

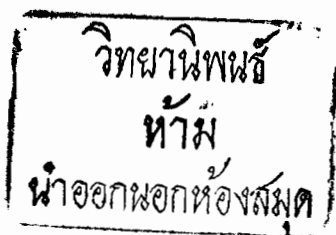
AN EFFECTIVE INTERNAL COMMUNICATION OF SHARING INFORMATION: CASE STUDY IN
SALES AND MARKETING DEPARTMENT COMMUNICATE
WITH OTHER DEPARTMENTS, CONRAD BANGKOK



By

Thanuncha Jitsanong

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์



An Independent Study Submitted in Partial Fulfillment of the Requirements for the Degree

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2010

The Graduate School, Silpakorn University has approved and accredited the Independent Study title of “An Effective Internal Communication of Sharing Information: Case Study in Sales and Marketing Department Communicate with Other Departments, Conrad Bangkok” submitted by Miss Thanuncha Jitsanong as a partial fulfillment of the requirements for the degree of Hotel and Tourism Management.

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of this project and success. And your friendship that you also gave to me will last long in my heart. I promise.

As well as tremendous thankfulness to all of my friends, thank you for having faiths in me. Thank you for always cheering me up in everything I have done. No matter how much I was upset and ignore you all. You all always understand and smile back at me. This made me realized what friendship means. I am very appreciating to know and befriending with you all.

Last but not least, thank you everything and everyone that running in to my life with the intention or not. No matter good or bad, I believe it is a god wills that destined to be. I accept it with heart. It is a lesson, an obstacle an experience that made me grow up strongly and confidently. To return this appreciation, I will dedicate my knowledge and experience to be useful for the social and public.

May 09, 2011

ABSTRACT

AN EFFECTIVE INTERNAL COMMUNICATION OF SHARING
INFORMATION: CASE STUDY IN SALES AND MARKETING DEPARTMENT
COMMUNICATE WITH OTHER DEPARTMENTS
CONRAD BANGKOK

Thanunchra Jitsanong

Silpakorn University International College, 2011

In hotel business, there is a fierce competition. To maximize satisfaction and attraction of customer, hotel business has to plan a good and competitive strategy. A good and competitive strategy that has ability to win the market, it is essential to adjust and solve the current problem. Moreover, this strategy must change the weakness to be strength. The internal communication is one of the important components in every business. There are many journals, articles, and academic literatures that show the supportive side for this statement. The effective internal communication is positively impact to the hotel's performance and service which is also positively affects to customer's satisfaction in the end. At Conrad, the internal communication is always their weakness, especially internal communication of sharing information. To investigate the root of the problems and find the way for

improvement would definitely plays a significant role for hotel's benefit in both internal and external aspects. This Business Improvement Project tries to find the answer for that investigation by many methods; case study and in-depth interview. This leads the problem statement, research question, findings and analysis and improvement.

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

TABLE OF CONTENTS

ACKNOWLEDGEMENTS.....	i-ii
ABSTRACT	iii-iv
LIST OF ILLUSTRATIONS.....	viii
Chapter	
1. INTERNSHIP OVERVIEW.....	1
1.1 Internship Details	1
1.2 Responsibilities	1-2
1.3 Achievements	2-5
2. HOST COMPANY: CONRAD BANGKOK.....	6
2.1 The Host Company's Profile	6-8
2.1.1 Conrad	8-9
2.1.1.1 History of Conrad.....	9-10
2.1.1.2 Conrad Milestones	10-15
2.1.2 Conrad Bangkok.....	16-18
2.1.2.1 Hotel's Benefit.....	18-19
2.2 The Company Analysis.....	19
2.2.1 External Analysis.....	19
2.2.1.1 Target Audience.....	19-20
2.2.1.2 Competitors.....	20
2.2.1.3 PEST	20-21
2.2.2 Internal Analysis.....	22

2.2.2.1 Positioning	22
2.2.2.2 SWOT	22-25
2.3 Sales and Marketing Department.....	25-27
2.3.1 Situation Appraisal	28-30
3. THE BUSINESS IMPROVEMENT PROJECT	31
3.1 Literature Review	31
3.1.1 Definitions	31-32
3.1.2 The importance of internal communication of sharing Information.....	32-33
3.1.3 Effective internal communication of sharing information.....	33-34
3.1.4 Tools to improve internal communication of sharing Information.....	34
3.1.5 Advantages and disadvantage of one-way communication.....	35
3.1.6 Advantages of two-way communication	35
3.1.7 Benefits of cross-training.....	36
3.1.8 Positive impacts of internal communication of sharing Information.....	36-37
3.2 Research Methodology	37-38
3.2.1 Case Study	38-40
3.2.2 In-Depth Interview.....	40
3.2.2.1 Decision Maker Level	40-42
3.2.2.2 Practice Level.....	42-44
3.3 Findings and Problem Analysis	44-46
3.4 Improvement	46-56
3.5 Recommendations for Implement and Measurement	56

3.5.1 Recommendations for Implement.....	56-58
3.5.2 Recommendations for Measurement	58-59
4. CONCLUSION AND BENEFITS	60
4.1 Final Conclusion	60
4.1.1 Possible Limits.....	60
4.1.2 Further Research.....	60-61
4.2 Benefits	61
4.2.1 Benefits to Host Company.....	61
4.2.2 Benefits Professionally	62-63
4.2.3 Benefits Personally	63
 Appendix	
A. BUSINESS IMPROVEMENT PROJECT FORM	64
B. PROGRESS REPORT FORM	65
C. ASSESSMENT OF SUIC STUDENT BY HOST COMPANY	66
D. BUSINESS IMPROVEMENT PROJECT/ THESIS GRADING SHEET ...	67
E. CONRAD TRAINER’S REPORT	68
F. LETTER OF COMPLETEMENT	69
REFERENCES	70-72
BIOGRAPHICAL INFORMATION.....	73-75

LIST OF ILLUSTRATIONS

Figure		Page
2.1	Conrad Hilton, the founder of Hilton Chain	9
2.2	Sales and Marketing Management Organization Chart	25
2.3	Sales and Marketing Department Organization Chart	26
3.1	Ineffective of Internal Communication of Sharing Information	47
3.2	The Example of VIP Special Order Form.....	49
3.3	The Example of Group Special Order Form	50
3.4	Effective of Internal Communication of Sharing Information.....	51
3.5	The Example of Confirmation Form that list the number of GSO and VSO form....	52
3.6	The Example of Amendment Form	53
3.7	Two-Way Communication	54

CHAPTER 1
INTERNSHIP OVERVIEW

1.1 Internship Details

Host Company:	Conrad Bangkok Hotel
Contact Detail:	87 Wireless Road, All Seasons Place Lumpini, Pathumwan, Bangkok, 10330 Thailand Phone: (66)(2)690-9999 Website: www.conradhotels1.hilton.com/
Department:	Sales and Marketing
Supervisor/ Title:	Mr.Patiwat Jaengpanya Assistant Director of Sales
Period of Internship:	15th November 2010 – 15th April 2011
Position:	Sales and Marketing Management Trainee

1.2 Responsibilities

- Responsible for briefing Sales daily early morning meeting
- Responsible for sales kits, all package and the complimentary gift for customer

- Responsible for completing the requesting for upgrading room and complimentary from customer
- Responsible for making yearly contract and proposal for corporate and government accounts
- Collect data for corporate monthly revenue
- Collect data and redeem on Club Connoisseur (Secretary Program)
- Take care all Club Connoisseur customer's request
- Cooperate with other concerning departments for communicate the information and documents
- Cross-training with Catering Sales Departments, doing daily tasks.

1.3 Achievements

Since, the interviewing with Human Resource Manager and Assistant

Director of Sales before they are accepting my internship in Sales and Marketing Department at Conrad Bangkok. They all asked me that “What is your goal and expectation from this internship?”

This is my answer “*I have to inform you all that I separated my goal and expectation to be two parts; the academic part and the experience part. For the academic part, I am required to completed final project for graduation which is Business Improvement Project (BIP). During these 5 months internship, I have to learn all basic information and knowledge of the department that I interested and applied to be a trainee. After that, I have to observe and find the problem or the weak point from my responsible job. To find the improvement and the recommendation for that problem is the goal of Business Improvement Project and*

also my goal as well. I expect that sales team will treat me as one of adult professional staff, not just a trainee. Because of this, I would assign the important work or task that definitely leads me to completing my project beautifully. For my experience parts, I have to confess that I have a little knowledge about Sales and Marketing Department especially in hotel business. Hence, I am looking forward to learn everything from the basic to the advance skill of sales. I aim to work closely with sales team and other departments for a wide range of knowledge and experience. I hope that after this internship, I will have ability and potential to be fit in one of Sales and Marketing position. Lastly, I also want a good connection and relationship from this internship as well”.

After they listened to my question, they all agree to support my expectation and goal in both parts. Though, I started my internship with full inspiration and intention to gain knowledge and experience as much as I can.

As a trainee in Sales and Marketing Department in Conrad, apart from general administration work, my main responsible is to be sales re-active team assistant. I support them by making a contract and proposal to customer. I also deal the telephone call from customer that want to book a room or want to add special requirement. Moreover, I help the team to cooperate with other departments for passing the information that Sales team got from customer to those concerning departments for completing the customer requirement and need. Moreover, I also have a chance to join every morning's brief which is the director of sales will have a discussion with his teams about the day-to-day happening and problem, day-to-day productivity, the direction from top and the current economic and politic situation.

From my responsibilities in this department, I have gained more knowledge and experience. I understand the sales working process since start till the end. Therefore, I can clearly see through the problem which this department has to deal with. I observed, listened and learnt from sales team and sales management until I found the potential solution for improving that problem. I got the problem statement and research question for my project. The problem of this Sales and Marketing Department is their ineffective internal communication of sharing information which is due to many reasons. Finding the way to improve this ineffective commutation is my research question. This demonstrated that I achieve my goal and my expectation in the academic part.

As for the goal and expectation in experience part, this is beyond my expectation. The sales team let me do the work as they do. I have a chance to meet the customer. I have a chance to associate with the management team. I am allowed to attend all staff activities. They introduce me to other department managements. The most fantastic thing is, every lunch time; I always had lunch with sales team, my supervisor, Director of Sales and Director of Business Development. They talked and discussed everything; from the general topic such as news, entertainment, sports, social to the serious topic for instance business trend or the hotel's confidential. I realized that this is the precious time for me to seize information and knowledge as much as I can. We even debated equally as the people in same status, not as the trainee and the boss. I have an opportunity to do the thing that I never experienced before. All of these made me grow up within five months. Lastly, everyone in this hotel is very nice to me. They offered me a friendship and I gave

mine back to them. Connection is also another advantage. My goal and expectation in experience part also granted as well.

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CHAPTER 2

HOST COMPANY: CONRAD BANGKOK

2.1 The Host Company's Profile

Hilton Worldwide offers business and leisure travelers the finest in accommodations, service, amenities and value. Since Conrad Hilton bought his first hotel in 1919 in Cisco, Texas, they have expanded geographically, produced original hotel and travel concepts, and developed innovative technologies to enhance the guest experience. Today Hilton Worldwide is the leading global hospitality company, spanning the lodging sector from luxurious full-service hotels and resorts to extended-stay suites and mid-priced hotels.

With more than 3,600 hotels in 81 countries, our trusted portfolio of hotel brands includes the Waldorf Astoria, Conrad, Hilton Hotels & Resorts, Doubletree, Embassy Suites, Hilton Garden Inn, Hampton Inn & Suites, Homewood Suites by Hilton, Home2 Suites by Hilton and Hilton Grand Vacations.

Since founding 90 years ago, Hilton's commitment to creating exceptional guest experiences remains unchanged, and our more than 130,000 team members continue to bring the highest quality of service to the world's visitors.

Vision: To fill the earth with the light and warmth of hospitality.

Mission: We will be the preeminent global hospitality company – the first choice of guests, team members and owners alike.

Values:

- H HOSPITALITY – We are passionate about delivering exceptional guest experiences.
- I INTEGRITY – We do the right thing, all the time.
- L LEADERSHIP – We are leaders in our industry and in our communities.
- T TEAMWORK – We are team players in everything we do.
- O OWNERSHIP – We are the owners of our actions and decisions.
- N NOW – We operate with a sense of urgency and discipline.

Ten Distinct Hotel Brands Committed to Hospitality

The global brands span the lodging sector with luxurious full-service hotels and resorts to comfortable extended stay suites, quality mid price hotels and relaxing vacation ownership properties. The brands include Waldorf Astoria Hotels & Resorts, Conrad Hotels & Resorts, Hilton Hotels & Resorts, Doubletree, Embassy Suites Hotels, Hilton Garden Inn, Hampton Inn & Suites, Homewood Suites by Hilton, Home2 Suites by Hilton and Hilton Grand Vacations. All the brands participate in the world-class frequent-guest program Hilton HHonors.¹

Loyalty Program



¹ <http://www.hiltonworldwide.com/aboutus/index.htm>

Luxury



Full Service



Focused Service



Timeshare



2.1.1 Conrad

Conrad Hotels & Resort is the contemporary luxury brand within the Hilton Family. Each hotel is unique in character but united by world-class luxury service standard, pioneering culinary concepts and the latest technology. The world of Conrad is a growing world of business and leisure. It is a world inspired by the

notion of individuality and devoted to ensuring every guest experiences the great luxury of all.

2.1.1.1 History of Conrad

Conrad Hotels was founded in 1982, with the goal of operating a network of luxury hotels and resorts in the world's major business and tourism capitals and top resort destinations.

Conrad Hotels was not the first international expansion project for Hilton Hotels Corporation. In 1949, Hilton, through its Hilton International arm launched and began operations with the opening of the Caribe Hilton in San Juan, Puerto Rico, followed by additional hotel openings in Madrid and Istanbul.

Figure 2.1 Conrad Hilton, the founder of Hilton Chain



Fifteen years later, Hilton Hotels Corporation created Hilton International as a completely separate, publicly owned corporation, with the agreement that Hilton would have the exclusive use of the Hilton name and trademarks in the U.S. and Hilton International would have the exclusive use of these outside the U.S.

In January 1997, Hilton International (now the hotel division of Hilton Group plc) and Hilton Hotels Corporation dedicated themselves to the joint promotion of the Hilton brand worldwide, through several brand and marketing alliances.

In November 2000, Hilton Group plc and Hilton Hotels Corporation formed a joint venture company to expand the Conrad brand of luxury hotels on a

worldwide basis. With the acquisition of Hilton International by Hilton Hotels Corporation in March 2006, the Conrad brand is now the most global luxury brand within the Hilton Family. The brand is headquartered in Hilton International's corporate offices in the UK.²

2.1.1.2 Conrad Milestones

This is the Conrad milestone for past 28 years³

2010

- Conrad Sanya Haitang Bay opened
- Conrad New York new property in Manhattan
- Conrad launched iPhone App Optimized

- Conrad receives Conde Nast accolades

2009

- Conrad Hong Kong Recognized as one of the World's Top Hotels
- China-Based dalian Wanda Group Announce Two Conrad Hotels in China

2008

- First Conrad Hotel To Launch In Kingdom of Bahrain
- Conrad Bali - Reinventing the Luxury Balinese Experience
- New General Manager for Award-Winning Conrad Bangkok
- New General Manager Joins the Conrad Cairo
- New General Manager Joins Conrad Dublin
- General Manager Appointed for New Conrad Shanghai
- Conrad Introduces First Ever Bespoke Bar Concept

² <http://conradhotels1.hilton.com/en/ch/brand/history.do>

³ Conrad Press Kits

- Conrad launched Perfects the Art of Sleep with Unique Destination-Based Pillows - Conrad Expands Luxury Portfolio in China - January 2008

2007

- Conrad Hotels signs a management agreement for the opening of Conrad Abu Dhabi in 2009.
- Conrad Hotels to manage Conrad Maldives, effective 18th December 2007.

2006

- The Conrad Indianapolis opens on 27th March.
- Conrad Hotels signs a management agreement for the opening of the Conrad Shanghai, China in 2008.

2005

- The Conrad Tokyo opens on 1st July.
- Conrad Hotels signs a management agreement for the opening of the Conrad Bimini Resort & Casino, The Bahamas, in 2008.
- Conrad Hotels signs an agreement with Lodging Capital Partners for the immediate management and operation of the Conrad Chicago. The Conrad Chicago opens on 7th November.

2004

- The Conrad Bali Resort & Spa opens on 8th March.
- The Conrad Miami opens on 1st July.
- The Conrad Bangkok complements the hotel with three luxury villas, the Seasons Resort, located at The Royal Golf & Country Club, Bangkok.
- Conrad Hotels signs a management agreement for the opening of the Conrad Las Vegas, Nevada, in 2007.

- Conrad Hotels signs a management agreement for the opening of Conrad Indianapolis, Indiana, opening 2006
- Conrad Hotels signs a management agreement for the opening of the Conrad Dubai, United Arab Emirates, in 2008.
- Conrad Hotels introduces its first music CD: Conrad Vol 1, available around the world in Conrad properties.

2003

- The Conrad Bangkok opens on 1st January. The hotel, located in the business district of the Thai capital, is one of the most luxurious hotels in the city.
- Conrad Hotels signs a management agreement for the opening of the Conrad Phuket Resort & Spa at Panwa Bay in 2007.

2001

- Conrad Hotels completes the year with 30 international media awards and distinctions for its hotels (including the mention of the Conrad hotels in Brussels, Hong Kong and New York in the Institutional Investor "Best 80 hotels in the world".
- The Conrad Brussels and the Conrad Istanbul were also presented with the Five Star Diamond Award from the American Academy of Hospitality Sciences).

2000

- Hilton Hotels Corporation and Hilton Group plc form a joint venture company to expand Conrad Hotels on a worldwide basis. Owned equally by both companies, the joint venture company is operated from Brussels.

1999

- The opening of the Conrad Cairo in Egypt marks the first, five-star business hotel in the city and the third Conrad hotel in the Middle East.
- Nicholini's Restaurant at the Conrad Hong Kong is named by the Commissione Centrale Italia as one of the World's Best Italian Restaurants Abroad.

1998

- The Conrad Punta Del Este Resort & Casino is named Best Leisure Hotel by Brazil Travel News.
- The Conrad Dublin receives Triple Hygiene Mark from Excellence Ireland.

1997

- The opening of the Conrad Punta Del Este Casino & Resort in Uruguay marks the first Las Vegas-style casino resort in South America.
- The Conrad Brussels and the Conrad Hong Kong are both listed in "Best 100 Hotels in the World" by Institutional Investor and Conde Nast Traveler's Top 100.

1996

- The second Conrad hotel in Asia, the Conrad Centennial Singapore, opens in the city's new Marina City business and entertainment district.
- Conrad Hotels is named Best Hotel Group-Europe.
- The Conrad Dublin is named one of the 50 Best Hotels in the World by Travel Digest magazine.

1995

- Conde Nast Traveller gives the Conrad Hong Kong its highest service rating and adds the hotel to its annual Gold List.
- The Irish Quality Association gives the Conrad Dublin its esteemed "Quality Mark" and "Hygiene Mark", the first hotel in Ireland to receive both honours.

1993

- The 269-room Conrad Brussels opens its doors in April, on the famous Avenue Louise.

1991

- The 614-room Conrad Istanbul opens, overlooking the Sea of Marmara, the Bosphorus and the Old City.

1990

- Conrad Hotels expands its portfolio into Asia with the opening of the 513-room Conrad Hong Kong.
- The Conrad Dublin is named one of the Best New Hotels in the World by the UK's Business Traveler magazine.

1989

- The 190-room Conrad Dublin opens as the city's first international business hotel.

1982

- Conrad Hotels was founded as Hilton Hotels' new international operating subsidiary.



Conrad Hotels and Resorts Today

Seven Hotels & Resorts in Asia Pacific

- Conrad Bali
- Conrad Bangkok
- Conrad Centennial Singapore
- Conrad Hong Kong
- Conrad Maldives Rangali Island
- Conrad Tokyo
- Conrad Sanya Haitang Bay, China

Five Hotels & Resorts in the Americas

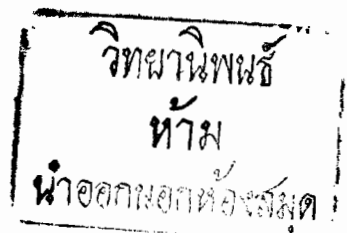
- Conrad Chicago
- Conrad Indianapolis
- Conrad Miami
- Conrad Punta del Este
- Conrad San Juan Condado Plaza

Three Hotels & Resorts in Europe

- Conrad Brussels
- Conrad Dublin
- Conrad Istanbul

One Hotels & Resort in the Middle East

- Conrad Cairo



2.1.2 Conrad Bangkok

The Conrad Bangkok is one of the world's most exciting and innovative luxury hotels. Located within stylish All Seasons Place in the heart of Bangkok, the Conrad Bangkok is close to the city's major commercial centers and Lumpini Park, while the BTS, Bangkok's efficient overhead mass transit system is within easy reach. The international airport is just a 40 minutes drive away.

The Conrad Bangkok fuses luxury and technology, artistry and expertise, and present guests with cutting-edge design, cuisine and service. Luxurious guestrooms and suites are furnished with beautiful silk and natural wood giving a sense of contemporary Thailand. Each guestroom is open and spacious with in-room technology such as high-speed broadband internet access, data ports and voicemail.

The hotel's four restaurants and two bars offer a choice of dining, drinking and nightclubbing, from classic Chinese cuisine with a contemporary twist and authentic Japanese dishes to the Diplomat Bar, Bangkok's recommended jazz bar.

The combination of 28 superb meeting rooms for up to 1,200 delegates makes the Conrad Bangkok one of the city's most versatile and spacious meeting, conference and banqueting spaces. Each meeting room blends the opulence of Venetian-glass chandeliers with hi-tech fiber optics and high-speed wireless internet access.

The hotel's seventh floor and adjoining rooftop garden is dedicated to fitness and relaxation with an outdoor pool, two floodlit tennis courts and a jogging track. The Seasons Spa boasts 11 luxuriously appointed treatment rooms, while Bodyworx offers a fully equipped gym and aerobics rooms⁴

⁴ Conrad Press Brochure

Property : Conrad Bangkok
 Address : All Seasons Place, 87 Wireless Road, Bangkok 10330,
 Thailand
 Telephone : +66 (0) 2690 9999
 Fax : +66 (0) 2690 9000
 Email : info@conradbangkok.com
 Website : ConradHotels.com, ConradMeetings.com
 Date Opened : Officially on 18th March 2003
 Property : All Seasons Property Co.,Ltd.
 Design : Creative In-House Ltd., a member of ICOM independent
 agencies global network
 Architect : Palmer and Turner, Bangkok
 Decor : An Octagon shaped structure with a contemporary Asian
 Interior design
 Interior : Wilson & Associates – Dallas (Singapore Office)
 Fabrics from Jim Thompson Silk
 Furniture from Chime Design
 Bedding from Goodwill International
 Bathtub from Bath and Spa
 “Liu” Design : Ms. Zhang Jin Jie, Founder of Green T. House,
 Uniform : Ms.Pichitra Boonyarattaphan, a well-known Thai designer
 Management : General Manager - Mr. Manfred Pieper
 Resident Manager - Mr. Nirut C. Rodjanarugi

Director of Business Development - Mr. Craig Bonner

Director of Food and Beverage - Mr. Jean-Philippe Joye

Executive Chef - Mr. Denis Lartique

Director of Human Resources - Mrs. Lourdes Yuvanasiri

Internet Provided

Hotel Area	Wireless		Wired	
	Complimentary	Chargeable	Complimentary	Chargeable
Private Areas				
Classic 7 Deluxe Corner Rooms				O
Executive Rooms			O	
Suites			O	
Executive Floor Lounge	O			O
Public Areas				
Business Center Internet Area				O
Business Center Meeting Rooms		O		O
Hotel Lobby	O			
Swimming Pool	O			
Hote Restaurants & Bars	O			
Banquet & Meeting Rooms		O		O

2.1.2.1 Hotel's Benefits

- Access to three-level shopping mall boasting fashionshops, International and local banks and super market
- Open, innovative room design, with free-standing bathtub and separate deluge shower stall
- Versatile and spacious ballroom, meeting and conference

- Facilities with up to 800 person capacity, including state of-the-art video conference facilities and time-saving
- Wheelchair accessible rooms
- Innovative and stylish restaurants, bar and nightclub
- Mercedes chauffeur-driven limousines and Conrad's own scooters
- 24-hour business center with fully-equipped private office space, High Speed Broadband Internet Access, mobile phone rental and full selection of office equipment and business needs
- 24-hour gym service
- Shuttle bus service (complimentary) from/to Sky train from 07:00 hrs. – 21:00 hrs. daily⁵

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์ 2.2 The Company's analysis

2.2.1 External Analysis

2.2.1.1 Target Audience

Conrad's main target audience is high class business people who come to Thailand for their business trip frequently and individually (FIT) and also the group of business meeting, weddings and other events. Moreover, the VIP people including with Royal Family, Celebrities, Leaders of the countries, Ambassadors and etc are also Conrad's main target. These people seek for the luxurious, spacious accommodation that Conrad can surely provide. Recently, Conrad opens their own opportunity with customer from travel section. These people especially honeymoon couple chose Conrad to be there honeymoon venue because of our luxury, warm-

⁵ Conrad Sales Kits

welcomed accommodation, and famous spa. Hence, this is the new target of the hotel as well.

2.2.1.2 Competitors

When it comes to hospitality business, it is not always easy. There is high competition in this market. As for Conrad, there is quite big amount of hotels and other residences in the same area especially from 3-5 stars hotels. But the 3 or 4 stars are not Conrad's big competitors because they provide fewer facilities, and small spaces. Hence, the customer who's looking for the luxury that are our target would not interested in those hotels. However, Conrad's big competitors are the 5 stars hotels; Intercontinental, JW Marriott, Sheraton Grande, Grand Hyatt Erawan, and Four Seasons.

2.2.1.3 PEST

P – Political

It is clear that the political instability in Thailand is negatively influencing travelers' decision making with prospective travelers seeking substitute travel plans. The flow-on effect to hotel operators in Thailand is loss of room revenue in the period of peak tourist season. According to this fact, Conrad was directly affected by this political crisis because Conrad is situated in the heart of Bangkok and near the battlefield area.

E- Economic

According to the global and US economic crisis, Thailand was directly impacted from the crisis. Every year the travelers from over the world are heading to

Thailand for many reasons. But in the past year the number of traveler is dramatically reduces due the economic downturn. Conrad also got a negative impact from this crisis as well. The main customers that come from business section are choosing to stay at their hometown for any business meeting by the assist of technology instead of travel across the board for the meeting. This is another reason why Conrad's revenue was dropped.

S – Social

People in nowadays are totally different. Each one has their own interest. But one thing in common, the social status is always important. And to receive the social status, people have to do privilege thing. For example, use the luxury car, clubbing in chic place and when they are travelling; they stayed in luxury brand name hotel. This is the advantage of our hotel. Conrad is under Hilton Worldwide chain and positioning itself as luxury hotel. Conrad can provide all privilege that customers are seeking for. They can earn some social status. And we can hit the market. It is what we call win-win situation.

T – Technology

Technology is definitely the heart of every business now. Conrad tries to bring the advantage of the technology to be used in every single part of the hotel for running the business efficiency. However, in reality it can claim that Conrad failed in this technology issue because their lack of specialty in technology area. The programs that Conrad used in operation and office are still out of date and need to be modified and developed.

2.2.2 Internal Analysis

2.2.2.1 Positioning

Conrad positioned itself as the luxury five stars hotel that provides full facilities and service in the golden location; in the heart of the town.

2.2.2.2 SWOT

S – Strengths

- Strong brand recognition of Hilton Hotel Corporation chain, Hilton Hotel Corporation (HHC) is a well established organization and industry leader in the hotel, hospitality and gaming industry
- Strong loyalty and secretary program (HHonors and Club Connoisseur)
HHonors program driving 61% of rooms
- Good location; in the heart of Bangkok which is the main business area, access to the shopping arcade. And the most important is Conrad situates on the same road as US embassy, this factor made Conrad also get the benefit of high security.
- Convenience transportation provided (Close to BTS Ploenchit Station, Free shuttle bus service from BTS to hotel)
- Varieties of services to response customer's need (Hotel and Residence)
- Specialize and experienced staff; strong skill in language (include third language)
- Strong and well known for Luxury image

- The international cuisine is provided for various interesting; Chinese, Japanese, French and etc. Furthermore, award winning Chinese restaurant “Liu” is one of the strongest points that attract many people to Conrad
- The Magnify Grand Ballroom with pre function area and another 19 function rooms differentiate size that suit to all requirement. All function rooms were located in a special area that adds more privacy
- Professional meeting and wedding catering team
- High quality and spacious 41 square meters classic room which is bigger than other hotels in the same level
- Strong sales team helps maintaining existing accounts and fine new accounts

W- Weaknesses

- Indirect access from BTS sky train station
- Pillars in meeting space with smaller meeting rooms with low ceiling
- No natural day light in the function rooms
- Very limited and complicated parking lots sharing among the office tower and the hotel
- Outdoor area is not suitable for arrange events
- Website
- Limited number of outlet
- Poor internal communication of sharing information
- High percentage of turnover rate

O – Opportunities

- Due to the fact that the hotel shares the property with All Season Property (All Seasons Place) the numerous numbers of corporate offices are out there and tend to choose Conrad as their meeting venue and accommodation
- Leverage returning demand from MICE
- Leverage growing IBT penetration
- Develop online channels
- Grow Middle East and other secondary wholesale accounts
- Innovative exposure through social media with local and international opportunities
- Close to many embassies
- Potential to grow evening functions
- The strong relationship between Sales Team and customers stimulate the huge future business

T – Threats

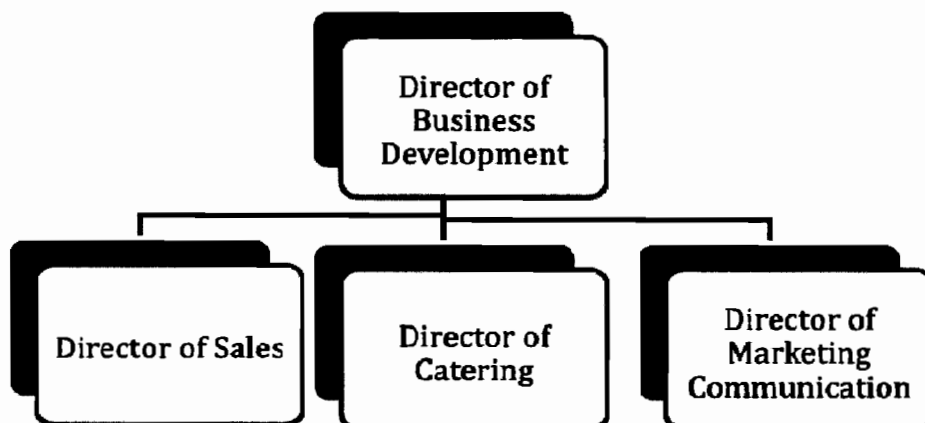
- Ongoing political turmoil in Bangkok
- Behind in the technological innovation trends in the comp set from Global Corporate office
- New Global Companies' travel policy to use more lower category hotels
- Growth of A grade office space outside of Wireless Rd. and lack of refurbish in Wireless Rd. building
- Lower ADR from the key industries, i.e., Financial, Auto and IT
- Companies holding more meeting in-house
- United States and Global economic downturn

- Increase of gasoline and fuel surcharge
- Oil price increase
- Continued strong Thai Bath currency
- Opening of new hotels in the area i.e. Centara, St. Regist, Novotel Ploenchit, Siam Kempinsky negatively affect to hotel's revenue; fierce competition
- Congested traffic area

2.3 Sales and Marketing Department

Sales and Marketing Department always decided to be the important department in every company every industry especially in hotel industry. At Conrad, it is not acceptable as well. Under the General Manager who is the most powerful decision-maker, there are Director of Food and Beverage, Director of Finance, Resident Manager, Director of Human Resource, Executive Chef and Director of Business Development who is direct boss of Director of Sales, Director of Catering and Director of Marketing Communication

Figure 2.2 Sales and Marketing Management Organization Chart



As for Sales Team, apart from DOS, there are 12 staffs in Sales and Marketing Department. These 12 Sales people are separated to be 3 persons in Re-Active Team, 8 persons in Pro-Active Team and the left one is Sales Administrative.

Figure 2.3 Sales and Marketing Department Organization Chart



Pro-Active Team:

This team’s main responsibility is going out to visit and maintain a good relationship with existing accounts. Moreover, they have to monitor the overall economic and industry situation then go out to find new business, new account. Pro-Active Team is divided to be 4 people, to take care of FIT (Frequent Individual Traveler) accounts and separated by area. One is taking care of IT (Individual Traveler) account and agency. Another one is taking care of government account. Moreover, Conrad also has one Japanese Sales to take care of Japanese account and agency. Lastly, as for the Conrad residence, there is one Sales person who is taking care of.

Re-Active Team:

This team's main responsibility is supporting for the Pro-Active Team, any enquiries, special requests, proposals, and any documents that customer need, Re-Active team will do that. Moreover, Re-Active team has to deal and take care of FIT group (Group = More than 10 rooms booking/ night+ Meeting Package). Furthermore, Re-Active team another important responsibility is, to issue the detail and information of VIP and big group that need extra concern to other concerning department. Re-Active and Pro-Active teams were matched by buddy system; one Re-active per three Pro-Actives. Moreover, when it comes to the big group (more than 30 rooms per night) and VIP (Royal Family, Celebrities, Leader of country, Ambassador, High level governor and etc.) this Re-active team has to communicate with other concerning departments to share the information that receives directly by customer. This team has to clarify to other departments' task and responsibility.

Sales Administration Manager:

The main task is the entire administrative job.

It cannot deny that in almost organization, company or working process, the communication is one of key to complete the work. And after the internship period, I founded out that in Conrad Bangkok Hotel Sales in Marketing Department which is supposed to be the department that connect and co-operate with every department in hotels, still has a problem in communication even within the department themselves.

2.3.1 Situation Appraisal

Communication within Sales and Marketing Department

As the introduction about Sales and Marketing Department that already described, in this department, they bring buddy systems to use in dividing the responsibilities for each staff. When the Pro-Active staff got new inquiry or new business, they will discuss in overall requirement and detail. Then the Re-Active staff will handle the document process which is including with proposal and contract. And for the Pro-Active team themselves, they separated their target and customers by area and industry. This is the simplest procedure in Sales and Marketing Department. However, there is still the problem happens in this simplest procedure. Many times that Pro-Active and Re-Active did the duplicated work. After investigation, it founded out that the problem is because of the poor communication; Pro-Active and Re-Active did not communicate, didn't have conversation with each other's and the most important is, they did not share the information. Even in theory, the procedure or responsibility was clearly separated. It does not mean that communication between Pro-Active and Re-Active is not necessary. But, it is still needed. Moreover, sometimes, the line between area and industry is unclear, for example, Bangna area is belonging to Pro-Active Team A, Automobile Industry is belonging to Pro-Active Team B. Hence, Toyota Motor Thailand which is Automobile Industry and located in Bangna area, it is supposed to identify this Toyota account belongs to which team? This question is always happen and be the problem for Conrad sales team. They always make a mistake by ignoring the inquiry or telephone from customer just because of they think that the account is not their responsibility, and so do other teams. This is obvious that communication between

staff should play more important role. The good relationship between staff might advantage in this case.

Beside, after observation in everyday morning's briefing and the general meeting, it is demonstrated that the communication between management level and staff is also weak. When the director tries to deliver the message to the employees, the messages sometimes is still unclear but the employees just silenced and ignored it. And the people who always talk and give an order is the director, sales staffs' selfdoms response, talk or ask the question even they do not understand or get the right message. This might be because of the gap and the relation between classes is in the negative level.

Communication between Sales and Marketing Department and Catering Department

Sales and Marketing Department and Catering Department are two departments that should be strongly and unavoidably related. At Conrad, Pro-Active Sales team in Sales and Marketing Department will sell everything; room, outlet and function. For the function that the revenue will go to Catering Sales Department, the Pro-Active team will sell and talking with the clients in basis detail. As for Catering Sales, they have the main responsibility as well as Re-Active Sales team. They do not have to go out and find new business, which is mean when Pro-Active Sales team, got the inquiry about function, they will lead to Catering sales. Catering Sales will do the rest of the job since talking to the clients in further and deep detail, making proposals, sending contracts, responding all customers' needs, preparing banquet orders, solving problem until billing process. It is obvious that the communication between these two departments is very necessary. But in the reality, these two departments shared ultimately weak communication. They never share

information in the proper channels. They use just email to communicate which is not enough in some case.

Communication between Sales and Marketing Department and Other Departments

For other departments in hotel, normally sales team has to communicate with them for supporting. Sales team will share the information that directly receive from customer to other departments which are Food & Beverage, Housekeeping, Room-Service, Reservation, Front Office, Engineer, Florist, Account, Human Resource, Security, Concierge and etc. This sharing information is important regarding the fact that sales team cannot complete the requirement from customer and deliver the satisfied service to customer by only themselves. Sales team need the support and help from other departments. However, the internal communication of sharing information between Sales and Marketing Department with other departments is always poor. This leads to the idea of this Business Improvement Project

CHAPTER 3
THE BUSINESS IMPROVEMENT PROJECT

3.1 Literature Review

3.1.1 Definitions

“Communicate” is defined by Cambridge Dictionary (2011) is sharing information; *“to share information with others by speaking, writing, moving your body or using other signals”*. And communication is the noun of communicate.

Oxford Dictionary (2011) “Communication” is defined *“the imparting or exchanging of information by speaking, writing, or using some other medium, means of sending or receiving information, such as telephone lines or computers”*.

As these two dictionaries give the definition of “Communicate” and “Communication”, it can imply that “Sharing Information” is one component of communication.

In “Challenges in sharing information effectively: examples from command and control” by Diane H. Sonnenwald (2006), he also explains deeper about “Sharing Information” as well. The goal of sharing information is to provide information to others, either proactively or upon request, such that the information has an impact on another person's (or persons') image of the world, i.e., it changes the person's image of the world, and creates a shared, or mutually compatible working, understanding of the world (Berger and Luckmann 1967) Information Sharing includes providing information, confirming the information has been

received, and confirming that the information is jointly understood. It is an essential activity in all collaborative work, and helps to bind groups and communities together (e.g., Davenport & Hall 2002.)

As above definitions and explanation, we understand more about sharing information, but it is too general to study. Hence, to narrow down the definition, “Internal Communication” is found in “What is internal Communication” by Lee Hopkins (2006), he gives the opinion about the definition of Internal Communication, in a business context, is the dialogic process between employees and employer, and employees and employees. Or it can be amplified follow the article “what are internal communications? Definition and Overview” by www.businessstraining.com (2009) stated that Internal communication is the communication that exists within a company, between and among employees. It can take many forms, such as face-to-face casual conversations, formal meetings, phone calls, emails, memorandums, and internal wikis. In summary, the internal communication is to share information within company or organization by alternative of tools and channels.

3.1.2 The importance of internal communication of sharing information

To study about internal communication of sharing information is necessary not just for only one or specific business but for almost business. This statement is being proved in article “The importance of internal communications” by Workbooks leading supplier of web-based CRM systems (2011), which states that internal communication is indeed necessary in every business. The ability to identify important information, respond accordingly and share the information with the

relevant individual or group in an organization is a skill all staff members in a company must possess. And it is also confirmed in article “Internal Communication” by Val Lawson (2011) that internal communication is the powerful tools in organization. The good manage of sharing information and idea within organization is worth to the business. Moreover, in “Internal Communication Toolkit” by Jessica Hume of CIVICUS (2010), she believes that internal communication is significant in any organization because it is the building block of the organizational culture. The organizational culture is the atmosphere of the organization based on its values, mission information and work processes. When every member of the organization holds the same values, understands the work policies information and procedures in the same way, and is focused on the same mission. The workflow would be more smoothly

As all agreement that internal communication of sharing information is important to the business; however, to improve internal communication of sharing information to be more effective is one of an essential key to reach the goal of success as well.

3.1.3 Effective internal communication of sharing information

According to article “HR has A Key Role to play In Internal Communication” by Shahida Kazmi (2011), Kazmi believes that the “effective internal communication deals with the exchange of information within an organization to create a shared understanding that drives the behaviors and actions needed to move the business forward”. Kazmi explains more that the exchange or sharing information is, the information has to be received and acknowledged by all.

It means that any responsible departments have to know the sharing information; what their department responsible for. It is also that information has to be detailed, clear and correct by indicating the venue, the period time and all necessary detail as well. Furthermore, in “Internal Communication Toolkit” by Jessica Hume of CIVICUS (2010), she stated that When organization is communicating effectively with its internal, it develops a cohesive culture where everyone is focused on the same goals, has the same objectives and same understanding. This should lead organization to be successful of effective internal communication of sharing information will let employees make more decisions themselves since they have the information and knowledge to know the "right" decisions. And Day-to-day conflict can be reduced since a lot of conflict is the result of conflicting ideas and information on what is important to the organization.

3.1.4 Tools to improve internal communication of sharing information

“HR has A Key Role to play In Internal Communication” by Shahida Kazmi (2011), Kazmi gives the example of the channel of effective internal communication which is alternative; including with phone call, email, worksheet, printed, meeting, remarks, comment, letter and etc. According to “Internal Communication Toolkit” by Jessica Hume of CIVICUS (2010), she also suggest about the tools of effective internal communication of sharing information compound with two-way communication; meeting, event, telephone and one-way communication; email, fax worksheet, and all printed documents.

3.1.5 Advantages and disadvantages of one-way communication

“Internal Communication Toolkit” by Jessica Hume of CIVICUS (2010), she added the idea about advantages and disadvantages of one-way communication in printing the paper for sharing information. These disadvantages are the high cost, time consuming and the ignorance from people. As for advantages, this printed paper is easily read and understood by all concerning. It can be the important and tangible evidence in any legal issues as well.

3.1.6 Advantages of two-way communication

In article “Two Way Communication” by Herb Wexler (2004), mentioned that two-way communication has advantage over one-way communication. He gives the opinion that two-way communication is more effective. The reason is, it makes information flow directly and smoothly because the feedback or response can be made and discussed immediately for the most effective outcome.

From point of view, the most effective internal communication of sharing information should be combined with both one-way communication and two-way communications. By using the advantages from these two types of communication, we will have the printed paper that can be tangible evidence for information sharing and use two-way communication to make information sharing is clearer and more correct. Besides, we have to make sure that the information including with all necessary detail before sharing.

3.1.7 Benefits of cross-training

In article “What Are the Benefits of Cross Training Employees?” by Debbie Mcrill (2011), she explains the interesting topic about cross-training and job rotation. She claimed that cross-training and job rotation would make the employee have more knowledge, information and skill in other area apart from their specialties. In line with the article “On-the-job knowledge sharing: how to train employees to share job knowledge” by Thanmoli Peariasamy (2008), Peariasamy states that cross training is one component that help employees have more understanding, information, and knowledge in other areas of work that will make positive advantage to the overall performance of company and employees themselves.

3.1.8 Positive impacts of internal communication of sharing information

Overall we have to study about this effective internal communication of sharing information because, in article “Turning Customer Service Inside Out! How Poor Internal Customer Service Affects External Customers” by Craig Harrison (2006), he indicates clearly that the effective internal communication including with sharing information within organization, between departments is positively effect to the job’s outcome which is mean products and service. In this article, the writer also purposes his idea of happier employees when they have great internal communication as well. Agreeing with the article “Improve Business Performance with Effective Internal Communications” from SnappComms (2011), which is demonstrate that “Companies with effective internal communications have a 15.7 percents higher market value and deliver 29 percents higher shareholder return”,

which can imply “higher market value” equal higher hotel’s performance. And the employee will work better and happier when they have good internal communication environment.

It can assume from these all evidences that effective internal communication is positively affect to the job performance that including both in manufacture and industry. To improve internal communication of sharing information to be more effective will definitely make a positive impact to the overall business. And a measurement for this improvement we can measure both from employees and customers. If the improvement is effective, the job satisfaction due to effective of internal communication of sharing information must also be higher. Lastly, the customer satisfaction must be higher, the complaints must me reduce as well.

3.2 Research Methodology

Research Methodology can be categorized into a variety of methods. However, in general, there are two types of Research Methods that mostly being used; Quantitative Research Method and Qualitative Research Method.

Quantitative research generates statistics through the use of large-scale survey research, using methods such as questionnaires or structured interviews. If a market researcher has stopped you on the streets, or you have filled in a questionnaire which has arrived through the post, this falls under the umbrella of quantitative research. This type of research reaches many more people, but the contact with those people is much quicker than it is in qualitative research. (Andrew Sanchez, 2006)

Qualitative research explores attitudes, behavior and experiences through methods such as interviews or focus groups. It attempts to get an in-depth opinion from participants. As it is attitudes, behavior and experiences which are important, fewer people take part in the research, but the contact with these people tends to last a lot longer. Under the umbrella of qualitative research there are many different methodologies. (Andrew Sanchez, 2006)

As the matter of fact, in Sales and Marketing Department, there is a limitation of scale that is not large enough to use Quantitative Research Method. So the researcher selects the Qualitative Research Method to use in project instead. The research question is aiming to find the answer for the improvement of internal communication of sharing information. It is soft issue. It is the study of behavior.

Hence, the case study and in-depth interview are two tools that the researcher chooses to use for analysis.

3.2.1 Case Study

One of The Emirates Royal Family, The Current Sheik's brother, who is in the VIP list of Hotel, he has an agenda to come to Thailand for the important seminar. This is his first visit in Conrad Bangkok. The Embassy of United Arab Emirates' secretary contact directly to the Hotel's sales representative who responsible for the embassy and government account one month before his royal highness arrival. The embassy states clearly all information that required including with type of the room, the needed in-room facilities and decoration, his favor of foods, favor of drinks, favor of aroma, attracted view, his arrival flight and time.

They also require for the most formal welcoming from the Hotel's Management Team and Fast track of Check-In which is normally provided for VIP.

When it is time for his royal highness arrival, everything does not going smoothly. Due to the fact that his royal highness comes with just the two entourages; very simply and quietly, the first welcoming is very disappointed. No management team in front of the door for formal welcoming, no garland, no welcoming drink. And it is more disappointed, when his royal highness's entourages have to check-in at the counter normally. Then the situation worse by his royal highness and his entourages have to go up to their suites guided by just the normal bell boy. There is no even one sales representative to accompanying. In his royal highness suite, the decoration and preparing is the same as usual. No extra requirement is prepared. The Sheik's brother is very upset and demand for changing the hotel immediately. Fortunately, the reservation manager called to Sales Department and acknowledges the sales team about the diabolical situation. One Re-Active sale still works in the office in that very late night. However, she does not responsible for the embassy account. She knows nothing about this royal family arrival. Then she search for the file that kept in the sales who is responsible for this account's folder and find some information about this royal favor. Hence, she calls to the room service asking for the nice chocolate which is his royal highness's favorite. But the room service also does not have any information about this as well, so they cannot prepare that chocolate. The similar situation happens with the florist and housekeeping department. These two departments get the information from the email that send by Sales department but the information that not deep in detail enough, no specific type

of flowers, type of pillows and etc. Moreover, the staff who receives the email does not share the information to others within department as well.

So, this sale goes to the nearest luxury department store and buys the nicest chocolate that she can find and one garland. Then she goes to his royal highness suite to apologize about everything with the chocolate and garland. Moreover, she purposes the spa most luxury package to his royal highness while the house keeping rearrange and prepare the room and also purpose no charge of all expense. Luckily enough his royal highness was now reduce his tempered and agree with the proposal. Then everything comes back to normal. However, after his departure, the big complaint was made by the embassy. There is no revenue from this booking in the end.

3.2.2 *In-depth interview*

The researcher conducted an interview with director of sales and his staffs including with director of sales, sales manager and sales administrative.

3.2.2.1 Decision Maker Level

Director of Sales, he is the department decision maker, and the department strategy planner agreeing with hotel policy that gave by Director of Business Development.

QUESTION 1. The department most concerning problem:

Conrad Bangkok is very standardizing enough because Conrad is under the Hilton brand. As the hotel's main customer is corporate account. The nature of the customer of Conrad is the frequent individual traveler, small group of business and

the customer from government section. For the normal customer and walk-in customer, Conrad always gets the high compliment of the warm service and qualified products and facilities. But on the other hands, for the VIP customer and big group, Conrad always gets the complaints instead. As the Director of Sales, he find out by himself that these complaints coming from unsatisfied VIP customer who did not get the proper service that they required. This is because of poor internal communication between staffs. Especially his staffs; sales team, he think that his sales team does not share the right and enough information to others department effectively. The Sales team is the one who interact with the customer directly in the primary stage. All the necessary information from the customer is received by sales team but they are really poor in the process of sharing. They just sent the informal email that not explains enough information to other departments. And group resume that they send to all hotel wide for the information of the big group also does not have enough and specific information as well.

QUESTION 2. The Improvements for the problem:

He explains that in his personal, he think that the understanding of other departments working process and product is very necessary for this issue. The current problem is this sales team thinks that sales department is the most important department of the hotel. This sales department is the one that make the revenue for the hotel; they do not see the importance of other departments as they should be. This is very wrong. He thinks the training like cross-training will help more understanding for sales team. They will understand that every departments of the hotel in equally important. And the internal communication of sharing information is

one of a key to make an impressive service to customer. They will understand that the information of requirement that they receive directly from the customer can not completed by just sales team. The other departments are important parts to complete that requirement as well. They have to share information with specific detail. Moreover, the cross-training will help sales team has more knowledge and information of other departments. When sales department have enough more knowledge and information of other departments, when they have to share information, they will know what is the detail and information that other departments need, how specific they want to know for completing the customer requirement. They will have ability to share the complete and correct information.

3.2.2.2 Practice level

Assistant Director of Sales (Re-Active), Assistant Director of Sales (Pro-Active), Sales Manager (Pro-Active), Sales Manager (Re-Active) and Sales Administration Manager, they are part of Sales Team who works for Conrad Bangkok more than 1 year.

QUESTION 1. The department most concerning problem: (Summary of interview)

This sales team all agrees that the department problem is the internal communication; interaction between sales team and other departments. They explain more about this weak internal communication that, the way they share information to other department is not effective. They normally use informal email and telephone to acknowledge or share the information. But the result always turn out to be those department always claim that they never receive any information. And they cannot

complete customer request and cannot deliver the satisfied service to the customer. However, there is no evidence, no tangible documents that being use to prove or to track that where is the root of the problem? Who is lack of responsibility? So, the email and telephone might be ineffective enough to be information sharing tools. This might be the department most concerning problem. And this sales team also shares another idea about this ineffective way of sharing information within company. He thinks that due to lack of information and knowledge in other areas apart from sales area making ineffective information sharing. He gives the example, when VIP customer asks for the special flower decoration in their room. The VIP wants red flower. Then sales inform the florist department that the florist has to prepare red flower decorating in this VIP's room. This is information sharing seem effective enough in theory. However, in reality, it is not that effective because in terms of the florist, they want more specific detail. Sales team has to specific deeper about red flowers. For example, they want red flower with smell or not? How is decorated? Decorate in bed room or not? If the customer does not specify, it is sale's responsibility to ask and purpose. This is seemed irregular and useless information. But for the VIP, the small detail like this is sensitive issue. It is very important to them. They pay large and they also want large. However, the problem is sale does not know this kind of information, sales does not know what to ask customer, what to specified. A sale has no knowledge about other departments' product and information. They end up with sharing incomplete and incorrect information. So the sharing information that the information is not complete and incorrect is being called ineffective as well. And this is also sales department concerning problem as well.

QUESTION 2. The Improvements for the problem: (Summary of interview)

They think that sales should find other tools for sharing information to other departments. This tool should be effective enough. It is also should be easily understood and seen by everyone. Moreover, it should be tangible tools for proving and tracking the root problem when everything is not going smoothly. They suggest that may be printed document form might be a good selection. Furthermore, they think that the hotel should provide training course that will help them gain more knowledge about hotel's product and information in every area of works not just only own department's knowledge.

3.3 Findings and Problem Analysis

From literature review and interviews that mentioned above, it can be clearly seen that the problem was original from ineffective in internal communication of sharing information.

- The information was not shared.
- The sales team use the wrong tool for sharing information
- Each department does not have the information that being required.
- The assigned person is not clear identified.
- The information that being shared is not detailed enough.
- Sales' lack of information and knowledge in other areas accepts from sales area

The research found out that sales department is the main department that has to responsible for this problem. If they have more effective way of internal

communication of sharing information and also have knowledge and information in other areas of work, the problem will not happen. When it comes to the investigation from case study, it is found out that the sales just send an informal email to concerning departments and inform just about the brief detail and information, not specific in detail, because he think that just an email is enough and he also has no clear understanding about other departments. Besides, he does not know that what is detail and information that other departments need and how specific other departments want.

Hence, when it comes to analysis, the main problem of this ineffective internal communication of sharing information can clarify to be two problem statements.

- Ineffective way/tool of information sharing that sales use
- Incomplete information/incorrect due to sales' lack of knowledge in other areas which negatively affect to effective information sharing

These two problem statement lead to research question

“How to improve internal communication of sharing information to be more effective: Case study in Sales and Marketing Department communicate with other departments”

Furthermore, the researcher can analysis and find the solution of this research question by using three steps of:

- One-way communication: Action Plan (VIP Special Order or VSO and Group Special Order or GSO)
- Two-way communication: VSO and GSO Meeting (Special Meeting for the concerning department heads and sales team)

- Cross-Training: Training course for sales team to gain more product and information of other departments.

3.4 Improvement

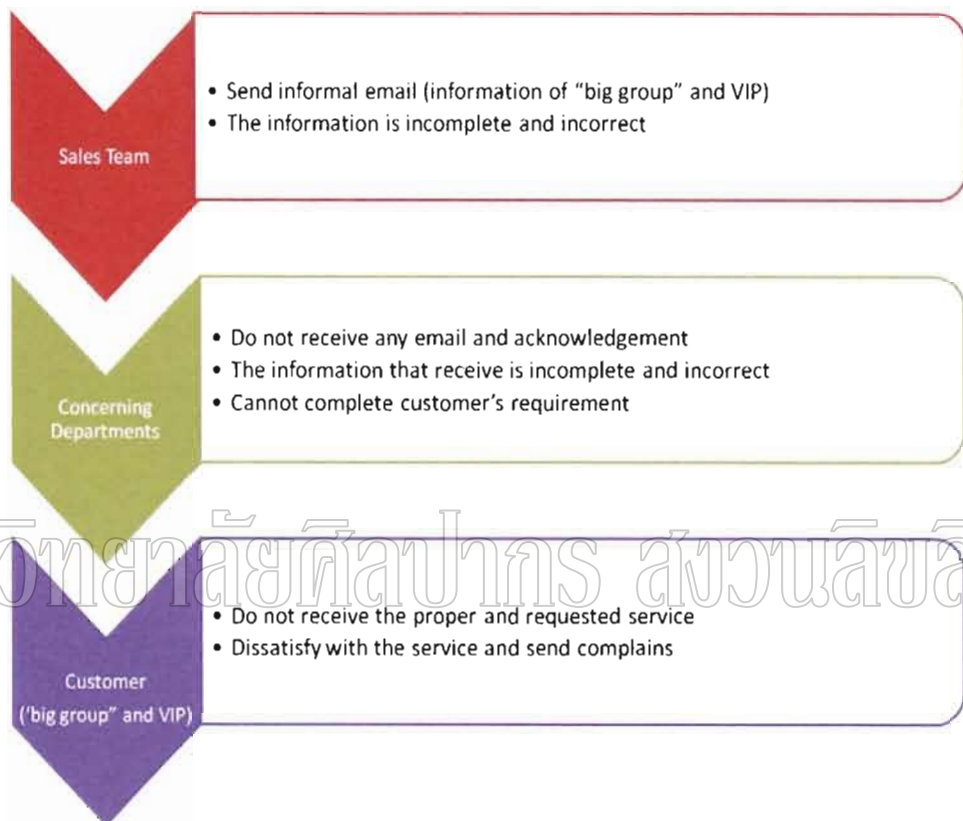
From literature review and methodology; case study and interview, one of one-way communication which is printed document could be used to be a tool for effective internal communication of sharing information. Because printed document can easily seen and understood by everybody, easier than email due to the fact that not everybody in hotel that can use computer. Hence, the email is not effective enough. Moreover, printed document is also used to be tangible evidence which is necessary for tracking the root of the problem; what is the original problem from?

How? And who has to responsible for the problem that happens?

By this, I develop the action plan which is call “VIP Special Order” (VSO) and “Group Special Order” (GSO); a printed paper that written all information and requirement from customer who is directly communicate to sales team. This paper will applied and use once the hotel has to welcome the “big group” (more than 30 rooms per night) and VIP list (Royal Family, Celebrities, Leaders of Countries Ambassadors and etc.) According to, these people are the main target group of Conrad and sales team expect high revenue from them. They always need special attention with detailed and specific. When sales received the information and requirement from these customers, sales have to share these information to others concerning department. From case study, informal email from sales is ineffective tool of internal communication of sharing information. In fact, for the “big group”, sales used to send the “Group Resume” via email which is the soft file that fills with

the overall information of the group. However, the information is not enough; it is too general, not specific. This is not effective.

Figure 3.1 Ineffective of Internal Communication of Sharing Information



Hence, these VSO and GSO will be their effective tool of information sharing. In VSO and GSO forms will have all information that sales need to share to other concerning departments. VSO and GSO are different in some point of information but overall will remain the same. All information is including with

- The name of sale that is responsible for this customer or this group
- The name of the customer for VSO form or the name of the group for GSO form

- The arrival and departure date of VIP customer and group
- The picture of VIP for VSO form or the logo of company for GSO form
- Room type and number of room for VSO form (It has to attached the rooming list for GSO form as well)
- Brief meeting agenda of the group for GSO form
- Customer profile (why this customer is classified to be VIP, customer's behavior, the favor and disfavor) for VSO form
- The company profile of the group for GSO form.
- The table of detail that will specific to each concerning departments' responsibilities. It is very necessary to identify very clear, very detailed and very specific in VSO and GSO form that who have to do the task?

What they have to do? When they have to do? Where they have to do?

For example from case study, sales should write in the VSO form that, the florist department has to prepare garland for the sheik for welcoming and decorate the red rose in his suite but not in the bathroom. And sales have to write to room-service to prepare the chocolate, specific the brand that the sheik favors, sales have to write to housekeeping to prepare all requirement according to the information that shared from sales strictly.

- Fill attention department on top of the form.
- Fill attached files list (menu, rooming list ant etc.) in the bottom of the page would definitely help this form to be more effective.

Figure 3.2 The Example of VIP Special Order Form

CC.....	VSO	Sales..... VSO no.....																																					
Arrival : date-month-year Departure: date-month-year																																							
Picture	Name.....Position..... Customer Profile.....																																						
Room Type..... Room No.....																																							
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="padding: 5px;">Responsible Department</th> <th style="padding: 5px;">Detail</th> <th style="padding: 5px;">Venue</th> <th style="padding: 5px;">Remark</th> </tr> </thead> <tbody> <tr><td style="height: 20px;"> </td><td> </td><td> </td><td> </td></tr> <tr><td style="height: 20px;"> </td><td> </td><td> </td><td> </td></tr> <tr><td style="height: 20px;"> </td><td> </td><td> </td><td> </td></tr> <tr><td style="height: 20px;"> </td><td> </td><td> </td><td> </td></tr> <tr><td style="height: 20px;"> </td><td> </td><td> </td><td> </td></tr> <tr><td style="height: 20px;"> </td><td> </td><td> </td><td> </td></tr> <tr><td style="height: 20px;"> </td><td> </td><td> </td><td> </td></tr> <tr><td style="height: 20px;"> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>	Responsible Department	Detail	Venue	Remark																																	Thank you for your cooperation		
Responsible Department	Detail	Venue	Remark																																				
Attached Files:.....																																							

Figure 3.3 The Example of Group Special Order Form

CC.....	GSO	Sales.....																								
Arrival : date-month-year		Departure: date-month-year																								
Logo	Company Profile.....																									
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Responsible Department</th> <th style="width: 25%;">Detail</th> <th style="width: 25%;">Venue</th> <th style="width: 25%;">Remark</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>	Responsible Department	Detail	Venue	Remark																						
Responsible Department	Detail	Venue	Remark																							
brief meeting agenda																										
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">Date / Time</th> <th style="width: 33%;">Detail</th> <th style="width: 33%;">Venue</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> </tbody> </table>			Date / Time	Detail	Venue																					
Date / Time	Detail	Venue																								
Thank you for your cooperation																										
Attached Files:.....																										

When all information and requirement was written carefully and detailed in the form, sales will photocopy this form to every concerning department heads. Then these forms will be delivered to those concerning department heads. They will sign back in the confirmation form that list the number of those VSO of GSO forms. This process will establish the advantage to the hotel for investigation when the problem occurs. Because the sign will proved that all department heads were already acknowledged the information and they were already accepted the tasked and role that they have to complete. Moreover, sales have to send this form via email to acknowledge all staffs in hotels as well.

Figure 3.4 Effective of Internal Communication of Sharing Information

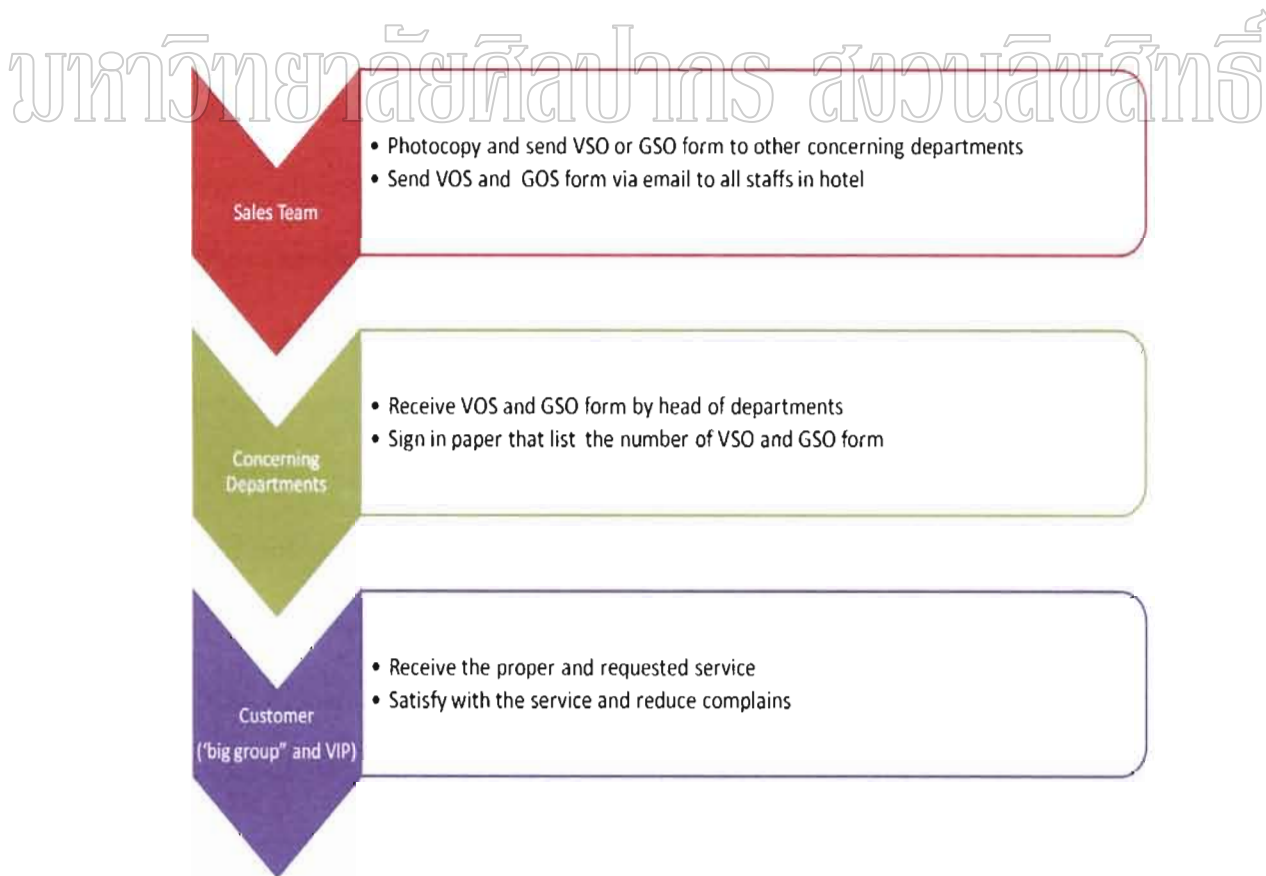


Figure 3.5 The Example of Confirmation Form that list the number of GSO and VSO form

VSO and GSO Confirmation List				
Current Date	Detail	VSO or GSO No.	Date	Sign

After sharing this information form to all, if the customer want to change some detail or requirement, it is also sales' responsibility again to communicate this

information to all concerning. By this change, sales have to share the information in form of "Amendment" (AMM). In AMM form, sales will write the changed detail. For example, the venue of VIP dinner; this information must share to Food & Beverage department and the concerning outlets. Or when customer wants to change the type of pillow, sales have to write an attention to housekeeping and inform the new type of pillow that the customer requests. In AMM form the principle of the form will remain as GSO and VSO form which are the name of sale that is responsible for this customer or this group, name of the customer or name of the group and the arrival and departure date. Then sales have to fill the information that changed, write the attention specific to the concerning. And follow the process of GSO and VSO by photocopying this form to every concerning department heads

(This time, it should use the different color of paper for easy-notice). Then sales will deliver this AMM to concerning department heads. And those concerning departments will sign back in same confirmation form that list the number of those VSO of GSO forms. But this time, will add AMM number in this list. It is again that sales have to send this form via email to acknowledge

Figure 3.6 The Example of Amendment Form

CC..... AMM Sales..... AMM no.....
Arrival : date-month-year Departure: date-month-year
AMM to GSO or VSO no..... Attention : (concerning departments) Detail that change.....
Thank you for your cooperation
Attached Files:.....

According to literature review, it is clearly understand that two-way communication is another important factor. This type of communication will positively affect to the improvement of internal communication of sharing information. Because two-way communication, it is mean the sales (the information sharer) and other concerning departments (the information receiver) can have immediately response, feedback and question which will help information sharing more effective.

For Conrad Bangkok, it is recommended to setting small group of meeting which is call “VSO meeting” or “GSO meeting” one or two week before the arrival date of those VIPs or groups. In this meeting sales team should invite all concerning department head to attend. The agenda of the meeting should be the information in those VSO, GSO forms. All department heads and sales team will discuss about deeper detail of information. If which departments have questions, those question should be answered by sales clearly. Then all department heads will share information and order their staffs to complete the tasks later. However, this meeting should not waste too much time. It should be done in a brief time. This kind of meeting would definitely improve internal communication of sharing information to be more effective.

Figure 3.7 Two-Way Communication



Lastly, in the literature review that mentioned above, the importance and benefit of cross-training can help to solve the problem of ineffective internal communication of sharing information. Sales team always shares incomplete and incorrect information to other departments. After investigation, this is because sales' lack of knowledge and information about other areas of work. They also lack of product knowledge as well. Hence, the cross-training will definitely educate sales to gain more knowledge and information in other areas of work and hotel's product. Sales will learn the basic information and knowledge of each department's product and service. In the future when sales have to communicate to other departments for sharing information, this information will complete and correct due to cross-training knowledge. For example, in the case study, the embassy require the nicest pillow that hotel has for sheik's brother which is VIP. Sales inform the information to housekeeping that they have to prepare the nicest pillow. The problem occurs because in Conrad they have pillow menu (6 types of pillow). And housekeeping cannot decide which type is nicest due to incomplete information. Then the result turns out to be that his royal highness does not satisfy with the pillow that they prepare. However, if those sales that responsible for this case were trained in cross-training course before, they would know that they have to acknowledge the customer that they have 6 types of pillow and they also have to explain the different and the benefit of each pillow to customer as well. Then the customer will choose the specific type of pillow and sales can share this specific information to housekeeping. The housekeeping will also prepare the right type of pillow to the customer. The customer will satisfy with this preparing in the end. This proves that the basic and

knowledge that sales have affect to internal communication of sharing information. Cross-training does help in this case.

Nevertheless, the internal program, for example, Fidelio, OnQ, Micros or Del5 might help to improve in this case as well. Now Conrad sales team use Fidelio but other departments use OnQ; the different programs. Beside these to programs are not interface and link to each others. It's unprofitable. To change program seems advantage and help this tool of internal communication of sharing information is more effective. But due to the fact that Conrad is in Hilton Brand and some internal policy, it is too difficult to change the program. This is a limitation for Conrad.

3.5 Recommendation for Implement and Measurement

3.5.1 *Recommendation for Implement*

To implement this improvement to, it has to:

VIP Special Order and Group Special Order form (VSO and GSO form)

- Set the meeting for all department heads
- The agenda for the meeting should be “the agreement for this VSO and GSO form” and “How process of this VSO and GSO form works”
- All department heads have a duty to deliver and communicate this message to their staffs for the same understanding
- Launching this VSO and GSO form, use with targeted customer
- Set the meeting again after launching and using, try to find and fix a defect from this VSO and GSO form.
- Use VSO and GSO form as normal routine for VIP and “big group” customer

VIP Special Order and Group Special Order Meeting (VSO and GSO Meeting)

- VSO and GSO meeting should set after delivering that VSO and GSO form
- Invite all concerning department heads to the meeting
- The meeting host by sales department
- Agenda in the meeting should be discussing all information that written in VSO and GSO form
- The question and answer should be made in the meeting
- Same understanding in all should be happened

Cross-training course for more knowledge and information in other departments for

Sales

- The course should create for Sales Department
- The attendee of the course should be all new staff in Sales Department.
- For the old staffs that never passed this course must registered the course with the new staffs
- Human Resource Department should provide the basic information and knowledge of hotel's product and service including with hotel's philosophy, vision, mission, goal and value
- Human Resource Department have to send the attendees of the course to train in every departments of the hotel
- Attendees of the course will spend one-two full days in each departments
- After finish this cross-training, all attendees have to pass the test.
- The questions for the test were made from each department. The test was separated into many parts categorize by departments.

- The attendee who could not pass the test has to attend this cross-training course again

3.5.2 Recommendation for Measurement

Moreover, to measure the performance and result after implementing is also necessary. A good and proper measurement will let the business can examine the result and performance. If the result and performance does not turn out to be as expectation, does not reach the target, it would be the problem that hotel has to find solution again.

For this research question *“How to improve internal communication of sharing information to be more effective: Case study in Sales and Marketing Department communicate with other departments”*

The chosen measurements are

- ES-Score: Every year, Human Resource department will conduct the Employee Satisfaction score survey (ES score survey); the survey that made within staffs in the hotel to measure staffs' satisfaction in many subjects. For example, Meals, Welfare, Training, Management, Internal Communication and etc. After implementing VSO and GSO form and VSO and GSO meeting to use in hotel. **The ES-Score in subject of internal communication should higher than before.**
- Test: After implementing cross-training, when it is come to the end of the course, Human Resource will conduct a test that being created by all departments. All employees that already passed the cross-training course

must pass the test. If any employee does not pass the test, it is essential to re-training.

- Complaint: It is logical enough to imply that when internal communication of sharing information is effective, employees will deliver the satisfied-service to customer. Hence, **the complaints from customer must reduce.**

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CHAPTER 4
CONCLUSION & BENEFITS

4.1 Final Conclusion

4.1.1 Possible Limits

The possible limits of my recommendation for improving internal communication of sharing information are as followings. Firstly, since my internship has been conducted for only the five months, the information and knowledge I learnt might not cover for every aspect. The case studies that I experienced might not demonstrate all possible problems. Secondly, as for this research, one of many actors is human. To study about human behavior, it is sometimes complicated. It has a variety of variable factors which can affect to research's result. Lastly, the most important of the limitation that I faced is the Hilton's brand policy that not allows implementing any new strategies in hotel under Hilton chain. Hence, this improvement research cannot implement during my internship.

4.1.2 Further Research

For the possible further research, other researchers can try to conduct the research in the same principle of this internal communication research. Apart from internal communication of sharing information, it can branch out this internal communication to be internal communication of internal activity, internal communication of top-down and bottom up delivering message. Moreover, the

research about customer first philosophy is possible as well. According to the key idea of customer first philosophy is to taking a very good care of internal customer as importance as external customer. Lastly, to conduct a research about external customer (end user) is also brought some contribution to knowledge in this domain research.

4.2 Benefits

4.2.1 Benefits to Host Company

Due to my business improvement project is to improve internal communication of sharing information to be more effective: case study in Sales and Marketing Department communicate with other departments, this goal of this research is aiming for the effective of internal communication of sharing information. This issue is one of weakness for Sales and Marketing Department of Conrad Bangkok. Though, this research must be beneficial and advantage for hotel more or less. This improvement will help information sharing between each departments and sales team is more effective. This is positively affected to the employees' performance; which means the satisfied-service. The final result is the high satisfaction of customer, especially VIP and "big group" customer which are the main customer of Conrad in regards of their high spent in each staying. This leads to the increasing of hotel's revenue and reducing of complaints. Lastly, the reputation of hotel will be phenomenal in the long-term that benefit to customer retention.

4.2.2 Benefits Professionally

At the first day at Conrad Bangkok in Sales and Marketing Department, I had a very good opportunity to discussing and marking my goal and expectation with my supervisor; Assistant Director of Sales. According to my lack of knowledge and understanding about Sales and Marketing at first, I mark my goal and expectation that I want to learn everything from the basic and general knowledge to the management area of work. As well as I want this sales team treat me as one of their staffs, not just a trainee. As the matter of fact, Sales and Marketing is the department that has to work closely with the management team, this is one of an important chance for me to learn how managerial skill and characteristic should be. Moreover, as this sales team treat me as an employee; my responsible tasks need the advance skill and knowledge. This is the advantage for me to show my strength in many areas; my fast learning skill, well time-management, high responsibility, and outstanding cooperation with other departments. As well as the idea of Business Improvement Project that I purpose to supervisor and Director of Sales quite impressed them. Moreover, with the superb supervise from all sales team; this made my five-months internship at Conrad is the very professional internship.

As the end of the internship, all sales team and sales management have seen that I have a potential to be a valuable employee for Conrad not just only for Sales and Marketing Department but also Catering Sales and other departments. They offer me a recommendation letter to Human Resource Department that will guarantee the job at Conrad after graduation. I believe this internship will be one of a key component that opens many good job opportunities for my life in the future.

Beside, this is the very good connection for me, having a very good relation with these people.

4.2.3 Benefits Personally

For this aspect of benefits, I believe that doing internship is somehow positively affected to my life. As my work experience in Toyota Motor Thailand; one of the biggest and famous company in Thailand, I used think that every big and famous company is the same. However, at Conrad Bangkok; the luxurious five-star hotel proves that I am totally wrong. Working in hotel is another story, the organization culture, employee behavior are different from normal corporate companies. Everyday I learn a new thing. Apart from the basic hotel's knowledge and information that I never knew before, I also develop my skill of computer program, for instance, Microsoft and Fidelio to be more effective and advance. I learn how to deal with the tough customer. I learn how to deal with the management. I learn to work under stress. I learn how to work under limited time and condition. But the most important lesson that I receive from this internship is, I realize the different between people. To deal with different type of people, we have to well select the way to approach.

These lessons made me ready to work professionally. This lessons guide me to cope with all problems calmly. These lessons help me to preparing to face the real world. Most of all, this internship experience made me got new good friendships. These Conrad people are one of the kindest and nicest people I have ever met. It is appreciated and privilege knowing them.

APPENDIX A

BUSINESS IMPROVEMENT PROJECT FORM

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Appendix G

Business Improvement Project Form

Name: Thanuncha Jitsanong

ID: 52501307

Name of Project: "Effective internal communication of sharing information: Case study in Sales and Marketing Department communicate with other departments"

Name of Company: Conrad Bangkok

Date: 22 February 2011

Commissioned by: Mr. Patiwat Janegpanya, Assistant Director of Sales

Problem Statement: Ineffective way/tool of information sharing that sales use and incomplete/incorrect information due to sales' lack of knowledge in other areas which negatively affect to effective information sharing

Research Questions: "How to improve international communication of sharing information to be more effective: Case study in Sales and Marketing Department communicate with other departments"

Budget and Resources: -

Time: 4 hours per week

Deadline for Presentation: 21st - 22nd May 2011

Deadline for Final Report: 15th May 2011

To be submitted between the first 30 and 60 days of the Internship

Appendix F Progress Report 1 2 & 3

August 1, 2009

Student's Signature

Host Company's Manager

For SUIC & UPVD:

Thanunchai Jitsanong

Mr. Patiwat Jaengpanya

Mr Christophe
Mercier

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

APPENDIX B

PROGRESS REPORT FORM

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Appendix F

Progress Report Form

Name: Thanuncha Jitsanong

ID: 52501307

Starting date: 15 November 2010

Name of Company: Conrad Bangkok

Department: Sales and Marketing Department

Supervisor: Mr.Patiwat Jaengpanya, Assistant Director
of Sales

Date of Submission: 12 May 2011

Progress Report Number: 1 (30 days)

Instructions for completing this form

The purpose of progress reporting is to help you reflect on your personal development and to help you follow a standardized reporting system

Please send the full updated report to your SUIC internship supervisor during your internship.

- The First Progress report is due within 30 days
- The Second Progress report is due within 60 days
- The Third Progress report is due within 120 days

August 1, 2009

FIRST PROGRESS REPORT (30 days)

Orientation period

I have orientation course that conducted by Human Resource Department. And then the introduction to department by sales team

I learn the basic information and knowledge about overall hilton brand, Conrad Bangkok. Plus, the basic skill and knowledge in Sales and Marketing Department

In Sales and Marketing Department, their main responsibility is to sales the room and other hotel products and services. The sales team has seperated to be Pro-Active team and Re-Active team. My task is to support Re-Active in making and sending contract, collecting all data that concern to Sales, taking care all customer requirement which is directly send to sales team.

My supervisor, assistant director of sales is the main person who supervises me in overall. However, in each specific task, he assigned the person who specializes in that area to facilitate me.

Learning goals

I set my goal and expectation in two parts; academic part and experience part

I have to learn a lot more to reach my expectation

I have to concentrate on my resea

Cultural diversity

Even I have ever experienced the corporate culture before in Toyota Motor Company, in hotel business is another story. The culture is different. I have to adapt myself to be in hotel smoothly by be humble and respectful to everyone. Because in hotel people comes from diversity and cultural. We never know their real behavior. So be

August 1, 2009

nice to everyone is very helpful In the same time, showing professional side in working and time mangement.

Trends

The new trend or new idea that I learnt from this department is the "customer is the king" I used to think that in hospitality industry, the customer is always right. But in Conrad Bangkok, they have another idea about this. They taught me that "The customer is the king when they behave just like king". This means if the customer is somehow rude and unreasonable. Sales will not granted their wishes. The management will stand by thier staffs.

This idea is also now popular in other service businesses as well.

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August 1, 2009

Business Improvement Project

Make sure your manager is fully aware of the fact that you need to do a Business Improvement Project.

The Business Improvement Project must meet high academic standards.

Company analysis

-

Project topic

Discuss possible topics with your manager. The manager may already have a specific topic in mind but you may have identified some problem areas during the organisational / departmental analysis.

My supervisor and I agree in the topic about internal communication of sharing information which is one of weakness of department and hotel

I started collecting the reference for literature review in many articles regarding the internal communication

Their problem is the ineffective internal communication of sharing information which is I try to find out what is the root problem. And I come up with the research question about how to improve it.

My supervisor and all sales team are fully support me and willing to guide me in every aspects

I make agreement with my supervisor that he will let me working on my project 4 hours per week. And he respectful in this agreement.

General

I always report my supervisor about the progress of my project. and he always feedback me, normally he always give the useful advice.

August 1, 2009

I am very satisfy with the communication between me and my supervisor. We worked very closely had a very good relationship. As well as the communication between me and Conrad Bangkok, they always support my internship and support my goal of completed Business Improvement Project. The trainees here have a chance to attend company activities. And they have a standard for trinee to follow.

Did you receive, sign and return the original contract to the SUIC coordinator? If not, please do so now, as your internship is invalid without a signed agreement.

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August 1, 2009

SECOND PROGRESS REPORT (60 days)

Daily activities

I have to attend the morning meeting and responsible for brief sales daily early morning meeting to my supervisor. And I have assigned to be the main person taking care of new launched- secretary program (Club Connoisseur)

1st assessment by Host Company

Done

Learning goals

I can find the research topic which means I reach some goal and expectation of academic part

My direct supervisor is very well time-management, I can learn the most from him

I want to have more confident that I intend to develop further during the coming months

(Revise learning goals/ set new learning goals for the coming months including improvement points from assessment).

Cultural diversity (for foreign countries only)

-

Business Improvement Project

Hand in a preliminary project proposal containing the following:

- Define the words; communication, internal communication, sharing information

Project plan containing the following:

August 1, 2009

Research

Literature Review

Problem Statement: Ineffective internal communication of sharing information

Research questions: "How to improve internal communication of sharing information to be more effective: Case study in Sales and Marketing Department communicate with other departments"

The goal of the project: To find the improvement of problem

The methods that will be used: Case Study and In-depth interview

Outline of the planning / time frame:

- First month: Find topic

- Second month: Research

- Third month: Literature Review

- Fourth month: Find improvement

- Fifth month: Conclusion

SUIC & UPVD expect high academic standards with regards to the Business Improvement Project .

Once the internship supervisor has approved the project plan, the Project Agreement Form (**Appendix G**) should be signed by you, the manager and the internship supervisor. Please send this form to the internship supervisor. Please hand in a draft version of the project report to the internship supervisor for feedback.

August 1, 2009

THIRD PROGRESS REPORT (120 days)

Assessment report

List the Competencies developed during your internship

- Time management
- Self Confidence
- Profesional manner

My career planing is, I want to work in this hospotality business. I have an interested in human resource development.

Final report

Submit a draft of your comprehensive report (Using the template provided by SUIC),

Please make sure that the following are sent to the SUIC supervisor:

2 bound hard copies of the project report + grading sheet filled in and signed by the manager. (**Appendix G and Appendix H**)

APPENDIX C

ASSESSMENT OF SUIC STUDENT BY HOST COMPANY

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Appendix J

Assessment of SUIC Student by the Host Company

Student Name: Thanuncha Jitsanong
Host Company: Conrad Bangkok
Supervisor: Mr.Patiwat Jaengpanya
Assessment period: From: 15/Nov/2011 To: 15/Apr/2011
Date of Assessment: 28/Feb/2011
Intern's position: Sales & Marketing and Catering Sales

Introduction and completion instructions

Your opinion as company internship supervisor is an essential part of the SUIC internship supervisor's assessment of the trainee's performance.

The university finds it very important that this assessment form is completed upon consultation with the trainee. For this purpose we request the trainee and the internship supervisor to endorse this assessment form by placing his signature on the last page.

In the following section, several categories are given to describe the trainee's performance. A number of descriptions are given per category that can be graded on a scale from 1 to 5. The most applicable description can be indicated by circling the correct number. Of course, combinations of grades are also possible.

We would appreciate your comments regarding each part.

The student should return this printed form, duly signed by post or fax to:

Mr Christophe Mercier, MBA program manager SILPAKORN UNIVERSITY INTERNATIONAL COLLEGE 22 Borommarachachonnani Road Talingchan, Bangkok, 10170 THAILAND Fax: +66 (0) 2880 9937
--

Appendix J Assessment Form

August 1, 2009

1. Guest or customer/ service orientation	Points Awarded (Circle One)
<p>5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor</p> <p>The student is able to anticipate the guest's wishes and acts as a host(ess) in a professional manner. He / she is able to:</p> <ul style="list-style-type: none"> • foster a guest orientated working atmosphere • act in an hospitable manner towards the guest (using the guests' name, positive, active approach towards the guest, etc.) • show alertness in anticipating the guests' wishes (meeting/ exceeding the guests' wishes) • be an excellent example as a host(ess). 	<p>5 4 3 2 1</p>
<p>Comments:</p>	

2. Technical and Professional aspects Criteria	Points Awarded (Circle One)
<p>5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor</p> <p>The student has knowledge of the duties within the department and has the capability to put them into practice. The student:</p> <ul style="list-style-type: none"> • has knowledge of the responsibilities of a department manager • has knowledge and insight into the equipment within the department • understands the financial flow within the company • understands the relation between the different departments (cause – effect situations) • produces high quality work 	<p>5 4 3 2 1</p>
<p>Comments:</p>	

3. Human Resource Management (if applicable)	Points Awarded (Circle One)
<p>5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor</p> <p>The student can motivate and stimulate the associates in such a manner that all duties are executed correctly. He / she is able to:</p> <ul style="list-style-type: none"> • provide regular feedback on how well people perform their jobs • coach new associates in their duties and in their learning process • consciously act as a role model for the required skills/behaviour • build teamwork and strive to improve his/her work group performance <p>handle conflicts and resistance</p>	<p>5 4 3 2 1</p>
<p>Comments:</p>	

Appendix J Assessment Form

August 1, 2009

4. Problem solving and decision making	Points Awarded (Circle One)
5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	5 4 (3) 2 1
The student is able to signal, analyse and solve problems. He /she is able to: <ul style="list-style-type: none"> • recognise and analyse problems within the organisation and department • initiate proposals to solve the problem • show insight into guest problems and the company processes • demonstrate final control and follow up. make a decision when necessary 	
Comments:	

5. Planning	Points Awarded (Circle One)
5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	5 (4) 3 2 1
The student is able to: <ul style="list-style-type: none"> • establish and plan the duties in a correct manner; • establish the duties (tune his duties to those of the manager and to the duties of the supervisors and associates) take care of a time planning in which all duties can be executed on time, indicating time limits and creating a positive work pressure. 	
Comments:	

6. Organising	Points Awarded (Circle One)
5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	5 (4) 3 2 1
The student is able to: <ul style="list-style-type: none"> • take care of a neat and careful working procedure regarding registration and administration of data • create circumstances in which the work can be completed efficiently • allocate/ divide the duties over different associates • tune the amount of duties to the expected business organize multiple tasks and projects 	
Comments:	

Appendix J Assessment Form

August 1, 2009

7. Controlling 5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	Points Awarded (Circle One)
The student is critical towards the process and the quality of the completed duties. He / she is able to: <ul style="list-style-type: none"> • check the quality of the executed duties efficiently and critically • set norms concerning the quality of the work and take these into consideration when assessing the quality • make sure that associates give the best service to guests make sure that new associates have reached the learning goals.	5 4 3 2 1
Comments:	

8. Passion/ initiative/ entrepreneurship 5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	Points Awarded (Circle One)
The student demonstrates initiative and is able to function in an independent and energetic manner. He / she is able to: <ul style="list-style-type: none"> • work independently as (assistant) department manager / supervisor • take initiative to get things done • show flexibility and an open mind in trying new ideas • show perseverance, approaching mistakes as a challenge to learn from and standing to own ideas. 	5 4 3 2 1
Comments:	

9. Communication 5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	Points Awarded (Circle One)
The student communicates the right information to the person or department concerned, both orally and in writing. He / she is able to: <ul style="list-style-type: none"> • Listen and give others the opportunity to be heard • Communicate on time in a clear and concise manner in the business language required. • inform people regarding important matters express viewpoints with confidence	5 4 3 2 1
Comments:	

Appendix J Assessment Form

August 1, 2009

10. Co-operation 5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	Points Awarded (Circle One)
The student has a positive attitude towards management, associates and the entire organisation. He / she is able to: <ul style="list-style-type: none"> • undertake the initiative to co-operate and show a loyal attitude towards colleagues. • demonstrate a positive attitude • show loyalty to associates and management • take over work from colleagues if necessary see different sides of an argument and demonstrate willingness to compromise (win-win)	5 4 3 2 1
Comments:	

11. Tolerance for stress/ self management/ flexibility 5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	Points Awarded (Circle One)
The student is able to work under pressure and is able to handle changing situations and information in a flexible manner in which performance achievement is demonstrated and the right priorities are set. He / she is able to: <ul style="list-style-type: none"> • handle changing situations and information under pressure in a flexible way. • set priorities • avoid letting stress influence the performance of the group • maintain self-control, even in difficult or emotional circumstances seeks feedback on ways he/she can improve	5 4 3 2 1
Comments:	

12. Integrity/ moral judgement/ responsibility 5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	Points Awarded (Circle One)
The student can balance the interests of himself, the company and society. He / she is able to: <ul style="list-style-type: none"> • detect, analyse and discuss moral dilemmas • accept responsibility for his/her actions rather than making excuses take into consideration how own actions and decisions impact on others	5 4 3 2 1

Appendix J Assessment Form

August 1, 2009

Comments:	
13. Intercultural sensitivity	Points Awarded (Circle One)
5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	
<p>The student:</p> <ul style="list-style-type: none"> • Is willing and able to handle intercultural/international differences effectively. • has a good knowledge of all cultures in the company • knows how to make people of all cultures feel at home • approaches others in an open and respectful way • adapts own style and business practices to other cultures; for example, sense of time, protocol, etiquette <p>is conscious that other people and organizations do things differently; tries to understand rather than judge</p>	<p>5 4 3 2 1</p>
Comments:	

14. Departmental core tasks		Points Awarded (Circle One)
5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor		
<p>Please list the department core tasks below:</p> <ul style="list-style-type: none"> • <u>Find new opportunities business (new accounts)</u> • <u>Maintain good relationship with existing accounts</u> • <u>Try to increase hotel's revenue.</u> • <u>Co-operate with others department to</u> <u>satisfy the customer's need.</u> 		<p>5 4 3 2 1</p>
Comments:		

August 1, 2009

The student's strong points are:

- Fast learning and easy understanding.
- Time management
- Smart in communicating with different types of people.

Which areas should be improved?

- Sometimes still lack of carefulness. Have to be more careful in data
- Lack of confidence in the area that didn't familiar or have limited knowledge. Need to find more knowledge for more con

Intermediate appraisal: (if applicable)

What objectives have been set/ agreements made for the next appraisal?

Final appraisal: (if applicable)

General remarks:

Student's Comments:

I think I have a precious time here. Before I have this internship, I have little idea and knowledge about hotel business. But now I gained more knowledge, skill and idea. due to the fact that Sales and Marketing including with catering sales is the department being center of the hotel.

Signature of supervisor of Host Company: _____

Signature of Student: _____

APPENDIX D

BUSINESS IMPROVEMENT PROJECT/ THESIS GRADING SHEET

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Appendix H

Business Improvement Project/ Thesis Grading Sheet

Title of BIP/ Thesis: *"Effective internal communication of sharing information: Case study in Sales and Marketing Department communicate with other departments"*

Name: Thanuncha Jitsanong

ID: 52501307

	Comments
Format Cover page, title page Acknowledgements, Abstract / Table of contents List of tables, figures, appendices General presentation Correct English grammar & spelling	
Introduction Coherent introduction to issue Relevance of the work Context of the work External / internal analysis	
Literature review Satisfactory use of available literature Critical evaluation of literature	
Issues for investigation Aims and purpose of the work Problem statement Research questions	
Methodology Clear and detailed outline of research methods used. Competent use of research methods. Reasons for the choice of methods. Validity of methods / limitations of the methods used.	

Appendix H BIP Thesis Grading Sheet

<p>Implementation (If applicable) Outline of the implementation of the project and monitoring of project.</p>	
<p>Results (if applicable) Outline of results and impact of the project /findings. Understanding of the nature and importance of the findings. Results & analysis address problem statement / research questions. Reasoning is supported by the facts. Clear distinctions between fact, opinion, interpretation & speculation.</p>	
<p>Conclusions / recommendations Summary of main points from the research. Conclusions are supported by data. Specific, realistic recommendations. Research / recommendations are useful for company / department.</p>	
<p>Bibliography / appendices A clear and consistent approach to referencing has been used Concise bibliography Appendices support the text References to appendices within the text.</p>	

Overall grading of the project:


Poor

Average

Good

Excellent

Appendix H BIP Thesis Grading Sheet

Supervisor Name & Signature:  Date: 6th May 2011

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

APPENDIX E

CONRAD TRAINER'S REPORT

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

TRAINER'S REPORT

Trainee: Thanuncha Jitsanong (Tam) Department: Catering

Training Dates: From 1 March 2011 To 15 April 2011

Please give a detailed evaluation of the trainee in each of the following categories:

1. Human Relations Skills – How well does the trainee work with and through people?

ความสัมพันธ์กับเพื่อนร่วมงาน การทำงานร่วมกับผู้อื่นของนักศึกษาฝึกงาน

quite well and sayfull.

2. Initiative – To what extent is the trainee a self-starter?

ความคิดริเริ่ม การเรียนรู้ที่จะคิดด้วยตนเอง

Beyond expectation

3. Maturity – Are the trainee's goals, aspirations, and general thinking logical in your opinion? Why?

ความเป็นผู้ใหญ่ เป้าหมายและความมุ่งมั่นของนักศึกษาฝึกงานเป็นเช่นไร

overall related to an the job learning which she has shown ownership well.

4. Interest – Were the trainee's questions of an intelligent nature?

ความสนใจ นักศึกษามีการซักถามที่แสดงถึงความสนใจในงานหรือไม่อย่างไร

Always and question tell clear and helpfull.

5. **Creativity** – Did the trainee offer creative suggestions or ideas? If so give your opinion of these.

ความคิดสร้างสรรค์ นักศึกษาได้แสดงคำแนะนำและความคิดในเชิงสร้างสรรค์หรือไม่ อย่างไร

yes, her skill and creativity mark useful for us.

6. **General Ability** – What in your opinion are the trainee's principal strengths? Areas needing improvement?

ความสามารถทั่วไป จุดแข็งและสิ่งที่ควรปรับปรุงของนักศึกษา

*Her responsibility + flexibility are key strengths.
Improvement at this stage is none.*

7. Are you satisfied that the trainee absorbed as much information as was possible during his/her assignment in your department?

ความตามองในการเรียนรู้ของนักศึกษาศึกษาคงงานที่ได้รับมอบหมายเป็นที่น่าพอใจหรือไม่

certainly yes impress.

8. If you had a vacancy in your department, would you like to have this trainee as your staff? Explain.

หากมีตำแหน่งว่างในแผนก คุณจะรับนักศึกษาศึกษาคงงานท่านนี้เข้าทำงานหรือไม่

*certainly yes, and thanking her for being
with us.*

Name of Trainer:
(Dept Head)

Donna Vee PIMPAWISABE,

(Please Print)

[Signature]
11/14/11

Trainer's signature

Date

TRAINER'S REPORT

Trainee: Tha nuncha Jitsamong Department: Sales & Marketing

Training Dates: From 15/11/2010 To 30/04/2011

Please give a detailed evaluation of the trainee in each of the following categories:

1. **Human Relations Skills** – How well does the trainee work with and through people?

ความสัมพันธ์กับเพื่อนร่วมงาน การทำงานร่วมกับผู้อื่นของนักศึกษาฝึกงาน

Very good relationship with other colleagues and also other concerned department.

2. **Initiative** – To what extent is the trainee a self-starter?

ความคิดริเริ่ม การเรียนรู้ที่จะคิดด้วยตนเอง

Not applicable as her work area is not allowed

3. **Maturity** – Are the trainee's goals, aspirations, and general thinking logical in your opinion? Why?

ความเป็นผู้ใหญ่ เป้าหมายและความมุ่งมั่นของนักศึกษาฝึกงานเป็นเช่นไร

She tried to understand the working process of sales department and related to other concerned department. She tried to understand the challenge being a sales person.

4. **Interest** – Were the trainee's questions of an intelligent nature?

ความสนใจ นักศึกษามีการซักถามที่แสดงถึงความสนใจในงานหรือไม่อย่างไร

Yes, she always ask questions once she doesn't understand or sometime she needs more clarification.

5. **Creativity** – Did the trainee offer creative suggestions or ideas? If so give your opinion of these.

ความคิดสร้างสรรค์ นักศึกษาได้แสดงคำแนะนำและความคิดในเชิงสร้างสรรค์หรือไม่ อย่างไร

Not applicable as her work area is not involved

6. **General Ability** – What in your opinion are the trainee's principal strengths? Areas needing improvement?

ความสามารถทั่วไป จุดแข็งและสิ่งที่ควรปรับปรุงของนักศึกษา

- fast learner and quick response. but she needs to be more confidence when talking to client over the phone.

7. Are you satisfied that the trainee absorbed as much information as was possible during his/her assignment in your department?

ความสามารถในการเรียนรู้ของนักศึกษาฝึกงานต่องานที่ได้รับมอบหมายเป็นที่น่าพอใจหรือไม่

Yes.

8. If you had a vacancy in your department, would you like to have this trainee as your staff? Explain.

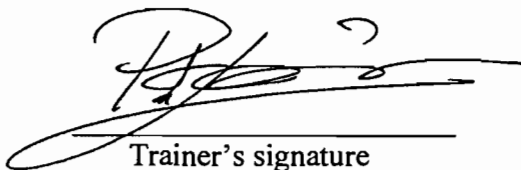
หากมีตำแหน่งว่างในแผนก คุณจะรับนักศึกษาฝึกงานท่านนี้เข้าทำงานหรือไม่

Yes as she has positive attitude about her work areas.

She willing to learn new thing

Name of Trainer:
(Dept Head)

Patiwat Jaengpanya
(Please Print)


Trainer's signature

01/03/11

Date

APPENDIX F

LETTER OF COMPLETEMENT

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

CONRADTM
BANGKOK

April 15, 2011

To Whom It May Concern:

This letter is to certify that **Ms. Thanuncha Jitsanong** has undergone an Internship program in Sales and Marketing during November 15, 2010 – February 28, 2011 and Catering Department during March 1 – April 15, 2011 at Conrad Bangkok Hotel.

We wish **Ms. Thanuncha Jitsanong** a successful future career endeavor her may undertake.

Sincerely yours,



Santisuk Yangnoom
Assistant Human Resources Manager
Conrad Bangkok

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มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

BIOGRAPHICAL INFORMATION

THANUNCHA JITSANONG

55/26 Plus City Park Soi Satreewit 2 school

Sukhonsawas Rd. Ladpao Bangkok, Thailand 10230

Phone: 6625709392 Mobile: 66815503334 Fax: 6626936386

Email: thanuncha@gmail.com



Birth: 1985-10-04 **Birth Place:** Bangkok **Status:** Single **Nationality:** Thai

Education

Master of Business Administration in Hotel and Tourism Management

Perpignan University, Perpignan, France, July 2009 to Present

Master of Business Administration in Hotel and Tourism Management

Silpakorn International College, Bangkok, Thailand, July 2009 to Present

Bachelor of Political Science in Government

Chulalongkorn University, Bangkok, Thailand, May 2004 to Mar 2007

Work Experience

November 2010 – April 2011: Conrad Bangkok Hotel

Position: Trainee

Department: Sales & Marketing Department and Catering Department

April 2009-October 2010: Broker Center Insurance Company

Position: Customer Service Officer

Responsibilities:

- Contact to all VIP customers for improving their satisfaction and resolve all problems.
- Organize campaigns and events for enhancing customer retention
- Initiate the customer relation management project

March 2008-March 2009: Toyota Motor Thailand Co.,Ltd

Department: Corporate Planning Office

Position: Activity and Event Organizer

Responsibilities:

- Co-ordinate with event organizers, agencies, caterings and vendors
- Organize Internal Communication Project.
- Responsible for monthly internal magazine
- Organize all company's events
- Arrange the meeting for management level

- In charge of internal strategic for events and communication messages in corporate level

Activity and Achievement

- Certificated Delegate in Harvard Project For Asian And International Relations (HPAIR), August 2007, Hongkong
- Attending New Investor Program for general business topic at Stock Exchange Thailand, 2007
- Project President of stage show in Traditional Football 63th between Chulalongkorn University and Thammasat University, January 2007
- Vice president's assistant of Student Union 2006-2007 in Faculty of Political Science, Chulalongkorn University
- Certificated Trainee at UBC Broadcast Television, section of Political and Economic News, 2006
- Project Coordinator in Drama Club
- Universal Cultural Exchange student in Pleasant Point, New Zealand, 2003
- Honored Student of Surasakmontree Secondary school, 2001