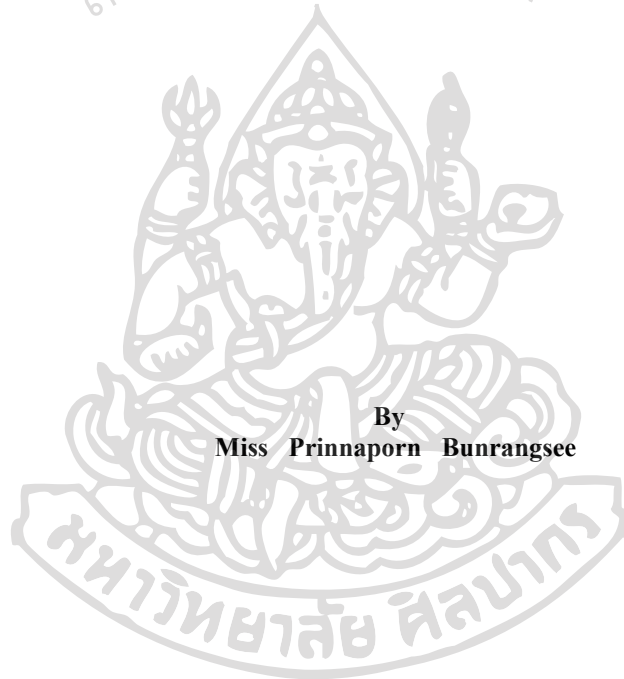




**EVENT SUSTAINABILITY MANAGEMENT SYSTEM IN HOTEL (ISO 20121) CASE STUDY :
PLAZA ATHENEE BANGKOK, A ROYAL MERIDIEN HOTEL**

สำนักหอสมุดกลาง



By
Miss Prinnaporn Bunrangsee

**An Independent Study Submitted in Partial Fulfillment of the Requirements for the Degree
Master of Business Administration Program in Hotel and Tourism Management**

International Program

Graduate School, Silpakorn University

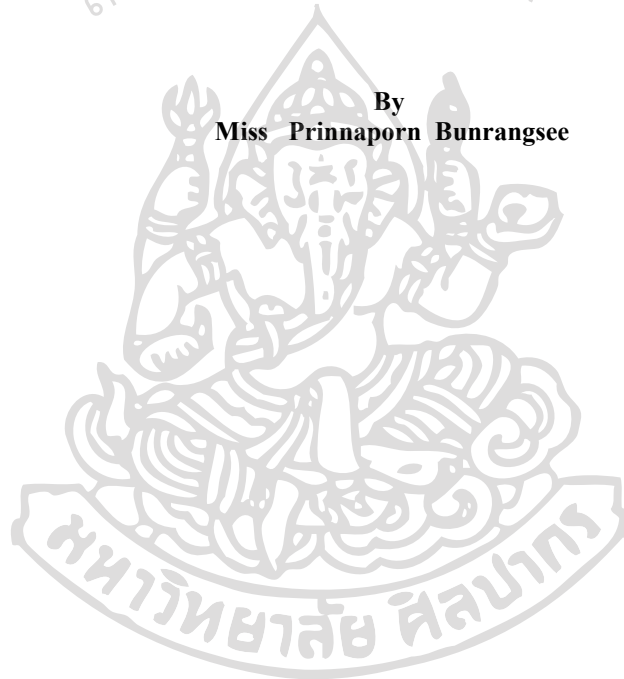
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The Graduate School, Silpakorn University has approved and accredited the independent study title of “ Event Sustainability Management System in Hotel (ISO 20121) Case Study : Plaza Athenee Bangkok, A Royal Meridien Hotel ” submitted by Miss Prinnaporn Bunrangsee as a partial fulfillment of the requirements for the degree of Master of Business Administration in Hotel and Tourism Management

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54501306 : MAJOR : HOTEL AND TOURISM MANAGEMENT INTERNATIONAL COLLEGE
KEY WORD : ISO20121/EVENT SUSTAINABILITY MANAGEMENT SYSTEM/GREEN MEETING
PRINNAPORN BUNRANGSEE : EVENT SUSTAINABILITY MANAGEMENT SYSTEM IN
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INDEPENDENT STUDY ADVISOR : DR. CHAICHANA TEERASUKITTIMA. 80 pp.

This Business Improvement Project (BIP) aims to study of how to the hotel industry decrease impact of environmental from event activity in the hotel. Many hotel in Bangkok have Sustainable Management System (SMS) to make the hotel to green hotel and increase performance of environmental in hotel management. Focusing on new innovation of Sustainable Management System (SMS) is Event Sustainability Management System or ISO 20121.

The BIP is contained the problem analysis of Plaza Athénée Bangkok, A Royal Meridien Hotel. The hotel just begins doing ISO 20121 to service green customers. Then, it will show the description of the hotel overview in Chapter 1 to understand internal and external factor of hotel. For Chapter 2, literature review explain about environmental problem link to the hotel industry it made pollution from hotel activity. But they want to decrease that problem and treat environmental by used ISO 20121 standard. It have 3 topic to follow; economic, environment and social. In chapter 3 researcher used the both of qualitative and quantitative to collect the data. The question used for attitude of people, what they think about ISO 20121. And depth interview used for knowledge and attitude of hotel's staff.

Program of Hotel and tourism Management International College Graduate School, Silpakorn University
Student's signature Academic Year 2012
Independent Study Advisor's signature

Acknowledgments

This research project would not have been possible without the support of many people. The researcher wishes to express her gratitude to supervisor, Dr. Chaichana his was abundantly helpful and offered invaluable assistance, support and guidance. Deepest gratitude are also due to the members of the supervisory committee, Dr. Adiporn Khemarangsarn and Dr. Sudawadee chanpiwat without whose knowledge and assistance this study would not have been successful.

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I would also like to convey thanks to the Silpakorn University International College to give me the opportunity to study here. The author wishes to express love and gratitude to her beloved University; for their understanding & endless love, through the duration of my studies.

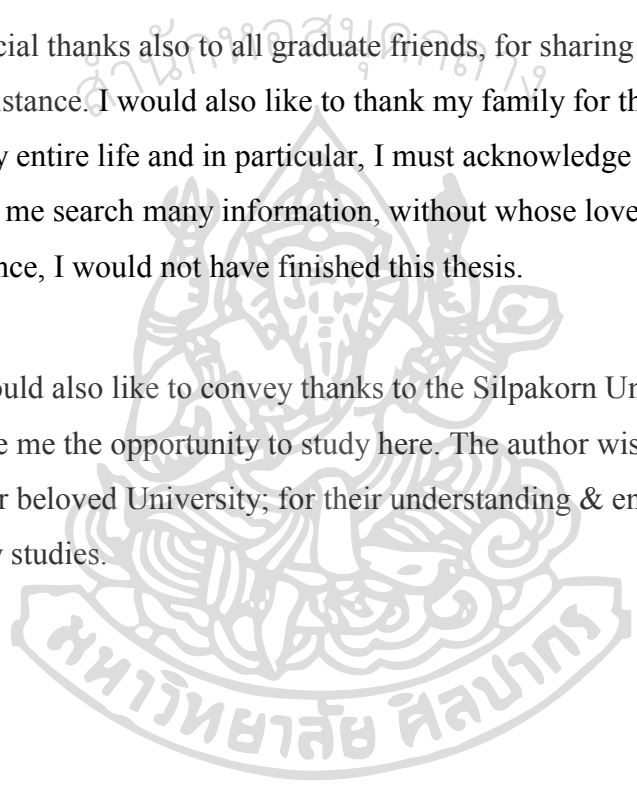


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CHAPTER 1

Hotel's Overview

1. Company Background

1.1 Starwood Brand

Starwood Hotels is the most global high-end hotel company in the world with 1,100+ hotels reaching across nearly 100 countries through nine distinct lifestyle brands, backed by more than 154,000 associates at our owned and managed properties. Starwood is a fully integrated owner, operator and franchisor of hotels, resorts and residences with the following internationally celebrated brands: St. Regis[®], The Luxury Collection[®], W Hotels[®], Westin[®], Le Méridien[®], Sheraton[®], Four Points by Sheraton[®], and the recently launched AloftSM and ElementSM. Starwood Hotels also owns Starwood Vacation Ownership, Inc., one of the premier developers and operators of high quality interval ownership resorts.

As one of the largest operators of upper upscale and luxury hotels, our global portfolio is unmatched. Starwood remains on track to increase its worldwide footprint by 20% over the next five years through smart, carefully targeted growth that will expand our presence in the upper upscale and luxury hotel categories, as well as in the vital limited service segment.

Our international portfolio of more than 1,000 hotels is one of the strongest and most coveted in the industry, with 60% of our properties less than three years old or newly renovated.

1.2 Starwood Mission

At Starwood Hotels & Resorts Worldwide, Inc. (–Starwood”), we are dedicated to protecting your privacy and safeguarding your personally identifiable information. Starwood's mission is to consistently exceed our guests' expectations in terms of the products and services we provide to our business and leisure travelers. We strive to create

an experience that is responsive to our guests' needs by using the information you entrust us with responsibly. Starwood is committed to respecting your privacy and adhering to the principles of applicable data protection and privacy laws throughout the world.

We have provided this Privacy Statement as an explanation of the information we collect, how we use it, how the use of this information can benefit your experience on our web sites and during your relationship with us, with whom and for what purposes we may share the information, and the choices you can make about our use of the information. We also describe the measures we take to protect the security of the information and how you can contact us about our privacy practices. Our privacy practices may vary among the countries in which we operate to reflect local practices and legal requirements. We wish to help you make informed decisions, so please take a moment to read the sections below.

1.3 Business Segments (product and service)

Starwood has two business segments: hotel and vacation ownership. The hotel segment involves the operation of a worldwide network of owned, leased, and joint-venture hotels operated under the seven Starwood brands and the management and franchising of hotels under these brand names in exchange for fees. The vacation ownership segment involves the development, ownership, and operation of timeshare resorts, including the marketing of timeshares and providing financing to customers who purchase vacation ownership interests. (Starwood Hotels & Resorts Worldwide, Inc., Form 20-F (2004), p. F-51)

The hotel segment is by far the biggest segment at Starwood, accounting for 87% of company revenue. It includes more than 800 owned, managed, or franchised hotels. By contrast, the vacation ownership segment has 19 properties. However, the vacation ownership segment is growing faster. Over the past two years, the vacation ownership segment has grown at a compound annual rate of 32%, while the hotel segment has grown at a 6% rate. The vacation ownership segment also has a higher operating margin, 20%, compared to 14% for the hotel segment. (Starwood Hotels & Resorts Worldwide, Inc., Form 20-F (2004), p. 16, F-51-F-52)

Starwood's main product is hotel accommodation. But the company insists that it sells more than hotel rooms. Instead, it sells "lifestyles" through seven branded accommodation "experiences," which it vaguely categorizes as "upper upscale," "upscale," and "select service." The Starwood brands are St. Regis, Luxury Collection, Le Meridien, Westin, W, Sheraton, and Four Points by Sheraton. The company will launch an eighth brand, aloft, a select-service (moderately-priced) hotel, in 2007. Even in its select-service hotels, Starwood cultivates a luxury feel. (Starwood Hotels & Resorts Worldwide, Inc., "W Hotels is Going aloft: New Starwood Brand to Reach New Heights with Breakthrough Concept in Select Service Category; Stylish Design, Technology and a Hip Urban Attitude to Transform Outdated Hotel Business Segment," Press Release, September 28, 2005.)

1.4 Beginning of Le Méridien

History

The internationally renowned Le Méridien brand was established in 1972 by Air France "to provide a home away from home for its customers." The first Le Méridien property was a 1,000-room hotel in Paris — Le Méridien Etoile. Within two years of operation the group had 10 hotels in Europe and Africa. Within the first six years the number of hotels had risen to 21 hotels in Europe, Africa, the French West Indies, Canada, South America, the Middle East and Mauritius. The group continued to grow and, by 1991, the total number of Le Méridien properties had risen to 58.

In late 1994, Le Méridien was acquired by UK hotel giant, Forte, which in turn was acquired by Granada Group plc in 1996. Through a merger in the summer of 2000 between Forte's parent company, Granada Group plc, and global contract catering giant, Compass Group plc — and the subsequent de-merger of the two companies in February 2001 — the ownership of the Forte Hotel Group and its three brands (Le Méridien, Heritage Hotels and Posthouse Hotels) passed solely to Compass Group.

In May 2001, Nomura International plc announced the acquisition of Le Méridien Hotels & Resorts from Compass Group plc for £1.9 billion and Le Méridien was merged with

Principal Hotels, which was acquired in February 2001. In December 2003, Lehman Brothers Holdings acquired the senior debt of Le Méridien.

In November 2005, the Le Méridien brand and management fee business was acquired by Starwood Hotels & Resorts Worldwide, Inc. The leased and owned real estate assets were acquired in a separate deal by a joint venture formed by Lehman Brothers and Starwood Capital (a company not affiliated with Starwood Hotels & Resorts Worldwide, Inc.).

1.5 Plaza Athénée Bangkok, A Royal Méridien Hotel

History & Background

Ideally situated on the most beautiful tree-lined avenue in the heart of Asia's favourite destination for culture and entertainment, Plaza Athénée Bangkok, A Royal Meridien Hotel is positioned in the city's shopping and commercial hub. Designed by Dr. Sumet Jumsai, one of Thailand's most famed architects, the hotel was the original site of Kandhamas, the residence of Her Royal Highness Princess Valaya Alongkorn, a daughter of King Chulalongkorn (Rama V) and the Aunt of His Majesty King Bhumipol Adulyadej, Thailand's present King. True to its royal heritage, this storied hotel seamlessly blends sumptuous surroundings with unparalleled service.

The hotel's myriad amenities include over 5,600 square metres of versatile meeting space with 28 venues and 2 grand ballrooms. Other features include a full-service spa, a breathtaking outdoor pool surrounded by exotic Thai-style gardens, and a fitness centre. All 374 spacious guest rooms and luxurious suites boast views over the ever-changing Bangkok skyline.

Plaza Athénée Bangkok has emerged as one of the most creative dining destinations in the city, and offers 8 restaurants and bars serving a dynamic blend of Thai, Japanese, Chinese and French cuisines. In 2008 the hotel was named one of Conde Nast Traveler's Top 10 places to stay in Asia. Additionally, our Reflexions restaurant was awarded Bangkok's Best Restaurant Award (French Category) by the readers of Bangkok Best Dining & Entertainment magazine.

Just steps from our grand lobby, the Ploenchit sky train station on the BTS Sukhumvit line

connects you to popular attractions like Chao Phraya River, Chatuchak Weekend Market, Siam Paragon and more. Also within easy walking distance is the Muay Thai Boxing Stadium at Lumpini Park and numerous shopping malls including Chidlom and Central World.

Special offer is Green Program Card

The less water, energy and other resources we use, the more there is to go around. At Plaza Athenee Bangkok, A Royal Meridien Hotel, we conserve water by giving our guests the choice how often they would like their linens and towels laundered. By laundering only when requested, we reduce chlorine, detergent and water use. Conservation matters. Make A Green Choice.

2. Product and service of Plaza Athénée Bangkok, A Royal Méridien Hotel

2.1.1 Deluxe Rooms

Deluxe Rooms offer a welcome retreat from the pace of Bangkok. Our Deluxe Rooms invite our guests to relax in a contemporary atmosphere.

Room Features:

- City View Room
- Non-Smoking Room
- Desk
- Air Conditioning
- 32" Flat Screen TV
- IDD Telephone
- Carpated Floor

2.1.2 Deluxe Junior Suite

Located between the level 7 and level 17, Deluxe Junior Suites comprise a flexible living area with a separate bedroom. Featuring the latest in-room amenities, Deluxe Junior Suites

are an attractive option for both business and leisure stays.

Room Features:

- Siting Area
- Hairdryer
- Room Service
- Safe Deposit Box
- Iron/Ironing Board
- Coffee Maker in Room
- High Speed Internet Access

2.1.3 Deluxe Suites

Deluxe Suites invite to the contemplation of Bangkok with their ideal location between Level 18 and Level 23. They are characterized by their spacious living areas, luxurious bathrooms and working areas.

Room features:

- City View Room
- Air Conditioning
- Satellite Television
- IDD Telephone
- Private Bathroom
- Mini Bar
- Hairdrye

2.1.4 Royal Club Room

Large bay windows and a special sense of privacy are characteristics of the Club level guest rooms. While enjoying the view, our guests have individually tailored benefits.

Room features:

- Exclusive Check-in in the Lounge area

- Complimentary breakfast buffet at The Rain Tree Café
- Complimentary all day refreshments - Afternoon canapés
- Complimentary cocktails from 6pm to 8pm
- Complimentary use of the Club Lounge meeting rooms for 2 hours per stay - Executive Concierge service

2.1.5 Royal Club Junior Suite

Located on level 26, it offers visually stunning views of the city's urban landscape and provides complimentary afternoon tea, all day tea, coffee and non-alcoholic beverages, evening cocktail, Wi-Fi Internet access, and garment pressing service. Le Royal Club Guests also have the privilege of enjoying buffet breakfast in the Lounge (when available) or in The Rain Tree Café. Private meeting room usage for two hours usage per stay is also included.

Room Features:

- Separate sitting room
- Executive Concierge service
- Afternoon canapés
- Exclusive Check-in in the Lounge area
- Roof to floor window
- Sitting Corner in Bedroom

2.1.6 Royal Club Suite

Spacious, sophisticated, stunning views of the city's urban landscape are some of the characteristics of the Royal Club Suite. Le Royal Club Guests also have the privilege of enjoying buffet breakfast in the Lounge (when available) or in The Rain Tree Café.

Room Features:

- Complimentary cocktails from 6pm to 8pm
- Complimentary use of the Club Lounge meeting rooms for 2 hours per stay
- Executive Concierge service
- WiFi access in the lounge area
- Complimentary two items of laundry
- Separate Sitting Area
- Separate Bedroom with attached bathroom

2.1.7 Royal Pimai Suite

The high culture of the 10th Century Khmer Dynasty is reprised in all its glory. Inspired by one of Thailand's most romantic eras, the ruins of which are today a favourite tourist site, the atmosphere is consummately captured where intricate sandstone and marble meet ambient lighting and painstaking craftsmanship. With 178 square metres and two sumptuous bedrooms, you can fully immerse in the atmosphere while enjoying the freedom of space and staying completely connected.

Room Features:

- Separate Living Room and Dining Area
- Two Separate Bedrooms
- Spacious Walk-In Closet
- Kitchen
- Le Royal Club Priviledge

2.1.8 Ruern Thai Suite

Ruen Thai, featuring rich wood paneling and beautiful silks, is an interpretation of a traditional Thai house. Saffron and jade, shimmering silk and tufted wool, lustrous hardwood and fingertip functionality, invite you to recline and bask in the prosperous afterglow of the ancient Kingdom of Ayudhya. Stretch out in 190 metres of space embracing two master bedrooms, dramatic bathrooms and an opulent lounge that is equally accommodating of work, leisure and adventure.

Room features:

- Separate Living room and Dining Area
- Two Separate Bedrooms
- Spacious Walk-In Closet
- Kitchen with Cooking Facilities
- Le Royal Club Priviledge

2.1.9 Vimarn Siam Suite

If it was good enough for Thailand's still revered HM King Chulalongkorn (1853-1910), it requires no further recommendation. In this flawless re-working of the styles that defined His Majesty's summer palace, Vimarn Mek (a must-see attraction close-by in Bangkok), impeccable Thai taste is tinged with the great monarch's characteristic welcoming of the best of the West. 190 square metres hardly constitutes a Kingdom but it certainly feels like a very good start.

Room features:

- Separate Living Room and Dining Area
- Two Separate Bedrooms
- Spacious Walk-In Closet
- Kitchen
- Le Royal Club Priviledge

2.1.10 Rattanakosin Suite

The vision, ambition and intelligence it took to establish an 18th century dynasty that still thrives today is indivisibly imbued in every historically precise motif and moulding. Captured in uncompromising detail, the grandeur of Ratanakosin, the original Bangkok founded by HM King Rama I at the start of the Chakri Dynasty, inspires the playing out of life on the big stage. Lustrous damask and jacquard, exquisite ornaments and art, define an exalted space for living and entertaining across an undeniably majestic, yet palpably hospitable 350 sq metres.

Room features:

- Large Living Room with a big crystal chandelier
- Separate Dining Area
- Two Separate Bedrooms
- Spacious Walk-In Closet
- Kitchen with Cooking Facilities
- Le Royal Club Priviledge

2.2 Bar & Restaurant

Exquisite cuisine and fine wine is an integral part of Le Méridien's cultural heritage. At Plaza Athénée Bangkok, A Royal Méridien Hotel, guests can travel everyday in a new culinary world with our eight different restaurants.

Restaurant name & shop	Food type service	Operating hours
2.2.1 THE RAIN TREE CAFE	All Day Dining + An International Buffet	Breakfast 05:30 AM - 10:30 AM (Daily) Lunch Buffet 12:00 PM - 02:30 PM (Daily) Dinner Buffet 06:00 PM - 10:30 PM (Daily)
2.2.2 THE REFLEXIONS	Modern French + Award-winning	Dinner 06:00 PM - 11:00 PM (Closed Sunday)
2.2.3 SILK ROAD	Cantonese + Dim Sum	Lunch 11:30 AM - 02:20 PM (Daily) Dinner 06:00 PM - 10:30 PM (Daily)

2.2.4 SMOOTH CURRY	Royal Thai Cuisine	Dinner 06:00 PM - 11:00 PM (Daily)
2.2.5 UTAGE	Japanese	Lunch 11:30 AM - 02:30 PM (Daily) Dinner 06:00 PM - 10:30 PM (Daily)
2.2.6 THE VIEW	Sandwich + Burger	07:00 AM -09:00 PM (Daily)
2.2.7 QUICK STOP	Patisserie	07:00 AM - 09:00 PM (Daily)
2.2.8 THE GLAZ BAR	Lounge + Live Jazz	08:00 AM - 02:00 AM (Daily) Live Band 09:00 PM - 01:00 AM (Monday - Saturday)

2.3 Hotel facilities

2.3.1 The Spa Athénée

After intensive sightseeing or after a long meeting day in Bangkok, authentic relaxation can be found at the Spa Athénée. Seven treatment rooms, beauty salon, steam bath, sauna and our Team of caring and highly-skilled Therapists will deliver a signature standard or unparalleled service and luxury. Discover the *Immunetra Blood Type massage Therapies*, our signature treatment . For more privacy, our specialists also deliver in-room massages.

Immerse yourself into the tranquil world of Spa Athénée by Anne Sémonin, rediscover your senses and emerge relaxed, recharged and glowing.

2.3.2 Fitness Centre

The Fitness Centre features the latest fitness equipments with stand-by coaches who are able to assist in creating a customized workout session. The attentive service is enhanced with complimentary fresh towels, bottles of mineral water and fresh fruit baskets to keep you energized after the exercise.

Fitness Equipments + Facilities as follows:

- Treadmills
- Cross Trainings
- Bicycles
- Strength Machine Freeweight
- Steam + Sauna
- Garder Swimming Pool
- Squash Court
- Complimentary 4 Hours Parking Daily

2.3.3 Squash Court

The Squash Court will delight our athletic guests with 1 court - Squash Rackets and Balls are available for rent. Located next to the pool, quench your thirst after a squash session at the View, our panoramic pool bar.

2.3.4 Jogging Track

The Jogging Track is located on the out-perched 4th floor rood. It offers a visual as well as physical relaxation in a serene garden-like ambiance to exercise on an 80-metre track.

2.3.5 Swimming Pool

The stunning lagoon style pool is set in a tranquil garden-like setting and surrounded by everything you need to calm the mind and find complete relaxation.

2.3.6 Le Royal Club

Explore luxurious and personalized service and a palette of attention to detail that will delight our most exigent Guests. Le Royal Club is Bangkok's premier Club Lounge and will make for an exceptional business or leisure stay. Royal Club rooms include access to Le Royal Club Lounge and following privileges:

- Access to Le Royal Club Lounge, open from 07:00 am to 10:00 pm daily
- Continental breakfast buffet exclusively at Le Royal Club floor or full International buffet breakfast at The Rain Tree Café
- All day complimentary tea, coffee and non-alcoholic beverages
- Afternoon tea from 03:00 PM to 05:00 PM.
- Evening cocktails, which includes an open bar with a selection of drinks and hors d'oeuvres, from 06:00 PM to 08:00 PM
- Two-hours complimentary use of our meeting or appointment rooms (per one guestroom per stay, subject to availability)
- Personalized check-in at Le Royal Club or Guest Room, personal concierge services attending all your business, leisure and travel requirements and priority check-out at the Le Royal Club
- Complimentary laundry (two pieces per guest, per stay)
- Late Check Out until 02:00 PM, subject to availability

2.3.7 Limousine Services

The Plaza Athenee Bangkok, A Royal Meridien Hotel experience is limitless. We have created a special limousine service to facilitate the journey of our guests: experience the comfort of being picked up right at the gate of the airport by our Associate and reach the Hotel in the comfort and style of a BMW limousine.

2.3.8 Hotel Boutiques

Plaza Athenee Bangkok, A Royal Meridien Hotel proposes a selection of refined boutiques to fit a real shopping experience into a busy schedule.

Nasiri : Nasiri provides elegant souvenirs of Thailand with wide selection of silk, handicrafts, hand bags.

2.3.9 Concierge

What is a top notch hotel without great concierge services? The concierge team of Plaza Athenee Bangkok, A Royal Meridien Hotel offers members with years of experience in delivering the best. Available 24 hours a day, the team is pleased to provide you with intelligent and efficient assistance for a flawless and unforgettable stay. They are there to help you with your airport pick up or to provide you with sightseeing recommendations. Setting a new standard of outstanding service our concierge team is pleased to assist you with restaurant reservations, flight ticket reservations, purchases and changes, tickets to the theatre and sporting events, local area information, car rental and limousine services, sightseeing tours and excursions, cellular phone rentals, shipping and packaging, luggage storage, flower arrangements and delivery, shoeshine, medical services and more.

2.3.10 Outside Catering

Plaza Athenee Bangkok, A Royal Meridien Hotel outside catering team promises you an unparalleled memory with our tailor made outside catering service. Whether you are planning a corporate event or a private function, our professional team will present you a perfect event with no boundaries of time and space by delivering the highest standards in cuisine and service at your choice of the venue.

2.3.11 Wedding Event

Plaza Athénée Bangkok, A Royal Méridien Hotel, offers couples a complete consultancy and planning service, unique among Bangkok's top hotels, with seasoned professionals to

handle every detail- including rings and dresses if required-from engagement party to honeymoon, so you can focus on making magical memories of your special day.

Plaza Athénée Bangkok, A Royal Méridien Hotel, provides a choice of three enchanting wedding venues, from sumptuous banquet to intimate cocktail, coupled with unrivalled wedding expertise, renowned gourmet catering, and impeccable service.

2.3.12 Meeting Room & Facilities

Plaza Athenee Bangkok, A Royal Meridien Hotel tailors to every need while boasting 28 meeting rooms. 1,020 square metre Athénée Crystal Hall is an engaging ballroom ideal for large functions and conference sessions for up to 1,000. The classic pillarless Grand Hall accommodates 600 banquet-style, and is an imposing statement of elegance with a flood of natural light streaming through towering eight-meter high bay windows. For creative impact, the unique "Star 29" positioned high above the hotel with its polished wooden floors and floor-to-ceiling windows is ideal for product launches or exclusive receptions for up to 350.

An additional 20 innovative boardrooms and flexible meeting spaces are perfect for small to medium meetings and breakout sessions.

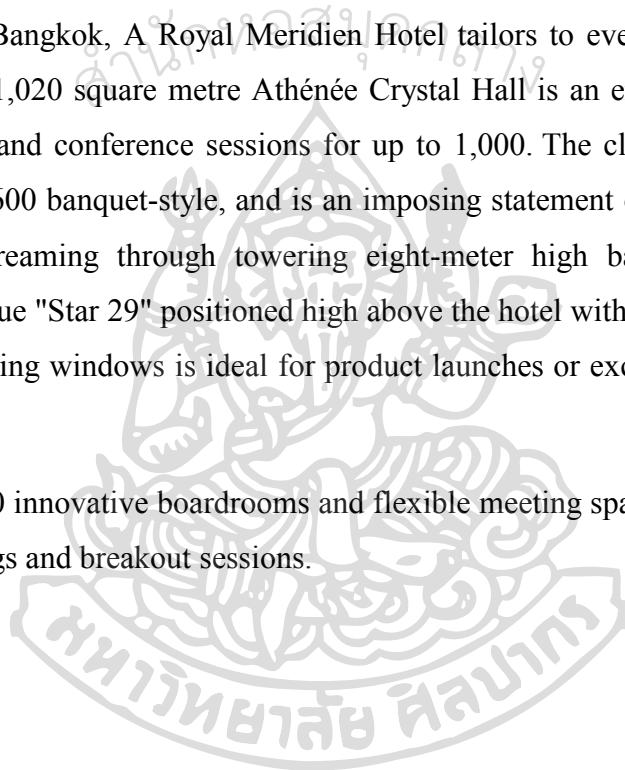








Chart 1: function rooms

FUNCTION ROOMS CAPACITY CHART											
MEETING ROOMS LEVEL 02		W	L	H	AREA (SQM.)	 CLASS ROOM	 THEATRE	 U-SHAPE	 BOARDROOM	 SIT DOWN DINNER	 RECEPTION
Grand Hall		30	28	7	840	500	750	120	96	650	1200
Grand Hall I		18	28	7	504	250	350	80	70	300	400
Grand Hall II		12	28	7	336	150	200	60	60	200	250
Grand Hall Foyer A + B		-	-	-	457	-	-	-	-	-	-
Princess Valaya Alongkorn Drawing Room		10	11.5	2.7	115	45	80	25	25	50	80
Princess Valaya Alongkorn Annex Room		4	9	2.7	36	-	-	-	16	-	-
Princess Valaya Alongkorn Foyer C + D		-	-	-	436	-	-	-	-	-	-
London Room I		9.5	13	3.5	124	50	110	35	30	60	60
London Room II		7.5	12	3.5	90	30	60	20	20	40	40
London Room III		8.5	14	3.5	119	50	110	35	30	60	60
China Room I		9.5	11	3.5	105	45	100	30	25	60	60
China Room II		8.5	9.5	3.5	81	30	60	25	20	40	50
China Room I+II		18	-	3.5	186	70	100	45	45	120	150
Japan Room		9.5	7.5	3.5	71	24	50	20	18	40	50
Bangkok Room		12	7.5	3.5	90	36	60	25	20	50	60
Bangkok Foyer		4.5	10	3.5	45	-	-	-	-	-	-
MEETING ROOMS LEVEL 03											
Crystal Hall		48.5	21	8	1,019	650	1,200	150	-	800	1,500
Crystal A		19	21	8	399	180	300	60	-	250	350
Crystal B		29.5	21	8	620	320	500	65	-	400	500
Cargo lift		4.2	6.7	2.7	-	-	-	-	-	-	-
Foyer Area A		15	19.5	4	293	-	-	-	-	-	-
Foyer Area B		15	19	4	285	-	-	-	-	-	-
Terrace Room A		10	11.5	4	115	45	100	30	25	60	80
Terrace Room B		10	11.5	4	115	45	100	30	25	60	80
Terrace Room A+B		20	11.5	4	230	90	200	60	50	120	160
The Gallery I		11	9	2.8	99	45	80	30	25	50	70
The Gallery II		6.5	10	2.8	65	18	30	12	12	30	30
MEETING ROOMS LEVEL 06											
Atheneum 1		9.7	8.3	2.5	81	30	50	20	18	-	-
Atheneum 2		3.9	8.3	2.5	32	15	20	10	10	-	-
Atheneum 3		8.4	8.3	2.5	69	20	30	15	10	-	-
Atheneum 2+3		12.3	8.3	2.5	101	35	70	25	20	-	-
Atheneum 4		8.4	8.3	2.5	69	20	40	15	10	-	-
Atheneum 5		8.4	8.3	2.5	69	20	40	15	10	-	-
Atheneum 4+5		16.8	8.3	2.5	138	60	80	30	40	-	-
Atheneum 6		9	8.3	2.5	75	20	40	15	12	-	-
Atheneum 7		8	8.3	2.5	66	20	30	15	10	-	-
Atheneum 8		6.9	8.3	2.5	57	20	30	15	10	-	-
Boardroom 1		7.8	6.2	2.5	48	-	-	-	14	-	-
Boardroom 2		4.2	8.3	2.5	34	-	-	-	-	-	-
MEETING ROOM LEVEL 29											
Star 29		17.6	24.3	7	428	85	220	40	50	200	350

3. SWOT Analysis

Strengths

- Well know of staff is good to service from training them.
- The hotel locate in good location and business center.
- The hotel have unique style itself base on black & white.
- The destination of MICE in Bangkok.
- Popularity in wedding and catering.
- Strong owner and management team.
- Varieties of food and guest room.
- Reliable in international chain in this area.
- Transportation is easy to assess.
- Good image for the hotel when they become ISO 20121
- Owner agree and support to do ISO 20121

Weaknesses

- Less knowledge of ISO 20121 program.
- High staff turn over due to 300 bath policy.
- In many time business area have traffic jam.

Opportunities

- Increase demand of Green customers.
- Increase demand of meeting government sector and international conference
- Knowledge about innovation of sustainability management system.
- Good relationship with advertise to promote the hotel.
- Follow the trend of customer become a green.
- Support from government agencies to MICE destination and ASEAN conference center.

Threats

- More competitors become green hotel in this area.
- Global and Thailand economic turn down.
- Difficult to do the ISO 20121 due to many details to follow the host company.
- More interest destination in ASEAN.
- Political is unstable and violence in Bangkok.
- The new issue of ISO 20121 it newly is difficult to find knowledge.

4. Five Forces Model

Industry competitor (High)

- Many hotel chain in this area are nearly high performance in product and service. Some hotel create green policy to support destination of MICE same as our hotel.
- Situation of economic in Thailand and over the world is slow down that made high competition of market share. Only in the Bangkok we have around 86,700 rooms available in 2011 but the number of customer is increase.
- Normally product of the hotel is a room and it have nearly same facility of customer need's that made decision of customer base on price and service quality.
- Our hotel must to create promotion and unique product and service to win competition in industry.
- Hotel industry is high competition in all around the world. Nearly future AEC will begin in 2015 that made new travel destination around Asia.
- Diverse of competitors strategy it not easy to forecast them.
- When the hotel invest money to much it difficult to exit industry. They must to survival that made heavy competition.
- Government policies support environmental friendly hotel.

New entrants (Low)

- Hotel industry is not easy to assess specific in 5 star hotel it high investment.
- Product and service of hotel do not have differentiation.
- Hotel product and service are high switching costs concern to differentiation of product.

Substitution (High)

- Newly many hotel build for support the customers may be increasing in the future.
- Many type of room from resort, service apartment, and etc. to choice.
- Big company of organization build convention center by themselves it less cost than use at the hotel.

Power of customer (High)

- Customers have many choice from substitution product.
- Customer want to find new destination to travel sometime they do not have brand royalty.

Power of supplier (Low)

- Hotel used normal raw material it easy to find from supplier.
- The volume of order is high. Supplier what to dealing with our hotel.
- The owner of this hotel is the same owner of Thai Beverage Company and they support the raw material.

5. Conclusions

Plaza Athénée Bangkok, A Royal Méridien Hotel is the one of all hotel located on the most beautiful tree road in Bangkok and near many embassy and center of business. Many directions to access it may increase customer from that point. Room of the hotel decorate from nature equipment in old thai style and adaptation with modern facility is perfectly. Variety of food is service to many nationality of customer and THE REFLEXION restaurant is the best restaurant in Bangkok from Bangkok Best Dining & Entertainment Magazine. The is one of meeting destination, it have 28 meeting room in all size around 30-1,200 capacity. Many facility to service customer and quality of service that made the hotel is become popular.

Management team is high experience and performance. For the owner is the important person in term of business sector. He have money to investment a lot he can reorganize easily. Hotel industry is very high competition and many competitor but the hotel can survive due to unique of product and service.

Now a day the number of green customer is increase a lots. Hotel create to do the project Event Sustainability Management System (ISO 20121) to make more green policy and increase customer. ISO 20121 it focus on 3 main past are social, economic, and environmental that make all of hotel is one of reader in green event.

CHAPTER 2

Litterateur review

Introduction

Current of environmental situation has strong impact on people life nowadays. Particularly towards in natural disaster. A number of businesses, especially service sector also challenge in coping with these radical changes in environment condition. However, it is inarguable that humans are the main factor contributing to a severe environmental deterioration. The society is hoping for cooperation between both public and private sectors to play a leading role in fighting for our environment. Fortunately, private sector has launched a recent sustainability management system. Hotel industry is one sector that takes part in this system which main goal is to promote environmental friendly activities. What they can do is to be a role model to the society of creating environmental awareness culture. The message of environmental caring should be communicated throughout their organization. They could brainstorm on solutions to protect the environment or alternative activities that will cause the least effect to the ecosystem. They could also launch campaigns that encourage guests to participate in saving the world such as reusing their towels. In addition, this campaign has been developing by many hotels as most of them have shifted to present their image of being green organization. Thanks to the government sector who takes a leading role in funding many service-related projects. A recent one is Green meeting.

Not only national scheme that active in counteracting with environmental problems, but in international arena, It is getting more popular to put the environmental careless as a priority. After the end of London Olympic 2012, the International Organization for Standardization has introduced a new measurement, exclusively for event sustainability management called ISO 20121. It aim purpose is to the encouraging organizations to improve sustainable activities throughout the entire event management cycle. However, public response towards this new measurement seems rather ineffective due to stringent guidelines and high costs of investment for implementation. It is worth questioning when the long-term enhancement of

environmental programs will be achieved. And this research will provide highlighted information focusing on this topic. Latest ongoing process of hotel business in the aspect of environmental improvement will also be informed together to support the previous research.

A call for environmental concern

Global warming is being aware as the serious situation in world wild. It has a strong impact on our world. However, the scientists have not yet concluded the causes or effects. Many sources point the finger of blame on tourism industry; as a consequence, there is a growing pressure on the industry to take proactive measures in order to redress its impact. The tourism industry has drawn heavily on nature and on natural resources and so it is responsible for ensuring that these resources are preserved by means of sustainable consumption initiatives. While global warming is caused by tourism, it in turn affects tourism. Take for instance an example of the melting glaciers in both Polar Regions, one of the most popular tourist destinations. It is likely that this area might soon be uninhabitable due to increasing holidaymakers. In this context, the implications are that tourist industry is prone to be seriously affected as a result of global warming. Yet, so far, it is questionable as to whether the responses of tourism to the global warming debates have been adequate. (Maximiliano E. Korstanje, Babu George, 2012, "Global warming and tourism: chronicles of apocalypse?", *Worldwide Hospitality and Tourism Themes*, Vol. 4 Iss: 4 pp. 350). Despite, the hows to guideline in various aspects focus on protecting the environment have been introduced. Thanks to the public concern for a unexpected natural disasters. It is time for humans to take the initiative and responsible for their actions.

The Current environmental condition and responses from Environmental Management Systems

The environmental issue has brought the public concern in recent years due to its pervasive influences on people's way of living. According to the report of the working group II of the

IPCC (Climate Change, 2001), global average surface temperature has increased by $0.6 \pm 0.28^\circ\text{C}$, over the twentieth century. If carbon dioxide emission continues at present rate, sea levels are expected to rise between 15 (using the conservative estimate) and 95 cm (using the highest estimate) between 1995 and 2100 (Houghton et al., 1996). The rising of sea level will cause many coastal areas increased flooding, soil erosion, loss of wetlands, and reduced freshwater sources. Approximately the sea level is raising about 50 cm. by the year of 2100, And it would put about 92 million people worldwide in risk of being flooded, more than double of the present estimate (Baarse, 1995; Hoocemans et al., 1993). The examples of natural ecosystems at risk include glaciers, coral reefs, mangroves, tropical forests, polar and alpine ecosystems and prairie wetlands. While some species may increase, climate change may bring increase the risk of loss in weak species and the loss of biodiversity (Climate Change, 2001). Warmer average temperatures may also cause widespread shifts in the distribution and incidence of some infectious diseases (WHO, 1997). Furthermore, warmer temperatures are expected to generate an active hydrological cycle, causing increased exposure to extreme weather events, such as heat waves, floods and storms (Dickson, 1999). The effect of lead to increasing forecasts on the likelihood of death, injuries, resource shortages and enforced migration (McMichael et al., 1996; WHO, 1997). Thus, The impact's study of human nature is the signal to stop the loss of nature.

There are more concerns over pollution, resource reduction, hazardous waste, and other environmental matters during the last decades (Rezaee and Elam, 2000). Because of this, public call for more strict on environmental regulations. Focusing product end-of-life and on production processes of companies (Santos-Reyes and Lawlor-Wright, 2001). As a result, a number of environmental laws and regulations have been enacted to hold organizations more accountable for environmental responsibilities (Rezaee and Elam, 2000). This result the companies need the result to effectively address environmental issues (Santos-Reyes and Lawlor-Wright, 2001). Largely due to both external (e.g. government regulations) and internal reasons (e.g. company's policy). Therefore, a higher number of companies is the possible of solutions in environmental issues as a result of changes, especially on the health and safety front (Holt, 1998). Effective compliance with environmental laws and regulations requires the companies to commit with the

environmental concerns as well as Environmental Management Systems (EMS), accounting and auditing (Rezaee and Elam, 2000).

The EMSs first appeared in North America in the 1970s and are now widely used in many organizations in several developed world (Evangelos L. Psomas, Christos V. Fotopoulos, Dimitrios P. Kafetzopoulos, 2011, "Motives, difficulties and benefits in implementing the ISO 14001 Environmental Management System", *Management of Environmental Quality: An International Journal*, Vol. 22 Iss: 4 pp. 502 - 503). Its main goal is to insert the concept of sustainable development in the process of production of goods and services through different mechanisms that are efficiently combining technological processes, economic growth and sustainability together. The EMS also allows an organization to permanently control the effects of productive processes on environment (da Silva and de Medeiros, 2004). Moreover, all its component strengthen then need for continuous improvement in striving to protect the environment for the time being and for the next generations (Chavan, 2005).

Sustainability management system

Many companies have begun to realise how importance does it to achieve the long term in business operations (Turner, 2009). Not only the beneficial of the company, but also the efficiency of the entire supply chain from raw material manufacturers to value-added suppliers. Rather than being regarded as costly inconveniences, sustainability and corporate social responsibility (CSR) are now competitive imperatives (Mahler, 2007). A study by A.T. Kearney revealed that 60 percent of the companies have adopted sustainable business operations that strengthen brand names or differentiate their products (Mahler, 2007). Today a brand is comprised not just of the product, but how it is made, who the suppliers and producers are, and how it is delivered (Mulani, 2009). Reputation and brand value may be enhanced by investment in people, ecological impacts and local communities (Byrne, 2007). Recent developments of predicated climate change as presented in the UN-report IPCC

WGI – Fourth Assessment Report (2007) points out the urgent need for sustainable business operations. It describes:

- (1) human and natural drivers of climate change;
- (2) observed climate change;
- (3) climate processes and attribution; and
- (4) estimates of projected future climate change.

The report raises implicitly the importance of the quest for sustainable business models. In the first instance; however, local practices have to be linked to global sustainability of business operations and other business practices (Svensson, 2008).

Various definitions on sustainable development are given (Pezzey,1989). The World Commission on Environment and Development (WCED) (1987) under the chairmanship of GroBrundtland, defined sustainable development as “development that meets the needs of the present without compromising the ability of the future generation to meet their own needs” (WCED, 1987, p. 43). The above definition is closely related to the concept of inter-generational equity. Nevertheless, the world does not operate on the basis of needs. Instead, it operates on the basis of unlimited wants with limited resources. On this criteria Pearce and Warford (1993) redefined sustainable development as “development that secures increases in the welfare of the current generation provided that welfare in the future does not decrease” (p. 49).

An application of sustainability and responsibility within organizations

If sustainability really matters and can really be accomplished, management theorists and practitioners will have an immense task ahead – one that, according to Gladwin et al. (1995), challenges traditional domains towards re-integration of human organization within the society and the world. This argument is still prevalent today since political and cultural procrastination has proliferated management philosophy and scattered any realistic

opportunity to make early and world changing decisions towards organizational theory and the phenomenon of management. Sustainability is a changing mind set from plenitude to limitation, deficiency to equity, and where management philosophers consider limitations to the world's capacity (Gladwin et al, 1995; Dresner, 2006), further posits assessing social and biophysical limitations and establishing capacity in any region of operation to be fundamental to a paradigm shift that is bounded by the stark realization that scale is finitude. The task ahead is immense and implies a changing notion of organization and customer quality – one that is holistic and outward facing; quality systems that consider the (holistic) capital cost of business and growth human, social and environmental. (The World Bank,1992,p.1)

Sustainable business operations and sustainable business models

The fact that sustainability is closely linked to ethical organizational policies and managers is vital to implementing and monitoring the performance of sustainable business operations (Sims and Brinkmann, 2003; Svensson, 2009; Wagner and Svensson, 2010, n.d.) Accordingly, managers and leaders must take a broad perspective and demonstrate responsibility for environmental and social aspects that impact beyond organizational boundaries (Carter and Rogers, 2008). In order to achieve sustainable operations, key areas where significant contributions must be made include procurement, logistics and product stewardship (Wagner and Svensson, 2010, forthcoming). Clearly, procurement plays a frontline role. Many organizations have already implemented codes of conduct that have been incorporated in supply contracts (Ciliberti et al., 2009). Logistics also plays an important part in implementing environmental strategy involving transportation and storage of inbound raw materials, to delivery of finished goods to the market (Markley and Davis, 2007). Finally, the role of product stewardship represents a business opportunity and producers are well placed to adopting innovative product policies so as to reduce environmental impact of production (Hagelarr et al., 2004).

Green meetings – a new venue for seminars

Because a venue of the seminar meeting effects on the image of the company, organizing a conference by emphasizes the eco-friendly idea can send a message to the public that the company concern the society.

Although many view that logistic and manufacturing sector are the key players in harming the environment, very few are aware that the tourism sector, especially the seminar and meeting, contributes to this issue. The World Tourism Organization (UNWTO) revealed that, in each year, tourism industry releases green house gas into the atmosphere for 5% of world green house gas. The majority of this is a result of Meetings, Incentives, Conventions, Exhibitions Industry or MICE. Keep that in mind, an effective campaign should be developed to raise the public awareness of the importance of the environment through ‘_Green Meetings’. This could begin with the venue of the meetings, decoration of the venue as well as materials and equipments to be used in the meetings. One should realize that, in order to create an appealing ambience for a meeting, a large amount of investment is necessary to be allocated, in particular, in resources and energy. However, the fact is that this topic is usually overlooked. Take the example of a venue for a meeting at skyscrapers. One of the major reasons for choosing such an environment is that participants can take a spectacular view of the landscape. Taking into account energy consumption, it costs up to 7 baht each time that elevator is called. This is quite a shocking figure considering costs to environment that a certain seminar can cause. Consequently, it would be worthwhile to raise public awareness, especially the seminar organizer, on how they can help save the energy and preserve the environment. A good start would be creating the green venue for conference.

Green Meetings: Advancing the Future of MICE

Green Meetings Definition: –incorporate environmental considerations throughout all stages of the meeting process in order to minimize the negative impact on the environment

and make a positive impact to host communities in terms of environmental and social legacies.”

Green Meetings – Good for Business

- Save money by conserving resources
- Add the value of competitive advantage and enhance reputation
- Open up new or niche markets
- Offer opportunities for marketing, improve public relations and express a commitment to corporate responsibility

Regarding the concern of green organization, Thailand Convention & Exhibition Bureau (TCEB) and Thai MICE players has an attempt to launch the campaign called “Green Meetings Campaign” with the aim of promoting responsibility toward our environment. In addition, TCEB and Thai’s MICE players, initiated Green Meetings Campaign as a marketing to attract oversea MICE Business to organize meetings and events with unique, responsible tourism activities, as well as to experience Thai culture and hospitality. Furthermore, TCEB launched ‘Green Survey’ to collect up-to-date data. This is to make innovative efforts to significantly minimize environmental impacts of players in MICE industry. Subsequently, TCEB and TEI (Thailand Environmental Institute) used the data gathered from MICE players around the world as a direction to Green Meetings. A guideline contains ways that companies can do to eliminate, reduce, or recycle wastes. While focusing on municipal solid waste, this guideline also touches on other environmental concerns, it is intended to strengthen the environmental consciousness of event planners and demonstrate the advantages of conducting environmentally aware events. Additionally , TCEB will support MICE players who implement green meetings by awarding them the recognition and educating them. By joining Green Meeting Campaign, not only MICE players will be attracted to publicity in terms of showing company commitment towards corporate social responsibility, but they are also opened up to new business opportunities.

As a result, increasing the MICE attendances can be expected (Convention Industry Council 2012).

“The green hotel”

There are various environmental signs that many hotels display to encourage travelers to participate in saving the earth, such as the idea of reusing towels. However, many of whom might be too keen on having it renewed or ignoring the sign. Moreover, they might be too accustomed to luxurious lifestyle of overusing spotlights to create ambient atmosphere. This evidence is clearly shown how inadequate environmental concern is fostered. In my view, rewarding customers or giving them a sense of recognition might be a good idea to encourage hotel guests to embrace our environment. According to the J.D. Power and Associates 2007 North America Hotel Guest Satisfaction Study, it is depicted that 73 per cent of the guests were aware of the hotel’s environmentally friendly programs. Linda Hirneise, J.D. Power and Associates’ executive Director of Travel Practice says: “Offering green programs is a win-win situation for both hotel guests and hotel operators. Guests are increasingly looking for these types of offerings, and hotels are finding that going green actually saves money.”

Changing housekeeping practices and introducing energy-efficient plumbing and heating systems are important developments to be welcomed and encouraged. In addition, they could merely be the easiest way to get those green credentials which have become such an essential marketing tool (STRATEGIC DIRECTION VOL. 25 NO. 3 2009).

No doubt tour operators will be delighted to offer customers accommodation in “greenhotels” but can the not-so-green hoteliers and other players in the tourism chain – transport and food providers for instance – be persuaded to act responsibly and sustainably? Just as responsible travelers want to do their bit to reduce waste and conserve resources by welcoming green accommodation, an increasing awareness of the impact of business on the environment means they have concerns about the populations in the areas they are visiting. They want to know that their presence as visitors to fascinating parts of the world that

Offering green programs is a win-win situation for both hotel guests and hotel operators. Guests are increasingly looking for these types of offerings, and hotels are finding that going green actually saves money. “ The tourism industry has opened up to them is not going to have a detrimental effect. On the contrary, they want their presence to be welcomed by the locals in terms of greater employment opportunities and environmental care (STRATEGIC DIRECTION VOL. 25 NO. 3 2009).

What is ISO 20121?

In order for hotels to be internationally accepted, it is important for them to adapt to meet new international standards. Due to an introduction of ISO 20121, it is worth considering important aspect of recent criteria.

ISO 20121 (full name: ISO 20121:2012, *Event sustainability management systems -- Requirements with guidance for use*) is a voluntary international standard for sustainable event management, created by the International Organization for Standardization. The standard aims to help organizations improve sustainability throughout the entire event management cycle. Sustainability would change the business model of the event industry and that this would be advantageous to business results. The creation of two internationally recognized frameworks ISO 20121 (due to launch Summer 2012) and the Global Reporting Event Organizer Sector Supplement (due to launch Summer 2011) are evidences of the high-profile nature of the event industry and it is potential for a sustainable result. Both ISO and GRI choose to work with sectors that have a need for and can make a difference with sustainability frameworks, as this is a key to the ISO and GRI model. The concept of an event is more than a linear series of steps to source materials and to deliver a specific activity. An event brings a brand to life and provides an experience where the event attendee has a personal interaction with the event brand. An event can have legacy outside and beyond the main event activity reaching people in different countries, at different times, in various ways, many beyond the control of the event organizer. The impact of a large-scale event, for example The London 2012 Olympics, can greatly influence industry behavior and

a number of participants noted that the large event bodies' (e.g. the International Olympic Committee) focus on sustainability is a clear driver for changing the business model in the event industry. (Fiona Pelham, (2011), "Will sustainability change the business model of the event industry?", (Worldwide Hospitality and Tourism Themes, Vol. 3 Iss: 3 pp. 188)

How ISO 20121 works

ISO 20121 is relevant to all members of the event industry supply chain including organizers, event managers, stand builders, caterers and logistics suppliers. The standard takes a management systems approach to running more sustainable events. It provides a framework to help identify the potentially negative social, economic and environmental impacts of events. Organizers can then remove or reduce negative impacts through improved planning and processes. This should lead to improvements in key sustainability issues such as venue selection, transport, recycling or reusing demolition waste, creating a sustainable food strategy, promoting healthy living and creating skills, employment and business legacies. The standard can reduce costs, carbon emissions and waste; better manage the biodiversity of venues; and achieve a diverse and inclusive workforce.

ISO 20121 also includes practical guidance on communications, operational planning and control, stakeholder identification and engagement, supply chain management and procurement, and issue evaluation. It is suitable for all sizes and types of events. Organizations can demonstrate voluntary conformity with ISO 20121 by either: first party self-declaration; second party confirmation of conformance by parties having an interest in the organization, such as clients; or by certification by an independent third party, e.g. a certification body. (Pelham, Fiona 18 Jun 2012. "The story of ISO 20121" Positive Impact Retrieved 12 Nov 201)

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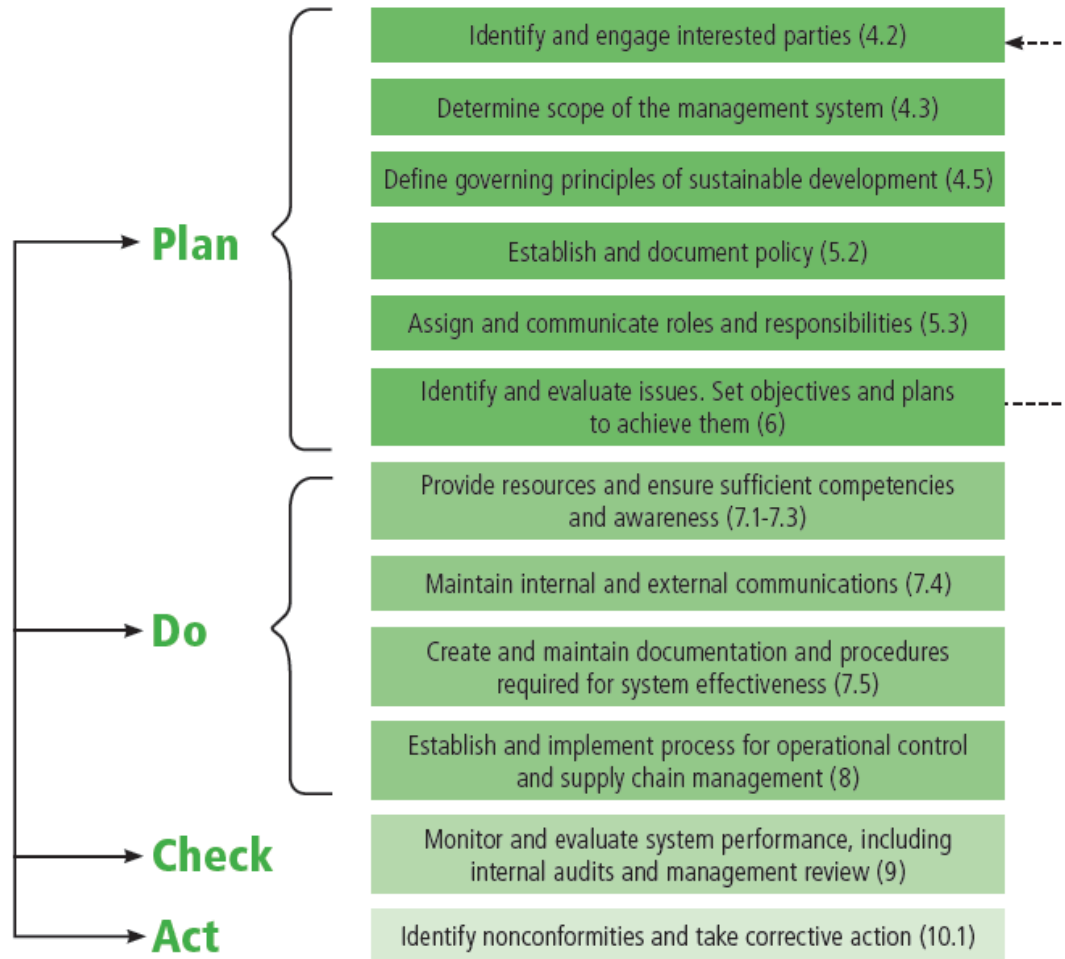
9.4 Management review

10 Improvement

10.1 Nonconformity and corrective action

10.2 Continual improvement

Chart 2: ISO 20121's Event Sustainability Management System Model



Key benefits of ISO certification

It is useful to review the reasons why organizations should apply for ISO certification. The key objectives of acquiring ISO 9000 are (Mallaket *al.*, 1997):

- to achieve and sustain the quality of the product or service;
- to give management confidence that quality is being met; and
- to give the customer confidence that consistency is being delivered in the product or service.

Benefits of ISO certification are many and varied. According to Quazi and Padibjo (1997), ISO benefits include: increased customer preference, improved company quality image and competitiveness in the market, compliance with customer requirements, streamlined procedures and documentation, increased awareness of preventive and corrective actions, and provision of a foundation for TQM. Ho (1994) mentioned the claimed benefits by the British Standard Institution (BSI): marketing tool; buyer acceptance as proof of quality and technical expertise, customers less likely to arrange special assessment, quality performance/morale improvement, reduction of cost of quality, improved customer satisfaction/ sales/competitiveness and profitability, confidence, name appearing in reference books for buyers, and help in export markets. Yung (1997) reported the benefits of ISO to include marketing advantages, better documentation system, quality awareness among staff, and efficiency improvements/cost reductions. McLachlan (1996) revealed 35 benefits of ISO and he related the relevant paragraph of ISO to each of these benefits. Adanur and Allen (1995) reported the following benefits of ISO: more motivated employees, better product quality, lower quality costs, and more efficient operations. Dale (1994) outlined the following benefits of ISO 9000, error reduction, reduction of audit time taken by customers, improvement in control, discipline, procedure, documentation, communication, customer satisfaction, problem handling and quality awareness, identification of ineffective and surplus procedures, and better working environment. As most of the ISO benefits are diverse and yet similar, it is interesting to see how they can be classified. Mo and Chan (1997) classified the ISO benefits into quantitative benefits (expand market share; reduce scrap and rework, increase productivity, and reduce product defects) and non-quantitative benefits (increase employee morale, minimize role ambiguity, better control of suppliers, improve existing system, and improve customer satisfaction). Ho (1994) quoted Bullied's (1987) categorization of ISO benefits into:

- Advantages of having the system;
- Additional advantages accruing from the result of having an independently assessed quality system (Hannah Koo, L.C. Koo, Fredrick K.C. Tao,

(1998),"Analyzing employee attitudes towards ISO certification", *Managing Service Quality*, Vol. 8 Iss: 5 pp. 313).



CHAPTER 3

Research Methodology

This study was started from the awareness of environmental issues in the tourism industry which has created pollution issues to society. The purpose of the research is to study both public and hotel staff opinion about the set up of ISO20121 project.

The methods used for the research are qualitative and quantitative methodologies because

Data from questionnaire cannot provide the insight as same as the interviewing with hotel staff and sample group.

3.1 Research Objectives

- I. To study public opinion about the set up of ISO20121 project in the hotel.
- II. To study hotel's staff opinion about the set up of ISO20121 project in the hotel to improve public opinion.

3.2 Research instrument

The scope of this research is to collect data by distributing questionnaire to sample group who has lived within Bangkok and by interviewing with staff (chief of department) at Plaza Athenee Bangkok and a Royal Meridien Hotel to gain more reliable data. Plaza Athenee Bangkok and a Royal Meridien Hotel is implementing ISO20121, therefore respondent from this hotel will have an understanding of this issue that this research is investigating. Chief of purchasing department at Plaza Athenee Bangkok and a Royal Meridien Hotel has experience and frequently interacts with all staffs from other departments, therefore data from her will be reliable.

Question to interview

There were 10 items used for interviewing and divided into 5 categories : economic, environmental, social, goods and services included additional 2 items for each categories (Hotel and guest)

Economy

- Hotels are able to generate profits from implementing ISO 20121 programme.
- ISO 20121 programme can create income for sellers of organic products

Environment

- Implementing ISO 20121 programme at the hotel can improve the environmental condition of the country.
- Using organic raw materials is an indirect way of damaging the environment.

Social aspect

- Certificate of ISO 20121 program for international companies are more reliable than that of domestic companies.
- Implementing ISO 20121 program is one way to pay tribute to the society.

Products and services

- Staff is able to provide the same standard of services before and after ISO 20121 program being implemented.
- Equipments and Supplies used in organizing the seminar under ISO 20121 program may be low quality.

Hotel and guest

- What is the benefit of ISO20121 in the hotel with Guest?

-What is the benefit of ISO20121 with the hotel?

The topic of questionnaire can be separate in 3 parts;

- The first part is demographic of research to gather general information of staffs to classify them by sex, age, occupation, and education. The information of this part will be used to find out the relation with opinion about ISO20121 project in each factor.

- The second part have four subparts composing of economic, environmental, social, product and service. Respondents do this questionnaire by rating their opinion on each question. This part can explore about the opinion of target population.

- The third part is suggestions, people can write anything to show what they think about the hotel or ISO20121 project. Some answer show positive or negative thinking of people.

3.3 Sampling Method

Sample group has been selected by Non Probability Sampling due to the purpose of this research that did not identify a specific sample groups, but only specified the area within Bangkok territory. Researcher use Convenience Sampling to distribute questionnaires to facilitate of the data collection without any specified sample group.

The target population for this research were respondent from many type of characteristic of age, occupation, and education in many company that receive questionnaire. They have different of opinion depend on sex, age, occupation, and education that mean everything have relation. There were 100 respondents.

For the sample of interview is Purchasing Manager. She have knowledge about ISO20121 project more than normal staff. And due to accessibility and lack of time, only one interview is done. Information from interview is enough she can expend deeply details in every question. She give me for real example in immediately situation in hotel.

3.4 Data Analysis

Researcher receives 100 respondents' answers of questionnaires. The techniques to used with objective of this research have two techniques are correlation.

Correlation is a term that refers to the strength of a relationship between two variables. A strong, or high, correlation means that two or more variables have a strong relationship with each other while a weak, or low, correlation means that the variables are hardly related. Correlation coefficients can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while a value of +1.00 represents a perfect positive correlation. A value of 0.00 means that there is no relationship between the variables being tested.

Researcher analyzed every questionnaires and found that three topic correlation and non correlate are sex have correlate with social and product & service, education have correlate with economic and the last is age have not with any characteristic.

For the interview researcher select some question from questionnaire to interview for compare opinion. There were 10 items used for interviewing and divided into 5 categories : economic, environmental, social, goods and services included additional 2 items for each categories (Hotel and guest).Some question show that conflicting opinion between manager and target population. To discover the different thinking.

CHAPTER 4

Data Analysis

In this chapter the topic is to study relationship between available and independent available. In this paper researcher interest to study about Gender, education and age there are the available have a relationship with independent available are economic, environment, social and product & service. The result of relationship it can be positive, negative and non relationship.

Correlation is a term that refers to the strength of a relationship between two variables. A strong, or high, correlation means that two or more variables have a strong relationship with each other while a weak, or low, correlation means that the variables are hardly related. Correlation coefficients can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while a value of +1.00 represents a perfect positive correlation. A value of 0.00 means that there is no relationship between the variables being tested.

The Results obtained from the Analysis

The 100 copies of questionnaire has shown the response from our sample group, with 3 primary variables: gender, age and education. Researcher found the relation of these 3 variables in 4 aspects: economic, social, environmental and commercial with the following details.

Table 4.1: statistic of responded in term of age

age	Frequency	Percent	Valid Percent	Cumulative Percent
Valid under 18	2	2.0	2.0	2.0
18-25	44	44.0	44.0	46.0
26-32	25	25.0	25.0	71.0
33-40	15	15.0	15.0	86.0
41-50	12	12.0	12.0	98.0
than50	2	2.0	2.0	100.0
Total	100	100.0	100.0	

Questionnaire responded is 100 percent and no missing and mostly of responded in term of age had been between 18-25 years old

Table 4.2: statistic of responded in term of gender

sex		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	31	31.0	31.0	31.0
	female	69	69.0	69.0	100.0
	Total	100	100.0	100.0	

Questionnaire responded is female more than male, male is 31percent and female is 69 percent.

Table 4.3: statistic of responded in term of occupation

occupation		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	student	31	31.0	31.0	31.0
	business	6	6.0	6.0	37.0
	state enterprise	10	10.0	10.0	47.0
	government	8	8.0	8.0	55.0
	officer	28	28.0	28.0	83.0
	employed	8	8.0	8.0	91.0

other	9	9.0	9.0	100.0
Total	100	100.0	100.0	

From the responded is the first one is student following by office and state enterprise. Due to Sample group has been selected by Non Probability Sampling due to the purpose of this research that did not identify a specific sample groups, but only specified the area within Bangkok territory. Researcher use Convenience Sampling to distribute questionnaires to facilitate of the data collection without any specified sample group.

Table 4.4: statistic of responded in term of education

	education	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	under bachelor	13	13.0	13.0	13.0
	bachelor	73	73.0	73.0	86.0
	than bachelor	14	14.0	14.0	100.0
	Total	100	100.0	100.0	

From the responded from target population shown the result is most of education level is bachelor degree. It may be norm of social culture.

Gender and economic

From the questionnaire, we found primary variable was gender (men and women), data has been analyzed by the following hypothesis:

H0: Gender does not affect to the public opinion about the ISO 20121of hotel in term of economy.

H1: Gender affects to the public opinion about the ISO 20121of hotel in term of economy.

Table 4.5: Relationship between gender and economic

Factor		sex	Economic
Spearman's rho	sex	Correlation Coefficient	1.000
		Sig. (2-tailed)	.060
		N	100
Economic		Correlation Coefficient	-.189
		Sig. (2-tailed)	.060
		N	100

The result of the correlation test in table 4.5 supports the proposition that there is a relationship between gender and economic and the outcome of the implementation decision of the ISO20121 project in the hotel. Both method of choosing gender and economic are negatively correlated in ***low level*** (between $r = -0.10$ to -0.29) with outcome ($r = -0.189$)

The result shown sig = 0.06 which is greater than 0.05, therefore the result has corresponded to H0 : Gender ***does not affect*** to the public opinion about the ISO 20121of hotel in term of economy. *But gender have negatively correlated with economic in low level.*

From sample group, the result has shown whether men or women have independent opinion in term economic. Typically, men and women have different buying decisions and women tend to concern about price more than men do.

Gender and the environment

H0: Gender does not affect to the public opinion about the ISO 2012 of hotel in term of environment.

H1: Gender affects to the public opinion about the ISO 2012 of hotel in term of environment.

Table 4.6: Relationship between gender and environment

Factor		sex	Environment
Spearman's rho	sex	Correlation Coefficient	1.000
		Sig. (2-tailed)	.428
		N	100
Environment		Correlation Coefficient	-.080
		Sig. (2-tailed)	.428
		N	100

The result of the correlation test in table 4.6 supports the proposition that there is a relationship between gender and environment and the outcome of the implementation

decision of the ISO20121 project in the hotel. Both method of choosing gender and environment are negatively correlated in very low level (less than $r = -0.10$) with outcome ($r = -0.080$)

The result shown $\text{sig} = 0.428$ which is greater than 0.05 , therefore the result has corresponded to H_0 : Gender does not affect to the public opinion about the ISO 20121 of hotel in term of environment. *But gender have negatively correlated with environment in very low level.*

From sample group who have lived within Bangkok as the location of hotel which has joined the ISO20121 project. The result has shown whether men or women have independent opinion in term of environment. Due to all participants has lived at the same environment. Mostly, the Environmental problems always have occurred within Bangkok area which is the center of economic and social progress. Bangkok has experienced with the rapid growth of population and economic. Bangkok needed to expand the growth of city to outer space due to the saturation of the inner space from the fully development project in all space. This cause the crisis of environment issued such as noise and air pollution, degradation of water quality, solid waste and sewage, slums area, visual pollution and flooding.

Gender and Social

H0: Gender does not affect to the public opinion about the ISO 20121 of hotel in term of society.

H1: Gender affects to the public opinion about the ISO 20121 of hotel in term of society.

Table 4.7: Relationship between gender and social

Factor			sex	Social
Spearman's rho	sex	Correlation Coefficient	1.000	-.215(*)
		Sig. (2-tailed)	.	.032
		N	100	100
Social		Correlation Coefficient	-.215(*)	1.000
		Sig. (2-tailed)	.032	.
		N	100	100

The result of the correlation test in table 4.7 supports the proposition that there is a relationship between gender and social and the outcome of the implementation decision of the ISO20121 project in the hotel. Both method of choosing gender and social are negatively correlated in ***low level*** (between $r=-0.10$ to -0.29) with outcome ($r=-0.215$)

The result shown sig = 0.032 which is less than 0.05, therefore the result has corresponded to H1: Gender ***affects*** to the public opinion about the ISO 20121 of hotel in term of society. *And gender have negatively correlated with social at -0.215 at significant level of 0.032.*

The result has shown that the sample group especially man (31 persons) from total population = 100 persons. Men tend to pay attention and focus on the social well-being than women. They request hotel to set up ISO 20121 project as the Social Returns. The project will be promoted on public media for the higher public interest.

From sample group, they thought that ISO 20121 certificate from foreign companies provide more reliable and creditable than the domestic companies due to the social norms and belief. The questionnaire made public to paid interest to ISO 20121 project due to the projects has been promoted on public medias. Public needs government to provide substantial support to hotel which has policy in term of environment protection.

If hotel can fulfill this project, it will be benefit to image of hotel. On the other hand, participants though that making of ISO 20121 project may be fashionable or trendy within hotel management team instead of the serious concern about the project.

Gender with products and services

H0: Gender does not affect to the public opinion about the ISO 20121of hotel in term of products and services

H1: Gender affects to the public opinion about the ISO 20121of hotel in term of products and services.

Table 4.8: Relationship between gender and products & services

Factor	sex	Product & service
Spearman's rho sex	1.000	-.219(*)
Correlation Coefficient		
Sig. (2-tailed)	.	.028
N	100	100
Product& service	-.219(*)	1.000
Correlation Coefficient		
Sig. (2-tailed)	.028	.
N	100	100

The result of the correlation test in table 4.8 supports the proposition that there is a relationship between gender and product & service and the outcome of the implementation decision of the ISO20121 project in the hotel. Both method of choosing gender and product & service are negatively correlated in low level (between $r = -0.10$ to -0.29) with outcome ($r = -0.219$)

The result shown $\text{sig} = 0.028$ which is less than 0.05 , therefore the result has corresponded to H1: Gender affects to the public opinion about the ISO 20121 of hotel in term of products and services. *And gender have correlated with product & service in low level.* The result has shown that most of the sample population was women and they normally focus on the products and services in term of appearance, price and functions.

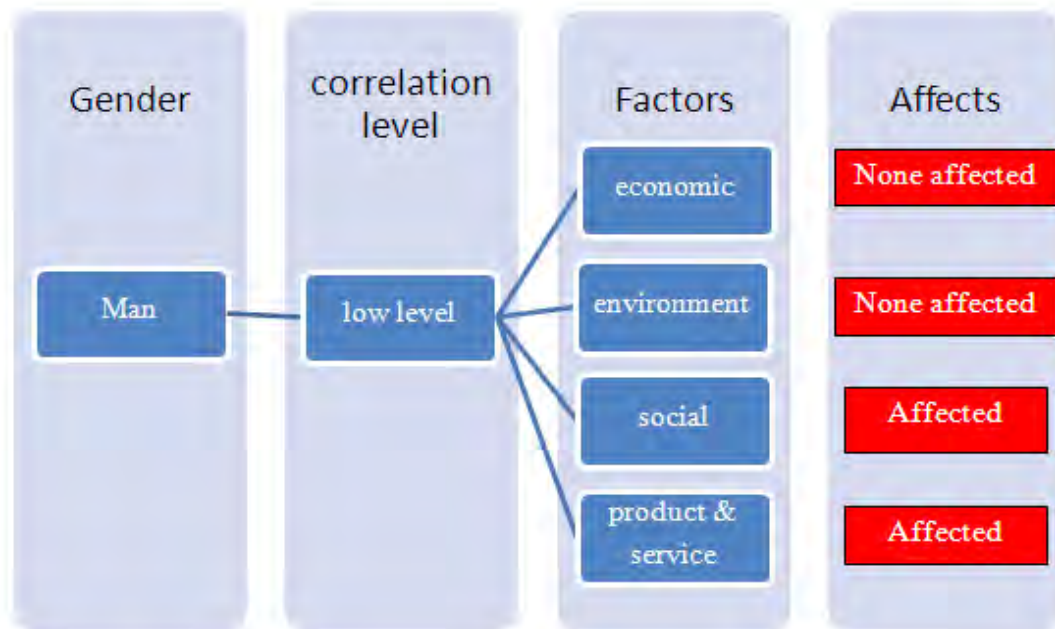
The result also shown that participants preferred hotel staff who has knowledge and good service standard both before and after the participation of ISO 20121 project, The service with an environmentally friendly policy will be popular due to public aware of the environmental problem. Materials and equipment used in the conference room may have poor quality because it was the recycle product. But some participants had though the recycled product can substitute the consuming product. Participants tend to select hotel service from the using of natural material of hotel than reputation while some participants need luxury goods and services than environmentally friendly product.

Product and services of hotel under the ISO 20121 project have been interested by participants because it is a new project and they will pay the higher interest to product and service in the future. The product and service under the ISO 20121 project also has the higher price followed by the higher operational cost of ISO 20121.

While the public can accept the higher price of product and service when compared with the quality of goods and services, hotel should maintain the promotion scheme as the Environmental friendly product and service with a reasonable price. Hotel rooms should be decorated with natural materials to create the natural climate especially the conference room.

About Food and beverage which made from organic products, hotel should concern about its taste and flavor. Normally organic food always has the non-delight taste and flavor but with the high price of its ingredients. Finally, participants thought that hotel should maintain the ongoing ISO 20121 project.

Chart 3: Gender correlation and affected



Summary of Gender in all factors

The result from questionnaire analysis the researcher found that Gender (male and female) have negative correlate in low and very low level with factors. The result shown mostly man is agree with questionnaire items more than women. The man they have correlated with economic in low level. They have negatively correlate with environment in low level. they have correlate with social in low level but significantly. Therefore, it showed that men agree on the social factor more than that of women. Lastly, they have negatively correlated with product & service in low but significant level.

Educational Level and economy

H0: Educational Level does not affect to the public opinion about the ISO 20121 of hotel in term of economy

H1: Educational Level affects to the public opinion about the ISO 20121 of hotel in term of economy.

Table 4.9: Relationship between education and economic

Factor			Education	Economic
Spearman's rho	education	Correlation Coefficient	1.000	.209(*)
		Sig. (2-tailed)	.	.037
		N	100	100
	Economic	Correlation Coefficient	.209(*)	1.000
		Sig. (2-tailed)	.037	.
		N	100	100

The result of the correlation test in table 4.9 supports the proposition that there is a relationship between education and economic and the outcome of the implementation decision of the ISO20121 project in the hotel. Both method of choosing education and economic are positively correlated in low level (between $r=0.10$ to 0.29) with outcome ($r = 0.209$)

The result shown sig = 0.037 which is less than 0.05, therefore the result has corresponded to H1: Educational Level affects to the public opinion about the ISO 20121 of hotel in term of economy. *And education have significant positively correlated with economics factor.*

Mostly, the sample group has the education level in the bachelor degree therefore they could understand the current status of economic. They also concerned about price of product and service due to the regression of current economic. Customer tends to save their spending but hopefully in the future they may accept the higher price of good quality product and service.

The result has shown the higher educated participants thought that hotel can gain profit from ISO 20121 project, whereas the project may result to the higher price of goods and services. Therefore price will affect to their buying decision. Meanwhile, higher educated participant thought that hotel also can gain the competitive advantage because hotel with ISO 20121 certificate means the high standard of service and product which has been accepted and certified by trustee company from oversea. For example OTOP products which are the environmentally friendly products could help to reduce pollution from the production process from industrial sector. Participants believed that hotel with ISO 20121 certificate can gain the sustain environmental protection and effect to the overall economic in the country.

Educational Level and the environment

H0: Educational Level does not affect to the public opinion about the ISO 20121of hotel in term of environment

H1: Educational Level affects to the public opinion about the ISO 20121of hotel in term of environment

Table 4.10: Relationship between education and environment

Factor			Education	Environment
Spearman's rho	education	Correlation Coefficient	1.000	.102
		Sig. (2-tailed)	.	.311

	N	100	100
Environment	Correlation Coefficient	.102	1.000
	Sig. (2-tailed)	.311	.
	N	100	100

The result of the correlation test in table 4.10 supports the proposition that there is a relationship between education and environment and the outcome of the implementation decision of the ISO20121 project in the hotel. Both method of choosing education and environment are positively correlated in low level (between $r = 0.10$ to 0.29) with outcome ($r = 0.102$)

The result shown $\text{sig} = 0.311$ which is higher than 0.05 , therefore the result has corresponded to H_0 : Educational Level does not affect to the public opinion about the ISO 20121 of hotel in term of environment. *But education have correlated with environment in low level.*

The result has shown the participants opinion about environment is under their awareness which is not related to their Educational Level. Awareness about environmental protection is the good thing and government and private sectors should provide public campaigns to promote this awareness such as youth camp, CSR projects and etc. The tourism industry is a major industry that can cause the environmental issue as well. Therefore, the Ministry of industry has issued some policies under the good governance action about the establishment of industry in the direction of environment protection accordance with the National Economic and Social Development Plan No. 10. The direction of development must follow the principles of good governance to the development of industry as well as the pollution prevention, create the awareness of social responsibility and maintain the substantial development of industry.

Educational Level and Social

H0: Educational Level does not affect to the public opinion about the ISO 20121of hotel in term of Society

H1: Educational Level affects to the public opinion about the ISO 20121of hotel in term of Society

Table 4.11: Relationship between education and social

Factor			Education	Social
Spearman's rho	education	Correlation Coefficient	1.000	.134
		Sig. (2-tailed)	.	.185
		N	100	100
Social	Social	Correlation Coefficient	.134	1.000
		Sig. (2-tailed)	.185	.
		N	100	100

The result of the correlation test in table 4.11 supports the proposition that there is a relationship between education and social and the outcome of the implementation decision of the ISO20121 project in the hotel. Both method of choosing education and social are positively correlated in ***low level*** (between $r = 0.10$ to 0.29) with outcome ($r = 0.134$)

The result shown sig = 0.185 which is higher than 0.05, therefore the result has corresponded to H0 : Educational Level ***does not affect*** to the public opinion about the ISO 20121of hotel in term of social. *But education have correlated with social in low level.*

The result has shown the participants had independent opinion about society. Sometime the living may not use the knowledge from educational background of individual. But for being survived in society, individual used their experience than knowledge. Human cannot live alone because we need the dependency among society. We need to organize the pattern of living as the standard of living and survive. Human can gain pattern and standard of living from learning and transferring that pattern and standard of living to the next generation.

Educational Level with products and services

H0: Educational Level does not affect to the public opinion about the ISO 20121 of hotel in term of products and services

H1: Educational Level affects to the public opinion about the ISO 20121 of hotel in term of products and services

Table 4.12: Relationship between education and product & service

Factor		Education	Product & service
Spearman's rho	education	1.000	-.010
	Correlation Coefficient		
	Sig. (2-tailed)		.920
	N	100	100
Product & service	education	-.010	1.000
	Correlation Coefficient		
	Sig. (2-tailed)	.920	
	N	100	100

The result of the correlation test in table 4.12 supports the proposition that there is a relationship between education and product & service and the outcome of the implementation decision of the ISO20121 project in the hotel. Both method of choosing

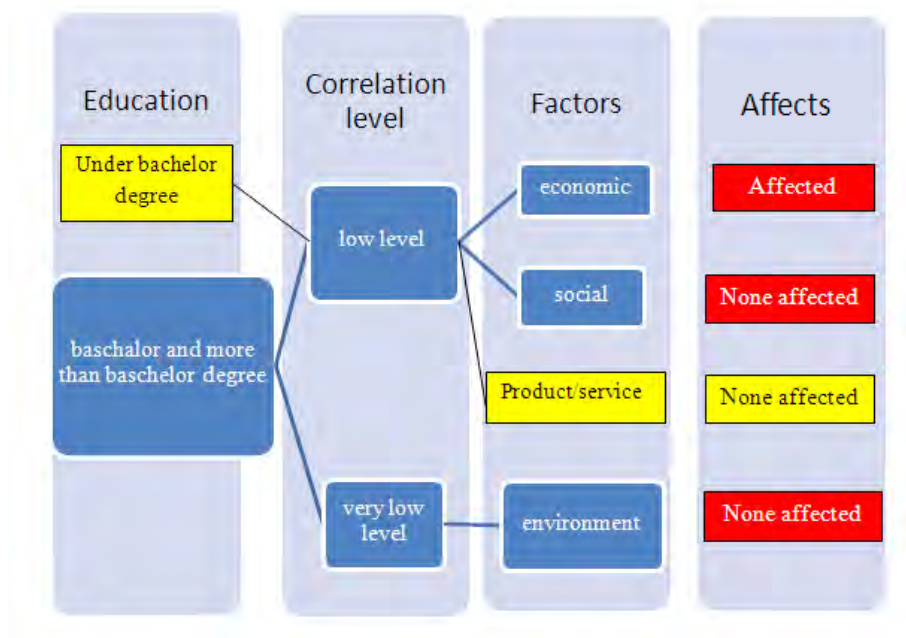
education and product & service are negatively correlated in ***low level*** (between $r = - 0.10$ to $- 0.29$) with outcome ($r = - 0.010$)

The result shown $\text{sig} = 0.920$ which is higher than 0.05 , therefore the result has corresponded to H_0 : Educational Level ***does not affect*** to the public opinion about the ISO 20121 of hotel in term of environment. *But education have correlated with product & service in low level.*

The result has shown the participants had independent opinion about product and service. Because the buying decision has been influenced by many factors but education level has a few effects to product and service. About the buying decision of hotel service is not complicated with low expectation of its products and services are. Words in marketing said '**we get as much as we paid**' which is different from buying a computer . There are many things to consider such as the speed of the CPU, the compatible between operating system and machine, the processing speed and sometime we need to consult with an expert or salesperson before making a purchase. Normally, buying decision is under the requirements and necessity. One needs to buy necessity goods (food, cloths. Medicine and etc) and services as the first priority, the comparison between prices and quality need to be made before purchasing.

Sometimes the product or service with high price may not serve our requirement therefore the comparison between prices and quality of product and service can help to consider the value of product and service whether it will be worth for buying or not. Consider about buying period, for example, hotel room during the high season will have the high price, consumers should look for information and reservations before making any buying decision.

Consider about where to buy: In term of hotel, consumer need to concern about the purpose of buying such as for vacation or business. Sometime hotel chain may gain trustee from the consumer. Consider about buying method : for buying hotel room, customer cannot negotiate price and need to pay half price in advance. Hotels with higher price cannot guarantee that there will be a better service than hotel with cheaper price. Consumers need to search for reference information before making the buying decision.

Chart 4: Education correlation and affected

Summary of Education in all factors

The result from questionnaire analysis it shown sample population who have higher education mostly agree and have a positively correlated with factors of economic, environment and social. But in another side who have high education mostly does not agree and uncertain in factor of product & service due to the result of correlation is negative.

Age with the economy

H0: Age does not affect to the public opinion about the ISO 20121of hotel in term of economic

H1: Age affects to the public opinion about the ISO 20121of hotel in term of products and economic

Table 4.13: Relationship between age and economic

Factor		Age	Economic
age	Pearson Correlation	1	.021
	Sig. (2-tailed)	.	.838
	N	100	100
Economic	Pearson Correlation	.021	1
	Sig. (2-tailed)	.838	.
	N	100	100

The result of the correlation test in table 4.13 supports the proposition that there is a relationship between age and economic and the outcome of the implementation decision of the ISO20121 project in the hotel. Both method of choosing age and economic are positively correlated in ***low level*** (between $r = 0.10$ to 0.29) with outcome ($r = 0.021$)

The result shown sig = 0.838 which is higher than 0.05, therefore the result has corresponded to H0: Age ***does not affect*** to the public opinion about the ISO 20121of hotel in term of economic. *But age have correlated with economic in low level.*

Age and environment

H0: Age does not affect to the public opinion about the ISO 20121of hotel in term of environment

H1: Age affects to the public opinion about the ISO 20121of hotel in term of products and environment

Table 4.14: Relationship between age and environment

Factor		Age	Environment
age	Pearson Correlation	1	.000
	Sig. (2-tailed)	.	.996
	N	100	100
Environment	Pearson Correlation	.000	1
	Sig. (2-tailed)	.996	.
	N	100	100

The result of the correlation test in table 4.14 supports the proposition that there is a relationship between age and environment and the outcome of the implementation decision of the ISO20121 project in the hotel. Both method of choosing age and environment are **not correlated** with outcome ($r = 0.000$)

The result shown sig = 0.996 which is higher than 0.05, therefore the result has corresponded to H0: Age **does not affect** to the public opinion about the ISO 20121of hotel in term of environment.

Age and Society

H0: Age does not affect to the public opinion about the ISO 20121of hotel in term of Society

H1: Age affects to the public opinion about the ISO 20121of hotel in term of products and Society

Table 4.15: Relationship between age and social

Factor		Age	Social
age	Pearson Correlation	1	.137
	Sig. (2-tailed)	.	.174
	N	100	100
Social	Pearson Correlation	.137	1
	Sig. (2-tailed)	.174	.
	N	100	100

The result of the correlation test in table 4.15 supports the proposition that there is a relationship between age and social and the outcome of the implementation decision of the ISO20121 project in the hotel. Both method of choosing age and social are positively correlated in low level (between $r = 0.10$ to 0.29) with outcome ($r = 0.137$)

The result shown sig = 0.174 which is higher than 0.05, therefore the result has corresponded to H0: Age does not affect to the public opinion about the ISO 20121of hotel in term of Society. *But age have correlated with social in low level.*

Age with products and service

H0: Age has no effect on public opinion of the project ISO 20121 within the products and service.

H1: Age affects public opinion towards the ISO 20121 within the products and service.

Table 4.16: Relationship between age and product & service

Factor		Age	Product & service
age	Pearson Correlation	1	.069
	Sig. (2-tailed)	.	.494
	N	100	100
Product & service	Pearson Correlation	.069	1
	Sig. (2-tailed)	.494	.
	N	100	100

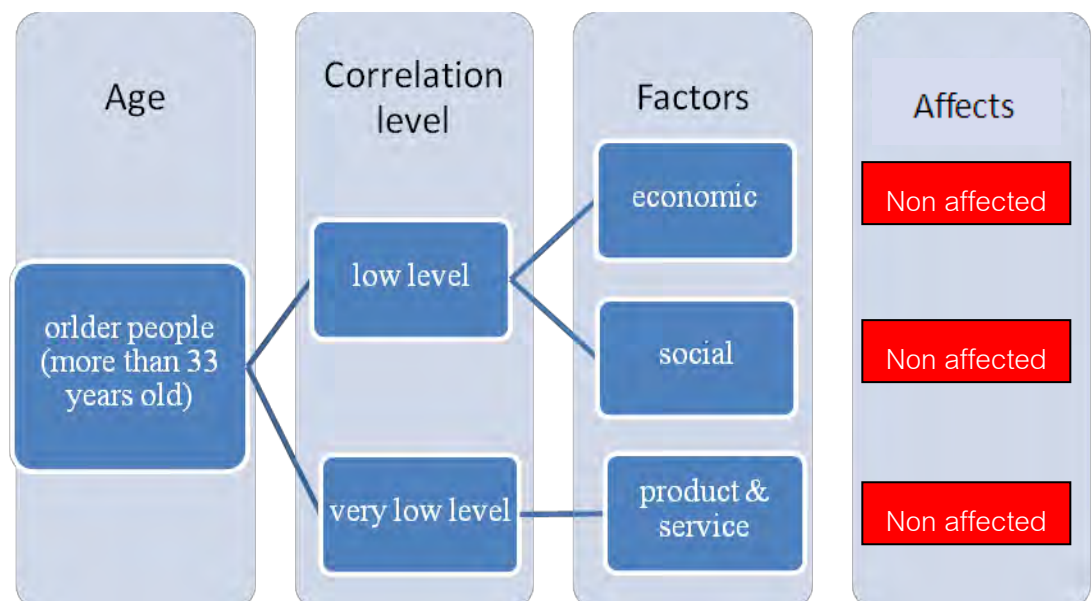
The result of the correlation test in table 4.16 supports the proposition that there is a relationship between age and product & service and the outcome of the implementation decision of the ISO20121 project in the hotel. Both method of choosing age and product & service are positively correlated in very low level (less than $r = -0.10$) with outcome ($r = 0.069$)

The result shown sig = 0.494 which is higher than 0.05, therefore the result has corresponded to H0: Age does not affect to the public opinion about the ISO 20121of hotel in term of products and service. *And age have correlated with product & service in very low level.*

The sample group had average age = 25 years old, they had independent opinion in all aspects (economic, environmental, society, goods and services). Because the sample group have been interested in other matters than buying hotel service or the project which has been provide by hotels. They need to build up their financial status with saving and careful spending.

Sample in the late teens has using the Internet extensively means they seek for new information and use internet as the primary source for gaining travel information. All participants are Thai people and lived in Bangkok. As they need to travel both domestic or aboard, they concern about their financial status and economic in the period of their travelling planning, they can change from luxury hotel to be economic hotel for having more budget to sightseeing.

Chart 5: Age correlation and affectation



**Environment is not correlated and does not affected with any factors*

Summary of Age in all factors

The result of questionnaire analysis shown mostly of sample population who is older mostly agree with questionnaire items in factors economic, social, environment and product & service due to the result of correlation level is all positive. Older people have low level of correlated and does not affected with economic, they have not correlated and does not affected of environment, they have low level of correlated and does not affected of social, and the last factor they have very low level and does not affect of product & service.



CHAPTER 5

Finding and Recommendations

From the interview with staff of Hotel Plaza Athénée Bangkok, a Royal Méridien Hotel about the generality and differences of their opinions for joining ISO20121 project.

The researcher has selected questionnaires and distributed to sample population. Later data has been collected from response of questionnaire and interview. Researcher has clearly compared the similarities and differences of their opinion. The questionnaires has been divided into 4 perspectives with 2 items on each perspectives included with 2 additional items about hotel. The 10 items has details as follows:

Economic Perspective:

(a1) For hotel joining the ISO20121 project, do you think this action will cause the higher price of your product and services than usual or not ?

The respondents from the interview suggested that for joining the ISO20121 project will not cause the higher price of product and service. According to Khun Sukanya suggested "I don't think so, our hotel don't have any policy to push our cost to customer like that. We need to find material that served our customer satisfaction with the reasonable cost as well as the limitation of purchase order from each department to lower transportation cost.

The limitation of the volume of purchase order helped us to lower product cost. Each department has the different requirement of material. For example, food and beverage department needs organic material and meat from farms where has the well management of its environment. Catering department needed material made from bamboo wood because bamboo tree is easy to grow than other types of wood.

Hotels under ISO20121 project will not raise their price of products and service instead they will select the good quality product with suitable price, to be used in the project. Meanwhile they will concern about environmental protection, benefits of customers and the hotel itself.

Data from the interviews as compared with data analyzed from the questionnaire shown 52 percent of sample *agreed* that for joining ISO20121 project, hotel may increase their price of products and service. Due to the respondents had a few knowledge about ISO20121 project and its operation, they thought organic materials and ingredients always has the high price. But the fact that hotel can select the alternative raw materials, equipment and ingredients with closed quality but suitable price. Therefore, raw materials, equipment and ingredients of hotel under ISO20121 project will not cause the higher price of products and service than usual but price might be cheaper with the selective buying decision than usual.

(a2) Do you think hotel can make a profit for joining the ISO20121 project or not ?

Data from the interviewee shown that hotel can make a profit for joining the ISO20121 project. According to Khun Sukanya suggested "Of course, hotel will invest in the replacement of all materials by using only durable product for long term usage.

However, the payback period would take long term also due to the high investment cost but worth in the future. For joining the ISO20121 project, hotel will gain the new selling point. Currently, people are aware about environmental protection therefore hotel has a long term investments to serve the public awareness about environmental protection.

For example hotel will purchase only table made from wood that can be easily grown and self cleaned to reduce the purchasing order of tablecloth. The decreased volume of table cloth purchasing order will cause the lower cost of water and detergent to clean it.

And another example is the banquet department will use only leaves for the area decoration instead of flowers because flowers has shorter lifetime than leaves. Moreover leaves can be reused for many times.

Data from the interviews as compared with data analyzed from the questionnaire shown 41 percent of sample *agreed* that hotel can make a profit for joining the ISO20121 project. Due to the increasing of selling points and can serve the needs of customers who has concerned in the environmental protection. Meanwhile hotels still have the existing customer who needs the usual products and services from hotel.

Environment Perspective:

(b1) For hotel joining the ISO20121 project, do you think this action will help hotel to serve the overall environment or not ?

The respondents from the interview suggested that for joining the ISO20121 project within only one hotel will not save the environment as a whole. According to Khun Sukanya suggested "In fact, almost every hotel has operated Green leaf project but some Thai standard can be acceptable within domestic level but not worldwide. We need to run project that will be acceptable in the worldwide standard ".

Bangkok has many hotels both in large and small size. For running ISO20121 project in one hotel many not enough for big change among tourism industrial. Tourism is the major industry which caused the pollution to society and it is likely to expand as the growth of globalization. Therefore, every hotel should have the acceptable standard as well as the government sector should intervene and support hotels for having the environmentally friendly policies.

Data from the interviews as compared with data analyzed from the questionnaire shown 35 percent of sample *agreed* that for joining ISO20121 project, hotel can save the environment as a whole. Due to the respondents though that hotel who has joined ISO20121 project is the 5 star hotel that can make a big change to the society in terms of the environment protection.

But actually hotel needs the cooperation from other hotels and customer who has concerned about the environment protection as well. Moreover government also needs to accelerate public awareness campaign to protect the environment for the improvement of living conditions to the public and society.

(b7) Do you think, the use of natural materials can indirectly cause the natural destruction or not?

Data from the interviewees shown that, the use of natural materials will not indirectly cause the natural destruction. According to Khun Sukanya suggested "we need the renewable material which can be easily planted or replaced." The materials used in this project must

come from natural resources therefore every material must be replaced or substituted by the similar quality but environment friendly usage. Hotel has the policy for not using pen but pencil which made from replant able wood. Meanwhile paper used in this project must be certified by FSC (The Forest Stewardship Council) which has been growth under accurate technique and can be acceptable in worldwide standard. The purpose of the FSC certification is to promote and support businesses which related to forest and concern about the sustainable forestry management. Another sample is the using of EDP bio mat which is the packaging made from self biodegradable plastic therefore it will not affect to the environment destruction.

Data from the interviews as compared with data analyzed from the questionnaire shown 27 percent of sample *did not agree* that the use of natural materials will indirectly cause the natural destruction. Due to public has good knowledge about the substituted products from nature such as the use of cloth bags instead of plastic bags, box made from sugar cane instead of foam and the use of biodegradable garbage bag instead of plastic bag. The use of environmentally friendly materials that may not made from natural raw material but it can be replaced by the technology of production to ensure its environmentally friendly attribute.

Society Perspective:

(c1) Do you think that the ISO20121 certificate from foreign companies provide the more credible than the domestic companies or not ?

The respondents from the interview suggested that the ISO20121 certificate from foreign companies provide the more credible than the domestic companies. According to Khun Sukanya suggested "Yes, before entering to the international standard, we need to achieve the national standard first. Like us, we has achieved Green leaf project before entering to the ISO20121 project".

Typically, almost all the hotels are operating the projects about the environment protection such as Green leaf which is the domestic project of Thailand. The national or Thai standard can gain less creditable or reliable than the international standards due to operational

purpose of those international standards provide the benefit to the hotel's owner. As the same standardization of each hotel therefore Plaza Athénée Bangkok, A Royal Méridien Hotel has to follow an international standard from foreign companies. The hotel has been selected SGS companies from Switzerland, company with the network companies more than 140 countries worldwide. SGS has been established in Thailand since BE 2494, which has a long profile and global acceptance therefore the company has been chosen from Plaza Athénée Bangkok, A Royal Méridien Hotel as the company who has issued an ISO20121 certificate

Data from the interviews as compared with data analyzed from the questionnaire shown 49 percent of sample *agreed* that the ISO20121 certificate from foreign companies provide the more credible than the domestic companies. Because of the nature of Thai people tend to appreciate the products and service from oversea as the better quality than Thai's. Therefore, the standard from foreign companies will be more reliable than domestic companies.

(c9) Do you think of the ISO20121 project is considered as the society returns or not ?

The respondents from the interview suggested that the ISO20121 project is considered as the society returns. According to Khun Sukanya suggested " The donation is benefit to both the recipients and providers. Sometimes unused things from us would provide huge benefit to the others. We must concern in term of environmental and social perspective. Purchasing department has selected products from local community rather than companies. This policy would help community to gain income.

Hotel has donated food to many charity foundations. It was an un-served food which has came from the banquet which is clean and safe for eating. Food has been preserved in good condition as the HACCP method before send to donate.

Another example is hotel has been purchased products which had been produced from folk wisdom within local community. We believed this policy will help to distribute income to the rural areas and reduce the use of chemicals in the manufacturing process.

Data from the interviews as compared with data analyzed from the questionnaire shown 54 percent of sample *agreed* that the ISO20121 project is considered as the society returns. Due to the ISO20121 project is not only beneficial to the hotel but also beneficial to society such as Bangkok. Other programs about society returns by the ISO20121 project were food and pencil donation.

Product and services Perspective:

(d1) Do you think that Hotel staff would have good service both before and after the implementation of the ISO20121 project?

The respondents from the interview suggested that Hotel staff would have good service both before and after the implementation of the ISO20121 project. According to Khun Sukanya suggested —There was the training course about the useful information and benefit of ISO20121 project. Hotel has built the awareness of environment protection to employee as the clear policy."

Data from the interviews as compared with data analyzed from the questionnaire shown 48 percent of sample *agreed* that Hotel staff would have good service both before and after the implementation of the ISO20121 project which was the same direction with the interviewer. Due to customers expect to gain good quality product and service which was worth for its price. Hotel staff who has participated in ISO20121project must be knowledgeable about the project as well. Therefore they can provide information to those who is interested in the project.

(d3) Do you think that materials and equipment which has been used under the ISO20121project may have low quality or not ?

The respondents from the interview suggested that materials and equipment which has been used under the ISO20121project have good quality. According to Khun Sukanya suggested —Not at all, product may hard to find then we had to limit the amount of usage. For example we used pencil in the seminar room that has only half size than normal size."

Due to the quality of the product which has been used under ISO20121 project had the similar quality or better quality than products which has been used before the

implementation of ISO20121 project. For example, Paper with green label has price = 73 bath per one ream while normal paper has price = 80 bath. We replaced the glass coasters which made from paper to be rubber which can be reused and durable for long time.

Data from the interviews as compared with data analyzed from the questionnaire shown 36 percent of sample was *not sure* that materials and equipment which has been used under the ISO20121project have good quality. Due to the ISO20121 project has not implemented in the solid term yet. Therefore public cannot figure out the benefit of this project from hotel. The project is on the start up and set up some regulations and policies. Hotel planed to complete the implementation of ISO20121project on 2020. Now hotel is providing the pilot task such as watering system and the use of Idea green Paper.

Questions about the hotel and the customer (Recommendation from the interview alone)

- What is the benefit to customers from the implementation of ISO20121project?

The respondents from the interview suggested the benefit to customers from the implementation of ISO20121project is to build up of public awareness about environment protection to everyone who has been involved with the project. According to Khun Sukanya suggested —We need to build up the awareness about environment protection to everyone not only to the hotel’s employees because sometimes we need the cooperation from our guest also.”

For example, the separation of trash bin by the kind of garbage set up time to turn off air conditioning machine in each room. We found that to turn off air conditioning machine for 20-30 minutes can save the large amount of energy consumption. Moreover hotel guest will be healthy by eating foods from organic vegetables and meat.

- What is the benefit to hotel by implementation of ISO20121 project. ?

The respondents from the interview suggested the benefit **to hotel by implementation of ISO20121project** that hotel can be the major part of the environment protection program.

According to Khun Sukanya suggested 'Hotels have provided Eco package to create opportunities for our guests to gain more service options. The good thing is hotel can be the part of the environment protection program.'

The environment protection within Bangkok can be social returns because Hotel can reduce pollution as well as the environment protection. The hotel can gain good image and supportive from government sector. Hotel can gain higher standard which is considered as the strength of the implementation of ISO20121 project

Problem and Limitation from the interviewing

The respondents from the interview mentioned that some products were hard to find due to the specific characteristic which may not meet the requirements under the ISO20121 project . Data from questionnaire shown respondents were not sure about the quality of materials used under the ISO20121 project. Hotel must provide information and program to ensure that customer will receive the good quality products and service as well as they can be the supportive part for environmental protection. Public relation is also importance because people tend to use the media as the data source for buying decision. Public has been interested to products and services which has been used under the ISO20121 project. They need hotel to continue this environmental protection under the ISO20121 project as well.

Recommendation

The study of public opinion both from questionnaire and interview, the result shown some problems and limitations under the operation of ISO20121 project therefore researcher has offered the solution for those problems and limitations as follows:

- **Hotel needs to set up Public Relation campaign to provide information about ISO20121 project to public.** Hotel should advertise and promote the objective and standing point about running ISO20121 project via public media or internet. Moreover hotel should

concern about media selection because some media may not reach to hotel target group. For example, customers in eco tourism group who is the young adult have concerned much about environment protection. Meanwhile our current target customers are office worker who has use internet and facebook as the information resources. Therefore we can set up public relations materials via internet and facebook. For example, hotel may offer 5% discount to customer who click like at Hotel fan page or post photo about hotel on their page. Moreover customer can give comment and recommendation via facebook with free of charge. Another example for the effective public relation campaign is use the movie star or celebrity to be hotel _spresenter for promote hotel or making VTR for hotel presentation. In case of responded from questionnaire the characteristic of gender, education and age is ~~the~~ man have high education and age is agree with hotel to do the project of ISO20121". The hotel can used the book or newspaper to promote and influence them.

- **Co-operating the ISO20121 project with government.** Currently, the government has supported the symposium within Thailand as the ASEAN meeting center. Hotel should offer itself as an alternative ASEAN meeting place by showing the potential of the events with written business plan for the ISO20121 project. Marketing team presents plan and model of hotel to other firms. In future hotel should set up the premise as the commitment that the government will set up the international events at the hotel.

- **The hotel should show to the good quality of product used under ISO20121project.** Hotel should provide some sample of product and invite guest to test it. For example the use of glass coasters by replacing paper with rubber and the use of half size pencil. The sample of new product should be distributed with the questionnaire. The questioning should involve with the replacement of the two raw materials. The response will be collected to improve the quality of product and service.

- **Staff training prior the actual service.** The head of the purchasing department suggested that Hotel employees have unclear picture of the ISO20121 project therefore

hotel should provide them the staff handbook for being ready prior the running of ISO20121 project which contained the information as followed: the project background, the benefit to Society for running this project, the readiness of staff on each duties. The handbook should be written in Thai with content that easy to understand.

- **The social returns.** Currently hotel has established the CSR program but not clearly expressed. Researchers has worked as trainee staff with this hotel and had good opportunity to join the Social campaign for cleaning white sand beach at Samed. Rayong. The campaign had high success due to the good cooperation from villager. Unfortunately, the lack of public promotion caused the outside society did not recognize the good activity. The researcher proposed that the hotel released the campaign or program to the public media. For example hotel may invite journalists to visit and making the article about the environment protection campaign or activity.

- **Organic Plant is the main raw material for ISO20121 project but it is rare to find.**

Researchers propose Hotel to plant organic crops under the cooperation with the education institution that has insight knowledge for cultivating the organic plant. For example hotel can provide fund for the research about organic crops to the Kasetsart university which will be benefit to both parties, Hotel can use fern tree instead of orchid flower for the conference room decoration. Researcher proposed the Kasetsart University as the key technical specialist about which plant that suite with low light or open air.

Limitation and implication of research

Limitation of research is discrepancy autonomous by the researcher can not controlled or avoid the problem. But the problem from discrepancy is effect of data and analysis that made the research is not defective.

Researcher design to do the questionnaire with target customers of the hotel is officer and owner business but mostly of responded is student. Student have knowledge is fact but they are child they have less reason to do questionnaire. Four questionnaire from one hundred is “only uncertain opinion in every items of questionnaire” that mean sometime child lazy to questionnaire. In another problem is mostly the responded is female it 79% more than half. Interval between male and female is high that made the data is discrepancy and not easy to analyze and find reason to supported.

The area to do the questionnaire is not verities. Researcher working at university normally responded is student. Researchers try to send questionnaire to business Company by officer that I know but it less return. Researcher designs to do research near the hotel area due to there have verities of characteristics of people and located of big company. Many people may be hotel guest.

Research want to do the questionnaire more than 100 due to sample group has been selected by Non Probability Sampling due to the purpose of this research that did not identify a specific sample groups, but only specified the area within Bangkok territory. Researcher use Convenience Sampling to distribute questionnaires to facilitate of the data collection without any specified sample group. That mean everyone can do the questionnaire.

For the interview, good research is minimum interviewee more than 3 persons. Only one is completed but researcher design to interview staff 5-7 people in catering department. Researcher called and sent an e-mail to HR department to permission of inter view. But they said “the question is deeply detail our hotel is beginning ISO20121 and staff can not answer your question”. Researcher try to modified the question to easy answer most of question about opinion of ISO20121 but not responded from the hotel. In last minute researcher determined to interview Purchasing Manager due to researcher familiar of her. The good of interview staff in manager level is they have knowledge more than normal staff and explain in clear cut. The information from her is deeply detail and can used as reason to support result from questionnaire.

Implication of research

This research is doing from interest about sustainable problem that happen with people life. Current of environmental situation has strong impact on people life nowadays. Particularly towards in natural disaster. A number of businesses, especially service sector also challenge in coping with these radical changes in environment condition. However, it is inarguable that humans are the main factor contributing to a severe environmental deterioration. The society is hoping for cooperation between both public and private sectors to play a leading role in fighting for our environment. Fortunately, private sector has launched a recent sustainability management system. Hotel industry is one sector that takes part in this system which main goal is to promote environmental friendly activities. What they can do is to be a role model to the society of creating environmental awareness culture. The message of environmental caring should be communicated throughout their organization. They could brainstorm on solutions to protect the environment or alternative activities that will cause the least effect to the ecosystem. They could also launch campaigns that encourage guests to participate in saving the world such as reusing their towels. In addition, this campaign has been developing by many hotels as most of them have shifted to present their image of being green organization. Thanks to the government sector who takes a leading role in funding many service-related projects. A recent one is Green meeting.

The propose of this research is people who read this research is know and realize with environmental problem from hotel industry. This research is the guideline to choose product and service does not effect to environmental. People can change behavior to be green thinking it good for our societies. Short-term result is increase of pollution in area of the hotel. And long-term result is if every hotel doing the ISO20121 it can made green societies, less pollutant of cause and change customer behavior become green thinking. Hotel is reader to change in term of product & service to save earth energy and well being of people life. That way is CSR.

Adaptation of the research is people who interesting or work in any industry and want to made your business become green industry. In this research have information about environment problem and ISO20121 to study and reference. Questionnaire is guide line if

you want to know public opinion. When researcher finished analyze the data from questionnaire, after that the result shown what opinion of the sample population and the result define what you must to do next. For example the result from data analyze shown people unsure with quality of equipment under the ISO20121 project. Researcher recommended the hotel made sure and show quality of equipment. The materials used in this project must come from natural resources therefore every material must be replaced or substituted by the similar quality but environment friendly usage. Hotel has the policy for not using pen but pencil which made from replant able wood. Meanwhile paper used in this project must be certified by FSC (The Forest Stewardship Council) which has been growth under accurate technique and can be acceptable in worldwide standard. The purpose of the FSC certification is to promote and support businesses which related to forest and concern about the sustainable forestry management. Another sample is the using of EDP bio mat which is the packaging made from self biodegradable plastic therefore it will not affect to the environment destruction. Hotel should be set the sample of equipment such as pencil in every guest rooms with short information and questionnaire about the objective of hotel project. To let them know and comment or opinion about pencil. The good research should be receive and analyze the data from both source between questionnaire and interview to compare and find reliable reason to supported research question



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Appendix

The survey on public opinion towards hotel implementation of ISO 20121 programme

Instructions

1. The aim of the survey is to study people's opinion towards the hotel implementation of ISO 20121 programme
2. Event Sustainability Management System or ISO 20121 is the standard for environmentally friendly seminars focusing on sustainable development of 3 areas namely, economy, environment, and society.
3. Please tick in the box and provide comments where applicable

Part 1: General information

1. Gender: Male Female
2. Age: Below 18 18-25 26-32
 33-40 41-50 above 50
3. Occupations
 - Students
 - Business owners
 - Employees of government-owned enterprises
 - Employees of government
 - Employees of private companies
 - Self-employed
 - Other (please specify) ...
4. Qualification
 - Undergraduate Graduate Postgraduate

Part 2: Opinions towards hotel ISO 20121 programme

Description	Rating Scale				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Economy					
Hotels are able to generate profits from implementing ISO 20121 programme.					
ISO 20121 programme can create income for sellers of organic products					
Raw materials and organic products experiences surprisingly high prices.					
Prices are more important than the hotel involvement in ISO 20121 programme.					
The hotel that implements ISO 20121 programme will have competitive					

advantage.					
Sustainable development and environmental concern of hotels will be beneficial to domestic economy.					
People cannot influence on costs of seminars and events.					
The benefits the hotel can gain from implementing ISO 20121 programme is worth the investment.					
Environment					
You are more aware of the environment after knowing about ISO 20121 programme.					
Implementing ISO 20121 programme at the hotel can improve the environmental condition of the country.					
Using organic materials instead of plastic or consumable materials can reduce pollution.					
Hotel policy must be in accordance with the objectives of ISO 20121 program.					
Green space should be added on the interior of the hotel.					
Wastes should be classified into categories such as paper, glass, plastic, or can to facilitate the reuse process.					
Using organic raw materials is an indirect way of damaging the environment.					
Social aspect					
Certificate of ISO 20121 programme for international companies are more reliable than that of domestic companies.					
Customers are more interested in ISO 20121 program.					
Publicity of ISO 20121 programme can influence your choices of using services at the hotel.					
The hotel will be more trustworthy after receiving a certification of ISO 20121 programme.					
The government should promote the hotel that has environmental enhancement project.					
Implementing ISO 20121 program will add value to the image of the hotel.					
Advertising campaign of ISO 20121 program should be communicated to public media.					
Implementing ISO 20121 program reflects following the suit.					

Implementing ISO 20121 program is one way to pay tribute to the society.					
Products and services					
Staff are able to provide the same standard of services before and after ISO 20121 programme being implemented.					
Conservative services will be popular in the future.					
Equipments and Supplies used in organizing the seminar under ISO 20121 program may be low quality.					
Consumable materials used in organizing seminar should be organic materials. For example, using recycled paper.					
The hotel's reputation is more important than the quality of goods and services.					
Products and services of ISO 20121 programme is more attractive and interesting.					
Some groups of customers value luxurious lifestyle more than environmentally friendly products and services.					
The increase in prices matters the most to you.					
Organizing outdoor activities can reduce the use of air conditioners.					
Staff must understand the concept of ISO 20121 programme.					
Reusable materials may not be attractive.					
The campaign that allows customers to be involve in preserving the environment should be encouraged.					
Meeting and conference rooms should be decorated by organic materials.					
Organic food and beverage is inexpensive.					
Food and beverage from ISO 20121 program may not be favourable taste.					
Perspective of employees towards ISO 20121 program can have an effect on providing services to customers.					
Hotels should implement ISO 20121 programme as an ongoing process.					

Part 3: Suggestions