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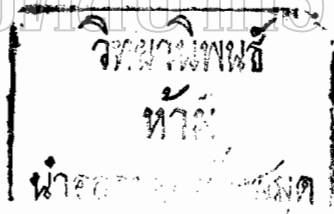
CASE STUDY OF INVESTIGATE AND IMPROVE CUSTOMER RELATIONSHIP MANAGEMENT
FOR SALES AND EVENTS MANAGEMENT DEPARTMENT
IN SHANGRI-LA HOTEL CHIANG MAI



By

Aticha Kwaengsopha

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์



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

MASTER OF BUSINESS ADMINISTRATION

Program of Hotel and Tourism Management

(International Program)

Graduate School

SILPAKORN UNIVERSITY

2010

The Graduate School, Silpakorn University has approved and accredited the Independent Study title of "Case Study of Investigate and Improve Customer Relationship Management for Sales and Events Management Department in Shangri-La Hotel Chiang Mai" submitted by Mr. Aticha Kwaengsopha as a partial fulfillment of the requirements for the degree of Hotel and Tourism Management.

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ABSTRACT

CASE STUDY OF INVESTIGATE AND IMPROVE CUSTOMER
RELATIONSHIP MANAGEMENT FOR SALES AND EVENTS MANAGEMENT
DEPARTMENT IN SHANGRI LA HOTEL CHIANG MAI

Aticha Kwaengsopha

Silpakorn University International College, 2011

Most of the Hotel companies all shapes and sizes are facing the challenge of maximizing results in a fast changing hospitality marketplace, where the decisions you make daily on groups and meetings directly impact your on-going performance. The customer relationship Management (CRM) had become an importance topic for both academicians and business people. There are many existing academic literature of customer relationship management, which mostly not provided a clear indication of what specifically constitutes CRM process. This Business Improvement Project research about investigating the CRM in Shangri La hotel, Chiang Mai in Sales and Event management department to find what should be improve to make the sale process more efficiency, rising of revenue and customer satisfaction. Involved in creating customer knowledge competence. This project followed the step of research a) what is the perception of the staff about CRM in Shangri-La hotel? b) Is Customer

Relationship Management strategy really being known and follow in the hotel? c) Which part of the CRM are the importance considerations to develop in Shangri la Chiang Mai? d) Is there any difference on the perception of CRM between the management and implementer level? Their Business Improvement Project questions are address in three sectional studies focus on the Sales and Event Management department in Shangri-La hotel, Chiang Mai. The first how CRM process retain the customer in hotel industry, the second what are “The best practice” support the CRM and the third how the CRM effect to the ROI of the hotel.

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

ACKNOWLEDGEMENTS

I would like to pass this tremendously thankful to Miss Ardiporn Khemarangsan, Miss Sudawadee Chanpiwat, Mister Daniel G Fuchs Mr Robert Mckenzie and Mr.Christophe Mercier who were very patient with me. Thank you for all guidance and useful suggestions, which helped me in completing the project work, in time. Thank you for always being there to listen and give the valuable lessons to me.

Furthermore, I wish to express my deep sense of gratitude to my Shangri La, Chiang Mai to give me this great internship opportunity. Thank you for the warm welcoming especially sales team; Mr.Alex Pasion, Mrs. Kittiya, Miss Kattika, Miss Suphitcha and Miss Angkanarak. All experience and knowledge that you gave to me is a very important part of this project and success. And your friendship that you also gave to me will last long in my heart.

Finally, yet importantly, I would like to express my heartfelt thanks to my beloved parents for their blessings, my friends/classmates for their help and wishes for the successful completion of this project. Thank to all of my SUIC friends, thank you for always cheering up, support and entertaining me in every moment. I am very appreciated with you all.

May 11, 2011

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CHAPTER 1
INTERNSHIP STATEMENT

1.1 Internship Details

Host Company: Shangri La Hotel Chiang Mai

Contact Detail: 89/8 Chang Klan Road,
Muang, Chiang Mai,
50100, Thailand

T: (66 53) 253 888

F: (66 53) 253 800

Website: <http://www.shangri-la.com/>

Department: Sales and marketing Department

Supervisor/ Title: Alex Passion/ Director of Sales

Period of Internship: 15th November 2010 – 25th April 2011

Position: Sales and Marketing Trainee

1.2 Responsibilities

- Responsible for briefing Sales daily early morning meeting
- Cooperate with other concerning departments for communicate the information and documents
- Responsible for sales kits and the complimentary gift for customer

- Responsible for making yearly contract and proposal for corporate and government accounts
- Collect data for corporate monthly revenue
- Responsible for completing the requesting for upgrading room and complimentary from customer
- Take care all Club Connoisseur customer's request
- Cross-training with Catering Sales Departments, doing daily tasks.

1.3 Achievement

In order to my internship in the last 5 months at Shangri-la (Chiang Mai), gave me lots of opportunities to achieve my goals. Even though, during I first got to the organization many things have been unexpected but right after I concentrated to my plan and tried to adjust to what have been changed during that time, all fear have been solved.

In the first month, I found that the Director of Event Management who I have interview had been changed so, I have to proposed my report to Mr. Alvin Wee which later came to take position. In my first internship period I was in the marketing service, which gave me opportunities to running a daily report of Market Share to all those involve. Others than that, I got to go out with Marketing Service Office to check and survey with the competitors in order to promotions, representations, and how they service their customers. Due to these experiences, taught me to learn how to work with co-workers and facing to competitors, which are challenging me.

In the second month, I participated in the Even Management which I most like its and I have the best enjoyable time. This section gave me an opportunity to running sales program that is catering, room function, even decoration and others support as per customer requested. In this period I have learn how to use the operation process system (Delphi) and (Opera).

In the third month, I move forward to the Marketing communication that also gave me an enjoyable time as well. I have to learn how to appreciated brand and how to create even for each special occasion. Even though, sometimes it challenged me to look beyond the imagination to set thing in the different ways of the other done but, I always get over it because I have fun to think and to match things.

However, all of this may not be complete with out my best support from my team works.

In the forth and fifth months, I move to the last section of Sale Department which gave me to know all techniques and how to close sales with customer. Without this a good change, I would not be able to win the sales goal. Many techniques pass by my good colleagues on their experience which they did in the part until now also, from my good skills of observations during they negotiation.

Last by the end of the training program, I found that Sales and Marketing Department is suited me because not only I have to close sale to achieve the company goal but each of operation positions need to have full of enthusiastic, interpersonal skills, open minded, circumspect and love in service and I found that I have full of this quality need. Further more, in the last five months I also have a

good connection with my colleague and I do understand the organization clearly and I really do appreciate Shangri-la brand. Lastly, this cause illustrated my vision to create a good report and fulfill my objective on the project.

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CHAPTER 2

HOST COMPANY: SHANGRI LA HOTEL, CHIANG MAI

2.1 Shangri La Hotel Summary

2.1.1 Organizational Profile

Hong Kong-based Shangri-La Asia Limited (hereinafter referred to as “Shangri-La”) is one of the world’s premier hotel ownership and management companies. The Kuok group, a diversified and dynamic business conglomerate with origins in Malaysia, has a major equity holding in Shangri-La Asia, which is listed on the Hong Kong Stock Exchange. Established by Robert Kuok, the group’s business operations span a range of activities and a number of countries in Asia. In addition to hotels, the group’s portfolio also includes commodity trading, real estate, beverages, logistics, newspaper publishing, shipping, edible oil refining and plantations. Inspired by the legendary land featured in James Hilton’s novel Lost Horizon published in 1933, the name Shangri-La encapsulates the serenity and service for which Shangri-La is renowned worldwide. The group has three brands: Shangri-La, Traders and Kerry hotels.

Shangri-La properties are primarily five-star deluxe city centre and resort hotels with the majority of the city centre hotels having over 500 guestrooms, whereas the resort properties tend to be slightly smaller. Introduced in 1989, Traders is a mid-market brand of mid-priced city centre hotels consisting of 13 hotels in Abu Dhabi, Beijing, Changzhou, Dubai, Hong Kong, Kuala Lumpur, Male,

manila, Penang, Singapore, Shenyang and Yangon. Shangri-La also operates the Aberdeen marina club in Hong Kong. Kerry hotels, Shangri-La's new five-star brand, unveiled its first hotel in February 2011– Kerry hotel Pudong, Shanghai. Kerry hotels appeal to the business traveler who prefers a vibrant and relaxed environment without compromising on service or quality. The hotels are contemporary in style and provide a seamless link between business, entertainment and recreation. Extensive leisure facilities are designed to become a social activity hub for both hotel guests and the local community. Shangri-La's tradition of service excellence started with the opening of Shangri-La hotel, Singapore in 1971. The hotel's 15 acres of landscaped gardens, beautifully appointed guestrooms and gracious Asian style set a new standard for hotel excellence, which to this day continues to guide the group's design features.

Since its origin, the group has grown rapidly to satisfy the increased demand for deluxe hotels and resorts in Asia Pacific's capital cities and most sought-after leisure destinations. Today there are 70 properties, of which only 18 are third party management agreements, throughout Asia Pacific, Europe, North America and the Middle East, representing a room's inventory of over 30,000. In addition, the group has a substantial development pipeline with upcoming projects Canada, Mainland China, India, Macau, Malaysia, Philippines, Qatar, Mongolia, Russia, Sri Lanka, Turkey and United Kingdom.

Inspired by the legendary land featured in James Hilton's novel Lost Horizon published in 1933, the name Shangri-La encapsulates the serenity and service for which Shangri-La is renowned worldwide.

Hong Kong-based Shangri-La Hotels and Resorts is Asia Pacific's leading luxury hotel group and regarded as one of the world's finest hotel ownership and management companies.

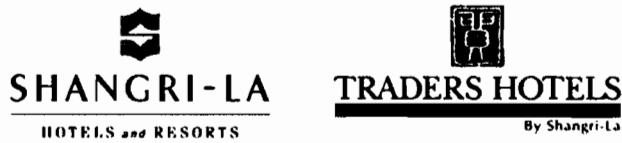


Figure 2.1: Shangri la and Traders hotel’s logo

2.1.2 Shangri La Culture

Shangri-La has always believed in the unique characteristics encapsulated by Asian Hospitality. Our commitment to providing guests with distinctive Asian standards of hospitality and service from caring people remains our major point of differentiation from our peers and the very cornerstone of our reputation as a world-class hotel group.

“Pride without arrogance” is of particular importance, as we want our people to be internally proud of our achievements but outwardly humble. After all, the hallmark of true success is that it does not need to be stated.



In striving to delight customers each and every time they stay with us we aim to exceed expectations through consistently providing quality and value in our products and services. That’s why we look for trendsetters,

professionals who are enthused by innovation and driven by achievement.

Shangri-La operates its own dedicated sales and marketing offices in Hong Kong, Beijing, Shanghai, Guangzhou, Singapore, Tokyo, London, Los Angeles, New York, Sydney and Dubai. The group is linked to 30 frequent flyer programmes and has its own frequent guest recognition programme – golden circle. The golden circle programme is acknowledged as being one of the best in the industry, with over one million current members.

2.1.3 Shangri La Business

Shangri-La is headquartered in Hong Kong and through its corporate officers, manages the following main business segments worldwide:

A. Hotel operations (hotel ownership and operation)

- Hong Kong
- Mainland China
- Singapore
- Malaysia
- Philippines
- Japan
- Thailand
- Other countries (including Fiji, Myanmar, the Maldives, France and Indonesia)

B. Property rentals (ownership and leasing of offices, commercial facilities and serviced apartments)

- Mainland China

- Singapore
- Malaysia
- Other countries (including Thailand and Mongolia)

C. Hotel management (provision of hotel management and related services)

- Mainland China
- Singapore
- Malaysia
- Indonesia
- Taiwan
- Australia
- India
- United Arab Emirates
- Canada
- Philippines

2.1.4 Shangri La hotel, Chiang Mai (SLCM)

Shangri-La Hotel, Chiang Mai is a “City Resort” that is perfectly placed to cater to the needs of guests visiting Chiang Mai on business or for leisure. This Chiang Mai luxury hotel is conveniently located within the bustling centre of this culturally rich city. Shangri-La hotel offers an array of amenities including four club floors and a lounge that has a meeting room for 10 people. Various other amenities available at Hotel Shangri-La, Chiang Mai includes laundry, wheel chair access, room service, and multi-lingual staff. Besides these, there are some recreational

facilities offered by Shangri-La hotel such as health club, health spa, indoor swimming pool, outdoor free flow pool, and outdoor tennis court.

Shangri-La hotel serves lip-smacking delicacies in its different restaurants and bars. Shangri-La hotel has an innovative western restaurant, a Thai restaurant, a poolside restaurant, a deli, a lobby lounge and a pool bar that serve guests with delicious food items. The most popular feature of Shangri-La Hotel, Chiang Mai is its Spa called Chi. For the convenience of the business tourists the hotel provides meeting and banquet facilities in its grand ballroom. The well-furnished ballroom can accommodate as many as 1200 guests for any function.

2.1.5 SLCM Organizational Structure

The Organization of Shangri La, Chiang Mai mandate emanates from the chairman and is cascaded through the leadership of our president and CEO and the corporate division heads management of all departments. For the Corporate Strategies of Shangri La, Chiang Mai is Growth Strategy, which tend to extend more in the market and for the production Shangri La hotel group will be the concentration, due to focusing on a primary line of business and increasing markets served

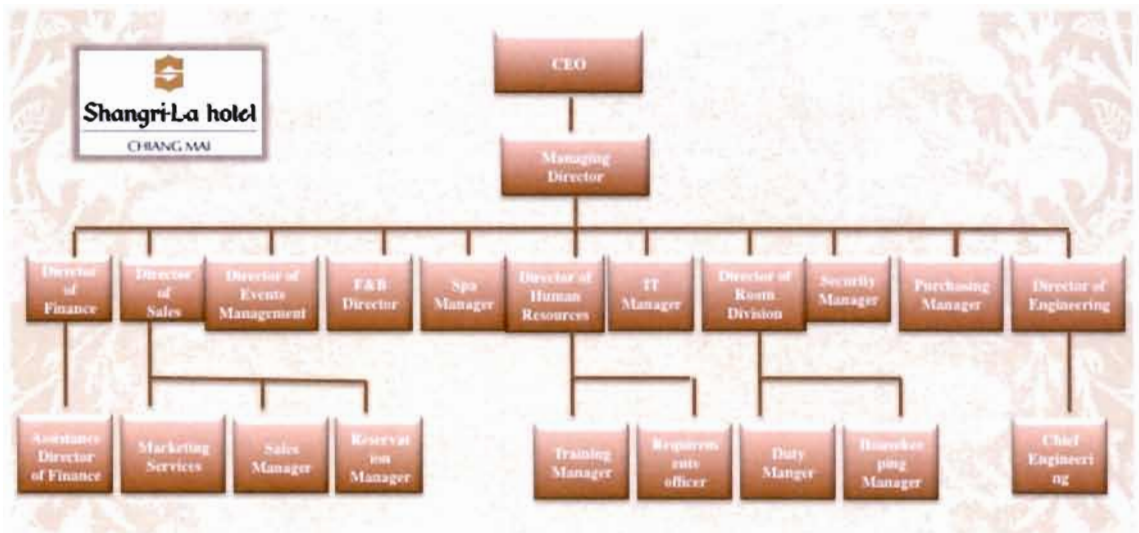


Figure 2.2: Shangri La Chiang Mai Organization chart

2.1.1 Internal Analysis

The Internal Analysis of strengths and weaknesses focuses on internal factors that give an organization certain advantages and disadvantages in meeting the needs of its target market. Strengths refer to core competencies that give the firm an advantage in meeting the needs of its target markets. Any analysis of company strengths should be market oriented/customer focused because strengths are only meaningful when they assist the firm in meeting customer needs. Weaknesses refer to any limitations a company faces in developing or implementing a strategy. Weaknesses should also be examined from a customer perspective because customers often perceive weaknesses that a company cannot see.

Table: SWOT Analysis

<p><u>Strengths:</u></p> <p><i>Shangri la Band:</i></p> <p>- The hotel of the group of the Shangri la group is a strong brand in particular Asian</p> <p><i>Location:</i></p>	<p><u>Weakness:</u></p> <p><i>Location:</i></p> <p>- Located a bit far from Night Bazaar in term of the comparing with competitors affect to low opportunity of guest walk-in.</p>
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<ul style="list-style-type: none"> - Located in the heart of City and close to Chiang Mai international airport. -Lush garden area. - No traffic, easy to catch public service car, tuk tuk, or taxi - Close proximity to fascinating museums, cultural center, soft adventure excursions and Chiang Mai's numerous temples, Shops, art galleries and retails boutiques <p style="text-align: center;"><i>Meeting and Banquet:</i></p> <ul style="list-style-type: none"> - Largest Ballroom in Chiang Mai can be divided to 3 sections, practically sized and flexible. High ceiling. Suitable for MICE and large social wedding and local catering -Verities of Meeting room, flexibilities for all the customer needs Auditorium room (USP), Grand Lanna ballroom (can hold up to 1,800 people with height Ceiling) -Wireless internet access. - Variety of banqueting venues. - Outdoor event around large swimming pool and surrounding with lush garden. - Large parking space 	<p style="text-align: center;"><i>Meeting and Banquet:</i></p> <ul style="list-style-type: none"> -Outlets: Capacity in the main restaurant is not enough or balance for guests if hotel has the large conference -Wireless internet is not covering all area, since the hotel is the business hotel -Outdoor event around large swimming pool and surrounding with lush garden can be effect the in house due to the walk way of spa and the only one swimming pool
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Value Chain

Refer to Porter (1985), who developed a concept called the value chain that can use to compare a brand or company's strengths and weakness against another. The basic value chain is show an importance point made by the value chain differentiation can be obtained through efforts of the whole corporation, not just

through marketing. The hotel management can use the value chain concept to check at each step of process if and how a competitor is gaining competitive advantage in the category.

: CRM Value Chain

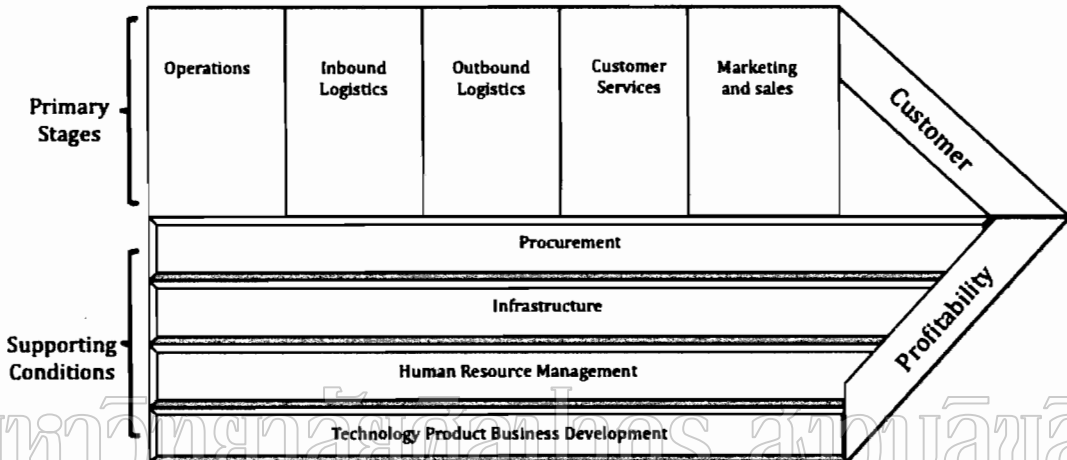


Figure 2.2: CRM Value Chain

Regarding from the above grid, you can see that workflow can be divided in 2 categories, support & primary activities. Support activities stands for the indirect communication role, which is mainly support roles in primary activities to provide more effective for direct communication role such as dealing with customers or agents. Information from each activity will be described as below:

Primary Activities:

Operations – One of the most important activity of hotel business and mostly reflect about the quality of business as well. Operations will deal with every direct communications with the customer or clients to fulfill service experience.

Inbound Logistics – Act as hotel supply in services such as food & beverage management. Main role is to find things to fulfill customers' or clients' experience.

Outbound Logistics – Act as service experience. However, unlike other services, goal from Outbound logistics is an intangible things i.e. make services from hotel business to be remarkable and causing the recommendation.

Marketing and Sales – Not only selling products or services, Sales and Marketing is also handle about how to make a business to have a secure position in business world and also building business value.

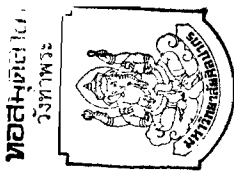
Customer Services – Handle about after sales, surveys and also handling about risk management.

Support Activities:

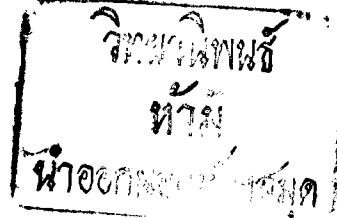
Infrastructure – is being the SLIM (Shangri-La International Management) Standard, which will be the same in all Shangri-La hotel Consists of all basic protocols for the whole organization. Protocols will be staffs-friendly and can apply at most of any situation.

Human Resource Management – Handle about recruitment, training and managing about staff's benefit based on the Thai law

Technology Product Business Development – Information technology plays major part at this point, including Delphi, Meeting Broker, Opera room as well as



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CRM-related programs. The main duty from this activity is about make use the technology in hand to its full power.

Procurement – Act as a support centre for all sections, main role of procurement is for fulfill any needs of the organization i.e. new computer devices from each department.

2.1.2 External Analysis

The External Analysis examines opportunities and threats that exist in the environment. Both opportunities and threats exist independently of the firm. Opportunities refer to favorable conditions in the environment that could produce rewards for the organization if acted upon properly. That is, opportunities are situations that exist but must be acted on if the firm is to benefit from them. Threats refer to conditions or barriers that may prevent the firms from reaching its objectives.

Table: SWOT Analysis

<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> - Become the best business convention center in Chiang Mai for Thai and the international customer from all over the world. (MICE) - The flight direct to Chiang Mai tend to operate more route - Expand the activity on the river like the city 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> - Due to the unstable of the politic situation in Thailand might effect the traveler to come to Thailand - The limited direct flights to come to Chiang Mai - The economic of global are also unpredictable
---	--

<p>tour by boat or canoe (New Market)</p> <ul style="list-style-type: none"> - Gain the market share for the convention hall - Become the Best Wedding Event in Chiang Mai due to the location, reputation and the facilities in the hotel. 	<p>which can be effect to the traveler to travel aboard</p> <ul style="list-style-type: none"> - The competitors in Chiang Mai are intense in term of the business.
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2.2 Sales Events Management Department

In order to understand more clearly in the Sales Events management Department in Shangri La hotel Chiang Mai from the culture of sales process I flow chart as below, you will see roughly about what is the workflow of sales event management & Shangri-La international management (will be referred in acronym: SLIM from now on).

2.2.1 Sales Process

Firstly, clarify that there are 2 main strategies of event management – Active and re-active. Active is the strategy that sales team do to build up the sales rate which are blasting e-mails, mainly for promotional events or any sales products and also for the telesales as you have seen in the slide. Active event management normally launch when the low season is approaching, in order to maintain incoming sales status.

On the other hand, re-active sales management is what has seen in the peak of sales period. It is a point that customers approach to sales service directly by not requiring any sales campaign or activity. Customers normally approach by 3 ways, which are phone call, facsimile or e-mail. Since customer is the one who approach

us, any offensive strategy will not be considered as a more defensive strategy that mainly concentrate about how to keep customers to be loyal or to keep them returning.

After all sales activities are completed. SLIM will takes a turn mainly for customer survey and managing the customer loyalty program “The Golden Circle”*. A good survey results along with the rising number of The Golden Circle will act for the quality of sales management at the end.

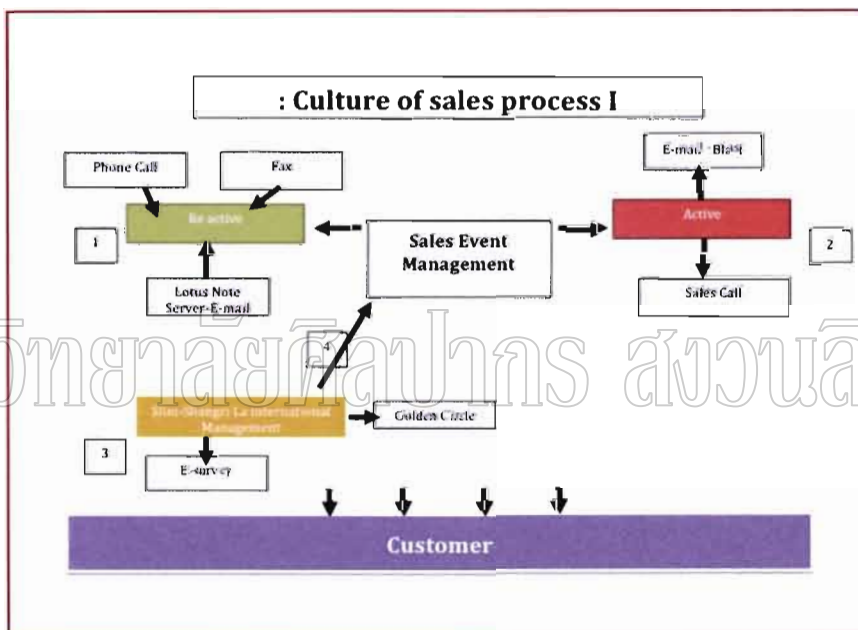


Figure 2.3: Sales process I

The second flow chart clarifies how we get the client. As mentioned before at the first flow chart, there are two ways of customer approaches – active and re-active. As already shown in the slide, customer may approach us by phone call, facsimile, e-mail, or in addition by Meeting Broker, which is a very effective tool for event reservation as it acts as a channel for customer who needs a place for event

* “The Golden Circle” is a loyalty program, which had been using in all properties in all Shangri- La’s group to access the loyalty customer information to the center.

setup with good condition. At some period, customers may approach us by our sales activities like telesales as well.

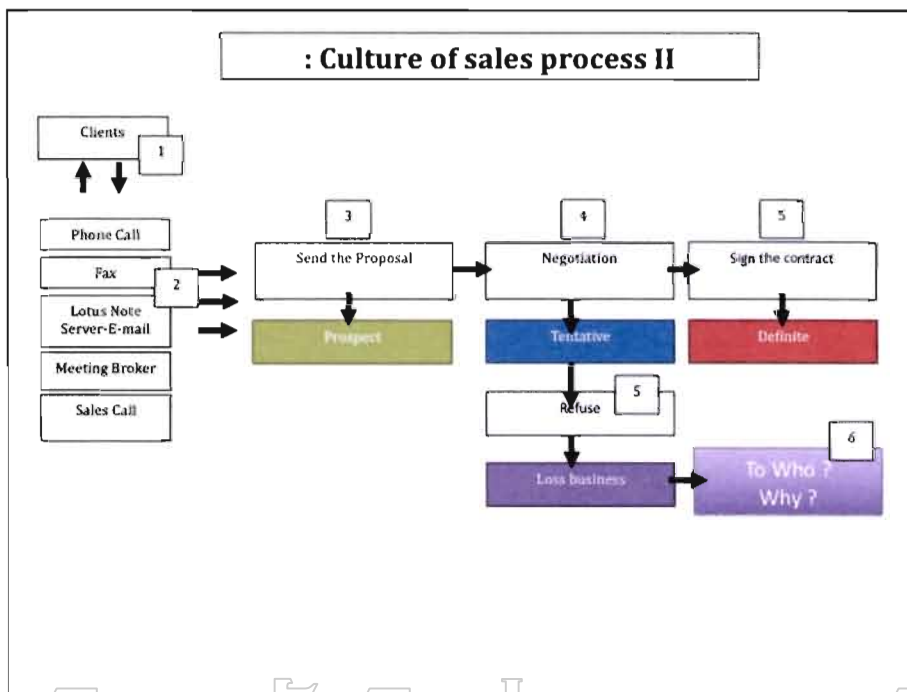


Figure: Sales process II

Step of selling event will be divided in 3 parts. First is a prospect. We normally doing this by sending proposal to customers, draw out of all the best that we can offer. Followed by a tentative, which is a step that mainly concentrates at the negotiation. This is very important since it is a part to indicate the success of the sale. At the end if customer refuses, then the sale is loss and we need to restart again from the start. If customer accepts the deal, then the time for sign up a contract will come. For the loss business, the sales person needs to find out why this particular guest cancels and which hotel are they using instead. This will call as a definite step of sales.

2.2.2 Technology involve the sales process

Technology of the sale process will be explained in detail as shown in this following flow chart. First, the process will start at the prospect point. Everything will be started once sending the proposal out to the clients.

As shown in the slide, prospect can be created by sending the proposal to customers via basic communication such as e-mail, facsimile, phone call, or the sales person can receive proposal from Delphi-function room or Opera room, which is a reservation tool for hotel business.

As sending proposals and receiving information from Delphi and Opera*, now we come to the point of client meeting and launch for sales event management in order to handle clients and sale the product. Client channeling Meeting Broker** will also be a great help in sales management.

After management process, now it's come up for tentative process which mainly for negotiation. It is the one of most important in sales process. All sales technologies we used like Delphi, Opera and Meeting Broker are mainly help us to take clients to Negotiation process. If negotiation succeeds, then step up to "definite group" followed by signing a contract.

Sales process mostly complete at this point. However, the evaluation process should be applied as well in order to study about client's need and increasing return

* OPERA enterprise solution is our premier property management software, the OPERA Property Management System (PMS). Designed to meet the varied requirements of any size hotel or hotel chain.

** MeetingBroker is the online sales lead process of responding to customer inquiries for everything from company parties to large conferences and events moves online, MeetingBroker provides a revolutionary online application for lead management. MeetingBroker prioritizes and streamlines lead management, giving all types of hospitality providers the first response advantage.

customers. The SLIM*** will handle further at this point by sending an E-survey to clients. Survey results will help improve the sale management and understanding in clients at the end.

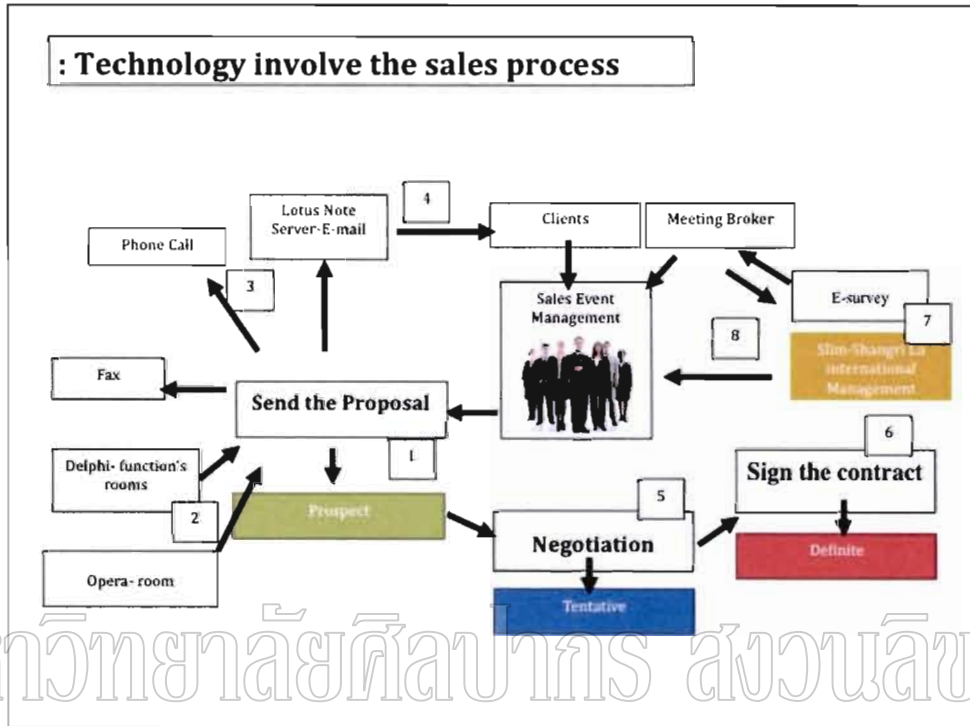


Figure: Technology involve the sales process

2.2.3 Delphi software

Now we move to the next slide, which is about Delphi's software** investigation. Delphi is the one of useful software tool for hotel business by its multi functional for booking & statistic reporting. For the Delphi's function, it can issue banquet event order, functions of booking and confirmation, follow up the customer, deep details of the customer or even reporting information for marketing. Information provided by Delphi will be mainly used by Opera software to manage

*** SLIM is the Shangri-la International Management

** "Delphi's software" is a program, which combines comprehensive sales automation and function management with flexible integration for seamless customer communications and operations.

the room reservation works. Later sales organize the event with the clients by basic communication, which are phone call, e-mail and facsimile.

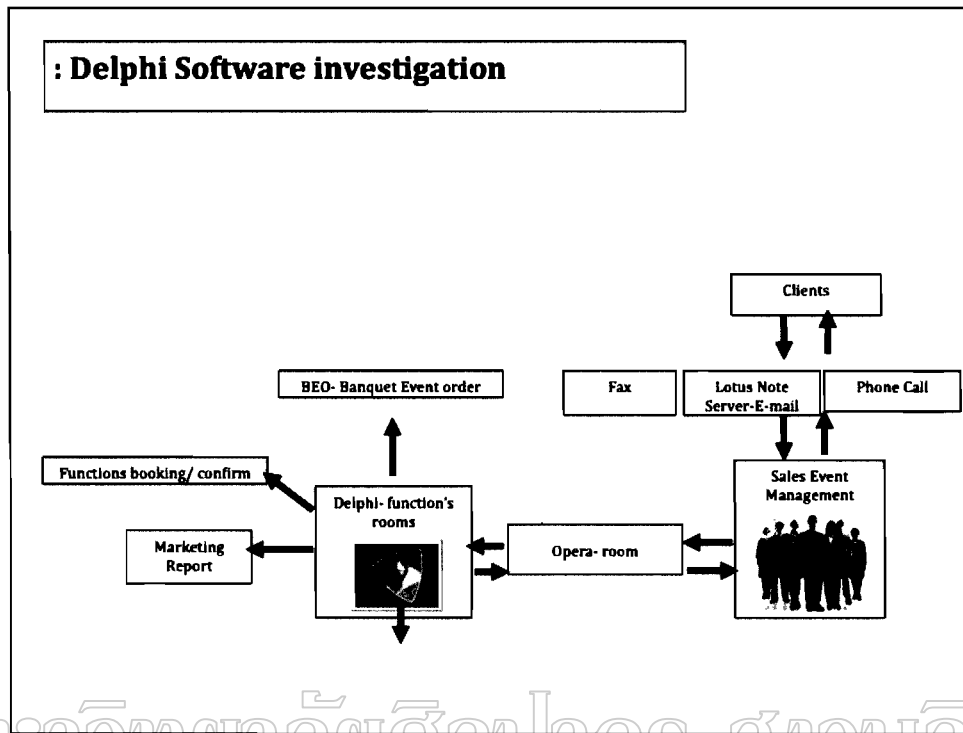


Figure: Delphi Software investigation

CHAPTER 3

BUSINESS IMPROVEMENT PROJECT

3.1 SITUATION ANALYSIS

After the initial informal interview with Director of Sale and some officers in the Sales events management department, the initial problem was identified. It found out that the most serious problem for the events management department was the customer relationship management and the sales process, which concerned in both properties (Bangkok and Chiang Mai)

Although service activities for hotel business in Thailand are mostly occur in Bangkok, it should not be concluded that Chiang Mai is not a significant point for the business. As Chiang Mai will be a new hub of tourism in northern part of Southeast Asia in no time as there are increasing tourism activities everyday. Furthermore, the growing of many hotel chains as well as other service chains operating in Chiang Mai is supporting that Chiang Mai will be a next attractive place that offers many opportunities in sales and only strong competitor can draw out the good value of profit. As information that acquired from practicum and also applying knowledge studied to this research, the main point of problem statement as follows:

3.1.1 Customer lured away by competitors

From the observation of the studies had found that the customer had gone to the competitors. The information will be based on the information from Delphi System, during the sales process at the refused stage. The sales people need to find out where the customers are lured away. The graph below shows the numbers of business loss

to the competitors. This information is being extracted from Delphi program. According from this graph, it can be seen that the competitors, that retrieve most customers from our loss business, is Le Meridien Chiang Mai. This should be noted that this might be the first insight of the problem.

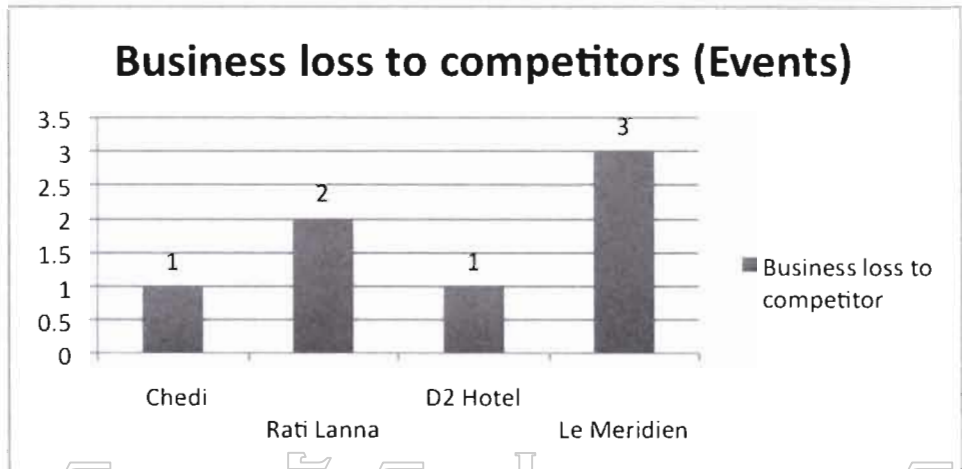


Figure: Business loss to competitors (Events)

3.1.2 Repeater Events of the Shangri la, Chiang Mai

Since there are potential of business loss, therefore this investigate continues to investigate the number of the repeater events of Shangri La, Hotel Chiang Mai. The repeater events graph as below can be divided in 3 points – Total event, Business Loss to competitors and Repeater event customers.

It should be noticed that repeater event customers are continuously fall and Business loss rose each year, which is not a good sign. Total event was also dramatically felled at 2010 as well. Even though, the red shirt political event is also the one of the factor that halt the business, number of loss revenue is still more than anticipate (570,000++ THB) and Shangri-La may lose its own position to the competitors if the situation is continue in the same way like this.

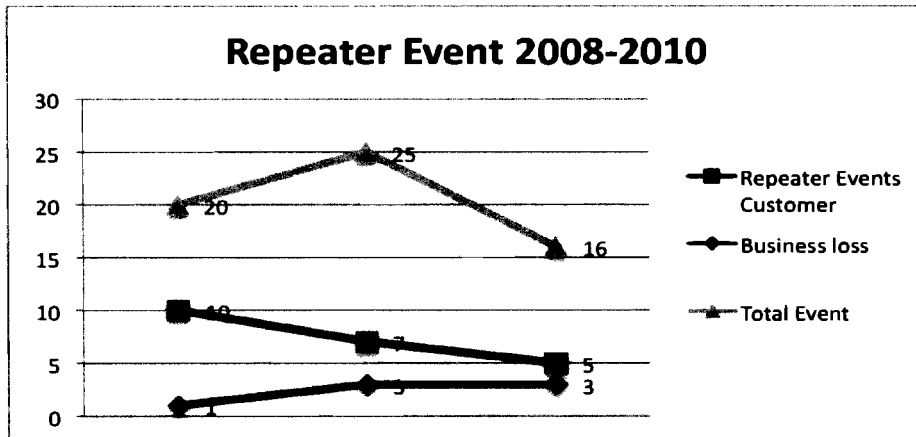


Figure: Repeater Event 2008- 2010

3.1.3 Events performance Monitor (EPM) score

According to the Sales Event process, after the events complete the survey of Shangri La will be automatically sent out to the clients, which is called “We value your Opinions survey” This information has been acquired from the sales survey.

According to the table below, it can be seen that Shangri-La stayed at its peak in 2008 and then continuously fall ever since (even though there has some improvements in 2010) – especially in 2011 that every points are reached to the lowest. It should be noticed that the category “recommend to others” are being continuously fall without any improvements like the other categories.

Table: Events Performance Monitor Score 2008-2011

EPM Score	2008	2009	2010	YTD 2011
Over all	80%	67%	74%	56%
Consider for the next event	40%	20%	30%	20%
Recommend to others	40%	30%	20%	10%
Satisfaction with Sales Process	30%	30%	20%	20%

3.1.4 Case of dissatisfied guest (Events organizer from Singapore)

Additionally, there is one of the concerning dissatisfied guest cases at that particular moment (Organizer from Singapore)--a medical company. They had been using Shangri-la for a long time, which is one of corporate companies. This case happened when there was one of the sales team, who take care of this group. He/She is the only one, who get all the information, but he/she did key in all the information in to the system. Therefore there are many reasons for example misunderstanding of the communication, following-up process, coordinate with one another, which happened to be many of the misunderstanding and bring to the unsatisfied the customer. Sample of the dissatisfaction of the customer, the blocking of the function hadn't been blocked for the event, the decoration flower that they asked for that particular event wasn't there and the VIP (Very Importance Customer) were getting the problem with the wrong booking room

Therefore the Shangri la had react immediately to apologies to the customer and complement the discount for the next events for them. A few months later, this sales person who was handling this account was being determinate from the hotel. There was no one to follow up this group due to all the information was with him without the hand over. Additionally there was no follow up on feedback after the apologies letter and also in the Delphi system, there was no information to be continuing the sales process. The most staffs throughout sales events management department still cannot maximize the usage of the information technology in hand.

Regarding the incident that has been occurred, it is very unfortunate that we have no service recovery i.e. case follow up, offering compensation, relationship

management, etc. Due to lack of good customer relationship management process, business has been loss to competitors. This case may not be solved properly. However, if the company learns from this incident, the future business loss can be prevented.

3.1.5 Problem analysis

As it is shown above, it is an urgent matter for the sales event management department to increase the volume of retained customers. It is true that there are many choices leading to solve this problem such as:

3.1.5.1.1.1 High price: reducing the price services rate will help to draw the attention from customers. However by reducing the price rate can give a signal of downgrading the entire brand in return so it should be use wisely.

3.1.5.1.1.2 The shortage of human resources in sales event management department is another concern. It will be a significant cost of hiring the new people. It concerns with the policy of the hotel, hence, it is not easy to recommend for a change.

3.1.5.1.1.3 Lack of Customer Relationship Management: it covers all the possible reason like the sales person, technology and the retention with the existing customers. Customer Relationship management will help in relationship management with the former customer in order to make them as a return customer or acquiring a new one by referral.

Hence, this research will then focus on the lack of customer relation management in the sale event management department rather than the other choices.

3.2 LITERATURE REVIEW

3.2.1 Customer Relationship Management

It had been accepted that Customer Relationship Management (CRM) is to enable organizations to better serve its customers through the introduction of reliable processes and procedures for interacting with those customers. Nowadays competitive business environment, only installing and integrating a software package designed to support CRM processes cannot implement a successful CRM strategy.

Customer Relationship Management is a comprehensive strategy and process of acquiring, retaining, and partnering with selective customers to create superior value for the company and the customer. It involves the integration of marketing, sales, customer service, and the supply-chain functions of the organization to achieve greater efficiencies and effectiveness in delivering customer value.

CRM is the business strategy to select and manage the most valuable customer relationship. CRM requires a customer- centric business strategy and culture to support the effective marketing, sales, and services processes. CRM application can enable effective customer relationship management, provided that enterprise the right leadership, strategy, and the culture.

According to the CRM in Hotel industry described that most of the people think CRM as only software, which provide support the company in term of Sales

and Marketing. There are so many of the definition of CRM. Below is a small sampling of the thousands of CRM definitions available in the CRM literature.

“CRM is the core business strategy that integrates internal processes and functions, and external networks, to create and deliver value to targeted customers at a profit. It is grounded on high-quality customer data and enabled by information technology.” Francis Buttle (2004)

“An enterprise-wide business strategy for achieving customer-specific objectives by taking customer-specific actions.” Peppers & Rogers (2004)

“A business strategy that uses information technology to provide the enterprise with a comprehensive, reliable, and integrated view of its customer base so that all business processes and customer interactions help maintain and expand mutually beneficial relationships.” Zikmund, McLeod, and Gilbert (2003)

“CRM is a philosophy and a business strategy, supported by a system and a technology, designed to improve human interactions in a business environment.” Greenberg (2004)

“CRM requires a customer-centric business philosophy and culture to support effective marketing, sales and service processes. CRM applications can enable effective customer relationship management, provided that an enterprise has the right leadership, strategy & culture.” CRMGuru.com (2003)

According to Payne (2006: 24), while operational and collaborative CRM historically had the greatest emphasis, companies are now more aware of the need for analytical CRM in order to enable better optimization of their customer-facing activities and create value for both customer and enterprise.

Management- Chaudhuri and Shainesh (2001)-A CRM programmer requires a clear understanding and commitment to the company's customers, vigilant adherence to detailed goals, commitment from both executives and line workers, and a constant awareness of the customer's view point.

The best strategy is to have a thorough combination of both forces that work seamlessly together to have the greatest overall impact on a customer's preference and long term loyalty. (<http://www.hospitalitynet.org/news//4039777.html>)

The example of the successful CRM in hospitality industry such as Best Western – which members increase to 11.2 million already for a large-scale loyalty program, one that Morton says “delivers huge benefits to the company’s bottom line”. In fact, loyalty members accounted for 22 percent of the brand’s total revenue in 2009—and Morton says he expects to see that figure grow. The success of Best Western’s loyalty program can be considered as a rare case. According to Colloquy which is a research firm specializing in loyalty marketing, overall loyalty-program

activity continues to rise—but membership in hotel programs has, for the first time ever, surpassed that of their airline counterparts and the shift in balance is actually accelerating, with hotel reward programs expanding by 26 percent while airline frequent-flyer memberships are up only 9 percent. Colloquy Partner Kelly Hlavinka says that hotel loyalty is witnessing a real growth spurt, one that began before the recession and continues now after it—but it’s particularly impressive given that the travel-and-hospitality industry might have reasonably plateau after essentially inventing the loyalty-program concept decades ago.

“After leading the charge for 30 years and being on the forefront for so long, you’d think they might be getting tired or stale,” Hlavinka says. “But this is one of the most vibrant sectors. Travel has proven that they understand these programs.”

(<http://www.destinationcrm.com/Articles/Editorial/MagazineFeatures/The-Hospitality-Suite-69846.aspx>)

Defining CRM is require for developing a clear understanding of what CRM mean to the organization especially when lacking of such a clear understanding is considered as a barrier to successfully implementation CRM. (Nguyen et al, 2007)

A Framework for Successful CRM Implementation – state that to do the CRM successful need the four component which are (European and Mediterranean Conference on Information Systems 2009) thus, CRM consists of four major components: Technology, people, business culture and relationship, and Process (Ali and Alshawi, 2003)

3.2.1 Technology

More formally, CRM is business strategy that uses information technology to provide an enterprise with a comprehensive, reliable, and integrated view of its

customer base so that all processes and customer interactions help maintain and expand mutually beneficial relationship.

Thus CRM is a technique or set of processes designed to collect data and provide information that help the organization evaluate strategic options (Edelstein, 2001)

Technology refers to computing capabilities that allow a company to collect, organize, save, and use data about its customer. Technology is the enabler for CRM systems to achieve their objectives of collecting, classifying, and saving valuable data on customers. Integration technology allows organizations to develop better relationship with customers by providing a wider view of the customer behavior (Thompson et al., 2006).

The organizations are required to integrate IT to improve the capabilities of understanding customer behavior, develop predictive models, build effective communications with customers and respond to those customers with real time and accurate information (Chen and Popovich, 2003). For an organization to integrate IT, concepts such as data warehouse, software customization, process automation, help desk and call centres, and internet influence should be addressed (Mendoza et al. 2007).

CRM has evolved from advances in information technology and organizational changes in customer-centric processes. Companies that successfully implement CRM will reap the rewards in customer loyalty and long run profitability (Chen and Popovich, 2003).

3.2.2 People

Employees and customers are a key factor for successful CRM projects. CRM is built around customers to manage beneficial relationships through acquiring information on different aspects of customers. Staff Marriott International founder J. Willard Marriott's adage, "If you take care of your associates, they will take care of the customer, and the customer will keep coming back"

The main objective of CRM is to translate the customer information into customized products and services that meet the changing needs of customers in order to gain their loyalty. Nevertheless, a full commitment of the organization's staff and management is essential for an effective CRM implementation to best serve customers and satisfy their needs.

This is our company's most important and enduring principle. The hotel associates are an integral part of the CRM process and it is important that they understand the complete "engine" in which they are involved from the very beginning, through ongoing training and incentives. They are direct ambassadors and have the potential to impact a customer much more significantly than an email communication.

3.2.3 Business culture and relationship

CRM is a business strategy that has its philosophical basis in relationship marketing (Chen and Popovich, 2003). CRM success requires a change of business processes towards customer – centric approach. As such, all business processes that involve both direct and indirect interaction with customers should be analyzed and assessed (Mendoza et al. 2007).

Although CRM has an organization-wide impact, process that has direct interaction with customers should be dealt with as a priority when integrating and

automating business processes. According to (Mendoza et al. 2007) the main business processes that should be addressed in CRM implementation are: marketing, sales, and services.

Customer service defined as the set of behaviors that a business undertakes during its interaction with its customers. It can also refer to a specific person or desk which is set up to provide general assistance to customers, or the predominant process for creating and sustaining customer loyalty as well as promoting customer retention (Internet website 1). Another definition of customer service is the overall activity of identifying and satisfying customer needs.

One of the most important ingredients of the marketing mix for products and services is Customer Service - High quality customer service helps to build customer loyalty. Customers today are not only interested in the product they are being offered but all the additional elements of service that they receive from the greeting they receive when they enter a retail outlet, to the refund and help that they receive when they have a complaint about a faulty product that they have paid for (Internet website 3).

3.2.4 Process

CRM also brings together lots of pieces of information about customers, customer characteristics, sales transactions, marketing effectiveness, responsiveness, and market trends (Fickel, 1999).

A CRM strategy should help organizations improve the profitability of their interactions with current and potential customers while at the same time making those interactions appear friendlier through individualization and personalization (Edelstein 2001).

CRM has evolved from advances in information technology and organizational changes in customer-centric processes. Companies that successfully implement CRM will reap the rewards in customer loyalty and long run profitability (Chen and Popovich, 2003).

All this research has mentioned as above can be defined that the success Customer Relationship Management in the organization is a combination of people, process, technology and business culture which provide understanding the company's customer, to improve customer satisfaction, retentions and to maintain good relationship with exiting customer to maximize the profitability.



Figure: CRM conceptual model

3.2.5 Research question

- a) What is the perception of the staff about CRM in Shangri-La hotel?
- b) Is Customer Relationship Management strategy really being known and follow in the hotel?
- c) Which part of the CRM are the importance considerations to develop in Shangri la Chiang Mai?
- d) Is there any difference on the perception of CRM between the management and implementer level?

3.3 RESEARCH METHODOLOGY

3.3.1 Introduction

The research area affects the choice of methodology. It will work as a frame to collect the empirical findings. Generally, there are two kinds of methodologies that can be used in scientific research; qualitative and quantitative methodologies. Both methodologies are closely related to different ideas about how the social reality should be researched (Bryman and Bell, 2007, p.28).

Many writers (e.g. Layder, 1993; Jacobsen, 2002; Bryman and Bell, 2007) on methodological issues find it helpful to distinguish between quantitative and qualitative research. In very broad terms, quantitative research was described as entailing the collection of numerical data and as exhibiting a view of the relationship between theory and research as deductive, a predilection for a natural science approach, and as having an objectivist conception of social reality (Bryman and Bell, 2007, p.154). Qualitative research differs from quantitative research in several ways.

It is a research strategy that usually emphasizes words rather than quantification in the collection and analysis of data and that has rejected the practices and norms of the natural scientific model and of positivism in particular in preference over an emphasis on the ways in which individuals interpret their social world and especially emphasizes an inductive approach to the relationship between theory and research (Bryman and Bell, 2007, p.402). However, some writers simultaneously regarded the status of the distinction as a fundamental contrast and by others as no longer useful or even simply as false" (Layder, 1993, p.110).

The methodology chosen in this study is a qualitative approach in order to get a deeper understanding of how technology, people in the organisation process and business cultures influence the marketing strategy in hotel with diverse cultures. Using a qualitative methodology will let the researcher have the opportunity to be flexible in the research, and to get a clear and broad view about the “soft aspect” which in this case are: the existing process and technology, the people and business culture regarding to customer relation management (CRM) in the hotel (Jacobsen, 2002). Therefore, the methodology chosen in this study will use both qualitative and quantitative methods in a two-stage approach to achieve the best result. In this research, interview with the manager will let the researcher have a better insight on the CRM in the organisation.

3.3.2 Research Strategy

Field study, in particular personal interviews through the use of a structured questionnaire was considered to be the most appropriate method for collecting primary data. The respondents were either from two levels: 1) the management level which includes the general manager, marketing managers and 2) the implementer levels which includes the entry and mid scale level of the organizations. The initial aim of this project was to collect opinions from those individuals who are, or should be, highly involved in the planning and implementing of a CRM strategy within their organization. Then research will seek an investigation on whether there is any difference in perception regarding the CRM between the management and implementer levels.

3.3.3 The BIP survey design

The survey methodology, including Questionnaires and the interview with Director of Sales in term of the CRM in the organization, the sampling design used in conducting the survey will be 10 for the Management level and 10 for the implementer level (entry or mid level). The statistical analyses used to interpret the results by the SPSS method

3.3.4 Data analysis

Since the sample size was consisting of 20 respondents, the data analysis was mainly conducted using parametric techniques (Wonnacott and Wonnacott, 1990). The entire analysis of data was accomplished in three steps: Firstly, validation of the scale done via checking the reliability score (Cronbach alpha). Secondly, the descriptive statistical data relating to the 20 was analyzed using simple descriptive measurements such as mean, variance, median, and mode, to gain a picture of the sample. Thirdly, a statistical test was used to obtain the whole picture of interaction between the variables (constructs) in different contexts: ANOVA (to test the difference in perception of CRM between the management and implementer levels), ANOVA technique is available in the SPSS statistical package.

3.3.5 ANOVA Analysis

ANOVA is similar to a t-test for the comparison of mean scores for two or more groups. ANOVA is employed here to determine “how the independent variables interact with each other and how these interactions have impacted on the dependent variables” (Field, 2000). ANOVA, analysis of variance, derives from the general linear line.

$$Y=b_0x_0 + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + \dots + b_kx_k + e$$

A dependent variable, Y, can be explained by many variables (x1, x2, x3). “bs” explained the degree of influence of “xs “ on “y”. “e” is the random error. Therefore, in ANOVA, the data are divided into groups. The total variance is the sum of between-groups variance and a within-groups variance:

$$V_t = \sum_{i=1}^{N-1} x_i^2$$

$$N-1$$

$$V_t = V_b + V_w \rightarrow V_t = \sum_{i=1}^{k-1} x_i^2 + \sum_{i=1}^{nA-1} x_i^2$$

$$k-1 \quad nA-1$$

ANOVA is then used to determine whether there is any difference between groups. In SPSS, it tests the hypothesis that all group means are equal. ANOVA produces an F-ratio, which compares the amount of systematic variance (Vb) in the data to the amount of unsystematic variance (Vw). If the significance value of the F-ratio is <0.05, then there is a significant difference (Pallant, 2001). In this technique, it will be used to analyse whether: there is any difference between the Management people and Mid- entry people regarding their way of understanding the CRM factors. Field (2000) stated that ANOVA was an appropriate technique to find the difference between groups.

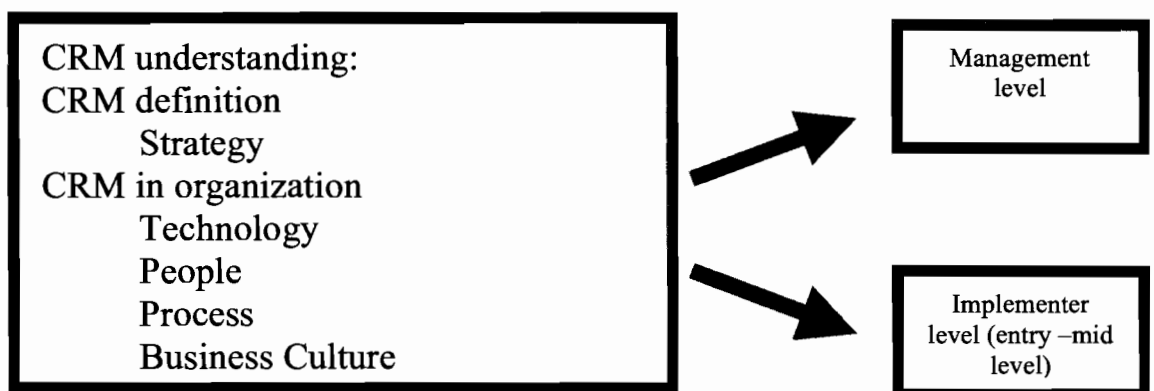


Figure: CRM methodology design

3.4 RESEARCH SURVEY RESULTS

Information from the chart below shows that the management level mostly thinks that CRM is a relationship management strategy that use mainly for increase retention of profitable customer. Up to 40 percent from 100 percent share this opinion. Other thinks that CRM is a data collecting process that mainly used for Marketing (20 percent from 100). While employee level mainly thinks that CRM is a combination of process, people and technology that creates for decreasing hotel's cost and increasing profits by retaining customer and also find a new one (40 percent from 100). Other factor from employee level is relatively dispersed in other 3 choices.

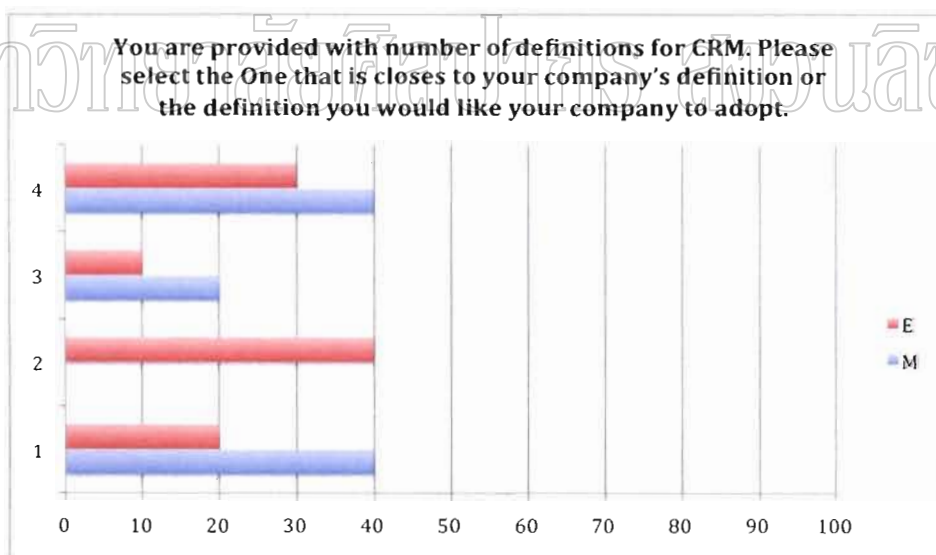


Figure: Survey definition of CRM

According from this chart, almost 100 percent from management level ensure that CRM is being use in their workplace, more than half of employee level also having CRM in their workplace as well. This shows that CRM is now a famous strategy in hotel field.



Figure: Survey CRM strategy

All samples of management level are agreed at this point. Moreover, 90 percent was highly agreed. And although employee level does not 100 percent agree like management level, some of them are just act as neutral (30 percent) at this point so it is quite positive to know that no one has negative feeling for CRM. According from this information, it can be said that 100 percent agree points may come from the fact that CRM plays major role mostly in management field.

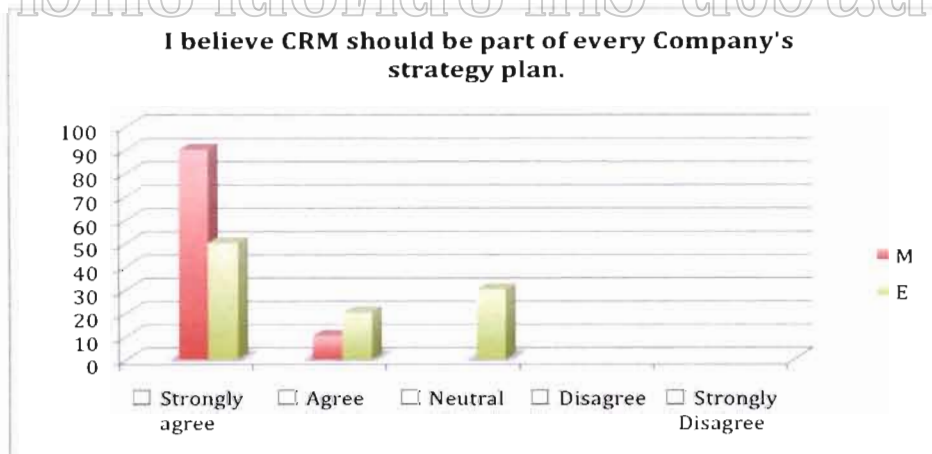


Figure: Survey CRM in strategy plan

It is very interesting that on one implied that CRM had implemented before 2007. According from the above, it is shown that CRM mostly play a role in hotel business on 2007-2008. However, none of management level implied that CRM is just implemented in their office in 2010 as shown in some of employee level. Moreover,

points from each level are not equal like it should be. It can be assumed that normally any new strategy has to be reviewed by management level first before it can be officially launched within organization, and that's the reason why the points of management and employee level are not equal in the same range of time.

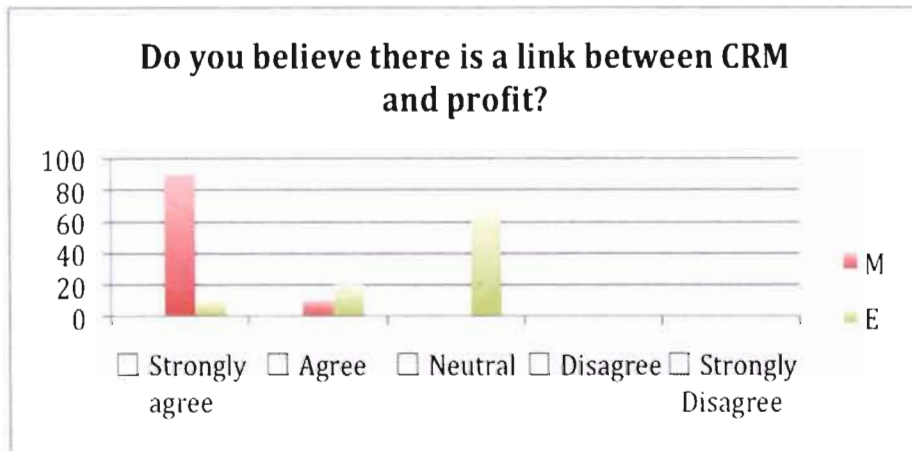


Figure: Survey link between CRM and profit

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Regarding from this category, we can see that all of management level agrees that they have proper software for their own business, which is good. However, not all of employee level thinks like the management, as there is some number of neutral (20 percent) or even disagree (10 percent) in this field and it is not a so good. Currently it is still not known exactly that why there is number of disagree but it may come from the lack of communication or lack of training within organization.



Figure: Survey implement CRM start

Regarding from this category, we can see that all of management level agrees that they have proper software for their own business, which is positive. However, not all of employee level thinks like the management, as there is some number of neutral (20 percent) or even disagree (10 percent) in this field and it is almost negative.

Currently it is still not known exactly that why there is number of disagree but it may come from the lack of communication or lack of training within organization.

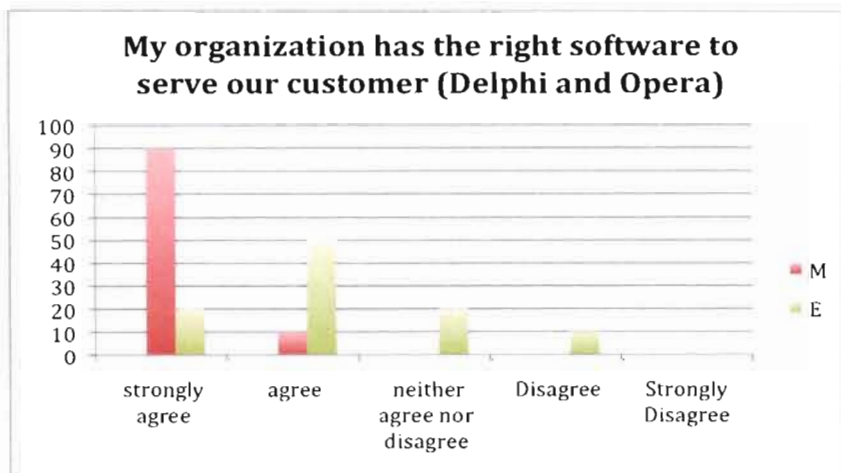


Figure: Survey organization has right software

Near half of management level are agree and strongly agree at this point, only a little bit of them are act as neutral. While employee level seems to have a little more negative than the management level. Although most points from agree part (combine

from strongly agree and agree) are still much more than neutral, however numbers of disagree do appear at this part which is not good.

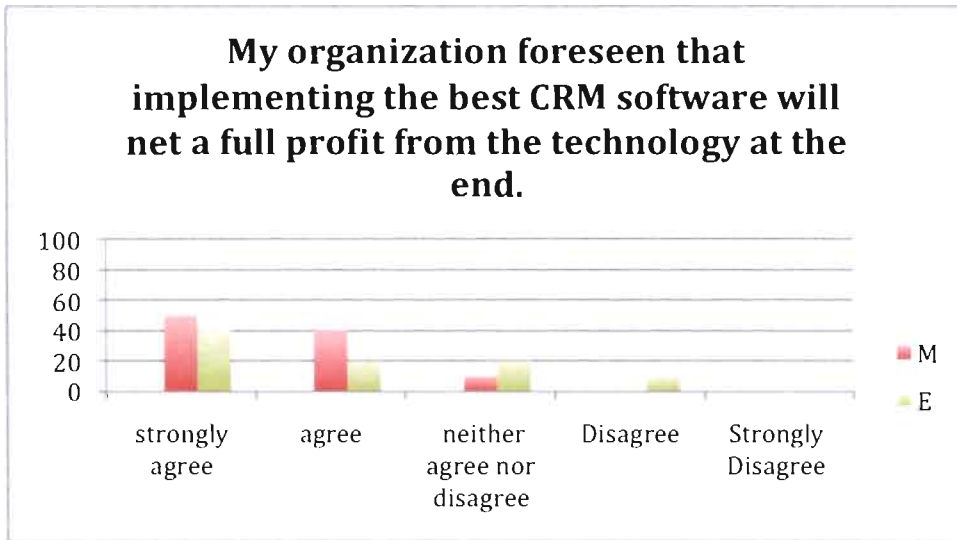


Figure: Survey organization implement the best software

All samples of management level are agreed at this point. Moreover, 90 percent was highly agreed. And although employee level does not 100 percent agree like management level, some of them are just act as neutral (30 percent) at this point show that it is quite positive to know that no one has negative feeling for CRM. According from this information, it can be said that 100 percent agree points may came from the fact that CRM plays major role mostly in management field.

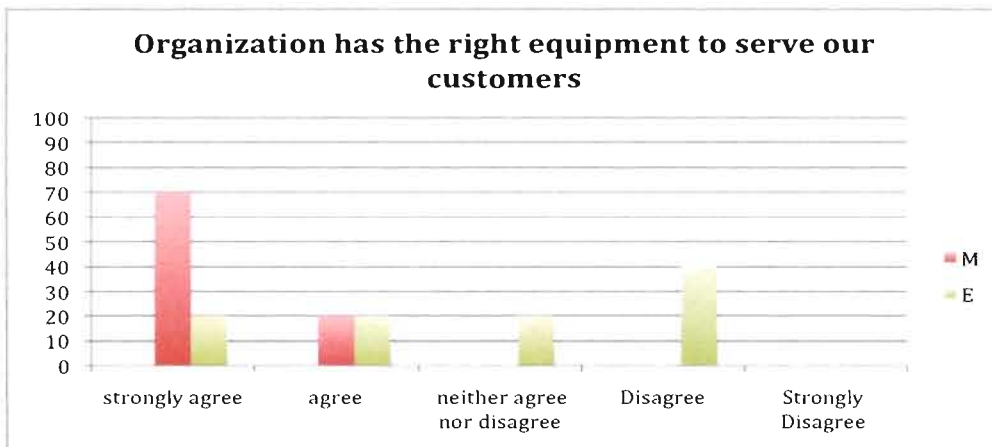


Figure: Survey organization has the right equipment

Like previous graphs, all samples of management level are agreed at this point with 90 percent of strongly agree. It should be notice that more than half of employee level is also strongly agree at this point. There is only quarter of all employee samples that plays neutral. CRM is really doing the great job for this category according from the result.

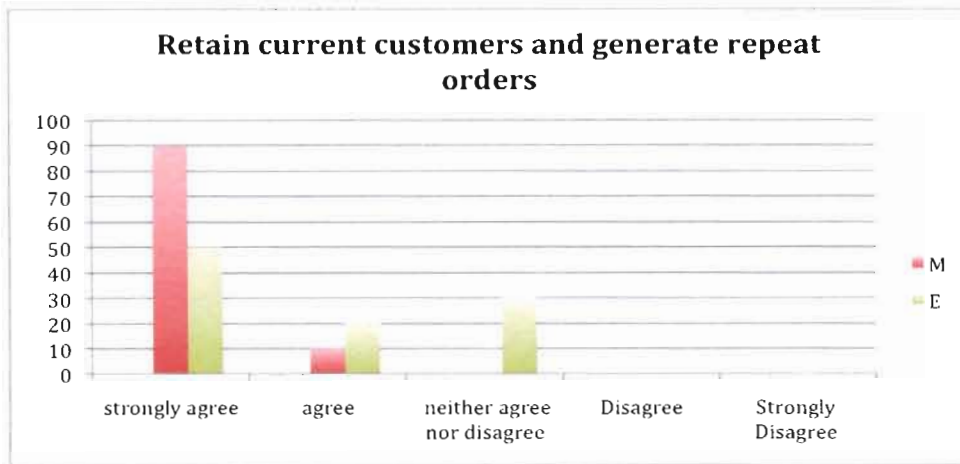


Figure: Survey retain customer generate repeater guests

More than half of both management and employee level still stand agree for this category. Although the number of neutral part is noticeable (30 percent for both) at this one but there is no any disagree comments, which is quite positive for CRM role.

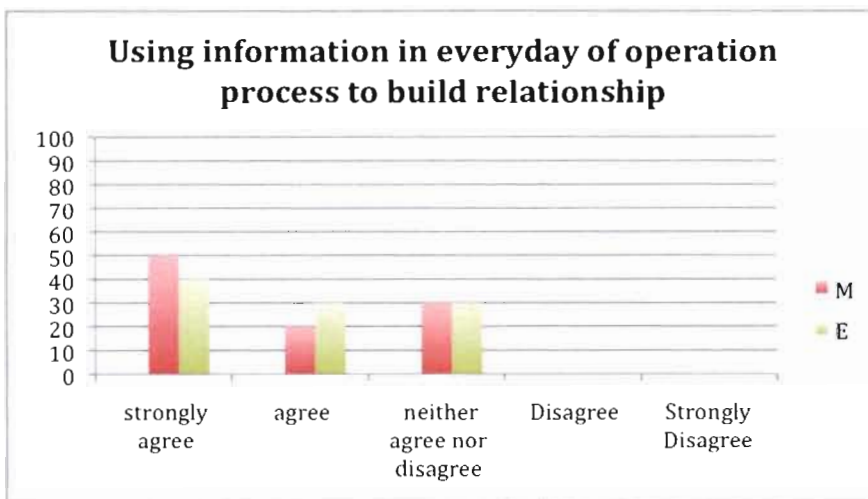


Figure: Survey operation process build the relationship

One of the graph that most of Management & Employee are both agree or strongly agree at this category, only a little number of Employee (10 percent) that act as neutral. This result shows that CRM is also effective in Human Resource Management.

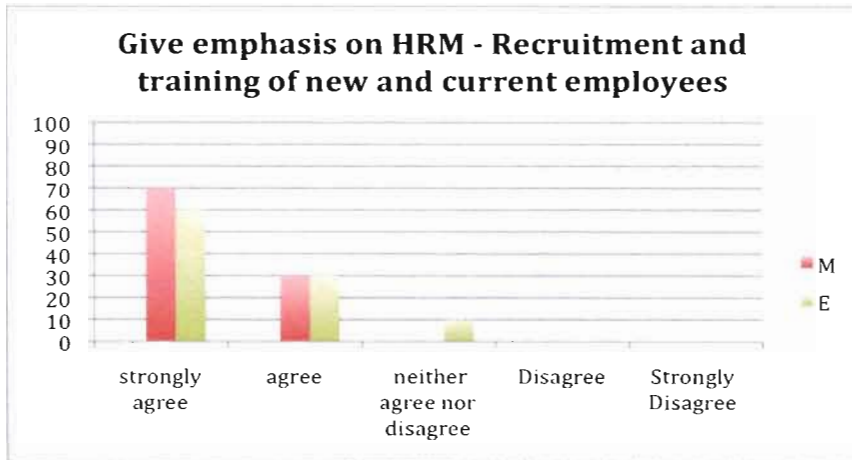
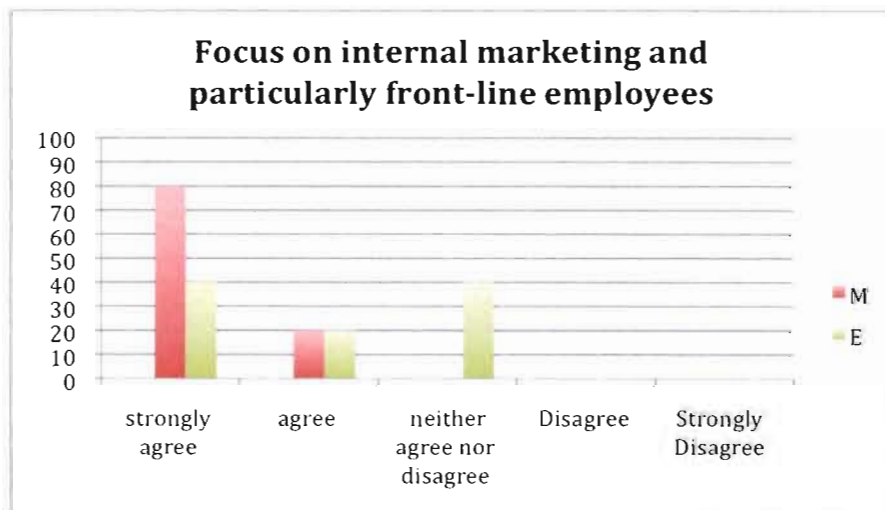


Figure: Survey give emphasis on HRM

One of the graph that most of Management & Employee are both agree or strongly agree at this category, only a little number of Employee (10 percent) that act as neutral. This result shows that CRM is also effective in Human Resource Management.



Opinions regarding to this category are varies. Some of managements are strongly agree for this (40 percent) but almost half of them are choose to be neutral. Things are similar to the Employee level, half of them are agree, but some of them (30 percent) also neutral for this as well. Judging from the summary point of this category, it is still unclear that CRM can create employee loyalty or not



Figure: Survey organization had created the employee loyalty

Points from this category are similar to most of previous graphs – 100 percent of Managements are agreeing with this, while 50 percent of Employee level are remain neutral. Results possibly came from the fact that CRM plays major role mostly in management field as well.

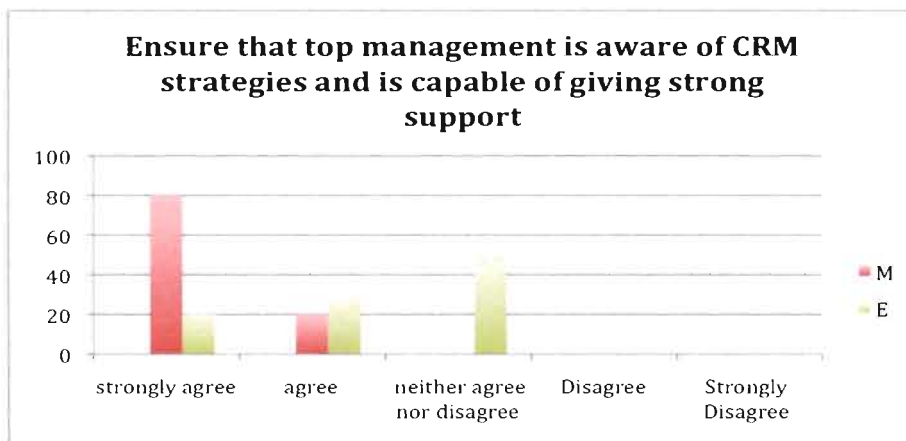


Figure: Survey top management aware of the CRM

Although most of Management level are agreeing with this point (only 10 percent of neutral), but numbers of Employee level that agree with this are relatively low compare to the other graphs. Number of disagree also appears in this category as well (20 percent) so it can be shown that channels for two-way communication is not yet effective in this field.

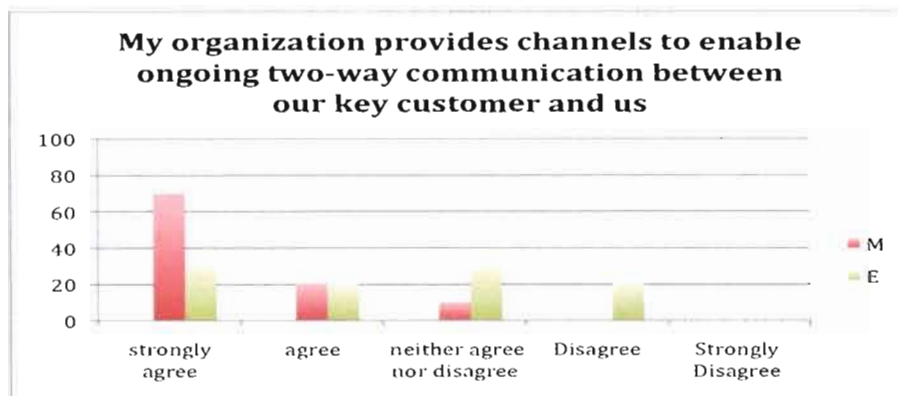


Figure: Survey organization provide the two way communication

All of Management is agree for this category. Moreover, 90 percent of them are strongly agreed as well which quite positive to know that the Management level can be ensure about the prompt service. However, there is some numbers of neutral (20 percent) and disagree (10 percent) in Employee level which is not good in the business. Proper solutions should be issue to recover about this to improve the whole business.

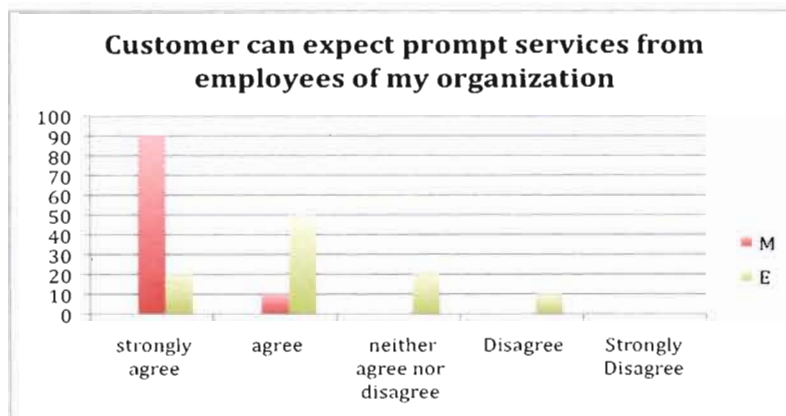


Figure: Survey expect prompt services

3.4.1 ANOVAs Results

The results of ANOVA showed several differences in these factors between the Management and implementer level, but since not all the variables are significantly different, Proposition is only partly supported.

3.4.1.1 I believe CRM should be part of every Company's strategy plan.

The ANOVAs show some difference between the management level and the implement level with total .035 points of significant level. Reason of this significant level might come from the fact that the management has more experience and comprehended in CRM.

3.4.1.2 My organization has the right software to serve our customer

Out of the category with the most difference level gab (.002 points), which interpreted by ANOVAs Methodology. The big gab of the difference might come from the level of the understanding in hotel's software

3.4.1.3 Organization has the right equipment to serve our customers

The analysis had shown that .007 significant difference between the management level and the Implementer. The cause might be the tools are limited and the management did see this point of with the implementer.

3.4.1.4 Focus on internal marketing and particularly front-line employees

Focusing on internal marketing and particularly front-line is significant difference between both Management and the implement level.

3.4.1.5 Ensure that top management is aware of CRM strategies and is capable of giving strong support

Although the significant level is the most, but the opinions in Management are still in the same area in the same way the implementer are remanding to it. This show the possible problems of the communication in the organization.

3.4.1.6 Ensure that top management is aware of CRM strategies and is capable of giving strong support

The ANOVAs result is at .002, which is relative high. Further detail shown some of noticeable of the negative result, which the management should be concern to this result.

Table: Difference in CRM Factor Between Management level and Implementer

	Mean	Std. Dev	Mean	Std. Dev	ANOVA	Sig. level
					F-test	
I believe CRM should be part of every Company's strategy plan.	Between Groups	2.450	1	2.450	5.188	.035
	Within Groups	8.500	18	.472		
	Total	10.950	19			
My organization has the right software to serve our customer (Delphi and Opera)	Between Groups	6.050	1	6.050	12.812	.002
	Within Groups	8.500	18	.472		
	Total	14.550	19			
Organization has the right equipment to serve our customers	Between Groups	8.450	1	8.450	9.218	.007
	Within Groups	16.500	18	.917		
	Total	24.950	19			

		Mean	Std. Dev	Mean	Std. Dev	ANOVA F-test	Sig. level
Focus on internal marketing and particularly front-line employees	Between Groups	3.200		1	3.200	6.000	.025
	Within Groups	9.600		18	.533		
	Total	12.800		19			
Ensure that top management is aware of CRM strategies and is capable of giving strong support	Between Groups	6.050		1	6.050	14.143	.001
	Within Groups	7.700		18	.428		
	Total	13.750		19			
Customer can expect prompt services from employees of my organization	Between Groups	6.050		1	6.050	12.812	.002
	Within Groups	8.500		18	.472		
	Total	14.550		19			

3.4.2 Conclusions of the survey results

Research showed that the Shangri la, Chiang Mai generally apply some relationship marketing principles but efforts are not based on a strategic plan. Referring to our research objectives, it demonstrates that our respondents generally do understand the need and importance of CRM but they do not essentially have the background to implement it effectively yet. All the respondents though agreed that there is a direct link between CRM and profit.

The main driving force of the current implementation of some CRM applications appears to be improving operational efficiency, rather than acquiring strategic customer information. The Management level tend to care more about the CRM, on the other hand the mid to entre level are still not really know about the CRM. It is suggested that CRM systems should enhance not only an organization's ability to interact, attract and build one-to-one relationships with customers but also the ability to gain customer knowledge. The areas that the management and the implementer needed to take into the consideration are Process and the Business Culture respectively. For the second concern are People and Technology respectively.

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3.5 RECOMMENDATIONS

3.5.1 CRM Training Project

Since the result of the management level and the employee level have a significant difference on the CRM perception and in each part of the CRM categories for example process, technology, people and the business culture. This show that implemented a CRM is not really success. To be known and apply effectively, the training needs to be involved. Customized system will be full of timesaving, moneymaking features; but without training, no one will be able to take advantage of them. Without a doubt, training can make or break an automation implementation. Successful CRM projects set plan 2 full days for training for each user when the system is rolled out.

“The number one predictor of system failure is a lack of use. Lack of use is often a direct reflection on the effort directed towards training.”

The training development programs such as the following are currently in place:

1. Training for teambuilding – to motivate the staffs
2. Events Selling skills
 - a. Excellent organizational skills and 'multi-tasking' ability
 - b. Good communication and 'people skills'
 - c. The ability to build good working relationships with all kinds of people from clients to contractors

- d. Creative problem-solving ability
 - e. The ability to work under pressure and meet tight deadlines
 - f. Good negotiation, sales and marketing skills
 - g. Budget awareness
3. Telephone response Skill
- a. Greeting
 - b. Explanation and details
 - c. Telephone manner
4. English language training
- a. Cross department training/development
5. Product site inspections
- a. A high degree of attention to detail in product knowledge
6. Shangri-La care program
- a. Ownership
 - b. Loyalty
7. Various HR supported training programs
8. The “Sales activity” (internal web page for event sales staff) to share the information.
- a. The ability to work as part of a team and also on your own initiative

9. Systems/Technology - Administrative and IT skills

a. “Golden Circle” (loyalty program centre, and Marketing Programs department database) Training Program provides functionality for all hotels around the group to access central profile information

b. Delphi Training Program - Importance of Delphi- management audit – training Delphi - makes use of the Delphi function reservations system to access our client profile database. This database provides us with guest and client history, as well as pertinent details to assist us in providing superior customer relationship management.

3.5.2 Basic Training Plan

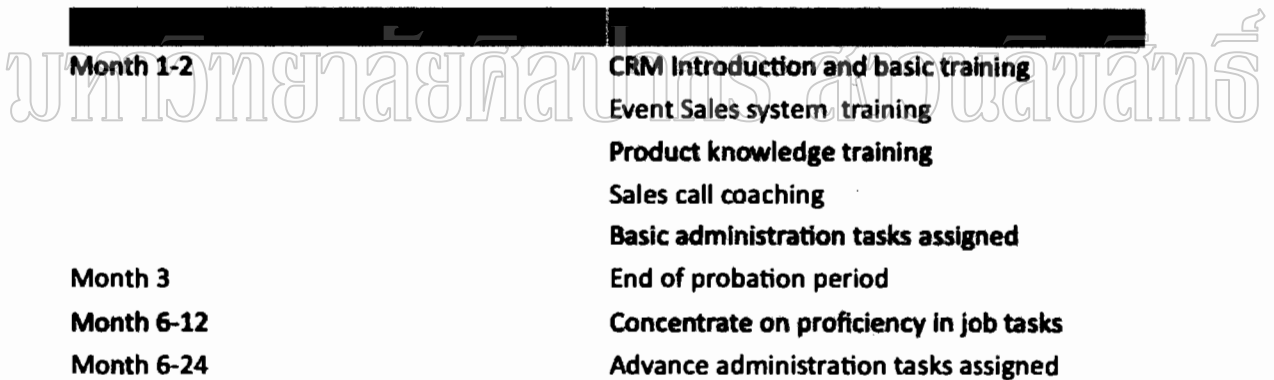


Figure: Timeframe training

*Staffs receive the right messages communication about CRM

*Staffs receive half year as well as annual appraisals to evaluate progress and career development.

Identify the Training timeframe

Table: Identification of timeframe training

Timeframe	Development covered
Month 1-2	<p>CRM Introduction and basic training</p> <ul style="list-style-type: none"> - Conducting by professional out source in the CRM - Director of Human resources - Participate: All Sales Event Management Department
	<p>Event Sales system training</p> <ul style="list-style-type: none"> - Conducting by IT Manager - Participate: All Sales Event Management Department
	<p>Product knowledge training</p> <ul style="list-style-type: none"> - Conducting by Director of Events - Participate: All Sales Event Management Department
	<p>Sales call coaching</p> <ul style="list-style-type: none"> - Conducting by the out source organization the professional sales - Participate: All Sales Event Management Department
	<p>Basic administration tasks assigned</p> <ul style="list-style-type: none"> - Conducting by Events Sales Executive - Participate: All Sales Event Management Department
Month 6-12	<p>Concentrate on proficiency in job tasks</p> <ul style="list-style-type: none"> - Conducting by Assistance Events Sales Director - Participate: All Sales Event Management Department
Month 6-24	<p>Advance administration tasks assigned</p> <ul style="list-style-type: none"> - Conducting by Events Sales Manager - Participate: All Sales Event Management Department

3.5.3 Planning Worksheets

The CRM project, use the following worksheets to organize and form the project plan. This needs to make copies of these worksheets before start.

3.5.3.1 CRM Project Goals

- Communication – the exchange of information that, in turn, builds a greater understanding for both management level and implement level.
- Efficiency – those areas for improving productivity while not in front of the customer.
- Effectiveness – those areas for improving productivity while in front of the customer.
- Decision-Making – leveraging the information derived to set future direction.

3.5.3.2 CRM Project Objectives

- Expecting of increase of total revenue.
- The repeater events rise up to achieve the forecast
- The Events performance Monitoring score rise up from last year.
- Customer satisfactions are in positive

Selection Date: _____

Target Implementation Start Date: _____

3.5.3.3 CRM Project Team Members

Project manager

Name _____

Title: _____

Dept: _____

Phone: _____

E-mail: _____

Review team/steering committee

Name _____

Title: _____

Dept: _____

Phone: _____

E-mail: _____

Review team/steering committee

Name _____

Title: _____

Dept: _____

Phone: _____

E-mail: _____

3.5.4 Monitoring system

To measure the effective of this training course is importance to see the performance of the sales person and effective of the training. The checklist is the chosen tool to use in this research. The Methodology of the checklist will first provide policies and procedures, which are generic throughout the Shangri-La hotel, Chiang Mai. Each month a quality self-audit checklist is compiled and distributed for completion. The results are sent back to corporate sales to monitoring the result. The checklist will help the department monitoring the training result.

In the checklist will be the scoring is relative to compliance with the audited policies and procedures for the self-audits. Frequency Self audit is carried out monthly. This will ensure the quality throughout the group Events sales.

- Internal monitoring – Criteria and scoring self audit criteria of monitoring
- Courteous and Friendly Service Provided
- Product Knowledge
- Events Selling
- Customer Contact Centre Specific
- Bring Call to a Successful Conclusion

3.5.5 Account Management in Sales Events Management Department

The template of the Account Management can be the part to support the sales person in term of the sales process, in order to retain the repeater customer. Below is some of the several benefit of the account management.

- The Account Management templates prioritize the most importance account and analysis frequency of the sales call.
- The database integrates customer account information and the telemarketing.

	5	3	2	
Points	6	4 - 5	3	< 3
Code	1/M	1/2M	4/Y	2/Y
Calls per month	1.0	0.50	0.33	0.17
Total calls / month		0.0		
Equiv staff (100%)		0.0		
Equiv staff lower prod.		0.0		
Calls / month / \$M		100.3		
Productivity factor		80%		
Acct Categ		# Accts		
A		0		
B		0		
C		0		
D		0		
Total		0		

Figure: Account Management I

- Necessary information is captured from Room rental revenue, catering revenue F&B, catering cover and other revenue.
- The data is used for sales, marketing, services and other applications.

3.6 PROCESS DEVELOPMENT

3.6.1 Sale process

Due to the recommendation from the result of the survey, the sales process can be improved to become more efficient and effective in the organization. As the training program implement into the Sales Event Management:

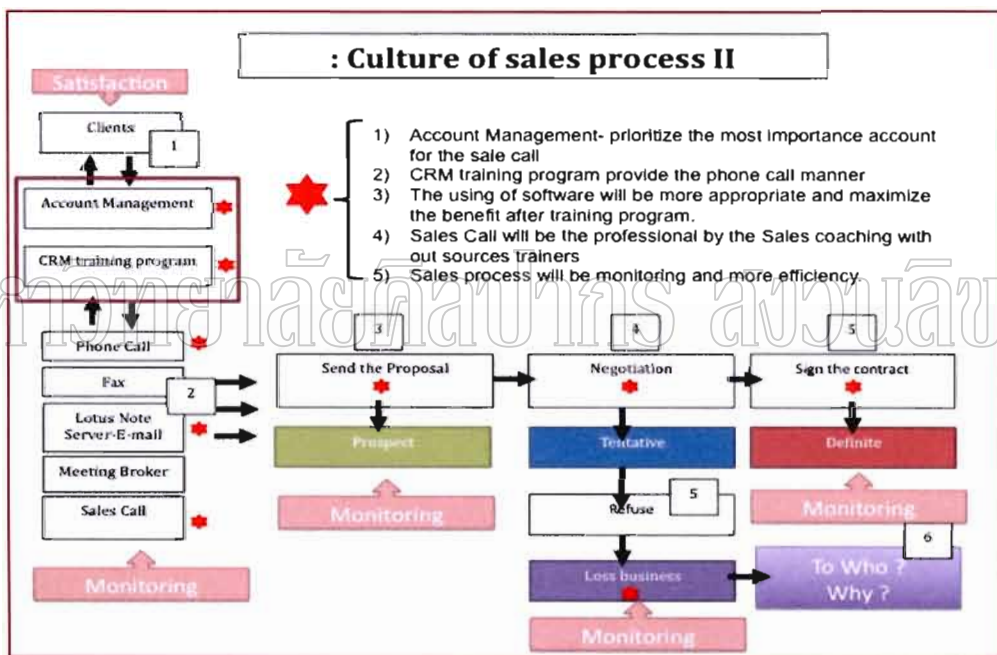


Figure: Process Improvement I

3.6.1.1) Account Management- The recommendation stage had mentioned about applying Account management, which will prioritize the most importance account for the sale call and also the telemarketing can be made.

3.6.1.2) CRM training program- In the course of training will provide the phone call manner, which help the sales person have professional services.

3.6.1.3) The using of software will be more appropriate and maximize the benefit after training program.

3.6.1.4) Sales Call will be the professional by the Sales coaching with outsourcing the trainers

3.6.1.5) Sales process will be monitoring by the manager and sent the report to the management team. This will bring the sales process to be even more efficient and effective.

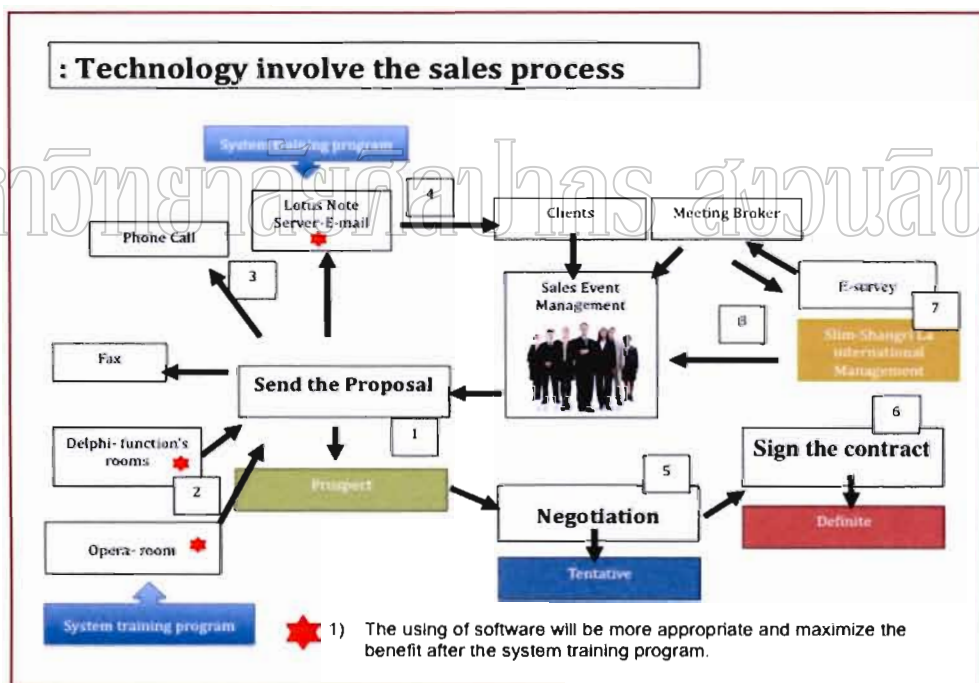


Figure: Process improvement II

3.6.2 Technology involve the sales process

Technology of the sale process will be more effective and productive in term of the sales decision and information in detail as shown in this following flow chart. After the system training, the process will start at the prospect point. Everything will

be started once sending the e-proposal, which being taught from the Delphi Software out to the clients.

As all the function being taught, all the information from Delphi and Opera will be organize and effective to maximize the revenue. The client meeting and launch for sales event management in order to handle the professional clients and sale the product.

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3.7 BENEFITS FOR SHANGRI LA HOTEL, CHIANG MAI

The return on investment (ROI) from CRM implementation is essential and needs to be measured as it provides a yardstick for success. CRM ROI can be termed as any of the following:

- Cost reductions or efficiencies created by the CRM implementation
- Customer retention or customer loyalty
- Possible customer value in the future that has been created due to CRM implementation

Most organizations have varied opinions about the measurement of CRM ROI. However, it is often not as assumed. ROI is not as fluctuating or unpredictable as expected. It is absolutely essential to measure ROI and organizations should have established their own measurement criteria. The analysis of ROI in the call center or distribution system benefits is simple. However in analytical CRM, ROI measurement is harder. Despite the fact that some companies are not used to the metrics involved, measuring ROI is a prerequisite. The table below is the forecast scenario of the Total Catering revenue, which base on the average spending per account with the average events per year. The Events Performance base on the overall guests experience of the year.

Scenario	Forecast		
	Pessimistic Forecast 10%	Best Guess Forecast	Optimistic Forecast + 10 %
Total Catering revenue	2,250,000 THB	2,500,000 THB	2,750,000 THB
Advertising down 10 percent	63 %	70 %	77 %

CHAPTER 4

CONCLUSION & BENEFITS

4.1 Final Conclusion

4.1.1 *Possible Limits*

The possible limitation of the Business Improvement project might be the timing of the project, since the time is limited in collecting the data and the sample of the survey, which is quite a few to be the generalization. It might have a variety of factors, which can affect to research's result. This case study could be only for the sales department, even though this conceptual model can be for the entire hotel. Beside from the limited of the time and the size of the sample, the adjustment to the data of the hotel would be another limitation for this research, since this hotel is the international chain hotel. The information of the financial number is prohibited and highly sensitive. Another Important of the Shangri La, hotel's limitation is policy of implementing any new strategies in hotel under Shangri La's chain. Therefore, this improvement research cannot be implemented during the internship.

4.1.2 *Further Research*

In order to have a successful CRM system the further research should be include the entire department in Shangri-la to see more perception and bring to the conclusion for implementation for the next step of improving the CRM. This will give them the opportunity to respond faster and provide better service. But some companies over-rely on technology and they forget that at the end of the day, CRM has to do with people and depends a lot on the quality of their employees work. The

success of a CRM strategy is often measured in terms of customer retention sometimes referred to as customer loyalty and customer advocacy (word of mouth) could be for the further study. Researches have found that in order to increase the above terms, a CRM strategy needs to enhance customer's behavioral and affective commitment towards the market. (Menon and O'Connor, 2007: 158)

4.2 Benefits

4.2.1 *Benefits to Host Company*

This business improvement project is to improve the Customer Relation Management in Events Sales Management to be more effective and efficiency: The case study in Customer relationship management in Shangri la hotel Chiang Mai, focus on the lacking element of the CRM and planning the training program and developing the sales process to be more efficiency. This research is aiming for the perception of internal CRM. The issue is one of problem of Sales and Marketing Department of Shangri La, Chiang Mai. This training and improvement will help the sales creating the well relationship between sales team and the customer, which means the result is the high satisfaction of customer especially the repeater customer that are the main customer of Shangri La Chiang Mai. This will lead 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*

For personal benefit, I believe that to be a valuable partnership with a good teams work always gives you more moments of working in team. As the matter of fact that this 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 I act as an employee to show my strength in many areas responsibility fast learning skill, well time-management, high, and cooperation with other departments. My responsible tasks need the advance skill and knowledge that I As per my internship program I have learn a lot of program and technique, which surly that when I graduated I can easy find a good job to utilize my professionalism. In additional, I found that these periods also gave me the opportunities to achieve my goal in both short and long terms. Further more, it improved my spirit of good service with great communication. The end of the internship, all events sales team and management have seen that I have a potential to be a valuable employee for Shangri La, Chiang Mai in Sales and Marketing Department. They offer me a future career at Shangri La. I believe this internship will be one of a key component that opens many good job opportunities, beside from the connection and good relation with this hotel people.

APPENDIX A

BUSINESS IMPROVEMENT PROJECT FORM

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์



International Business School
Hotel & Tourism Management

INTERNSHIP AGREEMENT

Article 1

This agreement defines the relationship between:

The School:

SILPAKORN UNIVERSITY INTERNATIONAL COLLEGE

22 Borommarachachonani Rd. Talingchan,
Bangkok 10170, Thailand
Tel. +66 (0) 2880 8684, +66 (0) 2880 8361-3
Fax. +66 (0) 2880 9937 E-mail : suic@suic.org

Represented by: **Dr Sompid Kattiyapikul, Director**

and the Company:

SHANGRI-LA HOTEL, CHIANG MAI

89/8 Chang Klan Road,
Muang, Chiang Mai
50100, Thailand
Tel : (66 53) 253 888
Fax : (66 53) 253 800 E-mail :
Pimpisa.suriyont@shangri-la.com

Represented by: **Ms. Pimpisa Suriyont, Training Manager**

where it is thereby agreed that the student:

Mr. Aticha KWAENG SOPHA

Born the 07 of March 1986 at Bangkok
Nationality : Thai
Tel : 081-6016634 E-mail : Ohopalo@yahoo.com

currently enrolled in the MBA program in Hospitality and
Tourism Management at Silpakorn University International College will be completing an
internship of 6 months (no less than 5 month) from 16 of November 2010 to 6 of May 2011.

Article 2

The intention of the internship is to provide interns with an opportunity to apply their studies in a real professional situation within their chosen career path and to develop competencies related to the management of a tourism or hospitality organization.

Article 3

The Internship program should be established by the director of the company in agreement with the student and a representative of Silpakorn University International College (Mr Christophe Mercier) according to the MBA curriculum and the Internship Course-book.

Article 4

According to Article 2, the Company declares itself able, and is obliged:

1. To offer instruction and training to the student according to the Internship Course-book during the internship.
2. To communicate with the appropriate representative of SUIC (Mr Christophe Mercier) with regard to any questions which may arise about the student during his internship
3. In case of absence of the Student, to inform SUIC within 48 hours.
4. To assist the student in his/her effort to contact SUIC should the need arise.
5. To monitor the student's Business Improvement Project (Appendix G of the Internship Course-book) and to give him/ her a suggested 3 hours per week to work on the project.
6. To certify confirmation of his/her working schedule and personal conduct during the internship
7. To fill in the Business Improvement Project grading sheet (Appendix H of the Internship Course-book)
8. To fill in the Internship Assessment (Appendix J of the Internship Course-book)

Article 5

The student performing the Internship will remain a student at Silpakorn University International College during the internship and is obliged:

1. To make use of every opportunity to improve his/her field of knowledge
2. To fulfil all training requirements
3. To observe the given working rules and company guidelines and to manage all tools, instruments, machines and materials with due care and attention
4. To produce all progress reports according to the Internship course-book
5. To produce a written Business Improvement Project according to the Internship course-book
6. To respect the interests of the Company and to observe the codes and practices of confidentiality
7. To inform the Company immediately over every working day on which he or she cannot be present. Days lost due to sickness are to be verified by a doctor's certificate within 3 days.

Article 6

Both parties may withdraw from the contract under the following circumstances:

- ❖ Immediate termination must be mutual and well founded.
- ❖ Four weeks notice must be given in cases where the Student is forced to withdraw from the internship for personal reasons.

Written notice must enclose an adequate explanation of the grounds for withdrawal and has to be set-up in coordination with the Company's authorities and the representative of SUIC.

Article 7

As Silpakorn University International College Students, all students must have proof of an official health insurance and accident coverage. The company has no liability in the case of an accident, and interns are solely responsible for insurance issues.

The student benefits from the following health insurance:

Name of the health insurer:

Name of additional health insurer (if any):

If the intern does not possess health insurance, he/she must attend to it. He/she continues to be covered by this insurance during the period of the internship. In case of an accident, either at work or on the way to work, the director of the company must take the following actions:

1. Declare the accident within 48 hours to the health insurance company (see above) of the student
2. Hand the victim notification describing the occupational accident
3. Inform the representative of Silpakorn University International College

Article 8

During the internship, the Company will grant the Student with a salary of -.

During the internship, the Company will provide meals for the Student while he or she is on duty.

During the internship, the Company will provide a clean and well-aired bedroom with individual bed and bathroom facilities.

YES

NO

The Student is responsible for all transportation costs from his country of residence to the internship location.

Article 9

Copies in triplicate of the internship agreement are to be signed by the Director of Silpakorn University International College, the representative of the Company and the Student

Article 11

No departure from these conditions will be considered without the prior consent of SUIC.

Dates and Signatures: 12, October, 2010

Mr. Aticha Kwaengsopha

Dr Sompid Kattiyapikul,

Ms. Pimpisa Suriyont

Intern


Director of SUIC

Training Manager

The Student

Silpakorn University International
College, Bangkok, Thailand

The Company
(Signature of the representative
and Stamp)

Original copies to:

- ❖ Silpakorn University International College
- ❖ The Company
- ❖ The Student

Appendix E

Expectations with regards to the internship

Name: Aticha Kwaengsopha

ID: 52501315

What are your expectations of an internship in general?

To be involved with all department, gain the knowledge form the management level, attent to the management meeting, geting support from the manager, get the importance assignment for improve skill

What are your expectations regarding the host company?

Respectful, helpful and supporting

What type of work are you expecting to be involved in during your internship?

Back office and some of the operation regarding to the Sale and Marketing Department

For this internship, which learning objectives did you adopt for yourself?

From the F&B knowledge and the knowledge that I had learnt from the University plus form work.

What may the host company expect from you?

Responsibility, creativity, academic thinking

What challenges to you expect for this internship?

To be involve with the management

What are some strong and weak points, which could play a positive or a negative role in the internship?

Strong points- work environment, good for my future career, get the right department would like to work with.

Weak points- might first be isolate

Which personal aspects would you like to work on during this internship?

Teamwork, helpful, trust and professional

How will you be spending your time off during this internship?

August 1, 2009

Doing the business project, research some of the interest issue and socialize

What are your expectations regarding the support by your SUIC internship mentor?

Clearly advise the process of the business project, giving the good research concerning to the area, support for some particular letter(in case)

What are your expectations regarding the support by your host company's supervisor?

Advise to get into some information, supporting and giving some of the knowledge

Which cultural differences would you expect to encounter at your prospective workplace?

The north culture

Are there any other expectations you wish to share with regards to the internship?

If possible to get the future career in Chiang mai.

APPENDIX B

ASSESSMENT FORM

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Appendix C

Assessment of SUIC Student by the Host Company

Student Name: Aticha Kwaengsopha
Host Company: Shangri La hotel, Chiang Mai
Supervisor: Mr. Alex Passion
Assessment period: From: 16 November 2010 To: 20 April 2011
Date of Assessment: 15 April 2011
Intern's position: Sales and Marketing Management Trainee

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:

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

Appendix J Assessment Form

August 1, 2009

1. Guest or customer/ service orientation	Points Awarded (Circle One)
5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	
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: <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). 	5 4 3 2 1
Comments:	

2. Technical and Professional aspects	Points Awarded (Circle One)
Criteria	
5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	
The student has knowledge of the duties within the department and has the capability to put them into practice. The student: <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 	5 4 3 2 1
Comments:	

3. Human Resource Management (if applicable)	Points Awarded (Circle One)
5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	
The student can motivate and stimulate the associates in such a manner that all duties are executed correctly. He / she is able to: <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 handle conflicts and resistance	5 4 3 2 1
Comments:	

Appendix J Assessment Form

August 1, 2009

4. Problem solving and decision making 5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	Points Awarded (Circle One)
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 	5 4 3 2 1
Comments:	

5. Planning 5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	Points Awarded (Circle One)
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. 	5 4 3 2 1
Comments:	

6. Organising 5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	Points Awarded (Circle One)
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 	5 4 3 2 1
Comments:	

Appendix J Assessment Form

August 1, 2009

7. Controlling 5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	Points Awarded (Circle One)
<p>The student is critical towards the process and the quality of the completed duties. He / she is able to:</p> <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 <p>make sure that new associates have reached the learning goals.</p>	5 4 3 2 1
Comments:	

8. Passion/ initiative/ entrepreneurship 5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	Points Awarded (Circle One)
<p>The student demonstrates initiative and is able to function in an independent and energetic manner. He / she is able to:</p> <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 <p>show perseverance, approaching mistakes as a challenge to learn from and standing to own ideas.</p>	5 4 3 2 1
Comments:	

9. Communication 5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	Points Awarded (Circle One)
<p>The student communicates the right information to the person or department concerned, both orally and in writing. He / she is able to:</p> <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 <p>express viewpoints with confidence</p>	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)
<p>The student has a positive attitude towards management, associates and the entire organisation. He / she is able to:</p> <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 <p>see different sides of an argument and demonstrate willingness to compromise (win-win)</p>	5 4 3 2 1
<p>Comments:</p>	

11. Tolerance for stress/ self management/ flexibility 5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	Points Awarded (Circle One)
<p>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.</p> <p>He / she is able to:</p> <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 <p>seeks feedback on ways he/she can improve</p>	5 4 3 2 1
<p>Comments:</p>	

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

Appendix J Assessment Form

August 1, 2009

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>					5 4 3 2 1
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"> • _____ • _____ • _____ • _____ • _____ 					5 4 3 2 1
Comments:					

August 1, 2009

20 April 2011

The student's strong points are:

- good attitude = punctual
- Can adapt easily w/work & ~~learn~~ fast learner
- Hardworking

Which areas should be improved?

- Be more detailed
- Educate himself more about industry & product knowledge

Intermediate appraisal: (if applicable)

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

Final appraisal: (if applicable)

General remarks:

- ~~Can~~ potential to see Events Executive w/ proper guidance.

Student's Comments:

Signature of supervisor of Host Company:

Signature of Student:

APPENDIX C

RESEARCH SURVEY

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์



7. If you company already implements CRM when did it start?

<2007

2007-2008

2008-2009

>2010

Part II: How important do you consider the following to development of CRM culture in your company?

Part I General Information

1. Please write down what you think the acronym CRM means?
.....

2. You are provided with number of definitions for CRM. Please select the One that is closes to your company's definition or the definition you would like your company to adopt.

CRM is a management approach that enables Organizations to identify, attract and increase retention of profitable customer by managing relationship with them.

CRM is a combination of people, process and technology that focuses on decreasing a hotel's cost and maximizing profits by retaining existing customers and acquiring new customer

CRM is a process designed to collect data related to customer, to grasp features of customers, and to apply those qualities in specific marketing activities.

CRM is a combination of people, process and technology that seek to understand the company's customer, to improve customer satisfaction level, to retain exiting customer and improve customer lifetime value.

3. Does your hotel have CRM strategy?

Yes No

Answer the questions 4 and 5 on the basic of the scale:

Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree

4. I believe CRM should be part of every Company's strategy plan.

Strongly agree Agree Neutral
 Disagree Strongly Disagree

5. Do you believe there is a link between CRM and profit?

Strongly agree Agree Neutral
 Disagree Strongly Disagree

6. If not why?

We do not care

Its positive

Personal reason

Other (please specify).....

	Circle the number that represents your company's commitment (on scale 1-5)	Scale 1-5				
		1	2	3	4	5
Technology						
1	My organization has the right software to serve our customer (Delphi and Opera)					
2	My organization foreseen that implementing the best CRM software will net a full profit from the technology at the end.					
3	Organization has the right equipment to serve our customers					
Process						
4	Retain current customers and generate repeat orders					
5	Maintain the customer database. Keep contract info and track all contract event					
6	Using information in everyday of operation process to build relationship					
People						
7	Give emphasis on HRM - Recruitment and training of new and current employees					
8	Focus on internal marketing and particularly front-line employees					
9	Create employee loyalty					
Business culture						
10	Ensure that top management is aware of CRM strategies and is capable of giving strong support					
11	My organization provides channels to enable ongoing two-way communication between our key customer and us					
12	Customer can expect prompt services from employees of my organization					

We do appreciate your time and value opinion. Thank you very much.

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BIOGRAPHICAL INFORMATION

ATICHA KWAENG SOPHA (MR)

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Personal Information

Date of Birth : 7 March 1986

Place of Birth : Bangkok, Thailand

Height : 175 cm.

Weight : 70 K.g.

Health : Excellent

Marital status : Single

Nationality : Thai

Education

Undergraduate in Master of Business Administration (Hotel and Tourism Management)

Silpakorn University International College, Bangkok Thailand

3rd Semester: GPA 3.93 / 4.00

Graduated in Bachelor of Arts in German, minor in Hotel Management

Khon Kaen University, Khon Kaen Thailand

Graduation: March 2007; GPA 3.26 / 4.00 (second class honour)

High school certificate *The Queen College* (Human major) Ratchburi, Thailand

Graduation: March 2003; GPA 3.07 / 4.00

Participated in AFS Program as an exchange student in Switzerland.

Work Experiences

Employer: Internship at Shangri La hotel, Chiang Mai (Thailand) Nov, 10-Apr, 11

Position Held: Sale and Marketing / Event management Intern

Job Description:

- Supporting for making phone calls to sales agents, hotel site inspection
- Adding the new sales accounts
- Providing the proposal letter, agreement contract, group resume for event
- Support for the BEO, Change log, EMP report, Operation Meeting
- Supporting in all the sales activities.

Employer: Liebherr (Thailand) Co.,Ltd

Aug 03,09 –Nov 15,10

Position Held: Secretary to Managing Director

Job Description:

- Report directly to Managing & Sales Director
- Provide secretarial support to Managing Director
- Support documentation works for all sales team- Sales report, sales call and telemarketing
- Assist in sales tasks directed by sale director
- Handle Visa & Travel documents for all management team
- Arrange flight tickets, accommodation booking and other travel concerns.
- Coordinate with Liebherr main office, Germany.

Employer: Soneva Fushi by Six Senses (Maldives)

Apr 14, 08 –Apr 1, 09

Position Held: F & B Management Trainee

Job Description:

- Universal Chef Prepare and cook Thai, India, and Japanese and International food
- Cold Kitchen, Hot Kitchen, Pastry and Butchery. Set up the buffet
- Waiter (Restaurant and bar waiter) Setting table, taking order and serving food
- Barman in all outlets making all drinks in bar, serving and cashier

Employer: Chula Vista Resort (Wisconsin Dell, USA) Mar10, 07-May 17,07

Position Held: Kitchen Runner

Job Description:

- Preparing food for the chef
- Support the catering
- Serving food for the Buffet and filling up

Extracurricular Activities

Staff in Humanities and Social Sciences Student Club

Staff (as a cheerleader) for University sport day.

A volunteer in German Camp of Humanities and Social Sciences Faculty.

Staff for Khon Kaen University campus tour.

Participated in the 1st of German language competition.
Participated in Mr. & Ms. Freshy Stars of the Humanities and Social Sciences
Participated in Tennis Competition of the University.
Took summer course in New Zealand Mathayom3

Skills

Computer Skill: Microsoft Office (very good), Adobe Photoshop cs2 (good), Lotus Note, Delphi, Opera (Good)

Language Skills: Thai, English (very good), German (good) and a little skill in Spanish and French

Certifications

Seminars:

o **German for Tourism**, Department of German,
Faculty of Humanities and Social Sciences, Khon Kaen University.

o **Student Union Training**, Khon Kaen University.

o **Participated in English Training course**
for the international July27-September 5,2005
relations officers and volunteers, Khon Kaen University.

o **Wine and Spirit Training course by Six Senses (Maldives)**