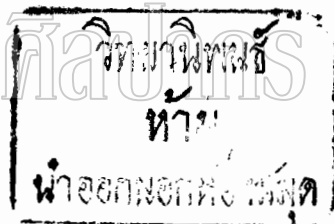


CUSTOMER COMMUNICATION IMPROVEMENT BY SOCIAL CUSTOMER
RELATIONSHIP MANAGEMENT THROUGH FACEBOOK



By

Panadda Wongdermdee



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

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The Graduate School, Silpakorn University has approved and accredited the Independent Study title of "Customer communication improvement by social customer relationship management through Facebook" submitted by Miss Panadda Wongdermdee as a partial fulfillment of the requirements for the degree of Hotel and Tourism Management.

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ABSTRACT

CUSTOMER COMMUNICATION IMPROVEMENT BY SOCIAL CUSTOMER RELATIONSHIP MANAGEMENT THROUGH FACEBOOK

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Silpakorn University International College, 2011

This master dissertation features detail of internship and business improvement project. The first two chapters cover details of the internship in France and the host company. The business improvement project which is the core of this dissertation is found in chapter 3, following by the internship benefits in the chapter 4.

The business improvement project (BIP) on customer communication in application of Social Customer Relationship Management (SCRM) through Facebook was investigated. SCRM is a new theory which has been widely discussed and adapted nowadays. This theory enhances the relationship between business and customers through conversation, engagement and collaboration. In order to do so, many companies utilize Facebook as a channel to communication and connect with

customers. Thus, this BIP provides better understanding about SCRM and other related terms.

Due to some limitation in implementation, the investigation process has mainly done through references of secondary online sources such as articles, book, interviews, blogs, etc. Resolutions to customer communication are based on reference of SCRM theory, experts in SCRM and Facebook, and experience from business owners who adapt Facebook.

Findings have shown that SCRM is an extension of traditional theory of Customer Relationship Management suitable for the modern business world where business and customer become social. SCRM implementation can be done through utilization of Facebook Page which allows interactive communication on a daily basis. SCRM can be used in combination of CRM to achieve corporate objectives.

However successful implementation of SCRM and Facebook requires support from management, resources contribution, understanding of tools and strategy.

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CHAPTER 1
PROFESSIONAL PROJECT

1.1 Internship Abroad

An option of performing an internship abroad and generating a business improvement project is chosen by the author as her MBA professional project. The author has an interest in working abroad; therefore, seeking an opportunity to acquire that experience. With an assistance of SUIC internship coordinator, the author received an opportunity to intern at Le Grand Hotel & Spa in France. The hotel is situated in a small touristic town named Gérardmer in the eastern region of France. The author is assigned to work at Les Chênes Blancs Spa as a receptionist. The main responsibilities include answering phone calls and inquiries, securing specific schedules or appointments for clients, selling boutique products, generating invoices, and maintaining the reception area or surroundings to accommodate all clients. The intern proves to be helpful for the hotel due to high tourist season. This internship allows the author to experience working in French culture which contributing to an improvement in French communication skills as well as personal development. In term of professional achievement, the author is able to adapt to organizational culture and management style, which resulting in a broaden management perspective of the author. The internship abroad indeed offers valuable and rich experience for student who can embrace change and cultural diversity.

1.1.1 Objective and Expectation

The author expects to endeavor managerial skills and hand-on experience from this internship. In the same time, the author wishes to act as a productive resource to the host company by sharing her knowledge and skills in forms of performance and ideas. It is an opportunity for students to open up their perception about the real hospitality business and prepare themselves for their future career path. In addition, the students can apply knowledge and theories learnt from classrooms into practices. For the author, traineeship in France enriches life and working experience. This experience will prove whether the author is capable to adapt to different condition and environment as well as to professionally and personally develop despite some difficulties.

1.1.2 The Host Company & Period of Internship

The internship took place in a small family-run hotel called Grand Hotel & Spa which situated in Gérardmer, a small touristic town in Lorraine region of France. The description and information of the hotel will be provided in the following chapter. The period of internship started from December 1, 2010 to April 24, 2011. Working hour for the first three months was Wednesday to Sunday starting from 12:00 to 19:00 and Saturday to Sunday with the same hours for the last two months of internship.

1.1.3 Department Responsibilities

The intern student was assigned to work at Les Chênes Blancs Spa as a receptionist. The main responsibilities include answering visitor inquiries about the spa, greeting and guiding customers, sorting mails, answering incoming calls,

arranging appointments for estheticians, selling boutique products, and generating invoices. The intern assisted estheticians in ensuring daily operation run smoothly. In general, there are four estheticians but the number varies during the period of internship due to turnover. During the last two months of traineeship, my request to work with an accountant was granted. The reason to move to other department was to discover another area of the hotel. Moreover, working within this department allows an access to financial data which useful for the business improvement project. The accountant was very pleased with my assistance to relieve her workload. The intern's responsibilities covered a summary of daily revenues on spreadsheet, verification and matching receipts of payments with bank statements and other paper work as assigned.

1.2 Theories Integration

Many theories taught in classrooms will be only statement unless students can understand, refer and apply them into real life. Theories can be used as concept, guideline or tool for students to explain, understand, foresee or anticipate an occurrence which currently proceeds or possibly realize in the future. Consequently, an association of theory with practice is an evidence that interns are capable of integrate knowledge from classroom into professional circumstance. The first theory that the intern uses to explain management style is management theory of maximizing labor productivity and managing people. The theory enables the intern to identify management practical styles resulting in employees' dissatisfaction, turnover, unproductiveness, customers' dissatisfaction and loss of revenues. Even though, the intern was unable to share her point of view of improving labor

productivity as it was a delicate issue, she at least was capable to identify causes, outcomes and possible resolution to the existing issues. Another theory that supports the initial theory is organizational commitment theory of clarifying mission, having comprehensive procedures and consistently transparent interactive communication, encouraging a collaborative environment, and supporting development of people. In the part of business improvement project, the intern mentions the theory of Customer Relationship Management and Social Customer Relationship Management. The latter theory is applied in the project in order to improve customer communication and business level of the spa.

1.3 Achievement

The internship enriches experience and sharpens skills of the intern student, Within these five months at Le Grand Hotel & Spa, I have undergone my learning process through observation, performing, adaptation, practice, accomplishment and comprehension. I believe this process will reoccur throughout my life. This internship offered me an opportunity to be in front office, performing reception service to hotel guests. It was my second experience gained within hospitality business after my PR & Sales experience prior to this internship. Being in front office has never been my interest; however, I have enjoyed performing a receptionist role at the spa. I performed my duty with pleasure to make customers happy by giving them smiley welcome, responding to their needs and solving their problems. Apart from being a receptionist, I also carried out sales functions by providing information about products and services to customers and attempting to close sales. Without proper and formal training, I was capable of selling boutique products and

treatment of the spa. I was proud of my contribution to the spa's revenues. Moreover, I have gained confidence in telephone communication. My French communication skills have been improved through daily utilization and interaction with colleagues and customers.

During my internship, I tried to apply knowledge learnt from classes in my work such as to remember guests and call them by name, to answer the phone within three rings with smile and enthusiasm to serve, and to recapitulate reservation and thank customers before ending telephone conversation. Despite the lack of management training and role-model supervisor to guide me, I somehow sharpened my management skills by observing, identifying problems and solutions. In reference to lessons I have been taught in class, I was able to justify improper practices resulting in undesirable and destructive outcomes. In conclusion, this internship has enriched my work experience, shaped my personality, overcome my weakness and prepared me to be good management in the future.

CHAPTER 2

HOST COMPANY: LE GRAND HOTEL & SPA

2.1 Le Grand Hotel & Spa

Le Grand Hotel & Spa is a small family-run hotel owned and directed by Mr. and Mrs. Remy. The hotel is categorized in a group of “Beaux Hotels” by Châteaux & Hôtels Collections which is a renowned world-wide French hotel chain. Characteristic of Beaux Hotels are superbly located in the city centre, they irresistibly attract travelers who appreciate a friendly, professional welcome, and unimpeachable service delivered by professionals, such as comfortable, well-equipped guest rooms and public areas that are either packed with history or decidedly modern. They are ideal for family weekends or a few hours' relaxation during a business trip. The establishment has a very long fabulous history which has been told through generations.

2.1.1 The History of Le Grand Hotel & Spa

During the first half of the 19th century, Gérardmer was a big rural town with some shops and sparse farms. In 1840, Félix Henry opened a post office to assure service between Gérardmer and Remiremont. This post office was as well a modest good inn with two rooms called “Hotel of the Tilleul”. In 1860, Augustus Reiterhart, native sommelier of Colmar in Alsace, turned the rustic inn into a comfortable hotel and renamed it “Grand Hotel and Hotel de la Poste”. The train arrived for the first time to Gérardmer in 1878 and thus tourism has intensively developed. This was a beautiful era as Gérardmer became popular destination in Vosges department. Later

in 1969, Henri Bragard, well-known hotelier and industrialist, bought the hotel and transformed it into a modern and comfortable hotel, which was named “Grand Hôtel Bragard” until mid 1980 and was later renamed “Le Grand Hotel”.

It was in 1985 that the family Remy, owner of an important tourist complex in La Bresse, located 13 kilometers away from Gérardmer, brought the hotel after the decease of previous owner. Mr. Claude Remy has since then became a new director of Le Grand Hotel. With their passion and effort, Claude and Fabienne Remy became the owner of Le Grand Hotel in 1996. The hotel is also the place of privileged appointment of fame, notably at the time of the Fantastic Arts Festival when it hosts each year famous actors, actresses and film directors. Since 1985, the hotel has gradually and resolutely developed towards the future to meet customers' requirements. Today the hotel offers two swimming pools, of vast dedicated rooms to the seminaries and banquets, three restaurants, of which the excellent Kneaded Houses, one of the best Gastronomic restaurants of the Vosges, as well as a luxurious spa of more than 400 m² open in December 2009. Due to this occasion, Le Grand Hotel was rechristened “Le Grand Hotel & Spa”.

2.1.2 Location and Local Area

Le Grand Hotel & Spa is located in a small touristic town of France called Gérardmer. The town is situated in Vosges department of Lorraine region which is easily accessed by car. Although Gérardmer is indirectly reachable by train or plane, nearest train station in Remiremont is within 25 minutes drive and 1 hour drive from the nearest airport in Colmar. A road journey from Paris and Belgium takes about 5 hours whereas a drive either from Germany, Switzerland or Luxemburg takes less

than 3 hours. This explains popularity of Gérardmer among Parisian, Belgian, German and Luxembourgian.

Geographical advantage of Gérardmer is being in the Massif Des Vosges which is the heart of a conservation area, surrounded by lakes and pinewoods in the north-east of France. It is between the Ballons des Vosges National Park in the south and the Regional Natural Park of Vosges du Nord, in the north. The highest peak is Grand Ballon with an altitude of 1423.7 metres. The Vosges resorts of Gerardmer, La Bresse Hohneck, Le Lac Blanc and Ventron offer a variety of winter activities. In addition to winter activities, summer activities such as water sports, trekking, hiking, parapenting and motor racing are also available. Besides seasonal outdoor activities, tourists can enjoy indoor activities such as bowling, ice skating, casino, cinema, etc. Le Grand Hotel & Spa is in the city center which requires 10 minutes walk to the lake of Gérardmer.

2.1.3 Hotel Facilities

Le Grand Hotel & Spa possesses 72 rooms of which 68 rooms are in principal building and 4 rooms are in a chalet. Most of the rooms are decorated in English cozy style whereas some rooms are dominated by chalet style. The hotel features a private parking, a bar and 3 restaurants: traditional cuisine at the Grand Cerf, gastronomy at Pavillon Pétrus and local fare at the Assiette du Coq à l'Ane. In term of recreational amenities, the hotel provides one indoor and one outdoor swimming pool, a Jacuzzi, a sauna, a fitness room, a billiard room, and Les Chênes Blancs Spa and its Heat Center.

Hotel facilities meet requirement of both leisure and business travelers. Family guests can enjoy spacious connecting room whereas business guests can profit business center and free wireless internet connection throughout the hotel. There are 6 fully equipped function-rooms with space ranging from 40 square meters to 200 square meters, serving familial and professional events such as wedding ceremony, party, seminar and conference.

The fact of having three restaurants serving distinct cuisines in different ambience and decoration allows customer flexibility to dine according to their preference and budget. The Fritz bar offers convivial and comfortable ambience for relaxing moment during the day till late nighttime. Apart from restaurants and bar, the hotel also relaxing massages and aesthetic treatments within a magnificent 450 square meters area composed of 5 cabins, reposing area, separated male and female locker rooms with showers, and the Heat Center. Les Chênes Blancs Spa is the first and unique spa in Vosges that offer a wellness zone called Heat Center, comprised of a sauna, a hammam, a salt-sea water pond, hot and cold showers, a passage laid with pebbles and stones for foot massage. All of these facilities are important features which give advantages to Le Grand Hotel & Spa and contribute to a relaxing and diversified stay of guests.

2.1.4 Hotel Activities

The main activities of the hotel are to propose service in accommodation, restaurant and spa. In term of accommodation, the hotel offers varieties of rooms: standard, superior, deluxe, junior suit, suit and chalets. Room rates are available for full and half board, and room only. Three restaurants are opened daily, serving lunch

and dinner for both internal and external guests. Moreover, the hotel has started new activity in offering hotel guests a spa service since December 2009. Les Chênes Blancs Spa proposes diversity of relaxing and aesthetic treatments in a serene and laid-back ambiance. Apart of principal activities, the hotel also offers supplement services to enhance guests' stay such as room service, meeting and banquet arrangement, laundry & dry cleaning, souvenirs shop, bicycle rental, packed lunches, business center service, organizing excursion, etc. Le Grand Hotel & Spa is considered to be the leading full-serviced hotel offering wide array of facilities and services in Gérardmer comparing to other hotels in the same category.

2.1.5 Competitors

Despite being a small town, Gérardmer offers a wide range of choices in hotels, classing from non star to four stars. Le Grand Hotel & Spa has obtained its fourth star early 2011. Thus, the direct competitors of Le Grand Hotel & Spa are Le Manoir Au Lac, Les Bas Rupts et Chalet Fleuri and Les Jardins de Sophie. These 4-star hotels offer quite similar facilities and services. However, Le Grand Hotel & Spa has more advantages in term of choices of restaurants, city-center location, indoor and outdoor swimming pools, full-serviced spa and Heat Center. The spa is considered to be a strong asset of the hotel; however, competitors may create their own spa in the future as well. In order to supersede competitors the hotel needs to emphasize on quality of products and services, human resources as well as customers relationship and retention. It is because those elements are the core of service industry which is unique and difficult to be imitated.

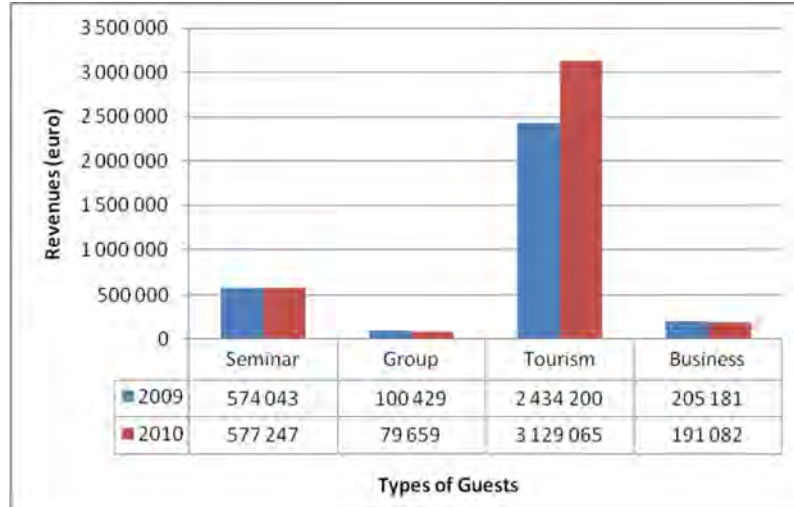
2.2 Volume of Business

This section presents information related to target market, sources of hotel revenues, trends of business, occupancy rate of Le Grand Hotel & Spa. This information is essential for business owner to better understand their principal customers

2.2.1 Types of Guests

Le Grand Hotel & Spa divides guests into four types which are tourism, group, seminar and business as shown in **Figure 1**. The figure demonstrates gross revenues from all sources of hotel's activities generated by each type in 2009 and 2010. Seminar represents companies who organize meeting at the hotel. In general, the hotel prefers to receive this group of customers during off-season or off-vacation period. The revenue from this type of guests was slightly increased in 2010. Since the hotel is small, the hotel does not receive much of group tour and in term of revenue, it is less profitable. Therefore, this type of customers does not generate much of sales. The data reveals that customers in Tourism tremendously influence in the hotel's revenues. This type represents tourist both individual and family. The last type is businessman who have special contract with the hotel and who reside at the hotel for business of pleasure purpose. Businessmen are minority type similar to Group. This fact implies that the size of the hotel is limited to accommodate a big group tour whereas the natural and mountainous location of the hotel is more suitable to accommodate individual and family who travel for pleasure rather than business reason.

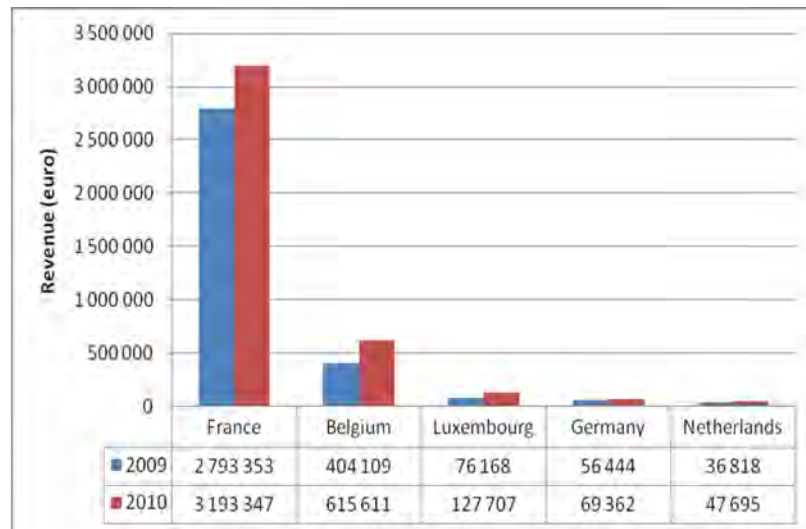
Figure 1 Sources of revenue categorized by types of guests in 2009 and 2010



2.2.2 Customers

As shown in **Figure 2**, the hotel's target customers come from France, Belgium, Luxembourg, Germany and Netherlands. French customers significantly generate revenues, 81.34% in 2009 and 77.74% in 2010 out of hotel's total revenue.

Figure 2 Top Five Nations Contributing to the Hotel's Revenue



The revenue demonstrated in the chart is gross revenue from all sources of hotel's activities. This information will help managers plan for marketing strategy to gain more customers from Luxembourg, Germany and Netherlands. The manager should as well be aware of factors contribute to the growth business and try to maintain them. By knowing nationalities of target customers, the hoteliers should be able to understand their behaviors, cultures, languages, and preference, in order to satisfy and improve customers' experience.

2.2.3 Factors Influence in Fluctuation of Tourists

There are many factors both controllable and uncontrollable that play an important role in variation of tourists in Gérardmer. Controllable factors could be quality of products and services, prices, promotion, process of delivery, etc. Those factors are important and require attention from every business owners. During the internship period, the author has considered school holidays to be a critical controllable factor for Le Grand Hotel & Spa. This information is very essential. Since French, Belgian and Luxembourgian highly contribute to annual revenue of the hotel, the hoteliers should be aware of period to expect those customers. **Table 1** shows school holiday of 2011 – 2012 in France, Belgium and Luxembourg. Manager can use future vacation schedule and compare history trend of vacation and work out a strategy to maximizing the profit from those periods.

Table 1 School Holiday of France, Belgium and Luxembourg 2011 – 2012

France	Belgium	Luxembourg
Autumn Holiday 22 Oct - 2 Nov 11	Autumn Holidays 29 Oct - 6 Nov 11	All Saints' Day Vacation 30 Oct - 7 Nov 11
Christmas Holiday 17 Dec 11 - 2 Jan 12	Winter Holidays 24 Dec 11 - 8 Jan 12	Christmas Holiday 18 Dec 11 - 2 Jan 12
Winter Holiday 11 Feb - 4 Mar 12	Spring (Carnival) Holiday 18 Feb - 26 Feb 12	Spring (Carnival) Holiday 19 Feb - 27 Feb 12
Spring Holiday 7 Apr - 29 Apr 12	Easter Holiday (Pâques) 3 Mar - 15 Apr 12	Easter Holiday (Pâques) 9 Apr - 25 Apr 12
Summer Holiday 5 Jul - 3 Sep 12	Summer Holiday 1 Jul - 31 Aug 12	Half Term (Pentecost) 28 May - 5 Jun 12 Summer Holiday 16 Jul - 14 Sep 12

During these periods, the hotel may expect high number of family customers and staffs are expected to be overload of work, particularly housekeeping and spa estheticians. Academic vacation is set based on seasons, similarly to the hotel's room rate. Le Grand Hotel & Spa applies Revenue Management in room rate setting. Consequently, there are winter and summer rates which offer different prices based on Low Season, Season and High Season, and room types. It is obvious that winter rates are higher than summer ones because this period covers Christmas holiday, New Year, winter holiday, spring holiday and Easter holiday in which people are willingly to spend their income for celebration and pampering themselves.

For hotel business, uncontrollable factors can be difficult to predict or deal with. However, if hoteliers are aware of them and know how to anticipate, it will be advantageous to the hotel. In European countries, the fluctuation of tourists highly depends on seasons and weather. This rule is also applicable to Le Grand Hotel & Spa. Weather forecast is a tool for the hotel to be informed about good and bad

weather that may affect the business. For example, the spa tends to have many clients on a rainy day than on a sunny day. A typical winter with regular fall of snow will attract more skiers than otherwise. Therefore, it is important to consider season, weather and school holiday in staff planning, promotion and marketing strategy.

2.2.4 Performance Indicators of the Hotel

In hotel industry, quantitative performance indicators such as RevPAR, average daily rate, occupancy rate are utilized. Due to limitation in obtaining information, the author will present only RevPAR and occupancy rate of the hotel in 2009 and 2010.

2.2.4.1 Revenue Per Available Room (RevPAR)

This is one of performance metric in the hotel industry. It does not take into account revenue from other services of the hotel. RevPAR is widely used measurement because it shows how well the hotel is able to fill rooms regardless of price in low-demand periods, and how well it fills rooms at the highest rate possible when demand is high. The hotel owner can compare his Revpar with other hotels in the same category in Gérardmer to know how well his hotel performs. Revpar is subject to seasonal variations, so care needs to be taken to compare like with like, usually by comparing Revpar to the same period in a previous year. **Figure 3** shows RevPar of Le Grand Hotel & Spa in 2009 and 2010.

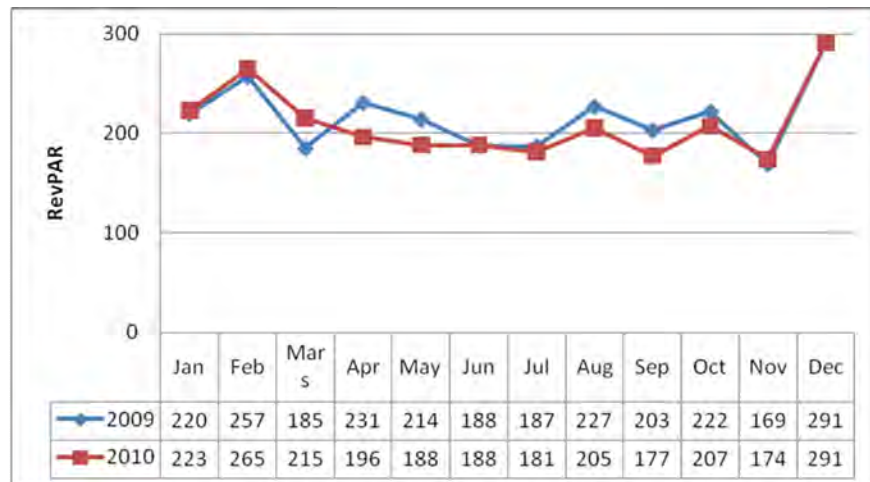


Figure 3 The Hotel RevPAR in 2009 and 2010

2.2.4.2 Occupancy Rate

The average monthly occupancy is shown in **Figure 4**. During a month, daily occupancy is varied; however it does not varied much during weekday off season.

On the contrary, occupancy rate usually rises on weekly holiday, when guests check-

in on Friday and the rate drop on Sunday when guests check-out. The hotel has quite

number of repeat guests who often spend their weekend and vacation in every two or

three months. From the chart, in comparing occupancy rate in 2009 and 2010, Le

Grand Hotel & Spa was highly occupied in July and August. These two months

cover summer holiday which is the longest holiday period in most European

countries. The factors contribute to high number of tourists are varieties of water

sports and recreational activities available in Gérardmer. In general, another period

which the hotel can expect a high number of occupancy is from December to April.

The period covers many holidays such as Christmas and spring holidays.

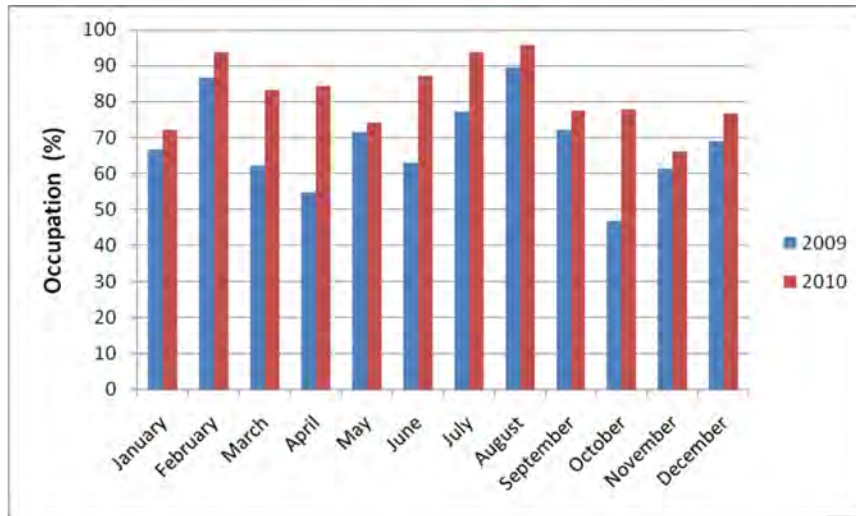


Figure 4 The Hotel Occupancy Rate in 2009 and 2010

By comparing trends only in these two years, it is difficult to draw a pattern of movement as the occupancy rates have significantly varied within the same month. For example, occupancy of March, April and October in 2009 were lowest but the rates have risen in 2010. Therefore, it is a manager responsibility to watch out the trend and investigate factors or circumstance resulting in variation of occupancy. A finding will be useful for manager to maintain profitable elements or avoid and eliminate undesirable ones.

2.3 Hotel Analysis

The author uses SWOT analysis as a tool to identify strengths, weaknesses, opportunities and threats of the hotel. This analysis will highlight internal and external factors influencing in business operation; hence identification of those factors will be useful for matching the firm's resources and capabilities to the competitive environment in which it operates. The internal factors can be classified

as strengths and weakness whereas opportunities and threats are categorized as external factors.

For Le Grand Hotel & Spa, the main strength is a long historical existence of the hotel. The hotel has gone through a long evolution under different owners since 1840. The hotel reputation has resonated through generations. This fact explains a number of long-dated hotel clients who continue to visit the hotel and recommend their family and friends to become client as well. Moreover, staying at the hotel, customers can access to variety of facilities and services. Le Grand Hotel & Spa provides recreational facilities such as two swimming pools, fitness center, billiard room together with 24-hour service, free sightseeing program organized for guests, souvenir shop, bike rental, etc. On top of facilities and services, Le Grand Hotel & Spa is the only hotel in Vosges department who offers full-serviced spa and Heat Center. Having the spa enables the hotel to attract more tourists who seek relaxing and rejuvenated holiday and to position itself superior than competitors in term of services. Final result is an increase in revenue for the hotel. Another positive factor of the hotel is having an owner who is the third generation of the “Remy” hotelier family. The family has long been in the hotel business and has established a strong relationship with banks, business partners, customers and employees. Having good connection with stakeholders facilitates business process in term of finance and collaboration. In addition, Le Grand Hotel & Spa has been associated by many loyalty customers. It is because they have a good connection with the owners and enjoy products and services of the hotel. Last but not least, another strong point of the hotel is being evolvable. The hotel has gone through long transformation since

the Remy has taken over. They keep the property well-maintained and renovated to keep up with trend and demand of the business. The mentioned strengths of Le Grand Hotel & Spa greatly contribute to today success. The hotel's future will be promising if the hotel continues to leverage its resources.

Apart from knowing to leverage resources, Le Grand Hotel & Spa also has to eliminate or improve negative factors which are weakness of the business. First internal element which needs to be considered is having business vision and mission. A corporate vision will be used as inspiration and a framework for strategic planning whereas a mission statement will reflect the hotel's commitment, purpose and goals. Not only creating meaningful and inspiring statements but the owner also needs to repeatedly communicate to employees to ensure that they are committed to business objectives. Second destructive factor is a lack of internal communication. The dominant communication style in the hotel is top-down which is regardless of employees' opinions and ideas. Corporate culture does not encourage employees to speak up or to share ideas. Communicating with employees is a useful and powerful way of engendering greater engagement and propensity of the employee to want to come to work and want to contribute to the success of the company. Thus, apart from having a weekly head of departments' meeting the hotel may additionally organize staff meeting, team briefing, team discussion, informal talk, discussion board, corporate newsletter or other forms of printing media in order to promote internal communication. Third weakness which in one way relates to the previous weakness and which urgently requires investigation is high staff turnover. Turnover effects many areas of business mainly productivity, business return, satisfaction of

customers and remaining staff; hence, the owners should try to reduce the loss of staff. Fourth negative factor is a lack of cost controller or strategy to control waste and loss. The owner runs the business with trust and confident to his employees; however, being too flexible and reckless in rules and disciplines can violate loyalty of employees. The last weakness is the lack of standard of process. The hotel does not have a clear protocol or standard of process as a guideline for employees, especially new employees or intern students. Many of hotel staffs are intern students or seasonal associates who receive less attention from the management. The hotel does not provide a proper and formal orientation, explanation of job responsibility and expectation and training to the new comers. By eliminating this weakness, the hotel can reduce errors and undesirable practices committed by staff. Above of that, a good orientation and introduction increase awareness of the company, allow for networking and socializing, reduce confusion on job role, reporting structures and expectations and reduce employee anxiety and stress.

In regard to external facts, the best opportunity of this hotel being located in city center and natural resources such as a lake, park and forest gives an advantage to the hotel. Hotel guests can reach shops, restaurants, casino, recreational venues and green zone within a short distance by foot. The geographical location allows tourists to visit Gérardmer all year round. Another element contributing to advertising and promoting the hotel is the Fantastic Film Festival which unites each year a great number of press and media, famous film directors, actors, actresses and fans. The next favorable condition to the hotel is the fact that domestic tourism remains favorable despite of the world late-2000s financial crisis. According to a

survey on Conditions of life and Aspirations of the French in June 2010 (Hoibian, 2010), French's decision to vacation for a short and long period has diminished comparing to 2008 and 2009 due to financial tension; however French continued to preserve their income for pleasure of traveling and recreational activities. The hotel's statistic on revenue contributed by French clients in 2010 affirms that domestic tourism is promising. Lastly, the hotel can gain benefit from an opportunity in which Euro is weaken comparing to US dollars, allowing more American or other countries in other continents to travel to France less expensive than before.

On the other hand, there are some external factors which can be threatening to the hotel's achievement and performance. The European sovereign debt crisis which has been spreading in 2010 is the first threat to be discussed. Others EU members fear of spreading of the crisis after Greece, Ireland and Portugal have been affected. Demand and confidence of consumers have been threatened resulting in less expenditure, particularly on pleasure purpose. Another threat to the hotel is weather alteration and climate change. Phenomena such as winter season with less snow or a summer with bad weather will influence customers' buying decision. Tourists come to ski in Gérardmer in winter and to enjoy outdoor activities and water sports in summer. If the weather in Gérardmer does not allow them to realize their dream vacation, they may change their destination. Its consequence will greatly affects hotel and tourism industry, including Le Grand hotel & Spa. At the end of this chapter, the SWOT analysis chart is shown in the **Figure 5** to summarize all the strengths, weaknesses, opportunities and threats which have been previously

discussed. The next chapter will be focus on improving one of the hotel's weaknesses which is external communication in order to establish a meaningful relationship with customers.

Figures 5 SWOT Analysis of Le Grand Hotel & Spa

Strength	Weakness
<ul style="list-style-type: none"> • Long hotel history • Variety of products and services • Possess full-serviced spa • Loyalty Customers • Management • Evolution of hotel 	<ul style="list-style-type: none"> • Not having corporate vision and mission • Poor internal & external communication • High Turnover • Lack of cost control • Lack of standard of process
Opportunity	Threat
<ul style="list-style-type: none"> • Location • Fantastic Films Festival • Domestic tourism remains strong despite of world late 2000s financial crisis • Weaken of euro comparing to US dollar 	<ul style="list-style-type: none"> • European sovereign debt crisis (2010 – present) • Weather and climate change

CHAPTER 3

BUSINESS IMPROVEMENT PROJECT

During internship program, not only the author acquires practical knowledge from working at Le Grand Hotel & Spa but the author can contribute to the hotel in form of business improvement project which is a process of problem identification and resolution to it. The business improvement project is an opportunity for the author to put her managerial knowledge and skill learnt from classes into practice which will be beneficial to the host company. Three months of observation, there are many issues that need to be resolved at the hotel; however, the author will focus on improving business level at the spa. As the spa is a recent business activity of the hotel, there are many areas which require settlement and improvement. This business improvement project will focus on one area which is customer communication.

3.1 Introduction to Health & Wellness Tourism and Spa

From outsourcing esthetician providing services in guests' rooms to hiring full-time estheticians performing treatments in designed and well-equipped cabins, this sub-service has contributed extra revenues to Le Grand Hotel & Spa. Combining the benefits of a spa visit with a holiday, either at home or overseas, has become increasingly popular in many markets and a growing interest in holidays that provide health and well being benefits, as well as relaxation, have opened up new opportunities for many service providers. The development of Les Chênes Blancs Spa is resonated with the echoes of the great demand in health and wellness tourism

in France as occurring in most countries across the globe. Having the spa gives advantages to the hotel, namely, more revenues, opportunity to new market and being the leader in the region. However, the lack of well management, business strategy and marketing strategy can affect productivity of the spa in the long run. Despite a year of existence, the spa is running without clear objective, protocol and strategy. These factors are fundamental causes of unpleasant business outcomes such as customer dissatisfaction, staff performance and turnover, poor internal and external communication, and under sales performance. This dissertation will present one area of the problems which is external communication. For a better understanding of the issue, the author begins with background of the problem, statement of the problem, hypothesis, research question, statement of purpose, and literature review.

3.1.1 Background of the Problem

Small and medium-sized businesses are increasingly using databases to manage their customer relationships to increase both sales and customer satisfaction. Nevertheless, incorrectly input information, inconsistently maintain and improperly use of data make database outdated and meaningless for companies. The same scenario happens to Le Grand Hotel & Spa. The hotel uses Point of Sell software called VEGA in their operation as well as to hold and analyze customer data. Nonetheless, collecting customer data has not been consistently practiced across the hotel. For example, employees at the spa pay no attention to record customer data. Without strategies that resonate with the particular audiences represented in database, software and database are simply storages. When data is not viable, the spa

manager should find a new addition way to outreach customer, improve collaboration and engage them into a durable relationship in order to obtain long-term profitability. The spa should embrace a strategy that move beyond management of customers, transaction and money.

Le Grand Hotel & Spa is among many small and medium companies who do not place enough emphasis on creating brand awareness. By not paying attention to invest in advertising the spa and to maintain after-sales relationship with customers; the hotel deprives the spa from attracting new customers and encouraging repeat purchase. Without an awareness of the spa's brand, customer will not consider to buy from the brand. The author remarks unpopularity of the spa in local market.

Most of the local residents come to the spa because they received gift vouchers, Some of them come back to purchase themselves whereas some hardly return.

Among those customers, only few recognized faces become repeated customers. Reference to Reichheld et al. and Bowen et al. reveal that loyal customers are profitable to companies because they continually increase generating sales without increasing companies' cost associated to retaining them (as cited in Shoemaker and Lewis, 1999).

All in all, Les Chênes Blancs Spa needs to actively increase brand awareness in the markets, outreach customers and acquire them as to improve revenue. However, a durable growth and prosperity is an ultimate result which needs to be achieved. In competitive business environment, today's customers are more sophisticated as their buying decision is based on relationships that they have with their suppliers not just about product comparisons (Yen, 2001). Walsh (2010) points

out that “customer expectations and behavior have fundamentally shifted as the world moved from the era of information asymmetry to information democracy with the advent of the Internet and other digital channels”. These reasons identify that the spa has to catch up with customers and stay connected with them through new channel congruent with the customer and information shift in order to establish mutual productivity relation.

3.1.2 Statement of Problem

The lacks of knowledge in Social Customer Relationship Management (SCRM) and in social media lead to misuse of Facebook, generating no values to social customers and the spa. For the business, customer communication is a process by which a company assigns and conveys information in an attempt to create shared understanding with customer. It is through communication that collaboration and cooperation occur.

The advent of technology and Internet has resulted in a paradigm shift in the way people gather information. As mention by Walsh (2010) that in the new era, the information is ubiquitous which empower customers with knowledge and which enforce business to connect and collaborate with them through interactive communication rather than monopolized conversation. Customers are now sharing their experiences and feedback on any company and any brand through social web. Today customers gather on social network site to communicate and share information (Chess Media Group & Lieberman, 2010). Owyang (2010) indicates that “customers have moved... companies and organizations have fallen behind in

connecting with customers, and realize that they must find a way to at least participate in the conversation”.

The marketer of Grand Hotel & Spa is aware of social media, therefore creating a user profile for the spa. However, user profile is not enhanced with applications that help business to communicate and engage with audiences as Facebook Pages. Users can not click “like” or become fan, besides the spa is unable to advertise or promote brand. As the marketer is not knowledgeable in Facebook and SCRM, the spa’s profile is inactive and uninteresting to users. Any company who is able to harness social media will be able to improve customer experience and engage in a durable relationship with each member within its social network (Chess Media Group & Lieberman, 2010).

This dissertation will provide a better understanding about social media, its benefits to the company and the reasons the spa needs to embrace social media in the business. The author will demonstrate how Facebook, a chosen social media, can improve customer communication. The multifunction of Facebook will be explained in this paper as well as strategy to leverage Facebook.

Social customer relationship management is a new theory developed from an emergence of social media. This topic has been widely discussed on Internet by technology research institutes, social media consultants, web strategists, marketers, CRM experts; thus there are plenty evidences and authoritative opinions from those gurus to support this dissertation.

3.1.3 Hypothesis

If SCRM is a key to enrich customer-company relationship with more meaningful interactions, capturing both official and unofficial customer conversation, extending into collaboration, engagement and partnership with customers that can result in an array of improvements to business performance whereby traditional CRM fails to do; then the way to improve customer communication can be accomplished through adoption of social media tool that can help the spa to network, share and promote such as Facebook.

3.1.4 Research Question

How Facebook enhances customer communication, resulting in business improvement?

3.1.5 Statement of Purpose

The purpose of this dissertation is to improve customer communication through an adoption of Facebook platform. The study will substantially extend knowledge of marketer and management about SCRM and Facebook. The author expects some useful changes in best practice of Facebook to consequently benefit organization and customers.

3.2 Literature Review

Lacking of communication and understanding, the spa is unable to align its sales activities with the customers buying behavior and strengthening customer relationship in a way that it can truly create a better customer experience before, during and long after the purchase. If customers are very happy with communication

and services they are receiving, they will continue to buy despite premium price, thus less marketing afford and budget is needed. In this paper, the role of Facebook Page plays in customer communication improvement is investigated. It is hypothesized that an implementation of SCRM strategy through Facebook will enable business to enrich communication with customer and treasure relationship with them in an additional way CRM used to perform. The literature review attempts to clarify CRM and SCRM theories, terms related to SCRM as well as to support the hypothesis.

3.2.1 Customer Relationship Management (CRM)

Customer Relationship Management (CRM) has been widely adopted by companies to achieve ultimate result of business. As reference from Hughes, this theory has been introduces in the marketing world in the early 1990s. On the report of Boulding et al., most of the marketers and advertisers are in support of using CRM theory (as cited in Faed, Ashouri and Wu, 2011). Pertaining to the study of Faed et al. (2011), customer relationship management is the art of having a proper and sophisticated bond with customers and retains the long-lasting continuous relationship with them in a way that both parties can give mutual value to each other. According to Ed Thompson from Gartner Research, “the overall goals are to find, attract, and win new clients, nurture and retain those the company already has, entice former clients back into the fold, and reduce the costs of marketing and client service” (as cited on “Customer Relationship Management,” 2011, “Definition,” para. 1).

Wang et al. (2010) point out that “traditional CRM projects have failed to grasp the complexities of the customer-company relationship”. Walsh (2010) expresses similar view that “traditional CRM - typically a one dimensional corporate interaction that provides processes, services and technology to customer facing departments like sales, marketing and customer service is no longer a viable discipline”.

3.2.2 Social Customer Relationship Management (SCRM)

SCRM is an evolution of CRM which based on a strategy for customer engagement, not managing customer data, and among the important benefits is that it adds value back to the users and customers (Chess Media Group & Lieberman, 2010). Social CRM enhances the relationship aspect of CRM and builds on improving the relationships with more meaningful interactions, capturing both official and unofficial customer conversation, including emotional states (Wang et al., 2010).

Paul Greenberg, a leader in Social CRM makes a point that:

“We’ve moved from the transaction to the interaction with customers, though we haven’t eliminated the transaction – or the data associated with it... Social CRM focuses on engaging the customer in a collaborative conversation in order to provide mutually beneficial value in a trusted and transparent business environment. It’s (i.e. Social CRM is) the company’s response to the customer’s ownership of the conversation” (as cited in Morgan, 2010).

Walsh's definition of Social CRM has supported Greenberg's idea, "Social CRM is a process of converting content into conversations and extending these conversations into collaborative experience and then transforming those experiences into meaningful relationship" (2010). Hinchcliffe (2009) states that "Social CRM can create an emergent, collaborative online partnership with customers that can result in an array of improvements to business performance Yermish states that Social CRM conversation is now happening in email, Tweets, Facebook comments, blogs, reviews and forum posts instead of telephone or in-person meeting (as cited in Emerson, 2011).

3.2.3 Social Network

Social networking is where groups of peoples with sharing the same interests or having something in common connect together in an act of engagement through interactive communication and conversation, enabling relationship to develop (Hartshorn, 2010). Chess Media and Lieberman point out that "ecosystem created and lead by your business will therefore be a form of social network...one of the most efficient ways for people to interact is to use social media designed to be disseminated through social interaction, aka social media" (2010). Companies create direct communication with customers they connect with on their social network and by engaging in conversation, companies can convert social customer into business advocacy and grow their network through reference (Hartshorn, 2010).

3.2.4 Social Media

Social media is a communication channel to transmit or share information with a broad audience (Hartshorn, 2010). Social media is the use of web-based and mobile technologies to turn communication into interactive dialogue (wiki).

Bradley (2010) defines social media as,

“A set of technologies and channels targeted at forming and enabling a potentially massive community of participants to productively collaborate. But social-media technologies, such as social networking, wikis and blogs, enable collaboration on a much grander scale and support tapping the power of the collective in ways previously unachievable”.

Seop, Inc. (n.d.) also defines social media as an online publishing technology for everyone to rapidly diffuse information, as well as viewing content created by other publishers, whereby sharing, collaboration and relationship have been build. Bozarth (2010) indicates that “social media refers to online material produced by the public, distinct from content produced by professional writers, journalists, or generated by the industrial or mass media”. New web technologies enable anyone to create and distribute their own content; hence businesses can avoid expensive advertising fee as they can create their own interesting content to draw attention from social networkers to their pages (Zarella, 2010). Therefore, it is essential for companies to learn to form a relationship with their social customers through sharing and dialoging in order to build network around service and product (Seop, Inc, n.d.). Social media not only enables interactive conversation but also allows relationship,

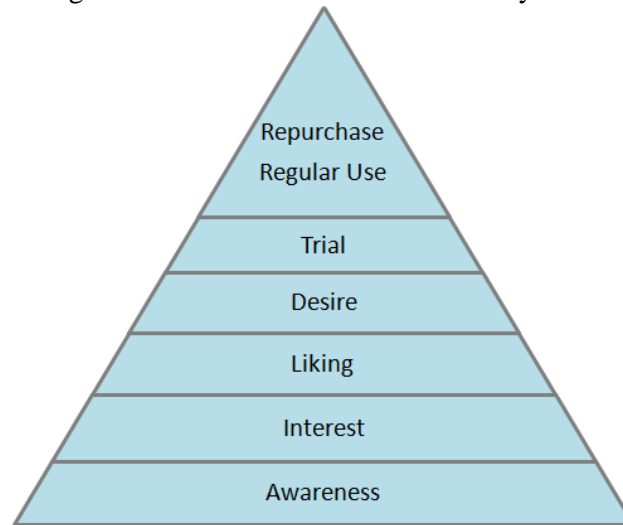
which is priority to buying decision, to develop gradually (Turner and Shah, 2011). Zarella (2010) further explains that “Social media comes in many forms... eight most popular: blogs, microblogs (Twitter), social networks (Facebook, LinkedIn), media-sharing sites (YouTube, Flickr), social bookmarking and voting sites (Digg, Reddit), review sites (Yelp), forums, and virtual worlds (Second Life)”.

3.2.4.1 Facebook

Ogilvy Public Relation Worldwide (2009) perceptively states that “Facebook is a social network that helps people communicates more efficiently with their friends, family and co-workers. Anyone can sign up for Facebook and interact with the people they know in a trusted environment”. Zarella defines Facebook as a leading social networking site, featuring with applications enable businesses to create Pages which interests viewers so they can adopt brand and become followers supporting a brand’s service and product (2010). According to Bozarth, “Facebook is a single - login site that aggregates many forms of social media, such as messages, photos, videos, events, discussions, and links” (2010). In communication, Facebook performs the role of social media and social networking. Horthorn (2010) makes clear that social media is another type of communication channels whereas social networking is an engagement in an interactive communication of like-minded people. Therefore, business and customers can disseminate and share content which generates interaction through Facebook. In reference to Turner and Shah (2011), the communication effect pyramid shown in **Figure 6** represents the way social media motivate presales response starting from creating brand awareness, motivating

interest, developing feeling of like, activating desire, urging trial and developing strong conviction about brand.

Figure 6 The Communications Effect Pyramid



3.2.4.1.1 Facebook in Business Communication

Dr. Tan states that communication is the most critical element among the 5Cs

for brand success: communication, confidence, connection, commitment, and consistency (n.d.). Utilization of Facebook features the five elements; however the author will focus on communication. Purposes of business communication concerns three main functions: public relations and marketing, sales, and customer services (Seop. Inc, n.d.). According to Patella (2009), “a good social media campaign requires the traditional PR skills of telling engaging stories and building positive relationships with constituents, and a marketer’s knack for knowing and finding ‘the buyer’.” With real-time listening and monitoring of online conversation, marketers can gain a greater insight into the behavior, sentiment and effectiveness of their marketing and communication efforts which in turn can help them define and refine

their creative, messages and channels (Walsh, 2010). Facebook enables the spa to promote brand and create brand awareness. The only way to create brand awareness on social media is to outreach a mass of audiences and communicate clearly about products and services, covering their features and benefits as well as benefit of becoming fan (Seop Inc., n.d.).

Pertaining to Walsh (2010), “sales teams can now be equipped with significantly more relevant information about their customers through an integrated view of their customers online conversations combined with digital analytics (website, search, mobile, email etc) and existing CRM activity history”. O’Neil demonstrates the uses of Facebook for salespeople to acquire new customers and retain existing ones through the process of creating brand awareness, educating, engaging, encouraging action and repeating engagement (2009). Social media offers a solution to providing faster customer service to customers so companies can maintain their relationships and ensure repeat purchases.

According to Garner Inc., “smart customers are now using the marketing outposts set up on these social platforms as a backdoor way to get faster customer service than they might otherwise get through formal channels” (as cited on Walsh, 2011). Business can provide service to customer prior and after purchase through Facebook. Whether responding to ideas, crises, calls for help, or requests for information, the response through social media serves to connect business to its customers in ways that are fundamentally more compelling to those customers than are highly controlled traditional feedback channels.

3.2.5 Social Media Marketing

Social media marketing is a form of internet marketing which seeks to achieve branding and marketing communication goals through the participation in various social media networks (“Social Media Marketing”, 2011). In reference to the work of Evan and Mackee, social media marketing seeks to engage customers on social webs; starting from finding out what they are talking about and what they are interested in, then applying the knowledge in the business to improve customer experience and regenerating conversations (2010). In the new era of information democracy customers empower themselves with ubiquitous information consumed from on-line through social networks, blogs, forums, chat for example, therefore companies are no longer be educator, feeding customers with controlled information in a traditional monologue marketing communication to favor their businesses because today marketing is about having conversation and exchanging with customers (Walsh, 2010).

In summary, Customer Relationship Management as well as Social Customer Relationship Management shares the bottom line of turning customers into brand advocates. However the focal points of the two strategies are different – the first focus on inputting customers’ data into a CRM system that allows a company to better target various customers whereas the latter focus on engaging customers in a community of dialoging, sharing, and collaborating where trust-based relationship develops (Margan, 2010). Consequently, having interactive communication with social customers on a regular basis and engaging them into business activities will enable productive partnership, influencing in business improvement. These

conversations and relationships take place not just from company to consumer but also from consumer to consumer. In order to interact with social customers, company requires social media channel. In this case, Facebook is selected as a tool to test SCRM theory.

3.3 Methodology

This section will describe the project method used in this dissertation. Due to limitation in implementation, the author is unable to perform empirical study to testify hypothesis. Consequently, the author uses theory supported by useful multifunction of Facebook Pages for serving business purposes, statements of experts specialized in social media and Facebook, experience and recommendation from Facebook Pages' owners, statistics, surveys and constructive evidences from companies who use Facebook. The author commences the investigation process with customer identification in order to understand target audience and to limit scope of study. The next process is to find evidence to justify the author's selection of Facebook as a communication channel such as statistic and survey. The author continues the process with discussion of how to leverage Facebook Pages. The methodology is featured with the purpose of study, data collection, definition and detail of customers.

3.3.1 Purpose of study

The purpose of this business improvement project is to use Facebook to nurture and manage relationship with customers by focusing on communication. Facebook allows the spa to interact with customers instantaneously on a regular basis. Customers can access exclusive content which is not available on website

such as updates on products, services, activities, promotions, giveaway items, useful tips and articles apart from general fact about the spa. Not only providing information and knowledge to customers on Facebook, the spa can as well acquire information about customers by dialoguing with them and listening to them. Good business is about hearing beyond what is being said and making incremental changes so the business is evolving with needs. Therefore it is very important to listen to questions, feedback, ideas or anything customers want to share and then try to understand both intent and content. This way the spa can promptly respond to customers' need in a proper and correct manner, incurring mutual understanding and trust which are foundation of long-term relationship. To achieve this purpose, in addition to understand the usages and applications of Facebook, the spa also requires a strategy to work with it.

3.3.2 Data Collection

As this dissertation aim to improve customer communication through an application of Facebook platform, therefore it is necessary for the author to have a clear understanding about Facebook, target customers and customer communication. The data collection in this dissertation has been obtained from secondary sources, articles and blogs available online. For a better understanding about Facebook Page, it is necessary for the author to set up the Page and learn from manipulating applications. A great source of knowledge for business owners to learn how to integrate Facebook into their businesses is a resource center called Facebook Pages (www.facebook.com/facebookpages). This resource center provides all entrepreneurs need to know about creating a presence online using Facebook Pages

as well as up-to-date features and applications and best practices to find and engage fans. Therefore, the author is required to gather information to justify how Facebook Page can improve communication with target customers as well as information on how communication improvement can extend into a productive engagement and collaboration resulting in business prosperity.

3.3.2.1 Definition of Customers

As this paper is aimed to improve relationship with customers through a better communication, it is necessary to define the customers whom the spa is targeting. The author limits an investigation of using Facebook to improve communication with external customers who are Facebook users. The users can be identified as fan or non-fan that can be categorized in four types:

1. **Suspects** refer to customers who the spa assumes to be interested in products and services but have not made initial contact.
2. **Prospects** refer to customers who have made some contacts with the spa in order to be informed about products and service and for some reasons, they have not yet made a first purchase.
3. **First-time customers** refer to a person who makes a first purchase. The person can be a purchaser and user, however the person can also be an end-user who actually uses the product or service and is sometimes different from the purchaser.
4. **Repeated customers** refer to customers who return to the spa to buy more products and services.

3.3.2.2 Characteristic of Target Customers

From an on-site observation, there are two main groups of customers; 1) tourists who reside inside and outside of the hotel; 2) Local residents of Gérardmer and nearby towns. The first group brings more business to the spa; however the local market is also potential as they can purchase products and services on regular basis as their buying decision does not vary on the season or the weather. Moreover, this group of customers possibly generates cross-selling sales to the hotel once they become the spa's customers. Therefore, the author will use Facebook to connect with both groups.

The hotel customers who are the principal source of revenue for the spa are French whose ages vary from 30 – 50s, predominantly female, with moderate to high disposable incomes who seek a weekend or a vacation away from home in a natural, tranquility, mountainous location. According to Pechlaner and Fischer; Puczko and Bachvarov, wellness tourism is about escapism and relaxation, tourists frequently seek for location and activities such as the beach, mountains and the spa (as cited in Smith and Kelly, 2006). Integration of the spa into hotel business will then attract tourists who look for beauty treatments and relaxing massages in pursuit of self-esteem, health and wellness. According to Yeoman, the rising affluence and growing health awareness influence consumers to search for products and services which are able to fulfill their health and well-being need (as cited in Azman & Chan, 2010).

Customers in the second group are local-based residents in Gérardmer and nearby towns within an hour ride. The author identifies target market based on

existing customers as being 30-60s, more female than male. These customers are office workers, local shop owners and entrepreneurs who earn a high income to offer themselves or family and friends aesthetic treatments or massages.

3.3.2.3 Facebook Users in France

CheckFacebook.com (2011) provides an updated information and statistic of Facebook users globally, according to the statistic of March 14, 2011; France ranges number eight out of top ten largest Facebook users as shown in **Figure 7**. The data points out that there are 21,040,560 Facebook users in France. The number has been 41.8% increased from 12, 245, 140 in 2009 (Ogilvy, 2009). The number will be growing as network is expanding each day with new users both individual and business.

10 Largest Countries		
1.	United States	152,189,880
2.	Indonesia	35,174,940
3.	United Kingdom	28,940,400
4.	Turkey	26,428,300
5.	Philippines	22,849,340
6.	India	22,057,280
7.	Mexico	21,892,020
8.	France	21,040,560
9.	Italy	18,438,760
10.	Canada	17,381,700

Figure 7 Top Ten Facebook Users

The website has also broken the total French audiences into detail based on sex and age as shown in **Figure 8** and **Figure 9**. According to the fact that the majority of hotel guests are French ranging from 30 to 60s years old, this group of customers can fall in any four categories of the spa's customer as explained in

customers section. Therefore, the data shown in **Figure 9** implies that the target customers of the spa are among the majority of French Facebook users. The data supports the use of Facebook as an additional modern communication tool to outreach French market. Facebook’s capacity to reach customer is not limited only in France but worldwide.

Figure 8 Males and Female Facebook users in France

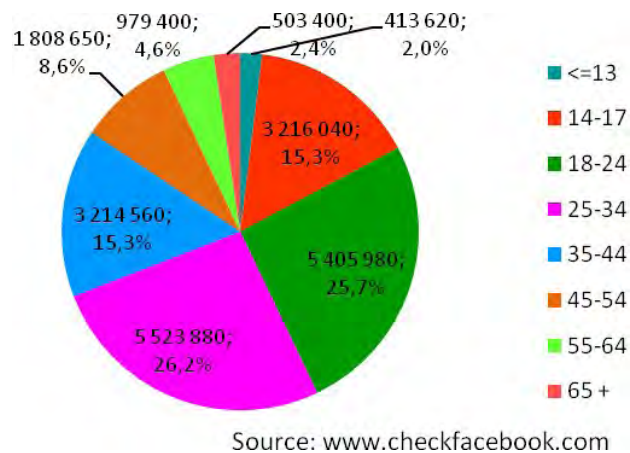
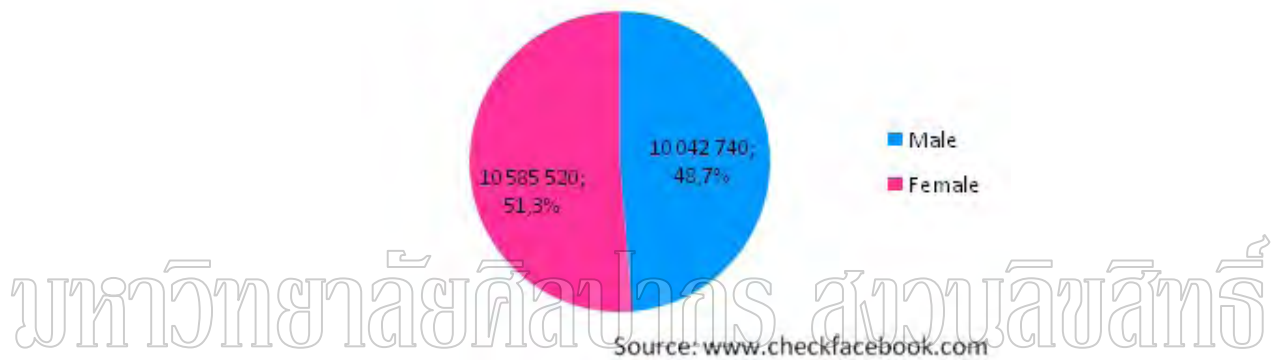


Figure 9 The distribution of Facebook users in France based on ages

3.3.3 Facebook Page

The author chooses to create a Facebook Page for the spa under local business category because it is the most suitable option. This category has various sub-categories for business to choose; in this case, the sub-category “Spas/Beauty/Personal Care” is selected. The Page’s title should be the name of the business for an easy recognition and searching purpose; therefore it is reasonable to use “Spa Les Chênes Blancs” as the Page’s name. Once the Page has been created, it is essential to enhance the Page with interesting content such as business information, photos, videos, links, etc, in order to attract customers and to keep them coming back. As demonstrated in **Figure 10**, Les Chênes Blancs Spa s’ Facebook Page is created and with photos, applications for communication purpose.

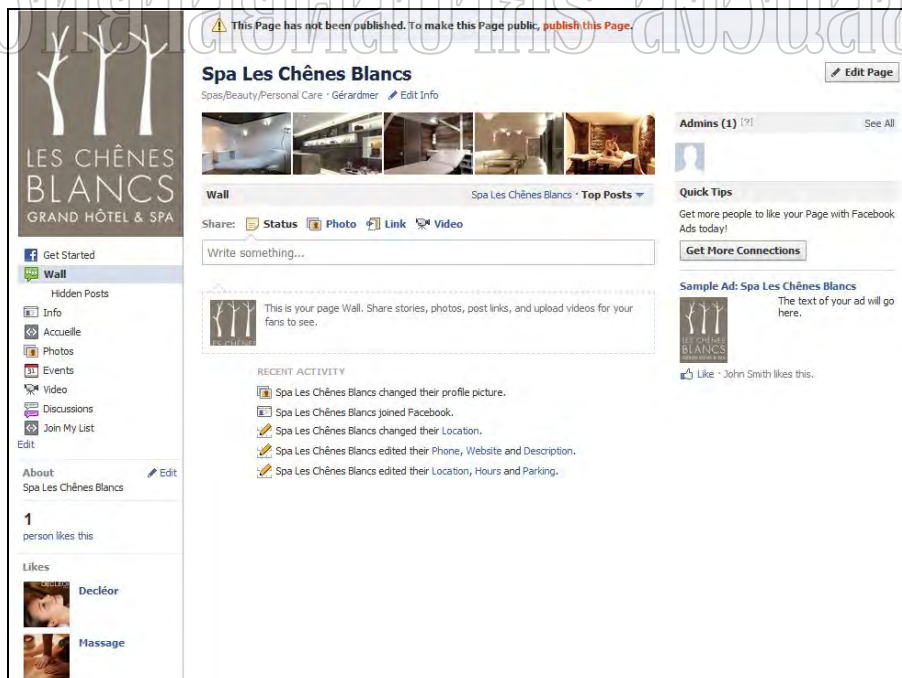


Figure 10 The Facebook Page for Les Chênes Blancs Spa

The Facebook Page offers wide array of application to support business uses as shown in **Figure 11**. However, these are only some frequently used application, more applications are available for browsing at the bottom of the page. The Page administrator can navigate tabs on the left hand side to learn about each feature and their functions.

Figure 11 Facebook Page's Applications



3.4 Result Discussion

3.4.1 Findings

This section presents the findings with the aim of testifying research hypothesis and answering to research question.

An adoption of SCRM tool such as Facebook Page amplifies relationship between company and customers through an interactive communication. By creating the spa's Facebook Page, the author discovers useful features and applications to

serve businesses to connect and communicate with customers in a transparent and public manner way, and to allow them to 'like' and become 'fan'. The spa can capture the sentiment, opinion, and affinity a person has towards a brand as manifested in becoming fan, reviews, comments, discussion or the likelihood to recommend to a friend. Besides, the spa can encompass various topics, namely, Public Relation, Sales, Marketing, Customer Service, in communication with customers via Facebook Page.

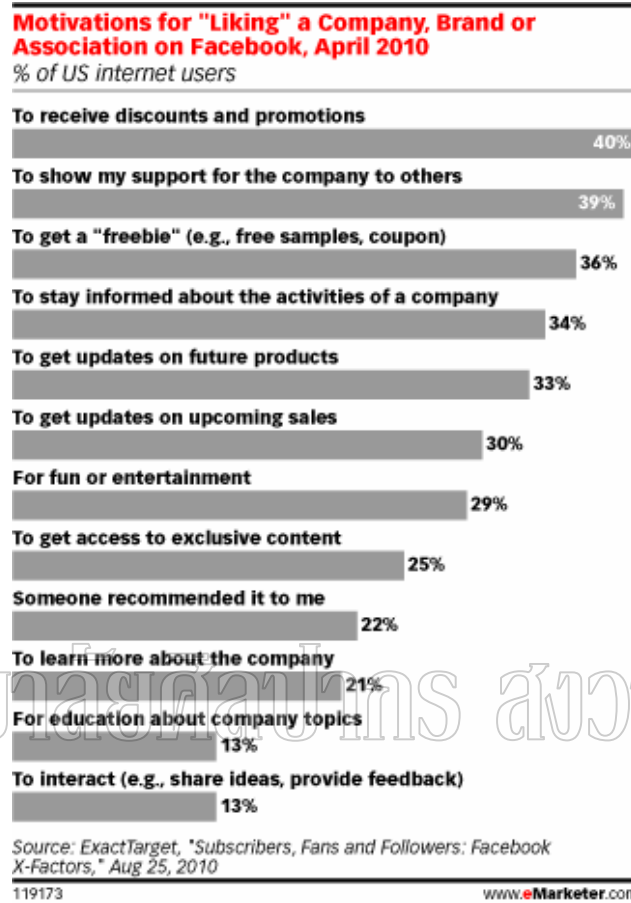
Upon arriving at the site, users can choose to become fans of the Page enabling the appearance of frequent updates on their own Facebook home page. Fans can post their comments as well as explore links related to different topics available on the Page. Any updates made on Page either by the Page administrator or by fans may appear in the News Feed, which is a constantly updating list of stories from people and Pages that user follow on Facebook. Everyone has its own connection on Facebook; thus customers who are a part of the spa's network can also help promote the spa to friends with whom they socially connect. In this way, the information is not only shared within the spa's social network but also social networks of fans. Thus the network of communication is expanded. This referral or recommendation is viable both online and offline resulting in an increase number of fans as well as increase traffic to site by new clients who may not have heard of the spa otherwise.

Facebook Page allows the spa to have official and unofficial conversation with broad customers on a daily basis. It is not necessary to talk solely about business but any topics that the spa finds interesting and useful for customers (Feile,

2011). Having decided to be visible on Facebook, the company must prepare to invest time and resource in order to be successful. Nicolay (2011) suggests company to set aside 20 – 30 minutes daily to “(1) update your status, (2) post a relevant share to your Page (if you have one), (3) filter the Newsfeed and comment on 3 posts made by others, (4) post or send birthday wishes to those in your network celebrating, (5) check and respond to messages, (6) invite or accept new friends”. In order to earn trust from social customers, the spa needs to be consistent in interacting with them, in another word, always be present, listen with an attempt to understand, exchange knowledge and ideas, show interest and concern, pay attention to details and respond to needs.

People maintain Facebook account because they want to connect, to dialogue and to share their stories with friends and others. As demonstrated on **Figure 12**, a survey done by ExactTarget shows that the fundamental motivation for American users to follow brand is to “get” information about company, products and services that they like (as cited in eMarketer, 2010). Therefore, the spa has to ensure to keep customers updated about activities, future products and services, upcoming sales and promotions and useful stories relevant to the spa such as beauty tips and personal care. It is important to remember that customers can anytime “dislike” the Pages if the company bombarding them with uninteresting and irrelevant information.

Figure 12 Motivation for US Facebook users to “like” brand



Facebook Page is intended to update customers as well as community members regarding improvement on products and services, promotions and deals, and any information company may want to share, while keeping the page fresh with new content and information, which gives fans a reason to return. However, it is important for the spa to maintain a decent stream of information to customers and potential customers without overloading them into submission.

Traditional communication channels do not perform multifunction as social media does. In addition to disseminate and receive content, Facebook Page enables

the spa to encourage fans to post their content and to engage them into various kinds of activities such as survey, contest, promotion, Q & A, etc. The administrator can encourage fans that experienced products and services to share their thought, comment and suggestions. The spa can profit from this communication channel by way of listening with an attempt to understand customers, providing useful and decent stream of information, consistently interacting, encouraging participation and collaboration, converting shared content into innovation and improvement, etc. These are part of social customer relationship management strategy which is precedence process to precipitate purchasing action. Communication Effect Pyramid by Turner and Shah (2011) supports these presale processes by reinforcing communication with customers. According to Feile (2011), the engagement of fan is more important than the number of fan.

In addition, customer communication will not be improved by trying to respond to as many interactions as one can without actually solving or making changes at the source (Chess Media Group & Lieberman, 2010). The company should remember that not only social customers are the valuable source of assistance to the business in providing improvement and innovation ideas, but they also offer assistance to other within and outside of social network. It is more likely for fans to share tips and assistance to each other. This engagement and collaboration will alleviate the Page administrator's task and strengthen the brand. Another point to be considered is an approach to deal with great outpouring of information through Facebook Page. According to Solis (2010), "simply hiring more people to keep up with social marketing, sales, and support will not be sufficient, as consumers and

their new channels will always outnumber employees”. Baron suggests business should create a system to deal with issues and topics posted on social media (2010). This way the Page administrator can prioritize issues, keep tracks of posted content, forward issues to the concerned parties, avoid repetitions and provide solid evidence for internal communication. Simple method can be performed by spreadsheet or Google online monitoring dashboard (Weintraub, 2009).

3.4.2 Recommendations

As state earlier that SCRM is not a replacement of CRM, consequently, the spa should maximize the use of VEGA in managing relationship with customer along with maintaining Facebook Page. It is because not every customer own Facebook account and some may prefer offline communication. VEGA stores customer data which is useful for targeting, mailing list, segmenting, etc. The hotel can target hotel guests and send them mailing list to update about the spa and ask them to join Facebook. In addition, the hotel may as well create the hotel’s Facebook Page and link it with the spa’s one.

Previous section explains how the spa can network and share with customers through Facebook. Apart from being an interactive and transparent channel for communication, Facebook can be used as a tool to promote business and drive sales. It is necessary for business owner to know how this marketing channel works. The Facebook Brand Product Marketing, Mike Hoefflinger says “Brands can simplify their efforts and overcome perceived hurdles of complexity by viewing their Facebook program as an integral part of their marketing communications plan”

(Landguth, 2009). Thus, marketing strategy is investigated further in order to gain insight knowledge to apply with Facebook.

3.4.3 Facebook Strategy

Before launching the Facebook Page, a business owner needs to think about tactics and measurement in achieving a desirable result. Therefore, the author proposes a strategy, shown in **Figure 13**, which is adapted from original 4 Elements of a Successful Facebook strategy created by Ogilvy PR Worldwide (2009). There are explanation of sub-elements and additional elements suggested by the author.

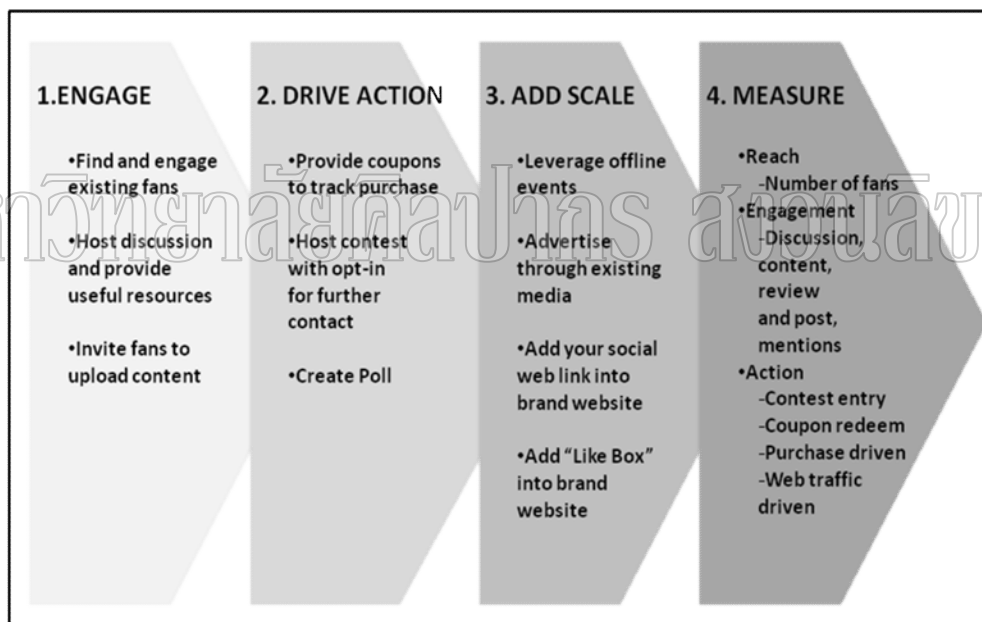


Figure 13 Facebook Strategy adapted from 4 Elements of a Successful Facebook strategy by Ogilvy PR Worldwide

3.4.3.1 Engage

- *Find and engage existing fans*

Existing customers and friends on the previous Facebook account should be informed about the spa's Business Page so that they can follow to the new Page and

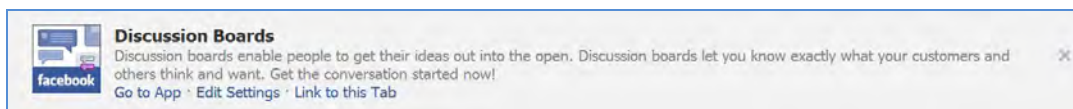
become “fan”. It is a good opportunity to let the customers know that this new change will provide more interesting content, the better communication and service. According to a research done by DDB Worldwide and Opinionway Research, three-quarters of Facebook users worldwide who had “liked” a brand did so as a result of an invitation or advertising from the brand that they followed whereas 49 percent of all Facebook users had friended a brand after doing their own research (as cited in eMarketer, 2010). Therefore, the simple way to acquire fans is to let them know about the Page and ask them to join the brand.

- *Host discussion and provide useful resources*

Facebook provides Discussion Boards application, shown in **Figure 14**, which enable the spa and customers to share their ideas and thought. The Page administrator can raise topics which encourage people to participate in discussion.

Besides keeping customers updated about products and services, the spa should post interesting articles, tips, news, links or videos, relating to wellness, beauty and personal care which are useful for customers. Customers become fan of the Page because they want to connect with brand they like. Therefore the company can show gratitude to the customers by providing valuable content.

Figure 14 Facebook Discussion Board Application



- *Invite fans to upload content*

The spa can encourage customers to be a part of the Page by inviting them to share their photos or videos. In order to be organized, it is recommended to create folders for fan to upload their content. For example, the spa can create folders named “spas around the world”, “spa destination”, “Relaxing moment”, “my relaxing song”, “fans photos”, etc; sharing their journeys, their preference of other spas they have visited and their relaxing activities and songs within the social network. Facebook is a great way for brands to share their stories as well as fans to share theirs

3.4.3.2 Drive Action

- *Provide coupons to track purchase*

Customers become fan of the Page because they want to connect with brand they like. Referring to the Image 5, the first reasons US internet users “like” brand is to receive discounts and promotions. It is a way to make customers feel that they are missing out by not becoming a part of the spa’s social network. It is also a way to give customers incentive for becoming fans and to get them to the store. Leaving customers with something tangible they can use helps to build brand and keeps their experience with the spa fresh in their minds. The spa may as well follow up with customers once the coupon has been used.

- *Host contest with opt-in for further contact*

According to Green, “running a contest on Facebook brings variety to a page’s content, engages fans, and has the ability to directly increase the company’s revenue by introducing new customers to the brand” (2009). She gives an example

of a successful contest offering an all-expenses-paid house party run by Adidas. Adidas did not only promote brand during the contest but as well as after the contest which showing the brand's commitment to fans by posing photos, videos and stories of the winning fan. The prize offer should be sizable and unique enough to draw an attention of a great number of participants. The contest also gave the page content variety by breaking up the usual status updates with something new, fun, and with an included call to action for fans to get involved.

- *Create Poll*

The spa can create poll on the Page by using free Facebook Poll application, demonstrated in **Figure 15**. Poll can be used to ask questions, check opinions, get to know more about fans or to create contest. The poll result may help the spa to develop new products or services by finding out opinion of customers.

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Figure 15 Facebook Poll Application



- *Create Mailing List*

One of my favorite ways to re-target people time and time again is via e-mail lists. E-mail lists give small business owners a more personal way to stay in touch with past customers. Using e-mail list to keep customers updated on what company is up to, share personal business stories, and include information about promotions or special events will help people get back in the store. E-mail marketing is a good

method from a customer retention standpoint, not only because it enables a business owner to include promotional information, but because it helps company develop a more intimate relationship with customers.

3.4.3.3 Add Scale

- *Leverage Offline Events*

In addition to promoting the spa through online, offline events such as exhibition, tradeshow, open-house, local festivals, fantastic film festival can equally drive traffic to Facebook Page. Let people know about the Page and ask them to become fans for an exclusive content and benefits they will get. Before the events, the spa can inform and invite fans to join by using Facebook Events application.

Once offline events end, the spa can follow up with photos, video, and interviews from those offline events on the Page. It is also important to ask fans to share their content experience from offline events.

- *Advertise through existing media*

Barone suggests that business owners should diffuse information about their social account through offline and online methods, for example, printing account on company materials and newsletters, advertising in town or sending personalized message as well as promoting an account on the company's website (2010). Therefore, customers will be aware of the spa' Facebook Page and may want to become fan. Due to the fact that not everyone has Facebook, advertising on existing media is still necessary to create brand awareness for non Facebook users.

- *Add social web-link tools into brand website*

Facebook provides tools to help brands their Facebook Page on their own website. One of the easiest ways to make the spa's presence more social is by adding Facebook social plugins to the spa website. There are many different Facebook social plugins to choose from – Like Button and Like Box are two common plugin that the author recommends.

Displays a Facebook Like Box enables the spa to attract and gain Likes from its own website. Customers who visit the spa's website will be able to know number of existing Facebook fans, recent posts from Page and to become fan themselves.

Figure 16, on the left side, shows a customization of Like Box whereas the preview is shown on the right side.

Figure 16 How to get Like Box Code to embed on brand website

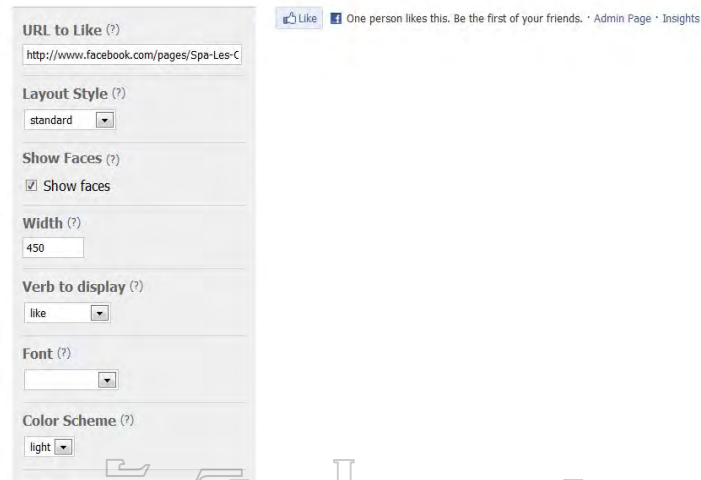


As shown on **Figure 17**, the customization and preview of Like Button of the spa.

Like button allows a user share the spa's content with friends on Facebook. When a

user clicks the Like button on Les Chênes Blancs Spa's website; a story appears in the user's friends' News Feed with a link back to the spa's website.

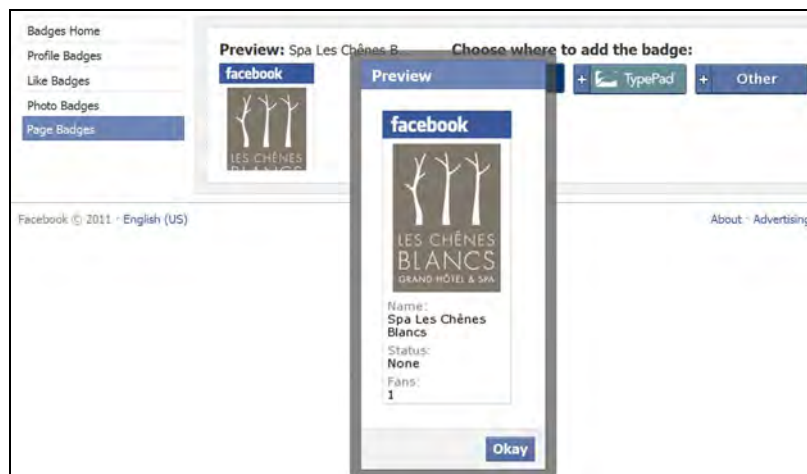
Figure 17 How to get Like Button Code to embed on brand website



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In addition to social plugin, the spa may as well use Page Badges to share information about Facebook Page on its website. As illustrated on **Figure 18**, the preview of Page Badge.

Figure 18 Preview of Spa Les Chênes Blancs' Page Badge



- *Utilize Facebook target advertising*

Facebook Ads helps the spa plan and create campaigns to target audiences by locations, ages and interests. Facebook provides online learning resources on advertising which guide through a process of designing Ads, choosing target audiences, controlling cost and monitoring performance (Facebook Ads Guide, 2011). **Figure 19** represents a sample of the spa’s advertisement which will appear on Facebook users whom the spa is targeted.

Figure 19 Sample Advertisements of Les Chênes Blancs Spa



3.4.3.4 Measure

The spa can use Facebook Insights which are metrics to analyze data of users and interactions. User Insights enables the Page owner to know Total page Likes, or a number of fans, daily active users, new Likes/Unlikes, Like sources, demographics, page views and unique page views, tab views, external referrers, media consumption. On the other hand, Interaction Insights will provide daily story feedback (post Likes, post comments, per post impressions), daily page activity

(mentions, discussions, reviews, wall posts, video posts). Since the aim of this paper is to improve customer communication; it is necessary to measure number of fans and how they engage and react to messages and activities launched on Facebook Page. Thus, the metrics will focus on reach, engagement and action.

- *Reach*

Number of fans is obviously indicated on the Page. People like or fan the Page because they want to demonstrate their support to the brand as well as to receive information. The growth of fans probably means people are aware of the spa's presence on Facebook, people find the content valuable, people want to participate and share content, etc. Therefore, movement in number of fans has to be observed, whereas motives contributed to change should be investigated. Apart from knowing number of fans, Facebook Insight also provides detail of fans available on their profiles such as gender, age, country, city and language. This information will enable the spa to target advertisement and promotion to the right audiences.

- *Engagement - discussion, content, review and post*

Interaction Insights provide breakdown detail of how fans interact with the Page. By checking statistics from Daily Activity Feedback, the spa will know number of times users like, comments on stories posted by the Page administrator on that day. For more detail on how users interact with content, Daily Page Activity will be able to inform the spa numbers of times fans share their content by participating on Discussion Board, writing reviews, posting videos and posting on the Page's wall. High and low engagement on particular post entails preference and interest of fans, for example, asking question generates more comment; thus the spa

should ask questions more frequently (Facebook Inc., 2011). Moreover, there is another data on number of times the Page is mentioned on fans' status updates or Wall post to their friends. This tracking is important because every time the Page is mentioned, it will appear as a link which is easily for fans' friend to follow through (Walter, 2010).

- *Action*

Action refers to an attempt to try or purchase products and services. It is a part of the SCRM process to convert content into conversations and extending these conversations into collaborative experience and transforming those experiences into meaningful relation. By turning social customers into buyers or advocacy, the business level of the spa can be improved.

Success of the spa's Facebook Page campaigns can be measured in different ways depending on the activities launched. For example, efficiency of contest can be measured by contest entry, whereas success of special deal, promotions, and coupons can be tracked by number of purchase driven and coupon redeemed.

3.5 Conclusion

Adoption of social media channel is a part of SCRM strategy. Social media allow companies to network share and promote. It is a new way for business to disseminate and share content with customers in a transparency and broader scale. This business improvement project focus in investigating Facebook usage and its main purpose is to gain a better understanding of its contribution to desirable customer communication and business result.

Social Customer Relationship Management (SCRM) is a new emerging theory in the social web era. Its requirements for adaption to change and ultimately embrace it, the change of scope toward the customer and the necessity for integral change within the organization make the implementation process matter for great attention and careful planning. Facebook is one of social media utilized in transmitting message to customers; however, it does not supersede traditional media. In support of this statement by Chess Media Group (2010), traditional communication channels remain valid and useful as customer interaction occurs both offline and online. Online interaction can never substitute the power of in-person communication; therefore the key of web-based communication is to convert virtual relationship into a real relationship by blending both offline and online channels (Shane, 2011).

It is necessary for management to instill culture of learning and openness so that employees are comfortable with suggestion and collaboration. Employees are a part of an organization as well as social network. Investment in Facebook is not priceless because there is a hidden cost of time and cost to build relationship with customers. Creation of Facebook Page seems free; however, it requires knowledgeable manipulator who stays up-to-date with continuous improvement on Facebook and investment in time to consistently interact with social customers and to implement strategy and to ensure its viability. Ability to leverage and harness Facebook will enable desirable results to Les Chênes Blancs Spa and the hotel. For small and medium business, implement SCRM theory through social media is

considered cost-effective method to promote business comparing to high investment in traditional CRM technology.

All in all, the bottom line of the company can be achieved by building trust and relationship with customers through Facebook or other social media before attempting to sell anything. In reference to Evans and Mckee, “beyond social media marketing and the monitoring of conversations, the integration of social applications that connect your business to the larger (customer) ecosystem provide you with the data, solutions, and basis for relationships that can help you fix what needs fixing and preserve what’s presently working” (2011).

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CHAPTER 4

BENEFITS OF INTERNSHIP

4.1 Personal Benefit

Internship abroad allows the intern to be integrated in different culture. It is a proof of personal accomplishment in term of self-adjustment, self-evaluation and self-development. During the period of internship, the intern encountered difficulties and discouragement situations resulting in her learning process and business improvement project. With support from professors, friends and oneself, the author could complete her internship and business improvement project. The internship enriches personal experience in work, friendship and traveling which the author finds very valuable.

4.2 Professionally Benefit

Despite the fact that this internship was not well-structured in term of training plan and supervision, the intern managed to obtain hand-on experience in front office service as a spa receptionist. Even though, the position was not involved with management function, the intern could pick up her management skills by observing the owners' management style. To adapt good examples and take bad examples as lessons allows the intern to improve professionally. This position allows the intern to understand the spa operation, obstacles and resolutions. The intern accomplished her working experience in France and improved her French communication skills, increasing her confidence. The completion of internship helps the intern to foresee her career in hotel and tourism business, particularly in the

domain of marketing and human resource. Moreover, the experience working in France has prepared the intern for future career opportunity abroad.

4.3 Benefit to Host Company

The internship period fall into high season; therefore, the intern could provide support to the hotel in term of manpower which the hotel was in short of. The intern enables the spa to operate during 12:00 to 14:30 which generally is off-service time because there is no fulltime receptionist at the spa. In consequence, the intern could welcome guests, answer the phone, take reservations, open Heat Center, and sell products during these extra operating hours which contribute to additional revenue of the spa. Moreover, while working in the hotel, the intern observed working environment, operation and management roles in order to analyze the hotel situation and identify strong and weak points of the hotel. During the internship, the intern have discussed with the director twice about her observation, opinion and recommendations of identified problems. The management has listened and taken the points of discussion into consideration. Being an outsider, the intern student was at ease to share her opinions and ideas which the insider may not notice or dare not to point out.

APPENDIX A

PROGRESS REPORT FORM

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Appendix F

Progress Report Form

Name: Panadda WONGDERMDEE

ID: 52501317

Starting date: December 6, 2010

Name of Company: Le Grand Hotel & Spa

Department: Spa

Supervisor: Fabienne REMY, Directrice

Date of Submission: January 7, 2011

Progress Report Number: 1 (30 days)

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Instructions for completing this form

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

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

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

August 1, 2009

FIRST PROGRESS REPORT (30 days)

Orientation period

The orientation has not been properly conducted and scheduled. On my arrival, the house keeping executive showed me my room at the residence for interns. I met the owners in the evening to introduce myself and to discuss my area of interest in which I would like to work. As there is no Human Resource and Sales & Marketing departments, they offered me to start at reception department. The next day, I was invited to the weekly briefing where the director introduced me to all attendees who represent different sections. On this day, the hotel executive chef showed me kitchen area, food storage and staff canteen. I had 3 day-offs before starting my internship on December 6, 2010. The house keeping executive introduced me the town and invited me to her place. She helped me get to know more about the hotel. I began my internship four days afterward at the reception department. I gradually discovered about the hotel and employees through time.

I have worked at the reception for 3 days before moving to work in the Spa. At the reception, I have learnt to conduct confirmation letters, reply to inquiries, key in customer data into the system (VEGA). First day at the spa, I introduced myself to Miss Marie, the spa manager, who introduced to her team and showed me the spa. On that day, I was lucky to meet Mrs. Marlier who was the spa receptionist. She helped explain to me about what I supposed to do at the spa. I asked her to show me how to present the spa and practiced it myself. She also taught me how to operate VEGA to make reservations and generate invoices. Being the receptionist at the Spa is more productive and active for me because I was alone at the counter performing many tasks. My roles are greeting customers, providing information regarding service and treatment, answering the phone, making reservation, selling products, ensuring cleanliness and tidiness, etc.

At the beginning, I was afraid of answering the phone as I was not confident about my french and I did not know products and services well enough. Most of the time, I learnt by asking and by making mistakes. I had to ask estheticians from time to time to explain to me about products and services so that I could explain to customers.

Learning goals

During the first month, I came to realize that this internship was not something I have expected and it would not facilitate me to achieve my learning goals I have set. There were no training plan and supervisor who is in charge of my learning process. Therefore, what I actually learnt were to adapt to the situation and blend with the organization culture. I understood how french familial hotel is operated.

In term of my responsibility, I will continue to improve my french communication skills in order to understand and be understood correctly. It will equally bring me confidence an ensure the communication is effective. I also will try to understand and memorize about treatments and products provided by the spa in order to provide lucrative information, presentation and recommendation to customers. It is necessary for me to be proactive to seek out for further information and knowledge to perform my job effectively. In term of personal development goals, I would like to improve my management skills dealing with time, problems and presumptous destructive criticism. My circumstance teach me to stay positive and determine to achieve my goals.

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Cultural diversity

In this corporate culture, I remark the lack of communication, unity and initiative. There is no sense of belonging and sharing corporate objectives. It is the reason to high staff turn-over. Considering as a small business, the hotel's capacity to hire employees is limited. Many staff work across two departments, performing multifunction. The owners are always present to make decision and ensure daily operation run smoothly. Prior to making any decision, employees are required to consult with the owner. This results in the lack of initiative among staff and dissatisfaction of service for customers. By trying to understand the situation and adapt to it, I somehow manage to deal with the feeling of being disregarded and misjudged. I decide to focus on my responsibility and fulfill the job's requirement. I have to learn ignoring destructive criticism and pay attention to productive advices and comments for further improvement. I see the situation more positively as a chance for me to develop my management skills. Through my observation, I can identify the problems, possible causes and solutions based on my working experience and management knowledge obtained from classes. I learn from making mistake as well as from others' mistake.

Trends

I remark that decoration of the hotel and rooms are not in harmony. The bar and restaurants look luxurious but rooms are a bit outdated. However, the hotel is doing new 4 mockup rooms with new wooden decoration giving an ambience of cozy chalet. There is also renovation on the hotel's facade. An attempt to maintain and improve the hotel has remarkably differentiated Le Grand Hotel & Spa from their rivals. The hotel provides full services for tourist and business customers. Varieties of room types, 3 restaurants proposing different themes of food in different ambiances.

There are many young intern students and apprentices who come here to learn and go. These young people are perceived as cheap workforce that help drive the hotel economically. Most of them rotate between kitchen and restaurants where great number of manpower is required. Moreover, this hotel performs based on tourist seasons; hence, it is reasonable to recruit interns. Nonetheless, having too many interns is difficult for the hotel to give them an adequate time and training which may result in quality of service and negative perception of customers to the hotel.

In addition, there many tourists coming from nearby towns, Paris, Belgium and Luxemburg. The geographical advantage of Gérardmer allows visitors a few hours drive from home to profit the lake, mountains, nature and tranquility. The town is somewhat quiet and difficult to access without vehicle. It is a small mountainous town with various outdoor activities both summer and winter seasons such as skiing, hiking, water sport, parapente, mortar racing, etc. Besides seasonal outdoor activities, visitors can enjoy indoor activities such as bowling, ice skating, casino, cinema, etc. I think well-being trend is drawing visitors

Business Improvement Project

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

The Business Improvement Project must meet high academic standards.

Company analysis

The author uses SWOT analysis as a tool to identify strengths, weaknesses, opportunities and threats of the hotel. This analysis will highlight internal and external factors influencing in business operation; hence identification of those factors will be useful for matching the firm's resources and capabilities to the competitive environment in which it operates. The internal factors can be classified as strengths and weakness whereas opportunities and threats are categorized as external factors.

For Le Grand Hotel & Spa, the main strength is a long historical existence of the hotel. The hotel has gone through a long evolution under different owners since 1840. The hotel reputation has resonated through generations. This fact explains a number of long-dated hotel clients who continue to visit the hotel and recommend their family and friends to become client as well. Moreover, staying at the hotel, customers can access to variety of facilities and services. Le Grand Hotel & Spa provides recreational facilities such as two swimming pools, fitness center, billiard room together with 24-hour service, free sightseeing program organized for guests, souvenir shop, bike rental, etc. On top of facilities and services, Le Grand Hotel & Spa is the only hotel in Vosges department who offers full-serviced spa and Heat Center. Having the spa enables the hotel to attract more tourists who seek relaxing and rejuvenated holiday and to position itself superior than competitors in term of services. Final result is an increase in revenue for the hotel. Another positive factor of the hotel is having an owner who is the third generation of the "Remy" hotelier family. The family has long been in the hotel business and has established a strong relationship with banks, business partners, customers and employees. Having good connection with stakeholders facilitates business process in term of finance and collaboration. In addition, Le Grand Hotel & Spa has been associated by many loyalty customers. It is because they have a good connection with the owners and enjoy products and services of the hotel. Last but not least, another strong point of the hotel is being evolvable. The hotel has gone through long transformation since the Remy has taken over. They keep the property well-maintained and renovated to keep up with trend and demand of the business. The mentioned strengths of Le Grand Hotel & Spa greatly contribute to today success. The hotel's future will be promising if the hotel continues to leverage its resources.

Apart from knowing to leverage resources, Le Grand Hotel & Spa also has to eliminate or improve negative factors which are weakness of the business. First internal element which needs to be considered is having business vision and mission. A corporate vision will be used as inspiration and a framework for strategic planning whereas a mission statement will reflect the hotel's commitment, purpose and goals. Not only creating meaningful and inspiring statements but the owner also needs to repeatedly communicate to employees to ensure that they are committed to business objectives. Second destructive factor is a lack of internal communication. The dominant communication style in the hotel is top-down which is regardless of employees' opinions and ideas. Corporate culture does not encourage employees to speak up or to share ideas. Communicating with employees is a useful and powerful way of engendering greater engagement and propensity of the employee to want to come to work and want to contribute to the success of the company. Thus, apart from having a weekly head of departments' meeting the hotel may additionally organize staff meeting, team briefing, team discussion, informal talk, discussion board, corporate newsletter or other forms of printing media in order to promote internal communication. Third weakness which in one way relates to the previous weakness and which urgently requires investigation is high staff turnover. Turnover effects many areas of business mainly productivity, business return, satisfaction of customers and remaining staff; hence, the owners should try to reduce the loss of staff. Fourth negative factor is a lack of cost controller or strategy to control waste and loss. The owner runs the business with trust and confident to his employees; however, being too flexible and reckless in rules and disciplines can violate loyalty of employees. The last weakness is the lack of standard of process. The hotel does not have a clear protocol or standard of process as a guideline for employees, especially new employees or intern students. Many of hotel staffs are intern students or seasonal associates who receive less attention from the management. The hotel does not provide a proper and formal orientation, explanation of job responsibility and expectation and training to the new comers. By eliminating this weakness, the hotel can reduce errors and undesirable practices committed by staff. Above of that, a good orientation and introduction increase awareness of the company, allow for networking and socializing, reduce confusion on job role, reporting structures and expectations and reduce employee anxiety and stress.

In regard to external facts, the best opportunity of this hotel being located in city center and natural resources such as a lake, park and forest gives an advantage to the hotel. Hotel guests can reach shops, restaurants, casino, recreational venues and green zone within a short distance by foot. The geographical location allows tourists to visit Gérardmer all year round. Another element contributing to advertising and promoting the

hotel is the Fantastic Film Festival which unites each year a great number of press and media, famous film directors, actors, actresses and fans. The next favorable condition to the hotel is the fact that domestic tourism remains favorable despite of the world late-2000s financial crisis. According to a survey on Conditions of life and Aspirations of the French in June 2010 (Hoibian, 2010), French's decision to vacation for a short and long period has diminished comparing to 2008 and 2009 due to financial tension; however French continued to preserve their income for pleasure of traveling and recreational activities. The hotel's statistic on revenue contributed by French clients in 2010 affirms that domestic tourism is promising. Lastly, the hotel can gain benefit from an opportunity in which Euro is weaken comparing to US dollars, allowing more American or other countries in other continents to travel to France less expensive than before.

On the other hand, there are some external factors which can be threatening to the hotel's achievement and performance. The European sovereign debt crisis which has been spreading in 2010 is the first threat to be discussed. Others EU members fear of spreading of the crisis after Greece, Ireland and Portugal have been affected. Demand and confidence of consumers have been threatened resulting in less expenditure, particularly on pleasure purpose. Another threat to the hotel is weather alteration and climate change. Phenomena such as winter season with less snow or a summer with bad weather will influence customers' buying decision. Tourists come to ski in Gérardmer in winter and to enjoy outdoor activities and water sports in summer. If the weather in Gérardmer does not allow them to realize their dream vacation, they may change their destination. Its consequence will greatly affects hotel and tourism industry, including Le Grand hotel & Spa.

Project topic

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

Indicate the topic that has been chosen.

Customer Communication Improvement through Facebook Page is chosen as a topic and Social Customer Relationship Management (SCRM) theory is applied in my business improvement project.

Small and medium-sized businesses are increasingly using databases to manage their customer relationships to increase both sales and customer satisfaction. Nevertheless, incorrectly input information, inconsistently maintain and improperly use of data make database

outdated and meaningless for companies. The same scenario happens to the Grand Hotel & Spa. The hotel uses Point of Sell software called VEGA in their operation as well as to hold and analyze customer data. Nonetheless, collecting customer data has not been consistently practiced across the hotel. For example, employees at the spa pay no attention to record customer data. Without strategies that resonate with the particular audiences represented in database, software and database are simply storages. When data is not viable, the spa manager should find a new way to outreach customer, improve collaboration and engage them into a durable relationship in order to obtain long-term profitability. The spa should embrace a strategy that move beyond management of customers, transaction and money.

The Grand Hotel & Spa is among many small and medium companies who do not place enough emphasis on creating brand awareness. By not paying attention to invest in advertising the spa and to maintain after-sales relationship with customers; the hotel deprives the spa from attracting new customers and encouraging repeat purchase. Without an awareness of the spa's brand, customer will not consider to buy from the brand. The author remarks unpopularity of the spa in local market. Most of the local residents come to the spa because they received gift vouchers. Some of them come back to purchase themselves whereas some never return. Among those customers, only few recognized faces become repeated customers. Lacking of communication and understanding, the spa is unable to align its sales activities with the customers buying behavior and strengthening customer relationship in a way that it can truly create a better customer experience before, during and long after the purchase. If customers are very happy with communication and services they are receiving, they will continue to buy despite premium price, thus less marketing afford and budget is needed.

Collect the references you can use for the literature review. Describe where can you find the literature that you will need?

As SCRM is very new topic which still require further study and development, it is difficult to find academic research or empirical study on this topic. However, there are many online sources such as articles, case studies, comments, blogs and ebooks to provide knowledge about SCRM. Thus, my main source of references come from online works of research institutes, social media consultants, web strategists, marketers, CRM experts, etc. There are plenty evidences and authoritative opinions from those gurus to support my BIP.

Formulate a preliminary problem statement and some research questions.

August 1, 2009

The marketer of Grand Hotel & Spa is aware of social media, therefore creating a user profile for the spa. However, user profile is not enhanced with applications that help business to communicate and engage with audiences as Facebook Pages. The lacks of knowledge in Social Customer Relationship Management (SCRM) and in social media lead to misuse of Facebook, generating no values to social customers and the spa. For the business, customer communication is a process by which a company assigns and conveys information in an attempt to create shared understanding with customer. It is through communication that collaboration and cooperation occur.

I have developed some research questions: How can Facebook improve customer communication? What are roles of Facebook in SCRM? How an adaption of Facebook assist in increasing business levels at the Spa? Is it possible to turn social customers into brand advocacy?

Who will guide you during the project?

Mr. Robert Mackenzie, my marketing professor, will guide me during the project. This topic suites my circumstance in the sense that I can perform my study and investigation despite of limited supervision and advice from the owners.

Discuss the time that will be made available for the project with your supervisor. Note the agreements that have been reached.

The directrice allows me to work on my project during the week when I finish my work assigned my the accountant. I have quite enough of time to do my BIP.

General

Did you receive feed back from your direct supervisor? Did you ask the supervisor for feedback? Explain.

The first time I discussed with the directrice was when I insisted that it was time for me to start the business improvement project for the hotel. We had a lot of discusstion and she also indicated the area that she wanted me to investigate. Although the topic was not finalized, she already agreed to give me time to work on this project. The directrice was always occupied and did not have time to discuss with me about the topic. Due to time limitation, I decided to start my project. I somehow got a chance to quickly inform her about my project on Facebook. She simply approved my idea as we had no time to discuss further.

August 1, 2009

Are you satisfied with the communication with your company supervisor of the host company? Explain.

I am rather disappointed with the communication with my supervisor. I have an impression that she takes me and this internship for granted. Whenever I requested for her time, she oftenly refused by saying that she did not have time and when she gave me appointment she could not make it. I quite understand that she is busy managing the hotel. However, a good management is not about performing multifunction in the same time but it is about how you manage people to perform the jobs for you in a professional and effective way. I have mentioned earlier that there was a communication problem in the hotel; hence, I understand how frustrated employees feel about management. The lack of organizational communication can lead to distant relationship and no collaboration, resulting in business improvement. However, during my assessment at the end of this internship, I had a chance to discuss my opinions, remarks, recommendations with the directrice. I was quite satisfied about the talk as she showed an interest in my ideas and suggestions. She also shared with me her plan to improve the spa.

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

August 1, 2009

SECOND PROGRESS REPORT (60 days)

Daily activities

I requested to work with an accountant after my first three months because I wanted to learn about other department and I expected to have some time to work on my business improvement project. The accountant was glad that I would relieve her work load. In the same time, I could ask her questions relating to hotel performance and get access to useful information for my BIP. I am assigned to maintain summary of daily revenues on spreadsheet, verify and match receipt of payment with bank statements and other paper work as assigned. However, I still perform my receptionist tasks at the spa only on the weekend.

1st assessment by Host Company

No assessment.

Learning goals

Report back on the learning goals mentioned in report 1. Describe if you have been able to achieve the goals and how you have worked on the chosen behavioural indicators. If goals have not been reached, indicate the reasons.

I have noticed my improvement in French communication skills. People who know me agree that my french is much better. I have better detail of the services provided by the spa to ensure customer satisfaction. In term of management skills, I am quite satisfied of my time management in completing my BIP. I dedicated a lot of time on it but I also profited my free time to be with friends, traveling, going out, etc.

By nature, I am quite a sensitive person so I tend to get emotional to what people say and act toward me. During this internship, I have to deal with destructive criticism, unfriendly attitude and irrespectable behaviours of my colleagues, problems at work, personal problems and so on. However, I never forget my responsibilities and my priority so I seek positive support and energy to overcome difficulties. I was quite satisfied by the way I was treated by some of my colleagues. I was at the point of preparing for evidents to talk to my supervisor but I changed my mind as I didnt want to complain. Instead, I have decided to fix things by myself. I decided to deal with the person directly and control my emotion instead of getting frustrated. Despite my disappointment and difficulty I have encountered, I somehow managed to go through the internship by

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focusing on positive sides. I have tried to get the most out of this internship.

From which much competencies of your direct supervisor can you learn the most?

I appreciate her hard working woman characteristic. She can works every day and perform multiple tasks. Due to the fact that I am not directly work with her and she is not practically my supervisor, thus I can not say much on her competencies.

Which of your competencies do you intend to develop further during the coming months?

I want to concentrate on my responsibilities and perform my job well.

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

Cultural diversity (for foreign countries only)

I already got a experience living in France so I am quite use to french people and cultures. Sometimes it is very stressful for me to fulfill all my responsibilities and to deal with incurred problems within this 5 months. I am grateful for support from SUIC professors who encourage me and guide me through all this period. Besides, I have nice colleagues and friends who make my stay in Gérardmer much more plesant. Within a short time, I have learnt so many things. I did not obtain what I first expected from this internship but I got more than what I have expected.

Business Improvement Project

Hand in a preliminary project proposal containing the following:

SCRM is an evolution of CRM which based on a strategy for customer engagement, not managing customer data, and among the important benefits is that it adds value back to the users and customers (Chess Media, 2010). Social CRM does not replace existing CRM efforts, it complements it with an outbound extension to connect with the very social network tools that shape and steer perception – those previously untouched with inbound only infrastructures (Owyang, 2010). Social CRM

enhances the relationship aspect of CRM and builds on improving the relationships with more meaningful interactions, capturing both official and unofficial customer conversation, including emotional states (Owyang et al., 2010). Paul Greenberg, a leader in Social CRM makes a point that:

“We’ve moved from the transaction to the interaction with customers, though we haven’t eliminated the transaction – or the data associated with it... Social CRM focuses on engaging the customer in a collaborative conversation in order to provide mutually beneficial value in a trusted and transparent business environment. It’s (i.e. Social CRM is) the company’s response to the customer’s ownership of the conversation” (as cited in Morgan 2010).

Walsh’s definition of Social CRM has supported Greenberg’s idea, “Social CRM is a process of converting content into conversations and extending these conversations into collaborative experience and then transforming those experiences into meaningful relationship” (2010). Hinchcliffe states that “Social CRM can create an emergent, collaborative online partnership with customers that can result in an array of improvements to business performance (2009). Yemish states that Social CRM conversation is now happening in email, Tweets, Facebook, comments, blogs, reviews and forum posts instead of telephone or in-person meeting (2011).

Project plan containing the following:

A description of the situation

Small and medium-sized businesses are increasingly using databases to manage their customer relationships to increase both sales and customer satisfaction. Nevertheless, incorrectly input information, inconsistently maintain and improperly use of data make database outdated and meaningless for companies. The same scenario happens to the Grand Hotel & Spa. The hotel uses Point of Sell software called VEGA in their operation as well as to hold and analyze customer data. Nonetheless, collecting customer data has not been consistently practiced across the hotel. For example, employees at the spa pay no attention to record customer data. Without strategies that resonate with the particular audiences represented in database, software and database are simply storages. When data is not viable, the spa manager should find a new way to outreach customer, improve collaboration and engage them into a durable relationship in order to obtain long-term profitability. The spa should embrace a strategy that move beyond management of customers, transaction and money.

August 1, 2009

The Grand Hotel & Spa is among many small and medium companies who do not place enough emphasis on creating brand awareness. By not paying attention to invest in advertising the spa and to maintain after-sales relationship with customers; the hotel deprives the spa from attracting new customers and encouraging repeat purchase. Without an awareness of the spa's brand, customer will not consider to buy from the brand. The author remarks unpopularity of the spa in local market. Most of the local residents come to the spa because they received gift vouchers. Some of them come back to purchase themselves whereas some never return. Among those customers, only few recognized faces become repeated customers.

A problem statement / research questions

The lacks of knowledge in Social Customer Relationship Management (SCRM) and in social media lead to misuse of Facebook, generating no values to social customers and the spa. For the business, customer communication is a process by which a company assigns and conveys information in an attempt to create shared understanding with customer. It is through communication that collaboration and cooperation occur.

The advent of technology and Internet has resulted in a paradigm shift in the way people gather information. As mention by Walsh (2010) that in the new era, the information is ubiquitous which empower customers with knowledge and which enforce business to connect and collaborate with them through interactive communication rather than monopolized conversation. Customers are now sharing their experiences and feedback on any company and any brand through social web. Today customers gather on social network site to communicate and share information (Chess Media Group & Lieberman, 2010). Owyang (2010) indicates that "customers have moved... companies and organizations have fallen behind in connecting with customers, and realize that they must find a way to at least participate in the conversation".

The marketer of Grand Hotel & Spa is aware of social media, therefore creating a user profile for the spa. However, user profile is not enhanced with applications that help business to communicate and engage with audiences as Facebook Pages. Users can not click "like" or become fan, besides the spa is unable to advertise of promote brand. As the marketer is not knowledgeable in Facebook and SCRM, the spa's profile is inactive and uninteresting to users.

The goal of the project

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The purpose of this dissertation is to improve customer communication through an adoption of Facebook platform. The study will substantially extend knowledge of marketer and management about SCRM and Facebook. The author expects some useful changes in best practice of Facebook to consequently benefit organization and customers.

The methods that will be used

I use secondary sources to test my hypothesis. Investigation on CRM, SCRM and multifunction of Facebook Pages for serving business purposes, statements of experts specialized in social media and Facebook, experience and recommendation from Facebook Pages' owners, statistics, surveys and constructive evidences from companies who use Facebook prove that customer communication can be improved by using Facebook. The investigation process begins with customer identification in order to understand target audience and to limit scope of study. The next process is to find evidence to justify the my selection of Facebook as a communication channel such as statistic and survey. The process continues with discussion of how to leverage Facebook Pages. Due to some limitations, it is difficult to launch Facebook Page and to apply Facebook strategy. Therefore, I can only detail process of Facebook application and strategy to achieve business objectives.

Outline of the planning / time frame

I have about 2 months to complete this project. Below is an outline of the planning:

- Obtain a better understanding about CRM, SCRM and technical terms involved.
- Focus on SCRM and how it works
- Select tool (Facebook Page) to apply the theory (SCRM)
- Find out about Facebook Page's multifunctions associated with communication purpose.
- Use secondary sources to testify hypothesis
- Recommend strategy to use with Facebook
- Present the project to the directrice

August 1, 2009

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

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

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August 1, 2009

THIRD PROGRESS REPORT (120 days)

Assessment report

Describe to which extent the learning goals have been realised or not and why.

I felt much more confident communicating with customers, particularly on the phone. I could explain to customers about products and services as well as give them recommendation. When I felt confident with my french and knowledge about products, I could convince customers to purchase and I have sold many treatments and products indeed. I felt happy when I could answer to customers' need.

On the phone, I greet customers the way I am taught and follow the procedure of making reservation. Before hanging up, I recapitulate reservation the customers have made and thanked them for calling us. I tried to remember customers and call them by name; eventhough, this practice is not enforced here.

I got used to organizational culture and the management style through time. I felt more at ease with the way I was treated and I told myself to focus on my responsibilities and offer good service to customers and the rest was out of my concern.

I tried to give feedback and opinions about the spa to the directrice whenever I had an opportunity. But it has not been taken into consideration or it was not compatible to her way of management. Thus, I avoid sharing my ideas. My knowledge learnt in class has helped me understand problems and figure out possible solutions. I have experienced another style of management from which I will extract good traits to apply in my career and avoid to perform destructive ones. One true thing I have discovered was employee is the core of service business. Before trying to satisfy external customers, it is essential to satisfy internal customers first. It is also true that you have to give before you expect to get.

List the Competencies developed during your internship

My competency in French communication has improved. I have developed competencies as a spa receptionist. The spa receptionist is tasked to coordinate client appointments with the staff. Thus, I have to be good in coordination and team player. To perform the job well, I have to work out my customer service and communication skills. The spa receptionist must be able to maintain the reception area or surroundings to accommodate all clients. Therefore, I have learnt to do multiple tasks.

August 1, 2009

Comment on the assessments that you received from your company supervisor

I received positive comments from my supervisor. Overall, I have fulfilled my responsibilities as a receptionist despite of language barrier. My analysis of the spa and recommendations are useful for the company to further develop the spa. She has mentioned that I should have been more involved with team work because I failed to inform her about improper customer service manners of the estheticians and staffs' issues which I was aware of. Therefore, I don't think her remark has anything to do with team work. I pointed out to her that we have never discussed about my role at the spa and her expectation toward me. It would be inappropriate for me to talk about my colleagues and share to her what I have been told. Usually, I tried to be neutral in discussing with her about problems I perceived while working at the hotel. During the assessment, we've discussed many points which I was glad to share. I could not be too open because some topics are too delicate.

Discuss your plan to look for a job in my area of study not because I am sure I like it but I want to gain insight knowledge in hotel and tourism industry. My domain of interest still my marketing and human resource. My personality allows me to work in front office or in contact with customers but I am not quite sure whether it is for me. I like to welcome guests with smile, offer them assistance, solve their problems, etc.

Prepare to discuss this report with your SUIC internship supervisor during a personal interview.

Final report

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

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

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

APPENDIX B

ASSESSMENT OF SUIC STUDENT BY THE HOST COMPANY

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Appendix J

Assessment of SUIC Student by the Host Company

Student Name: Panadda WONGDERMDEE

Host Company: Grand Hotel & Spa

Supervisor: Fabienne REMY

Assessment period: From: December 13, 2010 To: April 17, 2011

Date of Assessment: April 20, 2011

Intern's position: The Spa Receptionist

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>
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Appendix J Assessment Form

August 1, 2009

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

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

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

Appendix J Assessment Form

August 1, 2009

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

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

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

Appendix J Assessment Form

August 1, 2009

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

14. Departmental core tasks		Points Awarded (Circle One)
5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor		
<p>Please list the department core tasks below:</p> <ul style="list-style-type: none"> • <u>Answer the phone</u> • <u>Take reservation</u> • <u>Provide customers assistance</u> • <u>Sell products & Services</u> • <u>Answer to customers' enquiry & need</u> • <u>Assist estheticians in maintaining the spa</u> 		<p>5 4 3 2 1</p>
Comments:		

August 1, 2009

The student's strong points are:

7 The student has recognized and analysed very well the weaknesses of the Spa and initiated proposals to solve them (the registration form, the links with Facebook, and so on...)

Which areas should be improved?

The student should have been more involved with the team work.

Intermediate appraisal: (if applicable)

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

Final appraisal: (if applicable)

General remarks:

The student did a very good analysis of the weakness of the Spa and found out the solutions.

Student's Comments:

Signature of supervisor of Host Company: REMY FORTIEN

Signature of Student: [Signature]

Panadada W

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Cedex
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APPENDIX C

BUSINESS IMPROVEMENT PROJECT/GRADING

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Appendix H

Business Improvement Project/ Thesis Grading Sheet

Title of BIP/ Thesis: Customer Communication Improvement by Social
Customer Relationship Management through
Facebook

Name: Panadda Wongdermdee

ID: 52501317

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

Appendix H BIP Thesis Grading Sheet

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

Overall grading of the project:

Poor

Average

Good

Excellent

Supervisor Name & Signature: _____

Date: _____

APPENDIX D

INTERNSHIP CERTIFICATE

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

ATTESTATION DE FIN DE STAGE

Je soussigné, M. Claude REMY Président de la SAS Le Grand Hôtel & SPA, atteste que Mademoiselle WONGDERMDEE Panadda a suivi dans ladite société du 1^{er} décembre 2010 au 24 avril 2011, un stage de formation dans le cadre de son cursus universitaire et qu'elle a donné entière satisfaction tout au long de celui-ci.

Fait pour servir et valoir ce que de droit

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

A Gérardmer le 24 avril 2011

S.A.S. LE GRAND HÔTEL & SPA
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BIOGRAPHICAL INFORMATION

After obtaining a Bachelor Degree in English Language from Chiang Mai University in 2001, the author has worked in many international organizations, mostly in the post of management personal assistant. The author decided to further her education in Hotel & Tourism Management in 2009 after spending few years as an Aupair in France. Her interest in traveling, languages, meeting people and learning new culture have greatly influenced her decision to pursuit a master degree in hotel and tourism. The author aims to switch her career path from secretarial work into a career which enable personal and professional development and which give more sense to life. Therefore, the author plans to obtain hand-on experience in domains of marketing as well as human resources in hotel industry. The author is interested to be a part of world renowned hotels in order to enrich her professional experience and knowledge.

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