quality and lay the foundation for the formation of core competitiveness and brand creation (Huang, 2016).

The essence of fine management is that it is a process of decomposition, refinement and implementation of strategies and objectives. Implementing this process will effectively execute the enterprise's strategic planning at every level, improving the overall execution ability. Through gradual implementation of the fine management project, enterprises can enhance their management system and execution ability (Huang & Ding, 2019). In this process, the consciousness of combining normativity and innovation is crucial. Only the perfect combination of standardization and innovation

of management can achieve the best effect of fine management engineering and lead enterprises to success.

## **2.2.2 Fine Management**

### **1. Definition of Fine Management**

Fine management is a management concept and method that emphasizes detail, process and Excellence. In modern enterprises, fine management has been widely applied and popularized (Chen, 2023). Fine management, a seemingly simple but far-reaching management concept, is being adopted and applied by increasingly modern enterprises. The text confidently emphasizes both details and strict control of the entire process, as well as an unwavering pursuit of exceptional results. In such a high-speed development and fierce competition market environment, fine management undoubtedly provides a more precise and compelling management path for enterprises.

Details determine success or failure, the most basic view of fine management. In the daily operation of an enterprise, every link and operation may affect the final product quality or service experience (Sun, 2011). Therefore, fine management requires enterprises not only to have a clear grasp of the overall situation but also to have an almost harsh pursuit of details. Only in this way can it ensure that every product or service provided by the enterprise can meet or even exceed the customers' expectations.

Paying attention to process is also one of the essential characteristics of fine management. Unlike the traditional result orientation, fine management emphasizes the control and management of the process. It believes that only by ensuring the standardization and efficiency of the process can we get the expected results (Huo, 20219). Therefore, enterprises need to constantly optimize the workflow, eliminate unnecessary waste and improve work efficiency.

Excellence is the ultimate goal of fine management. It encourages enterprises not to be satisfied with the status quo, but to constantly pursue a better self. Through continuous innovation and improvement, enterprises can stand out from the fierce competition and achieve sustainable development.

Generally speaking, fine management is a management concept and method that pays attention to both details and processes and pursues excellence. It has been widely applied and promoted in modern enterprises, providing them with a clearer and more effective management path.



## 2. Factors Related to Fine Management

### (1) Service Quality

Fine management is of great significance in improving service quality. By refining service processes, standardizing service operations and strengthening service training, companies can improve service standardization and efficiency, reduce service errors and complaints, and increase customer satisfaction and loyalty. At the same time, fine management also pays attention to the personalization and innovation of services to meet the diversified needs of customers. Deng & Gao (2012) suggest that service quality can be improved by enhancing fine management in enterprise training. They propose measures such as refining service processes, standardizing service operations, and strengthening service training to enhance employees' service awareness and skill level, thereby achieving service standardization. Wen (2018) analyzed the role of refined human resource management in improving hospital service quality. She believed that effective management of human resources, including recruitment, training, and performance management, can enhance the quality of service and patient satisfaction in the hospital. At the same time, Effective management can also encourage employees' innovative spirit and service consciousness, promoting continuous improvement and innovation within hospitals. Zhao (2017) discussed improving the quality and service level of the supervision work with fine management. He believes that through the implementation of fine management, supervision enterprises can better perform their supervision duties, improve the quality and safety of projects, and thus improve the service level and customer satisfaction. He also put forward some specific fine management measures, such as strengthening staff training and improving supervision. Saxena et al.(2022) paid attention to the dimensions and measurement methods of service quality of e-commerce returns. They believe that by implementing fine management, enterprises can better meet customers' return demand and improve the efficiency and satisfaction of return service. In addition, they also put forward a multi-dimensional quality model of return service, which provides a reference for enterprises to evaluate and improve return service.

Fine management is of great significance in improving service quality. By continuously optimizing and innovating service processes, operation standards, and employee training, enterprises can improve the standardization and efficiency of their services. This, in turn, reduces service errors and complaint rates, ultimately enhancing customer satisfaction and loyalty. At the same time, fine management also pays attention to the personalization and innovation of services to meet the diversified needs of customers. Therefore, enterprises should pay attention to and implement fine management concepts and methods to improve service quality and enterprise competitiveness.

## (2) Cost control

Fine management emphasizes cost control. Through fine cost accounting, budget management and cost control measures, enterprises can reduce unnecessary costs and improve resource utilization efficiency, thus achieving cost optimization and maximum benefit. Fine management also advocates full participation in cost control and reducing production costs and management costs through employees' rational suggestions and improvement measures.

With the increasingly fierce market competition, enterprises have higher and higher requirements for financial cost management. As a brand-new management concept and method, fine management has adopted by more and more enterprises. Fine management emphasizes cost control. Liu (2018) and Zhang (2019) meticulous cost accounting, budget management, and cost control measures can help enterprises reduce unnecessary expenses, improve resource utilization efficiency, and optimize costs while maximizing benefits. This management approach enables enterprises to accurately manage every link and process, avoiding resource waste and unnecessary expenses from the source.

Not only that, fine management also advocates full participation in cost control. The suggestions for rationalization and improvement made by employees are considered valuable resources in effective management. By adopting these suggestions, enterprises can reduce production costs and management costs and further improve operational efficiency. This management mode of full participation enhances employees' sense of belonging and responsibility and makes every employee an active participant in enterprise cost control.

At the same time, fine management also has unique insights into environmental cost control. The research of Taygashinova& Akhmetova(2019) focused on how enterprises use fine management in environmental cost control. It was noted that by carefully accounting for and managing environmental costs, enterprises can not only meet environmental protection standards but also reduce operating costs, achieving a win-win situation of economic and environmental benefits.

In addition, Liu (2022) further discussed the application of fine management in modern enterprise financial management. He believes that fine management can make the financial management of enterprises more refined and standardized, thus improving the efficiency and accuracy of financial management and reducing financial risks.

However, the implementation of fine management is not smooth sailing. Zheng (2015) mentioned that there will be many problems in the implementing of refined financial management, such as a large amount of data and complicated management. However, these problems can be solved by establishing a perfect management system and strengthening staff training.

To sum up, fine management is of great significance in the financial cost management of modern enterprises. Through meticulous cost accounting, budget management and control, enterprises can reduce unnecessary cost expenditure and improve resource utilization efficiency, thus achieving cost optimization and maximum benefit. The management mode of full participation stimulates employees' innovative spirit and sense of teamwork, which provides a strong impetus for the sustainable development of enterprises.

### (3) Customer satisfaction

Customer satisfaction is an important index to measure the service quality and management level of enterprises. Fine management pays attention to the excavation and satisfaction of customer needs. It improves customer satisfaction and loyalty through measures such as in-depth understanding of customer needs, providing personalized services, and establishing customer relationship management systems. At the same time, fine management also emphasizes the collection and analysis of customer feedback, to find problems in time and make improvements.

Customer satisfaction is a crucial indicator for measuring an enterprise's service quality and management level. It holds significant importance in guiding the long-term development of the enterprise. Lu (2006) emphasized the core position of customer satisfaction in enterprise management. She pointed out that the level of customer satisfaction is directly related to the market share and economic benefits of enterprises. Teller & Elms(2012) focused on the impact of urban marketing and retail agglomeration on customer satisfaction. The research indicates that effective management and marketing strategies can enhance customer satisfaction and attract more customers to urban retail clusters. This provides a useful reference for enterprises in choosing business locations and formulating market strategies. Klalová & Suchá nek (2018) discussed the relationship between enterprise performance, customer satisfaction and enterprise quality management. The research indicates that effective management and marketing strategies can enhance customer satisfaction and attract more customers to urban retail clusters. Geng (2015) took property management service as an example, and discussed the application of fine management in service industry in detail. He pointed out that property management companies can significantly improve the satisfaction and loyalty of owners by deeply understanding their needs, providing personalized services and establishing a sound customer relationship management system. This management method emphasizes communication and interaction with customers and ensures that the service content can truly reflect the needs and expectations of customers. From the perspective of fine quality management, Hong (2019) thought that through fine management of service quality, customer needs can be better met and customer satisfaction can be improved. This management mode pays attention to details and continuous optimization of service processes, ensuring that enterprises can provide quality services to customers in every link. Dai (2019) demonstrated the linear relationship between enterprise customer relationship management and customer satisfaction from the perspective of customer relationship

management. Establishing a perfect customer relationship management system can help enterprises better understand customers' needs and preferences, leading to more accurate services. This can improve customer satisfaction, enhance customer loyalty, and create more business opportunities.

To sum up, fine management is of great significance in improving customer satisfaction. By gaining a comprehensive understanding of customer needs and implementing personalized services, as well as establishing a customer relationship management system, enterprises can better meet customer expectations and enhance customer loyalty and satisfaction. Additionally, effective management involves collecting and analyzing customer feedback to identify service issues and make necessary improvements. Therefore, modern enterprises should adopt effective management concepts and methods to continuously improve service quality and management. This will help to gain the trust and support of customers.

#### (4) Application of management technology

Fine management needs advanced management technology as a support. For example, information technology, data analysis technology and process optimization technology can help enterprises achieve fine management. By applying advanced technical means, enterprises can more accurately grasp the business operation, find problems quickly and make improvements. At the same time, fine management also requires enterprises to have innovative consciousness, learning ability and constantly explore and apply new management technologies and methods. Fine management has been widely adopted in modern enterprises. As the supporting force behind it, the application of management technology plays an indispensable role. From information technology, data analysis technology to process optimization technology, these advanced technical means provide strong support for enterprises to achieve fine management. Enterprises can use these tools to gain a more accurate insight into business operations, quickly identify existing problems, and make timely improvements.

Berbegal-Mirabent & Llorens-Montes (2018) deeply discussed the influence of technology types and acquisition strategies on organizational performance, and they find that appropriate technology selection and strategic application can significantly improve organizational performance. Similarly, Ghobakhloo et al. (2019) also emphasized the importance of technology in improving organizational performance, and further pointed out that the absorptive capacity of organizations played a key role in this process. In the field of supply chain management, Li&Sun (2018) focused on the application of big data analysis, and they conducted a cutting-edge literature review, revealing how big data analysis can optimize supply chain management and achieve refinement. This ability of deep data mining and analysis enables enterprises to predict market demand more accurately, optimize inventory and improve logistics efficiency. Wang & Li (2015) focused on the interactive relationship between fine management and enterprise technical standardization, and they proposed that the implementation of fine management could promote the unification and promotion of enterprise technical

standards. With the arrival of Industry 4.0, Stevenson et al(2017) described in detail in their works how this revolutionary change promoted the enterprise to be refined. The intelligent, digital and interconnected production technology brought by Industry 4.0 provides an unprecedented opportunity for enterprises to realize the refinement and personalization of the production process. Song et al.(2021) studied the strategic positioning of technology application cooperation in fine management for FS enterprises. They found that a reasonable technology application cooperation strategy can not only improve the management efficiency of enterprises, but also enhance their market competitiveness. Du (2023) pointed out that refinement is the core requirement of technology management, and enterprises must be guided by refinement when promoting technology management.

To sum up, applying management technology has played a vital role in promoting the fine management of enterprises. Both international and domestic studies emphasize the importance of the application of advanced technology and management methods to enhance the competitiveness and performance of enterprises. Therefore, modern enterprises must constantly innovate and learn. They must actively explore and apply new management techniques and methods to cope with the increasingly fierce market competition and changing business environment.

### **2.2.3 Comprehensive Management**

#### **1. Definition of Comprehensive Management**

Comprehensive management is a highly effective enterprise management mode that integrates various resources and coordinates different departments to achieve the overall goal. It emphasizes cross-departmental and cross-field cooperation, aiming to maximize overall enterprise benefits (Homer, 2009). Integrated management is crucial for improving the competitiveness of enterprises. By integrating internal and external resources, optimizing business processes, and enhancing operational efficiency and service quality, enterprises can significantly enhance their market competitiveness. (2) Integrated management ensures that all departments and employees of the enterprise work towards the same strategic objectives through cross-departmental and cross-disciplinary cooperation. This is essential for achieving the enterprise's strategic goals. (3) Enterprise innovation is actively encouraged: Integrated management promotes cooperation among all departments and employees within the enterprise, stimulating innovation and promoting sustainable development.

## 2. Factors Related to Comprehensive Management

### (1) Management cost

Management cost is the sum of resources that enterprises need to invest in the process of comprehensive management, including human cost, material cost and time cost. Reducing management cost is of great significance to improve the competitiveness of enterprises. As an important part of enterprise operation, management cost involves various resources required by enterprises in the process of realizing comprehensive management. These resources include, but are not limited to, manpower, material and time. How to effectively reduce these costs has become a problem that enterprises must face when pursuing competitiveness.

Radionova et al (2019) emphasized the dual nature of the cost management system of industrial enterprises in their research. They put forward that a sound cost management system should not only pay attention to production costs, but also include indirect costs such as R&D, sales and management, thus bringing long-term competitive advantages to enterprises. Berry-STLzle & Xu (2018) discusses the relationship between enterprise risk management and capital cost. Their research found that effective risk management can reduce the capital cost of enterprises, and then affect the overall management cost of enterprises. This view emphasizes the essential role of risk management in reducing management costs. In terms of a supply chain management, Cooper(2017) focused on developing supply chain for lean enterprises, and he pays special attention to cost management among enterprises. By optimizing the supply chain, enterprises can not only reduce production costs, but also reduce inventory and logistics costs, thus achieving a decline in overall management costs. Taking electric power enterprises as an example, Cai (2016) deeply discussed the issue of management cost control. She put forward a set of specific management strategies to help power companies control their operating costs more effectively. Lin li (2016) focused on the control strategy of human resource management cost. She emphasized the proportion of human resources in enterprise management costs and gave some suggestions, such as improving recruitment efficiency and optimizing salary structure, To reduce this cost. Guan (2022) discussed the cost control of enterprise management from the financial management perspective. He believes enterprises can significantly reduce their management costs by strengthening budget control, improving cost accounting system and using advanced financial management technology.

To sum up, management cost, as a critical field in enterprise operation, has been widely concerned. To reduce the management cost and improve the competitiveness of enterprises, enterprises need to start from many angles, including but not limited to perfecting the cost management system, strengthening risk management, optimizing the supply chain, improving the efficiency of human resource management and improving financial management strategies. These measures not only help to reduce the operating costs of enterprises, but also bring long-term competitive advantages to enterprises.

## (2) Management efficiency

Management efficiency is one of the important indicators to measure the comprehensive management effect of enterprises. Improving management efficiency will help enterprises to occupy an advantageous position in the fierce market competition. Management efficiency, as a key index of comprehensive management effect, has a decisive influence on the position and long-term development of enterprises in market competition. Many enterprises and researchers have conducted in-depth discussions on this from different angles.

Tursunov(2019) proposed a set of evaluation methods for the production management efficiency of textile enterprises. This method emphasizes the close relationship between management efficiency and production capacity, and provides practical reference for textile industry. Pryimak et al(2021) used a qualitative information to evaluate the management efficiency of enterprises from the perspective of marketing activities. They found that qualitative information can reveal the real situation of management efficiency more comprehensively, thus making more targeted management strategies for enterprises. Cheng (2015) focused on how software can improve the management efficiency of enterprises. He believes that modern software tools can automate routine tasks and provide real-time data and analysis. This enables enterprises to make informed decisions. Deng & Xia (2022) further discussed the influence of digital transformation on enterprise management efficiency. They pointed out that digital transformation can not only optimize business processes but also cultivate the innovation ability of enterprises, thus greatly improving management efficiency. Zhang (2021) discussed its influence on enterprise management efficiency from the perspective of informal organizations. His research found that informal organizations can affect the decision-making and implementation of formal organizations to a certain extent, so enterprises need to fully consider this factor in management to ensure that management efficiency is not affected. Wu (2021) discussed how to improve the management efficiency of enterprises from the perspective of corporate governance. He believes that a clear corporate governance concept, a reasonable organizational structure and strict internal control can significantly improve the management efficiency of enterprises.

To sum up, management efficiency, as an essential embodiment of enterprise competitiveness, has been widely considered. Whether from the perspective of production, marketing, software application, digital transformation, informal organization or corporate governance, improving management efficiency is a process of continuous efforts and practice.

## 2.3 Company Introduction

Kunming Intercontinental Hotel was opened in 2013, official website: <http://www.cruzinaz.com/index.html>. The hotel is located in Dianchi National Tourism Resort, Kunming, Yunnan Province in China, on the shore of Dianchi Lake, the "Pearl of the Plateau". It is only 20 minutes' drive from downtown and 40 minutes' drive to kunming changshui international airport.

The Kunming Intercontinental Hotel is the perfect choice for any visitor to the city. Its prime location, surrounded by mountains, water, forests, and gardens, places it in close proximity to famous tourist attractions such as Xishan Forest Park and Yunnan Ethnic Village. In addition, its convenient location near the CBD area in the city center makes it an excellent choice for business, sightseeing, entertainment, and vacation. As a luxury five-star hotel invested and built by Yunnan Chengtou and managed by Intercontinental Hotels Group, you can be confident that your stay will be nothing short of exceptional. The Kunming Intercontinental Hotel stands out as the premier city resort hotel in southwest China. Situated alongside the picturesque Dianchi Lake, it offers unparalleled vacation and leisure services, as well as top-of-the-line conference and banquet facilities for all your business needs.

The design theme of Kunming Intercontinental Hotel is butterflies. Butterflies represent beauty, elegance, ecology and nature, which is also the feeling that intercontinental brands want to give their guests a "deep insight" into the local customs of Kunming, Yunnan. The colorful wings of butterflies are as dazzling as the colorful clouds in Yunnan.

The hotel has 541 luxurious rooms and elegant suites with unique and novel design, each room has windows that can be opened and closed by guests themselves, and guests can enjoy the pure and pollution-free air in Spring City. Nearly half of the rooms are equipped with balconies, and some rooms also have large balconies, which can enjoy the beautiful scenery of Dianchi Lake or the garden scenery of the hotel. All guest rooms and public areas of the hotel are covered by high-speed wireless network.

The hotel has a large variety of meeting places. The 1,600-square-meter Yunnan Grand Ballroom is the largest ballroom in high-end hotels in Kunming, which can accommodate 1,200 guests at the same time. The layout of the eight meeting rooms is flexible and diverse, which can meet the needs of meetings of all sizes. In addition, the outdoor garden with flowers and birds is the first choice for holding romantic wedding banquets.



## 2.4 Conceptual Framework

According to the research content and related literature research, the main conceptual framework of this paper is as follows:

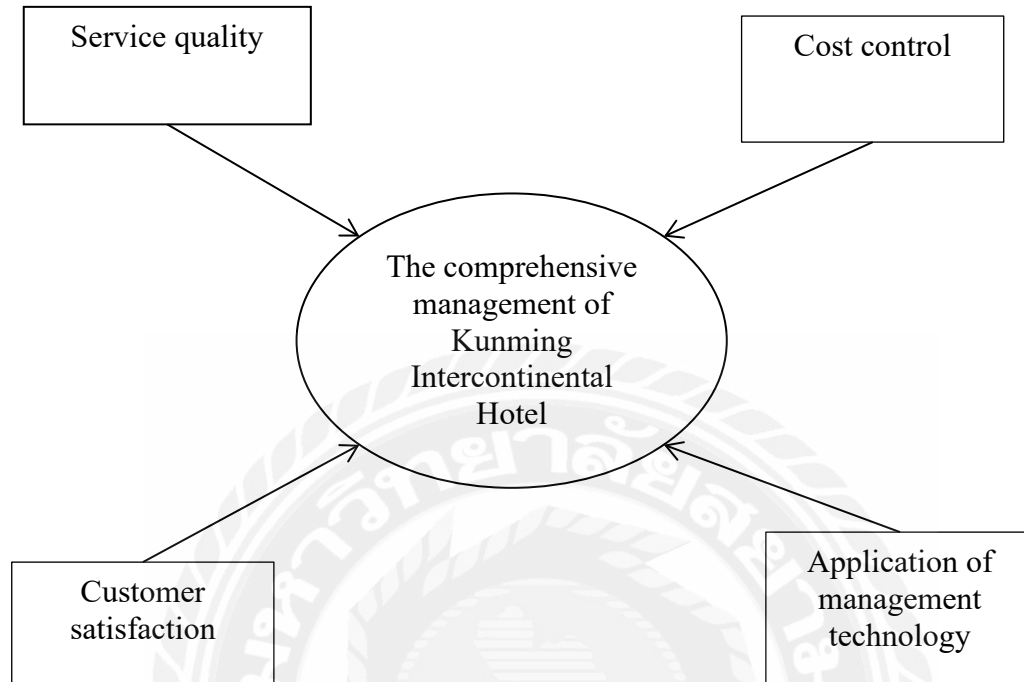


Figure 2.1 Conceptual Framework

## Chapter 3 Research Methodology

### 3.1 Introduction

This study uses a quantitative research method to explore the impact of fine management on the comprehensive management of Kunming Intercontinental Hotel. This section describes the research design in detail, defines the scope and objectives, and introduces the number of samples, data collection process and methods to ensure reliable and practical data. At the same time, the reliability and validity of the survey scale analysis ensures the study's accuracy.

### 3.2 Research Design

This study will design a survey scale to collect the evaluations of employees and managers, totally 300, on fine management and its impact on hotel comprehensive management. The scale design will refer to the relevant research results at home and abroad, and adjust according to the actual situation of Kunming Intercontinental Hotel. The specific survey scale is as follows:

#### (1) Fine Management Evaluation Indicators

In recent years, the application of fine management in the hotel industry has gradually attracted attention, and the construction of relevant evaluation indicators has also become a research hotspot. Concerning the construction of the index system, Chen(2020) discussed the construction and application of the evaluation index system of hotel fine management. The study has developed a comprehensive index system comprising of four dimensions: service quality, management efficiency, cost control, and innovation ability. The fuzzy comprehensive evaluation method, based on literature review and expert consultation, is used to assess the fine management level of hotels. This study provides a reference for other hotels and promotes the application of fine management in the hotel industry. Regarding the improvement of service quality, Sun(2013) studied the strategy for improving hotel service quality. Based on the aspects of service process, staff training and customer satisfaction, this study constructs a set of evaluation index system of fine management of hotel service quality, and finds that fine management plays a significant role in improving hotel service quality through empirical research. This study provides a helpful reference for the hotel industry and helps to enhance the competitiveness of hotels. Regarding the application of cost management, Wu (2017) discussed the application of fine management in hotel cost management. The study believes that fine management is helpful to reduce hotel costs and improve economic benefits. This study constructs a set of evaluation index system of fine management including cost budget, cost accounting and cost control, and finds that fine management plays a vital role in hotel cost management through case study. This study provides beneficial enlightenment for the hotel industry and helps to realize the refinement of hotel cost management. Therefore, based on the above literature, this study summarizes the evaluation indicators of fine management of Kunming Intercontinental Hotel as shown in Table 3.1:

Table 3.1 Fine Management Evaluation Indicators

Primary index	Secondary index	Options
Fine management evaluation index	Service quality	Service response speed is very important in hotels.
		The attitude of service personnel has an important influence on the comprehensive management of hotels.
		The hotel's service facilities are very perfect.
		The hotel is very efficient in handling complaints.
	Cost control	The purchasing cost of the hotel has been effectively controlled.
		The human resource cost of the hotel is well controlled.
		The hotel's energy and consumables cost control effect is very good.
		The hotel has done an excellent job in optimizing operating costs.
	Customer satisfaction	fine management has a positive impact on the customer's return rate.
		The hotel's customer complaint rate is very low.
		The overall evaluation of the hotel by customers is very high.
	Application of management technology	The application of information management system in hotels is very high.
		The hotel's intelligent facilities are well equipped.
		The hotel has performed well in big data analysis and application capabilities.
		The hotel's application of innovative technology is excellent.

## (2) Comprehensive management evaluation index

In recent years, with the rapid development of the hotel industry, the research on the evaluation index of hotel comprehensive management has gradually become a research hotspot. This review mainly summarizes and analyzes the research of hotel comprehensive management evaluation index from the following aspects. Management cost is one of the important costs in hotel operation, which directly affects the profitability and competitiveness of the hotel. Li et al.(2023) discussed the changing relationship between management cost and management efficiency in hotel management. The study points out that reasonable management cost control is an essential way to improve hotel management efficiency and profitability. This study analyzes the composition of management costs of different types of hotels. It puts forward some strategic suggestions to reduce management costs, such as optimizing management processes, improving employee efficiency, and introducing information technology. This study has important guiding significance for the hotel industry to reduce management costs and improve profitability. Management efficiency is an important index to measure hotel management level and operation effect. Zhang (2019) evaluated and compared the management efficiency of hotels. The results show that management efficiency is influenced by many factors, including hotel scale, staff quality and service quality. The study also puts forward some countermeasures and suggestions to improve the efficiency of hotel management, such as strengthening staff training, optimizing resource allocation and introducing advanced hotel management systems. This study has significant reference value for hotel industry to improve management level and enhance competitiveness.

To sum up, management cost and efficiency are the critical elements in the evaluation index of hotel comprehensive management. Related research has made some achievements in management cost control and management efficiency evaluation, and put forward some strategic suggestions to reduce management cost and improve management efficiency. Therefore, this study combined with the above literature to put forward comprehensive management evaluation indicators, as shown in Table 3.2:

Table 3.2 Comprehensive Management Evaluation Indicators

Primary index	Secondary index	Options
Comprehensive management evaluation index	Management cost	Fine management helps to reduce labour costs.
		Fine management helps to reduce the cost of materials.
		Under the fine management, the operating cost of the hotel has been effectively controlled.
	Management efficiency	Under the fine management, the hotel's service response speed is obviously improved.
		Fine management can strengthen the efficiency of hotel decision-making.
		Through fine management, the hotel's resource allocation efficiency has been optimized.

### 3.3 Population and Sample Size

To ensure the representativeness and reliability of the study, this study adopts random sampling. It selects 300 respondents from the internal staff and managers of Kunming Intercontinental Hotel as samples. The data collection process will be carried out through questionnaire survey and on-the-spot observation, and at the same time, combined with hotel-related literature, to ensure the comprehensiveness and accuracy of the data, to explore the influence of the fine management of Kunming Intercontinental Hotel on the comprehensive management of hotels.

### 3.4 Data Collection

To understand the implementation and improvement opinions of employees and managers on fine management, a detailed questionnaire was designed in this study, covering employees in all departments and levels of Kunming Intercontinental Hotel. This study distributed 300 questionnaires online and offline and successfully recovered 280 valid questionnaires, with a recovery rate of 93%. These questionnaires were filled by employees from various departments, such as front desk, guest room, catering, human resources and finance, and managers at different levels, ensuring the diversity and representativeness of the samples.

### 3.5 Data Analysis

#### (1) Questionnaire design

To collect data about the fine management of Intercontinental Hotel in Kunming and its influence on the comprehensive management of hotels, this study designed a questionnaire. The questionnaire's content includes various measures related to fine management and the evaluation of the effect of hotel comprehensive management. The forms of questions are mainly multiple-choice questions and scale questions. It uses multiple-choice questions to collect basic information, while scale questions are used for evaluating the degree of influence.

#### (2) Likert five-point method

To quantitatively evaluate the influence of fine management on hotel comprehensive management, this study adopts the Likert five-point method. This is a psychological response scale, which is used to measure people's attitudes or views on something. The five-point method includes five grades, which are "very different", "disagree", "neutral", "agree" and "very agree", and the corresponding scores are 1, 2, 3, 4 and 5. By calculating the average score, it can understand the overall attitude of the respondents to a specific problem.

#### (3) SPSS analysis

This study uses SPSS (Statistical Product and Service Solutions) software for data analysis. SPSS is a powerful statistical analysis software, which can perform descriptive statistics, correlation analysis and regression analysis on data. The specific steps are as follows:

**Data import and preprocessing:** import the questionnaire data into SPSS software, and clean and sort out the data, including deleting invalid data and processing missing values.

**Descriptive statistics:** make descriptive statistics on the data of fine management measures and comprehensive hotel management effects, including calculating the average value, standard deviation, maximum value and minimum value to understand the distribution of data.

**Correlation analysis:** using the correlation analysis function of SPSS, this study discusses the correlation between fine management measures and the hotel comprehensive management effect. By calculating the Pearson correlation coefficient, it can judge the degree of correlation between them.

**Regression analysis:** to further explore the influence of fine management measures on the comprehensive management effect of hotels, this study adopts the method of multiple linear regression analysis. A regression model was constructed to analyze the

degree of influence of various factors on the comprehensive management effect of the hotel. The dependent variable was the comprehensive management effect of the hotel, while the independent variable was the fine management measures.

Results discussion: according to the data analysis results, the influence of fine management of Kunming Intercontinental Hotel on hotel management is discussed, and optimization suggestions are put forward.

Through the above data analysis method, this study can deeply understand the influence of fine management of Kunming Intercontinental Hotel on comprehensive hotel management and provide useful reference for the hotel industry.

### 3.6 Hypothesis

H1: There is a positive impact of the service quality on comprehensive management of Kunming Intercontinental Hotel

H2: There is a positive impact of the cost control on comprehensive management of Kunming Intercontinental Hotel

H3: There is a positive impact of the customer satisfaction on comprehensive management of Kunming Intercontinental Hotel

H4: There is a positive impact of the Application of management technology on comprehensive management of Kunming Intercontinental Hotel

### 3.7 Reliability and Validity Analysis of the Scale

#### 3.7.1 Reliability Analysis of the Questionnaire

Reliability analysis is to check the credibility of the questionnaire. The internal reliability analysis mainly examines whether a group of evaluation items measure the same concept and the degree of internal consistency between these items. The higher the degree of consistency, the stronger the credibility of the evaluation results. The specific analysis results are shown in Table 3.3:

Table 3.3 Reliability Analysis of Overall Questionnaire

Variables	N	Cronbach's Alpha
Service quality	4	0.718
Cost control	4	0.831
Customer satisfaction	3	0.740
Application of management technology	4	0.712
Management cost	3	0.741
Management efficiency	3	0.800
Total	21	0.759

Cronbach's Alpha reliability coefficient method, which is the most commonly used method, is adopted to analyze the reliability of the results of the questionnaire, so as to investigate the internal reliability of the questionnaire. From Table 3.3, the scale consists of 21 topics, covering the dimensions of service quality, cost control, customer satisfaction, management technology application, management cost and management efficiency. The service quality dimension includes four topics, Cronbach's Alpha coefficient is 0.718, the cost control dimension also includes four topics, and Cronbach's Alpha coefficient is 0.831. In addition, Cronbach's Alpha coefficient of other dimensions is listed in the table, such as customer satisfaction is 0.740, management technology application is 0.712, management cost is 0.741 and management efficiency is 0.800. Cronbach's Alpha coefficient of all 21 questions is 0.951. Therefore, the survey data has good internal consistency and high credibility, which also ensures the scientific nature of overall sampling in dynamic analysis.

### 3.7.2 Questionnaire Validity Analysis

Validity refers to the validity and accuracy of the measurement results, that is, the measurement results can reflect the truth of the measured things. For the analysis of the relationship between family background and occupational adaptability of fresh graduates, we can use content validity and structural validity to analyze the validity, and evaluate whether the content of the questionnaire or scale is reasonable and the structure is clear, so as to ensure the validity and accuracy of the measurement results. The specific questionnaire reliability analysis results are shown in Table 3.3:

Table 3.4 Validity Test Results of the Overall Questionnaire

The KMO Values and the Bartlett Spheroid Test		
Number of KMO sampling suitability quantities		0.824
The sphericity test of the Bartlett	Approximate chi-square	2021.235
	df	203
	Sig.	0.000

According to the data in the table 3.3, KMO value is 0.824, which is greater than 0.8, which is generally considered to be very good, indicating that the data is very suitable for factor analysis. In addition, the results of Bartlett spherical test show that the approximate chi-square value is 2021.235, the degree of freedom (df) is 203, and the significance level (Sig.) is 0.000. Because the significance level is less than the commonly used critical value (such as 0.05 or 0.01), this study rejects the original hypothesis that the correlation matrix of data is not identity matrix, indicating that there is correlation between variables. This further supports the conclusion that the data is suitable for factor analysis. Therefore, combining KMO value and the results of Bartlett spherical test, this study can draw the conclusion that this set of data is very suitable for factor analysis.



## Chapter 4 Finding

### 4.1 Introduction

On the basis of the above research design and data collection, this chapter mainly analyzes and summarizes the corresponding data, the relevant data of the impact of the fine management of Intercontinental Hotel in Kunming on the comprehensive management of hotels, and finally analyzes the validity of the above assumptions through verification.

### 4.2 Descriptive Statistical Analysis of Variables

#### 4.2.1 Sample Size

The basic information of the sample mainly includes gender, age, position, monthly income. Table 4.1 below shows the following:

Table 4.1 Sample Basic Information Table (N=280)

Survey Items	Category	Number of people	Percentage (%)
Gender	Male	154	55%
	Female	126	45%
Age	Under 25 years old	63	22.5%
	26-35years old	77	27.5%
	36-45 years old	80	28.6%
	46 years old or above	60	21.4%
position	Hotel receptionist	35	12.5%
	Catering service personnel	70	25%
	Room service staff	84	30%
	Financial management personnel	48	17.1%
	Human resources personnel	23	8.2%
	Senior management personnel	20	7.2%
Monthly income	Below 3000 yuan	56	20%
	3,000-4,500 yuan	84	30%
	4501-6500 yuan	98	35%
	6501-8500 yuan	32	11.4%
	8501 yuan or more	10	3.6%

Table 4.1 This table shows the results of a survey about the sex, age, position and monthly income of the interviewee. There were 280 respondents, 55% of whom were men and 45% were women. As far as age is concerned, most of the respondents belong to the age group of 26-45, of which 28.6% are in the age group of 36-45. The youngest

respondents are under the age of 25, accounting for 22.5% of the total respondents. The remaining 21.4% are aged 46 or above. The survey also asked the respondents about their occupations. The results show that a large number of respondents (30%) are engaged in catering service and room service, with a total of 75%. A small number of respondents are engaged in financial management and human resources positions. Finally, the survey also aims to understand the monthly income of the respondents. More than half of the respondents (65%) have a monthly income of 3,000-6,500 yuan. Only 3.6% of the respondents earned more than 8,500 yuan a month. Generally speaking, the survey results reveal the characteristics of people working in the hotel industry. Most of the respondents are between 26 and 45 years old, engaged in lower-paid positions, and their monthly income is between 3,000 and 6,500 yuan.

#### 4.2.2 Descriptive Statistic

In this study, the detailed management evaluation index and comprehensive management evaluation index of Kunming Intercontinental Hotel are statistically described, and the specific analysis results are shown in Table 4.2:

Table 4.2 Descriptive analysis of the Scales

Scale	Dimension	Sample	Minimum	Maximum	Mean	Standard deviation
Fine management evaluation index	Service quality	280	1.00	5.00	3.00	0.60
	Cost control	280	2.50	5.00	3.80	0.55
	Customer satisfaction	280	1.25	5.00	3.30	0.40
	Application of management technology	280	2.00	5.00	3.90	0.70
Comprehensive management evaluation index	Management cost	280	1.50	5.00	3.10	0.45
	Management efficiency	280	1.75	5.00	3.38	0.35

From the aspect of fine management evaluation index, the average score of service quality is 3.00 and the standard deviation is 0.60. This shows that the overall service quality is at a medium level, but it fluctuates to some extent. Organizations need to pay attention to improving the stability of service quality and ensure consistent high-quality services in different situations. Secondly, the average score of cost control dimension is 3.80 and the standard deviation is 0.55. Compared with other dimensions, the score of cost control is higher, indicating that the organization has performed well in cost control. At the same time, the score fluctuates slightly, indicating that the cost control is relatively stable. This may be due to the organization's strong ability in resource

allocation and budget management. The average score of customer satisfaction dimension is 3.30, and the standard deviation is 0.40. Customer satisfaction is at a medium level, with a small fluctuation, indicating that the overall evaluation of the service by customers is relatively consistent. However, organizations still need to pay attention to improving customer satisfaction and improve service quality and interactive experience by deeply understanding customer needs and expectations. In the application of management technology, the average score is 3.90 and the standard deviation is 0.70. This shows that the organization has a high level of management technology application. However, the score fluctuates greatly, which may mean that the effect of technology application is different in different application scenarios or projects. Therefore, organizations need to pay attention to the stability and adaptability of technology application to ensure that they can give full play to their technological advantages in different situations.

From the aspect of comprehensive management evaluation index, the average score of management cost dimension is 3.10 and the standard deviation is 0.45. The management cost score is in the middle level, and the fluctuation is small, which shows that the management cost control is relatively stable. However, organizations still need to pay attention to ways to reduce management costs and improve resource utilization efficiency. Finally, the average score of management efficiency dimension is 3.38, and the standard deviation is 0.35. The management efficiency score is also in the middle level, but the score fluctuates slightly, indicating that the management efficiency is relatively consistent and stable. However, organizations can further explore ways to improve management efficiency, such as optimizing processes and introducing automation tools. On the whole, the organization has performed well in fine management evaluation index and comprehensive management evaluation index. However, there are still some situations with low scores and large fluctuations in some dimensions.

### 4.3 The Impact of the Service Quality on Comprehensive Management of Kunming Intercontinental Hotel

Table 4.3 Correlation Analysis of Service Quality on Comprehensive Management of Kunming Intercontinental Hotel

Dimension	Service response speed	Attitude of service personnel	Service facility perfection	Complaint handling efficiency
Service response speed	1			
Attitude of service personnel	.820**	1		
Service facility perfection	.813**	.823**	1	
Complaint handling efficiency	.828**	.816**	.817**	1

Table 4.3 Correlation analysis results show that there is a close correlation between service response speed, attitude of service personnel, perfection of service facilities and complaint handling efficiency. The correlation coefficients among all dimensions are high, and the correlation between service response speed and complaint handling efficiency, and between service facility perfection and complaint handling efficiency are all above 0.8. This shows that improving service quality needs to start from many aspects, and related factors need to be coordinated with each other to improve customer satisfaction and experience quality.

Table 4.4 Regression Analysis of Service Quality on Comprehensive Management of Kunming Intercontinental Hotel

	Non-standardized coefficient		Standardized coefficient	t	p	R <sup>2</sup>	Adjusting R <sup>2</sup>	F
	B	Standard Error	Beta					
(Constant)	.504	.104	-	4.820	.000	.524	.526	203.240
Service Quality	.716	.052	.720	15.203	.000			

Table 4.4 Regression data shows that the service quality has a great influence on the comprehensive management of Intercontinental Kunming Hotel. The standardized coefficient of regression equation is 0.720, which has significant statistical significance ( $p < 0.01$ ). This means that improving the service quality can significantly improve the comprehensive management level of Intercontinental Kunming Hotel. The fitting effect of the regression model is also very good, the determinable coefficient ( $R^2$ ) is 0.524,

the adjusted determinable coefficient is 0.526, and the f value is 203.24. Therefore, service quality has a positive impact on the comprehensive management of Intercontinental Hotel in Kunming. To improve the overall management level of the hotel, hotel operators need to start with the improvement of service quality and upgrade the service experience in an all-round way to improve customer satisfaction and loyalty. Therefore, suppose "h1: there is a positive impact of the service quality on comprehensive management of Kunming intercontinental hotel" is established.

#### 4.4 The Impact of the Cost Control on Comprehensive Management of Kunming Intercontinental Hotel

Table 4.5 Correlation Analysis of the Cost Control on Comprehensive Management of Kunming Intercontinental Hotel

Dimension	Procurement cost	Human resource cost control	Energy and Consumables Cost Control	Operational cost optimization
Procurement cost	1			
Human resource cost control	.726**	1		
Energy and Consumables Cost Control	.803**	.820**	1	
Operational cost optimization	.818**	.817**	.815**	1

As can be seen from Table 4.5, cost control has a significant impact on the comprehensive management of Intercontinental Kunming Hotel. In all aspects of cost control, energy and consumables cost control has the most significant impact on comprehensive management (correlation coefficient is 0.803\*\*), followed by operating cost optimization (correlation coefficient is 0.818\*\*). The influence of human resource cost control on comprehensive management is also obvious (the correlation coefficient is 0.726\*\*). Therefore, when improving the comprehensive management level, by improving the level of energy and consumables cost control, operating cost optimization and human resource cost control, It can effectively control costs, improve operating efficiency, and improve customer experience and service quality from the perspective of cost.

Table 4.6 Regression Analysis of the Cost Control on Comprehensive Management of Kunming Intercontinental Hotel

	Non-standardized coefficient		Standardized coefficient	t	p	R <sup>2</sup>	Adjusting R <sup>2</sup>	F
	B	Standard Error	Beta					
(Constant)	.516	.102	-	5.824	.000	.506	.463	185.253
Cost Control	.762	.065	.718	12.250	.000			

As can be seen from the results in Table 4.6, according to the results of regression analysis, cost control has a significant impact on the comprehensive management of Intercontinental Kunming Hotel. The standardized coefficient of the cost control item in the regression equation is 0.718, which has significant statistical significance ( $p < 0.01$ ). This means that through effective cost control measures, the comprehensive management level of Intercontinental Kunming Hotel can be significantly improved. The fitting effect of the regression model is also very good, the determinable coefficient ( $R^2$ ) is 0.506, the adjusted determinable coefficient is 0.463, and the f value is 185.253. Therefore, Intercontinental Kunming Hotel should pay attention to cost control, starting from the aspects of purchasing cost, human resource cost, energy and consumables cost and operating cost, so as to improve the comprehensive management level and enhance operating efficiency. Therefore, suppose "H2: there is a positive impact of the cost control on comprehensive management of Kunming intercontinental hotel" is established

#### 4.5 The Impact of the Customer Satisfaction on Comprehensive Management of Kunming Intercontinental Hotel

Table 4.7 Correlation Analysis of the Customer Satisfaction on Comprehensive Management of Kunming Intercontinental Hotel

Dimension	Customer return rate	City customer complaint rate	Customer evaluation
Customer return rate	1		
Customer complaint rate	.818**	1	
Customer evaluation	.811**	.805**	1

The data in Table 4.7 shows that the correlation coefficients of customer return rate, customer complaint rate and customer evaluation are all greater than 0.8, indicating that there is a significant positive correlation between customer satisfaction and customer return rate, customer complaint rate and customer evaluation of Intercontinental Kunming Hotel. This means that improving customer satisfaction will help increase the proportion of repeat customers, reduce the complaint rate and get better customer evaluation.

Table 4.8 Regression Analysis of the Customer Satisfaction on Comprehensive Management of Kunming Intercontinental Hotel

	Non-standardized coefficient		Standardized coefficient	t	p	R <sup>2</sup>	Adjusting R <sup>2</sup>	F
	B	Standard Error	Beta					
(Constant)	.523	.116	-	5.624	.000	.510	.432	216.326
customer satisfaction	.704	.062	.618	13.271	.000			

As can be seen from the data in Table 4.8, customer satisfaction has a significant impact on the comprehensive management of Intercontinental Kunming Hotel. The non-standardized coefficient (B) is 0.704, which means that the comprehensive management score of the hotel will increase by 0.704 units for every unit of customer satisfaction. The standardized coefficient (Beta) is 0.618, which shows that customer satisfaction has a great influence on hotel comprehensive management. The t value is 13.271 and the p value is 0.000, which shows that the coefficient is significant in the model. R<sup>2</sup> value is 0.510, which means that the model can explain 51% variation of comprehensive management score, while Adjusting R<sup>2</sup> value is 0.432, which means that the explanatory power of variables in the model is reduced. F value is 216.326, which shows that customer satisfaction has a significant positive impact on the comprehensive management of Intercontinental Kunming Hotel. Therefore, suppose "H3: there is a positive impact of the customer satisfaction on comprehensive management of Kunming intercontinental hotel" is established.

## 4.6 The Impact of the Application of Management Technology on Comprehensive Management of Kunming Intercontinental Hotel

Table 4.9 Correlation Analysis of the Application of Management Technology on Comprehensive Management of Kunming Intercontinental Hotel

Dimension	Application of information management system	Intelligent facility allocation	Big Data Analysis and Application	Application of innovative technology
Application of information management system	1			
Intelligent facility allocation	.719**	1		
Big Data Analysis and Application	.729**	.821**	1	
Application of innovative technology	.716**	.718**	.720**	1

As can be seen from Table 4.9, the application of information management system has a significant positive correlation with intelligent facilities, big data analysis and application, and innovative technology application. The correlation coefficients are 0.719\*\*, 0.729 and 0.716 respectively, indicating that these management technologies promote each other and jointly improve the comprehensive management level of Intercontinental Kunming Hotel.

Table 4.10 Regression Analysis of the Application of Management Technology on Comprehensive Management of Kunming Intercontinental Hotel

	Non-standardized coefficient		Standardized coefficient	t	p	R <sup>2</sup>	Adjusting R <sup>2</sup>	F
	B	Standard Error	Beta					
(Constant)	.513	.090	-	4.924	.000			
Application of management technology	.764	.050	.730	14.121	.000	.515	.536	215.170

From the data analysis in Table 4.10, it can be seen that the application of management technology has had a significant impact on the comprehensive management of Intercontinental Kunming Hotel. The non-standardized coefficient (B)



is 0.764, which means that the comprehensive management score of the hotel will increase by 0.764 units for every unit of management technology application. The standardized coefficient (Beta) is 0.730, which shows that the application of management technology has a great influence on the comprehensive management of hotels. The t value is 14.121 and the p value is 0.000, which shows that the coefficient is significant in the model.  $R^2$  value is 0.515, which means that the model can explain 51.5% variation of comprehensive management score, while the Adjusting  $R^2$  value is 0.536, which means that the explanatory ability of variables in the model for dependent variables has been improved. The F value is 215.170, which shows that the application of management technology has a significant positive impact on the comprehensive management of Intercontinental Kunming Hotel. Therefore, suppose "H4: there is a positive impact of the application of management technology on comprehensive management of Kunming intercontinental hotel" is established.



## **Chapter 5 Conclusion and Recommendations**

This chapter will summarize and discuss the results of the above research data and suggest corresponding suggestions for the fine management of Kunming Intercontinental Hotel.

### **5.1 Conclusion**

#### **5.1.1 The Service Quality has a Positive Impact on the Comprehensive Management of Kunming Intercontinental Hotel**

There is a significant positive correlation between service response speed, service staff attitude, service facility perfection and complaint-handling efficiency. The correlation coefficients for these dimensions are all higher than 0.8, indicating a strong relationship between them. To improve the quality of services, improvements need to be made in several aspects and coordination between these aspects needs to be ensured. Service quality has a significant impact on the integrated management of intercontinental Kunming. The standardization coefficient of the regression equation is 0.720, indicating that the explanation of service quality to hotel comprehensive management is relatively strong. Both the coefficient of determination and the adjusted coefficient of determination are around 0.524, which indicates that the model has an excellent fitting effect. The F-value of 203.24 further validates the significant relationship between service quality and hotel-integrated management.

Based on the analysis above, service quality is a crucial component of comprehensive hotel management. It has a direct impact on customer satisfaction and loyalty, as well as the long-term success and development of the hotel. Therefore, it is essential to prioritize service quality as a core element of hotel management. Hoteliers must possess a comprehensive understanding of customer needs and expectations, develop and implement effective service strategies, and ensure that service quality is improved in all aspects. Additionally, attention should be paid to employee training and development to stimulate their enthusiasm and creativity, resulting in the provision of high-quality and personalized services. By continuously improving the quality of service and management, the hotel can create a positive and harmonious atmosphere, achieve customer satisfaction and loyalty, and establish a solid foundation for the long-term success and development of the hotel.

#### **5.1.2 The Cost Control has a Positive Impact on the Comprehensive Management of Kunming Intercontinental Hotel**

Cost control has a significant impact on the comprehensive management of the Intercontinental Kunming Hotel. Specifically, energy and consumable cost control, operation cost optimization, and human resource cost control are closely related to integrated management. In particular, energy and consumable control have a high

correlation coefficient of 0.803, indicating their core position in cost control. The regression analysis indicates that effective cost control measures have a significant positive impact on the comprehensive management of Intercontinental Kunming Hotel. The standardization coefficient of the cost control item in the regression equation is 0.718, which is statistically significant. This suggests that by implementing effective cost control measures, the comprehensive management level of Intercontinental Kunming can be significantly improved.

Effective cost control is crucial for hotels as it can reduce operating costs, improve efficiency, and enhance customer experience and service quality. Effective cost control is crucial for hotels as it can reduce operating costs, improve efficiency, and enhance customer experience and service quality. It is important to maintain a balanced approach to cost control to avoid compromising on service quality. Effective cost control ensures that the hotel operates more efficiently, providing better service. This results in the hotel being able to offer the same level of service at a lower cost or a higher level of service at the same cost. In either case, guests will have a better experience. Cost control also improves the hotel's financial soundness. A strong financial position enables the hotel to better cope with market volatility and uncertainty, thereby meeting the needs of its customers. To achieve long-term stable development of the hotel and improve customer satisfaction, it is important for hoteliers to be fully aware of the significance of cost control and take effective measures to manage costs.

### **5.1.3 The Customer Satisfaction has a Positive Impact on the Comprehensive Management of Kunming Intercontinental Hotel**

Correlation analysis reveals a strong link between customer satisfaction and key operating indicators of intercontinental Kunming. Customer return rate, customer complaint rate and customer evaluation all show significantly positive correlation with satisfaction. It indicates that by improving customer satisfaction, hotels can effectively increase the proportion of repeat customers, reduce the complaint rate, and obtain better customer reviews. Regression analysis further confirms the importance of customer satisfaction to hotel comprehensive management. The non-standardized coefficient B shows that for every unit increase in customer satisfaction, the overall management score of the hotel will increase by 0.704 units. The standardization coefficient Beta is 0.618, which highlights the significant impact of customer satisfaction in hotel integrated management. Statistical indicators such as T-value, P-value and  $R^2$  value further confirm the significance and explanatory power of this relationship.

Customer satisfaction is one of the core elements of hotel comprehensive management. It not only directly affects the operational performance of the hotel, but is also closely related to the long-term success and development of the hotel. Customer satisfaction is indeed one of the core elements of hotel integrated management. It is not only a measure of the quality of hotel service, but also a key factor in the long-term success and development of hotels. Customer satisfaction is one of the core elements

of hotel comprehensive management, which is directly related to the operating performance and long-term success and development of the hotel. The hotel should attach great importance to the improvement of customer satisfaction, To provide quality service and good customer experience, and achieve long-term stable development and sustained success of the hotel. Therefore, hotel comprehensive management should put customer satisfaction in the first place. Improve customer satisfaction by continuously optimizing service process, improving staff quality, improving facilities and so on. At the same time, establish an effective customer feedback mechanism, timely understand the needs and opinions of customers, To continuously improve and enhance the quality of service.

#### **5.1.4 The Application of Management Technology has a Positive Impact on the Comprehensive Management of Kunming Intercontinental Hotel**

The correlation analysis reveals the close relationship between applying management technology and hotel complete management. The application of information management system, intelligent facilities, big data analysis and application and the application of innovative technology all show significant positive correlation, and the correlation coefficients are 0.719, 0.729 and 0.716, respectively. This shows that these management technologies promote each other and jointly improve the comprehensive management level of intercontinental Kunming. The regression analysis data further confirmed the importance of the application of management technology to the comprehensive management of hotels. The non-standardized coefficient B is 0.764, indicating that for each unit increase in the application of management technology, the overall management score of the hotel will increase by 0.764 units. The standardization coefficient Beta is 0.730, which highlighting the significant impact of management technology application in hotel integrated management. Statistical indicators such as T-value, P-value and  $R^2$  value further confirm the significance and explanatory power of this relationship.

The application of management technology plays a crucial role in hotel comprehensive management. It is not only a key factor to improve hotel operations efficiency and service quality, but also a strong support for the long-term development of the hotel. The application of management technology helps to improve the efficiency of hotel operation. By introducing advanced information management systems and intelligent facilities, the hotel can realize the automation and intelligence of business processes, reduce manual intervention and errors, and improve work efficiency. This not only reduces labor costs, but also ensures service accuracy and consistency, providing customers with a more efficient and convenient stay experience. Therefore, applying management technology has irreplaceable importance in the comprehensive management of hotels. It not only helps to improve the operational efficiency and service quality of the hotel, but also provides strong support for the long-term development of the hotel. Intercontinental Kunming should actively embrace scientific and technological changes and constantly introduce and apply advanced management technologies to improve its comprehensive management level and achieve sustainable development.

## 5.2 Recommendation

To maintain the leading position in the fierce market competition, Kunming Intercontinental Hotel needs to implement the fine management. The following is an expansion of the suggestions on the guarantee of the hotel's fine management to the hotel's comprehensive management:

### 1. Clear the concept of fine management

To ensure the successful implementation of fine management, Kunming Intercontinental Hotel first needs to clarify its management concept. This is not just a slogan or slogan, but to ensure that from top management to grassroots employees, we can deeply understand and truly practice this concept. By organizing training, seminars and workshops, the hotel can make employees fully understand the core values and benefits of fine management, thus improving their participation and execution.

### 2. Formulate detailed management norms and processes.

Fine management requires that every detail be considered. Kunming Intercontinental Hotel should formulate detailed management norms and procedures to ensure that every business operation has clear guiding principles. For example, reception at the front desk should have standard operating procedures to ensure that every guest can get professional and friendly service at the first time. In addition, the hotel's catering service, room cleaning and even financial management should have a complete and detailed operation manual, so that employees can quickly master and implement it.

### 3. Strengthen staff training and management.

Employees are the most important assets of the hotel. Therefore, Kunming Intercontinental Hotel needs to provide employees with fine management training regularly to ensure that they master the latest service concepts and skills. In addition, the hotel should also implement a strict employee performance management system to ensure that every employee can meet the work standards set by the hotel. By combining training and performance management, the hotel can ensure that employees always maintain a high level of service.

### 4. Introduce advanced technical tools and management systems.

Technology is the core of modern hotel operation. Kunming Intercontinental Hotel should actively invest in introducing advanced technical tools and management systems, such as customer relationship management (CRM) system, supply chain management system and human resource management system. These systems can not only improve the operational efficiency of the hotel, but also help the hotel to provide a more personalized and high-quality service experience.

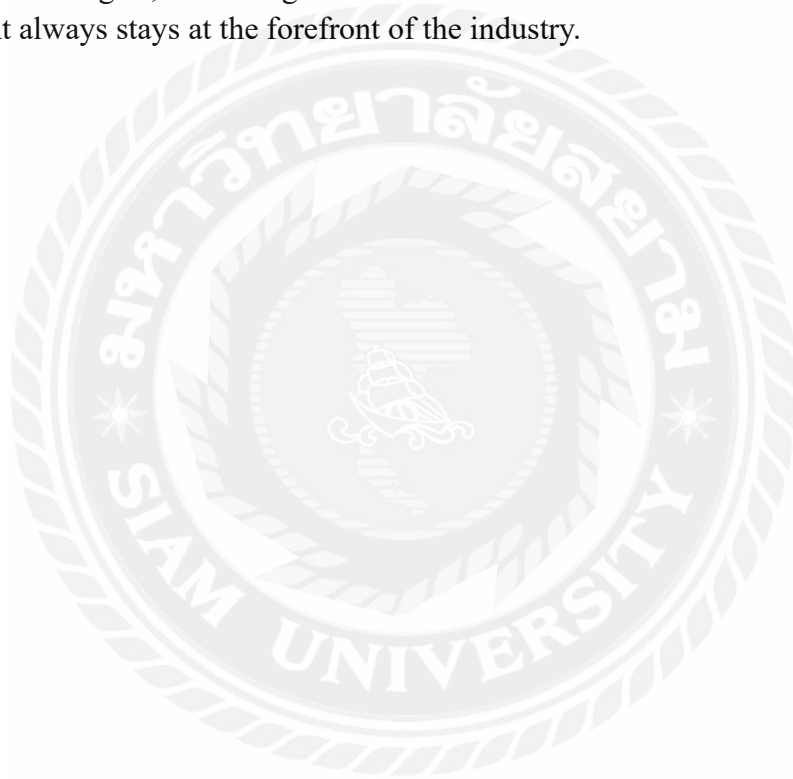
### 5. Strengthen cost control and budget management.

In fine management, cost control and budget management are indispensable links. Kunming Intercontinental Hotel needs to establish a strict cost control mechanism to

monitor and analyze the hotel's operating costs in real time. At the same time, the hotel should also implement comprehensive budget management to ensure that all expenses are within the budget. Through meticulous cost control and budget management, hotels can not only reduce operating costs, but also predict future profitability more accurately.

#### 6. Continuous improvement and innovative management strategies

Fine management is a continuous process, which needs continuous improvement and innovation. Kunming Intercontinental Hotel should establish a mechanism to regularly review its management processes and policies, and look for existing problems and opportunities for improvement. At the same time, the hotel should also encourage employees to put forward suggestions for improvement, and implement and track the effects of these suggestions in time. Through continuous improvement and innovative management strategies, Kunming Intercontinental Hotel can ensure that its fine management always stays at the forefront of the industry.



## References

- Berbegal-Mirabent, J., & Llorens-Montes, F. J. (2018). The impact of technology on organizational performance: A study of technology type and acquisition strategy. *Journal of Business Research*, 88, 364-380.
- Berry-Stölzle, T. R., & Xu, J. (2018). Enterprise risk management and the cost of capital. *Journal of Risk and Insurance*, 85(1), 159-201.
- Cooper, R. (2017). *Supply chain development for the lean enterprise: interorganizational cost management*. Routledge.
- Cai, L. (2016). Exploration on management cost control of electric power enterprises. *Industry and Technology Forum*, (3), 2.
- Chen Chao. (2020). Analysis on the application of fine management in hotel cost management. *Finance and Economics*, (36), 56-57.
- Chung, K. C. (2020). Green marketing orientation: Achieving sustainable development in green hotel management. *Journal of Hospitality Marketing & Management*, 29(6), 722-738.
- Chen, S. (2023). Enterprise financial refinement management mode in the background of the internet. *Accounting and Corporate Management*, 5(1), 62-68.
- Cheng J.M. (2015). "Software" improves enterprise management efficiency. *China Printing*, (12), 3.
- Deng, Y.X., & Xia, W. L. (2022). Research on digital transformation and enterprise management efficiency. *Business Accounting*, (15), 5.
- Deng, H.W., & Gao, Y.C. (2012). A beneficial discussion on strengthening fine management and improving service quality in enterprise training. *Corporate Culture Xunkan*, (009), 27.
- Dai, X. (2019). The linear relationship between enterprise customer relationship management and customer satisfaction. *New Business Weekly*, (8), 2.
- Dong, W., & Li, G.Y. (2015). The role of implementing fine management and enterprise technical standardization. *Abstract Edition: Economic Management*, (003), 256-256.
- Du, B.Q. (2023). Refinement is the proper meaning of technical management. *Shaanxi Architecture*, (5), 64-66.
- Ghobakhloo, M., Arias-Aranda, D., & Benitez-Amado, J. (2019). The impact of technology on organizational performance: The role of absorptive capacity. *Technological Forecasting and Social Change*, 138, 305-314.
- Gan, L. (2017). Research on fine management of five-star hotels. *Tourism Overview: The Second Half of the Month* (11), 2.
- Gao, C.J., & Liu, C.C. (2016). Focus of fine hotel management. *News Sentinel*, (2), 3.
- Geng, T.S. (2015). On Fine Management in Property Management Services. *Housing and Real Estate*, (11), 5.
- Guan, X.P. (2022). Cost control strategy of enterprise financial management. *Fulcrum*, (12), 3.
- Hui, X.H. (2021). Application of fine management in hotel cost management. *China Collective Economy*, (33), 55-56.

- Huo, D.M. (2019). Necessity and implementation measures of fine management in modern enterprises. *Business News*, (10), 2.
- Hong, J. (2019). Exploration and practice of fine quality management. *China Health Nutrition*, 17(017), 388.
- Homer, J. (2009). *A comprehensive approach to enterprise network security management*. Kansas State University.
- Huang, J.H. (2016). A Brief discussion on fine management in enterprise management. *Chinese Science and Technology Journal Database (full-text Edition) Engineering and Technology*, (11), 00070-00070.
- Huang, Y.C., & Ding, Z.J. (2019). *A Brief discussion on the importance and role of fine management in enterprise management*. Mid-Year.
- Klapalová, A., & Suchánek, P. (2018). Business performance and its relationship to customer satisfaction and enterprise quality management. *Business Economics, Management and Marketing*, 130.
- Li, J. (2015). Analysis and research on the implementation of fine management in hotels. *Curriculum Education Research: Research on Learning Methods and Teaching Methods*, (22), 2.
- Lin li. (2016). Analysis on the cost control strategy of enterprise human resource management. *Sci-Tech Economic Market*, (5), 2.
- Liu, M. (2018). Key points for the implementation of refined financial cost management in modern enterprises. *Modernization of shopping Malls*, (24), 2.
- Liu, Y. (2022). Research on the application of fine management in modern enterprise financial management. *Accounting and Corporate Management*, 4(6), 29-34.
- Lv, H.Y. (2006). The role of customer satisfaction in enterprise management. *Feed Expo*, (7), 23-23.
- Li, Q., & Sun, H. (2018). Big data analytics in supply chain management: A state-of-the-art literature review. *Computers & Industrial Engineering*, 115, 538-554.
- Meira, J. V. D. S., Dos Anjos, S. J. G., & Falaster, C. D. (2019). Innovation and performance in the hotel industry. *Journal of Quality Assurance in Hospitality & Tourism*, 20(2), 185-205.
- Nonxuba, A. N. (2010). The application of total quality management within small and medium enterprises (Doctoral dissertation). Cape Peninsula University of Technology.
- Pryimak, V., Kasian, S., & Holubnyk, O. (2021). Qualitative information in evaluation of the management efficiency of enterprises marketing activities. In *2021 11th International Conference on Advanced Computer Information Technologies (ACIT)* (pp. 428-432).
- Radionova, N., Skrypnyk, M., & Voronkova, T. (2019). Dual nature of industrial enterprise cost management system. *Baltic Journal of Economic Studies*, 5(2), 184-190.
- Stevenson, M., Spring, M., & Liu, W. (2017). *Industry 4.0-The fourth industrial revolution: Guide to Industrie 4.0*. Springer.
- Sun, J.Y. (2013). Research on the application of fine management in economy hotels. *Tourism Overview (Second Half)* (18), 98-99.



- Song, Y.Y, Xu, M., & Huang, F. (2021). Study on the strategic positioning of technology application cooperation in the fine management of FS enterprises. *China Broadband*, 17(7), 2.
- Sun, X.F. (2021). Construction of hotel comprehensive budget management based on cost control. *Enterprise Reform and Management*, (11),121-122.
- Sun, Z., & Luo, K. (2015). Enterprise fine management. *Information Systems Engineering*, (012), 54-55.
- Sun, L.L. (2011). How to realize fine management in modern enterprises. *Knowledge Economy*, (9), 1.
- Saxena, S., Chawla, V., & Tähtinen, J. (2022). Dimensions of e-return service quality: conceptual refinement and directions for measurement. *Journal of Service Theory and Practice*, 32(5), 640-672.
- Taygashinova, K., & Akhmetova, A. (2019). "Accounting for environmental costs as an instrument of environmental controlling in the company". *Management of Environmental Quality*, 30(1), 87-97.
- Teller, C., & Elms, J. (2012). Urban place marketing and retail agglomeration customers. *Journal of Marketing Management*, 28(9-10), 1055-1081.
- Tursunov, B. O. (2019). Methodology for assessment the efficiency of production capacities management at textile enterprises. *Vlakna a textil*, 26(2), 74-81.
- Wen, L.Y. (2018). Analysis on the improvement of hospital service quality by refined human resource management. *Chinese and Foreign Entrepreneurs*, 33(A01), 132-134.
- Wu, G.Y. (2021). Discussion on the way to improve the efficiency of enterprise management under the concept of corporate governance. *Modern Marketing*, (042), 150-151.
- Wu, Z.Q. (2017). Application of fine management in hotel cost management. *Enterprise Reform and Management*, (17), 46-50.
- Zhu, H.Z. (2015). Thoughts on fine management of business hotels. *Scientific Era*, (1).
- Zhao, T.X. (2017). Practical discussion on improving the quality and service level of supervision work with fine management. *Construction Supervision*, (6), 3.
- Zhang, Y. (2019). Key points for the implementation of refined financial cost management in modern enterprises. *Market research information: Comprehensive Edition*, (6), 2.
- zheng, y.h. (2015). research on financial refinement management. *Architectural Engineering Technology and Design*, (028), 1385-1385.
- Zhang, T.Y. (2021). Research on the influence of informal organizations on enterprise management efficiency. *Popular Commerce*, (002), 1-2.
- Zhang, L.Y. (2019). Study on hotel management efficiency and influencing factors based on work tasks. *Tourism Overview (Second Half)*, (08), 82.
- Zhou R. (2008). Enterprise's competitive power is determined by its fine management. *Theory of Learning*, (16), 2.

# Appendix

## Questionnaire survey

### Questionnaire on the Impact of Fine Management on Comprehensive Management of Kunming Intercontinental Hotel

Hello, Sir/Madam!

Thank you for taking the time to participate in this survey. Your opinions and suggestions will provide important reference for us to understand the implementation effect of fine management and how to further improve the management strategy. The purpose of this questionnaire is to collect your views on the fine management of Kunming Intercontinental Hotel, and the impact you think this management method has on the comprehensive management of hotels. Your answer will be kept strictly confidential and used only for data analysis. Please read each question carefully and choose the answer that best suits your point of view. If you have other comments or suggestions, please add them in the corresponding position. Thank you for your participation and support!

#### I. Basic information

1. Gender:  male  female

2. Age:  Under 25 years old  26-35 years old  36-45 years old  46 years old and above

3. Your occupation:  Hotel receptionist  Catering service personnel  
 Room service staff  Financial management personnel  
 Human resources personnel  Senior management personnel.

4. Your employment time:  3,000 yuan or less  3,000-4,500 yuan  
 4,501-6,500 yuan  6,501-8,500 yuan  8,501 yuan or more.

#### II. The Fine Management Survey Scale

According to the actual situation of the hotel, please use Likert five-point scale to evaluate the following statements about fine management. Among them, 1 means "strongly disagree" and 5 means "strongly agree".

Primary index	Secondary index	Options				
		1	2	3	4	5
Service quality	Service response speed is very important in hotels.					

	The attitude of service personnel has an important influence on the comprehensive management of hotels.					
	The hotel's service facilities are very perfect.					
	The hotel is very efficient in handling complaints.					
Cost control	The purchasing cost of the hotel has been effectively controlled.					
	The human resource cost of the hotel is well controlled.					
	The hotel's energy and consumables cost control effect is very good.					
	The hotel has done an excellent job in optimizing operating costs.					
Customer satisfaction	fine management has a positive impact on the customer's return rate.					
	The hotel's customer complaint rate is very low.					
	The overall evaluation of the hotel by customers is very high.					
Application of management technology	The application of information management system in hotels is very high.					
	The hotel's intelligent facilities are well equipped.					
	The hotel has performed well in big data analysis and application capabilities.					
	The hotel's application of innovative technology is excellent.					

### III. The Comprehensive Management Survey Scale

According to the actual situation of the hotel, please use Likert five-point scale to evaluate the following statements about comprehensive management. Among them, 1

means "strongly disagree" and 5 means "strongly agree".

Primary index	Secondary index	Options				
		1	2	3	4	5
Management cost	Fine management helps to reduce labor costs.					
	Fine management helps to reduce the cost of materials.					
	Under the fine management, the operating cost of the hotel has been effectively controlled.					
Management efficiency	Under the fine management, the hotel's service response speed is obviously improved.					
	Fine management can strengthen the efficiency of hotel decision-making.					
	Through fine management, the hotel's resource allocation efficiency has been optimized.					